


# 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

Great Clips®

Great Clips®

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 $~~183~~182,950 - $414,400~~-394,400~~. This includes $~~71,100-$101,200~~73,950 - $103,900 that must be paid to Great Clips or an affiliate for a single franchise agreement, and $~~86,100-$116,200~~88,950-$118,900 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 ~~contract~~contracts will govern your franchise relationship. Don't rely on the disclosure document alone to understand your ~~contract~~contracts. Read all of your ~~contract~~contracts carefully. Show your ~~contract~~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** ~~30, 2023~~

**29, 2024**

~~03/2023~~

## 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, ~~like~~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 P.

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

## Special Risks to Consider About *This* Franchise

Certain states require that the following ~~risk~~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.

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**Exhibits**

| | |
|---|---|
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| M | Automated Clearing House Authorization |
| N | Franchise Application Questionnaire |
| O | State Addenda |
| P | State Agencies and Agents for Service of Process |
| Q | Data Processing Addendum |
| R | SBA Franchisor Addendum |

## Item 1

## THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES

### Franchisor

To simplify the language in this 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 P.

### 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, brand, and business system for the operation of GREAT CLIPS® salons, 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 is a license to develop and operate a single GREAT CLIPS® business (the "Salon") at a designated location (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. 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. Other material aspects of the franchise are described in this 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 ~~Franchises~~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 ~~Franchises~~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, 20222023, the GREAT CLIPS® franchise System had approximately 4,427 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, 20222023, 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~~, some of which are older, larger and better financed than Great Clips.~~. 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 (MTCDPA), 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), 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"). ~~If you operate a Salon in a state with a data privacy law, you~~You may be required to sign ~~our current form of~~a Data Processing Addendum~~, current form~~. The Data Processing Addendum is attached as Exhibit Q.

## 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.

~~Vice President of Finance and Treasurer~~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), ~~and has served as~~ Vice President of Finance and Treasurer ~~since (~~April 2016 to March 2024) and as of April, 2024 Ms. Johnson is the Chief Financial Officer, all located in Minneapolis, Minnesota.

~~Vice President of Business Intelligence and Technology: 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), and has served as Vice President of Business Intelligence and Technology since January of 2014, 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 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 the Director of Application Development and Architecture, 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. Ms. Yatchak became the Vice President of Operations in June 2022 all positions were located in Minneapolis, Minnesota.

Vice President, Legal and General Counsel: ~~Danell K. Caron~~Kerry L. Bundy

Ms. ~~**Caron**~~Bundy joined Great Clips in ~~**March 2020**~~June of 2023 as our ~~**Director of Legal and Franchise Administration located in Minneapolis, MN, and served as our Assistant Secretary since August 2020. Ms. Caron became our**~~ Vice President~~**,**~~ of Legal ~~**and**~~, General Counsel, and Secretary, located in ~~**June 2022**~~Minneapolis, MN. Prior to joining Great Clips, Ms. ~~**Caron**~~Bundy served as ~~**the**~~Vice President, General Counsel and Corporate Secretary for ~~**Lift Brands, Inc.**~~U.S. Distilled Products, dba Phillips Distilling Company, from January ~~**2018**~~2023 to ~~**February 2020**~~May 2023, in ~~**Chanhassen**~~St. Paul, Minnesota. ~~**From August 2013 to January 2018, Ms. Caron**~~She was ~~**an attorney with the law firm Gray Plant Mooty (now Lathrop GPM)**~~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 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. Mr. Willardson returned to Great Clips August 2022 as a Senior Director of Operations, in Minneapolis, Minnesota.

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 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 located in Minneapolis, Minnesota.

Director of ~~Operations: Caitlin M. Davis~~Recruiting Resources: Courtney L. Obbink

Ms. ~~Davis~~Obbink joined Great Clips in ~~2001 and has held various positions since that time, including serving~~ 2016 as ~~an Operations~~a Talent Project Manager. Ms. ~~(February 2013 to August 2018) and as~~ Obbink became the Director of ~~Operations since September 2018~~Recruiting Resources in March 2020, all ~~located~~ in Minneapolis, Minnesota.

~~Director of Legal and Franchise Administration: Serena I. Chiquoine~~

~~Ms. Chiquoine joined Great Clips in July 2022 as our Director of Legal and Franchise Administration located in Minneapolis, MN. Prior to joining Great Clips, Ms. Chiquoine served as an attorney/partner for the law firm Dady & Gardner, P.A. from September 2016 to June 2022 in Minneapolis, Minnesota.~~

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

Ms. Florea joined Great Clips in October 2020 as Corporate Counsel located in Minneapolis, MN. 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, Corporate Counsel: Erin 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 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 Minneapolis, Minnesota.

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 located in Minneapolis, Minnesota.

Real Estate Manager: Warren W. Davis

Mr. Davis joined Great Clips as a Real Estate Manager in October 2022, located in Minneapolis, Minnesota. 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: Patricia M. Delgallego

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

Real Estate Manager: ~~Amy M. Blenker~~Joel Strause
Mr. Strause
~~Ms. Blenker~~ joined Great Clips ~~in January 2014 and has held various positions since that time, including serving~~ as a ~~Portfolio Review Specialist (January 2014 to 2016), Portfolio Review Analyst (2016 to December 2018), and as~~ Real Estate Manager ~~since January 2019, all~~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.

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 located in Minneapolis, Minnesota.

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 ~~Board of~~ 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 ~~first~~ 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 ~~(or purchase and operate an existing 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 ~~then-current~~ 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 ~~salon.~~ Franchise Agreement. The Development Fees are fully earned and non-refundable ~~upon acceptance by Great Clips~~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 ~~Market~~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 Franchisee 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 ~~the~~a Master Development Agreement is available is extremely limited. ~~The~~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 ~~full~~fully-executed lease for each of the Three Star ~~Franchises~~Franchise Agreements within 24 months of ~~Great Clips' acceptance~~the Effective Date of the Three Star Program Agreement.

If you do not succeed in obtaining a fully-executed lease for all Three Star ~~Franchises~~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 ~~business judgment~~determination.

If you have fully-executed leases for two of the Three Star ~~Franchises~~Franchise Agreements under the Three Star Program Agreement at the expiration of the 24-month period, at Great Clips' sole ~~discretion~~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 ~~discretion~~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) ~~and~~ 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 ~~business judgment~~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,~~100 - $101,200~~400.

**Architecture Fees**

You must pay to Great Clips architecture fees ranging from $~~100~~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 Fee[1] | 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<br><br>1) The Great Academy<br>2) LEADS for Management Staff<br>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. |
| Renewal Fee | $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 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. |
| Assignment Fee | $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 | ~~Average~~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 | ~~$500~~Currently $750 per year per salon | $~~250~~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 ~~business judgment~~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. |

| Type of Fee[1] | Amount | Due Date | Remarks |
|---|---|---|---|
| Insurance Coverage | $~~2,100~~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 | ~~$155~~Currently $220 per month per salon<br><br>$25 per telephone call | Monthly, by the first day of each month<br><br>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.<br><br>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.<br><br>This fee is scheduled to increase to $250 per month per salon starting January 1, 2025. |
| Network and Hardware Managed Services Fee | $~~15~~16.99 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 | $51 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/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.) |
| 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 ~~support includes~~transfer fees include but ~~is~~are not limited to:<br>$90 per Salon router<br>$30 per salon iPad<br>These fees are subject to change. |

| Type of Fee[1] | Amount | Due Date | Remarks |
|---|---|---|---|
| Credit Card Processing Fee | $25 Application Processing Fee<br><br>$.016 per transaction<br><br>$5 per salon | As incurred.<br><br>As incurred.<br><br>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.<br><br>The processing fee per transaction is payable to Heartland Payments Systems. A copy of the Heartland Payment Systems Merchant Processing Agreement is attached as Exhibit J.<br><br>This monthly charge related to the Heartland Payment Systems' required Merchant Protection Program, which you are automatically enrolled in as a participating merchant. See Exhibit J. |
| Gift Card Processing Fee | $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 processing fee per transaction is payable to Stored Value Systems, Inc., the third-party processor for the Gift Card Program. The processing fee is 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. |
| 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. |
| Architectural Fees | $~~100~~250 - $3,500 | 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. |

[1]All 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.

[2]You are required to make Continuing Franchise Fee, Continuing Advertising Fee, the ~~RTF~~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 M. 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<br><br>Two installments of $10,000 each for subsequent Franchise Agreements<br><br>Lump sum of $35,000 if you sign a Three Star Program Agreement | Upon signing of your Franchise Agreement<br><br>$10,000 upon signing of each subsequent Franchise Agreement; $10,000 when you order your equipment.<br><br>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<br><br>When you order your equipment for subsequent Franchise Agreements<br><br>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 | $~~100~~250 to $3,500 (3) | Lump sum | As incurred | Great Clips |
| Leasehold Improvements, including Labor | $70,000~~-$180~~ 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 |

| Type of Expenditure | Amount | Method of Payment | When Due | To Whom Payment is Made |
|---|---|---|---|---|
| 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 | 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 |
| Insurance | $~~2,100~~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 (6-12 Months) | $15,000 to $55,000 (10) | As incurred | As incurred | Employees, suppliers, utilities |
| **Total (11)** | **~~$183~~ $182,950 to 414,400 ~~to $394,400~~ (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 ~~is~~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 ~~expense~~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 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 your Salon during the initial 6-12 months after you open for business. Great Clips cannot guarantee that you will not have additional expenses 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 to $ $40,000 (1) | 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 to $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 ~~in~~on the GREAT CLIPS® ~~Operations Manual, the GREAT CLIPS®~~proprietary extranet site for franchisees ~~("Website"),~~ , 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® ~~Website,~~ Online Resources, and Great Clips' manuals~~, and GREAT CLIPS® University~~ 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 ~~merchandiser, video wall merchandiser~~merchandisers, coat rack,

graphics, lobby chairs, LVT flooring, carpeting and ~~rugs~~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 cabinet,~~ 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 ~~business judgment~~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~~2022~~, Great Clips' total revenue from all sources, including sales from required purchases, was $~~103,160,320~~109,973,626. Great Clips' sales from required purchases were $~~11,966,887~~13,875,721 or ~~11~~12.6% of the above-referenced combined gross revenues of $~~103,160,320.~~109,973,626.

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 ~~business judgment~~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~~2022~~, Great Clips' revenue from product royalties from these suppliers was $~~570,270~~566,382, or 0.5% 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 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 ~~or approved~~as exclusive suppliers. Great Clips' suppliers do not currently pay any fees relating to 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 ~~business judgment~~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 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 for continued warranty and support on a monthly basis. Fees payable for the Lane/5000 Warranty and Support by Foundation service program, as well as the term covered by the fee, are subject to change.

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.**

| Obligation | Section in Agreement | Item in Disclosure Document |
|---|---|---|
| a. Site selection and acquisition / lease | 8.1 and 8.2 of Franchise Agreement<br><br>Sections 1 and ~~6of~~6 of Master Development Agreement<br><br>Section 5 of Three Star Agreement | Items 11 and 12 |

| Obligation | Section in Agreement | Item in Disclosure Document |
|---|---|---|
| b. Pre-opening purchases / leases | Sections 8.2, 8.3, 8.4, 10.1, -10.~~3, 10.4, and 10~~5, 11.5 of Franchise Agreement<br><br>Section 1.2 of Master Development Agreement<br><br>Section 5 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.<br><br>Section 6.3 of Master Development Agreement<br><br>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<br><br>Sections 2 and 3 of Master Development Agreement<br><br>Sections 2, 3, 5, 6, 7 and 8 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, 10.1-10.9 and 11.1 of Franchise Agreement.<br><br>Sections 1.1, 1.2, 9 and 11 of Master Development Agreement<br><br>Sections 5 and 8 of Three Star Agreement | Item 8 |
| h. Trademarks and proprietary information | Sections 4.1-4.6, 10.1, 12.3, and 20.1 of Franchise Agreement<br><br>Section 1.4 of Master Development Agreement | Items 1, 13 and 14 |
| i. Restrictions on products / services offered | Sections 8.4, 9.2, 9.5, 10.7, 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 |
| 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 6.1-6.8, 9.3, 10.2, 10.6, 10.7, 20.1, 20.2, and 21.1 of Franchise Agreement<br><br>Section 11 of Master Development Agreement | Item 15 |
| r. Records / reports | Sections 12.1, 12.3 and 12.4 of Franchise Agreement | Item 6 |
| s. Inspections / audits | Sections 7.4 and 12.5 of Franchise Agreement | Items 6 and 8 |

| Obligation | Section in Agreement | Item in Disclosure Document |
|---|---|---|
| t. Transfer | Sections 15 and 19 of Franchise Agreement<br><br>Section 12 of Master Development Agreement<br><br>Section 9 of Three Star Agreement | Item 17 |
| u. Renewal | Section 3 of Franchise Agreement<br><br>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<br><br>Section 13 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 ~~business judgment~~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 ~~guaranty~~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 ~~business judgment~~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 ~~provide a hold harmless agreement to~~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 ~~business judgment~~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 R. 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, advise you on salon layout, obtaining necessary licenses or permits, proper display of the Marks, ordering equipment, fixtures and initial inventories, recruiting personnel, and managing construction or refurbishing of the salon. 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 ~~before~~within 180 days of signing the ~~equipment order for~~Franchise Agreement or within 180 days of becoming a ~~new salon build out may be placed.~~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® ~~Website, GREAT CLIPS® University~~Online Resources, recruiting technology, the GREAT CLIPS® Operations Manual, and various other manuals and materials before or during your training (Franchise Agreement - Section 7.1).

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. Great Clips may use exclusive real estate agents in connection with real estate location 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.

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.

**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 ~~a~~the GREAT CLIPS® ~~Website and GREAT CLIPS® University~~Online Resources for franchisees ~~on the Internet~~ covering important aspects of the GREAT CLIPS® System. You must utilize the ~~email address provided by~~ Great Clips ~~and access the franchisee Website~~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, the GREAT CLIPS® ~~Website, GREAT CLIPS® University~~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 9.2 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 ~~business judgment~~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 ~~business judgment.~~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 ~~greatclips.net email address~~Great Clips Email, a website, or through other electronic means without prior permission from Great Clips, as provided in Great Clips' Electronic Marketing 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 year ended December 31, 2023~~2022~~, Great Clips was compensated $~~3,831,893~~4,165,125 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~~2022~~ calendar year, 2.~~5~~3% of franchisee contributions to the Ad Fund were spent on production, ~~75.9~~78.4% was spent on media, and ~~20.5~~19.2% 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~~2022~~ the Ad Fund expenses totaled ~~98~~99.9% 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 ~~and~~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 ~~business judgment~~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 $~~155~~220.00 for each salon. The monthly fee is subject to change and is currently scheduled to increase to $250 per month per salon starting January 1, 2025. The 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.

***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.

***Software Requirements***
The current software requirements to run these programs on Styleware iPad are the most currently available Great Clips approved version of Apple iPad OS. In either case, 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 ~~judgment~~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. You will pay an onboarding fee of $25 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.

***Access***
You must maintain your computer and all salon technology devices so as to provide Great Clips with independent 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 these proprietary email addressesthe Great Clips Email, you must adhere to rules and standards promulgatedset forth by Great Clips related to such use. You will be required to review your Great Clips emailEmail 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' proprietary extranet site (currently, INsite+) andOnline Resources including that you must leverage the 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 marketing, communication, access and use policies. 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 business judgmentdetermination.

## Manuals

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

| Section | Subject | Number of Pages |
|---|---|---|
| 1 | Our System | 19 |
| 2 | Standards of Operations | 21 |
| 3 | Licenses and Regulations | 18 |
| 4 | Field Services | 20 |
| 5 | Customer Service | 5 |
| 6 | Management Best Practices | 9 |
| 7 | Retention Tools and Resources | 15 |
| 8 | Risk Management Best Practices | 14 |
| 9 | Salon Operations | 22 |
| | | 17 |
| | | 42 |
| | | 29 |
| | | 41 |
| | | 28 |
| | | **TOTAL: 179174** |

## 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 to customers,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 ~~before the equipment order for a new salon build may be placed.~~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, ~~the GREAT CLIPS® Website and GREAT CLIPS® University.~~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 ~~business judgment~~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 ~~will be limited~~is intended only to ~~training or~~provide guidance regarding the delivery of approved services to customers in a manner that reflects the customer service standards of the System. ~~You understand that~~ 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<br>○ 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<br>○ Day 1- Welcome Reception<br>○ Day 2- Welcome<br>▪ The Future of Great Clips: How Our Vision Supports Your Vision<br>▪ Vision to Reality<br>▪ Best Practices Operating a Successful Salon<br>▪ Vendor Showcase<br>○ Day 3- Welcome<br>▪ The Marketing Plan<br>▪ Brand Consistency –the Power of Branding<br>▪ Corporate panel<br>▪ Franchisee roundtable<br>▪ 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 | ~~2.11~~.52 | 0 | Online |
| Module 8: Scheduling | 1.9 | 0 | Online |
| • Attend LEADS Virtual Session<br>○ 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.~~25~~0 | 0 | Online |
| • In-salon Training | 0 | 13 | In person- Market Salon |
| Module 11: Staff Development | .~~6~~47 | 0 | Online |
| Module 12: After the Salon Opens | .68 | 0 | Online |
| TOTAL | ~~51.53~~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<br>*Optional, based on need | 4.5 hours live virtual | 0 | Live Virtual (Zoom) |
| The Outlines & Interiors Academy<br>*Optional, based on need | 4.5 hours live virtual | 0 | Live Virtual (Zoom) |
| The Advanced Techniques & Trends Academy<br>*Optional, based on need | 3.5 hours live virtual | 0 | Live Virtual (Zoom) |
| TOTAL | ~~8.37~~16 required live virtual<br><br>**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) |
| 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) |

| Subject | Hours of Classroom Training | Hours of on the Job Training | Location |
|---|---|---|---|
| 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,~~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 ~~will~~may work alongside your own salon manager if you purchase ~~your first~~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) ~~technical~~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 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 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 ~~will~~may work alongside your own salon manager if you purchase ~~your first~~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 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, 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):

| Mark | Registration No. | Date of Registration |
|---|---|---|
| GREAT CLIPS® | 1,341,594 | June 11, 1985 |
| ~~GREAT CLIPS FOR HAIR® (Service Mark)~~ | ~~1,610,866~~ | ~~August 21, 1990~~ |
| GREAT CLIPS FOR HAIR® (Trademark) | 1,620,738 | November 6, 1990 |
| ~~SAILBOAT MOTIF~~ | ~~1,778,591~~ | ~~June 29, 1993~~ |
| DESIGN MARK (SAIL) | 2,013,051 | November 5, 1996 |
| DETOUR® | 2,798,801 | December 23, 2003 |
| SOLUTIONS BY GREAT CLIPS® | 2,949,985 | May 10, 2005 |
| RELAX. YOU'RE AT GREAT CLIPS® | 3,251,241 | June 12, 2007 |
| GREAT CLIPS® (Stylized) | 4,048,419 | November 1, 2011 |
| IT'S GONNA BE GREAT® | 4,159,213 | June 12, 2012 |
| CLIP NOTES® | 4,380,273 | August 6, 2013 |
| ONLINE CHECK-IN DESIGN | 4,380,290 | August 6, 2013 |
| ~~GREAT STUFF DESIGN~~ | ~~4,536,157~~ | ~~May 27, 2014~~ |
| GREAT DEEDS® | 4,577,241 | July 29, 2014 |
| CLIPS OF KINDNESS® | 4,755,647 | June 16, 2015 |
| STYLISTHOOD~~.~~® | 4,966,290 | May 24, 2016 |
| DESIGN MARK (ACRYLIC SAIL) | 5,321,012 | October 31, 2017 |
| READYNEXT® and Design | 6,472,152 | August 31, 2021 |
| GREATCARE PROMISE and Design | 6,306,263 | March 30, 2021 |
| LEGENDHAIRY LINEUP | 6,738,408 | May 24, 2022 |
| LEGENDHAIRY LINEUP | 6,771,590 | June 28, 2022 |
| GREAT | 7,301,970 | February 13, 2024 |

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

| Mark | Application No. | Date of Application | Country |
|---|---|---|---|
| ~~GREAT~~BE ONE OF THE GREATS | ~~97/148,917~~98/288,182 | November ~~30, 2021~~28, 2023 | United States of America |
| GREAT CLIPS (Standard Character) | ~~97/148,933~~75545501 | ~~November 30,~~ December 1, 2023~~2021~~ | China |
| LATITUDE | 97/874,562 | April 5, 2023 | United States of America |
| LATITUDE | A0136377 | June 16, 2023 | Canada |

| | | | |
|---|---|---|---|
| LATITUDE BY GREAT CLIPS | 97/~~148,925~~874,571 | ~~November 30,~~ April 5, 2023~~2021~~ | 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.

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

| Mark | Registration No. | Date of Registration | Country |
|---|---|---|---|
| GREAT CLIPS FOR HAIR® | 397,505 | April 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® | 4841100 | 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 |
| GREATCARE PROMISE and Design | 2045210 | October 12, 2022 | Canada |
| READYNEXT and Design | 2045750 | October 19, 2022 | Canada |

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 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 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® ~~Website, GREAT CLIPS® University~~Online Resources, other manuals, training programs, advertising and promotional materials, electronic media, technologies, systems of operation, 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 ~~business judgment.~~determination.

## 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 ~~manager~~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, 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. 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 ~~business judgment~~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 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.**

### 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 10 years from date of opening of the Salon or, if you buy an existing salon, the term will be the balance of the term of the 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 | The Franchise Agreement provides for consecutive additional renewal terms of 10 years each, subject to Section 3.3 of the Franchise Agreement. |
| | Section 5 of Master Development Agreement | The Master Development Agreement provides for one ten-year option to renew subject to certain conditions. |
| | Section 4 of Three Star Agreement | The 24-month term will not be extended. |
| c. Requirements for you to renew | Section 3.3 of Franchise 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 ~~business judgment~~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. |
| | Section 5 of Master Development 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 and 17.1-17.3 of Franchise 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. |
| | Sections 7 and 8 of Master Development 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 17.1 - 17.3 of Franchise 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. |
| | Section 7 of Master Development Agreement | 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 17.1 ~~and~~ – 17.~~2~~3 of Franchise 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. |
| | Section 8 of Master Development Agreement | 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 | 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, and comply with the non-competition covenant described in "r." below. |
| | Section ~~10~~9 of Master Development Agreement | 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 15.2 of Franchise 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. |
| | Section ~~12~~10 of Master Development Agreement | 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. |
| | Section 8 of Three Star Agreement | You cannot assign a majority interest of the Three Star Agreement to any party other than an original individual shareholder or partner. |
| l. Great Clips approval of assignment by franchisee | Section 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 15.4 and 15.5 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 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 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<br><br>Section ~~13~~11 of Master Development Agreement | All disputes must be arbitrated in Minneapolis, Minnesota.<br><br>All disputes must be arbitrated in Minneapolis, Minnesota.<br><br>Subject to state law. See State Addenda attached as Exhibit O. |
| v. Choice of forum | Section 16.5 of Franchise Agreement<br><br>Section ~~13.1 and 13.2~~11 of Master Development Agreement | Except for certain claims, all legal proceedings must be held in Hennepin County, Minnesota.<br><br>All legal proceedings must be held in Hennepin County, Minnesota.<br><br>Subject to state law in certain states. See State Addenda attached as Exhibit O. |
| 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.<br><br>Subject to state law in certain states. See State Addenda attached as Exhibit O. |

## 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, 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.

~~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 ~~the~~2023 average sales of a certain subset of franchised GREAT CLIPS® ~~units.~~ salons (defined below as the "2023 Salons"). In addition, in Section II and Tables 2, 3 and 4 below, Great Clips provides prospective franchisees with information regarding 2023 average sales, expenses and cash flows of a certain smaller subset of franchised GREAT CLIPS® salons (defined below as the "Reporting 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 financial performance representation provided below includes the average yearly sales for those GREAT CLIPS® units that were eligible to be open (as defined below) during the entire time period from January 1,~~ The average sales data included in Table 1~~2022 to December 31, 2022 (the "2022 Period"). A unit is considered "eligible to be open" if Great Clips has entered into a franchise agreement for the unit and approved and authorized the unit to be open and operating as a GREAT CLIPS® unit.~~

~~The financial performance information included~~ below was obtained from reviewing Great Clips' internal point of sale system ("POS System"), the system where franchisees input their salon sales numbers. Where ~~average~~ 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.~~7688.~~

74. 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. 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 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 6.

## SECTION I

## AVERAGE YEARLY SALES
## ALL ~~UNITS~~SALONS ELIGIBLE TO BE OPEN DURING THE ENTIRE 2023~~2022~~ PERIOD

As of December 31, 2023~~2022~~, there were 4,427 GREAT CLIPS® ~~units~~salons eligible to be open in the United States and Canada. Of these 4,427 GREAT CLIPS® ~~units~~salons in the United States and Canada as of December 31, 2023~~2022~~, 4,~~194~~171 are included in the ~~Section I table~~Table 1 below (the "~~Included Units").~~2023 Salons"). To be considered ~~an Included Unit~~a 2023 Salon, the ~~unit~~salon must have been eligible to be open (as defined below) during the entire time period from January 1, 2023 to December 31, 2023 (the "2023~~2022~~ Period~~. The 233~~"). 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® ~~units~~salon. The 256 GREAT CLIPS® salons not included in ~~the table~~Table 1 below were excluded because: (1)~~-~~ the ~~unit~~salon was not approved or authorized to be open for business on January 1, 2023~~2022~~, (2)~~-~~ the franchise rights for the ~~unit~~salon were terminated or not renewed during the 2023~~2022~~ Period, or (3)~~-~~ the ~~unit~~salon permanently ceased operations during the 2023~~2022~~ Period. The hours of operation for the 4,~~194~~171 GREAT CLIPS® ~~units~~salons included in this Section I varied from ~~unit to unit during the~~ salon to salon~~2022 Period. For example, 6 of the Included Units were eligible to be open~~ during the ~~entire~~ 2023 Period. Table 1 below contains information relating solely to historical sales data compiled from the 2023 Salons for the 2023~~2022~~ Period~~, but remained closed and did not transact any business during the .2022 Period, due to the inability to reopen downtown locations and site-specific labor shortages, while other Included Units transacted business for 345 or more days during the 2022 Period.~~

[Remainder of this page intentionally left blank.]

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

| # of ~~Units~~2023 Salons | Average ~~Yearly Sales~~Annual Sales[1] | | Number / Percent that Attained or Exceeded Average | Low / High | Median |
|---|---|---|---|---|---|
| 4,171 | Service Sales[2] | $371,480 | 1,897/ 45.48% | $0/ $1,037,003 | $355,930 |
| | Product Sales[3] | $11,153 | 1,594/ 38.22% | $0/ $77,600 | $9,315 |
| | | | | | |
| ~~4,194~~ | ~~$353,577~~Total Sales[4] | $382,633 | 1,~~900~~ 903/ 45.~~3~~62% | $0 / ~~$993,834~~1,071,583 | ~~$338,981~~$366,735 |

Notes to Table 1

1. Average Annual Sales. "Average Annual Sales" means the average of the annual sales of the 2023 Salons for the 2023 Period broken out by sales categories.

2. 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.

3. Product Sales. "Product Sales" means all sales from a GREAT CLIPS® salon for products, including without limitation shampoo, conditioner, gel, and hairspray.

4. Total Sales. "Total Sales" means total of Service Sales and Product Sales from a from a GREAT CLIPS® salon.

During the 2023 Period, 98 GREAT CLIPS® salons in the United States and Canada closed and permanently ceased operations, and among these salons, 1 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 ~~YEARLY SALES UNITS OPEN 345 DAYS OR MORE DURING THE~~ OPERATING CASH FLOW OF CERTAIN~~2022 PERIOD~~

~~Of the 4,194~~ **GREAT CLIPS®** ~~units included in Section I above, 3,487 were open (as defined below) 345 days or more during the~~ **SALONS**~~2022 Period. The financial performance information included in this Section II below includes average yearly sales information for the 3,487 GREAT CLIPS® units that were open at least 345 days during the 2022 Period. To be considered "open" on a particular day, the unit must have transacted at least one sale during that day. For purposes of the 3,487 units included in the Section II table below, each unit had one or more sales on 345 or more days during the 2022 Period. The hours of operation for these 3,487 GREAT CLIPS® units included in this Section II varied from unit to unit during the 2022 Period.~~

## GENERAL DESCRIPTION AND METHODOLOGY

The following statement (referred to in this disclosure document as the "Average Operating Cash Flow Statement") consists of the average sales and expenses of 2,014 of the 2023 Salons (totaling 4,171) that provided sufficient data to Great Clips (the "Reporting 2023 Salons") to allow Great Clips to include them in the Average Operating Cash Flow Statement. The number of Reporting 2023 Salons is 2,014. 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 2023 Salons"). The number of Non-Reporting 2023 Salons is 2,157.

The Non-Reporting 2023 Salons were not distributed evenly over the entire dataset, based on total sales. Of the Non-Reporting 2023 Salons, 869 had total sales at or above the median of the Reporting 2023 Salons, and 1,288 had total sales below the median of the Reporting 2023 Salons. If all 2,157 Non-Reporting 2023 Salons had been included in the metrics reported for the Reporting 2023 Salons, the median total sales in the Reporting 2023 Salons would have decreased by 4.7% 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 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 2023 Salons for the 2023 Period.

### TABLE 2
### AVERAGE OPERATING CASH FLOW STATEMENT
### OF REPORTING 2023 SALONS

| ~~# of Units~~Average Annual Sales[1] | Average ~~Yearly~~Annual Sales | ~~Number /~~ Percent ~~that Attained or Exceeded Average~~of Total Sales | Median Annual Sales |
|---|---|---|---|

| | | | | | |
|---|---|---|---|---|---|
| | Service Sales[3] | | $386,335[12] | 96.83% | $372,131 |
| 3,487 | $373,576Product Sale | 1,505 / 44.5% | $73,530 / $993,834 12,635[13] | $357,001 3.17% | $10,642 |
| | Total Sales[3] | | $398,971[14] | 100.00% | $384,893 |
| Average Annual Expenses[2] | | | Average Annual Expenses | Percent of Total Expenses | |
| | Labor[4] | | $192,728 | 48.31% | $183,900 |
| | Occupancy[5] | | 43,638 | 10.94% | 42,370 |
| | Products[6] | | 8,151 | 2.04% | 7,227 |
| | Continuing Franchise Fees[7] | | 23,990 | 6.01% | 23,088 |
| | Advertising[8] | | 20,866 | 5.23% | 19,988 |
| | Other[9] | | 27,676 | 6.94% | 26,034 |
| | Total Expenses[10] | | $317,049 | 79.47% | $309,431 |
| | Operating Cash Flow[11] | | $81,921 | 20.53% | $76,420 |

**GENERAL NOTES**

The information in this Item 19 may be used as a reference in conducting your own independent analysis of the business. We recommend that you consult with financial, business and legal advisors, as well as existing GREAT CLIPS® franchisees for purposes of developing your own business plan.

The financial performance information included in Sections I and II above contains information relating solely to historical sales data.

[Remainder of this page intentionally left blank.]

## TABLE 3

## AVERAGES BASED ON SALES RANGE OF REPORTING 2023 SALONS

| Salons | | | | Average Expenses as a % of Sales | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Average Annual Sales Range ($ in 000's) | Count | % | Average Annual Sales in Range | Labor | Occupancy | All Other | Total | Cash Flow (%) | Cash Flow ($) |
| <$250 | 240 | 11.92% | $198,978[17] | 55.96% | 19.96% | 24.49% | 101.18% | -0.41% | ($810) |
| $250 – $300 | 235 | 11.67% | $277,697[18] | 50.67% | 14.65% | 22.16% | 88.02% | 12.53% | $34,790 |
| $300 - $350 | 322 | 15.99% | $325,578[19] | 49.17% | 12.92% | 20.98% | 83.73% | 16.94% | $55,161 |
| $350 – $400 | 310 | 15.39% | $375,348[20] | 48.40% | 11.44% | 20.50% | 80.84% | 19.66% | $73,809 |
| $400 - $450 | 270 | 13.41% | $423,766[21] | 48.27% | 10.96% | 19.98% | 79.73% | 20.80% | $88,140 |
| $450 - $500 | 222 | 11.02% | $473,741[22] | 46.99% | 9.56% | 19.76% | 76.90% | 23.69% | $112,233 |
| $500 - $550 | 147 | 7.30% | $522,985[23] | 46.32% | 8.77% | 19.07% | 74.69% | 25.84% | $135,139 |
| >$550 | 268 | 13.31% | $644,976[24] | 46.43% | 7.29% | 18.63% | 72.86% | 27.65% | $178,306 |
| **All Reporting 2023 Salons** | **2,014** | **100%** | **$398,971** | **48.31%** | **10.94%** | **20.22%** | **79.47%** | **20.53%** | **$81,921** |

Notes to Tables 2 and 3

1. Average Annual Sales. "Average Annual Sales" means the average of the annual sales of the Reporting 2023 Salons for the 2023 Period broken out by sales categories.

2. Average Annual Expenses. "Average Annual Expenses" means the average of the annual expenses of the Reporting 2023 Salons for the 2023 Period broken out by expense categories.

3. 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.

4. 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.

5. 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 Reporting 2023 Salons, the highest actual annual service sales were $1,037,003, and the lowest actual annual service sales were $20,192. Further, 907 Reporting 2023 Salons (or 45.03%) met or exceeded the average. The median annual service sales for this group were $372,131

13. Additional Product Sales Information. Of the 2,014 Reporting 2023 Salons, the highest actual annual product sales were $77,600, and the lowest actual annual product sales were $679. Further, 759 Reporting 2023 Salons (or 37.69%) met or exceeded the average. The median annual product sales for this group were $10,642

14. Additional Total Sales Information. Of the 2,014 Reporting 2023 Salons, the highest actual total annual sales were $1,071,583, and the lowest actual total annual sales were $21,498. Further, 910 Reporting 2023 Salons (or 45.18%) met or exceeded the average. The median total annual sales for this group were $384,893.

15. Additional Total Expenses Information. Of the 2,014 Reporting 2023 Salons, the highest actual total annual expenses were $772,384 and the lowest actual total annual expenses were $70,171. Further, 927 Reporting 2023 Salons (or 46.03%) met or were below the average. The median total annual expenses for this group were $309,431.

16. Additional Operating Cash Flow Information. Of the 2,014 Reporting 2023 Salons, the highest operating cash flow was $421,279, and the lowest operating cash flow was (-$126,615). Further, 929 Reporting 2023 Salons (or 46.13%) met or exceeded the average. The median operating cash flow for this group was $76,420.

17. Additional Average Annual Sales Information for <$250 Annual Sales Range. Of the 240 Reporting 2023 Salons included in the <$250 Annual Sales Range, the highest actual annual sales in this group were $249,535, and the lowest actual annual sales in this group were $21,498. Further, 148 Reporting 2023 Salons in this group (or 61.67%) met or exceeded the average. The median annual sales for this group were $210,968.

18. Additional Average Annual Sales Information for $250 – $300 Annual Sales Range. Of the 235 Reporting 2023 Salons included in the $250 – $300 Annual Sales Range, the highest actual annual sales in this group were $299,931, and the lowest actual annual sales in this group were $250,001. Further, 126 Reporting 2023 Salons in this group (or 53.62%) met or exceeded the average. The median annual sales for this group were $279,266.

19. Additional Average Annual Sales Information for $300 – $350 Annual Sales Range. Of the 322 Reporting 2023 Salons included in the $300 – $350 Annual Sales Range, the highest actual annual sales in this group were $349,869, and the lowest actual annual sales in this group were $300,257. Further, 154 Reporting 2023 Salons in this group (or 47.83%) exceeded the average. The median annual sales for this group were $324,562.

20. Additional Average Annual Sales Information for $350 – $400 Annual Sales Range. Of the 310 Reporting 2023 Salons included in the $350 – $400 Annual Sales Range, the highest actual annual sales in this group were $399,589, and the lowest actual annual sales in this group were $350,286. Further, 163 Reporting 2023 Salons in this group (or 52.56%) exceeded the average. The median annual sales for this group were $376,977.

21. Additional Average Annual Sales Information for $400 – $450 Annual Sales Range. Of the 270 Reporting 2023 Salons included in the $400 – $450 Annual Sales Range, the highest actual annual sales in this group were $449,894, and the lowest actual annual sales in this group were $400,009. Further, 136 Reporting 2023 Salons in this group (or 50.37%) exceeded the average. The median annual sales for this group were $423,881.

22. Additional Average Annual Sales Information for $450 – $500 Annual Sales Range. Of the 222 Reporting 2023 Salons included in the $450 – $500 Annual Sales Range, the highest actual annual sales in this group were $499,775, and the lowest actual annual sales in this group were $450,084. Further, 106 Reporting 2023 Salons in this group (or 47.75%) exceeded the average. The median annual sales for this group were $472,612.

23. Additional Average Annual Sales Information for $500 to $550 Annual Sales Range. Of the 147 Reporting 2023 Salons included in the $500 to $550 Annual Sales Range, the highest actual annual sales in this group were $549,301, and the lowest actual annual sales

in this group were $500,017. Further, 69 Reporting 2023 Salons in this group (or 46.94%) exceeded the average. The median annual sales for this group were $520,763.

24. Additional Average Annual Sales Information for >$550 Annual Sales Range. Of the 268 Reporting 2023 Salons included in the >$550 Annual Sales Range, the highest actual annual sales in this group were $1,071,583, and the lowest actual annual sales in this group were $550,106. Further, 101 Reporting 2023 Salons in this group (or 37.69%) exceeded the average. The median annual sales for this group were $620,615.

## TABLE 4
## LOCATION OF REPORTING 2023 SALONS

The 2,014 Reporting 2023 Salons were located in the following states/provinces:

| State/Province | Number of Salons |
|---|---|
| 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 |
| Wyoming | 3 |

**Some ~~units~~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 ~~Serena Chiquoine, Director~~Kerry Bundy, Vice President of Legal and ~~Franchise Administration,~~General Counsel at ~~1-800-444-2092 extension 6483~~(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 ~~2020~~2021 to 2022

| Outlet Type | Year | Outlets at the Start of the Year | Outlets at the End of the Year | Net Change |
|---|---|---|---|---|
| Franchised | 2021~~2020~~ | 4,~~473~~472 | 4,~~472~~447 | -~~1~~25 |
| | 2022~~2021~~ | 4,~~472~~447 | 4,~~447~~427 | -~~25~~20 |
| | ~~2022~~2023 | 4,~~447~~427 | 4,427 | -~~20~~0 |
| Company-Owned | 2021~~2020~~ | 0 | 0 | 0 |
| | ~~2021~~2022 | 0 | 0 | 0 |
| | ~~2022~~2023 | 0 | 0 | 0 |
| Total Outlets | 2021~~2020~~ | 4,~~473~~472 | 4,~~472~~447 | -~~1~~25 |
| | 2022~~2021~~ | 4,~~472~~447 | 4,~~447~~427 | -~~25~~20 |
| | ~~2022~~2023 | 4,~~447~~427 | 4,427 | -~~20~~0 |

*As of December 31 each year.

### Table No. 2
### Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
### For Years ~~2020~~2021 to ~~2023~~2022

| State/Province | Year | Number of Transfers[1] |
|---|---|---|
| ALBERTA | 2021~~2020~~ | ~~2~~8 |
| | 2022~~2021~~ | ~~8~~0 |
| | ~~2022~~2023 | ~~0~~3 |
| ALABAMA | 2021~~2020~~ | ~~1~~8 |
| | 2022~~2021~~ | ~~8~~0 |
| | ~~2022~~2023 | ~~0~~2 |
| ALASKA | 2021~~2020~~ | 0 |
| | 2022~~2021~~ | 0 |
| | ~~2022~~2023 | 0 |
| ARKANSAS | 2021~~2020~~ | 0 |
| | 2022~~2021~~ | 0 |
| | ~~2022~~2023 | 0 |
| ARIZONA | 2021~~2020~~ | 0 |
| | 2022~~2021~~ | ~~0~~14 |
| | ~~2022~~2023 | ~~1~~41 |
| BRITISH COLUMBIA | 2021~~2020~~ | ~~0~~2 |
| | 2022~~2021~~ | ~~2~~0 |
| | ~~2022~~2023 | 0 |
| CALIFORNIA | 2021~~2020~~ | ~~8~~11 |
| | 2022~~2021~~ | ~~1~~121 |

| State/Province | Year | Number of Transfers[1] |
|---|---|---|
| | 20222023 | 2111 |
| COLORADO | 20212020 | 041 |
| | 20222021 | 410 |
| | 20222023 | 0 |
| CONNECTICUT | 20212020 | 30 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| DELAWARE | 20212020 | 03 |
| | 20222021 | 31 |
| | 20222023 | 13 |
| DISTRICT OF COLUMBIA | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 01 |
| FLORIDA | 20212020 | 4122 |
| | 20222021 | 2211 |
| | 20222023 | 11 |
| GEORGIA | 20212020 | 16 |
| | 20222021 | 618 |
| | 20222023 | 186 |
| HAWAII | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| IOWA | 20212020 | 014 |
| | 20222021 | 140 |
| | 20222023 | 05 |
| IDAHO | 20212020 | 0 |
| | 20222021 | 02 |
| | 20222023 | 2 |
| ILLINOIS | 20212020 | 148 |
| | 20222021 | 86 |
| | 20222023 | 60 |
| INDIANA | 20212020 | 21 |
| | 20222021 | 182 |
| | 20222023 | 820 |
| KANSAS | 20212020 | 0 |
| | 20222021 | 02 |
| | 20222023 | 24 |
| KENTUCKY | 20212020 | 1 |
| | 20222021 | 1 |
| | 20222023 | 10 |
| LOUISIANA | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| MAINE | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| MASSACHUSETTS | 20212020 | 20 |
| | 20222021 | 08 |

| State/Province | Year | Number of Transfers[1] |
|---|---|---|
| | 20222023 | 80 |
| MARYLAND | 20212020 | 01 |
| | 20222021 | 10 |
| | 20222023 | 08 |
| MICHIGAN | 20212020 | 06 |
| | 20222021 | 65 |
| | 20222023 | 56 |
| MINNESOTA | 20212020 | 713 |
| | 20222021 | 13 |
| | 20222023 | 130 |
| MISSISSIPPI | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| MISSOURI | 20212020 | 51 |
| | 20222021 | 12 |
| | 20222023 | 218 |
| MONTANA | 20212020 | 05 |
| | 20222021 | 50 |
| | 20222023 | 0 |
| NEBRASKA | 20212020 | 09 |
| | 20222021 | 90 |
| | 20222023 | 0 |
| NEW HAMPSHIRE | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| NEW JERSEY | 20212020 | 26 |
| | 20222021 | 65 |
| | 20222023 | 5 |
| NEW MEXICO | 20212020 | 50 |
| | 20222021 | 02 |
| | 20222023 | 20 |
| NEVADA | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| NEW YORK | 20212020 | 0 |
| | 20222021 | 03 |
| | 20222023 | 30 |
| NORTH CAROLINA | 20212020 | 04 |
| | 20222021 | 410 |
| | 20222023 | 107 |
| NORTH DAKOTA | 20212020 | 01 |
| | 20222021 | 10 |
| | 20222023 | 0 |
| OHIO | 20212020 | 10 |
| | 20222021 | 023 |
| | 20222023 | 2322 |

| State/Province | Year | Number of Transfers[1] |
|---|---|---|
| OKLAHOMA | 20212020 | 1 |
| | 20222021 | 12 |
| | 20222023 | 2 |
| ONTARIO | 20212020 | 53 |
| | 20222021 | 35 |
| | 20222023 | 50 |
| OREGON | 20212020 | 01 |
| | 20222021 | 112 |
| | 20222023 | 125 |
| PENNSYLVANIA | 20212020 | 54 |
| | 20222021 | 417 |
| | 20222023 | 1710 |
| RHODE ISLAND | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| SASKATCHEWAN | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| SOUTH CAROLINA | 20212020 | 02 |
| | 20222021 | 20 |
| | 20222023 | 018 |
| SOUTH DAKOTA | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| TENNESSEE | 20212020 | 13 |
| | 20222021 | 32 |
| | 20222023 | 20 |
| TEXAS | 20212020 | 624 |
| | 20222021 | 2428 |
| | 20222023 | 286 |
| UTAH | 20212020 | 03 |
| | 20222021 | 30 |
| | 20222023 | 0 |
| VERMONT | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |
| VIRGINIA | 20212020 | 02 |
| | 20222021 | 23 |
| | 20222023 | 35 |
| WASHINGTON | 20212020 | 02 |
| | 20222021 | 227 |
| | 20222023 | 273 |
| WEST VIRGINIA | 20212020 | 0 |
| | 20222021 | 0 |
| | 20222023 | 0 |

| State/Province | Year | Number of Transfers[1] |
|---|---|---|
| WISCONSIN | 2021~~2020~~ | ~~1~~0 |
| | 2022~~2021~~ | 0 |
| | ~~2022~~2023 | 0 |
| WYOMING | 2021~~2020~~ | ~~0~~1 |
| | 2022~~2021~~ | ~~1~~0 |
| | ~~2022~~2023 | 0 |
| TOTAL | 2021~~2020~~ | ~~114~~217 |
| | ~~2021~~2022 | ~~217~~325 |
| | ~~2022~~2023 | ~~325~~164 |

*As of December 31 each year.

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.

## Table No. 3
## Status of Franchised Outlets
## For Years ~~2020~~2021 to 2023

~~2022~~

| 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 | 2021~~2020~~ | ~~62~~64 | ~~3~~2 | 0 | 0 | 0 | ~~1~~0 | ~~64~~66 |
| | 2022~~2021~~ | ~~64~~66 | 2 | 0 | 0 | 0 | ~~0~~4 | ~~66~~64 |
| | ~~2022~~2023 | ~~66~~64 | ~~2~~4 | 0 | 0 | 0 | ~~4~~1 | ~~64~~67 |
| ALASKA | 2021~~2020~~ | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 2022~~2021~~ | 8 | 0 | 0 | 0 | 0 | ~~0~~1 | ~~8~~7 |
| | ~~2022~~2023 | ~~8~~7 | 0 | 0 | 0 | 0 | ~~1~~0 | 7 |
| ALBERTA | 2021~~2020~~ | ~~49~~48 | ~~0~~1 | ~~1~~0 | 0 | 0 | ~~0~~1 | 48 |
| | 2022~~2021~~ | 48 | ~~1~~3 | 0 | 0 | 0 | ~~1~~4 | ~~48~~47 |
| | ~~2022~~2023 | ~~48~~47 | ~~3~~1 | 0 | 0 | 0 | ~~4~~0 | ~~47~~48 |
| ARIZONA | 2021~~2020~~ | ~~140~~141 | ~~1~~2 | 0 | 0 | 0 | ~~0~~2 | 141 |
| | 2022~~2021~~ | 141 | ~~2~~5 | 0 | 0 | 0 | ~~2~~3 | ~~141~~143 |
| | ~~2022~~2023 | ~~141~~143 | ~~5~~2 | 0 | 0 | 0 | 3 | ~~143~~142 |
| ARKANSAS | 2021~~2020~~ | ~~27~~28 | 2 | 0 | 0 | 0 | ~~1~~0 | ~~28~~30 |
| | 2022~~2021~~ | ~~28~~30 | 2 | 0 | 0 | 0 | ~~0~~1 | ~~30~~31 |
| | ~~2022~~2023 | ~~30~~31 | ~~2~~0 | 0 | 0 | 0 | ~~1~~0 | 31 |
| BRITISH COLUMBIA | 2021~~2020~~ | ~~46~~45 | ~~0~~1 | 0 | 0 | 0 | 1 | 45 |
| | 2022~~2021~~ | 45 | ~~1~~0 | 0 | 0 | 0 | ~~1~~0 | 45 |
| | ~~2022~~2023 | 45 | ~~0~~1 | 0 | 0 | 0 | ~~0~~1 | 45 |
| CALIFORNIA | 2021~~2020~~ | ~~280~~275 | ~~5~~3 | 0 | 0 | 0 | ~~10~~9 | ~~275~~269 |
| | 2022~~2021~~ | ~~275~~269 | ~~3~~10 | 0 | 0 | 0 | ~~9~~5 | ~~269~~274 |
| | ~~2022~~2023 | ~~269~~274 | ~~10~~8 | 0 | ~~0~~2 | 0 | 5 | ~~274~~275 |

| 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] |
|---|---|---|---|---|---|---|---|---|
| COLORADO | 20212020 | 119118 | 31 | 0 | 0 | 0 | 42 | 118117 |
| | 20222021 | 118117 | 10 | 0 | 0 | 0 | 2 | 117115 |
| | 20222023 | 117115 | 01 | 0 | 0 | 0 | 25 | 115111 |
| CONNECTICUT | 20212020 | 1918 | 10 | 0 | 0 | 0 | 20 | 18 |
| | 20222021 | 18 | 02 | 0 | 0 | 0 | 01 | 1819 |
| | 20222023 | 1819 | 21 | 0 | 0 | 0 | 10 | 1920 |
| DELAWARE | 20212020 | 1312 | 0 | 0 | 0 | 0 | 10 | 12 |
| | 20222021 | 12 | 01 | 0 | 0 | 0 | 0 | 1213 |
| | 20222023 | 1213 | 10 | 0 | 0 | 0 | 0 | 13 |
| DISTRICT OF COLUMBIA | 20212020 | 12 | 10 | 0 | 0 | 0 | 0 | 2 |
| | 20222021 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 20222023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| FLORIDA | 20212020 | 271279 | 1615 | 13 | 0 | 0 | 7 | 279284 |
| | 20222021 | 279284 | 1514 | 32 | 0 | 0 | 76 | 284290 |
| | 20222023 | 284290 | 1410 | 2 | 01 | 0 | 612 | 290285 |
| GEORGIA | 20212020 | 191190 | 63 | 0 | 0 | 0 | 7 | 190186 |
| | 20222021 | 190186 | 32 | 0 | 0 | 0 | 75 | 186183 |
| | 20222023 | 186183 | 24 | 0 | 0 | 0 | 5 | 183182 |
| HAWAII | 20212020 | 56 | 10 | 0 | 0 | 0 | 0 | 6 |
| | 20222021 | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| | 20222023 | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| IDAHO | 20212020 | 2628 | 20 | 0 | 0 | 0 | 0 | 28 |
| | 20222021 | 28 | 0 | 0 | 0 | 0 | 0 | 28 |
| | 20222023 | 28 | 0 | 0 | 0 | 0 | 0 | 28 |
| ILLINOIS | 20212020 | 218215 | 52 | 0 | 0 | 0 | 811 | 215206 |
| | 20222021 | 215206 | 21 | 0 | 0 | 0 | 118 | 206199 |
| | 20222023 | 206199 | 13 | 0 | 0 | 0 | 85 | 199197 |
| INDIANA | 20212020 | 165163 | 4 | 20 | 0 | 0 | 43 | 163164 |
| | 20222021 | 163164 | 40 | 0 | 0 | 0 | 34 | 164160 |
| | 20222023 | 164160 | 03 | 0 | 0 | 0 | 42 | 160161 |
| IOWA | 20212020 | 6361 | 1 | 0 | 0 | 0 | 3 | 6159 |
| | 20222021 | 6159 | 1 | 0 | 0 | 0 | 32 | 5958 |
| | 20222023 | 5958 | 1 | 0 | 0 | 0 | 21 | 58 |
| KANSAS | 20212020 | 6566 | 30 | 0 | 0 | 0 | 23 | 6663 |
| | 20222021 | 6663 | 0 | 0 | 0 | 0 | 30 | 63 |
| | 20222023 | 63 | 0 | 0 | 0 | 0 | 01 | 6362 |
| KENTUCKY | 20212020 | 9089 | 10 | 0 | 0 | 0 | 21 | 8988 |
| | 20222021 | 8988 | 02 | 0 | 0 | 0 | 1 | 8889 |
| | 20222023 | 8889 | 20 | 0 | 0 | 0 | 13 | 8986 |
| LOUISIANA | 20212020 | 01 | 10 | 0 | 0 | 0 | 0 | 1 |
| | 20222021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 20222023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| MAINE | 20212020 | 02 | 21 | 0 | 0 | 0 | 0 | 23 |
| | 20222021 | 23 | 12 | 0 | 0 | 0 | 0 | 35 |
| | 20222023 | 35 | 20 | 0 | 0 | 0 | 01 | 54 |
| MARYLAND | 20212020 | 4139 | 01 | 0 | 0 | 0 | 2 | 3938 |
| | 20222021 | 3938 | 13 | 01 | 0 | 0 | 23 | 3837 |
| | 20222023 | 3837 | 30 | 1 | 01 | 0 | 32 | 3733 |

| 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] |
|---|---|---|---|---|---|---|---|---|
| MASSACHUSETTS | 20212020 | 33 | 23 | 10 | 01 | 0 | 10 | 3335 |
| | 20222021 | 3335 | 30 | 0 | 10 | 0 | 02 | 3533 |
| | 20222023 | 3533 | 0 | 0 | 0 | 0 | 21 | 3332 |
| MICHIGAN | 20212020 | 181183 | 115 | 0 | 01 | 0 | 97 | 183180 |
| | 20222021 | 183180 | 53 | 0 | 12 | 0 | 76 | 180175 |
| | 20222023 | 180175 | 32 | 0 | 20 | 0 | 64 | 175173 |
| MINNESOTA | 20212020 | 150144 | 20 | 10 | 0 | 0 | 74 | 144140 |
| | 20222021 | 144140 | 01 | 0 | 01 | 0 | 48 | 140132 |
| | 20222023 | 140132 | 1 | 0 | 10 | 0 | 82 | 132131 |
| MISSISSIPPI | 20212020 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 20222021 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 20222023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| MISSOURI | 20212020 | 127120 | 03 | 20 | 0 | 0 | 5 | 120118 |
| | 20222021 | 120118 | 30 | 0 | 0 | 0 | 52 | 118116 |
| | 20222023 | 118116 | 0 | 0 | 0 | 0 | 26 | 116110 |
| MONTANA | 20212020 | 1716 | 0 | 0 | 0 | 0 | 1 | 1615 |
| | 20222021 | 1615 | 0 | 0 | 0 | 0 | 10 | 15 |
| | 20222023 | 15 | 0 | 0 | 0 | 0 | 0 | 15 |
| NEBRASKA | 20212020 | 3335 | 21 | 0 | 0 | 0 | 01 | 35 |
| | 20222021 | 35 | 1 | 0 | 0 | 0 | 1 | 35 |
| | 20222023 | 35 | 10 | 0 | 0 | 0 | 10 | 35 |
| NEVADA | 20212020 | 5356 | 31 | 0 | 0 | 0 | 0 | 5657 |
| | 20222021 | 5657 | 1 | 0 | 0 | 0 | 01 | 57 |
| | 20222023 | 57 | 12 | 0 | 0 | 0 | 1 | 5758 |
| NEW HAMPSHIRE | 20212020 | 18 | 0 | 0 | 0 | 0 | 0 | 18 |
| | 20222021 | 18 | 01 | 0 | 0 | 0 | 0 | 1819 |
| | 20222023 | 1819 | 10 | 0 | 0 | 0 | 0 | 19 |
| NEW JERSEY | 20212020 | 8175 | 24 | 13 | 01 | 0 | 75 | 7570 |
| | 20222021 | 7570 | 41 | 31 | 10 | 0 | 51 | 7069 |
| | 20222023 | 7069 | 12 | 10 | 0 | 0 | 12 | 69 |
| NEW MEXICO | 20212020 | 27 | 0 | 0 | 0 | 0 | 0 | 27 |
| | 20222021 | 27 | 01 | 0 | 0 | 0 | 01 | 27 |
| | 20222023 | 27 | 12 | 0 | 0 | 0 | 10 | 2729 |
| NEW YORK | 20212020 | 3633 | 02 | 0 | 0 | 0 | 35 | 3330 |
| | 20222021 | 3330 | 20 | 0 | 0 | 0 | 54 | 3026 |
| | 20222023 | 3026 | 01 | 0 | 0 | 0 | 41 | 26 |
| NORTH CAROLINA | 20212020 | 211209 | 82 | 20 | 0 | 0 | 87 | 209204 |
| | 20222021 | 209204 | 26 | 0 | 0 | 0 | 78 | 204202 |
| | 20222023 | 204202 | 64 | 0 | 0 | 0 | 84 | 202 |
| NORTH DAKOTA | 20212020 | 8 | 10 | 0 | 0 | 0 | 10 | 8 |
| | 20222021 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 20222023 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| OHIO | 20212020 | 282283 | 98 | 0 | 0 | 0 | 85 | 283286 |
| | 20222021 | 283286 | 85 | 0 | 0 | 0 | 510 | 286281 |
| | 20222023 | 286281 | 53 | 0 | 0 | 0 | 102 | 281282 |
| OKLAHOMA | 20212020 | 4345 | 29 | 0 | 0 | 0 | 06 | 4548 |
| | 20222021 | 4548 | 93 | 0 | 0 | 0 | 61 | 4850 |
| | 20222023 | 4850 | 34 | 0 | 0 | 0 | 1 | 5053 |

| 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] |
|---|---|---|---|---|---|---|---|---|
| ONTARIO | 20212020 | 6162 | 31 | 0 | 0 | 0 | 21 | 62 |
| | 20222021 | 62 | 14 | 0 | 0 | 0 | 1 | 6265 |
| | 20222023 | 6265 | 41 | 0 | 0 | 0 | 10 | 6566 |
| OREGON | 20212020 | 6867 | 0 | 0 | 0 | 0 | 1 | 6766 |
| | 20222021 | 6766 | 02 | 0 | 0 | 0 | 14 | 6664 |
| | 20222023 | 6664 | 20 | 0 | 0 | 0 | 43 | 6461 |
| PENNSYLVANIA | 20212020 | 145143 | 6 | 21 | 0 | 0 | 63 | 143145 |
| | 20222021 | 143145 | 65 | 10 | 0 | 0 | 35 | 145 |
| | 20222023 | 145 | 52 | 0 | 0 | 0 | 52 | 145 |
| RHODE ISLAND | 20212020 | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| | 20222021 | 4 | 0 | 0 | 0 | 0 | 01 | 43 |
| | 20222023 | 43 | 0 | 0 | 0 | 0 | 10 | 3 |
| SASKATCHEWAN | 20212020 | 1 | 01 | 0 | 0 | 0 | 0 | 12 |
| | 20222021 | 12 | 10 | 0 | 0 | 0 | 0 | 2 |
| | 20222023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| SOUTH CAROLINA | 20212020 | 9294 | 23 | 0 | 0 | 0 | 04 | 9493 |
| | 20222021 | 9493 | 31 | 0 | 01 | 0 | 41 | 9392 |
| | 20222023 | 9392 | 1 | 0 | 10 | 0 | 10 | 9293 |
| SOUTH DAKOTA | 20212020 | 13 | 10 | 0 | 0 | 0 | 10 | 13 |
| | 20222021 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| | 20222023 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| TENNESSEE | 20212020 | 108112 | 52 | 0 | 0 | 0 | 14 | 112110 |
| | 20222021 | 112110 | 24 | 0 | 0 | 0 | 43 | 110111 |
| | 20222023 | 110111 | 45 | 0 | 0 | 0 | 31 | 111115 |
| TEXAS | 20212020 | 387398 | 2514 | 30 | 0 | 0 | 1113 | 398399 |
| | 20222021 | 398399 | 1415 | 0 | 0 | 0 | 136 | 399408 |
| | 20222023 | 399408 | 1521 | 0 | 01 | 0 | 65 | 408423 |
| UTAH | 20212020 | 7476 | 23 | 0 | 0 | 0 | 0 | 7679 |
| | 20222021 | 7679 | 31 | 0 | 0 | 0 | 0 | 7980 |
| | 20222023 | 7980 | 12 | 0 | 0 | 0 | 01 | 8081 |
| VERMONT | 20212020 | 01 | 1 | 0 | 0 | 0 | 0 | 12 |
| | 20222021 | 12 | 10 | 0 | 0 | 0 | 0 | 2 |
| | 20222023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| VIRGINIA | 20212020 | 8886 | 65 | 10 | 0 | 0 | 72 | 8689 |
| | 20222021 | 8689 | 56 | 0 | 0 | 0 | 23 | 8992 |
| | 20222023 | 8992 | 61 | 0 | 01 | 0 | 32 | 9290 |
| WASHINGTON | 20212020 | 116115 | 13 | 0 | 0 | 0 | 21 | 115117 |
| | 20222021 | 115117 | 3 | 0 | 0 | 0 | 13 | 117 |
| | 20222023 | 117 | 32 | 0 | 0 | 0 | 31 | 117118 |
| WEST VIRGINIA | 20212020 | 11 | 0 | 0 | 0 | 0 | 0 | 11 |
| | 20222021 | 11 | 0 | 0 | 0 | 0 | 0 | 11 |
| | 20222023 | 11 | 01 | 0 | 0 | 0 | 0 | 1112 |

| 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] |
|---|---|---|---|---|---|---|---|---|
| WISCONSIN | 2021~~2020~~ | 96 | ~~4~~0 | ~~1~~0 | 0 | 0 | ~~3~~4 | ~~96~~92 |
| | 2022~~2021~~ | ~~96~~92 | ~~0~~2 | 0 | 0 | 0 | ~~4~~6 | ~~92~~88 |
| | ~~2022~~2023 | ~~92~~88 | 2 | 0 | 0 | 0 | ~~6~~3 | ~~88~~87 |
| WYOMING | 2021~~2020~~ | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 2022~~2021~~ | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | ~~2022~~2023 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| Total | 2021~~2020~~ | 447~~4473~~ | ~~156~~116 | ~~18~~7 | ~~0~~3 | 0 | ~~139~~131 | 444~~4472~~ |
| | 2022~~2021~~ | ~~4472~~4447 | 116 | ~~7~~4 | ~~3~~4 | 0 | ~~131~~128 | ~~4427~~4447 |
| | ~~2022~~2023 | ~~4447~~4427 | ~~116~~98 | ~~4~~3 | ~~4~~6 | 0 | ~~128~~89 | 4427 |

*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 ~~6~~8.4.

3) There were 12 salons that closed and then relocated/reopened within the fiscal year of 2023.

## Table No. 4
## Status of Company-Owned Outlets
## For Years ~~2020~~2021 to ~~2022~~2023*

| 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 | ~~2020~~2021 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ~~2021~~2022 | 0 | 0 | 0 | 0 | 0 | 0 |
| | ~~2022~~2023 | 0 | 0 | 0 | 0 | 0 | 0 |

*As of December 31 each year.

## Table No. 5
## Projected Openings as of December 31, ~~2022~~2023

| 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 | ~~1~~014 | ~~3~~2 | 0 |
| ALASKA | 0 | 0 | 0 |
| ALBERTA | ~~9~~4 | ~~0~~1 | 0 |
| ARIZONA | ~~33~~35 | ~~4~~3 | 0 |
| ARKANSAS | 4 | 0 | 0 |
| BRITISH COLUMBIA | ~~4~~3 | 1 | 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] |
|---|---|---|---|
| CALIFORNIA | ~~82~~68 | ~~8~~4 | 0 |
| COLORADO | 28 | ~~1~~2 | 0 |
| CONNECTICUT | ~~7~~6 | 1 | 0 |
| DISTRICT OF COLUMBIA | ~~8~~10 | 0 | 0 |
| FLORIDA | 80 | ~~10~~14 | 0 |
| GEORGIA | ~~39~~43 | ~~3~~7 | 0 |
| HAWAII | 2 | ~~0~~1 | 0 |
| IDAHO | ~~2~~7 | 0 | 0 |
| ILLINOIS | ~~25~~23 | ~~0~~1 | 0 |
| INDIANA | ~~11~~15 | 2 | 0 |
| IOWA | ~~8~~6 | ~~1~~0 | 0 |
| KANSAS | 2 | ~~1~~0 | 0 |
| KENTUCKY | ~~20~~22 | ~~0~~1 | 0 |
| LOUISIANA | ~~2~~3 | ~~0~~1 | 0 |
| MANITOBA | 0 | 0 | 0 |
| MAINE | 1 | ~~1~~0 | 0 |
| MARYLAND | ~~6~~5 | ~~0~~1 | 0 |
| MASSACHUSETTS | 16 | 1 | 0 |
| MICHIGAN | 37 | ~~2~~5 | 0 |
| MINNESOTA | ~~24~~23 | 0 | 0 |
| MISSISSIPPI | 1 | 0 | 0 |
| MISSOURI | ~~31~~33 | 0 | 0 |
| MONTANA | 0 | 0 | 0 |
| NEBRASKA | 9 | 0 | 0 |
| NEVADA | ~~11~~10 | 1 | 0 |
| NEW JERSEY | ~~23~~ 22 | ~~0~~1 | 0 |
| NEW MEXICO | ~~3~~4 | ~~1~~0 | 0 |
| NEW YORK | 6 | ~~1~~0 | 0 |
| NORTH CAROLINA | 54 | ~~5~~3 | 0 |
| NORTH DAKOTA | 1 | 0 | 0 |
| OHIO | ~~63~~69 | ~~3~~6 | 0 |
| OKLAHOMA | 15 | ~~3~~1 | 0 |
| ONTARIO | ~~22~~ 25 | ~~3~~0 | 0 |
| OREGON | ~~6~~7 | 0 | 0 |
| PENNSYLVANIA | ~~38~~30 | ~~2~~3 | 0 |
| RHODE ISLAND | ~~1~~0 | 0 | 0 |
| SASKATCHEWAN | 2 | ~~0~~1 | 0 |
| SOUTH CAROLINA | ~~10~~15 | 0 | 0 |
| SOUTH DAKOTA | 4 | 0 | 0 |
| TENNESSEE | ~~20~~16 | ~~5~~3 | 0 |
| TEXAS | 147 | ~~16~~13 | 0 |
| UTAH | ~~21~~18 | ~~1~~2 | 0 |
| VERMONT | 0 | 1 | 0 |
| VIRGINIA | ~~40~~38 | ~~1~~3 | 0 |
| WASHINGTON | ~~13~~12 | ~~2~~0 | 0 |
| WEST VIRGINIA | ~~5~~7 | ~~1~~5 | 0 |
| WISCONSIN | ~~15~~ 16 | ~~1~~0 | 0 |
| Total | ~~1,020~~1018 | ~~85~~91 | 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. 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.

## Item 21

## FINANCIAL STATEMENTS

Exhibit E of this disclosure document contains Great Clips' audited balance sheets as of December 31, 2023, 2022, and 2021~~, and 2020~~, and the related audited statements of earnings, comprehensive income, shareholders' equity (deficit) and cash flows for the years ended December 31, 2023, 2022, and 2021~~, and 2020~~, together with the report of independent certified public accountants.

## Item 22

## CONTRACTS

Included in this 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 |
| 8. | Automated Clearing House Authorization | M |
| 9. | Franchise Application Questionnaire | N |
| 10. | State Addenda | O |
| 11. | Data Processing Addendum | Q |
| 12. | SBA Franchisor Addendum | R |

## Item 23

## RECEIPTS

The receipt in duplicate is found on the last two pages of this disclosure document. The Federal Trade Commission requires that you acknowledge that you have received the 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
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A 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 | 11440 Braeside Dr SW | Calgary | AB | T2R 1L3 | (403) 209-2229 |
| Brae Centre | 1625765 Alberta Ltd. | 65 Sage Hill Plaza NW | Calgary | AB | T2W 3N4 | (403) 984-8707 |
| Gates of Walden | 1625765 Alberta Ltd. | 3420 69 St NW | Calgary | AB | T2X 0R2 | (403) 984-4115 |
| Seton | 1625765 Alberta Ltd. | 611-409 E Hills Blvd SE | Calgary | AB | T3M 1T4 | (403) 718-0442 |
| West 85th | 1631616 Alberta, Inc. | 5775 Signal Hill Ctr SW | Calgary | AB | T3H 0V5 | (587) 353-4788 |
| Bridlewood | 2275068 Alberta Ltd. | 500 Country Hills Blvd NE | Calgary | AB | T2Y 4S2 | (403) 201-0044 |
| Country Hills | 2275078 Alberta Ltd. | 9681 MacLeod Trl S | Calgary | AB | T3K 4Y7 | (403) 226-2561 |
| Deer Valley Marketplace | APS Boyce Consulting, Ltd. | 814 Crowfoot Cresent NW | Calgary | AB | T2J 6G2 | (403) 278-8033 |
| Easthills | APS Boyce Consulting, Ltd. | 211-4307 130th Ave SE | Calgary | AB | T2A 4X7 | (587) 470-9868 |
| Bow River Shopping Centre | Incor Group, Inc. | 3508 32nd Ave NE | Calgary | AB | T2B 2J7 | (825) 540-1918 |
| Brick Plaza | Incor Group, Inc. | 1210 8th St SW | Calgary | AB | T2J 0P6 | (403) 258-4419 |
| Crowfoot Square | Incor Group, Inc. | 2335 162nd Ave SW | Calgary | AB | T3G 4S3 | (403) 208-3444 |
| Deerfoot Meadows | Incor Group, Inc. | 8180 11th St SE | Calgary | AB | T2H 3B5 | (403) 204-3382 |
| Horizon Square | Incor Group, Inc. | 1221 Canyon Meadows Dr SE | Calgary | AB | T1Y 6J2 | (403) 250-7018 |
| Signal Hill Centre | Incor Group, Inc. | 19489 Seton Crescent SE | Calgary | AB | T3H 3P8 | (403) 240-4490 |
| South Trail Crossing | Incor Group, Inc. | 8561 8A Ave SW | Calgary | AB | T2Z 3V8 | (403) 257-6451 |
| Sage Hill Crossing | McFadden Ventures, LTD. | 151 Walden Gate SE | 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. | 5047 Ellerslie Rd SW | Edmonton | AB | T5P 4B3 | (780) 444-4302 |
| Jagare Ridge Chappelle | 1847345 Alberta Ltd. | 248 Mayfield Common NW | Edmonton | AB | T6W 3Y9 | (780) 705-2116 |
| Ottewell Plaza | 1888378 Alberta Ltd. | 10307 34th Ave | Edmonton | AB | T6B 0P2 | (780) 469-5088 |
| Market at the Meadows | 1919529 Alberta Ltd. | 15305 Castle Downs Rd | Edmonton | AB | T6T 0G9 | (780) 469-1366 |
| Hollick Kenyon Landing | 2131302 Alberta Ltd. | 16053 97th St NW | Edmonton | AB | T5Y 0L2 | (780) 457-1755 |
| Lewis Estates | 2131302 Alberta Ltd. | 9820 22 Ave 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. | 5142 Windermere Blvd | Edmonton | AB | T5X 6E4 | (780) 472-7660 |
| Castle Downs | 2136938 Alberta Ltd. | 6152 90 Ave NW | Edmonton | AB | T5X 3Y7 | (780) 472-0566 |
| Calgary Trail | 2173960 Alberta Ltd. | 1270 Webber Greens Dr NW | Edmonton | AB | T6J 6V1 | (587) 523-2469 |
| Hampton Market | 2173960 Alberta Ltd. | 556 Riverbend Square | Edmonton | AB | T5T 2K4 | (780) 443-4664 |
| Harvest Pointe | 2173960 Alberta Ltd. | 11144 Ellerslie Corner | Edmonton | AB | T6X 1X2 | (587) 458-8800 |
| Riverbend Square | 2173960 Alberta Ltd. | 6284 199th St NW | Edmonton | AB | T6R 2E3 | (780) 437-1250 |
| South Edmonton Commons | Cuong Bui | 14120 28 Ave SW | Edmonton | AB | T6N 1L1 | (780) 465-9310 |
| Currents of Windermere | Cutting Edge Group Corp. | 5239 167 Ave NW | Edmonton | AB | T6W 0L9 | (780) 434-4066 |
| Ellerslie Corner | Cutting Edge Group Corp. | 2320 24th St NW | 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 |
| South Lethbridge Retail Centre | APS Boyce Consulting, Ltd. | 23 Southgate Blvd S | Lethbridge | AB | T1K 6S5 | (403) 320-8778 |
| West Lethbridge Save-On Foods | APS Boyce Consulting, Ltd. | 405 Highlands Blvd W | Lethbridge | AB | T1J5E8 | (403) 327-2255 |
| *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. | 993 Fir Street | Sherwood Park | AB | T8H 1S8 | (780) 467-8221 |
| Village Marketplace | 2173960 Alberta Ltd. | 550 Baseline Rd | Sherwood Park | AB | T8A 4N5 | (780) 570-4681 |
| Lakeland Ridge Shopping Center | 2203188 Alberta Inc. | 222 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. | 1380 W Northern Lights Blvd | Anchorage | AK | 99507 | (907) 279-2547 |
| *Northern Lights | Total Eclipse, Ltd. | 8840 Old Seward Hwy | Anchorage | AK | 99503 | (907) 338-2547 |
| *South Anchorage Retail Plaza Center | Total Eclipse, Ltd. | 2220 Abbott Rd | Anchorage | AK | 99515 | (907) 929-2547 |
| *Tikahtnu Commons | Total Eclipse, Ltd. | 1142 N Muldoon Rd | Anchorage | AK | 99504 | (907) 337-2547 |
| *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 | 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 |
| *Auburn Corner Village | Parkside Ventures II, LLC | 2415 Moores Mill Rd | Auburn | AL | 36830 | (334) 821-0910 |
| *Eagle Crossing | Parkside Ventures II, LLC | 1907 S College St | Auburn | AL | 36832 | (334) 321-0546 |
| *Hamilton Place | Parkside Ventures II, LLC | 300 N Dean 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 |
| Trace Crossings | Seyler Enterprises, Inc. | 2539 John Hawkins Pkwy | Birmingham | AL | 35244 | (205) 987-8954 |
| Valleydale Village | Seyler Enterprises, Inc. | 5192 Caldwell Mill Rd | Birmingham | AL | 35244 | (205) 437-0443 |
| Boaz Shopping Center | SKI Salons, LLC | 2196 US HWY 431 | Boaz | AL | 35957 | (256) 281-2880 |
| Market Square | 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 |
| Exit 310 Marketplace | Seyler Holdings, Inc. | 1950 St Joseph Dr NW | Cullman | AL | 35058 | (256) 841-5950 |
| Willkommen Center | Seyler Holdings, Inc. | 1839 Patriot Way SW | Cullman | AL | 35055 | (256) 734-6900 |
| 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 |
| 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 |
| Magnolia City Place | 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 |
| Bazaar 280 | Seyler Enterprises, Inc. | 4289 S Shades Crest Rd | Hoover | AL | 35242 | (205) 437-9996 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Hoover Place | Seyler Enterprises, Inc. | 5361 Hwy 280 | Hoover | AL | 35226 | (205) 822-0850 |
| Morgan Road Plaza | Seyler Enterprises, Inc. | 1960 Braddock Dr | Hoover | AL | 35244 | (205) 834-8807 |
| Magna Carta Place | Bama Clips, Inc. | 2190 Winchester Rd NE | Huntsville | AL | 35803 | (256) 513-1332 |
| Village on Whitesburg | Bama Clips, Inc. | 6290 University Dr NW | Huntsville | AL | 35802 | (256) 489-5001 |
| Waddell Plaza | Bama Clips, Inc. | 11310 S Memorial Parkway | Huntsville | AL | 35806 | (256) 603-8795 |
| Winchester Commons | Oak Images, LLC | 4800 Whitesburg Dr | 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 |
| Madison Centre | Bama Clips, Inc. | 4577 Wall Triana Hwy | Madison | AL | 35758 | (256) 325-0276 |
| Midtown Marketplace | Bama Clips, Inc. | 7129 Wall Triana Hwy | Madison | AL | 35758 | (256) 542-3337 |
| Shop of Madison | Bama Clips, Inc. | 8000 Madison Blvd | Madison | AL | 35758 | (256) 830-0001 |
| Shops of Pine Grove | Bama Clips, Inc. | 8141 Hwy 72 W | Madison | AL | 35757 | (256) 858-1401 |
| Midtown Mobile | Wildfire, LLC | 7450 Airport Blvd | Mobile | AL | 36607 | (251) 525-9447 |
| Pinebrook Shopping Center | Wildfire, LLC | 100 North Florida Street | Mobile | AL | 36608 | (251) 217-7357 |
| Shoppes of Westgate | Wildfire, LLC | 3980C 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 |
| Bristol Park | Southernfire, LLC | 1718 McFarland Blvd | Northport | AL | 35473 | (205) 331-5900 |
| Northport Corners | Southernfire, LLC | 13560 Highway 69 North | Northport | AL | 35476 | (205) 330-7755 |
| *Tiger Town | Parkside Ventures II, LLC | 2484 Enterprise Dr | Opelika | AL | 36801 | (334) 364-0093 |
| Hampton Cove | Bama Clips, Inc. | 6707 Hwy 431 S | Owens 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 |
| 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 | NWA 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 | NWA Clips, LLC | 1406 S Walton Blvd | Bentonville | AR | 72712 | (479) 268-5611 |
| Alcoa Exchange | Arkansas Clips, LLC | 3121 N Reynolds Rd | Bryant | AR | 72022 | (501) 778-8746 |
| Reynolds Plaza | Arkansas Clips, LLC | 7401 Alcoa 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 | NWA Clips, LLC | 2630 W Martin Luther King Blvd | Fayetteville | AR | 72703 | (479) 249-8626 |
| University Square | NWA Clips, LLC | 3379 N College Ave | Fayetteville | AR | 72701 | (479) 301-2087 |
| Wedington Place | NWA Clips, 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 | 1609 Albert Pike Rd | Hot Springs | AR | 71913 | (501) 525-4277 |
| Hot Springs Plaza | Quo Clips, LLC | 247 Cornerstone Blvd | Hot Springs | AR | 71913 | (501) 712-8029 |
| Jacksonville Plaza | Quo Clips, LLC | 2070 John Harden Dr | Jacksonville | AR | 72076 | (501) 241-0555 |
| *1810 Center | Kristy Beliew | 1605 Red Wolf Blvd | Jonesboro | AR | 72401 | (870) 333-5462 |
| *Creek Place | Kristy Beliew | 1810 East Highland Drive | Jonesboro | AR | 72401 | (870) 268-8800 |
| *The Shoppes at Hilltop | Kristy Beliew | 3410 E Johnson Ave | Jonesboro | AR | 72405 | (870) 333-5263 |
| Candlewood Station | Arkansas Clips, LLC | 12801 Chenal Pkwy | 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 | 13924 Cantrell Road | Little Rock | AR | 72211 | (501) 312-1133 |
| Crystal Hill Center | Arkansas Clips, LLC | 2605 McCain Blvd | North Little Rock | AR | 72113 | (501) 753-8749 |
| Lakewood Village | Arkansas Clips, LLC | 13228 Crystal Hill Rd | North Little Rock | AR | 72116 | (501) 771-4646 |
| *Kingshighway Plaza | Kristy Beliew | 1731 W Kingshighway | Paragould | AR | 72450 | (870) 240-8180 |
| Tuscany Square | NWA 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 |
| 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 |
| Gateway Pavillions | Kula, Inc. | 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 | Kula, Inc. | 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. | 1397 E Florence Blvd | Casa Grande | AZ | 85122 | (520) 316-9118 |
| Cottonwood Ranch | vGuru AZ LLC | 992 E Cottonwood Ln | Casa Grande | AZ | 85122 | (520) 421-2126 |
| Promenade at Casa Grande | vGuru AZ LLC | 2820 N Pinal Ave | Casa Grande | AZ | 85194 | (520) 876-0666 |
| Tri-Valley Plaza | vGuru AZ LLC | 844 N Promenade Pkwy | Casa Grande | AZ | 85122 | (520) 876-0080 |
| 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. | 973 W Elliot Rd | Chandler | AZ | 85248 | (480) 855-5619 |
| Alma Elliot Square | Hand's Shear Magic, Inc. | 1960 W Ray Rd | Chandler | AZ | 85225 | (480) 899-8640 |
| Chandler Village Center | Kula, Inc. | 3165 S Alma School Rd | Chandler | AZ | 85226 | (480) 899-1045 |
| Fry's Anderson Springs | Kula, Inc. | 975 E Riggs Rd | Chandler | AZ | 85224 | (480) 821-8826 |
| The Park | Kula, Inc. | 3415 W Frye Rd | Chandler | AZ | 85224 | (480) 912-5934 |
| The Plant | Kula, Inc. | 1245 W Chandler Blvd | Chandler | AZ | 85249 | (480) 826-2656 |
| Riggs & McQueen | McQueen Clips, Inc. | 4085 S Gilbert Rd | Chandler | AZ | 85249 | (480) 895-9411 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Cottonwood | Bell Hair, Inc. | 1100 S State Hwy 260 | Cottonwood | AZ | 86326 | (928) 634-1055 |
| Greentree Village | Headlines Enterprises, Inc. | 1800 S Milton Rd | Flagstaff | AZ | 86001 | (928) 556-0882 |
| Park Santa Fe | Headlines Enterprises, Inc. | 3470 E Route 66 | Flagstaff | AZ | 86004 | (928) 526-4080 |
| Fountain Hills Plaza | A Cut Above, Inc. | 16605 E Palisades Blvd | Fountain Hills | AZ | 85268 | (480) 837-2319 |
| Cooper & Warner | Cooper Clips, Inc. | 1981 E Pecos Rd | Gilbert | AZ | 85233 | (480) 507-2627 |
| Gilbert & Williams Field | Gilbert Fiesta Clips, Inc. | 1672 E Guadalupe Rd | Gilbert | AZ | 85296 | (480) 899-0115 |
| Cooley Station | Hand's Shear Magic, Inc. | 835 W Warner Rd | Gilbert | AZ | 85295 | (480) 265-8297 |
| Higley Safeway Center | Hand's Shear Magic, Inc. | 754 S Valvista Dr | Gilbert | AZ | 85234 | (480) 985-5885 |
| Lakeview Village | Hand's Shear Magic, Inc. | 1496 N Higley Rd | Gilbert | AZ | 85296 | (480) 497-1485 |
| Val Vista Square | Hand's Shear Magic, Inc. | 2487 S Gilbert Rd | Gilbert | AZ | 85295 | (480) 726-0794 |
| Chandler Heights & Higley | Higley Clips, Inc. | 8490 S Power Rd | Gilbert | AZ | 85298 | (480) 279-2020 |
| Power Ranch | Kula, Inc. | 4099 E Williams Field Rd | Gilbert | AZ | 85297 | (480) 988-7331 |
| Patterson Landing | Shear Quality, Inc. | 67 S Higley Rd | Gilbert | AZ | 85234 | (480) 813-3584 |
| Silverstone | Shear Quality, Inc. | 6466 S Higley Rd | Gilbert | AZ | 85296 | (480) 633-9533 |
| 43rd Ave & Bell | Bellair Clips, Inc. | 13637 N 59th Ave | Glendale | AZ | 85308 | (602) 547-9820 |
| Arrowhead Legends | Headlines Enterprises, Inc. | 10222 N 43rd Ave | Glendale | AZ | 85308 | (623) 362-0052 |
| Arrowhead Marketplace | Kula, Inc. | 4326 W Bell Rd | Glendale | AZ | 85308 | (623) 412-1458 |
| 39th Ave & Happy Valley | Pinnacle Clips, Inc. | 7942 W Bell Rd | Glendale | AZ | 85310 | (623) 587-1424 |
| Peoria Crossings | Shear Quality, Inc. | 20229 N 67th Ave | Glendale | AZ | 85305 | (623) 877-7767 |
| 59th Ave & Thunderbird | T-Bird Clips, Inc. | 9524 W Camelback Rd | Glendale | AZ | 85304 | (602) 439-2299 |
| Aqua Fria Towne Center | vGuru AZ LLC | 6635 W Happy Valley Rd | Glendale | AZ | 85305 | (623) 877-9887 |
| Glendale Town Center | vGuru AZ LLC | 9284 Northern Ave | Glendale | AZ | 85302 | (623) 939-6229 |
| Happy Valley Marketplace | vGuru AZ LLC | 3730 W Happy Valley Rd | Glendale | AZ | 85310 | (623) 537-4557 |
| Canyon Trails | A Cut Above, Inc. | 14175 W Indian School Rd | Goodyear | AZ | 85338 | (623) 932-5129 |
| Super Target Center | Bell Hair, Inc. | 500 N Estrella Pkwy | Goodyear | AZ | 85338 | (623) 925-8110 |
| Mountain Ranch Marketplace | Headlines Enterprises, Inc. | 831 S Cotton Ln | Goodyear | AZ | 85338 | (623) 386-5823 |
| Palm Valley | vGuru AZ LLC | 17650 W Elliot 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 Bashas | 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 |
| Falcon Gateway | Bell Hair, Inc. | 1955 W Guadalupe Rd | Mesa | AZ | 85215 | (480) 396-6889 |
| Mesa Riverview | Bell Hair, Inc. | 4437 E Southern Ave | Mesa | AZ | 85201 | (480) 834-2953 |
| North Mesa Plaza | Bell Hair, Inc. | 6920 E Baseline Rd | Mesa | AZ | 85213 | (480) 649-9530 |
| Guadalupe & Dobson | Dobson Clips, Inc. | 550 W Baseline Rd | Mesa | AZ | 85202 | (480) 730-1975 |
| Augusta Ranch Marketplace | Hand's Shear Magic, Inc. | 2733 N Power Rd | Mesa | AZ | 85209 | (480) 354-2288 |
| Fry's Ellsworth Plaza | Hand's Shear Magic, Inc. | 439 S Ellsworth Rd | Mesa | AZ | 85208 | (480) 986-8770 |
| Greenfield Center | Hand's Shear Magic, Inc. | 10706 E. Point Twenty-Two Blvd | Mesa | AZ | 85206 | (480) 807-0632 |
| Mulberry Marketplace | Hand's Shear Magic, Inc. | 2706 E University Dr | Mesa | AZ | 85209 | (480) 354-8447 |
| Stonehenge Center | Hand's Shear Magic, Inc. | 4425 E McKellips Rd | Mesa | AZ | 85204 | (480) 497-8208 |
| Superstition Springs | Hand's Shear Magic, Inc. | 9931 E Baseline Rd | Mesa | AZ | 85208 | (480) 807-9550 |
| The Point | Hand's Shear Magic, Inc. | 2748 S Signal Butte Rd | Mesa | AZ | 85212 | (480) 590-4351 |
| The Vineyards | Hand's Shear Magic, Inc. | 1230 E Baseline Rd | Mesa | AZ | 85210 | (480) 835-8838 |
| Power & McDowell | Power Clips, Inc. | 849 N Dobson Rd | Mesa | AZ | 85207 | (480) 325-3935 |
| *Rooney Ranch | Tucson Clips, LLC | 10515 N Oracle Rd | Oro Valley | AZ | 85737 | (520) 297-5213 |
| Deer Valley Marketplace | Headlines Enterprises, Inc. | 8411 W Thunderbird Rd | Peoria | AZ | 85382 | (623) 376-8049 |
| Peoria Marketplace | Headlines Enterprises, Inc. | 6811 W Peoria Ave | Peoria | AZ | 85345 | (623) 974-9974 |
| Thunderbird Crossing | Headlines Enterprises, Inc. | 8194 W Deer Valley Rd | Peoria | AZ | 85381 | (623) 594-6271 |
| Vistancia Marketplace | Headlines Enterprises, Inc. | 8877 N 107th Ave | Peoria | AZ | 85383 | (623) 266-8959 |
| Peoria Station | Kula, Inc. | 25546 N Lake Pleasant Pkwy | Peoria | AZ | 85345 | (623) 486-0596 |
| Lake Pleasant Towne Center | vGuru AZ LLC | 28421 N Vistancia Blvd | Peoria | AZ | 85383 | (623) 572-4288 |
| Christown Spectrum Mall | A Cut Above, Inc. | 2750 W Dove Valley Rd | Phoenix | AZ | 85016 | (602) 841-9800 |
| 44th St & Thomas | Arcadia Clips, Inc. | 1818 W Montebello Ave | Phoenix | AZ | 85018 | (602) 840-0083 |
| Deer Valley Center | Bell Hair, Inc. | 4139 W Thunderbird Rd | Phoenix | AZ | 85053 | (602) 439-0037 |
| Foothills Safeway Center | Bell Hair, Inc. | 749 E Bell Rd | Phoenix | AZ | 85048 | (480) 460-3844 |
| Valley Crossroads | Bell Hair, Inc. | 1937 W Union Hills Dr | Phoenix | AZ | 85022 | (602) 863-1007 |
| 16th St & Glendale | Glen Clips, Inc. | 4747 East Elliot Rd, #21 | Phoenix | AZ | 85016 | (602) 263-8648 |
| Greenway & Tatum | GT Clips, Inc. | 6825 N 16th St | Phoenix | AZ | 85032 | (602) 992-5471 |
| Fry's Shopping Center | Headlines Enterprises, Inc. | 4312 E Cactus Rd | Phoenix | AZ | 85043 | (623) 374-6662 |
| Ahwatukee Foothills | Kula, Inc. | 3122 E Camelback Rd | Phoenix | AZ | 85044 | (480) 705-5406 |
| Ahwatukee Mercado | Kula, Inc. | 4737 E Greenway Rd | Phoenix | AZ | 85044 | (480) 598-9042 |
| Legacy Village | Kula, Inc. | 4501 E Thomas Rd | Phoenix | AZ | 85042 | (602) 268-8818 |
| Paradise Village Gateway | Kula, Inc. | 1928 E Highland Ave | Phoenix | AZ | 85028 | (480) 368-8657 |
| Village Center | Kula, Inc. | 10645 N Tatum Blvd | Phoenix | AZ | 85032 | (602) 996-0498 |
| Dove Valley and North Valley Pkwy | Metro Clips, Inc. | 4729 E Ray Rd | Phoenix | AZ | 85085 | (623) 249-2904 |
| 19th Ave & Northern | North 19 Clips, Inc. | 3411 N 7th Ave | Phoenix | AZ | 85021 | (602) 331-0023 |
| Biltmore Plaza | Sonora Services of Colorado, LLC | 1820 W Northern Ave | Phoenix | AZ | 85016 | (602) 957-6926 |
| Camelback Colonnade | Sonora Services of Colorado, LLC | 12228 N Cave Creek Rd | Phoenix | AZ | 85016 | (602) 230-0491 |
| Cave Creek Marketplace | vGuru AZ LLC | 4819 N 83rd Ave | Phoenix | AZ | 85024 | (602) 493-3444 |
| Hayden Plaza | vGuru AZ LLC | 1334 East Chandler Boulevard | Phoenix | AZ | 85022 | (602) 923-3222 |
| Northpark Village | vGuru AZ LLC | 2320 E Baseline Rd | Phoenix | AZ | 85013 | (602) 277-9444 |
| Safeway Shopping Center | vGuru AZ LLC | 20235 N Cave Creek Rd | Phoenix | AZ | 85033 | (623) 873-6666 |
| Union Plaza | vGuru AZ LLC | 2620 S 83rd Ave | Phoenix | AZ | 85027 | (602) 942-8734 |
| Prescott Gateway | Hand's Shear Magic, Inc. | 3196 Willow Creek Rd | Prescott | AZ | 86303 | (928) 717-9318 |
| Willow Crossroads | Hand's Shear Magic, Inc. | 250 Lee Blvd | Prescott | AZ | 86301 | (928) 717-0512 |
| 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. | 24921 S Ellsworth Rd | Queen Creek | AZ | 85140 | (480) 987-4331 |
| Ellsworth & Riggs | RG Clips, Inc. | 21582 S Ellsworth Loop Rd | Queen Creek | AZ | 85142 | (480) 987-5178 |
| Ellsworth & Rittenhouse | Rittenhouse Clips, Inc. | 85 W Combs 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Chaparral Plaza | A Cut Above, Inc. | 2765 N Scottsdale Rd | Scottsdale | AZ | 85250 | (480) 994-4606 |
| Thompson Peak & Frank Lloyd Wrigh | David Oliverio | 6989 N Hayden Rd | Scottsdale | AZ | 85260 | (480) 368-7080 |
| Gateview Park | Kula, Inc. | 7908 E Chaparral Rd | Scottsdale | AZ | 85250 | (480) 905-7093 |
| Scottsdale & Thomas | ST Clips, Inc. | 14692 N Frank Lloyd Wright | 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 |
| Bell Camino Center | A Cut Above, Inc. | 10659 W Grand Ave | Sun City | AZ | 85351 | (623) 977-1996 |
| Kings Inn | A Cut Above, Inc. | 10748 W Bell Rd | Sun City | AZ | 85351 | (623) 972-1038 |
| 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. | 14545 W Grand Ave | Surprise | AZ | 85388 | (623) 546-8309 |
| Marketplace at Asante | Bell Hair, Inc. | 16350 West Pat Tillman Blvd | Surprise | AZ | 85387 | (480) 952-5320 |
| Surprise Crossing | Bell Hair, Inc. | 13794 W Waddell Rd | Surprise | AZ | 85379 | (623) 546-3683 |
| Grand Market | Shear Quality, Inc. | 16995 W Greenway Rd | Surprise | AZ | 85374 | (623) 546-3391 |
| Waddell and Reems | Waddell Clips, Inc. | 15411 W Waddell Rd | Surprise | AZ | 85379 | (623) 214-3611 |
| Valley Plaza | Hand's Shear Magic, Inc. | 1825 E Guadalupe Rd | Tempe | AZ | 85282 | (480) 756-2570 |
| Warner Ranch Plaza | Hand's Shear Magic, Inc. | 3122 S Mill Ave | Tempe | AZ | 85284 | (480) 753-4242 |
| McClintock & Guadalupe | MG Clips, Inc. | 1320 W Elliot Rd | Tempe | AZ | 85283 | (480) 730-1511 |
| Mill & Southern | Shear Quality, Inc. | 3223 S McClintock Dr | Tempe | AZ | 85282 | (480) 894-6306 |
| The Groves | Sonora Services of Colorado, LLC | 9920 S Rural Rd | Tempe | AZ | 85284 | (480) 839-2010 |
| *Broadway East Plaza | Tucson Clips, LLC | 1570 E Tucson Marketplace Blvd | Tucson | AZ | 85710 | (520) 885-0259 |
| *Cortaro Ranch | Tucson Clips, LLC | 1101 N Wilmot Rd | Tucson | AZ | 85742 | (520) 328-8904 |
| *Desert Springs | Tucson Clips, LLC | 5730 W Cortaro Farms Rd | Tucson | AZ | 85741 | (520) 297-1320 |
| *El Dorado Village | Tucson Clips, LLC | 9121 E Tanque Verde Road | Tucson | AZ | 85712 | (520) 867-6091 |
| *Frys at Rita Ranch | Tucson Clips, LLC | 5095 N La Canada Dr | Tucson | AZ | 85747 | (520) 574-9769 |
| *Golder Ranch | Tucson Clips, LLC | 9080 E Valencia Rd | Tucson | AZ | 85739 | (520) 825-3011 |
| *Madera Village | Tucson Clips, LLC | 8804 E Broadway Blvd | Tucson | AZ | 85749 | (520) 203-8400 |
| *Rita Ranch | Tucson Clips, LLC | 3225 N Swan Rd | Tucson | AZ | 85747 | (520) 663-1943 |
| *River Park | Tucson Clips, LLC | 6330 E. Golf Links Road, Suite 186 | Tucson | AZ | 85704 | (520) 408-2215 |
| *Safeway Plaza | Tucson Clips, LLC | 9110 N Silverbell Rd | Tucson | AZ | 85730 | (520) 514-2183 |
| *Shoppes at 1st and Roger | Tucson Clips, LLC | 8110 S Houghton Rd | Tucson | AZ | 85719 | (520) 293-3119 |
| *Shoppes at Camp Lowell | Tucson Clips, LLC | 7250 N La Cholla Blvd | Tucson | AZ | 85712 | (520) 327-0507 |
| *Tucson Marketplace | Tucson Clips, LLC | 4016 N 1st Ave | Tucson | AZ | 85713 | (520) 792-1365 |
| *Twin Peaks | Tucson Clips, LLC | 1785 West Valencia | Tucson | AZ | 85743 | (520) 744-3489 |
| *Valencia Market Place | Tucson Clips, LLC | 15270 N Oracle Rd | Tucson | AZ | 85746 | (520) 777-6770 |
| 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 |
| *Airport Plaza | PDB Holdings, Ltd. | 201 - 1750 Pier Mac Way | Kelowna | BC | V1V 2K1 | (778) 753-7030 |
| *Brandt's Creek Crossing | PDB Holdings, Ltd. | 25-590 Hwy 33 W | Kelowna | BC | V1V 2E5 | (250) 860-8853 |
| *Orchard Plaza | PDB Holdings, Ltd. | 110-1972 Kane Rd | Kelowna | BC | V1Y 9N6 | (250) 763-1229 |
| *Willow Park Shopping Center | PDB Holdings, Ltd. | 1876 Cooper Rd | Kelowna | BC | V1X7K8 | (778) 940-7019 |
| Fraser Crossing | Buzzmark Holdings, Ltd. | 506-8840 210 St | Langley | BC | V3A 4G7 | (604) 533-1831 |
| Walnut Grove | Buzzmark Holdings, Ltd. | 20821 Fraser Hwy | Langley | BC | V1M 2Y2 | (604) 882-9979 |
| Willoughby Town Centre | Buzzmark Holdings, Ltd. | 150-20728 Willoughby Town Centre Dr | Langley | BC | V2Y 0P3 | (604) 882-1119 |
| Dewdney Trunk | Buzzmark Holdings, Ltd. | 670-20395 Lougheed Hwy | Maple Ridge | BC | V4R 1W1 | (604) 463-9244 |
| Westgate Centre | Buzzmark Holdings, Ltd. | 201-23981 Dewdney Trunk Rd | 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 |
| 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 Penticton | PDB Holdings, Ltd. | 2735 Skaha Lake Road | Penticton | 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. | 2748 Lougheed Hwy | Port Coquitlam | BC | V3C 6K5 | (604) 464-4247 |
| Westwood Centre | GCMP Hair Clips, Ltd. | 2177-2850 Shaughnessy St | 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. | 8080 120th St | Surrey | BC | V3X 1Y7 | (604) 594-2271 |
| Cloverdale Crossing | 0476321 BC, Ltd. | 6350 120th St | Surrey | BC | V3S 1Z2 | (778) 571-0306 |
| Grandview Corners | 0476321 BC, Ltd. | 100-10362 King George Hwy | Surrey | BC | V3S 9N6 | (604) 542-4346 |
| Guildford Village | 0476321 BC, Ltd. | 1616 152nd St | Surrey | BC | V4N 2H4 | (604) 543-0101 |
| London Station | 0893222 B.C. LTD | 302-15930 Fraser Hwy | Surrey | BC | V3T 2W5 | (604) 582-6927 |
| 16th Avenue | 0998797 B.C. LTD | 15679 104th Ave | Surrey | BC | V4A 4N2 | (604) 531-8077 |
| Scott Road Centre | GCMP Hair Clips, Ltd. | 2245 160th St | Surrey | BC | V3W 3N3 | (604) 590-4247 |
| Fleetwood Park Village | Great Fun, Inc. | 17725 64th Ave | 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. | 4400 32nd St | Vernon | BC | V1T 7E3 | (250) 503-1229 |
| *Vernon Square | PDB Holdings, Ltd. | 2306 Highway 6 | Vernon | BC | V1T 5Y9 | (250) 549-8843 |
| Eagle Creek Village | 0946341 B.C. LTD | 3031 Merchant Way | Victoria | BC | V8Z 5G5 | (778) 265-9509 |
| Belmont Market | Vandalay Enterprises, LTD | 120 - 23 Helmcken Rd | Victoria | BC | V9B 0W9 | (778) 440-1955 |
| *Governors Landing | PDB Holdings, Ltd. | 515 - 3042 Louie Dr | West Kelowna | BC | V4T 3E2 | (778) 754-7588 |
| 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. | 5887-K Lone Tree Way | Antioch | CA | 94531 | (925) 206-4472 |
| Empire Shopping Center | McFinance Advisory, Inc. | 3457 Deer Valley Rd | Antioch | CA | 94531 | (925) 778-1623 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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. | 5511 Calloway Drive | Bakersfield | CA | 93313 | (661) 664-4500 |
| *Northwest Promenade | Burkshine Enterprise Inc. | 9000 Ming Ave | Bakersfield | CA | 93312 | (661) 589-4922 |
| *River Run Plaza | Burkshine Enterprise Inc. | 13075 Rosedale Highway | Bakersfield | CA | 93308 | (661) 588-4561 |
| *Riverlakes Galleria | Burkshine Enterprise Inc. | 5353 Gosford Rd | Bakersfield | CA | 93312 | (661) 695-6625 |
| *Shops at Riverwalk | Burkshine Enterprise Inc. | 5636 Stockdale Hwy | Bakersfield | CA | 93311 | (661) 663-9260 |
| *Shops at Rosedale & Allen | Burkshine Enterprise Inc. | 8430 Rosedale Hwy | Bakersfield | CA | 93314 | (661) 410-8121 |
| *Stockdale Village | Burkshine Enterprise Inc. | 6077 Coffee Rd | Bakersfield | CA | 93309 | (661) 859-1792 |
| *The Marketplace | Burkshine Enterprise Inc. | 10930 Stockdale Hwy | Bakersfield | CA | 93311 | (661) 491-3006 |
| 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. Suite F. | 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) 343-8579 |
| 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 | 5236 Manzanita Ave | Carmichael | CA | 95608 | (916) 334-1220 |
| 580 Marketplace | Sahar Enterprises, Inc. | 4045 E Castro Valley Blvd | Castro Valley | CA | 94552 | (510) 582-6310 |
| *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 |
| Eastlake Village Marketplace | Clipper Ship, Inc. | 2010 Birch Rd | Chula Vista | CA | 91914 | (619) 397-0506 |
| Sunbow Plaza | Clipper Ship, Inc. | 386 E H St | Chula Vista | CA | 91911 | (619) 271-1607 |
| Terra Nova Plaza | Clipper Ship, Inc. | 1351 Medical Center Dr | Chula Vista | CA | 91910 | (619) 869-8590 |
| Millenia Commons | G2 Salons LLC | 970 Eastlake Pkwy | 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 |
| Hidden Valley Plaza | MB Holding, Inc. | 360 W Foothill Pkwy | Corona | CA | 92879 | (951) 737-4665 |
| Mountain Gate Marketplace | MB Holding, Inc. | 540 Hidden Valley Pkwy | Corona | CA | 92882 | (951) 737-5656 |
| 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 | 7520 Elk Grove Blvd | Elk Grove | CA | 95624 | (916) 681-7468 |
| Waterman Plaza | Great Group, LLC | 8411A Elk Grove Florin Rd | Elk Grove | CA | 95624 | (916) 714-6780 |
| The Ridge | RSM Enterprises, Inc. | 9385 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 |
| Felicita Town Center | Srirama Entrepreneurs, Inc. | 1835 S Centre City Pkwy | Escondido | CA | 92025 | (760) 746-6671 |
| 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 |
| Broadstone Marketplace | Great Group, LLC | 2784 E Bidwell St | Folsom | CA | 95630 | (916) 984-2089 |
| Walmart Central | Great Group, LLC | 1014 Riley St | Folsom | CA | 95630 | (916) 817-8411 |
| Morningside Marketplace | CA Business Systems Enterprise, Inc. | 16595 Sierra Lakes Pkwy | Fontana | CA | 92336 | (909) 355-2855 |
| Sierra Crossroads | VStyles, Inc. | 14584 Baseline Ave | Fontana | CA | 92337 | (909) 355-5700 |
| Sierra Lakes Marketplace | VStyles, Inc. | 11251 Sierra Ave | 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 |
| Arbor Faire | Cadon Enterprises, LLC | 8955 N Cedar Ave | Fresno | CA | 93711 | (559) 375-1773 |
| Sunnyside Country Club Village | Cadon Enterprises, LLC | 3392 W Shaw Ave | Fresno | CA | 93727 | (559) 455-0100 |
| Woodward Pavilion | Cadon Enterprises, LLC | 7029 N Ingram Ave | Fresno | CA | 93720 | (559) 231-5883 |
| SC at Palms Bluff Center | CAMP CLIPS, INC. | 5677 E Kings Canyon Rd | 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 |
| Glenbrook Plaza Grass Valley | RSM Enterprises, Inc. | 664 Freeman Lane | Grass Valley | CA | 95945 | (530) 274-8911 |
| Pine Creek Shopping Center | RSM Enterprises, Inc. | 530 Sutton Way | Grass Valley | CA | 95949 | (530) 802-5161 |
| 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| *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 Harwick Street | 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 | 1416 1st St | Livermore | CA | 94551 | (925) 960-1182 |
| Vasco Plaza | KKEG Company, Inc. | 4227 1st St | Livermore | CA | 94551 | (925) 454-0549 |
| Vintner Square | RGIM&S, Inc. | 1486 N Vasco Rd | 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 | 4923 Eagle Rock Blvd | Los Angeles | CA | 90019 | (323) 692-1479 |
| Eagle Rock Shopping Center | Shear PK LCF, LLC | 4550 W Pico 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 | RGIM&S, Inc. | 542 Center Ave | Martinez | CA | 94553 | (925) 229-2177 |
| Newport Crossing | VStyles, Inc. | 29101 Newport Rd | Menifee | CA | 92584 | (951) 679-6091 |
| Shoppes at the Lakes | VStyles, Inc. | 26025 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 | Omar Suchedina | 979 Broadway Ave | Millbrae | CA | 94030 | (650) 552-9316 |
| Village One Plaza | Mom and Two Daughters, Inc. | 1700 McHenry Ave | Modesto | CA | 95355 | (209) 551-4411 |
| McHenry Village | Ridgewood Enterprises, Inc. | 4120 Dale Rd | Modesto | CA | 95350 | (209) 524-3421 |
| O'Brien's Shopping Center | Ridgewood Enterprises, Inc. | 3020 Floyd Ave | Modesto | CA | 95356 | (209) 543-3867 |
| 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 |
| Murrieta Plaza | MB Holding, Inc. | 23771 Washington Ave | Murrieta | CA | 92563 | (951) 816-3333 |
| Plaza De Oro | MB Holding, Inc. | 40428 Murrieta Hot Springs Rd | Murrieta | CA | 92562 | (951) 894-4740 |
| Heritage Marketplace | VStyles, Inc. | 28039 Scott Rd | Murrieta | CA | 92563 | (951) 672-0704 |
| Silverado Plaza | Vineyard Vista Clippers, LLC | 667 Trancas St | Napa | CA | 94558 | (707) 224-9970 |
| South Napa Market Plaza | Vineyard Vista Clippers, LLC | 263 Soscol Ave | Napa | CA | 94559 | (707) 257-6467 |
| Newbury Park Place | Ventura VE8031 LLC | 421 S Reino Rd | Newbury Park | CA | 91320 | (805) 498-9222 |
| Norco Village | MB Holding, Inc. | 2420 River Rd | Norco | CA | 92860 | (951) 735-2012 |
| University Plaza | Butler and Tink Ventures, 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 | 3825 Mission Ave | Oceanside | CA | 92054 | (760) 696-3053 |
| Plaza Rancho Del Oro | CM & I Enterprises, Inc | 4140 Oceanside Blvd | Oceanside | CA | 92056 | (760) 295-1998 |
| Mission Plaza | Majestic Clippers, Inc. | 2525 Vista Way | 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 |
| 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. | 1717 East Vista Chino | Palm Springs | CA | 92264 | (760) 327-9777 |
| *Stater Brothers Center | CC Cuts, Inc. | 1775 E Palm Canyon Dr | Palm Springs | CA | 92264 | (760) 464-0154 |
| 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 |
| Leghorn Marketplace | Kesson Company, Inc./Withers | 929 Lakeville St | Petaluma | CA | 94954 | (707) 789-0910 |
| Petaluma Gateway Center | Kesson Company, Inc./Withers | 701 Sonoma Mountain Pkwy | Petaluma | CA | 94952 | (707) 774-6000 |
| 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 | 92870 | (657) 216-1120 |
| Missouri Flats Village | Great Group, LLC | 3987 Missouri Flat Rd | Placerville | CA | 95667 | (530) 622-2770 |
| 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 | Bystedts, 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 |
| Rivergate Plaza | Ridgewood Enterprises, Inc. | 4022 Sunrise Blvd | Rancho Cordova | CA | 95670 | (916) 822-4883 |
| Sunridge Plaza | Ridgewood Enterprises, Inc. | 2350 Sunrise Blvd | Rancho Cordova | CA | 95742 | (916) 985-4878 |
| 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 |
| Brookside Plaza | VStyles, Inc. | 1785 E Lugonia Ave | Redlands | CA | 92373 | (909) 335-8333 |
| Redlands Village | VStyles, Inc. | 1546 Barton Rd | 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. | 3522 Madison St | Riverside | CA | 92507 | (951) 369-3458 |
| Canyon Springs | VStyles, Inc. | 2712 Canyon Springs Pkwy | Riverside | CA | 92507 | (951) 656-7090 |
| Madison Plaza | VStyles, Inc. | 5225 Canyon Crest Dr | Riverside | CA | 92504 | (951) 351-0071 |
| Orangecrest 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 |
| Crocker Ranch | Hoopala, Inc. | 10431 Fairway Dr | Roseville | CA | 95747 | (916) 772-5686 |
| Fairway Target | Hoopala, Inc. | 1450 Lead Hill Blvd | Roseville | CA | 95678 | (916) 782-8141 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Panda Center | Hoopala, Inc. | 9055 Woodcreek Oaks Blvd | Roseville | CA | 95661 | (916) 772-4244 |
| Plaza at Blue Oaks | Hoopala, Inc. | 8690 Sierra College Blvd | Roseville | CA | 95747 | (916) 886-2489 |
| Renaissance Creek | Hoopala, Inc. | 1990 Blue Oaks Blvd | Roseville | CA | 95661 | (916 ) 772-0999 |
| Lowes Center | CKHD, LLC | 8152 Delta Shores Cir S | Sacramento | CA | 95828 | (916) 689-6392 |
| Arden Square | Great Group, LLC | 77 University Ave | Sacramento | CA | 95825 | (916) 482-4155 |
| Camellia Center | Great Group, LLC | 3700 Crocker Drive | Sacramento | CA | 95819 | (916) 455-3378 |
| Crocker Village | Great Group, LLC | 5718 Folsom Blvd | Sacramento | CA | 95818 | (916) 455-8852 |
| University Village | Great Group, LLC | 3192 Arden Way | Sacramento | CA | 95825 | (916) 568-6000 |
| Delta Shores | Ridgewood Enterprises, Inc. | 2613 Marconi Ave | Sacramento | CA | 95832 | (916) 665-2100 |
| Market West Shopping Center | Ridgewood Enterprises, Inc. | 8240 Calvine Rd | Sacramento | CA | 95834 | (916) 418-4398 |
| Park Place Center | Ridgewood Enterprises, Inc. | 4660 Natomas Blvd | Sacramento | CA | 95835 | (916) 419-8593 |
| Town and Country Village | Ridgewood Enterprises, Inc. | 3280 Arena Blvd | Sacramento | CA | 95821 | (916) 481-3179 |
| Lake Crest Village | RSM Enterprises, Inc. | 1054 Florin Rd | Sacramento | CA | 95831 | (916) 429-7868 |
| Lucky's Shopping Center | Monterey Bay MB8281 LLC | 1976 N Main St | Salinas | CA | 93901 | (831) 998-8597 |
| Santa Rita Plaza | Monterey Bay MB8281 LLC | 1174 S Main St | Salinas | CA | 93906 | (831) 442-2547 |
| Campus Crossroads | VStyles, Inc. | 5244 N University Pkwy | San Bernardino | CA | 92407 | (909) 887-0028 |
| Scripps Ranch Marketplace | Alpha Clips LLC | 8250 Mira Mesa Blvd | San Diego | CA | 92131 | (858) 740-3778 |
| Torrey Hills | Alpha Clips LLC | 4653 Carmel Mountain Rd | San Diego | CA | 92130 | (858) 299-9003 |
| Balboa Mesa Shopping Center | Angelica Nafarrate-Ocana | 5407 Balboa Avenue | San Diego | CA | 92111 | (858) 430-6262 |
| Midway Towne Center | Best Image, Inc. | 6165 El Cajon Blvd | San Diego | CA | 92110 | (619) 226-2547 |
| Mira Mesa | Best Image, Inc. | 640 Dennery Rd | San Diego | CA | 92126 | (858) 397-2150 |
| Pacific Plaza II | Best Image, Inc. | 10625 Scripps Poway Pkwy | San Diego | CA | 92109 | (858) 483-2896 |
| Tierrasanta Town Center | Best Image, Inc. | 3960 W Point Loma Blvd | San Diego | CA | 92124 | (858) 565-6585 |
| Palm Promenade | Clipper Ship, Inc. | 1888 Garnet Ave | San Diego | CA | 92154 | (619) 349-3223 |
| Campus Plaza | CM & I Enterprises, Inc | 3202 Governor Dr | San Diego | CA | 92115 | (619) 915-5130 |
| 4S Commons Town Center | Malomar, Inc. | 10615 Tierrasanta Blvd | San Diego | CA | 92127 | (858) 924-9400 |
| Scripps Ranch Village | Malomar, Inc. | 9980 Scripps Ranch Blvd | San Diego | CA | 92131 | (858) 271-9705 |
| Marketplace in University City | Srirama Entrepreneurs, Inc. | 10531 4S Commons 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 | 185 Branham Lane #3 | San Jose | CA | 95131 | (408) 441-0355 |
| Branham Plaza | Jotstick, Inc. | 1430 El Paseo De Saratoga | San Jose | CA | 95136 | (408) 229-2547 |
| El Paseo Shopping Center | Jotstick, Inc. | 4055 Evergreen Village Sq | 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. | 1085 E Brokaw Rd | San Jose | CA | 95135 | (408) 532-1849 |
| Almaden Center | South Bay SB8072 LLC | 6467 Almaden Expy | San Jose | CA | 95120 | (408) 600-0049 |
| Foxworthy Shopping Center | South Bay SB8072 LLC | 1445 Foxworthy Ave | San Jose | CA | 95118 | (408) 979-9902 |
| 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 |
| San Mateo Center | Omar Suchedina | 207 E 4th Ave | San Mateo | CA | 94401 | (650) 685-1888 |
| Northgate One | Kesson Company, Inc./Withers | 216 Northgate One | San Rafael | CA | 94903 | (415) 479-1961 |
| Diablo Plaza | RGIM&S, 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. | 2794 El Camino Real #102 | 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 | 740 Farmers Ln | Santa Rosa | CA | 95405 | (707) 528-7333 |
| Coddingtown Shopping Center | Kesson Company, Inc./Withers | 1425 Fulton Rd | Santa Rosa | CA | 95401 | (707) 528-3343 |
| Mendocino Marketplace | Kesson Company, Inc./Withers | 282 Coddingtown Ctr | Santa Rosa | CA | 95403 | (707) 576-7203 |
| Montgomery Village | Kesson Company, Inc./Withers | 2240 Mendocino Ave | Santa Rosa | CA | 95405 | (707) 526-0152 |
| Raley's Marketplace | Kesson Company, Inc./Withers | 2700 Yulupa Ave | Santa Rosa | CA | 95403 | (707) 566-7111 |
| Santee Village Square | GROUP4 CLIPS, LLC | 9665 Mission Gorge Rd | Santee | CA | 92071 | (619) 258-5425 |
| 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 | Sonora | 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 |
| Red Hawk Parkway Plaza | MB Holding, Inc. | 40405 Winchester Rd | Temecula | CA | 92592 | (951) 303-8111 |
| Winchester Meadows | MB Holding, Inc. | 32065 Temecula Pkwy | Temecula | CA | 92591 | (951) 296-3744 |
| 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. | 815 S Tracy Blvd | Tracy | CA | 95377 | (209) 833-6024 |
| Tracy | Ridgewood Enterprises, Inc. | 2108 W Grantline Rd | 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 |
| Regency Park | KCS Group, Inc. | 601 Elmira Rd | Vacaville | CA | 95687 | (707) 448-3710 |
| The Village at Vacaville | KCS Group, Inc. | 152 Browns Valley Pkwy | Vacaville | CA | 95688 | (707) 448-0621 |
| Tesoro Village | Butler and Tink Ventures, LLC | 24321 Magic Mountain Pkwy | Valencia | CA | 91354 | (661) 702-0099 |
| River Oaks Shopping Center | Coastal Business Enterprises, Inc. | 23892 Copper Hill Dr | Valencia | CA | 91355 | (661) 239-3757 |
| Victoria Plaza | Ventura VE8031 LLC | 6048 Telegraph Rd | Ventura | CA | 93003 | (805) 654-0083 |
| Crossroads at 395 | MB Holding, Inc. | 17080 Bear Valley Rd | Victorville | CA | 92392 | (760) 955-7800 |
| Victor Valley Town Center | MB Holding, Inc. | 12274 Palmdale 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 | Butler and Tink Ventures, 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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. | 5220 Wadsworth Bypass | Arvada | CO | 80007 | (303) 420-6699 |
| Arvada Connection | JCURVE-DENVER LLC | 15570 W 64th Ave | Arvada | CO | 80002 | (720) 535-4634 |
| Buckley Plaza | Cutters Class, Inc. | 21699 E Quincy Ave | Aurora | CO | 80015 | (303) 766-0488 |
| Iliff & Buckley | Cutters Class, Inc. | 14103 E Exposition Ave | Aurora | CO | 80013 | (303) 751-2279 |
| Parker & Arapahoe | Cutters Class, Inc. | 4343 S Buckley Rd | Aurora | CO | 80016 | (720) 876-2223 |
| Shops at Tallgrass | Cutters Class, Inc. | 19751 E Smoky Hill Rd | Aurora | CO | 80015 | (303) 766-6880 |
| Smoky Hill | Cutters Class, Inc. | 12101 E Iliff Ave | Aurora | CO | 80015 | (303) 693-5877 |
| Southlands | Cutters Class, Inc. | 18664 E Hampden Ave | Aurora | CO | 80016 | (303) 766-8715 |
| Tower and Hampden | Cutters Class, Inc. | 1627 S Havana St | Aurora | CO | 80013 | (720) 876-0596 |
| Buckingham Village | Holtzman Enterprises, Inc. | 16950 East Iliff Avenue | Aurora | CO | 80012 | (720) 748-9379 |
| I-70 and Tower | Whobubs, Inc. | 6790 S Cornerstar Way | Aurora | CO | 80011 | (303) 371-5400 |
| Iliff Commons | Whobubs, Inc. | 3455 Salida St | Aurora | CO | 80014 | (303) 696-1561 |
| Plaza at Aurora Town Center | Whobubs, Inc. | 23903 E Prospect Ave | Aurora | CO | 80012 | (303) 366-4912 |
| Boulder | Holtzman Enterprises, Inc. | 2711 Arapahoe Ave | Boulder | CO | 80302 | (303) 442-4854 |
| Table Mesa Shopping Center | Holtzman Enterprises, Inc. | 607 S Broadway St | Boulder | CO | 80305 | (303) 499-1259 |
| Brighton | Four Sails II, Inc. | 841 S Kuner St | Brighton | CO | 80601 | (303) 655-0328 |
| Broomfield Corners | Clippers LLC | 6765 W 120th Ave | Broomfield | CO | 80020 | (303) 465-1010 |
| Safeway Marketplace | Clippers LLC | 3700 W 144th Ave | Broomfield | CO | 80020 | (303) 466-4629 |
| Broadlands Marketplace | Holtzman Enterprises, Inc. | 16860 Sheridan Pkwy | Broomfield | CO | 80020 | (303) 410-0844 |
| Quail Creek | Holtzman Enterprises, Inc. | 4530 W 121st Ave | Broomfield | CO | 80023 | (303) 450-0364 |
| Vista Highlands | Holtzman Enterprises, Inc. | 2355 W 136th Ave | Broomfield | CO | 80023 | (303) 658-0889 |
| Promenade at Castle Rock | HEI of Colorado, LLC | 834 S Perry St | Castle Rock | CO | 80108 | (303) 660-6118 |
| Center at Plumcreek | Holtzman Enterprises, Inc. | 7280 Lagae Rd | Castle Rock | CO | 80104 | (303) 688-3459 |
| Castle Pines | Whobubs, Inc. | 4991 Factory Shops Blvd | Castle Rock | CO | 80108 | (303) 660-1871 |
| Arapahoe Village | JCURVE-DENVER LLC | 5210 E Arapahoe Rd | Centennial | CO | 80122 | (303) 779-0237 |
| Quebec Village | JCURVE-DENVER LLC | 8223 S Quebec St | Centennial | CO | 80112 | (303) 220-5757 |
| Streets at SouthGlenn | JCURVE-DENVER LLC | 2370 E Arapahoe Rd | Centennial | CO | 80122 | (303) 347-0617 |
| Better Living Center | Nevans, Inc. | 3624 Austin Bluffs Pkwy | Colorado Springs | CO | 80909 | (719) 633-5399 |
| Cheyenne Montana | Nevans, Inc. | 1734 W Uintah St | Colorado Springs | CO | 80906 | (719) 576-2222 |
| Claremont Ranch | Nevans, Inc. | 4335 Centennial Blvd | Colorado Springs | CO | 80951 | (719) 559-4600 |
| Hancock Plaza | Nevans, Inc. | 2880 N Powers Blvd | Colorado Springs | CO | 80916 | (719) 630-1940 |
| Marketplace at Austin Bluffs | Nevans, Inc. | 815 Village Center Dr | Colorado Springs | CO | 80918 | (719) 528-5822 |
| Nor'Wood | Nevans, Inc. | 6554 S Academy Blvd | Colorado Springs | CO | 80923 | (719) 599-3663 |
| Rockrimmon Shopping Center | Nevans, Inc. | 8838 N Union Blvd | Colorado Springs | CO | 80919 | (719) 593-9500 |
| Safeway East | Nevans, Inc. | 2850 S Academy Blvd | Colorado Springs | CO | 80922 | (719) 573-6666 |
| Uintah Gardens | Nevans, Inc. | 6957 Austin Bluffs Pkwy | Colorado Springs | CO | 80904 | (719) 577-4064 |
| Union Town Center | Nevans, Inc. | 1817 N Union Blvd | Colorado Springs | CO | 80920 | (719) 282-6002 |
| Westwind Marketplace | Nevans, Inc. | 7935 Constitution Ave | Colorado Springs | CO | 80907 | (719) 598-3500 |
| Reunion Marketplace Center | Holtzman Enterprises, Inc. | 4952 E 62nd Ave | Commerce City | CO | 80022 | (303) 287-0816 |
| Commerce City Plaza | JCURVE-DENVER LLC | 15151 E 104th Ave | Commerce City | CO | 80022 | (303) 287-3516 |
| 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. | 3698 W 44th Ave | Denver | CO | 80206 | (303) 321-6062 |
| 44th and Lowell | JCURVE-DENVER LLC | 7800 E Hampden Ave | Denver | CO | 80211 | (303) 458-1044 |
| Lakeside Center | JCURVE-DENVER LLC | 3100 S Sheridan Blvd | Denver | CO | 80212 | (720) 389-8398 |
| Mayfair Center | JCURVE-DENVER LLC | 201 University Blvd | Denver | CO | 80220 | (303) 322-3709 |
| Tiffany Plaza | JCURVE-DENVER LLC | 6237 E 14th Ave | Denver | CO | 80231 | (303) 220-1411 |
| University Hills | JCURVE-DENVER LLC | 2730 S Colorado Blvd | Denver | CO | 80222 | (720) 756-2554 |
| Park Avenue Square | KBAK Enterprises, LLC | 7505 E 35th Ave | Denver | CO | 80205 | (303) 861-4148 |
| Bear Valley Mall | Shear Sailing, Inc. | 5801 W 44th Ave | Denver | CO | 80227 | (303) 934-6674 |
| Conservatory Green | Whobubs, Inc. | 8271 E Northfield Blvd | Denver | CO | 80238 | (303) 375-1687 |
| Quebec Square | Whobubs, Inc. | 757 E 20th Ave | Denver | CO | 80238 | (303) 996-0664 |
| Edgewater Plaza | JCURVE-DENVER LLC | 1725 Sheridan Blvd | Edgewater | CO | 80214 | (303) 237-2820 |
| Belleview Square | JCURVE-DENVER LLC | 6787 S Clinton St | Englewood | CO | 80111 | (303) 537-7432 |
| Centennial Center | JCURVE-DENVER LLC | 4920 S Yosemite St | Englewood | CO | 80110 | (303) 798-4346 |
| River Point Shopping Center | JCURVE-DENVER LLC | 5050 S Federal Blvd | Englewood | CO | 80110 | (303) 781-6400 |
| South Clinton | JCURVE-DENVER LLC | 3319 S Broadway | Englewood | CO | 80112 | (303) 792-5113 |
| Trolley Square | JCURVE-DENVER LLC | 3702 River Point Pkwy | Englewood | CO | 80113 | (303) 781-5789 |
| 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 | 4631 S Mason St | Fort Collins | CO | 80524 | (970) 416-7478 |
| Cedarwood | VerdenStrand, LLC | 1015 S Taft Hill Rd | Fort Collins | CO | 80521 | (970) 224-2664 |
| Front Range Village | VerdenStrand, LLC | 1600 S Lemay Ave | Fort Collins | CO | 80525 | (970) 484-2050 |
| Park Central | VerdenStrand, LLC | 1820 N College Ave | Fort Collins | CO | 80525 | (970) 221-4244 |
| Walmart Center | VerdenStrand, LLC | 2842 Council Tree Ave | Fort Collins | CO | 80525 | (970) 223-9696 |
| 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 West Colfax Avenue, #112 | Golden | CO | 80401 | (303) 278-0828 |
| Grand Junction Redlands | Western Slope Salons LLC | 2510 N 12th St | Grand Junction | CO | 81503 | (970) 255-0200 |
| Grand Junction Rimrock | Western Slope Salons LLC | 2500 Broadway | Grand Junction | CO | 81505 | (970) 245-1482 |
| Grand Junction Wellington | Western Slope Salons LLC | 2546 Rimrock Ave | Grand Junction | CO | 81501 | (970) 241-0491 |
| Centerplace of Greeley | HEI of Colorado, LLC | 2032 35th Ave | Greeley | CO | 80634 | (970) 339-3660 |
| Westlake Village | HEI of Colorado, LLC | 4530 Centerplace Dr | Greeley | CO | 80634 | (970) 330-4313 |
| Northgate Village | Holtzman Enterprises, Inc. | 7008 West 10th St | Greeley | CO | 80634 | (970) 515-5922 |
| Highland's Walk | Clippers LLC | 9249 S Broadway | Highlands Ranch | CO | 80126 | (303) 730-0040 |
| Safeway Town Center | Clippers LLC | 2201 W Wildcat Reserve Pkwy | Highlands Ranch | CO | 80129 | (303) 791-5666 |
| Wildcat Reserve | Clippers LLC | 4004 Red Cedar Dr | Highlands Ranch | CO | 80129 | (303) 346-1563 |
| Belmar | Cutters Class, Inc. | 650 S Wadsworth Blvd | Lakewood | CO | 80226 | (303) 935-8966 |
| Colfax & Quail | Cutters Class, Inc. | 1585 Quail St | Lakewood | CO | 80215 | (303) 238-3112 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Lochwood Square | JCURVE-DENVER LLC | 1535 S Kipling Pkwy | Lakewood | CO | 80232 | (303) 986-1440 |
| Coal Mine Shopping Center | AAC & MAC, Inc. | 5924 S Kipling Pkwy | 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 | 6756 W Coal Mine Ave | Littleton | CO | 80127 | (303) 978-1064 |
| Southbridge Plaza | JCURVE-DENVER LLC | 91 W Mineral Ave | Littleton | CO | 80120 | (303) 797-9902 |
| Roxborough Marketplace | JPEI, Inc. | 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 |
| Fox Creek Center | Holtzman Enterprises, Inc. | 965 S Hover Rd | Longmont | CO | 80501 | (303) 772-5834 |
| North Hover Crossing | Holtzman Enterprises, Inc. | 1610 Pace St | Longmont | CO | 80501 | (303) 678-1851 |
| St. Vrain | Holtzman Enterprises, Inc. | 1844 N Hover St | Longmont | CO | 80501 | (303) 485-0298 |
| Louisville Plaza | Holtzman Enterprises, Inc. | 1355 E South Boulder Rd | Louisville | CO | 80027 | (303) 665-7305 |
| Orchards Shopping Center | HEI of Colorado, LLC | 1455 W Eisenhower Blvd | Loveland | CO | 80538 | (970) 663-2362 |
| Loveland | Holtzman Enterprises, Inc. | 265 E 29th St | 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 |
| Rock Creek Village | Holtzman Enterprises, Inc. | 1623 E Coalton Ave | Superior | CO | 80027 | (720) 304-0437 |
| Hilltop Village 2 | Clippers LLC | 3778 E 104th Ave | Thornton | CO | 80602 | (303) 452-2664 |
| Lambertson Lakes | KBAK Enterprises, LLC | 4243 E 136th Ave | Thornton | CO | 80229 | (303) 451-6344 |
| Colorado Marketplace | Shear Sailing, Inc. | 877 Thornton Pkwy | 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 |
| Hidden Lake | JCURVE-DENVER LLC | 5084 W 92nd Ave | Westminster | CO | 80003 | (303) 650-2452 |
| Northview | JCURVE-DENVER LLC | 7025 Sheridan Blvd | Westminster | CO | 80031 | (720) 550-7525 |
| 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)756-3724 |
| 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 | 06001 | (860) 676-0065 |
| Bethel Big Y | New England Clippers, LLC | 83 Stony Hill Rd | Bethel | CT | 06801 | (203) 791-1109 |
| Everybody's Big Y Plaza | Morning Investments, LLC | 1035 S Main St | Cheshire | CT | 06410 | (203) 250-0510 |
| Cromwell Square | Morning Investments, LLC | 51 Shunpike Road | Cromwell | CT | 06416 | (860) 740-5085 |
| Shop Rite Plaza | ZENOMES LLC | 49 Pershing Drive | Derby | CT | 06418 | (203) 493-4125 |
| Freshwater Stateline Plaza | Catie Laraway | 130 Elm St | Enfield | CT | 06082 | (860) 253-0020 |
| Lisbon Crossing | Morning Investments, LLC | 193 River Road | Lisbon | CT | 06351 | (860) 591-4736 |
| Washington Street Middletown | Morning Investments, LLC | 808 Washington St | Middletown | CT | 06457 | (860) 740-4126 |
| Adams Market Plaza | NEC Woodmont, LLC | 1379 New Haven Ave | Milford | CT | 06460 | (203) 283-5442 |
| Veterans Plaza | Morning Investments, LLC | 1 Kent Rd | New Milford | CT | 06776 | (860) 799-0455 |
| Norwichtown Commons | RP & KP LLC | 42 Town Street | Norwich | CT | 06360 | (860) 222-8595 |
| Shelton Big Y Marketplace | Morning Investments, LLC | 389 Bridgeport Ave | Shelton | CT | 06484 | (203) 402-4100 |
| Southington Shopping Center | RP & KP LLC | 235 Queen St | Southington | CT | 06489 | (860) 628-4000 |
| Stratford Square | New England Clippers, LLC | 411 Barnum Avenue Cutoff | Stratford | CT | 06614 | (203) 377-1121 |
| Wallingford | GKG Inc. | 893 N Colony Rd | Wallingford | CT | 06492 | (203) 265-7572 |
| Waterford Commons | RP & KP LLC | 915 Hartford Turnpike | Waterford | CT | 06385 | (860) 440-7020 |
| Bishop's Corner | RP & KP LLC | 345 N Main St | West Hartford | CT | 06117 | (860) 313-7982 |
| Starbucks Plaza | RP & KP LLC | 1082 Silas Deane Hwy | Wethersfield | CT | 06109 | (860) 529-0409 |
| Wilton River Shopping Center | BT GC, LLC | 5 River Rd | Wilton | CT | 06897 | (203) 762-6162 |
| Windsor Court | RP & KP LLC | 1095 Kennedy Rd | Windsor | CT | 06095 | (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 |
| Concord Square | Emance of Delaware LLC | 4705 Kirkwood Hwy | Wilmington | DE | 19803 | (302) 478-2022 |
| Midway Plaza Shopping Center | Emance of Delaware LLC | 1812 Marsh Rd | Wilmington | DE | 19808 | (302) 995-2887 |
| Branmar Plaza | H & J Clips, LLC | 4235 Concord Pike | 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 |
| Hunt Club | Gateway Clippers Holdings III, LLC | 456 Hunt Club Blvd | Apopka | FL | 32703 | (407) 788-9524 |
| Rock Springs Plaza | Gateway Clippers Holdings III, LLC | 1446 Rock Springs Rd | Apopka | FL | 32712 | (407) 814-0556 |
| 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. | 9858 Glades Rd | Boca Raton | FL | 33428 | (561) 765-5337 |
| West Winds at Boca Raton | TS CHAI Holdings, LLC | 11640 W Palmetto Park Rd | Boca Raton | FL | 33434 | (561) 883-0580 |
| Palmetto Park Square | Loola Holdings, LLC | 1367 W Palmetto Park Rd | Boca Raton | FL | 33486 | (561) 757-5064 |
| 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 |
| Aberdeen Square | Hancor Clips Three Inc. | 143 1/2 North Congress Ave | Boynton Beach | FL | 33436 | (561) 810-5667 |
| Boynton Plaza | Hancor Clips Three Inc. | 4956-16 Le Chalet Blvd | 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 |
| Fresh Market Promenade | JAL Clippers, LLC | 7321 52nd Place E | Bradenton | FL | 34209 | (941) 896-3403 |
| Pinebrook Commons | JAL Clippers, LLC | 4844 Cortez Rd W | Bradenton | FL | 34210 | (941) 792-3509 |
| Creekwood Crossing | TAP Investments, LLC | 6773 Manatee Ave W | 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 Pointe | JAL Clippers, LLC | 106 Hancock Bridge Pkwy W | Cape Coral | FL | 33990 | (239) 424-8130 |
| Coral Shores | JAL Clippers, LLC | 2522 Santa Barbara Blvd | Cape Coral | FL | 33991 | (239) 283-0710 |
| Midpoint Center | JAL Clippers, LLC | 3015 SW Pine Island Rd | Cape Coral | FL | 33914 | (239) 772-8665 |
| Santa Barbara Center | JAL Clippers, LLC | 1631 Del Prado Blvd S | Cape Coral | FL | 33991 | (239) 673-6929 |
| Coral Walk | WOO ENTERPRISES LLC | 1860 Pine Island Rd NE | Cape Coral | FL | 33909 | (239) 573-0074 |
| Downtown Champions Gate | Strategic Hair Investments, Inc. | 8312 Champions Gate Blvd | Champions Gate | FL | 33896 | (407) 809-3001 |
| Northwood Plaza | FourFold Enterprises, Inc. | 23690 US Hwy 19 N | 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 | 2524-B N McMullen Booth Rd | Clearwater | FL | 33765 | (727) 797-6611 |
| Golden Eagle Village | Florida Clips Inc. | 1736 E Highway 50 | Clermont | FL | 34714 | (352) 404-7866 |
| Citrus Tower Village | Gateway Clippers Holdings III, LLC | 240 Citrus Tower Blvd | Clermont | FL | 34711 | (352) 242-9981 |
| East Lake Town Center | Gateway Clippers Holdings III, LLC | 2430 US Hwy 27 | Clermont | FL | 34711 | (352) 243-7644 |
| East Towne Center | Gateway Clippers Holdings III, LLC | 13900 County Rd 455 | Clermont | FL | 34711 | (407) 614-8505 |
| Cornerstone Plaza | Florida Clips Inc. | 5675 N Atlantic Ave | Cocoa Beach | FL | 32931 | (321) 613-4783 |
| North Springs Plaza | RCKK Holdings, Inc. | 2057 N University Dr | Coral Springs | FL | 33076 | (954) 753-4787 |
| Turtle Crossing | RCKK Holdings, Inc. | 4340 N State Rd 7 | Coral Springs | FL | 33063 | (954) 753-1191 |
| Coral Palm Plaza | Totalee Holdings LLC | 9620 Westview Dr | Coral Springs | FL | 33071 | (954) 906-8050 |
| Northcrest Publix | Alabama Clips, LLC | 1375 N Ferdon Blvd | Crestview | FL | 32536 | (850) 306-2468 |
| Champions Crossing | Strategic Hair Investments, Inc. | 6095 Hwy 17-92N | Davenport | FL | 33897 | (863) 937- 1902 |
| Loughman Crossing | Strategic Hair Investments, Inc. | 1160 Champions Dr. | Davenport | FL | 33896 | (863) 937-1901 |
| Shoppes at Williamson | Florida Clips Inc. | 2071 LPGA 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., Ste 202 | 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. | 24406 SR 44 | Eustis | FL | 32726 | (352) 589-0689 |
| Sorrento Hills Village Shopping Cente | Larlin Enterprise, Inc. | 2862 David Walker Dr | 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 |
| Harbor Shops | JS Team Holdings, LLC | 1933 Cordova Rd | Fort Lauderdale | FL | 33316 | (954) 522-8404 |
| Forum Centre | Archforward Partners, Inc. | 5999 S Pointe Blvd | Fort Myers | FL | 33905 | (239) 931-3899 |
| Southpointe Commons | JAL Clippers, LLC | 8660 Gladiolus Dr | Fort Myers | FL | 33919 | (239) 267-2224 |
| Gladiolus Crossing | WOO ENTERPRISES LLC | 6810 Shoppes at Plantation Dr | Fort Myers | FL | 33908 | (239) 226-4247 |
| Gulf Coast Town Center | WOO ENTERPRISES LLC | 3398 Forum Blvd | Fort Myers | FL | 33913 | (239) 415-7703 |
| Shoppes at Plantation | WOO ENTERPRISES LLC | 9924 Gulf Coast Main St | Fort Myers | FL | 33912 | (239) 225-2887 |
| 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 |
| *Butler Plaza | G5975 GC, LLC | 3206 SW 35th Blvd | Gainesville | FL | 32608 | (352) 336-0650 |
| *Plaza Verde | G5977 GC, LLC | 8181 NW 39th Ave | Gainesville | FL | 32605 | (352) 375-6066 |
| *Haile Village North | G5978 GC, LLC | 1511 NW 23rd Ave | Gainesville | FL | 32608 | (352) 331-1005 |
| *Park Avenue Shops | Tioga GC LLC | 2645 SW 91st St | 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 | Forbes Schaefer Enterprises, 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 |
| Roosevelt Square | CLIPCUTS CORPORATION | 4495 Roosevelt Blvd | Jacksonville | FL | 32210 | (904) 572-9333 |
| Cobblestone Plaza | CLIPCUTS II CORPORATION | 7091 Collins Rd | Jacksonville | FL | 32225 | (904) 250-5445 |
| Deerwood Lakes | CLIPCUTS II CORPORATION | 9936 Old Baymeadows Rd | Jacksonville | FL | 32216 | (904) 647-7740 |
| Kernan Square | CLIPCUTS II CORPORATION | 790 Skymarks Dr | Jacksonville | FL | 32246 | (904) 475-2922 |
| Gateway Village at Town Center | CLIPCUTS III CORPORATION | 11957 Atlantic Blvd | Jacksonville | FL | 32256 | (904) 329-2162 |
| Collins Plaza | Golden Isles R.I.C.E., LLC | 10618 Deerwood Park Blvd. | Jacksonville | FL | 32244 | (904) 723-1177 |
| Oakleaf Plantation Center | Hancor Clips Two Inc. | 6001 Argyle Forest Drive | Jacksonville | FL | 32222 | (904) 317-4557 |
| John's Creek Shopping Center | Hancor Clips, LLC | 11025 Etown Pkwy | Jacksonville | FL | 32259 | (904) 230-0035 |
| River City Marketplace | Hancor Clips, LLC | 12620 Beach Blvd | Jacksonville | FL | 32218 | (904) 900-3831 |
| Atlantic North | J.V.L. ClipX, Inc. | 3031 Monument Rd | 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 | 4372 Southside Blvd | Jacksonville | FL | 32258 | (904) 374-6465 |
| Julington Creek | Leap Cuts, LLC | 9526 Argyle Forest Blvd | Jacksonville | FL | 32259 | (904) 287-6022 |
| The Exchange at eTown | M2 Salon Holdings LLC | 10111 San Jose Blvd | Jacksonville | FL | 32256 | (904) 660-2018 |
| Argyle Village Shopping Center | Shine Star Cuts LLC | 2750 Race Track Rd | Jacksonville | FL | 32244 | (904) 374-2152 |
| Deerwood Village Mall | Sunny Clippers, Inc. | 2849 County Road 210 W | Jacksonville | FL | 32256 | (904) 503-3672 |
| Crown Point | The Yatt Club, Inc. | 12553 Bartram Park 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 | 4797 W Irlo Bronson Memorial Hwy | Kissimmee | FL | 34759 | (407) 785-2429 |
| Kissimmee West | Gateway Clippers Holdings III, LLC | 690 Centerview Blvd | Kissimmee | FL | 34746 | (407) 397-2800 |
| The Crosslands | M & D Clips, LLC | 4638 Pleasant Hill Rd | 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 | 3889 Lake Emma Rd | Lake Mary | FL | 32746 | (407) 324-2737 |
| Lake Mary Centre | Gateway Clippers Holdings III, LLC | 849 Rinehart 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. | 6346 Lantana Rd | Lake Worth | FL | 33449 | (561) 323-2662 |
| Pinewood Square | Totalee Holdings LLC | 4095 South State Rd 7 | Lake Worth | FL | 33463 | (561) 249-1272 |
| Shoppes of Lake Miriam Crossing | 39th Ave GC, LLC | 3540 Harden Blvd | Lakeland | FL | 33813 | (863) 644-0953 |
| Highland City Towncenter | Highland GC, LLC | 5355 N Socrum Loop Rd | Lakeland | FL | 33812 | (863) 644-3075 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Publix at County Line Road | PDGC of Manatee, LLC | 4747 S Florida Ave | Lakeland | FL | 33811 | (863) 646-0011 |
| High Glen | Strategic Hair Investments, Inc. | 5170 County Line Rd | Lakeland | FL | 33813 | (863) 209-6348 |
| Plantation Square | Strategic Hair Investments, Inc. | 2018 E County Rd 540A | Lakeland | FL | 33809 | (863) 937-1900 |
| Target Center | Strategic Hair Investments, Inc. | 2274 Griffin Rd | Lakeland | FL | 33803 | (863) 617-7010 |
| Town and Country Square | TNC GC, LLC | 5175 US Hwy 98 S | Lakeland | FL | 33810 | (863) 940-4876 |
| Lakewood Ranch Plaza | JAL Clippers, LLC | 8370 Market St | Lakewood Ranch | FL | 34202 | (941) 893-5838 |
| University Corners | JAL Clippers, LLC | 8437 Lorraine Rd | Lakewood Ranch | FL | 34202 | (941) 241-8379 |
| White Eagle | JAL Clippers, LLC | 13228 SR 64 E | Lakewood Ranch | FL | 34211 | (941) 201-4982 |
| 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 | Bell Clippers FL, LLC | 15673 Southern Blvd | Loxahatchee Groves | FL | 33470 | (561) 225-1313 |
| Shoppes at Grand Cypress | FourFold Enterprises, Inc. | 19231 N Dale Mabry Hwy | Lutz | FL | 33549 | (813) 949-5999 |
| Lutz Lake Crossing | FourFold Enterprises, Inc. | 18911 State Rd 54 | Lutz | FL | 33548 | (813) 909-4125 |
| 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. | 23388 State Road 54 | Lutz | FL | 33558 | (813) 949-0328 |
| Macclenny Walmart SuperCenter | Shear Style Salons, LLC | 9252 S State Road 228 | Macclenny | FL | 32063 | (904) 653-2547 |
| Viera Colonnade Shops | Laurant Enterprises, Inc. | 2338 Citadel Way | Melbourne | FL | 32940 | (321) 735-7567 |
| Wickham Park Commons Retail Cente | 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. | 4866 Davis Blvd | Naples | FL | 34110 | (239) 514-0728 |
| Shoppes at Hammock Cove | Archforward Partners, Inc. | 4362 Thomasson Dr | Naples | FL | 34112 | (239) 732-6881 |
| Berkshire Commons | Sandollar Clips, LLC | 12691 Tamiami Tr E | Naples | FL | 34104 | (239) 353-7230 |
| Freedom Square | Sandollar Clips, LLC | 15050 Sandpiper Dr. | Naples | FL | 34113 | (239) 530-1126 |
| King Lakes Plaza | Sandollar Clips, LLC | 15275 Collier Blvd | Naples | FL | 34112 | (239) 732-7466 |
| Pine Ridge | Sandollar Clips, LLC | 7079 Radio Rd | Naples | FL | 34109 | (239) 566-1024 |
| Shoppes of Pebblebrook | Sandollar Clips, LLC | 11208 Tamiami Trl N | Naples | FL | 34119 | (239) 455-0851 |
| Fiddlers Creek Plaza | SK CLIPPERS CORP | 2275 Pine Ridge Rd | 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 |
| 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 | 2575 SW 42nd St | Ocala | FL | 34470 | (352) 304-6711 |
| Market at Cherrywood | Harikrishna Salon LLC | 2400 Northeast 49th Terrace | Ocala | FL | 34476 | (352) 237-7781 |
| Oakridge Plaza | High Crest Ventures, Inc. | 9570 SW 62nd Ave | Ocala | FL | 34481 | (352) 237-1918 |
| Grand Oaks Town Center | Radheji Salon LLC | 9590 SW Highway 200 | 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. | 1075 Oakleaf Plantation Pkwy | Orange Park | FL | 32073 | (904) 272-2667 |
| Clay Plaza | JAG Salons, Inc. | 1339 Blanding Blvd | Orange Park | FL | 32065 | (904) 375-2521 |
| Oakleaf Commons | JAG Salons, Inc. | 410 Blanding Blvd | Orange Park | FL | 32065 | (904) 214-3730 |
| Andover Lakes | Gateway Clippers Holdings III, LLC | 2849 S Orange Ave | Orlando | FL | 32825 | (407) 382-8030 |
| Chickasaw Trails | Gateway Clippers Holdings III, LLC | 2248 S Chickasaw Trl | Orlando | FL | 32825 | (407) 277-2211 |
| Conway Crossings | Gateway Clippers Holdings III, LLC | 7600 Dr Phillips Blvd | Orlando | FL | 32812 | (407) 251-9697 |
| Dr. Phillips | Gateway Clippers Holdings III, LLC | 4143 Town Ctr Blvd | Orlando | FL | 32819 | (407) 370-0300 |
| Hunter's Creek | Gateway Clippers Holdings III, LLC | 4848 S Apopka-Vineland Rd | Orlando | FL | 32837 | (407) 812-6933 |
| Lake Hart | Gateway Clippers Holdings III, LLC | 310 N Alafaya Trl | Orlando | FL | 32832 | (407) 273-4448 |
| Market at Southside | Gateway Clippers Holdings III, LLC | 2085 Town Center Blvd | Orlando | FL | 32806 | (407) 649-9870 |
| Super Target at Hunters Creek | Gateway Clippers Holdings III, LLC | 4457 Hoffner Ave | Orlando | FL | 32837 | (407) 859-4233 |
| The Grove | Gateway Clippers Holdings III, LLC | 10232 Curry Ford Rd | Orlando | FL | 32819 | (407) 909-1730 |
| Waterford Lakes | Gateway Clippers Holdings III, LLC | 2615 S Hiawassee Rd | Orlando | FL | 32828 | (407) 275-9901 |
| Plaza at Metro | M & D Clips, LLC | 425 S Avalon Park Blvd | Orlando | FL | 32835 | (407) 445-4665 |
| Goldenrod Marketplace | SV Clips LLC | 5945 S Goldenrod Rd | Orlando | FL | 32822 | (407) 969-0809 |
| Town Center at Timber Springs | SV Clips LLC | 10727 Narcoosee Rd | Orlando | FL | 32828 | (407) 930-0634 |
| 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 |
| Donald Ross Village | TNT Jupiter Clips, Inc. | 4073 Hood Rd | Palm Beach Gardens | FL | 33418 | (561) 624-7372 |
| Frenchman's Crossing | TNT Jupiter Clips, Inc. | 4650 Donald Ross Rd | Palm Beach Gardens | FL | 33410 | (561) 768-7767 |
| Martin Downs TC II | TNT Jupiter Clips, Inc. | 2939 SW High Meadows Ave | Palm City | FL | 34990 | (772) 210-2599 |
| Airport Commons | Florida Clips Inc. | 5615 State Hwy 100 | Palm Coast | FL | 32164 | (386) 313-6376 |
| Island Walk | Florida Clips Inc. | 250 Palm Coast Pkwy NE | Palm Coast | FL | 32137 | (386) 225-4341 |
| Shoppes at Boot Ranch | FourFold Enterprises, Inc. | 4948 Ridgemoor Blvd | Palm Harbor | FL | 34685 | (727) 771-8180 |
| Ridgemoor Commons | Suncoast Clips, Inc. | 768 E Lake Rd | Palm Harbor | FL | 34685 | (727) 772-7751 |
| *Panama City Square | Alabama Clips, LLC | 651 W 23rd Street | Panama City | FL | 32405 | (850) 740-3089 |
| *Magnolia Plaza | Alabama Clips, LLC | 15600 Panama City Beach Pkwy | Panama City Beach | FL | 32408 | (850) 249-4224 |
| *Ocean Park Pavilion | Alabama Clips, LLC | 23034 Panama City Beach Pkwy | Panama City Beach | FL | 32413 | (850) 233-5291 |
| *Pier Park North | Alabama Clips, LLC | 2433 Thomas Dr | Panama City Beach | FL | 32413 | (850) 588-7410 |
| Publix at Parkwood Square | TAP Investments, LLC | 8931 US Hwy 301 N | Parrish | FL | 34219 | (941) 776-5504 |
| Village Square | KJA Holdings LLC | 1625 North Hiatus Road | Pembroke Pines | FL | 33026 | (754) 225-3318 |
| Cobblestone Plaza | Sandollar Clips, 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 Atlantic Blvd | Pompano Beach | FL | 33062 | (954) 960-2280 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Azalea Plaza | J.V.L. ClipX, Inc. | 2 Fairfield Blvd | Ponte Vedra Beach | FL | 32082 | (904) 543-0404 |
| Bayshore Village | JAL Clippers, LLC | 24123 Peachland Blvd | Port Charlotte | FL | 33980 | (941) 391-6748 |
| Gulf Cove Plaza | JAL Clippers, LLC | 4265 Tamiami Trail | Port Charlotte | FL | 33981 | (941) 214-8535 |
| Peachland Promenade | JAL Clippers, LLC | 13435 S McCall Rd | 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. | 1781 Dunlawton Ave | Port Orange | FL | 32129 | (386) 317-2179 |
| Gateway Center | Gateway Clippers Holdings III, LLC | 3813 Clyde Morris Blvd | 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 | Bell Clippers FL, LLC | 1200 Royal Palm Beach Blvd | Royal Palm Beach | FL | 33411 | (561) 619-8199 |
| Shoppes at Mission Trace | Hancor Clips Two Inc. | 4255 US Highway 1 S | Saint Augustine | FL | 32084 | (904) 436-5634 |
| Murabella at World Golf Village | Hancor Clips, LLC | 965 State Road 16 | Saint Augustine | FL | 32092 | (904) 940-1692 |
| Cobblestone Village | J.V.L. ClipX, Inc. | 7458 US Hwy 1 North | Saint Augustine | FL | 32086 | (904) 829-6814 |
| Moultrie Square | J.V.L. ClipX, Inc. | 124 Capulet Dr | Saint Augustine | FL | 32086 | (904) 342-7208 |
| Palencia Commons | Shine Star Cuts LLC | 200 CBL Dr | 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. | 300 3rd St S | Saint Petersburg | FL | 33704 | (727) 822-8900 |
| University Village | Gateway Clippers Holdings II, LLC | 1468 66th St N | Saint Petersburg | FL | 33701 | (727) 824-5500 |
| Shoppes at the Royale | Sunshine Clips, LLC | 198 37th Ave 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 | 5485 Fruitville Rd | Sarasota | FL | 34233 | (941) 377-9000 |
| Landings Square | JAL Clippers, LLC | 4772 S Tamiami Trl | Sarasota | FL | 34231 | (941) 923-3777 |
| Sarasota Crossings | JAL Clippers, LLC | 5836 Bee Ridge Rd | Sarasota | FL | 34232 | (941) 346-6223 |
| 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 | 1531 Commercial Way | Spring Hill | FL | 34609 | (352) 688-5885 |
| Mariner Commons | Gateway Clippers Holdings LLC | 172 Mariner Blvd | Spring Hill | FL | 34609 | (352) 600-7366 |
| Lakewood Plaza | Tampa Clippers 5 LLC | 4140 Mariner Blvd | Spring Hill | FL | 34606 | (352) 600-7019 |
| Spring Hill | Tampa Clippers CW, LLC | 4343 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 |
| *Bradfordville Center | Parkside Ventures II, LLC | 101 N Blair Stone Rd | Tallahassee | FL | 32312 | (850) 574-9400 |
| *Governor's Crossing II | Parkside Ventures II, LLC | 1525 W Tennessee St | Tallahassee | FL | 32301 | (850) 999-6377 |
| *Lafayette Place | Parkside Ventures II, LLC | 6753 Thomasville Rd | Tallahassee | FL | 32308 | (850) 656-6536 |
| *University Square | Parkside Ventures II, LLC | 3111 Mahan Dr | Tallahassee | FL | 32304 | (850) 999-1773 |
| Palms of Carrollwood | FourFold Enterprises, Inc. | 15002 N Dale Mabry Hwy | Tampa | FL | 33618 | (813) 969-2960 |
| Shoppes at Citrus Park | FourFold Enterprises, Inc. | 13129 B N Dale Mabry Hwy | Tampa | FL | 33626 | (813) 920-1100 |
| Hillsboro Plaza | Gateway Clippers Holdings III, LLC | 701 S Howard Ave | Tampa | FL | 33614 | (813) 876-5555 |
| Soho Pointe | Gateway Clippers Holdings LLC | 12213 W Linebaugh Ave | Tampa | FL | 33606 | (813) 259-9350 |
| Town Square | Gateway Clippers Holdings LLC | 3688 W Gandy Blvd | Tampa | FL | 33609 | (813) 287-1400 |
| Village Plaza at Westchase | Gateway Clippers Holdings LLC | 2622 W Hillsborough Ave | Tampa | FL | 33626 | (813) 852-6595 |
| Carrollwood Commons | Suncoast Clips, Inc. | 16017 Tampa Palms Blvd W | Tampa | FL | 33618 | (813) 964-8556 |
| City Plaza at Tampa Palms | Suncoast Clips, Inc. | 7851 Gunn Hwy | Tampa | FL | 33647 | (813) 971-5222 |
| Encore Commons | Sunshine Clips, LLC | 142 S West Shore 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 | 1959 E State Rd 60 | Valrico | FL | 33596 | (813) 655-2828 |
| Valrico Commons | Gateway Clippers Holdings LLC | 3476 Lithia Pinecrest Rd | Valrico | FL | 33594 | (813) 689-2277 |
| Venice Commons | JAL Clippers, LLC | 4141 Tamiami Tr S | Venice | FL | 34292 | (941) 484-2678 |
| Venice Village | JAL Clippers, LLC | 1435 E Venice Ave | Venice | FL | 34293 | (941) 497-4218 |
| West Village Marketplace | JAL Clippers, LLC | 12185 Mercado Dr | Venice | FL | 34293 | (941) 208-5530 |
| Publix Plaza on Miracle Mile | CRT Clips, LLC | 475 21st St | Vero Beach | FL | 32960 | (772) 492-9857 |
| Sunrise Plaza | CRT Clips, LLC | 1820 58th Ave | Vero Beach | FL | 32966 | (772) 217-2344 |
| Hollybrook Plaza | FourFold Enterprises, Inc. | 5416 Bruce B Downs Blvd | Wesley Chapel | FL | 33544 | (813) 527-6040 |
| 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 |
| Lake Point Center | Totalee Holdings LLC | 6901 Okeechobee Blvd | West Palm Beach | FL | 33411 | (561) 469-8147 |
| 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 |
| Avamar Crossing | Florida Clips Inc. | 16045 New Independence Parkway | Winter Garden | FL | 34787 | (407) 614-2054 |
| Hamlin Plaza | Florida Clips Inc. | 1620 Avalon Rd | Winter Garden | FL | 34787 | (407) 654-8834 |
| 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 |
| Tuskawilla | Gateway Clippers Holdings III, LLC | 1425 Tuscawilla Rd | Winter Springs | FL | 32708 | (407) 695-4333 |
| Winter Springs Town Center | Gateway Clippers Holdings III, LLC | 1182 Cliff Rose Dr | Winter Springs | FL | 32708 | (407) 327-9194 |
| Villages of Amelia | Golden Isles R.I.C.E., LLC | 463867 State Rd 200 | Yulee | FL | 32097 | (904) 849-1946 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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. | 1720 Mars Hill Rd | Acworth | GA | 30101 | (770) 635-7223 |
| Stilesboro Oaks | Tabor Clips, Inc. | 3330 Cobb Pkwy NW | Acworth | GA | 30101 | (770) 218-3004 |
| Grasslands Crossing | Ahmed International, Inc. | 10945 State Bridge Rd | Alpharetta | GA | 30004 | (770) 569-0847 |
| North Point Market | Ahmed International, Inc. | 9925 Haynes Bridge Rd | Alpharetta | GA | 30022 | (770) 667-5573 |
| Saddlebrook | Ahmed International, Inc. | 6410 N Point Pkwy | Alpharetta | GA | 30022 | (770) 343-8158 |
| Winward Commons | Ahmed International, Inc. | 12460 Crabapple Rd | Alpharetta | GA | 30004 | (770) 664-6221 |
| Crabapple Kroger | Corbets Company of Georgia | 5665 Atlanta Hwy | Alpharetta | GA | 30004 | (770) 740-2066 |
| Haynes Bridge Village | Parkside Ventures III, LLC | 12850 Highway 9 | 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 | MBO, Inc. | 1951 Barnett Shoals Rd | Athens | GA | 30605 | (706) 613-9459 |
| Shops at Epps Bridge | MBO, Inc. | 690 Highway 29 N | Athens | GA | 30606 | (706) 613-0033 |
| Trail Creek Village | TNE Clips, LLC | 5345 Jefferson Rd | Athens | GA | 30601 | (706) 353-6007 |
| Village at Oak Grove | TNE Clips, LLC | 1021 Epps Bridge Pkwy | Athens | GA | 30607 | (706) 395-6333 |
| Atlanta Great Clips at the Prado | Ahmed International, Inc. | 2490 Briarcliff Rd | Atlanta | GA | 30342 | (404) 943-9202 |
| Cumberland Festival | Corbets Company of Georgia | 2980 Cobb Pkwy | Atlanta | GA | 30339 | (770) 955-2213 |
| Brighten Park | Green Olives Inc. | 4780 Ashford Dunwoody Rd | Atlanta | GA | 30329 | (404) 636-1375 |
| Buckhead Crossing | Green Olives Inc. | 2900 Peachtree Rd NW | Atlanta | GA | 30324 | (404) 816-9616 |
| Howell Mill Village | Green Olives Inc. | 857 Collier Rd NW | Atlanta | GA | 30318 | (404) 603-9108 |
| Midtown Place | Green Olives Inc. | 530 17th St NW | Atlanta | GA | 30308 | (404) 685-9597 |
| Technology Square | Green Olives Inc. | 74 5th St NW | Atlanta | GA | 30308 | (404) 881-8200 |
| The Peach Center | Green Olives Inc. | 1245 Caroline St NE | Atlanta | GA | 30305 | (404) 240-0003 |
| West Midtown | Green Olives Inc. | 780 Glenwood Ave | Atlanta | GA | 30318 | (678) 732-9320 |
| Edgewood Retail | Harrison Enterprises, Inc. | 2625 Piedmont Rd NE | Atlanta | GA | 30307 | (404) 477-1056 |
| Glenwood Place | Harrison Enterprises, Inc. | 5600 Roswell Rd | Atlanta | GA | 30316 | (470) 575-5180 |
| Ashford Place | Parkside Ventures II, LLC | 650 Ponce De Leon Ave NE | Atlanta | GA | 30338 | (770) 394-6181 |
| Augusta Exchange | Cherry BIM Inc. | 1143 Agerton Way | Augusta | GA | 30909 | (706) 737-9358 |
| Belair Village | Cherry BIM Inc. | 369 S Belair Rd | Augusta | GA | 30907 | (706) 863-4070 |
| Washington Walk | Cherry BIM Inc. | 2801 Washington Rd | Augusta | GA | 30909 | (706) 739-1099 |
| 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 |
| Merganser Commons | Baci Styles, Inc. | 510 Hwy 247 | Bonaire | GA | 31005 | (478) 273-4436 |
| Shoppes at Houston Lake | Baci Styles, Inc. | 778 GA Hwy 96 | Bonaire | GA | 31005 | (478) 987-2014 |
| 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. | 5885 Cumming Hwy | Buford | GA | 30519 | (470) 589-1538 |
| Golden Park Village | Parkside Ventures III, LLC | 4870 Golden Pkwy | Buford | GA | 30518 | (678) 714-0700 |
| Sugar Hill Corner | Parkside Ventures III, LLC | 4108 Hamilton Mill Rd. | Buford | GA | 30518 | (770) 614-7764 |
| Calhoun Place | Georgia Clippers, Inc. | 136 W Belmont Dr SW | Calhoun | GA | 30701 | (706) 625-5223 |
| Canton Marketplace | Corbets Company of Georgia | 110 Prominence Point Pkwy | Canton | GA | 30115 | (770) 704-5756 |
| Prominence Point | Corbets Company of Georgia | 2026 Cumming Highway | Canton | GA | 30114 | (678) 493-9833 |
| Riverstone Plaza | Corbets Company of Georgia | 1453 Riverstone Pkwy | Canton | GA | 30114 | (770) 213-3801 |
| 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 |
| Carrollton Exchange Shopping Center | Tabor Clips, Inc. | 1109 S Park St | Carrollton | GA | 30116 | (770) 834-7689 |
| McIntosh Plaza | Tabor Clips, Inc. | 1141 Bankhead Hwy | Carrollton | GA | 30117 | (770) 832-1336 |
| 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 |
| *Bradley Park Crossing | Parkside Ventures II, LLC | 3201 Macon Rd | Columbus | GA | 31907 | (706) 322-3628 |
| *Columbus Park | Parkside Ventures II, LLC | 1591 Bradley Park Dr | Columbus | GA | 31909 | (706) 256-6796 |
| *Cross Country Plaza | Parkside Ventures II, LLC | 6901 Ray Wright Way | Columbus | GA | 31906 | (706) 565-0212 |
| *Midland Commons | Parkside Ventures II, LLC | 5550 Whittlesey Blvd | Columbus | GA | 31906 | (762) 583-4450 |
| 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 |
| Cruse Marketplace | Simon Clips, Inc. | 551 Lakeland Plaza | 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. | 1595 Peachtree Pkwy | Cumming | GA | 30041 | (770) 888-9995 |
| Lakeland Plaza | Simon Clips, Inc. | 2623 Freedom Pkwy | Cumming | GA | 30040 | (770) 844-0186 |
| Publix at Matt | Simon Clips, Inc. | 1735 Buford Hwy, Suite 220 | Cumming | GA | 30028 | (470) 253-7562 |
| Sharon Greens | Simon Clips, Inc. | 5740 Steeplechase Blvd | Cumming | GA | 30041 | (770) 886-2283 |
| Shoppes at Bethelview | Simon Clips, Inc. | 5310 Matt Hwy | Cumming | GA | 30040 | (470) 253-7266 |
| Hamilton Mill Village | Dixie Clippers, Inc. | 720 Dacula Rd | Dacula | GA | 30019 | (770) 614-3988 |
| Dacula Village | Simon Clips, Inc. | 2463 Hamilton Mill Pkwy | Dacula | GA | 30019 | (770) 963-5507 |
| 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. | 2570 Blackmon Dr | Decatur | GA | 30033 | (404) 633-8900 |
| Decatur Crossing | Harrison Enterprises, Inc. | 225 E Ponce De Leon Ave | Decatur | GA | 30033 | (404) 362-7671 |
| Shops at Towne Square | Harrison Enterprises, Inc. | 3906 N Druid Hills Rd | Decatur | GA | 30030 | (404) 377-1331 |
| Cosby Station | Tabor Clips, Inc. | 3302 Highway 5 | Douglasville | GA | 30135 | (770) 949-6858 |
| Douglasville Pavillions | Tabor Clips, Inc. | 2866 Chapel Hill Rd | Douglasville | GA | 30135 | (770) 577-0261 |
| Ridge Crossing | Tabor Clips, Inc. | 4815 Ridge Rd | Douglasville | GA | 30134 | (770) 942-7611 |
| Dublin Village | Jeroso DG LLC | 1100 Hillcrest Pkwy | 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 |
| Mullins Crossing | Cherry BIM Inc. | 4445 Washington Rd | Evans | GA | 30809 | (706) 863-0677 |
| Riverwood Town Center | Cherry BIM Inc. | 4217 Washington Rd | Evans | GA | 30809 | (706) 504-3243 |
| Centre at Evans | Ship Shape, Inc. | 5121 Washington Rd | Evans | GA | 30809 | (706) 860-0501 |
| Fayetteville Towne Center | SRP MinneCorp | 805 Glynn St S | Fayetteville | GA | 30214 | (770) 716-0996 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Clearwater Crossing | Parkside Ventures III, LLC | 5900 Spout Springs Rd | Flowery Branch | GA | 30542 | (770) 965-6966 |
| Flowery Branch | Simon Clips, Inc. | 7380 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 |
| Battlefield Station | Wildfire, LLC | 3797 Battlefield Pkwy | Fort Oglethorpe | GA | 30742 | (706) 861-3350 |
| Boynton Ridge Plaza | Wildfire, LLC | 62 Battlefield Station Dr | Fort Oglethorpe | GA | 30742 | (706) 820-6054 |
| Thompson Bridge Commons | Simon Clips, Inc. | 3630 Thompson Brg Rd, #8 | 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 |
| Gateway Marketplace | Cherry BIM Inc. | 437 Lewiston Rd | Grovetown | GA | 30813 | (706) 303-8292 |
| The Gateway | Cherry BIM Inc. | 4010 Gateway Blvd | Grovetown | GA | 30813 | (706) 868-0204 |
| 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 Wigington Pkwy | Jasper | GA | 30143 | (706) 253-2504 |
| Loggins Corner | Simon Clips, Inc. | 1681 Old Pendergrass Rd | Jefferson | GA | 30549 | (706) 367-7880 |
| 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 |
| Commerce Shops | Harrison Enterprises, Inc. | 1861 Roanoke Rd | LaGrange | GA | 30241 | (706) 883-7515 |
| Sawmill Place | Harrison Enterprises, Inc. | 203 Commerce Ave | LaGrange | GA | 30240 | (706) 883-8060 |
| Merton Walk | Dixie Clippers, Inc. | 911 Duluth Hwy | Lawrenceville | GA | 30043 | (770) 339-0042 |
| Sugarloaf Crossing | Green Olives Inc. | 1475 Georgia Hwy 20 | Lawrenceville | GA | 30044 | (770) 513-2682 |
| Russell Ridge | Parkside Ventures III, LLC | 4850 Sugarloaf Pkwy | 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 | Lilburn | 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 | 1687 Bass Rd | Macon | GA | 31216 | (478) 784-4466 |
| Pinnacle Point | Macon It Great, LLC | 159 Tom Hill Sr Blvd | Macon | GA | 31210 | (478) 254-3800 |
| Plantation Village | Macon It Great, LLC | 6255 Zebulon Road | Macon | GA | 31210 | (478) 474-8636 |
| River Gate | Macon It Great, LLC | 4335 Hartley Bridge Rd | Macon | GA | 31210 | (478) 474-8409 |
| G and H Center | Corbets Company of Georgia | 3805 Dallas Hwy SW | Marietta | GA | 30067 | (770) 850-0272 |
| Pavilions at Eastlake | Corbets Company of Georgia | 1260 Powers Ferry Rd | Marietta | GA | 30062 | (770) 977-8775 |
| Providence Square | Corbets Company of Georgia | 4101 Roswell Rd | Marietta | GA | 30062 | (770) 977-1225 |
| Sandy Plains Centre | Corbets Company of Georgia | 2100 Roswell Rd | Marietta | GA | 30066 | (770) 578-0718 |
| Macland-Battle Ridge Pavillion | Georgia Clippers, Inc. | 2500 Dallas Hwy | Marietta | GA | 30064 | (770) 419-0044 |
| Parkside West Cobb | Tabor Clips, Inc. | 2960 Shallowford Rd NE | Marietta | GA | 30064 | (678) 695-3730 |
| West Cobb Marketplace | Tabor Clips, Inc. | 1690 Powder Spring Rd | Marietta | GA | 30064 | (770) 795-0011 |
| Fury's Ferry | Ship Shape, Inc. | 403 Fury's Ferry Rd | Martinez | GA | 30907 | (706) 651-8900 |
| McDonough Commons | SRP MinneCorp | 918 Hwy 81 E | McDonough | GA | 30253 | (678) 782-3397 |
| North McDonough Crossing | SRP MinneCorp | 5912 E Lake Parkway | McDonough | GA | 30253 | (770) 898-8281 |
| Shoppes at Lake Dow | SRP MinneCorp | 1545 Highway 20 W | McDonough | GA | 30252 | (770) 898-8284 |
| Shoppes at Ola Crossroads | SRP MinneCorp | 3471 Highway 81 E | McDonough | GA | 30252 | (470) 507-4810 |
| Montgomery Plaza | TNE Clips, LLC | 2803 N Columbia St | Milledgeville | GA | 31061 | (478) 414-1954 |
| *Parkway Centre | Mountain Clips, LLC | 362 Veterans Pkwy N | Moultrie | GA | 31788 | (229) 217-0054 |
| Newnan Crossing | New Clips, LLC | 3150 Highway 34 E | Newnan | GA | 30265 | (770) 252-4686 |
| Summerlin Corners | New Clips, LLC | 121 Newnan Crossing Blvd W | Newnan | GA | 30265 | (770) 251-2006 |
| Thomas Crossroads | SRP MinneCorp | 1741 Newnan Crossing Blvd E | Newnan | GA | 30265 | (770) 304-0969 |
| Peachtree Square | Baci Styles, Inc. | 3200 Holcomb Bridge Rd | Norcross | GA | 30092 | (770) 417-1337 |
| Braelinn Village | SRP MinneCorp | 1027 N Peachtree Pkwy | Peachtree City | GA | 30269 | (770) 486-0290 |
| Kedron Village | SRP MinneCorp | 468 Crosstown Dr | Peachtree City | GA | 30269 | (770) 631-0193 |
| Perry Market Place | Baci Styles, Inc. | 1365 Sam Nunn Blvd | Perry | GA | 31069 | (478) 988-0255 |
| Pooler Marketplace | Jeroso LLC | 2201 Pooler Pkwy | Pooler | GA | 31322 | (912) 748-4060 |
| Costco at Savannah Quarters | Magic Clips, LLC | 457 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 |
| Publix at Richmond Hill Plantation | Jeroso LLC | 13100 Highway 144 | Richmond Hill | GA | 31324 | (912) 445-0667 |
| Richmond Hill Exchange | Jeroso LLC | 60 Exchange St | Richmond Hill | GA | 31324 | (912) 445-0725 |
| 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. | 4401 Shallowford Rd NE | Roswell | GA | 30076 | (770) 645-8011 |
| East Cobb/Shallowford Corners | Corbets Company of Georgia | 2300 Holcomb Bridge Rd | 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 |
| Berwick Marketplace | DEW Clips, LLC | 5500 Abercorn St | Savannah | GA | 31405 | (912) 236-2320 |
| Whitemarsh Island Town Center | DEW Clips, LLC | 7805 Abercorn St | Savannah | GA | 31410 | (912) 349-6116 |
| Chatham Plaza | Magic Clips, LLC | 4679 US Hwy 80 E | Savannah | GA | 31406 | (912) 355-0222 |
| Twelve Oaks | Magic Clips, LLC | 5730 Ogeechee Rd | 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 | 353 Brampton Ave | 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. | 2815 Lawrenceville Suwanee Rd | Suwanee | GA | 30024 | (770) 271-0230 |
| Suwanee | Macon It Great, LLC | 1000 Peachtree Industrial Blvd | 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 |
| *Gornto Road | Parkside Ventures II, LLC | 1709 Gornto Rd | Valdosta | GA | 31602 | (229) 469-4115 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| *Perimeter Park | Parkside Ventures II, LLC | 3310 Inner Perimeter Rd | Valdosta | GA | 31602 | (229) 257-0544 |
| 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 | 12050 Hwy 92 | 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 | 5341 Holly Springs Pkwy | Woodstock | GA | 30188 | (770) 516-9288 |
| Hawaii Kai Towne Center | Ohana Clips, LLC | 930 Valkenburgh St | Honolulu | HI | 96825 | (808) 425-5558 |
| Kuono Marketplace | Ohana Clips, LLC | 4210 Waialae Avenue | Honolulu | HI | 96816 | (808) 773-7475 |
| Moanalua Shopping Center | Ohana Clips, LLC | 333 Keahole 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 |
| 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 |
| Lincoln Center | Roch-N-Roll, Inc. | 620 Lincoln Way | Ames | IA | 50010 | (515) 233-4611 |
| Shoppes at North Grand | Roch-N-Roll, Inc. | 725 24th St | Ames | IA | 50010 | (515) 233-6334 |
| 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 |
| Bett Plex | Great Care Quad Cities, LLC | 6924 Competition Court | Bettendorf | IA | 52722 | (563) 551-2547 |
| Duck Creek | Great Care Quad Cities, LLC | 3380 Middle Rd | Bettendorf | IA | 52722 | (563) 355-4644 |
| Bettendorf Glen Roads | The Hands Group, Inc. | 840 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. | 2360 Edgewood Rd. SW | Cedar Rapids | IA | 52402 | (319) 294-2317 |
| *Collins Crossing | Sharpness Inc. | 5458 Blairs Forest Way NE | Cedar Rapids | IA | 52402 | (319) 373-0038 |
| *Mt. Vernon Rd | Sharpness Inc. | 2743 Mount Vernon Rd SE | Cedar Rapids | IA | 52403 | (319) 364-0764 |
| *River Market | Sharpness Inc. | Edgewood Road Northwest | Cedar Rapids | IA | 52411 | (319) 393-2547 |
| *Westdale | Sharpness Inc. | 180 Collins Rd NE | 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. | 939 25th Ave | Coralville | IA | 52241 | (319) 626-2470 |
| *Coral Valley Market | Sharpness Inc. | 3286 Crosspark Road | Coralville | IA | 52241 | (319) 354-6500 |
| Broadway | Sharpness Inc. | 3030 W Broadway | Council Bluffs | IA | 51501 | (712) 325-6789 |
| Celebration Center | Great Care Quad Cities, LLC | 102 E Kimberly Rd | Davenport | IA | 52807 | (563) 441-0111 |
| Northtown Plaza | Great Care Quad Cities, LLC | 4007 E 53rd St | Davenport | IA | 52806 | (563) 391-2547 |
| Davenport West Kimberly | The Hands Group, Inc. | 2192 W Kimberly Rd | Davenport | IA | 52806 | (563) 386-1966 |
| Fleur Plaza | A Little On The Side, LLC | 3510 Merle Hay Rd | Des Moines | IA | 50321 | (515) 287-4191 |
| Merle Hay Square | A Little On The Side, LLC | 4521 Fleur Dr, #1 | Des Moines | IA | 50310 | (515) 270-6602 |
| Stefon Plaza | A Little On The Side, LLC | 2466 East Euclid | Des Moines | IA | 50315 | (515) 287-4455 |
| Lee Town Center | K.B. Hair Enterprises, Inc. | 200 Army Post Rd | 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 |
| Southdale Shopping Center | This Is It, Inc. | 5116 SE 14th St | Des Moines | IA | 50320 | (515) 287-7720 |
| *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 |
| *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. | 1055 Linden Dr | Marion | IA | 52302 | (319) 447-1655 |
| Marshalltown Shopping Center | A Little On The Side, LLC | 50 LaFrentz | Marshalltown | IA | 50158 | (641) 752-6400 |
| 5th Street SW | Roch-N-Roll, Inc. | 319 5th St SW | Mason City | IA | 50401 | (641) 424-4480 |
| Fairgrounds Plaza | Roch-N-Roll, Inc. | 3570 4th St SW | Mason City | IA | 50401 | (641) 424-0424 |
| 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 |
| Singing Hills | A Little On The Side, LLC | 3156 Singing Hills Blvd | Sioux City | IA | 51106 | (712) 224-0224 |
| Sunnybrook | A Little On The Side, LLC | 5772 Sunnybrook Dr | Sioux City | IA | 51106 | (712) 258-2555 |
| Heritage Park | This Is It, Inc. | 11129 Plum Dr | Urbandale | IA | 50323 | (515) 334-2665 |
| Urbandale Marketplace | This Is It, Inc. | 11895 Hickman Rd | Urbandale | IA | 50322 | (515) 727-5855 |
| *Ansborough | Sharpness Inc. | 3026 Ansborough Avenue | Waterloo | IA | 50701 | (319) 888-1009 |
| *Crossroads | Sharpness Inc. | 3827 University Ave | Waterloo | IA | 50702 | (319) 433-1107 |
| *Progress Plaza | Sharpness Inc. | 1507 Flammang Dr | Waterloo | IA | 50701 | (319) 234-0375 |
| 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 |
| 60th and Ashworth | A Little On The Side, LLC | 5935 Ashworth Rd | West Des Moines | IA | 50266 | (515) 224-6054 |
| South Oaks Mall | A Little On The Side, LLC | 3769 EP True Pkwy | West Des Moines | IA | 50265 | (515) 267-0044 |
| West Glenn Town Center | A Little On The Side, LLC | 5465 Mills Civic Pkwy | West Des Moines | IA | 50266 | (515) 224-5991 |
| 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 | 6834 Glenwood St | Boise | ID | 83709 | (208) 377-1516 |
| Broadway 111 | Treasure Valley Salons, LLC | 5208 W Franklin Rd | Boise | ID | 83702 | (208) 576-6699 |
| Franklin | Treasure Valley Salons, LLC | 13613 W McMillan Rd | Boise | ID | 83705 | (208) 342-0206 |
| McMillan Corner | Treasure Valley Salons, LLC | 8176 W Overland Rd | Boise | ID | 83713 | (208) 939-1091 |
| Plantation Center | Treasure Valley Salons, LLC | 143 S Broadway Ave | Boise | ID | 83703 | (208) 853-6943 |
| *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. | 291 W Canfield Ave | Coeur D Alene | ID | 83815 | (208) 765-2940 |
| Hayden Target | Red Hill, Inc. | 3522 N Government Way | Coeur D Alene | ID | 83814 | (208) 762-5568 |
| Eagle Pavilion | Treasure Valley Salons, LLC | 358 S Eagle Rd | Eagle | ID | 83616 | (208) 939-2996 |
| Fred Meyer Center | TriState Salons, LLC | 1547 Northgate Mile | Idaho Falls | ID | 83401 | (208) 522-5000 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Idaho Falls Super Walmart | TriState Salons, LLC | 371 N Woodruff Ave | Idaho Falls | ID | 83402 | (208) 528-9100 |
| Winco Shopping Center | TriState Salons, LLC | 408 S Utah Ave | Idaho Falls | ID | 83401 | (208) 542-9000 |
| Ridleys Center | Treasure Valley Salons, LLC | 1327 N Meridian Rd | Kuna | ID | 83634 | (208) 922-1780 |
| Lewiston Center Mall | TriState Salons, 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 | TriState Salons, LLC | 2114 W Pullman Rd | Moscow | ID | 83843 | (208) 883-8052 |
| 12th Ave | Treasure Valley Salons, LLC | 172 Caldwell Blvd | Nampa | ID | 83686 | (208) 442-5431 |
| Boulevard Plaza | Treasure Valley Salons, LLC | 181 E Maine Ave | Nampa | ID | 83651 | (208) 463-1595 |
| Karcher Village | Treasure Valley Salons, LLC | 16440 N Midland Blvd | Nampa | ID | 83687 | (208) 467-9778 |
| Cobblestone Creek | TriState Salons, LLC | 1000 Pocatello Creek Rd | Pocatello | ID | 83202 | (208) 637-2500 |
| Foothills Plaza | TriState Salons, LLC | 4100 N Yellowstone Ave | Pocatello | ID | 83201 | (208) 269-2009 |
| 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 |
| *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 | PRJ Enterprises, Inc. | 3150 N Aurora Rd | Aurora | IL | 60504 | (630) 585-6833 |
| Savannah Crossing | Riverside Capital PLLC | 1330 Orchard Rd | Aurora | IL | 60502 | (630) 375-1887 |
| Ogden Point | The Richard Lynn Company | 2616B Ogden Ave | Aurora | IL | 60504 | (630) 978-2550 |
| Orchard Grove | The Richard Lynn Company | 2902 Kirk Rd | Aurora | IL | 60506 | (630) 907-9915 |
| 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. | 2630 Mascoutah Ave | Belleville | IL | 62226 | (618) 234-8400 |
| Green Mount Station | MPE, Inc. | 5751 Belleville Crossing St | Belleville | IL | 62221 | (618) 235-2820 |
| *The Gateway Center - Belvidere | Griswold, Inc. | 1950 Gateway Center Dr | Belvidere | IL | 61008 | (815) 544-1678 |
| Bloomingdale Meijer | BrynCorp Concepts, Ltd. | 130 S Gary Ave | Bloomingdale | IL | 60108 | (630) 351-1235 |
| *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 |
| Carbondale East | The Mane Group, Inc. | 905 W Main St | Carbondale | IL | 62902 | (618) 457-5845 |
| Carbondale West | The Mane Group, Inc. | 501 N Giant City Rd | Carbondale | IL | 62901 | (618) 529-2999 |
| Northland Mall | Bengal Renaissance Group, Inc. | 782 W Army Trail Rd | Carol Stream | IL | 60188 | (630) 933-0416 |
| Heritage Plaza | BrynCorp Concepts, Ltd. | 537 S Schmale 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 |
| Carriage Center | The Hands Group, Inc. | 907 W Marketview Dr | Champaign | IL | 61821 | (217) 954-1970 |
| North Champaign | The Hands Group, Inc. | 2023 S Neil St | Champaign | IL | 61822 | (217) 607-1184 |
| Charleston Commons | The Hands Group, Inc. | 2194 Woodfall Dr | Charleston | IL | 61920 | (217) 345-0505 |
| Riverside Square | Alpine Cuts, Inc. | 547 W Madison St | Chicago | IL | 60608 | (773) 696-9555 |
| Wicker Park | Alpine Cuts, Inc. | 3229-B W Addison St | Chicago | IL | 60622 | (773) 252-2372 |
| University Village | CJCJ, Inc. | 1238B N Ashland Ave | Chicago | IL | 60607 | (312) 491-1000 |
| Lakeview | CMC Service of Chicago 1 LLC | 2321 W Lawrence Ave | Chicago | IL | 60657 | (773) 871-2699 |
| North Clark Street | CMC Service of Chicago 1 LLC | 117 N Clinton St | Chicago | IL | 60614 | (773) 281-2926 |
| Old Town Square | CMC Service of Chicago 1 LLC | 3125 S Ashland Ave | Chicago | IL | 60610 | (312) 397-1237 |
| Elston Plaza | Deva Ashtavinayak, Inc. | 2506 1/2 N Clark St | Chicago | IL | 60618 | (773)-681-0495 |
| Condor Plaza | Parsan, LLC | 1235 N Clybourn Ave | Chicago | IL | 60638 | (773) 229-0297 |
| Lincoln Square | Parsan, LLC | 1342 S Halsted St | Chicago | IL | 60625 | (773) 516-4461 |
| Metra Market | Parsan, LLC | 3167 N Broadway St | Chicago | IL | 60661 | (312) 466-6480 |
| Presidential Towers | Parsan, LLC | 5601 S Harlem Ave | Chicago | IL | 60661 | (312) 775-7003 |
| 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 | Columbia | IL | 62236 | (618) 281-8484 |
| Salem Square | CJCJ, 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 Mount Zion Walmart | The Hands Group, Inc. | 4655 E Maryland St | Decatur | IL | 62521 | (217) 864-0300 |
| Decatur North | The Hands Group, Inc. | 215 E Ash Ave | Decatur | IL | 62526 | (217) 872-1920 |
| 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. | 1414 Butterfield Rd | 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 |
| Montclaire SC | Modern Day Clippers, Inc. | 1600 Troy Rd | 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 | Good Looks, Inc. | 142 Biesterfield Rd | Elk Grove Village | IL | 60007 | (847) 640-6921 |
| Elmhurst | CJCJ, Inc. | 275 N York St | Elmhurst | IL | 60126 | (630) 941-1200 |
| York and Butterfield | PROH Enterprises, Inc. | 1024 S York Rd | Elmhurst | IL | 60126 | (630) 758-0512 |
| Main Street Marketplace | Parsan, LLC | 2432 Main St | Evanston | IL | 60202 | (847) 475-2500 |
| In Store Meijer Flossmoor | PROH Enterprises, Inc. | 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 Route 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 East | L D Clips, Inc. | 2765 Pfingsten Rd | Glenview | IL | 60025 | (847) 834-0193 |
| Glenview | NMS Investments, Inc. | 2524 Waukegan Road | Glenview | IL | 60025 | (847) 412-1080 |
| 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 | PROH Enterprises, Inc. | 1038 Maple Ave | Lisle | IL | 60532 | (630) 960-9500 |
| Litchfield | The Hands Group, Inc. | 1203 W Ferdon 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. | 609 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 |
| McHenry Plaza | L.A.C.E., Inc. | 1778 N Richmond Rd | McHenry | IL | 60050 | (815) 385-6685 |
| Miller Center | L.A.C.E., Inc. | 3822 Charles J Miller Rd | McHenry | IL | 60050 | (815) 578-1908 |
| 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 |
| Mokena Corners | Riverside Capital PLLC | 11240 W Lincoln Hwy | Mokena | IL | 60448 | (815) 806-9910 |
| Riverplace Centre | Great Care Quad Cities, LLC | 3921 38th St | Moline | IL | 61265 | (309) 736-7665 |
| Moline East | The Hands Group, Inc. | 917 41st Ave Dr | Moline | IL | 61265 | (309) 207-9292 |
| Orchard and Route 30 | 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 | L D Clips, Inc. | 1216 E Central Rd | Mount Prospect | IL | 60056 | (224) 318-2901 |
| Mount Vernon | The Mane Group, Inc. | 415 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 |
| Fox Run Square | CMC Service of Chicago 1 LLC | 1552 N Aurora Rd | Naperville | IL | 60540 | (630) 778-8055 |
| Hobson West Plaza | CMC Service of Chicago 1 LLC | n/a | Naperville | IL | 60565 | (630) 717-0976 |
| Riverwest | CMC Service of Chicago 1 LLC | 1212 S Naper Blvd | Naperville | IL | 60563 | (630) 961-5088 |
| Naperville Marketplace | PROH Enterprises, Inc. | 967 W 75th St #111 | Naperville | IL | 60564 | (630) 922-0250 |
| Ogden and Iroquois | The Richard Lynn Company | 3111 111th St | 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 | L D Clips, Inc. | 5624 W Touhy Ave | Niles | IL | 60714 | (847) 588-0361 |
| *Campus Main St. Normal | The Hands Group, Inc. | 706 S Main St | Normal | IL | 61761 | (309) 452-4432 |
| *Constitution Trail | The Hands Group, Inc. | 1700 Parkway Plaza Dr | Normal | IL | 61761 | (309) 454-3700 |
| *Normal Walmart Center | The Hands Group, Inc. | 1715 Bradford Ln | 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 | PROH Enterprises, Inc. | 15825 South Central Ave | 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 Central | The Richard Lynn Company | 2334 Route 34 | Oswego | IL | 60543 | (630) 554-5505 |
| Oswego West | The Richard Lynn Company | 3427 Orchard Rd | Oswego | IL | 60543 | (331) 999-6400 |
| 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 |
| The Shoppes at Mill Creek | PROH Enterprises, Inc. | 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. | 4620 N University St | Peoria | IL | 61615 | (309) 643-1844 |
| *Knoxville Crossing | The Hands Group, Inc. | 7424 N Orange Prairie Dr | Peoria | IL | 61615 | (309) 243-8600 |
| *Metro Centre | The Hands Group, Inc. | 10405 N Centerway Dr | Peoria | IL | 61614 | (309) 691-2000 |
| Peru Marketplace | Red Sky At Night, Inc. | 5259 State Route 251 | Peru | IL | 61354 | (815) 220-1200 |
| Brentwood Cove | CMC Service of Chicago 1 LLC | 13511 S Route 59 | Plainfield | IL | 60544 | (815) 254-5810 |
| Plainfield Meijer Plaza | CMC Service of Chicago 1 LLC | 2203 A 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 |
| *Colonial Village | Griswold, Inc. | 1466 S Alpine Rd | Rockford | IL | 61108 | (815) 227-0460 |
| *Pavilion at Riverside | Griswold, Inc. | 277 Deane Dr | Rockford | IL | 61114 | (815) 654-1725 |
| *Perryville Crossing | Griswold, Inc. | 5845 E Riverside Blvd | Rockford | IL | 61108 | (815) 226-7090 |
| *Rockford Crossings | Griswold, Inc. | 2213 S Perryville Rd | Rockford | IL | 61107 | (815) 399-8151 |
| 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Creekside Plaza | The Richard Lynn Company | 388 S Weber Rd | Romeoville | IL | 60446 | (815) 838-1653 |
| *Hilander Village Square | Griswold, Inc. | 4900 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 |
| Remington Plaza | Bengal Renaissance Group, Inc. | 1328 N Roselle Rd | Schaumburg | IL | 60195 | (847) 781-7664 |
| Nantucket Square | CMC Service of Chicago 1 LLC | 2445 W Schaumburg Rd | Schaumburg | IL | 60193 | (847) 352-7475 |
| Scharrington Square | CMC Service of Chicago 1 LLC | 1109 S Roselle 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 |
| 6th Street Walmart | The Hands Group, Inc. | 3820 Octavus Via Dr | Springfield | IL | 62703 | (217) 679-4423 |
| Dirksen Walmart | The Hands Group, Inc. | 3419 N Freedom Dr | Springfield | IL | 62702 | (217) 670-1338 |
| Springfield by Target | The Hands Group, Inc. | n/a | Springfield | IL | 62704 | (217) 698-1500 |
| White Oaks Plaza | The Hands Group, Inc. | 2769 S Veterans Pkwy | Springfield | IL | 62704 | (217) 787-8717 |
| 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 |
| Sugar Grove | Red Sky At Night, Inc. | 472 State Route 47 | Sugar Grove | IL | 60554 | (630) 466-7455 |
| 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 |
| Liberty Square | L.A.C.E., Inc. | 563 W Liberty St | Wauconda | IL | 60084 | (847) 487-4177 |
| Westbrook Commons | PROH Enterprises, Inc. | 3073 Wolf Rd | Westchester | IL | 60154 | (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 | 119 Danada Sq E | Wheaton | IL | 60187 | (630) 871-9964 |
| Danada Square East | The Richard Lynn Company | 600 S County Farm Rd | 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 |
| Applewood Centre | C Clips Corporation | 5553 S Scatterfield Rd | Anderson | IN | 46013 | (765) 642-7455 |
| Cross Street Market Place | C Clips Corporation | 1843 N Scatterfield Rd | Anderson | IN | 46012 | (765) 649-3815 |
| *Tri-State Commons | Eckert, Inc. | 3308 N Wayne St | Angola | IN | 46703 | (260) 665-6750 |
| *Auburn Shopping Center | Eckert, Inc. | 1008 W 7th St | Auburn | IN | 46706 | (260) 927-0061 |
| Shoppes of Avon | The Wright Cut II, Inc. | 8113 E US Highway 36 | Avon | IN | 46123 | (317) 272-0908 |
| Kroger Center | MJ Clips, Inc. | 1048 State Road 229 | Batesville | IN | 47006 | (812) 932-4555 |
| Bedford Shoppes | The Wright Cut, Inc. | 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 | 4015 S Old State Rd 37 | Bloomington | IN | 47404 | (812) 333-4511 |
| Clear Creek Crossing | Gregory Suhr | 264 N Jacob Dr | 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 |
| Brownsburg Shopping Center | BLOWN AWAY BY U LLC | 818 E Main St | Brownsburg | IN | 46112 | (317) 286-3689 |
| Green Street Square | BLOWN AWAY BY U LLC | 1551 N Green St | Brownsburg | IN | 46112 | (317) 456-4451 |
| Heartland Village Shoppes | The Wright Cut, Inc. | 8411 Windfall Ln | Camby | IN | 46113 | (317) 821-1821 |
| The Bridges | Alternative Dimensions, Inc. | 2001 E Greyhound Pass | Carmel | IN | 46032 | (317) 660-0927 |
| Village Park Plaza | Alternative Dimensions, Inc. | 11503 Springmill Rd | Carmel | IN | 46033 | (317) 660-0922 |
| Merchant Square | The Wright Cut II, Inc. | 2320 E 116th St | Carmel | IN | 46032 | (317) 846-9020 |
| Charlestown Crossings | Venture 43, LLC | 9403A State 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 |
| 25th St Center | The Wright Cut II, Inc. | 2455 Jonathan Moore Pike | Columbus | IN | 47201 | (812) 375-9556 |
| Greystone Shoppes | The Wright Cut, Inc. | 1762 25th Street | Columbus | IN | 47203 | (812) 799-7802 |
| Eagle Creek Crossing Shopping Cente | C Clips Corporation | 4004 Western Ave | Connersville | IN | 47331 | (765) 692-0186 |
| Old Capital Plaza | Zip Clips, Inc. | 295 Old Capitol Plz NW | Corydon | IN | 47112 | (812) 738-0101 |
| Crawfordsville Square Shopping Cent | 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 |
| *Cobblestone Crossing | SonRise Clippers Too, LLC | 335 County Road 6 E | Elkhart | IN | 46514 | (574) 338-3295 |
| *Goshen Village | SonRise Clippers Too, LLC | 4000 E Bristol St | Elkhart | IN | 46517 | (574) 875-5215 |
| *Shoppes on Six | SonRise Clippers Too, LLC | 4536 Elkhart Rd | Elkhart | IN | 46514 | (574) 266-6090 |
| *Evansville West Center | Shear Force Enterprises, Inc. | 912 S Green River Rd | Evansville | IN | 47712 | (812) 401-2828 |
| *Green River Commons | Shear Force Enterprises, Inc. | 4424 W Lloyd Expy | Evansville | IN | 47715 | (812) 550-1644 |
| *Lawndale Shopping Center | Shear Force Enterprises, Inc. | 4827 Davis Lant Dr | Evansville | IN | 47715 | (812) 475-2320 |
| Exit 5 Plaza | C Clips Corporation | 7268 Fishers Crossing Dr | Fishers | IN | 46038 | (317) 578-1790 |
| Fishers Crossing Shopping Center | C Clips Corporation | 7838 E 96th St | Fishers | IN | 46038 | (317) 578-2677 |
| North by Northeast Shopping Center | C Clips Corporation | 9785 E 116th St | Fishers | IN | 46038 | (317) 436-7136 |
| Towne Center at Geist | C Clips Corporation | 11650 Olio Rd | Fishers | IN | 46038 | (317) 288-9446 |
| LaFollette Station | LLD, Inc. | 100 LaFollette Station S | Floyds Knobs | IN | 47119 | (812) 903-0595 |
| *Chapel Ridge | Eckert, Inc. | 5718 Maplecrest Rd | Fort Wayne | IN | 46835 | (260) 485-3930 |
| *Covington Plaza | Eckert, Inc. | 6404 W Jefferson Blvd | Fort Wayne | IN | 46804 | (260) 436-6463 |
| *Lima Road Shopping Center | Eckert, Inc. | 801 Northcrest Shopping Ctr | Fort Wayne | IN | 46818 | (260) 416-0606 |
| *Maplecrest Shopping Center | Eckert, Inc. | 6517 E State Blvd | Fort Wayne | IN | 46835 | (260) 486-7860 |
| *North Crest Shopping Center | Eckert, Inc. | 6815 Lima Rd | Fort Wayne | IN | 46805 | (260) 471-0850 |
| *North Georgetown Shopping Center | Eckert, Inc. | 10450 Maysville Rd | Fort Wayne | IN | 46815 | (260) 486-0565 |
| *Orchard Crossing | Eckert, Inc. | 1034 S Thomas Rd | Fort Wayne | IN | 46804 | (260) 459-2679 |
| *Pine Valley Crossing | Eckert, Inc. | 1125 E Dupont Rd | Fort Wayne | IN | 46825 | (260) 489-1999 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| *Shorewood Shoppes | Eckert, Inc. | 9914 Illinois Rd | Fort Wayne | IN | 46804 | (260) 432-6200 |
| *Southtown Center | Eckert, Inc. | 7607 Southtown Crossing | Fort Wayne | IN | 46806 | (260) 447-7173 |
| Walmart Super Center | C Clips Corporation | 2484 E Wabash St | Frankfort | IN | 46041 | (765) 654-6930 |
| Meijer Franklin 295 | The Wright Cut, Inc. | 1712 Northwood Plz | Franklin | IN | 46131 | (317) 346-6800 |
| Northwood Plaza | The Wright Cut, Inc. | 2390 N Morton St | Franklin | IN | 46131 | (317) 738-9888 |
| *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 |
| Greenwood Shoppes | C Clips Corporation | 3100 Meridian Parke Dr #G | Greenwood | IN | 46142 | (317) 884-1975 |
| Center Grove Market Place | Future Keys II, LLC | 914 US 31 N | Greenwood | IN | 46143 | (317) 530-5324 |
| Meridian Parke Plaza | Future Keys II, LLC | 2710 S State Road 135 | Greenwood | IN | 46142 | (463) 300-5255 |
| Stones Crossing | Future Keys II, LLC | 2150 Independence Dr | Greenwood | IN | 46143 | (463) 300-5272 |
| Summerfield Center | The Wright Cut, Inc. | 5899 N State Rd 135 | Greenwood | IN | 46143 | (317) 882-3100 |
| 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 |
| Fortune Park | Alternative Dimensions, Inc. | 7759 S Shelby St | Indianapolis | IN | 46268 | (317) 876-8330 |
| North Willow Commons | Alternative Dimensions, Inc. | 10051 E Washington St | Indianapolis | IN | 46260 | (317) 269-7294 |
| 10th Street Station | C Clips Corporation | 1077 Broad Ripple Ave | Indianapolis | IN | 46219 | (317) 375-1242 |
| Broad Ripple | C Clips Corporation | 977 N Shadeland Ave | Indianapolis | IN | 46220 | (317) 255-1147 |
| Madison Edgewood Shops | C Clips Corporation | 3643 S Keystone Ave | Indianapolis | IN | 46227 | (317) 784-6780 |
| Murphy's Landing | C Clips Corporation | 5855 Madison Ave | Indianapolis | IN | 46217 | (317) 889-7066 |
| Shops at Eagle Creek | C Clips Corporation | 1350 W Southport Rd | Indianapolis | IN | 46254 | (317) 291-8355 |
| Washington Shoppes | C Clips Corporation | 11657 Fox Rd | Indianapolis | IN | 46229 | (317) 899-5552 |
| Avalon Crossing | The Wright Cut II, Inc. | 8855 S Emerson Ave | Indianapolis | IN | 46220 | (317) 579-0063 |
| Chapel Hill | The Wright Cut II, Inc. | 6929 W 38th St | Indianapolis | IN | 46214 | (317) 271-1996 |
| Geist Center | The Wright Cut II, Inc. | 8840 Michigan Rd | Indianapolis | IN | 46236 | (317) 823-7425 |
| Marwood Plaza | The Wright Cut II, Inc. | 9155 E 56th St | Indianapolis | IN | 46221 | (317) 820-3111 |
| Raceway Commons | The Wright Cut II, Inc. | 5370 E Thompson Rd | Indianapolis | IN | 46231 | (317) 209-9090 |
| Emerson Shops | The Wright Cut, Inc. | 3327 Kentucky Ave | Indianapolis | IN | 46237 | (317) 883-2592 |
| Greenwood Place | The Wright Cut, Inc. | 55 S Raceway Rd | Indianapolis | IN | 46227 | (317) 888-1577 |
| South Keystone | The Wright Cut, Inc. | 7002 Lake Plaza Dr | Indianapolis | IN | 46227 | (317) 781-8496 |
| Tasha's Plaza | The Wright Cut, Inc. | 1424 W 86th St | Indianapolis | IN | 46216 | (317) 757-3594 |
| Thompson Marketplace | The Wright Cut, Inc. | 7317 W 10th St | Indianapolis | IN | 46237 | (317) 784-9002 |
| *Germantown Shopping Center | Shear Force Enterprises, Inc. | 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 |
| Dixon Square | Alternative Dimensions, Inc. | 3748 South Reed Rd | Kokomo | IN | 46901 | (765) 457-2446 |
| Meijer #141 | Alternative Dimensions, Inc. | 114 N Dixon Rd | Kokomo | IN | 46901 | (765) 319-3292 |
| Southway Plaza | Alternative Dimensions, Inc. | 2301 E Markland Ave | Kokomo | IN | 46902 | (765) 864-0183 |
| *35 Beck Lane | Hoosier Barber Co. | 3500 State Rd 38 E | Lafayette | IN | 47909 | (765) 477-9925 |
| *Concord Plaza | Hoosier Barber Co. | 35 Beck Ln | Lafayette | IN | 47909 | (765) 474-0142 |
| *Lafayette Marketplace | Hoosier Barber Co. | 3575 Promenade Way | Lafayette | IN | 47905 | (765) 449-7047 |
| 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 | Zip Clips, Inc. | 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 | The Wright Cut II, Inc. | 350 E Ruth Rusie Way | Martinsville | IN | 46151 | (765) 349-6355 |
| McCordsville Marketplace | The Wright Cut II, Inc. | 6861 W Broadway | McCordsville | IN | 46055 | (317) 336-1093 |
| 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 | 334 N. Bittersweet Road | Mishawaka | IN | 46545 | (574) 271-8470 |
| *Bittersweet Plaza | SonRise Clippers, LLC | 5335 N Main St | Mishawaka | IN | 46544 | (574) 256-9866 |
| *Merrifield Plaza | SonRise Clippers, LLC | 926 S Merrifield Ave | Mishawaka | IN | 46544 | (574) 252-4436 |
| Mooresville Town Center | The Wright Cut, Inc. | 445 Town Center Dr N | Mooresville | IN | 46158 | (317) 831-1470 |
| McWheel Square | C Clips Corporation | 1436 W McGalliard Rd | Muncie | IN | 47304 | (765) 284-7142 |
| 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 |
| Brooke Point | LLD, Inc. | 2441 State St | New Albany | IN | 47150 | (812) 949-2037 |
| Grant Line Road | LLD, Inc. | 2928 Grant Line Rd | New Albany | IN | 47150 | (812) 941-9191 |
| 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 | Shear Force Enterprises, Inc. | 8409 Bell Oaks Dr | Newburgh | IN | 47630 | (812) 629-2260 |
| Hamilton Town Center | C Clips Corporation | 164 W Logan St | Noblesville | IN | 46060 | (317) 774-9468 |
| Noblewest Shoppes | C Clips Corporation | 16767 Clover Rd | Noblesville | IN | 46062 | (317) 816-0384 |
| River Place Centre | C Clips Corporation | 14139 Towne Center Blvd | Noblesville | IN | 46060 | (317) 776-8860 |
| Town and Country | C Clips Corporation | 14753 Hazel Dell Crossing | Noblesville | IN | 46060 | (317) 219-5250 |
| Marsh Plaza | C Clips Corporation | 3021 W US Highway 36 | Pendleton | IN | 46064 | (765) 778-1609 |
| 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 |
| Saratoga Shops | The Wright Cut, Inc. | 1070 W Main St | Plainfield | IN | 46168 | (317) 838-9811 |
| *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 | Riav Ventures, LLC | 547 S Lake Rd S | Scottsburg | IN | 47170 | (812) 414-2325 |
| Hunters Station | Zip Clips, Inc. | 214 Hunter Station Rd | Sellersburg | IN | 47172 | (812) 748-0292 |
| Tipton Crossing | The Wright Cut, Inc. | 1171 W Tipton St | Seymour | IN | 47274 | (812) 405-2030 |
| Kroger Plaza | The Wright Cut, Inc. | 1611 E Michigan Rd | Shelbyville | IN | 46176 | (317) 398-7512 |
| Shelbyville Shopping Center | The Wright Cut, Inc. | 118 Lee Blvd | Shelbyville | IN | 46176 | (317) 421-1691 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| *Clocktower Lane | SonRise Clippers Too, LLC | 54586 Ironwood Rd | South Bend | IN | 46628 | (574) 243-7600 |
| *Erskine Village | SonRise Clippers, LLC | 3903 Portage Rd | South Bend | IN | 46614 | (574) 299-9179 |
| *Ironwood | SonRise Clippers, LLC | 1290 E Ireland Rd | South Bend | IN | 46635 | (574) 271-6058 |
| Southport Pavillion | The Wright Cut, Inc. | 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 |
| *Honey Creek Commons | Future Keys II, LLC | 1834 Lafayette Ave | Terre Haute | IN | 47802 | (812) 298-9673 |
| *Kroger Plaza | Future Keys II, LLC | 2828 S 3rd St | Terre Haute | IN | 47803 | (812) 814-3983 |
| *Lafayette Pointe | Future Keys II, LLC | 5504 E New Margaret Dr | Terre Haute | IN | 47804 | (812) 814-9373 |
| *Onkar Plaza | Future Keys II, LLC | 5783 S US Hwy 41 | Terre Haute | IN | 47802 | (812) 814-9315 |
| *Terre Haute Shoppes | Future Keys II, LLC | 2670 Wabash Ave | Terre Haute | IN | 47803 | (812) 814-9340 |
| Valparaiso Market Place | BM KRYCKI, LLC | 2710 LaPorte Ave | Valparaiso | IN | 46383 | (219) 462-4048 |
| Valparaiso US 30 | Shear Force, LLC | 2270 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 |
| *Warsaw | SonRise Clippers, LLC | 3628 E Commerce Dr | Warsaw | IN | 46582 | (574) 269-5425 |
| *Woodland Plaza Shopping Center | SonRise Clippers, LLC | 2548 Walton Blvd | Warsaw | IN | 46580 | (574) 376-4093 |
| *Wabash Landing | Hoosier Barber Co. | 2718 US Highway 52 W | West Lafayette | IN | 47906 | (765) 743-7534 |
| *West Lafayette Shoppes | Hoosier Barber Co. | 336 E State St | West Lafayette | IN | 47906 | (765) 463-7997 |
| Harmony Shoppes | Alternative Dimensions, Inc. | 17443 Carey Rd | Westfield | IN | 46074 | (317) 763-0005 |
| Spring Mill Commons | Alternative Dimensions, Inc. | 1521 S Waterleaf Drive | Westfield | IN | 46074 | (317) 867-0575 |
| Westfield Marketplace | Alternative Dimensions, Inc. | 208 W 161st St | Westfield | IN | 46074 | (317) 896-5015 |
| Gateway Shops | Alternative Dimensions, Inc. | 6647 Whitestown Pkwy | Zionsville | IN | 46077 | (317) 344-9018 |
| Marketplace at Anson | C Clips Corporation | 1209 West Oak St | Zionsville | IN | 46077 | (317) 344-0902 |
| Zionsville Shopping Center | The Wright Cut, Inc. | 10725 N Michigan Rd | Zionsville | IN | 46077 | (317) 344-2764 |
| 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 |
| Bauer Farm | Carpe Diem, Inc. | 3514 Clinton Pkwy | Lawrence | KS | 66049 | (785) 312-9310 |
| Louisiana Purchase | Carpe Diem, Inc. | 520 W 23rd St | Lawrence | KS | 66046 | (785) 832-2424 |
| Parkway Center | Carpe Diem, Inc. | 4801 Bauer Farm Dr | Lawrence | KS | 66047 | (785) 841-2233 |
| 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. | 13346 College Blvd | Lenexa | KS | 66220 | (913) 764-8888 |
| Hen House Marketplace | IRIS Corporation | 14904 W 87th St Pkwy | Lenexa | KS | 66215 | (913) 888-7447 |
| Marketplace Center | IRIS Corporation | 19609 W 101st St | Lenexa | KS | 66210 | (913) 339-9590 |
| *East Manhattan | T&M Enterprise, Inc. | 840 Commons Pl | Manhattan | KS | 66502 | (785) 537-8282 |
| *West Manhattan | T&M Enterprise, Inc. | 100 E Bluemont Ave | Manhattan | KS | 66503 | (785) 539-8998 |
| Merriam Town Center | Fangman Enterprises, Inc. | 5724 Antioch Rd | Merriam | KS | 66202 | (913) 722-2900 |
| Alden Center | Carpe Diem, Inc. | 13507 S Mur Len Rd | Olathe | KS | 66062 | (913) 393-1711 |
| Ball's Price Chopper | Carpe Diem, Inc. | 18114 W 119th St | Olathe | KS | 66062 | (913) 390-0088 |
| Blackbob Shops | Carpe Diem, Inc. | 13538 S Alden St | Olathe | KS | 66062 | (913) 764-0333 |
| Ridgeview Falls | IRIS Corporation | 14887 West 151st St | Olathe | KS | 66061 | (913) 780-2100 |
| Sante Fe Square | IRIS Corporation | 1068 West Santa Fe | Olathe | KS | 66062 | (913) 780-2016 |
| K-7 & Santa Fe | Kansas City Clippers, Inc. | 15946 S Mur Len Rd | Olathe | KS | 66061 | (913) 393-4444 |
| Highland Plaza | Carpe Diem, Inc. | 10154 W 119th St | Overland Park | KS | 66213 | (913) 338-2580 |
| 135th and Quivira | IRIS Corporation | 7421 Metcalf Ave | Overland Park | KS | 66213 | (913) 851-7070 |
| Cherokee Plaza | IRIS Corporation | 9284 Metcalf | Overland Park | KS | 66212 | (913) 642-1515 |
| Regency Park | IRIS Corporation | 8740 W. 135th St | Overland Park | KS | 66212 | (913) 642-1111 |
| 151st and Antioch | Kansas City Clippers, Inc. | 8270 W 151st St | Overland Park | KS | 66223 | (913) 814-8778 |
| 75th and Metcalf | Kansas City Clippers, Inc. | 12228 W 135th St | Overland Park | KS | 66204 | (913) 384-4141 |
| Antioch Center | Kansas City Clippers, Inc. | 8921 W 95th St | Overland Park | KS | 66221 | (913) 851-8778 |
| BluHawk Marketplace | Kansas City Clippers, Inc. | 8069 W 159th St | Overland Park | KS | 66223 | (913) 942-1111 |
| Corbin Park | Kansas City Clippers, Inc. | 6445 W 135th St | Overland Park | KS | 66223 | (913) 681-6000 |
| 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. | 10401 W 75th Street | Shawnee | KS | 66226 | (913) 422-5445 |
| 75th & Switzer | IRIS Corporation | 22403 W 66th St | Shawnee | KS | 66214 | (913) 268-7262 |
| *Central Topeka | T&M Enterprise, Inc. | 910 NW 25th St | Topeka | KS | 66604 | (785) 286-7203 |
| *North Topeka | T&M Enterprise, Inc. | 1037 SW Gage Blvd | Topeka | KS | 66618 | (785) 215-6264 |
| *Southeast Topeka | T&M Enterprise, Inc. | 2841 SE Croco Rd | Topeka | KS | 66605 | (785) 430-5184 |
| *Southwest Topeka | T&M Enterprise, Inc. | 2919 SW Wanamaker Rd | Topeka | KS | 66614 | (785) 228-1320 |
| New Market Square | Great Day Salons, LLC | 801 E Douglas Ave | Wichita | KS | 67205 | (316) 773-2366 |
| Southridge Retail | Great Day Salons, LLC | 11661 E Kellogg Dr | Wichita | KS | 67209 | (316) 239-6097 |
| Tyler Pointe | Great Day Salons, LLC | 8641 West 13th St N | Wichita | KS | 67212 | (316) 776-5118 |
| Auburn Pointe | Shear Energy, Inc. | 2240 N Rock Rd | Wichita | KS | 67235 | (316) 260-9510 |
| Maple and West | Shear Energy, Inc. | 1981 W 21st St N | Wichita | KS | 67213 | (316) 558-5359 |
| One Kellogg Place | Shear Energy, Inc. | 7325 W Taft St | Wichita | KS | 67207 | (316) 681-1667 |
| Saddle Creek Crossing | Shear Energy, Inc. | 352 S West St | Wichita | KS | 67216 | (316) 928-7796 |
| Tallgrass Shopping Center | Shear Energy, Inc. | 4842A S Broadway Ave | Wichita | KS | 67226 | (316) 558-5996 |
| Twin Lakes Redevelopment | Shear Energy, Inc. | 13303 W Maple St | Wichita | KS | 67203 | (316) 252-8500 |
| Union Station | Shear Energy, Inc. | 2441 N Maize Rd | Wichita | KS | 67202 | (316) 558-3319 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Melody Mountain | Hamilton Enterprises, LLC | 491 River Hill Dr | Ashland | KY | 41101 | (606) 326-1460 |
| Wilson and Muir Plaza | Zip Clips, Inc. | 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 |
| *Barnes and Noble Center | McRocket, LLC | 2945 Scottsville Rd | Bowling Green | KY | 42104 | (270) 846-2001 |
| *Buckhead Square | McRocket, LLC | 760 Campbell Ln | Bowling Green | KY | 42104 | (270) 846-3302 |
| *Greenwood Square Kroger Center | McRocket, LLC | 1680 Campbell Ln | Bowling Green | KY | 42104 | (270) 393-0058 |
| 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. | 60 Martha Layne Collins Blvd | Cold Spring | KY | 41076 | (859) 694-4333 |
| County Square Shopping Center | MJ Clips, Inc. | 315 Cross Roads Dr | Cold Spring | KY | 41076 | (859) 441-0100 |
| Trademart 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 |
| Mall Park Center | Sanden, Inc. | 3046 Dolphin Dr | Elizabethtown | KY | 42701 | (270) 735-1414 |
| Tower Center | Sanden, Inc. | 1912 N Dixie Hwy | Elizabethtown | KY | 42701 | (270) 765-5166 |
| Silverlake Center | Cincy Clips, Inc. | 3182 Dixie Hwy | Erlanger | KY | 41018 | (859) 344-1550 |
| Houston Commons | Cincy Clips, Inc. | 1052 Hansel Ave | Florence | KY | 41042 | (859) 282-0742 |
| Mall Road Shoppes | Cincy Clips, Inc. | 240 Mount Zion Rd | Florence | KY | 41042 | (859) 647-2000 |
| Mount Zion Crossing | MJ Clips, Inc. | 7901 Mall 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 | H.H. Holdings Corp. | 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. | 106 Market Place Cir | Georgetown | KY | 40324 | (502) 867-0737 |
| Marketplace Circle Plaza | Sanden, Inc. | 111 Osbourne Way | 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 | Zip Clips, Inc. | 2028 S Highway 53 | La Grange | KY | 40031 | (502) 225-9800 |
| Hamburg Pavilion | GLN Corp. | 3120 Pimlico Pkwy | Lexington | KY | 40509 | (859) 543-2547 |
| Regency Centre | GLN Corp. | 171 W Lowry Ln | Lexington | KY | 40503 | (859) 278-9604 |
| Locust Hill | James Kelley & Associates, Inc. | 2160 Sir Barton Way | Lexington | KY | 40509 | (859) 269-2807 |
| Park Hills Shopping Center | James Kelley & Associates, Inc. | 130 W Tiverton Way | Lexington | KY | 40517 | (859) 245-5660 |
| Redding Centre | James Kelley & Associates, Inc. | 115 N Locust Hill Dr | Lexington | KY | 40517 | (859) 523-9581 |
| Beaumont Village Centre | Samally's, Inc. | 846 E High St | Lexington | KY | 40513 | (859) 219-9391 |
| Chevy Chase | Samally's, Inc. | 3181 Beaumont Centre Cir | Lexington | KY | 40502 | (859) 335-8500 |
| Tiverton Crossing | Samally's, Inc. | 431 Redding Rd | 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 |
| Auburndale Shopping Center | Sanden, Inc. | 12418 La Grange Rd | Louisville | KY | 40214 | (502) 380-1611 |
| Cedar Springs | Sanden, Inc. | 3348 Hikes Ln | Louisville | KY | 40291 | (502) 762-9990 |
| Goose Creek Center | Sanden, Inc. | 2901 Goose Creek Rd | Louisville | KY | 40241 | (502) 614-7800 |
| Hurstbourne Meijer's Center | Sanden, Inc. | 291 North Hubbards Ln | Louisville | KY | 40299 | (502) 493-9552 |
| Southgate Shopping Center | Sanden, Inc. | 4151 Towne Center Dr | Louisville | KY | 40229 | (502) 968-0888 |
| Springhurst Towne Center | Sanden, Inc. | 4420 Outer Loop Rd | Louisville | KY | 40241 | (502) 326-5500 |
| Stonefield Square | Sanden, Inc. | 5007 Mud Ln | Louisville | KY | 40223 | (502) 244-1454 |
| Vantage Pointe | Sanden, Inc. | 10474 Shelbyville Rd | Louisville | KY | 40299 | (502) 261-0001 |
| McMahan Plaza | SUBRA, LLC | 6411 Dutchman's Pkwy | Louisville | KY | 40220 | (502) 384-6636 |
| Shelbyville Road Plaza | SUBRA, LLC | 4610 S Hurstbourne Pkwy | Louisville | KY | 40207 | (502) 618-2272 |
| Springs Station | SUBRA, LLC | 3830 Ruckriegel Pkwy | Louisville | KY | 40205 | (502) 897-2226 |
| Villages of Audubon | SUBRA, LLC | 980 Baxter Ave | Louisville | KY | 40217 | (502) 409-9229 |
| Woodlawn Shopping Center | SUBRA, LLC | 9320 Cedar Center Way | Louisville | KY | 40207 | (502) 618-0002 |
| Dixie Manor Lowes Center | Venture 43, LLC | 5512 New Cut Rd | Louisville | KY | 40258 | (502) 995-5494 |
| Shops at Forest Springs | Venture 43, LLC | 2306 Bardstown Rd | Louisville | KY | 40245 | (502) 919-8241 |
| Baxter Center | Zip Clips, Inc. | 12949 Shelbyville Rd | Louisville | KY | 40204 | (502) 584-2547 |
| Belknap Center | Zip Clips, Inc. | 6661 Dixie Hwy | Louisville | KY | 40205 | (502) 742-1932 |
| Glenview Pointe | Zip Clips, Inc. | 4600 Shelbyville Rd | Louisville | KY | 40222 | (502) 897-5688 |
| Middletown Station | Zip Clips, Inc. | 3025 Poplar Level Rd | Louisville | KY | 40243 | (502) 244-2080 |
| Sherwin Williams Center | Zip Clips, Inc. | 2400 Lime Kiln Lane | Louisville | KY | 40219 | (502) 964-2547 |
| Shoppes of Maysville | Cincy Clips, Inc. | 223 Walmart Way | Maysville | KY | 41056 | (606) 759-0100 |
| 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 | Zip Clips, Inc. | 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. | 967 South Main St | Nicholasville | KY | 40356 | (859) 971-0456 |
| Kimberly Square | Samally's, Inc. | 962 N Main St | Nicholasville | KY | 40356 | (859) 887-9771 |
| Orchard Shopping Center | Samally's, Inc. | 234 E Brannon Rd | Nicholasville | KY | 40356 | (859) 887-1055 |
| Oak Grove Center | Sammara Enterprise, Inc. | 244 Segler Drive | Oak Grove | KY | 42262 | (270) 560-4173 |
| *Frederica Street Retail Center | Shear Force Enterprises, Inc. | 3500 Villa Point Dr | Owensboro | KY | 42301 | (270) 478-4763 |
| *Woodlands Plaza | Shear Force Enterprises, Inc. | 3525 Frederica St | Owensboro | KY | 42303 | (270) 240-4655 |
| Paducah North | The Mane Group, Inc. | 5134 Hinkleville Rd | Paducah | KY | 42001 | (270) 538-5333 |
| Paducah South | The Mane Group, Inc. | 3216 Irvin Cobb Dr | Paducah | KY | 42003 | (270) 575-9893 |
| Pikeville Plaza | Hamilton Enterprises, LLC | 276 Cassidy Blvd | Pikeville | KY | 41501 | (606) 637-1506 |
| Prospect Village | SUBRA, LLC | 5937 Timber Ridge Drive | 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 | Zip Clips, Inc. | 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 |
| 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 |
| Camp Forbing Marketplace | N & G LLC | 9462 Ellerbe | Shreveport | LA | 71106 | (318) 606-2932 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| North Quabbin Commons | B&A Business Development, Inc. | 136 Reservoir Drive | Athol | MA | 01331 | (978) 830-4513 |
| Great Road Shopping Center | Shivalie, LLC | 319 Great Rd | Bedford | MA | 01730 | (781) 538-5450 |
| Billerica Shopping Center | Shivalie, LLC | 480 Boston Rd | Billerica | MA | 01821 | (978) 362-3589 |
| Chicopee Crossing | Shivalie, LLC | 530 Memorial Dr | Chicopee | MA | 01020 | (413) 592-2000 |
| Towne Center | Davenu, LLC | 23 Faunce Corner Rd | Dartmouth | MA | 02747 | (508) 999-1823 |
| Heritage Park Plaza | Catie Laraway | 420 N Main St | East Longmeadow | MA | 01028 | (413) 224-2589 |
| Timpany Plaza | VDG Salons, LLC | 332A Timpany Blvd | Gardner | MA | 01440-5200 | (978) 632-2300 |
| Gloucester Crossing | Monomoy Keepers, LLC | 311 Gloucester Crossing Rd | Gloucester | MA | 01930 | (978) 381-4974 |
| Mohawk Trail Plaza | Catie Laraway | 249 Mohawk Trail | Greenfield | MA | 01301 | (413) 475-3154 |
| Hanover Commons | Watel Enterprises LLC | 1207 Washington St | Hanover | MA | 02339 | (781) 924-3100 |
| Holyoke Mall Crossing | Shivalie, LLC | 98 Lower Westfield Rd | Holyoke | MA | 01040 | (413) 315-5330 |
| Festival at Hyannis S.C. | Great East Ventures, Inc. | 1070 Iyannough Road | Hyannis | MA | 02601 | (508) 957-2863 |
| Orchard Hill Park | B&A Business Development, Inc. | 975 Merriam Ave | Leominster | MA | 01453 | (978) 514-8880 |
| Twin City Shopping Center | VDG Salons, LLC | 32 Orchard Hill Park Dr | Leominster | MA | 01453 | (978) 537-0276 |
| Big Y Plaza | Shivalie, LLC | 433 Center St | Ludlow | MA | 01056 | (413) 610-0888 |
| Mashpee Commons North | Great East Ventures, Inc. | 28 Bates Rd | Mashpee | MA | 02649 | (508) 419-1693 |
| Riverside Landing | B&A Business Development, Inc. | 81 Coggeshall St | New Bedford | MA | 02746 | (774) 206-6930 |
| Kingsgate Stop & Shop Plaza | Shivalie, LLC | 228 King St | Northampton | MA | 01060 | (413) 727-8537 |
| Norwood Plaza | J&L Salons LLC | 146B Nahatan St | Norwood | MA | 02062 | (781) 349-8122 |
| Oxford Crossing | T&J Noury Enterprises, LLC | 119 Sutton Ave | Oxford | MA | 01540 | (508) 731-6596 |
| North River Plaza | Watel Enterprises LLC | 14 Mattakeesett St | Pembroke | MA | 02359 | (781) 924-5050 |
| Pembroke Center Plaza | Watel Enterprises LLC | 125 Church St | Pembroke | MA | 02359 | (339) 244-4659 |
| Plainville Crossing Shopping Center | RCO Clippers LLC | 13 Taunton St | Plainville | MA | 02762 | (508) 316-3074 |
| White City Shopping Center | T&J Noury Enterprises, LLC | 20 Boston Turnpike | Shrewsbury | MA | 01545 | (508) 425-3649 |
| Long Pond Drive | Great East Ventures, Inc. | 39 Long Pond Dr | South Yarmouth | MA | 02664 | (508) 619-3812 |
| Southbridge Fair | Maya Enterprises, LLC | 505 E Main St | Southbridge | MA | 01550 | (508) 765-5000 |
| Pleasant Valley Crossing | T&J Noury Enterprises, LLC | 26 Galaxy Pass | Sutton | MA | 01590 | (508) 917-8840 |
| Century Center | Catie Laraway | 343 Memorial Ave | West Springfield | MA | 01089 | (413) 209-9499 |
| Speedway Plaza | VDG Salons, LLC | 290 Turnpike Rd | Westborough | MA | 01581 | (508) 616-0007 |
| Westgate Plaza | Catie Laraway | 249 E Main St | Westfield | MA | 01085 | (413) 642-5041 |
| Cornerstone Square | B&A Business Development, Inc. | 9 Cornerstone Sq | Westford | MA | 01886 | (978) 392-8880 |
| RK Worcester Plaza | Coyle Enterprises, LLC | 11 Tobias Boland Way | Worcester | MA | 01607 | (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 | FourWard, L.L.C. | 2574 Quarry Lake Dr | Baltimore | MD | 21209 | (410) 484-1173 |
| 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 | TEJVI CUTS LLC | 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 | FourWard, L.L.C. | 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 | FourWard, L.L.C. | 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. | 64 Mountain Rd | 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. | 7073 Baltimore Annapolis Blvd | 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 | MD American Salons LLC | 32 Shining Willow Way | La Plata | MD | 20646 | (301) 392-5088 |
| Lusby Commons | TEJVI CUTS LLC | 11781 HG Trueman Rd | Lusby | MD | 20657 | (410) 394-0101 |
| Mount Airy Shopping Center | FourWard, L.L.C. | 335 E Ridgevill 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. | 9645 B Belair Rd | Perry Hall | MD | 21128 | (410) 248-2999 |
| Perry Hall Marketplace | Bay Clips, Inc. | 5002 Honeygo Center Dr | Perry Hall | MD | 21236 | (410) 248-2500 |
| Perryville Station | Meissner Holdings, LLC | 5301 Pulaski Hwy | Perryville | MD | 21903 | (410) 642-2525 |
| Fox Run | TEJVI CUTS LLC | 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 | FourWard, L.L.C. | 405 N Center St | Westminster | MD | 21157 | (410) 751-5549 |
| 410 Center Street Strip Center | Chestnut Partners LLC | 410 Center Street | Auburn | ME | 04210 | (207) 221-5626 |
| Falmouth Shopping Center | Chestnut Partners LLC | 251 US Rte 1 | Falmouth | ME | 04105 | (207) 221-5626 |
| Mill Creek Plaza | JMA INVESTMENTS, LLC | 180 Waterman Dr | South Portland | ME | 04106 | (207) 767-7332 |
| Topsham Fair Mall | Chestnut Partners LLC | 49 Topsham Fair Mall Road | Topsham | ME | 04086 | (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 |
| Allendale | SonRise Clippers, LLC | 5135 Lake Michigan Dr | Allendale | MI | 49401 | (616) 892-2403 |
| Stadium & Packard | Daisy Doo's Part 2, LLC | 2793 Plymouth Rd | Ann Arbor | MI | 48104 | (734) 622-8202 |
| Plymouth Road Plaza | MCD Enterprise 2, LLC | 5609 Jackson Rd | Ann Arbor | MI | 48105 | (734) 994-7328 |
| Scio Square | MCD Enterprise, LLC | 247 N Maple Rd | Ann Arbor | MI | 48103 | (734) 929-2753 |
| Maple Village | MCD Enterprises 3, LLC | 1423 E Stadium Blvd | Ann Arbor | MI | 48103 | (734) 997-9190 |
| 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. | 2151 W Columbia Ave | Battle Creek | MI | 49014 | (269) 979-2355 |
| West Columbia Avenue | ZC Enterprises, LLC | 6233 B Dr N | Battle Creek | MI | 49015 | (269) 223-7409 |
| Wilder Plaza | Easy Cut, Inc | 4110 Wilder Rd | Bay City | MI | 48706 | (989) 671-9629 |
| 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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) 891-8191 |
| Canton Meijer | Michigan Clippers II, Inc | 46018 Michigan Ave | 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. | 45001 Ford Rd | 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 |
| Shoppes of Clarkston | JETTIM, LLC | 5940 Sashabaw Rd | Clarkston | MI | 48346 | (248) 795-2848 |
| Springfield Town Square | Pankaj Dhingra | 9701 Dixie Hwy | Clarkston | MI | 48348 | (248) 625-0023 |
| Independence Square | Sancera, LLC | 6756 Dixie Hwy | 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. | 41731 Garfield Rd | Clinton Township | MI | 48036 | (586) 468-9833 |
| Imperial Plaza | Zelco, LLC | 40037 Groesbeck Hwy | 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 | 22902 Michigan Ave | Dearborn | MI | 48124 | (313) 278-9400 |
| The Heights | GC Dearborn Heights, LLC | 26414 Ford Rd | Dearborn Heights | MI | 48127 | (313) 444-1177 |
| 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 | 4455 Corunna Rd | Flint | MI | 48507 | (810) 234-0246 |
| Corunna Marketplace | Yongping Guo | 2448 W Hill 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 |
| Beacon Square | Gold Star Salons LLC | n/a | Grand Haven | MI | 49417 | (616) 842-5477 |
| Grand Ledge | Cian MacSweeney Holdings, LLC | 730 E Saginaw Hwy | Grand Ledge | MI | 48837 | (517) 627-6838 |
| Inline Center | 3S, LLC | 6675 Kalamazoo Ave SE | Grand Rapids | MI | 49512 | (616) 464-4427 |
| Standale Meijer Outlot | 3S, LLC | 2425 Alpine Ave NW | Grand Rapids | MI | 49534 | (616) 791-7850 |
| Forest Hills Center | Gold Star Salons LLC | 5570 28th St SE | Grand Rapids | MI | 49546 | (616) 957-1648 |
| Gaines | Gold Star Salons LLC | 820 Forest Hill Ave SE | Grand Rapids | MI | 49508 | (616) 554-1920 |
| Gas Light Village | SonRise Clippers, LLC | 1235 Leonard St NE | Grand Rapids | MI | 49506 | (616) 202-7086 |
| Grand Rapids In-Store Meijer | SonRise Clippers, LLC | 355 Wilson Ave NW | Grand Rapids | MI | 49544 | (616) 363-2799 |
| Knapps Corner Shops | SonRise Clippers, LLC | 2165 Wealthy St SE | Grand Rapids | MI | 49525 | (616) 365-9005 |
| Leonard Fuller Plaza | SonRise Clippers, LLC | 5150 Northland Dr NE | Grand Rapids | MI | 49505 | (616) 258-8664 |
| Northland | SonRise Clippers, LLC | 1971 E Beltline Ave NE | Grand Rapids | MI | 49525 | (616) 988-1020 |
| Bucktown Shopping Center | Gold Star Salons LLC | n/a | Grandville | MI | 49418 | (616) 261-4601 |
| Hathaway Circle | Gold Star Salons LLC | n/a | 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 |
| Rose Park Plaza | BAM Cuts, LLC | n/a | Holland | MI | 49424 | (616) 399-9912 |
| South Washington Square | BAM Cuts, LLC | n/a | Holland | MI | 49423 | (616) 394-3050 |
| Waldenwoods | Sanra III, Inc. | 120 W Highland Rd | Howell | MI | 48353 | (810) 632-6322 |
| Country Corners | WNW Incorporated | 4092 E Grand River Ave | Howell | MI | 48843 | (517) 552-5253 |
| Crossroads Town Center | WNW Incorporated | 10051 E Highland Rd | Howell | MI | 48843 | (517) 552-0825 |
| Georgetown Plaza | Gold Star Salons LLC | 6498 Balsam Dr. | Hudsonville | MI | 49426 | (616) 210-4633 |
| Plaza 32 | Gold Star Salons LLC | n/a | Hudsonville | MI | 49426 | (616) 669-1299 |
| 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 |
| Cottonwood Plaza | Gold Star Salons LLC | n/a | Jenison | MI | 49428 | (616) 667-9050 |
| Gull Road Mall | Cookeze Clips, Inc. | 3208 Stadium Dr | Kalamazoo | MI | 49048 | (269) 276-9720 |
| Stadium Dr | Cookeze Clips, Inc. | 5903 Gull Rd | 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 | 6209 W Saginaw Hwy | Lansing | MI | 48911 | (517) 272-1108 |
| West Saginaw | Cian MacSweeney Holdings, LLC | 438 E Edgewood Blvd | Lansing | MI | 48917 | (517) 580-3968 |
| 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 |
| Hall & Heydenreich Target Center | Hallwood of Macomb, Inc. | 21890 23 Mile Rd | Macomb | MI | 48044 | (248) 825-4110 |
| Macomb East | Hallwood of Macomb, Inc. | 20807 Hall Rd | Macomb | MI | 48042 | (586) 598-7141 |
| *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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| French Town Plaza | PVW Midwest Cutters, LLC | 958 S Monroe St | Monroe | MI | 48162 | (734) 242-4889 |
| Monroe Shopping Plaza | PVW Midwest Cutters, LLC | 2227 Telegraph Rd | Monroe | MI | 48161 | (734) 639-2792 |
| Stadium Mall | Cian MacSweeney Holdings, LLC | 2018 S Mission St | Mount Pleasant | MI | 48858 | (989) 773-0050 |
| Roosevelt Park Town Centre | Gold Star Salons LLC | 3355 Henry St | Muskegon | MI | 49441 | (231) 766-8605 |
| Sternberg Crossing | Gold Star Salons LLC | 5350 Harvey St | Muskegon | MI | 49444 | (231) 799-9108 |
| *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. | 1970 S Rochester Rd | Rochester Hills | MI | 48307 | (248) 652-7885 |
| Adams Marketplace | JETTIM, LLC | 3216 Walton Blvd | Rochester Hills | MI | 48309 | (248) 491-6633 |
| University Square | JETTIM, LLC | 1416 N Rochester Rd | Rochester Hills | MI | 48309 | (248) 759-4067 |
| Rochester-Hamlin Retail Center | Style N Smile, LLC | 2540 S Adams 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 |
| South Point Mall | Cian MacSweeney Holdings, LLC | 1077 S US Highway 27 | Saint Johns | MI | 48879 | (989) 227-1200 |
| *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 | 40792 Ryan Rd | Sterling Heights | MI | 48313 | (586) 247-3008 |
| Ryan Shopping Center | Style N Smile No. 4, LLC | 42938 Schoenherr 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 | 57 E Long Lake Rd | Troy | MI | 48083 | (248) 680-8900 |
| Sunset Plaza | Style N Smile No. 5, LLC | 3091 Rochester Rd | Troy | MI | 48085 | (248) 879-6007 |
| Heritage Village | Daisy Doo's, LLC | 13586 E 14 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 | 5715 12 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 |
| West Way | Michigan Clippers IV, Inc. | 35592 Warren Rd | Westland | MI | 48185 | (734) 467-9622 |
| Cherry Hill Marketplace | Sanra, Inc. | 204 S Merriman 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 |
| Carelinc 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 |
| Bridgewater Square | BAM Cuts, LLC | n/a | 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 |
| Andover Station | Give Me A Break, Inc. | 2242 Bunker Lake Blvd | Andover | MN | 55304 | (763) 754-0319 |
| 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. | 10623 University Ave NE | Blaine | MN | 55449 | (763) 780-0249 |
| Blaine | Stevens Unlimited of St. Paul, Inc. | 664 County Road 10 NE | Blaine | MN | 55434 | (763) 757-7302 |
| Blaine Marketplace | Stevens Unlimited of St. Paul, Inc. | 4335 Pheasant Ridge Dr | Blaine | MN | 55434 | (763) 767-1820 |
| North Court Commons | Stevens Unlimited of St. Paul, Inc. | 12555 Ulysses St | Blaine | MN | 55434 | (763) 784-3897 |
| Victory Village | Stevens Unlimited of St. Paul, Inc. | 1420 109th Ave NE | Blaine | MN | 55449 | (763) 780-9121 |
| Oxboro Shopping Center | Aster Clips LLC | 7905 Southtown Center | Bloomington | MN | 55420 | (952) 881-1616 |
| Southtown | W. Peyton Co. | 549 W 98th St | Bloomington | MN | 55431 | (952) 881-2599 |
| Normandale Village | Windjammers Corporation | 5115 W 98th St | Bloomington | MN | 55437 | (952) 831-2118 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 |
| Aurora Village Center | Catch the Wave, Inc. | 1611 County Rd 42 W | Burnsville | MN | 55306 | (952) 898-4554 |
| Nicollet Plaza | Catch the Wave, Inc. | 270 E Travelers Trail | Burnsville | MN | 55337 | (952) 217-4781 |
| 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 |
| Chanhassen | W. Peyton Co. | 832 W 78th St | Chanhassen | 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 |
| Cottage Grove Plaza | JW Enterprises Inc. | 8711 E Point Douglas Rd S | Cottage Grove | MN | 55016 | (651) 458-4140 |
| Oak Park Commons | JW Enterprises Inc. | 7430 80th St | Cottage Grove | MN | 55016 | (651) 459-0613 |
| Crystal Gallery | Newport Clippers, Inc. | 5542 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 | 1405 Miller Trunk Hwy | Duluth | MN | 55807 | (218) 624-2244 |
| Miller Plaza | BJStevens Unlimited, LLC | 107 Mount Royal SC | Duluth | MN | 55811 | (218) 726-0661 |
| Mount Royal Center Shopping Center | BJStevens Unlimited, LLC | 4602 Grand Ave W | Duluth | MN | 55803 | (218) 724-4247 |
| Cliff Lake Center | AJE Holdings LLC | 1960 Cliff Lake Rd | Eagan | MN | 55122 | (651) 687-0982 |
| Diffley Commons | AJE Holdings LLC | 1380 Duckwood Dr | Eagan | MN | 55123 | (651) 405-6740 |
| Eagan Towne Center | AJE Holdings LLC | 1016 Diffley Rd | Eagan | MN | 55123 | (651) 452-9676 |
| Eden Glen | W. Peyton Co. | 8021 Glen Ln | Eden Prairie | MN | 55344 | (952) 941-5589 |
| Prairie Village | W. Peyton Co. | 16536 W 78th St | Eden Prairie | MN | 55344 | (952) 934-6558 |
| Yorkdale | Newport Clippers, Inc. | 5125 Gus Young Ln | Edina | MN | 55435 | (952) 924-9413 |
| 50th and Vernon | W. Peyton Co. | 6805 York Ave S | 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 |
| Forest Lake / Broadway | Snip, Inc. | 215 12th St SW | Forest Lake | MN | 55025 | (651) 982-6307 |
| Westlake Plaza | Snip, Inc. | 2009 W Broadway Ave | Forest Lake | MN | 55025 | (651) 464-1025 |
| 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 Highway 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. | 17623 Glasgow Ave | Lakeville | MN | 55044 | (952) 898-2992 |
| Crossroads | Catch the Wave, Inc. | 17660 Kenwood Trl | 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 |
| Fountains at Arbor Lakes | Aster Clips LLC | 13550 Grove Drive | Maple Grove | MN | 55369 | (763) 488-1511 |
| Grove Village | Aster Clips LLC | 15539 Grove Circle N | Maple Grove | MN | 55369 | (763) 494-6702 |
| Homestead Corner | Snip, Inc. | 11654 Fountains Dr N | 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 |
| 601 Marquette | Caycor, Inc. | 4620 Nicollet Ave S | Minneapolis | MN | 55402 | (612) 345-5567 |
| Great Clips on the Nicollet Mall | Caycor, Inc. | 950 Nicollet Mall | Minneapolis | MN | 55403 | (612) 659-1220 |
| 46th and Nicollet | Windjammers Corporation | 601 Marquette Ave | Minneapolis | MN | 55409 | (612) 822-5526 |
| The Venue at Dinkytown | Windjammers Corporation | 1312 5th St SE | Minneapolis | MN | 55414 | (612) 379-0430 |
| Westridge Center | Newport Clippers, Inc. | 4761 Highway 101 | Minnetonka | MN | 55305 | (952) 546-1070 |
| Country Village Shopping Center | RAS Corporation | 11329 Highway 7 | Minnetonka | MN | 55343 | (952) 933-8309 |
| Westwind Plaza | RAS Corporation | 11210 Wayzata Blvd | Minnetonka | MN | 55345 | (952) 933-0019 |
| 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 | 4402 Nathan Ln N | Plymouth | MN | 55447 | (763) 473-3075 |
| Nathan Lane | Stevens Unlimited of St. Paul, Inc. | 1447 N Highway 101 | Plymouth | MN | 55442 | (763) 559-2161 |
| Plymouth Town Center | Stevens Unlimited of St. Paul, Inc. | 4190 Vinewood Ln N | Plymouth | MN | 55447 | (763) 559-1096 |
| Rockford Road Plaza | Stevens Unlimited of St. Paul, Inc. | 3530 Vicksburg 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. | 6549 Lyndale Ave S | Richfield | MN | 55423 | (612) 869-4233 |
| Lyndale Station | Windjammers Corporation | 1714 E 66th St | Richfield | MN | 55423 | (612) 861-2929 |
| Barlow Plaza | Roch-N-Roll, Inc. | 1201 S Broadway | Rochester | MN | 55901 | (507) 285-5080 |
| Crossroads Center | Roch-N-Roll, Inc. | 2840 41st St NW | Rochester | MN | 55904 | (507) 288-0880 |
| Marketplace | Roch-N-Roll, Inc. | 1181 6th St NW | Rochester | MN | 55901 | (507) 292-5999 |
| 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 | 8136 Hwy 7 | St Louis Park | MN | 55416 | (952) 544-8787 |
| Knollwood | RAS Corporation | 1650 Park Place Blvd | St Louis Park | MN | 55426 | (952) 933-7525 |
| Division Place | Stevens Unlimited of St. Paul, Inc. | 2808 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 | 1054 East Highway 96 | Vadnais Heights | MN | 55127 | (651) 415-1819 |
| Heights Plaza | Windjammers Corporation | 967 County Road E East | 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. | 1960 Buerkle Rd | White Bear Lake | MN | 55110 | (651) 262-2880 |
| White Bear Marketplace | Newport Clippers, Inc. | 2674 County Road E E | 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. | 7060 Valley Creek Plz | Woodbury | MN | 55125 | (651) 528-8864 |
| Tamarack Village Shopping Center | W. Peyton Co. | 8446 Tamarack Vlg | Woodbury | MN | 55125 | (651) 730-1575 |
| Woodbury Village | W. Peyton Co. | 437 Commerce Dr | Woodbury | MN | 55125 | (651) 738-7599 |
| 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 | Spectacular Clips, 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 |
| Promenade at Brentwood | Spectacular Clips, Inc. | 13 Brentwood Promenade Ct | Brentwood | MO | 63144 | (314) 961-6447 |
| 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 |
| Four Seasons Center | Shear Genius, LLC | 16 Four Seasons Shopping Ctr | Chesterfield | MO | 63017 | (314) 878-7712 |
| Town & Country Crossing | Spectacular Clips, Inc. | 1172 Town and Country Crossing Dr | Chesterfield | MO | 63017 | (636) 527-3662 |
| Broadway Shops | Show Me Clippers, Inc. | 1305 Grindstone Parkway | Columbia | MO | 65201 | (573) 874-1415 |
| Fairview Marketplace | Show Me Clippers, Inc. | 2703 E Broadway | Columbia | MO | 65203 | (573) 446-4323 |
| Grindstone Plaza | Show Me Clippers, Inc. | 2901 W Broadway | 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 |
| 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 |
| Crystal City Shopping Center | Shear Genius, LLC | 1167 Gannon Dr | Festus | MO | 63028 | (636) 937-8822 |
| Gannon Plaza | Shear Genius, LLC | 744 S Truman Blvd | Festus | MO | 63028 | (636) 931-2626 |
| Grandview Plaza | Gateway Clippers Holdings III, LLC | 78 Grandview Plaza Shopping Ctr | Florissant | MO | 63033 | (314) 831-8830 |
| Shoppes at Koch Park | Gateway Clippers Holdings III, LLC | 14027 New Halls Ferry Rd | Florissant | MO | 63031 | (314) 839-9093 |
| Cross Keys Center | Gateway Clippers Holdings LLC | 2171 Charbonier 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 |
| East 23rd Street | IRIS Corporation | 4201 S Noland Rd., Ste B | Independence | MO | 64055 | (816) 836-3534 |
| Independence Commons | IRIS Corporation | 19130 E 39th St S | Independence | MO | 64057 | (816) 795-9411 |
| Independence Marketplace | Kansas City Clippers, Inc. | 1516 E 23rd St | 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 |
| Chouteau Crossings Shopping Center | IRIS Corporation | 1128 A W 103rd St | Kansas City | MO | 64117 | (816) 266-6554 |
| Commerce Center | IRIS Corporation | 6322 N Chatham Ave | Kansas City | MO | 64119 | (816) 506-5067 |
| Coves Plaza | IRIS Corporation | 303C NE Englewood Dr | Kansas City | MO | 64154 | (816) 505-1602 |
| Creekwood Commons | IRIS Corporation | 339 NW Barry Rd | Kansas City | MO | 64118 | (816) 455-4464 |
| Mill Street Station | IRIS Corporation | 8604 N Church Rd | Kansas City | MO | 64111 | (816) 561-1920 |
| New Mark Center | IRIS Corporation | 1026 W 136 St | Kansas City | MO | 64155 | (816) 734-9541 |
| Tiffany Springs | IRIS Corporation | 8014 N Brighton Avenue | Kansas City | MO | 64154 | (816) 584-1010 |
| Watts Mill Plaza | IRIS Corporation | 5567 NW Barry Rd | Kansas City | MO | 64114 | (816) 942-4415 |
| Stateline Station | Kansas City Clippers, Inc. | 4021 Mill St | Kansas City | MO | 64145 | (816) 941-2300 |
| Metro North Commons | M. Khan, Inc. | 4321 Chouteau Trafficway | Kansas City | MO | 64155 | (816) 468-6477 |
| Tremont Square | M. Khan, Inc. | 10201 N Oak Trfy | Kansas City | MO | 64151 | (816) 587-1313 |
| Wilshire Plaza | Seajay 5, LLC | 9010 NW Skyview Ave | Kansas City | MO | 64157 | (816) 781-9202 |
| Kirkwood | Spectacular Clips, Inc. | 10324 Manchester Rd | Kirkwood | MO | 63122 | (314) 822-1777 |
| Shoppes at Hawk Ridge | Gateway Clippers Holdings LLC | 2181 West Terra Lane | Lake Saint Louis | MO | 63367 | (636) 561-7100 |
| Peruque Crossing | Spectacular Clips, Inc. | 6295 Ronald Reagan Dr | Lake Saint Louis | MO | 63366 | (636) 887-0058 |
| Lebanon Centre | CM Clips LLC | 1820 S Jefferson Ave | Lebanon | MO | 65536 | (417) 533-7355 |
| Summitwoods Crossing | Carpe Diem, Inc. | 933 NE Woods Chapel Rd | Lees Summit | MO | 64081 | (816) 525-2441 |
| Chapel Ridge Shopping Center | FFR, Inc. | 1724 NW Chipman Rd | Lees Summit | MO | 64064 | (816) 524-8448 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Raintree Plaza | FFR, Inc. | 229 SW Greenwich Dr | Lees Summit | MO | 64082 | (816) 537-8408 |
| 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 | Spectacular Clips, 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 |
| Highway K & N | Gateway Clippers Holdings LLC | 3025 Highway K | O'Fallon | MO | 63368 | (636) 978-4949 |
| Lakeview Pointe | Show Me Clippers, Inc. | 4645 Osage Beach Parkway | Osage Beach | MO | 65065 | (573) 348-6700 |
| Ozark Center | CM Clips 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 | CM Clips 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 |
| *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 |
| Affton Plaza | Gateway Clippers Holdings II, LLC | 10056 Gravois Rd | Saint Louis | MO | 63123 | (314) 300-8533 |
| Loughborough | Gateway Clippers Holdings III, LLC | 7233 Watson Rd | Saint Louis | MO | 63111 | (314) 352-2951 |
| Creve Coeur Pavilion | Gateway Clippers Holdings LLC | 1042 Loughborough Ave | Saint Louis | MO | 63141 | (314) 567-4535 |
| Brentwood Plaza | Spectacular Clips, Inc. | 10554 Old Olive St Rd | Saint Louis | MO | 63144 | (314) 962-3944 |
| Mackenzie Point Shopping Center | Spectacular Clips, Inc. | 8808 Manchester Rd | Saint Louis | MO | 63119 | (314) 457-0704 |
| 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 |
| James River | CM Clips LLC | 3305 S Campbell Ave | Springfield | MO | 65804 | (417) 890-7755 |
| South Oaks Square Center | CM Clips LLC | 1953 E Independence St | Springfield | MO | 65807 | (417) 890-1100 |
| Mark Twain Village | Adlib, Inc. | 2651 Muegge Rd | St Charles | MO | 63301 | (636) 916-4419 |
| Fountainview Plaza | Shear Genius, LLC | 1357 Bass Pro Dr | 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 | 5454 S Lindbergh Blvd | St. Louis | MO | 63109 | (314) 752-3111 |
| Richmond Center | Gateway Clippers Holdings III, LLC | 22 Hampton Village Plz | St. Louis | MO | 63117 | (314) 781-9310 |
| Southfield Center | Gateway Clippers Holdings III, LLC | 4337 D Butler Hill Rd | St. Louis | MO | 63123 | (314) 843-7743 |
| LaDue Crossing | Gateway Clippers Holdings LLC | 5547 Oakville Ctr | St. Louis | MO | 63124 | (314) 725-1427 |
| Oakville Center | Modern Day Clippers, Inc. | 8861 LaDue Rd | St. Louis | MO | 63129 | (314) 845-0169 |
| Butler Hill | Shear Genius, LLC | 6618 Clayton 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 | 577 G Mid River's Mall Dr | 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 | Spectacular Clips, 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 |
| 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 | Spectacular Clips, 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 | 2545 Central Ave | Billings | MT | 59102 | (406) 652-0400 |
| Rimrock Plaza | Headwaters Salons, LLC | 3039 Grand Ave | Billings | MT | 59102 | (406) 655-4559 |
| The Heights | Headwaters Salons, LLC | 1633 Main St | Billings | MT | 59105 | (406) 254-2705 |
| West Grand Plaza | Headwaters Salons, LLC | 2564 King Ave W | Billings | MT | 59102 | (406) 656-3839 |
| *Gallatin Center | Headwaters Salons, LLC | 200 S 23rd Ave | Bozeman | MT | 59718 | (406) 522-7716 |
| *University Square | Headwaters Salons, LLC | 2855 N 19th 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 | 1601 Marketplace Dr | Great Falls | MT | 59405 | (406) 453-0422 |
| *Marketplace | Headwaters Salons, LLC | 900 10th Ave S | Great Falls | MT | 59404 | (406) 453-5167 |
| *Northside Center | Headwaters Salons, LLC | 613 N Montana Ave | Helena | MT | 59601 | (406) 457-2547 |
| *Safeway Center Helena | Headwaters Salons, LLC | 3325 N Montana Ave | Helena | MT | 59601 | (406) 443-2404 |
| *Mountain View Plaza | TriState Salons, LLC | 2385 US Hwy 93 N | Kalispell | MT | 59901 | (406) 755-8588 |
| *Grant Creek Town Center | TriState Salons, LLC | 3800 S Russell St | Missoula | MT | 59808 | (406) 541-2737 |
| *Russell Square | TriState Salons, LLC | 3275 N Reserve 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 |
| Lake Pine Plaza | Tar Heel Clippers, Inc. | 1455 Kelly Rd | Apex | NC | 27502 | (919) 468-5050 |
| Publix Pointe | Tar Heel Clippers, Inc. | 950 Highway 64 W | Apex | NC | 27502 | (919) 367-6256 |
| 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 |
| Merrimon Square | Saunders Clips, LLC | 129 Bleachery Blvd | Asheville | NC | 28804 | (828) 252-9010 |
| Pinnacle Point | Saunders Clips, LLC | 640 Merrimon Ave | Asheville | NC | 28803 | (828) 277-3505 |
| Riverbend Marketplace | Saunders Clips, LLC | 1816 Hendersonville Rd | Asheville | NC | 28803 | (828) 298-5100 |
| 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 | Robinett 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Centrum Plaza | DKO Enterprises, Inc. | 165 SE Cary Parkway | Cary | NC | 27511 | (919) 233-4552 |
| Shoppes at Kildaire | DKO Enterprises, Inc. | 1247 NW Maynard Rd | Cary | NC | 27511 | (919) 535-4200 |
| Cary Park Towne Center | Southeast Salons, LLC | 2342 Walnut St | Cary | NC | 27519 | (919) 388-3383 |
| Maynard Crossing | Southeast Salons, LLC | 10120 Green Level Church Rd | Cary | NC | 27513 | (919) 460-0333 |
| Chapel Hill North | Triangle Holdings, Inc. | 190 Chatham Downs Dr | Chapel Hill | NC | 27514 | (919) 942-9007 |
| Chatham Downs | Triangle Holdings, Inc. | 1814 Martin Luther King Jr Blvd | Chapel Hill | NC | 27517 | (919) 969-6924 |
| Meadowmont Village Circle | Triangle Holdings, Inc. | 509 Meadowmont Village Cir | Chapel Hill | NC | 27517 | (919) 933-3380 |
| Midtown Terrace | Dixie Clippers, Inc. | 7617 Pineville-Mathews Rd | Charlotte | NC | 28204 | (980) 209-9700 |
| Old Towne Village | Dixie Clippers, Inc. | 2822 South Blvd | 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 |
| Riverbend Village | First Class Clips, #3, LLC | 4100 Carmel Rd | Charlotte | NC | 28216 | (704) 971-0300 |
| Arboretum Shopping Center | Longitude, Inc. | 5806 Highland Shoppes Dr | Charlotte | NC | 28277 | (704) 543-0722 |
| Carmel Commons | Longitude, Inc. | 5110 Park Rd | Charlotte | NC | 28226 | (704) 503-9566 |
| Meridian Place | Longitude, Inc. | 9510 Riverbend Village Dr. | Charlotte | NC | 28212 | (704) 847-2181 |
| Park Selwyn | Longitude, Inc. | 2728 W Mallard Creek Church Rd | Charlotte | NC | 28209 | (704) 525-2300 |
| Brookdale | Mascott Industries, Inc. | 701 S Sharon Amity Rd | Charlotte | NC | 28215 | (704) 597-7371 |
| Providence Village | Mascott Industries, Inc. | 7845 Colony Rd | Charlotte | NC | 28211 | (980) 207-1950 |
| Town Center Plaza | Mascott Industries, Inc. | 16049 Johnston Rd | Charlotte | NC | 28213 | (704) 910-0518 |
| Ballantyne Town Center | MS Clippers, Inc. | 9651 Brookdale Dr | Charlotte | NC | 28277 | (704) 542-1005 |
| Berewick Town Center | MS Clippers, Inc. | 8640 University City Blvd | Charlotte | NC | 28278 | (980) 335-2088 |
| Colony Place | MS Clippers, Inc. | 12840 Walker Branch Dr | Charlotte | NC | 28226 | (704) 544-0755 |
| Rivergate | MS Clippers, Inc. | 6215 Old Post Rd | Charlotte | NC | 28273 | (704) 587-9442 |
| Hunter's Crossing | Ronona, LLC | 4833-D Berewick Town Center Dr | Charlotte | NC | 28277 | (704) 752-1101 |
| Bradham at New Bern | Shear Madness, Inc. | 601 South Kings Dr | Charlotte | NC | 28209 | (980) 224-8659 |
| Cochran Commons | Shear Madness, Inc. | 11218 Providence Rd W | Charlotte | NC | 28262 | (704) 510-9772 |
| Shoppes at Highland Creek | Shear Madness, Inc. | 8042 Providence Rd | Charlotte | NC | 28269 | (704) 948-3622 |
| Clayton Corners | Premier Clips, LLC | 20 Publix Drive | Clayton | NC | 27520 | (919) 359-6005 |
| Marketplace at Flowers Crossroads | Premier Clips, LLC | 11791 US 70 Business Hwy W | Clayton | NC | 27527 | (919) 205-1657 |
| Clemmons Town Center | Twin Dome, LLC | 4142 Clemmons Rd | Clemmons | NC | 27012 | (336) 712-1800 |
| Tanglewood Commons | Twin Dome, LLC | 6293 Town Center Dr | Clemmons | NC | 27012 | (336) 778-0250 |
| Afton Ridge | Mascott Industries, Inc. | 3493 US Hwy 601 S | Concord | NC | 28027 | (704) 792-9002 |
| Southgate Commons | Mascott Industries, Inc. | 5011 Weddington Rd | Concord | NC | 28025 | (704) 956-2097 |
| Willow Oaks Crossing | Mascott Industries, Inc. | 9900 Poplar Tent Rd | Concord | NC | 28027 | (704) 793-1026 |
| Cannon Crossroads Shopping Center | Shear Madness, Inc. | 6020 Bayfield Pkwy | 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 |
| Homestead Market | Triangle Holdings, Inc. | 105 W NC Hwy 54 | Durham | NC | 27713 | (919) 361-1964 |
| North Pointe | Triangle Holdings, Inc. | 1804 A N Pointe Dr | Durham | NC | 27705 | (919) 620-8922 |
| 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 |
| Shops at Skibo | Great Sky, LLC | 3010 Traemoor Village Dr | Fayetteville | NC | 28314 | (910) 867-4878 |
| Tallywood Shopping Center | Great Sky, LLC | 9543 Cliffdale Rd | Fayetteville | NC | 28303 | (910) 920-2042 |
| Traemoor Village | Triangle Holdings, Inc. | 3108 Raeford Rd | Fayetteville | NC | 28306 | (910) 425-0501 |
| Westin Centre | Triangle Holdings, Inc. | 1918 Skibo Rd | Fayetteville | NC | 28304 | (910) 354-2330 |
| 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 |
| Shops at Timber Landing | Tar Heel Clippers, Inc. | 1853 Aversboro Rd | Garner | NC | 27529 | (919) 661-6932 |
| Swift Creek Plaza | Tar Heel Clippers, Inc. | 89 Glen Rd | Garner | NC | 27529 | (919) 662-1977 |
| Franklin Square | Longitude, Inc. | 3740 E Franklin Blvd | Gastonia | NC | 28054 | (704) 823-3330 |
| Kendrick Crossing | Mascott Industries, Inc. | 3340 Robinwood Rd | Gastonia | NC | 28056 | (704) 671-2001 |
| Samarth Plaza | Mascott Industries, Inc. | 117 N Myrtle School Rd | Gastonia | NC | 28052 | (704) 691-7034 |
| 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 |
| Friendly's Shopping Center | Robinett Enterprises, Inc. | 6027 W. Gate City Blvd | Greensboro | NC | 27408 | (336) 323-7200 |
| Garden Square Shopping Center | Robinett Enterprises, Inc. | 2403 Battleground Ave | Greensboro | NC | 27408 | (336) 286-2875 |
| Garden Creek Center | Sawyer Holdings, Inc. | 429 Pisgah Church Rd | Greensboro | NC | 27410 | (336) 852-3837 |
| Cardinal Center | Shear Investments, Inc. | 1623 New Garden Rd | Greensboro | NC | 27410 | (336) 665-0880 |
| Grandover Village | Shear Investments, Inc. | 3123 Kathleen Ave | Greensboro | NC | 27407 | (336) 907-8887 |
| Gunter's Crossing | Shear Investments, Inc. | 4205 W Wendover Ave | Greensboro | NC | 27455 | (336) 644-7204 |
| Shoppes at Wendover Village | Shear Investments, Inc. | 2202 Fleming Rd | Greensboro | NC | 27407 | (336) 854-1072 |
| Brittway Shoppes | Southeast Salons, LLC | 4002 Elton Way | Greensboro | NC | 27406 | (336) 274-7755 |
| North Elm Village | Twin Dome, LLC | 5828 N Church St | Greensboro | NC | 27455 | (336) 286-9300 |
| Tower 1885 Shoppes | Carolina Clippers, Inc. | 3040 S Evans St | Greenville | NC | 27858 | (252) 321-3600 |
| University Commons | MCPIE, Inc. | 1885 E Firetower Rd | 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 |
| Schoolhouse Commons | Mascott Industries, Inc. | 4445 Highway 49 S | 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 | 643 Spartanburg Hwy | Hendersonville | NC | 28792 | (828) 693-1155 |
| Chadwick Corners Shopping Center | WHETYO, Inc. | 172 Highlands Square Dr | Hendersonville | NC | 28792 | (828) 696-1919 |
| Mountain View Marketplace | Dixie Clippers, Inc. | 3016 N Center St | 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. | 2633 S NC 127 Hwy | Hickory | NC | 28601 | (828) 327-0088 |
| Oak Hollow Square | Shear Investments, Inc. | 2005 N Main St | High Point | NC | 27265 | (336) 885-4247 |
| Westchester Square | Twin Dome, LLC | 1589 Skeet Club Rd | High Point | NC | 27262 | (336) 887-9300 |
| Hampton Pointe | Triangle Holdings, Inc. | 525 Hampton Pt | Hillsborough | NC | 27278 | (919) 644-2547 |
| South Park Village | Triangle Holdings, Inc. | 5257 Sunset Lake Rd | Holly Springs | NC | 27540 | (919) 567-3131 |
| Sunset Lake | Triangle Holdings, Inc. | 412 Village Walk Dr | Holly Springs | NC | 27540 | (919) 387-6657 |
| Northcross | First Class Clips, #1, LLC | 9815 Sam Furr Rd #F | Huntersville | NC | 28078 | (704) 896-2002 |
| Rosedale Commons | First Class Clips, #5, LLC | 9911 Rose Commons Dr | Huntersville | NC | 28078 | (704) 948-2729 |
| Regency Village | Shear Madness, Inc. | 7725 Regency Park Dr | Huntersville | NC | 28078 | (704) 439-3071 |
| BI-LO Plaza | Dixie Clippers, Inc. | 13709 E Independence Blvd | Indian Trail | NC | 28079 | (704) 893-0800 |
| Shops at Sun Valley | Longitude, Inc. | 6640 Old Monroe Rd | Indian Trail | NC | 28079 | (704) 225-9446 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Gateway Marketplace | MCPIE, Inc. | 2421 Gum Branch Rd | Jacksonville | NC | 28546 | (910) 333-8585 |
| North Point Commons | MCPIE, Inc. | 2001 Marlin Drive | 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. | 835 Cloverleaf Plaza | Kannapolis | NC | 28083 | (704) 784-8002 |
| Kernersville Marketplace | Robinett Enterprises, Inc. | 1523 Union Cross Rd | Kernersville | NC | 27284 | (336) 992-1141 |
| Union Cross Station | Twin Dome, LLC | 931 S Main St | 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 | 132 Lowes Food Dr | Lewisville | NC | 27023 | (336) 945-0102 |
| Forest Hill Centre | Shear Investments, Inc. | 132 Forest Hill Road | Lexington | NC | 27295 | (336) 843-4323 |
| Lexington Shopping Center | Shear Investments, Inc. | 246 Lowes Blvd | Lexington | NC | 27292 | (336) 224-7088 |
| 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. | 2233 Matthews Township Pkwy | Matthews | NC | 28105 | (704) 845-9463 |
| Sycamore Commons | MS Clippers, Inc. | 3016 Weddington Rd | 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 | 134 Town Center Dr | Mooresville | NC | 28117 | (704) 799-3221 |
| Morrison Plantation | First Class Clips, #8, LLC | 108 Argus Ln | 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 |
| Twin Lakes Center | Southeast Salons, LLC | 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 |
| Chatham Commons | Triangle Holdings, Inc. | 630 East St | Pittsboro | NC | 27312 | (919) 542-4845 |
| Lynnwood Collections | DKO Enterprises, Inc. | 9650 Strickland Rd | Raleigh | NC | 27612 | (919) 845-8939 |
| King's Grant Commons | Premier Clips, LLC | 6114 Falls Of Neuse Rd | Raleigh | NC | 27603 | (919) 329-8100 |
| Brier Creek Commons | Southeast Salons, LLC | 14460 Falls of Neuse Rd | Raleigh | NC | 27617 | (919) 806-3068 |
| Falls Point Shopping Center | Tar Heel Clippers, Inc. | 9660 Falls Of Neuse Rd | Raleigh | NC | 27615 | (919) 845-2547 |
| Harvest Plaza | Tar Heel Clippers, Inc. | 8311 Brier Creek Pkwy | Raleigh | NC | 27615 | (919) 845-0340 |
| Lake Boone Shopping Center | Tar Heel Clippers, Inc. | 2109 Avent Ferry Rd | Raleigh | NC | 27607 | (919) 307-4040 |
| Middle Creek Commons | Tar Heel Clippers, Inc. | 6021 Poyner Village Pkwy | Raleigh | NC | 27603 | (919) 773-8400 |
| Poyner Place | Tar Heel Clippers, Inc. | 2448 Wycliff Rd | Raleigh | NC | 27616 | (919) 790-9606 |
| Mission Valley | Triangle Holdings, Inc. | 7283 NC Highway 42 | Raleigh | NC | 27606 | (919) 833-3131 |
| Northridge Shopping Center | Triangle Holdings, Inc. | 8109 Fayetteville Rd | Raleigh | NC | 27609 | (919) 878-1964 |
| Wakefield Commons | Triangle Holdings, Inc. | 6300 Creedmoor Rd | Raleigh | NC | 27614 | (919) 488-4900 |
| 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. | 850 Jake Alexander Blvd | Salisbury | NC | 28144 | (704) 642-1412 |
| Alexander Point | Shear Madness, Inc. | 259 Faith Rd | Salisbury | NC | 28147 | (704) 630-0002 |
| Shops at Cameron Place | DKO Enterprises, Inc. | 2228 Jefferson Davis Hwy | Sanford | NC | 27332 | (919) 718-0058 |
| Spring Lane Galleria | DKO Enterprises, Inc. | 812 Spring Ln | Sanford | NC | 27330 | (919) 775-4939 |
| Tramway Crossing | DKO Enterprises, Inc. | 3060 S Horner Blvd | Sanford | NC | 27330 | (919) 718-0304 |
| *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. | 120 Venture Ln | Statesville | NC | 28625 | (980) 635-1006 |
| North Point Commons | Darhaleah, Inc. | 1542 E Broad St | 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. | 1009 Stadium Dr | Wake Forest | NC | 27587 | (919) 518-0777 |
| Heritage Station | Triangle Holdings, Inc. | 1436 Brogden Woods Dr | Wake Forest | NC | 27587 | (919) 562-1875 |
| Wake Forest Crossing | Triangle Holdings, Inc. | 3628 Roger Rd | Wake Forest | NC | 27587 | (919) 570-0536 |
| 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 |
| *Beau Rivage Market Place | McFreedom, LLC | 3846 Carolina Beach Rd | Wilmington | NC | 28412 | (910) 397-2778 |
| *Long Leaf | McFreedom, LLC | 5120 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 | 348 S College Rd | Wilmington | NC | 28412 | (910) 793-5744 |
| *Oak Landing | McFreedom, LLC | 2804 S College Rd | Wilmington | NC | 28411 | (910) 681-1522 |
| *The Crossroads at Independence | McFreedom, LLC | 5920 Carolina Beach Rd | Wilmington | NC | 28412 | (910) 833-3950 |
| *University Centre | McFreedom, LLC | 8254 Market St | Wilmington | NC | 28403 | (910) 392-8146 |
| 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Sherwood Plaza | Southeast Salons, LLC | 490 East Hanes Mill Road | Winston-Salem | NC | 27106 | (336) 760-3166 |
| Cloverdale Plaza | Twin Dome, LLC | 1098 Hanes Mall Blvd | Winston-Salem | NC | 27103 | (336) 727-9990 |
| Hanes Point | Twin Dome, LLC | 2295 Cloverdale Ave | Winston-Salem | NC | 27104 | (336) 760-9998 |
| Oak Summit | Twin Dome, LLC | 3384 Robinhood 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 |
| Expressway Centre | Spice Investment Group, Inc. | 914 S 12th St | Bismarck | ND | 58504 | (701) 751-8222 |
| Pinehurst Square West | Spice Investment Group, Inc. | 1223 W Century Ave | Bismarck | ND | 58503 | (701) 751-4404 |
| *25th Street South | Spice Investment Group, Inc. | 3051 25th St SW | Fargo | ND | 58103 | (701) 298-3288 |
| *Prairie Stone Center | Spice Investment Group, Inc. | 1100 19th Ave N | Fargo | ND | 58103 | (701) 532-2244 |
| *University Town Center | Spice Investment Group, Inc. | 1650 45th St S | Fargo | ND | 58102 | (701) 297-0858 |
| *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 | 3604 Twin Creek Dr | Bellevue | NE | 68123 | (531) 772-0965 |
| Twin Creek Shopping Center | Soli Deo Gloria Haircare, LLC | 10503 S 15th St | Bellevue | NE | 68123 | (402) 291-1011 |
| Wolf Creek Plaza | Soli Deo Gloria Haircare, LLC | 2211 Capehart Rd | Bellevue | NE | 68123 | (402) 291-1772 |
| Hayden Place | Bixby, Inc. | 2100 S 20th St | Blair | NE | 68008 | (402) 426-3944 |
| Blue Sage | Sharpness LLC | 20231 Manderson St | Elkhorn | NE | 68022 | (402) 933-1976 |
| Indian Creek | Sharpness LLC | 1515 S 204 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 |
| *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 |
| *50th & O | Sharpness LLC | 2601 Jamie Ln | Lincoln | NE | 68510 | (402) 489-3040 |
| *Edgewood | Sharpness LLC | 8550 Andermatt Dr | Lincoln | NE | 68516 | (402) 261-3941 |
| *Lincoln Crossing | Sharpness LLC | 8320 Northwoods Dr | Lincoln | NE | 68504 | (402) 477-1611 |
| *Northwoods Plaza | Sharpness LLC | 2740 Superior Street | Lincoln | NE | 68505 | (402) 486-1177 |
| *Prairie Lake Plaza | Sharpness LLC | 2901 S 84th St | Lincoln | NE | 68526 | (402) 325-0318 |
| *Rockledge Square | Sharpness LLC | 5141 O St | Lincoln | NE | 68506 | (402) 975-2883 |
| *Stone Ridge | Sharpness LLC | 5310 S 56th St | Lincoln | NE | 68512 | (402) 328-2389 |
| Supercenter Crossing | A Little On The Side, LLC | 701 S 25th St | Norfolk | NE | 68701 | (402) 371-1037 |
| Applewood Center | 4TF, LLC | 3328 N 108th St | Omaha | NE | 68127 | (402) 592-4003 |
| Whispering Ridge | 4TF, LLC | 737A N 132nd St | Omaha | NE | 68116 | (402) 289-1833 |
| 50th and Underwood | AACA, LLC | 9757 Q St | Omaha | NE | 68132 | (402) 556-4999 |
| Linden Market | Bixby, Inc. | 5022 Underwood Ave | Omaha | NE | 68154 | (402) 493-1335 |
| Walnut Grove | Bixby, Inc. | 4971 S 155th St | Omaha | NE | 68137 | (402) 896-2030 |
| Westwood Plaza | Bixby, Inc. | 593 N 155th Plz | Omaha | NE | 68144 | (402) 334-9170 |
| Aksarben Place | Dynamite, LLC | 5649 N 90th St | Omaha | NE | 68106 | (402) 551-0161 |
| Hawthorne Court | Dynamite, LLC | 4008 N 144th St | Omaha | NE | 68135 | (402) 891-8200 |
| Plaza 72nd | Dynamite, LLC | 17676 Welch Plz | Omaha | NE | 68114 | (402) 393-0444 |
| Hillsborough West | Sharpness LLC | 7222 Jones St | Omaha | NE | 68116 | (402) 445-0100 |
| Maple Heights | Sharpness LLC | 12315 W Center Rd | Omaha | NE | 68164 | (402) 445-0331 |
| Pepperwood Village | Sharpness LLC | 17009 Evans Plz | Omaha | NE | 68154 | (402) 493-4790 |
| Plaza North | Sharpness LLC | 6303 Center Ste | Omaha | NE | 68134 | (402) 572-6349 |
| 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 | 03110 | (603) 627-0887 |
| Concord Target Plaza | True North Clippers, Inc. | 66 D'Amante Dr | Concord | NH | 03301 | (603) 227-1145 |
| 55 East Broadway | T&J Noury Enterprises, LLC | 55 E Broadway | Derry | NH | 03038 | (603) 965-4465 |
| Shaw's Plaza | T&J Noury Enterprises, LLC | 855 Central Ave | Dover | NH | 03820 | (603) 749-0117 |
| Brickyard Square | O'Rourke Clips, LLC | 1 Brickyard Square | Epping | NH | 03042 | (603) 679-3444 |
| Exeter Commons | O'Rourke Clips, LLC | 75 Portsmouth Ave | Exeter | NH | 03833 | (603) 583-5460 |
| Winnipesaukee Crossing | True North Clippers, Inc. | 1425 Lake Shore Rd | Gilford | NH | 03249 | (603) 527-8047 |
| Hooksett Commons | O'Rourke Clips, LLC | 100 Quality Dr | Hooksett | NH | 03106 | (603) 622-7957 |
| Hudson Mall | T&J Noury Enterprises, LLC | 77 Derry St | Hudson | NH | 03051 | (603) 889-2177 |
| Kohl's Plaza | Sabana Salons, LLC | 470 West St | Keene | NH | 03431 | (603) 354-2200 |
| TJ Maxx Plaza | T&J Noury Enterprises, LLC | 110 March Ave | Manchester | NH | 03103 | (603) 627-0055 |
| Merrimack Plaza | T&J Noury Enterprises, LLC | 360 Daniel Webster Hwy | Merrimack | NH | 03054 | (603) 261-3713 |
| Willow Springs Plaza South Nashua | O'Rourke Clips, LLC | 292 Daniel Webster Hwy | Nashua | NH | 03060 | (603) 888-8600 |
| Green Fall Marketplace | T&J Noury Enterprises, LLC | 341 Amherst St | Nashua | NH | 03063 | (603) 459-8510 |
| State Line Plaza | T&J Noury Enterprises, LLC | 4 Plaistow Rd | Plaistow | NH | 03865 | (603) 382-1100 |
| Woodbury and Gosling Center | O'Rourke Clips, LLC | 1931 Woodbury Ave | Portsmouth | NH | 03801 | (603) 319-6123 |
| Rochester Crossing | True North Clippers, Inc. | 160 Washington St | Rochester | NH | 03839 | (603) 948-1145 |
| Rockingham Mall | T&J Noury Enterprises, LLC | 92 Cluff Crossing Rd | Salem | NH | 03079 | (603) 893-6300 |
| Seabrook Crossing | O'Rourke Clips, LLC | 570 Lafayette Rd | Seabrook | NH | 03874 | (603) 814-4191 |
| Allendale Town Center | Yankee Clips, LLC | 31 W Allendale Ave | Allendale | NJ | 07401 | (201) 962-2046 |
| Audubon Crossings | Folk Design Group, LLC | 130 Blackhorse Pike | Audubon | NJ | 08106 | (856) 546-7222 |
| Hills Village Center | HODA Group, LLC | 422 US Hwy 202/206 N | Bedminster | NJ | 07921 | (908) 719-7800 |
| Bound Brook | McClips, LLC | 600 W Union Ave | Bound Brook | NJ | 08805 | (732) 868-0220 |
| Bridgewater Towne Centre | CLIPSUGAR LLC | 726 Route 202 S | Bridgewater | NJ | 08807 | (908) 725-2202 |
| North Mall Plaza | Folk Design Group, LLC | 56 Haddonfield Rd | Cherry Hill | NJ | 08002 | (856) 488-0140 |
| Chester Springs | ClipSmart, LLC | 155 Route 206 S | Chester | NJ | 07930 | (908) 955-4475 |
| Walmart Plaza | HODA Group, LLC | 31 Walmart Plz | Clinton | NJ | 08809 | (908) 238-0444 |
| Denville Square | Yellow Bull, LLC | 6 W Main St | Denville | NJ | 07834 | (862) 209-4535 |
| Stop and Shop | GC of Dumont LLC/Gutkin | 40 Washington Ave | Dumont | NJ | 07628 | (201) 244-8680 |
| Midstate Mall | McClips, LLC | 300 Rte 18 | East Brunswick | NJ | 08816 | (732) 390-9233 |
| East Windsor Town Center | Exit 98 Enterprises, LLC | 319 US Hwy 130 | East Windsor | NJ | 08520 | (609) 448-6800 |
| Genuardi's Plaza | Emance, Inc. | 3121 B Fire Rd | Egg Harbor Township | NJ | 08234 | (609) 272-0054 |
| Downtown Fair Lawn | GC of Fair Lawn LLC/Gutkin | 24-11 Fair Lawn Ave | Fair Lawn | NJ | 07410 | (201) 791-9500 |
| Shoppes at Flemington | HODA Group, LLC | 100 Reaville Ave | Flemington | NJ | 08822 | (908) 284-9700 |
| Franklin Crossing | FRANKLIN LAKES CLIPS INC | 834 Franklin Ave | Franklin Lakes | NJ | 07417 | (201) 416-6594 |
| Mount's Corner Shopping Center | Foresight, LLC | 220 Mount's Corner Dr | Freehold | NJ | 07728 | (732) 294-0445 |
| Sunrise Plaza | Emance, Inc. | 68 W Jimmie Leeds Rd | Galloway | NJ | 08205 | (609) 404-0111 |
| Valley Mall | HODA Group, LLC | 977 Valley Rd | Gillette | NJ | 07933 | (908) 647-3322 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Westmont Plaza | Folk Design Group, LLC | 672 W Cuthbert Blvd | Haddon Township | NJ | 08108 | (856) 858-1740 |
| Hamilton Marketplace | Exit 98 Enterprises, LLC | 957 Highway 33 | Hamilton | NJ | 08691 | (609) 581-9994 |
| Hamilton Square Shopping Center | Exit 98 Enterprises, LLC | 600 Marketplace Blvd | Hamilton | NJ | 08690 | (609) 570-8010 |
| Hazlet Town Center | Mad Hair Inc. | 3050 Route 35 | Hazlet | NJ | 07730 | (732) 217-3227 |
| Boro Center | CLIPSTRONG LLC | 424 Route 206 S | Hillsborough | NJ | 08844 | (908) 262-7090 |
| Holmdel Towne Center | Mad Hair Inc. | 2101 Hwy 35 | Holmdel | NJ | 07733 | (732) 671-4100 |
| Howell Commons | Sanskar Sanskriti, LLC | 4707 US Hwy 9 | Howell | NJ | 07731 | (732) 730-1003 |
| Portofino Condominium Building | Plainfield Clippers, Inc. | 1 2nd St | Jersey City | NJ | 07302 | (201) 292-2005 |
| Aviation Plaza | McClips, LLC | 697 W Edgar Rd | Linden | NJ | 07036 | (908) 474-1133 |
| Lodi Mid Towne Plaza | Tricut, LLC | 170 Main St | Lodi | NJ | 07644 | (973) 470-8400 |
| Village Center SC | Exit 98 Enterprises, LLC | 9 Village Center Dr | Logan Township | NJ | 08085 | (856) 467-6831 |
| Manahawkin Commons | Emance Two, LLC | 601 Washington Ave | Manahawkin | NJ | 08050 | (609) 978-9978 |
| Wall Towne Center | Exit 98 Enterprises, LLC | 2439 Rte 34 | Manasquan | NJ | 08736 | (732) 223-2811 |
| Marketplace at Manville | HODA Group, LLC | 146 N Main St | Manville | NJ | 08835 | (908) 707-0006 |
| Village at the Greenes | Folk Design Group, LLC | 320 Evesboro Medford Rd | Marlton | NJ | 08053 | (856) 985-1900 |
| Festival at Hamilton | Emance Two, LLC | 4450 Black Horse Pike | Mays Landing | NJ | 08330 | (609) 837-2786 |
| Cross Keys Shopping Center | Emance, Inc. | 417 Stokes Rd | Medford | NJ | 08055 | (609) 975-8281 |
| Lowe's Center | LMDP Enterprises, LLC | 67 US Highway 9 | Morganville | NJ | 07751 | (732) 972-0100 |
| East Gate Square | Folk Design Group, LLC | 411 Larchmont Blvd | Mount Laurel | NJ | 08054 | (856) 222-0377 |
| Seven Eleven Shopping Center | Folk Design Group, LLC | 52 Centerton Rd | Mount Laurel | NJ | 08054 | (856) 235-0734 |
| Centerton Shopping Center | Folk Design Group, LLC | 1025 Nixon Dr | Mount Laurel | NJ | 08054 | (856) 235-2208 |
| Sussex County Mall | ClipStar, LLC | 9 Hampton House Rd | Newton | NJ | 07860 | (973) 300-0441 |
| Arlington Plaza | GREAT PLAN B LLC | 23 Schuyler Ave | North Arlington | NJ | 07031 | (551) 580-7623 |
| Commerce Center | Sanskar, LLC | 2431 US Highway 1 | North Brunswick | NJ | 08902 | (732) 658-1800 |
| Ridge Plaza | Clive M & Company Inc. | 5748A Berkshire Valley Rd | Oak Ridge | NJ | 07438 | (973) 874-0412 |
| Pennington Shopping Center | Emance Two, LLC | 25 Route 31 S | Pennington | NJ | 08534 | (609) 303-0012 |
| Nassau Park | Exit 98 Enterprises, LLC | 441 Nassau Park Blvd | Princeton | NJ | 08550 | (609) 750-1777 |
| Grande Shopping Center | Emance, Inc. | 3301 Route 9 S | Rio Grande | NJ | 08242 | (609) 463-0080 |
| Riverdale Square | Riverdale Clips Inc | 92 Route 23 N | Riverdale | NJ | 07457 | (973) 513-9447 |
| Cross Keys Place | Exit 98 Enterprises, LLC | 141 Tuckahoe Rd | Sewell | NJ | 08080 | (856) 740-0091 |
| Mantua Square | Exit 98 Enterprises, LLC | 645 Woodbury Glassboro Rd | Sewell | NJ | 08080 | (856) 415-7774 |
| Shrewsbury Plaza | Mad Hair Inc. | 170 Shrewsbury Plz | Shrewsbury | NJ | 07702 | (732) 460-0304 |
| Town Square | Exit 98 Enterprises, LLC | 491 Cross Keys Rd | Sicklerville | NJ | 08081 | (856) 740-9004 |
| Montgomery | SANSKRITI MONTGOMERY LLC | 1325 US Hwy 206 | Skillman | NJ | 08558 | (609) 921-8221 |
| Cooper Towne Center | Folk Design Group, LLC | 711 Evesham Ave | Somerdale | NJ | 08083 | (856) 782-7700 |
| Hadley Shopping Center | McClips, LLC | 4917 Stelton Rd | South Plainfield | NJ | 07080 | (908) 222-7099 |
| Oak Tree Road | Plainfield Clippers, Inc. | 902 Oak Tree Ave | South Plainfield | NJ | 07080 | (732) 997-4502 |
| Roxbury Mall | Blue Spyder Holdings, LLC | 275-60 Route 10 E | Succasunna | NJ | 07876 | (973) 584-8000 |
| Tri-City Plaza | Emance Three, LLC | 165 Route 37 E | Toms River | NJ | 08755 | (732) 276-8162 |
| Toms River 37 East | Mad Ventures Inc. | 2360 Lakewood Rd | Toms River | NJ | 08753 | (732) 228-7080 |
| Union Plaza | GREAT PLAN B LLC | 2401 Route 22 W | Union | NJ | 07083 | (908) 686-4900 |
| Vineland Crossing | Emance, Inc. | 1255 W Landis Ave | Vineland | NJ | 08360 | (856) 839-0796 |
| Cedar Hill | Folk Design Group, LLC | 152 Route 73 | Voorhees | NJ | 08043 | (856) 753-8808 |
| Acme Shopping Center | Clive M & Company Inc. | 455 NJ 23N | Wantage | NJ | 07461 | (973) 552-9434 |
| Waretown Town Center | Mad Hair Inc. | 501 Rt 9 | Waretown | NJ | 08758 | (609) 242-2900 |
| Gateway East | HODA Group, LLC | 55 Mountain Blvd | Warren | NJ | 07059 | (908) 251-5139 |
| Watchung Square Mall | HODA Group, LLC | 1511 Route 22 W | Watchung | NJ | 07069 | (908) 412-0606 |
| West Deptford ShopRite | Exit 98 Enterprises, LLC | 1075 Mantua Pike | West Deptford | NJ | 08096 | (856) 681-2171 |
| Busy Lady Plaza | ClipSilver LLC | 321 Route 15 N | Wharton | NJ | 07885 | (973) 400-1700 |
| West Avenue Center | EMANCE OF WOODSTOWN LLC | 300 West Ave | Woodstown | NJ | 08098 | (856) 823-5190 |
| High Desert | Kokopelli New Mexico, Inc. | 933 San Mateo Blvd NE | Albuquerque | NM | 87111 | (505) 292-9888 |
| La Cueva Town Center | Kokopelli New Mexico, Inc. | 13170 Central Ave SE | Albuquerque | NM | 87113 | (505) 798-1999 |
| The Plaza at Cottonwood | Kokopelli New Mexico, Inc. | 5901 Wyoming Blvd | Albuquerque | NM | 87114 | (505) 899-7393 |
| Ventana Ranch | Kokopelli New Mexico, Inc. | 5600 Coors Blvd NW | Albuquerque | NM | 87114 | (505) 890-5597 |
| Andalucia | KWIS, LLC | 5011 Montgomery Blvd NE | Albuquerque | NM | 87120 | (505) 554-2825 |
| Heritage | KWIS, LLC | 2270 Wyoming Boulevard NE | Albuquerque | NM | 87120 | (505) 312-7175 |
| Montgomery Plaza | KWIS, LLC | 8521 Golf Course NW | Albuquerque | NM | 87109 | (505) 295-3963 |
| North Towne Plaza | Patel Group 2, LLC | 11048 Montgomery Blvd NE | Albuquerque | NM | 87109 | (505) 797-2297 |
| Las Estancias | Patel Group, LLC | 10260 Coors Bypass NW | Albuquerque | NM | 87121 | (505) 877-0016 |
| Shops at Nob Hill | Sonam Group 2, LLC | 8100 Wyoming Blvd NE | Albuquerque | NM | 87108 | (505) 265-4125 |
| Towne Park Plaza | Sonam Group 4, LLC | 2626 San Pedro Dr NE | Albuquerque | NM | 87123 | (505) 323-7900 |
| Four Hills Shopping Center | Sonam Group 5, LLC | 330 Eubank Blvd NE | Albuquerque | NM | 87123 | (505) 296-4620 |
| Golf Course & Paseo | Sonam Group 6, LLC | 12231 Academy Rd NE | Albuquerque | NM | 87114 | (505) 503-1286 |
| Juan Tabo Plaza | Sonam Group, LLC | 1800 Unser Blvd NW | Albuquerque | NM | 87111 | (505) 299-1736 |
| Fiesta Plaza | Two Tees Mechanical, Inc. | 3715 Las Estancias Way | Albuquerque | NM | 87110 | (505) 872-4247 |
| Wyoming Mall | Two Tees Mechanical, Inc. | 6501 Paradise Blvd NW | Albuquerque | NM | 87112 | (505) 294-4403 |
| 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 | 4153 White Sage Arc | Las Cruces | NM | 88011 | (575) 259-3962 |
| *The Ranch | BAD HAT LLC | 3835 E Lohman | Las Cruces | NM | 88011 | (575) 222-0318 |
| Los Lunas | Kokopelli New Mexico, Inc. | 2510 Main Street | Los Lunas | NM | 87031 | (505) 866-4247 |
| Valencia Center | Kokopelli New Mexico, Inc. | 2270 Main St NW | Los Lunas | NM | 87031 | (505) 865-6706 |
| Unser Pavilion | Kokopelli New Mexico, Inc. | 1908 Wellspring Ave SE | Rio Rancho | NM | 87124 | (505) 369-0204 |
| 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 | 500 North Guadalupe, Suite C | Santa Fe | NM | 87505 | (505) 984-3037 |
| San Isidro Plaza | Patel Clips 3, LLC | 530 W Cordova Rd | 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 | 3201 Zafarano Dr | Santa Fe | NM | 87501 | (505) 955-9944 |
| *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 | Fifth Avenue Ventures, Inc. | 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 | 815 E Lake Mead Pkwy | Henderson | NV | 89074 | (702) 778-3777 |
| Sunset | Nugent, LLC | 1533 W Sunset Rd | Henderson | NV | 89014 | (702) 454-8700 |
| Anthem Village Center | Sukhbir Pannu | 126 N Stephanie St | Henderson | NV | 89052 | (702) 754-1450 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Horizon and Horizon | Sukhbir Pannu | 2293 Green Valley Pkwy | Henderson | NV | 89002 | (702) 221-7110 |
| Horizon Towne Center | Sukhbir Pannu | 2345 Via Inspirada | Henderson | NV | 89015 | (702) 248-7110 |
| Cadence | VGURU, LLC | 1311 S Boulder Hwy | Henderson | NV | 89015 | (702) 848-5323 |
| Inspirada Marketplace | VGURU, LLC | 55 E Horizon Ridge Pkwy | Henderson | NV | 89044 | (702) 829-6128 |
| Parkway Springs Plaza | VGURU, LLC | 1550 N Green Valley Pkwy | Henderson | NV | 89014 | (702) 778-3750 |
| Wigwam Center | VGURU, LLC | 2505 Anthem Village Dr | Henderson | NV | 89074 | (702) 909-7800 |
| Alamosa Plaza | Beetee #2, LLC | 8414 Farm Road | Las Vegas | NV | 89121 | (702) 369-2479 |
| Winterwood Pavilion | Beetee #2, LLC | 6720 N Hualapai Way | Las Vegas | NV | 89104 | (702) 432-9192 |
| Alta Mira Plaza | Nugent, LLC | 530 East Windmill Lane | Las Vegas | NV | 89130 | (702) 395-9736 |
| Blue Diamond Ranch Center | Nugent, LLC | 9440 W Russell Rd | Las Vegas | NV | 89139 | (702) 260-6404 |
| Center Point Plaza | Nugent, LLC | 1970 Village Center Circle | Las Vegas | NV | 89135 | (702) 228-7065 |
| Decatur 215 | Nugent, LLC | 8465 W Sahara Ave | Las Vegas | NV | 89130 | (702) 982-0499 |
| Deer Springs Center | Nugent, LLC | 2208 Nellis Blvd | Las Vegas | NV | 89149 | (702) 655-0121 |
| Montecito Marketplace | Nugent, LLC | 2381 E Windmill Ln | Las Vegas | NV | 89149 | (702) 658-9000 |
| Mountain's Edge | Nugent, LLC | 8380 W Cheyenne Ave | Las Vegas | NV | 89178 | (702) 816-4385 |
| Northshore Plaza | Nugent, LLC | 10300 W Charleston Blvd | Las Vegas | NV | 89129 | (702) 839-4030 |
| Rhodes Ranch Town Center | Nugent, LLC | 4990 W Craig Rd | Las Vegas | NV | 89113 | (702) 895-8555 |
| Smith's Center | Nugent, LLC | 7121 W Craig Rd | Las Vegas | NV | 89147 | (702) 255-7969 |
| Southern Highlands Marketplace | Nugent, LLC | 2833 E Desert Inn Rd | Las Vegas | NV | 89141 | (702) 438-5967 |
| Trails Village Shopping Center | Nugent, LLC | 1750 N Buffalo Dr | Las Vegas | NV | 89134 | (702) 478-5046 |
| Trop & Jones Towne Center | Nugent, LLC | 9360 Flamingo Rd | Las Vegas | NV | 89103 | (702) 227-7403 |
| Tule Springs | Nugent, LLC | 10620 Southern Highlands Pkwy | Las Vegas | NV | 89131 | (702) 476-3335 |
| Windmill | Nugent, LLC | 7345 S Durango Dr | Las Vegas | NV | 89123 | (702) 269-6388 |
| Silverado Ranch Village | Sukhbir Pannu | 3675 S Rainbow Blvd | Las Vegas | NV | 89183 | (702) 897-7110 |
| St. Rose (South Fork) | Sukhbir Pannu | 8090 Blue Diamond Rd | Las Vegas | NV | 89183 | (702) 362-7110 |
| Bermuda & Windmill Lane Plaza | VGURU, LLC | 9975 S Eastern Ave | Las Vegas | NV | 89123 | (702) 701-8833 |
| Cheyenne Commons | VGURU, LLC | 7120 N Durango Dr | Las Vegas | NV | 89108 | (702) 534-7540 |
| Craig Marketplace | VGURU, LLC | 7380 S Rainbow Blvd | Las Vegas | NV | 89129 | (702) 396-0013 |
| Fort Apache | VGURU, LLC | 467 E Silverado Ranch Blvd | Las Vegas | NV | 89148 | (702) 848-7030 |
| Rainbow and Warm Springs | VGURU, LLC | 4770 Blue Diamond Rd | Las Vegas | NV | 89139 | (702) 233-3377 |
| Rainbow Plaza | VGURU, LLC | 6125 W Tropicana Ave | Las Vegas | NV | 89145 | (702) 333-1677 |
| Rainbow Springs | VGURU, LLC | 3101 N Rainbow Blvd | Las Vegas | NV | 89103 | (702) 857-7858 |
| Sea Breeze Village | VGURU, LLC | 6171 N Decatur Blvd | Las Vegas | NV | 89128 | (702) 341-7490 |
| The Lakes | VGURU, LLC | 877 S Rainbow | Las Vegas | NV | 89117 | (702) 804-5711 |
| 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 | 3073 W Craig Rd | North Las Vegas | NV | 89084 | (702) 387-9996 |
| Simmons Centre | Nugent, LLC | 3030 W Ann Rd | North Las Vegas | NV | 89031 | (702) 396-6390 |
| Craig and Simmons | VGURU, LLC | 6935 Aliante Pkwy | North Las Vegas | NV | 89032 | (702) 737-3073 |
| Park Central Plaza | VGURU, LLC | 5960 Losee Rd | North Las Vegas | NV | 89081 | (702) 220-7701 |
| Pahrump Valley Junction | VGURU, LLC | 280 State Hwy 160 | Pahrump | NV | 89060 | (775) 877-5900 |
| *Canyon Center | Cha Ching, Inc. | 155 Lemmon Dr | Reno | NV | 89503 | (775) 870-9891 |
| *Double Diamond | Cha Ching, Inc. | 6633 South Virginia St. | Reno | NV | 89521 | (775) 851-8437 |
| *Fire Creek Crossing | Cha Ching, Inc. | 10490 N McCarran Blvd | Reno | NV | 89509 | (775) 827-2211 |
| *Galena Junction | Cha Ching, Inc. | 18128 Wedge Pkwy | Reno | NV | 89511 | (775) 376-1271 |
| *Shoppes At Lemmon Valley | Cha Ching, Inc. | 4809 Kietzke Ln | Reno | NV | 89506 | (775) 741-1390 |
| *The Commons | Cha Ching, Inc. | 748 S Meadow Pkwy | Reno | NV | 89511 | (775) 221-7394 |
| *Marina Marketplace | Cha Ching, Inc. | 1495 E Prater Way | Sparks | NV | 89431 | (775) 501-5368 |
| *Spanish Springs | Cha Ching, Inc. | 9740 State Route 445 | Sparks | NV | 89441 | (775) 870-9941 |
| *Sparks Galleria | Cha Ching, Inc. | 4751 Galleria Pkwy | Sparks | NV | 89436 | (775) 870-9815 |
| McKinley/Highland | JELEA Enterprises, Inc. | 3860 McKinley Pwky | 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 | Geneseo | 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 | EM3, LLC | 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. | 2394 Lyell Ave | Rochester | NY | 14623 | (585) 292-0026 |
| Lyell Howard Commons | Upstate Salons Ltd | 620 Jefferson Rd | 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 |
| Boulevard Place | DK Friend Holdings, Inc. | 1696 Sheridan Dr | Tonawanda | NY | 14150 | (716) 783-7011 |
| Tops Plaza Tonawanda | DK Friend Holdings, Inc. | 1750 Niagara Falls Blvd | Tonawanda | NY | 14223 | (716) 871-1212 |
| 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. | 46 N Hawkins Ave | Akron | OH | 44312 | (330) 645-6288 |
| Coventry Commons | R.L.O., Inc. | 2891 E Waterloo Rd | Akron | OH | 44319 | (330) 474-3885 |
| Waterloo Marc's | Ramsey Rooney & Co. | 3100 Manchester Rd | Akron | OH | 44312 | (330) 628-0217 |
| West Market St. Station | The 220 Group, Ltd | 790 Arlington Ridge | 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 |
| Pavilion Shopping Center | Ratcliff Enterprises Ohio, Inc./Cathcart | 24331 Chagrin Boulevard | Beachwood | OH | 44122 | (216) 342-5090 |
| Beavercreek Plaza | R.L.O., Inc. | 3195 Dayton Xenia Rd | Beavercreek | OH | 45434 | (937) 426-4207 |
| Rex Centre | R.L.O., Inc. | 2730 N Fairfield Rd | Beavercreek | OH | 45431 | (937) 431-0766 |
| 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 |
| Bowling Green Center | R.L.O., Inc. | 1066 N Main St | Bowling Green | OH | 43402 | (419) 352-1745 |
| Kroger Center | R.L.O., Inc. | 1107 S Main St | Bowling Green | OH | 43402 | (419) 685-9280 |
| Brecksville Shopping Center | ZAMP Enterprises, Inc. | 7562 Chippewa Road | 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./Cathcart | 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 | Saylon, Inc./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 |
| Country Fair Plaza | R.L.O., Inc. | 3030 Cromer Ave NW | Canton | OH | 44708 | (330) 456-0389 |
| 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 |
| 30th Street Plaza | ZAMP Enterprises, Inc. | 4129 Tuscarawas St W | Canton | OH | 44709 | (330) 491-8188 |
| Harbor Square | R.L.O., Inc. | 1962 Havemann Rd | Celina | OH | 45822 | (567) 890-2547 |
| Centerville Place | R.L.O., Inc. | 5413 Cornerstone N Blvd | Centerville | OH | 45458 | (937) 435-2740 |
| Cross Pointe Centre | R.L.O., Inc. | 1085 S Main St | Centerville | OH | 45459 | (937) 312-9353 |
| Shoppes at Cornerstone II | R.L.O., Inc. | 101 E Alex Bell Rd | Centerville | OH | 45440 | (937) 433-0330 |
| 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 |
| Anderson Beechmont | Cincy Clips, Inc. | 9174 Winton Rd | Cincinnati | OH | 45255 | (513) 233-2547 |
| Cherry Grove Plaza | Cincy Clips, Inc. | 3756 Paxton Ave | Cincinnati | OH | 45255 | (513) 688-0100 |
| Encore at Oakley | Cincy Clips, Inc. | 454 Ohio Pike | Cincinnati | OH | 45209 | (513) 351-1214 |
| Harpers Station | Cincy Clips, Inc. | 11375 Montgomery Rd | Cincinnati | OH | 45249 | (513) 489-4448 |
| Sharonville Plaza | Cincy Clips, Inc. | 4530 Eastgate Blvd | Cincinnati | OH | 45241 | (513) 832-7683 |
| Springdale Plaza | Cincy Clips, Inc. | 5776 Cheviot Rd | Cincinnati | OH | 45246 | (513) 671-1427 |
| Stonecreek Center | Cincy Clips, Inc. | 6161 Glenway Ave | Cincinnati | OH | 45251 | (513) 923-2888 |
| Taylor Creek Retail Center | Cincy Clips, Inc. | 4130 Hunt Rd | Cincinnati | OH | 45247 | (513) 353-2547 |
| Western Village | Cincy Clips, Inc. | 427 E Kemper Rd | Cincinnati | OH | 45211 | (513) 481-1553 |
| Downtown Kroger | Eckert, Inc. | 834 Ohio Pike | Cincinnati | OH | 45202 | (513) 381-2000 |
| Beechmont Center | Excel Clips, Inc. | 6955 Harrison Avenue | Cincinnati | OH | 45230 | (513) 232-0600 |
| Blue Ash Commons | Excel Clips, Inc. | 3317 Vandercar Way | Cincinnati | OH | 45236 | (513) 936-9444 |
| Hyde Park Plaza | Excel Clips, Inc. | 7392 Wooster Pike | Cincinnati | OH | 45208 | (513) 321-2887 |
| Mariemont | Excel Clips, Inc. | 7625C Beechmont Ave | Cincinnati | OH | 45227 | (513) 561-4010 |
| Shoppes of Evendale | Excel Clips, Inc. | 12065 Lebanon Rd (Rt 42) | Cincinnati | OH | 45241 | (513) 936-9450 |
| Symmes Retail Center | Excel Clips, Inc. | 41 E Court St | Cincinnati | OH | 45249 | (513) 683-4777 |
| White Oak | Queen City Clippers, Ltd. | 3645 Stonecreek Blvd | Cincinnati | OH | 45247 | (513) 245-2947 |
| Winton Road Retail Center | Queen City Clippers, Ltd. | 12104 Montgomery Rd | Cincinnati | OH | 45231 | (513) 522-2547 |
| Eastgate Crossing | R.L.O., Inc. | 10325 Reading Rd | Cincinnati | OH | 45245 | (513) 943-1500 |
| Eastgate Square | R.L.O., Inc. | 5206 Beechmont Ave | Cincinnati | OH | 45245 | (513) 752-2500 |
| Park Plaza | R.L.O., Inc. | 4394 Eastgate Square Dr | Cincinnati | OH | 45245 | (513) 752-2890 |
| 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. | 1498 N High St | Columbus | OH | 43202 | (614) 447-1300 |
| Easton Square | KLK Haircutters, Inc. | 7850 Olentangy River Rd | Columbus | OH | 43219 | (614) 475-0500 |
| German Village | KLK Haircutters, Inc. | 900 S High St | Columbus | OH | 43206 | (614) 449-1300 |
| Graceland | Laventure, Inc. | 4715 Reed Rd | Columbus | OH | 43214 | (614) 430-8788 |
| Sun Center | Laventure, Inc. | 1004 North High Street | Columbus | OH | 43235 | (614) 717-2727 |
| The Highline at Nine | Laventure, Inc. | 4700 W Broad St | Columbus | OH | 43201 | (614) 929-5967 |
| Thurber on High | Laventure, Inc. | 3662 W Dublin Granville Rd | Columbus | OH | 43201 | (614) 224-9279 |
| Upper Arlington | Laventure, Inc. | 1591 Georgesville Square Dr | Columbus | OH | 43220 | (614) 459-4880 |
| Hills Market | R.L.O., Inc. | 1249 Polaris Parkway | Columbus | OH | 43235 | (614) 819-3575 |
| East Point Crossing | StyleTech Corporation | 6980 E Broad St | Columbus | OH | 43213 | (614) 522-0007 |
| Georgesville Square | StyleTech Corporation | 3872 Morse Rd | Columbus | OH | 43228 | (614) 878-6885 |
| Grandview | StyleTech Corporation | 1441 Grandview Ave | Columbus | OH | 43212 | (614) 586-1072 |
| Lincoln Village | StyleTech Corporation | 3379 N High St | Columbus | OH | 43228 | (614) 870-7295 |
| University City | StyleTech Corporation | 5968 North Hamilton Rd | Columbus | OH | 43202 | (614) 754-7771 |
| Hamilton Quarters | Tillery Enterprises, Inc. | 2861 Olentangy River Rd | Columbus | OH | 43081 | (614) 607-2663 |
| Polaris Town Centre | Tillery Salons, Inc. | 5047 N High St | 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 |
| Deville 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 |
| Eastown Shopping Center | R.L.O., Inc. | 3982 Linden Ave | Dayton | OH | 45432 | (937) 254-4882 |
| Oak Creek Marketplace | R.L.O., Inc. | 6827 Miller Ln | Dayton | OH | 45459 | (937) 422-0415 |
| York Commons | R.L.O., Inc. | 1036 Miamisburg-Centerville Rd | Dayton | OH | 45414 | (937) 264-0442 |
| Northtowne Plaza | Zeetrio of Ohio, Inc. | 1832 N Clinton St | Defiance | OH | 43512 | (419) 784-0099 |
| Delaware Community Plaza | Tillery Salons, Inc. | 817 N Houk Rd | Delaware | OH | 43015 | (740) 362-4547 |
| Westfield Plaza | Tillery Salons, Inc. | 1792 Columbus Pike | Delaware | OH | 43015 | (740) 362-6665 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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. | 4990 Cosgray Rd | Dublin | OH | 43016 | (614) 764-8893 |
| The Shoppes at Haydens Crossing | R.L.O., Inc. | 6365 Perimeter Dr | Dublin | OH | 43016 | (614) 971-5260 |
| Avery Square | Tillery Salons, Inc. | 5764 Frantz Rd | Dublin | OH | 43016 | (614) 336-9886 |
| North Bridge Plaza | Tillery Salons, Inc. | 7565 Sawmill 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. | 3800 Colonel Glenn Hwy | Fairborn | OH | 45324 | (937) 879-9747 |
| College Station | R.L.O., Inc. | 1173 E Dayton Yellow Springs Rd | Fairborn | OH | 45324 | (937) 365- 2785 |
| Village Green | Cincy Clips, Inc. | 500 Kolb Dr | Fairfield | OH | 45014 | (513) 858-2855 |
| Gilmore Square | RDFM, Inc. | 675 Deis 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 |
| Independence Square | KLK Haircutters, Inc. | 2200 Tiffin Ave | Findlay | OH | 45840 | (419) 424-1300 |
| Meijer | KLK Haircutters, Inc. | 1131 Trenton Ave | Findlay | OH | 45840 | (419) 422-1300 |
| 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 |
| Hunters Ridge Plaza | Tillery Enterprises, Inc. | 1169 N Hamilton Rd | Gahanna | OH | 43230 | (614) 471-9180 |
| Vista Plaza | Tillery Enterprises, Inc. | 330 S Hamilton Rd | Gahanna | OH | 43230 | (614) 478-3828 |
| 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. | 5911 Hoover Rd | Grove City | OH | 43123 | (614) 539-4733 |
| Buckeye Grove | StyleTech Corporation | 1729 Stringtown 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-Gunn Eden | Excel Clips, Inc. | 748 NW Washington Blvd | 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./Cathcart | 885 W Maple St | Hartville | OH | 44632 | (330) 267-6006 |
| Southgate Plaza | Tillery Enterprises, Inc. | 715 Hebron Rd | Heath | OH | 43056 | (740) 522-3003 |
| Market at Hilliard | Tillery Salons, Inc. | 3788 Fishinger Blvd | Hilliard | OH | 43026 | (614) 876-5664 |
| Mill Run | Tillery Salons, Inc. | 1804 Hilliard Rome Rd | Hilliard | OH | 43026 | (614) 527-9390 |
| 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. | 4624 Brandt 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. | 8424 Old Troy Pike | Huber Heights | OH | 45424 | (937) 236-3001 |
| Hudson | The 220 Group, Ltd | 118 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./Cathcart | 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. | 4317 Far Hills Ave | Kettering | OH | 45420 | (937) 294-8633 |
| Charlotte Gardens | R.L.O., Inc. | 2032 E Whipp Rd | Kettering | OH | 45429 | (937) 221-8662 |
| Kentshire Plaza | R.L.O., Inc. | 3009 Woodman Dr | 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 | 8591 Columbus Pike | Lewis Center | OH | 43035 | (740) 549-7099 |
| Northpointe Plaza | Tillery Salons, Inc. | 6460 Pullman Dr | 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. | 771 Lost Creek Blvd | Lima | OH | 45805 | (419) 228-9583 |
| *Walmart East Plaza | R.L.O., Inc. | 2330 Elida Rd | 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. | 3116 Montgomery Rd | Maineville | OH | 45039 | (513) 494-0122 |
| 20 Mile Center | RDFM, Inc. | 5765 State Route 48 | Maineville | OH | 45039 | (513) 697-1122 |
| Appleseed Center | KLK Haircutters, Inc. | 2016 August Dr | Mansfield | OH | 44907 | (419) 756-0001 |
| Gateway Plaza | KLK Haircutters, Inc. | 1452 Lexington Ave | Mansfield | OH | 44906 | (419) 529-0039 |
| *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. | 5214 Kings Mills Rd | Mason | OH | 45040 | (513) 336-8275 |
| White Blossom Center | Image Engineering, Inc. | 6669 Western Row Rd | Mason | OH | 45040 | (513) 770-6720 |
| Shoppes at Mason | Queen City Clippers, Ltd. | 7928 Mason Montgomery Rd | Mason | OH | 45040 | (513) 398-2524 |
| 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 |
| Eastgate Shopping Center | R.L.O., Inc. | 1447 Som Center Road | Mayfield Heights | OH | 44124 | (440) 442-8188 |
| North Court Shoppes | R.L.O., Inc. | 1126 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 |
| Colonial Plaza | R.L.O., Inc. | 7501 Mentor Ave | Mentor | OH | 44060 | (440) 205-1363 |
| Creekside Commons | R.L.O., Inc. | 9579 Mentor Ave | Mentor | OH | 44060 | (440) 357-8788 |
| Mentor on the Lake | Mia San Mia, LLC | 7867 Plains Rd | Mentor on the Lake | OH | 44060 | (440) 257-4747 |
| Miamisburg Plaza | Eckert, Inc. | 10735 Innovation Dr | Miamisburg | OH | 45342 | (937) 859-5800 |
| Austin Landing | R.L.O., Inc. | 1224 E Central Ave | Miamisburg | OH | 45342 | (937) 847-7445 |
| Southland Shopping Center | LJ CLIPPERS, LLC | 6869 Pearl Rd | Middleburg Heights | OH | 44130 | (440) 809-0301 |
| Harrington Square | R.L.O., Inc. | 14950 S Springdale Ave | Middlefield | OH | 44062 | (440) 858-5162 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Middletown Shopping Center | Crosstown Cutters, LLC | 629 S Breiel Blvd | Middletown | OH | 45044 | (513) 727-4399 |
| Rivers Edge | Cincy Clips, Inc. | 1259 State Route 28 | Milford | OH | 45150 | (513) 576-0030 |
| Mt. Repose | R.L.O., Inc. | 1090 State Route 28 | Milford | OH | 45150 | (513) 722-9050 |
| Mulberry Center | R.L.O., Inc. | 195 Rivers Edge Dr | Milford | OH | 45150 | (513) 575-4100 |
| 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. | 3283 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. | 5137 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. | 2179 E Maple St | North Canton | OH | 44720 | (330) 305-1369 |
| Plaza at Portage | R.L.O., Inc. | 1593 N Main St | North Canton | OH | 44720 | (330) 966-2802 |
| Washington Square | ZAMP Enterprises, Inc. | 4885 Portage St NW | North Canton | OH | 44720 | (330) 526-8910 |
| Columbia Corners Stone | Ramsey Rooney & Co. | 24569 Lorain Rd | North Olmsted | OH | 44070 | (440) 716-8048 |
| 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 | Vissutocorp, Inc. | 9371 W Sprague Rd | North Royalton | OH | 44133 | (440) 885-4071 |
| Norton Plaza | R.L.O., Inc. | 3200 Greenwich 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 | Vissutocorp, 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 |
| Perrysburg Plaza | KLK Haircutters, Inc. | 26567 N Dixie Hwy | Perrysburg | OH | 43551 | (419) 873-1300 |
| Shoppes at RiverPlace | KLK Haircutters, Inc. | 10079 Fremont Pike | Perrysburg | OH | 43551 | (419) 874-4300 |
| Windmiller 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 | Laventure, 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 |
| Marcs 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 |
| Eastside Square | R.L.O., Inc. | 1776 N Bechtle Ave | Springfield | OH | 45505 | (937) 322-2418 |
| Moorefield Square | R.L.O., Inc. | 2975 Derr Rd | Springfield | OH | 45503 | (937) 505-6187 |
| North Bechtle Square | R.L.O., Inc. | 150 S Tuttle Rd | Springfield | OH | 45504 | (937) 390-2187 |
| Stow Community Center | Demer Retail Ventures GC, LLC | 4963 Darrow Rd | Stow | OH | 44224 | (330) 688-8100 |
| Highpoint Plaza | Ramsey Rooney & Co. | 3490 Hudson Dr | Stow | OH | 44224 | (330) 650-1203 |
| Graham Square | Tagliare Enterprises, Inc. | 4338 Kent Rd | 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 | 19760 W 130th St | Strongsville | OH | 44136 | (440) 878-0700 |
| Boston Square II | LJ CLIPPERS, LLC | 18090 Royalton Rd | 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 | 3504 Secor Rd | Toledo | OH | 43611 | (419) 727-0393 |
| Secor Square | KLK Haircutters, Inc. | 5844 W Central Ave | 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 |
| Kit Richland | Zeetrio of Ohio, Inc. | 4747 Suder Ave | Toledo | OH | 43615 | (419) 535-7390 |
| 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 |
| Market 55 | Eckert, Inc. | 1880 W Main St | Troy | OH | 45373 | (937) 339-1939 |
| Troy Triangle Center | Eckert, Inc. | 1285 S Dorset Rd | Troy | OH | 45373 | (937) 440-8004 |
| 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 |
| 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. | 1090 Williams Reserve Blvd | Wadsworth | OH | 44281 | (330) 336-5386 |
| Wadsworth Crossings | Ratcliff Enterprises Ohio, Inc./Cathcart | 990 A High St | Wadsworth | OH | 44281 | (330) 331-4488 |
| *Wapak Center | R.L.O., Inc. | 1321 Bellefontaine St | Wapakoneta | OH | 45895 | (419) 738-2547 |
| 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. | 7673 Voice of America Dr | West Chester | OH | 45069 | (513) 779-4567 |
| Voice of America | RDFM, Inc. | 8211 Highland Point 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Canterbury Commons | R.L.O., Inc. | 26340 Detroit Road | Westlake | OH | 44145 | (216) 410-1434 |
| Willo 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 |
| Aspen Creek | Llopis USA, LLC | 2429 W Kenosha St | Broken Arrow | OK | 74011 | (918) 994-7802 |
| The Shops at Broken Arrow | Llopis USA, LLC | 1620 W Tuscon St | Broken Arrow | OK | 74012 | (918) 893-7901 |
| Redbud Corners | Style Pro's, Inc. | 1346 E Hillside Dr | 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 | 3325 S Boulevard | Edmond | OK | 73012 | (405) 216-3345 |
| Homestead Center | Four C Ventures, LLC | 2125 W 15th St | Edmond | OK | 73003 | (405) 330-3890 |
| I-35 & 15th | Fresh Look Investments, LLC | 3033 NW 178th St | Edmond | OK | 73034 | (405) 216-5002 |
| Bryant Square | Llopis USA, LLC | 1333 N Santa Fe Ave | Edmond | OK | 73034 | (405) 330-0343 |
| Edmond Market Place | Llopis USA, LLC | 941 W I-35 Frontage Rd | Edmond | OK | 73013 | (405) 285-4599 |
| Santa Fe Plaza | Llopis USA, LLC | 1516 E 2nd 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 | Enid | OK | 73703 | (580) 297-5002 |
| 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 |
| East Norman Shopping Center | Four C Ventures, LLC | 2620 Classen Blvd | Norman | OK | 73071 | (405) 701-8721 |
| University Town Center | Four C Ventures, LLC | 627 12TH Ave NE | Norman | OK | 73069 | (405) 310-6967 |
| Classen Crossing | Llopis USA, LLC | 1436 24th Ave NW | Norman | OK | 73071 | (405) 310-3938 |
| NW 122nd and May | DTS Clips, LLC | 7640 NW Expressway | Oklahoma City | OK | 73120 | (405) 849-5518 |
| Quail Springs | DTS Clips, LLC | 14220 N Pennsylvania Ave | Oklahoma City | OK | 73134 | (405) 748-8283 |
| Crest Center | Four C Ventures, LLC | 12108 S Pennsylvania Ave | Oklahoma City | OK | 73159 | (405) 759-2244 |
| Greenbriar | Four C Ventures, LLC | 3617 NW 39th St | Oklahoma City | OK | 73170 | (405) 286-0450 |
| Silver Springs | Four C Ventures, LLC | 12300 N May Avenue | Oklahoma City | OK | 73132 | (405) 603-5599 |
| Deer Creek Plaza | Fresh Look Investments, LLC | 5801 N May Ave | Oklahoma City | OK | 73142 | (405) 506-0469 |
| Centennial Plaza | Llopis USA, LLC | 5616 W Memorial Rd | Oklahoma City | OK | 73112 | (405) 849-4962 |
| Portland Plaza | Llopis USA, LLC | 3000 SW 104th St | Oklahoma City | OK | 73112 | (405) 768 4405 |
| Okmulgee Retail Center | Style Pro's, Inc. | 1827 S Wood Dr | Okmulgee | OK | 74447 | (918) 777-2545 |
| Garrett Creek Phase 2 | Style Pro's, Inc. | 11412 N 134th East Ave | Owasso | OK | 74055 | (539) 208-5120 |
| Waterford Plaza | Style Pro's, Inc. | 9500 N 129th E Ave | Owasso | OK | 74055 | (918) 274-4561 |
| 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 |
| Sprouts Center | Pfeiffer Companies LLC | 905 W 6th Ave | Stillwater | OK | 74074 | (405) 332-5594 |
| The Bulls-Eye | Pfeiffer Companies LLC | 1717 N Perkins Rd | Stillwater | OK | 74075 | (405) 332-4255 |
| Harvard Square South | Llopis USA, LLC | 7920 E 71st St | Tulsa | OK | 74135 | (918) 340-7109 |
| Old Village South Shopping Center | Llopis USA, LLC | 9128 S Yale | Tulsa | OK | 74105 | (918) 794-7188 |
| 1700 Yale Mall | Style Pro's, Inc. | 1326 East 41st Street | Tulsa | OK | 74112 | (918) 794-9083 |
| Crossing Oaks | Style Pro's, Inc. | 1671 S Yale Ave | Tulsa | OK | 74133 | (918) 893-3845 |
| Post Rock Plaza | Style Pro's, Inc. | 8115 S Olympia Ave W | Tulsa | OK | 74133 | (918) 970-2551 |
| The Walk at Tulsa Hills | Style Pro's, Inc. | 4113 S Harvard Ave | Tulsa | OK | 74132 | (539) 664-5550 |
| Yale Village | Style Pro's, Inc. | 10462 S 82nd E Ave | Tulsa | OK | 74137 | (918) 398-6753 |
| Woodward | Pfeiffer Companies LLC | 3118 Williams Ave | Woodward | OK | 73801 | (580) 290-5068 |
| 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 (202 | 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 (202 | 547 Cundles Road E | Barrie | ON | L4N 3Z5 | (705) 726-9996 |
| *North Barrie Crossing | JAMI COMMUNICATIONS GROUP (202 | 494 Big Bay Point Rd | 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 (202 | 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 |
| Chalo North Brampton | GOODWOOD ENTERPRISES INC. | 10525 Bramalea Rd | Brampton | ON | L6R 3P4 | (905) 458-1626 |
| Homestead Square | GOODWOOD ENTERPRISES INC. | 175 Fletcher's Creek Blvd | Brampton | ON | L6X 5C4 | (905) 874-6565 |
| 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. | 1250 Brant St | 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. | 3047 Appleby Line | 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 (202 | 18265 Yonge St. | East Gwillimbury | ON | L9N 0A2 | (289) 366-3061 |
| Fonthill Marketplace | Gwen Creation Enterprises, Inc. | 130 Hwy 20 E | Fonthill | ON | L0S 1E6 | (905) 892-5622 |
| Speedvale Centre | Gwen Creation Enterprise (2021) Inc. | 20 Clair Rd W | Guelph | ON | N1E 1N5 | (519) 265-3456 |
| Fieldgate South Guelph | Keshpn, Inc. | 328 Speedvale Ave E | Guelph | ON | N1L 1M7 | (519) 763-5259 |
| Rymal Retail Center | 2369798 Ontario Corp. | 1170 Rymal Rd E | Hamilton | ON | L8W 3N7 | (905) 383-3111 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Hamilton Mountain | Breacan Business Services, Inc. | 516 Centennial Pky N | Hamilton | ON | L9B 1K3 | (289) 755-1400 |
| The Centre on Barton | Breacan Business Services, Inc. | 447 Main St E | Hamilton | ON | L8H 2V4 | (289) 389-2300 |
| No Frills Plaza | Gwen Creation Enterprises, Inc. | 1400 Upper James St | Hamilton | ON | L8N 1K1 | (905) 528-3319 |
| Stoney Creek | Niagara Clips, Inc. | 1241 Barton St E | Hamilton | ON | L8E 0G2 | (905) 664-6143 |
| *Innisfil No Frills Center | JAMI COMMUNICATIONS GROUP (202 | 1484 Innisfil Beach Road | Innisfil | ON | L9S 4J1 | (705) 436-2222 |
| Fairway Plaza | Shear Greatness Inc. | 10 Manitou Dr | Kitchener | ON | N2C 2N3 | (519) 893-4149 |
| Lackner Centre | Shear Greatness Inc. | 370 Highland Rd W | Kitchener | ON | N2A 3Z1 | (519) 748 4888 |
| Evergreen Mall | YAARRA Business Services, Inc. | 1405 Ottawa St N | 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 |
| Derry Heights | 2228085 Ontario, Inc. | 1120 Steeles Ave E | Milton | ON | L9T 7H5 | (905) 876-2547 |
| Milton Crossroads | 2228085 Ontario, Inc. | 6911 Derry Rd | Milton | ON | L9T 6C8 | (905) 864-7344 |
| Mavis | 2682392 Ontario Inc. | 3052 Elm Creek Rd | Mississauga | ON | L5B 0L3 | (905) 848-2547 |
| Derry Village | 2682395 Ontario Inc. | 1510 Dundas St E | 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. | 7070 St. Barbara Blvd | 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 (202 | 291 Coldwater Rd W | Orillia | ON | L3V 3M1 | (705) 323-9918 |
| Gateway Centre | LHMK Enterprises, Inc. | 2630 Simcoe St North | Oshawa | ON | L1G 0B2 | (905) 404-2626 |
| Kingsway Village | LHMK Enterprises, Inc. | 224 Ritson Rd N | Oshawa | ON | L1H 8J4 | (905) 432-1500 |
| Oshawa Centre | LHMK Enterprises, Inc. | 1300 King St E | Oshawa | ON | L1J 1Z4 | (905) 436-0299 |
| RioCan Windfields | LHMK Enterprises, Inc. | n/a | Oshawa | ON | L1L 0R1 | (905) 434-8839 |
| *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 |
| Baymac SmartCentre | Kyrie Services, Inc | 1070 Major Mackenzie Dr E | Richmond Hill | ON | L4S 1P3 | (905) 918-3533 |
| Richmond Hill Commons | Kyrie Services, Inc | 10850 Yonge St | Richmond Hill | ON | L4C 3E4 | (905) 237-9188 |
| Glendale Place | Gwen Creation Enterprises, Inc. | 275 Fourth Ave | Saint Catharines | ON | L2T 4E3 | (905) 680-8686 |
| St Catharines West | Gwen Creation Enterprises, Inc. | 344 Glendale 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 | 3582 Major MacKenzie Dr W | Vaughan | ON | L6A 4E2 | (289) 553-2547 |
| Vaughan Centre | LHMK Enterprises, Inc. | 1850 Major McKenzie Dr | 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. | 6117 SW Murray Blvd | Beaverton | OR | 97005 | (503) 641-5308 |
| Murray Crossings | KBJ Cutters Inc. | 16045 SW Walker Rd | Beaverton | OR | 97005 | (503) 627-9005 |
| Walker Road Fred Meyer | Shear Precision, Inc. | 10755 SW Beaverton Hillsdale Hwy | Beaverton | OR | 97006 | (503) 690-6764 |
| *Fred Meyer Center | LRH Associates Incorporated | 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 | Flight of the Phoenix, Inc. | 700 NE Circle Blvd | Corvallis | OR | 97330 | (541) 752-1152 |
| Barger Crossing-Winco | DO You, Inc. | 4255 Barger Dr | Eugene | OR | 97402 | (541) 342-4247 |
| Santa Clara Village | DO You, Inc. | 2748 River Rd | Eugene | OR | 97404 | (541) 636-3563 |
| East Grants Pass | Tambry Ventures South Oregon LLC | 211 NE Terry Ln | Grants Pass | OR | 97526 | (541) 916-8200 |
| West Grants Pass | Tambry Ventures South Oregon LLC | 1610 Allen Creek Rd | Grants Pass | OR | 97527 | (541) 956-9200 |
| Highland Fair Shopping Center | KBJ Cutters Inc. | 1841 NE Division St | Gresham | OR | 97080 | (503) 328-8664 |
| Hogan Plaza | KBJ Cutters Inc. | 901 SW Highland Dr | Gresham | OR | 97030 | (503) 492-2766 |
| Happy Valley Crossroads | Tambry Ventures Oregon, LLC | 8983 SE 82nd Ave | Happy Valley | OR | 97015 | (503) 658-6111 |
| Johnson Creek Fred Meyer | Tambry Ventures Oregon, LLC | 17105 SE Sunnyside Rd | Happy Valley | OR | 97086 | (503) 777-6280 |
| Hermiston Plaza | Zahoomi Umatilla LLC | 826 S HWY 395 | Hermiston | OR | 97838 | (541) 303-1501 |
| Hillsboro Fred Meyer | Rose Clips, LLC | 2387 NW 185th Ave | Hillsboro | OR | 97123 | (503) 259-9019 |
| Hillsboro Promenade | Rose Clips, LLC | 6577 SE Tualatin Valley Hwy | Hillsboro | OR | 97123 | (503) 356-8512 |
| Sunset Esplanade | Rose Clips, LLC | 7462 E Main Street | Hillsboro | OR | 97123 | (503) 615-5259 |
| Hillsboro Market Center | Shear Precision, Inc. | 880 NE 25th St | Hillsboro | OR | 97124 | (503) 640-6554 |
| Sunset Fred Meyer | Shear Precision, Inc. | 7337 NE Imbrie Drive | Hillsboro | OR | 97124 | (503) 640-6870 |
| Tanasbourne Village | Shear Precision, Inc. | 2471 SE Tualatin Valley Hwy | Hillsboro | OR | 97124 | (503) 531-8898 |
| Keizer Station | DO You, Inc. | 6324 Keizer Station Blvd NE | Keizer | OR | 97303 | (503) 390-3620 |
| Klamath Falls | Tambry Ventures South Oregon LLC | 5526 S 6th St | Klamath Falls | OR | 97603 | (541) 882-4318 |
| Town Center | Tambry Ventures South Oregon LLC | 1825 Avalon St | Klamath Falls | OR | 97603 | (541) 884-6267 |
| Lake Oswego | KBJ Cutters Inc. | 3 Monroe Parkway | Lake Oswego | OR | 97035 | (503) 635-1044 |
| McMinnville Market Center | CWS, LLC | 2533 NE Highway 99W | McMinnville | OR | 97128 | (503) 474-3853 |
| McMinnville Retail Center | CWS, LLC | 625 SW Keck Dr | McMinnville | OR | 97128 | (503) 474-1568 |
| Mid-town Medford | Tambry Ventures South Oregon LLC | 1200 Biddle Rd | Medford | OR | 97504 | (541) 858-7006 |
| South Medford | Tambry Ventures South Oregon LLC | 1374 Center Dr | Medford | OR | 97501 | (541) 770-4247 |
| 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 | 243 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 | 1307 NE 102nd Ave | Portland | OR | 97232 | (503) 288-8032 |
| Garden Home | KBJ Cutters Inc. | 1516 NE Broadway St | Portland | OR | 97223 | (503) 892-5677 |
| Gateway | KBJ Cutters Inc. | 4768 NW Bethany Blvd | Portland | OR | 97220 | (503) 253-3211 |
| Mall 205 | KBJ Cutters Inc. | 4104 SE 82nd Ave, #350 | Portland | OR | 97216 | (503) 253-4630 |
| Bethany Village | Shear Precision, Inc. | 10090 SE Washington St | Portland | OR | 97229 | (503) 533-8942 |
| Eastport Plaza | Tambry Ventures Oregon, LLC | 7303 SW Garden Home Rd | Portland | OR | 97266 | (503) 777-9194 |
| *Red Rock Center | LRH Associates Incorporated | 355 NW Oak Tree Ln | Redmond | OR | 97756 | (541) 923-7338 |
| *Nolan Town Center | LRH Associates Incorporated | 885 SW Rimrock Way | Redmond | OR | 97756 | (541) 923-5554 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Devonshire Shops | DO You, Inc. | 3914 Center St NE | Salem | OR | 97305 | (503) 588-7310 |
| Evergreen Plaza | DO You, Inc. | 3405 Commercial St. SE #130 | Salem | OR | 97301 | (503) 391-5160 |
| Oak Hills | DO You, Inc. | 3815 Devonshire Ave NE | Salem | OR | 97304 | (503) 363-9409 |
| South Commercial | DO You, Inc. | 1495 Edgewater St NW | 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 |
| Village Square Shopping Center | DO You, Inc. | 5505 Main St | Springfield | OR | 97478 | (541) 780-6996 |
| Pioneer Plaza | Flight of the Phoenix, Inc. | 1873 Pioneer Pkwy E | Springfield | OR | 97477 | (541) 988-0310 |
| Columbia River Center | Deltennium Clips, LLC | 400 Mount Hood St | The Dalles | OR | 97058 | (541) 296-1002 |
| Pacific Crossroads SC | KBJ Cutters Inc. | 16200 SW Pacific Hwy | Tigard | OR | 97223 | (503) 431-8400 |
| Tigard - King City | KBJ Cutters Inc. | 14250 SW Barrows Rd | Tigard | OR | 97224 | (503) 639-8350 |
| Barrows Crossing | Shear Precision, Inc. | 11705 SW Pacific Hwy | 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 | Brodheadsville | 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 |
| Concord Plaza | Diamond State Group, LLC | 275 Wilmington W Chester Pike | Chadds Ford | PA | 19317 | (610) 558-3672 |
| 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 Milford 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 |
| *Erie Marketplace | LJ CLIPPERS, LLC | 4293 Buffalo Rd | Erie | PA | 16509 | (814) 866-4733 |
| *Giant Eagle Plaza - Harbor Creek | LJ CLIPPERS, LLC | 2533 W 12th St | Erie | PA | 16510 | (814) 899-1718 |
| *Washington Square Plaza | LJ CLIPPERS, LLC | 5036 Peach St | Erie | PA | 16509 | (814) 860-7888 |
| *West 12th Street Plaza | LJ CLIPPERS, LLC | 6660 Peach St | Erie | PA | 16505 | (814) 833-3029 |
| 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 | 3881 Union Deposit Rd | Harrisburg | PA | 17112 | (717) 216-8844 |
| Union Square Shopping Center | YANKEY Clippers Harrisburg, LLC | 5106 Jonestown Rd | Harrisburg | PA | 17109 | (717) 649-6418 |
| Snyder Square | Emance 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 Crossin | 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 | 1282 Lititz Pike | 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 | 2481 Lincoln Hwy E | Lancaster | PA | 17601 | (717) 569-2949 |
| Stone Mill Plaza | M & M Clippers, LLC | 2355 Oregon Pike | Lancaster | PA | 17603 | (717) 393-2300 |
| Golden Triangle | PieMan Clippers, LLC | 1382 Columbia Ave | Lancaster | PA | 17601 | (717) 435-9005 |
| Wildcat Commons | Bell Clippers, LLC | 217 Colony Ln | 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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, 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 |
| Silver Creek Plaza | PieMan Clippers, LLC | 6391 Carlisle Pike | Mechanicsburg | PA | 17050 | (717) 458-5166 |
| Windsor Park | PieMan Clippers, LLC | 5230 Simpson Ferry Rd | Mechanicsburg | PA | 17055 | (717) 610-1050 |
| 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 |
| 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 |
| Rossi Plaza | KR Enterprises Inc. | 110 Walmart Dr | North Versailles | PA | 15137 | (412) 816-2121 |
| 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 | Parkesburg | PA | 19365 | (610) 857-2730 |
| McIntyre Square | Bablin, Inc. | 4225 Brownsville Rd | Pittsburgh | PA | 15237 | (412) 364-1776 |
| Shaler Plaza | Bell Clippers, LLC | 6021 Centre Ave | Pittsburgh | PA | 15223 | (412) 252-2068 |
| Mt. Nebo Pointe | Hairclips412, LLC | 1680 Washington Rd | Pittsburgh | PA | 15237 | (412) 366-6363 |
| Walnut Place | Hairclips412, LLC | 890 Butler St | Pittsburgh | PA | 15217 | (412) 421-5756 |
| Montour Church Place | KR Enterprises Inc. | 3340 McIntyre Square Dr | Pittsburgh | PA | 15275 | (412) 787-0700 |
| Shadyside | KR Enterprises Inc. | 223 Mt Nebo Pointe Dr | Pittsburgh | PA | 15206 | (412) 362-2887 |
| Dormont Village | MSA Enterprises, LLC | 315 McHolme Dr | Pittsburgh | PA | 15216 | (412) 207-8343 |
| Shoppes at Brentwood | MSA Enterprises, LLC | 2961 W Liberty Ave | Pittsburgh | PA | 15227 | (412) 892-8027 |
| South Hills | MSA Enterprises, LLC | 4580 Browns Hill 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 | Emance 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 |
| 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 |
| Southampton Shopping Center | Z Salon Southampton LLC | 476 2nd Street Pike | Southampton | PA | 18966 | (215) 494-9479 |
| 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 |
| 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 | 1189 Wilmington Pike | West Chester | PA | 19382 | (610) 701-7020 |
| Westtown Village | Sanskar Sanskriti Pennington, Inc. | 1115 West Chester 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 |
| Shoppes at Wyndham | Champion Clippers Inc. | 2801 E Market St | York | PA | 17403 | (717) 650-2869 |
| South Queen Plaza | LiPho, LLC | 930 S Richland Ave | York | PA | 17403 | (717) 430-4894 |
| York Mall | LiPho, LLC | 2108 S Queen St | York | PA | 17402 | (717) 755-7560 |
| York Crossing | M & M Clippers, LLC | 2169 York Crossing Dr | York | PA | 17408 | (717) 767-1620 |
| Salt Pond Shopping Center | Salt Pond TNC, LLC | 91 Point Judith Rd | Narragansett | RI | 02882 | (401) 284-0244 |
| Hunt River Commons | Salt Pond TNC, LLC | 40 Frenchtown Rd | North Kingstown | RI | 02852 | (401) 884-7111 |
| Hoxsie Four Corners | Salt Pond TNC, LLC | 50 Airport Rd | Warwick | RI | 02889 | (401) 921-4454 |
| Eastgate Shopping Center | Cherry BIM Inc. | 248 Eastgate Dr | Aiken | SC | 29803 | (803) 641-6600 |
| Shoppes at Richland | Cherry BIM Inc. | 3601 Richland Ave W | Aiken | SC | 29801 | (803) 641-2899 |
| Anderson Central | Meridian Enterprises, LLC | 4413 Hwy 24 | Anderson | SC | 29626 | (864) 964-8488 |
| Anderson Pavillion | Roach Management, Inc. | 1627 E Greenville St | Anderson | SC | 29621 | (864) 261-3441 |
| Brittany Plaza | Roach Management, Inc. | 198 Civic Center Blvd | Anderson | SC | 29625 | (864) 222-0500 |
| Westgate Food Lion | Roach Management, Inc. | 637 Highway 28 Byp | Anderson | SC | 29626 | (864) 760-1306 |
| *Town Center Crossing | GC Brothers, LLC | 141 E Church St | Batesburg-Leesville | SC | 29070 | (803) 532-3782 |
| 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 | 2503 May River Crossing | Bluffton | SC | 29910 | (843) 706-2654 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Market at Buckwalter | DEW Clips, LLC | 80 Baylor Dr | Bluffton | SC | 29910 | (843) 815-9995 |
| May River Crossing | Sanra IV, Inc. | 103 Buckwalter Place Blvd | 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. | 1711 Clements Ferry Road | Charleston | SC | 29412 | (843) 795-3949 |
| *Point Hope Commons | Southern Clipper, Inc. | 3863 West Ashley Circle | Charleston | SC | 29492 | (843) 471-1111 |
| *West Ashley Circle | Southern Clipper, Inc. | 1739 Maybank Hwy | Charleston | SC | 29414 | (843) 737-0632 |
| Clemson Bi Lo Center | Merck Enterprises, Inc. | 501 Old Greenville Hwy | Clemson | SC | 29631 | (864) 654-1407 |
| *Garner's Ferry Crossing | GC Brothers, LLC | 2800 Rosewood Dr | Columbia | SC | 29209 | (803) 647-7110 |
| *Harbison Court | GC Brothers, LLC | 2748 N Lake Dr | Columbia | SC | 29212 | (803) 781-3158 |
| *Murray Landing Shopping Center | GC Brothers, LLC | 7546 Garner's Ferry Rd | Columbia | SC | 29212 | (803) 749-4577 |
| *Rice Creek Village | GC Brothers, LLC | 2130 N Beltline Blvd | Columbia | SC | 29229 | (803) 462-1831 |
| *Richland Terrace | GC Brothers, LLC | 252 Harbison Blvd | Columbia | SC | 29204 | (803) 790-9997 |
| *Rosewood Village | GC Brothers, LLC | 4611 Hardscrabble Rd | Columbia | SC | 29205 | (803) 933-0551 |
| *Two Notch Crossing | GC Brothers, LLC | 10254 Two Notch Rd | Columbia | SC | 29229 | (803) 788-3114 |
| *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. | 1750 Highway 160 W | Fort Mill | SC | 29708 | (803) 802-9103 |
| West Town Market | Ronona, LLC | 516 Mercantile Pl | 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 |
| Cherrydale Point | Carolina Hair Care, Inc. | 1779 Woodruff Rd | Greenville | SC | 29609 | (864) 370-3383 |
| Furman Publix | Carolina Hair Care, Inc. | 3612 Pelham Rd | Greenville | SC | 29617 | (864) 351-2257 |
| The Point by Whole Foods | Carolina Hair Care, Inc. | 101 Verdae Blvd | Greenville | SC | 29607 | (864) 297-7238 |
| Verdae Village | Carolina Hair Care, Inc. | 3275 N Pleasantburg Dr | Greenville | SC | 29607 | (864) 297-1556 |
| McBee Station | In His Most Holy Service, LLC | 3530 Highway 153 | Greenville | SC | 29601 | (864) 520-1945 |
| Sweetbriar Market | In His Most Holy Service, LLC | 5052 Old Buncombe Rd | Greenville | SC | 29607 | (864) 292-0200 |
| McDaniel Village | Merck Enterprises, Inc. | 1140 Woodruff Rd | Greenville | SC | 29605 | (864) 232-0550 |
| Pelham 85 | Merck Enterprises, Inc. | 400 E McBee Ave | Greenville | SC | 29615 | (864) 987-0820 |
| Powdersville Plaza | Merck Enterprises, Inc. | 1922 Augusta St | Greenville | SC | 29611 | (864) 295-3725 |
| Woodruff Commons | Merck Enterprises, Inc. | 1120 N Pleasantburg Dr. Ste. 305 | Greenville | SC | 29607 | (864) 297-5797 |
| Westwood Place | Merck Enterprises, Inc. | 532 Bypass 72 NW | Greenwood | SC | 29649 | (864) 943-0859 |
| Hillview Plaza | In His Most Holy Service, LLC | 755 Hammett Bridge Rd | Greer | SC | 29651 | (864) 877-2345 |
| Hudson Corners | In His Most Holy Service, LLC | 1361 W Wade Hampton Blvd | Greer | SC | 29650 | (864) 631-1042 |
| Riverside Crossing | In His Most Holy Service, LLC | 2114 Old Spartanburg Rd | Greer | SC | 29650 | (864) 479-9444 |
| Dill Creek Commons | Merck Enterprises, Inc. | 14023 E Wade Hampton Blvd | Greer | SC | 29650 | (864) 968-8909 |
| New River Crossing | Sanra IV, Inc. | 386 D Mark Cummings Rd | Hardeeville | 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 |
| 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 |
| *Hendrix Crossing | GC Brothers, LLC | 5454 Sunset Blvd | Lexington | SC | 29072 | (803) 808-9422 |
| *Lexington Place | GC Brothers, LLC | 1767 S Lake Dr | Lexington | SC | 29072 | (803) 951-3840 |
| *White Knoll Station | GC Brothers, LLC | 851 Highway 378 | 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 Cen | Pompadour, Inc. | 11990 Highway 17 BYP | Murrells Inlet | SC | 29576 | (843) 357-0626 |
| *Forest Square | Pompadour, Inc. | 154 Sapwood Drive | Myrtle Beach | SC | 29579 | (843) 903-1772 |
| *Marketplace at the Mill | Pompadour, Inc. | 2108 Oakheart Dr | Myrtle Beach | SC | 29579 | (843) 236-0658 |
| *Plantation Pointe | Pompadour, Inc. | 1221 38th Ave N | Myrtle Beach | SC | 29577 | (843) 626-2228 |
| Crossroads Market | Cherry BIM Inc. | 1069 Edgefield Rd | North Augusta | SC | 29841 | (803) 613-0030 |
| Sweetwater Square | Cherry BIM Inc. | 404 E Martintown Rd | North Augusta | SC | 29860 | (803) 426-1499 |
| *North Rivers Town Center | Southern Clipper, Inc. | 7250 Rivers Ave | North Charleston | SC | 29406 | (843) 797-5885 |
| *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 |
| Crown Pointe Plaza | Longitude, Inc. | 133 Herlong St | Rock Hill | SC | 29730 | (803) 980-3030 |
| Food Lion Plaza | Longitude, Inc. | 636 Crown Pointe Ln | Rock Hill | SC | 29732 | (803) 817-9909 |
| Walmart Newport | Longitude, Inc. | 4875 OLD YORK RD | Rock Hill | SC | 29732 | (803) 325-8650 |
| 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 - Corner of Main St an | GC Carolina Crew, Inc. | 1400 W Georgia Road | Simpsonville | SC | 29681 | (864) 757-9392 |
| Five Forks | Merck Enterprises, Inc. | 15 Ray E Talley Ct | Simpsonville | SC | 29681 | (864) 289-0456 |
| Market at Standing Springs | Merck Enterprises, Inc. | 106 Batesville Rd | Simpsonville | SC | 29680 | (864) 757-9199 |
| Simpsonville Commons | Merck Enterprises, Inc. | 926 NE Main St | Simpsonville | SC | 29681 | (864) 962-5276 |
| East Pointe Shoppes | In His Most Holy Service, LLC | 150 E Blackstock Rd | Spartanburg | SC | 29307 | (864) 529-0770 |
| East Blackstock Center | Merck Enterprises, Inc. | 2115B E Main St | Spartanburg | SC | 29301 | (864) 576-8622 |
| *The Corner at Wescott | Southern Clipper, Inc. | 9500 Dorchester Rd | Summerville | SC | 29485 | (843) 695-0177 |
| *The Shoppes at Azalea | Southern Clipper, Inc. | 214 Azalea Square Blvd | Summerville | SC | 29483 | (843) 821-4063 |
| *Trolley Square | Southern Clipper, Inc. | 1545 Old Trolley Rd | Summerville | SC | 29485 | (843) 486-0450 |
| *Gateway Plaza | GC Brothers, LLC | 2085 Wedgefield Rd | Sumter | SC | 29150 | (803) 869-4366 |
| *Second Mill Plaza | GC Brothers, LLC | 1330 Broad Street | Sumter | SC | 29154 | (803) 775-6725 |
| *Surfside Commons | Pompadour, Inc. | 2707 Beaver Run Blvd | Surfside Beach | SC | 29575 | (843) 650-8711 |
| 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 |
| *Black Hills Center | Spice Investment Group, Inc. | 36 E Stumer Rd | Rapid City | SD | 57701 | (605) 721-5544 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| *Rushmore Crossing | Spice Investment Group, Inc. | 2626 W Main St | Rapid City | SD | 57701 | (605) 718-4278 |
| *Westridge Plaza | Spice Investment Group, Inc. | 951 Eglin Street | Rapid City | SD | 57702 | (605) 716-6266 |
| 41st and Holly | CAS, Inc. | 2310 W 41st St | Sioux Falls | SD | 57105 | (605) 330-0431 |
| East Ridge Mall | CAS, Inc. | 5227 W 26th St | Sioux Falls | SD | 57110 | (605) 334-7549 |
| South Cliff Plaza | CAS, Inc. | 5016 S Cliff Ave | Sioux Falls | SD | 57108 | (605) 332-7363 |
| Village on Louise | CAS, Inc. | 1604 S Sycamore Ave | Sioux Falls | SD | 57108 | (605) 271-7110 |
| West Side Plaza | CAS, Inc. | 5027 S Louise Ave | Sioux Falls | SD | 57106 | (605) 362-9345 |
| Willow Creek Plaza | FMG, Inc. | 929 29th St SE | Watertown | SD | 57201 | (605) 882-3840 |
| Yanktons Best | Snip, Inc. | 3100 Broadway Ave | Yankton | SD | 57078 | (605) 689-0132 |
| Acre 21 | 1631616 Alberta, Inc. | 6-3759 Chuka Blvd | Regina | SK | S4V 3P7 | (306) 789-0574 |
| Capital Crossing | 2253659 Alberta Inc. | B-3881 Rochdale Boulevard | Regina | SK | S4X 0P9 | (306) 789-0570 |
| *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. | 8113 Moores Ln | Brentwood | TN | 37027 | (615) 376-5051 |
| Concord Village | McRocket, LLC | 101 Creekside Xing | Brentwood | TN | 37027 | (615) 941-4476 |
| Cool Springs | McRocket, LLC | 10642 Concord Rd | Brentwood | TN | 37027 | (615) 377-8009 |
| *1401 Volunteer Parkway | Gartner Development Group, LLC | 1401 Volunteer Pkwy | Bristol | TN | 37620 | (423) 573-9880 |
| *The Pinnacle | Gartner Development Group, LLC | 412 Pinnacle Pkwy | Bristol | TN | 37620 | (423) 573-2547 |
| Overlook at Hamilton Place | LEWCON, LLC | 400 N Market St | Chattanooga | TN | 37421 | (423) 892-4944 |
| Village at Waterside | LEWCON, LLC | 2372 Lifestyle Way | Chattanooga | TN | 37421 | (423) 541-1400 |
| Hurricane Creek | Wildfire, LLC | 8644 E Brainerd Rd | Chattanooga | TN | 37421 | (423) 894-4500 |
| Lookout Valley Village | Wildfire, LLC | 2288 Gunbarrel Rd | Chattanooga | TN | 37419 | (423) 822-0122 |
| North Shore | Wildfire, LLC | 541 Signal Mountain Rd | Chattanooga | TN | 37405 | (423) 752-2247 |
| Signal Mountain Village | Wildfire, LLC | 3450 Cummings Hwy, Suite 136 | Chattanooga | TN | 37405 | (423) 266-3232 |
| Madison Street Commons | 1413 Development Corp, LLC | 100 Quin Ln | Clarksville | TN | 37043 | (931) 245-2756 |
| Sango Square | 1413 Development Corp, LLC | 1769 Madison St | Clarksville | TN | 37043 | (931) 542-0422 |
| Great Escape Plaza | Blue Ridge Development Partners, LLC | 1488 Tiny Town Rd | Clarksville | TN | 37042 | (931) 647-0960 |
| Quin Lane | Blue Ridge Development Partners, LLC | 920 Highway 76 | Clarksville | TN | 37042 | (931) 802-2615 |
| Shopps at Peachers Mill | Blue Ridge Development Partners, LLC | 110 Needmore Rd | Clarksville | TN | 37042 | (931) 221-0014 |
| Tower Crossing | Blue Ridge Development Partners, LLC | 1780 Tiny Town Rd | Clarksville | TN | 37040 | (931) 802-8838 |
| Mouse Creek Crossing | Wildfire, LLC | 229 Ocoee Xing NW | Cleveland | TN | 37312 | (423) 478-8777 |
| Ocoee Crossing | Wildfire, LLC | 2326 Treasury Dr | Cleveland | TN | 37312 | (423) 559-2555 |
| Sterling Pointe | Wildfire, LLC | 645 Paul Huff Pkwy NW | 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 Square Kroger Center | McRocket, LLC | 833 Nashville Hwy | Columbia | TN | 38401 | (931) 388-9600 |
| Columbia WalMart Center | McRocket, LLC | 2150 Brookmeade Dr | Columbia | TN | 38401 | (931) 388-9991 |
| Jackson Square | 1413 Development Corp, LLC | 447 S Jefferson Ave | Cookeville | TN | 38501 | (931) 559-2547 |
| Willow Bend | 1413 Development Corp, LLC | 518 S Willow Ave | Cookeville | TN | 38501 | (931) 372-8248 |
| 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 |
| *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 |
| Fieldstone Farms | L D Clips, Inc. | 2020 Fieldstone Pkwy | Franklin | TN | 37069 | (615) 791-1000 |
| Reid Hill Commons | L D Clips, Inc. | 3021 Mallory Ln | Franklin | TN | 37064 | (615) 790-4006 |
| Alexander Plaza | McRocket, LLC | 1441 New Hwy 96 W | Franklin | TN | 37064 | (615) 591-5599 |
| Thoroughbred Square | McRocket, LLC | 1203 Murfreesboro Rd | Franklin | TN | 37067 | (615) 771-5177 |
| Gallatin Village Green | McRocket, LLC | 229 Maharris Dr | Gallatin | TN | 37066 | (615) 206-1889 |
| Greensboro Village | McRocket, LLC | 565-B Village Green Dr | Gallatin | TN | 37066 | (615) 451-4637 |
| The Shops at Windsong | McRocket, LLC | 1483 Nashville Pike | 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 | 235 E Main St | Hendersonville | TN | 37075 | (615) 826-1011 |
| Maple Row Shopping Center | McRocket, LLC | 1050 Glenbrook Way | Hendersonville | TN | 37075 | (615) 431-0791 |
| Dollar General Market Shopping Cent | 1413 Development Corp, LLC | 4457 Lebanon Pike | Hermitage | TN | 37076 | (615) 391-0068 |
| Creek Plantation Village | LEWCON, LLC | 5450 Highway 153 | Hixson | TN | 37343 | (423) 842-1700 |
| Northtowne Center | LEWCON, LLC | 5756 Hwy 153 | Hixson | TN | 37343 | (423) 876-0600 |
| Oak Park Town Center | LEWCON, LLC | 5928 Hixson Pike | Hixson | TN | 37343 | (423) 877-6161 |
| *Jacksboro Square | Great Salons of Knoxville, Inc. | 2844 Appalachian Hwy | Jacksboro | TN | 37757 | (423) 352-6119 |
| *South Jackson | TBW Enterprises, LLC | 19 Stonebrook Place | Jackson | TN | 38305 | (731) 240-1675 |
| *West Towne Commons | TBW Enterprises, LLC | 2058 South Highland Ave | Jackson | TN | 38305 | (731) 300-0090 |
| *Jefferson Place | Great Salons of Knoxville, Inc. | 642 E Broadway Blvd | Jefferson City | TN | 37760 | (865) 475-0911 |
| *Crossings Pointe | Gartner Development Group, LLC | 3120 Peoples St | Johnson City | TN | 37604 | (423) 328-0423 |
| *Shoppes at West Market | Gartner Development Group, LLC | 3101 W Market St | Johnson City | TN | 37604 | (423) 328-0244 |
| *Kingsport Pavilion | Gartner Development Group, LLC | 2626 E Stone Dr | Kingsport | TN | 37660 | (423) 343-7760 |
| *Fountain View Plaza | Great Salons of Knoxville, Inc. | 5334 Millertown Pike | Knoxville | TN | 37918 | (865) 219-6959 |
| *Halls Crossroads | Great Salons of Knoxville, Inc. | 1035 N Cedar Bluff Rd | Knoxville | TN | 37938 | (865) 377-3098 |
| *Hardin Station | Great Salons of Knoxville, Inc. | 4421 Western Ave | Knoxville | TN | 37932 | (865) 851-9721 |
| *Millertown | Great Salons of Knoxville, Inc. | 5218 N Broadway St | Knoxville | TN | 37924 | (865) 281-3667 |
| *Northshore Town Center | Great Salons of Knoxville, Inc. | 7638 Mountain Grove Dr | Knoxville | TN | 37922 | (865) 531-7800 |
| *Northwest Plaza | Great Salons of Knoxville, Inc. | 2024 Town Center Blvd | Knoxville | TN | 37921 | (865) 521-6463 |
| *Parkside Station | Great Salons of Knoxville, Inc. | 113 Moss Grove Blvd | Knoxville | TN | 37934 | (865) 777-0582 |
| *Sherrill Hill Center | Great Salons of Knoxville, Inc. | 11657 Parkside Dr | Knoxville | TN | 37922 | (865) 200-4890 |
| *South Grove | Great Salons of Knoxville, Inc. | 7426 Norris Freeway | Knoxville | TN | 37920 | (865) 573-8038 |
| *Tate's Gallery | Great Salons of Knoxville, Inc. | 10661 Hardin Valley Road | Knoxville | TN | 37923 | (865) 690-1683 |
| Lawrenceburg Commons | Oak Images, LLC | 1718 N Locust Ave | Lawrenceburg | TN | 38464 | (931) 766-0308 |
| Hickory Ridge Shopping Center | McRocket, LLC | 1416 W Main St | Lebanon | TN | 37090 | (615) 547-9443 |
| Westview Plaza | McRocket, LLC | 443 Highway 109 | Lebanon | TN | 37087 | (615) 449-5490 |
| *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 | 197 Relco Dr | Manchester | TN | 37355 | (931) 723-7072 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| *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 | 650 S Mt Juliet Rd | Mount Juliet | TN | 37122 | (615) 758-3142 |
| South Providence | McRocket, LLC | 11201 Lebanon Rd | Mount Juliet | TN | 37122 | (615) 288-3062 |
| Irongate Village-Kroger Center | 1413 Development Corp, LLC | 1141 Fortress Blvd | Murfreesboro | TN | 37129 | (615) 895-6896 |
| Rutherford Crossing | 1413 Development Corp, LLC | 2441R Old Fort Pkwy | Murfreesboro | TN | 37130 | (615) 895-1344 |
| Stonetrace Commons | 1413 Development Corp, LLC | 2353 Memorial Blvd | Murfreesboro | TN | 37128 | (615) 494-1300 |
| Innsbrooke | K D Enterprises, Inc. | 2910 S Church St | Murfreesboro | TN | 37127 | (615) 895-4199 |
| Fortress Landing | Pateras, LLC | 2042 New Lascassas Pike | Murfreesboro | TN | 37128 | (615) 603-7607 |
| Donelson Crossings | 1413 Development Corp, LLC | 2613 Franklin Pike | Nashville | TN | 37214 | (615) 457-2138 |
| Lion Head Village | 1413 Development Corp, LLC | 2330 Lebanon Pike | Nashville | TN | 37205 | (615) 352-8144 |
| East Nashville | L D Clips, Inc. | 1214 Gallatin Avenue | Nashville | TN | 37206 | (615) 750-2937 |
| Melrose | L D Clips, Inc. | 54 White Bridge Rd | Nashville | TN | 37204 | (615) 678-4400 |
| Nippers Corner | L D Clips, Inc. | 8123 Hwy 100 | Nashville | TN | 37211 | (615) 315-8700 |
| Bellevue Place SC | McRocket, LLC | 5537 Edmondson Pike | Nashville | TN | 37221 | (615) 673-9350 |
| Trace Creek Commons | McRocket, LLC | 7657 Hwy 70 S | Nashville | TN | 37221 | (615) 673-2291 |
| *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 |
| Snow Hill Village | Wildfire, LLC | 1688 Ooltewah-Ringgold Rd | Ooltewah | TN | 37363 | (423) 910-0306 |
| The Enclave | Wildfire, LLC | 5958 Snow Hill Rd | Ooltewah | TN | 37363 | (423) 287-6087 |
| *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 |
| *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 |
| Lee Village | Blue Ridge Development Partners, LLC | 643 Presidents Place | Smyrna | TN | 37167 | (615) 775-5644 |
| Parkway Town Centre | Blue Ridge Development Partners, LLC | 1662 Lee Victory Pkwy | Smyrna | TN | 37167 | (615) 220-9373 |
| Soddy Daisy Crossing | Wildfire, LLC | 9332 Dayton Pike | Soddy Daisy | TN | 37379 | (423) 332-0555 |
| Port Royal Kroger Center | McRocket, LLC | 4935 Main St | Spring Hill | TN | 37174 | (931) 486-1700 |
| Spring Hill Publix Center | McRocket, LLC | 4886 Port Royal Rd | Spring Hill | TN | 37174 | (615) 302-0767 |
| Springfield Station Kroger Center | McRocket, LLC | 2572 Memorial Blvd | Springfield | TN | 37172 | (615) 382-9188 |
| Forrest Gallery | K D Enterprises, Inc. | 1905 N Jackson St | Tullahoma | TN | 37388 | (931) 393-2640 |
| 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 |
| Addison Town Center | FSG Group, LLC | 3742 Belt Line Rd | Addison | TX | 75001 | (972) 247-8688 |
| Allen Angel | FSG Group, LLC | 1208 E Bethany Dr | Allen | TX | 75002 | (972) 396-5800 |
| Bethany Park Place | R2Y2M Clips, LLC | 1314 W McDermott Dr | Allen | TX | 75002 | (972) 798-7900 |
| Town Center Crossing | Radhe Kishan, Inc. | 1512 E Exchange Pkwy | Allen | TX | 75013 | (972) 359-0144 |
| Alvin Out Parcel | Alamda Ventures, LLC | 173 Tovrea Rd | Alvin | TX | 77511 | (281) 331-6360 |
| Hillside | Michael Hays | 6200 Hillside Rd | Amarillo | TX | 79109 | (806) 418-8579 |
| Soncy and 45th | Michael Hays | 4280 S Soncy Rd | Amarillo | TX | 79119 | (806) 410-1687 |
| Summit Shopping Center | Michael Hays | 2200 SE 34th Ave | Amarillo | TX | 79106 | (806) 242-5477 |
| Tradewind | Michael Hays | 2613 Wolflin Ave | Amarillo | TX | 79118 | (806) 350-7540 |
| Wolflin Village | Michael Hays | 3300 S Coulter St | Amarillo | TX | 79109 | (806) 803-9407 |
| 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 |
| Cooper and Lamar | DFW Salons, LLC | 4201 W Green Oaks Blvd | Arlington | TX | 76012 | (817) 795-9898 |
| Riverview Village | DFW Salons, LLC | 965 W Lamar Blvd | Arlington | TX | 76006 | (817) 583-6599 |
| Stanton Plaza | DFW Salons, LLC | 5335 W Sublett Rd | Arlington | TX | 76016 | (817) 563-2577 |
| Sublett Kroger | DFW Salons, LLC | 2745 N Collins St | Arlington | TX | 76017 | (817) 563-5932 |
| 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 |
| Techridge Plaza | Duc Do | 13000 N IH 35 | Austin | TX | 78753 | (512) 833-6536 |
| The Market at Parmer | Duc Do | 14028 N US 183 | Austin | TX | 78758 | (512) 719-3196 |
| Belterra Village | Mane Image, LLC | 165 Hargraves Dr | Austin | TX | 78737 | (737) 202-4395 |
| Escarpment Village | Mane Image, LLC | 1000 E 41st St | Austin | TX | 78749 | (512) 288-2444 |
| Hancock Center | Mane Image, LLC | 3267 Bee Cave Road | Austin | TX | 78751 | (512) 394-5883 |
| Market District at Mueller | Mane Image, LLC | 6301 W Parmer Ln | Austin | TX | 78723 | (512) 480-0605 |
| Oaks at Slaughter | Mane Image, LLC | 8601 South Congress Ave | Austin | TX | 78745 | (512) 992-0188 |
| Old Quarry Village | Mane Image, LLC | 2110 W Slaughter Ln | Austin | TX | 78731 | (512) 231-1325 |
| Plaza Volente | Mane Image, LLC | 7826 W US Hwy 290 | Austin | TX | 78726 | (512) 250-5131 |
| Quinlan Crossing | Mane Image, LLC | 5510 S IH-35 | Austin | TX | 78732 | (512) 266-9221 |
| Stassney Heights | Mane Image, LLC | 3563 Far West Blvd | Austin | TX | 78745 | (512) 992-1573 |
| Tanglewood Village | Mane Image, LLC | 4477 S Lamar Blvd | Austin | TX | 78748 | (512) 300-0050 |
| Westgate | Waterloo Ventures, Inc. | 13435 US Hwy 183 N | Austin | TX | 78745 | (512) 899-8188 |
| Anderson Arbor Shoppes | Westend Holdings, Inc. | 4404 W William Cannon Dr | Austin | TX | 78750 | (512) 401-2437 |
| Lakeline Market | Westend Holdings, Inc. | 11521 N FM 620 | Austin | TX | 78717 | (512) 331-0412 |
| Parmer McNeil Plaza | Westend Holdings, Inc. | 1801 E 51st St | Austin | TX | 78729 | (512) 373-8658 |
| The Plaza at Avery Ranch | Westend Holdings, Inc. | 5145 N FM 620 | Austin | TX | 78717 | (512) 218-0030 |
| West Creek Village | Westend Holdings, Inc. | 10621 W Parmer Ln | Austin | TX | 78749 | (512) 899-3105 |
| Westpark Village | Westend Holdings, Inc. | 12407 N Mopac Expy | Austin | TX | 78736 | (512) 291-2855 |
| Westwood Shopping Center | Wilder Enterprises, Inc. | 9600 Escarpment Blvd | 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 |
| Menger Creek | Team Sailing, Inc. | 1560 River Road | Boerne | TX | 78006 | (830) 816-2234 |
| Shops of Boerne | Team Sailing, Inc. | 1421 S Main St | Boerne | TX | 78006 | (830) 331-9311 |
| 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 |
| Brazos Marketplace | Sunset Rock, Inc. | 631 N Harvey Mitchell Pkwy | Bryan | TX | 77807 | (979) 485-2982 |
| Colony Park | Sunset Rock, Inc. | 725 E Villa Maria Rd | Bryan | TX | 77808 | (979) 776-8888 |
| The Tejas Center | Sunset Rock, Inc. | 2305 Boonville Rd | Bryan | TX | 77802 | (979) 779-9700 |
| 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 Oaks Crossing | First Clips, LLC | 2150 N Josey Ln | Carrollton | TX | 75007 | (972) 820-5669 |
| Josey Ranch | First Clips, LLC | 4112 N Josey Ln | Carrollton | TX | 75006 | (972) 323-1877 |
| 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 |
| Buffalo Heights | Rockit Shears Inc. | 4470 Green Valley Road | Cibolo | TX | 78108 | (210) 233-1853 |
| Cibolo Point | Rockit Shears Inc. | 813 Cibolo Valley Dr | Cibolo | TX | 78108 | (210) 257-8822 |
| Cleburne Walmart | DFW Salons, LLC | 1620 W Henderson St | Cleburne | TX | 76033 | (817) 526-5555 |
| Cleveland Walmart | DFW Salons, LLC | 429 W Southline St | Cleveland | TX | 77327 | (832) 480-5053 |
| Tower Pointe | Sunset Rock, Inc. | 4444 Hwy 6 S | College Station | TX | 77845 | (979) 690-7788 |
| Wolf Pen Plaza | Sunset Rock, Inc. | 1901 Texas Ave S | College Station | TX | 77840 | (979) 693-8700 |
| Town Center at Colleyville | First Clips, LLC | 5611 Colleyville Blvd | Colleyville | TX | 76034 | (817) 498-7113 |
| Conroe HEB #2 | Hinan Corporation | 3600 FM 1488 | Conroe | TX | 77304 | (936) 756-7299 |
| Town Plaza | Hinan Corporation | 3915 W Davis St | 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 |
| Barker Cypress Village | D&J Worldwide, LLC | 14034 Grant Rd | Cypress | TX | 77433 | (281) 815-5128 |
| Bridgeland | D&J Worldwide, LLC | 10531 Fry Rd | Cypress | TX | 77433 | (832) 653-2434 |
| Cypress Village | First Clips, LLC | 8940 Barker Cypress Road | Cypress | TX | 77429 | (281) 257-9660 |
| Rock Creek | First Clips, LLC | 28404 NW Freeway | Cypress | TX | 77429 | (281) 306-1119 |
| Cypress Mill Plaza | Hinan Corporation | 17400 Spring Cypress Rd | Cypress | TX | 77429 | (281) 256-8488 |
| Fairfield HEB | Hinan Corporation | 13113 Louetta Rd | Cypress | TX | 77433 | (281) 304-4300 |
| Casa Linda | First Clips, LLC | 4325 Lemmon Ave | Dallas | TX | 75218 | (214) 320-8232 |
| Frankford Pavilion | FSG Group, LLC | 3767 Forest Ln | Dallas | TX | 75287 | (972) 267-2547 |
| High Point Crossing | FSG Group, LLC | 6411 E Northwest Hwy | Dallas | TX | 75231 | (469) 206-3850 |
| Old Town | FSG Group, LLC | 7215 Skillman St | Dallas | TX | 75206 | (214) 363-1554 |
| Prestonwood Town Center | FSG Group, LLC | 4347 W Northwest Hwy | Dallas | TX | 75254 | (972) 788-2197 |
| Ross Henderson Shopping Center | FSG Group, LLC | 9540 Garland Rd | Dallas | TX | 75206 | (469) 399-7565 |
| The Village of Preston Hollow | FSG Group, LLC | 4520 Frankford Rd | Dallas | TX | 75220 | (214) 654-0055 |
| Kingsley Square | RAAS Ventures LLC | 5500 Greenville Ave | Dallas | TX | 75231 | (214) 238-2303 |
| Lemmon Ave | Radhe Kishan, Inc. | 5334 Ross Ave | Dallas | TX | 75219 | (972) 232-9817 |
| Market at Preston Forest | Synectics, LLC | 5225 Belt Line Rd | Dallas | TX | 75230 | (972) 788-8189 |
| Park Forest Northeast | Synectics, LLC | 6063 Forest Ln | Dallas | TX | 75244 | (214) 584-6222 |
| 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 | 2735 W University Dr | Denton | TX | 76210 | (940) 380-9444 |
| Rayzor Ranch Town Center | Kitty Paw, LLC | 5017 Teasley Ln | 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 |
| *Eastlake Marketplace | BAD HAT LLC | 3560 N Zaragoza Rd | El Paso | TX | 79928 | (915) 313-7320 |
| *El Paseo Marketplace | BAD HAT LLC | 13034 Eastlake Dr | El Paso | TX | 79936 | (915) 225-0639 |
| *Emerald Park Plaza | BAD HAT LLC | 6450 Desert Blvd N | El Paso | TX | 79928 | (915) 307-7653 |
| *La Villita on Mesa | BAD HAT LLC | 6801 N Mesa St | El Paso | TX | 79912 | (915) 444-5060 |
| *Lower Valley | BAD HAT LLC | 8889 Gateway Blvd W | EL Paso | TX | 79907 | (915) 313-7322 |
| *The Fountains at Farah | BAD HAT LLC | 1830 Joe Battle Blvd. | El Paso | TX | 79925 | (915) 225-0629 |
| *Tierra del Este Center | BAD HAT LLC | 501 N Zaragoza Rd | El Paso | TX | 79938 | (915) 225-2485 |
| *West Towne Marketplace | BAD HAT LLC | 12244 Montana Ave | El Paso | TX | 79912 | (915) 270-9274 |
| *Zaragoza | BAD HAT LLC | 13371-14 Eastlake Blvd | El Paso | TX | 79938 | (915) 252-4373 |
| 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 |
| Euless | DFW Salons, LLC | 1060 N Main St | Euless | TX | 76039 | (817) 685-1008 |
| Heritage Towne Crossing | First Clips, LLC | 1301 W Glade Rd | Euless | 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 | 2221 Justin Rd | Flower Mound | TX | 75028 | (972) 691-0700 |
| The Shops at Flower Mound | First Clips, LLC | 2311 Cross Timbers 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 Cavozos | TX | 76544 | (254) 285-2066 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Hulen Pointe | DFW Salons, LLC | 1550 Eastchase Pkwy | Fort Worth | TX | 76132 | (817) 263-8023 |
| Ridgmar Centre | DFW Salons, LLC | 4624 W Bailey Boswell Rd | Fort Worth | TX | 76116 | (817) 569-9922 |
| Texas Motor Speedway | DFW Salons, LLC | 4601 West Fwy | Fort Worth | TX | 76177 | (817) 567-3337 |
| Trinity Commons | DFW Salons, LLC | 3556 Highway 114 | Fort Worth | TX | 76109 | (817) 377-1810 |
| Chapel Hill | FSG Group, LLC | 9609 Red Dirt Rd | Fort Worth | TX | 76107 | (817) 570-9099 |
| Basswood Crossing | Kitty Paw, LLC | 628 Harrold St | Fort Worth | TX | 76137 | (817) 232-3095 |
| Chisholm Trail Ranch | Kitty Paw, LLC | 6207 Oakmont Blvd | Fort Worth | TX | 76123 | (817) 615-9643 |
| Clifford Retail Center | Kitty Paw, LLC | 3000 S Hulen St | Fort Worth | TX | 76108 | (817) 246-4011 |
| Heritage Trace | Kitty Paw, LLC | 7451 N Beach St | Fort Worth | TX | 76177 | (817) 750-4444 |
| Presidio Town Crossing | Kitty Paw, LLC | 2400 Lands End Blvd | Fort Worth | TX | 76177 | (817) 750-2211 |
| Timberland | Kitty Paw, LLC | 8901 Tehama Ridge Pkwy | Fort Worth | TX | 76244 | (817) 741-4444 |
| The Boswell Marketplace | La Corrida Investments, LLC | 12584 N Beach St | Fort Worth | TX | 76179 | (817) 378-4864 |
| Eastchase Market | Synectics, LLC | 3400 Texas Sage Trl | Fort Worth | TX | 76120 | (817) 764-7255 |
| Left Bank Market | Synectics, LLC | 301 Clifford Center Dr | Fort Worth | TX | 76107 | (682) 200-2469 |
| Friendswood Crossing | Alamda Ventures, LLC | 104 W Parkwood Ave | Friendswood | TX | 77546 | (281) 482-1885 |
| Frisco Marketplace | FSG Group, LLC | 5570 FM 423 | Frisco | TX | 75034 | (214) 387-4644 |
| Legacy Center | FSG Group, LLC | 11901 Dallas Pkwy | Frisco | TX | 75034 | (972) 335-0095 |
| Custer Star | Kitty Paw, LLC | 8949 Coit Rd | Frisco | TX | 75035 | (972) 547-9966 |
| Teel Village | Kitty Paw, LLC | 7010 Preston Rd | Frisco | TX | 75036 | (214) 872-4400 |
| Westside Market | Kitty Paw, LLC | 5729 Lebanon Rd | Frisco | TX | 75036 | (469) 362-2999 |
| Eldorado Market Place | Licky's LLC | 8811 Teel Pkwy | Frisco | TX | 75033 | (469) 535-3007 |
| Coit Main Plaza | Synectics, LLC | 15962 Eldorado Pkwy | Frisco | TX | 75035 | (469) 384-7906 |
| Great Lakes Gainesville | GCXG, Inc. | 905 E Hwy 82 | Gainesville | TX | 76240 | (940) 665-1669 |
| Firewheel Market | FSG Group, LLC | 6850 Shiloh Rd | Garland | TX | 75040 | (972) 530-7000 |
| Shiloh Springs | FSG Group, LLC | 4280 Lavon Dr | Garland | TX | 75044 | (972) 496-6653 |
| Cedar Breaks | Mane Image, LLC | 4506 Williams Dr | Georgetown | TX | 78633 | (512) 863-5871 |
| Oak Meadows Marketplace | Mane Image, LLC | 5725 Williams Dr | Georgetown | TX | 78633 | (512) 763-8254 |
| Wolf Ranch | Mane Image, LLC | 19372 Ronald Reagan Blvd | Georgetown | TX | 78628 | (512) 863-3439 |
| Bar W | Wilder Enterprises, Inc. | 1013 W University Ave | Georgetown | TX | 78628 | (512) 528-4280 |
| Granbury North | MegaClips, LLC | 3801 E US Hwy 377 | Granbury | TX | 76049 | (682) 205-3702 |
| Granbury South | MegaClips, LLC | 405 E Hwy 377 | Granbury | TX | 76048 | (817) 579-8300 |
| Carrier Towne Crossing | First Clips, LLC | 4045 S Great Southwest Pkwy | Grand Prairie | TX | 75052 | (972) 642-2547 |
| Great Southwest Shopping Center | First Clips, LLC | 3950 S Carrier Pkwy | Grand Prairie | TX | 75052 | (972) 206-2821 |
| 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 | 980 E Knights Way | Harker Heights | TX | 76548 | (254) 699-3858 |
| Stillhouse Plaza | Mane Image, LLC | 201 E Central Texas Expy | 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 Cente | 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 |
| Meyerland Commons | Chop It! LLC | 2755 Gessner Rd | Houston | TX | 77096 | (713) 349-0120 |
| Summerwood | Chop It! LLC | 10850 Louetta Rd | Houston | TX | 77044 | (281) 436-1374 |
| The Plaza on San Felipe | DFW Salons, LLC | 12661 W Lake Houston Pkwy | Houston | TX | 77057 | (713) 393-7942 |
| 249 & West Crossing | Ethereal Holdings LLC | 1923 Taylor St | Houston | TX | 77086 | (281) 406-8940 |
| Katy Green | JSK Clips, LLC | 1417 W 11th St | Houston | TX | 77094 | (832) 321-3393 |
| Heights Marketplace | JZJ Delight, Inc. | 1705 S Voss Rd | Houston | TX | 77007 | (281) 974-2748 |
| Village Plaza at Bunker Hill | JZJ Delight, Inc. | 19227 Katy Freeway | Houston | TX | 77055 | (713) 468-4951 |
| Shops at Vintage | S & S HairTrendz LLC | 6405 West 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 | 4960 Beechnut St | Houston | TX | 77008 | (713) 426-9044 |
| Sawyer Heights Village | Windward Associates LLC | 174 Yale St | Houston | TX | 77007 | (713) 802-0229 |
| Shops at Oak Forest | Windward Associates LLC | 1210 W 43rd St | Houston | TX | 77018 | (713) 812-7577 |
| Spring Shadows | Windward Associates LLC | 9774 Katy Frwy | 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 |
| 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. | 2098 Muirfield Bend Dr | Hutto | TX | 78634 | (512) 642-3634 |
| Star Ranch Market | Westend Holdings, Inc. | 210 Ed Schmidt Blvd | 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 | 5102 FM 1463 Rd | Katy | TX | 77494 | (346) 387-6127 |
| Bay Hill | CVS Enterprises, LLC | 22720 Morton Ranch Rd | Katy | TX | 77494 | (281) 392-1110 |
| Cross Creek Ranch | DFW Salons, LLC | 2020 S Fry Rd | Katy | TX | 77494 | (346) 707-8105 |
| Grand Morton Town Center | DFW Salons, LLC | 1450 W Grand Pkwy S | Katy | TX | 77449 | (832) 321-3664 |
| Thor Ranch | DFW Salons, LLC | 1721 Spring Green Blvd | Katy | TX | 77494 | (832) 913-3442 |
| Highland Knolls | Katy Clips, Inc. | 9555 Spring Green Blvd | Katy | TX | 77450 | (281) 647-6760 |
| 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 Crossing | Aristoxus, LLC | 1200 Lowes Blvd | Killeen | TX | 76549 | (254) 519-1768 |
| Killeen Marketplace | Aristoxus, LLC | 1103 W Stan Schlueter Loop | Killeen | TX | 76549 | (254) 781-2083 |
| Expressway Plaza | Mane Image, LLC | 3650 W Stan Schlueter Loop | Killeen | TX | 76542 | (254) 245-8671 |
| Kingwood | Horse Thieving Investments, Inc. | 25653 US Hwy 59 N | Kingwood | TX | 77345 | (281) 973-9543 |
| Northpark | Horse Thieving Investments, Inc. | 4521 Kingwood Dr | Kingwood | TX | 77339 | (281) 318-7193 |
| 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 |

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Lampasas Walmart | Aristoxus, LLC | 1708 Central Texas Expressway | Lampasas | TX | 76550 | (512) 564-5004 |
| Encino Plaza | Krishna 1 Franchising, LLC | 1211 E Del Mar Blvd | Laredo | TX | 78041 | (956) 568-1202 |
| South Shore Marketplace | Horse Thieving Investments, Inc. | 1940 W League City Pkwy | League City | TX | 77573 | (281) 334-7170 |
| W League City Pkwy at Hobbs | Windward Associates LLC | 2640 E 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 |
| Lakepointe Towne Crossing | FSG Group, LLC | 1079 W FM 3040 | Lewisville | TX | 75057 | (214) 488-0434 |
| Market at Valley Parkway | FSG Group, LLC | 713 Hebron Pkwy | Lewisville | TX | 75067 | (214) 488-8371 |
| 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 |
| *19th and Quaker | PAJ, Inc. | 1910 Quaker Ave | Lubbock | TX | 79407 | (806) 799-1777 |
| *4th and Milwaukee | PAJ, Inc. | 12819 Indiana Ave | Lubbock | TX | 79416 | (806) 788-5555 |
| *Cooper Crossing | PAJ, Inc. | 6309 4th St | Lubbock | TX | 79423 | (806) 701-4151 |
| *HEB 114th and Quaker | PAJ, Inc. | 4409 114th St | Lubbock | TX | 79424 | (806) 319-1366 |
| *Lubbock Commons | PAJ, Inc. | 4210 82nd St | Lubbock | TX | 79424 | (806) 783-0769 |
| *North Kingsgate Center | PAJ, Inc. | 6319 82nd St | Lubbock | TX | 79423 | (806) 795-2100 |
| *University Place | PAJ, Inc. | 601 University Ave | Lubbock | TX | 79401 | (806) 747-3212 |
| 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 |
| Matlock Center | First Clips, LLC | 990 Highway 287 N | Mansfield | TX | 76063 | (817) 453-5776 |
| The Commons | First Clips, LLC | 2851 Matlock Rd | Mansfield | TX | 76063 | (817) 453-4405 |
| 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. | 1871 N Lake Forest Dr | McKinney | TX | 75071 | (972) 548-9830 |
| Shops at Eagle Point | Honking Dog, LLC | 3001 Hardin Blvd | McKinney | TX | 75071 | (972) 542-4454 |
| Lake Forest Marketplace | Kitty Paw, LLC | 2050 W University Dr | McKinney | TX | 75071 | (214) 842-4425 |
| Eldorado Plaza | Radhe Kishan, Inc. | 1521 N Custer Rd | McKinney | TX | 75070 | (972) 548-2547 |
| McKinney Town Crossing | Radhe Kishan, Inc. | 7645 Custer Rd | McKinney | TX | 75070 | (972) 727-9300 |
| 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 | Kazlon, LLC | 2505 E Expressway 83 | Mission | TX | 78572 | (956) 600-8383 |
| 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. | 244 FM 306 | New Braunfels | TX | 78130 | (830) 312-7166 |
| Walnut and County Line | Binepal Malhi Joint Ventures LLC | 1187 W County Line Rd | New Braunfels | TX | 78130 | (830) 627-9407 |
| HEB Shopping Center New Braunfels | Team Sailing, Inc. | 1761 TX 46 S | 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 | 1799 Kirby Dr | Pearland | TX | 77584 | (713) 436-0222 |
| Centre at Broadway | Chop It! LLC | 10645 Broadway St | Pearland | TX | 77581 | (281) 997-3400 |
| Shadow Creek | DFW Salons, LLC | 3320 Broadway St | 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 | 3100 Independence Pkwy | Plano | TX | 75093 | (972) 403-1286 |
| Independence Square | FSG Group, LLC | 6905 Coit Rd | Plano | TX | 75075 | (972) 612-3488 |
| Legacy Plaza | FSG Group, LLC | 8604 Preston Rd | Plano | TX | 75024 | (972) 208-9018 |
| Preston Village | FSG Group, LLC | 6009 W Parker Rd, 145 | Plano | TX | 75024 | (972) 668-2547 |
| Signature Plaza | Honking Dog, LLC | 4013 14th St | Plano | TX | 75025 | (214) 387-6999 |
| The Village of Los Rios | R2Y2M Clips, LLC | 9720 Coit Rd | 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 |
| Gates of Prosper | Kitty Paw, LLC | 750 Richland Blvd | Prosper | TX | 75078 | (972) 347-9997 |
| Windsong Ranch | Kitty Paw, LLC | 4740 W University Dr | Prosper | TX | 75078 | (469) 715-6730 |
| 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 |
| Pavillion East Center | FSG Group, LLC | 1920 N Coit Rd | Richardson | TX | 75080 | (972) 669-3935 |
| Richland Village | FSG Group, LLC | 904 Audelia Rd | Richardson | TX | 75081 | (972) 907-1208 |
| Aliana | CVS Enterprises, LLC | 10173 W Grand Pkwy S | Richmond | TX | 77407 | (281) 494-0284 |
| Waterside | CVS Enterprises, LLC | 3415 FM 762 | Richmond | TX | 77407 | (281) 232-0020 |
| Richmond Town Plaza | Hinan Corporation | 8019 W Grand Pkwy S | Richmond | TX | 77469 | (832) 451-6186 |
| Windswept Plaza | Bella-Z Management, LLC | 2311 Highway 35 N | Rockport | TX | 78382 | (361) 450-0848 |
| 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 |

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Shops at Palm Valley | Westend Holdings, Inc. | 16720 Ranch Road 620 | Round Rock | TX | 78665 | (512) 388-8817 |
| Cat Hollow | Wilder Enterprises, Inc. | 3021 S Interstate Hwy 35 | Round Rock | TX | 78681 | (512) 248-8909 |
| Round Rock Crossing | Wilder Enterprises, Inc. | 2150 E Palm Valley Blvd | Round Rock | TX | 78664 | (512) 388-4844 |
| 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 |
| Alon Town Centre | AJ Odyssey Inc. | 1160 N Loop 1604 W | San Antonio | TX | 78231 | (210) 444-9508 |
| City Base West | AJ Odyssey Inc. | 1973 NW Loop 410 | San Antonio | TX | 78223 | (210) 333-0077 |
| MacArthur Plaza | AJ Odyssey Inc. | 3031 W Woodlawn Ave | San Antonio | TX | 78217 | (210) 988-2970 |
| Sonterra Park Market | AJ Odyssey Inc. | 12311 Nacogdoches Rd | San Antonio | TX | 78232 | (210) 491-0600 |
| Bulverde Crossing | Binepal Malhi Joint Ventures LLC | 2611 SE Military Dr | San Antonio | TX | 78259 | (210) 664-0919 |
| O'Connor Crossing | Binepal Ventures LLC | 20821 US Hwy 281 N | San Antonio | TX | 78233 | (210) 401-3512 |
| Castle Hills Oaks Shopping Center | Classy Clippers, Inc. | 23522 Wilderness Oak | San Antonio | TX | 78213 | (210) 346-1114 |
| Grosen Crossing Center | Classy Clippers, Inc. | 18427 RIM Dr | San Antonio | TX | 78253 | (210) 447-7695 |
| Potranco Crossing | Classy Clippers, Inc. | 18010 Bulverde Rd | San Antonio | TX | 78251 | (210) 680-7572 |
| Potranco Village Center | Classy Clippers, Inc. | 10910 Marbach Rd | San Antonio | TX | 78251 | (210) 509-3331 |
| Nacogdoches Village | Clip Clip Boom LLC | 5313 Rigsby Ave | San Antonio | TX | 78217 | (210) 657-4247 |
| Cross Creek Shopping Center | Jet Clips LLC | 6390 De Zavala Rd | San Antonio | TX | 78251 | (210) 314-6406 |
| Kallison Ranch | Jet Clips LLC | 11403 O'Connor Road | San Antonio | TX | 78253 | (210) 251-3448 |
| Marbach Plaza | Jet Clips LLC | 12370 Potranco Rd | San Antonio | TX | 78245 | (210) 467-5002 |
| Valley Hi at Loop 410 | Jet Clips LLC | 11910 Blanco Rd | San Antonio | TX | 78227 | (210) 247-7525 |
| Westlakes | Jet Clips LLC | 11841 Alamo Ranch Pkwy | San Antonio | TX | 78227 | (210) 670-8000 |
| Westpointe | Jet Clips LLC | 14244 Potranco Rd | San Antonio | TX | 78245 | (210) 255-8900 |
| Shops at Stevens Ranch | Raul Fernandez | 7531 Bandera Rd | San Antonio | TX | 78253 | (210) 701-8805 |
| Bandera Court | Rockit Shears Inc. | 14048 FM 471 | San Antonio | TX | 78238 | (210) 637-9077 |
| Fossil Creek | Rockit Shears Inc. | 9817 IH-10 W | San Antonio | TX | 78261 | (210) 497-4247 |
| Foster Wal | Rockit Shears Inc. | 11654 Bandera Rd | San Antonio | TX | 78244 | (210) 474-6343 |
| Galm Village | Rockit Shears Inc. | 15102 San Pedro Ave | San Antonio | TX | 78254 | (210) 390-7676 |
| Grove at Alamo Ranch | Rockit Shears Inc. | 6334 N New Braunfels Ave | San Antonio | TX | 78253 | (210) 236-5530 |
| Magic Shopping Center | Rockit Shears Inc. | 13909 Nacogdoches Rd | San Antonio | TX | 78229 | (210) 524-0061 |
| Marketplace | Rockit Shears Inc. | 8181 Tezel Rd | San Antonio | TX | 78238 | (210) 684-9699 |
| New Territories | Rockit Shears Inc. | 24175 I-10 West | San Antonio | TX | 78250 | (210) 521-4247 |
| Rigsby & Loop 410 Retail | Rockit Shears Inc. | 5601 Bandera Rd | San Antonio | TX | 78222 | (210) 595-1114 |
| Stone Ridge Market | Rockit Shears Inc. | 6900 San Pedro Ave | San Antonio | TX | 78258 | (210) 399-7676 |
| Westwood Shopping Center | Rockit Shears Inc. | 6994 S Zarzamora St | San Antonio | TX | 78254 | (210) 946-7676 |
| Woodlake Crossing | Rockit Shears Inc. | 11703 Huebner Rd | San Antonio | TX | 78244 | (210) 666-2400 |
| Woodlawn Ave | Rockit Shears Inc. | 1432 Austin Hwy | San Antonio | TX | 78228 | (210) 563-6622 |
| Austin Highway Retail Center | Team Sailing, Inc. | 15502 Huebner Rd | San Antonio | TX | 78209 | (210) 822-2971 |
| Blanco Center | Team Sailing, Inc. | 9827 Potranco Rd | San Antonio | TX | 78213 | (210) 455-0700 |
| Brook Hollow | Team Sailing, Inc. | 8526 IH 35 S | San Antonio | TX | 78232 | (210) 545-2547 |
| De Zavala Corners | Team Sailing, Inc. | 11590 Galm Rd | San Antonio | TX | 78249 | 210-455-0509 |
| HEB Shopping Center | Team Sailing, Inc. | 6658 Summer Fest Dr | San Antonio | TX | 78240 | (210) 561-2847 |
| Market at Boerne Stage | Team Sailing, Inc. | 3131 Nacogdoches Rd | San Antonio | TX | 78257 | (210) 698-6088 |
| McCreless Market | Team Sailing, Inc. | 5122 Fredericksburg Rd | San Antonio | TX | 78223 | (210) 533-2900 |
| Palo Alto | Team Sailing, Inc. | 306 Valley Hi Dr | San Antonio | TX | 78211 | (210) 616-4139 |
| SA Crossing | Team Sailing, Inc. | 2953 Thousand Oaks Dr | San Antonio | TX | 78250 | (210) 451-5010 |
| Southpark Village | Team Sailing, Inc. | 9115 Grissom Rd | San Antonio | TX | 78224 | (210) 922-7797 |
| Sunset Ridge | Team Sailing, Inc. | 1321 N Loop 1604 E | San Antonio | TX | 78209 | (210) 822-4850 |
| The RIM Shopping Center | Team Sailing, Inc. | 8223 Marbach Rd | San Antonio | TX | 78257 | (210) 561-5774 |
| Thousand Oaks Centre | Team Sailing, Inc. | 22250 Bulverde Rd | San Antonio | TX | 78247 | (210) 491-9740 |
| Wilderness Oak | Team Sailing, Inc. | 5910 Babcock Rd | San Antonio | TX | 78258 | (210) 468-3366 |
| Churchill Estates Crossing | What a Clip, LLC | 10003 NW Military Hwy | San Antonio | TX | 78248 | (210) 493-9543 |
| Northtowne SC | What a Clip, LLC | 8603 Hwy 151 | San Antonio | TX | 78216 | (210) 824-7176 |
| Huebner Commons | You Sit We Clip, LLC | 6251 Woodlake Pkwy | San Antonio | TX | 78230 | (210) 561-1300 |
| Northern Hills Shopping Center | You Sit We Clip, LLC | 4130 S New Braunfels Ave | San Antonio | TX | 78217 | (210) 635-0000 |
| The Colonnade Shopping Center | You Sit We Clip, LLC | 11019 Culebra Rd | San Antonio | TX | 78230 | (210) 277-8959 |
| Village at Blanco | You Sit We Clip, LLC | 430 W Loop 1604 N | San Antonio | TX | 78248 | (210) 492-1389 |
| Stone Creek Crossing | Mane Image, LLC | 1180 Thorpe Ln | San Marcos | TX | 78666 | (512) 392-4429 |
| Springtown Shopping Center | Sunset Rock, Inc. | 750 Barnes Dr | 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. | 110 N Highway 175 | Seagoville | TX | 75159 | (972) 287-2522 |
| 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 | 4057 Riley Fuzzel Rd | Spring | TX | 77389 | (832) 585-1110 |
| Spring Town Center | Chop It! LLC | 7312 Louetta Rd | Spring | TX | 77379 | (281) 528-7472 |
| Kleinwood Center | DFW Salons, LLC | 2019 Spring Stuebner Rd | Spring | TX | 77379 | (832) 698-4676 |
| Pines of Gleannloch Farms | Hinan Corporation | 21212 Kuykendahl Rd | Spring | TX | 77379 | (281) 826-0040 |
| Birnham Woods | Horse Thieving Investments, Inc. | 2211 Rayford Rd | Spring | TX | 77386 | (281) 771-5523 |
| Imperial Oaks | Horse Thieving Investments, Inc. | 8620 Spring Cypress 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 |
| 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 | 3614 SW H K Dodgen Loop | Temple | TX | 76502 | (254) 314-2076 |
| Wildflower Court | Aristoxus, LLC | 7065 W Adams Ave | Temple | TX | 76504 | (254) 771-0222 |
| Terrell Corners | Radhe Kishan, Inc. | 1880 W Moore Ave | Terrell | TX | 75160 | (469) 474-7892 |
| 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 |
| Grogan's Forest Center | Alamda Ventures, LLC | 6700 Woodlands Pkwy | The Woodlands | TX | 77380 | (281) 296-0555 |
| Pinecroft Center | Alamda Ventures, LLC | 25114 Grogan's Mill Rd | The Woodlands | TX | 77380 | (281) 419-9956 |
| Sterling Ridge | D&J Worldwide, LLC | 9300 Six Pines R | The Woodlands | TX | 77382 | (281) 362-5021 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Augusta Woods | D&J Worldwide, LLC | 1400 Graham Dr | Tomball | TX | 77375 | (832) 534-8810 |
| HEB - Tomball | First Clips, LLC | 25760 Kuykendahl Rd | 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. | 3853 State Hwy 64 | Tyler | TX | 75703 | (903) 939-0633 |
| *Pine Corners | Radhe Kishan II Inc. | 8982 S Broadway Ave | Tyler | TX | 75704 | (903) 363-7653 |
| *Shoppes at Shiloh | Radhe Kishan II Inc. | 7002 Highlands Ln | Tyler | TX | 75707 | (903) 939-0270 |
| *The Village at Cumberland Park | Radhe Kishan II Inc. | 5011 Troup Hwy | 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 |
| Lakewood Center | Sunset Rock, Inc. | 1821 S Valley Mills Dr | Waco | TX | 76710 | (254) 424-9791 |
| Valley Mills HEB | Sunset Rock, Inc. | 1230 N Valley Mills Dr | Waco | TX | 76711 | (254) 424-9742 |
| Woodway Plaza | Sunset Rock, Inc. | 824 Hewitt Dr | Waco | TX | 76712 | (254) 732-2437 |
| 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 |
| *Dollar Tree Plaza | Kitty Paw, LLC | 5120 Greenbriar Rd | Wichita Falls | TX | 76302 | (940) 500-4280 |
| *Gabriella's Square | Kitty Paw, LLC | 3701 Fairway Blvd | Wichita Falls | TX | 76306 | (940) 500-4444 |
| *Market Street Plaza | Kitty Paw, LLC | 2710 Central East Freeway | 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 |
| Cedar City Town Center | RK Ajer Ventures, LLC | 96 N Main St | Cedar City | UT | 84720 | (435) 867-4410 |
| Providence Center | RK Ajer Ventures, LLC | 1380 S Providence Center Dr | Cedar City | UT | 84720 | (435) 865-0405 |
| 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 Corporation | 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 |
| Bangerter Crossing | Hutchinson-Hill, LC | 1186 E Draper Parkway Blvd | Draper | UT | 84020 | (801) 495-9434 |
| Hidden Valley Shopping Center | Hutchinson-Hill, LC | 11483 S State St | Draper | UT | 84020 | (801) 572-5051 |
| Draper Plaza | Jenick, Inc. | 129 E 13800 S Bangerter Hwy | Draper | UT | 84020 | (801) 572-1944 |
| Marketplace at Eagle Mountain Town | RK Ajer Ventures, LLC | 3535 Ranches Pkwy | Eagle Mountain | UT | 84005 | (801) 789-7000 |
| Parkway Crossroads | RK Ajer Ventures, LLC | 1385 East Eagle Mountain Blvd | Eagle Mountain | UT | 84005 | (801) 789-5000 |
| Foxglove | Fifth Avenue Ventures, Inc. | 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 | Fifth Avenue Ventures, Inc. | 4934 W 6200 S | Kearns | UT | 84118 | (801) 963-1500 |
| Wyndom Square | Fifth Avenue Ventures, Inc. | 210 S Fort Ln | Layton | UT | 84040 | (801) 771-4000 |
| Fort Lane Village | Jenick, Inc. | 1330 E Hwy 193 | 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 Corporation | 8047 W 3500 S | Magna | UT | 84044 | (801) 250-1191 |
| Park Centre | Ajer's Investment Management Corporation | 7686 Union Park Ave | Midvale | UT | 84047 | (801) 562-5925 |
| Riverwalk | Ajer's Investment Management Corporation | 6917 S 1300 E | Midvale | UT | 84047 | (801) 255-7522 |
| Pointe at 53rd | Hutchinson-Hill, LC | 7157 S Bingham Junction Blvd | Murray | UT | 84107 | (801) 261-9207 |
| North Logan Shoppes | JSW Enterprises, LLC | 5293 S State St | North Logan | UT | 84341 | (435) 753-2470 |
| North Ogden | Sail-On Ventures, LLC | 63 E 1600 N | North Ogden | UT | 84414 | (801) 782-6083 |
| Commons of Ogden | Jenick, Inc. | 352 E 2600 N | Ogden | UT | 84404 | (801) 627-4444 |
| Northgate Village | Hutchinson-Hill, LC | 145 W 12th St | Orem | UT | 84057 | (801) 802-2227 |
| The Orchards | Hutchinson-Hill, LC | 834 E 800 N | Orem | UT | 84097 | (801) 765-4757 |
| In Store Walmart - Orem | RK Ajer Ventures, LLC | 1355 Sandhill Road | Orem | UT | 84058 | (801) 224-0556 |
| Newpark Center | Hutchinson-Hill, LC | 1156 W 800 N | Park City | UT | 84098 | (435) 658-2980 |
| Payson | RK Ajer Ventures, LLC | 1182 Center Dr | Payson | UT | 84651 | (801) 465-1841 |
| Pleasant Grove | Sail-On Ventures, LLC | 904 S Grower's Grove Blvd | Pleasant Grove | UT | 84062 | (801) 785-2740 |
| Creek View Plaza | Fifth Avenue Ventures, Inc. | 881 W State Rd | Price | UT | 84501 | (435) 637-8800 |
| Providence Town Center | Hutchinson-Hill, LC | 634 W Price River Dr | Providence | UT | 84332 | (435) 787-9777 |
| Brigham's Landing | JNL Ventures, Inc. | 2 N Highway 165 | Provo | UT | 84604 | (801) 377-7788 |
| River Village | Jenick, Inc. | 1774 N University Pkwy | Riverdale | UT | 84405 | (801) 392-9322 |
| Riverton Plaza | JNL Ventures, Inc. | 1140 W Riverdale Rd | 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. | 1742 W 12600 S | Roy | UT | 84075 | (801) 774-9998 |
| 721 Center | Fifth Avenue Ventures, Inc. | 6050 S 3500 W | Salt Lake City | UT | 84106 | (801) 484-2208 |
| Brickyard Plaza | Fifth Avenue Ventures, Inc. | 2120 S 700 E | Salt Lake City | UT | 84106 | (801) 485-0903 |
| East Village SC | Fifth Avenue Ventures, Inc. | 3951 S Wasatch Blvd | Salt Lake City | UT | 84108 | (801) 486-7311 |
| Foothill Village | Fifth Avenue Ventures, Inc. | 863 E 4500 S | Salt Lake City | UT | 84108 | (801) 583-7696 |
| 9th and 9th | Hutchinson-Hill, LC | 2065 S 2300 E | Salt Lake City | UT | 84105 | (801) 575-8580 |
| Mill Creek Plaza | Hutchinson-Hill, LC | 906 E 900 S | Salt Lake City | UT | 84107 | (801) 288-8847 |
| Olympus Hills | Hutchinson-Hill, LC | 1414 S Foothill Blvd | Salt Lake City | UT | 84124 | (801) 277-9910 |
| The Family Center | Hutchinson-Hill, LC | 3292 S 1300 E | Salt Lake City | UT | 84102 | (801) 359-4013 |
| Maceys Holladay | Jenick, Inc. | 4534 S Highland Dr | Salt Lake City | UT | 84117 | (801) 272-8202 |
| High Point | Ajer's Investment Management Corporation | 1910 E 9400 S | Sandy | UT | 84094 | (801) 233-8766 |
| Little Cottonwood | JNL Ventures, Inc. | 532 E 400 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 |
| Harvest Village | Fifth Avenue Ventures, Inc. | 5414 W Daybreak Pkwy | South Jordan | UT | 84095 | (801) 280-1243 |
| Trail Crossing | Fifth Avenue Ventures, Inc. | 1588 W South Jordan Pkwy | South Jordan | UT | 84009 | (385) 237-3664 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Town Common | JNL Ventures, Inc. | 10384 S River Heights Dr | South Jordan | UT | 84095 | (801) 253-2547 |
| Country Hills | Fifth Avenue Ventures, Inc. | 5737 S Harrison Blvd | South Ogden | UT | 84403 | (801) 225-8046 |
| Cross Point | Fifth Avenue Ventures, Inc. | 4281 Harrison Blvd | South Ogden | UT | 84403 | (801) 479-5556 |
| 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 |
| Rimrock Market Place | RK Ajer Ventures, LLC | 335 S River Rd | St. George | UT | 84790 | (435) 688-1234 |
| Sunset Plaza | RK Ajer Ventures, LLC | 1973 W Sunset Blvd | St. George | UT | 84770 | (435) 652-0999 |
| Syracuse Center | Jenick, Inc. | 899 W 1700 S | Syracuse | UT | 84075 | (801) 825-1606 |
| Crosstowne Center | JNL Ventures, Inc. | 5551 S Redwood Rd | Taylorsville | UT | 84123 | (801) 290-2545 |
| 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 Corporation | 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 Corporation | 7211 Plaza Center Dr | West Jordan | UT | 84084 | (801) 282-3150 |
| The Highlands | Fifth Avenue Ventures, Inc. | 1824 W 9000 S | West Jordan | UT | 84081 | (801) 280-6675 |
| Smiths on 90th | JNL Ventures, Inc. | 5688 W 7800 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 | Fifth Avenue Ventures, Inc. | 5633 W 6200 S | West Valley | UT | 84118 | (801) 963-4477 |
| Hunter Park Plaza | Ajer's Investment Management Corporation | 3573 W 3500 S | West Valley City | UT | 84120 | (801) 967-3367 |
| West Valley Pavilion | Ajer's Investment Management Corporation | 3536 S 5600 W | West Valley City | UT | 84128 | (801) 968-0699 |
| Willowwood | Fifth Avenue Ventures, Inc. | 2592 S 5600 W | 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 |
| Centro Arlington | Takaluco LLC | 1101 S Joyce St | Arlington | VA | 22204 | (703) 268-2445 |
| Pentagon Row | Takaluco LLC | 950 S George Mason Drive | Arlington | VA | 22202 | (703) 414-5664 |
| Ashbrook Marketplace | Rikhi Professional Cuts, LLC | 44170 Ashbrook Marketplace Plaza | Ashburn | VA | 20147 | (571) 291-3723 |
| Broadlands Marketplace | Rikhi Professional Cuts, LLC | 43300 Southern Walk Plz | Ashburn | VA | 20148 | (703) 723-9390 |
| 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 | 315 Merchant Walk Square | Charlottesville | VA | 22902 | (434) 956-4986 |
| Green Tree Marketplace | LVMY Clips, LLC | 473 Kempsville Rd | Chesapeake | VA | 23320 | (757) 382-5908 |
| Mt Pleasant Marketplace | LVMY Clips, LLC | 1464 Mount Pleasant Rd | Chesapeake | VA | 23322 | (757) 482-6804 |
| Chesapeake Square | Mirus, LLC | 2628 Taylor Rd | Chesapeake | VA | 23321 | (757) 465-5700 |
| Edinburgh North | Tidewater Clippers, LLC | 1437 Sam's Dr | Chesapeake | VA | 23322 | (757) 432-1006 |
| Promenade at Cedar | Tidewater Clippers, LLC | 1501 Cedar Rd | Chesapeake | VA | 23322 | (757) 609-3746 |
| Walmart Way Crossing | Tidewater Clippers, LLC | 236 Carmichael Way | Chesapeake | VA | 23320 | (757) 548-0119 |
| Bermuda Square | Mirus, LLC | 10706 Iron Bridge Rd | Chester | VA | 23831 | (804) 768-8882 |
| Iron Bridge Marketplace | Mirus, LLC | 12641 Jefferson Davis Highway | Chester | VA | 23831 | (804) 717-9310 |
| Cosby Village | Paradocs, Inc. | 7312 Cosby Village Rd | Chesterfield | VA | 23832 | (804) 464-3737 |
| Hancock Village | Paradocs, Inc. | 14632 Hancock Village St | Chesterfield | VA | 23832 | (804) 739-4299 |
| 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 |
| 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 |
| Cosners Corner | Mirus, LLC | 10127 Jefferson Davis Hwy | Fredericksburg | VA | 22407 | (540) 834-5550 |
| Harrison Crossing | Mirus, LLC | 9 Village Center Drive | Fredericksburg | VA | 22407 | (540) 785-7711 |
| Stafford Lakes | Mirus, LLC | 5731 Plank Rd | Fredericksburg | VA | 22406 | (540) 752-1300 |
| 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. | 3207 Forrest Brook Rd | Lynchburg | VA | 24502 | (434) 832-1117 |
| Forest Plaza West | Mountainview Cutters, LLC | 120 Simons Run | Lynchburg | VA | 24501 | (434) 385-8034 |
| Madison Heights Square | Mountainview Cutters, LLC | 163 Madison Heights Sq | Madison Heights | VA | 24572 | (434) 221-9739 |
| 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 | 8005 Creighton Pkwy | Mechanicsville | VA | 23116 | (804) 730-1127 |
| Creighton Crossing | Paradocs, Inc. | 9357 Atlee Rd | Mechanicsville | VA | 23111 | (804) 559-2905 |
| Chesterfield Crossing | Mirus, LLC | 11422 W Huguenot Rd | Midlothian | VA | 23112 | (804) 763-6500 |
| Bellgrade | Paradocs, Inc. | 12229 Chattanooga Way | Midlothian | VA | 23113 | (804) 897-6400 |
| Westchester Commons | Paradocs, Inc. | 15507 Westchester Commons Way | Midlothian | VA | 23113 | (804) 378-4455 |
| Fort Eustis Shops | Bay Clips, Inc. | 12551 Jefferson Avenue | Newport News | VA | 23608 | (757) 330-2235 |
| Jefferson Commons | Bay Clips, Inc. | 15488 Warwick Blvd | Newport News | VA | 23602 | (757) 346-3199 |
| Patrick Henry Mall | Bay Clips, Inc. | 22 Hidenwood Shopping Ctr | Newport News | VA | 23602 | (757) 249-8964 |
| Hidenwood | LVMY Clips, LLC | 12266 Jefferson Ave | Newport News | VA | 23606 | (757) 223-9600 |
| Corner Shops Ghent | Mirus, LLC | 7550 Granby St | Norfolk | VA | 23517 | (757) 440-8611 |
| East Beach Marketplace | Tidewater Clippers, LLC | 7813 Shore Drive | Norfolk | VA | 23518 | (757) 937-6904 |
| Little Creek | Tidewater Clippers, LLC | 2000 Colonial Avenue | Norfolk | VA | 23505 | (757) 480-2887 |
| Wards Corner | Tidewater Clippers, LLC | 7870 Tidewater Dr | Norfolk | VA | 23505 | (757) 226-7686 |
| 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 | 5611 West Broad St | Richmond | VA | 23231 | (804) 226-9300 |
| Libbie Place | Paradocs, Inc. | 11607 Midlothian Tpke | Richmond | VA | 23230 | (804) 288-3688 |
| Towne Crossing | Paradocs, Inc. | 4376 S Laburnum Ave | Richmond | VA | 23113 | (804) 379-5003 |
| Kroger Center at Bonsack | Christopher Jeffords | 4464 Electric Rd | Roanoke | VA | 24012 | (540) 977-1107 |
| Southwest Plaza | Christopher Jeffords | 3940 Valley Gateway Blvd | Roanoke | VA | 24018 | (540) 725-2007 |
| Valley View | GC Valley View, LLC | 2022 Electric Rd | Roanoke | VA | 24012 | (540) 566-3533 |
| Tanglewood | Southeast Salons, LLC | 4753 Valley View Blvd NW | Roanoke | VA | 24018 | (540) 566-3055 |

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| 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 |
| Suffolk Specialty Shops | Tidewater Clippers, LLC | 1201 N Main St | Suffolk | VA | 23434 | (757) 934-9984 |
| Great Neck Square | Bay Clips, Inc. | 1255 Fordham Dr | Virginia Beach | VA | 23454 | (757) 390-4537 |
| MarketSquare | Bay Clips, Inc. | 3380 Princess Anne Road | Virginia Beach | VA | 23452 | (757) 321-8157 |
| Kroger Plaza | Mirus, LLC | 4725 Virginia Beach Blvd | Virginia Beach | VA | 23455 | (757) 216-6953 |
| Landstown Commons | Mirus, LLC | 2870 Virginia Beach Blvd | Virginia Beach | VA | 23456 | (757) 301-8437 |
| Nimmo Parkway | Mirus, LLC | 2154 Great Neck Square | Virginia Beach | VA | 23456 | (757) 430-6170 |
| Haygood Shopping Center | Tidewater Clippers, LLC | 1027 Independance Blvd | Virginia Beach | VA | 23455 | (757) 460-4744 |
| Hilltop | Tidewater Clippers, LLC | 1628 Laskin Rd | Virginia Beach | VA | 23451 | (757) 491-1666 |
| Kemps River Shopping Center | Tidewater Clippers, LLC | 2137 Upton Dr | Virginia Beach | VA | 23464 | (757) 226-7634 |
| Kempsville Marketplace | Tidewater Clippers, LLC | 2476 Nimmo Pkwy | Virginia Beach | VA | 23462 | (757) 351-3344 |
| Redmill Commons | Tidewater Clippers, LLC | 4701 Shore Dr | Virginia Beach | VA | 23454 | (757) 563-2887 |
| Towne Center Marketplace | Tidewater Clippers, LLC | 4876 Princess Anne Rd | Virginia Beach | VA | 23462 | (757) 473-2122 |
| Midtown Row | LVMY Clips, LLC | 6493 Centerville Rd | Williamsburg | VA | 23185 | (757) 920-5707 |
| Williamsburg | LVMY Clips, LLC | 202A Monticello Ave | Williamsburg | VA | 23188 | (757) 220-8111 |
| Lightfoot Marketplace | Medusa Enterprises, Inc. | 5223 Monticello Ave | Williamsburg | VA | 23188 | (757) 233-2657 |
| Stonewall Plaza | DGLT Incorporated | 370 Gateway Dr | Winchester | VA | 22603 | (540) 723-8726 |
| Winchester Gateway | DGLT Incorporated | 170 Rivendell Ct | Winchester | VA | 22603 | (540) 922-1121 |
| Kiln Creek | Bay Clips, Inc. | 409 Carrington Ln | Yorktown | VA | 23693 | (757) 369-8002 |
| Nelson's Grant | Bay Clips, Inc. | 5007 Victory Blvd | Yorktown | VA | 23692 | (757) 243-8419 |
| Mountain View | Brandeavor, LLC | 18 Lower Mountain View Dr | Colchester | VT | 05446 | (802) 489-5373 |
| Hannaford on Shelburne | Brandeavor, LLC | 935 Shelburne Road | South Burlington | VT | 05403 | (802) 497-2135 |
| 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. | 15015 Main St | Bellevue | WA | 98006 | (425) 502-8659 |
| Kelsey Creek | Kanga, Inc. | 3700 Factoria Blvd SE | Bellevue | WA | 98007 | (425) 747-2889 |
| Lincoln Street | Seaco, Inc. | 1251 Lincoln St | Bellingham | WA | 98229 | (360) 306-8366 |
| North Bellingham Fred Meyer | Seaco, Inc. | 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 | Seaco, Inc. | 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 | TriState Salons, LLC | 303 Bridge St | Clarkston | WA | 99403 | (509) 758-5556 |
| Covington Fred Meyer | Aplus Clips, LLC | 16783 SE 272nd St | Covington | WA | 98042 | (253) 480-9054 |
| Covington Safeway | Aplus Clips, LLC | 16729 SE 272nd Street | Covington | WA | 98042 | (253) 639-4690 |
| Redondo Square | Zahoomi Pierce LLC | 27047 Pacific Hwy S | Des Moines | WA | 98198 | (253) 529-8733 |
| Duvall Town Center | R Rock Marketing, Inc. | 15420 Main Street | Duvall | 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 | 5714 134th Place SE | Everett | WA | 98204 | (425) 348-5950 |
| Millenium Center | Lukasz Jachec | 1519 132nd St SE | Everett | WA | 98208 | (425) 948-6748 |
| Silver Firs | PNKLINK, Inc. | 10121 Evergreen Way | Everett | WA | 98208 | (425) 948-6691 |
| Hoyt Road | PNKLINK, Inc. | 31519 Pacific Hwy S | Federal Way | WA | 98023 | (253) 927-8600 |
| Pavilion Centre | PNKLINK, Inc. | 34024 Hoyt Rd SW | Federal Way | WA | 98003 | (253) 946-8705 |
| Ferndale Station | Seaco, Inc. | 1863 Main St | Ferndale | WA | 98248 | (360) 384-8061 |
| Gig Harbor Retail | PNKLINK, Inc. | 11430 51st Ave NW | Gig Harbor | WA | 98332 | (253) 853-3338 |
| Point Fosdick Square | PNKLINK, Inc. | 4901 Point Fosdick Dr NW | Gig Harbor | WA | 98335 | (253) 853-1618 |
| Graham Square | PNKLINK, Inc. | 10129 224th St E | Graham | WA | 98338 | (253) 847-8392 |
| Grand Ridge Plaza | R Rock Marketing, Inc. | 4578 Klahanie Dr SE | Issaquah | WA | 98029 | (425) 394-4170 |
| Klahanie Village | Zahoomi LLC | 1567 Highlands Dr | Issaquah | WA | 98029 | (425) 427-9239 |
| Kenmore | Zahoomi LLC | 6850 NE Bothell Way | Kenmore | WA | 98028 | (425) 482-6177 |
| Canyon Center | Decck, Inc. | 4711 W Clearwater Ave | Kennewick | WA | 99337 | (509) 582-4937 |
| Clearwater Avenue Center | Decck, Inc. | 3911 W 27th Ave | Kennewick | WA | 99336 | (509) 735-3335 |
| 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. | 5128 Yelm Hwy SE | Lacey | WA | 98503 | (360) 491-1661 |
| Hawk's Prairie | PNKLINK, Inc. | 720 Sleater Kinney Rd SE | Lacey | WA | 98516 | (360) 923-1171 |
| Summerwalk Village | PNKLINK, Inc. | 1350 Marvin Rd NE | Lacey | WA | 98503 | (360) 456-2472 |
| 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 | 1015 Ocean Beach Hwy | Longview | WA | 98632 | (360) 575-8200 |
| Triangle Mall | Tambry Ventures Washington LLC | 3184 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. | 6208 196th St SW | Lynnwood | WA | 98087 | (425) 743-5500 |
| Lynnwood Crossing | R Rock Marketing, Inc. | 2902 164th St SW | Lynnwood | WA | 98036 | (425) 744-0824 |
| Maple Valley | Aplus Clips, LLC | 26520 Maple Valley Black Diamond Rd SE | Maple Valley | WA | 98038 | (425) 432-6688 |
| Gateway Center | Kanga, Inc. | 1262 State Ave | Marysville | WA | 98270 | (360) 691-9384 |
| Plaza at Marysville | PNKLINK, Inc. | 3943 116th St NE | 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 |
| 44th Street Village | R Rock Marketing, Inc. | 4311 212th St SW | Mountlake Terrace | WA | 98043 | (425) 744-0600 |
| Harbour Pointe Shopping Center | Zahoomi LLC | 11700 Mukilteo Speedway | Mukilteo | WA | 98275 | (425) 512-9651 |
| Coal Creek Village | R Rock Marketing, Inc. | 6945 Coal Creek Parkway, #A-10 | Newcastle | WA | 98059 | (425) 644-0967 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Island Plaza | Seaco, Inc. | 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 |
| Bishop Boulevard | TriState Salons, LLC | 690 SE Bishop Blvd | Pullman | WA | 99163 | (509) 334-5555 |
| Canyon Crossing | PNKLINK, Inc. | 13414 Meridian E | Puyallup | WA | 98375 | (253) 271-0396 |
| Canyon Road Retail | PNKLINK, Inc. | 1002 N Meridian | Puyallup | WA | 98373 | (253) 539-1929 |
| Meridian Town Center | PNKLINK, Inc. | 11601 Canyon Rd E | Puyallup | WA | 98373 | (253) 770-7116 |
| River Road | PNKLINK, Inc. | 5614 176th St E | Puyallup | WA | 98371 | (253) 770-6665 |
| Redmond Ridge | Aplus Clips, LLC | 15157 NE 24th St | Redmond | WA | 98053 | (425) 868-8182 |
| Creekside Crossing | Deltennium Clips, LLC | 13200 Old Redmond Rd | Redmond | WA | 98052 | (425) 861-9394 |
| Bridle Trails | R Rock Marketing, Inc. | 17181 Redmond Way | Redmond | WA | 98052 | (425) 883-6486 |
| Overlake Square | Zahoomi LLC | 23515 NE Novelty Hill Rd | Redmond | WA | 98052 | (425) 957-0562 |
| Fairwood Square | PNKLINK, Inc. | 365 Renton Center Way SW | Renton | WA | 98058 | (425) 277-0333 |
| Renton Highlands | PNKLINK, Inc. | 17650 140th Ave SE | Renton | WA | 98059 | (425) 226-7570 |
| Renton Fred Meyer | Zahoomi LLC | 4250 NE 4th St | 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 |
| Inglewood Plaza | Zahoomi LLC | 715 228th Ave NE | Sammamish | WA | 98074 | (425) 677-8071 |
| Pine Lake | Zahoomi LLC | 3052 Issaquah-Pine Lake Rd SE | Sammamish | WA | 98075 | (425) 427-0068 |
| Queen Anne | Aplus Clips, LLC | 5401 25th Ave NE | Seattle | WA | 98119 | (206) 216-1956 |
| Harvard Market | Deltennium Clips, LLC | 1403 Broadway | Seattle | WA | 98122 | (206) 328-4789 |
| Greenwood Towers | R Rock Marketing, Inc. | 8551 Greenwood Ave N | Seattle | WA | 98103 | (206) 297-7733 |
| University | Zahoomi Seattle, LLC | 21 W Mercer St | 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 |
| 57th & Regal | Red Hill, Inc. | 1816 W Francis Ave | Spokane | WA | 99223 | (509) 443-8850 |
| Crosspointe Plaza | Red Hill, Inc. | 13222 E Sprague Ave | Spokane | WA | 99224 | (509) 747-2196 |
| Five Mile Plaza | Red Hill, Inc. | 9988 N Newport Hwy | Spokane | WA | 99205 | (509) 324-8908 |
| Mission and Ruby | Red Hill, Inc. | 3022 E 57th Avenue | Spokane | WA | 99202 | (509) 328-0663 |
| Northpointe Plaza | Red Hill, Inc. | 105 E Mission Ave | Spokane | WA | 99218 | (509) 466-8379 |
| Shadle Center | Red Hill, Inc. | 2401 W Wellesley Ave | Spokane | WA | 99205 | (509) 328-0331 |
| South Hill Safeway | Red Hill, Inc. | 2525 East 29th Avenue | Spokane | WA | 99223 | (509) 315-5457 |
| Valley Plaza | Red Hill, Inc. | 10408 W SR2 | Spokane | WA | 99216 | (509) 921-1563 |
| Sullivan and Broadway | Red Hill, Inc. | 8901 E Trent Ave | Spokane Valley | WA | 99037 | (509) 921-0619 |
| Trent and Argonne Center | Red Hill, Inc. | 15607 E Broadway Ave | Spokane Valley | WA | 99212 | (509) 892-1410 |
| 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. | 2621 N Pearl St | Tacoma | WA | 98405 | (253) 572-3817 |
| Tacoma Pacific at Fred Meyer | Kanga, Inc. | 3202 S 23rd St | Tacoma | WA | 98408 | (253) 473-5005 |
| Westgate on Pearl Street | R Rock Marketing, Inc. | 7250 Pacific Ave | Tacoma | WA | 98407 | (253) 507-5005 |
| Tumwater | Kanga, Inc. | 5312 Littlerock Rd SW | Tumwater | WA | 98512 | (360) 753-9709 |
| University Village | Kanga, Inc. | 7307 B 40th St West | University Place | WA | 98466 | (253) 566-1964 |
| Andresen Market Place | Deltennium Clips, LLC | 6715 NE 63rd St | Vancouver | WA | 98661 | (360) 694-1823 |
| Hazel Dell | Deltennium Clips, LLC | 14300 NE 20th Ave | Vancouver | WA | 98665 | (360) 696-1979 |
| Salmon Center | Deltennium Clips, LLC | 221A NE 104th Ave | Vancouver | WA | 98686 | (360) 546-2535 |
| Columbia Tech | Tambry Ventures Washington LLC | 7720 NE Highway 99 | Vancouver | WA | 98683 | (360) 896-0157 |
| Evergreen Crossing | Tambry Ventures Washington LLC | 14405 NE Fourth Plain Blvd | Vancouver | WA | 98682 | (360) 253-3002 |
| Mill Plain Plaza | Tambry Ventures Washington LLC | 322 SE 192nd Ave | Vancouver | WA | 98664 | (360) 896-2099 |
| Plaza Center | Decck, Inc. | 1417A 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 | 3801 N Richmond St | Appleton | WI | 54915 | (920) 882-5444 |
| Meijer Grand Chute | Shrayom, LLC | 3525 E Calumet 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 | 12745 W Bluemound Rd | Brookfield | WI | 53005 | (262) 754-4888 |
| Underwood Crossing | DHM Enterprises, LLC | 12455 W Capitol Dr | Brookfield | WI | 53005 | (262) 439-4940 |
| 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 |
| Franklin Plaza | WEBINCS, Inc. | 7237 S 76th St | Franklin | WI | 53132 | (414) 427-8058 |
| South 27th Street | WEBINCS, Inc. | 6535 S 27th St | Franklin | WI | 53132 | (414) 761-0100 |
| 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 | 5830 W Layton Ave | Greenfield | WI | 53220 | (414) 546-9000 |
| In Store Meijer Greenfield | Top Spin Ventures Limited | 4289 S 76th St | 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 |

GREAT CLIPS® FRANCHISEES
LIST OF OPEN SALONS AS OF DECEMBER 31, 2023
* DENOTES A MDA

| Salon Name | Franchisee | Address | City | State | Zip | Phone |
|---|---|---|---|---|---|---|
| Janesville Junction | J.P. Madson, Inc. | 2027 Humes Rd | Janesville | WI | 53545 | (608) 754-2922 |
| Glenwood Crossing | DHM Enterprises, LLC | 7260 Green Bay Rd | Kenosha | WI | 53140 | (262) 597-9999 |
| Southport Plaza | DHM Enterprises, LLC | 2723 18th St | Kenosha | WI | 53142 | (262) 942-1161 |
| 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. | 10968 N Port Washington Rd | Mequon | WI | 53092 | (262) 241-1195 |
| Avenir | DHM Enterprises, LLC | 260 W Holt Ave | Milwaukee | WI | 53202 | (414) 291-8887 |
| Shorewood | PAPAGIORGIO, LLC | 1429 N Jefferson St | Milwaukee | WI | 53211 | (414) 963-9301 |
| Holt Plaza | WEBINCS, Inc. | 4164 N Oakland Ave | Milwaukee | WI | 53207 | (414) 481-9500 |
| 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 Commons | Saylaco, Inc. | 8770 S Howell Ave | Oak Creek | WI | 53154 | (414) 215-7577 |
| Oak Creek Plaza | WEBINCS, Inc. | 2345 West Ryan Road | Oak Creek | WI | 53154 | (414) 571-6233 |
| Oconomowoc | Shorty's, Inc. | 530 E Wisconsin Ave | Oconomowoc | WI | 53066 | (262) 569-7780 |
| East Town Plaza | Roch-N-Roll, Inc. | 9382 State Road 16 | Onalaska | WI | 54650 | (608) 783-8066 |
| The Marketplace | Roch-N-Roll, Inc. | 2928 Market Place | Onalaska | WI | 54650 | (608) 779-4571 |
| Jackson Street Retail | PAPAGIORGIO, LLC | 2075 Witzel Ave | Oshkosh | WI | 54901 | (920) 233-0100 |
| Witzel Retail Center | PAPAGIORGIO, LLC | 2008 Jackson St | 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 | WEBINCS, Inc. | 2310 E Layton Ave | Saint Francis | WI | 53235 | (414) 481-9795 |
| Grant Park Plaza | WEBINCS, Inc. | 2901 S Chicago | 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 |
| 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 |
| Fox Run | Shorty's, Inc. | 2140 W Saint Paul Ave | Waukesha | WI | 53188 | (262) 522-6705 |
| Panda - Starbucks | WEBINCS, Inc. | 2730 N Grandview Blvd | Waukesha | WI | 53188 | (262) 549-3022 |
| Village Square | J.P. Madson, Inc. | 241 S Century Ave | Waunakee | 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 | WEBINCS, 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 | WEBINCS, 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 |
| Southridge | Mountainview Cutters, LLC | 2822 Mountaineer Blvd | Charleston | WV | 25309 | (304) 533-4169 |
| *Eastpointe Plaza | MSA Enterprises, LLC | 160 Emily Dr | Clarksburg | WV | 26301 | (304) 624-9847 |
| 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 |
| Granville Square Shops | MSA Enterprises, LLC | 525 Granville Square Shops | Morgantown | WV | 26501 | (304) 241-6100 |
| *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 |
| *Casper Retail Center | Susa Services, Ltd. | 5040 E 2nd St | Casper | WY | 82604 | (307) 265-2827 |
| *Studio City | Susa Services, Ltd. | 4070 Plaza Dr | Casper | WY | 82609 | (307) 265-0474 |
| *Dell Range Market Place | Susa Services, Ltd. | 3610 Dell Range Blvd | Cheyenne | WY | 82009 | (307) 632-2701 |
| *Vandehei Plaza | Susa Services, Ltd. | 459 Vandehei Ave | Cheyenne | WY | 82009 | (307) 772-9949 |
| Silverado Center | Headwaters Salons, LLC | 1103 E Boxelder Rd | Gillette | WY | 82718 | (307) 682-4244 |
| *University of Wyoming Plaza | Susa Services, Ltd. | 2405 Grand Ave | Laramie | WY | 82070 | (307) 742-9202 |
| Rock Springs Plaza | Fifth Avenue Ventures, Inc. | 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
FRANNCHISE AGREEMENTS SIGNED BUT SALON NOT OPEN
*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | 1631616 Alberta, Inc. | Calgary | AB | T3K 6J6 | (403) 561-2134 |
| Location to be determined | Cutting Edge Group Corp. | Edmonton | AB | T6T 1E9 | (780) 953-0084 |
| Location to be determined | 1625765 Alberta Ltd. | Foothills | AB | T1S 4X6 | (403) 630-4373 |
| Location to be determined | 1625765 Alberta Ltd. | Foothills | AB | T1S 4X6 | (403) 630-4373 |
| Location to be determined | GCAL LLC | Birmingham | AL | 35244 | (205) 916-8255 |
| Location to be determined | GCAL LLC | Birmingham | AL | 35244 | (205) 916-8255 |
| Location to be determined | GCAL LLC | Birmingham | AL | 35244 | (205) 916-8255 |
| Location to be determined | Over The Mountain Clips, LLC | Homewood | AL | 35216 | (205) 757-6286 |
| Location to be determined | Over The Mountain Clips, LLC | Homewood | AL | 35216 | (205) 757-6286 |
| Location to be determined | Over The Mountain Clips, LLC | Homewood | AL | 35216 | (205) 757-6286 |
| Location to be determined | Seyler Enterprises, Inc. | Hoover | AL | 35244 | (205) 907-2404 |
| Location to be determined | Southernfire, LLC | Hoover | AL | 35244 | (423) 421-6636 |
| Location to be determined | Bama Clips, Inc. | Madison | AL | 35758 | (256) 990-7266 |
| Location to be determined | Seyler Enterprises, Inc. | Norcross | AL | 30092 | (205) 907-2404 |
| *Location to be determined | Parkside Ventures II, LLC | Ringgold | AL | 30736 | (770) 402-9262 |
| Location to be determined | Wildfire, LLC | Ringgold | AL | 30736 | (423) 421-6639 |
| Location to be determined | Wildfire, LLC | Ringgold | AL | 30736 | (423) 421-6639 |
| Location to be determined | Wildfire, LLC | Ringgold | AL | 30736 | (423) 421-6639 |
| Location to be determined | Natural Clips LLC | Elkins | AR | 72727 | (919) 937-4923 |
| Location to be determined | Quo Clips, LLC | Little Rock | AR | 72225 | (501) 258-8639 |
| Location to be determined | Quo Clips, LLC | Little Rock | AR | 72225 | (501) 258-8639 |
| Location to be determined | NWA Clips, LLC | Naples | AR | 34120 | (239) 877-2995 |
| *Location to be determined | Tucson Clips, LLC | Las Vegas | AZ | 89145 | (480) 296-8309 |
| Location to be determined | vGuru AZ LLC | Las Vegas | AZ | 89145 | (702) 575-2828 |
| Location to be determined | vGuru AZ LLC | Las Vegas | AZ | 89145 | (702) 575-2828 |
| Location to be determined | vGuru AZ LLC | Las Vegas | AZ | 89145 | (702) 575-2828 |
| Location to be determined | vGuru AZ LLC | Las Vegas | AZ | 89145 | (702) 575-2828 |
| Location to be determined | vGuru AZ LLC | Las Vegas | AZ | 89145 | (702) 575-2828 |
| Location to be determined | A Cut Above, Inc. | Mesa | AZ | 85202 | (602) 550-0480 |
| Location to be determined | A Cut Above, Inc. | Mesa | AZ | 85202 | (602) 550-0480 |
| Location to be determined | A Cut Above, Inc. | Mesa | AZ | 85202 | (602) 550-0480 |
| Location to be determined | John Varga Jr. | Mesa | AZ | 85202 | (602) 550-0480 |
| Location to be determined | BNGC, Inc. | n/a | AZ | n/a | (480) 491-0565 |
| Location to be determined | BNGC, Inc. | n/a | AZ | n/a | (480) 491-0565 |
| Location to be determined | David Oliverio | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | David Oliverio | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | David Oliverio | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | David Oliverio | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | Gary Clips, Inc. | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | Headlines Enterprises, Inc. | Phoenix | AZ | 85020 | (602) 577-8688 |
| Location to be determined | Headlines Enterprises, Inc. | Phoenix | AZ | 85020 | (602) 577-8688 |
| Location to be determined | Headlines Enterprises, Inc. | Phoenix | AZ | 85020 | (602) 577-8688 |
| Location to be determined | Headlines Enterprises, Inc. | Phoenix | AZ | 85020 | (602) 577-8688 |
| Location to be determined | Headlines Enterprises, Inc. | Phoenix | AZ | 85020 | (602) 577-8688 |
| Location to be determined | North 19 Clips, Inc. | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | Tillman Clips, Inc. | Phoenix | AZ | 85018 | (602) 526-5100 |
| Location to be determined | Bell Hair, Inc. | Scottsdale | AZ | 85255 | (480) 491-0565 |
| Location to be determined | Bell Hair, Inc. | Scottsdale | AZ | 85255 | (480) 491-0565 |
| Location to be determined | Kula, Inc. | Scottsdale | AZ | 85255 | (602) 418-9276 |
| Location to be determined | Kula, Inc. | Scottsdale | AZ | 85255 | (602) 418-9276 |
| Location to be determined | Kula, Inc. | Scottsdale | AZ | 85255 | (602) 418-9276 |
| Location to be determined | Kula, Inc. | Scottsdale | AZ | 85255 | (602) 418-9276 |
| Location to be determined | Shear Quality, Inc. | Scottsdale | AZ | 85255 | (480) 296-8309 |
| Location to be determined | Tucson Clips, LLC | Scottsdale | AZ | 85255 | (480) 296-8309 |
| Location to be determined | vGuru AZ LLC | Scottsdale | AZ | 85255 | (702) 575-2828 |
| Location to be determined | Hand's Shear Magic, Inc. | Tempe | AZ | 85284 | (480) 839-1480 |
| Location to be determined | Hand's Shear Magic, Inc. | Tempe | AZ | 85284 | (480) 839-1480 |
| Location to be determined | Buzzmark Holdings, Ltd. | Coquitlam | BC | V3K 3V9 | (778) 908-2136 |
| Location to be determined | 0946341 B.C. LTD | Osoyoos | BC | V0H 1V6 | (604) 306-2643 |
| Location to be determined | Orange Clips Inc. | Port Coquitlam | BC | V3C 6H2 | (604) 600-6542 |
| Location to be determined | CA Business Systems Enterprise, Inc. | Chino Hills | CA | 91709 | (909) 630-6404 |
| Location to be determined | Peludo, Inc. / Olyaie | Chino Hills | CA | 91709 | (510) 531-5555 |
| Location to be determined | Clipper Ship, Inc. | Chula Vista | CA | 91913 | (858) 774-6365 |

GREAT CLIPS® FRANCHISEES
FRANNCHISE AGREEMENTS SIGNED BUT SALON NOT OPEN
*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | G2 Salons LLC | Chula Vista | CA | 91913 | (843) 324-8432 |
| Location to be determined | G2 Salons LLC | Chula Vista | CA | 91913 | (843) 324-8432 |
| Location to be determined | KCS Group, Inc. | Fort Collins | CA | 80525 | (925) 989-6422 |
| Location to be determined | KCS Group, Inc/Sirous, Inc. | Fort Collins | CA | 80525 | (510) 531-5555 |
| Location to be determined | Kesson Company, Inc./Withers | Fort Collins | CA | 80525 | (707) 526-7300 |
| Location to be determined | Provost Management LLC | Fort Collins | CA | 80525 | (323) 719-3602 |
| Location to be determined | Redpoint Salon Services, Inc. | Fort Collins | CA | 80525 | (650) 906-4336 |
| Location to be determined | Ventura VE8031 LLC | Fremont | CA | 94539 | (408) 203-7667 |
| Location to be determined | Parminderjit Randhawa | Fresno | CA | 93720 | (559) 259-7983 |
| *Location to be determined | Hoppin' Shears, Inc. | Irvine | CA | 92618 | (707) 330-6330 |
| Location to be determined | Nilam Patel | Irvine | CA | 92618 | (916) 298-4682 |
| Location to be determined | Profit Path, Inc./KCS Group, Inc. | Irvine | CA | 92620 | (925) 989-6422 |
| Location to be determined | Tambry Ventures Oregon, LLC | Irvine | CA | 92620 | (805) 380-5115 |
| Location to be determined | Hermosa Franchise Consulting, Inc./VS | Laguna Beach | CA | 92651 | (714) 686-3565 |
| *Location to be determined | Hoppin' Shears, Inc. | Laguna Beach | CA | 92651 | (707) 330-6330 |
| Location to be determined | Vuppula LLC | Laguna Beach | CA | 92651 | (949) 354-8561 |
| Location to be determined | Great Group, LLC | Livermore | CA | 94550 | (925) 353-8567 |
| Location to be determined | Great Group, LLC | Livermore | CA | 94550 | (925) 353-8567 |
| Location to be determined | Joseph Rumenapp | Loomis | CA | 95650 | (916) 435-2737 |
| Location to be determined | VStyles, Inc. | n/a | CA | n/a | (714) 686-3565 |
| Location to be determined | Kesson Company, Inc./Withers | Oakland | CA | 94619 | (707) 526-7300 |
| Location to be determined | Peninsula PE8071 LLC | Oakland | CA | 94619 | (408) 203-7667 |
| Location to be determined | Prakash Hirani/S.E. Paul, Inc. | Oakland | CA | 94619 | (714) 955-3221 |
| Location to be determined | Ridgewood Enterprises, Inc. | Palo Alto | CA | 94301 | (209) 402-6447 |
| Location to be determined | Sahar Enterprises, Inc. | Placerville | CA | 95667 | (510) 552-2613 |
| Location to be determined | S.E. Paul, Inc. | Pleasanton | CA | 94566 | (714) 955-3221 |
| Location to be determined | Huda Khan | Riverside | CA | 92503 | (951) 216-4404 |
| Location to be determined | Hoopala, Inc. | Sacramento | CA | 95835 | (916) 747-7122 |
| Location to be determined | Hoopala, Inc. | Sacramento | CA | 95835 | (916) 747-7122 |
| Location to be determined | Hoopala, Inc. | Sacramento | CA | 95835 | (916) 747-7122 |
| Location to be determined | Hoopala, Inc. | Sacramento | CA | 95835 | (916) 747-7122 |
| Location to be determined | Hoopala, Inc. | Sacramento | CA | 95835 | (916) 747-7122 |
| Location to be determined | Hoopala, Inc. | Sacramento | CA | 95835 | (916) 747-7122 |
| Location to be determined | Jotstick, Inc. | San Antonio | CA | 78255 | (408) 247-8364 |
| Location to be determined | Jotstick, Inc. | San Antonio | CA | 78255 | (408) 247-8364 |
| Location to be determined | Agarwal/Malomar, Inc. | San Diego | CA | 92131 | (858) 724-1388 |
| Location to be determined | Alpha Clips LLC | San Diego | CA | 92130 | (703) 798-0930 |
| Location to be determined | Alpha Clips LLC | San Diego | CA | 92130 | (703) 798-0930 |
| Location to be determined | MB Holding, Inc. | San Diego | CA | 92108 | (951) 775-4883 |
| Location to be determined | Buena Vista Business Services, LP | San Jose | CA | 95125 | (908) 452-9002 |
| Location to be determined | Buena Vista Business Services, LP | San Jose | CA | 95125 | (908) 452-9002 |
| Location to be determined | Buena Vista Business Services, LP | San Jose | CA | 95125 | (908) 452-9002 |
| Location to be determined | Buena Vista Business Services, LP | San Jose | CA | 95125 | (908) 452-9002 |
| Location to be determined | Buena Vista Business Services, LP | San Jose | CA | 95125 | (908) 452-9002 |
| Location to be determined | Central Coast CC8551 LLC | San Jose | CA | 95160 | (408) 203-7667 |
| Location to be determined | OER Management LLC | San Jose | CA | 95160 | (909) 703-0950 |
| Location to be determined | Profit Path, Inc./KCS Group, Inc. | San Jose | CA | 95160 | (925) 989-6422 |
| Location to be determined | VStyles, Inc. | San Jose | CA | 95160 | (714) 686-3565 |
| Location to be determined | Peludo, Inc. / Olyaie | San Marcos | CA | 92078 | (510) 531-5555 |
| Location to be determined | Jotstick, Inc. | Santa Clara | CA | 95051-2103 | (408) 247-8364 |
| Location to be determined | Jotstick, Inc. | Santa Clara | CA | 95051-2103 | (408) 247-8364 |
| Location to be determined | KCS Group, Inc. | Santa Clara | CA | 95051-2103 | (925) 989-6422 |
| Location to be determined | KCS Group, Inc. | Santa Clara | CA | 95051-2103 | (925) 989-6422 |
| Location to be determined | Mad Ant Investments LLC | Santa Rosa | CA | 95401-5507 | (757) 880-1337 |
| Location to be determined | MB Holding, Inc. | Santa Rosa | CA | 95401-5507 | (951) 775-4883 |
| Location to be determined | Ramgopal Pakanati | Simi Valley | CA | 93063 | (805) 404-9481 |
| Location to be determined | MB Holding, Inc. | Temecula | CA | 92591 | (951) 775-4883 |
| Location to be determined | Monterey Bay MB8281 LLC | Temecula | CA | 92591 | (408) 203-7667 |
| Location to be determined | Navish Inc | Temecula | CA | 92591 | (708) 669-6655 |
| Location to be determined | Mrunal Deshmukh | Torrance | CA | 90505 | (248) 982-2245 |
| Location to be determined | Divine Kuts Inc. | Vallejo | CA | 94589 | (831) 970-8634 |
| Location to be determined | Coastal Business Enterprises, Inc. | Ventura | CA | 93003 | (805) 340-4968 |
| Location to be determined | Ridgewood Enterprises, Inc. | Ventura | CA | 93003 | (209) 402-6447 |

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| Salon | Franchisee | City | State | Zip | Phone |
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| Location to be determined | RMCM Holdings, LLC | Woodbridge | CA | 95258 | (203) 984-9057 |
| Location to be determined | RSM Enterprises, Inc. | Woodbridge | CA | 95258 | (530) 391-0370 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | Up Corporation/Holtzman Enterprises, | Aspen | CO | 81611 | (303) 884-9343 |
| Location to be determined | United Salons LLC | Aurora | CO | 80015 | (720) 998-7837 |
| Location to be determined | Peak 9 Enterprises, Inc. | Denver | CO | 80209 | (303) 550-1813 |
| Location to be determined | Whobubs, Inc. | Denver | CO | 80210 | (303) 871-0532 |
| Location to be determined | Aldie, LLC | Fort Collins | CO | 80525 | (925) 989-6422 |
| Location to be determined | Aldie, LLC | Fort Collins | CO | 80525 | (925) 989-6422 |
| Location to be determined | Clippers LLC | Fort Collins | CO | 80525 | (925) 989-6422 |
| Location to be determined | Clippers LLC | Fort Collins | CO | 80525 | (925) 989-6422 |
| Location to be determined | Clippers LLC | Fort Collins | CO | 80525 | (925) 989-6422 |
| Location to be determined | VerdenStrand, LLC | Lafayette | CO | 80026 | (303) 246-8575 |
| Location to be determined | VerdenStrand, LLC | Lafayette | CO | 80026 | (303) 246-8575 |
| Location to be determined | AAC & MAC, Inc. | Lakewood | CO | 80214 | (303) 694-9341 |
| Location to be determined | AAC & MAC, Inc. | Lakewood | CO | 80214 | (303) 694-9341 |
| Location to be determined | Cutters Class, Inc. | Lakewood | CO | 80214 | (303) 694-9341 |
| Location to be determined | Susa Services, Ltd. | Loveland | CO | 80539 | (651) 216-9379 |
| Location to be determined | Susa Services, Ltd. | Loveland | CO | 80539 | (651) 216-9379 |
| Location to be determined | Susa Services, Ltd. | Loveland | CO | 80539 | (651) 216-9379 |
| Location to be determined | Susa Services, Ltd. | Loveland | CO | 80539 | (651) 216-9379 |
| Location to be determined | Susa Services, Ltd. | Loveland | CO | 80539 | (651) 216-9379 |
| Location to be determined | Susa Services, Ltd. | Loveland | CO | 80539 | (651) 216-9379 |
| Location to be determined | JCURVE-DENVER LLC | Salt Lake City | CO | 84124 | (801) 870-2932 |
| Location to be determined | RP & KP LLC | Colchester | CT | 06415 | (269) 598-8229 |
| Location to be determined | RP & KP LLC | Colchester | CT | 06415 | (269) 598-8229 |
| Location to be determined | GKG Inc. | Madison | CT | 06443 | (860) 656-5238 |
| Location to be determined | Morning Investments, LLC | Shelton | CT | 06484 | (803) 389-0205 |
| Location to be determined | New England Clippers, LLC | Stamford | CT | 06903 | (203) 561-3236 |
| Location to be determined | New England Clippers, LLC | Stamford | CT | 06903 | (203) 561-3236 |
| Location to be determined | Rikhi Professional Cuts, LLC | Ashburn | DC | 20148 | (313) 433-1789 |
| Location to be determined | Rikhi Professional Cuts, LLC | Ashburn | DC | 20148 | (313) 433-1789 |
| Location to be determined | Rikhi Professional Cuts, LLC | Ashburn | DC | 20148 | (313) 433-1789 |
| Location to be determined | Samir Kumar | Ashburn | DC | 20148 | (703) 589-6334 |
| Location to be determined | Manisha Sangani | Frederick | DC | 21704 | (412) 680-8889 |
| Location to be determined | Takaluco LLC | Herndon | DC | 20171 | (703) 969-9731 |
| Location to be determined | Meliorist Inc. | Oxon Hill | DC | 20745 | (860) 235-8111 |
| Location to be determined | Meliorist Inc. | Oxon Hill | DC | 20745 | (860) 235-8111 |
| Location to be determined | Meliorist Inc. | Oxon Hill | DC | 20745 | (860) 235-8111 |
| Location to be determined | TEJVI CUTS LLC | Raleigh | DC | 27614 | (919) 649-4193 |
| Location to be determined | Matthew Deak | Boca Raton | FL | 33487 | (954) 895-4599 |
| Location to be determined | AZAAN & ARYA INVESMENTS LLC | Bonita Springs | FL | 34135 | (571) 289-3739 |
| Location to be determined | Bharat Chhabria/FourFold Enterprises, | Boynton Beach | FL | 33436 | (813) 760-7382 |
| Location to be determined | Sandollar Clips, LLC | Bradenton | FL | 34212 | (239) 877-2995 |
| Location to be determined | Shear Style Salons, LLC | Bradenton | FL | 34212 | (904) 631-6316 |
| Location to be determined | G&S W LLC | Clermont | FL | 34711 | (330) 256-8128 |
| Location to be determined | Grey Havens, Inc. | Fleming Island | FL | 32003 | (863) 738-2800 |
| Location to be determined | JAG Salons, Inc. | Fleming Island | FL | 32003 | (904) 805-3437 |
| Location to be determined | JAL Clippers, LLC | Fleming Island | FL | 32003 | (312) 404-0535 |
| *Location to be determined | Alabama Clips, LLC | Fort Myers | FL | 33919 | (205) 601-0120 |
| *Location to be determined | Parkside Ventures II, LLC | Fort Myers | FL | 33919 | (770) 402-9262 |
| Location to be determined | High Crest Ventures, Inc. | Howey-in-the-Hills | FL | 34737 | (352) 460-7149 |
| Location to be determined | J.V.L. ClipX, Inc. | Howey-in-the-Hills | FL | 34737 | (904) 910-7744 |
| Location to be determined | Florida Clips Inc. | Hudson | FL | 44236 | (330) 472-6204 |
| Location to be determined | Florida Clips Inc. | Hudson | FL | 44236 | (330) 472-6204 |
| Location to be determined | Florida Clips Inc. | Hudson | FL | 44236 | (330) 472-6204 |
| Location to be determined | Florida Clips Inc. | Hudson | FL | 44236 | (330) 472-6204 |

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| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | FourFold Enterprises, Inc. | Hudson | FL | 44236 | (813) 760-7382 |
| *Location to be determined | Parkside Ventures II, LLC | Hudson | FL | 44236 | (770) 402-9262 |
| Location to be determined | M2 Salon Holdings LLC | Jacksonville | FL | 32257 | (904) 309-0609 |
| Location to be determined | Nix Clips, LLC | Jacksonville | FL | 32257 | (813) 786-2161 |
| Location to be determined | Tampa Clippers CW, LLC | Jacksonville Beach | FL | 32250 | (813) 254-2069 |
| Location to be determined | Gulf Coast Hair Salons, LLC | Lakeland | FL | 33811 | (941) 374-7650 |
| Location to be determined | PCX GC LLC | Lakeland | FL | 33813 | (813) 758-0273 |
| Location to be determined | Tampa Clippers 6, LLC | Lakeland | FL | 33813 | (813) 254-2069 |
| Location to be determined | OSCEOLA CLIPS, LLC | Land O Lakes | FL | 34637 | (863) 529-0001 |
| Location to be determined | CRT Clips, LLC | Land O' Lakes | FL | 34639 | (404) 314-7899 |
| Location to be determined | FourFold Enterprises, Inc. | Land O' Lakes | FL | 34639 | (813) 760-7382 |
| Location to be determined | FourFold Enterprises, Inc. | Land O' Lakes | FL | 34639 | (813) 760-7382 |
| Location to be determined | FourFold Enterprises, Inc. | Land O' Lakes | FL | 34639 | (813) 760-7382 |
| Location to be determined | FourFold Enterprises, Inc. | Land O' Lakes | FL | 34639 | (813) 760-7382 |
| Location to be determined | FRESH LOOKS FL LLC | Land O' Lakes | FL | 34639 | (651) 343-0004 |
| Location to be determined | G&S W LLC | Melbourne | FL | 32935 | (330) 256-8128 |
| Location to be determined | Gateway Clippers Holdings II, LLC | Melbourne | FL | 32935 | (314) 918-0045 x5 |
| Location to be determined | M2 Salon Holdings LLC | Minneola | FL | 34715 | (904) 309-0609 |
| Location to be determined | Archforward Partners, Inc. | Miramar Beach | FL | 32550 | (239) 770-8609 |
| Location to be determined | Hancor Clips Two Inc. | n/a | FL | n/a | (904) 866-5251 |
| Location to be determined | Strategic Hair Investments, Inc. | Naples | FL | 34120 | (863) 529-0001 |
| Location to be determined | Sunny Clippers, Inc. | Naples | FL | 34120 | (904) 654-5212 |
| Location to be determined | PD Clips LLC | Norcross | FL | 30092 | (941) 726-1378 |
| Location to be determined | PDGC of Manatee, LLC | Norcross | FL | 30092 | (941) 726-1378 |
| Location to be determined | WOO ENTERPRISES LLC | North Port | FL | 34291 | (612) 251-0595 |
| Location to be determined | High Crest Ventures, Inc. | Ocala | FL | 34474 | (352) 460-7149 |
| Location to be determined | Bell Clippers FL, LLC | Orlando | FL | 32836 | (804) 920-3704 |
| Location to be determined | Leap Cuts, LLC | Orlando | FL | 32828 | (571) 249-0329 |
| Location to be determined | Tampa Clippers, Inc. | Orlando | FL | 32828 | (813) 254-2069 |
| Location to be determined | ZAMP Enterprises, Inc. | Palm Beach Gardens | FL | 33418 | (330) 472-6204 |
| Location to be determined | Hancor Clips, LLC | Ponte Vedra Beach | FL | 32081 | (904) 866-5251 |
| Location to be determined | Hancor Clips, LLC | Ponte Vedra Beach | FL | 32081 | (904) 866-5251 |
| Location to be determined | Hancor Clips, LLC | Ponte Vedra Beach | FL | 32081 | (904) 866-5251 |
| Location to be determined | Harikrishna Salon LLC | Ponte Vedra Beach | FL | 32081 | (740) 707-7730 |
| Location to be determined | JAG Salons, Inc. | Prior Lake | FL | 55372 | (904) 805-3437 |
| Location to be determined | CRT Clips, LLC | Roswell | FL | 30075 | (404) 314-7899 |
| Location to be determined | Florida Clips Inc. | Roswell | FL | 30075 | (330) 472-6204 |
| Location to be determined | Leap Cuts, LLC | Saint Johns | FL | 32259 | (571) 249-0329 |
| Location to be determined | Leap Cuts, LLC | Saint Johns | FL | 32259 | (571) 249-0329 |
| Location to be determined | LFG 13 LLC | Saint Johns | FL | 32259 | (305) 632-3672 |
| Location to be determined | JAL Clippers, LLC | Sarasota | FL | 34231 | (312) 404-0535 |
| Location to be determined | JAL Clippers, LLC | Sarasota | FL | 34231 | (312) 404-0535 |
| Location to be determined | JAL Clippers, LLC | Sarasota | FL | 34231 | (312) 404-0535 |
| Location to be determined | Laurant Enterprises, Inc. | Sarasota | FL | 34231 | (407) 275-3224 |
| Location to be determined | SV Clips LLC | St. Johns | FL | 32259 | (407) 264-7820 |
| Location to be determined | Gateway Clippers Holdings II, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings II, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings II, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings II, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings III, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings III, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings III, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings III, LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings LLC | St. Louis | FL | 63105 | (314) 918-0045 x5 |
| Location to be determined | Glamour Cuts Inc./JAG Salons, Inc. | St. Louis | FL | 63105 | (904) 805-3437 |
| Location to be determined | LFG 13 LLC | Tampa | FL | 33602 | (305) 632-3672 |
| Location to be determined | LFG 13 LLC | Tampa | FL | 33602 | (305) 632-3672 |
| Location to be determined | M & D Clips, LLC | Tampa | FL | 33602 | (407) 491-5337 |
| Location to be determined | Sandollar Clips, LLC | Tampa | FL | 33611 | (239) 877-2995 |
| Location to be determined | TAP Investments, LLC | Tampa | FL | 33629 | (239) 218-6153 |
| Location to be determined | Tioga GC LLC | Tampa | FL | 33629 | (813) 758-0273 |
| Location to be determined | TNT Jupiter Clips, Inc. | Tampa | FL | 33629 | (954) 325-8399 |
| Location to be determined | WOO ENTERPRISES LLC | Tampa | FL | 33611 | (612) 251-0595 |

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| Salon | Franchisee | City | State | Zip | Phone |
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| Location to be determined | Magic Clips, LLC | Acworth | GA | 30101 | (843) 425-1410 |
| Location to be determined | Corbets Company of Georgia | Atlanta | GA | 30315 | (678) 494-5827 |
| Location to be determined | MBO, Inc. | Atlanta | GA | 30350-5606 | (770) 396-0481 |
| Location to be determined | Parkside Ventures II, LLC | Atlanta | GA | 30350-5606 | (770) 402-9262 |
| Location to be determined | Legacy Dynamics, Inc. | Bluffton | GA | 29910 | (678) 313-0355 |
| Location to be determined | Harrison Enterprises, Inc. | Brookhaven | GA | 30319 | (404) 569-7411 |
| Location to be determined | Jeroso LLC | Brookhaven | GA | 30319 | (843) 812-3351 |
| *Location to be determined | AM7, LLC | Buckhead | GA | 30625 | (813) 758-0273 |
| *Location to be determined | Mountain Clips, LLC | Buckhead | GA | 30625 | (770) 265-4437 |
| *Location to be determined | Mountain Clips, LLC | Buckhead | GA | 30625 | (770) 265-4437 |
| Location to be determined | TNE Clips, LLC | Buckhead | GA | 30625 | (706) 818-4969 |
| Location to be determined | TNE Clips, LLC | Dacula | GA | 30019 | (706) 818-4969 |
| Location to be determined | Dixie Clippers, Inc. | Lawrenceville | GA | 30043 | (678) 428-8324 |
| Location to be determined | Dixie Clippers, Inc. | Lawrenceville | GA | 30043 | (678) 428-8324 |
| Location to be determined | Georgia Clippers, Inc. | Lawrenceville | GA | 30043 | (770) 265-4437 |
| Location to be determined | Harrison Enterprises, Inc. | Marietta | GA | 30062 | (404) 569-7411 |
| Location to be determined | James Johnson | Marietta | GA | 30064-4627 | (770) 315-6960 |
| Location to be determined | Serenity Clips, LLC | Marietta | GA | 30062 | (404) 314-7899 |
| Location to be determined | Simon Clips, Inc. | Marietta | GA | 30062 | (770) 418-9938 |
| Location to be determined | Simon Clips, Inc. | Norcross | GA | 30092 | (770) 418-9938 |
| Location to be determined | Simon Clips, Inc. | Norcross | GA | 30092 | (770) 418-9938 |
| Location to be determined | Simon Clips, Inc. | Norcross | GA | 30092 | (770) 418-9938 |
| Location to be determined | SRP MinneCorp | Norcross | GA | 30092 | (770) 883-5347 |
| Location to be determined | SRP MinneCorp | Norcross | GA | 30092 | (770) 883-5347 |
| Location to be determined | SRP MinneCorp | Norcross | GA | 30092 | (770) 883-5347 |
| Location to be determined | SRP MinneCorp | Porterdale | GA | 30014 | (770) 883-5347 |
| Location to be determined | Tabor Clips, Inc. | Porterdale | GA | 30014 | (404) 314-7899 |
| Location to be determined | Tabor Clips, Inc. | Porterdale | GA | 30014 | (404) 314-7899 |
| Location to be determined | Tabor Clips, Inc. | Porterdale | GA | 30014 | (404) 314-7899 |
| Location to be determined | Amer Mahmood | Richmond Hill | GA | 31324 | (843) 425-1410 |
| Location to be determined | Magic Clips, LLC | Richmond Hill | GA | 31324 | (843) 425-1410 |
| Location to be determined | MBO, Inc. | Richmond Hill | GA | 31324 | (770) 396-0481 |
| Location to be determined | Simon Clips, Inc. | Roswell | GA | 30075 | (770) 418-9938 |
| Location to be determined | Tabor Clips, Inc. | Roswell | GA | 30075 | (404) 314-7899 |
| Location to be determined | Tabor Clips, Inc. | Roswell | GA | 30075 | (404) 314-7899 |
| Location to be determined | Tabor Clips, Inc. | Roswell | GA | 30075 | (404) 314-7899 |
| Location to be determined | Three Brothers Realty Group LLC | Roswell | GA | 30075 | (404) 452-5565 |
| Location to be determined | TNE Clips, LLC | Roswell | GA | 30075 | (706) 818-4969 |
| Location to be determined | TNE Clips, LLC | Roswell | GA | 30075 | (706) 818-4969 |
| Location to be determined | Cherry BIM Inc. | Tampa | GA | 33611 | (404) 451-1775 |
| Location to be determined | Corbets Company of Georgia | Woodstock | GA | 30189 | (678) 494-5827 |
| Location to be determined | Corbets Company of Georgia | Woodstock | GA | 30189 | (678) 494-5827 |
| Location to be determined | Dixie Clippers, Inc. | Woodstock | GA | 30189 | (678) 428-8324 |
| Location to be determined | Ohana Clips, LLC | Hauula | HI | 96717 | (808) 428-1362 |
| Location to be determined | Ohana Clips, LLC | Hauula | HI | 96717 | (808) 428-1362 |
| Location to be determined | This Is It, Inc. | Polk City | IA | 50226 | (515) 480-4878 |
| Location to be determined | This Is It, Inc. | Polk City | IA | 50226 | (515) 480-4878 |
| Location to be determined | This Is It, Inc. | Polk City | IA | 50226 | (515) 480-4878 |
| Location to be determined | Roch-N-Roll, Inc. | Sparta | IA | 54656 | (608) 386-2230 |
| Location to be determined | Roch-N-Roll, Inc. | Sparta | IA | 54656 | (608) 386-2230 |
| Location to be determined | A Little On The Side, LLC | Waukee | IA | 50263 | (515) 556-4367 |
| Location to be determined | Treasure Valley Salons, LLC | Clancy | ID | 59634 | (406) 202-0094 |
| Location to be determined | Treasure Valley Salons, LLC | Clancy | ID | 59634 | (406) 202-0094 |
| Location to be determined | Casey Brinton | Idaho Falls | ID | 83401 | (208) 716-5054 |
| Location to be determined | Idaho Franchise Partners, LLC | Idaho Falls | ID | 83401 | (208) 716-5054 |
| Location to be determined | Idaho Franchise Partners, LLC | Idaho Falls | ID | 83401 | (208) 716-5054 |
| Location to be determined | Idaho Franchise Partners, LLC | Idaho Falls | ID | 83401 | (208) 716-5054 |
| Location to be determined | Idaho Franchise Partners, LLC | Idaho Falls | ID | 83401 | (208) 716-5054 |
| Location to be determined | Riverside Capital PLLC | Barrington | IL | 60010 | (331) 210-2101 |
| Location to be determined | Riverside Capital PLLC | Barrington | IL | 60010 | (331) 210-2101 |
| Location to be determined | Riverside Capital PLLC | Barrington | IL | 60010 | (331) 210-2101 |
| Location to be determined | BM KRYCKI, LLC | Chesterton | IL | 46304 | (219) 644-8996 |
| Location to be determined | Alpine Cuts, Inc. | Chicago | IL | 60612 | (312) 804-3192 |

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| Salon | Franchisee | City | State | Zip | Phone |
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| Location to be determined | Parsan, LLC | Chicago | IL | 60605 | (815) 405-6860 |
| Location to be determined | PND Enterprises, Inc./NMS Investment | Glenview | IL | 60026 | (847) 612-9597 |
| Location to be determined | L.A.C.E., Inc. | Lake Zurich | IL | 60047 | (312) 816-1237 |
| Location to be determined | L.A.C.E., Inc. | Lake Zurich | IL | 60047 | (312) 816-1237 |
| Location to be determined | L.A.C.E., Inc. | Lake Zurich | IL | 60047 | (312) 816-1237 |
| Location to be determined | Red Sky At Night, Inc. | Lake Zurich | IL | 60047 | (641) 512-4403 |
| Location to be determined | Red Sky At Night, Inc. | Lake Zurich | IL | 60047 | (641) 512-4403 |
| Location to be determined | Deva Ashtavinayak, Inc. | Lyons | IL | 60534 | (708) 609-1475 |
| Location to be determined | BrynCorp Concepts, Ltd. | Miami Beach | IL | 33154 | (847) 682-3035 |
| Location to be determined | BrynCorp Concepts, Ltd. | Miami Beach | IL | 33154 | (847) 682-3035 |
| Location to be determined | AdvantEdge Clips, Inc/PRJ Enterprises, | Naperville | IL | 60540 | (630) 222-1248 |
| Location to be determined | Foulkes/The Richard Lynn Company | Naperville | IL | 60540-9307 | (630) 240-3526 |
| Location to be determined | Hanumanji, Inc. | Naperville | IL | 60564 | (630) 276-9703 |
| Location to be determined | PROH Enterprises, Inc. | Naperville | IL | 60564 | (630) 730-8878 |
| Location to be determined | The Richard Lynn Company | Naperville | IL | 60540-9307 | (630) 240-3526 |
| Location to be determined | CMC Service of Chicago 1 LLC | South Barrington | IL | 60010 | (630) 917-0827 |
| Location to be determined | CMC Service of Chicago 1 LLC | South Barrington | IL | 60010 | (630) 917-0827 |
| Location to be determined | CMC Service of Chicago 1 LLC | South Barrington | IL | 60010 | (630) 917-0827 |
| Location to be determined | C Clips Corporation | Carmel | IN | 46033 | (317) 441-6108 |
| Location to be determined | C Clips Corporation | Carmel | IN | 46033 | (317) 441-6108 |
| Location to be determined | C Clips Corporation | Carmel | IN | 46033 | (317) 441-6108 |
| Location to be determined | C Clips Corporation | Carmel | IN | 46033 | (317) 441-6108 |
| Location to be determined | The Wright Cut, Inc. | Cincinnati | IN | 45202 | (317) 557-3061 |
| *Location to be determined | Shear Force Enterprises, Inc. | Greenwood | IN | 46143 | (513) 368-6531 |
| Location to be determined | The Wright Cut, Inc. | Greenwood | IN | 46143 | (317) 557-3061 |
| Location to be determined | The Wright Cut, Inc. | Greenwood | IN | 46143 | (317) 557-3061 |
| Location to be determined | The Wright Cut, Inc. | Greenwood | IN | 46143 | (317) 557-3061 |
| Location to be determined | The Wright Cut, Inc. | Greenwood | IN | 46143 | (317) 557-3061 |
| Location to be determined | Alternative Dimensions, Inc. | Noblesville | IN | 46062 | (317) 439-0576 |
| Location to be determined | Alternative Dimensions, Inc. | Noblesville | IN | 46062 | (317) 439-0576 |
| Location to be determined | Alternative Dimensions, Inc. | Noblesville | IN | 46062 | (317) 439-0576 |
| Location to be determined | BLOWN AWAY BY U LLC | Plainfield | IN | 46168 | (317) 656-7967 |
| Location to be determined | Future Keys II, LLC | Poland | IN | 47868 | (317) 997-9510 |
| Location to be determined | Shear Energy, Inc. | Andale | KS | 67001 | (316) 706-5090 |
| Location to be determined | Shear Energy, Inc. | Andale | KS | 67001 | (316) 706-5090 |
| Location to be determined | LLD, Inc. | Crestwood | KY | 40014 | (502) 222-8977 |
| Location to be determined | LLD, Inc. | Crestwood | KY | 40014 | (502) 222-8977 |
| Location to be determined | H.H. Holdings Corp. | Danville | KY | 40423 | (859) 319-8829 |
| Location to be determined | Venture 43, LLC | Greenwood | KY | 46143 | (502) 387-0350 |
| Location to be determined | Riav Ventures, LLC | Knoxville | KY | 37934 | (502) 442-6503 |
| Location to be determined | GLN Corp. | Lexington | KY | 40509-1911 | (859) 263-9508 |
| Location to be determined | GLN Corp. | Lexington | KY | 40509-1911 | (859) 263-9508 |
| Location to be determined | GLN Corp. | Lexington | KY | 40509-1911 | (859) 263-9508 |
| Location to be determined | GLN Corp. | Lexington | KY | 40509-1911 | (859) 263-9508 |
| Location to be determined | GLN Corp. | Lexington | KY | 40509-1911 | (859) 263-9508 |
| Location to be determined | Sanden, Inc. | Lexington | KY | 40509 | (502) 292-0489 |
| *Location to be determined | McRocket, LLC | Louisville | KY | 40245 | (865) 804-3136 |
| Location to be determined | Sanden, Inc. | Louisville | KY | 40245 | (502) 292-0489 |
| Location to be determined | SUBRA, LLC | Louisville | KY | 40245 | (406) 564-6412 |
| Location to be determined | Venture 43, LLC | Louisville | KY | 40299 | (502) 387-0350 |
| Location to be determined | Zip Clips, Inc. | Louisville | KY | 40299 | (502) 939-6044 |
| Location to be determined | Zip Clips, Inc. | Louisville | KY | 40245 | (502) 939-6044 |
| Location to be determined | The Wright Cut, Inc. | n/a | KY | n/a | (317) 557-3061 |
| Location to be determined | James Kelley & Associates, Inc. | Nicholasville | KY | 40356 | (859) 806-0991 |
| Location to be determined | James Kelley & Associates, Inc. | Nicholasville | KY | 40356 | (859) 806-0991 |
| Location to be determined | James Kelley & Associates, Inc. | Nicholasville | KY | 40356 | (859) 806-0991 |
| Location to be determined | Samally's, Inc. | Prospect | KY | 40059 | (859) 948-1834 |
| Location to be determined | GEAUX CLIPS LLC | Carriere | LA | 39426 | (615) 812-8384 |
| Location to be determined | Radhe Kishan II Inc. | Frisco | LA | 75035 | (214) 404-1543 |
| Location to be determined | Radhe Kishan II Inc. | Frisco | LA | 75035 | (214) 404-1543 |
| Location to be determined | Watel Enterprises LLC | Cambridge | MA | 02141 | (617) 947-9259 |
| Location to be determined | Highland Equities GC, LLC | Cumberland | MA | 02864 | (607) 342-5814 |
| Location to be determined | Highland Equities GC, LLC | Cumberland | MA | 02864 | (607) 342-5814 |

GREAT CLIPS® FRANCHISEES
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| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | Highland Equities GC, LLC | Cumberland | MA | 02864 | (607) 342-5814 |
| Location to be determined | O'Rourke Clips, LLC | Kingston | MA | 03848 | (617) 834-2146 |
| Location to be determined | Salt Pond TNC, LLC | Laconia | MA | 03246 | (603) 828-3715 |
| Location to be determined | True North Clippers, Inc. | Laconia | MA | 03246 | (603) 828-3715 |
| Location to be determined | True North Clippers, Inc. | Laconia | MA | 03246 | (603) 828-3715 |
| Location to be determined | T&J Noury Enterprises, LLC | Litchfield | MA | 03052 | (603) 965-5484 |
| Location to be determined | T&J Noury Enterprises, LLC | Litchfield | MA | 03052 | (603) 965-5484 |
| Location to be determined | 180 Taylor, LLC/B&A Business Develc | Littleton | MA | 01460 | (978) 394-9297 |
| Location to be determined | Coelho/B&A Business Development, In | Littleton | MA | 01460 | (978) 394-9297 |
| Location to be determined | RCO Clippers LLC | Nashua | MA | 03064 | (603) 759-6896 |
| Location to be determined | Monomoy Keepers, LLC | Topsfield | MA | 01983 | (617) 406-8380 |
| Location to be determined | Catie Laraway | Westfield | MA | 01085 | (413) 388-8626 |
| Location to be determined | Catie Laraway | Westfield | MA | 01085 | (413) 388-8626 |
| Location to be determined | Meissner Holdings, LLC | Churchville | MD | 21028 | (443) 910-1348 |
| Location to be determined | FourWard, L.L.C. | Essex | MD | 21221 | (443) 745-1910 |
| *Location to be determined | Ten Sails LLC | Middletown | MD | 19709 | (302) 222-2000 |
| Location to be determined | DGLT Incorporated | Southern Shores | MD | 27949 | (410) 365-2128 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | MD | 23451 | (757) 408-7787 |
| Location to be determined | JMA INVESTMENTS, LLC | South Portland | ME | 04106 | (207) 893-8488 |
| Location to be determined | BAM Cuts, LLC | Byron Center | MI | 49315 | (616) 366-5509 |
| Location to be determined | BAM Cuts, LLC | Byron Center | MI | 49315 | (616) 366-5509 |
| Location to be determined | BAM Cuts, LLC | Byron Center | MI | 49315 | (616) 366-5509 |
| Location to be determined | Gold Star Salons LLC | Byron Center | MI | 49315 | (616) 366-5509 |
| Location to be determined | Azaad, LLC | Canton | MI | 48187 | (734) 660-6818 |
| Location to be determined | Zelco, LLC | Farmington Hills | MI | 48336 | (248) 345-8763 |
| Location to be determined | SonRise Clippers, LLC | Holland | MI | 49423 | (616) 283-7359 |
| Location to be determined | SonRise Clippers, LLC | Holland | MI | 49423 | (616) 283-7359 |
| Location to be determined | Winning By A Hair, LLC | Holland | MI | 49423 | (248) 921-4731 |
| Location to be determined | Stacey Hasenau | Livonia | MI | 48150 | (248) 231-3282 |
| Location to be determined | Daisy Doo's, LLC | Macomb | MI | 48042 | (586) 343-4001 |
| Location to be determined | B&C Cutters, Inc. | Macomb Township | MI | 48044 | (586) 907-8812 |
| Location to be determined | B&C Cutters, Inc. | Macomb Township | MI | 48044 | (586) 907-8812 |
| Location to be determined | B&C Cutters, Inc. | Macomb Township | MI | 48044 | (586) 907-8812 |
| Location to be determined | PVW Midwest Cutters, LLC | Maineville | MI | 45039 | (513) 607-1269 |
| Location to be determined | Gamly Clips, LLC | Northville | MI | 48168 | (734) 417-8470 |
| Location to be determined | Michigan Clippers, Inc. | Novi | MI | 48375 | (248) 921-0767 |
| Location to be determined | Daryl Jamison | Troy | MI | 48098 | (248) 835-9579 |
| Location to be determined | Daryl Jamison | Troy | MI | 48098 | (248) 835-9579 |
| Location to be determined | Daryl Jamison | Troy | MI | 48098 | (248) 835-9579 |
| Location to be determined | Daryl Jamison | Troy | MI | 48098 | (248) 835-9579 |
| Location to be determined | Daryl Jamison | Troy | MI | 48098 | (248) 835-9579 |
| Location to be determined | Daryl Jamison | Troy | MI | 48098 | (248) 835-9579 |
| *Location to be determined | SonRise Clippers, LLC | Troy | MI | 48098 | (616) 283-7359 |
| Location to be determined | Yongping Guo | Troy | MI | 48085 | (248) 835-5076 |
| Location to be determined | Yongping Guo | Troy | MI | 48085 | (248) 835-5076 |
| Location to be determined | Zelco, LLC | Troy | MI | 48098 | (248) 345-8763 |
| Location to be determined | Zelco, LLC | Troy | MI | 48098 | (248) 345-8763 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | AMJAY Corp. | West Chester | MI | 45069 | (513) 509-1480 |
| Location to be determined | Cian MacSweeney Holdings, LLC | Williamston | MI | 48895 | (248) 719-8022 |
| Location to be determined | Cian MacSweeney Holdings, LLC | Williamston | MI | 48895 | (248) 719-8022 |
| Location to be determined | Snip, Inc. | Chanhassen | MN | 55317 | (952) 239-6751 |
| Location to be determined | Caycor, Inc. | Deephaven | MN | 55331 | (952) 401-1033 |
| Location to be determined | Caycor, Inc. | Deephaven | MN | 55331 | (952) 401-1033 |
| Location to be determined | Caycor, Inc. | Deephaven | MN | 55331 | (952) 401-1033 |
| Location to be determined | W. Peyton Co. | Edina | MN | 55436 | (612) 723-0467 |
| Location to be determined | W. Peyton Co. | Edina | MN | 55436 | (612) 723-0467 |
| Location to be determined | RAS Corporation | Long Lake | MN | 55356 | (952) 270-1484 |

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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | RAS Corporation | Long Lake | MN | 55356 | (952) 270-1484 |
| Location to be determined | RAS Corporation | Long Lake | MN | 55356 | (952) 270-1484 |
| Location to be determined | Stevens Unlimited of St. Paul, Inc. | Mendota Heights | MN | 55118 | (612) 210-9427 |
| Location to be determined | Stevens Unlimited of St. Paul, Inc. | Mendota Heights | MN | 55118 | (612) 210-9427 |
| Location to be determined | Stevens Unlimited of St. Paul, Inc. | Mendota Heights | MN | 55118 | (612) 210-9427 |
| Location to be determined | Stevens Unlimited of St. Paul, Inc. | Mendota Heights | MN | 55118 | (612) 210-9427 |
| Location to be determined | Give Me A Break, Inc. | Prior Lake | MN | 55372 | (904) 910-7744 |
| Location to be determined | Catch the Wave, Inc. | Shakopee | MN | 55379 | (612) 850-4573 |
| Location to be determined | Roch-N-Roll, Inc. | Sparta | MN | 54656 | (608) 386-2230 |
| Location to be determined | Newport Clippers, Inc. | Watertown | MN | 55388 | (612) 812-5305 |
| Location to be determined | Newport Clippers, Inc. | Watertown | MN | 55388 | (612) 812-5305 |
| Location to be determined | Windjammers Corporation | Wayzata | MN | 55391 | (612) 889-8891 |
| Location to be determined | Aster Clips LLC | Woodbury | MN | 55129 | (763) 350-0063 |
| Location to be determined | Aster Clips LLC | Woodbury | MN | 55129 | (763) 350-0063 |
| Location to be determined | Aster Clips LLC | Woodbury | MN | 55129 | (763) 350-0063 |
| Location to be determined | Aster Clips LLC | Woodbury | MN | 55129 | (763) 350-0063 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | MO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | MO | 81611 | (303) 884-9343 |
| Location to be determined | Holtzman Enterprises, Inc. | Aspen | MO | 81611 | (303) 884-9343 |
| Location to be determined | MPE, Inc. | Belleville | MO | 62221 | (618) 334-4574 |
| Location to be determined | MPE, Inc. | Belleville | MO | 62221 | (618) 334-4574 |
| Location to be determined | Devang Thakore | Bentonville | MO | 72712 | (262) 344-3311 |
| Location to be determined | Adlib, Inc. | Edina | MO | 55439 | (612) 799-8389 |
| Location to be determined | Adlib, Inc. | Edina | MO | 55439 | (612) 799-8389 |
| Location to be determined | Adlib, Inc. | Edina | MO | 55439 | (612) 799-8389 |
| Location to be determined | The Mane Group, Inc. | Kevil | MO | 42053 | (270) 559-0461 |
| Location to be determined | Kansas City Clippers, Inc. | Loch Lloyd | MO | 64012 | (913) 271-8585 |
| Location to be determined | Kansas City Clippers, Inc. | Loch Lloyd | MO | 64012 | (913) 271-8585 |
| Location to be determined | Kansas City Clippers, Inc. | Loch Lloyd | MO | 64012 | (913) 271-8585 |
| Location to be determined | CM Clips LLC | Naples | MO | 34120 | (239) 877-2995 |
| Location to be determined | CM Clips LLC | Naples | MO | 34120 | (239) 877-2995 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Carpe Diem, Inc. | Olathe | MO | 66062 | (913) 940-0773 |
| Location to be determined | Fangman Enterprises, Inc. | Overland Park | MO | 66213 | (913) 638-8607 |
| Location to be determined | Fangman Enterprises, Inc. | Overland Park | MO | 66213 | (913) 638-8607 |
| Location to be determined | IRIS Corporation | Overland Park | MO | 66221 | (913) 617-3225 |
| Location to be determined | IRIS Corporation | Overland Park | MO | 66221 | (913) 617-3225 |
| Location to be determined | Cardinal Clippers, Inc./Gateway Clippe | St. Louis | MO | 63105 | (314) 918-0045 x5 |
| Location to be determined | Cardinal Clippers, Inc./Gateway Clippe | St. Louis | MO | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings II, LLC | St. Louis | MO | 63105 | (314) 918-0045 x5 |
| Location to be determined | Gateway Clippers Holdings LLC | St. Louis | MO | 63105 | (314) 918-0045 x5 |
| Location to be determined | M. Khan, Inc. | Stilwell | MO | 66085 | (816) 694-9899 |
| Location to be determined | M. Khan, Inc. | Stilwell | MO | 66085 | (816) 694-9899 |
| *Location to be determined | Conch Republic, LLC | Hattiesburg | MS | 39402 | (601) 433-4129 |
| Location to be determined | Sawyer Holdings, Inc. | Asheboro | NC | 27205 | (919) 673-8455 |
| Location to be determined | Sawyer Holdings, Inc. | Asheboro | NC | 27205 | (919) 673-8455 |
| Location to be determined | Sawyer Holdings, Inc. | Asheboro | NC | 27205 | (919) 673-8455 |
| Location to be determined | Pineland Salons, LLC | Cameron | NC | 28326 | (801) 935-0618 |
| Location to be determined | Pineland Salons, LLC | Cameron | NC | 28326 | (801) 935-0618 |
| Location to be determined | Premier Clips, LLC | Cary | NC | 27519 | (704) 258-5957 |
| Location to be determined | Premier Clips, LLC | Cary | NC | 27519 | (704) 258-5957 |
| Location to be determined | Premier Clips, LLC | Cary | NC | 27519 | (704) 258-5957 |
| Location to be determined | First Class Clips, #5, LLC | Charlotte | NC | 28277 | (704) 453-6303 |
| Location to be determined | First Class Clips, Inc. | Charlotte | NC | 28277 | (704) 453-6303 |
| Location to be determined | First Class Clips, Inc. | Charlotte | NC | 28277 | (704) 453-6303 |
| Location to be determined | First Class Clips, Inc. | Charlotte | NC | 28277 | (704) 453-6303 |
| Location to be determined | First Class Clips, Inc. | Charlotte | NC | 28277 | (704) 453-6303 |

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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | Longitude, Inc. | Charlotte | NC | 28226 | (704) 321-3312 |
| Location to be determined | Meridian Enterprises, LLC | Charlotte | NC | 28226 | (704) 839-1731 |
| Location to be determined | MS Clippers, Inc. | Charlotte | NC | 28277-8669 | (704) 651-4102 |
| Location to be determined | MS Clippers, Inc. | Charlotte | NC | 28277-8669 | (704) 651-4102 |
| Location to be determined | MS Clippers, Inc. | Charlotte | NC | 28277-8669 | (704) 651-4102 |
| Location to be determined | MS Clippers, Inc. | Charlotte | NC | 28277-8669 | (704) 651-4102 |
| Location to be determined | Ronona, LLC | Charlotte | NC | 28277 | (704) 591-5119 |
| Location to be determined | Ronona, LLC | Charlotte | NC | 28277 | (704) 591-5119 |
| Location to be determined | Ronona, LLC | Charlotte | NC | 28277 | (704) 591-5119 |
| Location to be determined | Mascott Industries, Inc. | Clemmons | NC | 27012 | (336) 970-1381 |
| Location to be determined | Mascott Industries, Inc. | Clemmons | NC | 27012 | (336) 970-1381 |
| Location to be determined | Shear Madness, Inc. | Davidson | NC | 28036 | (980) 721-5840 |
| Location to be determined | Shear Madness, Inc. | Davidson | NC | 28036 | (980) 721-5840 |
| Location to be determined | Shear Madness, Inc. | Davidson | NC | 28036 | (980) 721-5840 |
| Location to be determined | Shear Madness, Inc. | Davidson | NC | 28036 | (980) 721-5840 |
| Location to be determined | Shear Madness, Inc. | Davidson | NC | 28036 | (980) 721-5840 |
| Location to be determined | Shear Madness, Inc. | Davidson | NC | 28036 | (980) 721-5840 |
| Location to be determined | Dixie Clippers, Inc. | Lawrenceville | NC | 30043 | (678) 428-8324 |
| Location to be determined | Dixie Clippers, Inc. | Lawrenceville | NC | 30043 | (678) 428-8324 |
| Location to be determined | Dixie Clippers, Inc. | Lawrenceville | NC | 30043 | (678) 428-8324 |
| Location to be determined | Dixie Clippers, Inc. | Lawrenceville | NC | 30043 | (678) 428-8324 |
| Location to be determined | Southeast Salons, LLC | Lewisville | NC | 27023 | (336) 946-0432 X151 |
| Location to be determined | Southeast Salons, LLC | Lewisville | NC | 27023 | (336) 946-0432 X151 |
| Location to be determined | Southeast Salons, LLC | Lewisville | NC | 27023 | (336) 946-0432 X151 |
| Location to be determined | Southeast Salons, LLC | Lewisville | NC | 27023 | (336) 946-0432 X151 |
| Location to be determined | Southeast Salons, LLC | Lewisville | NC | 27023 | (336) 946-0432 X151 |
| Location to be determined | Southeast Salons, LLC | Lewisville | NC | 27023 | (336) 946-0432 X151 |
| Location to be determined | Timothy Proctor | Lewisville | NC | 27023-8658 | (336) 416-1112 |
| Location to be determined | MCPIE, Inc. | Morehead City | NC | 28557 | (252) 241-6844 |
| Location to be determined | MCPIE, Inc. | Morehead City | NC | 28557 | (252) 241-6844 |
| Location to be determined | MCPIE, Inc. | Morehead City | NC | 28557 | (252) 241-6844 |
| Location to be determined | Shear Investments, Inc. | North Myrtle Beach | NC | 29582 | (336) 442-5562 |
| Location to be determined | Triangle Holdings, Inc. | Raleigh | NC | 27615-7127 | (919) 871-6003 |
| Location to be determined | Triangle Holdings, Inc. | Raleigh | NC | 27615-7127 | (919) 871-6003 |
| Location to be determined | Triangle Holdings, Inc. | Raleigh | NC | 27615-7127 | (919) 871-6003 |
| Location to be determined | Triangle Holdings, Inc. | Raleigh | NC | 27615-7127 | (919) 871-6003 |
| Location to be determined | Twin Dome, LLC | Winston-Salem | NC | 27101 | (336) 655-6502 |
| Location to be determined | Twin Dome, LLC | Winston-Salem | NC | 27101 | (336) 655-6502 |
| Location to be determined | Twin Dome, LLC | Winston-Salem | NC | 27101 | (336) 655-6502 |
| Location to be determined | Twin Dome, LLC | Winston-Salem | NC | 27101 | (336) 655-6502 |
| Location to be determined | Twin Dome, LLC | Winston-Salem | NC | 27101 | (336) 655-6502 |
| Location to be determined | Spice Investment Group, Inc. | Fargo | ND | 58104 | (701) 361-3411 |
| Location to be determined | Sharpness LLC | Cedar Rapids | NE | 52402 | (319) 540-9196 |
| Location to be determined | Sharpness LLC | Cedar Rapids | NE | 52402 | (319) 540-9196 |
| Location to be determined | Sharpness LLC | Cedar Rapids | NE | 52402 | (319) 540-9196 |
| *Location to be determined | Sharpness LLC | Cedar Rapids | NE | 52402 | (319) 540-9196 |
| Location to be determined | Bixby, Inc. | Savage | NE | 55378 | (952) 226-4246 |
| Location to be determined | Bixby, Inc. | Savage | NE | 55378 | (952) 226-4246 |
| Location to be determined | Bixby, Inc. | Savage | NE | 55378 | (952) 226-4246 |
| Location to be determined | Bixby, Inc. | Savage | NE | 55378 | (952) 226-4246 |
| Location to be determined | Bixby, Inc. | Savage | NE | 55378 | (952) 226-4246 |
| Location to be determined | Mad Ventures Inc. | Atlantic Highlands | NJ | 07716 | (732) 910-6284 |
| Location to be determined | Plainfield Clippers, Inc. | Jersey City | NJ | 07302 | (201) 317-2487 |
| Location to be determined | Exit 98 Enterprises, LLC | Lake Como | NJ | 07719 | (732) 371-0932 |
| Location to be determined | Exit 98 Enterprises, LLC | Lake Como | NJ | 07719 | (732) 371-0932 |
| Location to be determined | Exit 98 Enterprises, LLC | Lake Como | NJ | 07719 | (732) 371-0932 |
| Location to be determined | Yankee Clips, LLC | Lawrenceville | NJ | 30043 | (678) 428-8324 |
| Location to be determined | Yankee Clips, LLC | Lawrenceville | NJ | 30043 | (678) 428-8324 |
| Location to be determined | Yankee Clips, LLC | Lawrenceville | NJ | 30043 | (678) 428-8324 |
| Location to be determined | ClipSilver LLC | Long Valley | NJ | 07853 | (973) 250-4250 |
| Location to be determined | ClipSilver LLC | Long Valley | NJ | 07853 | (973) 250-4250 |
| Location to be determined | CLIPSONG, LLC | Long Valley | NJ | 07853 | (973) 250-4250 |
| Location to be determined | Mendenhall/CLIPSONG, LLC | Long Valley | NJ | 07853 | (973) 250-4250 |

GREAT CLIPS® FRANCHISEES
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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | R. Diamond LLC | Manchester | NJ | 08750 | (253) 230-1679 |
| Location to be determined | Darryl Fernandes | Marlboro | NJ | 07746 | (732) 618-9138 |
| Location to be determined | ANARON LLC | Monroe Township | NJ | 08831 | (201) 770-7227 |
| Location to be determined | Commisso/McClips, LLC | Parlin | NJ | 08859 | (908) 510-9838 |
| Location to be determined | McClips, LLC | Parlin | NJ | 08859 | (908) 510-9838 |
| Location to be determined | McBride/Sanskar Princeton, LLC | Pennington | NJ | 08534 | (609) 558-5018 |
| Location to be determined | Ronak Modi | Pittstown | NJ | 08867 | (979) 709-9885 |
| Location to be determined | Bilker/JRL Ventures, LLC | Waxhaw | NJ | 28173 | (917) 763-4715 |
| Location to be determined | Tricut, LLC | West Caldwell | NJ | 07006 | (973) 618-1957 |
| Location to be determined | Tricut, LLC | West Caldwell | NJ | 07006 | (973) 618-1957 |
| Location to be determined | KWIS, LLC | Albuquerque | NM | 87120 | (505) 264-0334 |
| Location to be determined | KWIS, LLC | Albuquerque | NM | 87120 | (505) 264-0334 |
| Location to be determined | Patel Clips 6, LLC | Albuquerque | NM | 87123 | (505) 385-9483 |
| Location to be determined | Patel Clips 7, LLC | Albuquerque | NM | 87123 | (505) 385-9483 |
| Location to be determined | Sukhbir Pannu | Henderson | NV | 89052 | (702) 204-7747 |
| Location to be determined | Sukhbir Pannu | Henderson | NV | 89052 | (702) 204-7747 |
| Location to be determined | Sukhbir Pannu | Henderson | NV | 89052 | (702) 204-7747 |
| Location to be determined | Nugent, LLC | Las Vegas | NV | 89128 | (702) 338-6374 |
| Location to be determined | Nugent, LLC | Las Vegas | NV | 89128 | (702) 338-6374 |
| Location to be determined | Nugent, LLC | Las Vegas | NV | 89128 | (702) 338-6374 |
| Location to be determined | vGuru AZ LLC | Las Vegas | NV | 89145 | (702) 575-2828 |
| Location to be determined | VGURU, LLC | Las Vegas | NV | 89145 | (702) 575-2828 |
| Location to be determined | VGURU, LLC | Las Vegas | NV | 89145 | (702) 575-2828 |
| Location to be determined | VGURU, LLC | Las Vegas | NV | 89145 | (702) 575-2828 |
| Location to be determined | Capital Region Clips LLC | Albany | NY | 12205 | (513) 895-4555 |
| Location to be determined | Capital Region Clips LLC | Albany | NY | 12205 | (513) 895-4555 |
| Location to be determined | DK Friend Holdings, Inc. | Clarence | NY | 14031 | (716) 984-5011 |
| Location to be determined | SJLD Enterprise LLC | Clarence | NY | 14031 | (716) 525-4449 |
| Location to be determined | JELEA Enterprises, Inc. | Lancaster | NY | 14086 | (716) 207-4235 |
| Location to be determined | JELEA Enterprises, Inc. | Lancaster | NY | 14086 | (716) 207-4235 |
| Location to be determined | StyleTech Corporation | Avon Lake | OH | 44012 | (614) 323-3426 |
| Location to be determined | Cincy Clips, Inc. | Cincinnati | OH | 45242 | (513) 312-2155 |
| Location to be determined | Cincy Clips, Inc. | Cincinnati | OH | 45242 | (513) 312-2155 |
| Location to be determined | Cincy Clips, Inc. | Cincinnati | OH | 45242 | (513) 312-2155 |
| Location to be determined | Cincy Clips, Inc. | Cincinnati | OH | 45242 | (513) 312-2155 |
| Location to be determined | Cincy Clips, Inc. | Cincinnati | OH | 45242 | (513) 312-2155 |
| Location to be determined | Crosstown Cutters, LLC | Cincinnati | OH | 45241-3698 | (513) 759-0365 |
| Location to be determined | Crosstown Cutters, LLC | Cincinnati | OH | 45241-3698 | (513) 759-0365 |
| Location to be determined | Queen City Clippers, Ltd. | Cincinnati | OH | 45241-3698 | (513) 759-0365 |
| Location to be determined | StyleTech Corporation | Cleveland | OH | 44124 | (614) 323-3426 |
| Location to be determined | Brandeavor, LLC | Columbus | OH | 43220-4902 | (614) 404-9475 |
| Location to be determined | Laventure, Inc. | Columbus | OH | 43220 | (614) 551-9191 |
| Location to be determined | Laventure, Inc. | Columbus | OH | 43220 | (614) 551-9191 |
| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
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| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
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| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
| Location to be determined | R.L.O., Inc. | Dayton | OH | 45429 | (937) 620-9998 |
| Location to be determined | Ramsey Rooney & Co. | Dayton | OH | 45429 | (440) 933-8364 |
| Location to be determined | Shear Talent, Inc. | Dayton | OH | 45429 | (330) 348-4960 |
| Location to be determined | StyleTech Corporation | Dayton | OH | 45429 | (614) 323-3426 |
| Location to be determined | StyleTech Corporation | Dayton | OH | 45429 | (614) 323-3426 |
| Location to be determined | KLK Haircutters, Inc. | Findlay | OH | 45840 | (419) 348-0766 |

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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
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| Location to be determined | KLK Haircutters, Inc. | Findlay | OH | 45840 | (419) 348-0766 |
| Location to be determined | KLK Haircutters, Inc. | Findlay | OH | 45840 | (419) 348-0766 |
| Location to be determined | KLK Haircutters, Inc. | Findlay | OH | 45840 | (419) 348-0766 |
| Location to be determined | KLK Haircutters, Inc. | Findlay | OH | 45840 | (419) 348-0766 |
| Location to be determined | KLK Haircutters, Inc. | Findlay | OH | 45840 | (419) 348-0766 |
| Location to be determined | Tillery Salons, Inc. | Gahanna | OH | 43230 | (614) 946-3961 |
| Location to be determined | Tillery Salons, Inc. | Gahanna | OH | 43230 | (614) 946-3961 |
| Location to be determined | Vissuto Enterprises, Inc. | Gahanna | OH | 43230 | (440) 552-0262 |
| Location to be determined | ZAMP Enterprises, Inc. | Gahanna | OH | 43230 | (330) 472-6204 |
| Location to be determined | ZAMP Enterprises, Inc. | Gahanna | OH | 43230 | (330) 472-6204 |
| Location to be determined | ZAMP Enterprises, Inc. | Gahanna | OH | 43230 | (330) 472-6204 |
| Location to be determined | Tillery Enterprises, Inc. | Hudson | OH | 44236 | (614) 946-3961 |
| Location to be determined | Zeetrio of Ohio, Inc. | Hudson | OH | 44236 | (847) 682-3035 |
| Location to be determined | Zeetrio of Ohio, Inc. | Hudson | OH | 44236 | (847) 682-3035 |
| Location to be determined | Zeetrio of Ohio, Inc. | Hudson | OH | 44236 | (847) 682-3035 |
| Location to be determined | Eckert, Inc. | Loveland | OH | 45140 | (513) 678-0511 |
| Location to be determined | Eckert, Inc. | Loveland | OH | 45140 | (513) 678-0511 |
| Location to be determined | Eckert, Inc. | Loveland | OH | 45140 | (513) 678-0511 |
| Location to be determined | Eckert, Inc. | Loveland | OH | 45140 | (513) 678-0511 |
| Location to be determined | Future Growth Enterprises, Inc. | Loveland | OH | 45140 | (513) 827-2715 |
| Location to be determined | East West Cutters, Inc. | Maineville | OH | 45039 | (513) 607-1269 |
| Location to be determined | DMK Holdings, Inc | Medina | OH | 44256 | (330) 283-1504 |
| Location to be determined | Mia San Mia, LLC | Mentor | OH | 44060 | (440) 669-9182 |
| Location to be determined | Mia San Mia, LLC | Mentor | OH | 44060 | (440) 669-9182 |
| *Location to be determined | R.L.O., Inc. | Miami Beach | OH | 33154 | (937) 620-9998 |
| *Location to be determined | R.L.O., Inc. | Miami Beach | OH | 33154 | (937) 620-9998 |
| *Location to be determined | R.L.O., Inc. | Miami Beach | OH | 33154 | (937) 620-9998 |
| *Location to be determined | R.L.O., Inc. | Miami Beach | OH | 33154 | (937) 620-9998 |
| Location to be determined | Zeetrio of Ohio, Inc. | Parma | OH | 44134 | (847) 682-3035 |
| Location to be determined | The 220 Group, Ltd | Powell | OH | 43065 | (216) 570-2356 |
| Location to be determined | Tillery Enterprises, Inc. | Powell | OH | 43065 | (614) 946-3961 |
| Location to be determined | Tillery Enterprises, Inc. | Powell | OH | 43065 | (614) 946-3961 |
| Location to be determined | Tillery Enterprises, Inc. | Powell | OH | 43065 | (614) 946-3961 |
| Location to be determined | Demer Retail Ventures GC, LLC | Sheffield Village | OH | 44054 | (216) 408-1054 |
| Location to be determined | Demer Retail Ventures GC, LLC | Sheffield Village | OH | 44054 | (216) 408-1054 |
| Location to be determined | MJ Clips, Inc. | West Chester | OH | 45069 | (513) 604-2855 |
| Location to be determined | Style Pro's, Inc. | Bixby | OK | 74008 | (918) 527-9164 |
| Location to be determined | Llopis USA, LLC | Edmond | OK | 73034 | (405) 370-0496 |
| Location to be determined | Llopis USA, LLC | Edmond | OK | 73034 | (405) 370-0496 |
| Location to be determined | Llopis USA, LLC | Edmond | OK | 73034 | (405) 370-0496 |
| Location to be determined | Llopis USA, LLC | Edmond | OK | 73034 | (405) 370-0496 |
| *Location to be determined | Synectics, LLC | Frisco | OK | 75034 | (214) 673-5660 |
| *Location to be determined | Synectics, LLC | Frisco | OK | 75034 | (214) 673-5660 |
| Location to be determined | Fresh Look Investments, LLC | Norman | OK | 73072 | (405) 412-4646 |
| Location to be determined | Fresh Look Investments, LLC | Norman | OK | 73072 | (405) 412-4646 |
| Location to be determined | Fresh Look Investments, LLC | Norman | OK | 73072 | (405) 412-4646 |
| Location to be determined | Fresh Look Investments, LLC | Norman | OK | 73072 | (405) 412-4646 |
| Location to be determined | Four C Ventures, LLC | Oklahoma City | OK | 73114 | (405) 767-9848 |
| Location to be determined | Four C Ventures, LLC | Oklahoma City | OK | 73114 | (405) 767-9848 |
| Location to be determined | Pfeiffer Companies LLC | Stillwater | OK | 74074 | (405) 780-5011 |
| Location to be determined | Pfeiffer Companies LLC | Stillwater | OK | 74074 | (405) 780-5011 |
| Location to be determined | SHREENATH INC. | Beamsville | ON | L0R 1B2 | (416) 993-7913 |
| Location to be determined | Breacan Business Services, Inc. | Burlington | ON | L7P 3R9 | (416) 831-8416 |
| Location to be determined | Gwen Creation Enterprise (2021) Inc. | Burlington | ON | L7M 0X4 | (905) 407-8986 |
| Location to be determined | Gwen Creation Enterprise (2021) Inc. | Burlington | ON | L7M 0X4 | (905) 407-8986 |
| Location to be determined | Gwen Creation Enterprises, Inc. | Burlington | ON | L7M 0X4 | (905) 407-8986 |
| Location to be determined | YAARRA Business Services, Inc. | Burlington | ON | L7P 2Z1 | (416) 562-4784 |
| Location to be determined | Kyrie Services, Inc | Georgetown | ON | L7G 0G3 | (905) 237-9010 |
| Location to be determined | Kemol Ventures, Ltd. | Maple | ON | L6A 2W8 | (416) 528-7759 |
| Location to be determined | Kemol Ventures, Ltd. | Maple | ON | L6A 2W8 | (416) 528-7759 |
| Location to be determined | 2228085 Ontario, Inc. | Mississauga | ON | L5L 3T2 | (905) 820-9954 |
| *Location to be determined | JAMI COMMUNICATIONS GROUP ( | Mississauga | ON | L5W 1C7 | (416) 508-6333 |
| Location to be determined | LHMK Enterprises, Inc. | Mississauga | ON | L5G 4T8 | (647) 998-1232 |

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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
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| Location to be determined | Niagara Clips, Inc. | Mississauga | ON | L5G 4T8 | (905) 467-7644 |
| Location to be determined | Shear Greatness Inc. | Mississauga | ON | L5G 4T8 | (416) 821-5584 |
| Location to be determined | 2262727 Ontario Inc. | Oakville | ON | L6H 3A4 | (905) 338-6112 |
| Location to be determined | 2408729 Ontario Inc. | Oakville | ON | L6M 3L8 | (647) 881-9733 |
| Location to be determined | 15382670 Canada Inc. | Richmond Hill | ON | L4E 0N5 | (437) 229-9525 |
| Location to be determined | Kemol Ventures, Ltd. | Richmond Hill | ON | L4E 4S1 | (416) 528-7759 |
| Location to be determined | Keshpn, Inc. | Richmond Hill | ON | L4E 4S1 | (647) 200-1205 |
| Location to be determined | Kyrie Services, Inc | Richmond Hill | ON | L4E 4S1 | (905) 237-9010 |
| Location to be determined | LHMK Enterprises, Inc. | Richmond Hill | ON | L4E 0P9 | (647) 998-1232 |
| Location to be determined | LHMK Enterprises, Inc. | Richmond Hill | ON | L4E 0P9 | (647) 998-1232 |
| *Location to be determined | JAMI COMMUNICATIONS GROUP ( | Rockwood, | ON | N0B 0A6 | (416) 508-6333 |
| Location to be determined | 1000684013 ONTARIO INC. | Thornhill | ON | L4J 7W9 | (647) 964-9476 |
| Location to be determined | GOODWOOD ENTERPRISES INC. | Whitby | ON | L1N 8K4 | (905) 903-8950 |
| Location to be determined | Rose Clips, LLC | Bend | OR | 97703 | (503) 260-5283 |
| Location to be determined | Deltennium Clips, LLC | Boca Raton | OR | 33487-8236 | (561) 306-1492 |
| *Location to be determined | LRH Associates Incorporated | n/a | OR | n/a | (541) 410-6954 |
| Location to be determined | DO You, Inc. | Salem | OR | 97304 | (907) 748-8444 |
| Location to be determined | DO You, Inc. | Salem | OR | 97304 | (907) 748-8444 |
| Location to be determined | Rose Clips, LLC | Vancouver | OR | 98661-6618 | (503) 260-5283 |
| Location to be determined | Tambry Ventures Oregon, LLC | Vancouver | OR | 98661-6618 | (805) 380-5115 |
| Location to be determined | ROLO GR8KLPS LLC | Bridgewater | PA | 08807 | (302) 753-2228 |
| Location to be determined | Two Cats Salon, LLC | Chalfont | PA | 18914 | (570) 954-6756 |
| *Location to be determined | Bell Clippers, LLC | Dalton | PA | 18414 | (412) 607-0646 |
| Location to be determined | Waverly Enterprises LLC | Dalton | PA | 18414 | (570) 586-6639 |
| Location to be determined | V&S Clips, LLC/M & M Clippers, LLC | Dunmore | PA | 18512 | (610) 213-8705 |
| Location to be determined | Sanskar Willow Grove, LLC | Gibbstown | PA | 08027 | (609) 558-5018 |
| Location to be determined | Exit 98 Enterprises, LLC | Harrisburg | PA | 17112 | (732) 371-0932 |
| Location to be determined | Bell Clippers, LLC | Irwin | PA | 15642 | (412) 607-0646 |
| Location to be determined | Bell Clippers, LLC | Irwin | PA | 15642 | (412) 607-0646 |
| Location to be determined | Bell Clippers, LLC | Irwin | PA | 15642 | (412) 607-0646 |
| Location to be determined | Champion Clippers Inc. | Irwin | PA | 15642 | (717) 319-5979 |
| Location to be determined | Folk Design Group, LLC | Lake Como | PA | 07719 | (610) 566-1428 |
| Location to be determined | M & M Clippers, LLC | Limerick | PA | 19468 | (610) 213-8705 |
| Location to be determined | M & M Clippers, LLC | Limerick | PA | 19468 | (610) 213-8705 |
| Location to be determined | M & M Clippers, LLC | Limerick | PA | 19468 | (610) 213-8705 |
| Location to be determined | M & M Clippers, LLC | Limerick | PA | 19468 | (610) 213-8705 |
| Location to be determined | MSA Enterprises, LLC | Limerick | PA | 19468 | (412) 401-1304 |
| Location to be determined | Waverly Enterprises LLC | Limerick | PA | 19468 | (570) 586-6639 |
| Location to be determined | L&S Entities, LLC/Sanskriti, LLC | Monroeville | PA | 15146-4866 | (609) 558-5018 |
| Location to be determined | N & A Associates, Inc. | Monroeville | PA | 15146-4866 | (908) 393-1316 |
| Location to be determined | M & M Clippers, LLC | Mount Joy | PA | 17552 | (610) 213-8705 |
| Location to be determined | Lily Bear Clips LLC | Pennington | PA | 08534 | 717.327.6789 |
| Location to be determined | Simren, Inc. | Pennington | PA | 08534 | (412) 638-9191 |
| Location to be determined | 3AD Enterprises LLC | Pitsburgh | PA | 15243 | (412) 696-3698 |
| Location to be determined | The Studio 888, Inc. | Pittsburgh | PA | 15238 | (215) 527-3694 |
| Location to be determined | Folk Design Group, LLC | Wallingford | PA | 19086 | (610) 566-1428 |
| Location to be determined | Folk Design Group, LLC | Wallingford | PA | 19086 | (610) 566-1428 |
| Location to be determined | H & J Clips, LLC | Wallingford | PA | 19086 | (484) 883-7543 |
| Location to be determined | Hairclips412, LLC | West Grove | PA | 19390 | (412) 952-0664 |
| Location to be determined | KR Enterprises Inc. | Wexford | PA | 10590 | (412) 401-1304 |
| Location to be determined | Merck Enterprises, Inc. | Easley | SC | 29642 | (864) 915-3822 |
| Location to be determined | Merck Enterprises, Inc. | Easley | SC | 29642 | (864) 915-3822 |
| *Location to be determined | Pompadour, Inc. | Littleton | SC | 27850 | (910) 262-9575 |
| Location to be determined | WHETYO, Inc. | Littleton | SC | 27850 | (803) 448-7962 |
| Location to be determined | In His Most Holy Service, LLC | Simpsonville | SC | 29681 | (864) 320-5734 |
| Location to be determined | In His Most Holy Service, LLC | Simpsonville | SC | 29681 | (864) 320-5734 |
| Location to be determined | Saunders Clips, LLC | Simpsonville | SC | 29681 | (864) 320-5734 |
| Location to be determined | WHETYO, Inc. | Simpsonville | SC | 29681 | (803) 448-7962 |
| Location to be determined | Carolina Hair Care, Inc. | West Union | SC | 29696 | (864) 275-1770 |
| Location to be determined | Carolina Hair Care, Inc. | West Union | SC | 29696 | (864) 275-1770 |
| Location to be determined | CHC 2, Inc. | West Union | SC | 29696 | (864) 275-1770 |
| Location to be determined | CHC 2, Inc. | West Union | SC | 29696 | (864) 275-1770 |
| Location to be determined | Franklin Clips, Inc. | West Union | SC | 29696 | (864) 275-1770 |

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| Salon | Franchisee | City | State | Zip | Phone |
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| Location to be determined | Franklin Clips, Inc. | West Union | SC | 29696 | (864) 275-1770 |
| Location to be determined | Saunders Clips, LLC | Wilmington | SC | 28403 | (864) 320-5734 |
| Location to be determined | CAS, Inc. | Brandon | SD | 57005 | (605) 582-6548 |
| Location to be determined | CAS, Inc. | Brandon | SD | 57005 | (605) 582-6548 |
| Location to be determined | CAS, Inc. | Brandon | SD | 57005 | (605) 582-6548 |
| Location to be determined | Snip, Inc. | Chanhassen | SD | 55317 | (952) 239-6751 |
| *Location to be determined | 102167324 SASKATCHEWAN LTD | Calgary | SK | T3K 6J6 | (403) 630-4373 |
| Location to be determined | 1631616 Alberta, Inc. | Foothills | SK | T1S 4X6 | (403) 561-2134 |
| Location to be determined | HIGG AND SONS LLC | Bristol | TN | 37621-0954 | (870) 623-4433 |
| Location to be determined | Blue Ridge Development Partners, LLC | Clarksville | TN | 37043 | (931) 217-7924 |
| Location to be determined | 1413 Development Corp, LLC | Edina | TN | 55439 | (952) 946-1473 |
| Location to be determined | 1413 Development Corp, LLC | Edina | TN | 55439 | (952) 946-1473 |
| Location to be determined | 1413 Development Corp, LLC | Edina | TN | 55439 | (952) 946-1473 |
| Location to be determined | HIGG AND SONS LLC | Gosnell | TN | 72315 | (870) 623-4433 |
| Location to be determined | L D Clips, Inc. | Gosnell | TN | 72315 | (615) 351-0144 |
| Location to be determined | McRocket, LLC | Gosnell | TN | 72315 | (865) 804-3136 |
| *Location to be determined | Gartner Development Group, LLC | Knoxville | TN | 37934 | (847) 922-4706 |
| Location to be determined | HIGG AND SONS LLC | Knoxville | TN | 37934 | (870) 623-4433 |
| Location to be determined | McRocket, LLC | Knoxville | TN | 37934 | (865) 804-3136 |
| Location to be determined | McRocket, LLC | Knoxville | TN | 37934 | (865) 804-3136 |
| Location to be determined | McRocket, LLC | Knoxville | TN | 37934 | (865) 804-3136 |
| Location to be determined | Pateras, LLC | Knoxville | TN | 37934 | (615) 987-4051 |
| Location to be determined | McRocket, LLC | Nashville | TN | 37215 | (865) 804-3136 |
| *Location to be determined | Great Salons of Knoxville, Inc. | Spring Hill | TN | 37174 | (865) 804-3136 |
| Location to be determined | Binepal Malhi Joint Ventures LLC | Albuquerque | TX | 87120 | (210) 843-0264 |
| Location to be determined | Binepal Malhi Joint Ventures LLC | Albuquerque | TX | 87120 | (210) 843-0264 |
| Location to be determined | Michael Hays | Amarillo | TX | 79121 | (806) 672-7102 |
| Location to be determined | Michael Hays | Amarillo | TX | 79121 | (806) 672-7102 |
| Location to be determined | Duc Do | Austin | TX | 78728 | (512) 296-1681 |
| Location to be determined | MegaClips, LLC | Austin | TX | 78749-1982 | (214) 212-4599 |
| Location to be determined | MegaClips, LLC | Austin | TX | 78749-1982 | (214) 212-4599 |
| Location to be determined | MegaClips, LLC | Austin | TX | 78749-1982 | (214) 212-4599 |
| Location to be determined | Wilder Enterprises, Inc. | Austin | TX | 78703 | (512) 413-1900 |
| Location to be determined | Windward Associates LLC | Austin | TX | 78703 | (832) 287-9220 |
| Location to be determined | Windward Associates LLC | Austin | TX | 78703 | (832) 287-9220 |
| Location to be determined | Windward Associates LLC | Austin | TX | 78703 | (832) 287-9220 |
| Location to be determined | Winnergy, LLC/Kitty Paw, LLC | Austin | TX | 78703 | (214) 476-3201 |
| Location to be determined | You Sit We Clip, LLC | Austin | TX | 78703 | (210) 416-1102 |
| Location to be determined | AJ Odyssey Inc. | Bulverde | TX | 78163 | (830) 980-8191 |
| Location to be determined | ABE Management, LLC | Corpus Christi | TX | 78414 | (361) 537-5393 |
| Location to be determined | ABE Management, LLC | Corpus Christi | TX | 78414 | (361) 537-5393 |
| Location to be determined | ABE Management, LLC | Corpus Christi | TX | 78414 | (361) 537-5393 |
| Location to be determined | GCXG, Inc. | Dallas | TX | 75229 | (469) 396-2331 |
| Location to be determined | Hairy Stylez LLC | Dallas | TX | 75229 | (801) 201-1831 |
| Location to be determined | Hinan Corporation | Denton | TX | 76210 | (832) 276-2331 |
| Location to be determined | Hinan Corporation | Denton | TX | 76210 | (832) 276-2331 |
| Location to be determined | Mane Image, LLC | Euless | TX | 76040 | (512) 589-8726 |
| Location to be determined | Mane Image, LLC | Euless | TX | 76040 | (512) 589-8726 |
| Location to be determined | MAZAMS ENTERPRISES LLC | Euless | TX | 76040 | (405) 216-9876 |
| *Location to be determined | BAD HAT LLC | Fair Oaks Ranch | TX | 78015 | (505) 264-0334 |
| *Location to be determined | BAD HAT LLC | Fair Oaks Ranch | TX | 78015 | (505) 264-0334 |
| *Location to be determined | DFW Salons, LLC | Fair Oaks Ranch | TX | 78015 | (972) 816-6135 |
| *Location to be determined | Kitty Paw, LLC | Fair Oaks Ranch | TX | 78015 | (214) 476-3201 |
| *Location to be determined | Radhe Kishan II Inc. | Fair Oaks Ranch | TX | 78015 | (214) 404-1543 |
| Location to be determined | You Sit We Clip, LLC | Fair Oaks Ranch | TX | 78015 | (210) 416-1102 |
| Location to be determined | First Clips, LLC | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | First Clips, LLC | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | First Clips, LLC | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | First Clips, LLC | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | First Clips, LLC | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | First Clips, LLC | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | Fortune 8 Ventures GC1 LLC | Flower Mound | TX | 75022 | (469) 216-5270 |
| Location to be determined | FSG Group, LLC | Flower Mound | TX | 75022 | 972-571-6328 |

GREAT CLIPS® FRANCHISEES
FRANNCHISE AGREEMENTS SIGNED BUT SALON NOT OPEN
*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | FSG Group, LLC | Flower Mound | TX | 75022 | 972-571-6328 |
| Location to be determined | GCXG, Inc. | Flower Mound | TX | 75028 | (469) 396-2331 |
| Location to be determined | Inson Byun | Flower Mound | TX | 75022 | (972) 989-7407 |
| Location to be determined | Synectics, LLC | Fort Worth | TX | 76135 | (214) 673-5660 |
| Location to be determined | B&R Clips LLC | Frisco | TX | 75035 | (214) 404-1543 |
| Location to be determined | Hairy Stylez LLC | Frisco | TX | 75036 | (801) 201-1831 |
| Location to be determined | Hinan Corporation | Frisco | TX | 75036 | (832) 276-2331 |
| Location to be determined | Kitty Paw, LLC | Frisco | TX | 75034 | (214) 476-3201 |
| Location to be determined | La Corrida Investments, LLC | Frisco | TX | 75034 | (817) 845-1428 |
| Location to be determined | La Corrida Investments, LLC | Frisco | TX | 75034 | (817) 845-1428 |
| Location to be determined | La Corrida Investments, LLC | Frisco | TX | 75034 | (817) 845-1428 |
| Location to be determined | Mane Image, LLC | Frisco | TX | 75034 | (512) 589-8726 |
| Location to be determined | Radhe Kishan, Inc. | Frisco | TX | 75035 | (214) 404-1543 |
| Location to be determined | Radhe Kishan, Inc. | Frisco | TX | 75035 | (214) 404-1543 |
| Location to be determined | RDM CLIPS LLC | Frisco | TX | 75035 | (254) 396-3046 |
| Location to be determined | Revive Cuts, LLC | Frisco | TX | 75035 | (650) 892-3861 |
| Location to be determined | Rockit Shears Inc. | Frisco | TX | 75035 | (707) 330-6330 |
| Location to be determined | Rockit Shears Inc. | Frisco | TX | 75035 | (707) 330-6330 |
| Location to be determined | Rockit Shears Inc. | Frisco | TX | 75035 | (707) 330-6330 |
| Location to be determined | Team Sailing, Inc. | Frisco | TX | 75034 | 210-391-3987 |
| Location to be determined | Team Sailing, Inc. | Frisco | TX | 75034 | 210-391-3987 |
| Location to be determined | Team Sailing, Inc. | Frisco | TX | 75034 | 210-391-3987 |
| Location to be determined | Todd McCown | Frisco | TX | 75034 | (214) 476-3201 |
| Location to be determined | You Sit We Clip, LLC | Frisco | TX | 75034 | (210) 416-1102 |
| Location to be determined | OM JN, LLC | Granbury | TX | 76048 | (713) 253-1546 |
| Location to be determined | PSP Resources, LLC | Granbury | TX | 76048 | (817) 320-4690 |
| Location to be determined | Radhe Kishan, Inc. | Granbury | TX | 76048 | (214) 404-1543 |
| Location to be determined | First Clips, LLC | Houston | TX | 77044 | (972) 989-7407 |
| Location to be determined | Jet Clips LLC | Houston | TX | 77002 | (210) 415-5153 |
| Location to be determined | Jet Clips LLC | Houston | TX | 77002 | (210) 415-5153 |
| Location to be determined | Radhe Kishan, Inc. | Hurst | TX | 76054 | (214) 404-1543 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | Irving | TX | 75038 | (972) 816-6135 |
| Location to be determined | Ethereal Holdings LLC | Irving | TX | 75038 | (713) 485-9602 |
| Location to be determined | First Clips, LLC | Irving | TX | 75038 | (972) 989-7407 |
| Location to be determined | First Clips, LLC | Irving | TX | 75038 | (972) 989-7407 |
| Location to be determined | SandGar, LLC | Katy | TX | 77493 | (817) 905-6600 |
| Location to be determined | Sunset Rock, Inc. | Katy | TX | 77494 | (512) 589-8494 |
| Location to be determined | Chop It! LLC | League City | TX | 77573 | (501) 247-0392 |
| Location to be determined | Chop It! LLC | League City | TX | 77573 | (501) 247-0392 |
| Location to be determined | Chop It! LLC | League City | TX | 77573 | (501) 247-0392 |
| Location to be determined | Chop It! LLC | League City | TX | 77573 | (501) 247-0392 |
| Location to be determined | Classy Clippers, Inc. | League City | TX | 77573 | (210) 317-7304 |
| Location to be determined | Clip Clip Boom LLC | League City | TX | 77573 | (210) 425-4018 |
| Location to be determined | A3K Ventures, LLC | McKinney | TX | 75070 | (803) 720-9207 |
| Location to be determined | You Sit We Clip, LLC | Missouri City | TX | 77459 | (210) 416-1102 |
| Location to be determined | You Sit We Clip, LLC | Missouri City | TX | 77459 | (210) 416-1102 |
| Location to be determined | You Sit We Clip, LLC | Missouri City | TX | 77459 | (210) 416-1102 |
| Location to be determined | Alamda Ventures, LLC | Pearland | TX | 77581 | (832) 748-0462 |
| Location to be determined | Alamda Ventures, LLC | Pearland | TX | 77581 | (832) 748-0462 |
| Location to be determined | Alamda Ventures, LLC | Pearland | TX | 77581 | (832) 748-0462 |
| Location to be determined | North Hill Star, LLC/R2Y2M Clips, LL | Pearland | TX | 77584 | (972) 971-8969 |
| Location to be determined | AHA Ventures, LLC | Plano | TX | 75025 | (972) 838-7647 |

GREAT CLIPS® FRANCHISEES
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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | AHA Ventures, LLC | Plano | TX | 75025 | (972) 838-7647 |
| Location to be determined | AHA Ventures, LLC | Plano | TX | 75025 | (972) 838-7647 |
| Location to be determined | Chop It! LLC | Plano | TX | 75025 | (501) 247-0392 |
| Location to be determined | Radhe Kishan, Inc. | Plano | TX | 75024 | (214) 404-1543 |
| Location to be determined | Rajiv Saxena | Plano | TX | 75024 | (972) 971-8969 |
| Location to be determined | Wilder Enterprises, Inc. | Round Rock | TX | 78681 | (512) 413-1900 |
| Location to be determined | Wilder Enterprises, Inc. | Round Rock | TX | 78681 | (512) 413-1900 |
| Location to be determined | CE Shepler Partners, L.P./AHA Venture | San Antonio | TX | 78249 | (972) 838-7647 |
| Location to be determined | Chop It! LLC | San Antonio | TX | 78249 | (501) 247-0392 |
| Location to be determined | Clip Clip Boom LLC | San Antonio | TX | 78253 | (210) 425-4018 |
| Location to be determined | D&J Worldwide, LLC | San Antonio | TX | 78260 | (281) 380-7126 |
| Location to be determined | D&J Worldwide, LLC | San Antonio | TX | 78260 | (281) 380-7126 |
| Location to be determined | Jet Clips LLC | San Antonio | TX | 78254 | (210) 415-5153 |
| Location to be determined | Jet Clips LLC | San Antonio | TX | 78254 | (210) 415-5153 |
| Location to be determined | Kitty Paw, LLC | San Antonio | TX | 78254 | (214) 476-3201 |
| Location to be determined | Kitty Paw, LLC | San Antonio | TX | 78254 | (214) 476-3201 |
| Location to be determined | Kitty Paw, LLC | San Antonio | TX | 78254 | (214) 476-3201 |
| Location to be determined | Sunset Rock, Inc. | San Antonio | TX | 78255 | (512) 589-8494 |
| Location to be determined | Sunset Rock, Inc. | San Antonio | TX | 78255 | (512) 589-8494 |
| Location to be determined | Synectics, LLC | San Antonio | TX | 78255 | (214) 673-5660 |
| Location to be determined | Team Sailing, Inc. | San Antonio | TX | 78015 | 210-391-3987 |
| Location to be determined | Westend Holdings, Inc. | San Antonio | TX | 78015 | (512) 695-9103 |
| Location to be determined | Westend Holdings, Inc. | San Antonio | TX | 78015 | (512) 695-9103 |
| Location to be determined | Wilder Enterprises, Inc. | San Antonio | TX | 78015 | (512) 413-1900 |
| Location to be determined | Wilder Enterprises, Inc. | San Antonio | TX | 78015 | (512) 413-1900 |
| Location to be determined | Wilder Enterprises, Inc. | San Antonio | TX | 78015 | (512) 413-1900 |
| Location to be determined | Radhe Kishan, Inc. | Spring | TX | 77389 | (214) 404-1543 |
| Location to be determined | Hinan Corporation | Sugarland | TX | 77479 | (832) 276-2331 |
| Location to be determined | Hinan Corporation | Sugarland | TX | 77479 | (832) 276-2331 |
| Location to be determined | Hinan Corporation | Sugarland | TX | 77479 | (832) 276-2331 |
| Location to be determined | Hinan Corporation | Sugarland | TX | 77479 | (832) 276-2331 |
| Location to be determined | Hinan Corporation | Sugarland | TX | 77479 | (832) 276-2331 |
| Location to be determined | Horse Thieving Investments, Inc. | Sugarland | TX | 77479 | (832) 971-3085 |
| Location to be determined | Horse Thieving Investments, Inc. | Sugarland | TX | 77479 | (832) 971-3085 |
| Location to be determined | Jet Clips LLC | Sugarland | TX | 77479 | (210) 415-5153 |
| Location to be determined | Synectics, LLC | Sunset Valley | TX | 78745 | (214) 673-5660 |
| Location to be determined | Team Sailing, Inc. | Sunset Valley | TX | 78745 | 210-391-3987 |
| Location to be determined | Team Sailing, Inc. | Sunset Valley | TX | 78745 | 210-391-3987 |
| Location to be determined | Aristoxus, LLC | Temple | TX | 76502 | (254) 913-3627 |
| Location to be determined | Aristoxus, LLC | Temple | TX | 76502 | (254) 913-3627 |
| Location to be determined | D&J Worldwide, LLC | The Woodlands | TX | 77381 | (281) 380-7126 |
| Location to be determined | D&J Worldwide, LLC | The Woodlands | TX | 77381 | (281) 380-7126 |
| Location to be determined | D&J Worldwide, LLC | The Woodlands | TX | 77381 | (281) 380-7126 |
| Location to be determined | DFW Salons, LLC | The Woodlands | TX | 77381 | (972) 816-6135 |
| Location to be determined | DFW Salons, LLC | The Woodlands | TX | 77381 | (972) 816-6135 |
| Location to be determined | Ajer's Investment Management Corpora | Herriman | UT | 84096 | (801) 550-5747 |
| Location to be determined | RK Ajer Ventures, LLC | Herriman | UT | 84096 | (801) 550-5747 |
| Location to be determined | RK Ajer Ventures, LLC | Herriman | UT | 84096 | (801) 550-5747 |
| Location to be determined | RK Ajer Ventures, LLC | Herriman | UT | 84096 | (801) 550-5747 |
| Location to be determined | Hutchinson-Hill, LC | Kaysville | UT | 84037 | (801) 403-9555 |
| Location to be determined | Sail-On Ventures, LLC | Park City | UT | 84098 | (801) 814-1368 |
| Location to be determined | Sail-On Ventures, LLC | Park City | UT | 84098 | (801) 814-1368 |
| Location to be determined | Sail-On Ventures, LLC | Park City | UT | 84098 | (801) 814-1368 |
| Location to be determined | Fifth Avenue Ventures, Inc. | Salt Lake City | UT | 84106-2684 | (801) 864-3196 |
| Location to be determined | Fifth Avenue Ventures, Inc. | Salt Lake City | UT | 84106-2684 | (801) 864-3196 |
| Location to be determined | Fifth Avenue Ventures, Inc. | Salt Lake City | UT | 84106-2684 | (801) 864-3196 |
| Location to be determined | Fifth Avenue Ventures, Inc. | Salt Lake City | UT | 84106-2684 | (801) 864-3196 |
| Location to be determined | Fifth Avenue Ventures, Inc. | Salt Lake City | UT | 84106-2684 | (801) 864-3196 |
| Location to be determined | Jenick, Inc. | Salt Lake City | UT | 84124 | (801) 870-2932 |
| Location to be determined | Jenick, Inc. | Salt Lake City | UT | 84124 | (801) 870-2932 |
| Location to be determined | Jenick, Inc. | Salt Lake City | UT | 84124 | (801) 870-2932 |
| Location to be determined | JNL Ventures, Inc. | Salt Lake City | UT | 84124 | (801) 870-2932 |
| Location to be determined | JNL Ventures, Inc. | Salt Lake City | UT | 84124 | (801) 870-2932 |

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| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| *Location to be determined | Medusa Too, LLC | Chesapeake | VA | 23322 | (804) 874-4490 |
| *Location to be determined | Medusa Too, LLC | Chesapeake | VA | 23322 | (804) 874-4490 |
| Location to be determined | Clips 4 M and E, Inc. | Chesterfield | VA | 23838 | (804) 873-1629 |
| Location to be determined | Southeast Salons, LLC | Glen Allen | VA | 23059 | (336) 946-0432 X151 |
| Location to be determined | Tidewater Clippers, LLC | Lewisville | VA | 27023 | (757) 472-2547 |
| Location to be determined | Tidewater Clippers, LLC | Lewisville | VA | 27023 | (757) 472-2547 |
| Location to be determined | Jesse Johnson Inc. | Lynchburg | VA | 24502 | (434) 941-9555 |
| Location to be determined | Jesse Johnson Inc. | Lynchburg | VA | 24502 | (434) 941-9555 |
| Location to be determined | Radia Holdings LLC | Maineville | VA | 45039 | (312) 715-8388 |
| Location to be determined | Southeast Salons, LLC | Powhatan | VA | 23139 | (336) 946-0432 X151 |
| Location to be determined | Medusa Enterprises, Inc. | Providence Forge | VA | 23140 | (804) 874-4490 |
| Location to be determined | Medusa Enterprises, Inc. | Providence Forge | VA | 23140 | (804) 874-4490 |
| Location to be determined | Medusa Enterprises, Inc. | Providence Forge | VA | 23140 | (804) 874-4490 |
| Location to be determined | Medusa Enterprises, Inc. | Providence Forge | VA | 23140 | (804) 874-4490 |
| Location to be determined | Medusa Enterprises, Inc. | Providence Forge | VA | 23140 | (804) 874-4490 |
| Location to be determined | Medusa Enterprises, Inc. | Providence Forge | VA | 23140 | (804) 874-4490 |
| Location to be determined | Mirus, LLC | Providence Forge | VA | 23140 | (757) 496-9982 |
| Location to be determined | Mirus, LLC | Providence Forge | VA | 23140 | (757) 496-9982 |
| Location to be determined | Blue Sky Cuts, LLC | Roanoke | VA | 24018 | (540) 525-4643 |
| Location to be determined | Christopher Jeffords | Roanoke | VA | 24018 | (540) 525-4643 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | VA | 23451 | (757) 408-7787 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | VA | 23451 | (757) 408-7787 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | VA | 23451 | (757) 408-7787 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | VA | 23451 | (757) 408-7787 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | VA | 23451 | (757) 408-7787 |
| Location to be determined | Bay Clips, Inc. | Virginia Beach | VA | 23451 | (757) 408-7787 |
| Location to be determined | LVMY Clips, LLC | Virginia Beach | VA | 23456 | (757) 262-2112 |
| Location to be determined | LVMY Clips, LLC | Virginia Beach | VA | 23456 | (757) 262-2112 |
| Location to be determined | LVMY Clips, LLC | Virginia Beach | VA | 23456 | (757) 262-2112 |
| Location to be determined | Mirus, LLC | Virginia Beach | VA | 23454 | (757) 496-9982 |
| Location to be determined | Mirus, LLC | Virginia Beach | VA | 23454 | (757) 496-9982 |
| Location to be determined | Mirus, LLC | Virginia Beach | VA | 23454 | (757) 496-9982 |
| Location to be determined | Mirus, LLC | Virginia Beach | VA | 23454 | (757) 496-9982 |
| Location to be determined | Mountainview Cutters, LLC | Virginia Beach | VA | 23454 | (513) 607-1269 |
| Location to be determined | Paradocs, Inc. | Virginia Beach | VA | 23454 | (804) 647-3002 |
| Location to be determined | Tidewater Clippers, LLC | Virginia Beach | VA | 23455 | (757) 472-2547 |
| Location to be determined | WINNING STYLES LLC | Virginia Beach | VA | 23455 | (910) 751-3242 |
| Location to be determined | WINNING STYLES LLC | Virginia Beach | VA | 23455 | (910) 751-3242 |
| Location to be determined | Kanga, Inc. | Bellevue | WA | 98009 | (425) 260-3803 |
| Location to be determined | R Rock Marketing, Inc. | Bellevue | WA | 98005 | (425) 558-7710 |
| Location to be determined | R Rock Marketing, Inc. | Bellevue | WA | 98005 | (425) 558-7710 |
| Location to be determined | Seaco, Inc. | Ely | WA | 52227 | (618) 779-3849 |
| Location to be determined | Priya Sarathy | Medina | WA | 98039 | (206) 552-8775 |
| Location to be determined | Zahoomi LLC | Medina | WA | 98039 | (206) 552-8775 |
| Location to be determined | Zahoomi Yakima LLC | Medina | WA | 98039 | 425-891-4709 |
| Location to be determined | Red Hill, Inc. | n/a | WA | n/a | (503) 201-7972 |
| Location to be determined | PNKLINK, Inc. | Puyallup | WA | 98373 | (801) 856-7807 |
| Location to be determined | Decck, Inc. | Richland | WA | 99352-9300 | (509) 531-3706 |
| Location to be determined | Decck, Inc. | Richland | WA | 99352-9300 | (509) 531-3706 |
| Location to be determined | Sonny Nguyen | Richland | WA | 99354 | (603) 921-7989 |
| Location to be determined | Saylaco, Inc. | Burlington | WI | 53105 | (414) 852-3828 |
| Location to be determined | Shrayom, LLC | De Pere | WI | 54115 | (920) 309-2946 |
| Location to be determined | Shrayom, LLC | De Pere | WI | 54115 | (920) 309-2946 |
| Location to be determined | Shrayom, LLC | De Pere | WI | 54115 | (920) 309-2946 |
| Location to be determined | Shrayom, LLC | De Pere | WI | 54115 | (920) 309-2946 |
| Location to be determined | Shrayom, LLC | De Pere | WI | 54115 | (920) 309-2946 |
| Location to be determined | DHM Enterprises, LLC | Elkhorn | WI | 53121 | (262) 389-4802 |
| Location to be determined | DHM Enterprises, LLC | Elkhorn | WI | 53121 | (262) 389-4802 |
| Location to be determined | J.P. Madson, Inc. | McFarland | WI | 53558 | (608) 852-6353 |
| Location to be determined | Top Spin Ventures Limited | Muskego | WI | 53150 | (414) 305-6571 |
| Location to be determined | Top Spin Ventures Limited | Muskego | WI | 53150 | (414) 305-6571 |
| Location to be determined | Shorty's, Inc. | Oconomowoc | WI | 53066 | (262) 490-0664 |
| Location to be determined | Superior-Clearwater, Inc. | Plymouth | WI | 55447 | (612) 965-9482 |

GREAT CLIPS® FRANCHISEES
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*DENOTES A MDA

| Salon | Franchisee | City | State | Zip | Phone |
|---|---|---|---|---|---|
| Location to be determined | WEBINCS, Inc. | West Allis | WI | 53227 | (414) 731-7398 |
| Location to be determined | WEBINCS, Inc. | West Allis | WI | 53227 | (414) 731-7398 |
| Location to be determined | WEBINCS, Inc. | West Allis | WI | 53227 | (414) 731-7398 |
| Location to be determined | Hamilton Enterprises, LLC | Clemmons | WV | 27012 | (606) 276-0957 |
| Location to be determined | Hamilton Enterprises, LLC | Garrett | WV | 41630 | (606) 276-0957 |
| Location to be determined | Hamilton Enterprises, LLC | Garrett | WV | 41630 | (606) 276-0957 |
| Location to be determined | Mountainview Cutters, LLC | Garrett | WV | 41630 | (513) 607-1269 |
| *Location to be determined | Darhaleah, Inc. | Huntington | WV | 25703 | (336) 970-1381 |
| Location to be determined | Mountainview Cutters, LLC | Maineville | WV | 45039 | (513) 607-1269 |
| Location to be determined | STALLO & STARKEY ENTERPRISES | Maineville | WV | 45039 | (304) 951-2845 |

# EXHIBIT B

## List of Former Franchisees

| Franchisee | City | State/Province | Phone |
|---|---|---|---|
| Southernfire, LLC | Birmingham | AL | (423) 421-6636 |
| Headlines Enterprises, Inc. | Scottsdale | AZ | (602) 577-8688 |
| Pima Clips, Inc. | Scottsdale | AZ | (602) 526-5100 |
| Shear Quality, Inc. | Tempe | AZ | (480) 296-8309 |
| 0476321 BC, Ltd. | Surrey | BC | (778) 908-2136 |
| Central Coast CC8551 LLC | Arroyo Grande | CA | (408) 203-7667 |
| South Bay SB8072 LLC | Cupertino | CA | (408) 203-7667 |
| Jotstick, Inc. | Redwood City | CA | (408) 247-8364 |
| Hoopala, Inc. | Roseville | CA | (916) 747-7122 |
| CM & I Enterprises, Inc | San Marcos | CA | (951) 551-6886 |
| Kesson Company, Inc./Withers | Santa Rosa | CA | (707) 526-7300 |
| Hoopala, Inc. | West Sacramento | CA | (916) 747-7122 |
| HEI of Colorado, LLC | Castle Rock | CO | (720) 436-8357 |
| A.M.P.P., Inc. | Denver | CO | (303) 694-9341 |
| Holtzman Enterprises, Inc. | Greeley | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Lafayette | CO | (303) 884-9343 |
| Clippers LLC | Parker | CO | (925) 989-6422 |
| JAL Clippers, LLC | Arcadia | FL | (312) 404-0535 |
| Totalee Holdings LLC | Boynton Beach | FL | (561) 900-6984 |
| Alabama Clips, LLC | Destin | FL | (205) 601-0120 |
| J.V.L. ClipX, Inc. | Jacksonville | FL | (904) 910-7744 |
| Boland Management Group, LLC | Kissimmee | FL | (405) 833-9282 |
| JAL Clippers, LLC | North Port | FL | (312) 404-0535 |
| Florida Clips Inc. | Ocoee | FL | (330) 472-6204 |
| Gateway Clippers Holdings III, LLC | Oviedo | FL | (314) 918-0045 x5 |
| RCKK Holdings, Inc. | Parkland | FL | (561) 212-8792 |
| JAL Clippers, LLC | Sarasota | FL | (312) 404-0535 |
| PERSHARD CLIPPER LLC | Stuart | FL | (317) 417-8284 |
| PERSHARD CLIPPER LLC | Stuart | FL | (317) 417-8284 |
| Gateway Clippers Holdings LLC | Tampa | FL | (314) 918-0045 x5 |
| Pershard Investments, LLC | Tequesta | FL | (317) 417-8284 |
| OSCEOLA CLIPS, LLC | Kissimmee | FL | (863) 529-0001 |
| Baci Styles, Inc. | Atlanta | GA | (770) 402-9262 |
| Green Olives Inc. | Atlanta | GA | (404) 980-2457 |
| Tabor Clips, Inc. | Marietta | GA | (404) 314-7899 |
| Ahmed International, Inc. | Sandy Springs | GA | (678) 361-4488 |
| DEW Clips, LLC | Statesboro | GA | (770) 418-9938 |
| Sharpness Inc. | Dubuque | IA | (319) 540-9196 |
| BrynCorp Concepts, Ltd. | Algonquin | IL | (847) 682-3035 |
| Riverside Capital PLLC | Bolingbrook | IL | (331) 210-2101 |
| The Hands Group, Inc. | Macomb | IL | (309) 339-4116 |
| PROH Enterprises, Inc. | Naperville | IL | (630) 730-8878 |
| Griswold, Inc. | Rochelle | IL | (815) 786-7358 |
| SonRise Clippers, LLC | Elkhart | IN | (616) 283-7359 |
| C Clips Corporation | Indianapolis | IN | (317) 441-6108 |
| IRIS Corporation | Overland Park | KS | (913) 617-3225 |
| Sanden, Inc. | Louisville | KY | (502) 292-0489 |
| Zip Clips, Inc. | Louisville | KY | (502) 939-6044 |
| Zip Clips, Inc. | Louisville | KY | (502) 939-6044 |
| D&J Salons LLC | Walpole | MA | (617) 308-3049 |
| TEJVI CUTS LLC | Dunkirk | MD | (919) 649-4193 |
| Maryland Clips, Inc. | Perry Hall | MD | (410) 531-1101 |
| Meissner Holdings, LLC | Timonium | MD | (443) 910-1348 |
| Mirror, LLC | Woodstock | MD | (410) 818-7145 |

| Franchisee | City | State/Province | Phone |
|---|---|---|---|
| JMA INVESTMENTS, LLC | Windham | ME | (207) 893-8488 |
| SonRise Clippers, LLC | Benton Harbor | MI | (616) 283-7359 |
| Zelco 2, LLC | Ferndale | MI | (248) 345-8763 |
| Cookeze Clips, Inc. | Kalamazoo | MI | (847) 321-5143 |
| PVW Midwest Cutters, LLC | Taylor | MI | (513) 607-1269 |
| Stevens Unlimited of St. Paul, Inc. | Hutchinson | MN | (612) 210-9427 |
| Roch-N-Roll, Inc. | Rochester | MN | (608) 386-2230 |
| Gateway Clippers Holdings LLC | Dardenne Prairie | MO | (314) 918-0045 x5 |
| IRIS Corporation | Gladstone | MO | (913) 617-3225 |
| Gateway Clippers Holdings III, LLC | Overland | MO | (314) 918-0045 x5 |
| Shear Genius, LLC | Perryville | MO | (314) 315-2071 |
| Gateway Clippers Holdings LLC | Saint Louis | MO | (314) 918-0045 x5 |
| Shear Genius, LLC | Sullivan | MO | (314) 315-2071 |
| Franklin Clips, Inc. | Franklin | NC | (864) 275-1770 |
| Darhaleah, Inc. | Rockwell | NC | (336) 970-1381 |
| Pineland Salons, LLC | Spring Lake | NC | (801) 935-0618 |
| McFreedom, LLC | Wilmington | NC | (252) 622-4781 |
| Corporate Financial Solutions, LLC | Deptford | NJ | (267) 249-5721 |
| Princeton Great Cuts, LLC | Princeton | NJ | (609) 799-1845 |
| Sukhbir Pannu | Las Vegas | NV | (702) 204-7747 |
| Baluch, Inc. | New City | NY | (646) 244-0611 |
| Eckert, Inc. | Dayton | OH | (513) 678-0511 |
| Mountainview Cutters, LLC | Jackson | OH | (513) 607-1269 |
| Style Pro's, Inc. | Tulsa | OK | (918) 527-9164 |
| Shear Precision, Inc. | Beaverton | OR | (503) 516-2611 |
| Deltennium Clips, LLC | Portland | OR | (561) 306-1492 |
| KBJ Cutters Inc. | Portland | OR | (503) 888-0462 |
| Exit 98 Enterprises, LLC | Morrisville | PA | (732) 371-0932 |
| Holmar Enterprises LLC | Pittsburgh | PA | (910) 520-6987 |
| 1413 Development Corp, LLC | Manchester | TN | (952) 946-1473 |
| Westend Holdings, Inc. | Austin | TX | (512) 695-9103 |
| BAD HAT LLC | El Paso | TX | (505) 264-0334 |
| Chop It! LLC | Houston | TX | (501) 247-0392 |
| R2Y2M Clips, LLC | Irving | TX | (972) 971-8969 |
| Krishna 1 Franchising, LLC | Laredo | TX | (210) 373-4747 |
| Radhe Kishan, Inc. | Seagoville | TX | (214) 404-1543 |
| Jenick, Inc. | Clinton | UT | (801) 870-2932 |
| Gartner Development Group, LLC | Bristol | VA | (847) 922-4706 |
| TEJVI CUTS LLC | Fairfax | VA | (919) 649-4193 |
| Mountainview Cutters, LLC | Roanoke | VA | (513) 607-1269 |
| Aplus Clips, LLC | Burien | WA | (425) 246-1956 |
| Shorty's, Inc. | Delafield | WI | (262) 490-0664 |
| J.P. Madson, Inc. | Verona | WI | (608) 852-6353 |
| PAPAGIORGIO, LLC | Whitefish Bay | WI | (217) 390-5149 |

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

| Franchisee | City | State/Province | Phone |
|---|---|---|---|
| 1944323 Alberta Inc. | Edmonton | AB | (780) 275-2785 |
| 2092349 Alberta Inc. | Edmonton | AB | (780) 275-2785 |
| WNC Group, LLC | Dothan | AL | (270) 320-0502 |
| WNC Group, LLC | Dothan | AL | (270) 320-0502 |
| Acep Success Unlimited, Inc. | Peoria | AZ | (602) 717-1351 |
| Mozer, Inc. | Prescott Valley | AZ | (612) 791-5010 |
| Mozer, Inc. | Prescott Valley | AZ | (612) 791-5010 |
| Mozer, Inc. | Prescott Valley | AZ | (612) 791-5010 |
| Mozer, Inc. | Prescott Valley | AZ | (612) 791-5010 |
| Mozer, Inc. | Prescott Valley | AZ | (612) 791-5010 |
| 1260101 Alberta Ltd. *Salon was located in AB | Coquitlam | BC | (604) 945-0085 |
| Butler and Tink Ventures, LLC | Calabasas | CA | (818) 631-6202 |
| Butler and Tink Ventures, LLC | Calabasas | CA | (818) 631-6202 |
| Butler and Tink Ventures, LLC | Calabasas | CA | (818) 631-6202 |
| Bystedts, LLC | Corona | CA | (714) 936-4772 |
| Khadeja Qayoumi | Elk Grove | CA | (916) 478-1559 |
| Barrel Head Investments, LLC | Napa | CA | (515) 202-3795 |
| Barrel Head Investments, LLC | Napa | CA | (515) 202-3795 |
| L & L Team, Inc. | San Leandro | CA | (510) 757-3152 |
| RGIM&S, Inc. | Walnut Creek | CA | (925) 360-7726 |
| RGIM&S, Inc. | Walnut Creek | CA | (925) 360-7726 |
| Naimy Legacy Ventures, LLC | West Hills | CA | (818) 642-1308 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| Holtzman Enterprises, Inc. | Aspen | CO | (303) 884-9343 |
| HEI of Colorado, LLC | Westminster | CO | (720) 436-8357 |
| HEI of Colorado, LLC | Westminster | CO | (720) 436-8357 |
| HEI of Colorado, LLC | Westminster | CO | (720) 436-8357 |
| Great DC Cuts #1, LLC | Washington | DC | (630) 297-9484 |
| Great VA Cuts #1, LLC | Washington | DC | (630) 297-9484 |
| Great VA Cuts #1, LLC | Washington | DC | (630) 297-9484 |
| Great VA Cuts #1, LLC | Washington | DC | (630) 297-9484 |
| Diamond State Express, LLC | Hockessin | DE | (302) 563-3514 |
| Diamond State Express, LLC | Hockessin | DE | (302) 563-3514 |
| Diamond State Express, LLC | Hockessin | DE | (302) 563-3514 |
| Diamond State Express, LLC | Hockessin | DE | (302) 563-3514 |
| PERSHARD CLIPPER LLC | Greenacres | FL | (317) 417-8284 |
| PERSHARD CLIPPER LLC | Greenacres | FL | (317) 417-8284 |
| PERSHARD CLIPPER LLC | Greenacres | FL | (317) 417-8284 |
| Pershard Clipper LLC | Greenacres | FL | (317) 417-8284 |
| Pershard Investments, LLC | Greenacres | FL | (317) 417-8284 |
| Pershard Investments, LLC | Greenacres | FL | (317) 417-8284 |
| Pershard Investments, LLC | Greenacres | FL | (317) 417-8284 |
| Laurant Enterprises, Inc. | Orlando | FL | (407) 275-3224 |
| JRAC Enterprises, Inc. | Ponte Vedra | FL | (904) 280-5457 |
| RPK Investments, Inc. | Tampa | FL | (813) 997-6034 |
| RPK Investments, Inc. | Tampa | FL | (813) 997-6034 |
| Windward Holdings, Inc. | Alpharetta | GA | (678) 297-9326 |
| Windward Holdings, Inc. | Alpharetta | GA | (678) 297-9326 |
| DEW Clips, LLC | Norcross | GA | (770) 418-9938 |

| Franchisee | City | State/Province | Phone |
|---|---|---|---|
| Imaj Styles, Inc. | Suwanee | GA | (678) 665-2771 |
| Cuts Unlimited, LLC | Boise | ID | (208) 870-2447 |
| Cuts Unlimited, LLC | Boise | ID | (208) 870-2447 |
| Cuts Unlimited, LLC | Boise | ID | (208) 870-2447 |
| Connect, Inc. | Clearwater | KS | (316) 573-2579 |
| Connect, Inc. | Clearwater | KS | (316) 573-2579 |
| Connect, Inc. | Clearwater | KS | (316) 573-2579 |
| Connect, Inc. | Clearwater | KS | (316) 573-2579 |
| CYB, Inc. | Bel Air | MD | (443) 417-7725 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Maryland Clips, Inc. | Ellicott City | MD | (410) 531-1101 |
| Azaad 2, LLC | Canton | MI | (734) 660-6818 |
| Cookeze Clips, Inc. | Portage | MI | (847) 321-5143 |
| QT Salons, LLC | Zeeland | MI | (616) 218-8335 |
| QT Salons, LLC | Zeeland | MI | (616) 218-8335 |
| QT Salons, LLC | Zeeland | MI | (616) 218-8335 |
| MCE Enterprises, Inc. | Pevely | MO | (314) 520-4271 |
| MCE Enterprises, Inc. | Pevely | MO | (314) 520-4271 |
| MCE Enterprises, Inc. | Pevely | MO | (314) 520-4271 |
| MCE Enterprises, Inc. | Pevely | MO | (314) 520-4271 |
| MCE Enterprises, Inc. | Pevely | MO | (314) 520-4271 |
| MCE Enterprises, Inc. | Pevely | MO | (314) 520-4271 |
| R.H. Clippers, Inc. | Pevely | MO | (314) 520-4271 |
| R.H. Clippers, Inc. | Pevely | MO | (314) 520-4271 |
| Premier Clips, LLC | Cary | NC | (704) 258-5957 |
| First Class Clips, #11, LLC | Charlotte | NC | (704) 453-6303 |
| First Class Clips, #12, LLC | Charlotte | NC | (704) 453-6303 |
| First Class Clips, #15, LLC | Charlotte | NC | (704) 453-6303 |
| First Class Clips, #2, LLC | Charlotte | NC | (704) 453-6303 |
| First Class Clips, #7, LLC | Charlotte | NC | (704) 453-6303 |
| First Class Clips, Inc. | Charlotte | NC | (704) 453-6303 |
| Meridian Enterprises, LLC | Charlotte | NC | (704) 839-1731 |
| Southeast Salons, LLC | Lewisville | NC | (336) 946-0432 X151 |
| Southeast Salons, LLC | Lewisville | NC | (336) 946-0432 X151 |
| Corporate Financial Solutions, LLC | Mullica Hill | NJ | (267) 249-5721 |
| Princeton Great Cuts, LLC | W Windsor | NJ | (609) 799-1845 |
| Princeton Great Cuts, LLC | W Windsor | NJ | (609) 799-1845 |
| Princeton Great Cuts, LLC | W Windsor | NJ | (609) 799-1845 |
| Princeton Great Cuts, LLC | W Windsor | NJ | (609) 799-1845 |
| KUBER ENTERPRISES LLC | Wayne | NJ | (973) 449-5756 |
| Ramsey Rooney & Co. | Avon Lake | OH | (440) 933-8364 |
| Hyland Properties, LLC | Bay Village | OH | (440) 263-6129 |
| Hyland Properties, LLC | Bay Village | OH | (440) 263-6129 |
| S & D Miracles I, LLC | Cleveland | OH | (216) 548-4517 |
| S & D Miracles II, LLC | Cleveland | OH | (216) 548-4517 |
| S & D Miracles II, LLC | Cleveland | OH | (216) 548-4517 |
| S & D Miracles, LLC | Cleveland | OH | (216) 548-4517 |
| Cutting Edge Development, LLC | Loveland | OH | (513) 827-2715 |
| Cutting Edge Development, LLC | Loveland | OH | (513) 827-2715 |

| Franchisee | City | State/Province | Phone |
|---|---|---|---|
| Cutting Edge Development, LLC | Loveland | OH | (513) 827-2715 |
| Future Growth Enterprises, Inc. | Loveland | OH | (513) 827-2715 |
| Future Growth Enterprises, Inc. | Loveland | OH | (513) 827-2715 |
| Future Growth Enterprises, Inc. | Loveland | OH | (513) 827-2715 |
| Future Growth Enterprises, Inc. | Loveland | OH | (513) 827-2715 |
| Future Growth Enterprises, Inc. | Loveland | OH | (513) 827-2715 |
| Shear Innovations, LLC | Loveland | OH | (513) 683-8547 |
| Shear Innovations, LLC | Loveland | OH | (513) 683-8547 |
| CUT, BLO, GO, LLC | Maineville | OH | (513) 607-1269 |
| ACM Clips, Inc. | Westlake | OH | (440) 835-8752 |
| ACM Clips, Inc. | Westlake | OH | (440) 835-8752 |
| ACM Clips, Inc. | Westlake | OH | (440) 835-8752 |
| ACM Clips, Inc. | Westlake | OH | (440) 835-8752 |
| ACM Clips, Inc. | Westlake | OH | (440) 835-8752 |
| H&G Salons, Inc. | Catoosa | OK | (918) 724-4525 |
| H&G Salons, Inc. | Catoosa | OK | (918) 724-4525 |
| HP Ventures, LLC | Springield | OR | (541) 852-8078 |
| HP Ventures, LLC | Springield | OR | (541) 852-8078 |
| HP Ventures, LLC | Springield | OR | (541) 852-8078 |
| BLK Holdings, Inc | Hanover | PA | (717) 476-0396 |
| BLK Holdings, Inc | Hanover | PA | (717) 476-0396 |
| BLK Holdings, Inc | Hanover | PA | (717) 476-0396 |
| Clipper PartnerShip, Inc. | Hanover | PA | (717) 476-0396 |
| Clipper PartnerShip, Inc. | Hanover | PA | (717) 476-0396 |
| Clipper PartnerShip, Inc. | Hanover | PA | (717) 476-0396 |
| Clipper PartnerShip, Inc. | Hanover | PA | (717) 476-0396 |
| Premier Clippers, LLC | Parkesburg | PA | (484) 809-1717 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| OnBoard, LLC | Chapin | SC | (803) 730-2138 |
| Low Country Cutters, LLC | St. Helena Island | SC | (317) 694-0523 |
| Low Country Cutters, LLC | St. Helena Island | SC | (317) 694-0523 |
| Low Country Cutters, LLC | St. Helena Island | SC | (317) 694-0523 |
| CVS Enterprises, LLC | Barker | TX | |
| Pink Apple Inc. | Cypress | TX | (346) 818-8116 |
| Kitty Paw, LLC | Frisco | TX | (214) 476-3201 |
| Anaaya Sai Group 1, LLC | Spring | TX | (832) 646-3772 |
| Anaaya Sai Group 2, LLC | Spring | TX | (832) 646-3772 |
| Anaaya Sai Group 3, LLC | Spring | TX | (832) 646-3772 |
| Royal Clips LLC | Seattle | WA | (206) 790-7847 |
| Tada, Salon 2, LLC | West Richland | WA | (509) 392-1298 |

| Franchisee | City | State/Province | Phone |
|---|---|---|---|
| Timothy Green | West Richland | WA | (509) 392-1298 |
| Timothy Green | West Richland | WA | (509) 392-1298 |

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 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 resent 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, 2023

## Contents


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RSM

RSM US LLP

# 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, 2023, 2022 and 2021, 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, 2023, 2022 and 2021, 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.



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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 22, 2024

## Great Clips, Inc.

## Balance Sheets
## December 31, 2023, 2022, and 2021

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| **Assets** | | | |
| Current assets: | | | |
| Cash and cash equivalents | $ **46,038,335** | $ 45,472,255 | $ 58,381,073 |
| Restricted cash and current assets of North American Advertising Fund | **34,032,543** | 32,411,492 | 31,215,162 |
| Other restricted cash | **424,172** | 515,663 | 529,634 |
| Trade receivables, less estimate for credit losses of $657,000—2023, $672,000—2022 and $667,000—2021, respectively | **8,502,334** | 9,485,462 | 5,301,633 |
| Income taxes receivable | **533,820** | 1,228,392 | 570,127 |
| Inventories | **420,089** | 61,335 | 228,130 |
| Other current assets | **6,292,490** | 2,677,264 | 2,264,192 |
| **Total current assets** | **96,243,783** | 91,851,863 | 98,489,951 |
| Property and equipment: | | | |
| Transportation equipment | **20,345,555** | 20,032,480 | 19,879,720 |
| Computer equipment and software | **19,572,044** | 15,310,302 | 13,285,570 |
| Leasehold improvements | **6,368,135** | 7,785,438 | 8,093,355 |
| Equipment | **3,233,760** | 2,869,848 | 3,042,785 |
| | **49,519,494** | 45,998,068 | 44,301,430 |
| Less accumulated depreciation | **28,321,124** | 26,782,553 | 24,541,602 |
| **Total property and equipment, net** | **21,198,370** | 19,215,515 | 19,759,828 |
| Other assets: | | | |
| Operating lease right-of-use assets | **5,976,540** | 8,452,965 | - |
| Goodwill, net | **484,790** | 937,814 | 1,389,945 |
| Deferred tax assets | **3,191,181** | 3,300,604 | 5,149,039 |
| Other | **102,121** | 112,239 | 134,646 |
| **Total other assets** | **9,754,632** | 12,803,622 | 6,673,630 |
| **Total assets** | $ **127,196,785** | $ 123,871,000 | $ 124,923,409 |
| **Liabilities and Shareholders' Equity (Deficit)** | | | |
| Current liabilities: | | | |
| Current maturities of long-term debt | $ **3,427,159** | $ 2,955,761 | $ 12,326,613 |
| Operating lease liabilities, current | **2,168,327** | 2,919,835 | - |
| Unearned initial franchise fees, current | **2,056,002** | 2,212,887 | 2,370,937 |
| Accounts payable | **2,835,846** | 3,295,880 | 2,878,092 |
| Accrued advertising expenses of North American Advertising Fund | **34,032,543** | 32,411,492 | 31,215,162 |
| Accrued liabilities | **8,989,018** | 10,416,480 | 9,455,683 |
| Deferred compensation, current | **3,661,590** | 1,905,815 | 2,132,975 |
| **Total current liabilities** | **57,170,485** | 56,118,150 | 60,379,462 |
| Long-term obligations: | | | |
| Long-term debt, net of current maturities | **15,879,731** | 23,673,883 | 45,916,769 |
| Operating lease liabilities, net of current portion | **5,369,839** | 7,486,348 | - |
| Unearned initial franchise fees, net of current portion | **20,558,695** | 21,861,648 | 23,507,696 |
| Deferred compensation, net of current portion | **3,653,528** | 4,997,535 | 7,444,633 |
| **Total long-term obligations** | **45,461,793** | 58,019,414 | 76,869,098 |
| Commitments and contingencies | | | |
| Shareholders' equity (deficit): | | | |
| Voting common stock, $0.001 par value; 5,000,000 shares authorized; 6,000 shares issued and outstanding at December 31, 2023, 2022 and 2021 | **6** | 6 | 6 |
| Nonvoting common stock; $0.001 par value; 5,000,000 shares authorized; 1,757,153 issued and outstanding at December 31, 2023, and 1,792,153 issued and outstanding at December 31, 2022 and 2021 | **1,757** | 1,792 | 1,792 |
| Retained earnings (accumulated deficit) | **25,038,568** | 10,228,527 | (12,140,374) |
| Accumulated other comprehensive loss | **(475,824)** | (496,889) | (186,575) |
| **Total shareholders' equity (deficit)** | **24,564,507** | 9,733,436 | (12,325,151) |
| **Total liabilities and shareholders' equity (deficit)** | $ **127,196,785** | $ 123,871,000 | $ 124,923,409 |

See notes to financial statements.

**Great Clips, Inc.**

**Statements of Earnings**
**Years Ended December 31, 2023, 2022, and 2021**

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Franchise operations revenues: | | | |
| Continuing franchise fee revenue | **$ 106,824,630** | $ 100,262,023 | $ 86,747,656 |
| Initial franchise fee revenue | **3,148,996** | 2,898,297 | 2,655,572 |
| North American Advertising Fund contributions | **83,593,010** | 76,674,690 | 67,066,263 |
| | **193,566,636** | 179,835,010 | 156,469,491 |
| Franchise operations costs: | | | |
| Continuing franchise fees | **32,042,900** | 32,199,214 | 27,479,196 |
| Initial franchise fees | **3,361,306** | 3,052,955 | 2,538,414 |
| North American Advertising Fund expenses | **83,593,010** | 76,674,690 | 67,066,263 |
| | **118,997,216** | 111,926,859 | 97,083,873 |
| **Gross profit** | **74,569,420** | 67,908,151 | 59,385,618 |
| General and administrative expenses | **46,328,283** | 42,044,798 | 35,460,122 |
| **Operating profit** | **28,241,137** | 25,863,353 | 23,925,496 |
| Other income (expense): | | | |
| Gain on extinguishment of Payroll Protection Program debt | **-** | 2,017,258 | 4,580,150 |
| Employee retention credit | **-** | 3,985,250 | - |
| Interest expense, net | **(1,265,274)** | (1,409,231) | (1,817,327) |
| Other (expense) income, net | **(327,176)** | (146,469) | 102,189 |
| | **(1,592,450)** | 4,446,808 | 2,865,012 |
| **Earnings before income tax expense** | **26,648,687** | 30,310,161 | 26,790,508 |
| Income tax expense | **6,726,231** | 7,491,513 | 6,539,733 |
| **Net earnings** | **$ 19,922,456** | $ 22,818,648 | $ 20,250,775 |

See notes to financial statements.

**Great Clips, Inc.**

**Statements of Comprehensive Income**
**Years Ended December 31, 2023, 2022, and 2021**

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Net earnings | **$ 19,922,456** | $ 22,818,648 | $ 20,250,775 |
| Other comprehensive income (loss): | | | |
| Foreign currency translation adjustments | **21,065** | (310,314) | (22,646) |
| **Comprehensive income** | **$ 19,943,521** | $ 22,508,334 | $ 20,228,129 |

See notes to financial statements.

**Great Clips, Inc.**

## Statements of Shareholders' Equity (Deficit)
## Years Ended December 31, 2023, 2022, and 2021

| | Voting Common Stock | Nonvoting Common Stock | Retained Earnings (Accumulated Deficit) | Accumulated Other Comprehensive Loss | Total Shareholders' Equity (Deficit) |
|---|---|---|---|---|---|
| Balance, December 31, 2020 | $ 6 | $ 1,792 | $ (32,391,149) | $ (163,929) | $ (32,553,280) |
| Comprehensive income | - | - | 20,250,775 | (22,646) | 20,228,129 |
| 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** |

See notes to financial statements.

## Great Clips, Inc.

## Statements of Cash Flows
## Years Ended December 31, 2023, 2022, and 2021

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Cash flows from operating activities: | | | |
| Net earnings | $ 19,922,456 | $ 22,818,648 | $ 20,250,775 |
| Adjustments to reconcile net earnings to net cash provided by operating activities: | | | |
| Depreciation | 3,298,193 | 3,031,124 | 3,031,195 |
| Amortization of goodwill | 453,024 | 452,131 | 455,706 |
| Amortization of initial franchise fees | (3,148,996) | (2,898,297) | (2,655,572) |
| Deferred compensation expense | 2,487,940 | 2,313,611 | 569,134 |
| Noncash in net lease liability | (391,592) | (392,769) | - |
| Loss (gain) on sale of equipment | 327,176 | 96,243 | (102,189) |
| Deferred income taxes | 109,423 | 2,060,183 | (563,315) |
| Gain on extinguishment of Payroll Protection Program debt | - | (2,017,258) | (4,580,150) |
| Changes in assets and liabilities: | | | |
| Trade receivables | 983,128 | (4,183,829) | (431,001) |
| Income taxes receivable | 694,572 | (658,265) | (486,381) |
| Other current assets of North American Advertising Fund | (2,136,588) | (2,228,729) | (1,396,778) |
| Other current assets | (3,605,108) | (390,665) | (376,002) |
| Inventories | (358,754) | 166,795 | 25,790 |
| Unearned initial franchise fees | 1,689,158 | 1,094,199 | 758,821 |
| Accounts payable | 158,201 | (208,256) | 2,004,561 |
| Accrued advertising expenses of North American Advertising Fund | 1,621,051 | 1,196,330 | 14,434,301 |
| Accrued liabilities | (1,858,383) | 2,179,582 | (184,396) |
| Deferred compensation | (2,076,172) | (4,987,869) | (1,940,868) |
| **Net cash provided by operating activities** | 18,168,729 | 17,442,909 | 28,813,631 |
| Cash flows from investing activities: | | | |
| Purchases of property and equipment | (6,227,516) | (2,001,855) | (2,100,435) |
| Proceeds from sale of equipment | 1,057 | 44,845 | 5,692,566 |
| **Net cash (used in) provided by investing activities** | (6,226,459) | (1,957,010) | 3,592,131 |
| Cash flows from financing activities: | | | |
| Proceeds from long-term debt | - | 27,000,000 | 16,210,968 |
| Payments on long-term debt | (7,322,754) | (56,596,480) | (11,883,279) |
| Nonvoting common stock redemption | (5,112,450) | - | - |
| **Net cash (used in) provided by financing activities** | (12,435,204) | (29,596,480) | 4,327,689 |
| Effects of exchange rates on cash and cash equivalents and restricted cash | 21,065 | (310,314) | 79,533 |
| **Change in cash and cash equivalents and restricted cash** | (471,869) | (14,420,895) | 36,812,984 |
| Cash and cash equivalents and restricted cash, beginning of year | 68,944,732 | 83,365,627 | 46,552,643 |
| Cash and cash equivalents and restricted cash, end of year | $ 68,472,863 | $ 68,944,732 | $ 83,365,627 |
| Supplemental disclosures of cash flow information: | | | |
| Cash paid during the year for interest | $ 1,527,156 | $ 1,513,300 | $ 2,839,663 |
| Cash paid during the year for income taxes | $ 5,922,236 | $ 6,833,248 | $ 7,589,429 |
| Property and equipment additions in accounts payable | $ 7,809 | $ 626,044 | $ - |
| Cash and cash equivalents and restricted cash: | | | |
| Cash and cash equivalents | $ 46,038,335 | $ 45,472,255 | $ 58,381,073 |
| Restricted cash of North American Advertising Fund | 22,010,356 | 22,956,814 | 24,454,920 |
| Other restricted cash | 424,172 | 515,663 | 529,634 |
| **Total cash and cash equivalents and restricted cash** | $ 68,472,863 | $ 68,944,732 | $ 83,365,627 |

See 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.

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.

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

| | Number of Hair Care Salons |
|---|---|
| December 31, 2020 | 4,472 |
| Opened during 2021 | 117 |
| Closed during 2021 | (142) |
| 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 |

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 $5,934,000, $6,324,000, and $5,264,000 at December 31, 2023, 2022, and 2021, 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.

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

**Restricted cash and other current assets and accrued cooperative advertising:** The Company has a systemwide marketing and advertising fund, the Great Clips, Inc. North American Advertising Fund (the Ad Fund). 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, 2023, 2022, and 2021, the Ad Fund restricted cash and other current assets and the related liability were approximately $34,033,000, $32,411,000, and $31,215,000, respectively. See also Note 2.

**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, 2023, 2022, and 2021.

**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, 2023, 2022, 2021, and 2020 were approximately $8,502,000, $9,485,000, $5,302,000, and $4,973,000, 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 |

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

**Leases:** In February 2016, 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 arrangements. This comprehensive new standard amends and supersedes existing lease accounting guidance and is intended to increase transparency and comparability among organizations 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). The Company adopted the new lease standard on January 1, 2022, using the optional transition method of the modified retrospective approach. Under this transition provision, results for reporting periods beginning on January 1, 2022, are presented under Topic 842, while prior period amounts continue to be reported and disclosed in accordance with the Company's historical accounting treatment under ASC Topic 840, Leases. See also Note 3.

To reduce the burden of adoption and ongoing compliance with Topic 842, a number of practical expedients and policy elections were available under the new guidance. The Company elected the package of practical expedients permitted under the transition guidance which, among other things, did not require reassessment of whether contracts entered into prior to adoption are or contain leases, and allowed carryforward of the historical lease classification for existing leases. The Company elected not to adopt the hindsight practical expedient and, therefore, measured the ROU asset and lease liability using the remaining portion of the lease term at adoption on January 1, 2022.

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.

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 made an accounting policy election to account 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.

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

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 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. Long-lived assets to be disposed of are reported at the lower of the carrying amount or fair value, less costs to sell. There were no triggering events that indicated there was an impairment of long-lived assets during the years ended December 31, 2023, 2022, and 2021.

**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, 2023, 2022, and 2021.

**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 and $3,270,000, which is included in trade receivables on the balance sheet at December 31, 2023 and 2022, respectively.

**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.

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

***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.

No Company contributions were provided to the Ad Fund during the years ended December 31, 2023 and 2022. As a result of the adverse impact of COVID-19 on the franchisees' operations, the Company made contributions to the Ad Fund of approximately $1,259,000 during the year ended December 31, 2021, that was used for advertising expenses.

**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 $13,876,000, $11,967,000, and $7,939,000 for the years ended December 31, 2023, 2022, and 2021, respectively.

**Advertising:** The Company expenses advertising costs for franchise development when incurred. Advertising expenses were approximately $118,000, $121,000, and $118,000 for the years ended December 31, 2023, 2022, and 2021, respectively.

**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 tax payable for the year and the change during the year in deferred 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.

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

**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. Different exchange rates from year-to-year impact the amount of reported income, and the amount of foreign currency translation is 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 and 2021 balance sheets, have been reclassified, with no effect on net earnings, to be consistent with the classifications adopted for the year ended December 31, 2023.

**Recently adopted accounting guidance:** In June 2016, the FASB issued guidance (FASB ASC 326) which significantly changed how entities will measure credit losses for most financial assets and certain other instruments that aren't measured at fair value through net income. The most significant change in this standard is a shift from the incurred loss model to the expected loss model. Under the standard, disclosures are required to provide users of the financial statements with useful information in analyzing an entity's exposure to credit risk and the measurement of credit losses. The most significant financial assets held by the Company that are subject to the guidance in FASB ASC 326 are trade receivables. The Company adopted the standard effective January 1, 2023. The impact of the adoption was not considered material to the financial statements and primarily resulted in enhanced disclosures only.

**Subsequent events:** The Company has evaluated events and transactions for potential recognition or disclosure through March 22, 2024, the date the financial statements were available for issuance. See also Note 6.

### Note 2. North American Advertising Fund

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

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Restricted cash | $ 22,010,356 | $ 22,956,814 | $ 24,454,920 |
| Other current assets | 12,022,187 | 9,454,678 | 6,760,242 |
| | $ 34,032,543 | $ 32,411,492 | $ 31,215,162 |

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 $4,165,000, $3,832,000, and $3,313,000 for the years ended December 31, 2023, 2022, and 2021, respectively. Trade receivables from the Ad Fund at December 31, 2023, 2022, and 2021, were approximately $481,000, $534,000, and $433,000, respectively. Of the Ad Fund's restricted cash, approximately $4,699,000, $3,791,000, and $3,198,000 was held in Canadian banks at December 31, 2023, 2022, and 2021, 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 expense is recognized on a straight-line basis over the lease term. Rent expense and common area maintenance charged to operations for the years ended December 31, 2023, 2022, and 2021, was approximately $3,783,000, $4,396,000, and $4,623,000, respectively. Rent expense for leases with terms of less than 12 months is not significant.

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

| | 2023 | 2022 |
|---|---|---|
| Operating cash outflows—payments on operating leases | $ 3,202,000 | $ 3,606,000 |
| Operating lease right-of-use assets obtained in exchange for new lease obligations | $ 61,000 | $ - |

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

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

### Note 3. Leases (Continued)

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

| | |
|---|---|
| Years ending: | |
| 2024 | $ 2,234,000 |
| 2025 | 1,485,000 |
| 2026 | 1,083,000 |
| 2027 | 1,039,000 |
| 2028 | 1,054,000 |
| Thereafter | 965,000 |
| Total lease payments | 7,860,000 |
| Less imputed interest | (322,000) |
| Total present value of lease liabilities | $ 7,538,000 |

### Note 4. Goodwill

Goodwill, net consists of the following at December 31:

| | Gross Value | Accumulated Amortization | Net Book Value |
|---|---|---|---|
| 2023 | $ 4,569,158 | $ 4,084,368 | $ 484,790 |
| 2022 | 4,569,158 | 3,631,344 | 937,814 |
| 2021 | 4,569,158 | 3,179,213 | 1,389,945 |

Approximate future amortization expense for goodwill for the year ending December 31, 2024, is $485,000.

### 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, 2023, 2022, and 2021, approximately $2,232,000, $2,386,000, and $5,444,000, respectively, was recorded as a deferred compensation liability under this plan. The Company recorded approximately $556,000, $523,000, and $0 in current liabilities at December 31, 2023, 2022 and 2021, respectively. Deferred compensation expense for this plan for the years ended December 31, 2023, 2022, and 2021, was approximately $147,000, $84,000, and $83,000, respectively.

### Note 5. Deferred Compensation (Continued)

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. The administration of the plan is performed by the Finance and Accounting department. At December 31, 2023, approximately $401,000 was recorded as a long-term liability and is included in deferred compensation. Deferred compensation expense for this plan was approximately $401,000 for the year ended December 31, 2023.

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 in amounts approximating $3,106,000 and $1,536,000, respectively. At December 31, 2023, 2022, and 2021, approximately $4,642,000, $4,478,000, and $4,134,000, respectively, was recorded as a deferred compensation liability for this plan. The Company recorded approximately $3,106,000, $1,383,000, and $2,133,000 in current liabilities at December 31, 2023, 2022, and 2021, respectively. Deferred compensation expense for this plan for the years ended December 31, 2023, 2022, and 2021, was approximately $1,940,000, $2,230,000, and $486,000, 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 $492,000, $1,085,000, and $1,828,000, at December 31, 2023, 2022, and 2021, respectively. These notes payable carry interest of 8.50%, 3.25% and 3.25% at December 31, 2023, 2022, and 2021, respectively. The outstanding amounts of these notes payable will be paid 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, 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.

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. At December 31, 2023, 2022, and 2021, the Company was in compliance with 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, the revolving lines of credit are classified as long-term obligations in the balance sheets.

### Note 6. Financing Arrangements (Continued)

**Payroll Protection Program notes payable:** The CARES Act established the Payroll Protection Program (PPP), which provided loans to businesses affected by COVID-19 and is administered by the Small Business Administration. The CARES Act forgives notes payable under the PPP if the notes proceeds are used for certain qualifying costs and certain conditions are met. In March 2021 and April 2020, the Company received notes payable proceeds under the PPP totaling approximately $2,000,000 and $4,525,000, respectively, with stated annual interest rates of 0.98%. In January 2022, the $2,000,000 PPP loan and accrued interest of approximately $17,000 was forgiven. Accordingly, debt forgiveness income of approximately $2,017,000 was recognized in 2022. At December 31, 2021, the full amount of the PPP notes payable received in 2020 in the amount of $4,525,000 and accrued interest of approximately $55,000 was forgiven. Accordingly, debt forgiveness income of approximately $4,580,000 was recognized in 2021.

A summary of long-term debt at December 31, 2023, 2022 and 2021, is as follows:

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Revolving line of credit | $ - | $ - | $ 25,000,000 |
| 2022 Term note payable; interest rate based on the prime rate or SOFR rate, plus applicable margin, effective interest rate of 6.96% at December 31, 2023, quarterly principal and interest payments through August 2027 | 11,375,000 | 18,000,000 | - |
| 2018 Term note payable, paid in full in 2022 | - | - | 11,281,250 |
| 2018 Term note payable, paid in full in 2022 | - | - | 3,125,000 |
| 2021 PPP Loan, forgiven in 2022 | - | - | 2,000,000 |
| Shareholder notes payable, interest rate at 8.5%, quarterly principle and interest payments through December 2027, subordinated to all other debt | 7,931,890 | 8,629,644 | 16,837,132 |
| | 19,306,890 | 26,629,644 | 58,243,382 |
| Less current maturities | 3,427,159 | 2,955,761 | 12,326,613 |
| | $ 15,879,731 | $ 23,673,883 | $ 45,916,769 |

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

| | |
|---|---|
| 2024 | $ 3,427,000 |
| 2025 | 3,250,000 |
| 2026 | 3,750,000 |
| 2027 | 8,880,000 |
| | $ 19,307,000 |

On March 1, 2024, the Company entered into a transaction to exchange transportation equipment resulting in the Company financing approximately $6.8 million. The equipment note payable agreement will be with the Company's existing lender. Refurbishment of the equipment and an equipment engine maintenance package of approximately $7.8 million will also be financed in the equipment note payable. The note payable terms have been agreed to by the Company and its lender, but the final agreement and subsequent payments are still in the process of being finalized as of the date these financial statements were issued.

## 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, 2023, the Company was contingently liable under 275 leases that had combined monthly rentals of approximately $9,504,000 during 2023 with expiration dates that range from 2024 to 2034. The Company has recorded a liability for estimated potential payments on these leases of approximately $973,000, $1,094,000, and $870,000 at December 31, 2023, 2022, and 2021, respectively, which is included in accrued liabilities on the balance sheets.

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

| | 2024 | 2025 | 2026 |
|---|---|---|---|
| Monster Jam | $ 1,800,000 | $ - | $ - |
| NHL | 3,800,000 | 3,800,000 | 3,800,000 |
| NCAA | 9,635,500 | 9,982,000 | 10,345,825 |
| | $ 15,235,500 | $ 13,782,000 | $ 14,145,825 |

The Company has an option to extend the sponsorship agreement for Monster Jam through 2025.

**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 (Deficit)

**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:

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Current expense | $ 6,616,808 | $ 5,431,330 | $ 7,103,048 |
| Deferred tax expense (benefit) | 109,423 | 2,060,183 | (563,315) |
| | $ 6,726,231 | $ 7,491,513 | $ 6,539,733 |

The Company's effective income tax rate is 25%, 25% and 24% for the years ended December 31, 2023, 2022, and 2021, respectively. The difference between the statutory and effective tax rate is primarily due to state taxes and permanent differences.

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

| | 2023 | 2022 | 2021 |
|---|---|---|---|
| Revenue recognition amortization | $ 2,743,000 | $ 3,045,000 | $ 3,274,000 |
| Operating lease liabilities | 1,876,000 | 2,572,000 | - |
| Deferred compensation | 1,820,000 | 1,706,000 | 1,521,000 |
| Deferred revenue | 745,000 | 1,107,000 | 1,282,000 |
| Other accrued liabilities | 552,000 | 683,000 | 1,326,000 |
| State bonus accrual | - | - | 79,000 |
| Other assets | 1,651,000 | 1,127,000 | 1,402,000 |
| Other assets–Canada | 105,000 | 206,000 | 276,000 |
| Employee retention credit | - | - | 1,143,000 |
| Deferred tax asset | 9,492,000 | 10,446,000 | 10,303,000 |
| Less valuation allowance | (105,000) | (206,000) | (276,000) |
| Net deferred tax asset | 9,387,000 | 10,240,000 | 10,027,000 |
| Depreciation and amortization | (3,738,000) | (4,057,000) | (4,310,000) |
| Operating lease right-of-use assets | (1,487,000) | (2,089,000) | - |
| Goodwill | (120,000) | (232,000) | (340,000) |
| Prepaid expenses | (851,000) | (561,000) | (228,000) |
| Deferred tax liability | (6,196,000) | (6,939,000) | (4,878,000) |
| Total net deferred tax asset | $ 3,191,000 | $ 3,301,000 | $ 5,149,000 |

### Note 9. Income Taxes (Continued)

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 income tax returns. Management also believes that it is more likely than not that the Company will not recognize all the benefits of these deductible differences on the Canadian income tax returns and, therefore, has recorded a valuation allowance in relation to the Canadian deferred tax assets.

The Company recognized no liability for unrecognized tax benefits, interest and penalties related to federal and state taxes at December 31, 2023, 2022, and 2021.

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

### 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 $1,048,000, $890,000, and $751,000 for the years ended December 31, 2023, 2022, and 2021, 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, 2023, 2022, and 2021:

| | Number of Salons | Continuing Franchise Fee Revenue | Accounts Receivable | Unearned Initial Franchise Fees |
|---|---|---|---|---|
| 2023 | 23 | $ 635,000 | $ 44,000 | $ 116,000 |
| 2022 | 24 | 585,000 | 40,000 | 116,000 |
| 2021 | 23 | 443,000 | 35,000 | 110,000 |

# EXHIBIT F

## Franchise Agreement




# FRANCHISE AGREEMENT

**GREAT CLIPS, INC.**
**Minneapolis, Minnesota**

# GREAT CLIPS® FRANCHISE AGREEMENT
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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, ~~GREAT CLIPS® University,~~ the ~~Websites~~Online Resources (as defined in Section 10.6), ~~including without limitation the proprietary internal GREAT CLIPS® website for~~

~~franchisees (currently called "INsite+")~~ 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 Designated Market Area (the "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 renew this Agreement if it expires during an approved closed pending relocation period.

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 may renew the rights licensed in this Agreement on the conditions specified in Section 3.3 for consecutive additional renewal terms 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; 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.

3.3 **Conditions to Renewal**. Upon the expiration of this Agreement, 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 renewal fee of $1,750;

(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, 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 trade name with any government authority. Further, Franchisee is prohibited from using the Marks ~~in connection with its employee-related documents (e.g., paychecks, employee handbook~~), 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' ~~judgment~~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. 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 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 any person who is not a licensee of Great Clips is using or infringing any of the Marks. Franchisee at Franchisee's 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, ~~GREAT CLIPS® University, the Websites~~ 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 ~~impact~~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 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 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 to Great Clips. If this Franchise Agreement is cancelled, and this Agreement 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. 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 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 directing Franchisee's bank 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, ~~email, INsite+ or the other Websites~~Online Resources, or other online communications. In the event a Franchisee fails to successfully complete the training program, Franchisee will not be permitted to operate the Salon. All new Designated Operators must complete all current training requirements within 180 days of signing ~~the Franchise~~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 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 ~~the~~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 ~~before the equipment order for a new salon build out may be placed.~~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, obtaining licenses or permits, proper display of the Marks, procurement of equipment, fixtures and initial inventories, 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~~+ and the other Websites;+~~;

(c) provide Franchisee with the Operations Manual, and various other manuals which may be available only through ~~INsite+ or~~ the ~~other Websites~~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 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 ~~computer~~POS system or any salon technology systems, ~~computer~~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 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. 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, it will notify Franchisee and Franchisee may submit another proposed location 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, 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. 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® University, INsite+ and the other Websites~~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.

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® University, INsite+ and the other Websites~~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 ~~GREAT CLIPS® University, INsite+ and the other Websites~~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, 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 Salon must be open for business for such days and hours, required to protect the GREAT CLIPS® System and Marks, as prescribed periodically by Great Clips, including Saturdays, Sundays and holidays.

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 ~~denomination~~denominations or ~~format~~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, ~~communication systems~~the Online Resources (as defined in Section 10.6) or ~~Websites~~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 ~~Payment Card Industry Data Security Standard (PCI-DSS), the~~ National Automated Clearinghouse Association ~~(NACHA)~~ operating rules~~,~~ and all related and associated regulations, as well as any other applicable federal, state, ~~or~~and local laws ~~or~~and regulations~~, including but not limited~~ related to ~~privacy and security,~~ direct marketing~~,~~ and consumer protection, along with the rules, requirements and regulations of any applicable jurisdiction, such as, without limitation, ~~all~~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 (MTCDPA), Iowa Consumer Data Protection Act (ICDPA), 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), state ~~privacy,~~ data ~~protection,~~ breach notification laws, ~~and~~ 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 ~~as~~in Great Clips' ~~determines in its~~ sole ~~discretion.~~ 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 access to all sales, financial, marketing, customer, productivity, management, and other business information and other operational data we specify ("Salon Data"). 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, 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 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. 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 ~~and~~, access INsite~~+~~, + which is

Great ~~Clips Franchisee email~~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 ~~"Websites").~~ Great Clips Email (as defined in Section 10.7). Great Clips will, in its sole ~~discretion, determine~~determination, decide the content and use of the ~~Websites~~Online Resources and will establish the rules under which Franchisee will participate in ~~the Websites.~~and/or use the Online Resources and Great Clips Email. Great Clips owns all intellectual property and other rights in the ~~Websites~~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 ~~Websites, franchisee email~~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 ~~Websites~~Online Resources and Great Clips Email and may alter or terminate the ~~Websites~~Online Resources or Great Clips Email, and/or the rules governing Franchisee's participation in the ~~Websites~~Online Resources or Great Clips Email, in its sole and absolute determination. Franchisee's use of the ~~Websites~~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 of the Marks, including without limitation social networking sites such as Facebook, LinkedIn, 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 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 address~~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 ~~all such proprietary email~~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 addresses~~Email address and no other email address used by Franchisee. Franchisee expressly understands that all conduct involving the ~~proprietary email addresses~~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 ~~discretion,~~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 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 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 or other programs, whether 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 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 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 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 ACH 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 **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 additional 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 or otherwise dispose of all or any part of ~~Franchisee's~~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 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 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 ~~above~~ 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 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 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) ~~not~~must be ~~restricted from~~eligible for expansion under Great Clips' applicable policies~~ (if the assignee is an existing GREAT CLIPS® franchisee); )~~; (viii) devote its best efforts to the management of the GREAT CLIPS® business;~~–~~ (ix) 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 (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 in 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 ~~the guidelines~~Great Clips' policies, including the "Transfer to Trust Policy," which ~~Great Clips will,~~may be revised from time to time~~, provide. These guidelines may include, without limitation, the requirements (i) that Franchisee retain the unrestricted right to revoke or amend the trust at any time; (ii) that the income and residual beneficiaries thereof will be members of the immediate family or descendants of Franchisee; and (iii) that no amendment or revocation of such trust will be effective unless and until approved by Great Clips, which approval will not be unreasonably withheld.~~.

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 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 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 of the Franchise Agreement. The 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 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 ~~discretion~~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 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.

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. 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 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.

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.

16.6 **Costs and Fees.** The prevailing party in any arbitration or legal proceeding will recover 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:

(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.

(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 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 ~~by providing 30 days written notice (or shorter notice as described below) to Franchisee~~, if:

(a) ~~Franchisee~~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 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:

(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.

(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 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;
(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 ~~one or more of Franchisee, its individual owners or affiliated entities on the one hand and Great Clips on the other.~~ 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, 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 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.

## 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~~, at a~~ for fair market value. If the parties cannot agree on fair market value, the price will be determined by ~~a~~an independent and qualified appraiser selected by Great Clips without regard to goodwill or going concern value. ~~If the parties cannot agree upon an appraiser, one will be appointed by the American Arbitration Association, upon petition of either party.~~ 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 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. Franchisee is further responsible for ensuring that Franchisee's employees maintain the same level of confidentiality. 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. 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 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 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, 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. 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 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 the United States Trademark Act of 1946, as amended (Lanham Act, 15 U.S.C. Section 1051 et seq.) and the parties' rights under the Federal Arbitration Act respecting Section 15 above, this Agreement 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.** ~~Notices hereunder are given~~ 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 ~~or~~ 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 ~~for all~~ after placed in the United States ~~destinations~~mail by registered or certified mail, return receipt requested, postage prepaid, or one (1) business day for U.S. delivery and ~~five~~three (3) business days for ~~all foreign designations after being sent by certified mail, or~~ international delivery after placed in the hands of an overnight ~~express, facsimile transmission, electronically, or~~ courier ~~service,~~, 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 ~~the parties intend that Great Clips' exercise of that right~~ 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. ~~If, in this Agreement, Great Clips agrees to exercise its rights reasonably or in good faith, in its determination or with discretion, Great Clips will be deemed to have exercised Reasonable Business Judgment in making its decisions and exercising its rights. Great Clips' decisions or~~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**. ~~Great Clips and~~ 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, 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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By: _____ Effective Date:_____
Its: _____

## 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 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» | Name: «M2Name» |
| Date: _____ | Date: _____ |
| _____ | _____ |
| Name: «M3Name» | Name: «M4Name» |
| Date: _____ | Date: _____ |
| _____ | _____ |
| Name: «M5Name» | Name: «M6Name» |
| Date: _____ | Date: _____ |

## CONFIRMATION OF OPENING

~~ENTITY~~
~~DO1~~
~~DO2~~
~~DO1 ADDRESS~~
~~ADDRESS~~

~~Ref:~~ Dear [Franchisee],

Congratulations on your new salon!

**RE: ~~CONFIRMATION OF OPENING~~**
**~~Franchise Agreement dated:~~ _____**
~~GREAT CLIPS Salon: «SalonName», #«SalonNumber»~~
**~~By and between Great Clips, Inc. and BUYER ENTITY OR INDIVIDUALS~~ (the "Franchise Agreement") GREAT CLIPS Salon: [Salon Name and Salon Number].**

Pursuant to ~~Article~~Section 1 of the Franchise Agreement referenced above~~ (the "Franchise Agreement"),~~ this letter serves to confirm that the address for the GREAT CLIPS Salon (the "Salon") is: ~~«SalonAddress1», «SalonAddress2».~~[Salon Address] (the "Authorized Location").

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

If you have not already done so, please have 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. The insurance certificate must 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:_____

**GENERAL RELEASE**
**~~(Sample: Subject to Change)~~**

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

FOR VALUE RECEIVED, Franchisee, on behalf of Franchisee and ~~of~~ 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 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 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 ~~(collectively, "Claims"), and (c)~~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~~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.~~

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:~~ _____ 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 ~~geographic area ("Area") or~~ 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 ~~Three Star Franchises~~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 ~~Franchises~~Franchise Agreements within the ~~specific time frame allowed under~~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 ("~~Market Development Ad Fund") the sum of $5,000.~~ MDAF"). This ~~Market Development Ad Fund~~MDAF contribution paid by Franchisee to participate in the Three Star Program is non-refundable.

**4. Term.** The term of ~~the Three Star Program is 24 months from the date when~~ this Agreement ~~is executed~~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 ~~Franchises~~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 ~~Franchises~~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 ~~Area~~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 ~~locations~~Agreement Authorized Locations.

5.3 The Lease must include the required assignment language, as described in the Three Star ~~Agreements.~~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 ~~Market Development Ad Fund~~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 ~~Franchises~~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 ~~Market Development Ad Fund~~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 ~~Franchises~~Franchise Agreements under this Agreement at the expiration

of the ~~24-month period~~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 ~~initial~~ contribution to the ~~Market Development Ad Fund~~MDAF. Franchisee will pay the $10,000 Initial Franchise Fee at the time of the conversion and will pay $5,000 to the ~~Market Development Ad Fund~~MDAF before Franchisee places the equipment order for the salon. In the event that Franchisee has less than two fully-executed ~~Lease~~Leases at the expiration of the ~~24-month time frame~~Term, and wishes to retain any non-qualifying Three Star ~~Franchises~~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 ~~Franchises~~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 ~~the franchisee entity~~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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

~~By:~~ ~~Date:~~ Date:____
_____ _____ (“Effective Date”)
By:
_____
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.** ~~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.

~~1.1~~ 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 ~~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~~Franchisee and must not be restricted from expansion for any reason at any time it applies for additional Franchise Agreements in the Exclusive DMA. ~~Each year,~~ Franchisee must apply ~~for,~~ and obtain Great ~~Clips must approve, the number of~~Clips' approval for every Franchise ~~Agreements that corresponds with the number of salon openings required under the Development Schedule described in Section 6.1 of~~ Agreement executed pursuant to this Agreement. ~~If~~ Franchisee ~~has~~must have a signed

lease attached to ~~each~~all unopened Franchise ~~Agreement~~Agreements required in a given year, ~~then Franchisee may~~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 ~~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 ~~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.** ~~**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 ~~due to Great Clips under each Franchise~~, 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.** ~~**3.**~~ **Initial Franchise Fee.** ~~While this~~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 ~~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.** ~~**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.** ~~**5.**~~ **Renewal of Agreement.** ~~-~~In the sole ~~and absolute~~ 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 ~~licensed~~granted to Franchisee pursuant to this Agreement shall expire and revert to Great Clips upon the expiration of this Agreement:

~~(a)~~

(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)~~

(b) Franchisee is in compliance with the terms and conditions of all Franchise Agreements entered into with Great Clips ~~within the Exclusive DMA or outside the Exclusive DMA~~;

~~(c)~~

(c) Franchisee's rights of expansion with Great Clips are not restricted in any way ~~and Franchisee is eligible to expand~~ under any ~~GREAT CLIPS®~~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, ~~but not the Initial Franchise Fee,~~ required by the then-current Master Development Agreement. ~~The then-current Master Development Agreement required to be executed by Franchisee at the time of renewal~~The Renewal MDA may contain terms materially different from those contained in this Agreement.

(d) ~~(e)~~ If Franchisee ~~is in compliance with the Development Schedule specified in Section 6.1 and~~ 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 ~~then-current Master Development Agreement.~~ 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 ~~this section is net of~~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.")

~~(f)~~

(e) If Franchisee is not in compliance with the Development Schedule specified in Section 6.1 ~~and is granted~~, Great Clips, in its sole determination, may grant franchisee the right to renew this Agreement for an additional term of up to ten years, ~~Great Clips, in its sole and absolute determination, may grant Franchisee~~and the right to continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule ~~under the same~~ and terms ~~and conditions~~ set forth in ~~Section 5 (e) above.~~ the Renewal MDA. In ~~addition~~the event Great Clips offers renewal to Franchisee who has not met the original Development ~~Fee set forth in Section 5 (e),~~Schedule, Franchisee will pay a Renewal Fee of $1,000 for each unopened salon ~~in the original Development Schedule specified in Section 6.1~~at the time of ~~this Agreement~~renewal.

~~(g) In the event of a renewal, and in addition to the provisions outlined in this Paragraph 5, the terms of this Agreement will be adjusted as follows: (i) the IMUP noted in Paragraph 1 will be updated to reflect the MUP; (ii) the Development Fee will determined consistent with Sections 5(e) and 5(f); and (iii) the Development Schedule outlined in Paragraph 6 will be adjusted as set forth in Section 5 (e) above.~~

~~**6. Development Schedule.**~~

**6. Development Schedule.** Beginning with the first anniversary of the Effective Date of this Agreement, Franchisee is required to have open and operating ~~one~~ the number of salon ~~per year for each 10 units in the IMUP as specified~~(s) required to be open under the Development Schedule set forth in Section 6.1 ~~above, rounded to the nearest whole number of salons.~~, below. The ~~total open salon requirement~~Cumulative Number of Open Salons required under the Development Schedule ~~is net of any~~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 and absolute business judgment, and in operation in the Exclusive DMA in accordance with the following schedule:~~Franchisee agrees to

~~6.1~~

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:

| By End of Year | Number of Open Salons | Cumulative Number of Open Salons |
|---|---|---|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |

| By End of Year | Number of Open Salons | Cumulative Number of Open Salons |
|---|---|---|
| 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 Master Development Agreement.

6.3 In the event Franchisee opens the Cumulative NumberTotal number of Open Salons forrequired under the tenth yearDevelopment Schedule prior to the tenth anniversary of the Effective Dateexpiration of this Agreement, Franchisee may continue to addpurchase additional Franchise Agreements for the Exclusive DMA until the tenth anniversary of the effective date for anfor a total Initial Franchise Fee of $10,000 for each additional Franchise, until the expiration of this Agreement executed by Franchisee.

**7. 7. Failure to Comply With Development Schedule.** Except as otherwise provided in Section 8 of this Agreement, Franchisee's failure to comply with the Development Schedule specified in Section 6.1 and 6.2 above will constitute a material breach of this Agreement, and Great Clips, in its sole and absolute determination, may terminate this Agreement and all rights granted to Franchisee hereunder, effective immediately upon receipt by Franchisee of notice in writing

~~of its failure to comply with the terms of the Development Schedule. Upon receipt of such~~ written notice ~~by~~to Franchisee. Immediately upon termination of this Agreement, Great Clips may, in its sole ~~and absolute~~ 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. ~~However, Great Clips, in its sole and absolute determination, may provide Franchisee with a period of time in which to cure the default by opening a sufficient number of salons to bring the Development Schedule into compliance. If Great Clips elects to terminate this Agreement, then upon termination of this Agreement,~~ and Franchisee will have no further exclusive rights in the Exclusive DMA and all rights and ~~obligation~~obligations under this Agreement will be completely terminated. .

**8. ~~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 ~~Master Development~~ Agreement may also be terminated by Great Clips if:

~~(a)~~

(a) Franchisee or any of Franchisee's owners or affiliates fails to pay any amounts due ~~under this Agreement or any Franchise Agreement executed between~~ to Great Clips ~~and Franchisee in which Franchisee is a 50% or greater owner.~~.

(b) ~~(b)~~ Great Clips terminates any Franchise Agreement executed by Franchisee ~~for a location in the Exclusive DMA or elsewhere~~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) ~~(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.

(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 ~~affect the~~constitute a material breach of any individual Franchise Agreements signed by Franchisee~~; however,~~ 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. Status and Good Standing.** Franchisee must follow all Great Clips' policies and procedures at any franchised location in the Exclusive DMA or elsewhere in order to maintain its exclusive rights to develop GREAT CLIPS® franchises under this Agreement.~~

**9. ~~10.~~ Impact of Termination on Initial Franchise Fees.** ~~-~~Upon termination of this Agreement ~~for any reason~~, in Great Clips' sole determination, Franchisee ~~will~~may be allowed to open ~~any~~Salons pursuant to existing Franchise ~~Agreement~~Agreements currently approved under this Agreement but not yet opened~~,~~ (if any), without any additional Initial Franchise Fees due to Great Clips, ~~if~~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 ~~within10~~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. ~~Franchisee must pay the then-current Initial Franchise Fee for a single Franchise Agreement for~~If Franchisee wishes to keep any Franchise Agreement ~~for~~in the Exclusive DMA that does not have a fully executed lease in place as of the date of termination ~~of this Agreement. Franchisee~~, 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 ~~on the~~ 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 ~~provided in this Agreement, or~~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.

~~**11. Residency Requirement.** During the term of this Agreement, Franchisee must have an operating partner with at least~~

~~a 25% interest in the franchisee entity who is a resident of the Exclusive DMA or who lives within 90 miles of the Exclusive DMA. Franchisee must immediately notify Great Clips if this residency requirement is not being met. Any failure by Franchisee to meet this requirement shall be cause for termination of this Agreement after allowing for a 120-day period for Franchisee to cure upon notice by Great Clips of failure to meet this requirement. This cure period will only apply if Franchisee has notified Great Clips within 10 days of the residency requirement not being met.~~

**10.** ~~**12.**~~ **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)~~

(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 ~~50% or more~~any ownership interest of Franchisee under any single Franchise Agreement ~~executed for a salon that is open in~~ within the Exclusive DMA~~.~~

(b) ~~(c) Violation~~, in whole or in part, without the prior written consent of ~~Section 12 (a)~~ Great Clips. Any purported sale, assignment or ~~12 (b)~~transfer will ~~result in immediate~~be void and subject Franchisee to termination under Section 8 of this Agreement.

~~(d) Notwithstanding the execution by the assignee of~~

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) Assignee must execute the then-current form of Master Development Agreement~~, the assignee~~. The Assignee will assume the balance remaining of the term of this Agreement.

(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.

(c) The ~~with the attendant renewal provisions. The assignee~~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~~. The assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA~~.

~~**13.**~~

(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 ~~13.1~~ 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 ~~13.2~~ 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 ~~13.3~~ 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 ~~and~~or other trademarks; and (b) any dispute involving immediate termination of this Agreement pursuant to Paragraph 8(b), (e) or ~~Paragraph 12 (c~~(f) of this Agreement.

11.4 ~~13.4~~ Other Proceedings. ~~–~~Notwithstanding Paragraph ~~13~~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 ~~13~~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 ~~13.5~~ 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 ~~13.6~~ 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.** ~~**14.**~~ **Single Program**. This Agreement cannot be used in conjunction with any other incentive program except as specifically authorized in writing by Great Clips.

**13.** ~~**15.**~~ **Notices.** ~~Notices hereunder are given when~~Except as described in other provisions of this Agreement, all notices permitted or required to be delivered ~~or~~ 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 ~~for all United States destinations and five business days for all foreign destinations~~ after being sent by ~~Certified Mail~~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 ~~a GREAT CLIPS® salon or other designated~~the Franchisee's last known address.

**14.** ~~**16.**~~ **Amendment.** This Agreement may be modified or amended only by an instrument in writing, duly executed by the parties hereto.

**15.** ~~**17.**~~ **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~~Franchisees who have already entered into a Master Development Agreement, at any time.

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: _____~~ By: _____ Date: _____

Name: _____
Its:

_____ _____

Individually

_____

Individually

~~FRANCHISOR:~~

**GREAT CLIPS, INC.~~:~~**

~~By:~~ _____ By: _____

~~Date:~~ _____ Date: _____

("Effective Date")

Name: _____
Its:

_____ _____

~~**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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By: _____ Date: _____
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 ~~salon~~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 make one copy of the Styleware Software Suite in machine-readable form for backup purposes only. The backup copy must include all copyright information contained on the original(s).~~ 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. ~~ICS' automatic payment program currently includes credit card and electronic payment options.~~ Payment fees and terms are subject to change upon thirty days prior written notice from ICS.

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) provide a recent back-up of relevant data to ICS or ICS' authorized representative as requested;~~
f~~g~~) establish routine maintenance procedures;
hg) cooperate with ICS or ICS' authorized representative;
i~~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;
j~~i~~) give ICS or ICS' authorized representative full and free access to your equipment; and
k~~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 storage 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?hi=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 using 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, NEGLECT, 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, NEGLECT, 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) | $~~155~~220.00 |

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

# Heartland

# Merchant Processing Agreement

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 #: ☐ New Owner/Existing HPS MID#:

Bank/Assn/VAR/RSP Affiliate Code: Name of Affiliate: Lead Generator ID #:

Relationship Manager: Phone #: Installer: Phone #:

## COMPANY INFORMATION

MERCHANT DBA NAME: Store #: # of Locations:

Address: Customer Service No. For Lodging, Car Rental, MOTO Merchant:

City: ST: Zip:

DBA Phone: Fax:

After Hours Contact Name: Phone #:

Primary Contact Name: Phone #: ☐DBA ☐ Home ☐ Cell

Authorized to Purchase: ☐ Yes ☐ No

Secondary Contact Name: Phone #: ☐DBA ☐ Home ☐ Cell

Authorized to Purchase: ☐ Yes ☐ No

Language Preference (Please select ONE): ☐English ☐Spanish ☐Mandarin ☐Korean ☐Vietnamese ☐Cantonese ☐Japanese ☐Other:

Email Address: Website Address:

(Heartland InfoCentral Admin User Email Address)

Email Contact: First Name: Last Name:

(Heartland InfoCentral Admin User First Name) (Heartland InfoCentral Admin User Last Name)

LEGAL OR CORPORATE NAME: Federal Tax ID/EIN:

(Please complete — must correspond with IRS filing name) (Must correspond with legal name)

Address: City: ST: Zip: Phone:

CORPORATE HEADQUARTERS/MANAGEMENT COMPANY NAME: Phone:

(If Management Company; please provide a copy of the Management Agreement)

Address: City: ST: Zip: Fax:

## FEE SCHEDULE

| Service Requested | Discount Rate | Discount Per Item | Trans Fee Dial | Trans Fee IP | Application Processing Fee (Non-Refundable): $ |
|---|---|---|---|---|---|
| VISA | % | $ | $ | $ | Annual Volume: $ Average Ticket: $ |
| MasterCard | % | $ | $ | $ | ☐ Cost Plus ☐ See Flat Rate Pricing Addendum |
| Discover / JCB | % | $ | $ | $ | Discover SE number: |
| PayPal | % | $ | $ | $ | PayPal Annual Volume: $ PayPal Average Ticket: $ |
| PayPal eComm | % | $ | $ | $ | Customer Service Email (Required): |
| PIN Debit | | | $ | $ | Plus Applicable Debit Network Fees |
| American Express | % | $ | $ | $ | Annual Volume: $ Average Ticket: $ ☐ OptBlue – See Industry Thresholds for eligibility if Volume is greater than $1MM ☐ I opt out of receiving marketing material from American Express |

American Express Merchant #: American Express Franchise Name: Franchise CAP #:

☐ 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 the Monthly & Per Item Fees.) HPS reserves the right to change the monthly fee if processing volume is not consistent with volume listed on this app.

☐ ASMP – Fee: ☐ Annual ☐ Monthly ☐ Installment Billing-Indicate Months: ☐J ☐F ☐M ☐A ☐M ☐J ☐J ☐A ☐S ☐O ☐N ☐D

☐ HEARTLAND SIMPLE The fees specified in this Fee Schedule shall remain valid for six (6) months from the effective date of the Merchant Processing Agreement and thereafter are subject to change in accordance with the Terms and Conditions attached hereto.

☐ PAYMENTS MANAGER+ – Fee: $0.20 & 30BP

These fees apply to payments processed through Payments Manager+, in addition to standard processing fees. Merchant can utilize Payments Manager+ by enabling it within My Account.

Note: Interchange, Dues and Assessments and Fees will be passed through. Also, this monthly fee will be titled as "Service & Regulatory Mandate Fee" on your monthly statements.

| ADDITIONAL SERVICES | Monthly Fee | Txn Fee Dial | Txn Fee IP |
|---|---|---|---|
| Gateway | $ | $ | $ |
| Wireless (Per Wireless Terminal) | $ | | |
| ☐ Merchant Link | | $ 0.0771 | $ 0.0526 |
| Petroleum/Fleet | | $ | $ |
| EBT (PIN Debit required for EBT) | | $ | $ |
| ☐ Surcharge Program (SP) | $ 20.00 | | |
| PCI Non-Compliance Fee | $ 125.00 | | |
| ☐ Extended+ (Wells & Deutsche Only) | $ 9.95 | | |
| Non-EMV Assessment Fee (V/MC/Amex/Disc) | | 1.00 % | 1.00 % |
| Cardholder SP Rate: 3.00% % | Merchant SP Discount: 10% % | | |

| RECURRING FEES | |
|---|---|
| Minimum Discount Fee (Even $ Amount) | $ 20.00 |
| Service & Regulatory Mandate Fee | $ 33.5000 |
| Annual Fee | $ 99.0000 |
| Chargeback Fee | $ 25.0000 |
| Voice Auth Fee | $ 0.6500 |

| SETTLEMENT |
|---|
| ☐ Daily/Split |
| ☐ Daily/Net |
| ☐ Monthly Disc Fee 5 BP |

EBT Programs (Note: FNS/FCS are not required for Cash Benefits only Setup):
☐ Food Stamps & Cash Benefits ☐ Food Stamps Only ☐ Cash Benefits Only

EBT State Required FNS/FCS/CA/AO#:

Terminal Type:

State Provided Terminal: ☐ Yes ☐ No Serial #:

## INTERCHANGE QUALIFICATION

| | | | |
|---|---|---|---|
| ☐ Interchange Plus | ☐ MOTO / Internet | ☐ Purchase Card Level: ☐ [2] ☐ [3] | ☐ Small Ticket / M3 |
| ☐ Retail | ☐ Emerging Market | ☐ GSA Large Ticket | ☐ DialPay / TT |
| ☐ Restaurant | ☐ Automated Fuel (AFD) | ☐ Convenience | |
| ☐ Lodging / Car Rental | ☐ Service Station (NFD) | ☐ Small Ticket / Convenience Purchase | |

## STATEMENT OPTIONS

| Statement Type: | Mail Statements To: |
|---|---|
| ☐ Standard | ☐ Legal |
| ☐ Non-Qual Breakout | ☐ DBA |
| ☐ By Card Type | ☐ Suppressed Statements |
| ☐ Chain Recap Summary | ☐ All Electronic: |
| | ☐ Same as InfoCentral ☐ Preferred Email Address |

## CARD ACCEPTANCE

- ☐ All Cards Accepted
- ☐ Credit/Business Cards Only
- ☐ Consumer Prepaid/Debit (Check Cards) Only

## DEPOSIT METHOD

- ☐ Standard
- ☐ By Batch
- ☐ By Card Type

## DISPUTE LETTERS

| Mailing Options: | Electronic Options*: |
|---|---|
| ☐ Legal | ☐ Fax |
| ☐ DBA | ☐ Email |
| *Select mail option as back-up. | |

## MERCHANT DETAIL

Type of Business (Required): ☐ Public ☐ Private

Type of Ownership: ☐ Sole Proprietorship* ☐ Partnership ☐ Corporation ☐ L.L.C.** ☐ Non-Profit ☐ Government / Municipality

*If business is owned by a Sole Proprietor is the Federal Tax ID the signers SSN: ☐ Yes ☐ No

**IRS reporting classification for LLC: ☐ Disregarded Entity (aka Single Member LLC) ☐ Corporation ☐ Partnership

Date Business Started: _____ Date Acquired by Current Owner: _____ What percentage of sales are Chbks.?: _____ %

Do you currently accept Credit Cards:
☐ Yes ☐ No Date began accepting Credit Cards: _____ What percentage of sales are Returned: _____ %

Current Processor: _____ Current MID: _____

Are you currently in contract or negotiating with a Third Party Lender: ☐ Yes ☐ No

If yes: Contract Start Date: _____ Length of Contract Term: _____ Loan Balance: _____

Do you accept credit card information via website: ☐ Yes ☐ No If so, will web-based transactions be processed through HPS: ☐ Yes ☐ No

Please provide the name of the payment processor utilized for web based transactions if not HPS: _____

Does your company provide third party services for any other company to store, process or transmit card member data: ☐ Yes ☐ No
For additional information, go to: https://www.heartlandpaymentsystems.com/resources

Are you a Payment Facilitator / Payment Service Provider:
☐ Yes ☐ No

Note: Payment Facilitator/Payment Service Provider and File Hosting / Storage are currently restricted and will require Sponsor Bank review.

Home-Based Business: ☐ Yes ☐ No Business is conducted: Consumer: _____ % Business to Business: _____ %

What Products and / or services do you provide: _____

Define your Refund Policy (Refunds made via credit card must be applied to the card used at the time of sale.): _____

How soon is the Customer's card charged: _____ Do you obtain a signature for receipt of product? ☐ Yes ☐ No

What is the verification process when selling age-restricted products (tobacco/alcohol): _____

Seasonal Merchant: ☐ Yes ☐ No If yes, indicate months open: ☐J ☐F ☐M ☐A ☐M ☐J ☐J ☐A ☐S ☐O ☐N ☐D

| 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* | |
|---|---|
| 2 – 5 Days | % |
| 6 – 10 Days | % |
| 11 – 30 Days | % |
| 31 – 60 Days | % |
| 61 – 90 Days | % |
| 91 – 120 Days | % |
| > 120 Days | % |
| If Applicable Total = 100% | |
| Future Delivery Bankcard Volume: % | |

*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 24 hours of the time of sale, please indicate above.

Lodging / Resort: Select the following for all lodging merchants accepting reservations via an Internet Website:
☐ My business processes an authorization and/or charges a deposit when accepting reservations prior to the guest's arrival.
☐ My business only retains card information for use in the event of a NO SHOW; no authorization or deposit is obtained.

Travel Agencies / Travel Tour Operators (Required for American Express): The following information is required to validate Travel Industry Bonding Organization / Authorized Airline Ticket Agent Memberships: ARC# / IATA#: _____

## PCI COMPLIANCE

Is your business PCI Compliant: ☐ Yes ☐ No

Does your company utilize a Data Storage Entity or Merchant Servicer that has access to card member data (i.e., Payment gateway or data warehouse, etc.): ☐ Yes ☐ No

If yes, provide the name of the Data Storage Entity or Merchant Servicer being utilized: _____

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:

Merchant will maintain full PCI DSS compliance at all times and will notify Heartland when it changes its point of sale software, system, application or vendor: ☐ Yes ☐ No ☐ N/A

Do your transactions process through any other Third Parties (i.e. web hosting companies, gateways, corporate office): ☐ Yes ☐ No ☐ N/A

Merchant utilizes the services of a PCI SSC Qualified Integrator Reseller (QIR) when POS payment applications are utilized: ☐ Yes ☐ No ☐ N/A

The signing merchant listed below has experienced an account data compromise.*: ☐ Yes ☐No ☐ N/A ☐ I have never accepted payment cards.

If yes, what was the date of the compromise: _____ (Copy of the completed forensic investigation is required with the app.)

The signing merchant listed below is storing Sensitive Authentication Data** (even if encrypted) after the transaction has been authorized: ☐ Yes ☐ No ☐ N/A ☐ I have never accepted payment cards.

Merchant utilizes an EMV enabled terminal: ☐ Yes ☐ No ☐ N/A

*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.

## IMPORTANT INFORMATION ACOUNT PROCEDURES FOR OPENDING 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.

## BENEFICIAL OWNER / OFFICER INFORMATION

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.

☐ Owner ☐ Officer ☐ Authorized Signer ☐ *Managing Agent *Please provide copy of Management Agreement Citizenship: ☐ U.S. ☐ NON-U.S.

Name: _____ Title: _____ SSN: _____ DOB (mm/dd/yyyy): _____

Home Address: _____ City: _____ ST: _____ Zip: _____

Home Phone: _____ Cell Phone: _____ Email: _____

Driver's License #: _____ Length at Home Address: _____ Business Equity Ownership: _____ %

☐ Owner ☐ Officer ☐ Authorized Signer ☐ *Managing Agent *Please provide copy of Management Agreement Citizenship: ☐ U.S. ☐ NON-U.S.

Name: _____ Title: _____ SSN: _____ DOB (mm/dd/yyyy): _____

Home Address: _____ City: _____ ST: _____ Zip: _____

Home Phone: _____ Cell Phone: _____ Email: _____

Driver's License #: _____ Length at Home Address: _____ Business Equity Ownership: _____ %

Note: If there are more than two Owners, Officers or Managing Agents, complete the "Additional Owner/Officer Information Page for Merchant Processing Agreement".

## PERSONAL GUARANTY

FOR VALUE RECEIVED, and in consideration of the mutual understandings contained in the Merchant Processing Agreement (the "Agreement") Terms and Conditions by and between the Merchant submitting this Application ("Merchant") and ("Acquirer"), the undersigned jointly and severally, if more than one, unconditionally and irrevocably guarantee to Acquirer and their 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 Agreement. The undersigned (does/do) hereby certify that (he/she/they) (has/have) read, understand(s) and agree(s) to all Merchant Processing Agreement Terms and Conditions and specifically those that relate to the personal guaranties. Merchant and the undersigned authorize Acquirer, any credit bureau or reporting agency employed by Acquirer, or any agents thereof, to investigate the references, statements, or data provided by Merchant or the undersigned for purposes of this Application.

X _____

(1) Personal Guarantor (signature) Date

X _____

(2) Personal Guarantor (signature) Date

## DEBIT / CREDIT AUTHORIZATION

Merchant certifies that any verification of business provided is for a business account in good standing and that the Business name on the below checking account is the same as the Business name on the enclosed Heartland Payment Systems Merchant Application. In addition, Merchant hereby authorizes Acquirer to debit and credit Merchant's checking/savings account. This authority shall remain in full force until (a) Acquirer has received written notification from Merchant of its termination; and (b) all obligations of Merchant to Acquirer under this Agreement have been paid in full.

Depository Bank Name: _____ Phone: _____ City, ST ZIP: _____

If the Merchant processes Petro transactions and deposits are made directly to a Fuel Supplier, name supply Company: _____

| ☐ Deposits & Fees ☐ Deposits Only – (Split*) | | *Split Continued – Fees Only | |
|---|---|---|---|
| (DDA#): | (RT#): | (DDA#): | (RT#): |
| Account Type: ☐ Checking ☐ Savings ☐ Other: | | Account Type: ☐ Checking ☐ Savings ☐Other: | |
| Name as it appears on Bank Account: | | Name as it appears on Bank Account: | |

## AGREEMENT ACCEPTANCE, CERTIFICATION AND CONSUMER REPORT AUTHORIZATION

Have you or your company ever filed for Bankruptcy: ☐ Yes ☐ No Type: ☐ Personal ☐ Business Date Filed: _____

Do you support the Merchant Bill of Rights: ☐ Yes ☐ No Do you permit HPS to list you as a supporter: ☐ Yes ☐ No

Merchant authorizes HPS, any credit bureau or reporting agency employed by Acquirer, or any agents thereof, to investigate the references, statements or data provided by Merchant or the undersigned for purposes of all matters generally connected to this business relationship. 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 _____

Owner / Officer / Authorized Signer / Managing Agent Print Name & Title Date

X _____

Owner / Officer / Authorized Signer / Managing Agent Print Name & Title Date

THE TERM OF THIS AGREEMENT IS 36 MONTHS

Note: Maximum $295 per location early account closure fee may apply; see section 11 of the Merchant Processing Agreement Terms and Conditions for more information.

HPS OFFICIAL USE ONLY

Application Approved By: _____ Title: _____ Date: ___/___/___

# MEMBER BANK SPONSORS

Heartland Payment Systems utilizes multiple Member Bank Sponsors when settling funds to merchant's bank. At the time of this signing a Member Bank Sponsor has not been assigned. During the enrollment process a Member Bank Sponsor will be assigned and notification of that sponsor will be identified in the Terms and Conditions that are included in the Welcome Kit that will be sent at a later date.

## MEMBER SPONSOR BANKS

**Deutsche Bank Trust Company Americas**
Cash Management
1 Columbus Circle, New York NY, USA 10019-8735
Email: COMPL.Card_Acquiring@list.DB.com

**Wells Fargo Bank, N.A.**
P.O. Box 6079
Concord, CA 94524
Phone: 1 (844) 284-6834

## DEBIT CARD SPONSOR

**PB&T Bank**
301 West 5th Street
Pueblo, Colorado 81003
Phone: 1 (888) 728-3550

Changes are made periodically to the Terms and Conditions dependent on Card Association mandates. Review of current Terms & Conditions can be found by logging into the HPS InfoCentral at: https://infocentral.heartlandpaymentsystems.com

Revised: 04/01/23

Heartland

# Bank Account Change Form

RETURN COMPLETED FORMS VIA ONE OF THE FOLLOWING:
EMAIL: BankAcctChange@heartland.US Fax to: 800-390-2261
Mail: One Heartland Way, Jeffersonville IN 47130
***White out will not be accepted and will void this form.***

**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

New Bank Routing Number | New Bank Account Number ☐ Checking ☐ Savings ☐ Other:

Are deposits and withdrawals going to the same bank account? ☐ Yes ☐ No – If No, please add Withdrawal Account below.

1.00
New Bank Routing Number | New Bank Account Number ☐ Checking ☐ Savings ☐ Other:

**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: (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
Authorize.net: (888) 437-0481
Discover: (800) 347-2000
PAYA: (888) 481-0757
Payroll: Contact Specialist
Valutec: (888) 381-8258
Wright Express (800) 492-0669


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Heartland

# Address Change Form

## 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 | Mail Statements To |
|---|---|
| ☐ Standard | ☐ Legal |
| ☐ Non-Qual Breakout | ☐ DBA |
| ☐ By Card Type | ☐ Suppress Statements |
| ☐ Chain Recap Summary Statement | ☐ All Electronic Communications: ☐ Same as InfoCentral ☐ Preferred Email Address: _____ |

## DISPUTE LETTERS

| Mailing Options | Electronic Options* |
|---|---|
| ☐ Legal | ☐ Fax |
| ☐ DBA | ☐ 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


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Heartland

# Great Clips Additional Location Boarding PCI Compliance and PEP Questionnaire

## 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 Card Member Data** (i.e., Payment gateway or data warehouse, etc.): ☒ Yes ☐ No

**If yes, provide the name of the Data Storage Entity or Merchant Servicer being utilized:** _____

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 ☐ Never accepted payment cards.

**If yes, what was the date of the compromise:** _____

(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 _____ **Title:** _____

**Authorized Signers Signature**


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# EXHIBIT K

## Stored Value Systems, Inc. – Participation Agreement

**PARTICIPATION AGREEMENT**

WHEREAS, _____, a Great Clips Franchisee operates a Great
*Name of legal Entity*
Clips Salon pursuant to a franchise arrangement with **Great Clips, Inc.** ("Franchisor").

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: _____ Date: _____
(Name of Bank)

_____
(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, and has had the opportunity to review the Lease with counsel of its choice 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:** | **ASSIGNEE:** |
|---|---|
| GREAT CLIPS, INC. | _____ |
| By: _____ | By: _____ |
| Print: _____ | Print: _____ |
| Its: _____ | 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 and five hours on Sunday set by Tenant. Tenant may elect to be open or closed on holidays as dictated by their Franchise Agreement with 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 Sams, Sport 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 any time 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 untenantable 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: Real Estate Department, 4400 West 78th Street, 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 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 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 that is in violation of applicable bankruptcy laws.

(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 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 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 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 trademark 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 _____ 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.
Real Estate Department
4400 West 78th Street
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 attorneys' 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 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 to 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 and 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 attorneys' 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

[Type here]

**GREAT CLIPS**
**LEASE GUARANTY AGREEMENT**

**AGREEMENT,** made this _____ day of _____20__, 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: _____

Title: _____

_____

By: _____

Title: _____

_____
XXXXXX (Principal)

# EXHIBIT M

## Automated Clearing House Authorization

Great Clips®
Great Clips, Inc.

# 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: _____

Great Clips®
Great Clips, Inc.

**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 N

## Franchise Application Questionnaire

# GREAT CLIPS, INC.
## Franchise Application Questionnaire

## (For Use In All States Except for California, Maryland, and Washington)

**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.**

**~~This~~Do not sign this Questionnaire ~~shall not apply to residents~~if you are a resident of Maryland or Washington or if the franchise is ~~located~~to be operated in the State of Maryland 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 ~~the discretion of~~ Great ~~Clips~~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~~ and that there is no guaranty that the franchise venture will be successful. I/We further understand that the success or failure of the franchise will depend in large part upon my own skills and abilities, competition, interest rates, inflation, labor and supply costs, lease terms, and other economic and business factors.~~. ____/____

~~5.~~ ~~Except as contained in Item 19 of the FDD, I/we have not been given by Great Clips or by any of its employees, agents or representatives and I/we have not relied upon, any oral or written statement or promises, representations or assurances or any actual, projected or pro forma sales, profits, earnings or break-even point for this franchise or any other franchise(s).~~ ____/____

~~6~~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. ____/____

~~7~~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. ____/____

~~8~~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. ____/____

**Initials**

~~9~~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. ____/____

~~10~~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. ____/____

~~11~~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. ____/____

~~12~~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. ____/____

~~13~~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. ____/____

~~14~~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

☐ Nathan Ohme ~~Caitlin Davis~~

☐ Warren Davis

☐ Heather Briggs

☐ James Reynolds ~~Nathan Ohme~~

☐ Patricia Delgallego

☐ Cheryl Wheeler

☐ Belinda Avera ~~James Reynolds~~

☐ Jack Gulden ____/____

☐ Miranda McNally

☐ Joel Strause ~~Belinda Avera~~

☐ LeAnn Jesseman

☐ Norm Willardson

☐ ~~Amy Blenker~~

Other:

_____

~~15~~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. ____/____

~~16~~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.

~~This Questionnaire does not waive any liability the franchisor may have under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.~~

[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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**ACCEPTED:**
**GREAT CLIPS, INC.**

By: _____ Date: _____
Its: _____

~~4871-5518-8822, v. 4~~

# GREAT CLIPS, INC.
## Franchise Application Questionnaire
## (For Use In California, Maryland, and Washington)

**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 | ☐ Warren Davis |
| ☐ Heather Briggs | ☐ James Reynolds | ☐ Patricia Delgallego |
| ☐ Cheryl Wheeler | ☐ Belinda Avera | ☐ Jack Gulden |
| ☐ Miranda McNally | ☐ Joel Strause | ☐ LeAnn Jesseman |
| ☐ 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: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**ACCEPTED:**
**GREAT CLIPS, INC.**

By: _____ Date: _____

Its: _____

# EXHIBIT O

## State Addenda

**ADDENDUM TO GREAT CLIPS, INC.**
**FRANCHISE DISCLOSURE DOCUMENT**
**FOR THE STATE OF CALIFORNIA**

~~The following information applies to franchisees subject to California statutes and regulations. The item number corresponds to the Item in the main body of the disclosure document.~~

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:

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.

~~**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.

2.1. 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.

3.1. 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.

4.1. The Franchise Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.

5.1. 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 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.

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: _____ Date: _____

Name: _____

Its: _____

_____ _____

_____ _____

Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By: _____ Date: _____

Its: _____

**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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By: _____ Date: _____
Its: _____

+

**GENERAL RELEASE**

**FOR THE STATE OF CALIFORNIA**

("Franchisee").

This General Release is given to Great Clips, Inc. ("Great Clips") by

("Great Clips") by, ("Franchisee")

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, and (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: _____ Date: _____

Name: _____

Its: _____

_____ _____

~~***(Signatures on following page.)***~~

~~**FRANCHISEE:**~~

~~By:~~ _____ ~~Date:~~ _____

~~Name:~~ _____

~~Its:~~ _____

_____ _____

Individually Individually

**FRANCHISOR:**

**GREAT CLIPS, INC.**

By: _____ Date: _____

Its: _____

(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.**
**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.~~

1. 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 or agreed to by a franchisee in connection with the commencement of the franchise relationship shall ~~be construed as~~have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or ~~as~~(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.

~~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

6. and your spouse's marital and personal assets at risk, perhaps including your house, if 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: _____ Date: _____

Name: _____

Its: _____

~~***(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 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.**

~~1.~~ The ~~disclosure document~~Disclosure Document is amended to include the following information:

~~A.~~1) The states in which this registration is ~~effective~~currently registered or exempt from franchise registration:

California, Hawaii, Illinois, Indiana, Maryland, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin

~~B.~~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, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin

~~C.~~3) The states, if any, which have refused, by order or otherwise, to register these franchises:

None.

~~D.~~4) The states, if any, which have revoked or suspended the right to offer these franchises:

None.

~~E.~~5) The states, if any, in which the proposed registration of these franchises has been withdrawn:

None.

~~2.~~ The following risk factor is ~~added to the~~ "added to the "**Special Risks to Consider About *This***

6) **Franchise**~~" page~~" page:

1. **Franchisor Negative Equity.** ~~Franchisor's 2022~~Franchisors 2022 financial statements show that the Franchisor has a negative net equity in that its liabilities exceed its assets.

~~3.~~7)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~~opening obligations and the franchisee's Salon opens for business.
~~Salon opens for business.~~

8) 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~~opening obligations and the franchisee's Salon opens for business.

~~4.~~

~~5.~~ 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

9) 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).

~~6. Registered agent in the state authorized to receive service of process:~~

~~Commissioner of Securities of Department of Commerce and Consumer Affairs~~
~~335 Merchant Street~~

~~Honolulu, Hawaii 96813~~

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's Salon opens for business.~~

**FRANCHISEE:**

By: _____ Date: _____

Name: _____

Its: _____

_____ _____

_____ _____

Individually Individually

**FRANCHISOR:**

**GREAT CLIPS, INC.**

~~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:_____ Date:_____
Name:_____
Its:_____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By:_____ Date:_____
Its:_____

**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 if 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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By: _____ Date: _____
Its: _____

**ADDENDUM TO GREAT CLIPS, INC.**
**FRANCHISE DISCLOSURE DOCUMENT**
**FOR THE STATE OF MARYLAND**

~~The following information applies to franchisees subject to Maryland statute and regulations.~~ 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 5

Based upon the franchisor's financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, we elect to hold payment of the initial franchise fee and other initial payments owed by franchisees to the franchisor in escrow until the franchisor has completed its pre-opening obligations under the franchise agreement. The Franchisor has established an Escrow Account with United Bank, Bethesda, Maryland. All Initial Franchise Fees paid to Great Clips by Maryland franchisees before Great Clips has met its pre-opening obligations will be held in escrow at the United Bank in Bethesda, Maryland pending satisfaction of those obligations.

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. Based upon the Franchisor's financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, we elect to hold payment of the initial franchise fee and other initial payments owed by franchisees to the franchisor in escrow until the franchisor has completed its pre-opening obligations under the franchise agreement. The Franchisor has established an Escrow Account with United Bank, Bethesda, Maryland

2. Section 17.1 of the Franchise Agreement provides for termination for insolvency or bankruptcy, this provision may not be enforceable under federal bankruptcy law.

3. 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.

4. 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.

5. 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.

6. ~~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.~~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:**

~~6.1) This provision supersedes any other term of any document executed in connection with the franchise.~~

~~7. The Questionnaire shall not apply to residents of Maryland or if the franchise is located in Maryland. The Questionnaire should not be signed by Maryland Franchisees.~~

~~***(Signatures on following page.)***~~

~~**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 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~~
2. Franchisee's execution of a general release in favor of Great Clips pursuant to Seciotion 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: _____

~~No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee~~

~~4.1. 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.**~~

**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").

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 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~~ Clips' policies or the GREAT CLIPS® System in any manner whatsoever, including, but not limited to, all ~~Franchisee's (collectively, "Claims") and (c) releases~~ 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: _____ Date: _____

Name: _____

Its: _____

_____ _____

_____ _____

Individually Individually

**ACCEPTED:**

**GREAT CLIPS, INC.**

By: _____ Date: _____

Its: _____

(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**

~~The following information applies to franchisees subject to Minnesota statutes regulations.~~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:

~~The item number corresponds to the Item in the main body of the disclosure document.~~ 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.

~~be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non- renewal of 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.

**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.

~~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. 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: _____

~~6.1. 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 ~~A~~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:
   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

D. 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" sections of Item 17(c), titled "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 "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**":

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 judgment of the franchisor, is willing and financially able to assume the franchisor's obligations under judgement of the franchisor, is willing and financially able to assume the franchisor's obligations under the Franchise Agreement.

The following is added to the end of the "Summary" sections of Item 17(v), titled "," and Item 17(w), titled "":

~~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~~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.

~~6.~~5. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.

~~7.~~6. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney fees.

~~including attorneys' fees.~~

~~8.~~7. Any references in the Disclosure Document and in the Franchise Agreement requiring franchisee to consent to termination penalties or liquidated damages are deleted.

~~9.~~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~~ 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.

~~business.~~

~~10.~~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.

~~6.~~5. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.

~~7.~~6. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney's fees.
including attorneys' fees.

~~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.

7. 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: _____ Date: _____

Name: _____

Its: _____

_____ _____

~~9.1. 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.**
**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 ~~including attorneys' fees.~~ 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~~ 3. 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: _____

~~4.1. 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~~ 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."

under this Act.”

**ADDENDUM TO GREAT CLIPS, INC.**
**DISCLOSURE DOCUMENT**
**FOR THE STATE OF VIRGINIA**

~~The disclosure document is amended to include the following information:~~

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.

~~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: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT,
FRANCHISE AGREEMENT AND
MASTER DEVELOPMENT AGREEMENT, THREE STAR
PROGRAM AGREEMENT, FRANCHISE
APPLICATION QUESTIONNAIRE AND 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:

1. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

2. RCW 19.100.180 may supersede the GREAT CLIPS Franchise Agreement or GREAT ~~CLIIPS~~CLIPS Master Development Agreement in your relationship with the franchisor (Great Clips, Inc.) including the areas of termination and renewal of your franchise, as applicable. There may also be court decisions which may supersede the Franchise Agreement or the Master Development Agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise, as applicable.

3. 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, 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. A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

~~5. Transfer fees are~~ collectable to the extent that they reflect the franchisor's reasonable
5. Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

~~6.~~ 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

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

6. ~~contractor's earnings from the party seeking enforcement, when annualized, exceed~~ 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 contained in the Franchise Agreement, the Master Development Agreement or elsewhere, as applicable, that conflict with these limitations are void and unenforceable in Washington.

~~7.~~ ~~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~~

7. (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the Franchise Agreement, Master Development Agreement or elsewhere, as applicable, are void and unenforceable in Washington.

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.

The undersigned does hereby acknowledge receipt of this addendum.

**FRANCHISEE:**

~~By: _____ Date: _____~~

~~Name: _____~~

~~Its: _____~~

_____ _____

By: _____ Date: _____

Name: _____

Its: _____

_____ _____

Individually Individually

**FRANCHISOR:**

**GREAT CLIPS, INC.**

By: _____ Date: _____

Its: _____

**ADDENDUM TO GREAT CLIPS, INC.**

~~FRANCHISE~~

~~AGREEMENT~~**DISCLOSURE**

**DOCUMENT**

**FOR THE STATE OF WISCONSIN**

~~Prospective Wisconsin franchisees are advised that Item 17 of the disclosure document and Section 15 of the Franchise Agreement are amended as follows:~~

~~The Wisconsin Fair Dealership Law, Chapter 135, Wis. Stats., supersedes any provisions of the franchise contract or agreement if such provisions are in conflict with that law.~~

~~FRANCHISEE:~~

~~By:~~

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.

~~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.

2.1. 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.

3.1. Franchisee's rights upon termination and non-renewal are as set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.

4.1. 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.

5.1. 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.

6.1. 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: _____ Date: _____
Name: _____
Its: _____

_____ _____
Individually Individually

**FRANCHISOR:**
**GREAT CLIPS, INC.**

By: _____ Date: _____
Its: _____

# EXHIBIT P

## State Agencies and Agents for Service of Process

# STATE AGENCIES AND AGENTS FOR SERVICE OF PROCESS

| STATE | STATE ADMINISTRATOR~~/AGENT~~ | ~~ADDRESS~~AGENT FOR SERVICE OF PROCESS |
|---|---|---|
| California | California Department of Financial Protection and Innovation<br>2101 Arena Boulevard<br>Sacramento, CA 95834<br>(866) 275-2677 (Toll Free) | ~~320 West 4th Street, Suite 750~~<br>~~Los Angeles~~C T Corporation System<br>330 N. Brand Blvd, Ste 700<br>Glendale, CA ~~90013-2344~~91203<br>~~1-866-275-2677~~ |
| Hawaii<br>~~(State Administrator)~~ | ~~Commissioner of Securities~~<br>Dept. of Commerce and Consumer Affairs<br>Business Registration Division<br>Securities Compliance Branch<br>335 Merchant Street, Room 205<br>Honolulu, HI 96813<br>(808) 586-2722 | C T Corporation System<br>900 Fort Street Mall, Ste. 1680<br>Honolulu, HI 96813<br><br>and<br><br>Commissioner of Securities<br>Dept. of Commerce and Consumer Affairs<br>Business Registration Division<br>Securities Compliance Branch<br>335 Merchant Street<br>, Room ~~203~~205<br>Honolulu, HI 96813 |
| Illinois | Illinois Attorney General<br>500 South Second Street<br>Springfield, IL 62706<br>(217) 782-4465 | ~~500~~C T Corporation System (Chicago)<br>208 South ~~Second~~LaSalle Street, Suite 814<br>~~Springfield~~Chicago, IL ~~6270~~60604 |
| Indiana<br>~~(State Administrator)~~ | Indiana ~~Securities Commissioner~~Secretary of State<br>Securities Division<br>302 West Washington Street, Room E111<br>Indianapolis, IN 46204<br>(317) 232-6681 | C T Corporation System<br>334 North Senate Avenue<br>~~302 West Washington Street, Room E111~~<br>Indianapolis, IN 46204-1708 |
| ~~Indiana (Agent)~~ | ~~Indiana Secretary of State~~ | ~~302 West Washington Street, Room E018~~<br>~~Indianapolis, IN 46204~~ |
| Maryland<br>~~(State Administrator)~~ | Office of the Attorney General<br>Division of Securities<br>200 St. Paul Place<br>Baltimore, MD 21202-2020<br>(410) 576-6360 | ~~200 St. Paul Place~~<br>~~Baltimore~~The Corporation Trust Incorporated<br>2405 York Road, Suite 201<br>Lutherville Timonium, MD ~~21202-2020~~21093 |
| ~~Maryland (Agent)~~ | ~~Maryland Securities Commissioner~~ | ~~200 St. Paul Place~~<br>~~Baltimore, MD 21202-2020~~ |
| Michigan | Michigan Department of Attorney General<br>Consumer Protection Division<br>G. Mennen Williams Building, 1st Floor<br>525 West Ottawa Street<br>Lansing, MI 48913<br>(517) 373-7117 | C T Corporation System<br>40600 Ann Arbor Road East, Suite 201<br>Plymouth~~G. Mennen Williams Building, 1st Floor~~<br>~~525 West Ottawa Street~~<br>~~Lansing~~, MI ~~4893~~48170 |
| Minnesota | ~~Commissioner of Commerce~~<br>Minnesota Department of Commerce<br>85 7th Place East, Suite 280<br>St. Paul, MN 55101-2198<br>(651) 539-1600 | C T Corporation System Inc.<br>1010 Dale Street North<br>Saint~~85 7th Place East, Suite 280~~<br>~~St.~~ Paul, MN ~~55101-2198~~55117 |
| New York<br>~~(State Administrator)~~ | NYS Department of Law<br>Investor Protection Bureau<br>28 Liberty Street, 21st Floor | C T Corporation System<br>28 Liberty Street~~, 21st Floor~~<br>New York, NY 10005 |

| STATE | STATE ADMINISTRATOR~~/AGENT~~ | ~~ADDRESS~~AGENT FOR SERVICE OF PROCESS |
|---|---|---|
| | New York, NY 10005<br>(212) 416-8222 | ~~212-416-8222~~ |
| ~~New York<br>(Agent for Service)~~ | ~~New York Secretary of State~~ | ~~One Commerce Plaza<br>99 Washington Avenue, 6th Floor<br>Albany, NY 12231-0001<br>518-473-2492~~ |
| North Dakota | North Dakota Securities Department<br>600 East Boulevard Avenue<br>State Capitol, Fourteenth Floor, Dept. 414<br>Bismarck, ND 58505-0510<br>(701) 328-4712 | ~~600 East Boulevard~~C T Corporation System<br>120 West Sweet Avenue<br>~~State Capitol, Fifth Floor~~<br>Bismarck, ND ~~58505-0510~~58504<br>~~(701) 328-4712~~ |
| Rhode Island | ~~Director,~~ Department of Business Regulation~~,~~<br>Securities Division<br>1511 Pontiac Avenue<br>Building 69-1<br>Cranston, RI 02920<br>(401) 222-3048 | C T Corporation System<br>450 Veterans Memorial Parkway, Suite 7A<br>East Providence~~1511 Pontiac Avenue<br>Building 69-1<br>Cranston~~, RI ~~02920~~02914 |
| South Dakota | Department of Labor and Regulation<br>Division of Insurance – Securities Regulation<br>124 S. Euclid, Suite 104<br>Pierre, SD 57501<br>(605) 773-3563 | C T Corporation System<br>319 South Coteau Street<br>~~124 S. Euclid, Suite 104~~<br>Pierre, SD 57501 |
| Virginia<br>~~(State Administrator)~~ | 1300 East Main Street, 9th Floor<br>Richmond~~State Corporation Commission<br>Division of Securities and Retail Franchising~~, VA 23219<br>(804) 371-9051 | C T Corporation System<br>4701 Cox Road, Suite 285<br>Glen Allen~~1300 East Main Street, 9th Floor<br>Richmond~~, VA ~~23219~~<br>~~804-371-9051~~23060-6802 |
| ~~Virginia<br>(Agent)~~ | ~~Clerk of the State Corporation Commission~~ | ~~1300 East Main Street, 1st Floor<br>Richmond, VA 23219-3630~~ |
| Washington<br>~~(State Administrator)~~ | Department of Financial Institutions<br>Securities Division<br>**PO Box 41200**<br>**Olympia, WA 98507**<br>**(360) 902-8760** | ~~**PO Box 9033**~~<br>C T Corporation System<br>711 Capitol Way S, Suite 204<br>Olympia, WA ~~**98507**~~98501<br>~~**360-902-8760**~~ |
| ~~Washington<br>(Agent for Service)~~ | ~~Department of Financial Institutions<br>Securities Division~~ | ~~**150 Israel Road SW<br>Tumwater, Washington 98501**~~ |
| Wisconsin | Department of Financial Institutions<br>Division of Securities<br>4822 Madison Yards Way, North Tower<br>Madison, WI 53705<br>(608) 261-2139 | |

C T Corporation System
301 S. Bedford Street, Suite 1
Madison, WI 53703

# EXHIBIT Q

## 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.**~~

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 ~~Personal Data~~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 ~~govern~~apply to the ~~collection, retention, processing, or disclosure~~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 (MTCDPA), Iowa Consumer Data Protection Act (ICDPA), New Jersey Data Privacy Law, New Hampshire Data Privacy Act, Oregon Consumer Privacy Act (OCPA), Delaware Personal Data Privacy Act (DPDPA), Texas Data Privacy and Security Act (TDPSA), 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

~~1.3.~~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.

~~1.4.~~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~~, as it pertains to the Relationship~~.

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 ~~to~~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. ~~Franchisee shall inform GCI without~~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~~ 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. ~~4.1 Unless expressly permitted by Data Privacy Laws, and except for the specific business purpose as directed by GCI and as specified in Exhibit B of this Addendum,~~ 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. ~~4.2~~ Franchisee will not sell, share, make available or otherwise disclose any GCI Personal Data to any third party;
   4.4. ~~4.3~~ 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. ~~4.4~~ Franchisee will delete any GCI Personal Data at GCI's direction ~~unless such GCI Personal Data is subject to an exception under applicable law; and~~;
   4.6. ~~4.5~~ 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, ~~or~~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.** ~~If Franchisee or GCI becomes aware of a breach of security that resulted in any unauthorized access, use, disclosure, or loss of, lost access to, or inability to account for any Personal Data or Processing activities that affect the Relationship, such party shall provide reasonable support to the other party to fulfill its~~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.

~~9.~~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.** | **[Franchisee]** |
|---|---|
| Signature: _____ | Signature: _____ |
| Printed Name: | Printed Name: _____ |
| Title: | Title: _____ |
| Date: _____ | 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 ~~customer~~ Personal Data, including, but not limited to:

- First Name
- Last name
- Address – street – apartment – zip – city – state
- Phone number
- Birthday
- Gender

3. The duration of the Processing: For the term of the Agreements.

# EXHIBIT R

## 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 | Pending |
| Hawaii | Pending |
| Illinois | March 29, 2024 |
| Indiana | March 29, 2024 |
| Maryland | Pending |
| Michigan | March 29, 2024 |
| Minnesota | Pending |
| New York | March 29, 2024 |
| North Dakota | Pending |
| Rhode Island | Pending |
| South Dakota | Pending |
| Virginia | Pending |
| Washington | Pending |
| Wisconsin | March 29, 2024 |

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 P. We authorize the respective parties identified on Exhibit P to receive service of process for us in the particular state.

Issuance Date: March 29, 2024

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, 2024, 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) Automated Clearing House Authorization; N) Franchise Application Questionnaire; O) State Addenda; P) State Agencies and Agents for Service of Process; Q) Data Processing Addendum; R) SBA Addendum.

| | |
|---|---|
| Prospective Franchisee<br>Individual: | Prospective Franchisee<br>Individual: |
| _____<br>Signature | _____<br>Signature |
| _____<br>Print Name | _____<br>Print Name |
| _____<br>Date | _____<br>Date |
| Prospective Franchisee<br>Individual: | Prospective Franchisee<br>Individual: |
| _____<br>Signature | _____<br>Signature |
| _____<br>Print Name | _____<br>Print Name |
| _____<br>Date | _____<br>Date |

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| | |
|---|---|
| Prospective Franchisee<br>Individual: | Prospective Franchisee<br>Individual: |
| _____<br>Signature | _____<br>Signature |
| _____<br>Print Name | _____<br>Print Name |
| _____<br>Date | _____<br>Date |
| Prospective Franchisee<br>Individual: | Prospective Franchisee<br>Individual: |
| _____<br>Signature | _____<br>Signature |
| _____<br>Print Name | _____<br>Print Name |
| _____<br>Date | _____<br>Date |