



FRANCHISE DISCLOSURE DOCUMENT

GREAT CLIPS, INC.

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GREAT CLIPS, INC.
A Minnesota Corporation
4400 West 78th Street, Suite 700
Minneapolis, Minnesota 55435
(952) 893-9088
greatclipsfranchise.com



A franchised GREAT CLIPS® Salon offers a required line of haircare services and products from a designated location, customarily in a shopping center, identified by trademarks licensed by the franchisor, Great Clips, Inc. ("Great Clips") and using distinctive trade dress and business methods prescribed by Great Clips.

The total investment necessary to begin operation of a Great Clips franchise is from ~~\$182,950—\$414,400~~ 187,800 - \$419,900. This includes ~~\$73,950—\$103,900~~ 800 - \$104,400 that must be paid to Great Clips or an affiliate for a single franchise agreement, and ~~\$88,950—\$118,900~~ 800—\$119,400 that must be paid to Great Clips or an affiliate for the first salon you develop under a Three Star Program Agreement. The Three Star Program is a lease signing incentive program where a franchisee signs three Franchise Agreements and the Three Star Program Agreement and receives a discounted Initial Franchise Fee and is required to open three Salons within 24 months.

If you sign a Master Development Agreement ("MDA"), you also must pay to Great Clips or an affiliate a Development Fee of \$4,000 for each salon you agree to develop under the MDA (minimum of two), plus a \$6,000 Initial Franchise Fee for the first Franchise Agreement you sign in connection with the MDA which would amount to \$14,000 to \$46,000 in total fees if you were granted the right to develop between two and 10 salons.

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, Great Clips 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 the Franchise Administration Department at 4400 West 78th Street, Suite 700, Minneapolis, Minnesota 55435, (952) 893-9088.

The terms of your contracts will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contracts. Read all of your contracts carefully. Show your contracts 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 ("FTC"). You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

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

Issuance Date: ~~March~~ **29, 2024**

| 30, 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
How much can I earn?	Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, such as current and former franchisees. You can find their names and contact information in Item 20 or Exhibits A and B.
How much will I need to invest?	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.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit E includes financial statements. Review these statements carefully.
Is the franchise system stable, growing, or shrinking?	Item 20 summarizes the recent history of the number of company-owned and franchised outlets.
Will my business be the only Great Clips business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you.
Does the franchisor have a troubled legal history?	Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings.
What's it like to be a Great Clips franchisee?	Item 20 or Exhibits A and B lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	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 franchises in the 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 **PQ**.

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 risks be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement, master development agreement and three star program agreement require you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in Minnesota. 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 Minnesota than in your own state.
2. **Supplier Control.** You must purchase all or nearly all of the inventory or supplies that are necessary to operate your business from the franchisor, its affiliates or suppliers that the franchisor designates, at prices the franchisor or they set. These prices may be higher than prices you could obtain elsewhere for the same or similar goods. This may reduce the anticipated profit of your franchise business.

Certain states may require other risks to be highlighted. Check the “State Specific Addenda” (if any) to see whether your state requires other risks to be highlighted.

DISCLOSURES REQUIRED BY MICHIGAN LAW

To the extent the Michigan Franchise Investment Law, Mich. Comp. Laws §§ 445.1501 – 445.1546 applies, the terms of this Addendum apply.

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures, and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if: (i) the term of the franchise is less than 5 years, and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.
- (g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:

(i) The failure of the proposed transferee to meet the franchisor's then-current reasonable qualifications or standards.

(ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.

(iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual services.

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE ATTORNEY GENERAL.

If the franchisee has any questions regarding this notice, those questions should be directed to the Michigan Department of Attorney General, Consumer Protection Division, Attn.: Franchise, 670 Law Building, Lansing, Michigan 48913, telephone: (517) 373-7117.

TABLE OF CONTENTS

Item 1 — The Franchisor, and any Parents, Predecessors, and Affiliates	1
Item 2 — Business Experience	4
Item 3 — Litigation	8
Item 4 — Bankruptcy	10
Item 5 — Initial Franchise Fee	10
Item 6 — Other Fees	13
Item 7 — Estimated Initial Investment	17
Item 8 — Restrictions on Sources of Products and Services	21
Item 9 — Franchisee’s Obligations	25
Item 10 — Financing	27
Item 11 — Franchisor’s Assistance, Advertising, Computer Systems, and Training	28
Item 12 — Territory	41
Item 13 — Trademarks	42
Item 14 — Patents, Copyrights, and Proprietary Information	44
Item 15 — Obligation to Participate in the Actual Operation of the Franchise Business	45
Item 16 — Restrictions on What the Franchisee May Sell	46
Item 17 — Renewal, Termination, Transfer, and Dispute Resolution	47
Item 18 — Public Figures	50
Item 19 — Financial Performance Representations	50
Item 20 — Outlets and Franchisee Information	60
Item 21 — Financial Statements	70
Item 22 — Contracts	70
Item 23 — Receipts	71

Item 1 – The Franchisor, and any Parents, Predecessors, and Affiliates	2
Item 2 – Business Experience	4
Item 3 – Litigation	9
Item 4 – Bankruptcy	10
Item 5 – Initial Franchise Fee	10
Item 6 – Other Fees	144
Item 7 – Estimated Initial Investment	18
Item 8 – Restrictions on Sources of Products and Services	22
Item 9 – Franchisee’s Obligations	27
Item 10 – Financing	28
Item 11 – Franchisor’s Assistance, Advertising, Computer Systems, and Training	29
Item 12 – Territory	42
Item 13 – Trademarks	44
Item 14 – Patents, Copyrights, and Proprietary Information	48
Item 15 – Obligation to Participate in the Actual Operation of the Franchise Business	48
Item 16 – Restrictions on What the Franchisee May Sell	50
Item 17 – Renewal, Termination, Transfer, and Dispute Resolution	50
Item 18 – Public Figures	54
Item 19 – Financial Performance Representations	54
Item 20 – Outlets and Franchisee Information	66
Item 21 – Financial Statements	77
Item 22 – Contracts	77
Item 23 – Receipts	78

Exhibits

A	List of Outlets
B	Lists of Former Franchisees
C	Franchisee Organizations Great Clips has Created, Sponsored or Endorsed
D	Independent Franchisee Organizations
E	Financial Statements
F	Franchise Agreement
G	Three Star Program Agreement
H	Master Development Agreement
I	Innovative Computer Software – Styleware™ Software Suite Agreement
J	Heartland Payment Systems – Merchant Processing Agreement
K	Stored Value Systems, Inc. – Participation Agreement
L	Lease Documents
<u>M</u>	<u>Foundation Technologies, LLC – Salon X Store Service Agreement</u>
<u>~~M~~N</u>	Automated Clearing House Authorization
<u>~~N~~O</u>	Franchise Application Questionnaire
<u>~~O~~P</u>	State Addenda
<u>~~P~~Q</u>	State Agencies and Agents for Service of Process
<u>~~Q~~R</u>	Data Processing Addendum
<u>~~R~~S</u>	SBA Franchisor Addendum

Item 1

THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES

Franchisor

To simplify the language in this ~~disclosure document~~Disclosure Document, “Great Clips” means Great Clips, Inc., the Franchisor. “You” means the person or entity that executes the Franchise Agreement with Great Clips and each individual who has any ownership interest in that entity. Great Clips is a Minnesota corporation that was incorporated on July 12, 1982. Great Clips' principal business office is 4400 West 78th Street, Suite 700, Minneapolis, MN 55435. Great Clips has no predecessors or affiliates. Great Clips does business under its corporate name and the trade name and service mark GREAT CLIPS®. Great Clips' agents for service of process are disclosed in Exhibit ~~PQ~~.

Franchised Business

Great Clips licenses the operation of GREAT CLIPS® salons, which are specialized and distinctive retailers of haircare and personal grooming services and products. Great Clips has developed an image, distinctive brand, and business system for the development and operation of GREAT CLIPS® salons offering haircare and personal grooming products and services, all of which may be changed, improved, substituted, or further developed from time to time (the “System”), identified by the GREAT CLIPS® trademark and such other registered and unregistered trademarks and service marks as may be specified from time to time (the “Marks”). The franchise described in this ~~disclosure document~~Disclosure Document is a license to develop and operate a single GREAT CLIPS® business (the “Salon”) at a designated location approved by Great Clips (the “Authorized Location”). The Franchise Agreement authorizes you to use the GREAT CLIPS® trade name and service mark in connection with the operation of the Salon and permits you to use the distinctive identity, trade dress, methods and system ~~(the “System Standards”)~~ developed by Great Clips for operating the Salon: (the “System Standards”). GREAT CLIPS® salons offer consistent, high quality, affordable, limited haircare services and a limited selection of products designated by Great Clips for men, women and children in a distinctive retail environment. You must pay certain fees and make certain investments, described in Items 5 through 7 of this ~~disclosure document~~Disclosure Document. Other material aspects of the franchise are described in this ~~disclosure document~~Disclosure Document and in the Franchise Agreement included as Exhibit F, which will govern the relationship between you and Great Clips. Certain parts of the Franchise Agreement are highlighted in Item 17.

Great Clips has the right to offer the Three Star Program to qualified individuals. The Three Star Program is a lease-signing incentive program. Under the Three Star Program, a franchisee will sign a Three Star Program Agreement (the “Three Star Program Agreement”), a copy of which is included as Exhibit G, along with three separate franchise agreements (the “Three Star Franchise Agreements”) – one for each of the Three Star Franchises granted under the Three Star Program. The form of Franchise Agreement you will sign in connection with the Three Star Program is attached as Exhibit F. The term of the Three Star Program Agreement is 24 months from the date

the Three Star Program Agreement is signed. Under the Three Star Program, a franchisee must sign a lease for each of the Three Star Franchise Agreements granted under the Three Star Program Agreement within the 24-month term. If a franchisee does not sign a lease for each of the Three Star Franchise Agreements granted under the Three Star Program during the 24-month period, the franchisee will forfeit all Three Star Program benefits for any Three Star Franchise Agreement(s) for which there is no corresponding, fully-executed lease.

Great Clips has the right to offer a development agreement (the “Master Development Agreement”) to qualified individuals. Under the Master Development Agreement, you commit to open a minimum number of GREAT CLIPS® salons in a specified area defined by the television Designated Market Area (the “Exclusive DMA”) within a given period of time. The number of salons to be opened under the Master Development Agreement is determined by Great Clips using a formula based upon one unit annually for each 10 units in the Initial Market Unit Potential (“IMUP”) rounded to the nearest whole number for the entire Exclusive DMA. The form of Franchise Agreement for each salon will be the standard, then-current form of Franchise Agreement offered by Great Clips at the time the salon will be developed and may be different from the form of Franchise Agreement included as Exhibit F. The Master Development Agreement is included as Exhibit H.

Great Clips opened its first GREAT CLIPS® salon in 1982 and began franchising in 1983. As of December 31, ~~2023~~2024, the GREAT CLIPS® franchise System had approximately 4,427,439 salons operated by franchisees. Great Clips has not offered in the past and does not currently offer franchises in any other lines of business, but may do so in the future. As of December 31, ~~2023~~2024, Great Clips operated no company-owned GREAT CLIPS® salons. Great Clips and its affiliates, either directly or indirectly through one or more third parties, reserve the right to distribute products, including products with the trademarks, service marks, trade names and symbols licensed in the Franchise Agreement, through other methods of distribution, and to undertake other business activities, including haircare and related businesses, without obligation to its franchisees. The franchise is only for the business and format described in the Franchise Agreement.

As described above, Great Clips and its affiliates’ course of business is limited to offering and selling GREAT CLIPS® salon franchises and supporting GREAT CLIPS® salon franchisees and the system through the establishment and enforcement of the Marks and the System. Neither Great Clips nor its affiliates develop, operate, manage or otherwise engage in the day-to-day functioning of GREAT CLIPS® salons as those functions fall far outside the scope of our role as franchisor. Indeed, only you – not Great Clips or its affiliates – will develop, operate, manage and control the day-to-day functioning of the franchised salon business. In the simplest of terms, Great Clips’ business as franchisor is focused on protecting, growing and evolving the Marks, brand and System; your role, as the franchisee, is focused on the day-to-day ownership, operation and control of the franchised business.

Competitors

The market in which you will operate is highly competitive. You should expect to compete with other national, regional, and local businesses offering competitive goods and services, including

members of established national or regional chains and franchise systems. GREAT CLIPS® salons ordinarily are located in or near shopping centers, but may also be established in densely populated areas, as free-standing units, or as other Non-Traditional Locations as determined by Great Clips.

Governmental Regulations

You are responsible for knowing and complying with all laws and licensing requirements related to the operation of your Salon. You are exclusively responsible for ensuring that your stylists are licensed by the state Cosmetology Board or equivalent licensing entity. There will be industry-specific regulations in your municipality, county or state relating to the operation of a haircare salon. Health and sanitation regulations will require that your stylists maintain their haircutting equipment according to specified standards, including following proper sanitizing procedures and disposal of hair. Environmental laws may regulate the way in which certain solutions are used, stored and disposed of in the process of providing services to customers. Building codes may require Salon accessibility or special ventilation or plumbing within your Salon. You must also comply with employment laws such as Title VII of the Civil Rights Act, Family and Medical Leave Act, Consolidated Omnibus Budget Reconciliation Act, Fair Labor Standards Act, all federal and state wage and hour laws, paystub requirements, workers' compensation, Internal Revenue Code, immigration laws, and all federal and state employment laws. You are also responsible for the knowledge and application of all federal and state laws that are applicable to the business including all federal and state antitrust laws, anti-discrimination laws, data security and privacy laws, laws that are applicable to the computer system, payment processing or other technology used in the operation of the Salon – including, computer disposal and data wiping specifications, data and consumer privacy and security laws, including, but not limited to, the Telephone Consumer Protection Act (TCPA), the Payment Card Industry Data Security Standard (PCI-DSS), the Credit Card Accountability Responsibility and Disclosure Act of 2009 (CARD) and state-based laws and regulations concerning gift cards, the National Automated Clearinghouse Association operating rules and all related and associated regulations, as well as any other applicable federal, state, and local laws and regulations related to direct marketing and consumer protection, along with the rules, requirements and regulations of any applicable jurisdiction, such as, without limitation, the California Consumer Privacy Act of 2018 (CCPA), the California Privacy Rights Act (CPRA) Colorado Privacy Act, Virginia Consumer Data Protection Act, The Connecticut Data Privacy Act (CTDPA), Utah Consumer Privacy Act (UCPA), Montana Consumer Data Privacy Act (MTCDDPA), Iowa Consumer Data Protection Act (ICDPA), New Jersey Data Privacy Law, New Hampshire Data Privacy Act (NHPA), Oregon Consumer Privacy Act (OCPA), Delaware Personal Data Privacy Act (DPDPA), Texas Data Privacy and Security Act (TDPSA), [Nebraska Data Privacy Act \(NDPA\)](#), [Tennessee Information Protection Act \(TIPA\)](#), [Minnesota Consumer Data Privacy Act \(MCDPA\)](#), [Maryland Online Data Privacy Act \(MODPA\)](#), [Indiana Consumer Data Protection Act \(ICPDA\)](#), [Kentucky Consumer Data Protection Act \(KCDPA\)](#), [Rhode Island Data Transparency and Privacy Protection Act \(RIDTPPA\)](#), state data breach notification laws, information security requirements such as 201 Mass. Code Reg. 1.700, and all similar federal, state, and local laws and all applicable industry standards concerning privacy, confidentiality and data security (collectively “Privacy Laws”). You may be required to sign a Data Processing Addendum. The Data Processing Addendum is attached as Exhibit [QR](#).

Item 2

BUSINESS EXPERIENCE

Chairman of the Board: Raymond L. Barton

Mr. Barton joined Great Clips in March 1983, and has held various executive positions since that time, including serving as President (November 1987 to October 1998), as Chief Executive Officer and Chairman (November 1998 until January 2011) and has served as Chairman of the Board since February 2011, all located in Minneapolis, Minnesota.

Vice Chair of the Board: Rhoda C. Olsen

Ms. Olsen has been employed by Great Clips since December 1984, and has held various executive positions since that time, including serving as President (October 1998 to January 2011), Chief Executive Officer (February 2011 to December 2017), and has served as Vice Chair of the Board since January 2018, all located in Minneapolis, Minnesota.

Chief Executive Officer: Stephen K. Hockett

Mr. Hockett joined Great Clips as Vice President of Operations in May 2008 and has held various executive positions since that time, including serving as Senior Vice President of Operations (February 2011 to September 2012), Executive Vice President and Chief Operations Officer (October 2012 to December 2013), President (January 2014 to December 2017) and has served as Chief Executive Officer since January 2018, all located in Minneapolis, Minnesota.

President: Robert D. Goggins

Mr. Goggins joined Great Clips as the Vice President of Franchise Development in July 2007 and has held various executive positions since that time, including serving as Senior Vice President of Real Estate and Development (September 2011 to December 2013), Executive Vice President and Chief Operations Officer (January 2014 to December 2017), and has served as President since January 2018, all located in Minneapolis, Minnesota.

Chief Financial Officer: Rachelle M. Johnson

Ms. Johnson joined Great Clips in June 1999 and has held various positions since then, including serving as Director of Finance (2011 to April of 2015), Vice President of Finance (May 2015 to March 2016), Vice President of Finance and Treasurer (April 2016 to March 2024) and as of April, 2024, Ms. Johnson is the Chief Financial Officer, all located in Minneapolis, Minnesota.

Chief Operations Officer: Yvonne S. Mercer

Ms. Mercer joined Great Clips in November 1994 and has held various positions since that time, including serving as Regional Vice President of Operations (November 2005 to December 2012),

Vice President of Operations since January 2013 and is now the Chief Operations Officer as of June 2022, all positions located in Minneapolis, Minnesota.

Vice President of Learning and Development: Michelle E. Sack

Ms. Sack joined Great Clips in July 1993 and has held various positions since that time, including serving as Regional Vice President of Business Services (November 2005 to August 2010), Education Vice President (September 2010 to December 2012), Vice President of Learning and Development (January 2013 to December 2015), Vice President of Franchise Services and Human Resources (January 2016 to September 2018), and has served as Vice President of Learning and Development since September 2018, all located in Minneapolis, Minnesota.

Vice President of Expansion: Adam J. Husemann

Mr. Husemann joined Great Clips in December 2014 and has held various positions since that time, including serving as Senior Director of Facilities and Purchasing and General Office (December 2014 to December 2016), Vice President of Franchise Development and Facilities and Purchasing (January 2017 until July 2018), and has served as Vice President of Expansion since August 2018, all located in Minneapolis, Minnesota.

Vice President of Marketing and Communications: Lisa S. Hake

Ms. Hake joined Great Clips in July 2017 as Vice President of Marketing and Communications, located in Minneapolis, Minnesota.

Vice President of Talent: Jared C. Nypen

Mr. Nypen joined Great Clips in January 2015 and has held various positions since that time, including serving as the Director of Talent Acquisition (January 2015 to August 2018) and has served as Vice President of Talent since August 2018, all positions were located in Minneapolis, Minnesota.

Vice President of Business Technology Services: Kevin R. Barnd

Mr. Barnd ~~joined Great Clips in September of 2018 and has held various positions since that time. From September 2018 to July 2020, he was~~ became the Director of Application Development and Architecture, ~~from at Great Clips in September 2018. From~~ July 2020 through March 2024, he was the Director of Product Strategy and Innovation, and as of April 2024, Mr. Barnd is the Vice President of Business Technology Services, all located in Minneapolis, Minnesota.

Vice President of Operations: Sarah J. Yatchak

Ms. Yatchak joined Great Clips in December 2016 and has held various position since that time, including serving as Assistant Secretary, Senior Director of Legal and Franchise Administration (December 2016 to February 2018), Associate General Counsel and Assistant Secretary (March 2018 to December 2019), and ~~was our~~ Secretary and Vice President, Legal/Franchise

Administration & General Counsel ~~since (January 2020- to June 2022).~~ Ms. Yatchak became the Vice President of Operations in June 2022 ~~all. All~~ positions were located in Minneapolis, Minnesota.

Vice President, Legal and General Counsel: Kerry L. Bundy

Ms. Bundy joined Great Clips in June of 2023 as our Vice President of Legal, General Counsel, and Secretary, located in Minneapolis, MN. Prior to joining Great Clips, Ms. Bundy served as Vice President, General Counsel and Corporate Secretary for U.S. Distilled Products, dba Phillips Distilling Company, from January 2023 to May 2023, in St. Paul, Minnesota. She was a Partner and Management Board Member at Faegre Drinker Biddle and Reath from July 2000 to December 2022, located in Minneapolis, Minnesota.

~~Senior Director of Operations Applications: Maribeth A. Fellrath~~

~~Ms. Fellrath joined Great Clips as the Director of Operational Information in July 2007 and has held various positions since that time, including serving as Vice President of Business Intelligence (January 2013 to December 2013), Vice President of Business Intelligence and Technology (January of 2014 through March 2024), and as of April 2024 Ms. Fellrath is the Senior Director of Operations Applications, all located in Minneapolis, Minnesota.~~

Senior Director of Operations & Operations Resources: Cheryl L. Wheeler

Ms. Wheeler joined Great Clips in May 2004 and has held various positions since that time, including serving as Operations ~~Resource~~Resources Manager (March 2013 to December 2014), Director of Operations (January 2015 to March 2021), Director of Operations and Operations Resources since April 2021 and has been our Senior Director of Operations and Operations Resources since August 2022, all positions located in Minneapolis, Minnesota.

Senior Director of Operations: Norm K. Willardson

Mr. Willardson worked for Great Clips, in Minneapolis, Minnesota as a Director of Business Services and Senior Director of Business Services from August 2002 to October 2018. From October 2018 to August 2022 Mr. Willardson was a Great Clips® franchisee located in Bowling Green, Tennessee, and ~~Nashville, Tennessee. he worked for MB Holdings, Inc. in Temecula, California as Director of Operations from May 2021 to August 2022.~~ Mr. Willardson returned to Great Clips August 2022 as a Senior Director of Operations, a position based out of our home office in Minneapolis, Minnesota, but Mr. Willardson is located in Nolensville, Tennessee.

Director of Operations: Heather R. Briggs

Ms. Briggs joined Great Clips in July 2002 and has held various positions since that time, including serving as a Senior Marketing Manager (July 2002 to January 2010), Director of Marketing Planning (January 2010 to April 2017), and Senior Director of Marketing Planning (April 2017 to August 2022) when she became a Director of Operations in August 2022. ~~All positions~~

~~located~~ While she is located in Montgomery, Texas, all positions are based out of our home office in Minneapolis, Minnesota.

Director of Operations: Jodi G. Charto

Ms. Charto joined Great Clips as a Marketing Manager for Canada in September 2019. Ms. Charto became the Director of Operations for Canada in August 2022. Prior to joining Great Clips, Ms. Charto served as a Marketing and Communications Manager at OEC from July 2018 to September 2019 and as the Digital Account Director for Influence Marketing from October 2017 to July 2018, all located in Toronto, Canada.

Director of Operations: Miranda K. McNally

Ms. McNally joined Great Clips in 2017 as a Business Services Manager. Ms. McNally became a Director of Operations in August 2022, ~~all~~. All positions are based out of our home office located in Minneapolis, Minnesota, however, Ms. McNally is located in Medway, Massachusetts.

Director of Operations: Ellen C. Engilis

Ms. Engilis joined Great Clips in June of 2024 as Director of Operations which is based out of our home office in Minneapolis, Minnesota, and Ms. Engilis is located in Beaverton, Oregon. Prior to this she was a Regional Director for Massage Envy located in Scottsdale, AZ from November of 2018 to June 2024.

Director of Recruiting Resources: Courtney L. Obbink

Ms. Obbink joined Great Clips in 2016 as a Talent Project Manager. Ms. Obbink became the Director of Recruiting Resources in March 2020, all in Minneapolis, Minnesota.

Director of Digital Marketing: Susan M. Fletcher

Ms. Fletcher joined Great Clips as the Director of Digital Marketing in November 2024, in Minneapolis, Minnesota. Prior to joining Great Clips, Ms. Fletcher worked for Best Buy Co. Inc. located in Richfield, Minnesota. From July 2017 until January 2023, she was their Director of Loyalty and Membership and from January 2023 to August 2024 she was their Director, Customer Experience.

Director of Legal, Privacy and Technology: Adina R. Florea

Ms. Florea joined Great Clips in October 2020 as Corporate Counsel located in Minneapolis, ~~MN~~ Minnesota. In March 2023, Ms. Florea's title changed to Director of Legal, Privacy and Technology. Prior to joining Great Clips, Ms. Florea served as an Attorney for Fafinski Mark & Johnson, P.A. from July 2019 to October 2020 in Eden Prairie, Minnesota. From September 2013

to June 2019, Ms. Florea was an Attorney for Arthur, Chapman, Kettering, Smetak & Pikala, P.A. in Minneapolis, Minnesota.

Director of Legal & Franchise Administration: Jason T. Johnson

Mr. Johnson joined Great Clips in August of 2024 as our Director of Legal and Franchise Administration, located in Minneapolis, Minnesota. Prior to joining Great Clips Mr. Johnson was an associate attorney at Lathrop GPM from May 2022 to July 2024, located in Minneapolis, Minnesota. He was an associate attorney at Larson King located in St. Paul, Minnesota, from March 2021 to May 2022, a Judicial Clerk at the United States District Court from September 2019 to October 2020 located in St. Paul, Minnesota, and a Judicial Clerk at the Minnesota Court of Appeals from August 2018 to August 2019, located in St. Paul, Minnesota.

Director of Legal, Corporate Counsel: Erin B. Stein

Ms. Stein joined Great Clips in April of 2023 as Corporate Counsel. Prior to joining Great Clips, Ms. Stein served as the Assistant Director at Mitchell Hamline School of Law from January 2020 to April 2023, and she was an attorney for Gray Plant Mooty (now Lathrop GPM), a law firm located in Minneapolis, Minnesota, from September 2013 to January 2020.

Director of Franchise Development and Product: Beth N. Nilssen

Ms. Nilssen joined Great Clips in October 2007 and has held various positions since that time, including serving as a Consultant Relations Coordinator (October 2007 to April 2008), Franchise Development Relations Coordinator (May 2008 to June 2012), Franchise Development Marketing Manager (July 2012 to January 2014), Director of Franchise Development (February 2014 to December 2018), and has served as Director of Franchise Development and Product since January 2019, all located in Minneapolis, Minnesota.

Director of Facilities & Purchasing: Catherine E. Brown

Ms. Brown joined Great Clips in November of 2024 as Director of Facilities & Purchasing. Prior to joining Great Clips, Ms. Brown served as a Manager of Property Management Mobility from June 2013 to April 2016, a Director of Waste Minimization from April 2016 to June 2022, and a Director of Asset Management from June 2022 to May 2024, all for Target Corporation in Minneapolis, Minnesota.

Director of Real Estate: Nathan D. Ohme

Mr. Ohme joined Great Clips in March 2012 and has held various positions since that time, including serving as Real Estate Manager (March 2012 to December 2016), Senior Real Estate Manager (January 2017 to January 2019), and as Director of Real Estate since February 2019, all located in Minneapolis, Minnesota.

Senior Real Estate Manager: James L. Reynolds

Mr. Reynolds joined Great Clips as a Senior Real Estate Manager in February 2000, ~~located in his position is based out of our home office in~~ Minneapolis, Minnesota, ~~Mr. Reynolds is located in~~ Lynwood, Washington.

Senior Real Estate Manager: Belinda L. Avera

Ms. Avera joined Great Clips as a Real Estate Manager in January 2006 and has served as Senior Real Estate Manager since January 2017, ~~both. Ms. Avera is~~ located in ~~Minneapolis, Minnesota~~ Acworth, Georgia.

Real Estate Manager: Warren W. Davis

Mr. Davis joined Great Clips as a Real Estate Manager in October 2022, ~~and is~~ located in ~~Minneapolis, Minnesota~~ Carrollton, Texas. From August 2019 through October 2022, Mr. Davis was a Real Estate Manager at FASTSIGNS/Propelled Brands, Inc., located in Carrollton, Texas. From August 2018 to May 2019, Mr. Davis was a Director of Real Estate at Nestle Toll House Café by Chip, located in Portage, Michigan.

Real Estate Manager: Jack R. Gulden

Mr. Gulden joined Great Clips in 2014 as a Project Planning Specialist and became a Real Estate Department Representative in 2017. In February 2022, he assumed the role of Real Estate Manager, all positions located in Minneapolis, Minnesota.

Real Estate Manager: ~~Joel A. Strause~~ ~~Patricia M. Delgallego~~

~~Ms. Delgallego joined Great Clips as a Real Estate Manager in December 2017, located in Minneapolis, MN.~~

~~Real Estate Manager: Joel~~ ~~Strause~~

Mr. Strause joined Great Clips as a Real Estate Manager in March 2024, located in Minneapolis, Minnesota. From October 2022 through March 2024, Mr. Strause was a Senior Sales Director at Sands Investment Group, located in Charlotte, North Carolina. Prior to that he was a real estate executive with Phillips Edison & Company, located in Charlotte, North Carolina, from 2009-2022.

Real Estate Manager: Andrew J. Spurlin

~~Mr. Spurlin joined Great Clips in April 2024 as a Real Estate Manager located in Charlotte, North Carolina. Prior to joining Great Clips he held several positions at T-Mobile USA, Inc. From August 2022 to August 2023 he was a Business Development Manager, from April 2020 to August 2022~~

he was a Portfolio Management Specialist, from April 2017 to April 2020 he was a Sr. Account Service Representative.

Director of Education Services: Suzanne M. Aderhold

Ms. Aderhold joined Great Clips in January 1999 and has held various positions since that time, including serving as a Business Services Specialist (January 1999 to December 2010), Business Services Manager (December 2010 to August 2014), and has served as Director of Education Services since September 2014, ~~all. Ms. Aderhold is located in Minneapolis, Minnesota.~~ Wright City, Missouri

Board Director and Executive Advisor: Charles D. Simpson

Mr. Simpson joined Great Clips in January 1999 and has held various positions since that time, including serving as the Vice President of Franchise Development (January 1999 to June 2001), Senior Vice President of Franchise Development (July 2001 to May 2004), as Executive Vice President and Chief Operations Officer (June 2004 to January 2011), President (February 2011 to December 2013) and became a Director and Executive Advisor on the Great Clips board in January 2014, all located in Minneapolis, Minnesota.

Item 3

LITIGATION

No litigation is required to be disclosed in this Item.

Item 4

BANKRUPTCY

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

Item 5

INITIAL FRANCHISE FEE

Initial Franchise Fee for a Single Salon

The Initial Franchise Fee is \$20,000 for a single salon. If you are signing your first Franchise Agreement with Great Clips, you will pay the \$20,000 Initial Franchise Fee upon signing the Franchise Agreement. For any subsequent Franchise Agreements that you sign, you will pay \$10,000 of this amount (the “Partial Initial Franchise Fee”) upon signing the Franchise Agreement and the balance of \$10,000 when you place the equipment order with Great Clips for the Salon. Great Clips will not accept an equipment order unless the balance of the Initial Franchise Fee has been paid. You will typically place your equipment order after you have executed a lease for the Salon and the site has been made available to you for occupation. The Initial Franchise Fee should

not be financed. Great Clips allocates portions of the Initial Franchise Fee to its working capital, to costs associated with performing its obligations to franchisees, and to corporate profits.

There are several circumstances that may occur which could cause the Franchise Agreement that you sign to be canceled after you have paid the Initial Franchise Fee. Great Clips will have the right, but not the obligation, to cancel the Franchise Agreement if: (a) you do not open your Salon within 24 months of the date Great Clips accepts the Franchise Agreement; (b) you do not complete the required training program to Great Clips' satisfaction; (c) Great Clips determines that you are using the Franchise Agreement for speculative purposes. If your first Franchise Agreement is canceled or terminated for any of these reasons, the Initial Franchise Fee is non-refundable. If the Franchise Agreement is cancelled, and it is not the first Franchise Agreement that Franchisee has entered into with Great Clips, and it is not part of an incentive program, Great Clips will refund the Partial Initial Franchise Fee, after deducting any amounts owed to Great Clips.

In addition to the Initial Franchise Fee, you must pay a non-refundable \$5,000 Initial Advertising Contribution to the Great Clips, Inc. Market Development Advertising Fund ("MDAF"). If you are signing your first Franchise Agreement with Great Clips, you will pay the \$5,000 Initial Advertising Contribution upon signing the Franchise Agreement. For any subsequent Franchise Agreements that you sign, you will pay the Initial Advertising Contribution when you place your equipment order with Great Clips. Great Clips will not accept an equipment order unless the Initial Advertising Contribution to the MDAF has been paid.

Master Development Agreement

If you enter into a Master Development Agreement, the total fee is \$10,000 for each salon in the Exclusive DMA. The fee is comprised of a \$4,000 per salon Development Fee and a \$6,000 Initial Franchise Fee for each Franchise Agreement you sign in the Exclusive DMA. Upon signing the Master Development Agreement, you must pay the Development Fees for each salon (i.e., \$4,000 multiplied by the number of salons you agree to open) and the \$6,000 Initial Franchise Fee for your first Franchise Agreement. The Development Fees are fully earned and non-refundable on the Effective Date of the Master Development Agreement. As noted above, you must sign a Franchise Agreement and pay the \$6,000 Initial Franchise Fee for the first salon upon signing the Master Development Agreement. The \$6,000 Initial Franchise Fee for each additional salon is due on the date you sign a Franchise Agreement (in our then-current form) for each additional salon pursuant to the development schedule outlined in the Master Development Agreement.

Any initial MDAF contributions required pursuant to the Franchise Agreements for any locations in the DMA will be waived, provided that you follow the approved grand opening advertising plan as determined and approved in writing by Great Clips in its discretion. If you have not done so, then in addition to the Initial Franchise Fee, the initial MDAF contribution required by the Franchise Agreement will be due and payable in full upon request.

If you meet the salon opening requirements prior to the expiration of the Master Development Agreement, you may qualify to add additional salons in the Exclusive DMA for an Initial Franchise Fee of \$10,000 for each additional salon until the expiration of the term of the Master Development Agreement.

If you do not meet the salon opening requirements prior to the expiration of the Master Development Agreement, but we agree, at our sole option, to allow you to renew the Master Development Agreement, in addition to any Initial Franchise Fee for each additional salon, you also must pay Great Clips a renewal fee of \$1,000 for each salon that has not yet opened under the original Master Development Agreement.

The number of DMAs in which a Master Development Agreement is available is extremely limited. A copy of the Master Development Agreement is attached as Exhibit H.

Three Star Program

The Three Star Program is a lease-signing incentive program with a term of 24 months. Franchisees may apply for three GREAT CLIPS® franchise agreements (each a “Three Star Franchise Agreement”) for a non-refundable Program Fee of \$35,000 plus a non-refundable Initial Advertising Contribution to the MDAF of \$5,000 (i.e., \$40,000 total).

If the Three Star Program Agreement is accepted by Great Clips, the Initial Franchise Fee that would otherwise be due under the then-current Franchise Agreement (currently, \$20,000), will be waived for each Three Star Franchise Agreement for which there is a fully-executed lease by the end of the 24-month term. Further, if you follow the designated grand opening plan, as determined by Great Clips, the MDAF contribution of \$5,000 will be waived for each Three Star Franchise Agreement for which there is a fully executed lease by the end of the 24-month term. You must have a fully-executed lease for each of the Three Star Franchise Agreements within 24 months of the Effective Date of the Three Star Program Agreement.

If you do not succeed in obtaining a fully-executed lease for all Three Star Franchise Agreements in the time frame required, then you will forfeit all Three Star Program benefits for any Three Star Franchise Agreement for which there is no corresponding lease. The Three Star Program is available only in certain markets as determined by Great Clips in its sole determination.

If you have fully-executed leases for two of the Three Star Franchise Agreements under the Three Star Program Agreement at the expiration of the 24-month period, at Great Clips’ sole determination you may be granted the right to convert the third Three Star Franchise Agreement to a single Franchise Agreement (the “Conversion Agreement”) at a discounted rate. The cost for the Conversion Agreement is \$15,000, consisting of a \$10,000 Initial Franchise Fee and a \$5,000 initial contribution to the MDAF. You will pay the \$10,000 Initial Franchise Fee at the time of the conversion and will pay \$5,000 to the MDAF when you place the equipment order for the Salon.

If you have less than two fully-executed leases at the expiration of the 24-month time frame, you may be permitted, at Great Clips’ sole determination, to convert each remaining Three Star Franchise Agreement, into a single unit Franchise Agreement, in which case you must promptly pay the then-current Initial Franchise Fee and MDAF for each agreement. The Partial Initial Franchise Fee as reflected in Great Clips’ then-current Franchise Agreement (currently, \$10,000) will be required to be paid upon conversion and you must pay the balance of the Initial Franchise

Fee (currently, another \$10,000) and MDAF (currently \$5,000) when the equipment is ordered for the Salon.

The Three Star Program may not be used in conjunction with any other incentive program. The terms and conditions of the Three Star Program are stated in the Three Star Program Agreement attached as Exhibit G.

Deferral Program

In certain situations, franchisees may qualify for the Deferral Program. Under the Deferral Program, the Initial Franchise Fee is deferred (but not waived) if you open an additional salon (the “Deferral Salon”) that is located within the Protected Area or proximity right of first refusal area, if offered, of one of your existing salons (the “Original Salon”). The Initial Franchise Fee (\$20,000, plus the Initial Advertising Contribution of \$5,000 to the MDAF) is deferred until either the Deferral Salon or Original Salon are sold to separate buyers or ever relocate outside the Original Salon’s Protected Area or proximity right of first refusal area, or if the Original Salon closes. A copy of the current Deferral Program Policy will be made available to you upon request.

Expediter Program

Under the Expediter Program, franchisees may qualify for a rebate of up to \$20,000 to offset the actual payments you make to a third party to acquire a specific real estate location in which a new or relocated salon will operate. A copy of the current Expediter Program Policy will be made available to you upon request.

VetFran Program

Great Clips is a member of the International Franchise Association (“IFA”) and participates in the IFA’s VetFran Program. Great Clips provides a \$5,000 rebate of the Initial Franchise Fee to veterans of the United States and Canadian armed forces who have been honorably discharged from the military and who otherwise meet the requirements of the VetFran Program. This rebate is awarded at the time qualified veterans open their first salon and is available for the first salon only.

Great Clips has offered in connection with franchise development activity special incentive programs featuring bonuses, rebates, reduced initial franchise fees, non-refundable deposits or other types of incentives to employees or various incentive programs to existing or prospective franchisees which may include financing support or other developmental programs. Great Clips compensates third parties for the referral of individuals who become franchisees.

Great Clips has the right to offer, modify, withdraw and reinstate any of the foregoing programs in the future without notice. In addition, Great Clips, in its sole determination, has the right to determine whether to offer incentive programs to franchisees.

The range of Initial Franchise Fees paid by GREAT CLIPS® franchisees during Great Clips' last fiscal year was \$20,000 for a single salon, \$35,000 for a Three Star Agreement, and \$6,000 for a salon under a Master Development Agreement.

Initial Purchases

You will be required to purchase your fixtures, signage, flooring, and your initial inventory/supplies for your Salon from Great Clips prior to the Salon opening, these costs will also include tax and freight charges and are further outlined in Item 7 and Item 8. The estimated cost for these items is \$48,700 - \$71,400.

Architecture Fees

You must pay to Great Clips architecture fees ranging from \$250 to \$3,500 for plans and drawings for your Salon and for the costs of copying and delivering the drawings. The higher end of this estimate assumes that revisions to completed plans are required, and local building code requires engineered mechanical, electrical and plumbing drawings. The higher end of this estimate also assumes that your Salon will be located in a building requiring LEED Certification (Leadership in Energy and Environmental Design Green Building Rating System).

Lease Liability Fee and Lease Review Fee

If Great Clips guarantees your lease or assigns a lease to you with continuing liability to Great Clips, you must pay a non-refundable lease liability fee to Great Clips in the amount of \$1,500. You also must pay us a lease review fee in the amount of \$2,200-\$2,500 which covers the cost we incur for our attorney to review the lease.

Item 6

OTHER FEES

Type of Fee¹	Amount	Due Date	Remarks
Continuing Franchise Fee ²	6% of your Gross Sales	Biweekly	Gross Sales includes all revenue from the sale of all services, products and goods sold from or in connection with the franchise location, less sales taxes.
Sales or other taxes due on Continuing Franchise Fee	As imposed by state or local government	Biweekly	Great Clips has the right to collect from you any tax imposed on Great Clips by individual states or local government.
Continuing Advertising Contribution to the Ad Fund ²	5% of your Gross Sales	Biweekly	You must also engage in certain local advertising and sales promotion activities at an additional cost. In order to stay competitive in the market, you will likely need to spend a minimum of 1-3% of your Gross Sales on incremental advertising in addition to the 5% Continuing Advertising Contribution to the Ad Fund.
Training Fee 1) -The Great Academy 2) -LEADS for Management Staff 3) Great Clips University Courses, Tools, and Resources	Combined fee of \$200 per year per salon	April 1 of each year	This is the current fee and is subject to change at Great Clips' sole determination. Your key brand-delivery personnel (e.g., stylists) must complete training within 30 days of employment. Your manager must complete training within 90 days of hire or promotion. You must pay your trainees' wages for time worked, travel, and expenses in connection with attending training.

Type of Fee ¹	Amount	Due Date	Remarks
Renewal Fee	<u>Currently</u> \$1,750 per salon	At expiration of initial 10-year term and end of each 10-year option term	The Renewal Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. Your ability to renew your franchise is subject to the terms and conditions of your Franchise Agreement. This fee is non-refundable unless your Franchise Agreement is not renewed.
MDA Renewal Fee	See Remarks	At expiration of the initial 10-year term and end of each 10-year option term	If you do not meet the salon opening requirements prior to the expiration of the Master Development Agreement, but we agree, at our sole option, to allow you to renew the Master Development Agreement, in addition to any Initial Franchise Fee for each additional salon, you also must pay Great Clips a renewal fee ~~of~~ , <u>which currently is</u> \$1,000 for each salon that has not yet opened under the original Master Development Agreement. <u>The MDA Renewal Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index.</u>
Assignment Fee	<u>Currently</u> \$1,500 per salon	Upon request for consent to assign the Franchise Agreement to an assignee approved by Great Clips	The Assignment Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. Your ability to assign your Franchise Agreement is subject to the terms and conditions of your Franchise Agreement.
Local Co-op Dues	System average of \$100 per month	As determined by your Co-op	The amount of this fee varies by Co-op. Great Clips requires you to join a local cooperative organization designated by Great Clips and pay its dues, assessments or contributions. Any salon owned by Great Clips has an equal vote on setting local Co-op dues and assessments and must pay those dues.
Recruiting Technology Fee	Currently \$750 per year per salon	\$375 collected semi-annually on November 15 and May 15 of each year.	The Recruiting Technology Fee (the "RTF") covers fees for the optional recruitment marketing platform, recruitment advertising and other recruiting technology powered by third-party vendors. This is the current fee and is subject to change by Great Clips in its sole determination.
Franchisee Program Fee	Varies by event, but ranges from \$345 to \$550 per meeting or event	When due	Great Clips hosts a number of meetings and events each year for the benefit of its franchisees. These programs include Convention, Zone Meetings, Institute, GM to Leader and various other programs.
Insurance Coverage	\$1,500-\$3,000 per year	Upon demand	Insurance premiums are generally paid by you to your insurance carrier. If you do not purchase the required insurance coverage referenced in the Franchise Agreement, and Great Clips purchases insurance on your behalf, you must reimburse Great Clips immediately. These amounts only include property and public liability coverage. Workers' compensation and other discretionary insurance coverages vary too widely to be estimated.
Software License and Support Fee	Currently ~~\$220~~ <u>\$250</u> per month per salon \$25 per telephone call	Monthly, by the first day of each month As incurred	This current fee is payable to Innovative Computer Software, Great Clips' sole designated point-of-sale (POS) software supplier and is subject to change. This fee is a continuing fee, is required, and includes the software license fee, upgrades, documentation, and toll-free software support help line during normal business hours. If you contact the software support help line during non-business hours, you will be charged a fee of \$25 per telephone call payable to Innovative Computer Software. <u>This fee is scheduled to increase to \$250 per month per salon starting January 1, 2025.</u>

Type of Fee ¹	Amount	Due Date	Remarks
Network and Hardware Managed Services Fee	~~\$1618~~ .99 per month per salon	Monthly, as billed	This current fee is payable to Foundation Technologies, LLC, Great Clips' sole designated network and hardware managed services provider and Apple Integrator ("The Foundation") and is subject to change. This fee is required, is a continuing fee, and includes the configuration, monitoring, and support of technology hardware purchased from The Foundation. This includes ensuring the salon networks are configured in accordance with the current PCI guidelines. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future.
Mobile Device Management Licensing Fee	~~\$5154~~ per year per iPad	Monthly, as billed	This current fee is payable to The Foundation and is subject to change. This fee is required, is a continuing fee, and includes the licensing for iPad management software to ensure salon iPads are securely and properly managed to meet current PCI guidelines.
Management iPad Management Fee	\$24.96 per month per Management iPad	Monthly, as billed	Franchisees choosing to install Management iPads in their salons will incur this fee. This fee is payable to The Foundation and is subject to change. This fee is required, is a continuing fee, and includes the licensing for iPad management in a specific franchisee group within the mobile device management environment managed for Great Clips by The Foundation.
Meraki MX68-CW Salon Router Maintenance Fee	\$312 per year per router	Monthly, as billed	This current fee is payable to The Foundation and is subject to change. This fee is a continuing fee after the first year and is required to manage salon routers to provide secure networks that meet current PCI guidelines. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future. (This fee only applies if you purchase a Meraki MX68-CW salon router.)
Lane ~~4~~ 5000 Warranty and Support Program	\$59.76 per year per terminal	Monthly, as billed	This current fee is payable to The Foundation, who in turn pays this fee to Ingenico on behalf of the franchisee and is subject to change. ~~This fee is a continuing fee after the first year and includes the processing and replacement of failed Ingenico Lane/5000 payment terminals when such failure is covered by the Lane/5000 Warranty and Support Program.~~ The frequency and amount of this fee, as well as the term covered by this fee, may change in the future. ~~(This fee only applies if you purchase an Ingenico Lane/5000 payment terminal.)~~ Effective June 2026, the Ingenico Lane/5000 payment terminal will no longer be supported by the manufacturer. Franchisees may be required to pay a similar warranty and support program fee in connection with their use of a different payment terminal at their salons, as required by Great Clips.
Other Technology Fees	See Remarks	As incurred	Fees associated with the reconfiguration of salon technology are payable to The Foundation when an existing salon is purchased to transfer ownership. Technology transfer fees include but are not limited to: \$90 per Salon router \$30 per salon iPad These fees are subject to change.
Credit Card Processing Fee	~~\$25 Application Processing~~ <u>15 Per Location Set Up Fee</u> \$.016 per transaction \$5 per salon	As incurred. As incurred. Monthly, as billed	You are required to utilize the Heartland Payments Solution for credit card processing. You will pay a one-time ~~Application Processing Fee of \$25~~ Per Location Set Up Fee of \$15, this fee is paid to Heartland and is subject to change. The processing fee per transaction is payable to Heartland Payments Systems <u>and is subject to change</u> . A copy of the Heartland Payment Systems Merchant Processing Agreement is attached as Exhibit J. This monthly charge ~~related~~ <u>relates</u> to the Heartland Payment Systems' required Merchant Protection Program, ~~which you and is subject to change. You~~ are automatically enrolled ~~in~~ as a participating merchant. <u>See Exhibit J.</u>

Type of Fee ¹	Amount	Due Date	Remarks
<u>Gift Cards and</u> Gift Card Processing Fee	<u>\$0.32 per card</u> \$0.095 per transaction	As incurred.	You are required to offer Gift Cards, Value Cards or similar prepaid cards ("Gift Cards") to customers for use as gift certificates, promotional cards, or store credit. ~~The~~ <u>The cost for physical gift cards and the</u> processing fee per transaction is payable to Stored Value Systems, Inc., the third-party processor for the Gift Card Program. The <u>gift card fee and gift card</u> processing fee ~~is~~ <u>are</u> subject to change. A copy of the Participation Agreement with Stored Value Systems, Inc. is attached as Exhibit K.
Out-of-Pocket Expenses Related to Lease or Sublease Assignment	As incurred	Upon assignment of lease or sublease to you	If Great Clips assigns a lease or subleases to you, you must cover Great Clips' out-of-pocket expenses related to the assignment, including renewals, amendments and subsequent assignments.
Real Estate Commission	As incurred	Upon demand	In rare cases a franchisee may be required to pay a real estate commission on a site for the salon. This would either be paid directly to the landlord, the broker or to Great Clips if we had been charged a commission.
Sister Store Review Appeal Fee	\$500 - \$1,000	As incurred	If you wish to participate in an executive-level Sister Store Review Appeal to evaluate the potential sales transfer impact of a proposed new Great Clips location, you will pay Great Clips a fee of \$500 - \$1,000. You may be entitled to a refund of this fee if the outcome is decided in your favor.
Late Charges	Accrued interest of 14% per annum or the highest interest allowed by law in the state where the Salon is located	Upon demand	Great Clips is entitled to recover its costs, including reasonable attorneys' fees, costs, overdraft charges, insufficient funds charges and other expenses in collecting amounts due. Interest begins to run from the date of non-payment or underpayment.
Audit or Inspection Cost	Cost of audit	Upon demand	You must pay the cost of an audit, inspection, and reasonable professional fees if Great Clips inspects your books and finds a discrepancy of 5% or greater in any data reported by you or an underpayment of 2% or more of any fees or Ad Fund contributions due.
Taxes, Business Debts or Liens	As applicable	As charged	These are generally paid by you to the government agency, supplier or other creditor. If you do not pay these charges, Great Clips may, but is not obliged to, pay any taxes, business debts or liens incurred by you in connection with your Salon, and will bill the same back to you.
Salon Upgrades	\$20,000 - \$80,000	Every seven to 10 years	You will be required to remodel your Salon every seven to 10 years depending on then-current standards and the overall condition of the Salon. <u>This is an estimated range of Salon upgrades as of the date of this Disclosure Document, and subject to change in the future.</u>
Salon Ongoing Maintenance Costs	\$3,000-\$9,000	Annually, as incurred	You will be required to make periodic improvements and upgrades, such as painting, carpeting, graphics updates, fixture repair and ongoing maintenance depending on the wear and tear of the Salon. <u>This is an estimated range of periodic improvements, upgrades and ongoing maintenance as of the date of this Disclosure Document, and subject to change in the future.</u>
Architectural Fees	~~\$250100~~ - ~~\$3,500800~~	As incurred	If you remodel or relocate your Salon, you will be required to pay the architectural fees at the beginning of the remodel or relocation project.

¹All fees or payments are imposed or collected by and payable to Great Clips and are non-refundable except as noted. All fees are uniformly imposed (except as noted). Great Clips does not charge or collect any fees, in whole or in part, on behalf of any third parties. Biweekly accounting periods and payment dates are determined periodically by Great Clips.

²You are required to make Continuing Franchise Fee, Continuing Advertising Fee, the Recruiting Technology Fee as well as all other fees payable by you to (or collected from you by) Great Clips via automatic bank withdrawal. A sample of the Automated Clearing House Authorization is included as Exhibit ~~MN~~. If you are selling your last salon and leaving the System entirely, you must make all required payments to Great Clips via weekly automatic withdrawal including and through the time you leave the franchise system.

Item 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

FRANCHISE AGREEMENT

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Initial Franchise Fee	\$20,000 or \$35,000 (if you sign a Three Star Program Agreement, along with three separate Franchise Agreements) (1)	Lump sum of \$20,000 for your first Franchise Agreement Two installments of \$10,000 each for subsequent Franchise Agreements Lump sum of \$35,000 if you sign a Three Star Program Agreement	Upon signing of your Franchise Agreement \$10,000 upon signing of each subsequent Franchise Agreement; \$10,000 when you order your equipment. Upon signing of your Three Star Program Agreement	Great Clips
Initial Advertising Contribution to the MDAF	\$5,000 (2)	Lump sum	Upon signing of your first Franchise Agreement When you order your equipment for subsequent Franchise Agreements Upon signing of your Three Star Program Agreement	Great Clips
Travel and Expenses While Training	\$1,500 to \$2,500 per participant	As incurred	During training	Airlines, hotels & restaurants
Architecture Fees	~~\$250,100~~ to \$3,500,800 (3)	Lump sum	As incurred	Great Clips
Leasehold Improvements, including Labor	\$70,000 to 200,000 (4)	As incurred	When construction starts	Suppliers, Great Clips, Landlord
Rent and Security Deposits	\$1,000 to \$10,000 (5)	Lump sum	When you sign your lease or start up an account with utility company	Landlord, utilities or Great Clips
Fixtures, Signage and Furnishings, including Salon Technology Hardware	\$40,000 to \$55,000	Lump sum	When ordered	Suppliers, Great Clips, Landlord
Freight	\$4,000 to \$7,000	Lump sum	As incurred	Freight carriers, suppliers, Great Clips
Sales Tax on Fixtures, Signage and Furnishings	\$0 to \$3,000,200	Lump sum	As incurred	Suppliers, Great Clips
Opening Inventory and Supplies	\$4,700 to \$6,400 (6)	Lump sum	When ordered	Suppliers, Great Clips
Grand Opening Advertising	\$20,000 to \$25,000 (7)	As incurred	As incurred	Suppliers

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Insurance	\$1,500 to \$3,000 (8)	As incurred	Before opening	Insurance agent or carrier
Lease Liability Fee and Lease Review Fee	\$0 to \$4,000 (9)	Lump sum	Upon assignment of lease or sublease to you	Great Clips
Additional Funds (~~3-6-12~~ Months)	~~\$1520,000~~ to ~~\$5560,000~~ (10)	As incurred	As incurred	Employees, suppliers, utilities
Total (11)	~~\$182,950~~ ~~187,800~~ to ~~414,400~~ ~~419,900~~ (12)			

Notes to estimated initial investment for a single franchise under a Franchise Agreement:

- (1) The Initial Franchise Fee is \$20,000 if you are applying for a single Franchise Agreement with no participation in an incentive program. See Item 5 for the conditions under which the Initial Franchise Fee is refundable.

If you are participating in the Three Star Program, you will sign the Three Star Program Agreement, along with three separate Franchise Agreements. Instead of paying the \$20,000 Initial Franchise Fee under each Franchise Agreement, you will pay us a non-refundable Program Fee of \$35,000. The estimates provided in the estimated initial investment table above, are applicable to your first franchise under the Three Star Program Agreement. Your estimated initial investment may be less for the second and third franchises you develop under the Three Star Program Agreement, provided you have fully executed leases for each of the Three Star Franchises within the required 24-month time frame, as more fully described in Item 5.

If you have signed a Master Development Agreement, in addition to the Development Fee described in the table below, you will pay us a \$6,000 Initial Franchise Fee for each Franchise Agreement you sign in the Exclusive DMA, rather than the \$20,000 or \$35,000 Initial Franchise Fees described in the table above, which apply to single unit Franchise Agreements and Three Star Program Agreements, respectively.

- (2) If you are participating in the Three Star Program, instead of paying the \$5,000 Initial Advertising Contribution to the MDAF under each of the three Franchise Agreements you sign, you will pay us a non-refundable \$5,000 Initial Advertising Contribution to the MDAF at the time you sign the Three Star Program Agreement. Great Clips will waive payment of any further Initial Advertising Contribution to the MDAF for the Three Star Franchises provided you have fully-executed leases for each of the Three Star Franchises within the required 24-month timeframe, as more fully described in Item 5.
- (3) You will pay architecture fees for plans and drawings for your Salon and for the costs of copying and delivering the drawings. The higher end of this estimate assumes that revisions to completed plans are required, and local building code requires engineered mechanical, electrical and plumbing drawings. The higher end of this estimate also assumes that your Salon will be located in a building requiring LEED Certification (Leadership in Energy and Environmental Design Green Building Rating System).

- (4) Leasehold improvements, fixtures, signage, furnishings and labor may be financed through lessors or third parties at your discretion. If you finance these items, you will incur financing costs and will be required to sign a letter of guarantee. Your Salon will likely be in a shopping center rather than a newly built, free-standing building. The cost of leasehold improvements will vary depending on the condition of the location when it is handed over to you from the landlord. These estimated costs are based upon receiving the location in a standard “vanilla shell” condition. Vanilla shell condition for a new build, usually means the HVAC, electrical and plumbing are all provided and are in the correct locations to meet the needs of a Great Clips space plan. Vanilla shell condition for an existing space usually means the HVAC, electrical and plumbing are all provided, but need to be adjusted, moved, or upgraded to meet the needs of a Great Clips space plan. The costs associated with these changes are typically at the tenant’s expense and are included in the fee estimates noted above.

A typical GREAT CLIPS® salon is approximately 900 to 1,200 square feet. In some circumstances, with Great Clips' consent, it may be possible to convert an existing free-standing building or a pre-existing facility, as long as it conforms to all Great Clips' System standards. The cost of these kinds of conversions are too individually variable to be realistically predicted and may cost more than a newly built facility. You are responsible for obtaining all necessary permits or licenses necessary for the siting, construction, renovation or operation of the franchised business.

- (5) Rent is generally non-refundable. Security deposits may be refundable either in full or in part, depending on the terms of your lease or contract.
- (6) Some suppliers may offer financing assistance and you may be able to arrange financing for part of your inventory expenses.
- (7) You are required to conduct grand opening marketing for your Salon consistent with our Grand Opening Policy. Your required grand opening marketing investment for your first Salon will range from \$20,000 to \$25,000. The grand opening marketing investment for your subsequent salons will be consistent with the terms outlined in our Grand Opening Policy. This amount does not include the cost of your discounted price or additional staffing required to open your Salon. Signage restrictions and other local market requirements may increase your costs.
- (8) These amounts only include your initial premium for the required property and public liability insurance and are the estimated cost per year per salon. The cost of other coverages, including your discretionary purchases and workers’ compensation, varies too widely to be ~~easily~~reasonably estimated.
- (9) If Great Clips has guaranteed your lease, you must pay a non-refundable lease liability fee of \$1,500. You also must pay us a lease review fee in the amount of \$2,200-\$2,500, which amount covers the cost we incur for our attorney to review the lease.

- (10) This is an estimate only of the additional operating capital needed ~~to operate before you open your Salon for business and~~ during the initial ~~3-6-12~~ months ~~after you open for business, of operations.~~ Great Clips cannot guarantee that you will not have additional expenses for starting the business. The estimate includes such items as initial payroll and payroll taxes (including payroll to cover the pre-opening training period for some of your Salon staff), ~~Continuing Franchise Fees and Advertising Fund Contributions~~, professional fees, including accounting fees and computer fees, additional advertising, insurance, including health insurance and workers' compensation, rent, repairs and maintenance, bank charges, miscellaneous supplies and equipment, initial Salon staff recruiting expenses, state tax and license fees, depreciation/amortization, deposits and prepaid expenses (if applicable) and other miscellaneous items. The estimate of additional funds does not include an owner's salary or draw. The expenses you incur during the initial start-up period will depend on factors such as local economic and market conditions, whether your Salon is located in a new market or a mature market, your experience and business acumen, competition, and the sales level you reach during this initial period. You should also provide for personal expenses during the start-up phase of your franchised Salon.
- (11) Great Clips has relied on its experience and data collected from some of its franchised salons to compile these estimates. Great Clips urges you to review these figures carefully with your own independent business advisor and attorney before making any decision to enter into a Franchise Agreement with Great Clips. Great Clips does not offer financing to franchisees either directly or indirectly in connection with their initial investment requirements. The availability and terms of financing obtained from third parties will depend upon such factors as the availability of financing generally, your creditworthiness, collateral which you may make available, policies of local lending institutions with respect to the type of business or with respect to the purpose for which the money will be used, and other such factors.
- (12) Your costs may vary if you purchase an existing salon.

Unless otherwise noted, none of the above fees are refundable to you. Great Clips does not provide direct or indirect financing for any of these fees.

YOUR ESTIMATED INITIAL INVESTMENT

MASTER DEVELOPMENT AGREEMENT

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Development Fee	\$8,000-\$40,000	Lump sum	Upon signing of your Master Development Agreement	Great Clips
Initial Franchise Fee	\$6,000	Lump Sum	Upon signing of your First Franchise Agreement	Great Clips
Total	\$14,000 - \$46,000			

Notes to estimated initial investment for Master Development Agreement:

- (1) If you sign a Master Development Agreement, you must pay us a one-time, non-refundable Development Fee. The Development Fee is in addition to the total initial investment of your first GREAT CLIPS® salon to be developed under the Master Development Agreement. The amount of the Development Fee will be \$4,000 for each GREAT CLIPS® salon you are granted the right to develop in the Exclusive DMA under the Master Development Agreement (and, as described in Note 1 to the preceding chart, is in addition to the separate \$6,000 Initial Franchise Fee you will pay for each salon developed under the Master Development Agreement). For example, if you were to be granted the right to develop between two and 10 salons in the Exclusive DMA under the Master Development Agreement, you would pay Great Clips a total of \$14,000-\$46,000 total, which includes the corresponding Development Fee of \$8,000 to \$40,000, plus the \$6,000 Initial Franchise Fee for your first location. The Development Fee and first Initial Franchise Fee is due upon the signing of the Master Development Agreement. If you sign a Master Development Agreement with Great Clips, the total initial investment for your second and each subsequent GREAT CLIPS® salon you develop under the Master Development Agreement may be higher than the above estimate due to inflation and other economic factors. See Item 5.

Item 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

To ensure consistent quality of services and products throughout the GREAT CLIPS® System, you must purchase only supplies, fixtures, equipment, inventory, advertising and sales promotion materials and signage that have been designated by Great Clips. All these items must conform to specifications and standards developed and issued by Great Clips. Great Clips reserves the right to periodically update and alter these standards and specifications and to add to or delete from the list of services and products authorized for sale from GREAT CLIPS® salons. These specifications and standards are described in more detail on the GREAT CLIPS® proprietary extranet site for franchisees, (which is currently InSite+™;+), in GREAT CLIPS® University, and other online communications that Great Clips may establish from time to time (collectively, the “Online Resources”), in the GREAT CLIPS® Operations Manual, facility standards, sales and purchase orders and through other communications from Great Clips to its franchisees. You will receive online access to the GREAT CLIPS® Online Resources, and Great Clips' manuals during or before your initial training.

Great Clips has no affiliates who are currently approved suppliers, or the sole approved supplier, for any categories of goods and services. There are no other approved suppliers in which any officers of Great Clips own an interest.

To ensure brand consistency, Great Clips sells the following items to you: (a) lobby items including reception desk, lobby merchandisers, coat rack, graphics, lobby chairs, LVT flooring, carpeting and walk off mats; (b) sales area items including work stations, mirrors, station dividers, all-purpose chair, child seat, hydraulic chairs, flooring materials, anti-fatigue mats, broom cabinet

and wall graphics; (c) flex station items including flex or shampoo stations, shampoo bowls with vacuum breaker; and (d) certain interior and exterior signage including illuminated window signage and outdoor signs, GREAT CLIPS® graphics package, acrylic poster holder, price board and window stickers. Currently, Great Clips is the only supplier for these items but alternate sources may be designated by Great Clips in its sole determination.

Great Clips reserves the right in the future to require franchisees to participate in a closed network video and audio system and to require franchisees to sign an installation agreement for the equipment necessary for this in-salon video service.

You must meet certain standards that are communicated as necessary by Great Clips relating to use of the GREAT CLIPS® trade name, trademarks and service marks (~~“Marks”~~) on all printed materials and items used by you and in your Salon. You may purchase your printed materials and items through Ideal Printers, Inc. or a supplier of your choice as long as all standards are met for those items and all artwork has been pre-approved by Great Clips. Paper goods, such as product brochures and financial and business forms, must be purchased from suppliers designated by Great Clips. Currently, Salon Innovations, Inc. and Ideal Printers, Inc. are Great Clips' only designated suppliers for these items. Additionally, for any consumer marketing materials where consumer data is utilized, you may only use those marketing vendors designated by Great Clips.

In the year ended December 31, ~~2023~~2024, Great Clips' total revenue from all sources, including sales from required purchases, was \$~~109,973,626~~115,242,065. Great Clips' sales from required purchases were \$~~13,875,721~~16,270,369 or ~~12.6~~14.1% of the above-referenced combined gross revenues of \$~~109,973,626~~115,242,065.

You must carry GREAT CLIPS® exclusive brand haircare products in your Salon and must purchase these products from suppliers designated by Great Clips. Currently, Salon Innovations, Inc. is the only designated supplier for such items. The other haircare products which you must currently carry are MATRIX TOTAL RESULTS®, AMERICAN CREW®, BOSLEY MD™, SEXY HAIR®, TIGI BEDHEAD® and JOHN PAUL MITCHELL SYSTEMS®. These products may be purchased from distributors of these products as designated by Great Clips. You may only use and sell products approved by Great Clips in your Salon. You must purchase your required opening inventory and ongoing supplies of such items as combs, hairbrushes and curling irons from a supplier designated by Great Clips. Great Clips, in its sole determination, reserves the right to change the services and products that you must carry and may change the designated supplier or suppliers of those products. There is no fixed dollar amount of haircare products which you must purchase for your Salon, although you must carry an adequate inventory of all required haircare products, as specified by Great Clips.

The goods, services, fixtures, equipment and inventory which you must purchase from Great Clips or suppliers designated by us currently account for approximately 90% to 95% of the purchases of goods and services you make when establishing your Salon. The goods, services, fixtures, equipment and inventory which you must purchase from Great Clips or suppliers designated by us in the operation of your Salon on an ongoing basis will account for approximately 80% to 85% of your purchases, will vary depending upon the circumstances, such as how often you upgrade your

Salon and what volume of GREAT CLIPS® exclusive brand and other haircare and paper goods supplies your particular Salon may require.

Great Clips derives revenue in the amount of approximately 6% of all exclusive brand haircare products sold by Salon Innovations, Inc. to GREAT CLIPS® franchisees. In the year ended December 31, ~~2023~~2024, Great Clips' revenue from product royalties from these suppliers was ~~\$566,382~~598,165, or 0.53% of total revenues. Various suppliers also make donations and contributions towards Great Clips' annual meetings and other Great Clips-sponsored events in the form of goods, services and sponsorship or co-sponsorship. Great Clips or its affiliates may from time to time make available for purchase by you GREAT CLIPS® signs, equipment, inventory, supplies, advertising and sales promotion programs and materials, brochures, and other like supplies. Great Clips does not guarantee the availability of independent sources of supply. Great Clips, or its affiliates, expect to derive revenue and profit from sales of such items to its franchisees. Great Clips and its affiliates reserve the right to receive promotional allowances and rebates, commissions and other consideration from vendors in respect to services rendered or rights licensed to such persons, or sales effected by such persons.

Great Clips does not currently provide any material benefits to franchisees based on a ~~franchisee's~~franchisee's use of designated or approved sources. Great Clips negotiates purchase agreements with its suppliers that may result in cost-saving benefits to its franchisees. Great Clips may publish periodically for the benefit of its franchisees a confidential list of authorized manufacturers or sources of supply for most items required to establish and operate a GREAT CLIPS® Salon. These are manufacturers and/or suppliers that Great Clips has determined are capable of manufacturing goods or supplying services that consistently conform to standards and specifications.

Upon request, Great Clips will make available to its franchisees the criteria used for selecting, modifying, or revoking suppliers. Franchisees, their owners, and affiliates may not be designated as exclusive suppliers. Great Clips' suppliers do not currently pay any fees ~~relating to~~as a condition of their approval or application for approval as a vendor to Great Clips. Suppliers are appointed by Great Clips if their products or services meet our standards and specifications, their facilities are capable of reliably serving the needs of our franchisees, and Great Clips is able to periodically monitor the quality of production or supply and the facilities of the supplier, as determined by Great Clips. You may make a written request for appointment of additional sources of supply for a given product or service, which may be granted if doing so would not create an inordinate number of suppliers of such product who are reasonably available to franchisees, and if such proposed supplier's product proves to comply with Great Clips' standards and specifications for such product, its facilities appear adequate to meet the needs of our franchisees, and they are open to periodic inspection by Great Clips. The cost of evaluating a proposed new supplier may be charged to you or the supplier. You will be notified by email or verbally regarding the authorization or rejection of a supplier whose appointment you have requested within 90 days of our receipt of all the required information. Great Clips, in its sole determination, will revoke its appointment of a previously authorized supplier when we determine that the supplier is not meeting the standards and specifications established by Great Clips for that product or service. Great Clips currently grants or revokes approval to its suppliers verbally or in writing. Great Clips does not currently have any distribution or purchasing cooperatives.

You are bound by the terms of the Franchise Agreement to construct and operate your GREAT CLIPS® Salon in accordance with the requirements of the Operations Manual, Great Clips' facility standards, approved construction plans and signage drawings, and other communications issued, or as revised periodically, by Great Clips. You must have architectural drawings completed by a licensed architect. All drawings must be submitted to and approved by Great Clips prior to commencing any work on the location.

You must upgrade and refurbish your Salon facility and fixtures, signage and equipment periodically as determined by Great Clips. Any upgrades that you are required to complete to maintain the Salon in accordance with Great Clips' then-current standards will be at your expense. You will be required to remodel your Salon every 7-10 years depending on then-current standards and the overall condition of the Salon. You will also be required to make periodic improvements such as painting, carpeting, fixture repair and ongoing maintenance depending on the wear and tear of the Salon. It is anticipated that your ongoing investment will be approximately \$20,000 - \$80,000 every 7-10 years and \$3,000 - \$9,000 on an annual basis.

You must obtain a license to use a suite of software from Great Clips' designated Point of Sale (POS) software supplier, which is currently Innovative Computer Software ("ICS"). As of the date of this Disclosure Document and as described more fully in Item 11, ICS is the sole provider of POS software, and you must license all POS software for the Salon from ICS. See Exhibit I for the current ICS Contract. You will be required to utilize the required payment terminal and payment processor for credit card and gift card processing. Great Clips' sole designated supplier is currently Heartland Payments Solution for processing credit card transactions. The Heartland Payment Systems Merchant Processing Agreement is included as Exhibit J. You may be required to invest in other hardware, software, and related technology components in the future at Great Clips' sole determination.

You will be required to use The Foundation as the provider for network and hardware managed services, network equipment, and computer hardware and stands as designated by Great Clips, including all necessary and renewable warranties, licenses, and fees. The Foundation offers options to either purchase or rent hardware to run the designated POS software.

You must either purchase or rent a payment terminal from The Foundation for use in operating the Salon. The current required payment terminal for new salons is the Ingenico Lane/5000 payment terminal. All Ingenico Lane/5000 payment terminals purchased through The Foundation include the Lane/5000 Warranty and Support Program. ~~Franchisees are billed, which requires franchisees to pay a fee~~ for continued warranty and support on a monthly basis. ~~Fees payable for the Lane/5000 Warranty and Support by Foundation service~~ this program, as well as the term covered by the fee, are subject to change. ~~Effective June 2026, the Ingenico Lane/5000 payment terminal will no longer be supported by the manufacturer. To replace the Ingenico Lane/5000, Great Clips anticipates that the Verifone P630 payment terminal will be the required payment terminal for use at all GREAT CLIPS® salons by June 2026. Great Clips may require you to purchase or rent the Verifone P630 payment terminal sooner and anticipates that, beginning in or around July 2025, the Verifone P630 will be the required payment terminal for any new salons. You may be required~~

to pay for replacement costs for a new payment terminal if the required payment terminal, as designated by Great Clips, changes after you open the salon.

You must, at your sole cost and expense, maintain in full force and effect during the term of your Franchise Agreement, the minimum types and amounts of insurance coverage designated by Great Clips from time to time, including all insurance required by your lease and applicable state or federal law. As of the date of this Disclosure Document, Franchisee must acquire and maintain the following minimum types and amounts of insurance coverage: (a) general liability coverage, including personal and advertising injury liability coverage in a minimum amount of at least \$1,000,000 per occurrence, \$2,000,000 general aggregate, or such greater limits as Great Clips may reasonably prescribe; (b) “All Risk” or special property coverage of not less than the current replacement cost of the glass, equipment, fixtures and leasehold improvements at the Authorized Location sufficient in an amount to restore the Salon promptly to full operations; and (c) workers compensation coverage as required by applicable state law.

In addition to the required insurance coverages noted above and any additional insurance coverage that Franchisee deems appropriate for its business, Great Clips currently recommends that Franchisee acquire and maintain the following additional types of insurance coverage: (a) professional liability coverage, (b) hired and non-owned auto liability coverage and/or owned auto coverage (as applicable), (c) umbrella liability coverage, (d) business income and extra expense coverage of at least 12 months’ income replacement, (e) employers liability coverage, (f) employment practices liability coverage, and (g) cyber liability and data privacy coverage.

All insurance policies obtained by Franchisee must: (a) name Great Clips, Inc. as an additional insured; (b) be on a primary and non-contributory basis, (c) waive any right to assert a claim back against Great Clips, Inc.; and (d) undertake to notify Great Clips 30 days in advance of any cancellation or material change in the policy. On an annual basis and upon Great Clips’ request, Franchisee must provide Great Clips with certificates of coverage, insurance policy endorsements, or other proof of insurance that Great Clips requires evidencing that Franchisee has obtained and is maintaining in force all required insurance policies. If Franchisee fails to provide the certificates of coverage, endorsements or other proof of insurance, Great Clips (in addition to all other rights and remedies) may purchase such insurance in the name and on behalf of Franchisee, and Franchisee must immediately reimburse Great Clips’ expenses and premiums paid to obtain such insurance. Great Clips may engage a third-party vendor to compile and maintain records of the certificates of coverage, endorsements or other proof of insurance.

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~~ Disclosure Document.

Obligation	Section in Agreement	Item in Disclosure Document
a. Site selection and acquisition / lease	8.1 and 8.2 of Franchise Agreement Sections 1 and 6 of Master Development Agreement Section 5 of Three Star Agreement	Items 11 and 12
b. Pre-opening purchases / leases	Sections 8.2, 8.3, 8.4, 10.1, ~~10.5~~ , 11.5 of Franchise Agreement ~~Section~~ Sections 1.2 <u>and 6.2</u> of Master Development Agreement Section <u>2, 3 and 5</u> Three Star Agreement	Items 7 and 8
c. Site development and other pre-opening requirements	Sections 8.1-8.4, 9.8 and 10.1-10.4, 11.5 of Franchise Agreement. Section 6.3 of Master Development Agreement Section 5 of Three Star Agreement	Items 7, 11 and 12
d. Initial and ongoing training	Sections 6.1-6.8 of Franchise Agreement	Items 6, 7, 11 and 15
e. Opening	Sections 1.2, 3.1, 8.6 and 11.5 of Franchise Agreement	Item 11
f. Fees	Sections 3.3(d), 5.1-5.12, 8.2, 10.1, 10.3, 10.4, 11.6, 13.1 ~~and~~ 15.6 of Franchise Agreement Sections <u>2, 3</u> , and <u>35</u> of Master Development Agreement Sections 2, 3, 5, 6, ~~7~~ and <u>87</u> of Three -Star Agreement	Items 5 and 6
g. Compliance with standards and policies / Operating Manual	Sections 4.1-4.4, 8.3-8.6, <u>9.1-9.5</u> , 10.1-10. ~~96~~ , <u>11.1</u> and 11. ~~47~~ of Franchise Agreement. Sections ~~1.1, 1.2, 9~~ and ~~118~~ of Master Development Agreement Sections <u>54</u> and ~~8 of 5~~ Three Star Agreement	Item 8
h. Trademarks and proprietary information	Sections <u>1.1, 2.1-2.2</u> , 4.1-4.6, 10.1, ~~12.3~~ <u>10.6</u> , and 20.1 of Franchise Agreement Section 1.4 of Master Development Agreement	Items 1, 13 and 14
i. Restrictions on products / services offered	Sections 8. ~~43~~ , 9.2, 9.5, 10. ~~71-10.4~~ , and 20.2 of Franchise Agreement	Items 8 and 16
j. Warranty and customer service requirements	Sections 9.9 and 10.4 of Franchise Agreement	Item 8
k. Territorial development and sales quotas	Sections ~~1, 6.1~~ and ~~6.2~~ of Master Development Agreement	Item 12

Obligation	Section in Agreement	Item in Disclosure Document
l. Ongoing product / service purchases	Section 9.5 of Franchise Agreement	Items 8 and 16
m. Maintenance, appearance and remodeling requirements	Sections 3.3(c), 8.3-8.5, 9.2, 9.8, 10.1, 10.3, and 10.5 of Franchise Agreement	Items 7, 8 and 17
n. Insurance	Sections 13.1-13.3 of Franchise Agreement	Items 6, 7 and 8
o. Advertising	Section 11 of Franchise Agreement	Items 6, 7 and 11
p. Indemnification	Section 13.4 of Franchise Agreement	None
q. Owner's participation / management / staffing	Sections ~~62.1~~ , ~~6-8~~ , 9.3, ~~10.29.4~~ , 10.6, 10.7, ~~11.6~~ , 20.1, 20.2, and 21.1 of Franchise Agreement Section ~~44~~ 10 of Master Development Agreement	Item 15
r. Records / reports	Sections ~~42~~ 10.1, ~~42-3~~ and 12.41 of Franchise Agreement	Item 6
s. Inspections / audits	Sections 7.4, ~~12.1~~ , and 12.53 of Franchise Agreement	Items 6 and 8
t. Transfer	Sections ~~14~~ , ~~15~~ , and 19 of Franchise Agreement Section ~~42~~ 10 of Master Development Agreement Section ~~98~~ of Three Star Agreement	Item 17
u. Renewal	Section 3 of Franchise Agreement Sections 5 and the Master Development Agreement	Item 17
v. Post-termination obligations	Section 18 of Franchise Agreement	Item 17
w. Non-competition covenants	Section 20.2 of Franchise Agreement	Items 15 and 17
x. Dispute resolution	Section 16 of Franchise Agreement Section ~~43~~ 11 of Master Development Agreement	Item 17
y. Other	Not applicable	Not applicable

Item 10

FINANCING

Neither Great Clips, its agents, nor its affiliates offer financing arrangements for the purchase of your GREAT CLIPS® Salon. Great Clips may offer financing arrangements in the future depending on interest rates, availability of funds and other economic factors. Great Clips does not receive any payments from any company for the placement of financing. Great Clips has no existing practice or intention of selling, assigning or discounting to a third party all or any part of any financing arrangement.

Although it is not generally available, Great Clips, in its sole determination, may guarantee a loan for a franchisee under limited circumstances and based upon certain criteria established by Great Clips. Great Clips may charge a fee for providing such guarantee. Great Clips reserves the right to change the amount or structure of the fee or to change or withdraw such guaranty without notice.

Great Clips, in its sole determination, may guarantee a lease for a franchisee. In consideration for such a guaranty, you will be charged a \$1,500 non-refundable lease liability fee which will be due and payable by you upon the assignment of the lease or sublease. You also must pay us a lease review fee in the amount of \$2,200-\$2,500 which covers the cost we incur for an attorney to review

the lease. Great Clips reserves the right to change or update the form of lease documents at any time and without notice. Samples of current lease documents are included as Exhibit L.

Great Clips may lease space in anticipation of assigning the lease or subletting the space to a franchisee. Great Clips will pass on to the franchisee any out-of-pocket expenses that have been incurred. If Great Clips is not released from liability under the lease after the assignment of the lease or sublease of the space to the franchisee, Great Clips will charge a \$1,500 non-refundable lease liability fee to the franchisee. If the lease liability fee is due to Great Clips, your equipment order will not be placed until the fee has been paid. Great Clips reserves the right to change the amount or structure of this fee at any time and without notice.

If you want to assign your Franchise Agreement to a qualified assignee and Great Clips has ongoing liability under your Salon lease, we will require the assignee to personally and corporately indemnify Great Clips before we will give our consent to the assignment of the Franchise Agreement. We may also require that we receive a fully executed copy of an assignment of lease from you to the assignee.

Great Clips reserves the right to pledge franchisee obligations to third parties to secure their obligations to such persons. Great Clips may occasionally offer, in its sole determination, various incentive programs in connection with its franchise development activities, some of which may involve financing support to franchisees and free rent. These programs, if offered, are subject to change or withdrawal without notice.

Great Clips is registered on the Franchise Registry, a third-party resource listing where lenders, including those that participate in the Small Business Association's ("SBA") finance programs, can access certain financial and other information about franchisors relevant to lenders and their lending decisions. GREAT CLIPS® franchisees who apply for SBA loans will receive the benefits of a streamlined loan process by virtue of our listing on the Franchise Registry and the Uniform Franchisor Addendum that must be signed in connection with an SBA loan. A copy of the Franchisor Addendum is attached as Exhibit **RS**. For information regarding the Franchise Registry Program, please visit https://www.franchiseregistry.com/for_franchisors/. You should not construe the presence of the GREAT CLIPS® franchise program on the Franchise Registry as an endorsement by the SBA or a guaranty you will be approved for a loan.

Item 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

Great Clips has the right to choose with whom it will do business and has no obligation to enter into additional or new Franchise Agreements or assignment agreements with any new or existing franchisees.

Except as listed below, Great Clips is not required to provide you with any assistance.

Assistance before Opening

Before you open your business, Great Clips will:

- 1) Authorize you to establish and operate a retail salon identified by the GREAT CLIPS® service mark and employing the business format and System (Franchise Agreement - Section 1).
- 2) Provide you with an approved salon design, and advise you or otherwise offer suggested best practices on site selection, salon layout, construction, obtaining ~~necessary~~ licenses or permits, proper display of the Marks, ~~ordering and procurement of~~ equipment, fixtures and initial inventories, and recruiting ~~personnel, and managing construction or refurbishing of the salon, technology.~~ You must purchase equipment, furnishings, fixtures and signs for the salon from Great Clips or our designated suppliers, as described in Item 8, and these items must meet our specified standards. New franchisee “Designated Operators” must complete all current training requirements within 180 days of signing the Franchise Agreement or within 180 days of becoming a Designated Operator if the Franchise Agreement was previously signed (i.e. if your organization is making a Designated Operator change). (Franchise Agreement - Sections 6.8, 7.1, 8.3, 8.4 and 9.5).
- 3) Provide you with advice regarding various marketing and public relations considerations, business planning, and assistance in conducting grand opening promotions and advertising and assist you in planning an initial local market advertising campaign. Under no circumstances does any assistance, consent, or approval by Great Clips constitute an assurance or guaranty that these services will result in any level of success of your business (Franchise Agreement - Sections 7.1, 11.1-11.3, and 11.5).
- 4) Provide you with online access to the GREAT CLIPS® Online Resources, recruiting technology, the GREAT CLIPS® Operations Manual, and various other manuals and materials before or during your training (Franchise Agreement - ~~Section~~Sections 7.1 and 10.6).
- 5) Provide you and your staff with the training programs as described in this Item 11. You must pay your own travel and expenses associated with any such training (Franchise Agreement - Sections 6.1- 6.8).

Site Selection

Generally, you will lease the space for your Salon from a third party. Great Clips has occasionally assigned leases or subleased space for GREAT CLIPS® salons that we have executed as lessee. However, you are solely responsible for locating, obtaining and evaluating the suitability and prospects of your Salon ~~location~~site. Great Clips may use exclusive real estate agents in connection with real estate ~~location~~site searches. Great Clips requires you to use only our exclusive real estate agent when pursuing sites that have been made available to franchisees

through the Great Clips real estate process. While it is rare that a franchisee would be required to pay the real estate commission on the site for the Salon, this has occurred in certain circumstances. In this situation you will be required to pay any real estate commission whether or not the exclusive agent is utilized. ([Franchise Agreement – Sections 8.1 and 8.2](#)).

Great Clips must consent to the site for your GREAT CLIPS® Salon. Great Clips' consent to a site, salon plans or any other matter constitutes permission only and is not an endorsement or guarantee. You are solely responsible for locating, obtaining and evaluating the suitability and prospects of your Salon location, layout and operations, and for the review and negotiation of your lease. Great Clips considers numerous factors in consenting to sites, examples include demographics (current and trends), site plan design and positioning in the shopping center, strength of anchor tenants and co-tenants, proposed lease terms, access into and out of the shopping center, parking, visibility of the site, traffic patterns, shopping patterns, other current or future available sites to choose from in the trade area, and the strategic importance of the site to the overall market, among other things. If you are opening your Salon pursuant to a Master Development Agreement, Great Clips will consent to a location based on its then-current standards for sites and salon plans.

Unless you are participating in the Three Star Program, there is no time limit for you to find a site. However, if you do not open your Salon within 24 months of the date of the Franchise Agreement, Great Clips will have the right, but not the obligation, to cancel the Franchise Agreement. If the Franchise Agreement is your first Franchise Agreement or is part of an incentive program, the Initial Franchise Fee is non-refundable. ([Franchise Agreement - Sections 5.2 and 5.3](#)).

Time to Open

You must work diligently to open your Salon for business in a timely manner. A typical length of time between ~~the signing of~~ the Franchise Agreement and ~~the opening of~~ your GREAT CLIPS® business is six to 24 months but could be longer in some markets. Great Clips will have the right, but not the obligation, to cancel your Franchise Agreement if you do not open your Salon within 24 months from the signing of your Franchise Agreement. The time required to open a new facility for business may vary depending upon the availability of financing, availability of licensed cosmetologists, the real estate market, weather conditions, your diligence in the real estate site sourcing, review and build-out process, complying with local ordinances, completing delivery and installation of equipment and signs, procuring opening inventory and attendance at and satisfactory completion of the GREAT CLIPS® QuickConnect Training program and other required training for new franchisees.

Assistance during the Operation of the Business

During the operation of the franchised business, Great Clips will:

- 1) Provide the GREAT CLIPS® Online Resources for franchisees covering important aspects of the GREAT CLIPS® System. You must utilize the Great Clips Email Online Resources for the purpose of communication with Great Clips. (Franchise Agreement - Sections 10.6 and 10.7).

- 2) Provide regular System communications and periodic meetings and seminars for the dissemination of new concepts, procedures, systems and other useful information. You are responsible for registration fees, travel and expenses for you and your staff, and other out-of-pocket costs in connection with attending any meetings or seminars (Franchise Agreement - Section 7.3).
- 3) Provide continuing consulting and information on advertising and promotional matters, training and development procedures, and general guidance and advice through email, including the GREAT CLIPS® Online Resources, directives, company news, meetings and seminars. Furnish you with field support services that Great Clips considers advisable in order to provide support and recommendations to resolve operating challenges you may encounter (Franchise Agreement - Sections 6.1-6.8 and 7.2-7.4).
- 4) Provide standard electronic accounting forms, other accounting forms and electronic reports (Franchise Agreement - Section 12.1).
- 5) Include you in purchasing programs Great Clips may establish periodically with respect to salon design, fixtures, furnishings, equipment, inventories and supplies. Availability of such purchasing programs may also be subject to available credit terms and your continuing qualification to participate in these programs as a franchisee in good standing (Franchise Agreement - Sections 7.2 and 9.5).
- 6) Establish marketing and sales promotion programs for the benefit of the GREAT CLIPS® System. You will be required to participate in these promotional programs. You will be required to sell services or goods with maximum retail price limits and/or offer various promotional items, cross marketing coupons, rebates or various other sales and marketing goods or value-added items. Periodic discount pricing on promotions will be based on Great Clips' unilateral determination of what would be in the best interest of the franchise System to protect its competitive brand position. (Franchise Agreement - Sections 11.2-11.7)
- 7) Provide additional training on System Standards to you, your management staff and other key personnel with brand-delivery responsibilities at the current fee as described in this Item 11. You must pay all wages, benefits, travel and expenses for you and your staff associated with any training (Franchise Agreement – Sections 6.1-6.8 and 7.3).
- 8) Provide information and advice on the operation of the GREAT CLIPS® business through the training program documentation, brand documents, and various other manuals which Great Clips will modify as needed. These modifications will not alter your status or rights under the Franchise Agreement. The System Standards, including all training program documentation, brand documents and manuals, are confidential and remain the property of Great Clips (Franchise Agreement - Sections 9.1, 9.2 and 20.1). The System Standards include both required and recommended standards. Any required standards exist to protect our interest in the System and the Marks and not for the purpose of establishing any control or duty to take control over those matters that are reserved to you. Great Clips reserves the right to periodically develop, issue and revise new policies and procedures relating to the

operation of the franchised business, which will become part of the System Standards. All franchisees are required to abide by and follow the System Standards, including all newly-developed and revised policies and procedures, in operating their franchise.

Advertising

Ad Fund

You must participate in various market-wide and system-wide marketing and sales promotion programs. Great Clips, in its sole determination, will establish advertising and sales promotion or discount programs for the benefit of the GREAT CLIPS® System through the North American Advertising Fund (“Ad Fund”). –You must engage in additional local marketing and sales promotion activities at your own expense. Media coverage may be local, regional or national and can include television, radio, print, digital, sports marketing, or other media as determined by Great Clips. Great Clips currently uses various marketing, advertising and promotional agencies and media buying services. Some in-house related services are provided through Great Clips' personnel. Franchisees may not develop their own advertising materials. You may make modifications to existing advertising materials but only after you have submitted any proposed advertising for our approval, which may be withheld by Great Clips in its sole determination. Great Clips' approval, if given, is dependent upon a number of factors, including proper use of the Marks and representation of the GREAT CLIPS® brand. Franchisees are prohibited from advertising their GREAT CLIPS® business in any manner on the Internet, via their Great Clips Email, a website, or through other electronic means without prior permission from Great Clips, as provided in Great Clips' Electronic Marketing, [Recruiting](#) and Communications Policy. Great Clips has the right to prohibit or restrict the use of any digital or electronic advertising, or use of the GREAT CLIPS® brand in any media, at any time to protect the best interests of the System. Additionally, franchisees must comply with the Customer Data Access Policy in connection with any consumer marketing activities.

All franchisees contribute 5% of their gross monthly sales to the Ad Fund, payable biweekly, for each of their GREAT CLIPS® salons. Company-owned salons, if any, will also contribute 5% of their gross monthly sales to the Ad Fund. Great Clips has sole and absolute right, within its own assessment of the general best interests of the GREAT CLIPS® System, to determine expenditures of funds collected into the Ad Fund for advertising, research and development, customer acquisition and retention, customer experience improvements, customer loyalty program development and maintenance, marketing data analysis, marketing strategy and execution – including digital marketing, marketing technology investments, public relations, promotion incentives, sponsorships, marketing partnerships, charitable events, giveaways, and various sales promotion activities and as to the selection of materials, programs, media and agencies on which those expenditures are made.

Great Clips may compensate itself and its affiliates from the Ad Fund for reasonable expenses of administering and promoting the Ad Fund and the programs funded and administered through the Ad Fund, including any taxes that may be levied on or in relation to the Ad Fund receipts or fund balances. In the ~~fiscal calendar~~ year ended December 31, ~~2023~~[2024](#), Great Clips was compensated ~~\$4,165,125~~[\\$347,880](#) or 5% of the Ad Fund's gross annual receipts, paid monthly, for administering the Ad Fund. Great Clips provides its franchisees with an annual accounting of the Ad Fund

showing receipts and expenditures and, upon written request, will share Great Clips' expense of administering and promoting the Ad Fund. Currently, Great Clips also provides its franchisees with a quarterly, internally prepared, unaudited financial statement of the Ad Fund by DMA. In the ~~2023~~2024 calendar year, ~~2.37~~2.37% of franchisee contributions to the Ad Fund were spent on production, ~~78.480.0~~78.480.0% was spent on media, and ~~19.218.7~~19.218.7% was spent on other expenses that included a 5.0% administration fee paid to Great Clips, the advertising agency fee, research and testing, and meeting-related expenses. In ~~2023~~2024 the Ad Fund expenses totaled ~~99.9101.8~~99.9101.8% of revenue. Great Clips is not obligated to spend any specific amount collected into the Ad Fund in the DMA in which your Salon will be located. At the end of the calendar year, surplus funds, if any, are carried over into the next year. Currently, Great Clips does not use any advertising funds to solicit new franchisees. The Ad Fund is audited on an annual basis. The annual Ad Fund audit is available for review by franchisees upon written request.

Grand Opening

As referenced in Item 7, franchisees must conduct grand opening marketing for their salon consistent with Great Clips' Grand Opening Policy. Your required grand opening marketing investment for your first salon will range from \$20,000 to \$25,000. The grand opening marketing investment for your subsequent salons will be consistent with the terms outlined in Great Clips' Grand Opening Policy. Your grand opening marketing plan must be approved in advance by Great Clips pursuant to the review and approval protocols we set forth which may change from time to time.

MDAF

As referenced in Items 5 and 7, you must make a \$5,000 non-refundable initial contribution to the MDAF. This is a one-time fee. Great Clips has the right, in its sole determination, to determine the amount and nature of expenditures from the MDAF. Great Clips has the exclusive right to decide whether and in what proportions these funds will be allocated to advertising, research, marketing, public relations, sales promotions or other areas, and to select materials, programs, media and agencies it considers to be appropriate. Great Clips may compensate itself and its affiliates from the MDAF for reasonable expenses of administering and promoting (i) the MDAF and (ii) programs funded and administered under the MDAF, including payment of taxes that may be levied on or in relation to MDAF receipts or balances. Great Clips has no obligation to its franchisees to account for its administration of or expenditures under the MDAF.

Marketing and Advisory Review Council

Great Clips has established a Marketing and Advisory Review Council (the "MARC") that is composed of an elected and appointed body of franchisees for the purpose of providing Great Clips with input on a variety of issues and opportunities. The MARC operates under its own Bylaws. The MARC is purely advisory in nature, and from time to time may provide input on various programs, promotions, or policies. Great Clips maintains all final decision-making authority in all matters presented to the MARC. Great Clips may change or dissolve the MARC at any time.

Local Co-operative

You must join and attend the meetings of a local cooperative ("Co-op") designated by Great Clips (Franchise Agreement - Section 11.6). The area of membership of the Co-op is defined by DMA. Each individual Co-op is self-governing and determines its own dues and assessments, if any.

Corporate salons, if any, in the DMA will contribute dues and assessments on the same basis as that of franchisees in the Co-op. The member franchisees of the Co-op administer their own Co-op in accordance with written Co-op Operating Guidelines, which are available to franchisees on INsite+. Co-ops are not currently required by Great Clips to prepare any kind of periodic accounting. Great Clips has the right to require Co-ops to be formed, changed, dissolved, or merged, and may change the way in which they operate. The Co-op is separate from and has no relationship to the Ad Fund or the MDAF.

Salon Technology Systems and Software

Software License

You must obtain a license to use a suite of computer software from Great Clips' designated POS software supplier, which is currently Innovative Computer Software ("ICS"). The computer software license covers a Styleware™ Software Suite of products including, *Styleware™ iPad®*, *Net Check-In™*, *Styleware™ Vantage*, and *Salondata.com* as described below and in Exhibit I. You will pay a monthly fee which is currently \$220.250.00 for each salon. ~~The monthly fee and is subject to change and is currently scheduled to increase to \$250 per month per salon starting January 1, 2025. The~~ The current fee covers ~~all~~ licensing, past and future research and development, updates, upgrades, documentation, and installation guides, as well as toll-free software support seven days a week during normal business hours. You will be required to pay the monthly fee electronically via an automatic bank withdrawal. You will be charged a fee of \$25.00 per phone call for telephone support that you seek after normal business hours. (See Exhibit I for the definition of normal business hours). A sample of the ICS Styleware™ Software Suite Agreement is included as Exhibit I. Franchisees are required to activate and honor any customer-facing technology that Great Clips may develop now or in the future.

Styleware™ iPad®

Styleware iPad is an iPad-based salon management software developed by ICS for use by the GREAT CLIPS® System to operate GREAT CLIPS® salons. The *Styleware iPad* software program allows franchisees to track various productivity and business metrics ~~and also facilitates the collection of customer data, reports salon profitability measures, records service as well as the associated product sales, reports inventory, simplifies point-of-sale, and connects GREAT CLIPS® salons to cloud databases, web services and networks via an internet connection.~~

Net Check-In™

Net Check-In is a software product (commonly referred to as "Online Check-In") customized for use by the GREAT CLIPS® System that provides customers with an Internet- or application-based method for accessing estimated wait times of salons and allows for checking in to a GREAT CLIPS® salon remotely and in real-time. ~~Franchisees are required to activate and honor any customer-facing technology including Online Check-In or any other programs that Great Clips develops in the future.~~

ReadyNext® Text

~~In connection with the Online Check-In process, customers can elect to receive text messages regarding their estimated wait times through Great Clips' ReadyNext™ text program. Franchisees~~

~~are required to activate and honor any customer-facing technology including the ReadyNext® text program or any other programs that Great Clips develops in the future.~~

Styleware™ Vantage

Styleware Vantage is an iOS-based salon management application that provides franchisees with real time data such as wait times, sales, and customer counts for their salons.

Salondata.com

Salondata.com is an online reporting tool to provide franchisees with access to ~~operational reports from salon data stored and accessed through the website.~~ transactional and summary level data on salon operations.

Software Requirements

The current software ~~requirements~~ requirement to run these programs on Styleware iPad ~~are~~ is the ~~most currently available~~ latest Great Clips approved version of Apple iPad OS. ~~In either case, you~~ You must maintain internet access at the minimum speed Great Clips designates to provide a connection to the salon management system, and you must promptly update and upgrade the operating system, payment terminal software, and Styleware iPad apps as determined by Great Clips. Great Clips reserves the right, if necessary and in Great Clips' sole determination, to change the software programs to be used by its franchisees, in which case you will be required to replace the software programs within the time frame specified by Great Clips and at your expense.

Hardware

Franchisees are required to use the *Styleware iPad* solution in their salons. To run the *Styleware iPad* solution, Great Clips requires franchisees to either purchase or rent a standardized salon hardware and infrastructure package for point-of-sale purposes through a Great Clips designated integrator. You are required to pay all managed services fees, licenses, warranties and service fees on required network and hardware.

Credit Card Processing

You must use the Heartland Payments Solution for processing credit card transactions. The current required payment terminal is an Ingenico Lane/5000; ~~these hardware requirements are subject to change.~~ As more fully described in Item 8, Great Clips anticipates that the Verifone P630 will be the required payment terminal beginning in or around July 2025. You will pay ~~an onboarding fee~~ a new Location Set Up Fee of ~~\$2515~~ and will pay \$.016 per transaction to Heartland Payment Systems. You also will be enrolled automatically in Heartland Payment Systems' Merchant Protection Program at a cost of \$5 per month per salon, which helps ensure that franchisees are compliant with applicable PCI and related payment processing security standards. These fees are subject to change. A sample of the Heartland Payment Systems Merchant Processing Agreement is included as Exhibit J.

~~You must purchase or rent a payment terminal from The Foundation for use in operating the Salon. The current required payment terminal for new salons is the Ingenico Lane/5000.~~ Franchisees with an Ingenico Lane/5000 payment terminal are automatically enrolled in the ~~Lane/5000~~ Warranty and Support Program. Franchisees are billed for the warranty and support program on a monthly basis ~~and are subject to change.~~ Fees for the warranty and support program, as well as the term

covered by the fee, are subject to change. —If Great Clips requires you to purchase a different payment terminal, you may be required to pay a similar fee for warranty and product support.

Access

You must maintain your computer and all salon technology devices so as to provide Great Clips with independent, unimpeded and complete access to all sales, financial, marketing, customer, productivity, management and other business information and other operational data. All such information for your Salon is proprietary property owned by Great Clips, and Great Clips provides you with a limited license to use this information during the term of the Franchise Agreement. There are no contractual limitations on Great Clips' rights to access information for your Salon, and you must ensure that your use of such information complies with Great Clips' Customer Data Access Policy.

Great Clips requires all franchisees to provide Great Clips with access to all sales, financial, marketing, customer, management and other business and operational data that we may specify pertaining to the Salon. This information is provided to Great Clips via a secure electronic transfer from your point-of-sale database or in such other format as Great Clips requires. You are also required to provide this information to Great Clips through the Internet and data warehousing site.

Internet/Email

Great Clips requires its franchisees to maintain internet access at the speed Great Clips designates directly to the salon and to any other specified points of connection according to Great Clips' standards and specifications for the purpose of communication with Great Clips. Great Clips will provide you with a proprietary email address, mailbox and password for use in communicating with Great Clips (the "Great Clips Email"). When using the Great Clips Email, you must adhere to rules and standards set forth by Great Clips related to such use. You will be required to review your Great Clips Email at least once per business day and use reasonable efforts to respond to emails and telephone calls from Great Clips within 24 hours. You will also be required to access and review the content on Great Clips' Online Resources including that you must leverage GREAT CLIPS® University for System Standard training. Your conduct on the Internet and on the email system is governed by the Franchise Agreement and applicable Great Clips Policies. You are required to keep confidential all passwords, access codes and identification codes provided by Great Clips to you and your staff. You are required at all times to comply with all email marketing, privacy and related laws. Great Clips may add, change, or remove electronic communications platforms and associated rules of use in its sole determination.

Manuals

The following is a summary of the current Table of Contents of the Operations Manual:

Section	Subject	Number of Pages
1	Our System	~~18~~
2	Standards of Operations	~~20~~
3	Licenses and Regulations	~~21~~
4	Field Services	~~21~~
5	Customer Service	5
6	Management Best Practices	9
7	Retention Tools and Resources	~~14~~
8	Risk Management Best Practices	~~16~~

Section	Subject	Number of Pages
9	Salon Operations	22
		17
		~~41~~
		~~28~~
		~~42~~
		~~29~~
		TOTAL: ~~174~~182

Training

GREAT CLIPS® training is created to provide guidance to Franchisees, as well as the Franchisees' managers and other key personnel (e.g., stylists) responsible for delivering the Brand Promise (i.e., "Great Clips® inspires confidence, so you feel comfortable") to customers. Training is provided on GREAT CLIPS® System Standards and processes to ensure consistent, quality delivery of the GREAT CLIPS® brand and approved services to customers. Great Clips provides System Standards training to you, your management staff, and other key personnel as described below. You must attend and complete all then-current training requirements described in the Operations Manual within the time frame established by Great Clips. New franchisee Designated Operators must complete all current training requirements within 180 days of signing the Franchise Agreement. There are currently no refresher courses required, but you may re-attend all or portions of the Great Clips training programs at no additional charge other than your travel and expenses. We reserve the right to require any franchisee, including purchasers of an existing GREAT CLIPS® salon, to re-attend training sessions. You may be required to re-attend all or portions of a GREAT CLIPS® training program, at our determination, as a condition for the renewal of your Franchise Agreement. We reserve the right to establish a reasonable training fee for mandatory re-training in connection with renewal of the franchise agreement, and you must pay your own travel and expenses.

Training will be provided through a learning management system and a virtual meeting platform, such as Zoom. You must ensure that you and your staff have access to an Internet-enabled device to complete the online and the live virtual portions of the training. Training is not supported on smart phones or similar mobile devices.

Training requirements are communicated and updated through emails, publications, manuals, and/or the Online Resources. Great Clips reserves the right to require any assignee or person active in the franchised business to complete all required training. Training for assignees is mandatory and must be completed to Great Clips' satisfaction. Great Clips, in its sole determination, may increase or establish training fees and modify our training programs in whole or part.

Any training we provide to any of your employees is intended only to provide guidance regarding the delivery of approved services to customers in a manner that reflects the customer service standards of the System. Great Clips' provision of such training to your management and salon staff is to ensure consistent, quality delivery of the GREAT CLIPS® brand and approved services to customers and not to exercise any controls for which the franchisee is responsible. You are, and will remain, the sole employer of your employees at all times, including during all training

programs, and you are solely responsible for all employment decisions and actions related to your employees. You are solely responsible for ensuring that your employees receive adequate training.

Michelle Sack, Vice President of Learning and Development, oversees our training program. Ms. Sack has served in various positions since joining Great Clips in 1993, as detailed in Item 2. Others with broad experience in training, learning and development, and organizational development assist with the design and implementation of the required training programs.

TRAINING PROGRAM:

QuickConnect Franchisee Training Program

Great Clips University			
Subject	Hours of Classroom Training	Hours of on the Job Training	Location
Starting Off Great- Expectations Call	1	0	Webinar
Module 1: Orientation to Great Clips	1.48	0	Online
Module 2: Franchisee Finances	.53	0	Online
• Salon Budgeting & Financing Call	.5	0	Phone Call
Module 3: The Real Estate Process	.38	0	Online
• Real Estate Call	1	0	Phone Call
Module 4: The 5 Steps to Customer Care	1.3	0	Online
• Attend The Great Clips Academy Live Virtual Session See The Great Clips Academy section below for detailed agenda	3.5	0	Live Virtual
Module 5: Salon Leadership	.67	0	Online
• Attend the Building Your Legacy in-person session - Day 1- Welcome Reception - Day 2- Welcome ~~The Power of the Brand~~ ~~The Future of Great Clips: How Our Vision Supports Your Vision~~ - Vision to Reality - Best Practices ~~Operating for a Successful Great First~~ Salon - Vendor Showcase - Day 3- Welcome ~~Best Practices for a Great First Salon~~ ~~The Marketing Plan~~ ~~Brand Consistency — the Power of Branding~~ Working Together ~~Corporate panel~~ - Franchisee roundtable ~~The Future of Great Clips~~ Close	12.5	0	In person- Minneapolis, MN
Module 6: The Salon Build Out Process	.35	0	Online
• The New Salon Build Out Webinar	1	0	Webinar
Module 7: Your Salon Team	.52	0	Online
Module 8: Scheduling	1.9	0	Online
• Attend LEADS Virtual Session See LEADS for Management Staff section below for detailed agenda	18	0	Live Virtual
Module 9: Marketing Your Salon	.78	0	Online
Module 10: Salon Operations	3.0	0	Online

Great Clips University			
Subject	Hours of Classroom Training	Hours of on the Job Training	Location
• In-salon Training	0	13	In person- Market Salon
Module 11: Staff Development	.47	0	Online
Module 12: After the Salon Opens	.68	0	Online
TOTAL	49.56	13	

The Great Academy

Subject	Hours of Classroom Training	Hours of on the Job Training	Location
ONLINE			
Getting Started at Great Clips	1.36	0	Online
Delivering a Great Customer Experience	2.4	0	Online
Furthering Your Technical Advantage	.98	0	Online
Growing with Great Clips	.13	0	Online
TOTAL	4.87	0	
Live Virtual			
~~The Great Clips Academy~~ —GREAT Academy	3.5 hours live virtual	0	Live Virtual (Zoom)
~~The Clipper Academy~~ ~~*Optional, based on need~~	~~4.5 hours live virtual~~	~~0~~	~~Live Virtual (Zoom)~~
~~The Outlines & Interiors Academy~~ ~~*Optional, based on need~~	~~4.5 hours live virtual~~	~~0~~	~~Live Virtual (Zoom)~~
~~The Advanced Techniques & Trends Academy~~ ~~*Optional, based on need~~	~~3.5 hours live virtual~~	~~0~~	~~Live Virtual (Zoom)~~
TOTAL	~~163.5~~ required live virtual *Participants may take up to 12 additional hours of optional in-person training based on need	0	

LEADS for Management Staff

Subject	Hours of Classroom Training	Hours of on the Job Training	Location
ONLINE			
LEADS Pre-Assessment	.08	0	Online
Introduction to LEADS	.11	0	Online
Leadership Fundamentals	.55	0	Online
Communication	.72	0	Online
Onboarding Tips & Best Practices	.78	0	Online
Development	1	0	Online
Scheduling for Customer Demand	1.23	0	Online
Growing Customer Counts	.9	0	Online
LEADS Program Wrap Up	.15	0	Online
TOTAL	5.52	0	
Live Virtual			
Session 1: Leadership Fundamentals (Mindsets and Culture, Driving Brand Delivery, Results Model)	3	0	Live Virtual (Zoom)
Session 2: Communication and Growing Customer Counts (Communication Model, Avoiding Communication Pitfalls, Avoiding Listening Pitfalls, Analyzing Brand Delivery Measures, Goal Setting)	3	0	Live Virtual (Zoom)
Session 3: Onboarding Tips & Best Practices	3	0	Live Virtual (Zoom)

Subject	Hours of Classroom Training	Hours of on the Job Training	Location
Session 4: Scheduling for Customer Demand (Capturing Customer Demand Through Scheduling, 4-Step Scheduling Process)	3	0	Live Virtual (Zoom)
Session 5: Development (Fundamentals of Coaching, Customer Complaints, Approach into Service, Demonstration, Quality Connection Review Process)	3	0	Live Virtual (Zoom)
Session 6: Development, continued (The GIFT of Feedback)	3	0	Live Virtual (Zoom)
TOTAL	18	0	

The Designated Operator(s) identified in your Franchise Agreement and any of your partners that intend to be actively involved in the operation of the Salon are required to complete training.

1) QuickConnect Training Program for Franchisees. This training covers the basic aspects of establishing and operating a GREAT CLIPS® salon. It is a blend of online training delivered through the GREAT CLIPS® University online learning system, virtual learning, and in-person training, and includes participation in Great Clips Academy, LEADS, in-salon training, and two days of Building Your Legacy classroom training delivered in Minneapolis, Minnesota. You will be granted access to GREAT CLIPS® University upon becoming a GREAT CLIPS® Franchisee and will be required to complete a number of mandatory online courses prior to attending each in-person training session. Building Your Legacy training presenters' experience varies, but generally these individuals will have five to 25 years of experience in the GREAT CLIPS® System.

Building Your Legacy typically is held in Minneapolis, Minnesota, several times per year, although it may be moved to a virtual format as determined by Great Clips. Great Clips Academy and LEADS training are offered in blended format including online courses and a virtual live format. In-salon training is typically completed in your market with the assistance of an existing franchisee in one of their salons, or you may work alongside your own salon manager if you purchase an existing salon. If you have a General Manager, it is strongly recommended that they also complete this training. There is no fee charged to attend any part of the QuickConnect Training Program, but you are responsible for your own and your attendees' travel and expenses necessary to attend training. All new franchisee Designated Operators must complete the QuickConnect Training Program within 180 days from signing your first Franchise Agreement. You must attend and complete all QuickConnect Training Program requirements described in the Operations Manual to Great Clips' satisfaction.

2) The Great Clips Academy Training. Great Clips Academy is a blend of online and live virtual (via a virtual meeting platform) brand delivery skill development. You, your management staff, and other key personnel (e.g., stylists) must attend and complete all Great Clips Academy training requirements described in the Operations Manual. This training is designed to introduce your management staff and key brand-delivery personnel (e.g., stylists) to the GREAT CLIPS® brand and its System Standards. Each instructor, with the exception of new hires, has a minimum of one year of experience as a trainer in the GREAT CLIPS® System. It is mandatory for all management staff and other key personnel to complete the Great Clips Academy training within 30 days of their hire date. All of your salon employees must complete the Great Clips Academy

training to ensure a consistent customer experience and protect the GREAT CLIPS® brand. You are solely responsible for paying all wages and benefits while your employees attend Great Clips Academy and for ensuring that all your stylists are licensed by the state's Cosmetology Board or equivalent official licensing entity.

3) LEADS (Leading Excellence and Developing Staff) for Management Staff. LEADS is offered as a blended program comprised of online courses and live virtual sessions on a virtual meeting platform. To protect the GREAT CLIPS® brand and System, all Designated Operators and management staff must complete this training according to current training requirements described in the Operations Manual. LEADS training is designed to help your management staff develop the knowledge and skills they need to understand the importance of delivering the brand promise consistently to customers, to understand basic salon financial information and to follow Great Clips' System Standards. LEADS will also provide some best practice tools and strategies that managers may use to build a team and provide GREAT CLIPS® brand onboarding tips. Each LEADS instructor, with the exception of new hires, has a minimum of one year of experience as a trainer in the GREAT CLIPS® System. Currently, it is mandatory for all managers to complete LEADS within 90 days of hire or promotion. You are solely responsible for paying all wages and benefits while you and your employees attend LEADS.

4) In-Salon Training. You are required to complete In-Salon Training in order to become familiar with day-to-day salon activities and with the operation of the point-of-sale system. In-salon training is typically completed in your market with the assistance of an existing franchisee in one of their salons, or you may work alongside your own salon manager if you purchase an existing salon. This training will include participation in salon opening and closing procedures and running daily reports. You must successfully complete all requirements of In-Salon Training described in the Operations Manual.

5) Training Fees. You will be billed an annual training fee of \$200 per year per salon. This fee will cover Great Clips Academy, GREAT CLIPS® University online resources and courses and LEADS for Management Staff for the year. There is no additional fee for your staff to attend this training, but you are responsible for paying all wages, benefits, meals and other related expenses for you and your employees to attend training.

Item 12

TERRITORY

You will conduct the GREAT CLIPS® business at an Authorized Location by establishing and operating the Salon as provided in the Franchise Agreement. 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. We will grant to you a protected territory defined by a radius of three-quarters of a mile from the primary customer entrance of the Salon (the "Protected Area"). Great Clips agrees that, except as it relates to Non-Traditional Locations (described below in this Item 12), it will not operate GREAT CLIPS® salons or grant GREAT CLIPS® franchises within the Protected Area, but you may establish additional salons within the Protected Area if you obtain our prior consent. If the Salon is in a densely

populated area, the Protected Area is a radius of one-tenth of a mile, as determined by Great Clips in advance of your Salon opening. If the location of the Salon is determined by Great Clips to be a Non-Traditional Location, the Protected Area will be determined by Great Clips at the time of the designation. The Protected Area for a Non-Traditional Location will be described in more detail in the Franchise Agreement. There is no minimum sales quota, sales volume, market penetration or other contingency. You maintain rights to your Protected Area during the term of the Franchise Agreement even if the population increases.

Certain locations within and outside the Protected Area are, by their nature, unique and separate in character from sites generally developed as GREAT CLIPS® salons. These locations are referred to as “Non-Traditional Locations” and are excluded from the Protected Area and Great Clips has the right to develop, license, or franchise such locations (unless the Protected Area is encompassed by an Exclusive MDA). Non-Traditional Locations include: (1) military bases; (2) public transportation facilities, including, without limitation, airports and other transportation terminals; (3) college and university campuses; (4) inside the perimeter of grocery stores, club stores, “big box” stores (e.g., large retail establishment offering a variety of goods), and business and industrial locations (e.g., manufacturing site, office building); (5) amusement and theme parks; (6) casinos; (7) community and special events; (8) racing events; and (9) sporting events.

The Franchise Agreement does not prohibit you from soliciting business for the Salon from any location; however, except with Great Clips’ prior written consent, you may not use alternative distribution channels such as the Internet, catalog sales, telemarketing, robocalling, texting, or other marketing methods to solicit business for the Salon. You are not required to compensate, nor are you entitled to receive compensation from, Great Clips or other franchisees on account of any territorial or customer sales restrictions or due to the activities of any competitors or other GREAT CLIPS® salons.

Great Clips must consent to any closure and relocation of the Salon. Great Clips’ consent, if granted, is based on whether you are in compliance with the Franchise Agreement, you have paid all money owed to us, the proposed relocation site meets our site selection criteria, and you comply with the lease requirements in the Franchise Agreement, and with the terms and conditions of the Relocation Policy.

Any applications to open additional GREAT CLIPS® salons are subject to Great Clips’ sole and absolute right to choose with whom it will do business. Great Clips has no obligation to enter into additional or new Franchise Agreements with existing franchisees with whom it has entered into previous Franchise Agreements for a single location or multiple locations.

If you enter into a Master Development Agreement, you will be granted an exclusive area defined by the then-current television Designated Market Area (the “Exclusive DMA”) as long as you are in compliance with the development schedule and the terms and conditions of the Master Development Agreement. During the term of the Master Development Agreement, if you are in compliance with the development schedule and other terms of the Master Development Agreement, Great Clips agrees that it will not operate or grant another person the right to operate a GREAT CLIPS® salon at any location within the Exclusive DMA.

Great Clips and its affiliates have the right to establish company-owned or franchised GREAT CLIPS® salons at any locations they choose outside the Protected Area of the Salon or the Exclusive DMA, or at a Non-Traditional Location inside the Protected Area, all as described above. Great Clips and its affiliates may operate or franchise a business under a different trademark or name that sells goods and services similar to those offered by its franchisees and may engage in any other operation, haircare or otherwise, at any location, including the Protected Area and to any customer. These activities may compete with you.

Great Clips and its affiliates, directly or indirectly through one or more third parties (for example, Amazon), may market, distribute and sell products, apparel or other items, including haircare products with the GREAT CLIPS® trademarks, service marks, trade names and other symbols, through alternative channels of distribution at any location or over the Internet and to any customer without obligation to its franchisees. These activities may compete with you.

Item 13

TRADEMARKS

Great Clips grants you the right to operate the Salon under the name GREAT CLIPS®, a federally registered trademark. You must also use other trademarks, service marks, trade names, trade dress and commercial symbols (collectively “Marks”) that Great Clips develops or requires to identify and promote your Salon and its products and services. Great Clips has registered the following Marks on the Principal Register of the United States Patent and Trademark Office (USPTO):

<u>Trademark</u> ~~Mark~~	Registration No.	~~Date of~~ Registration Date	Country
BE ONE OF THE GREATS	7,543,234	10/22/2024	United States
CLIP NOTES	4380273	8/6/2013	United States
CLIPS OF KINDNESS	4755647	6/16/2015	United States
GREAT	7,301,970	2/13/2024	United States
GREAT CLIPS (Standard Character)	6,446,634	8/10/2021	United States
GREAT CLIPS (Standard Character)	1341594	6/11/1985	United States
GREAT CLIPS (Standard Character)	6,685,293	3/29/2022	United States
GREAT CLIPS (Standard Character)	6,686,493	3/29/2022	United States
GREAT CLIPS (Standard Character)	6,735,582	5/24/2022	United States
GREAT CLIPS (Standard Character)	6,686,494	3/29/2022	United States
GREAT CLIPS (Standard Character)	6,686,496	3/29/2022	United States
GREAT CLIPS (Standard Character)	6,735,402	5/24/2022	United States
GREAT CLIPS (Standard Character)	6,757,391	6/14/2022	United States
GREAT CLIPS (Standard Character)	6,728,330	5/24/2022	United States
GREAT CLIPS (stylized)	4048419	11/1/2011	United States
GREAT CLIPS®	1,341,594	June 11, 1985	United States
GREAT CLIPS FOR HAIR®	1,620,738	November 6, 1990	
~~(Trademark)~~	2,013,051	November 5, 1996	
DESIGN MARK (SAIL)	2,798,801	December 23, 2003	
DETOUR®	2,949,985	May 10, 2005	
SOLUTIONS BY GREAT CLIPS®	3,251,241	June 12, 2007	
RELAX. YOU'RE AT GREAT CLIPS®	4,048,419	November 1, 2011	
GREAT CLIPS® (Stylized)	4,159,213	June 12, 2012	
IT'S GONNA BE GREAT®	4,380,273	August 6, 2013	
CLIP NOTES®	4,380,290	August 6, 2013	
ONLINE CHECK-IN DESIGN	4,577,241	July 29, 2014	
GREAT DEEDS®	4,755,647	June 16, 2015	

CLIPS OF KINDNESS® STYLISTHOOD® DESIGN MARK (ACRYLIC SAIL)	4,966,290 5,321,0121620738	May 24, 2016 October 31, 2017	
GREAT DEEDS READYNEXT® and Design	45772416,472,152	August 31, 20217/29/2014	United States
GREAT NEEDS. GREAT DEEDS.	2609857	8/20/2002	United States
GREATCARE PROMISE (and Design/design)	6,306,2636306263	March 3/30, 2021	United States
IT'S GONNA BE GREAT	4159213	6/12/2012	United States
IT'S GONNA BE GREAT	6,868,492	3/29/2022	United States
IT'S GONNA BE GREAT	6,685,294	3/29/2022	United States
IT'S GONNA BE GREAT	6,700,878	4/12/2022	United States
IT'S GONNA BE GREAT	6,686,497	3/29/2022	United States
IT'S GONNA BE GREAT	6,735,403	5/24/2022	United States
IT'S GONNA BE GREAT	6,757,392	6/14/2022	United States
IT'S GONNA BE GREAT	6,728,331	5/24/2022	United States
IT'S GONNA BE GREAT	6,686,495	3/29/2022	United States
LATITUDE	7,539,056	10/15/2024	United States
LATITUDE BY GREAT CLIPS	7,539,057	10/15/2024	United States
LEGENDHAIRY LINEUP	6,738,408771,590	May 24, 6/28/2022	United States
LEGENDHAIRY LINEUP GREAT	6,771,590 738,4087,301,970	June 28, 5/24/2022 February 13, 2024	United States
ONLINECHECK-IN (and design)	4380290	8/6/2013	United States
READYNEXT (stylized and design)	6,472,152	8/31/2021	United States
RELAX. YOU'RE AT GREAT CLIPS.	3251241	6/12/2007	United States
SAIL DESIGN	5321012	10/31/2017	United States
Sail Design (with color)	2013051	11/5/1996	United States
SOLUTIONS BY GREAT CLIPS	2949985	5/10/2005	United States
STYLISTHOOD	4966290	5/24/2016	United States

~~Great Clips has the following trademark applications pending:~~

Mark	Application No.	Date of Application	Country
BE ONE OF THE GREATS	98/288,182	November 28, 2023	United States of America
GREAT CLIPS (Standard Character)	75545501	December 1, 2023	China
LATITUDE	97/874,562	April 5, 2023	United States of America
LATITUDE	A0136377	June 16, 2023	Canada
LATITUDE BY GREAT CLIPS	97/874,571	April 5, 2023	United States of America
LATITUDE BY GREAT CLIPS	A0136375	June 16, 2023	Canada

Great Clips has filed, and the United States Patent and Trademark Office has accepted all required affidavits of use and incontestability. Great Clips has filed all renewal applications in connection with the Marks listed above and intends to continue renewing all registrations when due.

Great Clips has the following trademark applications pending:

Trademark	Application No.	Application Date	Country
LATITUDE	2269482 (A0136377)	6/16/2023	Canada
LATITUDE BY GREAT CLIPS	2269484 (A0136375)	6/16/2023	Canada
Buzz E. Clipper Mascot (Color)	2365116 (A0151527)	9/25/2024	Canada
Buzz E. Clipper Mascot (B&W)	2365115 (A0151521)	9/25/2024	Canada
BUZZ E. CLIPPER	2357741	8/21/2024	Canada
BUZZ E. CLIPPER	98690645	8/9/2024	United States
BUZZ E. CLIPPER	98690646	8/9/2024	United States

Buzz E. Clipper Mascot (B&W)	98763908	9/23/2024	United States
Buzz E. Clipper Mascot (B&W)	98763911	9/23/2024	United States
Buzz E. Clipper Mascot (Color)	98763912	9/23/2024	United States
Buzz E. Clipper Mascot (Color)	98763914	9/23/2024	United States
GREAT CLIPS	75541357	12/1/2023	China

The Marks indicated below are registered in the following countries outside the United States:

<u>Mark/Trademark</u>	<u>Registration No.</u>	<u>Date of Registration Date</u>	<u>Country</u>
Buzz E. Clipper Mascot (Color)	1825023	9/25/2024	International
Buzz E. Clipper Mascot (B&W)	1825444	9/25/2024	International
BUZZ E. CLIPPER	1817463	8/21/2024	International
LATITUDE	1739503	6/16/2023	International
LATITUDE BY GREAT CLIPS	1740227	6/16/2023	International
EVERYTHING GREAT	TMA872676	3/5/2014	Canada
GREAT CLIPS and Maple Leaf Design	TMA868066	12/30/2013	Canada
GREAT CLIPS FOR HAIR®	397,505	April 4/24,-/1992	Canada
GREAT CLIPS®	429,379	June 24, 1994	Canada
SAILBOAT MOTIF	525,791	March 27, 2000	Canada
DETOUR®	626,565	November 24, 2004	Canada
GREAT CLIPS®	TMA397505	February 25, 2005	Japan
SOLUTIONS BY GREAT CLIPS®	671949	September 1, 2006	Canada
GREAT CLIPS®	1110641	January 15, 2008	Australia
RELAX. YOU'RE AT GREAT CLIPS®	714985	May 23, 2008	Canada
CONNECT WITH GREAT CLIPS®	717506	June 26, 2008	Canada
GREAT CLIPS®	003849783	March 24, 2009	European Union
GREAT CLIPS®	2006/05367	January 21, 2010	South Africa
GREAT CLIPS®	7080210	August 7, 2010	China
GREAT CLIPS®	1883171	December 14, 2015	India
GREAT CLIPS MAPLE LEAF DESIGN	868066	December 30, 2013	Canada
IT'S GONNA BE GREAT®	872,677	March 5, 2014	Canada
GREAT DEEDS®	927,387	January 27, 2016	Canada
CLIPS OF KINDNESS®	928,681	February 10, 2016	Canada
CLIP NOTES®	928,952	February 12, 2016	Canada
ONLINE CHECK-IN DESIGN	928,945	February 12, 2016	Canada
GREAT STUFF DESIGN	928,944	February 12, 2016	Canada
DESIGN MARK (ACRYLIC SAIL)	1,009,961	November 28, 2018	Canada
GRIT @ GREAT CLIPS	1,017,857	March 21, 2019	Canada
GREAT DEEDS	TMA927387	1/27/2016	Canada
GREAT STUFF and design	TMA928944	2/12/2016	Canada
GREATCARE PROMISE (and Design/design)	2045210TMA1145844	October 10/12,-/2022	Canada
GRIT @ GREAT CLIPS	TMA1017857	3/21/2019	Canada
IT'S GONNA BE GREAT	TMA872677	3/5/2014	Canada
ONLINECHECK-IN (and design)	TMA928945	2/12/2016	Canada
READYNEXT (stylized and Design/design)	2045750TMA1146893	October 10/19,-/2022	Canada
RELAX. YOU'RE AT GREAT CLIPS.	TMA714985	5/23/2008	Canada
SAIL DESIGN	TMA1009961	11/28/2018	Canada
Sail Design (with color)	TMA525791	3/27/2000	Canada
SOLUTIONS BY GREAT CLIPS	TMA671949	9/1/2006	Canada
CLIP NOTES	TMA928952	2/12/2016	Canada
CLIPS OF KINDNESS	TMA928681	2/10/2016	Canada
CONNECT WITH GREAT CLIPS	TMA717506	6/26/2008	Canada
Great Clips	7080210	8/7/2010	China
Great Clips	75545501	6/14/2024	China
GREAT CLIPS (Standard Character)	75526894	6/14/2024	China

GREAT CLIPS (Standard Character)	75538256	6/14/2024	China
GREAT CLIPS (Standard Character)	75548609	6/14/2024	China
GREAT CLIPS (Standard Character)	75537569	6/14/2024	China
GREAT CLIPS (Standard Character)	75539846	6/14/2024	China
GREAT CLIPS (Standard Character)	75545827	6/14/2024	China
GREAT CLIPS (Standard Character)	75548759	6/14/2024	China
GREAT CLIPS (Standard Character)	75534521	7/7/2024	China
GREAT CLIPS (Standard Character)	75527581	6/14/2024	China
GREAT CLIPS (Standard Character)	75547214	6/14/2024	China
GREAT CLIPS (Standard Character)	75529202	6/14/2024	China
GREAT CLIPS logo	59752018	3/28/2022	China
GREAT CLIPS logo	59766967	3/28/2022	China
GREAT CLIPS logo	59776453	4/21/2022	China
GREAT CLIPS logo	59766025	4/21/2022	China
GREAT CLIPS (Standard Character)	3849783	3/13/2009	European Union
GREAT CLIPS (Standard Character)	1883171	12/14/2015	India
GREAT CLIPS with Katakana equivalent	4841100	2/25/2005	Japan
GREAT CLIPS (Standard Character)	2006/05367	3/14/2006	South Africa
GREAT CLIPS (Standard Character)	UK00903849783	3/13/2009	United Kingdom

Great Clips may also permit you to use from time-to-time other trademarks, service marks, trade names and commercial symbols as we designate in writing.

Great Clips entered into an agreement dated December 12, 1992, with Clairol Incorporated in which Great Clips agreed that it will not use, advertise, or promote its SAILBOAT MOTIF mark unless the mark GREAT CLIPS® is used in direct conjunction with such use, either alone or in a phrase such as GREAT CLIPS FOR HAIR®.

There are no other agreements currently in effect that limit Great Clips' rights to use or license the use of the Marks. There are currently no infringing uses actually known to Great Clips which could materially affect your use of the GREAT CLIPS® Marks, trade name, logotypes or other commercial symbol in the state in which your Salon is to be located. There are no effective determinations of the Patent Office, the trademark administrator of any state or any court and there is no pending material litigation involving the Marks that are material to the franchise.

You must follow our rules when you use the Marks, including giving proper notice and obtaining fictitious or assumed name registrations as required by law. You may not use any Mark in your corporate or legal business name; with modifying words, terms, designs, or symbols (except for those we license to you); in selling any unauthorized services or products; or as part of any domain name, homepage, electronic address, or otherwise in connection with a website.

You must notify Great Clips promptly if you become aware of any [unauthorized use](#), infringement or challenge to your use of the Marks. Great Clips reserves the right to control any trademark litigation and you must cooperate with any action that Great Clips takes. The attorneys' fees for an infringement action will be paid by Great Clips. Great Clips has the right to change the Marks if necessary, on either a regional or system-wide basis, and in such case, you are obligated, at your expense, to make changes designated by Great Clips in the Salon's signage and trade dress.

Item 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

Patents and Copyrights

Great Clips does not own any rights in or to any patents or registered copyrights material to the franchise, nor does Great Clips have any pending patent applications. Although Great Clips has not filed an application for copyright registration for the Operations Manual, the GREAT CLIPS® Website, GREAT CLIPS® University, other manuals, videos, electronic media, training programs and promotional materials, Great Clips owns a common law copyright for these and other items it has developed and retains the right to register them.

Confidential and Proprietary Information

Great Clips' confidential and proprietary information includes the System Standards as outlined in the Operations Manual, the GREAT CLIPS® Online Resources, other manuals, training programs, advertising and promotional materials, electronic media, technologies, systems of operation, trade secrets, programs, policies, standards, techniques, requirements and specifications, customer records, instructional materials and other matters. You may not disclose, except to your own Salon employees on a need-to-know basis or use for any purpose other than operating the Salon, any confidential and proprietary information. You are also responsible for ensuring that your employees maintain the same level of confidentiality. If you or your employees learn about an unauthorized use of any of our confidential and proprietary ~~materials, you must promptly notify us. Great Clips is not obliged to take any action, but will respond to this information in its sole determination.~~ information, you must promptly notify us. Great Clips is not obliged to take any action but will respond to this information in its sole determination. You may not use any trade secrets, confidential or proprietary information for the purpose of machine learning, augmented human intelligence development, training any artificial intelligence ("AI") model, algorithm improvement, or similar data aggregation activities without the express written consent of Great Clips. Such uses shall not be deemed related to the performance of the Franchise Agreement and are expressly prohibited. You may not, without prior written consent by Great Clips, input any confidential information or proprietary information into any generative AI platform, or disclose such information to any provider or source of generative AI services. You must opt out of allowing any provider or source of generative AI to utilize confidential or proprietary information for training of any AI model or for other purposes.

Item 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

The GREAT CLIPS® franchise system is comprised of owner-operated franchised locations. As such, you must devote your best efforts to the management and operation of the GREAT CLIPS® franchised business, and must manage or operate the Salon on a regular basis through Designated

Operator(s) or a member of your salon management team who has successfully completed the Great Clips Academy and Management Training Programs. You must successfully complete all Great Clips required training for Franchisees in the time frame designated by Great Clips. You must attend local co-op meetings and other meetings for Franchisees held in your market to ensure that you stay apprised of the most current information affecting your business. You must adhere to the Franchisee Code of Ethics and at all times comply with the law. You are also obligated to respect and protect the confidentiality and restricted use of confidential, proprietary and trade secret, and customer information owned by Great Clips and are responsible for ensuring that your employees maintain the same level of confidentiality. You must comply with restrictions as we may from time to time impose related to your access and use of customer information, and must comply with all data privacy, security and other applicable laws.

You are solely responsible for staffing the Salon with qualified, competent employees who are courteous to the public and have been trained in accordance with Great Clips' brand-delivery standards. You are solely responsible for staffing, recruiting, hiring, supervising and discharging employees, assuring their continuing compliance with standards of training and competence and setting their wages and terms of employment. You may not utilize independent contractors to staff the Salon.

Your Salon management staff and other key brand-delivery personnel (e.g., stylists) must successfully complete all required System Standards training within the time frame designated by Great Clips. You are solely responsible for managing and operating the Salon and supervising the Salon's employees. You must identify yourself conspicuously in all dealings with customers, suppliers, public officials, salon personnel, and others as the Salon's owner, operator and manager under a franchise we have granted and to place notices of independent ownership at the Salon and on the forms, business cards, stationery, advertising, emails and other materials we require from time to time.

You and your spouse are obligated under the Franchise Agreement not to engage in or be connected with or participate in or consult with or share the earnings or profits of, or lease property to any other business or activity that competes with the GREAT CLIPS® business at any location, including any ~~retail haircare or personal grooming business, spa~~Retail Haircare Business, beauty school, barber school, cosmetology school, or any business selling hair products during the term of the franchise, for one year after the expiration or termination of the Franchise Agreement at any location within five miles of any GREAT CLIPS® salon or over the Internet, or for one year after you have assigned your interest in the Franchise Agreement anywhere within five miles of any GREAT CLIPS® salon, subject to state law requirements. "Retail Haircare Business" includes any business that: (a) offers any service that appears on the then-current GREAT CLIPS® price board; (b) sells any product related to any service that appears on the then-current GREAT CLIPS® price board; or (c) offers any services or product sales related to blow drying and/or styling, hair braiding, hair treatments, or perms. See Item 17 with respect to restrictions on assignment of the franchise and business, Great Clips' right of first refusal and for information concerning covenants not to compete.

If you have formed a business entity to operate the GREAT CLIPS® business, you and each shareholder with any equity interest whatsoever in that entity must personally guaranty complete

and timely performance of all the franchisee's obligations under the Franchise Agreement, including payment of all fees and other expenses related to the GREAT CLIPS® business, and must sign the form of guaranty designated by Great Clips.

Item 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

Your business is confined by the Franchise Agreement to the operation of the GREAT CLIPS® retail haircare and personal grooming business. You may only offer services and inventory items designated by Great Clips and you must offer the full range of required services and required inventory authorized by us.

Great Clips may, in its sole determination, add additional authorized services or inventory items or require you to change or discontinue certain services and inventory items that you offer in your Salon. There are no limits on Great Clips' right to do so, and in such case you are obligated, at your expense, to make those changes in the time frame designated by Great Clips.

No other business or activity may be conducted, or services or products offered at the Authorized Location. Your ~~business~~Salon may only be identified by the name GREAT CLIPS® or another of the licensed Marks designated in writing by Great Clips.

Item 17

RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

This table lists certain important provisions of the franchise. You should read these provisions in the agreements attached to this ~~disclosure document~~Disclosure Document.

THE FRANCHISE RELATIONSHIP

Provision	Section in Agreement	Summary
a. Length of the franchise term	Sections 3.1 and 15.5 of Franchise Agreement	The term of the Franchise Agreement ~~is extends~~ 10 years from ~~the~~ date of opening ~~of~~ the Salon or, if you buy an existing salon, the term will be the balance of the term of the <u>agreement for the</u> existing salon.
	Section 4 of Master Development Agreement	10 years from date of acceptance by Great Clips.
	Section 4 of Three Star Agreement	24 months from date of acceptance by Great Clips.

Provision	Section in Agreement	Summary
b. Renewal or extension of the term	Section 3.2 of Franchise Agreement Section 5 of Master Development Agreement Section 4 of Three Star Agreement	The Franchise Agreement provides ~~for consecutive additional renewal terms of 10 years each, no right to renew the agreement but may, in Great Clips' discretion and~~ subject to <u>the requirements in Section 3.3 of the Franchise Agreement, be renewed for an additional renewal term of 10 years.</u> The Master Development Agreement provides ~~for one ten year option no right to renew~~ <u>the agreement but may, in Great Clips' discretion and</u> subject to certain conditions, <u>be renewed for an additional term up of up to 10 years.</u> The 24-month term will not be extended.
c. Requirements for you to renew	Section 3.3 of Franchise Agreement Section 5 of Master Development Agreement	To renew the Franchise Agreement, you must give the required notice, be in compliance with the Franchise Agreement and Great Clips' policies, upgrade your Salon to then-current standards, pay a renewal fee of \$1,750, re-attend training at Great Clips' sole determination, and sign the then-current form of General Release and Franchise Agreement. You may be asked to sign a Franchise Agreement with materially different terms and conditions than your original Franchise Agreement. To renew the Master Development Agreement you must give the required notice, be in compliance with all Franchise Agreements and Great Clips' policies, your rights of expansion are not restricted in any way, each shareholder with an economic interest in the Master Development Agreement shall sign the then-current form of General Release and Master Development Agreement, continue to open salons under the Development Schedule, and pay all applicable development and renewal fees.
d. Termination by you	Section 17.3 of Franchise Agreement	The Franchise Agreement may be terminated by you only for good cause or upon any grounds available by law.
e. Termination by Great Clips without cause	None	
f. Termination by Great Clips with cause	Sections 5.2, ~~17.1-17.3,~~ and ~~17.4-17.35~~ of Franchise Agreement Sections 7 and 8 of Master Development Agreement	Great Clips may cancel your Franchise Agreement if: you fail to open the Salon within 24 months of the date Great Clips accepts the Franchise Agreement; you are no longer in good standing prior to signing a lease; you fail to satisfactorily complete required training; you engage in speculative behavior prior to the Salon opening; or if you breach your Franchise Agreement. Great Clips can terminate if you fail to: comply with the Development Schedule; pay amounts due under the Master Development Agreement or any Franchise Agreement; any Franchise Agreement or Master Development Agreement is terminated by Great Clips; or you breach any of the terms and conditions of the Master Development Agreement.
g. "Cause" defined - curable defaults	~~Section~~ Sections 17.1 - 17.3 of Franchise Agreement Section 7 of Master Development Agreement	Great Clips may terminate your Franchise Agreement if you fail to comply with system standards, fail to make payments when due, misrepresenting Salon financials, or if you offer any unauthorized products or services. "Good cause" is a material breach of the Franchise Agreement or any other Franchise Agreement you have with Great Clips. You have seven days to cure for non-payment of sums due~~;~~ and 30 days in all other cases, except those items in "h." below. Notice of termination may be given simultaneously with notice of default, subject to a right to cure. You may be given time to cure for failure to comply with the Development Schedule.

Provision	Section in Agreement	Summary
h. "Cause" defined - non-curable defaults	~~Section~~ <u>Sections</u> 17.1 -17.3 of Franchise Agreement Section 8 of Master Development Agreement	Great Clips can terminate immediately if you: impair or threaten to impair the Marks or System; become insolvent; make an assignment for the benefit of creditors; admit an inability to pay debts when due; abandon the Great Clips business; are convicted of or plead guilty or no contest to any offense; or if you assign an interest in the Franchise Agreement without the consent of Great Clips; fail to renew the franchise in accordance with its terms; make a material misrepresentation or omission in the franchise application; fail to timely cure a default under the lease; make or permit any unauthorized use of Confidential Information; or make, directly or indirectly, through agents and employees, a material misuse of customer data and information. Great Clips can terminate upon a 30-day written notice if you engage in repeated breaches of the Franchise Agreement or commit a material breach of the Franchise Agreement that cannot be cured due to the nature of the breach. Failure to pay amounts due under the Master Development Agreement or any Franchise Agreement; any Franchise Agreement is terminated by Great Clips; or a breach of any of the terms and conditions of the Master Development Agreement may result in immediate termination.
i. Your obligations on termination / non-renewal	Section 18 of Franchise Agreement Section 9 of Master Development Agreement	Upon the termination or non-renewal of the Franchise Agreement, you must cease all use of the Marks; assign the telephone number for the Salon to Great Clips; pay all sums owed; return the manuals and cease all use of proprietary information; de-identify the Authorized Location; ~~may be required to sign a Mutual Termination and Release Agreement~~ <u>execute a general release in favor of Great Clips and its affiliates in a form acceptable to Great Clips</u> , and comply with the non-competition covenant described in "r." below. Upon the termination or non-renewal of the Master Development Agreement, all rights granted under Master Development Agreement immediately revert to Great Clips. Termination does not affect the individual Franchise Agreements signed for each open franchised location in the Exclusive DMA.
j. Assignment of contract by Great Clips	Section 15.1 of Franchise Agreement	There is no restriction on Great Clips' right to assign.
k. "Transfer" by you - definition	~~Section~~ <u>Sections 14.1 and 15.2</u> of Franchise Agreement Section 10 of Master Development Agreement Section 8 of Three Star Agreement	A transfer is any transfer or assignment of assets or rights under the Franchise Agreement, or any ownership change that alters the percentage of ownership. All assignments, however minor, must be consented to in advance by Great Clips. You cannot assign any rights or interest in the Master Development Agreement without the prior written consent of Great Clips. An assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA. You cannot assign a majority interest of the Three Star Agreement to any party other than an original individual ~~shareholders~~ <u>shareholders</u> or ~~partner~~ <u>partners</u> .
l. Great Clips approval of ~~an~~ assignment by franchisee	~~Section~~ <u>Sections</u> 15.4, 15.7 and 15.8 of Franchise Agreement	Great Clips must give its prior written consent to an assignment, which will not be unreasonably withheld. Unless prohibited by applicable law, you will not be permitted to make a public offering which would include the Salon or the Franchise Agreement.

Provision	Section in Agreement	Summary
m. Conditions for Great Clips approval of assignment	~~Section~~ Sections 15.4 and 15.56 of Franchise Agreement	Great Clips may withhold consent to an assignment if assignee: does not agree to operate the Salon as a GREAT CLIPS® salon; is not personally or financially qualified; does not meet Great Clips' then-current qualification guidelines for new franchisees; is not eligible to expand (if assignee is an existing franchisee); has conflicting interests with Great Clips; will not devote best efforts to management of the business; or cannot communicate in English. Assignee must sign <u>the</u> new form of Franchise Agreement but only for the balance of the term of the assignor's Franchise Agreement, and will be responsible for all ongoing or future fees or amounts (including any unpaid MDAF amounts) owed under the Franchise Agreement. Assignee, and each of assignee's shareholders, must sign Great Clips' form of General Release and Great Clips' form of Guaranty. Assignee must pay the assignment fee, if applicable. Assignor may not assign any interest in the Franchise Agreement if the Salon is not in operation except in the limited instance where Franchisee is selling all Salons and leaving the System entirely. If the Salon is temporarily closed, pending relocation, it may not be assigned in whole or in part unless the Franchisee is selling all Salons and leaving the System entirely.
n. Great Clips right of first refusal to acquire your business	Section 14 of Franchise Agreement	If you decide to sell, merge, assign or otherwise dispose of any interest in the franchise, you must first offer the proposed transaction to Great Clips. Great Clips has 60 days after receiving the terms of a bona fide offer to match the offer for the Salon governed by the Franchise Agreement on the price and terms or cash equivalent of the offer. In the event Great Clips does not exercise its right of first refusal and the offer changes in any way, or another offer is made, this new offer must be presented to Great Clips. We will then have 60 days to accept the new offer on the price and terms or cash equivalent of the third party offer. Any offer that Great Clips does not match must be transacted within 120 days from the date that Great Clips notifies the assignor that it does not wish to exercise its right of first refusal. If the transaction does not take place within 120 days, Great Clips has the right to re-evaluate and match the offer if it elects to do so.
o. Great Clips option to purchase your business	Section 19.2 of Franchise Agreement	Upon termination, expiration or non-renewal, Great Clips has the right, but not the obligation, to buy any or all equipment and furnishings in the Salon at a price set by a qualified appraiser.
p. Your death or disability	Section 15.9 of Franchise Agreement	If your heirs or executor wish to continue operating the Salon, they must apply for Great Clips' consent to the assignment and pay any applicable Assignment Fee.
q. Non-competition covenants during the term	Section 20.2 of Franchise Agreement	You and your spouse must have no involvement in any way in any haircare or personal grooming business, beauty schools, cosmetology schools, barber schools, or any business selling hair products during the term of the Franchise Agreement at any location or over the Internet.
r. Non-competition covenants after the franchise is terminated, assigned or expires	Section 20.2 of Franchise Agreement	You and your spouse must have no involvement in any way in any haircare or personal grooming business, beauty schools, barber schools, cosmetology schools, or any business selling hair products for one year after the termination, assignment or expiration of the Franchise Agreement anywhere within five miles of any GREAT CLIPS® salon.
s. Modification of the agreement	Section 22.2 of Franchise Agreement	There will be no modifications generally, but the Operations Manual, other manuals, various policies, fees for additional training, required purchases and services, and the Marks are subject to change.
t. Integration / merger clause	Section 22.2 of Franchise Agreement	Only the terms of the Franchise Agreement are binding. Any other promises or representations outside the Franchise Agreement or this ~~disclosure document~~ <u>Disclosure Document</u> are not authorized and are not binding or enforceable against Great Clips. Subject to state law. See state addenda.

Provision	Section in Agreement	Summary
u. Dispute resolution by arbitration or mediation	Sections 16.1-16.3 and 16.5 of Franchise Agreement Section 11 of Master Development Agreement	All disputes must be arbitrated in Minneapolis, Minnesota, <u>subject to certain exceptions.</u> All disputes must be arbitrated in Minneapolis, Minnesota, <u>subject to certain exceptions.</u> Subject to state law. See State Addenda attached as Exhibit <u>OP</u> .
v. Choice of forum	Section 16.5 of Franchise Agreement Section 11 of Master Development Agreement	~~Except for certain claims, all~~ All legal proceedings must be held in Hennepin County, Minnesota. All legal proceedings must be held in Hennepin County, Minnesota. Subject to state law in certain states. See State Addenda attached as Exhibit <u>OP</u> .
w. Choice of law	Section 22.1 of Franchise Agreement	The governing law will be the laws of the state in which the Authorized Location is located. Subject to state law in certain states. See State Addenda attached as Exhibit <u>OP</u> .

Item 18

PUBLIC FIGURES

~~Great Clips will pay Feld, Inc. for an action sports sponsorship which is involved in the Monster Truck Monster Jam Series. Great Clips is the primary sponsor for the Mohawk Warrior performance vehicle in select events. Bryce Kenny will be the driver in the Monster Jam Series. Drivers are subject to change. The term of Great Clips' sponsorship agreement with Feld, Great Clips does not currently use any public figure to promote its franchise but reserves the right to do so in the future.~~

~~Inc. extends through December 31, 2024, with an option to extend. In all Monster Jam events, the GREAT CLIPS® logo will be displayed prominently on the Mohawk Warrior performance vehicle and in other branding elements described further below.~~

~~The Monster Jam Series sponsorship includes the use of the GREAT CLIPS® logo on the specified vehicle, driver apparel, team apparel (as applicable), brand advertising and merchandise, and other elements agreed upon by Great Clips and Feld Inc. Great Clips has the limited right and license to use the trade name and trademarks of the Monster Jam series in various sales, promotional, and marketing activities, including those related to the sale of GREAT CLIPS® products and services and in promoting the sale of our franchise. Neither Bryce Kenny nor Feld, Inc. have any management control nor own any interest in Great Clips. Great Clips reserves the right to change these sponsorships at any time and without notice.~~

Item 19

FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial

performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

In Section I and Table 1 below, Great Clips provides prospective franchisees with information regarding ~~2024~~~~2023~~ average sales of a certain subset of franchised GREAT CLIPS® salons (defined below as the “~~2024~~~~2023~~ Salons”). In addition, in Section II and Tables 2, 3 and 4 below, Great Clips provides prospective franchisees with information regarding ~~2024~~~~2023~~ average sales, expenses and cash flows of a certain smaller subset of franchised GREAT CLIPS® salons (defined below as the “Reporting ~~2024~~~~2023~~ Salons”).

Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request, provided, however, that such substantiation shall not disclose the sales, expenses or cash flows of any specific franchised salon without the written authorization of the franchisee, except as required by any applicable state or federal registration authorities.

The average sales data included in Table 1 below was obtained from reviewing Great Clips’ internal point of sale system (“POS System”), the system where franchisees input their salon sales numbers. Where sales data was reported by franchisees to Great Clips in Canadian dollars, Great Clips converted the reported Canadian dollars into the U.S. dollar equivalency by using a conversion rate of 0.~~74~~~~73~~. Neither Great Clips nor its independent certified public accountants have independently audited or verified the financial information contained in the POS System.

The average sales, expenses, profits, cash flows and earnings data included in Tables 2 and 3 below was obtained from financial statements submitted to Great Clips by certain of its franchisees. Most franchisees use a cash versus accrual system for producing their financial statements, which may produce slight differences between the actual date of occurrence of expenses and the date such expenses are reported on the franchisee’s financial statements. Where sales, expenses, profits, cash flows and earnings data was reported by franchisees to Great Clips in Canadian dollars, Great Clips converted the reported Canadian dollars into the U.S. dollar equivalency by using a conversion rate of 0.~~74~~~~73~~. Neither Great Clips nor its independent certified public accountants have independently audited or verified these franchisee statements.

All GREAT CLIPS® salons offer substantially the same services and products to the public. Sales, expenses and cash flow results depend upon many independently variable factors including, but by no means limited to, the location and visibility of the salon, local traffic patterns, the demographic composition, age of the market and trends of the market area served by the salon, the competitive environment, public awareness of and goodwill associated with the name GREAT CLIPS®, the region and market area in which the salon is located, the length of time the salon has been in operation, the quality of the management and service at the salon, labor costs, the individual skills of the franchisee and other factors.

Many GREAT CLIPS® franchisees operate more than one salon. ~~The~~As of December 31, 2024,
the average number of salons per franchisee who has operated GREAT CLIPS® salons for over

five years is 8.4, and the median number of salons per franchisee who has operated GREAT CLIPS® salons for over five years is 65.

SECTION I

AVERAGE YEARLY SALES

ALL SALONS ELIGIBLE TO BE OPEN DURING THE ENTIRE 20242023 PERIOD

As of December 31, 20242023, there were 4,427439 GREAT CLIPS® salons eligible to be open in the United States and Canada. Of these 4,427439 GREAT CLIPS® salons in the United States and Canada as of December 31, 20242023, 4,171147 are included in the Table 1 below (the “20242023 Salons”). To be considered a 20242023 Salon, the salon must have been eligible to be open (as defined below) during the entire time period from January 1, 20242023 to December 31, 20242023 (the “20242023 Period”). A salon is considered “eligible to be open” if Great Clips has entered into a franchise agreement for the salon and approved and authorized the salon to be open and operating as a GREAT CLIPS® salon. The 256292 GREAT CLIPS® salons that were eligible to be open as of December 31, 2024, but not included among the 2024 Salons in Table 1 below, were excluded because those salons were either: (1) ~~the salon was~~ not approved or authorized to be open for business on January 1, 2024 and 2023, (2) ~~the franchise rights for the salon were terminated or not renewed~~ during the entire 20242023 Period, or (3) ~~the salon permanently ceased operations~~ 2) assigned to a new franchisee and changed ownership during the 20242023 Period. The hours of operation for the 4,171147 GREAT CLIPS® salons included in this Section I varied from salon to salon during the 20242023 Period. Table 1 below contains information relating solely to historical sales data compiled from the 20242023 Salons for the 20242023 Period.

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TABLE 1
AVERAGE YEARLY SALES
ALL SALONS ELIGIBLE TO BE OPEN DURING THE ENTIRE ~~2024~~2023 PERIOD

# of ~~2024~~ 2023 Salons	Average Annual Sales ¹		Number / Percent that Attained or Exceeded Average	Low / High	Median
4, ~~171~~ 147	Service Sales ²	~~\$371,480~~ 388,522	1, ~~897~~ 45.48854 / 44.71%	~~\$037,607 /~~ \$1,037,003065,849	~~\$355,930~~ 371,729
	Product Sales ³	~~\$11,153~~ 10,657	1,594581 / 38.2212%	~~\$0 / \$77,600~~ \$193 / \$84,732	~~\$9,315~~ 8,925
		-	-	-	-
	Total Sales ⁴	~~\$382,633~~ 399,179	1,903/ 45.62857 / 44.78%	~~\$037,920~~ ⁵ / \$1,071,583099,873	~~\$366,735~~ 382,316

Notes to Table 1

- Average Annual Sales. “Average Annual Sales” means the average of the annual sales of the ~~2024~~2023 Salons for the ~~2024~~2023 Period broken out by sales categories.
- Service Sales. “Service Sales” means all sales from a GREAT CLIPS® salon for services, including without limitation haircuts, shampooing, conditioning, styling, bang trims, neck trims or beard trims.
- Product Sales. “Product Sales” means all sales from a GREAT CLIPS® salon for products, including without limitation shampoo, conditioner, gel, and hairspray.
- Total Sales. “Total Sales” means total of Service Sales and Product Sales from a from a GREAT CLIPS® salon.
- Lowest Salon – Total Sales. Of the 2024 Salons, the lowest amount in Total Sales at any salon was \$37,920. This particular salon was not open to customers from May 1, 2024 through December 31, 2024, but is included among the 2024 Salons because the salon was eligible to be open during the entire 2024 Period, notwithstanding that the salon was closed for 8 months during the 2024 Period.

During the ~~2024~~2023 Period, ~~98~~103 GREAT CLIPS® salons in the United States and Canada closed and permanently ceased operations, and among these salons, ~~10~~ closed and permanently ceased operations after being open less than 12 months. The salons described in the preceding sentence are among those excluded from Table 1 above.

SECTION II

AVERAGE OPERATING CASH FLOW OF CERTAIN GREAT CLIPS® SALONS **GENERAL DESCRIPTION AND METHODOLOGY**

The following statement (referred to in this ~~disclosure document~~ Disclosure Document as the “Average Operating Cash Flow Statement”) consists of the average sales and expenses of ~~2,014,175~~ of the ~~2024~~~~2023~~ Salons (totaling ~~4,171,147~~) that provided sufficient data to Great Clips (the “Reporting ~~2024~~~~2023~~ Salons”) to allow Great Clips to include them in the Average Operating Cash Flow Statement. The number of Reporting ~~2024~~~~2023~~ Salons is ~~2,014,175~~. ~~2024~~~~2023~~ Salons that provided Great Clips with no or insufficient data to be reasonably assured of having accurate and complete expense information were excluded (the “Non-Reporting ~~2024~~~~2023~~ Salons”). The number of Non-Reporting ~~2024~~~~2023~~ Salons is ~~2,157,197~~.

The Non-Reporting ~~2024~~~~2023~~ Salons were not distributed evenly over the entire dataset, based on total sales. Of the Non-Reporting ~~2024~~~~2023~~ Salons, ~~869,834~~ had total sales at or above the median of the Reporting ~~2024~~~~2023~~ Salons, and ~~1,288,138~~ had total sales below the median of the Reporting ~~2024~~~~2023~~ Salons. If all ~~2,157,197~~ Non-Reporting ~~2024~~~~2023~~ Salons had been included in the metrics reported for the Reporting ~~2024~~~~2023~~ Salons, the median total sales in the Reporting ~~2024~~~~2023~~ Salons would have decreased by ~~4.72~~~~.9~~% and the net operating cash flow would have decreased by a larger percent.

The average expenses, profits, cash flows and earnings data included in Tables 2 and 3 below was obtained from financial statements submitted to Great Clips by the Franchisees of the Reporting ~~2024~~~~2023~~ Salons. The time frame or accounting period of these financial statements was the most current available to Great Clips, but, in some cases, did not match the exact time frame from which sales figures were drawn. Therefore, some information was annualized to extract a full year’s worth of data. Tables 2 and 3 below contain information relating solely to historical sales and expense data compiled from the Reporting ~~2024~~~~2023~~ Salons for the ~~2024~~~~2023~~ Period.

TABLE 2
AVERAGE OPERATING CASH FLOW STATEMENT
OF REPORTING ~~2024~~~~2023~~ SALONS

Average Annual Sales ¹	Average Annual Sales	Percent of Total Sales	Median Annual Sales
Service Sales ³	~~\$401,893~~ ¹²	~~\$386,335~~ ¹² ~~97.2~~ ~~2~~ %	~~96.83~~ % ~~\$383,249~~
Product Sales ³	~~11,497~~ ¹³	~~12,635~~ ¹³ ~~2.78~~ %	~~-3.17~~ % ~~9,697~~
Total Sales ³	~~\$398,971~~ ¹⁴ ~~413,389~~ ¹⁴	100.00%	~~\$384,893~~ ~~\$393,907~~

Average Annual Expenses ²	Average Annual Expenses	Percent of Total Expenses	Median Annual Expenses
Labor ⁴	<u>\$202,219</u>	48.3192%	~~\$183,900~~ <u>193,568</u>
Occupancy ⁵	<u>44,775</u>	10.9483%	~~42,370~~ <u>44,019</u>
Products ⁶	<u>7,224</u>	1.75204%	~~7,227~~ <u>6,489</u>
Continuing Franchise Fees ⁷	~~23,990~~ <u>24,932</u>	6.0103%	~~23,088~~ <u>761</u>
Advertising ⁸	<u>22,004</u>	5.2332%	~~19,988~~ <u>21,052</u>
Other ⁹	<u>29,598</u>	7.16%	~~27,676~~ <u>468</u>
Total Expenses ¹⁰	<u>\$330,752</u>	~~\$317,049~~ <u>380.01</u> %	- ~~79.47%~~ <u>\$319,722</u>
—Operating Cash Flow ¹¹	~~\$81,921~~ <u>82,637</u>	~~20.53%~~ <u>19.99%</u>	- ~~\$76,420~~ <u>\$75,851</u>

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TABLE 3
AVERAGES BASED ON SALES RANGE
OF REPORTING 20242023 SALONS

<u>Salons</u>			<u>Average Expenses as a % of Sales</u>						
Average Annual Sales Range (\$ in 000's)	Count	%	Average Annual Sales in Range	Labor	Occupancy	All Other	Total	Cash Flow (%)	Cash Flow (\$)
<\$250	240196	11.929.01%	\$198,978 ¹⁷ 20 8,509 ¹⁷	55.9657.95%	19.9650%	24.4930%	101.1874% 4%	- 0.411.74% %	(\$8103.635)
\$250 – \$300	235258	11.6786%	\$277,697 ¹⁸ 27 6,787 ¹⁸	50.6753.78%	14.6515.48%	22.1684%	88.0292.10%	12.537.90% 0%	\$34,7902.1,875
\$300 - \$350	322335	15.9940%	\$325,578 ¹⁹ 32 4,702 ¹⁹	49.1750.88%	12.9213.27%	20.9821.55%	83.7385.70%	16.9414.30% 30%	\$55,1614.6,424
\$350 – \$400	310342	15.3972%	\$375,348 ²⁰ 72 5 ²⁰	48.4091% %	11.4494%	20.5063%	80.8481.49%	19.6618.51% 51%	\$73,8096.9,565
\$400 - \$450	270291	13.4138%	\$423,766 ²¹ 42 4,099 ²¹	48.2788% %	10.9643%	19.9820.18%	79.7348% %	20.8052% %	\$88,1408.7,014
\$450 - \$500	222241	11.0208%	\$473,741 ²² 47 4,295 ²²	46.9947.58%	9.5676%	19.7661%	76.9094% %	23.6906% %	\$112,233.109,367
\$500 - \$550600	147289	7.3013.29%	\$522,985 ²³ 54 4,879 ²³	46.3254% %	8.7752%	19.0717%	74.6923% %	25.8477% %	\$135,139.140,420
>\$550600	268223	13.3110.25%	\$644,976 ²⁴ 692,295 ²⁴	46.4334% %	7.2923%	18.6345%	72.8602% %	27.6598% %	\$178,306.193,727
All Reporting 2023 Salons in Sample	2,014175	100%	\$398,971413.389	48.3192% %	10.9483%	20.2226% %	79.4780.01%	20.5319.99%	\$81,9218.2,637

Notes to Tables 2 and 3

- Average Annual Sales.** “Average Annual Sales” means the average of the annual sales of the Reporting 20242023 Salons for the 20242023 Period broken out by sales categories.
- Average Annual Expenses.** “Average Annual Expenses” means the average of the annual expenses of the Reporting 20242023 Salons for the 20242023 Period broken out by expense categories.
- Service Sales, Product Sales and Total Sales.** The definitions of “Service Sales,” “Product Sales” and “Total Sales” in Notes 2, 3 and 4 to Table 1 above also apply to Tables 2 and 3.
- Labor.** “Labor” includes all employee-related expenses including: wages, salary, bonus, commission, payroll taxes, insurance benefits, other benefits, and workers’ compensation expenses. Also includes the cost of salon manager but excludes, if identifiable, any labor expense related to general manager or franchisee.
- Occupancy.** “Occupancy” includes all rent, common area maintenance, real estate taxes plus percentage rent paid, if any. Also includes any other lease-related charges such as

maintenance, security, trash removal, merchant association dues or charges or shopping center promotional expenses.

6. Products. “Products” includes the cost of all product purchased for resale or for back bar customer service usage plus all freight or delivery costs associated with the product.
7. Continuing Franchise Fees. All GREAT CLIPS® salons in the System pay identical Continuing Franchise Fees of 6%. The model is not exactly 6% due to the fact that the franchisees predominately use a cash rather than accrual basis for accounting purposes.
8. Advertising. All GREAT CLIPS® salons in the System pay identical amounts of 5% of gross sales into the Ad Fund. In addition, virtually all franchisees participate in other discretionary advertising on a local or regional basis.
9. Other. This “Other” category includes all other cash expense items and categories not included elsewhere. These would include: travel and entertainment, supplies, dues and subscriptions, telephone, utilities, non-real estate repairs and maintenance, insurance, postage, freight, bad debts, taxes and fees, cash over/short, recruitment expense, laundry, meals, equipment purchase, credit card charges, accounting and legal, payroll processing, employee theft/losses, deposits, bank charges, uniforms, licenses, contributions, meeting expenses, bad checks, printing, inventory differences, computer charges, extraneous gift card and convention expenses.
10. Total Expenses. “Total Expenses” means the total expenses of Labor, Occupancy, Products, Continuing Franchise Fees, Advertising and Other incurred by a GREAT CLIPS® salon.
11. Operating Cash Flow. “Operating Cash Flow” was calculated by subtracting Total Expenses from Total Sales. Operating Cash Flow does not include any provision for income taxes or for non-cash expenses such as depreciation or amortization. It also does not include any reserve for future capital expenditures.
12. Additional Service Sales Information. Of the 2,014,175 Reporting 2023-Salons, the highest actual annual service sales were \$1,037,003,065,849 and the lowest actual annual service sales were \$20,192,40,350. Further, 907,967 Reporting 2024/2023 Salons (or 45.03%) met or exceeded the average. -The median annual service sales for this group were \$372,131,383,249.
13. Additional Product Sales Information. Of the 2,014,175 Reporting 2023-Salons, the highest actual annual product sales were \$77,600,84,732 and the lowest actual annual product sales were \$679,842. Further, 759,835 Reporting 2024/2023 Salons (or 37.69%) met or exceeded the average. -The median annual product sales for this group were \$10,642,9,697.
14. Additional Total Sales Information. Of the 2,014,175 Reporting 2023-Salons, the highest actual total annual total sales were \$1,071,583,099,873 and the lowest actual total annual

- ~~total~~ sales were \$~~21,498.41,237~~. Further, ~~910966~~ Reporting ~~20242023~~ Salons (or ~~45.18%~~) ~~met or~~ ~~44.4%~~) exceeded the average. -The median ~~total~~-annual ~~total~~ sales for ~~this~~~~the~~ group were \$~~384,893393,907~~.
15. Additional Total Expenses Information. Of the ~~2,014175~~ Reporting ~~2023~~-Salons, the highest actual ~~total~~-annual ~~total~~ expenses were \$~~772,384743,657~~ and the lowest actual ~~total~~ annual ~~total~~ expenses were \$~~70,171.82,420~~. Further, ~~927976~~ Reporting ~~20242023~~ Salons (or ~~46.0344.9%~~) met or were below the average. -The median ~~total~~-annual ~~total~~ expenses for ~~this~~~~the~~ group were \$~~309,431319,722~~.
16. Additional Operating Cash Flow Information. Of the ~~2,014175~~ Reporting ~~2023~~-Salons, the highest ~~actual annual~~ operating cash flow was \$~~421,279,412,669~~ and the lowest ~~actual annual~~ operating cash flow was (\$~~126,615~~)-~~\$116,986~~. Further, ~~929995~~ Reporting ~~20242023~~ Salons (or ~~46.13%~~) ~~met or~~ ~~45.7%~~) exceeded the average. -The median ~~annual~~ operating cash flow for ~~this~~~~the~~ group was \$~~76,42075,851~~.
17. 17.—Additional Average Annual Sales Information for <\$250 Annual Sales Range. Of the ~~240196~~ Reporting ~~20242023~~ Salons ~~included~~-in the ~~<\$250Less Than \$250k~~ Annual Sales Range, the highest actual annual sales in this group were \$~~249,535,238~~ and the lowest actual annual sales in this group were \$~~21,498.41,237~~. Further, ~~148118~~ Reporting ~~20242023~~ Salons in this group (or ~~61.67%~~) ~~met or~~ ~~60.2%~~) exceeded the average. The median ~~annual~~-sales ~~figure~~ for this group ~~were~~ ~~\$210,968~~-is \$~~215,764~~.
18. 18.—Additional Average Annual Sales Information for \$250 — \$300 Annual Sales Range. Of the ~~235258~~ Reporting ~~20242023~~ Salons ~~included~~-in the ~~\$250—\$300250k - \$300k~~ Annual Sales Range, the highest actual annual sales in this group were \$~~299,931,885~~ and the lowest actual annual sales in this group were \$~~250,001.065~~. Further, ~~126132~~ Reporting ~~20242023~~ Salons in this group (or ~~53.62%~~) ~~met or~~ ~~51.2%~~) exceeded the average. The median ~~annual~~-sales ~~figure~~ for this group ~~were~~ ~~\$279,266~~-is \$~~277,617~~.
19. 19.—Additional Average Annual Sales Information for \$300 — \$350 Annual Sales Range. Of the ~~322335~~ Reporting ~~20242023~~ Salons ~~included~~-in the ~~\$300—\$350300k - \$350k~~ Annual Sales Range, the highest actual annual sales in this group were \$~~349,869,576~~ and the lowest actual annual sales in this group were \$~~300,257.302~~. Further, ~~154170~~ Reporting ~~20242023~~ Salons in this group (or ~~47.8350.7%~~) exceeded the average. The median ~~annual~~-sales ~~figure~~ for this group ~~were~~ ~~\$324,562~~-is \$~~325,029~~.
20. 20.—Additional Average Annual Sales Information for \$350 — \$400 Annual Sales Range. Of the ~~340342~~ Reporting ~~20242023~~ Salons ~~included~~-in the ~~\$350—\$400350k - \$400k~~ Annual Sales Range, the highest actual annual sales in this group were \$~~399,589,933~~ and the lowest actual annual sales in this group were \$~~350,286.098~~. Further, ~~163170~~ Reporting ~~20242023~~ Salons in this group (or ~~52.5649.7%~~) exceeded the average. The median ~~annual~~-sales ~~figure~~ for this group ~~were~~ ~~\$376,977~~-is \$~~375,684~~.
21. 21.—Additional Average Annual Sales Information for \$400 — \$450 Annual Sales Range. Of the ~~270291~~ Reporting ~~20242023~~ Salons ~~included~~-in the ~~\$400—\$450400k -~~

~~\$450k~~ Annual Sales Range, the highest actual annual sales in this group were \$449,~~894,905~~ and the lowest actual annual sales in this group were \$400,~~009-143~~. Further, ~~136146~~ Reporting ~~20242023~~ Salons in this group (or ~~50.372~~%) exceeded the average. The median ~~annual sales figure~~ for this group ~~were \$423,881-is \$424,119~~.

~~22.~~ ~~22.~~—Additional Average Annual Sales Information for \$450 — \$500 Annual Sales Range. Of the ~~222241~~ Reporting ~~20242023~~ Salons ~~included~~ in the ~~\$450—\$500~~~~450k - \$500k~~ Annual Sales Range, the highest actual annual sales in this group were \$499,~~775,821~~ and the lowest actual annual sales in this group were \$450,~~084-046~~. Further, ~~106117~~ Reporting ~~20242023~~ Salons in this group (or ~~47.7548.5~~%) exceeded the average. The median ~~annual sales figure~~ for this group ~~wereis~~ \$472,~~612-995~~.

~~23.~~ ~~23.~~—Additional Average Annual Sales Information for \$500 ~~to \$550-~~ \$600 Annual Sales Range. Of the ~~147289~~ Reporting ~~20242023~~ Salons ~~included~~ in the ~~\$500 to \$550~~~~500k - \$600k~~ Annual Sales Range, the highest actual annual sales in this group were \$549,~~301,599,834~~ and the lowest actual annual sales in this group were \$500,~~017-414~~. Further, ~~69147~~ Reporting ~~20242023~~ Salons in this group (or ~~46.9450.9~~%) exceeded the average. The median ~~annual sales figure~~ for this group ~~were \$520,763is \$546,430~~.

~~24.~~ ~~24.~~—Additional Average Annual Sales Information for ~~>\$550~~~~600~~ Annual Sales Range. Of the ~~268223~~ Reporting ~~20242023~~ Salons ~~included~~ in the ~~>\$550~~~~\$600k or More~~ Annual Sales Range, the highest actual annual sales in this group were \$1,~~071,583,099,873~~ and the lowest actual annual sales in this group were \$550,~~106-600,081~~. Further, ~~10185~~ Reporting ~~20242023~~ Salons in this group (or ~~37.6938.1~~%) exceeded the average. The median ~~annual sales figure~~ for this group ~~were \$620,615is \$668,820~~.

TABLE 4 **LOCATION OF REPORTING ~~20242023~~ SALONS**

The ~~2,014175~~ Reporting ~~20242023~~ Salons were located in the following states/provinces:

State/Province	Number of Salons
~~Alberta~~	~~16~~
~~British Columbia~~	~~26~~
~~Ontario~~	~~26~~
~~Alabama~~	~~32~~
~~Arkansas~~	~~4~~
~~Arizona~~	~~91~~
~~California~~	~~120~~
~~Colorado~~	~~28~~
~~Delaware~~	~~11~~
~~Florida~~	~~122~~
~~Georgia~~	~~148~~
~~Hawaii~~	~~6~~
~~Iowa~~	~~29~~
~~Idaho~~	~~23~~
~~Illinois~~	~~83~~
~~Indiana~~	~~91~~
~~Kansas~~	~~38~~
~~Kentucky~~	~~49~~

<u>Louisiana</u>	<u>1</u>
<u>Maryland</u>	<u>13</u>
<u>Maine</u>	<u>3</u>
<u>Michigan</u>	<u>73</u>
<u>Minnesota</u>	<u>40</u>
<u>Missouri</u>	<u>42</u>
<u>Mississippi</u>	<u>2</u>
<u>Montana</u>	<u>14</u>
Alberta	2
British Columbia	11
Ontario	7
Alabama	34
Arkansas	4
Arizona	100
California	106
Colorado	27
Connecticut	1
Delaware	8
Florida	182
Georgia	113
Hawaii	6
Iowa	39
Idaho	25
Illinois	84
Indiana	124
Kansas	22
Kentucky	41
Louisiana	1
Massachusetts	1
Maryland	19
Maine	3
Michigan	46
Minnesota	40
Missouri	31
Mississippi	2
Montana	14
North Carolina	100
North Dakota	8
Nebraska	19
New Hampshire	3
New Jersey	27
Nevada	32
New York	15
Ohio	185
Oklahoma	12
Oregon	34
Pennsylvania	73
Rhode Island	3
South Carolina	37
South Dakota	1
Tennessee	26
Texas	189
Utah	37
Virginia	38
Vermont	2
Washington	58
Wisconsin	10
West Virginia	9
<u>Wyoming</u>	<u>3165</u>
<u>North Dakota</u>	<u>8</u>
<u>Nebraska</u>	<u>19</u>
<u>New Hampshire</u>	<u>3</u>

<u>New Jersey</u>	<u>21</u>
<u>Nevada</u>	<u>30</u>
<u>New York</u>	<u>12</u>
<u>Ohio</u>	<u>198</u>
<u>Oklahoma</u>	<u>18</u>
<u>Oregon</u>	<u>37</u>
<u>Pennsylvania</u>	<u>80</u>
<u>Rhode Island</u>	<u>2</u>
<u>South Carolina</u>	<u>56</u>
<u>Tennessee</u>	<u>30</u>
<u>Texas</u>	<u>257</u>
<u>Virginia</u>	<u>37</u>
<u>Vermont</u>	<u>2</u>
<u>Washington</u>	<u>50</u>
<u>Wisconsin</u>	<u>5</u>
<u>West Virginia</u>	<u>8</u>
<u>Wyoming</u>	<u>6</u>

Some salons have sold and earned this amount. Your individual results may differ. There is no assurance that you will sell or earn as much.

Newly opened GREAT CLIPS® salons tend to have average sales and cash flows significantly below the average for the salons included in Tables 1, 2 and 3 above. This is especially true of new GREAT CLIPS® salons opened by new franchisees in markets that have few existing salons. Markets with many GREAT CLIPS® salons and correspondingly larger cooperative advertising budgets tend to have salons with higher sales and cash flows than markets with few existing salons.

You are responsible for developing your own business plan for your proposed GREAT CLIPS® salon, including capital budgets, pro forma financial statements, sales and expense projections and other elements appropriate to the particular circumstances of the proposed salon.

Other than the preceding financial performance representation, Great Clips, Inc. does not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations, either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial information or projections of your future income, you should report it to the franchisor's management by contacting Kerry Bundy, Vice President of Legal and General Counsel at (952) 893-9088, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary
For Years ~~2021~~2022 to ~~2022~~2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	~~2022~~ 2021	4, ~~472~~ 447	4, ~~447~~ 427	~~-25~~ 20
	~~2022~~ 2023	4, ~~447~~ 427	4,427	~~-200~~
	~~2023~~ 2024	4,427	4, ~~427~~ 439	~~0~~ 12
Company-Owned	~~2022~~ 2021	0	0	0
	~~2022~~ 2023	0	0	0
	~~2023~~ 2024	0	0	0
Total Outlets	~~2022~~ 2021	4, ~~472~~ 447	4, ~~447~~ 427	~~-25~~ 20
	~~2022~~ 2023	4, ~~447~~ 427	4,427	~~-200~~
	~~2023~~ 2024	4,427	4, ~~427~~ 439	~~0~~ 12

*As of December 31 each year.

Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For Years ~~2021~~2022 to ~~2024~~2023

State/Province	Year	Number of Transfers ¹
ALBERTA	~~2022~~ 2021	~~80~~
	~~2022~~ 2023	~~03~~
	~~2023~~ 2024	~~31~~
ALABAMA	~~2022~~ 2021	~~80~~
	~~2022~~ 2023	~~02~~
	~~2023~~ 2024	~~20~~
ALASKA	~~2022~~ 2021	0
	~~2022~~ 2023	0
	~~2023~~ 2024	0
ARKANSAS	~~2022~~ 2021	0
	~~2022~~ 2023	0
	~~2023~~ 2024	~~06~~
ARIZONA	~~2022~~ 2021	~~014~~
	~~2022~~ 2023	~~141~~
	~~2023~~ 2024	~~17~~
BRITISH COLUMBIA	~~2022~~ 2021	~~20~~
	~~2022~~ 2023	0
	~~2023~~ 2024	~~01~~
CALIFORNIA	~~2022~~ 2021	11
	~~2022~~ 2023	~~211~~

State/Province	Year	Number of Transfers ¹
	~~2023~~ <u>2024</u>	~~11~~ <u>12</u>
COLORADO	~~2022~~ <u>2021</u>	~~41~~ <u>0</u>
	~~2022~~ <u>2023</u>	0
	~~2023~~ <u>2024</u>	~~0~~ <u>1</u>
CONNECTICUT	~~2022~~ <u>2021</u>	0
	~~2022~~ <u>2023</u>	0
	~~2023~~ <u>2024</u>	0
DELAWARE	~~2022~~ <u>2021</u>	~~3~~ <u>1</u>
	~~2022~~ <u>2023</u>	~~1~~ <u>3</u>
	~~2023~~ <u>2024</u>	~~3~~ <u>0</u>
DISTRICT OF COLUMBIA	~~2022~~ <u>2021</u>	0
	~~2022~~ <u>2023</u>	~~0~~ <u>1</u>
	~~2023~~ <u>2024</u>	~~1~~ <u>0</u>
FLORIDA	~~2022~~ <u>2021</u>	~~22~~ <u>11</u>
	~~2022~~ <u>2023</u>	11
	~~2023~~ <u>2024</u>	~~11~~ <u>12</u>
GEORGIA	~~2022~~ <u>2021</u>	~~6~~ <u>18</u>
	~~2022~~ <u>2023</u>	~~18~~ <u>6</u>
	~~2023~~ <u>2024</u>	~~6~~ <u>9</u>
HAWAII	~~2022~~ <u>2021</u>	0
	~~2022~~ <u>2023</u>	0
	~~2023~~ <u>2024</u>	0
IOWA	~~2022~~ <u>2021</u>	~~14~~ <u>0</u>
	~~2022~~ <u>2023</u>	~~0~~ <u>5</u>
	~~2023~~ <u>2024</u>	~~5~~ <u>0</u>
IDAHO	~~2022~~ <u>2021</u>	~~0~~ <u>2</u>
	~~2022~~ <u>2023</u>	2
	~~2023~~ <u>2024</u>	~~2~~ <u>3</u>
ILLINOIS	~~2022~~ <u>2021</u>	~~8~~ <u>6</u>
	~~2022~~ <u>2023</u>	~~6~~ <u>0</u>
	~~2023~~ <u>2024</u>	~~0~~ <u>12</u>
INDIANA	~~2022~~ <u>2021</u>	~~18~~ <u>2</u>
	~~2022~~ <u>2023</u>	~~8~~ <u>20</u>
	~~2023~~ <u>2024</u>	~~0~~ <u>37</u>
KANSAS	~~2022~~ <u>2021</u>	~~0~~ <u>2</u>
	~~2022~~ <u>2023</u>	~~2~~ <u>4</u>
	~~2023~~ <u>2024</u>	~~4~~ <u>0</u>
KENTUCKY	~~2022~~ <u>2021</u>	1
	~~2022~~ <u>2023</u>	~~1~~ <u>0</u>
	~~2023~~ <u>2024</u>	~~0~~ <u>13</u>
LOUISIANA	~~2022~~ <u>2021</u>	0
	~~2022~~ <u>2023</u>	0
	~~2023~~ <u>2024</u>	0
MAINE	~~2022~~ <u>2021</u>	0
	~~2023~~ <u>2022</u>	0
	~~2023~~ <u>2024</u>	0

State/Province	Year	Number of Transfers ¹
MASSACHUSETTS	~~2022~~ ~~2021~~	~~0~~ ~~8~~
	~~2022~~ ~~2023~~	~~8~~ ~~0~~
	~~2023~~ ~~2024~~	~~0~~
MARYLAND	~~2022~~ ~~2021~~	~~1~~ ~~0~~
	~~2022~~ ~~2023~~	~~0~~ ~~8~~
	~~2023~~ ~~2024~~	~~8~~ ~~9~~
MICHIGAN	~~2022~~ ~~2021~~	~~6~~ ~~5~~
	~~2022~~ ~~2023~~	~~5~~ ~~6~~
	~~2023~~ ~~2024~~	~~6~~ ~~0~~
MINNESOTA	~~2022~~ ~~2021~~	~~1~~ ~~3~~
	~~2023~~ ~~2022~~	~~1~~ ~~3~~ ~~0~~
	~~2023~~ ~~2024~~	~~0~~
MISSISSIPPI	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
MISSOURI	~~2022~~ ~~2021~~	~~1~~ ~~2~~
	~~2023~~ ~~2022~~	~~2~~ ~~1~~ ~~8~~
	~~2023~~ ~~2024~~	~~1~~ ~~8~~ ~~1~~ ~~6~~
MONTANA	~~2022~~ ~~2021~~	~~5~~ ~~0~~
	~~2022~~ ~~2023~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
NEBRASKA	~~2022~~ ~~2021~~	~~9~~ ~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
NEW HAMPSHIRE	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
NEW JERSEY	~~2022~~ ~~2021~~	~~6~~ ~~5~~
	~~2023~~ ~~2022~~	~~5~~
	~~2023~~ ~~2024~~	~~5~~ ~~3~~
NEW MEXICO	~~2022~~ ~~2021~~	~~0~~ ~~2~~
	~~2023~~ ~~2022~~	~~2~~ ~~0~~
	~~2023~~ ~~2024~~	~~0~~ ~~4~~
NEVADA	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~ ~~3~~
NEW YORK	~~2022~~ ~~2021~~	~~0~~ ~~3~~
	~~2023~~ ~~2022~~	~~3~~ ~~0~~
	~~2023~~ ~~2024~~	~~0~~ ~~2~~
NORTH CAROLINA	~~2022~~ ~~2021~~	~~4~~ ~~1~~ ~~0~~
	~~2023~~ ~~2022~~	~~1~~ ~~0~~ ~~7~~
	~~2023~~ ~~2024~~	~~7~~ ~~3~~
NORTH DAKOTA	~~2022~~ ~~2021~~	~~1~~ ~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~

State/Province	Year	Number of Transfers ¹
OHIO	~~2022~~ ~~2021~~	~~0~~ ~~23~~
	~~2023~~ ~~2022~~	~~23~~ ~~22~~
	~~2023~~ ~~2024~~	~~22~~ ~~1~~
OKLAHOMA	~~2022~~ ~~2021~~	~~1~~ ~~2~~
	~~2023~~ ~~2022~~	~~2~~
	~~2023~~ ~~2024~~	~~20~~
ONTARIO	~~2022~~ ~~2021~~	~~3~~ ~~5~~
	~~2023~~ ~~2022~~	~~50~~
	~~2023~~ ~~2024~~	~~0~~
OREGON	~~2022~~ ~~2021~~	~~4~~ ~~12~~
	~~2023~~ ~~2022~~	~~12~~ ~~5~~
	~~2023~~ ~~2024~~	~~5~~
PENNSYLVANIA	~~2022~~ ~~2021~~	~~4~~ ~~17~~
	~~2023~~ ~~2022~~	~~17~~ ~~10~~
	~~2023~~ ~~2024~~	~~10~~ ~~2~~
RHODE ISLAND	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
SASKATCHEWAN	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
SOUTH CAROLINA	~~2022~~ ~~2021~~	~~20~~
	~~2023~~ ~~2022~~	~~0~~ ~~18~~
	~~2023~~ ~~2024~~	~~18~~ ~~0~~
SOUTH DAKOTA	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~ ~~8~~
TENNESSEE	~~2022~~ ~~2021~~	~~3~~ ~~2~~
	~~2023~~ ~~2022~~	~~20~~
	~~2023~~ ~~2024~~	~~0~~
TEXAS	~~2022~~ ~~2021~~	~~24~~ ~~28~~
	~~2023~~ ~~2022~~	~~28~~ ~~6~~
	~~2023~~ ~~2024~~	~~64~~
UTAH	~~2022~~ ~~2021~~	~~30~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~ ~~15~~
VERMONT	~~2022~~ ~~2021~~	~~0~~
	~~2023~~ ~~2022~~	~~0~~
	~~2023~~ ~~2024~~	~~0~~
VIRGINIA	~~2022~~ ~~2021~~	~~23~~
	~~2023~~ ~~2022~~	~~35~~
	~~2023~~ ~~2024~~	~~51~~
WASHINGTON	~~2022~~ ~~2021~~	~~22~~ ~~7~~
	~~2023~~ ~~2022~~	~~27~~ ~~3~~
	~~2023~~ ~~2024~~	~~37~~

State/Province	Year	Number of Transfers ¹
WEST VIRGINIA	~~2022~~ 2021	0
	~~2023~~ 2022	0
	~~2023~~ 2024	0
WISCONSIN	~~2022~~ 2021	0
	~~2023~~ 2022	0
	~~2023~~ 2024	~~0~~ 9
WYOMING	~~2022~~ 2021	~~1~~ 0
	~~2023~~ 2022	0
	~~2023~~ 2024	~~0~~ 1
~~TOTAL~~ TOTAL ²	~~2022~~ 2021	~~21~~ 325
	~~2023~~ 2022	~~32~~ 5164
	~~2023~~ 2024	~~164~~ 207

*As of December 31 each year.

1) ~~1)~~—This column shows the number of salons that have been affected by a transfer of a controlling interest. Many of these transfers were single transfers between like parties that involved multiple units and, in some instances, may reflect multiple transfers affecting a single unit in the year indicated.

2) With respect to 3 of the 207 total transfers in 2024, Great Clips exercised its contractual right of first refusal for a proposed transfer and simultaneously transferred the salons to a new owner.

Table No. 3
Status of Franchised Outlets
For Years ~~2021~~2022 to ~~2023~~2024

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
ALABAMA	~~2022~~ 2021	~~64~~ 66	2	0	0	0	~~0~~ 4	~~66~~ 64
	~~2023~~ 2022	~~66~~ 64	~~24~~	0	0	0	~~4~~ 1	~~64~~ 67
	~~2023~~ 2024	~~64~~ 67	~~43~~	0	0	0	~~1~~ 0	~~67~~ 70
ALASKA	~~2022~~ 2021	8	0	0	0	0	~~0~~ 1	~~8~~ 7
	~~2023~~ 2022	~~8~~ 7	0	0	0	0	~~1~~ 0	7
	~~2023~~ 2024	7	0	0	0	0	0	7
ALBERTA	~~2022~~ 2021	48	~~13~~	0	0	0	~~14~~	~~48~~ 47
	~~2023~~ 2022	~~48~~ 47	~~31~~	0	0	0	~~4~~ 0	~~47~~ 48
	~~2023~~ 2024	~~47~~ 48	~~10~~	0	0	0	0	48
ARIZONA	~~2022~~ 2021	141	~~25~~	0	0	0	~~23~~	~~141~~ 143
	~~2023~~ 2022	~~141~~ 143	~~52~~	0	0	0	3	~~143~~ 142

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
ARKANSAS	~~2023~~ 2024	~~143~~ 142	~~20~~	0	0	0	~~31~~	~~142~~ 141
	~~2022~~ 2021	~~28~~ 30	2	0	0	0	~~0~~ 1	~~30~~ 31
	~~2023~~ 2022	~~30~~ 31	~~20~~	0	0	0	~~10~~	31
	~~2023~~ 2024	31	~~0~~ 2	0	0	0	~~0~~ 1	~~31~~ 32
BRITISH COLUMBIA	~~2022~~ 2021	45	~~10~~	0	0	0	~~10~~	45
	~~2023~~ 2022	45	~~0~~ 1	0	0	0	~~0~~ 1	45
	~~2023~~ 2024	45	1	0	~~0~~ 1	0	~~10~~	45
CALIFORNIA	~~2022~~ 2021	~~275~~ 269	~~310~~	0	0	0	~~95~~	~~269~~ 274
	~~2023~~ 2022	~~269~~ 274	~~108~~	0	~~0~~ 2	0	5	~~274~~ 275
	~~2023~~ 2024	~~274~~ 275	~~87~~	0	~~20~~	0	~~54~~	~~275~~ 278
COLORADO	~~2022~~ 2021	~~118~~ 117	~~10~~	0	0	0	2	~~117~~ 115
	~~2023~~ 2022	~~117~~ 115	~~0~~ 1	0	0	0	~~25~~	~~115~~ 111
	~~2023~~ 2024	~~115~~ 111	1	0	0	0	~~51~~	111
CONNECTICUT	~~2022~~ 2021	18	~~0~~ 2	0	0	0	~~0~~ 1	~~18~~ 19
	~~2023~~ 2022	~~18~~ 19	~~21~~	0	0	0	~~10~~	~~19~~ 20
	~~2023~~ 2024	~~19~~ 20	1	0	0	0	~~0~~ 1	20
DELAWARE	~~2022~~ 2021	12	~~0~~ 1	0	0	0	0	~~12~~ 13
	~~2023~~ 2022	~~12~~ 13	~~10~~	0	0	0	0	13
	~~2023~~ 2024	13	0	0	0	0	0	13
DISTRICT OF COLUMBIA	~~2022~~ 2021	2	0	0	0	0	0	2
	~~2023~~ 2022	2	0	0	0	0	0	2
	~~2023~~ 2024	2	0	0	0	0	0	2
FLORIDA	~~2022~~ 2021	~~279~~ 284	~~1514~~	~~32~~	0	0	~~76~~	~~284~~ 290
	~~2023~~ 2022	~~284~~ 290	~~1410~~	2	~~0~~ 1	0	~~612~~	~~290~~ 285
	~~2023~~ 2024	~~290~~ 285	~~1012~~	~~20~~	~~10~~	0	~~129~~	~~285~~ 288
GEORGIA	~~2022~~ 2021	~~190~~ 186	~~32~~	0	0	0	~~75~~	~~186~~ 183
	~~2023~~ 2022	~~186~~ 183	~~24~~	0	0	0	5	~~183~~ 182
	~~2023~~ 2024	~~183~~ 182	~~49~~	0	0	0	~~52~~	~~182~~ 189
HAWAII	~~2022~~ 2021	6	0	0	0	0	0	6
	~~2023~~ 2022	6	0	0	0	0	0	6
	~~2023~~ 2024	6	~~0~~ 1	0	0	0	0	~~6~~ 7
IDAHO	~~2022~~ 2021	28	0	0	0	0	0	28
	~~2023~~ 2022	28	0	0	0	0	0	28
	~~2023~~ 2024	28	~~0~~ 2	0	0	0	0	~~28~~ 30
ILLINOIS	~~2022~~ 2021	~~215~~ 206	~~21~~	0	0	0	~~118~~	~~206~~ 199
	~~2023~~ 2022	~~206~~ 199	~~13~~	0	0	0	~~85~~	~~199~~ 197
	~~2023~~ 2024	~~199~~ 197	~~37~~	0	0	0	~~511~~	~~197~~ 193
INDIANA	~~2022~~ 2021	~~163~~ 164	~~40~~	0	0	0	~~34~~	~~164~~ 160
	~~2023~~ 2022	~~164~~ 160	~~0~~ 3	0	0	0	~~42~~	~~160~~ 161
	~~2023~~ 2024	~~160~~ 161	~~36~~	0	0	0	~~23~~	~~161~~ 164
IOWA	~~2022~~ 2021	~~61~~ 59	1	0	0	0	~~32~~	~~59~~ 58
	~~2023~~ 2022	~~59~~ 58	1	0	0	0	~~21~~	58

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
KANSAS	~~2023~~ 2024	58	~~10~~	0	0	0	~~12~~	~~58~~ 56
	~~2022~~ 2021	~~66~~ 63	0	0	0	0	~~30~~	63
	~~2023~~ 2022	63	0	0	0	0	~~01~~	~~63~~ 62
	~~2023~~ 2024	~~63~~ 62	0	0	0	0	1	~~62~~ 61
KENTUCKY	~~2022~~ 2021	~~89~~ 88	~~02~~	0	0	0	1	~~88~~ 89
	~~2023~~ 2022	~~88~~ 89	~~20~~	0	0	0	~~13~~	~~89~~ 86
	~~2023~~ 2024	~~89~~ 86	~~04~~	0	0	0	~~30~~	~~86~~ 90
LOUISIANA	~~2022~~ 2021	1	0	0	0	0	0	1
	~~2023~~ 2022	1	0	0	0	0	0	1
	~~2023~~ 2024	1	~~01~~	0	0	0	0	~~12~~
MAINE	~~2022~~ 2021	~~23~~	~~12~~	0	0	0	0	~~35~~
	~~2023~~ 2022	~~35~~	~~20~~	0	0	0	~~01~~	~~54~~
	~~2023~~ 2024	~~54~~	~~01~~	0	0	0	~~10~~	~~45~~
MARYLAND	~~2022~~ 2021	~~39~~ 38	~~13~~	~~01~~	0	0	~~23~~	~~38~~ 37
	~~2023~~ 2022	~~38~~ 37	~~30~~	1	~~01~~	0	~~32~~	~~37~~ 33
	~~2023~~ 2024	~~37~~ 33	~~01~~	~~10~~	~~10~~	0	~~20~~	~~33~~ 34
MASSACHUSETTS	~~2022~~ 2021	~~33~~ 35	~~30~~	0	~~10~~	0	~~02~~	~~35~~ 33
	~~2023~~ 2022	~~35~~ 33	0	0	0	0	~~21~~	~~33~~ 32
	~~2023~~ 2024	~~33~~ 32	0	0	0	0	~~10~~	32
MICHIGAN	~~2022~~ 2021	~~183~~ 180	~~53~~	0	~~12~~	0	~~76~~	~~180~~ 175
	~~2023~~ 2022	~~180~~ 175	~~32~~	0	~~20~~	0	~~64~~	~~175~~ 173
	~~2023~~ 2024	~~175~~ 173	~~24~~	0	0	0	~~46~~	~~173~~ 171
MINNESOTA	~~2022~~ 2021	~~144~~ 140	~~01~~	0	~~01~~	0	~~48~~	~~140~~ 132
	~~2023~~ 2022	~~140~~ 132	1	0	~~10~~	0	~~82~~	~~132~~ 131
	~~2023~~ 2024	~~132~~ 131	~~10~~	~~02~~	0	0	2	~~131~~ 127
MISSISSIPPI	~~2022~~ 2021	2	0	0	0	0	0	2
	~~2023~~ 2022	2	0	0	0	0	0	2
	~~2023~~ 2024	2	0	0	0	0	0	2
MISSOURI	~~2021~~ 2022	~~120~~ 118	~~30~~	0	0	0	~~52~~	~~118~~ 116
	~~2023~~ 2022	~~118~~ 116	0	0	0	0	~~26~~	~~116~~ 110
	~~2023~~ 2024	~~116~~ 110	~~01~~	0	0	0	~~62~~	~~110~~ 109
MONTANA	~~2021~~ 2022	~~16~~ 15	0	0	0	0	~~10~~	15
	~~2023~~ 2022	15	0	0	0	0	0	15
	~~2023~~ 2024	15	0	0	0	0	~~01~~	~~15~~ 14
NEBRASKA	~~2021~~ 2022	35	1	0	0	0	1	35
	~~2022~~ 2023	35	~~10~~	0	0	0	~~10~~	35
	~~2023~~ 2024	35	0	0	0	0	0	35
NEVADA	~~2021~~ 2022	~~56~~ 57	1	0	0	0	~~01~~	57
	~~2023~~ 2022	57	~~12~~	0	0	0	1	~~57~~ 58
	~~2023~~ 2024	~~57~~ 58	2	0	0	0	1	~~58~~ 59

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
NEW HAMPSHIRE	~~2021~~ 2022	18	~~0~~ 1	0	0	0	0	~~18~~ 19
	~~2023~~ 2022	~~18~~ 19	~~1~~ 0	0	0	0	0	19
	~~2023~~ 2024	19	0	0	0	0	~~0~~ 1	~~19~~ 18
NEW JERSEY	~~2021~~ 2022	~~75~~ 70	~~4~~ 1	~~3~~ 1	~~1~~ 0	0	~~5~~ 1	~~70~~ 69
	~~2023~~ 2022	~~70~~ 69	~~1~~ 2	~~1~~ 0	0	0	~~1~~ 2	69
	~~2023~~ 2024	69	2	0	0	0	2	69
NEW MEXICO	~~2021~~ 2022	27	~~0~~ 1	0	0	0	~~0~~ 1	27
	~~2023~~ 2022	27	~~1~~ 2	0	0	0	~~1~~ 0	~~27~~ 29
	~~2023~~ 2024	~~27~~ 29	~~2~~ 1	0	0	0	~~0~~ 2	~~29~~ 28
NEW YORK	~~2021~~ 2022	~~33~~ 30	~~2~~ 0	0	0	0	~~5~~ 4	~~30~~ 26
	~~2023~~ 2022	~~30~~ 26	~~0~~ 1	0	0	0	~~4~~ 1	26
	~~2023~~ 2024	26	~~1~~ 0	0	0	0	~~1~~ 0	26
NORTH CAROLINA	~~2021~~ 2022	~~209~~ 204	~~2~~ 6	0	0	0	~~7~~ 8	~~204~~ 202
	~~2023~~ 2022	~~204~~ 202	~~6~~ 4	0	0	0	~~8~~ 4	202
	~~2023~~ 2024	202	~~4~~ 3	0	0	0	4	~~202~~ 201
NORTH DAKOTA	~~2021~~ 2022	8	0	0	0	0	0	8
	~~2023~~ 2022	8	0	0	0	0	0	8
	~~2023~~ 2024	8	0	0	0	0	0	8
OHIO	~~2021~~ 2022	~~283~~ 286	~~8~~ 5	0	0	0	~~5~~ 10	~~286~~ 281
	~~2023~~ 2022	~~286~~ 281	~~5~~ 3	0	0	0	~~10~~ 2	~~281~~ 282
	~~2023~~ 2024	~~281~~ 282	~~3~~ 8	0	0	0	~~2~~ 7	~~282~~ 283
OKLAHOMA	~~2021~~ 2022	~~45~~ 48	~~9~~ 3	0	0	0	~~6~~ 1	~~48~~ 50
	~~2023~~ 2022	~~48~~ 50	~~3~~ 4	0	0	0	1	~~50~~ 53
	~~2023~~ 2024	~~50~~ 53	~~4~~ 2	0	0	0	1	~~53~~ 54
ONTARIO	~~2021~~ 2022	62	~~1~~ 4	0	0	0	1	~~62~~ 65
	~~2023~~ 2022	~~62~~ 65	~~4~~ 1	0	0	0	~~1~~ 0	~~65~~ 66
	~~2023~~ 2024	~~65~~ 66	~~1~~ 0	0	0	0	~~0~~ 1	~~66~~ 65
OREGON	~~2021~~ 2022	~~67~~ 66	~~0~~ 2	0	0	0	~~1~~ 4	~~66~~ 64
	~~2023~~ 2022	~~66~~ 64	~~2~~ 0	0	0	0	~~4~~ 3	~~64~~ 61
	~~2023~~ 2024	~~64~~ 61	0	0	0	0	3	~~61~~ 58
PENNSYLVANIA	~~2021~~ 2022	~~143~~ 145	~~6~~ 5	~~1~~ 0	0	0	~~3~~ 5	145
	~~2023~~ 2022	145	~~5~~ 2	0	0	0	~~5~~ 2	145
	~~2023~~ 2024	145	~~2~~ 3	0	0	0	~~2~~ 4	~~145~~ 144
RHODE ISLAND	~~2021~~ 2022	4	0	0	0	0	~~0~~ 1	~~4~~ 3
	~~2023~~ 2022	~~4~~ 3	0	0	0	0	~~1~~ 0	3
	~~2023~~ 2024	3	0	0	0	0	~~0~~ 1	~~3~~ 2
SASKATCHEWAN	~~2021~~ 2022	~~1~~ 2	~~1~~ 0	0	0	0	0	2
	~~2023~~ 2022	2	0	0	0	0	0	2
	~~2023~~ 2024	2	~~0~~ 1	~~0~~ 2	0	0	0	~~2~~ 1
SOUTH CAROLINA	~~2021~~ 2022	~~94~~ 93	~~3~~ 1	0	~~0~~ 1	0	~~4~~ 1	~~93~~ 92
	~~2023~~ 2022	~~93~~ 92	1	0	~~1~~ 0	0	~~1~~ 0	~~92~~ 93
	~~2023~~ 2024	~~92~~ 93	~~1~~ 2	0	0	0	~~0~~ 5	~~93~~ 90

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
SOUTH DAKOTA	~~2021~~ 2022	13	0	0	0	0	0	13
	~~2023~~ 2022	13	0	0	0	0	0	13
	~~2023~~ 2024	13	0	0	0	0	0	13
TENNESSEE	~~2021~~ 2022	~~112~~ 110	~~24~~	0	0	0	~~43~~	~~110~~ 111
	~~2023~~ 2022	~~110~~ 111	~~45~~	0	0	0	~~31~~	~~111~~ 115
	~~2023~~ 2024	~~111~~ 115	~~53~~	0	0	0	1	~~115~~ 117
TEXAS	~~2021~~ 2022	~~398~~ 399	~~141~~ 15	0	0	0	~~136~~	~~399~~ 408
	~~2023~~ 2022	~~399~~ 408	~~152~~ 1	0	~~0~~ 1	0	~~65~~	~~408~~ 423
	~~2023~~ 2024	~~408~~ 423	~~21~~ 11	0	~~10~~	0	~~58~~	~~423~~ 426
UTAH	~~2021~~ 2022	~~76~~ 79	~~31~~	0	0	0	0	~~79~~ 80
	~~2023~~ 2022	~~79~~ 80	~~12~~	0	0	0	~~0~~ 1	~~80~~ 81
	~~2023~~ 2024	~~80~~ 81	~~23~~	0	0	0	1	~~81~~ 83
VERMONT	~~2021~~ 2022	~~12~~	~~10~~	0	0	0	0	2
	~~2023~~ 2022	2	0	0	0	0	0	2
	~~2023~~ 2024	2	0	0	0	0	0	2
VIRGINIA	~~2021~~ 2022	~~86~~ 89	~~56~~	0	0	0	~~23~~	~~89~~ 92
	~~2023~~ 2022	~~89~~ 92	~~61~~	0	~~0~~ 1	0	~~32~~	~~92~~ 90
	~~2023~~ 2024	~~92~~ 90	~~12~~	0	~~10~~	0	~~20~~	~~90~~ 92
WASHINGTON	~~2021~~ 2022	~~115~~ 117	3	0	0	0	~~13~~	117
	~~2023~~ 2022	117	~~32~~	0	0	0	~~31~~	~~117~~ 118
	~~2023~~ 2024	~~117~~ 118	~~23~~	0	0	0	~~14~~	~~118~~ 117
WEST VIRGINIA	~~2021~~ 2022	11	0	0	0	0	0	11
	~~2023~~ 2022	11	~~0~~ 1	0	0	0	0	~~11~~ 12
	~~2023~~ 2024	~~11~~ 12	~~15~~	0	0	0	~~0~~ 1	~~12~~ 16
WISCONSIN	~~2021~~ 2022	~~96~~ 92	~~02~~	0	0	0	~~46~~	~~92~~ 88
	~~2023~~ 2022	~~92~~ 88	2	0	0	0	~~63~~	~~88~~ 87
	~~2023~~ 2024	~~88~~ 87	~~20~~	0	0	0	3	~~87~~ 84
WYOMING	~~2021~~ 2022	8	0	0	0	0	0	8
	~~2023~~ 2022	8	0	0	0	0	0	8
	~~2023~~ 2024	8	0	0	0	0	~~0~~ 1	~~8~~ 7
Total	~~2021~~ 2022	~~444~~ 74472	116	~~74~~	~~34~~	0	~~131~~ 128	~~442~~ 74447
	~~2023~~ 2022	~~444~~ 74427	~~116~~ 98	~~43~~	~~46~~	0	~~128~~ 89	4427
	~~2023~~ 2024	4427	~~98~~ 115	~~34~~	~~61~~	0	~~89~~ 98	~~443~~ 94427

*As of December 31 each year.

- 1) This column includes franchised salons that are closed and in the process of being relocated pursuant to Great Clips' Relocation Policy. The Relocation Policy permits a franchisee to apply to Great Clips for approval to close a salon and relocate within the Designated Market Area and within two years under the existing Franchise Agreement.

- 2) Many GREAT CLIPS® franchisees operate more than one salon. The average number of salons per franchisee who has operated GREAT CLIPS® salons for over five years is 8.4.
- 3) There were ~~1214~~ salons that closed and then relocated/reopened within the fiscal year of ~~2023~~2024.

Table No. 4
Status of Company-Owned Outlets
For Years ~~2021~~2022 to ~~2023~~2024*

State/Province	Year	Outlets at Start of the Year	Outlets Opened	Outlets Reacquired From Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of the Year
Total	~~2021~~ 2022	0	0	0	0	0	0
	~~2023~~ 2022	0	0	0	0	0	0
	~~2023~~ 2024	0	0	0	0	0	0

*As of December 31 each year.

Table No. 5
Projected Openings as of December 31, ~~2023~~2024

State/Province	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company – Owned Outlets In the Next Fiscal Year ¹
ALABAMA	~~14~~ 11	2	0
ALASKA	0	0	0
ALBERTA	~~4~~ 3	1	0
ARIZONA	~~35~~ 34	~~35~~	0
ARKANSAS	~~4~~ 3	0	0
BRITISH COLUMBIA	~~32~~	~~40~~	0
CALIFORNIA	~~68~~ 66	4	0
COLORADO	~~28~~ 29	2	0
CONNECTICUT	~~65~~	~~40~~	0
DISTRICT OF COLUMBIA	~~10~~ 11	~~02~~	0
FLORIDA	~~80~~ 70	~~14~~ 7	0
GEORGIA	~~43~~ 39	~~71~~	0
HAWAII	~~21~~	1	0
IDAHO	~~76~~	~~01~~	0
ILLINOIS	~~23~~ 20	1	0
INDIANA	15	~~23~~	0
IOWA	6	0	0
KANSAS	2	~~02~~	0
KENTUCKY	22	1	0
LOUISIANA	~~31~~	1	0
MANITOBA	0	0	0
MAINE	1	0	0
MARYLAND	~~58~~	~~12~~	0
MASSACHUSETTS	16	~~12~~	0
MICHIGAN	~~37~~ 31	~~53~~	0
MINNESOTA	~~23~~ 20	0	0
MISSISSIPPI	1	~~02~~	0
MISSOURI	~~33~~ 31	~~02~~	0

State/Province	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company – Owned Outlets In the Next Fiscal Year ¹
MONTANA	~~0~~ 1	~~0~~ 2	0
NEBRASKA	9	~~0~~ 2	0
NEVADA	10	~~4~~ 0	0
<u>NEW HAMPSHIRE</u>	<u>1</u>	<u>0</u>	<u>0</u>
NEW JERSEY	~~22~~ 24	~~4~~ 0	0
NEW MEXICO	~~4~~ 3	0	0
NEW YORK	6	~~0~~ 1	0
NORTH CAROLINA	~~54~~ 62	~~3~~ 8	0
NORTH DAKOTA	1	0	0
OHIO	~~69~~ 64	~~6~~ 4	0
OKLAHOMA	~~45~~ 12	~~4~~ 0	0
ONTARIO	~~25~~ 26	~~0~~ 3	0
OREGON	~~7~~ 9	~~0~~ 2	0
PENNSYLVANIA	~~30~~ 28	~~3~~ 1	0
RHODE ISLAND	0	0	0
SASKATCHEWAN	~~2~~ 0	~~4~~ 0	0
SOUTH CAROLINA	15	~~0~~ 1	0
SOUTH DAKOTA	~~4~~ 2	0	0
TENNESSEE	~~46~~ 12	~~3~~ 2	0
TEXAS	~~447~~ 153	~~13~~ 14	0
UTAH	~~48~~ 11	~~2~~ 0	0
VERMONT	0	~~4~~ 0	0
VIRGINIA	~~38~~ 35	~~3~~ 4	0
WASHINGTON	~~42~~ 9	0	0
WEST VIRGINIA	~~7~~ 4	~~5~~ 1	0
WISCONSIN	~~46~~ 14	0	0
Total	~~4018~~ 965	~~91~~ 90	0

- 1) Great Clips does not anticipate opening any new company-owned salons but may reacquire salons from its franchisees for the purpose of refranchising them in certain limited instances.

Exhibit A lists the names of all current franchisees and the addresses and telephone numbers of each salon.

Exhibit B lists the name, city and state, and the current business telephone number (or, if unknown, the last known home telephone number) of every franchisee who had an outlet terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under the Franchise Agreement during our most recently completed fiscal year or who has not communicated with Great Clips within 10 weeks of the issuance date of this ~~disclosure document~~Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

During the last three fiscal years, Great Clips has signed confidentiality clauses with current or former franchisees. Each confidentiality agreement was entered into as part of a settlement of a dispute between Great Clips and the current or former franchisee. In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with Great Clips. You may wish to speak with current and former franchisees, but be aware that not all such franchisees will be able to communicate with you.

Exhibit C lists, to the extent known, the names, addresses, telephone numbers, email addresses and web addresses of each trademark-specific franchisee organization associated with the franchise system being offered which we have created, sponsored or endorsed.

Exhibit D lists the independent franchisee organizations that have asked to be included in this ~~disclosure document~~ Disclosure Document.

Item 21

FINANCIAL STATEMENTS

Exhibit E of this ~~disclosure document~~ Disclosure Document contains Great Clips' audited balance sheets as of December 31, 2024, 2023, and 2022, ~~and 2021~~, and the related audited statements of earnings, comprehensive income, shareholders' equity (deficit) and cash flows for the years ended December 31, 2024, 2023, and 2022, ~~and 2021~~, together with the report of independent certified public accountants.

Item 22

CONTRACTS

Included in this ~~disclosure document~~ Disclosure Document are the following agreements that may be proposed for use in connection with the franchise.

Exhibits

1.	Franchise Agreement	F
2.	Three Star Program Agreement	G
3.	Master Development Agreement	H
4.	Innovative Computer Software – Styleware™ Software Suite Agreement	I
5.	Heartland Payment Systems – Merchant Processing Agreement	J
6.	Stored Value Systems, Inc. – Participation Agreement	K
7.	Lease Documents	L
<u>8.</u>	<u>Foundation Technologies, LLC – Salon X Store Service Agreement</u>	<u>M</u>
<u>8.9.</u>	<u>Automated Clearing House Authorization</u>	<u>MN</u>
<u>9.10.</u>	<u>Franchise Application Questionnaire</u>	<u>NO</u>
<u>10.11</u>	<u>State Addenda</u>	<u>OP</u>
<u>11.12</u>	<u>Data Processing Addendum</u>	<u>QR</u>
<u>12.13</u>	<u>SBA Franchisor Addendum</u>	<u>RS</u>

Item 23

RECEIPTS

The receipt in duplicate is found on the last two pages of this ~~disclosure document~~Disclosure Document. The Federal Trade Commission requires that you acknowledge that you have received the ~~disclosure document~~Disclosure Document. This does not obligate you to purchase a franchise, and it does not obligate us to sell you a franchise.

EXHIBIT A

List of Outlets

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Towerlane II	Incor Group, Inc.	705 Main St SW	Airdrie	AB	T4B 3M2	(403) 948-0642
Beaumont	1847345 Alberta Ltd.	6410 50th St	Beaumont	AB	T4X 0B6	(780) 929-2171
Beltline	1002032 Alberta LTD	1210 8th St SW	Calgary	AB	T2R 1L3	(403) 209-2229
Gates of Walden	1625765 Alberta Ltd.	151 Walden Gate SE	Calgary	AB	T2X 0R2	(403) 984-4115
Seton	1625765 Alberta Ltd.	19489 Seton Crescent SE	Calgary	AB	T3M 1T4	(403) 718-0442
Brae Centre	1625765 Alberta Ltd.	11440 Braeside Dr SW	Calgary	AB	T2W 3N4	(403) 984-8707
Bridlewood	2275068 Alberta Ltd.	2335 162nd Ave SW	Calgary	AB	T2Y 4S2	(403) 201-0044
Country Hills	2275078 Alberta Ltd.	500 Country Hills Blvd NE	Calgary	AB	T3K 4Y7	(403) 226-2561
West 85th	2275078 Alberta Ltd.	8561 8A Ave SW	Calgary	AB	T3H 0V5	(587) 353-4788
Easthills	APS Boyce Consulting, Ltd.	611-409 E Hills Blvd SE	Calgary	AB	T2A 4X7	(587) 470-9868
Deer Valley Marketplace	APS Boyce Consulting, Ltd.	1221 Canyon Meadows Dr SE	Calgary	AB	T2J 6G2	(403) 278-8033
Bow River Shopping Centre	Incor Group, Inc.	3420 69 St NW	Calgary	AB	T2B 2J7	(825) 540-1918
Signal Hill Centre	Incor Group, Inc.	5775 Signal Hill Ctr SW	Calgary	AB	T3H 3P8	(403) 240-4490
Brick Plaza	Incor Group, Inc.	9681 MacLeod Trl S	Calgary	AB	T2J 0P6	(403) 258-4419
South Trail Crossing	Incor Group, Inc.	211-4307 130th Ave SE	Calgary	AB	T2Z 3V8	(403) 257-6451
Horizon Square	Incor Group, Inc.	3508 32nd Ave NE	Calgary	AB	T1Y 6J2	(403) 250-7018
Deerfoot Meadows	Incor Group, Inc.	8180 11th St SE	Calgary	AB	T2H 3B5	(403) 204-3382
Crowfoot Square	Incor Group, Inc.	814 Crowfoot Cresnet NW	Calgary	AB	T3G 4S3	(403) 208-3444
Sage Hill Crossing	McFadden Ventures, LTD.	65 Sage Hill Plaza NW	Calgary	AB	T3R 0S4	(403) 516-0569
The Quarry	Incor Group, Inc.	45 Bow St	Cochrane	AB	T4C 0T4	(403) 932-1090
Mayfield Commons	1628356 Alberta Ltd.	248 Mayfield Common NW	Edmonton	AB	T5P 4B3	(780) 444-4302
Jagare Ridge Chappelle	1847345 Alberta Ltd.	14120 28 Ave SW	Edmonton	AB	T6W 3Y9	(780) 705-2116
Ottewell Plaza	1888378 Alberta Ltd.	6152 90 Ave NW	Edmonton	AB	T6B 0P2	(780) 469-5088
Market at the Meadows	1919529 Alberta Ltd.	2306 24th St NW	Edmonton	AB	T6T 0G9	(780) 469-1366
Hollick Kenyon Landing	2131302 Alberta Ltd.	5227 167 Ave NW	Edmonton	AB	T5Y 0L2	(780) 457-1755
Lewis Estates	2131302 Alberta Ltd.	1270 Webber Greens Dr NW	Edmonton	AB	T5T 7C5	(780) 489-1899
Clareview	2136931 Alberta Ltd.	3824 137 Ave NW	Edmonton	AB	T5Y 3E7	(780) 456-8831
Namao Centre	2136933 Alberta Ltd.	16053 97th St NW	Edmonton	AB	T5X 6E4	(780) 472-7660
Castle Downs	2136938 Alberta Ltd.	15373 Castle Downs Rd	Edmonton	AB	T5X 3Y7	(780) 472-0566
Harvest Pointe	2173960 Alberta Ltd.	5047 Ellerslie Rd SW	Edmonton	AB	T6X 1X2	(587) 458-8800
Riverbend Square	2173960 Alberta Ltd.	556 Riverbend Square	Edmonton	AB	T6R 2E3	(780) 437-1250
Hampton Market	2173960 Alberta Ltd.	6284 199th St NW	Edmonton	AB	T5T 2K4	(780) 443-4664
Calgary Trail	2173960 Alberta Ltd.	10307 34th Ave	Edmonton	AB	T6J 6V1	(587) 523-2469
South Edmonton Commons	Cuong Bui	9820 22 Ave NW	Edmonton	AB	T6N 1L1	(780) 465-9310
Currents of Windermere	Cutting Edge Group Corp.	5142 Windermere Blvd	Edmonton	AB	T6W 0L9	(780) 434-4066
Ellerslie Corner	Cutting Edge Group Corp.	11144 Ellerslie Corner	Edmonton	AB	T6W 1A2	(780) 438-2244
Southpointe	1810628 Alberta LTD.	9310 Southfort Dr	Fort Saskatchewan	AB	T8L 0C5	(780) 589-2577
Gateway Power Centre	Cutting Edge Group Corp.	10210 111th St	Grande Prairie	AB	T8V 7L3	(780) 532-1661
Leduc Common	1847345 Alberta Ltd.	5406 Discovery Way	Leduc	AB	T9E 8L9	(780) 612-0012
West Lethbridge Save-On Foods	APS Boyce Consulting, Ltd.	405 Highlands Blvd W	Lethbridge	AB	T1J5E8	(403) 327-2255
South Lethbridge Retail Centre	APS Boyce Consulting, Ltd.	23 Southgate Blvd S	Lethbridge	AB	T1K 6S5	(403) 320-8778
* Strachan Corner	APS Boyce Consulting, Ltd.	1830 Strachan Rd SE	Medicine Hat	AB	T1B 4J8	(403) 526-7704
Westland Plaza	1625765 Alberta Ltd.	18 Southridge Dr	Okotoks	AB	T1S 1N1	(403) 938-6445
Baseline Village	1810628 Alberta LTD.	222 Baseline Rd	Sherwood Park	AB	T8L 1S8	(780) 467-8221
Village Marketplace	2173960 Alberta Ltd.	993 Fir Street	Sherwood Park	AB	T8A 4N5	(780) 570-4681
Lakeland Ridge Shopping Center	2203188 Alberta Inc.	550 Baseline Rd	Sherwood Park	AB	T8H 2G8	(780) 416-0208
Spruce Grove	Cutting Edge Group Corp.	121 Century Cross	Spruce Grove	AB	T7X 0C8	(780) 962-5224
Erin Ridge	1847345 Alberta Ltd.	315 - 935 St Albert Trail	St. Albert	AB	T8N 4K6	(780) 590-0322
* Abbott Road Fred Meyer	Total Eclipse, Ltd.	2220 Abbott Rd	Anchorage	AK	99507	(907) 279-2547
* South Anchorage Retail Plaza Center	Total Eclipse, Ltd.	8840 Old Seward Hwy	Anchorage	AK	99515	(907) 929-2547
* Tikahtnu Commons	Total Eclipse, Ltd.	1142 N Muldoon Rd	Anchorage	AK	99504	(907) 337-2547
* Northern Lights	Total Eclipse, Ltd.	1380 W Northern Lights Blvd	Anchorage	AK	99503	(907) 338-2547
* Eagle River Fred Meyer	Total Eclipse, Ltd.	13341 Old Glen Hwy	Eagle River	AK	99577	(907) 622-2547
* Palmer Evergreen Retail Center	Total Eclipse, Ltd.	304 W Evergreen Ave	Palmer	AK	99645	(907) 746-5708
* Wasilla Plaza	Total Eclipse, Ltd.	1511 E Parks Hwy	Wasilla	AK	99654	(907) 373-2547
Colonial Promenade/Alabaster	Seyler Enterprises, Inc.	100 South Colonial Drive	Alabaster	AL	35007	(205) 664-0679
Athens Shoppes	Bama Clips, Inc.	935 US Hwy 72 E	Athens	AL	35611	(256) 771-9977
* Eagle Crossing	Parkside Ventures II, LLC	1907 S College St	Auburn	AL	36832	(334) 321-0546
* Auburn Corner Village	Parkside Ventures II, LLC	819 E Glen Ave	Auburn	AL	36830	(334) 821-0910
* Hamilton Place	Parkside Ventures II, LLC	2415 Moores Mill Rd	Auburn	AL	36830	(334) 887-0172
Colonial Promenade Tannehill	Seyler Holdings, Inc.	4933 Promenade Pkwy	Bessemer	AL	35022	(205) 425-1801
20 Midtown	Over The Mountain Clips, LLC	2030 3rd Ave S	Birmingham	AL	35233	(205) 777-3110
Valleydale Village	Seyler Enterprises, Inc.	5192 Caldwell Mill Rd	Birmingham	AL	35244	(205) 437-0443
Trace Crossings	Seyler Enterprises, Inc.	2539 John Hawkins Pkwy	Birmingham	AL	35244	(205) 987-8954
Boaz Shopping Center	SKI Salons, LLC	2196 US HWY 431	Boaz	AL	35957	(256) 281-2880
Market Square/Cahaba Heights	Seyler Enterprises, Inc.	3175 Green Valley Rd	Cahaba Heights	AL	35243	(205) 969-1140
Calera Publix Market Place	On the Marc Holdings, LLC	56 MarketPlace Cir	Calera	AL	35040	(205) 668-4110
Chelsea Crossroads	On the Marc Holdings, LLC	605 Chelsea Xrds	Chelsea	AL	35043	(205) 678-7786
Willkommen Center	Seyler Holdings, Inc.	1839 Patriot Way SW	Cullman	AL	35055	(256) 734-6900
Exit 310 Marketplace	Seyler Holdings, Inc.	1950 St Joseph Dr NW	Cullman	AL	35058	(256) 841-5950
Magnolia Place	Wildfire, LLC	27955 Hwy 98	Daphne	AL	36526	(251) 626-7984
Point Mallard Center	Bama Clips, Inc.	2934 Point Mallard Pkwy SE	Decatur	AL	35603	(256) 653-3838
* Cottonwood Corners	Alabama Clips, LLC	1604 Ross Clark Circle	Dothan	AL	36301	(334) 792-7900
* Shops on the Circle	Alabama Clips, LLC	3500 Ross Clark Circle	Dothan	AL	36303	(334) 671-7900
Planters Pointe	Wildfire, LLC	9875 State Hwy 104	Fairhope	AL	36532	(251) 929-8902
Florence Boulevard	Oak Images, LLC	2857 Florence Blvd	Florence	AL	35630	(256) 275-5432
Foley Square	Wildfire, LLC	2438 S McKenzie St	Foley	AL	36535	(251) 972-7778
Fort Payne	SKI Salons, LLC	1906 Glenn Blvd SW	Fort Payne	AL	35968	(256) 273-6330
Promenade-Fultondale	Southernfire, LLC	3471 Lowery Parkway	Fultondale	AL	35068	(205) 783-1377
Gadsden	GCAL LLC	302 E Meighan Blvd	Gadsden	AL	35903	(256) 467-4628

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Magnolia City Place/Gardendale	Seyler Holdings, Inc.	655 Fieldstown Rd	Gardendale	AL	35071	(205) 285-5171
Publix at Gulf Shores	Wildfire, LLC	160 Cotton Creek Dr	Gulf Shores	AL	36542	(251) 948-0008
Trotter's Place	SKI Salons, LLC	11478 US Highway 431	Guntersville	AL	35976	(256) 894-4555
Harvest Square	Bama Clips, Inc.	5850 Highway 53	Harvest	AL	35749	(256) 858-1140
Hazel Green Centre	Bama Clips, Inc.	14621 Hwy 231/431	Hazel Green	AL	35750	(256) 813-5291
Helena Marketplace	GCAL LLC	285 Helena Market Pl	Helena	AL	35080	(205) 624-2411
Edgemont Town Center	Over The Mountain Clips, LLC	429 Green Springs Hwy	Homewood	AL	35209	(205) 438-6028
Hoover Place	Seyler Enterprises, Inc.	1960 Braddock Dr	Hoover	AL	35226	(205) 822-0850
Morgan Road Plaza	Seyler Enterprises, Inc.	4289 S Shades Crest Rd	Hoover	AL	35244	(205) 834-8807
Bazaar 280	Seyler Enterprises, Inc.	5361 Hwy 280	Hoover	AL	35242	(205) 437-9996
Village on Whitesburg	Bama Clips, Inc.	4800 Whitesburg Dr	Huntsville	AL	35802	(256) 489-5001
Magna Carta Place	Bama Clips, Inc.	11310 S Memorial Parkway	Huntsville	AL	35803	(256) 513-1332
Waddell Plaza	Bama Clips, Inc.	6290 University Dr NW	Huntsville	AL	35806	(256) 603-8795
Winchester Commons	Oak Images, LLC	2190 Winchester Rd NE	Huntsville	AL	35811	(256) 945-7017
Airport Landing	Southernfire, LLC	200 N Airport Rd	Jasper	AL	35504	(205) 265-3689
Leeds Village	Seyler Enterprises, Inc.	8525 Whitfield Ave	Leeds	AL	35094	(205) 702-4281
Shops of Pine Grove	Bama Clips, Inc.	7129 Wall Triana Hwy	Madison	AL	35757	(256) 858-1401
Midtown Marketplace	Bama Clips, Inc.	4577 Wall Triana Hwy	Madison	AL	35758	(256) 542-3337
Madison Centre	Bama Clips, Inc.	8000 Madison Blvd	Madison	AL	35758	(256) 325-0276
Shop of Madison	Bama Clips, Inc.	8141 Hwy 72 W	Madison	AL	35758	(256) 830-0001
Flint Crossing Marketplace	Bama Clips, Inc.	12290 Hwy 231 431 N	Meridianville	AL	35759	(256) 693-7090
Pinebrook Shopping Center	Wildfire, LLC	3980C Airport Blvd	Mobile	AL	36608	(251) 217-7357
Midtown Mobile	Wildfire, LLC	100 North Florida Street	Mobile	AL	36607	(251) 525-9447
Shoppes of Westgate	Wildfire, LLC	7450 Airport Blvd	Mobile	AL	36608	(251) 219-6771
Eastchase	Russell Rissman	7747 Eastchase Parkway	Montgomery	AL	36117	(334) 568-9017
Muscle Shoals Commons	Oak Images, LLC	3208 Woodward Ave	Muscle Shoals	AL	35661	(256) 314-2631
Northport Corners	Southernfire, LLC	1718 McFarland Blvd	Northport	AL	35476	(205) 330-7755
Bristol Park	Southernfire, LLC	13560 Highway 69 North	Northport	AL	35473	(205) 331-5900
* Tiger Town	Parkside Ventures II, LLC	2484 Enterprise Dr	Opelika	AL	36801	(334) 364-0093
Hampton Cove	Bama Clips, Inc.	6707 Hwy 431 S	Opens Cross Roads	AL	35763	(256) 715-1218
Oxford Commons	Seyler Holdings, Inc.	119 Commons Way	Oxford	AL	36203	(256) 835-7030
Pelham Towne Center	Seyler Enterprises, Inc.	321 Huntley Pkwy	Pelham	AL	35124	(205) 358-7397
Pell City Station	On the Marc Holdings, LLC	73 Vaughan Ln	Pell City	AL	35125	(205) 338-6838
South Park Center	On the Marc Holdings, LLC	2042 Martin St S	Pell City	AL	35128	(205) 338-6500
Prattville Shopping Center	Russell Rissman	1844 East Main Street	Prattville	AL	36067	(334) 491-5002
The Shops at Rainbow Landing	On the Marc Holdings, LLC	124 W Grand Ave	Rainbow City	AL	35906	(256) 438-5336
Saraland Crossing	Wildfire, LLC	27 Shell St	Saraland	AL	36571	(251) 301-7979
Shoppes of Scottsboro	Bama Clips, Inc.	24540 John T Reid Pkwy	Scottsboro	AL	35768	(256) 594-1059
Springville Station	Over The Mountain Clips, LLC	300 Springville Station	Springville	AL	35146	(205) 499-2304
Payton Park	GCAL LLC	41245 US 280	Sylacauga	AL	35150	(256) 245-9721
Park Place	Russell Rissman	1147 HIGHWAY 231	Troy	AL	36081	(334) 770-0231
Trussville Marketplace	Seyler Enterprises, Inc.	445 Main St	Trussville	AL	35173	(205) 661-2011
Shoppes at Legacy Park	Southernfire, LLC	1451 Dr Edward Hillard Dr	Tuscaloosa	AL	35401	(205) 737-7184
Patchwork Farms	On the Marc Holdings, LLC	3036 Healthy Way	Vestavia	AL	35243	(205) 730-1770
Vestavia Hills City Center	Seyler Enterprises, Inc.	674 Montgomery Hwy	Vestavia Hills	AL	35216	(205) 460-1121
Cunningham Corner Center	TWO OWL CLIPS LLC	15 Cunningham Corner	Bella Vista	AR	72714	(479) 250-9111
Benton Commons	Arkansas Clips, LLC	1414 Military Rd	Benton	AR	72015	(501) 778-3400
Commerce Center	TWO OWL CLIPS LLC	1406 S Walton Blvd	Bentonville	AR	72712	(479) 268-5611
Alcoa Exchange	Arkansas Clips, LLC	7401 Alcoa Rd	Bryant	AR	72022	(501) 778-8746
Reynolds Plaza	Arkansas Clips, LLC	3121 N Reynolds Rd	Bryant	AR	72022	(501) 213-0046
Shoppes at Rockwood	Arkansas Clips, LLC	110 S Rockwood Dr	Cabot	AR	72023	(501) 843-8746
Conway Market Place	Arkansas Clips, LLC	3900 Dave Ward Dr	Conway	AR	72034	(501) 205-8214
Conway Commons	Quo Clips, LLC	467 Elsinger Blvd	Conway	AR	72032	(501) 230-2560
College Marketplace	JADE SAHAS LLC	3379 N College Ave	Fayetteville	AR	72703	(479) 249-8626
University Square	JADE SAHAS LLC	2630 W Martin Luther King Blvd	Fayetteville	AR	72701	(479) 301-2087
Wedington Place	JADE SAHAS LLC	1261 N Steamboat Dr	Fayetteville	AR	72704	(479) 444-8500
AT&T Plaza	Air Waves Hair LLC	7110 Rogers Avenue	Fort Smith	AR	72903	(479) 974-5546
Cornerstone Marketplace	Quo Clips, LLC	247 Cornerstone Blvd	Hot Springs	AR	71913	(501) 525-4277
Jacksonville Plaza	Quo Clips, LLC	2070 John Harden Dr	Jacksonville	AR	72076	(501) 241-0555
* Creek Place	Kristy Beliew	1605 Red Wolf Blvd	Jonesboro	AR	72401	(870) 268-8800
* 1810 Center	Kristy Beliew	1810 East Highland Drive	Jonesboro	AR	72401	(870) 333-5462
* The Shoppes at Hilltop	Kristy Beliew	3410 E Johnson Ave	Jonesboro	AR	72405	(870) 333-5263
Candlewood Station	Arkansas Clips, LLC	13924 Cantrell Road	Little Rock	AR	72223	(501) 615-8395
Cantrell Walmart	Arkansas Clips, LLC	19301 Cantrell Rd.	Little Rock	AR	72223	(501) 673-4333
Chenal Commons	Quo Clips, LLC	12801 Chenal Pkwy	Little Rock	AR	72211	(501) 312-1133
Riverdale Shopping Center	Quo Clips, LLC	2516 Cantrell Rd	Little Rock	AR	72202	(501) 416-6055
Lakewood Village	Arkansas Clips, LLC	2605 McCain Blvd	North Little Rock	AR	72116	(501) 771-4646
Crystal Hill Center	Arkansas Clips, LLC	13228 Crystal Hill Rd	North Little Rock	AR	72113	(501) 753-8749
* Kingshighway Plaza	Kristy Beliew	1731 W Kingshighway	Paragould	AR	72450	(870) 240-8180
Tuscany Square	TWO OWL CLIPS LLC	2605 W Pleasant Grove Rd	Rogers	AR	72758	(479) 633-0400
Walmart Center	Quo Clips, LLC	106 Weir Rd	Russellville	AR	72802	(479) 967-0019
Boardwalk Plaza	Arkansas Clips, LLC	1217 W Beebe-Capps Expressway	Searcy	AR	72143	(501) 530-2007
Searcy Race Street	Quo Clips, LLC	3113 E Race Ave	Searcy	AR	72143	(501) 353-4929
Shoppes at Siloam	Style Pro's, Inc.	2998 Hwy 412 E	Siloam Springs	AR	72761	(479) 373-6329
Har-Ber Meadows	Air Waves Hair LLC	1210 JTL Parkway	Springdale	AR	72762	(479) 408-3989
Van Buren	Air Waves Hair LLC	2008 Fayetteville Road	Van Buren	AR	72956	(479) 689-5025
Ridgeview Plaza	WFE SALONS, LLC	810 US Hwy 64	Wynne	AR	72396	(870) 442-0293
Anthem Marketplace	Headlines Enterprises, Inc.	3655 W Anthem Way	Anthem	AZ	85086	(623) 465-3289
Apache Junction Frys	Apache Clips II, Inc.	95 S Idaho Rd	Apache Junction	AZ	85120	(480) 288-1248
Palmilla Center	Headlines Enterprises, Inc.	1573 N Dysart Rd	Avondale	AZ	85392	(623) 932-5292

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Gateway Pavillions	NELSON HOLDING GROUP, LLC	10030 W McDowell Rd	Avondale	AZ	85323	(623) 478-0773
Avondale Fiesta	Sonora Services of Colorado, LLC	11435 W Buckeye Rd	Avondale	AZ	85323	(623) 936-7880
Village Grove at Verrado	NELSON HOLDING GROUP, LLC	19580 W Indian School Road	Buckeye	AZ	85396	(623) 440-8084
Watson & Yuma	Watson Clips, Inc.	1510 S Watson Rd	Buckeye	AZ	85326	(623) 327-9734
Mohave Crossroads	Bell Hair, Inc.	3699 Hwy 95	Bullhead City	AZ	86442	(928) 704-2023
Villago Marketplace	Bell Hair, Inc.	2820 N Pinal Ave	Casa Grande	AZ	85122	(520) 316-9118
Promenade at Casa Grande	vGuru AZ LLC	844 N Promenade Pkwy	Casa Grande	AZ	85194	(520) 876-0666
Tri-Valley Plaza	vGuru AZ LLC	1397 E Florence Blvd	Casa Grande	AZ	85122	(520) 876-0080
Cottonwood Ranch	vGuru AZ LLC	992 E Cottonwood Ln	Casa Grande	AZ	85122	(520) 421-2126
Carefree Hwy & 48th St	Carefree Clips, Inc.	4815 E Carefree Hwy	Cave Creek	AZ	85331	(480) 488-6101
Cave Creek and Tatum	Cave Creek Clips, Inc.	29455 N Cave Creek Rd	Cave Creek	AZ	85331	(480) 563-7558
Queen Creek & Alma School	Alma Clips, Inc.	3165 S Alma School Rd	Chandler	AZ	85248	(480) 855-5619
Alma Elliot Square	Hand's Shear Magic, Inc.	973 W Elliot Rd	Chandler	AZ	85225	(480) 899-8640
The Plant	Kula, Inc.	4085 S Gilbert Rd	Chandler	AZ	85249	(480) 826-2656
Riggs & McQueen	McQueen Clips, Inc.	975 E Riggs Rd	Chandler	AZ	85249	(480) 895-9411
Fry's Anderson Springs	NELSON HOLDING GROUP, LLC	1960 W Ray Rd	Chandler	AZ	85224	(480) 821-8826
The Park	NELSON HOLDING GROUP, LLC	1245 W Chandler Blvd	Chandler	AZ	85224	(480) 912-5934
Chandler Village Center	NELSON HOLDING GROUP, LLC	3415 W Frye Rd	Chandler	AZ	85226	(480) 899-1045
Cottonwood	Bell Hair, Inc.	1100 S State Hwy 260	Cottonwood	AZ	86326	(928) 634-1055
Park Santa Fe	Headlines Enterprises, Inc.	3470 E Route 66	Flagstaff	AZ	86004	(928) 526-4080
Greentree Village	Headlines Enterprises, Inc.	1800 S Milton Rd	Flagstaff	AZ	86001	(928) 556-0882
Fountain Hills Plaza	A Cut Above, Inc.	16605 E Palisades Blvd	Fountain Hills	AZ	85268	(480) 837-2319
Cooper & Warner	Cooper Clips, Inc.	835 W Warner Rd	Gilbert	AZ	85233	(480) 507-2627
Gilbert & Williams Field	Gilbert Fiesta Clips, Inc.	2487 S Gilbert Rd	Gilbert	AZ	85296	(480) 899-0115
Cooley Station	Hand's Shear Magic, Inc.	4099 E Williams Field Rd	Gilbert	AZ	85295	(480) 265-8297
Higley Safeway Center	Hand's Shear Magic, Inc.	1496 N Higley Rd	Gilbert	AZ	85234	(480) 985-5885
Val Vista Square	Hand's Shear Magic, Inc.	1981 E Pecos Rd	Gilbert	AZ	85295	(480) 726-0794
Lakeview Village	Hand's Shear Magic, Inc.	67 S Higley Rd	Gilbert	AZ	85296	(480) 497-1485
Chandler Heights & Higley	Higley Clips, Inc.	6466 S Higley Rd	Gilbert	AZ	85298	(480) 279-2020
Power Ranch	Kula, Inc.	8490 S Power Rd	Gilbert	AZ	85297	(480) 988-7331
Silverstone	Shear Quality, Inc.	754 S Valvista Dr	Gilbert	AZ	85296	(480) 633-9533
Patterson Landing	Shear Quality, Inc.	1672 E Guadalupe Rd	Gilbert	AZ	85234	(480) 813-3584
43rd Ave & Bell	Bellair Clips, Inc.	4326 W Bell Rd	Glendale	AZ	85308	(602) 547-9820
Arrowhead Legends	Headlines Enterprises, Inc.	20229 N 67th Ave	Glendale	AZ	85308	(623) 362-0052
Arrowhead Marketplace	NELSON HOLDING GROUP, LLC	7942 W Bell Rd	Glendale	AZ	85308	(623) 412-1458
39th Ave & Happy Valley	Pinnacle Clips, Inc.	3730 W Happy Valley Rd	Glendale	AZ	85310	(623) 587-1424
Peoria Crossings	Shear Quality, Inc.	9284 Northern Ave	Glendale	AZ	85305	(623) 877-7767
59th Ave & Thunderbird	T-Bird Clips, Inc.	13637 N 59th Ave	Glendale	AZ	85304	(602) 439-2299
Glendale Town Center	vGuru AZ LLC	10222 N 43rd Ave	Glendale	AZ	85302	(623) 939-6229
Happy Valley Marketplace	vGuru AZ LLC	6635 W Happy Valley Rd	Glendale	AZ	85310	(623) 537-4557
Aqua Fria Towne Center	vGuru AZ LLC	9524 W Camelback Rd	Glendale	AZ	85305	(623) 877-9887
Canyon Trails	A Cut Above, Inc.	500 N Estrella Pkwy	Goodyear	AZ	85338	(623) 932-5129
Super Target Center	Bell Hair, Inc.	831 S Cotton Ln	Goodyear	AZ	85338	(623) 925-8110
Mountain Ranch Marketplace	Headlines Enterprises, Inc.	17650 W Elliot Rd	Goodyear	AZ	85338	(623) 386-5823
Palm Valley	vGuru AZ LLC	14175 W Indian School Rd	Goodyear	AZ	85395	(623) 535-1335
* Sahuarita Palms	Tucson Clips, LLC	1325 W Duval Mine Rd	Green Valley	AZ	85614	(520) 399-2009
Stockton Hill	Bell Hair, Inc.	3535 Stockton Hill Rd	Kingman	AZ	86409	(928) 757-8965
Shops at Lake Havasu	Bell Hair, Inc.	5601 Hwy 95 N	Lake Havasu	AZ	86404	(928) 764-1408
Lake Havasu Bashes	Bell Hair, Inc.	3269 Maricopa Ave	Lake Havasu City	AZ	86406	(928) 302-1569
Laveen Village Marketplace	Headlines Enterprises, Inc.	5130 W Baseline Rd	Laveen	AZ	85339	(602) 237-9906
Camelback Crossing	A Cut Above, Inc.	5115 N Dysart Rd	Litchfield Park	AZ	85340	(623) 535-0242
* Shoppes at Tangerine Crossing	Tucson Clips, LLC	12060 N Thornydale Rd	Marana	AZ	85658	(520) 572-3825
Maricopa Fiesta	Bell Hair, Inc.	20928 N John Wayne Pkwy	Maricopa	AZ	85139	(520) 568-9811
The Wells	Bell Hair, Inc.	41620 W Maricopa Casa Grande Hwy	Maricopa	AZ	85138	(520) 568-1960
Mesa Riverview	Bell Hair, Inc.	849 N Dobson Rd	Mesa	AZ	85201	(480) 834-2953
Falcon Gateway	Bell Hair, Inc.	4425 E McKellips Rd	Mesa	AZ	85215	(480) 396-6889
North Mesa Plaza	Bell Hair, Inc.	2706 E University Dr	Mesa	AZ	85213	(480) 649-9530
Guadalupe & Dobson	Dobson Clips, Inc.	1955 W Guadalupe Rd	Mesa	AZ	85202	(480) 730-1975
Mulberry Marketplace	Hand's Shear Magic, Inc.	2748 S Signal Butte Rd	Mesa	AZ	85209	(480) 354-8447
The Point	Hand's Shear Magic, Inc.	10706 E. Point Twenty-Two Blvd	Mesa	AZ	85212	(480) 590-4351
The Vineyards	Hand's Shear Magic, Inc.	550 W Baseline Rd	Mesa	AZ	85210	(480) 835-8838
Augusta Ranch Marketplace	Hand's Shear Magic, Inc.	9931 E Baseline Rd	Mesa	AZ	85209	(480) 354-2288
Greenfield Center	Hand's Shear Magic, Inc.	4437 E Southern Ave	Mesa	AZ	85206	(480) 807-0632
Stonehenge Center	Hand's Shear Magic, Inc.	1230 E Baseline Rd	Mesa	AZ	85204	(480) 497-8208
Fry's Ellsworth Plaza	Hand's Shear Magic, Inc.	435 S Ellsworth Rd	Mesa	AZ	85208	(480) 986-8770
Superstition Springs	Hand's Shear Magic, Inc.	6920 E Baseline Rd	Mesa	AZ	85208	(480) 807-9550
Power & McDowell	Power Clips, Inc.	2733 N Power Rd	Mesa	AZ	85207	(480) 325-3935
* Rooney Ranch	Tucson Clips, LLC	10515 N Oracle Rd	Oro Valley	AZ	85737	(520) 297-5213
Thunderbird Crossing	Headlines Enterprises, Inc.	8411 W Thunderbird Rd	Peoria	AZ	85381	(623) 594-6271
Peoria Marketplace	Headlines Enterprises, Inc.	8877 N 107th Ave	Peoria	AZ	85345	(623) 974-9974
Vistancia Marketplace	Headlines Enterprises, Inc.	28421 N Vistancia Blvd	Peoria	AZ	85383	(623) 266-8959
Deer Valley Marketplace	Headlines Enterprises, Inc.	8194 W Deer Valley Rd	Peoria	AZ	85382	(623) 376-8049
Peoria Station	Kula, Inc.	6811 W Peoria Ave	Peoria	AZ	85345	(623) 486-0596
Lake Pleasant Towne Center	vGuru AZ LLC	25546 N Lake Pleasant Pkwy	Peoria	AZ	85383	(623) 572-4288
Christown Spectrum Mall	A Cut Above, Inc.	1818 W Montebello Ave	Phoenix	AZ	85016	(602) 841-9800
44th St & Thomas	Arcadia Clips, Inc.	4501 E Thomas Rd	Phoenix	AZ	85018	(602) 840-0083
Foothills Safeway Center	Bell Hair, Inc.	1334 East Chandler Boulevard	Phoenix	AZ	85048	(480) 460-3844
Deer Valley Center	Bell Hair, Inc.	4139 W Thunderbird Rd	Phoenix	AZ	85053	(602) 439-0037
Valley Crossroads	Bell Hair, Inc.	749 E Bell Rd	Phoenix	AZ	85022	(602) 863-1007
16th St & Glendale	Glen Clips, Inc.	6825 N 16th St	Phoenix	AZ	85016	(602) 263-8648

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Greenway & Tatum	GT Clips, Inc.	4737 E Greenway Rd	Phoenix	AZ	85032	(602) 992-5471
Fry's Shopping Center	Headlines Enterprises, Inc.	2620 S 83rd Ave	Phoenix	AZ	85043	(623) 374-6662
Paradise Village Gateway	Kula, Inc.	10645 N Tatum Blvd	Phoenix	AZ	85028	(480) 368-8657
Legacy Village	Kula, Inc.	2320 E Baseline Rd	Phoenix	AZ	85042	(602) 268-8818
Village Center	Kula, Inc.	4312 E Cactus Rd	Phoenix	AZ	85032	(602) 996-0498
Ahwatukee Mercado	Kula, Inc.	4747 E Elliot Rd	Phoenix	AZ	85044	(480) 598-9042
Ahwatukee Foothills	Kula, Inc.	4729 E Ray Rd	Phoenix	AZ	85044	(480) 705-5406
Dove Valley and North Valley Pkwy	Metro Clips, Inc.	2750 W Dove Valley Rd	Phoenix	AZ	85085	(623) 249-2904
19th Ave & Northern	North 19 Clips, Inc.	1820 W Northern Ave	Phoenix	AZ	85021	(602) 331-0023
Biltmore Plaza	Sonora Services of Colorado, LLC	3122 E Camelback Rd	Phoenix	AZ	85016	(602) 957-6926
Camelback Colonnade	Sonora Services of Colorado, LLC	1928 E Highland Ave	Phoenix	AZ	85016	(602) 230-0491
Safeway Shopping Center	vGuru AZ LLC	4819 N 83rd Ave	Phoenix	AZ	85033	(623) 873-6666
Union Plaza	vGuru AZ LLC	1937 W Union Hills Dr	Phoenix	AZ	85027	(602) 942-8734
Northpark Village	vGuru AZ LLC	3411 N 7th Ave	Phoenix	AZ	85013	(602) 277-9444
Hayden Plaza	vGuru AZ LLC	12228 N Cave Creek Rd	Phoenix	AZ	85022	(602) 923-3222
Cave Creek Marketplace	vGuru AZ LLC	20235 N Cave Creek Rd	Phoenix	AZ	85024	(602) 493-3444
Willow Crossroads	Hand's Shear Magic, Inc.	3196 Willow Creek Rd	Prescott	AZ	86301	(928) 717-0512
Prescott Gateway	Hand's Shear Magic, Inc.	250 Lee Blvd	Prescott	AZ	86303	(928) 717-9318
Glassford Hill Marketplace	Hand's Shear Magic, Inc.	3298 N Glassford Hill Rd	Prescott Valley	AZ	86314	(928) 775-9952
Circle Cross Ranch	Hand's Shear Magic, Inc.	85 W Combs Rd	Queen Creek	AZ	85140	(480) 987-4331
Ellsworth & Riggs	RG Clips, Inc.	24921 S Ellsworth Rd	Queen Creek	AZ	85142	(480) 987-5178
Ellsworth & Rittenhouse	Rittenhouse Clips, Inc.	21582 S Ellsworth Loop Rd	Queen Creek	AZ	85142	(480) 882-9006
Safford Walmart	BNGC, Inc.	775 S 20th Ave	Safford	AZ	85546	(928) 792-2425
* Rancho Sahuarita Marketplace	Tucson Clips, LLC	15990 S Rancho Sahuarita Blvd	Sahuarita	AZ	85629	(520) 648-1356
Bella Vista & Hunt Hwy	Hunt Clips, Inc.	530 E Hunt Hwy	San Tan Valley	AZ	85143	(480) 882-3279
Chaparral Plaza	A Cut Above, Inc.	7908 E Chaparral Rd	Scottsdale	AZ	85250	(480) 994-4606
Thompson Peak & Frank Lloyd Wright	David Oliverio	14692 N Frank Lloyd Wright	Scottsdale	AZ	85260	(480) 368-7080
Gateview Park	Kula, Inc.	6989 N Hayden Rd	Scottsdale	AZ	85250	(480) 905-7093
Scottsdale & Thomas	ST Clips, Inc.	2765 N Scottsdale Rd	Scottsdale	AZ	85257	(480) 947-0914
Hayden & Thompson Peak	Thompson Clips, Inc.	20343 N Hayden Rd	Scottsdale	AZ	85255	(480) 585-3809
* Charleston Crossing	Tucson Clips, LLC	440 N Hwy 90	Sierra Vista	AZ	85635	(520) 417-2547
Kings Inn	A Cut Above, Inc.	10659 W Grand Ave	Sun City	AZ	85351	(623) 972-1038
Bell Camino Center	A Cut Above, Inc.	10748 W Bell Rd	Sun City	AZ	85351	(623) 977-1996
Sundome Crossing	Shear Quality, Inc.	19423 N R H Johnson Blvd	Sun City West	AZ	85375	(623) 546-3460
Prasada Marketplace	A Cut Above, Inc.	16995 W Greenway Rd	Surprise	AZ	85388	(623) 546-8309
Surprise Crossing	Bell Hair, Inc.	13794 W Waddell Rd	Surprise	AZ	85379	(623) 546-3683
Marketplace at Asante	BNGC, Inc.	16350 West Pat Tillman Blvd	Surprise	AZ	85387	(480) 952-5320
Grand Market	Shear Quality, Inc.	14545 W Grand Ave	Surprise	AZ	85374	(623) 546-3391
Waddell and Reems	Waddell Clips, Inc.	15411 W Waddell Rd	Surprise	AZ	85379	(623) 214-3611
Warner Ranch Plaza	Hand's Shear Magic, Inc.	9920 S Rural Rd	Tempe	AZ	85284	(480) 753-4242
Valley Plaza	Hand's Shear Magic, Inc.	3223 S McClintock Dr	Tempe	AZ	85282	(480) 756-2570
McClintock & Guadalupe	MG Clips, Inc.	1825 E Guadalupe Rd	Tempe	AZ	85283	(480) 730-1511
Mill & Southern	Shear Quality, Inc.	3122 S Mill Ave	Tempe	AZ	85282	(480) 894-6306
* Valencia Market Place	Tucson Clips, LLC	1785 West Valencia	Tucson	AZ	85746	(520) 777-6770
* El Dorado Village	Tucson Clips, LLC	1101 N Wilmot Rd	Tucson	AZ	85712	(520) 867-6091
* Madera Village	Tucson Clips, LLC	9121 E Tanque Verde Road	Tucson	AZ	85749	(520) 203-8400
* Cortaro Ranch	Tucson Clips, LLC	5730 W Cortaro Farms Rd	Tucson	AZ	85742	(520) 328-8904
* Shoppes at 1st and Roger	Tucson Clips, LLC	4016 N 1st Ave	Tucson	AZ	85719	(520) 293-3119
* Desert Springs	Tucson Clips, LLC	7250 N La Cholla Blvd	Tucson	AZ	85741	(520) 297-1320
* Golder Ranch	Tucson Clips, LLC	15270 N Oracle Rd	Tucson	AZ	85739	(520) 825-3011
* Rita Ranch	Tucson Clips, LLC	9080 E Valencia Rd	Tucson	AZ	85747	(520) 663-1943
* Safeway Plaza	Tucson Clips, LLC	6330 E Golf Links Rd	Tucson	AZ	85730	(520) 514-2183
* Twin Peaks	Tucson Clips, LLC	9110 N Silverbell Rd	Tucson	AZ	85743	(520) 744-3489
* Frys at Rita Ranch	Tucson Clips, LLC	8110 S Houghton Rd	Tucson	AZ	85747	(520) 574-9769
* Broadway East Plaza	Tucson Clips, LLC	8804 E Broadway Blvd	Tucson	AZ	85710	(520) 885-0259
* Tucson Marketplace	Tucson Clips, LLC	1570 E Tucson Marketplace Blvd	Tucson	AZ	85713	(520) 792-1365
* Shoppes at Camp Lowell	Tucson Clips, LLC	3225 N Swan Rd	Tucson	AZ	85712	(520) 327-0507
* River Park	Tucson Clips, LLC	5095 N La Canada Dr	Tucson	AZ	85704	(520) 408-2215
Gladwin Center	0476321 BC, Ltd.	102-2955 Gladwin Rd	Abbotsford	BC	V2T 5T4	(604) 859-9494
Sumas Mountain Village	Buzzmark Holdings, Ltd.	155-2362 Whatcom Rd	Abbotsford	BC	V3G 0C1	(604) 859-4200
Aldergrove Village	0476321 BC, Ltd.	26310 Fraser Hwy	Aldergrove	BC	V4W 2Z7	(604) 625-5222
Mariner Square	0946341 B.C. LTD	310-1400 Dogwood St	Campbell River	BC	V9W 3A6	(778) 346-4012
Eagle Landing	0476321 BC, Ltd.	8249 Eagle Landing Pkwy	Chilliwack	BC	V2R 0P9	(604) 795-7779
Cariboo Shopping Center	Buzzmark Holdings, Ltd.	435 North Rd	Coquitlam	BC	V3K 3V9	(604) 931-4042
Westwood Plateau	Great Fun, Inc.	C2-1410 Parkway Blvd	Coquitlam	BC	V3E 3J7	(604) 464-4877
Courtenay	R & M Hair Productions, Inc.	3175 Cliffe Ave	Courtenay	BC	V9N 2L9	(250) 338-9800
Beverly Corners Marketplace	Vandalay Enterprises, LTD	2755 Beverly St	Duncan	BC	V9L 6X2	(250) 597-2547
* Willow Park Shopping Center	PDB Holdings, Ltd.	25-590 Hwy 33 W	Kelowna	BC	V1X7K8	(778) 940-7019
* Orchard Plaza	PDB Holdings, Ltd.	1876 Cooper Rd	Kelowna	BC	V1Y 9N6	(250) 763-1229
* Brandt's Creek Crossing	PDB Holdings, Ltd.	110-1972 Kane Rd	Kelowna	BC	V1V 2E5	(250) 860-8853
* Airport Plaza	PDB Holdings, Ltd.	201 - 1750 Pier Mac Way	Kelowna	BC	V1V 2K1	(778) 753-7030
Willoughby Town Centre	Buzzmark Holdings, Ltd.	150-20728 Willoughby Town Centre Dr	Langley	BC	V2Y 0P3	(604) 882-1119
Fraser Crossing	Buzzmark Holdings, Ltd.	20821 Fraser Hwy	Langley	BC	V3A 4G7	(604) 533-1831
Walnut Grove	Buzzmark Holdings, Ltd.	506-8840 210 St	Langley	BC	V1M 2Y2	(604) 882-9979
Dewdney Trunk	Buzzmark Holdings, Ltd.	201-23981 Dewdney Trunk Rd	Maple Ridge	BC	V4R 1W1	(604) 463-9244
Westgate Centre	Buzzmark Holdings, Ltd.	670-20395 Lougheed Hwy	Maple Ridge	BC	V2X 2P9	(604) 460-0103
Fraser Valley Shopping Centre	Buzzmark Holdings, Ltd.	31956 Lougheed Highway	Mission	BC	V2V 0C6	(604) 820-4155
West View Shopping Center	M&K Hair Salon, Inc.	720-2601 Westview Dr	N Vancouver	BC	V7N 3X4	(604) 986-7088
Country Club Centre	0946341 B.C. LTD	97-3200 Island Hwy N	Nanaimo	BC	V9T 1W1	(250) 751-8633
Royal Square Westminster	0476321 BC, Ltd.	800 Macbride Blvd	New Westminster	BC	V3L 2B8	(778) 397-7000

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Park and Tilford	GCMP Hair Clips, Ltd.	710-333 Brooksbank Ave	North Vancouver	BC	V7J 3S8	(604) 980-3178
Parkgate Village	GCMP Hair Clips, Ltd.	1151 Mt Seymour Road	North Vancouver	BC	V7H 2Y4	(604) 988-0850
* Peachtree Pentiction	PDB Holdings, Ltd.	2735 Skaha Lake Road	Pentiction	BC	V2A 9B8	(778) 476-3159
Pitt Meadows	Buzzmark Holdings, Ltd.	12518 Harris Rd	Pitt Meadows	BC	V3Y 2J4	(604) 465-6372
Shaughnessy Station	GCMP Hair Clips, Ltd.	2177-2850 Shaughnessy St	Port Coquitlam	BC	V3C 6K5	(604) 464-4247
Westwood Centre	GCMP Hair Clips, Ltd.	2748 Lougheed Hwy	Port Coquitlam	BC	V3B 6P2	(604) 945-9803
Garden City Shopping Center	GBGJ HOLDINGS LTD.	440-9100 Blundell Rd	Richmond	BC	V6Y 3X9	(604) 278-0198
Boundary Park Plaza	0476321 BC, Ltd.	6350 120th St	Surrey	BC	V3X 1Y7	(604) 594-2271
Cloverdale Crossing	0476321 BC, Ltd.	17725 64th Ave	Surrey	BC	V3S 1Z2	(778) 571-0306
Guildford Village	0476321 BC, Ltd.	15679 104th Ave	Surrey	BC	V4N 2H4	(604) 543-0101
Grandview Corners	0476321 BC, Ltd.	2245 160th St	Surrey	BC	V3S 9N6	(604) 542-4346
London Station	0893222 B.C. LTD	100-10362 King George Hwy	Surrey	BC	V3T 2W5	(604) 582-6927
16th Avenue	0998797 B.C. LTD	1616 152nd St	Surrey	BC	V4A 4N2	(604) 531-8077
Scott Road Centre	GCMP Hair Clips, Ltd.	8080 120th St	Surrey	BC	V3W 3N3	(604) 590-4247
Fleetwood Park Village	Great Fun, Inc.	302-15930 Fraser Hwy	Surrey	BC	V4N 0X8	(604) 507-2547
Bayside Village	0893222 B.C. LTD	4B 1163 56th St	Tsawwassen	BC	V4L 2A2	(604) 948-1883
Davie Street	Buzzmark Holdings, Ltd.	120 - 1160 Davie Street	Vancouver	BC	V6E 1N1	(604) 648-0990
Champlain Square	GBGJ HOLDINGS LTD.	7038 Kerr St	Vancouver	BC	V5S 4W2	(604) 433-6867
* Shops at Polson Park	PDB Holdings, Ltd.	2306 Highway 6	Vernon	BC	V1T 7E3	(250) 503-1229
Belmont Market	Vandalay Enterprises, LTD	3031 Merchant Way	Victoria	BC	V9B 0W9	(778) 440-1955
Eagle Creek Village	Vandalay Enterprises, LTD	120 - 23 Helmcken Rd	Victoria	BC	V8Z 5G5	(778) 265-9509
* Governors Landing	PDB Holdings, Ltd.	515 - 3042 Louie Dr	West Kelowna	BC	V4T 3E2	(778) 754-7588
Caulfield Village	Orange Clips Inc.	5373 Headland Dr	West Vancouver	BC	V7W 3C7	(604) 921-5954
Twin Oaks Shopping Center	Vuppula LLC	5803 Kanan Rd	Agoura Hills	CA	91301	(818) 532-7368
Alameda Towne Centre	David Goettge	2221 S Shore Ctr	Alameda	CA	94501	(510) 522-7587
Costco Plaza	JTVOHANA Enterprises, LLC	2107 W Commonwealth Ave	Alhambra	CA	91803	(818) 669-3102
Alta Loma Square	CA Business Systems Enterprise, Inc.	8746 19th St	Alta Loma	CA	91701	(909) 481-2501
Napa Junction	KCS Group, Inc.	6040 Main St	American Canyon	CA	94503	(707) 562-2555
Creekside Center	Ridgewood Enterprises, Inc.	4320 Elverta Rd	Antelope	CA	95843	(916) 721-9497
The Crossings-Antioch	Divine Kuts Inc.	3457 Deer Valley Rd	Antioch	CA	94531	(925) 206-4472
Empire Shopping Center	McFinance Advisory, Inc.	5887-K Lone Tree Way	Antioch	CA	94531	(925) 778-1623
Vons Shopping Center	Central Coast CC8551 LLC	7045 El Camino Real	Atascadero	CA	93422	(805) 462-8105
Atwater Marketplace	CAMP CLIPS, INC.	1667 Bellevue Rd	Atwater	CA	95301	(209) 358-0201
Crossroads Shopping Center	Hoopala, Inc.	2536 Bell Rd	Auburn	CA	95603	(530) 887-8061
* Gosford Village Center	Burkshine Enterprise Inc.	5353 Gosford Rd	Bakersfield	CA	93313	(661) 664-4500
* Riverlakes Galleria	Burkshine Enterprise Inc.	5511 Calloway Drive	Bakersfield	CA	93312	(661) 695-6625
* Shops at Riverwalk	Burkshine Enterprise Inc.	10930 Stockdale Hwy	Bakersfield	CA	93311	(661) 663-9260
* Shops at Rosedale & Allen	Burkshine Enterprise Inc.	13075 Rosedale Highway	Bakersfield	CA	93314	(661) 410-8121
* The Marketplace	Burkshine Enterprise Inc.	9000 Ming Ave	Bakersfield	CA	93311	(661) 491-3006
* Stockdale Village	Burkshine Enterprise Inc.	5636 Stockdale Hwy	Bakersfield	CA	93309	(661) 859-1792
* Northwest Promenade	Burkshine Enterprise Inc.	8430 Rosedale Hwy	Bakersfield	CA	93312	(661) 589-4922
* River Run Plaza	Burkshine Enterprise Inc.	6077 Coffee Rd	Bakersfield	CA	93308	(661) 588-4561
Center on Main	MB Holding, Inc.	411 Montara Rd	Barstow	CA	92311	(760) 957-7244
Oak Valley Towne Center	VStyles, Inc.	1420 Beaumont Ave	Beaumont	CA	92223	(951) 769-8400
* Washington Square	CC Cuts, Inc.	42208 Washington St	Bermuda Dunes	CA	92203	(760) 200-9991
Brea Marketplace	PK Equity Ventures, Inc	955 E Birch St	Brea	CA	92821	(714) 784-6811
Brentwood	KCS Group, Inc.	4431-D Balfour Rd	Brentwood	CA	94513	(925) 240-9115
Buena Park Marketplace	Tambry Ventures, LLC	5825 Lincoln Ave	Buena Park	CA	90620	(714) 527-8200
Rancho Marketplace	JTVOHANA Enterprises, LLC	1194 W Alameda Ave	Burbank	CA	91506	(747) 229-9210
Burlingame Safeway Center	Peninsula PE8071 LLC	211 Primrose Rd	Burlingame	CA	94010	(650) 356-8899
Sam's Town Marketplace	RSM Enterprises, Inc.	3317 Coach Ln	Cameron Park	CA	95682	(530) 676-8911
Canyon Country Villages	Vuppula LLC	19380 Soledad Canyon Rd	Canyon Country	CA	91351	(661) 298-7383
Brown Ranch Marketplace	Buena Vista Business Services, LP	3555 Clares St	Capitola	CA	95010	(831) 475-3569
Madison Square	Great Group, LLC	6047 Madison Ave	Carmichael	CA	95608	(916) 334-1220
580 Marketplace	Sahar Enterprises, Inc.	4045 E Castro Valley Blvd	Castro Valley	CA	94552	(510) 582-6310
* Notre Dame	Hoppin' Shears, Inc.	2485 Notre Dame Blvd	Chico	CA	95928	(530) 592-3857
* Park Plaza SC	Hoppin' Shears, Inc.	738 Mangrove Ave	Chico	CA	95926	(530) 891-4605
Gateway Village	CA Business Systems Enterprise, Inc.	3626 Grand Ave	Chino Hills	CA	91709	(909) 464-9422
Sunbow Plaza	Clipper Ship, Inc.	1351 Medical Center Dr	Chula Vista	CA	91911	(619) 271-1607
Eastlake Village Marketplace	Clipper Ship, Inc.	970 Eastlake Pkwy	Chula Vista	CA	91914	(619) 397-0506
Terra Nova Plaza	Clipper Ship, Inc.	386 E H St	Chula Vista	CA	91910	(619) 869-8590
Millenia Commons	G2 Salons LLC	2010 Birch Rd	Chula Vista	CA	91915	(619) 349-3500
Jade Plaza	Great Group, LLC	7340 Greenback Ln	Citrus Heights	CA	95621	(916) 726-2547
Antelope Road	RSM Enterprises, Inc.	6401 Antelope Rd	Citrus Heights	CA	95621	(916) 725-8863
Clayton Station	McFinance Advisory, Inc.	5435-G Clayton Rd	Clayton	CA	94517	(925) 524-9003
Clovis Crossings	CAMP CLIPS, INC.	1195 Herndon Ave	Clovis	CA	93612	(559) 324-1872
Citrus Village	MB Holding, Inc.	1240 E Ontario Ave	Corona	CA	92881	(951) 737-5687
Mountain Gate Marketplace	MB Holding, Inc.	360 W Foothill Pkwy	Corona	CA	92882	(951) 737-5656
Hidden Valley Plaza	MB Holding, Inc.	540 Hidden Valley Pkwy	Corona	CA	92879	(951) 737-4665
Tassajara Crossing	Buena Vista Business Services, LP	3478 Camino Tassajara Rd	Danville	CA	94506	(925) 718-7118
Town and Country Shopping Center	Divine Kuts Inc.	621 San Ramon Valley Blvd	Danville	CA	94526	(925) 552-9959
Oakshade Town Center	RSM Enterprises, Inc.	2101 Cowell Blvd	Davis	CA	95618	(530) 792-7313
Promenade at Downey	S.E. Paul, Inc.	12214 Lakewood Blvd	Downey	CA	90242	(562) 401-1300
Shops at Waterford	Buena Vista Business Services, LP	4550 Tassajara Rd	Dublin	CA	94568	(925) 556-1775
Corona Valley Marketplace	VStyles, Inc.	7056 Archibald Ave	Eastvale	CA	92880	(951) 280-3000
Fletcher Hills Town and Country	G Salons, Inc.	2820 Fletcher Pkwy	El Cajon	CA	92020	(619) 439-6459
Sienna Ridge Shopping Center	Great Group, LLC	3385 Bass Lake Road	El Dorado Hills	CA	95762	(916) 294-7133
Village Square Center	Great Group, LLC	3955 Park Dr	El Dorado Hills	CA	95762	(916) 933-1635
Bel Air Village	Great Group, LLC	8411A Elk Grove Florin Rd	Elk Grove	CA	95624	(916) 681-7468
Waterman Plaza	Great Group, LLC	9385 Elk Grove Blvd	Elk Grove	CA	95624	(916) 714-6780

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OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
The Ridge	RSM Enterprises, Inc.	7520 Elk Grove Blvd	Elk Grove	CA	95757	(916) 683-0889
Encinitas Village	CM & I Enterprises, Inc	123 N El Camino Real	Encinitas	CA	92024	(760) 704-8062
El Norte Parkway Plaza	MB Holding, Inc.	1032 W El Norte Pkwy	Escondido	CA	92026	(760) 743-6775
Fair Oaks Promenade	RSM Enterprises, Inc.	8909 Madison Ave	Fair Oaks	CA	95628	(916) 966-8911
Green Valley Crossing	KCS Group, Inc.	5055 Business Center Dr, Ste 109	Fairfield	CA	94534	(707) 863-0970
Waterman Village Shopping Center	KCS Group, Inc.	2401 Waterman Blvd	Fairfield	CA	94534	(707) 430-5234
Walmart Central	Great Group, LLC	1014 Riley St	Folsom	CA	95630	(916) 817-8411
Broadstone Marketplace	Great Group, LLC	2784 E Bidwell St	Folsom	CA	95630	(916) 984-2089
Morningside Marketplace	CA Business Systems Enterprise, Inc.	14584 Baseline Ave	Fontana	CA	92336	(909) 355-2855
Sierra Crossroads	VStyles, Inc.	11251 Sierra Ave	Fontana	CA	92337	(909) 355-5700
Sierra Lakes Marketplace	VStyles, Inc.	16595 Sierra Lakes Pkwy	Fontana	CA	92336	(909) 356-9500
Metro Center	Peninsula PE8071 LLC	929 E Hillsdale Blvd	Foster City	CA	94404	(650) 522-8433
Freedom Center	Monterey Bay MB8281 LLC	2014 Freedom Blvd	Freedom	CA	95019	(831) 536-4152
Osgood Road	Buena Vista Business Services, LP	44029 Osgood Rd	Fremont	CA	94539	(510) 679-3476
Mowry Landing Shopping Center	Jotstick, Inc.	5017 Mowry Ave	Fremont	CA	94538	(510) 742-8883
Sunnyside Country Club Village	Cadon Enterprises, LLC	5677 E Kings Canyon Rd	Fresno	CA	93727	(559) 455-0100
Woodward Pavilion	Cadon Enterprises, LLC	8955 N Cedar Ave	Fresno	CA	93720	(559) 231-5883
Arbor Faire	Cadon Enterprises, LLC	3392 W Shaw Ave	Fresno	CA	93711	(559) 375-1773
SC at Palms Bluff Center	CAMP CLIPS, INC.	7029 N Ingram Ave	Fresno	CA	93650	(559) 435-3944
Fullerton MetroCenter	PK Equity Ventures, Inc	1537 S Harbor Blvd	Fullerton	CA	92832	(714) 519-3052
Galt Village Center	KCS Group, Inc.	10444 Twin Cities Rd	Galt	CA	95632	(209) 744-1445
Town Place Shopping Center	Jotstick, Inc.	791 1st St	Gilroy	CA	95020	(408) 842-0237
Pine Creek Shopping Center	RSM Enterprises, Inc.	664 Freeman Lane	Grass Valley	CA	95949	(530) 802-5161
Glenbrook Plaza Grass Valley	RSM Enterprises, Inc.	530 Sutton Way	Grass Valley	CA	95945	(530) 274-8911
Centennial Plaza	CAMP CLIPS, INC.	1864 W Lacey Blvd	Hanford	CA	93230	(559) 589-0407
Vineyard Plaza	Kesson Company, Inc./Withers	1017 Vine St	Healdsburg	CA	95448	(707) 433-6290
Page Plaza	MB Holding, Inc.	3519 W Stetson Ave	Hemet	CA	92545	(951) 925-1161
Walmart Supercenter Hesperia	VStyles, Inc.	13325 Main St	Hesperia	CA	92345	(760) 998-2800
Villages at East Highland	VStyles, Inc.	28948 Greenspot Rd	Highland	CA	92346	(909) 862-0428
Hollister Farms	Buena Vista Business Services, LP	1210 East Park Street	Hollister	CA	95023	(831) 821-6107
Brook Adams Huntington Beach	S.E. Paul, Inc.	9842 Adams Ave	Huntington Beach	CA	92646	(714) 378-0027
Breakwater	Clipper Ship, Inc.	801 Palm Ave	Imperial Beach	CA	91932	(619) 271-0808
Campus Plaza	Fariborz Aurasteh	4513 Campus Dr	Irvine	CA	92612	(949) 854-4338
Amador Ridge	Great Group, LLC	12070 Industry Blvd	Jackson	CA	95642	(209) 223-0050
De Anza Country Plaza	VStyles, Inc.	7780 Limonite Ave	Jurupa Valley	CA	92509	(951) 727-8742
Plaza De La Canada	Shear PK LCF, LLC	633 Foothill Blvd	La Canada Flintridge	CA	91011	(747) 268-0069
Rancho San Diego	Clipper Ship, Inc.	3721 Avocado Blvd	La Mesa	CA	91941	(619) 439-7816
* La Quinta Walmart In-Store	CC Cuts, Inc.	79295 US Hwy 111	La Quinta	CA	92253	(760) 777-9827
* The Village at La Quinta	CC Cuts, Inc.	50949 Washington St	La Quinta	CA	92253	(760) 564-9990
Gateway Point Center	Shear PK LCF, LLC	1235 Foothill Blvd	La Verne	CA	91750	(909) 392-0006
Mount Diablo	Sirous, Inc.	3586 Mt Diablo Blvd	Lafayette	CA	94549	(925) 376-9000
Laguna Niguel Promenade	VStyles, Inc.	27901 La Paz Rd	Laguna Niguel	CA	92677	(949) 448-0093
Lake Elsinore Marketplace	MB Clips, Inc.	29273 Central Ave	Lake Elsinore	CA	92532	(951) 245-9811
Lakewood Square	Tambry Ventures, LLC	4049 Hardwick St	Lakewood	CA	90712	(562) 529-6100
Lincoln Hills Town Center	Hoopala, Inc.	69 Lincoln Blvd	Lincoln	CA	95648	(916) 408-0351
Lowe's Livermore	Buena Vista Business Services, LP	4227 1st St	Livermore	CA	94551	(925) 960-1182
Vasco Plaza	KKEG Company, Inc.	1486 N Vasco Rd	Livermore	CA	94551	(925) 454-0549
Vintner Square	SANAGA LLC	1416 1st St	Livermore	CA	94550	(925) 454-0292
Westgate Shopping Center	KCS Group, Inc.	307 S Lower Sacramento Rd	Lodi	CA	95242	(209) 334-0600
Circle Center	Tambry Ventures, LLC	2002 Ximeno Ave	Long Beach	CA	90815	(562) 985-0505
Midtown Crossing	JTVOHANA Enterprises, LLC	4550 W Pico Blvd	Los Angeles	CA	90019	(323) 692-1479
Eagle Rock Shopping Center	Shear PK LCF, LLC	4923 Eagle Rock Blvd	Los Angeles	CA	90041	(323) 739-0881
Los Banos	Briggs Clips, LLC	1350 E Pacheco Blvd	Los Banos	CA	93635	(209) 828-1521
Cornerstone Shopping Center	GraTer Clips, Inc.	15992 Los Gatos Blvd	Los Gatos	CA	95032	(408) 358-2232
Mission Ridge	Ridgewood Enterprises, Inc.	1113 South Main St	Manteca	CA	95337	(209) 239-0738
Muir Station	All In Time, Inc.	542 Center Ave	Martinez	CA	94553	(925) 229-2177
Newport Crossing	VStyles, Inc.	26025 Newport Rd	Menifee	CA	92584	(951) 679-6091
Shoppes at the Lakes	VStyles, Inc.	29101 Newport Rd	Menifee	CA	92584	(951) 679-2400
Sharon Heights Shopping Center	Buena Vista Business Services, LP	325 Sharon Park Dr	Menlo Park	CA	94025	(650) 763-3443
Yosemite North	CAMP CLIPS, INC.	3568 G St	Merced	CA	95340	(209) 384-8749
Millbrae	RMCM Holdings, LLC	979 Broadway Ave	Millbrae	CA	94030	(650) 552-9316
Village One Plaza	Mom and Two Daughters, Inc.	3020 Floyd Ave	Modesto	CA	95355	(209) 551-4411
O'Brien's Shopping Center	Ridgewood Enterprises, Inc.	4120 Dale Rd	Modesto	CA	95356	(209) 543-3867
McHenry Village	Ridgewood Enterprises, Inc.	1700 McHenry Ave	Modesto	CA	95350	(209) 524-3421
Huntington Plaza	PK Equity Ventures, Inc	452 W Huntington Dr	Monrovia	CA	91016	(626) 303-2100
Del Monte Shopping Center	Monterey Bay MB8281 LLC	393 Del Monte Ctr	Monterey	CA	93940	(831) 655-3383
Lawrence Oaks Village Center	South Bay SB8072 LLC	820 E Dunne Ave	Morgan Hill	CA	95037	(408) 465-0180
Mountain House Shopping Center	Ridgewood Enterprises, Inc.	19681 Mountain House Pkwy	Mountain House	CA	95391	(209) 221-0037
Blossom Valley	South Bay SB8072 LLC	1712 Miramonte Ave	Mountain View	CA	94040	(650) 965-4247
Plaza De Oro	MB Holding, Inc.	23771 Washington Ave	Murrieta	CA	92562	(951) 894-4740
Murrieta Plaza	MB Holding, Inc.	40428 Murrieta Hot Springs Rd	Murrieta	CA	92563	(951) 816-3333
Heritage Marketplace	VStyles, Inc.	28039 Scott Rd	Murrieta	CA	92563	(951) 672-0704
South Napa Market Plaza	RSM Enterprises, Inc.	263 Soscol Ave	Napa	CA	94559	(707) 257-6467
Silverado Plaza	RSM Enterprises, Inc.	667 Trancas St	Napa	CA	94558	(707) 224-9970
Norco Village	MB Holding, Inc.	2420 River Rd	Norco	CA	92860	(951) 735-2012
University Plaza	Provost Management LLC	18427 Nordhoff St	Northridge	CA	91325	(818) 772-1000
The Ridge	Sirous, Inc.	5108 Broadway	Oakland	CA	94611	(510) 250-9966
Oakley Town Center	Maria Cisneros	2589 Main St	Oakley	CA	94561	(925) 679-0279
El Camino North	CM & I Enterprises, Inc	2525 Vista Way	Oceanside	CA	92054	(760) 696-3053
Plaza Rancho Del Oro	CM & I Enterprises, Inc	4140 Oceanside Blvd	Oceanside	CA	92056	(760) 295-1998

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Mission Plaza	Majestic Clippers, Inc.	3825 Mission Ave	Oceanside	CA	92058	(760) 754-2211
New Haven Marketplace	MB Holding, Inc.	3480 E Ontario Ranch Rd	Ontario	CA	91761	(909) 321-0069
Orinda Village	Sirous, Inc.	1 Camino Sobrante	Orinda	CA	94563	(925) 254-7474
* Feather River Crossing	Hoppin' Shears, Inc.	375 Oro Dam Blvd E	Oroville	CA	95965	(530) 533-2285
The Rose	Ventura VE8031 LLC	1941 N Rose Ave	Oxnard	CA	93036	(805) 600-1250
Pacific Grove	Monterey Bay MB8281 LLC	184 Country Club Gate Ctr	Pacific Grove	CA	93950	(831) 373-3233
Linda Mar Shopping Center	Peninsula PE8071 LLC	1331 Linda Mar Shopping Center	Pacifica	CA	94044	(650) 738-9070
* One Eleven Town Center	CC Cuts, Inc.	44-491 Town Center Way	Palm Desert	CA	92260	(760) 674-0600
* Smoke Tree Village	CC Cuts, Inc.	1775 E Palm Canyon Dr	Palm Springs	CA	92264	(760) 327-9777
* Stater Brothers Center	CC Cuts, Inc.	1717 East Vista Chino	Palm Springs	CA	92264	(760) 464-0154
* In Store Palm Springs Walmart	CC Cuts, Inc.	5601 Ramon Rd	Palm Springs	CA	92664	(442) 268-9120
Charleston Center	Redpoint Salon Services, Inc.	3902 Middlefield Rd	Palo Alto	CA	94303	(650) 493-2100
Wells Fargo Plaza	Central Coast CC8551 LLC	522 Spring St	Paso Robles	CA	93446	(805) 591-8221
Patterson Walmart	Ridgewood Enterprises, Inc.	1020 Sperry Ave	Patterson	CA	95363	(209) 892-5494
Perris Market Place	RSR Services LLC	1820 N Perris Blvd	Perris	CA	92571	(951) 940-1704
Petaluma Gateway Center	Kesson Company, Inc./Withers	929 Lakeville St	Petaluma	CA	94952	(707) 774-6000
Leghorn Marketplace	Kesson Company, Inc./Withers	701 Sonoma Mountain Pkwy	Petaluma	CA	94954	(707) 789-0910
Pinole Vista Crossing	Sirous, Inc.	1386 Fitzgerald Dr	Pinole	CA	94564	(510) 243-0808
Village Center at Rose	RSR Services LLC	850 N Rose Dr	Placentia	CA	92670	(657) 216-1120
Missouri Flats Village	Great Group, LLC	3987 Missouri Flat Rd	Pleville	CA	95667	(530) 622-2270
The Courtyard	McFinance Advisory, Inc.	2186 Contra Costa Blvd	Pleasant Hill	CA	94523	(925) 681-2547
Pleasanton Gateway	Sahar Enterprises, Inc.	6766 Bernal Ave	Pleasanton	CA	94566	(925) 484-2547
Rio Rancho Town Center	Shear PK SA, LLC	2047 Rancho Valley Dr.	Pomona	CA	91766	(909) 469-0111
Porterville Marketplace	Cadon Enterprises, LLC	1321 W. Henderson Ave	Porterville	CA	93257	(559) 756-6499
Poway Plaza	Alpha Clips LLC	13315 Poway Rd	Poway	CA	92064	(858) 746-4488
Twin Peaks Plaza	Malomar, Inc.	14787 Pomerado Rd	Poway	CA	92064	(858) 486-0405
Sunridge Plaza	Ridgewood Enterprises, Inc.	4022 Sunrise Blvd	Rancho Cordova	CA	95742	(916) 985-4878
Rivergate Plaza	Ridgewood Enterprises, Inc.	2350 Sunrise Blvd	Rancho Cordova	CA	95670	(916) 822-4883
Day Creek Marketplace	CA Business Systems Enterprise, Inc.	7210 Day Creek Blvd	Rancho Cucamonga	CA	91739	(909) 646-7555
* Country Club Village	CC Cuts, Inc.	40101 Monterey Ave	Rancho Mirage	CA	92270	(760) 834-8054
Santa Margarita Towne Center	VStyles, Inc.	30592 Santa Margarita Pkwy	Rancho Santa Margarita	CA	92688	(949) 888-9605
* Placer Heights Shopping Center	Hoppin' Shears, Inc.	3355 Placer St	Redding	CA	96001	(530) 319-3126
* River Crossings Marketplace	Hoppin' Shears, Inc.	4861 Bechelli Lane	Redding	CA	96002	(530) 605-0502
Brookside Plaza	VStyles, Inc.	1546 Barton Rd	Redlands	CA	92373	(909) 335-8333
Redlands Village	VStyles, Inc.	1785 E Lugonia Ave	Redlands	CA	92374	(909) 794-9400
Woodside Plaza	Peninsula PE8071 LLC	344 Woodside Plz	Redwood City	CA	94061	(650) 298-9200
Rialto Marketplace	MATAZ USA LLC	1310 S Riverside Ave	Rialto	CA	92376	(909) 440-5422
Crossroads at Riverbank	Mom and Two Daughters, Inc.	2441 Claribel Rd	Riverbank	CA	95367	(209) 869-4910
Canyon Crest Towne Centre	MB Holding, Inc.	5225 Canyon Crest Dr	Riverside	CA	92507	(951) 369-3458
Canyon Springs	VStyles, Inc.	2712 Canyon Springs Pkwy	Riverside	CA	92507	(951) 656-7090
Madison Plaza	VStyles, Inc.	3522 Madison St	Riverside	CA	92504	(951) 351-0071
Orangetown Plaza	VStyles, Inc.	19510 Van Buren Blvd	Riverside	CA	92508	(951) 656-7400
Stanford Ranch Plaza	Hoopala, Inc.	3031 Stanford Ranch Rd	Rocklin	CA	95765	(916) 435-3950
Rocklin Crossing	RSM Enterprises, Inc.	5494 Crossing Dr	Rocklin	CA	95677	(916) 652-8911
Sonoma Valley Plaza	Kesson Company, Inc./Withers	360 Rohnert Park Expy W	Rohnert Park	CA	94928	(707) 585-6390
Plaza at Blue Oaks	Hoopala, Inc.	1990 Blue Oaks Blvd	Roseville	CA	95747	(916) 886-2489
Renaissance Creek	Hoopala, Inc.	8690 Sierra College Blvd	Roseville	CA	95661	(916) 772-0999
Fairway Target	Hoopala, Inc.	10431 Fairway Dr	Roseville	CA	95678	(916) 782-8141
Panda Center	Hoopala, Inc.	1450 Lead Hill Blvd	Roseville	CA	95661	(916) 772-4244
Crocker Ranch	Hoopala, Inc.	9055 Woodcreek Oaks Blvd	Roseville	CA	95747	(916) 772-5686
University Village	Great Group, LLC	77 University Ave	Sacramento	CA	95825	(916) 568-6000
Camellia Center	Great Group, LLC	5718 Folsom Blvd	Sacramento	CA	95819	(916) 455-3378
Crocker Village	Great Group, LLC	3700 Crocker Drive	Sacramento	CA	95818	(916) 455-8852
Arden Square	Great Group, LLC	3192 Arden Way	Sacramento	CA	95825	(916) 482-4155
Park Place Center	Ridgewood Enterprises, Inc.	4660 Natomas Blvd	Sacramento	CA	95835	(916) 419-8593
Town and Country Village	Ridgewood Enterprises, Inc.	2613 Marconi Ave	Sacramento	CA	95821	(916) 481-3179
Delta Shores	Ridgewood Enterprises, Inc.	8152 Delta Shores Cir S	Sacramento	CA	95832	(916) 665-2100
Market West Shopping Center	Ridgewood Enterprises, Inc.	3280 Arena Blvd	Sacramento	CA	95834	(916) 418-4398
Lake Crest Village	RSM Enterprises, Inc.	1054 Florin Rd	Sacramento	CA	95831	(916) 429-7868
Santa Rita Plaza	Monterey Bay MB8281 LLC	1976 N Main St	Salinas	CA	93906	(831) 442-2547
Lucky's Shopping Center	Monterey Bay MB8281 LLC	1174 S Main St	Salinas	CA	93901	(831) 998-8597
Campus Crossroads	VStyles, Inc.	5244 N University Pkwy	San Bernardino	CA	92407	(909) 887-0028
Torrey Hills	Alpha Clips LLC	4653 Carmel Mountain Rd	San Diego	CA	92130	(858) 299-9003
Scripps Ranch Marketplace	Alpha Clips LLC	10625 Scripps Poway Pkwy	San Diego	CA	92131	(858) 740-3778
Pacific Highlands Ranch	Alpha Clips LLC	5980 Village Way	San Diego	CA	92130	(858) 740-3787
Balboa Mesa Shopping Center	Angelica Nafarrate	5407 Balboa Avenue	San Diego	CA	92111	(858) 430-6262
Mira Mesa	Best Image, Inc.	8250 Mira Mesa Blvd	San Diego	CA	92126	(858) 397-2150
Midway Towne Center	Best Image, Inc.	3960 W Point Loma Blvd	San Diego	CA	92110	(619) 226-2547
Tierrasanta Town Center	Best Image, Inc.	10615 Tierrasanta Blvd	San Diego	CA	92124	(858) 565-6585
Pacific Plaza II	Best Image, Inc.	1888 Garnet Ave	San Diego	CA	92109	(858) 483-2896
Palm Promenade	Clipper Ship, Inc.	640 Denney Rd	San Diego	CA	92154	(619) 349-3223
Campus Plaza	CM & I Enterprises, Inc	6165 El Cajon Blvd	San Diego	CA	92115	(619) 915-5130
Scripps Ranch Village	Malomar, Inc.	9980 Scripps Ranch Blvd	San Diego	CA	92131	(858) 271-9705
4S Commons Town Center	Malomar, Inc.	10531 4S Commons Dr	San Diego	CA	92127	(858) 924-9400
Marketplace in University City	Navish Inc	3202 Governor Dr	San Diego	CA	92122	(858) 453-6880
San Dimas Marketplace	Suthar Investments, LLC	844 W Arrow Hwy, Unit A	San Dimas	CA	91773	(909) 599-1898
Diamond Heights	Peninsula PE8071 LLC	5214B Diamond Heights Blvd	San Francisco	CA	94131	(415) 285-8852
Mount San Jacinto Plaza	PK Equity Ventures, Inc	1821 S San Jacinto Ave	San Jacinto	CA	92583	(951) 484-3006
Brokaw Commons	Buena Vista Business Services, LP	1085 E Brokaw Rd	San Jose	CA	95131	(408) 441-0355
Branham Plaza	Jotstick, Inc.	171 Branham Ln	San Jose	CA	95136	(408) 229-2547

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

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El Paseo Shopping Center	Jotstick, Inc.	1430 El Paseo De Saratoga	San Jose	CA	95130	(408) 871-9333
Camden Park	Kazango, Inc.	2075 Camden Ave	San Jose	CA	95124	(408) 565-8828
Evergreen Village Square	Kazango, Inc.	4055 Evergreen Village Sq	San Jose	CA	95135	(408) 532-1849
Foxworthy Shopping Center	South Bay SB8072 LLC	1445 Foxworthy Ave	San Jose	CA	95118	(408) 979-9902
Almaden Center	South Bay SB8072 LLC	6467 Almaden Expy	San Jose	CA	95120	(408) 600-0049
Greenhouse Marketplace	Sahar Enterprises, Inc.	699 Lewelling Blvd	San Leandro	CA	94577	(510) 895-5591
Village Marketplace	Sahar Enterprises, Inc.	1520 E 14th St	San Leandro	CA	94577	(510) 878-1415
Campus Marketplace	Majestic Clippers, Inc.	342 S Twin Oaks Valley Rd	San Marcos	CA	92078	(760) 744-4356
Northgate One	Kesson Company, Inc./Withers	216 Northgate One	San Rafael	CA	94903	(415) 479-1961
Diablo Plaza	All In Time, Inc.	2491 San Ramon Valley Blvd	San Ramon	CA	94583	(925) 552-0970
Bristol Plaza	Shear PK SA, LLC	3341 S Bristol St	Santa Ana	CA	92704	(714) 434-8121
South Coast Marketplace	Tambry Ventures, LLC	2841 W MacArthur Blvd	Santa Ana	CA	92704	(714) 850-1840
Lawrence & Monroe	Buena Vista Business Services, LP	3555 Monroe St	Santa Clara	CA	95051	(408) 684-8464
Moonlite Shopping Center	Jotstick, Inc.	2720 El Camino Real	Santa Clara	CA	95051	(408) 985-7895
Almar Plaza	Buena Vista Business Services, LP	843 Almar Ave	Santa Cruz	CA	95060	(831) 420-3212
The Crossroads at Santa Maria	Central Coast CC8551 LLC	2160 S Bradley Rd	Santa Maria	CA	93455	(805) 925-2452
Annadel Shopping Center	Kesson Company, Inc./Withers	2700 Yulupa Ave	Santa Rosa	CA	95405	(707) 528-7333
Mendocino Marketplace	Kesson Company, Inc./Withers	2240 Mendocino Ave	Santa Rosa	CA	95403	(707) 576-7203
Coddington Shopping Center	Kesson Company, Inc./Withers	345 B Coddington Ctr	Santa Rosa	CA	95401	(707) 528-3343
Saint Francis	Kesson Company, Inc./Withers	140 Calistoga Rd	Santa Rosa	CA	95409	(707) 230-2727
Montgomery Village	Kesson Company, Inc./Withers	750 Farmers Ln	Santa Rosa	CA	95405	(707) 526-0152
Raley's Marketplace	Kesson Company, Inc./Withers	1425 Fulton Rd	Santa Rosa	CA	95403	(707) 566-7111
Santee Village Square	GROUP4 CLIPS, LLC	9665 Mission Gorge Rd	Santee	CA	92071	(619) 258-5425
Scotts Valley Square	Buena Vista Business Services, LP	266 Mt Hermon Rd	Scotts Valley	CA	95066	(831) 281-3308
Old Ranch Town Center	Tambry Ventures, LLC	12340 Seal Beach Blvd	Seal Beach	CA	90740	(562) 493-2979
Target/Trader Joe's Center	Coastal Business Enterprises, Inc.	2931 Cochran St	Simi Valley	CA	93065	(805) 210-5600
Maxwell Village	Kesson Company, Inc./Withers	19217 Sonoma Hwy	Sonoma	CA	95476	(707) 935-0100
Timberhill's Shopping Center	Ridgewood Enterprises, Inc.	1069 Mono Way	Sonoma	CA	95370	(209) 532-5166
Park West Place	KCS Group, Inc.	10734 Trinity Parkway	Stockton	CA	95219	(209) 910-9997
Sunnyvale Safeway	Buena Vista Business Services, LP	138 E El Camino Real	Sunnyvale	CA	94087	(408) 457-8453
Winchester Meadows	MB Holding, Inc.	40405 Winchester Rd	Temecula	CA	92591	(951) 296-3744
Red Hawk Parkway Plaza	MB Holding, Inc.	32065 Temecula Pkwy	Temecula	CA	92592	(951) 303-8111
Oakbrook Shopping Center	Vuppula LLC	2024 I Avenida De Los Arboles	Thousand Oaks	CA	91362	(805) 380-0905
Plaza Mayor	J. A. E. Investments, LLC	5009 Pacific Coast Hwy	Torrance	CA	90505	(424) 275-9744
Plaza Del Amo	VStyles, Inc.	21021 Hawthorne Blvd	Torrance	CA	90503	(310) 543-2996
Grantline Commons	Ridgewood Enterprises, Inc.	2108 W Grantline Rd	Tracy	CA	95377	(209) 833-6024
Tracy	Ridgewood Enterprises, Inc.	815 S Tracy Blvd	Tracy	CA	95376	(209) 833-7111
Tulare Marketplace	The Perfect Cut LLC	2111 E Prosperity Ave	Tulare	CA	93274	(559) 467-5081
Monte Vista Crossing	Ridgewood Enterprises, Inc.	2854 W Monte Vista Ave	Turlock	CA	95380	(209) 634-4121
Tustin Legacy	S.E. Paul, Inc.	15160 Kensington Park Dr	Tustin	CA	92782	(714) 852-3355
Upland Town Center	Suthar Investments, LLC	901 W Foothill Blvd	Upland	CA	91786	(909) 608-7008
The Village at Vacaville	KCS Group, Inc.	152 Browns Valley Pkwy	Vacaville	CA	95688	(707) 448-0621
Regency Park	KCS Group, Inc.	601 Elmira Rd	Vacaville	CA	95687	(707) 448-3710
River Oaks Shopping Center	Coastal Business Enterprises, Inc.	24321 Magic Mountain Pkwy	Valencia	CA	91355	(661) 239-3757
Tesoro Village	Provost Management LLC	23892 Copper Hill Dr	Valencia	CA	91354	(661) 702-0099
Victoria Plaza	Ventura VE8031 LLC	6048 Telegraph Rd	Ventura	CA	93003	(805) 654-0083
Crossroads at 395	MB Holding, Inc.	12274 Palmdale Rd	Victorville	CA	92392	(760) 955-7800
Victor Valley Town Center	MB Holding, Inc.	17080 Bear Valley Rd	Victorville	CA	92395	(760) 955-7501
Visalia Marketplace	CAMP CLIPS, INC.	3549 W Noble Ave	Visalia	CA	93277	(559) 625-4247
Visalia Pavilions	CAMP CLIPS, INC.	3927 W Caldwell Ave	Visalia	CA	93277	(559) 625-3522
Vista Village	Malomar, Inc.	30 W Main St	Vista	CA	92084	(760) 631-1136
Ygnacio Plaza	Sirous, Inc.	1833 Ygnacio Valley Rd	Walnut Creek	CA	94598	(925) 210-0613
Platt Village	Vuppula LLC	6416 Platt Ave	West Hills	CA	91307	(818) 914-5275
Westbridge Plaza	Hoopala, Inc.	2230 Lake Washington Blvd	West Sacramento	CA	95691	(916) 375-1390
Friendly Hills Marketplace	S.E. Paul, Inc.	15305 Whittier Blvd	Whittier	CA	90603	(562) 905-6010
Bear Creek Village Center	VStyles, Inc.	36004 Hidden Springs Rd	Wildomar	CA	92595	(951) 678-3740
French Valley Village	MB Holding, Inc.	30724 Benton Road	Winchester	CA	92596	(951) 926-5001
Lakewood Shopping Center	Kesson Company, Inc./Withers	9018 Brooks Rd S	Windsor	CA	95492	(707) 836-8600
Gibson Plaza	Ridgewood Enterprises, Inc.	1897 E Gibson Rd	Woodland	CA	95776	(530) 669-7434
Yuba City Marketplace	RSM Enterprises, Inc.	1074 Harter Rd	Yuba City	CA	95993	(530) 237-3122
Yucaipa Marketplace	VStyles, Inc.	34050 Yucaipa Blvd	Yucaipa	CA	92399	(909) 790-5500
Cottonwood Mall	Gallegos Enterprise, Inc.	3318 Clark St	Alamosa	CO	81101	(719) 589-6890
Westwoods Center	Holtzman Enterprises, Inc.	15570 W 64th Ave	Arvada	CO	80007	(303) 420-6699
Arvada Connection	JCURVE-DENVER LLC	5220 Wadsworth Bypass	Arvada	CO	80002	(303) 954-0694
Southlands	Cutters Class, Inc.	23903 E Prospect Ave	Aurora	CO	80016	(303) 766-8715
Parker & Arapahoe	Cutters Class, Inc.	6790 S Cornerstar Way	Aurora	CO	80016	(720) 876-2223
Shops at Tallgrass	Cutters Class, Inc.	21699 E Quincy Ave	Aurora	CO	80015	(303) 766-6880
Tower and Hampden	Cutters Class, Inc.	18664 E Hampden Ave	Aurora	CO	80013	(720) 876-0596
Iliff & Buckley	Cutters Class, Inc.	16950 East Iliff Avenue	Aurora	CO	80013	(303) 751-2279
Buckley Plaza	Cutters Class, Inc.	4343 S Buckley Rd	Aurora	CO	80015	(303) 766-0488
Smoky Hill	Cutters Class, Inc.	19751 E Smoky Hill Rd	Aurora	CO	80015	(303) 693-5877
Buckingham Village	Holtzman Enterprises, Inc.	1627 S Havana St	Aurora	CO	80012	(720) 748-9379
Iliff Commons	Whobubs, Inc.	12101 E Iliff Ave	Aurora	CO	80014	(303) 696-1561
Plaza at Aurora Town Center	Whobubs, Inc.	14103 E Exposition Ave	Aurora	CO	80012	(303) 366-4912
I-70 and Tower	Whobubs, Inc.	3455 Salida St	Aurora	CO	80011	(303) 371-5400
Table Mesa Shopping Center	Holtzman Enterprises, Inc.	607 S Broadway St	Boulder	CO	80305	(303) 499-1259
Boulder	Holtzman Enterprises, Inc.	2711 Arapahoe Ave	Boulder	CO	80302	(303) 442-4854
Brighton	Four Sails II, Inc.	841 S Kuner St	Brighton	CO	80601	(303) 655-0328
Broomfield Corners	Clippers LLC	4530 W 121st Ave	Broomfield	CO	80020	(303) 465-1010
Safeway Marketplace	Clippers LLC	6765 W 120th Ave	Broomfield	CO	80020	(303) 466-4629

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

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Vista Highlands	Holtzman Enterprises, Inc.	16860 Sheridan Pkwy	Broomfield	CO	80023	(303) 658-0889
Broadlands Marketplace	Holtzman Enterprises, Inc.	3700 W 144th Ave	Broomfield	CO	80020	(303) 410-0844
Quail Creek	Holtzman Enterprises, Inc.	2355 W 136th Ave	Broomfield	CO	80023	(303) 450-0364
Promenade at Castle Rock	HEI of Colorado, LLC	4991 Factory Shops Blvd	Castle Rock	CO	80108	(303) 660-6118
Founders Marketplace	Holtzman Enterprises, Inc.	848 N Ridge Rd	Castle Rock	CO	80104	(303) 362-1566
Center at Plumcreek	Holtzman Enterprises, Inc.	834 S Perry St	Castle Rock	CO	80104	(303) 688-3459
Castle Pines	Whobubs, Inc.	7280 Lagae Rd	Castle Rock	CO	80108	(303) 660-1871
Arapahoe Village	JCURVE-DENVER LLC	5210 E Arapahoe Rd	Centennial	CO	80122	(303) 284-5925
Streets at SouthGlenn	JCURVE-DENVER LLC	2370 E Arapahoe Rd	Centennial	CO	80122	(303) 347-0617
Quebec Village	JCURVE-DENVER LLC	8223 S Quebec St	Centennial	CO	80112	(303) 220-5757
Nor'Wood	Nevans, Inc.	6957 Austin Bluffs Pkwy	Colorado Springs	CO	80923	(719) 599-3663
Union Town Center	Nevans, Inc.	8838 N Union Blvd	Colorado Springs	CO	80920	(719) 282-6002
Safeway East	Nevans, Inc.	2880 N Powers Blvd	Colorado Springs	CO	80922	(719) 573-6666
Hancock Plaza	Nevans, Inc.	2850 S Academy Blvd	Colorado Springs	CO	80916	(719) 630-1940
Marketplace at Austin Bluffs	Nevans, Inc.	3624 Austin Bluffs Pkwy	Colorado Springs	CO	80918	(719) 528-5822
Uintah Gardens	Nevans, Inc.	1734 W Uintah St	Colorado Springs	CO	80904	(719) 577-4064
Better Living Center	Nevans, Inc.	1817 N Union Blvd	Colorado Springs	CO	80909	(719) 633-5399
Cheyenne Montana	Nevans, Inc.	6554 S Academy Blvd	Colorado Springs	CO	80906	(719) 576-2222
Rockrimmon Shopping Center	Nevans, Inc.	815 Village Center Dr	Colorado Springs	CO	80919	(719) 593-9500
Westwind Marketplace	Nevans, Inc.	4335 Centennial Blvd	Colorado Springs	CO	80907	(719) 598-3500
Claremont Ranch	Nevans, Inc.	7935 Constitution Ave	Colorado Springs	CO	80951	(719) 559-4600
Reunion Marketplace Center	Holtzman Enterprises, Inc.	15151 E 104th Ave	Commerce City	CO	80022	(303) 287-0816
Conifer Town Center	Clippers LLC	27182 Main St	Conifer	CO	80433	(303) 838-5622
The Plaza at Cherry Creek	A.M.P.P. II, Inc.	201 University Blvd	Denver	CO	80206	(303) 321-6062
Mayfair Center	JCURVE-DENVER LLC	6237 E 14th Ave	Denver	CO	80220	(303) 322-3709
Lakeside Center	JCURVE-DENVER LLC	5801 W 44th Ave	Denver	CO	80212	(720) 389-8398
Tiffany Plaza	JCURVE-DENVER LLC	7800 E Hampden Ave	Denver	CO	80231	(303) 220-1411
44th and Lowell	JCURVE-DENVER LLC	3698 W 44th Ave	Denver	CO	80211	(303) 458-1044
University Hills	JCURVE-DENVER LLC	2730 S Colorado Blvd	Denver	CO	80222	(720) 756-2554
Park Avenue Square	KBAK Enterprises, LLC	757 E 20th Ave	Denver	CO	80205	(303) 861-4148
Bear Valley Mall	Shear Sailing, Inc.	3100 S Sheridan Blvd	Denver	CO	80227	(303) 934-6674
Quebec Square	Whobubs, Inc.	7505 E 35th Ave	Denver	CO	80238	(303) 996-0664
Conservatory Green	Whobubs, Inc.	8271 E Northfield Blvd	Denver	CO	80238	(303) 375-1687
Edgewater Plaza	JCURVE-DENVER LLC	1725 Sheridan Blvd	Edgewater	CO	80214	(303) 237-2820
Centennial Center	JCURVE-DENVER LLC	5050 S Federal Blvd	Englewood	CO	80110	(303) 798-4346
South Clinton	JCURVE-DENVER LLC	6787 S Clinton St	Englewood	CO	80112	(303) 484-9876
River Point Shopping Center	JCURVE-DENVER LLC	3702 River Point Pkwy	Englewood	CO	80110	(720) 866-9324
Trolley Square	JCURVE-DENVER LLC	3319 S Broadway	Englewood	CO	80113	(720) 788-7648
Bellevue Square	JCURVE-DENVER LLC	4920 S Yosemite St	Englewood	CO	80111	(303) 537-7432
Nine Mile	Holtzman Enterprises, Inc.	2934 Arapahoe Rd	Erie	CO	80026	(720) 890-0608
Falcon Highlands	Nevans, Inc.	11605 Meridian Market View	Falcon	CO	80831	(719) 886-4300
Firestone	Holtzman Enterprises, Inc.	8110 Colorado Blvd	Firestone	CO	80504	(303) 833-5773
North College Marketplace	HEI of Colorado, LLC	1820 N College Ave	Fort Collins	CO	80524	(970) 416-7478
Park Central	VerdenStrand, LLC	1600 S Lemay Ave	Fort Collins	CO	80525	(970) 221-4244
Cedarwood	VerdenStrand, LLC	1015 S Taft Hill Rd	Fort Collins	CO	80521	(970) 224-2664
Walmart Center	VerdenStrand, LLC	4631 S Mason St	Fort Collins	CO	80525	(970) 223-9696
Front Range Village	VerdenStrand, LLC	2842 Council Tree Ave	Fort Collins	CO	80525	(970) 484-2050
Fort Lupton	KBAK Enterprises, LLC	1200 Dexter St	Fort Lupton	CO	80621	(303) 857-4165
Glendale Center	Holtzman Enterprises, Inc.	320 S Colorado Blvd	Glendale	CO	80246	(303) 321-6047
Glenwood Meadows	Peak 9 Enterprises, Inc.	20 Market St	Glenwood Springs	CO	81601	(970) 928-0560
6th and Colfax	Gallegos Enterprise, Inc.	17120 W Colfax Ave	Golden	CO	80401	(303) 278-0828
Grand Junction Rimrock	Western Slope Salons LLC	2546 Rimrock Ave	Grand Junction	CO	81505	(970) 245-1482
Grand Junction Redlands	Western Slope Salons LLC	2500 Broadway	Grand Junction	CO	81503	(970) 255-0200
Grand Junction Wellington	Western Slope Salons LLC	2510 N 12th St	Grand Junction	CO	81501	(970) 241-0491
Westlake Village	HEI of Colorado, LLC	2032 35th Ave	Greeley	CO	80634	(970) 330-4313
Centerplace of Greeley	HEI of Colorado, LLC	4530 Centerplace Dr	Greeley	CO	80634	(970) 339-3660
Northgate Village	Holtzman Enterprises, Inc.	7008 West 10th St	Greeley	CO	80634	(970) 515-5922
Highland's Walk	Clippers LLC	4004 Red Cedar Dr	Highlands Ranch	CO	80126	(303) 730-0040
Wildcat Reserve	Clippers LLC	2201 W Wildcat Reserve Pkwy	Highlands Ranch	CO	80129	(303) 346-1563
Safeway Town Center	Clippers LLC	9249 S Broadway	Highlands Ranch	CO	80129	(303) 791-5666
Colfax & Quail	Cutters Class, Inc.	1585 Quail St	Lakewood	CO	80215	(303) 238-3112
Belmar	Cutters Class, Inc.	650 S Wadsworth Blvd	Lakewood	CO	80226	(303) 935-8966
Lochwood Square	JCURVE-DENVER LLC	1535 S Kipling Pkwy	Lakewood	CO	80232	(303) 986-1440
Coal Mine Shopping Center	AAC & MAC, Inc.	6756 W Coal Mine Ave	Littleton	CO	80123	(303) 972-0535
Kencaryl and Simms	Four Sails II, Inc.	7456 S Simms St	Littleton	CO	80127	(303) 973-3595
Chatfield and Wadsworth	Four Sails, Inc.	8156 S Wadsworth Blvd	Littleton	CO	80128	(303) 972-6747
Kipling Place	JCURVE-DENVER LLC	5924 S Kipling Pkwy	Littleton	CO	80127	(303) 978-1064
Southbridge Plaza	JCURVE-DENVER LLC	91 W Mineral Ave	Littleton	CO	80120	(720) 390-5706
Roxborough Marketplace	United Salons LLC	8351 Rampart Range Rd	Littleton	CO	80125	(303) 933-2195
Heritage Hills	JCURVE-DENVER LLC	9231 E Lincoln Ave	Lone Tree	CO	80124	(720) 643-5093
St. Vrain	Holtzman Enterprises, Inc.	965 S Hover Rd	Longmont	CO	80501	(303) 485-0298
Fox Creek Center	Holtzman Enterprises, Inc.	1610 Pace St	Longmont	CO	80501	(303) 772-5834
North Hover Crossing	Holtzman Enterprises, Inc.	1844 N Hover St	Longmont	CO	80501	(303) 678-1851
Louisville Plaza	Holtzman Enterprises, Inc.	1355 E South Boulder Rd	Louisville	CO	80027	(303) 665-7305
Orchards Shopping Center	HEI of Colorado, LLC	265 E 29th St	Loveland	CO	80538	(970) 663-2362
Loveland	Holtzman Enterprises, Inc.	1455 W Eisenhower Blvd	Loveland	CO	80537	(970) 667-6630
Montrose	Western Slope Salons LLC	1414 Hawk Pkwy	Montrose	CO	81401	(970) 252-9416
Parker and Lincoln	Clippers LLC	9811 S Parker Rd	Parker	CO	80134	(303) 840-8662
Pueblo Albertsons	Nevans, Inc.	1565 W US Highway 50	Pueblo	CO	81008	(719) 542-6500
Rifle Commons	Peak 9 Enterprises, Inc.	900 Airport Rd	Rifle	CO	81650	(970) 625-2577

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Rock Creek Village	Holtzman Enterprises, Inc.	1623 E Coalton Ave	Superior	CO	80027	(720) 304-0437
Hilltop Village 2	Clippers LLC	4243 E 136th Ave	Thornton	CO	80602	(303) 452-2664
Lambertson Lakes	KBAK Enterprises, LLC	877 Thornton Pkwy	Thornton	CO	80229	(303) 451-6344
Colorado Marketplace	Shear Sailing, Inc.	3778 E 104th Ave	Thornton	CO	80233	(720) 872-1770
Mission Commons	Clippers LLC	7689 W 88th Ave	Westminster	CO	80005	(303) 423-7422
104th & Federal	Cutters Class, Inc.	10343 N Federal Blvd	Westminster	CO	80260	(303) 466-4622
Northview	JCURVE-DENVER LLC	5084 W 92nd Ave	Westminster	CO	80031	(720) 510-9351
Hidden Lake	JCURVE-DENVER LLC	7025 Sheridan Blvd	Westminster	CO	80003	(303) 927-6482
32nd & Youngfield	Cutters Class, Inc.	3352 Youngfield St	Wheat Ridge	CO	80033	(303) 202-5222
Arvada Ridge Marketplace	JCURVE-DENVER LLC	5091 Kipling Str	Wheat Ridge	CO	80033	(720) 726-5835
Windsor Safeway Center	Gallegos Enterprise, Inc.	1525 Main St	Windsor	CO	80550	(970) 686-2282
Woodland Park Plaza	Nevans, Inc.	1117 E US Highway 24	Woodland Park	CO	80863	(719) 686-1700
Nod Brook Mall	Akano Holdings, Inc.	315 W Main St	Avon	CT	6001	(860) 676-0065
Bethel Big Y	New England Clippers, LLC	83 Stony Hill Rd	Bethel	CT	6801	(203) 791-1109
Everybody's Big Y Plaza	Morning Investments, LLC	1035 S Main St	Cheshire	CT	6410	(203) 250-0510
Cromwell Square	Morning Investments, LLC	51 Shunpike Road	Cromwell	CT	6416	(860) 740-5085
Shop Rite Plaza	ZENOMES LLC	49 Pershing Drive	Derby	CT	6418	(203) 493-4125
Freshwater Stateline Plaza	Catie Laraway	130 Elm St	Enfield	CT	6082	(860) 253-0020
Groton Shoppers Mart	Morning Investments, LLC	985 Poquonnock Road	Groton	CT	6340	(860) 574-9360
Lisbon Crossing	Morning Investments, LLC	193 River Road	Lisbon	CT	6351	(860) 591-4736
Washington Street Middletown	Morning Investments, LLC	808 Washington St	Middletown	CT	6457	(860) 740-4126
Adams Market Plaza	NEC Woodmont, LLC	1379 New Haven Ave	Milford	CT	6460	(203) 283-5442
Veterans Plaza	Morning Investments, LLC	1 Kent Rd	New Milford	CT	6776	(860) 799-0455
Norwichtown Commons	RP & KP LLC	42 Town Street	Norwich	CT	6360	(860) 222-8595
Shelton Big Y Marketplace	Morning Investments, LLC	389 Bridgeport Ave	Shelton	CT	6484	(203) 402-4100
Southington Shopping Center	RP & KP LLC	235 Queen St	Southington	CT	6489	(860) 628-4000
Stratford Square	New England Clippers, LLC	411 Barnum Avenue Cutoff	Stratford	CT	6614	(203) 377-1121
Wallingford	GKG Inc.	893 N Colony Rd	Wallingford	CT	6492	(203) 265-7572
Waterford Commons	RP & KP LLC	915 Hartford Turnpike	Waterford	CT	6385	(860) 440-7020
Bishop's Corner	RP & KP LLC	345 N Main St	West Hartford	CT	6117	(860) 313-7982
Starbucks Plaza	RP & KP LLC	1082 Silas Deane Hwy	Wethersfield	CT	6109	(860) 529-0409
Windsor Court	RP & KP LLC	1095 Kennedy Rd	Windsor	CT	6095	(860) 285-8001
NoMa	Takaluco LLC	145 N St NE	Washington	DC	20002	(202) 277-0594
Monroe Street Market	TEW Cuts, LLC	655 Michigan Ave NE	Washington	DC	20017	(202) 450-6985
CR Plaza	Folk Design Group, LLC	121 N Main St	Camden	DE	19934	(302) 697-7375
McGinnis Greene	Emance of Delaware LLC	137 Jerome Dr	Dover	DE	19901	(302) 677-1838
Kent Eight Plaza	Folk Design Group, LLC	1406 Forrest Ave	Dover	DE	19904	(302) 736-8950
* College Park Center	Ten Sails LLC	401 College Park Ln	Georgetown	DE	19947	(302) 858-4871
Limestone Crossing	Emance of Delaware LLC	6292 Limestone Rd	Hockessin	DE	19707	(302) 235-2887
Junction at Westown Center	Emance of Delaware LLC	611 Middletown Warwick Rd	Middletown	DE	19709	(302) 449-1333
Milford Plaza	Emance of Delaware LLC	646 N Dupont Blvd	Milford	DE	19963	(302) 422-4247
Suburban Plaza	Emance of Delaware LLC	212 Suburban Dr	Newark	DE	19711	(302) 737-2887
Smyrna Mart Shopping Center	Emance of Delaware LLC	232 E Glenwood Ave	Smyrna	DE	19977	(302) 514-9819
First State Plaza	Emance of Delaware LLC	1610 W Newport Pike	Stanton	DE	19804	(302) 999-0094
Midway Plaza Shopping Center	Emance of Delaware LLC	4705 Kirkwood Hwy	Wilmington	DE	19808	(302) 995-2887
Concord Square	Emance of Delaware LLC	4235 Concord Pike	Wilmington	DE	19803	(302) 478-2022
Brammar Plaza	H & J Clips, LLC	1812 Marsh Rd	Wilmington	DE	19810	(302) 394-6152
* Alachua Market Place	Alachua GC LLC	16181 NW US Hwy 441	Alachua	FL	32615	(386) 518-5454
Jamestown Place	Gateway Clippers Holdings III, LLC	931 N State Road 434	Altamonte Springs	FL	32714	(407) 682-6945
Gateway Crossing	Strandz, LLC	775 Gateway Dr	Altamonte Springs	FL	32714	(407) 292-2100
Southshore Village	FourFold Enterprises, Inc.	5068 N US Hwy 41	Apollo Beach	FL	33572	(813) 296-1810
Rock Springs Plaza	Gateway Clippers Holdings III, LLC	1446 Rock Springs Rd	Apopka	FL	32712	(407) 814-0556
Hunt Club	Gateway Clippers Holdings III, LLC	456 Hunt Club Blvd	Apopka	FL	32703	(407) 788-9524
Crescent B Commons	JAL Clippers, LLC	42091 Cypress Pkwy	Babcock Ranch	FL	33982	(239) 567-0398
French Golden Gate	Strategic Hair Investments, Inc.	165 E Van Fleet Dr	Bartow	FL	33830	(863) 215-7300
The Bluffs	Sunshine Clips, LLC	2838 W Bay Dr	Belleair Bluffs	FL	33770	(727) 314-4722
Lakeside Loggers Run	TNT Jupiter Clips, Inc.	11640 W Palmetto Park Rd	Boca Raton	FL	33428	(561) 765-5337
West Winds at Boca Raton	TS CHAI Holdings, LLC	9858 Glades Rd	Boca Raton	FL	33434	(561) 883-0580
Bonita Grande Crossings	WOO ENTERPRISES LLC	12870 Trade Way Four	Bonita Springs	FL	34135	(239) 992-2540
Springs Plaza	WOO ENTERPRISES LLC	8951 Bonita Beach Rd SE	Bonita Springs	FL	34135	(239) 390-1840
Boynton Plaza	Hancor Clips Three Inc.	143 1/2 North Congress Ave	Boynton Beach	FL	33426	(561) 810-8200
Shoppes of Boynton	Hancor Clips Three Inc.	2260 N Congress Ave	Boynton Beach	FL	33426	(561) 631-0385
Aberdeen Square	Hancor Clips Three Inc.	4956-16 Le Chalet Blvd	Boynton Beach	FL	33436	(561) 810-5667
Pinebrook Commons	JAL Clippers, LLC	4844 Cortez Rd W	Bradenton	FL	34210	(941) 792-3509
Fresh Market Promenade	JAL Clippers, LLC	6773 Manatee Ave W	Bradenton	FL	34209	(941) 896-3403
Creekwood Crossing	TAP Investments, LLC	7321 52nd Place E	Bradenton	FL	34203	(941) 727-5503
Kingsway Crossing	Gateway Clippers Holdings II, LLC	1244 Kingsway Rd	Brandon	FL	33510	(813) 661-1340
Cortez Commons	Tampa Clippers 4, LLC	12922 Cortez Blvd	Brooksville	FL	34613	(352) 606-2976
Callahan Plaza Shopping Center	J.V.L. ClipX, Inc.	450094 State Road 200	Callahan	FL	32011	(904) 628-0685
Milton St. Plaza	Archforward Partners, Inc.	4823 Milton St	Cape Coral	FL	33904	(239) 541-0766
Coral Shores	JAL Clippers, LLC	3015 SW Pine Island Rd	Cape Coral	FL	33991	(239) 283-0710
Midpoint Center	JAL Clippers, LLC	2522 Santa Barbara Blvd	Cape Coral	FL	33914	(239) 772-8665
Santa Barbara Center	JAL Clippers, LLC	106 Hancock Bridge Pkwy W	Cape Coral	FL	33991	(239) 673-6929
Coral Pointe	JAL Clippers, LLC	1631 Del Prado Blvd S	Cape Coral	FL	33990	(239) 424-8130
Coral Walk	WOO ENTERPRISES LLC	1860 Pine Island Rd NE	Cape Coral	FL	33909	(239) 573-0074
Celebration Pointe	M & D Clips, LLC	1709 Future Way	Celebration	FL	34747	(407) 566-0300
Downtown Champions Gate	Strategic Hair Investments, Inc.	8312 Champions Gate Blvd	Champions Gate	FL	33896	(407) 809-3001
Northwood Plaza	FourFold Enterprises, Inc.	2524-B N McMullen Booth Rd	Clearwater	FL	33761	(727) 253-4975
Clearwater Mall	Gateway Clippers Holdings II, LLC	2663 Gulf To Bay Blvd	Clearwater	FL	33759	(727) 796-4200
Sunset Point	Gateway Clippers Holdings II, LLC	23690 US Hwy 19 N	Clearwater	FL	33765	(727) 797-6611

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Golden Eagle Village	Florida Clips Inc.	2430 US Hwy 27	Clermont	FL	34714	(352) 404-7866
East Lake Town Center	Gateway Clippers Holdings III, LLC	1736 E Highway 50	Clermont	FL	34711	(352) 243-7644
East Towne Center	Gateway Clippers Holdings III, LLC	13900 County Rd 455	Clermont	FL	34711	(407) 614-8505
Citrus Tower Village	Gateway Clippers Holdings III, LLC	240 Citrus Tower Blvd	Clermont	FL	34711	(352) 242-9981
Cornerstone Plaza	Florida Clips Inc.	5675 N Atlantic Ave	Cocoa Beach	FL	32931	(321) 613-4783
Turtle Crossing	RCKK Holdings, Inc.	4340 N State Rd 7	Coral Springs	FL	33063	(954) 753-1191
North Springs Plaza	RCKK Holdings, Inc.	9620 Westview Dr	Coral Springs	FL	33076	(954) 753-4787
Northcrest Publix	Alabama Clips, LLC	1375 N Ferdon Blvd	Crestview	FL	32536	(850) 306-2468
Loughman Crossing	Strategic Hair Investments, Inc.	6095 Hwy 17-92N	Davenport	FL	33896	(863) 937-1901
Champions Crossing	Strategic Hair Investments, Inc.	1160 Champions Dr.	Davenport	FL	33897	(863) 937- 1902
Shoppes at Williamson	Florida Clips Inc.	2071 PGA Blvd	Daytona Beach	FL	32117	(386) 238-9384
Country Club Corners	Gateway Clippers Holdings III, LLC	2441 S Woodland Blvd	Deland	FL	32720	(386) 279-7663
Delray Square II	Totalee Holdings LLC	4753 W Atlantic Ave	Delray Beach	FL	33445	(561) 332-3013
Saxon Sterling Shops	Ayomide Adewakun	1573 Saxon Blvd	Deltona	FL	32725	(386) 218-3587
Dupont Lakes	Gateway Clippers Holdings III, LLC	2783 Elkcam Blvd	Deltona	FL	32738	(386) 532-1121
Caladesi Shopping Center	FourFold Enterprises, Inc.	938 Curlew Rd	Dunedin	FL	34698	(727) 734-1035
Florida Shores Shopping Center	Florida Clips Inc.	108 Indian River Blvd	Edgewater	FL	32141	(386) 957-3444
Merchants Crossing	JAL Clippers, LLC	1500 Placida Rd	Englewood	FL	34223	(941) 460-3320
Grande Oaks Shoppe	WOO ENTERPRISES LLC	20301 Grande Oak Shoppes Blvd	Estero	FL	33928	(239) 948-4785
Eustis Village Shopping Center	Larlin Enterprise, Inc.	2862 David Walker Dr	Eustis	FL	32726	(352) 589-0689
Sorrento Hills Village Shopping Center	Larlin Enterprise, Inc.	24406 SR 44	Eustis	FL	32736	(352) 357-2353
Island Walk Shopping Center	Hancor Clips Two Inc.	1922 S 14th St	Fernandina Beach	FL	32034	(904) 844-2616
Fleming Island	JAG Salons, Inc.	1545 County Road 220	Fleming Island	FL	32003	(904) 278-7660
Forum Centre	Archforward Partners, Inc.	3398 Forum Blvd	Fort Myers	FL	33905	(239) 931-3899
Southpointe Commons	JAL Clippers, LLC	5999 S Pointe Blvd	Fort Myers	FL	33919	(239) 267-2224
Gladiolus Crossing	WOO ENTERPRISES LLC	8660 Gladiolus Dr	Fort Myers	FL	33908	(239) 226-4247
Shoppes at Plantation	WOO ENTERPRISES LLC	6810 Shoppes at Plantation Dr	Fort Myers	FL	33912	(239) 225-2887
Gulf Coast Town Center	WOO ENTERPRISES LLC	9924 Gulf Coast Main St	Fort Myers	FL	33913	(239) 415-7703
Shoppes at Paradise Pointe	Alabama Clips, LLC	255 Miracle Strip Pkwy SE	Fort Walton Beach	FL	32548	(850) 362-7111
* The Shoppes at Freeport	Alabama Clips, LLC	16400 US Highway 331S	Freeport	FL	32439	(850) 880-6801
* Esplanade at Butler Plaza	G5975 GC, LLC	3240 SW 35th Blvd	Gainesville	FL	32608	(352) 336-0650
* Plaza Verde	G5977 GC, LLC	1511 NW 23rd Ave	Gainesville	FL	32605	(352) 375-6066
* Haile Village North	G5978 GC, LLC	2645 SW 91st St	Gainesville	FL	32608	(352) 331-1005
* Park Avenue Shops	Tioga GC LLC	8181 NW 39th Ave	Gainesville	FL	32606	(352) 554-5182
River Bridge Centre	Hancor Clips Three Inc.	6744 Forest Hill Blvd	Greenacres	FL	33413	(561) 328-8145
Shoppes of Eagle Ridge	M & D Clips, LLC	7965 State Rd 50	Groveland	FL	34736	(352) 429-0014
Tiger Point Pavilion	Wildfire, LLC	1478 Tiger Park Lane	Gulf Breeze	FL	32563	(850) 565-5277
Shoppes of Citrus Hills	Sahajanand Salon LLC	2615 N Forest Ridge Blvd	Hernando	FL	34442	(352) 513-3339
Island Crossings Center	TNT Jupiter Clips, Inc.	11762 SE FEDERAL HWY	Hobe Sound	FL	33455	(772) 245-8673
Hollywood Hills Plaza	CAPILLUM HOLDINGS, INC.	3251 Hollywood Blvd	Hollywood	FL	33021	(954) 964-0210
West Lake Commons	Horizon Line Investments LLC	1754 Sheridan St	Hollywood	FL	33020	(954) 404-6817
Shoppes at Sugarmill Woods	Gateway Clippers Holdings LLC	9441 S Suncoast Blvd	Homosassa	FL	34446	(352) 513-3766
Hays Road Town Center	P9023 GC, LLC	14851 State Road 52	Hudson	FL	34669	(727) 856-7800
Plaza of The Oaks	Tampa Clippers 6, LLC	8942 State Rd 52	Hudson	FL	34669	(727) 378-3135
Roosevelt Square	CLIPCUTS CORPORATION	4495 Roosevelt Blvd	Jacksonville	FL	32210	(904) 572-9333
Deerwood Lakes	CLIPCUTS II CORPORATION	4372 Southside Blvd	Jacksonville	FL	32216	(904) 647-7740
Kernan Square	CLIPCUTS II CORPORATION	12620 Beach Blvd	Jacksonville	FL	32246	(904) 475-2922
Cobblestone Plaza	CLIPCUTS II CORPORATION	3031 Monument Rd	Jacksonville	FL	32225	(904) 250-5445
Gateway Village at Town Center	CLIPCUTS III CORPORATION	10618 Deerwood Park Blvd.	Jacksonville	FL	32256	(904) 329-2162
Collins Plaza	Golden Isles R.I.C.E., LLC	7091 Collins Rd	Jacksonville	FL	32244	(904) 723-1177
Oakleaf Plantation Center	Hancor Clips Two Inc.	9526 Argyle Forest Blvd	Jacksonville	FL	32222	(904) 317-4557
John's Creek Shopping Center	Hancor Clips, LLC	2849 County Road 210 W	Jacksonville	FL	32259	(904) 230-0035
River City Marketplace	Hancor Clips, LLC	790 Skymarks Dr	Jacksonville	FL	32218	(904) 900-3831
Atlantic North	J.V.L. ClipX, Inc.	11957 Atlantic Blvd	Jacksonville	FL	32225	(904) 646-0750
Mandarin Central S/C	J.V.L. ClipX, Inc.	11018 Old Saint Augustine Rd	Jacksonville	FL	32257	(904) 292-2383
Bartram Village	Leap Cuts, LLC	12553 Bartram Park Blvd	Jacksonville	FL	32258	(904) 374-6465
Julington Creek	Leap Cuts, LLC	2750 Race Track Rd	Jacksonville	FL	32259	(904) 287-6022
The Exchange at eTown	M2 Salon Holdings LLC	11025 Etown Pkwy	Jacksonville	FL	32256	(904) 660-2018
Argyle Village Shopping Center	Shine Star Cuts LLC	6001 Argyle Forest Drive	Jacksonville	FL	32244	(904) 374-2152
Deerwood Village Mall	Sunny Clippers, Inc.	9936 Old Baymeadows Rd	Jacksonville	FL	32256	(904) 503-3672
Crown Point	The Yatt Club, Inc.	10111 San Jose Blvd	Jacksonville	FL	32257	(904) 260-6636
Pablo Plaza	Leap Cuts, LLC	2220 3rd St S	Jacksonville Beach	FL	32250	(904) 853-5493
JAX Beach Publix	Sunny Clippers, Inc.	408 Beach Blvd	Jacksonville Beach	FL	32250	(904) 853-6042
Poinciana Shoppes	Boland Management Group, LLC	4638 Pleasant Hill Rd	Kissimmee	FL	34759	(407) 785-2429
Kissimmee West	Gateway Clippers Holdings III, LLC	4797 W Irls Bronson Memorial Hwy	Kissimmee	FL	34746	(407) 397-2800
The Crosslands	M & D Clips, LLC	690 Centerville Blvd	Kissimmee	FL	34741	(407) 201-2552
Gleason Place	Golden Isles R.I.C.E., LLC	189 NW Hutton Pl	Lake City	FL	32055	(386) 487-5144
Cornerstone at Lake Mary	Gateway Clippers Holdings III, LLC	849 Rinehart Rd	Lake Mary	FL	32746	(407) 324-2737
Lake Mary Centre	Gateway Clippers Holdings III, LLC	3889 Lake Emma Rd	Lake Mary	FL	32746	(407) 333-4486
Plaza at Lake Park	TNT Jupiter Clips, Inc.	1244 Northlake Blvd	Lake Park	FL	33403	(561) 515-5410
Shoppes on the Ridge	Lake Wales of GC, LLC	24057 US Hwy 27	Lake Wales	FL	33859	(863) 676-9100
Marketplace at Wycliffe	Hancor Clips Three Inc.	4095 South State Rd 7	Lake Worth	FL	33449	(561) 323-2662
Shoppes of Lake Miriam Crossing	39th Ave GC, LLC	4747 S Florida Ave	Lakeland	FL	33813	(863) 644-0953
Highland City Towncenter	Highland GC, LLC	5175 US Hwy 98 S	Lakeland	FL	33812	(863) 644-3075
Publix at County Line Road	PDGC of Manatee, LLC	5170 County Line Rd	Lakeland	FL	33811	(863) 646-0011
Plantation Square	Strategic Hair Investments, Inc.	5355 N Socrum Loop Rd	Lakeland	FL	33809	(863) 937-1900
Target Center	Strategic Hair Investments, Inc.	3540 Harden Blvd	Lakeland	FL	33803	(863) 617-7010
High Glen	Strategic Hair Investments, Inc.	2018 E County Rd 540A	Lakeland	FL	33813	(863) 209-6348
Town and Country Square	TNC GC, LLC	2274 Griffin Rd	Lakeland	FL	33810	(863) 940-4876
Lakewood Ranch Plaza	JAL Clippers, LLC	8370 Market St	Lakewood Ranch	FL	34202	(941) 893-5838

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
White Eagle	JAL Clippers, LLC	13228 SR 64 E	Lakewood Ranch	FL	34211	(941) 201-4982
University Corners	JAL Clippers, LLC	8437 Lorraine Rd	Lakewood Ranch	FL	34202	(941) 241-8379
Publix at Braden River	PD Clips LLC	14539 State Road 70 East	Lakewood Ranch	FL	34202	(941) 243-3688
Arbor Square	FourFold Enterprises, Inc.	7818 Land O Lakes Blvd	Land O Lakes	FL	34638	(813) 693-4247
Seminole Oaks	Gateway Clippers Holdings III, LLC	10340 Seminole Blvd	Largo	FL	33778	(727) 398-7380
Bardmoor Promenade	Gateway Clippers Holdings LLC	10801 Starkey Rd	Largo	FL	33777	(727) 393-1234
Alafia Commons	FourFold Enterprises, Inc.	5631 Circa FishHawk Blvd	Lithia	FL	33547	(813) 502-5980
Loxahatchee Groves	CRT Clips, LLC	15673 Southern Blvd	Loxahatchee Groves	FL	33470	(561) 225-1313
Shoppes at Grand Cypress	FourFold Enterprises, Inc.	23388 State Road 54	Lutz	FL	33549	(813) 949-5999
Van Dyke Commons	Gateway Clippers Holdings III, LLC	17469 N Dale Mabry Hwy	Lutz	FL	33548	(813) 962-3737
Shoppes at Sunlake Centre	Suncoast Clips, Inc.	18911 State Rd 54	Lutz	FL	33558	(813) 949-0328
Maccleddy Walmart SuperCenter	Shear Style Salons, LLC	9252 S State Road 228	Maccleddy	FL	32063	(904) 653-2547
Viera Colonnade Shops	Laurant Enterprises, Inc.	2338 Citadel Way	Melbourne	FL	32940	(321) 735-7567
Wickham Park Commons Retail Center	SV Clips LLC	3600 N Wickham Rd	Melbourne	FL	32935	(321) 428-3701
Middleburg Plantation Crossing	Golden Isles R.I.C.E., LLC	1545 Branan Field Rd	Middleburg	FL	32068	(904) 406-0419
Middleburg Winn Dixie Plaza	JAG Salons, Inc.	2710 Blanding Blvd	Middleburg	FL	32068	(904) 606-2264
Milton Dogwood Publix	Wildfire, LLC	5826 Dogwood Dr	Milton	FL	32570	(850) 665-4137
Hills at Minneola	Gateway Clippers Holdings III, LLC	1683 N. Hancock Rd	Minneola	FL	34715	(352) 223-0318
Monarch Town Center	MBT Group LLC	12643 Miramar Pkwy	Miramar	FL	33027	(754) 888-9291
Loch Leven Landing	Gateway Clippers Holdings III, LLC	18973 US Hwy 441	Mount Dora	FL	32757	(352) 735-0300
Riverchase Plaza	Archforward Partners, Inc.	11208 Tamiami Trl N	Naples	FL	34110	(239) 514-0728
Shoppes at Hammock Cove	Archforward Partners, Inc.	4362 Thomasson Dr	Naples	FL	34112	(239) 732-6881
Berkshire Commons	FourFold Enterprises, Inc.	7079 Radio Rd	Naples	FL	34104	(239) 353-7230
Shoppes of Pebblebrook	FourFold Enterprises, Inc.	15275 Collier Blvd	Naples	FL	34119	(239) 455-0851
Pine Ridge	FourFold Enterprises, Inc.	2275 Pine Ridge Rd	Naples	FL	34109	(239) 566-1024
King Lakes Plaza	FourFold Enterprises, Inc.	4866 Davis Blvd	Naples	FL	34112	(239) 732-7466
Freedom Square	FourFold Enterprises, Inc.	12691 Tamiami Tr E	Naples	FL	34113	(239) 530-1126
Fiddlers Creek Plaza	SK CLIPPERS CORP	15050 Sandpiper Dr.	Naples	FL	34114	(239) 384-9587
Seminole Shoppes	Sunny Clippers, Inc.	630 Atlantic Blvd	Neptune Beach	FL	32266	(904) 746-3765
Ridge Plaza	Tampa Clippers 3, LLC	8655 Little Rd	New Port Richey	FL	34654	(727) 232-2859
Victory Square	Florida Clips Inc.	1857 State Rd 44 W	New Smyrna Beach	FL	32168	(386) 434-5110
Nokomis Village	JAL Clippers, LLC	1095 Tamiami Trl N	Nokomis	FL	34275	(941) 218-6663
The Shoppes at Del Prado	JAL Clippers, LLC	17966 N Tamiami Trl	North Fort Myers	FL	33903	(239) 543-1670
Tuscola Commons	JAL Clippers, LLC	5670 Tuscola Blvd	North Port	FL	34287	(941) 876-3564
Shoppes of Heron Creek	TAP Investments, LLC	1179 N Sumter Blvd	North Port	FL	34286	(941) 423-2550
Six Gun Corners	Hari Salon LLC	2400 Northeast 49th Terrace	Ocala	FL	34470	(352) 304-6711
Market at Cherrywood	Harikrishna Salon LLC	9570 SW 62nd Ave	Ocala	FL	34476	(352) 237-7781
Oakridge Plaza	High Crest Ventures, Inc.	9590 SW Highway 200	Ocala	FL	34481	(352) 237-1918
Grand Oaks Town Center	Radheji Salon LLC	2575 SW 42nd St	Ocala	FL	34471	(352) 291-1616
Ocoee	Gateway Clippers Holdings III, LLC	1586 E Silver Star Rd	Ocoee	FL	34761	(407) 296-2299
Westyn Bay	M & D Clips, LLC	2222 Ocoee Apopka Rd	Ocoee	FL	34761	(407) 347-7553
Starkey Ranch Town Square	Suncoast Clips, Inc.	13549 State Rd 54	Odessa	FL	33556	(813) 749-0795
Crowne Centre	Gateway Clippers Holdings III, LLC	2566 Enterprise Rd	Orange City	FL	32763	(386) 774-5002
Pine Tree Plaza	J.V.L. ClipX, Inc.	410 Blanding Blvd	Orange Park	FL	32073	(904) 272-2667
Oakleaf Commons	JAG Salons, Inc.	1075 Oakleaf Plantation Pkwy	Orange Park	FL	32065	(904) 214-3730
Clay Plaza	JAG Salons, Inc.	1339 Blanding Blvd	Orange Park	FL	32065	(904) 375-2521
Williamsburg Downs Shopping Center	AZAAN & ARYA INVESTMENTS LLC	5442 Central Florida Pkwy	Orlando	FL	32821	(407) 778-1058
Waterford Lakes	Gateway Clippers Holdings III, LLC	310 N Alafaya Trl	Orlando	FL	32828	(407) 275-9901
Super Target at Hunters Creek	Gateway Clippers Holdings III, LLC	2085 Town Center Blvd	Orlando	FL	32837	(407) 859-4233
Conway Crossings	Gateway Clippers Holdings III, LLC	4457 Hoffner Ave	Orlando	FL	32812	(407) 251-9697
Market at Southside	Gateway Clippers Holdings III, LLC	2849 S Orange Ave	Orlando	FL	32806	(407) 649-9870
Hunter's Creek	Gateway Clippers Holdings III, LLC	3932 Town Center Blvd	Orlando	FL	32837	(407) 812-6933
Dr. Phillips	Gateway Clippers Holdings III, LLC	7600 Dr Phillips Blvd	Orlando	FL	32819	(407) 370-0300
Andover Lakes	Gateway Clippers Holdings III, LLC	10232 Curry Ford Rd	Orlando	FL	32825	(407) 382-8030
The Grove	Gateway Clippers Holdings III, LLC	4848 S Apopka-Vineland Rd	Orlando	FL	32819	(407) 909-1730
Storey Park Shopping Center	Gateway Clippers Holdings III, LLC	11216 Dowden Rd	Orlando	FL	32832	(407) 575-2212
Towncenter at Otown West	Gateway Clippers Holdings III, LLC	8695 Fenton Street	Orlando	FL	32836	(407) 250-4411
Chickasaw Trails	Gateway Clippers Holdings III, LLC	2248 S Chickasaw Trl	Orlando	FL	32825	(407) 277-2211
Lake Hart	Gateway Clippers Holdings III, LLC	10727 Narcoossee Rd	Orlando	FL	32832	(407) 273-4448
Plaza at Metro	M & D Clips, LLC	2615 S Hiawasse Rd	Orlando	FL	32835	(407) 445-4665
Town Center at Timber Springs	SV Clips LLC	425 S Avalon Park Blvd	Orlando	FL	32828	(407) 930-0634
Goldenrod Marketplace	SV Clips LLC	5945 S Goldenrod Rd	Orlando	FL	32822	(407) 969-0809
The Trails	Florida Clips Inc.	304 N Nova Road	Ormond Beach	FL	32174	(386) 676-1099
Oviedo On The Park	Gateway Clippers Holdings III, LLC	327 E Mitchell Hammock Rd	Oviedo	FL	32765	(407) 359-9941
Riverside Landing	Gateway Clippers Holdings III, LLC	1789 E Broadway St	Oviedo	FL	32765	(407) 971-8608
Bridgewater Commons	SV Clips LLC	3573 Aloma Ave	Oviedo	FL	32765	(407) 790-7809
Pace Crossroads	Wildfire, LLC	4883 Highway 90	Pace	FL	32571	(850) 736-3828
Palm Bay West	G&S W LLC	190 Malabar Rd SW	Palm Bay	FL	32907	(321) 372-3044
Frenchman's Crossing	TNT Jupiter Clips, Inc.	4073 Hood Rd	Palm Beach Gardens	FL	33410	(561) 768-7767
Donald Ross Village	TNT Jupiter Clips, Inc.	4650 Donald Ross Rd	Palm Beach Gardens	FL	33418	(561) 624-7372
Martin Downs TC II	TNT Jupiter Clips, Inc.	2939 SW High Meadows Ave	Palm City	FL	34990	(772) 210-2599
Island Walk	Florida Clips Inc.	250 Palm Coast Pkwy NE	Palm Coast	FL	32137	(386) 225-4341
Airport Commons	Florida Clips Inc.	5615 State Hwy 100	Palm Coast	FL	32164	(386) 313-6376
Shoppes at Boot Ranch	FourFold Enterprises, Inc.	768 E Lake Rd	Palm Harbor	FL	34685	(727) 771-8180
Ridgemoor Commons	LFG 13 LLC	4948 Ridgemoor Blvd	Palm Harbor	FL	34685	(727) 772-7751
Gateway Commons	TAP Investments, LLC	9466 Buffalo Rd	Palmetto	FL	34221	(941) 776-4141
* Panama City Centre	Alabama Clips, LLC	4611 Lindsey Crossing	Panama City	FL	32404	(850) 252-6034
* Panama City Square	Alabama Clips, LLC	651 W 23rd Street	Panama City	FL	32405	(850) 740-3089
* Pier Park North	Alabama Clips, LLC	15600 Panama City Beach Pkwy	Panama City Beach	FL	32413	(850) 588-7410
* Magnolia Plaza	Alabama Clips, LLC	2433 Thomas Dr	Panama City Beach	FL	32408	(850) 249-4224

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Publix at Parkwood Square	TAP Investments, LLC	8931 US Hwy 301 N	Parrish	FL	34219	(941) 776-5504
Cobblestone Plaza	KJA Holdings LLC	14948 Pines Blvd	Pembroke Pines	FL	33027	(954) 442-1222
Nine Mile Crossing	Wildfire, LLC	8706 Beulah Road	Pensacola	FL	32526	(850) 542-7733
Park Crossings	Gateway Clippers Holdings III, LLC	4691 Park Blvd	Pinellas Park	FL	33781	(727) 317-5519
City Crossings	Plant City GC, LLC	2909 James L Redman Pkwy	Plant City	FL	33566	(813) 752-2300
Pompano Beach Commons	CAPILLUM HOLDINGS, INC.	2547 E Atlantic Blvd	Pompano Beach	FL	33062	(954) 960-2280
Azalea Plaza	J.V.L. ClipX, Inc.	2 Fairfield Blvd	Ponte Vedra Beach	FL	32082	(904) 543-0404
Bayshore Village	JAL Clippers, LLC	4265 Tamiami Trail	Port Charlotte	FL	33980	(941) 391-6748
Gulf Cove Plaza	JAL Clippers, LLC	13435 S McCall Rd	Port Charlotte	FL	33981	(941) 214-8535
Peachland Promenade	JAL Clippers, LLC	24123 Peachland Blvd	Port Charlotte	FL	33954	(941) 764-6070
Shoppes at Port Charlotte	TAP Investments, LLC	1100 El Jobean Rd	Port Charlotte	FL	33948	(941) 625-1764
Palmetto Pointe Marketplace	Florida Clips Inc.	3813 Clyde Morris Blvd	Port Orange	FL	32129	(386) 317-2179
Gateway Center	Gateway Clippers Holdings III, LLC	1781 Dunlawton Ave	Port Orange	FL	32127	(386) 788-8499
Port Richey Plaza	Tampa Clippers, Inc.	8625 US Hwy 19	Port Richey	FL	34668	(727) 849-1927
Shoppes of Victoria Square	CRT Clips, LLC	289 SW Port St Lucie Blvd	Port Saint Lucie	FL	34984	(772) 207-7808
Town Center at St. Lucie West	CRT Clips, LLC	1707 NW Saint Lucie West Blvd	Port Saint Lucie	FL	34986	(772) 340-1229
Landing at Tradition	CRT Clips, LLC	10688 SW Village Pkwy	Port St Lucie	FL	34987	(772) 345-1229
Punta Gorda Crossing	JAL Clippers, LLC	2310 S Tamiami Tr	Punta Gorda	FL	33950	(941) 347-7207
Goolsby Pointe	FourFold Enterprises, Inc.	11653 Boyette Rd	Riverview	FL	33569	(813) 677-6300
Pavilion Crossing	Gateway Clippers Holdings II, LLC	3843 US Highway 301 S	Riverview	FL	33578	(813) 374-9966
Shoppes of South Bay	Gateway Clippers Holdings II, LLC	10659 Big Bend Rd	Riverview	FL	33579	(813) 234-3400
Rockledge Square	G&S W LLC	1880 Hwy 1 South	Rockledge	FL	32955	(321) 305-5744
The Crossroads	CRT Clips, LLC	1200 Royal Palm Beach Blvd	Royal Palm Beach	FL	33411	(561) 619-8199
Shoppes at Mission Trace	Hancor Clips Two Inc.	965 State Road 16	Saint Augustine	FL	32084	(904) 436-5634
Murabella at World Golf Village	Hancor Clips, LLC	124 Capulet Dr	Saint Augustine	FL	32092	(904) 940-1692
Moultrie Square	J.V.L. ClipX, Inc.	4255 US Highway 1 S	Saint Augustine	FL	32086	(904) 342-7208
Cobblestone Village	J.V.L. ClipX, Inc.	200 CBL Dr	Saint Augustine	FL	32086	(904) 829-6814
Palencia Commons	Shine Star Cuts LLC	7458 US Hwy 1 North	Saint Augustine	FL	32095	(904) 217-8166
Narcoossee Shoppes	OSCEOLA CLIPS, LLC	1927 S Narcoossee Rd	Saint Cloud	FL	34771	(407) 593-8800
Shoppes of Rivertown	Shear Style Salons, LLC	255 Rivertown Shops Dr.	Saint Johns	FL	32259	(904) 342-7154
North East Park	FourFold Enterprises, Inc.	198 37th Ave N	Saint Petersburg	FL	33704	(727) 822-8900
University Village	Gateway Clippers Holdings II, LLC	300 3rd St S	Saint Petersburg	FL	33701	(727) 824-5500
Shoppes at the Royale	Sunshine Clips, LLC	1468 66th St N	Saint Petersburg	FL	33710	(727) 575-7953
Market at Mirada	FourFold Enterprises, Inc.	30921 Mirada Blvd	San Antonio	FL	33576	(352) 668-4089
* South Walton Publix Center	Alabama Clips, LLC	2010 US Hwy 98 W	Santa Rosa Beach	FL	32459	(850) 622-5477
Beneva Village SC	JAL Clippers, LLC	3562 Clark Rd	Sarasota	FL	34231	(941) 929-7892
Centergate Plaza	JAL Clippers, LLC	5836 Bee Ridge Rd	Sarasota	FL	34233	(941) 377-9000
Landings Square	JAL Clippers, LLC	4776 S Tamiami Trail	Sarasota	FL	34231	(941) 923-3777
Sarasota Crossings	JAL Clippers, LLC	5485 Fruitville Rd	Sarasota	FL	34232	(941) 346-6223
University Walk	JAL Clippers, LLC	2859 University Pkwy	Sarasota	FL	34243	(941) 359-3645
Shops of Sebastian	TNT Jupiter Clips, Inc.	1451 Sebastian Boulevard	Sebastian	FL	32958	(772) 663-7878
The Shops at Shelby Crossing	Grey Havens, Inc.	1708 US Hwy 27 N	Sebring	FL	33870	(863) 304-8727
Publix at Seven Hills	Gateway Clippers Holdings II, LLC	172 Mariner Blvd	Spring Hill	FL	34609	(352) 688-5885
Mariner Commons	Gateway Clippers Holdings LLC	4140 Mariner Blvd	Spring Hill	FL	34609	(352) 600-7366
Lakewood Plaza	Tampa Clippers 5 LLC	4343 Commercial Way	Spring Hill	FL	34606	(352) 600-7019
Spring Hill	Tampa Clippers CW, LLC	1531 Commercial Way	Spring Hill	FL	34606	(352) 688-6773
Canoe Creek Plaza	OSCEOLA CLIPS, LLC	3314 Canoe Creek Rd	St Cloud	FL	34772	(407) 498-4243
Durbin Park	Sunny Clippers, Inc.	70 Durbin Pavilion Drive	St Johns	FL	32259	(904) 217-3794
Shoppes at Beachwalk	Shine Star Cuts LLC	855 County Rd 210 W	St. Johns	FL	32259	(904) 770-2336
4th Street Shoppes	Sunshine Clips, LLC	8832 4th St. N.	St. Petersburg	FL	33702	(727) 954-4391
Vista Plaza	CRT Clips, LLC	2406 NW Federal Hwy	Stuart	FL	34994	(772) 692-8449
Kanner Crossing	TNT Jupiter Clips, Inc.	6534 S Kanner Highway	Stuart	FL	34997	(772) 266-9537
Kings Crossing Publix	PDGC of Manatee, LLC	4862 Sun City Center Blvd	Sun City Center	FL	33573	(813) 260-3223
* Lafayette Place	Parkside Ventures II, LLC	3111 Mahan Dr	Tallahassee	FL	32308	(850) 656-6536
* University Square	Parkside Ventures II, LLC	1525 W Tennessee St	Tallahassee	FL	32304	(850) 999-1773
* Bradfordville Center	Parkside Ventures II, LLC	6753 Thomasville Rd	Tallahassee	FL	32312	(850) 574-9400
* Governor's Crossing II	Parkside Ventures II, LLC	101 N Blair Stone Rd	Tallahassee	FL	32301	(850) 999-6377
Palms of Carrollwood	FourFold Enterprises, Inc.	13129 B N Dale Mabry Hwy	Tampa	FL	33618	(813) 969-2960
Shoppes at Citrus Park	FourFold Enterprises, Inc.	7851 Gunn Hwy	Tampa	FL	33626	(813) 920-1100
Hillsboro Plaza	Gateway Clippers Holdings III, LLC	2622 W Hillsborough Ave	Tampa	FL	33614	(813) 876-5555
Soho Pointe	Gateway Clippers Holdings LLC	701 S Howard Ave	Tampa	FL	33606	(813) 259-9350
Town Square	Gateway Clippers Holdings LLC	142 S West Shore Blvd	Tampa	FL	33609	(813) 287-1400
Village Plaza at Westchase	Gateway Clippers Holdings LLC	12213 W Linebaugh Ave	Tampa	FL	33626	(813) 852-6595
Carrollwood Commons	LFG 13 LLC	15002 N Dale Mabry Hwy	Tampa	FL	33618	(813) 964-8556
City Plaza at Tampa Palms	LFG 13 LLC	16017 Tampa Palms Blvd W	Tampa	FL	33647	(813) 971-5222
Encore Commons	Sunshine Clips, LLC	3688 W Gandy Blvd	Tampa	FL	33611	(813) 644-4998
Tarpon Springs Mall	FourFold Enterprises, Inc.	868 E Tarpon Ave	Tarpon Springs	FL	34689	(727) 937-5655
Tavares Crossroads	Ayomide Adewakun	2034 State Road 19	Tavares	FL	32778	(352) 742-1267
Terrace Ridge Plaza	Gateway Clippers Holdings LLC	5205 E Fowler Ave	Temple Terrace	FL	33617	(813) 605-5050
La Plaza Grande	RADHEJI 2 SALON LLC	1126 Bichara Blvd	The Villages	FL	32159	(352) 268-2573
Titusville	Laurant Enterprises, Inc.	2000 Cheney Hwy	Titusville	FL	32780	(321) 567-2557
Mitchell Ranch Plaza	Suncoast Clips, Inc.	3116 Little Rd	Trinity	FL	34655	(727) 372-4710
Lithia Crossings	Carole Raimondi	3476 Lithia Pinecrest Rd	Valrico	FL	33596	(813) 655-2828
Valrico Commons	Gateway Clippers Holdings LLC	1959 E State Rd 60	Valrico	FL	33594	(813) 689-2277
Venice Village	JAL Clippers, LLC	4141 Tamiami Tr S	Venice	FL	34293	(941) 497-4218
West Village Marketplace	JAL Clippers, LLC	12185 Mercado Dr	Venice	FL	34293	(941) 208-5530
Venice Commons	JAL Clippers, LLC	1435 E Venice Ave	Venice	FL	34292	(941) 484-2678
Sunrise Plaza	CRT Clips, LLC	1820 58th Ave	Vero Beach	FL	32966	(772) 217-2344
Publix Plaza on Miracle Mile	CRT Clips, LLC	475 21st St	Vero Beach	FL	32960	(772) 492-9857
Hollybrook Plaza	FourFold Enterprises, Inc.	5416 Bruce B Downs Blvd	Wesley Chapel	FL	33544	(813) 527-6040

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
The Shoppes at Northwoods	Gateway Clippers Holdings LLC	1063 Bruce B Downs Blvd	Wesley Chapel	FL	33544	(813) 907-1773
Towne Centre at Wesley Chapel	P9022 GC, LLC	27249 Wesley Chapel Blvd	Wesley Chapel	FL	33544	(813) 907-9200
Hammock Landings	Laurant Enterprises, Inc.	205 Palm Bay Rd	West Melbourne	FL	32904	(321) 914-0818
Market at Trailwinds	Florida Clips Inc.	5806 Seven Mile Drive	Wildwood	FL	34785	(352) 461-0773
Belmont Development	Gateway Clippers Holdings II, LLC	14339 US HWY 301 South	Wimauma	FL	33598	(813) 634-2499
Westside Shoppes	Gateway Clippers Holdings III, LLC	6536 Old Brick Rd	Windermere	FL	34786	(407) 612-5558
Hamlin Plaza	Florida Clips Inc.	16045 New Independence Parkway	Winter Garden	FL	34787	(407) 654-8834
Avamar Crossing	Florida Clips Inc.	1620 Avalon Rd	Winter Garden	FL	34787	(407) 614-2054
Southeast Plaza	Winter Haven GC, LLC	830 Cypress Gardens Blvd	Winter Haven	FL	33880	(863) 299-2780
Winter Park Shopping Center	Larlin Enterprise, Inc.	501 N Orlando Ave	Winter Park	FL	32789	(407) 622-2547
Winter Springs Town Center	Gateway Clippers Holdings III, LLC	1182 Cliff Rose Dr	Winter Springs	FL	32708	(407) 327-9194
Tuskawilla	Gateway Clippers Holdings III, LLC	1425 Tuskawilla Rd	Winter Springs	FL	32708	(407) 695-4333
Villages of Amelia	Golden Isles R.I.C.E., LLC	463867 State Rd 200	Yulee	FL	32097	(904) 849-1946
Wildlight Village	Red Dog Cuts LLC	20 Homegrown Way	Yulee	FL	32097	(904) 548-6053
Zephyr Commons SC	Gateway Clippers Holdings II, LLC	7928 Gall Blvd	Zephyrhills	FL	33541	(813) 780-8444
Butler Creek	MACK Clips, Inc.	3330 Cobb Pkwy NW	Acworth	GA	30101	(770) 635-7223
Stilesboro Oaks	Tabor Clips, Inc.	1720 Mars Hill Rd	Acworth	GA	30101	(770) 218-3004
Winward Commons	Ahmed International, Inc.	12850 Highway 9	Alpharetta	GA	30004	(770) 664-6221
Grasslands Crossing	Ahmed International, Inc.	5665 Atlanta Hwy	Alpharetta	GA	30004	(770) 569-0847
North Point Market	Ahmed International, Inc.	6410 N Point Pkwy	Alpharetta	GA	30022	(770) 667-5573
Saddlebrook	Ahmed International, Inc.	10945 State Bridge Rd	Alpharetta	GA	30022	(770) 343-8158
Crabapple Kroger	Corbets Company of Georgia	12460 Crabapple Rd	Alpharetta	GA	30004	(770) 740-2066
Haynes Bridge Village	Parkside Ventures III, LLC	9925 Haynes Bridge Rd	Alpharetta	GA	30022	(770) 667-7994
Villages at Flynn Crossing	Simon Clips, Inc.	5176 McGinnis Ferry Rd	Alpharetta	GA	30005	(678) 240-0530
Green Acres	Corbets Company of Georgia	1951 Barnett Shoals Rd	Athens	GA	30605	(706) 613-9459
Shops at Epps Bridge	Corbets Company of Georgia	1021 Epps Bridge Pkwy	Athens	GA	30606	(706) 613-0033
Village at Oak Grove	TNE Clips, LLC	5345 Jefferson Rd	Athens	GA	30607	(706) 395-6333
Trail Creek Village	TNE Clips, LLC	690 Highway 29 N	Athens	GA	30601	(706) 353-6007
Atlanta Great Clips at the Prado	Ahmed International, Inc.	5600 Roswell Rd	Atlanta	GA	30342	(404) 943-9202
Cumberland Festival	Corbets Company of Georgia	2980 Cobb Pkwy	Atlanta	GA	30339	(770) 955-2213
West Midtown	Green Olives Inc.	530 17th St NW	Atlanta	GA	30318	(678) 732-9320
Technology Square	Green Olives Inc.	74 5th St NW	Atlanta	GA	30308	(404) 881-8200
Howell Mill Village	Green Olives Inc.	857 Collier Rd NW	Atlanta	GA	30318	(404) 603-9108
Midtown Place	Green Olives Inc.	650 Ponce De Leon Ave NE	Atlanta	GA	30308	(404) 685-9597
Brighten Park	Green Olives Inc.	2484 Briarcliff Rd NE	Atlanta	GA	30329	(404) 636-1375
The Peach Center	Green Olives Inc.	2900 Peachtree Rd NW	Atlanta	GA	30305	(404) 240-0003
Buckhead Crossing	Green Olives Inc.	2625 Piedmont Rd NE	Atlanta	GA	30324	(404) 816-9616
Edgewood Retail	Harrison Enterprises, Inc.	1245 Caroline St NE	Atlanta	GA	30307	(404) 477-1056
Glenwood Place	Harrison Enterprises, Inc.	780 Glenwood Ave	Atlanta	GA	30316	(470) 575-5180
Ashford Place	Parkside Ventures II, LLC	4780 Ashford Dunwoody Rd	Atlanta	GA	30338	(770) 394-6181
Washington Walk	Cherry BIM Inc.	2801 Washington Rd	Augusta	GA	30909	(706) 739-1099
Augusta Exchange	Cherry BIM Inc.	1143 Agerton Way	Augusta	GA	30909	(706) 737-9358
East West Commons	Family Clips, LLC	1757 E West Connector	Austell	GA	30106	(770) 819-9247
Barrow Crossing	Parkside Ventures III, LLC	916 Loganville Hwy	Bethlehem	GA	30620	(770) 586-0039
Blue Ridge Retail Shops	Dixie Clippers, Inc.	330 Progress Circle	Blue Ridge	GA	30513	(706) 946-1115
Shoppes at Houston Lake	Baci Styles, Inc.	778 GA Hwy 96	Bonaire	GA	31005	(478) 987-2014
Merganser Commons	Baci Styles, Inc.	510 Hwy 247	Bonaire	GA	31005	(478) 273-4436
Vineyards Village	Parkside Ventures III, LLC	2095 Hwy 211 NW	Braselton	GA	30517	(678) 425-9899
Bremen Crossing	Tabor Clips, Inc.	3998 Bremen Crossing	Bremen	GA	30110	(770) 537-4144
Canal Crossing	Golden Isles R.I.C.E., LLC	10435 Canal Rd	Brunswick	GA	31525	(912) 574-7455
Holland Point	Baci Styles, Inc.	4108 Hamilton Mill Rd.	Buford	GA	30519	(470) 589-1538
Sugar Hill Corner	Parkside Ventures III, LLC	5885 Cumming Hwy	Buford	GA	30518	(770) 614-7764
Golden Park Village	Parkside Ventures III, LLC	4870 Golden Pkwy	Buford	GA	30518	(678) 714-0700
Calhoun Place	Georgia Clippers, Inc.	136 W Belmont Dr SW	Calhoun	GA	30701	(706) 625-5223
Prominence Point	Corbets Company of Georgia	110 Prominence Point Pkwy	Canton	GA	30114	(678) 493-9833
Riverstone Plaza	Corbets Company of Georgia	1453 Riverstone Pkwy	Canton	GA	30114	(770) 213-3801
Canton Marketplace	Corbets Company of Georgia	2026 Cumming Highway	Canton	GA	30115	(770) 704-5756
The Market at Bridgemill	James Johnson	3760 Sixes Rd	Canton	GA	30114	(678) 493-2211
Hickory Flat	Serenity Clips, LLC	6768 Hickory Flat Hwy	Canton	GA	30115	(770) 720-8739
McIntosh Plaza	Tabor Clips, Inc.	1109 S Park St	Carrollton	GA	30117	(770) 832-1336
Carrollton Exchange Shopping Center	Tabor Clips, Inc.	1141 Bankhead Hwy	Carrollton	GA	30116	(770) 834-7689
Cartersville Main St	Tabor Clips, Inc.	320 Cherokee Pl	Cartersville	GA	30121	(770) 382-0180
Peachtree Station	Baci Styles, Inc.	5001 Peachtree Blvd	Chamblee	GA	30341	(678) 691-4176
Cleveland Crossings	Dixie Clippers, Inc.	120 Donald E Thurmond Pkwy	Cleveland	GA	30528	(706) 865-2543
* Columbus Park	Parkside Ventures II, LLC	5550 Whittlesey Blvd	Columbus	GA	31909	(706) 256-6796
* Midland Commons	Parkside Ventures II, LLC	6901 Ray Wright Way	Columbus	GA	31906	(762) 583-4450
* Cross Country Plaza	Parkside Ventures II, LLC	3201 Macon Rd	Columbus	GA	31906	(706) 565-0212
* Old Town Marketplace	Parkside Ventures II, LLC	8132 Veterans Pkwy	Columbus	GA	31909	(706) 330-1315
* Bradley Park Crossing	Parkside Ventures II, LLC	1591 Bradley Park Dr	Columbus	GA	31907	(706) 322-3628
Millers Chapel	Simon Clips, Inc.	2133 Highway 20 SE	Conyers	GA	30013	(770) 761-5131
Cornelia	Simon Clips, Inc.	282 Furniture Plaza Dr	Cornelia	GA	30531	(706) 778-0282
Newton Crossroads	Simon Clips, Inc.	5340 Highway 20 S	Covington	GA	30016	(770) 787-2646
Covington Centre	TNE Clips, LLC	10335 Industrial Blvd NE	Covington	GA	30014	(678) 212-2027
Sharon Greens	Simon Clips, Inc.	1595 Peachtree Pkwy	Cumming	GA	30041	(770) 886-2283
Cruse Marketplace	Simon Clips, Inc.	1735 Buford Hwy	Cumming	GA	30041	(678) 455-5597
Greens Corner	Simon Clips, Inc.	2300 Bethelview Rd	Cumming	GA	30040	(678) 947-0488
Keith Bridge Commons	Simon Clips, Inc.	2623 Freedom Pkwy	Cumming	GA	30041	(770) 888-9995
Publix at Matt	Simon Clips, Inc.	5310 Matt Hwy	Cumming	GA	30028	(470) 253-7562
Lakeland Plaza	Simon Clips, Inc.	551 Lakeland Plaza	Cumming	GA	30040	(770) 844-0186
Shoppes at Bethelview	Simon Clips, Inc.	5740 Steeplechase Blvd	Cumming	GA	30040	(470) 253-7266

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Hamilton Mill Village	Dixie Clippers, Inc.	2463 Hamilton Mill Pkwy	Dacula	GA	30019	(770) 614-3988
Publix at Harbins 316	Parkside Ventures II, LLC	952 Harbins Rd	Dacula	GA	30019	(470) 679-2780
Dacula Village	Simon Clips, Inc.	720 Dacula Rd	Dacula	GA	30019	(770) 963-5507
Dahlonega Village	Parkside Ventures II, LLC	27 Maxwell Lane	Dahlonega	GA	30533	000-000-0000
Dallas Commons	Mountain Clips, LLC	457 Nathan Dean Blvd	Dallas	GA	30132	(678) 909-5836
East Paulding	Mountain Clips, LLC	55 E Paulding Dr	Dallas	GA	30157	(770) 443-4144
Shoppes On Shugart	Wildfire, LLC	785 Shugart Rd	Dalton	GA	30720	(706) 260-2547
Dawsonville	Simon Clips, Inc.	145 Forest Blvd	Dawsonville	GA	30534	(706) 531-1503
Shamrock Plaza	Green Olives Inc.	3906 N Druid Hills Rd	Decatur	GA	30033	(404) 633-8900
Shops at Towne Square	Harrison Enterprises, Inc.	225 E Ponce De Leon Ave	Decatur	GA	30030	(404) 377-1331
Decatur Crossing	Harrison Enterprises, Inc.	2570 Blackmon Dr	Decatur	GA	30033	(404) 362-7671
Ridge Crossing	Tabor Clips, Inc.	4815 Ridge Rd	Douglasville	GA	30134	(770) 942-7611
Douglasville Pavillions	Tabor Clips, Inc.	2866 Chapel Hill Rd	Douglasville	GA	30135	(770) 577-0261
Cosby Station	Tabor Clips, Inc.	3302 Highway 5	Douglasville	GA	30135	(770) 949-6858
Dublin Village	Jeroso DG LLC	1100 Hillcrest Parkway	Dublin	GA	31021	(478) 274-9007
Duluth Station	Green Olives Inc.	2750 Buford Hwy	Duluth	GA	30096	(770) 622-8999
Sugarloaf Parkway	Green Olives Inc.	6555 Sugarloaf Pkwy	Duluth	GA	30097	(678) 584-1391
Highlands Crossing	Dixie Clippers, Inc.	91 Highland Drive	East Ellijay	GA	30540	(706) 276-1115
Currahee Corners	Roach Management, Inc.	82 WalMart Way	Eastanollee	GA	30538	(706) 886-7275
Riverwood Town Center	Cherry BIM Inc.	5121 Washington Rd	Evans	GA	30809	(706) 504-3243
Mullins Crossing	Cherry BIM Inc.	4217 Washington Rd	Evans	GA	30809	(706) 863-0677
Fayetteville Towne Center	SRP MinneCorp	805 Glynn St S	Fayetteville	GA	30214	(770) 716-0996
Clearwater Crossing	Parkside Ventures III, LLC	7380 Spout Springs Rd	Flowery Branch	GA	30542	(770) 965-6966
Flowery Branch	Simon Clips, Inc.	5900 Spout Springs Rd	Flowery Branch	GA	30542	(770) 967-1496
Royal Lakes Marketplace	Simon Clips, Inc.	4009 Winder Hwy	Flowery Branch	GA	30542	(770) 534-7059
Boynton Ridge Plaza	Wildfire, LLC	3797 Battlefield Pkwy	Fort Oglethorpe	GA	30742	(706) 820-6054
Battlefield Station	Wildfire, LLC	62 Battlefield Station Dr	Fort Oglethorpe	GA	30742	(706) 861-3350
New Holland Market	Parkside Ventures II, LLC	1943 Jesse Jewell Pkwy	Gainesville	GA	30501	(470) 892-6004
Thompson Bridge Commons	Simon Clips, Inc.	3630 Thompson Bridge Rd	Gainesville	GA	30506	(770) 539-9556
Village Shoppes of Gainesville	Simon Clips, Inc.	891 Dawsonville Hwy	Gainesville	GA	30501	(770) 538-2838
Grayson Commons	Dixie Clippers, Inc.	1911 Grayson Hwy	Grayson	GA	30017	(470) 359-3195
Griffin Crossroads	Tabor Clips, Inc.	1529 N Expressway	Griffin	GA	30223	(770) 229-1118
The Gateway	Cherry BIM Inc.	4010 Gateway Blvd	Grovetown	GA	30813	(706) 868-0204
Gateway Marketplace	Cherry BIM Inc.	437 Lewiston Rd	Grovetown	GA	30813	(706) 303-8292
Shops at Walnut Creek	SRP MinneCorp	2410 Jonesboro Rd	Hampton	GA	30228	(678) 586-5668
Oglethorpe Square	Jeroso LLC	863 W Oglethorpe Hwy	Hinesville	GA	31313	(912) 877-1776
Hiram Pavilion	Mountain Clips, LLC	5218 Jimmy Lee Smith Pkwy	Hiram	GA	30141	(770) 943-3811
West Jackson Crossing	Simon Clips, Inc.	6055 Hwy 124 W	Hoschton	GA	30548	(706) 658-4027
Jasper Village	Corbets Company of Georgia	61 Bill Wigginton Pkwy	Jasper	GA	30143	(706) 253-2504
Loggins Corner	Simon Clips, Inc.	1681 Old Pendergrass Rd	Jefferson	GA	30549	(706) 367-7880
Jesup Walmart Plaza	Jeroso LLC	1058 N Macon St	Jesup	GA	31545	(912) 630-2122
Medlock Corner	Ahmed International, Inc.	5805 State Bridge Rd	Johns Creek	GA	30097	(770) 232-2859
Wade Green	Family Clips, LLC	4430 Wade Green Rd NW	Kennesaw	GA	30144	(770) 421-9511
Publix at Barrett Parkway	Mountain Clips, LLC	1635 Old Highway 41	Kennesaw	GA	30152	(770) 422-2348
Camdenwoods	J.V.L. ClipX, Inc.	1601 Highway 40 E	Kingsland	GA	31548	(912) 729-4433
Sawmill Place	Harrison Enterprises, Inc.	1861 Roanoke Rd	LaGrange	GA	30240	(706) 883-8060
Commerce Shops	Harrison Enterprises, Inc.	203 Commerce Ave	LaGrange	GA	30241	(706) 883-7515
Merton Walk	Dixie Clippers, Inc.	911 Duluth Hwy	Lawrenceville	GA	30043	(770) 339-0042
Sugarloaf Crossing	Green Olives Inc.	4850 Sugarloaf Pkwy	Lawrenceville	GA	30044	(770) 513-2682
Russell Ridge	Three Brothers Realty Group LLC	1475 Georgia Hwy 20	Lawrenceville	GA	30043	(770) 995-7732
* Publix at Lee Crossings	Mountain Clips, LLC	1208 US-19	Leesburg	GA	31763	(229) 405-1973
Five Forks Crossing	Dixie Clippers, Inc.	3050 Five Forks Trickum Rd SW	Liburn	GA	30047	(770) 978-7001
Locust Grove Village	SRP MinneCorp	4928 Bill Gardner Pkwy	Locust Grove	GA	30248	(678) 583-0929
Loganville Crossing	Dixie Clippers, Inc.	4743 Atlanta Hwy	Loganville	GA	30052	(770) 554-4400
Bridge Pointe	Macon It Great, LLC	4335 Hartley Bridge Rd	Macon	GA	31216	(478) 784-4466
Pinnacle Point	Macon It Great, LLC	1687 Bass Rd	Macon	GA	31210	(478) 254-3800
River Gate	Macon It Great, LLC	159 Tom Hill Sr Blvd	Macon	GA	31210	(478) 474-8409
Plantation Village	Macon It Great, LLC	6255 Zebulon Rd	Macon	GA	31210	(478) 474-8636
Sandy Plains Centre	Corbets Company of Georgia	2960 Shallowford Rd NE	Marietta	GA	30066	(770) 578-0718
Pavillions at Eastlake	Corbets Company of Georgia	2100 Roswell Rd	Marietta	GA	30062	(770) 977-8775
Providence Square	Corbets Company of Georgia	4101 Roswell Rd	Marietta	GA	30062	(770) 977-1225
G and H Center	Corbets Company of Georgia	1260 Powers Ferry Rd	Marietta	GA	30067	(770) 850-0272
Macland Battle Ridge Pavillion	Georgia Clippers, Inc.	1690 Powder Spring Rd	Marietta	GA	30064	(770) 419-0044
West Cobb Marketplace	Tabor Clips, Inc.	2500 Dallas Hwy	Marietta	GA	30064	(770) 795-0011
Parkside West Cobb	Tabor Clips, Inc.	3805 Dallas Hwy SW	Marietta	GA	30064	(678) 695-3730
Fury's Ferry	Cherry BIM Inc.	403 Fury's Ferry Rd	Martinez	GA	30907	(706) 651-8900
Shoppes at Ola Crossroads	SRP MinneCorp	3471 Highway 81 E	McDonough	GA	30252	(470) 507-4810
North McDonough Crossing	SRP MinneCorp	5912 E Lake Parkway	McDonough	GA	30253	(770) 898-8281
Shoppes at Lake Dow	SRP MinneCorp	918 Hwy 81 E	McDonough	GA	30252	(770) 898-8284
McDonough Commons	SRP MinneCorp	1545 Highway 20 W	McDonough	GA	30253	(678) 782-3397
Montgomery Plaza	TNE Clips, LLC	2803 N Columbia St	Milledgeville	GA	31061	(478) 414-1954
Monroe Pavilion	TNE Clips, LLC	1038 Pavilion Pkwy	Monroe	GA	30656	(678) 635-8983
* Parkway Centre	Mountain Clips, LLC	362 Veterans Pkwy N	Moultrie	GA	31788	(229) 217-0054
Newnan Crossing	New Clips, LLC	121 Newnan Crossing Blvd W	Newnan	GA	30265	(770) 252-4686
Summerlin Corners	New Clips, LLC	1741 Newnan Crossing Blvd E	Newnan	GA	30265	(770) 251-2006
Arbor Springs	SRP MinneCorp	4030 N HWY 29	Newnan	GA	30265	(678) 857-3340
Thomas Crossroads	SRP MinneCorp	3150 Highway 34 E	Newnan	GA	30265	(770) 304-0969
Peachtree Square	Baci Styles, Inc.	3200 Holcomb Bridge Rd	Norcross	GA	30092	(770) 417-1337
Kedron Village	SRP MinneCorp	1027 N Peachtree Pkwy	Peachtree City	GA	30269	(770) 631-0193
Braelinn Village	SRP MinneCorp	468 Crosstown Dr	Peachtree City	GA	30269	(770) 486-0290

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Perry Market Place	Baci Styles, Inc.	1365 Sam Nunn Blvd	Perry	GA	31069	(478) 988-0255
Pooler Marketplace	Jeroso LLC	457 Pooler Pkwy	Pooler	GA	31322	(912) 748-4060
Costco at Savannah Quarters	Magic Clips, LLC	2201 Pooler Pkwy	Pooler	GA	31322	(912) 998-0898
Rice Hope	DEW Clips, LLC	7934 GA Hwy 21	Port Wentworth	GA	31407	(912) 966-9989
Powder Springs	Mountain Clips, LLC	3721 New MacLand Rd	Powder Springs	GA	30127	(770) 439-4965
Lost Mountain Crossing	Tabor Clips, Inc.	5100 Dallas Hwy	Powder Springs	GA	30127	(770) 627-4959
Richmond Hill Exchange	Jeroso LLC	60 Exchange St	Richmond Hill	GA	31324	(912) 445-0725
Publix at Richmond Hill Plantation	Jeroso LLC	13100 Highway 144	Richmond Hill	GA	31324	(912) 445-0667
Rockmart Crossroads	Mountain Clips, LLC	1735 Nathan Dean Bypass	Rockmart	GA	30153	(770) 684-5247
East Bend Shopping Center	Mountain Clips, LLC	1459 Turner McCall Blvd	Rome	GA	30161	(706) 291-3976
Centennial Village	Baci Styles, Inc.	2300 Holcomb Bridge Rd	Roswell	GA	30076	(770) 645-8011
East Cobb/Shallowford Corners	Corbets Company of Georgia	4401 Shallowford Rd NE	Roswell	GA	30075	(770) 594-3874
Sandy Plains Village Shopping Center	Serenity Clips, LLC	4651 Woodstock Rd	Roswell	GA	30075	(770) 552-0054
Retreat Village	M2 Salon Holdings LLC	232 Retreat Village	Saint Simons Island	GA	31522	(912) 771-8422
Abernathy Square	Ahmed International, Inc.	6597-D Roswell Rd	Sandy Springs	GA	30328	(404) 549-8930
Whitemarsh Island Town Center	DEW Clips, LLC	4679 US Hwy 80 E	Savannah	GA	31410	(912) 349-6116
Berwick Marketplace	DEW Clips, LLC	5730 Ogeechee Rd	Savannah	GA	31405	(912) 236-2320
Chatham Plaza	Magic Clips, LLC	7805 Abercorn St	Savannah	GA	31406	(912) 355-0222
Twelve Oaks	Magic Clips, LLC	5500 Abercorn St	Savannah	GA	31405	(912) 352-7011
Shops at Senoia Village	SRP MinneCorp	8080 Wells St	Senoia	GA	30276	(678) 723-7003
South Cobb Highland Station	Family Clips, LLC	4480 S Cobb Dr	Smyrna	GA	30080	(770) 433-0422
Jonquil Plaza	Mountain Clips, LLC	2905 Atlanta Rd SE	Smyrna	GA	30080	(770) 989-1205
Presidential Commons	Dixie Clippers, Inc.	1630 Scenic Hwy S	Snellville	GA	30078	(770) 736-6944
Statesboro	DEW Clips, LLC	103 Tormenta Way	Statesboro	GA	30458	(912) 623-2843
Spivey Junction	SRP MinneCorp	1744 Hudson Bridge Rd	Stockbridge	GA	30281	(770) 474-2154
Stockbridge Lakes	SRP MinneCorp	242 E Atlanta Rd	Stockbridge	GA	30281	(678) 565-0939
Rockbridge Village	Harrison Enterprises, Inc.	1227 Rockbridge Rd	Stone Mountain	GA	30087	(470) 719-9875
John's Creek Shopping Center	Ahmed International, Inc.	3651 Peachtree Pkwy	Suwanee	GA	30024	(770) 497-8313
McGinnis Ferry Crossing	Ahmed International, Inc.	1000 Peachtree Industrial Blvd	Suwanee	GA	30024	(770) 271-0230
Suwanee	Macon It Great, LLC	2815 Lawrenceville Suwanee Rd	Suwanee	GA	30024	(770) 271-1955
* Thomasville Publix	Parkside Ventures II, LLC	13779 US Highway 19 S	Thomasville	GA	31792	(229) 226-5640
Northlake Crossing	Corbets Company of Georgia	4135 Lavista Rd	Tucker	GA	30084	(770) 414-6554
Cofer Crossing	Harrison Enterprises, Inc.	4367 Lawrenceville Hwy	Tucker	GA	30084	(770) 496-0970
* Perimeter Park	Parkside Ventures II, LLC	3310 Inner Perimeter Rd	Valdosta	GA	31602	(229) 257-0544
* Gornito Road	Parkside Ventures II, LLC	1709 Gornito Rd	Valdosta	GA	31602	(229) 469-4115
Village at Mirror Lake	Tabor Clips, Inc.	2000 Mirror Lake Blvd	Villa Rica	GA	30180	(770) 456-9588
Houston Square	Baci Styles, Inc.	211 Russell Pkwy	Warner Robins	GA	31088	(478) 929-4664
Warner Robins Place	Baci Styles, Inc.	2724 Watson Blvd	Warner Robins	GA	31093	(478) 953-0937
Butler's Crossing	TNE Clips, LLC	2061 Experiment Station Road	Watkinsville	GA	30677	(706) 310-4188
Waycross Marketplace	Golden Isles R.I.C.E., LLC	2489 Memorial Dr	Waycross	GA	31503	(912) 809-2505
Winder Walmart Center	Parkside Ventures III, LLC	444 Atlanta Hwy	Winder	GA	30680	(770) 868-0312
Toonigh Village	Corbets Company of Georgia	5341 Holly Springs Pkwy	Woodstock	GA	30188	(770) 591-3710
Towne Lake Square	Legacy Dynamics, Inc.	2295 Towne Lake Pkwy	Woodstock	GA	30189	(770) 592-3345
Woodstock Crossing	Serenity Clips, LLC	12050 Hwy 92	Woodstock	GA	30188	(770) 516-9288
Hawaii Kai Towne Center	Ohana Clips, LLC	333 Keahole St	Honolulu	HI	96825	(808) 425-5558
Kuono Marketplace	Ohana Clips, LLC	4210 Waiālae Avenue	Honolulu	HI	96816	(808) 773-7475
Moanalua Shopping Center	Ohana Clips, LLC	930 Walkenburgh St	Honolulu	HI	96818	(808) 840-0195
Kailua	Ohana Clips, LLC	111 Hekili St	Kailua	HI	96734	(808) 200-2761
Kapolei Village Center	Ohana Clips, LLC	4850 Kapolei Parkway	Kapolei	HI	96707	(808) 200-5074
Mililani Mauka	Ohana Clips, LLC	95-1057 Aiea Drive	Mililani	HI	96789	(808) 762-0290
Pearl Highlands	Ohana Clips, LLC	1000 Kamehameha Hwy	Pearl City	HI	96782	(808) 888-6076
Altoona	This Is It, Inc.	550 36th Ave SW	Altoona	IA	50009	(515) 957-3150
Shoppes at North Grand	Roch-N-Roll, Inc.	725 24th St	Ames	IA	50010	(515) 233-6334
Lincoln Center	Roch-N-Roll, Inc.	620 Lincoln Way	Ames	IA	50010	(515) 233-4611
Northside Plaza	A Little On The Side, LLC	627 N Ankeny Blvd	Ankeny	IA	50023	(515) 964-9421
Shops on Delaware	A Little On The Side, LLC	2005 SE Delaware Ave	Ankeny	IA	50021	(515) 963-1005
Duck Creek	Great Care Quad Cities, LLC	840 Middle Rd	Bettendorf	IA	52722	(563) 355-4644
Bett Plex	Great Care Quad Cities, LLC	6924 Competition Court	Bettendorf	IA	52722	(563) 551-2547
Bettendorf Glen Roads	The Hands Group, Inc.	3380 Middle Rd	Bettendorf	IA	52722	(563) 332-0320
Kittyhawk	A Little On The Side, LLC	1910 Kittyhawk Ave	Carroll	IA	51401	(712) 792-1024
* Viking Plaza	Sharpness Inc.	421 Viking Plaza Dr	Cedar Falls	IA	50613	(319) 266-1444
* Blairs Forest Plaza	Sharpness Inc.	5458 Blairs Forest Way NE	Cedar Rapids	IA	52402	(319) 294-2317
* Collins Crossing	Sharpness Inc.	180 Collins Rd NE	Cedar Rapids	IA	52402	(319) 373-0038
* River Market	Sharpness Inc.	5300 Edgewood Rd NE	Cedar Rapids	IA	52411	(319) 393-2547
* Westdale	Sharpness Inc.	2360 Edgewood Rd. SW	Cedar Rapids	IA	52404	(319) 654-8446
Clinton Town Center	The Hands Group, Inc.	2418 Virginia Ave	Clinton	IA	52732	(563) 242-2148
* Coral Commerce	Sharpness Inc.	3286 Crosspark Road	Coralville	IA	52241	(319) 626-2470
* Coral Valley Market	Sharpness Inc.	939 25th Ave	Coralville	IA	52241	(319) 354-6500
Broadway	Sharpness Inc.	2200 W Broadway	Council Bluffs	IA	51501	(712) 325-6789
Celebration Center	Great Care Quad Cities, LLC	4007 E 53rd St	Davenport	IA	52807	(563) 441-0111
Northtown Plaza	Great Care Quad Cities, LLC	102 E Kimberly Rd	Davenport	IA	52806	(563) 391-2547
Davenport West Kimberly	The Hands Group, Inc.	2192 W Kimberly Rd	Davenport	IA	52806	(563) 386-1966
Merle Hay Square	A Little On The Side, LLC	3418 Merle Hay Rd	Des Moines	IA	50310	(515) 270-6602
Fleur Plaza	A Little On The Side, LLC	4521 Fleur Dr	Des Moines	IA	50321	(515) 287-4191
Stefon Plaza	A Little On The Side, LLC	200 Army Post Rd	Des Moines	IA	50315	(515) 287-4455
Lee Town Center	K.B. Hair Enterprises, Inc.	2450 E Euclid Ave	Des Moines	IA	50317	(515) 262-0345
Cobblestone Market Shopping Center	This Is It, Inc.	8537 Hickman Rd	Des Moines	IA	50322	(515) 278-1301
* Eagle Eye Plaza	Sharpness Inc.	4840 Asbury Rd	Dubuque	IA	52002	(563) 583-6196
Fort Dodge Shopping Center	This Is It, Inc.	3007 1st Ave S	Fort Dodge	IA	50501	(515) 573-4775
Indianola	This Is It, Inc.	1214 N Jefferson Way	Indianola	IA	50125	(515) 961-0282

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
* Sycamore	Sharpness Inc.	1849 Lower Muscatine Rd	Iowa City	IA	52240	(319) 358-6555
Johnston Station	This Is It, Inc.	5525 Merle Hay Rd	Johnston	IA	50131	(515) 270-4702
Keokuk Shopping Center	The Hands Group, Inc.	205 N Park Dr	Keokuk	IA	52632	(319) 524-2133
* Marion	Sharpness Inc.	2791 7th Ave	Marion	IA	52302	(319) 447-1655
Marshalltown Shopping Center	A Little On The Side, LLC	50 LaFrentz	Marshalltown	IA	50158	(641) 752-6400
Fairgrounds Plaza	Roch-N-Roll, Inc.	3570 4th St SW	Mason City	IA	50401	(641) 424-0424
5th Street SW	Roch-N-Roll, Inc.	319 5th St SW	Mason City	IA	50401	(641) 424-4480
Muscatine Point	The Hands Group, Inc.	3020 Highway 61 N	Muscatine	IA	52761	(563) 263-5138
Newton Shopping Center	A Little On The Side, LLC	301 Iowa Speedway Dr	Newton	IA	50208	(641) 791-9492
Oskaloosa Shopping Center	A Little On The Side, LLC	209 Cornerstone Dr	Oskaloosa	IA	52577	(641) 676-8525
Ottumwa Shopping Center	A Little On The Side, LLC	1863 Venture Dr	Ottumwa	IA	52501	(641) 682-1001
Pella	This Is It, Inc.	1586 Washington St	Pella	IA	50219	(641) 628-8111
Waters Edge	A Little On The Side, LLC	4520 E University Ave	Pleasant Hill	IA	50327	(515) 266-0206
Sunnybrook	A Little On The Side, LLC	5772 Sunnybrook Dr	Sioux City	IA	51106	(712) 258-2555
Singing Hills	A Little On The Side, LLC	3156 Singing Hills Blvd	Sioux City	IA	51106	(712) 224-0224
Heritage Park	This Is It, Inc.	11895 Hickman Rd	Urbandale	IA	50323	(515) 334-2665
Urbandale Marketplace	This Is It, Inc.	11129 Plum Dr	Urbandale	IA	50322	(515) 727-5855
* Crossroads	Sharpness Inc.	1507 Flammang Dr	Waterloo	IA	50702	(319) 433-1107
* Progress Plaza	Sharpness Inc.	3827 University Ave	Waterloo	IA	50701	(319) 234-0375
* Ansborough	Sharpness Inc.	3026 Ansborough Avenue	Waterloo	IA	50701	(319) 888-1009
Alice's Crossing	A Little On The Side, LLC	761 E Hickman Rd	Waukee	IA	50263	(515) 410-9023
* Waverly	Sharpness Inc.	1223 4th St SW	Waverly	IA	50677	(319) 352-1392
West Burlington	The Hands Group, Inc.	116 W Agency Rd	West Burlington	IA	52655	(319) 754-5881
South Oaks Mall	A Little On The Side, LLC	3769 EP True Pkwy	West Des Moines	IA	50265	(515) 267-0044
West Glen Town Center	A Little On The Side, LLC	5465 Mills Civic Pkwy	West Des Moines	IA	50266	(515) 224-5991
60th and Ashworth	A Little On The Side, LLC	5935 Ashworth Rd	West Des Moines	IA	50266	(515) 224-6054
Windsor Heights Town Center	This Is It, Inc.	6601 University Ave	Windsor Heights	IA	50324	(515) 277-7955
Sandcreek Commons	Idaho Franchise Partners, LLC	2666 E Sunnyside Rd	Ammon	ID	83406	(208) 357-4126
Overland	Idaho Franchise Partners, LLC	8176 W Overland Rd	Boise	ID	83709	(208) 377-1516
Franklin	Treasure Valley Salons, LLC	5208 W Franklin Rd	Boise	ID	83705	(208) 342-0206
Plantation Center	Treasure Valley Salons, LLC	6836 Glenwood Street	Boise	ID	83703	(208) 853-6943
McMillan Corner	Treasure Valley Salons, LLC	13613 W McMillan Rd	Boise	ID	83713	(208) 939-1091
Broadway 111	Treasure Valley Salons, LLC	143 S Broadway Ave	Boise	ID	83702	(208) 576-6699
* Rivergate Crossing	TriState Salons, LLC	242 East 5th Street North	Burley	ID	83318	(208) 679-3712
Caldwell	Treasure Valley Salons, LLC	2713 Blaine St	Caldwell	ID	83605	(208) 453-2643
Caldwell Shops on the Boulevard	Treasure Valley Salons, LLC	5205 Cleveland Blvd	Caldwell	ID	83607	(208) 453-6414
Coeur D' Alene	Red Hill, Inc.	3522 N Government Way	Coeur D Alene	ID	83815	(208) 765-2940
Hayden Target	Red Hill, Inc.	291 W Canfield Ave	Coeur D Alene	ID	83814	(208) 762-5568
Eagle Pavilion	Treasure Valley Salons, LLC	358 S Eagle Rd	Eagle	ID	83616	(208) 939-2996
Idaho Falls Super Walmart	TriState Salons, LLC	408 S Utah Ave	Idaho Falls	ID	83402	(208) 528-9100
Winco Shopping Center	TriState Salons, LLC	371 N Woodruff Ave	Idaho Falls	ID	83401	(208) 542-9000
Fred Meyer Center	TriState Salons, LLC	1547 Northgate Mile	Idaho Falls	ID	83401	(208) 522-5000
Ridleys Center	Treasure Valley Salons, LLC	1327 N Meridian Rd	Kuna	ID	83634	(208) 922-1780
Lewiston Center Mall	Zahoomi Inland LLC	1804 19th Ave	Lewiston	ID	83501	(208) 746-3059
Cherry Lane Center	Idaho Franchise Partners, LLC	1751 W Cherry Ln	Meridian	ID	83642	(208) 895-0730
Eagle Island Marketplace	Treasure Valley Salons, LLC	1388 W Chinden Blvd	Meridian	ID	83646	(208) 895-7846
Palouse Mall	Zahoomi Inland LLC	2114 W Pullman Rd	Moscow	ID	83843	(208) 883-8052
12th Ave	Treasure Valley Salons, LLC	181 E Maine Ave	Nampa	ID	83686	(208) 442-5431
Boulevard Plaza	Treasure Valley Salons, LLC	172 Caldwell Blvd	Nampa	ID	83651	(208) 463-1595
Karcher Village	Treasure Valley Salons, LLC	16440 N Midland Blvd	Nampa	ID	83687	(208) 467-9778
Foothills Plaza	TriState Salons, LLC	1000 Pocatello Creek Rd	Pocatello	ID	83201	(208) 269-2009
Cobblestone Creek	TriState Salons, LLC	4100 N Yellowstone Ave	Pocatello	ID	83202	(208) 637-2500
Sandpoint	UFFDAH, LLC	675 Kootenai Cut Off Rd	Ponderay	ID	83852	(208) 265-9262
Post Falls Walmart	Red Hill, Inc.	3134 E Mullan Ave	Post Falls	ID	83854	(208) 773-8348
N Rexburg Strip Center	Idaho Franchise Partners, LLC	286 Moody Rd	Rexburg	ID	83440	(208) 497-0555
Albertsons-Star	Idaho Franchise Partners, LLC	200 N Highbrook Way	Star	ID	83669	(208) 995-2598
* Breckenridge Farms	TriState Salons, LLC	799 Cheney Dr	Twin Falls	ID	83301	(208) 735-1200
Shoppes of Addison IV	PVHJ Inc.	1450 W Lake St	Addison	IL	60101	(630) 705-1016
Lake in the Hills	BrynCorp Concepts, Ltd.	22 S Randall Rd	Algonquin	IL	60102	(847) 854-6767
Algonquin Town Center	NMS Investments, Inc.	1542 E Algonquin Rd	Algonquin	IL	60102	(847) 854-1900
Oakwood Plaza	Gateway Clippers Holdings LLC	1837 Homer Adams Pkwy	Alton	IL	62002	(618) 465-5223
Antioch Crossings	NMS Investments, Inc.	417 E Route 173	Antioch	IL	60002	(224)788-8172
Town and Country	NMS Investments, Inc.	377 E Palatine Rd	Arlington Heights	IL	60004	(847) 590-1091
Eola Commons	PJMR IL Inc.	3150 N Aurora Rd	Aurora	IL	60504	(630) 585-6833
Savannah Crossing	Riverside Capital PLLC	2902 Kirk Rd	Aurora	IL	60502	(630) 375-1887
Orchard Grove	The Richard Lynn Company	1330 Orchard Rd	Aurora	IL	60506	(630) 907-9915
Ogden Point	The Richard Lynn Company	2616B Ogden Ave	Aurora	IL	60504	(630) 978-2550
Bartlett Plaza	Red Sky At Night, Inc.	912 S IL Route 59	Bartlett	IL	60103	(630) 289-3230
Batavia Plaza	The Richard Lynn Company	136 W Wilson St	Batavia	IL	60510	(630) 761-9674
Belleville Crossing	Modern Day Clippers, Inc.	5751 Belleville Crossing St	Belleville	IL	62226	(618) 234-8400
Green Mount Station	MPE, Inc.	2630 Mascoutah Ave	Belleville	IL	62221	(618) 235-2820
* The Gateway Center Belvidere	Griswold, Inc.	1948 Gateway Center Dr	Belvidere	IL	61008	(815) 544-1678
* Bloomington South at Morrissey	The Hands Group, Inc.	1601 Morrissey Drive	Bloomington	IL	61704	(309) 808-3596
* Schnucks-Bloomington	The Hands Group, Inc.	1701 E Empire	Bloomington	IL	61701	(309) 433-9100
Bolingbrook	Bengal Renaissance Group, Inc.	218 N Weber Rd	Bolingbrook	IL	60440	(630) 226-0444
Julians Plaza	Riverside Capital PLLC	144 E Boughton Rd	Bolingbrook	IL	60440	(630) 739-2445
Bradley Commons	Hanumanji, Inc.	2024 N State Route 50	Bourbonnais	IL	60914	(815) 802-0500
In Store Meijer Bradley	Hanumanji, Inc.	990 N Kinzie Ave	Bradley	IL	60915	(815) 573-5567
The Shops at Buffalo Grove	L.A.C.E., Inc.	1543 Deerfield Pkwy	Buffalo Grove	IL	60089	(847) 777-1455
* Hyvee Center	The Hands Group, Inc.	855 N Main St	Canton	IL	61520	(309) 649-1000

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Carbondale East	The Mane Group, Inc.	715 North Giant City Rd	Carbondale	IL	62902	(618) 457-5845
Northland Mall	Bengal Renaissance Group, Inc.	537 S Schmale Rd	Carol Stream	IL	60188	(630) 933-0416
Heritage Plaza	BrynCorp Concepts, Ltd.	782 W Army Trail Rd	Carol Stream	IL	60188	(630) 540-9023
Cary Square	NMS Investments, Inc.	720 Northwest Hwy	Cary	IL	60013	(847) 639-5949
Fairview Park Plaza	MPE, Inc.	1065 W Broadway	Centralia	IL	62801	(618) 918-2600
North Champaign	The Hands Group, Inc.	907 W Marketview Dr	Champaign	IL	61822	(217) 607-1184
Carriage Center	The Hands Group, Inc.	2023 S Neil St	Champaign	IL	61821	(217) 954-1970
Charleston Commons	The Hands Group, Inc.	2194 Woodfall Dr	Charleston	IL	61920	(217) 345-0505
Wicker Park	Alpine Cuts, Inc.	1238B N Ashland Ave	Chicago	IL	60622	(773) 252-2372
University Village	CJCI, Inc.	1342 S Halsted St	Chicago	IL	60607	(312) 491-1000
Old Town Square	CMC Service of Chicago 1 LLC	1235 N Clybourn Ave	Chicago	IL	60610	(312) 397-1237
Lakeview	CMC Service of Chicago 1 LLC	3143 N Broadway	Chicago	IL	60657	(773) 871-2699
North Clark Street	CMC Service of Chicago 1 LLC	2506 1/2 N Clark St	Chicago	IL	60614	(773) 281-2926
Elston Plaza	Deva Ashtavinayak, Inc.	3229-B W Addison St	Chicago	IL	60618	(773)-681-0495
Metra Market	Parsan, LLC	117 N Clinton St	Chicago	IL	60661	(312) 466-6480
Presidential Towers	Parsan, LLC	547 W Madison St	Chicago	IL	60661	(312) 775-7003
Lincoln Square	Parsan, LLC	2321 W Lawrence Ave	Chicago	IL	60625	(773) 516-4461
Condor Plaza	Parsan, LLC	5601 S Harlem Ave	Chicago	IL	60638	(773) 229-0297
Lakeside Plaza	Modern Day Clippers, Inc.	501 Beltline #20-1	Collinsville	IL	62234	(618) 346-8700
Columbia Town Centre	MPE, Inc.	990 Columbia Town Centre	Collinsville	IL	62236	(618) 281-8484
Salem Square	CJCI, Inc.	5555 S Brainard Ave	Countryside	IL	60525	(708) 352-2900
Country Corners	NMS Investments, Inc.	230 W Virginia Rd	Crystal Lake	IL	60014	(815) 356-5533
Danville Crossing	The Hands Group, Inc.	4111 N Vermillion St	Danville	IL	61832	(217) 443-2750
Darien Towne Centre	CMC Service of Chicago 1 LLC	2133 W 75th St	Darien	IL	60561	(630) 963-0632
Decatur North	The Hands Group, Inc.	215 E Ash Ave	Decatur	IL	62526	(217) 872-1920
Decatur Mount Zion Walmart	The Hands Group, Inc.	4655 E Maryland St	Decatur	IL	62521	(217) 864-0300
DeKalb	Red Sky At Night, Inc.	2587 Sycamore Rd	Dekalb	IL	60115	(815) 756-2547
* Presidential Parkway Plaza	Griswold, Inc.	216 Keul Rd	Dixon	IL	61021	(815) 284-4077
Victoria Centre	PJ 2 Enterprises, Inc.	6319 Woodward Ave	Downers Grove	IL	60516	(630) 837-3994
Butterfield Plaza	PRJ Enterprises, Inc.	1412 Butterfield Road	Downers Grove	IL	60515	(630) 889-0595
Downers Grove Market	The Richard Lynn Company	64 Ogden Ave	Downers Grove	IL	60515	(630) 322-8661
* Camp Street Crossing	The Hands Group, Inc.	805 W Camp St	East Peoria	IL	61611	(309) 427-5900
Edwardsville Marketplace	Modern Day Clippers, Inc.	2218 Troy Road	Edwardsville	IL	62025	(618) 692-4262
Effingham Crossroads Plaza	The Hands Group, Inc.	1304 Thelma Keller Blvd	Effingham	IL	62401	(217) 342-4030
Otter Creek Shopping Center	DA-RAE, Inc.	246 S Randall Rd	Elgin	IL	60123	(847) 695-3991
Mallard Crossing	CMC Service of Chicago 1 LLC	853A Meacham Rd	Elk Grove Village	IL	60007	(847) 352-3588
Elk Grove Village	Hanumanji, Inc.	66 Biesterfeld Rd	Elk Grove Village	IL	60007	(847) 640-6921
Elmhurst	CJCI, Inc.	275 N York St	Elmhurst	IL	60126	(630) 941-1200
Elmhurst South	The Richard Lynn Company	1024 S York Rd	Elmhurst	IL	60126	(630) 758-0512
Main Street Marketplace	Parsan, LLC	2432 Main St	Evanston	IL	60202	(847) 475-2500
Flossmoor Meijer	The Richard Lynn Company	3800 Vollmer Rd	Flossmoor	IL	60422	(708) 748-0020
Hickory Creek Center	Riverside Capital PLLC	19979 S. LaGrange Rd	Frankfort	IL	60423	(815) 469-8463
* Southgate Plaza	Griswold, Inc.	2705 IL Rte 26 S	Freeport	IL	61032	(815) 233-9999
Galesburg	The Hands Group, Inc.	503 Knox Square Dr	Galesburg	IL	61401	(309) 341-0990
Geneva (Rose Plaza)	DA-RAE, Inc.	1770 S Randall Rd	Geneva	IL	60134	(630) 262-0898
38 and Bricher	Red Sky At Night, Inc.	2000 W State St	Geneva	IL	60134	(630) 232-1455
Glen Ellyn Plaza	Roshni Enterprises, Inc.	281 Roosevelt Rd	Glen Ellyn	IL	60137	(630) 793-5170
Plaza West Lake	CMC Service of Chicago 1 LLC	2186 Bloomingdale Rd	Glendale Heights	IL	60139	(630) 924-7729
Glenview	NMS Investments, Inc.	2765 Pfingsten Rd	Glenview	IL	60025	(847) 412-1080
Glenview East	Parsan, LLC	2524 Waukegan Road	Glenview	IL	60025	(847) 834-0193
Piasa Center	Gateway Clippers Holdings LLC	2700 Godfrey Rd	Godfrey	IL	62035	(618) 466-3642
Grayslake	L.A.C.E., Inc.	823 Center St	Grayslake	IL	60030	(847) 548-4084
Stonebrook Commons	GREATFUL INC.	6695 Grand Ave	Gurnee	IL	60031	(847) 856-1940
Harrisburg Shoppes	Shear Genius, LLC	708 Rollie Moore Dr	Harrisburg	IL	62946	(618) 252-3999
Highland	Gateway Clippers Holdings LLC	2655 Northtown Way	Highland	IL	62249	(618) 654-7584
Huntington Plaza	OM SHREE, Inc.	1568 Algonquin Rd	Hoffman Estates	IL	60192	(847) 705-9249
Prairie Stone Crossing	OMJEE Enterprises, Inc.	4640 Hoffman Blvd	Hoffman Estates	IL	60192	(847) 645-9680
Homer Town Square	Riverside Capital PLLC	14230 S Bell Rd	Homer Glen	IL	60491	(708) 301-8299
Huntley Grove	BrynCorp Concepts, Ltd.	12192 Route 47	Huntley	IL	60142	(224) 569-2620
Island Lake	L.A.C.E., Inc.	510 Auburn Dr	Island Lake	IL	60042	(847) 487-2559
Jacksonville Plaza	Community Clippers, Inc.	1923 W Morton Ave	Jacksonville	IL	62650	(217) 243-3233
Jerseyville Center	Gateway Clippers Holdings LLC	1600 S State St	Jerseyville	IL	62052	(618) 498-1377
Essington Plaza	CMC Service of Chicago 1 LLC	2300 Essington Rd	Joliet	IL	60435	(815) 254-1387
LaGrange Crossing	Alpine Cuts, Inc.	1 N La Grange Rd	La Grange	IL	60525	(708) 579-2170
Deer Path	L.A.C.E., Inc.	716 S Rand Rd	Lake Zurich	IL	60047	(847) 550-6270
Village Square Shopping Center	L.A.C.E., Inc.	719 W Route 22	Lake Zurich	IL	60047	(847) 540-7411
Long Run Marketplace	Riverside Capital PLLC	13448 Archer Ave	Lemont	IL	60439	(630) 257-1212
Lisle	The Richard Lynn Company	1038 Maple Ave	Lisle	IL	60532	(630) 960-9500
Litchfield	The Hands Group, Inc.	1203 W Feron St	Litchfield	IL	62056	(217) 324-6660
Lockport Square	Riverside Capital PLLC	16117 S Farrell Rd	Lockport	IL	60441	(815) 838-6710
Lombard	Bengal Renaissance Group, Inc.	432 S Main St	Lombard	IL	60148	(630) 705-0850
* Loves Park	Griswold, Inc.	1810 Harlem Rd	Loves Park	IL	61111	(815) 633-6900
* Gateway Center	Griswold, Inc.	1578 W Lane Rd	Machesney Park	IL	61115	(815) 877-8835
Macomb Center	The Hands Group, Inc.	1736 East Jackson St	Macomb	IL	61455	(309) 295-8388
Marion	The Mane Group, Inc.	1120 N Carbon St	Marion	IL	62959	(618) 997-0124
Mattoon By Starbucks	The Hands Group, Inc.	1017 Charleston Ave E	Mattoon	IL	61938	(217) 235-6765
Miller Center	L.A.C.E., Inc.	3822 Charles J Miller Rd	McHenry	IL	60050	(815) 578-1908
McHenry Plaza	L.A.C.E., Inc.	1778 N Richmond Rd	McHenry	IL	60050	(815) 385-6685
Merrionette Park	Shear Force, LLC	3333 W 115th St	Merrionette Park	IL	60803	(708) 239-0310
Minooka Heartland Crossing	The Richard Lynn Company	2047 Ridge Rd	Minooka	IL	60447	(815) 467-4111

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Mokena Corners	Riverside Capital PLLC	11240 W Lincoln Hwy	Mokena	IL	60448	(815) 806-9910
Riverplace Centre	Great Care Quad Cities, LLC	917 41st Ave Dr	Moline	IL	61265	(309) 736-7665
Moline East	The Hands Group, Inc.	3921 38th St	Moline	IL	61265	(309) 207-9292
Montgomery	The Richard Lynn Company	2082 Orchard Rd	Montgomery	IL	60538	(630) 859-3919
Morris Walmart	The Richard Lynn Company	241 E US Route 6	Morris	IL	60450	(815) 416-0639
* Morton Kroger	The Hands Group, Inc.	833 W Jackson St	Morton	IL	61550	(309) 266-9500
Mount Prospect Plaza	Parsan, LLC	1216 E Central Rd	Mount Prospect	IL	60056	(224) 318-2901
Mount Vernon	The Mane Group, Inc.	400 S 42nd St	Mount Vernon	IL	62864	(618) 244-9991
Mundelein Commons	NMS Investments, Inc.	1146 W Maple Ave	Mundelein	IL	60060	(847) 566-7600
Riverwest	CMC Service of Chicago 1 LLC	1552 N Aurora Rd	Naperville	IL	60563	(630) 961-5088
Hobson West Plaza	CMC Service of Chicago 1 LLC	967 W 75th St	Naperville	IL	60565	(630) 717-0976
Fox Run Square	CMC Service of Chicago 1 LLC	1212 S Naper Blvd	Naperville	IL	60540	(630) 778-8055
Naperville South	The Richard Lynn Company	3111 111th St	Naperville	IL	60564	(331) 215-7331
Naperville North	The Richard Lynn Company	1211 E Ogden Ave	Naperville	IL	60563	(630) 961-5510
New Lenox Town Center	Riverside Capital PLLC	523 E Lincoln Hwy	New Lenox	IL	60451	(815) 463-0274
Pointe Plaza	Parsan, LLC	5624 W Touhy Ave	Niles	IL	60714	(847) 588-0361
* Constitution Trail	The Hands Group, Inc.	1715 Bradford Ln	Normal	IL	61761	(309) 454-3700
* Parkway by Walmart	The Hands Group, Inc.	1700 Parkway Plaza Drive	Normal	IL	61761	(309) 454-2100
Woodman Center	The Richard Lynn Company	108 Hansen Blvd	North Aurora	IL	60542	(630) 907-9310
Brookside Plaza	Bengal Renaissance Group, Inc.	501 Waukegan Rd	Northbrook	IL	60062	(847) 559-1100
Lincoln Crossing Shopping Center	MPE, Inc.	1558 W Highway 50	O'Fallon	IL	62269	(618) 624-7122
Oak Forest Commons	The Richard Lynn Company	5536 159th St	Oak Forest	IL	60452	(708) 535-9890
Oak Lawn Mariano's	Shear Force, LLC	11014 S Cicero Ave	Oak Lawn	IL	60453	(708) 634-3622
Oak Park	Parsan, LLC	707 W Lake St	Oak Park	IL	60301	(708) 628-3675
In Store Jewel Orland	Hanumanji, Inc.	9350 W 159th St	Orland Park	IL	60462	(708) 942-3737
Marley Creek	Riverside Capital PLLC	18060 Wolf Rd	Orland Park	IL	60467	(708) 326-3810
Oswego West	The Richard Lynn Company	3427 Orchard Rd	Oswego	IL	60543	(331) 999-6400
Oswego Central	The Richard Lynn Company	2334 Route 34	Oswego	IL	60543	(630) 554-5505
Ottawa Center	Red Sky At Night, Inc.	361 W Stevenson Rd	Ottawa	IL	61350	(815) 431-1809
Palatine Commons	L.A.C.E., Inc.	109 N Northwest Hwy	Palatine	IL	60067	(847) 991-1776
Deer Grove Centre	OMJEE Enterprises, Inc.	609 E Dundee Rd	Palatine	IL	60074	(847) 359-7510
Palos Center	Hanumanji, Inc.	12801 S Harlem Ave	Palos Heights	IL	60463	(708) 389-0749
Palos Park	The Richard Lynn Company	13002 S La Grange Rd	Palos Park	IL	60464	(708) 923-0772
* Pekin Walmart	The Hands Group, Inc.	3416 N Veterans Dr	Pekin	IL	61554	(309) 346-5700
* Grand Prairie HyVee	The Hands Group, Inc.	7424 N Orange Prairie Dr	Peoria	IL	61615	(309) 643-1844
* Metro Centre	The Hands Group, Inc.	4620 N University St	Peoria	IL	61614	(309) 691-2000
* Knoxville Crossing	The Hands Group, Inc.	10405 N Centerway Dr	Peoria	IL	61615	(309) 243-8600
Peru Marketplace	Red Sky At Night, Inc.	5259 State Route 251	Peru	IL	61354	(815) 220-1200
The Boulevard Place	CMC Service of Chicago 1 LLC	16302 South Boulevard Place	Plainfield	IL	60586	(815) 531-1731
Brentwood Cove	CMC Service of Chicago 1 LLC	2203 A S Route 59	Plainfield	IL	60544	(815) 254-5810
Plainfield Meijer Plaza	CMC Service of Chicago 1 LLC	13511 S Route 59	Plainfield	IL	60585	(815) 609-8177
Plano	Red Sky At Night, Inc.	6542 W US Highway 34	Plano	IL	60545	(630) 552-1355
* Pontiac Center	The Hands Group, Inc.	1041 W Reynolds St	Pontiac	IL	61764	(815) 844-2798
Prairie Trails Crossing	Modern Day Clippers, Inc.	6230 Broadway St	Quincy	IL	62305	(217) 223-7366
Thatcher Woods	L.A.C.E., Inc.	8251 W Belmont Ave	River Grove	IL	60171	(708) 456-4991
* Rochelle	Griswold, Inc.	497 W Rt 38	Rochelle	IL	61068	(815) 561-3553
* Pavilion at Riverside	Griswold, Inc.	5845 E Riverside Blvd	Rockford	IL	61114	(815) 654-1725
* Colonial Village	Griswold, Inc.	1466 S Alpine Rd	Rockford	IL	61108	(815) 227-0460
* Rockford Crossings	Griswold, Inc.	277 Deane Dr	Rockford	IL	61107	(815) 399-8151
* Perryville Crossing	Griswold, Inc.	2213 S Perryville Rd	Rockford	IL	61108	(815) 226-7090
Marketplace at Rolling Meadows	OM SHREE, Inc.	1663 Algonquin Rd	Rolling Meadows	IL	60008	(847) 357-1663
Rolling Meadows Shopping Center	OM SHREE, Inc.	3252 Kirchoff Rd	Rolling Meadows	IL	60008	(847) 797-0980
Carillon Court	The Richard Lynn Company	476 N Weber Rd	Romeoville	IL	60446	(815) 293-3806
Creekside Plaza	The Richard Lynn Company	388 S Weber Rd	Romeoville	IL	60446	(815) 838-1653
* Hilander Village Square	Griswold, Inc.	4906 Hononegah Rd	Roscoe	IL	61073	(815) 623-2828
Roselle Commons	Parsan, LLC	354 E Irving Park Rd	Roselle	IL	60172	(630) 307-0063
Rosemont Marketplace	L.A.C.E., Inc.	7060 Mannheim Rd	Rosemont	IL	60018	(847) 298-8140
Shops at Round Lake	L.A.C.E., Inc.	736 N Fairfield Rd	Round Lake	IL	60073	(847) 740-5988
Round Lake Beach	NMS Investments, Inc.	528 E Rollins Rd	Round Lake Beach	IL	60073	(847) 740-3032
Campton Square	Red Sky At Night, Inc.	40W134 Campton Crossings Dr	Saint Charles	IL	60175	(630) 444-0049
Main Street Commons	Red Sky At Night, Inc.	3681 E Main St	Saint Charles	IL	60174	(630) 513-0510
Nantucket Square	CMC Service of Chicago 1 LLC	1109 S Roselle Rd	Schaumburg	IL	60193	(847) 352-7475
Scharrington Square	CMC Service of Chicago 1 LLC	2445 W Schaumburg Rd	Schaumburg	IL	60194	(847) 884-0605
Shorewood Crossing	CMC Service of Chicago 1 LLC	952 Brook Forest Avenue	Shorewood	IL	60404	(815) 436-8525
Silver Glen Crossing	DA-RAE, Inc.	626 Randall Rd	South Elgin	IL	60177	(847) 214-9080
Sparta Center	MPE, Inc.	1422 Sparta Centre Dr	Sparta	IL	62286	(618) 443-3640
White Oaks Plaza	The Hands Group, Inc.	2769 S Veterans Pkwy	Springfield	IL	62704	(217) 787-8717
Springfield by Target	The Hands Group, Inc.	3419 N Freedom Dr	Springfield	IL	62704	(217) 698-1500
6th Street Walmart	The Hands Group, Inc.	3820 Octavus Via Dr	Springfield	IL	62703	(217) 679-4423
North Dirksen	The Hands Group, Inc.	2726 N Dirksen Pkwy	Springfield	IL	62702	(217) 670-1338
Sterling Commons	The Richard Lynn Company	4312 E Lincolnway Ave	Sterling	IL	61081	(815) 625-3244
Streamwood Target Plaza	Riverside Capital PLLC	943 W Irving Park Rd	Streamwood	IL	60107	(630) 550-5281
Streator Commons	Red Sky At Night, Inc.	2401 N. Bloomington St.	Streator	IL	61364	(815) 672-5477
Swansea Plaza	Modern Day Clippers, Inc.	2651 N Illinois St	Swansea	IL	62226	(618) 235-5044
Taylorville Crossing	The Hands Group, Inc.	1522B W Springfield Rd	Taylorville	IL	62568	(217) 824-2118
Brookside Marketplace	Hanumanji, Inc.	7212 W 191st St	Tinley Park	IL	60487	(815) 464-9933
Vernon Hills	NMS Investments, Inc.	700 N Milwaukee Ave	Vernon Hills	IL	60061	(847) 816-6879
North Villa Park Commons	Alpine Cuts, Inc.	66 E North Ave	Villa Park	IL	60181	(630) 834-8313
* Washington at Walmart	The Hands Group, Inc.	1984 Freedom Pkwy	Washington	IL	61571	(309) 508-7444
Waterloo	MPE, Inc.	929 N Illinois Rte 3	Waterloo	IL	62298	(618) 939-6633

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Liberty Square	L.A.C.E., Inc.	563 W Liberty St	Wauconda	IL	60084	(847) 487-4177
Westchester	The Richard Lynn Company	3011 Wolf Rd	Westchester	IL	60126	(708) 531-0440
Westmont Shopping Center	CMC Service of Chicago 1 LLC	6160 S Cass Ave	Westmont	IL	60559	(630) 225-8843
County View Centre	CMC Service of Chicago 1 LLC	600 S County Farm Rd	Wheaton	IL	60187	(630) 871-9964
Danada Square East	The Richard Lynn Company	119 Danada Sq E	Wheaton	IL	60189	(630) 690-2020
Wheeling Fresh Farms Plaza	L.A.C.E., Inc.	263 E Dundee Rd	Wheeling	IL	60090	(847) 947-7220
Wood Dale	CMC Service of Chicago 1 LLC	371 W Irving Park Rd	Wood Dale	IL	60191	(630) 250-7207
Wood River	Modern Day Clippers, Inc.	634 Wesley Dr	Wood River	IL	62095	(618) 259-5400
Catalpa Commons	L.A.C.E., Inc.	11607 Catalpa Ln	Woodstock	IL	60098	(815) 337-0014
Yorkville Plaza	Red Sky At Night, Inc.	114 W Veterans Pkwy	Yorkville	IL	60560	(630) 553-4058
Cross Street Market Place	C Clips Corporation	1843 N Scatterfield Rd	Anderson	IN	46012	(765) 649-3815
Applewood Centre	C Clips Corporation	5553 S Scatterfield Rd	Anderson	IN	46013	(765) 642-7455
* Angola Square	Eckert, Inc.	1651 North Wayne Street	Angola	IN	46703	(260) 665-6750
* Auburn Shopping Center	Eckert, Inc.	1008 W 7th St	Auburn	IN	46706	(260) 927-0061
Shoppes of Avon	FK3, LLC	8113 E US Highway 36	Avon	IN	46123	(317) 268-4176
Kroger Center	MJ Clips, Inc.	1048 State Road 229	Batesville	IN	47006	(812) 932-4555
Bedford Shoppes	FK3, LLC	3338 John Williams Blvd	Bedford	IN	47421	(812) 675-8009
University Square	C Clips Corporation	115 S State Road 46	Bloomington	IN	47408	(812) 822-1099
Whitehall Crossing	C Clips Corporation	264 N Jacob Dr	Bloomington	IN	47404	(812) 333-4511
Cedar Bluff	C Clips Corporation	4264 N Cypress Ln	Bloomington	IN	47404	(812) 876-1636
Clear Creek Crossing	Gregory Suhr	4015 S Old State Rd 37	Bloomington	IN	47401	(812) 824-3144
* Inter Urban Park	Eckert, Inc.	2155 N Main St	Bluffton	IN	46714	(260) 827-0901
* Shops of Brazil	Future Keys II, LLC	1111 E National Ave	Brazil	IN	47834	(812) 442-8217
Green Street Square	BLOWN AWAY BY U LLC	1551 N Green St	Brownsburg	IN	46112	(317) 456-4451
Brownsburg Shopping Center	BLOWN AWAY BY U LLC	818 E Main St	Brownsburg	IN	46112	(317) 286-3689
Heartland Village Shoppes	FK3, LLC	8411 Windfall Ln	Camby	IN	46113	(317) 821-1821
Village Park Plaza	Alternative Dimensions, Inc.	2001 E Greyhound Pass	Carmel	IN	46033	(317) 660-0922
The Bridges	Alternative Dimensions, Inc.	11503 Springmill Rd	Carmel	IN	46032	(317) 660-0927
Merchant Square	FK3, LLC	2320 E 116th St	Carmel	IN	46032	(317) 564-4413
Charlestown Crossings	Venture 43, LLC	9403A County Road 403	Charlestown	IN	47111	(812) 256-2265
Shops of Chesterton	BM KRYCKI, LLC	757 Indian Boundary Rd	Chesterton	IN	46304	(219) 395-8984
Veterans Parkway	LLD, Inc.	1305 Veterans Pkwy	Clarksville	IN	47129	(812) 218-9191
* Town and Country Shopping Center	Eckert, Inc.	482 A W Plaza Dr	Columbia City	IN	46725	(260) 248-2795
Greystone Shoppes	FK3, LLC	2455 Jonathan Moore Pike	Columbus	IN	47203	(812) 799-7802
25th St Center	FK3, LLC	1762 25th Street	Columbus	IN	47201	(812) 375-9556
Eagle Creek Crossing Shopping Center	C Clips Corporation	4004 Western Ave	Connersville	IN	47331	(765) 692-0186
Old Capital Plaza	Impel Partners, LLC	413 Old Capital Plaza NW	Corydon	IN	47112	(812) 738-0101
Crawfordsville Square Shopping Center	Future Keys II, LLC	1684 Crawfordsville Square Dr	Crawfordsville	IN	47933	(765) 307-7580
Crown Point Beacon Hill	The Richard Lynn Company	10815 Broadway	Crown Point	IN	46307	(219) 663-0845
* Village Green Shopping Center	Eckert, Inc.	1055 S 13th St	Decatur	IN	46733	(260) 728-4002
Dyer Sand Ridge Plaza	The Richard Lynn Company	1062 Joliet St	Dyer	IN	46311	(219) 865-2584
* Goshen Village	SonRise Clippers Too, LLC	4536 Elkhart Rd	Elkhart	IN	46517	(574) 875-5215
* Shoppes on Six	SonRise Clippers Too, LLC	335 County Road 6 E	Elkhart	IN	46514	(574) 266-6090
* Cobblestone Crossing	SonRise Clippers Too, LLC	4000 E Bristol St	Elkhart	IN	46514	(574) 338-3295
* Lawndale Shopping Center	CHALEXBEE CUTS, LLC	912 S Green River Rd	Evansville	IN	47715	(812) 475-2320
* Green River Commons	CHALEXBEE CUTS, LLC	4827 Davis Lant Dr	Evansville	IN	47715	(812) 550-1644
* Evansville West Center	CHALEXBEE CUTS, LLC	4424 W Lloyd Expy	Evansville	IN	47712	(812) 401-2828
North by Northeast Shopping Center	C Clips Corporation	7838 E 96th St	Fishers	IN	46038	(317) 436-7136
Fishers Crossing Shopping Center	C Clips Corporation	7268 Fishers Crossing Dr	Fishers	IN	46038	(317) 578-2677
Exit 5 Plaza	C Clips Corporation	9785 E 116th St	Fishers	IN	46038	(317) 578-1790
Towne Center at Geist	C Clips Corporation	11650 Olivo Rd	Fishers	IN	46038	(317) 288-9446
LaFollette Station	LLD, Inc.	100 LaFollette Station S	Floyds Knobs	IN	47119	(812) 903-0595
* Covington Plaza	Eckert, Inc.	6404 W Jefferson Blvd	Fort Wayne	IN	46804	(260) 436-6463
* North Crest Shopping Center	Eckert, Inc.	801 Northcrest Shopping Ctr	Fort Wayne	IN	46805	(260) 471-0850
* Southtown Center	Eckert, Inc.	7607 Southtown Crossing	Fort Wayne	IN	46806	(260) 447-7173
* Pine Valley Crossing	Eckert, Inc.	1125 E Dupont Rd	Fort Wayne	IN	46825	(260) 489-1999
* Maplecrest Shopping Center	Eckert, Inc.	5718 Maplecrest Rd	Fort Wayne	IN	46835	(260) 486-7860
* North Georgetown Shopping Center	Eckert, Inc.	6517 E State Blvd	Fort Wayne	IN	46815	(260) 486-0565
* Chapel Ridge	Eckert, Inc.	10450 Maysville Rd	Fort Wayne	IN	46835	(260) 485-3930
* Lima Road Shopping Center	Eckert, Inc.	6815 Lima Rd	Fort Wayne	IN	46818	(260) 416-0606
* Orchard Crossing	Eckert, Inc.	1034 S Thomas Rd	Fort Wayne	IN	46804	(260) 459-2679
* Shorewood Shoppes	Eckert, Inc.	9914 Illinois Rd	Fort Wayne	IN	46804	(260) 432-6200
Walmart Super Center	C Clips Corporation	2484 E Wabash St	Frankfort	IN	46041	(765) 654-6930
Meijer Franklin 295	FK3, LLC	2390 N Morton St	Franklin	IN	46131	(765) 607-4120
Northwood Plaza	FK3, LLC	1712 Northwood Plz	Franklin	IN	46131	(317) 868-8075
* Goshen Commons	SonRise Clippers, LLC	2024 Lincolnway E	Goshen	IN	46526	(574) 534-2736
* Granger Station	SonRise Clippers Too, LLC	12776 State Rd 23	Granger	IN	46530	(574) 243-5197
Greencastle	Future Keys II, LLC	1752 Indianapolis Rd	Greencastle	IN	46135	(765) 301-7700
Brandywine Plaza	C Clips Corporation	1555 N State St	Greenfield	IN	46140	(317) 462-5210
Greensburg Commons	C Clips Corporation	450 Greensburg Commons Ctr	Greensburg	IN	47240	(812) 663-2102
Summerfield Center	FK3, LLC	2150 Independence Dr	Greenwood	IN	46143	(317) 360-9328
Stones Crossing	Future Keys II, LLC	2710 S State Road 135	Greenwood	IN	46143	(463) 300-5272
Meridian Parke Plaza	Future Keys II, LLC	3100 Meridian Parke Dr	Greenwood	IN	46142	(463) 300-5255
Center Grove Market Place	Future Keys II, LLC	5899 N State Rd 135	Greenwood	IN	46143	(317) 530-5324
Gateway Promenade	Hanumanji, Inc.	7911 Indianapolis Blvd	Hammond	IN	46324	(219) 554-6672
Hobart Plaza	db Thompson, Inc.	1617 E 37th Ave	Hobart	IN	46342	(219) 963-6131
* Forum Shoppes	Eckert, Inc.	2912 Walmart Dr	Huntington	IN	46750	(260) 356-4955
North Willow Commons	Alternative Dimensions, Inc.	1424 W 86th St	Indianapolis	IN	46260	(317) 269-7294
Fortune Park	Alternative Dimensions, Inc.	8840 Michigan Rd	Indianapolis	IN	46268	(317) 876-8330
Geist Center	BLOWN AWAY BY U LLC	11657 Fox Rd	Indianapolis	IN	46236	(317) 723-3172

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Tasha's Plaza	BLOWN AWAY BY U LLC	9155 E 56th St	Indianapolis	IN	46216	(317) 756-9948
Geist Crossing Shoppes	BLOWN AWAY BY U LLC	9761 Fall Creek Road	Indianapolis	IN	46256	(317) 516-1439
Murphy's Landing	C Clips Corporation	1350 W Southport Rd	Indianapolis	IN	46217	(317) 889-7066
Madison Edgewood Shops	C Clips Corporation	5855 Madison Ave	Indianapolis	IN	46227	(317) 784-6780
10th Street Station	C Clips Corporation	977 N Shadeland Ave	Indianapolis	IN	46219	(317) 375-1242
Washington Shoppes	C Clips Corporation	10051 E Washington St	Indianapolis	IN	46229	(317) 899-5552
Johnson Fields	C Clips Corporation	8144 E Southport Rd	Indianapolis	IN	46259	(317) 245-7054
Broad Ripple	C Clips Corporation	1077 Broad Ripple Ave	Indianapolis	IN	46220	(317) 255-1147
Shops at Eagle Creek	C Clips Corporation	6929 W 38th St	Indianapolis	IN	46254	(317) 291-8355
Clearwater Springs	C Clips Corporation	5025 E 82nd St	Indianapolis	IN	46250	(317) 288-2645
Avalon Crossing	FK3, LLC	7002 Lake Plaza Dr	Indianapolis	IN	46220	(317) 579-0063
Marwood Plaza	FK3, LLC	3327 Kentucky Ave	Indianapolis	IN	46221	(317) 820-3111
Raceway Commons	FK3, LLC	55 S Raceway Rd	Indianapolis	IN	46231	(317) 209-9090
Chapel Hill	FK3, LLC	7317 W 10th St	Indianapolis	IN	46214	(317) 271-1996
South Keystone	FK3, LLC	3643 S Keystone Ave	Indianapolis	IN	46227	(317) 600-3060
Greenwood Place	FK3, LLC	7675 Shelby St	Indianapolis	IN	46227	(463) 634-4060
Emerson Shops	FK3, LLC	8855 S Emerson Ave	Indianapolis	IN	46237	(317) 883-2592
Thompson Marketplace	FK3, LLC	5370 E Thompson Rd	Indianapolis	IN	46237	(317) 784-9002
* Germantown Shopping Center	CHALEXBEE CUTS, LLC	3717 N Newton	Jasper	IN	47546	(812) 556-0273
Meijers Center	Venture 43, LLC	2784 Meijer Dr	Jeffersonville	IN	47130	(812) 285-1222
* Publix Village Square	Eckert, Inc.	356 W North St	Kendallville	IN	46755	(260) 349-1594
Meijer #141	Alternative Dimensions, Inc.	2301 E Markland Ave	Kokomo	IN	46901	(765) 319-3292
Southway Plaza	Alternative Dimensions, Inc.	3708 S Reed Rd	Kokomo	IN	46902	(765) 864-0183
Dixon Square	Alternative Dimensions, Inc.	114 N Dixon Rd	Kokomo	IN	46901	(765) 457-2446
* Concord Plaza	Hoosier Barber Co.	3575 Promenade Way	Lafayette	IN	47909	(765) 474-0142
* Lafayette Marketplace	Hoosier Barber Co.	3500 State Rd 38 E	Lafayette	IN	47905	(765) 449-7047
* 35 Beck Lane	Hoosier Barber Co.	35 Beck Ln	Lafayette	IN	47909	(765) 477-9925
Pine Lake Shopping Center	db Thompson, Inc.	47 Pine Lake Ave	LaPorte	IN	46350	(219) 369-4302
Shoppes at Tanners Creek	MJ Clips, Inc.	870 W Eads Pkwy	Lawrenceburg	IN	47025	(812) 539-4222
Village North Shopping Center	C Clips Corporation	2456 N Lebanon Ave	Lebanon	IN	46052	(765) 482-9416
Cass County Commons	C Clips Corporation	3900 Lexington Rd	Logansport	IN	46947	(574) 516-1658
River Pointe Mall	Impel Partners, LLC	451 East Clifty Dr	Madison	IN	47250	(812) 274-4223
Marion Crossing Shopping Center	C Clips Corporation	3248 S Western Ave	Marion	IN	46953	(765) 662-1520
Artesian Square	FK3, LLC	350 E Ruth Rusie Way	Martinsville	IN	46151	(765) 349-6355
McCordsville Marketplace	BLOWN AWAY BY U LLC	6861 W Broadway	McCordsville	IN	46055	(317) 589-8052
Merrillville Ross Plaza	The Richard Lynn Company	407B W 81st Ave	Merrillville	IN	46410	(219) 736-8331
Shoppes at Michigan City	db Thompson, Inc.	5244 S Franklin St	Michigan City	IN	46360	(219) 879-8860
* Main Street Marketplace	SonRise Clippers Too, LLC	5335 N Main St	Mishawaka	IN	46545	(574) 271-8470
* Merrifield Plaza	SonRise Clippers, LLC	926 S Merrifield Ave	Mishawaka	IN	46544	(574) 252-4436
* Bittersweet Plaza	SonRise Clippers, LLC	318 N Bittersweet Rd	Mishawaka	IN	46544	(574) 256-9866
Mooresville Town Center	FK3, LLC	445 Town Center Dr N	Mooresville	IN	46158	(317) 831-1470
McWheel Square	C Clips Corporation	1436 W McGalliard Rd	Muncie	IN	47304	(765) 587-2992
River Plaza	C Clips Corporation	843 S Tillotson Ave	Muncie	IN	47304	(765) 282-3266
Shoppes at Southside	C Clips Corporation	3630 S Chandler Dr	Muncie	IN	47302	(765) 212-2352
Calumet Center	Hanumanji, Inc.	7963 Calumet Ave	Munster	IN	46321	(219) 513-9088
Silver Run Center	LLD, Inc.	2878 Charlestown Rd	New Albany	IN	47150	(812) 941-9191
Brooke Point	LLD, Inc.	2441 State St	New Albany	IN	47150	(812) 949-2037
Matthews Center	LLD, Inc.	4510 Charlestown Rd	New Albany	IN	47150	(812) 944-6091
Trojan Plaza	C Clips Corporation	120 J Memorial Dr	New Castle	IN	47362	(765) 521-8549
* Meadowbrook Shopping Center	Eckert, Inc.	942 Lincoln Highway W	New Haven	IN	46774	(260) 493-0686
* Bell Oaks Center	CHALEXBEE CUTS, LLC	8409 Bell Oaks Dr	Newburgh	IN	47630	(812) 629-2260
River Place Centre	C Clips Corporation	164 W Logan St	Noblesville	IN	46060	(317) 776-8860
Town and Country	C Clips Corporation	16767 Clover Rd	Noblesville	IN	46060	(317) 219-5250
Noblewest Shoppes	C Clips Corporation	14753 Hazel Dell Crossing	Noblesville	IN	46062	(317) 816-0384
Hamilton Town Center	C Clips Corporation	14139 Towne Center Blvd	Noblesville	IN	46060	(317) 774-9468
Marsh Plaza	C Clips Corporation	3021 W US Highway 36	Pendleton	IN	46064	(765) 778-1609
Saratoga Shops	FK3, LLC	1070 W Main St	Plainfield	IN	46168	(317) 838-9811
Perry Crossing	Future Keys II, LLC	2609 E Main St	Plainfield	IN	46168	(317) 742-7051
Plainfield Meijer	Future Keys II, LLC	400 N Dan Jones Rd	Plainfield	IN	46168	(317) 742-7053
* Plymouth Centre	SonRise Clippers, LLC	2285 N Oak Rd	Plymouth	IN	46563	(574) 935-5255
Augusta Center	db Thompson, Inc.	6206 US Rte 6	Portage	IN	46368	(219) 762-0808
Richmond Village	R.L.O., Inc.	3730 National Rd E	Richmond	IN	47374	(765) 939-9574
* Rochester Place	SonRise Clippers, LLC	2020 S Main St	Rochester	IN	46975	(574) 223-2547
Schererville Main St	The Richard Lynn Company	733 Main St	Schererville	IN	46375	(219) 322-9918
Lake Road Center	FK3, LLC	547 S Lake Rd S	Scottsburg	IN	47170	(812) 414-2031
Hunters Station	Impel Partners, LLC	214 Hunter Station Rd	Sellersburg	IN	47172	(812) 748-0292
Tipton Crossing	FK3, LLC	1171 W Tipton St	Seymour	IN	47274	(812) 405-2030
Shelbyville Shopping Center	FK3, LLC	118 Lee Blvd	Shelbyville	IN	46176	(317) 421-1691
Kroger Plaza	FK3, LLC	1611 E Michigan Rd	Shelbyville	IN	46176	(317) 398-7512
* Clocktower Lane	SonRise Clippers Too, LLC	3903 Portage Rd	South Bend	IN	46628	(574) 243-7600
* Ironwood	SonRise Clippers, LLC	54586 Ironwood Rd	South Bend	IN	46635	(574) 271-6058
* Erskine Village	SonRise Clippers, LLC	1290 E Ireland Rd	South Bend	IN	46614	(574) 299-9179
Southport Pavillion	FK3, LLC	5335 E Southport Rd	Southport	IN	46237	(317) 883-4590
Speedway Supercenter	Future Keys II, LLC	5936B Crawfordsville Rd	Speedway	IN	46224	(317) 735-1916
St. John Ravenwood Square	The Richard Lynn Company	10033 Wicker Ave	St John	IN	46373	(219) 365-6830
* Terre Haute Shoppes	Future Keys II, LLC	5504 E New Margaret Dr	Terre Haute	IN	47803	(812) 814-9340
* Onkar Plaza	Future Keys II, LLC	2828 S 3rd St	Terre Haute	IN	47802	(812) 814-9315
* Honey Creek Commons	Future Keys II, LLC	5783 S US Hwy 41	Terre Haute	IN	47802	(812) 298-9673
* Kroger Plaza	Future Keys II, LLC	2670 Wabash Ave	Terre Haute	IN	47803	(812) 814-3983
* Lafayette Pointe	Future Keys II, LLC	1834 Lafayette Ave	Terre Haute	IN	47804	(812) 814-9373

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Valparaiso Market Place	BM KRYCKI, LLC	2710 LaPorte Ave	Valparaiso	IN	46383	(219) 462-4048
Valparaiso US 30	Shear Force, LLC	2270 W Morthland Dr	Valparaiso	IN	46385	(219) 707-5081
* Kimmel Square	Future Keys II, LLC	630 Kimmel Rd	Vincennes	IN	47591	(812) 790-2836
* Wabash Village	Eckert, Inc.	1375 N Cass St	Wabash	IN	46992	(260) 569-0033
* Woodland Plaza Shopping Center	SonRise Clippers, LLC	3628 E Commerce Dr	Warsaw	IN	46580	(574) 376-4093
* Warsaw	SonRise Clippers, LLC	2548 Walton Blvd	Warsaw	IN	46582	(574) 269-5425
* West Lafayette Shoppes	Hoosier Barber Co.	2718 US Highway 52 W	West Lafayette	IN	47906	(765) 463-7997
* Wabash Landing	Hoosier Barber Co.	354 E State St	West Lafayette	IN	47906	(765) 743-7534
Harmony Shoppes	Alternative Dimensions, Inc.	1521 S Waterleaf Drive	Westfield	IN	46074	(317) 763-0005
Westfield Marketplace	Alternative Dimensions, Inc.	17427 Carey Rd	Westfield	IN	46074	(317) 896-5015
Spring Mill Commons	Alternative Dimensions, Inc.	208 W 161st St	Westfield	IN	46074	(317) 867-0575
Gateway Shops	Alternative Dimensions, Inc.	10725 N Michigan Rd	Zionsville	IN	46077	(317) 344-9018
Marketplace at Anson	C Clips Corporation	6647 Whitestown Pkwy	Zionsville	IN	46077	(317) 344-0902
Zionsville Shopping Center	FK3, LLC	1209 West Oak St	Zionsville	IN	46077	(317) 344-0367
Andover Marketplace	Great Day Salons, LLC	224 E Cloud Ave	Andover	KS	67002	(316) 358-9432
Bel Pointe Plaza	Shear Energy, Inc.	6254 E 37th St N	Bel Aire	KS	67220	(316) 684-5252
Bonner Springs Plaza	Carpe Diem, Inc.	634 S 130th St	Bonner Springs	KS	66012	(913) 441-1977
Derby Marketplace	Great Day Salons, LLC	2100 N Rock Rd	Derby	KS	67037	(316) 788-4314
14th Avenue Plaza	Great Day Salons, LLC	1903 N 14th Ave	Dodge City	KS	67801	(620) 371-6319
El Dorado Plaza	Shear Energy, Inc.	2733 W Central Ave	El Dorado	KS	67042	(316) 452-2884
* Emporia Center	T&M Enterprise, Inc.	2326 Industrial Rd	Emporia	KS	66801	(620) 340-0880
Schulman Crossing	Great Day Salons, LLC	1660 Larue Rd	Garden City	KS	67846	(620) 277-7945
Santa Fe Shops	Kansas City Clippers, Inc.	1813 E Santa Fe St	Gardner	KS	66030	(913) 884-8228
43rd & Vine	Great Day Salons, LLC	4315 Vine St	Hays	KS	67601	(785) 301-2722
Hutchinson Trade Center	Shear Energy, Inc.	1515 E 17th Ave	Hutchinson	KS	67501	(620) 259-8989
* Junction City Center	T&M Enterprise, Inc.	816 E Chestnut St	Junction City	KS	66441	(785) 579-6170
Plaza at the Speedway	Kansas City Clippers, Inc.	10814 Parallel Pkwy	Kansas City	KS	66109	(913) 788-7888
Louisiana Purchase	Carpe Diem, Inc.	520 W 23rd St	Lawrence	KS	66046	(785) 832-2424
Parkway Center	Carpe Diem, Inc.	3514 Clinton Pkwy	Lawrence	KS	66047	(785) 841-2233
Bauer Farm	Carpe Diem, Inc.	4801 Bauer Farm Dr	Lawrence	KS	66049	(785) 312-9310
Eisenhower Crossing	Carpe Diem, Inc.	1110 W Eisenhower Rd	Leavenworth	KS	66048	(913) 727-1917
Camelot Court	Carpe Diem, Inc.	4256 W 119th St	Leawood	KS	66209	(913) 428-7771
Falcon Valley	Fangman Enterprises, Inc.	19609 W 101st St	Lenexa	KS	66220	(913) 764-8888
Marketplace Center	IRIS Corporation	13346 College Blvd	Lenexa	KS	66210	(913) 339-9590
Hen House Marketplace	IRIS Corporation	14904 W 87th St Pkwy	Lenexa	KS	66215	(913) 888-7447
* West Manhattan	T&M Enterprise, Inc.	840 Commons Pl	Manhattan	KS	66503	(785) 539-8998
* East Manhattan	T&M Enterprise, Inc.	100 E Bluemont Ave	Manhattan	KS	66502	(785) 537-8282
Merriam Town Center	Fangman Enterprises, Inc.	5724 Antioch Rd	Merriam	KS	66202	(913) 722-2900
Alden Center	Carpe Diem, Inc.	13538 S Alden St	Olathe	KS	66062	(913) 393-1711
Ball's Price Chopper	Carpe Diem, Inc.	15946 S Mur Len Rd	Olathe	KS	66062	(913) 390-0088
Blackbob Shops	Carpe Diem, Inc.	14887 West 151st St	Olathe	KS	66062	(913) 764-0333
Ridgeview Falls	IRIS Corporation	18114 W 119th St	Olathe	KS	66061	(913) 780-2100
Sante Fe Square	IRIS Corporation	13507 S Mur Len Rd	Olathe	KS	66062	(913) 780-2016
K-7 & Santa Fe	Kansas City Clippers, Inc.	1068 West Santa Fe	Olathe	KS	66061	(913) 393-4444
Highland Plaza	Carpe Diem, Inc.	10154 W 119th St	Overland Park	KS	66213	(913) 338-2580
Regency Park	IRIS Corporation	9226 Metcalf Ave	Overland Park	KS	66212	(913) 642-1111
135th and Quivira	IRIS Corporation	12228 W 135th St	Overland Park	KS	66213	(913) 851-7070
Cherokee Plaza	IRIS Corporation	8921 W 95th St	Overland Park	KS	66212	(913) 642-1515
Antioch Center	Kansas City Clippers, Inc.	8720 W 135th St	Overland Park	KS	66221	(913) 851-8778
75th and Metcalf	Kansas City Clippers, Inc.	7421 Metcalf Ave	Overland Park	KS	66204	(913) 384-4141
151st and Antioch	Kansas City Clippers, Inc.	8270 W 151st St	Overland Park	KS	66223	(913) 814-8778
Corbin Park	Kansas City Clippers, Inc.	6445 W 135th St	Overland Park	KS	66223	(913) 681-6000
BluHawk Marketplace	Kansas City Clippers, Inc.	8069 W 159th St	Overland Park	KS	66223	(913) 942-1111
Park Plaza	Carpe Diem, Inc.	1311 Baptiste Dr	Paola	KS	66071	(913) 294-1900
* Pittsburg North Center	Carpe Diem, Inc.	2609 N Broadway St	Pittsburg	KS	66762	(620) 670-2277
HyVee Shopping Center	IRIS Corporation	7644 State Line Rd	Prairie Village	KS	66208	(913) 383-8900
Bella Roe	IRIS Corporation	4982 Roe Ave	Roeland Park	KS	66205	(913) 384-2747
East Salina	T&M Enterprise, Inc.	1661 S Ohio St	Salina	KS	67401	(785) 404-6987
South Salina	T&M Enterprise, Inc.	2950 S 9th St	Salina	KS	67401	(785) 515-5415
Quivira 63	Fangman Enterprises, Inc.	11906 Shawnee Mission Pkwy	Shawnee	KS	66216	(913) 962-7070
Shawnee Crossings	Fangman Enterprises, Inc.	22403 W 66th St	Shawnee	KS	66226	(913) 422-5445
* North Topeka	T&M Enterprise, Inc.	910 NW 25th St	Topeka	KS	66618	(785) 215-6264
* Southeast Topeka	T&M Enterprise, Inc.	2841 SE Croco Rd	Topeka	KS	66605	(785) 430-5184
* Central Topeka	T&M Enterprise, Inc.	1037 SW Gage Blvd	Topeka	KS	66604	(785) 286-7203
* Southwest Topeka	T&M Enterprise, Inc.	2919 SW Wanamaker Rd	Topeka	KS	66614	(785) 228-1320
Tyler Pointe	Great Day Salons, LLC	8641 West 13th St N	Wichita	KS	67212	(316) 776-5118
Southridge Retail	Great Day Salons, LLC	7325 W Taft St	Wichita	KS	67209	(316) 239-6097
New Market Square	Great Day Salons, LLC	2441 N Maize Rd	Wichita	KS	67205	(316) 773-2366
Twin Lakes Redevelopment	Shear Energy, Inc.	1981 W 21st St N	Wichita	KS	67203	(316) 252-8500
One Kellogg Place	Shear Energy, Inc.	11661 E Kellogg Dr	Wichita	KS	67207	(316) 681-1667
Union Station	Shear Energy, Inc.	801 E Douglas Ave	Wichita	KS	67202	(316) 558-3319
Maple and West	Shear Energy, Inc.	352 S West St	Wichita	KS	67213	(316) 558-5359
Auburn Pointe	Shear Energy, Inc.	13303 W Maple St	Wichita	KS	67235	(316) 260-9510
Tallgrass Shopping Center	Shear Energy, Inc.	2240 N Rock Rd	Wichita	KS	67226	(316) 558-5996
Saddle Creek Crossing	Shear Energy, Inc.	4842A S Broadway Ave	Wichita	KS	67216	(316) 928-7796
Melody Mountain	Hamilton Enterprises, LLC	491 River Hill Dr	Ashland	KY	41101	(606) 326-1460
Wilson and Muir Plaza	Impel Partners, LLC	100 W John Rowan Blvd	Bardstown	KY	40004	(502) 203-3144
Berea Shopping Center	James Kelley & Associates, Inc.	275 Prince Royal Dr	Berea	KY	40403	(859) 986-3121
* Greenwood Square Kroger Center	McRocket, LLC	2945 Scottsville Rd	Bowling Green	KY	42104	(270) 393-0058
* Buckhead Square	McRocket, LLC	760 Campbell Ln	Bowling Green	KY	42104	(270) 846-3302

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
* Barnes and Noble Center	McRocket, LLC	1680 Campbell Ln	Bowling Green	KY	42104	(270) 846-2001
River Ridge Plaza	Sanden, Inc.	632 Bypass Rd	Brandenburg	KY	40108	(270)-998-1051
Shoppes of Burlington	Cincy Clips, Inc.	1771 Patrick Dr	Burlington	KY	41005	(859) 586-2547
Green River Plaza	Sanden, Inc.	399 Campbellsville Byp	Campbellsville	KY	42718	(270) 465-5056
Cold Spring Crossing	Cincy Clips, Inc.	315 Cross Roads Dr	Cold Spring	KY	41076	(859) 694-4333
County Square Shopping Center	MJ Clips, Inc.	60 Martha Layne Collins Blvd	Cold Spring	KY	41076	(859) 441-0100
Trademark Shopping Center	H.H. Holdings Corp.	1000 E Cumberland Gap Pkwy	Corbin	KY	40701	(606) 526-9255
Buttermilk Crossing	MJ Clips, Inc.	2349 Buttermilk Xing	Crescent Springs	KY	41017	(859) 578-9278
Danville in the Kroger Center	James Kelley & Associates, Inc.	224 Skywatch Dr	Danville	KY	40422	(859) 236-0234
Dry Ridge Commons	Cincy Clips, Inc.	61 Broadway St	Dry Ridge	KY	41035	(859) 823-0052
Tower Center	Sanden, Inc.	3046 Dolphin Dr	Elizabethtown	KY	42701	(270) 765-5166
Mall Park Center	Sanden, Inc.	1912 N Dixie Hwy	Elizabethtown	KY	42701	(270) 735-1414
Silverlake Center	Cincy Clips, Inc.	3182 Dixie Hwy	Erlanger	KY	41018	(859) 344-1550
Mall Road Shoppes	Cincy Clips, Inc.	7901 Mall Rd	Florence	KY	41042	(859) 647-2000
Houston Commons	Cincy Clips, Inc.	1052 Hansel Ave	Florence	KY	41042	(859) 282-0742
Mount Zion Crossing	MJ Clips, Inc.	240 Mount Zion Rd	Florence	KY	41042	(859) 746-2547
Ft. Wright Valley View Shoppes	R.L.O., Inc.	3493 Valley Plaza Pkwy	Fort Wright	KY	41017	(859) 344-6222
Poplar Creek Plaza	James Kelley & Associates, Inc.	305 Leonardwood Rd	Frankfort	KY	40601	(502) 226-4100
Brighton Park	James Kelley & Associates, Inc.	124 Brighton Park Blvd	Frankfort	KY	40601	(502) 848-4206
Cherry Blossom Shopping Center	GLN Corp.	111 Osbourne Way	Georgetown	KY	40324	(502) 867-0737
Marketplace Circle Plaza	Sanden, Inc.	106 Market Place Cir	Georgetown	KY	40324	(502) 570-0700
* Glasgow	McRocket, LLC	2371 Happy Valley Rd	Glasgow	KY	42141	(270) 678-1860
Conner Crossing	Cincy Clips, Inc.	3065 N Bend Rd	Hebron	KY	41048	(859) 586-4200
All American Mall	Sammara Enterprise, Inc.	4154 Fort Campbell Blvd	Hopkinsville	KY	42240	(270) 885-1606
Independence Square	MJ Clips, Inc.	2040 Harris Pike	Independence	KY	41051	(859) 363-1500
La Grange Kroger Center	Impel Partners, LLC	2028 S Highway 53	La Grange	KY	40031	(502) 225-9800
Regency Centre	GLN Corp.	171 W Lowry Ln	Lexington	KY	40503	(859) 278-9604
Hamburg Pavilion	GLN Corp.	2160 Sir Barton Way	Lexington	KY	40509	(859) 543-2547
Park Hills Shopping Center	James Kelley & Associates, Inc.	3120 Pimlico Pkwy	Lexington	KY	40517	(859) 245-5660
Redding Centre	James Kelley & Associates, Inc.	431 Redding Rd	Lexington	KY	40517	(859) 523-9581
Locust Hill	James Kelley & Associates, Inc.	115 N Locust Hill Dr	Lexington	KY	40509	(859) 269-2807
Beaumont Village Centre	Samally's, Inc.	3181 Beaumont Centre Cir	Lexington	KY	40513	(859) 219-9391
Chevy Chase	Samally's, Inc.	846 E High St	Lexington	KY	40502	(859) 335-8500
Tiverton Crossing	Samally's, Inc.	130 W Tiverton Way	Lexington	KY	40503	(859) 245-7277
London	James Kelley & Associates, Inc.	1750 Highway 192 W	London	KY	40741	(606) 862-1400
Lone Oak	The Mane Group, Inc.	2847 Lone Oak Rd	Lone Oak	KY	42003	(270) 554-2442
Belknap Center	Impel Partners, LLC	2306 Bardstown Rd	Louisville	KY	40205	(502) 742-1932
Glenview Pointe	Impel Partners, LLC	2400 Lime Kiln Lane	Louisville	KY	40222	(502) 897-5688
Baxter Center	Impel Partners, LLC	980 Baxter Ave	Louisville	KY	40204	(502) 584-2547
Sherwin Williams Center	Impel Partners, LLC	4420 Outer Loop Rd	Louisville	KY	40219	(502) 964-2547
Middletown Station	Impel Partners, LLC	12949 Shelbyville Rd	Louisville	KY	40243	(502) 244-2080
Springhurst Towne Center	Sanden, Inc.	4151 Towne Center Dr	Louisville	KY	40241	(502) 326-5500
Southgate Shopping Center	Sanden, Inc.	5007 Mud Ln	Louisville	KY	40229	(502) 968-0888
Auburndale Shopping Center	Sanden, Inc.	5512 New Cut Rd	Louisville	KY	40214	(502) 380-1611
Cedar Springs	Sanden, Inc.	9320 Cedar Center Way	Louisville	KY	40291	(502) 762-9990
Hurstbourne Meijer's Center	Sanden, Inc.	4610 S Hurstbourne Pkwy	Louisville	KY	40299	(502) 493-9552
Vantage Pointe	Sanden, Inc.	3830 Ruckriegel Pkwy	Louisville	KY	40299	(502) 261-0001
Stonefield Square	Sanden, Inc.	10474 Shelbyville Rd	Louisville	KY	40223	(502) 244-1454
Goose Creek Center	Sanden, Inc.	2901 Goose Creek Rd	Louisville	KY	40241	(502) 614-7800
Stony Brook	Sanden, Inc.	9000 Taylorsville Road	Louisville	KY	40299	(502) 365-3337
Villages of Audubon	SUBRA, LLC	3025 Poplar Level Rd	Louisville	KY	40217	(502) 409-9229
McMahan Plaza	SUBRA, LLC	3348 Hikes Ln	Louisville	KY	40220	(502) 384-6636
Shelbyville Road Plaza	SUBRA, LLC	4600 Shelbyville Rd	Louisville	KY	40207	(502) 618-2272
Woodlawn Shopping Center	SUBRA, LLC	291 North Hubbards Ln	Louisville	KY	40207	(502) 618-0002
Springs Station	SUBRA, LLC	6411 Dutchman's Pkwy	Louisville	KY	40205	(502) 897-2226
Dixie Manor Lowes Center	Venture 43, LLC	6661 Dixie Hwy	Louisville	KY	40258	(502) 995-5494
Shops at Forest Springs	Venture 43, LLC	12418 La Grange Rd	Louisville	KY	40245	(502) 919-8241
Shoppes of Maysville	Cincy Clips, Inc.	223 Walmart Way	Maysville	KY	41056	(606) 759-0100
* Middlesboro Crossing	Great Salons of Knoxville, Inc.	1873 N 25th Street	Middlesboro	KY	40965	(606) 467-2880
Cumberland Crossings	H.H. Holdings Corp.	175 Cumberland Crossing	Monticello	KY	42633	(606) 753-0311
Morehead Kroger Center	Samally's, Inc.	260 Kroger Ctr	Morehead	KY	40351	(606) 784-4445
Mount Sterling	GLN Corp.	868 Indian Mound Dr	Mount Sterling	KY	40353	(859) 499-0063
Oakbrooke Centre	Impel Partners, LLC	185 Oakbrooke Dr	Mount Washington	KY	40047	(502) 538-2299
Newport Plaza	Cincy Clips, Inc.	86 A Carrothers Rd	Newport	KY	41071	(859) 491-5011
Brannon Crossing	Samally's, Inc.	234 E Brannon Rd	Nicholasville	KY	40356	(859) 971-0456
Orchard Shopping Center	Samally's, Inc.	962 N Main St	Nicholasville	KY	40356	(859) 887-1055
Kimberly Square	Samally's, Inc.	967 South Main St	Nicholasville	KY	40356	(859) 887-9771
Oak Grove Center	Sammara Enterprise, Inc.	244 Segler Drive	Oak Grove	KY	42262	(270) 560-4173
* Frederica Street Retail Center	CHALEXBEE CUTS, LLC	3525 Frederica St	Owensboro	KY	42301	(270) 478-4763
* Woodlands Plaza	CHALEXBEE CUTS, LLC	3500 Villa Point Dr	Owensboro	KY	42303	(270) 240-4655
Paducah South	The Mane Group, Inc.	3216 Irvin Cobb Dr	Paducah	KY	42003	(270) 575-9893
Paducah North	The Mane Group, Inc.	5134 Hinkleville Rd	Paducah	KY	42001	(270) 538-5333
Pikeville Plaza	Hamilton Enterprises, LLC	276 Cassidy Blvd	Pikeville	KY	41501	(606) 637-1506
Prospect Village	SUBRA, LLC	5913 Timber Ridge Dr	Prospect	KY	40059	(502) 290-5068
Radcliff Shopping Center	Sanden, Inc.	2031 Walmart Way	Radcliff	KY	40160	(270) 351-9775
Richmond	James Kelley & Associates, Inc.	620 Eastern Byp	Richmond	KY	40475	(859) 624-2000
Richmond Centre	James Kelley & Associates, Inc.	2055 Lantern Ridge Dr	Richmond	KY	40475	(859) 625-9000
High Point Station	Impel Partners, LLC	213 Boone Station Rd	Shelbyville	KY	40065	(502) 633-9741
Shepherd's Crossing	Sanden, Inc.	189 Adam Shepherd Pkwy	Shepherdsville	KY	40165	(502) 543-1819
Grand Central Place	James Kelley & Associates, Inc.	2835 S Hwy 27	Somerset	KY	42501	(606) 451-0026

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
The Shoppes at Taylor Mill	R.L.O., Inc.	5056 Old Taylor Mill	Taylor Mill	KY	41015	(859) 407-5983
Union Connection	MJ Clips, Inc.	9039 US Highway 42	Union	KY	41091	(859) 384-2300
Bluegrass Commons	James Kelley & Associates, Inc.	346 Kroger Way	Versailles	KY	40383	(859) 879-9222
Walton Towne Center	MJ Clips, Inc.	305 Mary Grubbs Hwy	Walton	KY	41094	(859) 919-0239
Kroger Plaza	GLN Corp.	1537 Bypass Rd	Winchester	KY	40391	(859) 737-2547
River Chase	GEAUX CLIPS LLC	69284 LA-21	Covington	LA	70433	(985) 590-1374
Camp Forbing Marketplace	N & G LLC	9462 Ellerbe	Shreveport	LA	71106	(318) 606-2932
North Quabbin Commons	B&A Business Development, Inc.	136 Reservoir Drive	Athol	MA	1331	(978) 830-4513
Great Road Shopping Center	Shivalie, LLC	319 Great Rd	Bedford	MA	1730	(781) 538-5450
Billerica Shopping Center	Shivalie, LLC	480 Boston Rd	Billerica	MA	1821	(978) 362-3589
Chicopee Crossing	Shivalie, LLC	530 Memorial Dr	Chicopee	MA	1020	(413) 592-2000
Towne Center	Davenu, LLC	23 Faunce Corner Rd	Dartmouth	MA	2747	(508) 999-1823
Heritage Park Plaza	Catie Laraway	420 N Main St	East Longmeadow	MA	1028	(413) 224-2589
Timpany Plaza	VDG Salons, Inc.	332A Timpany Blvd	Gardner	MA	01440-5200	(978) 632-2300
Gloucester Crossing	Monomoy Keepers, LLC	311 Gloucester Crossing Rd	Gloucester	MA	1930	(978) 381-4974
Mohawk Trail Plaza	Catie Laraway	249 Mohawk Trail	Greenfield	MA	1301	(413) 475-3154
Hanover Commons	Watel Enterprises LLC	1207 Washington St	Hanover	MA	2339	(781) 924-3100
Holyoke Mall Crossing	Shivalie, LLC	98 Lower Westfield Rd	Holyoke	MA	1040	(413) 315-5330
Festival at Hyannis S.C.	Great East Ventures, Inc.	1070 Iyannough Road	Hyannis	MA	2601	(508) 957-2863
Orchard Hill Park	B&A Business Development, Inc.	32 Orchard Hill Park Dr	Leominster	MA	1453	(978) 514-8880
Twin City Shopping Center	VDG Salons, Inc.	975 Merriam Ave	Leominster	MA	1453	(978) 537-0276
Big Y Plaza	Shivalie, LLC	433 Center St	Ludlow	MA	1056	(413) 610-0888
Mashpee Commons North	Great East Ventures, Inc.	28 Bates Rd	Mashpee	MA	2649	(508) 419-1693
Riverside Landing	B&A Business Development, Inc.	81 Coggeshall St	New Bedford	MA	2746	(774) 206-6930
Kingsgate Stop & Shop Plaza	Shivalie, LLC	228 King St	Northampton	MA	1060	(413) 727-8537
Norwood Plaza	J&L Salons LLC	146B Nahatan St	Norwood	MA	2062	(781) 349-8122
Oxford Crossing	T&J Noury Enterprises, LLC	119 Sutton Ave	Oxford	MA	1540	(508) 731-6596
North River Plaza	Watel Enterprises LLC	125 Church St	Pembroke	MA	2359	(781) 924-5050
Pembroke Center Plaza	Watel Enterprises LLC	14 Mattakeesett St	Pembroke	MA	2359	(339) 244-4659
Plainville Crossing Shopping Center	RCO Clippers LLC	13 Taunton St	Plainville	MA	2762	(508) 316-3074
White City Shopping Center	T&J Noury Enterprises, LLC	20 Boston Turnpike	Shrewsbury	MA	1545	(508) 425-3649
Long Pond Drive	Great East Ventures, Inc.	39 Long Pond Dr	South Yarmouth	MA	2664	(508) 619-3812
Southbridge Fair	Maya Enterprises, LLC	505 E Main St	Southbridge	MA	1550	(508) 765-5000
Pleasant Valley Crossing	T&J Noury Enterprises, LLC	26 Galaxy Pass	Sutton	MA	1590	(508) 917-8840
Century Center	Catie Laraway	343 Memorial Ave	West Springfield	MA	1089	(413) 209-9499
Speedway Plaza	VDG Salons, Inc.	290 Turnpike Rd	Westborough	MA	1581	(508) 616-0007
Westgate Plaza	Catie Laraway	249 E Main St	Westfield	MA	1085	(413) 642-5041
Cornerstone Square	B&A Business Development, Inc.	9 Cornerstone Sq	Westford	MA	1886	(978) 392-8880
RK Worcester Plaza	Coyle Enterprises, LLC	11 Tobias Boland Way	Worcester	MA	1607	(508) 377-2298
Beards Hill Plaza	Meissner Holdings, LLC	939G Beards Hill Rd	Aberdeen	MD	21001	(410) 272-0500
College Parkway Center	Folk Design Group, LLC	1288 Bay Dale Dr	Arnold	MD	21012	(410) 757-7447
Quarry Lake	Modi Clippers, LLC	2574 Quarry Lake Dr	Baltimore	MD	21209	(410) 484-1173
Greenbrier Shopping Center	Meissner Holdings, LLC	225 Brierhill Dr	Bel Air	MD	21015	(443) 819-3612
Tollgate Marketplace	Ten Sails LLC	630 Marketplace Drive	Bel Air	MD	21014	(410) 638-8840
* Ocean Landings	Ten Sails LLC	11436 Samuel Bowen Blvd	Berlin	MD	21811	(410) 390-7178
St. Mary's Marketplace	DGLT Incorporated	44940 St. Andrews Church Rd	California	MD	20619	(240) 237-8315
Kent Towne Market II	Ten Sails LLC	21B Kent Towne Market	Chester	MD	21619	(443) 249-3430
Denton Plaza	Ten Sails LLC	2 Denton Plaza	Denton	MD	21629	(443) 448-7139
Lynch Manor Shopping Center	Bay Clips, Inc.	7832 Wise Ave	Dundalk	MD	21222	(410) 288-1038
Waterside Village	Ten Sails LLC	28601 Marlboro Avenue	Easton	MD	21601	(410) 690-3058
Lyndwood Square	Modi Clippers, LLC	6010 Marshalee Dr	Elkridge	MD	21075	(410) 379-1380
Delancy Plaza	Meissner Holdings, LLC	1197 E Pulaski Hwy	Elkton	MD	21921	(410) 620-3090
Dorsey's Search Village	Modi Clippers, LLC	4725 Dorsey Hall Dr	Ellicott City	MD	21042	(410) 997-0009
Waterview Town Center	Bay Clips, Inc.	129 Orville Rd	Essex	MD	21221	(410) 391-4500
Bel Air Village North	Meissner Holdings, LLC	1521 Rock Spring Rd St C	Forest Hill	MD	21050	(410) 836-8811
Burwood Village	Bay Clips, Inc.	7073 Baltimore Annapolis Blvd	Glen Burnie	MD	21061	(410) 595-5240
Centre at Glen Burnie	Bay Clips, Inc.	6711 Ritchie Highway	Glen Burnie	MD	21061	(410) 760-5550
Southdale Shopping Center	Bay Clips, Inc.	64 Mountain Rd	Glen Burnie	MD	21060	(410) 768-1885
Hagerstown Gateway	DGLT Incorporated	18340 Spark Dr	Hagerstown	MD	21740	(301) 364-4091
Valley Park Commons II	DGLT Incorporated	1640 Wesel Blvd	Hagerstown	MD	21740	(301) 200-1507
La Plata Plaza	DGLT Incorporated	32 Shining Willow Way	La Plata	MD	20646	(301) 392-5088
Lusby Commons	DGLT Incorporated	11781 HG Trueman Rd	Lusby	MD	20657	(410) 394-0101
Mount Airy Shopping Center	Modi Clippers, LLC	311 E Ridgeville Blvd	Mount Airy	MD	21771	(301) 829-3940
Northeast Plaza	H & J Clips, LLC	175 Northeast Rd	North East	MD	21901	(410) 656-6002
Piney Orchard Marketplace	Folk Design Group, LLC	8769 Piney Orchard Pkwy	Odenton	MD	21113	(410) 695-1700
North Plaza	Atessa, LLC	8836 Waltham Woods Rd	Parkville	MD	21234	(443) 495-7319
Honeygo Center	Bay Clips, Inc.	5002 Honeygo Center Dr	Perry Hall	MD	21128	(410) 248-2999
Perry Hall Marketplace	Bay Clips, Inc.	9645 B Belair Rd	Perry Hall	MD	21236	(410) 248-2500
Perryville Station	Meissner Holdings, LLC	5301 Pulaski Hwy	Perryville	MD	21903	(410) 642-2525
Fox Run	DGLT Incorporated	59 Harrow Ln	Prince Frederick	MD	20678	(443) 432-3172
* Salisbury Promenade	Ten Sails LLC	2618 N Salisbury Blvd	Salisbury	MD	21801	(443) 736-4573
Shoppes at Quarterfield	Folk Design Group, LLC	7860 C Quarterfield Rd	Severn	MD	21144	(410) 969-1500
Cranberry Square	Modi Clippers, LLC	405 N Center St	Westminster	MD	21157	(410) 751-5549
410 Center Street Strip Center	Chestnut Partners LLC	410 Center Street	Auburn	ME	4210	(207) 221-5626
Biddeford Crossing	JMA INVESTMENTS, LLC	311 Mariner Way	Biddeford	ME	4005	(207) 494-7255
Falmouth Shopping Center	Chestnut Partners LLC	251 US Rte 1	Falmouth	ME	4105	(207) 221-5626
Mill Creek Plaza	JMA INVESTMENTS, LLC	180 Waterman Dr	South Portland	ME	4106	(207) 767-7332
Topsham Fair Mall	Chestnut Partners LLC	49 Topsham Fair Mall Road	Topsham	ME	4086	(207) 221-5626
East Pointe Plaza	East West Cutters, Inc.	1687 E US Highway 223	Adrian	MI	49221	(517) 266-8494
Fairlane Green	Azaad, LLC	3464 Fairlane Dr	Allen Park	MI	48101	(313) 271-9825

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OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Allendale	SonRise Clippers, LLC	5135 Lake Michigan Dr	Allendale	MI	49401	(616) 892-2403
Stadium & Packard	Daisy Doo's Part 2, LLC	1423 E Stadium Blvd	Ann Arbor	MI	48104	(734) 622-8202
Plymouth Road Plaza	MCD Enterprise 2, LLC	2793 Plymouth Rd	Ann Arbor	MI	48105	(734) 994-7328
Scio Square	MCD Enterprise, LLC	5609 Jackson Rd	Ann Arbor	MI	48103	(734) 929-2753
Ann Arbor Saline Meijer	Michigan Clippers III, Inc	3145 Ann Arbor Saline Rd	Ann Arbor	MI	48103	(734) 761-3500
Harper Village	Cookeze Clips, Inc.	6233 B Dr N	Battle Creek	MI	49014	(269) 979-2355
West Columbia Avenue	ZC Enterprises, LLC	2151 W Columbia Ave	Battle Creek	MI	49015	(269) 223-7409
Wilder Plaza	Easy Cut, Inc	4110 Wilder Rd	Bay City	MI	48706	(989) 671-9629
* Benton Harbor	SonRise Clippers, LLC	1357 Mall Drive	Benton Harbor	MI	49022	(269) 546-0126
Berkley Square	GC Berkley, LLC	28983 Woodward Ave	Berkley	MI	48072	(248) 541-9600
The Corners	Style N Smile No. 3, LLC	17650 W 13 Mile Rd	Beverly Hills	MI	48025	(248) 593-9020
* Big Rapids	SonRise Clippers, LLC	1272 Perry Ave	Big Rapids	MI	49307	(231) 629-8075
1st Birmingham	AMJAY Corp.	725 E Maple Rd	Birmingham	MI	48009	(248) 593-9099
Bloomfield Town Square	Style N Smile No. 6, LLC	2207 S Telegraph Rd	Bloomfield Hills	MI	48302	(248) 451-1541
Boardwalk Plaza	WNW Incorporated	5757 Whitmore Lake Rd	Brighton	MI	48116	(810) 775-3593
West Tel Plaza	AMJAY Corp.	23752 West Rd	Brownstown	MI	48183	(734) 561-8577
The Courtyard	Stick Enterprises, LLC	4161 E Court St	Burton	MI	48509	(810) 744-1560
Tanger Outlets	SonRise Clippers, LLC	350 84th St SW	Byron Center	MI	49315	(616) 551-2255
* Cadillac	SonRise Clippers, LLC	8858 E Boon Road	Cadillac	MI	49601	(231) 444-6160
Caledonia	SonRise Clippers, LLC	9323 Cherry Valley Ave	Caledonia	MI	49316	(616) 275-1100
Canton Meijer	Michigan Clippers II, Inc	45001 Ford Rd	Canton	MI	48187	(734) 981-7775
Cherry Hill and Lilley Rd	Michigan Clippers, Inc.	660 Lilley Rd	Canton	MI	48188	(734) 844-7803
Canton Premier Center	Sanra, Inc.	46018 Michigan Ave	Canton	MI	48188	(734) 495-9446
Cedar Springs	SonRise Clippers, LLC	4116 17 Mile RD NE	Cedar Springs	MI	49319	(616) 263-9104
Charlotte Walmart	PVW Midwest Cutters, LLC	1662 Packard Hwy	Charlotte	MI	48813	(517) 541-2400
Gratiot Crossings	Hallwood Group, LLC	50790 Gratiot Ave	Chesterfield	MI	48051	(586) 949-8100
Chesterfield Commons	Hallwood of Chesterfield East, LLC	34826 23 Mile Rd	Chesterfield	MI	48047	(586) 716-9433
Springfield Town Square	Pankaj Dhingra	9701 Dixie Hwy	Clarkston	MI	48348	(248) 625-0023
Independence Square	Sancera, LLC	5940 Sashabaw Rd	Clarkston	MI	48346	(248) 625-4802
Clawson Plaza	Azaad, LLC	1228 W 14 Mile Rd	Clawson	MI	48017	(248) 288-4247
Clinton Township	Hallwood of Clinton Township, Inc.	40037 Groesbeck Hwy	Clinton Township	MI	48036	(586) 468-9833
Imperial Plaza	Zelco, LLC	41731 Garfield Rd	Clinton Township	MI	48038	(586) 416-2887
Clio	MCD Enterprise, LLC	425 W Vienna Rd	Clio	MI	48420	(810) 640-7056
Chicago Center	ANL Management, LLC	853 E Chicago St	Coldwater	MI	49036	(517) 278-3040
Commerce Marketplace	Daisy Doo's Part 2, LLC	1729 Haggerty Hwy	Commerce Township	MI	48390	(248) 668-3990
Shops at Commerce	Sanra II, Inc.	2232 Union Lake Rd	Commerce Township	MI	48382	(248) 363-7361
Yorktown Plaza	3S, LLC	4034 Alpine Ave NW	Comstock Park	MI	49321	(616) 647-0315
Coopersville Town Plaza	Gold Star Salons LLC	25 68th Ave N	Coopersville	MI	49404	(616) 610-5903
Davison Kroger Center	MCD Enterprise 2, LLC	610 N State Rd	Davison	MI	48423	(810) 654-2909
Garrison Place	Cian MacSweeney Holdings, LLC	23100 Michigan Ave	Dearborn	MI	48124	(313) 278-9400
Crossroads Center	Cian MacSweeney Holdings, LLC	13070 S US Highway 27	Dewitt	MI	48820	(517) 668-6793
East Oak Square	PVW Midwest Cutters, LLC	2843 E Grand River Ave	East Lansing	MI	48823	(517) 333-8440
Farmington Crossroads	Daisy Doo's Part 2, LLC	22066 Farmington Rd	Farmington	MI	48336	(248) 426-0500
Silver Lake Village	MCD Enterprise 2, LLC	18040 Silver Pkwy	Fenton	MI	48430	(810) 714-7328
Meijer Flat Rock MI	B&C Cutters, Inc.	26100 Vreeland Rd	Flat Rock	MI	48134	(734) 795-6757
Hill Plaza	BAW Enterprises, LLC	2448 W Hill Rd	Flint	MI	48507	(810) 234-0246
Corunna Marketplace	Yongping Guo	4455 Corunna Rd	Flint	MI	48532	(810) 230-1818
Fort Gratiot Center	Hallwood of Fort Gratiot, LLC	4865 24th Ave	Fort Gratiot	MI	48059	(810) 385-8300
Fraser Meijers	Just Hair II, LLC/Just Hair III, LLC	34835 Utica Rd	Fraser	MI	48026	(586) 294-3800
Fremont Meijer-In Store	Gold Star Salons LLC	4665 S Green Ave	Fremont	MI	49412	(231) 519-0372
* Gaylord	SonRise Clippers, LLC	1380 W Main St	Gaylord	MI	49735	(989) 448-2811
Grand Haven	Gold Star Salons LLC	440 N Beacon Blvd	Grand Haven	MI	49417	(616) 842-5477
Standale Meijer Outlot	3S, LLC	355 Wilson Ave NW	Grand Rapids	MI	49534	(616) 791-7850
Inline Center	3S, LLC	5570 28th St SE	Grand Rapids	MI	49512	(616) 464-4427
Gaines	Gold Star Salons LLC	6755 Kalamazoo Ave SE	Grand Rapids	MI	49508	(616) 554-1920
Forest Hills Center	Gold Star Salons LLC	820 Forest Hill Ave SE	Grand Rapids	MI	49546	(616) 957-1648
Leonard Fuller Plaza	SonRise Clippers, LLC	1235 Leonard St NE	Grand Rapids	MI	49505	(616) 258-8664
Gas Light Village	SonRise Clippers, LLC	2165 Wealthy St SE	Grand Rapids	MI	49506	(616) 202-7086
Grand Rapids In Store Meijer	SonRise Clippers, LLC	2425 Alpine Ave NW	Grand Rapids	MI	49544	(616) 363-2799
Northland	SonRise Clippers, LLC	5150 Northland Dr NE	Grand Rapids	MI	49525	(616) 988-1020
Knapps Corner Shops	SonRise Clippers, LLC	1971 E Beltline Ave NE	Grand Rapids	MI	49525	(616) 365-9005
Grandville	Gold Star Salons LLC	3074 44th St SW	Grandville	MI	49418	(616) 261-4601
Greenville	Gold Star Salons LLC	1925 W Washington St	Greenville	MI	48838	(616) 225-2332
Kercheval Place	Style N Smile No. 10, LLC	17026 Kercheval Ave	Grosse Pointe	MI	48230	(313) 647-9000
Mariners Point SC	Style N Smile No. 8, LLC	26010 Crocker Blvd	Harrison Township	MI	48045	(586) 465-6200
Westside Plaza	Cookeze Clips, Inc.	1450 W M-43	Hastings	MI	49058	(269) 953-7746
Hazel Park	Daisy Doo's, LLC	1162 E 9 Mile Rd	Hazel Park	MI	48030	(248) 546-7670
Holland-North	BAM Cuts, LLC	520 Butternut Dr	Holland	MI	49424	(616) 399-9912
Holland-South	BAM Cuts, LLC	1153 S Washington Ave	Holland	MI	49423	(616) 394-3050
* Houghton Lake	SonRise Clippers, LLC	2131 West Houghton Lake Dr	Houghton Lake	MI	48629	(989) 202-2337
Waldenwoods	Sanra III, Inc.	10051 E Highland Rd	Howell	MI	48353	(810) 632-6322
Crossroads Town Center	WNW Incorporated	120 W Highland Rd	Howell	MI	48843	(517) 552-0825
Country Corners	WNW Incorporated	4092 E Grand River Ave	Howell	MI	48843	(517) 552-5253
Hudsonville	Gold Star Salons LLC	4676 32nd Ave	Hudsonville	MI	49426	(616) 669-1299
Georgetown Plaza	Gold Star Salons LLC	6498 Balsam Dr.	Hudsonville	MI	49426	(616) 210-4633
Imlay City Plaza	Hallwood of Imlay City LLC	1797 S Cedar St	Imlay City	MI	48444	(810) 721-1100
Ionia	SonRise Clippers, LLC	3192 Commerce Ln	Ionia	MI	48846	(616) 522-9830
E Michigan Avenue	PVW Midwest Cutters, LLC	3238 E Michigan Ave	Jackson	MI	49202	(517) 262-0914
Jackson Plaza	PVW Midwest Cutters, LLC	1127 Boardman Rd	Jackson	MI	49202	(517) 262-9610
Jenison	Gold Star Salons LLC	7589 Cottonwood Dr	Jenison	MI	49428	(616) 667-9050

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Gull Road Mall	Cookeze Clips, Inc.	5903 Gull Rd	Kalamazoo	MI	49048	(269) 276-9720
Stadium Dr	Cookeze Clips, Inc.	3208 Stadium Dr	Kalamazoo	MI	49008	(269) 488-8632
Breton and 44th	SonRise Clippers, LLC	4445 Breton Rd SE	Kentwood	MI	49508	(616) 971-1771
Orion Township	Pankaj Dhingra	3639 Baldwin Rd	Lake Orion	MI	48359	(248) 391-2111
Bedford Meadows	Azaad No 3, LLC	3366 Sterns Rd	Lambertville	MI	48144	(734) 854-7000
Edgewood Towne Center	Cian MacSweeney Holdings, LLC	438 E Edgewood Blvd	Lansing	MI	48911	(517) 272-1108
Marketplace at Delta Township	Cian MacSweeney Holdings, LLC	619 N Marketplace Blvd	Lansing	MI	48917	(517) 666-1014
South Branch Center	Sanra III, Inc.	1824 Demille Rd	Lapeer	MI	48446	(810) 667-5021
Bay River Marketplace	B&C Cutters, Inc.	36375 26 Mile Rd	Lenox Township	MI	48048	(586) 273-7771
Lincoln Park	Daisy Doo's Part 2, LLC	1875 Southfield Rd	Lincoln Park	MI	48146	(313) 381-7100
Marketplace at College Park	MCD Enterprise, LLC	17392 Haggerty Rd	Livonia	MI	48152	(734) 542-0799
Livonia Plaza	Sanra, Inc.	30977 Five Mile Road	Livonia	MI	48154	(734) 744-4085
Livonia Marketplace	Zelco 2, LLC	29476 7 Mile Rd	Livonia	MI	48152	(248) 442-9100
Lowell	SonRise Clippers, LLC	11635 Fulton St	Lowell	MI	49331	(616) 897-9520
* Ludington Center	SonRise Clippers, LLC	4528 W US Hwy 10	Ludington	MI	49431	(231) 425-3930
Romeo Plank Crossing	Hallwood Group, LLC	50918 Romeo Plank Rd	Macomb	MI	48044	(586) 263-8100
Macomb East	Hallwood of Macomb, Inc.	21890 23 Mile Rd	Macomb	MI	48042	(586) 598-7141
Hall & Heydenreich Target Center	Hallwood of Macomb, Inc.	20807 Hall Rd	Macomb	MI	48044	(248) 825-4110
* Manistee In-Store-Meijer	SonRise Clippers, LLC	15 Caberfae Hwy	Manistee	MI	49660	(231) 299-1204
Marysville Plaza	Hallwood of Marysville, Inc.	3156 Gratiot Blvd	Marysville	MI	48040	(810) 388-9882
Milford Center	MCD Enterprises 3, LLC	149 S Milford Rd	Milford	MI	48381	(248) 684-1047
French Town Plaza	PVW Midwest Cutters, LLC	2227 Telegraph Rd	Monroe	MI	48162	(734) 242-4889
Monroe Shopping Plaza	PVW Midwest Cutters, LLC	958 S Monroe St	Monroe	MI	48161	(734) 639-2792
Stadium Mall	Cian MacSweeney Holdings, LLC	2018 S Mission St	Mount Pleasant	MI	48858	(989) 773-0050
North Muskegon Inline	BAM Cuts, LLC	1888 Holton Road	Muskegon	MI	49445	(616) 373-0742
Sternberg Crossing	Gold Star Salons LLC	5350 Harvey St	Muskegon	MI	49444	(231) 799-9108
Roosevelt Park Town Centre	Gold Star Salons LLC	3355 Henry St	Muskegon	MI	49441	(231) 766-8605
* Niles	SonRise Clippers, LLC	728 S 11th St	Niles	MI	49120	(269) 684-6439
Shoppes at the Trail	Daisy Doo's Part 2, LLC	31194 Beck Rd	Novi	MI	48377	(248) 669-6657
Meridian Towne Centre	Cian MacSweeney Holdings, LLC	4918 Marsh Rd	Okemos	MI	48864	(517) 347-0099
Oxford Crossings	Pankaj Dhingra	962 N Lapeer Rd	Oxford	MI	48371	(248) 236-9065
* Petoskey	SonRise Clippers, LLC	1345 Victories Lane	Petoskey	MI	49770	(231) 753-2129
Plainwell Otsego	Cookeze Clips, Inc.	1307 M 89	Plainwell	MI	49080	(269) 685-9420
Plymouth Square	Gamly Clips, LLC	44523 Ann Arbor Rd W	Plymouth	MI	48170	(734) 956-3480
Sheldon Place	Gamly Clips, LLC	15167 N Sheldon Rd	Plymouth	MI	48170	(734) 855-6973
Fortress Hill Plaza	Hallwood of Marysville, Inc.	1420 24th Street	Port Huron	MI	48060	(810) 294-5594
Greenspire Shoppes	Cookeze Clips, Inc.	3259 W Centre Ave	Portage	MI	49024	(269) 716-3336
Romence Village	Cookeze Clips, Inc.	621 Romence Rd	Portage	MI	49024	(269) 323-8937
Richmond Shopping Plaza	B&C Cutters, Inc.	66892 Gratiot Ave	Richmond	MI	48062	(586) 430-1129
Riverview Center	AMJAY Corp.	17034 Fort St	Riverview	MI	48913	(734) 282-4424
City Walk SC	AMJAY Corp.	1416 N Rochester Rd	Rochester Hills	MI	48307	(248) 652-7885
Adams Marketplace	JETTIM, LLC	2540 S Adams Rd	Rochester Hills	MI	48309	(248) 491-6633
University Square	JETTIM, LLC	3216 Walton Blvd	Rochester Hills	MI	48309	(248) 759-4067
Rochester Hamlin Retail Center	Style N Smile, LLC	1970 S Rochester Rd	Rochester Hills	MI	48307	(248) 608-4544
Rockford Ridge	Gold Star Salons LLC	2745 10 Mile Rd	Rockford	MI	49341	(616) 863-1173
Roseville Village	Just Hair, LLC	31965 Gratiot Ave	Roseville	MI	48066	(586) 293-5500
Marketplace of Royal Oak	AMJAY Corp.	2130 East 12 Mile Rd	Royal Oak	MI	48067	(248) 607-7211
Green Acres	Yongping Guo	4630 State St	Saginaw	MI	48603	(989) 401-9999
St. Clair Plaza	Hallwood of Marysville, Inc.	405 Clinton Ave	Saint Clair	MI	48079	(810) 740-5025
Lakeshore Village	Style N Smile No. 7, LLC	23195 Marter Rd	Saint Clair Shores	MI	48080	(586) 443-4244
* Martin's St. Joseph Plaza	SonRise Clippers Too, LLC	2107 S Cleveland Ave	Saint Joseph	MI	49085	(269) 985-0058
State Street Crossing	MCD Enterprise 2, LLC	6889 State Rd	Saline	MI	48176	(734) 429-0400
Shelby Township	AMJAY NO 1 CORPORATION	12169 23 Mile Rd	Shelby Township	MI	48315	(586) 991-0066
King's Kountry	Style N Smile No. 9, LLC	47647 Van Dyke Ave	Shelby Township	MI	48317	(586) 323-7900
Hayes Center Shoppes	Style N Smile, LLC	45617 Hayes Rd	Shelby Township	MI	48315	(586) 532-5477
Brookdale Square	AMJAY Corp.	22321 Pontiac Trl	South Lyon	MI	48178	(248) 278-8155
Eureka Crossing	AMJAY Corp.	15260 Eureka Rd	Southgate	MI	48195	(734) 285-3655
Ham Center	B&C Cutters, Inc.	40048 Van Dyke Ave	Sterling Heights	MI	48313	(586) 977-1718
Sterling Heights Retail Center	GC Berkley, LLC	2132 Metropolitan Parkway	Sterling Heights	MI	48310	(248) 597-0472
Kirkwood Plaza	Style N Smile No. 1, LLC	42938 Schoenherr Rd	Sterling Heights	MI	48313	(586) 247-3008
Ryan Shopping Center	Style N Smile No. 4, LLC	40792 Ryan Rd	Sterling Heights	MI	48310	(586) 983-2578
* Stevensville at Meijer	SonRise Clippers, LLC	5019 Red Arrow Hwy	Stevensville	MI	49127	(269) 429-1867
Sturgis Retail Center	Cookeze Clips, Inc.	1352 S Centerville Rd	Sturgis	MI	49091	(269) 503-7077
Kirklynn Commons	AMJAY Corp.	22316 Goddard Rd	Taylor	MI	48180	(313) 299-1419
Telegraph Road - Walmart Plaza	PVW Midwest Cutters, LLC	7725 Telegraph Rd	Taylor	MI	48180	(313) 292-8888
Tecumseh Plaza	East West Cutters, Inc.	1444 W Chicago Blvd	Tecumseh	MI	49286	(517) 301-4884
River Country Plaza	ZC Enterprises, LLC	701 S US Highway 131	Three Rivers	MI	49093	(269) 273-4999
* East Bay Plaza	SonRise Clippers, LLC	748 Munson Ave	Traverse City	MI	49686	(231) 252-4024
Northfield Commons	JETTIM, LLC	2125 South Blvd W	Troy	MI	48098	(248) 828-7020
Emerald Lakes Plaza	Style N Smile No. 11, LLC	5945 John R Rd	Troy	MI	48085	(248) 879-8800
Troy Commons	Style N Smile No. 2, LLC	3091 Rochester Rd	Troy	MI	48083	(248) 680-8900
Sunset Plaza	Style N Smile No. 5, LLC	57 E Long Lake Rd	Troy	MI	48085	(248) 879-6007
Heritage Village	Daisy Doo's, LLC	5715 12 Mile Rd	Warren	MI	48092	(586) 576-1760
Schoenherr Shoppes	Daisy Doo's, LLC	25385 Schoenherr Rd	Warren	MI	48089	(586) 585-1264
Schoenherr Plaza	Just Hair II, LLC/Just Hair III, LLC	13586 E 14 Mile Rd	Warren	MI	48088	(586) 272-2332
Washington Commons	Sanra II, Inc.	8631 26 Mile Rd	Washington Township	MI	48094	(586) 677-3808
Washington Pointe Plaza	AMJAY NO 1 CORPORATION	65930 Van Dyke Rd	Washington Twp	MI	48095	(586) 697-1354
Waterford Plaza	Suburban Cuts, Inc.	5156 Highland Rd	Waterford	MI	48327	(248) 618-8880
Wayland	SonRise Clippers, LLC	322 Reno Dr	Wayland	MI	49348	(269) 525-1515
Gateway Center	Zelco, LLC	7164 Orchard Lake Rd	West Bloomfield	MI	48322	(248) 855-2887

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
West Way	Michigan Clippers IV, Inc.	35592 Warren Rd	Westland	MI	48185	(734) 467-9622
Cherry Hill Marketplace	Sanra, Inc.	31501 Cherry Hill Rd	Westland	MI	48186	(734) 398-1657
Meijers White Lake	WNW Incorporated	6001 Highland Rd	White Lake	MI	48383	(248) 889-3503
Woodhaven Village Square	AMJAY Corp.	23408 Allen Rd	Woodhaven	MI	48183	(734) 675-0730
28 West	Gold Star Salons LLC	1266-B 28th St SW	Wyoming	MI	49509	(616) 403-9505
Careline Center	SonRise Clippers, LLC	89 - 54th St SW	Wyoming	MI	49548	(616) 214-7190
Metro Health Village	SonRise Clippers, LLC	2355 Health Dr SW	Wyoming	MI	49519	(616) 530-7433
Carpenter Crossing	Azaad 2, LLC	3650 Carpenter Rd	Ypsilanti	MI	48197	(734) 677-9800
Zeeland	BAM Cuts, LLC	9479 Riley St	Zeeland	MI	49464	(616) 879-0079
Albertville Crossing Center	Aster Clips LLC	5600 La Centre Ave	Albertville	MN	55301	(763) 497-8455
South Creek Center	Snip, Inc.	4617 State Hwy 29 S	Alexandria	MN	56308	(320) 763-4076
Clocktower Commons	Half Moon Clippers, LLC	15190 Bluebird St NW	Andover	MN	55304	(763) 413-6969
Apple Valley Retail	Windjammers Corporation	7875 150th St W	Apple Valley	MN	55124	(952) 891-1510
Shannon Square	Windjammers Corporation	3673 Lexington Ave N	Arden Hills	MN	55126	(651) 482-8397
Austin	Roch-N-Roll, Inc.	1011 18th Ave NW	Austin	MN	55912	(507) 437-8243
Baxter	Snip, Inc.	14039 Edgewood Dr	Baxter	MN	56425	(218) 829-3021
Belle Plaine Retail	AJE Holdings LLC	1054 Enterprise Dr	Belle Plaine	MN	56011	(952) 873-6881
Market Place Food	Snip, Inc.	2004 Paul Bunyan Dr NW	Bemidji	MN	56601	(218) 755-1695
Big Lake	Stevens Unlimited of St. Paul, Inc.	726 Martin Ave	Big Lake	MN	55309	(763) 263-9800
Village of Blaine	Snip, Inc.	4335 Pheasant Ridge Dr	Blaine	MN	55449	(763) 780-0249
Blaine Marketplace	Stevens Unlimited of St. Paul, Inc.	12555 Ulysses St	Blaine	MN	55434	(763) 767-1820
Victory Village	Stevens Unlimited of St. Paul, Inc.	1420 109th Ave NE	Blaine	MN	55449	(763) 780-9121
North Court Commons	Stevens Unlimited of St. Paul, Inc.	664 County Road 10 NE	Blaine	MN	55434	(763) 784-3897
Blaine	Stevens Unlimited of St. Paul, Inc.	10623 University Ave NE	Blaine	MN	55434	(763) 757-7302
Oxboro Shopping Center	Aster Clips LLC	549 W 98th St	Bloomington	MN	55420	(952) 881-1616
Southtown	W. Peyton Co.	7911 Southtown Ctr	Bloomington	MN	55431	(952) 881-2599
Normandale Village	Windjammers Corporation	5115 W 98th St	Bloomington	MN	55437	(952) 831-2118
Brainerd East	Snip, Inc.	623 Washington St NE	Brainerd	MN	56401	(218) 828-1110
Park Place Promenade	Half Moon Clippers, LLC	9672 Colorado Ln N	Brooklyn Park	MN	55445	(763) 424-3067
Wright County Mall	Stevens Unlimited of St. Paul, Inc.	1247 Highway 25 N	Buffalo	MN	55313	(763) 682-5658
Nicollet Plaza	Catch the Wave, Inc.	270 E Travelers Trail	Burnsville	MN	55337	(952) 217-4781
Aurora Village Center	Catch the Wave, Inc.	1611 County Rd 42 W	Burnsville	MN	55306	(952) 898-4554
Arthurs Court	Stevens Unlimited of St. Paul, Inc.	1595 2nd Ave NE	Cambridge	MN	55008	(763) 691-1630
Champlin Market Place	Snip, Inc.	11436 Market Place Dr	Champlin	MN	55316	(763) 576-9930
Chanhasen	W. Peyton Co.	832 W 78th St	Chanhasen	MN	55317	(952) 474-6273
Chaska Commons	RAS Corporation	206 Pioneer Trl	Chaska	MN	55318	(952) 368-9720
Northway	Stevens Unlimited of St. Paul, Inc.	9147 S Highway Dr	Circle Pines	MN	55014	(763) 783-0182
Shoppes of Cloquet	BJStevens Unlimited, LLC	1317 Hwy 33 S	Cloquet	MN	55720	(218) 879-4414
Riverdale Crossing	Give Me A Break, Inc.	13055 Riverdale Dr.	Coon Rapids	MN	55448	(763) 421-4381
Village 10 SC	Snip, Inc.	2032 Northdale Blvd	Coon Rapids	MN	55433	(763) 862-4015
Oak Park Commons	JW Enterprises Inc.	7430 80th St	Cottage Grove	MN	55016	(651) 459-0613
Cottage Grove Plaza	JW Enterprises Inc.	8711 E Point Douglas Rd S	Cottage Grove	MN	55016	(651) 458-4140
Crystal Gallery	Newport Clippers, Inc.	5594 W Broadway Ave	Crystal	MN	55428	(763) 537-4575
Delano Crossing	AJE Holdings LLC	1356 Babcock Blvd E	Delano	MN	55328	(763) 972-2054
Denfeld Retail Center	BJStevens Unlimited, LLC	4602 Grand Ave W	Duluth	MN	55807	(218) 624-2244
Miller Plaza	BJStevens Unlimited, LLC	1405 Miller Trunk Hwy	Duluth	MN	55811	(218) 726-0661
Mount Royal Center Shopping Center	BJStevens Unlimited, LLC	107 Mount Royal SC	Duluth	MN	55803	(218) 724-4247
Cliff Lake Center	AJE Holdings LLC	1960 Cliff Lake Rd	Eagan	MN	55122	(651) 687-0982
Eagan Towne Center	AJE Holdings LLC	1380 Duckwood Dr	Eagan	MN	55123	(651) 452-9676
Diffley Commons	AJE Holdings LLC	1016 Diffley Rd	Eagan	MN	55123	(651) 405-6740
Prairie Village	W. Peyton Co.	16536 W 78th St	Eden Prairie	MN	55344	(952) 934-6558
Eden Glen	W. Peyton Co.	8021 Glen Ln	Eden Prairie	MN	55344	(952) 941-5589
Yorkdale	Newport Clippers, Inc.	6805 York Ave S	Edina	MN	55435	(952) 924-9413
50th and Vernon	W. Peyton Co.	5125 Gus Young Ln	Edina	MN	55436	(952) 927-5688
Elk River	Snip, Inc.	19172 Freeport St	Elk River	MN	55330	(763) 441-3468
Fairmont Supercenter	Snip, Inc.	1243 Goemann Rd	Fairmont	MN	56031	(507) 235-5857
Faribault Plaza	Catch the Wave, Inc.	613 NW 4th St	Faribault	MN	55021	(507) 334-4316
* Lincoln Crossing	Spice Investment Group, Inc.	2308 College Way	Fergus Falls	MN	56537	(218) 998-1777
Westlake Plaza	Snip, Inc.	215 12th St SW	Forest Lake	MN	55025	(651) 464-1025
Forest Lake / Broadway	Snip, Inc.	2009 W Broadway Ave	Forest Lake	MN	55025	(651) 982-6307
Fridley Market	Windjammers Corporation	278 57th Ave NE	Fridley	MN	55432	(763) 572-0041
Grand Rapids Shopping Center	Grand Investments Group, Inc.	2056 South Pokegama Avenue	Grand Rapids	MN	55744	(218) 326-6512
Ham Lake Centre	Stevens Unlimited of St. Paul, Inc.	16210 Aberdeen St NE	Ham Lake	MN	55304	(763) 413-9840
Schoolhouse Square	JW Enterprises Inc.	919 Vermillion St	Hastings	MN	55033	(651) 319-0198
Hibbing	Grand Investments Group, Inc.	4120 9th Ave W	Hibbing	MN	55746	(218) 263-4300
Victor Marketplace	Aster Clips LLC	14755 Victor Hugo Blvd	Hugo	MN	55038	(651) 256-3296
County Fair Market Place	Stevens Unlimited of St. Paul, Inc.	1310 Hwy 15 S	Hutchinson	MN	55350	(320) 234-3458
Cahill Plaza	JW Enterprises Inc.	7820 Cahill St	Inver Grove Heights	MN	55076	(651) 552-4990
Argonne Village	Catch the Wave, Inc.	17660 Kenwood Trl	Lakeville	MN	55044	(952) 898-2992
Crossroads	Catch the Wave, Inc.	17623 Glasgow Ave	Lakeville	MN	55044	(952) 891-8299
HyVee Rivers Edge	Catch the Wave, Inc.	16023 Elmhurst Ln	Lakeville	MN	55044	(952) 484-2280
Lora B's Plaza	Snip, Inc.	114 11th St NE	Little Falls	MN	56345	(320) 632-5544
River City Center	Snip, Inc.	452 Raintree Rd	Mankato	MN	56001	(507) 387-1579
Grove Village	Aster Clips LLC	15539 Grove Circle N	Maple Grove	MN	55369	(763) 494-6702
Fountains at Arbor Lakes	Aster Clips LLC	11654 Fountains Dr N	Maple Grove	MN	55369	(763) 488-1511
Homestead Corner	Snip, Inc.	13550 Grove Drive	Maple Grove	MN	55311	(763) 420-7800
Maplewood Retail Center	Windjammers Corporation	2420 White Bear Ave	Maplewood	MN	55109	(651) 773-9816
Marshall East	Snip, Inc.	1113 E College Dr	Marshall	MN	56258	(507) 337-2010
Medina	Stevens Unlimited of St. Paul, Inc.	310 Clydesdale Trl	Medina	MN	55340	(763) 478-2988
46th and Nicollet	Windjammers Corporation	4620 Nicollet Ave S	Minneapolis	MN	55409	(612) 822-5526

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
The Venue at Dinkytown	Windjammers Corporation	1312 5th St SE	Minneapolis	MN	55414	(612) 379-0430
Westridge Center	Newport Clippers, Inc.	11210 Wayzata Blvd	Minnetonka	MN	55305	(952) 546-1070
Westwind Plaza	RAS Corporation	4761 Highway 101	Minnetonka	MN	55345	(952) 933-0019
Country Village Shopping Center	RAS Corporation	11329 Highway 7	Minnetonka	MN	55343	(952) 933-8309
Monticello Business Center	Stevens Unlimited of St. Paul, Inc.	9361 Cedar St	Monticello	MN	55362	(763) 295-8490
* Brookdale Shopping Center	Spice Investment Group, Inc.	2515 8th St S	Moorhead	MN	56560	(218) 287-6222
Mound Marketplace	AJE Holdings LLC	2181 Commerce Blvd	Mound	MN	55364	(952) 472-8629
Rock Ridge	Grand Investments Group, Inc.	8576 Rock Ridge Dr	Mountain Iron	MN	55768	(218) 749-2547
New Prague	Windjammers Corporation	805 1st St SE	New Prague	MN	56071	(952) 758-9685
Supercenter Square	Snip, Inc.	1702 Westridge Rd	New Ulm	MN	56073	(507) 354-1122
Northfield	Windjammers Corporation	200 W 7th St	Northfield	MN	55057	(507) 663-0866
Bergen Plaza	W. Peyton Co.	7169 10th St N	Oakdale	MN	55128	(651) 735-7245
Otsego	Snip, Inc.	15850 87th St NE	Otsego	MN	55330	(763) 441-2677
Bridge Street Center	Snip, Inc.	685 Bridge St	Owatonna	MN	55060	(507) 455-1717
Evergreen Square	Stevens Unlimited of St. Paul, Inc.	150 Evergreen Sq	Pine City	MN	55063	(320) 629-1209
Plymouth Plaza	RAS Corporation	1447 N Highway 101	Plymouth	MN	55447	(763) 473-3075
Nathan Lane	Stevens Unlimited of St. Paul, Inc.	4402 Nathan Ln N	Plymouth	MN	55442	(763) 559-2161
Rockford Road Plaza	Stevens Unlimited of St. Paul, Inc.	4190 Vinewood Ln N	Plymouth	MN	55442	(763) 553-2001
Princeton	JW Enterprises Inc.	710 Rum River Dr	Princeton	MN	55371	(763) 634-9000
Ramsey Town Square	Give Me A Break, Inc.	14050 Saint Francis Blvd	Ramsey	MN	55303	(763) 422-1960
Red Wing	Snip, Inc.	174 Tyler Rd S	Red Wing	MN	55066	(651) 267-0020
Cedar Point Commons	Newport Clippers, Inc.	1714 E 66th St	Richfield	MN	55423	(612) 869-4233
Lyndale Station	Windjammers Corporation	6549 Lyndale Ave S	Richfield	MN	55423	(612) 861-2929
Crossroads Center	Roch-N-Roll, Inc.	1201 S Broadway	Rochester	MN	55904	(507) 288-0880
Marketplace	Roch-N-Roll, Inc.	2840 41st St NW	Rochester	MN	55901	(507) 292-5999
Barlow Plaza	Roch-N-Roll, Inc.	1181 6th St NW	Rochester	MN	55901	(507) 285-5080
Rogers Retail Centre	Stevens Unlimited of St. Paul, Inc.	21897 S Diamond Lake Rd	Rogers	MN	55374	(763) 428-1577
Rosemount	Catch the Wave, Inc.	15096 Claret Ave	Rosemount	MN	55068	(651) 423-4001
Rosedale Marketplace	Aster Clips LLC	2401 Fairview Ave N	Roseville	MN	55113	(651) 639-0665
Lexington Plaza	Newport Clippers, Inc.	1789 Lexington Ave N	Roseville	MN	55113	(651) 488-5918
Silver Lake Village	Aster Clips LLC	3916 Silver Lake Rd	Saint Anthony	MN	55421	(612) 788-4971
Cub Food West Plaza	Stevens Unlimited of St. Paul, Inc.	266 33rd Ave S	Saint Cloud	MN	56301	(320) 203-1133
St. Francis City Center	Give Me A Break, Inc.	23168 Saint Francis Blvd	Saint Francis	MN	55070	(763) 753-7820
South Robert Plaza	W. Peyton Co.	2018 Robert St S	Saint Paul	MN	55118	(651) 455-7673
Lincoln Commons	Windjammers Corporation	72 Snelling Ave S	Saint Paul	MN	55105	(651) 698-4675
Pine Cone Marketplace	Stevens Unlimited of St. Paul, Inc.	1733 Pine Cone Rd S	Sartell	MN	56377	(320) 259-0460
The Shoppes at Epic Center	Stevens Unlimited of St. Paul, Inc.	101 County Road 120	Sartell	MN	56303	(320) 774-1372
Market Place at 42	Prior Ties, Inc.	8200 County Rd 42	Savage	MN	55378	(952) 447-0277
Crossroads Center	Catch the Wave, Inc.	1172 Vierling Dr E	Shakopee	MN	55379	(952) 496-9055
Shorewood Village	RAS Corporation	23760 Highway 7	Shorewood	MN	55331	(952) 470-5390
Park Place Plaza	Aster Clips LLC	1650 Park Place Blvd	St Louis Park	MN	55416	(952) 544-8787
Knollwood	RAS Corporation	8136 Hwy 7	St Louis Park	MN	55426	(952) 933-7525
Division Place	Stevens Unlimited of St. Paul, Inc.	2860 W Division St	St. Cloud	MN	56301	(320) 259-4363
Stillwater Plaza	Newport Clippers, Inc.	1820 Market Dr	Stillwater	MN	55082	(651) 439-7350
Vadnais Square	Aster Clips LLC	967 County Road E East	Vadnais Heights	MN	55127	(651) 415-1819
Heights Plaza	Windjammers Corporation	1054 East Highway 96	Vadnais Heights	MN	55127	(651) 426-7142
Waconia Marketplace	RAS Corporation	769 Marketplace Dr	Waconia	MN	55387	(952) 442-9840
Lakeside Shops	Aster Clips LLC	1975 Whitaker Ave	White Bear Lake	MN	55110	(651) 429-2444
Century Hills	Newport Clippers, Inc.	2674 County Road E E	White Bear Lake	MN	55110	(651) 262-2880
White Bear Marketplace	Newport Clippers, Inc.	1960 Buerkle Rd	White Bear Lake	MN	55110	(651) 340-0506
Shoppes of Willmar	Stevens Unlimited of St. Paul, Inc.	2323 1st St S	Willmar	MN	56201	(320) 231-2040
Winona	Snip, Inc.	945 Frontenac Dr	Winona	MN	55987	(507) 452-1779
Commerce Hill	W. Peyton Co.	437 Commerce Dr	Woodbury	MN	55125	(651) 528-8864
Woodbury Village	W. Peyton Co.	7060 Valley Creek Plz	Woodbury	MN	55125	(651) 738-7599
Tamarack Village Shopping Center	W. Peyton Co.	8446 Tamarack Vlg	Woodbury	MN	55125	(651) 730-1575
Worthington	J&J Salons, LLC	1151 Ryans Rd	Worthington	MN	56187	(507) 376-5566
Vogel Road	Adlib Too, Inc.	3884 Vogel Rd	Arnold	MO	63010	(636) 287-3808
Arnold Commons	Modern Day Clippers, Inc.	858 Arnold Commons Drive	Arnold	MO	63010	(636) 282-7232
Ballwin	MPE, Inc.	15010 Manchester Rd	Ballwin	MO	63011	(636) 256-7004
Belton Crossroads	Carpe Diem, Inc.	201 N Cedar Dr	Belton	MO	64012	(816) 322-8112
Keystone Plaza	IRIS Corporation	1630 Highway 7 South	Blue Springs	MO	64014	(816) 224-2992
Prestige Plaza	IRIS Corporation	1988 NW Hwy 7	Blue Springs	MO	64014	(816) 228-8330
Home Depot Plaza	Gateway Clippers Holdings LLC	11243 St Charles Rock Rd	Bridgeton	MO	63044	(314) 291-2927
Cape West	The Mane Group, Inc.	118 Siemers Dr	Cape Girardeau	MO	63701	(573) 803-2990
Town Plaza Shopping Center	The Mane Group, Inc.	2136 William St	Cape Girardeau	MO	63703	(573) 335-0885
* Carthage Walmart	Carpe Diem, Inc.	104 W George E Phelps Blvd	Carthage	MO	64836	(417) 237-0227
Hilltown Village	Gateway Clippers Holdings LLC	119 Hilltown Village Ctr	Chesterfield	MO	63017	(636) 537-9932
Town & Country Crossing	MPE, Inc.	1172 Town and Country Crossing Dr	Chesterfield	MO	63017	(636) 527-3662
Four Seasons Center	Shear Genius, LLC	16 Four Seasons Shopping Ctr	Chesterfield	MO	63017	(314) 878-7712
Fairview Marketplace	Show Me Clippers, Inc.	2901 W Broadway	Columbia	MO	65203	(573) 446-4323
Broadway Shops	Show Me Clippers, Inc.	2703 E Broadway	Columbia	MO	65201	(573) 874-1415
Grindstone Plaza	Show Me Clippers, Inc.	1305 Grindstone Parkway	Columbia	MO	65201	(573) 442-9799
Sappington Square	Modern Day Clippers, Inc.	9560 Watson Rd	Crestwood	MO	63126	(314) 843-1388
Olympic Oaks	Gateway Clippers Holdings III, LLC	12141 Manchester Rd	Des Peres	MO	63131	(314) 965-4760
Desloge	Shear Genius, LLC	1137 N Desloge Dr	Desloge	MO	63601	(573) 431-9666
DeSoto Crossing	Shear Genius, LLC	12878 Hwy 21	DeSoto	MO	63020	(636) 337-0660
Maple Tree	Gateway Clippers Holdings II, LLC	349 Clarkson Rd	Ellisville	MO	63011	(636) 220-3788
Eureka Towne Center	Shear Genius, LLC	165 Eureka Towne Center Dr	Eureka	MO	63025	(636) 938-3944
Truman Center	IRIS Corporation	2367 Vintage Dr	Excelsior Springs	MO	64024	(816) 602-0023
Maple Valley Center	Shear Genius, LLC	766 Market St	Farmington	MO	63640	(573) 760-0022

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OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Dierbergs Fenton Crossing	Adlib Too, Inc.	484 Old Smizer Mill Rd	Fenton	MO	63026	(636) 343-8346
Gravois Bluffs	Adlib Too, Inc.	699 Gravois Bluffs Blvd	Fenton	MO	63026	(636) 343-6999
Gannon Plaza	Shear Genius, LLC	1117 W Gannon Dr	Festus	MO	63028	(636) 931-2626
Crystal City Shopping Center	Shear Genius, LLC	744 S Truman Blvd	Festus	MO	63028	(636) 937-8822
Grandview Plaza	Gateway Clippers Holdings III, LLC	78 Grandview Plaza Shopping Ctr	Florissant	MO	63033	(314) 455-3157
Shoppes at Koch Park	Gateway Clippers Holdings III, LLC	2171 Charbonier Rd	Florissant	MO	63031	(314) 839-9093
Cross Keys Center	Gateway Clippers Holdings LLC	14027 New Halls Ferry Rd	Florissant	MO	63033	(314) 831-7015
Grain Valley Marketplace	FFR, Inc.	1060 NE McQuerry Rd	Grain Valley	MO	64029	(816) 443-3480
River Bend Plaza	Adlib, Inc.	3650 Stardust Dr	Hannibal	MO	63401	(573) 406-5661
Harrisonville Marketplace	IRIS Corporation	658 S Commercial St	Harrisonville	MO	64701	(816) 884-5020
Harvester Square	Gateway Clippers Holdings III, LLC	36 B-1 Harvester Sq	Harvester	MO	63303	(636) 939-0717
Dillon Plaza	Gateway Clippers Holdings LLC	20 Dillon Plaza Dr	High Ridge	MO	63049	(636) 677-8080
Shoppes at Seckman	MPE, Inc.	2855 Seckman Road	Imperial	MO	63052	(636) 333-3070
Independence Commons	IRIS Corporation	19130 E 39th St S	Independence	MO	64057	(816) 795-9411
East 23rd Street	IRIS Corporation	1516 E 23rd St	Independence	MO	64055	(816) 836-3534
Independence Marketplace	Kansas City Clippers, Inc.	4201 S Noland Rd	Independence	MO	64055	(816) 478-9090
Jackson	The Mane Group, Inc.	2058 Walton Dr	Jackson	MO	63755	(573) 243-0142
Capital Crossing	Show Me Clippers, Inc.	1709 Missouri Blvd	Jefferson City	MO	65109	(573) 635-7388
* Bel Aire Plaza	Carpe Diem, Inc.	1804 S Rangeline Rd	Joplin	MO	64801	(417) 781-2500
Creekwood Commons	IRIS Corporation	215C NE Englewood Rd	Kansas City	MO	64118	(816) 455-4464
Tiffany Springs	IRIS Corporation	9010 NW Skyview Ave	Kansas City	MO	64154	(816) 584-1010
Tremont Square	IRIS Corporation	6322 N Chatham Ave	Kansas City	MO	64151	(816) 587-1313
Watts Mill Plaza	IRIS Corporation	1128 A W 103rd St	Kansas City	MO	64114	(816) 942-4415
New Mark Center	IRIS Corporation	10201 N Oak Trfy	Kansas City	MO	64155	(816) 734-9541
Chouteau Crossings Shopping Center	IRIS Corporation	4321 Chouteau Trafficway	Kansas City	MO	64117	(816) 266-6554
Mill Street Station	IRIS Corporation	4021 Mill St	Kansas City	MO	64111	(816) 561-1920
Coves Plaza	IRIS Corporation	5567 NW Barry Rd	Kansas City	MO	64154	(816) 505-1602
Commerce Center	IRIS Corporation	8014 N Brighton Avenue	Kansas City	MO	64119	(816) 506-5067
Stateline Station	Kansas City Clippers, Inc.	1026 W 136 St	Kansas City	MO	64145	(816) 941-2300
Metro North Commons	M. Khan, Inc.	339 NW Barry Rd	Kansas City	MO	64155	(816) 468-6477
Wilshire Plaza	Seajay 5, LLC	8604 N Church Rd	Kansas City	MO	64157	(816) 781-9202
Kirkwood	MPE, Inc.	10324 Manchester Rd	Kirkwood	MO	63122	(314) 822-1777
Shoppes at Hawk Ridge	Gateway Clippers Holdings LLC	6295 Ronald Reagan Dr	Lake Saint Louis	MO	63367	(636) 561-7100
Peruque Crossing	MPE, Inc.	2181 West Terra Lane	Lake Saint Louis	MO	63366	(636) 887-0058
Lebanon Centre	BOB CUTS, LLC	1820 S Jefferson Ave	Lebanon	MO	65536	(417) 533-7355
Summitwoods Crossing	Carpe Diem, Inc.	1724 NW Chipman Rd	Lees Summit	MO	64081	(816) 525-2441
Raintree Plaza	FFR, Inc.	316 SW Greenwich Dr	Lees Summit	MO	64082	(816) 537-8408
Chapel Ridge Shopping Center	FFR, Inc.	933 NE Woods Chapel Rd	Lees Summit	MO	64064	(816) 524-8448
Todd George Marketplace	FFR, Inc.	1628 SE Blue Pkwy	Lees Summit	MO	64063	(816) 246-7627
Liberty Price Chopper	Seajay 5, LLC	884 S 291 Hwy	Liberty	MO	64068	(816) 407-9076
Lafayette	MPE, Inc.	401 Lafayette Center	Manchester	MO	63011	(636) 220-4869
Dorsett Square Shopping Center	Gateway Clippers Holdings LLC	12672 Dorsett Rd	Maryland Heights	MO	63043	(314) 878-2362
Moberly Crossings	Show Me Clippers, Inc.	1315 E Highway 24	Moberly	MO	65270	(660) 263-0745
* Edgewood Center	Carpe Diem, Inc.	3101 Lusk Dr	Neosho	MO	64850	(417) 658-9500
Fountain Plaza Shopping Center	Carpe Diem, Inc.	334 N Massey Blvd	Nixa	MO	65714	(417) 374-7714
O'Fallon Centre	Gateway Clippers Holdings LLC	8642 Veterans Memorial Pkwy	O'Fallon	MO	63366	(636) 240-9935
Monticello Plaza	Gateway Clippers Holdings LLC	3824 Monticello Plaza	O'Fallon	MO	63304	(636) 978-4949
Lakeview Pointe	Show Me Clippers, Inc.	4645 Osage Beach Parkway	Osage Beach	MO	65065	(573) 348-6700
Ozark Center	BOB CUTS, LLC	1754 S 20th St	Ozark	MO	65721	(417) 581-4865
Raymore Price Chopper	Carpe Diem, Inc.	822 W Foxwood Dr	Raymore	MO	64083	(816) 331-1884
Rolla	BOB CUTS, LLC	418 Bishop Ave	Rolla	MO	65401	(573) 364-6600
University Commons - Lindenwood	Adlib, Inc.	1920 1st Capitol Dr	Saint Charles	MO	63301	(636) 493-9963
Mark Twain Village	Adlib, Inc.	1357 Bass Pro Dr	Saint Charles	MO	63301	(636) 916-4419
* East Hills Mall Pad	Kansas City Clippers, Inc.	3700 Frederick Ave	Saint Joseph	MO	64506	(816) 233-2333
* Shoppes at North Village	Kansas City Clippers, Inc.	5107 N Belt Hwy	Saint Joseph	MO	64506	(816) 233-3000
Tenholder Plaza	Adlib, Inc.	142 S County Center Way	Saint Louis	MO	63129	(314) 892-2373
Afton Plaza	Gateway Clippers Holdings II, LLC	10056 Gravois Rd	Saint Louis	MO	63123	(314) 300-8533
Loughborough	Gateway Clippers Holdings III, LLC	1042 Loughborough Ave	Saint Louis	MO	63111	(314) 352-2951
Creve Coeur Pavilion	Gateway Clippers Holdings LLC	10554 Old Olive St Rd	Saint Louis	MO	63141	(314) 567-4535
Mackenzie Point Shopping Center	MPE, Inc.	7233 Watson Rd	Saint Louis	MO	63119	(314) 457-0704
Brentwood Plaza	MPE, Inc.	8808 Manchester Rd	Saint Louis	MO	63144	(314) 962-3944
Salt Lick Center	Adlib, Inc.	515 Salt Lick Rd	Saint Peters	MO	63376	(636) 970-0173
Sedalia Square	Carpe Diem, Inc.	3400 W Broadway Blvd	Sedalia	MO	65301	(660) 951-1015
South Oaks Square Center	BOB CUTS, LLC	3305 S Campbell Ave	Springfield	MO	65807	(417) 890-1100
James River	BOB CUTS, LLC	1953 E Independence St	Springfield	MO	65804	(417) 890-7755
Fountainview Plaza	Shear Genius, LLC	2651 Muegge Rd	St Charles	MO	63303	(636) 939-6855
Holly Hills & Gravois	Gateway Clippers Holdings III, LLC	6404 Gravois Ave	St Louis	MO	63116	(314) 481-4800
Hampton Village Shopping Center	Gateway Clippers Holdings III, LLC	22 Hampton Village Plz	St. Louis	MO	63109	(314) 752-3111
Richmond Center	Gateway Clippers Holdings III, LLC	6618 Clayton Rd	St. Louis	MO	63117	(314) 781-9310
Southfield Center	Gateway Clippers Holdings III, LLC	5454 S Lindbergh Blvd	St. Louis	MO	63123	(314) 843-7743
LaDue Crossing	Gateway Clippers Holdings LLC	8861 LaDue Rd	St. Louis	MO	63124	(314) 725-1427
Oakville Center	Modern Day Clippers, Inc.	5547 Oakville Ctr	St. Louis	MO	63129	(314) 845-0169
Butler Hill	Shear Genius, LLC	4337 D Butler Hill Rd	St. Louis	MO	63128	(314) 894-4472
Mid Rivers Crossing	Shear Genius, LLC	6136 Mid Rivers Mall Dr	St. Peters	MO	63304	(636) 477-1220
St. Peter's Square	Shear Genius, LLC	563 Mid Rivers Mall Drive	St. Peters	MO	63376	(636) 970-3825
The Plaza at Sunset Hills	Shear Genius, LLC	10718 Sunset Hills Plaza	Sunset Hills	MO	63127	(314) 821-9500
Community Bank Plaza	MPE, Inc.	105 Community Bank Plaza	Troy	MO	63379	(636) 528-5352
Big Bend Square	Modern Day Clippers, Inc.	1334 Big Bend Rd	Twin Oaks	MO	63021	(636) 225-2272
Liberty Plaza	Carpe Diem, Inc.	303 E Cooper Blvd	Warrensburg	MO	64093	(660) 422-6205
Hawthorne Square	Shear Genius, LLC	507 Anwijo Way	Warrenton	MO	63383	(636) 456-0089

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Phoenix Center	Adlib, Inc.	3185 Phoenix Center Dr	Washington	MO	63090	(636) 239-5105
* Webb City	Carpe Diem, Inc.	1202 S Madison St	Webb City	MO	64870	(417) 673-3633
Yorkshire Plaza	Adlib Too, Inc.	8037 Watson Rd	Webster Groves	MO	63119	(314) 963-1748
Wentzville Commons	Adlib, Inc.	1972 Wentzville Pkwy	Wentzville	MO	63385	(636) 332-5479
Wildwood	MPE, Inc.	2472 Taylor Rd	Wildwood	MO	63040	(636) 458-4200
Olive Branch	Tyson Transformations, LLC	5338 Goodman Rd	Olive Branch	MS	38654	(662) 408-2570
Highland Court	Kristy Beliew	1801 Jackson Ave W	Oxford	MS	38655	(662) 607-1988
* King Avenue	Headwaters Salons, LLC	2564 King Ave W	Billings	MT	59102	(406) 652-0400
* West Grand Plaza	Headwaters Salons, LLC	3039 Grand Ave	Billings	MT	59102	(406) 656-3839
* The Heights	Headwaters Salons, LLC	1633 Main St	Billings	MT	59105	(406) 254-2705
* Rimrock Plaza	Headwaters Salons, LLC	2545 Central Ave	Billings	MT	59102	(406) 655-4559
* Gallatin Center	Headwaters Salons, LLC	2855 N 19th Ave	Bozeman	MT	59718	(406) 522-7716
* University Square	Headwaters Salons, LLC	200 S 23rd Ave	Bozeman	MT	59718	(406) 585-5312
* Butte Town Center	Headwaters Salons, LLC	1317 Harrison Ave	Butte	MT	59701	(406) 494-7890
* Holiday Village	Headwaters Salons, LLC	900 10th Ave S	Great Falls	MT	59405	(406) 453-0422
* Marketplace	Headwaters Salons, LLC	1601 Marketplace Dr	Great Falls	MT	59404	(406) 453-5167
* Northside Center	Headwaters Salons, LLC	3325 N Montana Ave	Helena	MT	59601	(406) 457-2547
* Mountain View Plaza	TriState Salons, LLC	2385 US Hwy 93 N	Kalispell	MT	59901	(406) 755-8588
* Grant Creek Town Center	TriState Salons, LLC	3275 N Reserve St	Missoula	MT	59808	(406) 541-2737
* Russell Square	TriState Salons, LLC	3800 S Russell St	Missoula	MT	59801	(406) 542-3234
* Whitefish Mountain Mall	TriState Salons, LLC	6475 Hwy 93 S	Whitefish	MT	59937	(406) 730-2554
Center Park	DKO Enterprises, Inc.	11109 US 15-501 Hwy	Aberdeen	NC	28315	(910) 693-3433
Olive Place Center	Mascott Industries, Inc.	718 Leonard Ave	Albemarle	NC	28001	(704) 984-2129
Publix Pointe	Tar Heel Clippers, Inc.	1455 Kelly Rd	Apex	NC	27502	(919) 367-6256
Lake Pine Plaza	Tar Heel Clippers, Inc.	950 Highway 64 W	Apex	NC	27502	(919) 468-5050
Tarheel Plaza	Twin Dome, LLC	10102 S Main St	Archdale	NC	27263	(336) 781-3216
Rutledge Commons	WHETYO, Inc.	300 Airport Rd	Arden	NC	28704	(828) 676-2211
Center Point	Sawyer Holdings, Inc.	1224 E Dixie Dr	Asheboro	NC	27203	(336) 629-2547
Riverbend Marketplace	Saunders Clips, LLC	129 Bleachery Blvd	Asheville	NC	28803	(828) 298-5100
Pinnacle Point	Saunders Clips, LLC	1816 Hendersonville Rd	Asheville	NC	28803	(828) 277-3505
Merrimon Square	Saunders Clips, LLC	640 Merrimon Ave	Asheville	NC	28804	(828) 252-9010
Westgate S/C	WHETYO, Inc.	5 Westgate Pkwy	Asheville	NC	28806	(828) 251-6008
Belmont Town Center	Shear Madness, Inc.	915 South Point Rd	Belmont	NC	28012	(704) 829-8225
McGees Crossing	Tar Heel Clippers, Inc.	12330 Hwy 210	Benson	NC	27504	(984) 201-3180
Montgomery Crossing	Sawyer Holdings, Inc.	157 Montgomery Ave	Biscoe	NC	27209	(910) 828-4021
* Midway Commons	McFreedom, LLC	2831 Midway Rd SE	Bolivia	NC	28422	(910) 253-9711
New Market Centre	Dixie Clippers, Inc.	197 New Market Centre	Boone	NC	28607	(828) 386-4111
New Market Square	Robnett Enterprises, Inc.	2775 S Church St	Burlington	NC	27215	(336) 538-2547
Burlington Station	Southeast Salons, LLC	1409 University Dr	Burlington	NC	27215	(336) 524-0466
Northgate Plaza	Pineland Salons, LLC	1474 S Hwy 87	Cameron	NC	28326	(910) 556-1350
Enka Candler Ingles	Franklin Clips, Inc.	1572 Sand Hill Rd	Candler	NC	28715	(828) 418-3161
Carteret Crossing	MCPIE, Inc.	213 W B McLean Dr	Cape Carteret	NC	28584	(252) 354-8000
Carrboro Plaza	Triangle Holdings, Inc.	104 NC 54	Carrboro	NC	27510	(919) 967-9390
Shoppes at Kildaire	DKO Enterprises, Inc.	165 SE Cary Parkway	Cary	NC	27511	(919) 535-4200
Centrum Plaza	DKO Enterprises, Inc.	2342 Walnut St	Cary	NC	27511	(919) 233-4552
Cary Park Towne Center	Tar Heel Clippers, Inc.	10120 Green Level Church Rd	Cary	NC	27519	(919) 388-3383
Chatham Downs	Triangle Holdings, Inc.	190 Chatham Downs Dr	Chapel Hill	NC	27517	(919) 969-6924
Meadowmont Village Circle	Triangle Holdings, Inc.	509 Meadowmont Village Cir	Chapel Hill	NC	27517	(919) 933-3380
Chapel Hill North	Triangle Holdings, Inc.	1814 Martin Luther King Jr Blvd	Chapel Hill	NC	27514	(919) 942-9007
Old Towne Village	Dixie Clippers, Inc.	4100 Carmel Rd	Charlotte	NC	28226	(704) 540-5579
Providence Commons	Dixie Clippers, Inc.	10612 Providence Rd	Charlotte	NC	28277	(704) 849-0701
Stonecrest	Dixie Clippers, Inc.	7868 Rea Rd	Charlotte	NC	28277	(704) 540-8701
Midtown Terrace	Dixie Clippers, Inc.	601 South Kings Dr	Charlotte	NC	28204	(980) 209-9700
Riverbend Village	First Class Clips, #3, LLC	9510 Riverbend Village Dr.	Charlotte	NC	28216	(704) 971-0300
Arboretum Shopping Center	Longitude, Inc.	8042 Providence Rd	Charlotte	NC	28277	(704) 543-0722
Park Selwyn	Longitude, Inc.	5110 Park Rd	Charlotte	NC	28209	(704) 525-2300
Carmel Commons	Longitude, Inc.	7617 Pineville-Mathews Rd	Charlotte	NC	28226	(704) 503-9566
Meridian Place	Longitude, Inc.	6215 Old Post Rd	Charlotte	NC	28212	(704) 847-2181
Brookdale	Mascott Industries, Inc.	9651 Brookdale Dr	Charlotte	NC	28215	(704) 597-7371
Town Center Plaza	Mascott Industries, Inc.	8640 University City Blvd	Charlotte	NC	28213	(704) 910-0518
Providence Village	Mascott Industries, Inc.	701 S Sharon Amity Rd	Charlotte	NC	28211	(980) 207-1950
Ballantyne Town Center	MS Clippers, Inc.	11218 Providence Rd W	Charlotte	NC	28277	(704) 542-1005
Berewick Town Center	MS Clippers, Inc.	4833-D Berewick Town Center Dr	Charlotte	NC	28278	(980) 335-2088
Rivergate	MS Clippers, Inc.	12840 Walker Branch Dr	Charlotte	NC	28273	(704) 587-9442
Colony Place	MS Clippers, Inc.	7845 Colony Rd	Charlotte	NC	28226	(704) 544-0755
Hunter's Crossing	Ronona, LLC	16049 Johnston Rd	Charlotte	NC	28277	(704) 752-1101
Bradham at New Bern	Shear Madness, Inc.	2822 South Blvd	Charlotte	NC	28209	(980) 224-8659
Cochran Commons	Shear Madness, Inc.	2728 W Mallard Creek Church Rd	Charlotte	NC	28262	(704) 510-9772
Shoppes at Highland Creek	Shear Madness, Inc.	5806 Highland Shoppes Dr	Charlotte	NC	28269	(704) 948-3622
Clayton Corners	Premier Clips, LLC	11791 US 70 Business Hwy W	Clayton	NC	27520	(919) 359-6005
Marketplace at Flowers Crossroads	Premier Clips, LLC	20 Publix Drive	Clayton	NC	27527	(919) 205-1657
Clemmons Town Center	Twin Dome, LLC	6293 Town Center Dr	Clemmons	NC	27012	(336) 712-1800
Tanglewood Commons	Twin Dome, LLC	4142 Clemmons Rd	Clemmons	NC	27012	(336) 778-0250
Afton Ridge	Mascott Industries, Inc.	6020 Bayfield Pkwy	Concord	NC	28027	(704) 792-9002
Willow Oaks Crossing	Mascott Industries, Inc.	5011 Weddington Rd	Concord	NC	28027	(704) 793-1026
Southgate Commons	Mascott Industries, Inc.	3493 US Hwy 601 S	Concord	NC	28025	(704) 956-2097
Cannon Crossroads Shopping Center	Shear Madness, Inc.	9900 Poplar Tent Rd	Concord	NC	28027	(704) 792-0266
Antiquity Town Center	Shear Madness, Inc.	21714 Catawba Ave	Cornelius	NC	28031	(704) 237-4340
Jetton Village	Shear Madness, Inc.	19825 N Cove Rd	Cornelius	NC	28031	(704) 987-0607
Waterside Crossing	First Class Clips, #9, LLC	141 Cross Center Dr	Denver	NC	28037	(704) 822-0022

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
North Pointe	Triangle Holdings, Inc.	1804 A N Pointe Dr	Durham	NC	27705	(919) 620-8922
Homestead Market	Triangle Holdings, Inc.	105 W NC Hwy 54	Durham	NC	27713	(919) 361-1964
South Square Shopping Center	Triangle Holdings, Inc.	3415 Westgate Dr	Durham	NC	27707	(919) 401-9000
Meadow Greens	Shear Investments, Inc.	640 S Van Buren Rd	Eden	NC	27288	(336) 627-4700
Tanglewood Corner Shops	WINNING STYLES LLC	3875 Conlon Way	Elizabeth City	NC	27909	(252) 331-6800
Tallywood Shopping Center	Great Sky, LLC	3108 Raeford Rd	Fayetteville	NC	28303	(910) 920-2042
Shops at Skibo	Great Sky, LLC	1918 Skibo Rd	Fayetteville	NC	28314	(910) 867-4878
Westin Centre	Triangle Holdings, Inc.	9543 Cliffdale Rd	Fayetteville	NC	28304	(910) 354-2330
Traemoor Village	Triangle Holdings, Inc.	3010 Traemoor Village Dr	Fayetteville	NC	28306	(910) 425-0501
Forest City Walmart Shopping Center	Saunders Clips, LLC	145 Plaza Dr	Forest City	NC	28043	(828) 288-2061
Georgia Rd Ingles	Franklin Clips, Inc.	1257 Georgia Rd	Franklin	NC	28734	(828) 349-9888
Fuquay Crossings	Triangle Holdings, Inc.	1401 E Broad St	Fuquay Varina	NC	27526	(919) 567-1913
Swift Creek Plaza	Tar Heel Clippers, Inc.	89 Glen Rd	Garner	NC	27529	(919) 662-1977
Shops at Timber Landing	Tar Heel Clippers, Inc.	1853 Aversboro Rd	Garner	NC	27529	(919) 661-6932
New Hope Commons	Darhaleah, Inc.	3670 S New Hope Rd	Gastonia	NC	28056	(704) 879-4412
Franklin Square	Longitude, Inc.	3740 E Franklin Blvd	Gastonia	NC	28054	(704) 823-3330
Samarth Plaza	Mascott Industries, Inc.	117 N Myrtle School Rd	Gastonia	NC	28052	(704) 691-7034
Kendrick Crossing	Mascott Industries, Inc.	3340 Robinwood Rd	Gastonia	NC	28056	(704) 671-2001
Memorial Commons	Tar Heel Clippers, Inc.	2108 Wayne Memorial Dr	Goldsboro	NC	27534	(919) 947-0158
Shoppes at RiverCrest	First Class Clips, #14, LLC	2553 Riverbend Dr	Granite Falls	NC	28630	(828) 396-2312
Garden Square Shopping Center	Robinnett Enterprises, Inc.	2403 Battleground Ave	Greensboro	NC	27408	(336) 286-2875
Friendly's Shopping Center	Robinnett Enterprises, Inc.	3123 Kathleen Ave	Greensboro	NC	27408	(336) 323-7200
Garden Creek Center	Sawyer Holdings, Inc.	1623 New Garden Rd	Greensboro	NC	27410	(336) 852-3837
Cardinal Center	Shear Investments, Inc.	2202 Fleming Rd	Greensboro	NC	27410	(336) 665-0880
Shoppes at Wendover Village	Shear Investments, Inc.	4205 W Wendover Ave	Greensboro	NC	27407	(336) 854-1072
Grandover Village	Shear Investments, Inc.	6027 W. Gate City Blvd	Greensboro	NC	27407	(336) 907-8887
Gunter's Crossing	Shear Investments, Inc.	5828 N Church St	Greensboro	NC	27455	(336) 644-7204
Brittway Shoppes	Southeast Salons, LLC	4002 Elton Way	Greensboro	NC	27406	(336) 274-7755
North Elm Village	Twin Dome, LLC	429 Pisgah Church Rd	Greensboro	NC	27455	(336) 286-9300
Tower 1885 Shoppes	Carolina Clippers, Inc.	1885 E Firetower Rd	Greenville	NC	27858	(252) 321-3600
University Commons	MCPIE, Inc.	3040 S Evans St	Greenville	NC	27834	(252) 756-5808
* Hampstead Town Center	McFreedom, LLC	17230 US Hwy 17 N	Hampstead	NC	28443	(910) 803-2101
* Surf City Crossing	McFreedom, LLC	201 Alston Blvd	Hampstead	NC	28443	(910) 329-5626
Harrisburg Marketplace	Mascott Industries, Inc.	4236 Highway 49	Harrisburg	NC	28075	(704) 455-7770
Caldwell Crossing	Shear Madness, Inc.	7286 Caldwell Rd	Harrisburg	NC	28075	(980) 258-0944
Highlands Square	Saunders Clips, LLC	172 Highlands Square Dr	Hendersonville	NC	28792	(828) 693-1155
Chadwick Corners Shopping Center	WHETVO, Inc.	643 Spartanburg Hwy	Hendersonville	NC	28792	(828) 696-1919
Mountain View Marketplace	Dixie Clippers, Inc.	2633 S NC 127 Hwy	Hickory	NC	28602	(828) 294-2400
Hickory Ridge Shopping Center	First Class Clips, #4, LLC	1866 Catawba Valley Blvd SE	Hickory	NC	28602	(828) 345-0903
Belle Hollow Shopping Center	Shear Madness, Inc.	3016 N Center St	Hickory	NC	28601	(828) 327-0088
Oak Hollow Square	Shear Investments, Inc.	1589 Skeet Club Rd	High Point	NC	27265	(336) 885-4247
Westchester Square	Twin Dome, LLC	2005 N Main St	High Point	NC	27262	(336) 887-9300
Hampton Pointe	Triangle Holdings, Inc.	525 Hampton Pt	Hillsborough	NC	27278	(919) 644-2547
Sunset Lake	Triangle Holdings, Inc.	5257 Sunset Lake Rd	Holly Springs	NC	27540	(919) 387-6657
South Park Village	Triangle Holdings, Inc.	412 Village Walk Dr	Holly Springs	NC	27540	(919) 567-3131
Northcross	First Class Clips, #1, LLC	9815 Sam Furr Rd	Huntersville	NC	28078	(704) 896-2002
Rosedale Commons	First Class Clips, #5, LLC	9911 Rose Commons Dr	Huntersville	NC	28078	(704) 948-7229
Regency Village	Shear Madness, Inc.	7725 Regency Park Dr	Huntersville	NC	28078	(704) 439-3071
Shops at Sun Valley	Longitude, Inc.	6640 Old Monroe Rd	Indian Trail	NC	28079	(704) 225-9446
Gateway Marketplace	MCPIE, Inc.	2001 Marlin Drive	Jacksonville	NC	28546	(910) 333-8585
North Point Commons	MCPIE, Inc.	2421 Gum Branch Rd	Jacksonville	NC	28540	(910) 219-4003
Wendover Square	Sawyer Holdings, Inc.	4835 W Wendover Ave	Jamestown	NC	27282	(336) 856-2212
Cloverleaf Plaza	Mascott Industries, Inc.	1010 Cloverleaf Plz	Kannapolis	NC	28083	(704) 784-8002
Kernersville Marketplace	Robinnett Enterprises, Inc.	931 S Main St	Kernersville	NC	27284	(336) 992-1141
Union Cross Station	Twin Dome, LLC	1523 Union Cross Rd	Kernersville	NC	27284	(336) 904-0104
Ingram Plaza	Twin Dome, LLC	124-E Five Forks St	King	NC	27021	(336) 985-8607
Shoreside Shopping Center	LVMY Clips, LLC	5400 N Croatan Hwy	Kitty Hawk	NC	27949	(252) 261-5556
Widewaters Commons	Tar Heel Clippers, Inc.	4001 Widewaters Pkwy	Knightdale	NC	27545	(919) 266-7477
* Waterford Village	McFreedom, LLC	2013 Olde Regent Way	Leland	NC	28451	(910) 371-3920
North Hill Crossing	Dixie Clippers, Inc.	1009 Blowing Rock Rd	Lenoir	NC	28645	(828) 726-3329
Lewisville Commons	Twin Dome, LLC	148 Lowes Foods Dr	Lewisville	NC	27023	(336) 945-0102
Lexington Shopping Center	Shear Investments, Inc.	246 Lowes Blvd	Lexington	NC	27292	(336) 224-7088
Forest Hill Centre	Shear Investments, Inc.	132 Forest Hill Road	Lexington	NC	27295	(336) 843-4323
Lincoln Center	Dixie Clippers, Inc.	439 N Generals Blvd	Lincolnton	NC	28092	(704) 748-6949
Villages at Red Bridge	Mascott Industries, Inc.	11628 Red Bridge Blvd	Locust	NC	28097	(704) 781-5440
Grandview Station	Saunders Clips, LLC	2845 Sugar Hill Rd	Marion	NC	28752	(828) 655-1555
Marvin Gardens	Longitude, Inc.	1617 Providence Rd S	Marvin	NC	28173	(704) 256-4257
Plantation Market	Longitude, Inc.	3016 Weddington Rd	Matthews	NC	28105	(704) 845-9463
Sycamore Commons	MS Clippers, Inc.	2233 Matthews Township Pkwy	Matthews	NC	28105	(704) 847-0040
Mayodan Shopping Center	Twin Dome, LLC	131 Commerce Dr	Mayodan	NC	27027	(336) 949-9644
Garrett Crossing	Southeast Salons, LLC	1333 Mebane Oaks Rd	Mebane	NC	27302	(919) 563-5577
Mint Hill Commons	Longitude, Inc.	6816 Matthews Mint Hill Rd	Mint Hill	NC	28227	(704) 545-5523
Mocksville Shopping Center	Twin Dome, LLC	223 Cooper Creek Dr	Mocksville	NC	27028	(336) 753-0808
Hilltop Plaza	Longitude, Inc.	813 E Roosevelt Blvd	Monroe	NC	28112	(980) 210-3143
Roosevelt Commons	Longitude, Inc.	2410 W Roosevelt Blvd	Monroe	NC	28110	(704) 238-9208
Byer's Creek	First Class Clips, #13, LLC	108 Argus Ln	Mooresville	NC	28117	(704) 799-3221
Morrison Plantation	First Class Clips, #8, LLC	134 Town Center Dr	Mooresville	NC	28117	(704) 664-4718
Mooresville Gateway	Shear Madness, Inc.	125 Trade Ct	Mooresville	NC	28117	(704) 664-7724
Governor's Station	MCPIE, Inc.	5000 Hwy 70 W	Morehead City	NC	28557	(252) 247-4247
Morganton Heights	Dixie Clippers, Inc.	E 154 Morganton Heights Blvd	Morganton	NC	28655	(828) 438-1775

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Twin Lakes Center	Tar Heel Clippers, Inc.	1125 Hatches Pond Ln	Morrisville	NC	27560	(919) 234-0899
Moyock Dunkin building	WINNING STYLES LLC	383 Caratoke Hwy	Moyock	NC	27958	(252) 525-2255
River Place	MCPIE, Inc.	2002 S Glenburnie Rd	New Bern	NC	28562	(252) 634-2547
Oak Ridge Commons	Shear Investments, Inc.	2205 Oak Ridge Rd	Oak Ridge	NC	27310	(336) 643-3991
* Ocean Isle Beach Market Place	McFreedom, LLC	1564 Market Place Blvd	Ocean Isle Beach	NC	28469	(910) 623-0002
Grandview Plaza	Triad Sails, Inc.	4623 Yadkinville Rd	Pfafftown	NC	27040	(336) 922-0466
Northwoods Landing	Triangle Holdings, Inc.	65 Ramseur Rd	Pittsboro	NC	27312	(919) 542-4845
Lynnwood Collections	DKO Enterprises, Inc.	6300 Creedmoor Rd	Raleigh	NC	27612	(919) 845-8939
King's Grant Commons	Premier Clips, LLC	8109 Fayetteville Rd	Raleigh	NC	27603	(919) 329-8100
Poyner Place	Tar Heel Clippers, Inc.	6021 Poyner Village Pkwy	Raleigh	NC	27616	(919) 790-9606
Middle Creek Commons	Tar Heel Clippers, Inc.	7283 NC Highway 42	Raleigh	NC	27603	(919) 773-8400
Lake Boone Shopping Center	Tar Heel Clippers, Inc.	2448 Wycliff Rd	Raleigh	NC	27607	(919) 307-4040
Falls Point Shopping Center	Tar Heel Clippers, Inc.	9660 Falls Of Neuse Rd	Raleigh	NC	27615	(919) 845-2547
Brier Creek Commons	Tar Heel Clippers, Inc.	8311 Brier Creek Pkwy	Raleigh	NC	27617	(919) 806-3068
Harvest Plaza	Tar Heel Clippers, Inc.	9650 Strickland Rd	Raleigh	NC	27615	(919) 845-0340
Northridge Shopping Center	Triangle Holdings, Inc.	6114 Falls Of Neuse Rd	Raleigh	NC	27609	(919) 878-1964
Wakefield Commons	Triangle Holdings, Inc.	14460 Falls of Neuse Rd	Raleigh	NC	27614	(919) 488-4900
Mission Valley	Triangle Holdings, Inc.	2109 Avent Ferry Rd	Raleigh	NC	27606	(919) 833-3131
Deep River Crossing	Sawyer Holdings, Inc.	1005 High Point St	Randleman	NC	27317	(336) 495-2547
Premier Center	Carolina Clippers, Inc.	266 Premier Blvd	Roanoke Rapids	NC	27870	(252) 410-0499
Cobb Corners Shopping Center	Carolina Clippers, Inc.	1241 Cobb Corners Dr	Rocky Mount	NC	27804	(252) 937-5000
Innes Street Market	Mascott Industries, Inc.	259 Faith Rd	Salisbury	NC	28144	(704) 642-1412
Alexander Point	Shear Madness, Inc.	850 Jake Alexander Blvd	Salisbury	NC	28147	(704) 630-0002
Shops at Cameron Place	DKO Enterprises, Inc.	3060 S Horner Blvd	Sanford	NC	27332	(919) 718-0058
Tramway Crossing	DKO Enterprises, Inc.	2228 Jefferson Davis Hwy	Sanford	NC	27330	(919) 718-0304
Spring Lane Galleria	DKO Enterprises, Inc.	812 Spring Ln	Sanford	NC	27330	(919) 775-4939
* Shallotte Crossing Shopping Center	McFreedom, LLC	120 Shallotte Crossing Pkwy	Shallotte	NC	28470	(910) 754-4277
Creekside Plaza	Dixie Clippers, Inc.	707-1 E Dixon Blvd	Shelby	NC	28152	(704) 600-6061
Village at Sherrills Ford	Mascott Industries, Inc.	7903 Village Center N	Sherrills Ford	NC	28673	(980) 222-7471
Chatham Crossing	Sawyer Holdings, Inc.	150 Walmart Supercenter Way	Siler City	NC	27344	(919) 663-1223
Shops at Smithfield	Tar Heel Clippers, Inc.	1202-B N Brightleaf Blvd	Smithfield	NC	27577	(919) 934-0824
* Tidewater Plaza	McFreedom, LLC	1669 N Howe St	Southport	NC	28461	(910) 457-6016
Broad Street Plaza	Darhaleah, Inc.	1542 E Broad St	Statesville	NC	28625	(980) 635-1006
North Point Commons	Darhaleah, Inc.	120 Venture Ln	Statesville	NC	28625	(980) 223-2389
Sylva Walmart	Franklin Clips, Inc.	366 Walmart Plaza	Sylva	NC	28779	(828) 538-5151
Southgate Plaza	Shear Investments, Inc.	1033 Randolph Rd	Thomasville	NC	27360	(336) 472-2261
Creedmoor Village	Tar Heel Clippers, Inc.	1436 Brogden Woods Dr	Wake Forest	NC	27587	(919) 518-0777
Wake Forest Crossing	Triangle Holdings, Inc.	1009 Stadium Dr	Wake Forest	NC	27587	(919) 570-0536
Heritage Station	Triangle Holdings, Inc.	3628 Roger Rd	Wake Forest	NC	27587	(919) 562-1875
Walkertown Commons	Twin Dome, LLC	5174 Reidsville Rd	Walkertown	NC	27051	(336) 595-9777
Washington Square Mall	MCPIE, Inc.	761 W 15th St	Washington	NC	27889	(252) 940-1215
Cureton Plaza	Longitude, Inc.	8145 Kensington Dr	Waxhaw	NC	28173	(704) 843-8334
Waynesville Ingles Plaza	Franklin Clips, Inc.	279 Barber Blvd	Waynesville	NC	28786	(828) 476-5140
Weaverville Plaza	Saunders Clips, LLC	151 Weaver Blvd	Weaverville	NC	28787	(828) 658-1696
Village Commons	Dixie Clippers, Inc.	5922 Weddington Rd	Wesley Chapel	NC	28104	(704) 821-7301
Mill Creek Village	Triangle Holdings, Inc.	444 Mill Creek Rd	Whispering Pines	NC	28327	(910) 693-7876
Wilkes Plaza	Twin Dome, LLC	1802 US Hwy 421	Wilkesboro	NC	28697	(336) 818-0205
* The Crossroads at Independence	McFreedom, LLC	3846 Carolina Beach Rd	Wilmington	NC	28412	(910) 833-3950
* University Centre	McFreedom, LLC	348 S College Rd	Wilmington	NC	28403	(910) 392-8146
* Beau Rivage Market Place	McFreedom, LLC	5920 Carolina Beach Rd	Wilmington	NC	28412	(910) 397-2778
* Oak Landing	McFreedom, LLC	8254 Market St	Wilmington	NC	28411	(910) 681-1522
* Long Leaf	McFreedom, LLC	2804 S College Rd	Wilmington	NC	28403	(910) 791-4577
* Mayfaire Center	McFreedom, LLC	6815 Parker Farm Dr	Wilmington	NC	28405	(910) 509-9739
* Monkey Junction Plaza	McFreedom, LLC	5120 S College Rd	Wilmington	NC	28412	(910) 793-5744
Gateway Plaza	Carolina Clippers, Inc.	2800 Raleigh Road Pkwy W	Wilson	NC	27896	(252) 293-0668
Oliver's Crossing	Southeast Salons, LLC	5046 Peters Creek Pkwy	Winston Salem	NC	27127	(336) 784-0903
Sherwood Plaza	Southeast Salons, LLC	3384 Robinhood Rd	Winston-Salem	NC	27106	(336) 760-3166
Hanes Point	Twin Dome, LLC	1098 Hanes Mall Blvd	Winston-Salem	NC	27104	(336) 760-9998
Cloverdale Plaza	Twin Dome, LLC	2295 Cloverdale Ave	Winston-Salem	NC	27103	(336) 727-9990
Oak Summit	Twin Dome, LLC	376 E Hanes Mill Rd	Winston-Salem	NC	27105	(336) 377-9990
Youngsville Crossing	Triangle Holdings, Inc.	1170 US Highway 1	Youngsville	NC	27596	(919) 556-5666
Zebulon Crossing	Triangle Holdings, Inc.	877 E Gannon Ave	Zebulon	NC	27597	(919) 375-4031
Pinehurst Square West	Spice Investment Group, Inc.	1223 W Century Ave	Bismarck	ND	58503	(701) 751-4404
Expressway Centre	Spice Investment Group, Inc.	914 S 12th St	Bismarck	ND	58504	(701) 751-8222
* University Town Center	Spice Investment Group, Inc.	1100 19th Ave N	Fargo	ND	58102	(701) 297-0858
* Prairie Stone Center	Spice Investment Group, Inc.	1650 45th St S	Fargo	ND	58103	(701) 532-2244
* 25th Street South	Spice Investment Group, Inc.	3051 25th St SW	Fargo	ND	58103	(701) 298-3288
* Marketplace	Spice Investment Group, Inc.	3551 32nd Ave S	Grand Forks	ND	58201	(701) 792-3266
Southgate Crossing	Spice Investment Group, Inc.	3226 16th St SW	Minot	ND	58701	(701) 858-1811
* Gateway West Shopping Center	Spice Investment Group, Inc.	1970 Sheyenne St	West Fargo	ND	58078	(701) 492-7456
Tregaron Town Center	Soli Deo Gloria Haircare, LLC	2211 Capehart Rd	Bellevue	NE	68123	(531) 772-0965
Twin Creek Shopping Center	Soli Deo Gloria Haircare, LLC	3604 Twin Creek Dr	Bellevue	NE	68123	(402) 291-1011
Wolf Creek Plaza	Soli Deo Gloria Haircare, LLC	10503 S 15th St	Bellevue	NE	68123	(402) 291-1772
Hayden Place	Bixby, Inc.	2100 S 20th St	Blair	NE	68008	(402) 426-3944
Blue Sage	Sharpness LLC	1515 S 204 St	Elkhorn	NE	68022	(402) 933-1976
Indian Creek	Sharpness LLC	20231 Manderson St	Elkhorn	NE	68022	(402) 885-8181
Fremont Crossing	Sharpness LLC	614 E 23rd St	Fremont	NE	68025	(402) 721-1111
* Grand Corners	Sharpness LLC	206 Wilmar Ave	Grand Island	NE	68803	(308) 384-5282
Wick's Southpointe	Sharpness LLC	11314 Wickersham Boulevard	Gretna	NE	68028	(402) 502-2424
* Hastings	Sharpness LLC	3714 Cimarron Ave	Hastings	NE	68901	(402) 834-3595

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
* Oak Park Center	Sharpness LLC	5306 2nd Ave	Kearney	NE	68847	(308) 455-8240
Brentwood Square	4TF, LLC	8114 S 84th St	La Vista	NE	68128	(402) 593-8900
* Edgewood	Sharpness LLC	5310 S 56th St	Lincoln	NE	68516	(402) 261-3941
* Rockledge Square	Sharpness LLC	2901 S 84th St	Lincoln	NE	68506	(402) 975-2883
* Stone Ridge	Sharpness LLC	2601 Jamie Ln	Lincoln	NE	68512	(402) 328-2389
* Prairie Lake Plaza	Sharpness LLC	8550 Andermatt Dr	Lincoln	NE	68526	(402) 325-0318
* Lincoln Crossing	Sharpness LLC	2740 Superior Street	Lincoln	NE	68504	(402) 477-1611
* Northwoods Plaza	Sharpness LLC	8320 Northwoods Dr	Lincoln	NE	68505	(402) 486-1177
* 50th & O	Sharpness LLC	5141 O St	Lincoln	NE	68510	(402) 489-3040
Supercenter Crossing	A Little On The Side, LLC	701 S 25th St	Norfolk	NE	68701	(402) 371-1037
Whispering Ridge	4TF, LLC	17009 Evans Plz	Omaha	NE	68116	(402) 289-1833
Applewood Center	4TF, LLC	9757 Q St	Omaha	NE	68127	(402) 592-4003
50th and Underwood	AACA, LLC	5022 Underwood Ave	Omaha	NE	68132	(402) 556-4999
Linden Market	Bixby, Inc.	737A N 132nd St	Omaha	NE	68154	(402) 493-1335
Walnut Grove	Bixby, Inc.	4971 S 155th St	Omaha	NE	68137	(402) 896-2030
Westwood Plaza	Bixby, Inc.	12315 W Center Rd	Omaha	NE	68144	(402) 334-9170
Hawthorne Court	Dynamite, LLC	17676 Welch Plz	Omaha	NE	68135	(402) 891-8200
Aksarben Place	Dynamite, LLC	6303 Center Ste	Omaha	NE	68106	(402) 551-0161
Plaza 72nd	Dynamite, LLC	7222 Jones St	Omaha	NE	68114	(402) 393-0444
Plaza North	Sharpness LLC	5649 N 90th St	Omaha	NE	68134	(402) 572-6349
Maple Heights	Sharpness LLC	3328 N 108th St	Omaha	NE	68164	(402) 445-0331
Hillsborough West	Sharpness LLC	4008 N 144th St	Omaha	NE	68116	(402) 445-0100
Pepperwood Village	Sharpness LLC	593 N 155th Plz	Omaha	NE	68154	(402) 493-4790
Monarch Plaza	AACA, LLC	11425 S 72nd St	Papillion	NE	68046	(402) 339-1646
* Wal-Mart-Scottsbluff	Susa Services, Ltd.	3410 Ave I	Scottsbluff	NE	69361	(308) 632-2167
Bedford Grove	O'Rourke Clips, LLC	7 Colby Ct	Bedford	NH	3110	(603) 627-0887
Concord Target Plaza	True North Clippers, Inc.	66 D'Amante Dr	Concord	NH	3301	(603) 227-1145
55 East Broadway	T&J Noury Enterprises, LLC	55 E Broadway	Derry	NH	3038	(603) 965-4465
Shaw's Plaza	T&J Noury Enterprises, LLC	855 Central Ave	Dover	NH	3820	(603) 749-0117
Brickyard Square	O'Rourke Clips, LLC	1 Brickyard Square	Epping	NH	3042	(603) 679-3444
Exeter Commons	O'Rourke Clips, LLC	75 Portsmouth Ave	Exeter	NH	3833	(603) 583-5460
Winnepesaukee Crossing	True North Clippers, Inc.	1425 Lake Shore Rd	Gilford	NH	3249	(603) 527-8047
Hooksett Commons	O'Rourke Clips, LLC	100 Quality Dr	Hooksett	NH	3106	(603) 622-7957
Hudson Mall	T&J Noury Enterprises, LLC	77 Derry St	Hudson	NH	3051	(603) 889-2177
TJ Maxx Plaza	T&J Noury Enterprises, LLC	110 March Ave	Manchester	NH	3103	(603) 627-0055
Merrimack Plaza	T&J Noury Enterprises, LLC	360 Daniel Webster Hwy	Merrimack	NH	3054	(603) 261-3713
Willow Springs Plaza South Nashua	O'Rourke Clips, LLC	292 Daniel Webster Hwy	Nashua	NH	3060	(603) 888-8600
Green Fall Marketplace	T&J Noury Enterprises, LLC	341 Amherst St	Nashua	NH	3063	(603) 459-8510
State Line Plaza	T&J Noury Enterprises, LLC	4 Plaistow Rd	Plaistow	NH	3865	(603) 382-1100
Woodbury and Gosling Center	O'Rourke Clips, LLC	1931 Woodbury Ave	Portsmouth	NH	3801	(603) 319-6123
Rochester Crossing	True North Clippers, Inc.	160 Washington St	Rochester	NH	3839	(603) 948-1145
Rockingham Mall	T&J Noury Enterprises, LLC	92 Cluff Crossing Rd	Salem	NH	3079	(603) 893-6300
Seabrook Crossing	O'Rourke Clips, LLC	570 Lafayette Rd	Seabrook	NH	3874	(603) 814-4191
Allendale Town Center	Yankee Clips, LLC	31 W Allendale Ave	Allendale	NJ	7401	(201) 962-2046
Audubon Crossings	Folk Design Group, LLC	130 Blackhorse Pike	Audubon	NJ	8106	(856) 546-7222
Hills Village Center	HODA Group, LLC	422 US Hwy 202/206 N	Bedminster	NJ	7921	(908) 719-7800
Bound Brook	MClips, LLC	600 W Union Ave	Bound Brook	NJ	8805	(732) 868-0220
Bridgewater Towne Centre	CLIPSUGAR LLC	726 Route 202 S	Bridgewater	NJ	8807	(908) 725-2202
North Mall Plaza	Folk Design Group, LLC	56 Haddonfield Rd	Cherry Hill	NJ	8002	(856) 488-0140
Chester Springs	ClipSmart, LLC	155 Route 206 S	Chester	NJ	7930	(908) 955-4475
Walmart Plaza	HODA Group, LLC	31 Walmart Plz	Clinton	NJ	8809	(908) 238-0444
Denville Square	Yellow Bull, LLC	6 W Main St	Denville	NJ	7834	(862) 209-4535
Stop and Shop	GC of Dumont LLC/Gutkin	40 Washington Ave	Dumont	NJ	7628	(201) 244-8680
Midstate Mall	Mad Hair Inc.	300 Rte 18	East Brunswick	NJ	8816	(732) 390-9233
East Windsor Town Center	Exit 98 Enterprises, LLC	319 US Hwy 130	East Windsor	NJ	8520	(609) 448-6800
Genuardi's Plaza	Emance, Inc.	3121 Fire Rd	Egg Harbor Township	NJ	8234	(609) 272-0054
Downtown Fair Lawn	GC of Fair Lawn LLC/Gutkin	24-11 Fair Lawn Ave	Fair Lawn	NJ	7410	(201) 791-9500
Shoppes at Flemington	HODA Group, LLC	100 Reaville Ave	Flemington	NJ	8822	(908) 284-9700
Franklin Crossing	FRANKLIN LAKES CLIPS INC	834 Franklin Ave	Franklin Lakes	NJ	7417	(201) 416-6594
Mount's Corner Shopping Center	Foresight, LLC	220 Mount's Corner Dr	Freehold	NJ	7728	(732) 294-0445
Sunrise Plaza	Emance, Inc.	68 W Jimmie Leeds Rd	Galloway	NJ	8205	(609) 404-0111
Valley Mall	HODA Group, LLC	977 Valley Rd	Gillette	NJ	7933	(908) 647-3322
Westmont Plaza	Folk Design Group, LLC	672 W Cuthbert Blvd	Haddon Township	NJ	8108	(856) 858-1740
Hamilton Square Shopping Center	Exit 98 Enterprises, LLC	957 Highway 33	Hamilton	NJ	8690	(609) 570-8010
Hamilton Marketplace	Exit 98 Enterprises, LLC	600 Marketplace Blvd	Hamilton	NJ	8691	(609) 581-9994
Hazlet Town Center	Mad Hair Inc.	3050 Route 35	Hazlet	NJ	7730	(732) 217-3227
Boro Center	CLIPSTRONG LLC	424 Route 206 S	Hillsborough	NJ	8844	(908) 262-7090
Holmdel Towne Center	Mad Hair Inc.	2101 Hwy 35	Holmdel	NJ	7733	(732) 671-4100
Howell Commons	Sanskar Sanskriti, LLC	4707 US Hwy 9	Howell	NJ	7731	(732) 730-1003
Portofino Condominium Building	Plainfield Clippers, Inc.	1 2nd St	Jersey City	NJ	7302	(201) 292-2005
JC Downtown	Plainfield Clippers, Inc.	172 Newark Ave	Jersey City	NJ	7302	(908) 936-1609
Aviation Plaza	Mad Hair Inc.	697 W Edgar Rd	Linden	NJ	7036	(908) 474-1133
Lodi Mid Towne Plaza	Tricut, LLC	170 Main St	Lodi	NJ	7644	(973) 470-8400
Village Center SC	Exit 98 Enterprises, LLC	16 Village Center Dr	Logan Township	NJ	8085	(856) 467-6831
Manahawkin Commons	Emance Two, LLC	601 Washington Ave	Manahawkin	NJ	8050	(609) 978-9978
Wall Towne Center	Exit 98 Enterprises, LLC	2439 Rte 34	Manasquan	NJ	8736	(732) 223-2811
Marketplace at Manville	HODA Group, LLC	146 N Main St	Manville	NJ	8835	(908) 707-0006
Village at the Greens	Folk Design Group, LLC	320 Evesboro Medford Rd	Marlton	NJ	8053	(856) 985-1900
Greentree Square Shopping Center	ROLO GR8KLPS LLC	930 Route 73 N	Marlton	NJ	8053	(856) 834-0011
Festival at Hamilton	Emance Two, LLC	4450 Black Horse Pike	Mays Landing	NJ	8330	(609) 837-2786

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Cross Keys Shopping Center	Emance, Inc.	417 Stokes Rd	Medford	NJ	8055	(609) 975-8281
Lowe's Center	LMDP Enterprises, LLC	67 US Highway 9	Morganville	NJ	7751	(732) 972-0100
East Gate Square	Folk Design Group, LLC	1025 Nixon Dr	Mount Laurel	NJ	8054	(856) 222-0377
Seven Eleven Shopping Center	Folk Design Group, LLC	411 Larchmont Blvd	Mount Laurel	NJ	8054	(856) 235-0734
Sussex County Mall	ClipStar, LLC	9 Hampton House Rd	Newton	NJ	7860	(973) 300-0441
Arlington Plaza	GREAT PLAN B LLC	23 Schuyler Ave	North Arlington	NJ	7031	(551) 580-7623
Commerce Center	Sanskar, LLC	2431 US Highway 1	North Brunswick	NJ	8902	(732) 658-1800
Ridge Plaza	Clive M & Company Inc.	5748A Berkshire Valley Rd	Oak Ridge	NJ	7438	(973) 874-0412
Pennington Shopping Center	Emance Two, LLC	25 Route 31 S	Pennington	NJ	8534	(609) 303-0012
Nassau Park	Exit 98 Enterprises, LLC	649 Nassau Park Blvd	Princeton	NJ	8550	(609) 750-1777
Grande Shopping Center	Emance, Inc.	3301 Route 9 S	Rio Grande	NJ	8242	(609) 463-0080
Riverdale Square	Riverdale Clips Inc	92 Route 23 N	Riverdale	NJ	7457	(973) 513-9447
Mantua Square	Exit 98 Enterprises, LLC	645 Woodbury Glassboro Rd	Sewell	NJ	8080	(856) 415-7774
Cross Keys Place	Exit 98 Enterprises, LLC	141 Tuckahoe Rd	Sewell	NJ	8080	(856) 740-0091
Shrewsbury Plaza	Mad Hair Inc.	170 Shrewsbury Plz	Shrewsbury	NJ	7702	(732) 460-0304
Town Square	Exit 98 Enterprises, LLC	491 Cross Keys Rd	Sicklerville	NJ	8081	(856) 740-9004
Montgomery	SANSKRITI MONTGOMERY LLC	1325 US Hwy 206	Skillman	NJ	8558	(609) 921-8221
Cooper Towne Center	Folk Design Group, LLC	711 Evesham Ave	Somerdale	NJ	8083	(856) 782-7700
Oak Tree Road	Plainfield Clippers, Inc.	902 Oak Tree Ave	South Plainfield	NJ	7080	(732) 997-4502
Hadley Shopping Center	Sanskar Sanskriti, LLC	4917 Stetson Rd	South Plainfield	NJ	7080	(908) 222-7099
Roxbury Mall	Blue Spyder Holdings, LLC	275-60 Route 10 E	Succasunna	NJ	7876	(973) 584-8000
Tri City Plaza	Emance Three, LLC	2360 Lakewood Rd	Toms River	NJ	8755	(732) 276-8162
Toms River 37 East	Mad Ventures Inc.	165 Route 37 E	Toms River	NJ	8753	(732) 228-7080
Union Plaza	GREAT PLAN B LLC	2401 Route 22 W	Union	NJ	7083	(908) 686-4900
Vineland Crossing	Emance, Inc.	1255 W Landis Ave	Vineland	NJ	8360	(856) 839-0796
Cedar Hill	Folk Design Group, LLC	152 Route 73	Voorhees	NJ	8043	(856) 753-8808
Acme Shopping Center	Clive M & Company Inc.	455 NJ 23N	Wantage	NJ	7461	(973) 552-9434
Waretown Town Center	Mad Hair Inc.	501 Rt 9	Waretown	NJ	8758	(609) 242-2900
Watching Square Mall	HODA Group, LLC	1511 Route 22 W	Watchung	NJ	7069	(908) 412-0606
West Deptford ShopRite	Exit 98 Enterprises, LLC	1075 Mantua Pike	West Deptford	NJ	8096	(856) 681-2171
Busy Lady Plaza	ClipSilver LLC	321 Route 15 N	Wharton	NJ	7885	(973) 400-1700
West Avenue Center	EMANCE OF WOODSTOWN LLC	300 West Ave	Woodstown	NJ	8098	(856) 823-5190
Wyoming Mall	GRACE O MALLEY LLC	2270 Wyoming Boulevard NE	Albuquerque	NM	87112	(505) 294-4403
Ventana Ranch	Kokopelli New Mexico, Inc.	6501 Paradise Blvd NW	Albuquerque	NM	87114	(505) 890-5597
Andalucia	Kokopelli New Mexico, Inc.	5600 Coors Blvd NW	Albuquerque	NM	87120	(505) 554-2825
The Plaza at Cottonwood	Kokopelli New Mexico, Inc.	10260 Coors Bypass NW	Albuquerque	NM	87114	(505) 899-7393
La Cueva Town Center	Kokopelli New Mexico, Inc.	8100 Wyoming Blvd NE	Albuquerque	NM	87113	(505) 798-1999
High Desert	Kokopelli New Mexico, Inc.	12231 Academy Rd NE	Albuquerque	NM	87111	(505) 292-9888
Montgomery Plaza	Kokopelli New Mexico, Inc.	5011 Montgomery Blvd NE	Albuquerque	NM	87109	(505) 295-3963
Heritage	Kokopelli New Mexico, Inc.	1800 Unser Blvd NW	Albuquerque	NM	87120	(505) 312-1175
North Towne Plaza	Patel Group 2, LLC	5901 Wyoming Blvd	Albuquerque	NM	87109	(505) 797-2297
Las Estancias	Patel Group, LLC	3715 Las Estancias Way	Albuquerque	NM	87121	(505) 877-0016
Shops at Nob Hill	Sonam Group 2, LLC	933 San Mateo Blvd NE	Albuquerque	NM	87108	(505) 265-4125
Towne Park Plaza	Sonam Group 4, LLC	330 Eubank Blvd NE	Albuquerque	NM	87123	(505) 323-7900
Four Hills Shopping Center	Sonam Group 5, LLC	13170 Central Ave SE	Albuquerque	NM	87123	(505) 296-4620
Golf Course & Paseo	Sonam Group 6, LLC	8521 Golf Course NW	Albuquerque	NM	87114	(505) 503-1286
Juan Tabo Plaza	Sonam Group, LLC	11048 Montgomery Blvd NE	Albuquerque	NM	87111	(505) 299-1736
Fiesta Plaza	Two Tees Mechanical, Inc.	2626 San Pedro Dr NE	Albuquerque	NM	87110	(505) 872-4247
Cavern City Shopping Center	Patel Clips 7, LLC	1302 S Canal St	Carlsbad	NM	88220	(575) 885-1559
Espanola	Patel Clips 5, LLC	1404 N Riverside Dr	Espanola	NM	87532	(505) 747-7662
Star Plaza	Patel Clips 6, LLC	3832 E Main St	Farmington	NM	87402	(505) 327-4911
* Lohman	BAD HAT LLC	3835 E Lohman	Las Cruces	NM	88011	(575) 259-3962
* The Ranch	BAD HAT LLC	4153 White Sage Arc	Las Cruces	NM	88011	(575) 222-0318
Los Lunas	Kokopelli New Mexico, Inc.	2270 Main St NW	Los Lunas	NM	87031	(505) 866-4247
Southern & 528	Sonam Group 3, LLC	3851 Southern Blvd SE	Rio Rancho	NM	87124	(505) 891-7750
Enchanted Hills SC	Two Tees Mechanical, Inc.	7820 Enchanted Hills Blvd NE	Rio Rancho	NM	87144	(505) 771-2833
Coronado Center	Patel Clips 2, LLC	530 W Cordova Rd	Santa Fe	NM	87505	(505) 984-3037
San Isidro Plaza	Patel Clips 3, LLC	3201 Zafarano Dr	Santa Fe	NM	87507	(505) 424-3344
Entrada Contenta	Patel Clips 4, LLC	5041 Main St	Santa Fe	NM	87507	(505) 474-9174
De Vargas Center Mall	Patel Clips, LLC	500 N Guadalupe St	Santa Fe	NM	87501	(505) 955-9944
Joshua Tree Plaza	VGURU, LLC	1018 Nevada Way	Boulder City	NV	89005	(725) 255-7100
* North Carson Crossing	Cha Ching, Inc.	3250 Retail Dr	Carson City	NV	89706	(775) 884-9933
* Smith's Shopping Center	Cha Ching, Inc.	6 Pine Cone Rd	Dayton	NV	89403	(775) 246-5252
Elko Junction	Hutchinson-Hill, LC	2519 Mountain City Highway	Elko	NV	89801	(775) 753-6652
* Fallon Walmart Center	Cha Ching, Inc.	2197 Casey Rd	Fallon	NV	89406	(775) 294-6285
* Chisholm Crossing	Cha Ching, Inc.	1201 Penny Ln	Fernley	NV	89408	(775) 575-7770
Pebble Market Place	Nugent, LLC	1550 N Green Valley Pkwy	Henderson	NV	89074	(702) 778-3777
Sunset	Nugent, LLC	1533 W Sunset Rd	Henderson	NV	89014	(702) 454-8700
Cornet Plaza	Sukhbir Pannu	771 E Horizon Dr	Henderson	NV	89015	(702) 566-0214
Horizon and Horizon	Sukhbir Pannu	55 E Horizon Ridge Pkwy	Henderson	NV	89002	(702) 221-7110
Anthem Village Center	Sukhbir Pannu	2505 Anthem Village Dr	Henderson	NV	89052	(702) 754-1450
Parkway Springs Plaza	VGURU, LLC	2293 Green Valley Pkwy	Henderson	NV	89014	(702) 778-3750
Inspirada Marketplace	VGURU, LLC	2345 Via Inspirada	Henderson	NV	89044	(702) 829-6128
Wigwam Center	VGURU, LLC	126 N Stephanie St	Henderson	NV	89074	(702) 909-7800
Cadence	VGURU, LLC	815 E Lake Mead Pkwy	Henderson	NV	89015	(702) 848-5323
Alamosa Plaza	Business Investor Group, LLC	2833 E Desert Inn Rd	Las Vegas	NV	89121	(702) 369-2479
Winterwood Pavilion	Business Investor Group, LLC	2208 Nellis Blvd	Las Vegas	NV	89104	(702) 432-9192
Decatur 215	Nugent, LLC	6171 N Decatur Blvd	Las Vegas	NV	89130	(702) 982-0499
Mountain's Edge	Nugent, LLC	8090 Blue Diamond Rd	Las Vegas	NV	89178	(702) 816-4385
Blue Diamond Ranch Center	Nugent, LLC	4770 Blue Diamond Rd	Las Vegas	NV	89139	(702) 260-6404

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Tule Springs	Nugent, LLC	8414 Farm Road	Las Vegas	NV	89131	(702) 476-3335
Windmill	Nugent, LLC	2381 E Windmill Ln	Las Vegas	NV	89123	(702) 269-6388
Smith's Center	Nugent, LLC	9360 Flamingo Rd	Las Vegas	NV	89147	(702) 255-7969
Deer Springs Center	Nugent, LLC	6720 N Hualapai Way	Las Vegas	NV	89149	(702) 655-0121
Trails Village Shopping Center	Nugent, LLC	1970 Village Center Circle	Las Vegas	NV	89134	(702) 478-5046
Montecito Marketplace	Nugent, LLC	7120 N Durango Dr	Las Vegas	NV	89149	(702) 658-9000
Trop & Jones Towne Center	Nugent, LLC	6125 W Tropicana Ave	Las Vegas	NV	89103	(702) 227-7403
Southern Highlands Marketplace	Nugent, LLC	10620 Southern Highlands Pkwy	Las Vegas	NV	89141	(702) 438-5967
Northshore Plaza	Nugent, LLC	8380 W Cheyenne Ave	Las Vegas	NV	89129	(702) 839-4030
Rhodes Ranch Town Center	Nugent, LLC	7345 S Durango Dr	Las Vegas	NV	89113	(702) 895-8555
Center Point Plaza	Nugent, LLC	10300 W Charleston Blvd	Las Vegas	NV	89135	(702) 228-7065
Alta Mira Plaza	Nugent, LLC	4990 W Craig Rd	Las Vegas	NV	89130	(702) 395-9736
St. Rose (South Fork)	Sukhbir Panu	9975 S Eastern Ave	Las Vegas	NV	89183	(702) 362-7110
Silverado Ranch Village	Sukhbir Panu	467 E Silverado Ranch Blvd	Las Vegas	NV	89183	(702) 897-7110
Cheyenne Commons	VGURU, LLC	3101 N Rainbow Blvd	Las Vegas	NV	89108	(702) 534-7540
Rainbow Plaza	VGURU, LLC	877 S Rainbow	Las Vegas	NV	89145	(702) 333-1677
Fort Apache	VGURU, LLC	9440 W Russell Rd	Las Vegas	NV	89148	(702) 848-7030
The Lakes	VGURU, LLC	8465 W Sahara Ave	Las Vegas	NV	89117	(702) 804-5711
Bermuda & Windmill Lane Plaza	VGURU, LLC	530 East Windmill Lane	Las Vegas	NV	89123	(702) 701-8833
Rainbow Springs	VGURU, LLC	3675 S Rainbow Blvd	Las Vegas	NV	89103	(702) 857-7858
Craig Marketplace	VGURU, LLC	7121 W Craig Rd	Las Vegas	NV	89129	(702) 396-0013
Sea Breeze Village	VGURU, LLC	1750 N Buffalo Dr	Las Vegas	NV	89128	(702) 341-7490
Rainbow and Warm Springs	VGURU, LLC	7380 S Rainbow Blvd	Las Vegas	NV	89139	(702) 233-3377
Bowler Plaza	RK Ajer Ventures, LLC	330 N Sandhill Blvd	Mesquite	NV	89027	(702) 345-2838
On Military Base Nellis AFB	VGURU, LLC	5691 Rickenbacker Road	Nellis AFB	NV	89191	(725) 255-8500
Aliante	Nugent, LLC	6935 Aliante Pkwy	North Las Vegas	NV	89084	(702) 387-9996
Simmons Centre	Nugent, LLC	3030 W Ann Rd	North Las Vegas	NV	89031	(702) 396-6390
Park Central Plaza	VGURU, LLC	5960 Losee Rd	North Las Vegas	NV	89081	(702) 220-7701
Craig and Simmons	VGURU, LLC	3073 W Craig Rd	North Las Vegas	NV	89032	(702) 737-3073
Pahrump Valley Junction	VGURU, LLC	280 State Hwy 160	Pahrump	NV	89060	(775) 877-5900
* Fire Creek Crossing	Cha Ching, Inc.	4809 Kietzke Ln	Reno	NV	89509	(775) 827-2211
* Double Diamond	Cha Ching, Inc.	748 S Meadow Pkwy	Reno	NV	89521	(775) 851-8437
* Galena Junction	Cha Ching, Inc.	18128 Wedge Pkwy	Reno	NV	89511	(775) 376-1271
* Canyon Center	Cha Ching, Inc.	10490 N McCarran Blvd	Reno	NV	89503	(775) 870-9891
* Shoppes At Lemmon Valley	Cha Ching, Inc.	155 Lemmon Dr	Reno	NV	89506	(775) 741-1390
* The Commons	Cha Ching, Inc.	6633 South Virginia St.	Reno	NV	89511	(775) 221-7394
* Spanish Springs	Cha Ching, Inc.	9740 State Route 445	Sparks	NV	89441	(775) 870-9941
* Marina Marketplace	Cha Ching, Inc.	1495 E Prater Way	Sparks	NV	89431	(775) 501-5368
* Sparks Galleria	Cha Ching, Inc.	4751 Galleria Pkwy	Sparks	NV	89436	(775) 870-9815
McKinley/Highland	SJLD Enterprise LLC	3860 McKinley Pkwy	Blasdell	NY	14219	(716) 822-8280
Union Consumer Square	DK Friend Holdings, Inc.	3801 Union Rd	Cheektowaga	NY	14225	(716) 288-7824
Jimmys Egg Clifton Park Center	Capital Region Clips LLC	5 Clifton Country Rd	Clifton Park	NY	12065	(518) 357-3920
Transit Madeira Target Plaza	JELEA Enterprises, Inc.	4900 Transit Rd	Depew	NY	14043	(716) 608-7620
Tops Plaza	JELEA Enterprises, Inc.	9630 Transit Rd	East Amherst	NY	14051	(716) 688-8111
Genesee Valley Shopping Center	Upstate Salons Ltd	4273 Genesee Valley Plaza	Genesee	NY	14454	(585) 245-9076
Glenmont Plaza	Capital Region Clips LLC	380 Feura Bush Rd	Glenmont	NY	12077	(518) 434-4000
Ridgemont Plaza	DK Friend Holdings, Inc.	2833 W Ridge Rd	Greece	NY	14626	(585) 227-8333
Brierwood Square	SJLD Enterprise LLC	5350 Southwestern Boulevard	Hamburg	NY	14075	(716) 202-1875
* Aldi Plaza	Two Cats Johnson City, LLC	560 Harry L Dr	Johnson City	NY	13790	(607) 237-0101
Walden & Central	DK Friend Holdings, Inc.	3615 Walden Ave	Lancaster	NY	14086	(716) 288-7499
Lockport Home Depot Center	DK Friend Holdings, Inc.	5716 S Transit RD	Lockport	NY	14094	(716) 727-0054
Wegmans Plaza	DK Friend Holdings, Inc.	1639 Military Rd	Niagara Falls	NY	14304	(716) 205-8518
Crossroads Centre	DK Friend Holdings, Inc.	3245 Southwestern Blvd	Orchard Park	NY	14127	(716) 677-9600
Parkside Commons	DK Friend Holdings, Inc.	2164 Penfield Rd	Penfield	NY	14526	(585) 388-6828
Van Rensselaer Square	Capital Region Clips LLC	102 Van Rensselaer Square	Rensselaer	NY	12144	(518) 621-1740
Market Square	DK Friend Holdings, Inc.	620 Jefferson Rd	Rochester	NY	14623	(585) 292-0026
Lyell Howard Commons	Upstate Salons Ltd	2394 Lyell Ave	Rochester	NY	14606	(585) 319-4491
Mayfair Shopping Center	Capital Region Clips LLC	262 Saratoga Road	Schenectady	NY	12302	(518) 280-9035
Evergreen Plaza	Cutting Edge Clippers, Inc.	150 E Greaves Ln	Staten Island	NY	10308	(718) 966-0689
Tops Plaza Tonawanda	DK Friend Holdings, Inc.	1696 Sheridan Dr	Tonawanda	NY	14223	(716) 871-1212
Boulevard Place	DK Friend Holdings, Inc.	1750 Niagara Falls Blvd	Tonawanda	NY	14150	(716) 783-7011
Lake Ridge Plaza	AFTAB, Inc.	3 Lake Ridge Plz	Valley Cottage	NY	10989	(845) 507-0048
Victor Crossings	DK Friend Holdings, Inc.	400 Commerce Dr	Victor	NY	14564	(585) 924-3979
Webster Crossing	DK Friend Holdings, Inc.	1075 Ridge Rd	Webster	NY	14580	(585) 872-7625
Shops at Main Transit	JELEA Enterprises, Inc.	4375 Transit Rd	Williamsville	NY	14221	(716) 630-6400
Arlington Ridge	CSJ Ventures, Inc.	790 Arlington Ridge	Akron	OH	44312	(330) 645-6288
Coventry Commons	R.L.O., Inc.	3100 Manchester Rd	Akron	OH	44319	(330) 474-3885
Waterloo Marc's	Ramsey Rooney & Co.	2891 E Waterloo Rd	Akron	OH	44312	(330) 628-0217
West Market St. Station	The 220 Group, Ltd	46 N Hawkins Ave	Akron	OH	44313	(330) 794-7537
Buckeye Market Place	Demer Retail Ventures GC, LLC	1630 W State St	Alliance	OH	44601	(330) 821-6200
Amelia Center	R.L.O., Inc.	1264 W Ohio Pike	Amelia	OH	45102	(513) 753-1700
Deerfield Town Center	ZAMP Enterprises, Inc.	7586 Oak Point Rd	Amherst	OH	44001	(440) 984-3433
Amberwood Plaza	Tagliare Enterprises, Inc.	25 Amberwood Pkwy	Ashland	OH	44805	(419) 282-6000
Shoppes of Ashtabula	R.L.O., Inc.	2102 Metcalf Dr	Ashtabula	OH	44004	(440) 998-0099
Athens	R.L.O., Inc.	553 E State St	Athens	OH	45701	(740) 447-5234
Barrington Town Square	ZAMP Enterprises, Inc.	105 Barrington Town Square Dr	Aurora	OH	44202	(330) 562-6336
Austintown Place	The 220 Group, Ltd	6006 Mahoning Ave	Austintown	OH	44515	(330) 792-0062
Avon Meijer	ZAMP Enterprises, Inc.	1810 Nagel Rd	Avon	OH	44011	(440) 695-0086
French Creek Square	ZAMP Enterprises, Inc.	36050 Detroit Rd	Avon	OH	44011	(440) 934-7734
Avon Lake	ZAMP Enterprises, Inc.	453B Avon Belden Rd	Avon Lake	OH	44012	(440) 933-2755

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Pavilion Shopping Center	Ratcliff Enterprises Ohio, Inc.	24331 Chagrin Boulevard	Beachwood	OH	44122	(216) 342-5090
Rex Centre	R.L.O., Inc.	2730 N Fairfield Rd	Beavercreek	OH	45431	(937) 431-0766
Beavercreek Plaza	R.L.O., Inc.	3195 Dayton Xenia Rd	Beavercreek	OH	45434	(937) 426-4207
Bellefontaine Plaza	R.L.O., Inc.	2232 S Main St	Bellefontaine	OH	43311	(937) 599-1100
Berea Shopping Center	Demer Retail Ventures GC, LLC	422 W Bagley Rd	Berea	OH	44017	(440) 260-0227
Bethel	Shear Success, LLC	691 W Plane St	Bethel	OH	45106	(513) 427-9022
Bexley Retail	StyleTech Corporation	2509 E Main St	Bexley	OH	43209	(614) 237-8721
City Center	Excel Clips, Inc.	4824 Cooper Rd	Blue Ash	OH	45242	(513) 793-1700
Presidential Square	LJ CLIPPERS, LLC	813 Boardman Poland Rd	Boardman	OH	44512	(330) 758-5544
Kroger Center	R.L.O., Inc.	1066 N Main St	Bowling Green	OH	43402	(419) 685-9280
Bowling Green Center	R.L.O., Inc.	1107 S Main St	Bowling Green	OH	43402	(419) 352-1745
Brecksville Shopping Center	ZAMP Enterprises, Inc.	7740 Chippewa Rd	Brecksville	OH	44141	(440) 526-1444
The Crossings	LJ CLIPPERS, LLC	1100 W Royalton Rd	Broadview Heights	OH	44147	(440) 582-2240
Brook Park	LJ CLIPPERS, LLC	15575 Snow Rd	Brook Park	OH	44142	(216) 433-0027
Ridge Park Square	Ratcliff Enterprises Ohio, Inc.	7313 Northcliff Ave	Brooklyn	OH	44144	(216) 661-8500
Brunswick Town Center	R.L.O., Inc.	1434 Town Center Blvd	Brunswick	OH	44212	(330) 220-9064
East Pointe Plaza	KLK Haircutters, Inc.	161 S Stetzer Rd	Bucyrus	OH	44820	(567) 409-0001
Jake's Corner	R.L.O., Inc.	61690 Southgate Rd	Cambridge	OH	43725	(740) 240-3006
Waterloo Crossing	StyleTech Corporation	6290 Gender Rd	Canal Winchester	OH	43110	(614) 834-4065
Westford Commons	The 220 Group, Ltd	4259 Boardman-Canfield Rd	Canfield	OH	44406	(330) 533-7500
Perry Town Center	R.L.O., Inc.	5107 Tuscarawas Street West	Canton	OH	44708	(330) 479-1160
The Greens at Belden	R.L.O., Inc.	4996 Fulton Drive NW	Canton	OH	44718	(330) 933-7396
Country Fair Plaza	R.L.O., Inc.	4129 Tuscarawas St W	Canton	OH	44708	(330) 456-0389
30th Street Plaza	ZAMP Enterprises, Inc.	3030 Cromer Ave NW	Canton	OH	44709	(330) 491-8188
Harbor Square	R.L.O., Inc.	1962 Havemann Rd	Celina	OH	45822	(567) 890-2547
Cross Pointe Centre	R.L.O., Inc.	101 E Alex Bell Rd	Centerville	OH	45459	(937) 312-9353
Shoppes at Cornerstone II	R.L.O., Inc.	5413 Cornerstone N Blvd	Centerville	OH	45440	(937) 433-0330
Centerville Place	R.L.O., Inc.	1085 S Main St	Centerville	OH	45458	(937) 435-2740
McFarland's Corners	DMK Holdings, Inc	8444 E Washington St	Chagrin Falls	OH	44023	(440) 543-9703
West Geauga Plaza	Mia San Mia, LLC	12662 West Geauga Plaza	Chesterland	OH	44026	(440) 688-3131
Chillicothe Plaza	Cincy Clips, Inc.	1290 N Bridge St	Chillicothe	OH	45601	(740) 772-5477
Encore at Oakley	Cincy Clips, Inc.	3317 Vandercar Way	Cincinnati	OH	45209	(513) 351-1214
Arbor Woods	Cincy Clips, Inc.	4805 N Arbor Woods Ct	Cincinnati	OH	45248	(513) 574-0137
Taylor Creek Retail Center	Cincy Clips, Inc.	6947 Harrison Ave	Cincinnati	OH	45247	(513) 353-2547
Sharonville Plaza	Cincy Clips, Inc.	12065 Lebanon Rd (Rt 42)	Cincinnati	OH	45241	(513) 832-7683
Anderson Beechmont	Cincy Clips, Inc.	7625C Beechmont Ave	Cincinnati	OH	45255	(513) 233-2547
Springdale Plaza	Cincy Clips, Inc.	427 E Kemper Rd	Cincinnati	OH	45246	(513) 671-1427
Cherry Grove Plaza	Cincy Clips, Inc.	454 Ohio Pike	Cincinnati	OH	45255	(513) 688-0100
Western Village	Cincy Clips, Inc.	6161 Glenway Ave	Cincinnati	OH	45211	(513) 481-1553
Stonecreek Center	Cincy Clips, Inc.	3645 Stonecreek Blvd	Cincinnati	OH	45251	(513) 923-2888
Harpers Station	Cincy Clips, Inc.	11375 Montgomery Rd	Cincinnati	OH	45249	(513) 489-4448
Mariemont	Excel Clips, Inc.	7392 Wooster Pike	Cincinnati	OH	45227	(513) 561-4010
Shoppes of Evendale	Excel Clips, Inc.	10325 Reading Rd	Cincinnati	OH	45241	(513) 936-9450
Symmes Retail Center	Excel Clips, Inc.	12104 Montgomery Rd	Cincinnati	OH	45249	(513) 683-4777
Blue Ash Commons	Excel Clips, Inc.	4130 Hunt Rd	Cincinnati	OH	45236	(513) 936-9444
Beechmont Center	Excel Clips, Inc.	5206 Beechmont Ave	Cincinnati	OH	45230	(513) 232-0600
Hyde Park Plaza	Excel Clips, Inc.	3762 Paxton Ave	Cincinnati	OH	45208	(513) 321-2887
Winton Road Retail Center	Queen City Clippers, Ltd.	9174 Winton Rd	Cincinnati	OH	45231	(513) 522-2547
White Oak	Queen City Clippers, Ltd.	5776 Cheviot Rd	Cincinnati	OH	45247	(513) 245-2947
Eastgate Square	R.L.O., Inc.	4394 Eastgate Square Dr	Cincinnati	OH	45245	(513) 752-2500
Park Plaza	R.L.O., Inc.	834 Ohio Pike	Cincinnati	OH	45245	(513) 752-2890
Eastgate Crossing	R.L.O., Inc.	4530 Eastgate Blvd	Cincinnati	OH	45245	(513) 943-1500
Circleville Plaza	Cincy Clips, Inc.	1430 Circleville Plaza Dr	Circleville	OH	43113	(740) 474-5961
Hoke Crossing	Eckert, Inc.	7707 Hoke Rd	Clayton	OH	45315	(937) 832-1454
The Shoppes on Clifton	The 220 Group, Ltd	11628 Clifton Blvd	Cleveland	OH	44102	(216) 331-6100
Kamm's Corners	ZAMP Enterprises, Inc.	17009 Lorain Ave	Cleveland	OH	44111	(216) 688-1330
Cleves	M-Class Clippers, LLC	4350 State Route 128	Cleves	OH	45002	(513) 353-5547
Clintonville	KLK Haircutters, Inc.	3379 N High St	Columbus	OH	43202	(614) 447-1300
German Village	KLK Haircutters, Inc.	900 S High St	Columbus	OH	43206	(614) 449-1300
Easton Square	KLK Haircutters, Inc.	3872 Morse Rd	Columbus	OH	43219	(614) 475-0500
Thurber on High	Laventure, Inc.	1004 North High Street	Columbus	OH	43201	(614) 224-9279
Graceland	Laventure, Inc.	5047 N High St	Columbus	OH	43214	(614) 430-8788
Upper Arlington	Laventure, Inc.	4715 Reed Rd	Columbus	OH	43220	(614) 459-4880
Sun Center	Laventure, Inc.	3662 W Dublin Granville Rd	Columbus	OH	43235	(614) 717-2727
Hills Market	R.L.O., Inc.	7850 Olentangy River Rd	Columbus	OH	43235	(614) 819-3575
University City	StyleTech Corporation	2861 Olentangy River Rd	Columbus	OH	43202	(614) 754-7771
Georgesville Square	StyleTech Corporation	1591 Georgesville Square Dr	Columbus	OH	43228	(614) 878-6885
Lincoln Village	StyleTech Corporation	4700 W Broad St	Columbus	OH	43228	(614) 870-7295
Grandview	StyleTech Corporation	1441 Grandview Ave	Columbus	OH	43212	(614) 586-1072
East Point Crossing	StyleTech Corporation	6980 E Broad St	Columbus	OH	43213	(614) 522-0007
Hamilton Quarters	Tillery Enterprises, Inc.	5968 North Hamilton Rd	Columbus	OH	43081	(614) 607-2663
Polaris Town Centre	Tillery Salons, Inc.	1249 Polaris Parkway	Columbus	OH	43240	(614) 430-8760
Crile Crossing	R.L.O., Inc.	7681 Crile Rd	Concord Township	OH	44077	(440) 853-8030
Shops at Millenium	LJ CLIPPERS, LLC	2170 Millenium Blvd	Cortland	OH	44410	(330) 847-9500
Denville Center	R.L.O., Inc.	23641 Airport Rd	Coshocton	OH	43812	(740) 623-0777
Chapel Hill Plaza	Shear Talent, Inc.	412 Howe Ave	Cuyahoga Falls	OH	44221	(330) 945-7273
Oak Creek Marketplace	R.L.O., Inc.	1036 Miamisburg-Centerville Rd	Dayton	OH	45459	(937) 422-0415
York Commons	R.L.O., Inc.	6827 Miller Ln	Dayton	OH	45414	(937) 264-0442
Eastown Shopping Center	R.L.O., Inc.	3982 Linden Ave	Dayton	OH	45432	(937) 254-4882
Northtowne Plaza	Zeetrio of Ohio, Inc.	1832 N Clinton St	Defiance	OH	43512	(419) 784-0099

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Delaware Community Plaza	Tillery Salons, Inc.	1740 Columbus Pike	Delaware	OH	43015	(740) 362-4547
Westfield Plaza	Tillery Salons, Inc.	817 N Houk Rd	Delaware	OH	43015	(740) 362-6665
Delhi Shopping Center	Cincy Clips, Inc.	5132 Delhi Ave	Delhi Township	OH	45238	(513) 347-3566
Plaza at Dover	R.L.O., Inc.	3007 N Wooster Ave	Dover	OH	44622	(330) 602-4401
Sawmill Marketplace	Laventure, Inc.	7565 Sawmill Rd	Dublin	OH	43016	(614) 764-8893
The Shoppes at Haydens Crossing	R.L.O., Inc.	4990 Cosgray Rd	Dublin	OH	43016	(614) 971-5260
Avery Square	Tillery Salons, Inc.	6345 Perimeter Dr	Dublin	OH	43016	(614) 336-9886
North Bridge Plaza	Tillery Salons, Inc.	5764 Frantz Rd	Dublin	OH	43016	(614) 210-0180
Preble Crossing	R.L.O., Inc.	100 E Washington Jackson Rd	Eaton	OH	45320	(937) 456-3030
Chestnut Commons	ZAMP Enterprises, Inc.	348 Chestnut Commons Dr	Elyria	OH	44035	(440) 366-0244
Shoppes of Englewood	Eckert, Inc.	809 Union Blvd	Englewood	OH	45322	(937) 836-8899
Fairborn Center	Eckert, Inc.	1173 E Dayton Yellow Springs Rd	Fairborn	OH	45324	(937) 879-9747
College Station	R.L.O., Inc.	3800 Colonel Glenn Hwy	Fairborn	OH	45324	(937) 365- 2785
Village Green	Cincy Clips, Inc.	675 Deis Dr	Fairfield	OH	45014	(513) 858-2855
Gilmore Square	RDFM, Inc.	500 Kolb Dr	Fairfield	OH	45014	(513) 860-2547
Fairlawn Town Centre	Tagliare Enterprises, Inc.	2855 W Market St	Fairlawn	OH	44333	(330) 869-5301
Westgate Plaza	Demer Retail Ventures GC, LLC	3500 Westgate Dr	Fairview Park	OH	44126	(440) 333-5910
Meijer	KLK Haircutters, Inc.	2200 Tiffin Ave	Findlay	OH	45840	(419) 422-1300
Independence Square	KLK Haircutters, Inc.	1131 Trenton Ave	Findlay	OH	45840	(419) 424-1300
Laynecrest Plaza	Cincy Clips, Inc.	48 Millard Dr	Franklin	OH	45005	(937) 704-0661
Liberty Square	Zeetrio of Ohio, Inc.	2200 Sean Dr	Fremont	OH	43420	(419) 355-9070
Vista Plaza	Tillery Enterprises, Inc.	1169 N Hamilton Rd	Gahanna	OH	43230	(614) 478-3828
Hunters Ridge Plaza	Tillery Enterprises, Inc.	330 S Hamilton Rd	Gahanna	OH	43230	(614) 471-9180
Ohio River Plaza	STALLO & STARKEY ENTERPRISES	23 Ohio River Plaza	Gallipolis	OH	45631	(740) 208-3227
Galloway Crossing	KLK Haircutters, Inc.	5680 W Broad St	Galloway	OH	43119	(614) 870-0520
Shoppes at Greenville	R.L.O., Inc.	1520 Wagner Ave	Greenville	OH	45331	(937) 547-0010
Parkway Centre	Laventure, Inc.	1729 Stringtown Rd	Grove City	OH	43123	(614) 539-4733
Buckeye Grove	StyleTech Corporation	5911 Hoover Rd	Grove City	OH	43123	(614) 801-0295
Groveport Plaza	R.L.O., Inc.	6021 Groveport Rd	Groveport	OH	43125	(614) 350-8280
Walnut Creek	StyleTech Corporation	3797 S Hamilton Rd	Groveport	OH	43125	(614) 836-7373
Hamilton Meadows	Excel Clips, Inc.	1468 Main St	Hamilton	OH	45013	(513) 892-1111
Indian Springs	Excel Clips, Inc.	3155 Princeton Rd	Hamilton	OH	45011	(513) 895-0067
Harrison	Crosstown Cutters, LLC	10701 Harrison Ave	Harrison	OH	45030	(513) 367-0004
Hartville Centre	Ratcliff Enterprises Ohio, Inc.	885 W Maple St	Hartville	OH	44632	(330) 267-6006
Southgate Plaza	Tillery Enterprises, Inc.	719 Hebron Rd	Heath	OH	43056	(740) 522-3003
Hebron-Arrowhead Plaza	Tillery Enterprises, Inc.	620 East Main Street	Hebron	OH	43025	(740) 527-1214
Mill Run	Tillery Salons, Inc.	3788 Fishinger Blvd	Hilliard	OH	43026	(614) 527-9390
Market at Hilliard	Tillery Salons, Inc.	1804 Hilliard Rome Rd	Hilliard	OH	43026	(614) 876-5664
Sauner Square	Cincy Clips, Inc.	708 Harry Sauner Rd	Hillsboro	OH	45133	(937) 393-0166
Spring Meadows	Zeetrio of Ohio, Inc.	6632 Centers Dr	Holland	OH	43528	(419) 867-0303
North Heights Plaza	Eckert, Inc.	8424 Old Troy Pike	Huber Heights	OH	45424	(937) 237-8122
Sulpher Grove	Eckert, Inc.	7740 Brandt Pike	Huber Heights	OH	45424	(937) 236-3038
Cloud Park Plaza	R.L.O., Inc.	4624 Brandt Pike	Huber Heights	OH	45424	(937) 236-3001
Hudson	The 220 Group, Ltd	126 W Streetsboro St	Hudson	OH	44236	(330) 653-3090
Kyber Run Shopping Center	Tillery Enterprises, Inc.	838 W Coshocton St	Johnstown	OH	43031	(740) 966-0212
Meadowview Square	Ratcliff Enterprises Ohio, Inc.	2500 State Route 59	Kent	OH	44240	(330) 673-3383
Brimfield Meijer	ZAMP Enterprises, Inc.	247 Tallmadge Rd	Kent	OH	44240	(234) 360-9118
Kenton Ridge	R.L.O., Inc.	1233 E Columbus St	Kenton	OH	43326	(419) 673-0444
Kettering Towne Center	Eckert, Inc.	3009 Woodman Dr	Kettering	OH	45420	(937) 294-8633
Charlotte Gardens	R.L.O., Inc.	4317 Far Hills Ave	Kettering	OH	45429	(937) 221-8662
Kentshire Plaza	R.L.O., Inc.	2032 E Whipp Rd	Kettering	OH	45440	(937) 436-0110
Lakewood	ZAMP Enterprises, Inc.	15004 Detroit Ave	Lakewood	OH	44107	(216) 226-5250
Shops at Ety Village	StyleTech Corporation	1368 Ety Rd	Lancaster	OH	43130	(740) 654-2543
Lebanon Shopping Center	Eckert, Inc.	1521 Walmart Dr	Lebanon	OH	45036	(513) 934-4433
Olentangy Crossings	StyleTech Corporation	6460 Pullman Dr	Lewis Center	OH	43035	(740) 549-7099
Northpointe Plaza	Tillery Salons, Inc.	8591 Columbus Pike	Lewis Center	OH	43035	(740) 657-8183
Shoppes at Kyles Station	Eckert, Inc.	5310 Newtown Drive	Liberty Township	OH	45011	(513) 893-6666
Liberty Commons	RDFM, Inc.	7330 Yankee Rd	Liberty Township	OH	45044	(513) 759-9559
* The Shops on Elida	R.L.O., Inc.	2330 Elida Rd	Lima	OH	45805	(419) 228-9583
* Walmart East Plaza	R.L.O., Inc.	771 Lost Creek Blvd	Lima	OH	45804	(419) 224-3823
Logan Commons	StyleTech Corporation	12900 State Route 664 S	Logan	OH	43138	(740) 380-6408
London Kroger Plaza	Tillery Salons, Inc.	226 Lafayette St	London	OH	43140	(740) 845-1404
Lorain Meijer	ZAMP Enterprises, Inc.	5350 N Leavitt Rd	Lorain	OH	44053	(440) 444-0965
Louisville City Center	Demer Retail Ventures GC, LLC	510 W Main St	Louisville	OH	44641	(330) 875-4865
Shoppes of Loveland	Cincy Clips, Inc.	10665 Loveland Madeira Rd	Loveland	OH	45140	(513) 683-1400
Walgreens Plaza	Shear Talent, Inc.	663 Aurora Rd	Macedonia	OH	44056	(330) 908-0496
Madeira Crossing	Cincy Clips, Inc.	7005 Miami Ave	Madeira	OH	45243	(513) 561-2547
Walter Green Commons	Mia San Mia, LLC	2575 Walter Green Cmns	Madison	OH	44057	(440) 428-0005
Shoppes at Rivers Bend	Excel Clips, Inc.	5765 State Route 48	Maineville	OH	45039	(513) 494-0122
20 Mile Center	RDFM, Inc.	3116 Montgomery Rd	Maineville	OH	45039	(513) 697-1122
Gateway Plaza	KLK Haircutters, Inc.	2016 August Dr	Mansfield	OH	44906	(419) 529-0039
Applesed Center	KLK Haircutters, Inc.	1452 Lexington Ave	Mansfield	OH	44907	(419) 756-0001
* Kroger Square	R.L.O., Inc.	24 Acme St	Marietta	OH	45750	(740) 568-1890
Shoppes at Legacy Crossing	StyleTech Corporation	310 McMahan Blvd	Marion	OH	43302	(740) 725-0900
Coleman's Crossing	Tillery Salons, Inc.	720 Coleman's Crossing Blvd	Marysville	OH	43040	(937) 642-5226
Western Row Plaza	Image Engineering, Inc.	6669 Western Row Rd	Mason	OH	45040	(513) 336-8275
White Blossom Center	Image Engineering, Inc.	7928 Mason Montgomery Rd	Mason	OH	45040	(513) 770-6720
Wales	R.L.O., Inc.	3470 Wales Rd	Massillon	OH	44646	(330) 834-1556
Massillon Marketplace II	ZAMP Enterprises, Inc.	2757 Indian River Rd SW	Massillon	OH	44646	(330) 830-7320
Conant Crossing	Zeetrio of Ohio, Inc.	1385 Conant St	Maumee	OH	43537	(419) 893-2166

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Eastgate Shopping Center	R.L.O., Inc.	1447 Som Center Rd	Mayfield Heights	OH	44124	(440) 442-8188
North Court Shoppes	R.L.O., Inc.	1102 N Court St	Medina	OH	44256	(330) 725-3654
Shoppes at River Styx	ZAMP Enterprises, Inc.	5155 Buehlers Dr	Medina	OH	44256	(330) 952-0969
Creekside Commons	R.L.O., Inc.	9579 Mentor Ave	Mentor	OH	44060	(440) 357-8788
Mentor City Shopping Center	R.L.O., Inc.	7871 Mentor Avenue	Mentor	OH	44060	(440) 205-1363
Mentor on the Lake	Mia San Mia, LLC	7867 Plains Rd	Mentor on the Lake	OH	44060	(440) 257-4747
Miamisburg Plaza	Eckert, Inc.	1224 E Central Ave	Miamisburg	OH	45342	(937) 859-5800
Austin Landing	R.L.O., Inc.	10735 Innovation Dr	Miamisburg	OH	45342	(937) 847-7445
Southland Shopping Center	LJ CLIPPERS, LLC	6869 Pearl Rd	Middleburg Heights	OH	44130	(440) 545-1112
Harrington Square	R.L.O., Inc.	14950 S Springdale Ave	Middlefield	OH	44062	(440) 858-5162
Middletown Shopping Center	Crosstown Cutters, LLC	629 S Breiel Blvd	Middletown	OH	45044	(513) 727-4399
Rivers Edge	Cincy Clips, Inc.	195 Rivers Edge Dr	Milford	OH	45150	(513) 576-0030
Mulberry Center	R.L.O., Inc.	1090 State Route 28	Milford	OH	45150	(513) 575-4100
Mt. Repose	R.L.O., Inc.	1259 State Route 28	Milford	OH	45150	(513) 722-9050
Millersburg Retail	R.L.O., Inc.	979 S Washington St.	Millersburg	OH	44654	(330) 231-1441
Minerva	R.L.O., Inc.	1176 Alliance Rd NW	Minerva	OH	44657	(330) 522-4071
Heritage Plaza	Cincy Clips, Inc.	3225 Heritage Green Dr	Monroe	OH	45050	(513) 360-7841
Alex Bell Center	R.L.O., Inc.	2735 W Alex Bell Rd	Moraine	OH	45459	(937) 298-3401
North Point Center	Cutting Edge Development, LLC	143 Northpointe Center	Mount Orab	OH	45154	(937) 444-1466
Gateway Plaza	Tillery Enterprises, Inc.	1558 E Coshocton Ave	Mount Vernon	OH	43050	(740) 392-2547
Kroger New Albany Center	Tillery Enterprises, Inc.	5191 Hampstead Village Center Way	New Albany	OH	43054	(614) 855-5965
The Shoppes of New Philadelphia	R.L.O., Inc.	511 Mill Ave SE	New Philadelphia	OH	44663	(330) 339-7400
Newark Center	Tillery Enterprises, Inc.	1158 N 21st St	Newark	OH	43055	(740) 366-2300
Shoppes at Niles	LJ CLIPPERS, LLC	5700 Youngstown-Warren Rd	Niles	OH	44446	(330) 544-5900
Deville Center	R.L.O., Inc.	1593 N Main St	North Canton	OH	44720	(330) 305-1369
Plaza at Portage	R.L.O., Inc.	4885 Portage St NW	North Canton	OH	44720	(330) 966-2802
Washington Square	ZAMP Enterprises, Inc.	2179 E Maple St	North Canton	OH	44720	(330) 526-8910
Great Northern Plaza	Ramsey Rooney & Co.	26117 Great Northern Plz N	North Olmsted	OH	44070	(440) 716-0731
North Ridgeville	ZAMP Enterprises, Inc.	33755 Center Ridge Rd	North Ridgeville	OH	44039	(440) 353-3599
Timber Ridge Plaza	Vissuto Corp, Inc.	9371 W Sprague Rd	North Royalton	OH	44133	(440) 885-4071
Norton Plaza	R.L.O., Inc.	3200 Greenwch Rd	Norton	OH	44203	(330) 222-8933
Norwalk Square	R.L.O., Inc.	101 Plank Rd	Norwalk	OH	44857	(567) 401-6008
Oberlin Square	JPAC Enterprises, Inc.	14910 Route 58 S	Oberlin	OH	44074	(440) 774-3461
Navarre Center	High Level Cutters, LLC	3555 Navarre Ave	Oregon	OH	43616	(419) 690-1551
Bishop Square	Cincy Clips, Inc.	421 S Locust St	Oxford	OH	45056	(513) 523-4050
Snowview Shopping Center	Vissuto Enterprises, Inc.	2005 Snow Rd	Parma	OH	44134	(216) 351-7111
Pleasant Valley Shopping Center	Vissuto Corp, Inc.	1021 Pleasant Valley Rd	Parma	OH	44134	(440) 885-3691
Parma Heights	LJ CLIPPERS, LLC	6512 York Rd	Parma Heights	OH	44130	(440) 845-8606
Hazelwood Plaza	Tillery Enterprises, Inc.	390 E Broad St	Pataskala	OH	43062	(740) 964-0003
Shoppes at RiverPlace	KLK Haircutters, Inc.	26567 N Dixie Hwy	Perrysburg	OH	43551	(419) 874-4300
Perrysburg Plaza	KLK Haircutters, Inc.	10079 Fremont Pike	Perrysburg	OH	43551	(419) 873-1300
Windmill Plaza	StyleTech Corporation	1031 Hill Rd N	Pickerington	OH	43147	(614) 575-2551
Miami Valley Crossing	R.L.O., Inc.	1270 E Ash St	Piqua	OH	45356	(937) 615-9889
Powell Crossing	Lavature, Inc.	9836 Brewster Ln	Powell	OH	43065	(614) 717-0663
Taylor Square Shopping Center	StyleTech Corporation	2839 Taylor Rd SW	Reynoldsburg	OH	43068	(614) 322-2036
* Ohio Valley Mall	R.L.O., Inc.	68041 Mall Ring Rd	Saint Clairsville	OH	43950	(740) 695-9755
* Shoppes at St. Mary's	R.L.O., Inc.	484 Fortman Dr	Saint Marys	OH	45885	(419) 300-8746
Eastgate Shopping Center	The 220 Group, Ltd	2333 E State St	Salem	OH	44460	(330) 337-7500
Crossings of Sandusky	ZAMP Enterprises, Inc.	810 Crossings Rd	Sandusky	OH	44870	(419) 626-0491
Sheffield Crossing Shopping Center	ZAMP Enterprises, Inc.	4466 Abbe Rd	Sheffield	OH	44054	(440) 934-1886
Sidney Kroger	Eckert, Inc.	2170 W Michigan Ave	Sidney	OH	45365	(937) 498-4247
Solon Village	R.L.O., Inc.	34168 Aurora Rd	Solon	OH	44139	(440) 346-9845
Marcus Plaza	R.L.O., Inc.	4509 Mayfield Rd	South Euclid	OH	44121	(216) 382-8732
Rivers Crossing	Cincy Clips, Inc.	652 Corwin Nixon Blvd	South Lebanon	OH	45065	(513) 480-4272
Springboro Plaza	Eckert, Inc.	234 W Central Ave	Springboro	OH	45066	(937) 748-8133
Moorefield Square	R.L.O., Inc.	2975 Derr Rd	Springfield	OH	45503	(937) 505-6187
Eastside Square	R.L.O., Inc.	150 S Tuttle Rd	Springfield	OH	45505	(937) 322-2418
North Bechtle Square	R.L.O., Inc.	1776 N Bechtle Ave	Springfield	OH	45504	(937) 390-2187
Stow Community Center	Demer Retail Ventures GC, LLC	4338 Kent Rd	Stow	OH	44224	(330) 688-8100
Highpoint Plaza	Ramsey Rooney & Co.	4963 Darrow Rd	Stow	OH	44224	(330) 650-1203
Graham Square	Tagliare Enterprises, Inc.	3490 Hudson Dr	Stow	OH	44224	(330) 922-0888
Streetsboro Crossing	Shear Talent, Inc.	1264 State Route 303	Streetsboro	OH	44241	(330) 422-1535
The Greens of Strongsville	Demer Retail Ventures GC, LLC	18090 Royalton Rd	Strongsville	OH	44136	(440) 878-0700
Boston Square II	LJ CLIPPERS, LLC	19760 W 130th St	Strongsville	OH	44136	(440) 846-1231
Sunbury Mills Plaza	Tillery Enterprises, Inc.	135 State Route 3	Sunbury	OH	43074	(740) 965-1253
Harvest Place	High Level Cutters, LLC	7620 W Sylvania Dr	Sylvania	OH	43560	(419) 843-1302
West Market Street	KLK Haircutters, Inc.	1660 W Market St	Tiffin	OH	44883	(419) 447-6000
Tipp City Plaza	R.L.O., Inc.	972 W Main St	Tipp City	OH	45371	(937) 667-7883
Suder Avenue Retail Center	High Level Cutters, LLC	4747 Suder Ave	Toledo	OH	43611	(419) 727-0393
Secor Square	KLK Haircutters, Inc.	3504 Secor Rd	Toledo	OH	43606	(419) 531-1300
Talmadge Crossings	KLK Haircutters, Inc.	4701 Talmadge Road	Toledo	OH	43623	(419) 480-8900
Toledo Commons	R.L.O., Inc.	3045 Glendale Ave	Toledo	OH	43614	(419) 382-0743
In-Store Walmart Central	Zeetrio of Ohio, Inc.	5821 Central Ave	Toledo	OH	43615	(567) 777-5002
Alexis & Lewis	Zeetrio of Ohio, Inc.	821 W Alexis Rd	Toledo	OH	43612	(330) 576-4895
Miracle Mile	Zeetrio of Ohio, Inc.	4925 Jackman Rd	Toledo	OH	43613	(419) 475-2625
Trenton Skyline Center	Cincy Clips, Inc.	921 W State St	Trenton	OH	45067	(513) 988-0805
Troy Triangle Center	Eckert, Inc.	1880 W Main St	Troy	OH	45373	(937) 440-8004
Market 55	Eckert, Inc.	1285 S Dorset Rd	Troy	OH	45373	(937) 339-1939
Twinsburg Town Center Marketplace	ZAMP Enterprises, Inc.	8934 Darrow Rd	Twinsburg	OH	44087	(330) 405-3440
Green Retail	R.L.O., Inc.	3939 Massillon Rd	Uniontown	OH	44685	(330) 563-4509

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Kingsdale	R.L.O., Inc.	3080 Tremont Rd	Upper Arlington	OH	43221	(614) 754-1689
Urbana Commons	R.L.O., Inc.	221 Lippencott Ln	Urbana	OH	43078	(937) 652-4447
* Van Wert Towne Center	Eckert, Inc.	343 Town Center Blvd	Van Wert	OH	45891	(419) 232-3332
Shoppes of Northwoods	R.L.O., Inc.	784 Northwoods Blvd	Vandalia	OH	45377	(937) 454-2997
Wadsworth High Street	CSJ Ventures, Inc.	990 A High St	Wadsworth	OH	44281	(330) 336-5386
Wadsworth Crossings	Ratcliff Enterprises Ohio, Inc.	1090 Williams Reserve Blvd	Wadsworth	OH	44281	(330) 331-4488
* Wapak Center	R.L.O., Inc.	1321 Bellefontaine St	Wapakoneta	OH	45895	(440) 334-5469
Howland Plaza	LJ CLIPPERS, LLC	8254 E Market St	Warren	OH	44484	(330) 856-5556
Fayette II	Cincy Clips, Inc.	1385 Leesburg Ave	Washington Court House	OH	43160	(740) 636-0128
Villages at Waterville Landing	Zeetrio of Ohio, Inc.	1085 Pray Blvd	Waterville	OH	43566	(419) 441-0050
Wauseon Shopping Center	East West Cutters, Inc.	472 E Airport Hwy	Wauseon	OH	43567	(419) 335-5525
Bailey Square	Laventure, Inc.	10954 US Hwy 23	Waverly	OH	45690	(740) 912-9042
Beckett Commons	RDFM, Inc.	8115 Beckett Center Dr	West Chester	OH	45069	(513) 942-9559
Highland Plaza	RDFM, Inc.	8211 Highland Point Dr	West Chester	OH	45069	(513) 779-4567
Voice of America	RDFM, Inc.	7673 Voice of America Dr	West Chester	OH	45069	(513) 755-1028
Northgate	Laventure, Inc.	7397 State Route 3	Westerville	OH	43082	(614) 891-6666
Parkview Center	Tillery Salons, Inc.	572 W Schrock Rd	Westerville	OH	43081	(614) 898-3101
Savannah Commons	ELIDAS CLIPS LLC	30640 Detroit Rd	Westlake	OH	44145	(440) 892-2547
Canterbury Commons	R.L.O., Inc.	26340 Detroit Road	Westlake	OH	44145	(216) 410-1434
Willow Plaza	LJ CLIPPERS, LLC	36245 Euclid Ave	Willoughby	OH	44094	(440) 942-7448
Shoregate Plaza	LJ CLIPPERS, LLC	30140 Lakeshore Blvd	Willowick	OH	44095	(440) 944-5555
Wilmington Square	Eckert, Inc.	2855-C Progress way	Wilmington	OH	45177	(937) 382-2903
* Wintersville Plaza	R.L.O., Inc.	864 Main St	Wintersville	OH	43953	(740) 275-4708
Wooster Crossing	ZAMP Enterprises, Inc.	3786 Burbank Rd	Wooster	OH	44691	(330) 345-1450
Carol's Corner Shopping Center	R.L.O., Inc.	40 S Progress Dr	Xenia	OH	45385	(937) 372-9588
Liberty Plaza	The 220 Group, Ltd	3551 Belmont Ave	Youngstown	OH	44505	(330) 759-4700
* Country Fair Shopping Plaza	Moore Clips LLC	3293 Maple Ave	Zanesville	OH	43701	(740) 588-9900
* South Point Shopping Center	Moore Clips LLC	143B North Maysville Pike	Zanesville	OH	43701	(740) 588-9900
* Ada Walmart Shadow Strip	Synectics, LLC	1400 Lonnie Abbott Blvd	Ada	OK	74820	(580) 495-0028
* Market Street at Ardmore	Synectics, LLC	1525 12th Ave NW	Ardmore	OK	73401	(580) 768-7099
Silver Lake Village	Style Pro's, Inc.	2351 SE Adams Blvd	Bartlesville	OK	74006	(918) 214-8061
The Shops at Broken Arrow	Llopis USA, LLC	1346 E Hillside Dr	Broken Arrow	OK	74012	(918) 893-7901
Aspen Creek	Llopis USA, LLC	1620 W Tuscon St	Broken Arrow	OK	74011	(918) 994-7802
Redbud Corners	Style Pro's, Inc.	2429 W Kenosha St	Broken Arrow	OK	74012	(918) 258-2767
Catoosa Hills	Llopis USA, LLC	19361 Robson Rd	Catoosa	OK	74015	(918) 739-4279
Chisholm Trail Shopping Center	Hannadie Holdings, LLC	240 East Grand Ave	Chickasha	OK	73018	(405) 825-3547
Choctaw Market Place	Llopis USA, LLC	14315 Dale Stearns Dr	Choctaw	OK	73020	(405) 281-6335
Meadow Brook Center	TGC VENTURES, LLC	11319 S Hwy 51	Coweta	OK	74429	(918) 887-8145
* Cross Creek Durant	Synectics, LLC	3601 W Main St	Durant	OK	74701	(580) 745-9393
Shops at Grove	DTS Clips, LLC	3033 NW 178th St	Edmond	OK	73012	(405) 216-3345
Homestead Center	Four C Ventures, LLC	1333 N Santa Fe Ave	Edmond	OK	73003	(405) 330-3890
I-25 & 15th	Fresh Look Investments, LLC	941 W I-35 Frontage Rd	Edmond	OK	73034	(405) 216-5002
Bryant Square	Llopis USA, LLC	1516 E 2nd St	Edmond	OK	73034	(405) 330-0343
Edmond Market Place	Llopis USA, LLC	3325 S Boulevard	Edmond	OK	73013	(405) 285-4599
Santa Fe Plaza	Llopis USA, LLC	2125 W 15th St	Edmond	OK	73013	(405) 906-2033
El Reno	Fresh Look Investments, LLC	1536 SW 27th St	El Reno	OK	73036	(405) 776-3110
Willow Plaza	Pfeiffer Companies LLC	2209 W Willow Rd	El Reno	OK	73703	(580) 297-5002
West Garriott	Pfeiffer Companies LLC	3416 W Owen K Garriott Rd	Enid	OK	73703	(580) 707-6414
Jenks Plaza	Llopis USA, LLC	404 S Elm St	Jenks	OK	74037	(918) 209-5080
Boulevard Marketplace	Four C Ventures, LLC	101 N Douglas Blvd	Midwest City	OK	73130	(405) 455-3772
Center Marketplace	Four C Ventures, LLC	5904 SE 15th St	Midwest City	OK	73110	(405) 610-6015
Fritts Farm	Llopis USA, LLC	660 SW 19th St	Moore	OK	73160	(405) 794-3232
Mustang Retail	Fresh Look Investments, LLC	1036 E State Hwy 152	Mustang	OK	73064	(405) 806-5400
Newcastle Plaza	Four C Ventures, LLC	685 NW 32nd St	Newcastle	OK	73065	(405) 387-2052
University Town Center	Four C Ventures, LLC	1436 24th Ave NW	Norman	OK	73069	(405) 310-6967
East Norman Shopping Center	Four C Ventures, LLC	627 12TH Ave NE	Norman	OK	73071	(405) 701-8721
Classen Crossing	Llopis USA, LLC	2620 Classen Blvd	Norman	OK	73071	(405) 310-3938
NW 122nd and May	DTS Clips, LLC	12300 N May Avenue	Oklahoma City	OK	73120	(405) 849-5518
Quail Springs	DTS Clips, LLC	14220 N Pennsylvania Ave	Oklahoma City	OK	73134	(405) 748-8283
Greenbriar	Four C Ventures, LLC	12108 S Pennsylvania Ave	Oklahoma City	OK	73170	(405) 286-0450
Silver Springs	Four C Ventures, LLC	7640 NW Expressway	Oklahoma City	OK	73132	(405) 603-5599
Crest Center	Four C Ventures, LLC	3000 SW 104th St	Oklahoma City	OK	73159	(405) 759-2244
Deer Creek Plaza	Fresh Look Investments, LLC	5616 W Memorial Rd	Oklahoma City	OK	73142	(405) 506-0469
Portland Plaza	Llopis USA, LLC	3617 NW 39th St	Oklahoma City	OK	73112	(405) 768 4405
Centennial Plaza	Llopis USA, LLC	5801 N May Ave	Oklahoma City	OK	73112	(405) 849-4962
Okmulgee Retail Center	Style Pro's, Inc.	1827 S Wood Dr	Okmulgee	OK	74447	(918) 777-2545
Waterford Plaza	Style Pro's, Inc.	9500 N 129th E Ave	Owasso	OK	74055	(918) 274-4561
Garrett Creek Phase 2	Style Pro's, Inc.	11412 N 134th East Ave	Owasso	OK	74055	(539) 208-5120
Riverwest	Llopis USA, LLC	152 W Alexander Blvd	Sand Springs	OK	74063	(539) 217-1195
Kickapoo Plaza	DTS Clips, LLC	4010 N Kickapoo Ave	Shawnee	OK	74804	(405) 214-0039
The Bulls Eye	Pfeiffer Companies LLC	1717 N Perkins Rd	Stillwater	OK	74075	(405) 332-4255
Sprouts Center	Pfeiffer Companies LLC	905 W 6th Ave	Stillwater	OK	74074	(405) 332-5594
Harvard Square South	Llopis USA, LLC	4113 S Harvard Ave	Tulsa	OK	74135	(918) 340-7109
Post Rock Plaza	Style Pro's, Inc.	10462 S 82nd E Ave	Tulsa	OK	74133	(918) 970-2551
Crossing Oaks	Style Pro's, Inc.	7920 E 71st St	Tulsa	OK	74133	(918) 893-3845
Yale Village	Style Pro's, Inc.	9128 S Yale	Tulsa	OK	74137	(918) 398-6753
1700 Yale Mall	Style Pro's, Inc.	1671 S Yale Ave	Tulsa	OK	74112	(918) 794-9083
The Walk at Tulsa Hills	Style Pro's, Inc.	8115 S Olympia Ave W	Tulsa	OK	74132	(539) 664-5550
Woodward	Pfeiffer Companies LLC	3118 Williams Ave	Woodward	OK	73801	(580) 290-5068
29th and S Mustang Road	Fresh Look Investments, LLC	3200 S Mustang Rd	Yukon	OK	73099	(405) 494-9115

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Yukon Village	Llopis USA, LLC	1680 Garth Brooks Blvd	Yukon	OK	73099	(405) 350-1722
Colonial Pointe	DTS Clips, LLC	12000 NW EXPY	Yukon	OK	73099	(405) 883-1105
Meadow Ridge Plaza	2377408 Ontario, Inc.	1949 Ravenscroft Rd	Ajax	ON	L1T 0K4	(905) 683-6363
Rossland Landing	LHMK Enterprises, Inc.	1 Rossland Road East	Ajax	ON	L1Z 1Z2	(905) 619-0001
* Alliston Smart Centre	JAMI COMMUNICATIONS GROUP	22 Dunham Dr	Alliston	ON	L9R 0G1	(705) 434-3200
Trinity Wilson Common	Gwen Creation Enterprises, Inc.	1191 Wilson St W	Ancaster	ON	L9G 0E8	(905) 648-8181
Aurora	LHMK Enterprises, Inc.	91 1st Commerce Dr	Aurora	ON	L4G 0G2	(905) 713-2547
* Big Bay Point Plaza	JAMI COMMUNICATIONS GROUP	494 Big Bay Point Rd	Barrie	ON	L4N 3Z5	(705) 726-9996
* North Barrie Crossing	JAMI COMMUNICATIONS GROUP	547 Cundles Road E	Barrie	ON	L4M 0G9	(705) 737-4030
Bolton South Business Centre	JAMI Communications Group Inc.	12612 Hwy 50	Bolton	ON	L7E 1T6	(905) 533-0189
Bowmanville Smart Centre	LHMK Enterprises, Inc.	2316 Highway 2	Bowmanville	ON	L1C 0K5	(905) 623-2547
* Bradford Smart Centre	JAMI COMMUNICATIONS GROUP	547 Holland St W	Bradford	ON	L3Z 0C1	(905) 775-2300
Chinguacousy Marketplace	2387132 Ontario Inc.	8990 Chinguacousy Rd	Brampton	ON	L6Y 5X6	(905) 457-2547
Homestead Square	GOODWOOD ENTERPRISES INC.	175 Fletcher's Creek Blvd	Brampton	ON	L6X 5C4	(905) 874-6565
Chalo North Brampton	GOODWOOD ENTERPRISES INC.	10525 Bramalea Rd	Brampton	ON	L6R 3P4	(905) 458-1626
Woodhill Centre	LHMK Enterprises, Inc.	9045 Airport Rd	Brampton	ON	L6S 0B8	(905) 799-1118
Northridge Plaza	Gwen Creation Enterprise (2021) Inc.	265 King George Rd	Brantford	ON	N3R 7X2	(519) 304-9005
Burlington Centre	2262727 Ontario Inc.	3047 Appleby Line	Burlington	ON	L7M 0V7	(905) 335-5777
Appleby Village	Breacan Business Services, Inc.	491 Appleby Line	Burlington	ON	L7L 2Y1	(905) 633-9300
Burlington Power Centre	Niagara Clips, Inc.	1250 Brant St	Burlington	ON	L7P 1X8	(905) 332-8706
Highland Shopping Centre	Keshpn, Inc.	420 Mainstreet E	Cambridge	ON	N1R 6G5	(519) 621-5727
Yonge Green Lane Common	JAMI COMMUNICATIONS GROUP	18265 Yonge St.	East Gwillimbury	ON	L9N 0A2	(289) 366-3061
Fonhill Marketplace	Gwen Creation Enterprises, Inc.	130 Hwy 20 E	Fonhill	ON	L0S 1E6	(905) 892-5622
Speedvale Centre	Gwen Creation Enterprise (2021) Inc.	328 Speedvale Ave E	Guelph	ON	N1E 1N5	(519) 265-3456
Fieldgate South Guelph	Keshpn, Inc.	20 Clair Rd W	Guelph	ON	N1L 1M7	(519) 763-5259
Rymal Retail Center	2369798 Ontario Corp.	1170 Rymal Rd E	Hamilton	ON	L8W 3N7	(905) 383-3111
Hamilton Mountain	Breacan Business Services, Inc.	1400 Upper James St	Hamilton	ON	L9B 1K3	(289) 755-1400
The Centre on Barton	Breacan Business Services, Inc.	1241 Barton St E	Hamilton	ON	L8H 2V4	(289) 389-2300
Stoney Creek	Niagara Clips, Inc.	516 Centennial Pky N	Hamilton	ON	L8E 0G2	(905) 664-6143
* Innisfil No Frills Center	JAMI COMMUNICATIONS GROUP	1484 Innisfil Beach Road	Innisfil	ON	L9S 4J1	(705) 436-2222
Lackner Centre	Shear Greatness Inc.	1405 Ottawa St N	Kitchener	ON	N2A 3Z1	(519) 748 4888
Fairway Plaza	Shear Greatness Inc.	10 Manitou Dr	Kitchener	ON	N2C 2N3	(519) 893-4149
Evergreen Mall	YAARRA Business Services, Inc.	370 Highland Rd W	Kitchener	ON	N2M 5J9	(519) 208-8444
Northland Mall	SHREENATH INC.	1275 Highbury Ave N	London	ON	N5Y 1A8	(519) 455-7777
Boxgrove Commercial East	Kyrie Services, Inc.	560 Copper Creek Dr	Markham	ON	L6B 0S5	(905) 471-7007
Milton Crossroads	2228085 Ontario, Inc.	1120 Steeles Ave E	Milton	ON	L9T 6C8	(905) 864-7344
Derry Heights	2228085 Ontario, Inc.	6911 Derry Rd	Milton	ON	L9T 7H5	(905) 876-2547
Mavis	2682392 Ontario Inc.	3052 Elm Creek Rd	Mississauga	ON	L5B 0L3	(905) 848-2547
Derry Village	2682395 Ontario Inc.	7070 St. Barbara Blvd	Mississauga	ON	L5W 0E6	(905) 670-3500
Meadowvale	2682419 Ontario Inc.	3160 Argentia Rd	Mississauga	ON	L5N 0B1	(905) 824-6868
Creekside Crossing	WD Clippers, Inc.	1510 Dundas St E	Mississauga	ON	L4X 1L4	(905) 279-8338
McLeod Square	Gwen Creation Enterprises, Inc.	7957 McLeod Road	Niagara Falls	ON	L2H 0G5	(905) 356-2982
Ford Village	2262727 Ontario Inc.	601 Ford Dr	Oakville	ON	L6J 7Z6	(905) 338-0731
Dorval Crossing West	WD Clippers, Inc.	280 North Service Rd W	Oakville	ON	L6M 2S2	(905) 901-5106
Foxcreek Plaza	WD Clippers, Inc.	2501 Third Line	Oakville	ON	L6M 5A9	(905) 825-2547
Orangeville Heritage Mall	GOODWOOD ENTERPRISES INC.	50 Fourth Ave	Orangeville	ON	L9W 1L0	(519) 940-0588
* County Fair Plaza	JAMI COMMUNICATIONS GROUP	291 Coldwater Rd W	Orillia	ON	L3V 3M1	(705) 323-9918
Oshawa South	LHMK Enterprises, Inc.	491 Gibb St	Oshawa	ON	L1J 1Z4	(905) 436-0299
Kingsway Village	LHMK Enterprises, Inc.	1300 King St E	Oshawa	ON	L1H 8J4	(905) 432-1500
RioCan Windfields	LHMK Enterprises, Inc.	2630 Simcoe St North	Oshawa	ON	L1L 0R1	(905) 434-8839
Gateway Centre	LHMK Enterprises, Inc.	224 Ritson Rd N	Oshawa	ON	L1G 0B2	(905) 404-2626
* Byersville Creek Plaza	LHMK Enterprises, Inc.	999 Lansdowne St W	Peterborough	ON	K9J 8N2	(705) 743-5743
Scugog Walmart Smart Centre	Kemol Ventures, Ltd.	1535 Highway 7A	Port Perry	ON	L9L 1B5	(905) 982-0588
Oak Ridges	JAMI Communications Group Inc.	13237 Yonge St	Richmond Hill	ON	L4E 1B6	(905) 773- 9696
Richmond Hill Commons	Kyrie Services, Inc.	10850 Yonge St	Richmond Hill	ON	L4C 3E4	(905) 237-9188
Baymac SmartCentre	Kyrie Services, Inc.	1070 Major Mackenzie Dr E	Richmond Hill	ON	L4S 1P3	(905) 918-3533
Glendale Place	Gwen Creation Enterprises, Inc.	344 Glendale Ave	Saint Catharines	ON	L2T 4E3	(905) 680-8686
St Catharines West	Gwen Creation Enterprises, Inc.	275 Fourth Ave	Saint Catharines	ON	L2S 0C2	(905) 641-8787
Winona Crossing	Niagara Clips, Inc.	1338 S Service Rd	Stoney Creek	ON	L8E 5C5	(905) 643-1149
Stouffville	LHMK Enterprises, Inc.	1076 Hoover Park Dr	Stouffville	ON	L4A 0K2	(905) 640-4247
Centre and Bathurst Walmart	1896412 Ontario Inc.	720 Centre St	Thornhill	ON	L4J 0A7	(905) 882-8884
Maple	Kyrie Services, Inc.	1850 Major McKenzie Dr	Vaughan	ON	L6A 4E2	(289) 553-2547
Vaughan Centre	LHMK Enterprises, Inc.	3582 Major MacKenzie Dr W	Vaughan	ON	L4H 3T6	(289) 304-7800
Flamborough South Centre	WD Clippers, Inc.	94 Dundas St E	Waterdown	ON	L9H 0C2	(905) 690-8338
Brooklin Towne Centre	Kemol Ventures, Ltd.	5969 Baldwin St S	Whitby	ON	L1M 2J7	(905) 620-0505
Valleywood Centre	LHMK Enterprises, Inc.	3920 Brock St N	Whitby	ON	L1R 3E1	(905) 493-9111
Woodbridge Centre	JAMI Communications Group Inc.	8290 Hwy 27	Woodbridge	ON	L4H 0S1	(905) 605-9083
Heritage Place	DO You, Inc.	2195 14th Ave SE	Albany	OR	97321	(541) 928-7094
Farmington	Deltennium Clips, LLC	17683 SW Farmington Rd	Aloha	OR	97007	(503) 642-0902
Fashion Square	KBJ Cutters Inc.	10755 SW Beaverton Hillsdale Hwy	Beaverton	OR	97005	(503) 641-5308
Murray Crossings	KBJ Cutters Inc.	6117 SW Murray Blvd	Beaverton	OR	97005	(503) 627-9005
Walker Road Fred Meyer	Shear Precision, Inc.	16045 SW Walker Rd	Beaverton	OR	97006	(503) 690-6764
* Fred Meyer Center	Tambry Ventures South Oregon LLC	61545 S Hwy 97	Bend	OR	97702	(541) 388-9097
Canby Square	DO You, Inc.	1075 SW 1st Ave	Canby	OR	97013	(503) 266-2547
Central Point	Tambry Ventures South Oregon LLC	1205 Plaza Blvd	Central Point	OR	97502	(541) 665-1802
Cornelius Gateway	DO You, Inc.	104 N 20th Ave	Cornelius	OR	97113	(971) 246-5692
* Corvallis Business Park	DO You, Inc.	700 NE Circle Blvd	Corvallis	OR	97330	(541) 752-1152
* Santa Clara Village	DO You, Inc.	2748 River Rd	Eugene	OR	97404	(541) 636-3563
* Barger Crossing Winco	DO You, Inc.	4255 Barger Dr	Eugene	OR	97402	(541) 342-4247
East Grants Pass	Tambry Ventures South Oregon LLC	211 NE Terry Ln	Grants Pass	OR	97526	(541) 916-8200

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
West Grants Pass	Tambry Ventures South Oregon LLC	1610 Allen Creek Rd	Grants Pass	OR	97527	(541) 956-9200
Hogan Plaza	KBJ Cutters Inc.	1841 NE Division St	Gresham	OR	97030	(503) 492-2766
Highland Fair Shopping Center	KBJ Cutters Inc.	901 SW Highland Dr	Gresham	OR	97080	(503) 328-8664
Johnson Creek Fred Meyer	Tambry Ventures Oregon, LLC	8983 SE 82nd Ave	Happy Valley	OR	97086	(503) 777-6280
Happy Valley Crossroads	Tambry Ventures Oregon, LLC	17105 SE Sunnyside Rd	Happy Valley	OR	97015	(503) 658-6111
Hermiston Plaza	Zahoomi Umatilla LLC	826 S HWY 395	Hermiston	OR	97838	(541) 303-1501
Hillsboro Fred Meyer	Rose Clips, LLC	6577 SE Tualatin Valley Hwy	Hillsboro	OR	97123	(503) 259-9019
Hillsboro Promenade	Rose Clips, LLC	7462 E Main Street	Hillsboro	OR	97123	(503) 356-8512
Sunset Esplanade	Rose Clips, LLC	2471 SE Tualatin Valley Hwy	Hillsboro	OR	97123	(503) 615-5259
Sunset Fred Meyer	Shear Precision, Inc.	7337 NE Imbrie Drive	Hillsboro	OR	97124	(503) 640-6870
Hillsboro Market Center	Shear Precision, Inc.	880 NE 25th St	Hillsboro	OR	97124	(503) 640-6554
Tanasbourne Village	Shear Precision, Inc.	2239 NW 185th Ave	Hillsboro	OR	97124	(503) 531-8898
Keizer Station	DO You, Inc.	6324 Keizer Station Blvd NE	Keizer	OR	97303	(503) 390-3620
Town Center	Tambry Ventures South Oregon LLC	1825 Avalon St	Klamath Falls	OR	97603	(541) 884-6267
Klamath Falls	Tambry Ventures South Oregon LLC	5526 S 6th St	Klamath Falls	OR	97603	(541) 882-4318
Lake Oswego	KBJ Cutters Inc.	3 Monroe Parkway	Lake Oswego	OR	97035	(503) 635-1044
McMinnville Retail Center	KBJ Cutters Inc.	2533 NE Highway 99W	McMinnville	OR	97128	(503) 474-1568
South Medford	Tambry Ventures South Oregon LLC	1374 Center Dr	Medford	OR	97501	(541) 770-4247
Mid-Town Medford	Tambry Ventures South Oregon LLC	1200 Biddle Rd	Medford	OR	97504	(541) 858-7006
Oak Grove Market Center	KBJ Cutters Inc.	15029 SE McLoughlin Blvd	Milwaukie	OR	97267	(503) 659-1657
Newberg Fred Meyer	ZNJ Cutters, Inc.	901 N Brutscher St	Newberg	OR	97132	(503) 538-6943
Ontario Marketplace	Idaho Franchise Partners, LLC	253 East Ln N	Ontario	OR	97914	(541) 889-6368
Oregon City	Rose Clips, LLC	2050 Beavercreek Rd	Oregon City	OR	97045	(503) 557-2311
Lloyd Center	Deltennium Clips, LLC	1516 NE Broadway St	Portland	OR	97232	(503) 288-8032
Garden Home	KBJ Cutters Inc.	7303 SW Garden Home Rd	Portland	OR	97223	(503) 892-5677
Gateway	KBJ Cutters Inc.	1307 NE 102nd Ave	Portland	OR	97220	(503) 253-3211
Mall 205	KBJ Cutters Inc.	10090 SE Washington St	Portland	OR	97216	(503) 253-4630
Bethany Village	Shear Precision, Inc.	4768 NW Bethany Blvd	Portland	OR	97229	(503) 533-8942
Eastport Plaza	Tambry Ventures Oregon, LLC	4124 SE 82nd Ave	Portland	OR	97266	(503) 777-9194
* Red Rock Center	Tambry Ventures South Oregon LLC	355 NW Oak Tree Ln	Redmond	OR	97756	(541) 923-7338
Oak Hills	DO You, Inc.	1495 Edgewater St NW	Salem	OR	97304	(503) 363-9409
Devonshire Shops	DO You, Inc.	3815 Devonshire Ave NE	Salem	OR	97305	(503) 588-7310
Evergreen Plaza	DO You, Inc.	3914 Center St NE	Salem	OR	97301	(503) 391-5160
South Commercial	DO You, Inc.	3405 Commercial St SE	Salem	OR	97302	(503) 581-7977
Sandy Shops	Deltennium Clips, LLC	16605 362nd Ave	Sandy	OR	97055	(503) 668-6260
Langer Farms	ZNJ Cutters, Inc.	21155 SW Baler Way	Sherwood	OR	97140	(503) 925-9187
* Pioneer Plaza	DO You, Inc.	1873 Pioneer Pkwy E	Springfield	OR	97477	(541) 988-0310
* Village Square Shopping Center	DO You, Inc.	5505 Main St	Springfield	OR	97478	(541) 780-6996
Pacific Crossroads SC	KBJ Cutters Inc.	11705 SW Pacific Hwy	Tigard	OR	97223	(503) 431-8400
Tigard King City	KBJ Cutters Inc.	16200 SW Pacific Hwy	Tigard	OR	97224	(503) 639-8350
Barrows Crossing	Shear Precision, Inc.	14250 SW Barrows Rd	Tigard	OR	97223	(503) 521-0406
Nyberg Creek Crossing	KBJ Cutters Inc.	7678 SW Nyberg Rd	Tualatin	OR	97062	(503) 691-8939
River Falls Shopping Center	Deltennium Clips, LLC	1885 Blankenship Rd	West Linn	OR	97068	(503) 655-5584
Old Town Square	KBJ Cutters Inc.	30060 SW Boones Ferry Rd	Wilsonville	OR	97070	(503) 582-1401
Wood Village	Tambry Ventures Oregon, LLC	22741 NE Park Ln	Wood Village	OR	97060	(503) 669-1030
Abington Towne Center	Folk Design Group, LLC	1475 Old York Rd	Abington	PA	19001	(215) 881-9570
Airport Center	N & A Associates, Inc.	919 Airport Center Dr	Allentown	PA	18109	(610) 231-0900
South Mountain Shopping Center	Sanskriti, LLC	3037 W Emmaus Ave	Allentown	PA	18103	(484) 221-8257
Shoppers Plaza	Batesco I, Inc	4960 Route 8	Allison Park	PA	15101	(724) 443-5520
* Plank Road Commons	Bell Clippers, LLC	2722 Plank Rd	Altoona	PA	16601	(814) 940-0303
Village Green Shopping Center	AMERICAN HYGIENE, LLC	3466 Concord Rd	Aston	PA	19014	(484) 483-9322
Chippewa Town Center	KR Enterprises Inc.	220 Chippewa Town Ctr	Beaver Falls	PA	15010	(724) 847-2000
Bethel Park Shopping Center	Holmar Enterprises LLC	5029 Library Rd	Bethel Park	PA	15102	412-308-6165
Center Square Plaza	M & M Clippers, LLC	1301 Skippack Pike	Blue Bell	PA	19422	(610) 272-6040
Chartiers	MSA Enterprises, LLC	1025 Washington Pike	Bridgeville	PA	15017	(412) 319-7724
Kinsley's Plaza	M & M Clippers, LLC	107 Kinsley Dr	Brookheadsville	PA	18322	(570) 992-2222
Cambridge Square Shopping Center	H & J Clips, LLC	4805A Edgmont Ave	Brookhaven	PA	19015	(484) 441-7670
Butler Crossing	Bell Clippers, LLC	540 Butler Crossing	Butler	PA	16001	(724) 284-1400
Camp Hill Shopping Center	PieMan Clippers, LLC	3307 East Trindle Rd	Camp Hill	PA	17011	(717) 216-8904
Donaldson Square	KR Enterprises Inc.	3855 Washington Rd	Canonsburg	PA	15317	(724) 942-7600
Stonehedge Square	M & M Clippers, LLC	950 Walnut Bottom Rd	Carlisle	PA	17015	(717) 706-3692
New Britain Village Square	M & M Clippers, LLC	4275 County Line Rd	Chalfont	PA	18914	(215) 996-1200
Chambersburg Crossing	M & M Clippers, LLC	945 Norland Ave	Chambersburg	PA	17201	(717) 262-0051
Clarks Summit	Waverly Enterprises LLC	1000 S State St	Clarks Summit	PA	18411	(570) 587-2525
Cranberry Mall	Trisail Group, LLC	20111 Route 19	Cranberry Township	PA	16066	(724) 776-2202
Weis Shopping Center in Danville	Campbell Clippers LLC	146 Continental Blvd	Danville	PA	17821	(570) 284-2057
Dickson City Commons	Two Cats Salon, LLC	1152 Commerce Blvd	Dickson City	PA	18519	(570) 382-8567
Dover Market Place	YANKEY Personal Services, Inc.	2142 Palomino Rd	Dover	PA	17315	(717) 467-5062
Mill Town Square	Jai Om Enterprise Inc.	150 E Pennsylvania Ave	Downingtown	PA	19335	(610) 269-2700
Doylestown Shopping Center	Folk Design Group, LLC	410 N Main St	Doylestown	PA	18901	(215) 348-3220
Pilgrim Gardens	Folk Design Group, LLC	5035 Township Line Rd	Drexel Hill	PA	19026	(610) 449-4220
* East DuBois Avenue Shops	Bell Clippers, LLC	943 E DuBois Ave	DuBois	PA	15801	(814) 372-2004
Eagleville Plaza	Sanskriti, LLC	3200 Ridge Pike	Eagleville	PA	19403	(610) 539-1776
The Crossings at Marshall's Creek	Two Cats Salon, LLC	4545 Millford Rd	East Stroudsburg	PA	18302	(570) 223-1100
Lower Nazareth Commons	HSJ Capital, Inc.	3770 Dryland Way	Easton	PA	18045	(610) 330-2887
Morgantown Crossings	M & M Clippers, LLC	240 Crossings Blvd	Elverson	PA	19520	(610) 286-0203
Hampden Marketplace	Champion Clippers Inc.	4530 Marketplace Way	Enola	PA	17025	(717) 775-1102
Ephrata Marketplace	M & M Clippers, LLC	848 E Main St	Ephrata	PA	17522	(717) 733-3306
* West 12th Street Plaza	LJ CLIPPERS, LLC	2533 W 12th St	Erie	PA	16505	(814) 833-3029
* Erie Marketplace	LJ CLIPPERS, LLC	6660 Peach St	Erie	PA	16509	(814) 866-4733

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
* Washington Square Plaza	LJ CLIPPERS, LLC	5036 Peach St	Erie	PA	16509	(814) 860-7888
* Giant Eagle Plaza-Harbor Creek	LJ CLIPPERS, LLC	4293 Buffalo Rd	Erie	PA	16510	(814) 899-1718
Newberry Pointe	LiPho, LLC	120 Newberry Pkwy	Etters	PA	17319	(717) 932-9000
Shops on Eagleview Boulevard	Folk Design Group, LLC	244 Eagleview Blvd	Exton	PA	19341	(484) 875-2870
Main Street at Exton	Sanskar Sanskriti Pennington, Inc.	273 Main St	Exton	PA	19341	(610) 594-7401
Ridley Towne Plaza	Folk Design Group, LLC	251 MacDade Blvd	Folsom	PA	19033	(610) 532-5919
C-Square Plaza	LJ CLIPPERS, LLC	126 Home Depot Dr	Franklin	PA	16323	(814) 209-6014
Lincoln Commons	M & M Clippers, LLC	1380 York Road, Suite 500	Gettysburg	PA	17325	717-420-5698
Gilbertsville Shopping Center	H & J Clips, LLC	1050 Philadelphia Ave	Gilbertsville	PA	19525	(610) 340-2759
Lincoln Place	Bell Clippers, LLC	2012 Lincoln Pl	Greensburg	PA	15601	(724) 832-0101
Pine Grove Square	LJ CLIPPERS, LLC	17 Pine Grove Sq	Grove City	PA	16127	(724) 450-0550
Tilden Ridge Center	M & M Clippers, LLC	1732 Tilden Ridge Dr	Hamburg	PA	19526	(610) 562-1900
Eisenhower Drive	M & M Clippers, LLC	100 Eisenhower Dr	Hanover	PA	17331	(717) 634-2283
Grandview Shopping Center	M & M Clippers, LLC	1446 Baltimore St	Hanover	PA	17331	(717) 637-0064
The Shops at Harleysville	The Studio 777 LLC	631 Main St	Harleysville	PA	19438	(267) 932-8784
Colonial Commons	M & M Clippers, LLC	5106 Jonestown Rd	Harrisburg	PA	17112	(717) 216-8844
Union Square Shopping Center	YANKEY Clippers Harrisburg, LLC	3881 Union Deposit Rd	Harrisburg	PA	17109	(717) 649-6418
Snyder Square	Emanco of PA, Inc.	1540 Cowpath Rd	Hatfield	PA	19440	(267) 263-4660
Hermitage Towne Plaza	LJ CLIPPERS, LLC	2311 E State St	Hermitage	PA	16148	(724) 342-7850
Hershey Towne Square	YANKEY Clippers Hershey, LLC	101 W Chocolate Ave	Hershey	PA	17033	(717) 533-4246
Horsham Gate	Sanskar Willow Grove, LLC	100 Welsh Rd	Horsham	PA	19044	(215) 659-5928
Indiana Commons	Bell Clippers, LLC	2125 Oakland Ave	Indiana	PA	15701	(724) 463-1090
The Shoppes at School House Crossing	Folk Design Group, LLC	144 Onix Dr	Kennett Square	PA	19348	(610) 444-6510
Franklin Village Shopping Ctr	Trisail Group, LLC	11 Franklin Village Mall	Kittanning	PA	16201	(724) 793-7378
Quality Center	Falling Feathers LLC	2481 Lincoln Hwy E	Lancaster	PA	17602	(717) 435-8810
Willow Valley Crossroads	Lily Bear Clips LLC	2420 Willow Street Pike	Lancaster	PA	17602	(717) 874-5164
Landis Valley	M & M Clippers, LLC	2355 Oregon Pike	Lancaster	PA	17601	(717) 569-2949
Stone Mill Plaza	M & M Clippers, LLC	1382 Columbia Ave	Lancaster	PA	17603	(717) 393-2300
Golden Triangle	PieMan Clippers, LLC	1282 Lititz Pike	Lancaster	PA	17601	(717) 435-9005
Wildcat Commons	Bell Clippers, LLC	201 Colony Lane	Latrobe	PA	15650	(724) 532-4247
Cedar Crest Square	Champion Clippers Inc.	1768 Quentin Road	Lebanon	PA	17042	(717) 277-5837
Leechburg Allegheny Towne Square	Simren, Inc.	397 Hyde Park Rd	Leechburg	PA	15656	(724) 236-0664
CVS Center	Hugo Enterprises II, Inc.	4218 Woodbourne Rd	Levittown	PA	19057	(215) 269-2969
Levittown Shopping Center	Sanskar, LLC	187 Kenwood Dr N	Levittown	PA	19055	(215) 946-9460
Penn House Commons	PieMan Clippers, LLC	325 N 10th St	Lewisburg	PA	17837	(570) 522-0220
Blue Ridge Village	PieMan Clippers, LLC	2057 EG Dr	Linglestown	PA	17110	(717) 412-7891
Caramoor Village	Blue Acorn, LLC	6465 Village Ln	Macungie	PA	18062	(610) 421-6252
Uptown Worthington	Sanskar Princeton, LLC	50 National Ave	Malvern	PA	19355	(484) 320-8181
East Manchester Village Center	M & M Clippers, LLC	275 Glen Dr	Manchester	PA	17345	(717) 266-8820
Shoppes of Adams Ridge	Trisail Group, LLC	505 Adams Shoppes	Mars	PA	16046	(724) 742-2547
Westfall Town Center	Matamoras Clips Inc	111 Hulst Dr	Matamoras	PA	18336	(570) 832-7975
Windsor Park	PieMan Clippers, LLC	5230 Simpson Ferry Rd	Mechanicsburg	PA	17055	(717) 610-1050
Silver Creek Plaza	PieMan Clippers, LLC	6391 Carlisle Pike	Mechanicsburg	PA	17050	(717) 458-5166
Mid-Town Plaza	Champion Clippers Inc.	440 East Main Street	Middletown	PA	17057	(717) 546-2967
Center Point Plaza	Bell Clippers, LLC	201 Golfview Dr	Monaca	PA	15061	(724) 728-7970
Miracle Mile SC	Trisail Group, LLC	4187 William Penn Hwy	Monroeville	PA	15146	(412) 229-8988
Moon Plaza	KR Enterprises Inc.	5990 University Blvd	Moon Township	PA	15108	(412) 262-5477
Mount Joy	PieMan Clippers, LLC	781 E Main St	Mount Joy	PA	17552	(717) 653-1145
Countryside Shoppes	Bell Clippers, LLC	312 Country Side Plz	Mount Pleasant	PA	15666	(724) 547-4400
Mount Pocono	Waverly Enterprises LLC	3286 Route 940	Mount Pocono	PA	18344	(570) 216-8980
Maple Commons	KR Enterprises Inc.	4811 William Penn Hwy	Murrysville	PA	15668	(724) 327-0300
Highlands Mall	Trisail Group, LLC	80 Highlands Mall Dr.	Natrona Heights	PA	15065	(724) 224-2525
Field Club Commons	KR Enterprises Inc.	3328 Wilmington Rd	New Castle	PA	16105	(724) 652-3600
Village at Newtown South	Folk Design Group, LLC	2122 S Eagle Rd	Newtown	PA	18940	(215) 579-5830
St. Alban's Shopping Center	Giangiobbe Enterprise, Inc.	3521 West Chester Pike	Newtown Square	PA	19073	(484) 427-7106
North Huntingdon Plaza	Bell Clippers, LLC	8701 Route 30	North Huntingdon	PA	15642	(724) 864-1000
Montgomery Commons	The Studio 999, LLC	1200 Welsh Rd	North Wales	PA	19454	(215) 368-3816
Marketplace at Oaks	Giangiobbe Enterprise, Inc.	180C Mill Rd	Oaks	PA	19456	(610) 676-7990
Oxford Commons	Folk Design Group, LLC	605 Commons Dr	Oxford	PA	19363	(610) 467-1400
Palmyra Shopping Center	Champion Clippers Inc.	901 E Main Street	Palmyra	PA	17078	(717) 473-5223
Sadsbury Commons	Modi Clippers, LLC	328 Commons Dr	Parkessburg	PA	19365	(610) 857-2730
McIntyre Square	Bablin, Inc.	3340 McIntyre Square Dr	Pittsburgh	PA	15237	(412) 364-1776
Shaler Plaza	Bell Clippers, LLC	890 Butler St	Pittsburgh	PA	15223	(412) 252-2068
Mt. Nebo Pointe	Hairclips412, LLC	223 Mt Nebo Pointe Dr	Pittsburgh	PA	15237	(412) 366-6363
Walnut Place	Hairclips412, LLC	4580 Browns Hill Rd	Pittsburgh	PA	15217	(412) 421-5756
Montour Church Place	KR Enterprises Inc.	315 McHolme Dr	Pittsburgh	PA	15275	(412) 787-0700
Shadyside	KR Enterprises Inc.	6021 Centre Ave	Pittsburgh	PA	15206	(412) 362-2887
Shoppes at Brentwood	MSA Enterprises, LLC	4225 Brownsville Rd	Pittsburgh	PA	15227	(412) 892-8027
Dormont Village	MSA Enterprises, LLC	2961 W Liberty Ave	Pittsburgh	PA	15216	(412) 207-8343
South Hills	MSA Enterprises, LLC	1680 Washington Rd	Pittsburgh	PA	15241	(412) 409-2852
Pittston Crossings	N & A Associates, Inc.	320 Hwy 315	Pittston	PA	18640	(570) 655-5655
Shops at 51	Bablin, Inc.	560 Clairton Blvd	Pleasant Hills	PA	15236	(412) 655-4488
Suburbia Shopping Center	Niki Enterprise Inc.	80 Glocker Way	Pottstown	PA	19465	(610) 323-2548
Richland Marketplace	Modi Clippers, LLC	674 N West End Blvd	Quakertown	PA	18951	(215) 536-4520
Reading Mall	Sunset Clips, LLC	4320 Perkiomen Ave	Reading	PA	19606	(610) 401-0678
Windsor Commons	M & M Clippers, LLC	3145 Cape Horn Rd	Red Lion	PA	17356	(717) 246-8636
Addisville Commons	Emanco Of Richboro, LLC	920 2nd St Pike	Richboro	PA	18954	(267) 684-6599
Shoppes at Rostraver	Bell Clippers, LLC	124 Pricedale Rd.	Rostraver Twp.	PA	15012	(724) 929-4000
The Shoppes at Upper Providence	Giangiobbe Enterprise, Inc.	1837 E Ridge Pike	Royersford	PA	19468	(610) 365-3620
The Strip Center at Walmart	YANKEY Clippers Selinsgrove, LLC	1014 N Susquehanna Trl	Selinsgrove	PA	17870	(570) 884-3111

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Shippensburg Shopping Center	M & M Clippers, LLC	40 Shippensburg SC	Shippensburg	PA	17257	(717) 477-2973
Messina Highlands	YANKEY Clippers Shrewsbury, LLC	98 Sofia Dr	Shrewsbury	PA	17361	(717) 942-2702
Spring Towne Shopping Center	M & M Clippers, LLC	2659 Shillington Rd	Sinking Spring	PA	19608	(610) 898-1400
County Line Plaza	The Studio 888, Inc.	713 PA Route 113	Souderton	PA	18964	(267) 382-0188
Springfield Square North	Folk Design Group, LLC	950 E Baltimore Pike	Springfield	PA	19064	(610) 544-2470
* North Atherton Shops	Bell Clippers, LLC	1890 N Atherton St	State College	PA	16803	(814) 238-3700
Bartonsville Plaza	N & A Associates, Inc.	290 Frantz Rd	Stroudsburg	PA	18360	(570) 421-6244
Hometown Commons	YANKEY Clippers Tamaqua, LLC	45 Plaza Dr	Tamaqua	PA	18252	(570) 668-4821
The Village at Pittsburgh Mills	Batesco II, Inc.	1020 Village Center Dr	Tarentum	PA	15084	(724) 275-1130
Taylor Commons	Arena Cuts LLC	1325 N Main St	Taylor	PA	18517	(570) 800-5985
Thorndale Shopping Center	Modi Clippers, LLC	3293 Lincoln Hwy	Thorndale	PA	19372	(610) 384-2399
Fayette Crossing	Bell Clippers, LLC	225 Walmart Dr	Uniontown	PA	15401	(724) 434-5000
River Town Shopping Center	3AD Enterprises LLC	200 Allegheny River Blvd	Verona	PA	15147	(412) 409-9027
Old Mill	MSA Enterprises, LLC	185 Old Mill Blvd	Washington	PA	15301	(724) 206-0635
The Street at the Meadows	MSA Enterprises, LLC	100 Adios Dr	Washington	PA	15301	(724) 993-4797
Gateway Shopping Center	Sanskriti, LLC	219 E Swedesford Rd	Wayne	PA	19087	(610) 254-8404
Waynesboro Mall	M & M Clippers, LLC	632 E Main St	Waynesboro	PA	17268	(717) 387-5354
West Valley Marketplace	M & M Clippers, LLC	1091 Mill Creek Rd	Wescosville	PA	18106	(610) 336-6880
West Goshen Town Centre	Folk Design Group, LLC	1115 West Chester Pike	West Chester	PA	19382	(610) 701-7020
Westtown Village	Sanskar Sanskriti Pennington, Inc.	1189 Wilmington Pike	West Chester	PA	19382	(610) 399-8025
Wexford Plaza	Hairclips412, LLC	10620 Perry Hwy	Wexford	PA	15090	(724) 933-7000
Oak Park Mall	Bell Clippers, LLC	2001 Lincoln Way	White Oak	PA	15131	(412) 664-4600
MacArthur Commons	M & M Clippers, LLC	2663 MacArthur Rd	Whitehall	PA	18052	(610) 231-3715
Arena Hub Plaza	Arena Cuts LLC	409 Arena Hub Plaza	Wilkes-Barre	PA	18702	(570) 822-2280
Loyal Plaza	PieMan Clippers, LLC	1873 E Third St	Williamsport	PA	17701	(570) 567-7680
Midway Shopping Center	Waverly Enterprises LLC	1026 Wyoming Ave	Wyoming	PA	18644	(570) 900-5968
Shoppes at Wyndham	Champion Clippers Inc.	930 S Richland Ave	York	PA	17403	(717) 650-2869
South Queen Plaza	LiPho, LLC	2108 S Queen St	York	PA	17403	(717) 430-4894
York Crossing	M & M Clippers, LLC	2169 York Crossing Dr	York	PA	17408	(717) 767-1620
Hunt River Commons	Salt Pond TNC, LLC	40 Frenchtown Rd	North Kingstown	RI	2852	(401) 884-7111
Hoxsie Four Corners	Salt Pond TNC, LLC	50 Airport Rd	Warwick	RI	2889	(401) 921-4454
Shoppes at Richland	Cherry BIM Inc.	3601 Richland Ave W	Aiken	SC	29801	(803) 641-2899
Eastgate Shopping Center	Cherry BIM Inc.	248 Eastgate Dr	Aiken	SC	29803	(803) 641-6600
Anderson Central	Longitude, Inc.	637 Highway 28 Byp	Anderson	SC	29626	(864) 964-8488
Westgate Food Lion	Roach Management, Inc.	4413 Hwy 24	Anderson	SC	29626	(864) 760-1306
Brittany Plaza	Roach Management, Inc.	198 Civic Center Blvd	Anderson	SC	29625	(864) 222-0500
Anderson Pavillion	Roach Management, Inc.	1627 E Greenville St	Anderson	SC	29621	(864) 261-3441
Ladys Island Crossing	Jeroso LLC	65 Ladys Island Dr	Beaufort	SC	29907	(843) 605-6546
Cross Creek Plaza	Sanra IV, Inc.	330 Robert Smalls Pkwy	Beaufort	SC	29906	(843) 379-3729
Bluffton Commons	DEW Clips, LLC	80 Baylor Dr	Bluffton	SC	29910	(843) 706-2654
Market at Buckwalter	DEW Clips, LLC	103 Buckwalter Place Blvd	Bluffton	SC	29910	(843) 815-9995
May River Crossing	Sanra IV, Inc.	2503 May River Crossing	Bluffton	SC	29910	(843) 757-7747
Boiling Springs Centre	In His Most Holy Service, LLC	4022 Highway 9	Boiling Springs	SC	29316	(864) 599-1500
Rocky Creek Place	In His Most Holy Service, LLC	2244 Boiling Springs Rd	Boiling Springs	SC	29316	(864) 578-1818
* Springdale Plaza	GC Brothers, LLC	1671 Springdale Dr	Camden	SC	29020	(803) 425-0508
* Knox Abbott Village	GC Brothers, LLC	1305 Knox Abbott Dr	Cayce	SC	29169	(803) 851-6646
* James Island Shopping Center	Southern Clipper, Inc.	1739 Maybank Hwy	Charleston	SC	29412	(843) 795-3949
* West Ashley Circle	Southern Clipper, Inc.	3863 West Ashley Circle	Charleston	SC	29414	(843) 737-0632
* Point Hope Commons	Southern Clipper, Inc.	1711 Clements Ferry Road	Charleston	SC	29492	(843) 471-1111
Clemson Bi Lo Center	Merck Enterprises, Inc.	501 Old Greenville Hwy	Clemson	SC	29631	(864) 654-1407
* Richland Terrace	GC Brothers, LLC	2130 N Beltline Blvd	Columbia	SC	29204	(803) 790-9997
* Rice Creek Village	GC Brothers, LLC	4611 Hardscrabble Rd	Columbia	SC	29229	(803) 462-1831
* Rosewood Village	GC Brothers, LLC	2800 Rosewood Dr	Columbia	SC	29205	(803) 933-0551
* Murray Landing Shopping Center	GC Brothers, LLC	2748 N Lake Dr	Columbia	SC	29212	(803) 749-4577
* Village at Sandhill	GC Brothers, LLC	110-8 Forum Dr	Columbia	SC	29229	(803) 788-3114
* Harbison Court	GC Brothers, LLC	252 Harbison Blvd	Columbia	SC	29212	(803) 781-3158
* Gateway Plaza	Pompadour, Inc.	2709 Church St	Conway	SC	29526	(843) 369-1333
River Falls Plaza	CHC 2, Inc.	2099 E Main St	Duncan	SC	29334	(864) 433-1565
Park Center	Merck Enterprises, Inc.	5115 Calhoun Memorial Hwy	Easley	SC	29640	(864) 850-2120
* Florence Mall	Pompadour, Inc.	2160 W Evans St	Florence	SC	29501	(843) 676-0076
Springfield Town Center	Longitude, Inc.	516 Mercantile Pl	Fort Mill	SC	29708	(803) 802-9103
West Town Market	Ronona, LLC	1750 Highway 160 W	Fort Mill	SC	29708	(803) 547-5335
Gaffney Plaza	In His Most Holy Service, LLC	1423 W Floyd Baker Blvd	Gaffney	SC	29341	(864) 488-2488
The Point by Whole Foods	Carolina Hair Care, Inc.	1140 Woodruff Rd	Greenville	SC	29607	(864) 297-7238
Verdae Village	Carolina Hair Care, Inc.	101 Verdae Blvd	Greenville	SC	29607	(864) 297-1556
Cherrydale Point	Carolina Hair Care, Inc.	3275 N Pleasantburg Dr	Greenville	SC	29609	(864) 370-3383
Furman Publix	Carolina Hair Care, Inc.	5052 Old Buncombe Rd	Greenville	SC	29617	(864) 351-2257
McBee Station	In His Most Holy Service, LLC	400 E McBee Ave	Greenville	SC	29601	(864) 520-1945
McDaniel Village	Merck Enterprises, Inc.	1922 Augusta St	Greenville	SC	29605	(864) 232-0550
Powdersville Plaza	Merck Enterprises, Inc.	3556 Highway 153	Greenville	SC	29611	(864) 295-3725
Woodruff Commons	Merck Enterprises, Inc.	1779 Woodruff Rd	Greenville	SC	29607	(864) 297-5797
Pelham 85	Merck Enterprises, Inc.	3612 Pelham Rd	Greenville	SC	29615	(864) 987-0820
Westwood Place	Merck Enterprises, Inc.	532 Bypass 72 NW	Greenwood	SC	29649	(864) 943-0859
Hudson Corners	In His Most Holy Service, LLC	2114 Old Spartanburg Rd	Greer	SC	29650	(864) 631-1042
Hillview Plaza	In His Most Holy Service, LLC	14023 E Wade Hampton Blvd	Greer	SC	29651	(864) 877-2345
Riverside Crossing	In His Most Holy Service, LLC	755 Hammett Bridge Rd	Greer	SC	29650	(864) 479-9444
Dill Creek Commons	Merck Enterprises, Inc.	1361 W Wade Hampton Blvd	Greer	SC	29650	(864) 968-8909
New River Crossing	Sanra IV, Inc.	386 D Mark Cummings Rd	Hardesville	SC	29927	(843) 208-2777
Island Crossing	Magic Clips, LLC	11 Palmetto Bay Rd	Hilton Head	SC	29928	(843) 842-8118
Carolina Commons	Longitude, Inc.	6277 Carolina Commons Dr	Indian Land	SC	29707	(803) 802-1800

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Inman Food Lion	CHC 2, Inc.	11149 Asheville Hwy	Inman	SC	29349	(864) 708-3300
Landing Station	Longitude, Inc.	166 Highway 274	Lake Wylie	SC	29710	(803) 831-0112
The Shoppes at Walmart	In His Most Holy Service, LLC	922 E Main St	Laurens	SC	29360	(864) 682-3880
* Lexington Place	GC Brothers, LLC	5454 Sunset Blvd	Lexington	SC	29072	(803) 951-3840
* Hendrix Crossing	GC Brothers, LLC	851 Highway 378	Lexington	SC	29072	(803) 808-9422
* White Knoll Station	GC Brothers, LLC	1767 S Lake Dr	Lexington	SC	29073	(803) 359-4644
Ingles SC	Merck Enterprises, Inc.	429 E Main St	Liberty	SC	29657	(864) 843-4201
Mauldin Bi-Lo	Carolina Hair Care, Inc.	243 W Butler Rd	Mauldin	SC	29662	(864) 297-1565
* Moncks Corner	Southern Clipper, Inc.	469 N Highway 52	Moncks Corner	SC	29461	(843) 761-7990
* Belle Hall	Southern Clipper, Inc.	616-B Long Point Rd	Mount Pleasant	SC	29464	(843) 884-2422
* Market Center Shoppes	Southern Clipper, Inc.	1113 Market Center Blvd	Mount Pleasant	SC	29464	(843) 216-6449
* Tournament Crossing Shopping Cent	Pompadour, Inc.	11990 Highway 17 BYP	Murrells Inlet	SC	29576	(843) 357-0626
* Forest Square	Pompadour, Inc.	2108 Oakheart Dr	Myrtle Beach	SC	29579	(843) 903-1772
* Marketplace at the Mill	Pompadour, Inc.	154 Sapwood Drive	Myrtle Beach	SC	29579	(843) 236-0658
* Plantation Pointe	Pompadour, Inc.	1221 38th Ave N	Myrtle Beach	SC	29577	(843) 626-2228
Sweetwater Square	Cherry BIM Inc.	1069 Edgefield Rd	North Augusta	SC	29860	(803) 426-1499
Crossroads Market	Cherry BIM Inc.	404 E Martintown Rd	North Augusta	SC	29841	(803) 613-0030
* Gator Hole	Pompadour, Inc.	558 Highway 17 N	North Myrtle Beach	SC	29582	(843) 663-0855
Cedar Square Shopping Center	Merck Enterprises, Inc.	2710 Gentry Memorial Hwy	Pickens	SC	29671	(864) 878-9458
Woodmont Village	Merck Enterprises, Inc.	8024 Augusta Rd	Piedmont	SC	29673	(864) 277-3355
Walmart Newport	Longitude, Inc.	4875 OLD YORK RD	Rock Hill	SC	29732	(803) 325-8650
Crown Pointe Plaza	Longitude, Inc.	636 Crown Pointe Ln	Rock Hill	SC	29730	(803) 980-3030
Food Lion Plaza	Longitude, Inc.	133 Herlong St	Rock Hill	SC	29732	(803) 817-9909
Hartwell Village	Merck Enterprises, Inc.	13440 Clemson Blvd	Seneca	SC	29678	(864) 722-5452
Seneca Plaza	Merck Enterprises, Inc.	1608 Sandifer Blvd	Seneca	SC	29678	(864) 985-1611
Gresham Plaza	GC Carolina Crew, Inc.	926 NE Main St	Simpsonville	SC	29681	(864) 757-9392
Market at Standing Springs	Merck Enterprises, Inc.	1400 W Georgia Road	Simpsonville	SC	29680	(864) 757-9199
Five Forks	Merck Enterprises, Inc.	106 Batesville Rd	Simpsonville	SC	29681	(864) 289-0456
Simpsonville Commons	Merck Enterprises, Inc.	15 Ray E Talley Ct	Simpsonville	SC	29681	(864) 962-5276
East Pointe Shoppes	In His Most Holy Service, LLC	2115B E Main St	Spartanburg	SC	29307	(864) 529-0770
East Blackstock Center	Merck Enterprises, Inc.	150 E Blackstock Rd	Spartanburg	SC	29301	(864) 576-8622
* The Shoppes at Azalea	Southern Clipper, Inc.	214 Azalea Square Blvd	Summerville	SC	29483	(843) 821-4063
* The Corner at Wescott	Southern Clipper, Inc.	9500 Dorchester Rd	Summerville	SC	29485	(843) 695-0177
* Trolley Square	Southern Clipper, Inc.	1545 Old Trolley Rd	Summerville	SC	29485	(843) 486-0450
* Gateway Plaza	GC Brothers, LLC	1330 Broad Street	Sumter	SC	29150	(803) 869-4366
* Second Mill Plaza	GC Brothers, LLC	2085 Wedgefield Rd	Sumter	SC	29154	(803) 775-6725
* Surfside Commons	Pompadour, Inc.	2707 Beaver Run Blvd	Surfside Beach	SC	29575	(843) 650-8711
Hampton Village	In His Most Holy Service, LLC	2801 Wade Hampton Blvd	Taylors	SC	29687	(864) 292-0200
Graystone Crossing	Ronona, LLC	2435 Hwy 160 W	Tega Cay	SC	29708	(803) 802-3920
Shoppes at Travelers Rest	Carolina Hair Care, Inc.	2 Benton Rd	Travelers Rest	SC	29690	(864) 610-9112
* Dreher Plaza	GC Brothers, LLC	104 Dreher Rd	West Columbia	SC	29169	(803) 791-9081
Lamont Strip	Snip, Inc.	3307 7th Ave SE	Aberdeen	SD	57401	(605) 262-1075
Village Square Mall	Kathryn Underwood	1831 6th St	Brookings	SD	57006	(605) 692-2289
Mitchell	Snip, Inc.	1007 E Spruce St	Mitchell	SD	57301	(605) 292-0230
* Rushmore Crossing	Spice Investment Group, Inc.	951 Eglin Street	Rapid City	SD	57701	(605) 718-4278
* Westridge Plaza	Spice Investment Group, Inc.	2626 W Main St	Rapid City	SD	57702	(605) 716-6266
* Black Hills Center	Spice Investment Group, Inc.	36 E Stumer Rd	Rapid City	SD	57701	(605) 721-5544
West Side Plaza	FMGSD, LLC	5227 W 26th St	Sioux Falls	SD	57106	(605) 362-9345
South Cliff Plaza	FMGSD, LLC	5016 S Cliff Ave	Sioux Falls	SD	57108	(605) 332-7363
Village on Louise	FMGSD, LLC	5027 S Louise Ave	Sioux Falls	SD	57108	(605) 271-7110
41st and Holly	FMGSD, LLC	2310 W 41st St	Sioux Falls	SD	57105	(605) 330-0431
East Ridge Mall	FMGSD, LLC	1604 S Sycamore Ave	Sioux Falls	SD	57110	(605) 334-7549
Willow Creek Plaza	FMGSD, LLC	929 29th St SE	Watertown	SD	57201	(605) 882-3840
Yanktons Best	Snip, Inc.	3100 Broadway Ave	Yankton	SD	57078	(605) 689-0132
* Market Mall	102167324 SASKATCHEWAN LTD	2325 Preston Ave S	Saskatoon	SK	S7J 2G1	(306) 954-9994
* Crabtree Commons	Great Salons of Knoxville, Inc.	443 Marilyn Ln	Alcoa	TN	37701	(865) 982-4038
Owen Place	1413 Development Corp, LLC	300 Hutton Place	Ashland City	TN	37015	(615) 792-8881
Bartlett	Tyson Transformations, LLC	6600 Stage Rd	Bartlett	TN	38134	(901) 443-5961
Maryland Farms	L D Clips, Inc.	101 Creekside Xing	Brentwood	TN	37027	(615) 376-5051
Concord Village	McRocket, LLC	10642 Concord Rd	Brentwood	TN	37027	(615) 941-4476
Cool Springs	McRocket, LLC	8113 Moores Ln	Brentwood	TN	37027	(615) 377-8009
* The Pinnacle	Gartner Development Group, LLC	412 Pinnacle Pkwy	Bristol	TN	37620	(423) 573-2547
* 1401 Volunteer Parkway	Gartner Development Group, LLC	1401 Volunteer Pkwy	Bristol	TN	37620	(423) 573-9880
Overlook at Hamilton Place	LEWCON, LLC	2288 Gunbarrel Rd	Chattanooga	TN	37421	(423) 892-4944
Village at Waterside	LEWCON, LLC	2372 Lifestyle Way	Chattanooga	TN	37421	(423) 541-1400
Signal Mountain Village	Wildfire, LLC	541 Signal Mountain Rd	Chattanooga	TN	37405	(423) 266-3232
North Shore	Wildfire, LLC	400 N Market St	Chattanooga	TN	37405	(423) 752-2247
Lookout Valley Village	Wildfire, LLC	3536 Cummings Highway	Chattanooga	TN	37419	(423) 822-0122
Sango Square	1413 Development Corp, LLC	920 Highway 76	Clarksville	TN	37043	(931) 542-0422
Madison Street Commons	1413 Development Corp, LLC	1769 Madison St	Clarksville	TN	37043	(931) 245-2756
Tower Crossing	Blue Ridge Development Partners, LLC	110 Needmore Rd	Clarksville	TN	37040	(931) 802-8838
Great Escape Plaza	Blue Ridge Development Partners, LLC	1780 Tiny Town Rd	Clarksville	TN	37042	(931) 647-0960
Shoppes at Peachers Mill	Blue Ridge Development Partners, LLC	1488 Tiny Town Rd	Clarksville	TN	37042	(931) 221-0014
Quin Lane	Blue Ridge Development Partners, LLC	100 Quin Ln	Clarksville	TN	37042	(931) 802-2615
Mouse Creek Crossing	Wildfire, LLC	645 Paul Huff Pkwy NW	Cleveland	TN	37312	(423) 478-8777
Ocoee Crossing	Wildfire, LLC	229 Ocoee Xing NW	Cleveland	TN	37312	(423) 559-2555
Sterling Pointe	Wildfire, LLC	2326 Treasury Dr	Cleveland	TN	37323	(423) 473-2856
* Tanner Place	Great Salons of Knoxville, Inc.	110 Tanner Place	Clinton	TN	37716	(865) 457-2776
Collierville	Tyson Transformations, LLC	3601 S Houston Levee Rd	Collierville	TN	38017	(901) 853-9000
Columbia WalMart Center	McRocket, LLC	2150 Brookmeade Dr	Columbia	TN	38401	(931) 388-9991

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Columbia Square Kroger Center	McRocket, LLC	833 Nashville Hwy	Columbia	TN	38401	(931) 388-9600
Willow Bend	1413 Development Corp, LLC	518 S Willow Ave	Cookeville	TN	38501	(931) 372-8248
Jackson Square	1413 Development Corp, LLC	447 S Jefferson Ave	Cookeville	TN	38501	(931) 559-2547
Cordova	Tyson Transformations, LLC	1691 N Germantown Pkwy	Cordova	TN	38018	(901) 379-8382
* The Crossings	Great Salons of Knoxville, Inc.	36 Crossings Way	Crossville	TN	38555	(931) 707-3693
Hallcrest Plaza	McRocket, LLC	409 Hwy 46 S	Dickson	TN	37055	(615) 446-0040
Olympic Plaza	HIGG AND SONS LLC	1130 Hwy 51 Bypass	Dyersburg	TN	38024	(731) 334-5317
* The Center at West Elk Avenue	Gartner Development Group, LLC	1514 West Elk Avenue	Elizabethton	TN	37643	(423) 518-1170
Fairview	Oak Images, LLC	7020 City Center Way	Fairview	TN	37062	(615) 799-2200
* Brooklawn Village	Great Salons of Knoxville, Inc.	137 Brooklawn St	Farragut	TN	37934	(865) 966-8498
Reid Hill Commons	L D Clips, Inc.	1441 New Hwy 96 W	Franklin	TN	37064	(615) 790-4006
Fieldstone Farms	L D Clips, Inc.	2020 Fieldstone Pkwy	Franklin	TN	37069	(615) 791-1000
Thoroughbred Square	McRocket, LLC	3021 Mallory Ln	Franklin	TN	37067	(615) 771-5177
Alexander Plaza	McRocket, LLC	1203 Murfreesboro Rd	Franklin	TN	37064	(615) 591-5599
Gallatin Village Green	McRocket, LLC	565-B Village Green Dr	Gallatin	TN	37066	(615) 206-1889
Greensboro Village	McRocket, LLC	1483 Nashville Pike	Gallatin	TN	37066	(615) 451-4637
The Shops at Windsong	McRocket, LLC	229 Maharris Dr	Gallatin	TN	37066	(615) 989-1958
Germantown	Tyson Transformations, LLC	7716 Poplar Ave	Germantown	TN	38138	(901) 907-0461
Northcreek Kroger Commons	McRocket, LLC	105 Northcreek Blvd	Goodlettsville	TN	37072	(615) 859-4100
* Crockett Crossing	Gartner Development Group, LLC	2775 E Andrew Johnson Hwy	Greeneville	TN	37745	(423) 787-0844
* Harriman Retail Center	Great Salons of Knoxville, Inc.	1835 Griffith Dr	Harriman	TN	37748	(865) 248-8122
Glenbrook Centre	McRocket, LLC	1050 Glenbrook Way	Hendersonville	TN	37075	(615) 826-1011
Maple Row Shopping Center	McRocket, LLC	235 E Main St	Hendersonville	TN	37075	(615) 431-0791
Dollar General Market Shopping Center	1413 Development Corp, LLC	4457 Lebanon Pike	Hermitage	TN	37076	(615) 391-0068
Northtowne Center	LEWCON, LLC	5450 Highway 153	Hixson	TN	37343	(423) 876-0600
Oak Park Town Center	LEWCON, LLC	5756 Hwy 153	Hixson	TN	37343	(423) 877-6161
Creek Plantation Village	LEWCON, LLC	5928 Hixson Pike	Hixson	TN	37343	(423) 842-1700
* Jacksboro Square	Great Salons of Knoxville, Inc.	2844 Appalachian Hwy	Jacksboro	TN	37757	(423) 352-6119
* West Towne Commons	TBW Enterprises, LLC	19 Stonebrook Place	Jackson	TN	38305	(731) 300-0090
* South Jackson	TBW Enterprises, LLC	2058 South Highland Ave	Jackson	TN	38305	(731) 240-1675
* Jefferson Place	Great Salons of Knoxville, Inc.	642 E Broadway Blvd	Jefferson City	TN	37760	(865) 475-0911
* Shoppes at West Market	Gartner Development Group, LLC	3101 W Market St	Johnson City	TN	37604	(423) 328-0244
* Crossings Pointe	Gartner Development Group, LLC	3120 Peoples St	Johnson City	TN	37604	(423) 328-0423
* Kingsport Pavilion	Gartner Development Group, LLC	2626 E Stone Dr	Kingsport	TN	37660	(423) 343-7760
* Northshore Town Center	Great Salons of Knoxville, Inc.	2024 Town Center Blvd	Knoxville	TN	37922	(865) 531-7800
* Tate's Gallery	Great Salons of Knoxville, Inc.	1035 N Cedar Bluff Rd	Knoxville	TN	37923	(865) 690-1683
* Northwest Plaza	Great Salons of Knoxville, Inc.	4421 Western Ave	Knoxville	TN	37921	(865) 521-6463
* Halls Crossroads	Great Salons of Knoxville, Inc.	7426 Norris Freeway	Knoxville	TN	37938	(865) 377-3098
* Sherrill Hill Center	Great Salons of Knoxville, Inc.	113 Moss Grove Blvd	Knoxville	TN	37922	(865) 200-4890
* Millertown	Great Salons of Knoxville, Inc.	5334 Millertown Pike	Knoxville	TN	37924	(865) 281-3667
* Fountain View Plaza	Great Salons of Knoxville, Inc.	5218 N Broadway St	Knoxville	TN	37918	(865) 219-6959
* Hardin Station	Great Salons of Knoxville, Inc.	10661 Hardin Valley Road	Knoxville	TN	37932	(865) 851-9721
* South Grove	Great Salons of Knoxville, Inc.	7638 Mountain Grove Dr	Knoxville	TN	37920	(865) 573-8038
* Parkside Station	Great Salons of Knoxville, Inc.	11657 Parkside Dr	Knoxville	TN	37934	(865) 777-0582
Lawrenceburg Commons	Oak Images, LLC	1718 N Locust Ave	Lawrenceburg	TN	38464	(931) 766-0308
Westview Plaza	McRocket, LLC	1416 W Main St	Lebanon	TN	37087	(615) 449-5490
Hickory Ridge Shopping Center	McRocket, LLC	443 Highway 109	Lebanon	TN	37090	(615) 547-9443
* Franklin Center	Great Salons of Knoxville, Inc.	835 Highway 321 N	Lenoir City	TN	37771	(865) 988-5688
Walmart Center Lewisburg	Oak Images, LLC	1364 N Ellington Pkwy	Lewisburg	TN	37091	(931) 422-7003
* Madisonville Plaza Shopping Center	Great Salons of Knoxville, Inc.	111 Kefauver Ln	Madisonville	TN	37354	(423) 545-9041
Hunt Creek Commons	1413 Development Corp, LLC	2526 Hillsboro Blvd	Manchester	TN	37355	(931) 723-7072
* Market Place 411	Great Salons of Knoxville, Inc.	2322 Market Place Dr	Maryville	TN	37801	(865) 981-1613
Cumberland Plaza	McRocket, LLC	1339 Smithville Hwy	McMinnville	TN	37110	(931) 507-2550
Poplar/Kirby	Tyson Transformations, LLC	1811 Kirby Parkway	Memphis	TN	38138	(901) 249-8579
Millington	Tyson Transformations, LLC	8570 US Hwy 51 N	Millington	TN	38053	(901) 872-2008
* Cherokee Crossing	Great Salons of Knoxville, Inc.	140 Hatfield Dr	Morristown	TN	37814	(423) 839-0137
* Crockett Square	Great Salons of Knoxville, Inc.	468 Crockett Trace Dr	Morristown	TN	37813	(423) 254-1628
Mt. Juliet Village	1413 Development Corp, LLC	11201 Lebanon Rd	Mount Juliet	TN	37122	(615) 758-3142
South Providence	McRocket, LLC	650 S Mt Juliet Rd	Mount Juliet	TN	37122	(615) 288-3062
Irongate Village-Kroger Center	1413 Development Corp, LLC	2353 Memorial Blvd	Murfreesboro	TN	37129	(615) 895-6896
Rutherford Crossing	1413 Development Corp, LLC	2042 New Lascassas Pike	Murfreesboro	TN	37130	(615) 895-1344
Stonetrace Commons	1413 Development Corp, LLC	2441R Old Fort Pkwy	Murfreesboro	TN	37128	(615) 494-1300
Innsbrooke	K D Enterprises, Inc.	2910 S Church St	Murfreesboro	TN	37127	(615) 895-4199
Westlawn Pavilion	Pateras, LLC	5241 Veteran Pkway	Murfreesboro	TN	37128	(615) 203-6002
Fortress Landing	Pateras, LLC	1141 Fortress Blvd	Murfreesboro	TN	37128	(615) 603-7607
Lion Head Village	1413 Development Corp, LLC	54 White Bridge Rd	Nashville	TN	37205	(615) 352-8144
Donelson Crossings	1413 Development Corp, LLC	2330 Lebanon Pike	Nashville	TN	37214	(615) 457-2138
Nippers Corner	L D Clips, Inc.	5537 Edmondson Pike	Nashville	TN	37211	(615) 315-8700
East Nashville	L D Clips, Inc.	1214 Gallatin Avenue	Nashville	TN	37206	(615) 750-2937
Melrose	L D Clips, Inc.	2613 Franklin Pike	Nashville	TN	37204	(615) 678-4400
Trace Creek Commons	McRocket, LLC	8123 Hwy 100	Nashville	TN	37221	(615) 673-2291
Belleuve Place SC	McRocket, LLC	7657 Hwy 70 S	Nashville	TN	37221	(615) 673-9350
* Newport Towne Center	Great Salons of Knoxville, Inc.	136 Newport Towne Ctr	Newport	TN	37821	(423) 623-9443
* Clifford Center	Great Salons of Knoxville, Inc.	435 S Illinois Ave	Oak Ridge	TN	37830	(865) 483-2020
Ooltewah Crossing	Wildfire, LLC	5910 Reagan Lane	Ooltewah	TN	37363	(423) 238-7660
The Enclave	Wildfire, LLC	1688 Ooltewah-Ringgold Rd	Ooltewah	TN	37363	(423) 287-6087
Snow Hill Village	Wildfire, LLC	5958 Snow Hill Rd	Ooltewah	TN	37363	(423) 910-0306
* Allison Crossing	Gartner Development Group, LLC	6591 Bristol Highway	Piney Flats	TN	37686	(423) 538-0275
Pleasant View Station	Blue Ridge Development Partners, LLC	6397 HWY 41A	Pleasant View	TN	37146	(615) 247-8441
* Emory View Shopping Center	Great Salons of Knoxville, Inc.	221 E Emory Rd	Powell	TN	37849	(865) 362-5223

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
* Food City Shops	Great Salons of Knoxville, Inc.	739 Dolly Parton Pkwy	Sevierville	TN	37862	(865) 429-6161
Main Street Shopping Center	K D Enterprises, Inc.	1832 Main St	Shelbyville	TN	37160	(931) 680-7400
Parkway Town Centre	Blue Ridge Development Partners, LLC	643 Presidents Place	Smyrna	TN	37167	(615) 220-9373
Lee Village	Blue Ridge Development Partners, LLC	1662 Lee Victory Pkwy	Smyrna	TN	37167	(615) 775-5644
Soddy Daisy Crossing	Wildfire, LLC	9332 Dayton Pike	Soddy Daisy	TN	37379	(423) 332-0555
Port Royal Kroger Center	McRocket, LLC	4886 Port Royal Rd	Spring Hill	TN	37174	(931) 486-1700
Spring Hill Publix Center	McRocket, LLC	4935 Main St	Spring Hill	TN	37174	(615) 302-0767
Springfield Station Kroger Center	McRocket, LLC	2552 Memorial Blvd	Springfield	TN	37172	(615) 382-9188
Forrest Gallery	K D Enterprises, Inc.	1905 N Jackson St	Tulahoma	TN	37388	(931) 393-2640
* Erwin Commons	Gartner Development Group, LLC	100 Rocky Bottom Dr	Unicoi	TN	37692	(423) 722-8866
White House Walmart Center	McRocket, LLC	810 Hwy 76	White House	TN	37188	(615) 285-7095
Merchants Central	K D Enterprises, Inc.	2631 Decherd Blvd	Winchester	TN	37398	(931) 968-1324
* Abilene 351	MegaClips, LLC	1780 Texas 351	Abilene	TX	79601	(325) 232-8497
* Abilene HEB	MegaClips, LLC	1389 Barrow St	Abilene	TX	79605	(325) 695-0998
Allen Angel	FSG Group, LLC	1512 E Exchange Pkwy	Allen	TX	75002	(972) 396-5800
Town Center Crossing	Radhe Kishan, Inc.	1314 W McDermott Dr	Allen	TX	75013	(972) 359-0144
Alvin Out Parcel	Alamda Ventures, LLC	173 Tovrea Rd	Alvin	TX	77511	(281) 331-6360
Soncy and 45th	Michael Hays	4280 S Soncy Rd	Amarillo	TX	79119	(806) 410-1687
Hillside	Michael Hays	6200 Hillside Rd	Amarillo	TX	79109	(806) 418-8579
Summit Shopping Center	Michael Hays	3300 S Coulter St	Amarillo	TX	79106	(806) 242-5477
Wolflin Village	Michael Hays	2613 Wolflin Ave	Amarillo	TX	79109	(806) 803-9407
Tradewind	Michael Hays	2200 SE 34th Ave	Amarillo	TX	79118	(806) 350-7540
Angleton	Chop It! LLC	1806 N Velasco St	Angleton	TX	77515	(979) 849-5402
Anna Town Center	Radhe Kishan, Inc.	2530 W White St	Anna	TX	75409	(469) 617-1890
Riverview Village	DFW Salons, LLC	2745 N Collins St	Arlington	TX	76006	(817) 583-6599
Sublett Kroger	DFW Salons, LLC	5335 W Sublett Rd	Arlington	TX	76017	(817) 563-5932
Cooper and Lamar	DFW Salons, LLC	965 W Lamar Blvd	Arlington	TX	76012	(817) 795-9898
Stanton Plaza	DFW Salons, LLC	4201 W Green Oaks Blvd	Arlington	TX	76016	(817) 563-2577
Arlington Highlands	First Clips, LLC	137 Merchants Row	Arlington	TX	76018	(817) 465-9999
Athens Plaza	Radhe Kishan, Inc.	1395 E Tyler St	Athens	TX	75751	(903) 960-5074
The Market at Parmer	Duc Do	12407 N Mopac Expy	Austin	TX	78758	(512) 719-3196
Techridge Plaza	Duc Do	13000 N IH 35	Austin	TX	78753	(512) 833-6536
Oaks at Slaughter	Mane Image, LLC	8601 South Congress Ave	Austin	TX	78745	(512) 992-0188
Tanglewood Village	Mane Image, LLC	2110 W Slaughter Ln	Austin	TX	78748	(512) 300-0050
Quinlan Crossing	Mane Image, LLC	5145 N FM 620	Austin	TX	78732	(512) 266-9221
Market District at Mueller	Mane Image, LLC	1801 E 51st St	Austin	TX	78723	(512) 480-0605
Belterra Village	Mane Image, LLC	165 Hargraves Dr	Austin	TX	78737	(737) 202-4395
Hancock Center	Mane Image, LLC	1000 E 41st St	Austin	TX	78751	(512) 394-5883
Stassney Heights	Mane Image, LLC	5510 S IH-35	Austin	TX	78745	(512) 992-1573
Escarpment Village	Mane Image, LLC	9600 Escarpment Blvd	Austin	TX	78749	(512) 288-2444
Plaza Volente	Mane Image, LLC	11521 N FM 620	Austin	TX	78726	(512) 250-5131
Old Quarry Village	Mane Image, LLC	3563 Far West Blvd	Austin	TX	78731	(512) 231-1325
Westgate	Waterloo Ventures, Inc.	4477 S Lamar Blvd	Austin	TX	78745	(512) 899-8188
Lakeline Market	Westend Holdings, Inc.	14028 N US 183	Austin	TX	78717	(512) 331-0412
Westpark Village	Westend Holdings, Inc.	7826 W US Hwy 290	Austin	TX	78736	(512) 291-2855
Parmer McNeil Plaza	Westend Holdings, Inc.	6301 W Parmer Ln	Austin	TX	78729	(512) 373-8658
The Plaza at Avery Ranch	Westend Holdings, Inc.	10621 W Parmer Ln	Austin	TX	78717	(512) 218-0030
West Creek Village	Westend Holdings, Inc.	4404 W William Cannon Dr	Austin	TX	78749	(512) 899-3105
Anderson Arbor Shoppes	Westend Holdings, Inc.	13435 US Hwy 183 N	Austin	TX	78750	(512) 401-2437
Westwood Shopping Center	Wilder Enterprises, Inc.	3267 Bee Cave Road	Austin	TX	78746	(512) 505-8222
Wellington Oaks	SandGar, LLC	913 Boyd Rd	Azle	TX	76020	(817) 752-2014
Lantana Town Center	Honking Dog, LLC	3501 FM 407 E	Bartonville	TX	76226	(940) 241-3700
Burleson Crossing	Mane Image, LLC	747 Hwy 71 W	Bastrop	TX	78602	(512) 332-2488
Baytown	DFW Salons, LLC	6503 Garth Rd	Baytown	TX	77521	(281) 837-5561
Harwood Central Village	PSP Resources, LLC	2105 Harwood Rd	Bedford	TX	76021	(817) 283-9898
Village of Bee Cave	Wilder Enterprises, Inc.	12400 State Highway 71 W	Bee Cave	TX	78738	(512) 263-0535
The Crossing Shopping Center	Sunset Rock, Inc.	901 N Interstate Hwy 35	Bellmead	TX	76705	(254) 424-9509
Belton Corners	Aristoxus, LLC	2608 N Main St	Belton	TX	76513	(254) 939-7771
Benbrook	MegaClips, LLC	344 Mercedes St	Benbrook	TX	76126	(817) 249-4500
* Big Spring	DFW Salons, LLC	2503 S Gregg St	Big Spring	TX	79720	(432) 517-4773
Shops of Boerne	Team Sailing, Inc.	1560 River Road	Boerne	TX	78006	(830) 331-9311
Menger Creek	Team Sailing, Inc.	1421 S Main St	Boerne	TX	78006	(830) 816-2234
Lemon Creek Ranch	You Sit We Clip, LLC	29252 IH 10 W	Boerne	TX	78006	(830) 368-4163
Bonham Retail	Radhe Kishan, Inc.	2008 State Hwy 121	Bonham	TX	75418	(903) 505-6768
Brenham Crossing	DFW Salons, LLC	920 US Hwy 290 E	Brenham	TX	77833	(979) 421-8087
* Brownwood	MegaClips, LLC	420 E Commerce St	Brownwood	TX	76801	(325) 203-5326
The Tejas Center	Sunset Rock, Inc.	725 E Villa Maria Rd	Bryan	TX	77802	(979) 779-9700
Colony Park	Sunset Rock, Inc.	2305 Boonville Rd	Bryan	TX	77808	(979) 776-8888
Brazos Marketplace	Sunset Rock, Inc.	631 N Harvey Mitchell Pkwy	Bryan	TX	77807	(979) 485-2982
Rylander Plaza	Mane Image, LLC	15550 S IH 35 Frontage Rd	Buda	TX	78610	(512) 295-7979
Bulverde Retail Park	Rockit Shears Inc.	115 Old Boerne Rd	Bulverde	TX	78163	(830) 438-7006
Burleson	MegaClips, LLC	1001 SW Wilshire Blvd	Burleson	TX	76028	(817) 295-3597
Hebron Parkway	First Clips, LLC	4009 Old Denton Rd	Carrollton	TX	75007	(972) 395-3983
Josey Ranch	First Clips, LLC	2150 N Josey Ln	Carrollton	TX	75006	(972) 323-1877
Josey Oaks Crossing	First Clips, LLC	4112 N Josey Ln	Carrollton	TX	75007	(972) 820-5669
Cedar Hill	MegaClips, LLC	445 E FM 1382	Cedar Hill	TX	75104	(972) 293-7132
Cedar Park Towne Center	Mane Image, LLC	100 E Whitestone Blvd	Cedar Park	TX	78613	(512) 986-7004
Cibolo Point	Rockit Shears Inc.	4470 Green Valley Road	Cibolo	TX	78108	(210) 257-8822
Buffalo Heights	Rockit Shears Inc.	813 Cibolo Valley Dr	Cibolo	TX	78108	(210) 233-1853
Cleburne Walmart	DFW Salons, LLC	1620 W Henderson St	Cleburne	TX	76033	(817) 526-5555

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Cleveland Walmart	DFW Salons, LLC	429 W Southline St	Cleveland	TX	77327	(832) 480-5053
Wolf Pen Plaza	Sunset Rock, Inc.	1901 Texas Ave S	College Station	TX	77840	(979) 693-8700
Tower Pointe	Sunset Rock, Inc.	4444 Hwy 6 S	College Station	TX	77845	(979) 690-7788
Town Center at Colleyville	First Clips, LLC	5611 Colleyville Blvd	Colleyville	TX	76034	(817) 498-7113
Conroe HEB #2	Hinan Corporation	3915 W Davis St	Conroe	TX	77304	(936) 756-7299
Town Plaza	Hinan Corporation	3600 FM 1488	Conroe	TX	77384	(281) 292-3900
Harpers Preserve	Windward Associates LLC	10160 Highway 242	Conroe	TX	77385	(936) 271-3297
Lotts Landing	Binepal Malhi Joint Ventures LLC	8320 FM 78	Converse	TX	78109	(210) 662-7016
Autumn Run	Jet Clips LLC	7215 N Loop 1604 E	Converse	TX	78109	(210) 236-7740
Valley Ranch Centre	FSG Group, LLC	820 S MacArthur Blvd	Coppell	TX	75019	(972) 598-0893
Point West	MacArthur Headhunters, Inc.	1575 S Belt Line Rd	Coppell	TX	75019	972-393-2213
Coppell Crossing	R&J Group Corporation	130 N Denton Tap Rd	Coppell	TX	75019	(972) 462-9370
Five Hills	Aristoxus, LLC	3010 E Hwy 190	Copperas Cove	TX	76522	(254) 518-5518
Kensington Square	FSG Group, LLC	4451 FM 2181	Corinth	TX	76210	(940) 498-4444
Everhart Park	ABE Management, LLC	6601 Everhart Rd	Corpus Christi	TX	78413	(361) 299-5680
Shops at La Palmera	ABE Management, LLC	4938 S Staples St	Corpus Christi	TX	78411	(361) 334-1790
Alameda HEB	You Sit We Clip, LLC	3133 S Alameda St	Corpus Christi	TX	78404	(361) 854-7328
Five Points Shopping Center	You Sit We Clip, LLC	4101 IH-69 Access Rd	Corpus Christi	TX	78410	(361) 248-4059
Corsicana Walmart	DFW Salons, LLC	3811 W Hwy 31	Corsicana	TX	75110	(903) 874-9225
Crosby Retail Center	S & S HairTrendz LLC	14405 FM 2100 Rd	Crosby	TX	77532	(281) 462-1600
Dollar Tree Plaza	SandGar, LLC	1201 E FM 1187	Crowley	TX	76036	(817) 297-4417
Bridgeland	D&J Worldwide, LLC	10531 Fry Rd	Cypress	TX	77433	(832) 653-2434
Barker Cypress Village	D&J Worldwide, LLC	8940 Barker Cypress Road	Cypress	TX	77433	(281) 815-5128
Cypress Village	First Clips, LLC	13113 Louetta Rd	Cypress	TX	77429	(281) 257-9660
Rock Creek	First Clips, LLC	14034 Grant Rd	Cypress	TX	77429	(281) 306-1119
Cypress Marketplace	Hinan Corporation	24320 Northwest Freeway 290	Cypress	TX	77429	(281) 256-8488
Fairfield HEB	Hinan Corporation	28404 NW Freeway	Cypress	TX	77433	(281) 304-4300
Casa Linda	First Clips, LLC	9540 Garland Rd	Dallas	TX	75218	(214) 320-8232
Ross Henderson Shopping Center	FSG Group, LLC	5334 Ross Ave	Dallas	TX	75206	(469) 399-7565
Prestonwood Town Center	FSG Group, LLC	5225 Belt Line Rd	Dallas	TX	75254	(972) 788-2197
High Point Crossing	FSG Group, LLC	6411 E Northwest Hwy	Dallas	TX	75231	(469) 206-3850
Frankford Pavilion	FSG Group, LLC	4520 Frankford Rd	Dallas	TX	75287	(972) 267-2547
The Village of Preston Hollow	FSG Group, LLC	4343 W Northwest Hwy	Dallas	TX	75220	(214) 654-0055
Old Town	FSG Group, LLC	5500 Greenville Ave	Dallas	TX	75206	(214) 363-1554
Lemmon Ave	Radhe Kishan, Inc.	4325 Lemmon Ave	Dallas	TX	75219	(972) 232-9817
Park Forest Northeast	Synectics, LLC	3767 Forest Ln	Dallas	TX	75244	(214) 584-6222
Market at Preston Forest	Synectics, LLC	6063 Forest Ln	Dallas	TX	75230	(972) 788-8189
Dominos Plaza	SandGar, LLC	700 W Hale Ave	Decatur	TX	76234	(940) 627-1112
Oak Tree Plaza	Honking Dog, LLC	1435 S Loop 288	Denton	TX	76205	(940) 483-9995
Hickory Creek Plaza	Kitty Paw, LLC	5017 Teasley Ln	Denton	TX	76210	(940) 380-9444
Rayzor Ranch Town Center	Kitty Paw, LLC	2735 W University Dr	Denton	TX	76201	(940) 243-0050
Clock Tower Square	Mane Image, LLC	1025 Cannon Drive	Dripping Springs	TX	78620	(512) 829-4524
South Texas Plaza	Raul Fernandez	300 S Bibb Ave	Eagle Pass	TX	78852	(830) 776-5222
El Campo	DFW Salons, LLC	3604 West Loop	El Campo	TX	77437	(979) 578-9558
* Tierra del Este Center	BAD HAT LLC	12244 Montana Ave	El Paso	TX	79938	(915) 225-2485
* La Villita on Mesa	BAD HAT LLC	6801 N Mesa St	El Paso	TX	79912	(915) 444-5060
* Lower Valley	BAD HAT LLC	501 N Zaragoza Rd	El Paso	TX	79907	(915) 313-7322
* Emerald Park Plaza	BAD HAT LLC	13034 Eastlake Dr	El Paso	TX	79928	(915) 307-7653
* Eastlake Marketplace	BAD HAT LLC	13371 Gateway West Blvd	El Paso	TX	79928	(915) 313-7320
* Zaragoza	BAD HAT LLC	3560 N Zaragoza Rd	El Paso	TX	79938	(915) 252-4373
* West Towne Marketplace	BAD HAT LLC	6450 Desert Blvd N	El Paso	TX	79912	(915) 270-9274
* The Fountains at Farah	BAD HAT LLC	8889 Gateway Blvd W	El Paso	TX	79925	(915) 225-0629
Frontier Crossing	A3M Holdings LLC	1342 W Highway 290	Elgin	TX	78621	(512) 285-0051
Ennis Walmart	DFW Salons, LLC	800 E Ennis Ave	Ennis	TX	75119	(972) 876-4008
Eules	DFW Salons, LLC	1060 N Main St	Eules	TX	76039	(817) 685-1008
Heritage Towne Crossing	First Clips, LLC	1301 W Glade Rd	Eules	TX	76039	(817) 545-3339
Valley View Central	Synectics, LLC	13260 Josey Lane	Farmers Branch	TX	75234	(469) 521-1223
Fate Village	GCXG, Inc.	4970 E I-30	Fate	TX	75189	(469) 338-5376
Cross Timbers Village	AHA Ventures, LLC	4251 Cross Timbers Rd	Flower Mound	TX	75028	(972) 691-0100
Marketplace at Flower Mound	AHA Ventures, LLC	2311 Cross Timbers Rd	Flower Mound	TX	75028	(972) 691-0700
The Highlands Shopping Center	First Clips, LLC	2221 Justin Rd	Flower Mound	TX	75028	(972) 355-5107
Forney Kroger Market Place	Licky's LLC	485 Marketplace Blvd	Forney	TX	75126	(469) 602-5333
* Freedom Crossing	BAD HAT LLC	1617 Pleasonton Rd	Fort Bliss	TX	79906	(915) 225-2464
Fort Cavazos Exchange Service	Aristoxus, LLC	4250 Clear Creek Blvd	Fort Cavazos	TX	76544	(254) 285-2066
Texas Motor Speedway	DFW Salons, LLC	3556 Highway 114	Fort Worth	TX	76177	(817) 567-3337
Ridgmar Centre	DFW Salons, LLC	2400 Lands End Blvd	Fort Worth	TX	76116	(817) 569-9922
Trinity Commons	DFW Salons, LLC	3000 S Hulen St	Fort Worth	TX	76109	(817) 377-1810
Hulen Pointe	DFW Salons, LLC	6207 Oakmont Blvd	Fort Worth	TX	76132	(817) 263-8023
Chapel Hill	FSG Group, LLC	4601 West Fwy	Fort Worth	TX	76107	(817) 570-9099
Heritage Trace	Kitty Paw, LLC	3400 Texas Sage Trl	Fort Worth	TX	76177	(817) 750-4444
Basswood Crossing	Kitty Paw, LLC	7451 N Beach St	Fort Worth	TX	76137	(817) 232-3095
Clifford Retail Center	Kitty Paw, LLC	301 Clifford Center Dr	Fort Worth	TX	76108	(817) 246-4011
Timberland	Kitty Paw, LLC	12584 N Beach St	Fort Worth	TX	76244	(817) 741-4444
Chisholm Trail Ranch	Kitty Paw, LLC	9609 Red Dirt Rd	Fort Worth	TX	76123	(817) 615-9643
Presidio Town Crossing	Kitty Paw, LLC	8901 Tehama Ridge Pkwy	Fort Worth	TX	76177	(817) 750-2211
The Boswell Marketplace	La Corrida Investments, LLC	4624 W Bailey Boswell Rd	Fort Worth	TX	76179	(817) 378-4864
Left Bank Market	Synectics, LLC	628 Harrold St	Fort Worth	TX	76107	(682) 200-2469
Eastchase Market	Synectics, LLC	1550 Eastchase Pkwy	Fort Worth	TX	76120	(817) 764-7255
Friendswood Crossing	Alamda Ventures, LLC	104 W Parkwood Ave	Friendswood	TX	77546	(281) 482-1885
Legacy Center	FSG Group, LLC	5729 Lebanon Rd	Frisco	TX	75034	(972) 335-0095

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Frisco Marketplace	FSG Group, LLC	7010 Preston Rd	Frisco	TX	75034	(214) 387-4644
Westside Market	Kitty Paw, LLC	5570 FM 423	Frisco	TX	75036	(469) 362-2999
Custer Star	Kitty Paw, LLC	15962 Eldorado Pkwy	Frisco	TX	75035	(972) 547-9966
Teel Village	Kitty Paw, LLC	8811 Teel Pkwy	Frisco	TX	75036	(214) 872-4400
Eldorado Market Place	Licky's LLC	11901 Dallas Pkwy	Frisco	TX	75033	(469) 535-3007
Coit Main Plaza	Synectics, LLC	8949 Coit Rd	Frisco	TX	75035	(469) 384-7906
Great Lakes Gainesville	GCXG, Inc.	905 E Hwy 82	Gainesville	TX	76240	(940) 665-1669
Shiloh Springs	FSG Group, LLC	6850 Shiloh Rd	Garland	TX	75044	(972) 496-6653
Firewheel Market	FSG Group, LLC	4280 Lavon Dr	Garland	TX	75040	(972) 530-7000
Cedar Breaks	Mane Image, LLC	4506 Williams Dr	Georgetown	TX	78633	(512) 863-5871
Wolf Ranch	Mane Image, LLC	1013 W University Ave	Georgetown	TX	78628	(512) 863-3439
Oak Meadows Marketplace	Mane Image, LLC	5725 Williams Dr	Georgetown	TX	78633	(512) 763-8254
Bar W	Wilder Enterprises, Inc.	19372 Ronald Reagan Blvd	Georgetown	TX	78628	(512) 528-4280
Granbury South	MegaClips, LLC	405 E Hwy 377	Granbury	TX	76048	(817) 579-8300
Granbury North	MegaClips, LLC	3801 E US Hwy 377	Granbury	TX	76049	(682) 205-3702
Great Southwest Shopping Center	First Clips, LLC	4045 S Great Southwest Pkwy	Grand Prairie	TX	75052	(972) 206-2821
Carrier Towne Crossing	First Clips, LLC	3950 S Carrier Pkwy	Grand Prairie	TX	75052	(972) 642-2547
Lake Prairie Town Crossing	First Clips, LLC	5232 S State Hwy 360	Grand Prairie	TX	75052	(972) 660-2222
Park Place	La Corrida Investments, LLC	2100 West NW Hwy	Grapevine	TX	76051	(817) 416-2547
Kari Beth Krossing	GCXG, Inc.	3210 I 30	Greenville	TX	75402-7009	(903) 453-8070
Gun Barrel City	DFW Salons, LLC	1307 W Main St	Gun Barrel City	TX	75156	(903) 802-7000
Market Heights	Mane Image, LLC	201 E Central Texas Expy	Harker Heights	TX	76548	(254) 699-3858
Stillhouse Plaza	Mane Image, LLC	980 E Knights Way	Harker Heights	TX	76548	(254) 698-1088
Five Points Crossing	PSP Resources, LLC	2488 Avondale Haslet Rd	Haslet	TX	76052	(817) 847-9898
Heath Towne Village Shopping Center	Radhe Kishan, Inc.	455 Laurence Dr	Heath	TX	75032	(469) 400-2242
Helotes Town Center	Team Sailing, Inc.	9708 Business Pkwy	Helotes	TX	78023	(210) 372-9330
Hewitt Walmart	Sunset Rock, Inc.	231 E Enterprise	Hewitt	TX	76643	(254) 424-9767
Hondo Village	Team Sailing, Inc.	166 Menefee St	Hondo	TX	78861	(830) 426-3633
* Horizon Crossing	BAD HAT LLC	13660 Horizon Blvd	Horizon City	TX	79928	(915) 774-5501
Summerwood	Chop It! LLC	12661 W Lake Houston Pkwy	Houston	TX	77044	(281) 436-1374
Meyerland Commons	Chop It! LLC	4960 Beechnut St	Houston	TX	77096	(713) 349-0120
The Plaza on San Felipe	DFW Salons, LLC	1705 S Voss Rd	Houston	TX	77057	(713) 393-7942
249 & West Crossing	Ethereal Holdings LLC	6405 West Rd	Houston	TX	77086	(281) 406-8940
Village Plaza at Bunker Hill	JZJ Delight, Inc.	9774 Katy Frwy	Houston	TX	77055	(713) 468-4951
Heights Marketplace	JZJ Delight, Inc.	174 Yale St	Houston	TX	77007	(281) 974-2748
Katy Green	Nick and Sam Clips Inc.	19227 Katy Freeway	Houston	TX	77094	(832) 321-3393
Shops at Vintage	S & S HairTrendz LLC	10850 Louetta Rd	Houston	TX	77070	(281) 251-0400
Ashford Center	Windward Associates LLC	12545 Briar Forest Dr	Houston	TX	77077	(281) 870-1765
Merchant's Park	Windward Associates LLC	1417 W 11th St	Houston	TX	77008	(713) 426-9044
Shops at Oak Forest	Windward Associates LLC	1210 W 43rd St	Houston	TX	77018	(713) 812-7577
Sawyer Heights Village	Windward Associates LLC	1923 Taylor St	Houston	TX	77007	(713) 802-0229
Spring Shadows	Windward Associates LLC	2755 Gessner Rd	Houston	TX	77080	(281) 888-2460
Shops at Hudson Oaks	Kitty Paw, LLC	100 S Oakridge Dr	Hudson Oaks	TX	76087	(817) 599-9300
Atasca Oaks	Alamda Ventures, LLC	6306 FM 1960 Rd E	Humble	TX	77346	(281) 812-4888
Ravenwood Shopping Center	B&R Clips LLC	229 IH 45 S	Huntsville	TX	77340	(936) 500-8493
North Hurst	DFW Salons, LLC	775 Grapevine Hwy	Hurst	TX	76054	(817) 503-2325
Precinct Line Center	Wetnose, LLC	1320 Precinct Line Rd	Hurst	TX	76053	(817) 282-5002
Hanson's Corner	Westend Holdings, Inc.	210 Ed Schmidt Blvd	Hutto	TX	78634	(512) 642-3634
Star Ranch Market	Westend Holdings, Inc.	2098 Muirfield Bend Dr	Hutto	TX	78634	(512) 712-5755
MacArthur Park Shopping Center	MacArthur Headhunters, Inc.	7447 N MacArthur Blvd	Irving	TX	75063	(972) 869-0633
* Jackson Street	Radhe Kishan II Inc.	1314 S Jackson St	Jacksonville	TX	75766	(903) 505-3889
Joshua	MegaClips, LLC	1036 S Broadway St	Joshua	TX	76058	(817) 487-4788
Shops at Katy Reserve	Chop It! LLC	1721 Spring Green Blvd	Katy	TX	77494	(346) 387-6127
Bay Hill	CVS Enterprises, LLC	1450 W Grand Pkwy S	Katy	TX	77494	(281) 392-1110
Cross Creek Ranch	DFW Salons, LLC	5102 FM 1463 Rd	Katy	TX	77494	(346) 707-8105
Thor Ranch	DFW Salons, LLC	9555 Spring Green Blvd	Katy	TX	77494	(832) 913-3442
Grand Morton Town Center	DFW Salons, LLC	22720 Morton Ranch Rd	Katy	TX	77449	(832) 321-3664
Highland Knolls	Katy Clips, Inc.	2020 S Fry Rd	Katy	TX	77450	(281) 647-6760
Katy Mills	Revive Cuts, LLC	25116 Market Place Dr	Katy	TX	77494	(832) 437-5010
The Shops at Kings Fort	Radhe Kishan, Inc.	100 Kings Fort Pkwy	Kaufman	TX	75142	(972) 968-7133
Keller Town Crossing	Kitty Paw, LLC	940 Keller Parkway (Hwy - 1709)	Keller	TX	76248	(817) 431-4646
Kenedy Station	Raul Fernandez	131 Business Park Blvd	Kenedy	TX	78119	(830) 583-0313
Kerrville Junction	You Sit We Clip, LLC	1304 Junction Hwy	Kerrville	TX	78028	(830) 792-0400
* Stonecreek Plaza	Radhe Kishan II Inc.	1101 Stone St	Kilgore	TX	75662	(469) 885-0102
Killeen Marketplace	Aristoxus, LLC	1103 W Stan Schlueter Loop	Killeen	TX	76549	(254) 781-2083
Killeen Crossing	Aristoxus, LLC	3650 W Stan Schlueter Loop	Killeen	TX	76549	(254) 519-1768
Expressway Plaza	Mane Image, LLC	1200 Lowes Blvd	Killeen	TX	76542	(254) 245-8671
Kingwood Place	Horse Thieving Investments, Inc.	20045 Northpark Dr	Kingwood	TX	77339	(281) 318-7193
Kingwood	Horse Thieving Investments, Inc.	4521 Kingwood Dr	Kingwood	TX	77345	(281) 973-9543
Kyle Marketplace	Westend Holdings, Inc.	5401 S FM 1626	Kyle	TX	78640	(512) 268-0300
The Shops at Spencer	Chop It! LLC	8920 Spencer Hwy	La Porte	TX	77571	(832) 780-0916
Lake Jackson Commons	Chop It! LLC	121 Highway 332 W	Lake Jackson	TX	77566	(979) 285-2075
Lake Worth	DFW Salons, LLC	3980 Boat Club Rd	Lake Worth	TX	76135	(817) 237-4831
Lakeway Towne Center	Mane Image, LLC	2410 RR 620 S	Lakeway	TX	78734	(512) 263-9003
Lampasas Walmart	Aristoxus, LLC	1708 Central Texas Expressway	Lampasas	TX	76550	(512) 564-5004
Encino Plaza	Krishna 2 Franchising, LLC	1211 E Del Mar Blvd	Laredo	TX	78041	(956) 568-1202
South Shore Marketplace	Horse Thieving Investments, Inc.	2640 E League City Pkwy	League City	TX	77573	(281) 334-7170
W League City Pkwy at Hobbs	Windward Associates LLC	1940 W League City Pkwy	League City	TX	77573	(713) 858-3427
Gateway at Leander	Westend Holdings, Inc.	1395 Hwy 183	Leander	TX	78641	(512) 260-7294
Market at Valley Parkway	FSG Group, LLC	1079 W FM 3040	Lewisville	TX	75067	(214) 488-8371

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

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Lakepointe Towne Crossing	FSG Group, LLC	729 Hebron Pkwy	Lewisville	TX	75057	(214) 488-0434
Liberty Crossing	Alamda Ventures, LLC	2137 Highway 146 Bypass	Liberty	TX	77575	(936) 641-9416
Liberty Hill Water Tower	Westend Holdings, Inc.	14125 W Hwy 29	Liberty Hill	TX	78642	(512) 548-6393
* Centennial Marketplace	Radhe Kishan II Inc.	120 Centennial Blvd	Lindale	TX	75771	(903) 505-1193
Little Elm Towne Crossing	Honking Dog, LLC	2700 E Eldorado Pkwy	Little Elm	TX	75068	(972) 292-0600
Gateway Plaza	Rockit Shears Inc.	7529 N Loop 1604 E	Live Oak	TX	78233	(210) 657-2547
Chisholm Trail	Westend Holdings, Inc.	1906 S Colorado St	Lockhart	TX	78644	(512) 359-4146
* Gilmer Road	Radhe Kishan II Inc.	2306 Gilmer Road	Longview	TX	75604	(903) 399-4029
* Longview Towne Crossing	Radhe Kishan II Inc.	3088 N Eastman Rd	Longview	TX	75605	(903) 470-0551
* North Kingsgate Center	PAJ, Inc.	4210 82nd St	Lubbock	TX	79423	(806) 795-2100
* Lubbock Commons	PAJ, Inc.	6319 82nd St	Lubbock	TX	79424	(806) 783-0769
* University Place	PAJ, Inc.	601 University Ave	Lubbock	TX	79401	(806) 747-3212
* Cooper Crossing	PAJ, Inc.	12811 Indiana Avenue	Lubbock	TX	79423	(806) 701-4151
* 4th and Milwaukee	PAJ, Inc.	6309 4th St	Lubbock	TX	79416	(806) 788-5555
* HEB 114th and Quaker	PAJ, Inc.	4409 114th St	Lubbock	TX	79424	(806) 319-1366
* 19th and Quaker	PAJ, Inc.	1910 Quaker Ave	Lubbock	TX	79407	(806) 799-1777
Shops at Lucas	Rajiv Saxena	2650 West Lucas Rd	Lucas	TX	75002	(972) 521-6259
* Lufkin South Loop Shopping Center	Radhe Kishan II Inc.	4505 S Medford Dr	Lufkin	TX	75901	(936) 585-5419
* Lumberton	Chop It! LLC	104 S LHS Dr.	Lumberton	TX	77657	(409) 227-4464
Lytle Crossing	Team Sailing, Inc.	19585 IH 35 S	Lytle	TX	78052	(830) 772-5872
Heritage Green	Hinan Corporation	13650 FM 1488	Magnolia	TX	77354	(346) 703-9072
Magnolia	Hinan Corporation	6606 FM 1488 Rd	Magnolia	TX	77354	(936) 666-8113
Manor Commons	Duc Do	11828 Ring Dr	Manor	TX	78653	(512) 366-5236
The Commons	First Clips, LLC	990 Highway 287 N	Mansfield	TX	76063	(817) 453-4405
Matlock Center	First Clips, LLC	2851 Matlock Rd	Mansfield	TX	76063	(817) 453-5776
Manvel Town Center	Hinan Corporation	17221 Hwy 6	Manvel	TX	77578	(281) 643-6682
Northlake Plaza	Mane Image, LLC	2511 Highway 281	Marble Falls	TX	78654	(830) 201-4020
North Park Plaza	Radhe Kishan II Inc.	1806 East End Blvd North	Marshall	TX	75670	(903) 904-9238
380 Towne Crossing	GCXG, Inc.	2050 W University Dr	McKinney	TX	75071	(972) 548-9830
Shops at Eagle Point	Honking Dog, LLC	1521 N Custer Rd	McKinney	TX	75071	(972) 542-4454
Lake Forest Marketplace	Kitty Paw, LLC	1871 N Lake Forest Dr	McKinney	TX	75071	(214) 842-4425
McKinney Town Crossing	Radhe Kishan, Inc.	7645 Custer Rd	McKinney	TX	75070	(972) 727-9300
Eldorado Plaza	Radhe Kishan, Inc.	3001 Hardin Blvd	McKinney	TX	75070	(972) 548-2547
Market East Center	FSG Group, LLC	1515 N Town East Blvd	Mesquite	TX	75150	(469) 828-1601
Pioneer Plaza	FSG Group, LLC	701 E Cartwright Rd	Mesquite	TX	75149	(972) 288-2631
* Kimber Lea	DFW Salons, LLC	3408 Midkiff	Midland	TX	79705	(432) 247-5130
* North Midland	DFW Salons, LLC	4400 West Loop 250 N	Midland	TX	79707	(432) 247-1353
Midlothian	MegaClips, LLC	2020 FM 663	Midlothian	TX	76065	(972) 775-2211
Sharyland Towne Crossing	Shear Greatness TX LTD	2505 E Expressway 83	Mission	TX	78572	(956) 271-4149
Shops at Vicksburg	Alamda Ventures, LLC	9839 State Hwy 6	Missouri City	TX	77459	(281) 670-5920
Missouri City	Hinan Corporation	5836 Highway 6	Missouri City	TX	77459	(281) 403-2242
Mont Belvieu Marketplace	Hinan Corporation	9129 Eagle Drive	Mont Belvieu	TX	77523	(832) 501-2070
Buffalo Spring Marketplace	Hinan Corporation	20212 Eva St	Montgomery	TX	77356	(936) 597-4331
* Nacogdoches Marketplace I	Radhe Kishan II Inc.	4604 North St	Nacogdoches	TX	75965	(936) 585-5037
Shops at Clear Springs	AJ Odyssey Inc.	1761 TX 46 S	New Braunfels	TX	78130	(830) 312-7166
Walnut and County Line	Binopal Malhi Joint Ventures LLC	1187 W County Line Rd	New Braunfels	TX	78130	(830) 627-9407
HEB Shopping Center New Braunfels	Team Sailing, Inc.	244 FM 306	New Braunfels	TX	78130	(830) 620-9940
Westpointe Village	Team Sailing, Inc.	1659 TX-46 W	New Braunfels	TX	78132	(830) 608-1449
Caney Crossing	Alamda Ventures, LLC	20306 US HWY 59	New Caney	TX	77357	(832) 793-5245
Tarrant Parkway Plaza	Kitty Paw, LLC	8415 Davis Blvd	North Richland Hills	TX	76182	(817) 605-3444
* Faudree	DFW Salons, LLC	4103 Faudree Rd	Odessa	TX	79765	(432) 235-7019
Palestine Walmart	Radhe Kishan, Inc.	2213 S Loop 256	Palestine	TX	75801	(903) 394-8489
Park Row Place	Synectics, LLC	2504 W Park Row Dr	Pantego	TX	76013	(817) 460-1441
Paris Walmart	Synectics, LLC	3915 Lamar Ave	Paris	TX	75460	(903) 732-0026
The Crossing at 288	Alamda Ventures, LLC	10645 Broadway St	Pearland	TX	77584	(713) 436-0222
Centre at Broadway	Chop It! LLC	3320 Broadway St	Pearland	TX	77581	(281) 997-3400
Shadow Creek	DFW Salons, LLC	1799 Kirby Dr	Pearland	TX	77584	(281) 741-4487
Pflugerville Crossing	Wilder Enterprises, Inc.	1552 FM 685	Pflugerville	TX	78660	(512) 251-3447
* Plainview	PAJ, Inc.	1601 N I-27	Plainview	TX	79072	(806) 291-6960
Windhaven Plaza	First Clips, LLC	6009 W Parker Rd	Plano	TX	75093	(972) 403-1286
Independence Square	FSG Group, LLC	3100 Independence Pkwy	Plano	TX	75075	(972) 612-3488
Preston Village	FSG Group, LLC	8604 Preston Rd	Plano	TX	75024	(972) 668-2547
Legacy Plaza	FSG Group, LLC	6905 Coit Rd	Plano	TX	75024	(972) 208-9018
Signature Plaza	Honking Dog, LLC	9720 Coit Rd	Plano	TX	75025	(214) 387-6999
The Village of Los Rios	R2Y2M Clips, LLC	4013 14th St	Plano	TX	75074	(972) 633-8818
Preston Parker Crossing	Rajiv Saxena	3308 Preston Rd	Plano	TX	75093	(972) 798-7800
Coldwater Creek	Team Sailing, Inc.	2128 W Oaklawn Rd	Pleasanton	TX	78064	(830) 569-1993
* Park Central Crossing	Chop It! LLC	8425 Memorial Blvd	Port Arthur	TX	77640	(409) 237-5695
Shoppes at Porter	Alamda Ventures, LLC	23607 Kelly Joe Smith Rd	Porter	TX	77365	(281) 354-4940
Gates of Princeton	Radhe Kishan, Inc.	200 S Beauchamp Blvd	Princeton	TX	75407	(214) 843-8285
Windsong Ranch	Kitty Paw, LLC	4740 W University Dr	Prosper	TX	75078	(469) 715-6730
Gates of Prosper	Kitty Paw, LLC	750 Richland Blvd	Prosper	TX	75078	(972) 347-9997
Providence Shops	Kitty Paw, LLC	26621 US Hwy 380 W	Providence Village	TX	76227	(940) 488-5065
Red Oak	MegaClips, LLC	110 E Ovilla Rd	Red Oak	TX	75154	(972) 576-2772
Richland Village	FSG Group, LLC	904 Audelia Rd	Richardson	TX	75081	(972) 907-1208
Pavillion East Center	FSG Group, LLC	1920 N Coit Rd	Richardson	TX	75080	(972) 669-3935
Aliana	CVS Enterprises, LLC	10173 W Grand Pkwy S	Richmond	TX	77407	(281) 494-0284
Waterside	CVS Enterprises, LLC	8019 W Grand Pkwy S	Richmond	TX	77407	(281) 232-0020
Richmond Town Plaza	Hinan Corporation	3415 FM 762	Richmond	TX	77469	(832) 451-6186
Windswept Plaza	Bella-Z Management, LLC	2311 Highway 35 N	Rockport	TX	78382	(361) 450-0848

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Steger Towne Crossing	First Clips, LLC	888 Steger Towne Dr	Rockwall	TX	75032	(972) 771-8899
Shops at Stone Creek	Kitty Paw, LLC	3084 N Goliad St	Rockwall	TX	75087	(972) 722-6660
Shops at Palm Valley	Westend Holdings, Inc.	2150 E Palm Valley Blvd	Round Rock	TX	78665	(512) 388-8817
Round Rock Crossing	Wilder Enterprises, Inc.	3021 S Interstate Hwy 35	Round Rock	TX	78664	(512) 388-4844
Cat Hollow	Wilder Enterprises, Inc.	16720 Ranch Road 620	Round Rock	TX	78681	(512) 248-8909
Dalrock Crossing	Licky's LLC	6310 Dalrock Rd	Rowlett	TX	75088	(972) 463-1786
Liberty Crossing	Licky's LLC	5701 President George Bush Hwy	Rowlett	TX	75089	(214) 607-1786
Walmart Royse City	Honking Dog, LLC	556 W I-30	Royse City	TX	75189	(469) 723-5007
Shops at Woodbridge	Kitty Paw, LLC	8040 Woodbridge Pkwy	Sachse	TX	75048	(972) 442-0661
Basswood Village	La Corrida Investments, LLC	900 N Blue Mound Rd	Saginaw	TX	76131	(817) 847-7570
* Sherwood	DFW Salons, LLC	5582 Sherwood Way	San Angelo	TX	76901	(325) 227-6964
* Stadium Park	DFW Salons, LLC	2009 Knickerbocker Rd	San Angelo	TX	76904	(325) 617-5258
MacArthur Plaza	AJ Odyssey Inc.	3131 Nacogdoches Rd	San Antonio	TX	78217	(210) 988-2970
Alon Town Centre	AJ Odyssey Inc.	10003 NW Military Hwy	San Antonio	TX	78231	(210) 444-9508
Sonterra Park Market	AJ Odyssey Inc.	1321 N Loop 1604 E	San Antonio	TX	78232	(210) 491-0600
City Base West	AJ Odyssey Inc.	2611 SE Military Dr	San Antonio	TX	78223	(210) 333-0077
Bulverde Crossing	Binopal Malhi Joint Ventures LLC	18010 Bulverde Rd	San Antonio	TX	78259	(210) 664-0919
O'Connor Crossing	Binopal Ventures LLC	11403 O'Connor Road	San Antonio	TX	78233	(210) 401-3512
Nacogdoches Village	Clip Clip Boom LLC	13909 Nacogdoches Rd	San Antonio	TX	78217	(210) 657-4247
Churchill Estates Crossing	G & D Clippers LLC	15502 Huebner Rd	San Antonio	TX	78248	(210) 493-9543
Northtowne SC	G & D Clippers LLC	6900 San Pedro Ave	San Antonio	TX	78216	(210) 824-7176
Valley Hi at Loop 410	Jet Clips LLC	306 Valley Hi Dr	San Antonio	TX	78227	(210) 247-7525
Westpointe	Jet Clips LLC	8603 Hwy 151	San Antonio	TX	78245	(210) 255-8900
Westlakes	Jet Clips LLC	8223 Marbach Rd	San Antonio	TX	78227	(210) 670-8000
Cross Creek Shopping Center	Jet Clips LLC	9115 Grissom Rd	San Antonio	TX	78251	(210) 314-6406
Kallison Ranch	Jet Clips LLC	14048 FM 471	San Antonio	TX	78253	(210) 251-3448
Marbach Plaza	Jet Clips LLC	10910 Marbach Rd	San Antonio	TX	78245	(210) 467-5002
Shops at Stevens Ranch	Raul Fernandez	14244 Potranco Rd	San Antonio	TX	78253	(210) 701-8805
Foster Wal	Rockit Shears Inc.	6658 Summer Fest Dr	San Antonio	TX	78244	(210) 474-6343
Rigsby & Loop 410 Retail	Rockit Shears Inc.	5313 Rigsby Ave	San Antonio	TX	78222	(210) 595-1114
Galm Village	Rockit Shears Inc.	11590 Galm Rd	San Antonio	TX	78254	(210) 390-7676
Woodlawn Ave	Rockit Shears Inc.	3031 W Woodlawn Ave	San Antonio	TX	78228	(210) 563-6622
Fossil Creek	Rockit Shears Inc.	22250 Bulverde Rd	San Antonio	TX	78261	(210) 497-4247
Grosen Crossing Center	Rockit Shears Inc.	12370 Potranco Rd	San Antonio	TX	78253	(210) 236-8514
Woodlake Crossing	Rockit Shears Inc.	6251 Woodlake Pkwy	San Antonio	TX	78244	(210) 666-2400
Westwood Shopping Center	Rockit Shears Inc.	11019 Culebra Rd	San Antonio	TX	78254	(210) 946-7676
Potranco Village Center	Rockit Shears Inc.	430 W Loop 1604 N	San Antonio	TX	78251	(210) 236-8545
Stone Ridge Market	Rockit Shears Inc.	20821 US Hwy 281 N	San Antonio	TX	78258	(210) 399-7676
Magic Shopping Center	Rockit Shears Inc.	5122 Fredericksburg Rd	San Antonio	TX	78229	(210) 524-0061
Bandera Court	Rockit Shears Inc.	7531 Bandera Rd	San Antonio	TX	78238	(210) 637-9077
Castle Hills Oaks Shopping Center	Rockit Shears Inc.	1973 NW Loop 410	San Antonio	TX	78213	(210) 277-0060
Potranco Crossing	Rockit Shears Inc.	9827 Potranco Rd	San Antonio	TX	78251	(210) 334-0032
New Territories	Rockit Shears Inc.	8181 Tezel Rd	San Antonio	TX	78250	(210) 521-4247
Marketplace	Rockit Shears Inc.	5601 Bandera Rd	San Antonio	TX	78238	(210) 684-9699
Grove at Alamo Ranch	Rockit Shears Inc.	11841 Alamo Ranch Pkwy	San Antonio	TX	78253	(210) 236-5530
HEB Shopping Center	Team Sailing, Inc.	5910 Babcock Rd	San Antonio	TX	78240	(210) 561-2847
The RIM Shopping Center	Team Sailing, Inc.	18427 RIM Dr	San Antonio	TX	78257	(210) 561-5774
Palo Alto	Team Sailing, Inc.	8526 IH 35 S	San Antonio	TX	78211	(210) 616-4139
Wilderness Oak	Team Sailing, Inc.	23522 Wilderness Oak	San Antonio	TX	78258	(210) 468-3366
Sunset Square	Team Sailing, Inc.	1530 Austin Hwy	San Antonio	TX	78218	(210) 248-9925
McCreless Market	Team Sailing, Inc.	4130 S New Braunfels Ave	San Antonio	TX	78223	(210) 533-2900
Market at Boerne Stage	Team Sailing, Inc.	24175 I-10 West	San Antonio	TX	78257	(210) 698-6088
Southpark Village	Team Sailing, Inc.	6994 S Zarzamora St	San Antonio	TX	78224	(210) 922-7797
Blanco Center	Team Sailing, Inc.	11910 Blanco Rd	San Antonio	TX	78213	(210) 455-0700
Sunset Ridge	Team Sailing, Inc.	6334 N New Braunfels Ave	San Antonio	TX	78209	(210) 822-4850
Thousand Oaks Centre	Team Sailing, Inc.	2953 Thousand Oaks Dr	San Antonio	TX	78247	(210) 491-9740
De Zavala Corners	Team Sailing, Inc.	6390 De Zavala Rd	San Antonio	TX	78249	210-455-0509
Brook Hollow	Team Sailing, Inc.	15102 San Pedro Ave	San Antonio	TX	78232	(210) 545-2547
SA Crossing	Team Sailing, Inc.	11654 Bandera Rd	San Antonio	TX	78250	(210) 451-5010
Village at Blanco	You Sit We Clip, LLC	1160 N Loop 1604 W	San Antonio	TX	78248	(210) 492-1389
The Colonnade Shopping Center	You Sit We Clip, LLC	9817 IH-10 W	San Antonio	TX	78230	(210) 277-8959
Northern Hills Shopping Center	You Sit We Clip, LLC	12311 Nacogdoches Rd	San Antonio	TX	78217	(210) 635-0000
Huebner Commons	You Sit We Clip, LLC	11703 Huebner Rd	San Antonio	TX	78230	(210) 561-1300
Stone Creek Crossing	Mane Image, LLC	750 Barnes Dr	San Marcos	TX	78666	(512) 392-4429
Springtown Shopping Center	Sunset Rock, Inc.	1180 Thorpe Ln	San Marcos	TX	78666	(512) 392-3488
Tri County SC	Rockit Shears Inc.	6018 FM 3009	Schertz	TX	78154	(210) 654-8100
Seagoville	Radhe Kishan, Inc.	340 US 175	Seagoville	TX	75159	(972) 287-2522
Seguin Best Center	Team Sailing, Inc.	751 Best Dr	Seguin	TX	78155	(830) 433-4543
Seguin Corners	Team Sailing, Inc.	574 S Highway 123 Byp	Seguin	TX	78155	(830) 303-5560
* Sherman Town Center	Synectics, LLC	4114 Hwy 75 N	Sherman	TX	75090	(903) 487-4222
Southlake Town Square	Wetnose, LLC	1232 Prospect St	Southlake	TX	76092	(817) 416-1646
Spring Plaza	A&K Companies LLC	2019 Spring Stuebner Rd	Spring	TX	77389	(832) 585-1110
Spring Town Center	Chop It! LLC	21212 Kuykendahl Rd	Spring	TX	77379	(281) 528-7472
Kleinwood Center	DFW Salons, LLC	7312 Louetta Rd	Spring	TX	77379	(832) 698-4676
Pines of Gleanloch Farms	Hinan Corporation	8620 Spring Cypress Rd	Spring	TX	77379	(281) 826-0040
Birnam Woods	Horse Thieving Investments, Inc.	4057 Riley Fuzzell Rd	Spring	TX	77386	(281) 771-5523
Imperial Oaks	Horse Thieving Investments, Inc.	2211 Rayford Rd	Spring	TX	77386	(281) 298-2833
The Grid	First Clips, LLC	11229 W. Airport Blvd	Stafford	TX	77477	(281) 245-0055
Stephenville	MegaClips, LLC	100 Wolfe Nursery Rd	Stephenville	TX	76401	(254) 918-5200
Telfair HEB Sugarland	Alamda Ventures, LLC	510 Highway 6	Sugar Land	TX	77478	(281) 980-2098

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Sulphur Springs Corners	Radhe Kishan, Inc.	1707 S Broadway St	Sulphur Springs	TX	75482	(903) 363-4028
Jones Plaza	Wilder Enterprises, Inc.	3605 N Main St	Taylor	TX	76574	(512) 352-6741
Trinity Plaza	Aristoxus, LLC	7065 W Adams Ave	Temple	TX	76502	(254) 314-2076
Wildflower Court	Aristoxus, LLC	3614 SW H K Dodgen Loop	Temple	TX	76504	(254) 771-0222
Terrell Corners	Radhe Kishan, Inc.	1880 W Moore Ave	Terrell	TX	75160	(469) 474-7892
Lone Star Plaza	Radhe Kishan II Inc.	404 Walton Drive	Texasarkana	TX	75501	(903) 314-5051
Shops of Texas City	Chop It! LLC	3512 Palmer Hwy	Texas City	TX	77590	(409) 229-1732
Village Corners	First Clips, LLC	3751 Main St	The Colony	TX	75056	(972) 624-6700
Pinecroft Center	Alamda Ventures, LLC	9300 Six Pines R	The Woodlands	TX	77380	(281) 419-9956
Grogan's Forest Center	Alamda Ventures, LLC	25114 Grogan's Mill Rd	The Woodlands	TX	77380	(281) 296-0555
Sterling Ridge	D&J Worldwide, LLC	6700 Woodlands Pkwy	The Woodlands	TX	77382	(281) 362-5021
Augusta Woods	D&J Worldwide, LLC	25760 Kuykendahl Rd	Tomball	TX	77375	(832) 534-8810
HEB Tomball	First Clips, LLC	1400 Graham Dr	Tomball	TX	77375	(281) 255-8855
Trophy Club Plaza	Kitty Paw, LLC	301 Trophy Lake Dr	Trophy Club	TX	76262	(817) 490-8882
* Oak Hills	Radhe Kishan II Inc.	7002 Highlands Ln	Tyler	TX	75703	(903) 939-0633
* Shoppes at Shiloh	Radhe Kishan II Inc.	5011 Troup Hwy	Tyler	TX	75707	(903) 939-0270
* Pine Corners	Radhe Kishan II Inc.	3853 State Hwy 64	Tyler	TX	75704	(903) 363-7653
* The Village at Cumberland Park	Radhe Kishan II Inc.	8982 S Broadway Ave	Tyler	TX	75703	(903) 328-8239
Kitty Hawk	Rockit Shears Inc.	902 Kitty Hawk	Universal City	TX	78148	(210) 658-3061
Uvalde Shopping Center	Team Sailing, Inc.	3250 East Main St	Uvalde	TX	78801	(830) 261-5786
* North Victoria	DFW Salons, LLC	8902 N Navarro St	Victoria	TX	77904	(361) 894-6736
Woodway Plaza	Sunset Rock, Inc.	824 Hewitt Dr	Waco	TX	76712	(254) 732-2437
Lakewood Center	Sunset Rock, Inc.	1230 N Valley Mills Dr	Waco	TX	76710	(254) 424-9791
Valley Mills HEB	Sunset Rock, Inc.	1821 S Valley Mills Dr	Waco	TX	76711	(254) 424-9742
Watauga Towne Crossing	Kitty Paw, LLC	8028 Denton Hwy 377	Watauga	TX	76148	(817) 427-8874
Richland Commons	La Corrida Investments, LLC	6801 Rufe Snow Dr	Watauga	TX	76148	(817) 788-0342
Waxahachie	MegaClips, LLC	1035 N Hwy 77	Waxahachie	TX	75165	(972) 938-2004
Weatherford Commons	Synectics, LLC	1968 S Main St	Weatherford	TX	76086	(817) 594-9499
Baybrook Marketplace	Chop It! LLC	1827 W Bay Area Blvd	Webster	TX	77598	(281) 316-2080
* Whitehouse Town Center	Radhe Kishan II Inc.	601 Hwy 110 N	Whitehouse	TX	75791	(903) 839-1133
* Gabriella's Square	Kitty Paw, LLC	2710 Central East Freeway	Wichita Falls	TX	76306	(940) 500-4444
* Dollar Tree Plaza	Kitty Paw, LLC	5120 Greenbriar Rd	Wichita Falls	TX	76302	(940) 500-4280
* Market Street Plaza	Kitty Paw, LLC	3701 Fairway Blvd	Wichita Falls	TX	76310	(940) 285-5530
* Wichita Square	Kitty Paw, LLC	3916 Kemp Blvd	Wichita Falls	TX	76308	(940) 386-1162
Market at Willis	Hinan Corporation	12360 Interstate 45 N	Willis	TX	77378	(936) 272-1037
Walzem Walmart	Raul Fernandez	5007 Parkcrest Dr	Windcrest	TX	78218	(210) 650-0809
Woodbridge Crossing	Honking Dog, LLC	3400 W FM 544	Wylie	TX	75098	(972) 429-6556
Wylie	R2Y2M Clips, LLC	430 S Hwy 78	Wylie	TX	75098	(972) 886-8403
The Meadows	RK Ajer Ventures, LLC	484 N 950 W	American Fork	UT	84003	(801) 756-6370
Gateway Crossing	Hutchinson-Hill, LC	302 S 500 W	Bountiful	UT	84010	(801) 292-5908
Legacy Plaza	JSW Enterprises, LLC	894 W 1150 S	Brigham City	UT	84302	(435) 239-7234
Providence Center	RK Ajer Ventures, LLC	1380 S Providence Center Dr	Cedar City	UT	84720	(435) 865-0405
Cedar City Town Center	RK Ajer Ventures, LLC	96 N Main St	Cedar City	UT	84720	(435) 867-4410
Cedar Hills Town Center	Sail-On Ventures, LLC	4723 W Cedar Hills Dr	Cedar Hills	UT	84062	(801) 756-7168
Marketplace Drive	Hutchinson-Hill, LC	310 N Marketplace Dr	Centerville	UT	84014	(801) 294-7346
Hillside Plaza	Ajer's Investment Management Corpor	2418 E Fort Union Blvd	Cottonwood Heights	UT	84121	(801) 453-9993
Brighton Point Shopping Center	JNL Ventures, Inc.	3426 E Bengal Blvd	Cottonwood Heights	UT	84121	(385) 308-8968
Hidden Valley Shopping Center	Hutchinson-Hill, LC	1186 E Draper Parkway Blvd	Draper	UT	84020	(801) 572-5051
Bangerter Crossing	Hutchinson-Hill, LC	129 E 13800 S Bangerter Hwy	Draper	UT	84020	(801) 495-9434
Draper Plaza	Jenick, Inc.	11483 S State St	Draper	UT	84020	(801) 572-1944
Marketplace at Eagle Mountain Town	RK Ajer Ventures, LLC	1385 East Eagle Mountain Blvd	Eagle Mountain	UT	84005	(801) 789-7000
Parkway Crossroads	RK Ajer Ventures, LLC	3535 Ranches Pkwy	Eagle Mountain	UT	84005	(801) 789-5000
Foxglove	Hutchinson-Hill, LC	1286 N Hwy 89	Farmington	UT	84025	(801) 451-9622
Heber City Plaza	Hutchinson-Hill, LC	520 N Main St	Heber City	UT	84032	(435) 654-5590
Herriman Town Center	JNL Ventures, Inc.	5534 W 13400 S	Herriman	UT	84065	(801) 302-1535
Lone Peak Village	Sail-On Ventures, LLC	5435 W 11000 N	Highland	UT	84003	(801) 763-1273
Grand Circle Plaza	RK Ajer Ventures, LLC	1141 W State St	Hurricane	UT	84737	(435) 635-1517
Cougar Place	Hutchinson-Hill, LC	4914 W 6200 S	Kearns	UT	84118	(801) 963-1500
Wyndom Square	Hutchinson-Hill, LC	1330 E Hwy 193	Layton	UT	84040	(801) 771-4000
Fort Lane Village	Jenick, Inc.	210 S Fort Ln	Layton	UT	84041	(801) 499-5888
Lehi Macey's Center	RK Ajer Ventures, LLC	785 E 200 S	Lehi	UT	84043	(801) 768-8234
Center Pointe	Sail-On Ventures, LLC	1678 E SR 92	Lehi	UT	84043	(801) 768-2115
West Bench Plaza	Ajer's Investment Management Corpor	8047 W 3500 S	Magna	UT	84044	(801) 250-1191
Riverwalk	Ajer's Investment Management Corpor	7157 S Bingham Junction Blvd	Midvale	UT	84047	(801) 255-7522
Union Heights	Ajer's Investment Management Corpor	7686 Union Park Ave	Midvale	UT	84047	(801) 233-8766
Park Centre	Ajer's Investment Management Corpor	6917 S 1300 E	Midvale	UT	84047	(801) 562-5925
Pointe at 53rd	Hutchinson-Hill, LC	5293 S State St	Murray	UT	84107	(801) 261-9207
North Logan Shoppes	JSW Enterprises, LLC	63 E 1600 N	North Logan	UT	84341	(435) 753-2470
North Ogden	Sail-On Ventures, LLC	352 E 2600 N	North Ogden	UT	84414	(801) 782-6083
Commons of Ogden	Jenick, Inc.	145 W 12th St	Ogden	UT	84404	(801) 627-4444
The Orchards	Hutchinson-Hill, LC	834 E 800 N	Orem	UT	84097	(801) 765-4757
Northgate Village	Hutchinson-Hill, LC	1156 W 800 N	Orem	UT	84057	(801) 802-2227
In Store Walmart - Orem	RK Ajer Ventures, LLC	1355 Sandhill Road	Orem	UT	84058	(801) 224-0556
Newpark Center	Hutchinson-Hill, LC	1182 Center Dr	Park City	UT	84098	(435) 658-2980
Payson	RK Ajer Ventures, LLC	904 S Grower's Grove Blvd	Payson	UT	84651	(801) 465-1841
Pleasant Grove	Sail-On Ventures, LLC	881 W State Rd	Pleasant Grove	UT	84062	(801) 785-2740
Creek View Plaza	Hutchinson-Hill, LC	634 W Price River Dr	Price	UT	84501	(435) 637-8800
Providence Town Center	Hutchinson-Hill, LC	2 N Highway 165	Providence	UT	84332	(435) 787-9777
Brigham's Landing	JNL Ventures, Inc.	1774 N University Pkwy	Provo	UT	84604	(801) 377-7788
Provo Town Center	RK Ajer Ventures, LLC	1330 S University Ave	Provo	UT	84601	(801) 607-2929

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Richfield Retail Center	Hutchinson-Hill, LC	178 W 1500 S, Ste 120	Richfield	UT	84701	(435) 633-9009
River Village	Jenick, Inc.	1140 W Riverdale Rd	Riverdale	UT	84405	(801) 392-9322
Riverton Plaza	JNL Ventures, Inc.	1742 W 12600 S	Riverton	UT	84065	(385) 787-1776
Rose Creek Crossing	JNL Ventures, Inc.	3673 W 13400 S	Riverton	UT	84065	(801) 446-2820
Homestead Pavilion	Jenick, Inc.	6050 S 3500 W	Roy	UT	84075	(385) 393-8062
Brickyard Plaza	Hutchinson-Hill, LC	3292 S 1300 E	Salt Lake City	UT	84106	(801) 485-0903
721 Center	Hutchinson-Hill, LC	2120 S 700 E	Salt Lake City	UT	84106	(801) 484-2208
Olympus Hills	Hutchinson-Hill, LC	3951 S Wasatch Blvd	Salt Lake City	UT	84124	(801) 277-9910
Mill Creek Plaza	Hutchinson-Hill, LC	863 E 4500 S	Salt Lake City	UT	84107	(801) 288-8847
9th and 9th	Hutchinson-Hill, LC	906 E 900 S	Salt Lake City	UT	84105	(801) 575-8580
Foothill Village	Hutchinson-Hill, LC	1400 S Foothill Blvd	Salt Lake City	UT	84108	(801) 583-7696
East Village SC	Hutchinson-Hill, LC	2065 S 2300 E	Salt Lake City	UT	84108	(801) 486-7311
The Family Center	Hutchinson-Hill, LC	532 E 400 S	Salt Lake City	UT	84102	(801) 359-4013
Maceys Holladay	Jenick, Inc.	4534 S Highland Dr	Salt Lake City	UT	84117	(801) 272-8202
Little Cottonwood	JNL Ventures, Inc.	1910 E 9400 S	Sandy	UT	84093	(801) 748-1422
Harmons Santa Clara	RK Ajer Ventures, LLC	3542 Pioneer Pkwy	Santa Clara	UT	84765	(435) 656-4747
Westfield Saratoga	RK Ajer Ventures, LLC	153 W Crossroads Blvd	Saratoga Springs	UT	84045	(385) 287-0432
Apple Creek Square	JSW Enterprises, LLC	876 S Main St	Smithfield	UT	84335	(435) 554-3477
Trail Crossing	Hutchinson-Hill, LC	5414 W Daybreak Pkwy	South Jordan	UT	84009	(385) 237-3664
Harvest Village	Hutchinson-Hill, LC	10384 S River Heights Dr	South Jordan	UT	84095	(801) 280-1243
Town Common	JNL Ventures, Inc.	1588 W South Jordan Pkwy	South Jordan	UT	84095	(801) 253-2547
Cross Point	Hutchinson-Hill, LC	5737 S Harrison Blvd	South Ogden	UT	84403	(801) 479-5556
Country Hills	Hutchinson-Hill, LC	4281 Harrison Blvd	South Ogden	UT	84403	(801) 225-8046
Canyon Creek	Sail-On Ventures, LLC	1226 N Canyon Creek Pkwy	Spanish Fork	UT	84660	(385) 200-8336
Dinosaur Crossing	RK Ajer Ventures, LLC	599 S Mall Dr	St. George	UT	84790	(435) 627-9622
Sunset Plaza	RK Ajer Ventures, LLC	1973 W Sunset Blvd	St. George	UT	84770	(435) 652-0999
Rimrock Market Place	RK Ajer Ventures, LLC	335 S River Rd	St. George	UT	84790	(435) 688-1234
Syracuse Center	Jenick, Inc.	899 W 1700 S	Syracuse	UT	84075	(801) 825-1606
Crossowne Center	JNL Ventures, Inc.	5443 S Redwood Rd	Taylorsville	UT	84123	(385)347-5154
Tooele Towne Center	Sail-On Ventures, LLC	978 N Main St	Tooele	UT	84074	(435) 843-9410
Diamond Mountain Shopping Center	Ajer's Investment Management Corpor	1152 W Hwy 40	Vernal	UT	84078	(435) 781-1110
Telegraph Square	RK Ajer Ventures, LLC	520 W Telegraph St	Washington City	UT	84780	(435) 627-9090
Jordan Landing	Ajer's Investment Management Corpor	7211 Plaza Center Dr	West Jordan	UT	84084	(801) 282-3150
The Highlands	Hutchinson-Hill, LC	5688 W 7800 S	West Jordan	UT	84081	(801) 280-6675
Smiths on 90th	JNL Ventures, Inc.	1824 W 9000 S	West Jordan	UT	84088	(801) 890-0673
West Point Marketplace	Jenick, Inc.	185 N 2000 W	West Point	UT	84015	(801) 820-5358
Oquirrh View	Hutchinson-Hill, LC	5633 W 6200 S	West Valley	UT	84118	(801) 963-4477
West Valley Pavilion	Ajer's Investment Management Corpor	2592 S 5600 W	West Valley City	UT	84128	(801) 968-0699
Hunter Park Plaza	Ajer's Investment Management Corpor	3536 S 5600 W	West Valley City	UT	84120	(801) 967-3367
Willowwood	Hutchinson-Hill, LC	3573 W 3500 S	West Valley City	UT	84119	(801) 966-5100
Woods Cross Shopping Center	Hutchinson-Hill, LC	618 W 2600 S	Woods Cross	UT	84087	(801) 292-2285
* The Meadows	Gartner Development Group, LLC	105 Cook Street	Abingdon	VA	24210	(276) 206-8625
Festival at Manchester Lakes	Takaluco LLC	7001J Manchester Blvd	Alexandria	VA	22310	(571) 257-6205
Altavista Commons	Jesse Johnson Inc.	105 Clarion Road	Altavista	VA	24517	(434) 369-6900
Shoppes of Appomattox	Jesse Johnson Inc.	7793 Richmond Hwy	Appomattox	VA	24522	(434) 664-2026
Pentagon Row	Takaluco LLC	1101 S Joyce St	Arlington	VA	22202	(703) 414-5664
Centro Arlington	Takaluco LLC	950 S George Mason Drive	Arlington	VA	22204	(703) 268-2445
Broadlands Marketplace	Rikhi Professional Cuts, LLC	43300 Southern Walk Plz	Ashburn	VA	20148	(703) 723-9390
Ashbrook Marketplace	Rikhi Professional Cuts, LLC	44170 Ashbrook Marketplace Plaza	Ashburn	VA	20147	(571) 291-3723
Ashland Square	Mirus, LLC	111 Hill Carter Pkwy	Ashland	VA	23005	(804) 798-0771
Gables Shopping Center	Christopher Jeffords	1334 S Main St	Blacksburg	VA	24060	(540) 951-4247
Brambleton Town Center	Rikhi Professional Cuts, LLC	42395 Ryan Road	Brambleton	VA	20148	(703) 330-4658
* 5th Street Station	Medusa Too, LLC	265 Merchant Walk Square	Charlottesville	VA	22902	(434) 956-4986
Mt Pleasant Marketplace	LVMY Clips, LLC	1464 Mount Pleasant Rd	Chesapeake	VA	23322	(757) 482-6804
Green Tree Marketplace	LVMY Clips, LLC	473 Kempsville Rd	Chesapeake	VA	23320	(757) 382-5908
Chesapeake Square	Mirus, LLC	2628 Taylor Rd	Chesapeake	VA	23321	(757) 465-5700
Edinburgh North	Tidewater Clippers, LLC	236 Carmichael Way	Chesapeake	VA	23322	(757) 432-1006
Walmart Way Crossing	Tidewater Clippers, LLC	1437 Sam's Dr	Chesapeake	VA	23320	(757) 548-0119
Promenade at Cedar	Tidewater Clippers, LLC	1501 Cedar Rd	Chesapeake	VA	23322	(757) 609-3746
Bermuda Square	Mirus, LLC	12641 Jefferson Davis Highway	Chester	VA	23831	(804) 768-8882
Iron Bridge Marketplace	Mirus, LLC	10706 Iron Bridge Rd	Chester	VA	23831	(804) 717-9310
Hancock Village	Paradocs, Inc.	14632 Hancock Village St	Chesterfield	VA	23832	(804) 739-4299
Cosby Village	Paradocs, Inc.	7312 Cosby Village Rd	Chesterfield	VA	23832	(804) 464-3737
Southpark Crossing	Medusa Enterprises, Inc.	1058 Temple Ave	Colonial Heights	VA	23834	(804) 520-4420
Coleman Marketplace	Shear Investments, Inc.	165 Holt Garrison Parkway	Danville	VA	24540	(434) 835-2851
Turnpike Shopping Center	Meliorist Inc.	3989 Pickett Rd	Fairfax	VA	22031	(571) 407-7111
Graves Mill	Mountainview Cutters, LLC	18013 Forest Rd	Forest	VA	24551	(434) 439-4323
Central Park	Mirus, LLC	1477 Carl D Silver Pkwy	Fredericksburg	VA	22401	(540) 785-2522
Stafford Lakes	Mirus, LLC	9 Village Center Drive	Fredericksburg	VA	22406	(540) 752-1300
Harrison Crossing	Mirus, LLC	5731 Plank Rd	Fredericksburg	VA	22407	(540) 785-7711
Cosners Corner	Mirus, LLC	10127 Jefferson Davis Hwy	Fredericksburg	VA	22407	(540) 834-5550
Short Pump Village	Mirus, LLC	11438 W Broad St	Glen Allen	VA	23060	(804) 364-2424
Virginia Center Marketplace	Mirus, LLC	10104 Brook Rd	Glen Allen	VA	23059	(804) 261-9864
Fox Mill Centre	Bay Clips, Inc.	6826 Waltons Ln	Gloucester	VA	23061	(804) 699-3162
Coliseum Crossing	LVMY Clips, LLC	93 Coliseum Xing	Hampton	VA	23666	(757) 262-2112
Wythe Creek Shoppes	WINNING STYLES LLC	3355 Commander Shepard Blvd	Hampton	VA	23666	(757) 964-1482
Staples Mill Market Place	Mirus, LLC	9014 Staples Mill Rd	Henrico	VA	23228	(804) 755-4505
Wards Crossing	Jesse Johnson Inc.	120 Simons Run	Lynchburg	VA	24502	(434) 832-1117
Forest Plaza West	Mountainview Cutters, LLC	3207 Forrest Brook Rd	Lynchburg	VA	24501	(434) 385-8034
Madison Heights Square	Mountainview Cutters, LLC	163 Madison Heights Sq	Madison Heights	VA	24572	(434) 221-9739

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OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Shops at County Center	Rikhi Professional Cuts, LLC	12797 Galveston CT	Manassas	VA	20112	(703) 794-7465
Village of Martinsville Kroger	Shear Investments, Inc.	240 Commonwealth Blvd W	Martinsville	VA	24112	(276) 201-2903
Rutland Commons	Medusa Too, LLC	9357 Atlee Rd	Mechanicsville	VA	23116	(804) 730-1127
Creighton Crossing	Paradocs, Inc.	8005 Creighton Pkwy	Mechanicsville	VA	23111	(804) 559-2905
Chesterfield Crossing	Mirus, LLC	12229 Chattanooga Way	Midlothian	VA	23112	(804) 763-6500
Bellgrade	Paradocs, Inc.	11422 W Huguenot Rd	Midlothian	VA	23113	(804) 897-6400
Westchester Commons	Paradocs, Inc.	15507 Westchester Commons Way	Midlothian	VA	23113	(804) 378-4455
Patrick Henry Mall	Bay Clips, Inc.	12266 Jefferson Ave	Newport News	VA	23602	(757) 249-8964
Jefferson Commons	Bay Clips, Inc.	12551 Jefferson Avenue	Newport News	VA	23602	(757) 346-3199
Fort Eustis Shops	Bay Clips, Inc.	15488 Warwick Blvd	Newport News	VA	23608	(757) 330-2235
Hiddenwood	LVMY Clips, LLC	22 Hiddenwood Shopping Ctr	Newport News	VA	23606	(757) 223-9600
Corner Shops Ghent	Mirus, LLC	2000 Colonial Avenue	Norfolk	VA	23517	(757) 440-8611
Wards Corner	Tidewater Clippers, LLC	7550 Granby St	Norfolk	VA	23505	(757) 226-7686
East Beach Marketplace	Tidewater Clippers, LLC	7813 Shore Drive	Norfolk	VA	23518	(757) 937-6904
Little Creek	Tidewater Clippers, LLC	7870 Tidewater Dr	Norfolk	VA	23505	(757) 480-2887
Stonebridge Plaza	Medusa Enterprises, Inc.	151 Stonebridge Plaza Ave	North Chesterfield	VA	23225	(804) 745-6100
* Norton Commons	Gartner Development Group, LLC	617 Commonwealth Dr	Norton	VA	24273	(276) 325-0762
Marketplace Square	Bay Clips, Inc.	5905 High St W	Portsmouth	VA	23703	(757) 337-0756
Powhatan Shoppes at Southcreek	Clips 4 M and E, Inc.	1800 Southcreek One	Powhatan	VA	23139	(804) 379-1535
South Lakes Village Center	Meliorist Inc.	11130 South Lakes Dr.	Reston	VA	20191	(571) 490-3649
Oxbridge Square	Medusa Enterprises, Inc.	9909 Hull St Rd	Richmond	VA	23236	(804) 447-4705
Laburnum Park Shopping Center	Mirus, LLC	4376 S Laburnum Ave	Richmond	VA	23231	(804) 226-9300
Libbie Place	Paradocs, Inc.	5623 W Broad St	Richmond	VA	23230	(804) 288-3688
Towne Crossing	Paradocs, Inc.	11607 Midlothian Tpke	Richmond	VA	23113	(804) 379-5003
Kroger Center at Bonsack	Christopher Jeffords	3940 Valley Gateway Blvd	Roanoke	VA	24012	(540) 977-1107
Southwest Plaza	Christopher Jeffords	2022 Electric Rd	Roanoke	VA	24018	(540) 725-2007
Valley View	G.C Valley View, LLC	4753 Valley View Blvd NW	Roanoke	VA	24012	(540) 566-3533
Tanglewood	Southeast Salons, LLC	4464 Electric Rd	Roanoke	VA	24018	(540) 566-3055
Lakeside Plaza	Mountainview Cutters, LLC	155 Electric Ave	Salem	VA	24153	(540) 492-2482
Peacock Market Plaza	Rikhi Professional Cuts, LLC	43114 Peacock Market Plz	South Riding	VA	20152	(703) 327-5388
Doc Stone Commons	Mirus, LLC	309 Worth Ave	Stafford	VA	22556	(540) 657-7117
Cascades Overlook	DMV Professional Services LLC	21385 Epicerie Plz	Sterling	VA	20164	(571) 313-1125
Hampton Roads Crossing	Bay Clips, Inc.	1011 University Blvd	Suffolk	VA	23435	(757) 409-5891
Planters Station	Bay Clips, Inc.	3189 Godwin Blvd	Suffolk	VA	23434	(757) 809-0752
Suffolk Specialty Shops	Tidewater Clippers, LLC	1201 N Main St	Suffolk	VA	23434	(757) 934-9984
MarketSquare	Bay Clips, Inc.	2870 Virginia Beach Blvd	Virginia Beach	VA	23452	(757) 321-8157
Great Neck Square	Bay Clips, Inc.	2154 Great Neck Square	Virginia Beach	VA	23454	(757) 390-4537
Landstown Commons	Mirus, LLC	3380 Princess Anne Road	Virginia Beach	VA	23456	(757) 301-8437
Kroger Plaza	Mirus, LLC	4701 Shore Dr	Virginia Beach	VA	23455	(757) 216-6953
Nimmo Parkway	Mirus, LLC	2476 Nimmo Pkwy	Virginia Beach	VA	23456	(757) 430-6170
Kemps River Shopping Center	Tidewater Clippers, LLC	1255 Fordham Dr	Virginia Beach	VA	23464	(757) 226-7634
Towne Center Marketplace	Tidewater Clippers, LLC	4725 Virginia Beach Blvd	Virginia Beach	VA	23462	(757) 473-2122
Haygood Shopping Center	Tidewater Clippers, LLC	1085 Independence Blvd	Virginia Beach	VA	23455	(757) 460-4744
Redmill Commons	Tidewater Clippers, LLC	2137 Upton Dr	Virginia Beach	VA	23454	(757) 563-2887
Kempville Marketplace	Tidewater Clippers, LLC	4876 Princess Anne Rd	Virginia Beach	VA	23462	(757) 351-3344
Hilltop	Tidewater Clippers, LLC	1628 Laskin Rd	Virginia Beach	VA	23451	(757) 491-1666
Williamsburg	LVMY Clips, LLC	5223 Monticello Ave	Williamsburg	VA	23188	(757) 220-8111
Midtown Row	LVMY Clips, LLC	202A Monticello Ave	Williamsburg	VA	23185	(757) 920-5707
Lightfoot Marketplace	Medusa Enterprises, Inc.	6493 Centerville Rd	Williamsburg	VA	23188	(757) 233-2657
Winchester Gateway	DGLT Incorporated	370 Gateway Dr	Winchester	VA	22603	(540) 922-1121
Stonewall Plaza	DGLT Incorporated	170 Rivendell Ct	Winchester	VA	22603	(540) 723-8726
Nelson's Grant	Bay Clips, Inc.	409 Carrington Ln	Yorktown	VA	23692	(757) 243-8419
Kiln Creek	Bay Clips, Inc.	5007 Victory Blvd	Yorktown	VA	23693	(757) 369-8002
Mountain View	Brandeavor, LLC	18 Lower Mountain View Dr	Colchester	VT	5446	(802) 489-5373
Hannaford on Shelburne	Brandeavor, LLC	935 Shelburne Road	South Burlington	VT	5403	(802) 497-2135
Olympic Gateway Plaza	PNKLINK, Inc.	1119 East Wishkah St	Aberdeen	WA	98520	(360) 743-5078
Prairie Creek Village	Great Star, Inc.	20265 74th Ave NE	Arlington	WA	98223	(360) 435-3805
Lakeland Town Center	Zahoomi LLC	1414 Lake Tapps Pkwy E	Auburn	WA	98092	(253) 833-1607
Winslow Village	PNKLINK, Inc.	275 High School Rd NE	Bainbridge Island	WA	98110	(206) 780-5359
Mill Creek Town Center	Tambry Ventures Washington LLC	1214 SW Scotton Way	Battle Ground	WA	98604	(360) 723-0036
Factoria Village	Kanga, Inc.	3700 Factoria Blvd SE	Bellevue	WA	98006	(425) 502-8659
Kelsey Creek	Kanga, Inc.	15015 Main St	Bellevue	WA	98007	(425) 747-2889
Lincoln Street	Zahoomi Whatcom LLC	1251 Lincoln St	Bellingham	WA	98229	(360) 306-8366
North Bellingham Fred Meyer	Zahoomi Whatcom LLC	1231 W Bakerview Rd	Bellingham	WA	98226	(360) 752-0911
Bonney Lake Village	Kanga, Inc.	21251 SR 410 E	Bonney Lake	WA	98391	(253) 826-2363
Canyon Park Place	Deltennium Clips, LLC	22833 Bothell Everett Hwy	Bothell	WA	98021	(425) 485-2228
Bremerton Fred Meyer	PNKLINK, Inc.	5050 State Highway 303 NE	Bremerton	WA	98311	(360) 478-0958
Cross Court Center	Zahoomi Whatcom LLC	191 Cascade Mall Dr	Burlington	WA	98233	(360) 757-2916
Riverstone Marketplace	Tambry Ventures Washington LLC	19215 SE 34th St	Camas	WA	98607	(360) 253-5484
Centralia Center	Tambry Ventures Washington LLC	1114 View Ave	Centralia	WA	98531	(360) 736-1230
Twin City Town Center	Tambry Ventures Washington LLC	1640 Louisiana Ave NW	Chehalis	WA	98532	(360) 748-6425
Cheney Plaza	Red Hill, Inc.	2682 1st St	Cheney	WA	99004	(509) 559-5505
Bridge Street Plaza	Zahoomi Inland LLC	303 Bridge St	Clarkston	WA	99403	(509) 758-5556
Covington Safeway	Aplus Clips, LLC	16783 SE 272nd St	Covington	WA	98042	(253) 639-4690
Covington Fred Meyer	Aplus Clips, LLC	16729 SE 272nd Street	Covington	WA	98042	(253) 480-9054
Redondo Square	Zahoomi Pierce LLC	27047 Pacific Hwy S	Des Moines	WA	98198	(253) 529-8733
Duval Town Center	R Rock Marketing, Inc.	15420 Main Street	Duval	WA	98019	(425) 844-9571
Edmonds	R Rock Marketing, Inc.	22808 100th Ave W	Edmonds	WA	98020	(425) 775-4246
South Point Plaza	Fullpassport, LLC	10121 Evergreen Way	Everett	WA	98204	(425) 348-5950
Millenium Center	Lukasz Jachec	1519 132nd St SE	Everett	WA	98208	(425) 948-6748

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OPEN SALONS AS OF DECEMBER 31, 2024
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Silver Firs	PNKLINK, Inc.	5714 134th Place SE	Everett	WA	98208	(425) 948-6691
Hoyt Road	PNKLINK, Inc.	34024 Hoyt Rd SW	Federal Way	WA	98023	(253) 927-8600
Pavilion Centre	PNKLINK, Inc.	31519 Pacific Hwy S	Federal Way	WA	98003	(253) 946-8705
Ferndale Station	Zahoomi Whatcom LLC	1863 Main St	Ferndale	WA	98248	(360) 384-8061
Point Fosdick Square	PNKLINK, Inc.	4901 Point Fosdick Dr NW	Gig Harbor	WA	98335	(253) 853-1618
Gig Harbor Retail	PNKLINK, Inc.	11430 51st Ave NW	Gig Harbor	WA	98332	(253) 853-3338
Graham Square	PNKLINK, Inc.	10129 224th St E	Graham	WA	98338	(253) 847-8392
Grand Ridge Plaza	R Rock Marketing, Inc.	1567 Highlands Dr	Issaquah	WA	98029	(425) 394-4170
Klahanie Village	Zahoomi LLC	4578 Klahanie Dr SE	Issaquah	WA	98029	(425) 427-9239
Kenmore	Zahoomi LLC	6850 NE Bothell Way	Kenmore	WA	98028	(425) 482-6177
Clearwater Avenue Center	Decck, Inc.	4711 W Clearwater Ave	Kennewick	WA	99336	(509) 735-3335
Canyon Center	Decck, Inc.	3911 W 27th Ave	Kennewick	WA	99337	(509) 582-4937
Marketplace at Lake Meridian	Zahoomi LLC	12962 SE Kent Kangley Road	Kent	WA	98030	(253) 236-4001
Juanita Firs	Kanga, Inc.	10046 NE 137th St	Kirkland	WA	98034	(425) 820-7073
Market Square Shopping Center	Kanga, Inc.	720 Sleater Kinney Rd SE	Lacey	WA	98503	(360) 491-1661
Summerwalk Village	PNKLINK, Inc.	5128 Yelm Hwy SE	Lacey	WA	98503	(360) 456-2472
Hawk's Prairie	PNKLINK, Inc.	1350 Marvin Rd NE	Lacey	WA	98516	(360) 923-1171
Frontier Village	JJ Star, Inc.	721 State Route 9 NE	Lake Stevens	WA	98258	(425) 377-2885
Lakewood Towne Center	Cuts Unlimited Inc.	5720 Lakewood Towne Center Blvd SW	Lakewood	WA	98499	(253) 589-2887
In Store Walmart Lakewood	Kanga, Inc.	7001 Bridgeport Way W	Lakewood	WA	98499	(253) 584-9144
Liberty Lake	Red Hill, Inc.	1312 N Liberty Lake Rd	Liberty Lake	WA	99019	(509) 921-6677
Longview Fred Meyer	Tambry Ventures Washington LLC	3184 Ocean Beach Hwy	Longview	WA	98632	(360) 575-8200
Triangle Mall	Tambry Ventures Washington LLC	1015 Ocean Beach Hwy	Longview	WA	98632	(360) 423-2099
Lynden Towne Plaza	Maluli, Inc.	8144 Guide Meridian	Lynden	WA	98264	(360) 318-1336
Northpointe Retail Center	PNKLINK, Inc.	2902 164th St SW	Lynnwood	WA	98087	(425) 743-5500
Lynnwood Crossing	R Rock Marketing, Inc.	6208 196th St SW	Lynnwood	WA	98036	(425) 744-0824
Maple Valley	Aplus Clips, LLC	26520 Maple Valley Black Diamond Rd	Maple Valley	WA	98038	(425) 432-6688
Gateway Center	Kanga, Inc.	3943 116th St NE	Marysville	WA	98270	(360) 691-9384
Plaza at Marysville	PNKLINK, Inc.	1262 State Ave	Marysville	WA	98270	(360) 572-0366
Island Square	Kanga, Inc.	7808 SE 28th St	Mercer Island	WA	98040	(206) 232-5650
Milton	Zahoomi Pierce LLC	900 Meridian Ave E	Milton	WA	98354	(253) 392-2251
Fred Meyer Monroe	Aplus Clips, LLC	18817 US 2	Monroe	WA	98272	(360) 863-3629
Penn Plaza	Zahoomi Inland LLC	1035 N Stratford Rd	Moses Lake	WA	98837	(509) 764-9100
College Way Station	Kanga, Inc.	324 E College Way	Mount Vernon	WA	98273	(360) 848-7670
Harbour Pointe Shopping Center	Zahoomi LLC	11700 Mukilteo Speedway	Mukilteo	WA	98275	(425) 512-9651
Coal Creek Village	R Rock Marketing, Inc.	6971 Coal Creek Pkwy SE	Newcastle	WA	98059	(425) 644-0967
Island Plaza	Zahoomi Whatcom LLC	31595 State Route 20	Oak Harbor	WA	98277	(360) 675-8900
Walmart Center	Decck, Inc.	5024 N Rd 68	Pasco	WA	99301	(509) 792-1600
Sedgwick Road	PNKLINK, Inc.	1900 SE Sedgwick Rd	Port Orchard	WA	98366	(360) 895-7904
College Marketplace Poulsbo	PNKLINK, Inc.	21505 Market Pl NW	Poulsbo	WA	98370	(360) 930-8649
Bishop Boulevard	Zahoomi Inland LLC	690 SE Bishop Blvd	Pullman	WA	99163	(509) 334-5555
Canyon Crossing	PNKLINK, Inc.	5614 176th St E	Puyallup	WA	98375	(253) 271-0396
Meridian Town Center	PNKLINK, Inc.	13414 Meridian E	Puyallup	WA	98373	(253) 770-7116
River Road	PNKLINK, Inc.	1002 N Meridian	Puyallup	WA	98371	(253) 770-6665
Canyon Road Retail	PNKLINK, Inc.	11601 Canyon Rd E	Puyallup	WA	98373	(253) 539-1929
Redmond Ridge	Aplus Clips, LLC	23515 NE Novelty Hill Rd	Redmond	WA	98053	(425) 868-8182
Creekside Crossing	Deltennum Clips, LLC	17181 Redmond Way	Redmond	WA	98052	(425) 861-9394
Bridle Trails	R Rock Marketing, Inc.	13200 Old Redmond Rd	Redmond	WA	98052	(425) 883-6486
Overlake Fashion Plaza	Zahoomi LLC	2032 148th Ave NE	Redmond	WA	98052	(425) 957-0562
Fairwood Square	PNKLINK, Inc.	17650 140th Ave SE	Renton	WA	98058	(425) 277-0333
Renton Fred Meyer	Zahoomi LLC	365 Renton Center Way SW	Renton	WA	98057	(425) 272-0009
Safeway Center	Decck, Inc.	1823 Leslie Rd	Richland	WA	99352	(509) 628-9276
Vinter Square Center	Decck, Inc.	2659 Queensgate Dr	Richland	WA	99352	(509) 627-0777
Pine Lake	Zahoomi LLC	3052 Issaquah-Pine Lake Rd SE	Sammamish	WA	98075	(425) 427-0068
Inglewood Plaza	Zahoomi LLC	715 228th Ave NE	Sammamish	WA	98074	(425) 677-8071
Queen Anne	Aplus Clips, LLC	21 W Mercer St	Seattle	WA	98119	(206) 216-1956
Greenwood Towers	R Rock Marketing, Inc.	8551 Greenwood Ave N	Seattle	WA	98103	(206) 297-7733
University	Zahoomi Seattle, LLC	5401 25th Ave NE	Seattle	WA	98105	(206) 525-0725
Safeway Center	PNKLINK, Inc.	680 W Washington St	Sequim	WA	98382	(360) 681-8767
The Poplars	PNKLINK, Inc.	9853 Silverdale Way NW	Silverdale	WA	98383	(360) 692-4948
Snohomish Station	Great Star, Inc.	2621 Bickford Ave	Snohomish	WA	98290	(360) 568-5904
Snoqualmie Ridge	Kanga, Inc.	7714 Center Blvd SE	Snoqualmie	WA	98065	(425) 831-3141
Bethel Station	PNKLINK, Inc.	22225 Mountain Hwy E	Spanaway	WA	98387	(253) 846-5374
Mission and Ruby	Red Hill, Inc.	105 E Mission Ave	Spokane	WA	99202	(509) 328-0663
Shadle Center	Red Hill, Inc.	2401 W Wellesley Ave	Spokane	WA	99205	(509) 328-0331
Northpointe Plaza	Red Hill, Inc.	9988 N Newport Hwy	Spokane	WA	99218	(509) 466-8379
Valley Plaza	Red Hill, Inc.	13222 E Sprague Ave	Spokane	WA	99216	(509) 921-1563
Crosspointe Plaza	Red Hill, Inc.	10408 W SR2	Spokane	WA	99224	(509) 747-2196
57th & Regal	Red Hill, Inc.	3022 E 57th Avenue	Spokane	WA	99223	(509) 443-8850
Five Mile Plaza	Red Hill, Inc.	1816 W Francis Ave	Spokane	WA	99205	(509) 324-8908
South Hill Safeway	Red Hill, Inc.	2525 East 29th Avenue	Spokane	WA	99223	(509) 315-5457
Trent and Argonne Center	Red Hill, Inc.	8901 E Trent Ave	Spokane Valley	WA	99212	(509) 892-1410
Sullivan and Broadway	Red Hill, Inc.	15607 E Broadway Ave	Spokane Valley	WA	99037	(509) 921-0619
Stanwood Town Center	Micro Clips, Inc.	9322 271st St NW	Stanwood	WA	98292	(360) 629-5388
Fred Meyer Sumner	PNKLINK, Inc.	1201 Valley Ave	Sumner	WA	98390	(253) 863-0884
Tacoma Central	Kanga, Inc.	3202 S 23rd St	Tacoma	WA	98405	(253) 572-3817
Tacoma Pacific at Fred Meyer	Kanga, Inc.	7250 Pacific Ave	Tacoma	WA	98408	(253) 473-5005
Westgate on Pearl Street	R Rock Marketing, Inc.	2621 N Pearl St	Tacoma	WA	98407	(253) 507-5005
Tumwater	Kanga, Inc.	5312 Littlerock Rd SW	Tumwater	WA	98512	(360) 753-9709
University Village	Kanga, Inc.	3929 Bridgeport Way W	University Place	WA	98466	(253) 566-1964

GREAT CLIPS® FRANCHISEES
OPEN SALONS AS OF DECEMBER 31, 2024
*DENOTES MDA

Salon Name	Franchisee	Address	City	State	Zip	Phone
Andresen Market Place	Deltennium Clips, LLC	6715 NE 63rd St	Vancouver	WA	98661	(360) 694-1823
Salmon Center	Deltennium Clips, LLC	14300 NE 20th Ave	Vancouver	WA	98686	(360) 546-2535
Hazel Dell	Deltennium Clips, LLC	7720 NE Highway 99	Vancouver	WA	98665	(360) 696-1979
Evergreen Crossing	Tambry Ventures Washington LLC	14405 NE Fourth Plain Blvd	Vancouver	WA	98682	(360) 253-3002
Columbia Tech	Tambry Ventures Washington LLC	322 SE 192nd Ave	Vancouver	WA	98683	(360) 896-0157
Mill Plain Plaza	Tambry Ventures Washington LLC	221A NE 104th Ave	Vancouver	WA	98664	(360) 896-2099
Plaza Center	Decck, Inc.	1423 Plaza Way	Walla Walla	WA	99362	(509) 522-5460
Valley North Center	Decck, Inc.	1304 N Miller St	Wenatchee	WA	98801	(509) 886-7400
Admiral Safeway	Zahoomi Seattle, LLC	2620 California Ave SW	West Seattle	WA	98116	(206) 701-9870
Downtown Woodinville	Zahoomi LLC	13620 NE 175th St	Woodinville	WA	98072	(425) 398-1271
Walmart-Nob Hill	Zahoomi Yakima LLC	6530 W Nob Hill Rd	Yakima	WA	98908	(509) 902-8214
Yelm Safeway	Kanga, Inc.	1201 E Yelm Ave	Yelm	WA	98597	(360) 458-1600
River Prairie	Superior-Clearwater, Inc.	3063 Meadowlark Ln	Altoona	WI	54720	(715) 833-1499
Calumet Center	Shrayom, LLC	3525 E Calumet St	Appleton	WI	54915	(920) 882-5444
Meijer Grand Chute	Shrayom, LLC	3801 N Richmond St	Appleton	WI	54913	(920) 666-0180
Beaver Dam	Shorty's, Inc.	100 Frances Ln	Beaver Dam	WI	53916	(920) 356-9310
Bellevue Commons	Shrayom, LLC	2360 Costco Way	Bellevue	WI	54311	(920) 965-6272
Starbucks Center	CHI-TEX, Inc.	2600 Branigan Rd	Beloit	WI	53511	(608) 362-6220
Shoppers World of Brookfield	DHM Enterprises, LLC	12455 W Capitol Dr	Brookfield	WI	53005	(262) 754-4888
Burlington	Saylaco, Inc.	1448 S Teut Rd	Burlington	WI	53105	(262) 661-4440
West De Pere	Shrayom, LLC	1301 Lawrence Dr	De Pere	WI	54115	(920) 338-8300
Delavan Crossings	JDF, Inc.	1823 E Geneva St	Delavan	WI	53115	(262) 740-1111
Clairemont Avenue	Superior-Clearwater, Inc.	915 W Clairemont Ave	Eau Claire	WI	54701	(715) 833-7177
South Pointe Shopping Center	Superior-Clearwater, Inc.	2919 Mall Dr	Eau Claire	WI	54701	(715) 833-3525
Elkhorn	DHM Enterprises, LLC	58 Market St	Elkhorn	WI	53121	(262) 379-1488
Orchard Pointe	J.P. Madson, Inc.	6309 McKee Rd	Fitchburg	WI	53711	(608) 288-9155
Fond du Lac	PAPAGIORGIO, LLC	731 W Johnson St	Fond du Lac	WI	54935	(920) 266-8285
Fort Atkinson	Shorty's, Inc.	1511 Madison Ave	Fort Atkinson	WI	53538	(920) 563-2300
River Point Village	PAPAGIORGIO, LLC	8689 N Port Washington Rd	Fox Point	WI	53217	(414) 973-0055
South 27th Street	JW Clips Inc.	6535 S 27th St	Franklin	WI	53132	(414) 761-0100
Franklin Plaza	JW Clips Inc.	7237 S 76th St	Franklin	WI	53132	(414) 427-8058
Sendik's Village Centre	Saylaco, Inc.	N112W15800 Mequon Rd	Germantown	WI	53022	(262) 255-7010
Schmit's Pavilion Grafton	JDF, Inc.	1223 Port Washington Rd	Grafton	WI	53024	(262) 387-0422
Coldspring	Top Spin Ventures Limited	4289 S 76th St	Greenfield	WI	53220	(414) 546-9000
In Store Meijer Greenfield	Top Spin Ventures Limited	5830 W Layton Ave	Greenfield	WI	53220	(414) 585-9123
Hales Corners	Saylaco, Inc.	5301 S 108th St	Hales Corners	WI	53130	(414) 425-6170
The Shoppes at Hartford	Shorty's, Inc.	45 Liberty Ave	Hartford	WI	53027	(262) 397-8850
Village Square	JDF, Inc.	3146 Village Square Dr	Hartland	WI	53029	(262) 367-2120
The Shoppes at Hale Drive	Roch-N-Roll, Inc.	129 Hale Dr	Holmen	WI	54636	(608) 898-0325
Meijer Howard	Shrayom, LLC	2015 Shawano Ave	Howard	WI	54313	(920) 965-6276
Hudson	W. Peyton Co.	2312 Crestview Dr	Hudson	WI	54016	(715) 386-1996
Janesville Junction	J.P. Madson, Inc.	2027 Humes Rd	Janesville	WI	53545	(608) 754-2922
Southport Plaza	DHM Enterprises, LLC	7260 Green Bay Rd	Kenosha	WI	53142	(262) 942-1161
Glenwood Crossing	DHM Enterprises, LLC	2723 18th St	Kenosha	WI	53140	(262) 597-9999
Windsor Point	DHM Enterprises, LLC	7224 118th Ave	Kenosha	WI	53142	(262) 891-3135
Deer Trace Plaza	DHM Enterprises, LLC	4109 State Hwy 28	Kohler	WI	53044	(920) 457-9000
The Village	Roch-N-Roll, Inc.	1631 Losey Blvd S	La Crosse	WI	54601	(608) 788-6868
Lake Geneva Commons	L.A.C.E., Inc.	654 N Edwards Blvd	Lake Geneva	WI	53147	(262) 248-3222
Lake Hallie	Superior-Clearwater, Inc.	2975 Commercial Blvd	Lake Hallie	WI	54729	(715) 726-0366
Grandview Commons	J.P. Madson, Inc.	6034 Gemini Dr	Madison	WI	53718	(608) 441-9838
University Station	Midale, LLC	2860 University Avenue	Madison	WI	53705	(608) 233-7067
Harbor Town Center	Shrayom, LLC	4140 Harbor Town Ln	Manitowoc	WI	54220	(920) 482-0506
* Dunham's Shopping Center	Superior-Clearwater, Inc.	1901 N Central Ave	Marshfield	WI	54449	(715) 221-0204
Menasha	Shrayom, LLC	1490 Oneida St	Menasha	WI	54952	(920) 944-3601
Crossroads	Saylaco, Inc.	W186 N9509 Bancroft Dr	Menomonee Falls	WI	53051	(262) 250-0848
Broadway Plaza	W. Peyton Co.	1400 N Broadway St	Menomonie	WI	54751	(715) 309-4500
Mequon at Pavillion	Saylaco, Inc.	10992 N Port Washington Rd	Mequon	WI	53092	(262) 241-1195
Avenir	DHM Enterprises, LLC	1429 N Jefferson St	Milwaukee	WI	53202	(414) 291-8887
Holt Plaza	JW Clips Inc.	260 W Holt Ave	Milwaukee	WI	53207	(414) 481-9500
Shorewood	PAPAGIORGIO, LLC	4164 N Oakland Ave	Milwaukee	WI	53211	(414) 963-9301
Pier 37	J.P. Madson, Inc.	6528 Monona Dr	Monona	WI	53716	(608) 221-8799
Monroe	J.P. Madson, Inc.	118 S 8th St	Monroe	WI	53566	(608) 325-4175
Muskego Plaza	Saylaco, Inc.	S74W17039 Janesville Rd	Muskego	WI	53150	(414) 422-0988
Neenah	Shrayom, LLC	1167 W Winneconne Ave	Neenah	WI	54956	(920) 967-4648
Moorland Commons	Saylaco, Inc.	15440 W Beloit Rd	New Berlin	WI	53151	(262) 782-4555
New Richmond	W. Peyton Co.	1655 Dorset Ln	New Richmond	WI	54017	(715) 246-9888
Oak Creek Plaza	JW Clips Inc.	8770 S Howell Ave	Oak Creek	WI	53154	(414) 571-6233
Oconomowoc	Shorty's, Inc.	530 E Wisconsin Ave	Oconomowoc	WI	53066	(262) 569-7780
The Marketplace	Roch-N-Roll, Inc.	2928 Market Place	Onalaska	WI	54650	(608) 779-4571
East Town Plaza	Roch-N-Roll, Inc.	9382 State Road 16	Onalaska	WI	54650	(608) 783-8066
Witzel Retail Center	PAPAGIORGIO, LLC	2075 Witzel Ave	Oshkosh	WI	54904	(920) 233-5200
Racine	DHM Enterprises, LLC	2506 South Green Bay Road	Racine	WI	53406	(262) 664-7168
Rice Lake	Rice Lake Clippers, Inc.	2492 S Main St	Rice Lake	WI	54868	(715) 234-5263
Village Square	Rice Lake Clippers, Inc.	620 S Main St	Rice Lake	WI	54868	(715) 736-9101
River Falls Center	W. Peyton Co.	1680 Commerce Ct	River Falls	WI	54022	(715) 426-9018
Saint Croix Falls	Stevens Unlimited of St. Paul, Inc.	2071 Glacier Dr	Saint Croix Falls	WI	54024	(715) 483-1030
St. Francis	JW Clips Inc.	2310 E Layton Ave	Saint Francis	WI	53235	(414) 481-9795
Grant Park Plaza	JW Clips Inc.	2961 S Chicago Ave	South Milwaukee	WI	53172	(414) 571-6333
* The Shoppes at Point	Superior-Clearwater, Inc.	5423 US Hwy 10 E	Stevens Point	WI	54482	(715) 544-1999
Kettle Park West	J.P. Madson, Inc.	2420 State Hwy 138	Stoughton	WI	53589	(608) 205-6442

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OPEN SALONS AS OF DECEMBER 31, 2024
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Salon Name	Franchisee	Address	City	State	Zip	Phone
Sturgeon Bay	Shrayom, LLC	1429 Egg Harbor Rd	Sturgeon Bay	WI	54235	(920) 965-8301
Prairie Lakes	J.P. Madson, Inc.	2804 Prairie Lakes Dr	Sun Prairie	WI	53590	(608) 837-0123
Colonial Square	BJStevens Unlimited, LLC	3712 Tower Ave	Superior	WI	54880	(715) 392-5473
Waterford Center	DHM Enterprises, LLC	814 Fox Ln	Waterford	WI	53185	(262) 332-7888
Watertown	Shorty's, Inc.	1638 S Church St	Watertown	WI	53094	(920) 262-3000
Panda Starbucks	JW Clips Inc.	2730 N Grandview Blvd	Waukesha	WI	53188	(262) 549-3022
Fox Run	Shorty's, Inc.	2140 W Saint Paul Ave	Waukesha	WI	53188	(262) 522-6705
Village Square	J.P. Madson, Inc.	241 S Century Ave	Waukegan	WI	53597	(608) 849-4545
* Stewart Avenue	Superior-Clearwater, Inc.	2205 Stewart Ave	Wausau	WI	54401	(715) 845-4651
Wauwatosa	DHM Enterprises, LLC	6650 W State St	Wauwatosa	WI	53213	(414) 475-0800
Sentry Plaza	JW Clips Inc.	10230 W National Ave	West Allis	WI	53227	(414) 543-6698
West Bend	JDF, Inc.	1201 W Paradise Dr	West Bend	WI	53095	(262) 334-9992
Centennial Marketplace	JW Clips Inc.	2153 Miller Park Way	West Milwaukee	WI	53219	(414) 645-8500
* Weston	Superior-Clearwater, Inc.	2410 Schofield Ave	Weston	WI	54476	(715) 298-4200
Commerce Street	Midale, LLC	69 Commerce St	Wisconsin Dells	WI	53965	(608) 678-2265
* Walmart Center	Superior-Clearwater, Inc.	4323 8th St S	Wisconsin Rapids	WI	54494	(715) 421-2300
Merritt Creek Farm	Hamilton Enterprises, LLC	3030 Champion Drive	Barboursville	WV	25504	(304) 955-5129
* Shops at MacArthur	Darhaleah, Inc.	125 Dayton St	Beckley	WV	25801	(304) 223-2000
Southridge	Mountainview Cutters, LLC	2822 Mountaineer Blvd	Charleston	WV	25309	(304) 533-4169
* Eastpointe Plaza	MSA Enterprises, LLC	124 Emily Dr.	Clarksburg	WV	26301	(304) 624-9847
Nitro Marketplace	Hamilton Enterprises, LLC	60 Nitro Marketplace	Cross Lanes	WV	25313	(304) 776-7943
Hurricane Marketplace	Mountainview Cutters, LLC	270 Progress Way	Hurricane	WV	25526	(304) 562-8288
Foxcroft Towne Center	DGLT Incorporated	880 Foxcroft Ave	Martinsburg	WV	25401	(304) 504-6656
Suncrest Town Center	MSA Enterprises, LLC	356 Suncrest Towne Centre Dr	Morgantown	WV	26505	(304) 241-1361
Granville Square Shops	MSA Enterprises, LLC	525 Granville Square Shops	Morgantown	WV	26501	(304) 241-6100
* North Lafayette Shopping Center	R.L.O., Inc.	144A Lafayette Ave	Moundsville	WV	26041	(304) 830-0840
* Moundsville Plaza	R.L.O., Inc.	1202 Lafayette Ave	Moundsville	WV	26041	(304) 810-4193
* Martin Plaza	R.L.O., Inc.	2826B Pike St	Parkersburg	WV	26101	(304) 489-9090
* The Highlands	R.L.O., Inc.	470 Cabela Dr	Triadelphia	WV	26059	(304) 909-0064
* The PM Center	R.L.O., Inc.	107 Grand Central Ave	Vienna	WV	26105	(304) 834-3952
* Three Springs Crossing	R.L.O., Inc.	243 Three Springs Dr	Weirton	WV	26062	(304) 721-2235
* National Pike Plaza	R.L.O., Inc.	1000 National Rd	Wheeling	WV	26003	(304) 721-2240
* Studio City	Susa Services, Ltd.	5040 E 2nd St	Casper	WY	82609	(307) 265-0474
* Casper Retail Center	Susa Services, Ltd.	4070 Plaza Dr	Casper	WY	82604	(307) 265-2827
* Vandehei Plaza	Susa Services, Ltd.	459 Vandehei Ave	Cheyenne	WY	82009	(307) 772-9949
* Dell Range Market Place	Susa Services, Ltd.	3610 Dell Range Blvd	Cheyenne	WY	82009	(307) 632-2701
* Silverado Center	Headwaters Salons, LLC	1103 E Boxelder Rd	Gillette	WY	82718	(307) 682-4244
Rock Springs Plaza	Hutchinson-Hill, LC	1403 Dewar Dr	Rock Springs	WY	82901	(307) 382-3477
* Parkway Plaza	Headwaters Salons, LLC	727 E Brundage Ln	Sheridan	WY	82801	(307) 673-4477

GREAT CLIPS® FRANCHISEES
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Franchisee	City	State	Zip Code	Phone	Location State
Cutting Edge Group Corp.	Edmonton	AB	T6T 1E9	(780) 953-0084	AB
1625765 Alberta Ltd.	Foothills	AB	T1S 4X6	(403) 630-4373	AB
1625765 Alberta Ltd.	Foothills	AB	T1S 4X6	(403) 630-4373	AB
GCAL LLC	Birmingham	AL	35244	(205) 916-8255	AL
GCAL LLC	Birmingham	AL	35244	(205) 916-8255	AL
GCAL LLC	Birmingham	AL	35244	(205) 916-8255	AL
Over The Mountain Clips, LLC	Homewood	AL	35216	(205) 757-6286	AL
Over The Mountain Clips, LLC	Homewood	AL	35216	(205) 757-6286	AL
Seyler Enterprises, Inc.	Hoover	AL	35244	(205) 907-2404	AL
Seyler Enterprises, Inc.	Hoover	AL	35244	(205) 907-2404	AL
Bama Clips, Inc.	Madison	AL	35758	(256) 990-7266	AL
Southernfire, LLC	Ringgold	GA	30736	(423) 421-6639	AL
Wildfire, LLC	Ringgold	GA	30736	(423) 421-6639	AL
Wildfire, LLC	Ringgold	GA	30736	(423) 421-6639	AL
Natural Clips LLC	Elkins	AR	72727	(919) 937-4923	AR
Quo Clips, LLC	Little Rock	AR	72225	(501) 258-8639	AR
Quo Clips, LLC	Little Rock	AR	72225	(501) 258-8639	AR
vGuru AZ LLC	Las Vegas	NV	89145	(702) 575-2828	AZ
vGuru AZ LLC	Las Vegas	NV	89145	(702) 575-2828	AZ
vGuru AZ LLC	Las Vegas	NV	89145	(702) 575-2828	AZ
vGuru AZ LLC	Las Vegas	NV	89145	(702) 575-2828	AZ
vGuru AZ LLC	Las Vegas	NV	89145	(702) 575-2828	AZ
A Cut Above, Inc.	Mesa	AZ	85202	(602) 550-0480	AZ
A Cut Above, Inc.	Mesa	AZ	85202	(602) 550-0480	AZ
A Cut Above, Inc.	Mesa	AZ	85202	(602) 550-0480	AZ
John Varga Jr.	Mesa	AZ	85202	(602) 550-0480	AZ
David Oliverio	Phoenix	AZ	85018	(602) 526-5100	AZ
David Oliverio	Phoenix	AZ	85018	(602) 526-5100	AZ
David Oliverio	Phoenix	AZ	85018	(602) 526-5100	AZ
David Oliverio	Phoenix	AZ	85018	(602) 526-5100	AZ
Gary Clips, Inc.	Phoenix	AZ	85018	(602) 526-5100	AZ
Headlines Enterprises, Inc.	Phoenix	AZ	85020	(602) 577-8688	AZ
Headlines Enterprises, Inc.	Phoenix	AZ	85020	(602) 577-8688	AZ
Headlines Enterprises, Inc.	Phoenix	AZ	85020	(602) 577-8688	AZ
Headlines Enterprises, Inc.	Phoenix	AZ	85020	(602) 577-8688	AZ
Headlines Enterprises, Inc.	Phoenix	AZ	85020	(602) 577-8688	AZ
North 19 Clips, Inc.	Phoenix	AZ	85018	(602) 526-5100	AZ
Tillman Clips, Inc.	Phoenix	AZ	85018	(602) 526-5100	AZ
*Tucson Clips, LLC	Scottsdale	AZ	85255	(480) 296-8309	AZ
Bell Hair, Inc.	Scottsdale	AZ	85255	(480) 491-0565	AZ
Bell Hair, Inc.	Scottsdale	AZ	85255	(480) 491-0565	AZ
BNGC, Inc.	Scottsdale	AZ	85255	(480) 296-8309	AZ
BNGC, Inc.	Scottsdale	AZ	85255	(480) 296-8309	AZ
Kula, Inc.	Scottsdale	AZ	85255	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	85255	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	85255	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	85255	(602) 418-9276	AZ
Shear Quality, Inc.	Scottsdale	AZ	85255	(480) 296-8309	AZ
Tucson Clips, LLC	Scottsdale	AZ	85255	(480) 296-8309	AZ
Hand's Shear Magic, Inc.	Tempe	AZ	85284	(480) 839-1480	AZ
Hand's Shear Magic, Inc.	Tempe	AZ	85284	(480) 839-1480	AZ
Buzzmark Holdings, Ltd.	Coquitlam	BC	V3K 3V9	(778) 908-2136	BC
0946341 B.C. LTD	Osoyoos	BC	V0H 1V6	(604) 306-2643	BC
Derby Park Ventures LLC	Beaumont	CA	92223	(213) 309-3880	CA
CA Business Systems Enterprise, Inc.	Chino Hills	CA	91709	(909) 630-6404	CA
OER Management LLC	Chino Hills	CA	91709	(909) 703-0950	CA
Clipper Ship, Inc.	Chula Vista	CA	91913	(858) 774-6365	CA
KCS Group, Inc.	Fort Collins	CO	80525	(925) 989-6422	CA
KCS Group, Inc.	Fort Collins	CO	80525	(925) 989-6422	CA
KCS Group, Inc.	Fort Collins	CO	80525	(925) 989-6422	CA
Profit Path, Inc./KCS Group, Inc.	Fort Collins	CO	80525	(925) 989-6422	CA
Profit Path, Inc./KCS Group, Inc.	Fort Collins	CO	80525	(925) 989-6422	CA
Sahar Enterprises, Inc.	Fremont	CA	94539	(510) 552-2613	CA
Parminderjit Randhawa	Fresno	CA	93720	(559) 259-7983	CA
Tambry Ventures, LLC	Happy Valley	OR	97086	(805) 405-2162	CA
Prakash Hirani/S.E. Paul, Inc.	Irvine	CA	92620	(714) 955-3221	CA

GREAT CLIPS® FRANCHISEES
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Franchisee	City	State	Zip Code	Phone	Location State
S.E. Paul, Inc.	Irvine	CA	92620	(714) 955-3221	CA
Vuppula LLC	Irvine	CA	92618	(949) 354-8561	CA
Nilam Patel	Irvine	CA	92618	(916) 298-4682	CA
Hermosa Franchise Consulting, Inc./VStyles, Inc.	Laguna Beach	CA	92651	(714) 686-3565	CA
VStyles, Inc.	Laguna Beach	CA	92651	(714) 686-3565	CA
VStyles, Inc.	Laguna Beach	CA	92651	(714) 686-3565	CA
Great Group, LLC	Livermore	CA	94550	(925) 353-8567	CA
Great Group, LLC	Livermore	CA	94550	(925) 353-8567	CA
Joseph Rumenapp	Loomis	CA	95650	(916) 435-2737	CA
CAMP CLIPS, INC.	Merced	CA	95340	(209) 769-2658	CA
KCS Group, Inc./Sirous, Inc.	Oakland	CA	94619	(510) 531-5555	CA
Peludo, Inc. / Olyaie	Oakland	CA	94619	(510) 531-5555	CA
Peludo, Inc. / Olyaie	Oakland	CA	94619	(510) 531-5555	CA
Redpoint Salon Services, Inc.	Palo Alto	CA	94301	(650) 906-4336	CA
RSM Enterprises, Inc.	Placerville	CA	95667	(530) 391-0370	CA
RMC Holdings, LLC	Pleasanton	CA	94566	(203) 984-9057	CA
Huda Khan	Riverside	CA	92503	(951) 216-4404	CA
Hoopala, Inc.	Sacramento	CA	95835	(916) 747-7122	CA
Hoopala, Inc.	Sacramento	CA	95835	(916) 747-7122	CA
Hoopala, Inc.	Sacramento	CA	95835	(916) 747-7122	CA
Hoopala, Inc.	Sacramento	CA	95835	(916) 747-7122	CA
Hoopala, Inc.	Sacramento	CA	95835	(916) 747-7122	CA
Hoopala, Inc.	Sacramento	CA	95835	(916) 747-7122	CA
Agarwal/Malomar, Inc.	San Diego	CA	92131	(858) 724-1388	CA
Alpha Clips LLC	San Diego	CA	92130	(703) 798-0930	CA
Mad Ant Investments LLC	San Diego	CA	92108	(757) 880-1337	CA
Buena Vista Business Services, LP	San Jose	CA	95125	(908) 452-9002	CA
Buena Vista Business Services, LP	San Jose	CA	95125	(908) 452-9002	CA
Buena Vista Business Services, LP	San Jose	CA	95125	(908) 452-9002	CA
Buena Vista Business Services, LP	San Jose	CA	95125	(908) 452-9002	CA
Central Coast CC8551 LLC	San Jose	CA	95160	(408) 203-7667	CA
Central Coast CC8551 LLC	San Jose	CA	95160	(408) 203-7667	CA
Monterey Bay MB8281 LLC	San Jose	CA	95160	(408) 203-7667	CA
Peninsula PE8071 LLC	San Jose	CA	95160	(408) 203-7667	CA
THETRANSALONS LLC	San Jose	CA	95127	(408) 906-9611	CA
Navish Inc	San Marcos	CA	92078	(708) 669-6655	CA
Jotstick, Inc.	Santa Clara	CA	95051-2103	(408) 247-8364	CA
Jotstick, Inc.	Santa Clara	CA	95051-2103	(408) 247-8364	CA
Jotstick, Inc.	Santa Clara	CA	95051-2103	(408) 247-8364	CA
Jotstick, Inc.	Santa Clara	CA	95051-2103	(408) 247-8364	CA
Kesson Company, Inc./Withers	Santa Rosa	CA	95401-5507	(707) 526-7300	CA
Kesson Company, Inc./Withers	Santa Rosa	CA	95401-5507	(707) 526-7300	CA
Ramgopal Pakanati	Simi Valley	CA	93063	(805) 404-9481	CA
MB Holding, Inc.	Temecula	CA	92591	(951) 775-4883	CA
MB Holding, Inc.	Temecula	CA	92591	(951) 775-4883	CA
MB Holding, Inc.	Temecula	CA	92591	(951) 775-4883	CA
Mrunal Deshmukh	Torrance	CA	90505	(248) 982-2245	CA
Divine Kuts Inc.	Vallejo	CA	94589	(831) 970-8634	CA
Divine Kuts Inc.	Vallejo	CA	94589	(831) 970-8634	CA
Coastal Business Enterprises, Inc.	Ventura	CA	93003	(805) 340-4968	CA
Provost Management LLC	Ventura	CA	93003	(323) 719-3602	CA
Ridgewood Enterprises, Inc.	Woodbridge	CA	95258	(209) 402-6447	CA
Ridgewood Enterprises, Inc.	Woodbridge	CA	95258	(209) 402-6447	CA
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	CO
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	CO
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	CO
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Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	CO
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	CO
Up Corporation/Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	CO
United Salons LLC	Aurora	CO	80015	(720) 998-7837	CO
Peak 9 Enterprises, Inc.	Denver	CO	80209	(303) 550-1813	CO
Whobubs, Inc.	Denver	CO	80210	(303) 871-0532	CO
Aldie, LLC	Fort Collins	CO	80525	(925) 989-6422	CO
Aldie, LLC	Fort Collins	CO	80525	(925) 989-6422	CO

GREAT CLIPS® FRANCHISEES
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Franchisee	City	State	Zip Code	Phone	Location State
Clippers LLC	Fort Collins	CO	80525	(925) 989-6422	CO
Clippers LLC	Fort Collins	CO	80525	(925) 989-6422	CO
Clippers LLC	Fort Collins	CO	80525	(925) 989-6422	CO
VerdenStrand, LLC	Lafayette	CO	80026	(303) 246-8575	CO
VerdenStrand, LLC	Lafayette	CO	80026	(303) 246-8575	CO
AAC & MAC, Inc.	Lakewood	CO	80214	(303) 694-9341	CO
AAC & MAC, Inc.	Lakewood	CO	80214	(303) 694-9341	CO
Cutters Class, Inc.	Lakewood	CO	80214	(303) 694-9341	CO
Kalpavriksha, LLC	Littleton	CO	80125	(518) 364-3530	CO
Susa Services, Ltd.	Loveland	CO	80539	(651) 216-9379	CO
Susa Services, Ltd.	Loveland	CO	80539	(651) 216-9379	CO
Susa Services, Ltd.	Loveland	CO	80539	(651) 216-9379	CO
Susa Services, Ltd.	Loveland	CO	80539	(651) 216-9379	CO
Susa Services, Ltd.	Loveland	CO	80539	(651) 216-9379	CO
Susa Services, Ltd.	Loveland	CO	80539	(651) 216-9379	CO
JCURVE-DENVER LLC	Salt Lake City	UT	84124	(801) 870-2932	CO
RP & KP LLC	Colchester	CT	6415	(269) 598-8229	CT
RP & KP LLC	Colchester	CT	6415	(269) 598-8229	CT
GKG Inc.	Madison	CT	6443	(860) 656-5238	CT
New England Clippers, LLC	Stamford	CT	6903	(203) 561-3236	CT
New England Clippers, LLC	Stamford	CT	6903	(203) 561-3236	CT
EAZY CUTZ 2 LLC	Aberdeen	MD	21001	(240) 216-0444	DC
C&C Virginia Cuts LLC	Aldie	VA	20105	(410) 868-9946	DC
DMV Clippers Holdings, Inc.	Arlington	VA	22207	(404) 849-0560	DC
Rikhi Professional Cuts, LLC	Ashburn	VA	20148	(313) 433-1789	DC
Rikhi Professional Cuts, LLC	Ashburn	VA	20148	(313) 433-1789	DC
Rikhi Professional Cuts, LLC	Ashburn	VA	20148	(313) 433-1789	DC
Takaluco LLC	Herndon	VA	20171	(703) 969-9731	DC
Meliorist Inc.	Oxon Hill	MD	20745	(860) 235-8111	DC
Meliorist Inc.	Oxon Hill	MD	20745	(860) 235-8111	DC
DGLT Incorporated	Southern Shores	NC	27949	(410) 365-2128	DC
DGLT Incorporated	Southern Shores	NC	27949	(410) 365-2128	DC
Archforward Partners, Inc.	Bonita Springs	FL	34135	(239) 770-8609	FL
Envision Four LLC	Bradenton	FL	34211	(941) 374-7650	FL
PDGC of Manatee, LLC	Bradenton	FL	34212	(941) 726-1378	FL
FRESH LOOKS FL LLC	Clermont	FL	34711	(651) 343-0004	FL
Florida Clips Inc.	Cleveland	OH	44113	(330) 554-6128	FL
Florida Clips Inc.	Cleveland	OH	44113	(330) 554-6128	FL
Florida Clips Inc.	Cleveland	OH	44113	(330) 554-6128	FL
Florida Clips Inc.	Cleveland	OH	44113	(330) 554-6128	FL
Florida Clips Inc.	Cleveland	OH	44113	(330) 554-6128	FL
ZAMP Enterprises, Inc.	Cleveland	OH	44113	(330) 554-6128	FL
Glamour Cuts Inc./JAG Salons, Inc.	Fleming Island	FL	32003	(904) 805-3437	FL
JAG Salons, Inc.	Fleming Island	FL	32003	(904) 805-3437	FL
JAG Salons, Inc.	Fleming Island	FL	32003	(904) 805-3437	FL
WOO ENTERPRISES LLC	Fort Myers	FL	33919	(612) 251-0595	FL
WOO ENTERPRISES LLC	Fort Myers	FL	33919	(612) 251-0595	FL
High Crest Ventures, Inc.	Howey-in-the-	FL	34737	(352) 460-7149	FL
High Crest Ventures, Inc.	Howey-in-the-	FL	34737	(352) 460-7149	FL
Sunny Clippers, Inc.	Jacksonville	FL	32250	(904) 654-5212	FL
Grey Havens, Inc.	Lakeland	FL	33811	(863) 738-2800	FL
OSCEOLA CLIPS, LLC	Lakeland	FL	33813	(863) 529-0001	FL
Strategic Hair Investments, Inc.	Lakeland	FL	33813	(863) 529-0001	FL
Nix Clips, LLC	Land O Lakes	FL	34637	(813) 786-2161	FL
Bharat Chhabria/FourFold Enterprises, Inc.	Land O' Lakes	FL	34639	(813) 760-7382	FL
FourFold Enterprises, Inc.	Land O' Lakes	FL	34639	(813) 760-7382	FL
FourFold Enterprises, Inc.	Land O' Lakes	FL	34639	(813) 760-7382	FL
FourFold Enterprises, Inc.	Land O' Lakes	FL	34639	(813) 760-7382	FL
FourFold Enterprises, Inc.	Land O' Lakes	FL	34639	(813) 760-7382	FL
FourFold Enterprises, Inc.	Land O' Lakes	FL	34639	(813) 760-7382	FL
Richard Aagaard	Marietta	GA	30062	(770) 265-4437	FL
G&S W LLC	Melbourne	FL	32935	(330) 256-8128	FL
M & D Clips, LLC	Minneola	FL	34715	(407) 491-5337	FL
*Parkside Ventures II, LLC	Norcross	GA	30092	(770) 402-9262	FL
*Parkside Ventures II, LLC	Norcross	GA	30092	(770) 402-9262	FL

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Franchisee	City	State	Zip Code	Phone	Location State
Harikrishna Salon LLC	Ocala	FL	34474	(740) 707-7730	FL
Laurant Enterprises, Inc.	Orlando	FL	32828	(407) 275-3224	FL
SV Clips LLC	Orlando	FL	32828	(407) 264-7820	FL
TNT Jupiter Clips, Inc.	Palm Beach	FL	33418	(954) 325-8399	FL
Hancor Clips Two Inc.	Ponte Vedra	FL	32081	(904) 866-5251	FL
Hancor Clips, LLC	Ponte Vedra	FL	32081	(904) 866-5251	FL
Hancor Clips, LLC	Ponte Vedra	FL	32081	(904) 866-5251	FL
Hancor Clips, LLC	Ponte Vedra	FL	32081	(904) 866-5251	FL
J.V.L. ClipX, Inc.	Prior Lake	MN	55372	(904) 910-7744	FL
CRT Clips, LLC	Roswell	GA	30075	(404) 314-7899	FL
CRT Clips, LLC	Roswell	GA	30075	(404) 314-7899	FL
Leap Cuts, LLC	Saint Johns	FL	32259	(571) 249-0329	FL
Leap Cuts, LLC	Saint Johns	FL	32259	(571) 249-0329	FL
Leap Cuts, LLC	Saint Johns	FL	32259	(571) 249-0329	FL
JAL Clippers, LLC	Sarasota	FL	34231	(312) 404-0535	FL
JAL Clippers, LLC	Sarasota	FL	34231	(312) 404-0535	FL
JAL Clippers, LLC	Sarasota	FL	34231	(312) 404-0535	FL
JAL Clippers, LLC	Sarasota	FL	34231	(312) 404-0535	FL
JAL Clippers, LLC	Sarasota	FL	34231	(312) 404-0535	FL
Shear Style Salons, LLC	St. Johns	FL	32259	(904) 631-6316	FL
*Gateway Clippers Holdings III, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
*Gateway Clippers Holdings III, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
*Gateway Clippers Holdings III, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
Gateway Clippers Holdings II, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
Gateway Clippers Holdings II, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
Gateway Clippers Holdings II, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
Gateway Clippers Holdings II, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
Gateway Clippers Holdings II, LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
Gateway Clippers Holdings LLC	St. Louis	MO	63105	(314) 918-0045 x5	FL
*AM7, LLC	Tampa	FL	33611	(813) 758-0273	FL
PCX GC LLC	Tampa	FL	33611	(813) 758-0273	FL
Sunshine Clips, LLC	Tampa	FL	33602	(415) 225-3453	FL
Sunshine Clips, LLC	Tampa	FL	33602	(415) 225-3453	FL
Tampa Clippers CW, LLC	Tampa	FL	33629	(813) 254-2069	FL
Tampa Clippers, Inc.	Tampa	FL	33629	(813) 254-2069	FL
Tioga GC LLC	Tampa	FL	33611	(813) 758-0273	FL
Legacy Dynamics, Inc.	Acworth	GA	30101	(678) 313-0355	GA
Harrison Enterprises, Inc.	Brookhaven	GA	30319	(404) 569-7411	GA
Harrison Enterprises, Inc.	Brookhaven	GA	30319	(404) 569-7411	GA
TNE Clips, LLC	Buckhead	GA	30625	(706) 818-4969	GA
TNE Clips, LLC	Buckhead	GA	30625	(706) 818-4969	GA
TNE Clips, LLC	Buckhead	GA	30625	(706) 818-4969	GA
Three Brothers Realty Group LLC	Dacula	GA	30019	(404) 452-5565	GA
Dixie Clippers, Inc.	Lawrenceville	GA	30043	(678) 428-8324	GA
Dixie Clippers, Inc.	Lawrenceville	GA	30043	(678) 428-8324	GA
Dixie Clippers, Inc.	Lawrenceville	GA	30043	(678) 428-8324	GA
Hoosier Clips LLC	Madison	GA	30650	(706) 818-1690	GA
Hoosier Clips LLC	Madison	GA	30650	(706) 818-1690	GA
*Mountain Clips, LLC	Marietta	GA	30062	(770) 265-4437	GA
*Mountain Clips, LLC	Marietta	GA	30062	(770) 265-4437	GA
Georgia Clippers, Inc.	Marietta	GA	30062	(770) 265-4437	GA
James Johnson	Marietta	GA	30064-4627	(770) 315-6960	GA
Parkside Ventures II, LLC	Norcross	GA	30092	(770) 402-9262	GA
Simon Clips, Inc.	Norcross	GA	30092	(770) 418-9938	GA
Simon Clips, Inc.	Norcross	GA	30092	(770) 418-9938	GA
Simon Clips, Inc.	Norcross	GA	30092	(770) 418-9938	GA
Simon Clips, Inc.	Norcross	GA	30092	(770) 418-9938	GA
SRP MinneCorp	Porterdale	GA	30014	(770) 883-5347	GA
SRP MinneCorp	Porterdale	GA	30014	(770) 883-5347	GA
Magic Clips, LLC	Richmond Hill	GA	31324	(843) 425-1410	GA
Magic Clips, LLC	Richmond Hill	GA	31324	(843) 425-1410	GA
Amer Mahmood	Richmond Hill	GA	31324	(843) 425-1410	GA
Serenity Clips, LLC	Roswell	GA	30075	(404) 314-7899	GA
Tabor Clips, Inc.	Roswell	GA	30075	(404) 314-7899	GA
Tabor Clips, Inc.	Roswell	GA	30075	(404) 314-7899	GA
Tabor Clips, Inc.	Roswell	GA	30075	(404) 314-7899	GA

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Tabor Clips, Inc.	Roswell	GA	30075	(404) 314-7899	GA
Tabor Clips, Inc.	Roswell	GA	30075	(404) 314-7899	GA
Tabor Clips, Inc.	Roswell	GA	30075	(404) 314-7899	GA
Corbets Company of Georgia	Woodstock	GA	30189	(678) 494-5827	GA
Corbets Company of Georgia	Woodstock	GA	30189	(678) 494-5827	GA
Corbets Company of Georgia	Woodstock	GA	30189	(678) 494-5827	GA
Corbets Company of Georgia	Woodstock	GA	30189	(678) 494-5827	GA
Corbets Company of Georgia	Woodstock	GA	30189	(678) 494-5827	GA
Corbets Company of Georgia	Woodstock	GA	30189	(678) 494-5827	GA
Ohana Clips, LLC	Hauula	HI	96717	(808) 428-1362	HI
This Is It, Inc.	Polk City	IA	50226	(515) 480-4878	IA
This Is It, Inc.	Polk City	IA	50226	(515) 480-4878	IA
This Is It, Inc.	Polk City	IA	50226	(515) 480-4878	IA
Roch-N-Roll, Inc.	Sparta	WI	54656	(608) 386-2230	IA
Roch-N-Roll, Inc.	Sparta	WI	54656	(608) 386-2230	IA
A Little On The Side, LLC	Waukee	IA	50263	(515) 556-4367	IA
*TriState Salons, LLC	Clancy	MT	59634	(406) 202-0094	ID
Treasure Valley Salons, LLC	Clancy	MT	59634	(406) 202-0094	ID
Treasure Valley Salons, LLC	Clancy	MT	59634	(406) 202-0094	ID
Idaho Franchise Partners, LLC	Idaho Falls	ID	83401	(208) 716-5054	ID
Idaho Franchise Partners, LLC	Idaho Falls	ID	83401	(208) 716-5054	ID
Idaho Franchise Partners, LLC	Idaho Falls	ID	83401	(208) 716-5054	ID
Riverside Capital PLLC	Barrington	IL	60010	(331) 210-2101	IL
Riverside Capital PLLC	Barrington	IL	60010	(331) 210-2101	IL
Riverside Capital PLLC	Barrington	IL	60010	(331) 210-2101	IL
BM KRYCKI, LLC	Chesterton	IN	46304	(219) 644-8996	IL
Alpine Cuts, Inc.	Chicago	IL	60612	(312) 804-3192	IL
Parsan, LLC	Chicago	IL	60605	(815) 405-6860	IL
PND Enterprises, Inc./NMS Investments, Inc.	Glenview	IL	60026	(847) 612-9597	IL
L.A.C.E., Inc.	Lake Zurich	IL	60047	(312) 816-1237	IL
L.A.C.E., Inc.	Lake Zurich	IL	60047	(312) 816-1237	IL
Red Sky At Night, Inc.	Lake Zurich	IL	60047	(641) 512-4403	IL
Red Sky At Night, Inc.	Lake Zurich	IL	60047	(641) 512-4403	IL
Deva Ashtavinayak, Inc.	Lyons	IL	60534	(708) 609-1475	IL
BrynCorp Concepts, Ltd.	Miami Beach	FL	33154	(305) 965-9004	IL
BrynCorp Concepts, Ltd.	Miami Beach	FL	33154	(305) 965-9004	IL
AdvantEdge Clips, Inc/PRJ Enterprises, Inc	Naperville	IL	60540	(630) 222-1248	IL
Foulkes/The Richard Lynn Company	Naperville	IL	60540-9307	(630) 240-3526	IL
Hanumanji, Inc.	Naperville	IL	60564	(630) 276-9703	IL
The Richard Lynn Company	Naperville	IL	60540-9307	(630) 240-3526	IL
CMC Service of Chicago 1 LLC	South Barrington	IL	60010	(630) 917-0827	IL
CMC Service of Chicago 1 LLC	South Barrington	IL	60010	(630) 917-0827	IL
C Clips Corporation	Carmel	IN	46033	(317) 441-6108	IN
C Clips Corporation	Carmel	IN	46033	(317) 441-6108	IN
C Clips Corporation	Carmel	IN	46033	(317) 441-6108	IN
FK3, LLC	Carmel	IN	46033	(612) 865-3365	IN
FK3, LLC	Carmel	IN	46033	(612) 865-3365	IN
FK3, LLC	Carmel	IN	46033	(612) 865-3365	IN
FK3, LLC	Carmel	IN	46033	(612) 865-3365	IN
FK3, LLC	Carmel	IN	46033	(612) 865-3365	IN
*CHALEXBEE CUTS, LLC	Evansville	IN	47725	812-573-7138	IN
Alternative Dimensions, Inc.	Noblesville	IN	46062	(317) 439-0576	IN
Alternative Dimensions, Inc.	Noblesville	IN	46062	(317) 439-0576	IN
Alternative Dimensions, Inc.	Noblesville	IN	46062	(317) 439-0576	IN
BLOWN AWAY BY U LLC	Plainfield	IN	46168	(317) 656-7967	IN
BLOWN AWAY BY U LLC	Plainfield	IN	46168	(317) 656-7967	IN
Future Keys II, LLC	Poland	IN	47868	(317) 997-9510	IN
Shear Energy, Inc.	Andale	KS	67001	(316) 706-5090	KS
Shear Energy, Inc.	Andale	KS	67001	(316) 706-5090	KS
FK3, LLC	Carmel	IN	46033	(612) 865-3365	KY
FK3, LLC	Carmel	IN	46033	(612) 865-3365	KY
LLD, Inc.	Crestwood	KY	40014	(502) 222-8977	KY
LLD, Inc.	Crestwood	KY	40014	(502) 222-8977	KY
H.H. Holdings Corp.	Danville	KY	40423	(859) 319-8829	KY
SUBRA, LLC	Jeffersonville	IN	47130	(812) 989-2919	KY
*McRocket, LLC	Knoxville	TN	37934	(865) 804-3136	KY

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Franchisee	City	State	Zip Code	Phone	Location State
GLN Corp.	Lexington	KY	40509-1911	(859) 263-9508	KY
GLN Corp.	Lexington	KY	40509-1911	(859) 263-9508	KY
GLN Corp.	Lexington	KY	40509-1911	(859) 263-9508	KY
GLN Corp.	Lexington	KY	40509-1911	(859) 263-9508	KY
GLN Corp.	Lexington	KY	40509-1911	(859) 263-9508	KY
Samally's, Inc.	Lexington	KY	40509	(859) 948-1834	KY
Venture 43, LLC	Louisville	KY	40299	(502) 387-0350	KY
Venture 43, LLC	Louisville	KY	40299	(502) 387-0350	KY
James Kelley & Associates, Inc.	Nicholasville	KY	40356	(859) 806-0991	KY
James Kelley & Associates, Inc.	Nicholasville	KY	40356	(859) 806-0991	KY
James Kelley & Associates, Inc.	Nicholasville	KY	40356	(859) 806-0991	KY
Impel Partners, LLC	Norcross	GA	30092	(770) 402-9262	KY
Impel Partners, LLC	Norcross	GA	30092	(770) 402-9262	KY
Sanden, Inc.	North Royalton	OH	44133	(216) 978-4211	KY
Sanden, Inc.	North Royalton	OH	44133	(216) 978-4211	KY
Radhe Kishan II Inc.	Frisco	TX	75035	(214) 404-1543	LA
Watel Enterprises LLC	Cambridge	MA	2141	(617) 947-9259	MA
Highland Equities GC, LLC	Cumberland	RI	2864	(607) 342-5814	MA
Highland Equities GC, LLC	Cumberland	RI	2864	(607) 342-5814	MA
Highland Equities GC, LLC	Cumberland	RI	2864	(607) 342-5814	MA
O'Rourke Clips, LLC	Kingston	NH	3848	(617) 834-2146	MA
Salt Pond TNC, LLC	Laconia	NH	3246	(603) 828-3715	MA
True North Clippers, Inc.	Laconia	NH	3246	(603) 828-3715	MA
True North Clippers, Inc.	Laconia	NH	3246	(603) 828-3715	MA
T&J Noury Enterprises, LLC	Litchfield	NH	3052	(603) 965-5484	MA
T&J Noury Enterprises, LLC	Litchfield	NH	3052	(603) 965-5484	MA
180 Taylor, LLC/B&A Business Development, Inc	Littleton	MA	1460	(978) 394-9297	MA
Coelho/B&A Business Development, Inc.	Littleton	MA	1460	(978) 394-9297	MA
RCO Clippers LLC	Nashua	NH	3064	(603) 759-6896	MA
Monomoy Keepers, LLC	Topsfield	MA	1983	(617) 406-8380	MA
Catie Laraway	Westfield	MA	1085	(413) 388-8626	MA
Catie Laraway	Westfield	MA	1085	(413) 388-8626	MA
Eazy Cutz 1 LLC	Aberdeen	MD	21001	(240) 216-0444	MD
EAZY CUTZ LLC	Aberdeen	MD	21001	(240) 216-0444	MD
SHIV SHAKTI CLIPS LLC	Belair	MD	21015	(908) 410-0369	MD
Meissner Holdings, LLC	Churchville	MD	21028	(443) 910-1348	MD
Modi Clippers, LLC	Downtown	PA	19335	(248) 231-0533	MD
Jai Hanuman LLC	Glen Burnie	MD	21061	(410) 762-8902	MD
*Ten Sails LLC	Middletown	DE	19709	(302) 222-2000	MD
Bay Clips, Inc.	Virginia Beach	VA	23451	(757) 408-7787	MD
JMA INVESTMENTS, LLC	South Portland	ME	4106	(207) 893-8488	ME
BAM Cuts, LLC	Byron Center	MI	49315	(616) 366-5509	MI
BAM Cuts, LLC	Byron Center	MI	49315	(616) 366-5509	MI
Gold Star Salons LLC	Byron Center	MI	49315	(616) 366-5509	MI
*SonRise Clippers, LLC	Holland	MI	49423	(616) 283-7359	MI
*SonRise Clippers, LLC	Holland	MI	49423	(616) 283-7359	MI
SonRise Clippers, LLC	Holland	MI	49423	(616) 283-7359	MI
SonRise Clippers, LLC	Holland	MI	49423	(616) 283-7359	MI
Stacey Hasenau	Livonia	MI	48150	(248) 231-3282	MI
Daisy Doo's, LLC	Macomb	MI	48042	(586) 343-4001	MI
B&C Cutters, Inc.	Macomb	MI	48044	(586) 907-8812	MI
PVW Midwest Cutters, LLC	Maineville	OH	45039	(513) 607-1269	MI
Azaad, LLC	Northville	MI	48168	(734) 660-6818	MI
Gamly Clips, LLC	Northville	MI	48168	(734) 417-8470	MI
Michigan Clippers, Inc.	Novi	MI	48375	(248) 921-0767	MI
Daryl Jamison	Troy	MI	48098	(248) 835-9579	MI
Daryl Jamison	Troy	MI	48098	(248) 835-9579	MI
Daryl Jamison	Troy	MI	48098	(248) 835-9579	MI
Daryl Jamison	Troy	MI	48098	(248) 835-9579	MI
Daryl Jamison	Troy	MI	48098	(248) 835-9579	MI
Daryl Jamison	Troy	MI	48098	(248) 835-9579	MI
Yongping Guo	Troy	MI	48085	(248) 835-5076	MI
Yongping Guo	Troy	MI	48085	(248) 835-5076	MI
Zelco, LLC	Troy	MI	48098	(248) 345-8763	MI
Zelco, LLC	Troy	MI	48098	(248) 345-8763	MI
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI

GREAT CLIPS® FRANCHISEES
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Franchisee	City	State	Zip Code	Phone	Location State
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI
AMJAY Corp.	West Chester	OH	45069	(513) 509-1480	MI
Snip, Inc.	Chanhassen	MN	55317	(952) 239-6751	MN
W. Peyton Co.	Edina	MN	55436	(612) 723-0467	MN
W. Peyton Co.	Edina	MN	55436	(612) 723-0467	MN
RAS Corporation	Long Lake	MN	55356	(952) 270-1484	MN
RAS Corporation	Long Lake	MN	55356	(952) 270-1484	MN
RAS Corporation	Long Lake	MN	55356	(952) 270-1484	MN
Stevens Unlimited of St. Paul, Inc.	Mendota Heights	MN	55118	(612) 210-9427	MN
Stevens Unlimited of St. Paul, Inc.	Mendota Heights	MN	55118	(612) 210-9427	MN
Stevens Unlimited of St. Paul, Inc.	Mendota Heights	MN	55118	(612) 210-9427	MN
Stevens Unlimited of St. Paul, Inc.	Mendota Heights	MN	55118	(612) 210-9427	MN
Give Me A Break, Inc.	Prior Lake	MN	55372	(904) 910-7744	MN
Catch the Wave, Inc.	Shakopee	MN	55379	(612) 850-4573	MN
Roch-N-Roll, Inc.	Sparta	WI	54656	(608) 386-2230	MN
Newport Clippers, Inc.	Watertown	MN	55388	(612) 812-5305	MN
Newport Clippers, Inc.	Watertown	MN	55388	(612) 812-5305	MN
Windjammers Corporation	Wayzata	MN	55391	(612) 889-8891	MN
Aster Clips LLC	Woodbury	MN	55129	(763) 350-0063	MN
Aster Clips LLC	Woodbury	MN	55129	(763) 350-0063	MN
Aster Clips LLC	Woodbury	MN	55129	(763) 350-0063	MN
Aster Clips LLC	Woodbury	MN	55129	(763) 350-0063	MN
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	MO
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	MO
Holtzman Enterprises, Inc.	Aspen	CO	81611	(303) 884-9343	MO
MPE, Inc.	Belleville	IL	62221	(618) 334-4574	MO
MPE, Inc.	Belleville	IL	62221	(618) 334-4574	MO
Devang Thakore	Bentonville	AR	72712	(262) 344-3311	MO
Devang Thakore	Bentonville	AR	72712	(262) 344-3311	MO
Adlib, Inc.	Edina	MN	55439	(612) 799-8389	MO
Adlib, Inc.	Edina	MN	55439	(612) 799-8389	MO
Adlib, Inc.	Edina	MN	55439	(612) 799-8389	MO
Modern Day Clippers, Inc.	Ely	IA	52227	(618) 779-3849	MO
The Mane Group, Inc.	Kevil	KY	42053	(270) 559-0461	MO
Kansas City Clippers, Inc.	Loch Lloyd	MO	64012	(913) 271-8585	MO
Kansas City Clippers, Inc.	Loch Lloyd	MO	64012	(913) 271-8585	MO
Kansas City Clippers, Inc.	Loch Lloyd	MO	64012	(913) 271-8585	MO
Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
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Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
Carpe Diem, Inc.	Olathe	KS	66062	(913) 940-0773	MO
Fangman Enterprises, Inc.	Overland Park	KS	66213	(913) 638-8607	MO
Fangman Enterprises, Inc.	Overland Park	KS	66213	(913) 638-8607	MO
IRIS Corporation	Overland Park	KS	66221	(913) 617-3225	MO
IRIS Corporation	Overland Park	KS	66221	(913) 617-3225	MO
Cardinal Clippers, Inc./Gateway Clippers Holdings LLC	St. Louis	MO	63105	(314) 918-0045 x5	MO
Cardinal Clippers, Inc./Gateway Clippers Holdings LLC	St. Louis	MO	63105	(314) 918-0045 x5	MO
Gateway Clippers Holdings II, LLC	St. Louis	MO	63105	(314) 918-0045 x5	MO
Gateway Clippers Holdings LLC	St. Louis	MO	63105	(314) 918-0045 x5	MO
*Conch Republic, LLC	Hattiesburg	MS	39402	(601) 433-4129	MS
*Headwaters Salons, LLC	Clancy	MT	59634	(406) 202-0094	MT
KA TRIANGLE VENTURES LLC	Apex	NC	27523	(919) 325-6403	NC
Sawyer Holdings, Inc.	Asheboro	NC	27205	(919) 673-8455	NC
Sawyer Holdings, Inc.	Asheboro	NC	27205	(919) 673-8455	NC
Sawyer Holdings, Inc.	Asheboro	NC	27205	(919) 673-8455	NC
Premier Clips, LLC	Cary	NC	27519	(704) 258-5957	NC
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Premier Clips, LLC	Cary	NC	27519	(704) 258-5957	NC

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Franchisee	City	State	Zip Code	Phone	Location State
Premier Clips, LLC	Cary	NC	27519	(704) 258-5957	NC
First Class Clips, Inc.	Charlotte	NC	28277	(704) 453-6303	NC
First Class Clips, Inc.	Charlotte	NC	28277	(704) 453-6303	NC
First Class Clips, Inc.	Charlotte	NC	28277	(704) 453-6303	NC
First Class Clips, Inc.	Charlotte	NC	28277	(704) 453-6303	NC
Longitude, Inc.	Charlotte	NC	28226	(704) 839-1731	NC
Longitude, Inc.	Charlotte	NC	28226	(704) 839-1731	NC
Longitude, Inc.	Charlotte	NC	28226	(704) 839-1731	NC
Longitude, Inc.	Charlotte	NC	28226	(704) 839-1731	NC
MS Clippers, Inc.	Charlotte	NC	28277-8669	(704) 651-4102	NC
MS Clippers, Inc.	Charlotte	NC	28277-8669	(704) 651-4102	NC
MS Clippers, Inc.	Charlotte	NC	28277-8669	(704) 651-4102	NC
MS Clippers, Inc.	Charlotte	NC	28277-8669	(704) 651-4102	NC
MS Clippers, Inc.	Charlotte	NC	28277-8669	(704) 651-4102	NC
Ronona, LLC	Charlotte	NC	28277	(704) 591-5119	NC
Ronona, LLC	Charlotte	NC	28277	(704) 591-5119	NC
Ronona, LLC	Charlotte	NC	28277	(704) 591-5119	NC
Mascott Industries, Inc.	Clemmons	NC	27012	(336) 970-1381	NC
Mascott Industries, Inc.	Clemmons	NC	27012	(336) 970-1381	NC
Shear Madness, Inc.	Davidson	NC	28036	(980) 721-5840	NC
Shear Madness, Inc.	Davidson	NC	28036	(980) 721-5840	NC
Shear Madness, Inc.	Davidson	NC	28036	(980) 721-5840	NC
Shear Madness, Inc.	Davidson	NC	28036	(980) 721-5840	NC
Shear Madness, Inc.	Davidson	NC	28036	(980) 721-5840	NC
Shear Madness, Inc.	Davidson	NC	28036	(980) 721-5840	NC
Dixie Clippers, Inc.	Lawrenceville	GA	30043	(678) 428-8324	NC
Dixie Clippers, Inc.	Lawrenceville	GA	30043	(678) 428-8324	NC
Dixie Clippers, Inc.	Lawrenceville	GA	30043	(678) 428-8324	NC
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	NC
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	NC
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	NC
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	NC
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	NC
Timothy Proctor	Lewisville	NC	27023-8658	(336) 416-1112	NC
MCPIE, Inc.	Morehead City	NC	28557	(252) 241-6844	NC
MCPIE, Inc.	Morehead City	NC	28557	(252) 241-6844	NC
MCPIE, Inc.	Morehead City	NC	28557	(252) 241-6844	NC
Shear Investments, Inc.	North Myrtle	SC	29582	(336) 442-5562	NC
Pineland Salons, LLC	Pinehurst	NC	28374	(801) 935-0618	NC
Pineland Salons, LLC	Pinehurst	NC	28374	(801) 935-0618	NC
Shear Results, LLC	Raleigh	NC	27601	(419) 283-3623	NC
Shear Results, LLC	Raleigh	NC	27601	(419) 283-3623	NC
Shear Results, LLC	Raleigh	NC	27601	(419) 283-3623	NC
Triangle Holdings, Inc.	Raleigh	NC	27615	(919) 395-4876	NC
Triangle Holdings, Inc.	Raleigh	NC	27615	(919) 395-4876	NC
Triangle Holdings, Inc.	Raleigh	NC	27615	(919) 395-4876	NC
Triangle Holdings, Inc.	Raleigh	NC	27615	(919) 395-4876	NC
Triangle Holdings, Inc.	Raleigh	NC	27615	(919) 395-4876	NC
Triangle Holdings, Inc.	Raleigh	NC	27615	(919) 395-4876	NC
Tar Heel Clippers, Inc.	Rolesville	NC	27571	(919) 612-1737	NC
Twin Dome, LLC	Winston-Salem	NC	27101	(336) 655-6502	NC
Twin Dome, LLC	Winston-Salem	NC	27101	(336) 655-6502	NC
Twin Dome, LLC	Winston-Salem	NC	27101	(336) 655-6502	NC
Twin Dome, LLC	Winston-Salem	NC	27101	(336) 655-6502	NC
Twin Dome, LLC	Winston-Salem	NC	27101	(336) 655-6502	NC
Spice Investment Group, Inc.	Fargo	ND	58104	(701) 361-3411	ND
*Sharpness LLC	Cedar Rapids	IA	52402	(319) 540-9196	NE
Sharpness LLC	Cedar Rapids	IA	52402	(319) 540-9196	NE
Sharpness LLC	Cedar Rapids	IA	52402	(319) 540-9196	NE
Sharpness LLC	Cedar Rapids	IA	52402	(319) 540-9196	NE
Bixby, Inc.	Savage	MN	55378	(952) 226-4246	NE
Bixby, Inc.	Savage	MN	55378	(952) 226-4246	NE
Bixby, Inc.	Savage	MN	55378	(952) 226-4246	NE
Bixby, Inc.	Savage	MN	55378	(952) 226-4246	NE
Bixby, Inc.	Savage	MN	55378	(952) 226-4246	NE
Brandeavor, LLC	Columbus	OH	43220-4902	(614) 404-9475	NH

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Franchisee	City	State	Zip Code	Phone	Location State
Mad Ventures Inc.	Atlantic	NJ	7716	(732) 910-6284	NJ
Ocean Blue Ventures LLC	Brick	NJ	8724	(646) 808-6694	NJ
KIMBERLY ANN GEORGES SALONS LLC	Bushkill	PA	18324	(570) 269-2600	NJ
Exit 98 Enterprises, LLC	Lake Como	NJ	7719	(732) 371-0932	NJ
Exit 98 Enterprises, LLC	Lake Como	NJ	7719	(732) 371-0932	NJ
Exit 98 Enterprises, LLC	Lake Como	NJ	7719	(732) 371-0932	NJ
Yankee Clips, LLC	Lawrenceville	GA	30043	(678) 428-8324	NJ
Yankee Clips, LLC	Lawrenceville	GA	30043	(678) 428-8324	NJ
Yankee Clips, LLC	Lawrenceville	GA	30043	(678) 428-8324	NJ
ClipSilver LLC	Long Valley	NJ	7853	(973) 250-4250	NJ
ClipSilver LLC	Long Valley	NJ	7853	(973) 250-4250	NJ
CLIPSONG, LLC	Long Valley	NJ	7853	(973) 250-4250	NJ
Mendenhall/CLIPSONG, LLC	Long Valley	NJ	7853	(973) 250-4250	NJ
R. Diamond LLC	Manchester	NJ	8750	(253) 230-1679	NJ
Darryl Fernandes	Marlboro	NJ	7746	(732) 618-9138	NJ
ANARON LLC	Monroe	NJ	8831	(201) 770-7227	NJ
Emance, Inc.	Newtown	PA	18940	(215) 439-1744	NJ
Commisso/McClips, LLC	Parlin	NJ	8859	(908) 510-9838	NJ
McClips, LLC	Parlin	NJ	8859	(908) 510-9838	NJ
McBride/Agrawal	Pennington	NJ	8534	(609) 558-5018	NJ
Ronak Modi	Pittstown	NJ	8867	(979) 709-9885	NJ
Bilker/JRL Ventures, LLC	Waxhaw	NC	28173	(917) 763-4715	NJ
Tricut, LLC	West Caldwell	NJ	7006	(973) 618-1957	NJ
Tricut, LLC	West Caldwell	NJ	7006	(973) 618-1957	NJ
Kokopelli New Mexico, Inc.	Albuquerque	NM	87122	(505) 899-9321	NM
Kokopelli New Mexico, Inc.	Albuquerque	NM	87122	(505) 899-9321	NM
Patel Clips 6, LLC	Albuquerque	NM	87123	(505) 385-9483	NM
Sukhbir Pannu	Henderson	NV	89052	(702) 204-7747	NV
Sukhbir Pannu	Henderson	NV	89052	(702) 204-7747	NV
Sukhbir Pannu	Henderson	NV	89052	(702) 204-7747	NV
Nugent, LLC	Las Vegas	NV	89128	(702) 338-6374	NV
Nugent, LLC	Las Vegas	NV	89128	(702) 338-6374	NV
Nugent, LLC	Las Vegas	NV	89128	(702) 338-6374	NV
vGuru AZ LLC	Las Vegas	NV	89145	(702) 575-2828	NV
VGURU, LLC	Las Vegas	NV	89145	(702) 575-2828	NV
VGURU, LLC	Las Vegas	NV	89145	(702) 575-2828	NV
VGURU, LLC	Las Vegas	NV	89145	(702) 575-2828	NV
DK Friend Holdings, Inc.	Clarence	NY	14031	(716) 984-5011	NY
SJLD Enterprise LLC	Clarence	NY	14031	(716) 525-4449	NY
JELEA Enterprises, Inc.	Lancaster	NY	14086	(716) 207-4235	NY
JELEA Enterprises, Inc.	Lancaster	NY	14086	(716) 207-4235	NY
Capital Region Clips LLC	Mason	OH	45040	(513) 895-4555	NY
Capital Region Clips LLC	Mason	OH	45040	(513) 895-4555	NY
Shear Talent, Inc.	Aurora	OH	44202	(330) 348-4960	OH
Ramsey Rooney & Co.	Avon Lake	OH	44012	(440) 933-8364	OH
Cincy Clips, Inc.	Cincinnati	OH	45242	(513) 312-2155	OH
Cincy Clips, Inc.	Cincinnati	OH	45242	(513) 312-2155	OH
Cincy Clips, Inc.	Cincinnati	OH	45242	(513) 312-2155	OH
Cincy Clips, Inc.	Cincinnati	OH	45242	(513) 312-2155	OH
Cincy Clips, Inc.	Cincinnati	OH	45242	(513) 312-2155	OH
Crosstown Cutters, LLC	Cincinnati	OH	45241-3698	(513) 759-0365	OH
Queen City Clippers, Ltd.	Cincinnati	OH	45241-3698	(513) 759-0365	OH
ZAMP Enterprises, Inc.	Cleveland	OH	44113	(330) 554-6128	OH
ZAMP Enterprises, Inc.	Cleveland	OH	44113	(330) 554-6128	OH
ZAMP Enterprises, Inc.	Cleveland	OH	44113	(330) 554-6128	OH
Laventure, Inc.	Columbus	OH	43220	(614) 551-9191	OH
Laventure, Inc.	Columbus	OH	43220	(614) 551-9191	OH
*R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
*R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
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R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH

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Franchisee	City	State	Zip Code	Phone	Location State
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
R.L.O., Inc.	Dayton	OH	45429	(937) 620-9998	OH
KLK Haircutters, Inc.	Findlay	OH	45840	(419) 348-0766	OH
KLK Haircutters, Inc.	Findlay	OH	45840	(419) 348-0766	OH
KLK Haircutters, Inc.	Findlay	OH	45840	(419) 348-0766	OH
KLK Haircutters, Inc.	Findlay	OH	45840	(419) 348-0766	OH
KLK Haircutters, Inc.	Findlay	OH	45840	(419) 348-0766	OH
KLK Haircutters, Inc.	Findlay	OH	45840	(419) 348-0766	OH
Tillery Enterprises, Inc.	Gahanna	OH	43230	(614) 946-3961	OH
Tillery Enterprises, Inc.	Gahanna	OH	43230	(614) 946-3961	OH
Tillery Enterprises, Inc.	Gahanna	OH	43230	(614) 946-3961	OH
Tillery Salons, Inc.	Gahanna	OH	43230	(614) 946-3961	OH
Tillery Salons, Inc.	Gahanna	OH	43230	(614) 946-3961	OH
Eckert, Inc.	Loveland	OH	45140	(513) 678-0511	OH
Eckert, Inc.	Loveland	OH	45140	(513) 678-0511	OH
Eckert, Inc.	Loveland	OH	45140	(513) 678-0511	OH
Eckert, Inc.	Loveland	OH	45140	(513) 678-0511	OH
Future Growth Enterprises, Inc.	Loveland	OH	45140	(513) 827-2715	OH
East West Cutters, Inc.	Maineville	OH	45039	(513) 607-1269	OH
Excel Clips, Inc.	Mason	OH	45040	(513) 604-2855	OH
Excel Clips, Inc.	Mason	OH	45040	(513) 604-2855	OH
MJ Clips, Inc.	Mason	OH	45040	(513) 604-2855	OH
DMK Holdings, Inc	Medina	OH	44256	(330) 283-1504	OH
Mia San Mia, LLC	Mentor	OH	44060	(440) 669-9182	OH
Mia San Mia, LLC	Mentor	OH	44060	(440) 669-9182	OH
Zeetrio of Ohio, Inc.	Miami Beach	FL	33154	(305) 965-9004	OH
Zeetrio of Ohio, Inc.	Miami Beach	FL	33154	(305) 965-9004	OH
Zeetrio of Ohio, Inc.	Miami Beach	FL	33154	(305) 965-9004	OH
StyleTech Corporation	Powell	OH	43065	(614) 323-3426	OH
StyleTech Corporation	Powell	OH	43065	(614) 323-3426	OH
StyleTech Corporation	Powell	OH	43065	(614) 323-3426	OH
StyleTech Corporation	Powell	OH	43065	(614) 323-3426	OH
Demer Retail Ventures GC, LLC	Sheffield Village	OH	44054	(216) 408-1054	OH
Demer Retail Ventures GC, LLC	Sheffield Village	OH	44054	(216) 408-1054	OH
Style Pro's, Inc.	Bixby	OK	74008	(918) 527-9164	OK
*Synectics, LLC	Frisco	TX	75034	(214) 673-5660	OK
*Synectics, LLC	Frisco	TX	75034	(214) 673-5660	OK
Fresh Look Investments, LLC	Norman	OK	73072	(405) 412-4646	OK
Fresh Look Investments, LLC	Norman	OK	73072	(405) 412-4646	OK
Fresh Look Investments, LLC	Norman	OK	73072	(405) 412-4646	OK
Four C Ventures, LLC	Oklahoma City	OK	73114	(405) 767-9848	OK
Four C Ventures, LLC	Oklahoma City	OK	73114	(405) 767-9848	OK
Llopis USA, LLC	Rockledge	FL	32955	(405) 370-0496	OK
Llopis USA, LLC	Rockledge	FL	32955	(405) 370-0496	OK
Llopis USA, LLC	Rockledge	FL	32955	(405) 370-0496	OK
Llopis USA, LLC	Rockledge	FL	32955	(405) 370-0496	OK
Niagara Clips, Inc.	Beamsville	ON	L0R 1B2	(905) 467-7644	ON
1001014089 ONTARIO INC.	Brampton	ON	L6Y 0T4	(289) 654-1597	ON
Breacan Business Services, Inc.	Burlington	ON	L7P 3R9	(416) 831-8416	ON
Gwen Creation Enterprise (2021) Inc.	Burlington	ON	L7M 0X4	(905) 407-8986	ON
Gwen Creation Enterprise (2021) Inc.	Burlington	ON	L7M 0X4	(905) 407-8986	ON
Gwen Creation Enterprises, Inc.	Burlington	ON	L7M 0X4	(905) 407-8986	ON
Shear Greatness Inc.	Burlington	ON	L7P 2Z1	(416) 821-5584	ON
Keshpn, Inc.	Georgetown	ON	L7G 0G3	(647) 200-1205	ON
*JAMI COMMUNICATIONS GROUP (2020) INC.	Maple	ON	L6A 2W8	(416) 508-6333	ON
*JAMI COMMUNICATIONS GROUP (2020) INC.	Maple	ON	L6A 2W8	(416) 508-6333	ON
*JAMI COMMUNICATIONS GROUP (2020) INC.	Maple	ON	L6A 2W8	(416) 508-6333	ON
2228085 Ontario, Inc.	Mississauga	ON	L5L 3T2	(905) 820-9954	ON
LHMK Enterprises, Inc.	Mississauga	ON	L5G 4T8	(647) 998-1232	ON

GREAT CLIPS® FRANCHISEES
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Franchisee	City	State	Zip Code	Phone	Location State
LHMK Enterprises, Inc.	Mississauga	ON	L5G 4T8	(647) 998-1232	ON
LHMK Enterprises, Inc.	Mississauga	ON	L5G 4T8	(647) 998-1232	ON
YAARRA Business Services, Inc.	Mississauga	ON	L5W 1C7	(416) 562-4784	ON
2262727 Ontario Inc.	Oakville	ON	L6H 3A4	(905) 338-6112	ON
15382670 Canada Inc.	Richmond Hill	ON	L4E 4C4	(437) 229-9525	ON
Kemol Ventures, Ltd.	Richmond Hill	ON	L4E 4S1	(416) 528-7759	ON
Kemol Ventures, Ltd.	Richmond Hill	ON	L4E 4S1	(416) 528-7759	ON
Kemol Ventures, Ltd.	Richmond Hill	ON	L4E 4S1	(416) 528-7759	ON
Kyrie Services, Inc	Richmond Hill	ON	L4E 0P9	(905) 237-9010	ON
Kyrie Services, Inc	Richmond Hill	ON	L4E 0P9	(905) 237-9010	ON
SHREENATH INC.	Rockwood,	ON	N0B 0A6	(416) 993-7913	ON
1000684013 ONTARIO INC.	Thornhill	ON	L4J 7W9	(647) 964-9476	ON
GOODWOOD ENTERPRISES INC.	Whitby	ON	L1N 8K4	(905) 903-8950	ON
Deltennium Clips, LLC	Boca Raton	FL	33487-8236	(561) 306-1492	OR
*Tambry Ventures South Oregon LLC	Happy Valley	OR	97086	(805) 405-2162	OR
Tambry Ventures Oregon, LLC	Happy Valley	OR	97086	(805) 405-2162	OR
Tambry Ventures Oregon, LLC	Happy Valley	OR	97086	(805) 405-2162	OR
*DO You, Inc.	Salem	OR	97304	(907) 748-8444	OR
DO You, Inc.	Salem	OR	97304	(907) 748-8444	OR
DO You, Inc.	Salem	OR	97304	(907) 748-8444	OR
Rose Clips, LLC	Vancouver	WA	98661-6618	(503) 260-5283	OR
Rose Clips, LLC	Vancouver	WA	98661-6618	(503) 260-5283	OR
N & A Associates, Inc.	Bridgewater	NJ	8807	(908) 393-1316	PA
The Studio 888, Inc.	Chalfont	PA	18914	(215) 527-3694	PA
Two Cats Salon, LLC	Dunmore	PA	18512	(570) 954-6756	PA
Leena Dhawan	Easton	PA	18040	(610) 905-6461	PA
L&S Entities, LLC/Sanskriti, LLC	Ewing	NJ	8618	(609) 647-2311	PA
Sanskar Willow Grove, LLC	Ewing	NJ	8618	(609) 647-2311	PA
Champion Clippers Inc.	Harrisburg	PA	17112	(717) 319-5979	PA
Bell Clippers, LLC	Irwin	PA	15642	(412) 607-0646	PA
Bell Clippers, LLC	Irwin	PA	15642	(412) 607-0646	PA
Bell Clippers, LLC	Irwin	PA	15642	(412) 607-0646	PA
Exit 98 Enterprises, LLC	Lake Como	NJ	7719	(732) 371-0932	PA
M & M Clippers, LLC	Limerick	PA	19468	(610) 213-8705	PA
M & M Clippers, LLC	Limerick	PA	19468	(610) 213-8705	PA
M & M Clippers, LLC	Limerick	PA	19468	(610) 213-8705	PA
M & M Clippers, LLC	Limerick	PA	19468	(610) 213-8705	PA
M & M Clippers, LLC	Limerick	PA	19468	(610) 213-8705	PA
V&S Clips, LLC/M & M Clippers, LLC	Limerick	PA	19468	(610) 213-8705	PA
R&M Investment Services, LLC	Mechanicsburg	PA	17050	(223) 285-9961	PA
KR Enterprises Inc.	Monroeville	PA	15146	(412) 401-1304	PA
Lily Bear Clips LLC	Mount Joy	PA	17552	717.327.6789	PA
BLG CUTS & STYLES INC	Mount Laurel	NJ	8054	(847) 767-5004	PA
Emance, Inc.	Newtown	PA	18940	(215) 439-1744	PA
Simren, Inc.	Pittsburgh	PA	15238	(412) 638-9191	PA
Folk Design Group, LLC	Wallingford	PA	19086	(610) 566-1428	PA
Folk Design Group, LLC	Wallingford	PA	19086	(610) 566-1428	PA
Folk Design Group, LLC	Wallingford	PA	19086	(610) 566-1428	PA
H & J Clips, LLC	West Grove	PA	19390	(484) 883-7543	PA
Hairclips412, LLC	Wexford	PA	10590	(412) 952-0664	PA
Merck Enterprises, Inc.	Easley	SC	29642	(864) 915-3822	SC
Merck Enterprises, Inc.	Easley	SC	29642	(864) 915-3822	SC
WHETYO, Inc.	Littleton	NC	27850	(803) 448-7962	SC
WHETYO, Inc.	Littleton	NC	27850	(803) 448-7962	SC
In His Most Holy Service, LLC	Simpsonville	SC	29681	(864) 320-5734	SC
In His Most Holy Service, LLC	Simpsonville	SC	29681	(864) 320-5734	SC
Saunders Clips, LLC	Simpsonville	SC	29681	(864) 320-5734	SC
Saunders Clips, LLC	Simpsonville	SC	29681	(864) 320-5734	SC
Carolina Hair Care, Inc.	West Union	SC	29696	(864) 275-1770	SC
Carolina Hair Care, Inc.	West Union	SC	29696	(864) 275-1770	SC
Carolina Hair Care, Inc.	West Union	SC	29696	(864) 275-1770	SC
CHC 2, Inc.	West Union	SC	29696	(864) 275-1770	SC
Franklin Clips, Inc.	West Union	SC	29696	(864) 275-1770	SC
Franklin Clips, Inc.	West Union	SC	29696	(864) 275-1770	SC
*Pompadour, Inc.	Wilmington	NC	28403	(910) 262-9575	SC
Snip, Inc.	Chanhassen	MN	55317	(952) 239-6751	SD

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Franchisee	City	State	Zip Code	Phone	Location State
FMGSD, LLC	Slayton	MN	56172	(507) 760-1716	SD
Blue Ridge Development Partners, LLC	Clarksville	TN	37043	(931) 217-7924	TN
1413 Development Corp, LLC	Edina	MN	55439	(952) 946-1473	TN
1413 Development Corp, LLC	Edina	MN	55439	(952) 946-1473	TN
HIGG AND SONS LLC	Gosnell	AR	72315	(870) 623-4433	TN
HIGG AND SONS LLC	Gosnell	AR	72315	(870) 623-4433	TN
*Great Salons of Knoxville, Inc.	Knoxville	TN	37934	(865) 804-3136	TN
McRocket, LLC	Knoxville	TN	37934	(865) 804-3136	TN
McRocket, LLC	Knoxville	TN	37934	(865) 804-3136	TN
McRocket, LLC	Knoxville	TN	37934	(865) 804-3136	TN
McRocket, LLC	Knoxville	TN	37934	(865) 804-3136	TN
McRocket, LLC	Knoxville	TN	37934	(865) 804-3136	TN
L D Clips, Inc.	Nashville	TN	37215	(615) 351-0144	TN
*BAD HAT LLC	Albuquerque	NM	87120	(505) 573-8081	TX
Mane Image, LLC	Austin	TX	78749-1982	(512) 589-8726	TX
Mane Image, LLC	Austin	TX	78749-1982	(512) 589-8726	TX
Mane Image, LLC	Austin	TX	78749-1982	(512) 589-8726	TX
Wilder Enterprises, Inc.	Austin	TX	78703	(512) 413-1900	TX
Wilder Enterprises, Inc.	Austin	TX	78703	(512) 413-1900	TX
Wilder Enterprises, Inc.	Austin	TX	78703	(512) 413-1900	TX
Wilder Enterprises, Inc.	Austin	TX	78703	(512) 413-1900	TX
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Wilder Enterprises, Inc.	Austin	TX	78703	(512) 413-1900	TX
Wilder Enterprises, Inc.	Austin	TX	78703	(512) 413-1900	TX
AJ Odyssey Inc.	Bulverde	TX	78163	(830) 980-8191	TX
AJ Odyssey Inc.	Bulverde	TX	78163	(830) 980-8191	TX
ABE Management, LLC	Corpus Christi	TX	78414	(361) 537-5393	TX
ABE Management, LLC	Corpus Christi	TX	78414	(361) 537-5393	TX
ABE Management, LLC	Corpus Christi	TX	78414	(361) 537-5393	TX
FSG Group, LLC	Dallas	TX	75229	972-571-6328	TX
Hairy Stylez LLC	Denton	TX	76210	(801) 201-1831	TX
Hairy Stylez LLC	Denton	TX	76210	(801) 201-1831	TX
La Corrida Investments, LLC	Euless	TX	76040	(817) 845-1428	TX
La Corrida Investments, LLC	Euless	TX	76040	(817) 845-1428	TX
La Corrida Investments, LLC	Euless	TX	76040	(817) 845-1428	TX
Shear Greatness TX LTD	Fair Oaks Ranch	TX	78015	(916) 529-0959	TX
Shear Greatness TX LTD	Fair Oaks Ranch	TX	78015	(916) 529-0959	TX
Shear Greatness TX LTD	Fair Oaks Ranch	TX	78015	(916) 529-0959	TX
You Sit We Clip, LLC	Fair Oaks Ranch	TX	78015	(210) 416-1102	TX
You Sit We Clip, LLC	Fair Oaks Ranch	TX	78015	(210) 416-1102	TX
You Sit We Clip, LLC	Fair Oaks Ranch	TX	78015	(210) 416-1102	TX
You Sit We Clip, LLC	Fair Oaks Ranch	TX	78015	(210) 416-1102	TX
You Sit We Clip, LLC	Fair Oaks Ranch	TX	78015	(210) 416-1102	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
First Clips, LLC	Flower Mound	TX	75022	(972) 989-7407	TX
Fortune 8 Ventures GC1 LLC	Flower Mound	TX	75028	(469) 216-5270	TX
Inson Byun	Flower Mound	TX	75022	(972) 989-7407	TX
SandGar, LLC	Fort Worth	TX	76135	(817) 905-6600	TX
*Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX
*Radhe Kishan II Inc.	Frisco	TX	75035	(214) 404-1543	TX
B&R Clips LLC	Frisco	TX	75035	(214) 404-1543	TX
B&R Clips LLC	Frisco	TX	75035	(214) 404-1543	TX
GCXG, Inc.	Frisco	TX	75036	(469) 396-2331	TX
GCXG, Inc.	Frisco	TX	75036	(469) 396-2331	TX
Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX
Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX
Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX
Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX
Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX

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Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Radhe Kishan, Inc.	Frisco	TX	75035	(214) 404-1543	TX
Synectics, LLC	Frisco	TX	75034	(214) 673-5660	TX
Synectics, LLC	Frisco	TX	75034	(214) 673-5660	TX
Synectics, LLC	Frisco	TX	75034	(214) 673-5660	TX
Todd McCown	Frisco	TX	75034	(214) 476-3201	TX
Winnergy, LLC/Kitty Paw, LLC	Frisco	TX	75034	(214) 476-3201	TX
MegaClips, LLC	Granbury	TX	76048	(214) 212-4599	TX
MegaClips, LLC	Granbury	TX	76048	(214) 212-4599	TX
Ethereal Holdings LLC	Houston	TX	77044	(713) 485-9602	TX
Horse Thieving Investments, Inc.	Houston	TX	77002	(832) 971-3085	TX
Horse Thieving Investments, Inc.	Houston	TX	77002	(832) 971-3085	TX
PSP Resources, LLC	Hurst	TX	76054	(817) 320-4690	TX
PSP Resources, LLC	Hurst	TX	76054	(817) 320-4690	TX
*DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
DFW Salons, LLC	Irving	TX	75038	(972) 816-6135	TX
RDM CLIPS LLC	Katy	TX	77493	(254) 396-3046	TX
Duc Do	Lakeway	TX	78738	(512) 296-1681	TX
Chop It! LLC	League City	TX	77573	(501) 247-0392	TX
Chop It! LLC	League City	TX	77573	(501) 247-0392	TX
Chop It! LLC	League City	TX	77573	(501) 247-0392	TX
Chop It! LLC	League City	TX	77573	(501) 247-0392	TX
Chop It! LLC	League City	TX	77573	(501) 247-0392	TX
Chop It! LLC	League City	TX	77573	(501) 247-0392	TX
A3K Ventures, LLC	McKinney	TX	75070	(803) 720-9207	TX
Windward Associates LLC	Missouri City	TX	77459	(832) 287-9220	TX
Windward Associates LLC	Missouri City	TX	77459	(832) 287-9220	TX
Windward Associates LLC	Missouri City	TX	77459	(832) 287-9220	TX
Alamda Ventures, LLC	Pearland	TX	77581	(832) 748-0462	TX
Alamda Ventures, LLC	Pearland	TX	77581	(832) 748-0462	TX
Alamda Ventures, LLC	Pearland	TX	77581	(832) 748-0462	TX
MAZAMS ENTERPRISES LLC	Pearland	TX	77584	(405) 216-9876	TX
AHA Ventures, LLC	Plano	TX	75025	(972) 838-7647	TX
AHA Ventures, LLC	Plano	TX	75025	(972) 838-7647	TX
AHA Ventures, LLC	Plano	TX	75025	(972) 838-7647	TX
CE Shepler Partners, L.P./AHA Ventures, LLC	Plano	TX	75025	(972) 838-7647	TX
North Hill Star, LLC/R2Y2M Clips, LLC	Plano	TX	75024	(972) 971-8969	TX
Rajiv Saxena	Plano	TX	75024	(972) 971-8969	TX
Nick and Sam Clips Inc.	Richmond	TX	77406	(832) 434-8320	TX
Nick and Sam Clips Inc.	Richmond	TX	77406	(832) 434-8320	TX
Westend Holdings, Inc.	Round Rock	TX	78681	(512) 695-9103	TX
Binepal Malhi Joint Ventures LLC	San Antonio	TX	78249	(210) 843-0264	TX
Binepal Malhi Joint Ventures LLC	San Antonio	TX	78249	(210) 843-0264	TX
Clip Clip Boom LLC	San Antonio	TX	78260	(210) 425-4018	TX
Clip Clip Boom LLC	San Antonio	TX	78260	(210) 425-4018	TX
Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
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Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
Jet Clips LLC	San Antonio	TX	78254	(210) 415-5153	TX
Raul Fernandez	San Antonio	TX	78211	(210) 884-8951	TX
Rockit Shears Inc.	San Antonio	TX	78255	(707) 330-6330	TX
Rockit Shears Inc.	San Antonio	TX	78255	(707) 330-6330	TX
Rockit Shears Inc.	San Antonio	TX	78255	(707) 330-6330	TX
Team Sailing, Inc.	San Antonio	TX	78015	(210) 391-3987	TX
Team Sailing, Inc.	San Antonio	TX	78015	(210) 391-3987	TX
Team Sailing, Inc.	San Antonio	TX	78015	(210) 391-3987	TX
Team Sailing, Inc.	San Antonio	TX	78015	(210) 391-3987	TX
Team Sailing, Inc.	San Antonio	TX	78015	(210) 391-3987	TX
OM JN, LLC	Spring	TX	77389	(713) 253-1546	TX
Hinan Corporation	Sugarland	TX	77479	(832) 276-2331	TX
Hinan Corporation	Sugarland	TX	77479	(832) 276-2331	TX
Hinan Corporation	Sugarland	TX	77479	(832) 276-2331	TX
Hinan Corporation	Sugarland	TX	77479	(832) 276-2331	TX
Hinan Corporation	Sugarland	TX	77479	(832) 276-2331	TX
Hinan Corporation	Sugarland	TX	77479	(832) 276-2331	TX
Sunset Rock, Inc.	Sunset Valley	TX	78745	(512) 589-8494	TX
Sunset Rock, Inc.	Sunset Valley	TX	78745	(512) 589-8494	TX
Sunset Rock, Inc.	Sunset Valley	TX	78745	(512) 589-8494	TX
Sunset Rock, Inc.	Sunset Valley	TX	78745	(512) 589-8494	TX
Sunset Rock, Inc.	Sunset Valley	TX	78745	(512) 589-8494	TX
Sunset Rock, Inc.	Sunset Valley	TX	78745	(512) 589-8494	TX
Aristoxus, LLC	Temple	TX	76502	(254) 913-3627	TX
Aristoxus, LLC	Temple	TX	76502	(254) 913-3627	TX
D&J Worldwide, LLC	The Woodlands	TX	77381	(281) 380-7126	TX
D&J Worldwide, LLC	The Woodlands	TX	77381	(281) 380-7126	TX
D&J Worldwide, LLC	The Woodlands	TX	77381	(281) 380-7126	TX
D&J Worldwide, LLC	The Woodlands	TX	77381	(281) 380-7126	TX
D&J Worldwide, LLC	The Woodlands	TX	77381	(281) 380-7126	TX
RK Ajer Ventures, LLC	Herriman	UT	84096	(801) 550-5747	UT
RK Ajer Ventures, LLC	Herriman	UT	84096	(801) 550-5747	UT
RK Ajer Ventures, LLC	Herriman	UT	84096	(801) 550-5747	UT
Sail-On Ventures, LLC	Park City	UT	84098	(801) 814-1368	UT
Sail-On Ventures, LLC	Park City	UT	84098	(801) 814-1368	UT
Sail-On Ventures, LLC	Park City	UT	84098	(801) 814-1368	UT
Jenick, Inc.	Salt Lake City	UT	84124	(801) 870-2932	UT
Jenick, Inc.	Salt Lake City	UT	84124	(801) 870-2932	UT
Jenick, Inc.	Salt Lake City	UT	84124	(801) 870-2932	UT
JNL Ventures, Inc.	Salt Lake City	UT	84124	(801) 870-2932	UT
JNL Ventures, Inc.	Salt Lake City	UT	84124	(801) 870-2932	UT
WINNING STYLES LLC	Chesapeake	VA	23322	(910) 751-3242	VA
WINNING STYLES LLC	Chesapeake	VA	23322	(910) 751-3242	VA
Clips 4 M and E, Inc.	Chesterfield	VA	23838	(804) 873-1629	VA
Radia Holdings LLC	Henrico	VA	23233	(312) 715-8388	VA
Radia Holdings LLC	Henrico	VA	23233	(312) 715-8388	VA
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	VA
Southeast Salons, LLC	Lewisville	NC	27023	(336) 946-0432 X151	VA
Jesse Johnson Inc.	Lynchburg	VA	24502	(434) 941-9555	VA
Jesse Johnson Inc.	Lynchburg	VA	24502	(434) 941-9555	VA
Mountainview Cutters, LLC	Maineville	OH	45039	(513) 607-1269	VA
Paradocs, Inc.	Powhatan	VA	23139	(804) 647-3002	VA
*Medusa Too, LLC	Providence Forge	VA	23140	(804) 874-4490	VA
*Medusa Too, LLC	Providence Forge	VA	23140	(804) 874-4490	VA
Medusa Enterprises, Inc.	Providence Forge	VA	23140	(804) 874-4490	VA
Medusa Enterprises, Inc.	Providence Forge	VA	23140	(804) 874-4490	VA
Medusa Enterprises, Inc.	Providence Forge	VA	23140	(804) 874-4490	VA
Medusa Enterprises, Inc.	Providence Forge	VA	23140	(804) 874-4490	VA
Medusa Enterprises, Inc.	Providence Forge	VA	23140	(804) 874-4490	VA
Medusa Enterprises, Inc.	Providence Forge	VA	23140	(804) 874-4490	VA
Blue Sky Cuts, LLC	Roanoke	VA	24018	(540) 525-4643	VA
Christopher Jeffords	Roanoke	VA	24018	(540) 525-4643	VA

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Bay Clips, Inc.	Virginia Beach	VA	23451	(757) 408-7787	VA
LVMY Clips, LLC	Virginia Beach	VA	23456	(757) 619-0492	VA
LVMY Clips, LLC	Virginia Beach	VA	23456	(757) 619-0492	VA
LVMY Clips, LLC	Virginia Beach	VA	23456	(757) 619-0492	VA
LVMY Clips, LLC	Virginia Beach	VA	23456	(757) 619-0492	VA
Mirus, LLC	Virginia Beach	VA	23454	(757) 496-9982	VA
Mirus, LLC	Virginia Beach	VA	23454	(757) 496-9982	VA
Mirus, LLC	Virginia Beach	VA	23454	(757) 496-9982	VA
Mirus, LLC	Virginia Beach	VA	23454	(757) 496-9982	VA
Mirus, LLC	Virginia Beach	VA	23454	(757) 496-9982	VA
Mirus, LLC	Virginia Beach	VA	23454	(757) 496-9982	VA
Tidewater Clippers, LLC	Virginia Beach	VA	23455	(757) 472-2547	VA
Tidewater Clippers, LLC	Virginia Beach	VA	23455	(757) 472-2547	VA
Tidewater Clippers, LLC	Virginia Beach	VA	23455	(757) 472-2547	VA
Kanga, Inc.	Bellevue	WA	98009	(425) 260-3803	WA
Red Hill, Inc.	Livermore	CA	94550	(925) 353-8567	WA
Priya Sarathy	Medina	WA	98039	(206) 552-8775	WA
Zahoomi LLC	Medina	WA	98039	(206) 552-8775	WA
Zahoomi Yakima LLC	Medina	WA	98039	425-891-4709	WA
Decck, Inc.	Richland	WA	99352-9300	(509) 531-3706	WA
Decck, Inc.	Richland	WA	99352-9300	(509) 531-3706	WA
R Rock Marketing, Inc.	Seattle	WA	98102	(425) 558-7710	WA
R Rock Marketing, Inc.	Seattle	WA	98102	(425) 558-7710	WA
Saylaco, Inc.	Burlington	WI	53105	(414) 852-3828	WI
Shrayom, LLC	De Pere	WI	54115	(920) 309-2946	WI
Shrayom, LLC	De Pere	WI	54115	(920) 309-2946	WI
Shrayom, LLC	De Pere	WI	54115	(920) 309-2946	WI
Shrayom, LLC	De Pere	WI	54115	(920) 309-2946	WI
Shrayom, LLC	De Pere	WI	54115	(920) 309-2946	WI
DHM Enterprises, LLC	Elkhorn	WI	53121	(262) 389-4802	WI
DHM Enterprises, LLC	Elkhorn	WI	53121	(262) 389-4802	WI
DHM Enterprises, LLC	Elkhorn	WI	53121	(262) 389-4802	WI
J.P. Madson, Inc.	McFarland	WI	53558	(608) 852-6353	WI
Top Spin Ventures Limited	Muskego	WI	53150	(414) 305-6571	WI
Top Spin Ventures Limited	Muskego	WI	53150	(414) 305-6571	WI
Shorty's, Inc.	Oconomowoc	WI	53066	(262) 490-0664	WI
*Superior-Clearwater, Inc.	Plymouth	MN	55447	(612) 965-9482	WI
Hamilton Enterprises, LLC	Garrett	KY	41630	(606) 276-0957	WV
Hamilton Enterprises, LLC	Garrett	KY	41630	(606) 276-0957	WV
Mountainview Cutters, LLC	Maineville	OH	45039	(513) 607-1269	WV
Mountainview Cutters, LLC	Maineville	OH	45039	(513) 607-1269	WV

EXHIBIT B

List of Former Franchisees

GREAT CLIPS® FORMER FRANCHISEES
FRANCHISEES WHO LEFT THE SYSTEM DUE TO TERMINATION, NON-RENEWAL, OR CEASED OPERATIONS

Franchisee	City	State	Phone	Salon State
Quo Clips, LLC	Little Rock	AR	(501) 258-8639	AR
Sonora Services of Colorado, LLC	Gilbert	AZ	(602) 418-9276	AZ
PDB Holdings, Ltd.	Kelowna	BC	(250) 215-9438	BC
CKHD, LLC	Elk Grove	CA	(916) 205-8410	CA
Ventura VE8031 LLC	San Jose	CA	(408) 203-7667	CA
Navish Inc	San Marcos	CA	(708) 669-6655	CA
Omar Suchedina	San Mateo	CA	(650) 218-5782	CA
JCURVE-DENVER LLC	Salt Lake City	UT	(801) 870-2932	CO
BT GC, LLC	Mineola	NY	(917) 903-4610	CT
Loola Holdings, LLC	Boca Raton	FL	(305) 766-6621	FL
Totalee Holdings LLC	Boca Raton	FL	(561) 900-6984	FL
Totalee Holdings LLC	Boca Raton	FL	(561) 900-6984	FL
Totalee Holdings LLC	Boca Raton	FL	(561) 900-6984	FL
FourFold Enterprises, Inc.	Land O' Lakes	FL	(813) 760-7382	FL
JS Team Holdings, LLC	Miami	FL	(305) 978-4343	FL
KJA Holdings LLC	Miami Beach	FL	(973) 610-1381	FL
Alabama Clips, LLC	Miramar Beach	FL	(205) 601-0120	FL
G5975 GC, LLC	Tampa	FL	(813) 758-0273	FL
Cherry BIM Inc.	White Plains	GA	(706) 910-4219	GA
Cherry BIM Inc.	White Plains	GA	(706) 910-4219	GA
Sharpness Inc.	Cedar Rapids	IA	(319) 540-9196	IA
This Is It, Inc.	Polk City	IA	(515) 480-4878	IA
BrynCorp Concepts, Ltd.	Miami Beach	FL	(305) 965-9004	IL
Modern Day Clippers, Inc.	Ely	IA	(618) 779-3849	IL
Alpine Cuts, Inc.	Chicago	IL	(312) 804-3192	IL
Red Sky At Night, Inc.	Lake Zurich	IL	(641) 512-4403	IL
Bengal Renaissance Group, Inc.	Naperville	IL	(630) 533-1153	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
The Richard Lynn Company	Naperville	IL	(630) 240-3526	IL
PRJ Enterprises, Inc.	Naperville	IL	(630) 222-1248	IL
The Hands Group, Inc.	Peoria	IL	(309) 339-4116	IL
The Hands Group, Inc.	Peoria	IL	(309) 339-4116	IL
The Mane Group, Inc.	Kevil	KY	(270) 559-0461	IL
C Clips Corporation	Carmel	IN	(317) 441-6108	IN
LLD, Inc.	Crestwood	KY	(502) 222-8977	IN
Eckert, Inc.	Loveland	OH	(513) 678-0511	IN
IRIS Corporation	Overland Park	KS	(913) 617-3225	KS
MCD Enterprises 3, LLC	Beverly Hills	MI	(248) 990-4160	MI
GC Dearborn Heights, LLC	Troy	MI	(248) 345-8763	MI
JETTIM, LLC	Union Lake	MI	(248) 330-6402	MI
Cian MacSweeney Holdings, LLC	Williamston	MI	(248) 719-8022	MI
Cian MacSweeney Holdings, LLC	Williamston	MI	(248) 719-8022	MI
Cian MacSweeney Holdings, LLC	Williamston	MI	(248) 719-8022	MI
Caycor, Inc.	Deephaven	MN	(952) 401-1033	MN
Caycor, Inc.	Deephaven	MN	(952) 401-1033	MN
Stevens Unlimited of St. Paul, Inc.	Mendota Heights	MN	(612) 210-9427	MN
Give Me A Break, Inc.	Prior Lake	MN	(904) 910-7744	MN
MPE, Inc.	Belleville	IL	(618) 334-4574	MO
Gateway Clippers Holdings LLC	St. Louis	MO	(314) 918-0045 x5	MO
Headwaters Salons, LLC	Clancy	MT	(406) 202-0094	MT
Dixie Clippers, Inc.	Lawrenceville	GA	(678) 428-8324	NC
Mascott Industries, Inc.	Clemmons	NC	(336) 970-1381	NC
Southeast Salons, LLC	Lewisville	NC	(336) 946-0432 X151	NC
Triangle Holdings, Inc.	Raleigh	NC	(919) 395-4876	NC
Sabana Salons, LLC	Jaffrey	NH	(603) 313-1565	NH
HODA Group, LLC	Pittstown	NJ	(908) 334-4708	NJ
Folk Design Group, LLC	Wallingford	PA	(610) 566-1428	NJ
Kokopelli New Mexico, Inc.	Albuquerque	NM	(505) 899-9321	NM
Kokopelli New Mexico, Inc.	Albuquerque	NM	(505) 899-9321	NM
Sukhbir Pannu	Henderson	NV	(702) 204-7747	NV
Zeetrio of Ohio, Inc.	Miami Beach	FL	(305) 965-9004	OH
Ramsey Rooney & Co.	Avon Lake	OH	(440) 933-8364	OH

GREAT CLIPS® FORMER FRANCHISEES
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Franchisee	City	State	Phone	Salon State
Queen City Clippers, Ltd.	Cincinnati	OH	(513) 759-0365	OH
Laventure, Inc.	Columbus	OH	(614) 551-9191	OH
R.L.O., Inc.	Dayton	OH	(937) 620-9998	OH
Eckert, Inc.	Loveland	OH	(513) 678-0511	OH
Excel Clips, Inc.	Mason	OH	(513) 604-2855	OH
Llopis USA, LLC	Rockledge	FL	(405) 370-0496	OK
Gwen Creation Enterprises, Inc.	Burlington	ON	(905) 407-8986	ON
Deltennium Clips, LLC	Boca Raton	FL	(561) 306-1492	OR
CWS, LLC	Indianapolis	IN	(503) 449-3916	OR
LRH Associates Incorporated	Frederick	MD	(541) 410-6954	OR
Z Salon Southampton LLC	Princeton Junction	NJ	(215) 494-9479	PA
KR Enterprises Inc.	Monroeville	PA	(412) 401-1304	PA
Emance of PA, Inc.	Newtown	PA	(215) 439-1744	PA
LiPho, LLC	York	PA	(717) 424-1112	PA
Salt Pond TNC, LLC	Laconia	NH	(603) 828-3715	RI
Southern Clipper, Inc.	Mt. Pleasant	SC	(843) 478-8578	SC
GC Brothers, LLC	Simpsonville	SC	(864) 320-5734	SC
GC Brothers, LLC	Simpsonville	SC	(864) 320-5734	SC
GC Brothers, LLC	Simpsonville	SC	(864) 320-5734	SC
In His Most Holy Service, LLC	Simpsonville	SC	(864) 320-5734	SC
1631616 Alberta, Inc.	Calgary	AB	(403) 561-2134	SK
2253659 Alberta Inc.	Calgary	AB	(403) 561-2134	SK
Wildfire, LLC	Ringgold	GA	(423) 421-6639	TN
BAD HAT LLC	Albuquerque	NM	(505) 573-8081	TX
FSG Group, LLC	Dallas	TX	972-571-6328	TX
First Clips, LLC	Flower Mound	TX	(972) 989-7407	TX
Horse Thieving Investments, Inc.	Houston	TX	(832) 971-3085	TX
RAAS Ventures LLC	Plano	TX	(972) 838-7647	TX
R2Y2M Clips, LLC	Plano	TX	(972) 971-8969	TX
Team Sailing, Inc.	San Antonio	TX	(210) 391-3987	TX
Hinan Corporation	Sugarland	TX	(832) 276-2331	TX
Ajer's Investment Management Corporation	Herriman	UT	(801) 550-5747	UT
Deltennium Clips, LLC	Boca Raton	FL	(561) 306-1492	WA
Zahoomi LLC	Medina	WA	(206) 552-8775	WA
PNKLINK, Inc.	Puyallup	WA	(801) 856-7807	WA
R Rock Marketing, Inc.	Seattle	WA	(425) 558-7710	WA
Saylaco, Inc.	Burlington	WI	(414) 852-3828	WI
DHM Enterprises, LLC	Elkhorn	WI	(262) 389-4802	WI
PAPAGIORGIO, LLC	Milwaukee	WI	(217) 390-5149	WI
MSA Enterprises, LLC	Monroeville	PA	(412) 401-1304	WV
Susa Services, Ltd.	Loveland	CO	(651) 216-9379	WY

If you buy this franchise your contact information may be disclosed to other buyers when you leave the franchise system.

GREAT CLIPS® FORMER FRANCHISEES
FRANCHISEES WHO LEFT THE SYSTEM DUE TO ASSIGNMENT/TRANSFER OF OWNERSHIP
*DENOTES AN AGREEMENT THAT WAS SOLD PRIOR TO SALON OPENING

Franchisee	City	State	Phone	Salon State
1631616 Alberta, Inc.	Calgary	AB	(403) 561-2134	AB
NWA Clips, LLC	Naples	FL	(239) 877-2995	AR
NWA Clips, LLC	Naples	FL	(239) 877-2995	AR
NWA Clips, LLC	Naples	FL	(239) 877-2995	AR
NWA Clips, LLC	Naples	FL	(239) 877-2995	AR
NWA Clips, LLC	Naples	FL	(239) 877-2995	AR
NWA Clips, LLC	Naples	FL	(239) 877-2995	AR
Bell Hair, Inc.	Scottsdale	AZ	(480) 491-0565	AZ
Kula, Inc.	Scottsdale	AZ	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	(602) 418-9276	AZ
Kula, Inc.	Scottsdale	AZ	(602) 418-9276	AZ
0946341 B.C. LTD	Osoyoos	BC	(604) 306-2643	BC
Butler and Tink Ventures, LLC	Calabasas	CA	(818) 631-6202	CA
Butler and Tink Ventures, LLC	Calabasas	CA	(818) 631-6202	CA
Butler and Tink Ventures, LLC	Calabasas	CA	(818) 631-6202	CA
Bystedts, LLC	Corona	CA	(714) 936-4772	CA
Srirama Entrepreneurs, Inc.	San Diego	CA	(858) 699-0506	CA
Srirama Entrepreneurs, Inc.	San Diego	CA	(858) 699-0506	CA
Vineyard Vista Clippers, LLC	San Jose	CA	(908) 452-9002	CA
Vineyard Vista Clippers, LLC	San Jose	CA	(908) 452-9002	CA
Suchedina, Omar	San Mateo	CA	(650) 218-5782	CA
RGIM&S, Inc.	West Palm Beach	FL	(925) 360-7726	CA
RGIM&S, Inc.	West Palm Beach	FL	(925) 360-7726	CA
RGIM&S, Inc.	West Palm Beach	FL	(925) 360-7726	CA
JPEI, Inc.	Broken Arrow	OK	(720) 937-0257	CO
*TEJVI CUTS LLC	Raleigh	NC	(919) 649-4193	DC
Bell Clippers FL, LLC	Boynton Beach	FL	(804) 920-3704	FL
Bell Clippers FL, LLC	Boynton Beach	FL	(804) 920-3704	FL
Suncoast Clips, Inc.	Dunedin	FL	(727) 372-0654	FL
Suncoast Clips, Inc.	Dunedin	FL	(727) 372-0654	FL
Suncoast Clips, Inc.	Dunedin	FL	(727) 372-0654	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Sandollar Clips, LLC	Naples	FL	(239) 877-2995	FL
Forbes Schaefer Enterprises, LLC	Oakland	FL	(407) 970-0986	FL
*MBO, Inc.	Atlanta	GA	(770) 396-0481	GA
*MBO, Inc.	Atlanta	GA	(770) 396-0481	GA
MBO, Inc.	Atlanta	GA	(770) 396-0481	GA
MBO, Inc.	Atlanta	GA	(770) 396-0481	GA
Ship Shape, Inc.	Evans	GA	(770) 268-9867	GA
Ship Shape, Inc.	Evans	GA	(770) 268-9867	GA
Parkside Ventures III, LLC	Norcross	GA	(770) 402-9262	GA
Simon Clips, Inc.	Norcross	GA	(770) 418-9938	GA
Simon Clips, Inc.	Norcross	GA	(770) 418-9938	GA
Simon Clips, Inc.	Norcross	GA	(770) 418-9938	GA
Tabor Clips, Inc.	Roswell	GA	(404) 314-7899	GA

*DENOTES AN AGREEMENT THAT WAS SOLD PRIOR TO SALON OPENING

Franchisee	City	State	Phone	Salon State
Brinton, Casey	Idaho Falls	ID	(208) 716-5054	ID
TriState Salons, LLC	Clancy	MT	(406) 202-0094	ID
TriState Salons, LLC	Clancy	MT	(406) 202-0094	ID
PRJ Enterprises, Inc.	Naperville	IL	(630) 222-1248	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
PROH Enterprises, Inc.	Naperville	IL	(630) 730-8878	IL
Good Looks, Inc.	Oak Park	IL	(847) 652-8174	IL
L D Clips, Inc.	Nashville	TN	(615) 351-0144	IL
L D Clips, Inc.	Nashville	TN	(615) 351-0144	IL
L D Clips, Inc.	Nashville	TN	(615) 351-0144	IL
*The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
*The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
*The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
*The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
*The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
*The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut II, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
The Wright Cut, Inc.	Greenwood	IN	(317) 557-3061	IN
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	IN
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	IN
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	IN

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Franchisee	City	State	Phone	Salon State
Riav Ventures, LLC	Prospect	KY	(502) 442-6503	IN
*Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	IN
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	IN
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	IN
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	IN
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	IN
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	IN
H.H. Holdings Corp.	Danville	KY	(859) 319-8829	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
*Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
*Zip Clips, Inc.	Louisville	KY	(502) 939-6044	KY
*Riav Ventures, LLC	Prospect	KY	(502) 442-6503	KY
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	KY
Shear Force Enterprises, Inc.	Cincinnati	OH	(513) 368-6531	KY
FourWard, L.L.C.	Essex	MD	(443) 745-1910	MD
FourWard, L.L.C.	Essex	MD	(443) 745-1910	MD
FourWard, L.L.C.	Essex	MD	(443) 745-1910	MD
FourWard, L.L.C.	Essex	MD	(443) 745-1910	MD
FourWard, L.L.C.	Essex	MD	(443) 745-1910	MD
*FourWard, L.L.C.	Essex	MD	(443) 745-1910	MD
TEJVI CUTS LLC	Raleigh	NC	(919) 649-4193	MD
TEJVI CUTS LLC	Raleigh	NC	(919) 649-4193	MD
TEJVI CUTS LLC	Raleigh	NC	(919) 649-4193	MD
MD American Salons LLC	Ashburn	VA	(703) 589-6334	MD
CM Clips LLC	Naples	FL	(239) 877-2995	MO
CM Clips LLC	Naples	FL	(239) 877-2995	MO
CM Clips LLC	Naples	FL	(239) 877-2995	MO
CM Clips LLC	Naples	FL	(239) 877-2995	MO
CM Clips LLC	Naples	FL	(239) 877-2995	MO
M. Khan, Inc.	Stilwell	KS	(816) 694-9899	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Spectacular Clips, Inc.	O'Fallon	MO	(636) 240-3119	MO
Southeast Salons, LLC	Lewisville	NC	(336) 946-0432 X151	NC
Southeast Salons, LLC	Lewisville	NC	(336) 946-0432 X151	NC
Southeast Salons, LLC	Lewisville	NC	(336) 946-0432 X151	NC

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Franchisee	City	State	Phone	Salon State
McClips, LLC	Parlin	NJ	(908) 510-9838	NJ
McClips, LLC	Parlin	NJ	(908) 510-9838	NJ
McClips, LLC	Parlin	NJ	(908) 510-9838	NJ
KWIS, LLC	Albuquerque	NM	(505) 264-0334	NM
KWIS, LLC	Albuquerque	NM	(505) 264-0334	NM
KWIS, LLC	Albuquerque	NM	(505) 264-0334	NM
*KWIS, LLC	Albuquerque	NM	(505) 264-0334	NM
*KWIS, LLC	Albuquerque	NM	(505) 264-0334	NM
Two Tees Mechanical, Inc.	Los Ranchos	NM	(505)681-4456	NM
Beetee #2, LLC	Henderson	NV	(702) 622-1060	NV
Beetee #2, LLC	Henderson	NV	(702) 622-1060	NV
Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	NV
EM3, LLC	East Amherst	NY	(716) 348-0600	NY
JELEA Enterprises, Inc.	Lancaster	NY	(716) 207-4235	NY
Saylon, Inc.	Powell	OH	(614) 323-3426	OH
Flight of the Phoenix, Inc.	Bend	OR	(541) 410-6954	OR
Flight of the Phoenix, Inc.	Bend	OR	(541) 410-6954	OR
LRH Associates Incorporated	Bend	OR	(541) 410-6954	OR
LRH Associates Incorporated	Bend	OR	(541) 410-6954	OR
*LRH Associates Incorporated	Bend	OR	(541) 410-6954	OR
CWS, LLC	Portland	OR	(503) 449-3916	OR
Diamond State Group, LLC	Hockessin	DE	(302) 563-3514	PA
Sanskar, LLC	Pennington	NJ	(609) 558-5018	PA
CAS, Inc.	Brandon	SD	(605) 582-6548	SD
CAS, Inc.	Brandon	SD	(605) 582-6548	SD
CAS, Inc.	Brandon	SD	(605) 582-6548	SD
CAS, Inc.	Brandon	SD	(605) 582-6548	SD
CAS, Inc.	Brandon	SD	(605) 582-6548	SD
*CAS, Inc.	Brandon	SD	(605) 582-6548	SD
Shear Vision, LLC	Rapid City	SD	(605) 431-9202	SD
Shear Vision, LLC	Rapid City	SD	(605) 431-9202	SD
Shear Vision, LLC	Rapid City	SD	(605) 431-9202	SD
JSK Clips, LLC	Houston	TX	(254) 541-5774	TX
Kazlon, LLC	McAllen	TX	(956) 778-8267	TX
What a Clip, LLC	San Antonio	TX	(210) 473-0829	TX
What a Clip, LLC	San Antonio	TX	(210) 473-0829	TX
Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	UT
Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	UT
Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	UT
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Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	UT
Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	UT
C & J Virginia, LLC	Bon Air	VA	(804) 323-1464	VA

GREAT CLIPS® FORMER FRANCHISEES
FRANCHISEES WHO LEFT THE SYSTEM DUE TO ASSIGNMENT/TRANSFER OF OWNERSHIP
*DENOTES AN AGREEMENT THAT WAS SOLD PRIOR TO SALON OPENING

Franchisee	City	State	Phone	Salon State
Seaco, Inc.	Ely	IA	(618) 779-3849	WA
Seaco, Inc.	Ely	IA	(618) 779-3849	WA
Seaco, Inc.	Ely	IA	(618) 779-3849	WA
Seaco, Inc.	Ely	IA	(618) 779-3849	WA
Seaco, Inc.	Ely	IA	(618) 779-3849	WA
TriState Salons, LLC	Clancy	MT	(406) 202-0094	WA
TriState Salons, LLC	Clancy	MT	(406) 202-0094	WA
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
WEBINCS, Inc.	West Allis	WI	(414) 731-7398	WI
Fifth Avenue Ventures, Inc.	Salt Lake City	UT	(801) 864-3196	WY

If you buy this franchise your contact information may be disclosed to other buyers when you leave the franchise system.

EXHIBIT C

Franchise Organizations that Great Clips has Created, Sponsored or Endorsed

FRANCHISEE ORGANIZATIONS THAT GREAT CLIPS HAS CREATED, SPONSORED OR ENDORSED

Great Clips Marketing and Advisory Review Council

Great Clips has established a Marketing and Advisory Review Council (the “MARC”) that is composed of an elected **and appointed** body of franchisees for the purpose of providing Great Clips with input on a variety of issues and opportunities. The MARC operates under its own Bylaws. The MARC is purely advisory in nature, but from time to time may vote on various programs, promotions or policies. Great Clips may change or dissolve the MARC at any time. You may contact the MARC at:

4400 West 78th Street, Suite 700, Minneapolis, MN 55435
(952) 893-9088
www.greatclips.com

Great Clips Grow Your Organization

Great Clips has established the Grow Your Organization (the “GYO”) organization to provide a forum for the larger franchisees to assist and learn from one another and help Great Clips develop models and tools that may be helpful to other franchisees who intend to grow beyond eight salons. You may contact the GYO at:

4400 West 78th Street, Suite 700, Minneapolis, MN 55435
(952) 893-9088
www.greatclips.com

Next Gen

Great Clips has established a group called Next Gen to connect franchisees and their next generation business owners with others going through the same process to help them think through formal business transition planning, and family business dynamics.

You may contact the Next Gen at:

4400 West 78th Street, Suite 700, Minneapolis, MN 55435
(952) 893-9088
www.greatclips.com

EXHIBIT D

Independent Franchisee Associations

EXHIBIT D

INDEPENDENT FRANCHISEE ASSOCIATIONS

Independent Association of Great Clips Franchisees (the “IAGCF”)

In 1992, a group of Great Clips franchisees created an independent organization to support the collective interests of all Great Clips franchisees. The mission of the IAGCF is:

To promote unity among franchisees and to provide a vehicle for the sharing of information and expertise for the purpose of maximizing profitability for all members.

The most recent contact information that we have for the IAGCF is:

- Via email at: boardofdirectors@iagcf.org
- By telephone at: (210) 379-5496.
- Online: www.iagcf.org.

EXHIBIT E

Financial Statements

Great Clips, Inc.

Financial Report
December 31, 2024

Contents

Independent auditor's report	1-2
Financial statements	
Balance sheets	3
Statements of earnings	4
Statements of comprehensive income	5
Statements of shareholders' equity (deficit)	6
Statements of cash flows	7
Notes to financial statements	8-19

Independent Auditor's Report

Board of Directors
Great Clips, Inc.

Opinion

We have audited the financial statements of Great Clips, Inc. (the Company), which comprise the balance sheets as of December 31, 2024, 2023 and 2022, the related statements of earnings, comprehensive income, shareholders' equity (deficit) and cash flows for the years then ended, and the related notes to the financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements 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 its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

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 Auditor's 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 audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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 within one year after the date that the financial statements are issued or available to be to be issued.

Auditor's 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 auditor's 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 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.

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.

RSM US LLP

Minneapolis, Minnesota
March 26, 2025

Great Clips, Inc.

Balance Sheets December 31, 2024, 2023 and 2022

	2024	2023	2022
Assets			
Current assets:			
Cash and cash equivalents	\$ 39,839,742	\$ 46,038,335	\$ 45,472,255
Restricted cash and current assets of North American Advertising Fund	33,065,862	34,032,543	32,411,492
Other restricted cash	342,075	424,172	515,663
Trade receivables, less estimate for credit losses of \$704,000, \$657,000 and \$672,000 as of December 31, 2024, 2023 and 2022, respectively	9,542,598	8,502,334	9,485,462
Income taxes receivable	164,885	533,820	1,228,392
Inventories	664,063	420,089	61,335
Other current assets	6,263,626	6,292,490	2,677,264
Total current assets	89,882,851	96,243,783	91,851,863
Property and equipment:			
Transportation equipment	28,683,423	20,345,555	20,032,480
Computer equipment and software	17,572,814	19,572,044	15,310,302
Leasehold improvements	4,762,281	6,368,135	7,785,438
Equipment	4,000,236	3,233,760	2,869,848
	55,018,754	49,519,494	45,998,068
Less accumulated depreciation	19,152,323	28,321,124	26,782,553
Total property and equipment, net	35,866,431	21,198,370	19,215,515
Other assets:			
Operating lease right-of-use assets	4,157,428	5,976,540	8,452,965
Goodwill, net	-	484,790	937,814
Deferred tax assets	5,267,196	3,191,181	3,300,604
Other, primarily security deposits	48,838	102,121	112,239
Total other assets	9,473,462	9,754,632	12,803,622
Total assets	\$ 135,222,744	\$ 127,196,785	\$ 123,871,000
Liabilities and Shareholders' Equity			
Current liabilities:			
Current maturities of long-term debt	\$ 3,250,000	\$ 3,427,159	\$ 2,955,761
Operating lease liabilities, current	1,396,695	2,168,327	2,919,835
Unearned initial franchise fees, current	989,256	2,056,002	2,212,887
Accounts payable	3,188,421	2,835,846	3,295,880
Accrued advertising expenses of North American Advertising Fund	33,065,862	34,032,543	32,411,492
Accrued liabilities	9,387,126	8,989,018	10,416,480
Deferred compensation, current	1,613,752	3,661,590	1,905,815
Total current liabilities	52,891,112	57,170,485	56,118,150
Long-term obligations:			
Long-term debt, net of current maturities	11,504,731	15,879,731	23,673,883
Operating lease liabilities, net of current portion	3,973,399	5,369,839	7,486,348
Unearned initial franchise fees, net of current portion	20,189,385	20,558,695	21,861,648
Deferred compensation, net of current portion	2,894,676	3,653,528	4,997,535
Total long-term obligations	38,562,191	45,461,793	58,019,414
Commitments and contingencies			
Shareholders' equity:			
Voting common stock, \$0.001 par value; 5,000,000 shares authorized; 6,000 shares issued and outstanding as of December 31, 2024, 2023 and 2022	6	6	6
Nonvoting common stock; \$0.001 par value; 5,000,000 shares authorized; 1,742,153, 1,757,153, and 1,792,153 issued and outstanding as of December 31, 2024, 2023 and 2022, respectively	1,742	1,757	1,792
Retained earnings	44,759,630	25,038,568	10,228,527
Accumulated other comprehensive loss	(991,937)	(475,824)	(496,889)
Total shareholders' equity	43,769,441	24,564,507	9,733,436
Total liabilities and shareholders' equity	\$ 135,222,744	\$ 127,196,785	\$ 123,871,000

See notes to financial statements.

Great Clips, Inc.

Statements of Earnings

Years Ended December 31, 2024, 2023 and 2022

	2024	2023	2022
Franchise operations revenues:			
Continuing franchise fee revenue	\$ 112,771,070	\$ 106,824,630	\$ 100,262,023
Initial franchise fee revenue	2,470,995	3,148,996	2,898,297
North American Advertising Fund contributions	87,466,324	83,593,010	76,674,690
	<u>202,708,389</u>	<u>193,566,636</u>	<u>179,835,010</u>
Franchise operations costs:			
Continuing franchise fees	32,478,838	32,042,900	32,199,214
Initial franchise fees	3,809,635	3,361,306	3,052,955
North American Advertising Fund expenses	87,466,324	83,593,010	76,674,690
	<u>123,754,797</u>	<u>118,997,216</u>	<u>111,926,859</u>
Gross profit	78,953,592	74,569,420	67,908,151
General and administrative expenses	50,812,350	46,328,283	42,044,798
Operating profit	28,141,242	28,241,137	25,863,353
Other income (expense):			
Gain on extinguishment of Payroll Protection Program debt	-	-	2,017,258
Employee retention credit	-	-	3,985,250
Interest expense, net	(260,954)	(1,265,274)	(1,409,231)
Other income (expense), net	971,004	(327,176)	(146,469)
	<u>710,050</u>	<u>(1,592,450)</u>	<u>4,446,808</u>
Earnings before income tax expense	28,851,292	26,648,687	30,310,161
Income tax expense	6,542,895	6,726,231	7,491,513
Net earnings	\$ 22,308,397	\$ 19,922,456	\$ 22,818,648

See notes to financial statements.

Great Clips, Inc.

Statements of Comprehensive Income
Years Ended December 31, 2024, 2023 and 2022

	2024	2023	2022
Net earnings	\$ 22,308,397	\$ 19,922,456	\$ 22,818,648
Other comprehensive (loss) income:			
Foreign currency translation adjustments	(516,113)	21,065	(310,314)
Comprehensive income	\$ 21,792,284	\$ 19,943,521	\$ 22,508,334

See notes to financial statements.

Great Clips, Inc.

**Statements of Shareholders' Equity (Deficit)
Years Ended December 31, 2024, 2023 and 2022**

	Voting Common Stock	Nonvoting Common Stock	Retained Earnings (Accumulated Deficit)	Accumulated Other Comprehensive Loss	Total Shareholders' Equity (Deficit)
Balance, December 31, 2021	\$ 6	\$ 1,792	\$ (12,140,374)	\$ (186,575)	\$ (12,325,151)
Cumulative impact of adoption of ASC 842, Leases	-	-	(449,747)	-	(449,747)
Comprehensive income	-	-	22,818,648	(310,314)	22,508,334
Balance, December 31, 2022	6	1,792	10,228,527	(496,889)	9,733,436
Nonvoting common stock redemption	-	(35)	(5,112,415)	-	(5,112,450)
Comprehensive income	-	-	19,922,456	21,065	19,943,521
Balance, December 31, 2023	6	1,757	25,038,568	(475,824)	24,564,507
Nonvoting common stock redemption	-	(15)	(2,587,335)	-	(2,587,350)
Comprehensive income	-	-	22,308,397	(516,113)	21,792,284
Balance, December 31, 2024	\$ 6	\$ 1,742	\$ 44,759,630	\$ (991,937)	\$ 43,769,441

See notes to financial statements.

Great Clips, Inc.

Statements of Cash Flows Years Ended December 31, 2024, 2023 and 2022

	2024	2023	2022
Cash flows from operating activities:			
Net earnings	\$ 22,308,397	\$ 19,922,456	\$ 22,818,648
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Depreciation	3,915,763	3,298,193	3,031,124
Amortization of goodwill	484,790	453,024	452,131
Amortization of initial franchise fees	(2,470,995)	(3,148,996)	(2,898,297)
Deferred compensation expense	815,390	2,487,940	2,313,611
Deferred compensation payments	(3,622,080)	(2,076,172)	(4,987,869)
Noncash in net lease liability, net	(348,960)	(391,592)	(392,769)
Loss (gain) on sale of equipment	(792,451)	327,176	96,243
Deferred income taxes	(2,076,015)	109,423	2,060,183
Gain on extinguishment of Payroll Protection Program debt	-	-	(2,017,258)
Changes in assets and liabilities:			
Trade receivables	(1,040,264)	983,128	(4,183,829)
Income taxes receivable	368,935	694,572	(658,265)
Other current assets of North American Advertising Fund	(77,285)	(2,136,588)	(2,228,729)
Other assets	82,147	(3,605,108)	(390,665)
Inventories	(243,974)	(358,754)	166,795
Unearned initial franchise fees	1,034,939	1,689,158	1,094,199
Accounts payable	238,670	158,201	(208,256)
Accrued advertising expenses of North American Advertising Fund	(966,681)	1,621,051	1,196,330
Accrued liabilities	(7,587)	(1,858,383)	2,179,582
Net cash provided by operating activities	17,602,739	18,168,729	17,442,909
Cash flows from investing activities:			
Purchases of property and equipment	(30,077,468)	(6,227,516)	(2,001,855)
Proceeds from sale of equipment	12,400,000	1,057	44,845
Net cash used in investing activities	(17,677,468)	(6,226,459)	(1,957,010)
Cash flows from financing activities:			
Advances on revolving line of credit	5,000,000	-	-
Payments on revolving line of credit	(5,000,000)	-	-
Proceeds from long-term debt	-	-	27,000,000
Payments on long-term debt	(4,552,159)	(7,322,754)	(56,596,480)
Nonvoting common stock redemption	(2,587,350)	(5,112,450)	-
Net cash used in financing activities	(7,139,509)	(12,435,204)	(29,596,480)
Effects of exchange rates on cash and cash equivalents and restricted cash	(516,113)	21,065	(310,314)
Change in cash and cash equivalents and restricted cash	(7,730,351)	(471,869)	(14,420,895)
Cash and cash equivalents and restricted cash:			
Beginning	68,472,863	68,944,732	83,365,627
Ending	\$ 60,742,512	\$ 68,472,863	\$ 68,944,732
Supplemental disclosures of cash flow information:			
Cash paid during the year for interest	\$ 1,559,879	\$ 1,527,156	\$ 1,513,300
Cash paid during the year for income taxes	\$ 8,249,975	\$ 5,922,236	\$ 6,833,248
Property and equipment additions in accounts payable	\$ 121,714	\$ 7,809	\$ 626,044
Cash and cash equivalents and restricted cash:			
Cash and cash equivalents	\$ 39,839,742	\$ 46,038,335	\$ 45,472,255
Restricted cash of North American Advertising Fund	20,560,695	22,010,356	22,956,814
Other restricted cash	342,075	424,172	515,663
Total cash and cash equivalents and restricted cash	\$ 60,742,512	\$ 68,472,863	\$ 68,944,732

See notes to financial statements.

Great Clips, Inc.

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies

Nature of business: Great Clips, Inc. (the Company) is a franchisor within the hair care industry with its corporate office located in Minneapolis, Minnesota. The Company has franchisees located throughout the United States and Canada. The Company also leases and operates training facilities for meeting and training purposes throughout the United States and Canada.

Activity related to the number of franchised hair care salons is as follows:

	Number of Hair Care Salons
December 31, 2021	4,447
Opened during 2022	117
Closed during 2022	(137)
December 31, 2022	4,427
Opened during 2023	98
Closed during 2023	(98)
December 31, 2023	4,427
Opened during 2024	115
Closed during 2024	(103)
December 31, 2024	4,439

The salons opened during each year include new salons opened and salons reopened under the Company's relocation policy. Salons closed during the year include salons that may reopen under the Company's relocation policy.

A summary of the Company's significant accounting policies follows:

Cash and cash equivalents: The Company considers all highly liquid investments, such as money market accounts, with original maturities of 90 days or less to be cash equivalents. Cash equivalents are stated at cost, which approximates fair value. The Company maintains cash balances at several financial institutions in the United States and Canada. Cash held in Canadian banks totaled approximately \$7,346,000, \$5,934,000 and \$6,324,000 at December 31, 2024, 2023 and 2022, respectively. Cash accounts at each institution in the United States have coverage by the Federal Deposit Insurance Corporation up to \$250,000. Accounts at each institution maintained in Canada are insured by the Canada Deposit Insurance Corporation up to \$100,000 Canadian dollars. The Company has not experienced losses from amounts in excess of insured limits.

Restricted cash and other current assets and accrued cooperative advertising: The Company utilizes a systemwide marketing and advertising fund, the Great Clips, Inc. North American Advertising Fund (the Ad Fund) to fund advertising costs. Franchisees are required to remit 5% of sales to the Ad Fund, which is used for marketing and advertising efforts throughout the system. As of December 31, 2024, 2023 and 2022, the Ad Fund's restricted cash and other current assets and the related liability were approximately \$33,066,000, \$34,033,000 and \$32,411,000, respectively. See also Note 2.

Great Clips, Inc.

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies (Continued)

Other restricted cash: The Company is required by certain states to maintain initial franchise fees paid by franchisees in a restricted bank account until the salons open. The use of these funds by the Company is restricted until the salon opens. These balances consist of money market funds as of December 31, 2024, 2023 and 2022.

Trade receivables, net: Trade receivables are carried at original invoice amount less an estimate made for credit losses based on a review of all outstanding amounts on a periodic basis. Credit is granted to franchisees in the normal course of business, generally without collateral or any other security to support amounts due. Management determines the allowance for credit losses by regularly evaluating current economic conditions and individual franchisees considering a franchisee's financial condition and credit history. A trade receivable is considered past due if any portion of the receivable balance is outstanding beyond normal franchisee terms. Trade receivables are written off when deemed uncollectible. Recoveries of trade receivables previously written off are recorded when received. Trade receivables, net at December 31, 2024, 2023, 2022 and 2021 were approximately \$9,543,000, \$8,502,000, \$9,485,000 and \$5,302,000, respectively.

Inventories: Inventories include graphic packages, salon supplies and equipment, and are stated at the lower of cost (using the first-in, first-out method) or net realizable value. The Company performs on-going lower of cost or net realizable value evaluations, and adjustments are made to reflect changes in market conditions, if necessary.

Property and equipment: Property and equipment is stated at cost. Depreciation is provided in amounts sufficient to relate the cost of depreciable assets to operations over their estimated useful lives. Leasehold improvements are depreciated over the shorter of their useful life or lease term. Assets are depreciated on a straight-line basis for financial reporting purposes.

The estimated useful lives over which property and equipment are depreciated is as follows:

Transportation equipment	5-20 years
Computer equipment and software	3-5 years
Leasehold improvements	5-10 years
Equipment	3-7 years

Leases: The Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, *Leases (Topic 842)*, to increase transparency and comparability among organizations related to their leasing arrangement by recognizing right-of-use (ROU) lease assets and lease liabilities on the balance sheet and requiring disclosure of key information about leasing arrangements. Lease expense continues to be recognized in a manner similar to legacy accounting principles generally accepted in the United States of America (U.S. GAAP). See also Note 3.

The Company made an accounting policy election under Topic 842 not to recognize ROU assets and lease liabilities for leases with a term of 12 months or less. For all other significant leases, the Company recognizes ROU assets and lease liabilities based on the present value of lease payments over the lease term at the commencement date of the lease (or January 1, 2022, for existing leases upon the adoption of Topic 842). The ROU assets also include any initial direct costs incurred and lease payments made at or before the commencement date and are reduced by any lease incentives.

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies (Continued)

Future lease payments may include fixed rent escalation clauses or payments that depend on an index (such as the consumer price index). Subsequent changes to an index and other periodic market-rate adjustments to base rent are recorded in variable lease expense in the period incurred. Payments for terminating the lease are included in the lease payments only when it is probable they will be incurred.

The Company's leases may include a non-lease component representing additional services transferred to the Company, such as common area maintenance for real estate. The Company accounts for each separate lease component and the non-lease components associated with that lease component as a single lease component. Non-lease components that are variable in nature are recorded in variable lease expense in the period incurred.

A lessee that is not a public business entity is permitted to use a risk-free discount rate for its leases, determined using a period comparable with that of the lease term, as an accounting policy election for all leases. In order to ease the accounting burden of determining incremental borrowing rates under Topic 842, the Company has made this accounting policy election for all leases. The risk-free discount rates were obtained using the interest rates for U.S. Treasury securities, as posted on the Federal Reserve website, with similar maturities as the lease term.

Adoption of Topic 842 resulted in the recording of ROU assets and lease liabilities related to the Company's operating leases of approximately \$11,531,000 and \$13,877,000, respectively, at January 1, 2022. The Company's deferred rent liability at January 1, 2022, was offset against the operating ROU asset upon adoption of Topic 842. The adoption of the new lease standard did not materially impact net income or cash flows and resulted in a cumulative-effect adjustment to the opening balance of accumulated deficit of approximately \$450,000.

Impairment of long-lived assets: The Company reviews long-lived assets such as property and equipment and operating lease ROU assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets to be held and used is measured by a comparison of the carrying amount of an asset to future net cash flows expected to be generated by the asset, including cash flows from disposition. If long-lived assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets. There were no triggering events that indicated there was an impairment of long-lived assets during the years ended December 31, 2024, 2023 and 2022.

Goodwill, net: Goodwill is the excess of the purchase price over the fair value of the net assets of two regional franchisees acquired in business combinations.

The Company has adopted FASB ASU 2014-02, *Intangibles—Goodwill and Other (Topic 350): Accounting for Goodwill (a consensus of the Private Company Council)*. This private company accounting alternative simplifies the accounting for goodwill and includes amortizing goodwill on a straight-line basis over a period not to exceed 10 years, testing goodwill for impairment only upon the occurrence of a triggering event and choosing to test goodwill for impairment at either the entity level or the reporting unit level. The Company has elected to analyze goodwill for impairment at the entity level, amortize goodwill over a period of 10 years and test goodwill for impairment if triggering events occur. There were no goodwill impairment triggering events or charges as of and during the years ended December 31, 2024, 2023 and 2022. Goodwill was fully amortized in 2024.

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies (Continued)

Employee retention credit: During the year ended December 31, 2022, the Company determined that it qualified for the employee retention credit which was available through the Coronavirus Aid, Relief and Economic Security (CARES) Act. The Company recognized income of approximately \$3,985,000 for the employee retention credit, which is the credit, net of related fees, and it is included in other income on the statement of earnings for the year ended December 31, 2022. The Company has a receivable for the employee retention credit of approximately \$1,480,000, which is included in trade receivables on the balance sheets at December 31, 2024 and 2023.

Revenue recognition: Revenues consist of franchise revenue. The Company recognizes revenue when it satisfies a performance obligation. The Company receives continuing franchise fees, initial franchise fees and North American Advertising Fund contributions, which are included in the Company's franchise arrangements. Revenue is recognized in accordance with FASB Accounting Standards Codification (Topic 606): Revenue from Contracts with Customers.

Continuing franchise fee revenue: The Company's franchisees are required to remit 6% of their sales as royalties to the Company. The Company recognizes this royalty as the underlying franchisee sales occur.

Initial franchise fee revenue: The Company recruits potential franchisees, provides support in identifying locations for salons and assists with preopening efforts in exchange for the initial franchise fee. The Company defers these fees as unearned initial franchise fees upon collection from the franchisee and amortizes the fees into revenue over 12 years, the estimated life of the franchise agreements, as the services comprising the performance obligation are satisfied. The Company typically grants franchise rights to franchisees for an indefinite term.

North American Advertising Fund contributions: The Company's franchisees are required to contribute 5% of their sales to an advertising fund. The Company's advertising services are provided both on a systemwide basis and market-level basis. The Company recognizes these sales-based advertising contributions from franchisees as Ad Fund contributions when the underlying franchisee sales occur. The Company records the related advertising expenses as incurred or as Ad Fund contributions are recognized in revenue.

Contract liabilities: The Company's received but unearned initial franchisee fees reported in the Company's balance sheets represent contract liabilities and are amortized into revenue over the estimated life of the franchise agreements, which is 12 years.

Salon development sales: Salon development sales represent purchases of salon equipment by franchisees and are recorded as a receivable and a payable in the financial statements as the Company acts as an agent for franchisees by placing orders for and selling equipment to franchisees. This activity is recorded net within continuing franchise fee revenue in the statements of earnings. Total gross salon development sales were approximately \$16,270,000, \$13,876,000 and \$11,967,000 for the years ended December 31, 2024, 2023 and 2022, respectively.

Advertising: The Company expenses advertising costs for franchise development when incurred. Advertising expenses were approximately \$186,000, \$118,000 and \$121,000 for the years ended December 31, 2024, 2023 and 2022, respectively.

Great Clips, Inc.

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies (Continued)

Income taxes: The Company is taxed as a C corporation. Income taxes are accounted for under the asset and liability method. Deferred income taxes are provided for temporary differences between the tax basis of assets and liabilities and their financial reporting amounts based on enacted tax laws and statutory tax rates applicable to the years in which the differences are expected to affect taxable income. Valuation allowances are established when necessary to reduce deferred tax assets to the amount expected to be realized. The provision for income taxes represents the income tax payable for the year and the change during the year in deferred income tax assets and liabilities.

The Company recognizes the financial statement benefit of a tax position only after determining that the relevant tax authority would more likely than not sustain the position following an audit. For tax positions meeting the more likely than not threshold, the amount recognized in the financial statements is the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement with the relevant taxing authority.

Foreign currency exchange: The majority of the Company's revenue, expense and capital purchasing activities are transacted in United States dollars; however, a portion of the Company's operations consist of activities in Canada. In preparing the financial statements, the Company is required to translate the financial statements of its Canadian locations from the Canadian dollar in which they keep the accounting records into United States dollars, which is deemed to be the functional currency. The foreign currency-denominated assets and liabilities are translated to U.S. dollars at year-end exchange rates, while revenue and expense items are translated at exchange rates prevailing during the year. Gains or losses resulting from translation are recorded in comprehensive income within the statements of shareholders' equity (deficit).

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

Reclassification of certain accounts: Certain accounts on the December 31, 2022 balance sheet, have been reclassified, with no effect on net earnings, to be consistent with the classifications adopted for the year ended December 31, 2023.

Subsequent events: The Company has evaluated events and transactions for potential recognition or disclosure through March 26, 2025, the date the financial statements were available for issuance.

Note 2. North American Advertising Fund

Restricted cash and other current assets of the Ad Fund consist of the following at December 31:

	2024	2023	2022
Restricted cash	\$ 20,560,695	\$ 22,010,356	\$ 22,956,814
Other current assets	12,505,167	12,022,187	9,454,678
	<u>\$ 33,065,862</u>	<u>\$ 34,032,543</u>	<u>\$ 32,411,492</u>

Great Clips, Inc.

Notes to Financial Statements

Note 2. North American Advertising Fund (Continued)

The Company provides administrative support services for the Ad Fund, which are paid out of the Ad Fund's restricted cash. The amounts paid for services provided were approximately \$4,348,000, \$4,165,000 and \$3,832,000 for the years ended December 31, 2024, 2023 and 2022, respectively. Trade receivables from the Ad Fund at December 31, 2024, 2023 and 2022, were approximately \$707,000, \$481,000 and \$534,000, respectively. Of the Ad Fund's restricted cash, approximately \$5,411,000, \$4,699,000 and \$3,791,000 was held in Canadian banks at December 31, 2024, 2023 and 2022, respectively.

Note 3. Leases

The Company determines if an arrangement is or contains a lease at inception, which is the date on which the terms of the contract are agreed to, and the agreement creates enforceable rights and obligations. Under Topic 842, a contract is or contains a lease when: (i) explicitly or implicitly identified assets have been deployed in the contract and (ii) the customer obtains substantially all of the economic benefits from the use of that underlying asset and directs how and for what purpose the asset is used during the term of the contract. The Company also considers whether its service arrangements include the right to control the use of an asset.

The Company leases facilities under operating lease agreements that have initial terms generally ranging from three to 20 years. Leases include options to renew, generally at the Company's sole discretion. Lease renewal options to extend a lease are included in the lease terms when it is reasonably certain that the Company will exercise that option. The Company's leases generally do not contain any material restrictive covenants.

Operating lease cost is recognized on a straight-line basis over the lease term. Rent expense for leases with terms of less than 12 months is not significant. Lease cost and common area maintenance charged to operations are approximately as follows at December 31:

	2024	2023	2022
Operating lease cost	\$ 1,902,000	\$ 2,675,000	\$ 3,173,000
Variable lease cost	941,000	1,108,000	1,223,000
Total lease cost	<u>\$ 2,843,000</u>	<u>\$ 3,783,000</u>	<u>\$ 4,396,000</u>

Supplemental cash flow information related to leases is approximately as follows for the years ended December 31:

	2024	2023	2022
Operating cash outflows—payments on operating leases	<u>\$ 2,228,000</u>	<u>\$ 3,202,000</u>	<u>\$ 3,606,000</u>
Operating lease right-of-use assets obtained in exchange for new lease obligations	<u>\$ -</u>	<u>\$ 61,000</u>	<u>\$ -</u>

Great Clips, Inc.**Notes to Financial Statements****Note 3. Leases (Continued)**

Supplemental balance sheet information related to leases is approximately as follows at December 31:

	2024	2023	2022
Operating lease right-of-use assets	\$ 4,157,000	\$ 5,977,000	\$ 8,453,000
Current portion of operating lease liabilities	\$ 1,397,000	\$ 2,168,000	\$ 2,920,000
Operating lease liabilities, less current portion	3,973,000	5,370,000	7,486,000
Total operating lease liabilities	\$ 5,370,000	\$ 7,538,000	\$ 10,406,000
Weighted-average remaining lease term (years)	4.5	5	5
Weighted-average discount rate	1.9%	1.8%	1.4%

Future undiscounted cash flows for each of the next five years and reconciliation to the lease liabilities recognized on the balance sheet at December 31, 2023, are approximately as follows:

Years ending:	
2025	\$ 1,501,000
2026	1,100,000
2027	1,058,000
2028	1,075,000
2029	986,000
Total lease payments	5,720,000
Less imputed interest	(350,000)
Total present value of lease liabilities	\$ 5,370,000

Note 4. Goodwill

Goodwill, net consists of the following at December 31:

	Gross Value	Accumulated Amortization	Net Book Value
2024	\$ 4,569,158	\$ 4,569,158	\$ -
2023	4,569,158	4,084,368	484,790
2022	4,569,158	3,631,344	937,814

Goodwill amortization expense was approximately \$485,000, \$453,000 and \$452,000 for the years ended December 31, 2024, 2023 and 2022, respectively.

Notes to Financial Statements

Note 5. Deferred Compensation

The Company provides a deferred compensation plan for certain employees. Participants can elect to defer up to \$100,000 of their base salary and bonus annually. Interest on the plan is calculated using the Company's weighted-average cost of capital. Participants are eligible for distributions from the plan upon termination, death, an unforeseen emergency or a change in control. At December 31, 2024, 2023 and 2022, approximately \$2,064,000, \$2,232,000 and \$2,386,000, respectively, was recorded as a deferred compensation liability under this plan. The Company recorded approximately \$77,000, \$556,000 and \$523,000 in current liabilities at December 31, 2024, 2023 and 2022, respectively. Deferred compensation expense for this plan for the years ended December 31, 2024, 2023 and 2022, was approximately \$143,000, \$147,000 and \$84,000, respectively.

On April 10, 2023, the Company adopted a new long-term incentive plan for certain employees. Under this plan, participants can earn a cash incentive award based upon the achievement of certain performance goals over a continuous three-year period, including growth in new salons and customer counts and Company cash flows as approved by the Board of Directors. However, if the targeted cash flow requirement is not met at the conclusion of the three-year period, no cash bonus amounts will be paid. Payment on the achievement of the performance goals will take place three years after the performance goal amount is earned and determined. Deferred compensation expense for this plan for the years ended December 31, 2024 and 2023, was approximately \$467,000 and \$401,000, respectively, and the corresponding long-term liabilities are included in deferred compensation of approximately \$908,000 and \$401,000 recorded at December 31, 2024 and 2023, respectively.

The Company also has a previous additional deferred incentive compensation plan for certain employees. On February 16, 2023, the Company terminated this plan using a valuation date of December 31, 2022, for the final measurement period. All participants became fully vested as of the valuation date. Previously, benefits accrued under an earnings-based formula whereby each unit vested over five years. Benefits earned will be paid in 2024 and 2025. The Company paid approximately \$3,106,000 in 2024 with the remaining amount due of \$1,537,000 to be paid in 2025. At December 31, 2024, 2023 and 2022, approximately \$1,537,000, \$4,190,000 and \$3,432,000, respectively, was recorded as deferred compensation liabilities for this plan. The Company recorded approximately \$1,537,000, \$3,106,000 and \$1,383,000 in current liabilities at December 31, 2024, 2023 and 2022, respectively. Deferred compensation expense for this plan for the years ended December 31, 2024, 2023 and 2022, was approximately \$205,000, \$1,940,000 and \$2,230,000, respectively.

As a form of payment over certain amounts, the Company issues notes payable to certain employees that are payable over five years. Total notes payable to employees included within the deferred compensation liability were approximately \$0, \$496,000 and \$1,085,000, at December 31, 2024, 2023 and 2022, respectively. These notes payable carried interest of 8.50% and 3.25% at December 31, 2023, and 2022, respectively. The outstanding amounts of these notes payable were paid in full during 2024.

Note 6. Financing Arrangements

Revolving line of credit: The Company has a revolving line of credit (RLOC) agreement with its primary bank. The RLOC agreement provides a line of credit with a borrowing capacity of \$35,000,000. There was no amount outstanding on the line of credit at December 31, 2024, 2023 and 2022, respectively. The borrowings bear interest based on the prime rate or secured overnight financing rate (SOFR) as administered by the Federal Reserve Bank of New York, plus an applicable margin. All outstanding borrowings on the line of credit are due in full upon the maturity date in August 2027.

Great Clips, Inc.

Notes to Financial Statements

Note 6. Financing Arrangements (Continued)

The terms of the Company's credit agreements provide for various fees, including an unused commitment fee and a prepayment fee. All of the amounts outstanding under the credit facilities are collateralized by substantially all business assets of the Company. The terms of the credit facilities include various covenants including, but not limited to, restrictions on the payment of dividends, limitations on the amount of capital stock to be redeemed, minimum interest and debt service coverage ratios, maximum leverage ratios and various other covenants. The credit agreements contain a default provision and subjective acceleration clauses that permit the lender to accelerate the due date of outstanding balances under certain circumstances including, but not limited to, a material adverse change in the business; however, the agreement does not require the Company to maintain a lockbox and, accordingly, any borrowings under the revolving lines of credit would be classified as long-term obligations in the balance sheets.

Effective January 1, 2019, the Company converted from an S corporation to a C corporation. In preparation for this conversion, the Company amended its credit agreements with its banks and issued subordinated notes payable to its shareholders.

A summary of long-term debt at December 31, 2024, 2023 and 2022, is as follows:

	2024	2023	2022
Term note payable; interest rate based on the prime rate or SOFR rate, plus applicable margin, effective interest rate of 5.93% at December 31, 2024, quarterly principal and interest payments through August 2027	\$ 8,000,000	\$ 11,375,000	\$ 18,000,000
Subordinated shareholder notes payable, interest rate at 8.5%, quarterly principle and interest payments through December 2027, subordinated to all other debt	6,754,731	7,931,890	8,629,644
	14,754,731	19,306,890	26,629,644
Less current maturities	3,250,000	3,427,159	2,955,761
	<u>\$ 11,504,731</u>	<u>\$ 15,879,731</u>	<u>\$ 23,673,883</u>

Expected principal payments of long-term debt are approximately as follows for the years ending December 31:

2025	\$ 3,250,000
2026	3,750,000
2027	7,755,000
	<u>\$ 14,755,000</u>

Note 7. Commitments and Contingencies

Lease guarantees: In connection with its franchising operations, the Company may execute an operating lease location prior to obtaining a franchisee. The Company assigns its rights under the lease to the franchisee when the franchisee begins operations; however, the Company remains contingently liable under the lease agreement. At December 31, 2024, the Company was contingently liable under 249 leases that had combined annual rentals of approximately \$8,994,000 during 2024 with expiration dates that range from 2025 to 2035. The Company has recorded a liability for estimated potential payments on these leases of approximately \$1,277,000, \$973,000 and \$1,094,000 at December 31, 2024, 2023 and 2022, respectively, which is included in accrued liabilities on the balance sheets.

Great Clips, Inc.

Notes to Financial Statements

Note 7. Commitments and Contingencies (Continued)

Sponsorship: The Ad Fund enters into various sponsorship agreements and is committed to paying the following:

	2025	2026
NHL	\$ 3,800,000	\$ 3,800,000
NCAA	9,982,000	10,346,000
ESPN	1,000,000	930,000
	<u>\$ 14,782,000</u>	<u>\$ 15,076,000</u>

Other contingencies: The Company is subject to various legal proceedings in the normal course of business. Management believes the outcome of these proceedings will not have a material adverse effect on the Company's financial position or results of operations.

Note 8. Shareholders' Equity

Stock repurchases: The Company has stock purchase and redemption agreements with all of the employees who are shareholders. The terms of the agreements provide for various restrictions on the sale or transfer of capital stock and set forth various rights for the Company and for the employee, as defined in the agreements. Upon the occurrence of certain events, such as termination, as defined in the agreements, the employee may elect to require the Company to purchase, at fair value, shares of common stock held by the employee for a minimum of six months and one day.

The Company determines the fair value of its stock based on a multiple of earnings before interest, taxes, depreciation, and amortization (EBITDA), which is consistent with the calculation used in the most recent arm's length sales of the Company's shares.

Note 9. Income Taxes

The provision for income taxes consists of the following for the years ended December 31:

	2024	2023	2022
Current expense	\$ 8,456,151	\$ 6,616,808	\$ 5,431,330
Deferred tax expense (benefit)	(1,913,256)	109,423	2,060,183
	<u>\$ 6,542,895</u>	<u>\$ 6,726,231</u>	<u>\$ 7,491,513</u>

The Company's effective income tax rate is 25% for the years ended December 31, 2024, 2023 and 2022. The difference between the statutory and effective tax rate is primarily due to state taxes and permanent differences.

Great Clips, Inc.**Notes to Financial Statements****Note 9. Income Taxes (Continued)**

Significant components of the Company's deferred tax assets and liabilities are approximately as follows at December 31:

	2024	2023	2022
Revenue recognition amortization	\$ 2,379,000	\$ 2,743,000	\$ 3,045,000
Operating lease liabilities	1,317,000	1,876,000	2,572,000
Deferred compensation	1,106,000	1,820,000	1,706,000
Deferred revenue	1,064,000	745,000	1,107,000
Other accrued liabilities	887,000	552,000	683,000
Other assets	621,000	981,000	1,079,000
Section 174 (research and development) costs	845,000	775,000	254,000
Deferred tax asset	8,219,000	9,492,000	10,446,000
Less valuation allowance	-	(105,000)	(206,000)
Net deferred tax asset	8,219,000	9,387,000	10,240,000
Depreciation and amortization	(1,342,000)	(3,738,000)	(4,057,000)
Operating lease right-of-use assets	(1,019,000)	(1,487,000)	(2,089,000)
Goodwill	-	(120,000)	(232,000)
Prepaid expenses	(591,000)	(851,000)	(561,000)
Deferred tax liability	(2,952,000)	(6,196,000)	(6,939,000)
Total net deferred tax asset	\$ 5,267,000	\$ 3,191,000	\$ 3,301,000

In assessing the realization of deferred tax assets, management considers whether it is more likely than not that some portion or all of the deferred tax assets will not be realized. The ultimate realization of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible. Based on the level of projected future taxable income over the periods in which the deferred tax assets are deductible, management believes that it is more likely than not that the Company will realize all the benefits of these deductible differences on the United States and Canadian income tax returns.

The Company recognized no liability for unrecognized tax benefits, interest and penalties related to federal and state taxes at December 31, 2024, 2023 and 2022.

The Company files tax returns in the United States federal jurisdiction and various state, local and foreign jurisdictions.

Great Clips, Inc.

Notes to Financial Statements

Note 10. Employee Benefit Plan

The Company has an employee benefit plan that provides employees the ability to contribute up to 100% of their earnings, up to the maximum allowed by the Internal Revenue Code. The Company provides a safe harbor match equal to 100% of the first 2% and 50% of the next 4% of earnings deferred by the employee. Employer matching contributions and administrative related fees were approximately \$1,040,000, \$1,048,000 and \$890,000 for the years ended December 31, 2024, 2023 and 2022, respectively.

Note 11. Related-Party Transactions

The Company's board members, either directly or through members of their immediate families, own or operate Great Clips, Inc. franchise locations. The related parties had the following transactions with the Company, which are included within the financial statements as of and for the years ended December 31, 2024, 2023 and 2022:

	Number of Salons	Continuing Franchise Fee Revenue	Accounts Receivable	Unearned Initial Franchise Fees
2024	23	\$ 647,000	\$ 42,000	\$ 116,000
2023	23	635,000	44,000	116,000
2022	24	585,000	40,000	116,000

EXHIBIT F

Franchise Agreement

GREAT CLIPS® FRANCHISE AGREEMENT
TABLE OF CONTENTS

1. GRANT OF LICENSE	1
2. ACCEPTANCE BY FRANCHISEE	2
3. TERM	3
4. TRADEMARK STANDARDS	4
5. FEES	6
6. TRAINING	9
7. OPERATIONS SUPPORT	10
8. SALON DEVELOPMENT AND OPENING	12
9. STANDARDS OF OPERATION	14
10. TECHNOLOGY AND SECURITY	16
11. ADVERTISING	20
12. FINANCIAL STANDARDS AND REPORTS	21
13. INSURANCE; INDEMNIFICATION	22
14. GREAT CLIPS' RIGHT OF FIRST REFUSAL	24
15. ASSIGNMENT OF FRANCHISE	26
16. RESOLUTION OF DISPUTES	29
17. TERMINATION	30
18. CONSEQUENCES OF TERMINATION	33
19. TRANSFER OF SALON PREMISES AND EQUIPMENT	34
20. CONFIDENTIALITY AND RESTRICTIVE COVENANTS	35
21. DESIGNATION OF RESPONSIBLE PARTIES	36
22. MISCELLANEOUS	37
1. GRANT OF LICENSE	1
2. ACCEPTANCE BY FRANCHISEE	2
3. TERM	3
4. TRADEMARK STANDARDS	4
5. FEES	6
6. TRAINING	9
7. OPERATIONS SUPPORT	11
8. SALON DEVELOPMENT AND OPENING	12

9. STANDARDS OF OPERATION	14
10. TECHNOLOGY AND SECURITY	17
11. ADVERTISING	20
12. FINANCIAL STANDARDS AND REPORTS	22
13. INSURANCE; INDEMNIFICATION	23
14. GREAT CLIPS' RIGHT OF FIRST REFUSAL	24
15. ASSIGNMENT OF FRANCHISE	27
16. RESOLUTION OF DISPUTES	30
17. TERMINATION	31
18. CONSEQUENCES OF TERMINATION	34
19. TRANSFER OF SALON PREMISES AND EQUIPMENT	36
20. CONFIDENTIALITY AND RESTRICTIVE COVENANTS	36
21. DESIGNATION OF RESPONSIBLE PARTIES	37
22. MISCELLANEOUS	38

Signatures

Guaranty

Confirmation of Opening

General Release

GREAT CLIPS® FRANCHISE AGREEMENT

This Franchise Agreement (this “Agreement”) is made by and between Great Clips, Inc., a Minnesota corporation (“Great Clips”), and _____ (“Franchisee”);

WHEREAS, Great Clips has expended considerable time, effort, skill and financial resources in developing an image, distinctive brand and business system for the development and operation of distinctive retail salons offering haircare and personal grooming products and services (the “System”), which products and services are identified and distinguished by the GREAT CLIPS® service mark and other trademarks, service marks and trade dress as defined by Great Clips from time to time and as licensed in this Agreement (the “Marks”);

WHEREAS, Franchisee has had a full and adequate opportunity to be thoroughly advised of the terms and conditions of this Agreement by legal counsel or another adviser, and has had sufficient time to evaluate and investigate the GREAT CLIPS® System, the financial requirements, and the business risks associated with owning and operating a GREAT CLIPS® business and Franchisee desires to obtain the right to use the Marks and System in the operation of a GREAT CLIPS® salon under the terms and conditions of this Agreement, and

WHEREAS, a material component of Franchisee’s decision to acquire the franchised business offered herein is to own and operate a salon business. Franchisee specifically acknowledges and understands that the franchised business is separate and distinct from the business conducted by Great Clips as a franchisor with ultimate responsibility for the Marks, brand and System, and that Franchisee will be solely and exclusively responsible for the exercise of all day-to-day operation, controls, management, and performance of the franchised business, including with respect to all employment-related matters and general working conditions.

NOW, THEREFORE, in consideration of the covenants and agreements described below, Great Clips and Franchisee agree as follows:

1. GRANT OF LICENSE

1.1 **Grant.** Great Clips grants to Franchisee, subject to the terms and conditions of this Agreement, the right and license to: (a) establish and operate one GREAT CLIPS®-branded retail haircare salon at a location for which Great Clips has provided its consent (the “Salon”); (b) use the Marks under the terms of this Agreement to identify and promote the Salon and the business conducted and the services and products that Great Clips authorizes to be offered by the Salon; and (c) use Great Clips’ proprietary business methods, know-how, standards, requirements, and recommendations for the System (which may be changed, improved and further developed from time to time) as set forth in the GREAT CLIPS® Operations Manual, other manuals, training programs, the Online Resources (as defined in Section 10.6), or other communications to Franchisee. Great Clips has no obligation to enter into additional or new Franchise Agreements

with Franchisee for a single location or multiple locations within the Protected Area, the DMA (as defined in Section 1.2) in which the Salon is located, or other territories.

1.2 **Authorized Location.** Franchisee must locate the Salon at a location consented to by Great Clips (the “Authorized Location”) within the following geographic area ~~or defined by Nielsen Media Research Company by a group of counties in the United States that make up a particular television market~~ (the “Designated Market Area—~~the~~” or “DMA”): _____. Upon the opening of the Salon, the Authorized Location will be identified on the Confirmation of Opening form attached to this Agreement. Franchisee may not conduct any other business nor offer any unauthorized services or products at the Authorized Location. The Authorized Location may only be identified by the name GREAT CLIPS® or another of the licensed Marks designated in writing by Great Clips.

1.3 **Relocation.** With the consent of Great Clips, and if Franchisee is in good standing, Franchisee may apply to relocate the Salon subject to Great Clips’ then-current Relocation Policy. Franchisee and each of Franchisee’s shareholders must execute a General Release in favor of Great Clips, in the form prescribed by Great Clips. Great Clips will consent to or reject Franchisee’s relocation application in accordance with its then-current Relocation Policy. If the Salon is temporarily closed pending relocation, Franchisee may not assign any interest in the franchise to another party or entity until such time as the Salon is reopened and in operation, or unless Franchisee is leaving the GREAT CLIPS® System entirely. Franchisee must promptly apply to renew this Agreement if it expires during an approved closed—pending —relocation period and Franchisee desires to relocate the Salon subject to this Agreement beyond its initial term.

1.4 **Protected Area.** While this Agreement is in effect, Great Clips will not establish or license another person or entity to establish a GREAT CLIPS® salon within a radius of three-quarters of a mile from the primary customer entrance of the Salon (the “Protected Area”), except as further provided in subparagraphs 2.2 and 2.3 below. If the Authorized Location is in a densely populated area, as solely determined by Great Clips, the Protected Area will be a radius of one-tenth of a mile from the primary customer entrance of the Salon. If the Authorized Location is designated as a Non-Traditional Location, as solely determined by Great Clips, the Protected Area will be determined by Great Clips at the time of such designation. The Protected Area for a Non-Traditional Location will be further described in an exhibit to this Agreement.

2. ACCEPTANCE BY FRANCHISEE

2.1 **Acceptance.** Franchisee accepts this Agreement and the license granted to Franchisee and undertakes the obligation to diligently develop and operate the Salon in accordance with the System using the Marks in strict compliance with the terms and conditions specified in this Agreement. Franchisee may not franchise, subfranchise, license or sublicense the rights granted to Franchisee in this Agreement.

2.2 **Non-exclusive License.** The license granted to Franchisee is non-exclusive. Great Clips and its affiliates have the absolute right to establish company-owned or franchised GREAT CLIPS® salons at any locations they choose outside of the Protected Area of the Salon. Great

Clips and its affiliates may operate or franchise a business under a different trademark or name that sells services and products similar to those offered by Franchisee and may engage in any other operation, haircare or otherwise, at any location, including within or outside of the Protected Area and to any customer, including customers located in the Protected Area. Great Clips and its affiliates, directly or indirectly through one or more third parties (for example, Amazon), may market, distribute and sell GREAT CLIPS® products, apparel and other items, including haircare products with the GREAT CLIPS® trademarks, service marks, trade names and other symbols, through alternative channels of distribution, at any location or over the Internet, including the Protected Area, without obligation to Franchisee. Great Clips retains all rights not expressly granted to Franchisee in this Agreement. Franchisee acknowledges that the customer service area or trade area of another GREAT CLIPS® salon may overlap with Franchisee's Protected Area.

2.3 **Non-Traditional Locations.** Franchisee acknowledges and agrees that the following certain locations within and outside the Protected Area are by their nature unique and separate in character from sites generally developed as GREAT CLIPS® salons. As a result, Franchisee agrees that the following locations ("Non Traditional Locations") are excluded from the Protected Area and Great Clips has the right to develop, license or franchise such locations: (1) military bases; (2) public transportation facilities, including, without limitation, airports and other transportation terminals; (3) college and university campuses; (4) inside the perimeter of grocery stores, club stores, big-box stores (e.g., large retail establishments offering a variety of goods), and business and industrial locations (e.g., manufacturing site, office building); (5) amusement and theme parks; (6) casinos; (7) community, entertainment, concert and special events; (8) racing events; and (9) sporting events.

3. TERM

3.1 **Initial Term.** This Agreement is in effect from the date it is signed by Great Clips and extends until the tenth anniversary of the date that the Salon opens for business. Upon the opening of the Salon, the expiration date will be confirmed in writing by Great Clips on the Confirmation of Opening form attached to this Agreement.

3.2 **Renewal.** Franchisee has no right to renew the rights licensed in this Agreement upon its expiration and expressly waives, to the fullest extent allowed by applicable law, any statutory right to renew this Agreement beyond its expiration. Great Clips may, in its sole determination, allow Franchisee to renew the rights licensed in this Agreement on the conditions specified in Section 3.3 for a consecutive additional renewal ~~term~~term of 10 years ~~each~~ from the date of expiration of the term.

If Franchisee continues to accept the benefits of this Agreement after the expiration of the initial term but does not complete the requirements in Section 3.3 below then, at Great Clips' sole option, this Agreement may be treated as: (a) expired as of the date of the expiration and Franchisee will be operating without a franchise or license to do so and in violation of our rights to the Marks, brand and System; or (b) continued on a month-to-month basis (an "Interim Period") and all of Franchisee's obligations will remain in full force and effect during the Interim Period as if the Agreement had not expired. Each Interim Period expires at the end of each calendar month unless

this Agreement is continued as provided for in this Section. The Interim Period does not create any new franchise rights and upon expiration of the final Interim Period~~;~~², provided Franchisee does not renew the rights licensed in this Agreement as specified in Section 3.3. below, Franchisee will be bound by all post-term obligations as provided in this Agreement and the expiration of the final Interim Period shall be considered a nonrenewal of this Agreement and not a termination.

3.3 **Conditions to Renewal.** Upon the expiration of this Agreement, if Great Clips agrees to allow renewal of this Agreement or if any offer of renewal is required by applicable law and cannot be waived by agreement of the parties, Franchisee must satisfy each of the following conditions to renew the license granted to Franchisee:

- (a) Franchisee must give Great Clips written notice of renewal not less than 90 days, nor more than 180 days, before the expiration of the term;
- (b) Franchisee must be in compliance with this Agreement and all other GREAT CLIPS® Franchise Agreements, and must be in compliance with Great Clips' policies for all GREAT CLIPS® salons on the date of the notice of renewal and at the expiration of the term, including the then-current version of the Compliance Policy;
- (c) Franchisee must perform, at Franchisee's expense, such renovation to and replacement of building, premises, leasehold improvements, equipment, fixtures and signage as Great Clips reasonably requires so that the Salon conforms with then-current System standards;
- (d) Franchisee will pay the then-current renewal fee ~~of~~, which currently is \$1,750 and may be adjusted annually in proportion to changes in the Consumer Price Index – All Urban Consumers, or its successor index, published by the U.S. Department of Labor;
- (e) at Great Clips' determination, Franchisee must re-attend and successfully complete the training program at Franchisee's expense; and
- (f) Franchisee and each of Franchisee's shareholders must sign a General Release and the then-current GREAT CLIPS® Franchise Agreement prior to the date that the term of this Agreement expires. Franchisee will be required to pay the Continuing Franchise Fee and the Continuing Advertising Fund Contribution, but not the Initial Franchise Fee, required by the then-current Franchise Agreement. The then-current Franchise Agreement required to be executed by Franchisee at the time of renewal may contain terms materially different from those contained in this Agreement.

4. TRADEMARK STANDARDS

4.1 **Name and Ownership.** Franchisee acknowledges that Great Clips is the exclusive owner of the GREAT CLIPS® mark and all of the other Marks and that Franchisee's right to use the Marks is derived solely from this Agreement and is limited to the operation of the Salon in accordance with this Agreement. Franchisee's use of the Marks and any goodwill established from Franchisee's use inures exclusively to the benefit of Great Clips. Franchisee agrees to never contest the ownership or registration of the Marks, and Great Clips' exclusive ownership of the

Marks. Franchisee shall take no action that interferes with Great Clips' ownership, use or registration of the Marks.

4.2 **Usage.** Franchisee will display and use the Marks only in the manner and form prescribed or authorized by Great Clips in writing. Standards for such usage are subject to change. Franchisee will use the Marks only in connection with approved advertising and providing services and products prescribed or authorized by Great Clips and must not use the Marks in any other business that Franchisee is affiliated with, or otherwise sublicense or authorize others to use the Marks. Franchisee must not use any of the Marks in or as a corporate or business name, as part of a social media handle or ~~site~~website, nor may Franchisee use the Marks in or as a name for an independent franchisee association, organization or cooperative. Franchisee also must not apply to register any of the Marks (or anything containing or confusingly similar to the Marks) as a trademark, service mark, or, unless required by law, trade name with any government authority. Further, Franchisee is prohibited from using the Marks, and must clearly identify Franchisee as the employer of its employees, on all employment-related documents, including but not limited to employment applications, employee handbooks, paychecks, etc. Great Clips may also permit Franchisee to use from time to time other trademarks, service marks, trade dress, trade names and commercial symbols as may be designated in writing. Great Clips reserves the right, if necessary, in Great Clips' determination to change the licensed Marks on a system wide or regional basis. Upon notice to Franchisee, Franchisee at its expense will promptly adopt the new principal mark(s) designated by Great Clips for the Salon, the business conducted by the Salon, and the products and services offered by the Salon, including new salon signage and trade dress.

4.3 **No Use of Other Marks.** Franchisee agrees to use the mark GREAT CLIPS® as the sole identification of its GREAT CLIPS® ~~business~~Salon. Franchisee agrees that it will affix a notice in the location with content and form prescribed by Great Clips that it is an independent contractor operating under a GREAT CLIPS® franchise agreement and as such, an authorized user of the Marks and that the owner of the Marks is Great Clips.

4.4 **Use of Marks on the Internet.** Franchisee's use of the Marks on the Internet and in domain names is subject to the provisions of this Agreement, the then-current versions of the Great Clips Electronic Marketing, Recruiting, and Communications Policy, the Great Clips Information Protection Policy, and any other policies developed and/or specified by Great Clips in its sole determination. This includes those marks that may be pending registration or are considered, in Great Clips' sole determination, to be identifying Marks of the System. Great Clips reserves the right to establish and modify rules which will govern Franchisee's use of the Marks on the Internet including domain names, homepages, and electronic addresses or otherwise in connection with a website, including social media sites, review sites, and location directories, and Franchisee agrees to abide by such rules. Franchisee is prohibited from using any of the Marks, including the words "Great Clips", "greatclips" or any confusingly similar variants thereof, in any domain name, social media account, or individual or group email address except as authorized by Great Clips. Franchisee's right to use the Marks on the Internet will terminate immediately upon the expiration or termination of this Agreement.

4.5 **Litigation.** Great Clips will have the sole and absolute right to determine what steps, if any, will be taken in any instance of unauthorized use or infringement of any of its Marks and will have complete control of any litigation or settlement in connection with any claim of an infringement or unfair competition or unauthorized use with respect to the Marks. Franchisee must immediately notify Great Clips if it becomes aware ~~that of~~ any ~~person who is not a licensee of Great Clips is using~~ unauthorized use or ~~infringing~~ infringement of any of the Marks. Franchisee, at Franchisee's Franchisees own expense, will assist and cooperate with any suit or other action undertaken by Great Clips with respect to such unauthorized use or infringement such as by giving testimony or furnishing documents or other evidence. The attorneys' fees for any such action will be paid by Great Clips.

4.6 **Quality Control.** Franchisee shall ensure that the Salon operations and those products and services offered by the Salon under the Marks: (a) maintain a level of quality that is consistent with the System standards provided to Franchisee according to Section 8.3 and the other quality standards provided by Great Clips to Franchisee in the GREAT CLIPS® Operations Manual, other manuals, training programs, the Online Resources (defined in Section 10.6) and other communications by Great Clips to Franchisee; (b) are in accordance with all applicable laws, government regulations, health and safety codes, and prevailing industry quality standards; and (c) shall not reflect adversely upon, tarnish or disparage the Marks or Great Clips.

4.7 **Crisis Situations.** Great Clips will have the sole and absolute right to determine what steps will be taken and what communications will be made in instances of a crisis that impacts the GREAT CLIPS® brand. "Crisis" includes an event that occurs at the Salon or impacts the GREAT CLIPS® brand in such a way that may cause harm or injury to the GREAT CLIPS® Marks, System, reputation, and image.

5. FEES

5.1 **Initial Franchise Fee.** Franchisee will pay an initial franchise fee (the "Initial Franchise Fee") of \$20,000. If this is Franchisee's first Franchise Agreement with Great Clips, Franchisee will pay the \$20,000 Initial Franchise Fee upon signing this Agreement. If this Agreement is not the first Franchise Agreement Franchisee has signed, \$10,000 of the Initial Franchise Fee (the "Partial Initial Franchise Fee") is due and payable upon the signing of this Agreement. The balance of \$10,000 is due and payable at the time Franchisee places the equipment order with Great Clips for the Salon. Great Clips will not accept Franchisee's equipment order for the Salon without the receipt of the balance of the Initial Franchise Fee.

5.2 **Right to Cancel Agreement.** Great Clips will have the right, but not the obligation, to cancel this Agreement if:

- (a) Franchisee fails to open the Salon within 24 months of the date of this Agreement;
- (b) Franchisee fails to complete the then-current version of the training program to Great Clips' satisfaction within 180 days of ~~singing~~ signing this Agreement;
- (c) Great Clips determines that Franchisee is using this Agreement with a view toward resale or redistribution of the salon;

- (d) Franchisee is an existing GREAT CLIPS® franchisee and becomes restricted from expansion under Great Clips' policies (including, without limitation, the then-current version of the Compliance Policy) for any reason between the time Great Clips accepts this Agreement and before a lease is fully executed for the Authorized Location; or
- (e) Franchisee is in breach of this Agreement.

5.3 **Refundability.** The Initial Franchise Fee is non-refundable ~~if: (a) this is the first Franchise Agreement, except that Franchisee has entered into with Great Clips and Franchisee never opened the Salon or did not purchase and operate any other GREAT CLIPS® salon; or (b) Franchisee has participated in an incentive program which requires non-refundable fees or deposits to be paid will refund the Partial Initial Franchise Fee, after deducting amounts owed to Great Clips;~~ if: (a) this Franchise Agreement is cancelled, and before Franchisee opens the Salon, and (b) this Agreement is not the first Franchise Agreement that Franchisee has entered into with Great Clips; and (c) this Agreement is not part of an incentive program, which requires non-refundable fees or deposits to be paid to Great Clips will refund the Partial Initial Franchise Fee, after deducting any amounts owed to Great Clips. To receive a refund of the Partial Initial Franchise Fee, Franchisee and each of Franchisee's shareholders in this Agreement must sign a General Release in favor of Great Clips and Great Clips will have no further obligation to Franchisee. All refunds are without interest.

5.4 **Continuing Franchise Fee.** Franchisee will pay Great Clips biweekly as a continuing franchise fee (the "Continuing Franchise Fee") an amount equal to 6% of Franchisee's Gross Sales.

5.5 **Continuing Advertising Contribution.** Franchisee will make a biweekly continuing advertising contribution (the "Continuing Advertising Contribution") to the GREAT CLIPS® North American Advertising Fund (the "Ad Fund"), in an amount equal to 5% of ~~Franchisee's~~ Franchisee's Gross Sales.

5.6 **Gross Sales.** "Gross Sales" means the total dollar volume income from all cash, credit or charge sales of all services, merchandise and products sold or rendered in connection with Franchisee's GREAT CLIPS® business. Gross Sales will not include any sales or use tax imposed by any taxing authority directly upon sales if the amount of the tax is added to the selling price and expressly charged to the customer. If a taxing authority imposes any tax on Great Clips such as a sales tax or other tax on the Continuing Franchise Fee or on any other fees paid to Great Clips, Great Clips reserves the right to collect any such tax directly from Franchisee. Gross Sales from GREAT CLIPS® Gift Cards, Value Cards or similar prepaid cards ("Gift Cards") are included upon the redemption of a value on the Gift Card and are included upon recognition of any dormancy amounts of Gift Card liabilities. All Gross Sales of any kind must be run through the Salon computer system.

5.7 **Initial Market Development Advertising Fund Contribution.** Franchisee will pay an initial advertising contribution (the "Initial Advertising Contribution") of \$5,000 to the Market Development Advertising Fund (the "MDAF"). If this is Franchisee's first Franchise

Agreement with Great Clips, Franchisee will pay the Initial Advertising Contribution upon signing this Agreement. If this Agreement is not the first Franchise Agreement Franchisee has signed, the Initial Advertising Contribution will be paid at the time Franchisee places the equipment order with Great Clips for the Salon. No equipment order will be accepted by Great Clips from Franchisee without receipt of the Initial Advertising Contribution to the MDAF. The Initial Advertising Contribution is non-refundable and should not be expected to be used to advertise the Franchisee's individual location. Great Clips has the sole and absolute right, within its own assessment of the general best interests of the GREAT CLIPS® System, to determine expenditures of funds collected into the MDAF.

5.8 **Training Fee.** Franchisee will pay an annual Training Fee which is currently \$200 per year for each salon that Franchisee has open. The Training Fee is payable via electronic funds transfer each year (typically in April) and covers Great Clips Academy, Great Clips University courses and resources, LEADS and other additional training for Franchisee and Franchisee's key personnel, as such programs are more fully described in Section 6 below. Great Clips may alter the amount, timing for payment, and use of the Training Fee in its sole determination.

5.9 **Recruiting Technology Fee.** Franchisee will pay to Great Clips a Recruiting Technology Fee (the "RTF") in the amount of \$750 per salon per year. Franchisee will remit payment for the RTF via electronic funds transfer annually in two installments (typically one in May and one in November each year). The RTF is used to provide a variety of recruitment marketing resources to Franchisees for use with Franchisee's recruitment efforts (the "Recruitment Marketing Tools"). Franchisees are not required to use the Recruitment Marketing Tools, ~~but are encouraged to do so.~~ Franchisees must pay the RTF regardless of whether (or how much) they use the Recruitment Marketing Tools. Great Clips may alter the amount, timing for payment, and use of the RTF in its sole determination.

5.10 **Payment.** All Continuing Franchise Fees and Continuing Advertising Contributions will be calculated and paid biweekly and are due and payable and must be received by Great Clips by the Friday following the end of each biweekly period. For purposes of this Agreement, a "week" is a seven-day period, and a "biweekly" period is a 14-day period, ending on Friday, or such other day, as designated periodically by Great Clips. Great Clips will apply Franchisee's payments to Franchisee's outstanding accounts in any manner Great Clips reasonably deems appropriate, regardless of any instructions provided by Franchisee. Franchisee will timely pay all Continuing Franchise Fees and Continuing Advertising Contributions and will not have the right to offset these amounts regardless of any claims or allegations of liability for damages or other payments that Franchisee may allege against Great Clips.

5.11 **Pre-Authorized Bank Debits.** Franchisee is required to execute such documents, as Great Clips may request ~~to provide Franchisee's authority to Great Clips' bank, authorizing and directing Franchisee's bank~~ or financial institution to pay and deposit directly to Great Clips' account, and to charge the account of the Franchisee, the amount of Continuing Franchise Fees, Continuing Advertising Contributions, the RTF, the Training Fee as well as all other fees payable by the Franchisee to (or collected from Franchisee by) Great Clips pursuant to this Agreement. Payments for the Continuing Franchise Fees and Continuing Advertising Fees are due before the

close of business on Friday following the end of each biweekly period, while payment for the Training Fee is due annually in April and the RTF is due semi-annually (on precise dates to be communicated each year). If Franchisee is selling the Salon and leaving the System, Franchisee must pay all fees payable to Great Clips on a weekly basis via pre-authorized bank debits. Franchisee will, at all times during the term of this Agreement, maintain a balance in its bank account sufficient to allow the appropriate amount to be debited from Franchisee's account for payment of the Continuing Franchise Fees, Continuing Advertising Contributions, the Training Fee, the RTF as well as all other fees payable by the Franchisee hereunder for deposit into Great Clips' account.

5.12 **Late Payment; Bank Charges.** Any amounts that are not paid to Great Clips when due will bear interest from the date due until paid at the lesser of 14% per annum or the maximum legal rate of interest allowed by the state in which the Salon is located. Franchisee will pay Great Clips for any and all costs incurred by Great Clips in the collection of any unpaid amount from Franchisee including attorneys' fees, costs, overdraft charges, insufficient funds charges and other expenses incurred in collecting amounts owed by Franchisee.

6. TRAINING

6.1 **Training on System Standards.** Great Clips training is created to provide guidance to Franchisees as well as Franchisee's key personnel on Great Clips systems and processes to ensure consistent, quality delivery of the GREAT CLIPS® brand and approved services to customers. Great Clips will provide the training described below to Franchisee as well as Franchisee's key personnel. Franchisee acknowledges and agrees that any training and related evaluation materials (including reports) provided by Great Clips to Franchisee and Franchisee's employees will be limited to training or guiding the employees regarding the delivery of the GREAT CLIPS® -brand and approved services to customers in a manner that reflects the customer and associated service standards of the System. Franchisee further acknowledges and agrees that Franchisee is, and will remain, the sole employer of Franchisee's employees during all training programs and thereafter, is solely responsible for paying all benefits and wages while the Franchisee's staff attends any training programs, -and that Franchisee is solely responsible for all employment decisions and actions related to its employees. Franchisee further must ensure that its employees receive adequate training.

6.2 **QuickConnect Franchisee Training.** Franchisee must attend and successfully complete all training required for franchisees as set forth in the then-current Operations Manual. At no extra charge beyond the Initial Franchise Fee, Great Clips will provide a training program for Franchisee, the Designated Operator(s) identified in Section 21.1, and Franchisee's shareholders who are active in the GREAT CLIPS® business, to educate, familiarize and acquaint the attendees in the major aspects of establishing and operating the Salon. The training program is mandatory and must be successfully completed within the time frame established by Great Clips. The training includes online, classroom, teleconference, live virtual and in-salon training, all as Great Clips may specify from time to time. Franchisee will be granted access to GREAT CLIPS® University (the online learning system) upon becoming a GREAT CLIPS® franchisee, and will be required to complete a number of mandatory courses prior to attending certain live virtual

and/or in-person trainings. Franchisee may also be required to attend in-person training courses conducted at training facilities or other locations designated by Great Clips. —The in-person training will be scheduled by Great Clips in its sole determination. Great Clips reserves the right to deliver training via video, electronic media, the Internet or other online communications, or through other means. If Franchisee fails to complete the training program to Great Clips' satisfaction, Great Clips may cancel this Agreement in accordance with Section 5.2. Training requirements may be communicated and updated through periodic memos, publications, manuals, Online Resources, or other online communications. In the event a Franchisee fails to successfully complete the training program, Franchisee will not be permitted to open or operate the Salon. All new Designated Operators must complete all current training requirements within 180 days of signing this Agreement. Great Clips reserves the right to require Franchisee or any of Franchisee's shareholders to re-attend any training sessions.

6.3 **Great Clips Academy.** Great Clips will provide a training program for Franchisee and Franchisee's key personnel (e.g., stylists). The Great Clips Academy training is mandatory for Franchisee and Franchisee's managers and other personnel responsible (e.g., stylists) for delivering the GREAT CLIPS® brand promise to customers—~~(e.g., stylists)~~ and must be successfully completed within the time frame established by Great Clips.

6.4 **LEADS (Leading Excellence and Developing Staff).** Great Clips will provide a training program for Franchisee and Franchisee's management staff geared toward ensuring appropriate delivery of the GREAT CLIPS® brand promise within the Salon. LEADS is mandatory and must be successfully completed within the time frame established by Great Clips—~~in the Operations Manual.~~

6.5 **In-Salon Training.** As part of the QuickConnect Franchisee Training, Franchisee is required to complete In-Salon Training in order to become familiar with day-to-day salon activities and with the operation of the iPad, computer or salon technology system, including the point-of-sale system. This training will include participation in salon opening and closing procedures, and running daily reports. Franchisee must successfully complete all requirements of In-Salon Training as required by Great Clips.

6.6 **Additional Training for Managers and Key Personnel.** Additional or subsequent managers and other key personnel with brand-delivery responsibilities (e.g., stylists) who are hired by Franchisee (who have not already successfully completed all required training) who commence required training after the Salon has been in operation must successfully complete the training program within the time frame established by Great Clips.

6.7 **Payment of Wages and Expenses.** Franchisee will pay any applicable wages, fringe benefits, payroll taxes, unemployment compensation, workers' compensation, insurance, lodging, food, travel costs and all other expenses for Franchisee, Franchisee's managers, and all other key personnel sent to training programs by Franchisee. Franchisee will comply with all applicable laws pertaining to all employees, including but not limited to those who attend Great Clips' training programs.

6.8 **Successful Completion of Training.** In the event Franchisee or its managers fail to successfully complete the required training programs, he or she will not be permitted to operate or manage the Salon. Franchisee's Designated Operators must complete all current training requirements within 180 days of signing this Agreement (or in the event of a change in the Designated Operator, any new Designated Operator will need to complete training within 180 days of becoming the Designated Operator). Great Clips, in its sole determination, will decide whether a training program has been successfully completed. Great Clips reserves the right to require any attendee to re-attend any training session.

7. OPERATIONS SUPPORT

7.1 **Opening Advisory Services.** Great Clips will advise Franchisee, and otherwise offer suggested best practices, on site selection, salon layout, construction, obtaining licenses or permits, proper display of the Marks, procurement of equipment, fixtures and initial inventories, and recruiting technology, ~~and managing construction of the Salon.~~

7.2 **Continuing Services.** To protect and maintain the distinction, valuable goodwill and uniformity represented by the Marks and System, Great Clips will:

- (a) prescribe uniform standards of quality and service from time to time;
- (b) provide Franchisee with access to the Online Resources which includes GREAT CLIPS® University and INsite+;
- (c) provide Franchisee with the Operations Manual, and various other manuals which may be available only through the Online Resources, or other online communications; provide counseling and information on advertising and promotional matters, training and development procedures, and other elements of the GREAT CLIPS® System, through Great Clips directives, email communications, meetings and seminars, telephone and on-site visits; and
- (d) provide Franchisee access to such purchasing programs as Great Clips may establish periodically for salon fixtures, furnishings, equipment, computers, signage, inventory and supplies, subject to Franchisee's compliance with credit terms and qualification requirements established periodically by Great Clips.

7.3 **Additional Assistance for Franchisees.** Great Clips will conduct Convention, Zone Meetings, Institute, GM to Leader and various other meetings and continuing development programs for the benefit of Franchisee, its General Managers, and managers at such times and at such locations as Great Clips deems appropriate. All such training and development programs focus on growing, elevating and protecting the GREAT CLIPS® brand. Franchisee, its General Managers, and managers are expected to attend all such meetings conducted by Great Clips during the term of this Agreement. All expenses, including registration fees, incurred by Franchisee or any employees in traveling to and attending such meetings will be paid by Franchisee.

7.4 **Evaluations.** For the purpose of making periodic evaluations to ascertain if the provisions of this Agreement are being observed by Franchisee, including specifically those provisions related to proper brand delivery, Great Clips or its authorized representative have the

right to enter the Salon, announced or unannounced, at all reasonable times to: observe the operation of the Salon; inspect and evaluate Franchisee's services and products; inspect and evaluate the facility, fixtures and equipment; formally document and take photographs and videos of the interior and exterior of the Salon. Franchisee must provide Great Clips or its authorized representative with access to all information, books, records, operational data, the POS system or any salon technology systems, Salon reports and customer information relating to the Salon as Great Clips may require. Great Clips will have the right to discuss with Franchisee or Franchisee's personnel, including Franchisee's Manager, all matters that may pertain to compliance with this Agreement and Great Clips standards and specifications. Any evaluation or inspection conducted by Great Clips is not intended to exercise, and does not constitute, control over Franchisee's day-to-day operation of the franchised business or to assume any responsibility for Franchisee's obligations under the Franchise Agreement (including, without limitation, employment and personnel matters).

8. SALON DEVELOPMENT AND OPENING

8.1 **Site Selection.** Franchisee is solely responsible for locating, evaluating and selecting a site for the Salon and for the review and negotiation of the lease for the Authorized Location. Great Clips will assist Franchisee in site selection by furnishing Franchisee with Great Clips' confidential site evaluation criteria and related processes for obtaining Great Clips' consent, by consulting with and counseling Franchisee, and, as Great Clips determines in its sole determination, by conducting field inspections of proposed sites at mutually convenient times. Franchisee will not lease or otherwise acquire a site for the Salon until the site has been consented to by Great Clips. Great Clips may withhold consent to any proposed ~~location~~site in its sole determination, and its consent, if granted, is permission only and not an assurance or guaranty to Franchisee of the availability, suitability or success of a ~~location~~site. Franchisee acknowledges and agrees that Franchisee's success will be due to factors beyond the control of Great Clips. If Great Clips does not consent to the proposed ~~location~~site, it will notify Franchisee and Franchisee may submit another proposed ~~location~~site to Great Clips. Great Clips prohibits Franchisee from assigning or otherwise disposing of its interest in a lease for the proposed Salon without first offering the lease to Great Clips. Great Clips may use exclusive real estate agents in connection with real estate location searches. Great Clips requires Franchisee, at Franchisee's expense, to use only Great Clips' exclusive real estate agents when pursuing sites that exclusive real estate agents have presented to Great Clips, if any.

8.2 **Lease and Notice of Proceedings.** Great Clips may, in its sole and absolute determination, require that Franchisee submit the lease for the Salon to Great Clips for its written consent before Franchisee executes the lease. Great Clips will not withhold consent arbitrarily, but each lease by which Franchisee occupies the Salon must provide that Great Clips may, at its sole option, upon the default, termination, expiration or proposed transfer of this Agreement, take an assignment of Franchisee's interest in the lease, without the payment of additional consideration (other than a reasonable assignment fee), and without liability for obligations of Franchisee accrued as of the date of the assignment of the lease. Great Clips' review of the lease prior to its execution will not be for the purpose of approving the legal aspects, economics, or rental terms of the lease. Accordingly, Great Clips will have no responsibility to Franchisee with regard to the

economics, legality or enforceability of the lease. At all times during the term of this Agreement, Franchisee will promptly pay all rents and charges required by the lease for the Salon and will not be in default under the terms of the lease. Franchisee will immediately deliver to Great Clips a copy of any notice of default received from any landlord or a copy of any notification of a legal proceeding commenced by or against Franchisee relating to Franchisee's GREAT CLIPS® business. Thereafter, Franchisee must keep Great Clips continuously advised of the status of the matter. Franchisee is required to provide Great Clips with a copy of Franchisee's fully executed lease for the Salon and any amendments or renewals to the lease to ensure that at all times Great Clips has a copy of the then-current lease. If the landlord requires a lease guaranty from Great Clips as a condition of Franchisee's tenancy (and Great Clips agrees to provide such guaranty) or if Great Clips assigns a lease to Franchisee but is unable to be released from its corporate guaranty, Franchisee must pay to Great Clips the amount of \$1,500 or its then-current lease liability fee ("Lease Liability Fee"), whichever is higher. In addition, if Great Clips subleases or assigns a lease to Franchisee, Franchisee must reimburse Great Clips for Great Clips' out-of-pocket expenses related to such sublease or assignment.

8.3 **Facility Standards.** Franchisee is solely responsible for ensuring that the Salon is designed, constructed or improved, equipped and furnished in accordance with Great Clips' System standards. The Salon must conform to Great Clips' approved salon layouts, floor plans, specifications, ~~minimum~~ cutting station requirements, exterior and interior decorating designs and color schemes. Franchisee must have architectural drawings completed by a licensed architect. All drawings must be submitted to and approved by Great Clips prior to commencing any work on the location. Franchisee will purchase equipment, furnishings, fixtures and signs for the Salon from Great Clips or from suppliers authorized by Great Clips. Franchisee will not install vending machines, gaming machines or other unapproved furnishings or equipment. Franchisee must obtain necessary permits, licenses and other legal or architectural requirements and must ensure that the Salon is in compliance with all applicable local, state, and federal laws, statutes and building codes, including the Americans with Disabilities Act and any applicable state cosmetology regulations. Franchisee may remodel or alter the Salon, or change its equipment or fixtures, only with Great Clips' prior consent. Franchisee will promptly repair or replace defective or obsolete equipment, signage, property, flooring or fixtures in accordance with such standards established by Great Clips.

8.4 **Signage.** The Salon will be identified only by the Marks and must contain or display only signage that has been specifically designated or authorized by Great Clips. The Salon will contain signage prominently identifying Franchisee as a franchisee of Great Clips. Franchisee must display information relating to GREAT CLIPS® franchise opportunities in the lobby area of the Salon as required by Great Clips; and must display promotional banners and signage as may be required by Great Clips from time to time, including promotional materials from Great Clips approved partners and promotional events.

8.5 **Great Clips' Right to Modify Facility Standards.** Great Clips may modify facility standards from time to time in response to changes in consumer expectations and buying trends, to implement enhancements in response to technological advances, as a result of Great Clips' research and development activities, and to meet competition. Franchisee will be required

periodically to remodel, modernize, and redecorate the Salon and to replace and modernize the furniture, fixtures, graphics, signage, supplies and equipment so that the Salon will reflect the then-current System standards. Franchisee will implement changes in facility requirements when prescribed, even if additional investment or expenditures are required. Nothing in this Agreement limits the frequency or cost of future changes to the System that Great Clips may require. Franchisee understands and agrees that Great Clips has no ability to identify with specificity the nature of these future general improvements or their expected cost and accepts the risk that future general improvements may be imposed that will require significant capital expenditures in an amount that is unknown on the date the Agreement is signed by Great Clips and that cannot be fully amortized over the period of time then remaining in the initial term. Great Clips reserves the right to automatically ship new graphics or other required facility items directly to the Salon. Franchisee will promptly pay Great Clips or the vendor for such materials, including shipping, installation and taxes.

8.6 **Salon Opening.** Franchisee will not open the Salon until: Franchisee is notified by Great Clips that the Salon meets Great Clips' standards and specifications; Franchisee has procured all required licenses and permits; Franchisee confirms that it is fully-staffed such that required hours of operation can be met; Franchisee has successfully completed training to Great Clips' satisfaction; Franchisee has an approved grand opening marketing plan; and all applicable franchise fees and other amounts owing to Great Clips have been paid.

9. STANDARDS OF OPERATION

9.1 **Business System.** Franchisee acknowledges that Great Clips owns and controls the System for the establishment, operation and promotion of the GREAT CLIPS® business. Franchisee acknowledges that the information contained in the Operations Manual, Great Clips' policies, the Online Resources, email communications, training videos, proprietary software and systems, electronic media and other materials or communications constitutes trade secrets of Great Clips. All enhancements and improvements to the System are the exclusive property of Great Clips. Franchisee may provide suggestions, comments or other feedback (collectively, "Feedback") to Great Clips with respect to the System. Feedback is voluntary. Franchisee agrees that Great Clips may use Feedback for any purpose without liability or compensation to Franchisee or obligation of any kind, and hereby grants Franchisor an irrevocable, non-exclusive, perpetual, fully-paid-up, royalty-free, world-wide license to use the Feedback in connection with any business activities conducted by Great Clips or Great Clips' affiliates.

9.2 **Salon Operations.** Franchisee will at all times operate the Salon in compliance with the System standards, authorized services, operating systems, and other aspects of the System prescribed by Great Clips in the Operations Manual, Great Clips' policies, through the Online Resources, email communications, training videos, electronic media, and other materials or communications, as revised periodically by Great Clips. Any required standards exist to protect Great Clips' interests in the System and Marks and to ensure consistent, quality delivery of the GREAT CLIPS® brand and approved services to customers, and not for the purpose of establishing any control or duty to take control of matters that are reserved to Franchisee (including, without limitation, Franchisee's obligation to comply with all laws applicable to the

franchised business as well as all employment-related matters). Franchisee must not duplicate or disseminate the Operations Manual, content from the Online Resources, training videos, proprietary software and systems, electronic media, and other materials or communications in whole or in part, and must destroy superseded pages of all manuals, and must return tangible copies of the Operations Manual, training videos, electronic media, ~~and~~ all other materials or communications to Great Clips immediately upon the assignment, termination or expiration of this Agreement. The Operations Manual, training videos, electronic media, and other communications may only be available on the Internet or other online communications.

9.3 **Personnel.** Franchisee must devote its best efforts to the management and operation of the GREAT CLIPS® business. Franchisee will manage or operate the Salon on a regular basis through Designated Operator(s), a ~~general manger~~ General Manger, or a manager who has successfully completed the Great Clips Academy and the LEADS training programs. Franchisee is solely responsible for staffing the Salon with qualified, competent employees who are courteous to the public and have been trained in accordance with Great Clips' standards within the time frame required by Great Clips. No employee of Franchisee will be deemed an employee of Great Clips for any purpose whatsoever, and nothing in any aspect of the GREAT CLIPS® System or Marks in any way shifts any employee or employment responsibility to Great Clips. Franchisee is solely responsible for staffing, recruiting, hiring, supervising and discharging employees, assuring their continuing compliance with standards of training and competence and setting their wages and terms of employment in a manner that complies with all applicable federal, state and local employment laws and ordinances. Franchisee may not utilize independent contractors to staff the Salon. Franchisee is solely responsible for the safety and well-being of its employees and customers of the Salon.

9.4 **Hours of Operation.** ~~The To protect the GREAT CLIPS® System and Marks, the Salon must be open for business for such seven days and a week, subject to holidays and the hours, required to protect the GREAT CLIPS® System and Marks, as to be open each day prescribed periodically by Great Clips, including Saturdays, Sundays and holidays as may be amended from time to time.~~

9.5 **Products and Services.** Franchisee must use and offer for sale all, but only those, services and products that are designated periodically by Great Clips. Franchisee acknowledges and agrees that Great Clips may change designated services and products from time to time and Franchisee is obligated to conform to the then-current requirements as they may change. Service prices must be stated only in even-dollar amounts or other distinctive denominations or formats designated periodically by Great Clips. Franchisee will use only the type and style of pricing board designated by Great Clips. Franchisee will offer GREAT CLIPS® services and exclusive brand products only from the Authorized Location and from no other location or through the Internet or other online communications. Franchisee may not conduct business at the Authorized Location other than the GREAT CLIPS® business.

9.6 **Other Businesses.** If Franchisee is affiliated with other businesses, Franchisee may not be a designated or required supplier to the GREAT CLIPS® franchise system. Franchisee is prohibited from utilizing the GREAT CLIPS® Marks, the Online Resources (as defined in Section

10.6) or the Great Clips Email (as defined in Section 10.7) in association with a business other than the GREAT CLIPS® business.

9.7 **Revenues.** Great Clips and its affiliates may offer to sell various products and services to Franchisee at a profit. Great Clips reserves the right to receive fees or other consideration in connection with GREAT CLIPS® sales promotion and advertising programs or from other vendors. Great Clips will retain and use such payments as it deems appropriate in its sole determination or as required by the vendor.

9.8 **Compliance with Laws.** Franchisee must maintain the Salon in the highest degree of sanitation, safety, repair and condition as Great Clips may require and in compliance with all applicable laws pertaining to the business including federal and state antitrust laws, data privacy, protection and breach notification laws, all health, environmental, sanitation, cosmetology, and Occupational Safety and Health Administration (OSHA) laws. —Franchisee is exclusively responsible for ensuring that all stylists are licensed by the applicable state Cosmetology Board or equivalent official licensing entity. Franchisee must operate and maintain the Authorized Location in strict compliance with all fire, safety and building codes, the Americans with Disabilities Act (ADA), and other requirements that may be prescribed by Great Clips or by public authority.

Franchisee is exclusively responsible for the full knowledge and application of all employment laws, such as Title VII of the Civil Rights Act, the Americans with Disabilities Act (ADA), Family and Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Fair Labor Standards Act (FLSA), National Labor Relations Act (NLRA), Occupational Safety and Health Administration (OSHA), all federal, state and local employment laws, wage and hour laws, pay transparency laws, paystub requirements, workers' compensation, Internal Revenue Code, and immigration laws. Franchisee understands that, as the sole employer of its employees, Franchisee is exclusively responsible for all employment decisions and actions related to Franchisee's employees.

Franchisee is also responsible for the full knowledge and application of all federal and state laws that are applicable to salon technology hardware, including all applicable computer security requirements, computer disposal and data wiping specifications, payment processing, or other technology used in the operation of the Salon. Franchisee must comply with all state and federal data and consumer privacy laws and regulations, including, but not limited to, the Telephone Consumer Protection Act (TCPA), the National Automated Clearinghouse Association operating rules and all related and associated regulations, as well as any other applicable federal, state, and local laws and regulations related to direct marketing and consumer protection, along with the rules, requirements and regulations of any applicable jurisdiction, such as, without limitation, the California Consumer Privacy Act of 2018 (CCPA), the California Privacy Rights Act (CPRA), Colorado Privacy Act (CPA), Virginia Consumer Data Protection Act (VDCPA), The Connecticut Data Privacy Act (CTDPA), Utah Consumer Privacy Act (UCPA), Montana Consumer Data Privacy Act (MTCDDPA), Iowa Consumer Data Protection Act (ICDDPA), New Jersey Data Privacy Law (NJDPA), New Hampshire Privacy Act (NHPA), Oregon Consumer Privacy Act (OCPA), Delaware Personal Data Privacy Act (DPDPA), Texas Data Privacy and Security Act (TDPSA), Nebraska Data Privacy Act (NDPA), Tennessee Information Protection Act (TIPA), Minnesota

Consumer Data Privacy Act (MCDPA), Maryland Online Data Privacy Act (MODPA), Indiana Consumer Data Protection Act (ICPDA), Kentucky Consumer Data Protection Act (KCDPA), Rhode Island Data Transparency and Privacy Protection Act (RIDTPPA), state data breach notification laws, information security requirements such as 201 Mass. Code Reg. 1.700, and all similar federal, state, and local laws and all applicable industry standards concerning privacy, confidentiality and data security (collectively “Privacy Laws”).

9.9 **Customer Complaints.** Franchisee must promptly address all customer complaints. All consumer complaints pending in a legal or administrative forum must be answered by Franchisee within the time period required by applicable law. Franchisee must forward a copy of any consumer legal proceeding and Franchisee’s response to Great Clips within three days of the date that the response is forwarded to the consumer or the applicable legal authority.

9.10 **Contact Information.** Throughout the term of this Agreement, Franchisee must notify Great Clips of any change to Franchisee’s home and business addresses, telephone numbers and email addresses.

10. TECHNOLOGY AND SECURITY

10.1 **Salon Technology, Computer System, and Equipment.** Franchisee must install and use the electronic data processing and communications hardware and software, including voice mail systems, computers, salon technology systems, and network and hardware equipment as Great Clips may designate. Franchisee agrees to maintain Internet access to the salon management system and to any other specified points of connection according to Great Clips’ standards and specifications. Franchisee must obtain Great Clips’ proprietary point of sale (“POS”) software package and the hardware designated by Great Clips or the software supplier, which are subject to change periodically in Great Clips’ sole determination. Franchisee is required to promptly upgrade or change the required salon technology network, hardware, and software as directed by Great Clips. Great Clips reserves the right, in its sole determination, to apply such upgrades or changes automatically and without notice in the event that Franchisee fails to promptly take action to operate the Salon to required standards. Franchisee is required to obtain a software license for each Salon that comprises a suite of applications and services designed, developed and made available from Great Clips’ authorized supplier for such merchandise, which is currently Innovative Computer Software (“ICS”). Franchisee is required to obtain network and hardware licenses and warranties for each salon through the designated reseller, which is currently The Foundation, as directed by Great Clips. Franchisee has sole and complete responsibility for (i) the acquisition, operation, maintenance and upgrading of salon technology hardware, (ii) using any required vendors designated by Great Clips, (iii) the manner in which the system interfaces at the specified levels of Internet connection, and (iv) any and all consequences if the system is not properly operated, maintained and upgraded. Franchisee must maintain the Salon’s technology systems and hardware so as to provide Great Clips with independent, unimpeded, and complete access to all sales, financial, marketing, customer, productivity, management, and other business information and other operational data we specify (“Salon Data”). All Salon Data, with the exception of employment records of Franchisee’s employees, is proprietary property owned by Great Clips, regardless of whether such information is stored in Franchisee’s computer system, by a third-party

data warehousing service or in a secure remote or cloud environment, and as such, Great Clips, itself or through a third party vendor, may access and use any or all Salon Data for analytics or any other reason specified by Great Clips. During the term of this Franchise Agreement, Great Clips grants Franchisee a license to use the Salon Data consistent with the terms of this Agreement and any applicable policies issued by Great Clips, including the Customer Data Access Policy. Franchisee will implement changes in operational requirements or add additional technology tools when prescribed, even if additional investment or expenditures are required. It is Franchisee's sole responsibility to ensure that its employees receive adequate training to properly execute all Salon Technology software and equipment used in the Salon.

10.2 Customer-Facing Technology. Franchisee is required to activate and honor all customer-facing technology that Great Clips may designate, which may change from time to time. This includes the Great Clips App, GREAT CLIPS® Online Check-In service, the ReadyNext® text program, and any other programs or services Great Clips designates in the future (collectively, the "Customer-Facing Technology"). Great Clips has the sole right to enhance, modify or change the platforms, software, hardware and/or processes related to any such Customer-Facing Technology, and Franchisee must comply with all such enhancements, modifications and changes to such Customer-Facing Technology. Franchisee further must ensure that its employees receive adequate training to properly execute all Customer-Facing Technology and the collection of customer payments in the Salon. Franchisee further must ensure that its employees receive adequate training to properly execute the collection of customer payments in the salon.

10.3 Payment Processing System. Franchisee will use and install only the payment processing system as Great Clips may designate. Franchisee must obtain an account with the Great Clips authorized provider for payments processing which is currently Heartland Payment Systems. Franchisee agrees to obtain and maintain the required hardware and equipment, including wireless routers and payment terminals, necessary to encrypt and tokenize payment data. Franchisee is required to promptly upgrade or change the required payment processing system as directed by Great Clips. Great Clips reserves the right, in its sole determination, to apply such upgrades or changes automatically and without notice in the event that Franchisee fails to promptly take action to process payments according to required standards.

10.4 Credit Cards/Gift Cards. Franchisee will honor all credit cards and Gift Cards approved by Great Clips and will participate in ~~the~~Great Clips' Gift Card Program, or other Gift Card programs or promotions, as directed by Great Clips. Franchisee must obtain the prior written approval of Great Clips prior to honoring any previously unapproved credit cards or other credit devices. Franchisee must offer for purchase all required Gift Cards and install and activate any hardware or software necessary to offer and redeem Gift Cards. Franchisee must keep all communication connections and access to financial and credit card information secure in a manner which is in compliance with all legal requirements and security requirements of issuing credit card companies. Franchisee at all times must comply with all payment card industry data security standards (including, the PCI-DSS), laws and regulations including any laws applicable to abandoned property and escheat and will hold Great Clips harmless from any and all claims and liabilities.

10.5 Television and Audio Equipment. Franchisee will install broadcast television and such closed network video and/or audio system only as Great Clips may authorize or ~~designate~~require. Franchisee agrees to obtain such equipment from a Great Clips' authorized supplier. Franchisee will utilize the system in accordance with Great Clips standards and specifications and will air only such programming as Great Clips may authorize or designate.

10.6 Online Communications. Franchisee will, at all times during the term of this Agreement, at Franchisee's expense, have access to the Internet, at the speed Great Clips designates, at the salon computer system and at any other points of connection specified by Great Clips. Franchisee must participate in GREAT CLIPS® University, access INsite+ which is Great Clips' current proprietary extranet site, and other online communications that Great Clips may establish from time to time (collectively "Online Resources"). You must also use the Great Clips Email (as defined in Section 10.7). Great Clips will, in its sole determination, decide the content and use of the Online Resources and will establish the rules under which Franchisee will participate in and/or use the Online Resources and Great Clips Email. Great Clips owns all intellectual property and other rights in the Online Resources and Great Clips Email, including, without limitation, the domain name or URL, traffic and behavior analytics collected and any personal or business data that visitors supply. Franchisee acknowledges that certain information obtained through its participation in the Online Resources, Great Clips Email, and other online communications may be considered Confidential Information, including passwords, access codes and identification codes. Franchisee understands that this Confidential Information, especially passwords, is for Franchisee use only and must not be shared, disclosed, or distributed to any other persons under any circumstances. Franchisee is responsible for maintaining the confidentiality and security of this information and will be held accountable for any breach of this confidentiality obligation. Franchisee is responsible for ensuring that Franchisee's employees, and any other person or entity to whom access is granted, maintain the same level of confidentiality. Great Clips will retain all rights relating to the Online Resources and Great Clips Email and may alter or terminate the Online Resources or Great Clips Email, and/or the rules governing Franchisee's participation in the Online Resources or Great Clips Email, in its sole and absolute determination. Franchisee's use of the Online Resources and general conduct on the Internet, and specifically its use of the Marks or any marketing, solicitation or recruiting on the Internet (including the domain name and any other Marks Great Clips may develop), will be governed by the provisions of this Agreement, the then-current governing marketing and communications policy, the Great Clips Information Protection Policy and any other applicable policies that Great Clips may establish in its sole determination. Franchisee may not separately register any domain name containing any of the Marks. In the event an unauthorized registration should occur, Franchisee shall be responsible for executing a transfer and/or assignment of the domain name registration to Great Clips, at no cost to Great Clips. Any website established by Franchisee ~~containing any relating to the operation~~ of the ~~Marks~~Salon or Franchisee's business, including without limitation social networking sites such as Facebook, LinkedIn, ~~X (f/k/a~~ Twitter~~),~~ Instagram, TikTok or YouTube, must conform to the standards and guidelines contained in the Electronic Marketing and Communications Policy. Franchisee will at all times comply with all electronic marketing and related laws. Franchisee's right to participate in the ~~Websites~~Online Resources or otherwise use the Marks or System on the Internet or other online communications will terminate when this Agreement expires or terminates.

10.7 **Communication with Great Clips.** Great Clips will provide Franchisee with a proprietary email address for use in communicating with Great Clips (the “Great Clips Email”). Franchisee’s Great Clips Email will be used as the primary method for Franchisee and Great Clips to communicate with one another and to transmit documents and other communications and information. Franchisee will ensure that its Great Clips Email accounts are reviewed at least once per business day and will ensure that reasonable efforts are used to respond to emails and telephone calls from Great Clips within 24 hours. Great Clips will send information to Franchisee at the Great Clips Email address and no other email address used by Franchisee. Franchisee expressly understands that all conduct involving the Great Clips Email is subject to this Agreement and all then-current versions of applicable policies. Franchisee must ensure that all passwords, access codes and identification codes provided by Great Clips are kept confidential.

10.8 **Online Security.** Franchisee is solely responsible for protecting itself from disruptions, Internet access failures, Internet content failures, and attacks by hackers and other unauthorized intruders and Franchisee waives any and all claims Franchisee may have against Great Clips as the direct or indirect result of such disruptions, failures or attacks. Franchisee is prohibited from sharing, disclosing or providing access to Salon Data (in whole or in part) to any third-party without prior written approval of Great Clips. If Great Clips consents to such disclosure, Franchisee remains exclusively responsible for the secure storage, transmission, maintenance and use of such data by Franchisee and third-parties to whom Franchisee has provided such information, including that such storage, transmission, maintenance and use complies with all applicable data security laws and regulations.

10.9 **Potential Data Breach.** Franchisee must notify Great Clips immediately upon the suspicion of a potential data breach or data incident, and must keep Great Clips continuously advised of the status of the matter. In the event that Great Clips determines, in its sole determination that there is a breach or incident that may affect the Great Clips brand, Franchisee will give Great Clips all necessary cooperation, including access to the Franchisee’s systems, to halt the attack and conduct an investigation notwithstanding any costs to the Franchisee. Great Clips will have the right, but not the responsibility, to select legal counsel and control all media communications surrounding any data breach or data incident.

11. ADVERTISING

11.1 **Local Advertising.** Franchisee will execute marketing programs using local media. Franchisee will use only advertising programs or materials provided by Great Clips or that Great Clips has specifically designated in writing. All costs, including production costs, for advertising programs or materials not provided by Great Clips will be paid by Franchisee. Franchisee will not utilize promotional texting or robocalling in the marketing of the GREAT CLIPS® business. Great Clips reserves the right to prohibit or restrict the use of any digital or media use at any time to protect the best interests of the System. Additionally, Franchisee must comply with the Customer Data Access Policy in connection with any consumer marketing materials.

11.2 Other Advertising Expenses. Franchisee will be required to participate, from time to time, in promotional and discount programs and/or offer various promotional items, cross-marketing coupons, rebates or other sales and marketing products or value-added items. Great Clips may enter into charitable programs or marketing partnerships that may require Franchisee to display partner items in the Salon, distribute partner items or offers or similar actions to promote the marketing partnership. There may be additional purchases required from time to time to participate in such promotions and/or programs. Franchisee may be required to sell services and/or products with maximum price limits. Any such pricing and promotional requirements will be based on Great Clips' sole determination of what would be in the best interests of the System to protect its competitive brand position.

11.3 North American Advertising Fund. Franchisee will cooperate with Great Clips in various marketing and sales promotion programs. Great Clips reserves the right to establish and prescribe periodic marketing and sales promotion or discount programs. Great Clips has the sole and absolute right, within its own assessment of the general best interests of the GREAT CLIPS® System, to determine the amount and nature of expenditure of funds collected into the Ad Fund for advertising, research and development, customer acquisition and retention, customer experience improvements, customer loyalty program development and maintenance, marketing data analysis, marketing strategy and execution – including digital marketing, marketing technology investments, public relations, promotion incentives, sponsorships, marketing partnerships, charitable events, giveaways and various sales promotion activities and as to the selection of materials, programs, media and agencies on which said expenditures are made. Great Clips is not obligated to spend any amount collected into the Ad Fund in the DMA in which the Salon is located. Great Clips may compensate itself and its affiliates from the Ad Fund for reasonable expenses of administering and promoting the Ad Fund and the activities funded and administered through the Ad Fund, including any taxes that may be levied on or in relation to the Ad Fund receipts or fund balances. Great Clips will advise Franchisee annually of the receipts and expenditures of the Ad Fund and, upon written request from Franchisee, of Great Clips' expense of administering and promoting the Ad Fund and its programs.

11.4 Market Development Advertising Fund. Great Clips has the sole and absolute right to determine the amount and nature of expenditures from the MDAF. Great Clips has the exclusive right to decide whether and in what proportions such funds will be allocated to advertising, research, marketing, public relations, sales promotions or other areas, and to select materials, programs, media and agencies it deems appropriate. Great Clips is not obligated to spend any amount collected into the MDAF in the DMA in which the Salon is located. Great Clips may compensate itself and its affiliates from the MDAF for all reasonable expenses of administering and promoting the MDAF and programs funded and administered under the MDAF, including for payment of any taxes that may be levied on or in relation to MDAF receipts or balances. Great Clips has no obligation to Franchisee to account for its administration of or expenditures under the MDAF.

11.5 Grand Opening. Franchisee will execute and complete a grand opening marketing plan at Franchisee's ("Grand Opening Plan") at Franchisee's expense in the form, and using the advertising and promotional campaign and materials, reasonably designated or authorized by Great

Clips. Franchisee will be required to spend the then-current expenditure requirement for the grand opening. Franchisee will not open the Salon until Great Clips has approved Franchisee's Grand Opening Plan pursuant to the review and approval protocols we ~~set forth~~establish, which may change from time to time. The approved Grand Opening Plan may be shared with the local Co-op.

11.6 **Local Co-op.** Franchisee is required to join and continuously participate in the local GREAT CLIPS® cooperative organization ("Co-op") authorized or designated by Great Clips for the purpose of communication with Great Clips, collaborating with other franchisees, and developing, initiating and executing programs for the mutual benefit of the total membership of the Co-op. Franchisee will attend local Co-op meetings and participate in market-wide programs as required by the Co-op. Franchisee will pay all dues, assessments or contributions, and will comply with all obligations of the Co-op members as determined by the Co-op.

11.7 **Participation in Marketing Programs.** Except as prohibited or limited by law, Franchisee will fully participate in all promotional campaigns, contests, special offers, customer loyalty program, or other programs, whether international, national, regional, or local in nature (including the introduction of new services or products, or new franchisees or other marketing programs directed or approved by Great Clips), which are prescribed from time to time by Great Clips. Franchisee will be responsible for the costs of such participation. In addition, Franchisee will honor any coupons, gift certificates or other authorized promotional offers at Franchisee's expense. From time to time, a promotion may not directly benefit all franchisees in the system.

12. FINANCIAL STANDARDS AND REPORTS

12.1 **Records and Reports.** Franchisee must maintain and furnish to Great Clips upon request all data and reports, whether stored electronically in Franchisee's computer system or by a third-party data warehousing service. Franchisee will furnish to Great Clips all Salon Data, information, books and records relating to the Salon as Great Clips periodically may require, on forms designated by Great Clips, including Franchisee's (and, if requested, those of the Designated Operator[s]) sales and use tax returns, monthly, quarterly, and annual financial statements, sales reports, check registers, purchase records and business plans. Franchisee will furnish the annual financial statements to Great Clips within 60 days after ~~Franchisee's~~Franchisee's fiscal year end. All sales will be recorded in a manner prescribed by Great Clips. All records will be made available to Great Clips for at least two years following the end of ~~Franchisee's~~Franchisee's fiscal year to which they pertain. Franchisee will keep all such records where they are readily available to Great Clips and will permit Great Clips to inspect, copy, and audit them at any time.

12.2 **Financial Management.** Franchisee will make available sufficient working capital to permit operation of the Salon in compliance with this Agreement. Franchisee will pay all debts, taxes and assessments related to the Salon. Franchisee will discharge any encumbrance against the Salon (except those incurred in connection with Franchisee's long-term financing of the Salon) within 30 days of its creation.

~~12.3 **Salon Data Reports.** Franchisee will submit to Great Clips reports containing Salon Data as Great Clips may periodically require. Franchisee will provide the reports to Great Clips via electronic transfer from the Salon's computer system or in such other format as Great Clips requires. All Salon Data is proprietary property owned by Great Clips regardless of whether such information is stored in Franchisee's computer system, by a third-party data warehousing service or in a secure remote or cloud environment.~~

~~12.4 **Biweekly Report.** Franchisee will submit to Great Clips by the Friday after the end of each biweekly period designated by Great Clips an AGH payment or a report, certified by Franchisee, showing such information pertaining to Franchisee's operation hereunder as Great Clips periodically may require. The report will show the computation of the Continuing Franchise Fee and the Continuing Advertising Contribution, and will be accompanied by payment in full of all amounts owed.~~

~~12.5~~ **12.3 Right to Conduct Audit or Review.** Great Clips or its authorized representative will have the right to conduct an audit or review of Franchisee's (and, if requested, those of the Designated Operator[s]) books and records. If such an audit or review reveals a misstatement of 5% or greater in any data reported by Franchisee, or an underpayment of 2% or more of any fees due to Great Clips or of the Continuing Advertising Contribution, Franchisee will, in addition to other remedies, promptly reimburse Great Clips' cost of conducting the audit or review, including reasonable professional fees. Franchisee will pay additional amounts found due within 10 days after Franchisee is notified. If no underpayment or misstatement as described in this Section is found to exist, Great Clips will pay the costs associated with the audit or review.

13. INSURANCE; INDEMNIFICATION

13.1 **Required Insurance Coverages.** Franchisee must, at its sole cost and expense, maintain in full force and effect during the term of this Agreement, the minimum types and amounts of insurance designated from time to time by Great Clips, including all insurance required by state or federal law. Specifically, and in addition to the insurance coverages required by Great Clips, Franchisee must maintain workers' compensation or other insurance required for its employees and all insurance required under the lease for the Authorized Location and the operation of the GREAT CLIPS® business. The insurance requirements described below are minimum requirements only and Franchisee may purchase and maintain additional insurance policies or insurance policies with greater coverage limits.

13.2 **Insurance Requirements.** Franchisee must acquire and maintain in full force and effect during the term of this Agreement the types and amounts of insurance coverage Great Clips designates from time to time. Currently, Great Clips requires the following minimum insurance coverage: (a) general liability coverage, including personal and advertising injury liability coverage in a minimum amount of at least \$1,000,000 per occurrence, \$2,000,000 general aggregate, or such greater limits as Great Clips may reasonably prescribe; (b) "All Risk" or special property coverage of not less than the current replacement cost of the glass, equipment, fixtures and leasehold improvements at the Authorized Location sufficient in an amount to restore the Salon promptly to full operations; and (c) workers compensation coverage as required by

applicable state law. Franchisee acknowledges and agrees that it must secure such additional types and amounts of insurance coverage that Great Clips may designate from time to time.

13.3 Additional Insured; Certificates of Coverage. All insurance policies procured and maintained by Franchisee pursuant to this Agreement must: (a) name Great Clips, Inc. as an additional insured; (b) be on a primary and non-contributory basis, (c) waive any right to assert a claim back against Great Clips, Inc.; and (d) undertake to notify Great Clips 30 days in advance of any cancellation or material change in the policy. On an annual basis and upon Great Clips' request, Franchisee must provide Great Clips with certificates of coverage, insurance policy endorsements, or other proof of insurance that Great Clips requires evidencing that Franchisee has obtained and is maintaining in force all required insurance policies. If Franchisee fails to provide the certificates of coverage, endorsements or other proof of insurance, Great Clips (in addition to all other rights and remedies) may purchase such insurance in the name and on behalf of Franchisee, and Franchisee must immediately reimburse Great Clips' expenses and premiums paid to obtain such insurance. Great Clips may engage a third-party vendor to compile and maintain records of the certificates of coverage, endorsements or other proof of insurance.

13.4 Indemnification. Franchisee will indemnify and hold Great Clips, its affiliates, officers, directors and employees harmless against all claims, lawsuits, liabilities, obligations, losses, expenses and judgments or any settlement thereof (whether or not a formal proceeding or action has been instituted) arising out of or in connection with Franchisee's conduct of the business licensed hereunder including: (a) any personal injury, property damage, commercial loss or environmental contamination; (b) any failure to comply with any requirement of any governmental authority; (c) failure to pay any of its obligations, (d) Franchisee's or Franchisee's employees' actions or inaction, (e) any claims brought against Great Clips involving Franchisee's actual or alleged violation of employment-related laws and regulations as Franchisee exclusively is responsible for compliance with all such laws and regulations, and (f) any claims brought against Great Clips related to Franchisee's actual or alleged violation of laws applicable to the computer system, salon technology hardware, and equipment or other technology used in the operation of Franchisee's GREAT CLIPS® business including all data protection, privacy or security laws as well as compliance with all payment card industry data security standards. Great Clips will have the absolute right to defend any claim made against it that results from or arises out of Franchisee's GREAT CLIPS® business. Franchisee will reimburse Great Clips for all such obligations, losses, expenses and damages for which Great Clips is held liable and for all costs reasonably incurred by Great Clips in the defense of such claims, including attorneys' fees. Without limiting the generality of this Section, it is the intention of the parties to this Agreement that we shall not be deemed a joint employer with you for any reason. If we incur any cost, loss, or damage as a result of any actions or omissions of you or your employees, including any that relate to any party making a finding of joint employer status, you will fully indemnify us for any such loss. Franchisee will not be liable to Great Clips for matters in which Great Clips is found liable for its own conduct.

14. GREAT CLIPS' RIGHT OF FIRST REFUSAL

14.1 Definitions. The following words and phrases will have these definitions:

- (a) “Assignment” – includes Franchisee’s assignment, transfer, sale, gift, or other disposition of any interest in: (i) this Agreement; (ii) the Franchisee entity; (iii) the Salon governed by this Agreement; or (iv) the assets or a substantial portion of the assets of the Salon.
- (b) “Controlling Interest” – a person will be deemed to have a controlling interest in Franchisee if that person has the majority of the voting stock or other forms of voting ownership interest of a corporation, partnership or other entity, or is otherwise able to direct or cause the direction of that entity’s management or policies.
- (c) “Franchisee” – means the Franchisee and, if the Franchisee is an entity, also includes all persons and entities with an ownership interest in Franchisee or this Agreement, or having any beneficial interest in any trust that has an ownership interest in Franchisee or this Agreement.
- (d) “Permitted Transferee” – means (i) a trust created by the Franchisee in which the Franchisee is sole trustee and has retained the power to amend and revoke the trust; (ii) the spouse of the Franchisee and the children of Franchisee; (iii) a corporation or other entity owned and controlled solely by Franchisee; or (iv) a current shareholder or equity owner and the transfer does not result in a change in Controlling Interest.

14.2 **Offer to Great Clips.** If Franchisee desires to make an ~~assignment~~Assignment or otherwise dispose of all or any part of Franchisee’s interest in this Agreement, Franchisee must first offer the proposed transaction to Great Clips.

14.3 **Exclusions.** Notwithstanding the terms of Section 14.2, the right of first refusal will not apply if the assignee, transferee, or beneficiary is a Permitted Transferee. Franchisee must obtain Great Clips’ prior written approval to the ~~assignment~~Assignment to a Permitted Transferee and must comply with all of the terms and conditions of Section 15 of this Agreement.

14.4 **Documentation Required.** In connection with any ~~assignment~~Assignment or other disposition of all or any part of Franchisee’s interest in this Agreement, Franchisee must provide the following information to Great Clips:

- (a) a purchase agreement or letter of intent signed by the assignee or other party to the transaction and by Franchisee, specifying all the material terms and conditions of the offer including price and payment terms for the Salon. If the purchase agreement or letter of intent includes reference to more than one GREAT CLIPS® salon, Franchisee must specify price and payment terms on a per-salon basis so that Great Clips can assess its contractual right of first refusal for the Salon governed by this Agreement;
- (b) a copy of the most recent income statement and the income statement from the Salon’s last fiscal year end;
- (c) a copy of the lease for the Authorized Location;
- (d) current personal and business financial statements of the assignee; and
- (e) any other information or documents as reasonably requested by Great Clips.

14.5 **Notice to Franchisee.** Great Clips will have 60 days from the receipt of all of the materials required under Section 14.4 to accept the offer, by written notice to Franchisee, on the price and payment terms (or pay to Franchisee the cash equivalent of the price and payment terms) of the third-party offer. If the proposed transaction includes assets not related to the operation of the Salon (including, without limitation, if the offer includes reference to more than one GREAT CLIPS® salon), Great Clips may choose to purchase only the assets related to the operation of the Salon governed by this Agreement. In the event that Great Clips does not exercise its right of first refusal and the offer changes in any way, or another offer is made to Franchisee, this new offer must also be presented to Great Clips. Great Clips will have 60 days to accept the new offer, by written notice to Franchisee, on the price and terms (or pay to Franchisee the cash equivalent of the price and payment terms) of the third-party offer. Any offer that Great Clips does not match must be transacted within 120 days from the date that Great Clips informs Franchisee of its intent not to exercise its right of first refusal. If the transaction does not take place within 120 days, Great Clips will have the right to re-evaluate and match the offer if it elects to do so by notice to Franchisee.

14.6 **Cash Equivalent Offer.** Great Clips will have the right to replace the price and payment terms in the original purchase offer with a cash (“cash equivalent”) offer. If Great Clips exercises its right of first refusal by making a cash equivalent offer, and there is any dispute concerning whether Great Clips’ offer is equivalent to the price and payment terms, then the following dispute resolution procedure will be utilized. Franchisee will have seven days after the receipt of Great Clips’ cash equivalent offer to notify Great Clips that it claims that Great Clips’ offer is not of equivalent value to the price and payment terms of the transaction. If, within seven additional days, Great Clips and Franchisee cannot resolve the dispute through negotiation, then Great Clips and Franchisee will each appoint a separate national certified public accounting firm to make an independent determination of what the cash equivalent of the price and payment terms of the transaction would be. Great Clips and Franchisee will each bear their own costs of the work of the separate national certified public accounting firm appointed by each of them to perform this task. The accounting firms appointed to resolve this matter will finish their work within 30 days of appointment. The final amount which will be utilized as the cash equivalent will be the average of the amounts determined by each of the accounting firms. Upon that determination, Great Clips will have the option of proceeding with its right of first refusal, utilizing the cash equivalent amount determined by this process.

14.7 **Dispute Resolution Mechanism.** This dispute resolution mechanism to determine the cash equivalent for purposes of exercising the right of first refusal will be final, binding, and non-appealable as a fully arbitrated resolution of this matter. The mandatory utilization of this dispute resolution mechanism to determine the cash equivalency of the transaction terms for this right of first refusal will constitute an exception to any other mechanism for the resolution of disputes as set forth in Section ~~15~~16 of this Franchise Agreement.

15. ASSIGNMENT OF FRANCHISE

15.1 **Assignment by Great Clips.** Great Clips may assign its interest in this Agreement, directly or indirectly, by merger, assignment, pledge or other means.

15.2 **Assignment by Franchisee.** The rights granted to Franchisee pursuant to this Agreement may be assigned or transferred by Franchisee only with the prior written approval of Great Clips. Except as otherwise provided for in Great Clips' assignment policies, no consolidation of operations between franchisees will be recognized by Great Clips unless there has been an approved assignment of Franchise Agreements. Whether Franchisee is an individual, group of individuals, trust, partnership, corporation, limited liability company or other entity, any assignment, directly or indirectly, occurring as a result of a single transaction or a series of transactions that alters the Percentage of Ownership Interest reflected in Section 21.1 of this Agreement, is an "assignment" within the meaning of this Section and must be consented to by Great Clips. Franchisee must apply for consent to an assignment on Great Clips' forms, accompanied by the Assignment Fee described in Section 15.6 and proposed purchase agreement or other agreement signed by the Franchisee and the proposed assignee. Any unauthorized assignment is a breach of this Agreement, void, and of no effect.

15.3 **Restrictions.** Franchisee may not assign any interest in this Agreement to any person, persons or entity who is not currently a party to this Agreement if the Salon is not yet operational, unless Franchisee is leaving the GREAT CLIPS® System entirely and Franchisee previously developed, purchased or operated a GREAT CLIPS® salon pursuant to a separate Franchise Agreement. In addition, Franchisee may not assign any interest in this Agreement to any person, persons or entity who is not currently a party to this Agreement if this Franchise Agreement was executed in conjunction with an incentive program. In addition, unless Franchisee is leaving the GREAT CLIPS® System entirely, Franchisee may not assign any interest whatsoever in this Agreement if the Salon is temporarily closed due to a pending relocation, as authorized by Great Clips under Section 1.3. Franchisee may not include any of the Marks licensed under this Agreement when advertising the sale of its GREAT CLIPS® business in newspapers, magazines, journals, via electronic media, the Internet, or in any other public forum without prior written approval of Great Clips.

15.4 **Conditions to Approval of Assignment.** Great Clips will not unreasonably withhold consent to the assignment provided that Franchisee and the assignee comply with the following conditions and all of the terms, conditions and requirements set forth at this time or from time-to-time in the future in Great Clips' then-current ~~expansion~~development or other policies:

- (a) Franchisee and each of Franchisee's owners in this Agreement must sign a General Release in favor of Great Clips;
- (b) all current liabilities of Franchisee must be paid in full, including any liability for outstanding GREAT CLIPS® Gift Cards;
- (c) the Assignment Fee, if required, set forth in Section 15.6 is paid in full;
- (d) Designated Operators must be Franchisees in accordance with the terms of this Agreement;

- (e) Franchisee will complete, at Franchisee's expense, reasonable refurbishing and repair of the Salon and its fixtures, furnishings, premises and signage as Great Clips may prescribe to conform to the then-current System standards;
- (f) if Great Clips has any ongoing liability under Franchisee's lease for the Salon, Great Clips will require the assignee to personally and corporately guarantee Great Clips and may further condition its consent upon receiving a fully-executed copy of an assignment of lease from Franchisee to the assignee; and
- (g) the assignee must: (i) be of legal age and capacity to enter into a Great Clips Franchise Agreement; (ii) meet Great Clips' standards and qualifications for new franchisees and assignees, as outlined in Great Clips' then-current applicable policies; (iii) agree to operate the Salon as a GREAT CLIPS® salon; (iv) demonstrate that it is financially qualified to operate the Salon; (v) meet the residency requirements set forth in Great Clips' expansion policies; (vi) have no conflicting interests with Great Clips as determined by Great Clips in its sole determination; (vii) must be eligible for expansion under Great Clips' applicable policies); (viii) agree to devote its best efforts to the management of the GREAT CLIPS® business; (ix) be able to communicate, in English, with Great Clips and with Franchisee's customers, suppliers and employees; (x) successfully complete Great Clips' training program within the time frame established by Great Clips (if the assignee has experience operating GREAT CLIPS® salons, Great Clips will consider that experience and performance as a factor in the approval process); and (xi) assignee and each of assignee's shareholders in a corporate assignee must sign a General Release in favor of Great Clips.

15.5 **Execution of Assignment.** If the assignee is approved by Great Clips, the assignee will execute and deliver to Great Clips the then-current standard form of GREAT CLIPS® Franchise Agreement which may be materially different than this Agreement. The assignee and each of the assignee's shareholders must personally guaranty performance of the Franchise Agreement on Great Clips' form of Guaranty. Notwithstanding the execution by the assignee of the then-current form of Franchise Agreement, the assignee will assume the balance remaining of the term of this Agreement with the attendant renewal provisions. The assignee will not be required to pay an Initial Franchise Fee (provided the Initial Franchise Fee is paid in full, if there is a balance owed, it will need to be paid at the time of the assignment) for the then-current Franchise Agreement, but assignee will be required to pay any MDAF amounts owed for any assumed franchise agreements.

15.6 **Assignment Fee.** Franchisee will pay an Assignment Fee of \$1,500 per ~~salon~~agreement (subject to increase or decrease in proportion to annual changes in the Consumer Price Index – All Urban Consumers, or its successor index, published by the U.S. Department of Labor), to Great Clips. The Assignment Fee will be paid upon Franchisee's request for consent to the proposed assignment. If Great Clips declines its consent to a proposed assignment, Great Clips will refund the Assignment Fee without interest, less its costs in connection with the proposed assignment.

The Assignment Fee is otherwise non-refundable. No Assignment Fee is due if:

- (a) the assignment is to Franchisee's spouse or child; or
- (b) the assignment is less than 25% and the assignment does not cause a change in the Controlling Interest of Franchisee and is not part of a series of transactions that amount to 25% or greater change ~~nor result in a change of~~ the Controlling Interest of Franchisee; or
- (c) Great Clips exercises its right of first refusal; or
- (d) The assignment is to a trust, provided that the terms of the trust comply with Great Clips' policies, including the "Transfer to Trust Policy," which may be revised from time to time.

Although the Assignment Fee may be waived, Franchisee must comply with all other requirements for assignment set forth in this Section 15.

15.7 Assignment to Controlled Entity. Great Clips will consent to Franchisee's assignment of this Agreement to a corporation or other business entity whose shares are wholly-owned and controlled by Franchisee provided that: (a) Franchisee provides a copy of Franchisee's Articles of Incorporation, partnership documents or a copy of the fully-executed legal documents that reflect the formation of such entity, including evidence of distribution of ownership; (b) Franchisee applies for Great Clips' consent on Great Clips' form; (c) Franchisee and each of Franchisee's owners must sign a personal Guaranty and agree to be bound by the provisions of the Franchise Agreement; (d) Franchisee's new corporate structure satisfies Great Clips' standards and qualifications for such transactions, as outlined in Great Clips' then-current applicable policies; and (e) Franchisee and each of Franchisee's owners must sign a General Release in favor of Great Clips. No private equity groups or other forms of investment vehicles (including, without limitation, employee stock ownership plans and 401k rollovers) will be approved as investors in Franchisee entities, or as Designated Operators.

15.8 Public Offering. Unless such restriction is prohibited by applicable law, Franchisee is not permitted to make a public offering which would include the GREAT CLIPS® Salon or the Franchise Agreement.

15.9 Death or Disability. In the event of the death, disability or incapacity of any individual Franchisee or principal officer or ~~director~~shareholder of an incorporated Franchisee or partner in a partnership Franchisee, or member of a limited liability company, or settlor of a trust, the transferee, assignee, beneficiary, personal representative, trustee or legal representative of the Franchisee's estate must apply for Great Clips' consent to ~~assignment~~Assignment of the Franchise Agreement. The ~~assignment~~Assignment will not be valid or effective until Great Clips has received the properly executed legal documents which it deems necessary to properly and legally document the transfer, assignment, bequest or devise of this Agreement, and until the ~~transferee, assignee, beneficiary, personal representative, trustee or legal representative of the Franchisee's estate agrees~~assignee(s), agree to be unconditionally bound by the terms and conditions of this Agreement and to personally guaranty the performance of Franchisees' obligations under this Agreement. In order for consent/approval to be granted by Great Clips, the assignee, ~~beneficiary, personal representative, trustee or legal representative of Franchisee's estate~~ must: (i) be of legal age and capacity to enter into a Great Clips Franchise Agreement; (ii) meet Great Clips' standards

and qualifications for new franchisees; (iii) agree to operate the Salon as a GREAT CLIPS® salon; (iv) demonstrate that it is financially qualified to operate the Salon; (v) have no conflicting interests with Great Clips as determined by Great Clips in its sole determination; (vi) devote its best efforts to the management of the GREAT CLIPS® business; (vii) successfully complete Great Clips' training program within the time frame established by Great Clips (if the assignee has experience operating GREAT CLIPS® salons, Great Clips will consider that experience and performance as a factor in the approval process). ~~The transferee, assignee, beneficiary, personal representative, trustee or legal representative of Franchisee's estate~~ The assignee will be required to comply with all of the terms and conditions of Sections 14 and 15 of this Agreement including the payment of the Assignment Fee owed under Section 15.6.

16. RESOLUTION OF DISPUTES

16.1 **Arbitration.** Except as specifically provided to the contrary in this Agreement, all disputes concerning this Agreement or the business conducted hereunder, including allegations of fraud, misrepresentation or violation of any state or federal law or regulation, will be resolved by the American Arbitration Association pursuant to the Commercial Arbitration Rules and Regulations. Either party may commence arbitration by filing a Demand for Arbitration with the American Arbitration Association and serving the Demand for Arbitration on the opposing party. A Demand for Arbitration must be filed within three years of the date when any cause of action asserted in the Demand for Arbitration accrued, or such cause of action will be barred and must be dismissed by the Arbitrator. For purposes of this Agreement, a cause of action will be deemed to have accrued when the claimant knew or reasonably should have known of the facts on which the cause of action is based. All arbitration proceedings will be individual proceedings between Great Clips and the Franchisee and will not be conducted on a class basis or include any other franchisees as named parties unless Great Clips and the Franchisee agree in writing to proceed on such a basis. Franchisee waives the right to, or claim for, any punitive or exemplary damages against Great Clips and agrees that, in the event of a dispute, Franchisee is limited to the recovery of actual damages sustained by it.

16.2 **Power of the Arbitrator.** The Arbitrator will be appointed within 60 days after a written Demand for Arbitration has been made in accordance with the Commercial Arbitration Rules and Regulations of the American Arbitration Association. The authority of the Arbitrator will be limited to making a finding, judgment, decision and award relating to the interpretation of or adherence to the written provisions of this Agreement, and other claims arising out of or related to this Agreement or relationship of the parties. The Arbitrator will not have the authority or right to add to, delete, amend, or modify in any manner, the terms, conditions and provisions of this Agreement. All findings, judgments, decisions and awards of the Arbitrator will be limited to the dispute set forth in the Demand for Arbitration, and the Arbitrator will not have the authority to decide any other issues. The Arbitrator will have the power, right and authority to decide some or all of the issues, claims and defenses presented in the arbitration through summary judgment, summary disposition or dismissal proceedings without a full evidentiary hearing or witness testimony as long as all parties are permitted to submit memoranda and affidavits and have oral argument, either in person or by telephone, as to the issues, if the Arbitrator determines that oral argument would assist in the decision making process. The Arbitrator will not have the right or

authority to award punitive or exemplary damages to either party. All findings, judgments, decisions and awards by the Arbitrator will be in writing and will be made within 60 days after the arbitration hearings have been completed, and will be final and binding on Great Clips and Franchisee. The written decision of the Arbitrator will be deemed to be an order, judgment and decree and may be entered as such in any court of competent jurisdiction by either party.

16.3 **Disputes Not Subject to Arbitration.** The following disputes and controversies between Great Clips and Franchisee will not be subject to arbitration: -(a) any dispute involving the Marks; (b) any dispute involving immediate termination of this Agreement pursuant to Section 17.1; and (c) any dispute involving enforcement of the covenants not to compete set forth in Section 20 of this Agreement. Great Clips and Franchisee irrevocably waive any right they may have to a jury trial to the fullest extent permitted by law.

16.4 **Other Proceedings.** Notwithstanding Section 16.1, upon a breach or threatened breach of this Agreement by Franchisee, Great Clips is entitled to injunctive relief in court restraining such breach without bond and without regard to the adequacy of its legal remedies. Interim equitable relief is available to Great Clips in addition to other remedies or rights Great Clips may have. Great Clips is also entitled to proceed in a court of law in lieu of arbitration to obtain a decree of specific performance requiring that each provision of this Agreement be honored, carried out and enforced as written and to obtain a declaratory judgment or other appropriate relief if there is a controversy over interpretation of this Agreement or the rights and obligations of the parties. Notwithstanding Section 16.1, Great Clips may also proceed against Franchisee in a court of law to collect sums of money due to Great Clips or to protect or enforce its rights in or under the Marks.

16.5 **Venue and Jurisdiction.** All arbitration hearings will take place exclusively in Minneapolis, Minnesota. Any other legal proceeding involving any dispute between the parties must be venued exclusively and solely in federal or state court in Hennepin County, Minnesota. Great Clips and Franchisee and their respective officers, directors and shareholders, partners and personal guarantors acknowledge that Franchisee and its officers, directors and employees have had substantial business and personal contacts with Great Clips in Minnesota, do hereby agree and submit to personal jurisdiction in Minnesota, and hereby waives any rights they may have to contest venue and jurisdiction in Minnesota and any claims that the venue and jurisdiction in Minnesota are invalid. The provisions of this Section 16.5 survive the termination or expiration of this Agreement.

16.6 **Costs and Fees.** The prevailing party in any arbitration or legal proceeding will ~~recover~~be entitled to and awarded its costs in obtaining relief under this Agreement, including its reasonable attorneys' fees.

17. TERMINATION

17.1 **Immediate Termination.** Great Clips will have the absolute right and privilege, unless prohibited by applicable law, to immediately terminate this Agreement ~~if~~without any opportunity to cure if:

- (a) any act or practice by Franchisee impairs or imminently threatens to impair the goodwill associated with the Marks or System, including, without limitation, a serious health or safety violation;
- (b) Franchisee is determined to be insolvent within the meaning of any state or federal law or becomes a party to any bankruptcy proceedings;
- (c) Franchisee admits that it is unable to pay debts when they are due, makes an assignment for the benefit of creditors or enters into an arrangement for the disposition of its assets for the benefit of creditors;
- (d) Franchisee abandons the GREAT CLIPS® business or closes and fails to operate the Salon for three (3) consecutive days (not including designated holidays) without Great Clips' prior written approval;
- (e) Franchisee is convicted of or pleads guilty or no contest to a charge or violation of law, or any felony;
- (f) Franchisee assigns an interest in the Franchise Agreement without the consent of Great Clips;
- (g) Franchisee fails to renew this Agreement in accordance with Section 3.3;
- (h) Franchisee makes a material misrepresentation or omission in its franchise application;
- (i) Franchisee fails to timely cure a default under the lease;
- (j) Franchisee makes or permits any unauthorized use of Confidential Information;
- (k) Franchisee makes, directly or indirectly through its agents and employees, a material misuse of customer data and information; ~~and~~
- (l) Franchisee, directly or indirectly through its owner(s) or any affiliates, breaches any of its confidentiality or non-compete obligations under Sections 20.1 or 20.2.
- (m) Franchisee defaults under a lease that is guaranteed by Great Clips; ~~;~~
- (n) Franchisee provides false financial statements, misrepresents information related to Franchisee's Gross Sales, or misrepresents any other financial information provided to Great Clips; ~~;~~ or
- (o) Any franchise agreement between Great Clips and Franchisee, or Great Clips and one or more of Franchisee's owner(s) or affiliate(s), is terminated for good cause.

If this Agreement is terminated pursuant to this Section 17.1, Great Clips will give Franchisee written notice that this Agreement is terminated. Unless a different notice period is set forth in the notice and/or required by applicable law ~~applies to the contrary~~, the effective date of termination of this Agreement will be the day written notice is given to Franchisee.

17.2 Termination upon Notice. Great Clips will have the absolute right and privilege, unless expressly prohibited by applicable law, to terminate this Agreement, if:

- (a) Franchisee directly or indirectly through its owner(s) or any affiliate(s), engages in repeated and/or continuous breaches of any provision of this Agreement or any other agreement with Great Clips for a GREAT CLIPS® salon;

- (b) Franchisee, directly or indirectly through its owner(s) or any affiliates, commits a material breach of this Agreement, or any other franchise agreement with Great Clips for a GREAT CLIPS® Salon, which Great Clips determines cannot be cured due to the nature of the breach; or
- (c) This Agreement is executed in connection with an incentive program offered by Great Clips and Franchisee fails to satisfy the terms and requirements of the incentive program.

If the Agreement is terminated pursuant to this Section 17.2, Great Clips will give Franchisee written notice that this Agreement will be terminated effective 30 days from the date of the notice, unless a different notice period is set forth in the notice and/or required by applicable law. If the Agreement is terminated pursuant to this Section 17.2, Franchisee will not have an opportunity to cure any asserted failure or breach, unless applicable law expressly requires an opportunity to cure in connection with such a basis for termination.

17.3 Grounds for Termination. Either party may terminate this Agreement for “good cause.” Good cause for termination by the Franchisee is defined as a material breach by Great Clips of this Agreement. Good cause for termination by Great Clips is defined as a material breach by Franchisee (directly or indirectly through its owner(s) or any affiliates) of this Agreement or any other franchise agreement with Great Clips for a GREAT CLIPS® salon. Good cause for termination of this Agreement by Great Clips also includes: without limitation:

- (a) Franchisee’s failure to comply with the System and standards of uniformity and quality established by Great Clips, including, without limitation, facility standards and technology standards;
- (b) Franchisee’s failure to make, when due, any payment pursuant to any Franchise Agreement, promissory note, other contract or other obligation payable by Franchisee to Great Clips;
- (c) Franchisee’s failure to pay its obligations owing to suppliers, landlord, bank, other creditors or any federal, state, and municipal government, including federal and state taxes;
- (d) Franchisee’s understatement of Gross Sales; ~~or~~
- (e) The offer or sale of any unauthorized services or products at the Salon; or
- (f) Franchisee directly or indirectly through its owner(s) or any affiliate(s), fails to abide by any post-termination obligations after the expiration or termination of any other franchise agreement between Great Clips and Franchisee, or Great Clips and one or more of Franchisee’s owner(s) or affiliate(s).

If this Agreement is terminated in accordance with this Section 17.3, the party who seeks to terminate this Agreement must give the other party written notice stating the grounds relied upon for termination. If the stated grounds for termination are for nonpayment of amounts due to Great Clips or a third party, or the understatement of Gross Sales, Franchisee will have seven days after the notice to cure the alleged breach unless a different cure period is required under applicable law for such a breach. If applicable law does not specify a time period to cure an alleged breach, then the party will have 30 days after the notice to cure the alleged breach. If the breach is not corrected

within the applicable cure period, the termination will then become effective upon expiration of the cure period.

17.4 Franchisee in Default. Prior to the termination of this Agreement, if Franchisee fails to pay any amounts owed to Great Clips or fails to comply with any term of this Agreement, then in addition to any right Great Clips may have to terminate this Agreement or to bring a claim for damages, Great Clips will have the option (as to all salons and agreements covered by Section 17.3):

- (a) to remove the listing of the Salon from all advertising published or approved by Great Clips, including on the Internet;
- (b) to prohibit Franchisee from attending any meetings or seminars held or sponsored by Great Clips;
- (c) to terminate access to any computer system or salon technology provided to Franchisee by Great Clips;
- (d) to suspend all services provided to Franchisee under this Agreement or otherwise, including, but not limited to inspections, training, marketing assistance, and sale of equipment, products and supplies;
- (e) to prohibit Franchisee from expanding its GREAT CLIPS® business by opening or operating additional GREAT CLIPS® salons; and
- (f) to take possession and assume management of the Salon.

Great Clips' actions, as outlined in this Section, may continue until Franchisee has brought its account current, cured any default, and complied with Great Clips' requirements. The taking of any of the actions permitted in this Section will not suspend or release Franchisee from any obligation that would otherwise be owed to Great Clips under the terms of this Agreement or otherwise.

17.5 Cross Default. A default by Franchisee under this Agreement constitutes a material default under all other franchise agreements for a GREAT CLIPS® salon entered into between Great Clips and Franchisee, or Great Clips and one or more of Franchisee's owner(s) or affiliate(s). If this Agreement is terminated ~~for good cause~~ in accordance with Section 17.1, 17.2, or 17.3, all other franchise agreements between Great Clips and Franchisee, or Great Clips and one or more of Franchisee's owner(s) or affiliate(s) are subject to termination by Great Clips. Likewise, if any one or more of Franchisee's individual owners or affiliated entities commits a default of a franchise agreement with Great Clips, such default constitutes a material default by Franchisee under this Agreement.

18. CONSEQUENCES OF TERMINATION

Upon the termination, expiration or non-renewal of this Agreement:

- (a) Franchisee's interest in this Agreement and all rights licensed to Franchisee automatically revert to Great Clips. All goodwill associated with the licensed Marks will at all times remain the exclusive property of Great Clips;

- (b) Franchisee immediately must cease all use of the Marks, any materials containing the Marks and any other confusingly similar name or marks;
- (c) Franchisee immediately must assign to Great Clips the telephone number used in the operation of the Salon, and Great Clips may direct that an intercept be placed on the ~~Salon's~~Salon's telephone number;
- (d) Franchisee immediately must pay all sums it owes to Great Clips or to Great Clips' affiliates, including any liability for outstanding GREAT CLIPS® Gift Cards, and all sums it owes to third parties for which Great Clips may also be liable. In the event Great Clips owes any money to the Franchisee upon expiration or termination of this Agreement or any other agreement between Great Clips and Franchisee, or Great Clips and one or more of Franchisee's owner(s) or affiliate(s), Great Clips is entitled to offset that amount with amounts owed to Great Clips or third parties for which Great Clips may also be liable;
- (e) Franchisee immediately must return to Great Clips any tangible copies of the Operations Manual and other manuals, confidential data, all Salon Data, all database information, disks or other hardware or storage devices with information (if any), software, operational data and customer information, videos, electronic media, reports, bulletins or other documents furnished by Great Clips; and immediately cease any use of GREAT CLIPS® University, INsite+ and the other Websites, distinctive, proprietary or confidential operational, administrative or advertising techniques, systems or know-how, or trade secrets, disclosed to Franchisee by Great Clips;
- (f) unless Great Clips exercises its rights under Section 19, Franchisee immediately must alter the appearance of the Salon to eliminate any similarity in appearance to a GREAT CLIPS® business. At a minimum, such changes and modifications will include: repainting the exterior and interior of the Salon with different colors, including removing any distinctive colors and designs from the walls; removing all fixtures and other décor items, (including, without limitation, the GREAT CLIPS® standard "sail" trade dress), and replacing them with other décor items not of the general type and appearance used in GREAT CLIPS® businesses; removing all exterior and interior GREAT CLIPS® signs; discontinuing use of the approved wall décor items and window decals; and refraining from using any names, slogans, designs, décor items, colors or other items which may be confusingly similar to those customarily used only in GREAT CLIPS® businesses. Great Clips reserves the right to take any steps necessary, at the expense of Franchisee, to ensure a complete and full de-identification of the Salon upon termination; and
- (g) Franchisee must comply with the post-termination provisions of Section 20 and with all other applicable provisions that continue beyond the termination of this Agreement.
- (h) Franchisee must ~~enter into and execute a mutual termination agreement containing a general release~~ in favor of Great Clips and its affiliates in a form acceptable to Great Clips.

19. TRANSFER OF SALON PREMISES AND EQUIPMENT

19.1 **Salon Premises.** If Franchisee leases or subleases the Salon premises from Great Clips, Great Clips has the unconditional right without liability to Franchisee to terminate such lease or sublease simultaneously with the termination, expiration or non-renewal of this Agreement. If Franchisee leases the Salon premises from a third party, Great Clips may at its sole and absolute option, by notice to Franchisee, take an assignment of Franchisee's interest therein effective as of the date of termination, expiration or non-renewal hereof, but without liability for Franchisee's accrued obligations.

19.2 **Salon Fixtures and Equipment.** Great Clips has the right, by notice to Franchisee at the termination, expiration or non-renewal of this Agreement, to purchase any or all equipment, fixtures, furnishings or supplies owned by Franchisee and used at the Salon for fair market value. If the parties cannot agree on fair market value, the price will be determined by an independent and qualified appraiser selected by Great Clips without regard to goodwill or going concern value. Great Clips may exercise its option to purchase the equipment, fixtures, furnishings or supplies within 60 days after the date of termination, expiration or non-renewal, or upon Great Clips' receipt of the appraiser's report, whichever is later. If Great Clips exercises its purchase option, Franchisee must sell and deliver to Great Clips the equipment, fixtures, furnishings or supplies it buys in good and merchantable condition, ordinary wear and tear excepted, free and clear of all encumbrances, and deliver a bill of sale therefore. Great Clips will pay shipping from the Salon to Great Clips' designated destination.

20. CONFIDENTIALITY AND RESTRICTIVE COVENANTS

20.1 **Confidentiality.** During and after the term of this Agreement, Franchisee must not disclose, except to ~~Franchisee's~~ Franchisee's GREAT CLIPS® employees, or use for any purpose other than operating the Salon, any trade secret, confidential or proprietary aspect of the GREAT CLIPS® System including, but not limited to, the contents of the Operations Manual, GREAT CLIPS® University, INsite+ and the other Websites, and other online communications, training videos, electronic media and other materials or communications, Great Clips' training programs, marketing calendars, marketing plans, or other information or know-how distinctive to a GREAT CLIPS® salon- (collectively, "Confidential Information"). Franchisee is further responsible for ensuring that Franchisee's employees maintain the same level of confidentiality. Franchisee may not use any Confidential Information for the purpose of machine learning, augmented human intelligence development, training any artificial intelligence ("AI") model, algorithm improvement, or similar data aggregation activities without the express written consent of Great Clips. Such uses shall not be deemed related to the performance of this Agreement and are expressly prohibited. Franchisee shall not, without prior written consent by Great Clips, input any Confidential Information into any generative AI platform, or disclose such information to any provider or source of generative AI services. Franchisee shall opt out of allowing any provider or source of generative AI to utilize Confidential Information for training of any AI model or for other purposes. If Franchisee or Franchisee's employees learn about an unauthorized use of any trade secret or confidential or proprietary materials, Franchisee must promptly notify Great Clips.

Great Clips is not obligated to take any action but will respond ~~to the information~~ as it deems appropriate to safeguard its trade secrets and confidential or proprietary information. If Franchisee, Franchisee's spouse, or an employee of Franchisee at any time conducts, owns, consults with, is employed by or otherwise assists a similar or competitive business to that franchised hereunder, it is ~~Franchisee's~~Franchisee's burden to prove that Franchisee is not in violation of this covenant.

20.2 Non-Competition. To prevent a conflict of interest and unfair competition based upon ~~Franchisee's~~Franchisee's knowledge and use of the GREAT CLIPS® System and Marks, Franchisee and its spouse, will not, without Great Clips' prior written consent (which may be withheld arbitrarily), directly or indirectly engage or participate in, consult with, or assist in any way, or participate in or share the earnings or profits of, or lease property or sell or transfer assets to any other business or activity that competes with the GREAT CLIPS® business, including any ~~retail haircare or personal grooming business~~Retail Haircare Business, beauty school, barber school, cosmetology school, or any business selling hair products: (a) during the term of this Agreement, at any location or over the Internet; (b) for one year after the expiration or termination of this Agreement for any reason anywhere within five miles of the Authorized Location or of any GREAT CLIPS® salon; and (c) for one year after Franchisee has assigned its interest in this Agreement anywhere within five miles of the Authorized Location or of any GREAT CLIPS® salon. For purposes of this Section 20.2, a "Retail Haircare Business" includes any business that: (a) offers any service that appears on the then-current GREAT CLIPS® price board; (b) sells any product related to any service that appears on the then-current GREAT CLIPS® price board; or (c) offers any services or product sales related to blow drying and/or styling, hair braiding, hair treatments, or perms. Franchisee will not acquire or hold directly or indirectly any interest (other than one percent or less of the stock in a publicly-traded corporation) in another ~~retail haircare or personal grooming business~~Retail Haircare Business or haircare franchisor, without Great Clips' prior written consent. Franchisee expressly agrees that the one year period and the five mile limit are the reasonable and necessary time frame and distance required to protect Great Clips and GREAT CLIPS® franchisees if this Agreement expires or is terminated for any reason, and that this covenant not to compete is necessary to permit Great Clips the opportunity to resell and/or develop a new GREAT CLIPS® business at or near the Authorized Location. If a court or arbitrator finds this Section or any portion of this Section to be unenforceable, the court or arbitrator is authorized and directed to reduce the scope or duration (or both) of the provision in issue to the extent necessary to render it enforceable and to enforce the provision as so revised.

21. DESIGNATION OF RESPONSIBLE PARTIES

21.1 Designated Operator. Franchisee must list below and certify to Great Clips: (a) the name, mailing address and equity interest of each person holding any shares or other form of ownership, or security or other interest convertible into an equity interest, in Franchisee, showing percentage of ownership held by each; and (b) the name, mailing address of the individual(s) who will be the principal operator(s) (the "Designated Operator(s)") of the business franchised hereunder. The Designated Operator(s) must have an ownership interest in the franchise and is responsible for the day-to-day management of the Salon and has the authority to act for Franchisee in all matters regarding the Salon. Franchisee will promptly notify Great Clips of any change in

any such information. Any change in the Designated Operator(s) or in the shareholder information is subject to Section 14 of this Agreement.

Franchisee is a [] _____, organized under the laws of _____, or [] individual or group of individuals, and hereby represents and warrants that the information stated below is true and accurate as of the date set forth below:

Shareholder, Partner or
Individual Name and Address

Percentage of
Ownership Interest

Designated Operator(s):

Address:

21.2 **Anti-Terrorism Representation.** Franchisee represents to Great Clips that it and all persons or entities holding any legal or beneficial interest in the franchise are not included in, owned by, controlled by, acting for or on behalf of, providing assistance, support, sponsorship, or services of any kind to, or otherwise associated with any of the persons or entities referred to or described in Executive Order 13224-Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten to Commit, or Support Terrorism, as amended.

22. MISCELLANEOUS

22.1 **Governing Law.** Except to the extent governed by federal law, including but not limited to the United States Trademark Act of 1946, as amended (Lanham Act, 15 U.S.C. ~~Section~~§ 1051 *et seq.*) and Federal Arbitration Act with respect to the parties' rights under ~~the Federal Arbitration Act respecting~~ Section ~~15~~16 above, this Agreement and the relationship between the parties will be governed by and interpreted in accordance with the laws of the state in which the Authorized Location is located, without regard to any conflict of laws principles of such state.

22.2 **Entire Agreement.** This Agreement constitutes the entire agreement of the parties. There are no representations, inducements, promises, agreements, arrangements or undertakings, oral or written, between the parties other than those set forth herein. This Agreement may not be waived, altered or canceled, in whole or in part, except by a writing signed by the parties. Nothing

in this Agreement or in any related agreement is intended to disclaim the representations made by Great Clips in the franchise disclosure document.

22.3 **Severability.** All provisions of this Agreement are severable and this Agreement will be interpreted and enforced as if all completely invalid or unenforceable provisions were severed, the remainder of this Agreement will remain in effect and enforceable to the fullest extent permitted by law.

22.4 **Notice.** Except as described in other provisions of this Agreement, all notices permitted or required to be delivered under this Agreement shall be deemed so delivered: (1) when delivered by hand to the notified party's registered agent for service of process, or if the notified party is an individual person, to that individual [or someone with apparent authority to accept deliveries on that individual's behalf]; (2) three (3) business days after placed in the United States mail by registered or certified mail, return receipt requested, postage prepaid, or one (1) business day for U.S. delivery and three (3) business days for international delivery after placed in the hands of an overnight courier, for next day delivery, and addressed to Great Clips at its corporate headquarters or to the Designated Operator at the Designated Operator's last known address or the notified party at its most current principal business address of which the notifying party has been notified; or (3) one (1) business day after being sent via email to the notified party at the email address for notices specified in this Agreement, which a party may update by providing written notice to the other party. Without limiting the foregoing, Franchisee acknowledges and agrees that Great Clips also may deliver notices required under this Agreement to the Salon, Authorized Location, or the Great Clips Email for the Franchisee, which notices shall be deemed delivered in accordance with the terms described above.

22.5 **Relationship.** Great Clips and Franchisee stand solely in the business relationship of licensor and licensee and vendor and vendee, and nothing in this Agreement or in the parties' dealings with each other should be deemed to form any sort of employment relationship between franchisor and franchisee. Great Clips and Franchisee are not and do not intend to be partners, agents, joint venturers, associates or employees of the other in any way, and Great Clips will not be construed to be jointly liable for any of Franchisee's acts or omissions under any circumstances. Franchisee is prohibited from incurring any debt, liability or other obligation on behalf of Great Clips, and no fiduciary duties or relationship of special trust and confidence exist between the parties.

Any training, support, guidance or tools provided by Great Clips are for the purpose of protecting the GREAT CLIPS® Marks and System and to assist Franchisee in the operation of the Salon and not for the purpose of controlling or in any way intended to exercise or exert control over Franchisee's decisions or day-to-day operation of the Salon. Great Clips is not the employer or joint employer of the Salon's employees. Franchisee is solely responsible for managing and operating the Salon and supervising the Salon's employees.

The parties acknowledge and agree that Great Clips and its affiliates' course of business is limited to offering and selling GREAT CLIPS® salon franchises and supporting GREAT CLIPS®

salon franchisees and the system, and does not involve the actual development and operation of GREAT CLIPS® salons, which is the business Franchisee engages in under this Agreement. Franchisee agrees to identify itself conspicuously in all dealings with customers, suppliers, public officials, salon personnel, and others as the Salon's owner, operator and manager under a franchise that Great Clips has granted and to place notices of independent ownership at the Salon and on the forms, business cards, stationery, advertising, emails and other materials we require from time to time.

22.6 **Interpretation of Rights and Obligations.** The following provisions apply to and govern the interpretation of this Agreement, the parties' rights under this Agreement, and the relationship between the parties:

A. **Great Clips' Rights.** Whenever this Agreement provides that Great Clips has a certain right or has the ability to make a determination, that right or ability to make that determination is absolute and will not be subject to any limitation or review. Great Clips has the right to operate, administrate, develop and change the System in any manner that is not specifically precluded by the provisions of this Agreement, although this right does not modify express limitations set forth in this Agreement.

B. **Great Clips' Reasonable Business Judgment.** Great Clips will make decisions and take actions that are in the best interests of Great Clips, the GREAT CLIPS® brand, the GREAT CLIPS® business and the GREAT CLIPS® System. In doing so, Great Clips' decisions and actions will be deemed to be the result of Reasonable Business Judgment even if other reasonable or even arguably preferable alternatives are available, if Great Clips' decision is intended, in whole or in significant part, to promote the benefit of the System generally even if the decision or action also promotes Great Clips' financial or other individual interest. Examples of items that will promote or benefit the System include, without limitation, enhancing the value of the Marks, improving customer service and satisfaction, improving quality of services and products, improving uniformity, enhancing or encouraging modernization and improving the competitive position of the System.

22.7. **Adaptations and Variances.** Complete and detailed uniformity under many varying conditions may not always be possible, practical, or in the best interests of the System. Accordingly, Great Clips has the right to vary the standards, specifications, and requirements for any salon or franchisee based upon the customs or circumstances of a particular operating agreement, site or location, population density, business potential, trade area population, importance to the operation of such salon, franchisee's business or the System. Great Clips is not required to grant to Franchisee a like or other variation as a result of any variation from standard specifications or requirements granted to any other franchisee.

22.8 **Ethical Conduct.** Franchisee will adhere to good business practices, observing high standards of honesty, integrity, fair dealing and ethical business conduct and good faith in all business dealings with customers, employees, vendors, Great Clips corporate employees, and all other GREAT CLIPS® franchisees. Franchisee will not engage in deceptive, misleading or

unethical practices or conduct which may have a negative impact on the reputation and goodwill of Great Clips or any other franchisee operating under the Great Clips System.

22.9 **Form of Agreement.** Franchisee acknowledges that other GREAT CLIPS® salons may operate under different forms of agreement with Great Clips, and that the rights and obligations of parties to other agreements may differ from those hereunder.

22.10 **Parties Affected.** This Agreement binds the parties and their respective executors, administrators, successors and assigns. No person may acquire from Franchisee any interest in this Agreement except in accordance with Section 15. If Franchisee consists of more than one person, all are jointly and severally liable hereunder. Franchisee and each of Franchisee's shareholders must sign the Guaranty of this Agreement attached hereto or otherwise provided by Great Clips.

22.11 **Survival.** The rights and obligations hereunder, which expressly or by implication are to be performed in whole or in part after termination, expiration, or assignment of this Agreement, shall survive any termination, expiration, or assignment. This includes, but is not limited to, Sections 13.4, 16, 18, 20.1, 20.2, and 22.

22.12 **Headings and Counterparts.** The headings in this Agreement are for convenience only, do not constitute a part of this Agreement and will not be deemed to limit or affect any of the provisions of this Agreement. The use of the term "including" in this Agreement shall mean "including without limitation". This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and all of which when taken together shall constitute one and the same instrument.

IN WITNESS WHEREOF, the parties have executed this Agreement on the date set forth below to be effective upon execution by Great Clips. This Agreement may be signed with full legal force and effect using electronic signatures and records.

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

FRANCHISOR:
GREAT CLIPS, INC.

By: _____
Its: _____

Effective Date: _____

GUARANTY

EACH OF FRANCHISEE'S SHAREHOLDERS MUST EXECUTE THE FOLLOWING UNDERTAKING.

In consideration of the grant of a GREAT CLIPS® franchise by Great Clips, Inc. ("Great Clips") to Franchisee, each of the undersigned hereby agrees, jointly and severally, and for themselves, their heirs, legal representatives and assigns:

(1) that they, and each of them, shall be personally and firmly bound by all of the terms, provisions and conditions of the foregoing Franchise Agreement including, but not limited to, the obligations outlined in Sections 16, 18, 20.1 and 20.2 of the Franchise Agreement;

(2) that they, and each of them, do hereby unconditionally and irrevocably guaranty the full and timely performance by Franchisee of each obligation undertaken by Franchisee under the terms of the Franchise Agreement, including payment of any indebtedness of Franchisee arising under or by virtue of the Franchise Agreement and the non-competition obligations outlined in the Franchise Agreement; and

(3) that they, and each of them, will not permit or cause the effective control of Franchisee to be modified or altered in whole or in part by stock transfer or otherwise and will not make or suffer any change in their respective ownership interests in Franchisee without first notifying Great Clips of said proposed assignment or change and obtaining Great Clips' prior written consent thereto, which consent shall not be unreasonably withheld, and without first paying or causing to be paid to Great Clips the Assignment Fee provided for in the Franchise Agreement and adhering to all other provisions of the Franchise Agreement.

Name: «M1Name»

Date: _____

Name: «M2Name»

Date: _____

Name: «M3Name»

Date: _____

Name: «M4Name»

Date: _____

Name: «M5Name»

Date: _____

Name: «M6Name»

Date: _____

CONFIRMATION OF OPENING

Dear [Franchisee],

Congratulations on your new salon!

**RE: -Franchise Agreement # _____, dated: _____
By and between Great Clips, Inc. and BUYER ENTITY OR INDIVIDUALS (the “Franchise Agreement”) GREAT CLIPS Salon: [Salon Name and Salon Number].**

Pursuant to Section 1 of the Franchise Agreement referenced above, this letter serves to confirm that the address for the GREAT CLIPS Salon (the "Salon") is: [Salon Address] (the “Authorized Location”).

The Salon was fully operational on [Salon Open Date] and the current term of the Franchise Agreement expires at the close of business on [Franchise Agreement Expiration Date].

If you have not already done so, please ~~have submit~~ the insurance certificate relating to this new location ~~emailed to insurancecerts@greatclips.com or mailed to Great Clips, Inc. at 4400 West 78th Street, Suite 700, Minneapolis, MN 55435 immediately. through Trust Layer.~~ The insurance certificate must meet the requirements of the Franchise Agreement and name Great Clips Inc. as an additional insured.

Except as specifically set forth in this letter, the Franchise Agreement shall remain in full force and effect in accordance with its terms.

GREAT CLIPS, INC.

By: _____

Its: -Secretary

Date: _____

Date: _____

GENERAL RELEASE

This General Release (the "Agreement") is given to Great Clips, Inc. ("Great Clips") by _____ and the following individual owner(s) _____ (all collectively referred to as "Franchisee").

FOR VALUE RECEIVED, Franchisee, on behalf of Franchisee and Franchisee's predecessors, affiliated entities, successors and assigns and any other individuals or entities claiming an interest through Franchisee, hereby: (a) represents to Great Clips that Franchisee has no outstanding claims, suits, demands, causes of action or grievances, in any amount or kind, now known or unknown, arising from or in connection with any act, practice, omission or transaction occurring before the date of this General Release in relation to or in connection with all matters relating to Great Clips, the Franchise Agreement and all other agreements between Franchisee and Great Clips, Great Clips' policies, or the GREAT CLIPS® System in any manner whatsoever, including, but not limited to, all Franchisee's GREAT CLIPS® franchises and any alleged violations of any deceptive or unfair trade practices laws, franchise laws, or other local, municipal, state, federal, or other laws, statutes, rules or regulations, and any alleged violations of the Franchise Agreement or any other agreement between Great Clips and Franchisee (collectively, "Claims"), and (b) except as may be prohibited by applicable law, releases and discharges Great Clips, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys, from the Claims, and covenants not to sue Great Clips, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys relating to such Claims. Notwithstanding the preceding, no Claim shall be released which arises out of facts deliberately concealed by Great Clips.

Franchisee represents that it has had an opportunity to have this Agreement reviewed by legal counsel of its choosing and has done so to its satisfaction, that it has had a full opportunity to review the terms of this Agreement, that it fully understands the legal effect of each provision of this Agreement, and that it has willingly consented to the terms of this Agreement, with the intent that this release be interpreted as broadly as possible as a full and unconditional general release, as that phrase is used and commonly interpreted, and extend to all Claims regardless of whether any unknown, unsuspected or unanticipated claim would materially affect settlement and compromise of any matter mentioned herein.

All of the terms and provisions of this Agreement shall be binding upon, inure to the benefit of, and be enforceable by the parties and their respective legal representatives, heirs, successors and assigns.

This Agreement represents the entire understanding and agreement between the parties with respect to the release of Claims and supersedes all other negotiations, understandings and representations if any made between the parties.

Applicable to California Franchisees ONLY:

Franchisee hereby waives the benefit of the provisions of § 1542 of the Civil Code of the State of California, which provides as follows:

“A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.”

(Signatures on following page.)

IN WITNESS WHEREOF, the parties have executed this General Release on the date set forth below to be effective upon execution by Great Clips.

FRANCHISEE:

«EntityName»

By: _____

Date: _____

Name: «OfficialsName»

Its: «OfficialsTitle»

«M1Name» - Individually

«M2Name» - Individually

«M3Name» - Individually

«M4Name» - Individually

«M5Name» - Individually

«M6Name» - Individually

«M7Name» - Individually

«M8Name» - Individually

ACCEPTED:

GREAT CLIPS, INC.

By: _____

Date: _____

Its: Assistant Secretary

(Note:- If Franchisee is a corporation, partnership or other entity, this General Release MUST be signed both on behalf of the entity by an authorized officer, AND by each shareholder, partner or owner individually.)

EXHIBIT G

Three Star Program Agreement

GREAT CLIPS® THREE STAR PROGRAM AGREEMENT

This Three Star Program Agreement (this “Agreement”) is made by and between Great Clips, Inc., a Minnesota corporation (“Great Clips”) and _____ (“Franchisee”), in consideration of the covenants and agreements set forth below. All capitalized terms not identified herein shall have their respective meaning as set forth in the Three Star Franchise Agreement (as identified in Section 1 below).

1. Application and Area. Franchisee hereby applies for three GREAT CLIPS® franchise agreements (collectively, the “Three Star Franchise Agreements”), to be located within the following designated market area (“DMA”), _____ (each a “Three Star Franchise Agreement”). This Agreement does not grant to Franchisee any exclusive rights for any specific locations or territory whatsoever. Upon acceptance by Great Clips, Franchisee is entitled to receive the benefits of the Three Star Program, as set forth below, for each of the Salons to be opened under the terms and conditions of this Agreement.

2. Three Star Program Fee. Upon signing this Agreement, Franchisee will pay the sum of \$35,000 (the “Program Fee”) to Great Clips. The Program Fee paid by Franchisee to participate in the Three Star Program is non-refundable upon acceptance by Great Clips. In the event Franchisee fails to obtain fully-executed leases for the Three Star Franchise Agreements within the Term of this Agreement, or if Franchisee fails to qualify for the benefits of the Three Star Program for any other reason, no portion of the Program Fee will be refunded to Franchisee or be applied to offset any future fees owed to Great Clips.

3. Market Development Ad Fund Contribution. Upon signing this Agreement, Franchisee will also pay the sum of \$5,000 to the Great Clips Market Development Advertising Fund (“MDAF”). This MDAF contribution paid by Franchisee to participate in the Three Star Program is non-refundable.

4. Term. The term of this Agreement will commence on the date of execution by Great Clips (the “Effective Date”) and will be in effect for a term of 24 months from the Effective Date (the “Term”). Franchisee must obtain a fully-executed lease (the “Lease”), as described further in Section 5 of this Agreement, for each of the Three Star Franchise Agreements within this time frame in order to qualify for the Three Star Program benefits. Franchisee will, upon Great Clips’ acceptance of this Agreement, have the right to pursue three potential locations for the Three Star Franchises. **The 24-month period will not be extended under any circumstances.** Great Clips, its representatives and its agents make no assurances to Franchisee that suitable real estate will be available. Except as provided in Section 7 below, if Franchisee fails to obtain the three, fully-executed Leases within the 24-month period, then Franchisee shall forfeit all Three Star Program benefits for any Three Star Franchise Agreement for which there is no corresponding signed Lease, as defined in this Agreement.

5. Conditions. The Three Star Program is a lease-signing incentive program. In order to receive the full benefits of this Program, Franchisee must execute a bona fide lease for each of

the Three Star Franchise Agreements within the 24-month time frame specified. Each Lease must meet the following criteria in order to qualify for the Three Star Program benefits:

- 5.1 The Lease must be for a location that is in the DMA specified in Section 1 of this Agreement, unless otherwise approved in writing by Great Clips.
- 5.2 The Lease may only be for a location for which Franchisee has an approved Site Evaluation and Consent Form, acknowledged and executed by Great Clips. Franchisee alone is responsible for acquiring and gaining Great Clips' consent to the Three Star Franchise Agreement Authorized Locations.
- 5.3 The Lease must include the required assignment language, as described in the Three Star Franchise Agreement(s).
- 5.4 The Lease must be executed by both Franchisee and the lessor within the 24-month time frame. If the Lease is not signed by both parties within the required time frame, then Franchisee may not use the Lease to qualify for the Three Star Program benefits.
- 5.5 Franchisee must promptly submit to Great Clips a copy of the fully-executed Lease (signed by both parties), including all addenda and exhibits. Great Clips will not acknowledge the Lease until a copy has been received from Franchisee.
- 5.6 Franchisee may not assume a lease from another Great Clips franchisee to utilize for the Three Star Program, but Franchisee may assume a lease from Great Clips to qualify for the Three Star Program.

6. Three Star Financial Benefits. The following financial incentives will apply to all qualifying Three Star franchisees:

- 6.1 The \$20,000 Initial Franchise Fee as stated in the Three Star Franchise Agreements is waived.
- 6.2. The Great Clips MDAF contribution stated in the Three Star Franchise Agreements will be the amount set forth in Section 3 for the first Three Star Franchise Agreement and will be waived for the remaining two Three Star Franchise Agreements provided Franchisee has followed the approved grand opening advertising plan as determined by Great Clips. If Franchisee is deemed not to have followed the approved advertising plan, then the \$5,000 MDAF contribution will be due and payable in full as required by the respective Three Star Franchise Agreement.

7. Conversion Option at Expiration of Term. If Franchisee has executed Leases for two of the Three Star Franchise Agreements under this Agreement at the expiration of the Term, at the sole and absolute determination of Great Clips, Franchisee may be granted the right to convert the third Three Star Franchise Agreement to a single Franchise Agreement (the "Conversion Agreement") at a discounted rate. The cost for the Conversion Agreement is \$15,000, consisting of a \$10,000 Initial Franchise Fee and a \$5,000 contribution to the MDAF. Franchisee will pay the \$10,000 Initial Franchise Fee at the time of the conversion and will pay \$5,000 to the MDAF before Franchisee places the equipment order for the salon. In the event that Franchisee has less than two fully-executed Leases at the expiration of the Term, and wishes to retain any non-qualifying Three Star Franchise Agreements, Franchisee may be permitted, at Great Clips'

sole and absolute determination, to convert the remaining Three Star Franchise Agreements to single unit Franchise Agreements, in which case Franchisee must promptly pay the Partial Initial Franchise Fee as reflected in Great Clips' then-current Franchise Agreement (currently \$10,000) and will be required to pay the balance of the Initial Franchise Fee (currently, another \$10,000) and the MDAF (currently \$5,000) before the equipment is ordered for the Salon.

8. Assignments; No Speculation. Franchisee may not acquire this Agreement for the purpose of or with a view toward transferring, assigning or delegating the Three Star Franchise Agreements granted under this Agreement. Franchisee may not assign a majority or greater interest in this Agreement to any party other than the original individual shareholders or partners of Franchisee, except in the case of the death, disability or incapacity of the owners of Franchisee.

9. Limitation. This Three Star Program may not be used in conjunction with any other incentive program except as authorized by Great Clips.

10. Modification or Withdrawal of Program. Great Clips reserves the right to modify or withdraw the Three Star Program, without affecting the rights of franchisees who have already entered the Three Star Program, at any time without notice.

11. Non-Acceptance by Great Clips. If Great Clips does not accept this Agreement by executing below, it will return the Program Fee and Market Development Advertising Contribution submitted by Franchisee without interest.

[Signature Page Follows]

This Agreement may be signed with full legal force and effect using electronic signatures and records.

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____

Date: _____ (“Effective Date”)

Name: _____
Its: _____

EXHIBIT H

Master Development Agreement

GREAT CLIPS®

MASTER DEVELOPMENT AGREEMENT

This Master Development Agreement (this “Agreement”) is made by and between Great Clips, Inc., a Minnesota corporation (“Great Clips”) and _____ (“Franchisee”), in consideration of the covenants and agreements set forth below.

1. Grant of Development Rights. Great Clips hereby grants to Franchisee, subject to the terms and conditions of this Agreement, the right to establish and operate GREAT CLIPS® franchises to be located within the _____ Designated Market Area (the “Exclusive DMA”). The Exclusive DMA is comprised of the following counties:

The Initial Market Unit Potential (“IMUP”) for this Exclusive DMA is _____ units.

All terms not otherwise defined herein shall have the same meaning as in the Franchise Agreement.

1.1 While this Agreement is in effect and as long as (i) Franchisee is not in default of this Agreement or any GREAT CLIPS® Franchise Agreement, and (ii) Franchisee is not restricted from expansion under the terms of Great Clips’ policies, Great Clips will grant Franchisee a conditional exclusive right to develop GREAT CLIPS® salons within the Exclusive DMA. Except as otherwise provided in this Agreement, during the term of this Agreement, and for as long as the above conditions are met, Great Clips will not establish or operate, nor grant a franchise to any person other than Franchisee to establish or operate, a GREAT CLIPS® salon at any location within the Exclusive DMA. This right of exclusivity is limited by, and subject to, the Protected Area set forth in a Franchise Agreement for a GREAT CLIPS® salon which is located outside of the geographical boundaries of the Exclusive DMA, but which has a Protected Area which extends into the Exclusive DMA.

1.2 This Agreement is not a Franchise Agreement. Each salon established by Franchisee will be subject to and governed by a separate Franchise Agreement executed by Great Clips and Franchisee. Franchisee will apply and must qualify to be awarded the then-current GREAT CLIPS® Franchise Agreement (hereinafter the “Franchise Agreement”), to operate each salon within the Exclusive DMA. Qualification for and approval of applications for Franchise Agreements is a process entirely separate from this Agreement. Franchisee must meet all Great Clips’ expansion policy guidelines and qualification criteria required of any GREAT CLIPS® Franchisee and must not be restricted from expansion for any reason at any time it applies for additional Franchise Agreements in the Exclusive DMA. Franchisee must apply and obtain Great Clips’ approval for every Franchise Agreement executed pursuant to this Agreement. Franchisee must have a signed lease attached to all unopened Franchise Agreements required in a given year, before they will be able to apply for additional Franchise Agreements. Franchisee must have a signed Franchise Agreement prior to the execution of a lease.

1.3 The form of Franchise Agreement for each salon will be the then-current form of Franchise Agreement offered by Great Clips at the time of Franchisee’s application for the

Franchise Agreement, except that the Initial Franchise Fee will be in the amount set forth in this Agreement. Upon the initial execution of this Agreement, Franchisee will execute and forward to Great Clips a separate Franchise Agreement, together with the Initial Franchise Fee, for the first salon to be developed by Franchisee under the Development Schedule.

1.4 This Agreement does not grant Franchisee any rights to grant subfranchises to others. Franchisee's rights to use the GREAT CLIPS® Marks are limited and governed by the Franchise Agreements between Great Clips and Franchisee.

2. **Development Fee.** On the date this Agreement is executed by Franchisee, Franchisee will pay to Great Clips a development fee of \$4,000 times each unit in the IMUP as specified in Section 1 above (the "Development Fee"). The Development Fee is in addition to the Initial Franchise Fee, as described in Section 3 of this Agreement below. Upon acceptance by Great Clips of this Agreement, the Development Fee will not be refunded under any circumstances, including the failure of Franchisee to comply with the Development Schedule or to complete any of the other requirements or conditions of this Agreement. The Development Fee will not be applied toward other Initial Franchise Fees or Continuing Franchise Fees in the event this Agreement expires or is terminated, and Franchisee has not opened the number of salons required under the Development Schedule.

3. **Initial Franchise Fee.** This Agreement is in effect, and as long as Franchisee is not restricted from expansion under the terms of Great Clips' policies, Franchisee will pay an Initial Franchise Fee of \$6,000 for each Franchise Agreement executed by Franchisee pursuant to this Agreement. Each Initial Franchise Fee shall be due and payable on the date Franchisee executes the Franchise Agreement and shall be completely refundable, without interest, upon cancellation of the Franchise Agreement, provided there is no fully executed lease associated with the Franchise Agreement.

3.1 Any Great Clips Market Development Advertising Fund ("Market Development Ad Fund") contribution required by the Franchise Agreement for a location in the Exclusive DMA will be waived provided Franchisee has followed the approved grand opening advertising plan as determined and approved in writing by Great Clips in its sole and absolute judgment. If Franchisee has not followed the approved grand opening advertising plan as determined by Great Clips, then in addition to the Initial Franchise Fee, the Market Development Ad Fund contribution required by the Franchise Agreement will be due and payable in full upon request.

4. **Term of Agreement.** The initial term of this Agreement will commence on the date of execution by Great Clips (the "Effective Date") and will be in effect for a term of 10 years from the Effective Date, unless sooner terminated or extended as provided herein.

5. **Renewal of Agreement.** In the sole determination of Great Clips, Franchisee may renew the rights to establish and operate additional salons in the Exclusive DMA on the conditions specified below for consecutive additional renewal terms of 10 years each from the date of expiration of the term. Unless renewed pursuant to these conditions, this Agreement and all development rights granted to Franchisee pursuant to this Agreement shall expire and revert to Great Clips upon the expiration of this Agreement:

- (a) Franchisee has given Great Clips written notice of its intent to extend this Agreement not less than 90 days before the expiration of the term of this Agreement;
- (b) Franchisee is in compliance with the terms and conditions of all Franchise Agreements entered into with Great Clips;
- (c) Franchisee's rights of expansion with Great Clips are not restricted in any way under any Great Clips policy.
- (d) Franchisee and each of Franchisee's shareholders shall sign a General Release and the then-current Master Development Agreement (the "Renewal MDA") prior to the date that the term of this Agreement expires. Franchisee will be required to pay the Development Fee, required by the then-current Master Development Agreement. The Renewal MDA may contain terms materially different from those contained in this Agreement. If Franchisee is granted the right to renew this Agreement for an additional term of ten years, Franchisee will continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule specified in the Renewal MDA. The Development Schedule in the Renewal MDA will be based on the then-current Market Unit Potential ("MUP") for the Exclusive DMA. The total open salon requirement under the Development Schedule in the Renewal MDA does not include any projected or closed salons that exist at the time renewal. Franchisee will pay to Great Clips a Development Fee of \$4,000 times each additional unit in the MUP as specified in Section 2 above (the "Renewal Development Fee.")
- (e) If Franchisee is not in compliance with the Development Schedule specified in Section 6.1, Great Clips, in its sole determination, may grant franchisee the right to renew this Agreement for an additional term of up to ten years, and the right to continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule and terms set forth in the Renewal MDA. In the event Great Clips offers renewal to Franchisee who has not met the original Development Schedule, Franchisee will pay a Renewal Fee ~~of \$1,000~~ for each unopened salon at the time of renewal, which currently is \$1,000 per each unopened salon and may be adjusted annually in proportion to changes in the Consumer Price Index – All Urban Consumers, or its successor index, as published by the U.S. Department of Labor.

6. Development Schedule. Beginning with the first anniversary of the Effective Date of this Agreement, Franchisee is required to have open and operating the number of salon(s) required to be open under the Development Schedule set forth in Section 6.1, below. The Cumulative Number of Open Salons required under the Development Schedule does not include projected or closed salons. Franchisee is required to meet a minimum opening schedule for salons within the Exclusive DMA in order to be in compliance with the terms and conditions of this Agreement and continue to receive the benefits of this Agreement as specified herein. Franchisee agrees to

have the designated GREAT CLIPS® salons open, as determined by Franchisor in its sole determination, and in operation in the Exclusive DMA in accordance with the following schedule:

6.1 The salon opening requirements during the term of this Agreement are:

<u>By End of Year</u>	<u>Number of Open Salons</u>	<u>Cumulative Number of Open Salons</u>
1	_____	_____
2	_____	_____
3	_____	_____
4	_____	_____
5	_____	_____
6	_____	_____
7	_____	_____
8	_____	_____
9	_____	_____
10	_____	_____ (“Total”)

6.2 Great Clips, including its employees, representatives and agents, **makes no assurances to Franchisee that suitable real estate will be available** in the Exclusive DMA to open the number of salons required above. Franchisee should independently research the availability of real estate in the DMA prior to signing this Agreement. Franchisee alone is responsible for acquiring and gaining Great Clips’ consent to all sites developed under this Agreement.

6.3 In the event Franchisee opens the Total number of Salons required under the Development Schedule prior to the expiration of this Agreement, Franchisee may purchase additional Franchise Agreements for the Exclusive DMA for a total Initial Franchise Fee of \$10,000 each, until the expiration of this Agreement.

7. **Failure to Comply With Development Schedule.** Franchisee’s failure to comply with the Development Schedule specified in Section 6.1 above will constitute a material breach of this Agreement, and Great Clips, in its sole determination, may terminate this Agreement and all rights granted to Franchisee hereunder, effective immediately upon written notice to Franchisee. Immediately upon termination of this Agreement, Great Clips may, in its sole determination, establish or operate, or grant a franchise to another person other than Franchisee to establish or operate, GREAT CLIPS® salons at any locations within the Exclusive DMA and Franchisee will have no further exclusive rights in the Exclusive DMA and all rights and obligations under this Agreement will be completely terminated..

8. **Other Grounds for Termination.** In addition to the right of termination set forth in Section 7 for failure to comply with the Development Schedule, this Agreement may also be terminated by Great Clips if:

- (a) Franchisee or any of Franchisee's owners or affiliates fails to pay any amounts due to Great Clips;
- (b) Great Clips terminates any Franchise Agreement executed by Franchisee or any of Franchisee's owners or affiliates, for any reason. Such termination does not include cancellations, non-renewals, failures to relocate, deferrals, or other incentive programs;
- (c) Franchisee breaches any of the material terms and conditions of this Agreement;
- (d) Franchisee or Franchisee's owners or affiliates are not in compliance with Great Clips' policies, procedures or System Standards at any franchised location or under any Franchise Agreement in the Exclusive DMA or elsewhere;
- (e) Franchisee sells, assigns or transfers this Agreement or any interest in Franchisee, in whole or in part, without the prior written consent of Great Clips; or;
- (f) Franchisee sells, assigns or transfers any ownership interest of any single Franchise Agreement within the Exclusive DMA.

Great Clips, in its sole determination, may provide Franchisee an opportunity to cure a default under this Agreement.

Termination of this Agreement will not in and of itself constitute a material breach of any individual Franchise Agreements signed by Franchisee or Franchisee's owners or affiliates; upon termination of this Agreement, all rights granted to Franchisee to develop GREAT CLIPS® salons under this Agreement will immediately revert to Great Clips.

9. Impact of Termination on Initial Franchise Fees. Upon termination of this Agreement, in Great Clips' sole determination, Franchisee may be allowed to open Salons pursuant to existing Franchise Agreements currently approved under this Agreement but not yet opened (if any), without any additional Initial Franchise Fees due to Great Clips, so long as said Franchise Agreement has a fully executed lease in place as of the date of termination of this Agreement, and a complete and true copy of the executed lease is received by Great Clips within 10 days of said termination date. Any Franchise Agreement with Franchisee for the Exclusive DMA that has a fully executed lease attached to it will not be eligible for a refund of the Initial Franchise Fee. If Franchisee wishes to keep any Franchise Agreement in the Exclusive DMA that does not have a fully executed lease in place as of the date of termination, Franchisee must pay the then-current initial franchise fee for a single Franchise Agreement but will receive full credit for the \$6,000 Initial Franchise Fee already paid pursuant to this Agreement. If Franchisee does not wish to keep any Franchise Agreement in the Exclusive DMA that does not have a fully executed lease in place as of the date of termination, Franchisee may cancel the Franchise Agreement and receive a refund of the \$6,000 Initial Franchise Fee that was paid by Franchisee for the Franchise Agreement, without interest.

10. Assignment. Franchisee represents and warrants to Great Clips that it intends to develop, manage, and operate the salons developed in accordance with this Agreement for its own benefit and not for the purpose of or with a view toward resale or redistribution of the salons.

- (a) Franchisee may not sell, assign or transfer this Agreement or any interest in Franchisee, in whole or in part, without the prior written consent of Great Clips. Any purported sale, assignment or transfer will be void and subject Franchisee to termination under Section 8 of this Agreement.
- (b) Franchisee may not sell, assign or transfer any ownership interest of Franchisee under any single Franchise Agreement within the Exclusive DMA, in whole or in part, without the prior written consent of Great Clips. Any purported sale, assignment or transfer will be void and subject Franchisee to termination under Section 8 of this Agreement.

10.1 ___-In Great Clips' sole determination, we may consent to the assignment of this Master Development Agreement to a new Franchisee (the "Assignee") under the following conditions:

~~(a)~~ ~~(a)~~ Assignee must execute the then-current form of Master Development Agreement. The Assignee will assume the balance remaining of the term of this Agreement; ~~;~~

~~(a)~~ ___

~~(b)~~ ~~(b)~~ The Assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA and pay the applicable assignment fee for each; ~~;~~

~~(b)~~ ___

~~(e)~~ The Assignee shall not be required to pay the Development Fee for the then-current Master Development Agreement; however assignee will pay the Initial Franchise Fee (as defined under the then-current Master Development Agreement) for each Franchise Agreement subsequently executed by Assignee pursuant to the Master Development Agreement; and;

~~(c)~~ ___

~~(e)~~(d) Assignee must be in compliance with all existing franchise agreements and Great Clips' policies and procedures and be eligible for expansion under all Great Clips' policies.

11. **Dispute Resolution.**

11.1 Arbitration. Except as specifically provided to the contrary in this Agreement, all disputes concerning this Agreement or the business conducted hereunder, including allegations of fraud, misrepresentation or violation of any state or federal law or regulation, shall be resolved by the American Arbitration Association pursuant to the Commercial Arbitration Rules and Regulations. Either party may commence arbitration by filing a Demand for Arbitration with the

American Arbitration Association and serving the Demand for Arbitration on the opposing party. A Demand for Arbitration must be filed within three years of the date when any cause of action asserted in the Demand for Arbitration accrued, or such cause of action will be barred and must be dismissed by the Arbitrator. For purposes of this Agreement, a cause of action will be deemed to have accrued when the claimant knew or reasonably should have known of the facts on which the cause of action is based.

11.2 Power of the Arbitrator. The Arbitrator will be appointed within 60 days after a written Demand for Arbitration has been made in accordance with the Commercial Arbitration Rules and Regulations of the American Arbitration Association. The authority of the Arbitrator will be limited to making a finding, judgment, decision and award relating to the interpretation of or adherence to the written provisions of this Agreement. The Arbitrator will not have the authority or right to add to, delete, amend or modify in any manner, the terms, conditions and provisions of this Agreement. All findings, judgments, decisions and awards of the Arbitrator will be limited to the dispute set forth in the Demand for Arbitration, and the Arbitrator will not have the authority to decide any other issues. The Arbitrator will not have the right or authority to award punitive damages to either party. All findings, judgments, decisions and awards by the Arbitrator will be in writing, will be made within 60 days after the arbitration hearings have been completed, and will be final and binding on Franchisee and Great Clips. The written decision of the Arbitrator will be deemed to be an order, judgment and decree and may be entered as such in any court of competent jurisdiction by either party.

11.3 Disputes Not Subject to Arbitration. The following disputes and controversies between Great Clips and Franchisee shall not be subject to arbitration: (a) any dispute involving the GREAT CLIPS® service mark or other trademarks; and (b) any dispute involving immediate termination of this Agreement pursuant to Paragraph 8(b), (e) or (f) of this Agreement.

11.4 Other Proceedings. Notwithstanding Paragraph 11.1, upon a breach or threatened breach of this Agreement by Franchisee, Great Clips is entitled to injunctive relief in court restraining such breach without bond and without regard to the adequacy of its legal remedies. Interim equitable relief is available to Great Clips in addition to other remedies or rights Great Clips may have. Great Clips is also entitled to proceed in a court of law in lieu of arbitration to obtain a decree of specific performance requiring that each provision of this Agreement be honored, carried out and enforced as written and to obtain a declaratory judgment or other appropriate relief if there is a controversy over interpretation of this Agreement or the rights and obligations of the parties. Notwithstanding Paragraph 11.1, Great Clips may also proceed against Franchisee in a court of law to collect sums of money due to Great Clips or to protect or enforce its rights in or under the Marks.

11.5 Venue and Jurisdiction. All arbitration hearings will take place exclusively in Minneapolis, Minnesota. Any other legal proceeding involving any dispute between the parties must be venued exclusively and solely in federal or state court in Hennepin County, Minnesota. Great Clips and Franchisee and their respective officers, directors and shareholders, partners and personal guarantors acknowledge that Franchisee and its officers, directors and employees have had substantial business and personal contacts with Great Clips in Minnesota, do hereby agree and submit to personal jurisdiction in Minnesota, and hereby waive any rights they may have to contest venue and jurisdiction in Minnesota and any claims that the venue and jurisdiction in Minnesota

are invalid.

11.6 Costs and Fees. The prevailing party in any arbitration or court proceeding shall recover its costs in obtaining relief under this Agreement, including its reasonable attorneys' fees.

12. Single Program. This Agreement cannot be used in conjunction with any other incentive program except as specifically authorized in writing by Great Clips.

13. Notices. Except as described in other provisions of this Agreement, all notices permitted or required to be delivered under this Agreement shall be deemed delivered upon the earlier of the following: (a) receipt by the notified party via hand delivery, email, or any other means; or (b) three business days after being sent by certified mail, or overnight express, electronically, or courier service, addressed to the attention of the Great Clips legal department at its corporate headquarters or to the Franchisee at the Franchisee's last known address.

14. Amendment. This Agreement may be modified or amended only by an instrument in writing, duly executed by the parties hereto.

~~15.~~ Modifications or Withdrawal. Great Clips reserves the right to modify or withdraw the offer of Master Development Agreements without affecting the rights of those Franchisees who have already entered into a Master Development Agreement, at any time.

~~15.~~ This Agreement may be signed with full legal force and effect using electronic signatures and records.

16. Entire Agreement. This Agreement and all related Franchise Agreements and other related agreements executed simultaneously with this Agreement constitute the entire understanding of the parties and supersede any and all prior oral or written agreements between you and us on the matters contained in this Agreement; but nothing in this or any related agreement is intended to disclaim the representations we made in the latest franchise disclosure document that we furnished to you.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

GREAT CLIPS, INC:

By: _____

Date: _____ ("Effective Date")

Name: _____

Its: _____

EXHIBIT I

Innovative Computer Software – Styleware™ Software Suite Agreement

Innovative Computer Software (ICS) -
Great Clips® Franchisee

Styleware™ Software Suite Agreement

THIS STYLEWARE SOFTWARE SUITE AGREEMENT (this "Agreement") is made and entered into by and between Innovative Computer Software ("ICS"), 6321 Bury Drive Suite 1, Eden Prairie, Minnesota 55346 and the Great Clips franchisee ("you").

RECITALS

NOW, THEREFORE, in consideration of the mutual promises herein contained, and for other good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the parties agree as follows:

Definitions:

"Styleware Software Suite" is a suite of applications and services designed, developed, and made available to Great Clips franchisees by ICS and includes the following:

Styleware iPad is salon management software developed by ICS for use by Great Clips franchisees to operate Great Clips® hair care salons using the iPad as a platform.

Styleware Vantage is real time salon management application developed by ICS for use by Great Clips franchisees.

Online Check-In is ICS' Net Check-In™ product and related service as customized for use by the Great Clips franchise system and referred to in this document as "Online Check-In". ICS Net Check-In is a software product and related service which offers customers an Internet-based method for checking in to a physical location remotely and in real time via the internet. The Net Check-In product and operation of the related service has been incorporated into Styleware iPad for ease of use in a salon.

Salon Consolidator is salon analysis software developed by ICS for use by Great Clips franchisees.

Salondata.com is an online reporting tool to provide Great Clips' franchisees with access to operational reports from salon data stored and accessed through this website.

Support Services are defined as customer support services provided to Great Clips by ICS including telephone, email and on-site support services, documentation, and training materials.

1. Licenses. ICS grants you a nonexclusive license to install and use the Styleware Software Suite at a single site (i.e. physical location) at a time, whether the Styleware Software Suite is stored on disk, in read only memory, on any other media or in any other form ("Licenses"). The Licenses do not allow the Styleware Software Suite to exist at more than one site at a time. You may not transfer your rights under these Licenses unless you transfer the related documentation, these Licenses, and a copy of the Styleware Software Suite to a party who agrees to accept the terms of these Licenses and destroy any other copies of the Styleware Software Suite in your possession.

2. Data Storage and Access. ICS agrees to provide electronic storage for up to two (2) years of salon data collected, generated, or transmitted through the operation of the Styleware Software Suite at a site physically remote from you. ICS guarantees that access to the data will be available 90% of the time over the term of this Agreement subject to maintenance. ICS will maintain the data storage system from time to time at their discretion and ICS reserves the right to schedule this maintenance as needed. ICS agrees to provide you with notice of scheduled maintenance. ICS reserves the right to delete data that exceeds your storage limits upon notice. ICS agrees to provide an opportunity to obtain additional storage space at then-current rates. ICS reserves the right to change, suspend or discontinue any (or all) aspects of the remote data storage at any time without liability.

3. Telephone Support. ICS agrees to provide telephone support for the Styleware Software Suite according to the times detailed in ICS' Telephone Support Schedule that is provided to all Great Clips franchisees. (A current schedule is given in Appendix A.) All times are according to Central Time. The Telephone Support Schedule is subject to change upon thirty (30) days written notice from ICS. On site services and telephone support provided outside the Telephone Support Schedule may be provided at ICS's then-current time and materials rates which may change without notice.

4. Monthly Fee. You agree to pay ICS a monthly licensing and support services fee for the Styleware Software Suite according to the fees and payment terms in a fee schedule that is provided to all Great Clips franchisees. (A current fee schedule is given in Appendix A.) All fees are payable in U.S. dollars through ICS' automatic payment program only. Payment fees and terms are subject to change upon thirty days prior written notice from ICS. Fees will be adjusted every two years unless market conditions require otherwise.

5. Use of Software. You agree to:

- a) operate the Styleware Software Suite in the recommended computer and physical environment;
- b) maintain and operate a broadband connection to the Internet;
- c) designate a contact with a telephone number and email address;
- d) maintain the confidentiality of your passwords and any other data protection mechanisms recommended by ICS;
- e) authorize Great Clips Inc. and Great Clips Inc. approved vendors to have access to the data as needed at their discretion;
- f) establish routine maintenance procedures;
- hg) cooperate with ICS or ICS' authorized representative;
- h) provide all information and data in sufficient quantities in a manner and form and at such times as ICS or ICS' authorized representative may reasonably request in connection with carrying out their obligations under this Agreement;
- i) give ICS or ICS' authorized representative full and free access to your equipment; and
- j) maintain adequate working space and conditions (including heat, light, ventilation, electrical current and outlets) within a reasonable proximity of your equipment for use by ICS or ICS' authorized representative.

6. Data Content. You understand that all information, data, text, software, music, sound, photographs, graphics, video, messages, or other materials ("Content"), whether publicly posted or privately transmitted, are the sole responsibility of the person from which such Content originated ("Content Owner"). This means that you, and not ICS, are entirely responsible for all Content that is uploaded, posted, or otherwise transmitted to or stored through the Styleware Software Suite by you, your employees, and your salon customers. You acknowledge that since ICS does not control such Content, ICS does not guarantee the accuracy, integrity or quality of such Content.

You understand and acknowledge that you (including your employees) may be exposed to Content that is offensive, harmful to minors, indecent, or otherwise objectionable and that you use the Styleware Software Suite at your own risk.

You acknowledge that ICS does not pre-screen Content, but that ICS and its designees shall have the right (but not the obligation) in their sole discretion to refuse or to remove any Content that is available through the Styleware Software Suite with notice to you. Without limiting the foregoing, ICS and its designees shall have the right to remove any Content that violates this Agreement or is otherwise objectionable, including any Content ICS believes may subject ICS to any liability or which may cause ICS to lose the services of any supplier, including but not limited to any Internet Service Providers ("ISPs") which may provide services to ICS customers, in all cases without notice or liability to you. You agree that you must evaluate, and bear all risks associated with, the use or misuse of any Content, including any reliance on the accuracy, completeness, or usefulness of such Content.

7. Limitations on Content Use. You agree not to use the Styleware Software Suite in whole or in part to: (a) upload, post, or otherwise transmit any Content that is unlawful, harmful, threatening, abusive, harassing, tortuous, defamatory, vulgar, obscene, libelous, invasive of another's privacy, hateful, or racially, ethnically, or otherwise objectionable; (b) harm minors in any way; (c) provide false information, impersonate any person or entity, including, but not limited to, an ICS employee, service provider, site guide or host, or falsely state or otherwise misrepresent your affiliation with a person or entity or otherwise attempt to mislead others about your identity or origin of data or other communication; (d) forge headers or otherwise manipulate identifiers in order to disguise the origin of any Content transmitted through the remote data storage system or develop restricted or password-only access pages, or hidden pages or images (those not linked to from another accessible page); (e) upload, post or otherwise transmit any Content that you do not have a right to transmit under any law or under contractual or fiduciary relationships (such as inside information, proprietary and confidential information learned or disclosed as part of employment relationships or under nondisclosure agreements); (f) upload, post, or otherwise transmit any Content that infringes any patent, trademark, trade secret, copyright, or other proprietary rights of any party; (g) upload, post, or otherwise transmit any unsolicited or unauthorized advertising, promotional materials, or any other form of solicitation; (h) upload, post, or otherwise transmit any material that contains software viruses or any other computer code, files, or programs designed to interrupt, destroy, or limit the functionality of any computer software or hardware or telecommunications equipment; (i) interfere with or disrupt the remote data storage system or servers or networks connected to the remote data storage system, or disobey any requirements, procedures, policies or regulations of networks connected to the remote data stor-

age system; (j) probe, scan, or test the remote data storage system or servers or networks connected to the remote data storage system for security vulnerability or to breach security or authentication measures without the express written authorization of ICS; (k) intentionally or unintentionally violate any applicable local, state, national or international law, or any regulations having the force of law; (l) "stalk" or otherwise harass another; (m) collect or store personal data about other users; (n) promote or provide instructional information about illegal activities, promote physical harm or injury against any group or individual, or promote any act of cruelty to animals; (o) engage in commercial activities unrelated to your franchise operation.

8. International Use. Recognizing the global nature of the Internet, you agree to comply with all local rules regarding online conduct and acceptable Content. Specifically, you agree to comply with all applicable laws regarding the transmission of technical data exported from the United States or the country in which you reside. You may not use or otherwise export or re-export data except as authorized by United States law. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to the use, copying, displaying, distribution, export or import of computer software or data.

9. Use of Location Data. ICS and its licensees and third party developers may provide certain services through ICS Net Check-In that rely upon location information. To provide these services, where available, ICS and its licensees and third party developers may transmit, collect, maintain, process and use data including but not limited to location data. The location data collected by ICS may be used by ICS and its licensees and third party developers to provide and improve location-based products and services. By using any location-based services provided by or through Net Check-In, you agree and consent to ICS's and its licensees' and third party developers' transmission, collection, maintenance, processing and use of location data to provide and improve such products and services. You may withdraw this consent at any time by not using the location-based features of ICS Net Check-In. Not using these location features will not impact the non- location-based functionality of ICS Net Check-In. When using third party applications or services relating to location data, you are subject to and should review such third party's terms and privacy policy on use of location data by such third party applications or services. Use of the Google Maps service is subject to the following additional terms: Google Maps Terms of Service available at https://maps.google.com/help/terms_maps/ and Google Maps Legal Notices at https://maps.google.com/help/legalnotices_maps.

10. Privacy and Personal Information, Customer Communication

10.1 ICS Collection, Protection and Use of Personal Information ICS may collect and store personal information in order to provide you with the services you have requested. ICS uses physical, electronic and procedural controls common in the industry to protect any personal information from unauthorized access and from unauthorized alteration, disclosure or destruction. ICS also may collect and store non-personal data to provide, maintain and protect the software and services and to improve and develop new ones. In addition, ICS may use third party service providers to assist with the administration of the application or to perform services for you on our behalf. Third parties, such as, for example, Google Services and Amazon Web Services, may

be supplied with or have access to personal information solely to provide services to us or to you on our behalf and their privacy policies may be accessed through their websites. You are not required to provide the personal information requested, but, if you chose not to do so, in many cases we will not be able to provide you with ICS products or services or respond to any queries you may have.

10.2 ICS Privacy Policy You agree and acknowledge that ICS Privacy Policy is subject to change at any time in ICS' sole discretion and a current copy can be found on ICS' website, icsusa.com under the heading Privacy.

10.3 Customer Communication, Privacy and Personal Information Protection You agree to comply with all rules, regulations and laws regarding customer communication, privacy, and personal information, including but not limited to, financial data privacy laws, U.S. Telephone Consumer Protection Act, and for California residents - the California Consumer Privacy Act of 2018 ("Consumer Laws"). You agree to promptly alert ICS to any requests under Consumer Laws and to work with ICS to handle those requests. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to consumer communication, privacy and/or personal information.

10.4 Third Party Privacy Policies For those applications using Google Services, you acknowledge and are on notice of Google's Privacy Policy which is currently found at: <https://policies.google.com/privacy?hl=en-US>. For those applications using Amazon's Web Services, you acknowledge and are on notice of Amazon's Privacy Policy currently referenced at <http://aws.amazon.com/privacy>, as it may be updated by Amazon from time to time.

11. Limited Salon Data License to ICS. You hereby grant ICS a non-exclusive, world-wide, royalty-free, perpetual, non-revocable license to salon data collected, uploaded, posted, or otherwise transmitted to or stored through the use of the Styleware Software Suite for the sole purposes of making backup and archival copies, of maintaining and monitoring the Styleware Software Suite and of providing salon data to third parties as designated by Great Clips, Inc. and Great Clips franchisees. ICS agrees to protect such licensed salon data with the same degree of care as is common in the data warehousing and storage industry to protect information from unauthorized disclosure and loss. You agree to defend, indemnify and hold harmless ICS from and against any and all liabilities, losses, obligations, claims, damages, penalties, causes of action, costs and expenses (including, without limitation, attorneys' fees and costs) imposed upon, incurred by or asserted against ICS that result from the license granted in this section.

12. Ownership. ICS shall retain all rights, including copyright, patent, trade secret and other rights in it, to the Styleware Software Suite. You expressly acknowledge that ICS owns Net Check-In including all data related to the estimated wait time and to the methods, algorithms, calculations and procedures used in Net Check-In. You agree to take no action that interferes with ICS's ownership.

13. Term and Termination.

(a) Term. This Agreement is effective when executed electronically or upon your first use of

the Styleware Software Suite, whichever occurs earlier, and shall continue until terminated by you or ICS.

(b) Termination. This License will terminate automatically without notice from ICS if you fail to comply with any term(s) of this Agreement. ICS may terminate this Agreement at any time upon your receipt of written notice of termination. Upon termination, you agree to allow ICS or ICS's designated representative on site or remotely for removal of the Styleware Software Suite from your system. ICS reserves the right to delete or otherwise remove your data from the Styleware Software Suite or terminate your access upon termination of this Agreement without notice to you.

14. Disclaimer of Warranty. You expressly acknowledge and agree that use of the Styleware Software Suite is at your sole risk. You expressly acknowledge that the Styleware Software Suite is provided "AS IS" or on an "AS AVAILABLE" basis and without warranty of any kind. [For the purposes of provisions 14 and 15, ICS and ICS's licensor(s) shall be collectively referred to as "ICS."] **ICS EXPRESSLY DISCLAIMS ALL WARRANTIES AND/OR CONDITIONS, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES AND/OR CONDITIONS OF MERCHANTABILITY OR SATISFACTORY QUALITY AND FITNESS FOR A PARTICULAR PURPOSE AND NONINFRINGEMENT OF THIRD PARTY RIGHTS.**

ICS DOES NOT WARRANT THAT THE FUNCTIONS CONTAINED IN THE STYLEWARE SOFTWARE SUITE WILL MEET YOUR REQUIREMENTS, OR THAT THE OPERATION OF THE STYLEWARE SOFTWARE SUITE WILL BE UNINTERRUPTED OR ERROR-FREE, OR THAT DEFECTS IN THE STYLEWARE SOFTWARE SUITE WILL BE CORRECTED. FURTHERMORE, ICS DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS REGARDING THE USE OR THE RESULTS OF THE USE OF THE STYLEWARE SOFTWARE SUITE OR OF ANY CONTENT OR RELATED DOCUMENTATION IN TERMS OF THEIR CORRECTNESS, ACCURACY, RELIABILITY, COMPLETENESS, OR OTHERWISE. ICS DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS WHATSOEVER REGARDING ACCESS TO THE STYLEWARE SOFTWARE SUITE INCLUDING THAT ACCESS TO THE STYLEWARE SOFTWARE SUITE WILL BE UNINTERRUPTED OR ERROR-FREE OR AVAILABLE AT ALL TIMES. NO ORAL OR WRITTEN INFORMATION OR ADVICE GIVEN BY ICS OR AN ICS AUTHORIZED REPRESENTATIVE SHALL CREATE A WARRANTY OR IN ANY WAY INCREASE THE SCOPE OF THIS WARRANTY.

SHOULD CONTENT AND/OR DATA RELATED TO THE STYLEWARE SOFTWARE SUITE PROVE DEFECTIVE, YOU (AND NOT ICS OR AN ICS AUTHORIZED REPRESENTATIVE) ASSUME THE ENTIRE COST OF ALL NECESSARY SERVICING, EDITING, REPAIR OR CORRECTION.

ICS reserves the right and you expressly acknowledge and agree that ICS reserves the right to change, suspend or discontinue any (or all) aspects of the Styleware Software Suite at any time without liability, including availability of any feature. You expressly acknowledge and agree that ICS may impose limits on the use of or access to certain features or portions of the Styleware Software Suite or restrict any user's access to any part or all of Styleware Software Suite, in all cases without notice or liability.

ICS, its officers, affiliates and subsidiaries shall not, directly or indirectly, be liable, in any way, to you or any other person for any inaccuracies, errors in or omissions in the data you use while us-

ing the Styleware Software Suite.

15. Limitation of Liability. YOU ACKNOWLEDGE AND AGREE THAT IN NO EVENT SHALL ICS, ITS RELATED COMPANIES, OFFICERS, DIRECTORS, EMPLOYEES, AGENTS AND SUPPLIERS BE LIABLE IN ANY WAY, DIRECTLY OR INDIRECTLY, TO YOU OR ANY OTHER PERSON FOR ANY DAMAGES WHATSOEVER (INCLUDING, WITHOUT LIMITATION, ANY DIRECT, INDIRECT, INCIDENTAL, CONSEQUENTIAL, SPECIAL OR EXEMPLARY DAMAGES, DAMAGES FOR LOSS OF BUSINESS PROFITS, BUSINESS INTERRUPTION, LOSS OF BUSINESS INFORMATION OR ANY OTHER PECUNIARY LOSS) ARISING OUT OF YOUR USE OR INABILITY TO USE, ACCESS OR INABILITY TO ACCESS ALL OR PART OF THE STYLEWARE SOFTWARE SUITE OR ANY CONTENT OR OTHER DATA FOR ANY REASON, EVEN IF ICS HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. SOME JURISDICTIONS DO NOT ALLOW THE LIMITATION OF INCIDENTAL OR CONSEQUENTIAL DAMAGES SO THIS LIMITATION MAY NOT APPLY TO YOU.

THE SOLE RECOURSE AGAINST ICS FOR ANY DEFECTS OR OTHER PROBLEMS WITH THE STYLEWARE SOFTWARE SUITE SHALL BE REPLACEMENT OF THE STYLEWARE SOFTWARE SUITE. ICS SHALL NOT BE OBLIGATED TO REPLACE THE STYLEWARE SOFTWARE SUITE IF ICS DETERMINES THAT THE DEFECT OR PROBLEM WAS CAUSED BY YOUR MISUSE, NEGLIGENCE, IMPROPER INSTALLATION, REPAIR, ALTERATION OR DAMAGE.

YOU EXPRESSLY ACKNOWLEDGE AND AGREE THAT THE SOLE RECOURSE AGAINST ICS FOR ANY DEFECTS OR PROBLEMS IN THE TRANSMISSION OF AND ACCESS TO THE CONTENT SHALL BE RE-TRANSMISSION OF THE CONTENT. ICS SHALL NOT BE OBLIGATED TO RE-TRANSMIT THE CONTENT IF ICS DETERMINES THAT THE DEFECT OR PROBLEM WAS CAUSED BY YOUR MISUSE, NEGLIGENCE, IMPROPER INSTALLATION, REPAIR, ALTERATION OR DAMAGE TO THE CONTENT OR TO THE STYLEWARE SOFTWARE SUITE.

IN ANY CASE, ICS'S CUMULATIVE LIABILITY TO YOU OR ANY OTHER PARTY FOR ANY LOSS OR DAMAGES RESULTING FROM ANY CLAIMS, DEMANDS OR ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT SHALL NOT EXCEED ONE MONTH'S FEE PAID BY YOU TO ICS FOR THE LICENSES FOR THE STYLEWARE SOFTWARE SUITE. THIS LIMITATION APPLIES TO ALL SOFTWARE, PRODUCTS, CONTENT, DATA, AND SERVICES RELATED TO THIS AGREEMENT.

YOU HEREBY RELEASE ICS FROM ANY AND ALL OBLIGATIONS, LIABILITY AND CLAIMS IN EXCESS OF THESE LIABILITY LIMITATIONS.

16. Indemnification. Notwithstanding any other provision of this Agreement, you agree to defend, indemnify and hold harmless ICS from and against any and all liabilities, losses, obligations, claims, damages, penalties, causes of action, costs and expenses (including, without limitation, attorneys' fees and costs) imposed upon, incurred by or asserted against ICS by you or any third party that result from: Content, access or a lack of access to your Content or your data or your account, damage or destruction of products due to your actions; your actions or inactions under or failure to comply with the Telephone Consumer Protection Act to any other applicable law related to personal information, privacy or Customer communication; acts of negligence,

misconduct or misrepresentations by you, your employees or agents; your breach of any provision of this Agreement; or your failure to perform any acts required under your agreements with third parties.

17. Confidentiality. You acknowledge and agree that the Styleware Software Suite contains proprietary and confidential information that is protected by applicable intellectual property and other laws. Except as expressly authorized by ICS, you agree not to and agree not to allow any third party to: copy, decompile, modify, rent, lease, loan, sell, distribute, assign, sublicense, translate, reverse engineer, reverse assemble or otherwise attempt to discover any source code or algorithms, create derivative works from, grant a security interest in or otherwise transfer any right in the Styleware Software Suite, in whole or in part. You agree not to modify the Styleware Software Suite in any manner or form, or to use modified versions of the Styleware Software Suite. You agree not to use the Styleware Software Suite in any manner other than the manner which is authorized by ICS. The provisions of this section survive for three (3) years after any termination of this Agreement.

18. Trademarks; Service marks. Styleware™, Styleware Touch™, Salon Consolidator™, Styleware Vantage™, Net Check-In™, and salondata.com™ are trademarks and service marks of ICS. No right, license or interest in or to such marks or any other ICS mark is granted to you under this Agreement, and you agree that no such right, license or interest shall be asserted by you with respect to such marks and that you will not copy, distribute, display or otherwise use any ICS mark.

19. Export Law Assurances. You may not use or otherwise export or reexport the Styleware Software Suite or data except as authorized by United States law and the laws of the jurisdiction in which the Styleware Software Suite was obtained. You represent and warrant that (i) you are not located in a country that is subject to a U.S. Government embargo, or that has been designated by the U.S. Government as a “terrorist supporting” country; and (ii) you are not listed on any U.S. Government list of prohibited or restricted parties. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to the use, copying, displaying, distribution, export or import of computer software or related data.

20. Translation. Any translation of this Agreement is done for local requirements and in the event of a dispute between the English and any non-English versions, the English version of this Agreement shall govern.

21. Breach of Agreement. You hereby agree that, in the event of any breach by you of any provision of this Agreement, including your payment obligations under this Agreement, ICS shall be entitled to adopt against you any measure, including, but not limited to, seeking immediate injunctive relief and compensation for any loss or damage incurred by ICS arising out of your breach of the Agreement and including the right to collect all expenses of collection and recovery, including reasonable attorneys' fees.

22. Taxes. All prices are subject to the addition of any applicable federal, state or local sales

and/or use taxes, which shall be paid by you.

23. Third Parties. It is understood and agreed that ICS shall have the right to contract with third party representatives to fulfill some or all of its obligations under this Agreement.

24. General Provisions. This Agreement shall be governed by the laws of the United States and the State of Minnesota. You and ICS hereby submit to the jurisdiction of any court in Minneapolis, Minnesota which may have subject matter jurisdiction over a claim relating to this Agreement, whether such matters arise in contract or tort or otherwise, and you hereby waive and agree not to assert, as a defense in any action, suit or proceeding that you are not subject to the jurisdiction of such courts or that the proceeding is brought in an inconvenient forum or that venue of the suit, action or proceeding is improper. If for any reason a court of competent jurisdiction finds any provision, or portion thereof, to be unenforceable, the remainder of this Agreement shall continue in full force and effect. The failure of either party to enforce rights granted hereunder or to take action against the other party in the event of any breach hereunder shall not be deemed a waiver by that party as to subsequent enforcement of rights or subsequent actions in the event of future breaches. ICS and any ICS authorized representatives shall not be liable for any failure to fulfill its obligations under this Agreement as a result of any action, wholly or partially beyond its control including, but not limited to, acts of God or of yours, or of civil commotion, terrorism, delays in transportation, material shortages, strikes, or any other labor disturbances.

25. Authorization Confirmation. You acknowledge and state that you are a Great Clips franchisee or its representative authorized to bind the franchisee to this Agreement.

26. Complete Agreement. This Agreement constitutes the entire agreement between the parties with respect to the Styleware Software Suite and supersedes all prior or contemporaneous understandings regarding such subject matter. No amendment to or modification of this Agreement will be binding unless in writing and signed by ICS.

Signed:

Innovative Computer Software
6321 Bury Drive Suite 1
Eden Prairie, Minnesota 55346
(952) 949-2507
(800) 735-1436 Customer Service & Support

APPENDIX A

MONTHLY FEE

Styleware Software Suite Fee (Required fee) \$250.00

TELEPHONE SUPPORT SCHEDULE *U.S. Central Time

MONDAY-FRIDAY	7:00 A.M. - 11:30 P.M.* (Alaska/Hawaii local time 7:00 A.M. - 1:00 A.M.)
SATURDAY	7:00 A.M. - 9:00 P.M.*
SUNDAY	7:00 A.M. - 8:00 P.M.* = (Alaska/Hawaii local time 7:00 A.M. - 11:00 P.M.)

CURRENT HOURLY RATES FOR AFTER HOURS PHONE SUPPORT

AFTER HOURS PHONE \$25.00/call (U.S. dollars)

EXHIBIT J

Heartland Payment Systems – Merchant Processing Agreement



Great Clips - Merchant Processing Application

MERCHANT SERVICES: 1-888-963-3600

ONE HEARTLAND WAY, JEFFERSONVILLE IN 47130

NOTE: WHITE OUT IS NOT ACCEPTABLE ON MERCHANT APPLICATIONS

☐ NEW MERCHANT

☐ ADDITIONAL LOCATION - CHAIN #: 103368 Pricing

BANK/ASSN/VAR/RSP AFFILIATE CODE

NAME OF AFFILIATE

LEAD GENERATOR ID #

☐ NEW OWNER/EXISTING HPS MID #:

RM

PHONE #

INSTALLER

PHONE #

COMPANY INFORMATION

MERCHANT DBA NAME

DBA ADDRESS

LEGAL NAME
(Must correspond with IRS Filing Name)

LEGAL ADDRESS

HEADQUARTERS / MANAGEMENT COMPANY NAME
(If Management Company, provide copy of Management Agreement.)

HEADQUARTERS ADDRESS

EMAIL ADDRESS
(InfoCentral Admin User Email Address)

LANGUAGE PREFERENCE (Please select ONE): ☐ English ☐ Spanish ☐ Mandarin ☐ Korean ☐ Vietnamese ☐ Cantonese ☐ Japanese ☐ Other:

PRIMARY CONTACT NAME

DBA CITY / STATE / ZIP

SECONDARY CONTACT NAME

LEGAL CITY / STATE / ZIP

HEADQUARTERS CITY/STATE/ZIP

EMAIL CONTACT FIRST NAME

EMAIL CONTACT LAST NAME

PRIMARY CONTACT PHONE
☐ DBA ☐ Home ☐ Cell

DBA PHONE NUMBER

SECONDARY CONTACT PHONE
☐ DBA ☐ Home ☐ Cell

LEGAL PHONE NUMBER

HEADQUARTERS PHONE

CUSTOMER SERVICE PHONE FOR LODGING, CAR RENTAL, MOTO

AUTHORIZED TO PURCHASE:
☐ Yes ☐ No

STORE NUMBER

AUTHORIZED TO PURCHASE:
☐ Yes ☐ No

NUMBER OF LOCATIONS

WEBSITE ADDRESS

CUSTOMER SERVICE EMAIL

MEMBER SPONSOR BANK DISCLOSURE INFORMATION (Visa & Mastercard Only)

SERVICE PROVIDER CONTACT INFORMATION	MEMBER SPONSOR BANK (ACQUIRER) INFORMATION	DEBIT BANK SPONSOR
Heartland Payment Systems, LLC One Heartland Way, Jeffersonville, IN. 47130 HeartlandPaymentSystems.com (888) 963-3600	PNC Bank N.A 300 Fifth Avenue Pittsburgh, PA 15222 1-412-803-7711	PNC Bank N.A 300 Fifth Avenue Pittsburgh, PA 15222 1-412-803-7711

MERCHANT RESOURCES

1. You may download "Visa Regulations" from Visa at: <https://usa.visa.com/dam/VCOM/download/about-visa/visa-rules-public.pdf>
2. You may download "Mastercard Rules" from Mastercard at: <https://www.Mastercard.us/en-us/about-Mastercard/what-we-do/rules.html>
3. You may download "American Express Merchant Operating Requirements" at: www.americanexpress.com/merchantopguide

IMPORTANT MERCHANT RESPONSIBILITIES

1. Merchant must ensure compliance with cardholder data security and storage requirements.
2. Merchant must maintain fraud and chargeback below thresholds.
3. Merchant must review and understand the terms of the Merchant Processing Agreement.
4. Merchant must comply with the Card Brands Operating Regulations.
5. Merchant must retain a signed copy of this Disclosure Page.
- Note: The responsibilities listed above do not supersede terms of the Merchant Processing Agreement and are provided to ensure the merchant understands some important obligations of each party and that the Member Sponsor Bank is the ultimate authority should the merchant have any problems.

IMPORTANT MEMBER SPONSOR BANK (ACQUIRER) RESPONSIBILITIES

1. The Member Sponsor Bank is the only entity approved to extend acceptance of Card Brand products directly to a Merchant.
2. The Member Sponsor Bank must be a principal (signer) to the Merchant Processing Agreement.
3. The Member Sponsor Bank is responsible for educating Merchants on pertinent Card Brand Operating Regulations with which Merchants must comply.
4. The Member Sponsor Bank is responsible for and must settle funds with the Merchant.
5. The Member Sponsor Bank is responsible for all funds held in reserve that are derived from settlement.

ACKNOWLEDGEMENT

Merchant hereby acknowledges and agrees that Heartland will select one of the Member Sponsor Banks listed above based on the following criteria: business type, POS equipment compatibility, depository institution and/or existing Heartland relationship. Heartland will provide Merchant a written notification of the Member Sponsor Bank that is selected. By presenting any Transaction to Heartland under the Merchant Processing Agreement from and after notice of the Member Sponsor Bank, you agree that the Member Sponsor Bank so selected shall be immediately a principal party (signer) to the Merchant Processing Agreement.

X

OWNER/OFFICER SIGNATURE *

PRINT NAME & TITLE

DATE

CARD FEE SCHEDULE

SERVICE REQUESTED	DISCOUNT RATE	DISCOUNT PER ITEM	TRANS FEE DIAL	TRANS FEE IP
VISA	%	\$	\$	\$
MASTERCARD	%	\$	\$	\$
DISCOVER/JCB	%	\$	\$	\$
PIN DEBIT Plus Debit Network Fees	%	\$	\$	\$
PAYPAL	%	\$	\$	\$
AMERICAN EXPRESS	%	\$	\$	\$
ONE-TIME / RECURRING FEES		FEE	TRANS FEE	
APPLICATION PROCESSING FEE:		\$25.00 per franchise		
ANNUAL FEE				
CHARGEBACK FEE				
CARD VOICE AUTH FEE			\$0.65	
MONTHLY MINIMUM DISCOUNT FEE Note: Price must be an even dollar amount.				
MONTHLY PROTECTION PROGRAM				
ADDITIONAL SERVICES		MONTHLY FEE	TRANS FEE DIAL	TRANS FEE IP
GATEWAY		\$	\$	\$
WIRELESS (Per Wireless Terminal)		\$		
HEARTLAND ANALYTICS		\$		
HEARTLAND ANALYTICS CUSTOMER INTELLIGENCE		\$		
HEARTLAND ANALYTICS EMAIL MARKETING		\$		
☐ MERCHANT LINK			\$0.0685	\$0.0485
PETROLEUM/FLEET			\$	\$
TSYS AUTHORIZATION FEE			\$0.04	\$0.04
EBT (PIN Debit required for EBT)			\$	\$

☐ SMP Annual VI/MC/DS MAP sales volume \$50,000 or less. (If annual VI/MC/DS MAP volume exceeds \$50,000 annually, 0.50% will be added to Monthly & Per Item Fees.)
HPS reserves the right to change the monthly fee if processing volume is not consistent with volume listed on this application.

☐ ASMP – Fee: \$ _____ ☐ ANNUAL ☐ MONTHLY ☐ INSTALLMENTS-INDICATE MONTHS: ☐ J ☐ F ☐ M ☐ A ☐ M ☐ J ☐ J ☐ A ☐ S ☐ O ☐ N ☐ D

AUTHORIZED SIGNER(S) INFORMATION Note: Any individual, who, directly or indirectly, through any contract, arrangement, understanding, relationship or otherwise, owns 25 percent or more of the equity interests of a merchant must be listed below. Note: If there are more than two Owners, Officers or Managing Agents, complete the "Additional Owner/Officer Information Page for Merchant Processing Agreement".

Is any owner, officer, director, employee, or agent a current or former senior official in the executive, legislative, administrative, military, or judicial branch of any government (elected or not); a senior official of a major political party; an executive of a government-owned commercial enterprise; a family member of any of the foregoing officials; or a close personal or professional associate of any of the foregoing officials:

☐ Yes ☐ No
If Yes, attach details.

(1) ☐ Owner ☐ Officer ☐ Authorized Signer ☐ Managing Agent (Please provide copy of Management Agreement)

CITIZENSHIP: ☐ U.S. ☐ NON-U.S.

NAME	TITLE	SOCIAL SECURITY NUMBER	DATE OF BIRTH (MM/DD/YYYY)
HOME PHONE NUMBER	CELL PHONE NUMBER	DRIVER'S LICENSE NUMBER	% BUSINESS EQUITY OWNERSHIP
HOME ADDRESS / CITY / STATE / ZIP	LENGTH OF TIME AT HOME ADDRESS		

(2) ☐ Owner ☐ Officer ☐ Authorized Signer ☐ Managing Agent (Please provide copy of Management Agreement)

CITIZENSHIP: ☐ U.S. ☐ NON-U.S.

NAME	TITLE	SOCIAL SECURITY NUMBER	DATE OF BIRTH (MM/DD/YYYY)
HOME PHONE NUMBER	CELL PHONE NUMBER	DRIVER'S LICENSE NUMBER	% BUSINESS EQUITY OWNERSHIP
HOME ADDRESS / CITY / STATE / ZIP	LENGTH OF TIME AT HOME ADDRESS		

Merchant certifies that any verification of business provided is for a business account in good standing and that the business name on the account is the same as the business name on the enclosed Heartland Payment Systems Merchant Application. Merchant hereby authorizes Heartland to debit and credit Merchant's checking/savings Account. This authority shall remain in full force until (a) Heartland has received written notification from Merchant of its termination; and (b) all obligations of Merchant to Heartland under this Agreement have been paid in full.

CITY, STATE, ZIP

	TYPE OF ACCOUNT	ACCOUNT NUMBER	ROUTING NUMBER	NAME AS IT APPEARS ON BANK ACCOUNT
DEPOSITS	☐ Checking ☐ Savings ☐ Other:			
FEEs (If separate from Deposit)	☐ Checking ☐ Savings ☐ Other:			

FOR VALUE RECEIVED, and in consideration of the mutual understandings contained in the Merchant Processing Agreement (as defined below) by and between the merchant submitting this Application ("Merchant") and Heartland Payment Systems, LLC ("Heartland" or "HPS"), the undersigned jointly and severally, if more than one, unconditionally and irrevocably guarantee to Heartland and its successors and assigns the full and prompt payment when due of all obligations of every kind and nature arising directly or indirectly out of the Merchant Processing Agreement. The undersigned (does/do) hereby certify that (he/she/they) (has/have) read, understand(s) and agree(s) to all terms and conditions of the Merchant Processing Agreement and specifically those that relate to the personal guaranties. I, the undersigned, authorize Heartland, or any agents thereof, to obtain consumer reports and related information, and to investigate the references, statements, or data provided by Merchant or the undersigned for purposes of this Application.

DATE _____

If yes, provide the name of the Data Storage Entity or Merchant Servicer being utilized: Heartland

INTERCHANGE QUALIFICATION

☐ Restaurant	☐ Emerging Market	☐ Lodging / Car Rental	☐ Small Ticket / Convenience Purchase
☐ Convenience	☐ GSA Large Ticket	☐ MOTO / Internet	☐ Purchase Card Level:
☐ DialPay / TT	☐ Interchange Plus	☐ Service Station / NFD	☐ 2 ☐ 3
☐ Retail	☐ Small Ticket / M3	☐ Automated Fuel (AFD)	

DEPOSIT METHOD

- ☐ By Batch
☐ By Card Type
☐ Standard

CARD ACCEPTANCE

- ☐ All Cards Accepted
☐ Credit/Business Cards Only
☐ Consumer Prepaid/Debit (Check Cards Only)

STATEMENT OPTIONS

STATEMENT TYPE

- ☐ Standard
☐ Non-Qual Breakout
☐ By Card Type
☐ Chain Recap Summary Statement

MAIL STATEMENTS TO

- ☐ Legal ☐ DBA
☐ All Electronic: ☐ Suppress Statements
☐ Same as InfoCentral
☐ Preferred Email Address: _____

DISPUTE LETTERS

MAILING OPTIONS

- ☐ Legal
☐ DBA

ELECTRONIC OPTIONS*

- ☐ Fax
☐ Email

*Select mail option as back-up.

MERCHANT DETAIL

TYPE OF BUSINESS:

- ☐ Private
☐ Public:
 Ticker Symbol: _____

TYPE OF OWNERSHIP:

- ☐ Sole Proprietorship* ☐ LLC**
☐ Corporation ☐ Partnership
☐ Government / Municipality ☐ Non-Profit

LLC IRS REPORTING CLASSIFICATION:

- ☐ Corporation
☐ Partnership
☐ Disregarded Entity (Single Member LLC)

BUSINESS IS CONDUCTED:

- Consumer: _____ %
 Business to Business: _____ %
 Level II / III Processing:
☐ Yes ☐ No

DO YOU CURRENTLY ACCEPT CREDIT CARDS: ☐ Yes ☐ No

Date began accepting Cards _____ Current Processor _____ Current MID _____

DO YOU OBTAIN A SIGNATURE FOR RECEIPT OF PRODUCT: ☐ Yes ☐ No

IS CREDIT CARD INFORMATION PROCESSED VIA WEBSITE: ☐ Yes ☐ No
 If Yes, are Web-Based sales processed through HPS: ☐ Yes ☐ No
 If No: _____

Name of Payment Processor utilized for Web-Based Transactions _____

HOME-BASED BUSINESS: ☐ Yes ☐ No

ARE YOU CURRENTLY IN CONTRACT OR NEGOTIATING WITH A THIRD PARTY LENDER: ☐ Yes ☐ No If Yes: _____

Contract Start Date _____ Contract Term _____ \$ _____
 Loan Balance

SEASONAL MERCHANT: ☐ Yes ☐ No

If yes, select months open below:

☐ J ☐ F ☐ M ☐ A ☐ M ☐ J ☐ J ☐ A ☐ S ☐ O ☐ N ☐ D

DATE BUSINESS STARTED _____

DATE ACQUIRED BY CURRENT OWNER _____

PRODUCT / SERVICES PROVIDED _____

HOW SOON IS THE CARD CHARGED _____

0.00%

0.00%

WHAT PERCENTAGE OF SALES ARE CHARGEBACKS

WHAT PERCENTAGE OF SALES ARE RETURNS

DEFINE REFUND POLICY (Refunds must be applied at time of sale.) _____

DEFINE VERIFICATION PROCESS WHEN SELLING AGE-RESTRICTED PRODUCTS (Tobacco/Alcohol) _____

ARE THIRD PARTY SERVICES PROVIDED FOR ANY OTHER COMPANY TO STORE, PROCESS OR TRANSMIT CARD MEMBER DATA: ☐ Yes ☐ No

IS YOUR BUSINESS A PAYMENT FACILITATOR/PAYMENT SERVICE PROVIDER: ☐ Yes ☐ No

For additional information, go to: www.heartlandpaymentsystems.com/resources
 Note: Payment Facilitator/Payment Service Provider and File Hosting/Storage are currently restricted and will require Sponsor Bank review

SALES METHOD

On Premise Face to Face Sales: _____ %
 Off Premise Face to Face Sales: _____ %
 Mail Order Sales: _____ %
 Real-Time Internet Sales: _____ %
 Inbound Telephone Order Sales: _____ %
 Outbound Telephone Order Sales: _____ %
 Internet (keyed) : _____ %
 Recurring Billing: _____ %
 TOTAL = 100%

PROCESSING METHOD

Card Swiped: _____ %
 Keyed with Imprinted Receipt: _____ %
 Keyed without Imprinted Receipt: _____ %
 TOTAL = 100%

MOTO CARD TYPE

Percent of Domestic Transactions: _____ %
 Percent of Foreign Transactions: _____ %
 TOTAL = 100%

PERCENT OF GIFT CARD SALES: _____ %

FUTURE DELIVERY (FD)*

2 – 5 Days: _____ %
 6 – 10 Day: _____ %
 11 – 30 Days: _____ %
 31 – 60 Days: _____ %
 61 – 90 Days: _____ %
 91 – 120 Days: _____ %
 > 120Days: _____ %
 IF APPLICABLE TOTAL = 100%

WHAT PERCENTAGE OF BANKCARD VOLUME IS "FD": _____ %

* Includes advance reservations, deposits accepted for ordered merchandise shipped after payment, and services provided after payment including memberships and subscriptions. If 100% of the product and/or service are NOT delivered (not including mail time) within 24hrs of the time of sale, please indicate below:

IMPORTANT INFORMATION ACCOUNT PROCEDURES FOR OPENING A NEW ACCOUNT

To help the government fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify, and record information that identifies each person who opens an account. What this means for you: When you open an account, we will ask for your name, address, date of birth, and other information that will allow us to identify you. We may also ask to see your driver's license or other identifying documents.

AGREEMENT ACCEPTANCE, CERTIFICATION and CONSUMER REPORT and TOKENIZATION AUTHORIZATION

HAS YOUR COMPANY EVER FILED FOR BANKRUPTCY: ☐ Yes ☐ No

If yes, date filed: _____

DO YOU SUPPORT THE MERCHANT BILL OF RIGHTS: ☐ Yes ☐ No

DO YOU PERMIT HPS TO LIST YOU AS A SUPPORTER: ☐ Yes ☐ No

I, the undersigned, authorize Heartland Payment Systems, LLC ("Heartland or HPS"), to tokenize each cardholder primary account number ("PAN") submitted to Heartland by Merchant. Heartland's tokenization of each PAN submitted to Heartland by Merchant will occur after authorization of the cardholder's transaction with the Merchant.

In connection with this Application, I, the undersigned, authorize Heartland to obtain consumer reports and related information about me from one or more consumer reporting agencies. I understand that obtaining a consumer report about me may affect my credit score with one or more consumer reporting agencies. Pursuant to this authorization, I consent to Heartland obtaining consumer reports about me at various times during the term of the Agreement for any lawful purpose, including but not limited to: (i) underwriting and verifying information in the application, (ii) authenticating my identity, (iii) assisting with internal modeling and analysis, (iv) maintenance, update, renewal, or extension of the Agreement; and (v) mitigating fraud, unauthorized transactions, and other illegal activities. I further authorize Heartland to contact third parties to verify any information in the Application and I authorize the release from such third parties of any records necessary to verify information about me. In connection with the purposes above, I authorize Heartland to share my consumer reports and any other information gathered pursuant to this authorization with agents, partners, counterparties, affiliates, or any successor-in-interest. I acknowledge and agree I have had an opportunity to review a summary of my rights under the Fair Credit Reporting Act, available here: https://files.consumerfinance.gov/f/201504_cfpb_summary_your-rights-under-fcra.pdf.

I further certify that I have received, read, understand and agree to the Merchant Processing Agreement Terms and Conditions, Policies, Procedures, Rules and Requirements which together with this Application shall constitute the agreement(s) between the parties. **I further certify that this business or any Owner/Officer has never been terminated by any of the Card Brands.**

X
(1) OWNER/OFFICER/AUTHORIZED SIGNER SIGNATURE

PRINT NAME & TITLE

DATE

X
(2) OWNER/OFFICER/AUTHORIZED SIGNER SIGNATURE

PRINT NAME & TITLE

DATE

THE TERM OF THIS AGREEMENT IS THROUGH 03/31/23

Maximum \$295 per location early closure fee may apply; see section 11 of the Merchant Processing Agreement Terms and Conditions additional information.

HPS OFFICIAL USE ONLY

Application Approved By:

Upon receiving all required information, a confirmation email will be sent from BankAcctChange@heartland.US or DDAChange@e-hps.com to the email address on file with a subject line of *Approval Required*. Please check email (including spam folders) and respond by providing confirmation. The request will not be processed until confirmation is received.

REQUIRED INFORMATION

Merchant / Client ID Number(s) to be Changed	Merchant DBA Name	Number of Locations
Merchant Legal Name	Federal Tax ID	Merchant Name as it Appears on Bank Account
New Bank Name	New Bank City, State, Zip	New Bank Phone Number

FOR VALIDATION/SECURITY PURPOSES CURRENT BANK ACCOUNT INFORMATION ON FILE WITH HEARTLAND MUST BE PROVIDED BELOW.

Deposit Routing Number	Deposit Account Number	Withdraw Routing Number	Withdraw Account Number

ACCOUNT TO UPDATE (CHECK ALL THAT APPLY)

☐ Credit Card ☐ ACH ☐ Both Credit Card and ACH

☐ Checking ☐ Savings ☐ Other: _____

New Bank Routing Number _____ New Bank Account Number _____

Are deposits and withdrawals going to the same bank account? ☐ Yes ☐ No – If No, please add Withdrawal Account below.

☐ Checking ☐ Savings ☐ Other: _____

New Bank Routing Number _____ New Bank Account Number _____

Required: A voided check, bank letter or verification of business (VOB) form with a complete and signed form authorizing the bank change. Note: A Bank Change fee may apply per the terms of your agreement.

Are account(s) insolvent or connected to a US Bankruptcy or changing as a result of forced receivership: ☐ Yes ☐ No
If yes, additional documentation may be requested.

Reason for Change

☐ Extended+ Monthly Program Fee: \$9.95 (Wells Fargo & Deutsche Sponsored Merchants Only.)

ACKNOWLEDGEMENT

I, the authorized signer of the Heartland Payment Systems (Heartland) Merchant/Client Agreement, authorize Heartland to make the requested changes above. I understand that this change may take approximately 3 business days upon receipt; therefore, our existing bank account will remain open during this time to prevent our deposits and associated fees from rejecting. Additionally, I hereby authorize Heartland to debit and credit the above bank account. This authority shall remain in full force until Heartland has received written notification from an authorized signer of this accounts termination; and all obligations of Merchant/Client to Heartland under this Agreement have been paid in full.

Name of the Requestor of Change	Title	Email
X		
Owner / Officer / Authorized Signer / Managing Agent Signature		Date
☐ Owner ☐ Officer ☐ Authorized Signer ☐ Management Agent (Please provide copy of Management Agreement) Note: Signer must be the original signer of the Heartland Merchant Processing Agreement and/or provide a letter of authorization		

ADDITIONAL SERVICE PROVIDER INFORMATION (CONTACT OTHER SERVICE PROVIDERS DIRECTLY TO UPDATE THEIR ACCOUNT RECORDS.)

American Express: (800) 528-5200	PAYA: (888) 481-0757	Valutec: (888) 381-8258
Authorize.net: (888) 437-0481	Payroll: Contact Specialist	Wright Express (800) 492-0669
Discover: (800) 347-2000		

COMPANY INFORMATION

Note: For additional space, attach a spreadsheet displaying the Merchant ID Numbers (MIDs) along with the specific information for each.

MERCHANT ID NUMBER(S) TO BE CHANGED (REQUIRED)

NUMBER OF LOCATIONS

Merchant DBA Name

Legal Name

DBA Phone Number

Federal Tax ID Number

DBA Address

Legal Address

DBA City / State / Zip

Legal City / State / Zip

Contact Email Address

Note: If a change of Legal Name / Federal Tax ID or Ownership have changed, please notify Customer Service as additional documentation will be required.

Comments / Reason for Change:

STATEMENT OPTIONS

Statement Type

- ☐ Standard
☐ Non-Qual Breakout
☐ By Card Type
☐ Chain Recap
☐ Summary Statement

Mail Statements To

- ☐ Legal
☐ DBA
☐ Suppress Statements
☐ All Electronic Communications:

☐ Same as InfoCentral

☐ Preferred Email Address: 103368 Pricing

DISPUTE LETTERS

Mailing Options

- ☐ Legal
☐ DBA

Electronic Options*

- ☐ Fax
☐ Email

* Select mail option as back-up.

OWNER / OFFICER / AUTHORIZED SIGNER

I, the authorized signer of the Heartland Payment Systems (HPS) Merchant/Client Agreement, authorize HPS to make the requested changes above

Name of the Requestor of Change

Title

Email

Date

X

Owner / Officer / Authorized Signer

Note: Signer must be the original signer of the HPS Merchant Processing Agreement and/or provide a letter of authorization

☐ Owner ☐ Officer ☐ Authorized Signer

COMPLETED FORMS MUST BE RETURNED TO ONE OF THE FOLLOWING

Fax To: 866-976-7114

Email To: HSCEast@e-hps.com

Mail To: One Heartland Way
Jeffersonville IN. 47130

Politically Exposed Persons Question

Is any owner, officer, director, employee, or agent a current or former senior official in the executive, legislative, administrative, military, or judicial branch of any government (elected or not); a senior official of a major political party; an executive of a government-owned commercial enterprise; a family member of any of the foregoing officials; or a close personal or professional associate of any of the foregoing officials? ☐ Yes ☐ No If "yes," please attach details.

PCI Compliance Questions

Is this businesses validated as PCI Compliant:

☐ Yes ☐ No

Does the business utilize a Data Storage Entity or Merchant Servicer that has access to

☒ Yes ☐ No

Card Member Data (i.e., Payment gateway or data warehouse, etc.):

If yes, provide the name of the Data Storage Entity or Merchant Servicer being utilized:

Heartland

PCI DSS and Card Network rules prohibit storage of sensitive authentication data after the transaction has been authorized (even if encrypted). If you or your POS system store, process, or transmit full cardholder's data, then you (merchant) must validate PCI DSS compliance. If you (merchant) utilize a payment application the POS software must be PA DSS (Payment Application Data Security Standards) validated where applicable. If you use a payment gateway, they must be PCI DSS Compliant.

As required under the Payment Card Industry Data Security Standard (PCI DSS), I do hereby declare and confirm the following:

Will this business maintain full PCI DSS Compliance at all times and notify Heartland when it changes its point of sale software, system, application or vendor:

☒ Yes ☐ No ☐ N/A

Does the business process transactions through any other Third Parties (i.e. web hosting companies, gateways, corporate office):

☐ Yes ☒ No ☐ N/A

Does this business utilizes the services of a PCI SSC Qualified Integrator Reseller (QIR) when POS payment applications are utilized:

☒ Yes ☐ No ☐ N/A

Does this business store Sensitive Authentication Data (even if encrypted) after the transaction has been authorized:**

☐ Yes ☒ No ☐ N/A
☐ Never accepted payment cards.

Does this business utilize an EMV enabled terminal:

☐ Yes ☒ No ☐ N/A

Has this business experienced an account data compromise.*:

☐ Yes ☐ No ☐ N/A

If yes, what was the date of the compromise: _____

☐ Never accepted payment cards.

(Copy of the completed forensic investigation is required with the app.)

*An Account Data Compromise is any incident that results in unauthorized access to payment card data and/or Sensitive Authentication Data.

**Sensitive Authentication Data is security related information (Card Verification Values, complete Magnetic Stripe Data, PINs, and PIN blocks) that is used to authenticate cardholders.

Please note that if you have indicated that your organization has experienced an account data compromise in the past, a PCI DSS Level 1 Compliance Assessment may be required upon Heartlands request. A compromise of cardholder data from your location(s) may result in the issuance of fines and/or penalties by the card brand, for which you will be responsible under your Merchant Agreement, notwithstanding this Compliance Statement.

It is imperative that you notify Heartland immediately should the information on this Compliance Statement change.

Acknowledgement

If completed by a Heartland Representative:

☐ I have input the responses indicated above on behalf of the Merchant via one of the following:

☐ Questions were administered by Phone:

Name of Authorized Merchant Representative Contacted: _____

Phone Number at which this Representative was reached: _____

☐ Questions were administered via Email:

Email Address utilized: _____

Heartland Representative Name: _____

Title: _____

If completed by a Great Clips Representative:

☐ I, the undersigned, do hereby certify that I am a duly authorized representative of the entity submitting this form and that all information contained herein is true and correct:

Great Clips Signer Name: _____

X

Authorized Signers Signature

Title: _____



Verification of Business Account Form

Merchant/Bank Information

DBA Name: _____ Merchant/Client ID #: _____

Financial Institution Name: _____

Phone #: _____ Location State: _____ ZIP: _____

Account Verification

Deposit Routing/Account #:

Routing Number: _____ Account Number: _____

Account Type: ☐ Checking ☐ Savings ☐ Other: _____

Name as it appears on Bank Account: _____

Withdraw Routing/Account #:

Routing Number: _____ Account Number: _____

Account Type: ☐ Checking ☐ Savings ☐ Other: _____

Name as it appears on Bank Account: _____

If the account(s) listed above are insolvent or are subject of a US Bankruptcy please indicate as such below.

☐ Chapter 7 ☐ Chapter 11 ☐ Chapter 13 ☐ Other-Provide Attached Written Explanation

Note: If indicated, additional documentation may be requested.

Will a third party provider be utilized for the settlement of funds?

☐ YES ☐ NO

Note: If yes, provide a copy of the agreement.

Agreement

For the purpose of establishing ACH transfers between banks, I certify that the above information is true and correct and the above account is able to accept both debit and credit ACH transfers.

X _____	_____	_____	_____
	Print Name & Title	Email	Date

Bank Representative Signature

I, the merchant, authorize my bank to verify this information on my behalf to Heartland Payment Systems, LLC.

X _____	_____	_____	_____
	Print Name & Title	Email	Date

Owner/Officer Signature



Merchant Processing Agreement Card Acceptance Policies | Procedures | Terms & Conditions

Welcome to Heartland Payment Systems®

Thank you for selecting Heartland Payment Systems® as your payments processor and welcome to the Heartland family!

We look forward to bringing you worry-free payments processing, processing your payments quickly, efficiently and accurately and providing full and honest disclosure with easy-to-read statements so you can focus on what really matters most: improving and growing your business.

Heartland Payment Systems believes in fairness and transparency in credit and debit card processing. That's why we developed and adhere to The Merchant Bill of Rights®, a public advocacy initiative that educates business owners about the complexities of card processing and managing the associated costs.

The Merchant Bill of Rights calls for:

1. The right to know the fee for every transaction and who's charging it.
2. The right to know the markup on Visa®, MasterCard®, American Express® and Discover Network® fee increases.
3. The right to know all Visa, MasterCard, American Express and Discover fee reductions.
4. The right to know all transaction middlemen.
5. The right to know all surcharges and bill-backs.
6. The right to a dedicated local service representative.
7. The right to encrypted card numbers and secure transactions.
8. The right to real-time fraud and transaction monitoring.
9. The right to reasonable equipment costs.
10. The right to live customer support 24/7/365.

To learn more, visit MerchantBillOfRights.com

By using equipment or services by Heartland Payment Systems, you (the merchant) acknowledge you have reviewed and understand the policies, procedures, terms and conditions outlined in this document, and further agree the information you supplied to obtain such services is, and remains, accurate.

Merchant Processing Agreement

PLEASE READ SECTION 17 (“DISPUTE RESOLUTION”) CAREFULLY AS IT RELATES TO ARBITRATION AND CLASS ACTIONS

The following are the Terms & Conditions of the Merchant Processing Agreement (“Agreement”):

1. Services

- 1.1 Merchant agrees that, during the Term of this Agreement, Heartland Payment Systems, LLC (“HPS®” or “Heartland”) shall be the exclusive provider of the types of services received hereunder, including for all electronic payments processing, for Merchant and each of its Locations, and it will not use the services of any bank, corporation, entity or any other person other than HPS for the processing of bankcard Transactions, unless otherwise approved by HPS.
- 1.2 Merchant acknowledges and agrees that HPS may provide payment processing services hereunder through the Card Schemes and contracts or subcontracts with third parties engaged in the business of processing and Authorization, and specifically authorizes such third parties, including the Card Schemes, to exercise all of the rights of HPS hereunder, including but not limited to, the rights under Section 4.18 to debit Merchant's Account for all fees, costs, charges, and other liabilities. Upon request in writing by Merchant, HPS will identify the third parties involved in Merchant's processing.
- 1.3 Merchant agrees that it:
- (a) shall comply with the Rules and this Agreement;
 - (b) shall cause, to the extent applicable, each of its Locations and Third Party Agents to comply with the Rules and this Agreement; and
 - (c) is responsible for any non-compliance by its Locations and/or Third Party Agents.

2. Definitions

- 2.1 “**ACH**” means the Automated Clearing House service offered by the Federal Reserve.
- 2.2 “**Agreement**” means this Merchant Processing Agreement and the Merchant Application as may be amended from time to time and any product-specific addenda executed by the parties for additional services. It includes the application submitted and executed by the Merchant and HPS.
- 2.3 “**Authorization**” means the act of attempting to obtain an approval from the Card Issuer for an individual Transaction or an EBT Transaction.
- 2.4 “**Card**” means:
- (a) a valid credit, debit, charge or payment card in the form issued under license from a Card Scheme; or
 - (b) any other valid credit, debit, charge or payment card accepted by Merchant under this Agreement with HPS.
- 2.5 “**Cardholder**” means the person or Card member whose name is embossed upon the face of the Card.
- 2.6 “**Card Issuer**” means the financial institution or company that has provided a Card to the Cardholder.
- 2.7 “**Card-Not-Present Transaction**” means any Transaction for which required data is not electronically captured by reading information encoded in or on the Card and includes without limitation mail order, telephone order and Internet Transactions.
- 2.8 “**Card Schemes**” used interchangeably with **Card Brands** means VISA U.S.A., Inc., VISA International, Inc., MasterCard International, Inc., Discover Financial Services, American Express Travel Related Services Company, Inc., PayPal® or any other payment network, as well as any other Card Issuer that provides Cards that are accepted by Merchant under this Agreement with HPS and, with respect to on-line debit Card Transactions the on-line Debit Networks.

- 2.9** “**Card Swipe**” means the electronic capture of a Card’s magnetic stripe data or microprocessor chip by point of sale equipment or other electronic payment device at the time of Transaction, and the inclusion of that data with the electronic submission of the Transaction.
- 2.10** “**Chargeback**” means the procedure by which a Transaction (or disputed portion thereof) is disputed by a Cardholder or Card Issuer or returned to HPS by a Card Issuer, for any reason.
- 2.11** “**Credit Voucher**” means a document or Transaction executed by Merchant evidencing any refund or price adjustment relating to products or services to be credited to a Cardholder account.
- 2.12** “**Debit Networks**” means the Authorization networks utilized by Merchant for PIN debit Transactions.
- 2.13** “**Discount**” means the fee paid by Merchant to HPS expressed as a percentage of the Transaction amounts processed by HPS.
- 2.14** “**EBT**” has the meaning assigned to it in Section 5.14.
- 2.15** “**EBT Transaction**” means any retail sale of Products, from a Merchant for which the customer makes payment using an EBT Card presented to HPS for payment.
- 2.16** “**EMV Card**” refers to a form of smart payment card with technical standards originally created by Europay, MasterCard and Visa (EMV) embedded with a microprocessor chip containing encrypted Cardholder account information, which is readable by an EMV-enabled device. An EMV Card may be used by: (1) inserting it into a card reader that is integrated with a point of sale system; or (2) by tapping it against a point of sale device’s contactless reader. Visit <http://www.emv-connection.com/> for more information on EMV.
- 2.17** “**EMV Transaction**” means the electronic acceptance of an EMV Card’s microprocessor chip data by point of sale equipment or other electronic payment device at the time of the Transaction, and the inclusion of that data with the electronic submission of the Transaction.
- 2.18** “**HPS**” means collectively Heartland Payment Systems, LLC, a registered Independent Sales Organization (ISO) of Member Sponsor Banks, and a subsidiary of Global Payments Inc.
- 2.19** “**Imprint**” means:
(a) a physical impression of a Card on a Sales Draft manually obtained through the use of an imprinter; or
(b) the electronic equivalent obtained by swiping, inserting or tapping a Card using equipment and electronically printing a Sales Draft.
- 2.20** “**Internet Merchant**” means a Merchant that accepts Transactions electronically via the World Wide Web (www).
- 2.21** “**Locations**” means an entity that receives Authorization and settlement from or through Merchant pursuant to a contractual arrangement with Merchant; including Merchant-owned Locations and Locations owned by third parties for whom Merchant assumes complete responsibility, including but not limited to licensees, franchisees, jobbers, and dealers.
- 2.22** “**Merchant**” generally means the party identified as the recipient of this Agreement and its principals and owners and, as applicable each separate Location of Merchant.
- 2.23** “**MCC**” also known as “**Merchant Category Code**” is a 4 digit number used to describe the Merchant’s primary business.
- 2.24** “**Member Sponsor Bank**” is a bank that has obtained a membership with the Card Brands to allow a processor to access the Card Schemes.
- 2.25** “**Merchant Servicer**” means a Third Party Agent that:
(a) is engaged by a Merchant;
(b) is not a Member of the Card Schemes;
(c) is not directly connected to VISANet;
(d) is party to the Authorization and/or clearing message; and
(e) has access to Cardholder data, or processes, stores, or transmits Transaction data.

- 2.26 “Non-Qualified” or “Non-Qualifying”** means a Transaction that did not meet the Card Schemes’ Authorization and/or settlement requirements and is not eligible for the best rate possible. Some of these Transactions may be prevented while other Non-Qualified Card type Transactions are assessed higher rates than preferred rates by the Card Schemes and may not be prevented.
- 2.27 “Outbound Telemarketing Transaction”** means a Transaction in which a sale of Products results from a Merchant initiated contact with a Cardholder via a telephone call, or a mailing (other than a catalog) that instructs the Cardholder to call the Merchant.
- 2.28 “Pass Through”** means charging the Merchant the precise amount of monies designated as interchange, costs, dues, assessments and fees as per the Card Schemes. Pass Through means no mark-ups are taken by the payment processor or any other party when interchange, dues, fees, costs and assessments are collected from the Merchant.
- 2.29 “Payment Facilitator (PF)”** is a Merchant of record who facilitates transactions on behalf of a sub-merchant whose volume is less than USD 1,000,000 in MasterCard and Maestro volume combined.
- 2.30 “Payment Service Provider (PSP)”** is an entity contracting with a Visa, Discover or American Express member to provide payment services to sponsored merchants. The new term PSP replaces the old terminology IPSP which now includes all commerce type aggregation, including face-to-face in addition to ecommerce merchant aggregation.
- 2.31 “PCI DSS”** means the Payment Card Industry Data Security Standard, the technical and operational requirements of each of the data security compliance programs of the Payment Card Industry Security Standards Council (“PCI SSC”) to protect Cardholder data.
- 2.32 “Products”** means all goods and services that are sold or provided by Merchant.
- 2.33 “Recipient”** means a recipient of benefit of an EBT Program (as defined in Section 5.14.1).
- 2.34 “Reserve Account”** means a non-interest bearing account established by HPS based upon Merchant's processing history and anticipated risk of loss to HPS.
- 2.35 “Rules”** means the operating rules and regulations, requirements, and terms and conditions of the Card Schemes or Debit Networks presently in effect and as they may be amended from time to time.
- 2.36 “Sales Draft”** means the paper form, whether electronically or manually imprinted (solely to the extent expressly permitted by the Rules), evidencing a Transaction.
- 2.37 “Service Providers (SP)”** means non-members that are registered by MasterCard International Incorporated as Service Providers to provide processing services to a member, including any member that is registered by MasterCard International Incorporated as a SP to provide Third Party Processor (TPP) Program Services to another member.
- 2.38 “Sub-merchant”** is a customer conducting business through a third party relationship acting as a Payment Facilitator (PF) or Payment Service Provider (PSP).
- 2.39 “Third Party Agent (TPA)”** means entities that have been engaged by a Merchant or a member to perform contracted services on behalf of that Merchant or member, including value added resellers (VARs) and payment gateway providers.
- 2.40 “Transaction”** means any retail sale of Products, or credit therefor, from a Merchant for which the customer attempts to make payment using any Card presented to HPS for payment.
- 2.41 “Transaction Data”** means any information or data collected, recorded, generated or otherwise created or obtained by HPS in relation to the provision of Card services to Merchant hereunder, including without limitation, Cardholder data.
- 2.42 “Virtual Terminal”** means a credit Card processing equipment on a secure server on the Internet whereby Merchant can key enter credit Card Transactions manually.

2.43 “Voice Authorization” means an Authorization obtained by a direct-dialed telephone call.

3. Data Security Requirements

- 3.1** The PCI Security Standards Council (“PCI SSC”) was founded by American Express, Discover Financial Services, JCB, MasterCard Worldwide and Visa, Inc. All five founders agreed to incorporate the PCI DSS as the technical requirements of each of their data security compliance programs. The PCI SSC is responsible for the PIN Transaction Security Requirements for PIN-Entry Devices (“PED”).

PCI DSS applies to HPS and any Merchant and Merchant Servicer that stores, processes or transmits Cardholder information. HPS acknowledges that it has an obligation to comply with PCI DSS for Cardholder information it possesses.

For the avoidance of doubt, as between Merchant, HPS and the Member Sponsor Bank, Merchant shall be solely responsible for any unauthorized access to Cardholder information or Transaction Data while such Cardholder Information or Transaction Data resides on Merchant’s or its Third Party Agent’s systems or networks. Any such unauthorized access shall be considered an Event of Default.

All eligible Merchants, regardless of size, must comply with these standards. The following are standards that, at a minimum, Merchant must comply with:

- (a) Install and maintain a firewall configuration to protect Cardholder data.
- (b) Do not use vendor-supplied defaults for system passwords and other security parameters.
- (c) Protect stored Cardholder data.
- (d) Encrypt transmission of Cardholder data across open, public networks.
- (e) Use and regularly update anti-virus software or programs.
- (f) Develop and maintain secure systems and applications.
- (g) Restrict access to Cardholder data by business need-to-know.
- (h) Assign a unique ID to each person with computer access.
- (i) Restrict physical access to Cardholder data.
- (j) Track and monitor all access to network resources and Cardholder data.
- (k) Regularly test security systems and processes.
- (l) Maintain a policy that addresses information security for all personnel.

More information, including the complete PCI DSS specifications can be found at:

<https://www.pcisecuritystandards.org>

Each of the Card Schemes has requirements based on PCI DSS that define a standard of due care and enforcement for protecting sensitive information. Merchant must meet the compliance validation requirements defined by the Card Schemes available at:

www.visa.com/cisp

www.mastercard.com/sdp

www.discovernetwork.com/fraudsecurity/disc.html

www.americanexpress.com/datasecurity - For American Express Direct merchants only

In cases where payment application software is used as a part of Authorization or settlement of Cardholder data, Merchant must use a compliant payment application or have current proof of PCI DSS compliance validation. The List of Validated Payment Applications may be found at:

https://zh.pcisecuritystandards.org/assessors_and_solutions/payment_applications?agree=true

In cases where PIN-based debit Transactions are processed, Merchant must use a compliant PIN Entry Device (“PED”). The List of PCI SSC Approved PIN Transaction Security Devices may be found at:

https://listings.pcisecuritystandards.org/assessors_and_solutions/pin_transaction_devices?agree=true

Transactions must comply with the Triple Data Encryption Standard (TDES) and any successor technologies or standards connected therewith.

In addition, Merchant must immediately notify HPS of its use of any agent or Merchant Servicer that will have any access to Cardholder data and provide the full name and business address of such agent or Merchant Servicer and any changes thereto.

- 3.2** A Card Scheme may require Merchant, by notice to either HPS, Member Sponsor Bank or Merchant, to conduct an independent forensics review due to its data security procedures and/or Transaction activities. Upon notice of such request from either a Card Scheme or HPS, Merchant, at its sole cost and expense, shall retain the requisite forensics services and provide, through the requisite forensic review process, information as may be required by the Card Scheme. If Merchant fails to retain the requisite forensics services, HPS may retain such forensics services on Merchant's behalf, and Merchant shall remain responsible for payment and/or reimbursement to HPS of all cost and expense associated with such forensics services. In addition, Merchant shall be solely responsible for the cost and expense associated with any changes to its systems or other remediation required by the Card Scheme as a result of the forensic review process.
- 3.3** Merchant agrees that it will not introduce into HPS's or Member Sponsor Bank's system any virus, "time bomb," or any other contaminant, including but not limited to, codes, commands, or instructions that could damage or disable HPS's or Member Sponsor Bank's system or property.
- 3.4** Merchant must keep all systems and media containing account, cardholder or transaction information (physical or electronic, including but not limited to account numbers, card imprints, and terminal identification numbers) secure and prevent access by or disclosure to anyone other than Merchant's authorized personnel. Merchant must destroy, in a manner that will render the data unreadable, all such media that Merchant no longer deems necessary or appropriate to store (except for Sales Drafts maintained in accordance with this Agreement, applicable law, or Rules). Merchant must also ensure proper destruction of Cardholder, Transaction or system information (physical or electronic, including but not limited to account numbers, card imprints, and terminal identification numbers) prior to selling, storing, or disposing of any terminal.

4. Rights, Duties, and Responsibilities of Merchants

- 4.1** Merchant shall make a selection on Card acceptance as follows: All Cards Accepted, Credit/Business Cards Only and Consumer Prepaid/Debit (Check Cards) Only. At the time of signing of this Agreement, Merchant will select one of the options, which will be indicated on this Agreement. Merchant shall honor the Card types selected provided that the Card is valid and is presented to Merchant at the time of the sale by the Cardholder or an authorized user of the Card. A Card is valid only if it is presented on or after the valid date, if any, and before the expiration date shown on its face and the Card is used as payment for Products that are sold or rendered by Merchant under the terms of this Agreement. Merchant represents and warrants to HPS that no one other than Merchant has any claim against indebtedness submitted under this Agreement except as authorized in writing by HPS and Member Sponsor Bank. Merchant hereby assigns to HPS and Member Sponsor Bank all of its right, title, and interest in and to all indebtedness submitted hereunder, agrees that HPS and Member Sponsor Bank have the sole right to receive payment on any indebtedness purchased hereunder, and further agrees that Merchant shall have no right, title or interest in any such funds, including any such funds held in a Reserve Account (as defined below).
- 4.2** In accordance with applicable law and the Rules:
- (a) Merchant may establish a minimum sale amount as a condition for honoring credit Card Transactions, so long as such minimum amount does not exceed \$10.00. This amount shall be subject to automatic increase as provided by applicable law. In accordance with applicable law and the Rules, a maximum sale amount for Card Transactions may only be set by Merchants that are federal agencies or institutions of higher learning;
 - (b) Except as specifically set forth in this Section 4.2, Merchant shall not establish a minimum or maximum sale amount as a condition for honoring PIN Debit, Signature Debit (non-PIN Debit) and/or prepaid Cards.

Merchant shall not request or require that a Cardholder provide any personal information as a condition for honoring PIN Debit, Signature Debit (non-PIN Debit) and/or prepaid Cards Transactions unless such information is required to provide delivery of goods and services or Merchant has reason to believe the identity of the person presenting the Card may be different from that of the Cardholder.

- 4.3** Merchant shall complete a Sales Draft or Credit Voucher, in a form approved by HPS and in compliance with the Rules, which shall be legible and adhere to or contain the following:

- (a) the Merchant and Cardholder's electronically printed copy shall not contain the expiration date and should only display in legible print the last four digits of the Card number. Any other portion of the Card number must be represented by fill characters such as "X", "*", or "#";
- (b) the information embossed on the Card being presented;
- (c) the date of the Transaction;
- (d) a brief description of the Products involved in detail sufficient to identify the Transaction;
- (e) the total amount of the sale or credit (including any applicable taxes) or the words "deposit" or "balance" if full payment is to be made at different times on different Sales Drafts;
- (f) the city and state where such Transaction occurred; and
- (g) if required by the applicable Card Scheme, the signature of the Cardholder of the Card.

In cases where prompted by the equipment to do so, Merchant shall key enter the last four digits of the Card to verify the contents of the magnetic stripe and shall deliver a completed copy of the Sales Draft to the Cardholder.

This provision shall not apply to those Transactions specifically excluded from these requirements by the Rules.

- 4.4** For all mail or telephone orders, Merchant shall type or legibly print on the signature line of the Sales Draft the letters or words indicated: "Mail Order," "MO," or "Telephone Order," "TO."
- 4.5** In the event a Transaction cannot be completed via a Card Swipe or EMV Transaction, then an alternate form of payment should be requested. Merchant shall not manually key enter unembossed cards (unless Merchant participates in the CVV2 with the Magnetic Stripe Failure process) or manually write the account number on a paper draft. Only a Card Swipe or EMV Transaction is acceptable by the Card Scheme as proof that the Card was present at the time of the Transaction.
- 4.6** Merchant's policy for the exchange or return of goods sold and adjustment for services rendered shall be established and posted in accordance with applicable regulations of the applicable Card Scheme and laws. Merchant agrees to disclose, if applicable, to a Cardholder before a Card sale is made, that if merchandise is returned:
 - (a) no refund, or less than full refund, will be given;
 - (b) returned merchandise will only be exchanged for similar merchandise of comparable value;
 - (c) only a credit toward purchases will be given;
 - (d) a restocking fee will be charged; or
 - (e) special conditions or circumstances apply to the sale (e.g. late delivery, delivery charges or other non-credit terms).

If Merchant does not make these disclosures, a full refund in the form of a credit to the Cardholder's Card account must be given. In no circumstances shall any cash refunds be given on any item originally charged to a Card.

The foregoing disclosures must be made on all copies of Sales Drafts across all Card Schemes issued at the time of the sale in letters approximately 1/4 inch high in close proximity to the space provided for the Cardholder's signature. In circumstances where credits or adjustments are due, Merchant shall prepare and deliver to the Cardholder a properly completed Credit Voucher. Merchant will input Credit Vouchers into the equipment on the day of the credit Transaction for inclusion in Merchant's daily transmission of Transactions.

- 4.7** Merchant shall not transmit for processing and payment any Transaction(s) representing the refinancing of an existing obligation of a Cardholder including, but not limited to, obligations:
 - (a) previously owed to Merchant;
 - (b) arising from the dishonor of a Cardholder's personal check; or
 - (c) representing the collection of any other pre-existing debt.
- 4.8** Merchant shall not, under any circumstances, (a) disclose, sell, purchase, provide or exchange, or (b) use for any purpose other than completing a Transaction, any Cardholder's account number or any credit information relating to any Cardholder's account or any Sales Drafts or Credit Vouchers that may have been obtained or imprinted with any Card to any person other than HPS, except as expressly authorized in writing by the Cardholder, HPS, or as required by law.
- 4.9** On the date of the Transaction and prior to honoring any Card, Merchant agrees to obtain an Authorization on all Transactions for the total amount of the Transaction by physically sliding, dipping, or inserting the Card through the Card reader of the equipment (or tapping the near-field communication ("NFC") enabled Card in

the case of an NFC-enabled Transaction) thereby causing the equipment to electronically read a magnetically encoded stripe or EMV chip on the reverse side of each Card, except for Card-Not-Present Transactions, which are governed by Section 4.15 hereof.

Any Transaction that cannot be authorized electronically through the equipment or manually key entered is subject to a Voice Authorization call. Merchant shall obtain an Authorization prior to completing a Card-Not-Present Transaction.

Any Transaction that is not properly authorized is made with full recourse and may be charged back to Merchant; furthermore, any Card-Not-Present Transaction will be subject to additional charges for a Mid- Qualifying or Non-Qualifying Transaction. An Authorization does not constitute a guarantee of payment, only an indication of available credit, and may be subject to dispute or Chargeback.

Except at such times as the equipment may be inoperable, Merchant shall not engage in soliciting or accepting Card-Not-Present Transactions without the prior written permission of HPS, and then only for such Products and in such amounts as stated in such written permission. Merchant shall not utilize the service of any third party (e.g. telemarketer) to solicit or accept orders or engage in Outbound Telemarketing Transactions.

- 4.10** MERCHANT ACKNOWLEDGES THAT AN AUTHORIZATION DOES NOT CONSTITUTE:
- (A) A WARRANTY THAT THE PERSON PRESENTING THE CARD IS THE RIGHTFUL CARDHOLDER; OR
 - (B) A PROMISE OR GUARANTEE BY HPS THAT IT WILL PAY OR ARRANGE FOR PAYMENT TO MERCHANT FOR THE AUTHORIZED TRANSACTION. AN AUTHORIZATION DOES NOT PREVENT A SUBSEQUENT CHARGEBACK OF AN AUTHORIZED TRANSACTION PURSUANT TO THIS AGREEMENT.
- 4.11** When possible to do so, Merchant shall utilize the equipment as the exclusive method for obtaining Authorization codes. Voice Authorization service is for use during equipment downtime periods only. Use of Voice Authorization systems will result in additional charges for such use being assessed to Merchant based on HPS then-current rates. Merchant will record for every Transaction applicable Authorization and reference numbers on each Sales Draft to facilitate the timely and accurate retrieval of information as requested by HPS.
- 4.12** Merchant shall use its best efforts, by reasonable and peaceful means, to recover the Card when:
- (a) Merchant is advised to recover the Card in response to an Authorization request; or
 - (b) Merchant has reasonable grounds to believe that the Card is counterfeit, fraudulent or stolen. Merchant shall take no action to recover a Card that may result in a breach of the peace.
- 4.13** Merchant may utilize the equipment's keypad to input Card number(s) in the following instances:
- (a) Card-Not-Present Transactions; or
 - (b) the magnetic stripe on a Card is damaged and therefore unreadable by the equipment; or
 - (c) the equipment's Card reader is inoperative, in which case Merchant shall immediately advise HPS.
- 4.14** If a Merchant is approved as an Internet, Mail Order or Telephone Order Merchant, the following sections of this Agreement shall not apply: 4.3 (b) and (g), 4.5, 4.9, 4.12, and 4.13 and such sections shall be replaced by the following:
- (a) Merchant shall obtain an Authorization for all Transactions. Any Transaction that cannot be authorized electronically is subject to a Voice Authorization call. Any Transaction that is not properly authorized is made with full recourse and may be charged back to the Merchant. An Authorization does not constitute a guarantee of payment, but may be subject to dispute or Chargeback;
 - (b) Merchant shall print legibly the following information on the Sales Draft; Merchant's name and address;
 - (i) the Card Issuer's name;
 - (ii) the truncated account number of the Card;
 - (iii) the expiration date of the Card and any effective date on the Card; and
 - (iv) the Cardholder's name. Merchant shall be deemed to warrant to HPS the Cardholder's identity as an authorized user of the Card;
 - (c) Merchant is required to use a real-time Internet payment gateway authorized in advance by HPS to obtain Authorization codes and process Transactions;
 - (d) Internet Transactions are Card-Not-Present Transactions and must be performed on the Internet by the customer; or
 - (e) In the case of a Virtual Terminal, the Internet Merchant Store Front (the customer interface) must be Web Hosted so that the credit Transactions are received over a secure socket layer (SSL) by the Merchant;

- (f) In any Card-Not-Present Transaction, as a material part of the consideration for HPS to enter into this Agreement, Merchant accepts such Transactions solely at its own risk, and further assumes all risks of loss attendant to non-imprint Card-Not-Present Transactions.
- (g) Internet Merchant Website Requirements. Internet Merchant shall use the eCommerce Gateway solely for Merchant's internal business purposes and shall not allow any third party use of or access to the eCommerce Gateway. An Internet Merchant agrees to adhere to those Rules governing electronic commerce as well as HPS requirements as set forth herein; which include, but are not limited to ensuring the following information is included or properly referenced on the Internet Merchant website:
 - (i) contact information including: customer service telephone number, email and URL addresses, legal name and permanent corporate address including the country of domicile which should be located on the check-out screen, along with the final purchase amount or those pages accessed by a Cardholder during the checkout process;
 - (ii) a complete description of the Products offered for sale and related prices, form of currency, as well as how to complete a purchase and the point at which the purchase is complete;
 - (iii) include a method by which the Cardholder can affirmatively consent to the Transaction (i.e., an "order now" or "purchase now" option);
 - (iv) provide clear disclosure of all material terms of the Transaction: (i.e., all sales are final, applicable restocking fees, returns, etc.);
 - (v) shipping and delivery policies will be clearly and accurately stated;
 - 1) if providing age restricted products/services, Merchant shall clearly state the age restrictions on the website and implement an age verification process;
 - (vi) refund and returned merchandise policies and terms of use;
 - (vii) Merchant's privacy policy clearly and accurately in accordance with all applicable laws and the Rules, including, but not limited to, the content, location and accessibility of its privacy policy;
 - (viii) security policy indicating that:
 - 1) the transmission of payment and will adhere to the PCI DSS for storing and transmitting Cardholder data;
 - 2) Merchant remains fully responsible and liable for the security of Transaction and personal data submitted to and/or processed through your website or as may otherwise be in Merchant's or its agents or vendors' control, including implementing fraud prevention measures as required by law or industry regulation;
 - 3) Merchant will use Cardholder Data for the sole purpose of supporting payment for and delivery of Merchant's goods and services and consistent with Merchant's privacy policy;
 - 4) Merchant will maintain the security of any and all passwords, ID number or other access control methods to use the e-Commerce Payment Gateway; and
 - (ix) any other legal policies, including export control and terms of use.

4.15 The following additional terms apply to Card-Not-Present Transactions:

- (a) Merchant shall use, and retain for not less than one year, proof of a traceable delivery system utilized for the delivery of Products to customers.
- (b) Merchant shall use an address verification service to verify each Transaction.
- (c) Merchant must utilize if available through its gateway a Payer Authentication Program. This program identifies the Cardholder by authenticating their personal PIN entry. Specific programs could include Verified by VISA and MasterCard Secure Code.
- (d) Except where Merchant has specified future delivery on the Application, a customer's Card shall not be debited until the Product purchased has been shipped.
- (e) Upon request by HPS, Merchant shall provide copies of all advertisements, catalogues, brochures or other materials used to solicit mail or telephone orders and any forms used in recording or transmitting orders.

4.16 In all cases, unless stipulated otherwise in the Merchant Processing Agreement, the shipment of goods to a Cardholder will be no later than the business day following the date on which that Transaction was transmitted to HPS for processing.

4.17 Merchant agrees to electronically deposit Sales Drafts and Credit Vouchers no later than the day of the Transaction. The time of receipt by HPS will affect the timing of payment to Merchant. If Merchant fails to submit Transactions on a timely basis as provided herein, Merchant will be charged and agrees to pay the additional fees assessed to HPS by the Card Schemes.

4.18 Merchant shall at all times maintain a direct deposit Account (the "Account" or "DDA") in good standing at a bank that is a Receiving Depository Financial Institution (RDFI) of the Federal Reserve Bank ACH System or other ACH settlement network. Merchant represents and warrants to HPS that: (a) the Account will always be

in the same legal and DBA (if applicable) name as Merchant's name on the Merchant Application; (b) Merchant will own and maintain control of the Account and will keep such Account open at all times during the term and as long as any Reserve Account is in effect; and, (c) the Account will not be associated with any merchant processing activity that is illegal or prohibited by the Rules or applicable law, including without limitation merchant processing activity associated with other accounts and/or processors. Merchant agrees that all credits for collected funds and debits for fines, fees, Chargebacks, Credit Vouchers, payments and adjustments and other amounts due under the terms of this Agreement (including but not limited to attorney's fees and early termination charges) may be made to the Account. Merchant shall not close, restrict or change the Account without prior written approval from HPS. Merchant agrees to pay HPS a twenty-five dollar (\$25.00) handling fee to change the DDA information and a twenty-five dollar (\$25.00) fee on all returned ACH items. Merchant is solely liable for all fees and all overdrafts, regardless of cause. HPS shall have the unlimited right to debit, without prior notice, any DDA containing funds for the purpose of satisfying any liability incurred by or on behalf of Merchant.

- 4.19** Merchant agrees to retain original Card Scheme Sales Drafts and Credit Vouchers as specified by the Rules and Merchant assumes liability for all fines, fees, failures, charges and penalties charge to Merchant or HPS for a failure to comply therewith.

Such documents shall be stored in a secure manner permitting retrieval and submission of legible copies on the same day that Merchant receives a request from HPS. Since a Card Issuer may over a period of time request duplicate copies of the same Sales Draft, Merchant must retain at least one legible copy of each Card Transaction.

Failure to provide HPS with requested documentation within five (5) business days after receipt of such request may result in the Transaction being charged back to the Merchant and HPS shall have the right to debit the Account for the full amount of the Transaction. Merchant agrees that it shall destroy material containing Cardholder account information in a manner that renders the data unreadable.

- 4.20** Merchant shall not submit any Transaction for processing for the purpose of obtaining or providing a cash advance, or make a cash disbursement to any other Cardholder (including Merchant when acting as a Cardholder), or receive monies from a Cardholder and subsequently prepare a credit to Cardholder's account.
- 4.21** As partial consideration for this Agreement, Merchant expressly authorizes HPS to change the financial institution providing settlement services to Merchant. Merchant will execute all necessary documents enabling HPS to effect such change.
- 4.22** Merchant shall provide HPS with immediate notice of its intent to:
- (a) transfer, sell or liquidate any substantial part of its assets;
 - (b) change the basic nature of its business, including selling any Products not related to its current business;
 - (c) change ownership or transfer control of its business; or
 - (d) enter into any joint venture, partnership or similar business arrangement whereby any person or entity not a party to this Agreement assumes more than a ten percent (10%) interest in Merchant's business.

Merchant also shall provide HPS with prompt written notice of any material changes regarding any information provided in the Merchant Application, including Merchant's address, ticket size or monthly volume.

Merchant and principal owner(s) identified on an approved Merchant Application and any new owner of Merchant or successor Merchant shall be jointly and severally liable to HPS and remain liable for any and all losses, costs and expenses suffered or incurred by HPS in accordance herewith, unless the original Merchant or successor thereof is released in writing by HPS.

- 4.23** Merchant agrees to pay HPS the face amount of any Transaction processed by HPS pursuant to this Agreement whenever any Card Transaction is reversed in accordance with the Rules, any state or federal statute, regulation, court or administrative order or terms of this Agreement, or in the event of a Chargeback.
- 4.24** Merchant agrees to pay Member Sponsor Bank and/or HPS any fees, fines, penalties or assessments imposed directly or indirectly on Member Sponsor Bank and/or HPS by a Card Scheme resulting from all acts or omissions of Merchant, including without limitation, any fines, fees, penalties or assessments (such as Card replacement cost) imposed by Card Schemes in relation to Merchant's or a Third Party Agent's non-compliance with PCI DSS and/or Rules.

- 4.25** HPS agrees to use commercially reasonable efforts to mail or electronically transmit all Chargeback documentation to Merchant promptly at Merchant's address shown in the Merchant Application; however, HPS may at any time without prior notice debit Merchant's DDA or any other Merchant Account for Chargebacks without prior notice in accordance with this Agreement.

If Merchant notifies HPS after such time, HPS may, in its discretion, assist Merchant, at Merchant's expense, in investigating whether any adjustments are appropriate and whether any amounts are due to or from other parties; however, HPS shall not have any absolute obligation to investigate or effect any such adjustments. Any voluntary efforts by HPS to assist Merchant in investigating such matters shall not create an obligation to continue such investigation or any future investigation. Merchant must provide all information requested by HPS by the time specified in a request for information. Failure to respond within the specified time shall constitute a waiver by Merchant of its ability to dispute or reverse a Chargeback or other debit, and Merchant shall be solely responsible where it fails to timely provide information concerning any Chargeback.

If HPS elects, in its sole discretion, to take action on a Chargeback after the time specified to respond has expired, Merchant agrees to pay all costs incurred by HPS. Merchant agrees to pay HPS a processing fee for Sales Draft retrieval requests at HPS' discretion.

- 4.26** Merchant agrees to reimburse HPS for the amount of the Sales Draft in the event of a Chargeback together with a handling fee for each Chargeback, which fee may be amended from time to time. Merchant hereby irrevocably authorizes HPS to debit without notice Chargebacks and Chargeback handling fees and all other amounts due hereunder from Merchant's daily deposit and if such collection is inadequate, agrees to reimburse HPS immediately for any shortage that occurs as a result of such charges.

- 4.27** Merchant will be subject to debit for a Chargeback in accordance with the Rules in effect at the time of the Chargeback. The basis for Chargebacks and the rules for their processing are governed by the Rules. However, all disputes that are not resolved through established Chargeback procedures shall be settled between Merchant and the Cardholder, and Merchant will indemnify HPS for all expenses, including reasonable attorneys' fees, that may be incurred as the result of any Cardholder claim that is pursued outside the Rules. Merchant acknowledges and agrees that it is bound by the rules of the Card Schemes with respect to any Chargeback.

Merchant further acknowledges that it is solely responsible for providing HPS and Member Sponsor Bank with any available information to re-present a Chargeback and that, regardless of any information it provides or does not provide HPS and Member Sponsor Bank in connection with a Chargeback, or any other reason, Merchant shall be solely responsible for the liability related to such Chargeback. If any such amount is uncollectible through withholding from any payments due hereunder or through charging Merchant's Account or the Reserve Account, Merchant shall, upon demand by HPS, pay HPS the full amount of the Chargeback.

- 4.28** Merchant shall not accept or deposit any fraudulent Transaction, or any Transaction about which Merchant has knowledge or notice of circumstances that would impair the validity of the Transaction or the indebtedness thereunder or its collectability.

- 4.29** Merchant unconditionally represents and warrants to HPS that all Sales Drafts submitted to HPS hereunder will represent the indebtedness of the Cardholder with whom Merchant has completed a Transaction in amounts set forth therein for Products only and shall not involve any element of credit for any other purposes, and shall not be subject to a defense, dispute, offset or counterclaim that may be raised by Cardholder under the Card Schemes Rules, the Consumer Credit Protection Act (15 USC § 1601) or other relevant state or federal statute or regulation. Further, Merchant warrants that any Credit Voucher that it issues represents a bona fide refund or adjustment on a Transaction by Merchant with respect to which a Sales Draft has been accepted by HPS.

- 4.30** Merchant shall not, under any circumstances, present for processing or credit, directly or indirectly, a Transaction that originates with any other Merchant or any other source.

- 4.31** Merchant shall not deposit duplicate Transactions. Merchant shall be debited for any adjustments for duplicate Transactions and shall be liable for any Chargebacks which may result therefrom.

- 4.32** Merchant shall not initiate a Transaction in an attempt to collect a Chargeback.

- 4.33** To the extent legally permitted, Merchant shall give HPS immediate written notice of any complaint, subpoena, civil investigative demand or other process issued by any state or federal governmental entity that alleges,

refers or relates to any illegal or improper conduct of Merchant, its owner(s) or other entity under common ownership or control. Failure to give such notice shall be deemed to be a material breach of this Agreement.

- 4.34** Merchant must obtain final approval by HPS of Debit Network sponsorship prior to submitting any debit Transaction.
- 4.35** Merchant shall not be assessed a Chargeback fee for the first three (3) Chargeback requests processed in any twelve-month period beginning with the Merchant's anniversary date. Once three Chargeback requests have been submitted by the Card Scheme or a card issuer in any such twelve-month period, HPS shall bill all applicable Chargeback fees. For purposes of this Section 4.35, the anniversary date shall be the date of Merchant's first deposit with HPS unless otherwise designated by HPS.
- 4.36** HPS shall have no liability for customer data that is lost or stolen from the Merchant's POS system or equipment and Merchant shall indemnify HPS from any claim or loss arising out of or relating to such lost or stolen data.
- 4.37** Merchant shall ensure HPS has the correct business taxpayer ID ("TIN") and legal name on file for Form 1099- K tax reporting purposes. Any Merchant reporting an invalid TIN and legal name combination is subject to a backup withholding amount as defined by IRS and state regulations.
- 4.38** Merchant shall at all times comply with the Rules, as well as all applicable federal, state and local rules and regulations.
- 4.39** Merchant, at its own expense, will have installed and will maintain the point-of-sale equipment, unless otherwise agreed to by the parties in writing. Each equipment type installed at a Location must be compatible with HPS' System and HPS has the right to test the equipment to assure compatibility. Merchant will submit each equipment type and all new core hardware, and any releases of modifications to the implementation software, to HPS for quality assurance testing at least thirty (30) days prior to the equipment, hardware or software's first use at a Location; provided however, both parties acknowledge that the quality assurance test may take less than thirty (30) days and HPS will use commercially reasonable efforts to accomplish the testing as soon as practicable. Quality assurance testing is applicable to each implementation software release for each equipment type.
- If Merchant changes the method used to communicate with HPS' System from one form of technology to another, e.g. dial to frame relay, once any necessary quality assurance testing has been completed, Merchant will arrange for, with the assistance of HPS, if necessary, the equipment to be connected to HPS and then tested to ensure that the new method of communication works properly, which test will be conducted in accordance with Merchant's and HPS' procedures and paid by each party, respectively. Once the new technology has been tested and approved, it will not be necessary for each Location that adopts the new technology to perform the testing referred to in this paragraph.
- 4.40** Merchant shall assume responsibility for managing the repair of problems associated with Merchant's own telecommunications and processing system (both hardware and software), including terminals.
- 4.41** Special pricing through an agreement between HPS and a Merchant association shall apply to Merchant members in good standing of such Merchant association; any special pricing may be discontinued without notice.
- 4.42** Merchant agrees to provide HPS such financial statements and other information concerning Merchant as HPS may reasonably request from time to time. Merchant agrees that HPS, or its duly authorized representative, may examine Merchant's books and records related to its receipt of the services from HPS hereunder, including records of Transactions submitted hereunder.
- 4.43** Merchant shall not engage in any services that require registration with the applicable Card Schemes as a Payment Service Provider (PSP) or Payment Facilitator (PF) without prior written approval from HPS. In the event Merchant is registered as a PSP/PF, Merchant agrees to promptly disclose to all Sub-merchants any new or increased Card Scheme related dues, assessments and fees, including but not limited to Convenience fees, in accordance to the contracted services performed by the Merchant. For the avoidance of doubt, all Service Providers, Third Party Agents, Payment Service Providers, and Payment Facilitators must comply with all Rules, including those found at the following websites (or their successor websites):
- <https://usa.visa.com/dam/VCOM/download/merchants/third-party-agent-due-diligence-risk-standards.pdf>

- <https://www.mastercard.us/content/dam/public/mastercardcom/na/global-site/documents/mastercard-rules.pdf>

4.44 Merchant must meet requirements as defined by the Card Schemes. Information is available at:

- www.visa.com
- www.mastercard.com
- www.discovernetwork.com
- www.americanexpress.com/merchantopguide - For American Express OptBlue Program merchants only.
- www.americanexpress.com - For American Express Direct merchants only.

5. Debit Card Processing; EBT Services

If Merchant elects to receive debit Card processing services, the following terms will apply:

5.1 Merchant understands and agrees that HPS and any bank which is a party to this Agreement (or to which this Agreement is assigned) is a sponsored affiliate or member of each Debit Network and HPS is a service provider for processing Merchant's debit Card Transactions pursuant to the terms herein.

5.2 Until and unless otherwise authorized by HPS, Merchant agrees to utilize compliant and compatible equipment/PIN-pads or systems capable of processing all ACH debit Card Transactions as well as online-debit Card Transactions at its Locations. All HPS applications software residing on the equipment or systems is the sole property of HPS. Any software residing in Merchant owned or leased equipment or systems must be HPS compatible.

Merchant's placement of the equipment or system at its Locations shall constitute acceptance of all terms and conditions set forth in this section. Merchant understands and agrees that HPS has no responsibility whatsoever for inoperative equipment or systems (or software if applicable).

In the case of inoperative terminal or system, Merchant shall consult Merchant's warranty or equipment maintenance agreement as applicable. Merchant also acknowledges that all equipment/pin-pads or systems capable of processing all debit Card Transactions at its Locations must remain compliant with the data security requirements of Section 3 of this Agreement.

5.3 Merchant shall utilize HPS compatible equipment/pinpad or system to process all debit Card Transactions and to abide by all applicable Rules of the applicable debit Card on-line network selected by HPS. HPS has no responsibility or liability for any of the debit Card Networks.

5.4 Merchant agrees to indemnify and hold HPS harmless from any and all claims, actions, proceeding and other liability, which may arise pertaining to such debit Transactions.

5.5 Any claims Merchant may have regarding debit services may not be offset against bankcard sales.

5.6 Merchant assumes all responsibility for retention of paper copies of debit Card Transactions; pursuant to the appropriate debit Card Network Rules.

5.7 Within one (1) business day of the original Transaction, Merchant must balance each Location to the system for each business day that each Location is open. If Merchant determines that any Transaction(s) have been processed in error, Merchant will initiate the appropriate Transaction for adjustment. Merchant is responsible for all applicable adjustment fees assessed by the Card Schemes.

5.8 Merchant shall be responsible for all telephone message unit costs, if any, as they are incurred by Merchant for any of the services provided.

5.9 HPS will provide installation, training, service and support for all purchased and rented equipment provided by HPS. Equipment purchased and provided by a third party vendor should be supported and maintained by the vendor.

5.10 Merchant shall be responsible for the following debit related fees:

- (a) HPS Debit Fee (does not include Debit Network Fee);
- (b) Debit Network Set-up Fee;
- (c) Service & Regulatory Mandate Fee.

- 5.11** Debit Transactions are governed by network regulations as well as federal and state laws and regulations, including but not limited to the Electronic Funds Transfer Act, and Regulation E, pursuant to which consumers may have up to sixty (60) days to dispute a Transaction. Merchant shall comply with all applicable federal, state and local laws and regulations.
- 5.12** Non-Request for PIN Disclosure Procedures. Merchant agrees to ensure that no employee or agent requests a Cardholder to divulge their PIN number.
- 5.13** Prevention of PIN Entry Observation. Merchant agrees to undertake commercially reasonable actions to prevent others from observing the entered PIN number. Some prevention examples could be, but not limited to:
- (a) Placement of security cameras in relation to PIN Entry Device (PED);
 - (b) PED shielding; or
 - (c) PED placement on POS counter.

5.14 EBT Transactions

If Merchant elects to accept electronic benefit Transactions ("EBT"), the additional following terms and conditions will apply:

5.14.1 EBT Services.

Merchant will participate in, and HPS will provide access to, the programs for debit card access to electronically distributed government benefits as agreed to between the parties from time to time. ("EBT Programs"). Each EBT Program shall be treated as a "Network" for purposes of this Agreement and each EBT card issued for access to government benefits issued under such EBT Programs shall be treated as a "debit card" under this Agreement.

5.14.2 Rights, Duties and Responsibilities of Merchant.

- (a) At all times during the term, including any renewal thereof, Merchant shall remain a participant in good standing in each EBT Program selected hereunder.
- (b) Merchant shall submit to HPS written requests to participate in each EBT Program as amended from time to time, for each Location where EBT will be offered. HPS must receive such EBT request a minimum of fourteen (14) days prior to the desired activation date.
- (c) Merchant shall notify HPS at least thirty (30) days prior to the termination or withdrawal of its participation in any such EBT Program, or if such participation is terminated involuntarily and without prior notice to Merchant, immediately following such notice.
- (d) Merchant shall pay to HPS all EBT related fees set forth in this Agreement.
- (e) Merchant will comply with all applicable laws, regulations, Rules, or administrative guidelines related to its participation in each EBT Program and acceptance of EBT Cards, including any Network Rules. Without limiting the foregoing, Merchant shall not resubmit any EBT Transactions except as specifically permitted by Rules related to such EBT Program. In addition, if Merchant accepts EBT under the Food Stamp Program, Merchant shall deploy and identify its equipment consistent with Department of Agriculture requirements. Merchant will not take any action that would cause HPS to be in violation of any law, regulation, rule or administrative guideline applicable to an EBT Program, including any Network Rules.
- (f) With respect to each EBT Program in which Merchant participates, Merchant shall comply with any obligations or duties imposed on merchants participating in such EBT Program under an agreement ("Processor Agreement") between HPS and the administrator of the EBT Program ("EBT Provider") pursuant to which HPS is authorized to process Transactions for the EBT Program, and the EBT Provider shall have the right to directly enforce the terms and conditions of the Processor Agreement against Merchant in the event that Merchant breaches its obligations hereunder.
- (g) Merchant agrees that HPS may release information regarding Merchant's use of the EBT Program upon request by any federal or state agency, and that Merchant shall not have a claim or cause of action for such release of information.
- (h) Merchant will accept EBT Cards only for Transactions and purchases permitted under the applicable EBT Program.
- (i) Regardless of Merchant's standard operating procedure for handling refunds, it shall provide refunds with respect to EBT Transactions only in accordance with applicable laws, regulations, Rules, or administrative guidelines related to its participation in each EBT Program, including Network Rules.

- (j) If required by an EBT Program, Merchant shall seek to obtain telephone Authorization of each EBT Transaction in situations in which it is unable to obtain electronic response from the Card Authorization system for the EBT Program. If HPS processes manual Sales Drafts for Merchant; Merchant shall complete any such manual Sales Draft for an EBT Transaction in accordance with the requirements of the EBT Program.
- (k) Merchant shall maintain records of EBT Transactions as required by applicable laws, regulations, Rules or administrative guidelines related to its participation in each EBT Program, including Network Rules.
- (l) Merchant shall not use or disclose any information concerning a Recipient for any purpose not directly connected with the performance of Merchant's duties under an EBT Program.
- (m) Merchant shall not discriminate in the provision or denial of any EBT Transactions on the basis of a Recipient's disability or handicap (if any), age, race, color, religion, sex, sexual preference, political belief, national origin, creed, marital status or veteran's status.
- (n) Merchant shall provide to HPS and any EBT Provider any information reasonably required by HPS or the EBT Provider to assist HPS or the EBT Provider in ensuring the integrity, security and successful performance of the EBT Network.
- (o) Merchant shall, at its own expense, ensure that its employees receive appropriate training in the use of equipment and procedures with respect to each EBT Program in which Merchant participates. If Merchant so requests, HPS and Merchant shall enter into a written agreement pursuant to which HPS shall provide such training to Merchant's employees, provided that Merchant shall pay HPS the usual and customary fees charged by HPS for its employees time in conducting such training and shall reimburse HPS for employee travel, lodging and other reasonable out-of-pocket expenses incurred in conducting on-site training.

5.14.3 HPS Representations and Warranties.

HPS hereby represents and warrants that it is a qualified processor in each EBT Program identified and that it has obtained any and all Authorizations, certifications or other evidence of authority and has properly executed and delivered any and all applications, agreements or other documents necessary to participate in each such EBT Program.

5.14.4 Rights, Duties and Responsibilities of HPS.

- (a) HPS shall provide the EBT services identified in accordance with the terms of EBT, this Agreement and applicable laws, regulations, Rules and administrative guidelines applicable to each selected EBT Program, including any Network Rules.
- (b) HPS shall have the authority, without any liability, to terminate or suspend the provision of services hereunder with respect to each and every EBT Program, at the direction of any federal, state or other authority with responsibility for oversight or implementation of such EBT Program, or upon HPS determination to terminate support for such EBT Program for all customers. If HPS is directed to terminate or suspend the provision of services hereunder with respect to an EBT Program, HPS may also terminate or suspend provision of services hereunder for any other EBT Program without liability.

5.14.5 Indemnity.

In addition to any indemnification obligations of Merchant set forth elsewhere in this Agreement, Merchant agrees to indemnify and hold harmless HPS and Member Sponsor Bank from and against any and all claims or losses arising out of:

- (a) any act or omission by Merchant in violation of any applicable federal, state or local law or regulation, or rule or administrative guideline related to any EBT Program, including a Network Rule;
- (b) any negligent or fraudulent act or omission or intentional misconduct by Merchant;
- (c) any failure by Merchant to comply with any obligation or duty imposed on merchants participating in an EBT Program under a Processor Agreement; or
- (d) any act or omission of Merchant that causes HPS to breach any undertaking under a Processor Agreement, including any performance standards hereunder.

5.14.6 Limitation of Liability.

In addition to any other limitations of liability set forth in this Agreement, Merchant agrees and acknowledges that HPS and Member Sponsor Bank shall have no liability to Merchant arising out of any act or omission by an EBT Provider. Without limiting the foregoing, HPS and each EBT Provider shall have no liability to Merchant for an EBT Provider's rejection, Chargeback or other failure to fully process in the ordinary course and without penalty any adjustment based upon a restriction on any

EBT Provider's ability to process such adjustment to the Account of a recipient of government benefits, regardless of whether the error being adjusted was caused, in whole or in part, by HPS.

5.14.7 Deluxe EBT Program.

If Merchant is a participant in an EBT Program in the States of Kansas, Louisiana, (or any other state where Deluxe Data Systems, Inc. ["Deluxe"] is the prime contractor for the state), Merchant agrees that Deluxe, which is the EBT Provider for those states, shall have no liability to Merchant arising out of Deluxe's management of the EBT Program or processing of Transactions except for Merchant's direct damages caused by fraud or intentional misconduct committed by Deluxe's employees.

In no event shall Deluxe be liable to Merchant for indirect, incidental or consequential damages. Merchant agrees and acknowledges that Deluxe is a third party beneficiary of EBT for purposes of this limitation liability.

6. Fees

6.1 As consideration for the services to be provided by HPS, Merchant shall pay HPS various fees in the manner and pursuant to the Fee Schedule set forth herein and in the Application. The Fee Schedule may be amended as set forth in Section 19.11 of this Agreement. For the avoidance of doubt, Merchant is responsible for all Pass Through fees charged by the Card Schemes. Merchant is responsible for verifying the accuracy of its monthly statements received from HPS for the services provided hereunder.

6.2 Merchant shall pay fees charged to Merchant by third parties for telephone equipment, the preparation of the site(s) prior to installation of electronic data capture equipment and/or peripheral equipment, installation, maintenance, line charges, and utility costs. In addition, Merchant shall be responsible for any increase in long- distance communication costs, internet access, gateway costs, IP, SSL, DSL, lease, frame, and processing charges from third party vendors.

6.3 Merchant shall pay all applicable sales taxes for services and products provided by HPS.

6.4 All Card-Not-Present Transactions will be subject to the applicable interchange rates as defined by the Card Schemes. Notwithstanding the fees and costs listed in the Fee Schedule, Merchant shall pay any additional costs and fees associated with "Non-Qualifying Transactions" (including, but not limited to, Card-Not-Present Transactions, or Transactions involving corporate, business, purchasing and/or rewards Cards or any other types of Cards subject to Non-Qualifying rates). In addition, Merchant shall pay a voice Authorization fee \$0.65 per Transaction or HPS' then current rate for Voice Authorizations.

6.5 Merchant shall pay such fees and charges as may be set by HPS for any requested system enhancements or services in addition to those specified herein or in the Merchant Application or as may be requested by applicable law or changes in the Rules.

7. Rights, Duties and Responsibilities of HPS

7.1 HPS will accept all Sales Drafts and Credit Vouchers deposited by Merchant that comply with the terms of this Agreement. HPS will pay to Merchant the total face amount of each valid Sales Draft, less any Credit Vouchers, Discounts, fees or adjustments determined daily, weekly or monthly. All payments, credits and charges are subject to audit and final review by HPS and prompt adjustment shall be made as required. Notwithstanding any other provision in this Agreement, HPS may refuse to accept any Sales Draft, revoke its prior acceptance, or delay processing of any Sales Draft for any period of time, as HPS deems necessary and appropriate. HPS shall have no liability to Merchant for additional charges, higher rates, or any other loss, expense or damage Merchant may incur directly or indirectly due to any such refusal, revocation or delay.

7.2 HPS will accept customer service calls and other communications from Merchant relating to the services provided under this Agreement including, but not limited to, equipment service, disbursement of funds, Account charges, Merchant statements and Chargebacks.

7.3 HPS will process requests for Sales Drafts from Card Issuers and all Chargebacks and will provide Merchant with notice of requests and Chargebacks.

- 7.4** HPS may provide terminals, printers and peripheral equipment at Merchant's request and expense. HPS will obtain repair and replacements on purchased and rented equipment. Merchant shall be liable for all non-warranty repairs, shipping and handling costs.
- 7.5** HPS may provide online data management information concerning Merchant to Member Sponsor Banks, Card Schemes, Card Issuers or any other party. This information includes but is not limited to Merchant identification information, Transaction information, deposits, ACH, batches, equipment, Chargebacks, retrievals, online statements and monthly affiliate reports.
- 7.6** Upon receipt of written request by Merchant, HPS may provide Merchant with certain supplies to complete and document Transactions at Merchant's request and expense as set forth in HPS product price list in effect at the time of such request.
- 7.7** From time to time HPS may refer Merchant to certain independent third party providers of certain products or services. Any agreement relating to the provision of such products or services shall be solely between the provider and Merchant. Under no circumstance shall HPS have any liability arising out of or related to the performance or non-performance of any product or service to be provided by any such third party provider.
- 7.8** HPS reserves the right, without notification, to change or modify all or part of the network configuration used to provide the services. Selection of equipment, hardware, etc. to be used by HPS or HPS's system shall be left solely to HPS's discretion. HPS shall not change its equipment protocol or HPS's compatibility requirements without notice to Merchant.

8. Privacy, Data Sharing & Confidentiality

- 8.1** Merchant is solely responsible for compliance with any privacy laws applicable to its use of HPS products and services, and its acceptance of Card Transactions. If Merchant is a Covered Entity, HealthCare Provider, or Business Associate under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA Rules"), Merchant represents and warrants that it shall not transmit to HPS any Protected Health Information ("PHI"), as defined in 45 C.F.R. §164.501. HPS operates under an exemption in the HIPAA Rules for financial institutions performing consumer conducted payment Transactions.

Furthermore, any exposure to PHI shall be random, infrequent and incidental to the provision of services by HPS, as allowed under the HIPAA Rules, and is not meant for the purpose of accessing, managing the PHI or creating or manipulating the PHI. Any transmission of PHI by Merchant to HPS shall be the responsibility of Merchant and Merchant agrees to pay HPS any fees or fines imposed on HPS by any agency of the U.S. Government with respect to or resulting from acts or omissions of Merchant regarding PHI.

- 8.2** As between HPS and Merchant, HPS shall be deemed the owner of all Transaction Data. Merchant shall have no rights in or title to Transaction Data, notwithstanding HPS's provision of access to certain Transaction Data in relation to the provision of services hereunder.
- 8.3** Merchant authorizes HPS to use, make available to third parties and/or exchange information, including Transaction Data, and information that relates to an identifiable individual ("Personal Information"), about Merchant (and about its partners, principals, proprietors, officers, shareholders and managing agents who have provided their written consent pursuant to this Agreement) with other financial institutions, payment networks, and any other persons or entities for the purpose of providing services under this Agreement or as HPS otherwise deems appropriate or necessary.
- 8.4** Merchant authorizes HPS to use, make available to third parties, and/or exchange information, including Transaction Data and Personal Information, about Merchant (and about its partners, principals, proprietors, officers, shareholders and managing agents who have provided their written consent pursuant to this Agreement) for statistical analysis, marketing purposes, and any other purpose related to the provision of HPS or a third party's products and services.
- 8.5** Merchant acknowledges that HPS may use, make available to third parties or exchange information, including Transaction Data and Personal Information, about Merchant (and about its partners, principals, proprietors, officers, shareholders and managing agents who have provided their written consent pursuant to this Agreement) with other entities that have products or services that may be of interest to Merchant. Personal

Information regarding Merchant or Merchants customers will not be used in any way contrary to any applicable laws.

8.6 Upon acceptance of this Agreement, Merchant confirms it has read, understood and accepted the HPS Online Privacy Policy.

8.7 Confidential Information. Merchant and HPS will take reasonable steps to protect and maintain the confidentiality of confidential information as defined below ("Confidential Information"). bank account
(a) The types of Confidential Information that HPS may collect, share or make available to Merchants will depend on the products or services provided to the Merchant. Confidential Information may include, but is not limited to, financial information, such as transaction data and financial account information of Merchant and/or its customers.

Confidential Information further includes Personal Information, including but not limited to: social security number, driver's license number, credit or debit card number, personal identification number or password that would permit access to a financial account, personal bank account number, passport number or email address. Confidential Information further includes information HPS provides to Merchant about HPS's products, services, systems, and business.

(b) Confidential Information shall not include information that is lawfully obtained and publicly available or that is derived from federal, state, or local government records lawfully made available to the public.

(c) HPS may otherwise share or disclose Confidential Information pursuant to Sections 8.1, 8.2 and 8.3 or if it determines, in its sole discretion, that it is required to do so pursuant to any applicable law, regulatory requirement, and/or contractual obligation.

9. Reserve and Payment Obligations

9.1 At any time, HPS may establish a Reserve Account to secure the performance of Merchant's obligations hereunder, including without limitation in the event: (a) of a breach of this Agreement by Merchant; (b) of a material adverse change in Merchant's financial condition;
(c) Merchant receives excessive Chargebacks as determined by HPS, a Member Sponsor Bank or any Card Scheme; (d) Merchant has submitted fraudulent or suspicious Transactions; (e) HPS has reasonable grounds to believe that it may be or become liable to third parties due to Merchant's action or inaction hereunder; (f) of a change in Merchant's transaction volume or average ticket, or (g) HPS has reasonable grounds to believe that material fines, fees, or penalties may be assessed against HPS or a Member Sponsor Bank by a Card Scheme arising out of or relating to Merchant's failure to comply with the Rules. The amount of such Reserve Account shall be set and may be revised by HPS in its sole discretion at any time, based upon Merchant's processing history and the anticipated risk of loss to HPS.

9.2 HPS may require that such Reserve Account be funded by all or any combination of the following:

- (a) debits to Merchant's Account or any other accounts owned by Merchant;
- (b) deductions or offsets to any payments otherwise due to Merchant;
- (c) Merchant's delivery of a letter of credit; or
- (d) Merchant's pledge to HPS of a freely transferable negotiable certificate of deposit. Any such letter of credit or certificate of deposit shall be issued or established by a financial institution acceptable to HPS.

In the event of termination of this Agreement by either Merchant or HPS, an immediate Reserve Account, if not already established, may be established by HPS and the Reserve Account will be held by HPS for six (6) months after termination of this Agreement or for such longer time as HPS may, in its discretion, deem reasonably necessary based upon Merchant's liability to HPS arising prior to or after termination of this Agreement and HPS may deposit into and retain in the Reserve Account any and all amounts otherwise payable to Merchant.

Funds held in a Reserve Account may be held in a commingled Reserve Account for the reserve funds held in relation to HPS's other merchants, without involvement by an independent escrow agent. Merchant agrees that it shall have no right, title or interest in or to the commingled Reserve Account and shall receive no interest on funds held in a Reserve Account. However, Merchant may have an unsecured contractual claim against HPS with respect to any amount which may be due to Merchant after the expiration of the period described herein. Alternatively, in the sole discretion of HPS, HPS may place the funds in a Reserve Account in Merchant's name, and such funds shall be payable to Merchant therefrom in accordance with this Agreement. Any amount

remaining in the Reserve Account when HPS determines that the Reserve Account may be closed shall be released to Merchant.

- 9.3** To secure the Merchant's obligations to HPS under this Agreement, and any other agreement for the provision of related equipment or related services ("Obligations"), Merchant grants to HPS a lien and security interest in and to any of Merchant's funds now or hereafter in the possession of HPS, whether now or hereafter due or to become due to Merchant from HPS. HPS is hereby authorized (any related notice and demand are hereby expressly waived), to set off, recoup, appropriate, and apply any and all such funds against and on account of Merchant's obligations under this Agreement, whether such obligations are liquidated, un-liquidated, fixed, contingent, matured or un-matured. Merchant agrees to duly execute and deliver to HPS such instruments and documents as HPS may reasonably request to perfect and confirm the lien, security interest, right of set off, recoupment and appropriation set forth in this Agreement.
- 9.4** Merchant agrees that HPS may withdraw funds from the Reserve Account at any time without notice to Merchant in the amount of any obligation of liability of Merchant to HPS hereunder, arising prior to or after termination, including any applicable Early Termination Fees pursuant to Section 13.4. If the Reserve Account funds are not sufficient to cover the Chargebacks, adjustments, fees and other charges due from Merchant, or if the funds in the Reserve Account have been released, Merchant agrees to promptly pay HPS the amount of such deficiency upon request.

10. Indemnification; Due Care

- 10.1** Merchant shall indemnify and hold harmless HPS and Member Sponsor Bank from all claims, liability, loss and damage, including reasonable attorney's fees and costs, whether direct or indirect, arising out of: (i) any breach by Merchant of the terms of this Agreement; (ii) any act or omission of Merchant, (iii) Merchant's failure or alleged failure to comply with the Rules, or any federal or state law, rule or regulation, including, without limitation, any rules or regulations promulgated by the PCI SSC or any other applicable security standards; (iv) death or injury caused by the Products sold by Merchant, (v) all web-based, internet or electronic commerce Transactions including Merchant's insecure transmission of card transaction data and/or storage of cardholder information, (vi) any agreement to permit Merchant to access other financial services through point of sale equipment provided by HPS and/or Member Sponsor Bank, (vii) the services provided to Merchant from a Merchant Servicer or Third Party Agent, including any and all claims related to the performance or non- performance of Merchant Servicer or Third Party Agent pursuant to such agreement or non-compliance thereof or (viii) HPS's and/or Member Sponsor Bank's reporting of Merchant's business name and the names and other identification of its principals to the terminated merchant file in accordance with Section 14.1 hereof. Merchant shall pay all fees, costs associated with any action brought by HPS and/or Member Sponsor Bank to collect amounts owed by Merchant to HPS and/or Member Sponsor Bank under this Agreement.

11. Limitation of Liability

- 11.1** HPS and Member Sponsor Bank shall have no liability whatsoever and for any reason for:
- (a) increased fees or other charges resulting from Merchant's use of equipment or other software provided or serviced by any Service Provider or Third Party Agent, or
 - (b) for any act, omission or damages arising from services provided to Merchant from a Merchant Servicer or Third Party Agent.
- 11.2** **IT IS AGREED THAT IN NO EVENT WILL HPS OR MEMBER SPONSOR BANK BE LIABLE FOR ANY CLAIM, LOSS, BILLING ERROR, DAMAGE, OR EXPENSE ARISING OUT OF OR RELATING TO THIS AGREEMENT WHICH IS NOT REPORTED IN WRITING TO HPS OR MEMBER SPONSOR BANK BY MERCHANT WITHIN SIXTY (60) DAYS OF SUCH FAILURE TO PERFORM, OR IN THE EVENT OF A BILLING ERROR WITHIN NINETY (90) DAYS OF THE DATE OF THE INVOICE OR APPLICABLE STATEMENT. MERCHANT HEREBY EXPRESSLY WAIVES ANY SUCH CLAIM THAT IS NOT BROUGHT WITHIN THE SPECIFIED TIME PERIODS.**
- 11.3** **THE LIABILITY FOR HPS AND MEMBER SPONSOR BANK FOR ANY LOSS ARISING OUT OF OR RELATING IN ANY WAY TO THIS CARD SERVICES AGREEMENT, INCLUDING BUT NOT LIMITED TO DAMAGES ARISING FROM THE UNAVAILABILITY OR MALFUNCTION OF THE SERVICES PROVIDED HEREUNDER, PERSONAL INJURY, OR OTHER PROPERTY DAMAGE, SHALL, IN THE AGGREGATE, BE LIMITED TO ACTUAL, DIRECT, AND GENERAL MONEY DAMAGES IN AN AMOUNT NOT TO EXCEED**

ONE (1) MONTH'S AVERAGE CHARGE PAID BY MERCHANT HEREUNDER (EXCLUSIVE OF INTERCHANGE FEES, ASSESSMENTS, AND ANY OTHER FEES OR COSTS THAT ARE IMPOSED BY A THIRD PARTY IN CONNECTION WITH MERCHANT'S PAYMENT PROCESSING) FOR THE SERVICES PROVIDED HEREUNDER DURING THE PREVIOUS TWELVE (12) MONTHS OR SUCH LESSER NUMBER OF MONTHS AS SHALL HAVE ELAPSED SUBSEQUENT TO THE EFFECTIVE DATE OF THIS AGREEMENT.

- 11.4** IN NO EVENT SHALL HPS OR MEMBER SPONSOR BANK BE LIABLE FOR SPECIAL, CONSEQUENTIAL, INDIRECT OR EXEMPLARY DAMAGES, INCLUDING LOST PROFITS, REVENUES AND BUSINESS OPPORTUNITIES. MERCHANT AGREES TO REIMBURSE HPS FOR ALL COSTS AND EXPENSES, INCLUDING WITHOUT LIMITATION, REASONABLE ATTORNEY'S FEES INCURRED AS A RESULT OF ANY SUCH ACTION, PROCEEDING OR LIABILITY. THE PROVISIONS OF THIS PARAGRAPH SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT. Without limitation of the foregoing, HPS shall not be liable to Merchant for delays in data transmission.
- 11.5** HPS AND MEMBER SPONSOR BANK MAKE NO WARRANTY WHATSOEVER REGARDING CARD AUTHORIZATIONS, DECLINES OR REFERRAL CODES, RESPONSES TO REQUESTS FOR AUTHORIZATION, PROCESSING, SETTLEMENT, OR ANY OTHER SERVICES PROVIDED BY OR ON BEHALF OF HPS AND MEMBER SPONSOR BANK HEREUNDER, AND HPS AND MEMBER SPONSOR BANK HEREBY DISCLAIM ANY AND ALL SUCH WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION WARRANTIES OF MERCHANTABILITY TITLE, OR NON-INFRINGEMENT, OR FITNESS FOR A PARTICULAR PURPOSE and HPS and Member Sponsor Bank shall have no liability to Merchant or any other person for any loss, liability or damage arising directly or indirectly in connection herewith. Without limitation of the foregoing, Merchant acknowledges that HPS and Member Sponsor Bank have no liability or responsibility for the actions or failures of any Card Scheme, Card Issuer or Cardholder.
- 11.6** HPS AND MEMBER SPONSOR BANK SHALL BE EXCUSED FOR UNTIMELY PERFORMANCE OR NON-PERFORMANCE OF THE SERVICES PROVIDED HEREUNDER INCLUDING PROCESSING DELAYS OR OTHER NON-PERFORMANCE CAUSED BY SUCH EVENTS AS FIRES, TELECOMMUNICATIONS FAILURES, EQUIPMENT FAILURES, STRIKES, RIOTS, WAR; NON-PERFORMANCE OF VENDORS, SUPPLIERS, PROCESSORS OR TRANSMITTERS OF INFORMATION; ACTS OF GOD OR ANY OTHER CAUSES OVER WHICH HPS OR MEMBER SPONSOR BANK HAS NO CONTROL.

12. Display of Materials: Trademarks

- 12.1** Use of promotional materials and use of any trade name, trademark, service mark or logo type ("Marks") associated with each Card Scheme shall fully comply with specifications contained in applicable Rules.
- 12.2** Merchant shall only use each Mark in a way to indicate that the Card Scheme is accepted at Merchant and that Merchant is customer of HPS. Marks may not be edited or combined with other Marks. Merchant shall not use any promotional materials or Marks in any way that suggests or implies that a Card Scheme endorses Merchant's Products or services.

13. Term: Termination

- 13.1** **THIS AGREEMENT SHALL BECOME EFFECTIVE UPON ACCEPTANCE OF THE FIRST MERCHANT DEPOSIT BY HPS AND SHALL CONTINUE IN EFFECT FOR A TERM OF THIRTY-SIX (36) MONTHS THEREFROM ("TERM"). THEREAFTER, THIS AGREEMENT WILL AUTOMATICALLY RENEW FOR ADDITIONAL TWELVE (12) MONTH PERIODS UNLESS TERMINATED BY ANY PARTY BY GIVING WRITTEN NOTICE TO THE OTHER PARTY AT LEAST SIXTY (60) DAYS PRIOR TO THE END OF THE TERM OR ANY RENEWAL TERM, EXCEPT THAT IN CASE OF AN EVENT OF DEFAULT BY MERCHANT, OR AS REQUIRED BY A CARD SCHEME OR MEMBER SPONSOR BANK, THIS AGREEMENT MAY BE TERMINATED OR SUSPENDED IMMEDIATELY AND HPS SHALL GIVE MERCHANT WRITTEN NOTICE WITHIN FIFTEEN (15) DAYS THEREAFTER.**

- 13.2** Upon the occurrence of any Event of Default, all amounts payable hereunder by Merchant to HPS shall be immediately due and payable in full without demand or other notice of any kind, all of which are expressly waived by Merchant. For the purposes of this Section 13.2 an “Event of Default” occurs when:
- (a) Merchant shall default in any material respect in the performance or observance of any term, covenant, condition contained in this Agreement, including, but not limited to, the establishment of or maintenance of funds in a Reserve Account in accordance with the provision of Section 9.1 and 9.2; or any noncompliance with the Rules or the operating regulations of a Card Issuer or a reasonable belief by HPS that Merchant will constitute a risk to HPS by failing to meet the terms of this Agreement;
 - (b) material adverse change in the business, financial condition, business procedure, prospects, Products or services of Merchant;
 - (c) any information contained in the Merchant Application was or is incorrect in any material respect, is incomplete or omits any information necessary to make such information and statements not misleading to HPS;
 - (d) any assignment or transfer of control of Merchant or its parent;
 - (e) a sale, transfer or liquidation of all or a substantial portion of Merchant’s assets;
 - (f) irregular Card sales or credits by Merchant, Card sales substantially greater than the annual volume or average ticket amount stated on Merchant’s Application, excessive Chargebacks or any other circumstances which, in the sole discretion of HPS, may increase the risk of Merchant Chargebacks or otherwise present a financial or security risk to HPS;
 - (g) reasonable belief by HPS that Merchant is engaged in practices that involve elements of fraud or conduct deemed to be injurious to Cardholders, including, but not limited to fraudulent, prohibited or restricted Transaction(s);
 - (h) any voluntary or involuntary bankruptcy or insolvency proceedings involving Merchant, its parent or an affiliated entity, or any other condition that would cause HPS to deem Merchant to be financially insecure;
 - (i) Merchant engages in any Outbound Telemarketing Transactions;
 - (j) Merchant or any other person owning or controlling Merchant’s business is or becomes listed in any Card Schemes security reporting; or
 - (k) Early termination of this Agreement by Merchant without cause, including without limitation by Merchant’s use of another processor to provide services similar to those provided by HPS hereunder.

Then, upon occurrence of any Event of Default, all amounts payable hereunder by Merchant to HPS, including any applicable Early Termination Fees (payable as set forth in Section 13.4), shall be immediately due and payable in full without demand or other notice of any kind, all of which are expressly waived by Merchant.

- 13.3** In the event of termination, regardless of cause, Merchant agrees that all obligations and liabilities of Merchant including all Chargebacks, fees, credits and adjustments with respect to any Sales Draft or Credit Voucher presented prior to the effective date of termination shall survive such termination and expressly authorizes HPS to withhold and discontinue the deposit to Merchant’s Account for all Card and other payment Transactions of Merchant in the process of being collected and deposited.
- 13.4** **MERCHANT MAY BE CHARGED A FEE OF \$295 PER LOCATION (“EARLY TERMINATION FEE” OR “ETF”) IF MERCHANT TERMINATES THIS AGREEMENT PRIOR TO THE EXPIRATION OF THE TERM (EXCEPT IF AS A RESULT OF HPS’ MATERIAL UNCURED BREACH OF THIS AGREEMENT). THE ETF MAY BE DEDUCTED IN A SINGLE PAYMENT FOR THE FULL AMOUNT VIA ACH DEBIT TO THE ACCOUNT, AT HPS’ OPTION, UPON OR AT ANY TIME AFTER HPS’ RECEIPT OF MERCHANT’S NOTICE OF TERMINATION.**
- 13.5** Neither the expiration nor termination of this Agreement shall terminate the obligations or rights of the parties pursuant to provisions of this Agreement, which by their terms are intended to survive or be perpetual or irrevocable.
- 13.6** The provisions governing processing and settlement of Card Transactions, all related adjustments, fees and other amounts due from Merchant and the resolution of any related Chargebacks, will continue to apply after termination of this Agreement.
- 13.7** Supply orders are shipped via ground and any additional shipping fees such as overnight, second day, third day and Saturday delivery will be charged to the Merchant. HPS will collect all charges for supplies and shipping via ACH.

14. Terminated Merchant File

- 14.1 If Merchant is terminated for cause by a Card Scheme, including but not limited to fraud, counterfeit, duplicate or unauthorized Transactions, excessive Chargebacks or suspect activity, HPS and/or Member Sponsor Bank may report Merchant's business name and the names and other identification of its principals to the terminated merchant file. Merchant expressly agrees and consents to such reporting, and HPS and Member Sponsor Bank have no liability to Merchant for any loss, expense or damage Merchant may sustain, directly or indirectly, due to such reporting.

15. Additional Locations

- 15.1 Merchant may wish to utilize services provided by HPS under this Agreement at its other business Locations ("Additional Locations"). Merchant may apply to add such Additional Locations provided that such Additional Locations conduct the same type of business and sell the same type of Products. Additional Locations submitted to receive Services under this Agreement shall be subject to approval by HPS and Member Sponsor Bank, and Merchant shall submit a new Merchant Application for any such Additional Location(s).

16. Notices

- 16.1 All notices and other communications required or permitted to be sent to Merchant under this Agreement may be made: (1) by written communication sent to Merchant at the address stated on the Merchant Application or as updated by Merchant thereafter; (2) by electronic communication sent to Merchant at the electronic mail address stated on the Merchant Application or as updated by Merchant thereafter; or (3) via an electronic posting or notification accessible to Merchant on the Heartland website located at: <https://infocentral.heartlandpaymentsystems.com>. All notices and other communication required or permitted to be sent to HPS under this Agreement shall be deemed delivered when mailed first-class mail, postage prepaid, addressed to the Merchant at the address stated in the Application and to HPS at the address set forth below, or at such other address as the receiving party may have provided by written notice to the other:

Heartland Payment Systems, LLC

Attn: Customer Care
One Heartland Way
Jeffersonville, IN. 47130
Phone: (888) 963-3600

Member Sponsor Banks

Issues Regarding Credit Cards

Deutsche Bank Trust Company Americas

60 Wall Street
New York, NY 10005
Email: COMPL.Card.Acquiring@list.DB.com

PNC Bank, NA

300 Fifth Avenue
Pittsburgh, PA 15222
1-412-803-7711

Issues Regarding Debit Cards

PNC Bank, NA

300 Fifth Avenue
Pittsburgh, PA 15222
1-412-803-7711



17. DISPUTE RESOLUTION – ARBITRATION AND CLASS ACTION WAIVER

NOTE: PLEASE READ THIS SECTION CAREFULLY AS IT AFFECTS YOUR RIGHTS AND THE RESOLUTION OF DISPUTES

- 17.1 MANDATORY ARBITRATION: ANY DISPUTE OR CLAIM ARISING OUT OF, RELATING TO, OR IN CONNECTION WITH THIS AGREEMENT OR THE RELATIONSHIPS WHICH RESULT FROM THIS AGREEMENT SHALL BE RESOLVED BY BINDING ARBITRATION, RATHER THAN IN COURT; HOWEVER, YOU MAY ASSERT CLAIMS IN SMALL CLAIMS COURT IF (1) THE CLAIMS QUALIFY FOR SMALL CLAIMS COURT; (2) THE MATTER REMAINS IN SMALL CLAIMS COURT AT ALL TIMES; AND (3) THE MATTER PROCEEDS ONLY ON AN INDIVIDUAL (NOT A CLASS OR REPRESENTATIVE) BASIS.** ARBITRATION DOES NOT PROCEED BEFORE A JURY AND MAY INVOLVE MORE LIMITED DISCOVERY THAN A COURT PROCEEDING.

ANY ARBITRATION UNDER THIS AGREEMENT WILL ONLY BE ON AN INDIVIDUAL BASIS. CLASS ARBITRATIONS, CLASS ACTIONS, PRIVATE ATTORNEY GENERAL ACTIONS, AND CONSOLIDATION WITH OTHER ARBITRATIONS ARE NOT PERMITTED. The arbitrator's award or decision will not affect issues or claims involved in any proceeding between HPS and any person or entity who is not a party to the arbitration. The arbitrator may award monetary, declaratory or injunctive relief only in favor of the individual party seeking relief and only to the extent necessary to provide relief warranted by that party's individual claim. The arbitrator's award, if any, will not apply to any person or entity that is not a party to the arbitration. However, nothing in this Section or Agreement shall preclude any party from bringing issues to the attention of federal, state or local agencies. Such agencies can, if the law allows, seek relief on your behalf.

Further, notwithstanding the foregoing, nothing in this Section or this Agreement prohibits a party from applying to a court of competent jurisdiction for a temporary restraining order, preliminary injunction, or other equitable relief.

The Federal Arbitration Act (9 U.S.C. § 1 et seq.) governs the interpretation and enforcement of the arbitration provisions of this section. Arbitration will be administered by JAMS (www.jamsadr.com). For claims greater than \$250,000, the JAMS Comprehensive Arbitration Rules and Procedures in effect at the time the arbitration is commenced will apply (if no such rules are in effect, JAMS default arbitration rules shall apply). For claims equal to or less than \$250,000, the JAMS Streamlined Arbitration Rules and Procedures in effect at the time the arbitration is commenced will apply (if no such rules are in effect, JAMS default arbitration rules shall apply). Unless the arbitrator(s) determine that justice or fairness require otherwise: (i) any arbitration will proceed in Muscogee County, Georgia (although, for the convenience of the Merchant or guarantor (as applicable), any party or its counsel may participate telephonically); and (ii) the arbitrator(s) will oversee limited discovery, taking into account the amount in controversy and the parties' desire to keep proceedings cost-effective and efficient. Any decision rendered in any arbitration proceeding shall be final and binding on each of the parties to the arbitration and judgment may be entered thereon in any court of competent jurisdiction. The parties will maintain the confidential nature of the arbitration proceeding except as may be necessary to enforce any award or to comply with applicable law.

If the total damage claims in an arbitration are \$10,000 or less, not including the Merchant's attorney fees ("Small Arbitration Claim"), the arbitrator may, if the Merchant, prevails, award the Merchant reasonable attorney fees, expert fees and costs (separate from Arbitration Costs as defined below), but may not grant HPS its attorney fees, expert fees or costs (separate from Arbitration Costs) unless the arbitrator determines that the Merchant's claim was frivolous or brought in bad faith. In a Small Arbitration Claim case, HPS will pay all arbitration filing, administrative and arbitrator costs (together, "Arbitration Costs"). The Merchant must submit any request for payment of Arbitration Costs to JAMS at the same time the Merchant submits its Demand for Arbitration. However, if the Merchant wants HPS to advance the Arbitration Costs for a Small Arbitration Claim before filing, HPS will do so at the Merchant's written request which must be sent to HPS at the address in paragraph 16.1 above.

If the Merchant's total damage claims in an arbitration exceed \$10,000, not including the Merchant's attorney fees ("Large Arbitration Claim"), the arbitrator may award the prevailing party its reasonable attorneys' fees and costs, or it may apportion attorneys' fees and costs between the Merchant and HPS (such fees and costs being separate from Arbitration Costs).

In a Large Arbitration Claim case, if the Merchant is able to demonstrate that the Arbitration Costs will be prohibitive as compared to the costs of litigation, HPS will pay as much of the Arbitration Costs as the arbitrator deems necessary to prevent the arbitration from being cost-prohibitive.

Merchant hereby agrees that claims applicable to American Express may be resolved through arbitration as further described in the American Express Merchant Requirements Guide (the “American Express Guide”).

- 17.2** Choice of Forum: A court, not the arbitrator, will decide any questions regarding the validity, scope and/or enforceability of Section 17.1. Any litigated action (as opposed to an arbitration) regarding, relating to or involving the validity, scope and/or enforceability of Section 17.1, or otherwise, shall be brought in either the courts of the State of Georgia sitting in Muscogee County or the United States District Court for the Northern District of Georgia, and Merchant and guarantor (if applicable) expressly agree to the exclusive jurisdiction of such courts. Merchant and guarantor (if applicable) hereby agree and consent to the personal jurisdiction and venue of such courts, and expressly waive any objection that Merchant or guarantor might otherwise have to personal jurisdiction or venue in such courts.
- 17.3** Class Action Waiver: MERCHANT AND GUARANTOR (IF APPLICABLE) ACKNOWLEDGE AND AGREE THAT ALL DISPUTES ARISING OUT OF OR RELATED TO THIS AGREEMENT SHALL BE RESOLVED ON AN INDIVIDUAL BASIS WITHOUT RESORT TO ANY FORM OF CLASS ACTION AND SHALL NOT BE CONSOLIDATED WITH THE CLAIMS OF ANY OTHER PARTIES. MERCHANT AND GUARANTOR (IF APPLICABLE) FURTHER AGREE TO WAIVE, AND HEREBY WAIVE, THE RIGHT TO PARTICIPATE IN A CLASS ACTION OR TO LITIGATE OR ARBITRATE ON A CLASS-WIDE BASIS.

18. Additional Services

- 18.1** Merchant may request additional systems and services (“Additional Services”) from HPS beyond those originally requested in the Application. In order to expedite the establishment of Additional Services, Merchant hereby authorizes HPS to take whatever measures necessary to promptly establish any Additional Service that Merchant might request in writing and to execute necessary authorization(s) on Merchant’s behalf on the warranty hereby given that Merchant’s signature on this Agreement shall be valid for all Additional Services. Delivery of any requested Additional Services shall be deemed to have occurred upon Merchant’s first use of any such Additional Services. Merchant acknowledges that all Additional Services shall be governed by this Agreement and the Rules.
- 18.2** In the event that Merchant elects to receive tokenization services, the following terms and conditions of this Section 18 shall apply with respect thereto. HPS will tokenize each Cardholder primary account number (“PAN”) submitted to HPS by Merchant in connection with a Transaction. HPS’s tokenization of each PAN submitted to HPS by Merchant will occur after Authorization. Merchant hereby acknowledges that tokens may be assigned to a token group which may be shared among other HPS merchants.

Merchant further acknowledges and agrees that all tokens provided or created in connection herewith remain the sole and exclusive property of HPS and cannot be transferred or removed from HPS and will not follow Merchant to any other provider without prior written approval from HPS, which approval may be approved or withheld by HPS in its sole discretion.

19. Additional Terms

- 19.1** Truth of Statements: Merchant represents to HPS that all information and all statements contained in the Merchant Application are true and complete and do not omit any information necessary to make such information and statements not misleading to HPS.
- 19.2** Personal Guarantees & Guarantor(s): Any individual(s) by execution of the application as guarantor, hereby unconditionally and irrevocably guarantees to HPS the full and faithful performance or payment by Merchant of each and all of its duties and obligations herein set forth, including payment of all sums due and owing and any attorney’s fees and cost associated with the enforcement of terms hereof, whether prior or subsequent to termination or expiration of this Agreement. HPS shall not be required to proceed against Merchant or enforce any other remedy before proceeding against the guarantor(s). This is a continuing guaranty and shall not be discharged or affected by the sale or assignment of the merchant’s business or death of the guarantor(s) unless such release is in writing signed by an authorized HPS representative.
- It shall bind the heirs, administrators, representatives and assigns of the guarantor(s) and may be enforced by or for the benefit of any successor of HPS.

- 19.3** Entire Agreement: This Agreement constitutes the entire understanding of HPS and Merchant and supersedes all prior agreements, understandings, representations, and negotiations, whether oral or written between them.
- 19.4** No Waiver of Rights: Any failure of HPS to enforce any of the terms, conditions or covenants of this Agreement shall not constitute a waiver of any rights under this Agreement.
- 19.5** Section Headings: All section headings contained herein are for descriptive purposes only, and the language of such section shall control.
- 19.6** Assignability: Merchant may not assign this Agreement directly or by operation of law, without the prior written consent of HPS. Any assignment by Merchant without the prior written consent of HPS shall be void. HPS and Member Sponsor Bank may assign this Agreement without Merchant's consent. This Agreement shall be binding upon the parties hereto, their successors and permitted assigns.
- 19.7** Relationship of the Parties: Nothing contained herein shall be deemed to create a partnership, joint venture or, except as expressly set forth herein, any agency relationship between HPS and Merchant.
- 19.8** Severability: If any term or provision of this Agreement is found to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such terms or provisions shall be deemed modified to the extent necessary to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.
- No part or portion of 17.1 (Mandatory Arbitration), Section 17.2 (Choice of Forum), or Section 17.3 (Class Action Waiver) shall be deemed so integral to either this Agreement as a whole, or to the remaining parts or portions of Sections 17.1 through 17.3 hereof, that the unenforceability of that part or portion should have any impact on or render the remainder unenforceable.
- 19.9** Choice of Law: HPS, Member Sponsor Bank, Merchant, and guarantor (if applicable) agree that any and all disputes or controversies of any nature whatsoever (whether in contract, tort, or otherwise) arising out of, relating to, or in connection with (a) this Agreement, (b) the relationships which result from this Agreement, or (c) the validity, scope, interpretation, or enforceability of the choice of law and forum provisions of this Agreement, shall be governed by the laws of the State of Georgia, notwithstanding any conflicts of laws rule; provided, however, that the Federal Arbitration Act (9 U.S.C. § 1 et seq.) governs the interpretation and enforcement of Section 17.1 when permitted.
- 19.10** No Third Party Beneficiary: Under no circumstance, shall any third party be considered a third party beneficiary of Merchant's rights or remedies under this Agreement or otherwise be entitled to any rights or remedies of Merchant under this Agreement.
- 19.11** Amendments: HPS may change the terms of or add new terms to this Agreement at any time and any such changes or new terms shall be effective when notice thereof is given by HPS either through written communication or on its Merchant website located at: <https://infocentral.heartlandpaymentsystems.com>. Notwithstanding anything herein to the contrary, all fees, charges and/or discounts charged to Merchant hereunder may be changed immediately and without prior written notice to Merchant, provided that HPS will notify Merchant of any such changes promptly, either through written communication or on the Merchant website listed above.
- 19.12** Public Statements: Merchant shall obtain the prior written consent of HPS prior to making any written or oral public disclosure or announcement, whether in the form of a press release or otherwise, which directly or indirectly refers to HPS.
- 19.13** Financial Accommodation: This Agreement creates a contract for the extension of financial accommodations to Merchant within the meaning of Section 365 of the Bankruptcy Code. In the event Merchant becomes a debtor in bankruptcy, this Agreement cannot be assumed or enforced against HPS and HPS shall be excused from performance hereunder.
- 19.14** Electronic Signatures: Under the Electronic Signatures in Global and National Commerce Act (E-Sign), this Agreement and all electronically executed documents related hereto are legally binding in the same manner as are hard copy documents executed by hand signature when (1) your electronic signature is associated with this

Agreement and related documents, (2) you consent and intend to be bound by this Agreement and related documents, and (3) this Agreement is delivered in an electronic record capable of retention by the recipient at the time of receipt (i.e., print or otherwise store the electronic record). This Agreement and all related electronic documents shall be governed by the provisions of E-Sign. By pressing Submit, you agree (i) that this Agreement and related documents shall be effective by electronic means, (ii) to be bound by the terms and conditions of this Agreement and related documents, (iii) that you have the ability to print or otherwise store this Agreement and related documents, and (iv) to authorize us to conduct an investigation of your credit history with various credit reporting and credit bureau agencies for the sole purpose of determining the approval of the applicant for merchant status or equipment leasing. This information is kept strictly confidential and will not be released.

20. Optional Card Brand Fees

CONVENIENCE FEE: A fee charged to the Cardholder by the Merchant for a true convenience for accepting a credit or debit card. Examples of a “true convenience” are payment through the internet, mail order or phone order. All Card Schemes allow merchants to charge a convenience fee. All Card Schemes must be charged equally. Merchant is required to disclose the fee to the Cardholder and provide the Cardholder with the opportunity to cancel the Transaction, if the Cardholder does not want to pay the convenience fee. In addition to the foregoing, (i) Visa requires merchants to have a brick and mortar location in order to be allowed to charge a convenience fee; (ii) MasterCard requires processors to register any government or education merchant.

SURCHARGE: A charge in addition to the initial amount of the sale on a credit card to cover the Merchant’s cost of acceptance. All Card Schemes allow surcharging. Visa, MasterCard and Discover require merchants to register with the Card Schemes. The Merchant is required to disclose the fee at the entry of its establishment and at the point of sale. The Cardholder must be given the opportunity to cancel the Transaction if they do not want to pay the surcharge fee. The amount of the charge cannot exceed the amount of the Merchant’s discount fee on Visa, MasterCard and Discover and is capped at 4%. The surcharge must appear on the sales receipt separately from the sales amount. All Card Schemes must be charged equally. Currently there are several states that prohibit surcharging. Merchants should check their state and local laws prior to initiating a surcharge.

SERVICE FEE: Visa allows government and education merchants to charge a different type of fee called a “service fee”. This fee is assessed for accepting payments for taxes, fees and fines for government MCCs and for tuition, room and board, lunch programs, etc. for education MCC merchants. The service fee can be charged on credit and debit Transactions, in a face-to-face or card not present environment.

The service fee must appear separate from the sales amount on the receipt. Merchants must be registered through Visa. Service fee must be disclosed prior to completion of the transaction, allowing the Cardholder to cancel the Transaction if they do not wish to accept the service fee. MasterCard allows government and education merchants to charge “convenience fees” and has no separate “service fee” for these MCCs.

OTHER FEES: Handling fees and payment fees are allowed on all Card Schemes as long as these fees are charged on all payment channels; cash, checks, ACH, etc. These are not governed by the Card Schemes specifically. State and local laws may apply and merchants should ensure the fees are allowed in their area of business.

EXHIBIT K

Stored Value Systems, Inc. – Participation Agreement

PARTICIPATION AGREEMENT

WHEREAS, _____, a Great Clips Franchisee operates a Great Clips Salon pursuant to a franchise arrangement with **Great Clips, Inc.** ("Franchisor").
Name of legal Entity

WHEREAS, Franchisor and Stored Value Solutions, Inc. ("SVS") have entered into that certain Services Agreement (the "Services Agreement") dated **June 28th, 2005**, for SVS to provide services in connection with Franchisor's Cash Card Program where by Cash Cards are issued to the customers for use as gift certificates, promotional cards and store credit; and

WHEREAS, the Services Agreement provides that Participant may participate in the Cash Card Program by executing this Participation Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Franchisee hereby covenants and agrees to SVS as follows:

1. **Participation in Cash Card Program.** By entering into this Agreement, Participant elects and agrees to participate in the Cash Card Program and agrees to be bound by the terms and provisions of the Services Agreement applicable to Participant, as the same may be amended from time to time, including without limitation, its obligation to make payment of all amounts owed by Participant in connection with the Cash Card Program.
2. **ACH Authorization.** Participant understands and agrees that amounts due and owing from Participant to SVS in connection with the Cash Card Program will be automatically debited from Participant's designated bank account(s) by ACH. Participant understands and agrees that SVS is acting as settlement agent for Participant and other participants in the Cash Card Program for the settlement of Cash Card redemptions between Cash Card Program participants. Accordingly, SVS will initiate ACH debits from and credits to Participant's designated bank account(s) for amounts due to/from Participant for redemptions of Cash Cards. In order to set up the ACH settlement process, Participant will complete and transmit electronically to SVS an information spreadsheet in the form provided by SVS. Participant also will complete and sign an ACH Authorization Form, in the form provided by SVS, and will send the original to Participant's bank and a copy to SVS. While the Cash Card Program is in effect, Participant will provide updated information and forms as requested by SVS, including, such information and forms as needed for any new locations opened by Participant.
3. **Funding.** Participant acknowledges, agrees and understands that proper funding of its designated bank account(s) for the Cash Card Program is necessary to ensure fair and efficient administration of the Cash Card Program. Participant agrees to ensure that its bank accounts are properly funded for the ACH settlement process and for ACH debits of settlement fees owed to SVS.
4. **Confidentiality.** Participant acknowledges that the Services Agreement is confidential and that Participant may be provided access to other Confidential Information of SVS. Participant agrees to maintain the confidentiality of all SVS Confidential Information in accordance with the confidentiality provisions in the Services Agreement.
5. **No Assignment.** This Participation Agreement is not assignable, in whole or in part, without the prior written approval of Franchisor and SVS.
6. **Compliance with Laws.** Participant is responsible for complying with all applicable laws relating to its Cash Card Program, including, without limitation, unclaimed property laws and consumer protection laws.
7. **Miscellaneous** All capitalized terms not defined herein shall have the meaning attributable thereto in the Services Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Participation Agreement as of the ____ day of _____, 20__.

PARTICIPANT Legal Entity: _____

Entity address _____

By: _____

Printed Name: _____

Title: _____

ACH AUTHORIZATION FORM

AUTHORIZATION TO HONOR ACH ELECTRONIC CREDITS AND DEBITS BY AND TO STORED VALUE SOLUTIONS, INC.

To: _____

(Name of Bank)

Date: _____

(Branch and Telephone #)

(City, State, Zip)

(Routing number on bottom of Company's check, 9-digits)

As a mutual convenience to this Company and to Stored Value System, Inc., Company hereby requests and authorizes Bank to honor ACH electronic debits from STORED VALUE SOLUTIONS, INC. and to honor ACH electronic credits payable to Company and adjustments to any ACH electronic debits made in error to Company's account as described below.

Company agrees that, with respect to each such ACH electronic credit or debit, Bank shall be under no obligation to furnish Company with any special advice or notice in writing or otherwise of same.

This authority is to remain in effect until revoked by Company in writing to Bank and STORED VALUE SOLUTIONS, INC., and until Bank and STORED VALUE SOLUTIONS, INC. actually receive such notice, Company agrees that Bank shall be fully protected in honoring any such ACH electronic credit or debit.

Company further agrees that if any ACH electronic debit or credit be dishonored, Bank shall be under no liability whatsoever.

COMPANY INFORMATION

(Checking Account Number)

(Printed name of Authorized Depositor)

(Company Name on Account as listed with Bank)

(Signature of Authorized Depositor)

DBA Company Name and Store Number

(Telephone Number)

Email: _____

Instructions to Company:

Please complete this form including the store number and have it signed by the Company's representative who is authorized on your Bank account (Authorized Depositor). Send the original to your Bank.

Send a copy of this form WITH AN ATTACHED COPY OF A VOIDED CHECK (by either mail or fax) to:

Fax to: SVS Retail Ops: 502-326-4684

Or Mail to:

**Stored Value Solutions, Inc.
Retail Operations Department
101 Bullitt Lane, Suite 305
Louisville, KY 40222**

EXHIBIT L

Lease Documents

ASSIGNMENT AND ASSUMPTION OF LEASE

THIS ASSIGNMENT AND ASSUMPTION OF LEASE (“Agreement”) is made and entered into this ____ day of _____ 20 ____ (“Effective Date”), by and between Great Clips, Inc., a Minnesota corporation (“Assignor”) and _____, a _____ (“Assignee”).

RECITALS

A. By a lease dated _____, 20____, (“Lease”), _____ (“Landlord”) leased to Assignor, as tenant, a certain Premises that consists of approximately _____ (_____) square feet of leasable floor area within a retail development commonly known as the _____ Shopping Center located in _____.

B. Assignor, as tenant, desires to assign all of its right, title and interest in the Lease to Assignee, and Assignee desires to accept the assignment and assume all of Assignor’s obligations under the Lease, all as set forth in this Agreement.

AGREEMENT

NOW THEREFORE, in consideration of the mutual covenants contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. Assignment. Assignor hereby assigns to Assignee all of Assignor’s rights, title and interest as tenant in and to said Lease, the Premises covered by the Lease and the leasehold improvements, if any, contained therein. Assignor hereby agrees to indemnify and hold Assignee harmless from and against any and all liabilities, claims, damages, costs and expenses arising from or relating to the obligations of tenant arising under the Lease prior to the Effective Date.

2. Assumption. Assignee hereby accepts the assignment and assumes all of the obligations of the Assignor in, to, and under the Lease. Assignee agrees to be bound by all the provisions of the Lease and will keep and perform promptly each and every term, covenant and condition of the Lease which is to be kept and performed by the tenant under the Lease, specifically including, but not limited to, the obligation to pay rent, operating expenses and any other amounts owed by tenant under the Lease, the obligation to use the Premises solely for the use permitted under the Lease, and the obligation to pay any reconciliation of operating expenses. Assignee hereby agrees to indemnify and hold Assignor harmless from and against any and all liabilities, claims, damages, costs and expenses (including, without limitation, reasonable attorney’s fees, expenses and court costs) arising from or relating to Assignee’s actions, the obligations of tenant arising under the Lease from and after the Effective Date, any breach of this Agreement or the Lease by Assignee, and/or the enforcement of this Agreement by Assignor. Assignee shall have the sole obligation to comply with any and all requirements to exercise any renewal options provided in the Lease, including providing Landlord with timely notice that Assignee intends to exercise a renewal option. In the event Assignor remains liable under the provisions of the Lease,

Assignor agrees to countersign, along with Assignee, any renewal if required by the Landlord.

3. Representations. Assignor represents that (a) it is not in default under the Lease, and (b) the Lease constitutes the entire agreement between Landlord and tenant with respect to the Premises and that there exist no other understandings and agreements in connection herewith. Assignee acknowledges that it has read a copy of the Lease, has had the opportunity to review the Lease with counsel of its choice and has not relied upon any oral or written promises, representations or assurances in regard to the Lease by Assignor, its employees or agents.

4. Condition of the Premises. Assignee accepts the Premises "as is" except as may be expressly provided in this Agreement.

5. Security Deposit. In the event that a security deposit is owed under the Lease, Assignee shall be responsible for the payment of the entire security deposit. At the discretion of Assignor, Assignee shall either pay Landlord directly or shall reimburse Assignor for the entire security deposit immediately upon written request from Assignor.

6. Further Assignment. Assignee shall not assign or sublease its interest as tenant under the Lease without the written permission and consent of Assignor, which consent shall not be unreasonably withheld. In the event of such assignment or subleasing, the Assignee, the principal owners of Assignee or any guarantors of Assignee shall not be released from liability hereunder.

7. Joint and Several Obligations. If the Assignee is more than one individual or entity, the obligations under this Agreement shall be joint and several.

8. Liability of Principal Owners. If the Assignee is a corporation or limited liability company, Exhibit A – Liability of Principals should be executed and attached hereto by each principal owner of Assignee; and is incorporated herein by reference. In addition, each principal owner of Assignee shall execute a separate written guaranty of the Lease as requested by Landlord.

9. Franchisor Rights of Great Clips. Notwithstanding anything to the contrary contained in this Agreement, Assignee agrees that the rights available to Assignor under the Lease as franchisor of Assignee shall continue in force and effect as rights of Assignor.

10. Entire Agreement. This Agreement contains all prior negotiations and understandings between the parties and constitutes their entire agreement, which may only be modified in writing executed by the parties.

11. Choice of Law and Jurisdiction. This Agreement shall be governed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota. The parties submit and consent to personal jurisdiction of the state court of Minnesota and the federal courts located in Minnesota for the enforcement of this Agreement and waive any and all personal rights under the laws of any state or the United States of America to object to jurisdiction in Minnesota.

IN WITNESS WHEREOF, the parties have caused this Assignment and Assumption Agreement to be executed the day and year first above written.

ASSIGNOR:

GREAT CLIPS, INC.

By: _____

Print: _____

Its: _____

ASSIGNEE:

By: _____

Print: _____

Its: _____

EXHIBIT A
LIABILITY OF PRINCIPALS

The undersigned are the principal owners of _____, the company named as Assignee in the Assignment and Assumption of Lease dated _____ (“Assignment”), under which Great Clips, Inc., is named assignor.

It is acknowledged that we will benefit from the Assignment and further that Great Clips, Inc., as part of the consideration for the assignment has required this indemnification.

We therefore agree:

1. That the undersigned personally, jointly and severally, agree to indemnify and hold harmless Great Clips, Inc. from and against any and all liabilities, claims, damages, costs and expenses (including, without limitation, reasonable attorney’s fees, expenses and court costs) arising from or relating to Assignee’s actions, the obligations of tenant arising under the Lease from and after the effective date of the Assignment, any breach of this agreement by the undersigned, and/or the enforcement of this agreement, the Assignment or the lease by Great Clips, Inc.

2. That Great Clips, Inc. may, at its option, look solely to the undersigned for indemnification without seeking recourse against the Assignee and that such election shall not, in any event, release Assignee from liability under this Assignment.

3. No action or inaction of Great Clips, Inc. shall be deemed a waiver of its right to contest any claim for indemnification under this agreement, unless provided in a writing to such effect signed by Great Clips, Inc.

4. This agreement shall be governed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota. The parties submit and consent to personal jurisdiction of the state court of Minnesota and the federal courts located in Minnesota for the enforcement of this agreement and waive any and all personal rights under the laws of any state or the United States of America to object to jurisdiction in Minnesota.

IN WITNESS WHEREOF, the undersigned have executed this agreement this _____ day of _____ 20 _____.

LEASE ADDENDUM

ADDENDUM to that certain lease dated the ____ day of _____, _____, (hereinafter “Lease”) by and between _____ (hereinafter “Landlord”), and _____ (hereinafter “Tenant”). For that certain premises referred to as _____ Shopping Center located in _____, _____ (hereinafter “Premises”).

WHEREAS, the parties desire to amend and/or add to the terms of the Lease.

NOW THEREFORE, the parties agree as follows:

1. ADDENDUM PREVAILS.

The provisions of this Addendum shall be incorporated into the provisions of the Lease as if fully set forth therein. Notwithstanding any provision in the Lease that may be inconsistent with or contradict any provision of this Addendum, the provisions of this Addendum shall prevail over any such provisions in the Lease.

2. RENT COMMENCEMENT DATE.

The Rent Commencement Date shall be the earlier of (a) or (b) below:

- (a) 60/90/120 days after the latest of the following: (1) the delivery date of the Premises to Tenant by Landlord; and (2) the date that all governmental permits and approvals are received that are needed for the completion of the construction of Premises; and (3) the date that Landlord approves the plans created by Tenant for the construction of the Premises; and (4) delivery of a fully executed lease to Tenant;
or
- (b) the date on which Tenant opens the Premises for business to the general public.

3. OPENING REQUIREMENT.

Tenant shall not be required to open for business or pay rent or other charges unless _____ is open. If Tenant chooses to open before the above listed have opened, Tenant shall pay only Common Area Charges, and no minimum rent or other charges until the above listed is open.

4. HOURS.

Tenant’s operating hours shall be 9:00 a.m. to 9:00 p.m. Monday through Friday, a minimum of nine hours on Saturday set by Tenant, and a minimum of five hours on Sunday set by the Tenant. Tenant will follow the holiday schedule as established by Great Clips. Tenant’s operating hours may be increased as deemed necessary by Tenant. In addition, Tenant’s operating hours may be changed to standard operating hours adopted by Great Clips.

5. DELIVERY DATE.

The anticipated delivery date of the Premises to Tenant is _____. In the event that the delivery date has not occurred by the ____ day of _____, 20 _____, Tenant may terminate this Lease and be relieved of all obligations and responsibilities hereunder. The delivery date is the date that possession of the Premises is delivered to Tenant with all work, if any, to be performed by Landlord completed.

6. PUNCH LIST.

Tenant has 30 days after the delivery date to provide Landlord with a list ("Punch List") of any defects, incomplete or unsatisfactory items with respect to Landlord's work. Landlord must cure any Punch List items within 30 days after receipt of the Punch List. This time provision does not apply to warranty items or latent defects (including any items which are not reasonably capable of inspection due to seasonal conditions or weather such as HVAC and any exterior work), and during the Term may report to Landlord any warranty items or latent defects in Landlord's Work which need repair. Landlord must repair any warranty items or latent defects in Landlord's Work within 30 days after receipt of written notice from Tenant thereof, or such additional time as is reasonably necessary to complete the repairs, so long as Landlord commences repairs within the 30-day period and diligently prosecutes the repairs to completion.

7. USE.

The permitted use shall be as the operation of a unisex family hair salon and the sale of products related thereto.

8. EXCLUSIVE USE.

Landlord covenants and agrees that during the Term, Tenant will have the exclusive right in the Shopping Center to operate a hair cutting and styling salon ("Tenant's Exclusive"). During the Term, Landlord may not lease any space in the Shopping Center to any other tenant who engages in Tenant's Exclusive, including but not limited to: any salon brand owned and operated by Regis Corp, Hair Cuttery, Fantastic Sam's, Sports Clips; or salons that specialize in kids cuts; or barber shops; or beauty schools; or full service salons; and Landlord may not permit or consent to, either explicitly or implicitly, any other tenant(s) engaging in Tenant's Exclusive in the Shopping Center. Landlord agrees to enforce Tenant's Exclusive against other tenants in the Shopping Center and the area herein defined using all reasonable legal means. If Landlord or any other tenant violates Tenant's Exclusive, the Rent due from Tenant during the period of the violation will be reduced by 50%. If the violation is not cured within six months, Tenant may terminate this Lease upon written notice to Landlord, or continue to occupy the Premises with all Rent abated until the violation is cured. Tenant is also entitled to injunctive relief, as well as all other remedies available at law or at equity.

9. RADIUS RESTRICTION.

In the event the Lease contains a restriction on the right of Tenant to operate another hair salon within the proximity of the Premises, such clause shall be deleted from the lease.

10. TENANT'S SIGNS.

Landlord approves the use by Tenant of the exterior storefront signage and the window LED signage as set forth in Exhibit ____; provided that this signage shall be subject to governmental regulations. Landlord also approves the periodic use by Tenant of professionally prepared banners and cheater signs and a Grand Opening balloon and/or banner. In addition, Tenant may install Tenant's pylon signage on both sides of the Shopping Center pylon in a location determined by Landlord.

11. COMMON AREA CHARGES.

For purposes of this Lease, Tenant's proportionate share of Common Area Charges and/or Real Estate Taxes shall initially be ____%. In no event shall Tenant's proportionate share of these costs be greater than ____ at anytime during the Term.

Notwithstanding anything to the contrary included in the definition of Common Area Charges, Tenant's proportionate share of Common Area Charges shall not increase each calendar year by more than 5% over the immediately preceding calendar year, excluding the costs of security, snow removal, common area utilities and insurance.

Common Area Charges shall not include any (i) capital expenditures which, in accordance with generally accepted accounting principles, are not fully chargeable to current expense in the year in which the expenditure is incurred, (ii) costs of utilities for other tenants in the Shopping Center, (iii) principal or interest payments on loans secured by mortgages on the Shopping Center or any part thereof; (iv) depreciation or amortization of any capital assets, (v) the cost of any special service provided to a tenant of the Shopping Center which is not provided generally to the tenants of the Shopping Center, (vi) the cost of remediating any Hazardous Materials present in, on or under the Shopping Center, (vii) costs and expenses incurred in connection with leasing space in the Shopping Center, including, but not limited to, leasing commissions, advertising and promotional expenses, legal fees for preparation of leases, rents payable with respect to any leasing office, court costs and legal fees incurred to enforce the obligations of other tenants under leases of the Shopping Center, (viii) costs recoverable by Landlord pursuant to its insurance policies, (ix) costs resulting from defects in design, construction or workmanship of the Shopping Center and Landlord's Work and the materials used in same, (x) costs due to Landlord's default under this Lease, (xi) costs due to the negligence of Landlord, its employees, agents, contractors and assigns and (xii) costs of Shopping Center promotions or marketing.

Common Area Charges shall not include any management fees or administrative charges.

Tenant may audit, inspect and copy the books and records of Landlord with respect to any costs or item which is passed through to Tenant upon 10 days advance, written notice by Tenant to Landlord. Landlord must cooperate with Tenant in providing Tenant reasonable access to its books

and records during normal business hours for this purpose. If the results of the audit show an overcharge to Tenant of more than 3% of the actual amount owed by Tenant, then Landlord must pay the reasonable costs of such audit and, within 30 days of completion of such audit, Landlord must credit or refund to Tenant, at Tenant's election, any overcharge discovered by the audit, together with interest, at the rate of 12% per annum, accruing on the amount of the overcharge from the date payment was made by Tenant. If such audit discloses an undercharge to Tenant, Tenant must pay Landlord the amount of such undercharge within 30 days of completion of such audit.

12. REAL ESTATE TAX EXCLUSIONS.

Real Estate Taxes shall not include late payment penalties, fees or interest, nor the following taxes: income, excess profits, estate, single business, inheritance, succession, transfer, capital or other tax assessments upon Landlord or the Rent payable under this Lease.

13. SPECIAL ASSESSMENTS AND DEVELOPMENT COSTS.

In the event that during the Lease Term any governmental entity makes any improvement and assesses any portion of the Shopping Center therefore, Tenant shall be liable only for so much of its pro-rata share as the remainder of the Lease Term relates to the useful life of such improvement. In addition, if the special assessments may be paid in installments, Tenant shall have the option of paying its pro-rata share of the assessments in like installments.

Tenant shall not be required to pay special assessments or costs related to the development or redevelopment of the Shopping Center, future buildings or surrounding areas. These costs include, but are not limited to, all costs for on-site or off-site improvements, park or park dedication fees, initial landscaping costs, utility connection charges, trunk utility fees, fire or police department charges, civil defense fees and other development or governmental related fees, costs or charges. Such costs shall be the obligation of Landlord.

14. LANDLORD MAINTENANCE AND REPAIRS.

Landlord covenants and agrees to maintain in good, watertight condition and repair, at its expense without reimbursement or contribution by Tenant (except as otherwise may be provided herein), the foundations, exterior and structural systems of the Shopping Center and Premises, including, without limitation, the roof, roof membrane, roof covering (including interior ceiling if damaged by leakage), load-bearing walls, floor slabs and masonry walls and the exterior paint, and also the plumbing, electrical, sprinkler and other utility lines and systems servicing the Premises, all in a first class condition in accordance with other similar retail space located in the metropolitan area where the Premises is located and in compliance with all governmental regulations. Landlord shall maintain and keep in good condition, order and repair all common areas of the Shopping Center, including, but not limited to, all parking facilities, driveways and walkways located within the Shopping Center, in a first class condition in accordance with other similar retail space located in the metropolitan area where the Premises is located and in compliance with all governmental regulations. This obligation includes the prompt removal by Landlord of snow, ice, trash and other items from parking facilities, driveways and walkways (including walkways located in front of the Premises and adjacent spaces) in accordance with standard practices.

If the Premises become or are out of repair and not in good condition due to either the failure of Landlord to comply with the terms of this Section or a latent defect, then Landlord must perform or cause to be performed any and all repairs or replacements necessary to restore the Premises to a state of good condition and repair. If any repairs or replacements required of Landlord hereunder are not completed within 10 days after Landlord has received written notice from Tenant of such state of disrepair or if such repairs cannot reasonably be completed within such 10 day period and Landlord fails to begin such repairs or replacements within 10 days after notice and proceed diligently thereafter to completion, then Tenant may prosecute such repairs itself and apply the cost of such repairs against the next maturing monthly installment(s) of Rent due hereunder. Notwithstanding the foregoing, in the case of an emergency Tenant may immediately prosecute any and all necessary repairs and offset the cost of such repairs against the next maturing monthly installment(s) of Rent due hereunder, but Tenant must notify Landlord of the emergency and related repairs as soon thereafter as is reasonably practicable.

15. TENANT REPAIRS.

Tenant is not responsible for such repairs and maintenance if the need for such repairs or maintenance results from: (i) Landlord's failure to perform its obligations hereunder; (ii) the act or neglect of Landlord or those claiming by, through or under Landlord; (iii) damage by fire or other casualty covered by Landlord's insurance; or (iv) movement or settling of the building in which the Premises is located. In any such events, Landlord is responsible for such repairs.

16. INDEMNIFICATION.

Landlord hereby agrees to indemnify and hold harmless Tenant from and against any and all claims, demands, liabilities, and expenses, including attorney's fees, arising from Landlord's obligations or active use of the Shopping Center or Common Areas or from any act negligently permitted, or any negligent omission to act, in or about the Shopping Center or Common Areas by Landlord or its agents, employees, contractors, or invitees, or from any breach or default by Landlord of this Lease, except to the extent caused by Tenant's negligence or willful misconduct. If any action or proceeding is brought against Tenant by reason of any such claim, Landlord must defend the same at Landlord's expense by counsel reasonably satisfactory to Tenant.

Tenant shall have no obligation to indemnify and hold Landlord harmless from any claims, damages, costs, expenses or losses that are a result of any negligent or intentional misconduct or omission of Landlord or any of its employees or agents. In addition, Tenant's obligations to indemnify and hold Landlord harmless from causes other than Tenant's negligent or intentional misconduct shall be limited to the extent of insurance proceeds required to be maintained under the terms of the Lease. The indemnification provisions under this Section are subject to the release and waiver of liability and subrogation provisions set forth in the Lease.

17. UTILITY SERVICE.

Landlord, at its cost, shall provide all water, sanitary sewer, electrical, gas and telecommunication utility lines to the interior of the Premises on or before the delivery date. All utility lines to the Premises shall be separately metered or submetered at no cost to Tenant.

Tenant shall not be required to pay any hook up, access or impact fees, trunk fees, sprinkler fees, fire department fees or any other charges in order to obtain any utility service to the Premises, including, but not limited to, any such fees or charges for plumbing, water, sewage, electrical service or fire protection. Such fees and charges shall be the sole obligation of Landlord.

In the event the disruption of any utility service shall render the Premises untenable for a period in excess of three days, then the fixed minimum rent, all items of additional rent and any other charges payable pursuant to the Lease shall abate in full from the commencement of such three day period until such time as the Premises are again tenantable

18. ASSIGNMENT.

Tenant shall have the right to assign, sublet or otherwise transfer its interest in the Lease and the Premises, without Landlord approval and without charge, to: (a) Great Clips, Inc. or its parent, subsidiaries, affiliates or related parties (collectively, "Great Clips"); or (b) any entity succeeding to all or substantially all of Great Clip's assets or stock in connection with any merger or consolidation or sale of the business; or (c) an authorized franchisee of Great Clips. Tenant shall provide Landlord with written notice of an assignment, sublet or transfer of Tenant's interest made without Landlord's approval. Tenant shall be released from all liability for obligations under the Lease accruing subsequent to an assignment made in accordance with any one of subsections (a) through (c) above.

In the event that any other assignment, sublet or transfer requires the approval of Landlord under the Lease, then such approval by Landlord shall not be unreasonably withheld.

In the event of an assignment made in accordance with these provisions, any options to extend the term of the Lease shall transfer to an assignee, and such assignee shall have the same right to extend the term as Tenant under the Lease.

Landlord shall have no right to terminate the Lease in the event of an assignment, sublease or transfer made in accordance with these provisions. Landlord shall not charge any fees or costs for an assignment, sublease or transfer made in accordance with these provisions.

19. FRANCHISOR RIGHTS AND NOTICES.

(a) In the event that the Tenant occupying the Premises (either by Lease execution or by assignment, sublet or transfer) is or was a franchisee of Great Clips, Landlord grants to Great Clips the right, but not the obligation, to assume the rights and obligations of Tenant under the Lease, without Landlord approval and without charge, on the same terms and conditions, including options to extend, upon either: (1) the termination, expiration or proposed transfer of the Great Clips franchise agreement with Tenant; or (2) or upon a default under the Lease. Any such assumption shall only occur upon Landlord's receipt of written notice from Great Clips of the exercise of the right to assume the Lease. Great Clips shall have no liability for defaults or obligations accruing prior to the date of such assumption. Tenant hereby consents to such assumption and agrees that Landlord shall be entitled to rely on any written notice from Great Clips and shall have no liability to Tenant related thereto. Tenant shall immediately pay all rent

and other amounts due under the Lease accruing prior to the assumption and shall remain liable to Landlord for all obligations under the Lease.

(b) In the event of an assumption of the Lease by Great Clips, Great Clips shall have the right, without Landlord approval and without charge, to further assign, sublet or transfer its interest in the Lease and the Premises to an authorized franchisee of Great Clips and as otherwise allowed under the Lease. Great Clips shall provide Landlord with written notice of an assignment, sublet or transfer of Great Clips' interest made without Landlord's approval. Great Clips shall be released from all liability for obligations under the Lease accruing subsequent to an assignment.

(c) All notices required to be given to Tenant pursuant to the Lease shall be given to Tenant at _____ or such other address as may be given to the Landlord from time to time as provided in the Lease; together with a written copy at the same time to:

Great Clips, Inc., Attention: General Counsel, 4400 West 78th, Suite 700, Minneapolis, MN 55435 or such other address as may be given to the Landlord from Great Clips.

Landlord shall provide a copy of a fully executed Lease within ten (10) days after execution to Great Clips at the above address.

(d) Landlord agrees to give Great Clips written notice of any Tenant defaults under the Lease that could give rise to a right to terminate this Lease. This notice shall specifically reference the default and what action is needed to cure. Prior to termination of the Lease, Great Clips shall have the right, but not the obligation, to cure the default within twenty (20) days after the later of: (1) the date Tenant's right to cure expires under the Lease; or (2) the date that Great Clips is provided written notice of default from Landlord. For non-monetary defaults, provided that Great Clips commences the cure within the above time period, the cure period shall be extended so long as Great Clips diligently works to cure the non-monetary default. The right of Great Clips to cure a default under this subsection is in addition to the right to assume the Lease under subsection 19(a).

(e) If the default under the Lease is due to the bankruptcy of Tenant, Landlord shall not consent to an assignment or assumption of the Lease in bankruptcy or grant an extension of time to accept or reject the Lease under Section 365 of the Bankruptcy Code of 1978.

(f) Landlord acknowledges that value of the Great Clips national brand is derived from the ability to provide uniform products and services and the uniform appearance of its brand, signs, store concept and leasehold improvements. As a result, Landlord shall, without charge, permit Tenant to comply with standard changes and updates by Great Clips to its brand, signs, store concept and leasehold improvements; provided that such changes and updates are not in violation of the terms of the Lease. In the event that Landlord approval for such changes and updates is required under the Lease, such approval shall not be unreasonably withheld.

(g) Great Clips shall have the right, but not the obligation, to enter the Premises to take any action necessary, without damage to the Premises, to protect the Great Clips brand and its trademarks within thirty (30) days after Great Clips receives a notice of termination or expiration of the Lease from Landlord, including, but not limited to, the right to remove, alter or repaint any

signage or proprietary items identifying Great Clips. Any material alterations, design or color changes shall require prior Landlord approval, which approval shall not be unreasonably withheld.

(h) Landlord shall not allow Tenant to assign, sublet or transfer its interest in the Lease and the Premises without the written approval of Great Clips.

(i) Upon the written request from Great Clips, but not more than two times per calendar year, Landlord will give Great Clips copies of all information submitted to Landlord by Tenant, including, but not limited to, all financial statements and sales reports.

(j) Landlord and Tenant acknowledge and agree that Great Clips is an intended third party beneficiary of the rights granted Great Clips in this Section and the assignment provision.

20. HEATING, VENTILATION AND AIR CONDITIONING.

(a) Landlord, at its cost, shall maintain, repair and replace the heating, ventilation and air condition system serving the Premises.

(b) Landlord warrants that the heating, ventilation and air condition systems shall be new and free from defect in material and workmanship for a period of one year from the Rent Commencement Date.

21. CODE COMPLIANCE.

Landlord warrants that at the time Landlord grants possession to Tenant the Premises shall comply with all applicable codes.

22. COMPLIANCE WITH LAWS AND REGULATIONS.

Tenant shall in no event be obligated to make or pay the cost of any structural change, repair, alteration or addition to its Premises if such is required generally of retail stores in shopping centers by governmental entity or insurance underwriter or similar entities. Tenant shall make and pay the cost of any non-structural change, repair, alteration or addition to its Premise required exclusively of hair salons in shopping centers by governmental entity, insurance underwriters or similar entities. Nothing contained herein shall negate Landlord's or Tenant's right to challenge any such requirement in administrative and/or judicial proceedings.

23. TENANT DEFAULT.

Tenant shall not be deemed to be in default of any terms of the Lease until Tenant's receipt of advance written notice of such default from Landlord. Such notice period shall be 10 days in the event of a monetary default and 30 days in the event of a non-monetary default.

In the event of default, the Landlord warrants that it will use reasonable best efforts to relet and mitigate all damages.

No amounts due by Tenant pursuant to the Lease, shall be accelerated prior to their due date,

however, nothing contained herein shall be deemed to limit any other right or remedy of the Landlord in the event of default as set forth in the Lease.

24. LANDLORD DEFAULT.

If Landlord should be in default in the performance of any of its obligations under this Lease, which default continues for a period of more than 30 days after receipt of written notice from Tenant specifying such default, or if such default is of a nature to require more than 30 days for remedy and continues beyond the time reasonably necessary to cure (and Landlord has not undertaken procedures to cure the default within such 30 day period and diligently pursued efforts to complete cure), in addition to any other remedy available at law or in equity, Tenant may at its option, upon written notice, cure Landlord's default and either offset the reasonable and necessary cost thereof from Tenant's next succeeding rental payments or require Landlord to reimburse Tenant for such cost within 30 days of receipt of an invoice.

25. MUTUAL RELEASE.

Landlord and Tenant hereby release one another and their respective partners, officers and employees and property manager from any and all liability (to the other or anyone claiming through or under them by way of subrogation or otherwise) for any loss or damage covered by property insurance or coverable by a customary policy of insurance even if such loss or damage shall have been caused by the fault or negligence of the other party, or anyone for whom such party may be responsible.

26. CONDEMNATION.

In the event of condemnation of the Premises, Tenant shall be entitled to claim, prove and receive in such condemnation proceedings, or other proceedings in the event of a conveyance in lieu of condemnation, damages for its relocation costs, improvements, fixtures and other equipment installed by Tenant, together with any award for loss of business and leasehold interests.

27. SUBORDINATION.

Landlord covenants and warrants that any mortgage, deed of trust, ground lease or other lien or lease now on the Premises provides, that any mortgage, deed of trust, ground lease or other lien or lease placed thereon during the term of this Lease or thereafter, or any extension thereof, shall provide that in the event any of the foregoing shall be foreclosed, or as a result of the exercise of any rights thereunder the holder of the same shall acquire the Landlord's interest in and to the Premises, the holder shall recognize the validity and continuance of this Lease, provided that Tenant shall not be in default, so as to allow termination, beyond the period in which Tenant may cure default.

28. CENTER VACANCIES.

In the event that at any time during the period of this Lease or any extension thereto, 50% or more of the leaseable space in the Shopping Center becomes vacant and remains vacant for a period of 90 days, then Tenant shall have the right to terminate this Lease upon 30 days' notice.

29. CHANGES TO CENTER.

In no event shall Tenant's position or location within the Shopping Center, or its position or location in relation to the major anchor tenants or major tenant's entrances, and/or ingress or egress, or its access and/or accessibility, or parking, or the visibility of its store, display window and/or signs, be changed without the prior written approval of Tenant.

30. CONSENT.

Landlord and Tenant covenant and agree that whenever, pursuant to the terms of the Lease, the consent, satisfaction, determination or approval is required or permitted of Landlord or Tenant, such consent, satisfaction, determination or approval shall not be unreasonably determined, withheld or delayed.

31. HAZARDOUS SUBSTANCES.

Landlord represents and warrants that there are no hazardous or potentially hazardous materials in or about the Premises and/or the building or Shopping Center of which the Premises are a part of, including but not limited to radon, radiation, asbestos, asbestos containing materials, PCB's and PCB containing materials and CFC's. Landlord agrees to indemnify and hold harmless Tenant from all loss, cost, expense and damage (including reasonable attorneys' fees) incurred by Tenant as a result of Landlord's breach of the representations and warranties as set forth in this Section.

Tenant shall not be responsible for any hazardous materials existing on the Premises prior to Tenant's possession or brought onto the Premises by a party other than Tenant, its employees, agents, licensees or invitees.

32. ATTORNEY'S FEES.

If at any time during the Term of this Lease either Landlord or Tenant institutes any action or proceeding against the other relating to the provisions of this Lease, or any default hereunder, the unsuccessful party in such action or proceeding agrees to reimburse the successful party for the reasonable expenses of attorneys' fees and disbursements incurred therein by the successful party. Such reimbursement must include all legal expenses incurred prior to trial, at trial and at all levels of appeal and post-judgment proceedings.

33. QUIET ENJOYMENT.

Landlord warrants that Tenant or any permitted assignee or sublessee of Tenant, upon the payment of the Rent and performance of the covenants hereunder, will and may peaceably and quietly have, hold and enjoy the Premises and improvements thereon during the Term or any renewal or extension thereof. Additionally, Landlord may not take any action that will interfere with Tenant's intended use of the Premises, parking, signage, or ingress or egress to and from the Premises or across the Shopping Center. Landlord shall not place "For Rent" signs at the Premises during the Term.

34. FORCE MAJEURE.

If Landlord or Tenant is delayed, hindered in or prevented from the performance required hereunder by reason of strikes, lockouts, labor troubles, failure of power, riots, insurrection, war, acts of God, or other reason of like nature not the fault of the party delayed in performing work or doing acts (hereinafter "Permitted Delay" or "Permitted Delays"), such party will be excused from such performance for a period of time equivalent to the delay caused by such Permitted Delay. Notwithstanding the foregoing, any extension of time for a Permitted Delay will be conditioned upon the party seeking an extension of time delivering written notice of such Permitted Delay to the other party within 10 days of the event causing the Permitted Delay, and the maximum period of time which Landlord may delay any act or performance of work due to a Permitted Delay will be 60 days

35. LANDLORD'S SECURITY INTEREST.

Landlord shall not take any interest in Tenant's assets, nor file any UCC or other financing document against Tenant's property. Landlord hereby disclaims, releases and subordinates any interest that Landlord may have in Tenant's goods, trade fixtures, furniture, equipment and other personal property and agrees to execute any reasonable disclaimer and consent requested by Tenant or its lender. Said disclaimer and consent may disclaim, release or subordinate Landlord's interest in Tenant's goods, trade fixtures, furniture, equipment and other personal property and may further allow Tenant's lender to occupy the Premises without charge for a short time period for the purpose of disposing of and retaining Tenant's property.

36. PARKING.

All parking within the Shopping Center shall be non-exclusive and Tenant has the non-exclusive right to use all parking within the Shopping Center. Landlord also agrees not to locate any short-term parking directly in front of the Premises.

37. SATELLITE DISH.

Subject to governmental regulations, Landlord grants Tenant, at Tenant's cost, the right to install, maintain and operate a mast mounted satellite dish and the related equipment necessary to operate the satellite dish ("Dish") on the portion of the roof of the building that is above the Premises or at a location mutually agreed upon by the parties. Tenant shall submit site specific installation and mounting details for the Dish for Landlord's approval and shall utilize Landlord's roofing contractor, or other contractor approved by Landlord, which approval shall not be unreasonably withheld. Tenant shall locate the Dish so that its visibility does not adversely affect the overall architectural harmony of the building. In no event shall the installation of the Dish interfere with other tenants of the building or impair or otherwise adversely impact the integrity of the roof of the building. Landlord may require that Tenant, at Tenant's cost, relocate the Dish if required or desired by governmental authority or by a third party. In the event of relocation of the Dish, Tenant and Landlord shall use reasonable efforts to find an alternative location with adequate reception. Tenant shall install and operate the Dish in accordance with governmental regulations. Tenant shall hold Landlord harmless from any damage to the Dish. Tenant shall, at Tenant's sole cost, immediately repair and indemnify Landlord from any damage to the Building from the installation,

removal, relocation, or operation of the Dish. Tenant shall remove the Dish at the expiration or earlier termination of the term of the Lease and return the building to its original condition.

38. CASUALTY.

If casualty renders the whole or any material portion of the Premises unfit for occupancy, rent and additional Rent shall be equitably abated from the date of casualty until the date that is the earlier of the date Tenant reopens for business or the date sixty (60) days after substantial completion of the repair and restoration by Landlord. In the event that the repair and restoration by Landlord is not substantially completed within one hundred eighty (180) days from the date of the casualty, then Tenant may terminate this Lease by written notice to Landlord and be relieved of all further obligations and responsibilities.

39. SURRENDER.

Upon expiration or termination of the Lease, in no event shall Tenant be required to remove any leasehold improvements, alterations or additions made by either Landlord or Tenant to the Premises.

40. ALTERATIONS.

Tenant may make nonstructural alterations to the Premises that cost less than \$10,000 per year without the approval of Landlord.

41. LANDLORD'S WORK.

Landlord, at its cost, shall proceed with reasonable diligence to construct certain improvements at the Premises in accordance with the attached Exhibit _____ ("Landlord's Work") on or before the anticipated delivery date. Landlord's Work shall be undertaken and completed in a good and workmanlike manner and in accordance with governmental regulations and Tenant's Plans. Landlord warrants that Landlord's Work shall be free from defect in material and workmanship and shall not need replacement for a period of one (1) year from the delivery date.

Landlord, at its cost, shall prepare and provide Tenant with a CAD drawing of the Premises within _____ days after the execution date of the Lease. The CAD drawing provided by Landlord shall include the dimensions of Premises and existing electrical, hvac, plumbing and entrances.

Tenant will prepare a space layout or floor plan based on the CAD drawing provided by Landlord ("Tenant's Plans"). Tenant's Plans shall show dimensions and any other information needed to complete Landlord's Work. The information contained in Tenant's Plans shall include, but not be limited to, a floor plan with a fixture layout, water and sanitary sewer lines, electric utility lines and outlets, HVAC distribution, ceiling materials, and lighting fixture location.

IN WITNESS WHEREOF, the parties have executed this Addendum as of the date of the Lease first noted above.

LANDLORD:

TENANT:

By:_____

By: _____

Its:_____

Its: _____

SUBLEASE

THIS SUBLEASE, dated this _____ day of _____, 20____, by and between Great Clips, Inc., a Minnesota corporation, (the “Sublessor”) and _____ (the “Sublessee”).

WHEREAS, under the terms of a Lease (the “Prime Lease”), dated _____, Sublessor leases the premises consisting of approximately _____ square feet and located in _____ located in _____ (“Leased Premises”) from _____ (“Landlord”); and

WHEREAS, Sublessor desires to sublease to Sublessee and Sublessee desires to lease from Sublessor the Leased Premises pursuant to the terms set forth in this Sublease, subject to the consent of the Landlord.

NOW THEREFORE, in consideration of the rents, mutual covenants and agreements hereinafter set forth, the parties agree as follows:

ARTICLE 1 SUBLEASE; USE; TERMS

1.1 Sublessor hereby subleases to Sublessee and Sublessee hereby rents from Sublessor the Leased Premises for the purpose of operating a retail haircare salon offering personal grooming services and the sale of products related thereto, under the trade name GREAT CLIPS® and for no other use (“Subleased Premises”).

1.2 Sublessee covenants and agrees:

1.2.1 to perform and observe all terms, covenants, conditions and agreements of the Prime Lease designated therein to be performed by the Sublessor with respect to the Subleased Premises during the term of this Sublease, to the extent that such terms, covenants, conditions or agreements are not modified or amended by this Sublease and any extension or renewal thereof;

1.2.2 that with respect to the Subleased Premises, Sublessee shall not do or suffer or permit anything to be done which would constitute a default under the Prime Lease or might cause the Prime Lease to be canceled or terminated or forfeiture reserved or vested in Landlord under the Prime Lease; and

1.2.3 to indemnify and hold Sublessor harmless from and against any and all claims, liabilities, losses and damages of any kind whatsoever that Sublessor may incur by reason of, resulting from or arising out of a failure by the Sublessee to comply with the provisions of this Sublease.

1.3 Sublessor represents, covenants and agrees that so long as Sublessee is not in default hereunder, the provisions of the Prime Lease shall not be expressly waived, modified, amended

or surrendered by the Sublessor in any manner, without the prior consent of Sublessee in such instance.

1.4 It is understood by Sublessee that any services, repairs, and alterations to be furnished pursuant to the terms of the Prime Lease will, in fact, be furnished by Landlord and not by Sublessor. Except as may result from the wrongful act of Sublessor, Sublessor shall in no event be liable to Sublessee, nor shall the obligations of Sublessee be impaired or the performance thereof be excused except as provided in the Prime Lease, because of any failure or delay on the part of Landlord in furnishing any such service or in making any such repairs or alterations in or to the Leased Premises.

1.5 If Sublessor shall take or participate in any legal action in the enforcement of Sublessor's rights against Landlord for the benefit of Sublessor and Sublessee, solely with regard to the Subleased Premises, Sublessee shall, promptly upon demand reimburse Sublessor for all expenses incurred by Sublessor including, without limitation, attorneys' fees and court costs.

ARTICLE 2 TERM

2.1 This Sublease shall begin and be of full force and effect as to both Sublessor and Sublessee pursuant to the provisions of Section 3.1 of the Prime Lease. Sublessee shall have the sole obligation to comply with any and all requirements to exercise any renewal options provided in the Prime Lease, including providing Landlord with timely notice that Sublessee intends to exercise a renewal option.

ARTICLE 3 RENT

3.1 Basic Monthly Rent. Sublessee shall pay the basic monthly rent during the term of the Sublease as set forth in Section _____ of the Prime Lease and as therein adjusted from time to time, which amounts shall be paid directly by Sublessee to the Landlord in accordance with the terms of the Prime Lease.

3.2 Additional Rent. Sublessee acknowledges that pursuant to Section _____ of the Prime Lease the Tenant is obligated to pay additional rent, as the same is therein defined. Sublessee agrees to make all payments of additional rent to Landlord, as provided in the Prime Lease, which amounts shall be subject to adjustment as provided in the Prime Lease.

ARTICLE 4 STATUS OF PRIME LEASE

4.1 Sublessor warrants and represents that it is not in default under any of the terms and conditions contained in the Prime Lease and that the same is in full force and effect and that all sums due and payable thereunder as of the date of Sublease have been or will be paid in full, and that the Prime Lease has not been extended, modified or amended.

**ARTICLE 5
SUBORDINATION**

5.1 To the extent that the Prime Lease is also subject and subordinate to such instruments, this Sublease is also subordinate to all ground and underlying leases and all mortgages which might now or hereafter affect such leases, leasehold estate or estates thereby created on the real property of which the Subleased Premises forms a part, and to any and all renewals, modifications, consolidations, replacements and extensions thereof provided that the benefit of any subordination, attornment or non-disturbance agreement relating to the Prime Lease shall inure to Sublessee.

**ARTICLE 6
DEFAULT BY SUBLESSEE; REMEDIES OF SUBLESSOR**

6.1 In the event of a default or breach by Sublessee of this Sublease, Sublessor shall have the option, but not the obligation, to exercise against Sublessee any remedy or right given to the Landlord under the Prime Lease in the event of a default by Sublessor. Any such remedies are in addition to, and not in limitation of, any other remedy or right permitted by law, in equity or by this Sublease. All such rights and remedies of Landlord under the Prime Lease shall be enforceable by Sublessor in its own name and right, as against Sublessee, as though set forth in their entirety in this Sublease.

**ARTICLE 7
NOTICES**

7.1 Wherever in this Sublease it shall be required to permitted that notice, approval, consent or demand be given or served by either party to this Sublease to or on the other, such notice, approval, consent or demand shall be in writing and served by personal service or forwarded by certified or registered mail, return receipt requested, addressed to Sublessor or Sublessee at the address specified below. Notice by mail shall be deemed to have been given upon mailing. Notice by service is effective upon service. Either party may change its address for notices by written notice to the other.

To Sublessor: Great Clips, Inc.
 Attn: General Counsel
 4400 West 78th St., Suite 700
 Minneapolis, MN 55435

To Sublessee: _____

7.2 Sublessor and Sublessee agree to promptly send to one another a copy of any notice, letter or other communication from or given to Landlord relative to the Prime Lease or the Subleased Premises.

ARTICLE 8 CONSENTS

8.1 Sublessee acknowledges and agrees that in any case where the provisions of this Sublease require the consent or approval of the Sublessor prior to the taking of any action, it shall be a condition precedent to the taking of such action that, in addition to the prior written consent or approval of Sublessor, the prior written consent or approval of the Landlord shall have been obtained if Landlord's consent must be obtained under the Prime Lease in such case. Sublessee agrees that Sublessor shall not have any duty or responsibility with respect to obtaining the consent or approval of Landlord when the same is required under the terms of the Prime Lease, other than the transmission by Sublessor to Landlord or Sublessee's request for such consent or approval. Sublessor agrees that its consent or approval shall not be unreasonably withheld and that it shall grant its consent or approval in the event Landlord grants its consent or approval.

ARTICLE 9 INSURANCE

9.1 All policies of insurance required by the terms of this Sublease or the Prime Lease shall name, in addition to the Landlord, Sublessor as an additional insured and shall grant to Sublessor all rights and benefits under such policies of insurance that are required to be granted or afforded to Landlord pursuant to the Prime Lease.

ARTICLE 10 INDEMNIFICATION

10.1 Sublessor shall indemnify and hold Sublessee harmless from all acts, all injuries, losses or claims, all damages to personal property, or any causes of action that arise from the conduct of the Sublessor, its employees, agents or contractors.

10.2 Sublessee shall indemnify and hold Sublessor harmless from all acts, all injuries, losses or claims, all damages to personal property, or any causes of action that arise from the conduct of Sublessee, its employees, agents or contractors. Sublessee shall also indemnify and hold Sublessor harmless from Sublessee's failure to comply with any and all requirements to exercise any renewal options provided in the Prime Lease, including providing Landlord with timely notice that Sublessee intends to exercise a renewal option.

ARTICLE 11 ATTORNEYS' FEES

11.1 In the event either party hereto institutes legal action or proceedings arising out of or in any way connected with this Sublease, the non-prevailing party shall reimburse the prevailing party for all reasonable attorney fees and costs incurred in connection therewith.

ARTICLE 12
GREAT CLIPS FRANCHISE AGREEMENT

12.1 This Sublease shall be subject to the provisions of Sublessee's Great Clips Franchise Agreement, to the same extent as if the provisions thereof were fully set forth herein, with respect to the operation of the Subleased Premises and Sublessor's and Sublessee's rights and obligations in the event of the termination, expiration or non-renewal of said Franchise Agreement.

ARTICLE 13
MISCELLANEOUS PROVISIONS

13.1 Merger. This Sublease constitutes the entire agreement of the parties with respect to the subject matter hereof and supersedes any prior negotiations, understandings or writings between the parties with respect to the subject matter hereof. Sublessee acknowledges that they have read the Prime Lease and reviewed it with counsel of their choice and have not relied upon any oral or written promises, representations or assurances in regard to the Prime Lease by Sublessor, its employees or agents.

13.2 Amendments. This Sublease may be amended only by a writing signed by all of the parties hereto.

13.3 Assigns. This Sublease shall inure to the benefit of, and be binding upon the successors and permitted assigns of the parties hereto. The Sublessee may not assign any of its rights or delegate any of its obligations hereunder without the prior written consent of the Sublessor, which consent shall not be unreasonably withheld.

13.4 Applicable Law. This Sublease shall be construed according to, and be governed by, the law of the State in which the Premises are situated.

13.5 Remedies Cumulative; Waiver. No failure or delay by either party to exercise any right, power or privilege provided hereunder or by applicable law shall operate as a waiver thereof, nor shall any single or partial exercise of any right, power or privilege hereunder, preclude any other or future exercise thereof, or the exercise of any other right, power or privilege. The remedies provided herein shall be cumulative and not exclusive of any rights or remedies provided by law.

13.6 Severability. Any provision of this Sublease prohibited by the laws of any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition, or modified to conform with such laws, without invalidating the remaining provisions of this Sublease, and any such prohibition in one jurisdiction shall not invalidate such provision in any other jurisdiction.

13.7 Headings. The headings used herein are inserted for convenience only and shall not affect the construction or interpretation of this Sublease.

13.8 Liability of Principals. The granting of this Sublease by Sublessor is conditioned upon the execution and attachment of Exhibit B – Liability of Principals and which is incorporated herein by reference.

IN WITNESS WHEREOF, the parties hereto have duly executed this Sublease effective as of the date and year first above written.

SUBLESSOR:

SUBLESSEE:

Great Clips, Inc.

By: _____

By: _____

Its: _____

Its: _____

LIABILITY OF PRINCIPALS

The undersigned are the principal owners of _____, the corporation named as the Sublessee in the Sublease dated the _____ day of _____ 20____, covering the _____ located in _____, _____.

It is acknowledged that we personally benefit from the Sublease and further that Great Clips, Inc., as part of the consideration for the Sublease, has required this indemnification.

We therefore agree:

1. The undersigned acknowledge that they have received and read the Sublease an the Prime Lease and other Exhibits attached hereto; and they are guaranteeing the obligations of Sublessee pursuant to the Sublease based upon their investigation and not upon any statements, representations or assurances, written or oral, by Great Clips, Inc., its agents or employees.

2. That the undersigned personally, jointly and severally, agree to indemnify and hold harmless Great Clips, Inc. from any and all obligations, claims and costs, including reasonable attorney fees, arising out of a default by the Sublessee under the Sublease.

3. That Great Clips, Inc. may, at its sole option, look solely to the undersigned for indemnification without seeking recourse against the Sublessee and that such election shall not, in any event, release Sublessee from liability under the Sublease.

IN WITNESS WHEREOF, the undersigned has executed this agreement this _____ day of _____ 20____.

Principal

Principal

**GREAT CLIPS
LEASE GUARANTY AGREEMENT**

AGREEMENT, made this ____ day of _____, by and between Great Clips, Inc., a Minnesota corporation with its place of business at 4400 West 78th Street, Suite 700, Minneapolis, MN 55435 (“Great Clips”) and _____, with its office located at _____ (“Franchisee”), and _____ whose address is _____ (“Principal”).

WHEREAS, Franchisee has entered into a franchise agreement with Great Clips and the Principals are the major or controlling shareholders of the Franchisee, and

WHEREAS Franchisee desires to enter into that certain Lease for the Premises to be located in that certain shopping center known as _____ (“Center”), and

WHEREAS, The landlord for the Center has refused to enter into the Lease with Franchisee unless Great Clips executes the guaranty attached hereto as Exhibit A (“Guaranty”), and

WHEREAS Franchisee desires to have Great Clips guaranty the Lease.

NOW THEREFORE, The parties agree as follows:

1. GREAT CLIPS GUARANTY. Great Clips will execute the Guaranty in consideration for the following:

- 1.1 The amount noted in Article 2
- 1.2 An executed copy of this Agreement.

2. CONSIDERATION. Franchisee will pay to Great Clips in consideration for Great Clips execution of the Guaranty the sum of \$3,700.00.

3. FRANCHISEE AND PRINCIPALS’ INDEMNIFICATION OF GREAT CLIPS. Franchisee and Principals, jointly and severally indemnify and hold Great Clips harmless from and against any claim loss or expense including reasonable attorney fees suffered or incurred by Great Clips as a result of the default of Franchisee or Principals in the performance of the Lease.

4. FRANCHISEE NOT TO AMEND, SUBLEASE OR ASSIGN LEASE. Franchisee will not enter into any sublease, modification, or amendment of the Lease without the prior written consent of Great Clips. Franchisee will not assign, pledge, or encumber its interest in the Lease without the prior written consent of Great Clips.

5. MISCELLANEOUS

5.1 Survival of Representations and Warranties. The representations, warranties, covenants, and agreements contained in this Agreement and in any document delivered or to be

delivered pursuant to this Agreement, shall survive the Termination hereof and any investigations by any of the parties.

5.2 Notices. All notices, requests, demands and other communications to be given pursuant to this Agreement shall be in writing and shall be deemed to have been duly given if delivered by hand or mailed by registered or certified mail, return receipt requested, postage prepaid, to the addresses noted above or such other address as any party hereto shall have designated by notice in writing to all other parties hereto.

5.3 Amendments, Supplements, Etc. This Agreement may be amended, supplemented, or otherwise modified only by an instrument in writing signed by all of the parties hereto.

5.4 Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof and supersedes all prior negotiations, understandings, and agreements in connection therewith.

5.5 Applicable Law. This Agreement and the legal relations among the parties hereto shall be governed by and construed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota.

IN WITNESS WHEREOF, The parties have executed this agreement as of the date first above written.

GREAT CLIPS, INC.,
a Minnesota corporation

By: _____

By: _____

Title: _____

Title: _____

(Principal)

(Principal)

EXHIBIT M

Foundation Technologies, LLC – Salon X Service Agreement



Salon X Store Rental Terms

FOUNDATION TECHNOLOGIES EQUIPMENT RENTAL & LEASING COMPANY LLC

Equipment Rental Agreement

PLEASE READ THIS EQUIPMENT RENTAL AGREEMENT ("AGREEMENT") CAREFULLY BEFORE COMPLETING YOUR ORDER FOR THE EQUIPMENT. BY USING THE EQUIPMENT, YOU ARE AGREEING TO BE BOUND BY THE TERMS OF THIS AGREEMENT, INCLUDING WITHOUT LIMITATION THE TERMS ENTITLED "DISCLAIMER," "WAIVER OF DAMAGES" AND "ARBITRATION; COLLECTION." IF YOU DO NOT AGREE TO THE TERMS OF THIS AGREEMENT, DO NOT USE THE EQUIPMENT AND, IF PRESENTED WITH THE OPTION TO "AGREE" OR "DISAGREE" TO THE TERMS, CLICK "DISAGREE". THIS AGREEMENT PLUS THE ORDER YOU ENTERED ON THE PORTAL ORDER INTERFACE OF FOUNDATION TECHNOLOGIES EQUIPMENT RENTAL & LEASING COMPANY LLC COMPRISE THE ENTIRE AGREEMENT BETWEEN YOU AND FOUNDATION TECHNOLOGIES EQUIPMENT RENTAL & LEASING COMPANY LLC REGARDING THE EQUIPMENT AND SERVICES DESCRIBED IN YOUR ORDER.

Rental and Term. This Agreement sets forth the terms and conditions of your Order and use of the Equipment set forth in your Order. We agree to rent the Equipment to you, and you agree to rent the Equipment from us for the number of months set forth in the "Term" in your Order. This Agreement is effective from the Commencement Date and will continue for at least the duration of the Original Term. Unless terminated early pursuant to the below provisions, either of us may terminate this Agreement with 60 days' written notice prior to the end of the Original Term. If neither of us gives such notice, this Agreement will automatically continue for successive one-year renewal periods (each, a "Renewal Term") unless and until one of us gives the other written notice at least sixty (60) days prior to the end of the then-current rental period of its intention to terminate this Agreement.

Software License. We hereby grant you a nonexclusive, non-transferable license to use the object code version of any Software. This license shall expire upon the end of the Term. The Software shall include any related user documentation. You may not (i) remove or modify any Software or any marking or notice of the proprietary rights in the Software; (ii) engage in, cause or permit the reverse engineering, disassembly, decompilation, recompilation, modification or any similar manipulation of the Software; (iii) install any other software on the Equipment; (iv) make the Software available in any manner (as rental, timesharing, subscription service, hosting, or outsourcing) for use in any third party's business, or otherwise use the Software to process third party data; (v) create derivative works of the Software; or (vi) sublicense, loan, rent, lease, distribute, assign or otherwise transfer the Software or copies thereof, in whole or in part, or otherwise make the Software available to third parties (other than your agents). You may not copy the Software, except that you may make and maintain a reasonable number of copies for backup and archival purposes, provided such copy includes all copyright, proprietary

rights and other notices included on or in the Software. All Software is licensed, not sold, to you. Except for the rights expressly granted to you under this Agreement, all right, title and interest in all Software shall at all times remain the property of Foundation Technologies Equipment Rental & Leasing Company LLC and its licensors. Certain third party Software may be subject to the licensing conditions and restrictions of the software manufacturer or supplier, details of which shall be made available on request, if not already supplied at the time of delivery of the Equipment.

Compensation

Rental Charges You agree to pay us without condition all Rental Payments and any other amounts due, without any right to set-off. For each item of Equipment, we will charge your credit card in advance each month of the Term, commencing upon execution of this Agreement.

Delivery. All prices are exclusive of any freight, handling and shipping insurance charges, fees and duties or other similar amounts. We may bill your credit card on file for any of these expenses that we incur.

Taxes. Fees and other charges payable by you do not include your applicable taxes and duties. You agree to provide us with information that we need to determine whether we are obligated to collect taxes from you.

Price Increases. Upon the provision of Upgrades or the commencement of any Renewal Term, we may increase the Rental Payment. All increases will be effective one hundred twenty (120) days after notice to you, unless you terminate this Agreement and return your Equipment before the effective date of the price increase.

Responsibilities of the Parties.

- **Use and Risk of Loss.** You agree that this is a commercial and business transaction. You warrant that the Equipment will be used only for business and not for personal, family or household purposes. You agree to operate and use the Equipment in accordance with the manufacturer's instructions and recommendations. You are responsible for any loss, theft or destruction of, or damage to, the Equipment from any cause (a "Loss") whether or not the Equipment is insured, except for any loss, theft or destruction to the extent caused directly or indirectly by our gross negligence or willful misconduct.

- **Indemnity.** You agree to indemnify us and hold us harmless for all suits and other liabilities arising from your performance of your duties under this Agreement or related to your use of the Equipment. This indemnity will continue even after the Rental has ended. We agree to indemnify, defend and hold harmless, you (including Great Clips, Inc.), for any claim or action based on or arising out of any of the infringement or alleged infringement of the Maintenance and Support (but not Equipment or Software) furnished under this Agreement of any patent, copyright, trade secret or other proprietary right of any other party, except Great Clips, Inc. You agree that all Equipment and Software has been selected by you or Great Clips, Inc. and not

Foundation Technologies Equipment Rental & Leasing Company LLC, or any parent, affiliate or subsidiary of Foundation Technologies Equipment Rental & Leasing Company LLC, and hereby agree to indemnify us and hold us harmless (or cause Great Clips, Inc. to provide indemnity) for any claim or action based on or arising out of any of the infringement or alleged infringement of any patent, copyright, trade secret or other proprietary right of any other party by the Equipment or the Software.

- **Credit Information.** You authorize us to obtain credit information and to obtain credit bureau reports and make other credit inquiries that we determine are necessary.
- **Compliance.** Each party will adhere to all laws, rules, and regulations (including without limitation Export Control Laws and Personal Data Protection Laws) applicable to the Rental, provided that it is hereby agreed that we are not a processor of Your Data.
- **Unauthorized Use.** Each party agrees to use commercially reasonable efforts to prevent Unauthorized Use of the Equipment, and terminate any Unauthorized Use when discovered. Each party will promptly notify the other of any actual or suspected Unauthorized Use of, or access to, the Equipment of which it becomes aware.
- **Restrictions on Use.** Unless we specifically agree in writing, you will not use the Equipment for High Risk Activities.
- **Delivery and Shipping.** Costs of shipment are not included in the Rental Rate, and you will be responsible any applicable duties, taxes, tariffs or other applicable import or export fees. We will make reasonable commercial efforts to ship the Equipment to you on a timely basis, but you agree that we are not responsible for any delays in shipping.
- **Your Data.** You are solely responsible for the development, content, use and storage of Your Data. Without limiting the generality of the preceding sentence, you are solely responsible for compliance of Your Data with all laws and regulations. We have no obligation to maintain, store or return any of Your Data.
- **End Users.** You agree that it is your responsibility to ensure that the Equipment you rent is used in compliance with this Agreement and applicable laws and regulations. You further agree that you will terminate any End User's access to the Equipment if you become aware of any violations of this Agreement or applicable laws or regulations.

Default. You will be in default if any of the following occurs (each of the following is a "Default"): (i) you do not pay us as agreed and do not cure such breach within five (5) days' written notice of the delay; (ii) your credit card becomes invalid or a charge against it is refused; (iii) you fail to perform any other material obligation under this Agreement; (iv) except as permitted under this Agreement, you assign, pledge, sub-lease, or allow another party to use the Equipment or attempt to do so without our prior written authorization; (v) your financial condition materially changes to the point where it causes us to be insecure about your willingness or ability to perform your obligations under the Rental or any other agreement with us; (vi) the Equipment becomes subject to a Lien; (vii) you are unable to pay debts when they become due, stop doing business as a going concern, merge, sell or transfer all or substantially all of your assets, make an assignment for the benefit of creditors, appoint a trustee or receiver or undergo a substantial deterioration of financial health; (viii) you fail to assume this Rental

obligation within 60 days of the filing of any petition for protection under the United States Bankruptcy Code (each of the foregoing is a "Default"); or (ix) you cease to be a Franchisee.

Remedies. If a Default occurs, we may at our option do one or more of the following: (i) we may bring a claim against you for all past due payments and other charges and all payments due in the future to the end of the Rental Term, plus our legal and collection costs, as further described in this Agreement; (ii) we may, without notice, cancel or terminate all of your rights, but not your obligations, associated with the Rental; (iii) by notice in writing to you, we may, at our option, accelerate and declare all Rental Payments immediately due and payable, and charge these amounts against your credit card; ; and/or (iv) we may exercise any remedy at law or equity, notice thereof being expressly waived by you. We may sell, rent, or otherwise dispose of the Equipment in a commercially reasonable manner, with or without notice, at a public or private sale and apply the net proceeds to the amount you owe us. If the net proceeds do not pay us everything you owe us, you are liable for the difference. In the event that the Equipment is not returned to us by the end of the Rental Term, you hereby authorize us to charge your credit card for an additional rental period(s) until the Equipment is returned. If the Equipment is lost, damaged or not returned in good working condition within thirty (30) days of the end of the Rental Term, we may charge your credit card for the purchase price of the Equipment, which shall not be offset by any Rental Payments you have made.

Maintenance and Support.

Hardware Services. If during the Rental Term, you submit a valid claim by notifying us that a defect in materials and workmanship has arisen in the Equipment that causes it not to perform in accordance with the manufacturer's warranty, we will either: (i) repair the defect at no charge, using new parts or parts that are equivalent to new in performance and reliability, or (ii) exchange the Equipment with a replacement product that is new or equivalent to new in performance and reliability. Exclusions apply as described below.

- **ADH Service.** If during the Rental Term you submit a valid claim by notifying us that the Equipment has failed due to ADH, we will, subject to your payment of the service fee described below if the second occurrence, either (i) repair the defect using new or refurbished parts that are equivalent to new in performance and reliability, or (ii) exchange the Equipment with a replacement product that is new or equivalent to new in performance and reliability. Each time you receive services for ADH is a "Service Event". Exclusions apply as described below. Further, services for ADH expire and all of our obligations to you under this section are fulfilled in their entirety once we have provided to you one (1) Service Event.

- **ADH Service Fees.** The following service fees may apply to a second Service Event: US\$149. Fees do not include applicable taxes payable by you. If a third Service Event occurs, you must purchase the Equipment at its original purchase cost. You hereby authorize us to charge your credit card for the price of purchase.

- **Service Exclusions.** We will not provide Hardware Services or ADH Services in the following circumstances: (a) to protect against normal wear and tear, or to repair cosmetic damage not affecting the functionality of the Equipment; (b) to conduct preventative maintenance; (c) to

replace Equipment that is lost or stolen; (d) to repair damage caused by reckless, abusive, willful or intentional conduct, or any use of the Equipment in a manner not normal or intended by the manufacturer of the Equipment, or except as provided for ADH, to repair damage caused accidentally; (e) services to install, remove or dispose of the Equipment or the equipment provided to you while the Equipment is being serviced; (f) to repair damage caused by a product that is not Equipment; (g) to repair any damage to Equipment (regardless of the cause) if the Equipment has been opened, serviced, modified, or altered by anyone other than us or our authorized representative; (h) to repair any damage to Equipment with a serial number that has been altered, defaced or removed; or (i) to repair damages caused by fire, earthquake or other external causes. Installation of third-party parts may affect your coverage. As a condition of receiving Hardware or ADH Services, all Equipment must be returned to us in its entirety including all original parts or manufacturer-authorized replacement components.

Technical Support. During the Rental Term, we will provide you with access to Technical Support. We will provide support for the then-current version of the supported Software and the prior Major Release. Technical Support is limited to the following: (i) the Equipment, (ii) the Software that is pre-installed on or designed to operate with the Equipment, and (iii) connectivity issues between the Equipment and a laptop or desktop computer that meets the Equipment's connectivity specifications and runs an operating system supported by the Equipment. Exclusions apply as described below.

• **Technical Support Exclusions.** We will not provide Technical Support in the following circumstances: (a) for use of the Software as a server-based application; (b) for issues that could be resolved by upgrading Software to the then-current version; (c) for third-party products or their effects on or interactions with the Equipment; (d) for your use of a computer or operating system that is not related to Software or to connectivity issues with the Equipment; (e) for software other than the Software; (f) for any Software designated as "beta", "prerelease", or "preview", or similar designation that is not preapproved; or (g) for damage to, or loss of, any software or data that was residing or recorded on the Equipment (note: this Agreement does not cover the recovery or reinstallation of software programs and user data). Also, we do not provide Technical Support for software that is not listed in your Order, even if it is furnished with the Equipment. If you contact us regarding non-covered software, we may, at our discretion, connect you with the manufacturer or provider of such software. You agree that all support and remedies for the third party software is the responsibility of the third party and not Foundation Technologies Equipment Rental & Leasing Company LLC.

Loss of Data. You shall ensure that you have proper back-ups for all of Your Data. In providing maintenance and support, we have no obligation to maintain, store, restore or return any of Your Data.

Ownership. You understand that this transaction is a true Rental and not a loan transaction or disguised security interest. We will own and have title to the Equipment at all times. When this Agreement expires or is terminated, you shall at your expense immediately disconnect and

return the Equipment to us in good repair, condition and working order, in compliance with the manufacturer's warranty, normal wear and tear excepted.

Representations, Warranties and Disclaimers.

Representations and Warranties.

- We represent and warrant that we will not interfere with your quiet enjoyment of the use of the Equipment so long as you are complying with all of the terms of this Agreement.
- We do not warrant that the operation of any Equipment will be uninterrupted or fault free.
- You represent and warrant that you are responsible for determining that the Equipment meets your needs, notwithstanding any advice or recommendation given by us.
- Each party represents and warrants that it has the full power and authority to enter into the Agreement. Each party represents and warrants that it will comply with all laws and regulations applicable to its provision, or use, of the Equipment as applicable.

Disclaimer. EXCEPT AS SET FORTH IN THIS AGREEMENT, WE ARE RENTING THE EQUIPMENT TO YOU "AS IS" AND WE DISCLAIM ALL EXPRESS AND IMPLIED WARRANTIES, INCLUDING ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

Reliance on Disclaimer, Liability Limitations and Indemnification Obligations. You acknowledge that we have set our prices and entered into this Agreement in reliance on the limitations and exclusions of liability, the disclaimers of warranties and damages and your indemnity obligations form an essential basis of the bargain between the parties.

Unconditional Rental Charges. You hereby acknowledge having signed an Equipment Rental Contract and understand that it cannot be revoked or cancelled for any reason except as provided herein.

Waiver of Damages. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, WE AND OUR EMPLOYEES AND AGENTS WILL UNDER NO CIRCUMSTANCES BE LIABLE TO YOU FOR ANY INDIRECT OR CONSEQUENTIAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, THE COSTS OF RECOVERING, REPROGRAMMING, OR REPRODUCING ANY PROGRAM OR DATA OR THE FAILURE TO MAINTAIN THE CONFIDENTIALITY OF YOUR DATA, ANY LOSS OF BUSINESS, PROFITS, REVENUE OR ANTICIPATED SAVINGS, RESULTING FROM OUR OBLIGATIONS UNDER THIS PLAN. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, THE LIMIT OF OUR AND OUR EMPLOYEES' AND AGENTS' LIABILITY TO YOU SHALL NOT EXCEED THE RENTAL PAYMENTS PAID TO US UNDER THIS AGREEMENT. WE SPECIFICALLY DO NOT WARRANT THAT (i) WE WILL BE ABLE TO REPAIR OR REPLACE THE EQUIPMENT WITHOUT RISK TO OR LOSS OF PROGRAMS OR YOUR DATA, (ii) WE WILL MAINTAIN THE CONFIDENTIALITY OF YOUR DATA, OR (iii) THAT THE OPERATION OF THE EQUIPMENT OR SOFTWARE WILL BE UNINTERRUPTED OR ERROR-FREE.

Assignment. This Agreement will be binding on and inure to the benefit of the parties hereto and their respective successors and assigns. Since this Agreement is based on your credit strength, you may not assign or transfer this Agreement to anyone else, except that you may assign it to a purchaser of your franchise, provided that (i) the purchaser is or becomes an Eligible Franchisee immediately upon closing the transaction, and (ii) you may be obligated pay us a transfer fee of \$175 for the assignment. We may sell or transfer our interests to another entity which will then have all of our rights but none of our obligations, unless those obligations are specifically assumed. In that case, those obligations will continue to be ours. The rights we pass on to the new entity will not be subject to any defenses, claims or set-offs you may assert against us. Any action by you against us must be commenced within one year after the cause of action arises or be forever barred.

Insurance. You must maintain acceptable public liability insurance naming us as "additional insured." You must maintain property insurance to insure the Equipment against all risks of loss in an amount equal to the replacement cost and have us listed on the policy as "loss payee." If, upon our request, you do not give us proof of the property insurance, then depending on the original cost of the Equipment, we may either (i) obtain property insurance to cover our interests and charge you a fee for such coverage or (ii) charge you a monthly non-compliance fee up to \$50.00 (which provides no insurance benefit). You can stop the insurance coverage fee or non-compliance fee at any time by delivering the required proof of insurance. You appoint us as attorney-in-fact to make claims for, receive payment of, any execute and endorse all documents, checks or drafts for loss, theft, damage or destruction to the Equipment. We may elect how to apply insurance proceeds.

Force Majeure. Neither party is liable for any delay or failure to perform any obligation under this Agreement or the delay or if any failure results from any cause beyond that party's reasonable control, including acts of God, labor disputes or other industrial disturbances, systematic electrical, telecommunications or other utility failures, explosion, accident, structural collapse or breakage of plant or equipment, earthquake, floods, storms or other natural disasters, epidemics or other public health issues, quarantines, blockages, embargoes, riots, natural or chemical contamination, radioactivity, acts or orders of government, failure of public infrastructure, pressure waves or other sonic or auditory impact, acts of terrorism, or war.

Entire Agreement. This Agreement, plus your Order, constitutes the entire agreement and understanding between us and you.

Amendment and Waiver. Any provision of this Agreement may be amended or waived only in writing signed by both parties.

No Waivers. The failure by us to enforce any provision of this Agreement will not constitute a present or future waiver of such provision nor limit our right to enforce such provision at a later time. All waivers by us must be in writing to be effective.

Choice of Law. This Agreement will be interpreted using the internal laws of the State of Minnesota, including for the purpose of choice of law, as though all acts and omissions related to this Agreement occurred in the State of Minnesota.

Severability. The invalidity or unenforceability of any provision of this Agreement in a specific situation will not affect the validity or enforceability of that provision in other situations or of other provisions of this Agreement.

Counterparts; Facsimile Signature. This Agreement may be executed in counterparts, each of which will be considered an original. To expedite this Agreement, you agree that your faxed signature will be considered as good as your original signature and admissible in court as conclusive evidence of this Agreement.

No Agency. The parties are independent contractors, and this Agreement does not create an agency, partnership or joint venture.

No Third Party Beneficiaries. Except for Great Clips, Inc., which will be deemed a third-party beneficiary hereunder, there are no third-party beneficiaries to this Agreement.

No Relationship to Franchise Agreement. With the exception that being a franchisee of Great Clips, Inc. or its affiliates is required to be an Eligible Franchisee, this Agreement does not modify your franchise agreement nor create any additional rights or benefits under your franchise agreement.

Survival. All agreements, indemnities, promises, representations and warranties made by either party in this Agreement, or in any, schedule, exhibit or other document furnished in connection with the negotiation, execution and performance of this Agreement, shall survive the expiration, termination, cancellation or assignment of this Agreement.

Arbitration; Collection. Except as provided below, any controversy or claim arising out of or relating to this Agreement, including disputes relating to its formation, or the breach thereof, that, subject to a good faith attempt by an executive officer of the party seeking to bring a claim to negotiate a resolution before bringing such claim, will be settled by arbitration in Minneapolis, Minnesota, at a time and location designated by a single arbitrator, but not exceeding 90 days after a demand for arbitration has been made. Arbitration will be conducted by the American Arbitration Association in accordance with its Commercial Arbitration Rules, and judgment upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The arbitrator will be selected from a panel of persons having experience with and knowledge of data storage, web hosting or the information technology services business. The arbitrator will be a retired state or federal judge or any attorney who has practiced business litigation for at least 10 years. Limited civil discovery will be permitted for the production of documents and taking of depositions. Unresolved discovery disputes may be brought to the attention of, and may be decided by, the arbitrator. The arbitrator will assess the

costs and expenses of the arbitration against the parties in such proportion as may be fair and equitable. The arbitration award will be in writing and will specify the factual and legal bases for the award. Nothing herein contained will bar either party from seeking equitable remedies in a court of appropriate jurisdiction.

We may charge interest on overdue amounts at the rate of 1.5% per month. If we bring a successful legal action to collect, or engage a collection agency, and unless determined by an arbiter as set forth above, you must pay our reasonable costs of collection, including reasonable attorney's fees and costs.

Notices. All notices given pursuant to this Agreement will be in writing and will be delivered by hand or sent by United States registered mail, postage prepaid, addressed as follows (or to another address or person as a party may specify on notice to the other):

(i) If to us:

Matt Woestehoff, Managing Director
Foundation Technologies LLC
250 Marquette Avenue South, Suite 1160
Minneapolis, MN 55401

(ii) If to you, your listed billing address.

Definitions.

- "ADH" means a failure of the Equipment or Software due to a cracked screen or any other form of accidental damage from handling resulting from an unexpected and unintentional external event (such as, drops and damage caused by liquid contact).
- "Commencement Date" for a Rental shall occur upon the earlier of execution of this Agreement or delivery of the Equipment.
- "Franchisee" means an authorized franchisee of Great Clips, Inc. or its affiliates.
- "End Users" means the individuals that you permit to use the Equipment.
- "Equipment" means the Equipment described on one or more Schedules, which are attached hereto and incorporated as part of this Agreement.
- "Export Control Laws" means all applicable export and re-export control laws and regulations including the Export Administration Regulations, maintained by the U.S. Department of Commerce trade and economic sanctions maintained by the Treasury Department's Office of Foreign Assets Control and the International Traffic in Arms Regulations maintained by the Department of State.
- "High Risk Activities" means uses the failure of which could lead to death or serious bodily injury to any person or physical or environmental damage.
- "Major Release" means a significant version of software that is commercially released in a release number format such as "1.0" or "2.0" and which is not in beta or pre-release form.
- "Order" means the request for the rental of Equipment and provision of services that is placed on the portal of Foundation Technologies Equipment Rental & Leasing Company LLC and approved by Foundation Technologies Equipment Rental & Leasing Company LLC.
- "Original Term" begins with the Commencement Date and continues for the number of months set forth in the Term in your Order or, if no number of months is stated in the Order, for

thirty-six (36) months.

- "Personal Data Protection Laws" means the laws and regulations of all applicable governmental authorities related to the obligations of data controllers and data processors to protect the privacy and security of personal information, including, but not limited to, as and when applicable, the California Consumer Privacy Act (CCPA).
- "Rental" means our rental of Equipment to you pursuant to this Agreement.
- "Rental Payment" means the payments to be paid by you to us, which are set forth in your Order. All payments must be made in United States Dollars (US\$).
- "Rental Term" means collectively the Original Term and any and all Renewal Terms.
- "Software" means any operating systems, databases and applications set forth in your Order and furnished with the Equipment by Foundation Technologies Equipment Rental & Leasing Company LLC.
- "Technical Support" means telephone and web-based technical support for Software that provides assistance with installation, launch, configuration, troubleshooting, and recovery (excluding data recovery), including storing, retrieving, and managing files; interpreting system error messages; and determining when hardware service is required or ADH service may be applicable.
- "Your Data" means data, including without limitation email, snap-shots, back-ups, voice mail, log files, provided, generated, transmitted or displayed through the Equipment by you or End Users.

January 2025



Salon X Store Service Agreement

This Services Agreement (this “**Agreement**”) is effective on the date you electronically sign it (the “**Effective Date**”), is by and between Foundation Technologies, LLC (the “**Foundation**”) and you, a Great Clips, Inc. franchise (the “**Franchisee**”).

This Agreement is delivered electronically. The Franchisee consents to using an electronic signature to sign this Agreement and understands that this is a legally binding agreement after Franchisee signs this Agreement electronically. By electronically signing the Agreement, the Franchisee also consents to entering into this Agreement in electronic form. The Franchisee acknowledges that her electronic signature will have the same legal force and effect as a handwritten signature. The Franchisee’s electronic signature, including date and time of signing will be stored electronically by the Foundation.

PREAMBLE

The Franchisee desires that Foundation provide the services described in this Agreement and consistent with the Salon X Initiative in relation to Hardware and Third-Party Software acquired through the Salon X Store. “Salon X Initiative” is the initiative and direction given by Great Clips, Inc. that relates to in-salon technology use. This includes the point-of-sale system, networking, and other services that benefit the in-salon technology initiatives. This is a multi-vendor initiative that includes Foundation. The “Salon X Store” means the ecommerce platform hosted and developed by Great Clips, Inc. and managed by Foundation, where in-salon hardware and certain Third-Party Software is purchased or licensed and managed. The Salon X Store is located at <https://salonxstore.greatclips.com>.

AGREEMENT

The parties agree as follows:

SERVICES

Foundation agrees to provide to Franchisee the services (the “**Services**”) described below related to the technology delivered by the Foundation and used in its franchise operations which Franchisee has acquired (through lease or purchase) from the Foundation (“**Hardware**”):

1. Foundation Help Desk access;
2. Third-Party Software Implementation and configuration;
3. Third-Party Software maintenance and updates as recommended by Great Clips, Inc. in consultation with its vendors;

4. Initial configuration of devices based on specifications for Salon X based on recommendations from Great Clips, Inc. in consultation with its vendors.

Foundation may add to, eliminate or modify the Services at any time. Foundation may give Franchisee prior notice of any such change, and Foundation will evaluate the recurring Fees based on such addition, elimination or modification of Services.

FEES AND EXPENSES; PAYMENT TERMS

1. Franchisee agrees to pay Foundation the fees ("Fees") described in this Agreement, based related on e-commerce transactions. Foundation may modify fees upon prior written notice.
2. Foundation will not issue invoices to Franchisee. Payment of Fees is due on the fifteenth day of the month in which Services are to be performed with no right of setoff. All payments hereunder shall be in US dollars and made by credit card. The Franchisee will provide Foundation with an authorized credit card number, expiry date, and related security code through the e-commerce portal allowing Foundation to charge the applicable account to collect Fees due under this Agreement. By authorizing Foundation to charge a credit or charge card, the Franchisee is authorizing Foundation or its respective designated representatives or agents to automatically continue charging that card (or any replacement credit card account if the original card is renewed, lost, stolen, or changed for any reason by the credit-issuing entity, and such entity informs Foundation of such new replacement card account) until this Agreement is terminated and all Fees are paid in full.
3. Late Payment. If Franchisee fails to timely pay an invoice, Foundation may (a) charge a 15% fee after 30 days after such payment is due; (b) charge interest on unpaid amounts at a rate of 1.5% per month or the maximum amount permitted by law, whichever is lower, from the date such payment was due until the date paid; and (b) suspend performance for all Services until payment has been made in full.
4. Shipping. Foundation will select the method of shipment of and the carrier for any Hardware. Franchisee will be responsible for all shipping and related insurance costs. The Foundation may, in its sole discretion, without liability or penalty, make partial shipments of Hardware to Franchisee.
5. Taxes. Franchisee shall be responsible for all sales, use, VAT and excise taxes, and any other similar taxes, duties, and charges of any kind imposed by any federal, provincial, state, or local governmental entity on any amounts payable by Franchisee hereunder except for any taxes imposed on, or with respect to, Foundation's income, revenues, gross receipts, personnel, or real or personal property or other assets.

FRANCHISEE'S OBLIGATIONS

Franchisee shall (a) provide Foundation with access to the Hardware electronically as may reasonably be required by Foundation for the purposes of performing the Services; (b) respond

promptly to any Foundation request for information or approvals that Foundation deems appropriate to perform the Services.

TERM AND TERMINATION

1. Month-to-Month Term; Renewal. This Agreement will begin on the Effective date and will continue thereafter for a period of one month, unless sooner terminated as allowed by this Agreement. This Agreement will automatically renew for additional consecutive months unless either the Franchisee or the Foundation notifies the other party of termination in writing before the expiration of the then-current term (the "Term").
2. Software Subscriptions and Licenses Renewed. Any licenses or subscriptions to software implemented by the Foundation on the Hardware will be automatically renewed during the Term. The Franchisee can view its subscriptions and licenses, and billing information, at any time by visiting the My Account section of the Salon X Store, located at <https://salonxstore.greatclips.com>.
3. Termination. This Agreement will automatically terminate without the requirement of any notice if Great Clips, Inc. terminates Franchisee's right to participate in the Salon X Program or terminates the franchise agreement between the Franchisee and Great Clips, Inc. Foundation may terminate this Agreement upon prior written notice if Franchisee fails to pay Foundation Fees on a timely basis.
4. Effects of Termination or Expiration. Upon expiration or termination of this Agreement for any reason, Franchisee will: (i) allow the Foundation continued access to the Hardware to uninstall any software used in conjunction with the Hardware and managed or licensed by the Foundation; (ii) pay all outstanding Fees to the Foundation; and (iii) if Hardware is rented to Franchisee from the Foundation, return the Hardware to the Foundation within seven (7) days of Termination.
5. Survival. Any right or obligation of the parties in this Agreement which, by its nature, should survive termination or expiration of this Agreement, will survive any such termination or expiration of this Agreement.

INTELLECTUAL PROPERTY

1. As part of the provision of the Services, the Foundation does not own any data related Franchisee and its clients ("Client Data") and, except as authorized by (i) this Agreement, (ii) any other agreement between the Franchisee and the Foundation or Great Clips, Inc. or (iii) any agreement between the Franchisee and Great Clips, Inc., the Foundation will not claim any ownership in or right to use the Client Data. The Franchisee is solely responsible for the development, content, use and storage of Client Data. Without limiting the generality of the preceding sentence, the Franchisee is solely responsible for compliance of Client Data with all applicable laws and regulations. We have no obligation to maintain, store or return any of Client Data.

2. All intellectual property rights, including copyrights, patents, patent disclosures and inventions (whether patentable or not), trademarks, service marks, trade secrets, know-how, and other confidential information, trade dress, trade names, logos, corporate names and domain names, together with all of the goodwill associated therewith, derivative works and all other rights (collectively, "Intellectual Property Rights") in and to all documents, work product and other materials that are delivered to Franchisee under this Agreement or prepared by or on behalf of Foundation in the course of performing the Services (collectively, the "Deliverables") shall be owned exclusively by the Foundation.

CONFIDENTIAL INFORMATION

All non-public, confidential or proprietary information of either party ("Confidential Information"), including, but not limited to, information about such party's business affairs, products, services, methodologies, confidential intellectual property, trade secrets, third-party confidential information, and other sensitive or proprietary information, disclosed by one party (the "Disclosing Party") to the other party (the "Receiving Party"), whether disclosed orally or disclosed or accessed in written, electronic, or other form or media, or otherwise learned by the Receiving Party in connection with this Agreement, and whether or not marked, designated, or otherwise identified as "confidential," is confidential, solely for use in performing this Agreement and may not be disclosed or copied unless authorized by the Disclosing Party in writing. The Receiving Party shall protect and safeguard the confidentiality of the Disclosing Party's Confidential Information with at least the same degree of care as the Receiving Party would protect its own Confidential Information, but in no event with less than a commercially reasonable degree of care. Franchisee authorizes the Foundation to share any of its Confidential Information with Great Clips, Inc. Confidential Information does not include any information that: (a) is or becomes generally available to the public other than as a result of the Receiving Party's breach of this Agreement; (b) is obtained by the Receiving Party on a non-confidential basis from a third-party that was not legally or contractually restricted from disclosing such information; (c) the Receiving Party establishes by documentary evidence, was in its possession prior to the Disclosing Party's disclosure hereunder; (d) was or is independently developed by the Receiving Party without using any of the Disclosing Party's Confidential Information; or (e) is required to be disclosed under applicable federal, state or local law, regulation or a valid order issued by a court or governmental agency of competent jurisdiction.

THIRD-PARTY SOFTWARE

Foundation has been engaged by Franchisee to install, implement, integrate, configure, maintain, support or upgrade third-party software programs or applications ("Third-Party Software"). Third-Party software includes all software applications licensed by Franchisee, and software created by parties or contractors other than Foundation. Franchisee acknowledges that Foundation is not the author, developer, provider or seller of such Third-Party Software,

but instead has been retained by Franchisee solely to install, implement, integrate, configure, maintain, support or upgrade such Third-Party Software in Franchisee's current computing environment. As such, Franchisee agrees that Foundation will not be liable for any defects, flaws, programming errors, inefficiencies or malfunctions in any such Third-Party Software, or for any lack of functionality in or non-performance of the Third-Party Software. Franchisee agrees: (i) that its exclusive remedies with respect to any Third-Party Software will be against the author thereof; (ii) not to assert against Foundation any claim based on or related to Franchisee's use of any Third-Party Software; and (iii) that its use of any Third-Party Software (whether in an unmodified form or which includes any adaptations, translations, customizations, derivative works, extensions or other modifications by Foundation) will be governed solely by the terms of Franchisee's license agreement with the author of such Third-Party Software. Foundation warranties only extend to Services provided by Foundation, and Foundation does not warrant and is not responsible for Third-Party Software or the performance of products or services of any third parties.

REPRESENTATIONS AND WARRANTIES

1. Each party represents and warrants to the other party that: (a) it has the full right, power, and authority to enter into this Agreement, to grant the rights and licenses granted hereunder and to perform its obligations hereunder; and (b) when executed and delivered by such party, this Agreement will constitute the legal, valid and binding obligation of such party, enforceable against such party in accordance with its terms.
2. EXCEPT FOR THE EXPRESS WARRANTIES IN THIS SECTION, (A) EACH PARTY HEREBY DISCLAIMS ALL WARRANTIES, EITHER EXPRESS, IMPLIED, STATUTORY, OR OTHERWISE UNDER THIS AGREEMENT, AND (B) FOUNDATION SPECIFICALLY DISCLAIMS ALL IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE AND NON-INFRINGEMENT.

LIMITATION OF LIABILITY

EXCEPT FOR OBLIGATIONS TO MAKE PAYMENT, INDEMNIFICATION OBLIGATIONS, LIABILITY FOR BREACH OF CONFIDENTIALITY, IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER PARTY FOR: (A) ANY LOSS OF USE, REVENUE, OR PROFIT OR LOSS OF DATA OR FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, EXEMPLARY, SPECIAL, OR PUNITIVE DAMAGES WHETHER ARISING OUT OF BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, REGARDLESS OF WHETHER SUCH DAMAGE WAS FORESEEABLE AND WHETHER OR NOT SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES; OR (B) DIRECT DAMAGES OF MORE THAN THE AGGREGATE AMOUNTS PAID OR PAYABLE TO SERVICE PROVIDER IN THE THREE MONTH PERIOD PRECEDING THE EVENT GIVING RISE TO THE CLAIM.

FACTA/PCI COMPLIANCE EXCLUDED

Foundation does not provide services relating to PCI or FACTA (or any international FACTA equivalents) compliance. It is assumed that Great Clips, Inc., one of its other vendors or Franchisee is responsible for ensuring adherence to these requirements and contracting with appropriate third-parties to complete these certifications / compliance reviews.

FORCE MAJEURE

No party shall be liable or responsible to the other party, nor be deemed to have defaulted under or breached this Agreement, for any failure or delay in fulfilling or performing any term of this Agreement (except for any obligations to make payments to the other party hereunder), when and to the extent such failure or delay is caused by or results from events outside of the party's reasonable control ("Force Majeure Events"), including but not limited to: (a) acts of God; (b) flood, fire, earthquake, pandemics, epidemics or explosion; (c) war, invasion, hostilities (whether war is declared or not), terrorist threats or acts, riot, or other civil unrest; (d) government order or law; (e) actions, embargoes, or blockades in effect on or after the date of this Agreement; (f) action by any governmental authority; (g) national or regional emergency; (h) strikes, labor stoppages or slowdowns or other industrial disturbances; and (i) shortage of adequate power. The affected party shall resume performance under this Agreement as soon as reasonably practicable after the Force Majeure Event has been resolved or terminated.

MISCELLANEOUS

1. Independent Contractors. The parties are independent contractors, and nothing contained in this Agreement shall be construed as creating any agency, partnership, joint venture or other form of joint enterprise, employment, or fiduciary relationship between them. Neither party shall be authorized to contract for or bind the other party in any manner whatsoever.
2. Notice. All notices, requests, consents, claims, demands, waivers, and other communications hereunder (each, a "Notice") shall be in writing and addressed to the parties at the addresses set forth on the first page of this Agreement (or to such other address that may be designated by the receiving party from time to time in accordance with this Section). All Notices shall be delivered by personal delivery, nationally recognized overnight courier (with all fees pre-paid), facsimile or email (with confirmation of transmission) or certified or registered mail (in each case, return receipt requested, postage pre-paid). Except as otherwise provided in this Agreement, a Notice is effective only (a) upon receipt by the receiving party; and (b) if the party giving the Notice has complied with the requirements of this Section.
3. Audit Rights. At any time during the Term or for a three (3) year period after the end of the Term, the Foundation may at its own expense audit and copy from Franchisee books, records, and other documents (including computer files) as necessary to verify the audited Party's adherence to (i) this Agreement, (ii) any other agreement between the Franchisee and the Foundation or Great Clips, Inc. or (iii) any agreement between

- the Franchisee and Great Clips, Inc., Franchisee will cooperate with Foundation in conducting any such audit. The Foundation will keep all information obtained during any such audit confidential pursuant to and in accordance with Section 6 (Confidentiality), except that the Foundation will be entitled to share with Great Clips, Inc. any information obtained by the Foundation in the course of the audit.
4. Entire Agreement; Order of Precedence. This Agreement, together with all Schedules and Exhibits and any other documents incorporated herein by reference, constitutes the sole and entire agreement of the parties to this Agreement with respect to the subject matter contained herein, and supersedes all prior and contemporaneous understandings and agreements, both written and oral, with respect to such subject matter. In the event of any conflict between the terms and provisions of this Agreement and those of any Schedule or Exhibit, then the terms of this Agreement shall control unless expressly set forth otherwise in the applicable Schedule or Exhibit.
 5. No Third-Party Beneficiaries. This Agreement is for the sole benefit of the parties hereto and their respective successors and permitted assigns and nothing herein, express or implied, is intended to or shall confer upon any other Person any legal or equitable right, benefit, or remedy of any nature whatsoever, under or by reason of this Agreement.
 6. Severability. No invalidity, illegality, or unenforceability of any provision herein in any jurisdiction, shall affect any other term or provision of this Agreement or invalidate or render such provision unenforceable in any other jurisdiction. If any provision is determined to be invalid, illegal, or unenforceable, the parties hereto shall negotiate in good faith to modify this Agreement so as to affect the original intent of the parties as closely as possible.
 7. Governing Law; Submission to Jurisdiction. This Agreement shall be governed by and construed in accordance with the internal laws of the State of Minnesota without giving effect to any choice or conflict of law provision or rule that would cause the application of laws of any other jurisdiction.
 8. Equitable Relief; Cumulative Remedies. Each party acknowledges that a breach of Intellectual Property Rights; Ownership or Confidentiality may cause the non-breaching party irreparable damages, for which an award of damages would not be adequate compensation. In the event of such breach or threatened breach, the non-breaching party will be entitled to seek equitable relief. Except as expressly set forth in this Agreement, the right and remedies under this Agreement are cumulative and in addition to any other rights or remedies available at law or in equity or otherwise.
 9. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall be deemed to be one and the same agreement. A signed copy of this Agreement delivered by means of electronic transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Agreement.
 10. Amendments. The Foundation may modify the terms and conditions relating to the provision of its Services as described in this Agreement upon prior written notice to

Franchisee including without limitation scope of Services, fees charged, Terms of Payment, and Term of the Agreement.

January 2025



Salon X Store Terms and Conditions

License Agreements

By making purchases through Foundation Technologies, LLC (the "Foundation"), you agree that you are authorizing Foundation to, as required, create Apple ID's on your behalf, and accept Apple's iTunes End User License Agreement. For the latest version of the iTunes End User License Agreement, visit: <http://www.apple.com/legal/internet-services/itunes/ww/>.

Foundation may also agree to other End User License Agreements as required for other third party applications. These applications include, but are not limited to versions of Styleware iPad, Vantage, OnPoint, or other applications specifically distributed through Great Clips, Inc.'s Volume Purchase Program ("VPP") as further described below. Franchisee is bound to these terms and conditions as set forth by the application developer, and Foundation and Great Clips, Inc. have no responsibility for franchisee actions with regards to iPads, or other devices on the network of a salon.

Manufacturer Warranty

Unless otherwise declared, all hardware is warranted by its manufacturer, not by Foundation or Great Clips, Inc.

For Apple's iPad warranty information: <http://www.apple.com/legal/warranty/products/ipad-english.html>

Pricing

Pricing may change due to taxes, tariffs, or other market events outside of Foundation's control. All sales are final, and no returns are available. All prices listed are in \$USD (United States Dollar).

Privacy

Foundation's Privacy Policy can be located here.

Renewals

Any subscriptions are also automatically renewed after the term expires. You can view your subscriptions, and billing information, at any time by visiting the My Account section.

Transfers

Any transfer of ownership of equipment may incur an administrative fee.

U.S. Sales and Use Tax

Foundation charges tax for purchases delivered to Arizona, Arkansas, California, Colorado, Florida, Georgia, Illinois, Indiana, Kansas, Maryland, Michigan, Minnesota, Nebraska, New

Jersey, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Washington, Virginia and Wisconsin. All other taxes are the responsibility of the purchaser. Any Canadian purchases do not include any duties, import fees, or taxes imposed; the purchaser is responsible.

Late Payments

Any late payments may incur a 15% fee after 30-days of non payment.

Shipping

If a delivery is attempted and failed by a shipping carrier, and at no fault of the carrier or Foundation, Foundation reserves the right to bill any additional freight charges incurred.

Rentals

Click here to read the Rental Agreement Terms and Conditions. [<https://salonxstore.greatclips.com/rental-terms/>]

Service Agreement

Click here to read the Services Agreement that all transactions are bound by. [<https://salonxstore.greatclips.com/terms-and-conditions-2022/>]

iPad Recycling Program

By agreeing to return an existing iPad for recycling, Foundation will be issuing you a store credit towards future purchases in the Salon X Store. Some restrictions apply. If the iPad returned is damaged, defective, or found otherwise to be in poor condition, we reserve the right to cancel the related store credit, or if the credit has already been redeemed, Foundation may charge your card on file relative to the amount of the credit that was used. Any credit issued must be used in whole, on amounts greater than the store credit, and cannot be used for any renewals. This credit will remain on your account and available on the Salon X Store for no longer than a five year term, and cannot be redeemed for cash, and is non-transferrable. The device to be recycled must arrive within 90-days from submitting this form, or from receiving the approved shipping labels, whichever is longer. If a device does not arrive within 90-days, the credit shall be cancelled, and relative value charged to your card on file along with a \$5 processing fee. Foundation may at any point adjust the credit amount, or these terms without notice. Foundation is not responsible for any data stored on any device recycled, and certifies that it will be securely erased as part of its recycling. By submitting the form for recycling, you willingly acknowledge that the iPad is in fair condition, you transfer all rights and ownership of it to Foundation, and to the above terms and conditions.

For any questions, please contact the Foundation at 844-928-2336 or greatclips@fndtn.com

These Terms and Conditions may change without notice.

VPP Terms and Conditions for Management iPads

Great Clips, Inc. has established a Volume Purchase Program (the "VPP") with Apple, Inc., as maintained and operated by the Foundation, to take advantage of volume purchasing of iPad applications and to leverage technological capabilities across the Great Clips®system (you may read more about this program generally here).

Franchisee agrees to be subject to all terms and conditions of the applicable program, as required by Apple, Inc. (the terms and conditions are available here, as may be amended from time to time by Apple, Inc.) and are incorporated by reference. Failure to adhere to such terms, whether or not enforced by Apple, Inc. may result in Great Clips, Inc. taking action against the breaching franchisee to protect its rights, including, but not limited to, removing franchisee from the VPP.

The Foundation may create an Apple ID on behalf of the franchisee for the Management iPad for participation in the VPP, as a sub-account to the Great Clips, Inc. parent account.

Using the parent account, Great Clips, Inc. is able to purchase certain applications which are required to be used by the Franchisee in its salon operations. Once purchased, the Foundation will push applications out to each applicable device in the Great Clips®system, and otherwise require Franchisee to maintain certain applications on the iPad at all times for purposes of compliance with the Franchise Agreement.

Franchisee is solely responsible for the cost, updates and liability for any non-required applications downloaded by Franchisee but must work through the Foundation in order to purchase or download applications other than those required by Great Clips, Inc.

Franchisee must not purchase or download applications that are inappropriate, offensive, or could otherwise harm the Great Clips® brand, as determined by Great Clips, Inc. is its sole discretion. Great Clips, Inc. may conduct an audit of such purchases or downloads at any time and disable or delete any applications it determines, in its sole discretion, violates this acknowledgement.

Applications installed on the Management iPads are not the property of any franchisee. If the franchisee no longer owns the salon in which the management iPad is associated (excluding transfers to a new salon location by the same franchisee), or is no longer a franchisee of the Great Clips® system, franchisee will lose access to any required or purchased application on the iPad at the time of termination and the Foundation is unable to transfer those purchased applications to a new owner.

Great Clips, Inc. may change, remove or otherwise modify the VPP at any time, and shall notify Franchisee upon such change.

Franchisee hereby indemnifies, defends and holds harmless Great Clips, Inc., the Foundation and Apple, Inc., from any cost, claim, loss or liability incurred with the purchase, download or use of any application that is not required by Great Clips, Inc.

January 2025

EXHIBIT N

Automated Clearing House Authorization



AUTHORIZATION AGREEMENT FOR PREAUTHORIZED PAYMENTS

The undersigned Account Holder hereby authorizes Great Clips, Inc. ("Great Clips") to initiate debit entries to the accounts indicated below in the amounts Great Clips will determine weekly for; continuing fees, advertising fees and/or other amounts that become payable by the undersigned to Great Clips, Inc. assessed pursuant to Account Holder's Great Clips® Franchise Agreement(s), currently existing or signed in the future. The undersigned Account Holder authorizes the depository named below to debit the same to such account each week. The dollar amount to be debited will vary.

Bank Name, Location & Phone	Bank Routing Number ^(a)	Type of Account ^(b)	Account Number ^(c)
	(a) Preencoded nine digit number at bottom left of check		
	(b) Checking or Savings		
	(c) Preencoded number at bottom middle of check		

This authorization is to remain in full force and effect until the depository listed above and Great Clips, Inc. have received written notification from the undersigned Account Holder that the Franchise Agreement(s) has or have terminated or Great Clips has agreed to receive payments by alternative means.

The undersigned Account Holder agrees to be responsible for, and to pay on demand, all costs or charges relating to the handling of the debit entries pursuant to this authorization. The undersigned Account Holder agrees to indemnify Great Clips and the Bank for any loss or cost arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.

If Account Holder is a corporation:

Corporate Name _____
By _____
Signature _____
Printed Name _____
Its _____
Federal Tax I.D. No. _____
Address _____
City _____ State _____ Zip Code _____
Phone Number _____
Date _____

If Account Holder is an individual:

Signature _____
Printed Name _____
Address _____
City _____ State _____ Zip Code _____
Phone Number _____
Date _____

Note: Please attach a voided check to the completed copy of this form when returned.

Great Clips®

Great Clips, Inc.

ACH Information Form

Name _____
Last First Corporation

Please check which of the following apply:

_____ Add new/existing salon - Open Date _____

_____ Add/Delete Transferred salon – Date of transfer _____

_____ Salon Closure – Closure Date _____

_____ Change Bank Account numbers - Effective Date _____

_____ Consolidate salons for bank draft - To help reduce bank transaction fees, multiple salons using the same bank account can be consolidated into one draft amount. This is per company, so you will still have one draft for GCI (6%) and one for NAF (5%).

Draft Schedule:

___ 1st Friday ___ 2nd Monday ___ 2nd Friday ___ 3rd Friday (Default) ___ Match Existing Salons

An Authorization Agreement Form must be attached for each bank account. List all salons associated with the same bank account number together.

Bank Account Number _____

Routing Number _____

Salon Number(s) _____

Bank Account Number _____

Routing Number _____

Salon Number(s) _____

For Accounting Department Use Only

First Draft Date _____

Bi-weekly period _____

Odd / Even

E-mail to: ach@greatclips.com

Date: _____
Initials: _____



ACH

**Final Authorization for Continuing Franchise Fees,
National Ad Fund Fees, and other Fees owed**

1st Draft – Upon Notification of Pending Assignment - All outstanding fees will be
drafted

Fees will continue to be drafted weekly until the Assignment is Final.

Final Draft – immediately following GCI approval - All remaining unpaid fees

Franchisee Name: «M1Name»«M2Name»«M3Name»«M4Name»«M5Name»«M6Name»
Corporation: «EntityName»
DMA: «DMAName»
Agreement #: A«AgreementNumber»
Salon # & Name: #«SalonNumber» - «SalonName»

Type: **Final Fees**

Select if applicable

AUTHORIZATION AGREEMENT FOR PREAUTHORIZED PAYMENTS

The undersigned Account Holder hereby authorizes Great Clips, Inc. ("Great Clips") to initiate a debit entry to the account indicated below.

The undersigned Account Holder agrees to be responsible for, and to pay on demand, all costs or charges relating to the handling of the debit entry pursuant to this authorization. The undersigned Account Holder agrees to indemnify Great Clips and the Bank for any loss or cost arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.

Use Existing Account(s) on file: ☐

OR

Bank Account Number _____

Routing Number (9 digits only) _____

Signature _____

For Accounting Purposes Only

ACH Draft Date: _____

EXHIBIT O

Franchise Application Questionnaire

GREAT CLIPS, INC.
Franchise Application Questionnaire
(For Use In All States Except for California, Maryland, ~~and~~ Washington and
Hawaii)

If you are a resident of the State of California or your franchise is located in California you are not required to sign this Questionnaire. If any California franchisee completes this Questionnaire, it is against California public policy and will be void and unenforceable, and we will destroy, disregard, and will not rely on such Questionnaire.

Do not sign this Questionnaire if you are a resident of Maryland, Hawaii or Washington or if the franchise is to be operated in the State of Maryland, Hawaii or Washington.

Have one corporate officer initial each ~~highlighted~~ statement on behalf of your entity.
_____ please initial each ~~highlighted~~ statement.

		Initials
1.	I/We received the Great Clips, Inc. ("GREAT CLIPS") Franchise Disclosure Document ("FDD") on _____ and have signed and returned the Receipt for the FDD. I/We have had adequate time to review the FDD and have read and understand the information contained in it.	_____/____
2.	I/We have received and personally reviewed the current Franchise Agreement and understand that I/we must follow the terms and conditions of the current Franchise Agreement and comply with the Great Clips business system at all times.	_____/____
3.	I/We acknowledge that I/we do not have a right to additional franchises or locations (except as provided for in the Master Development Agreement, if applicable), that the granting of additional franchises is a decision that is solely within Great Clips' determination, and that no promises or statements have been made, directly or indirectly, by Great Clips or its employees, agents or representatives, which have led or could lead me/us to believe that there is a promise or expectation of additional franchises.	_____/____
4.	I/We understand that this franchise, like any franchise or business investment, offers an opportunity but also entails risks.	_____/____
5.	I/We understand that franchisees opening salons, especially in new markets or markets with few units, tend to have initial results significantly lower in total revenue and cash flow than the average earnings information from franchisees with salons that have been open for more than a year, or in developed markets or markets with more than a few units.	_____/____
6.	I/We have conducted an independent investigation of this franchise opportunity and the merits and risks of owning and operating a franchise, and have been provided with a list of the names, addresses, and telephone numbers of the Great Clips franchisees, and have been encouraged by Great Clips to contact any franchisees of my/our choosing before entering into the Franchise Agreement. I/We have also had the opportunity to communicate with any members of the Great Clips staff with whom I/we requested to meet.	_____/____
7.	I/We understand that the Franchise Agreement is the complete and binding agreement, and I/we cannot rely upon any oral or written promises, representations or assurances of any kind not stated in the Franchise Agreement.	_____/____
8.	I/We understand that Great Clips does not guaranty the availability of suitable real estate and I/we am/are solely responsible for finding suitable locations.	_____/____
9.	I/We understand that I/we must follow the approved grand opening advertising plan as determined by Great Clips and must spend at least the minimum amount required on said plan for each franchise opened, as stated in the FDD.	_____/____
10.	I/We am/are aware that there are referral bonus programs in place which may award franchisees, salon employees, Great Clips employees, and others for referring a qualified individual(s) to Great Clips who	_____/____

subsequently becomes a new franchisee. In addition, if I/we were referred to Great Clips by a broker, upon approval of our application for a franchise, Great Clips will pay a referral fee to the appropriate party.

11. I/We understand that any training, support, guidance or tools provided by Great Clips are for the purpose of protecting the GREAT CLIPS® System and Marks and to assist us in the operation of our business and not for the purpose of controlling or in any way intended to exercise or exert control over our decisions or day-to-day operation of our business. I/We understand that I/we will have sole responsibility for the hiring, wages and other compensation including benefits, training, supervision and termination of employees and all other employment and employee related matters. _____/_____
12. I/We understand that we must devote our best efforts to the management and operation of the Great Clips business and must adhere to ethical business conduct. _____/_____
13. I/We understand that in addition to the Franchise Sellers identified on the Receipt Pages of the Disclosure Document I/We received, the following individuals were also involved in the franchise sales process:

☐ Beth Nilssen	☐ ~~Ellen Engilis~~ ~~Nathan Ohme~~	☐ Warren Davis
☐ Heather Briggs	☐ ~~Nathan Ohme~~ ☐ ~~James Reynolds~~	☐ ~~Patricia Delgallego~~ ☐ ~~Andrew Spurlin~~
☐ Cheryl Wheeler	☐ ~~James Reynolds~~ ~~Belinda Avera~~	☐ Jack Gulden
☐ Miranda McNally	☐ ~~Belinda Avera~~ ☐ ~~Joel Strause~~	☐ LeAnn Jesseman
☐ Norm Willardson	☐ ~~Joel Strause~~	

Other: _____

14. **Existing Franchisees Only** – Great Clips is not in default of any of its obligations under the terms and conditions of a Franchise Agreement(s) pursuant to which I/we operate a franchise, I/we have received satisfactory training and ongoing support from Great Clips and are satisfied with the investment as it relates to such franchise(s). I/we are not currently in default under any of the terms, covenants, and conditions of any existing Franchise Agreement(s) and have read and agree to abide by the Great Clips Franchisee Code of Ethics. _____/_____
15. **Incentive Program Applicants Only** - I/We understand that Great Clips' incentive programs, including the Master Development Agreement, require the payment of a fee or fees that may be totally non-refundable. In addition, there are specific performance requirements that I/we must meet in order to receive the full benefits of the incentive program. I/We understand that Great Clips does not guaranty the availability of suitable real estate and I/we am/are solely responsible for securing suitable locations. Estimations as to the availability of any locations made by Great Clips or its agents and representatives do not represent an assurance or guaranty that those sites can be procured and/or be opened for business by the incentive program deadline. I/We further understand that if I/we do not meet all performance requirements under the incentive program deadline, then I/we must pay the then-current Initial Franchise Fee and Initial Advertising Contribution for any salons I/we open in the future after complying with all expansion policy guidelines. _____/_____

[Signature page follows]

NOTE: If applicant is a corporation, partnership or other entity, this Questionnaire must be signed both on behalf of the entity by an authorized officer, and individually by each of its shareholders, partners or owners.

FRANCHISEE:

By: _____
By: _____
Name: _____
Its: _____

Date: _____
Date: _____

Individually: _____

Individually: _____

Individually

Individually

**ACCEPTED:
GREAT CLIPS, INC.**

By: _____
Its: _____
Its: _____

Date: _____

GREAT CLIPS, INC.
Franchise Application Questionnaire
(For Use In California, Maryland, ~~and~~ Washington and Hawaii)

Have one corporate officer initial each ~~highlighted~~ statement on behalf of your entity.
_____ please initial each ~~highlighted~~ statement.

1. I/We am/are aware that there are referral bonus programs in place which may award franchisees, salon employees, Great Clips employees, and others for referring a qualified individual(s) to Great Clips who subsequently becomes a new franchisee. In addition, if I/we were referred to Great Clips by a broker, upon approval of our application for a franchise, Great Clips will pay a referral fee to the appropriate party. _____ / _____
2. I/We understand that in addition to the Franchise Sellers identified on the Receipt Pages of the Disclosure Document I/We received, the following individuals were also involved in the franchise sales process:

☐ Beth Nilssen	☐ ~~Nathan Ohme~~ <u>Ellen Engilis</u>	☐ Warren Davis
☐ _____	☐ ~~James Reynolds~~	☐ ~~Patricia Delgallego~~
☐ Heather Briggs	☐ <u>Nathan Ohme</u>	☐ <u>Andrew Spurlin</u>
☐ _____	☐ _____	☐ _____
☐ Cheryl Wheeler	☐ <u>James Reynolds</u> — ~~Belinda Avera~~	☐ Jack Gulden
☐ _____	☐ <u>Belinda Avera</u>	☐ _____
☐ Miranda McNally	☐ ~~Joel Strause~~	☐ LeAnn Jesseman
☐ _____	☐ <u>Joel Strause</u>	☐ _____
☐ Norm Willardson		

Other: _____

3. **Existing Franchisees Only** – Great Clips is not in default of any of its obligations under the terms and conditions of a Franchise Agreement(s) pursuant to which I/we operate a franchise. I/we are not currently in default under any of the terms, covenants, and conditions of any existing Franchise Agreement(s) and have read and agree to abide by the Great Clips Franchisee Code of Ethics. _____ / _____

NOTE: If applicant is a corporation, partnership or other entity, this Questionnaire must be signed both on behalf of the entity by an authorized officer, and individually by each of its shareholders, partners or owners.

FRANCHISEE:

By: _____ Date: _____
By: _____ Date: _____
Name: _____
Its: _____

Individually: _____ Individually: _____

~~Individually~~

~~Individually~~

**ACCEPTED:
GREAT CLIPS, INC.**

By: _____
~~Its:~~ _____
~~Its:~~ _____

Date: _____

EXHIBIT P

State Addenda

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF CALIFORNIA**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of California:

The registration of this franchise offering by the California Department of Financial Protection and Innovation does not constitute approval, recommendation, or endorsement by the commissioner.

Item 2

Neither the franchisor nor any person described in Item 2 of the FDD is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C. 78a et seq. suspending or expelling such persons from membership in such association or exchange.

Item 17

The Franchise Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.

California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Sec. 101 *et seq.*).

The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

The Franchise Agreement requires binding arbitration. The arbitration will occur at Minneapolis, Minnesota. The non-prevailing party will pay all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in any arbitration. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of an agreement restricting venue to a forum outside the State of California.

Before the franchisor can ask you to materially modify your existing franchise agreement, Section 31125 of the California Corporations Code requires the franchisor to file a material modification application with the Department that includes a disclosure document showing the existing terms and the proposed new terms of your franchise agreement. Once the application is registered, the franchisor must provide you with that disclosure document with an explanation that the changes are voluntary.

You must sign a general release if you renew or transfer your franchise. California Corporations Code §31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code §§31000 through 31516). Business and Professions Code §20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code §§20000 through 20043).

The Franchise Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.

The highest interest rate allowed by law in California is 10% annually.

No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

PROSPECTIVE FRANCHISEES ARE ENCOURAGED TO CONSULT PRIVATE LEGAL COUNSEL TO DETERMINE THE APPLICABILITY OF CALIFORNIA AND FEDERAL LAWS (SUCH AS BUSINESS AND PROFESSIONS CODE SECTION 20040.5, CODE OF CIVIL PROCEDURES SECTION 1281, AND THE FEDERAL ARBITRATION ACT) TO ANY PROVISIONS OF A FRANCHISE AGREEMENT RESTRICTING VENUE TO A FORUM OUTSIDE THE STATE OF CALIFORNIA.

OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THE WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT www.dfpi.ca.gov.

THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISE DISCLOSURE DOCUMENT 14 DAYS PRIOR TO EXECUTION OF AGREEMENT.

~~The registration of this franchise offering by the California Department of Financial Protection and Innovation does not constitute approval, recommendation, or endorsement by the commissioner.~~

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF CALIFORNIA**

The following information applies to franchisees subject to California statutes and regulations. Notwithstanding anything contained in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.
2. In Section 20.2 of the Franchise Agreement, the covenant not to compete upon expiration or termination of the Franchise Agreement may be unenforceable except in certain circumstances provided by law.
3. Section 16.5 of the Franchise Agreement requires all arbitration hearings to take place exclusively in Minneapolis, Minnesota, and requires that any other legal proceedings must be venued in federal or state court in Hennepin County, Minnesota. These provisions may be unenforceable under California law.
4. The Franchise Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.
5. The Franchise Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.
6. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
7. The highest interest rate allowed by law in California is 10% annually.
8. Franchisees must sign a personal guaranty, making you and your spouse individually liable for your financial obligations under the agreement if you are married. The guaranty will place your and your spouse's marital and personal assets at risk, perhaps including your house if your franchise fails.
9. 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.

(Signatures on following page.)

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

FRANCHISOR:
GREAT CLIPS, INC.

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
MASTER DEVELOPMENT AGREEMENT
FOR THE STATE OF CALIFORNIA**

The following information applies to franchisees subject to California statutes and regulations. Notwithstanding anything contained in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Master Development Agreement contains a provision that is inconsistent with the law, the law will control.
2. Section 13.5 of the Master Development Agreement requires all arbitration hearings to take place exclusively in Minneapolis, Minnesota, and requires that any other legal proceedings must be venued in federal or state court in Hennepin County, Minnesota. These provisions may be unenforceable under California law.
3. The Master Development Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.
4. The Master Development Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.
5. No statement, questionnaire, or acknowledgment signed by a franchisee in connection with the commencement of the franchise relationship shall be construed as waiving any claims under any applicable state franchise law, including fraud in the inducement, or as disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
6. Franchisees must sign a personal guaranty, making you and your spouse individually liable for your financial obligations under the agreement if you are married. The guaranty will place your and your spouse's marital and personal assets at risk, perhaps including your house, if your franchise fails.

(Signatures on following page.)

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**GENERAL RELEASE
FOR THE STATE OF CALIFORNIA**

This General Release is given to Great Clips, Inc. ("Great Clips") by _____
("Franchisee")

NOW, THEREFORE, FOR VALUE RECEIVED, Franchisee, on behalf of Franchisee and of Franchisee's predecessors, affiliates, successors and assigns, hereby (i) represents to Franchisor that Franchisee has read and understands the Franchise Agreement, Franchisor's various policies (including the Development Policy, Assignment Policy and Real Estate Policy) as such policies change from time to time (ii) further represents to Franchisor that Franchisee has no outstanding claims, suits, demands, causes of action or grievances, in any amount or kind, now known or unknown, arising from or in connection with any act, practice, omission or transaction occurring in whole or in part before the date of this General Release in relation to or in connection with all matters relating to Franchisor, the agreements between Franchisee and Franchisor, Franchisor's policies, or the GREAT CLIPS System in any manner whatsoever including but not limited to, all Franchisee's GREAT CLIPS franchises (collectively, "Claims") and (iii) releases and discharges Franchisor, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys, from the Claims. Notwithstanding the preceding, no claim shall be released which arises out of facts deliberately concealed by the Franchisor or which are not reasonably ascertainable by the Franchisee.

Franchisee represents that Franchisee has carefully and fully read this General Release, has had ample opportunity to review it with Franchisee's attorney, and understands its content and consequences.

Franchisee hereby waives the benefit of the provisions of § 1542 of the Civil Code of the State of California, which provides as follows:

"A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY"

IN WITNESS WHEREOF, the parties have executed this General Release on the date set forth below to be effective upon execution by Great Clips.

(Signatures on following page.)

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

FRANCHISOR:
GREAT CLIPS, INC.

By: _____
Its: _____

Date: _____

(Note: If Franchisee is a corporation, partnership or other entity, this General Release MUST be signed both on behalf of the entity by an authorized officer, AND by each shareholder, partner or owner individually.)

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF HAWAII**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Hawaii:

THESE FRANCHISES HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE OFFERING CIRCULAR, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS OFFERING CIRCULAR CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

The Disclosure Document is amended to include the following information:

- 1) The states in which this registration is currently registered or exempt from franchise registration:

California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin

- 2) The states in which this proposed registration is or will be shortly on file, or is or will shortly be exempt from registration:

California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin

- 3) The states, if any, which have refused, by order or otherwise, to register these franchises:

None.

- 4) The states, if any, which have revoked or suspended the right to offer these franchises:

None.

- 5) The states, if any, in which the proposed registration of these franchises has been withdrawn:
None.

~~6) The following risk factor is added to the “Special Risks to Consider About This Franchise” page:
1. **Franchisor Negative Equity.** Franchisor’s 2022 financial statements show that the Franchisor has a negative net equity in that its liabilities exceed its assets.~~

~~7)6)~~ Item 5 is amended to provide that all Initial Franchise Fees paid to Great Clips will be deferred until Great Clips has met its material pre-opening obligations and the franchise’s Salon opens for business.

~~8)7)~~ Item 7 of the disclosure document provides, in part, that certain expenditures may be payable to Great Clips prior to opening your salon. Item 7 is amended to provide that any expenditures payable to Great Clips prior to opening your Salon, or Salon(s) if this Franchise Agreement is part of a Master Development Agreement or Three Star Program, will be deferred until Great Clips has met its material pre-opening obligations and the franchisee’s Salon opens for business.

~~9)8)~~ Item 17 of the disclosure document provides, in part, that you have no interest upon termination of or refusal to renew or extend the Franchise Agreement. Item 17 is amended to provide that, upon termination or refusal to renew the Franchise Agreement, the Franchisee will be compensated for the fair market value of certain assets of the Franchised Business, as more fully described in Haw. Rev. Stat. § 482E-6(3).

10) No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF HAWAII**

The following information applies to franchisees subject to Hawaii statute and regulations.

- 1) Notwithstanding anything in Sections 5.1, 5.7 and any other references to pre-opening payments owed by Franchisee to Great Clips, the Franchise Agreement is amended as follows:

All Initial Franchise Fees and any expenditures payable to Great Clips will be deferred until Great Clips has met its material pre-opening obligations and the franchisee's Salon opens for business.

- 2) No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

FRANCHISOR:

GREAT CLIPS, INC.

By: _____

Date: _____

Its: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF ILLINOIS**

The following information applies to franchisees subject to Illinois statutes and regulations. The item number corresponds to the Item in the main body of the disclosure document.

Item 17

In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.

Illinois law governs the Franchise Agreement and Master Development Agreement. The governing law and choice of law provisions in the disclosure document and Franchise Agreement and Master Development Agreement may be unenforceable under the Illinois Franchise Disclosure Act.

Franchisee's rights upon termination and non-renewal are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.

In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. This shall not prevent any person from entering into a settlement agreement or executing a general release regarding a potential or actual lawsuit filed under the provisions of the Illinois Franchise Disclosure Act, nor shall it prevent the arbitration of any claims pursuant to the provisions of Title IX of the United States Code.

The provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of the Franchisee may not be enforceable under Title 11, United States Code, Section 101.

No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF ILLINOIS**

This Addendum pertains to franchisees subject to Illinois statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. Illinois law governs the Franchise Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Franchisee's rights upon termination and non-renewal are as set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.
4. In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. This shall not prevent any person from entering into a settlement agreement or executing a general release regarding a potential or actual lawsuit filed under the provisions of the Illinois Franchise Disclosure Act, nor shall it prevent the arbitration of any claims pursuant to the provisions of Title IX of the United States Code.
5. The provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of the Franchisee may not be enforceable under Title 11, United States Code, Section 101.
6. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signature page follows]

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
MASTER DEVELOPMENT AGREEMENT
FOR THE STATE OF ILLINOIS**

This Addendum pertains to franchisees subject to Illinois statutes and regulations. Notwithstanding anything in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. Illinois law governs the Master Development Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in the Master Development Agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Franchisee's rights upon termination and non-renewal are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.
4. In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. This shall not prevent any person from entering into a settlement agreement or executing a general release regarding a potential or actual lawsuit filed under the provisions of the Illinois Franchise Disclosure Act, nor shall it prevent the arbitration of any claims pursuant to the provisions of Title IX of the United States Code.
5. The provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of the Franchisee may not be enforceable under Title 11, United States Code, Section 101.
6. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signature page follows]

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF MARYLAND**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Maryland:

The item number corresponds to the Item in the main body of the disclosure document.

Item 17

Any claims under the Maryland Franchise and Disclosure law may be brought in the State of Maryland.

You may sue in Maryland for any claims under the Maryland Franchise and Disclosure law.

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

The general release required as a condition of renewal, sale, and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

The Franchise Agreement provides that disputes are resolved through arbitration. A Maryland franchise regulation states that it is an unfair or deceptive practice to require a franchisee to waive its right to file a lawsuit in Maryland claiming a violation of the Maryland Franchise Registration and Disclosure Law. In light of the Federal Arbitration Act, there is some dispute as to whether this forum selection requirement is legally enforceable.

The Franchise Agreement provides for termination if you are insolvent under any applicable state or federal law. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Section 101 et seq.).

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF MARYLAND**

The following information applies to franchisees subject to Maryland statute and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. Section 17.1 of the Franchise Agreement provides for termination for insolvency or bankruptcy, this provision may not be enforceable under federal bankruptcy law.
2. Contrary to Section 16.5 of the Franchise Agreement, Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure law permits a franchisee to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure Law permits a franchisee in Maryland to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.
3. Franchisee's execution of a general release in favor of Great Clips pursuant to Section 15.4 of the Franchise Agreement will not act as a waiver to relieve Great Clips from liability under the Maryland Franchise Registration and Disclosure Law.
4. Any representations made in the Franchise Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
5. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

(Signatures on following page.)

FRANCHISEE:

By: _____

Name: _____

Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____

Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
MASTER DEVELOPMENT AGREEMENT
FOR THE STATE OF MARYLAND**

This Addendum pertains to franchisees subject to Maryland statutes and regulations. Notwithstanding anything in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. Contrary to Section 13.5 of the Master Development Agreement, Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure law permits a franchisee to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure Law permits a franchisee in Maryland to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.
2. Franchisee's execution of a general release in favor of Great Clips pursuant to Section 5 of the Master Development Agreement will not act as a waiver to relieve Great Clips from liability under the Maryland Franchise Registration and Disclosure Law.
3. Any representations made in the Master Development Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
4. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

FRANCHISOR:

GREAT CLIPS, INC.

By: _____

Date: _____

Its: _____

**GENERAL RELEASE
FOR THE STATE OF MARYLAND**

This General Release is given to Great Clips, Inc. ("Great Clips") by _____
"Franchisee")

FOR VALUE RECEIVED, Franchisee, on behalf of Franchisee and of Franchisee's predecessors, affiliated entities, successors and assigns, hereby: (a) represents to Great Clips that Franchisee has read and understands the Franchise Agreement, Great Clips' various policies (including the Development Policy, Assignment Policy and Real Estate Policy) as such policies may change from time to time, (b) further represents to Great Clips that Franchisee has no outstanding claims, suits, demands, causes of action or grievances, in any amount or kind, now known or unknown, arising from or in connection with any act, practice, omission or transaction occurring in whole or in part before the date of this General Release in relation to or in connection with all matters relating to Great Clips, the agreements between Franchisee and Great Clips, Great Clips' policies or the GREAT CLIPS® System in any manner whatsoever, including but not limited to, all Franchisee's GREAT CLIPS® franchises (collectively, "Claims") and (c) releases and discharges Great Clips, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys, from the Claims. Notwithstanding the preceding, no claim shall be released which arises out of facts deliberately concealed by Great Clips or which are not reasonably ascertainable by the Franchisee.

Franchisee represents that it has carefully and fully read this General Release, has had ample opportunity to review it with Franchisee's attorney, and understands its content and consequences.

The representations and provisions of this General Release 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.

IN WITNESS WHEREOF, the parties have executed this General Release on the date set forth below to be effective upon execution by Great Clips.

(Signatures on following page.)

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

ACCEPTED:
GREAT CLIPS, INC.

By: _____
Its: _____

Date: _____

(Note: If Franchisee is a corporation, partnership or other entity, this General Release MUST be signed both on behalf of the entity by an authorized officer, AND by each shareholder, partner or owner individually.)

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF MINNESOTA**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Minnesota:

Item 13

Great Clips will defend its Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisees' use of the GREAT CLIPS® trademark infringes trademark rights of the third party. Great Clips does not indemnify franchisees against the consequences of franchisees' use of the GREAT CLIPS® trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to such defense, the franchisee must provide notice to Great Clips within 10 days and tender the defense of the claim to Great Clips. If Great Clips accepts the tender of defense, it has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

Item 17

With respect to franchises governed by Minnesota law, Great Clips will comply with Minn. Stat. Sec. 80C.14., Subds. 3, 4 and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal and the Franchise Agreement.

Any provision relating to the posting of a bond in connection with a preliminary injunction does not apply to Minnesota franchisees, except where specifically provided by law. It is understood that Great Clips may seek injunctive relief.

Great Clips cannot require franchisees to sign a release of claims under the Minnesota Franchise Act as a condition to renewal or assignment. Great Clips is prohibited from requiring franchisees to assent to a release, assignment, novation or waiver that would relieve any person from liability imposed by Minnesota Statutes, Sections 80C.01 to 80C.22, provided that the foregoing shall not bar the voluntary settlement of disputes.

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

| NSF checks are governed by Minnesota Statue 604.113, which puts a limit of \$30 on service charges.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF MINNESOTA**

The following information applies to franchisees subject to Minnesota statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. With respect to franchises governed by Minnesota law, Great Clips will comply with Minn. Stat. Sec. 80C.14., Subds. 3, 4 and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the franchise agreement.

2. Great Clips will defend its Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisees' use of the GREAT CLIPS® trademark infringes trademark rights of the third party. Great Clips does not indemnify franchisees against the consequences of franchisees' use of the GREAT CLIPS® trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to such defense, the franchisee must provide notice to Great Clips, Inc. within 10 days and tender the defense of the claim to Great Clips. If Great Clips accepts the tender of defense, it has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

3. The provisions of Section 16.4 of the Franchise Agreement relating to the posting of bond in connection with a preliminary injunction do not apply to Minnesota franchisees, except where specifically provided by law. It is understood that Great Clips may seek injunctive relief.

4. Great Clips cannot require franchisees to sign a release of claims under the Minnesota Franchise Act as a condition to renewal or assignment.

5. Great Clips is prohibited from requiring franchisees to assent to a release, assignment, novation or waiver that would relieve any person from liability imposed by Minnesota Statutes, Sections 80C.01 to 80C.22, provided that the foregoing shall not bar the voluntary settlement of disputes.

6. NSF checks are governed by Minnesota Statute 60A.113, which puts a limit of \$30 on service charges.

~~6.7.~~ No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

(Signatures on following page.)

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

FRANCHISOR:
GREAT CLIPS, INC.

By: _____

Date: _____

Its: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF NEW YORK**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of New York:

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT P OR YOUR PUBLIC LIBRARY FOR SERVICES OR INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OF PROVINCIAL AUTHORITY. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is added at the end of Item 3:

Except as provided above, with regard to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

- A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.
- B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context and number of franchisees and the size, nature or financial condition of the franchise system or its business operations.
- C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10 year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.
- D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange

Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate or sales agent.

3. The following is added to the end of Item 4:

Neither the franchisor, its affiliate, its predecessor, officers or general partner, during the 10-year period immediately before the date of the Franchise Disclosure Document: (a) filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the bankruptcy code; or (c) was a principal of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within one year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of Item 5:

The initial franchise fee constitutes part of our general operating funds and will be used in our sole discretion.

5. The following is added to the end of the “Summary” section of Item 17(c), titled **“Requirements for franchisee to renew or extend”** and Item 17 (m) entitled **“Conditions for franchisor approval of transfer”**

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this provision that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

6. The following language replaces the “Summary” section of Item 17(d), titled **“Termination by franchisee”**:

You may terminate this agreement on any grounds available by law.

7. The following is added to the end of the “Summary” section of Item 17(j), titled **“Assignment of contract by franchisor”**:

However, no assignment will be made except to an assignee who in good faith and judgement of the franchisor, is willing and financially able to assume the franchisor’s obligations under the Franchise Agreement.

8. The following is added to the end of the “Summary” sections of Item 17(v), titled **“Choice of forum”** and Item 17(w), titled **“Choice of Law”**

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York.

9. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
10. Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earlier of the first personal meeting, ten (10) business days before the execution of the franchise or other agreement, or the payment of any consideration that relates to the franchise relationship.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF NORTH DAKOTA**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of North Dakota:

1. The North Dakota Securities Commissioner has determined that it is unfair and unequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from Item 17c. and from any other place it appears in the Disclosure Document or in the Franchise Agreement.
2. Item 17r. is revised to provide that covenants not to compete, such as those mentioned in Item 17r. of the Disclosure Document are generally considered unenforceable in the state of North Dakota.
3. Any references in the Disclosure Document and in the Franchise Agreement and to any requirement to consent to a waiver of exemplary and punitive damages are deleted.
4. Any references in the Disclosure Document and in the Franchise Agreement to any requirement to consent to a waiver of trial by jury are deleted.
5. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
6. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney fees.
7. Any references in the Disclosure Document and in the Franchise Agreement requiring franchisee to consent to termination penalties or liquidated damages are deleted.
8. The North Dakota Securities Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. Therefore, any references in Item 17(v) of the Disclosure Document and any requirement in Section 16 of the Franchise Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
9. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF NORTH DAKOTA**

The following information applies to franchisees subject to North Dakota statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. The North Dakota Securities Commissioner has determined that it is unfair and unequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from any place it appears in the Franchise Agreement.
2. Covenants not to compete are generally considered unenforceable in the state of North Dakota.
3. Any references in the Franchise Agreement to any requirement to consent to a waiver of exemplary and punitive damages are deleted.
4. Any references in the Franchise Agreement to any requirement to consent to a waiver of trial by jury are deleted.
5. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
6. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney's fees.
7. The North Dakota Securities Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remove from the site of the franchisee's business. Therefore, any references in Section 16 of the Franchise Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
8. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

(Signatures on following page.)

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

FRANCHISOR:
GREAT CLIPS, INC.

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
MASTER DEVELOPMENT AGREEMENT
FOR THE STATE OF NORTH DAKOTA**

1. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
2. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney's fees.
3. The North Dakota Securities Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. Therefore any references in the Master Development Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
4. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

FRANCHISOR:

GREAT CLIPS, INC.

By: _____

Date: _____

Its: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR THE STATE OF RHODE ISLAND**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Rhode Island:

Item 17

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “A provision in the Franchise Agreement restricting jurisdiction of venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act.”

**ADDENDUM TO GREAT CLIPS, INC.
DISCLOSURE DOCUMENT
FOR THE STATE OF VIRGINIA**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Virginia:

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the Great Clips Franchise Agreement or Master Development Agreement do not constitute “reasonable cause,” as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF VIRGINIA**

No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____

Date: _____

Its: _____

**ADDENDUM TO GREAT CLIPS, INC.
MASTER DEVELOPMENT AGREEMENT
FOR THE STATE OF VIRGINIA**

No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

FRANCHISOR:

GREAT CLIPS, INC.

By: _____

Date: _____

Its: _____

WASHINGTON ADDENDUM TO ~~GREAT CLIPS, INC. THE~~ FRANCHISE DISCLOSURE DOCUMENT,

**THE FRANCHISE AGREEMENT AND
MASTER DEVELOPMENT AGREEMENT, THREE STAR
PROGRAM AGREEMENT, FRANCHISE
APPLICATION QUESTIONNAIRE AND ALL RELATED AGREEMENTS
FOR THE STATE OF WASHINGTON**

~~Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Washington:~~

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, ~~Chapter~~chapter 19.100 RCW will prevail.
2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the GREAT CLIPS Franchise Agreement~~franchise agreement~~ or ~~GREAT CLIPS Master Development Agreement in related agreements concerning~~ your relationship with the franchisor ~~(Great Clips, Inc.), including in the areas of termination and renewal of your franchise, as applicable.~~ There may also be court decisions ~~which may that~~ supersede the ~~Franchise Agreement~~franchise agreement or ~~the Master Development Agreement in related agreements concerning~~ your relationship with the franchisor. Franchise agreement provisions, including the areas of termination and renewal of your franchise, as applicable~~those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.~~
3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the ~~Franchise Agreement or Master Development Agreement~~franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.
4. **General Release.** A release or waiver of rights ~~executed by a~~in the franchise agreement or related agreements purporting to bind the franchisee ~~may not include rights to waive compliance with any provision~~ under the Washington Franchise Investment Protection Act or any ~~rules~~rules or ~~order~~orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

4.5. Statute of Limitations and Waiver of Jury Trial. Provisions ~~such as those which contained in the franchise agreement or related agreements that~~ unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

5.6. Transfer Fees. Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. Termination by Franchisee. The franchisee may terminate the franchise agreement under any grounds permitted under state law.

8. Certain Buy-Back Provisions. Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. Fair and Reasonable Pricing. Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

10. Waiver of Exemplary & Punitive Damages. RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).

11. Franchisor's Business Judgement. Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. Indemnification. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. Attorneys' Fees. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

6.14. Noncompetition Covenants. Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any ~~provisions~~provision contained in the ~~Franchise Agreement, the Master Development~~

~~Agreement~~franchise agreement or elsewhere,~~as applicable,~~ that ~~conflict~~conflicts with these limitations ~~are~~is void and unenforceable in Washington.

7.15. Nonsolicitation Agreements. RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the ~~Franchise Agreement, Master Development Agreement~~franchise agreement or elsewhere,~~as applicable,~~ are void and unenforceable in Washington.

8.16. Questionnaires and Acknowledgments. No statement, questionnaire, or acknowledgment signed or agreed to by ~~Franchisee~~a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by ~~the Franchisor~~any franchisor, franchise seller, or other person acting on behalf of the ~~Franchisor~~franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

17. Prohibitions on Communicating with Regulators. Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. Advisory Regarding Franchise Brokers. Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

The undersigned ~~does~~parties do hereby acknowledge receipt of this ~~addendum~~Addendum.
FRANCHISEE:

By: _____ Date: _____

Name: _____

Its: _____

Individually _____ Individually

FRANCHISOR:
GREAT CLIPS, INC.

By: _____ Date: _____

Its: _____

Dated this _____ day of _____, 20____.

Signature of Franchisor Representative Signature of Franchisee Representative

Title of Franchisor Representative Title of Franchisee Representative

**ADDENDUM TO GREAT CLIPS, INC.
DISCLOSURE DOCUMENT
FOR THE STATE OF WISCONSIN**

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Wisconsin:

The Wisconsin Fair Dealership Law applies to most franchise agreements in the state and prohibits termination, cancellation, non-renewal or substantial change in competitive circumstances of a dealership agreement without good cause. The law further provides that 90 days prior written notice of the proposed termination, etc. must be given to the dealer. The dealer has 60 days to cure the deficiency and if the deficiency is so cured the notice is void. The Disclosure Document and Franchise Agreement are hereby modified to state that the Wisconsin Fair Dealership Law, to the extent applicable, supersedes any provisions of the Franchise Agreement that are inconsistent with the Wisconsin Fair Dealership Law, Wis. Stat. Ch. 135.

4902-8658-2309, v. 4

EXHIBIT Q

State Agencies and Agents for Service of Process

STATE AGENCIES AND AGENTS FOR SERVICE OF PROCESS

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
California	California Department of Financial Protection and Innovation 2101 Arena Boulevard Sacramento, CA 95834 (866) 275-2677 (Toll Free)	C T Corporation System 330 N. Brand Blvd, Ste 700 Glendale, CA 91203
Hawaii	Dept. of Commerce and Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 205 Honolulu, HI 96813 (808) 586-2722	C T Corporation System 900 Fort Street Mall, Ste. 1680 Honolulu, HI 96813 and Commissioner of Securities Dept. of Commerce and Consumer Affairs Business Registration Division Securities Compliance Branch 335 Merchant Street, Room 205 Honolulu, HI 96813
Illinois	Illinois Attorney General 500 South Second Street Springfield, IL 62706 (217) 782-4465	C T Corporation System (Chicago) 208 South LaSalle Street, Suite 814 Chicago, IL 60604
Indiana	Indiana Secretary of State Securities Division 302 West Washington Street, Room E111 Indianapolis, IN 46204 (317) 232-6681	C T Corporation System 334 North Senate Avenue Indianapolis, IN 46204-1708
Maryland	Office of the Attorney General Division of Securities 200 St. Paul Place Baltimore, MD 21202-2020 (410) 576-6360	The Corporation Trust Incorporated 2405 York Road, Suite 201 Lutherville Timonium, MD 21093
Michigan	Michigan Department of Attorney General Consumer Protection Division G. Mennen Williams Building, 1 st Floor 525 West Ottawa Street Lansing, MI 48913 (517) 373-7117	C T Corporation System 40600 Ann Arbor Road East, Suite 201 Plymouth, MI 48170
Minnesota	Minnesota Department of Commerce 85 7 th Place East, Suite 280 St. Paul, MN 55101-2198 (651) 539-1600	C T Corporation System Inc. 1010 Dale Street North Saint Paul, MN 55117
New York	NYS Department of Law Investor Protection Bureau 28 Liberty Street, 21 st Floor New York, NY 10005 (212) 416-8222	C T Corporation System 28 Liberty Street New York, NY 10005
North Dakota	North Dakota Securities Department 600 East Boulevard Avenue State Capitol, Fourteenth Floor, Dept. 414 Bismarck, ND 58505-0510 (701) 328-4712	C T Corporation System 120 West Sweet Avenue Bismarck, ND 58504

STATE	STATE ADMINISTRATOR	AGENT FOR SERVICE OF PROCESS
Rhode Island	Department of Business Regulation Securities Division 1511 Pontiac Avenue Building 69-1 Cranston, RI 02920 (401) 222-3048	C T Corporation System 450 Veterans Memorial Parkway, Suite 7A East Providence, RI 02914
South Dakota	Department of Labor and Regulation Division of Insurance – Securities Regulation 124 S. Euclid, Suite 104 Pierre, SD 57501 (605) 773-3563	C T Corporation System 319 South Coteau Street Pierre, SD 57501
Virginia	1300 East Main Street, 9 th Floor Richmond, VA 23219 (804) 371-9051	C T Corporation System 4701 Cox Road, Suite 285 Glen Allen, VA 23060-6802
Washington	Department of Financial Institutions Securities Division PO Box 41200 Olympia, WA 98507 (360) 902-8760	C T Corporation System 711 Capitol Way S, Suite 204 Olympia, WA 98501
Wisconsin	Department of Financial Institutions Division of Securities 4822 Madison Yards Way, North Tower Madison, WI 53705 (608) 261-2139	CT Corporation 301 S. Bedford Street, Suite 1 Madison, WI 53703

EXHIBIT R

Data Processing Addendum

Great Clips Franchise Agreement Data Processing Addendum

This Great Clips Franchise Agreement Data Processing Addendum (“Addendum”) is made part of the Franchise Agreement(s) (as identified on the attached Exhibit A) by and between Great Clips, Inc. (“GCI”) and _____ (“Franchisee”) (collectively, the “Agreements”), which pertains to the franchise relationship between the parties (“Relationship”). Any rights and obligations hereunder are in addition to and not in lieu of the parties’ rights and obligations set forth in the Agreements. Capitalized terms shall have the meaning given them in the Agreements, in this Addendum, and in the Data Privacy Laws, as applicable.

1. **Definitions.** Capitalized words not defined in this Addendum shall have the meaning given to them in the Agreements.
 - 1.1. **“Personal Data”** means information that identifies, relates to, describes, is capable of being associated with, or could reasonably be linked, directly or indirectly, with a particular individual or household. “Personal Data” includes all “Personal Information” or similar terms defined by Data Privacy Laws. **“GCI Personal Data”** means all information that Franchisee received from, Processed for, or collected on behalf of GCI, including Personal Data and other information that is collected on Franchisee premises or Franchisee customers.
 - 1.2. **“Data Privacy Laws”** means all applicable federal and state laws and regulations relating to privacy and consumer protection which apply to the Processing of data by Franchisee under the Agreements. This includes laws, regulations, guidelines, requirements, and government issued rules in the U.S. currently in effect and as they become effective, including without limitation, the California Consumer Privacy Act of 2018 as amended by the California Privacy Rights Act of 2020, the Virginia Consumer Data Protection Act, the Colorado Privacy Act, the Utah Consumer Privacy Act, the Connecticut Data Privacy Act, Montana Consumer Data Privacy Act (MTCDDPA), Iowa Consumer Data Protection Act (ICDDPA), New Jersey Data Privacy Law, New Hampshire Data Privacy Act, [Nebraska Data Privacy Act \(NDPA\)](#), Oregon Consumer Privacy Act (OCPA), Delaware Personal Data Privacy Act (DPDPA), Texas Data Privacy and Security Act (TDPSA), [Minnesota Consumer Data Privacy Act \(MCDPA\)](#), [Tennessee Information Protection Act \(TIPA\)](#), [Maryland Online Data Privacy Act \(MODPA\)](#), [Indiana Consumer Data Protection Act \(ICDDPA\)](#), [Kentucky Consumer Data Protection Act \(KCDPA\)](#), [Rhode Island Data Transparency and Privacy Protection Act \(RIDTPPA\)](#) and any applicable data security and/or privacy laws of other jurisdictions.
 - 1.3. **“Deidentified Information”** means information that cannot reasonably be used to infer information about, or otherwise be linked to, a particular data subject
 - 1.4. **“Instructions”** means GCI’s written instructions to Franchisee pertaining to the processing of GCI Personal Data, including this Addendum, the Agreements, Great Clips® Operations Manual, Great Clips® Data Access Policy, or other written instruction provided by GCI to Franchisee.
 - 1.5. **“Processing,” “Processes” or “Processed”** means any operation or set of operations that are performed on Personal Data or on sets of Personal Data, whether or not by automated means.
 - 1.6. **“Security Incident”** means any actual or suspected (after reasonable investigation) accidental, unauthorized, unintended, or unlawful processing, access to, exfiltration, theft, disclosure, destruction, loss, alteration, compromise, and/or malicious infection of Personal Data transferred, transmitted, stored, or otherwise Processed by Franchisee or any of its Subprocessors or third

parties that Process Personal Data on Franchisee's behalf.

- 1.7. "Sensitive Personal Data" shall have the meaning(s) provided in the Data Privacy Laws, including any similar definitions provided therein.
- 1.8. "Subprocessor" means a subcontractor engaged by Franchisee or its affiliates to Process Personal Data as part of the performance of the Services.
2. **Processing Under Instruction.** Franchisee Processes GCI Personal Data on behalf of GCI and receives from or collects on behalf of GCI Personal Data for the sole purpose of performing its obligations under the Agreements and supporting the Relationship. Franchisee at all times Processes Personal Data solely in accordance with Instructions from GCI. Franchisee will not Process Personal Data for any other purpose unless: (i) as agreed in writing by the parties; or (ii) as required by applicable laws, including Data Privacy Laws. GCI shall have the right to take reasonable and appropriate steps to ensure that the Franchisee is using Personal Data in a manner consistent with Franchisee's obligations under this Addendum and Data Privacy Laws. Franchisee shall inform GCI without undue delay (and in no later than five (5) business days) if Franchisee can no longer meet its obligations under this Addendum, or if any Instructions to Franchisee violate any applicable laws, in which case the parties will work in good faith to resolve any conflict between such Instructions and applicable laws or GCI may, upon thirty (30) days' notice, take reasonable and appropriate steps to stop and remediate unauthorized Processing of Personal Data. The scope and subject matter of the Processing by Franchisee is set forth in Exhibit B. The parties agree that where Franchisee processes Personal Data, it functions as a Service Provider and a Processor under the Data Privacy Laws.
3. **Franchisee Obligations.** Taking into account the nature of the Processing and the information available to the Franchisee, the Franchisee shall assist, and shall ensure its Subprocessors assist, GCI by:
 - 3.1. Complying with all applicable Data Privacy Laws, including the requirement to provide data subjects with a privacy notice and other disclosures;
 - 3.2. Taking reasonable and appropriate physical, technical, and organizational measures and other necessary assistance to support GCI's obligation to respond to valid data subject requests, including complying, and making sure its Subprocessors comply, with GCI's direction to delete any Personal Data Processed under the Agreements, unless it is necessary to maintain such information in accordance with applicable law, in which case Franchisee shall promptly inform GCI of the exceptions relied upon under applicable law and Franchisee shall not use the Personal Data retained for any other purpose than provided for by that exception;
 - 3.3. Making available all information necessary to GCI to demonstrate compliance with Data Privacy Laws;
 - 3.4. Providing reasonable assistance to support GCI's obligation to secure Personal Data and to comply with Data Privacy Laws;
 - 3.5. Providing necessary information to GCI to conduct relevant data privacy and security risk assessments; and
 - 3.6. If Franchisee receives Deidentified Information from GCI, or creates Deidentified Information at GCI's Instruction, Franchisee will (a) take reasonable measures to ensure the Deidentified Information cannot be associated with a data subject or household, (b) publicly commit to maintain and use the Deidentified Information in deidentified form, and (c) not attempt to reidentify the Deidentified Information except for the sole purpose of determining whether the Franchisee's deidentification processes satisfy the requirements of applicable Data Privacy

Laws.

4. **Representations and Warranties.** Franchisee represents and warrants that it certifies its understanding as to the following:
 - 4.1. As between Franchisee and GCI, GCI shall retain all rights, title, and interest in and to GCI Personal Data;
 - 4.2. Franchisee will not retain, use or disclose any GCI Personal Data outside of the direct business relationship with GCI, including not for any other commercial purpose;
 - 4.3. Franchisee will not sell, share, make available or otherwise disclose any GCI Personal Data to any third party;
 - 4.4. Franchisee will not combine GCI Personal Data governed by this Addendum with any Personal Data received from or on behalf of a third party;
 - 4.5. Franchisee will delete any GCI Personal Data at GCI's direction;
 - 4.6. Franchisee does not, and will not, use any GCI Personal Data for advertising except as expressly approved by GCI, including cross-context behavioral advertising; and
 - 4.7. Franchisee understands the restrictions in this Addendum and will comply with them.
5. **Deletion of Personal Data Upon Termination.** Upon termination or expiration of all Agreements, termination of Franchisee's franchise rights, or GCI's issuance of other applicable Instructions, Franchisee shall delete or return GCI Personal Data, as directed by GCI, unless retention is required by applicable law or other surviving obligations.
6. **Security.** Franchisee and GCI shall each implement appropriate physical, technical, and organizational measures to ensure a level of security appropriate to the risk of their respective Processing and Franchisee shall ensure that all personnel involved in the Processing of Personal Data adhere to a duty of confidentiality with respect to the Personal Data.
7. **Audits.** At least once every twelve (12) calendar months and upon GCI's request, Franchisee will make available to GCI the results of any technical scans and other relevant information in Franchisee's possession or control that is necessary to demonstrate compliance with this Addendum and Data Privacy Laws by either of the following methods:
 - 7.1. Upon GCI's request, Franchisee will allow for and contribute to an audit including an onsite inspection, by GCI or its appointed third-party auditor(s), of Franchisee's compliance with this Addendum and Data Privacy Laws. GCI agrees to take all reasonable measures to prevent unnecessary disruption of Franchisee's operations.
 - 7.2. With GCI's prior consent and at Franchisee's cost and expense, Franchisee will arrange for a qualified and independent auditor to conduct an audit under an appropriate and industry-accepted framework of the Franchisee's compliance with this Addendum and Data Privacy Laws, including relevant policies and technical and organizational measures. Franchisee shall provide a report of the audit to GCI upon request.
8. **Data Incident.** In the event of an actual or suspected Security Incident impacting any Personal Data or Processing activities related to the Relationship or GCI Personal Data, Franchisee will (a) notify GCI immediately, but no later than forty-eight (48) hours after Franchisee or any Subprocessor becomes aware of such Security Incident; (b) provide GCI with sufficient details of the Security Incident to allow GCI to meet any obligations under Data Privacy Laws to report or inform data subjects or relevant regulators of the Security Incident; and (c) provide support, and require any Subprocessor to provide support, to GCI in the investigation, mitigation, and remediation, and notification obligations under applicable laws.

9. **Subprocessors.** Franchisee shall not authorize any other Processor to Process GCI Personal Data except with GCI's prior written consent, which may only be granted with a written amendment to this Addendum executed by both parties.
10. **Independent Businesses.** GCI and Franchisee acknowledge and agree that they are separate, independent businesses, and neither party has the power or authority to exercise a controlling influence over the management of the other.

IN WITNESS WHEREOF, the parties have caused this Addendum to be executed by their duly authorized representatives as of later date below.

Great Clips, Inc.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

[Franchisee]

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Exhibit A

The table below includes all Franchise Agreement(s) between GCI and Franchisee:

Franchise Agreement Number	Franchise Agreement Date

Exhibit B

The scope and subject matter of the Processing by Franchisee is defined as follows:

1. The nature and purpose of the Processing: To perform business activities in support of the Agreements, to provide salon and related services to Great Clips® customers, including hair care, customer-relationship management, and marketing activities.

2. The type of data subject and Personal Data subject to the Processing: GCI Personal Data, including, but not limited to:

- First Name
- Last name
- Address – street – apartment – zip – city – state
- Phone number
- Email Address
- Birthday
- Gender

3. The duration of the Processing: For the term of the Agreements.

EXHIBIT S

SBA Franchisor Addendum



ADDENDUM TO FRANCHISE AGREEMENT

THIS ADDENDUM ("Addendum") is made and entered into on _____, 20____, by and between _____ ("Franchisor"), located at _____, and _____ ("Franchisee"), located at _____.

Franchisor and Franchisee entered into a Franchise Agreement on _____, 20____, (such Agreement, together with any amendments, the "Franchise Agreement"). Franchisee is applying for financing(s) from a lender in which funding is provided with the assistance of the U. S. Small Business Administration ("SBA"). SBA requires the execution of this Addendum as a condition of obtaining SBA-assisted financing.

In consideration of the mutual promises below and for good and valuable consideration, the receipt and sufficiency of which the parties acknowledge the parties agree that notwithstanding any other terms in the Franchise Agreement or any other document Franchisor requires Franchisee to sign:

CHANGE OF OWNERSHIP

- If Franchisee is proposing to transfer a partial interest in Franchisee and Franchisor has an option to purchase or a right of first refusal with respect to that partial interest, Franchisor may exercise such option or right only if the proposed transferee is not a current owner or family member of a current owner of Franchisee. If the Franchisor's consent is required for any transfer (full or partial), Franchisor will not unreasonably withhold such consent. In the event of an approved transfer of the franchise interest or any portion thereof, the transferor will not be liable for the actions of the transferee Franchisee.

FORCED SALE OF ASSETS

- If Franchisor has the option to purchase the business personal assets upon default or termination of the Franchise Agreement and the parties are unable to agree on the value of the assets, the value will be determined by an appraiser chosen by both parties. If the Franchisee owns the real estate where the franchisee location is operating, Franchisee will not be required to sell the real estate upon default or termination, but Franchisee may be required to lease the real estate for the remainder of the franchise term (excluding additional renewals) for fair market value.

COVENANTS

- If the Franchisee own the real estate where the franchisee location is operating, Franchisor has not and will not during the term of the Franchise Agreement record against the real estate any restrictions on the use of the property, including any restrictive covenants, branding covenants or environmental use restrictions. If any such restrictions are currently recorded against the Franchisee's real estate, they must be removed in order for the Franchisee to obtain SBA-assisted financing.

EMPLOYMENT

- Franchisor will not directly control (hire, fire or schedule) Franchisee's employees. For temporary personnel franchises, the temporary employees will be employed by the Franchisee not the Franchisor.

As to the referenced Franchise Agreement, this Addendum automatically terminates when SBA no longer has any interest in any SBA-assisted financing provided to the Franchisee.

Except as amended by this Addendum, the Franchise Agreement remains in full force and effect according to its terms.

Franchisor and Franchisee acknowledge that submission of false information to SBA, or the withholding of material information from SBA, can result in criminal prosecution under 18 U.S.C. 1001 and other provisions, including liability for treble damages under the False Claims Act, 31 U.S.C. §§ 3729 – 3733.

Authorized Representative of FRANCHISOR _____:

By: _____

Print Name: _____

Title: _____

Authorized Representative of FRANCHISEE _____:

By: _____

Print Name: _____

Title: _____

Note to Parties: This Addendum only addresses "affiliation" between the Franchisor and Franchisee. Additionally, the applicant Franchisee and the franchise system must meet all SBA eligibility requirements.

State Effective Dates

The following states have franchise laws that require 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:

State	Effective Date
California	March 30, 2025
Hawaii	Pending
Illinois	March 30, 2025
Indiana	March 30, 2025
Maryland	Pending
Michigan	March 30, 2025
Minnesota	Pending
New York	March 30, 2025
North Dakota	Pending
Rhode Island	Pending
South Dakota	Pending
Virginia	Pending
Washington	Pending
Wisconsin	Pending

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

RECEIPT

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Great Clips 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 Great Clips or an affiliate in connection with the proposed franchise sale.

Under Iowa, Michigan, and New York law, if applicable, this period may be 10 business days, which could be longer than 14 calendar days. In addition, under Iowa, New York, and Rhode Island law, if applicable, Great Clips may be required to provide this disclosure document to you at your first personal meeting to discuss the franchise.

If Great Clips 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 law and state law may have occurred and should be reported to the Federal Trade Commission, Washington D.C. 20580 and the respective party listed on Exhibit PQ. We authorize the respective parties identified on Exhibit PQ to receive service of process for us in the particular state.

Issuance Date: March 29, 202430, 2025

The franchise seller for this offering is ☐ Kerry Bundy, ☐ Beth N. Nilssen, or _____ all of whom have a principal business address and telephone number at Great Clips, Inc., 4400 West 78th Street, Suite 700, Minneapolis, MN 55435, (952) 893-9088.

I have received GREAT CLIPS® disclosure document dated March 29, 202430, 2025, that included the following Exhibits: A) List of Outlets; B) List of Former Franchisees; C) Franchisee Organizations Great Clips Has Created, Sponsored or Endorsed; D) Independent Franchisee Associations; E) Financial Statements; F) Franchise Agreement; G) Three Star Program Agreement; H) Master Development Agreement; I) Styleware™ Software Suite Agreement; J) Merchant Processing Agreement; K) Participation Agreement; L) Lease Documents; M) Foundation Technologies, LLC Salon X Store Service Agreement N) Automated Clearing House Authorization; NQ) Franchise Application Questionnaire; OP) State Addenda; PQ) State Agencies and Agents for Service of Process; QR) Data Processing Addendum; RS) SBA Addendum.

Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

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