

## FRANCHISE DISCLOSURE DOCUMENT



Roosters MGC International, LLC  
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Minneapolis, MN 55416  
(952) 947-7777 [www.roostersmgc.com](http://www.roostersmgc.com)  
**FranchiseDevelopment@regiscorp.com**

As a ROOSTERS MEN'S GROOMING CENTER franchisee, you will operate a unique full-service grooming shop that provides personal grooming services primarily to men, including haircuts, under the service mark and trade name ROOSTERS MEN'S GROOMING CENTER.

The total investment necessary to begin operation of a ROOSTERS MEN'S GROOMING CENTER franchise ranges from \$265,690 to \$432,390. This includes \$41,500 to \$43,500 that must be paid to the Franchisor or its affiliates.

The total investment necessary to begin operation of a Roosters franchise under a Development Agreement for development of three Roosters businesses is \$295,690 to \$462,390. This includes \$71,500 to \$73,500 that must be paid to the franchisor or affiliate.

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

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact our corporate office at 3701 Wayzata Boulevard, Suite 600, Minneapolis, MN 55416 or via telephone at (952) 947-7777 or by email at [FranchiseDevelopment@regiscorp.com](mailto:FranchiseDevelopment@regiscorp.com).

The terms of your contract will govern your franchise relationship. Don't rely on the disclosure document alone to understand your contract. Read your entire contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or an accountant.

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

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

**Issuance Date: October 17, 2025, as amended February 1, 2026**

## How to Use This Franchise Disclosure Document

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

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

## What You Need to Know about Franchising *Generally*

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

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

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

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

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

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

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

### Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling 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 G.

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

## Special Risks to Consider About *This Franchise*

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

1. **Out-of-State Dispute Resolution.** The franchise agreement and development 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.
3. **Spousal Liability.** Your spouse must sign a document that makes your spouse liable for all financial obligations under the franchise agreement even though your spouse has no ownership interest in the franchise. This guarantee will place both your and your spouse's marital and personal assets, perhaps including your house, at risk if your franchise fails
4. **Financial Condition.** The Franchisor's financial condition as reflected in its financial statements (see Item 21) calls into question the Franchisor's financial ability to provide services and support to you.

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.

**THE FOLLOWING APPLIES ONLY TO TRANSACTIONS GOVERNED BY  
THE MICHIGAN FRANCHISE INVESTMENT LAW**

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 franchisee 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.

If the franchisor's most recent financial statements are unaudited and show a net worth of less than \$100,000, the franchisor shall, at the request of a franchisee, arrange for the escrow of initial investment and other funds paid by the franchisee until the obligations to provide real estate, improvements, equipment, inventory, training, or other items included in the franchise offering are fulfilled. At the option of the franchisor, a surety bond may be provided in place of escrow.

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.

Any questions regarding this notice should be directed to:

State of Michigan Consumer Protection Division  
Attention: Franchise  
670 G. Mennen Williams Building  
525 West Ottawa  
Lansing, Michigan 48909  
Telephone: (517) 373-7117

Despite subparagraph (f) above, Roosters intends to enforce fully the provisions of the arbitration sections contained in its Franchise Agreement and Development Agreement. Roosters believes that subparagraph (f) is unconstitutional and cannot preclude it from enforcing its arbitration section. You acknowledge that Roosters will seek to enforce that section as written.

**ROOSTERS MEN'S GROOMING CENTER**

**FRANCHISE DISCLOSURE DOCUMENT**  
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**EXHIBITS:**

- A. Financial Statements and Guarantee of Regis Corporation
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## **ITEM 1**

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

#### **The Franchisor**

The Franchisor is Roosters MCG International, LLC, a Michigan limited liability company, which will be referred to as “we”, “us”, or “Roosters” in this Franchise Disclosure Document. We will refer to the person who buys the franchise as “you” throughout this Franchise Disclosure Document. If the franchisee is a corporation, partnership or limited liability company, certain provisions of the Franchise Agreement will also apply to the owners and will be noted.

Roosters is a Michigan limited liability company that was formed on April 10, 2009, and is a wholly owned subsidiary of The Barbers, Hairstyling for Men & Women, Inc., a Minnesota corporation (“The Barbers”). On July 1, 2011, The Barbers acquired a controlling interest in us and subsequently acquired the remaining interest through a series of transactions that occurred in December 2020. We do business under the name “Roosters” and/or “Roosters Men’s Grooming Center”. We do not do business under any other name. Our principal business address is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. Our agents for service of process are disclosed in Exhibit G of this disclosure document. As of June 30, 2025, there were 69 franchised and 1 company-owned Roosters shops.

We first began offering and selling franchises on October 1, 2009. We do not own or operate any business of the type you will be operating. We have not offered franchises in any other line of business. Additionally, we do not engage in any other business activities outside of the Roosters System.

#### **Our Parents, Predecessors and Affiliates**

##### **a. Supercuts, Inc. (“Supercuts”)**

Supercuts, Inc. is a Delaware corporation established on July 9, 1987, and is a wholly-owned subsidiary of Regis Corporation, a Minnesota corporation (“Regis”). Regis is a publicly-held company on the Nasdaq trading under the symbol “RGS.” The principal business address for Supercuts and Regis is 3701 Wayzata Boulevard, Suite 500, Minneapolis, Minnesota 55416. Supercuts is the parent company of Supercuts Corporate Shops, Inc., a Delaware corporation and wholly-owned subsidiary of Supercuts (“SCSI”). SCSI also owns and operates Supercuts Salons since its formation in October 1996. In December 2024, Regis Corporation acquired all of the assets of Super C Group, LLC, (“Super C”) d/b/a Alline Salon Group, which included 108 Supercuts. Neither Supercuts, Supercuts Corporate Shops, Inc, nor Super C has other business activities. The principal business address for Supercuts, SCSI and Super C is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. As of June 30, 2025, there were 3 Supercuts Salons operated by SCSI, 97 Super C salons and 1,701 franchised Supercuts Salons.

Supercuts has operated, either directly or through SCSI, one or more Supercuts Salons since September 1987. Supercuts began offering Supercuts franchises in January 1988. Supercuts has not offered franchises in any other line of business.

In September 2023, Franchisor opened and began operating two (2) hair salons under the name Supercuts Select™. These Supercuts Select salons are a new concept. They currently are not offered as franchises, but Franchisor may offer them as franchises in the future.

**b. The Barbers, Hairstyling for Men & Women, Inc.**

Regis acquired The Barbers Hairstyling for Men & Women, Inc., a Minnesota corporation, through a merger on May 20, 1999 (“The Barbers”). The Barbers’ principal business address is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. The Barbers does business under the names *Cost Cutters*®, *The Barbers*, *City Looks*®, *Smartstyle*®, and *Holiday Hair*®. Following its incorporation in 1968, The Barbers established a chain of company-owned, full-service hairstyling businesses throughout the United States under the name *The Barbers, Hairstyling for Men & Women Inc.*®. In 1970, The Barbers began franchising hairstyling businesses under the names “*The Barbers*” and *The Barbers, Hairstyling for Men & Women Inc.*. The Barbers began franchising “*City Looks*® *By The Barbers*” hairstyling businesses in 1987, and subsequently changed the name to “*City Looks*® *Salon*” in 1991 and *City Looks Salons International*® in 1993). *The Barbers, City Looks*® *By The Barbers*, and *City Looks Salons International* businesses provide men, women, and children with high fashion, full-service hair care, including shampooing, conditioning, hairstyling, and other hair care services, however, they do not offer hair care services on an item-by-item basis. As of June 30, 2025, The Barbers had 2 *City Looks* Salons franchises and no company-owned *City Looks* Salons.

The Barbers developed and began selling franchises for the *Cost Cutters*® hairstyling system in 1982 (“Cost Cutters”). As of June 30, 2025, The Barbers had 369 *Cost Cutters*® franchises, 65 of which are located in Walmarts, and Regis Corp., a Minnesota corporation and a wholly-owned subsidiary of Regis (“Regis Corp.”), operated no company-owned *Cost Cutters* business. In December 2024, Regis Corporation acquired all of the assets of Super C Group, LLC, (“Super C”) d/b/a Alline Salon Group, which included 81 *Cost Cutters* salons. As of June 30, 2025, Super C Group, LLC, (“Super C”) d/b/a Alline Salon Group operated 76 *Cost Cutters* salons. Regis Corp.’s and Super C’s principal business address is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. Some *Cost Cutters* salons operate in Wal-Mart® stores and Wal-Mart® Supercenters in the United States, similar to *Smartstyle* (see explanation below). Regis first operated *Cost Cutters*® salons in 1999, though they were franchised beginning in 1982 by what is now Regis’ wholly-owned subsidiary and affiliate, The Barbers (discussed below).

In 2016, The Barbers began franchising *Smartstyle* in salons located inside of Wal-Marts in the United States. As of June 30, 2025, there are 911 franchised *Smartstyle*® salons. All *Cost Cutters* and *Smartstyle* salons are value-priced, family-oriented hair care salons.

In 2016, The Barbers began franchising “*BSO Beauty Supply Outlet*” and *BSO Beauty Supply Express Outlet*® in the United States. As of June 30, 2025, The Barbers had 10 franchised *BSO Beauty Supply Outlet* stores in the United States (“*BSO Beauty Supply Outlet*”).

In approximately 2018, The Barbers began franchising *Holiday Hair*® salons in the United States (“*Holiday Hair*”). In December 2024, Regis Corporation acquired all of the assets of Super C Group, LLC, (“Super C”) d/b/a Alline Salon Group, which included 125 *Holiday Hair* salons. As of June 30, 2025, The Barbers had no franchised *Holiday Hair* salons in the United States.

The Barbers has never operated Roosters Shops or offered franchises in any other lines of business than those previously stated.

**c. Regis Corporation**

Regis Corporation, a Minnesota corporation and our parent company, also owns hairstyling salons that sell products and offer hair care services primarily under the trademarks *Regis*®, *Mastercuts*®, *Smartstyle*®, and *Hair Masters*®, each of which is discussed below.

In 1963, Regis started *Regis Hairstylists* salons, later changed to *Regis Salons*. Regis and/or its subsidiaries began operating what it refers to as “Strip Center” salons in 1987. Starting in 1988, Regis franchised the Strip Center salons that offer affordable hair care primarily as Supercuts Salons or under the trademarks *Cost Cutters*®, *Pro-Cuts*®, *Borics*®, *CoolCuts 4 Kids*®, *Famous Hair*®, *Hairmasters*®, and “*Head Start Hair Care Salons*”. Regis also started operating *Regis*® salons, in or about 1985, as well as operating *Mastercuts*® salons. Both Regis and Mastercuts salons are full-service, mall-based salons. As of June 30, 2025, Regis operated 1 Regis salon, franchised 2 Regis salons, franchised 1 Mastercuts salon, franchised 22 Pro-Cuts salons, franchised 2 Famous Hair salons and franchised no Head Start salons. See discussion below for information regarding Cost Cutters, Borics and CoolCuts 4 Kids salons.

Regis began operating *Smartstyle*® salons in 1996 (“Smartstyle”). As of June 30, 2025, Regis owned no Smartstyle salons, which are value-priced, family-oriented hair care salons that operate in Wal-Mart® stores and Wal-Mart® Supercenters in the United States.

In 1996, Supercuts’ affiliate Regis Corp. developed and began operating salons under the name *Progressions*®. Progressions is a premier salon concept that provides hair care and other beauty services. Regis Corp. operated 5 Progressions Salons, the last of which closed in 2018. Regis Corp. did not operate any other Progressions Salons. Regis Corp. is contemplating opening 2 new Progressions by December 31, 2026, which will be corporately operated. Salons under the name Progressions were not and are not sold as franchises.

On January 5, 1999, Regis Corporation, our parent company, acquired the common stock of Hair Masters Services, Inc., a Washington corporation that began operating *Hair Masters*® shops in January 27, 1984 (“Hair Masters”). Regis then assigned its interest in Hair Masters to The Barbers. As of June 30, 2025, The Barbers owned and operated no Hair Masters locations and franchised 36 Hair Masters locations.

On June 21, 2002, Regis acquired the stock of Dorbar, Ltd., a limited company that began operating salons under the name *BoRics*® Hair Care Salons in approximately 1992 (“BoRics”). Regis then assigned its interest to The Barbers. As of June 30, 2025, there were 1 franchised BoRics Hair Care Salons Regis operated 1 BoRics.

On February 10, 2009, Supercuts' affiliate, Regis Corp., acquired substantially all assets of Cool Cuts 4 Kids, Inc., including the *Cool Cuts 4 Kids*® trademark, system and salons, which began operating in 1998 (“Cool Cuts 4 Kids”). As of June 30, 2025, Regis Corp. owned and operated no Cool Cuts 4 Kids salon.

Regis has never ever operated or franchised salons or offered franchises in any other lines of business than those previously stated.

#### **d. CutCo Acquisition Corp (“CAC”)**

On March 9, 2000, CAC acquired the assets of CutCo Salons, Inc., a Minnesota corporation, the owner of the trademarks *Haircrafters*® (“Haircrafters”) and *Great Expectations*® (“Great Expectations”) and franchise system. Great Expectations salons were first franchised in 1974, and Haircrafters salons were first franchised in 1961, in each case by CutCo Salons' predecessors.

Haircrafters salons offer price conscious clientele quality hair care services at value prices. Great Expectations salons are designed to appeal to a fashion conscious clientele at prices approximately 30% higher than Haircrafters salons. CAC is a wholly-owned subsidiary of Regis and CAC's principal business address is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. As of June 30, 2025, CAC had 2 Haircrafters® and no Great Expectations® franchises in the United States. CAC does not intend to open or franchise new Great Expectations® or Haircrafters® salons. CAC has never operated or franchised Supercuts Salons or offered franchises in any other lines of business.

**e. RPC Acquisition Corp. (“RPC”)**

In May 2003, RPC, a wholly-owned subsidiary of Regis and a Minnesota corporation, acquired the assets of Pro-Cuts Franchise Corporation. Pro-Cuts Franchise Corporation and its predecessors developed the *Pro-Cuts*® trademark and business system for *Pro-Cuts*® salons in May 1982 (“Pro-Cuts”). Pro-Cuts Franchise Corporation started franchising Pro-Cuts salons in 1999. As of June 30, 2025, there were 20 franchised Pro-Cuts salons in operation. There are no corporate-owned or operated Pro-Cuts salons. RPC's principal business address is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416.

On February 26, 2011, RPC opened the first sports-themed Pro-Cuts hair care and product salon (referred to as “Pro-Cuts Sports”), which is a different concept from the original Pro-Cuts concept described above (“Pro-Cuts Classic”). The Pro-Cuts Sports salon uses a different stylized Pro-Cuts logo and trade dress and has different product and service offerings from Pro-Cuts Classic salons. RPC began offering franchises for Pro-Cuts Sports hair care and product salons in May 2011. As of June 30, 2025, there were no company-owned and 2 franchised Pro-Cuts Sports hair care and product salons.

RPC has never operated or franchised Supercuts Salons or offered franchises in any other lines of business.

**f. First Choice Haircutters, Ltd. (“First Choice Canada”)**

First Choice Canada is a Nova Scotia limited company formed on July 1, 2001, and a wholly owned subsidiary of Regis Holdings (Canada) Ltd., a Nova Scotian limited liability company that is a wholly owned subsidiary of Regis (“Regis Holdings (Canada)”). The principal business address of First Choice Canada is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. First Choice Canada owns the marks and franchise system for *First Choice Haircutters*® salons in Canada. First Choice Canada and/or its predecessors began offering First Choice Haircutters® franchises in July 1980. As of June 30, 2025, there was 1 First Choice Canada-owned salons in Canada, no First Choice corporate salons in the United States, and 303 First Choice franchised salons in Canada, 2 of which are located in Walmarts. First Choice Canada has never operated or franchised Supercuts Salons or offered franchises in any other lines of business.

**g. Magicuts Ltd. (“Magicuts”)**

Magicuts is a Nova Scotian limited company formed on July 1, 2009, and a wholly owned subsidiary of Regis Holdings (Canada). Its principal business address is the same as First Choice Canada. From 2001 through June 30, 2009, *Magicuts*® salons were franchised in Canada by Regis Cuts Acquisition Corporation, an affiliate of Supercuts and a subsidiary of Regis as well as the predecessor of Magicuts. Magicuts owns, operates, and franchises Magicuts salons in

Canada. As of June 30, 2025, there were no corporate-owned Magicuts salons and 62 franchised Magicuts salons in Canada. Magicuts has never operated or franchised Supercuts Salons or offered franchises in any other lines of business.

#### **h. Regis Holdings (Canada) Ltd.**

Regis Holdings (Canada) was formed on July 1, 2009, then merged with Regis Hairstylists, Ltd. which was acquired by Regis on July 10, 2007. Regis Hairstylists, Ltd. owned the “*Beauty Supply Outlet*” franchise system in Canada. The principal business address of Regis Holdings (Canada) is 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. Regis Holdings (Canada) Ltd. franchises and operates the Supercuts salons, Hairmasters salons, Smartstyle salons and Beauty Supply Outlet stores in Canada. As of June 30, 2025, there were 10 franchised Supercuts in Canada, no company-operated Supercuts in Canada, no franchised Hairmasters in Canada, no company-operated Hairmasters in Canada, 72 franchised Smartstyles in Canada, no company-operated Smartstyles in Canada, no company-operated Beauty Supply Outlet stores and 26 franchised Beauty Supply Outlet stores in Canada. Regis Holdings (Canada) Ltd. has never offered franchises in any other lines of business.

### **The Franchise**

Roosters grants franchises to qualified individuals and business entities develop and operate retail hair care establishments identified principally by the *ROOSTERS®* and *ROOSTERS MEN'S GROOMING CENTER®* trademarks and that feature personal grooming services primarily for men, including haircuts, shaves and other barbering services provided by a staff of trained, licensed professionals. We call these Shops “Roosters Shops.” In this disclosure document, we refer to your Roosters Shop as the “Shop.” Roosters Shops operate under the trademarks, service marks, and other commercial symbols we periodically designate (the “Marks”). Roosters’ strategy is to provide consistent, convenient, high quality hair care services and products at low prices. While many other hair care stores offer chemical treatments such as perms, Roosters’ services are generally limited to haircuts, shampoos, blow-drys, and color services. Roosters Shops are conveniently located in strip shopping centers and are designed to create an attractive and appealing atmosphere.

#### **a. The Franchise Agreement**

Each Roosters Shop is operated pursuant to a Franchise Agreement. A copy of our Franchise Agreement is attached as Exhibit B. Under the Franchise Agreement, we grant you the right, and you accept the responsibility, to operate a Roosters. Your Shop must offer the products and services we specify in accordance with the System, and observe the mandatory specifications, standards, operating procedures, and rules we periodically specify for Roosters Shops (collectively, the “Brand Standards”) that we describe in our Operations Manual (together with any other manuals approved for use in the operation of the Roosters, as well as all amendments and updates, the “Manual”). The System includes the operation of establishments that offer haircutting and related services in a specially designed and decorated building with distinctive fixtures, accessories and color scheme.

#### **b. The Development Agreement**

In addition to signing a Franchise Agreement, you must also sign a development agreement under which we grant you the right, and you accept the responsibility, to develop one or more

Roosters Shops in a Designated Market Area (“DMA”). Under the Development Agreement, you must open the agreed-upon number of Roosters Shops (“Minimum Development Quotas”), within specified period of time (“Development Periods”). If you fail to do so, your Development Agreement and Franchise Agreement will either automatically expire or be subject to termination by Roosters, depending on your Shop development commitment (*See* Item 12).

Roosters currently grants development rights for a single shop under the “Single Shop Program”, and grants development rights for three (“3-Shop”), six (“6-Shop”), or multiple shops under the “Fast Start Program”. Previously, Roosters permitted Franchisees to develop multiple locations in a DMA without signing a Development Agreement and granted rights under the Expansion Policy discussed in Items 11 and 12. If you acquire the right to develop just one Roosters Shop, you will sign the Development Agreement and a Franchise Agreement for that Roosters Shop at the same time. If you acquire 3-Shop or 6-Shop development rights under the Fast Start Program, you will concurrently sign the Development Agreement and the Franchise Agreement for the first Shop to be developed. You sign Roosters' then current standard Franchise Agreement, which may differ from the Franchise Agreement attached to this disclosure document, for each subsequent Roosters Shop you open according to the Development Agreement.

### **Competitors**

The retail hair salon and barbering market is well-developed, high-fragmented, competitive and is not seasonal. Your competitors include other retail hair care and barbering establishments providing similar services and product lines. Competitors may include any of the establishments previously discussed that are owned, operated, or franchised by Regis or any of Roosters' other affiliates. In nearly every area in which we operate has a salon and competitors offering similar hair care services and products at similar prices. We face competition from chains, such as Great Clips, Fantastic Sams, Sport Clips and Ulta Beauty, independent-owned barbershops, salons, department store salons located within malls, in-home hair services, booth rentals and blow dry bars, as well as other franchise organizations outside of the hair salon industry competing for franchisees. You will compete with all these operations to obtain the services of skilled employees.

### **Industry-Specific Regulations**

You must comply with all local, municipal, state and federal laws, ordinances, rules and regulations that apply to the operation of your Shop, including health, sanitation, environmental, insurance, discrimination, employment and sexual harassment laws. Health regulations as well as other state and local specific safety and workplace regulations may impact the types of safety training, safety devices and safety equipment you must make available to or be required to offer to your employees. These can vary from jurisdiction to jurisdiction and specific inquiry should be made with your state and local authorities.

Some states regulate barber, cosmetology and personal grooming by statutes with which you must comply. Most locations require a barber cosmetology establishment license and vendor's license in order to operate the business. These licenses must be maintained in good standing. State and local agencies inspect barber and cosmetology establishments to ensure that they comply with these laws and regulations. Depending upon the laws and regulations of the state in which your Shop is located, the barbers or stylists providing haircuts, shaves, and related services may be required to have a current license valid in that state.

Other than the licenses and regulations disclosed in this Item, we are not presently aware of any other regulations or special permits required for you to operate your Shop.

## **ITEM 2** **BUSINESS EXPERIENCE**

### **Directors**

#### **Chairman of the Board of Directors: Susan Lintonsmith (Chair)**

Ms. Lintonsmith became our Chairman of the Board in November 2025. Ms. Lintonsmith was a Director from January 2025 to October 2025. Ms. Lintonsmith is also the Chief Operating Officer of Sphinx Franchise Holdings in Denver, Colorado, and has held that position since November 2022. She was the Chief Executive Officer and Chief Operating Officer for WellBiz Brands in Englewood, Colorado from January 2019 through January 2022.

#### **Director: Michael J. Merriman**

Mr. Merriman became our Director in November 2025. Mr. Merriman was the Chairman of the Board of Directors from November 2024 to November 2025. Mr. Merriman served as Director from October 2011 to October 2024. Prior to that, Mr. Merriman served as a Director of Nordson Corporation August 2008 through February 2018, Director and Audit Committee Chair from February 2012 through February 2018, and as its Chairman of the Board beginning in February 2018. Prior to that, Mr. Merriman was a Director and Nominating & Corporate Governance Committee Chair of OMNOVA Solutions Inc. from June 2008 through June 2020, and a Director of Invacare Corporation from May 2014 through May 2018.

#### **Director: Lockie Andrews**

Ms. Andrews became our Director in September 2021. Ms. Andrews has also been a board member of Crypto Chicks since February 2022, a board member of Beckway Group since October 2021 and the National Academy of Design since September 2020. Ms. Andrews is also the Co-VP of Programming for the Harvard Business School Club of New York and has held that title since June 2019, as well as the Sector Lead Investments since May 2015. Ms. Andrews was the Head of eCommerce and Digital Operations for Party City from May 2021 through January 2022, the Chief Information Officer and Chief Digital Officer of UNTUCKit from March 2018 through April 2021. Senior Director of Design and Merchandising at PVH from September 2020 through January 2021, and the Interim Chief Marketing Officer of Nora Gardner from July 2016 through February 2017. Ms. Andrews was the Chief Growth Officer of Pura Vida from May 2022 through September 2022. She is currently and has been the CEO of Catalyst Consulting since 2008.

#### **Director: Michael Mansbach**

Mr. Mansbach became our Director in June 2021. He founded Granite Stairway Advisors, LLC in July 2020 and also co-founded Apex Perspectives, LLC in July 2020. Mr. Mansbach was the Board Director of Product Plan from October 2020 through May 2022, was the President of MINDBODY, Inc. from June 2017 through April 2019.

#### **Director: Nancy Benacci**

Ms. Benacci became our Director in May 2023. Ms. Benacci is also of Director of Cincinnati Financial Corporation in Cincinnati, Ohio, and has held that position since August 2020.

## **Officers**

### **Interim President and Chief Executive Officer, Regis Corporation: Jim Lain**

Mr. Lain became Interim President and Chief Executive Officer of Regis Corporation in July 2025. Mr. Lain was Executive Vice President, Brand Operations for us, Regis and the Regis Affiliates from August 2024 to July 2025. Mr. Lain became President of Franchise Operations for us, Regis and the Regis Affiliates in December 2021. He was and Chief Operating Officer, for us, Regis and the Regis Affiliates from December 2021 to August 2024. He was the Executive Vice President and Chief Operating Officer for us, Regis and the Regis Affiliates from October 2021 to December 2021. He was President of Portfolio Salons for us, Regis and the Regis Affiliates from December 2020 to October 2021. From November 2013 to July 2020, Mr. Lain was Chief Operating Officer, Regis in Minneapolis, MN.

### **Executive Vice President and Chief Financial Officer, Regis Corporation: Kersten Zupfer**

Ms. Zupfer became Executive Vice President and Chief Financial Officer for us, Regis and the Regis Affiliates in Minneapolis, MN in November 2019. Ms. Zupfer also became a Director for First Choice Canada, Magicuts and Regis Holdings (Canada) in November 2019. From December 2017 to November 2019, Ms. Zupfer was Senior Vice President and Chief Accounting Officer of Regis.

### **Executive Vice President, Technical Education and Merchandising: James Suarez**

Mr. Suarez became Executive Vice President, Technical Education and Merchandising in August 2024. Mr. Suarez was the Executive Vice President, Merchandising and Education for us, Regis and the Regis Affiliates from August 2023 to August 2024. He was the Senior Vice President, Merchandising and Education for us, Regis and the Regis Affiliates from February 2022 to August 2023. He was the Vice President, Merchandising and Education for us, Regis and the Regis Affiliates from October 2021 to February 2022. From August 2017 to October 2021, Mr. Suarez was Vice President, Education of Regis.

### **Senior Vice President, Marketing, Regis Corporation: Michelle DeVore**

Ms. DeVore became Senior Vice President, Marketing for us, Regis and the Regis Affiliates in September 2022. From November 2019 to August 2022, Ms. DeVore was Vice President, Customer Experience of European Wax Center, Inc. in Plano, TX. From September 2019 to November 2019, she was Director, Digital Media for Blucora, Inc. in Irving, TX and from October 2017 to February 2019, she was Vice President, e-Commerce Marketing of Aerus, Holdings LLC in Dallas, TX.

### **Senior Vice President, Franchise Operations: Keelee MacDonald**

Ms. MacDonald became Senior Vice President, Franchise Operations for us, Regis and the Regis Affiliates in February 2026. Ms. MacDonald was an Operations Consultant for us, Regis and the Regis Affiliates, from July 2025 to January 2026. Ms. MacDonald was Vice President, Franchise Operations for us, Regis and the Regis Affiliates from December 2020 to August 2024.

Ms. MacDonald was Vice President, Field Operations for us, Regis and the Regis Affiliates from November 2014 to December 2020.

Vice President, Financial Planning & Analysis: Bret Swenson

Mr. Swenson became the Vice President, Financial Planning & Analysis for us, Regis and the Regis Affiliates in February 2020. He was the Associate Vice President Financial Planning & Analysis for us, Regis and the Regis Affiliates from September 2017 to February 2020.

Vice President, Corporate Operations: Adrian Shayota

Mr. Shayota became the Vice President, Corporate Operations for us, Regis and the Regis Affiliates in December 2024. He was the Director of Operations – Chief of Staff for Super C Group, LLC, from July 2018 to December 2024.

Head of Canadian Brand & Real Estate: Jordana Hennigan

Ms. Hennigan became Head of Canadian Brand & Real Estate for us, Regis and the Regis Affiliates in September 2024. Ms. Hennigan was the Vice President Operations & Real Estate Canada for us, Regis and the Regis Affiliates from February 2023 to September 2024. She was Senior Director Real Estate, Franchising & Business Development for us, Regis and the Regis Affiliates from February 2022 to February 2023 and our Director of Real Estate for Canada from February 2013 to January 2022.

Head of Brand for Smartstyle & Roosters: Nathan Chiantella

Mr. Chiantella became Head of Brand for Smartstyle & Roosters for us, Regis and the Regis Affiliates in November 2024. Mr. Chiantella was the Senior Director, Development & Analytics for Subway from August 2022 to February 2024. He was the Director, Market Integration, for Subway from March 2020 to July 2022. He was Director, Business Operations, for Carrols Corporation from May 2018 to December 2019.

Vice President, Human Resources: Kelly Webb

Ms. Webb became the Vice President, Human Resources for us, Regis and the Regis Affiliates in April 2021. Prior to that, she was the Associate Vice President of Compensation and Benefits for us, Regis and the Regis Affiliates from December 2017 to March 2021.

Vice President, Information Technology: Lori Southwick

Ms. Southwick became the Vice President, Information Technology for us, Regis and the Regis Affiliates in November 2019. She was the Associate Vice President, Information Technology from September 2013 to October 2019 for us, Regis and the Regis Affiliates.

**Persons With Management Responsibility**

The following individuals are not officers but are persons who will have management responsibility relating to the sale or operation of franchises offered by this document.

Associate Vice President, Franchise Legal: Cynthia Clark

Ms. Clark became the Associate Vice President, Franchise Legal for us, Regis and the Regis Affiliates in April 2022. Ms. Clark was Of Counsel for Bochetto & Lentz, P.C. in Philadelphia, PA from May 2019 to April 2022. She was General Counsel of Full Spectrum Processing in Philadelphia, PA from October 2018 to April 2019 and was an Attorney with Ladov Law Firm, P.C., in Philadelphia, PA from January 2016 to September 2018.

Corporate Counsel and Real Estate: Alexis LeJeune

Ms. LeJeune became Corporate Counsel, Real Estate for us, Regis and the Regis Affiliates in August 2023. Ms. LeJeune was an Associate at Critchfield, Critchfield & Johnston, Ltd. in Wooster, OH from October 2019 to August 2023.

Senior Manager, Franchise Development: Michael D’Arezzo

Mr. D’Arezzo became Senior Manager, Franchise Development for us, Regis and the Regis Affiliates in December 2025. Mr. D’Arezzo was Director, Franchise Development for Altitude Trampoline Parks from May 2024 to April 2025. He was Director, Global Franchise Development for Sprinkles Cupcakes from August 2022 to June 2023. He was Franchise Director, US Business for BrewDog USA from November 2021 to July 2022. He was a Consultant for Office Pride from January 2021 to June 2022.

Development Manager: Michael Steinhofner

Mr. Steinhofner became the Development Manager for us, Regis and the Regis Affiliates in April 2023. He was Acquisition & Franchising Manager for us, Regis and the Regis Affiliates from February 2022 to April 2023 and Acquisition Manager for us from November 2014 to January 2022.

Franchise Transactions Manager: Deborah Puchalla

Ms. Puchalla became the Franchise Transactions Manager for us, Regis and the Regis Affiliates in December 2020. She was a contractor through Robert Half for us, Regis and the Regis Affiliates from October 2018 to December 2020. From December 2003 to June 2018, she was a Sr. Franchise Paralegal for Buffalo Wild Wings in Minneapolis, MN.

**ITEM 3**  
**LITIGATION**

**Current Matters**

*Supercuts, Inc. v. Mohamed Aboukoura and iEndeavor, LLC* (AAA Case No. 01-21-0000-3502, filed January 26, 2021). This case was a collections matter against a franchisee; the franchisee asserted counterclaims for violation of the Virginia Franchising and Consumer Protection Acts, the Minnesota Franchise Act, and common law fraud claims. The parties have agreed to a resolution and documentation of settlement agreement are in process, with Aboukoura agreeing to pay Supercuts and Regis \$95,000.00.

## **Concluded Matters**

*Supercuts, Inc. v. Scott and Vicki Furber and Dawg Concepts, Inc.*, AAA Case No. 01-21-0000-3512 (Filed January 26, 2021). Supercuts filed an arbitration with the American Arbitration Association (“AAA”) against Scott and Vicki Furber and Dawg Concepts, Inc. (collectively, “Furber”), for past due royalties, advertising fund contributions and rent in the amount of \$656,725.96. Furber filed counterclaims against Supercuts violation of Virginia Franchising and Consumer Protection Acts, the Minnesota Franchise Act, and common law fraud claims of \$556,795. This matter was settled on April 12, 2022, for \$110,000.00 to be paid by Supercuts to Furber.

*Supercuts, Inc. v. Daniel C. Negussie, Grimt Habtermariam, and DnG, LLC*, AAA Case No. 01-21-0000-3507 (Filed January 26, 2021). Supercuts filed an arbitration with the AAA against Daniel C. Negussie, Grimt Habtermariam, and DnG, LLC (collectively, “Negussie”), for past due royalties, advertising fund contributions and rent in the amount of \$105,721.13. Negussie filed counterclaims against Supercuts violation of Virginia Franchising and Consumer Protection Acts, the Minnesota Franchise Act, and common law fraud claims of \$ 458,982. This matter was settled on April 12, 2022, for \$150,000.00 to be paid by Supercuts to Negussie

*Joseph and Elizabeth Sims, Big Hair Salons, LLC v. The Barbers, Hairstyling for Men & Women, Inc.*, AAA Case No. 01-21-0001-9146 (filed February 16, 2021). A Smartstyle franchisee (“Franchisee”) and its owners (collectively with the Franchisee, the “Sims”) filed an arbitration with the AAA against The Barbers, Hairstyling for Men & Women, Inc. , Regis Corporation, and Regis Corp. (collectively, the “Regis Entities”) alleging the Regis Entities made material misrepresentations and omissions to induce Franchisee to enter into area development agreements, franchise agreements, asset purchase agreements, subleases, and related agreements surrounding Franchisee’s purchase of nine (9) Smartstyle salons and that The Barbers, Hairstyling for Men & Women, Inc., breached its contract-in-fact and contract-in-law obligations, as well as violated other statutory and common law duties. the Sims sought rescission and monetary damages. This matter was settled on August 9, 2022, for \$210,000.00 to be paid by The Regis Entities to the Sims.

*Supercuts, Inc. v. Keith and Marie Shaffer, KeiMar LLC, KieMar II LLC, and KeiMar III LLC* (AAA Case No. 01-21-0000-3504, filed January 26, 2021). This case involved a collections matter against franchisee. Franchisee asserted counterclaims for violation of the Virginia Franchising and Consumer Protection Acts, the Minnesota Franchise Act, and common law fraud claims. This matter was settled on June 16, 2022, with Supercuts Inc. and Regis Corporation agreeing to pay the franchisee and its principals \$280,000.00.

*Supercuts, Inc. v. Court Curneen and Quartz, LLC* (AAA Case No. 01-21-0000-3506, filed January 26, 2021). This case was a collections matter against a franchisee. The franchisee asserted counterclaims for violation of the Virginia Franchising and Consumer Protection Acts, the Minnesota Franchise Act, and common law fraud claims. This matter was settled on March 3, 2022, with Supercuts, Inc. and Regis Corporation agreeing to pay the franchisee \$29,500.00.

*Sea Fever Ventures, Inc., John Lovegrove, and Judith Lafleur-Lovegrove v. Regis Corporation and Supercuts, Inc.* (AAA Case No. 01-20-0015-7648, filed November 18, 2020). A Supercuts franchisee and its owners filed an arbitration with the American Arbitration Association (“AAA”) against Regis Corporation (“Regis”) and Supercuts, Inc. (“Supercuts”) alleging Regis and Supercuts violated the Virginia Retail Franchising Act (VRFA), Virginia Consumer Protection Act (VCPA), Minnesota Franchise Act (MFA), and committed common law fraud and negligent misrepresentation by making misrepresentations prior to the franchisee’s execution of the Franchise

Agreement and prior to the execution of the Sublease related to their store's build-out costs, break-even timeline, and financial performance, including illegal financial performance representations outside of Item 19 of the Franchise Disclosure Document, and by failing to disclose their market area's historical performance, and facilitating misleading validation calls and steering the franchisee to contact only certain successful franchisees outside their market, as well as misrepresenting the business as "absentee owner", "recession resistant" "under competitive", and "simple and easy". They further alleged the Franchisor violated the VRFA and MFA by illegally and constructively terminating their franchise by failing to provide adequate assistance and support. The franchisee also alleges that Regis and Supercuts breached the Franchise Agreement and Development Agreement and the implied covenant of good faith and fair dealing contained therein by failing to provide adequate assistance and support for the franchise. The franchisee also claims that Regis and Supercuts breached the Agreement to Mediate and the implied covenant of good faith and fair dealing contained therein by failing to mediate in good faith by failing to bring a business executive with authority to settle the dispute to the mediation. The franchisee seeks to rescind all of their agreements and actual damages, rescission damages in the amount of their investment, damages for uncompensated time, breach of contract damages, and their costs, disbursements, interest, and reasonable attorneys' fees. Regis and Supercuts denied all of the franchisee's allegations defended the arbitration. On November 23, 2021, the Arbitrator issued his final award and found that Supercuts' sale of the franchise to the franchisee violated the FTC Rule, the VRFA, and the VCPA and awarded a total amount to the franchisee of \$1,015,104.83, representing damages for the aforementioned claims, together with interest, attorneys' fees, and costs.

*Propoint Solutions, LLC v. Regis Corporation, Chad Kapadia, et al.* Case No. 3:20-cv-2181-MMC (N.D. Cal. Filed March 31, 2020). The Franchisor's parent, Regis Corporation ("Regis") and Regis's Chief Technology Officer were sued by Regis's point of sale and back office system supplier, ProPoint Solutions, LLC ("ProPoint"), accusing Regis and the other defendants of improperly accessing ProPoint's computer systems by using the credentials of a franchisee of one of Regis's affiliates and misappropriating and improperly using the source code, trade secrets, and copyrighted content related to ProPoint's SuperSalon point-of-sale software in connection with Regis's development of its Opensalon Pro point of sale system in violation of the federal Defend Trade Secrets Act ("DTSA"), 18 U.S.C. § 1836 *et seq.*, the Minnesota Uniform Trade Secrets Act, Minn. Stat. § 325C.01 *et seq.*, and the federal Computer Fraud and Abuse Act, 18 U.S.C. § 1030. In addition, Propoint accused Regis of intentional interference with contractual relations under Minnesota law by causing the franchisee to provide its credentials to Regis in violation of the franchisee's software agreement with Propoint. Propoint sought an order prohibiting Regis and the other defendants from accessing Propoint's servers, replicated databases, or copies of Propoint's proprietary information; restraining Regis and the other defendants from deleting, modifying, or accessing any of Propoint's proprietary information, including its schema and source code, on Regis's and the other defendants computers, devices, systems, and storage devices; restraining Regis and the other defendants from using Propoint's proprietary information, including its schema and source code and otherwise using any knowledge derived from Propoint's proprietary and confidential information; and restraining Regis and the other defendants from any further development of Regis's Opensalon Pro platform. Propoint further sought preliminary and permanent injunctive relief requiring Regis and the other defendants to remove all instances of ProPoint's proprietary information from any and all computer systems in their possession, custody, or control and to permit Propoint to verify such removal; restraining Regis and the other defendants from using any information derived from or developed based on Propoint's proprietary information, including its schema and source code; awarding damages, disgorgement of profits, unjust enrichment damages, and/or a reasonable royalty. Propoint further sought a finding that Regis's and the other defendants actions have been willful, entitling Propoint to exemplary damages of

twice the amount awarded plus attorneys' fees and pre- and post-judgment interest. Regis and Propoint entered into a settlement agreement, effective June 25, 2021, that provided for the dismissal of the lawsuit and set forth a commercial services agreement pursuant to which Propoint would assist in the transfer of Regis's franchised salons, including Supercuts salons, from its point-of-sale system to Regis's salon management system, *Opensalon*® Pro. Under the agreement, Regis expected to pay Propoint between \$3 million and \$5 million over two years in consideration of Propoint's services (the "ProPoint Settlement Agreement"). The ProPoint Settlement Agreement was amended effective June 15, 2022, to require Regis to pay a total of \$2 million to ProPoint by December 10, 2022, provided ProPoint continues to provide transition services through December 31, 2022. The ProPoint Settlement Agreement was again amended effective December 31, 2022, to further extend the term of the Transition Services through March 31, 2023, for payment of \$350,000. The Second Amendment provides Regis the right to extend the Transition Services to June 30, 2023, for an additional payment of \$350,000. The ProPoint Settlement Agreement was again amended effective June 26, 2023, to further extend the term of the Transition Services through September 30, 2023, for payment of \$350,000. The Third Amendment provides Regis the right to extend the Transition Services through December 31, 2023, for \$350,000. Regis has exercised its right provided by the Third Amendment to extend the Transition Services through December 31, 2023. Pursuant to the 4<sup>th</sup> Amendment to Propoint and Regis Agreement for Transition Services, Settlement, and Release of Certain Known and Unknown Claims and the Transition Services Agreement, made effect as of November 30, 2023, Regis and Propoint extended the Transition Services to March 31, 2024.

*David Williams, Shelly Williams, and Look Sharp, LLC v. RPC Acquisition Corp. and Regis Corporation* (AAA Case No. 01-15-0004-2079, filed July 10, 2015); *Scott Carlson, Jacquelyn Carlson, and SKC Concepts, Inc. v. RPC Acquisition Corp. and Regis Corporation* (AAA Case No. 01-15-0004-2072, filed July 13, 2015); *Jason Link and Link JAS, Inc. v. RPC Acquisition Corp and Regis Corporation* (AAA Case No. 01-15-0005-2403, filed October 6, 2015); *Chad Schwinghammer, Andrea Woodley Schwinghammer, and Schwings Centennial Lakes, Inc. v. RPC Acquisition Corp., Regis Corporation, and Pro-Cuts Corporate Shops, Inc.* (AAA Case No. 01-15-0006-0307, filed December 18, 2015); *Kevin Waters, Mary Jane Waters, and Salon Waters, Inc. v. RPC Acquisition Corp. and Regis Corporation* (AAA Case No. 01-16-0001-0283, filed March 25, 2016); and *Jason Ansari and JBJL, LLC v. RPC Acquisition Corp. and Regis Corporation* (AAA Case No. 01-16-0001-7616, filed May 13, 2016). Six Pro-Cuts Sports franchisees and their owners filed separate arbitrations with the American Arbitration Association against RPC Acquisition Corp. ("RPC"), the franchisor of their Pro-Cuts Sports franchises and an affiliate of Supercuts, Inc., each alleging violation of the Minnesota Franchise Act (or Wisconsin Fair Dealership Law), common law fraud, and negligent misrepresentation in RPC's sale to them of their Pro-Cuts Sports franchises, and breach of contract and breach of the implied covenant of good faith and fair dealing in the performance of the Franchise Agreements, and a declaratory judgment as to the invalidity of the appeal provision in the arbitration clause of their Pro-Cuts franchise agreements. Another franchisee also named Pro-Cuts Corporate Shops, Inc., an affiliate of Supercuts, Inc., alleging it breached the purchase agreement between the parties and breached the implied covenant of good faith and fair dealing for that franchisee's purchase of a company-owned store. The franchisees each claimed that during the franchise sales process RPC made illegal financial performance representations and misrepresented the expected growth of the Pro-Cuts brand in Minnesota and nationally, the marketing and advertising RPC would conduct for the Pro-Cuts brand in Minnesota, and the operational and financial services support RPC would provide to the franchisees. The franchisees each sought rescission of their franchise agreements, unspecified restitution damages for the various alleged violations, attorneys' fees and costs, and other relief the arbitrator deemed appropriate. Each of the franchisees also named Regis Corporation ("Regis"), the parent company of both RPC and Supercuts, Inc., in the arbitrations but only in connection with

the alleged violation of the Minnesota Franchise Act. While not asserting that Regis was directly involved in any of the matters triggering the lawsuit or otherwise engaged in misconduct, the franchisees alleged that Regis nonetheless was statutorily liable as a “control person” of RPC. All six of the disputes described previously were settled in March 2017 and April 2017. All the arbitrations were dismissed on April 27, 2017. In return for releases of all claims related to the disputes, franchise agreements, and subleases, Regis and its affiliates paid \$300,000 to Chad and Andrea Schwinghammer and Schwings Centennial Lakes, Inc. and assumed their remaining lease liabilities; \$300,000 to David and Shelly Williams and Look Sharp, LLC; \$215,000 to Scott Carlson, Jacquelyn Carlson and SKC Concepts, Inc.; \$175,000 to Jason Link and Link JAS, Inc. and assumed their remaining lease liabilities; \$115,000 to Kevin and Mary Jane Waters, and Salon Waters, Inc. and assumed their remaining lease liabilities; and \$200,000 to Jason Ansari and JBJL, LLC.

*North Star Solutions, Inc. v. Supercuts, Inc. a Division of Regis, Inc.* (AAA Case No. 01-18-0001-6461, filed May 4, 2018). A Supercuts franchisee filed an arbitration against Supercuts, Inc., the franchisor, and its affiliate, Regis, Inc. (n/k/a Regis LLC), alleging violation of the Minnesota Franchise Act, Minnesota Administrative Rules, Texas Business and Commerce Code, FTC Act, Lanham Act, Sherman Act, Clayton Act, breach of contract, common law fraud, negligent misrepresentation, and the implied covenant of good faith and fair dealing in the marketing, sale, and performance of the franchisee’s franchise opportunity. The franchisee sought a refund of its \$29,500 development fee, plus attorneys’ fees, arbitration costs, and rescission of its development agreement and franchise agreement. Supercuts and Regis denied the allegations and settled the matter in October 2018 without admitting liability by refunding \$25,000 to the franchisee and rescinding franchisee’s development agreement and franchise agreement in return for a release of all claims related to the dispute, the franchise agreement, and the development agreement.

*Delamarter v. Supercuts, Inc.* (Case No. 27-cv-19-19280, Hennepin County District Court, Minnesota). This case was filed as a class action against Supercuts on November 19, 2019, on behalf of Plaintiff and a putative class of consumers who, within the applicable statute of limitations, were allegedly provided a receipt at the point of sale or transaction from a Supercuts-branded salon, where the receipt displayed more than the last five digits of the person’s credit or debit card number (*Christopher Delamarter v. Supercuts, Inc.*, No. 27-CV-19-19280 (District Court, Hennepin County, Minnesota) and *Christopher Delamarter v. Supercuts, Inc.*, No. A22-0448 (Minnesota Court of Appeals)). Prior to initiation of this case, Plaintiff’s counsel had filed another action in another jurisdiction on behalf of a plaintiff named Leslie Cone; that case is no longer pending.

The *Delamarter* case was removed to federal court and proceeded there for roughly 18 months before it was remanded for lack of subject matter jurisdiction because the Plaintiff lacked Article III standing. Plaintiff moved for class certification after remand, which the District Court denied. Plaintiff subsequently sought immediate appellate review of this denial of class certification from both the Minnesota Court of Appeals and Minnesota Supreme Court, which both declined interlocutory review of the decision. During a mediation on January 6, 2023, the Parties reached a settlement that requires third party ProPoint’s insurance carrier, CNA, to pay \$285,000 total, which includes \$5,000 each for Plaintiffs Delamarter and Cone, with the balance being payable to Plaintiff’s counsel. The case has now been dismissed pursuant to the settlement agreement.

### **Rent and royalty collection lawsuits**

None.

Other than these actions, 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 FEES**

**Development Fees and Franchise Fees**

Roosters currently grants single-Shop development rights (the "Single Shop Program") and 3-Shop and 6-Shop development rights (the "Fast Start Program"). If you are a new franchisee or an existing franchisee, the Development Fee is full payment for your development and franchise rights, whether for one Shop, or more than one Shop. If you are such a "new" franchisee, Roosters does not charge you any initial franchise fees for Shops to be developed under the Development Agreement.

The Development Fee you pay is not refundable under any circumstances. This means that if you decide not to move forward after signing Roosters' Development Agreement (and the first Franchise Agreement for the first new Shop to be developed), cannot find suitable sites for your Shop(s), or otherwise fail to meet your Shop opening requirements, in which case Roosters terminates the applicable agreement(s), you do not receive back any of your Development Fee.

The Initial Franchise/Development Fees you must pay to us are shown in the tables below.

<b>Single Shop Program</b>	<b>Fast Start Program</b>		
<b>(Note 1)</b>	<b>(Note 2)</b>		
<b>Development Fee Amount (1 Shop)</b>	<b>Development Fee Amount (3 Shop)</b>	<b>Development Fee Amount (6 Shop)</b>	<b>Development Fee Amount (6+ Shop)</b>
			<b>(Note 2)</b>
\$39,500	\$69,500	\$99,500	\$10,000 for each additional Shop

Note 1: If you acquire development rights for more than 6 Shops, the Development Fee will be \$10,000 for each additional Shop (i.e. \$109,500 for 7-Shop development, \$119,500 for 8-Shop development, etc.).

Note 2: The fees in the table above are the same for a New Franchisee and an Existing Franchisee.

During last fiscal year, our Development Fees ranged \$0 to \$39,500.

### **Single Shop Program**

The Single Shop Program applies if you acquire the right to develop just one Supercuts Shop. In that case, you will sign that Shop's Franchise Agreement at the same time.

### **Fast Start Program**

The Fast Start Program applies if you acquire the right to develop three or more Roosters Shops. In that case, you will concurrently sign the Development Agreement and the Franchise Agreement for the first Shop to be developed. In accordance with the Development Agreement, you will also sign Roosters' then-current standard Franchise Agreement for each subsequent Roosters Shop you open. In multi-Shop development, we allocate \$39,500 to the first Shop and the remaining Development Fees are split equally among the Shops subsequently developed. For 3 or more Shop development, we allocate \$20,000 to the second Shop and \$10,000 to each additional Shop.

### **Equipment and Initial Inventory**

You must construct and build-out your Shop according to our specifications. You must purchase certain furniture, fixtures and equipment ("FF&E"), which will cost approximately \$75,000 to \$90,000. The FF&E includes certain custom cabinetry, trim, reception desk(s) and retail display(s) ("Roosters Specific Equipment") that you must purchase from our designated and/or approved suppliers. You may purchase other FF&E from our designated and/or approved suppliers. The cost of the Roosters Specific Equipment ranges from \$20,000 to \$30,000, which is payable to our designated suppliers at the time you place your order for the Roosters Specific Equipment for your Shop. You must also purchase an initial inventory of hair care products, merchandise, and supplies, including retail inventory, backbar, and shop supplies to be used at your Roosters Shop from our designated and/or approved suppliers prior to opening (the "Opening Inventory Supply"), which costs between \$5,000 and \$10,000, as described in Item 7 and 8. This includes all initial and ongoing inventory from suppliers we designate or approve. The costs associated with the Opening Inventory Supply must be paid to our designated and/or approved suppliers at the time you place your order. The fees payable for both the Roosters Specific Equipment and Opening Inventory Supply are non-refundable and are more fully described in Item 7 of this disclosure document.

### **Shop FF&E Coordination Services and Construction Management Services**

We recommend that you use our currently approved vendor to coordinate the development, buildout, and fixturing of your Shop. Our currently approved vendor is the designated and only supplier of such construction management services and FF&E coordination services if you purchase an affiliated branded salon for conversion to a Roosters Shop. The FF&E coordination services involve our approved vendor ordering on your behalf furniture, fixtures, and equipment for your Shop and coordinating delivery, and consulting with you regarding the unloading, initial inspection, and acceptance, of all of the furniture, fixtures, and equipment on the Shop's approved construction documents. These FF&E coordination services are intended to streamline that aspect of the Shop development process. If you use our approved vendor's coordination services, you must sign our approved vendor's Construction Management Services Agreement and pay such vendor's applicable fee (either \$5,500 or \$7,500) as well as the cost of the shop development, buildout, and fixturing.

These payments are not refundable. While our approved vendor provides consulting services in these various areas if you sign its Construction Management Services Agreement, you alone are responsible for all fees, costs, and expenses associated with the Shop's development, build-out, and fixturing, including plans and specifications, permits, licenses, construction and materials, FF&E, installation, and insurance.

If you do not use our currently approved vendor to coordinate all of the development, buildout, and fixturing of your Shop pursuant to its Standard Package (for its fee of \$7,500), then to ensure you develop, build, and fixture your Business to our standards, you must pay us: (a) \$500-\$1,000 for our review and approval of your construction and design plans and review and approval of your contractor prior to beginning construction; and (b) \$1,500-\$3,000 prior to our review and approval of your Business as built. These payments are not refundable.

**Construction Fees**

If you want Roosters’ approved vendor, Build Point Solutions Group Inc. (“Build Point Solutions”) to supervise and oversee your Shop's construction or remodel process, you must pay Build Point Solutions a fee of either \$5,500 or \$7,500 when you sign Build Point Solutions’ services agreement. You also must pay for the cost of construction or remodeling and any Shop FF&E that Build Point Solutions arranges for you to purchase, plus shipping and handling.

If you elect not to use Build Point Solutions to coordinate your Shop construction or remodel, then you must use architects and contractors that we approve and pay us a fee of \$500-\$1,000 to review your construction/remodel and design plan prior to commencing construction (the “Construction and Design Plan Review Fee) and a fee of \$1,500-\$3,000 for us to review your Shop upon completion of the construction or remodel upon completion of construction (the “Post Build Review Fee”). These fees are non-refundable.

**Rental Costs**

You may rent your salon from us. You will need to lease approximately 650-1,000 square feet for your salon and your rent will generally be the greater of \$1,000 and 16% of your Shop’s monthly gross sale, which we estimate is \$1,000 to \$5,600, although your actual rent will vary based on the size of your salon, its geographic location, and other economic factors. Before opening your salon, you may need to pay both a security deposit equal to one month’s rent plus your first month’s rent. These fees are non-refundable.

**ITEM 6**  
**OTHER FEES**

Name of Fee	Amount	Date Due	Remarks
Royalty	4% of Gross Sales until first year anniversary  From first year anniversary through end of Franchise	Payable by “EFT” monthly and withdrawn by the 15 <sup>th</sup> of the next month.	See Note 1

Name of Fee	Amount	Date Due	Remarks
	Agreement term: 6% of Gross Sales		
Transfer – legal entity	\$100	Before transfer.	See Note 2
Transfer Fee – 3 <sup>rd</sup> party	\$5,000 per Shop	Before transfer.	See Note 3
Franchise Renewal Fee	\$2,500 per Shop	When you reacquire the franchise.	See Note 4
National Advertising Fund (the “National Fund”)	Up to 2% of Gross Sales (currently required to pay 1%)	Same time as Royalty Fee.	See Note 5
Interest on Overdue Payments (“Finance Charges”) & Late Fees	1.5% per month or highest commercial contract interest rate the law allows, whichever is less. In addition, you must pay us a One-Hundred Dollar (\$100) administrative fee. You must also pay a \$100 late fee for failure to submit report of gross revenues with weekly Continuing Fees payment	On demand after the payments become overdue.	See Note 6
Additional Training Fee	Then-current tuition fee \$100 per day plus expenses and costs of training materials and supplies.	Prior to receiving additional training.	See Note 7
Annual Convention	Up to \$1,000 per person attending	Registration fee is due upon registration to attend convention, and other costs are due as incurred	See Note 8
Franchisor- Obtained Insurance	Out-of-pocket cost reimbursement	On demand by Franchisor.	See Note 9
Indemnification	Varies under circumstances and depends on nature of claim	On demand.	See Note 10
Local advertising cooperative	Up to \$500 per month, as approved by Co-op	As established by members of the Cooperative.	See Note 11
Local Advertising Expenditures	Minimum of \$1,000 per month.	As incurred.	See Note 12

<b>Name of Fee</b>	<b>Amount</b>	<b>Date Due</b>	<b>Remarks</b>
E-mail Exchange Mailbox	\$15 per month per mailbox.	As incurred.	See Note 13
Supplier Testing	Reasonable cost of inspection and actual costs of test(s)	As incurred.	See Note 14
Ongoing Supplies/Inventory Purchases	Cost of requested inventory/supplies	Prior to delivery of requested inventory and/or supplies.	You must purchase from our designated or approved suppliers (which may include Roosters and its affiliates) all approved hair care products, merchandise, and supplies, including all retail inventory, backbar, and shop supplies to be used and/or sold at your Roosters Shop.
Tax Reimbursement	Reimbursement of our tax payments	When billed	You must reimburse us for any taxes we must pay (including any sales tax and/or gross receipts tax) based on Initial Fees, Continuing Fees and/or Advertising Fees but not including any income taxes on our net income.
Lease payments	\$3,000 - \$10,000 per month	Monthly at least 10 days before due date	See Note 15
Lease Renewal Fee	\$1,500	Immediately upon execution of the lease renewal	See Note 16
Lease Guaranty Fee	The amount by which sixteen percent (16%) of your monthly Gross Revenues exceed your monthly lease payments for as long as such guaranty is in effect	Monthly	See Note 17
Gift Card Transactions	ACH Monthly Settlement Service Fees of \$10/month per Bank Account	The 6th (Sixth) of each month or next business day	See Item 8 (you buy cards from our approved supplier and make payments to our third-party vendor

Unless otherwise indicated, all of the fees listed in this Item 6 are uniformly imposed by, payable to, and collected by us, and are non-refundable. The Item 6 table describes other recurring or isolated fees or payments that you must pay to us or our affiliates, or which we or our affiliates may impose or collect on behalf of a third party, in whole or in part.

### **Explanatory Notes**

- (1) Royalties are based on “Gross Sales.” “Gross Sales” shall mean all revenues derived from all sales of services and/or products of every kind or nature sold from, at or in connection with the operation of the Shop or otherwise arising out of the operation of the Business, including sales made at or away from the Business, whether for cash or credit, less returns for which refunds are made, provided that the refund shall not exceed the sales price. “Gross Sales” does not include the amount of any tax imposed by any federal, state, municipal or other governmental authority; you agree to pay such amounts as and when due. You shall supply us with monthly gross sales reports signed by you and in the form and manner we specify, including electronically, which contains the sales information pertaining to the preceding month including, without limitation, a summary of all monies received during the relevant period, as well as customer counts and average sales, and such other additional information which we deem necessary to properly evaluate your progress on or before the tenth (10<sup>th</sup>) of each month. You shall participate in our electronic funds transfer (“EFT”) program under which we automatically deduct all monthly royalty payments for the immediately preceding month and other payments owed to us under this Agreement on the 15<sup>th</sup> day of each month, or such other day designated by us (the “Due Date”) from your bank account.
- (2) Payable to us if you transfer to your wholly-owned legal entity.
- (3) Payable to us if you transfer to an approved third party.
- (4) Payable to us if you wish to renew your franchise agreement.
- (5) We have established a National Advertising Fund (the “National Fund”) and require you to pay 1% of your monthly Gross Sales, which we may require you to pay through EFT at the same time we collect your monthly royalty fee. You must begin making payments to the National Fund in the first full month after your Shop is open for business. We may increase this fee up to 2% of your monthly Gross Sales.
- (6) Payable to us only if you fail to pay amounts when due or for each dishonored payment plus an administrative fee of \$100. \$100 late fee may be charged for failure to submit your report of gross revenues with your Royalty payment.
- (7) We may, in our sole discretion, make available mandatory ongoing training programs or seminars as we deem appropriate, and you will be required to pay our then-current tuition rate for this ongoing training, the cost of training materials and supplies, along with any travel costs and expenses associated with this training. You will also be responsible for the tuition and travel costs associated with training any new or replacement managers for your Shop. The tuition for the Initial Training is included in your Initial Franchise Fee for you and two (2) additional persons.

- (8)** You must attend an annual systemwide convention. We will require you to pay the registration fee (currently up to \$1,000) for the annual convention regardless of whether you attend the annual convention. In addition, to the registration fee payable to us, you must pay your travel, lodging and food expenses.
- (9)** If you fail to obtain any required insurance and we obtain it for you, you must reimburse us the actual cost plus a reasonable administrative fee.
- (10)** You must reimburse us if we are held liable for claims arising from your operation of your franchised business.
- (11)** If a local advertising cooperative is established in your Designated Marketing Area, you must contribute dues up to a maximum of \$500 per month. See Item 11 for more information.
- (12)** Payable to third-parties. Any contributions to a Cooperative will count toward this requirement. See Item 11 for more information.
- (13)** We may provide a standard web page on our web site that you may customize for an additional charge. See Item 11 for more information.
- (14)** If you request that we test a particular product or evaluate a supplier in order to make future purchases of this product or from this supplier, you must reimburse us our reasonable testing costs, which is due regardless of whether we subsequently approve the product or supplier. You must cover the reasonable costs incurred in the inspection and the actual cost(s) of the test(s) performed. See Item 8 of this Franchise Disclosure Document for more information about designated and approved suppliers. This fee is payable upon the conducting of testing of new supplier or product proposed by franchisee.
- (15)** You will lease your Shop location directly from the landlord, although we reserve the right to require you to sublease the location from us or our affiliate. These payments will fluctuate depending on prevailing market conditions, the amount that you or we pay to any owner or master sublessor, and any additional expenses we incur if we decide to sublease the location to you. If you initially sublease your Shop's location, we reserve the right to subsequently require you to lease directly from the landlord (including, without limitation, at lease renewal) and vice versa (i.e., if you initially lease directly, we may subsequently require you to sublease). If you request and we agree to guarantee your lease obligations in any way (e.g., as tenant or guarantor), then we reserve the right to charge you a monthly fee of the amount by which sixteen percent (16%) of your monthly gross sales exceeds your monthly lease payments for as long as such guaranty is in effect. We have no obligation to guarantee your lease in any way, but if we do, you must pay such monthly lease guaranty fee.
- (16)** If you hire Franchisor to negotiate the lease renewal for your Roosters Shop, you must pay Franchisor \$1,500 upon execution of the lease renewal. This is an optional service that may be offered by Franchisor.
- (17)** We have no obligation to guarantee your Lease in any way, but if we do, you must pay such monthly lease guaranty fee.

**ITEM 7**  
**ESTIMATED INITIAL INVESTMENT**

**YOUR ESTIMATED INITIAL INVESTMENT**

<b>SINGLE SHOP FRANCHISE AGREEMENT</b>				
<b>Type of Expenditure</b>	<b>Amount</b>	<b>Method of Payment</b>	<b>When Due</b>	<b>To Whom Payment is To Be Made</b>
Initial Franchise Fee	\$39,500	Lump sum via EFT	On signing franchise agreement	Us See Note 1
Travel and Living Expenses During Initial Training	\$0 to \$3,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 2
Grand Opening Advertising	\$15,000 to \$20,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 3
Insurance	\$250 to \$350	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 4
First and Last Month's Rent and Security Deposit	\$9,000 to \$30,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 5
Computer Software (Point of Sale System)	\$2,040 (\$170 per month)	Monthly	Before and After Opening	3 <sup>rd</sup> party supplier See Note 6
Computer Hardware/Installation	\$400-\$2,000	Lump Sum	Before Opening	3 <sup>rd</sup> party supplier See Note 6
Professional Fees	\$6,000 to \$12,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 7
Exterior Signage	\$6,000 to \$12,000	As arranged	As specified	3 <sup>rd</sup> party suppliers See Note 8
Leasehold Improvements	\$85,000 to \$175,000	As incurred	As specified	Approved Contractors and Professional Services See Note 9
Furniture, Fixtures & Equipment	\$75,000 to \$90,000	As arranged	As incurred. Prior to ordering and shipment	3 <sup>rd</sup> party suppliers See Note 10
Opening Inventory	\$5,000 - \$10,000	Lump Sum	Prior to ordering and shipment	Designated and/or approved 3 <sup>rd</sup> party suppliers

<b>SINGLE SHOP FRANCHISE AGREEMENT</b>				
<b>Type of Expenditure</b>	<b>Amount</b>	<b>Method of Payment</b>	<b>When Due</b>	<b>To Whom Payment is To Be Made</b>
Construction Management Services Fee	\$5,500 - \$7,500	Lump Sum	Upon signing Construction Management Services Agreement	Independent Supplier See Note 11
Construction and Design Plan Review	\$500-\$1,000	Lump Sum	Prior to starting construction	Us or our affiliate See Note 12
Post Build Review	\$1,500-\$3,000	Lump Sum	Prior to opening for business	Us or our affiliate See Note 13
Additional Funds first three months	\$15,000 to \$25,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers, Us, Regis, or an affiliate See Note 14
<b>TOTAL ESTIMATED INITIAL INVESTMENT</b>	\$265,690 to \$432,390			See Note 15

<b>DEVELOPMENT AGREEMENT</b>				
<b>Type of Expenditure</b>	<b>Amount</b>	<b>Method of Payment</b>	<b>When Due</b>	<b>To Whom Payment is To Be Made</b>
Development Fee for three Roosters businesses	\$69,500	Lump sum via EFT	On signing franchise agreement	Us See Note 1
Travel and Living Expenses During Initial Training	\$0 to \$3,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 2
Grand Opening Advertising	\$15,000 to \$20,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 3
Insurance	\$250 to \$350	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 4
First and Last Month's Rent and Security Deposit	\$9,000 to \$30,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers See Note 5
Computer Software (Point of Sale System)	\$2,040 (\$170 per month)	Monthly	Before and After Opening	Designated and/or approved 3 <sup>rd</sup> party supplier See Note 6

<b>DEVELOPMENT AGREEMENT</b>				
<b>Type of Expenditure</b>	<b>Amount</b>	<b>Method of Payment</b>	<b>When Due</b>	<b>To Whom Payment is To Be Made</b>
Computer Hardware/Installation	\$400-\$2,000	Lump Sum	Before Opening	Designated and/or approved 3 <sup>rd</sup> party supplier  See Note 6
Professional Fees	\$6,000 to \$12,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers  See Note 7
Exterior Signage	\$6,000 to \$12,000	As arranged	As specified	3 <sup>rd</sup> party suppliers  See Note 8
Leasehold Improvements	\$85,000 to \$175,000	As incurred	As specified	Approved Contractors and Professional Services  See Note 9
Furniture, Fixtures & Equipment	\$75,000 to \$90,000	As arranged	As incurred. Prior to ordering and shipment	Designated and/or approved 3 <sup>rd</sup> party suppliers  See Note 10
Opening Inventory	\$5,000 - \$10,000	Lump Sum	Prior to ordering and shipment	Designated and/or approved 3 <sup>rd</sup> party suppliers
Construction Management Services Fee	\$5,500 - \$7,500	Lump Sum	Upon signing Construction Management Services Agreement	Approved Independent Supplier  See Note 11
Construction and Design Plan Review	\$500-\$1,000	Lump Sum	Prior to starting construction	Us or our affiliate  See Note 12
Post Build Review	\$1,500-\$3,000	Lump Sum	Prior to opening for business	Us or our affiliate  See Note 13
Additional Funds first three months	\$15,000 to \$25,000	As arranged	As incurred	3 <sup>rd</sup> party suppliers, Us, Regis, or an affiliate  See Note 14
<b>TOTAL ESTIMATED INITIAL INVESTMENT</b>	\$295,690 to \$462,390			See Note 15

**General Statements**

- A. No expenditure paid to us that is in this table is refundable.
- B. The table above assumes that you will develop a new Roosters Shop. However, if you choose to buy the assets of an existing Roosters Shop from an affiliate of Roosters or an existing affiliated branded salon for conversion to a Roosters Shop (in each case to operate the shop as a Roosters Shop going-forward), the purchase price will depend on age, location, condition, profitability, cash flow, strategic considerations, and other relevant market factors. If you are acquiring an affiliated branded salon for conversion to a Roosters Shop, you must make certain upgrades, modifications, and improvements to convert the shop to Roosters' then-current design as a condition of your acquisition and operation of the shop as a Roosters Shop. These costs will depend on the condition of the premises and business assets but should be less than the aggregate numbers presented in the chart above because the shop has already been built.
- C. **These figures are estimates.** Except as otherwise described below, all payments are nonrefundable. Except as noted, we do not offer financing directly or indirectly for any part of the initial investment. The availability and terms of financing depend on the availability of financing generally, your creditworthiness and collateral and lending policies of financial institutions.

#### **Explanatory Notes**

- (1) If you are a new franchisee or an existing franchisee the Development Fee of \$39,500 for one Shop is full payment for your development and franchise rights. If you are such a "new" franchisee, Roosters does not charge you any initial franchise fees for Shops to be developed under the Development Agreement. See Item 5 for more information about the initial franchise fee.
- (2) You are responsible for other expenses you or your employees may incur in the initial training program, such as travel and living expenses and meals during initial training. A franchisee might have \$0 in initial training expenses if all training is completed virtually or if no travel is required due to the proximity of the trainees' homes to the training site.
- (3) You must spend between \$15,000 to \$20,000 on your grand opening plan to promote your Shop in its local market area using a mix of public relations, promotions, advertisements, direct mail and other marketing strategies that we approve (the "Grand Opening Marketing Plan") and may include, at your option, up to \$500 in approved grand opening public relations services provided by our approved public relations agency.
- (4) You must purchase insurance policies according to our requirements and naming us as co-insured. See Item 8 for more information regarding our insurance requirements.
- (5) This estimate is for 3 months of rent and a security deposit. A traditional Shop typically is located in an outdoor or enclosed mall or a strip shopping center and generally is from 1,000 to 1,400 square feet with six (6) grooming stations. Rent is estimated at \$3,000-\$10,000 per month for a traditional Shop, but your rent may be higher or lower depending on the market, Shop size, and common area expenses passed through to

tenants. Rent for enclosed mall locations generally will be higher. Security deposits may be refundable either in full or in part, depending on your lease or contract.

You will lease your Shop's location directly from the landlord, although we reserve the right to require you to sublease the location from us or our affiliate. The cost of the leased premises depends on the amount you or we paid to purchase the property, the amount you or we paid to any owner and/or master sublessor, or the amount you paid to any owner, plus any other expenses you or we incur as a result of its ownership and/or leasing of the premises. The lease's exact costs depends upon location, building size, condition, related taxes, utility charges, and other expenses related directly to the premises. A security deposit approximately equal to one month's rent and first and last month's rent may also might be required. If you initially sublease your Shop's location, we reserve the right to subsequently require you to lease directly from the landlord (including, without limitation, at lease renewal) and vice versa (i.e., if you initially lease directly, we may subsequently require you to sublease). If you request and we agree to guarantee your lease obligations in any way (e.g., as tenant or guarantor), then we reserve the right to charge you a monthly fee of the amount by which sixteen percent (16%) of your monthly gross sales exceeds your monthly lease payments for as long as such guaranty is in effect. We have no obligation to guarantee your lease in any way, but if we do, you must pay such monthly lease guaranty fee.

- (6) See Item 8. You must purchase this software from Soham, Inc. ("Zenoti").
- (7) This amount includes engineering and/or architectural drawings, site survey fees, permit fees, and other professional services.
- (8) The exterior signage specifications will be provided by Roosters MGC. All exterior signage is subject to changes depending upon the Landlord's signage criteria and/or city/municipal codes and ordinances.
- (9) Leasehold improvements and exterior signage must conform to our standard specifications and local ordinances. The low estimated fee is based on the costs to design and build-out a Shop that is 1,000 square feet in size, and the high estimated fee is based on the cost to design and build-out a Shop that is 1,400 square feet, with both estimates accounting for a Shop with six (6) grooming stations. In some situations, your landlord may pay or contribute to the costs incurred in obtaining these leasehold improvements. Also included in these costs are associated professional fees.
- (10) The furniture, fixtures, equipment and products we specify for your Shop include, but are not limited to, interior signage, cabinetry, millwork package, trim, mirrors, station lighting, reception and retail components, over-sized barber chairs, shampoo bowls, point of sale cash register (POS) system, shop décor, and all sundries needed to open and carry out over the first three months of operating your Shop, along with the Roosters Specific Equipment excluding delivery and installation. The estimated cost of the FF&E for your Shop is \$75,000 to \$90,000, depending on the size of your Shop and the number of grooming stations and includes the Roosters Specific Equipment. The costs of the Roosters Specific Equipment is \$20,000 - \$30,000 and is payable to our designated and/or approved vendor at the time you place your order with them for the Roosters Specific Equipment for your Shop.

- (11) You must make certain modifications and leasehold improvements to your Shop's premises according to Roosters' Architectural Design Manual. Roosters must approve all plans and specifications, which must be prepared by a firm Roosters approves. You must strictly comply with the Architectural Design Manual and approved plans and specifications. Roosters estimates that leasehold improvement costs including installation costs for FF&E will be between \$85,000 and \$175,000 depending upon the Shop's exact size and the number of grooming stations, its geographic location, if your landlord assumes some of the build-out costs in the form of either cash or free rent, the cost of construction materials such as steel, drywall, and flooring, and structural components and overall condition of the premises.
- (12) If you want our approved vendor to supervise and oversee your Shop's construction process (or if you are required to do so because you acquired an affiliated branded salon for conversion to a Roosters Shop), you must pay that approved vendor a fee (either \$5,500 or \$7,500) when you sign its services agreement. You also must pay for the cost of construction and the Shop's FF&E that our approved vendor arranges for you to purchase, plus shipping and handling.
- (13) If you elect not to use our approved vendor to coordinate the buildout of your Roosters Shop, then you must use architects and contractors that we approve and pay us a fee of \$500-\$1,000 to review your construction and design plan and a fee of \$1,500-\$3,000 for us to review your Shop after it is built and before it opens for business.
- (14) This range is an estimate of the funds needed to cover your initial expenses for the first three (3) months of operation. It includes payroll costs (but not any draw or salary for you), utilities, and miscellaneous supplies. However, this is only an estimate, and it is possible that you will need additional working capital during the initial period.
- (15) We have relied on our suppliers' and our principals' many collective years of experience in this business to compile these estimates. This is an estimate of the funds needed to cover your initial expenses during the first 3 months of operation (other than the items identified separately in the table). It includes supplies, training fees, security deposit, utility deposits, prepaid insurance, legal and accounting fees, license fees, payroll expenses, uniforms, rent, taxes, etc. but not any draw or salary for you, but your costs may be higher or lower depending on the current market conditions in which your business is located. You might need additional working capital during the first 3 months you operate your Business and for a longer timeframe afterward. The estimate does not include any finance charge, interest, or debt service obligation.

## **ITEM 8**

### **RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES**

We restrict your sources of items and services in many cases to protect trade secrets and other intellectual property, help assure quality and a reliable supply of products meeting our standards, achieve better purchase and delivery terms, control third-party use of the Marks, and monitor the manufacture, packaging, processing, sale, and delivery of these items.

#### **Required Purchases and Leases**

You must operate your Roosters Shop according to our Brand Standards. Brand Standards may regulate the following, among other things:

- a. Types, models, and brands of required furniture, fixtures, signs, and equipment (including components of and required software licenses for the Computer System) for your Roosters Shop (collectively, “Operating Assets”);
- b. Required, authorized, and unauthorized products and services for the Shop;
- c. Designated and approved manufacturers, suppliers, and distributors of products and services;
- d. Completion of, and certification in, required training programs; and
- e. Participation in certain test programs for new services, products, and/or Operating Assets.

We periodically may modify Brand Standards, which may accommodate regional or local variations, and those modifications may obligate you to invest additional capital in the Roosters Shop and/or incur higher operating costs. You must implement any changes in mandatory Brand Standards within the time period we request for which the timing and amounts are not limited during the franchise term. You must incur these costs in order to comply with this obligation and our requirements (even if such expenditures cannot be amortized over the remaining franchise term). Within 30 days after receiving written notice from us, you must prepare plans according to our standards and specifications and, if we require, using architects and contractors we designate or approve, and then submit those plans to us for written approval.

**a. Roosters Specific Equipment and Opening Inventory Supply**

You must purchase or lease products, services, certain Roosters Specific Equipment, supplies, national brand professional hair care products including shampoos, conditioners, and finishing products, furniture and fixtures required to establish your business from our designated and/or approved suppliers (which may include us and our affiliates). You must purchase your Opening Inventory Supply from our designated and/or approved suppliers, and any additional supplies must be purchased on an ongoing basis (as needed) from third party suppliers designated or approved by us.

**b. Point of Sale and Back Office System**

You must purchase your computer point of sale cash register and back-office hardware and software-as-a-service (SaaS) system from our approved supplier, Zenoti (the “Zenoti System”). To obtain the Zenoti System you must sign the Franchisee Participation Agreement. Zenoti may require you to use a specific payment processor who will charge you a fee to settle all credit, debit or other mobile payments.

**c. Marketing Materials**

You must send us samples or proofs of all Marketing Materials (defined as advertising, marketing, promotional, and lead-generation formats and materials) we have not prepared or already approved and all approved Marketing Materials that you propose to change in any way. While we will not unreasonably withhold our approval, you may not use any Marketing Materials we have not approved or have disapproved.

**d. Plans**

You must develop the Shop at your expense. You must follow our construction guidelines and mandatory specifications and layouts for a Roosters Shop (“Plans”), including requirements for dimensions, design, interior layout, improvements, color scheme, décor, signage, and Operating Assets. All other decisions regarding the Roosters Shop’s development are subject to our review and prior written approval. You must adapt the Plans for the Roosters Shop (“Adapted Plans”) and make sure they comply with the Americans with Disabilities Act (“ADA”), all federal, state, and local laws, codes, ordinances, and regulations, and lease requirements and restrictions. You must send us the Adapted Plans for pre-approval before the Roosters Shop’s build-out begins and all revised or “as built” plans and specifications prepared during construction and development. Our review is limited to reviewing compliance with our Plans. Our review is not intended or designed to assess your compliance with applicable laws or lease requirements, which is your responsibility. We have the right to pre-approve your proposed architect and general contractor.

#### **e. Construction**

You must at your expense construct, install all trade dress and Roosters Specific Equipment in, and otherwise develop the Roosters Shop according to our standards, specifications, and directions. The Shop must contain all Operating Assets, and only those Operating Assets, we specify or pre-approve. You agree to place or display at the Roosters Shop (interior and exterior), according to our guidelines, only the signs, emblems, lettering, logos, and materials we approve.

#### **f. Sublease**

You may sublease the premises of your Roosters Shop, at least initially, pursuant to a sublease, the form of which is included in Exhibit D to this disclosure document (the “Sublease”). If you are required to sublease, the required first and last months' rent and security deposit represent approximately 5%-8% of your total cost to establish your Shop. Your monthly lease payment will normally represent approximately 8%-20% of your total monthly operating expenses. If you request and Roosters agrees to guarantee your lease obligations in any way (e.g., as tenant or guarantor), then Roosters reserves the right to charge you a monthly fee of the amount by which sixteen percent (16%) of your monthly gross sales exceeds your monthly lease payments for as long as such guaranty is in effect. Roosters has no obligation to guarantee your lease in any way, but if it does, you must pay such monthly lease guaranty fee. Because you pay rent directly to the landlord, although you sublease from us, we do not derive any revenue from your sublease.

#### **g. Insurance**

You must maintain insurance coverage for the Roosters Shop at your own expense in the amounts, and covering the risks, we periodically specify. Your insurance carriers must be licensed to do business in the Roosters Shop’s state and be rated A-, VII or higher by A.M. Best and Company, Inc. (or satisfy our other criteria). We may periodically increase the required coverage amounts and/or require different or additional insurance coverage at any time to reflect inflation, identification of new risks, changes in law or standards of liability, higher damage awards, or relevant changes in circumstances. Insurance policies must be written in your name and name us (and our parent companies, subsidiaries, and all other affiliates, and our and their respective officers, owners, directors, agents, representatives, and employees) as additional insureds for claims arising from your products and operations. You must provide updated insurance policies and proof of payment to us within 10 days of the expiration or termination of

such policy or policies. The minimum insurance coverage we require is as follows: (a) commercial general liability insurance (including product, contractual, and owned and non-owned vehicle liability coverages) in minimum amounts of \$2,000,000, aggregate single limit coverage; (b) “All Risk” property damage insurance; (c) plate glass insurance and boiler insurance (if applicable); (d) employer’s liability, workers’ compensation, and such statutory insurance as may be required in the state in which the Roosters Shop is located; and (e) employment practices liability insurance with a limit of not less than \$1,000,000 per occurrence and \$1,000,000 aggregate. You also must obtain and maintain all other insurance required under applicable state law.

#### **h. Gift Cards/Customer Loyalty Programs**

You must participate in, and comply with the requirements of, our gift/loyalty/stored-value card program pursuant to our Gift Card Participation Agreement (the “Gift Card Participation Agreement”). You must also participate in and comply with the requirements of any of our other customer loyalty programs as well as use our mobile or digital-ordering and franchise system applications and other digital channels.

#### **Approved Vendors**

Except as described above, there are no goods, services, supplies, fixtures, equipment, inventory, computer hardware and software, real estate, or comparable items related to establishing or operating the Roosters Shop that you currently must buy or lease from us (or our affiliates) or designated or approved suppliers. In the future, we may designate other products and services that you must buy only from us, our affiliates, or designated or approved suppliers. To maintain the quality of Roosters Shop products and services and our franchise network’s reputation, all Operating Assets and other products and services your Shop uses or sells (besides those described above that you currently may obtain only from us, our affiliates, and/or approved and designated suppliers) must meet our minimum standards and specifications, which we issue and modify based on our, our affiliates’, and our franchisees’ experience in operating Roosters Shops. Standards and specifications may impose minimum requirements for production, performance, safety, reputation, prices, quality, design, and appearance. Our Operations Manual, other technical manuals, and written and on-line communications will identify our standards and specifications for you. When appropriate and authorized, you may provide those standards and specifications to suppliers if they agree to maintain confidentiality.

If we require you to buy or lease the product or service only from an approved supplier or distributor but you want to purchase or lease any Operating Assets, products, or services from a supplier or distributor we have not then approved, then you must establish to our reasonable satisfaction that the quality and functionality of the item or service are equivalent to that of the item or service it replaces and that the supplier or distributor is, among other things, reputable, financially responsible, and adequately insured for product-liability claims. You must pay upon request any actual expenses we incur to determine whether the items, services, suppliers, or distributors meet our requirements and specifications, which we will decide within 90 days of your request. We may condition supplier or distributor approval on the following requirements: (a) quality; (b) safety; (c) third-party lab testing; (d) prices; (e) consistency; (f) warranty; (g) supply-chain reliability and integrity; (h) financial stability; (i) customer relations; (j) frequency, economy, and efficiency of delivery; (k) the benefits of concentrating purchases with limited suppliers; (l) standards of service, including prompt attention to complaints; and (m) other reasonable criteria.

We have the right to inspect the proposed supplier’s or distributor’s facilities and require the proposed supplier or distributor to send samples or items either directly to us or to a third-party testing service. We may re-inspect a supplier’s or distributor’s facilities and items and revoke our approval of any supplier, distributor, product, or service no longer meeting our criteria by notifying you and/or the supplier or distributor. We do not make our supplier approval criteria available to franchisees.

Despite these procedures, we may limit the number of approved suppliers and distributors, designate sources you must use, and refuse your requests for any reason, including because we already have designated an exclusive source (which might be us or our affiliate) for a particular item or service or believe that doing so is in the Roosters Shop network’s best interest. If we approve any supplier or distributor you recommend, we may authorize other Roosters Shops to buy or lease any Roosters Specific Equipment, products, or services from that supplier or distributor without compensating you.

**Our Revenue from Required Purchases or Leases**

We and/or our affiliates may derive revenue—in the form of promotional allowances, volume discounts, commissions, other discounts, performance payments, signing bonuses, rebates, marketing and advertising allowances, free products, and other economic benefits and payments—from suppliers that we designate, approve, or recommend for some or all Roosters Shops on account of those suppliers’ prospective or actual dealings with your Shop and other Roosters Shops. That revenue may or may not be related to services that we and our affiliates perform. All amounts we or our affiliates receive from suppliers shall be our and our affiliates’ exclusive property, which we and our affiliates may retain and use without restriction for any purposes we and our affiliates deem appropriate. Any products or services that we or our affiliates sell you directly may be sold to you at prices exceeding our and their costs.

The designated supplier of hair care products to franchisees will pay Regis 4% of the sales price of hair care products sold to franchisees.

In the fiscal year ended June 30, 2025, Regis’ total revenue was \$210,134,845. The amount of Regis’ total revenue derived from required purchases and leases is shown in the table below.

<b>Required Purchase or Lease by Roosters Franchisees</b>	<b>Amount of Revenue from the Required Purchase or Lease</b>	<b>Percentage of Regis’ Total Revenue from the Required Purchase or Lease</b>
Hair Care Products and Supplies	\$5,077	0.00%

Collectively, your purchases and leases from us or our affiliates, from designated or approved suppliers, or according to our standards and specifications represent about 68% - 73% of your overall purchases and leases to establish and then to operate the Roosters Shop.

A number of our officers disclosed in Item 2 own an interest in Regis Corporation, the publicly-traded parent company of Roosters. These officers have no ownership interest in any other approved or designated suppliers.

## **Purchasing Cooperatives/Purchasing Arrangements**

There currently are no purchasing or distribution cooperatives. We and our affiliates currently negotiate purchase arrangements with suppliers (including price terms). In doing so, we and our affiliates seek to promote the overall interests of the franchise system and affiliate-owned operations and our interests as the franchisor (and not for the benefit of a particular franchisee). We and our affiliates might not obtain the best pricing or most advantageous terms on behalf of Roosters Shops. We and our affiliates also are not responsible for the performance of suppliers and distributors to Roosters Shops, including if their products or services fail to conform to or perform in compliance with Brand Standards or our contractual terms with the supplier or distributor.

We may negotiate purchase arrangements with suppliers, including price terms, for the benefit of franchisees.

We do not provide material benefits to a franchisee (for example, renewal or granting additional franchises) for purchasing particular products or services or using particular suppliers. However, we may provide additional marketing opportunities or business insights to franchisees that use the Zenoti software system because of the customer data available through that system.

## **ITEM 9** **FRANCHISEE'S OBLIGATIONS**

**This table lists your principal obligations under the franchise agreement 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.**

<b>Obligation</b>	<b>Section in Franchise Agreement</b>	<b>Section in Development Agreement</b>	<b>Disclosure Document Item</b>
a. Site selection and acquisition/lease	1(C), 1(D) and 5(B)	Article 1	7 & 11
b. Pre-opening purchases/leases	3(B), 3(D), 5(B) and 5(C) and Construction Management Services Agreement	No Additional Provision(s)	5, 7 & 8
c. Site development and other pre-opening requirements	3(A)-(D), 5(A)-(D) and 5(F) and Construction Management Services Agreement	No Additional Provision(s)	8 & 11
d. Initial and ongoing training	3(D) and 5(F)	No Additional Provision(s)	11
e. Opening	5(D)	Article 3	11
f. Fees	4, 11(B), 11(F) & 13(B)(2)(k) and 3 and 4 of Construction Management Services Agreement	Articles 3 and 4	5 & 6

Obligation	Section in Franchise Agreement	Section in Development Agreement	Disclosure Document Item
g. Compliance with standards and policies/Operating Manual	1(A), 5(A), 5(K)(L), 5(O)-(R), 5(T), 5(V), 7 and 8	Article 5	11 & 14
h. Trademarks and proprietary information	5(J), 5(T), 6, 8, 9 and 17(A)	Article 5	13 & 14
i. Restrictions on products/services offered	1, 5(K), 5(O)-(R), 7 and 17(B)	No Additional Provision(s)	5, 8 & 16
j. Warranty and customer service requirements	5 & 7	No Additional Provision(s)	16
k. Territorial development and sales quotas	1(C), 1(D) and 5(B)	Articles 1 and 3	12
l. Ongoing product/service purchases	5(J) and 5(O)-(R)	No Additional Provision(s)	8
m. Maintenance, appearance and remodeling requirements	2(B), 5(K), 13(B)(2)(g) and 17	No Additional Provision(s)	8 and 11
n. Insurance	12	No Additional Provision(s)	7
o. Advertising	11	No Additional Provision(s)	6 & 11
p. Indemnification	19	No Additional Provision(s)	6
q. Owner's participation, management, staffing	5(G)-(J), 5(O)(3)	Article 4	15
r. Records/reports	4(C), 5(U) and 10	No Additional Provision(s)	Not applicable
s. Inspections	5(Q) and 10	No Additional Provision(s)	Not applicable
t. Transfer	13	Articles 10 and 11	17
u. Renewal	2B	Not Applicable	17
v. Post-termination obligations	15	Articles 7 and 8	17
w. Non-competition covenants	16(B)-(C)	No Additional Provision(s)	15 & 17
x. Dispute resolution	25	Article 12	17
y. Taxes/permits	5 and 18	No Additional Provision(s)	1

**ITEM 10**  
**FINANCING**

Neither we nor any agent or affiliate offers direct or indirect financing to you, guarantees any of your notes, leases or obligations, except as described below.

While you are required to locate the site and lease your Shop location, we reserve the right to lease directly from the landlord and require you to sublease the Shop location from us or our

affiliate. If you initially sublease your Shop location, we reserve the right to subsequently require you to lease directly from the landlord (including, without limitation, at lease renewal) and vice versa (i.e., if you initially lease directly, we may subsequently require you to sublease). If you request and we agree to guarantee your lease obligations in any way (e.g., as tenant or guarantor), then we reserve the right to charge you a monthly fee of the amount by which sixteen percent (16%) of your monthly gross sales exceeds your monthly lease payments for as long as such guaranty is in effect. We have no obligation to guarantee your lease in any way, but if we do, you must pay such monthly lease guaranty fee. If we require you to sublease or if you open a Roosters Shop at a site that we or any affiliate leases from a third-party, you must enter into the Sublease attached as Exhibit D.

Roosters or its affiliate does not assume the landlord's obligations under the master lease, meaning that you cannot hold Roosters or its affiliate responsible for the landlord's non-performance. However, because of the Sublease with you, Roosters or its affiliate may enforce the landlord's rights under the master lease. (Sublease—Article 5.1) You may not assign the Sublease without Roosters or its affiliate Corp.'s prior consent. (Sublease—Article 7) Your breach of the Franchise Agreement is also considered a breach of the Sublease. Termination of the Franchise Agreement for any reason also terminates the Sublease (at Roosters or its affiliate's election). The defaulting party is liable to the nondefaulting party for all of its damages due to the Sublease's termination. (Sublease—Article 5.4) Termination of the master lease also terminates the Sublease. (Sublease—Article 2) Your owners (if you are an entity) must guarantee your performance under the Sublease.

## **ITEM 11**

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

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

#### **Development Agreement**

Roosters grants franchises for the operation of Roosters Shops located within geographic areas defined by Roosters. Unless you are signing a Franchise Agreement for a new Roosters Shop to be developed under a previously-signed Development Agreement or as a result of your exercise of Expansion Policy rights, Roosters' current practice is to sign a Development Agreement with all franchisees for each new franchise acquisition in a geographic area. If you acquire development rights under the Fast Start Program, you will concurrently sign the Development Agreement and the Franchise Agreement for the first Shop to be developed. You then will look for your first location. (You will sign the lease or, if Roosters requires you to sublease the location, Roosters' Sublease, when the Roosters Shop's site is found and secured. You and Roosters also will sign the Location Identification Amendment to Franchise Agreement at that time.) You sign Roosters' then current standard Franchise Agreement and, if applicable, Sublease, for each subsequent Roosters Shop you open according to the Development Agreement.

#### **Pre-Opening Assistance**

Listed below are our pre-opening obligations under the Development Agreement and Franchise Agreements.

**a. Approve or disapprove your proposed Shop site.** Review potential Shop sites that you identify within the Site Selection Area and may, but have no obligation to, visit the Site Selection Area once (for no additional fee) to review potential Shop sites. (Section 5(A) of the Franchise Agreement). We may condition our acceptance of a proposed site, or a proposed site visit, on your first sending us complete site reports and other materials (including photographs and digital recordings) we request. We will give you our then-current criteria for Roosters Shop sites (including population density and other demographic characteristics, visibility, traffic flow, competition, accessibility, ingress and egress, size, and other physical and commercial characteristics) to help in the site-selection process. We will approve or disapprove the site within thirty (30) days of your submission (Section 3(A) of the Franchise Agreement). We will review the site characteristics and demographics and other factors that we consider for site approval that include but are not limited to: traffic patterns, size of site, location within the mall or strip center, trade area demographics, competition terms of the lease, and any other characteristics that we deem important. Roosters consent to a site constitutes permission only and is in no way an endorsement or guarantee that the Shop will do well (Section 5(B) of the Franchise Agreement). If we do not approve of a site for your Shop or your Shop is not opened within the time specified in the Franchise Agreement, the Franchise Agreement may be terminated.

**b. Approve or disapprove your Shop's lease or sublease.** You must send us for review both the proposed terms of the lease or sublease (as they appear in, for example, a landlord letter of intent) and the actual lease or sublease, in each case after receipt from the landlord. We will have 30 days after receiving the proposed lease terms, and another 30 days after receiving the actual lease (these timeframes will not overlap or run concurrently), to review and either accept or reject what you send us. The lease or sublease must either (i) include the Lease Addendum attached as Exhibit D-2 of the Franchise Agreement to this Franchise Disclosure Document or (ii) include within its body the Lease Addendum's terms and conditions. You may not sign any lease we have not accepted in writing.

If we allow you to enter into a sublease for the Approved Location and: (1) the master lease expires or terminates prior to the expiration of the Franchise Agreement and (2) we are unable to enter into a new lease or extension of the lease for the Approved Location (or franchisee is unable to enter into a new, direct lease with the landlord for the Approved Location), we may allow you to relocate the Shop to a new location to operate under the terms of the franchise agreement for the balance of its term or the sublease will terminate or expire and we will consent to the termination of the franchise agreement (Section 5(B) of the Franchise Agreement).

**c. Assist you with construction of your Shop.** Assist you in the construction or improvement of your location by providing specifications for improvements (Section 5(C) of the Franchise Agreement).

**d. Provide initial training.** Provide an initial training program to train you in all aspects of operation of your Shop (Sections 3(D) and 5(F) of the Franchise Agreement). The training program is described in more detail below in this Item under the subheading "Training."

**e. Provide our minimum standards and specifications.** Provide our specifications and sources of supply for the equipment, fixtures, signs and initial inventory necessary for you to begin operation of your Shop (Sections 3(B)-(C) of the Franchise Agreement). We will identify in writing or electronically the specifications and sources of supply for the equipment, fixtures, signs and initial inventory necessary that you must use to develop and operate the Roosters Shop, the minimum standards and specifications you must satisfy, and the designated and approved suppliers from which you must or may buy or lease items and services (which may include or be limited to us and/or our affiliates). Except for the

point-of-sale and back-office computer system, which may be delivered and installed by our affiliate, we and our affiliates currently are not involved in delivering or installing fixtures, equipment, or signs, although we will provide direction for you to comply with our Brand Standards.

**f. Provide you with required products and services.** Designate the products and services to be offered by your Shop and provide sources of supply for all products used in your Shop (Section 3(B) and 3(C) of the Franchise Agreement).

**g. Give access to our Operations Manual.** Loan you one (1) copy of our Operations Manual for use in the operation of your Shop during the term of the Franchise Agreement (Section 3(G) of the Franchise Agreement). The Operations Manual is approximately 241 pages in length and its Table of Contents is attached to this disclosure document as Exhibit I.

**h. Grant development rights.** We will designate a specific number of Shops that you (and your Approved Affiliates) must develop and open at accepted locations within your development Territory and the development deadlines (if we grant you development rights). (Development Agreement – Section 6) We will accept your Shops' proposed locations only if they meet our then-current standards for Shop sites.

### **Time Between Signing and Opening**

Under the Franchise Agreement, your Shop must be open by the earliest of: (i) thirty (30) days from the date you complete construction of the Shop (Section 5(C) of the Franchise Agreement); or (ii) twelve (12) months from the date you enter into your franchise agreement for that Shop (Section 5(D) of the Franchise Agreement). If you fail to open within these time periods, we may terminate your franchise agreement if we provide you with notice of your failure to open and you do not open within fifteen (15) days (Section 14(C)(3) of the Franchise Agreement).

Generally, we expect franchisees to open each Shop within five (5) to twelve (12) months after: (i) signing that Shop's respective franchise agreement; or (ii) paying consideration to us. The main factors that we expect to affect this time period are the availability of suitable locations, the ability to obtain mutually acceptable lease terms, the need for rezoning of the location, the ability to obtain financing, the local time frame for obtaining building permits, weather, construction delays, shortages, delayed installation of equipment, fixtures or signs, and your personal timetable.

If you enter into a Development Agreement with us, it must be signed at the same time as your Franchise Agreement and your second Roosters Shop is required to be open eighteen (18) months from the date your first Roosters Shop granted under your initial Franchise Agreement is required to be open. Your third Roosters Shop is required to be open within eighteen (18) months from the date your second Roosters Shop is required to be open. If you do not open the Shops within the applicable Development Period(s) described in the Development Agreement, then we may revoke your option to open any Additional Shops that have not been open as of that date without refunding any of your Development Fee (See Section 3 of the Development Agreement).

### **Ongoing Assistance**

During your Shop's operation, we will provide you with the following assistance:

a. **Advice on Shop Operations.** Advise you or make recommendations regarding the Roosters Shop's operation with respect to standards, specifications, operating procedures, and methods that Roosters Shops use; purchasing required or recommended Operating Assets and other products, services, supplies, and materials; supervisory-employee training methods and procedures (although you are solely responsible for the employment terms and conditions of all Shop employees); and accounting, advertising, and marketing. We may guide you through our Operations Manual, by electronic media, by telephone, and/or at our office or the Roosters Shop. (Section 3(F) of the Franchise Agreement).

b. **Ongoing Training.** Provide, at your request and expense (and our option), additional or special guidance, assistance, and training. We have no obligation to continue providing any specific ongoing training, conventions, advice, or assistance. (Section 3(D) of the Franchise Agreement)

c. **Manuals.** Provide you with, or otherwise make available, any updates, changes or modifications to the Operations Manual and/or other manuals that are related to the operation of your Shop (Sections 3(G) and 8 of the Franchise Agreement). You are responsible, however, for making sure that you continually update your manual(s) once we have made such updates or revisions available to you.

d. **Monthly Reporting.** As we deem necessary in our sole discretion, we may provide general assistance in establishing the monthly reporting system, bookkeeping and accounting systems necessary to enable you to operate your Shop and accurately report your revenue to us (Section 3(H) of the Franchise Agreement). This reporting assistance will only be offered if we deem such assistance is necessary and subject to the availability of our staff.

e. **Telephone Number.** We have the right, but not the obligation, to establish and maintain a toll-free telephone number for the purpose of accepting and confirming customer orders nationwide, customer service, and customer follow-up and satisfaction surveys (Section 3(I) of the Franchise Agreement). If we establish a toll free number, you must comply with our procedures for implementing the nationwide service as we specify in the Operations Manual or otherwise in writing.

f. **Brand Standards.** Changes in Brand Standards may require you to invest additional capital in the Roosters Shop and/or incur higher operating costs. You must comply with those obligations within the timeframe we specify. Brand Standards may regulate (to the extent the law allows) price advertising policies and maximum, minimum, or other pricing requirements for products and services the Roosters Shop sells, including requirements for promotions, special offers, and discounts in which some or all Roosters Shops must participate. (Section 3(J) of the Franchise Agreement).

g. **Advertising and Marketing Assistance.** We administer a national advertising fund (the "National Fund") for the benefit of all Roosters Shops system-wide. (Section 11(D) of the Franchise Agreement). We also review for approval any local advertising proposed by you. (Section 11(A) of the Franchise Agreement). Additional information regarding the Fund and advertising generally is provided below in this Item under the subheading "Advertising".

h. **Promotional/Loyalty/Gift Card Programs.** We will create and implement promotions and loyalty programs aimed at driving customers to Roosters. We have implemented a gift card program with our approved vendor, SVS, and you must participate in that gift card program and sign the Participation Agreement. (Franchise Agreement – Section 3.E)

Although not required, you may elect to participate in our recruiting program with Paradox, our approved vendor, that licenses software to assist you with posting available positions on job sites and other stages of the recruiting process. If you decide to participate, you will sign a contract directly with Paradox.

Additionally, we may provide you with guidance regarding pricing the goods and services sold at your Roosters Shop, however we do not mandate pricing.

### **Advertising and Marketing**

All advertising and promotion you use must be in the media and of the type and format as we approve. You must conduct the activities in a dignified manner, and they must conform to our standards. You may not use any advertising or promotional plans or materials until you have received our written approval, according to the procedures and terms described in the franchise agreement. You must submit to us, at least twenty-one (21) business days prior to your use, samples of all sales promotional and advertising materials you desire to use for approval. (Section 11(A) of the Franchise Agreement). Our failure to approve or disapprove the materials within 21 business days of receipt will be deemed approval. (Section 11(A) of the Franchise Agreement). You may not use any advertising or promotional materials for which we have not given our prior written approval. You may not advertise the Business, or any products or services offered by the Business via the Internet without our prior written consent, which may be given or withheld in our sole discretion. (Section 11(A) of the Franchise Agreement). We are not required to spend any amount on advertising in your geographic area.

#### **a. National Fund**

We have established a national advertising fund (“National Fund”) for the common benefit of System franchisees. You are required to participate in and contribute monthly to the National Fund an amount not to exceed 2% of your Gross Sales (“Fund Contribution Fee”) in the manner we prescribe (Section 11(D) of the Franchise Agreement). We have the right to use National Fund contributions, in our sole discretion, to develop, produce, and distribute national, advertising and public relations materials which promote, in our sole judgment, the services offered by System franchisees. We may or may not use the following media: print, radio, direct audio, television, paid social, paid search, video/CTV, display ads, Internet and direct mail.

Currently, we require all System franchisees to contribute 1% of their monthly Gross Sales to our National Fund. (Section 11(D) of the Franchise Agreement). We do not anticipate that any part of fund contributions will be used for advertising which is principally a solicitation for the sale of additional franchises, but we reserve the right to include a notation in any advertisement indicating “Franchises Available”. Although we anticipate that all advertising contributions will be spent in the fiscal year in which they accrue, any remaining amounts will be carried over to be expended during the next fiscal year. We have the sole right to determine contributions and expenditures from the National Fund, or any other advertising program, and sole authority to determine the selection of the advertising materials and programs; provided, however, that we will make a good faith effort to expend such funds in the general best interests of the System on a national basis. (Section 11(D) of the Franchise Agreement).

We are not required, under the Franchise Agreement, to spend any amount of National Fund contributions in your geographic area and not all System franchisees will benefit directly or on a pro rata basis from our expenditures. We have the right to reimbursement from National Fund

contributions for such reasonable costs and overhead, if any, as we may incur in activities which are reasonably related to directing and implementing the National Fund and advertising programs for franchisees and the System, including costs of personnel for creating and implementing advertising, promotional and marketing programs. There is no requirement that the National Fund be audited. Upon your written request, we will provide you with an unaudited accounting of National Fund expenditures. All franchisees participating in the National Fund will be required to contribute to such fund at the same rate. Company owned Shops may but are not required to contribute to the National Fund.

In our most recent fiscal year ended June 30, 2025, we spent 2.1% of the total advertising fund expenditures for production and creation of advertising, 50.9% on media placement, 14.6% on administrative expenses and 32.5% on Other\*.

*\*This category includes: In-salon marketing materials, CRM, PR, Digital & Social, Partnership/Sponsorships, Recruitment marketing.*

#### **b. Advertising Council**

We have established an advertising council of franchisees to advise us (the “Roosters Council”). The Roosters Council will be advisory in nature and have no operational or decision-making power, and we will have the right to change or dissolve the council. (Section 11(D) (8) of the Franchise Agreement). Members of the Roosters Council will be selected by us in our sole discretion.

#### **c. Advertising Cooperatives**

We have the right to require that advertising cooperatives be formed, changed, dissolved or merged. You must participate in a local advertising cooperative if one is established in your market. All members of the Cooperative will jointly decide how much will be contributed on a monthly basis per location, as well as when and how contributions will be collected. Local Advertising Cooperative fees and expenditures must be approved by an affirmative majority vote at a meeting of participating franchisees, attending in person or voting by proxy, at a duly constituted meeting. Any Shops owned by us will exercise the same voting power as a single franchised shop and will contribute to the Cooperative on the same basis as franchisees (Section 11(E) of the Franchise Agreement). The maximum monthly contribution is currently \$500.

#### **d. Other System-Wide Advertising**

We do not currently conduct any other system-wide advertising, although we reserve the right to do so in the future.

#### **e. Local Advertising**

You must spend a minimum of \$1,000 per month per Shop you own on local advertising (Section 11(B) of the Franchise Agreement). You must spend this minimum amount according to our specifications.

#### **f. Telephone Numbers and Listings**

In addition to your local advertising minimum spend, you must maintain and pay for appropriate business listings in local telephone directories as specified in our Operations Manual

or otherwise in writing by us. (Section 11(C) of the Franchise Agreement). We will own all rights to the telephone listings due to the use of our trademark, and you must transfer them to us on the expiration, termination, repurchase or transfer of the franchise, at your expense (Section 15(J) of the Franchise Agreement). You must sign an authorization that grants us the right to change, transfer or terminate your telephone listings, if the franchise expires, is not renewed or is terminated (see Section 15(J) to the Franchise Agreement).

**g. Web Sites**

We reserve the right, but are not obligated to, maintain a web site on the Internet to advertise and promote the franchise system and the products and services that we or you market in your Shop (Section 11(G) of the Franchise Agreement). If we do maintain a website, we will permit you to maintain a standard listing (or subpage) on our website and may allow you to customize a web page that may be subject to an additional fee as periodically set by us in our Operations Manual. You may not maintain a web site or otherwise advertise and promote your Shop on the Internet except with our prior written approval (Section 11(G) of the Franchise Agreement).

**Computer Systems**

You must obtain and use the computer hardware and software, point-of-sale and back office system, credit card processing system, computer-related accessories and peripheral equipment, tablets, smart phones, on-line, digital, and mobile-app ordering systems, and on-line inventory-ordering system we periodically specify (the “Computer System”). You must use the Computer System to access the System Website or other system of ours and to input and access information about your sales and operations. The Computer System must permit 24-hours-per-day, 7-days-per-week electronic communications between you and us. (Franchise Agreement – Section 5.R) The computerized point of sale cash register system and/or franchise back office software tracks employee productivity, records individual performance, customer data, monitors salon profitability factors, facilitates scheduling and payroll records, product sales, monitors inventory, simplifies point of sale and may link Roosters Men’s Grooming Centers to computer networks, including internet access to Regis systems, but excludes standards, specifications, requirements and instructions relating to labor relations and employment practices. All data and information, including without limitation, operational, financial, revenue, expenses, profit, customer (e.g., names, addresses, email addresses, phone numbers), individual and collective transaction data, and marketing data and information for your Roosters Shop including all such data and information on your point of sale and back office computer system (“Data”) are owned exclusively by us and we, our parent and affiliates may access and use such Data at any time, including on a daily and other basis without restriction. We and our designee have continuous, unlimited, independent access to all operational information on the Computer System, excluding employment-related information. There are no contractual limitations on our right to access the information on your Computer System, except that we will not unreasonably interfere with your Shop’s operation.

The current approved Computer System is the Zenoti System that must be licensed from Soham, Inc. that is offered solely on a software-as-a-service (SaaS) basis (the “Zenoti System”). The total annual cost for the Zenoti System, is approximately \$2,040 (\$170 per month). The hardware and installation required for the Zenoti System ranges from \$400-\$2,000. The total initial investment required for the Zenoti hardware and SaaS software service in the first year is \$2,440-\$3,040. Payment processing fees are set by Zenoti, our third-party point-of-sale platform. Integrated processing is required for its use. Rates start at the below and are subject to change, and

subject to individual franchisee discussion with Zenoti via zenotipaymentssupport@zenoti.com. Rates are currently:

- a. Non-Amex Card Fees: Interchange (including Visa FANF and MC location fee): +0.15% +\$0.15
- b. Monthly Fee: \$10 per shop
- c. Card Failed Auth Fee: \$0.05 per failed auth
- d. Chargeback Fee \$15/lost dispute
- e. Amex Card processing fee: 2.9% (no additional interchange fees apply)  
\* All these are billed monthly based on Gross Monthly Card Processing

In addition to point-of-sale capabilities, the Computer System also should be used to access our Education Playground, Franchise Resource Center, Salon Detail Admin, order retail product on Super Center portal, and LMS (Learning Management System). Additionally, you and your Shop Manager should have the ability to send and receive email as well as telephone calls. Hardware specifications are defined at help.zenoti.com. To ensure compatibility with web applications, the Computer System must be able to run current versions of browsers and other runtime components listed below, including the expected cost:

- a. Point of Sale
  - PC on Windows 10 or newer (Price new \$400-\$1,000USD) with minimum 8 GB RAM (16 GB recommended), or
  - Mac running Mac OS 10.6 or later (Price new \$400-\$1,000USD) with minimum 8 GB RAM (16 GB recommended)
- b. Internet service with recommended minimum speed 50 Mbps, preferred speed 150 Mbps or faster (Estimated monthly cost \$125-\$225USD, Installation fee \$100-\$200USD)
- c. Switch/router/hub and some cabling, depending upon, among other things, whether you hardwire the Computer System or have Wi-Fi. (\$50-\$2,450USD)
- d. Zenoti compatible Credit Card Terminal (\$375USD)
- e. Receipt Printer (\$200-\$450USD)
- f. Cash Drawer recommended (\$75-\$150USD)
- g. Customer-facing price display if required (\$300-600USD)

You may elect to have a barcode scanner, although that is not required. Additionally, if Education Playground is used heavily in the salon, you may need to upgrade your internet service to ensure good performance of the POS and other internet-based systems.

We may periodically modify the Computer System's specifications and components. Our modification of Computer System specifications and/or other technological developments or events may require you to purchase, lease, or license new or modified computer components, software, and peripherals and to obtain service and support for the Computer System. Although

we cannot estimate the future costs of the Computer System or required service or support, you must incur the costs to obtain the computer components, software, and peripherals comprising the Computer System (and additions and modifications) and required service or support. Within sixty (60) days after we deliver notice to you, you must obtain the Computer System components we designate and ensure that your Computer System, as modified, is functioning properly.

We and our affiliates may condition any license to you of required or recommended proprietary software, and/or your use of technology developed or maintained by or for us, on your signing a software license agreement, liability waiver, and/or similar document, or otherwise agreeing to the terms (for example, by acknowledging your consent in a click-through license agreement), that we and our affiliates require to regulate your use of the software or technology.

Despite your obligation to buy, use, and maintain the Computer System according to our standards and specifications, you have sole and complete responsibility for: (1) acquiring, operating, maintaining, and upgrading the Computer System; (2) the manner in which your Computer System interfaces with our and any third party’s computer system; (3) any and all consequences if the Computer System is not properly operated, maintained, and upgraded; and (4) independently determining what is required for you to comply (and then complying) at all times with the most-current version of the Payment Card Industry Data Security Standards, and with all laws (including privacy laws) governing the use, disclosure, and protection of Consumer Data and the Computer System, and validating compliance with those standards and laws as periodically required. “Consumer Data” means the names, addresses, telephone numbers, email addresses, dates of birth, demographic or related information, buying habits, preferences, credit-card information, and other personally-identifiable information of customers. Computer systems are vulnerable in varying degrees to computer viruses, bugs, power disruptions, communication-line disruptions, Internet access failures, Internet content failures, and attacks by hackers and other unauthorized intruders. It is your responsibility to protect yourself from these problems, which include taking steps to secure your systems (including continually updating firewalls, password protection, and anti-virus systems) and using backup systems.

**Training**

**a. Initial Training**

You will receive the following training before you open your Roosters Shop based solely on our proprietary Operations Manual:  
:

**TRAINING PROGRAM**

<b>Subject</b>	<b>Time of Training</b>	<b>Hours of on-the-Job Training</b>	<b>Location</b>
Introduction to Regis and Roosters	30 min	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.
Roosters Brand & Culture	3 hours	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or

<b>Subject</b>	<b>Time of Training</b>	<b>Hours of on-the-Job Training</b>	<b>Location</b>
			other location designated by us.
Roosters Marketing	1 hour	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.
Roosters Merchandising	20 min	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.
Financial Tools & Compensation	30 min	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.
Recruiting, Hiring & Retention	1 hour	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.
Daily Operations	1 hour	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.
Salon Leadership	2 hours	0	Online or virtual learning, Roosters Corporate Office in Minneapolis, MN, or other location designated by us.

Ms. Keelee MacDonald our Senior Vice President, Franchise Operations, oversees training. Ms. MacDonald became Senior Vice President, Franchise Operations for us, Regis and the Regis Affiliates in February 2026. Ms. MacDonald was an Operations Consultant for us, Regis and the Regis Affiliates, from July 2025 to January 2026. Ms. MacDonald was Vice President, Franchise Operations for us, Regis and the Regis Affiliates from December 2020 to August 2024. Ms. MacDonald was Vice President, Field Operations for us, Regis and the Regis Affiliates from November 2014 to December 2020. The training staff is large and changes frequently, and includes instructors in operations, marketing, merchandising, education, IT, and talent acquisition with varying years of experience.

At least thirty (30) days prior to opening the Shop, you (or if you are a corporation, your manager) and your employees must complete the on-site portion of our mandatory Training Program to our satisfaction (and we may conduct this training online). The other portions of our

Training Program will be held at our corporate headquarters or such other place we designate, including online. We will pay for training instructors, facilities and materials in connection with the initial training programs, but you are responsible for all other expenses you and your employees incur in attending training such as transportation, meals and lodging. Our training classes are offered based on demand and subject to the availability of training personnel. Our training schedule is subject to change at our discretion.

**b. Additional Training**

We may require that you and certain employees attend additional courses, seminars, and other training programs that we may periodically require. For all required additional training courses, we will provide instructors and training materials, to the extent we offer any such training at that time. You and your employees will be responsible for all training materials and supplies and other expenses that you will incur in connection with the courses, including the cost of transportation, lodging, meals and wages (Section 5(G) of the Franchise Agreement).

We also offer technical training, which is overseen by James Suarez, Executive Vice President – Merchandising, Technical Education, Learning and Development. New franchisees receive the following in-person by our Artistic Directors to new franchisees: (a) Customer Service; (b) Haircutting; (c) 7 step shave; (d) Road recover facial; (e) Facial grooming and waxing; (f) Color; and (g) Retail.

**ITEM 12**  
**TERRITORY**

**Approved Location**

You must only operate your Shop at a site that we approve at the time you enter into your Franchise Agreement, or thereafter, in writing (the “Approved Location”). You may not relocate the Roosters shop. The Approved Site must be located within the Designated Market Area (“DMA”) we designate in Exhibit B to the Franchise Agreement. Typically, your DMA is described in terms of street boundaries or other geographical/political demarcation and may vary in size from other DMAs depending on the following: population density and other demographic factors, including: the population base; growth trends of population; apparent degree of affluence of population; the density of residential and business entities; location of competing businesses; and major, restricting, and topographical features which clearly define contiguous areas, such as rivers, mountains, major freeways and underdeveloped land areas; and other factors. If you have not secured an Approved Location for the Shop at the time you sign your Franchise Agreement, you must select and secure an Approved Location for your Shop within twelve (12) months of signing the Franchise Agreement. Once you have secured an Approved Location for your Shop, the parties will execute the Site Selection Addendum attached as Exhibit C to your Franchise Agreement defining the Approved Location. You may (if you qualify) develop and operate more than one Shop within a specific territory (the “Geographic Area”). We and you will identify the Geographic Area in the Development Agreement before signing it. Under a Development Agreement, we must accept each new site you propose for each new Shop. Our then-current standards for sites will apply. We will determine the number of Shops you must develop, and the deadlines for development, to keep your development rights. We and you then will complete the schedule in the Development Agreement before signing it. You will not receive an exclusive territory under the Development Agreement.

## **Exclusions and Reserved Rights**

You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we and/or our affiliates own, operate or franchise, the sale of our products/services in other channels of distribution and/or competitive brands that we control.

In addition to the above, we and our affiliates expressly reserve the right to: (i) own and operate, and license others the right to own and operate, Shops at any locations with the Proprietary Marks and System; (ii) own and operate, and license others the right to own and operate, similar businesses under different marks at any locations; (iii) use the Proprietary Marks and System in connection with services and products, promotional and marketing efforts, or related items, or in any alternative channel of distribution (as described more fully in this Item 12); (iv) acquire, merge with, or otherwise affiliate with, and thereafter own and operate, and franchise or license others to own and operate, any business of any kind, including, without limitation, any business that offers products or services the same as or similar to those offered by Franchisee under the System and Proprietary Marks; (v) sell to, solicit, or direct advertising or promotional materials to customers; and (vi) use the Proprietary Marks and System, and license others to use the Proprietary Marks and System, to engage in any other activities not expressly prohibited in this Agreement.

With respect to our rights in alternative channels of distribution, we or our designees may distribute certain of our products and services, whether now existing or developed in the future in such manner and through such alternate channels of distribution as we, in our sole discretion, determine. These alternate channels of distribution include, but are not limited to, the sale of Rooster's Proprietary Products and other items via the Internet, mail order catalog, through wholesale and resale stores, and direct marketing via television and radio. Nothing in the Franchise Agreement grants you any right to: (1) distribute such products or services in these alternative channels; or (ii) share in any of the proceeds that we or our designee receives from the sale of such goods and services in these channels.

The Franchise Agreement does not grant you any right of first refusal, or any other right, to purchase additional Shops. We do not grant any exclusive territorial rights. You are prohibited from soliciting other franchisees for any other business or investment activity.

You may not solicit business for your Shop outside of your Designated Market Area except when approved by us in writing. You are prohibited from soliciting or accepting orders from consumers outside of your Designated Market Area. You do not have the right to use other or alternate channels of distribution, including but not limited to, internet sales, catalog sales, telemarketing, or other direct marketing to make sales outside of your Designated Market Area.

## **Affiliated Hair Care Chains**

As described in Item 1, Regis and its subsidiaries and affiliates own, operate, and franchise numerous hair and retail product salon concepts including: Regis, Mastercuts, Pro-Cuts Classic, Pro-Cuts Sports, Cost Cutters, Supercuts, SmartStyle, Holiday Hair, Hair Masters, HairCrafters, Great Expectations, The Barbers, City Looks, First Choice Haircutters, and Magicuts. Such businesses may be located near your Roosters Shop. Regis, its subsidiaries and affiliates, reserve the right to own, operate, franchise, develop and acquire hair and retail product salons under the above concepts as well as under any other trade name or trademark, anywhere they desire, including in locations adjacent to or nearby the locations of your Roosters business. We or our affiliates also may develop or acquire other hair care salons which may be operated near your Roosters Shop. To the extent that any such salons are located near your Roosters Shop, they may compete for customers by offering


hair care services and hair care products. We cannot guarantee that your Roosters business will not compete for customers with such salons.

**ITEM 13**  
**TRADEMARKS**

We grant you the non-exclusive right and obligation to use the trademark, service mark and trade name ROOSTERS MEN’S GROOMING CENTER, and other trademarks, service marks, trade names, logos, trade dresses, and other commercial symbols (“Proprietary Marks”) that we may make available to you, for providing services and products under our system at the Shop. Except as we permit in writing, you may not use any Proprietary Mark, any derivation or modified version of any Proprietary Mark, or any confusingly similar mark or name: as part of your corporate, partnership, firm or other formal business name, web site address, email address, domain name or other identification in any print, electronic or other medium; or with any prefix, suffix or other modifying word, term, symbol or design. You may not use our Proprietary Marks for the sale of unauthorized services or products or in any manner we have not authorized in writing. All rights in and good will from the use of our Proprietary Marks accrue solely to us.

**Federal Registrations and Applications**

We own the following Proprietary Marks on the Principal Register of the U.S. Patent and Trademark Office (“USPTO”):

<b>Trademark</b>	<b>Class</b>	<b>Registration Number</b>	<b>Registration Date</b>
Roosters (word mark)	44	2,695,919	March 11, 2003
	44	4,385,586	August 13, 2013
Roosters Men’s Grooming Center (word mark)	44	4,349,836	June 11, 2013

We have filed, and intend to file, all required renewals and affidavits when due in order to maintain these registrations. There are no current effective material determinations of the USPTO, any Trademark Trial and Appeal Board, any state trademark administrator or any court, nor is there any pending interference, infringement, opposition or cancellation proceedings or material litigation, involving any of the Proprietary Marks in any manner that is material to the franchised business. There are no infringements, cancellation or opposition proceedings that are decided in which we unsuccessfully fought to prevent registration of another trademark to protect the Proprietary Marks.

**Agreements**

There are no currently effective agreements that significantly limit our rights to use or license the use of the Proprietary Marks in any manner that is material to the franchised business.

### **Protection of Rights**

We will control any administrative proceedings or litigation involving the Proprietary Marks. You must notify us promptly of any use by any person or legal entity other than us or our franchisees, of any of our Proprietary Marks or any variation of any of our Proprietary Marks. We will decide the actions to be taken against the use of any of our Proprietary Marks by any persons or legal entities other than us or our franchisees. Our current intent is to take strong and progressive actions (that may include bringing litigation) against that use. Any actions that we take will be at our expense.

You must notify us promptly of any litigation brought against you involving any of our Proprietary Marks, and you must deliver to us copies of any documents for the litigation that we request. We will decide whether to settle or defend any trademark litigation brought against you. If we decide to take action, we will do so at our expense, but you must cooperate with us. If the defense does not involve issues concerning the operation of the franchised business, we will reimburse you for your out-of-pocket costs. If we decide not to defend or settle any trademark litigation brought against you, you must defend or settle the litigation at your expense.

We may acquire or develop additional trademarks, and may use those trademarks ourselves, make those trademarks available for use by you and other Roosters Men's Grooming Center businesses, or make those trademarks available for use by other persons or entities. You may not directly or indirectly contest our rights in our Proprietary Marks.

### **Indemnification of You**

We will indemnify you to the extent that litigation involves defending against infringement or unfair competition if you: (i) are using our trademarks in strict compliance and accordance with the franchise agreement and our manuals, (ii) allow us sole control of the defense and settlement of any claim and (iii) give us notice of a claim within thirty (30) days after you learn about the claim.

### **Modification of Trademarks**

We may require you to modify or use a substitute for any trademark. If we do, you must pay your cost of compliance. We will allow you sufficient time to make the change in a cost effective matter. We also may require you to use and display a notice in a form we approve that you are a franchisee under the Roosters Men's Grooming Center system using the Proprietary Marks under a franchise agreement.

### **Superior Prior Rights or Infringing Uses**

We do not know of any superior prior rights or infringing uses that could materially affect your use of the Proprietary Marks.

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

**Patents and Copyrights**

We do not own any rights in, or licenses to, any patents or copyrights that are material to the franchise. We have not registered any copyrights with the United States Copyright Office (Library of Congress) and we have no pending patent applications that are material to the franchise; however we claim common law copyright protection for our printed literature and our Manuals. We will defend you against any claims arising from your use of patented or copyrighted items.

**Confidential Operating Manuals**

You must operate the Shop according to the standards, methods, policies and procedures specified in the Manual, one copy of which you will receive on loan from us for the term of the franchise agreement upon completion by you and your manager of our initial training program to our satisfaction.

You must treat the Manual, any other manuals created for or approved for use in the operation of the Shop, and the information contained in them, as confidential, and must use all reasonable efforts to maintain this information as secret and confidential. You must not copy, duplicate, record or otherwise reproduce these materials, in whole or in part, or otherwise make them available to any unauthorized person. The Manual will remain our sole property and must be kept in a secure place on the premises at the franchise location.

We may periodically revise the contents of the Manual and you must comply with each new or changed standard. You must ensure that the Manual is kept current at all times. In the event of any dispute as to the contents of the Manual, the terms of the master copy maintained by us at our home office will control. (See, generally, Section 8 of the Franchise Agreement).

**Confidential Information**

You will learn from the Manuals and from your operation of a Shop trade secrets and other confidential information about our methods and techniques, the System and the methods of operation of the Shops (collectively, "Confidential Information") that is proprietary to us. You may divulge Confidential Information only to those employees who must have access to it in order to operate the Shop and you must advise them of its confidential nature. Any information that we designate as confidential will be considered Confidential Information under the franchise agreement. (See, generally, Section 9 of the Franchise Agreement).

You must require your manager and any personnel having access to any Confidential Information to enter into covenants that they will maintain the confidentiality of information they receive during their employment at the Shop. These covenants must be in a form we find satisfactory, and specifically identify us as a third-party beneficiary of these covenants with the independent right to enforce them.

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

During the term of the franchise agreement, except as we otherwise approve in writing, you or your manager, who has successfully completed the required initial training programs to our satisfaction, must devote full time and best efforts to the management and operation of the Shop. Either you or your fully-trained manager must at all times provide supervision of the Shop.

You, or your duly authorized representative, must provide supervision to all Shops within the territory, as needed, according to our requirements. Such supervision shall include, but not be limited to, on-site supervision during the period of time prior to the opening of a Shop; general assistance, advice and consultation to franchisees with regard to entering into negotiations and agreements within the territory for franchisees' services; review of proposed leases and contracts; consultation and assistance with regard to the grand opening of a Shop; providing supplemental training and assistance on all material aspects of the operation of a Shop; periodic and regular telephone calls or visits to monitor operations of Shops within the territory, continuous advisory services to franchisees, and ongoing training and updates for all Shops within the territory. You agree to perform such duties according to our requirements and according to the System, the Confidential Operations Manual, our then current form of Franchise Agreement for the territory, or otherwise in writing. You agree to be available during regular business hours to answer franchisee questions or concerns.

You must require your duly authorized representative, manager and any personnel having access to any Confidential Information to enter into covenants that they will maintain the confidentiality of information they receive during their employment at the Shop. These covenants must be in a form we find satisfactory and specifically identify us as a third-party beneficiary of these covenants with the independent right to enforce them.

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

You must keep the Shop open and in normal operation for the minimum hours and days we specify in the Manual or otherwise in writing. You must operate the Shop in strict conformity with the specifications contained in the Manual or otherwise in writing. You must not deviate from our specifications and procedures.

You must use the premises solely for the operation of the Shop. You must not use or permit the use of the premises for any other purpose or activity at any time without first obtaining our written consent.

You must sell only those products and services that we have expressly approved in writing and which meet our current standards as established in the Manual or otherwise in writing. You must discontinue selling or offering for sale any services or products that we, in our sole discretion, disapprove in writing at any time. See Item 8 of this disclosure document for a description of your restrictions on some purchases. You must comply with all reasonable requirements if we modify the System, including offering and selling new or different services and products that we specify. We have the right to change the types of authorized goods and services, and there are no limits on our right to make changes.

We will recommend prices that you may charge for products and services to ensure consistency, realizing that you may have discretion as to the prices of all services you offer and sell

to your customers for your particular market. You must obtain our approval, as specified in the Manual, before you offer any promotion, discount or coupon.

You are prohibited from soliciting other franchisees for any other business or investment activity. You may not solicit business for your Shop outside of your Designated Marketing Area except when approved by us in writing or unless neighboring territories are not owned by another franchisee.

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

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

**A. THE FRANCHISE RELATIONSHIP UNDER THE FRANCHISE AGREEMENT**

Provision	Section in Franchise Agreement	Summary
a. Length of the franchise term	2	10 years
b. Renewal or extension of the term	2	One 10-year term provided you are in good standing
c. Requirements for you to renew or extend	2	Notice, satisfaction of monetary obligations (franchise agreement only), compliance with franchise agreement, release, sign a new agreement, pay the renewal fee and others.  If you seek to renew your agreement at the expiration of the initial term or any renewal term, you may be asked to sign a new agreement that contains terms and conditions materially different from those in your previous franchise agreement, such as different fee requirements and territorial rights.
d. Termination by you	Not Applicable	Not Applicable, subject to state law
e. Termination by us without cause	Not Applicable	Not Applicable
f. Termination by us with cause	14	We may terminate the Franchise Agreement with cause if you are in breach of the Franchise Agreement if you materially breach the Agreement or commit any one of several listed violations. If a Roosters Franchise Agreement is terminated by us and you also have a Development Agreement, the Development Agreement

<b>Provision</b>	<b>Section in Franchise Agreement</b>	<b>Summary</b>
		will terminate simultaneously (Development Agreement Section 6.1).
g. "Cause" defined –curable defaults	14(C)-(D)	15 days cure period for monetary obligations, failure to open and other acts listed under Section 14(C), and other curable defaults under the Agreement have a 30-day cure period as provided in Section 14(D)
h. "Cause" defined – non-curable defaults	14(A)-(C)	Bankruptcy, voluntary abandonment, unauthorized transfer, conviction of felony, insolvency, misuse of marks, fraud, failure to complete initial training, breach of other agreements with us or our affiliates, sale of offer of any unauthorized products or from an unauthorized supplier, violation of any restrictive covenant and others.
i. Your obligations on termination/nonrenewal	15	Obligations include ceasing operations, complete de-identification, cease to use proprietary marks, turn over all confidential information and materials, payment of amounts due, compliance with non-competition and non-disclosure covenants, transfer telephone and directory listings to us and, upon our request, assign any interest you have in the lease for the location of your Shop
j. Assignment of contract by us	13(A)	There are no limits on our right to assign any part of our interest in your franchise agreement
k. "Transfer" by you –definition	13(B)	Includes transfer of interest in the Franchise Agreement, franchise business, franchise location, assets of the franchise business, or any interest in the corporation or other business entity owning the franchise.
l. Our approval of transfer by you	13(B)(1)(2)	We have the right to approve transfers
m. Conditions for our approval of transfer	13	We may require any or all of the following: payment of money owed, curing of any other curable defaults, execution of general release by you, execution of our then-current agreement by transferee, and payment of transfer fee by you, completion of all required training by transferee (and other obligations as stated in this Section)
n. Our right of first refusal to acquire your business	13.D	We can match any offer
o. Our option to purchase your business	13	We can match any offer to purchase

Provision	Section in Franchise Agreement	Summary
p. Your death or disability	13(E), 13(G)	<p>Interest in franchised business or development will be transferred to a 3<sup>rd</sup> party we have approved.</p> <p>We also have the right to step in and operate your franchised business in the event certain happening occur (death, illness, disability) for a period of up to ninety (90) days, at our option, to ensure that operation of the franchised business is not interrupted</p>
q. Non-competition covenants during the term of the franchise	16(A)-(B)	You may not engage in type of business similar to the Franchised Business (subject to state law).
r. Non-competition covenants after the franchise is terminated or expires	16(C)	For a period of two (2) years, you must not own, maintain, engage in, be employed by, or have any interest in any other business that offers grooming services similar to that provided by the Shop: (i) at the Shop; (ii) within the Designated Market Area; or (iii) within a radius of six (6) miles of the perimeter of (a) the Designated Market Area granted to you under the franchise agreement; or (b) any other Designated Market Area licensed by us as of the date of expiration or termination of your franchise agreement; or (c) any territory where a Roosters franchisee is under development as of the date of expiration or termination of the franchise agreement (subject to state law).
s. Modification of the agreement	17	Must be in writing signed by both parties.
t. Integration/merger clause	23	Only the terms of the franchise and representations in this disclosure document are binding. Any other representations or promises may not be enforceable. Nothing in this Section, or any related agreement, is intended to disclaim the representations we made in this disclosure document (subject to state law).
u. Dispute resolution by arbitration or mediation	25(B)-(C)	<p>Internal Dispute Resolution (“IDR”) for all claims asserted by franchisee.</p> <p>In the event IDR does not resolve the matter, the Franchisor may, at its option, submit any dispute to mediation to take place in Minneapolis, Minnesota. (Subject to State Law.)</p>

Provision	Section in Franchise Agreement	Summary
v. Choice of forum	25(D)	Any court of general jurisdiction in Minneapolis, Minnesota or the U.S. District Court for the District of Minnesota (subject to state law)
w. Choice of law	25(A)	Minnesota (subject to state law)

**B. THE FRANCHISE RELATIONSHIP UNDER THE DEVELOPMENT AGREEMENT**

Provision	Section in Development Agreement	Summary
a. Length of the development term	Article 2.1	Your right to establish the Additional Shops begins on the 12-month anniversary of your execution of your first franchise agreement (the "Anniversary Date"). Your second Roosters Shop is required to be open eighteen (18) months from the date your first Roosters Shop is required to be open. Your third Roosters Shop is required to be open within eighteen (18) months from the date your second Roosters Shop is required to be open.
b. Renewal or extension of the term	Not Applicable	Not Applicable
c. Requirements for you to renew or extend	Article 2	Accept Roosters' written proposal to develop the Geographic Area within 30 days.
d. Termination by you	Not Applicable	May terminate under any grounds permitted by law.
e. Termination by us without cause	Not Applicable	Not Applicable
f. Termination by us with cause	Article 6	We may terminate the Development Agreement with cause if you are in breach of the Development Agreement. This includes if any Roosters Franchise Agreement is terminated by us.
g. "Cause" defined – curable defaults	Article 6.1	You will have 30 days to cure if you: violate any material provision; fail to conform to the Business System; fail to pay any uncontested fee to anyone; are determined to be insolvent; make an assignment for the benefit of creditors; issue any check which is dishonored; have a Franchise Agreement terminated by Roosters or wrongfully terminated by you; are convicted of

<b>Provision</b>	<b>Section in Development Agreement</b>	<b>Summary</b>
		any law relating to your Roosters Shop or a felony; or abandon the Geographic Area.
h. "Cause" defined – non-curable defaults	Article 6.5	You are convicted of any law relating to any of your Roosters Shops or a felony; you abandon the Geographic Area; or your conduct materially impairs Roosters' marks or Business System and you fail to correct such conduct within 24 hours of written notice.
i. Your obligations on termination/nonrenewal	Article 7	You are still obligated to perform any and all of your obligations under the franchise agreements for those Shops you have already entered into an agreement to open and operate. Your rights pursuant to the Development Agreement revert back to Roosters.
j. Assignment of contract by us	Article 10	There are no limits on our right to assign any part of our interest in the Development Agreement
k. "Transfer" by you – definition	Article 10.2 and 10.3	You may not sell, transfer, convey, barter or assign your rights under the Development Agreement.
l. Our approval of transfer by you	Article 10.4	You must obtain our prior written approval of any proposed transfer.
m. Conditions for our approval of transfer	Article 10.4	You pay all money owed to Roosters; complete a written agreement satisfactory to Roosters; transferee's shareholders agree to be personally bound to the Development Agreement; transferee meets Roosters' standards; you pay the transfer fee; and you may be required to remain liable for obligations of the transferee franchisee if the transferee franchisee does not meet Roosters' net worth requirements.
n. Our right of first refusal to acquire your business	Article 11.1	You must first make a written offer to transfer your Development Agreement to Roosters.
o. Our option to purchase your business	Not Applicable	Not Applicable
p. Your death or disability	Article 10.3	You may transfer your Development Agreement without first offering it to Roosters.
q. Non-competition covenants during the term of the franchise	Article 8.2	You may not participate in any business that competes with Roosters Shops (subject to state law).
r. Non-competition covenants after the franchise is terminated or expires	Article 8.3	You may not participate in any business that competes with or that is within six miles of any Roosters Business for two years after the termination of your Development Agreement (subject to state law).
s. Modification of the agreement	Article 13.2	Any modification must be in writing and signed by you and Roosters.

Provision	Section in Development Agreement	Summary
t. Integration/merger clause	Article 13.9	Only the terms of the Development Agreement, individual franchise agreements we have previously entered into, and the representations in this disclosure document are binding. Any other representations or promises may not be enforceable. Nothing in this Section, or any related agreement, however, is intended to disclaim the representations we made in the disclosure document that we furnished to you (subject to state law).
u. Dispute resolution by arbitration or mediation	Articles 12 and 13	Except for certain claims, disputes must be arbitrated in Minneapolis, Minnesota (Subject to State Law)
v. Choice of forum	Article 13.6	Arbitration and litigation must be in Hennepin County, Minnesota (Subject to State Law)
w. Choice of law	Article 17.1	Governing law will be the laws of the state where the Geographic Area is located (Subject to State Law)

**ITEM 18**  
**PUBLIC FIGURES**

We do not use any public figures to promote our franchise.

**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.

Fiscal Year 2024-2025							
	Total Salon Count	Average Sales	Median Sales	Max	Min	Number of Salons Exceeding Average	Percentage of Salons Exceeding Avg
Top	22	\$786,297	\$698,766	\$1,577,657	\$540,290	9	40.91%
Mid	22	\$460,899	\$462,709	\$539,249	\$365,035	12	54.55%
Bottom	23	\$225,992	\$206,583	\$359,041	\$67,873	11	47.83%
<b>TOTALS</b>	<b>67</b>	<b>\$487,106<sup>(1)</sup></b>	<b>\$461,761</b>	<b>\$1,577,657</b>	<b>\$67,873</b>	<b>27</b>	<b>40.30<sup>(1)</sup>%</b>

(1) This is an average of the numbers presented above.

The Average, Median, and High/Low Shop Gross Sales Information for the Fiscal-Year Period from July 1, 2024, through June 30, 2025, for franchised Roosters Shops that were open during that period (“Fiscal Year 2025”) and located throughout the United States with sales in all 12 months as shown in Item 20 of this Disclosure Document. There were 69 franchised outlets open during the period from July 1, 2024, through June 30, 2025. The data includes only those salons that reported sales in each month of the 12-month period July 1, 2024, through June 30, 2025. There were 67 franchised outlets open during the period from July 1, 2024, through June 30, 2025. There were 2 franchised outlets that did not report sales in each month during the 12-month period July 1, 2024, through June 30, 2025.

The products and services offered by each franchised Shop covered in this financial performance representation are essentially the same, and the franchised Shops whose gross sales numbers appear in this financial performance representation are substantially similar to the franchises that we currently offer in all states. These Shops receive substantially the same services from us.

“Gross Sales” includes all revenues derived from all sales of services and/or products of every kind or nature sold from, at or in connection with the operation of the Shop or otherwise arising out of the operation of the Business, including sales made at or away from the Business, whether for cash or credit, less returns for which refunds are made, provided that the refund shall not exceed the sales price. “Gross Sales” does not include the amount of any tax imposed by any federal, state, municipal or other governmental authority. This financial performance representation does not reflect the cost of sales, operating expenses, or other costs or expenses that must be deducted from gross revenue or gross sales figures to obtain your net income or profit. You should independently investigate the costs and expenses you will incur in operating your Roosters Shop. Franchisees or former franchisees, listed in the disclosure document, may be one source of this information.

**Some Roosters Shops have sold this amount. Your individual results may differ. There is no assurance that you will sell as much.**

Written substantiation of the information in this financial performance representation will be made available to you at Roosters’ offices upon reasonable request.

Other than the preceding financial performance representation, we do 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 performance information or projections of your future income, you should report it to our management by contacting Franchise Development, 3701 Wayzata Boulevard, Suite 600, Minneapolis, MN 55416, (952) 947-7777, franchisedevelopment@regiscorp.com, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20**  
**OUTLETS AND FRANCHISEE INFORMATION**

All year-end numbers appearing in the tables below are as of June 30 in each year (Roosters' fiscal year end). All "Company-Owned" Shops listed in the tables below are owned and operated by Roosters Corporate Shops, Inc., a wholly-owned subsidiary of Roosters.

**Table 1**  
**System-Wide Outlet Summary**  
**For Fiscal Years 2023 to 2025**

Outlet Type	Year	Outlets At Start Of Year	Outlets At End Of Year	Net Change
Franchised	2023	89	82	-7
	2024	82	76	-6
	2025	76	69	-7
Company-owned	2023	0	0	0
	2024	0	1	+1
	2025	1	1	0
Total Outlets	2023	89	82	-7
	2024	82	77	-5
	2025	77	70	-7

**Table 2**  
**Transfers of Outlets from Franchisees to New Owners**  
**(Other than the Franchisor)**  
**For Fiscal Years 2023 to 2025**

State	Year	Number of Transfers
Colorado	2023	1
	2024	0
	2025	0
Connecticut	2023	0
	2024	1
	2025	0
Ohio	2023	0
	2024	0
	2025	1
	2023	0

State	Year	Number of Transfers
Pennsylvania	2024	1
	2025	0
Virginia	2023	0
	2024	0
	2025	2
Totals	2023	1
	2024	2
	2025	3

**Table 3  
Status of Franchised Outlets  
For Fiscal Years 2023 to 2025**

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Re-acquired by Franchisor	Ceased Operations—Other Reasons	Outlets at End of the Year
AL	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
AZ	2023	0	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
CA	2023	5	0	0	0	0	1	4
	2024	4	0	0	0	0	3	1
	2025	1	0	0	0	0	0	1
CO	2023	8	0	0	0	0	5	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
CT	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	1	3
	2025	3	0	0	0	0	0	3
FL	2023	7	0	0	0	0	0	7
	2024	7	0	0	0	1	0	6
	2025	6	0	0	0	0	0	6
GA	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	1	0	0	0	4
ID	2023	1	0	0	0	0	0	1

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Re-acquired by Franchisor	Ceased Operations—Other Reasons	Outlets at End of the Year
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
IL	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	1	0	0	0
LA	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
MD	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
MA	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	1	0	0	1
MI	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
MN	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
MO	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
MS	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	0	1	0	0	0	0	1
NJ	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	1	0	0	0	0
NC	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
OH	2023	9	0	0	0	0	1	8
	2024	8	0	0	0	0	0	8

State	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Re-acquired by Franchisor	Ceased Operations—Other Reasons	Outlets at End of the Year
	2025	8	0	0	0	0	0	8
OK	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
PA	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
SC	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
TN	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
TX	2023	13	0	0	0	0	1	12
	2024	12	0	0	0	0	1	11
	2025	11	0	1	0	0	0	10
UT	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
VA	2023	6	0	0	0	0	0	6
	2024	6	0	0	0	0	0	6
	2025	6	0	0	1	0	0	5
WA	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	1	2
	2025	2	0	0	1	0	0	1
Totals	2023	89	0	0	0	0	7	82
	2024	82	1	0	0	1	6	76
	2025	76	0	3	4	0	0	69

**Table 4**  
**Status of Roosters-Owned Outlets**  
**For Fiscal Years 2023 to 2025**

State	Year	Outlets At Start Of Year	Outlets Opened	Outlets Re-Acquired From Franchisees	Outlets Closed	Outlets Sold To Franchisees	Outlets At End Of Year
FL	2023	0	0	0	0	0	0
	2024	0	0	1	0	0	1
	2025	1	0	0	0	0	1
TOTALS	2023	0	0	0	0	0	0
	2024	0	0	1	0	0	1
	2025	1	0	0	0	0	1

**Table 5  
Projected Openings as of June 30, 2025**

State	Franchise Agreements Signed But Outlet Not Open	Projected New Franchised Outlets in Next Fiscal Year	Projected New Roosters-Owned Outlets in Current Fiscal Year
Total	0	0	0

Exhibit E to this disclosure document contains the names of all current franchisees and the addresses and telephone numbers of their shops as of June 30, 2025.

Exhibit E also contains the name, city and state, and the current business telephone number (or, if unknown, the last known home telephone number) of each franchisee who had a franchise grant terminated, cancelled, or not renewed-or who otherwise voluntarily or involuntarily ceased to do business under a franchise agreement or who had not communicated with us within ten (10) weeks prior to the issuance date of this Franchise Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

Roosters is aware of an independent association of Roosters franchisees. You can contact Salon Owners Franchisee Association, Inc. at 1701 Barrett Lakes Blvd. NW, Suite 180, Kennesaw, GA 30144 or at [www.salonownersfa.com](http://www.salonownersfa.com) or by email at [info@salonownersfa.com](mailto:info@salonownersfa.com). There are no other trademark-specific franchise organizations associated with the Roosters franchise system.

No current or former franchisees have signed confidentiality clauses with us during the last three (3) fiscal years which would restrict them from speaking openly with you about their experience with us.

**ITEM 21**  
**FINANCIAL STATEMENTS**

Attached as Exhibit A are the Regis Corporation, the parent company of The Barbers, Hairstyling for Men & Women, Inc., audited Consolidated Financial Statements as of June 30,

2025, June 30, 2024, and June 30, 2023. Regis Corporation absolutely and unconditionally guarantees our obligations under the Franchise Agreement. A copy of the Guarantee of Performance is included in Exhibit A.

**ITEM 22**  
**CONTRACTS**

The following contracts are attached to this disclosure document:

Exhibit B	Franchise Agreement
Exhibit C	Development Agreement
Exhibit D	Sublease
Exhibit F	State Specific Addenda
Exhibit H	Agreement for Purchase and Sale of Assets

**ITEM 23**  
**RECEIPTS**

Exhibit K of this Franchise Disclosure Document contains a detachable document, in duplicate, acknowledging receipt of this Franchise Disclosure Document by a prospective franchisee. You should sign both copies of the Receipt. You should retain one signed copy for your records and return the other signed copy to: Roosters MGC International, LLC, 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416.

**EXHIBIT A**

**FINANCIAL STATEMENTS**

## Report of Independent Registered Public Accounting Firm

Board of Directors and Shareholders  
Regis Corporation

### Opinion on the financial statements

We have audited the accompanying consolidated balance sheets of Regis Corporation (a Minnesota corporation) and subsidiaries (the “Company”) as of June 30, 2025 and 2024, the related consolidated statements of operations, comprehensive income (loss), shareholders’ equity (deficit), and cash flows for each of the three years in the period ended June 30, 2025, and the related notes (collectively referred to as the “consolidated financial statements”). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company as of June 30, 2025 and 2024, and the results of its operations and its cash flows for each of the three years in the period ended June 30, 2025, in conformity with accounting principles generally accepted in the United States of America.

### Basis for opinion

These consolidated financial statements are the responsibility of the Company’s management. Our responsibility is to express an opinion on the Company’s consolidated financial statements based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (“PCAOB”) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. The Company is not required to have, nor were we engaged to perform, an audit of its internal control over financial reporting. As part of our audits we are required to obtain an understanding of internal control over financial reporting but not for the purpose of expressing an opinion on the effectiveness of the Company’s internal control over financial reporting. Accordingly, we express no such opinion.

Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

### Critical audit matters

The critical audit matters communicated below are matters arising from the current period audit of the financial statements that were communicated or required to be communicated to the audit committee and that: (1) relate to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the financial statements, taken as a whole, and we are not, by communicating the critical audit matters below, providing separate opinions on the critical audit matters or on the accounts or disclosures to which they relate.

#### *Realizability of deferred tax assets*

As described further in Note 1 and 10 to the consolidated financial statements, the Company recognized a change in the deferred tax asset valuation allowance of \$116.3 million during the year ended June 30, 2025 primarily related to a partial release of its valuation allowance. Deferred tax assets are reduced by a valuation allowance, if based on the weight of all available evidence, in management’s judgment it is more likely than not that some portion, or all, of the deferred tax assets will not be realized. During the year ended June 30, 2025, the Company released \$116.3 million of its previously recorded valuation allowance. The Company considered the achievement three years of cumulative income as well as forecasted income to be significant positive evidence. The Company determined that the positive evidence outweighed the negative evidence and supported a partial release of the valuation allowance. We identified the release of a portion of the Company’s valuation allowance as a critical audit matter.

The principal consideration for our determination that the partial release of its valuation allowance is a critical audit matter is that auditing management's assessment of the realizability of the Company's deferred tax assets involved complex judgments due to the significant assumptions required in measuring the future utilization of deferred tax assets.

Our audit procedures related to the partial release of the valuation allowance included the following, among others.

- We analyzed the significant assumptions used by management, including forecasted revenue and forecasted income to (1) historical results, and (2) current industry trends and evaluated whether economic trends and other factors support the significant assumptions.
- We evaluated management's historical ability to forecast income.
- We evaluated whether the estimates of forecasted income were consistent with evidence obtained in other areas of the audit.
- With the assistance of professionals with specialized skills and knowledge, we evaluated (1) the application of tax laws in the Company's scheduling of the release of existing taxable temporary differences and carryforward amounts, and (2) the ability to utilize the deferred tax assets.

#### *Goodwill Quantitative Impairment Assessment – Franchise Reporting Unit*

As described further in Note 1 to the consolidated financial statements, the Company's goodwill balance attributable to their Franchise reporting unit was \$173.2 million as of June 30, 2025. Management performed the Company's annual quantitative impairment assessment for the Franchise reporting unit as of April 30, 2025, to test goodwill for impairment. As a result of the assessment performed, the Company determined that the fair value of the Franchise reporting unit was more likely than not greater than the carrying value of the reporting unit as of April 30, 2025. We identified the goodwill quantitative impairment assessment of the Franchise reporting unit as a critical audit matter.

The principal considerations for our determination that the goodwill quantitative impairment assessment of the Franchise reporting unit is a critical audit matter are that subjective auditor judgment was required to evaluate: (1) the assumptions used by management engaged professionals with specialized skills and knowledge, including the accuracy of data provided to management's specialist to determine the fair value; and (2) the assumptions used by management to calculate the undiscounted cash flows, including assumptions of franchisee store openings and closures.

Our audit procedures related to the annual goodwill quantitative impairment assessment of the Franchise reporting unit included the following, among others.

- We analyzed the significant assumptions used by management, including forecasted revenue and forecasted income to (1) historical results, and (2) current industry trends and evaluated whether economic trends and other factors support the significant assumptions.
- We evaluated management's historical ability to forecast income.
- We evaluated whether the estimates of forecasted income were consistent with evidence obtained in other areas of the audit.
- With the assistance of professionals with specialized skill and knowledge, we tested management's process for calculating the goodwill impairment assessment, including the reasonableness of the valuation methodology and certain significant assumptions used in the calculations including the discount rate applied to the estimated future cash flows.

/s/ GRANT THORNTON LLP

We have served as the Company's auditor since 2020.

Minneapolis, Minnesota

September 3, 2025

**REGIS CORPORATION**  
**CONSOLIDATED BALANCE SHEETS**  
(Dollars in thousands, except per share data)

	June 30,	
	2025	2024
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 16,959	\$ 10,066
Receivables, net	9,473	9,434
Inventory	2,798	818
Other current assets	21,254	21,732
Total current assets	50,484	42,050
Property and equipment, net	10,085	3,664
Goodwill (Note 5)	183,436	173,146
Other intangibles, net	5,830	2,427
Right of use asset (Note 6)	229,861	287,912
Deferred tax asset (Note 10)	102,504	—
Other assets	16,757	21,297
Total assets	\$ 598,957	\$ 530,496
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
Current liabilities:		
Accounts payable	\$ 20,837	\$ 12,747
Accrued expenses	19,066	21,644
Long-term debt, current portion (Note 8)	1,100	—
Short-term lease liability (Note 6)	60,685	69,127
Total current liabilities	101,688	103,518
Long-term debt, net (Note 8)	109,693	99,545
Long-term lease liability (Note 6)	179,280	230,607
Other non-current liabilities	22,680	40,039
Total liabilities	413,341	473,709
Commitments and contingencies (Note 9)		
Shareholders' equity:		
Common stock, \$0.05 par value; issued and outstanding, 2,435,981 and 2,279,948 common shares as of June 30, 2025, and 2024, respectively	122	114
Additional paid-in capital	75,243	69,660
Accumulated other comprehensive income	8,286	8,584
Retained earnings (deficit)	101,965	(21,571)
Total shareholders' equity	185,616	56,787
Total liabilities and shareholders' equity	\$ 598,957	\$ 530,496

The accompanying notes are an integral part of the Consolidated Financial Statements.

**REGIS CORPORATION**  
**CONSOLIDATED STATEMENTS OF OPERATIONS**  
(Dollars and shares in thousands, except per share data)

	Fiscal Years		
	2025	2024	2023
<b>Revenues:</b>			
Royalties	\$ 58,163	\$ 64,098	\$ 65,981
Fees	9,717	10,189	11,266
Product sales to franchisees	—	451	2,802
Advertising fund contributions	21,924	25,663	31,747
Franchise rental income (Note 6)	76,599	95,258	111,441
Company-owned salon revenue	43,731	7,323	10,089
Total revenue	210,134	202,982	233,326
<b>Operating expenses:</b>			
Cost of product sales to franchisees	—	436	3,540
Inventory reserve	—	—	1,228
General and administrative	46,764	45,387	50,751
Rent (Note 6)	10,487	5,525	9,196
Advertising fund expense	21,924	25,663	31,747
Franchise rent expense (Note 6)	76,599	95,258	111,441
Company-owned salon expense (Note 1)	31,103	5,080	8,827
Depreciation and amortization	2,966	3,945	7,716
Long-lived asset impairment (Note 1)	352	798	101
Total operating expenses	190,195	182,092	224,547
Operating income	19,939	20,890	8,779
<b>Other (expense) income:</b>			
Interest expense	(20,252)	(25,393)	(22,141)
Gain on extinguishment of long-term debt, net	—	94,611	—
Other, net	1,849	(172)	1,364
Income (loss) from operations before income taxes	1,536	89,936	(11,998)
Income tax benefit (expense)	115,496	(869)	655
Income (loss) from continuing operations	117,032	89,067	(11,343)
Income from discontinued operations, net of income taxes (Note 3)	6,504	1,993	3,958
Net income (loss)	\$ 123,536	\$ 91,060	\$ (7,385)
<b>Net income (loss) per share:</b>			
<b>Basic:</b>			
Income (loss) from continuing operations	\$ 49.51	\$ 38.08	\$ (4.88)
Income from discontinued operations	2.75	0.85	1.70
Net income (loss) per share, basic (1)	\$ 52.26	\$ 38.93	\$ (3.18)
<b>Diluted:</b>			
Income (loss) from continuing operations	\$ 43.67	\$ 37.50	\$ (4.88)
Income from discontinued operations	2.43	0.84	1.70
Net income (loss) per share, diluted (1)	\$ 46.10	\$ 38.34	\$ (3.18)
<b>Weighted average common and common equivalent shares outstanding:</b>			
Basic	2,364	2,339	2,323
Diluted	2,680	2,375	2,323

(1) Total is a recalculation; line items calculated individually may not sum to total due to rounding.

The accompanying notes are an integral part of the Consolidated Financial Statements.

**REGIS CORPORATION**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)**  
(Dollars in thousands)

	Fiscal Years		
	2025	2024	2023
Net income (loss)	\$ 123,536	\$ 91,060	\$ (7,385)
Other comprehensive loss, net of tax:			
Net current period foreign currency translation adjustments	(177)	(321)	(448)
Recognition of deferred compensation	(121)	(118)	16
Other comprehensive loss	(298)	(439)	(432)
Comprehensive income (loss)	\$ 123,238	\$ 90,621	\$ (7,817)

The accompanying notes are an integral part of the Consolidated Financial Statements.

**REGIS CORPORATION**  
**CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY (DEFICIT)**  
(Dollars in thousands, except share data)

	Common Stock		Additional Paid-In Capital	Accumulated Other Comprehensive Income	Retained Earnings (Deficit)	Total
	Shares	Amount				
<b>Balance, June 30, 2022</b>	<b>2,275,029</b>	<b>\$ 114</b>	<b>\$ 64,724</b>	<b>\$ 9,455</b>	<b>\$ (105,246)</b>	<b>\$ (30,953)</b>
Net loss	—	—	—	—	(7,385)	(7,385)
Foreign currency translation (Note 1)	—	—	—	(448)	—	(448)
Stock-based compensation	—	—	2,077	—	—	2,077
Recognition of deferred compensation (Note 11)	—	—	—	16	—	16
Net restricted stock activity	2,799	—	(37)	—	—	(37)
<b>Balance, June 30, 2023</b>	<b>2,277,828</b>	<b>\$ 114</b>	<b>\$ 66,764</b>	<b>\$ 9,023</b>	<b>\$ (112,631)</b>	<b>\$ (36,730)</b>
Net income	—	—	—	—	91,060	91,060
Foreign currency translation (Note 1)	—	—	—	(321)	—	(321)
Stock-based compensation	—	—	1,622	—	—	1,622
Recognition of deferred compensation (Note 11)	—	—	—	(118)	—	(118)
Net restricted stock activity	2,120	—	(18)	—	—	(18)
Stock warrants issued in connection with debt (2)	—	—	1,292	—	—	1,292
<b>Balance, June 30, 2024</b>	<b>2,279,948</b>	<b>\$ 114</b>	<b>\$ 69,660</b>	<b>\$ 8,584</b>	<b>\$ (21,571)</b>	<b>\$ 56,787</b>
Net income	—	—	—	—	123,536	123,536
Foreign currency translation (Note 1)	—	—	—	(177)	—	(177)
Stock-based compensation	—	—	1,413	—	—	1,413
Net restricted stock activity	15,481	1	(75)	—	—	(74)
Recognition of deferred compensation (Note 11)	—	—	—	(121)	—	(121)
Common stock issued in connection with Alline acquisition (1)	140,552	7	2,993	—	—	3,000
Stock warrants issued in connection with debt (2)	—	—	1,252	—	—	1,252
<b>Balance, June 30, 2025</b>	<b>2,435,981</b>	<b>\$ 122</b>	<b>\$ 75,243</b>	<b>\$ 8,286</b>	<b>\$ 101,965</b>	<b>\$ 185,616</b>

- (1) This activity represents the common stock issued in connection with the Alline Acquisition on December 19, 2024. See Note 16 for additional details.
- (2) This activity represents the stock warrants issued in connection with the new credit facility agreement and amendment. Stock warrant value shown net of allocated financing costs. See Note 8 and Note 14 for additional details.

The accompanying notes are an integral part of the Consolidated Financial Statements.

**REGIS CORPORATION**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(Dollars in thousands)

	Fiscal Years		
	2025	2024	2023
<b>Cash flows from operating activities:</b>			
Net income (loss)	\$ 123,536	\$ 91,060	\$ (7,385)
Adjustments to reconcile net income (loss) to net cash provided by (used in) operating activities:			
Gain from sale of OSP (Note 3)	(8,396)	(2,000)	(4,562)
Depreciation and amortization (Note 1)	2,876	3,403	7,189
Long-lived asset impairment	352	798	101
Deferred income taxes	(113,891)	519	(8)
Inventory reserve	—	—	1,228
Non-cash interest	5,299	3,418	3,790
Gain on extinguishment of long-term debt, net	—	(94,611)	—
Stock-based compensation	1,940	1,558	2,316
Amortization of debt discount and financing costs	3,418	2,987	2,891
Other non-cash items affecting earnings	(202)	432	155
Changes in operating assets and liabilities (1):			
Receivables	(37)	848	943
Inventories	871	851	(182)
Income tax receivable	(137)	1,230	(577)
Other current assets	402	(466)	850
Other assets	4,402	5,829	6,818
Ad fund	8,363	(2,435)	1,781
Accounts payable	(504)	831	(2,278)
Accrued expenses	(5,289)	(4,812)	(6,151)
Net lease liabilities	(2,073)	(1,942)	(4,991)
Other non-current liabilities	(7,186)	(9,538)	(9,817)
Net cash provided by (used in) operating activities:	<u>13,744</u>	<u>(2,040)</u>	<u>(7,889)</u>
<b>Cash flows from investing activities:</b>			
Capital expenditures	(1,295)	(376)	(481)
Net proceeds from sale of OSP	8,463	2,000	4,500
Business acquisitions, net of cash acquired and certain obligations assumed	(18,621)	—	—
Net cash (used in) provided by investing activities:	<u>(11,453)</u>	<u>1,624</u>	<u>4,019</u>
<b>Cash flows from financing activities:</b>			
Proceeds from issuance of long-term debt	15,000	105,000	—
Repayments of long-term debt	(1,125)	(96,499)	(11,083)
Borrowings on revolving credit facility	4,326	14,238	13,357
Repayments of revolving credit facility	(13,534)	—	—
Debt refinancing fees	(1,003)	(14,360)	(4,383)
Taxes paid for shares withheld	(75)	(16)	(36)
Net cash provided by (used in) financing activities:	<u>3,589</u>	<u>8,363</u>	<u>(2,145)</u>
Effect of exchange rate changes on cash and cash equivalents	13	(31)	(53)
Increase (decrease) in cash, cash equivalents and restricted cash	5,893	7,916	(6,068)
<b>Cash, cash equivalents and restricted cash:</b>			
Beginning of year	29,312	21,396	27,464
End of year	<u>\$ 35,205</u>	<u>\$ 29,312</u>	<u>\$ 21,396</u>

(1) Changes in operating assets and liabilities exclude assets and liabilities sold or acquired.

The accompanying notes are an integral part of the Consolidated Financial Statements.

**1. BUSINESS DESCRIPTION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Business Description:**

Regis Corporation franchises and owns hair care salons, primarily in North America. The business is evaluated in two segments, franchise salons and company-owned salons. Franchise salons in operation decreased from 4,391 at June 30, 2024, to 3,647 at June 30, 2025. Company-owned salons in operation increased from 17 at June 30, 2024, to 294 at June 30, 2025, primarily due to the Company's strategic acquisition of Alline Salon Group as described below. See Note 15 and Note 16 to the Consolidated Financial Statements for information regarding our Segments and Acquisitions, respectively. Salons are located in leased space in strip center locations, malls, or Walmart stores.

**Alline Salon Group Acquisition:**

On December 19, 2024, the Company completed the transaction to acquire 100 percent ownership of Super C Group, LLC, doing business as Alline Salon Group (Alline). Under the terms of the agreement, the Company paid cash consideration of approximately \$19 million, stock consideration valued at \$3.0 million, and additional amounts for working capital adjustments and transaction-related fees. Refer to Note 16 to the Consolidated Financial Statements for additional information regarding the acquisition. The Company's financial results for the fiscal year ended June 30, 2025, include the results of Alline subsequent to the December 19, 2024, acquisition date.

**Acquisition-Related Costs:**

Acquisition-related costs of \$1.4 million were incurred during the fiscal year ended June 30, 2025, and primarily represent third-party consulting and legal expenses associated with the acquisition of Alline completed on December 19, 2024. These costs were recorded within general and administrative expenses in the Consolidated Statements of Operations for the year ended June 30, 2025.

**COVID-19 Impact:**

The global coronavirus pandemic (COVID-19) had an adverse impact on operations. As a result, the Company received funds in prior years, including a grant from the state of North Carolina of \$1.1 million in fiscal year 2023, which was recorded within Other, net on the Consolidated Statements of Operations. No funds were received in fiscal years 2025, or 2024.

**Consolidation:**

The Consolidated Financial Statements include the accounts of the Company and its subsidiaries after the elimination of intercompany accounts and transactions. All material subsidiaries are wholly owned. The Company consolidates variable interest entities where it has determined it is the primary beneficiary of those entities' operations.

**Variable Interest Entities:**

The Company has interests in certain privately held entities through arrangements that do not involve voting interests. Such entities, known as variable interest entities (VIE), are required to be consolidated by its primary beneficiary. The Company evaluates whether it is the primary beneficiary for each VIE using a qualitative assessment that considers the VIE's purpose and design, the involvement of each of the interest holders and the risk and benefits of the VIE. As of June 30, 2025, the Company has no VIE's where the Company is the primary beneficiary.

The Company previously held an investment in Empire Education Group, Inc. (EEG). On May 2, 2024, the Company sold its interest in EEG to the other shareholder. The sale did not have a significant impact on the Company's operations or financial position. When the Company held a majority ownership interest in EEG it was a co-signatory to the Title IV program participation agreements of the EEG schools with the Department of Education. As a co-signatory to the Title IV program participation agreements, the Department of Education could hold the Company responsible for EEG's Title IV program liabilities. In connection with the sale, Regis is no longer a co-signatory to the Title IV program participation agreements of the EEG schools with the Department of Education.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

### Use of Estimates:

The preparation of the Consolidated Financial Statements in conformity with accounting principles generally accepted in the United States of America (GAAP) requires management to make certain 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 period. Actual results and outcomes may differ from management's estimates and assumptions.

### Cash, Cash Equivalents and Restricted Cash:

Cash equivalents consist of investments in short-term, highly liquid securities having original maturities of three months or less, which are made as a part of the Company's cash management activity. The carrying values of these assets approximate their fair market values. The Company primarily utilizes a cash management system with a series of separate accounts consisting of lockbox accounts for receiving cash, concentration accounts that funds are moved to, and several "zero balance" disbursement accounts for funding of payroll and accounts payable. As a result of the Company's cash management system, checks issued, but not presented to the banks for payment, may create negative book cash balances. There were no checks outstanding in excess of related book cash balances at June 30, 2025, and 2024.

Restricted cash within other current assets primarily relates to consolidated advertising cooperatives funds, which can only be used to settle obligations of the respective cooperatives and contractual obligations to collateralize the Company's self-insurance programs. The self-insurance restricted cash arrangement can be canceled by the Company at any time if substituted with letters of credit. The table below reconciles the cash and cash equivalents balances and restricted cash balances, recorded within other current assets on the Consolidated Balance Sheets to the amount of cash, cash equivalents and restricted cash reported on the Consolidated Statements of Cash Flows:

	June 30,	
	2025	2024
	(Dollars in thousands)	
Cash and cash equivalents	\$ 16,959	\$ 10,066
Restricted cash, included in other current assets	18,246	19,246
Total cash, cash equivalents and restricted cash	<u>\$ 35,205</u>	<u>\$ 29,312</u>

**Receivables and Allowance for Credit Losses:**

The receivable balance on the Company's Consolidated Balance Sheets primarily includes accounts and notes receivable from franchisees and credit card receivables. The balance is presented net of an allowance for credit losses (i.e., doubtful accounts), related to receivables from the Company's franchisees. The Company monitors the financial condition of its franchisees and records provisions for estimated losses on receivables when it believes franchisees are unable to make their required payments based on factors such as delinquencies and aging trends. The allowance for credit losses is the Company's best estimate of the amount of probable credit losses related to existing accounts and notes receivables. As of June 30, 2025, and 2024, the allowance for credit losses was \$5.0 million and \$6.2 million, respectively. See Note 2 to the Consolidated Financial Statements.

**Inventories:**

Inventories of finished goods consist principally of hair care products for retail product sales. A portion of inventories are also used for salon services consisting of hair color, hair care products including shampoo and conditioner and hair care treatments including permanents, neutralizers, and relaxers. Inventories are stated at the lower of cost or net realizable value, with cost determined on a weighted average cost basis.

The Company has inventory valuation reserves for excess and obsolete inventories, or other factors that may render inventories unmarketable at their historical costs. In fiscal year 2021, the Company announced it would transition away from its wholesale product distribution model in favor of a third-party distribution model. As a result, the Company exited its two distribution centers in fiscal year 2022 and previously stored inventory at a third-party facility through the second quarter of fiscal year 2024. To facilitate the exit of the distribution centers, the Company sold inventory at discounts. The inventory valuation reserve as of June 30, 2025, and 2024 was \$0.0 million and \$0.3 million, respectively. During fiscal year 2023, the Company recorded a total inventory reserve charge of \$1.2 million, which was recorded in inventory reserve in the Consolidated Statements of Operations.

**Property and Equipment:**

Property and equipment are carried at cost, less accumulated depreciation and amortization. Depreciation of property and equipment is computed using the straight-line method over their estimated useful asset lives (i.e., 10 years or lease life for improvements and three to 10 years or lease life for equipment, furniture, and software). Depreciation expense was \$2.6 million, \$3.7 million, and \$7.4 million in fiscal years 2025, 2024, and 2023, respectively. Depreciation expense for fiscal years 2025, 2024, and 2023 includes \$0.1 million, \$0.5 million, and \$1.0 million of asset retirement obligations, respectively, which are cash expenses.

The Company capitalizes both internal and external costs of developing or obtaining computer software for internal use. Costs incurred to develop internal-use software during the application development stage are capitalized, while data conversion, training and maintenance costs associated with internal-use software are expensed as incurred. Estimated useful lives range from three to seven years.

Expenditures for maintenance and repairs and minor renewals and betterments, which do not improve or extend the life of the respective assets, are expensed. All other expenditures for renewals and betterments are capitalized. The assets and related depreciation and amortization accounts are adjusted for property retirements and disposals with the resulting gain or loss included in operating income (loss). Fully depreciated or amortized assets remain in the accounts until retired from service.

**Right of Use Asset, Lease Liabilities and Rent Expense:**

At contract inception, the Company determines whether a contract is, or contains, a lease by determining whether it conveys the right to control the use of the identified asset for a period of time. If the contract provides the Company the right to substantially all of the economic benefits from the use of the identified asset and the right to direct the use of the identified asset, the Company considers it to be, or contain, a lease. The Company leases its company-owned salons and corporate facilities under operating leases. The original terms of the salon leases range from one to 11 years with many leases renewable for an additional five to 10-year term at the option of the Company. In addition to the obligation to make fixed rental payments for the use of the salons, the Company also has variable lease payments that are based on sales levels. For most leases, the Company is required to pay real estate taxes and other occupancy expenses.

The Company leases salon premises in which the majority of its franchisees operate and has entered into corresponding sublease arrangements with franchisees. All lease-related costs are passed through to franchisees. The Company records the rental payments due from franchisees as franchise rental income and the corresponding amounts owed to landlords as franchise rent expense on the Consolidated Statements of Operations.

All the Company's leases are operating leases. The lease liability is initially and subsequently measured at the present value of the unpaid lease payments at the lease commencement date, including one lease term option when the lease is expected to be renewed. The right of use (ROU) asset is initially and subsequently measured throughout the lease term at the carrying amount of the lease liability, plus initial direct costs, less accrued lease payments and unamortized lease incentives received, if any. Expense for lease payments is recognized on a straight-line basis over the lease term, including the lease renewal option when the lease is expected to be renewed. Generally, the non-lease components, such as real estate taxes and other occupancy expenses, are separate from rent expense within the lease and are not included in the measurement of the lease liability because these charges are variable.

The discount rate used to determine the present value of the lease payments is the Company's estimated collateralized incremental borrowing rate, based on the yield curve for the respective lease terms, as the interest rate implicit in the lease cannot generally be determined. The Company uses the portfolio approach in applying the discount rate based on the original lease term.

Certain leases provide for contingent rents that are determined as a percentage of revenues in excess of specified levels. The Company records a contingent rent liability in accrued expenses on the Consolidated Balance Sheets, along with the corresponding rent expense in the Consolidated Statements of Operations, when specified levels have been achieved or when management determines that achieving the specified levels during the fiscal year is probable.

**Salon Long-Lived Asset and Right of Use Asset Impairment Assessments:**

A lessee's ROU asset is subject to the same asset impairment guidance in ASC 360, Property, Plant, and Equipment, applied to other elements of property, plant, and equipment. The Company has identified its asset groups at the individual salon level as this represents the lowest level that identifiable cash flows are largely independent of the cash flows of other groups of assets and liabilities. Poor salon performance in fiscal years 2025, 2024, and 2023 resulted in ASC 360-10-35-21 triggering events. As a result, management assessed underperforming salon asset groups, which included the related ROU assets, for impairment in accordance with ASC 360.

The Company assesses impairment of long-lived salon assets and ROU assets at the individual salon level, as this is the lowest level for which identifiable cash flows are largely independent of other groups of assets and liabilities, when events or changes in circumstances indicate the carrying value of the assets or the asset grouping may not be recoverable. Factors considered in deciding when to perform an impairment review include significant under-performance of an individual salon in relation to expectations, significant economic or geographic trends, and significant changes or planned changes in our use of the assets.

The first step in the impairment test under ASC 360 is to determine whether the long-lived assets are recoverable, which is determined by comparing the net carrying value of the salon asset group to the undiscounted net cash flows to be generated from the use and eventual disposition of that asset group. Estimating cash flows for purposes of the recoverability test is subjective and requires significant judgment. Estimated future cash flows used for the purposes of the recoverability test were based upon historical cash flows for the salons, adjusted for expected changes in future market conditions and other factors. The period of time used to determine the estimates of the future cash flows for the recoverability test was based on the remaining useful life of the primary asset of the group, which was the ROU asset in all cases.

The second step of the long-lived asset impairment test requires that the fair value of the asset group be estimated when determining the amount of any impairment loss. For the salon asset groups that failed the recoverability test, an impairment loss was measured as the amount by which the carrying amount of the asset group exceeds its fair value. The Company applied the fair value guidance within ASC 820-10 to determine the fair value of the asset group from the perspective of a market-participant considering, among other things, appropriate discount rates, multiple valuation techniques, the most advantageous market, and assumptions about the highest and best use of the asset group. To determine the fair value of the salon asset groups, the Company utilized market-participant assumptions rather than the Company's own assumptions about how it intends to use the asset group. The significant judgments and assumptions utilized to determine the fair value of the salon asset groups include the market rent of comparable properties and a discount rate. The fair value of the salon long-lived asset group is estimated using market participant methods based on the best information available. The fair value of the ROU asset is estimated by determining what a market participant would pay over the life of the primary asset in the group, discounted back to June 30, 2025.

During fiscal years 2025, 2024, and 2023, the Company recognized long-lived asset impairment charges of \$0.4 million, \$0.8 million, and \$0.1 million, respectively, related to ROU assets on the Consolidated Statements of Operations. The impairment loss for each salon asset group that was recognized was allocated among the long-lived assets of the group on a pro-rata basis using their relative carrying amounts. Additionally, the impairment losses did not reduce the carrying amount of an individual asset below its fair value, including the ROU assets included in the salon asset groups. Assessing the long-lived assets for impairment requires management to make assumptions and to apply judgment which can be affected by economic conditions and other factors that can be difficult to predict. The Company does not believe there is a reasonable likelihood that there will be a material change in the estimates or assumptions it uses to calculate impairment losses for its long-lived assets, including its ROU assets. If actual results are not consistent with the estimates and assumptions used in the calculations, the Company may be exposed to future impairment losses that could be material. See Note 6 to the Consolidated Financial Statements.

**Goodwill:**

As further described in Note 16, the acquisition of Alline resulted in the recognition of approximately \$10.3 million in goodwill, which was assigned to the company-owned operating segment.

As of June 30, 2025, and 2024, the franchise reporting unit had goodwill of \$173.2 million and \$173.1 million, respectively, and the company-owned reporting unit had \$10.3 million and \$0.0 million goodwill as of June 30, 2025, and 2024, respectively. See Note 5 to the Consolidated Financial Statements for changes to the goodwill balance. The Company assesses goodwill impairment on an annual basis as of April 30, and between annual assessments if an event occurs, or circumstances change, that would more likely than not reduce the fair value of a reporting unit below its carrying amount.

Goodwill impairment assessments are performed at the reporting unit level, which is the same as the Company's operating segments. The goodwill assessment involves a one-step comparison of the reporting unit's fair value to its carrying value, including goodwill (Step 1). If the reporting unit's fair value exceeds its carrying value, no further procedures are required. However, if the reporting unit's fair value is less than the carrying value, an impairment charge is recorded for the difference between the fair value and carrying value of the reporting unit.

In applying the goodwill impairment assessment, the Company may assess qualitative factors to determine whether it is more likely than not that the fair value of the reporting units was less than its carrying value (Step 0). Qualitative factors could include, but are not limited to, economic, market and industry conditions, cost factors and overall financial performance of the reporting unit. If after assessing these qualitative factors, the Company determined it is more likely than not that the carrying value is less than the fair value, then performing Step 1 of the goodwill impairment assessment is unnecessary.

The carrying value of each reporting unit is based on the assets and liabilities associated with the operations of the reporting unit, including allocation of shared or corporate balances among reporting units. Allocations are generally based on the number of salons in each reporting unit as a percent of total salons or expenses of the reporting unit as a percent of total company expenses.

The Company calculates estimated fair values of the reporting units based on discounted cash flows utilizing estimates in annual revenue, fixed expense rates, allocated corporate overhead, franchise and company-owned salon counts, and long-term growth rates for determining terminal value. Where available and as appropriate, comparative market multiples are used in conjunction with the results of the discounted cash flows. The Company engages third-party valuation consultants to assist in evaluating the Company's estimated fair value calculations.

The following is a description of the goodwill impairment assessments for each of the fiscal years:

*Fiscal 2025*

The Company engaged a third-party valuation specialist to perform its annual impairment assessment as of April 30. For the goodwill impairment analysis, management utilized a combination of both a discounted cash flows approach and market approach to evaluate the reporting units. The discounted cash flows model reflects management's assumptions regarding revenue growth rates, economic and market trends, cost structure, and other expectations about the anticipated short-term and long-term operating results. The Company compared the carrying value of the reporting units, including goodwill, to their estimated fair values. The results of this assessment indicated that the estimated fair values of the Company's franchise and company-owned reporting units exceeded the carrying values, resulting in no goodwill impairment charge.

The company-owned reporting unit had substantial headroom and the franchise reporting unit had headroom of approximately 5%. The fair value of the franchise reporting unit was determined based on a discounted cash flow analysis and comparable market multiples. The assumptions used in determining fair value were the number of salons in operation, projected salon generated royalties, projected salon closures, projected salon development, weighted average cost of capital, general and administrative expenses and utilization of net operating loss benefits. We selected the assumptions by considering our historical financial performance and trends, historical same store sales, and estimated same store sales. The preparation of our fair value estimate includes uncertain factors and requires significant judgments and estimates which are subject to change. A 100 basis point increase in our weighted average cost of capital within the franchise reporting unit would result in a reduction in headroom to approximately 3%.

Other uncertain factors or events exist which may result in a future triggering event and require us to perform an interim impairment analysis with respect to the carrying value of goodwill for the franchise reporting unit prior to our annual assessment. These internal and external factors include but are not limited to the following:

- Changes in the company-owned and franchise salon strategy,
- Future market earnings multiples deterioration,
- Our financial performance falls short of our projections due to internal operating factors,
- Economic recession,
- Reduced salon traffic,
- Deterioration of industry trends,
- Increased competition,
- Inability to reduce general and administrative expenses, or
- Other factors causing our cash flow to deteriorate.

If the triggering event analysis indicates the fair value of the franchise reporting unit has potentially fallen below the 5% headroom, we may be required to perform an updated impairment assessment which may result in a non-cash impairment charge to reduce the carrying value of goodwill.

As of June 30, 2025, the Company's estimated fair value, as determined by the sum of our reporting units' fair values, fell within a reasonable range of our market capitalization, which included an assumed control premium of 23.7%.

Assessing goodwill for impairment requires management to make assumptions and to apply judgment, including forecasting future sales and expenses, and selecting appropriate discount rates, which can be affected by economic conditions and other factors that can be difficult to predict. The Company does not believe there is a reasonable likelihood that there will be a material change in the estimates or assumptions it uses to calculate impairment losses of goodwill. However, if actual results are not consistent with the estimates and assumptions used in the calculations, or if there are significant changes to the Company's planned strategy for franchise salons, the Company may be exposed to future impairment losses that could be material.

#### *Fiscal 2024*

The Company determined a triggering event occurred related to a decrease in the Company's stock price, resulting in a quantitative impairment test performed over goodwill. Accordingly, the Company engaged a third-party valuation specialist to perform an impairment analysis on the franchise reporting unit of the business as of November 30, 2023. For the goodwill impairment analysis, management utilized a combination of both a discounted cash flows approach and a market approach to evaluate the franchise reporting unit. The discounted cash flows model reflects management's assumptions regarding discount rates, revenue growth rates, economic and market trends, cost structure, and other expectations about the anticipated short-term and long-term operating results. These assumptions are inherently uncertain. An increase in the discount rate or a decrease in revenue growth rate or market trends would have a negative impact on the fair value of the reporting unit which could be material. As a result of the impairment testing, the franchise reporting unit was determined to have a fair value in excess of its carrying value, resulting in no goodwill impairment charge.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

The Company performed its annual impairment assessment as of April 30. For the goodwill impairment analysis, management utilized a combination of both a discounted cash flows approach and market approach to evaluate the franchise reporting unit. The discounted cash flows model reflects management's assumptions regarding revenue growth rates, economic and market trends, cost structure, and other expectations about the anticipated short-term and long-term operating results. The results of this assessment indicated that the estimated fair value of the Company's franchise reporting unit exceeded the carrying value.

### *Fiscal 2023*

During fiscal year 2023, the Company did not experience any triggering events that required an interim goodwill analysis. The Company performed its annual impairment assessment as of April 30. For the goodwill impairment analysis, management utilized a combination of both a discounted cash flows approach and market approach to evaluate the franchise reporting unit. The discounted cash flows model reflects management's assumptions regarding revenue growth rates, economic and market trends, cost structure, and other expectations about the anticipated short-term and long-term operating results. The discount rate of 17.0% was also a key assumption utilized in the discounted cash flows. The results of this assessment indicated that the estimated fair value of the Company's franchise reporting unit exceeded the carrying value.

**Reverse Stock Split:**

On November 29, 2023, the Company effected a one-for-20 reverse stock split of its outstanding common stock, par value \$0.05 per share. As a result of the reverse stock split, every 20 shares of common stock issued and outstanding was converted into one share of common stock. The reverse stock split affected all shareholders uniformly and did not alter any shareholder's percentage interest in the Company's equity. No fractional shares were issued in connection with the reverse stock split. Shareholders who would otherwise be entitled to a fractional share of common stock were instead entitled to receive a proportional cash payment. All common share and per share amounts presented in the consolidated financial statements and accompanying notes have been retroactively adjusted to reflect the reverse stock split.

The reverse stock split affected all issued and outstanding shares of the Company's common stock, as well as the number of shares of common stock available for issuance under the Company's outstanding stock options and stock unit awards. The reverse stock split reduced the number of shares of common stock issuable upon the exercise of stock options outstanding and the vesting of stock unit awards outstanding immediately prior to the reverse stock split and correspondingly increased the respective exercise prices or other price dependent terms.

**Tax Benefits Preservation Plan:**

On January 28, 2024, the Board authorized and declared a dividend of one preferred stock purchase right (a Right) for each outstanding share of common stock. The dividend was payable on February 9, 2024 (the Record Date) to the holders of record of shares of common stock as of the close of business on the Record Date. The description and terms of the Rights are set forth in a Tax Benefits Preservation Plan (the Plan), dated as of January 29, 2024, as the same may be amended from time to time between the Company and Equiniti Trust Company, LLC, as Rights Agent. On January 27, 2025, the Company entered into Amendment No. 1 to the Plan, extending the expiration date of the Plan from January 29, 2025, to January 29, 2028 (the Extension). Pursuant to the terms of the Plan, the Company will submit the Extension to its shareholders for ratification at the next annual or special meeting of its shareholders. The Rights and the Plan will now expire on the earliest of (i) the close of business on January 29, 2028 (or such later date as may be established by the Board of Directors prior to the expiration date as long as the Extension is submitted to the shareholders of the Company for ratification at the next annual or special meeting of shareholders succeeding such extension), (ii) the time at which the Rights are redeemed or exchanged pursuant to the Plan, (iii) the time at which the Rights (other than Rights owned by an Acquiring Person, as defined by the Plan) are exchanged pursuant to the Plan, (iv) the repeal of Section 382 of the U.S. Internal Revenue Code of 1982, as amended, or any successor statute if the Board determines that the Plan is no longer necessary or desirable for the preservation of certain unrecognized tax benefits, or (v) the beginning of a taxable year to which the Board determines that no tax benefits may be carried forward.

**Self-Insurance Accruals:**

The Company uses a combination of third-party insurance and self-insurance for a number of risks including workers' compensation, health insurance, employment practice liability, and general liability claims. The liability represents the Company's estimate of the undiscounted ultimate cost of uninsured claims incurred as of the Consolidated Balance Sheets date.

The Company estimates self-insurance liabilities using a number of factors, primarily based on independent third-party actuarially determined amounts, historical claims experience, estimates of incurred but not reported claims, demographic factors, and severity factors.

Although the Company does not expect the amounts ultimately paid to differ significantly from the estimates, self-insurance accruals could be affected if future claims experience differs significantly from historical trends and actuarial assumptions. For fiscal years 2025, 2024, and 2023, the Company recorded decreases in expense for changes in estimates related to prior year open policy periods of \$0.8 million, \$0.9 million, and \$1.4 million, respectively. The Company updates loss projections bi-annually and adjusts its liability to reflect updated projections. The updated loss projections consider new claims and developments associated with existing claims for each open policy period. As certain claims can take years to settle, the Company has multiple policy periods open at any point in time.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

As of June 30, 2025, the Company had \$1.2 million and \$3.5 million recorded in current liabilities and non-current liabilities, respectively, related to the Company's workers' compensation and general liability self-insurance accruals. As of June 30, 2024, the Company had \$1.7 million and \$4.7 million recorded in current liabilities and non-current liabilities, respectively, related to the Company's workers' compensation and general liability self-insurance accruals.

### **Revenue Recognition and Deferred Revenue:**

Franchise revenues primarily include royalties, fees, product sales to franchisees, and advertising fund fees. Royalties and advertising fund revenues represent sales-based royalties that are recognized as revenue in the period in which the sales occur. The Company defers franchise fees until the salon is open and then recognizes the revenue over the term of the franchise agreement. See Note 2 to the Consolidated Financial Statements. Product sales by the Company to its franchisees are recorded at the time product is delivered to franchise locations. Company-owned salon revenues are recognized at the time when the services are provided, or the guest receives and pays for merchandise.

### **Classification of Revenue and Expenses:**

Below is a summary of the primary financial statement captions.

*Royalties* - Sales-based royalty received from franchisees.

*Fees* - Fees received from franchisees and third parties, including franchise fees and fees received from the third-party distributor.

*Product sales to franchisees* - Wholesale product sales to franchisees. The Company changed its franchise product sales business in fiscal year 2022 from a wholesale distribution model to a third-party distribution model.

*Advertising fund contributions* - Sales-based advertising fund contributions received from franchisees.

*Franchise rental income* - Rental income earned as a result of the Company signing leases on behalf of franchisees and entering into sublease arrangements with the franchisees.

*Company-owned salon revenue* - Service revenue and revenue derived from sales of product in company-owned salons.

*Cost of product sales to franchisees* - Direct cost of inventory and freight and other costs of sales.

*Franchise rental expense* - Expense incurred as a result of the Company signing leases on behalf of franchisees and entering into sublease arrangements with the franchisees.

*Company-owned salon expense* - Cost of service and product sold to guests in our company-owned salons and other salon-related costs. Excluded from this caption are general and administrative expense, rent and depreciation and amortization related to company-owned salons.

### **Consideration Received from Vendors:**

The Company receives consideration for a variety of vendor-sponsored programs. These programs primarily include volume rebates and promotion and advertising reimbursements.

With respect to volume rebates, the Company estimates the amount of rebate it will receive and accrues it as a reduction to the cost of inventory over the period in which the rebate is earned based upon historical purchasing patterns and the terms of the volume rebate program. A quarterly analysis is performed in order to ensure the estimated rebate accrued is reasonable and any necessary adjustments are recorded.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**Advertising and Advertising Funds:**

Advertising costs consist of the Company's corporate funded advertising costs, the Company's advertising fund contributions, and franchisee's advertising fund contributions. Corporate funded advertising costs are expensed as incurred. The Company has various franchising programs supporting specific franchise salon concepts. Most maintain advertising funds that provide comprehensive advertising and sales promotion support. All salons are required to participate in the advertising funds for the same salon concept. The Company administers the advertising funds in accordance with franchise operating and other agreements. Advertising fund contributions are expensed when the contribution is made.

The Company's advertising costs included in the Consolidated Statements of Operations consist of the following:

	<b>Fiscal Years</b>		
	<b>2025</b>	<b>2024</b>	<b>2023</b>
	<b>(Dollars in thousands)</b>		
Advertising fund contributions from franchisees	\$ 21,924	\$ 25,663	\$ 31,747
Advertising fund contributions from company-owned salons (1)	545	70	105
Corporate funded advertising costs (1) (2)	209	(28)	264
Total advertising costs	<u>\$ 22,678</u>	<u>\$ 25,705</u>	<u>\$ 32,116</u>

- (1) Included in general and administrative in the Consolidated Statements of Operations.
- (2) Corporate funded advertising costs for fiscal year 2024 relates to a credit received.

The Company records all advertising funds as assets and liabilities within the Company's Consolidated Balance Sheets. As of June 30, 2025, approximately \$17.4 million, and as of June 30, 2024, approximately \$8.8 million, representing the advertising funds' assets and liabilities, were recorded within total assets and total liabilities in the Company's Consolidated Balance Sheets.

**Stock-Based Employee Compensation Plans:**

The Company recognizes stock-based compensation expense based on the fair value of the awards at the grant date. Compensation expense is recognized on a straight-line basis over the requisite service period of the award (or to the date a participant becomes eligible for retirement, if earlier). The Company uses fair value methods that require the input of subjective assumptions, including the expected term, expected volatility, dividend yield, and risk-free interest rate.

The Company estimates the likelihood and the rate of achievement for performance sensitive stock-based awards at the end of each reporting period. Changes in the estimated rate of achievement can have a significant effect on the recorded stock-based compensation expense as the effect of a change in the estimated achievement level is recognized in the period the change occurs.

**Interest Expense:**

During fiscal years 2023 and 2024, the Company's credit agreement had variable interest rates over the term of the debt. Accordingly, interest expense was recorded using a weighted average effective interest rate by estimating total future cash flows related to the debt to determine interest expense. The estimated cash flows included the margin rate, PIK interest, SOFR interest, and tenor fee applied to the forecasted outstanding debt balance in each future period. The significant assumptions used in the estimate were future SOFR rates and expected debt balance, as well as the length of time the debt would be outstanding. Management applied the weighted average rate to the debt balance to record interest expense for the period. Due to the interest rate increases over the debt term, the Company recorded more interest expense than interest paid in cash in fiscal years 2023 and 2024.

On June 24, 2024, Regis entered into a new credit agreement with a variable interest rate based on SOFR plus margin which was amended on December 19, 2024. The margin applicable to the new term loan and revolving credit facility is 9.00%. If the Company's leverage ratio is less than 3.75 to 1.00, the margin rate is 8.50%. In either scenario, 4.5% of the margin is paid-in-kind (PIK) interest (added to the principal balance and thereafter accruing interest), and the remainder is paid currently in cash. The interest rate applicable to any letter of credit is 5.25% and paid currently in cash. The SOFR base rate applicable to the debt has a floor of 2.50% per annum. See additional discussion in Note 8 to the Consolidated Financial Statements.

**Gain on Extinguishment of Long-Term Debt, Net**

In June 2024, the Company recorded a gain of \$94.6 million related to the extinguishment of long-term debt. Additionally, the net gain includes the write off of paid-in-kind interest accruals and the write off of unamortized debt financing fees.

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

### Sales Taxes:

Sales taxes are recorded on a net basis (rather than as both revenue and an expense) within the Company's Consolidated Statements of Operations.

### Income Taxes:

Deferred income tax assets and liabilities are recognized for the expected future tax consequences of events that have been included in the Consolidated Financial Statements or income tax returns. Deferred income tax assets and liabilities are determined based on the differences between the financial statement and tax basis of assets and liabilities using currently enacted tax rates in effect for the years in which the differences are expected to reverse.

We recognize deferred tax assets to the extent we believe these assets are more likely than not to be realized. The Company evaluates all evidence, including recent financial performance, the existence of cumulative year losses and our forecast of future taxable income, to assess the need for a valuation allowance against our deferred tax assets. While the determination of whether to record a valuation allowance is not fully governed by a specific objective test, accounting guidance places significant weight on recent financial performance.

The Company has a valuation allowance on its deferred tax assets of \$60.5 million and \$181.8 million at June 30, 2025, and 2024, respectively.

Significant changes to the valuation allowance which occurred during fiscal year 2025 are as follows:

- We have determined that it is more likely than not that the majority of our U.S. federal and state deferred tax assets will be realizable as of June 30, 2025. In determining the need, or continued need, for a valuation allowance, we considered the weighting of the positive and negative evidence, which includes, among other things, recent historical income and losses, future growth, forecasted earnings and future taxable income. As of June 30, 2025, we achieved three years of cumulative U.S. income when considering pre-tax income adjusted for permanent differences and other comprehensive losses. Based on all available positive and negative evidence, having demonstrated sustained profitability, which is objective and verifiable, and taking into account anticipated future earnings, we concluded that it is more likely than not that the majority of our U.S. federal and state deferred tax assets will be realizable. As such, we released \$110.2 million of our valuation allowance associated with the U.S. federal and state deferred tax assets. A valuation allowance will remain on certain US tax credit carryforwards and state deferred tax assets in which we have concluded that it is more likely than not that they will expire unused.
- We have determined that it is more likely than not that a portion of our Canadian deferred tax assets will be realizable as of June 30, 2025, and released \$6.1 million of our Canadian valuation allowance.

The Company reserves for unrecognized tax benefits, interest and penalties related to anticipated tax audit positions in the U.S. and other tax jurisdictions based on an estimate of whether additional taxes will be due. If payment of these amounts ultimately proves to be unnecessary, the reversal of these liabilities would result in tax benefits being recognized in the period in which it is determined that the liabilities are no longer necessary. If the estimate of unrecognized tax benefits, interest and penalties proves to be less than the ultimate assessment, additional expenses would result.

Inherent in the measurement of deferred balances are certain judgments and interpretations of tax laws and published guidance with respect to the Company's operations. Income tax expense is primarily the current tax payable for the period and the change during the period in certain deferred tax assets and liabilities.

See Note 10 to the Consolidated Financial Statements.

**Net Income (Loss) Per Share:**

The Company's basic earnings per share is calculated as net income (loss) divided by weighted average common shares outstanding, excluding unvested outstanding stock awards. The Company's dilutive earnings per share is calculated as net income divided by weighted average common shares and common share equivalents outstanding, which includes shares issuable under the Company's stock option plan and long-term incentive plan and dilutive securities, including warrants issued in connection with the Company's credit agreement. Stock-based awards with exercise prices greater than the average market value of the Company's common stock are excluded from the computation of diluted earnings per share.

**Comprehensive Income (Loss):**

Components of comprehensive income (loss) include net income (loss), foreign currency translation adjustments and recognition of deferred compensation, net of tax within shareholders' equity (deficit).

**Foreign Currency Translation:**

The Consolidated Balance Sheets, Consolidated Statements of Operations and Consolidated Statements of Cash Flows of the Company's international operations are measured using local currency as the functional currency. Assets and liabilities of these subsidiaries are translated at the exchange rates in effect at each Consolidated Balance Sheet date. Translation adjustments arising from the use of differing exchange rates from period to period are included in accumulated other comprehensive income within shareholders' equity (deficit). Consolidated Statements of Operations accounts are translated at the average rates of exchange prevailing during the year. During fiscal years 2025, 2024, and 2023, the Company recorded foreign currency losses of \$0.1 million, \$0.5 million, and \$0.3 million in income (loss) from continuing operations, respectively, in the Consolidated Financial Statements.

**Accounting Standards Recently Adopted by the Company:**

On June 30, 2025 the Company adopted Accounting Standards Update (ASU) No. 2023-07, "Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures," which requires disclosure of significant segment expenses that are regularly provided to the chief operating decision maker (CODM) and a description of other segment items (the difference between segment revenue less the segment expenses disclosed under the significant expense principle and each reported measure of segment profit or loss) by reportable segment, as well as disclosure of the title and position of the entity's CODM and an explanation of how the CODM uses the reported measures of segment profit or loss in assessing segment performance and deciding how to allocate resources. The adoption of ASU 2023-07 did not have a material impact on the Company's consolidated financial statements.

**Recently Issued Accounting Standards Not Yet Adopted:**

In December 2023, the Financial Accounting Standards Board (FASB) issued ASU 2023-09, "Income Taxes (Topic 740): Improvements to Income Tax Disclosures." The ASU includes amendments requiring enhanced income tax disclosures, primarily related to standardization and disaggregation of rate reconciliation categories and income taxes paid by jurisdiction. The ASU is effective for fiscal years beginning after December 15, 2024, and shall be applied prospectively. The Company is evaluating the standard and determining the extent of additional disclosures that will be required.

In November 2024, the FASB issued the ASC 2024-03 "Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-04) Disaggregation of Income Statement of Expenses" which requires additional disclosure of the nature of expenses included in the income statement in response to requests from investors for more information about an entity's expenses. The new standard requires disclosures about specific types of expenses included in the expense captions presented on the face of the income statement as disclosures about selling expenses. The guidance is effective for annual reporting periods beginning after December 15, 2026, and interim reporting periods within annual reporting periods beginning after December 15, 2027. The requirements will be applied prospectively with the option for retrospective application. Early adoption is permitted. The Company is currently evaluating the impact this new guidance will have on its financial statements and disclosures.

2. REVENUE RECOGNITION:

Revenue Recognition and Deferred Revenue:

*Revenue recognized over time*

Royalty and advertising fund revenues represent sales-based royalties that are recognized in the period in which the sales occur. Generally, royalty and advertising fund revenues are billed and collected monthly in arrears. Advertising fund revenues and expenditures, which must be spent on marketing and related activities per the franchise agreements, are recorded on a gross basis within the Consolidated Statements of Operations. The treatment increases both the gross amount of reported revenue and expense and generally has no impact on operating income and net income. Franchise fees are billed and received upon the signing of the franchise agreement. Recognition of these fees is deferred until the salon opens and typically recognized over 10 years. Franchise rental income is a result of the Company signing leases on behalf of franchisees and entering into sublease arrangements with the franchisees. The Company recognizes franchise rental income and expense when it is due to the landlord.

*Revenue recognized at point of sale*

Company-owned salon revenues are recognized at the time when the services are provided, or the guest receives and pays for the merchandise. Revenues from purchases made with gift cards are also recorded when the guest takes possession of the merchandise or services are provided. Gift cards issued by the Company are recorded as a liability (deferred revenue) upon sale and recognized as revenue upon redemption by the guest. Gift card breakage, the amount of gift cards which will not be redeemed, is recognized based on gift card balances with no activity over a 36-month basis. In the fourth quarter of fiscal year 2024, the Company revised its estimate related to the gift card breakage and recognized \$1.3 million of non-cash gift card revenue. Product sales to franchisees are recorded at the time product is delivered to the franchisee.

Information about receivables, broker fees, and deferred revenue subject to the revenue recognition guidance is as follows:

	June 30, 2025	June 30, 2024	Balance Sheet Classification
(Dollars in thousands)			
Receivables from contracts with customers, net	\$ 7,378	\$ 6,887	Receivable, net
Broker fees	5,997	9,369	Other assets
Deferred revenue:			
Current			
Gift card liability	\$ 476	\$ 366	Accrued expenses
Deferred franchise fees open salons	3,832	4,738	Accrued expenses
Total current deferred revenue	<u>\$ 4,308</u>	<u>\$ 5,104</u>	
Non-current			
Deferred franchise fees unopened salons	\$ 1,475	\$ 1,783	Other non-current liabilities
Deferred franchise fees open salons	9,394	14,972	Other non-current liabilities
Total non-current deferred revenue	<u>\$ 10,869</u>	<u>\$ 16,755</u>	

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

Receivables relate primarily to payments due for royalties, advertising fees, rent, franchise product sales, and sales of salon services and product paid by credit card. The receivables balance is presented net of an allowance for expected credit losses (i.e., doubtful accounts), related to receivables from franchisees. Management estimates the allowance based on the age of the receivable and creditworthiness of the franchisee. The following table is a rollforward of the allowance for credit losses for the periods indicated:

	Fiscal Years	
	2025	2024
	(Dollars in thousands)	
Balance at beginning of period	\$ 6,227	\$ 7,297
Provision for doubtful accounts (1)	3,040	538
Provision for franchisee rent (2)	790	1,538
Recoveries	(2,266)	47
Other	78	(75)
Write-offs	(2,854)	(3,118)
Balance at end of period	<u>\$ 5,015</u>	<u>\$ 6,227</u>

- (1) The provision for credit losses is recognized as general and administrative expense in the Consolidated Statements of Operations.
- (2) The provision for franchisee rent is recognized as rent in the Consolidated Statements of Operations.

Broker fees are the costs associated with using external brokers to identify new franchisees. These fees are paid upon the signing of the franchise agreement and recognized as general and administrative expense over the term of the franchise agreement in the Consolidated Statements of Operations. The following table is a rollforward of the broker fee balance for the periods indicated:

	Fiscal Years	
	2025	2024
	(Dollars in thousands)	
Balance at beginning of period	\$ 9,369	\$ 12,471
Amortization	(2,313)	(2,749)
Write-offs	(1,059)	(353)
Balance at end of period	<u>\$ 5,997</u>	<u>\$ 9,369</u>

Deferred revenue includes the gift card liability and deferred franchise fees for unopened salons and open salons. Deferred franchise fees related to open salons are generally recognized on a straight-line basis over the term of the franchise agreement. Franchise fee revenue for fiscal years 2025, 2024, and 2023 was \$6.8 million, \$6.5 million, and \$6.7 million, respectively. Estimated revenue expected to be recognized in the future related to deferred franchise fees for open salons as of June 30, 2025, is as follows (in thousands):

2026	\$ 3,769
2027	3,311
2028	2,649
2029	2,190
2030	895
Thereafter	412
Total	<u>\$ 13,226</u>

**3. DISCONTINUED OPERATIONS**

On June 30, 2022, the Company sold its OSP software-as-a-service solution to Soham Inc. As a result of the sale, the Company classified the OSP business as discontinued operations in the financial statements for all periods presented. The Company received \$13.0 million in proceeds in June 2022 and received an additional \$5.0 million in proceeds in fiscal year 2023, offset by a \$0.5 million transaction fee. In fiscal year 2024, the Company received \$2.0 million of proceeds that had been previously held back for general indemnity provisions. In fiscal year 2025, the Company received additional proceeds of \$8.5 million related to the number of salons migrating to Soham's Zenoti product. Cash (used in) provided by investing activities for the years ended June 30, 2025, 2024, and 2023, includes \$8.5 million, \$2.0 million, and \$4.5 million respectively, of cash from discontinued operations.

The following summarizes the results of discontinued operations for the periods presented:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Discontinued operations:			
Fees	\$ —	\$ —	\$ (226)
General and administrative	—	—	(27)
Rent	—	—	(351)
Gain from sale of OSP	8,396	1,993	4,562
Income from discontinued operations, before taxes	8,396	1,993	3,958
Income tax expense from discontinued operations (1)	(1,892)	—	—
Income from discontinued operations, net of tax	<u>\$ 6,504</u>	<u>\$ 1,993</u>	<u>\$ 3,958</u>

- (1) Income taxes have been allocated to continuing and discontinued operations based on the methodology required by accounting for income taxes guidance. The tax expense in fiscal year 2025 is due to a GAAP and tax difference in timing of the gain recognition and does not reflect a current or cash tax liability. There was no tax impact in fiscal years 2024, or 2023, due to a valuation allowance.

The following summarizes the gain from the sale of OSP for the periods presented:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Cash proceeds	\$ 8,463	\$ 2,000	\$ 5,000
Software write-off (1)	—	—	(64)
Hardware write-down (2)	—	—	(367)
Other, net, including professional fees	(67)	(7)	(7)
Gain from sale of OSP	<u>\$ 8,396</u>	<u>\$ 1,993</u>	<u>\$ 4,562</u>

- (1) Write-off of internally developed capitalized software.  
 (2) Prior to the sale, hardware used to run OSP was sold to franchisees. As a result of the sale, the Company wrote down the value of the hardware to its net realizable value and the charge is included in the gain on the sale of OSP.

The Company exited its office space in Fremont, California, but was liable for lease payments through September 2024. The related liability is included in accrued expenses as of June 30, 2024, in the Consolidated Balance Sheets.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**4. OTHER FINANCIAL STATEMENT DATA**

The following provides additional information concerning selected balance sheet accounts:

	June 30,	
	2025	2024
	(Dollars in thousands)	
<b>Other current assets:</b>		
Prepaid assets	\$ 1,362	\$ 684
Restricted cash	18,246	19,246
Other	1,646	1,802
<b>Total other current assets</b>	<b>\$ 21,254</b>	<b>\$ 21,732</b>
<b>Property and equipment:</b>		
Buildings and improvements	\$ 2,374	\$ 2,374
Equipment, furniture, and leasehold improvements	11,825	5,574
Internal use software	9,395	19,695
<b>Total property and equipment</b>	<b>23,594</b>	<b>27,643</b>
Less accumulated depreciation and amortization	(13,509)	(23,979)
<b>Total property and equipment, net</b>	<b>\$ 10,085</b>	<b>\$ 3,664</b>
<b>Accrued expenses:</b>		
Payroll and payroll related costs	\$ 4,661	\$ 4,611
Insurance	1,313	1,733
Interest expense	36	239
Rent and related real estate costs	2,105	3,237
Gift card liability	476	366
Deferred revenue	3,832	4,738
Other	6,643	6,720
<b>Total accrued expenses</b>	<b>\$ 19,066</b>	<b>\$ 21,644</b>
<b>Other non-current liabilities:</b>		
Deferred income taxes	\$ —	\$ 11,402
Insurance	3,450	4,654
Deferred benefits	5,620	5,612
Deferred franchise fees	10,869	16,755
Other	2,741	1,616
<b>Total other non-current liabilities</b>	<b>\$ 22,680</b>	<b>\$ 40,039</b>

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

The following provides additional information concerning other intangibles, net:

	June 30,							
	2025				2024			
	Weighted Average Amortization Periods (1)	Cost (2)	Accumulated Amortization (2)	Net	Weighted Average Amortization Periods (1)	Cost (2)	Accumulated Amortization (2)	Net
	(In years)	(Dollars in thousands)			(In years)	(Dollars in thousands)		
Brand assets and trade names	36	\$ 5,151	\$ (3,529)	\$ 1,622	36	\$ 5,142	\$ (3,371)	\$ 1,771
Franchise agreements	20	7,402	(6,910)	492	20	7,391	(6,774)	617
Lease intangibles (3)	8	1,380	(93)	1,287	N/A	—	—	—
Reacquired rights (3)	4	2,400	—	2,400	N/A	—	—	—
Other	20	280	(251)	29	20	280	(241)	39
Total	21	<u>\$ 16,613</u>	<u>\$ (10,783)</u>	<u>\$ 5,830</u>	26	<u>\$ 12,813</u>	<u>\$ (10,386)</u>	<u>\$ 2,427</u>

- (1) All intangible assets have been assigned an estimated finite useful life and are amortized on a straight-line basis over the number of years that approximate their expected period of benefit (ranging from three to 40 years).
- (2) The change in the gross carrying value and accumulated amortization of other intangible assets is impacted by foreign currency.
- (3) Lease intangibles and reacquired rights consist of intangible assets acquired in the Alline Acquisition. See Note 16.

Total amortization expense related to intangible assets during fiscal years 2025, 2024, and 2023 was approximately \$0.4 million, \$0.3 million, and \$0.3 million, respectively. As of June 30, 2025, future estimated amortization expense related to intangible assets is estimated as follows (in thousands):

2026	\$ 1,059
2027	936
2028	944
2029	884
2030	294
Thereafter	1,713
Total	<u>\$ 5,830</u>

The following provides supplemental disclosures of cash flow activity:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Cash paid (received) for:			
Interest	\$ 11,539	\$ 18,978	\$ 15,457
Taxes and penalties, net (1)	463	(893)	265
Non-cash investing activities:			
Stock issued in connection with Alline Acquisition	3,000	—	—

- (1) The Company also received a \$1.1 million COVID-19 relief grant from the State of North Carolina in fiscal year 2023. The grant is included in Other, net on the Consolidated Statements of Operations.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**5. GOODWILL**

The table below contains details related to the Company's goodwill:

	<b>June 30,</b>					
	<b>2025</b>			<b>2024</b>		
	<b>Gross Carrying Value (1)</b>	<b>Accumulated Impairment</b>	<b>Net</b>	<b>Gross Carrying Value (1)</b>	<b>Accumulated Impairment</b>	<b>Net</b>
	<b>(Dollars in thousands)</b>					
Goodwill	\$ 313,700	\$ (130,264)	\$ 183,436	\$ 303,410	\$ (130,264)	\$ 173,146

- (1) The change in the gross carrying value of goodwill relates to the \$10.3 million of goodwill obtained through the Alline Acquisition (Note 16) and foreign currency translation adjustments.

The table below contains details related to the Company's goodwill:

	<b>Fiscal Years</b>	
	<b>2025</b>	<b>2024</b>
	<b>(Dollars in thousands)</b>	
Balance at beginning of period	\$ 173,146	\$ 173,791
Additions	10,252	—
Translation rate adjustments	38	(645)
Balance at end of period	\$ 183,436	\$ 173,146

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**6. LEASES**

At contract inception, the Company determines whether a contract is, or contains, a lease by determining whether it conveys the right to control the use of the identified asset for a period of time. If the contract provides the Company the right to substantially all of the economic benefits from the use of the identified asset and the right to direct the use of the identified asset, the Company considers it to be, or contain, a lease. The Company leases its company-owned salons and its corporate facilities under operating leases. The original terms range from one to 11 years with many leases renewable for an additional five to 10-year term at the option of the Company. In addition to the obligation to make fixed rental payments for the use of the salons, the Company also has variable lease payments that are based on sales levels. For most leases, the Company is required to pay real estate taxes and other occupancy expenses. Total rent includes the following:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Office and warehouse rent (1)	\$ 2,855	\$ 3,075	\$ 3,594
Lease termination expense (2)	386	101	1,627
Lease liability benefit (3)	(289)	(326)	(1,773)
Franchise salon rent	856	596	2,109
Company-owned salon rent (4)	6,679	2,079	3,639
Total	<u>\$ 10,487</u>	<u>\$ 5,525</u>	<u>\$ 9,196</u>

- (1) Rental income associated with the sublease of corporate office space is recorded in other income and was \$1.2 million and \$0.2 million for the years ended June 30, 2025, and 2024, respectively.
- (2) Costs incurred to exit salons before the lease end date in order to relieve the company of future lease obligations.
- (3) Upon termination of previously impaired leases, the Company derecognizes the corresponding ROU assets and lease liabilities which results in a net gain. In addition, the Company recognizes a benefit from lease liabilities decreasing in excess of previously impaired ROU assets for ongoing leases that were previously impaired.
- (4) Includes rent related to the Alline salons acquired in December 2024. See Note 16 to the Consolidated Financial Statements.

The Company leases salon premises in which the majority of its franchisees operate and has entered into corresponding sublease arrangements with franchisees. All lease-related costs are passed through to the franchisees. The Company records the rental payments due from franchisees as franchise rental income and the corresponding amounts owed to landlords as franchise rent expense on the Consolidated Statements of Operations. In fiscal years 2025, 2024, and 2023, franchise rental income and franchise rent expense were \$76.6 million, \$95.3 million, and \$111.4 million, respectively. These leases generally have lease terms of approximately five years. The Company expects to renew the SmartStyle master lease and certain leases for locations subleased to our franchisees upon expiration of those leases. Other leases are expected to be renewed by the franchisee upon expiration.

All the Company's leases are operating leases. The lease liability is initially and subsequently measured at the present value of the unpaid lease payments at the lease commencement date, including one lease term option when the lease is expected to be renewed. The ROU asset is initially and subsequently measured throughout the expected lease term at the carrying amount of the lease liability, plus initial direct costs, less any accrued lease payments and unamortized lease incentives received, if any. Expense for lease payments is recognized on a straight-line basis over the lease term, including the lease renewal option when the lease is expected to be renewed. Generally, the non-lease components, such as real estate taxes and other occupancy expenses, are separate from rent expense within the lease and are not included in the measurement of the lease liability because these charges are variable.

The discount rate used to determine the present value of the lease payments is the Company's estimated collateralized incremental borrowing rate, based on the yield curve for the respective lease terms, as the interest rate implicit in the lease cannot generally be determined. The Company uses the portfolio approach in applying the discount rate based on the original

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

expected lease term. The weighted average remaining lease term was 4.68 years and 5.05 years, and the weighted average discount rate was 6.45% and 5.13% for all salon operating leases as of June 30, 2025, and 2024, respectively.

As of June 30, 2025, future operating lease commitments, including one renewal option for leases expected to be renewed, to be paid and received by the Company were as follows (in thousands):

Fiscal Year	Leases for Franchise Salons	Leases for Company-Owned Salons	Corporate Leases	Total Operating Lease Commitments	Sublease Income to be Received from Franchisees	Net Rent Commitments
2026	\$ 65,190	\$ 7,295	\$ 1,367	\$ 73,852	\$ (65,190)	\$ 8,662
2027	56,300	5,182	1,401	62,883	(56,300)	6,583
2028	47,210	3,418	1,436	52,064	(47,210)	4,854
2029	37,106	1,893	1,472	40,471	(37,106)	3,365
2030	23,794	819	1,509	26,122	(23,794)	2,328
Thereafter	22,127	103	—	22,230	(22,127)	103
Total future obligations	\$ 251,727	\$ 18,710	\$ 7,185	\$ 277,622	\$ (251,727)	\$ 25,895
Less amounts representing interest	35,110	1,849	698	37,657		
Present value of lease liabilities	\$ 216,617	\$ 16,861	\$ 6,487	\$ 239,965		
Less current lease liabilities	53,166	6,396	1,123	60,685		
Long-term lease liabilities	\$ 163,451	\$ 10,465	\$ 5,364	\$ 179,280		

Supplemental operating cash flow information and non-cash activity related to our operating leases are as follows:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Cash paid for amounts included in the measurement of lease liabilities (1)	\$ 46,084	\$ 48,747	\$ 57,598
Right of use assets obtained in exchange for new lease liabilities	—	235	458

- (1) Cash paid for amounts included in the measurement of lease liabilities includes rent, common area maintenance, termination fees, settlements and legal fees, and commission payments. Other than leases with Walmart, franchisees pay landlords directly.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**7. FAIR VALUE MEASUREMENTS**

Fair value measurements are categorized into one of three levels based on the lowest level of significant input used: Level 1 (unadjusted quoted prices in active markets); Level 2 (observable market inputs available at the measurement date, other than quoted prices included in Level 1); and Level 3 (unobservable inputs that cannot be corroborated by observable market data).

*Assets and Liabilities Measured at Fair Value on a Recurring Basis*

As of June 30, 2025, and 2024, the estimated fair value of the Company's cash, cash equivalents, restricted cash, receivables, inventory, deferred compensation assets, debt, and accounts payable approximated their carrying values.

The Company recorded the estimated fair value of the contingent consideration liability assumed with the acquisition of Alline. The estimated fair value of the contingent consideration liability is included in the Consolidated Balance Sheets within other noncurrent liabilities, totaling \$1.0 million at June 30, 2025. The earn-out liability is adjusted at fair value quarterly until settled, and changes in fair value will be reported in our Consolidated Statements of Operations.

Changes in the earn-out liability measured at fair value using Level 3 inputs were as follows:

	(Dollars in thousands)
Earn-out liability at June 30, 2024	\$ —
Addition for acquisition	1,000
Earn-out liability at June 30, 2025	<u>\$ 1,000</u>

The following provides information regarding fair value measurements for our remaining contingent earn-out liability as of June 30, 2025, according to the three-level fair value hierarchy:

(Dollars in thousands)	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total
<b>Recurring Fair Value Measurements:</b>				
Earn-out liability	\$ —	\$ —	\$ 1,000	\$ 1,000
Total	<u>\$ —</u>	<u>\$ —</u>	<u>\$ 1,000</u>	<u>\$ 1,000</u>

*Assets and Liabilities Measured at Fair Value on a Nonrecurring Basis*

We measure certain assets, including the Company's tangible fixed and other assets, and goodwill, at fair value on a nonrecurring basis when they are deemed to be other than temporarily impaired. The fair values of these assets are determined, when applicable, based on valuation techniques using the best information available, and may include quoted market prices, market comparables and discounted cash flow projections.

The following impairment charges were based on fair values using Level 3 inputs (1):

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Long-lived asset impairment	\$ 352	\$ 798	\$ 101

(1) See Notes 1 and 5 to the Consolidated Financial Statements.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**8. FINANCING ARRANGEMENTS**

The Company's financing arrangements consist of the following:

	Twelve months ended		June 30,	
	2025	2024	2025	2024
	(Cash interest rate %)		(Dollars in thousands)	
Term loan (1)	9.14%	9.68%	\$ 118,875	\$ 105,000
Paid-in-kind interest			5,376	53
Deferred financing fees			(12,174)	(14,244)
Term loan, net			112,077	90,809
Revolving credit facility (1)	9.14%	9.68%	1,030	10,237
Fair value of warrants issued to lenders			(2,314)	(1,501)
Total debt, net			\$ 110,793	\$ 99,545
less: Long-term debt, current portion			(1,100)	—
Long-term debt, net			\$ 109,693	\$ 99,545

- (1) The term loan and revolving credit facility mature on June 24, 2029. The interest rate applicable to any letter of credit is 5.25% and paid currently in cash.

In June 2024, the Company entered into a new credit agreement (the 2024 Credit Agreement). The 2024 Credit Agreement includes a \$105.0 million term loan and a \$25.0 million revolving credit facility, with a \$10.0 million minimum liquidity covenant and is set to expire on June 24, 2029. The Company incurred \$14.2 million of refinancing fees (including \$3.9 million of Original Issue Discount fee) that will be amortized on a straight-line basis over the term of the agreement. The 2024 Credit Agreement is considered a troubled debt restructuring, which resulted in a \$94.6 million (\$39.83 per weighted average diluted share) gain on the extinguishment of the prior agreement. Any unamortized financing fees that existed at the date of the new agreement were written off upon the signing date of the 2024 Credit Agreement. On December 19, 2024, the Company amended the 2024 Credit Agreement for an additional \$15.0 million in long-term debt in the form of a term loan (the 2024 Credit Agreement Amendment). In connection with the 2024 Credit Agreement, the Company issued detachable stock warrants to the debt lenders. The Company issued additional warrants to affiliates of TCW Asset Management Company, LLC, and Asilia Investments in connection with the 2024 Credit Agreement Amendment. See Note 14 for additional details. The term loan was provided on the same terms as the original term loan, with respect to maturity and interest rate margins. The \$15.0 million in proceeds were used as consideration for the Alline Acquisition. The Company incurred \$0.4 million of Original Issue Discount fee that will be amortized on a straight-line basis over the term of the agreement. As of June 30, 2025, the Company had outstanding standby letters of credit under the revolving credit facility of \$6.0 million, primarily related to the Company's self-insurance program. As of June 30, 2025, total available liquidity and available credit under the \$25.0 million revolving credit facility, as defined by the 2024 Credit Agreement Amendment, were \$25.9 million and \$19.0 million, respectively. The Company was in compliance with its covenants and other requirements of the financing arrangements as of June 30, 2025. The Company's assets serve as collateral to the 2024 Credit Agreement.

The interest rate on the 2024 Credit Agreement is based on secured overnight financing rate (SOFR) plus margin. The margin applicable to the 2024 Credit Agreement is subject to change based on the Company's total leverage ratio, remeasured annually on a predetermined date set by the lender. When the Company's total leverage ratio is greater than or equal to 3.75 to 1.00, the margin applicable to the new term loan and revolving credit facility is 9.00%. If the Company's leverage ratio is less than 3.75 to 1.00 the margin rate is 8.50%. In either scenario, 4.5% of the margin is paid-in-kind (PIK) interest (added to the principal balance and thereafter accruing interest), and the remainder is paid currently in cash. The SOFR base rate applicable to the debt has a floor of 2.5% per annum. The interest rate applicable to any letter of credit is 5.25% and paid currently in cash.

The previous credit agreement utilized an interest rate margin that was subject to annual increases. The margin applicable to term SOFR loans was 3.875% through March 27, 2023. Effective March 27, 2023, the margin increased to 6.25%, of which 4.25% was paid currently in cash and 2.00% was PIK interest (added to the principal balance and thereafter accruing interest). Effective March 27, 2024, the margin increased to 7.25%, of which 4.25% was paid currently in cash and 3.00% was PIK interest. The margin previously applicable to base rate loans will be 100 basis points (1.00%) less than the margin applicable to term SOFR loans. Interest expense is recorded based on a weighted average effective interest rate method. The significant assumptions used in the weighted average estimate are the future SOFR rates and debt balance, as well as the length of time the debt will be outstanding. Due to the interest rate increasing over the debt term, the Company recorded more interest expense than interest paid in cash in fiscal years 2024 and 2023.

The 2024 Credit Agreement includes scheduled payments totaling \$1.1 million in fiscal year 2026, payable quarterly. In fiscal years 2027, 2028, and 2029, scheduled payments total \$3.0 million. Additionally, excess cash is swept annually per terms of the agreement and there is a balloon payment required upon maturity of the agreement in 2029.

**9. COMMITMENTS AND CONTINGENCIES**

**Contingencies:**

As of June 30, 2025, the Company was self-insured for most workers' compensation, employment practice liability, and general liability. Workers' compensation and general liability losses are subject to per occurrence and aggregate annual liability limitations. The Company is insured for losses in excess of these limitations. The Company is also self-insured for health care claims for eligible participating employees subject to certain deductibles and limitations. The Company determines its liability for claims incurred but not reported on an actuarial basis. Beginning in fiscal year 2024, the Company transitioned to a third-party guaranteed cost insurance plan for workers' compensation and general liability claims.

**Litigation and Settlements:**

The Company is a plaintiff or defendant in various lawsuits and claims arising out of the normal course of business. Like certain other franchisors, the Company has faced allegations of franchise regulation and agreement violations. Additionally, because the Company may be the tenant under a master lease for a location subleased to a franchisee, the Company has faced allegations of nonpayment of rent and associated charges. Further, similar to other large retail employers, the Company has faced, and may continue to face, allegations of purported class-wide consumer and wage and hour violations.

Legal costs are expensed as incurred. The company recorded the following charges related to litigation and settlements:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Litigation expense	\$ 32	\$ 192	\$ 978
Fees related to settlements of claims	\$ 27	\$ 256	\$ 1,464

Litigation is inherently unpredictable, and the outcome of these matters cannot presently be determined. Although the actions are being vigorously defended, the Company could incur judgments in the future or enter into settlements of claims that could have a material adverse effect on its results of operations in any particular period.

10. INCOME TAXES

The components of income (loss) from continuing operations before income taxes are as follows:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Income (loss) before income taxes			
U.S.	\$ 2,709	\$ 91,279	\$ (10,204)
International	(1,173)	(1,343)	(1,794)
	<u>\$ 1,536</u>	<u>\$ 89,936</u>	<u>\$ (11,998)</u>

The (benefit) provision for income taxes consists of:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
Current:			
U.S.	\$ 252	\$ 427	\$ (219)
International	—	(77)	(428)
Deferred (1):			
U.S.	(109,886)	531	(270)
International	(5,862)	(12)	262
	<u>\$ (115,496)</u>	<u>\$ 869</u>	<u>\$ (655)</u>

- (1) The deferred income tax benefit in fiscal year 2025 is primarily due to the release of a prior year valuation allowance in the U.S. of \$110.2 million and Canada of \$6.1 million.

The (benefit) provision for income taxes differs from the amount of income tax determined by applying the applicable U.S. statutory rate to income (loss) from continuing operations before income taxes, as a result of the following:

	Fiscal Years		
	2025	2024	2023
U.S. statutory rate	21.0 %	21.0 %	21.0 %
State income taxes, net of federal income tax benefit	(16.5)	2.3	(2.7)
Valuation allowance (1)	(7,897.3)	(21.9)	(12.9)
Foreign income taxes at other than U.S. rates	(18.5)	(0.2)	(0.2)
Uncertain tax positions	0.7	(0.1)	6.7
Stock-based compensation	24.9	0.2	(2.7)
Deferred tax rate remeasurement	(78.4)	—	(3.6)
Executive compensation limitation	10.0	—	(0.9)
Acquired deferred taxes	(2.3)	—	—
Tax attribute expiration (2)	428.4	—	(1.1)
Other, net (3)	8.7	(0.3)	1.9
Effective tax rate	<u>(7,519.3)%</u>	<u>1.0 %</u>	<u>5.5 %</u>

- (1) The change in valuation allowance for fiscal year 2025 primarily relates to a release of a majority of the U.S. prior year valuation allowance and a release of a portion of the Canadian prior year valuation allowance.
- (2) The tax attribute expiration primarily relates to the expiration of a capital loss generated in fiscal year 2020, which was not offset by subsequent capital gains and is subject to a five-year carryforward period.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

- (3) The 8.7% of other, net in fiscal year 2025 includes the rate impact of the federal provision to return true-up and permanent adjustments of 6.2% and 2.5%, respectively. The (0.3)% of other, net in fiscal year 2024 does not include the rate impact of any items in excess of 5% of computed tax. The 1.9% of other, net in fiscal year 2023 includes the rate impact of the federal provision to return true-up and miscellaneous items of 1.3% and 0.6%, respectively.

The components of the net deferred tax assets and liabilities are as follows:

	June 30,	
	2025	2024
	(Dollars in thousands)	
<b>Deferred tax assets:</b>		
Payroll and payroll related costs	\$ 4,929	\$ 5,422
Net operating loss carryforwards	136,471	138,691
Tax credit carryforwards	37,443	37,647
Capital loss carryforwards	1,027	5,879
Deferred franchise fees	3,395	5,301
Operating lease liabilities	57,492	74,409
Interest expense carryforward	13,289	8,200
Other	2,580	6,346
Subtotal	256,626	281,895
Valuation allowance	(60,460)	(181,759)
Total deferred tax assets	<u>\$ 196,166</u>	<u>\$ 100,136</u>
<b>Deferred tax liabilities:</b>		
Goodwill and intangibles	\$ (34,087)	\$ (35,509)
Operating lease assets	(57,149)	(73,809)
Other	(2,426)	(2,220)
Total deferred tax liabilities	<u>(93,662)</u>	<u>(111,538)</u>
Net deferred tax asset (liability)	<u>\$ 102,504</u>	<u>\$ (11,402)</u>

At June 30, 2025, the Company has tax-effected federal, state, Canada, and U.K. net operating loss carryforwards of approximately \$100.2 million, \$26.9 million, \$9.1 million and \$0.3 million, respectively. The Company's federal loss carryforward consists of \$9.6 million that will expire in fiscal year 2038 and \$90.6 million that has no expiration. The state loss carryforwards consist of \$23.4 million that will expire from fiscal years 2026 to 2045 and \$3.5 million that has no expiration. The federal and state loss carryforwards reported in the financial statements are reduced for uncertain tax positions by \$17.6 million and \$2.0 million, respectively. The Canada loss carryforward will expire from fiscal years 2036 to 2045. The U.K. loss carryforward has no expiration.

The Company's tax credit carryforward of \$37.4 million primarily consists of Work Opportunity Tax Credits that will expire from fiscal years 2031 to 2044.

The Company's prior year capital loss carryforward of \$5.9 million expired in fiscal year 2025. The current year capital loss carryforward will expire in fiscal year 2030.

The Company considers the earnings of certain non-U.S. subsidiaries to be indefinitely invested outside the U.S. Accordingly, we have not recorded deferred taxes related to the U.S. federal and state income taxes and foreign withholding taxes on approximately \$0.02 million of undistributed earnings of foreign subsidiaries, which have been reinvested outside the U.S. As a result of the Tax Cuts and Jobs Act of 2017, taxes payable on the remittance of such earnings is expected to be minimal.

The Company files tax returns and pays tax primarily in the U.S., Canada, and the U.K., as well as states, cities, and provinces within these jurisdictions. With limited exceptions, due to net operating loss carryforwards, the Company's federal, state, and foreign tax returns are open to examination for all years since 2014, 2013, and 2016, respectively.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

A rollforward of the unrecognized tax benefits is as follows:

	Fiscal Years	
	2025	2024
	(Dollars in thousands)	
Balance at beginning of period	\$ 21,232	\$ 21,393
Additions based on tax positions related to the current year	3	3
Additions based on tax positions of prior years	8	12
Reductions on tax positions related to the expiration of the statute of limitations	(49)	(176)
Balance at end of period	<u>\$ 21,194</u>	<u>\$ 21,232</u>

If the Company were to prevail on all unrecognized tax benefits recorded, a net benefit of approximately \$0.7 million would be recorded in the effective tax rate. Interest and penalties associated with unrecognized tax benefits are recorded within income tax expense. The Company recorded interest and penalties of approximately \$0.1 million, \$0.1 million, and \$0.1 million, as reductions to the accrual, net of the respective reversal of previously accrued interest and penalties during fiscal years 2025, 2024, and 2023, respectively. As of June 30, 2025, the Company had accrued interest and penalties related to unrecognized tax benefits of \$0.7 million. This amount is not included in the gross unrecognized tax benefits noted above.

It is reasonably possible the amount of the unrecognized tax benefit with respect to certain of our unrecognized tax positions will increase or decrease during the next fiscal year. However, an estimate of the amount or range of the change cannot be made at this time.

**11. BENEFIT PLANS**

**Regis Retirement Savings Plan:**

The Company maintains a defined contribution 401(k) plan, the Regis Retirement Savings Plan (RRSP). The RRSP is a defined contribution profit-sharing plan with a 401(k) feature that is intended to qualify under Section 401(a) of the Internal Revenue Code (the Code) and is subject to the Employee Retirement Income Security Act of 1974 (ERISA).

The 401(k) portion of the RRSP is a cash or deferred arrangement intended to qualify under section 401(k) of the Code and under which eligible employees may elect to contribute a percentage of their eligible compensation. Employees who are 18 years of age or older and who were not highly compensated employees as defined by the Code during the preceding RRSP year are eligible to participate in the RRSP commencing with the first day of the month following their completion of one month of service.

The discretionary employer contribution profit-sharing portion of the RRSP is a noncontributory defined contribution component covering full-time and part-time employees of the Company who have at least one year of eligible service, defined as 1,000 hours of service during the RRSP year, are employed by the Company on the last day of the RRSP year and are Salon Support employees, field leaders, artistic directors or consultants, and that are not highly compensated employees as defined by the Code. Participants' interest in the noncontributory defined contribution component becomes 20.0% vested after completing two years of service with vesting increasing 20.0% for each additional year of service with participants becoming fully vested after six full years of service.

**Nonqualified Deferred Salary Plan:**

The Company maintains a Nonqualified Deferred Salary Plan (Executive Plan), which covers Company officers and all other employees who are highly compensated as defined by the Code. The discretionary employer contribution portion of the Executive Plan is a profit-sharing component in which a participant's interest becomes 20.0% vested after completing two years of service with vesting increasing 20.0% for each additional year of service with participants becoming fully vested after six full years of service. Certain participants within the Executive Plan also receive a matching contribution from the Company.

**Regis Individual Secured Retirement Plan (RiSRP):**

The Company maintains a Regis Individual Secured Retirement Plan (RiSRP), pursuant to which eligible employees may use post-tax dollars to purchase life insurance benefits. Salon Support employees at the director level and above qualify. The Company may make discretionary contributions on behalf of participants within the RiSRP, which may be calculated as a matching contribution. The participant is the owner of the life insurance policy under the RiSRP.

**Stock Purchase Plan:**

The Company has an employee stock purchase plan (ESPP) available to qualifying employees. Under the terms of the ESPP, eligible employees may purchase the Company's common stock through payroll deductions. The Company contributes an amount equal to 15.0% of the purchase price of the stock to be purchased on the open market and pays all expenses of the ESPP and its administration, not to exceed an aggregate contribution of \$14.0 million or when 0.2 million shares registered under the SEC for issuance under the plan have been purchased. As of June 30, 2025, the Company's cumulative contributions to the ESPP totaled \$11.2 million.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**Deferred Compensation Contracts:**

The Company has unfunded deferred compensation contracts covering certain current and former key executives. Effective June 30, 2012, these contracts were amended, and the benefits were frozen.

The table below presents the projected benefit obligation of these deferred compensation contracts in the Consolidated Balance Sheets:

	<u>June 30,</u>	
	<u>2025</u>	<u>2024</u>
	(Dollars in thousands)	
Current portion (included in accrued expenses)	\$ 306	\$ 317
Long-term portion (included in other non-current liabilities)	1,628	1,793
<b>Total</b>	<b>\$ 1,934</b>	<b>\$ 2,110</b>

The accumulated other comprehensive income (loss) for the deferred compensation contracts, consisting of primarily unrecognized actuarial income, was \$0.5 million and \$0.6 million at June 30, 2025, and 2024, respectively.

Additionally, the Company had previously agreed to pay the former Vice Chairman and his spouse an annual benefit for life. Costs associated with this benefit included in general and administrative expense on the Consolidated Statements of Operations totaled \$0.6 million, \$0.6 million, and \$0.6 million for fiscal years 2025, 2024, and 2023, respectively. The fair value of the related obligations totaled \$2.2 million and \$2.3 million at June 30, 2025, and 2024, respectively, with \$0.6 million and \$0.6 million within accrued expenses at June 30, 2025, and 2024, respectively, and the remainder included in other non-current liabilities on the Consolidated Balance Sheets.

**12. EARNINGS PER SHARE**

The Company's basic earnings per share is calculated as net income (loss) divided by weighted average common shares outstanding, excluding unvested outstanding stock options (SOs), outstanding stock appreciation rights (SARs), restricted stock units (RSUs), and stock-settled performance units (PSUs). The Company's diluted earnings per share is calculated as net income (loss) divided by weighted average common shares and common share equivalents outstanding, which includes shares issued under the Company's stock-based compensation plans and warrants issued in connection with the Company's credit agreement. Stock-based awards with exercise prices greater than the average market price of the Company's common stock are excluded from the computation of diluted earnings per share. The computation of weighted average shares outstanding, assuming dilution, excluded stock-based awards as detailed below, as they were not dilutive under the treasury stock method.

The following table sets forth the presentation of shares outstanding used in the calculation of basic and diluted earnings per share (EPS):

	Fiscal Years		
	2025	2024	2023
	(Shares in thousands)		
Denominator for basic EPS - weighted average common shares	2,364	2,339	2,323
Dilutive shares associated with option plans	316	36	—
Denominator for diluted EPS - weighted average common shares and dilutive potential common shares	2,680	2,375	2,323
Stock-based awards excluded from EPS calculation - anti-dilutive	189	217	198

**13. STOCK-BASED COMPENSATION**

The Company grants long-term equity-based awards under the Amended and Restated 2018 Long Term Incentive Plan (the Amended and Restated 2018 Plan). The Amended and Restated 2018 Plan, which was approved by the Company's shareholders at its 2025 Annual Meeting of Shareholders, provides for the granting of non-qualified SOs, equity-based SARs and cash-settled SARs, RSUs and PSUs, to employees and non-employee directors of the Company. Under the Amended and Restated 2018 Plan, a maximum of 415,945 shares are approved for issuance. As of June 30, 2025, a maximum of 228,989 shares were available for grant under the Amended and Restated 2018 Plan. All unvested awards are subject to forfeiture in the event of termination of employment, unless accelerated. SAR and RSU awards granted under the Amended and Restated 2018 Plan generally include various acceleration terms, including upon retirement for participants aged 62 years or older or who are aged 55 years or older and have 15 years of continuous service.

The Company also has outstanding awards under the 2016 Long Term Incentive Plan (the 2016 Plan), although the 2016 Plan terminated in October 2018 and no additional awards have since been or will be made under the 2016 Plan. The 2016 Plan provided for the granting of SARs, restricted stock awards (RSAs), RSUs and PSUs, as well as cash-based performance grants, to employees and non-employee directors of the Company.

The Company also has outstanding awards under the Amended and Restated 2004 Long Term Incentive Plan (the 2004 Plan), although the 2004 Plan terminated in October 2016 and no additional awards have since been or will be made under the 2004 Plan. The 2004 Plan provided for the granting of non-qualified SOs, SARs, RSAs, RSUs and PSUs, as well as cash-based performance grants, to employees and non-employee directors of the Company.

Under the Amended and Restated 2018 Plan, 2016 Plan, and the 2004 Plan, stock-based awards are granted at an exercise price or initial value equal to the fair market value on the date of grant.

Using the fair value of each grant on the date of grant, the weighted average fair values per stock-based compensation award granted during fiscal years 2025, 2024, and 2023 were as follows (1):

	Fiscal Years		
	2025	2024	2023
SARs	\$ —	\$ —	\$ 30.40
SOs	—	—	28.60
RSUs	22.20	21.20	—

- (1) The fair value of cash-settled SARs granted are estimated on the date of grant using a Black-Scholes valuation model, with the fair value recalculated on a quarterly basis. The fair value of market-based SOs granted are estimated on the date of grant using a Black-Scholes valuation model. The fair value of market-based RSUs granted are estimated on the date of grant using the closing stock price on the date of grant.

The significant assumptions used in determining the estimated fair value of the market-based awards held during fiscal years 2025, 2024, and 2023 were as follows:

	Fiscal Years		
	2025	2024	2023
Risk-free interest rate	3.98 - 4.48%	3.88 - 4.32%	3.08 - 4.30%
Expected volatility	84.6 - 319.3%	89.2 - 104.8%	69.5 - 82.6%
Expected dividend yield	— %	— %	— %
Expected term of stock-based awards	4.7 - 7.2 years	5.8 - 6.7 years	6.0 - 7.9 years

The risk-free interest rate is determined based on the U.S. Treasury rates approximating the expected life of the market-based SARs, SOs, and RSUs granted. Expected volatility is established based on historical volatility of the Company's stock price. The Company uses historical data to estimate pre-vesting forfeiture rates. The expected term is based on a review of historical exercise experience.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

Stock-based compensation expense was as follows:

	Fiscal Years		
	2025	2024	2023
	(Dollars in thousands)		
SARs (1)	\$ 528	\$ (63)	\$ 238
SOs	611	1,070	1,114
RSUs	801	551	964
Total stock-based compensation expense (recorded in general and administrative)	1,940	1,558	2,316
Less: Income tax expense (2)	(407)	—	—
Total stock-based compensation expense, net of tax	\$ 1,533	\$ 1,558	\$ 2,316

- (1) The credit balance in fiscal year 2024 is due to adjustments made for quarterly revaluations resulting from a decrease in stock price during the year.
- (2) Federal statutory income tax rate of 21% utilized in fiscal year 2025. Federal statutory income tax rate of 0% utilized due to a valuation allowance in fiscal years 2024 and 2023.

**Stock Appreciation Rights:**

SARs granted under the 2018 Plan, 2016 Plan, and the 2004 Plan generally vest 20%, 20%, and 60% over a three-year period subsequent to the grant date or vest ratably over a three to five-year period on each of the annual grant date anniversaries and expire 10 years from the grant date. SARs awarded to the Company's executives are liability-classified awards that vest ratably over a three-year period and are revalued each reporting period. SARs granted prior to fiscal year 2023 vest 20%, 20%, and 60% over a three-year period or vest ratably over a three-year period, with the exception of the April 2017 grant to the former Chief Executive Officer, which vested in full after two years.

Activity for all the Company's outstanding SARs is as follows:

	Shares/Units (in thousands)	Weighted Average Exercise Price	Weighted Average Remaining Contractual Life	Aggregate Intrinsic Value (in thousands)
	SARs			
Outstanding balance at June 30, 2024	105	\$ 129.00		
Forfeited/Expired	(9)	\$ 40.32		
Outstanding balance at June 30, 2025	96	\$ 137.69	4.12	\$ (11,093)
Exercisable at June 30, 2025	88	\$ 146.56	3.87	\$ (10,953)
Unvested awards, net of estimated forfeitures	7	\$ 30.40	7.16	\$ (57)

As of June 30, 2025, there was \$0.0 million of unrecognized expense related to SARs that is to be recognized over a weighted average period of zero years.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

**Stock Options:**

SOs granted under the Amended and Restated 2018 Plan, 2016 Plan, and the 2004 Plan generally vest 20%, 20%, and 60% over a three-year period subsequent to the grant date or vest ratably over a three to five-year period on each of the annual grant date anniversaries and expire 10 years from the grant date. The SOs granted during fiscal year 2023 were awarded to the Company's executives and vest ratably over a three-year period and SOs granted to non-employee directors vest in equal amounts over a one-year period from the Company's previous annual shareholder meeting date and exercises are deferred until the director's board service ends.

Activity for all the Company's outstanding SOs is as follows:

	<u>Shares/Units (in thousands)</u>	<u>Weighted Average Exercise Price</u>	<u>Weighted Average Remaining Contractual Life</u>	<u>Aggregate Intrinsic Value (in thousands)</u>
	SOs			
Outstanding balance at June 30, 2024	149	\$ 32.29		
Forfeited/Expired	(24)	\$ 32.91		
Outstanding balance at June 30, 2025	<u>125</u>	\$ 32.17	6.95	\$ (1,234)
Exercisable at June 30, 2025	<u>114</u>	\$ 32.34	6.93	\$ (1,145)
Unvested awards, net of estimated forfeitures	<u>11</u>	\$ 30.40	7.16	\$ (89)

As of June 30, 2025, there was \$0.0 million of unrecognized expense related to SOs that is to be recognized over a weighted average period of zero years.

**Restricted Stock Units:**

RSUs granted to employees under the Amended and Restated 2018 Plan, 2016 Plan, and 2004 Plan generally vest 20%, 20%, and 60% over a three-year period subsequent to the grant date, vest ratably over a one to five-year period on each of the annual grant date anniversaries or vest entirely after a one, three, or five-year period subsequent to the grant date. RSUs granted to non-employee directors under the Amended and Restated 2018 Plan, 2016 Plan, and 2004 Plan generally vest in equal monthly amounts over a one-year period from the Company's previous annual shareholder meeting date and distributions are deferred until the director's board service ends.

Activity for all the Company's RSUs is as follows:

	<u>Shares/Units (in thousands)</u>	<u>Weighted Average Grant Date Fair Value</u>	<u>Aggregate Intrinsic Value (in thousands)</u>
	RSUs		
Outstanding balance at June 30, 2024	48	\$ 101.48	
Granted	82	\$ 22.20	
Forfeited	(8)	\$ 22.18	
Vested	(19)	\$ 79.06	
Outstanding balance at June 30, 2025	<u>103</u>	\$ 48.79	\$ 2,297
Vested at June 30, 2025	<u>14</u>	\$ 92.20	\$ 312
Unvested awards, net of estimated forfeitures	<u>79</u>	\$ 44.16	\$ 1,762

As of June 30, 2025, there was \$1.0 million of unrecognized expense related to RSUs that is expected to be recognized over a weighted average period of 2.0 years. The fair value of the shares vested was \$1.5 million, \$0.3 million, and \$0.5 million in fiscal years 2025, 2024, and 2023, respectively.

#### 14. SHAREHOLDERS' EQUITY (DEFICIT)

##### Authorized Shares and Designation of Preferred Class:

The Company has 5.0 million shares of capital stock authorized, par value \$0.05, of which all outstanding shares, and shares available under the Stock Option Plans, have been designated as common stock.

##### Alline Acquisition:

In connection with the Alline Acquisition, the Company issued 140,552 shares of common stock to affiliates of Alline, which are subject to a one-year lock-up following the closing.

##### Stock Warrants Issues in Connection with Long-Term Debt:

In connection with the 2024 Credit Agreement, the Company issued detachable warrants to affiliates of TCW Asset Management Company, LLC, and Asilia Investments. Pursuant to the warrants, the holders can purchase up to an aggregate 407,542 shares of the Company's common stock, par value \$0.05 per share, at an exercise price equal to \$7.00 per share. The warrants are exercisable for a seven-year period beginning June 24, 2024. The warrants may also be exercised on a cashless basis under certain circumstances under the agreement.

In December 2024, the Company amended the 2024 Credit Agreement. The Company issued additional warrants to affiliates of TCW Asset Management Company, LLC, and Asilia Investments. In connection with this amendment, the warrant holders can purchase up to an aggregate 64,372 shares of Common Stock, at an exercise price equal to \$23.86 per share. The warrants are exercisable for a seven-year period beginning December 19, 2024. The warrants may also be exercised on a cashless basis if, at the time of exercise, there is no effective registration statement registering, or the prospectus therein is not available for, the issuance of the shares of common stock underlying the warrants.

In addition, in connection with the issuance of the warrants, the Company has granted an exemption in favor of each holder pursuant to Section 36 of the Tax Benefits Preservation Plan, dated January 29, 2024, among the Company and Equiniti Trust Company, LLC (the "Plan"), such that neither Holder was deemed to be an "Acquiring Person" (as defined in the Plan) solely in connection with (i) the issuance of the warrants nor (ii) the acquisition of beneficial ownership of securities of the Company pursuant to the exercise of the warrants.

The warrants and the shares of common stock issuable upon the exercise of such warrants have not been registered under the Securities Act of 1933, as amended (the "Securities Act"), and may not be sold absent registration or an applicable exemption from the registration requirements of the Securities Act. Based in part upon the representations of each holder in each warrant, the offering and sale of each warrant is exempt from registration under Section 4(a)(2) of the Securities Act and/or Rule 506 of Regulation D promulgated under the Securities Act.

The combined value of these warrants was valued at \$2.8 million using a relative fair value method and accounted for through additional paid-in capital. Further, the related financing fees incurred as a result of warrant issuance are recorded through a contra-equity account and amount to \$0.2 million.

For the warrants originally issued in June 2024, prior to the second anniversary of the issue date, the Company may call for cancellation up to an aggregate 203,771 shares of Common Stock underlying the warrants for consideration equal to \$15.00 per share; provided, that the volume weighted average price on the trading day immediately preceding the date the Company delivers a written call notice to a holder exceeds \$20.00. For the warrants issued in December 2024, prior to the second anniversary of the issue date, the Company may call for cancellation up to an aggregate 32,186 shares of Common Stock underlying the warrants for consideration equal to \$51.13 per share; provided, that the volume weighted average price on the trading day immediately preceding the date the Company delivers a written call notice to a holder exceeds \$68.17. As of June 30, 2025, the Company has no intention of exercising either call provision. The Company will reassess this intention on a quarterly basis.

##### Share Repurchase Program

In May 2000, the Company's Board approved a stock repurchase program with no stated expiration date. Originally, the program authorized up to \$50.0 million to be expended for the repurchase of the Company's stock. The Board elected to increase this maximum to \$100.0 million in August 2003, to \$200.0 million in May 2005, to \$300.0 million in April 2007, to \$350.0 million in April 2015, to \$400.0 million in September 2015, to \$450.0 million in January 2016, and to \$650.0 million in

August 2018. All repurchased shares become authorized but unissued shares of the Company. As of June 30, 2025, 1.5 million shares have been cumulatively repurchased for \$595.4 million, and \$54.6 million remained authorized for repurchase. The Company does not anticipate repurchasing shares of common stock for the foreseeable future.

**Accumulated Other Comprehensive Income:**

The components of accumulated other comprehensive income are as follows:

	June 30,	
	2025	2024
	(Dollars in thousands)	
Foreign currency translation	\$ 7,786	\$ 7,963
Unrealized gain on deferred compensation contracts	500	621
Accumulated other comprehensive income	<u>\$ 8,286</u>	<u>\$ 8,584</u>

15. SEGMENT INFORMATION

Segment information is presented on the same basis that the Company internally organizes the business for assessing performance and making decisions regarding allocation of resources. The Company's Chief Operating Decision Maker's (CODM) primary measures of segment performance are revenue and segment adjusted EBITDA. The Company's Chief Executive Officer is the CODM. Revenue and segment adjusted EBITDA are regularly reviewed by the CODM to make decisions about resources to be allocated to the segments, assess current performance, and forecast future performance. The Company's CODM does not evaluate reportable segments using assets and capital expenditure information. Segment adjusted EBITDA is defined as income (loss) from continuing operations before interest, income taxes, depreciation, amortization, and impairment. Beginning in fiscal year 2025, management determined that stock-based compensation expenses will be excluded from adjusted EBITDA. This change has been retrospectively applied to all prior periods presented in this report. Consistent with our internal management reporting, unallocated expenses include certain items impacting comparability. These unallocated items are not defined terms within U.S. GAAP. They are based on how management views the business, makes financial, operating and planning decisions and evaluates the Company's ongoing performance and are not attributable to either segment. Unallocated fees include distribution center wind down fees, inventory reserve, one-time professional fees and settlements, severance expense, the benefit from lease liability decreases in excess of previously impaired ROU assets, lease termination fees, asset retirement obligation costs, goodwill and long-lived asset impairment charges, and the benefit from the Company's debt refinancing. Figures for prior reporting periods have been restated to conform with the accounting requirements of the current period.

Financial information concerning the Company's reportable operating segments is shown in the tables below.

	<b>For the Year Ended June 30, 2025</b>		
	<b>(Dollars in thousands)</b>		
	<b>Franchise</b>	<b>Company-owned</b>	<b>Consolidated</b>
Total revenue	\$ 166,403	\$ 43,731	\$ 210,134
Expenses			
General and administrative	\$ 42,769	\$ 3,995	\$ 46,764
Rent	3,413	7,074	10,487
Non-margin expenses (1)	98,523	—	98,523
Company-owned salon expense	—	31,103	31,103
Depreciation and amortization	1,194	1,772	2,966
Long-lived asset impairment	352	—	352
Operating income (loss)	\$ 20,152	\$ (213)	\$ 19,939
Unallocated income, net (2)			103,597
Total net income			\$ 123,536
Segment adjusted EBITDA	\$ 28,362	\$ 3,213	\$ 31,575

(1) Non-margin expenses include advertising fund and franchise rent expenses which are offset in total revenue and, as such, not used as a primary measure of performance by our CODM.

(2) Unallocated income, net includes release of valuation allowance.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

Financial information reconciling the Company's reportable operating segments Operating income (loss) to Adjusted EBITDA is shown in the tables below.

	<b>For the Year Ended June 30, 2025</b>		
	<b>(Dollars in thousands)</b>		
	<b>Franchise</b>	<b>Company-owned</b>	<b>Consolidated</b>
Operating income (loss)	\$ 20,152	\$ (213)	\$ 19,939
Depreciation and amortization	1,194	1,772	2,966
Other, net	1,624	—	1,624
Discrete items (1)	5,392	1,654	7,046
Segment adjusted EBITDA	<u>\$ 28,362</u>	<u>\$ 3,213</u>	<u>\$ 31,575</u>

- (1) Discrete items include one-time professional fees and legal settlements, severance expense, the benefit from lease liability decreases in excess of previously impaired right of use asset, lease termination fees and asset retirement obligation costs.

	<b>For the Year Ended June 30, 2024</b>		
	<b>(Dollars in thousands)</b>		
	<b>Franchise</b>	<b>Company-owned</b>	<b>Consolidated</b>
Total revenue	\$ 195,659	\$ 7,323	\$ 202,982
<b>Expenses</b>			
Cost of product sales to franchisees	\$ 436	\$ —	\$ 436
General and administrative	44,778	609	45,387
Rent	3,450	2,075	5,525
Non-margin expenses (1)	120,921	—	120,921
Company-owned salon expense	—	5,080	5,080
Depreciation and amortization	3,095	850	3,945
Long-lived asset impairment	798	—	798
Operating income (loss)	<u>\$ 22,181</u>	<u>\$ (1,291)</u>	<u>\$ 20,890</u>
Unallocated income, net (2)			70,170
Total net income			<u><u>\$ 91,060</u></u>
Segment adjusted EBITDA	<u>\$ 27,815</u>	<u>\$ (323)</u>	<u>\$ 27,492</u>

- (1) Non-margin expenses include advertising fund and franchise rent expenses which are offset in total revenue and, as such, not used as a primary measure of performance by our CODM.
- (2) Unallocated income, net includes extinguishment of long-term debt.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

Financial information reconciling the Company's reportable operating segments Operating income (loss) to Adjusted EBITDA is shown in the tables below.

	<b>For the Year Ended June 30, 2024</b>		
	<b>(Dollars in thousands)</b>		
	<b>Franchise</b>	<b>Company-owned</b>	<b>Consolidated</b>
Operating income (loss)	\$ 22,181	\$ (1,291)	\$ 20,890
Depreciation and amortization	3,095	850	3,945
Other, net	(172)	—	(172)
Discrete items (1)	2,711	118	2,829
Segment adjusted EBITDA	<u>\$ 27,815</u>	<u>\$ (323)</u>	<u>\$ 27,492</u>

- (1) Discrete items include one-time professional fees and legal settlements, severance expense, the benefit from lease liability decreases in excess of previously impaired right of use asset, lease termination fees and asset retirement obligation costs.

	<b>For the Year Ended June 30, 2023</b>		
	<b>(Dollars in thousands)</b>		
	<b>Franchise</b>	<b>Company-owned</b>	<b>Consolidated</b>
Total revenue	\$ 223,237	\$ 10,089	\$ 233,326
<b>Expenses</b>			
Cost of product sales to franchisees	\$ 3,540	\$ —	\$ 3,540
Inventory reserve	—	1,228	1,228
General and administrative	50,074	677	50,751
Rent	4,664	4,532	9,196
Non-margin expenses (1)	143,188	—	143,188
Company-owned salon expense	—	8,827	8,827
Depreciation and amortization	6,919	797	7,716
Long-lived asset impairment	101	—	101
Operating income (loss)	<u>\$ 14,751</u>	<u>\$ (5,972)</u>	<u>\$ 8,779</u>
Unallocated income, net			<u>(16,164)</u>
Total net loss			<u>\$ (7,385)</u>
Segment adjusted EBITDA	<u>\$ 25,107</u>	<u>\$ (1,788)</u>	<u>\$ 23,319</u>

- (1) Non-margin expenses include advertising fund and franchise rent expenses which are offset in total revenue and, as such, not used as a primary measure of performance by our CODM.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

Financial information reconciling the Company's reportable operating segments Operating income (loss) to Adjusted EBITDA is shown in the tables below.

	<b>For the Year Ended June 30, 2023</b>		
	<b>(Dollars in thousands)</b>		
	<b>Franchise</b>	<b>Company-owned</b>	<b>Consolidated</b>
Operating income (loss)	\$ 14,751	\$ (5,972)	\$ 8,779
Depreciation and amortization	6,919	797	7,716
Other, net	(86)	1,450	1,364
Discrete items (1)	3,523	1,937	5,460
Segment adjusted EBITDA	\$ 25,107	\$ (1,788)	\$ 23,319

(1) Discrete items include one-time professional fees and legal settlements, inventory reserve, severance expense, the benefit from lease liability decreases in excess of previously impaired right of use asset, lease termination fees and asset retirement obligation costs.

The Franchise reportable operating segment is comprised of franchise salons located mainly in strip center locations and Walmart stores. Franchise salons offer high quality, convenient and value-priced hair care and beauty services and retail products. This segment operates primarily in the U.S., Puerto Rico, and Canada and primarily includes the Supercuts, SmartStyle, Cost Cutters, First Choice Haircutters, Roosters, and Magicuts concepts.

The company-owned salons reportable operating segment is comprised of company-owned salons located mainly in strip center locations and Walmart stores. Company-owned salons offer high quality, convenient and value priced hair care and beauty services and retail products. SmartStyle, Supercuts, Cost Cutters and other regional trade names operating in the U.S. and Canada are generally within the company-owned salons segment.

Segment information is prepared on the same basis that the CODM reviews financial information for operational decision-making purposes. The Company's reportable operating segments consisted of the following salons:

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

	June 30,	
	2025	2024
<b>FRANCHISE SALONS:</b>		
Supercuts	1,711	1,946
SmartStyle/Cost Cutters in Walmart stores	1,049	1,232
Portfolio Brands	816	1,117
Total North American salons	3,576	4,295
Total International salons (1)	71	96
Total franchise salons	3,647	4,391
<i>as a percent of total franchise and company-owned salons</i>	92.5 %	99.6 %
<b>COMPANY-OWNED SALONS (2):</b>		
Supercuts	100	3
SmartStyle/Cost Cutters in Walmart stores	—	8
Portfolio Brands	194	6
Total company-owned salons	294	17
<i>as a percent of total franchise and company-owned salons</i>	7.5 %	0.4 %
Total franchise and company-owned salons	3,941	4,408

- (1) Canadian and Puerto Rican salons are included in the North American salon totals.
- (2) Salon counts as of June 30, 2025, include salons acquired as part of the Alline Acquisition. See Note 16 to the Consolidated Financial Statements.

Total revenues and property and equipment, net associated with business operations in the U.S. and all other countries in aggregate were as follows:

	June 30,					
	2025		2024		2023	
	Total Revenues	Property and Equipment, Net	Total Revenues	Property and Equipment, Net	Total Revenues	Property and Equipment, Net
(Dollars in thousands)						
U.S.	\$ 194,211	\$ 10,085	\$ 183,465	\$ 3,663	\$ 211,429	\$ 6,410
Other countries	15,923	—	19,517	1	21,897	12
Total	\$ 210,134	\$ 10,085	\$ 202,982	\$ 3,664	\$ 233,326	\$ 6,422

**16. ACQUISITIONS: FOOTNOTE OPEN PENDING FINALIZATION OF VALUATION**

On December 19, 2024, the Company transferred consideration to acquire 100 percent of the equity interests of Alline (the Alline Acquisition), its largest franchisee, consisting of 314 salons. The transaction provides Regis with a turn-key operating infrastructure and gets the Company closer to salon operations alongside franchisees, and the salon portfolio provides a testing ground for brand and operational initiatives. The transaction terminated the existing franchise arrangements between Regis and Alline, which resulted in the Company recognizing a loss of \$0.2 million upon settlement, which is included in the Consolidated Financial Statements as a component of operating income for the year ended June 30, 2025.

The acquisition was accounted for as a business combination with the purchase price allocated on a preliminary basis using information available as of December 31, 2024. Assets acquired and liabilities assumed were recorded at estimated fair values based on management’s estimates, available information, and supportable assumptions that management considered reasonable.

As of June 30, 2025, the purchase price and related allocation have been revised as a result of additional information obtained and revisions to the provisional estimates of fair value, including, but not limited to, the completion of independent appraisals and valuations related to property and equipment, intangible assets, right of use assets and corresponding lease obligations.

The fair value of total consideration transferred by the Company upon acquisition is \$22.6 million, as detailed below.

<u>Consideration</u>	<u>(Dollars in thousands)</u>
Cash, net of cash acquired (1)	\$ 18,621
Equity instruments (140,552 of Regis common shares) (2)	3,000
Contingent consideration arrangement (3)	1,000
Fair value of total consideration	<u>\$ 22,621</u>

- 
- (1) Includes cash transferred of \$20.0 million, net of cash acquired of \$1.4 million.
- (2) The number of common shares (140,552) issued as part of the consideration paid for Alline was determined by dividing the \$3.0 million by the 30-trading day volume weighted average price of the common stock as reported on the Nasdaq Global Market as of and including December 17, 2024.
- (3) The contingent consideration arrangement requires Regis to pay the former owners of Alline additional cash consideration if certain 4-Wall EBITDA or Adjusted EBITDA thresholds are met for each of the three subsequent annual earnout periods as well as a cumulative 4-Wall EBITDA or Adjusted EBITDA threshold for the cumulative three subsequent annual earnout periods. The potential undiscounted amount of all future payments that Regis could be required to make under the contingent consideration arrangement is between \$0 and \$3.0 million. Regis recognized a fair value of \$1.0 million as of June 30, 2025, which is included in other noncurrent liabilities in the Consolidated Balance Sheets. 4-Wall EBITDA is defined as earnings before interest, tax, depreciation and amortization and excluding corporate general and administrative expenses for acquired salons.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

The following table summarizes the preliminary estimated fair value of the assets acquired and liabilities assumed as of the acquisition date:

	<b>(Dollars in thousands)</b>	
Current assets	\$	3,630
Property and equipment		7,976
Goodwill (1)		10,252
Intangible assets (2)		3,780
Right of use assets		7,292
Other assets		56
Assumed current liabilities		(2,352)
Assumed lease liabilities		(8,013)
Fair value of total consideration	\$	<u>22,621</u>

(1) Preliminary Goodwill is calculated as the excess of the consideration transferred over the net assets recognized and represents the future economic benefits arising from other assets acquired that could not be individually identified and separately recognized. Specifically, the goodwill that will be recorded as part of the acquisition of Alline includes the following:

- a. the expected synergies and other benefits that we believe will result from combining the operations of Alline with the operations of Regis; and
- b. any intangible assets that do not qualify for separate recognition.

Goodwill is not amortized and is deductible for tax purposes. All the goodwill related to the acquisition of Alline is related to our company-owned operating segment. The Company has obtained all the information required to finalize the valuation of the assets acquired and liabilities assumed, except for information related to certain assumed liabilities. As such, we expect that goodwill could change from the amount noted above.

(2) Intangible assets include \$2.4 million related to the fair value of reacquired rights and \$1.4 million related to the fair value of favorable leasehold interests, net.

- a. The reacquired rights were valued using a form of the income approach where the asset's value is determined by its ability to generate future cash flows by isolating and discounting the cash flows attributable to the asset. The Company assumed a four-year life based on the weighted average remaining contract term, assuming no renewals.
- b. Upon acquisition, the Company assumed lease agreements with lease payments fixed at a rate below the current market rate. As a result, a favorable lease asset of \$1.4 million has been recorded on the balance sheet. This asset represents the benefit the Company receives from having lease payments below market and will be amortized to rent expense on a straight-line basis over the remaining terms of the respective leases.

The Company incurred \$1.4 million of acquisition related costs which are included in general and administrative expense in Regis's Consolidated Statements of Operations for the year ended June 30, 2025, respectively.

The following table provides revenues and operating income from Alline that are included in our Consolidated Financial Statements since the date of acquisition:

	<b>December 19, 2024 through June 30, 2025</b>	
Total revenues	\$	40,813
Operating income		2,424

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

The following table presents pro forma information as if the Alline Acquisition had occurred on July 1, 2022:

	For the Fiscal Year Ended June 30,		
	2025	2024	2023
Total revenues	\$ 239,350	\$ 277,210	\$ 309,025
Operating income	24,066	22,575	10,230

**17. SUBSEQUENT EVENTS:****Chief Executive Officer Transition:**

On June 20, 2025, Matthew Doctor, the President and Chief Executive Officer and a member of the Board of Directors (the "Board") of the Company notified the Board that he would resign his positions, effective June 30, 2025. Upon receiving such notice, the Board appointed Jim Lain, the Company's Executive Vice President, Brand Operations - Supercuts and Cost Cutters, to serve as Interim President and Chief Executive Officer, effective July 1, 2025, after which Mr. Doctor continued to provide services to the Company as a part-time employee through August 31, 2025, pursuant to a Resignation and Transition Letter Agreement between the Company and Mr. Doctor. The Board has commenced a comprehensive search for a permanent successor.

The Board has formed a Succession Planning Committee and has engaged a leading executive search firm to help identify the next CEO, from among both internal and external candidates. In the interim, Jim Lain, current EVP Brand Operations – Supercuts and Cost Cutters, will work closely with the executive team and Board to ensure a seamless transition and continued execution of the Company's strategic priorities. Mr. Lain joined the Company in 2013, bringing with him more than 30 years of operations leadership experience. Since then, he has spearheaded initiatives that drove operational excellence and enhanced the performance of iconic brands including Supercuts, SmartStyle, Cost Cutters, First Choice Haircutters, Roosters, and other legacy names within the Company's portfolio. Prior to joining the Company, Mr. Lain made significant contributions at Gap, Inc., where he served as Vice President of Operations for Gap Specialty Stores in the U.S. and Canada. In this role, he was responsible for steering a \$2.5 billion business across 750 stores, enhancing operational efficiency and driving growth in a highly competitive market. Prior to his experience with Gap, Inc., Mr. Lain was Vice President of Operations at Galyan's Trading Company, Inc. / Dick's Sporting Goods and held several field management positions at Target Stores, Inc.

**Warrant Issuance:**

On August 1, 2025, as part of a consulting services agreement, the Company issued two warrants to purchase common stock of the Company to Forum3 Inc., consisting of: (i) a warrant, exercisable through October 31, 2025, to purchase up to \$490,000 in aggregate value of shares of common stock of the Company at an exercise price of the greater of \$22 per share and the 10-day average closing price immediately prior to any exercise (the Initial Warrant); and (ii) a warrant to purchase up to an additional 35,000 shares of common stock of the Company, at an exercise price of \$24.20 per share (the Coverage Warrant). The fair value of the warrants has not yet been determined. The Coverage Warrant is eligible to vest proportionally to the extent the Initial Warrant is exercised, and, to the extent vested, will remain exercisable until August 1, 2028.

**Legislative Impacts:**

On July 4, 2025, H.R. 1, commonly known as the "One Big Beautiful Bill Act" (OBBBA), was enacted into law. OBBBA is a reconciliation bill impacting businesses as it includes a broad range of tax reform provisions. The Company does not expect any material net impact to its consolidated financial statements as a result of OBBBA.

**EXHIBIT B**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

**FRANCHISE AGREEMENT**

**ROOSTERS MEN’S GROOMING CENTER**

**FRANCHISE AGREEMENT  
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**FRANCHISE AGREEMENT**

This FRANCHISE AGREEMENT (“Agreement”) is made and entered into by and between Roosters MGC International, LLC, a limited liability company organized under the laws of the State of Michigan, 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416 ("Franchisor") and \_\_\_\_\_ with its address at \_\_\_\_\_ ("Franchisee") this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

WITNESSETH:

WHEREAS, Franchisor, as the result of significant expenditures of time, skill, effort and money, has developed and owns a system ("System") relating to the establishment, development and operation of a unique business which provides personal grooming services primarily for men, including haircuts, shaves, men’s color, and the sale of retail products ("Franchised Business"), and the distinguishing characteristics of the System include, without limitation, unique programs and techniques; technical assistance and training in the operation, management and promotion of primarily men’s grooming shops; specialized reporting, unique and proprietary operation systems, trade dress, bookkeeping and accounting methods and documents; and advertising and promotional programs, all of which may be changed, improved and further developed by Franchisor;

WHEREAS, Franchisor is the owner of certain rights, title and interest in and to the ROOSTERS MEN’S GROOMING CENTER trade name, trademarks, copyrights and service marks and such other trade names, trademarks, copyrights and service marks as are now designated and may from now on be designated by Franchisor ("Proprietary Marks"); and Franchisor continues to develop, expand, use, control and add to its Proprietary Marks for the benefit and exclusive use of itself and its franchisees in order to identify for the public the source of products and services marketed there under and to represent the System's high standards of quality and service;

WHEREAS, Franchisee desires to operate a ROOSTERS MEN’S GROOMING CENTER under the System and Proprietary Marks and has previously and accurately completed a Franchise Application and now wishes to obtain a license from Franchisor for that purpose, as well as to receive the training and other assistance provided by Franchisor in connection with operation of a Shop; and

WHEREAS, Franchisee understands and acknowledges the importance of Franchisor's uniformly high standards of quality and service and the necessity of operating the franchise granted according to this agreement in strict conformity with Franchisor's quality control standards and specifications.

NOW, THEREFORE, the parties, in consideration of the promises, undertakings and commitments of each party to the other stated in this agreement, hereby mutually agree as follows:

## **I. GRANT OF FRANCHISE**

A. Franchisor, by this agreement, grants to Franchisee the right and license, and Franchisee undertakes the obligation, to operate a single Franchised Business in strict conformance with the Franchisor's quality control standards and specifications that are a material part of the System, as it may be periodically changed, improved and further developed, on the terms and conditions contained in this agreement (the "Shop").

B. Franchisor hereby grants Franchisee the right and license to use its "ROOSTERS MEN'S GROOMING CENTER" trademarks, service marks and logos in connection with the operation of its Shop and the provision of services and products to its customers, on the terms and conditions contained in this agreement.

C. Franchisee agrees to locate the Franchised Business within the Designated Market Area described in Exhibit "B" to this Agreement.

D. The Shop shall be operated only at the site specified on Exhibit "C" to this Agreement that has been selected by Franchisee after having the site and the lease (if any) approved by Franchisor before Franchisee shall have made any kind of commitment to secure such site (the "Approved Location").

Franchisor expressly reserves the right to:

1. own and operate, and license others the right to own and operate, Shops at any locations anywhere under the Proprietary Marks and System;
2. own and operate, and license others the right to own and operate, similar businesses under different marks at any locations anywhere;
3. use the Proprietary Marks and System to market and promote Franchisor's System, including the products and services offered as part of the System;
4. acquire, merge with, or otherwise affiliate with, and thereafter own and operate, and franchise or license others to own and operate, any business of any kind, including, without limitation, any business that offers products or services the same as or similar to those offered by Franchisee under the System and Proprietary Marks, anywhere;
5. sell to, solicit, or direct advertising or promotional materials to, customers anywhere; and
6. Franchisor or Franchisor's designee may distribute certain products and services, whether now existing or developed in the future, anywhere in such manner and through such alternate channels of distribution as Franchisor, in its sole discretion, determines. These alternate channels of distribution include, but are not limited to, the sale of Rooster's Proprietary Products and other items via the Internet, mail order catalog, through wholesale and resale stores, and direct marketing via television and radio. Nothing in this agreement grants the Franchisee any right to: (i) distribute such products or services in these alternative channels; or (ii) share in any of

the proceeds that Franchisor or its designee receives from the sale of such goods and services in these channels; and

7. Use the Proprietary Marks and System, and license others to use the Proprietary Marks and System, to engage in any other activities not expressly prohibited in this Agreement.

## II. TERM AND RENEWAL

A. **Initial Term.** Except as otherwise provided, the term of this Agreement will commence on the date set forth at the top of Page 2 of this Agreement and shall continue until the expiration of ten (10) years from the date Franchisee's Roosters Shop granted hereunder opens and commences operation. This Agreement will not be considered executed and will not be enforceable until: (A) it has been signed by Franchisor and the Franchisee, and, if the Franchisee is a corporation or partnership, the personal guarantors; and (B) the fully executed Agreement has been delivered to the Franchisee.

B. **Renewal Term.** Franchisee may, at its option, continue the Franchised Business for an additional ten (10) years, subject to the following conditions which must be met prior to renewal, unless to the extent otherwise waived by Franchisor:

1. Franchisee shall give Franchisor written notice of such election to renew not less than six (6) months before the end of the initial term;

2. Franchisee shall make or agree to make all reasonable capital expenditures required by Franchisor to renovate, refurbish, remodel, redecorate and modernize the Shop so as to reflect the then-current image of a Roosters Shop, including modifications relating to advertising, marketing and promotional programs, techniques, maintenance, refurbishing, equipment upgrade and replacement, renovating and remodeling necessary to comply with the then current building, architecture and design standards. Franchisee shall complete to Franchisor's satisfaction all such required modifications, as well as adopt and implement any new programs and techniques required by Franchisor's within the first three (3) months of the Renewal Term.

3. Franchisee shall not be in default of any provision or amendment of this Agreement, or to a successor, or any other agreement between Franchisee and Franchisor, or its subsidiaries and affiliates, and shall have substantially complied with all the terms and conditions of such agreements during the initial term of the agreement;

4. Franchisee shall satisfy all monetary obligations owed by Franchisee to Franchisor and its subsidiaries and affiliates and shall have timely met those obligations throughout the term of this Agreement;

5. Franchisee shall comply with Franchisor's then current qualification and training requirements;

6. Franchisee, its shareholders, directors and officers, shall execute a general release, in a form prescribed by Franchisor, of any and all claims against Franchisor and its subsidiaries and affiliates, and their respective officers, directors, agents and employees;

7. Franchisee, its shareholders, directors and officers, shall execute Franchisor's then-current standard form of franchise agreement then being offered to new franchisees and such other ancillary agreements as Franchisor may require for the Franchised Business, including a written personal guarantee of performance of all obligations of Franchisee under the then-current franchise agreement, which agreements shall supersede this Agreement in all respects and the terms of which may differ from the terms of this Agreement;

8. Franchisee shall pay to Franchisor, within 30 days before the renewal date, a renewal fee of \$2,500 to cover Franchisor's administrative expenses in connection with processing the renewal. If Franchisee owns multiple Shops, Franchisee shall pay to Franchisor a renewal fee of \$2,500 per Shop; and

9. Franchisee shall present evidence satisfactory to Franchisor that it has the right to remain in possession of the premises where the Shop is located for the duration of the renewal term.

If any of the above conditions to renewal have not been met, Franchisor shall have no obligation to renew this Agreement and shall provide to Franchisee at least thirty (30) days prior written notice of its intent not to renew this Agreement, which notice shall state the reasons for such refusal to renew. Franchisor shall also be entitled to terminate any renewed Franchise Agreement for failure to satisfy the remodeling requirement described in paragraph 2 within the requisite time period.

### **III. DUTIES OF FRANCHISOR**

**A. Site Selection Assistance and Lease Approval.** The Franchisee will be solely responsible for selecting a site that meets Franchisor's prior approval for the Franchised Business and for purchasing, leasing or otherwise acquiring possession of the site for the Franchised Business. Accordingly, no provision of this Agreement may be construed to impose any obligation or responsibility on Franchisor to locate or select a site for the Franchised Business. The Franchisee will not lease, purchase or otherwise acquire a site for the Franchised Business until the proposed site has been reviewed and approved in writing by Franchisor for Franchisee's Franchised Business, considering all factors Franchisor deems material in considering whether to approve such site for Franchisee's Franchised Business including accessibility, visibility, potential traffic flows, competition, other commercial, market, and demographic information and other factors Franchisor deems relevant. The review of the site conducted by Franchisor will not be deemed to be a warranty, representation or guaranty by Franchisor that the site will be approved for Franchisee's Franchised Business or if the Franchisee's Business is approved by Franchisor and is opened and operated at that site, that it will be a financial success.

If Franchisor has not approved a location for Franchisee to operate its Shop as of the date Franchisee signs this Agreement, the parties shall enter into the Site Selection Addendum attached as Exhibit "C" to this Agreement, the terms of which shall govern the parties' site selection

obligations. Franchisor has the right to review, evaluate and approve Franchisee's proposed lease for the Approved Location ("Lease") prior to execution as stated more fully in Section 5(B) of this Agreement.

**B. Equipment Selection.** Franchisor will provide Franchisee with specifications and requirements for all equipment, fixtures, supplies and inventory that Franchisee must purchase in connection with the Shop. Franchisee must purchase certain furniture, equipment and fixtures associated with the build-out of the Shop from Franchisor's designated and/or approved supplier (the "Roosters Specific Equipment"). You must purchase certain other furniture, fixtures and equipment from an approved or designated supplier.

**C. Start-up and Ongoing Inventory and Supplies.** Franchisor will provide specifications for, and designate sources of, supply from which Franchisee shall purchase inventory, goods and supplies necessary for the start-up and ongoing operations of Franchisee's Shop. Franchisee is required to purchase its opening inventory and supplies from Franchisor's designated and/or approved suppliers prior to opening (the "Opening Inventory Supply").

**D. Initial and Ongoing Training.** Franchisor shall provide a training program to Franchisee, its managers and up to two (2) employees at Franchisor's headquarters or at any location designated by Franchisor, including online, which may consist of both classroom, on-site, and/or online training (the "Initial Training Program"). Franchisor reserves the right to periodically update, extend and/or expand the Initial Training Program requirements, which may include on-the-job training to be held at a designated location as approved by Franchisor. Franchisee and others who attend initial training must complete the Initial Training Program to Franchisor's satisfaction (if Franchisee is a corporation, one of its principal shareholders who is or will be actively involved in the business of Franchisee must satisfactorily complete training). Franchisor shall be responsible for tuition and materials only. Franchisee, its manager and employees shall be responsible for all meal, travel, lodging or other expenses incurred in attending Franchisor's training program. Franchisor, at its sole discretion, shall make available such other mandatory ongoing training programs or seminars as Franchisor deems appropriate in its sole discretion. All additional training programs provided by Franchisor shall be subject to the terms and conditions stated in Section V (F) of this Agreement. Franchisee shall be responsible for training any new or replacement managers for its Shop.

**E. Continuing Assistance.** Franchisor may provide such continuing general advisory assistance in the operation, advertising and promotion of the Franchised Business as Franchisor deems advisable, subject to the availability of Franchisor's staff.

**F. Operations Manual.** Franchisor shall loan to Franchisee one (1) copy of Franchisor's training, policy and operations manuals ("Manuals"), as more fully described in Section VII of this Agreement.

**G. Reporting Assistance.** Franchisor may provide Franchisee with general assistance in establishing its monthly reporting system, bookkeeping and accounting systems necessary to enable Franchisee to operate its Shop and accurately report its revenues to Franchisor, in the event Franchisor deems such assistance is necessary in its sole discretion.

H. **Toll-Free Number.** Franchisor has the right, but not the obligation, to establish and maintain a toll-free telephone number for the purpose of accepting and confirming customer orders nationwide, customer service, and customer follow-up and satisfaction surveys. If Franchisor establishes a toll free number, Franchisee must comply with Franchisor's procedures for implementing the nationwide service as Franchisor specifies in the Operations Manual or otherwise in writing.

I. **Right to Inspect.** Franchisor shall continue its efforts to establish and maintain high standards of quality, cleanliness, safety, customer satisfaction and service of the System, and to that end shall:

1. Conduct inspections of the Franchised Business and its programs, methods, techniques and equipment, and the services rendered in the Franchised Business, as it deems advisable in its sole discretion; and

2. Disseminate Franchisor's standards and specifications for items not deemed to be trade secrets to Franchisee or its suppliers as Franchisor deems necessary in its sole discretion.

J. **Meetings and Additional Training.** Franchisor shall, as it deems necessary in its sole discretion, coordinate and conduct periodic meetings, field training and area meetings for its network of franchisees.

K. **Duties Specific to Franchisee Only.** All of the obligations of Franchisor hereunder are to Franchisee, and no other party is entitled to rely on, enforce or obtain relief for breach of such obligations either directly or by subrogation.

#### IV. **FEES**

A. In consideration of the right and license to operate the Shop granted in this agreement, Franchisee shall pay to Franchisor the following fees, all in U.S. dollars:

1. **Initial Franchise Fee.** In consideration of the franchise granted to Franchisee by Franchisor, Franchisee must pay Franchisor an initial franchise fee of \_\_\_\_\_ Dollars (\$\_\_\_\_\_) (the "Initial Franchise Fee"). The Initial Franchise Fee is non-refundable and is deemed fully earned upon payment in consideration of administrative and other expenses Franchisor incurs in granting the franchise and for Franchisor's lost or deferred opportunity to franchise others.

2. **Royalty Fee.** Franchisee shall pay a continuing, monthly fee equal to four percent (4%) of the Gross Sales of the Franchised Business until the first anniversary of the Shop's open date. From the first anniversary of the Shop's opening date through the balance of the remaining term of this Agreement, the Franchisee will pay Franchisor six percent (6%) of the Gross Sales of the Franchised Business from the preceding month (the "Royalty").

3. **National Fund Fee.** Franchisee shall pay one percent (1%) of Gross Sales of the Shop from the preceding month to the National Fund described in Section XI(D) of this

Agreement. Franchisor shall have the right to increase this National Fund contribution up to two percent (2%).

**B. Gross Sales.** The fees stated in this Section IV are based on Franchisee's "Gross Sales, which includes all revenues Franchisee generates from all business conducted at or from Franchisee's Shop during the preceding reporting period, including amounts received from the sale and delivery of services, products, merchandise, and tangible property of any nature whatsoever, whether in cash or for credit, and whether collected or uncollected. Gross Sales does not include the amount of any applicable sales tax imposed by any federal, state, municipal or other governmental authority if such taxes are stated separately when the customer is charged and Franchisee pays such amounts as and when due to the appropriate taxing authority. Also excluded from Gross Sales are the amount of any documented refunds, charge-backs, credits and allowances given to customers in good faith according to the Franchisor's standard procedures for issuing such refunds. All barter and exchange transactions for which Franchisee furnishes services or products in exchange for goods or services to be provided to Franchisee by a vendor, supplier or customer will be valued at the full retail value of the goods or services provided to Franchisee.

**C. Gross Sales Reports.** Franchisee must send Franchisor a signed Gross Sales report ("Gross Sales Reports") on the fifteenth of each month for Gross Sales generated during the immediately preceding month. The Gross Sales Reports must state Franchisee's Gross Sales generated during the previous month, Franchisee's calculation of the Royalty, National Fund contribution, and any other information Franchisor may require. Franchisor may change the form and content of the Gross Sales Reports from time to time. The Gross Sales Reports shall be submitted by Franchisee on or before the fifteenth (15<sup>th</sup>) of each month. If Franchisee fails to deliver to Franchisor its monthly sales reports by the fifteenth (15<sup>th</sup>) day of the month for the previous month, Franchisor may charge Franchisee \$100 as a late fee.

**D. Payment Due Dates.** All monthly payments required by this Section IV shall be paid to Franchisor on the fifteenth (15<sup>th</sup>) day of each month. If any payments are due on a national holiday, payment shall be due on the first business day following such holiday.

**E. Manner of Payment.** Payment of all fees under this Section IV shall be made through a monthly electronic funds transfer program (the "EFT Program") under which Franchisor automatically deducts all payments owed to Franchisor under this Agreement, or any other agreement between Franchisee and Franchisor, from Franchisee's bank account. Franchisee shall deposit all revenues from operation of Franchisee's Salon into one bank account within two (2) days of receipt, including cash, checks, and credit card receipts. Before opening Franchisee's Shop, Franchisee shall provide Franchisor with Franchisee's bank name, address and account number, a voided check from such bank account, and sign and give to Franchisor and Franchisee's bank, all documents, including the form attached as Exhibit "F" to this Agreement, necessary to effectuate the EFT Program and Franchisor's ability to withdraw funds from such bank account via electronic funds transfer.

Franchisee shall immediately notify Franchisor of any change in Franchisee's banking relationship, including changes in account numbers. Franchisor reserves the right to require Franchisee to pay any fees due under this agreement by such other means as Franchisor may specify from time to time. If the Gross Sales Report has not been received within the time period

required by this Agreement, then Franchisor may process an EFT for the subject month based on the most recent Gross Sales Report provided by Franchisee to Franchisor, provided, that if a Gross Sales Report for the subject month is subsequently received and reflects (i) that the actual amount of the fee due was more than the amount of the EFT, then Franchisor shall be entitled to withdraw additional funds through EFT from Franchisee's designated bank account for the difference; or (ii) that the actual amount of the fee due was less than the amount of the EFT, then Franchisor shall credit the excess amount to the payment of Franchisee's future obligations.

F. **Insufficient Funds.** As part of Franchisee's participation in the EFT Program, if the funds in Franchisee's bank account are insufficient to cover any amounts due under this Agreement on the date such funds are due, in addition to the overdue amount, Franchisor has the right to immediately debit from Franchisee's bank account interest on such amount from the date it was due until all past due amounts are paid, at a rate of the lesser of 18% per annum or the maximum rate permitted by law plus a \$100 administrative fee. Should any EFT not be honored by Franchisee's bank for any reason, Franchisee agrees that Franchisee shall be responsible for that payment and any service charge. If any payments are not received when due, Franchisee will be charged interest at a rate of the lesser of 18% per annum or the maximum rate permitted by law.

G. **Late Payment Charges.** Any payment not actually received by Franchisor on or before its due date shall be deemed overdue. If any payment is overdue, Franchisee shall pay to Franchisor in addition to the overdue amount, a late payment or finance charge on such amount from the date it was due until paid at 18%, on the date payment was due or the maximum rate permitted by state law, whichever is less plus a \$100 administrative fee. Such late payment charge, which shall be calculated on a monthly basis, shall be in addition to any other remedies that Franchisor may have.

## V. DUTIES OF FRANCHISEE

A. **Compliance with Franchisor's System.** Franchisee understands and acknowledges that compliance with the System and consistency with respect to every detail of the appearance and operation of the Shop is critical to Franchisor, Franchisee and other franchisees in order to develop and maintain high and uniform operating standards; increase the demand for the services provided by franchisees; and protect the Proprietary Marks, the System and Franchisor's and its affiliates' trade secrets, reputation and goodwill.

B. **Site Selection.** Franchisee shall have received the prior written approval of the site selected by Franchisee for the operation of the Shop (the "Approved Location"). The Approved Location shall be set forth on Exhibit C hereto. Franchisor has the right to review, evaluate and approve Franchisee's proposed lease for the Approved Location ("Lease") prior to execution and determine whether Franchisee will be required to sublease from Franchisor or an affiliate. Franchisor may condition Franchisor's approval of any proposed Lease on, among other things, the execution of a Lease Addendum in the form attached as Exhibit "D-1" to this Agreement or a Lease Terms attached as Exhibit "D-2" to this Agreement. Franchisee shall use its best efforts to obtain the landlord's consent to incorporate Exhibit "D-2" into a lease. Franchisee shall at a minimum be required to obtain landlord's consent to any assignment provisions contained in Exhibit "D-1". Franchisor's approval of the Lease shall not be unreasonably withheld. Neither Franchisor's review of the Lease nor Franchisor's acceptance of the site Franchisee has selected

constitutes a representation or guarantee that Franchisee will succeed at the selected Approved Location or an expression of Franchisor's opinion regarding the terms of the Lease. Franchisor encourages Franchisee to seek independent counsel from a lawyer or business adviser to assist Franchisee in selecting a location and negotiating a lease for the Franchised Business premises. Franchisee shall provide Franchisor with a copy of the fully executed Lease for the Approved Location. If Franchisee requests and Franchisor agrees to guarantee Franchisee's lease obligations in any way (e.g., as tenant or guarantor), then Franchisor reserves the right to charge Franchisee a monthly fee of the amount by which sixteen percent (16%) of Franchisee's monthly gross sales exceeds Franchisee's monthly lease payments for as long as such guaranty is in effect. Franchisor has no obligation to guarantee Franchisee's lease in any way, but if Franchisor does, Franchisee must pay such monthly lease guaranty fee.

C. **Shop Construction.** The Shop shall conform to Franchisor's standards and specifications for the appearance, layout, and design of a Shop. Franchisor shall provide Franchisee with the architectural drawings and specifications necessary to build out the Shop at the Approved Location to Franchisor's then current standards, at Franchisee's cost. Franchisee shall: (i) hire a contractor approved of in writing by Franchisor to make the necessary plumbing, electrical, and certain other improvements to the leasehold; (ii) purchase the Roosters Specific Equipment and other furniture, fixtures, and equipment from Franchisor's designated and/or approved vendor as stated more fully in Section III.B. of this Agreement; and (iii) hire the contractor designated and/or approved by Franchisor to install any cabinetry, shelving, lighting, wall and ceiling designs, tables and chairs, indoor and outdoor signage, and other furniture and fixtures as explained in the Operations Manual or as otherwise designated by Franchisor in its sole discretion. Franchisee shall obtain all federal, state and local business licenses, permits, certifications, bonds and health department registrations required for ongoing operation of the Shop and shall certify in writing to Franchisor that all such licenses, permits, certifications, bonds and registrations have been obtained. Franchisee shall open the Shop within thirty (30) days after the date of completion of construction. In connection with the opening of the Shop, Franchisee shall conduct such promotional and advertising activities according to Franchisor's opening specifications, at Franchisee's expense, as Franchisor may prescribe.

D. **Time for Opening.** Franchisee shall open the Shop for business within twelve (12) months from the date Franchisor signs this Agreement.

E. **Completion of Initial Training.** As described in the terms and conditions stated in Section III(D) of this Agreement, Franchisee and its employees and manager shall attend and successfully complete, to Franchisor's reasonable satisfaction, Franchisor's Initial Training Program at least thirty (30) days prior to opening the Shop.

F. **Ongoing Training.** Franchisee shall cause its employees (including any person subsequently acting as the manager of the Franchised Business) to attend and successfully complete, to Franchisor's reasonable satisfaction, such additional continuing education and training programs as Franchisor may require in writing from time to time. Franchisee and/or its manager and employees shall pay Franchisor's then-current fee and be responsible for any and all expenses incurred in training, including, without limitation, training materials and supplies, the costs of meals, entertainment, lodging, travel and wages.

G. **Qualified Manager.** Franchisee must at all times employ a Manager (if someone other than Franchisee) who has successfully completed the prescribed Initial Training Program. If Franchisee hires a new Manager who has not successfully completed the Initial Training Program, then the new Manager must begin the Initial Training Program within thirty (30) days after being hired and must successfully complete said program within one hundred (100) days after the date of hire by Franchisee.

H. **Best Efforts.** Franchisee shall at all times actively promote the proprietary services offered at the Shop, and will use its best efforts to cultivate, develop and expand the market for the services and products provided by the Shop within its Designated Marketing Area.

I. **Management of the Shop.** Franchisee or its designated manager shall devote its full time and best efforts to the management and operation of the Shop.

J. **Proprietary Products.** Franchisees shall purchase from Franchisor's designated and approved suppliers (which may include Franchisor and its affiliates) certain proprietary products and copyrighted materials including, but not limited to, programs, brochures, Shop literature, gift certificates and trademarked and logo items as designated by Franchisor and as they become available, including those proprietary products that become available for purchase after execution of this Agreement.

K. **Appearance of Shop and Obligation to Remodel/Refurbish.** Franchisee shall continuously maintain the Shop in the highest degree of sanitation, repair and condition as Franchisor may reasonably require, and in connection therewith shall make such additions, alterations, repairs and replacements to the Shop (but not without Franchisor's prior written consent) as may be required for that purpose, including without limitation, such periodic redecorating, replacement of obsolete equipment, fixtures, materials or products as Franchisor may reasonably direct. At Franchisor's request, Franchisee shall remodel and/or refurbish the Franchised Business at its expense to conform to the then current design and decor, dress, color scheme and presentation of trademarks and service marks consistent with the design concepts then in effect for new Franchised Businesses licensed to operate under the System and as described in the Manuals, including, without limitation, such changes, remodeling and redecoration and such modifications to existing improvements as may be necessary.

L. **Compliance with Applicable Laws.** Franchisee shall comply with all federal, state, city, municipal and local laws, ordinances, rules and regulations in the geographic area pertaining to the operation of its Roosters Business, including all laws relating to employees and to the regulation of barbers and cosmetologists and all applicable federal and state discrimination and environmental laws. Franchisee will, at its expense, be absolutely and exclusively responsible for determining all licenses and permits required by law for the Franchisee's Roosters Business, for qualifying for and obtaining all such licenses and permits, and for maintaining all such licenses and permits in full force and effect. Franchisee shall meet and maintain the highest health, safety and hygiene standards and ratings applicable to the operation of the Shop and the management of the personnel as Franchisor may reasonably require.

M. **Working Capital.** Franchisee shall meet and maintain sufficient levels of working capital for use in connection with the management and operation of the Franchised Business as Franchisor may reasonably require.

N. **Operating Hours.** Franchisee shall use the location of the Shop solely for the operation of the Franchised Business, shall keep the Franchised Business open and in normal operation for such minimum hours and days as Franchisor may periodically prescribe in the Manuals or otherwise, and shall refrain from using or permitting the use of the premises of the Franchised Business for any other purpose or activity at any time without first obtaining the written consent of Franchisor.

O. **Uniformity of Methods and Standards.** Franchisee shall operate the Shop in conformity with such uniform methods, standards and specifications as Franchisor may from time to time prescribe to ensure that the highest degree of quality for the products and services offered is uniformly maintained. Franchisee shall conduct its business in a manner which reflects favorably at all times on the System and the Proprietary Marks. Franchisee shall at no time engage in deceptive, misleading or unethical practices or conduct any other act which may have a negative impact on the reputation and goodwill of Franchisor, its affiliates, or any other franchisee operating under the System. As part of Franchisee's ongoing responsibility, Franchisee agrees:

1. To sell or offer for sale only those products and services that meet Franchisor's uniform standards of quality and quantity, as have been expressly approved for sale in writing by Franchisor. All services must be approved and provided in compliance with Franchisor's methods and techniques. Franchisee must refrain from any deviation from Franchisor's methods, techniques, standards and specifications; and to discontinue such products or services as Franchisor may, in its discretion, disapprove in writing at any time.

2. To purchase and install, at Franchisee's expense, all fixtures, furnishings, signs and equipment as Franchisor may reasonably specify from time to time in the Manuals or otherwise in writing.

3. To employ such minimum number of employees as may be prescribed by Franchisor and to comply with all applicable federal, state, municipal and local laws, rules and regulations with respect to such employees.

4. To maintain a competent, conscientious staff and to take such steps as are necessary to ensure that its employees keep a neat and clean personal appearance and comply with such uniform attire, health, safety, and hygiene as Franchisor may prescribe in the Manuals and which may be periodically changed. Franchisor has the right to ensure that all employees are properly licensed by the State and to maintain any license requirements enabling them to operate.

P. **Approved Products and Supplies.** Franchisee shall purchase all inventory, equipment, supplies, services and other materials required for the operation of the Franchised Business from Franchisor's designated or approved suppliers (which may include Franchisor's affiliates). In the event Franchisee wishes to seek Franchisor's approval of a third-party supplier or product not previously approved by Franchisor, Franchisee may submit such a request in writing to Franchisor. Franchisor shall have thirty (30) days to approve or disapprove any such request,

and any request not expressly approved by Franchisor during this time period shall be deemed denied. Franchisee agrees to pay Franchisor a fee to cover Franchisor's reasonable costs related to the testing/inspection conducted by the Franchisor of the proposed supplier and/or product. If Franchisor approves a third party supplier of approved products, Franchisor has the right to revoke such approval.

**Q. Right to Inspect.** Franchisee shall permit Franchisor or its agents or representatives to enter upon the premises of the Shop at any reasonable time for purposes of conducting inspections, taking photographs and interviewing employees and customers; shall cooperate fully with Franchisor's agents or representatives in such inspections by rendering such assistance as they may reasonably request; and, upon notice from Franchisor or its agents or representatives, and without limiting Franchisor's other rights under this Agreement, take such steps as may be necessary to immediately and diligently correct any deficiencies detected during such inspections, including, without limitation, immediately desisting from the further use of any methods, equipment, advertising materials, supplies, products or other items that do not conform to Franchisor's then current specifications, standards or requirements. If Franchisee fails or refuses to correct such deficiencies, Franchisor shall have the right to enter upon the premises of the Shop, without being guilty of trespass or any other tort, for the purpose of making or causing to be made such corrections as may be required, at the expense of Franchisee, which expense Franchisee agrees to pay upon demand.

**R. Use of Franchisor's Methods.** Franchisee acknowledges and agrees that Franchisor and/or its affiliates have developed and shall continue to develop certain methods, services, operational systems, management techniques and may continue to develop products, services and proprietary methods and techniques for use in the operation of the Franchised Business which are all highly confidential and which are trade secrets of Franchisor and/or its affiliates. Because of the importance of quality control and uniformity of products and services and the significance of such proprietary methods in the System, it is to the mutual benefit of the parties that Franchisor closely controls the dissemination of this proprietary information. Accordingly, Franchisee agrees that if such information and techniques become a part of the System, Franchisee shall comply and strictly follow these techniques in the operation of its business and shall purchase from Franchisor or its suppliers any products, supplies or materials necessary to protect and implement such techniques.

Franchisee must use the then current computerized point of sale cash register system and franchise back office software system currently designated by Franchisor. The Franchisee will purchase the computerized point of sale cash register system and franchise back office system hardware and software from Franchisor or its designee. Franchisee agrees to provide Franchisor with independent electronic remote access to any and all information stored on the computerized point of sale cash register system and franchise back office software at such reasonable times as Franchisor may designate. All data and information, including, without limitation, operational, financial, revenue, expenses, profit, customer (e.g. names, addresses, email addresses, phone numbers), individual and collective transaction data, and marketing data and information for your Roosters Shop, including all such data and information on your point of sale and back office computer system ("Data") are owned exclusively by us, and we, our parent and affiliates may access and use such Data at any time, including on a daily and other basis without restriction. There are no contractual restrictions on our and our parent and affiliates rights to access and use

Data for your Roosters Shop. Franchisor shall have the right from time to time to make changes, modifications, or additions to the standards, specifications and/or requirements for the computerized point of sale cash register system and/or the franchise back office software. Any such changes, modifications or additions shall automatically be binding upon Franchisee upon the giving of notice of same to Franchisee by Franchisor and shall be done at Franchisee's sole cost and expense.

S. **Annual Convention.** Franchisor will, during the term of this Agreement, conduct an annual convention for all Roosters franchisees at such times and at such locations as Franchisor deems appropriate. The Franchisee will attend the annual convention conducted by Franchisor for Roosters franchisees during each year of this Agreement. All expenses incurred by the Franchisee or any employees of the Franchisee in traveling to and attending the annual convention conducted by Franchisor will be paid for by the Franchisee. Franchisor will charge, and the Franchisee will pay, a registration fee for the annual convention, regardless of whether the Franchisee, or any representative of the Franchisee, attends the convention, and an additional registration fee will be charged for each person in addition to the first person attending the annual convention on behalf of the Franchisee.

T. **Use of Proprietary Marks.** Franchisee shall display the Proprietary Marks and logo at the Shop in the manner prescribed by Franchisor. The color, design and location of signs used in connection with the Franchised Business shall be specified by Franchisor and may be periodically changed in the discretion of Franchisor. Franchisee shall also display any other sign or notice designated by Franchisor which will serve to notify and inform third parties that Franchisor is engaged in the business of franchising and which will provide sufficient information to enable third parties to contact Franchisor to inquire about prospective franchisees. Franchisee shall not display any signs or posters on the premises without the prior written consent of Franchisor.

U. **Reporting Obligations.** Franchisee must submit the required monthly reports stated in Section IV.C. of this Agreement to Franchisor, as well as the following: (i) annual financial reports and operating statements in the form Franchisor specifies, prepared by a certified public accountant or state licensed public accountant, within 90 days after the close of each fiscal year; (ii) state and local sales tax returns or reports and federal, state and local income tax returns for each year in which the Shop is operated, within 30 days after their timely completion; (iii) an unaudited quarterly profit and loss statement covering the Shop by the 5<sup>th</sup> day of each quarter; (iv) an unaudited profit and loss statement covering the Shop for each fiscal year end, within 90 days after the close of each fiscal year; and (v) such other reports as Franchisor may from time to time require, in the form and at the time Franchisor prescribes. To assist Franchisee in recording and keeping accurate and detailed financial records for reports and tax returns, Franchisor may, at its option and sole discretion, specify the form in which Franchisee's business records are to be maintained, provide a uniform set of business records for Franchisee to use, and specify the type of equipment to be used in connection with the Shop.

V. **Compliance with this Agreement.** Franchisee shall comply with all other requirements stated in this Agreement, in the Manuals or otherwise in writing by Franchisor.

W. **Approved Vendor.** Franchisee may use Franchisor's then-current approved vendor to coordinate the development, buildout, and fixturing (including remodels) of the Franchised Location. If Franchisee desires to use Franchisor's approved vendor's coordination services, Franchisee must sign such vendor's current agreement and pay their applicable fee as well as the cost of the development, buildout, and fixturing (or remodeling) of the Franchised Location. If Franchisee does not use Franchisor's currently approved vendor to coordinate all of the development, buildout, and fixturing (or remodeling) of the Franchised Location, then to ensure the development, build-out, and fixturing (or remodeling) meets Franchisor's standards, Franchisee must pay Franchisor its then-current fees for its review and approval of Franchisee's construction and design plans and review and approval of Franchised Location as built (or remodeled). These payments are not refundable.

## VI. PROPRIETARY MARKS

A. With respect to the Proprietary Marks, Franchisor represents that Franchisor has all right, title and interest in and to the Proprietary Marks and Franchisor shall take all steps which it deems reasonably necessary to preserve and protect the ownership and validity of such Proprietary Marks.

B. With respect to Franchisee's use of the Proprietary Marks in compliance with the license granted under this Agreement, Franchisee agrees that:

1. Franchisee shall use only the Proprietary Marks designated by Franchisor and shall use them only in the manner required or authorized and permitted by Franchisor.

2. Franchisee shall use the Proprietary Marks only in connection with the right and license to operate the Shop granted hereunder.

3. During the term of this Agreement and any renewal hereof, Franchisee shall identify itself as a licensee and not the owner of the Proprietary Marks and shall make any necessary filings under state law to reflect such status. In addition, Franchisee shall identify itself as a licensee of the Proprietary Marks on all invoices, order forms, receipts, business stationery and contracts, as well as the display of a notice in such form and content and at such conspicuous locations at the Shop as Franchisor may designate in writing.

4. Franchisee's right to use the Proprietary Marks is limited to such uses as are authorized under this Agreement, and any unauthorized use thereof shall constitute an infringement of Franchisor's rights and grounds for termination of this Agreement.

5. Franchisee shall not use the Proprietary Marks to incur or secure any obligation or indebtedness.

6. Franchisee shall not use the Proprietary Marks as part of its corporate or other legal entity name.

7. Franchisee shall comply with Franchisor's instructions in filing and maintaining the requisite trade name or fictitious name registrations, and shall execute any

documents deemed necessary by Franchisor or its counsel to obtain protection for the Proprietary Marks or to maintain their continued validity and enforceability.

8. If litigation involving the Proprietary Marks is instituted or threatened against Franchisee, Franchisee shall promptly notify Franchisor and shall cooperate fully in defending or settling such litigation. Franchisor shall indemnify and hold Franchisee harmless from any suit involving Franchisor's rights and use of the proprietary licensed marks.

C. Franchisee expressly understands and acknowledges that:

1. Franchisor is the owner of all right, title and interest in and to the Proprietary Marks and the goodwill associated with and symbolized by them.

2. The Proprietary Marks are valid and serve to identify the System and those who are licensed to operate a Shop according to the System.

3. Franchisee shall not directly or indirectly contest the validity or the ownership of the Proprietary Marks.

4. Franchisee's use of the Proprietary Marks under this Agreement does not give Franchisee any ownership interest or other interest in or to the Proprietary Marks, except the non-exclusive license granted in this agreement.

5. Any and all goodwill arising from Franchisee's use of the Proprietary Marks at the Shop according to the System shall inure solely and exclusively to Franchisor's or its affiliate's benefit, and upon expiration or termination of this Agreement no monetary amount shall be assigned as attributable to any goodwill associated with Franchisee's use of the System or the Proprietary Marks.

6. The license and rights to use the Proprietary Marks granted hereunder to Franchisee are non-exclusive, and Franchisor thus may: (a) itself use, and grant franchises and licenses to others to use, the Proprietary Marks; (b) establish, develop and franchise other systems, different from the System licensed to Franchisee in this agreement, without offering or providing Franchisee any rights in, to or under such other systems; and (c) modify or change, in whole or in part, any aspect of the Proprietary Marks so long as Franchisee's rights to such Proprietary Marks are in no way materially harmed thereby.

7. Franchisor reserves the right to substitute different names and Proprietary Marks for use in identifying the System, the Shops and other Franchised Businesses operating thereunder. If it becomes advisable at any time in the discretion of Franchisor for Franchisee to modify or discontinue use of any of the Proprietary Marks or use one or more additional or substitute names or marks, Franchisee agrees to do so. In such event, Franchisee shall pay for all direct out-of-pocket costs incurred by Franchisee, including the cost of any replacement signage as required by Franchisor.

8. Franchisor shall have no liability to Franchisee for any senior users which may claim rights to the Franchisor's Proprietary Marks.

9. Franchisee shall not register or attempt to register the Proprietary Marks in Franchisee's name or that of any other person, firm, entity or corporation.

**VII. QUALITY CONTROL, UNIFORMITY AND STANDARDS REQUIRED OF FRANCHISEE**

A. Franchisor will periodically promulgate uniform standards of quality, cleanliness and service regarding the business operations of the Shop so as to protect and maintain the distinction, valuable goodwill and uniformity represented and symbolized by the Proprietary Marks and the System. Accordingly, to ensure that all franchisees will maintain and adhere to the uniformity requirements and quality standards for the products and services associated with the Proprietary Marks and the System, Franchisee agrees to maintain the required uniformity and quality standards for all products, services associated with the Proprietary Marks and the System. This is to assure the public that all Shops will be uniform in nature and will sell and dispense quality products and services, at a reasonable price for a specific market demographic.

B. Franchisee will use the Proprietary Marks and the System in strict compliance with the moral and ethical standards, quality standards, health standards, operating procedures, specifications, requirements and instructions required by Franchisor, which may be periodically amended and supplemented.

**VIII. CONFIDENTIAL MANUALS**

A. In order to protect the reputation and goodwill of Franchisor, and to maintain uniform standards of operation under the Proprietary Marks, Franchisee shall conduct its business in strict compliance with the operational systems, procedures, policies, methods and requirements prescribed in the Manuals and any supplemental bulletins, notices, revisions, modifications, or amendments to them all of which shall be deemed a part thereof. One set of the Manuals shall be provided to Franchisee on loan from Franchisor during the training program and Franchisee shall sign a corresponding receipt therefore for the term of this Agreement.

B. Franchisee agrees to immediately adopt and use the programs, services, methods, standards, materials, policies, and procedures stated in the Manuals, as they may be periodically modified by Franchisor. Franchisee acknowledges that Franchisor is the owner of all proprietary rights in and to the System, the Manuals and any changes or supplements to them.

C. Franchisee shall at all times treat the Manuals, any other manuals created for or approved for use in the operation of the Franchised Business, and all of the information contained in this agreement as proprietary and confidential and shall use best efforts to maintain such information as confidential.

D. Franchisee acknowledges, knows and agrees that designated portions of the Manuals are "trade secrets" owned and treated as such by Franchisor.

E. The trade secrets must be accorded maximum security consistent with Franchisee's need to make frequent reference to them. Franchisee shall strictly limit access to the Manuals to employees who have a demonstrable and valid "need to know" the information contained in the

Manuals in order to perform their position at the Shop and strictly follow any provisions in the Manuals regarding the care, storage and use of the Manuals and all related proprietary information.

F. Franchisee shall not at any time, without Franchisor's prior written consent, copy, duplicate, record or otherwise reproduce in any manner any part of the Manuals, updates, supplements or related materials, in whole or in part, or otherwise make the same available to any unauthorized person.

G. The Manuals shall at all times remain the sole property of Franchisor. Upon the expiration or termination, for any reason, of this Agreement, Franchisee shall return to Franchisor the Manuals and all supplements to them.

H. Franchisor retains the right to prescribe additions to, deletions from or revisions of the Manuals. Franchisee is responsible for ensuring that its Manual(s) are complete and contain all such additions, deletions or revisions. The parties acknowledge that Franchisor may make any such changes to the Manual(s) by mail, electronic mail, or by posting said changes on Franchisor's website or intranet. Any changes to these Manual(s) by Franchisor shall become binding upon Franchisee upon being mailed or otherwise delivered to Franchisee, as if originally stated in the Manual (s).

I. Franchisee shall at all times ensure that its copies of the Manuals are kept current and up to date. In the event of any dispute as to the contents of the Manuals, the terms contained in the Master Set of the Manuals maintained by Franchisor at Franchisor's headquarters shall control.

## **IX. CONFIDENTIAL INFORMATION**

A. The parties expressly understand and agree that the relationship established between Franchisor and Franchisee by this Agreement is one of confidence and trust, and that as a result thereof Franchisor will be disclosing and transmitting to Franchisee certain trade secrets and other confidential and proprietary information concerning various aspects of Franchisee's operation of the Shop, its marketing techniques, and all proprietary and management products and materials relevant to them according to the System under this Agreement ("Confidential Information").

B. In order to preserve and protect the Confidential Information, which is disclosed to Franchisee during the term of this Agreement, Franchisee agrees that:

1. Franchisee shall treat and maintain Confidential Information as confidential both during the term of this Agreement and thereafter.

2. Franchisee shall use such Confidential Information only for its operation of the Shop under this Agreement.

3. Franchisee shall disclose such Confidential Information only as necessary to its employees or agents and not to anyone else.

4. Franchisee shall restrict disclosure of such Confidential Information to only those of its employees or agents who are directly connected with the performance of work requiring knowledge thereof and shall disclose only so much of the Confidential Information as is required to enable those employees or agents to carry out their assigned duties.

5. Franchisee shall advise its employees or agents of the confidential nature of such information and the requirements of nondisclosure thereof.

6. Franchisee shall not disclose any such Confidential Information or provide access to the Manuals to any employee or agent until that person executes a nondisclosure agreement in a form prescribed by Franchisor, acknowledging the confidential and proprietary nature of such Confidential Information and agreeing not to disclose such Confidential Information during the course of employment or thereafter. Franchisor shall be designated a third-party beneficiary of this nondisclosure agreement with the right to enforce its provisions independently of Franchisee.

C. Any and all information, knowledge, know-how, methods of operation, and other methods and techniques which Franchisor designates as confidential shall be deemed Confidential Information for purposes of this Agreement, except information which Franchisee can demonstrate came to its attention prior to disclosure thereof by Franchisor or which, at the time of disclosure by Franchisor to Franchisee, had become a part of the public domain, through publication or communication by others or which, after disclosure to Franchisee by Franchisor, becomes a part of the public domain through publication or communication by others. It is understood and agreed that information, improvements to the System or techniques prepared, compiled or developed by Franchisee, its employees or agents during the term of this Agreement and relating to the Franchised Business, whether it be developed separately or in conjunction with Franchisor, shall be considered as part of Franchisor's Confidential Information and Franchisee hereby grants to Franchisor an irrevocable, worldwide, exclusive, royalty-free license, with the right to sub-license, to such information, improvement or technique.

D. Franchisee acknowledges that it has knowledge of confidential matters, trade secrets, management and training techniques, operational, accounting, quality control procedures, and other methods developed by Franchisor or its affiliates through and in the System which, for purposes of this Agreement, are owned by Franchisor or its affiliates, and which are necessary and essential to the operation of the Shop, without which information Franchisee could not efficiently, effectively and profitably operate the same. Franchisee shall take all steps necessary, at its own expense, to protect such Confidential Information and shall not divulge the same either during or upon the termination of this Agreement without the prior written consent of Franchisor.

E. Franchisee acknowledges that in addition to any remedies available to Franchisor under Section XIII. hereunder, Franchisee agrees to pay all court costs and reasonable legal fees incurred by Franchisor in obtaining specific performance of, a temporary restraining order and/or an injunction against violation of the requirements of this Section IX.

F. In order to maintain the high standards of quality control throughout the System, Franchisor reserves the right to periodically send test customers to Franchisee, without prior notification, in order to determine whether the Shop is maintaining high standards of quality, integrity, safety, appearance and customer service.

## **X. ACCOUNTING, INSPECTIONS AND RECORDS**

A. In addition to those records Franchisee is required to maintain and submit under Section V.U. of this Agreement, Franchisee shall maintain during the term of this Agreement, and shall preserve for not less than five (5) years from the date of preparation, full, complete and accurate books, records and accounts according to the System and in the form and manner periodically prescribed by Franchisor in the Manuals or otherwise in writing.

B. Franchisor or its designated agents shall have the right at all reasonable times to examine and copy, at its expense, the books, records, receipts and tax returns of Franchisee. Franchisor shall also have the right, at any time, to have an independent audit made of the books of Franchisee.

## **XI. NATIONAL AND LOCAL ADVERTISING**

Recognizing the value of national and local advertising, and the importance of the standardization of advertising programs to the furtherance and protection of the Proprietary Marks, goodwill and public image of the System, the parties agree as follows:

A. **Submission and Approval of Advertising.** All advertising by Franchisee in any medium shall be conducted in a dignified manner and shall conform to such standards and requirements as Franchisor may periodically specify in the Manuals or otherwise. Franchisee shall submit to Franchisor for its prior approval, samples of all advertising and promotional plans and materials in whatever form that Franchisee desires to use. Franchisor shall have the right to take and use photographs and/or films of the Franchised Business for publicity or advertising purposes, without charge therefore, and Franchisee shall cooperate in obtaining such films and photographs and the consents of any persons included in such photographs and/or films.

Prior to their use by Franchisee, samples of all advertising and/or promotional materials not prepared or previously approved by Franchisor shall be submitted to Franchisor for approval, which shall not be unreasonably withheld. Upon receipt of the proposed advertising and/or promotional materials, Franchisor shall provide its approval or disapproval of the submitted materials within twenty-one (21) days. If Franchisor does not approve of the submitted materials during that time, then said material shall be deemed denied and unavailable for use. Franchisee shall not use any advertising or promotional material that Franchisor has not approved or has disapproved.

B. **Minimum Local Advertising Expenditure and Grand Opening.** In addition to its monthly contribution to the National Fund specified in Section IV.A.3, Franchisee is required to spend at least \$1,000 per month on local advertising ("Minimum Local Advertising Expenditure") according to Franchisor's specifications.

C. **Telephone Listings.** In addition to the Minimum Local Advertising Expenditure, Franchisee must maintain and pay for appropriate business listings in local telephone directories, as specified in the Manuals or otherwise in writing. Franchisee acknowledges that as between Franchisor and Franchisee, Franchisor has the sole right to an interest in all telephone numbers and directory listings associated with any Proprietary Marks. If there is more than one Shop in the

general area served by the specified directory, Franchisee must participate with such other Shops in a common or group advertisement that Franchisor approves, and pay a pro-rated share of the cost of the advertisement. Franchisee specifically acknowledges and agrees that this requirement regarding placement of a common advertisement by a group of Shops does not constitute an infringement of any territorial rights granted to Franchisee under this Agreement.

**D. National Fund.** Franchisor has established a national advertising fund (the “National Fund”). Franchisee agrees that Franchisor, in its sole discretion, shall have the right to establish, administer and control the National Fund for the development, production and distribution of national advertising, and in the creation of advertising materials and public relations which, in Franchisor’s sole judgment, promote the products and services offered by System franchisees. Currently, Franchisee agrees to contribute 1% of its monthly Gross Sales (as defined in Section IV.B.) to the National Fund as described in Section IV.A.3 of this Agreement. We reserve the right to increase your National Fund contribution, but in no event will Franchisor require you to contribute more than 2% of the Gross Sales of your Shop from the preceding month.

1. Franchisor’s Right to Manage Fund Expenditures. Franchisor reserves the right to determine how contributions to the Fund are spent. Franchisor further reserves the right to use the contributions to promote the Roosters franchise system and individual and groups of franchised businesses by, among other things, purchasing advertisements in industry publications, engaging the services of public relations experts and an advertising agency or agencies to formulate, develop, produce and conduct advertising and promotional programs, undertake direct mail campaigns, create and operate a sales call center designed to facilitate appointments for franchisees, attend trade shows and conduct other activities to advertise and promote the Roosters brand. Franchisor shall choose and determine, in its sole discretion, the concepts, materials and media used in any advertising or promotional activity funded by the National Fund. Franchisor reserves the right to use a portion of the National Fund to explain the Roosters franchise offering and solicit potential franchisees, including adding notations to any advertisement that indicate “Franchises Available.” Franchisor shall also have the right to reimbursement from the National Fund contributions for reasonable costs and overhead, if any, as Franchisor may incur in activities which are reasonably related to directing and implementing the Fund and advertising programs for franchisee and the System, including costs of personnel for creating and implementing advertising, promotional and marketing programs. Franchisor’s corporate owned and affiliate-owned outlets may, but are not required to, contribute to the National Fund.

2. Remaining Fund Balance at Year’s End. While Franchisor anticipates that all contributions to the National Fund will be spent in the fiscal year in which the contributions are made, any excess fund that remains at the end of the year will be held in the National Fund and be used the following year, if at all, after contributions for the then-current year are used.

3. Franchisee’s Acknowledgement. Franchisee acknowledges that Franchisor undertakes no obligation in developing, implementing or administering these programs to ensure that expenditures which are proportionate or equivalent to Franchisee’s contributions to the National Fund are made for the benefit of the Designated Market Area of the Shop or that any franchised business will benefit directly or pro rata from the placement of advertising. Franchisee further acknowledges that nothing in this section creates a fiduciary relationship between the parties or between either of the parties, nor shall anything in this section be deemed to create any

trust duties between the parties. No covenant shall be implied to vary or interpret the terms of this provision.

4. Statements Regarding Fund Expenditures. Although separate accounting and bookkeeping will be maintained for the Fund, there is no requirement that the Fund be audited. Upon written request, Franchisor will provide Franchisee with an unaudited accounting of Fund expenditures as they are prepared and become available in the ordinary course of business.

5. Termination of the Fund. Franchisor shall have the right to terminate the National Fund upon thirty (30) days written notice to Franchisee for any reason in Franchisor's sole discretion. Upon notice of termination by Franchisor, however, the National Fund will continue until all amounts contributed to the National Fund have been expended for advertising and promotional purposes and such other purposes as are permitted under this Section XI(D).

6. Franchisor's Additional Rights. Franchisor shall have the right to require that an advertising cooperative and/or franchise advisory council be formed, changed, dissolved or merged to help advise on National Fund expenditures. Franchisor may also cause the National Fund to be incorporated or operated through a separate entity as Franchisor deems appropriate, with said entity then having all of Franchisor's rights and duties under this Section of the Franchise Agreement.

7. Non- Modification. The parties agree that no covenant shall be implied to vary or interpret the terms of this Section XI.D.

8. Advisory Council. Franchisor may, but is not under any obligation to, establish an advertising council. The council will be advisory and have no operational or decision-making power. Franchisor will have the right to determine the number of members of the council; determine how council members are elected or appointed; determine the mix of franchisee and franchisor representatives; and change or dissolve the council.

E. **Local Cooperative.** Franchisor may approve the establishment of local cooperative advertising associations consisting of certain franchised and company-owned Shops in a designated area of dominant influence ("Cooperative"). Upon receipt of written notice from Franchisor that a Cooperative has been formed, Franchisee shall participate as a member of such Cooperative and contribute the amount determined collectively by the members of such Cooperative; provided, however, that any required contribution exceeding \$500 per month must be approved by the affirmative majority vote of Cooperative members, attending in person or voting by proxy, at a duly constituted meeting. If a local advertising Cooperative is formed, amounts spent by Franchisee for local advertising shall be offset against the \$1,000 per month Minimum Local Advertising Expenditure you are required to spend as stated in Section 11.B. above.

F. **Grand Opening Advertising.** In addition to the other advertising expenditures stated in this Section XI, Franchisee agrees to spend at least \$15,000 on advertising and promotion in connection with the grand opening of the Shop.

G. **Scope of Advertising and Web Sites.** Franchisee may not advertise or promote the Shop outside the Designated Market Area through any means without Franchisor's express prior written consent. Franchisee may not maintain a website, or otherwise advertise or promote the Shop on the Internet, or any comparable electronic network without Franchisor's express prior written consent. Franchisor may maintain a web site on the Internet or any comparable electronic network of computers to advertise and promote the franchise system, and services and products marketed by Franchisor and the franchise system. Franchisor will permit Franchisee to maintain a standard listing on its web site and may allow Franchisee to customize a web page that may be subject to an additional fee periodically specified in the Confidential Operations Manuals. Any representations, warranties and conditions of any kind, express, implied, or collateral, regarding Franchisor's web site(s), including representations, warranties and conditions as to the operation, functionality, lack of interruption or resources of Franchisor's web site(s), are expressly excluded. Without limiting the foregoing, Franchisor disclaims any implied warranties and conditions of merchantability and fitness for a particular or general purpose as to its web site(s). As to any malfunctioning of Franchisor's web site(s), Franchisor will not be liable to Franchisee for any consequential, incidental, indirect, economic, special, exemplary or punitive damages, such as, but not limited to, loss of revenue or anticipated profits or lost business, even if Franchisee has advised Franchisor that such damages are possible as a result of any breach of warranty or malfunction.

## **XII. INSURANCE**

A. Franchisee shall procure and thereafter maintain in full force and effect during the term of this Agreement, at Franchisee's expense, the following insurance policy or policies in connection with or by reason of the operation or occupancy of the Franchised Business, as well as such other insurance as Franchisor may reasonably require:

1. Comprehensive general liability insurance, with the following endorsements included: Broad Form Property Damage Liability coverage including products and completed operations, Advertising Offense Liability and product liability, completed operations and independent contractor's coverage in the amount of \$2,000,000 per person/per occurrence for bodily injury and \$500,000 per occurrence for property damage;

2. Worker's compensation and employer's liability insurance as well as such other insurance as may be required by law of the state in which the Franchised Business is located and operated;

3. Fire, vandalism and extended coverage insurance with primary and excess limits of at least 90% of the replacement value of the Franchised Business and its furniture, fixtures and equipment; and

4. In connection with any construction, leasehold improvements, renovation, refurbishment or remodeling of the premises of the Franchised Business, Franchisee shall cause the general contractor to maintain with a reputable insurer comprehensive general liability insurance (with comprehensive automobile liability coverage for both owned and non-owned vehicles, builder's risk, product liability and independent contractors coverage) in at least the amount of \$1,000,000, and worker's compensation and employer's liability insurance as required by law of the state in which the Franchised Business is located and operated.

B. All such policy or policies shall be written by an insurance company satisfactory to Franchisor as described in the standards and specifications stated in the Manuals or otherwise in writing, and shall include such policy limits as may reasonably be periodically specified by Franchisor in the Manuals or otherwise in writing. On request of Franchisee, Franchisor may accept the comparable coverage specified by Franchisee's landlord in lieu of the coverage specified by Franchisor.

C. Franchisee shall be obligated to procure such insurance and to submit evidence of insurance to Franchisor at least seven (7) days before the opening of the Shop or as otherwise specified in the Manuals, and on each policy renewal date thereafter, Franchisee shall submit to Franchisor evidence of renewal of all policies and any policy amendments. Franchisee shall name Franchisor and its officers, directors, and employees as an additional insured under any such policy or policies as reasonably required by Franchisor.

D. Should Franchisee for any reason fail to procure or maintain the insurance required by this Agreement, as periodically revised for all franchisees by the Manuals or otherwise in writing, Franchisor shall have the right and authority (without, however, any obligation to do so) immediately to procure such insurance and to charge the same to Franchisee, which charges, together with a reasonable fee for Franchisor's expenses in so acting, including but not limited to legal fees, shall be payable by Franchisee immediately upon notice.

### **XIII. TRANSFER OF INTEREST; OPERATION BY FRANCHISOR**

A. **Transfer by Franchisor.** Franchisor has the right to sell, transfer, assign and/or encumber all or any part of Franchisor's assets and Franchisor's interest in, and rights and obligations under, this Agreement in Franchisor's sole discretion. In the event of any such transfer, Franchisor shall be released from any liability under this agreement for the obligations transferred, except to the extent that such obligations relate to periods prior to such transfer.

**B. Transfer by Franchisee:**

1. Franchisee understands and acknowledges that the rights and duties stated in this Agreement are personal to Franchisee, and that Franchisor has entered into this Agreement and granted the license hereunder in reliance on Franchisee's business skill and financial capacity. Accordingly, neither Franchisee, any immediate or remote successor to any part of Franchisee's interest in the Franchised Business, any individual, partnership, corporation or other legal entity which directly or indirectly controls Franchisee, if Franchisee is a corporation, shall sell, assign, transfer, convey, give away, pledge, mortgage or otherwise encumber any direct or indirect interest in Franchisee, this Agreement, or in the Franchised Business without the prior written consent of Franchisor; provided, however, that Franchisor's prior written consent shall not be required for a transfer of less than a 5% interest in a publicly-held corporation. For such purposes, and under this Agreement in general, a publicly held corporation is a "Reporting Company" as that term is defined by the Securities Exchange Act of 1934. Any purported assignment or transfer, by operation of law or otherwise, not having the written consent of Franchisor shall be null and void and shall constitute a material breach of this Agreement, for which Franchisor may then terminate without opportunity to cure under Section XIII of this Agreement.

Within sixty (60) days from the date of this Agreement, the franchise and the assets and liabilities of the franchised business may be assigned to a newly organized corporation that conducts no business other than the franchised business, which is actively managed by Franchisee and in which Franchisee owns and controls all of the equity and voting power of all issued and outstanding capital stock. Such an assignment shall not relieve Franchisee of his obligations hereunder, and Franchisee shall remain jointly and severally liable for all obligations hereunder. The articles of incorporation, by-laws and other organizational documents of such corporation shall recite that the issuance and assignment of any interest therein is restricted by the terms of Section XIII of this Agreement and all issued and outstanding stock certificates of such corporation shall bear a legend reflecting or referring to the restrictions of said Section XIII(C)(3).

2. Franchisor shall not unreasonably withhold its consent to a transfer of any interest in Franchisee or in the Franchised Business or this Agreement to an existing Franchisee of Franchisor provided that all of the following shall be met as conditions of its approval:

a. The proposed transferee is an existing Roosters franchisee in good standing and not in breach of any agreement with Franchisor;

b. All of Franchisee's accrued monetary obligations and all other outstanding obligations to Franchisor and its affiliates shall be up to date, fully paid and satisfied;

c. Franchisee shall not be in default of any provision of this Agreement, any amendment to this Agreement or successor to this Agreement, any other franchise agreement or other agreement between Franchisee and Franchisor, or its subsidiaries and affiliates;

d. The Franchisee and each of its shareholders, officers and directors shall have executed a general release, in a form satisfactory to Franchisor, of any and all claims against Franchisor and its officers, directors, shareholders and employees in their corporate and individual capacities, including, without limitation, claims arising under federal, state and local laws, rules and ordinances;

e. The transferee shall enter into a written agreement, under seal and in a form satisfactory to Franchisor, assuming and agreeing to discharge all of Franchisee's obligations under this Agreement; and, if the obligations of Franchisee were guaranteed by the transferor, the transferee shall guarantee the performance of all such obligations in writing in a form satisfactory to Franchisor;

f. The transferee shall demonstrate to Franchisor's satisfaction that the transferee meets Franchisor's educational, managerial, financial and business standards; possesses a good moral character, business reputation and credit rating; has the aptitude and ability to operate the Franchised Business in this agreement (as may be evidenced by prior related experience or otherwise); has at least the same managerial and financial criteria required of new franchisees and shall have sufficient equity capital to result in a debt to equity ratio of 1:1, or such other debt to equity ratio as may be approved by Franchisor;

g. At Franchisor's option, the transferee shall execute (and/or, upon Franchisor's request, shall cause all interested parties to execute) for a term ending on the

expiration date of this Agreement and with such renewal term as may be provided by this Agreement, the then-current standard form of franchise agreement then being offered to new franchisees and such other ancillary agreements, including any guarantees as Franchisor may require for the Franchised Business, which agreements shall supersede this Agreement in all respects and the terms of which agreements may differ from the terms of this Agreement, including, without limitation, a higher percentage royalty fee, increase of the Minimum Local Advertising Expenditure and increase of the National Fund contribution;

h. The transferee shall upgrade, at the transferee's expense, the Franchised Business to conform to the design concepts then being used in new Shops, and shall complete the upgrading and other requirements within the time specified by Franchisor;

i. Franchisee shall remain liable for all direct and indirect obligations to Franchisor in connection with the Franchised Business before the effective date of the transfer and shall continue to remain responsible for its obligations of nondisclosure, noncompetition and indemnification as provided elsewhere in this Agreement and shall execute any and all instruments reasonably requested by Franchisor to further evidence such liability;

j. At the transferee's expense, the transferee and its manager and employees shall complete any training programs then in effect for current franchisees upon such terms and conditions as Franchisor may reasonably require;

k. The transferee shall have signed an Acknowledgement of Receipt of all required legal documents, such as the Franchise Disclosure Document and the then-current franchise agreement; and

l. Transferor shall pay to Franchisor a Transfer Fee of \$5,000 to cover Franchisor's administrative expenses in connection with the proposed transfer of each Shop. The Transfer Fee shall be paid thirty (30) days before the official transfer date.

3. Franchisee shall grant no security interest in the Franchised Business or in any of its assets unless the secured party agrees that in the event of any default by Franchisee under any documents related to the security interest, Franchisor shall have the right and option to be substituted as obligor to the secured party and to cure any default of Franchisee. Notwithstanding the foregoing, the Franchisor shall not be construed as a guarantor or surety for the Franchisee.

4. Franchisee acknowledges and agrees that each of the foregoing conditions of transfer which must be met by the Franchisee and the transferee are necessary and reasonable to assure such transferee's full performance of the obligations hereunder. Franchisee further acknowledges that if any of the foregoing conditions are not met, then Franchisor shall have no obligation to consent to such transfer.

C. **Additional Requirements – Legal Entity Franchisees.** The following requirements shall apply to Franchisee in addition to those stated in Sections V and XIII (B):

1. Franchisee shall be a newly organized corporation or other legal entity and its Articles of Incorporation or otherwise organizing documents shall at all times provide that its activities are confined exclusively to operating the Franchised Business in this agreement.

2. Copies of Franchisee's Articles of Incorporation and Bylaws, or other governing documents, and any amendments to those documents, including the resolutions of the Board of Directors authorizing entry into this Agreement, shall be promptly furnished to Franchisor.

3. Each stock certificate of the corporation issued to a shareholder, or any other evidence of ownership issued to a member or other owner, shall have conspicuously endorsed upon its face a statement in a form satisfactory to Franchisor, such as:

"THE TRANSFER, PLEDGE OR ALIENATION OF THIS STOCK IS SUBJECT TO THE TERMS AND RESTRICTIONS CONTAINED IN THE FRANCHISE AGREEMENT BETWEEN ROOSTERS MEN'S GROOMING CENTER AND \_\_\_\_\_."

4. Franchisee shall maintain a current list of all owners of record and all beneficial owners of any class of voting stock of Franchisee and shall furnish the list to Franchisor upon request.

5. All shareholders of Franchisee shall jointly and severally guarantee Franchisee's performance hereunder and shall bind themselves to the terms of this Agreement.

**D. Franchisor's Right of First Refusal.**

1. Any party who holds a controlling interest (as reasonably determined by Franchisor) in Franchisee or in the Franchised Business and who desires to accept any bona fide offer from a third party to purchase his or its controlling interest shall notify Franchisor in writing of each such offer and, except as otherwise provided in this agreement, Franchisor shall have the right and option, exercisable within 30 days after receipt of such written notification, to send written notice to the seller that Franchisor intends to purchase the seller's interest on the same terms and conditions offered by the third party. Any material change in the terms of any offer prior to closing shall constitute a new offer subject to the same right of first refusal by Franchisor as in the case of an initial offer. In the event that Franchisor elects to purchase the seller's interest, closing on such purchase must occur within 60 days from the date of notice to the seller of the election to purchase by Franchisor. Failure of Franchisor to exercise the option afforded by this Section XIII (D) shall not constitute a waiver of any other provision of this Agreement, including all of the requirements of this Section XIII (D), with respect to a proposed transfer. If the Franchisee is obtaining an SBA Loan from the United States Small Business Administration ("SBA"), then neither the Franchisor or its assignee will exercise its right of first refusal for any partial transfer of the Franchised Business. Once the SBA Loan is paid or the SBA no longer has any interest in the Loan, then the Franchisor or its assignee may exercise its rights of first refusal for any partial transfer of the Franchised Business.

2. If the consideration, terms and/or conditions offered by a third party are such that Franchisor may not reasonably be required to furnish the same consideration, terms

and/or conditions, then Franchisor may purchase the Franchised Business proposed to be sold for the reasonable equivalent in cash. If the parties cannot agree, within a reasonable time, on the reasonable equivalent in cash of the consideration, terms and/or conditions offered by a third party, an independent appraiser shall be designated by Franchisor, and Franchisor's determination shall be binding.

**E. Transfer upon Death or Mental Incapacity.** On the death, mental incapacity or disability of a shareholder or any other owner of evidence of ownership in a corporation or other legal entity which has been formed to operate the Franchised Business under the System, Franchisor shall consent to the transfer of said owner's interest in Franchisee, the Franchised Business and this Agreement to said owner's spouse, heirs or relative by blood or by marriage, whether such transfer is made by will or by operation of law, if, in Franchisor's sole discretion and judgment, such person or persons meet Franchisor's educational, managerial and business standards; possess a good moral character, business reputation and credit rating; have the aptitude and ability to conduct the Franchised Business in this agreement; have at least the same managerial and financial criteria required by new franchisees and shall have sufficient equity capital to result in a debt to equity ratio of 1:1, or such other debt to equity ratio as may be approved by Franchisor. If said transfer is not approved by Franchisor, the executor, administrator or personal representative of such person shall transfer his interest to a third party approved by Franchisor within 6 months after such death, mental incapacity or disability. Such transfer shall be subject to the right of first refusal and to the same conditions as any inter vivos transfer.

**F. Non-Waiver of Claims.** Franchisor's consent to a transfer of any interest in the Franchised Business shall not constitute a waiver of any claims it may have against the transferring party, nor shall it be deemed a waiver of Franchisor's right to demand exact compliance with any of the terms of this Agreement by the transferee.

**G. Franchisor's Right to Step In and Operate Franchised Business.** In order to prevent any interruption of the business of the Shop and any injury to the goodwill and reputation thereof which would cause harm to the Shop and thereby depreciate the value thereof, Franchisee hereby authorizes Franchisor, and at the sole option of Franchisor, if: 1) any of Franchisee's principals, directors or counselors is absent or incapacitated by reason of illness or death and that Franchisee is not, therefore, in the sole judgment of Franchisor, able to do the business licensed hereunder, or 2) any verified allegation or claim is made against the Franchised Business, Franchisee or any principal, director, or employee of Franchisee, involving or relating to misrepresentations or any fraudulent or deceptive practice, to operate said Shop for so long as Franchisor deems necessary and practical, and without waiver of any other rights or remedies Franchisor may have under this Agreement. If Franchisor should operate the Franchised Business, Franchisor at its option shall not be obligated so to operate it for a period more than 90 days. All revenues from the operation of the Franchised Business during such period of operation by Franchisor shall be kept in a separate account and the expenses of the Shop, including reasonable compensation and expenses for Franchisor's representative, shall be charged to this account. If, as provided in this agreement, Franchisor elects to temporarily operate the Franchised Business on behalf of Franchisee, Franchisee hereby agrees to indemnify and hold harmless from any and all claims arising from the acts and omissions of Franchisor and its representatives, unless such claims arise from the negligent acts and/or omissions of the Franchisor.

#### **XIV. DEFAULT AND TERMINATION**

A. **Automatic Termination.** This Agreement shall automatically terminate without notice or an opportunity to cure upon the occurrence of any of the following occurrences:

1. **Voluntary Bankruptcy.** If Franchisee makes an assignment for the benefit of creditors, files a voluntary petition in bankruptcy, are adjudicated bankrupt or insolvent, files or acquiesces in the filing of a petition seeking reorganization or arrangement under any federal or state bankruptcy or insolvency law, or consents to or acquiesces in the appointment of a trustee or receiver for Franchisee or the franchised business;

2. **Involuntary Bankruptcy.** If proceedings are commenced to have Franchisee adjudicated bankrupt or to seek Franchisee's reorganization under any state or federal bankruptcy or insolvency law, and such proceedings are not dismissed within sixty (60) days, or a trustee or receiver is appointed for Franchisee or the Business without Franchisee's consent, and the appointment is not vacated within sixty (60) days; or

3. **Unauthorized Transfer.** Franchisee purports to sell, transfer or otherwise dispose of Franchisee's interest or any interest in the Business in violation of Paragraph XIII above.

B. **With Notice and Without Opportunity to Cure.** Franchisor has the right, at its option, to terminate this Agreement and all rights granted to Franchisee under this Agreement, without affording Franchisee any opportunity to cure, effective upon Franchisee's receipt of notice for any of the following breaches or defaults:

1. **Unauthorized Disclosure.** If Franchisee intentionally or negligently discloses to any unauthorized person any Confidential Information, including the contents of or any part of the Operations Manual;

2. **Abandonment.** If Franchisee voluntarily or otherwise abandons the Franchised Business. The term "abandon" includes any conduct which indicates a desire or intent to discontinue operation of the Franchised Business according to the terms of this Agreement and shall apply in any event if Franchisee fails to operate the Business as required under this Agreement for a period of five (5) or more consecutive days without Franchisor's prior written approval;

3. **Insolvency.** If Franchisee, or any of Franchisee's principals, becomes insolvent or makes an admission of its inability to pay its debt generally as they become due;

4. **Liens.** If a levy of writ of attachment or execution or any other lien is placed against Franchisee, any of the assets of the Business or any of Franchisee's principals or any of their assets, which is not released or bonded against within thirty (30) days;

5. **Criminal Acts.** If Franchisee or any of Franchisee's principals or the Manager is convicted of, or pleads guilty or no contest to, an indictable offense or any crime or offense that is reasonably likely, in Franchisor's opinion, to materially and unfavorably affect the System, Proprietary Marks, goodwill or reputation thereof, or takes part in any criminal misconduct relevant to the operation of Franchisee's Franchised Business;

6. Misuse of Proprietary Marks. If Franchisee materially violates any provision of this Agreement relating to the Proprietary Marks or if Franchisee misuses or fails to follow Franchisor's directions and guidelines concerning use of the Proprietary Marks;

7. Repeated Breaches. If Franchisee has received two (2) notices of default from Franchisor within any 12-month period, regardless of whether Franchisee cured the defaults;

8. Violation of Restrictive Covenants. If Franchisee, any related entity or any individual subject to the restrictive covenants described in this Agreement, intentionally or negligently violates one (1) or more of those covenants;

9. Fraud. If Franchisee, or Franchisee's principals, commits any fraud or misrepresentation in the operation of the Franchised Business;

10. Misrepresentation. If Franchisee or Franchisee's principals make any misrepresentation or omission in connection with Franchisee's franchise application, including but not limited to any financial misrepresentation;

11. Failure to Complete Training. If Franchisee fails to complete the Initial Training Program as stated in Section III(D) and IV(F) of this Agreement;

12. Breach of Other Agreements. If Franchisee or Franchisee's principals breach any other agreement with Franchisor or any of Franchisor's affiliates, or threaten any breach of any such agreement, and fails to cure such breach within any permitted period for cure;

13. Unauthorized Products or Services. If Franchisee offers any unauthorized and unapproved products or services; or

14. Unapproved Purchases. Franchisee orders or purchases supplies, signs, furnishings, fixtures, equipment or inventory from an unapproved supplier.

**C. Upon 15 Days' Notice to Cure. Franchisor shall have the right to terminate this Agreement effective upon fifteen (15) days written notice to Franchisee if any of the following defaults remain uncured after expiration of the 15-day cure period:**

1. Nonpayment. If Franchisee fails to pay as and when due any sums owed to Franchisor, any of its affiliates, or any of our system suppliers, including but not limited to, the fees associated with the Roosters Specific Equipment and Initial Inventory Supply as stated in Section III.B. and III.C. of this Agreement;

2. Failure to Maintain Sufficient Inventory Levels. If Franchisee fails to maintain sufficient levels of inventory of consumables and supplies to adequately meet consumer demand;

3. Failure to Open. If Franchisee fails to commence operation of Franchisee's Shop in the time prescribed under this Agreement;

4. Interruption of Service. If Franchisee fails to maintain the prescribed months, days or hours of operation of the Shop;

5. Failure to Supervise Business Operations or Employ Adequate Personnel. If Franchisee or Franchisee's Manager fails, in Franchisor's discretion, to personally supervise day-to-day operation of the Franchised Business or fails to employ a sufficient number of qualified, competent personnel as Franchisor requires from time to time;

6. Failure to Meet Standards. If Franchisee fails to maintain the then-current operating procedures and standards established by Franchisor as stated in this Agreement or in the Operations Manual or otherwise communicated to Franchisee, including, but not limited to, if Franchisee fails to provide follow up services on a timely basis according to Franchisor's timetable, which is a part of the System; or

7. Other Conduct Reflecting Adversely on System. Franchisee conducts itself in a manner that, although not criminal, reflects adversely on the System, the Proprietary Marks, or the products and services offered through the System.

**D. Upon 30 Days' Notice to Cure.** With respect to all other failures to perform or comply with any one or more of the terms or conditions of this Agreement or any other ancillary agreements between Franchisee and Franchisor, Franchisor shall have the right to terminate this Agreement effective upon thirty (30) days written notice to Franchisee and Franchisee's failure to cure such default after the expiration of the thirty (30) day period.

**E. Cure.** If Franchisee fails to cure the alleged breach within the applicable period of time stated in this Section, then this Agreement must be considered terminated as of the date stated in the default notice, the last day of the cure period. For purposes of this Agreement, Franchisee's alleged breach of this Agreement must be deemed cured if both Franchisee and Franchisor agree in writing that the alleged breach has been corrected.

**F. Non-waiver.** Franchisor's delay in exercising or failing to exercise any right or remedy under this Agreement or Franchisor's acceptance of any late or partial payment due hereunder shall not constitute a waiver of any of Franchisor's rights or remedies against Franchisee.

**G. Acknowledgment.** If this Agreement is terminated by Franchisor before the expiration of the Term under this Section XIV, Franchisee acknowledges and agrees that, in addition to all other available remedies, Franchisor shall have the right to recover lost future Royalties and National Fund contributions during any period in which Franchisee fails to pay such Royalties and/or National Fund contributions through and including the remainder of the then current term of this Agreement.

**H. Franchisor's Option to Purchase.** In the event of termination of this Agreement for any reason, including but not limited to a default under this Section XIV, Franchisor shall have the right and option to purchase Franchisee's interest in the tangible assets of the Franchised Business. If Franchisor elects to purchase Franchisee's interest, Franchisee shall also execute an assignment of the lease for the premises of the Franchised Business.

## **XV. OBLIGATIONS UPON TERMINATION**

Upon termination, expiration or non-renewal, this Agreement and all rights granted hereunder to Franchisee shall forthwith terminate, and Franchisee shall observe and perform the following provisions:

A. **Cease Operations.** Franchisee shall immediately cease to operate the Franchised Business and shall not thereafter, directly or indirectly, represent to the public or hold itself out as a present or former franchisee of Franchisor.

B. **Cease Use of Proprietary Marks.** Franchisee shall immediately and permanently cease to use, in any manner whatsoever, any equipment, format, confidential methods, proprietary information, literature, procedures and techniques associated with the System, the service marks and trade names "ROOSTERS MEN'S GROOMING CENTER" or "ROOSTERS," and any other Proprietary Marks and distinctive trade dress, forms, slogans, signs, symbols or devices associated with the System. In particular, Franchisee shall cease to use, without limitation, all signs, fixtures, equipment, advertising materials or promotional displays, stationery, forms and any other materials that display the Proprietary Marks associated with the System.

C. **Business Names and Registrations.** Franchisee shall take such action as may be necessary to cancel any business name, trade name or equivalent registration which contains the Proprietary Marks or any other trademark, trade name or service mark of Franchisor and Franchisee shall furnish Franchisor with evidence satisfactory to Franchisor of compliance with this obligation within 30 days after termination or expiration of this Agreement.

D. **Assignment of Lease.** Franchisee shall, at Franchisor's option, assign to Franchisor any interest which Franchisee has in any lease or sublease for the premises of the Franchised Business. If Franchisor elects to exercise its option to acquire such lease or sublease, Franchisor shall pay the fair market value of any equipment or leasehold improvements acquired by the Franchisor as a result of such assignment, less any sums of money owed by Franchisee to Franchisor and less any sums of money necessary to repair or replace any equipment or leasehold improvements damaged beyond normal wear and tear and upgrade and renovate the premises to meet Franchisor's then-current standards for its Shops and less any sums necessary to acquire clear title to the lease or sublease interest. If Franchisor and Franchisee are unable to agree on the fair market value of said improvements, equipment, goods and supplies, an independent appraiser shall be appointed to determine the fair market value and the determination of said appraiser shall be binding upon the parties. The costs and expenses associated with the appointment of an independent appraiser shall be paid by Franchisee. If Franchisor does not elect to exercise its option to acquire such lease or sublease, Franchisee shall make such modifications or alterations to the premises of the Shop immediately upon termination or expiration of this Agreement as may be necessary to distinguish the appearance of said premises from that of other Franchised Businesses under the System, and shall make such specific additional changes as Franchisor may reasonably request for that purpose. If Franchisee fails or refuses to comply with the requirements of this Section XV(D), Franchisor shall have the right to enter upon the premises of the Shop without being guilty of trespass or any other tort for the purpose of making or causing to be made such changes as may be required, at the expense of Franchisee, which expense Franchisee agrees to pay upon demand.

E. **Franchisor's Step-In Rights.** If this Agreement is terminated, Franchisor may, at its option, immediately enter the premises of the Shop and continue to provide services to clients or customers and apply receipts therefrom to debts owed to Franchisor by Franchisee. Franchisor shall have no other obligations to Franchisee in connection with Franchisor's operation of the Shop following said termination.

F. **De-Identification of Business and Affiliation with Franchisor.** Franchisee agrees, if it continues to operate or subsequently begins to operate any other business, not to use any reproduction, counterfeit, copy or colorable imitation of the Proprietary Marks, either in connection with such other business or the promotion thereof, which is likely to cause confusion, mistake or deception, or which is likely to dilute Franchisor's exclusive rights in and to the Proprietary Marks, and agrees not to utilize any designation of origin or description or representation which falsely suggests or represents an association or connection with Franchisor so as to constitute unfair competition.

G. **Payment of Outstanding Amounts.** Franchisee shall promptly pay all sums owing to Franchisor and its subsidiaries and affiliates. In the event of termination for any default of Franchisee, such sums shall include all damages, costs and expenses, including reasonable legal fees, incurred by Franchisor as a result of the default, which obligation shall give rise to and remain, until paid in full, a lien in favor of Franchisor against any and all of the personal property, fixtures, equipment and inventory owned by Franchisee and on the premises of the Franchised Business at the time of default.

H. **Legal Fees and Costs.** Franchisee shall pay to Franchisor all damages, costs and expenses, including reasonable legal fees, incurred by Franchisor after termination or expiration of this Agreement in obtaining injunctive or other relief for the enforcement of any provisions of this Section XV.

I. **Return of Proprietary Materials.** Franchisee shall immediately return to Franchisor all copies of all materials in Franchisee's possession including the Manuals, all records, files, instructions, correspondence, brochures, and any and all other materials relating to the operation of the Franchised Business in Franchisee's possession, and all copies thereof (all of which are acknowledged to be Franchisor's property), and shall retain no copy or record of any of the foregoing, excepting only Franchisee's copy of this Agreement and of any correspondence between the parties and any other documents which Franchisee reasonably needs for compliance with any provision of law. All costs of delivering all materials required by this Section XV(I) shall be borne by Franchisee.

J. **Assignment of Telephone Numbers.** Franchisee shall promptly notify the appropriate telephone company and all telephone directories listing agencies of the termination or expiration of its right to use any telephone number and any regular, classified or other telephone directory listings associated with any Proprietary Marks and authorize transfer of same to or at the direction of Franchisor. Franchisee agrees to execute Exhibit "E" to this Agreement and any updated letters of direction to any telephone companies and telephone directory listing agencies directing termination and/or transfer of Franchisee's right to use any telephone number associated with the Proprietary Marks, which Franchisor may hold until termination or expiration hereof.

Franchisee authorizes Franchisor, and hereby appoints Franchisor and any officer of Franchisor as its attorney in fact, to direct the appropriate telephone company and all listing agencies to transfer all such listings to Franchisor upon termination of this Agreement.

K. **Other Proprietary or Confidential Information.** Notwithstanding the provisions of Section XV(I) above, Franchisee shall be obligated to immediately return any proprietary information of Franchisor.

L. **Proof of Compliance.** Franchisee shall execute any legal document that may be necessary to effectuate the termination hereunder and shall furnish to Franchisor, within 30 days after the effective date of termination, written evidence satisfactory to Franchisor of Franchisee's compliance with the foregoing obligations.

M. **Covenants Not to Compete.** Franchisee shall comply with all applicable covenants contained in Section XVI of this Agreement.

N. **No Interest in Franchised Business.** Other than as specifically stated above, Franchisee shall have no interest in the Franchised Business upon such termination, expiration or nonrenewal.

## **XVI. COVENANTS**

A. **Full Time and Best Efforts.** Franchisee covenants that during the term of this Agreement, and subject to the post termination provisions contained in this agreement except as otherwise approved in writing by Franchisor, Franchisee (or, if Franchisee is a legal entity, one of Franchisee's owners) or Franchisee's manager shall devote full time, energy and best efforts to the efficient and effective management and operation of the Franchised Business.

B. **Consideration.** The Franchisee, the Franchisee's shareholders and the Personal Guarantors acknowledge that the Franchisee, its partners or officers, and its employees will receive specialized training, current and future marketing and advertising plans, business plans and strategies, business information and procedures, research and development information, operations information, and trade and business secrets from Franchisor pertaining to the Business System of a Roosters Franchised Business. In consideration for the use and license of such valuable and confidential information, the Franchisee, the Franchisee's shareholders and the Personal Guarantors will comply in all respects with the provisions of this Article. Franchisor has advised the Franchisee that this provision is a material provision of this Agreement.

C. **In-Term Covenant Not to Compete.**  
The Franchisee, the Franchisee's shareholders, partners or members and the Personal Guarantors will not, during the term of this Agreement, on their own account or as an employee, agent, consultant, partner, officer, director or shareholder of any other person, firm, entity, partnership, limited liability company or corporation own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in or assist any person or entity engaged in any hairstyling, barber or other business that is in any way competitive with or similar to the Roosters Men's Grooming Center businesses operated by Franchisor's franchisees, except other salons franchised to Franchisee by Franchisor or its subsidiaries or affiliates.

**D. Post-Term Covenant Not to Compete.** The Franchisee, the Franchisee's shareholders, partners or members and the Personal Guarantors will not, for a period of two (2) years after the termination or expiration of this Agreement, on their own account or as an employee, agent, consultant, partner, member, officer, director or shareholder of any other person, firm, entity, partnership, limited liability company, or corporation own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in or assist any person or entity engaged in any hairstyling, barber or other business that is in any way competitive with or similar to the Roosters Men's Grooming Center businesses operated by Franchisor's franchisees, and is located within six (6) miles of the Shop or any other Roosters Men's Grooming Center or within the Designated Market Area, or any other Designated Market Area granted by Franchisor to other Roosters Franchisees. The Franchisee, the Franchisee's shareholders, partners or members and the Personal Guarantors expressly agree that the foregoing time and geographic limits are the reasonable and necessary time and distances required to protect Franchisor and Franchisor's franchisees if this Agreement expires or is terminated for any reason, and that this covenant not to compete is necessary to permit Franchisor the opportunity to resell and/or develop a new Roosters Men's Grooming Center business at or in the area near the Shop. This post-term non-compete shall not apply to other salons franchised to Franchisee by Franchisor, its subsidiaries or affiliates.

E. Franchisee acknowledges and agrees that the covenants not to compete stated above are fair and reasonable and will not impose any undue hardship on Franchisee, since Franchisee's shareholders have other considerable skills, experience and education which afford Franchisee's shareholders the opportunity to derive income from other endeavors.

F. Sections XVI(B)(3) and XVI(C) shall not apply to ownership by Franchisee of less than a 5% beneficial interest in the outstanding equity securities of any publicly-held corporation.

G. Franchisee acknowledges that violation of the covenants not to compete contained in this Agreement would result in immediate and irreparable injury to Franchisor for which no adequate remedy at law will be available. Accordingly, the Franchisee hereby consents to the entry of an injunction prohibiting any conduct by Franchisee in violation of the terms of those covenants not to compete as stated in this Franchise Agreement. Franchisee expressly agrees that it may conclusively be presumed that any violation of the terms of said covenants not to compete was accomplished by and through Franchisee's unlawful utilization of Franchisor's Confidential Information, know-how, methods and procedures. Further, Franchisee expressly agrees that the existence of any claims it may have against Franchisor, whether or not arising from this Agreement, shall not constitute a defense to the enforcement by Franchisor of the covenants not to compete as stated in this Agreement. Franchisee further agrees to pay all costs and expenses (including reasonable legal and experts' fees) incurred by Franchisor in connection with the enforcement of those covenants not to compete as stated in this Agreement.

H. The parties agree that each of the foregoing covenants shall be construed as independent of any other covenant or provision of this Agreement. If any or all portions of the covenants in this Section XVI is held unreasonable or unenforceable by a court or agency having valid jurisdiction in an unappealed final decision to which Franchisor is a party, Franchisee expressly agrees to be bound by any lesser covenant subsumed within the terms of such covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Section XVI.

I. Franchisee understands and acknowledges that Franchisor shall have the right, in its sole discretion, to reduce the scope of any covenant stated in this Section XVI or any portion thereof, without Franchisee's consent, effective immediately upon receipt by Franchisee of written notice thereof, and Franchisee agrees that it shall forthwith comply with any covenant as so modified, which shall be fully enforceable notwithstanding the provisions of Section XXIII hereof.

## **XVII. CHANGES AND MODIFICATIONS**

A. Franchisor may modify this Agreement only upon the execution of a written agreement by Franchisor and Franchisee. Franchisor reserves and shall have the sole right to make changes in the Manuals, the System and the Proprietary Marks at any time and without prior notice to Franchisee. Franchisee shall promptly alter any signs, products, business materials or related items, at its sole cost and expense, upon written receipt of notice of such change or modification in order to conform to the revised specifications. In the event that any improvement or addition to the Manuals, the System or the Proprietary Marks is developed by Franchisee, then Franchisee agrees to grant to Franchisor an irrevocable, worldwide, exclusive, royalty-free license, with the right to sublicense such improvement or addition.

B. Franchisee understands and agrees that due to changes in competitive circumstances, presently unforeseen changes in the needs of customers, and/or presently unforeseen technological innovations, the System must not remain static, in order that it best serve the interests of Franchisor, franchisees and the System. Accordingly, Franchisee expressly understands and agrees that Franchisor may periodically change the components of the System, including but not limited to, altering the services, methods, standards, forms, policies and procedures of that System; adding to, deleting from or modifying those programs, products and services which the Shop is authorized to offer; and changing, improving or modifying the Proprietary Marks. Subject to the other provisions of this Agreement, Franchisee expressly agrees to abide by any such modifications, changes, additions, deletions and alterations, as specified in the manuals, and disseminated to Franchisee.

## **XVIII. TAXES AND INDEBTEDNESS**

A. Franchisee shall promptly pay when due all taxes levied or assessed by any federal, state or local tax authority and any and all other indebtedness incurred by Franchisee in the operation of the Franchised Business. Franchisee shall pay to Franchisor an amount equal to any sales tax, gross receipts tax or similar tax imposed on Franchisor with respect to any payments to Franchisor required under this Agreement, unless the tax is credited against income tax otherwise payable by Franchisor.

B. In the event of any bona fide dispute as to liability for taxes assessed or other indebtedness, Franchisee may contest the validity or the amount of the tax or indebtedness according to procedures of the taxing authority or applicable law; provided, however, in no event shall Franchisee permit a tax sale or seizure by levy of execution or similar writ or warrant, or attachment by a creditor, to occur against the premises of the Franchised Business or any improvements thereon.

C. Franchisee shall comply with all federal, state and local laws, rules and regulations, and shall timely obtain any and all permits, certificates, licenses and bonds necessary for the full and proper operation and management of the Franchised Business, including, without limitation, a license to do business and provide services, trade name or business name registration and sales tax permits. Copies of all subsequent inspection reports, warnings, certificates and ratings, issued by any governmental entity during the term of this Agreement in connection with the conduct of the Franchised Business which indicate Franchisee's failure to meet or maintain the highest governmental standards or less than full compliance by Franchisee with any applicable law, rule or regulation, shall be forwarded to Franchisor by Franchisee within three days of Franchisee's receipt thereof.

D. Franchisee shall notify Franchisor in writing within 3 days of the commencement of any action, suit, proceeding or investigation and of the issuance of any order, writ, injunction, award or decree of any court, agency or other governmental instrumentality, which may adversely affect the operation or financial condition of the Franchised Business or Franchisee.

## **XIX. INDEPENDENT CONTRACTOR AND INDEMNIFICATION**

A. It is understood and agreed by the parties that this Agreement does not create a fiduciary relationship between them, that Franchisee shall be an independent contractor, and that nothing in this Agreement is intended to make either party an agent, trustee, legal representative, subsidiary, joint venturer, partner, employee or servant of the other for any purpose whatsoever. Franchisor shall not have the power to hire or fire Franchisee's employees, and except as expressly provided, Franchisor may not control or have access to Franchisee's funds or the expenditures thereof, or in any other way exercise dominion or control over the Shop.

B. It is understood and agreed that nothing in this Agreement authorizes Franchisee to make any contract, agreement, warranty or representation on Franchisor's behalf, or to incur any debt or other obligation in Franchisor's name, and that Franchisor shall in no event assume liability for or be deemed liable hereunder as a result of any such action or by reason of any act or omission of Franchisee in Franchisee's conduct of the Franchised Business or any claim or judgment arising therefrom against Franchisor. Franchisee agrees at all times to defend at its own cost, and to indemnify and hold harmless to the fullest extent permitted by law, Franchisor, its corporate parent, and their respective corporate subsidiaries, affiliates, successors, assigns and designees of either entity, and the respective directors, officers, employees, agents, shareholders, designees and representatives of each (Franchisor and all other hereinafter referred to collectively as "Indemnitees") from all losses and expenses incurred in connection with any action, suit, proceeding, claim, demand, investigation or formal or informal inquiry (regardless of whether same is reduced to judgment) or any settlement thereof which arises out of or is based upon any of the following: Franchisee's alleged infringement or any other violation or any other alleged violation of any patent, trademark or copyright or other proprietary right owned or controlled by third parties; Franchisee's alleged violation or breach of any contract, federal, state or local law, regulation, ruling, standard or directive of any industry standard; libel, slander or any other form of defamation by Franchisee; Franchisee's alleged violation or breach of any warranty, representation, agreement or obligation in this Agreement; any acts, errors or omissions of Franchisee or any of its agents, servants, employees, contractors, proprietors, affiliates or representatives; latent or other defects in the Shop, whether or not discoverable by Franchisor or

Franchisee; the inaccuracy of any information provided by the Franchisee to Franchisor; any services or products provided by Franchisee at, from or related to the operation at the Shop; any services or products provided by any affiliated or nonaffiliated entity; any action by any customer of the Shop; and, any damage to the property of Franchisee or Franchisor, their agents or employees, or any third person, firm or corporation.

C. Franchisee shall conspicuously identify itself and the Shop and in all dealings with its clients, contractors, suppliers, public officials and others, as an independent Franchisee of Franchisor, and shall place such notice of independent ownership on all forms, business cards, stationery, advertising, signs and other materials and in such fashion as Franchisor may, in its sole and exclusive discretion, specify and require from time to time, in its Manuals (as same may be periodically amended) or otherwise.

D. Except as otherwise expressly authorized by this Agreement, neither party will make any express or implied agreements, warranties, guarantees or representations or incur any debt in the name of or on behalf of the other party, or represent that the relationship between franchisor and franchisee is other than that of Franchisor and Franchisee. Franchisor does not assume any liability and will not be deemed liable for any agreements, representations or warranties made by Franchisee which are not expressly authorized under this Agreement, nor will Franchisor be obligated for any damages to any person or property which directly or indirectly arise from or relate to the operation of the Shop franchised hereby.

## **XX. APPROVALS AND WAIVERS**

A. Whenever this Agreement requires the prior approval or consent of Franchisor, Franchisee shall make a timely written request to Franchisor therefore and such approval or consent shall be obtained in writing.

B. No failure of Franchisor to exercise any power reserved to it by this Agreement, or to insist upon strict compliance by Franchisee with any obligation or condition hereunder, and no custom or practice of the parties at variance with the terms hereof, shall constitute a waiver of Franchisor's right to demand exact compliance with any of the terms in this agreement. Waiver by Franchisor of any particular default by Franchisee shall not affect or impair Franchisor's rights with respect to any subsequent default of the same, similar or different nature, nor shall any delay, forbearance or omission of Franchisor to exercise any power or right arising out of any breach or default by Franchisee of any of the terms, provisions or covenants hereof affect or impair Franchisor's right to exercise the same, nor shall such constitute a waiver by Franchisor of any right hereunder or the right to declare any subsequent breach or default and to terminate this Franchise before the expiration of its term. Subsequent acceptance by Franchisor of any payments due to it hereunder shall not be deemed to be a waiver by Franchisor of any preceding breach by Franchisee of any terms, covenants or conditions of this Agreement.

C. Franchisee hereby waives any right to a jury trial with respect to this Agreement and/or any matters arising hereunder.

## **XXI. NOTICES**

All notices or communications required by this Agreement will be in writing. A notice will be deemed to have been delivered if: (a) faxed, on delivery during the recipient's normal business hours (effective the next business day if after the recipient's normal business hours); (b) hand-delivered, on delivery against receipt or on refusal to accept the notice; (c) delivered by overnight courier, the next business day after deposited with such courier, charges prepaid; or (d) sent by certified or other receipted mail, on receipt or on refusal to accept the notice. A party is not required to use more than one method and may choose any method of giving notice. Notices to Franchisor will be sent to its address as stated on the first page of this Agreement or to any other address that Franchisor may specify by written notice. Notices to Franchisee will be sent to the address of the Franchised Business as stated on Exhibit "C" or any other address that Franchisee may specify by written notice.

## **XXII. DISCLOSURE STATEMENT AND DISCLAIMER**

A. Franchisee acknowledges, by its signature, that it received from Franchisor a Federal Trade Commission or Franchise Disclosure Document for the State in which the Franchised Business will be located, or Franchisee's place of residence, as appropriate, at least fourteen (14) calendar days before the execution of this Agreement.

B. Franchisee acknowledges that it received from Franchisor this Agreement with all blanks filled in at least five (5) business days before the execution of this Agreement, with the exception of the site selection addendum in the event the parties have not agreed upon an Approved Location for the Shop upon execution of this Agreement.

C. Franchisee acknowledges and accepts the following:

THE SUCCESS OF FRANCHISEE IN OWNING AND OPERATING A FRANCHISE IS SPECULATIVE AND WILL DEPEND ON MANY FACTS INCLUDING, TO A LARGE EXTENT, FRANCHISEE'S INDEPENDENT BUSINESS ABILITY. THIS OFFERING IS NOT A SECURITY AS THAT TERM IS DEFINED UNDER APPLICABLE FEDERAL AND STATE SECURITIES LAWS. THE OBLIGATION TO TRAIN, MANAGE, PAY, RECRUIT AND SUPERVISE EMPLOYEES OF THE FRANCHISED BUSINESS RESTS SOLELY WITH FRANCHISEE. FRANCHISEE HAS NOT RELIED ON ANY WARRANTY OR REPRESENTATION, EXPRESSED OR IMPLIED, AS TO THE POTENTIAL SUCCESS OR PROJECTED INCOME OF THE BUSINESS VENTURE CONTEMPLATED HEREBY. NO REPRESENTATIONS OR PROMISES HAVE BEEN MADE BY FRANCHISOR TO INDUCE FRANCHISEE TO ENTER INTO THIS AGREEMENT EXCEPT AS SPECIFICALLY INCLUDED IN THIS AGREEMENT. FRANCHISOR HAS NOT MADE ANY REPRESENTATION, WARRANTY OR GUARANTY, EXPRESS OR IMPLIED, AS TO THE POTENTIAL REVENUES, PROFITS OR SERVICES OF THE BUSINESS VENTURE TO FRANCHISEE AND CANNOT, EXCEPT UNDER THE TERMS OF THIS AGREEMENT, EXERCISE CONTROL OVER FRANCHISEE'S BUSINESS. FRANCHISEE ACKNOWLEDGES AND AGREES THAT IT HAS NO KNOWLEDGE OF ANY REPRESENTATION MADE BY FRANCHISOR OR ITS REPRESENTATIVES OF ANY INFORMATION THAT IS CONTRARY TO THE TERMS CONTAINED IN THIS

AGREEMENT. FRANCHISEE ACKNOWLEDGES THAT THERE MAY BE APPLICABLE STATE AND LOCAL LAWS AND RESTRICTIONS THAT APPLY TO THE OPERATION OF THE FRANCHISED BUSINESS. IT IS FRANCHISEE'S SOLE RESPONSIBILITY TO CONSULT WITH AN ATTORNEY, ACCOUNTANT, OR OTHER PROFESSIONALS TO ENSURE FRANCHISEE'S COMPLIANCE WITH THESE STATE AND LOCAL LAWS AND RESTRICTIONS.

### **XXIII. ENTIRE AGREEMENT**

This Agreement, the documents and Attachments referred to, if any, constitute the entire, full and complete Agreement between the parties concerning the subject matter of this agreement, and supersede all prior agreements and superseding all prior written or oral representations made to Franchisee, if any, except the representations made to you in the Franchise Disclosure Document. No amendment, change or variance from this Agreement shall be binding on the parties unless mutually agreed to by the parties and executed by themselves or their authorized officers or agents in writing. Nothing in this or in any related agreement, however, is intended to disclaim the representations we made in the franchise disclosure document that we furnished to you.

### **XXIV. SEVERABILITY AND CONSTRUCTION**

A. Except as expressly provided to the contrary, each section, part, term and/or provision of this Agreement shall be considered severable, and if, for any reason, any section, part, term and/or provision in this agreement is determined to be invalid and contrary to, or in conflict with, any existing or future law or regulation by a court or agency having valid jurisdiction, such shall not impair the operation of, or have any other effect upon, such other portions, sections, parts, terms and/or provisions of this Agreement as may remain otherwise intelligible, and the latter shall continue to be given full force and effect and bind the parties to this agreement, and said invalid sections, parts, terms and/or provisions shall be deemed not to be a part of this Agreement; provided, however, that if Franchisor determines that such finding of invalidity or illegality adversely affects the basic consideration of this Agreement, Franchisor, at its option, may terminate this Agreement.

B. All captions in this Agreement are intended solely for the convenience of the parties, and none shall be deemed to affect the meaning or construction of any provision hereof.

C. All references, in this agreement, to the masculine, neuter or singular shall be construed to include the masculine, feminine, neuter or plural, where applicable, and all acknowledgements, promises, covenants, agreements and obligations made or undertaken by Franchisee shall be deemed jointly and severally undertaken by all the parties to this agreement on behalf of Franchisee. This Agreement may be executed in counterparts, and each counterpart when so executed and delivered shall be deemed an original, and such counterparts taken together shall constitute one and the same instrument.

### **XXV. APPLICABLE LAW**

A. **Governing Law.** This Agreement takes effect upon its acceptance and execution by Franchisor. This Agreement shall be interpreted and construed under the laws of the state where the Shop is located, which laws shall prevail in the event of any conflict of law, except to the extent

governed by the United States Trademark Act (Lanham Act, 15 U.S.C. Section 1051 *et. seq.*) or the Federal Arbitration Act.

**B. Internal Dispute Resolution.** Franchisee must first bring any claim or dispute between Franchisee and Franchisor to Franchisor's President and/or Chief Executive Officer, after providing notice as stated in Section XXV (E) below. Franchisee must exhaust this internal dispute resolution procedure before it may bring its dispute before a third party. This agreement to first attempt resolution of disputes internally shall survive termination or expiration of this Agreement.

**C. Mediation.** At Franchisor's option, all claims or disputes between Franchisee and Franchisor or its affiliates, arising out of, or in any way relating to, this Agreement or any other agreement by and between you and us, or our affiliates, or any of the parties' respective rights and obligations arising from such agreement, which are not first resolved through the internal dispute resolution procedure set forth in Section XXV(B) above, must be submitted first to mediation in Minneapolis, Minnesota under the auspices of the American Arbitration Association ("AAA"), according to the AAA's Commercial Mediation Rules then in effect. Before commencing any legal action against Franchisor or its affiliates with respect to any such claim or dispute, Franchisee must submit a notice to us, which specifies, in detail, the precise nature and grounds of such claim or dispute. Franchisor will have a period of thirty (30) days following receipt of such notice within which to notify you as to whether Franchisor or its affiliates elects to exercise its option to submit such claim or dispute to mediation. Franchisee may not commence any action against Franchisor or its affiliates with respect to any such claim or dispute in any court unless Franchisor fails to exercise its option to submit such claim or dispute to mediation, or such mediation proceedings have been terminated either: (i) as the result of a written declaration of the mediator(s) that further mediation efforts are not worthwhile; or (ii) as a result of a written declaration by Franchisor. Franchisor's rights to mediation, as stated in this agreement, may be specifically enforced by Franchisor. Each party shall bear its own cost of mediation and the parties shall share mediation costs equally. This agreement to mediate shall survive any termination or expiration of this Agreement.

1. Caveat. The parties shall not be required to first attempt to mediate a controversy, dispute, or claim through mediation as stated in this Section XXV(D) if such controversy, dispute, or claim concerns an allegation that a party has violated (or threatens to violate, or poses an imminent risk of violating): (a) Any federally projected intellectual property rights in the Proprietary Marks, the System, or in any Confidential Information; (b) any claims pertaining to or arising out of or pertaining to any customer service guaranty or warranty issued; or (c) any of the restrictive covenants contained in this agreement.

**D. Venue.** With respect to those actions that Franchisor elects not to exercise its right to mediate, as well as those actions not subject to mediation as stated in this Agreement, or not settled by mediation, the parties expressly agree to the jurisdiction and venue of any court of general jurisdiction in Minneapolis, Minnesota and the jurisdiction and venue of the United States District Court for the District of Minnesota. Franchisee acknowledges that this Agreement has been entered into in the State of Minnesota, and that you are to receive valuable and continuing services emanating from our headquarters in Minnesota, including but not limited to training, assistance, support and the development of the System. In recognition of such services and their

origin, Franchisee hereby irrevocably consents to the personal jurisdiction of the state and federal courts of Minnesota stated above.

E. **Prior Notice of Claims.** As a condition precedent to commencing an action against Franchisor for damages or for violation or breach of this Agreement, Franchisee must notify us within thirty (30) days after the occurrence of the violation or breach, and failure to timely give such notice shall preclude any claim for damages.

F. **Third Party Beneficiaries.** Our officers, directors, shareholders, agents and/or employees are intended third party beneficiaries of these dispute resolution provisions, each having authority to specifically enforce the right to arbitrate claims asserted against such person(s) by you.

G. **Non-exclusive Remedy.** No right or remedy conferred upon or reserved by Franchisor or Franchisee by this Agreement is intended to be, nor shall be deemed, exclusive of any other right or remedy in this agreement or by law or equity provided or permitted but each shall be cumulative of every other right or remedy.

H. **Injunctive Relief.** Nothing contained in this agreement shall bar Franchisor's right to obtain injunctive relief, without posting a bond, against threatened conduct that will cause it loss or damage under the usual equity rules, including the applicable rules for obtaining restraining orders and preliminary injunctions.

I. **Waiver.** In no event shall Franchisee be entitled to make, nor shall Franchisee make, any claim, and Franchisee hereby waives any claim for money damages, nor shall Franchisee claim any money damages by way of set-off, counterclaim or defense, based upon any claim or assertion by Franchisee that Franchisor has unreasonably withheld or unreasonably delayed any consent or approval to a proposed act by Franchisee under any of the terms of this Franchise Agreement. Franchisee's sole remedy for any such claim shall be an action or proceeding to enforce any such provisions, or for specific performance or declaratory judgment.

## **XXVI. MISCELLANEOUS**

A. **Modification.** This Agreement may be modified only upon execution of a written agreement between the parties. Franchisee acknowledges that Franchisor may modify its standards and specifications and operating techniques stated in the Operations Manual unilaterally under any conditions and to the extent to which Franchisor, in its sole discretion, deems necessary to protect, promote, or improve the Proprietary Marks and the quality of the System, but under no circumstances will such modifications be made arbitrarily without such determination.

B. **Remedies and Legal Fees.** If it becomes necessary for Franchisor to retain the services of legal counsel to enforce Franchisee's obligations under this Agreement, whether or not formal judicial proceedings are implemented, we shall be entitled to recover our reasonable costs and expenses, including reasonable legal fees, incurred in enforcing Franchisee's obligations under this Agreement.

C. **Interpretation.** All parties to this Agreement acknowledge that this Agreement has been fully negotiated and has been entered into freely. If any provision of this Agreement shall be held to be invalid by any court or tribunal, the terms of said invalid provision shall be modified to the least possible extent so as to make the provision valid. This Article shall not be interpreted against either party as drafter.

D. **Delegation by Franchisor.** From time to time, Franchisor will have the right to delegate the performance of any portion or all of its obligations and duties hereunder to third parties, whether the same are its agents or independent contractors which Franchisor has contracted with to provide such services. Franchisee agrees in advance to any such delegation by Franchisor of any portion or all of its obligations and duties under this Agreement.

E. **Effective Date.** This Agreement will not be effective until accepted by Franchisor as evidenced by dating and signing by its designated officer.

F. **Franchisor's Consent.** Unless otherwise stated in this Agreement, where Franchisor's consent is required, said consent will not be unreasonably withheld, however, Franchisor's failure to respond within any designated time period shall not be deemed consent to Franchisee's proposed activity and it shall remain Franchisee's responsibility to attain written consent before proceeding with the contemplated activity.

G. **No Waiver.** No waiver of any condition or covenant contained in this Agreement or failure to exercise a right or remedy by Franchisor will be considered to imply or constitute a further waiver by Franchisor of the same or any other condition, covenant, right, or remedy.

H. **No Right to Set Off.** Franchisee will not be allowed to set off amounts owed to Franchisor for Royalties, National Fund payments, product or supply payments or other amounts due under this Agreement, against any monies Franchisee alleges it is owed, which right of set off is hereby expressly waived by Franchisee.

I. **Payment of Taxes.** Franchisee shall reimburse Franchisor, or its affiliates and designees, promptly and when due, the amount of all sales taxes, use taxes, personal property taxes and similar taxes imposed upon, required to be collected or paid by Franchisor, or its affiliates or designees, on account of services or goods furnished by Franchisor, its affiliates or designees, to Franchisee through sale, lease or otherwise, or on account of collection by us, our affiliates or designees, of the initial franchise fee, Royalties or any other payments made by Franchisee to Franchisor required under the terms of this Agreement.

J. **Invalidity.** If any provision of this Agreement is deemed invalid or inoperative for any reason, that provision will be deemed modified to the extent necessary to make it valid and operative or, if it cannot be so modified, it must then be severed, and the remainder of that provision will continue in full force and effect as if this Agreement had been signed with the invalid portion so modified or eliminated; provided, however, that if any part of this Agreement relating to payments to us or any of our affiliates or protection of the Marks, or the Confidential Information, including the Operations Manual and our trade secrets, is declared invalid or

unenforceable, then we at our option may terminate this Agreement immediately upon written notice to you.

**K. Limitation of Actions.** The parties further agree that no cause of action arising out of or under this Agreement may be maintained by either party against the other unless brought before the expiration of two (2) years after the act, transaction or occurrence upon which such action is based or the expiration of one (1) year after the complaining party becomes aware of facts or circumstances reasonably indicating that such party may have a claim against the other party hereunder, whichever occurs sooner, and that any action not brought within this period shall be barred as a claim, counterclaim, defense or setoff.

**L. Punitive Damages.** Franchisee hereby waives to the fullest extent permitted by law, any right to or claim or any punitive, exemplary, incidental, indirect, special or consequential damages (including, without limitation, lost profits) against Franchisor arising out of any cause whatsoever (whether such cause be based in contract, negligence, strict liability, other tort or otherwise) and agrees that in the event of a dispute, Franchisee's recovery is limited to its actual damages. If any other term of this Agreement is found or determined to be unconscionable or unenforceable for any reason, the foregoing provisions shall continue in full force and effect, including, without limitation, the waiver of any right to claim any consequential damages.

**M. Construction of Language.** The language of this Agreement will be construed according to its fair meaning, and not strictly for or against either party. All words in this Agreement refer to whatever number or gender the context requires. If more than one party or person is referred to as you, their obligations and liabilities must be joint and several. Headings are for reference purposes and do not control interpretation.

**N. Successors.** References to "Franchisor" or "Franchisee" include the respective parties' successors, assigns or transferees, subject to the limitations of Section 19 hereof.

**O. Additional Documentation.** Franchisee must from time to time, after the effective date of this Agreement, at our request and without further consideration, execute and deliver such other documentation or agreement and take such other action as Franchisor may reasonably require in order to effectuate the transactions contemplated in this Agreement. If Franchisee fails to comply with the provisions of this Section, Franchisee hereby appoints Franchisor as its attorney-in-fact to execute any and all documents on Franchisee's behalf, reasonably necessary to effectuate the transactions contemplated in this agreement.

**P. Force Majeure.** Neither Franchisee, Franchisor nor their respective affiliates will be liable for loss or damage or deemed to be in breach of this Agreement or any related agreement if such party's failure to perform its obligations is not the fault nor within the reasonable control of the person due to perform but results from, without limitation, fire, flood, natural disasters, terrorism, acts of God, governmental acts or orders, or civil disorders. Any delay resulting from any such cause will extend the time of performance for the period of such delay or for such other reasonable period of time as the parties agree in writing or will excuse performance, in whole or in part, as Franchisor deems reasonable.

**Q. Survival of Provisions.** Any provisions that by their terms extend beyond termination, expiration, or transfer of this Agreement shall continue in full force and effect subsequent to and notwithstanding the termination, expiration, or transfer of this Agreement.

**R. Cumulative Rights.** Franchisor's rights and remedies under this Agreement are cumulative and no exercise or enforcement by Franchisor of any right or remedy hereunder shall preclude the exercise or enforcement by Franchisor of any other right or remedy hereunder which Franchisor is entitled by law to enforce.

**S. State Law.** If any provision of this Agreement, including but not limited to its provisions for transfer, renewal, termination, notice of termination, or cure rights, is inconsistent with any valid law or regulation of the state in which your Business is located, then the valid law or regulation of that state applicable to the Franchised Business will supersede any provision of this Agreement that is less favorable to you.

**T. Spousal Consent.** If Franchisee is an individual(s), or subsequent to execution of this Agreement, Franchisee assigns this Agreement to an individual(s), such individual's spouse hereby personally and unconditionally guarantees without notice, demand or presentment the payment of all of Franchisee's monetary obligations under this Agreement as if each were an original party to this Agreement in his or her individual capacity. All such spouses further agree to be bound by the restrictions upon Franchisee's activities upon transfer, termination or expiration of this Agreement as if each were an original party to this Agreement in his or her individual capacity. All such spouses must execute a spousal consent and guarantee in the form attached to this Agreement as Exhibit "A". In the event of divorce and re-marriage, or subsequent marriage, Franchisee covenants and agrees to provide Franchisor with a properly executed spousal consent, in the form Franchisor prescribes.

## **XXVII. ACKNOWLEDGMENTS**

Franchisee acknowledges that Franchisee has conducted an independent investigation of all aspects relating to the Franchised Business and recognizes that the business venture contemplated by this Agreement involves business risks and that its success will be largely dependent upon the skills and ability of Franchisee as an independent businessperson. Franchisee acknowledges that it has received, read and understands this Agreement, the attachment(s) to this agreement and any other agreements relating to this agreement, if any, and that Franchisor has accorded Franchisee ample time and opportunity to consult with advisors of Franchisee's own choosing about the potential benefits and risks of entering into this Agreement.

The application submitted by Franchisee or its Principals, and all statements made by Franchisee or its Principals to Franchisor in connection with its request for a Franchise, are true and correct in all material respects.

Franchisee agrees and acknowledges that: (i) Regis Corporation, its subsidiaries and affiliates, including, without limitation, The Barbers, Hairstyling for Men & Women, Inc., parent of the Franchisor, RPC Acquisition Corp., Supercuts, Inc. and Franchisor (collectively, "Regis"), own, operate, and franchise hair care salons under names including, without limitation, Pro-Cuts, Supercuts, Cost Cutters, The Barbers, Cool Cuts 4 Kids, Hairmasters, SmartStyle, Holiday Hair, Haircrafters, Great Expectations, and others (the "Regis Businesses"); (ii) such Regis Businesses

are full service hair salons that may address similar markets and therefore may be competitive with Franchisee's Roosters business; and (iii) Regis has the absolute right, now and in the future, to own, operate, and franchise Regis Businesses at any location in the world and over the internet; and (iv) Franchisee hereby waives any and all rights and claims that it may have or allege against Regis resulting from the opening or presence of any Regis Businesses, including those Regis Businesses that may be near, adjacent, or contiguous with Franchisee's Roosters business.

Franchisee agrees and acknowledges that Regis will have the absolute right to acquire, merge with, develop, own, operate, manage, license, and/or franchise hair care or product businesses under any trademark, service mark, or trade name at any location or through any channel of distribution anywhere in the world and over the internet, and the Franchisee hereby waives any and all rights that it may have or allege against Regis resulting from the opening or presence of any such hair care or product businesses, including those hair care or product businesses that may be near, adjacent, or contiguous with Franchisee's Roosters business.

IN WITNESS WHEREOF, the parties below have duly executed, sealed and delivered this Agreement on the day and year first above written.

**FRANCHISOR:**

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

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

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

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

**FRANCHISEE:**

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

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

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

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

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

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

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

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

**FRANCHISE AGREEMENT**

**EXHIBIT A**

**PERSONAL GUARANTY**

## EXHIBIT A

### GUARANTY

In consideration of, and as an inducement to, the execution of that certain franchise agreement dated \_\_\_\_\_ and any revisions, modifications and amendments to that franchise agreement (collectively, the "Agreement") by and between Roosters MGC International, LLC, a limited liability company organized under the laws of the Michigan, 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416 ("Franchisor") and \_\_\_\_\_ ("Franchisee"), each of the undersigned Guarantors agree as follows:

1. **Guaranty; Joint and Several Liability.** Guarantors do hereby jointly and severally unconditionally guaranty the full, prompt and complete performance of Franchisee under the terms, covenants and conditions of the Agreement, including without limitation the complete and prompt payment of all indebtedness to Franchisor under the Agreement. The word "indebtedness" is used in this Guaranty in its most comprehensive sense and includes without limitation any and all advances, debts, obligations, and liabilities of Franchisee, now or hereafter incurred, either voluntarily or involuntarily, and whether due or not due, absolute or contingent, liquidated or unliquidated, determined or undetermined, or whether recovery thereof may be now or hereafter barred by any statute of limitation or is otherwise unenforceable.

2. **Independent Obligations of Guarantors.** The obligations of Guarantors are independent of the obligations of Franchisee and a separate action or actions may be brought and prosecuted against any or all of the Guarantors, whether or not actions are brought against Franchisee or whether Franchisee is joined in any such action.

3. **Covenants Not to Compete.** Guarantors specifically guaranty Franchisee's in-term and post-termination covenant(s) not to compete as stated in the Franchise Agreement. Specifically, Guarantors have acknowledged that under this Agreement, Guarantors covenant that Guarantors will not, either directly or indirectly, for itself or through, on behalf of or in conjunction with any person, persons, partners or corporation:

A. During the term of the Agreement, divert or attempt to divert any business or customer of Franchisee's franchised business to any competitor, by direct or indirect inducement or otherwise, or do or perform, directly or indirectly, any other act injurious or prejudicial to the goodwill associated with the Proprietary Marks and the System;

B. During the term of the Agreement, employ or seek to employ any person who is at that time employed by Franchisor or by any other Franchisee or otherwise directly or indirectly induce such person to leave his or her employment;

D. During the term of the Agreement, own, maintain, engage in, be employed by, advise, assist, invest in, franchise, make loans to or have any interest in any business which is the same as or substantially similar to the Franchised Business; or

E. For a continuous uninterrupted period commencing upon the expiration or termination of this Agreement, regardless of the cause for termination, and continuing for two (2)

years thereafter, own, maintain, engage in, be employed by, advise, assist, invest in, franchise, make loans to, or have any interest in any business which is the same as or substantially similar to the Franchisee's franchised business (the "Shop"): (i) at the location of the Shop; (ii) within the designated market area ("Designated Market Area") granted under the Franchise Agreement; or (iii) within the geographic area comprised of the radius of six (6) miles from the perimeter of (a) the Shop, (b) any other Roosters Men's Grooming Center, (c) over the Internet or in any other Designated Market Area granted by Franchisor to other Roosters franchisees, or (d) any territory that a Roosters franchisee has contracted to develop.

4. **Reasonableness of Covenants.** Guarantors acknowledge and agree that the covenants not to compete as stated in Section 3 of this Guaranty are fair and reasonable and will not impose any undue hardship on Guarantors.

5. **Authority of Franchisee and/or Guarantors.** If Franchisee is a legal entity, Franchisor shall not be obligated to inquire into the power or authority of Franchisee or the officers, directors, partners or agents acting or purporting to act on Franchisee's behalf and any obligation or indebtedness made or created in reliance upon the exercise of such power and authority shall be guaranteed hereunder. Where Guarantors are legal entities, it shall be conclusively presumed Guarantors and the officers, directors, partners or agents acting on their behalf have the express authority to bind such corporations or partnerships and that such corporations or partnerships have the express power to act as Guarantors in compliance with this Guaranty and that such action directly promotes the business and is in the interest of such corporations or partnerships.

6. **Franchisor's Right(s).** Franchisor, its successors and assigns, may periodically, without notice to the undersigned:

(a) resort to the undersigned for payment of any of the liabilities, whether or not it or its successors have resorted to any property securing any of the liabilities or proceeded against any other of the undersigned or any party primarily or secondarily liable on any of the liabilities;

(b) Release or compromise any liability of any of the undersigned hereunder or any liability of any party or parties primarily or secondarily liable on any of the liabilities; and

(c) Extend, renew or credit any of the liabilities for any period (whether or not longer than the original period); alter, amend or exchange any of the liabilities; or give any other form of indulgence, whether under the Agreement or otherwise.

7. **Waiver.** Guarantors further waive presentment, demand, notice of dishonor, protest, nonpayment and all other notices whatsoever, including without limitation: notice of acceptance hereof; notice of all contracts and commitments; notice of the existence or creation of any liabilities under the foregoing Agreement and of the amount and terms thereof; and notice of all defaults, disputes or controversies between Franchisee and Franchisor resulting from such Agreement or otherwise, and the settlement, compromise or adjustment thereof.

8. **Internal Dispute Resolution.** If any dispute between Franchisor and Guarantors cannot be settled amicably, Guarantors understand and agree that Guarantors must first bring any

claim or dispute between Guarantors and Franchisor to Franchisor's President and/or Chief Executive Officer as stated more fully in Section XXV(B) of the Agreement after providing Franchisor with the notice required under Section XXV(E) of the Agreement.

9. **Mediation.** At Franchisor's option, all claims or disputes between Guarantors and Franchisor or its affiliates, arising out of, or in any way relating to, the Agreement or any other agreement by and between you and us, or our affiliates, or any of the parties' respective rights and obligations arising from such agreement, which are not first resolved through the internal dispute resolution procedure as stated in Section 8 of this Guaranty, must be submitted first to mediation in Minneapolis, Minnesota under the auspices of the American Arbitration Association ("AAA"), according to the AAA's Commercial Mediation Rules then in effect. Before commencing any legal action against Franchisor or its affiliates with respect to any such claim or dispute, Guarantors must submit a notice to Franchisor, which specifies, in detail, the precise nature and grounds of such claim or dispute. Franchisor will have a period of thirty (30) days following receipt of such notice within which to notify you as to whether Franchisor or its affiliates elects to exercise its option to submit such claim or dispute to mediation. Franchisee may not commence any action against Franchisor or its affiliates with respect to any such claim or dispute in any court unless Franchisor fails to exercise its option to submit such claim or dispute to mediation, or such mediation proceedings have been terminated either: (i) as the result of a written declaration of the mediator(s) that further mediation efforts are not worthwhile; or (ii) as a result of a written declaration by us. Franchisor's rights to mediation, as stated in this agreement, may be specifically enforced by Franchisor. Each party shall bear its own cost of mediation, and the parties shall share mediation costs equally. This agreement to mediate shall survive any termination or expiration of the Agreement and this Guaranty.

A. Caveat. The parties shall not be required to first attempt to mediate a controversy, dispute, or claim through mediation as stated in this Section 7 if such controversy, dispute, or claim concerns an allegation that a party has violated (or threatens to violate, or poses an imminent risk of violating): (a) Any federally projected intellectual property rights in the Proprietary Marks, the System, or in any Confidential Information (as those terms are defined in the Agreement); (b) any claims pertaining to or arising out of or pertaining to any customer service guaranty or warranty issued; or (c) any of the restrictive covenants contained in the Agreement or this Guaranty.

10. **Venue.** With respect to those actions that Franchisor elects not to exercise its right to mediate, as well as those actions not subject to mediation as stated in this Guaranty or settled by mediation, the parties expressly agree to the jurisdiction and venue of any court of general jurisdiction in Minneapolis, Minnesota and the jurisdiction and venue of the United States District Court for the District of Minnesota. Franchisee acknowledges that both the Agreement and this Guaranty has been entered into in the State of Minnesota, and that Guarantors are to receive valuable and continuing services emanating from our headquarters in Minnesota, including but not limited to training, assistance, support and the development of the Franchisor's System. In recognition of such services and their origin, Guarantors hereby irrevocably consent to the personal jurisdiction of the state and federal courts of Minnesota stated above. Nothing contained in this Guaranty shall prevent Franchisor from applying to and obtaining from any court having jurisdiction a writ of attachment, a temporary injunction, preliminary injunction and/or other emergency relief available to safeguard and protect our interests.

11. **Successors and Assigns.** This Guaranty shall be enforceable by and against the respective administrators, executors, successors and assigns of Guarantors and the death of any Guarantor shall not terminate the liability of such Guarantor or limit the liability of the other Guarantors hereunder.

12. **Joint and Several Liability.** If more than one person has executed this Guaranty, the term "the undersigned," as used in this Guaranty shall refer to each such person, and the liability of each of the undersigned hereunder shall be joint and several and primary as sureties.

13. **Remedies and Attorneys' Fees.** If it becomes necessary for us to retain the services of legal counsel to enforce your obligations under this Guaranty, whether or not formal judicial proceedings are implemented, we shall be entitled to recover our reasonable costs and expenses, including reasonable attorney's fees, incurred in enforcing your obligations under this Guaranty.

**SIGNATURES APPEAR ON FOLLOWING PAGE**

IN WITNESS WHEREOF, each of the undersigned has executed this Guaranty effective as of the \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature of Spouse

\_\_\_\_\_  
Signature of Spouse

\_\_\_\_\_  
Printed Name of Spouse

\_\_\_\_\_  
Printed Name of Spouse

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Home Telephone

\_\_\_\_\_  
Home Telephone

\_\_\_\_\_  
Business Telephone

\_\_\_\_\_  
Business Telephone

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**FRANCHISE AGREEMENT**  
**EXHIBIT B**  
**DESIGNATED MARKET AREA**

**FRANCHISE AGREEMENT**  
**EXHIBIT C**  
**SITE SELECTION ADDENDUM**

**EXHIBIT C**

**SITE SELECTION ADDENDUM**

THIS SITE SELECTION ADDENDUM is entered into by and between Roosters MGC International, LLC, a limited liability company organized under the laws of the Michigan, 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416 ("Franchisor") and \_\_\_\_\_ ("Franchisee") and is made a part of that franchise agreement dated \_\_\_\_\_ ("Agreement"), as of this \_\_\_ day of \_\_\_\_\_, 20\_\_.

WHEREAS, Franchisor granted Franchisee the right and license to establish and operate a Shop within the geographic boundaries of the Designated Market Area; and Franchisee has secured a specific site within the Designated Market Area for its Shop; Franchisor has approved the site selected by Franchisee and the lease therefore; Franchisee is about to or has executed a lease for said site; and Franchisor and Franchisee now desire to amend the Agreement to reflect that the Franchisee's Shop shall be located within the Designated Market Area at the address stated below.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained in this Addendum, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties below agree as follows:

1. **APPROVED LOCATION.** Item I.C. of the Agreement is hereby amended to reflect that the Approved Location for the Shop shall be \_\_\_\_\_.

2. **DOCUMENT TO GOVERN.** The terms and conditions contained in this Addendum modify and supplement the Agreement. Whenever any inconsistency or conflict exists between this Addendum and the Agreement, the terms of this Addendum shall prevail.

IN WITNESS WHEREOF, the parties below have executed this Addendum on the day and year first above written.

**FRANCHISOR:**

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

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

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

**FRANCHISEE:**

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

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

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

**FRANCHISE AGREEMENT**

**EXHIBIT D**

**COLLATERAL ASSIGNMENT OF LEASE**

**EXHIBIT D-1**

**LEASE ADDENDUM**

This Lease Addendum (the "Addendum") is made as of the \_\_\_ day of \_\_\_\_\_, 20\_\_\_, by and between \_\_\_\_\_, as Lessor or Landlord ("Landlord") and \_\_\_\_\_ as Lessee or Tenant ("Tenant").

The parties hereto acknowledge and agree that Tenant is a party to a "Roosters Men's Grooming Center" hair salon franchise agreement (the "Franchise Agreement") with Roosters MGC International, LLC with its principal place of business at 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416 (the "Franchisor"). Pursuant to the Franchise Agreement, Tenant agreed to cause the provisions contained in this Addendum to be made a part of the lease agreement between Tenant and Landlord, a copy of which is attached hereto and incorporated herein by reference (the "Lease").

In order to induce Tenant to enter into the Lease, and for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Landlord and Tenant hereby agree to the following additional terms and provisions of the Lease, and further agree that, to the extent that the terms and provisions of the Lease conflict with the terms and provisions of this Addendum, the terms and provisions of this Addendum shall control.

1. Franchisor's Right to Enter Leased Premises. Franchisor shall have the right to enter the leased premises to conduct inspections at any time during regular business hours. Upon the occurrence of any default by Tenant under the terms and provisions of the Lease and/or the Franchise Agreement, Franchisor shall have the right, but not the obligation, to enter the leased premises to remove signage and to otherwise make such modifications and/or alterations to the leased premises that Franchisor deems reasonably necessary to protect its proprietary marks and distinguishing characteristics of its franchised locations.

2. Consent to Lease Amendments. Franchisor has the right to approve any amendments to the Lease between Landlord and Tenant. Tenant is prohibited from renewing or extending the term of the Lease, assigning the Lease, or subleasing the premises without Franchisor's consent.

3. Assumption of Lease. Landlord hereby consents to the assignment by Tenant of its right, title and interest in the Lease to Franchisor pursuant to the Franchise Agreement. Accordingly, in the event of a default by the Franchisee of the terms or provisions of the Lease or the Franchise Agreement, or upon the expiration or termination of the Franchise Agreement for any reason ("Franchise Termination"), Franchisor, or its parent or affiliates, shall have the right, but not the obligation, to (i) assume the balance of the Lease and exercise any renewal options contained in this Lease, or (ii) have a third-party franchisee assume the Lease and exercise any renewal options contained in this Lease, by providing a written notice to Landlord within thirty (30) days after the later of: (a) the expiration of any cure period under the Lease or Franchise Agreement without cure by Tenant; or (b) the receipt of written notice by Franchisor of such default under the Lease. Nothing herein will require Franchisor to exercise its option or to cure any default of Tenant under the Lease, but only gives Franchisor the option to assume Tenant's future rights and obligations under the Lease. The assumption of Lease shall apply to future Lease obligations only and shall not relieve the Tenant of any obligations arising between the Tenant and the Landlord prior to this assumption.

4. Notice of Default. Upon the occurrence of any default by Tenant under the terms and provisions of the Lease, Landlord shall concurrently give written notice of such default to Tenant at the address specified in the Lease and to Franchisor and its successors and assigns at the address set forth above or such other address as may be designated in writing by Franchisor.

5. Default of Lease. Landlord agrees that in the event the Tenant defaults in the performance or observance of any material term, covenant or condition of the Lease, past any applicable notice and grace period, then without waiving or releasing Tenant from any of its obligations hereunder, Landlord shall provide written notice to Franchisor (except in the case of an emergency) at 3701 Wayzata Blvd., Suite 600, Minneapolis, MN 55416 prior to any eviction or termination proceeding. Franchisor shall have the right but is not required to pay up to two (2) months rent for a monetary default and/or to perform any act or take any action as may be appropriate to cause all the terms, covenants and conditions of the Lease to be remedied for all nonmonetary defaults. Concurrently with the remedy of the default Franchisor shall have the right but is not required to (i) assume the balance of the Lease and exercise any renewal options contained in this Lease, or (ii) have a third-party franchisee assume the Lease and exercise any renewal options contained in this Lease. The assumption of Lease shall apply to future Lease obligations only and shall not relieve the Tenant of any obligations arising between the Tenant and the Landlord prior to this assumption.

6. Agreement to Vacate Leased Premises. Upon Franchisor's election to assume the Lease, Tenant agrees to peaceably and promptly vacate the Premises and to remove its personal property therefrom (i) upon the termination of the Franchise Agreement or (ii) upon Tenant's failure to timely cure all of its defaults under the Lease. Any property not removed or otherwise disposed of by Tenant shall be deemed abandoned, become the property of Franchisor and neither Tenant nor Landlord may assert a claim against Franchisor for the same. Tenant shall (i) bear the expense of repairing any damage to the Premises as a result of any such removal and (ii) complete the same within ten (10) days thereafter.

7. Assignment by Tenant. Tenant shall not sell, transfer, or assign its interest in the leasehold without the written consent of Franchisor.

8. Third Party Beneficiary. The Landlord hereby acknowledges that Franchisor is intended to be a third-party beneficiary under the Lease and this Addendum.

Dated: \_\_\_\_\_, 20\_\_\_\_

**“Landlord”**

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

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

Dated: \_\_\_\_\_, 20\_\_\_\_

**“Tenant”**

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

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

**FRANCHISE AGREEMENT**

**EXHIBIT D-2**

**LEASE TERMS**

**EXHIBIT D-2**

**LEASE TERMS**

The franchisee shall negotiate the following terms into the provisions of the Lease.

**1. COMMENCEMENT DATE.**

The Commencement Date shall be the earlier of (a) or (b) below:

(a) \_\_\_\_\_( ) days after the latest of the following: (i) the Landlord notifies the Tenant in writing that the lease Premises are available for Tenant's occupancy; (ii) Landlord's approval of Tenant's working plans and drawings; and (iii) Landlord's delivery to Tenant of a full executed copy of this Lease: or

(b) The date on which Tenant opens its Center in said Premises for business to the general public.

**2. OPENING REQUIREMENT.**

The 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 are open.

**3. POSSESSION DATE LIMITATION.**

In the event Tenant has not been provided possession of the Premises by the \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, Tenant may terminate this Lease.

**4. USE.**

The permitted use shall be as the operation of a Roosters Men's Grooming Center and the sale of products related to hair care.

**5. RADIUS RESTRICTION.**

In the event the Lease contains a restriction on the right of the Tenant to operate another hair salon within the proximity of the Premises, such clause shall be deleted from the lease.

**6. HOURS.**

Tenant's operating hours shall be \_\_\_\_\_ A. M. to \_\_\_\_\_ P. M. Monday through Friday, \_\_\_\_\_ A. M. to \_\_\_\_\_ P. M. Saturday. Tenant may elect to be open or closed on Holidays.

**7. TENANT'S SIGNS.**

Tenant shall be allowed to utilize signage as attached, including neon window sign and the periodic use of professionally prepared banners, a Grand Opening Banner and/or Balloon. Size of Tenant's primary sign shall be limited only by local ordinance.

**8. COMMON AREA CHARGES.**

Tenant will be liable for administrative charges in maintaining the Common Area only to the extent such administrative charges, whether entitled administrative charge or management charge, are not already included as "Operating Cost" of maintaining Common Areas. No cost of a capital nature shall be included in the Common Area Costs.

**9. COMMON AREA CHARGES OFFSET.**

Tenant shall be allowed to offset any amounts due to Tenant from Landlord against Tenant's share of Common Area Charges.

**10. SPECIAL ASSESSMENTS.**

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.

**11. IMPACT OR ACCESS FEES.**

Tenant shall not be required to pay any hook-up, access or impact 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, sewage or electrical service. Such fees shall be the sole obligation of Landlord.

**12. DISRUPTION OF UTILITY SERVICE.**

In the event the disruption of any utility service shall render the Premises untenable for a period in excess of three (3) days, then the fixed minimum rent, all items of additional rent and any other charges payable in compliance with the Lease shall abate in full from the commencement of such three (3) day period until such time as the Premises are again tenable.

**13. ASSIGNMENT/NOTICE.**

Landlord acknowledges that a material inducement to entering into this Lease is the operation of a Roosters Men's Grooming Center in the Premises; accordingly:

(a) Tenant shall be allowed to assign its interest in this Lease to Roosters MGC International, LLC (hereinafter "Roosters"), another Franchisee of Roosters, or the purchaser of the Tenant's entire business. In the event of such assignment, Tenant shall be released from any obligations accruing subsequent to the Lease Assignment.

(b) Landlord grants to Roosters the right, for a period of thirty (30) days, after receipt by Landlord of written notice of the termination, expiration or proposed transfer of Tenant's Roosters Franchise Agreement, to assume the rights and obligations of the Tenant under the Lease on the same terms and conditions, including options to extend. Roosters shall have no liability for defaults or obligations accruing prior to the date of notice. Tenant hereby consents to such assumption and agrees that the Landlord shall be entitled to rely on any such notice from Roosters and shall have no liability to Tenant related to such defaults or obligations accruing prior to the date of notice.

(c) All such notices required to be given to Tenant according to the Lease shall be given to Tenant, as provided in the Lease. Should Tenant have failed to cure a notice of default given by Landlord, Landlord agrees:

(i) If such failure to cure would give rise to a right to terminate this Lease, Landlord will provide notice of such default to Roosters, attention: Roosters MGC International, LLC, 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416.

(ii) If the default is due to the bankruptcy of Tenant, Landlord shall not consent to an assignment or assumption of the Lease in bankruptcy or grant an extension of time to accept or reject the Lease under Section 365 of the Bankruptcy Code of 1978.

And in either case granting Roosters an additional twenty (20) days after receipt of notice to cure such default.

(d) Should the Tenant have the option to extend the term of the Lease, an assignment of the Lease to Roosters or a Franchisee of Roosters shall not terminate such right, and the assignee shall have the same right to extend the term as Tenant under the Lease.

(e) Notwithstanding the language in Section \_\_\_\_\_ of the Lease, Landlord shall have no right to terminate the Lease in the event of an assignment under this article 14, nor shall Tenant be obligated for any fees, as provided in Section \_\_\_\_\_ of the Lease.

#### **14. HEATING, VENTILATION AND AIR CONDITIONING.**

Landlord warrants that the heating, ventilation and air conditioning systems shall be free from defect in material and workmanship for a period of one (1) year from the Commencement Date.

#### **15. CODE COMPLIANCE.**

Landlord warrants that, at the time Landlord grants possession to Tenant, the Premises shall comply with all applicable codes.

#### **16. COMPLIANCE WITH LAWS AND REGULATION.**

Tenant shall in no event be obligated to make or pay the cost of any structural changes, 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 in this lease shall negate the Landlord's or Tenant's right to challenge any such requirement in administrative and/or judicial proceedings.

**17. DEFAULT.**

(a) 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 ten (10) days in the event of a monetary default and thirty (30) days in the event of a non-monetary default.

(b) In the event of default, the Landlord warrants that it will use reasonable best efforts to release and mitigate all damages.

(c) In the event that the Landlord fails to comply with its obligations under the Lease, Tenant may upon thirty (30) days written notice, at its option, either cure Landlord's default and offset the reasonable and necessary cost thereof from Tenant's next succeeding rental payments or exercise any other rights or remedies available to Tenant at law or in equity.

(d) No amounts due to Tenant according to the Lease, shall be accelerated prior to their due date; however, nothing contained in this lease shall be deemed to limit any other right or remedy of the Landlord in the event of default as stated in the Lease.

**18. LANDLORD INDEMNITY OF TENANT.**

The Landlord agrees to indemnify, defend and hold Tenant and its partners, officers and employees harmless from and against any claim, loss and expense arising out of injury, death or property loss or damage occurring in the common areas of the Shopping Center, except to the extent caused by the negligent act or intentional misconduct of Tenant or its partners, officers or employees.

**19. 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 by anyone for whom such party may be responsible.

**20. CONDEMNATION.**

In the event of condemnation of 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 cost, improvements, fixtures and other equipment installed by Tenant, together with any award for loss of business and leasehold interest.

**21. SUBORDINATION.**

Landlord covenants and warrants that any mortgage, deed of trust, ground lease or other lien or lease now on Premises provides, that any mortgage, deed of trust, ground lease or other lien

or lease placed thereon during the term of the Lease or thereafter, or any extension thereof, shall provide that in the event of the foregoing shall be foreclosed, or as a result of exercise of any rights there under 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.

**22. CENTER VACANCIES.**

In the event that at any time during the period of this Lease or any extension of the Lease, 50% or more of the leasable space in the center becomes vacant and remains vacant for a period of 90 days, then the Tenant shall have the right to terminate this Lease with 30 days' notice.

**23. 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 tenant's entrances, and/or ingress or egress, or its access and/or accessibility, or the visibility of the Center, display window and/or signs be changed without the prior written consent of the Tenant.

**24. CONSENT.**

Landlord and Tenant covenant agree that whenever, under 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.

Franchisor has the right to approve any amendments to the Lease between Landlord and Tenant. Tenant is prohibited from renewing or extending the term of the Lease, assigning the Lease, or subleasing the premises without Franchisor's consent.

**25. ATTORNEYS FEES.**

In the event either party institutes legal action or proceedings arising out of or in any way connected with this Lease, the non-prevailing party shall reimburse the prevailing party for all reasonable attorney fees and costs incurred in connection therewith.

**26. 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, including but not limited to radon, radiation, 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 attorney's fees) incurred by Tenant as a result of Landlord's breach of the representations and warranties as stated in this Article.

**27. FORCE MAJEURE.**

In the event any party shall be delayed or hindered in, or prevented from, the performance of any work, service or other act required under this Lease to be performed by such party and such delay or hindrance is due to: (i) strikes, lockouts, or other labor disputes; (ii) acts of god, governmental restrictions, enemy act, civil commotion, unavoidable fire or other casualty, or other causes of a like nature beyond the control of the party so delayed or hindered, then performance

of such work, service or other act shall be excused for the period of such delay and the period for the performance of such work, service or other act shall be extended by a period equivalent to the period of such delay.

**28. SECURITY INTEREST.**

Landlord hereby subordinates its position and rights under \_\_\_\_\_ of the Lease and under the statutes of the state in which the Premises are located to that of any creditor of the Tenant who has financed, or provides additional financing in the future, to enable Tenant to purchase and/or obtain additional furniture, fixtures and equipment and accessions for use upon Premises, and any proceeds therefrom. Upon request, Landlord agrees to execute a separate agreement with the creditor of Tenant to effectuate this provision.

**29. EXCLUSIVE.**

Tenant shall have the exclusive right to operate a hair salon in the Shopping Center. Landlord agrees that so long as Tenant is not in default under the Lease, beyond the applicable cure period, Landlord will not lease any other space in the Shopping Center to a tenant as a hair salon.

**FRANCHISE AGREEMENT**

**EXHIBIT E**

**TRANSFER OF SERVICE CONSENT AND AUTHORIZATION**

**EXHIBIT E**

**TRANSFER OF SERVICE CONSENT AND AUTHORIZATION**

If my ROOSTERS MEN’S GROOMING CENTER Franchise is transferred, terminated, expires or is not renewed for any reason, I hereby irrevocably appoint and designate Roosters MGC International, LLC my attorney-in-fact to: (1) direct any telephone company to change, transfer and/or terminate any and all listed telephone numbers used in conjunction with the Franchised Business, and (2) direct any Internet service provider or comparable Internet authority to change, transfer and/or terminate any email addresses, domain names or other comparable electronic identities relating to the Franchise. I also hereby agree that ROOSTERS MGC International, LLC may execute any legal document on my behalf to carry out the intent of this consent and authorization.

**FRANCHISEE:**

\_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title (if any): \_\_\_\_\_  
Date: \_\_\_\_\_

**[FOR USE BY NEW CUSTOMER ONLY]**

**I hereby assume and agree to pay all charges outstanding on the following telephone number(s):**

\_\_\_\_\_  
**or the following domain name(s):**

\_\_\_\_\_  
**or the following email address(es):**

\_\_\_\_\_  
New Customer's Signature

\_\_\_\_\_  
Printed Name of New Customer

**FRANCHISE AGREEMENT**

**EXHIBIT F**

**AUTHORIZATION FOR ELECTRONIC FUNDS TRANSFER (“EFT”)**

**EXHIBIT F**

REGIS CORPORATION  
3701 Wayzata Boulevard, Suite 600  
Minneapolis, MN 55416

Phone: (952) 947-7777

FAX: (952) 995-3080

**AUTHORIZATION FOR DIRECT PAYMENT**

I hereby authorize Regis Corporation to initiate Electronic Funds Transfer (EFT) or Automated Clearing House (ACH) transactions against my checking/savings account and I instruct the financial institution named below to honor said transactions. This authorization shall remain in force until revocation in writing.

	Salon Number	Salon Location
_____	_____	_____
Name of Franchisee (Please print)	_____	_____
_____	_____	_____
Signature of Franchisee	_____	_____
_____	_____	_____
Date		

\_\_\_\_\_

State Date (for internal use only)

\_\_\_\_\_

Name of Financial Institution

\_\_\_\_\_

Street Address of Financial Institution

\_\_\_\_\_

City/State/Zip of Financial Institution

<b><u>ACH for:</u></b>	
Royalty/AD fund	_____
Training	_____
Product	_____
Miscellaneous	_____

Account Number: \_\_\_\_\_ Checking \_\_\_\_\_ Savings \_\_\_\_\_

Bank Routing Number (ABA): \_\_\_\_\_

**STAPLE VOIDED CHECK HERE:**

Note: Please submit one form per bank account. Make additional copies of this form if necessary.

**EXHIBIT C**

**ROOSTERS MGC INTERNATIONAL, LLC'S  
FRANCHISE DISCLOSURE DOCUMENT**

**DEVELOPMENT AGREEMENT**

**ROOSTERS MEN'S GROOMING CENTER®**

**DEVELOPMENT AGREEMENT**

**BETWEEN**

**ROOSTERS MGC INTERNATIONAL, LLC**

3701 Wayzata Boulevard, Suite 600

Minneapolis, Minnesota 55416

(952) 947-7777

Fax: (952) 947-7900

**AND**

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Name(s) of **FRANCHISEE**

Street

City State Zip Code

( )  
Area Code Telephone

**GEOGRAPHIC AREA:**

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**DATE OF DEVELOPMENT AGREEMENT:**

\_\_\_\_\_ , \_\_\_\_\_

**ROOSTERS MEN’S GROOMING CENTER®**

**DEVELOPMENT AGREEMENT**

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PERSONAL GUARANTY

**ROOSTERS MEN’S GROOMING CENTER®**

**DEVELOPMENT AGREEMENT**

**THIS DEVELOPMENT AGREEMENT** (this “Agreement”), made, entered into and effective this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, by and between Roosters MGC International, LLC, a Michigan limited liability company (“ROOSTERS”), and \_\_\_\_\_  
\_\_\_\_\_  
(the “FRANCHISEE”);

**WITNESSETH:**

**WHEREAS**, ROOSTERS has developed and owns a distinctive business system for operating hairstyling businesses of a distinctive character with the name “Roosters Men’s Grooming Center®” (the “Business System” or the “Roosters Business System”) and has publicized the name “Roosters Men’s Grooming Center®” and other trademarks, trade names, service marks and commercial symbols to the public as an organization of hairstyling businesses operating under the Roosters Business System; and

**WHEREAS**, ROOSTERS represents that it has the right and authority to license the use of the names “Roosters®”, “Roosters Men’s Grooming Center®” and certain other trademarks, trade names, service marks, logos and commercial symbols (the “Marks”) for use in connection with hairstyling businesses operated in conformity with the Business System to selected persons or entities who will comply with ROOSTERS’ uniformity requirements and quality standards; and

**WHEREAS**, the FRANCHISEE has entered into a Roosters Franchise Agreement contemporaneously with this Agreement for the right to open a single Roosters Business and desires to operate additional Roosters Men’s Grooming Center hairstyling businesses pursuant to Franchise Agreements granted pursuant to this Agreement at locations in the area designated in Article 1 of this Agreement which will conform to the uniformity requirements and quality standards established and promulgated from time to time by ROOSTERS; and

**WHEREAS**, ROOSTERS is willing to provide the FRANCHISEE with marketing, advertising, technology, operational and other business information, experience and “know how” about the Roosters business that has been developed over time by ROOSTERS at significant cost and expense; and

**WHEREAS**, the FRANCHISEE acknowledges that it would take substantial capital and human resources to develop a business similar to the Roosters business and, as a consequence, the FRANCHISEE desires to acquire the right to use the Marks and the Business System and to own and operate Roosters Men’s Grooming Center businesses subject to and under the terms and conditions set forth in this Agreement; and

**WHEREAS**, the FRANCHISEE acknowledges that ROOSTERS would not provide the FRANCHISEE with any business information or “know how” about the Roosters Business System unless the FRANCHISEE agreed to comply with all of the terms and conditions of this Agreement and to pay the Development Fee and the other fees specified in this Agreement; and

**WHEREAS**, the FRANCHISEE has had a full and adequate opportunity to be thoroughly advised of the terms and conditions of this Agreement by its legal counsel or other advisor, and has had sufficient time to evaluate and investigate the Roosters Business System, the financial investment requirements, and the business risks associated with owning and operating Roosters businesses;

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth in this Agreement and for other good and valuable consideration, the parties hereby contract as follows:

**ARTICLE 1**  
**FRANCHISED AREA**

**1.1 FRANCHISED AREA.** ROOSTERS hereby grants to the FRANCHISEE, for the term of this Agreement, the nonexclusive right to enter into Franchise Agreements with ROOSTERS for the operation of Roosters hairstyling businesses (the “Roosters Businesses” or the “Businesses”), to be located only within the following area \_\_\_\_\_

\_\_\_\_\_ (the “Geographic Area”). The Geographic Area may be further described and delineated in Exhibit A, if any, attached hereto and signed by both the FRANCHISEE and ROOSTERS.

**1.2 NON-EXCLUSIVE.** The rights and privileges granted to the FRANCHISEE in this Agreement are non-exclusive, limited to the Geographic Area, and are subject to the terms and conditions of this Agreement. FRANCHISEE acknowledges the rights of ROOSTERS and its parent, affiliates, and subsidiaries to acquire, merge with, develop, own, operate, license or franchise anywhere including within the Geographic Area (a) other Roosters Businesses; and (b) any other hair care or hair product businesses, including as described in Article 15.6 of this Agreement.

**1.3 PERSONAL RIGHTS.** The FRANCHISEE will not be entitled to franchise, subfranchise, license or sublicense other persons or entities under this Agreement and the FRANCHISEE may open, own and operate Roosters Businesses only in the Geographic Area. The rights, privileges and franchise granted and conveyed to the FRANCHISEE in this Agreement will be strictly for the Geographic Area only and may not be assigned, sold or transferred by the FRANCHISEE, except as specifically provided for in this Agreement.

**ARTICLE 2**  
**TERM OF DEVELOPMENT AGREEMENT; RIGHT OF FIRST REFUSAL**

**2.1 TERM.** The term of this Agreement will commence on the date set forth on Page D-1 of this Agreement (the “Commencement Date”) and will continue, unless earlier terminated in accordance with Article 6 below or other provisions of this Agreement, until the first to occur of (A) the expiration of the final date set forth in Section 3.4 herein and (B) that date upon which \_\_\_\_\_ ( ) Roosters Businesses owned by the FRANCHISEE are open and operating for business in the Geographic Area under the terms of this Agreement. This Agreement will not be considered executed and will not be enforceable until: (i) it has been signed by ROOSTERS and the FRANCHISEE, and, if the FRANCHISEE is a corporation or partnership, the Personal Guarantors; and (ii) the signed Agreement has been delivered to the FRANCHISEE.

**2.2 RIGHT OF FIRST REFUSAL.** At the end of the term of this Agreement, the FRANCHISEE’S development rights with respect to the Geographic Area will automatically terminate, and the FRANCHISEE will not have the right to renew or extend the term of this Agreement. If the FRANCHISEE wishes to acquire the development rights with respect to the Geographic Area following the end of the term of this Agreement, then the FRANCHISEE must so notify ROOSTERS at least one hundred twenty (120) days prior to the end of the term of this Agreement. Upon being given such notice from the FRANCHISEE, ROOSTERS will have the right to reevaluate the prospects for the establishment of Roosters businesses in the Geographic Area, and ROOSTERS may determine that the Geographic Area may, at this time, be further developed by opening additional Roosters businesses in the Geographic Area.

In the event ROOSTERS determines that the Geographic Area may not, at this time, be further developed, or that the FRANCHISEE does not comply with the then-current requirements of ROOSTERS for area developers, then ROOSTERS will so notify the FRANCHISEE and all rights of the FRANCHISEE under this Article 2.2 shall terminate. In the event ROOSTERS determines that the Geographic Area may, at this time, be further developed, and if the FRANCHISEE meets all of the then-current requirements of ROOSTERS for area developers, then ROOSTERS will give the FRANCHISEE written notice of its proposal to develop additional Roosters businesses in the Geographic Area and the FRANCHISEE will have thirty (30) days to (A) accept in writing ROOSTERS' proposal to own and operate further Roosters Businesses in the Geographic Area and (B) sign the then-current form of ROOSTERS development agreement incorporating the terms of such proposal. If so accepted, the FRANCHISEE will have the right to own and operate Roosters Businesses in the Geographic Area according to the terms and conditions set forth in the development agreement, which may vary in form and substance from the terms, conditions and economics set forth in this Agreement. If the FRANCHISEE fails to accept in writing ROOSTERS' written proposal and to sign such development agreement within thirty (30) days from the date the written notice of ROOSTERS' proposal is given to the FRANCHISEE, then all rights of the FRANCHISEE under this Article 2.2 shall automatically terminate. The FRANCHISEE acknowledges that circumstances and judgments may change and that if the FRANCHISEE'S rights under this Article 2.2 have terminated as provided above, then such rights will not be revived in the event ROOSTERS later determines that the Geographic Area may be further developed.

**ARTICLE 3**  
**DEVELOPMENT FEE; INITIAL FEES; DEVELOPMENT SCHEDULE**

**3.1 DEVELOPMENT FEE.** On the date this Agreement is executed by the FRANCHISEE, the FRANCHISEE will pay ROOSTERS a nonrefundable development fee equal to \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) (the "Development Fee").

**3.2 INITIAL FEES.** In addition to the Development Fee, the FRANCHISEE will pay ROOSTERS an Initial Fee, as defined in ROOSTERS' then-current standard Franchise Agreement, of \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) in connection with each Franchise Agreement entered into pursuant to this Agreement. The amount of each Initial Fee payable to ROOSTERS for each Roosters Business opened in the Geographic Area in accordance with the development schedule will be the amount as set forth in this Article 3.2, if any, even if the then-current standard Franchise Agreement signed by the FRANCHISEE for such Roosters Business specifies an Initial Fee that is greater than or different from the Initial Fee specified herein. Each such Initial Fee will be payable to ROOSTERS pursuant to the terms of this Agreement.

**3.3 PAYMENT OF INITIAL FEES.** The FRANCHISEE must pay ROOSTERS the Initial Fee set forth in Article 3.2 of this Agreement, if any, on or before the date the FRANCHISEE executes the then-current standard Franchise Agreement for each Roosters Business required to be owned and operated in the Geographic Area pursuant to this Agreement. A then-current standard Roosters Franchise Agreement must be executed by the FRANCHISEE for each Roosters Business owned and operated by the FRANCHISEE in the Geographic Area at least ten (10) days prior to the date the FRANCHISEE commences initial business operations at each of its Roosters Businesses in the Geographic Area.

**3.4 DEVELOPMENT SCHEDULE.** The FRANCHISEE acknowledges and agrees that a material provision of this Agreement is that the following number of Roosters Businesses must be opened and continuously operating in the Geographic Area during the term of this Agreement in accordance with the following development schedule:

Period	Number of Roosters Businesses Required to be Opened and Continuously Operating for Business in the Geographic Area During the Period	Cumulative Number of Roosters Businesses Required to be Open and Continuously Operating for Business in the Geographic Area at the end of the Period
By _____		
By _____		
By _____		
By _____		
By _____		
By _____		

For purposes of determining compliance with the development schedule set forth in this Article 3.4, only the FRANCHISEE’S Roosters Businesses actually open and continuously operating for business in the Geographic Area as of the end of a given period will be counted toward the number of Roosters Businesses required to be open and continuously operating for business. FRANCHISEE’S first Roosters Business under this Development Agreement must be open and operating within eighteen (18) months after the Roosters Business under the Franchise Agreement executed contemporaneously with this Agreement is required to be open. FRANCHISEE’S second Roosters Business under this Development Agreement must be open and operating within eighteen (18) months after the date the first required Roosters Business under this Development Agreement is required to open.

**3.5 REASONABLENESS OF DEVELOPMENT SCHEDULE.** The FRANCHISEE represents that it has conducted its own independent investigation and analysis of the prospects for the establishment of Roosters Businesses within the Geographic Area, approves of the foregoing development schedule as being reasonable and viable, and recognizes that failure to achieve the results described in the foregoing development schedule will constitute a material breach of this Agreement.

**3.6 FAILURE TO COMPLY WITH DEVELOPMENT SCHEDULE.** The FRANCHISEE’S failure to comply with the above development schedule will constitute a material breach of this Agreement by the FRANCHISEE and, in that event, ROOSTERS will have the right to terminate this Agreement as provided herein. Termination of this Agreement as a result of the FRANCHISEE’S failure to meet the development schedule set forth above will not affect the individual Franchise Agreements signed by the FRANCHISEE for the Roosters Businesses opened and operated in the Geographic Area pursuant to this Agreement prior to termination; however, upon termination of this Agreement, all rights to open and operate additional Roosters Businesses in the Geographic Area and all other rights granted to

the FRANCHISEE under this Agreement will immediately terminate, without affecting those obligations of the FRANCHISEE that continue beyond the termination of this Agreement.

**3.7 TERMINATION FOR FAILURE TO COMPLY WITH DEVELOPMENT SCHEDULE.** If this Agreement is terminated by ROOSTERS because of the FRANCHISEE'S failure to meet the development schedule set forth above, the rights and duties of ROOSTERS and the FRANCHISEE will be as follows: (A) the FRANCHISEE will have no further rights to open and operate additional Roosters Businesses within the Geographic Area; and (B) the FRANCHISEE will continue to pay all required fees and to operate its Roosters Businesses opened and operated in the Geographic Area pursuant to the terms of the applicable Franchise Agreements signed by the FRANCHISEE prior to the date of the termination of this Agreement.

**3.8 ROOSTERS' RIGHT TO SUSPEND DEVELOPMENT.** ROOSTERS has no obligation to grant FRANCHISEE any additional franchises under this or any other Development Agreement or otherwise if Developer: a) has any accounts receivable with ROOSTERS that are over 60 days past due; b) has failed to report Gross Revenues for over four consecutive (4) weeks; c) has received three (3) or more default notices or warning of default notices within the most recent twelve (12) month period; d) has not built an existing Roosters shop to the specifications of ROOSTERS; or e) is not using the ROOSTERS marketing materials. FRANCHISEE'S failure to timely cure any of the foregoing shall be a material breach of this Development Agreement.

#### **ARTICLE 4 OTHER OBLIGATIONS OF FRANCHISEE**

**4.1 COMPLIANCE WITH APPLICABLE LAWS.** The FRANCHISEE agrees to and will, at its expense, comply with all federal, state, city, municipal and local laws, ordinances, rules and regulations in the Geographic Area pertaining to the operation of its Roosters Businesses, including all laws relating to employees and to the regulation of barbers and cosmetologists and all applicable federal and state discrimination and environmental laws. The FRANCHISEE will, at its expense, be absolutely and exclusively responsible for determining all licenses and permits required by law for the FRANCHISEE'S Roosters Businesses, for qualifying for and obtaining all such licenses and permits, and for maintaining all such licenses and permits in full force and effect.

**4.2 DISTRICT MANAGER.** ROOSTERS encourages the FRANCHISEE to employ at least one (1) full-time person (a "District Manager") for each six (6) Roosters Businesses opened and operated in the Geographic Area pursuant to this Agreement to supervise the FRANCHISEE'S Roosters Businesses in the Geographic Area. Each District Manager will be responsible for the operation and administration of up to six (6) Roosters Businesses under his or her supervision and control in the Geographic Area, including supervision of the managers and assistant managers. The FRANCHISEE'S District Managers must devote their full time and attention to administering and overseeing the operations of the FRANCHISEE'S Roosters Businesses in the Geographic Area. All District Managers of the FRANCHISEE'S Roosters Businesses must attend and successfully complete the training program required by ROOSTERS and be certified and approved by ROOSTERS in writing.

**4.3 EXECUTION OF FRANCHISE AGREEMENTS.** For each Roosters Business opened, owned, and operated for business by the FRANCHISEE in the Geographic Area, the FRANCHISEE (and, if applicable, the FRANCHISEE'S shareholders, partners or members and Personal Guarantors) must execute ROOSTERS' then-current standard Franchise Agreement (the "Franchise Agreement") in substantially the same form as Exhibit B attached hereto. If the FRANCHISEE fails to provide ROOSTERS with an executed Franchise Agreement at least ten (10) days prior to the date the FRANCHISEE commences business at each of its Roosters Businesses in the Geographic Areas required

by the terms of this Agreement, it will be deemed a material breach of this Agreement and ROOSTERS will have the right to terminate this Agreement as provided herein.

**4.4 MODIFICATIONS TO FRANCHISE AGREEMENT.** The FRANCHISEE acknowledges that the Franchise Agreement may be modified from time to time by ROOSTERS and that modifications and amendments to the Franchise Agreement will not alter the FRANCHISEE'S obligations under this Agreement.

## **ARTICLE 5**

### **CONFIDENTIAL OPERATIONS MANUAL AND OTHER INFORMATION**

**5.1 COMPLIANCE WITH MANUAL.** In order to protect the reputation and goodwill of ROOSTERS and to maintain uniform operating standards under the Marks and the Business System, the FRANCHISEE will, at all times during the term of this Agreement and the terms of the Roosters Franchise Agreements signed by the FRANCHISEE, conduct its Roosters Businesses in accordance with ROOSTERS' confidential Operations Manual (the "Manual").

**5.2 CONFIDENTIALITY OF MANUAL.** The FRANCHISEE must, at all times during the term of this Agreement and thereafter, treat the Manual, any other manuals created for or approved for use in the operation of the FRANCHISEE'S Roosters Businesses, and the information contained therein as secret and confidential, and the FRANCHISEE will use all reasonable means to keep such information secret and confidential. Neither the FRANCHISEE nor its employees will make any copy, duplication, record or reproduction of the Manual (or any portion thereof) available to any unauthorized person.

**5.3 REVISIONS TO MANUAL.** The Manual will, at all times during the term of this Agreement and thereafter, remain the sole and absolute property of ROOSTERS. ROOSTERS may from time to time revise the Manual and the FRANCHISEE expressly agrees to operate its Roosters Businesses in accordance with all such revisions. The FRANCHISEE will at all times keep its copy of the Manual current and up-to-date, and in the event of any dispute, the terms of the master copy of the Manual maintained by ROOSTERS will be controlling in all respects.

**5.4 OTHER CONFIDENTIAL INFORMATION.** The FRANCHISEE expressly acknowledges and agrees that ROOSTERS will be disclosing and providing to the FRANCHISEE certain confidential and proprietary information concerning the Business System and the procedures, technology, operations and data used in connection with the Business System. Accordingly, the FRANCHISEE will not, during the term of this Agreement or thereafter, communicate, divulge or use for the benefit of any other person or entity any confidential information, knowledge or know-how concerning the methods of operation of the Roosters Businesses which may be communicated to the FRANCHISEE, or of which the FRANCHISEE may be apprised, by virtue of this Agreement. The FRANCHISEE will divulge such confidential information only to its employees that must have access to it in order to operate the FRANCHISEE'S Roosters Businesses. Any and all information, knowledge and know-how including, without limitation, vendor and supplier lists, customer lists, drawings, materials, equipment, technology, methods, procedures, specifications, techniques, computer programs, systems and other data which ROOSTERS designates as confidential or proprietary will be deemed confidential and proprietary for the purposes of this Agreement.

**5.5 CONFIDENTIALITY AGREEMENTS WITH EMPLOYEES.** The FRANCHISEE will require all of the FRANCHISEE'S employees who have access to the Manual or other confidential information execute an agreement, in the form attached as an Exhibit to the Franchise Agreement or other form satisfactory to ROOSTERS, where the employees agree to maintain the confidentiality, during the course of their employment and thereafter, of all information designated by ROOSTERS as confidential. Copies of all executed agreements will be submitted to ROOSTERS upon request.

**5.6 REMEDIES.** The FRANCHISEE recognizes that the provisions contained in this Article are necessary for the protection of ROOSTERS and all of the franchisees who own Roosters businesses. If the FRANCHISEE violates any provisions of this Article, or if any employee of the FRANCHISEE violates his or her confidentiality agreement executed pursuant to Article 5.5, then ROOSTERS will have the right to: (A) terminate this Agreement (as provided for herein); (B) seek injunctive relief from a Court of competent jurisdiction; (C) commence an action or lawsuit against the FRANCHISEE for damages; and (D) enforce all other remedies against the FRANCHISEE that are available to ROOSTERS under common law, in equity, and pursuant to any federal and state statutes in an action or lawsuit against the FRANCHISEE.

## **ARTICLE 6**

### **ROOSTERS' RIGHT OF TERMINATION**

**6.1 GROUNDS FOR TERMINATION.** In addition to the other rights of termination contained in this Agreement, ROOSTERS will have the right and privilege to terminate this Agreement if: (A) the FRANCHISEE violates any material provision, term or condition of this Agreement; (B) the FRANCHISEE fails to conform to the Business System, the standards of uniformity and quality for the goods and services or the policies and procedures promulgated by ROOSTERS in connection with the Business System, or is involved in any act or conduct which materially impairs the goodwill associated with the Marks or the Business System; (C) the FRANCHISEE fails to timely pay any of its uncontested obligations or liabilities due and owing ROOSTERS, suppliers, banks, purveyors, other creditors or any federal, state and municipal government (including, if applicable, federal and state taxes); (D) the FRANCHISEE is determined to be insolvent within the meaning of any state or federal law or becomes a party to any bankruptcy proceedings, files for bankruptcy, or its adjudicated a bankrupt under any state or federal law; (E) the FRANCHISEE makes an assignment for the benefit of creditors or enters into any similar arrangement for the disposition of its assets for the benefit of creditors; (F) any check issued by the FRANCHISEE is dishonored because of insufficient funds (except where the check is dishonored because of a bookkeeping or accounting error) or closed accounts; (G) any Roosters Franchise Agreement executed by the FRANCHISEE is (1) terminated by ROOSTERS or (2) wrongfully terminated by the FRANCHISEE; (H) the FRANCHISEE fails to make, when due, any payment pursuant to any Franchise Agreement, promissory note, other contract or other obligation payable by the FRANCHISEE to ROOSTERS; (I) the FRANCHISEE voluntarily or otherwise abandons, as defined herein, the Geographic Area; or (J) the FRANCHISEE or any of its partners, directors, officers or majority shareholders or members is convicted of, or pleads guilty or no contest to, a charge of violating any law relating to the FRANCHISEE'S Roosters Businesses, or any felony.

**6.2 NOTICE OF BREACH.** Except as provided for in Article 6.5 and Article 6.6 of this Agreement, ROOSTERS will not have the right to terminate this Agreement unless and until written notice setting forth the alleged breach in detail has been given to the FRANCHISEE by ROOSTERS and after having been given such written notice of breach the FRANCHISEE fails to correct the alleged breach within the period of time specified by applicable law. If applicable law does not specify a time period to correct an alleged breach, then the FRANCHISEE will have thirty (30) days after having been given such written notice to correct the alleged breach. If the FRANCHISEE fails to correct an alleged breach set forth in the written notice as provided herein within the applicable period of time, then this Agreement may be terminated by ROOSTERS as provided in this Agreement. For the purposes of this Agreement, an alleged breach of this Agreement by the FRANCHISEE will be deemed to be "corrected" if both ROOSTERS and the FRANCHISEE agree in writing that the alleged breach has been corrected.

**6.3 ARBITRATION.** If the FRANCHISEE gives notice of arbitration, as provided for in this Agreement, within the time period established in Article 6.2 for correcting the alleged breach, then ROOSTERS will not have the right to terminate this Agreement until the facts of the alleged breach have been submitted to arbitration as provided for herein, the Arbitrator determines that the FRANCHISEE has

breached this Agreement and the FRANCHISEE fails to correct the breach within the applicable time period. If the Arbitrator determines that the FRANCHISEE has breached this Agreement as alleged by ROOSTERS in the written notice given to the FRANCHISEE, then the FRANCHISEE will have thirty (30) days from the date the Arbitrator issues a written determination on the matter to correct the specified breach or violation of this Agreement, except where applicable law requires a longer cure period in which event the cure period specified by applicable law will apply. If the FRANCHISEE timely corrects the specified breach of this Agreement, then this Agreement will remain in full force and effect. For the purposes of this Agreement, any controversy or dispute on the issue of whether the FRANCHISEE has timely corrected the specified breach of this Agreement will also be subject to arbitration as provided for herein. The time limitations set forth in this Article within which the FRANCHISEE may demand arbitration of a dispute or controversy relating to the right of ROOSTERS to terminate this Agreement for an alleged breach will be mandatory. If the FRANCHISEE fails to comply with the time limitations set forth in this Article, ROOSTERS may terminate this Agreement as provided for herein.

**6.4 NOTICE OF TERMINATION.** If ROOSTERS has complied with the notice provisions of this Article and the FRANCHISEE has not corrected the alleged breach set forth in the written notice within the time period specified in this Article, then ROOSTERS will have the absolute right to terminate this Agreement by giving the FRANCHISEE written notice stating to the FRANCHISEE that this Agreement is terminated, and in that event, unless applicable law provides to the contrary, the effective date of termination of this Agreement will be the day the written notice of termination is given to the FRANCHISEE.

**6.5  GROUNDS FOR IMMEDIATE TERMINATION.** ROOSTERS will have the absolute right and privilege, unless prohibited by applicable law, to immediately terminate this Agreement if: (A) the FRANCHISEE or any of its partners, directors, officers or majority shareholders or members is convicted of, or pleads guilty or no contest to, a charge of violating any law relating to the FRANCHISEE'S Roosters Businesses, or any felony; (B) the FRANCHISEE voluntarily or otherwise abandons, as defined herein, the Geographic Area; or (C) the FRANCHISEE is involved in any act or conduct which materially impairs the goodwill associated with ROOSTERS' Marks or Business System, and the FRANCHISEE fails to correct such act or conduct within twenty-four (24) hours of receipt of written notice from ROOSTERS.

**6.6 NOTICE OF IMMEDIATE TERMINATION.** If this Agreement is terminated by ROOSTERS pursuant to Article 6.5 above, ROOSTERS will give the FRANCHISEE written notice that this Agreement is terminated, and in that event, unless applicable law provides to the contrary, the effective date of termination of this Agreement will be the day the written notice of termination is given to the FRANCHISEE.

**6.7 DAMAGES.** In the event this Agreement is terminated by ROOSTERS pursuant to this Article, or if the FRANCHISEE breaches this Agreement by a wrongful termination of this Agreement, then ROOSTERS will be entitled to seek recovery from the FRANCHISEE for all of the damages that ROOSTERS has sustained and will sustain in the future as a result of the FRANCHISEE'S breach of this Agreement, which will include damages based upon the Initial Fees, Royalty Fees, National Advertising Fund Fees and other fees that would have been payable by the FRANCHISEE pursuant to this Agreement.

**6.8 OTHER REMEDIES.** Nothing in this Article or this Agreement will preclude ROOSTERS from seeking other damages or remedies under common law, state or federal laws or this Agreement against the FRANCHISEE including, but not limited to, attorneys' fees, punitive damages and injunctive relief.

**ARTICLE 7**  
**FRANCHISEE'S RIGHTS AND OBLIGATIONS UPON TERMINATION**

**7.1 OBLIGATIONS UPON TERMINATION.** In the event this Agreement is terminated for any reason, then the FRANCHISEE will: (A) within five (5) days after termination, pay all amounts due and owing to ROOSTERS under this Agreement or any other contract, promissory note or other obligation payable by the FRANCHISEE to ROOSTERS; and (B) comply with all other applicable provisions of this Agreement, including those provisions with obligations that continue beyond the termination of this Agreement.

**7.2 FRANCHISE AGREEMENTS NOT AFFECTED.** The FRANCHISEE will continue to operate the Roosters Businesses owned and operated by the FRANCHISEE in the Geographic Area pursuant to the terms of the applicable Franchise Agreements signed by the FRANCHISEE and ROOSTERS prior to the termination of this Agreement, and the rights and obligations of the FRANCHISEE and ROOSTERS with respect to the FRANCHISEE'S Roosters Businesses in the Geographic Area will be governed by the terms of the applicable Franchise Agreements.

**ARTICLE 8**  
**FRANCHISEE'S COVENANTS NOT TO COMPETE**

**8.1 CONSIDERATION.** The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors acknowledge that the FRANCHISEE, its partners or officers, and its employees will receive specialized training, current and future marketing and advertising plans and strategies, business plans and strategies, business information and procedures, research and development information, operations information, and trade and business secrets from ROOSTERS pertaining to the Business System and the operation of a Roosters business. In consideration for the use and license of such valuable and confidential information, the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors will comply in all respects with the provisions of this Article. ROOSTERS has advised the FRANCHISEE that this provision is a material provision of this Agreement.

**8.2 IN-TERM COVENANT NOT TO COMPETE.** The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors will not, during the term of this Agreement, on their own account or as an employee, agent, consultant, partner, officer, director, member, or shareholder of any other person, firm, entity, partnership or corporation own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in, or assist any person or entity engaged in any hairstyling, barber or other business that is in any way competitive with or similar to the Roosters businesses conducted by ROOSTERS or ROOSTERS' franchisees (including, but not limited to, the FRANCHISEE), except other shops franchised to FRANCHISEE by ROOSTERS or its subsidiaries or affiliates.

**8.3 POST-TERM COVENANT NOT TO COMPETE.** The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors will not, for a period of two (2) years after the termination or expiration of this Agreement, on their own account or as an employee, agent, consultant, partner, officer, director, member or shareholder of any other person, firm, entity, partnership, limited liability company, or corporation own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in or assist any person or entity engaged in any hairstyling, barber or other business that is in any way competitive with or similar to the Roosters businesses conducted by ROOSTERS or ROOSTERS' franchisees which is located either within the Geographic Area, or located within six (6) miles of any Roosters business operated by ROOSTERS or any of ROOSTERS' franchisees, or which is located within any development area granted by ROOSTERS or any affiliate or area developer of ROOSTERS pursuant to any franchise, development, license or other territorial

agreement. The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors expressly agree that the two (2) year period, the Geographic Area, the Internet and the six (6) mile limit are the reasonable and necessary time and geographical limitations required to protect ROOSTERS and ROOSTERS' franchisees if this Agreement expires or is terminated for any reason, and that this covenant not to compete is necessary to permit ROOSTERS the opportunity to further develop new Roosters businesses in the Geographic Area. This post-term non-compete shall not apply to other shop

s franchised to FRANCHISEE by ROOSTERS, its subsidiaries or affiliates.

**8.4 INJUNCTIVE RELIEF.** The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors agree that the provisions of this Article are necessary to protect the legitimate business interests of ROOSTERS and ROOSTERS' franchisees including, without limitation, preventing damage to and/or loss of goodwill associated with the Marks, preventing the unauthorized dissemination of marketing, promotional and other confidential information to competitors of ROOSTERS and ROOSTERS' franchisees, protection of ROOSTERS' trade secrets, the Business System and the integrity of ROOSTERS' Business System, and preventing duplication of the Business System. The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors also agree that damages alone cannot adequately compensate ROOSTERS if there is a violation of this Article by the FRANCHISEE and that injunctive relief against the FRANCHISEE is essential for the protection of ROOSTERS and ROOSTERS' franchisees. The FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors agree therefore, that if ROOSTERS alleges that the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members or the Personal Guarantors have breached or violated this Article, then ROOSTERS will have the right to petition a Court of competent jurisdiction for injunctive relief against the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members or the Personal Guarantors, in addition to all other remedies that may be available to ROOSTERS at law or in equity. Unless provided to the contrary by applicable law, ROOSTERS will not be required to post a bond or other security in any action where ROOSTERS is seeking to enjoin the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members or the Personal Guarantors from violating this Article. In cases where ROOSTERS is granted ex parte injunctive relief against the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members or the Personal Guarantors, then the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members or the Personal Guarantors will have the right to petition the court for a hearing on the merits at the earliest time convenient to the Court.

**8.5 SEVERABILITY.** It is the desire and intent of the parties to this Agreement, including the FRANCHISEE'S shareholders and the Personal Guarantors, that the provisions of this Article be enforced to the fullest extent permissible under the laws and public policy applied in each jurisdiction in which enforcement is sought. Accordingly, if any part of this Article is adjudicated to be invalid or unenforceable, then this Article will be deemed amended to modify or delete that portion thus adjudicated to be invalid or unenforceable, such modification or deletion to apply only with respect to the operation of this Article and the particular jurisdiction in which said adjudication is made. Further, to the extent any provision of this Article is deemed unenforceable by virtue of its scope or limitation, the parties to this Agreement including the FRANCHISEE, the FRANCHISEE'S shareholders, partners or members and the Personal Guarantors agree that the scope and limitation provisions will, nevertheless, be enforceable to the fullest extent permissible under the laws and public policies applied in such jurisdiction where enforcement is sought.

**ARTICLE 9**  
**INDEPENDENT CONTRACTORS; INDEMNIFICATION**

**9.1 INDEPENDENT CONTRACTORS.** ROOSTERS and the FRANCHISEE are each independent contractors and, as a consequence, there is no employer-employee or principal-agent relationship between ROOSTERS and the FRANCHISEE. The FRANCHISEE will not have the right to and will not make any agreements, representations or warranties in the name of or on behalf of ROOSTERS or represent that their relationship is other than that of franchisor and franchisee. Neither ROOSTERS nor the FRANCHISEE will be obligated by or have any liability to the other under any agreements or representations made by the other to any third parties.

**9.2 INDEMNIFICATION.** ROOSTERS will not be obligated to any person for any damages arising out of, from, in connection with, or as a result of the FRANCHISEE'S negligence or the operation of the FRANCHISEE'S Roosters Businesses that are conducted by the FRANCHISEE pursuant to this Agreement. The FRANCHISEE will defend, indemnify and hold harmless ROOSTERS, its parent, subsidiaries and affiliates and their respective officers, directors, employees and agents against all claims, lawsuits, damages, obligations, liability, actions and judgments alleged or obtained by any person or entity against ROOSTERS, its parent, subsidiaries and affiliates and their respective officers, directors, employees and agents arising out of, from, as a result of, or in connection with the FRANCHISEE'S negligence or the operation of the FRANCHISEE'S Roosters Businesses that are conducted by the FRANCHISEE pursuant to this Agreement, including, without limitation, any claims arising from or relating to: (A) any personal injury, property damage, commercial loss or environmental contamination resulting from any act or omission of the FRANCHISEE or any of its employees, agents or representatives; (B) any failure on the part of the FRANCHISEE to comply with any requirement of any governmental authority; (C) any failure of the FRANCHISEE to pay any of its obligations; or (D) any failure of the FRANCHISEE to comply with any requirement or condition of this Agreement or any other agreement with ROOSTERS or any affiliate of ROOSTERS. Further, the FRANCHISEE will indemnify and reimburse ROOSTERS, its parent, subsidiaries and affiliates and their respective officers, directors, employees and agents for all such obligations and damages for which ROOSTERS is held liable and for all costs reasonably incurred by ROOSTERS in the defense or settlement of any such claims brought against it or in any action arising out of the operation of the FRANCHISEE'S Roosters Businesses in which it is named as a party including, without limitation, costs for attorneys' fees actually incurred, investigation expenses, court costs, deposition expenses and travel and living expenses. ROOSTERS will have the absolute right to defend and settle any claim made against it that results from the FRANCHISEE'S Roosters Businesses and FRANCHISEE shall indemnify and reimburse ROOSTERS pursuant to this paragraph 9.2.

**9.3 PAYMENT OF COSTS AND EXPENSES.** The FRANCHISEE will pay all costs and expenses, including actual attorneys' fees, incurred by ROOSTERS in enforcing any term, condition or provision of this Agreement or in seeking to enjoin any violation of this Agreement by the FRANCHISEE.

**9.4 CONTINUATION OF OBLIGATIONS.** The indemnification and other obligations contained in this Article will continue in full force and effect subsequent to and notwithstanding the expiration or termination of this Agreement.

**ARTICLE 10**  
**ASSIGNMENT**

**10.1 ASSIGNMENT BY FRANCHISOR.** This Agreement may be unilaterally assigned and transferred by ROOSTERS without the FRANCHISEE'S approval or consent and will inure to the benefit of ROOSTERS' successors and assigns. ROOSTERS will provide the FRANCHISEE with written notice

of any such assignment or transfer, and the assignee will be required to fulfill COST CUTTERS' obligations under this Agreement.

**10.2 ASSIGNMENT BY FRANCHISEE TO CONTROLLED ENTITY.** In the event the FRANCHISEE is an individual or a partnership, this Agreement may be transferred or assigned by the FRANCHISEE, without first offering it to ROOSTERS pursuant to Article 11, to a corporation, limited liability company, partnership or other entity which is owned or controlled (ownership of at least fifty-one percent (51%) of the outstanding ownership interests) by the FRANCHISEE, provided that: (A) the FRANCHISEE and all the holders of the ownership interests of the assignee entity sign or have signed a personal guaranty in the form attached to this Agreement; (B) the FRANCHISEE furnishes prior written proof to ROOSTERS substantiating that the assignee entity will be financially able to perform all of the terms and conditions of this Agreement; and (C) none of the holders of ownership interests in the entity owns, operates, franchises, develops, manages or controls any hairstyling, barber or other business that is in any way competitive with or similar to a Roosters business. The FRANCHISEE will give ROOSTERS fifteen (15) days written notice prior to the proposed date of assignment or transfer of this Agreement to an entity owned or controlled by the FRANCHISEE; however, the transfer or assignment of this Agreement will not be valid or effective until ROOSTERS has received the legal documents which its legal counsel deems necessary to properly and legally document the transfer or assignment of this Agreement to the entity as provided herein.

**10.3 ASSIGNMENT UPON DEATH OR DISABILITY OF FRANCHISEE.** If the FRANCHISEE is an individual, then this Agreement may be assigned, transferred or bequeathed by the FRANCHISEE to any designated person or beneficiary without first offering it to ROOSTERS pursuant to Article 11, upon his or her death or permanent disability. However, the assignment of this Agreement to the transferee, assignee or beneficiary of the FRANCHISEE will not be valid or effective until ROOSTERS has received the properly executed legal documents which its legal counsel deems necessary to properly and legally document the transfer, assignment or bequest of this Agreement, and until the transferee, assignee or beneficiary agrees to be unconditionally bound by the terms and conditions of this Agreement and to personally guarantee the performance of the FRANCHISEE'S obligations under this Agreement.

**10.4 APPROVAL OF TRANSFER; CONDITIONS FOR APPROVAL.** This Agreement may be assigned or transferred by the FRANCHISEE only with the prior written approval of ROOSTERS. ROOSTERS will not unreasonably withhold its consent to any transfer of this Agreement to an existing Roosters franchisee, provided that the FRANCHISEE and the transferee Franchisee comply with the following conditions: (A) the FRANCHISEE has complied in all respects with Article 11 of this Agreement; (B) all of the FRANCHISEE'S monetary obligations due to ROOSTERS have been paid in full, and the FRANCHISEE is not otherwise in default under this Agreement; (C) the FRANCHISEE has executed a written agreement in a form satisfactory to ROOSTERS in which the FRANCHISEE agrees to observe all applicable obligations and covenants contained in this Agreement; (D) the proposed transferee is an existing Roosters franchisee in good standing and not in breach of any agreement with ROOSTERS; (E) the transferee Franchisee and the holders of its ownership interests agree to be personally liable to discharge all of the FRANCHISEE'S obligations under this Agreement and will enter into a written agreement in a form satisfactory to ROOSTERS assuming and agreeing to discharge all of the FRANCHISEE'S obligations and covenants under this Agreement; (F) the transferee Franchisee will have demonstrated to ROOSTERS' satisfaction that he, she or it meets ROOSTERS' managerial, financial, and business standards for new area franchisees, possesses a good business reputation and credit rating, and possesses the aptitude and ability to conduct the Business franchised hereunder (as may be evidenced by prior related business experience or otherwise); (G) the FRANCHISEE has paid the transfer fee required under Article 10.6; (H) the transferee Franchisee does not own, operate, franchise, develop, manage or control any hairstyling, barber or other business that is in any way competitive with or similar to a Roosters business other than such transferee franchisee's other existing Roosters Business(es) or other business(es) franchised to that transferee franchisee by ROOSTERS' affiliates; and (I) if the transferee

Franchisee does not meet ROOSTERS' net worth requirements for operation of the Roosters Businesses, then the FRANCHISEE and/or the holders of all ownership interests in the transferee franchisee and the Personal Guarantors will execute a written agreement in a form satisfactory to ROOSTERS agreeing to remain liable to ROOSTERS for the obligations of the Roosters Businesses. If the transferee franchisee is not a current Roosters franchisee, then ROOSTERS has the absolute right to withhold approval of the proposed transfer.

**10.5 ACKNOWLEDGMENT OF RESTRICTIONS.** The FRANCHISEE acknowledges and agrees that the restrictions on transfer imposed herein are reasonable and are necessary to protect the Roosters Business System and the Marks, as well as ROOSTERS' reputation and image, and are for the protection of ROOSTERS, the FRANCHISEE and all other franchisees who own and operate Roosters businesses. Any assignment or transfer permitted by this Article 10 will not be effective until ROOSTERS receives a completely executed copy of all transfer documents and ROOSTERS consents to the transfer in writing, and any attempted assignment or transfer made without complying with the requirements of this Article 10 will be void.

**10.6 TRANSFER FEE.** If, pursuant to the terms of this Article, this Agreement is assigned, transferred or bequeathed to another person or entity, or if the holders of Ownership Interests in the FRANCHISEE representing more than fifty percent (50%) of voting power in the FRANCHISEE transfer their interest in the FRANCHISEE to another person or entity, then the FRANCHISEE will pay ROOSTERS a transfer fee of Two Thousand Five Hundred Dollars (\$2,500). This fee is to cover the costs incurred by ROOSTERS for attorneys' fees, accountants' fees, out-of-pocket expenses, long distance telephone calls, administrative expenses, and the time of its employees and officers.

## **ARTICLE 11**

### **ROOSTERS' RIGHT OF FIRST REFUSAL TO PURCHASE**

**11.1 NOTICE OF PROPOSED SALE.** The FRANCHISEE will not sell, pledge, assign, trade, transfer, lease, sublease, or otherwise dispose of any interest in or any part of the FRANCHISEE'S Business Assets, as defined in this provision, without first offering the same to ROOSTERS by written notice that contains all material terms and conditions of the proposed sale or transfer, including price and payment terms. "Business Assets" shall mean (A) this Agreement or (B) any capital stock or other ownership interest in the FRANCHISEE. Within ten (10) business days after receipt by ROOSTERS of the FRANCHISEE'S written offer specifying the proposed price and terms of the proposed sale, ROOSTERS will give the FRANCHISEE written notice which will either waive its right of first refusal to purchase or will state an interest in negotiating to purchase according to the proposed terms. If ROOSTERS commences negotiations to purchase the FRANCHISEE'S Business Assets as set forth herein, then the FRANCHISEE may not sell the Business Assets to a third party for at least sixty (60) days or until ROOSTERS and the FRANCHISEE agree in writing that the negotiations have terminated, whichever comes earlier. If ROOSTERS waives its right to purchase, then the FRANCHISEE will have the right to complete the sale or transfer of the Business Assets according to the terms set forth in the written notice to ROOSTERS; however, any such sale, transfer or assignment to a third party is expressly subject to the terms and conditions set forth in Article 10 of this Agreement. If the FRANCHISEE does not consummate the sale to a third party upon the terms and conditions previously presented to ROOSTERS in writing but negotiates a sale price with a third party that is lower or on different terms than the stated price or terms presented to ROOSTERS, then the modified offer must be recommunicated or made to ROOSTERS by the FRANCHISEE. ROOSTERS will give the FRANCHISEE written notice within fifteen (15) business days thereafter which will state whether or not it is interested in purchasing the Business Assets according to the proposed new terms.

**11.2 COMPLIANCE WITH AGREEMENT.** The FRANCHISEE'S obligations under this Agreement including, but not limited to, its obligations to pay the Royalty Fees, the National Advertising

Fund Fees and to operate the Roosters Businesses under the applicable Franchise Agreements, will in no way be affected or changed because of ROOSTERS' nonacceptance of the FRANCHISEE'S written offer to purchase the FRANCHISEE'S interests or assets, and, as a consequence, the terms and conditions of this Agreement will remain in full force and effect. ROOSTERS' decision not to exercise the rights granted to it pursuant to this Article will not, in any way, be deemed to grant the FRANCHISEE the right to terminate this Agreement and will not affect the term of this Agreement. Moreover, if ROOSTERS does not exercise the rights granted to it pursuant to this Article and if the FRANCHISEE complies with Article 10 and sells or otherwise disposes of its interests or assets to a third party, then both the FRANCHISEE and the third party purchaser will be required to comply in all respects with the terms and conditions of this Agreement, and the sale of the interests or assets will not relieve the FRANCHISEE of its obligations under this Agreement. Any sale, transfer or assignment of the business or assets of the FRANCHISEE'S shop development business that does not include assignment of this Agreement to the transferee will constitute a wrongful termination of this Agreement.

**11.3 TRANSFER OF AGREEMENT TO CONTROLLED ENTITY.** If the FRANCHISEE is an individual or a partnership, then the FRANCHISEE will have the right to assign and transfer this Agreement to a corporation, limited liability company or other entity in which the FRANCHISEE owns and controls at least fifty-one percent (51%) of the entity's issued and outstanding capital shares, membership interests or ownership interests ("Ownership Interests") pursuant to Article 10.2 of this Agreement. If the FRANCHISEE transfers this Agreement to an entity owned or controlled by the FRANCHISEE pursuant to Article 10.2, which will not excuse or release the FRANCHISEE from any obligations under this Agreement, then the Ownership Interests of the FRANCHISEE'S entity may not be sold, pledged, assigned, traded, transferred or otherwise disposed of by the FRANCHISEE until the Ownership Interests have been first offered to ROOSTERS in writing under the same terms and conditions offered to any third party as provided for in Article 11.1.

**11.4 SALE OF OWNERSHIP INTEREST IN FRANCHISEE.** If the FRANCHISEE is a corporation, limited liability company, partnership or other, then the Ownership Interests in the FRANCHISEE may not be sold, pledged, assigned, traded, transferred or otherwise disposed of by the holders thereof until the Ownership Interests have been first offered to ROOSTERS in writing under the same terms and conditions applicable if Business Assets were proposed to be sold under Article 11.1 above. Notwithstanding the terms of this Article, a holder of Ownership Interests may bequeath, sell, assign, trade or transfer their Ownership Interests without first offering them to ROOSTERS (a) to the other holders of the Ownership Interests because of the death or permanent disability of such holder or (b) to a spouse or child of the holder; provided however, that each proposed transferee of an Ownership Interest who will be involved in the operations or management of the Roosters Businesses has successfully completed ROOSTERS' training program and has been certified by ROOSTERS and is, in ROOSTERS' reasonable judgment, qualified from a managerial and financial standpoint to operate the Roosters Businesses in an economic and businesslike manner. The FRANCHISEE and the holders of Ownership Interests must provide ROOSTERS with written notice of all such transactions, and the proposed transferee holder of Ownership Interests must agree to be personally liable under this Agreement and enter into a written agreement where such holder agrees to perform all the terms and conditions contained in this Agreement. All certificates representing Ownership Interests issued by the FRANCHISEE to its owners must bear the following legend:

The ownership interests represented by this certificate are subject to a written Development Agreement which grants Roosters MGC International, LLC, the right of first refusal to purchase these interests from the holder. Any person acquiring the ownership interests represented by this certificate will be subject to the terms and conditions of the Development Agreement between the company named on the face of this certificate and Roosters MGC International, LLC, which includes provisions containing covenants not to compete that apply to all holders of ownership interests in this company.

**11.5 ACKNOWLEDGMENT OF RESTRICTIONS.** The FRANCHISEE acknowledges and agrees that the restrictions on transfer imposed herein are reasonable and are necessary to protect the Roosters Business System and the Marks, as well as ROOSTERS' reputation and image, and are for the protection of ROOSTERS, the FRANCHISEE and all other Franchisees who own and operate Roosters businesses. Any assignment or transfer permitted by Article 11 will not be effective until ROOSTERS receives a completely executed copy of all transfer documents and ROOSTERS consents to the transfer in writing.

**11.6 SELLING HOLDERS SUBJECT TO COVENANT NOT TO COMPETE.** Any holder of Ownership Interests in the FRANCHISEE that sells or assigns any Ownership Interests in the FRANCHISEE will continue to be subject to provisions of Article 8 of this Agreement after the sale or assignment.

**11.7 RIGHT OF ROOSTERS TO PURCHASE FRANCHISE ASSETS.** If this Agreement expires or is terminated by either ROOSTERS or the FRANCHISEE for any reason whatsoever, or if the FRANCHISEE wrongfully terminates this Agreement by failing to comply with Article 10 or otherwise, or if the FRANCHISEE at any time ceases to do business as developer of Roosters Businesses, then ROOSTERS will have the right, but not the obligation, to purchase the then-usable furniture, supplies, inventory, fixtures and equipment, and all other assets that are required by ROOSTERS for a standard Roosters business and owned by the FRANCHISEE but are not presently being used in any of the FRANCHISEE'S existing Roosters Businesses (the "Franchise Assets"). ROOSTERS will not purchase any assets from the FRANCHISEE that are not part of the standard Roosters business. The FRANCHISEE must give ROOSTERS written notice listing the cost of each of the Franchise Assets in detail and the FRANCHISEE'S asking price for the Franchise Assets within twenty-four (24) hours after the FRANCHISEE ceases to do business as a developer of Roosters Businesses, or after this Agreement expires or is terminated by either party or is wrongfully terminated by the FRANCHISEE.

**11.8 DETERMINATION OF FAIR MARKET VALUE.** If the FRANCHISEE fails to give ROOSTERS written notice of the asking price of the Franchise Assets, or if ROOSTERS and the FRANCHISEE cannot agree on the price of the Franchise Assets, then either party will have the right to demand that the price of the Franchise Assets be determined by arbitration in accordance with the Rules and Regulations of the American Arbitration Association. The arbitration hearing will be held as soon as possible, but in no event later than seven (7) business days from the date arbitration is demanded by either party. The Arbitrator will determine the fair market value of the Franchise Assets. The Arbitrator will not consider any value for goodwill associated with the names Roosters® or Roosters Men's Grooming Center® or for going concern value in determining the fair market value of the Franchise Assets since the right of purchase granted to ROOSTERS pursuant to this provision applies only after this Agreement has expired or has been terminated, or the FRANCHISEE has ceased doing business as a developer. If the Arbitrator is unable to determine the fair market value of any of the Franchise Assets, then they will be valued at book value (cost less depreciation). ROOSTERS will have the right, but not the obligation, to purchase any or all of the Franchise Assets from the FRANCHISEE for cash within fifteen (15) business days after the fair market value of the Franchise Assets has been established by the Arbitrator in writing. Nothing in this Article will prohibit ROOSTERS from enforcing the terms and conditions of this Agreement, including the covenants not to compete contained in Article 8.

## **ARTICLE 12** **ARBITRATION**

**12.1 DISPUTES SUBJECT TO ARBITRATION.** Except as expressly provided to the contrary in this Agreement, all disputes and controversies between the parties, including allegations of fraud, misrepresentation or violation of any state or federal laws or regulations, arising under, as a result of, or in connection with this Agreement, the Geographic Area or the FRANCHISEE'S Roosters Businesses will

be resolved and determined exclusively by arbitration in accordance with the Commercial Rules and Regulations of the American Arbitration Association.

**12.2 NOTICE OF DISPUTE.** The party alleging the breach, claim, dispute or controversy (“dispute”) must give the other party written notice setting forth the alleged dispute in detail. The party who has been given such written notice alleging the dispute will have thirty (30) days after having been given such written notice from the complaining party to correct or resolve the dispute specified in the written notice.

**12.3 DEMAND FOR ARBITRATION.** If the dispute alleged by either party has not been corrected, settled or compromised within the time period provided for in this Agreement, then either party may notice arbitration by giving the other party written notice demanding arbitration. Within ten (10) days after a written demand for arbitration has been given by the party demanding arbitration, either party will have the right to request the appropriate office of the American Arbitration Association to initiate the procedures necessary to appoint an Arbitrator. The Arbitrator will be appointed within sixty (60) days after a written demand for arbitration has been made in accordance with the Commercial Rules and Regulation of the American Arbitration Association.

**12.4 VENUE AND JURISDICTION.** All arbitration hearings will take place exclusively in Minneapolis, Minnesota. ROOSTERS and the FRANCHISEE and their officers, directors and shareholders or partners and the Personal Guarantors acknowledge that the FRANCHISEE and its officers, directors and employees have had substantial business and personal contacts with ROOSTERS in Minnesota, do hereby agree and submit to personal jurisdiction in Minnesota in connection with any arbitration hearings hereunder and any suits or actions brought to enforce the decision of the Arbitrator, and do hereby waive any rights they may have to contest venue and jurisdiction in Minnesota and any claims that venue and jurisdiction in Minnesota are invalid.

**12.5 POWERS OF ARBITRATOR.** The authority of the Arbitrator will include making a finding, judgment, decision and award relating to the interpretation of or adherence to the written provisions of this Agreement and include any questions related to its formation, existence, validity, breach or termination. The Federal Rules of Evidence (the “Rules”) will apply to all arbitration hearings and the introduction of all evidence, testimony, records, affidavits, documents and memoranda in any arbitration hearing must comply in all respects with the Rules and the legal precedents interpreting the Rules. Both parties will have the absolute right to cross-examine any person who testified against them or in favor of the other party. 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 written 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 ROOSTERS or the FRANCHISEE or their officers, directors, shareholders or partners and Personal Guarantors, and ROOSTERS and FRANCHISEE and their officers, directors, shareholders or partners, and Personal Guarantors expressly waive their rights to plead or seek punitive damages. All findings, judgments, decisions and awards by the Arbitrator will be in writing, will be made within sixty (60) days after the arbitration hearings have been completed, and will be final and binding on ROOSTERS and the FRANCHISEE, except as provided for in Article 12.8. 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.

**12.6 DISPUTES NOT SUBJECT TO ARBITRATION.** The disputes and controversies between ROOSTERS and the FRANCHISEE which are set forth in Article 13.1 and the following disputes between ROOSTERS and the FRANCHISEE will not be subject to arbitration: (A) any dispute involving the Marks; (B) any dispute involving immediate termination of this Agreement by ROOSTERS pursuant to Article 6.5 and Article 6.6 of this Agreement; (C) any dispute involving enforcement of the

confidentiality provisions set forth in Article 5 of this Agreement; and (D) any dispute involving enforcement of the covenants not to compete set forth in Article 8 of this Agreement.

**12.7 NO COLLATERAL ESTOPPEL OR CLASS ACTIONS.** Except as provided herein, all arbitration findings and awards expressly made by the Arbitrator will be final and binding on ROOSTERS and the FRANCHISEE and their officers, directors, shareholders or partners, and Personal Guarantors; however, such arbitration findings and awards may not be used to collaterally estop either party from raising any like or similar issues, claims or defenses in any other or subsequent arbitration, litigation, court hearing or other proceeding involving third parties or other franchisees. No party except ROOSTERS, the FRANCHISEE, and their officers, directors, shareholders or partners, and Personal Guarantors will have the right to join in any arbitration proceeding arising under this Agreement, and, therefore, the Arbitrator will not be authorized to permit or approve class actions or to permit any person or entity that is not a party to this Agreement to be involved in or to participate in any arbitration hearings conducted pursuant to this Agreement.

**12.8 DE NOVO HEARING ON MERITS.** If the Arbitrator awards either ROOSTERS or the FRANCHISEE damages (including actual damages, costs and attorneys' fees) in excess of One Hundred Thousand Dollars (\$100,000) in any arbitration proceeding commenced pursuant to this Agreement, then the party who has been held liable by the Arbitrator will have the right to a de novo hearing on the merits by commencing an action in a court of competent jurisdiction in accordance with the provisions of this Agreement. If the party held liable by the Arbitrator commences a court action as provided for herein, then neither party will have the right to introduce the Arbitrator's decision or findings in any such court action and the Arbitrator's decision and findings will be of no force and effect and will not be final or binding on either ROOSTERS or the FRANCHISEE. If the party who has been held liable by the Arbitrator for over One Hundred Thousand Dollars (\$100,000) in damages fails to commence a court action within thirty (30) days after the Arbitrator issues his or her award in writing, then the Arbitrator's findings, judgments, decisions and awards will be final and binding on ROOSTERS and the FRANCHISEE.

**12.9 CONFIDENTIALITY.** All evidence, testimony, records, documents, findings, decisions, judgments and awards pertaining to any arbitration hearing between ROOSTERS and the FRANCHISEE will be secret and confidential in all respects. ROOSTERS and the FRANCHISEE will not disclose the decision or award of the Arbitrator and will not disclose any evidence, testimony, records, documents, findings, orders, or other matters from the arbitration hearing to any person or entity except as required by law.

**12.10 SEVERABILITY.** It is the desire and intent of the parties to this Agreement that the provisions of this Article be enforced to the fullest extent permissible under the laws and public policy applied in each jurisdiction in which enforcement is sought. Accordingly, if any part of this Article is adjudicated to be invalid or unenforceable, then this Article will be deemed amended to delete that portion thus adjudicated to be invalid or unenforceable to the extent required to make this Article valid and enforceable. Any such deletion will be effective only in the particular jurisdiction in which the adjudication is made. Further, to the extent any provision of this Article is deemed unenforceable by virtue of its scope, the parties to this Agreement agree that the same will, nevertheless, be enforceable to the fullest extent permissible under the laws and public policies applied in such jurisdiction where enforcement is sought, and the scope in such a case will be determined by arbitration as provided herein.

### **ARTICLE 13** **ENFORCEMENT**

**13.1 INJUNCTIVE RELIEF.** In addition to the provisions of Article 11, ROOSTERS will be entitled to petition a Court of competent jurisdiction for the entry of temporary and permanent injunctions

and orders of specific performance enforcing the provisions of this Agreement relating to: (A) the FRANCHISEE'S improper or unauthorized use of the Marks and the Business System; (B) the obligations of the FRANCHISEE upon termination or expiration of this Agreement; (C) the transfer or assignment of this Agreement, the Geographic Area or ownership interests of the FRANCHISEE; (D) the FRANCHISEE'S violation of the provisions of this Agreement relating to confidentiality and covenants not to compete; and (E) any act or omission by the FRANCHISEE or the FRANCHISEE'S employees that, (1) constitutes a violation of any applicable law, ordinance or regulation, (2) is dishonest or misleading to customers of the FRANCHISEE'S Roosters Businesses or other Roosters businesses, (3) constitutes a danger to the employees, public or customers of the FRANCHISEE'S Roosters Businesses, or (4) may impair the goodwill associated with the Marks and the Business System. In any action brought under this provision where ROOSTERS prevails against the FRANCHISEE, the FRANCHISEE will indemnify ROOSTERS for all costs that it incurs in any such proceedings including, without limitation, attorneys' fees actually incurred, expert witness fees, costs of investigation, court costs, travel and living expenses, and all other costs incurred by ROOSTERS. Unless provided to the contrary by applicable law, ROOSTERS will be entitled to obtain injunctive relief without the posting of any bond or security.

**13.2 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 not contained herein, and partially valid and enforceable provisions will be enforced to the extent valid and enforceable. If any applicable law or rule of any jurisdiction requires a greater prior notice of the termination of this Agreement than is required hereunder or the taking of some other action not required hereunder, or if under any applicable and binding laws of any jurisdiction, any provision of this Agreement or any specification, standard or operating procedure prescribed by ROOSTERS is invalid or unenforceable, the prior notice or other action required by such law or rule will be substituted for the notice requirements hereof, or such invalid or unenforceable provision, specification, standard or operating procedure will be modified to the extent required to be valid and enforceable. Such modifications to this Agreement will be effective only in such jurisdiction and will be enforced as originally made and entered into in all other jurisdictions.

**13.3 WAIVER.** ROOSTERS and the FRANCHISEE may, by written instrument signed by ROOSTERS and the FRANCHISEE, waive any obligation of or restriction upon the other under this Agreement. Acceptance by ROOSTERS of any payment by the FRANCHISEE and the failure, refusal or neglect of ROOSTERS to exercise any right under this Agreement or to insist upon full compliance by the FRANCHISEE of its obligations hereunder will not constitute a waiver by ROOSTERS of any provision of this Agreement. ROOSTERS will have the right to waive obligations or restrictions for other area franchisees under their Development Agreements without waiving those obligations or restrictions for the FRANCHISEE and, except to the extent provided by law, ROOSTERS will have the right to negotiate terms and conditions, grant concessions and waive obligations for other area franchisees of ROOSTERS without granting those same rights to the FRANCHISEE and without incurring any liability to the FRANCHISEE whatsoever.

**13.4 NO RIGHT TO OFFSET.** The FRANCHISEE will not, on grounds of the alleged nonperformance by ROOSTERS of any of its obligations under this Agreement, any other contract between ROOSTERS and the FRANCHISEE, or for any other reason, withhold payment of any amounts due ROOSTERS under this Agreement or any other contract, promissory note or other obligation payable by the FRANCHISEE to ROOSTERS. The FRANCHISEE will not have the right to "offset" any liquidated or unliquidated amounts allegedly due to the FRANCHISEE from ROOSTERS against any payments due to ROOSTERS under this Agreement or any other contract, promissory note or other obligation payable by the FRANCHISEE to ROOSTERS.

**13.5 ROOSTERS' RIGHTS CUMULATIVE.** The rights of ROOSTERS hereunder are cumulative and no exercise or enforcement by ROOSTERS of any right or remedy hereunder will preclude the

exercise or enforcement by ROOSTERS of any other right or remedy hereunder or which ROOSTERS is entitled by law to enforce.

**13.6 VENUE AND JURISDICTION.** Unless otherwise required by applicable law, all arbitration hearings, litigation, court hearings or other hearings initiated by either party against the other party must and will be venued exclusively in Minneapolis, Minnesota. The FRANCHISEE, each of its officers, directors and shareholders, partners or members and the Personal Guarantors: (A) acknowledge that Minneapolis, Minnesota is a mutually convenient location for the venue and conduct of any legal or enforcement proceedings; (B) do hereby agree and submit to personal jurisdiction in the State of Minnesota for the purposes of any arbitration hearings, litigation, court hearings or other hearings brought to enforce or construe the terms of this Agreement or to resolve any dispute or controversy arising under, as a result of, or in connection with this Agreement, the Geographic Area or the FRANCHISEE'S Roosters Businesses; and (C) do hereby agree and stipulate that any arbitration hearings, litigation, court hearings and other hearings will be venued and held exclusively in Minneapolis, Minnesota, and waive any rights to contest such venue and jurisdiction and any claims that such venue and jurisdiction are invalid.

**13.7 AGREEMENT BINDING ON HEIRS AND ASSIGNS.** This Agreement is binding upon the parties hereto and their respective executors, administrators, heirs, assigns and successors in interest.

**13.8 JOINT AND SEVERAL LIABILITY.** If the FRANCHISEE consists of more than one person, their liability under this Agreement will be deemed to be joint and several.

**13.9 ENTIRE AGREEMENT.** This Agreement supersedes and terminates all prior agreements relating to the rights granted herein, either oral or in writing, between the parties and therefore, any representations, inducements, promises or agreements between the parties not contained in this Agreement or not in writing signed by the President or a Vice President of ROOSTERS and the FRANCHISEE will not be enforceable. This Agreement will not supersede or terminate any written Development Agreement relating to another Geographic Area or Franchise Agreement(s) executed prior to the date of this Agreement relating to other Roosters franchises operated by the FRANCHISEE that are or will be owned and operated by the FRANCHISEE. The preambles are a part of this Agreement, which constitutes the entire agreement of the parties, and there are no other oral or written understandings or agreements between ROOSTERS and the FRANCHISEE relating to the subject matter of this Agreement. Nothing in this or any related agreement, however, is intended to disclaim the representations we made in the franchise disclosure document that we furnished to you.

**13.10 CONTROLLING AGREEMENT.** The rights and obligations of the FRANCHISEE and ROOSTERS with respect to the operation of each Roosters Business opened in the Geographic Area by the FRANCHISEE will be governed by the terms and conditions of each Roosters Franchise Agreement executed by the FRANCHISEE. In the event there is a conflict between the terms of this Agreement and the terms of any Roosters Franchise Agreement executed by the FRANCHISEE, then unless specified otherwise herein, the terms of this Agreement will control.

**13.11 HEADINGS; TERMS.** The headings of the Articles and the provisions thereof are for convenience only and do not define, limit or construe the contents of such Articles. The term "FRANCHISEE" as used herein is applicable to one or more individuals, a corporation or a partnership, as the case may be, and the singular usage includes the plural, and the masculine usage includes the neuter and the feminine and the neuter usage includes the masculine and the feminine. References to "FRANCHISEE" which are applicable to an individual or individuals will mean the principal owner or owners of the equity or operating control of the FRANCHISEE if the FRANCHISEE is a corporation or partnership. If the FRANCHISEE consists of more than one individual, then all individuals will be bound jointly and severally by the terms and conditions of this Agreement.

**13.12 NO ORAL MODIFICATION.** No modification, change, addition, rescission, release, amendment or waiver of, and no approval, consent or authorization required by any provision of this Agreement may be made except by a written agreement subscribed to by duly authorized officers or partners of the FRANCHISEE and the President or a Vice President of ROOSTERS. ROOSTERS and the FRANCHISEE will not have the right to amend or modify this Agreement orally or verbally, and any attempt to do so will be void in all respects.

#### **ARTICLE 14** **NOTICES AND EMAIL**

**14.1 NOTICES.** All notices to ROOSTERS will be in writing and will be made by personal service upon an officer or director of ROOSTERS or sent by prepaid registered or certified United States mail addressed to ROOSTERS at 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416. All notices to the FRANCHISEE will be by personal service upon the FRANCHISEE, a District Manager or a shop manager or assistant manager, (or, if applicable, an officer or director of the FRANCHISEE), or sent by prepaid registered or certified United States mail or by a recognized overnight delivery service (such as FedEx or UPS) addressed to the FRANCHISEE at the first Roosters Business opened by the FRANCHISEE in the Geographic Area or such other address as the FRANCHISEE may designate in writing. Notice by mail is effective upon depositing the same in the mail in the manner provided above, notice by personal service is effective upon obtaining service and notice by overnight delivery service is effective upon delivery by such overnight delivery service.

**14.2 EMAIL.** In addition to using customary means of communications (e.g. telephone, facsimile, U.S. mail), FRANCHISEE shall establish, maintain and use an active email account for routine communications with Franchisor. FRANCHISEE shall provide Franchisor with prompt notice of such active email account and notice of any changes to such email account.

#### **ARTICLE 15** **ACKNOWLEDGMENTS**

**15.1 BUSINESS RISKS; NO FINANCIAL PROJECTIONS.** The FRANCHISEE acknowledges that it has conducted an independent investigation of the prospects for the establishment of Roosters Businesses within the Geographic Area and recognizes that the business venture contemplated by this Agreement involves business and economic risks and that its financial and business success will be primarily dependent upon the personal efforts of the FRANCHISEE, its management and employees. ROOSTERS expressly disclaims the making of, and the FRANCHISEE acknowledges that it has not received any estimates, projections, warranties or guaranties, express or implied, regarding potential Gross Revenues, profits, earnings or the financial success of the FRANCHISEE'S Roosters Businesses, except as expressly set forth in writing in ROOSTERS' Franchise Disclosure Document, receipt of which is acknowledged by the FRANCHISEE.

**15.2 NO INCOME OR REFUND WARRANTIES.** The FRANCHISEE acknowledges that ROOSTERS does not warrant or guarantee to the FRANCHISEE that the FRANCHISEE will derive income or profit from the FRANCHISEE'S Roosters Businesses or that ROOSTERS will refund all or part of the Development Fee or the price paid for the FRANCHISEE'S Roosters Businesses or repurchase any of the products, merchandise, furniture, fixtures, equipment, supplies or chattels supplied by ROOSTERS or an approved supplier if the FRANCHISEE is unsatisfied with its Roosters Businesses.

**15.3 TERMS OF OTHER DEVELOPMENT AGREEMENTS MAY DIFFER.** The FRANCHISEE acknowledges that other area franchisees of ROOSTERS have or will be granted Development Agreements at different times and in different situations and further acknowledges that the

terms and conditions of such Development Agreements may vary substantially in form and substance from those contained in this Agreement.

**15.4 RECEIPT OF FRANCHISE DISCLOSURE DOCUMENT.** The FRANCHISEE acknowledges that it received a Roosters Franchise Disclosure Document at least fourteen (14) calendar days prior to the date on which this Agreement was executed.

**15.5 POTENTIAL INCREASES IN INVESTMENT REQUIREMENTS.** The FRANCHISEE recognizes and acknowledges that this Agreement requires it to open additional Roosters Businesses in the future pursuant to the development schedule set forth in Article 3. The FRANCHISEE further acknowledges that the estimated expenses and investment requirements set forth in Items 6 and 7 of ROOSTERS' Franchise Disclosure Document are subject to increase over time, and that future Roosters Businesses opened and operated by the FRANCHISEE may involve greater initial investment and operating capital requirements than those stated in the Franchise Disclosure Document provided to the FRANCHISEE prior to the execution of this Agreement.

**15.6 NON-EXCLUSIVE RIGHTS.** FRANCHISEE acknowledges and agrees that ROOSTERS, its parent, affiliates and subsidiaries have the absolute right to develop, own, operate, manage, acquire, merge with, license and franchise anywhere and through any channel of distribution in the world including the Geographic Area and over the internet: (a) other Roosters businesses; and (b) any other hair care and/or hair product businesses under any trademark now and in the future, including without limitation, Pro-Cuts, Supercuts, Roosters, Cost Cutters, Mastercuts, Hairmasters, and SmartStyle. FRANCHISEE hereby acknowledges that such businesses may be competitive with the Roosters Businesses developed hereunder and FRANCHISEE hereby waives any and all rights that it may have or allege against ROOSTERS, its parent, affiliates, and subsidiaries resulting from the opening and/or operation of any such hair care or hair product businesses, including in the Geographic Area or near, adjacent to, or contiguous with any of FRANCHISEE's Roosters Businesses hereunder.

## **ARTICLE 16**

### **DISCLAIMER; FRANCHISEE'S LEGAL COUNSEL**

**16.1 DISCLAIMER BY FRANCHISOR.** ROOSTERS expressly disclaims the making of any express or implied representations or warranties regarding the sales, earnings, income, profits, Gross Revenues, business or financial success, or value of the FRANCHISEE'S Businesses, except those expressly set forth in Item 19 of the Roosters Franchise Disclosure Document received by the FRANCHISEE.

**16.2 ACKNOWLEDGMENTS BY FRANCHISEE.** The FRANCHISEE acknowledges that it has not received any express or implied representations or warranties regarding the sales, earnings, income, profits, Gross Revenues, business or financial success, value of the Businesses or any other matters pertaining to the Roosters Businesses from ROOSTERS or any of ROOSTERS' officers, employees or agents that were not contained in writing in the Franchise Disclosure Document (including this Agreement) received by the FRANCHISEE ("representations or warranties"). The FRANCHISEE further acknowledges that if it had received any representations or warranties not contained in ROOSTERS' Franchise Disclosure Document, it would not have executed this Agreement, and the FRANCHISEE would have: (A) promptly notified the President of ROOSTERS in writing of the person or persons making such representations or warranties; and (B) provided to ROOSTERS a specific written statement detailing the representations or warranties made that were not contained in the Franchise Disclosure Document received by the FRANCHISEE.

**16.3 LEGAL REPRESENTATION.** The FRANCHISEE acknowledges that this Agreement constitutes a legal document which grants certain rights to and imposes certain obligations upon the

FRANCHISEE. The FRANCHISEE was advised by ROOSTERS to consult an attorney or other advisor prior to the execution of this Agreement to review ROOSTERS' Franchise Disclosure Document, to review this Agreement in detail, to review the economics, operations and other business aspects of the Roosters Businesses, to determine compliance with franchising and other applicable laws, to advise the FRANCHISEE about all federal, state and local laws, rules, ordinances, special regulations and statutes that apply to the FRANCHISEE'S Roosters Businesses and to advise the FRANCHISEE about the economic risks, liabilities, obligations and rights under this Agreement. The name of the FRANCHISEE'S attorney or other advisor is:

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

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Telephone Number: ( \_\_\_\_\_ ) \_\_\_\_\_

Fax Number: ( \_\_\_\_\_ ) \_\_\_\_\_

**ARTICLE 17**  
**GOVERNING LAW; STATE MODIFICATIONS**

**17.1 GOVERNING LAW.** Except to the extent governed by the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. §1051 et seq.), this Agreement and the relationship between ROOSTERS and the FRANCHISEE will be governed by the laws of the state in which the Geographic Area is located. If the Geographic Area contains more than one state, then the laws of the state in which the FRANCHISEE'S principal place of business is located will govern. The provisions of this Agreement which conflict with or are inconsistent with applicable governing law will be superseded and/or modified by such applicable law only to the extent such provisions are inconsistent. All other provisions of this Agreement will be enforceable as originally made and entered into upon the execution of this Agreement by the FRANCHISEE and ROOSTERS.

**17.2 STATE MODIFICATIONS.** Some states may have statutes, regulations, and court decisions which may supersede the provisions of this Agreement in the FRANCHISEE'S relationship with ROOSTERS including the areas of termination and renewal of the Franchise.

**17.3 SEVERABILITY.** The severability provisions of this Agreement contained in Article 8.5, Article 12.10 and Article 13.2 of this Agreement will pertain to all of the applicable laws which conflict with or modify the provisions of this Agreement including, but not limited to, the provisions of this Agreement specifically addressed in Article 17.2 above.

**ARTICLE 18**  
**DEFINITIONS**

**18.1 ABANDON.** "Abandon" as used in this Agreement will mean the conduct of the FRANCHISEE, including acts of omission as well as commission, indicating the willingness, desire or intent of the FRANCHISEE to discontinue the opening and operating of Roosters Businesses in the Geographic Area in accordance with the terms of this Agreement.

**18.2 TERMS DEFINED IN FRANCHISE AGREEMENT.** Capitalized terms used but not defined in this Agreement will, if defined in the Franchise Agreement, have the meanings ascribed to such terms in the Franchise Agreement.

IN WITNESS WHEREOF, ROOSTERS, the FRANCHISEE, and the shareholders or partners of the FRANCHISEE have executed this Agreement effective as of the day and year first above written.

**“FRANCHISOR”**

Roosters MGC International, LLC

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

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

**“FRANCHISEE”**

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

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

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

The undersigned individual shareholders, members or partners of the FRANCHISEE hereby agree to be bound by the terms and conditions of this Agreement.

<b>Shareholders/Members</b>	<b>Percentage of Ownership</b>
_____	_____ %
_____	_____ %
_____	_____ %
_____	_____ %

The undersigned spouse(s) of the individual FRANCHISEE(S) hereby agree to be bound by the terms and conditions of this Agreement regarding confidentiality of information and covenants not to compete.

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Print Name

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Print Name

**PERSONAL GUARANTY AND AGREEMENT TO BE BOUND**  
**PERSONALLY BY THE TERMS AND CONDITIONS**  
**OF THE DEVELOPMENT AGREEMENT**

In consideration of the execution of this Agreement by ROOSTERS, and for other good and valuable consideration, the undersigned, for themselves, their heirs, successors, and assigns, do jointly, individually and severally hereby become surety and guaranty for the payment of all amounts and the performance of the covenants, terms and conditions in this Agreement, to be paid, kept and performed by the FRANCHISEE.

Further, the undersigned, individually and jointly, hereby agree to be personally bound by each and every condition and term contained in this Agreement and agree that this PERSONAL GUARANTY will be construed as though the undersigned and each of them executed an Agreement containing the identical terms and conditions of this Agreement.

If the FRANCHISEE breaches the terms and conditions of this Agreement, then the undersigned, their heirs, successors and assigns, do hereby, individually, jointly and severally, promise and agree to pay to ROOSTERS all monies due and payable to ROOSTERS under the terms and conditions of this Agreement.

In addition, if the FRANCHISEE fails to comply with any other terms and conditions of this Agreement, then the undersigned, their heirs, successors and assigns, do hereby, individually, jointly and severally, promise and agree to comply with the terms and conditions of this Agreement for and on behalf of the FRANCHISEE.

In addition, should the FRANCHISEE at any time be in default on any obligation to pay monies to ROOSTERS or any subsidiary or affiliate of ROOSTERS, whether for merchandise, products, supplies, furniture, fixtures, equipment or other goods purchased by the FRANCHISEE from ROOSTERS or any subsidiary or affiliate of ROOSTERS or for any other indebtedness of the FRANCHISEE to ROOSTERS or any subsidiary or affiliate of ROOSTERS, then the undersigned, their heirs, successors and assigns, do hereby, individually, jointly and severally, promise and agree to pay all such monies due and payable from the FRANCHISEE to ROOSTERS or any subsidiary or affiliate of ROOSTERS.

It is further understood and agreed by the undersigned that the provisions, covenants and conditions of this GUARANTY will inure to the benefit of the successors and assigns of ROOSTERS. Each of the undersigned hereby submits to personal jurisdiction in the state or federal courts of Minnesota with respect to any litigation pertaining to this GUARANTY and agrees that all litigation pertaining to this GUARANTY will and must be venued exclusively in Minneapolis, Minnesota.

**PERSONAL GUARANTORS**

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**Individually**

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Address

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City                      State                      Zip Code

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Telephone

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**Individually**

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City                      State                      Zip Code

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Telephone

**EXHIBIT D**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

**ROOSTERS SUBLEASE**

**ROOSTERS SUBLEASE**

THIS SUBLEASE, dated this \_\_\_\_\_ by and between REGIS CORP., a Minnesota corporate, or its affiliate, 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416 ("Sublessor"), \_\_\_\_\_ and \_\_\_\_\_ ("Subtenant").

WITNESSETH:

WHEREAS, under the terms of the Lease which is attached hereto as Exhibit "A" (Prime Lease"), Sublessor, identified in the Prime Lease as "Tenant", leases certain premises located at \_\_\_\_\_, ("Leased Premises"), from \_\_\_\_\_ ("Landlord"); and

WHEREAS, Sublessor desires to sublease to Subtenant and Subtenant desires to sublease from Sublessor all of the Leased Premises pursuant to the terms set forth in this Sublease; and

WHEREAS, Subtenant is a franchisee of Sublessor's affiliate, Roosters MGC International, LLC, a Michigan limited liability company, pursuant to the terms and conditions of the Roosters® Franchise Agreement dated \_\_\_\_\_, ("Franchise Agreement") executed by Sublessor and Subtenant;

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 Grant of Sublease.** Sublessor hereby subleases to Subtenant, and Subtenant hereby rents from Sublessor, all of the Leased Premises for the identical purposes and uses set forth in the Prime Lease pursuant to each and every term, covenant, condition and obligation imposed upon Sublessor pursuant to the Prime Lease except as such terms, covenants and conditions are specifically modified by this Sublease.

**1.2 Compliance with Prime Lease.** During the term of the Prime Lease, or any extension or renewal thereof, Subtenant covenants and agrees: (A) to perform and observe all of the terms, covenants, conditions and agreements of the Prime Lease designated therein to be performed by Sublessor as Tenant with respect to the Leased Premises during the term of this Sublease, to the extent that they are not modified or amended by this Sublease and any extension or renewal thereof; (B) that with respect to the Leased Premises, Subtenant 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, terminated or forfeiture reserved or vested in Landlord under the Prime Lease; and (C) 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 rising out of a failure by Subtenant to comply with the provisions of this Sublease.

**1.3 No Surrender.** Sublessor represents, covenants and agrees that, so long as Subtenant is not in default hereunder, the provisions of the Prime Lease shall not be expressly waived, modified, amended or surrendered by Sublessor in any manner so as to prevent or adversely affect the use by Subtenant of the Leased Premises in accordance with the terms of this Sublease, or so as to impose a greater obligation on Subtenant than is imposed hereunder, without the prior written consent of Subtenant in each instance.

**1.4 Monthly Sales Report.** Subtenant shall provide to Sublessor a written statement of its monthly gross sales as defined in the Franchise Agreement. This statement shall be provided to Sublessor by the fifteenth (15th) day of each and every month, for the proceeding month, during the primary term of the lease and any extensions thereto.

**1.5 Prime Lease to Control.** To the extent that any provisions of the Prime Lease may conflict or be inconsistent with the provisions of any term of this Sublease, whether or not such inconsistencies are expressly noted herein, the provisions of this Sublease shall in all instances prevail; provided, however, insofar as the Prime Lease shall impose additional or more stringent obligations upon Sublessor than those imposed upon Subtenant in this Sublease, such provisions of the Prime Lease shall be deemed to be superior to and thus modify any such inconsistent or conflicting provisions of this Sublease. Notwithstanding the foregoing, it is understood by Subtenant that any services, repairs and alterations to be furnished pursuant to 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 Subtenant, nor shall the obligations of Subtenant be impaired or the performance thereof be excused, because of any failure or delay on the part of Landlord in furnishing any such service or in making any such repairs or alterations including, but not limited to, the failure or delay of Landlord in furnishing insurance, elevator, electric, heating, air-conditioning, cleaning, painting, window washing services, maintenance or repairs in or to one Leased Premises.

**1.6 Default by Landlord.** If Landlord defaults in any of its obligations with respect to the Leased Premises, Subtenant shall be entitled to participate with Sublessor in the enforcement of Sublessor's rights. 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 Subtenant, Subtenant shall, promptly upon demand reimburse Sublessor for all expenses incurred by Sublessor including, without limitation, attorneys' fees and court costs.

**1.7 Acceptance of Lease Premises.** Subtenant has inspected the Leased Premises and accepts the same in its present condition "as is" and without any representation or warranty whatsoever by Sublessor.

## ARTICLE 2

### TERM

If Subtenant is purchasing a company-owned salon located at the Leased Premises, then the term of this Sublease shall commence on the Closing Date as described in the Agreement for Purchase and Sale of Assets dated \_\_\_\_\_ as amended, and shall end one (1) minute before the expiration of the term of the Prime Lease or any applicable extension thereof, unless sooner terminated as herein expressly provided.

-Or-

If Subtenant is developing a new salon at the Leased Premises, the term of this Sublease shall begin and be of full force and effect as to both Sublessor and Subtenant as of the date hereof. The term of this Sublease shall be for a term coterminous to the term of the Prime Lease, unless sooner terminated as herein expressly provided. In the event the Prime Lease contains any renewal options, Subtenant agrees to notify Sublessor of Subtenant's desire to exercise any such option at least one hundred and eighty (180) days prior to the date upon which Sublessor must notify the Landlord of an intention to exercise the

option to renewal set forth in Prime Lease. If the Prime Lease is terminated for any reason, then, without any further obligations or liability on the part of Sublessor, this Sublease shall simultaneously terminate.

### **ARTICLE 3**

#### **RENT**

**3.1 Fixed Minimum Rent.** Subtenant shall pay to Landlord, as Fixed Minimum Rent for the term of the Sublease, an amount equal to one hundred percent (100%) of the Fixed Minimum Rent (as the same may be increased) payable by Sublessor pursuant to the Prime Lease. This amount shall be payable in equal, consecutive monthly installments. Subtenant shall also pay Percentage Rent in the amount payable by Sublessor pursuant to the Prime Lease, as well as all other payments and amounts required to be paid or incurred by Sublessor under the Prime Lease. All payments shall be made in advance on the first day of each and every month, commencing as of the Commencement Date (as defined in the Prime Lease) directly to Landlord at the office of Landlord, or at such other address as may be designated hereafter in writing by Sublessor to Subtenant.

**3.2 Electronic Fund Transfer.** Sublessor has the right and option to require Subtenant to pay all sums due hereunder to Sublessor for payment to Landlord under the Prime Lease. If Sublessor exercises such right and option, Subtenant hereby authorizes Sublessor to withdraw each month from the bank accounts of Subtenant an amount sufficient to pay all sums due from Subtenant hereunder, including, but not limited to, all fixed, percentage and additional rent, common area costs (CAM) and taxes due under the terms of this Sublease. Such automated withdrawal may be electronic or paper, as determined by Sublessor. Subtenant also agrees to execute whatever documentation may be necessary to evidence such authorization and to complete any transaction.

### **ARTICLE 4**

#### **SUBORDINATION**

Subtenant acknowledges that this Sublease is subject and subordinate to the Prime Lease, to all terms, covenants and conditions contained therein and to any extension, renewal, amendment or modification thereof. To the extent that the Prime Lease is also subject and subordinate to such instruments, this Sublease is also subject and subordinate to all ground and underlying leases and all mortgages which might now or hereafter affect such leases, leasehold estate or estates thereby created or the real property of which the Leased Premises forms a part, and to any and all renewals, modifications, consolidations, replacements and extensions thereof.

### **ARTICLE 5**

#### **DEFAULT BY SUBTENANT; REMEDIES OF SUBLESSOR**

**5.1 Rights and Remedies Under Prime Lease.** In the event of a default or breach by Subtenant of this Sublease, Sublessor shall, subject to the rights of the FRANCHISOR as provided in Article 6 below, have the option, but not the obligation, to exercise against Subtenant any remedy or right given to the Landlord under the Prime Lease in the event of a default by Sublessor, such remedies or rights to be 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 Subtenant, as though set forth in their entirety in this Sublease. Any breach by Subtenant of any term, condition, or obligation of the Franchise Agreement shall constitute a breach of this Sublease.

**5.2 Additional Rights and Remedies.** In addition to the rights and remedies provided in Article 5.1 above, and not in limitation thereof, if:

(A) Subtenant fails to pay any installment of rent or any other amounts due hereunder, or under the Prime Lease, or any portion thereof when due; or

(B) Subtenant fails to perform or comply with any other provision of this Sublease or the Prime Lease and does not cure such failure within fifteen (15) days, or within with shorter period as specified in the Prime Lease, after Sublessor, by written notice, has informed Subtenant of such nonperformance or noncompliance; or

(C) Subtenant becomes insolvent or unable to pay its debts as they mature, or suspends business or commences proceedings under any bankruptcy, reorganization, arrangement, insolvency, or readjustment of debt, dissolution or liquidation laws, either of the United States or any state hereof; or

(D) Any such proceedings as set forth in **Article 5.2 (C)** shall be commenced against Subtenant, and Subtenant consents thereto, or does not, within thirty (30) days after such commencement, have the proceedings dismissed, or an order is entered in any proceeding adjudicating Subtenant a bankrupt or insolvent or approving the petition in such proceeding; or

(E) Subtenant makes an assignment for the benefit of creditors, or a receiver or trustee is appointed for Subtenant, or for any substantial part of a property of Subtenant; or

(F) The Franchise Agreement expires or terminates;

then Sublessor may elect either (i) to cancel and terminate this Sublease and this Sublease shall not be treated as an asset of Subtenant's bankruptcy estate, or (ii) to terminate Subtenant's right to possession only without canceling and terminating Subtenant's continued liability under this Sublease. Notwithstanding the fact that initially Sublessor elects under **Article 5.2** to terminate Subtenant's right to possession only, Sublessor shall have the continuing right to cancel and terminate this Sublease by serving five (5) days' written notice on Subtenant of such further election, and shall have the right to pursue any remedy at law or in equity that may be available to Sublessor.

**5.3 Right of Re-entry.** In the event of election under **Article 5.2 (ii)** to terminate Subtenant's right to possession only, Sublessor may, at Sublessor's option, enter into the Leased Premises and take and hold possession thereof, and such entry into possession shall not terminate this Sublease or release Subtenant in whole or in part from Subtenant's obligation to pay the rent and all other amounts due hereunder for the full stated term. Upon such re-entry, Sublessor may remove all persons and property from the Leased Premises and such property may be removed and stored in a public warehouse or elsewhere at the cost of and for the account of Subtenant, and Sublessor shall not be liable for any loss or damage which may be occasioned thereby. Upon and after entry into possession without termination of the Sublease, Sublessor may, but is not obligated to, relet the Leased Premises, or any part thereof, to any person, firm or corporation, for such rent, for such time and upon such terms as Sublessor, in Sublessor's sole discretion, shall determine, but Sublessor shall not be required to accept any tenant offered by Subtenant or to observe any instruction given by Subtenant about such reletting. Sublessor may make alterations and repairs, and redecorate the Leased Premises to the extent deemed necessary and desirable by Sublessor.

**5.4 Damages.** Upon any such re-entry pursuant to **Article 5.3**, Subtenant shall be liable to Sublessor as follows:

(A) for the unpaid installments of rent and other unpaid sums which were due prior to such re-entry, which sums shall be payable forthwith;

(B) for the installments of rent and other sums falling due pursuant to the provisions of this Sublease for the periods after re-entry during which the Leased Premises remain vacant, which sums shall be payable as they become due hereunder;

(C) for all expenses, including without limitation leasing commissions, attorneys' fees (including without limitation attorneys' fees of Landlord payable by Sublessor pursuant to the Prime Lease), costs of alterations, repairs and redecorating costs, which shall be payable by Subtenant as they are incurred by Sublessor; and

(D) while the Leased Premises are subject to any new lease made pursuant to this Article, for the amount by which the monthly installments payable under such new lease is less than the monthly installment for all charges payable pursuant to this Sublease, which deficiencies shall be payable monthly. No such re-entry or taking possession of the Leased Premises by Sublessor shall be construed as an election on its part to terminate this Sublease or Subtenant's continued liability hereunder unless a written notice of such intention signed by Sublessor be given to Subtenant.

## ARTICLE 6

### RIGHTS OF FRANCHISOR

**6.1 Assumption of Sublease.** If the Franchise Agreement expires or is terminated by either party for any reason, or if the Subtenant's right to possession of the Leased Premises is terminated by Sublessor for any reason, and if Sublessor is no longer the franchisor under the Franchise Agreement ("Franchisor") shall have the right and option, but not the obligation, to assume this Sublease for its remaining term under the same terms and conditions, including without limitation, the same rental terms, as originally contracted by Subtenant, and shall have sixty (60) days from the date of such expiration or termination within which to exercise such right and option. In the case of the termination of Subtenant's right to possession of the Leased Premises by Sublessor, Sublessor shall give written notice to the FRANCHISOR of such event and the sixty (60) day period shall not commence until such notice is given.

**6.2 Notice.** In the event the FRANCHISOR elects to exercise such right and option to assume this Sublease, the FRANCHISOR shall give Subtenant and Sublessor written notice within such sixty (60) day period which shall state: (A) that the FRANCHISOR is taking and assuming this Sublease from the Subtenant; (B) the date that the FRANCHISOR will take physical possession of the Leased Premises; and (C) that the FRANCHISOR agrees to be bound by the terms and conditions of this Sublease. At the time the FRANCHISOR takes physical possession of the Leased Premises pursuant to the exercise of such right as provided herein, all charges, real estate taxes, utilities, rentals and other costs and expenses relating to the Leased Premises shall be prorated between the FRANCHISOR and Subtenant, and the FRANCHISOR shall have no obligation to any person or entity, including, without limitation, Sublessor, to pay any of such costs and expenses that accrue prior to such date that the FRANCHISOR takes physical possession of the Leased Premises.

**6.3 Right to Inspect.** In addition to the foregoing rights of the FRANCHISOR, the FRANCHISOR shall have the right to enter the Leased Premises to conduct inspections thereof and of Subtenant's "Sublessor" retail business at any time during regular business hours. During the term of the Franchise Agreement, Sublessor and Subtenant agree that Subtenant's interest in this Sublease and in the Leased Premises shall not be transferred in whole or in part without the FRANCHISOR's prior written consent. Sublessor and Subtenant have agreed to the terms and conditions expressed in this and the two foregoing paragraphs for the benefit of the FRANCHISOR and, consequently, hereby agree that such terms and conditions will not be amended or modified in any way without the prior written consent of the FRANCHISOR.

## ARTICLE 7

### TRANSFER

**7.1 Definition.** A "transfer", as used in this Sublease, shall mean any assignment or other transfer or hypothecation of this Sublease, or the subletting or making of franchise or concession agreements respecting the Leased Premises, by Subtenant or, if Subtenant or any guarantor of its

obligations hereunder is a corporation or partnership, the transfer of any interest in more than twenty-five percent (25%) of the total outstanding voting stock of or interests in Subtenant or such guarantor.

**7.2 No Transfer.** No transfer of this Sublease or of Subtenant's interest in the Leased Premises may be made by Subtenant without first procuring the written consent of Sublessor, which consent may be withheld in Sublessor's sole discretion. Any attempted transfer without Sublessor's consent shall be void and confer no rights upon any third person. If Sublessor consents to any transfer, Subtenant shall not thereby be relieved of any obligation, liability or responsibility under this Sublease, nor shall Sublessor's consent to any transfer be deemed a waiver of or eliminate the need for obtaining Sublessor's consent to any subsequent transfer.

**7.3 Rent to Increase.** In the event Subtenant shall make a permitted transfer hereunder, then the Fixed Minimum Rent shall be increased upon the effective date of such transfer to the highest of (A) the annual rental payable by the transferee pursuant to such transfer, or (B) an amount equal to the total of the Fixed Minimum Rent plus percentage rent required to be paid by Subtenant pursuant to this Sublease during the 12-month period immediately preceding such transfer, subject to the adjustments to be made pursuant to the terms hereof. In addition, Subtenant shall pay to Sublessor any and all sums received by Subtenant from the transferee as consideration for the transfer of this Sublease.

**7.4 Documentation.** Each transfer to which Sublessor has consented shall be evidenced by an instrument in writing in a form satisfactory to Sublessor, executed by Subtenant and the transferee in each instance, and the transferee shall agree in writing for the benefit of Sublessor and Landlord to assume, perform and abide by all of the terms, covenants and conditions of this Sublease to be done, kept and performed by Subtenant, including the payment of all amounts due or to become due under this Sublease directly to Sublessor. One fully executed copy of such written instrument shall be delivered to Sublessor. Subtenant agrees to reimburse Sublessor's reasonable attorneys' fees incurred in conjunction with the processing of and documentation for any such requested transfer in an amount not to exceed \$500.

**7.5 Transfer by Landlord or Sublessor.** In the event of any sale, exchange or other transfer of the Leased Premises by Sublessor or Landlord or an assignment by Sublessor or Landlord of its interest in this Sublease or the Prime Lease, respectively, Sublessor and Landlord shall be and are hereby entirely freed and relieved of all liability under any and all of their covenants and obligations contained in or derived from this Sublease or the Prime Lease, or arising out of any act, occurrence or omission relating to the Premises or occurring after the effective date of such assignment or other transfer.

## ARTICLE 8

### CLAIMS; INDEMNIFICATION

All persons and property that may be on or at the Leased Premises shall be at the sole risk of Subtenant, or those claiming through or under Subtenant. Sublessor shall not be liable to Subtenant, or to any other person or entity for any claim arising out of the use or occupancy of the Leased Premises during the term of this Sublease or any extension or renewal thereof, including but not limited to claims due to: (a) damage, loss or injury, either to person or persons; (b) loss of property sustained by Subtenant, or by any other person or entity in or upon the Leased Premises; (c) equipment, fixtures, appliances or machinery in or upon the Leased Premises or the building of which the Leased Premises are a part, or the halls, passageways, areas, areaways, sidewalks or streets adjoining or appurtenant to the Leased Premises, being or becoming out of repair or defective; (d) the happening of any accident, however occurring; (e) any act or neglect of Subtenant, of any other tenant or occupant of the building of which the Leased Premises are a part, or of any other person or entity; (f) water, snow, rain, backing up of sewers, gas, odors, electricity or electric current, bursting, stoppage or leaking of pipes, radiators, plumbing, sinks and fixtures in or about the Leased Premises or the building of which the Leased Premises are a part; (g) any burglary, theft, robbery, assault or other criminal act; (h) the use or misuse of any instrumentality or agency in or connected with the Leased Premises or the building of which the Leased Premises are a part; or (i) any nuisance made or suffered in, on or at the Leased Premises.

Subtenant hereby releases and waives any such claim, and agrees to indemnify, defend and hold Sublessor harmless from any such claims.

**ARTICLE 9**

**NOTICES**

**9.1 Notices Under Sublease.** Wherever in this Sublease it shall be required or 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 Subtenant at the address specified below. Notice by mail shall be deemed to have been given upon mailing. Either party may change its address for notices by written notice to the other.

To Sublessor: 3701 Wayzata Boulevard, Suite 600  
Minneapolis, Minnesota 55416

To Subtenant: The mailing address of the Leased Premises, or:

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**9.2 Notices Under the Prime Lease.** Sublessor and Subtenant 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 Leased Premises.

**ARTICLE 10**

**CONSENTS**

Subtenant acknowledges and agrees that in any case where the provisions of this Sublease require the consent or approval of Sublessor prior to the taking of any action, it shall be a condition precedent to the taking of such action that the prior written consent or approval of Landlord shall have been obtained if Landlord's consent must be obtained under the Prime Lease in such case. Subtenant 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 of Subtenant's request for such consent or approval. Nothing contained in this paragraph or in this Sublease shall be construed to require Sublessor to grant its consent or approval in the event Landlord grants its consent or approval.

**ARTICLE 11**

**COVENANTS BENEFITING LANDLORD**

In the event of default by Sublessor under the Prime Lease, Subtenant agrees, for the benefit of Landlord, to assume, perform and abide by all of the terms, covenants and conditions of the Prime Lease to be done, kept and performed by Sublessor, as tenant thereunder, including the payment of all amounts due or to become due under the Prime Lease directly to Landlord.

**ARTICLE 12**

**CONSTRUCTION**

Subtenant, at its cost and expense and with no right of reimbursement from Sublessor, shall undertake, complete and pay for any and all improvements to and equipping of the Leased Premises, in a timely manner, all of which shall be consistent with the applicable provisions of the Prime Lease and the Franchise Agreement. Subtenant's work, including without limitation any remodeling or redecorating work that may be performed on the Leased Premises from time to time, shall be performed in a good and workmanlike manner, shall be in conformity with the Prime Lease, the Franchise Agreement and all applicable federal, state and local laws, ordinances, building codes and fire regulations, and shall be free of all liens for labor and material.

**ARTICLE 13**

**INSURANCE**

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 14**

**ENFORCEMENT**

Sublessee shall pay to Sublessor, upon demand, as additional rent, all costs and expenses, including without limitation attorney's fees and other costs of litigation, incurred by Sublessor in enforcing any of the terms or conditions of this Sublease, including without limitation, collecting any unpaid or delinquent rent. Sublessor may charge Subtenant interest, at the highest rate permitted by law, on all sums not paid when due from Subtenant hereunder.

**ARTICLE 15**

**MISCELLANEOUS**

Time is of the essence in the performance of all obligations under this Sublease. If Subtenant consists of more than one individual or entity, then all such individuals and entities will be bound jointly and severally by the terms and conditions of this Sublease. The headings contained in this Sublease are for convenience only and shall not define, limit or construe the contents of the applicable articles or sections. This Sublease may be amended only by a writing executed by the party against whom enforcement is sought. The failure, refusal or neglect of Sublessor to exercise any right under this Sublease or to insist on full compliance by Subtenant of its obligations hereunder will not constitute a waiver by Sublessor of any provision of this Sublease. Subtenant shall not right to offset or withhold any liquidated or unliquidated amounts allegedly due to Subtenant from Sublessor against sums due Sublessor under this Sublease. The rights of Sublessor hereunder are cumulative and no exercise or enforcement by Sublessor or any right or remedy hereunder will preclude the exercise or enforcement of any other right or remedy hereunder or provided by law.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties hereto have duly executed this Sublease effective as of the date and year first above written.

Sublessor:

REGIS CORP.  
or its affiliate

By \_\_\_\_\_

Its

Subtenant:

\_\_\_\_\_

By \_\_\_\_\_

Its \_\_\_\_\_

By \_\_\_\_\_

Its \_\_\_\_\_

GUARANTY AND ASSUMPTION OF OBLIGATIONS

SUBLEASE

THIS GUARANTY AND ASSUMPTION OF OBLIGATIONS given \_\_\_\_\_,  
by \_\_\_\_\_.

(Individual, husband and wife, partners, shareholders, members)

In consideration of, and as an inducement to, the execution of that certain Sublease of even date herewith (the "Agreement") by REGIS CORP., a Minnesota corporation, or its affiliate (the "Franchisor"), each of the undersigned hereby, jointly and severally, and unconditionally (a) guarantees to the Franchisor, and its successors and assigns, for the term of the Agreement and thereafter as provided in the Agreement, that \_\_\_\_\_ ("Franchisee") shall punctually pay and perform each and every undertaking, agreement and covenant set forth in the Agreement; and (b) agrees to be personally bound by, and personally liable for the breach of, each and every provision in the Agreement, including both monetary obligations and obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities. Each of the undersigned waives: (1) acceptance and notice of acceptance by Franchisor of the foregoing undertakings; (2) notice of demand for payment of any indebtedness or nonperformance of any obligations hereby guaranteed; (3) protest and notice of default to any party with respect to the indebtedness or nonperformance of obligations hereby guaranteed; (4) any right he/she may have to require that an action be brought against Franchisee or any other person as a condition of liability; and (5) any and all other notices and legal or equitable defenses to which he/she may be entitled.

Each of the undersigned consents and agrees that: (1) his/her direct and immediate liability under this guaranty shall be joint and several; (2) he/she shall render any payment or performance required under the Agreement upon demand if Franchisee fails or refuses punctually to do so; (3) such liability shall not be contingent or conditioned upon pursuit by Franchisor of any remedies against Franchisee or any other person; and (4) such liability shall not be diminished, relieved or otherwise affected by any extension of time, credit or other indulgence which Franchisor may from time to time grant to Franchisee or to any other person, including without limitation the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this guaranty, which shall be continuing and irrevocable during the term of the Agreement.

The undersigned hereby agree that (a) the Percentage of Ownership in Franchisee set forth below equals 100% of the ownership of Franchisee and (b) notwithstanding any percentage of ownership stated below, such percentage shall in no way limit each of the undersigned's liability under the terms of this Agreement.

IN WITNESS WHEREOF, each of the undersigned has hereunto affixed his signature on the same day and year as the Agreement was executed.

<u>GUARANTOR(S)</u>	<u>PERCENTAGE OF OWNERSHIP IN FRANCHISEE</u>
Signature _____ (Printed Name _____)	_____ %
Signature _____ (Printed Name _____)	_____ %
Signature _____ (Printed Name _____)	_____ %
Signature _____ (Printed Name _____)	_____ %
Signature _____ (Printed Name _____)	_____ %

**EXHIBIT E**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

**FRANCHISEE LIST/DEPARTING FRANCHISEES**

**LIST OF FRANCHISEES AS OF JUNE 30, 2025**

<b>Salon No.</b>	<b>Franchisee</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>	<b>Phone No.</b>
13101	BOLL, RANDALL	475 PROVIDENCE MAIN ST STE 103	HUNTSVILLE	AL	35806	(256) 489-0886
13168	BOLL, RANDALL	2710 CARL T JONES DR STE B	HUNTSVILLE	AL	35802	(256) 270-7197
13231	HUYTER, MATTHEW	1949 WEST RAY ROAD, #37	CHANDLER	AZ	85224	(480) 590-3469
13227	WAHL, DAVID	28 RANCHO DEL MAR	APTOS	CA	95003	(831) 612-6938
13102	CLEARY, JAY & GAYLE	2000 35TH AVE	GREELEY	CO	80634	(970) 356-5750
13169	HERGENRETER, TROY & ROBERTA	455 S VANCE ST	LAKEWOOD	CO	80226	(303) 936-5341
13203	CLEARY, JAY & GAYLE	1705 HIGHWAY 7 UNIT 120	ERIE	CO	80516	(720) 890-2828
13127	CRAMER, AARON & DONNA	120 HEBRON AVE	GLASTONBURY	CT	06033	(860) 430-9600
13128	CRAMER, AARON & DONNA	926 HOPMEADOW ST	SIMSBURY	CT	06070	(860) 217-1621
13240	CRAMER, AARON & DONNA	1 BUCKLAND RD	SOUTH WINDSOR	CT	06074	(860) 791-8500
13146	OLSON, CHRISTOPHER	533 S HOWARD AVE STE 4A	TAMPA	FL	33606	(813) 253-3200
13184	HYDE, BRADFORD	2355 VANDERBILT BEACH RD #132	NAPLES	FL	34109	(239) 260-5761
13207	ROURKE, ROBERT	2335 STATE ROAD 7 STE 800	WELLINGTON	FL	33414	(561) 798-0606
13218	HELOW, PETER	2000 HENDRICKS AVE	JACKSONVILLE	FL	32207	(904) 503-2051
13221	ROURKE, ROBERT	4550 DONALD ROSS RD STE 102	PALM BEACH GARDENS	FL	33418	(561) 513-6138
13246	HYDE, BRADFORD	2099 TAMIAMI TRAIL N	NAPLES	FL	34102	(239) 260-7970
13120	TRAN, TINA AND NGUYEN, KEVIN	2022 POWERS FERRY RD SE	ATLANTA	GA	30339	(770) 303-0069
13158	TRAN, TINA AND NGUYEN, KEVIN	11600 MEDLOCK BRIDGE RD # 140	JOHNS CREEK	GA	30097	(770) 623-4004
13171	POLK, JON AND MICHELLE	229 MARKET PLACE CONNECTOR	PEACHTREE CITY	GA	30269	(770) 703-4014
13198	CHRISTEN, ROSS	4969 ROSWELL RD NE STE 225	ATLANTA	GA	30342	(404) 963-1953
13251	KANE, DAVID & MCKELL	2126 N EAGLE RD STE 130	MERIDIAN	ID	83646	(208) 288-2032
13137	NELSON, CHRIS	18143 PERKINS RD EAST STE B	BATON ROUGE	LA	70810	(225) 478-9955
13216	NELSON, CHRIS	7539 CORPORATE BLVD	BATON ROUGE	LA	70809	(225) 960-7363
13159	SANTANELLA, JOHN	180 LINDEN ST STE 103	WELLESLEY	MA	02482	(781) 772-1068
13205	CLARK, KEVIN & KAREN	7135 ARLINGTON RD	BETHESDA	MD	20814	(301) 951-4247
13243	CLARK, KEVIN & KAREN	20 GRAND CORNER AVE	GAITHERSBURG	MD	20878	(301) 296-2122
13260	*ANCONA, CHRISTOPHER & RABBU, CHRISTOPHER	800 KENILWORTH DR	TOWSON	MD	21204	(443) 377-1974
13106	GRONDIN, ADAM	158 S WASHINGTON ST	OXFORD	MI	48371	(248) 628-8940
13175	RUSHER, STEVEN	1683 WEST END BLVD	SAINT LOUIS PARK	MN	55416	(952) 856-2721

13176	RUSHER, STEVEN	6001 SHADY OAK RD STE 160	MINNETONKA	MN	55343	(952) 935-0505
13177	RUSHER, STEVEN	1960 DONEGAL DR	WOODBURY	MN	55125	(651) 348-6676
13241	*MURTHA, DANIEL AND SARAH	3235 VICKSBURG LN STE D	PLYMOUTH	MN	55447	(763) 273-4839
13258	COLE, STAN	9008 NW 64TH ST	PARKVILLE	MO	64152	(816) 673-1091
13248	STANEK, MATTHEW & BARBARA	9561 WATSON ROAD	SAINT LOUIS	MS	63126	(314) 274-2382
13107	RUSHER, STEVEN	14021 CONLAN CIR STE B7	CHARLOTTE	NC	28277	(704) 542-0098
13144	RUSHER, STEVEN	9905 SANDYROCK PLACE STE F	CHARLOTTE	NC	28277	(980) 262-4583
13179	RUSHER, STEVEN	8321 MAGNOLIA ESTATES DR	CORNELIUS	NC	28031	(704) 896-5999
13194	LONGWORTH, JACK & SUSAN	9818B GILEAD RD STE 105	HUNTERSVILLE	NC	28078	(704) 727-0386
13129	NELSON, OSCAR (DUB)& LISA	5025 DEERFIELD BLVD	MASON	OH	45040	(513) 234-7856
13130	BALLMER, GREGORY	5300 MONROE ST	TOLEDO	OH	43623	(419) 843-4030
13153	PAHOUIA, SUMEET & MONICA	9733 SAWMILL PKWY	POWELL	OH	43065	(614) 336-3666
13164	PAHOUIA, SUMEET & MONICA	5531 NEW ALBANY RD	NEW ALBANY	OH	43054	(614) 245-8525
13182	QUICK, THOMAS & LISA GROOME	6455 PERIMETER DR UNIT H	DUBLIN	OH	43016	(614) 766-4247
13190	NELSON, OSCAR (DUB)& LISA	3912 MIAMI RD	MARIEMONT	OH	45227	(513) 561-7642
13211	NELSON, OSCAR (DUB)& LISA	301 E 4TH ST STE 150	CINCINNATI	OH	45202	(513) 421-7642
13228	QUICK, THOMAS & LISA GROOME	8711 OWENFIELD DR	POWELL	OH	43065	(740) 549-4247
13262	MCMILLIN, KEVIN	7337 OLYMPIA AVE, SPACE H47	TULSA	OK	74132	(918) 561-6394
13229	*JORDAN, WILLIAM AND KEVIN HAKE	1200 GILBERT WAY STE 109	LANCASTER	PA	17601	(717) 467-1632
13172	LONGWORTH, JACK & SUSAN	3935 PELHAM RD	GREENVILLE	SC	29615	(864) 884-8920
13131	BOLL, RANDALL	1800 CAROTHERS PKWY STE 4	BRENTWOOD	TN	37027	(615) 507-7004
13152	RUSHER, STEVEN	11679 PARKSIDE DR	KNOXVILLE	TN	37934	(865) 288-7272
13180	TWERDAHL, EDWARD(NED) & LAURA	451 N THOMPSON LN STE B	MURFREESBORO	TN	37129	(615) 663-5943
13111	GRONDIN, JOSEPH & JONATHAN	2011 LITTLE ELM TRL STE 104	CEDAR PARK	TX	78613	(512) 258-3300
13113	*FINCH, DIANE	4001 BELLAIRE BLVD STE F	HOUSTON	TX	77025	(713) 661-6700
13114	FINCH, DIANE	23701 CINCO RANCH BLVD STE 110	KATY	TX	77494	(281) 395-8202
13115	NELSON, MARTHA	5867 FAIRMONT PKWY	PASADENA	TX	77505	(281) 991-4300
13132	FARMER, MICHAEL & MARGARET	5615 COLLEYVILLE BLVD	COLLEYVILLE	TX	76034	(817) 281-0225
13151	MCHENRY, MIKE	455 UNIVERSITY BLVD STE 200	ROUND ROCK	TX	78665	(512) 238-8600
13174	MCHENRY, MIKE	1400 E WHITESTONE BLVD STE 300	CEDAR PARK	TX	78613	(512) 528-0520
13193	LAWSON, JAMES PATRICK	2500 CROSS TIMBERS RD STE 140	FLOWER MOUND	TX	75028	(972) 874-2000

13245	LAMB, DAVID AND MARCELLA	809 WOODBRIDGE PKWY STE 300	WYLIE	TX	75098	(972) 212-4488
13253	TEVES, ERNEST AND SUSAN	7710 N FM 620 UNIT 730	AUSTIN	TX	78726	(512) 599-4778
13239	BLEDSONE, RICHARD & DIANN	6556 S BIG COTTONWOOD CYN RD	HOLLADAY	UT	84121	(385) 342-0069
13181	GOKHALE, SACHIN & NIVEDITA	13346B FRANKLIN FARM RD	HERNDON	VA	20171	(703) 689-8900
13206	HALL, AMY & LARRY	545 E MARKET ST	LEESBURG	VA	20176	(571) 442-8846
13210	HALL, AMY & LARRY	11990 MARKET ST	RESTON	VA	20190	(571) 325-2888
13215	GOKHALE, SACHIN & NIVEDITA	554 12TH ST S	ARLINGTON	VA	22202	(571) 312-5408
13242	GOKHALE, SACHIN & NIVEDITA	8303 A GREENSBORO DR	MCLEAN	VA	22102	(571) 378-1175
13170	SOTELLO, ELTON	10311 NE 10TH ST	BELLEVUE	WA	98004	(425) 467-7000
*Indicates area developer						

Franchisees who had a franchise grant terminated, cancelled, or not renewed or who otherwise voluntarily or involuntarily ceased to do business under a franchise agreement or who had not communicated with us within ten (10) weeks prior to the issuance date of this Franchise Disclosure Document.

FRANCHISEES WHO CLOSED SHOPS						
Salon No.	Franchisee	Address	City	State	Zip	Phone No.
13252	PIRRUNG, CHRISTOPHER	2221 PEACHTREE RD STE F	ATLANTA	GA	30309	(404) 351-9431
13188	*HELAL, ANDREW & RACHEL	275 PARKWAY DR STE 411	LINCOLNSHIRE	IL	60069	(847) 243-4114
13163	*LANE, MICHAEL	330 MARKET ST	LYNNFIELD	MA	01940	(781) 334-4995
13255	*LEINS, STEPHEN	1041 ROUTE 73	MARLTON	NJ	08053	(856) 866-6109
13134	FINCH, DIANE	1661 S VOSS RD	HOUSTON	TX	77057	(713) 977-6100
13191	*TERRILLION, STEVE & VALMONT, MICHAEL	2672-H AVENIR PLACE	VIENNA	VA	22180	(703) 560-5688
13213	SOTELLO, ELTON	7150 WOODLAWN AVE NE	SEATTLE	WA	98115	(206) 588-1071
*Indicates franchisee left the system.						

TRANSFERS						
Salon No.	Franchisee	Address	City	State	Zip	Phone No.
13182	GALBREATH, BENJAMIN & KELLI	6455 PERIMETER DR UNIT H	DUBLIN	OH	43016	(614) 766-4247
13206	*HALL, AMY & LARRY	545 E MARKET ST	LEESBURG	VA	20176	(571) 442-8846
13210	*HALL, AMY & LARRY	11990 MARKET ST	RESTON	VA	20190	(571) 325-2888
*Indicates franchisee left the system.						

**EXHIBIT F**

**FRANCHISE DISCLOSURE DOCUMENT & STATE SPECIFIC ADDENDA**

**NORTH AMERICAN SECURITIES ADMINISTRATORS ASSOCIATION, INC. (“NASAA”)  
ADDENDA TO ROOSTERS® FRANCHISE DISCLOSURE DOCUMENT**

This Addendum pertains to franchises sold in the United States and is for the purpose of complying with federal and state statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Disclosure Document the following shall apply:

1. 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.

Dated: \_\_\_\_\_

Signatures:

ROOSTERS:

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

FRANCHISEE:

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

**NORTH AMERICAN SECURITIES ADMINISTRATORS ASSOCIATION, INC. (“NASAA”)  
ADDENDA TO ROOSTERS® FRANCHISE AGREEMENT AND DEVELOPMENT  
AGREEMENT**

This Addendum pertains to franchises sold in the United States and is for the purpose of complying with federal and state statutes and regulations. Notwithstanding anything which may be contained in the Franchise Agreement or Development Agreement to the contrary, the Franchise Agreement and Development Agreement are amended as follows:

1. 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.

Dated: \_\_\_\_\_

Signatures:

ROOSTERS:

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

FRANCHISEE:

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

## **ADDENDUM TO FDD REQUIRED BY THE STATE OF CALIFORNIA**

CALIFORNIA CORPORATIONS CODE SECTION 31125 REQUIRES THAT THE FRANCHISOR GIVE THE FRANCHISEE A DISCLOSURE DOCUMENT APPROVED BY THE DEPARTMENT OF CORPORATIONS PRIOR TO A SOLICITATION OF A PROPOSED MATERIAL MODIFICATION OF AN EXISTING FRANCHISE.

THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES THAT A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE DISCLOSURE DOCUMENT.

Neither we nor any person or franchise broker identified in Item 2 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.A. 78a et seq., suspending or expelling these persons from membership in that association or exchange.

The California Business and Professions Code Sections 20000 through 20043 provide rights to you concerning termination, transfer and non-renewal of a franchise. If the franchise agreement contains a provision that is inconsistent with the law, the law will control.

The Department has determined that we, the franchisor, have not demonstrated we are adequately capitalized and/or that we must rely on franchise fees to fund our operations. The Commissioner has imposed a fee deferral condition, which requires that we defer the collection of all initial fees from California franchisees until we have completed all of our pre-opening obligations and you are open for business. For California franchisees who sign a development agreement, the payment of the development and initial fees attributable to a specific unit in your development schedule is deferred until that unit is open.

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 state of California requires all hair stylists to have a barbers or cosmetology license and requires the franchisee or shop owner to have an establishment or shop license.

The maximum interest rate that can be charged to you in California is ten percent (10%) annually.

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).

California's Franchise Investment Law (Corporations Code sections 31512 and 31512.1) states that any provision of a franchise agreement or related document requiring the franchisee to waive specific provisions of the law is contrary to public policy and is void and unenforceable. The law also prohibits a franchisor from disclaiming or denying (i) representations it, its employees, or its agents make to you, (ii) your ability to rely on any representations it makes to you, or (iii) any violations of the law.

The limitation of actions which is in the franchise agreement may not be enforceable under California law.

You are waiving punitive, exemplary, incidental, indirect, special or consequential damages in the franchise agreement which may not be enforceable under California law.

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 NON-BINDING MEDIATION. THE MEDIATION WILL OCCUR IN MINNEAPOLIS, MINNESOTA. THE FRANCHISE AGREEMENT REQUIRES APPLICATION OF THE LAW OF MINNESOTA AND A FORUM OF MINNEAPOLIS, MINNESOTA. PROSPECTIVE FRANCHISEES ARE ENCOURAGED TO CONSULT PRIVATE LEGAL COUNSEL TO DETERMINE THE APPLICABILITY OF CALIFORNIA AND FEDERAL LAWS (SUCH AS THE BUSINESS AND PROFESSIONS CODE SECTION 20040.5, CODE OF CIVIL PROCEDURE SECTION 1281, AND THE FEDERAL ARBITRATION ACT) TO ANY PROVISION OF A FRANCHISE AGREEMENT RESTRICTING VENUE TO A FORUM OUTSIDE THE STATE OF CALIFORNIA. EACH PARTY SHALL BEAR ITS OWN COST OF MEDIATION AND THE PARTIES SHALL SHARE MEDIATION COSTS EQUALLY. THE FRANCHISE AGREEMENT REQUIRES APPLICATION OF THE LAWS OF MINNESOTA. THIS PROVISION MAY NOT BE ENFORCEABLE UNDER CALIFORNIA LAW.

Regarding our website, [www.roostersmgc.com](http://www.roostersmgc.com), please note the following:

OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA

DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION at [www.dfpi.ca.gov](http://www.dfpi.ca.gov).

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT  
REQUIRED BY THE STATE OF CALIFORNIA**

The California Business and Professions Code Sections 20000 through 20043 provide rights to you concerning termination and non-renewal of a franchise. If the franchise agreement contains a provision that is inconsistent with the law, the law will control.

The Department has determined that we, the franchisor, have not demonstrated we are adequately capitalized and/or that we must rely on franchise fees to fund our operations. The Commissioner has imposed a fee deferral condition, which requires that we defer the collection of all initial fees from California franchisees until we have completed all of our pre-opening obligations and you are open for business. For California franchisees who sign a development agreement, the payment of the development and initial fees attributable to a specific unit in your development schedule is deferred until that unit is open.

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 limitation of actions which is in the franchise agreement may not be enforceable under California law.

You are waiving punitive, exemplary, incidental, indirect, special or consequential damages in the franchise agreement which may not be enforceable under California law.

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 non-binding mediation. The mediation will occur in Minneapolis, Minnesota. THE FRANCHISE AGREEMENT REQUIRES APPLICATION OF THE LAW OF MINNESOTA AND A FORUM OF MINNEAPOLIS, MINNESOTA. 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 Mediation Act) to any provisions of a franchise agreement restricting venue to a forum outside the State of California. Each party shall bear its own cost of mediation and the parties shall share mediation costs equally. The Franchise Agreement requires application of the laws of Minnesota. This provision may not be enforceable under California law.

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.).

Section XXII.C of the Franchise Agreement does not apply in California.

The first paragraph of Section XXVII of the Franchise Agreement does not apply in California.

Initials  
ROOSTERS: \_\_\_\_\_  
FRANCHISEE: \_\_\_\_\_  
DATE: \_\_\_\_\_

**ADDENDUM TO DEVELOPMENT AGREEMENT REQUIRED BY THE STATE OF CALIFORNIA**

The Department has determined that we, the franchisor, have not demonstrated we are adequately capitalized and/or that we must rely on franchise fees to fund our operations. The Commissioner has imposed a fee deferral condition, which requires that we defer the collection of all initial fees from California franchisees until we have completed all of our pre-opening obligations and you are open for business. For California franchisees who sign a development agreement, the payment of the development and initial fees attributable to a specific unit in your development schedule is deferred until that unit is open.

The Development Agreement requires disputes and controversies between the parties to be resolved and determined by arbitration. The arbitration will occur in Minneapolis, Minnesota. THE DEVELOPMENT AGREEMENT REQUIRES APPLICATION OF THE LAW OF MINNESOTA AND A FORUM OF MINNEAPOLIS, MINNESOTA. 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 a development agreement restricting venue to a forum outside the State of California. The Development Agreement requires application of the laws of Minnesota. This provision may not be enforceable under California law.

The Development Agreement requires a waiver of the right to bring a class action.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FDD REQUIRED BY THE STATE OF ILLINOIS**

By reading this disclosure document, you are not agreeing to, acknowledging, or make any are representations whatsoever to the Franchisor and its affiliates.

Payment of Initial Franchise/Development Fees will be deferred until Franchisor has met its initial obligations to franchisee, and franchisee has commenced doing business. This financial assurance requirement was imposed by the Office of the Illinois Attorney General due to Franchisor’s financial condition.

Illinois law governs the Franchise Agreement and the Development Agreement.

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.

Your rights upon Termination and Non-Renewal of an agreement 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.

In conformance with the NASAA *Statement of Policy Regarding the Use of Franchise Questionnaires and Acknowledgements*, adopted September 18, 2022, and effective January 1, 2023, add the following to each Illinois addenda:

No statement, questionnaire or acknowledgement 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.

**You are encouraged to review Item 3 regarding Litigation carefully and show your contract and this information to an advisor.**

**Your monthly rent may vary based on your Store’s monthly gross revenues.**

**You must open the agreed-upon number of Roosters businesses, whether just one or 3 or 6 (“Minimum Development Quotas”), within specified development periods (“Development Periods”). If you fail to do so, your Franchise Agreement and Development Agreement will either be subject to termination or will automatically expire.**

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT AND DEVELOPMENT  
AGREEMENT AS REQUIRED BY THE STATE OF ILLINOIS**

Payment of Initial Franchise/Development Fees will be deferred until Franchisor has met its initial obligations to franchisee, and franchisee has commenced doing business. This financial assurance requirement was imposed by the Office of the Illinois Attorney General due to Franchisor's financial condition.

Illinois law governs the Franchise Agreement and Development Agreement.

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.

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**You are encouraged to review Item 3 regarding Litigation carefully and show your contract and this information to an advisor.**

**Your monthly rent may vary based on your Store's monthly gross revenues.**

**You must open the agreed-upon number of Roosters businesses, whether just one or 3 or 6 ("Minimum Development Quotas"), within specified development periods ("Development Periods"). If you fail to do so, your Franchise Agreement and Development Agreement will either be subject to termination or will automatically expire.**

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FDD REQUIRED BY THE STATE OF INDIANA**

Neither Franchisor nor any person identified in Item 2 has any material arbitration proceeding pending, or has during the ten (10) year period immediately preceding the date of this Disclosure Document been a party to concluded material arbitration proceedings.

The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under Indiana law.

Indiana law makes unilateral termination of a franchise unlawful unless there is a material violation of the Franchise Agreement, and the termination is not done in bad faith.

Indiana law prohibits a prospective general release of claims subject to the Indiana Deceptive Franchise Practices Law.

**ADDENDUM TO FRANCHISE AGREEMENT REQUIRED BY THE STATE OF INDIANA**

Section XVI(F) of the Franchise Agreement is hereby modified by deleting the words “. . . would result in. . .” in the first sentence thereof and replacing them with “may result in”.

Section XIV of the Franchise Agreement is hereby modified by adding a new Section XIV(J) as follows:

XIV(J) Indiana Law. The conditions under which this Agreement can be terminated may be affected by Indiana law [IC Stat. Sec. 23-2-2.5 and 23-2-2.7] which provides Franchisee with certain termination rights.

Section XXV(C) of the Franchise Agreement is hereby modified such that Franchisor agrees to select as the place for mediation a location within the State of Indiana and the laws of the State of Indiana shall apply to the mediation proceedings.

Section XXVI(K) of the Franchise Agreement is hereby modified by deleting everything in the first sentence thereof after the words “brought before expiration of” and replacing the deleted portion with “two (2) years after the violation of IC Stat. 23-2 and, with respect to other claims, three (3) years after discovery by the Franchisee of the facts constituting the violation.”

Any covenant not to compete in the Franchise Agreement which extends beyond the termination of the Franchise Agreement may not be enforceable under Indiana law.

Notwithstanding anything to the contrary in Section XXV(A) of the Franchise Agreement, the laws of the State of Indiana shall govern the construction and enforcement of the Franchise Agreement.

Section XXV(I) of the Franchise Agreement is hereby modified by adding the following text as the last sentence thereof:

This provision shall not in any way abrogate or reduce any rights of Franchisee as provided for under Indiana law including, but not limited to, the right to submit matters to the jurisdiction of the courts of Indiana.

Initials:  
ROOSTERS: \_\_\_\_\_  
FRANCHISEE: \_\_\_\_\_  
DATE: \_\_\_\_\_

**ADDENDUM TO FDD REQUIRED BY THE**  
**STATE OF MARYLAND**

With respect to Item 5, based on the financial information submitted, the Commissioner has determined that all fees paid to the franchisor by the franchisee, including payments for goods and services received from the franchisor before the business opens, shall be deferred pending satisfaction of all of the franchisor's pre-opening obligations to the franchisee. In addition, all development fees and initial payments by area developers shall be deferred until the first franchise under the development agreement opens.

With respect to Item 17, any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three (3) years after the grant of the franchise. Additionally, any general release required by the terms and conditions of the Franchise Agreement as a condition of renewal, assignment or transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

The representations you make in the Statement of Prospective Franchisees (Exhibit H in this Disclosure Document) will not act as a release, estoppel or waiver of any liability incurred by us under the Maryland Franchise Registration and Disclosure Law.

With respect to Item 17, under certain circumstances, the Franchise Agreement requires you to submit to a court proceeding in the State of Minnesota. These provisions may run contrary to the Maryland Franchise Registration and Disclosure Law. Therefore, nothing will preclude you from being able to enter into litigation with us in Maryland, as long as the nature of the litigation is not the type of dispute, controversy, claim, action, or proceeding which would be subject to arbitration under the Franchise Agreement.

With respect to Item 17's discussion of our right to terminate you upon your bankruptcy, this provision in the Franchise Agreement may not be enforceable under federal bankruptcy law (11 U.S.C. §101 *et. seq.*).

To the extent that any provisions of the Franchise Agreement or Statement of Prospective Franchisees require you to assent to any release, estoppel or waiver of liability as a condition to your purchasing a Roosters franchise, such provisions are not intended to nor shall they act as a release, estoppel or waiver of any liability under the Maryland Franchise Registration and Disclosure Law.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT REQUIRED BY THE  
STATE OF MARYLAND**

Section XXVI(K) of the Franchise Agreement is hereby modified by adding the following at the end of the first sentence thereof: “. . ., provided, however, that any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three (3) years after the grant of the franchise.”

With respect to franchisor’s right to terminate you upon your bankruptcy as stated in Section XIV(A) of the Franchise Agreement, termination of the Franchise Agreement for this reason may not be enforceable under federal bankruptcy law (11 U.S.C. §101 *et. seq.*).

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

Notwithstanding anything to the contrary in Section XXV(A) of the Franchise Agreement, the Maryland Franchise Registration and Disclosure Law prohibits the Franchisor from precluding the Franchisee from initiating litigation against the Franchisor in Maryland. Accordingly, Section XXV(A) is hereby modified to provide that the Franchisee may initiate litigation or sue in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

No representation or disclaimer by the Franchisee in the Franchise Agreement is intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

Attached to this Addendum as Schedule 1 is the form of the general release that you and your owners will sign, as, and if, required by Sections II(B)(6) and XIII(B)(2)(d) of the Franchise Agreement.

Based on the financial information submitted, the Commissioner has determined that all fees paid to the franchisor by the franchisee, including payments for goods and services received from the franchisor before the business opens, shall be deferred pending satisfaction of all of the franchisor’s pre-opening obligations to the franchisee.

Section XXII.C of the Franchise Agreement does not apply in Maryland.

The first paragraph of Section XXVII of the Franchise Agreement does not apply in Maryland.

Dated: \_\_\_\_\_

Signatures:

ROOSTERS

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

FRANCHISEE:

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

**ADDENDUM TO DEVELOPMENT AGREEMENT REQUIRED BY THE  
STATE OF MARYLAND**

All development fees and initial fee payments by area developers shall be deferred until the first franchise under the development agreement opens.

The seventh recital of the Development Agreement is deleted in its entirety.

Section 15.1 of the Development Agreement is deleted in its entirety.

Sections 16.1, 16.2 and 16.3 of the Development Agreement are deleted in their entirety.

Dated: \_\_\_\_\_

Signatures:

ROOSTERS:

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

FRANCHISEE:

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

**ADDENDUM TO FDD REQUIRED BY THE STATE OF MINNESOTA**

In an Addendum to the Franchise Agreement, we agree to indemnify you against losses and liabilities for which you are held liable in any proceeding arising out of your use of the mark “ROOSTER’S MENS GROOMING CENTER” or any other trademark, service mark or logotype that you are authorized by us to use with the franchised business. This indemnification is contingent upon you using the marks or logotypes according to the provisions of the Franchise Agreement.

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

With respect to franchises governed by Minnesota law, the franchisor will comply with Minnesota Statutes, Section 80C.14, Subd. 3-5, which require (except in certain specified cases) (1) 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 and (2) that consent to the transfer of the franchise will not be unreasonably withheld.

The Franchisee cannot consent to the franchisor obtaining injunctive relief. The franchisor may seek injunctive relief according to Minn. Rules 2860.4400J. Also, a court will determine if a bond is required.

The Limitations of Claims section must comply with Minnesota Statutes, Section 80C.17, Subd. 5. Minn. Rule Part 2869.4400(d) prohibits us from requiring that you assent to a general release as stated in Item 17 of this Disclosure Document.

The following is added to Item 5:

Based upon the review of our audited financial statements by the State of Minnesota Department of Commerce (the “DOC”), the DOC has required that we defer the payment of: (1) the Development Fee until the first Roosters Center required to be developed under the Development Agreement opens for business; and (2) the Initial Franchise Fee for each Roosters Center until the relevant Roosters Center opens for business. Upon the opening of the first Roosters Center that you develop under the Development Agreement, you must pay to us the Development Fee. Upon the opening of each additional Roosters Center, you must pay to us the Initial Franchise Fee for that Roosters Center.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT REQUIRED BY THE STATE OF  
MINNESOTA**

Sections II(B)(6) and XIII(B)(2)(d) regarding your obligation to execution of a general release upon assignment or renewal are deleted in their entirety according to Minnesota Rule Part 2860.4400(D).

Section IV of the Franchise Agreement is hereby modified by the following addition:

Notwithstanding the foregoing, in the State of Minnesota, Franchisor will defer payment of the Initial Franchise Fee until the Center opens for business. Upon the opening of the Center, Franchisee shall pay Franchisor the Initial Franchise Fee.

Section VI of the Franchise Agreement is hereby modified by adding a new Section VI(D) as follows:

(D) Franchisor agrees to indemnify Franchisee from and against any losses, liabilities and damages for which Franchisee is held liable by a court of competent jurisdiction in any proceeding arising out of Franchisee's use of the marks "ROOSTERS MEN'S GROOMING CENTER" and all other trademarks, service marks and associated marks and symbols utilized by Franchisee under this Agreement, provided such use is complies with and is authorized by the provisions of this Agreement. The foregoing indemnification is conditioned upon the following: Franchisee must (i) provide written notice to Franchisor of any claims subject to indemnification hereunder within twenty (20) days of Franchisee's receipt of any written information pertaining to such claims, (ii) tender the defense of the claims to Franchisor if Franchisor so desires, and (iii) permit Franchisor to have sole control of the defense and settlement of any such claim.

Section XIV of the Franchise Agreement is hereby modified by adding a new Section XIV(J) as follows:

XIV(J) Minnesota Law. The conditions under which this Agreement can be terminated or not renewed may be affected by Minnesota law which provides Franchisee with certain termination and non-renewal rights. Minnesota Statute Section 80C.14, subdivisions 3, 4 and 5 require, except in certain specified cases, that the Franchisee be given 90 days notice of termination (with 60 days to cure) and 180 days notice for non-renewal of the Franchise Agreement.

Section XXV(D) of the Franchise Agreement is hereby modified by adding the following text as the last sentence thereof:

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

Notwithstanding anything contained in Section XVI(F) of the Franchise Agreement, the Franchisee cannot consent to the Franchisor obtaining injunctive relief according to Minn. Rules

2860.4400J. The Franchisor may seek injunctive relief. See Minn. Rules 2860.4400J. Also, a court will determine if a bond is required.

Notwithstanding anything contained in Section XXVI(K) of the Franchise Agreement, the Limitations of Claims section of the Franchise Agreement must comply with Minnesota Statutes, Section 80C.17, Subd. 5.

Nothing in the Franchise Agreement is intended to abrogate or reduce any rights of the Franchisee as provided in for Minnesota Statutes, Chapter 80C.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO DEVELOPMENT AGREEMENT REQUIRED BY THE STATE OF  
MINNESOTA**

Article 3 of the Roosters Men's Grooming Center Development Agreement is amended by the following addition:

Notwithstanding the foregoing, ROOSTERS will defer payment of the Development Fee and Initial Fees until the first Roosters Center that FRANCHISEE develops under this Agreement opens for business. Upon the opening of the first Center, FRANCHISEE shall pay ROOSTERS the Development Fee and Initial Fees.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

## **ADDENDUM TO FDD REQUIRED BY 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 OR YOUR PUBLIC LIBRARY FOR RESOURCES 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 ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OR 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 THAT ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.**

2. The following is to be added at the end of Item 3:

Except as provided above, the following applies to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

A. No such party has an administrative, criminal, or civil action pending against that person alleging: a felony, a violation of a 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 that is significant in the context of the 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 ten years immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation, or trade practice law resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of the "Summary" sections of Item 17(c), titled "Requirements for a 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; this proviso intends that the non-waiver provisions of General Business Law Sections 687(4) and 687(5) be satisfied.

4. The following language replaces the "Summary" section of Item 17(d), titled "Termination by a franchisee": "You may terminate the agreement on any grounds available by law."
5. The following is added to the end of the "Summary" sections of Item 17(v), titled "Choice of forum," and Item 17(w), titled "Choice of law":

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or the franchisee by Article 33 of the General Business Law of the State of New York.

6. Franchise Questionnaires and Acknowledgements--No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
7. Receipts--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 earliest 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.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT**  
**REQUIRED BY THE STATE OF NEW YORK**

Notwithstanding any provision of the Franchise Agreement, all rights enjoyed by Franchisee and any causes of action arising in its 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 proviso that the non-waiver provisions of the General Business Law of the State of New York Sections 687.4 and 687.5 be satisfied.

Section XIX(B) of the Franchise Agreement is hereby modified by adding the following sentence after the second sentence thereof: “However, the Franchisee shall not be required to indemnify for any claims arising out of a breach of the Agreement or other civil wrong of the Franchisor.”

No new or different requirements imposed on Franchisee as a result of any changes made by Franchisor to its Manual under Section VIII(H) of the Franchise Agreement or otherwise shall place an unreasonable economic burden on Franchisee.

Notwithstanding any provision of the Franchise Agreement to the contrary, Franchisor will not transfer and assign its rights and obligations under the Franchise Agreement unless the transferee will be able to perform the Franchisor’s obligations under the Franchise Agreement, in Franchisor’s good faith judgment, so long as it remains subject to Article 33 of the General Business Law of the State of New York.

Notwithstanding Sections XXV(A) and XXV(D) of the Franchise Agreement, the choice of law and venue provisions should not be construed as a waiver of any right conferred upon Franchisee by the provisions of Article 33 of the General Business Law of the State of New York.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FDD REQUIRED BY THE STATE OF RHODE ISLAND**

Even though our Franchise Agreement says the laws of Minnesota apply, the Rhode Island Franchise Investment Law may supersede the Franchise Agreement because the Rhode Island Franchise Investment Law provides that “a provision in a franchise agreement restricting jurisdiction or venue to a forum outside Rhode Island or requiring the application of laws of another state is void with respect to a claim otherwise enforceable under the Act.”

**ADDENDUM TO FRANCHISE AGREEMENT REQUIRED BY THE STATE OF RHODE ISLAND**

Notwithstanding Section XXV(D) of the Franchise Agreement, Section 19-28.1-14 of the Rhode Island Franchise Investment Act (the “Act”) provides that a provision in the Franchise Agreement restricting jurisdiction or venue to a forum outside Rhode Island or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under the Act.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FDD REQUIRED BY THE COMMONWEALTH OF VIRGINIA**

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the Franchise Disclosure Document for Roosters MGC International, LLC for use in the Commonwealth of Virginia shall be amended as follows:

Additional Disclosure: The following statements are added to Item 17(h):

Under 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 ground for default or termination stated in the franchise agreement does 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.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT REQUIRED BY THE COMMONWEALTH OF VIRGINIA**

This Addendum pertains to franchises sold in the Commonwealth of Virginia and is for the purpose of complying with Virginia statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, the Franchise Agreement is amended as follows:

1. The following language is added at the end of Section XIV of the Franchise Agreement:

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 Franchise 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.

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.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

## **ADDENDUM TO FDD REQUIRED BY THE STATE OF WASHINGTON**

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.
2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.
3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.
4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).
5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. **Termination by Franchisee.** The franchisee may terminate the franchise agreement under any grounds permitted under state law.
8. **Certain Buy-Back Provisions.** Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.
9. **Fair and Reasonable Pricing.** Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).
10. **Waiver of Exemplary & Punitive Damages.** RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).
11. **Franchisor's Business Judgement.** Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.
12. **Indemnification.** Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.
13. **Attorneys' Fees.** If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.
14. **Noncompetition Covenants.** Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provision contained in the franchise

agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. **Nonsolicitation Agreements.** RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.
16. **Questionnaires and Acknowledgments.** 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.
17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).
18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.
19. In lieu of an impound of franchise fees, the Franchisor will not require or accept the payment of any initial franchise fees until the franchisee has (a) received all pre-opening and initial training obligations that it is entitled to under the franchise agreement or offering circular, and (b) is open for business. Because franchisor has material pre-opening obligations with respect to each franchised business franchisee opens under the Development Agreement, payment of the franchise fee will be released proportionally with respect to each franchise outlet opened and until franchisor has met all its pre-opening obligations under the Agreement and Franchisee is open for business with respect to each such location.

The following language is added to the State Cover Page:

**Use of Franchise Brokers.** The franchisor may use the services of franchise brokers to assist it in selling franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. Carefully evaluate any information provided by a franchise broker about a franchise. Do your own investigation by

contacting the franchisor's current and former franchisees to ask them about their experience with the franchisor.

Initials:

ROOSTERS: \_\_\_\_\_

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

DATE: \_\_\_\_\_

**ADDENDUM TO FRANCHISE AGREEMENT  
AND ALL RELATED AGREEMENTS  
REQUIRED BY THE STATE OF WASHINGTON**

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.
2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.
3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.
4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).
5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the

franchisor's reasonable estimated or actual costs in effecting a transfer.

7. **Termination by Franchisee**. The franchisee may terminate the franchise agreement under any grounds permitted under state law.
8. **Certain Buy-Back Provisions**. Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.
9. **Fair and Reasonable Pricing**. Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).
10. **Waiver of Exemplary & Punitive Damages**. RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).
11. **Franchisor's Business Judgement**. Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.
12. **Indemnification**. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.
13. **Attorneys' Fees**. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.
14. **Noncompetition Covenants**. Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking

enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. **Nonsolicitation Agreements.** RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.
16. **Questionnaires and Acknowledgments.** 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.
17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).
18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

This Addendum pertains to franchises sold in the State of Washington and is for the purpose of complying with Washington statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, the Franchise Agreement is amended as follows:

1. The following is added to the end of Article IV.A.1 of the Franchise Agreement:

Notwithstanding the foregoing, Franchisor will defer collection of the Initial Franchise Fee until the Franchisor has fulfilled its initial pre-opening obligations to the Franchisee and the Franchisee is open for business. Upon the opening of the Franchised Store, Franchisee shall pay the Initial Franchise Fee to Franchisor.

2. The second sentence of Section XVI.D of the Franchise Agreement is deleted in its entirety.

3. Section XVI.E of the Franchise Agreement is deleted in its entirety.
4. Section XXII.C of the Franchise Agreement does not apply in Washington.
5. Section XX.VI.K of the Franchise Agreement is deleted in its entirety.
6. The first paragraph of Section XXVII of the Franchise Agreement does not apply in Washington.
7. Section 4 of Exhibit A to the Franchise Agreement (Guaranty) is deleted in its entirety.

Dated \_\_\_\_\_.

\_\_\_\_\_

Franchisor

\_\_\_\_\_

Franchisee

**ADDENDUM TO DEVELOPMENT AGREEMENT  
AND ALL RELATED AGREEMENTS  
REQUIRED BY THE STATE OF WASHINGTON**

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. **Conflict of Laws.** In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.
2. **Franchisee Bill of Rights.** RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.
3. **Site of Arbitration, Mediation, and/or Litigation.** In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.
4. **General Release.** A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).
5. **Statute of Limitations and Waiver of Jury Trial.** Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
6. **Transfer Fees.** Transfer fees are collectable only to the extent that they reflect the

franchisor's reasonable estimated or actual costs in effecting a transfer.

7. **Termination by Franchisee**. The franchisee may terminate the franchise agreement under any grounds permitted under state law.
8. **Certain Buy-Back Provisions**. Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.
9. **Fair and Reasonable Pricing**. Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).
10. **Waiver of Exemplary & Punitive Damages**. RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).
11. **Franchisor's Business Judgement**. Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.
12. **Indemnification**. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.
13. **Attorneys' Fees**. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.
14. **Noncompetition Covenants**. Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking

enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. **Nonsolicitation Agreements.** RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the franchise agreement or elsewhere are void and unenforceable in Washington.
16. **Questionnaires and Acknowledgments.** 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.
17. **Prohibitions on Communicating with Regulators.** Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).
18. **Advisory Regarding Franchise Brokers.** Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.
19. In lieu of an impound of franchise fees, the Franchisor will not require or accept the payment of any initial franchise fees until the franchisee has (a) received all pre-opening and initial training obligations that it is entitled to under the franchise agreement or offering circular, and (b) is open for business. Because franchisor has material pre-opening obligations with respect to each franchised business Franchisee opens under the Development Agreement, payment of the franchise fee will be released proportionally with respect to each franchise outlet opened and until franchisor has met all its pre-opening obligations under the Agreement and Franchisee is open for business with respect to each such location.

This Addendum pertains to franchises sold in the State of Washington and is for the purpose of complying with Washington statutes and regulations. Notwithstanding anything which may be

contained in the body of the Development Agreement to the contrary, the Development Agreement is amended as follows:

1. The seventh recital of the Development Agreement is deleted in its entirety.
2. The following is added to Article 3 of the Development Agreement:

Notwithstanding the foregoing, ROOSTERS will defer the payment of the Development Fee attributed to each Roosters Business that FRANCHISEE agrees to develop until that Roosters Business opens. Upon the opening of each Roosters Business, FRANCHISEE will pay the Development Fee to ROOSTERS.

3. The second sentence of Section 8.3 of the Development Agreement is deleted in its entirety.
4. The second sentence of Section 15.1 of the Development Agreement is deleted in its entirety.
5. Sections 16.1, 16.2, and 16.3 of the Development Agreement are deleted in their entirety.

Dated \_\_\_\_\_.

\_\_\_\_\_  
Franchisor

\_\_\_\_\_  
Franchisee

**FOR RESIDENTS OF ALL STATES LISTED IN THIS ADDENDUM**

Notwithstanding Section XXIII of the Franchise Agreement to the contrary, the applicable Addendum to the Franchise Agreement above shall not be merged with or into, or superseded by, the Franchise Agreement. In the event of any conflict between the Franchise Agreement and this Addendum, this Addendum shall be controlling. Except as otherwise expressly stated in the Franchise Agreement, no other amendments or modifications of the Franchise Agreement are intended or made by the parties.

Applicable State: \_\_\_\_\_ Date: \_\_\_\_\_

IN WITNESS WHEREOF, the parties below have duly executed and delivered this Addendum on the day and year first above written.

FRANCHISEE:

\_\_\_\_\_  
\_\_\_\_\_

[OR]

\_\_\_\_\_  
Corporate Name, Partnership or  
Limited Liability Company

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

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

FRANCHISOR:

ROOSTERS MGC INTERNATIONAL, LLC

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

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

OWNERS (SHAREHOLDERS/PARTNERS/  
MEMBERS):

\_\_\_\_\_

\_\_\_\_\_

**EXHIBIT G**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

**ADMINISTRATORS/AGENTS FOR SERVICE OF  
PROCESS**

**LIST OF STATE ADMINISTRATORS**

We intend to register this disclosure document as a “franchise” in some or all of the following states, if required by the applicable state laws. If and when we pursue franchise registration (or otherwise comply with the franchise investment laws) in these states, the following are the state administrators responsible for the review, registration, and oversight of franchises in these states:

<p><b>CALIFORNIA</b>          Commissioner of Financial Protection and Innovation          Department of Financial Protection and Innovation          320 West Fourth Street, Suite 750          Los Angeles, California 90013-2344          (213) 576-7500 / Toll Free: (866) 275-2677          Email: ASK.DFPI@dfpi.ca.gov          Website: <a href="http://www.dfpi.ca.gov">http://www.dfpi.ca.gov</a></p>	<p><b>NEW YORK</b>          NYS Department of Law          Investor Protection Bureau          28 Liberty St. 21st Fl          New York, NY 10005          (212) 416-8222</p>
<p><b>HAWAII</b>          Commissioner of Securities          Department of Commerce &amp; Consumer Affairs          Business Registration Division          Securities Compliance Branch          335 Merchant Street, Room 203          Honolulu, Hawaii 96813          (808) 586-2722</p>	<p><b>NORTH DAKOTA</b>          North Dakota Insurance &amp; Securities Department          600 East Boulevard Avenue          Bismarck, North Dakota 58505-0510          (701) 328-2910</p>
<p><b>ILLINOIS</b>          Illinois Office of the Attorney General          Franchise Bureau          500 South Second Street          Springfield, Illinois 62701          (217) 782-4465</p>	<p><b>RHODE ISLAND</b>          Department of Business Regulation          Securities Division, Building 69, First Floor          John O. Pastore Center          1511 Pontiac Avenue          Cranston, Rhode Island 02920          (401) 462-9527</p>
<p><b>INDIANA</b>          Secretary of State          Franchise Section          302 West Washington, Room E-111          Indianapolis, Indiana 46204          (317) 232-6681</p>	<p><b>SOUTH DAKOTA</b>          Division of Insurance          Securities Regulation          124 South Euclid Avenue, 2<sup>nd</sup> Floor          Pierre, South Dakota 57501          (605) 773-3563</p>
<p><b>MARYLAND</b>          Office of the Attorney General          Securities Division          200 St. Paul Place          Baltimore, Maryland 21202-2020          (410) 576-6360</p>	<p><b>VIRGINIA</b>          State Corporation Commission          Division of Securities and Retail Franchising          1300 East Main Street, 9th Floor          Richmond, Virginia 23219          (804) 371-9051</p>
<p><b>MICHIGAN</b>          Michigan Attorney General’s Office          Corporate Oversight Division, Franchise Section          525 West Ottawa Street          G. Mennen Williams Building, 5<sup>th</sup> Floor          Lansing, Michigan 48913          (517) 335-7567</p>	<p><b>WASHINGTON</b>          Department of Financial Institutions          Securities Division          P.O. Box 41200          Olympia, Washington 98504-1200          (360) 902-8760</p>
<p><b>MINNESOTA</b>          Minnesota Department of Commerce          85 7<sup>th</sup> Place East, Suite 280          St. Paul, Minnesota 55101          (651) 539-1600</p>	<p><b>WISCONSIN</b>          Division of Securities          4822 Madison Yards Way, North Tower          Madison, Wisconsin 53705          (608) 266-2139</p>

**AGENTS FOR SERVICE OF PROCESS**

We intend to register this disclosure document as a “franchise” in some or all of the following states, if required by the applicable state law. If and when we pursue franchise registration (or otherwise comply with the franchise investment laws) in these states, we will designate the following state offices or officials as our agents for service of process in these states. There may be states in addition to those listed below in which we have appointed an agent for service of process. There may also be additional agents in some of the states listed.

<p><b>CALIFORNIA</b>          Commissioner of Financial Protection and Innovation          Department of Financial Protection and Innovation          320 West Fourth Street, Suite 750          Los Angeles, California 90013-2344          (213) 576-7500 / Toll Free: (866) 275-2677          Email: ASK.DFPI@dfpi.ca.gov          Website: <a href="http://www.dfp.ca.gov">http://www.dfp.ca.gov</a></p>	<p><b>NEW YORK</b>          New York Secretary of State          One Commerce Plaza          99 Washington Avenue          Albany, NY 12231          (518) 473-2492</p>
<p><b>HAWAII</b>          Commissioner of Securities          Department of Commerce &amp; Consumer Affairs          Business Registration Division          Securities Compliance Branch          335 Merchant Street, Room 203          Honolulu, Hawaii 96813          (808) 586-2722</p>	<p><b>NORTH DAKOTA</b>          North Dakota Insurance Commissioner          North Dakota Insurance &amp; Securities Department          600 East Boulevard Avenue          Bismarck, North Dakota 58505-0510          (701) 328-2910</p>
<p><b>ILLINOIS</b>          Illinois Attorney General          500 South Second Street          Springfield, Illinois 62701          (217) 782-4465</p>	<p><b>RHODE ISLAND</b>          Director of Department of Business Regulation          Department of Business Regulation          Securities Division, Building 69, First Floor          John O. Pastore Center          1511 Pontiac Avenue          Cranston, Rhode Island 02920          (401) 462-9527</p>
<p><b>INDIANA</b>          Secretary of State          Franchise Section          302 West Washington, Room E-111          Indianapolis, Indiana 46204          (317) 232-6681</p>	<p><b>SOUTH DAKOTA</b>          Division of Insurance          Director of the Securities Regulation          124 South Euclid Avenue, 2<sup>nd</sup> Floor          Pierre, South Dakota 57501          (605) 773-3563</p>
<p><b>MARYLAND</b>          Maryland Securities Commissioner          200 St. Paul Place          Baltimore, Maryland 21202-2020          (410) 576-6360</p>	<p><b>VIRGINIA</b>          Clerk of the State Corporation Commission          1300 East Main Street, 1<sup>st</sup> Floor          Richmond, Virginia 23219          (804) 371-9733</p>
<p><b>MICHIGAN</b>          Michigan Attorney General’s Office          Corporate Oversight Division, Franchise Section          525 West Ottawa Street          G. Mennen Williams Building, 5<sup>th</sup> Floor          Lansing, Michigan 48913          (517) 335-7567</p>	<p><b>WASHINGTON</b>          Director of Department of Financial Institutions          Securities Division – 3<sup>rd</sup> Floor          150 Israel Road, Southwest          Tumwater, Washington 98501          (360) 902-8760</p>
<p><b>MINNESOTA</b>          Commissioner of Commerce          Minnesota Department of Commerce          85 7<sup>th</sup> Place East, Suite 280          St. Paul, Minnesota 55101          (651) 539-1600</p>	<p><b>WISCONSIN</b>          Division of Securities          4822 Madison Yards Way, North Tower          Madison, Wisconsin 53705          (608) 266-2139</p>

**EXHIBIT H**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

**AGREEMENT FOR PURCHASE AND SALE OF ASSETS**

**AGREEMENT FOR PURCHASE AND SALE OF ASSETS**

THIS AGREEMENT is made and entered into as of the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, by and between REGIS CORP., a Minnesota corporation (“Seller”), \_\_\_\_\_, a \_\_\_\_\_ (“Buyer”), and ROOSTERS MGC INTERNATIONAL, LLC, a Michigan limited liability company (“Franchisor”).

**RECITALS**

A. Seller owns the hair care shop(s) set forth on Exhibit A hereto (the "Shop(s)"). Seller also owns certain furniture, fixtures, equipment (excluding the point-of sale and backoffice hardware and software and all related equipment), leasehold improvements, inventory and supplies, and retail inventory located at the Shops (the “Assets”). Seller’s cash and accounts receivable, credit card terminals, inventory scanners, and routers are excluded from the Assets.

B. Seller desires to sell the Assets to Buyer on an “as-is” basis and to cause Franchisor to enter into a standard Roosters Development Agreement (the “Development Agreement”) and standard Roosters Franchise Agreement(s) and Sublease(s) (the “Franchise Agreements”) with respect to the Shops. Buyer desires to purchase the Assets from Seller on an “as is” basis and to enter into the Franchise Agreements with Franchisor with respect to the Shop(s) and to develop additional Roosters shop(s) pursuant to the Development Agreement (the “New Shop(s)”), all on the following terms and conditions.

NOW, THEREFORE, in consideration of mutual covenants, agreements and considerations set forth herein, the parties agree as follows:

1. Purchase and Sale.

1.1 Assets. On and subject to the terms and conditions of this Agreement, Buyer agrees to purchase the Assets from Seller and Seller agrees to sell the Assets to Buyer on the Closing Date on an “as-is” basis.

1.2 Purchase Price.

(a) The purchase price for the Assets is \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) payable on the Closing Date by an electronic transfer of funds to Seller.

(b) In addition, Buyer shall reimburse Seller on the Closing Date an amount of \$\_\_\_\_\_ which is the security deposit paid to the landlord.

1.3 Allocation of Purchase Price. Buyer and Seller agree that the purchase price for the Assets shall be allocated based on fair market value.

1.4 Obligations of Seller. All liabilities of Seller shall be paid by Seller. Buyer shall assume no liabilities or obligations of Seller except as specifically set forth herein, and shall not be liable for any liabilities arising from operation of the Shop prior to the Closing Date, including but not limited to litigation, employment disputes, landlord disputes, material claims by customers, and payment due to vendors (whether known or unknown by the parties at the Closing Date, solely to the extent they arise solely from facts existing prior to the Closing Date).

1.5 Obligations of Buyer.

A. Buyer agrees to assume, pay and perform each and every obligation of Seller in connection with the operations of the business conducted at the Shop(s), accruing on and after the Closing Date, and to indemnify and hold Seller harmless from any such obligations.

B. Buyer agrees that if any Shop is not a Roosters shop, Buyer shall convert such Shop to the then-current design for Roosters shops, by engaging Seller's designated vendor to provide construction management services and furniture, fixture, and equipment coordination services pursuant to such designated vendor's then-current standard agreement and fee. Buyer will be responsible for all costs and expenses of such Shop conversion. Buyer will complete such conversion process to Franchisor's current standards within 90 days of the Closing Date for such Shop.

C. Buyer confirms that it remains subject to the Non-Disclosure Agreement between Buyer and Regis Corporation dated \_\_\_\_\_, 20\_\_\_, pursuant to which it has agreed to hold confidential all Confidential Information (as defined thereby), including the existence of this Agreement and the transaction contemplated thereby.

D. Buyer agrees to attend, complete, and pass the Franchisor's orientation training to be held in Seller's corporate office after the Closing Date.

1.6 Prorations. All operating costs relating to the business conducted at the Shop(s), including, but not limited to, rent, shall be allocated between Seller and Buyer based upon the Closing Date, such that Seller shall pay that portion of the operating costs and receive that portion of the income pertaining to that period of time up to, and, including the day prior to the Closing

Date and Buyer shall pay that portion of the operating costs and receive that portion of the income on and after the Closing Date.

2. The Closing. The transaction provided for herein shall be closed by overnight or electronic delivery of documents, and payment of the purchase price and any fees due under the Franchise Agreements and Construction Management Services Agreement, on the Closing Date. The Closing Date is scheduled to occur within one hundred eighty (180) days of the date of this Agreement at a mutually agreed upon date between the parties (the “Closing Date”). Seller and Franchisor have no obligation to close the transaction contemplated under this Agreement unless and until Buyer and its Affiliates are in good standing, including having paid all amounts owed, under all other agreements with Seller, Franchisor, and their respective affiliates.

3. Instruments of Transfer; Further Assurances. On the Closing Date, upon receipt of the purchase price, Seller shall deliver to Buyer a Bill of Sale transferring to Buyer its interest in the Assets, and signed Franchise Agreements and, if any Shops are to be converted, Construction Management Services Agreement.

4. Representations and Warranties of Seller.

Seller represents and warrants to Buyer that Seller is a limited liability company duly organized and validly existing under the laws of the State of Michigan, with all requisite power to own, operate and lease its property and to execute and deliver this Agreement. Except for this warranty, Seller and Franchisor make no other representations or warranties whatsoever. The Assets are sold “as-is”.

5. Representations and Warranties of Buyer.

(a) Buyer represents and warrants to the Seller that Buyer is a \_\_\_\_\_ duly organized and validly existing under the laws of the State of \_\_\_\_\_, with all requisite power to own, operate and lease its property.

(b) Buyer represents and warrants to Seller and Franchisor that Buyer has all right, power, and authority to execute and deliver this Agreement on its own behalf and on behalf of its Affiliates as defined in Section 9(e) below.

(c) Buyer’s Federal Employer Identification Number (FEIN) is \_\_\_\_\_.

6. Financial Representations. Neither Seller nor its parent and/or affiliates including Franchisor make any representation, warranty, guarantee, covenant, commitment, or other promise

as to the future performance of the Shop. Any profit or loss experienced by the Buyer at the Shop(s) may vary from any profit or loss experienced by the Seller at the Shop(s).

7. Termination. Seller will have the right to terminate this Agreement if the closing does not occur within the terms of Paragraph 2.

8. Covenants of Seller.

(a) Seller shall use commercially reasonable efforts to conduct business at the Shop(s) in the ordinary course consistent with past practices until the Closing Date. Seller agrees to use its best efforts to cause the transactions contemplated by this Agreement to be consummated.

(b) Seller will cause Franchisor to enter into the Franchise Agreements for the Shops with Buyer.

9. Covenants of Buyer.

(a) Buyer will faithfully perform on a timely basis all of its obligations required herein.

(b) Prior to the Closing Date, Buyer agrees to enter into the Franchise Agreements and personal guarantees thereof for the Shop(s) with Franchisor. In addition, if any Shop is not a Roosters shop, Buyer will prior to Closing, enter into Seller's designated vendor's current standard Construction Management Services Agreement.

(c) Buyer agrees to execute and deliver the Development Agreement contemporaneously with the execution and delivery of this Agreement and pay the Development Fees due under the Development Agreement. Buyer acknowledges that the Roosters Development Agreement will obligate Buyer to develop one or more New Shop(s) during the Development Period(s) as set forth in the Development Agreement and Buyer will enter into a separate Roosters Franchise Agreement for each Shop acquired hereunder and New Shop developed under the Development Agreement.

(d) Buyer agrees that the standard form of Roosters Franchise Agreement will require

Buyer to purchase all hair care products, supplies, and merchandise, including, without limitation, all retail inventory, backbar and shop supplies (the "Products"), that Buyer needs for use and resale at each Shop and New Shop, exclusively from Seller's designated or approved suppliers (which may include Seller and its affiliates).

(e) (i) Buyer, on its own behalf and on behalf of all of its parents, subsidiaries, affiliates, joint ventures, and partners (collectively, the “Affiliates”) that are, as of the Closing Date, parties to franchise agreements with Franchisor and its affiliates under any brand, agrees that:

(a) effective as of the Closing Date, Buyer and its Affiliates will purchase exclusively from Seller’s designated or approved suppliers (which may include Seller and its affiliates) all Products for use and resale at all of their respective hair salons (regardless of brand) that are the subject of existing franchise agreements with Franchisor and its affiliates as of the Closing Date (the “Existing Franchise Agreements”);

(b) the Existing Franchise Agreements are hereby amended to require Buyer and its Affiliates to purchase all Products exclusively from Seller’s designated or approved suppliers (which may include Seller and its affiliates);

(iii) Buyer’s and its Affiliates’ obligations under Sections 9(d) and 9(e) shall survive the closing of the transaction contemplated by this Agreement.

(f) Buyer represents that it has the authority delegated from each and all of its Affiliates to agree on their behalf to the Product purchasing restrictions specified in Sections 9(d)(ii) and 9(e) for the Existing Franchise Agreements and acknowledges that Seller and Franchisor are proceeding with the transaction contemplated by this Agreement in reliance on such representations. In addition, if the parties agree that Buyer’s Affiliate(s) will enter into any Franchise Agreement described in Sections 9(d)(ii) and/or 9(e), then Buyer represents and warrants that it has the authority to bind its Affiliates to the restrictions in Sections 9(d)(ii) and 9(e). Any failure by Buyer and its Affiliates to comply with these Product purchasing restrictions will be deemed a breach of all the Franchise Agreements and Existing Franchise Agreements.

10. Entire Agreement. This Agreement supersedes all previous agreements among the parties and contains the entire understanding and agreement among them with respect to its subject matter. This Agreement cannot be amended, modified or supplemented in any respect except by a subsequent written agreement entered into by all parties. Without limiting the generality of the foregoing, in the event of a conflict between the terms of this Agreement and the terms of the Development Agreement, any Franchise Agreement, any Existing Franchise Agreement, or any Future Franchise Agreement, in particular with respect to the Product purchasing restrictions, the terms of this Agreement will prevail.

11. Waivers and Notices. Any failure by any party to this Agreement to comply with any of its obligations, agreements or covenants hereunder may be waived by Seller in the case of a default by Buyer and by Buyer in the case of a default by Seller. The failure of any party to insist in any instance upon performance of any term or condition of this Agreement shall not be construed as a waiver of any future performance. All waivers under this Agreement and all notices, consents, demands, requests, approvals and other communications which are required or may be given hereunder or thereunder shall be in writing and shall be deemed to have been duly given if delivered or mailed certified first class mail, postage prepaid:

(a) If to Buyer:

(b) If to Seller:

Roosters MGC International, LLC  
3701 Wayzata Boulevard, Suite 600  
Minneapolis, MN 55416  
Attention: President

or to such other person or persons at such address or addresses as may be designated by written notice to the other parties hereunder.

13. Benefits. All the terms of this Agreement shall be binding upon and inure to the benefit of and be enforceable by the parties hereto and their successors and assigns.

14. Arbitration. All disputes between the parties relating to (i) this Agreement; (ii) the transaction contemplated thereby; or (iii) negotiations leading up to execution of this Agreement, shall be resolved by arbitration in Minneapolis, Minnesota, pursuant to the rules of the American Arbitration Association then in effect. The arbitrators shall have the power to award costs, including reasonable attorneys' fees, as they deem appropriate. This Agreement shall be construed in accordance with the laws of the State where the Shops are located.

15. Expenses. Whether or not the transactions contemplated hereby are consummated, each of the parties hereto shall pay his or their own expenses incurred in connection with the authorization, preparation, execution or performance of this Agreement and all transactions contemplated hereby, including without limitation, all fees and expenses of agents, representatives, legal counsel and accountants.

16. Facsimile Signatures; Counterparts. This Agreement may be executed and delivered by electronic signature (e.g., DocuSign). The delivery of an executed copy of this Agreement or of any amendment hereto, made by facsimile or electronic transmission (e.g., DocuSign) or as a

.pdf attachment to an email by any party to an authorized recipient of the other party hereto shall constitute effective delivery of such document by such transmitting party to such receiving party, and any executed facsimile or emailed copy so delivered shall be deemed equivalent to an executed original. This Agreement and any amendments thereto may be signed in two or more counterparts, and all counterpart signatures, taken together, shall constitute one executed original.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

SELLER:

REGIS CORP.

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

FRANCHISOR:

ROOSTERS MGC INTERNATIONAL, LLC

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

BUYER:

on its own behalf and on behalf of all of its Affiliates

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

Print Name:

Title:

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

Print Name:

Title:

**EXHIBIT A**  
**The Shops**

**EXHIBIT I**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

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## ROOSTERS MEN'S GROOMING CENTER

### STATE EFFECTIVE DATES

The following states 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
Illinois	Pending
Indiana	Pending
Maryland	Pending
Michigan	October 3, 2025
Minnesota	Pending
New York	Pending
Rhode Island	Pending
Virginia	Pending
Washington	Pending
Wisconsin	Pending

In all other states, the effective date of this Franchise Disclosure Document is the issuance date of October 17, 2025, as amended February 1, 2026.

**EXHIBIT K**

**ROOSTERS MGC INTERNATIONAL, LLC  
FRANCHISE DISCLOSURE DOCUMENT**

**RECEIPTS**

## 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 Roosters MGC International, LLC offers you a franchise, it must provide this disclosure document to you 14 calendar-days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale. However, some state franchise laws may require Roosters MGC International, LLC to provide this disclosure document to you at the first personal meeting held to discuss the franchise sale or at least 10 business days before you sign a binding agreement with, or make a payment to, the franchisor or an affiliate in connection with the proposed franchise sale.

If Roosters MGC International, LLC does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency identified on Exhibit G.

Issuance Date: October 17, 2025, as amended February 1, 2026

The franchise sellers for this offering have a principal business office of 3701 Wayzata Boulevard, Suite 600, Minneapolis, Minnesota 55416 with a contact number of 952-947-7777. If any of these franchise sellers have had or will have dealings with you, the name of that person will appear below.

---

Roosters MGC International, LLC authorizes the respective state agents identified on Exhibit G to receive service of process for it in the particular states.

I received a disclosure document from The Barbers dated as of October 17, 2025, as amended February 1, 2026, that included the following exhibits:

- Exhibit A: Financial Statements
- Exhibit B: Franchise Agreement
- Exhibit C: Development Agreement
- Exhibit D: Sublease
- Exhibit E: List of Franchisees/Departing Franchisees
- Exhibit F: State Specific Addenda
- Exhibit G: State Agencies and Agents for Service of Process
- Exhibit H: Agreement for Purchase and Sale of Assets
- Exhibit I: Operations Manual Table of Contents
- Exhibit J: State Effective Dates
- Exhibit K: Receipts

Signed: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: State/Zip: \_\_\_\_\_  
Telephone: (\_\_\_\_) \_\_\_\_\_  
Dated: \_\_\_\_\_

Signed: \_\_\_\_\_  
Print Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: State/Zip: \_\_\_\_\_  
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