



**FRANCHISE DISCLOSURE DOCUMENT**

**GREAT CLIPS, INC.**

## FRANCHISE DISCLOSURE DOCUMENT

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



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

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

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

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

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact the Franchise Administration Department at 4400 West 78<sup>th</sup> Street, Suite 700, Minneapolis, Minnesota 55435, (952) 893-9088.

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

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as "[A Consumer's Guide to Buying a Franchise](#)," which can help you understand how to use this disclosure document, is available from the Federal Trade Commission ("FTC"). You can contact the FTC at 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC's home page at [www.ftc.gov](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: March 30, 2025**



## How to Use This Franchise Disclosure Document

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

| QUESTION                                                                                 | WHERE TO FIND INFORMATION                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <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, such as current and former franchisees. You can find their names and contact information in Item 20 or Exhibits A and B. |
| <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 E 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 Great Clips 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 Great Clips franchisee?</b>                                    | Item 20 or Exhibits A and B 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 Q.

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

## Special Risks to Consider About *This* Franchise

Certain states require that the following risks be highlighted:

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

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

## **DISCLOSURES REQUIRED BY MICHIGAN LAW**

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

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

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

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

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

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

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

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

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

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

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

Michigan Department of Attorney General  
Corporate Oversight Division  
Attn: Franchise Section  
525 West Ottawa Street  
670 G. Mennen Williams Building, 5<sup>th</sup> Floor  
Lansing, Michigan 48913  
Telephone: (517) 373-7117.

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## **Exhibits**

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| B            | Lists of Former Franchisees                                                       |
| C            | Franchisee Organizations Great Clips has Created, Sponsored or Endorsed           |
| D            | Independent Franchisee Organizations                                              |
| E            | Financial Statements                                                              |
| F            | Franchise Agreement                                                               |
| G            | Three Star Program Agreement                                                      |
| H            | Master Development Agreement                                                      |
| I            | Innovative Computer Software – Styleware™ Software Suite Agreement                |
| J            | Heartland Payment Systems – Merchant Processing Agreement                         |
| K            | Stored Value <del>Systems</del> <u>Solutions</u> , Inc. – Participation Agreement |
| L            | Lease Documents                                                                   |
| M            | Foundation Technologies, LLC – Salon X Store Service Agreement                    |
| N            | Automated Clearing House Authorization                                            |
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## **Item 1**

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

#### **Franchisor**

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

#### **Franchised Business**

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

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

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

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

Great Clips opened its first GREAT CLIPS® salon in 1982 and began franchising in 1983. -As of December 31, ~~2025~~2024, the GREAT CLIPS® franchise System had approximately 4,439,441 salons operated by franchisees.- Great Clips has not offered in the past and does not currently offer franchises in any other lines of business, but may do so in the future. -As of December 31, ~~2025~~2024, Great Clips operated no company-owned GREAT CLIPS® salons.- Great Clips and its affiliates, either directly or indirectly through one or more third parties, reserve the right to distribute products, including products with the trademarks, service marks, trade names, and symbols licensed in the Franchise Agreement, through other methods of distribution, and to undertake other business activities, including haircare and related businesses, without obligation to its franchisees. -The franchise is only for the business and format described in the Franchise Agreement.

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

## **Competitors**

The market in which you will operate is highly competitive. -You should expect to compete with other national, regional, and local businesses offering competitive goods and services, including members of established national or regional chains and franchise systems. GREAT CLIPS® salons



ordinarily are located in or near shopping centers, but may also be established in densely populated areas, as free-standing units, or as other Non-Traditional Locations as determined by Great Clips.

### **Governmental Regulations**

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

## Item 2

### **BUSINESS EXPERIENCE**

Chairman of the Board: Raymond L. Barton

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

Vice Chair of the Board: Rhoda C. Olsen

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

Chief Executive Officer: Stephen K. Hockett

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

~~President: Robert D.~~ President and CEO: Robert D. Goggins

Mr. Goggins joined Great Clips as the Vice President of Franchise Development in July 2007 and has held various executive positions since that time, including serving as Senior Vice President of Real Estate and Development (September 2011 to December 2013), Executive Vice President and Chief Operations Officer (January 2014 to December 2017), ~~and has served as President since~~ (January 2018 to December 2025), and he is our President and Chief Executive Officer as of January 2026, all located in Minneapolis, Minnesota.

Chief Financial Officer: Rachelle M. Johnson

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

Chief Operations Officer: Yvonne S. Mercer

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

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

Chief Legal Officer: Kerry L. Bundy

Ms. Bundy joined Great Clips in June of 2023 as our Vice President of Legal, General Counsel, and Secretary. As of January 1, 2026, she is Chief Legal Officer and Secretary, both positions located in Minneapolis, Minnesota. Prior to joining Great Clips, Ms. Bundy served as Vice President, General Counsel and Corporate Secretary for U.S. Distilled Products, dba Phillips Distilling Company, from January 2023 to May 2023, in St. Paul, Minnesota. She was a Partner and Management Board Member at Faegre Drinker Biddle and Reath from July 2000 to December 2022, located in Minneapolis, Minnesota.

Senior Vice President of Marketing and Recruiting Resources: Sarah J. Yatchak

Ms. Yatchak joined Great Clips in December 2016 and has held various position since that time, including serving as Assistant Secretary, Senior Director of Legal and Franchise Administration (December 2016 to February 2018), Associate General Counsel and Assistant Secretary (March 2018 to December 2019), and Secretary and Vice President, Legal/Franchise Administration & General Counsel (January 2020 to June 2022). Ms. Yatchak became the Vice President of Operations in June 2022 until December 2025 and as of January 1, 2026, she is the Senior Vice President of Marketing and Recruiting Resources. All located in Minneapolis, Minnesota.

Vice President of Learning and Development: Michelle E. Sack

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

Vice President of Expansion: Adam J. Husemann

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

Vice President of Marketing and Communications: ~~Lisa S. Hake~~ Traci L. Elder

Ms. ~~Hake~~ Elder joined Great Clips in ~~July 2017~~ November 2025 as the Vice President of Marketing and Communications, located in Minneapolis, Minnesota. Prior to joining Great Clips, Ms.

Elder was employed by Purpose Brands, located in Woodbury, Minnesota, where she served as Vice President of TalentBrand Strategy and Creative Expression from January 2023 to October

2025, and prior to that role she was the Vice President of Brand Marketing for Waxing the City, the Bar Method and Basecamp Fitness from October 2020 to December 2022. Prior to joining Purpose Brands, Ms. Elder was the Vice President of New Business and Marketing for Little & Company from December 2012 to July 2020, located in Minneapolis, Minnesota.

Vice President of Human Resources and Project Management: Jared C. Nypen

Mr. Nypen joined Great Clips in January 2015 and has held various positions since that time, including serving as the Director of Talent Acquisition (January 2015 to August 2018) ~~and has served as~~ Vice President of Talent ~~since~~ (August 2018 ~~to December 2025~~). As of January 2026, Mr. Nypen is Vice President of Human Resources and Project Management, all ~~positions were~~ located in Minneapolis, Minnesota.

Vice President of Business Technology Services: Kevin R. Barnd

Mr. Barnd became the Director of Application Development and Architecture at Great Clips in September 2018. From July 2020 through March 2024, he was the Director of Product Strategy and Innovation, and as of April 2024, Mr. Barnd is the Vice President of Business Technology Services, all located in Minneapolis, Minnesota.

Vice President of Operations: ~~Sarah J. Yatchak~~

~~Ms. Yatchak joined Great Clips in December 2016 and has held various position since that time, including serving as Assistant Secretary, Senior Director of Legal and Franchise Administration (December 2016 to February 2018), Associate General Counsel and Assistant Secretary (March 2018 to December 2019), and Secretary and Vice President, Legal/Franchise Administration & General Counsel (January 2020 to June 2022). Ms. Yatchak became the Vice President of Operations in June 2022. All positions were located in Minneapolis, Minnesota.~~

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

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

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

Ms. Wheeler joined Great Clips in May 2004 and has held various positions since that time, including serving as Operations Resources Manager (March 2013 to December 2014), Director of Operations (January 2015 to March 2021), Director of Operations and Operations Resources ~~since~~ (April 2021 ~~and has been our~~ to August 2022), Senior Director of Operations and Operations Resources ~~since August 2022~~ (August 2022 to December 2025), and as of January 1, 2026, she is the Vice President of Operations, all ~~positions~~ located in Minneapolis, Minnesota.

Vice President of Recruiting Resources: Courtney L. Obbink

Ms. Obbink joined Great Clips in 2016 as a Talent Project Manager. Ms. Obbink was the Director of Recruiting Resources from March 2020 until December 2025 and as of January 2026, she is the Vice President of Recruiting Resources, all located in Minneapolis, Minnesota.

Senior Director of Operations: Norm K. Willardson

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

Director of Operations: Heather R. Briggs

Ms. Briggs joined Great Clips in July 2002 and has held various positions since that time, including serving as a Senior Marketing Manager (July 2002 to January 2010), Director of Marketing Planning (January 2010 to April 2017), and Senior Director of Marketing Planning (April 2017 to August 2022) when, and, as of August 2022, she became a Director of Operations in August 2022. While she is located in Montgomery, Texas, all positions are based out of our home office in Minneapolis, Minnesota.

Director of Operations: Jodi G. Charto

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

Director of Operations: Miranda K. McNally

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

Director of Operations: Ellen C. Engilis

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

Director of Operations: Kristin V. Rus  
~~Recruiting Resources: Courtney L. Obbink~~

Ms. ~~Obbink~~Rus joined Great Clips ~~in 2016~~ as a ~~Talent Project~~Business Services Specialist in April 1994. ~~She was an Operations Manager. Ms. Obbink became the from March 2018 until December 2025, and as of January 2026, she is~~ Director of ~~Recruiting Resources in March 2020, all~~Operations, a position based out of our home office in Minneapolis, Minnesota.

~~Director of Digital Marketing: Susan M. Fletcher~~

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

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

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

Director of Legal & Franchise Administration: -Jason T. Johnson

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

Director of Legal, Corporate Counsel: -Erin B. Stein

Ms. Stein joined Great Clips in April of 2023 as Corporate Counsel. Prior to joining Great Clips, Ms. Stein served as the Assistant Director at Mitchell Hamline School of Law from January 2020



to April 2023, and she was an attorney for Gray Plant Mooty (now Lathrop GPM), a law firm located in Minneapolis, Minnesota, from September 2013 to January 2020.

Director of Franchise Development and Product: -Beth N. Nilssen

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

Director of Facilities & Purchasing: -Catherine E. Brown

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

Director of Real Estate: -Nathan D. Ohme

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

~~Senior Real Estate Manager: James L. Reynolds~~

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

~~Senior Real Estate Manager: Belinda L. Avera~~

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

~~Real Estate Manager: Warren W. Davis~~

~~Mr. Davis joined Great Clips as a Real Estate Manager in October 2022 and is located in Carrollton, Texas. From August 2019 through October 2022, Mr. Davis was a Real Estate Manager at FASTSIGNS/Propelled Brands, Inc., located in Carrollton, Texas. From August 2018 to May~~

~~2019, Mr. Davis was a Director of Real Estate at Nestle Toll House Café by Chip, located in Portage, Michigan.~~

~~Real Estate Manager: Jack R. Gulden~~

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

~~Real Estate Manager: Joel A. Strause~~

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

~~Real Estate Manager: Andrew J. Spurlin~~

~~-~~

~~Mr. Spurlin joined Great Clips in April 2024 as a Real Estate Manager located in Charlotte, North Carolina. Prior to joining Great Clips he held several positions at T-Mobile USA, Inc. From August 2022 to August 2023 he was a Business Development Manager, from April 2020 to August 2022 he was a Portfolio Management Specialist, from April 2017 to April 2020 he was a Sr. Account Service Representative.~~

~~Director of Education Services: Suzanne M. Aderhold~~

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

~~Board Director and Executive Advisor: Charles D. Simpson~~

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

**Item 3**

**LITIGATION**

No litigation is required to be disclosed in this Item.



#### **Item 4**

### **BANKRUPTCY**

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

#### **Item 5**

### **INITIAL ~~FRANCHISE FEE~~FEES**

#### **Initial Franchise Fee for a Single Salon**

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

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

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

#### **Initial Fees for a Master Development Agreement**

If you enter into a Master Development Agreement, the total fee is \$10,000 ~~for each~~per salon in the Exclusive DMA. - The fee is comprised of a \$4,000 per salon Development Fee and a \$6,000 Initial Franchise Fee for each Franchise Agreement you sign in the Exclusive DMA. -Upon signing

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

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

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

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

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

### **Initial Fees for the Three Star Program**

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

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

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

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

If you have less than two fully-executed leases at the expiration of the 24-month time frame, you may be permitted, ~~at~~in Great Clips' sole determination, to convert each remaining Three Star Franchise Agreement, into a single unit Franchise Agreement, in which case you must promptly pay the then-current Initial Franchise Fee and MDAF for each agreement. The Partial Initial Franchise Fee as reflected in Great Clips' then-current Franchise Agreement (currently, \$10,000) will be required to be paid upon conversion and you must pay the balance of the Initial Franchise Fee (currently, another \$10,000) and MDAF (currently \$5,000) when the equipment is ordered for the Salon.

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

### **Additional Incentive Programs**

Great Clips has offered in connection with franchise development activity special incentive programs featuring bonuses, rebates, reduced initial franchise fees, and non-refundable deposits, as well as various other types of incentive programs to employees, franchisees, and other third parties, which may include compensation for the referral of individuals who become franchisees.

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

### **Deferral Program**

: In certain situations, franchisees may qualify for the Deferral Program.- Under the Deferral Program, the Initial Franchise Fee is deferred (but not waived) if you open an additional salon (the "Deferral Salon") that is located within the Protected Area or proximity right of first refusal area, if offered, of one of your existing salons (the "Original Salon"). -The Initial Franchise Fee (\$20,000, plus the Initial Advertising Contribution of \$5,000 to the MDAF) is deferred until either

the Deferral Salon or Original Salon ~~are is sold (unless simultaneously sold to separate buyers a single buyer)~~ or ~~ever-relocate-relocates~~ outside the Original Salon's Protected Area or proximity right of first refusal area, or if the Original Salon closes. -A copy of the current Deferral Program Policy will be made available to you upon request.

### Expediter Program

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

### VetFran Program

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

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

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

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

### **Initial Purchases**

You will be required to purchase your fixtures, signage, flooring, and ~~your~~ initial inventory/supplies for your Salon from Great Clips prior to the Salon opening, ~~these~~. These costs will also include tax and freight charges and are further outlined in Item 7 and Item 8. The estimated cost for these items is \$48,700 ~~-to~~ \$71,600.

### **Architecture Fees**

You must pay to Great Clips architecture fees ranging from \$100 to \$3,800 for plans and drawings for your Salon and for the costs of copying and delivering the drawings. -The higher end of this

estimate assumes that revisions to completed plans are required, and local building code requires engineered mechanical, electrical and plumbing drawings. -The higher end of this estimate also assumes that your Salon will be located in a building requiring LEED Certification (Leadership in Energy and Environmental Design Green Building Rating System).

### **Lease Liability Fee and Lease Review Fee**

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

### **Item 6**

### **OTHER FEES**

| <b>Type of Fee<sup>1</sup></b>                                                                                                   | <b>Amount</b>                            | <b>Due Date</b>                                                                                     | <b>Remarks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continuing Franchise Fee <sup>2</sup>                                                                                            | 6% of your Gross Sales                   | Biweekly                                                                                            | Gross Sales includes all revenue from the sale of all services, products and goods sold from or in connection with the franchise location, less sales taxes.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Sales or other taxes due on Continuing Franchise Fee                                                                             | As imposed by state or local government  | Biweekly                                                                                            | Great Clips has the right to collect from you any tax imposed on Great Clips by individual states or local government.                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Continuing Advertising Contribution to the Ad Fund <sup>2</sup>                                                                  | 5% of your Gross Sales                   | Biweekly                                                                                            | You must also engage in certain local advertising and sales promotion activities at an additional cost. -In order to stay competitive in the market, you will likely need to spend a minimum of 1-3% of your Gross Sales on incremental advertising in addition to the 5% Continuing Advertising Contribution to the Ad Fund.                                                                                                                                                                                                                                                               |
| Training Fee<br>1) The Great Academy<br>2) LEADS for Management Staff<br>3) Great Clips University Courses, Tools, and Resources | Combined fee of \$200 per year per salon | April 1 of each year                                                                                | This is the current fee and is subject to change <del>at</del> <u>in</u> Great Clips' sole determination <del>-, provided that the Training Fee will not exceed the greater of \$200 per year or 1% of your annual Gross Sales.</del> Your key brand-delivery personnel (e.g., stylists) must complete training within 30 days of employment. Your manager must complete training within 90 days of hire or promotion. You must pay your trainees' wages for time worked, travel, and expenses in connection with attending training.                                                       |
| Renewal Fee                                                                                                                      | Currently \$1,750 per salon              | At expiration of <del>initial</del> 10-year term <del>and end of each 10-year option term</del>     | The Renewal Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. -Your ability to renew your franchise is subject to the terms and conditions of your Franchise Agreement. -This fee is non-refundable unless your Franchise Agreement is not renewed.                                                                                                                                                                                                                                                                                   |
| MDA Renewal Fee                                                                                                                  | See Remarks                              | At expiration of the <del>initial</del> 10-year term <del>and end of each 10-year option term</del> | If you do not meet the salon opening requirements prior to the expiration of the Master Development Agreement, but we agree, at our sole option, to allow you to renew the Master Development Agreement, in addition to any Initial Franchise Fee for each additional salon, you also must pay Great Clips a renewal fee, <del>which</del> <u>(currently is, \$1,000)</u> for each salon that has not yet opened under the original Master Development Agreement. - The MDA Renewal Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. |
| Assignment Fee                                                                                                                   | Currently \$1,500 per salon              | Upon request for consent to assign the Franchise Agreement to an assignee approved by Great Clips   | The Assignment Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. -Your ability to assign your Franchise Agreement is subject to the terms and conditions of your Franchise Agreement.                                                                                                                                                                                                                                                                                                                                                 |

| Type of Fee <sup>1</sup>                             | Amount                                                                                   | Due Date                                                                         | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local Co-op Dues                                     | System average of \$100 per month                                                        | As determined by your Co-op                                                      | The amount of this fee varies by Co-op. Great Clips requires you to join a local cooperative organization designated by Great Clips and pay its dues, assessments or contributions. Any salon owned by Great Clips has an equal vote on setting local Co-op dues and assessments and must pay those dues.                                                                                                                                                                                                                                                                                                                                                                             |
| Recruiting Technology Fee <sup>2</sup>               | Currently \$750 per year per salon                                                       | \$375 collected semi-annually <del>on November 15 and May 15 of each year.</del> | The Recruiting Technology Fee (the "RTF") covers fees for the optional recruitment marketing platform, recruitment advertising and other recruiting technology powered by third-party vendors. This is the current fee and is subject to change by Great Clips in its sole determination. <u>provided that the RTF will not exceed the greater of \$750 per year or 1% of your annual Gross Sales. Great Clips will consider factors such as system-wide recruiting technology needs, budget considerations, and the recommendations of the MARC in determining whether an increase is appropriate, but any increases to the RTF will be made in Great Clips' sole determination.</u> |
| Franchisee Program Fee                               | Varies by event, but ranges from \$345 to \$550 per meeting or event                     | When due                                                                         | Great Clips hosts a number of meetings and events each year for the benefit of its franchisees. -These programs include Convention, <del>Zone Meetings</del> , Institute, GM to Leader, and various other programs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Insurance Coverage                                   | \$1,500-\$3,000 per year                                                                 | Upon demand                                                                      | Insurance premiums are generally paid by you to your insurance carrier. If you do not purchase the required insurance coverage referenced in the Franchise Agreement, and Great Clips purchases insurance on your behalf, you must reimburse Great Clips immediately. -These amounts only include property and public liability coverage. -Workers' compensation and other discretionary insurance coverages vary too widely to be estimated.                                                                                                                                                                                                                                         |
| <del>Software License and Support Fee</del>          | <del>Currently \$250 per month per salon</del><br><br><del>\$25 per telephone call</del> | <del>Monthly, by the first day of each month</del><br><br><del>As incurred</del> | <del>This current fee is payable to Innovative Computer Software, Great Clips' sole designated point of sale (POS) software supplier and is subject to change. This fee is a continuing fee, is required, and includes the software license fee, upgrades, documentation, and toll-free software support help line during normal business hours.</del><br><br><del>If you contact the software support help line during non-business hours, you will be charged a fee of \$25 per telephone call payable to Innovative Computer Software.</del>                                                                                                                                       |
| <del>Network and Hardware Managed Services Fee</del> | <del>\$18.99 per month per salon</del>                                                   | <del>Monthly, as billed</del>                                                    | <del>This current fee is payable to Foundation Technologies, LLC, Great Clips' sole designated network and hardware managed services provider and Apple Integrator ("The Foundation") and is subject to change. This fee is required, is a continuing fee, and includes the configuration, monitoring, and support of technology hardware purchased from The Foundation. This includes ensuring the salon networks are configured in accordance with the current PCI guidelines. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future.</del>                                                                                       |
| <del>Mobile Device Management Licensing Fee</del>    | <del>\$54 per year per iPad</del>                                                        | <del>Monthly, as billed</del>                                                    | <del>This current fee is payable to The Foundation and is subject to change. This fee is required, is a continuing fee, and includes the licensing for iPad management software to ensure salon iPads are securely and properly managed to meet current PCI guidelines.</del>                                                                                                                                                                                                                                                                                                                                                                                                         |
| <del>Management iPad Management Fee</del>            | <del>\$24.96 per month per Management iPad</del>                                         | <del>Monthly, as billed</del>                                                    | <del>Franchisees choosing to install Management iPads in their salons will incur this fee. This fee is payable to The Foundation and is subject to change. This fee is required, is a continuing fee, and includes the licensing for iPad management in a specific franchisee group within the mobile device management environment managed for Great Clips by The Foundation.</del>                                                                                                                                                                                                                                                                                                  |



| Type of Fee <sup>1</sup>                                       | Amount                                                                          | Due Date                                                   | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meraki MX68 CW Salon Router Maintenance Fee                    | \$312 per year per router                                                       | Monthly, as billed                                         | <del>This current fee is payable to The Foundation and is subject to change. This fee is a continuing fee after the first year and is required to manage salon routers to provide secure networks that meet current PCI guidelines. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future. (This fee only applies if you purchase a Meraki MX68 CW salon router.)</del>                                                                                                                                                                                                            |
| Lane 5000 Warranty and Support Program                         | \$59.76 per year per terminal                                                   | Monthly, as billed                                         | <del>This current fee is payable to The Foundation, who in turn pays this fee to Ingenico on behalf of the franchisee and is subject to change. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future. Effective June 2026, the Ingenico Lane 5000 payment terminal will no longer be supported by the manufacturer. Franchisees may be required to pay a similar warranty and support program fee in connection with their use of a different payment terminal at their salons, as required by Great Clips.</del>                                                                 |
| Other Technology Fees                                          | See Remarks                                                                     | As incurred                                                | <del>Fees associated with the reconfiguration of salon technology are payable to The Foundation when an existing salon is purchased to transfer ownership. Technology transfer fees include but are not limited to:<br/>\$90 per Salon router<br/>\$30 per salon iPad<br/>These fees are subject to change.</del>                                                                                                                                                                                                                                                                                                                    |
| Credit Card Processing Fee                                     | \$15 Per Location Set Up Fee<br><br>\$.016 per transaction<br><br>\$5 per salon | As incurred.<br><br>As incurred.<br><br>Monthly, as billed | <del>You are required to utilize the Heartland Payments Solution for credit card processing. You will pay a one-time Per Location Set Up Fee of \$15, this fee is paid to Heartland and is subject to change.<br/><br/>The processing fee per transaction is payable to Heartland Payments Systems and is subject to change. A copy of the Heartland Payment Systems Merchant Processing Agreement is attached as Exhibit J.<br/><br/>This monthly charge relates to the Heartland Payment Systems' required Merchant Protection Program and is subject to change. You are automatically enrolled as a participating merchant.</del> |
| Gift Cards and Gift Card Processing Fee                        | \$0.32 per card<br><br>\$0.095 per transaction                                  | As incurred.                                               | <del>You are required to offer Gift Cards, Value Cards or similar prepaid cards ("Gift Cards") to customers for use as gift certificates, promotional cards, or store credit. The cost for physical gift cards and the processing fee per transaction is payable to Stored Value Systems, Inc., the third-party processor for the Gift Card Program. The gift card fee and gift card processing fee are subject to change. A copy of the Participation Agreement with Stored Value Systems, Inc. is attached as Exhibit K.</del>                                                                                                     |
| Out-of-Pocket Expenses Related to Lease or Sublease Assignment | As incurred                                                                     | Upon assignment of lease or sublease to you                | If Great Clips assigns a lease or subleases to you, you must cover Great Clips' out-of-pocket expenses related to the assignment, including renewals, amendments, and subsequent assignments.                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Real Estate Commission                                         | As incurred                                                                     | Upon demand                                                | In rare cases a franchisee may be required to pay a real estate commission on a site for the salon. -This would either be paid directly to the landlord, the broker, or to Great Clips if we had been charged a commission.                                                                                                                                                                                                                                                                                                                                                                                                          |
| Sister Store Review Appeal Fee                                 | \$500 - \$1,000                                                                 | As incurred                                                | If you wish to participate in an executive-level Sister Store Review Appeal to evaluate the potential sales transfer impact of a proposed new Great Clips location, you will pay Great Clips a fee of \$500 - \$1,000. You may be entitled to a refund of this fee if the outcome is decided in your favor.                                                                                                                                                                                                                                                                                                                          |

| Type of Fee <sup>1</sup>        | Amount                                                                                                           | Due Date                | Remarks                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------|------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Late Charges                    | Accrued interest of 14% per annum or the highest interest allowed by law in the state where the Salon is located | Upon demand             | Great Clips is entitled to recover its costs, including reasonable attorneys' fees, costs, overdraft charges, insufficient funds charges and other expenses in collecting amounts due. -Interest begins to run from the date of non-payment or underpayment.                                                                                                               |
| Audit or Inspection Cost        | Cost of audit                                                                                                    | Upon demand             | You must pay the cost of an audit, inspection, and reasonable professional fees if Great Clips inspects your books and finds a discrepancy of 5% or greater in any data reported by you or an underpayment of 2% or more of any fees or Ad Fund contributions due.                                                                                                         |
| Taxes, Business Debts or Liens  | As applicable                                                                                                    | As charged              | These are generally paid by you to the government agency, supplier or other creditor. - If you do not pay these charges, Great Clips may, but is not obliged to, pay any taxes, business debts or liens incurred by you in connection with your Salon, and will bill the same back to you.                                                                                 |
| Salon Upgrades                  | \$20,000 - \$80,000                                                                                              | Every seven to 10 years | You will be required to remodel your Salon every seven to 10 years depending on then-current standards and the overall condition of the Salon. This is an estimated range of Salon upgrades as of the date of this Disclosure Document, and subject to change in the future.                                                                                               |
| Salon Ongoing Maintenance Costs | \$3,000-\$9,000                                                                                                  | Annually, as incurred   | You will be required to make periodic improvements and upgrades, such as painting, carpeting, graphics updates, fixture repair and ongoing maintenance depending on the wear and tear of the Salon. This is an estimated range of periodic improvements, upgrades and ongoing maintenance as of the date of this Disclosure Document, and subject to change in the future. |
| Architectural Fees              | \$100 - \$3,800                                                                                                  | As incurred             | If you remodel or relocate your Salon, you will be required to pay the architectural fees at the beginning of the remodel or relocation project.                                                                                                                                                                                                                           |

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

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



## Item 7

### ESTIMATED INITIAL INVESTMENT

### YOUR ESTIMATED INITIAL INVESTMENT

### FRANCHISE AGREEMENT

| Type of Expenditure                                                    | Amount                                                                                                                | Method of Payment                                                                                                                                                                                           | When Due                                                                                                                                                                                                       | To Whom Payment is Made                  |
|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Initial Franchise Fee                                                  | \$20,000 or \$35,000 (if you sign a Three Star Program Agreement, along with three separate Franchise Agreements) (1) | Lump sum of \$20,000 for your first Franchise Agreement<br><br>Two installments of \$10,000 each for subsequent Franchise Agreements<br><br>Lump sum of \$35,000 if you sign a Three Star Program Agreement | Upon signing of your Franchise Agreement<br><br>\$10,000 upon signing of each subsequent Franchise Agreement; \$10,000 when you order your equipment.<br><br>Upon signing of your Three Star Program Agreement | Great Clips                              |
| Initial Advertising Contribution to the MDAF                           | \$5,000 (2)                                                                                                           | Lump sum                                                                                                                                                                                                    | Upon signing of your first Franchise Agreement<br><br>When you order your equipment for subsequent Franchise Agreements<br><br>Upon signing of your Three Star Program Agreement                               | Great Clips                              |
| Travel and Expenses While Training                                     | \$1,500 to \$2,500 per participant                                                                                    | As incurred                                                                                                                                                                                                 | During training                                                                                                                                                                                                | Airlines, hotels & restaurants           |
| Architecture Fees                                                      | \$100 to \$3,800 (3)                                                                                                  | Lump sum                                                                                                                                                                                                    | As incurred                                                                                                                                                                                                    | Great Clips                              |
| Leasehold Improvements, including Labor                                | \$70,000 to 200,000 (4)                                                                                               | As incurred                                                                                                                                                                                                 | When construction starts                                                                                                                                                                                       | Suppliers, Great Clips, Landlord         |
| Rent and Security Deposits                                             | \$1,000 to \$10,000 (5)                                                                                               | Lump sum                                                                                                                                                                                                    | When you sign your lease or start up an account with utility company                                                                                                                                           | Landlord, utilities or Great Clips       |
| Fixtures, Signage and Furnishings, including Salon Technology Hardware | \$40,000 to \$55,000                                                                                                  | Lump sum                                                                                                                                                                                                    | When ordered                                                                                                                                                                                                   | Suppliers, Great Clips, Landlord         |
| Freight                                                                | \$4,000 to \$7,000                                                                                                    | Lump sum                                                                                                                                                                                                    | As incurred                                                                                                                                                                                                    | Freight carriers, suppliers, Great Clips |
| Sales Tax on Fixtures, Signage and Furnishings                         | \$0 to \$3,200                                                                                                        | Lump sum                                                                                                                                                                                                    | As incurred                                                                                                                                                                                                    | Suppliers, Great Clips                   |
| Opening Inventory and Supplies                                         | \$4,700 to \$6,400 (6)                                                                                                | Lump sum                                                                                                                                                                                                    | When ordered                                                                                                                                                                                                   | Suppliers, Great Clips                   |
| Grand Opening Advertising                                              | \$20,000 to \$25,000 (7)                                                                                              | As incurred                                                                                                                                                                                                 | As incurred                                                                                                                                                                                                    | Suppliers                                |
| Insurance                                                              | \$1,500 to \$3,000 (8)                                                                                                | As incurred                                                                                                                                                                                                 | Before opening                                                                                                                                                                                                 | Insurance agent or carrier               |
| Lease Liability Fee and Lease Review Fee                               | \$0 to \$4,000 (9)                                                                                                    | Lump sum                                                                                                                                                                                                    | Upon assignment of lease or sublease to you                                                                                                                                                                    | Great Clips                              |
| Additional Funds (3-6 Months)                                          | \$20,000 to \$60,000 (10)                                                                                             | As incurred                                                                                                                                                                                                 | As incurred                                                                                                                                                                                                    | Employees, suppliers, utilities          |
| <b>Total (11)</b>                                                      | <b>\$187,800 to 419,900(12)</b>                                                                                       |                                                                                                                                                                                                             |                                                                                                                                                                                                                |                                          |

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

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

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

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

- (2) If you are participating in the Three Star Program, instead of paying the \$5,000 Initial Advertising Contribution to the MDAF under each of the three Franchise Agreements you sign, you will pay us a non-refundable \$5,000 Initial Advertising Contribution to the MDAF at the time you sign the Three Star Program Agreement. -Great Clips will waive payment of any further Initial Advertising Contribution to the MDAF for the Three Star Franchises, provided you have fully-executed leases for each of the Three Star Franchises within the required 24-month timeframe, as more fully described in Item 5.
- (3) You will pay architecture fees for plans and drawings for your Salon and for the costs of copying and delivering the drawings. The higher end of this estimate assumes that revisions to completed plans are required, and local building code requires engineered mechanical, electrical and plumbing drawings. -The higher end of this estimate also assumes that your Salon will be located in a building requiring LEED Certification (Leadership in Energy and Environmental Design Green Building Rating System).
- (4) Leasehold improvements, fixtures, signage, furnishings and labor may be financed through lessors or third parties at your discretion. -If you finance these items, you will incur financing costs and will be required to sign a letter of guarantee. -Your Salon will likely be in a shopping center rather than a newly built, free-standing building. The cost of leasehold improvements will vary depending on the condition of the location when it is handed over to you from the landlord. -These estimated costs are based upon receiving the location in a standard “vanilla shell” condition. -Vanilla shell condition for a new build, usually means the HVAC, electrical, and plumbing are all provided and are in the correct locations to meet the needs of a Great Clips space plan. Vanilla shell condition for an existing space

usually means the HVAC, electrical, and plumbing are all provided, but need to be adjusted, moved, or upgraded to meet the needs of a Great Clips space plan. The costs associated with these changes are typically at the tenant's expense and are included in the fee estimates noted above.

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

- (5) Rent is generally non-refundable. -Security deposits may be refundable either in full or in part, depending on the terms of your lease or contract.
- (6) Some suppliers may offer financing assistance and you may be able to arrange financing for part of your inventory expenses.
- (7) You are required to conduct grand opening marketing for your Salon consistent with our Grand Opening Policy. -Your required grand opening marketing investment for your first Salon will range from \$20,000 to \$25,000. -The grand opening marketing investment for your subsequent salons will be consistent with the terms outlined in our Grand Opening Policy. -This amount does not include the cost of your discounted price or additional staffing required to open your Salon. -Signage restrictions and other local market requirements may increase your costs.
- (8) These amounts only include your initial premium for the required property and public liability insurance and are the estimated cost per year per salon. -The cost of other coverages, including your discretionary purchases and workers' compensation, varies too widely to be reasonably estimated.
- (9) If Great Clips has guaranteed your lease, you must pay a non-refundable lease liability fee of \$1,500. -You also must pay us a lease review fee in the amount of \$2,200-\$2,500, which amount covers the cost we incur for our attorney to review the lease.
- (10) This is an estimate only of the additional operating capital needed before you open your Salon for business and during the initial 3-6 months of operations. Great Clips cannot guarantee that you will not have additional expenses for starting the business. -The estimate includes such items as initial payroll and payroll taxes (including payroll to cover the pre-opening training period for some of your Salon staff), professional fees, including accounting fees and computer fees, additional advertising, insurance, including health insurance and workers' compensation, rent, repairs and maintenance, bank charges, miscellaneous supplies and equipment, initial Salon staff recruiting expenses, state tax and license fees, depreciation/amortization, deposits and prepaid expenses (if applicable) and other miscellaneous items. The estimate of additional funds does not include an owner's

salary or draw. -The expenses you incur during the initial start-up period will depend on factors such as local economic and market conditions, whether your Salon is located in a new market or a mature market, your experience and business acumen, competition, and the sales level you reach during this initial period. -You should also provide for personal expenses during the start-up phase of your franchised Salon.

- (11) Great Clips has relied on its experience and data collected from some of its franchised salons to compile these estimates. Great Clips urges you to review these figures carefully with your own independent business advisor and attorney before making any decision to enter into a Franchise Agreement with Great Clips. -Great Clips does not offer financing to franchisees either directly or indirectly in connection with their initial investment requirements. -The availability and terms of financing obtained from third parties will depend upon such factors as the availability of financing generally, your creditworthiness, collateral which you may make available, policies of local lending institutions with respect to the type of business or with respect to the purpose for which the money will be used, and other such factors.

- (12) Your costs may vary if you purchase an existing salon.

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

## YOUR ESTIMATED INITIAL INVESTMENT

### MASTER DEVELOPMENT AGREEMENT

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

Notes to estimated initial investment for Master Development Agreement:

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

Fee is due upon the signing of the Master Development Agreement. -If you sign a Master Development Agreement with Great Clips, the total initial investment for your second and each subsequent GREAT CLIPS® salon you develop under the Master Development Agreement may be higher than the above estimate due to inflation and other economic factors. -See Item 5.

## **Item 8**

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

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

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

To ensure brand consistency, Great Clips sells the following items to you: (a) lobby items including reception desk, lobby merchandisers, coat rack, graphics, lobby chairs, LVT flooring, carpeting and walk off mats; (b) sales area items including work stations, mirrors, station dividers, all-purpose chair, child seat, hydraulic chairs, flooring materials, anti-fatigue mats, broom cabinet and wall graphics; (c) flex station items including flex or shampoo stations, shampoo bowls with vacuum breaker; and (d) certain interior and exterior signage including illuminated window signage and outdoor signs, GREAT CLIPS® graphics package, acrylic poster holder, price board and window stickers. -Currently, Great Clips is the only supplier for these items but alternate sources may be designated by Great Clips in its sole determination.

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

You must meet certain standards that are communicated ~~as necessary~~ by Great Clips relating to use of the GREAT CLIPS® trade name, trademarks and service marks on all printed materials and items used by you and in your Salon. -You may purchase your printed materials and items through Ideal Printers, Inc. or a supplier of your choice as long as all standards are met for those items and

all artwork has been pre-approved by Great Clips. -Paper goods, such as product brochures and financial and business forms, must be purchased from suppliers designated by Great Clips. Currently, Salon Innovations, Inc. and Ideal Printers, Inc. are Great ~~Clips'~~Clips' only designated suppliers for these items.- Additionally, for any consumer marketing materials where consumer data is utilized, you may only use those marketing vendors designated by Great Clips.

In the year ended December 31, ~~2025~~2024, Great Clips' total revenue from all sources, including sales from required purchases, was \$~~115,242,065~~117,518,218. Great Clips' sales from required purchases were \$~~16,270,369~~17,175,075 or 14.~~46~~14% of the above-referenced combined gross revenues of \$~~115,242,065~~117,518,218.

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

The goods, services, fixtures, equipment and inventory which you must purchase from Great Clips or suppliers designated by us currently account for approximately 90% to 95% of the purchases of goods and services you make when establishing your Salon. -The goods, services, fixtures, equipment and inventory which you must purchase from Great Clips or suppliers designated by us in the operation of your Salon on an ongoing basis will account for approximately 80% to 85% of your purchases, will vary depending upon the circumstances, such as how often you upgrade your Salon and what volume of GREAT CLIPS® exclusive brand and other haircare and paper goods supplies your particular Salon may require.

Great Clips derives revenue in the amount of approximately 6% of all exclusive brand haircare products sold by Salon Innovations, Inc. to GREAT CLIPS® franchisees. -In the year ended December 31, ~~2025~~2024, Great ~~Clips'~~Clips' revenue from product royalties from these suppliers was \$~~598,165~~551,941, or 0.~~35~~35% of total revenues. -Various suppliers also make donations and contributions towards Great ~~Clips'~~Clips' annual meetings and other Great Clips-sponsored events in the form of goods, services and sponsorship or co-sponsorship. -Great Clips or its affiliates may from time to time make available for purchase by you GREAT CLIPS® signs, equipment, inventory, supplies, advertising and sales promotion programs and materials, brochures, and other like supplies. -Great Clips does not guarantee the availability of independent sources of supply. Great Clips, or its affiliates, expect to derive revenue and profit from sales of such items to its franchisees. -Great Clips and its affiliates reserve the right to receive promotional allowances and



rebates, commissions and other consideration from vendors in respect to services rendered or rights licensed to such persons, or sales effected by such persons.

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

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

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

You must upgrade and refurbish your Salon facility and fixtures, signage and equipment periodically as determined by Great Clips. -Any upgrades that you are required to complete to maintain the Salon in accordance with Great Clips' then-current standards will be at your expense. You will be required to remodel your Salon every 7-10 years depending on then-current standards and the overall condition of the Salon. -You will also be required to make periodic improvements such as painting, carpeting, fixture repair and ongoing maintenance depending on the wear and

tear of the Salon. -It is anticipated that your ongoing investment will be approximately \$20,000 -  
to \$80,000 every 7-10 years and \$3,000 -to \$9,000 on an annual basis.

You must obtain a license to use a suite of software from Great Clips' designated ~~Pointpoint~~ of ~~Salesale~~ (POS) software supplier, which is currently Innovative Computer Software ("ICS"). As of the date of this Disclosure Document and as described more fully in Item 11, ICS is the sole provider of POS software, and you must license all POS software for the Salon from ICS. You will be required to pay ICS a Software License and Support Fee (currently \$250 per month per salon) as a continuing fee, which includes the software license fee, upgrades, documentation, and toll-free software support help line during normal business hours. If you contact the software support help line during non-business hours, you will be charged a fee (currently \$25 per telephone call) payable to ICS. See Exhibit I for the current ICS Contract.

You ~~will be required to~~ must utilize the ~~required~~ payment terminal and payment processor required by Great Clips for all electronic payments, including but not limited to credit card, debit card, and gift card ~~processing~~ transactions, as well as any mobile payment technologies. Great Clips' sole designated supplier for processing electronic payments is currently ~~Heartland~~ Global Payments ~~Solution for processing credit card transactions.~~ The Global Payments previously conducted business as "Heartland Payment Systems" until September 2025, when it announced it was rebranding to Global Payments. During this rebranding transition, certain systems, documentation, or communications may reference either Heartland or Global Payments. The rebranding does not affect the services provided, pricing, or your contractual obligations. You will pay Global Payments a one-time set up fee per salon (currently \$15), a processing fee per transaction (currently \$.016), and a monthly charge per salon for Global Payments' Merchant Protection Program (currently \$5), which you are automatically enrolled in as a participating merchant. The amount, type, and frequency of fees charged by and payable to Global Payments are subject to change. The Merchant Processing Agreement is included as Exhibit J. - You may be required to invest in other hardware, software, and related technology components in the future at Great Clips' sole determination.

~~You will be required to use The Foundation as the~~ You will be required to offer Gift Cards, Value Cards, or similar prepaid cards (collectively, "Gift Cards") to customers for use as gift certificates and promotional cards or store credit. Currently, Great Clips' sole designated supplier for administering the Gift Card program is Stored Value Solutions, Inc. ("SVS"). You will be required to pay SVS for the cost of physical Gift Cards (currently \$0.32 per card) and a Processing Fee (currently \$.095 per transaction). The amount, type, and frequency of fees charged by and payable to SVS are subject to change. See Exhibit K for the current SVS Participation Agreement.

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

network and hardware managed services provider and Apple Integrator. You must either purchase or rent a payment terminal from The Foundation for use in operating the Salon. ~~The current~~



~~required payment terminal for new salons is the Ingenico Lane/5000 payment terminal. All Ingenico Lane/5000 payment terminals purchased through The Foundation include the Lane/5000 Warranty and Support Program, which requires franchisees to pay a fee for continued warranty and support on a monthly basis. Fees for this program as well as the term covered by the fee, are subject to change. Effective June 2026, the Ingenico Lane/5000 payment terminal will no longer be supported by the manufacturer. To replace the Ingenico Lane/5000, Great Clips anticipates that the Verifone P630 payment terminal will be the required payment terminal for use at all GREAT CLIPS® salons by June 2026. Great Clips may require you to purchase or rent the Verifone P630 payment terminal sooner and anticipates that, beginning in or around July 2025, the Verifone P630 will be the required payment terminal for any new salons. The current required payment terminal for new salons is the Verifone P630. You may be required to pay for replacement costs for a new payment terminal if the required payment terminal, as designated by Great Clips, changes after you open the salon. All payment terminals purchased through the Foundation include a Warranty and Support Program, which requires franchisees to pay a fee for continued warranty and support on a monthly basis. Fees for this program (currently \$4.75 per month per payment terminal), as well as the term covered by the fee, are subject to change.~~

You will be required to pay The Foundation a Network and Hardware Managed Services Fee (currently \$20.99 per month per salon), which is a continuing fee and includes the configuration, monitoring, and support of technology hardware purchased from The Foundation and ensures the salon networks are configured in accordance with the current PCI guidelines. You will be required to purchase or rent iPads for use in operating the Salon and pay a Mobile Device Management Licensing Fee (currently \$5 per month per iPad), which is a continuing fee and includes the licensing for iPad management software to ensure salon iPads are securely and properly managed to meet current PCI guidelines. If you choose to install Management iPads in your Salons, you will be required to pay The Foundation an additional fee (currently \$2.75 per month per Management iPad), which is a continuing fee and includes the licensing for iPad management in a specific franchisee group within the mobile device management environment managed for Great Clips by The Foundation. You must purchase or rent a Meraki MX68-CW Router for the Salon and will be required to pay a Maintenance Fee (currently \$26.00 per month) to The Foundation a Maintenance Fee as a continuing fee ongoing management of the router and its hardware warranty. . If you purchase an existing salon, you will be required to pay The Foundation fees associated with the transfer and reconfiguration of salon technology. The amount, type, and frequency of fees payable to The Foundation are subject to change. The Foundation's Equipment and Salon X Store Service Agreement are included as Exhibit M.

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

Location sufficient in an amount to restore the Salon promptly to full operations; and (c) workers compensation coverage as required by applicable state law.

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

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

## Item 9

### FRANCHISEE'S OBLIGATIONS

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

| Obligation                                | Section in Agreement                                                                                                                                                                                 | Item in Disclosure Document |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| a. Site selection and acquisition / lease | <u>Sections</u> 8.1 and 8.2 of Franchise Agreement<br><br>Sections 1 and 6 of Master Development Agreement<br><br>Section 5 of Three Star Agreement                                                  | Items 11 and 12             |
| b. Pre-opening purchases / leases         | Sections 8.2, 8.3, 8.4, 10.1-10.5, 11.5 of Franchise Agreement<br><br>Sections 1.2 and 6.2 of Master Development Agreement<br><br><del>Section</del> <u>Sections</u> 2, 3 and 5 Three Star Agreement | Items 7 and 8               |

| Obligation                                                   | Section in Agreement                                                                                                                                                                                               | Item in Disclosure Document |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| c. Site development and other pre-opening requirements       | Sections 8.1-8.4, 9.8 and 10.1-10.4, 11.5 of Franchise Agreement.<br><br>Section 6.3 of Master Development Agreement<br><br>Section 5 of Three Star Agreement                                                      | Items 7, 11 and 12          |
| d. Initial and ongoing training                              | Sections 6.1-6.8 of Franchise Agreement                                                                                                                                                                            | Items 6, 7, 11 and 15       |
| e. Opening                                                   | Sections 1.2, 3.1, 8.6 and 11.5 of Franchise Agreement                                                                                                                                                             | Item 11                     |
| f. Fees                                                      | Sections 3.3(d), 5.1-5.12, 8.2, 10.1, 10.3, 10.4, 11.6, 13.1 and 15.6 of Franchise Agreement<br><br>Sections 2, 3, and 5 of Master Development Agreement<br><br>Sections 2, 3, 5, 6, and 7 of Three Star Agreement | Items 5 and 6               |
| g. Compliance with standards and policies / Operating Manual | Sections 4.1-4.4, 8.3-8.6, 9.1-9.5, 10.1-10.6, 11.1 and 11.7 of Franchise Agreement.<br><br>Sections 1 and 8 of Master Development Agreement<br><br>Sections 4 and 5 Three Star Agreement                          | Item 8                      |
| h. Trademarks and proprietary information                    | Sections 1.1, 2.1-2.2, 4.1-4.6, 10.1, 10.6, and 20.1 of Franchise Agreement<br><br>Section 1.4 of Master Development Agreement                                                                                     | Items 1, 13 and 14          |
| i. Restrictions on products / services offered               | Sections 8.3, 9.2, 9.5, 10.1-10.4, and 20.2 of Franchise Agreement                                                                                                                                                 | Items 8 and 16              |
| j. Warranty and customer service requirements                | Sections 9.9 and 10.4 of Franchise Agreement                                                                                                                                                                       | Item 8                      |
| k. Territorial development and sales quotas                  | Sections 1 and 6 of Master Development Agreement                                                                                                                                                                   | Item 12                     |
| l. Ongoing product / service purchases                       | Section 9.5 of Franchise Agreement                                                                                                                                                                                 | Items 8 and 16              |
| m. Maintenance, appearance and remodeling requirements       | Sections 3.3(c), 8.3-8.5, 9.2, 9.8, 10.1, 10.3, and 10.5 of Franchise Agreement                                                                                                                                    | Items 7, 8 and 17           |
| n. Insurance                                                 | Sections 13.1-13.3 of Franchise Agreement                                                                                                                                                                          | Items 6, 7 and 8            |
| o. Advertising                                               | Section 11 of Franchise Agreement                                                                                                                                                                                  | Items 6, 7 and 11           |
| p. Indemnification                                           | Section 13.4 of Franchise Agreement                                                                                                                                                                                | None                        |
| q. Owner's participation / management / staffing             | Sections 2.1, 6 9.3, 9.4, 10.6, 10.7, 11.6, 20.1, 20.2, and 21.1 of Franchise Agreement<br><br>Section 10 of Master Development Agreement                                                                          | Item 15                     |
| r. Records / reports                                         | Sections 10.1 and 12.1 of Franchise Agreement                                                                                                                                                                      | Item 6                      |
| s. Inspections / audits                                      | Sections 7.4, 12.1, and 12.3 of Franchise Agreement                                                                                                                                                                | Items 6 and 8               |
| t. Transfer                                                  | Sections 14, 15, and 19 of Franchise Agreement<br><br>Section 10 of Master Development Agreement<br><br>Section 8 of Three Star Agreement                                                                          | Item 17                     |
| u. Renewal                                                   | Section 3 of Franchise Agreement<br><br><del>Sections</del> Section 5 and the Master Development Agreement                                                                                                         | Item 17                     |
| v. Post-termination obligations                              | Section 18 of Franchise Agreement                                                                                                                                                                                  | Item 17                     |

| Obligation                   | Section in Agreement                                                            | Item in Disclosure Document |
|------------------------------|---------------------------------------------------------------------------------|-----------------------------|
| w. Non-competition covenants | Section 20.2 of Franchise Agreement                                             | Items 15 and 17             |
| x. Dispute resolution        | Section 16 of Franchise Agreement<br>Section 11 of Master Development Agreement | Item 17                     |
| y. Other                     | Not applicable                                                                  | Not applicable              |

## Item 10

### FINANCING

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

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

Great Clips, in its sole determination, may guarantee a lease for a franchisee. -In consideration for such a guaranty, you will be charged a \$1,500 non-refundable lease liability fee which will be due and payable by you upon the assignment of the lease or sublease. -You also must pay us a lease review fee in the amount of \$2,200-\$2,500 which covers the cost we incur for an attorney to review the lease. Great Clips reserves the right to change or update the form of lease documents at any time and without notice. -Samples of current lease documents are included as Exhibit L.

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

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

Great Clips reserves the right to pledge franchisee obligations to third parties to secure their obligations to such persons. -Great Clips may occasionally offer, in its sole determination, various

incentive programs in connection with its franchise development activities, some of which may involve financing support to franchisees and free rent. -These programs, if offered, are subject to change or withdrawal without notice.

Great Clips is registered on the Franchise Registry, a third-party resource listing where lenders, including those that participate in the Small Business Association's ("SBA") finance programs, can access certain financial and other information about franchisors relevant to lenders and their lending decisions. GREAT CLIPS® franchisees who apply for SBA loans will receive the benefits of a streamlined loan process by virtue of our listing on the Franchise Registry ~~and the Uniform Franchisor Addendum that must be signed in connection with an SBA loan. A copy of the Franchisor Addendum is attached as Exhibit S.~~ For information regarding the Franchise Registry Program, please visit ~~[https://www.franchiseregistry.com/for\\_franchisors/](https://www.franchiseregistry.com/for_franchisors/)~~.

[https://www.franchiseregistry.com/for\\_franchisors/](https://www.franchiseregistry.com/for_franchisors/)

You should not construe the presence of the GREAT CLIPS® franchise program on the Franchise Registry as an endorsement by the SBA or a guaranty you will be approved for a loan.

### **Item 11**

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

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

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

### **Assistance before Opening**

Before you open your business, Great Clips will:

- 1) Authorize you to establish and operate a retail salon identified by the GREAT CLIPS® service mark and employing the business format and System (Franchise Agreement - Section 1).
- 2) Provide you with an approved salon design, and advise you or otherwise offer suggested best practices on site selection, salon layout, construction, obtaining licenses or permits, proper display of the Marks, and procurement of equipment, fixtures and initial inventories, and recruiting technology. You must purchase equipment, furnishings, fixtures, and signs for the ~~salon~~Salon from Great Clips or our designated suppliers, as described in Item 8, and these items must meet our specified standards. -New franchisee "Designated Operators" must complete all current training requirements within 180 days of signing the Franchise Agreement or within 180 days of becoming a Designated Operator if the Franchise Agreement was previously signed (i.e. if your organization is making a Designated Operator change). (Franchise Agreement - Sections 6.8, 7.1, 8.3, 8.4 and 9.5).

- 3) Provide you with advice regarding various marketing and public relations considerations, business planning, and assistance in conducting grand opening promotions and advertising and assist you in planning an initial local market advertising campaign. -Under no circumstances does any assistance, consent, or approval by Great Clips constitute an assurance or guaranty that these services will result in any level of success of your business (Franchise Agreement - Sections 7.1, 11.1-11.3, and 11.5).
- 4) Provide you with online access to the GREAT CLIPS® Online Resources, recruiting technology, the GREAT CLIPS® Operations Manual, and various other manuals and materials before or during your training (Franchise Agreement - Sections 7.1 and 10.6).
- 5) Provide you and your staff with the training programs as described in this Item 11. -You must pay your own travel and expenses associated with any such training (Franchise Agreement - Sections 6.1- 6.8).

### **Site Selection**

Generally, you will lease the space for your Salon from a third party. -Great Clips has occasionally assigned leases or subleased space for GREAT CLIPS® salons that we have executed as lessee. However, you are solely responsible for locating, obtaining and evaluating the suitability and prospects of your Salon site. -Great Clips may use exclusive real estate agents in connection with real estate site searches. -Great Clips requires you to use only our exclusive real estate agent when pursuing sites that have been made available to franchisees through the Great Clips real estate process. While it is rare that a franchisee would be required to pay the real estate commission on the site for the Salon, this has occurred in certain circumstances. -In this situation, you will be required to pay any real estate commission whether or not the exclusive agent is utilized. (Franchise Agreement – Sections 8.1 and 8.2).

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

Unless you are participating in the Three Star Program, which requires three fully-executed leases within 24 months of the Effective Date of the Three Star Program Agreement, there is no specific time limit for you to find a site- or execute a lease. However, if you do not open your Salon for business within 24 months of the date of the Franchise Agreement, Great Clips will have the right, but not the obligation, to cancel the Franchise Agreement. -If the Franchise Agreement is your first



Franchise Agreement or is part of an incentive program, the Initial Franchise Fee is non-refundable. (Franchise Agreement - Sections 5.2 and 5.3).

### **Time to Open**

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

### **Assistance during the Operation of the Business**

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

- 1) Provide the GREAT CLIPS® Online Resources for franchisees covering important aspects of the GREAT CLIPS® System. ~~-You must utilize- and provide a proprietary email address and mailbox (the "Great Clips Email-Online Resources") that you must utilize~~ for the purpose of communication with Great Clips. (Franchise Agreement - Sections 10.6 and 10.7).
- 2) Provide regular System communications and periodic meetings and seminars for the dissemination of new concepts, procedures, systems and other useful information. -You are responsible for registration fees, travel and expenses for you and your staff, and other out-of-pocket costs in connection with attending any meetings or seminars. (Franchise Agreement - Section 7.3).
- 3) Provide continuing consulting and information on advertising and promotional matters, training and development procedures, and general guidance and advice through email, including the GREAT CLIPS® Online Resources, directives, company news, meetings and seminars. ~~-Furnish~~Great Clips will also furnish you with field support services that Great Clips considers advisable in order to provide support and recommendations to resolve operating challenges you may encounter. (Franchise Agreement - Sections 6.1-6.8 and 7.2-7.4).
- 4) Provide standard electronic accounting forms, other accounting forms and electronic reports. (Franchise Agreement - Section 12.1).
- 5) Include you in purchasing programs Great Clips may establish periodically with respect to salon design, fixtures, furnishings, equipment, inventories and supplies. -Availability of such purchasing programs may also be subject to available credit terms and your continuing



qualification to participate in these programs as a franchisee in good standing. (Franchise Agreement - Sections 7.2 and 9.5).

- 6) Establish marketing, customer loyalty, and sales promotion programs for the benefit of the GREAT CLIPS® System. -You will be required to participate in these promotional programs. - You will be required to sell services or goods with maximum retail price limits and/or offer various promotional items, cross marketing coupons, rebates, or various other sales and marketing goods or value-added items. - Periodic discount pricing on promotions will be based on Great Clips' unilateral determination of what would be in the best interest of the franchise System to protect its competitive brand position. (Franchise Agreement - Sections 11.2-11.7)
- 7) Provide additional training on System Standards to you, your management staff, and other key personnel with brand-delivery responsibilities ~~at the current fee as described in this Item 11.~~ You must pay all wages, benefits, travel and expenses for you and your staff associated with any training. (Franchise Agreement – Sections 6.1-6.8 and 7.3).
- 8) Provide information and advice on the operation of the GREAT CLIPS® business through the training program documentation, brand documents, and various other manuals which Great Clips will modify as needed. ~~These modifications will not alter your status or rights under the Franchise Agreement.~~ The System Standards, including all training program documentation, brand documents and manuals, are confidential and remain the property of Great Clips. (Franchise Agreement - Sections 9.1, 9.2 and 20.1). The System Standards include both required standards and recommended ~~standards, best practices~~. Any required standards exist to protect our interest in the System and the Marks and not for the purpose of establishing any control or duty to take control over those matters that are reserved to you. -Great Clips reserves the right to periodically develop, issue and revise new policies and procedures relating to the operation of the franchised business, which will become part of the System Standards. -All franchisees are required to abide by and follow the System Standards, including all newly-developed and revised policies and procedures, in operating their franchise.

## **Advertising**

### ***Ad Fund***

You must participate in various market-wide and system-wide marketing and sales promotion programs. -Great Clips, in its sole determination, will establish advertising and sales promotion or discount programs for the benefit of the GREAT CLIPS® System through the North American Advertising Fund (“Ad Fund”). You must engage in additional local marketing and sales promotion activities at your own expense. -Media coverage may be local, regional or national and can include television, radio, print, digital, sports marketing, or other media as determined by Great Clips. -Great Clips currently uses various marketing, advertising and promotional agencies and media buying services. -Some in-house related services are provided through Great ~~Clips~~ Clips' personnel. -Franchisees may not develop their own advertising materials. - You may make modifications to existing advertising materials but only after you have submitted any proposed advertising for our approval, which may be withheld by Great Clips in its sole determination.

Great ~~Clips'~~Clips' approval, if given, is dependent upon a number of factors, including proper use of the Marks and representation of the GREAT CLIPS® brand. -Franchisees are prohibited from advertising their GREAT CLIPS® business in any manner on the Internet, via their Great Clips Email, a website, or through other electronic means without prior permission from Great Clips, as provided in Great Clips' Electronic Marketing, Recruiting and Communications Policy. -Great Clips has the right to prohibit or restrict the use of any digital or electronic advertising, or use of the GREAT CLIPS® brand in any media, at any time to protect the best interests of the System. Additionally, franchisees must comply with the Customer Data Access Policy in connection with any consumer marketing activities.

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

Great Clips may compensate itself and its affiliates from the Ad Fund for reasonable expenses of administering and promoting the Ad Fund and the programs funded and administered through the Ad Fund, including any taxes that may be levied on or in relation to the Ad Fund receipts or fund balances. -In the calendar year ended December 31, ~~2025~~2024, Great Clips was compensated \$4,~~347,880~~568,138 or 5% of the Ad Fund's gross annual receipts, paid monthly, for administering the Ad Fund. - Great Clips provides its franchisees with an annual accounting of the Ad Fund showing receipts and expenditures and, upon written request, will share Great ~~Clips'~~Clips' expense of administering and promoting the Ad Fund. - Currently, Great Clips also provides its franchisees with a quarterly, internally prepared, unaudited financial statement of the Ad Fund by DMA. -In the ~~2025~~2024 calendar year, 2.7% of franchisee contributions to the Ad Fund were spent on production, ~~80.0~~77.2% was spent on media, and ~~18.7~~19.4% was spent on other expenses that included a 5.0% administration fee paid to Great Clips, the advertising agency fee, research and testing, and meeting-related expenses. -In ~~2025~~,2024 the Ad Fund expenses totaled ~~101.8~~99.3% of revenue. - Great Clips is not obligated to spend any specific amount collected into the Ad Fund in the DMA in which your Salon will be located. -At the end of the calendar year, surplus funds, if any, are carried over into the next year. -Currently, Great Clips does not use any advertising funds to solicit new franchisees. -The Ad Fund is audited on an annual basis. - The annual Ad Fund audit is available for review by franchisees upon written request.

### ***Grand Opening***

As referenced in Item 7, franchisees must conduct grand opening marketing for their salon consistent with Great Clips' Grand Opening Policy. -Your required grand opening marketing investment for your first salon will range from \$20,000 to \$25,000. This amount does not include the cost of your discounted price or additional staffing required to open your Salon. Signage

restrictions and other local marketing requirements may increase your costs. The grand opening marketing investment for your subsequent ~~salons~~ Salons will be consistent with the terms outlined in Great Clips' Grand Opening Policy. - Your grand opening marketing plan must be approved in advance by Great Clips pursuant to the review and approval protocols ~~we set~~ Great Clips sets forth, which may change from time to time.

### ***MDAF***

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

### ***Marketing and Advisory Review Council***

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

### ***Local Co-operative***

You must join and attend the meetings of a local cooperative ("Co-op") designated by Great Clips (Franchise Agreement - Section 11.6). The area of membership of the Co-op is defined by DMA. Each individual Co-op is self-governing and determines its own dues and assessments, if any. Corporate salons, if any, in the DMA will contribute dues and assessments on the same basis as that of franchisees in the Co-op. -The member franchisees of the Co-op administer their own Co-op in accordance with written Co-op Operating Guidelines, which are available to franchisees on INsite+. -Co-ops are not currently required by Great Clips to prepare any kind of periodic accounting. - Great Clips has the right to require Co-ops to be formed, changed, dissolved, or merged, and may change the way in which they operate. -The Co-op is separate from and has no relationship to the Ad Fund or the MDAF.

## **Salon Technology Systems and Software**

### ***Software License***

You must obtain a license to use a suite of computer software from Great Clips' designated POS software supplier, which is currently Innovative Computer Software ("ICS"). -The computer software license covers a Styleware™ Software Suite of products including, *Styleware™ iPad®*, *Net Check-In™*, *Styleware™ Vantage*, and *Salondata.com* as described below and in Exhibit I. You will pay a monthly fee which is currently \$250.00 for each salon and is subject to change.

The current fee covers licensing, past and future research and development, updates, upgrades, documentation, and installation guides, as well as toll-free software support seven days a week during normal business hours. -You will be required to pay the monthly fee electronically via an automatic bank withdrawal. - You will be charged a fee of \$25.00 per phone call for telephone support that you seek after normal business hours. (See Exhibit I for the definition of normal business hours). -A sample of the ICS Styleware™ Software Suite Agreement is included as Exhibit I. - Franchisees are required to activate and honor any customer-facing technology that Great Clips may develop now or in the future.

### ***Styleware™ iPad®***

*Styleware iPad* is an iPad-based salon management software developed by ICS for use by the GREAT CLIPS® System to operate GREAT CLIPS® salons. -The *Styleware iPad* software program allows franchisees to track various productivity and business metrics.

### ***Net Check-In™***

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

### ***Styleware™ Vantage***

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

### ***Salondata.com***

*Salondata.com* is an online reporting tool to provide franchisees with access to transactional and summary level data on salon operations.

### ***Software Requirements***

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

### ***Hardware***

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

licenses, warranties and service fees on required network and hardware, as described more fully in Item 8.

### **Credit Card Electronic Payment Processing**

You must use the supplier designated by Great Clips, which currently is Global Payments (formerly known as Heartland Payments Solution Solutions), for processing all electronic payments, including but not limited to credit card, debit card, and gift card transactions, as well as any mobile payment technologies. The current required payment terminal ~~is an Ingenio Lane/5000, these hardware requirements are subject to change. As more fully described in Item 8, Great Clips anticipates that for new salons is~~ the Verifone P630 ~~will be the required payment terminal beginning in or around July 2025.~~ You will pay a ~~new Location Set Up Fee~~ one-time set up fee of \$15 per salon and will pay \$.016 per transaction to ~~Heartland Payment Systems. Global Payments.~~ You also will be enrolled automatically in ~~Heartland Payment Systems' Global Payments~~ Merchant Protection Program at a cost of \$5 per month per salon, which helps ensure that franchisees are compliant with applicable PCI and related payment processing security standards. ~~These fees are subject to change. A sample of the Heartland Payment Systems~~ The Merchant Processing Agreement is included as Exhibit J.

Franchisees with ~~an Ingenio Lane/5000~~ a Verifone P630 payment terminal are automatically enrolled in the Warranty and Support Program. ~~Franchisees are billed for the warranty and support program on a monthly basis. Fees for the warranty and support program, as well as the term covered by the fee, are subject to change. If Great Clips requires you to purchase a different payment terminal, you may be required to pay a similar fee for warranty and product support.~~

### **Access**

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

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

### **Internet/Email**

Great Clips requires its franchisees to maintain internet access at the speed Great Clips designates directly to the salon and to any other specified points of connection according to Great Clips' standards and specifications ~~for the purpose of communication with Great Clips.~~ Great Clips will provide you with a proprietary email address, mailbox and password for use in communicating



with Great Clips (the “Great Clips Email”). -When using the Great Clips Email, you must adhere to rules and standards set forth by Great Clips related to such use. -You will be required to review your Great Clips Email at least once per business day and use reasonable efforts to respond to emails and telephone calls from Great Clips within 24 hours. -You will also be required to access and review the content on Great Clips’ Online Resources including that you must leverage GREAT CLIPS® University for System Standard training. -Your conduct on the Internet and on the email system is governed by the Franchise Agreement and applicable Great Clips Policies. You are required to keep confidential all passwords, access codes and identification codes provided by Great Clips to you and your staff. You are required at all times to comply with all email marketing, privacy, security and related laws- and policies. Great Clips may add, change, or remove electronic communications platforms and associated rules of use in its sole determination.

## **Manuals**

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

| Section | Subject                        | Number of Pages                 |
|---------|--------------------------------|---------------------------------|
| 1       | Our System                     | <del>21</del>                   |
| 2       | Standards of Operations        | <del>21</del>                   |
| 3       | Licenses and Regulations       | <del>5</del>                    |
| 4       | Field Services                 | <del>9</del>                    |
| 5       | Customer Service               | <del>26</del>                   |
| 6       | Management Best Practices      | 16                              |
| 7       | Retention Tools and Resources  | <del>5</del>                    |
| 8       | Risk Management Best Practices | <del>8</del>                    |
| 9       | Salon Operations               | <del>12</del>                   |
|         |                                | <del>18</del>                   |
|         |                                | <del>14</del>                   |
|         |                                | <del>39</del>                   |
|         |                                | 22                              |
|         |                                | <del>17</del>                   |
|         |                                | <del>42</del>                   |
|         |                                | <del>29</del>                   |
|         |                                | <b>TOTAL: <del>182</del>154</b> |

## **Training**

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

portions of a GREAT CLIPS® training program, at our determination, as a condition for the renewal of your Franchise Agreement. -We reserve the right to establish a reasonable training fee for mandatory re-training in connection with renewal of the franchise agreement, and you must pay your own travel and expenses.

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

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

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

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

## TRAINING PROGRAM:

### QuickConnect Franchisee Training Program

| Great Clips University                                |                             |                              |              |
|-------------------------------------------------------|-----------------------------|------------------------------|--------------|
| Subject                                               | Hours of Classroom Training | Hours of on the Job Training | Location     |
| Starting Off Great- Expectations Call                 | 1                           | 0                            | Webinar      |
| Module 1: Orientation to Great Clips                  | 1.48                        | 0                            | Online       |
| Module 2: Franchisee Finances                         | .53                         | 0                            | Online       |
| • Salon Budgeting & Financing Call                    | .5                          | 0                            | Phone Call   |
| Module 3: The Real Estate Process                     | .38                         | 0                            | Online       |
| • Real Estate Call                                    | 1                           | 0                            | Phone Call   |
| Module 4: The 5 Steps to Customer Care                | 1.3                         | 0                            | Online       |
| • Attend The Great Clips Academy Live Virtual Session | 3.5                         | 0                            | Live Virtual |



| <b>Great Clips University</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                    |                                     |                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------|----------------------------|
| <b>Subject</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Hours of Classroom Training</b> | <b>Hours of on the Job Training</b> | <b>Location</b>            |
| ○ See The Great Clips Academy section below for detailed agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                    |                                     |                            |
| Module 5: Salon Leadership                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | .67                                | 0                                   | Online                     |
| <ul style="list-style-type: none"> <li>• Attend the Building Your Legacy in-person session               <ul style="list-style-type: none"> <li>○ Day 1- Welcome Reception</li> <li>○ Day 2- Welcome                   <ul style="list-style-type: none"> <li>▪ The Power of the Brand</li> <li>▪ Vision to Reality</li> <li>▪ Best Practices for a Great First Salon</li> <li>▪ Vendor Showcase</li> </ul> </li> <li>○ Day 3- Welcome                   <ul style="list-style-type: none"> <li>▪ Best Practices for a Great First Salon</li> <li>▪ The Power of Working Together</li> <li>▪ Franchisee roundtable</li> <li>▪ The Future of Great Clips</li> </ul> </li> </ul> </li> </ul> | 12.5                               | 0                                   | In person- Minneapolis, MN |
| Module 6: The Salon Build Out Process                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | .35                                | 0                                   | Online                     |
| • The New Salon Build Out Webinar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1                                  | 0                                   | Webinar                    |
| Module 7: Your Salon Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | .52                                | 0                                   | Online                     |
| Module 8: Scheduling                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1.9                                | 0                                   | Online                     |
| <ul style="list-style-type: none"> <li>• Attend LEADS Virtual Session               <ul style="list-style-type: none"> <li>○ See LEADS for Management Staff section below for detailed agenda</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 18                                 | 0                                   | Live Virtual               |
| Module 9: Marketing Your Salon                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | .78                                | 0                                   | Online                     |
| Module 10: Salon Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 3.0                                | 0                                   | Online                     |
| • In-salon Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0                                  | 13                                  | In person- Market Salon    |
| Module 11: Staff Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | .47                                | 0                                   | Online                     |
| Module 12: After the Salon Opens                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | .68                                | 0                                   | Online                     |
| TOTAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 49.56                              | 13                                  |                            |

## Academy

| <b>Subject</b>                         | <b>Hours of Classroom Training</b>                                                                   | <b>Hours of on the Job Training</b> | <b>Location</b>     |
|----------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------|
| <b>ONLINE</b>                          |                                                                                                      |                                     |                     |
| Getting Started at Great Clips         | 1.36                                                                                                 | 0                                   | Online              |
| Delivering a Great Customer Experience | 2.4                                                                                                  | 0                                   | Online              |
| Furthering Your Technical Advantage    | .98                                                                                                  | 0                                   | Online              |
| Growing with Great Clips               | .13                                                                                                  | 0                                   | Online              |
| TOTAL                                  | 4.87                                                                                                 | 0                                   |                     |
| <b>Live Virtual</b>                    |                                                                                                      |                                     |                     |
| GREAT Academy                          | 3.5 hours live virtual                                                                               | 0                                   | Live Virtual (Zoom) |
| TOTAL                                  | 3.5 required live virtual                                                                            | 0                                   |                     |
|                                        | <i>*Participants may take up to 12 additional hours of optional in-person training based on need</i> |                                     |                     |

## LEADS for Management Staff

| Subject                                                                                                                                                                                   | Hours of Classroom Training | Hours of on the Job Training | Location            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------|---------------------|
| <b>ONLINE</b>                                                                                                                                                                             |                             |                              |                     |
| LEADS Pre-Assessment                                                                                                                                                                      | .08                         | 0                            | Online              |
| Introduction to LEADS                                                                                                                                                                     | .11                         | 0                            | Online              |
| Leadership Fundamentals                                                                                                                                                                   | .55                         | 0                            | Online              |
| Communication                                                                                                                                                                             | .72                         | 0                            | Online              |
| Onboarding Tips & Best Practices                                                                                                                                                          | .78                         | 0                            | Online              |
| Development                                                                                                                                                                               | 1                           | 0                            | Online              |
| Scheduling for Customer Demand                                                                                                                                                            | 1.23                        | 0                            | Online              |
| Growing Customer Counts                                                                                                                                                                   | .9                          | 0                            | Online              |
| LEADS Program Wrap Up                                                                                                                                                                     | .15                         | 0                            | Online              |
| TOTAL                                                                                                                                                                                     | 5.52                        | 0                            |                     |
| <b>Live Virtual</b>                                                                                                                                                                       |                             |                              |                     |
| Session 1: Leadership Fundamentals (Mindsets and Culture, Driving Brand Delivery, Results Model)                                                                                          | 3                           | 0                            | Live Virtual (Zoom) |
| Session 2: Communication and Growing Customer Counts (Communication Model, Avoiding Communication Pitfalls, Avoiding Listening Pitfalls, Analyzing Brand Delivery Measures, Goal Setting) | 3                           | 0                            | Live Virtual (Zoom) |
| Session 3: Onboarding Tips & Best Practices                                                                                                                                               | 3                           | 0                            | Live Virtual (Zoom) |
| Session 4: Scheduling for Customer Demand (Capturing Customer Demand Through Scheduling, 4-Step Scheduling Process)                                                                       | 3                           | 0                            | Live Virtual (Zoom) |
| Session 5: Development (Fundamentals of Coaching, Customer Complaints, Approach into Service, Demonstration, Quality Connection Review Process)                                           | 3                           | 0                            | Live Virtual (Zoom) |
| Session 6: Development, continued (The GIFT of Feedback)                                                                                                                                  | 3                           | 0                            | Live Virtual (Zoom) |
| TOTAL                                                                                                                                                                                     | 18                          | 0                            |                     |

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

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

Building Your Legacy typically is held two times per year in Minneapolis, Minnesota, ~~several times per year~~, although it may be moved to a virtual format as determined by Great Clips. Great Clips Academy and LEADS training are offered in blended format including online courses and a virtual live format. In-salon training is typically completed in your market with the assistance of

an existing franchisee in one of their salons, or you may work alongside your own salon manager if you purchase an existing salon. If you have a General Manager, it is strongly recommended that they also complete this training. -There is no fee charged to attend any part of the QuickConnect Training Program, but you are responsible for your own and your attendees' travel and expenses necessary to attend training. -All new franchisee Designated Operators must complete the QuickConnect Training Program within 180 days from signing your first Franchise Agreement. You must attend and complete all QuickConnect Training Program requirements described in the Operations Manual to Great Clips' satisfaction.

2) The Great Clips Academy Training. Great Clips Academy is a blend of online and live virtual (via a virtual meeting platform) brand delivery skill development. -You, your management staff, and other key personnel (e.g., stylists) must attend and complete all Great Clips Academy training requirements described in the Operations Manual. -This training is designed to introduce your management staff and key brand-delivery personnel (e.g., stylists) to the GREAT CLIPS® brand and its System Standards. Each instructor, with the exception of new hires, has a minimum of one year of experience as a trainer in the GREAT CLIPS® System. -It is mandatory for all management staff and other key personnel to complete the Great Clips Academy training within 30 days of their hire date. -All of your ~~salon~~Salon employees must complete the Great Clips Academy training to ensure a consistent customer experience and protect the GREAT CLIPS® brand. -You are solely responsible for paying all wages and benefits while your employees attend Great Clips Academy and for ensuring that all your stylists are licensed by the state's Cosmetology Board or equivalent official licensing entity.

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

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

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

## **Item 12**

### **TERRITORY**

You will conduct the GREAT CLIPS® business at an Authorized Location by establishing and operating the Salon as provided in the Franchise Agreement. You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control. We will grant to you a protected territory defined by a radius of three-quarters of a mile from the primary customer entrance of the Salon (the “Protected Area”). -Great Clips agrees that, except as it relates to Non-Traditional Locations (described below in this Item 12), it will not operate GREAT CLIPS® salons or grant GREAT CLIPS® franchises within the Protected Area, but you may establish additional salons within the Protected Area if you obtain our prior consent. -If the Salon is in a densely populated area, ~~the Protected Area is a radius of one-tenth of a mile,~~ as determined by Great Clips in advance of your Salon opening-, the Protected Area is a radius of one-tenth of a mile. If the location of the Salon is determined by Great Clips to be a Non-Traditional Location, the Protected Area will be determined by Great Clips at the time of the designation. -The Protected Area for a Non-Traditional Location will be described in more detail in the Franchise Agreement. -There is no minimum sales quota, sales volume, market penetration or other contingency.- You maintain rights to your Protected Area during the term of the Franchise Agreement even if the population increases.

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

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

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

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

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

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

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

### **Item 13**

#### **TRADEMARKS**

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

| <b>Trademark</b>     | <b>Registration No.</b> | <b>Registration Date</b> | <b>Country</b> |
|----------------------|-------------------------|--------------------------|----------------|
| BE ONE OF THE GREATS | 7,543,234               | 10/22/2024               | United States  |
| CLIP NOTES           | 4380273                 | 8/6/2013                 | United States  |

|                                  |           |            |               |
|----------------------------------|-----------|------------|---------------|
| CLIPS OF KINDNESS                | 4755647   | 6/16/2015  | United States |
| GREAT                            | 7,301,970 | 2/13/2024  | United States |
| GREAT CLIPS (Standard Character) | 6,446,634 | 8/10/2021  | United States |
| GREAT CLIPS (Standard Character) | 1341594   | 6/11/1985  | United States |
| GREAT CLIPS (Standard Character) | 6,685,293 | 3/29/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,686,493 | 3/29/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,735,582 | 5/24/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,686,494 | 3/29/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,686,496 | 3/29/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,735,402 | 5/24/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,757,391 | 6/14/2022  | United States |
| GREAT CLIPS (Standard Character) | 6,728,330 | 5/24/2022  | United States |
| GREAT CLIPS (stylized)           | 4048419   | 11/1/2011  | United States |
| GREAT CLIPS FOR HAIR             | 1620738   | 11/6/1990  | United States |
| GREAT DEEDS                      | 4577241   | 7/29/2014  | United States |
| GREAT NEEDS. GREAT DEEDS.        | 2609857   | 8/20/2002  | United States |
| GREATCARE PROMISE (and design)   | 6306263   | 3/30/2021  | United States |
| IT'S GONNA BE GREAT              | 4159213   | 6/12/2012  | United States |
| IT'S GONNA BE GREAT              | 6,868,492 | 3/29/2022  | United States |
| IT'S GONNA BE GREAT              | 6,685,294 | 3/29/2022  | United States |
| IT'S GONNA BE GREAT              | 6,700,878 | 4/12/2022  | United States |
| IT'S GONNA BE GREAT              | 6,686,497 | 3/29/2022  | United States |
| IT'S GONNA BE GREAT              | 6,735,403 | 5/24/2022  | United States |
| IT'S GONNA BE GREAT              | 6,757,392 | 6/14/2022  | United States |
| IT'S GONNA BE GREAT              | 6,728,331 | 5/24/2022  | United States |
| IT'S GONNA BE GREAT              | 6,686,495 | 3/29/2022  | United States |
| LATITUDE                         | 7,539,056 | 10/15/2024 | United States |
| LATITUDE BY GREAT CLIPS          | 7,539,057 | 10/15/2024 | United States |
| LEGENDHAIRY LINEUP               | 6,771,590 | 6/28/2022  | United States |
| LEGENDHAIRY LINEUP               | 6,738,408 | 5/24/2022  | United States |
| ONLINECHECK-IN (and design)      | 4380290   | 8/6/2013   | United States |
| READYNEXT (stylized and design)  | 6,472,152 | 8/31/2021  | United States |
| RELAX. YOU'RE AT GREAT CLIPS.    | 3251241   | 6/12/2007  | United States |
| SAIL DESIGN                      | 5321012   | 10/31/2017 | United States |
| Sail Design (with color)         | 2013051   | 11/5/1996  | United States |
| SOLUTIONS BY GREAT CLIPS         | 2949985   | 5/10/2005  | United States |
| STYLISHOOD                       | 4966290   | 5/24/2016  | United States |

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

Great Clips has the following trademark applications pending:

| Trademark                      | Application No.    | Application Date | Country       |
|--------------------------------|--------------------|------------------|---------------|
| LATITUDE                       | 2269482 (A0136377) | 6/16/2023        | Canada        |
| LATITUDE BY GREAT CLIPS        | 2269484 (A0136375) | 6/16/2023        | Canada        |
| Buzz E. Clipper Mascot (Color) | 2365116 (A0151527) | 9/25/2024        | Canada        |
| Buzz E. Clipper Mascot (B&W)   | 2365115 (A0151521) | 9/25/2024        | Canada        |
| BUZZ E. CLIPPER                | 2357741            | 8/21/2024        | Canada        |
| BUZZ E. CLIPPER                | 98690645           | 8/9/2024         | United States |
| BUZZ E. CLIPPER                | 98690646           | 8/9/2024         | United States |
| Buzz E. Clipper Mascot (B&W)   | 98763908           | 9/23/2024        | United States |
| Buzz E. Clipper Mascot (B&W)   | 98763911           | 9/23/2024        | United States |
| Buzz E. Clipper Mascot (Color) | 98763912           | 9/23/2024        | United States |
| Buzz E. Clipper Mascot (Color) | 98763914           | 9/23/2024        | United States |
| GREAT CLIPS                    | 75541357           | 12/1/2023        | China         |



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

| <b>Trademark</b>                     | <b>Registration No.</b> | <b>Registration Date</b> | <b>Country</b> |
|--------------------------------------|-------------------------|--------------------------|----------------|
| Buzz E. Clipper Mascot (Color)       | 1825023                 | 9/25/2024                | International  |
| Buzz E. Clipper Mascot (B&W)         | 1825444                 | 9/25/2024                | International  |
| BUZZ E. CLIPPER                      | 1817463                 | 8/21/2024                | International  |
| LATITUDE                             | 1739503                 | 6/16/2023                | International  |
| LATITUDE BY GREAT CLIPS              | 1740227                 | 6/16/2023                | International  |
| EVERYTHING GREAT                     | TMA872676               | 3/5/2014                 | Canada         |
| GREAT CLIPS and Maple Leaf Design    | TMA868066               | 12/30/2013               | Canada         |
| GREAT CLIPS FOR HAIR                 | TMA397505               | 4/24/1992                | Canada         |
| GREAT DEEDS                          | TMA927387               | 1/27/2016                | Canada         |
| GREAT STUFF and design               | TMA928944               | 2/12/2016                | Canada         |
| GREATCARE PROMISE (and design)       | TMA1145844              | 10/12/2022               | Canada         |
| GRIT @ GREAT CLIPS                   | TMA1017857              | 3/21/2019                | Canada         |
| IT'S GONNA BE GREAT                  | TMA872677               | 3/5/2014                 | Canada         |
| ONLINECHECK-IN (and design)          | TMA928945               | 2/12/2016                | Canada         |
| READYNEXT (stylized and design)      | TMA1146893              | 10/19/2022               | Canada         |
| RELAX. YOU'RE AT GREAT CLIPS.        | TMA714985               | 5/23/2008                | Canada         |
| SAIL DESIGN                          | TMA1009961              | 11/28/2018               | Canada         |
| Sail Design (with color)             | TMA525791               | 3/27/2000                | Canada         |
| SOLUTIONS BY GREAT CLIPS             | TMA671949               | 9/1/2006                 | Canada         |
| CLIP NOTES                           | TMA928952               | 2/12/2016                | Canada         |
| CLIPS OF KINDNESS                    | TMA928681               | 2/10/2016                | Canada         |
| CONNECT WITH GREAT CLIPS             | TMA717506               | 6/26/2008                | Canada         |
| Great Clips                          | 7080210                 | 8/7/2010                 | China          |
| Great Clips                          | 75545501                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75526894                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75538256                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75548609                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75537569                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75539846                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75545827                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75548759                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75534521                | 7/7/2024                 | China          |
| GREAT CLIPS (Standard Character)     | 75527581                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75547214                | 6/14/2024                | China          |
| GREAT CLIPS (Standard Character)     | 75529202                | 6/14/2024                | China          |
| GREAT CLIPS logo                     | 59752018                | 3/28/2022                | China          |
| GREAT CLIPS logo                     | 59766967                | 3/28/2022                | China          |
| GREAT CLIPS logo                     | 59776453                | 4/21/2022                | China          |
| GREAT CLIPS logo                     | 59766025                | 4/21/2022                | China          |
| GREAT CLIPS (Standard Character)     | 3849783                 | 3/13/2009                | European Union |
| GREAT CLIPS (Standard Character)     | 1883171                 | 12/14/2015               | India          |
| GREAT CLIPS with Katakana equivalent | 4841100                 | 2/25/2005                | Japan          |
| GREAT CLIPS (Standard Character)     | 2006/05367              | 3/14/2006                | South Africa   |
| GREAT CLIPS (Standard Character)     | UK00903849783           | 3/13/2009                | United Kingdom |

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



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

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

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

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

## **Item 14**

### **PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION**

#### **Patents and Copyrights**

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

#### **Confidential and Proprietary Information**

Great Clips' confidential and proprietary information includes the System Standards as outlined in the Operations Manual, the GREAT CLIPS® Online Resources, other manuals, training programs, advertising and promotional materials, electronic media, technologies, systems of operation, trade secrets, programs, policies, standards, techniques, requirements and specifications, customer records, instructional materials and other matters. You may not disclose, except to your own Salon employees on a need-to-know basis, or use for any purpose other than

operating the Salon, any confidential and proprietary information. -You are also responsible for ensuring that your employees maintain the same level of confidentiality. -If you or your employees learn about an unauthorized use of any of our confidential and proprietary information, you must promptly notify us. -Great Clips is not obliged to take any action but will respond to this information in its sole determination. You may not use any trade secrets, confidential or proprietary information for the purpose of machine learning, augmented human intelligence development, training any artificial intelligence (“AI”) model, algorithm improvement, or similar data aggregation activities without the express written consent of Great Clips. -Such uses shall not be deemed related to the performance of the Franchise Agreement and are expressly prohibited. You may not, without Great Clips’ prior written consent ~~by Great Clips~~, input, transmit, disclose or otherwise make available any confidential information or proprietary information ~~into~~ to any AI, machine learning, automated decision-making or similar system (including any generative AI platform, or disclose model, large language model, or third-party AI service), nor use such information to any train, fine-tune, improve, or develop any such system. You must ensure that any third-party provider or source of generative engaged in connection with AI services. You must opt out of allowing any provider or source of generative AI to utilize confidential or proprietary is prohibited from using such information for training ~~of any AI~~, model improvement, retention, or for other purposes any secondary purpose.

## **Item 15**

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

The GREAT CLIPS® franchise system is comprised of owner-operated franchised locations. -As such, you must devote your best efforts to the management and operation of the GREAT CLIPS® franchised business, and must manage or operate the Salon on a regular basis through Designated Operator(s) or a member of your ~~salon~~ Salon management team who has successfully completed the Great Clips Academy and Management Training Programs. all required trainings for salon managers. You must successfully complete all Great Clips required training for Franchisees in the time frame designated by Great Clips. You must attend local co-op meetings and other meetings for Franchisees held in your market to ensure that you stay apprised of the most current information affecting your business. - You must adhere to the Franchisee Code of Ethics and at all times comply with the law. - You are also obligated to respect and protect the confidentiality and restricted use of confidential, proprietary and trade secret, and customer information owned by Great Clips and are responsible for ensuring that your employees maintain the same level of confidentiality. -You must comply with restrictions as we may from time to time impose related to your access and use of customer information, and must comply with all data privacy, security and other applicable laws.

You are solely responsible for staffing the Salon with qualified, competent employees who are courteous to the public and have been trained in accordance with Great Clips’ brand-delivery standards. -You are solely responsible for staffing, recruiting, hiring, supervising and discharging employees, assuring their continuing compliance with standards of training and competence and

setting their wages and terms of employment. You may not utilize independent contractors to staff the Salon.

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

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

If you have formed a business entity to operate the GREAT CLIPS® business, you and each shareholder with any equity interest whatsoever in that entity must personally guaranty complete and timely performance of all the ~~franchisee's~~franchisee's obligations under the Franchise Agreement, including payment of all fees and other expenses related to the GREAT CLIPS® business, and must sign the form of guaranty designated by Great Clips.

## **Item 16**

### **RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL**

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

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

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

### Item 17

## **RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION**

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

### **THE FRANCHISE RELATIONSHIP**

| <b>Provision</b>                            | <b>Section in Agreement</b>                                                                                                            | <b>Summary</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. Length of the franchise term             | Sections 3.1 and 15.5 of Franchise Agreement<br><br>Section 4 of Master Development Agreement<br><br>Section 4 of Three Star Agreement | The term of the Franchise Agreement extends 10 years from the date of opening the Salon or, if you buy an existing salon, the term will be the balance of the term of the agreement for the existing salon.<br><br>10 years from date of acceptance by Great Clips.<br><br>24 months from date of acceptance by Great Clips.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| b. Renewal or extension of the term         | Section 3.2 of Franchise Agreement<br><br>Section 5 of Master Development Agreement<br><br>Section 4 of Three Star Agreement           | The Franchise Agreement provides no right to renew the agreement but may, in Great Clips' <del>discretion</del> <u>sole determination</u> and subject to the requirements in Section 3.3 of the Franchise Agreement, be renewed for an additional renewal term of 10 years.<br><br>The Master Development Agreement provides no right to renew the agreement but may, in Great Clips' <del>discretion</del> <u>sole determination</u> and subject to certain conditions, be renewed for an additional term <del>up</del> of up to 10 years.<br><br>The 24-month term will not be extended.                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| c. Requirements for you to renew            | Section 3.3 of Franchise Agreement<br><br><br><br><br><br><br><br><br><br>Section 5 of Master Development Agreement                    | To renew the Franchise Agreement, you must give the required notice, be in compliance with the Franchise Agreement and Great Clips' policies, upgrade your Salon to then-current standards, pay a renewal fee <del>of (currently \$1,750-)</del> , re-attend training <del>at</del> <u>in</u> Great Clips' sole determination, and sign the then-current form of General Release and Franchise Agreement. -You may be asked to sign a Franchise Agreement with materially different terms and conditions than your original Franchise Agreement.<br><br>To renew the Master Development Agreement you must give the required notice, be in compliance with all Franchise Agreements and Great Clips' policies, your rights of expansion are not restricted in any way, each shareholder with an economic interest in the Master Development Agreement shall sign the then-current form of General Release and Master Development Agreement, continue to open salons under the Development Schedule, and pay all applicable development and renewal fees. |
| d. Termination by you                       | Section 17.3 of Franchise Agreement                                                                                                    | The Franchise Agreement may be terminated by you only for good cause or upon any grounds available by law.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| e. Termination by Great Clips without cause | None                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Provision                                        | Section in Agreement                                                                                             | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| f. Termination by Great Clips with cause         | Sections 5.2, 17.1-17.3, and 17.5 of Franchise Agreement<br><br>Sections 7 and 8 of Master Development Agreement | Great Clips may cancel your Franchise Agreement if: you fail to open the Salon within 24 months of the date Great Clips accepts the Franchise Agreement; you are no longer in good standing prior to signing a lease; you fail to satisfactorily complete required training; you engage in speculative behavior prior to the Salon opening; or if you breach your Franchise Agreement.<br><br>Great Clips can terminate if you fail to: comply with the Development Schedule; pay amounts due under the Master Development Agreement or any Franchise Agreement; any Franchise Agreement or Master Development Agreement is terminated by Great Clips; or you breach any of the terms and conditions of the Master Development Agreement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| g. "Cause" defined - curable defaults            | Sections 17.1—17.3 of Franchise Agreement<br><br>Section 7 of Master Development Agreement                       | Great Clips may terminate your Franchise Agreement if you fail to comply with system standards, fail to make payments when due, misrepresenting Salon financials, or if you offer any unauthorized products or services. "Good cause" is a material breach of the Franchise Agreement or any other Franchise Agreement you have with Great Clips. -You have seven days to cure for non-payment of sums due, and 30 days in all other cases, except those items in "h." below. Notice of termination may be given simultaneously with notice of default, subject to a right to cure.<br><br>You may be given time to cure for failure to comply with the Development Schedule.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| h. "Cause" defined - non-curable defaults        | Sections 17.1—17.3 of Franchise Agreement<br><br>Section 8 of Master Development Agreement                       | Great Clips can terminate immediately if you: impair or threaten to impair the Marks or System; become insolvent; make an assignment for the benefit of creditors; admit an inability to pay debts when due; abandon the Great Clips business; are convicted of or plead guilty or no contest to any offense; or if you assign an interest in the Franchise Agreement without the consent of Great Clips; fail to renew the franchise in accordance with its terms; make a material misrepresentation or omission in the franchise application; fail to timely cure a default under the lease; make or permit any unauthorized use of Confidential Information; or make, directly or indirectly, through agents and employees, a material misuse of customer data and information. -Great Clips can terminate upon a 30-day written notice if you engage in repeated breaches of the Franchise Agreement or commit a material breach of the Franchise Agreement that cannot be cured due to the nature of the breach.<br><br>Failure to pay amounts due under the Master Development Agreement or any Franchise Agreement; any Franchise Agreement is terminated by Great Clips; or a breach of any of the terms and conditions of the Master Development Agreement may result in immediate termination. |
| i. Your obligations on termination / non-renewal | Section 18 of Franchise Agreement<br><br>Section 9 of Master Development Agreement                               | Upon the termination or non-renewal of the Franchise Agreement, you must cease all use of the Marks; assign the telephone number for the Salon to Great Clips; pay all sums owed; return the manuals and cease all use of proprietary information; de-identify the Authorized Location; execute a general release in favor of Great Clips and its affiliates in a form acceptable to Great Clips, and comply with the non-competition covenant described in "r." below.<br><br>Upon the termination or non-renewal of the Master Development Agreement, all rights granted under Master Development Agreement immediately revert to Great Clips. -Termination does not affect the individual Franchise Agreements signed for each open franchised location in the Exclusive DMA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| j. Assignment of contract by Great Clips         | Section 15.1 of Franchise Agreement                                                                              | There is no restriction on Great Clips' right to assign.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

| Provision                                                      | Section in Agreement                                                                                                                     | Summary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| k. "Transfer" by you - definition                              | Sections 14.1 and 15.2 of Franchise Agreement<br><br>Section 10 of Master Development Agreement<br><br>Section 8 of Three Star Agreement | A transfer is any transfer or assignment of assets or rights under the Franchise Agreement, or any ownership change that alters the percentage of ownership. -All assignments, however minor, must be consented to in advance by Great Clips.<br><br>You cannot assign any rights or interest in the Master Development Agreement without the prior written consent of Great Clips. An assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA.<br><br>You cannot assign a majority interest of the Three Star Agreement to any party other than an original individual shareholders or partners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| l. Great Clips approval of assignment by franchisee            | Sections 15.4, 15.7, and 15.8 of Franchise Agreement                                                                                     | Great Clips must give its prior written consent to an assignment, which will not be unreasonably withheld. -Unless prohibited by applicable law, you will not be permitted to make a public offering which would include the Salon or the Franchise Agreement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| m. Conditions for Great Clips approval of assignment           | Sections 15.4-15.6 of Franchise Agreement                                                                                                | Great Clips may withhold consent to an assignment if assignee: does not agree to operate the Salon as a GREAT CLIPS® salon; is not personally or financially qualified; does not meet Great Clips' then-current qualification guidelines for new franchisees; is not eligible to expand (if assignee is an existing franchisee); has conflicting interests with Great Clips; will not devote best efforts to management of the business; or cannot communicate in English. -Assignee must sign the new form of Franchise Agreement but only for the balance of the term of the assignor's Franchise Agreement, and will be responsible for all ongoing or future fees or amounts (including any unpaid <u>Initial Franchise Fee or</u> MDAF amounts) owed under the Franchise Agreement. Assignee, and each of assignee's shareholders, must sign Great Clips' form of General Release and Great Clips' form of Guaranty. Assignee must pay the assignment fee, if applicable. Assignor may not assign any interest in the Franchise Agreement if the Salon is not in operation except in the limited instance where Franchisee is selling all Salons and leaving the System entirely. If the Salon is temporarily closed, pending relocation, it may not be assigned in whole or in part unless the Franchisee is selling all Salons and leaving the System entirely. |
| n. Great Clips right of first refusal to acquire your business | Section 14 of Franchise Agreement                                                                                                        | If you decide to sell, merge, assign or otherwise dispose of any interest in the franchise, you must first offer the proposed transaction to Great Clips. Great Clips has 60 days after receiving the terms of a bona fide offer to match the offer for the Salon governed by the Franchise Agreement on the price and terms or cash equivalent of the offer. In the event Great Clips does not exercise its right of first refusal and the offer changes in any way, or another offer is made, this new offer must be presented to Great Clips. We will then have 60 days to accept the new offer on the price and terms or cash equivalent of the third party offer. Any offer that Great Clips does not match must be transacted within 120 days from the date that Great Clips notifies the assignor that it does not wish to exercise its right of first refusal. If the transaction does not take place within 120 days, Great Clips has the right to re-evaluate and match the offer if it elects to do so.                                                                                                                                                                                                                                                                                                                                                     |
| o. Great Clips option to purchase your business                | Section 19.2 of Franchise Agreement                                                                                                      | Upon termination, expiration or non-renewal, Great Clips has the right, but not the obligation, to buy any or all equipment and furnishings in the Salon at a price set by a qualified appraiser.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| p. Your death or disability                                    | Section 15.9 of Franchise Agreement                                                                                                      | If your heirs or executor wish to continue operating the Salon, they must apply for Great Clips' consent to the assignment and pay any applicable Assignment Fee.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



| Provision                                                                           | Section in Agreement                                                                                 | Summary                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| q. Non-competition covenants during the term                                        | Section 20.2 of Franchise Agreement                                                                  | You and your spouse must have no involvement in any way in any haircare or personal grooming business, beauty schools, cosmetology schools, barber schools, or any business selling hair products during the term of the Franchise Agreement at any location or over the Internet.                                                              |
| r. Non-competition covenants after the franchise is terminated, assigned or expires | Section 20.2 of Franchise Agreement                                                                  | You and your spouse must have no involvement in any way in any haircare or personal grooming business, beauty schools, barber schools, cosmetology schools, or any business selling hair products for one year after the termination, assignment or expiration of the Franchise Agreement anywhere within five miles of any GREAT CLIPS® salon. |
| s. Modification of the agreement                                                    | Section 22.2 of Franchise Agreement                                                                  | There will be no modifications generally, but the Operations Manual, other manuals, various policies, fees for additional training, required purchases and services, and the Marks are subject to change.                                                                                                                                       |
| t. Integration / merger clause                                                      | Section 22.2 of Franchise Agreement                                                                  | Only the terms of the Franchise Agreement are binding. Any other promises or representations outside the Franchise Agreement or this Disclosure Document are not authorized and are not binding or enforceable against Great Clips. -Subject to state law. -See state addenda.                                                                  |
| u. Dispute resolution by arbitration or mediation                                   | Sections 16.1-16.3 and 16.5 of Franchise Agreement<br><br>Section 11 of Master Development Agreement | All disputes must be arbitrated in Minneapolis, Minnesota, subject to certain exceptions.<br><br>All disputes must be arbitrated in Minneapolis, Minnesota, subject to certain exceptions.<br>Subject to state law. -See State Addenda attached as Exhibit P.                                                                                   |
| v. Choice of forum                                                                  | Section 16.5 of Franchise Agreement<br><br>Section 11 of Master Development Agreement                | All legal proceedings must be held in Hennepin County, Minnesota.<br><br>All legal proceedings must be held in Hennepin County, Minnesota.<br><br>Subject to state law in certain states. -See State Addenda attached as Exhibit P.                                                                                                             |
| w. Choice of law                                                                    | Section 22.1 of Franchise Agreement                                                                  | The governing law will be the laws of the state in which the Authorized Location is located.<br>Subject to state law in certain states. -See State Addenda attached as Exhibit P.                                                                                                                                                               |

## **Item 18**

### **PUBLIC FIGURES**

Great Clips does not currently use any public figure to promote its franchise but reserves the right to do so in the future.

## **Item 19**

### **FINANCIAL PERFORMANCE REPRESENTATIONS**

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a



franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

In Section I and Table 1 below, Great Clips provides prospective franchisees with information regarding ~~2025~~2024 average sales of a certain subset of franchised GREAT CLIPS® salons (defined below as the “~~2025~~2024 Salons”). In addition, in Section II and Tables 2, 3 and 4 below, Great Clips provides prospective franchisees with information regarding ~~2025~~2024 average sales, expenses and cash flows of a certain smaller subset of franchised GREAT CLIPS® salons (defined below as the “Reporting ~~2025~~2024 Salons”).

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

The average sales data included in Table 1 below was obtained from reviewing Great Clips’ internal point of sale system (“POS System”), the system where franchisees input their salon sales numbers. Where sales data was reported by franchisees to Great Clips in Canadian dollars, Great Clips converted the reported Canadian dollars into the U.S. dollar equivalency by using a conversion rate of 0.~~73~~71. Neither Great Clips nor its independent certified public accountants have independently audited or verified the financial information contained in the POS System.

The average sales, expenses, profits, cash flows and earnings data included in Tables 2 and 3 below was obtained from financial statements submitted to Great Clips by certain of its franchisees. Most franchisees use a cash versus accrual system for producing their financial statements, which may produce slight differences between the actual date of occurrence of expenses and the date such expenses are reported on the franchisee’s financial statements. Where sales, expenses, profits, cash flows and earnings data was reported by franchisees to Great Clips in Canadian dollars, Great Clips converted the reported Canadian dollars into the U.S. dollar equivalency by using a conversion rate of 0.~~73~~71. Neither Great Clips nor its independent certified public accountants have independently audited or verified these franchisee statements.

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

Many GREAT CLIPS® franchisees operate more than one salon. As of December 31, ~~2025~~2024, the average number of salons per franchisee who has operated GREAT CLIPS® salons for over

five years is 8.5, and the median number of salons per franchisee who has operated GREAT CLIPS® salons for over five years is 5.

## SECTION I

### AVERAGE YEARLY SALES

#### ALL SALONS ELIGIBLE TO BE OPEN DURING THE ENTIRE 20252024 PERIOD

As of December 31, 20252024, there were 4,439441 GREAT CLIPS® salons eligible to be open in the United States and Canada. Of these 4,439441 GREAT CLIPS® salons in the United States and Canada as of December 31, 20252024, 4,147158 are included in the Table 1 below (the “20252024 Salons”). To be considered a 20252024 Salon, the salon must have been eligible to be open (as defined below) during the entire time period from January 1, 20252024 to December 31, 20252024 (the “20252024 Period”). A salon is considered “eligible to be open” if Great Clips has entered into a franchise agreement for the salon and approved and authorized the salon to be open and operating as a GREAT CLIPS® salon. The 292283 GREAT CLIPS® salons that were eligible to be open as of December 31, 20252024, but not included among the 20252024 Salons in Table 1 below, were excluded because those salons were either: (1) not approved or authorized to be open for business on January 1, 20252024 and during the entire 20252024 Period; or (2) assigned to a new franchisee and changed ownership during the 20252024 Period. The hours of operation for the 4,147158 GREAT CLIPS® salons included in this Section I varied from salon to salon during the 20252024 Period. Table 1 below contains information relating solely to historical sales data compiled from the 20252024 Salons for the 20252024 Period.

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**TABLE 1**  
**AVERAGE YEARLY SALES**  
**ALL SALONS ELIGIBLE TO BE OPEN DURING THE ENTIRE ~~2025~~2024 PERIOD**

| # of <del>2025</del> 2024 Salons | Average Annual Sales <sup>1</sup> |                               | Number / Percent that Attained or Exceeded Average | Low / High                                                                              | Median                        |
|----------------------------------|-----------------------------------|-------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------|
| 4, <del>147</del> 158            | Service Sales <sup>2</sup>        | \$ <del>388,522</del> 400,667 | 1, <del>854</del> 844 / 44. <del>71</del> 35%      | \$ <del>37,607</del> 27,439 / \$1, <del>065,849</del> 037,494                           | \$ <del>371,729</del> 381,782 |
|                                  | Product Sales <sup>3</sup>        | \$10, <del>657</del> 116      | 1, <del>581</del> 609 / 38. <del>12</del> 70%      | \$ <del>193</del> / \$84,732\$0 / \$86,446                                              | \$8, <del>925</del> 484       |
|                                  |                                   |                               |                                                    |                                                                                         |                               |
|                                  | Total Sales <sup>4</sup>          | \$ <del>399,179</del> 410,783 | 1, <del>857</del> 848 / 44. <del>78</del> 44%      | \$ <del>37,920</del> <sup>5</sup> 28,036 <sup>5</sup> / \$1, <del>099,873</del> 082,803 | \$ <del>382,316</del> 390,685 |

Notes to Table 1

- Average Annual Sales. “Average Annual Sales” means the average of the annual sales of the ~~2025~~2024 Salons for the ~~2025~~2024 Period broken out by sales categories.
- Service Sales. “Service Sales” means all sales from a GREAT CLIPS® salon for services, including without limitation haircuts, shampooing, conditioning, styling, bang trims, neck trims or beard trims.
- Product Sales. “Product Sales” means all sales from a GREAT CLIPS® salon for products, including without limitation shampoo, conditioner, gel, and hairspray.
- Total Sales. “Total Sales” means total of Service Sales and Product Sales from a from a GREAT CLIPS® salon.
- Lowest Salon – Total Sales. Of the ~~2025~~2024 Salons, the lowest amount in Total Sales at any salon was \$~~37,920~~28,036. This particular salon was ~~not only~~ open to customers ~~from May 1, during 6 nonconsecutive months of the 2025 Period, 2024 through December 31, 2024,~~ but it is included among the ~~2025~~2024 Salons because the salon was eligible to be open during the entire ~~2025~~2024 Period, notwithstanding that the salon was closed ~~for 8 months during the and~~ had no sales in 36 different weeks of the ~~2025~~2024 Period.

During the ~~2025~~2024 Period, ~~103~~108 GREAT CLIPS® salons in the United States and Canada closed and permanently ceased operations, and among these salons, 0 closed and permanently ceased operations after being open less than 12 months. The salons described in the preceding sentence are among those excluded from Table 1 above.

**SECTION II**

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

The following statement (referred to in this Disclosure Document as the “Average Operating Cash Flow Statement”) consists of the average sales and expenses of 2,175,376 of the 20252024 Salons (totaling 4,147,158) that provided sufficient data to Great Clips (the “Reporting 20252024 Salons”) to allow Great Clips to include them in the Average Operating Cash Flow Statement. The number of Reporting 20252024 Salons is 2,175,376. 20252024 Salons that provided Great Clips with no or insufficient data to be reasonably assured of having accurate and complete expense information were excluded (the “Non-Reporting 20252024 Salons”). The number of Non-Reporting 20252024 Salons is 1,972,782.

The Non-Reporting 20252024 Salons were not distributed evenly over the entire dataset, based on total sales. Of the Non-Reporting 20252024 Salons, 834,763 had total sales at or above the median of the Reporting 20252024 Salons, and 1,138,019 had total sales below the median of the Reporting 20252024 Salons. If all 1,972,782 Non-Reporting 20252024 Salons had been included in the metrics reported for the Reporting 20252024 Salons, the median total sales in the Reporting 20252024 Salons would have decreased by 2.9% and the net operating cash flow would have decreased by a larger percent 8%.

The average expenses, profits, cash flows and earnings data included in Tables 2 and 3 below was obtained from financial statements submitted to Great Clips by the Franchisees of the Reporting 20252024 Salons. The time frame or accounting period of these financial statements was the most current available to Great Clips, but, in some cases, did not match the exact time frame from which sales figures were drawn. Therefore, some information was annualized to extract a full year’s worth of data. Tables 2 and 3 below contain information relating solely to historical sales and expense data compiled from the Reporting 2025 Salons for the 2025 Period. Totals in Table 2 and 3 may not equal the sum of individual line items due to rounding (figures have been rounded to the nearest dollar or decimal). 2024 Salons for the 2024 Period.

**TABLE 2**  
**AVERAGE OPERATING CASH FLOW STATEMENT**  
**OF REPORTING 20252024 SALONS**

| Average Annual Sales <sup>1</sup> | Average Annual Sales                          | Percent of Total Sales | Median Annual Sales |
|-----------------------------------|-----------------------------------------------|------------------------|---------------------|
| Service Sales <sup>3</sup>        | \$401,893 <sup>12</sup> 411,368 <sup>12</sup> | 97.2242%               | \$383,249390,960    |
| Product Sales <sup>3</sup>        | 11,497 <sup>13</sup> 10,914 <sup>13</sup>     | 2.7858%                | 9,697218            |
| Total Sales <sup>3</sup>          | \$413,389 <sup>14</sup> 422,283 <sup>14</sup> | 100.00%                | \$393,907402,271    |

| Average Annual Expenses <sup>2</sup>   | Average Annual Expenses             | Percent of Total ExpensesSales  | Median Annual Expenses              |
|----------------------------------------|-------------------------------------|---------------------------------|-------------------------------------|
| Labor <sup>4</sup>                     | <del>\$202,219</del> <u>207,978</u> | <del>48.92</del> <u>49.25</u> % | <del>\$193,568</del> <u>196,393</u> |
| Occupancy <sup>5</sup>                 | <del>44,775</del> <u>46,850</u>     | <del>10.83</del> <u>11.09</u> % | <del>44,019</del> <u>45,711</u>     |
| Products <sup>6</sup>                  | <del>7,224</del> <u>116</u>         | <del>1.75</del> <u>69</u> %     | <del>6,489</del> <u>460</u>         |
| Continuing Franchise Fees <sup>7</sup> | <del>24,932</del> <u>25,435</u>     | <del>6.03</del> <u>02</u> %     | <del>23,761</del> <u>24,261</u>     |
| Advertising <sup>8</sup>               | <del>22,004</del> <u>422</u>        | <del>5.32</del> <u>31</u> %     | <del>21,052</del> <u>408</u>        |
| Other <sup>9</sup>                     | <del>29,598</del> <u>28,978</u>     | <del>7.16</del> <u>6.86</u> %   | <del>27,468</del> <u>709</u>        |
| Total Expenses <sup>10</sup>           | <del>\$330,752</del> <u>338,778</u> | <del>80.01</del> <u>23</u> %    | <del>\$319,722</del> <u>324,531</u> |
| Operating Cash Flow <sup>11</sup>      | <del>\$82,637</del> <u>83,504</u>   | <del>19.99</del> <u>77</u> %    | <del>\$75,851</del> <u>896</u>      |

**TABLE 3**  
**AVERAGES BASED ON SALES RANGE**  
**OF REPORTING ~~2025~~2024 SALONS**

| <b>Salons</b>                                   |                    |                        | <b>Average Expenses as a % of Sales</b>                  |                         |                         |                         |                           |                         |                              |
|-------------------------------------------------|--------------------|------------------------|----------------------------------------------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|------------------------------|
| <b>Average Annual Sales Range (\$ in 000's)</b> | <b>Count</b>       | <b>%</b>               | <b>Average Annual Sales in Range</b>                     | <b>Labor</b>            | <b>Occupancy</b>        | <b>All Other</b>        | <b>Total</b>              | <b>Cash Flow (%)</b>    | <b>Cash Flow (\$)</b>        |
| <\$250                                          | <del>196</del> 188 | <del>9.01</del> 7.91%  | <del>\$208,509</del> <sup>17</sup> 213,290 <sup>17</sup> | <del>57.95</del> 58.81% | 19.5090%                | <del>24.30</del> 23.75% | <del>101.74</del> 102.46% | -<br>1.742.46%          | <del>(\$3,635.248)</del>     |
| \$250 - \$300                                   | <del>258</del> 268 | <del>11.86</del> 8%    | <del>\$276,787</del> <sup>18</sup> 278,367 <sup>18</sup> | <del>53.78</del> 22%    | <del>15.48</del> 16.03% | <del>22.84</del> 38%    | <del>92.10</del> 91.62%   | <del>7.90</del> 8.38%   | <del>\$21,875.3321</del>     |
| \$300 - \$350                                   | <del>335</del> 354 | <del>15.40</del> 4.90% | <del>\$324,702</del> <sup>19</sup> 699,919               | <del>50.88</del> 78%    | <del>13.27</del> 53%    | <del>21.55</del> 30%    | <del>85.70</del> 61%      | <del>14.30</del> 39%    | <del>\$46,424.11</del>       |
| \$350 - \$400                                   | <del>342</del> 368 | <del>15.72</del> 9%    | <del>\$375,725</del> <sup>20</sup> 373,803 <sup>20</sup> | <del>48.94</del> 88%    | <del>11.94</del> 12.38% | <del>20.63</del> 42%    | <del>81.49</del> 68%      | <del>18.54</del> 32%    | <del>\$69,565.8,492</del>    |
| \$400 - \$450                                   | <del>291</del> 333 | <del>13.38</del> 4.02% | <del>\$424,099</del> <sup>21</sup> 426,068 <sup>21</sup> | <del>48.88</del> 49.20% | <del>10.43</del> 11.42% | <del>20.18</del> 01%    | <del>79.48</del> 80.64%   | <del>20.52</del> 19.36% | <del>\$87,014.2,502</del>    |
| \$450 - \$500                                   | <del>241</del> 250 | <del>11.08</del> 0.52% | <del>\$474,295</del> <sup>22</sup> 473,840 <sup>22</sup> | <del>47.58</del> 48.01% | <del>9.76</del> 85%     | 19.61%                  | <del>76.94</del> 77.46%   | <del>23.06</del> 22.54% | <del>\$109,367.106,798</del> |
| \$500 - \$600                                   | <del>289</del> 341 | <del>13.29</del> 4.35% | <del>\$544,879</del> <sup>23</sup> 543,119 <sup>23</sup> | <del>46.54</del> 47.52% | <del>8.52</del> 9.09%   | <del>19.17</del> 18.72% | <del>74.23</del> 75.34%   | <del>25.77</del> 24.66% | <del>\$140,420.133,950</del> |
| >\$600                                          | <del>223</del> 274 | <del>10.25</del> 1.53% | <del>\$692,295</del> <sup>24</sup> 695,605 <sup>24</sup> | <del>46.34</del> 47.52% | <del>7.23</del> 39%     | <del>18.45</del> 04%    | <del>72.02</del> 95%      | <del>27.98</del> 05%    | <del>\$193,727.188,148</del> |
| <b>All Salons in Sample</b>                     | <b>2,175</b> 76    | <b>100%</b>            | <b>\$413,389</b> 422,283                                 | <b>48.92</b> 49.25%     | <b>10.83</b> 11.09%     | <b>20.26</b> 19.88%     | <b>80.01</b> 23%          | <b>19.99</b> 77%        | <b>\$82,637</b> 83,504       |

**Notes to Tables 2 and 3**

- Average Annual Sales. "Average Annual Sales" means the average of the annual sales of the Reporting ~~2025~~2024 Salons for the ~~2025~~2024 Period broken out by sales categories.
- Average Annual Expenses. "Average Annual Expenses" means the average of the annual expenses of the Reporting ~~2025~~2024 Salons for the ~~2025~~2024 Period broken out by expense categories.
- Service Sales, Product Sales and Total Sales. The definitions of "Service Sales," "Product Sales" and "Total Sales" in Notes 2, 3 and 4 to Table 1 above also apply to Tables 2 and 3.
- Labor. "Labor" includes all employee-related expenses including: wages, salary, bonus, commission, payroll taxes, insurance benefits, other benefits, and workers' compensation expenses. Also includes the cost of salon manager but excludes, if identifiable, any labor expense related to general manager or franchisee.
- Occupancy. "Occupancy" includes all rent, common area maintenance, real estate taxes plus percentage rent paid, if any. Also includes any other lease-related charges such as

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

6. Products. “Products” includes the cost of all product purchased for resale or for back bar customer service usage plus all freight or delivery costs associated with the product.
7. Continuing Franchise Fees. All GREAT CLIPS® salons in the System pay identical Continuing Franchise Fees of 6%. The model is not exactly 6% due to the fact that the franchisees predominately use a cash rather than accrual basis for accounting purposes.
8. Advertising. All GREAT CLIPS® salons in the System pay identical amounts of 5% of gross sales into the Ad Fund. In addition, virtually all franchisees participate in other discretionary advertising on a local or regional basis.
9. Other. This “Other” category includes all other cash expense items and categories not included elsewhere. These would include: travel and entertainment, supplies, dues and subscriptions, telephone, utilities, non-real estate repairs and maintenance, insurance, postage, freight, bad debts, taxes and fees, cash over/short, recruitment expense, laundry, meals, equipment purchase, credit card charges, accounting and legal, payroll processing, employee theft/losses, deposits, bank charges, uniforms, licenses, contributions, meeting expenses, -bad checks, printing, inventory differences, computer charges, extraneous gift card and convention expenses.
10. Total Expenses. “Total Expenses” means the total expenses of Labor, Occupancy, Products, Continuing Franchise Fees, Advertising and Other incurred by a GREAT CLIPS® salon.
11. Operating Cash Flow. “Operating Cash Flow” was calculated by subtracting Total Expenses from Total Sales. Operating Cash Flow does not include any provision for income taxes or for non-cash expenses such as depreciation or amortization. It also does not include any reserve for future capital expenditures. Although it does not include any provision for income taxes, Operating Cash Flow is reduced by the amount of Total Expenses incurred, which includes employer payroll taxes (as a component of labor expenses); beginning in 2025, however, employers operating in industries where tipping is customary (including hair salons) may be eligible under federal law for a tax credit equal to the employer’s share of payroll taxes paid on a portion of employee-reported tips. The results presented reflect the payroll taxes incurred by Salons during the applicable period and no adjustment has been made to the Operating Cash Flow for the effect of any applicable tax credits or other tax benefits that may be available to eligible employers.
12. Additional Service Sales Information. Of the 2,175,376 Reporting Salons, the highest actual annual service sales were \$1,065,849,036,312 and the lowest actual annual service sales were \$40,350,135,208. Further, 9671,057 Reporting 20252024 Salons (or 44.5%) exceeded the average. The median annual service sales for the group were \$383,249,390,960.



13. Additional Product Sales Information. Of the 2,~~175~~376 Reporting Salons, the highest actual annual product sales were \$~~84,732~~86,577 and the lowest actual annual product sales were \$~~84~~20. Further, ~~835~~905 Reporting ~~2025~~2024 Salons (or 38.~~41~~%) exceeded the average. The median annual product sales for the group were \$9,~~697~~218.
14. Additional Total Sales Information. Of the 2,~~175~~376 Reporting Salons, the highest actual annual total sales were \$1,~~099,873~~063,124 and the lowest actual annual total sales were \$~~41,237~~137,034. Further, ~~966~~1,052 Reporting ~~2025~~2024 Salons (or 44.~~43~~%) exceeded the average. The median annual total sales for the group were \$~~393,907~~402,271.
15. Additional Total Expenses Information. Of the 2,~~175~~376 Reporting Salons, the highest actual annual total expenses were \$~~743,657~~774,106 and the lowest actual annual total expenses were \$~~82,420~~112,352. Further, ~~976~~1,045 Reporting ~~2025~~2024 Salons (or 44.~~90~~%) met or were below the average. The median annual total expenses for the group were \$~~319,722~~324,531.
16. Additional Operating Cash Flow Information. Of the 2,~~175~~376 Reporting Salons, the highest actual annual operating cash flow was \$~~412,669~~336,116 and the lowest actual annual operating cash flow was -\$~~116,986~~130,672. Further, ~~995~~1,087 Reporting ~~2025~~2024 Salons (or 45.7%) exceeded the average. The median annual operating cash flow for the group was \$75,~~851~~896.
17. Additional Average Annual Sales Information for <\$250 Annual Sales Range. Of the ~~196~~188 Reporting ~~2025~~2024 Salons in the Less Than \$250k Annual Sales Range, the highest actual annual sales in this group were \$249,~~238~~675 and the lowest actual annual sales in this group were \$~~41,237~~137,034. Further, ~~118~~98 Reporting ~~2025~~2024 Salons in this group (or ~~60.252.1~~%) exceeded the average. The median sales figure for this group is \$~~215,764~~221,198.
18. Additional Average Annual Sales Information for \$250 - \$300 Annual Sales Range. Of the ~~258~~268 Reporting ~~2025~~2024 Salons in the \$250k - \$300k Annual Sales Range, the highest actual annual sales in this group were \$299,~~885~~427 and the lowest actual annual sales in this group were \$250,~~065~~080. Further, ~~132~~133 Reporting ~~2025~~2024 Salons in this group (or ~~51.249.6~~%) exceeded the average. The median sales figure for this group is \$~~277,617~~280,169.
19. Additional Average Annual Sales Information for \$300 - \$350 Annual Sales Range. Of the ~~335~~354 Reporting ~~2025~~2024 Salons in the \$300k - \$350k Annual Sales Range, the highest actual annual sales in this group were \$349,~~576~~874 and the lowest actual annual sales in this group were \$300,~~302~~035. Further, ~~170~~176 Reporting ~~2025~~2024 Salons in this group (or ~~5049.7~~%) exceeded the average. The median sales figure for this group is \$325,~~029~~253.
20. Additional Average Annual Sales Information for \$350 - \$400 Annual Sales Range. Of the ~~342~~368 Reporting ~~2025~~2024 Salons in the \$350k - \$400k Annual Sales Range, the highest actual annual sales in this group were \$399,~~933~~790 and the lowest actual annual

sales in this group were \$350,~~098~~005. Further, ~~170~~175 Reporting ~~2025~~2024 Salons in this group (or ~~49.747.6~~5%) exceeded the average. The median sales figure for this group is ~~\$375,684~~372,844.

21. Additional Average Annual Sales Information for \$400 - \$450 Annual Sales Range. Of the ~~291~~333 Reporting ~~2025~~2024 Salons in the \$400k - \$450k Annual Sales Range, the highest actual annual sales in this group were \$449,~~905~~908 and the lowest actual annual sales in this group were \$400,~~143~~202. Further, ~~146~~168 Reporting ~~2025~~2024 Salons in this group (or ~~50.25~~25%) exceeded the average. The median sales figure for this group is ~~\$424,119~~426,675.
22. Additional Average Annual Sales Information for \$450 - \$500 Annual Sales Range. Of the ~~241~~250 Reporting ~~2025~~2024 Salons in the \$450k - \$500k Annual Sales Range, the highest actual annual sales in this group were \$499,~~821~~959 and the lowest actual annual sales in this group were \$450,~~046~~130. Further, 117 Reporting ~~2025~~2024 Salons in this group (or ~~48.546.8~~8%) exceeded the average. The median sales figure for this group is ~~\$472,995~~007.
23. Additional Average Annual Sales Information for \$500 - \$600 Annual Sales Range. Of the ~~289~~341 Reporting ~~2025~~2024 Salons in the \$500k - \$600k Annual Sales Range, the highest actual annual sales in this group were \$599,~~834~~709 and the lowest actual annual sales in this group were \$500,~~414~~148. Further, ~~147~~162 Reporting ~~2025~~2024 Salons in this group (or ~~50.947.5~~5%) exceeded the average. The median sales figure for this group is ~~\$546,430~~539,661.
24. Additional Average Annual Sales Information for >\$600 Annual Sales Range. Of the ~~223~~274 Reporting ~~2025~~2024 Salons in the \$600k or More Annual Sales Range, the highest actual annual sales in this group were \$1,~~099,873~~063,124 and the lowest actual annual sales in this group were \$600,~~081~~687. Further, ~~85~~105 Reporting ~~2025~~2024 Salons in this group (or ~~38.13~~13%) exceeded the average. The median sales figure for this group is ~~\$668,820~~675,303.

**TABLE 4**  
**LOCATION OF REPORTING ~~2025~~2024 SALONS**

The 2,~~175~~376 Reporting ~~2025~~2024 Salons were located in the following states/provinces:

| State/Province              | Number of Salons          |
|-----------------------------|---------------------------|
| Alberta                     | <del>16</del> <u>15</u>   |
| British Columbia            | <del>26</del> <u>21</u>   |
| <u>District of Columbia</u> | <u>1</u>                  |
| Ontario                     | <del>26</del> <u>39</u>   |
| Alabama                     | <del>32</del> <u>52</u>   |
| <del>Arkansas</del>         | <u>4</u>                  |
| Arizona                     | <del>94</del> <u>108</u>  |
| California                  | <del>120</del> <u>123</u> |
| Colorado                    | <del>28</del> <u>37</u>   |
| <u>Connecticut</u>          | <u>7</u>                  |

|                                   |                    |
|-----------------------------------|--------------------|
| Delaware                          | 11                 |
| Florida                           | <del>422</del> 170 |
| Georgia                           | <del>148</del> 143 |
| Hawaii                            | 6                  |
| Iowa                              | <del>29</del> 45   |
| Idaho                             | <del>23</del> 10   |
| Illinois                          | <del>83</del> 136  |
| Indiana                           | <del>94</del> 92   |
| Kansas                            | <del>38</del> 35   |
| Kentucky                          | <del>49</del> 38   |
| Louisiana                         | 1                  |
| Maryland                          | <del>13</del> 21   |
| Maine                             | <del>3</del> 2     |
| <del>Michigan</del> Massachusetts | <del>7</del> 34    |
| <del>Minnesota</del> Michigan     | <del>40</del> 44   |
| <del>Missouri</del> Minnesota     | <del>42</del> 52   |
| <del>Mississippi</del> Missouri   | <del>2</del> 59    |
| Montana                           | <del>14</del> 13   |
| North Carolina                    | <del>165</del> 153 |
| <del>Nebraska</del> North Dakota  | <del>8</del> 20    |
| <del>New Hampshire</del> Nebraska | <del>19</del> 10   |
| New <del>Hampshire</del> Jersey   | <del>3</del> 19    |
| New <del>Jersey</del> Mexico      | <del>2</del> 18    |
| Nevada                            | <del>30</del> 32   |
| New York                          | <del>12</del> 15   |
| Ohio                              | <del>198</del> 186 |
| Oklahoma                          | <del>18</del> 15   |
| Oregon                            | <del>37</del> 41   |
| Pennsylvania                      | <del>80</del> 84   |
| Rhode Island                      | 2                  |
| South Carolina                    | <del>56</del> 55   |
| <del>South Dakota</del>           | <del>1</del>       |
| Tennessee                         | <del>30</del> 25   |
| Texas                             | <del>257</del> 253 |
| <del>Utah</del>                   | <del>2</del> 4     |
| Virginia                          | <del>37</del> 62   |
| Vermont                           | 2                  |
| Washington                        | <del>50</del> 60   |
| Wisconsin                         | <del>5</del> 9     |
| West Virginia                     | <del>8</del> 11    |
| Wyoming                           | <del>6</del> 4     |

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

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

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

Other than the preceding financial performance representation, Great Clips, Inc. does not make any financial performance representations. We also do not authorize our employees or

representatives to make any such representations, either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial information or projections of your future income, you should report it to the franchisor's management by contacting Kerry Bundy, ~~Vice President of~~ Chief Legal ~~and General Counsel Officer~~ at (952) ~~893-9088~~ 746-6582, the Federal Trade Commission, and the appropriate state regulatory agencies.

## Item 20

### OUTLETS AND FRANCHISEE INFORMATION

**Table No. 1**  
Systemwide Outlet Summary  
For Years ~~2022~~ 2023 to ~~2025~~ 2024

| Outlet Type   | Year                        | Outlets at the Start of the Year | Outlets at the End of the Year | Net Change             |
|---------------|-----------------------------|----------------------------------|--------------------------------|------------------------|
| Franchised    | <del>2022</del> <u>2023</u> | 4,447 <del>427</del>             | 4,427                          | <del>-200</del>        |
|               | <del>2024</del> <u>2023</u> | 4,427                            | 4,427 <del>439</del>           | <del>0</del> <u>12</u> |
|               | <del>2024</del> <u>2025</u> | 4,427 <del>439</del>             | 4,439 <del>441</del>           | <del>122</del>         |
| Company-Owned | <del>2023</del> <u>2022</u> | 0                                | 0                              | 0                      |
|               | <del>2024</del> <u>2023</u> | 0                                | 0                              | 0                      |
|               | <del>2024</del> <u>2025</u> | 0                                | 0                              | 0                      |
| Total Outlets | <del>2023</del> <u>2022</u> | 4,447 <del>427</del>             | 4,427                          | <del>-200</del>        |
|               | <del>2023</del> <u>2024</u> | 4,427                            | 4,427 <del>439</del>           | <del>0</del> <u>12</u> |
|               | <del>2024</del> <u>2025</u> | 4,427 <del>439</del>             | 4,439 <del>441</del>           | <del>122</del>         |

\*As of December 31 each year.

**Table No. 2**  
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)  
For Years ~~2022~~ 2023 to ~~2025~~ 2024

| State/Province | Year                        | Number of Transfers <sup>1</sup> |
|----------------|-----------------------------|----------------------------------|
| ALBERTA        | <del>2023</del> <u>2022</u> | <del>0</del> <u>3</u>            |
|                | <del>2024</del> <u>2023</u> | <del>3</del> <u>1</u>            |
|                | <del>2024</del> <u>2025</u> | 1                                |
| ALABAMA        | <del>2023</del> <u>2022</u> | <del>0</del> <u>2</u>            |
|                | <del>2024</del> <u>2023</u> | <del>2</del> <u>0</u>            |
|                | <del>2024</del> <u>2025</u> | <del>0</del> <u>6</u>            |
| ALASKA         | <del>2023</del> <u>2022</u> | 0                                |
|                | <del>2024</del> <u>2023</u> | 0                                |
|                | <del>2024</del> <u>2025</u> | 0                                |

| State/Province       | Year                            | Number of Transfers <sup>1</sup>        |
|----------------------|---------------------------------|-----------------------------------------|
| ARKANSAS             | <del>2023</del> <del>2022</del> | 0                                       |
|                      | <del>2024</del> <del>2023</del> | <del>0</del> <u>6</u>                   |
|                      | <del>2024</del> <del>2025</del> | <del>6</del> <u>1</u>                   |
| ARIZONA              | <del>2023</del> <del>2022</del> | <del>1</del> <u>4</u> <u>1</u>          |
|                      | <del>2024</del> <del>2023</del> | <del>1</del> <u>7</u>                   |
|                      | <del>2024</del> <del>2025</del> | <del>7</del> <u>0</u>                   |
| BRITISH COLUMBIA     | <del>2023</del> <del>2022</del> | 0                                       |
|                      | <del>2024</del> <del>2023</del> | <del>0</del> <u>1</u>                   |
|                      | <del>2024</del> <del>2025</del> | 1                                       |
| CALIFORNIA           | <del>2023</del> <del>2022</del> | 11                                      |
|                      | <del>2024</del> <del>2023</del> | <del>1</del> <u>1</u> <u>2</u>          |
|                      | <del>2024</del> <del>2025</del> | <del>1</del> <u>2</u> <u>1</u> <u>3</u> |
| COLORADO             | <del>2023</del> <del>2022</del> | 0                                       |
|                      | <del>2024</del> <del>2023</del> | <del>0</del> <u>1</u>                   |
|                      | <del>2024</del> <del>2025</del> | 1                                       |
| CONNECTICUT          | <del>2023</del> <del>2022</del> | 0                                       |
|                      | <del>2024</del> <del>2023</del> | 0                                       |
|                      | <del>2024</del> <del>2025</del> | <del>0</del> <u>1</u>                   |
| DELAWARE             | <del>2023</del> <del>2022</del> | <del>1</del> <u>3</u>                   |
|                      | <del>2024</del> <del>2023</del> | <del>3</del> <u>0</u>                   |
|                      | <del>2024</del> <del>2025</del> | 0                                       |
| DISTRICT OF COLUMBIA | <del>2023</del> <del>2022</del> | <del>0</del> <u>1</u>                   |
|                      | <del>2024</del> <del>2023</del> | <del>1</del> <u>0</u>                   |
|                      | <del>2024</del> <del>2025</del> | 0                                       |
| FLORIDA              | <del>2023</del> <del>2022</del> | 11                                      |
|                      | <del>2024</del> <del>2023</del> | <del>1</del> <u>1</u> <u>2</u>          |
|                      | <del>2024</del> <del>2025</del> | <del>1</del> <u>2</u> <u>3</u>          |
| GEORGIA              | <del>2023</del> <del>2022</del> | <del>1</del> <u>8</u> <u>6</u>          |
|                      | <del>2024</del> <del>2023</del> | <del>6</del> <u>9</u>                   |
|                      | <del>2024</del> <del>2025</del> | <del>9</del> <u>1</u>                   |
| HAWAII               | <del>2023</del> <del>2022</del> | 0                                       |
|                      | <del>2024</del> <del>2023</del> | 0                                       |
|                      | <del>2024</del> <del>2025</del> | 0                                       |
| IOWA                 | <del>2023</del> <del>2022</del> | <del>0</del> <u>5</u>                   |
|                      | <del>2024</del> <del>2023</del> | <del>5</del> <u>0</u>                   |
|                      | <del>2024</del> <del>2025</del> | 0                                       |
| IDAHO                | <del>2023</del> <del>2022</del> | 2                                       |
|                      | <del>2024</del> <del>2023</del> | <del>2</del> <u>3</u>                   |
|                      | <del>2024</del> <del>2025</del> | <del>3</del> <u>1</u> <u>3</u>          |
| ILLINOIS             | <del>2023</del> <del>2022</del> | <del>6</del> <u>0</u>                   |
|                      | <del>2024</del> <del>2023</del> | <del>0</del> <u>1</u> <u>2</u>          |
|                      | <del>2024</del> <del>2025</del> | <del>1</del> <u>2</u> <u>9</u>          |
| INDIANA              | <del>2023</del> <del>2022</del> | <del>8</del> <u>2</u> <u>0</u>          |
|                      | <del>2024</del> <del>2023</del> | <del>0</del> <u>3</u> <u>7</u>          |
|                      | <del>2024</del> <del>2025</del> | <del>3</del> <u>7</u> <u>1</u> <u>9</u> |

| State/Province | Year                            | Number of Transfers <sup>1</sup> |
|----------------|---------------------------------|----------------------------------|
| KANSAS         | <del>2023</del> <del>2022</del> | <del>24</del>                    |
|                | <del>2024</del> <del>2023</del> | <del>40</del>                    |
|                | <del>2024</del> <del>2025</del> | <del>0</del>                     |
| KENTUCKY       | <del>2023</del> <del>2022</del> | <del>10</del>                    |
|                | <del>2024</del> <del>2023</del> | <del>0</del> <del>13</del>       |
|                | <del>2024</del> <del>2025</del> | <del>13</del> <del>12</del>      |
| LOUISIANA      | <del>2023</del> <del>2022</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del>                     |
| MAINE          | <del>2023</del> <del>2022</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del>                     |
| MASSACHUSETTS  | <del>2023</del> <del>2022</del> | <del>80</del>                    |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>1</del>        |
| MARYLAND       | <del>2023</del> <del>2022</del> | <del>0</del> <del>8</del>        |
|                | <del>2024</del> <del>2023</del> | <del>8</del> <del>9</del>        |
|                | <del>2024</del> <del>2025</del> | <del>90</del>                    |
| MICHIGAN       | <del>2023</del> <del>2022</del> | <del>56</del>                    |
|                | <del>2024</del> <del>2023</del> | <del>60</del>                    |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>23</del>       |
| MINNESOTA      | <del>2023</del> <del>2022</del> | <del>130</del>                   |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>3</del>        |
| MISSISSIPPI    | <del>2023</del> <del>2022</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>1</del>        |
| MISSOURI       | <del>2023</del> <del>2022</del> | <del>2</del> <del>18</del>       |
|                | <del>2024</del> <del>2023</del> | <del>18</del> <del>16</del>      |
|                | <del>2024</del> <del>2025</del> | <del>160</del>                   |
| MONTANA        | <del>2023</del> <del>2022</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del>                     |
| NEBRASKA       | <del>2023</del> <del>2022</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del>                     |
| NEW HAMPSHIRE  | <del>2023</del> <del>2022</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>0</del>                     |
|                | <del>2024</del> <del>2025</del> | <del>0</del>                     |
| NEW JERSEY     | <del>2023</del> <del>2022</del> | <del>5</del>                     |
|                | <del>2024</del> <del>2023</del> | <del>5</del> <del>3</del>        |
|                | <del>2024</del> <del>2025</del> | <del>30</del>                    |
| NEW MEXICO     | <del>2023</del> <del>2022</del> | <del>20</del>                    |
|                | <del>2024</del> <del>2023</del> | <del>0</del> <del>4</del>        |
|                | <del>2024</del> <del>2025</del> | <del>41</del>                    |

| State/Province | Year                            | Number of Transfers <sup>1</sup>                    |
|----------------|---------------------------------|-----------------------------------------------------|
| NEVADA         | <del>2023</del> <del>2022</del> | 0                                                   |
|                | <del>2024</del> <del>2023</del> | <del>0</del> <del>3</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>3</del> <del>0</del>                           |
| NEW YORK       | <del>2023</del> <del>2022</del> | <del>3</del> <del>0</del>                           |
|                | <del>2024</del> <del>2023</del> | <del>0</del> <del>2</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>2</del> <del>0</del>                           |
| NORTH CAROLINA | <del>2023</del> <del>2022</del> | <del>1</del> <del>0</del> <del>7</del>              |
|                | <del>2024</del> <del>2023</del> | <del>7</del> <del>3</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>3</del> <del>0</del>                           |
| NORTH DAKOTA   | <del>2023</del> <del>2022</del> | 0                                                   |
|                | <del>2024</del> <del>2023</del> | 0                                                   |
|                | <del>2024</del> <del>2025</del> | 0                                                   |
| OHIO           | <del>2023</del> <del>2022</del> | <del>2</del> <del>3</del> <del>2</del> <del>2</del> |
|                | <del>2024</del> <del>2023</del> | <del>2</del> <del>2</del> <del>1</del>              |
|                | <del>2024</del> <del>2025</del> | <del>1</del> <del>2</del> <del>1</del>              |
| OKLAHOMA       | <del>2023</del> <del>2022</del> | 2                                                   |
|                | <del>2024</del> <del>2023</del> | <del>2</del> <del>0</del>                           |
|                | <del>2024</del> <del>2025</del> | 0                                                   |
| ONTARIO        | <del>2023</del> <del>2022</del> | <del>5</del> <del>0</del>                           |
|                | <del>2024</del> <del>2023</del> | 0                                                   |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>1</del>                           |
| OREGON         | <del>2023</del> <del>2022</del> | <del>1</del> <del>2</del> <del>5</del>              |
|                | <del>2024</del> <del>2023</del> | 5                                                   |
|                | <del>2024</del> <del>2025</del> | <del>5</del> <del>4</del>                           |
| PENNSYLVANIA   | <del>2023</del> <del>2022</del> | <del>1</del> <del>7</del> <del>1</del> <del>0</del> |
|                | <del>2024</del> <del>2023</del> | <del>1</del> <del>0</del> <del>2</del>              |
|                | <del>2024</del> <del>2025</del> | <del>2</del> <del>8</del>                           |
| RHODE ISLAND   | <del>2023</del> <del>2022</del> | 0                                                   |
|                | <del>2024</del> <del>2023</del> | 0                                                   |
|                | <del>2024</del> <del>2025</del> | 0                                                   |
| SASKATCHEWAN   | <del>2023</del> <del>2022</del> | 0                                                   |
|                | <del>2024</del> <del>2023</del> | 0                                                   |
|                | <del>2024</del> <del>2025</del> | 0                                                   |
| SOUTH CAROLINA | <del>2023</del> <del>2022</del> | <del>0</del> <del>1</del> <del>8</del>              |
|                | <del>2024</del> <del>2023</del> | <del>1</del> <del>8</del> <del>0</del>              |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>1</del>                           |
| SOUTH DAKOTA   | <del>2023</del> <del>2022</del> | 0                                                   |
|                | <del>2024</del> <del>2023</del> | <del>0</del> <del>8</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>8</del> <del>0</del>                           |
| TENNESSEE      | <del>2023</del> <del>2022</del> | <del>2</del> <del>0</del>                           |
|                | <del>2024</del> <del>2023</del> | 0                                                   |
|                | <del>2024</del> <del>2025</del> | <del>0</del> <del>6</del>                           |
| TEXAS          | <del>2023</del> <del>2022</del> | <del>2</del> <del>8</del> <del>6</del>              |
|                | <del>2024</del> <del>2023</del> | <del>6</del> <del>4</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>4</del> <del>1</del> <del>7</del>              |



| State/Province     | Year                 | Number of Transfers <sup>1</sup> |
|--------------------|----------------------|----------------------------------|
| UTAH               | <del>2023</del> 2022 | 0                                |
|                    | <del>2024</del> 2023 | <del>0</del> 15                  |
|                    | <del>2024</del> 2025 | <del>1</del> 50                  |
| VERMONT            | <del>2023</del> 2022 | 0                                |
|                    | <del>2024</del> 2023 | 0                                |
|                    | <del>2024</del> 2025 | 0                                |
| VIRGINIA           | <del>2023</del> 2022 | <del>3</del> 5                   |
|                    | <del>2024</del> 2023 | <del>5</del> 1                   |
|                    | <del>2024</del> 2025 | <del>1</del> 2                   |
| WASHINGTON         | <del>2023</del> 2022 | <del>2</del> 73                  |
|                    | <del>2024</del> 2023 | <del>3</del> 7                   |
|                    | <del>2024</del> 2025 | <del>7</del> 5                   |
| WEST VIRGINIA      | <del>2023</del> 2022 | 0                                |
|                    | <del>2024</del> 2023 | 0                                |
|                    | <del>2024</del> 2025 | 0                                |
| WISCONSIN          | <del>2023</del> 2022 | 0                                |
|                    | <del>2024</del> 2023 | <del>0</del> 9                   |
|                    | <del>2024</del> 2025 | <del>9</del> 0                   |
| WYOMING            | <del>2023</del> 2022 | 0                                |
|                    | <del>2024</del> 2023 | <del>0</del> 1                   |
|                    | <del>2024</del> 2025 | <del>1</del> 0                   |
| TOTAL <sup>2</sup> | <del>2023</del> 2022 | <del>3</del> 25164               |
|                    | <del>2024</del> 2023 | <del>1</del> 64207               |
|                    | <del>2024</del> 2025 | <del>2</del> 07175               |

\*As of December 31 each year.

- 1) This column shows the number of salons that have been affected by a transfer of a controlling interest. Many of these transfers were single transfers between like parties that involved multiple units and, in some instances, may reflect multiple transfers affecting a single unit in the year indicated.
- 2) With respect to 3 of the 207 total transfers in 2024, Great Clips exercised its contractual right of first refusal for a proposed transfer and simultaneously transferred the salons to a new owner.-\_

**Table No. 3**  
**Status of Franchised Outlets**  
**For Years ~~2022~~2023 to ~~2024~~2025**

| State/Province | Year                 | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations- Other Reasons <sup>1</sup> | Outlets at End of the Year <sup>2</sup> |
|----------------|----------------------|--------------------------|----------------|--------------|--------------|--------------------------|-----------------------------------------------|-----------------------------------------|
| ALABAMA        | <del>2023</del> 2022 | <del>6</del> 664         | <del>2</del> 4 | 0            | 0            | 0                        | <del>4</del> 1                                | <del>6</del> 467                        |

| State/Province       | Year                 | Outlets at Start of Year | Outlets Opened    | Terminations  | Non-Renewals  | Reacquired by Franchisor | Ceased Operations-Other Reasons <sup>1</sup> | Outlets at End of the Year <sup>2</sup> |
|----------------------|----------------------|--------------------------|-------------------|---------------|---------------|--------------------------|----------------------------------------------|-----------------------------------------|
|                      | <del>2023</del> 2024 | <del>64</del> 67         | <del>43</del>     | 0             | 0             | 0                        | <del>10</del>                                | <del>67</del> 70                        |
|                      | <del>2024</del> 2025 | <del>67</del> 70         | <del>34</del>     | 0             | 0             | 0                        | <del>01</del>                                | <del>70</del> 73                        |
| ALASKA               | <del>2023</del> 2022 | <del>87</del>            | 0                 | 0             | 0             | 0                        | <del>10</del>                                | 7                                       |
|                      | <del>2024</del> 2023 | 7                        | 0                 | 0             | 0             | 0                        | 0                                            | 7                                       |
|                      | <del>2024</del> 2025 | 7                        | 0                 | 0             | 0             | 0                        | 0                                            | 7                                       |
| ALBERTA              | <del>2023</del> 2022 | <del>48</del> 47         | <del>31</del>     | 0             | 0             | 0                        | <del>40</del>                                | <del>47</del> 48                        |
|                      | <del>2024</del> 2023 | <del>47</del> 48         | <del>10</del>     | 0             | 0             | 0                        | 0                                            | 48                                      |
|                      | <del>2024</del> 2025 | 48                       | 0                 | 0             | 0             | 0                        | <del>02</del>                                | <del>48</del> 46                        |
| ARIZONA              | <del>2023</del> 2022 | <del>141</del> 143       | <del>52</del>     | 0             | 0             | 0                        | 3                                            | <del>143</del> 142                      |
|                      | <del>2024</del> 2023 | <del>143</del> 142       | <del>20</del>     | 0             | 0             | 0                        | <del>31</del>                                | <del>142</del> 141                      |
|                      | <del>2024</del> 2025 | <del>142</del> 141       | <del>03</del>     | 0             | 0             | 0                        | 1                                            | <del>141</del> 143                      |
| ARKANSAS             | <del>2023</del> 2022 | <del>30</del> 31         | <del>20</del>     | 0             | 0             | 0                        | <del>10</del>                                | 31                                      |
|                      | <del>2024</del> 2023 | 31                       | <del>02</del>     | 0             | 0             | 0                        | <del>01</del>                                | <del>31</del> 32                        |
|                      | <del>2024</del> 2025 | <del>31</del> 32         | <del>20</del>     | 0             | 0             | 0                        | <del>10</del>                                | 32                                      |
| BRITISH COLUMBIA     | <del>2023</del> 2022 | 45                       | <del>01</del>     | 0             | 0             | 0                        | <del>01</del>                                | 45                                      |
|                      | <del>2024</del> 2023 | 45                       | 1                 | 0             | <del>01</del> | 0                        | <del>10</del>                                | 45                                      |
|                      | <del>2024</del> 2025 | 45                       | <del>10</del>     | 0             | <del>10</del> | 0                        | <del>01</del>                                | <del>45</del> 44                        |
| CALIFORNIA           | <del>2023</del> 2022 | <del>269</del> 274       | <del>108</del>    | 0             | <del>02</del> | 0                        | 5                                            | <del>274</del> 275                      |
|                      | <del>2024</del> 2023 | <del>274</del> 275       | <del>87</del>     | 0             | <del>20</del> | 0                        | <del>54</del>                                | <del>275</del> 278                      |
|                      | <del>2024</del> 2025 | <del>275</del> 278       | <del>75</del>     | <del>01</del> | 0             | 0                        | <del>43</del>                                | <del>278</del> 279                      |
| COLORADO             | <del>2023</del> 2022 | <del>117</del> 115       | <del>01</del>     | 0             | 0             | 0                        | <del>25</del>                                | <del>115</del> 111                      |
|                      | <del>2024</del> 2023 | <del>115</del> 111       | 1                 | 0             | 0             | 0                        | <del>51</del>                                | 111                                     |
|                      | <del>2024</del> 2025 | 111                      | <del>15</del>     | 0             | 0             | 0                        | <del>13</del>                                | <del>111</del> 113                      |
| CONNECTICUT          | <del>2023</del> 2022 | <del>18</del> 19         | <del>21</del>     | 0             | 0             | 0                        | <del>10</del>                                | <del>19</del> 20                        |
|                      | <del>2024</del> 2023 | <del>19</del> 20         | 1                 | 0             | 0             | 0                        | <del>01</del>                                | 20                                      |
|                      | <del>2024</del> 2025 | 20                       | <del>10</del>     | 0             | 0             | 0                        | 1                                            | <del>20</del> 19                        |
| DELAWARE             | <del>2023</del> 2022 | <del>12</del> 13         | <del>10</del>     | 0             | 0             | 0                        | 0                                            | 13                                      |
|                      | <del>2024</del> 2023 | 13                       | 0                 | 0             | 0             | 0                        | 0                                            | 13                                      |
|                      | <del>2024</del> 2025 | 13                       | 0                 | 0             | 0             | 0                        | 0                                            | 13                                      |
| DISTRICT OF COLUMBIA | <del>2023</del> 2022 | 2                        | 0                 | 0             | 0             | 0                        | 0                                            | 2                                       |
|                      | <del>2024</del> 2023 | 2                        | 0                 | 0             | 0             | 0                        | 0                                            | 2                                       |
|                      | <del>2024</del> 2025 | 2                        | 0                 | 0             | 0             | 0                        | 0                                            | 2                                       |
| FLORIDA              | <del>2023</del> 2022 | <del>284</del> 290       | <del>141</del> 10 | 2             | <del>01</del> | 0                        | <del>61</del> 2                              | <del>290</del> 285                      |
|                      | <del>2024</del> 2023 | <del>290</del> 285       | <del>101</del> 2  | <del>20</del> | <del>10</del> | 0                        | <del>12</del> 9                              | <del>285</del> 288                      |
|                      | <del>2024</del> 2025 | <del>285</del> 288       | <del>12</del> 8   | 0             | 0             | 0                        | <del>96</del>                                | <del>288</del> 290                      |
| GEORGIA              | <del>2023</del> 2022 | <del>186</del> 183       | <del>24</del>     | 0             | 0             | 0                        | 5                                            | <del>183</del> 182                      |
|                      | <del>2024</del> 2023 | <del>183</del> 182       | <del>49</del>     | 0             | 0             | 0                        | <del>52</del>                                | <del>182</del> 189                      |
|                      | <del>2024</del> 2025 | <del>182</del> 189       | <del>95</del>     | 0             | 0             | 0                        | <del>29</del>                                | <del>189</del> 185                      |
| HAWAII               | <del>2023</del> 2022 | 6                        | 0                 | 0             | 0             | 0                        | 0                                            | 6                                       |
|                      | <del>2024</del> 2023 | 6                        | <del>01</del>     | 0             | 0             | 0                        | 0                                            | <del>67</del>                           |
|                      | <del>2024</del> 2025 | <del>67</del>            | <del>12</del>     | 0             | 0             | 0                        | <del>01</del>                                | <del>78</del>                           |
| IDAHO                | <del>2023</del> 2022 | 28                       | 0                 | 0             | 0             | 0                        | 0                                            | 28                                      |

| State/Province | Year                            | Outlets at Start of Year | Outlets Opened | Terminations  | Non-Renewals  | Reacquired by Franchisor | Ceased Operations-Other Reasons <sup>1</sup> | Outlets at End of the Year <sup>2</sup> |
|----------------|---------------------------------|--------------------------|----------------|---------------|---------------|--------------------------|----------------------------------------------|-----------------------------------------|
|                | <del>2024</del> <del>2023</del> | 28                       | <del>02</del>  | 0             | 0             | 0                        | 0                                            | <del>2830</del>                         |
|                | <del>2024</del> <del>2025</del> | <del>2830</del>          | <del>23</del>  | 0             | 0             | 0                        | <del>02</del>                                | <del>3031</del>                         |
| ILLINOIS       | <del>2023</del> <del>2022</del> | <del>206199</del>        | <del>13</del>  | 0             | 0             | 0                        | 85                                           | <del>199197</del>                       |
|                | <del>2024</del> <del>2023</del> | <del>199197</del>        | <del>37</del>  | 0             | 0             | 0                        | <del>511</del>                               | <del>197193</del>                       |
|                | <del>2024</del> <del>2025</del> | <del>197193</del>        | <del>73</del>  | 0             | 0             | 0                        | <del>115</del>                               | <del>193191</del>                       |
| INDIANA        | <del>2023</del> <del>2022</del> | <del>164160</del>        | <del>03</del>  | 0             | 0             | 0                        | 42                                           | <del>160161</del>                       |
|                | <del>2024</del> <del>2023</del> | <del>160161</del>        | <del>36</del>  | 0             | 0             | 0                        | <del>23</del>                                | <del>161164</del>                       |
|                | <del>2024</del> <del>2025</del> | <del>161164</del>        | <del>62</del>  | 0             | 0             | 0                        | 34                                           | <del>164162</del>                       |
| IOWA           | <del>2023</del> <del>2022</del> | <del>5958</del>          | 1              | 0             | 0             | 0                        | <del>21</del>                                | 58                                      |
|                | <del>2024</del> <del>2023</del> | 58                       | <del>10</del>  | 0             | 0             | 0                        | <del>12</del>                                | <del>5856</del>                         |
|                | <del>2024</del> <del>2025</del> | <del>5856</del>          | <del>01</del>  | 0             | 0             | 0                        | 2                                            | <del>5655</del>                         |
| KANSAS         | <del>2023</del> <del>2022</del> | 63                       | 0              | 0             | 0             | 0                        | <del>01</del>                                | <del>6362</del>                         |
|                | <del>2024</del> <del>2023</del> | <del>6362</del>          | 0              | 0             | 0             | 0                        | 1                                            | <del>6261</del>                         |
|                | <del>2024</del> <del>2025</del> | <del>6261</del>          | <del>01</del>  | 0             | 0             | 0                        | <del>13</del>                                | <del>6159</del>                         |
| KENTUCKY       | <del>2023</del> <del>2022</del> | <del>8889</del>          | <del>20</del>  | 0             | 0             | 0                        | <del>13</del>                                | <del>8986</del>                         |
|                | <del>2024</del> <del>2023</del> | <del>8986</del>          | <del>04</del>  | 0             | 0             | 0                        | 30                                           | <del>8690</del>                         |
|                | <del>2024</del> <del>2025</del> | <del>8690</del>          | 4              | 0             | 0             | 0                        | <del>06</del>                                | <del>9088</del>                         |
| LOUISIANA      | <del>2023</del> <del>2022</del> | 1                        | 0              | 0             | 0             | 0                        | 0                                            | 1                                       |
|                | <del>2024</del> <del>2023</del> | 1                        | <del>01</del>  | 0             | 0             | 0                        | 0                                            | <del>12</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>12</del>            | <del>10</del>  | 0             | 0             | 0                        | 0                                            | 2                                       |
| MAINE          | <del>2023</del> <del>2022</del> | <del>35</del>            | <del>20</del>  | 0             | 0             | 0                        | <del>01</del>                                | <del>54</del>                           |
|                | <del>2024</del> <del>2023</del> | <del>54</del>            | <del>01</del>  | 0             | 0             | 0                        | <del>10</del>                                | <del>45</del>                           |
|                | <del>2024</del> <del>2025</del> | <del>45</del>            | 1              | 0             | 0             | 0                        | <del>01</del>                                | 5                                       |
| MARYLAND       | <del>2023</del> <del>2022</del> | <del>3837</del>          | <del>30</del>  | 1             | <del>01</del> | 0                        | <del>32</del>                                | <del>3733</del>                         |
|                | <del>2024</del> <del>2023</del> | <del>3733</del>          | <del>01</del>  | <del>10</del> | <del>10</del> | 0                        | <del>20</del>                                | <del>3334</del>                         |
|                | <del>2024</del> <del>2025</del> | <del>3334</del>          | 1              | 0             | <del>01</del> | 0                        | 0                                            | 34                                      |
| MASSACHUSETTS  | <del>2023</del> <del>2022</del> | <del>3533</del>          | 0              | 0             | 0             | 0                        | <del>21</del>                                | <del>3332</del>                         |
|                | <del>2024</del> <del>2023</del> | <del>3332</del>          | 0              | 0             | 0             | 0                        | <del>10</del>                                | 32                                      |
|                | <del>2024</del> <del>2025</del> | 32                       | 0              | 0             | 0             | 0                        | <del>02</del>                                | <del>3230</del>                         |
| MICHIGAN       | <del>2023</del> <del>2022</del> | <del>180175</del>        | <del>32</del>  | 0             | <del>20</del> | 0                        | <del>64</del>                                | <del>175173</del>                       |
|                | <del>2024</del> <del>2023</del> | <del>175173</del>        | <del>24</del>  | 0             | 0             | 0                        | <del>46</del>                                | <del>173171</del>                       |
|                | <del>2024</del> <del>2025</del> | <del>173171</del>        | <del>41</del>  | 0             | 0             | 0                        | <del>65</del>                                | <del>171167</del>                       |
| MINNESOTA      | <del>2023</del> <del>2022</del> | <del>140132</del>        | 1              | 0             | <del>10</del> | 0                        | <del>82</del>                                | <del>132131</del>                       |
|                | <del>2024</del> <del>2023</del> | <del>132131</del>        | <del>10</del>  | <del>02</del> | 0             | 0                        | 2                                            | <del>131127</del>                       |
|                | <del>2024</del> <del>2025</del> | <del>131127</del>        | <del>01</del>  | <del>20</del> | 0             | 0                        | <del>21</del>                                | 127                                     |
| MISSISSIPPI    | <del>2023</del> <del>2022</del> | 2                        | 0              | 0             | 0             | 0                        | 0                                            | 2                                       |
|                | <del>2024</del> <del>2023</del> | 2                        | 0              | 0             | 0             | 0                        | 0                                            | 2                                       |
|                | <del>2024</del> <del>2025</del> | 2                        | <del>02</del>  | 0             | 0             | 0                        | 0                                            | <del>24</del>                           |
| MISSOURI       | <del>2023</del> <del>2022</del> | <del>118116</del>        | 0              | 0             | 0             | 0                        | <del>26</del>                                | <del>116110</del>                       |
|                | <del>2024</del> <del>2023</del> | <del>116110</del>        | <del>01</del>  | 0             | 0             | 0                        | <del>62</del>                                | <del>110109</del>                       |
|                | <del>2024</del> <del>2025</del> | <del>110109</del>        | <del>12</del>  | 0             | 0             | 0                        | <del>24</del>                                | <del>109107</del>                       |

| State/Province | Year                 | Outlets at Start of Year | Outlets Opened | Terminations   | Non-Renewals   | Reacquired by Franchisor | Ceased Operations-Other Reasons <sup>1</sup> | Outlets at End of the Year <sup>2</sup> |
|----------------|----------------------|--------------------------|----------------|----------------|----------------|--------------------------|----------------------------------------------|-----------------------------------------|
| MONTANA        | <del>2023</del> 2022 | 15                       | 0              | 0              | 0              | 0                        | 0                                            | 15                                      |
|                | <del>2024</del> 2023 | 15                       | 0              | 0              | 0              | 0                        | <del>0</del> 1                               | <del>15</del> 14                        |
|                | <del>2024</del> 2025 | <del>15</del> 14         | <del>0</del> 2 | 0              | 0              | 0                        | 1                                            | <del>14</del> 15                        |
| NEBRASKA       | <del>2023</del> 2022 | 35                       | <del>1</del> 0 | 0              | 0              | 0                        | <del>1</del> 0                               | 35                                      |
|                | <del>2024</del> 2023 | 35                       | 0              | 0              | 0              | 0                        | 0                                            | 35                                      |
|                | <del>2024</del> 2025 | 35                       | <del>0</del> 1 | 0              | 0              | 0                        | 0                                            | <del>35</del> 36                        |
| NEVADA         | <del>2023</del> 2022 | 57                       | <del>1</del> 2 | 0              | 0              | 0                        | 1                                            | <del>57</del> 58                        |
|                | <del>2024</del> 2023 | <del>57</del> 58         | 2              | 0              | 0              | 0                        | 1                                            | <del>58</del> 59                        |
|                | <del>2024</del> 2025 | <del>58</del> 59         | <del>2</del> 0 | 0              | 0              | 0                        | <del>1</del> 0                               | 59                                      |
| NEW HAMPSHIRE  | <del>2023</del> 2022 | <del>18</del> 19         | <del>1</del> 0 | 0              | 0              | 0                        | 0                                            | 19                                      |
|                | <del>2024</del> 2023 | 19                       | 0              | 0              | 0              | 0                        | <del>0</del> 1                               | <del>19</del> 18                        |
|                | <del>2024</del> 2025 | <del>19</del> 18         | 0              | 0              | 0              | 0                        | <del>1</del> 0                               | 18                                      |
| NEW JERSEY     | <del>2023</del> 2022 | <del>70</del> 69         | <del>1</del> 2 | <del>1</del> 0 | 0              | 0                        | <del>1</del> 2                               | 69                                      |
|                | <del>2024</del> 2023 | 69                       | 2              | 0              | 0              | 0                        | 2                                            | 69                                      |
|                | <del>2024</del> 2025 | 69                       | <del>2</del> 1 | 0              | 0              | 0                        | <del>2</del> 3                               | <del>69</del> 67                        |
| NEW MEXICO     | <del>2023</del> 2022 | 27                       | <del>1</del> 2 | 0              | 0              | 0                        | <del>1</del> 0                               | <del>27</del> 29                        |
|                | <del>2024</del> 2023 | <del>27</del> 29         | <del>2</del> 1 | 0              | 0              | 0                        | <del>0</del> 2                               | <del>29</del> 28                        |
|                | <del>2024</del> 2025 | <del>29</del> 28         | <del>1</del> 0 | 0              | 0              | 0                        | <del>2</del> 0                               | 28                                      |
| NEW YORK       | <del>2023</del> 2022 | <del>30</del> 26         | <del>0</del> 1 | 0              | 0              | 0                        | <del>4</del> 1                               | 26                                      |
|                | <del>2024</del> 2023 | 26                       | <del>1</del> 0 | 0              | 0              | 0                        | <del>1</del> 0                               | 26                                      |
|                | <del>2024</del> 2025 | 26                       | 0              | 0              | 0              | 0                        | 0                                            | 26                                      |
| NORTH CAROLINA | <del>2023</del> 2022 | <del>204</del> 202       | <del>6</del> 4 | 0              | 0              | 0                        | <del>8</del> 4                               | 202                                     |
|                | <del>2024</del> 2023 | 202                      | <del>4</del> 3 | 0              | 0              | 0                        | 4                                            | <del>202</del> 201                      |
|                | <del>2024</del> 2025 | <del>202</del> 201       | <del>3</del> 8 | 0              | 0              | 0                        | <del>4</del> 7                               | <del>201</del> 202                      |
| NORTH DAKOTA   | <del>2023</del> 2022 | 8                        | 0              | 0              | 0              | 0                        | 0                                            | 8                                       |
|                | <del>2024</del> 2023 | 8                        | 0              | 0              | 0              | 0                        | 0                                            | 8                                       |
|                | <del>2024</del> 2025 | 8                        | 0              | 0              | 0              | 0                        | 0                                            | 8                                       |
| OHIO           | <del>2023</del> 2022 | <del>286</del> 281       | <del>5</del> 3 | 0              | 0              | 0                        | <del>1</del> 02                              | <del>281</del> 282                      |
|                | <del>2024</del> 2023 | <del>281</del> 282       | <del>3</del> 8 | 0              | 0              | 0                        | <del>2</del> 7                               | <del>282</del> 283                      |
|                | <del>2024</del> 2025 | <del>282</del> 283       | <del>8</del> 6 | 0              | 0              | 0                        | <del>7</del> 6                               | 283                                     |
| OKLAHOMA       | <del>2023</del> 2022 | <del>48</del> 50         | <del>3</del> 4 | 0              | 0              | 0                        | 1                                            | <del>50</del> 53                        |
|                | <del>2024</del> 2023 | <del>50</del> 53         | <del>4</del> 2 | 0              | 0              | 0                        | 1                                            | <del>53</del> 54                        |
|                | <del>2024</del> 2025 | <del>53</del> 54         | <del>2</del> 0 | 0              | 0              | 0                        | <del>1</del> 0                               | 54                                      |
| ONTARIO        | <del>2023</del> 2022 | <del>62</del> 65         | <del>4</del> 1 | 0              | 0              | 0                        | <del>1</del> 0                               | <del>65</del> 66                        |
|                | <del>2024</del> 2023 | <del>65</del> 66         | <del>1</del> 0 | 0              | 0              | 0                        | <del>0</del> 1                               | <del>66</del> 65                        |
|                | <del>2024</del> 2025 | <del>66</del> 65         | <del>0</del> 2 | <del>0</del> 2 | <del>0</del> 1 | 0                        | <del>1</del> 2                               | <del>65</del> 62                        |
| OREGON         | <del>2023</del> 2022 | <del>66</del> 64         | <del>2</del> 0 | 0              | 0              | 0                        | <del>4</del> 3                               | <del>64</del> 61                        |
|                | <del>2024</del> 2023 | <del>64</del> 61         | 0              | 0              | 0              | 0                        | 3                                            | <del>61</del> 58                        |
|                | <del>2024</del> 2025 | <del>61</del> 58         | <del>0</del> 4 | 0              | 0              | 0                        | <del>3</del> 1                               | <del>58</del> 61                        |
| PENNSYLVANIA   | <del>2023</del> 2022 | 145                      | <del>5</del> 2 | 0              | 0              | 0                        | <del>5</del> 2                               | 145                                     |
|                | <del>2024</del> 2023 | 145                      | <del>2</del> 3 | 0              | 0              | 0                        | <del>2</del> 4                               | <del>145</del> 144                      |
|                | <del>2024</del> 2025 | <del>145</del> 144       | <del>3</del> 1 | 0              | 0              | 0                        | <del>4</del> 2                               | <del>144</del> 143                      |

| State/Province | Year                 | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons <sup>1</sup> | Outlets at End of the Year <sup>2</sup> |
|----------------|----------------------|--------------------------|----------------|--------------|--------------|--------------------------|----------------------------------------------|-----------------------------------------|
| RHODE ISLAND   | <del>2023</del> 2022 | <u>43</u>                | 0              | 0            | 0            | 0                        | <u>10</u>                                    | 3                                       |
|                | <del>2024</del> 2023 | 3                        | 0              | 0            | 0            | 0                        | <u>01</u>                                    | <u>32</u>                               |
|                | <del>2024</del> 2025 | <u>32</u>                | 0              | 0            | 0            | 0                        | <u>10</u>                                    | 2                                       |
| SASKATCHEWAN   | <del>2023</del> 2022 | 2                        | 0              | 0            | 0            | 0                        | 0                                            | 2                                       |
|                | <del>2024</del> 2023 | 2                        | <u>01</u>      | <u>02</u>    | 0            | 0                        | 0                                            | <u>21</u>                               |
|                | <del>2024</del> 2025 | <u>21</u>                | <u>10</u>      | <u>20</u>    | 0            | 0                        | 0                                            | 1                                       |
| SOUTH CAROLINA | <del>2023</del> 2022 | <u>9392</u>              | 1              | 0            | <u>10</u>    | 0                        | <u>10</u>                                    | <u>9293</u>                             |
|                | <del>2024</del> 2023 | <u>9293</u>              | <u>12</u>      | 0            | 0            | 0                        | <u>05</u>                                    | <u>9390</u>                             |
|                | <del>2024</del> 2025 | <u>9390</u>              | <u>24</u>      | 0            | 0            | 0                        | <u>51</u>                                    | <u>9093</u>                             |
| SOUTH DAKOTA   | <del>2023</del> 2022 | 13                       | 0              | 0            | 0            | 0                        | 0                                            | 13                                      |
|                | <del>2024</del> 2023 | 13                       | 0              | 0            | 0            | 0                        | 0                                            | 13                                      |
|                | <del>2024</del> 2025 | 13                       | 0              | 0            | 0            | 0                        | 0                                            | 13                                      |
| TENNESSEE      | <del>2023</del> 2022 | <u>110111</u>            | <u>45</u>      | 0            | 0            | 0                        | <u>31</u>                                    | <u>111115</u>                           |
|                | <del>2024</del> 2023 | <u>111115</u>            | <u>53</u>      | 0            | 0            | 0                        | 1                                            | <u>115117</u>                           |
|                | <del>2024</del> 2025 | <u>115117</u>            | <u>32</u>      | 0            | 0            | 0                        | 1                                            | <u>117118</u>                           |
| TEXAS          | <del>2023</del> 2022 | <u>399408</u>            | <u>1521</u>    | 0            | <u>01</u>    | 0                        | <u>65</u>                                    | <u>408423</u>                           |
|                | <del>2024</del> 2023 | <u>408423</u>            | <u>2111</u>    | 0            | <u>10</u>    | 0                        | <u>58</u>                                    | <u>423426</u>                           |
|                | <del>2024</del> 2025 | <u>423426</u>            | <u>1121</u>    | 0            | 0            | 0                        | <u>89</u>                                    | <u>426438</u>                           |
| UTAH           | <del>2023</del> 2022 | <u>7980</u>              | <u>12</u>      | 0            | 0            | 0                        | <u>01</u>                                    | <u>8081</u>                             |
|                | <del>2024</del> 2023 | <u>8081</u>              | <u>23</u>      | 0            | 0            | 0                        | 1                                            | <u>8183</u>                             |
|                | <del>2024</del> 2025 | <u>8183</u>              | <u>30</u>      | 0            | 0            | 0                        | <u>10</u>                                    | 83                                      |
| VERMONT        | <del>2023</del> 2022 | 2                        | 0              | 0            | 0            | 0                        | 0                                            | 2                                       |
|                | <del>2024</del> 2023 | 2                        | 0              | 0            | 0            | 0                        | 0                                            | 2                                       |
|                | <del>2024</del> 2025 | 2                        | 0              | 0            | 0            | 0                        | 0                                            | 2                                       |
| VIRGINIA       | <del>2023</del> 2022 | <u>8992</u>              | <u>61</u>      | 0            | <u>01</u>    | 0                        | <u>32</u>                                    | <u>9290</u>                             |
|                | <del>2024</del> 2023 | <u>9290</u>              | <u>12</u>      | 0            | <u>10</u>    | 0                        | <u>20</u>                                    | <u>9092</u>                             |
|                | <del>2024</del> 2025 | <u>9092</u>              | <u>23</u>      | 0            | 0            | 0                        | 0                                            | <u>9295</u>                             |
| WASHINGTON     | <del>2023</del> 2022 | 117                      | <u>32</u>      | 0            | 0            | 0                        | <u>31</u>                                    | <u>117118</u>                           |
|                | <del>2024</del> 2023 | <u>117118</u>            | <u>23</u>      | 0            | 0            | 0                        | <u>14</u>                                    | <u>118117</u>                           |
|                | <del>2024</del> 2025 | <u>118117</u>            | <u>30</u>      | 0            | 0            | 0                        | <u>43</u>                                    | <u>117114</u>                           |
| WEST VIRGINIA  | <del>2023</del> 2022 | 11                       | <u>01</u>      | 0            | 0            | 0                        | 0                                            | <u>112</u>                              |
|                | <del>2024</del> 2023 | <u>112</u>               | <u>15</u>      | 0            | 0            | 0                        | <u>01</u>                                    | <u>1216</u>                             |
|                | <del>2024</del> 2025 | <u>1216</u>              | <u>50</u>      | 0            | 0            | 0                        | <u>10</u>                                    | 16                                      |

| State/Province | Year                 | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons <sup>1</sup> | Outlets at End of the Year <sup>2</sup> |
|----------------|----------------------|--------------------------|----------------|--------------|--------------|--------------------------|----------------------------------------------|-----------------------------------------|
| WISCONSIN      | <del>2023</del> 2022 | <u>9288</u>              | 2              | 0            | 0            | 0                        | <u>63</u>                                    | <u>8887</u>                             |
|                | <del>2024</del> 2023 | <u>8887</u>              | <u>20</u>      | 0            | 0            | 0                        | 3                                            | <u>8784</u>                             |
|                | <del>2024</del> 2025 | <u>8784</u>              | <u>01</u>      | 0            | 0            | 0                        | <u>32</u>                                    | <u>8483</u>                             |
| WYOMING        | <del>2023</del> 2022 | 8                        | 0              | 0            | 0            | 0                        | 0                                            | 8                                       |
|                | <del>2024</del> 2023 | 8                        | 0              | 0            | 0            | 0                        | <u>01</u>                                    | <u>87</u>                               |
|                | <del>2024</del> 2025 | <u>87</u>                | 0              | 0            | 0            | 0                        | <u>12</u>                                    | <u>75</u>                               |
| Total          | <del>2023</del> 2022 | <u>4427</u> 4447         | <u>116</u> 98  | <u>43</u>    | <u>46</u>    | 0                        | <u>128</u> 89                                | 4427                                    |
|                | <del>2024</del> 2023 | 4427                     | <u>98</u> 115  | <u>34</u>    | <u>61</u>    | 0                        | <u>89</u> 98                                 | <u>4439</u> 4427                        |
|                | <del>2024</del> 2025 | <u>4427</u> 4439         | <u>115</u> 110 | <u>43</u>    | <u>12</u>    | 0                        | <u>98</u> 103                                | <u>4439</u> 4441                        |

\*As of December 31 each year.

- 1) This column includes franchised salons that are closed and in the process of being relocated pursuant to Great Clips' Relocation Policy. -The Relocation Policy permits a franchisee to apply to Great Clips for approval to close a salon and relocate within the Designated Market Area and within two years under the existing Franchise Agreement.
- 2) Many GREAT CLIPS® franchisees operate more than one salon. -The average number of salons per franchisee who has operated GREAT CLIPS® salons for over five years is 8.5.
- 3) There were 1423 salons that closed and then relocated/reopened within the fiscal year of 20242025.

**Table No. 4**  
**Status of Company-Owned Outlets**  
**For Years 20222023 to 20242025\***

| State/Province | Year                 | Outlets at Start of the Year | Outlets Opened | Outlets Reacquired From Franchisee | Outlets Closed | Outlets Sold to Franchisee | Outlets at End of the Year |
|----------------|----------------------|------------------------------|----------------|------------------------------------|----------------|----------------------------|----------------------------|
| Total          | <del>2022</del> 2023 | 0                            | 0              | 0                                  | 0              | 0                          | 0                          |
|                | <del>2024</del> 2023 | 0                            | 0              | 0                                  | 0              | 0                          | 0                          |
|                | <del>2024</del> 2025 | 0                            | 0              | 0                                  | 0              | 0                          | 0                          |

\*As of December 31 each year.

**Table No. 5**  
**Projected Openings as of December 31, ~~2024~~2025**

| State/Province       | Franchise Agreements Signed But Outlet Not Opened | Projected New Franchised Outlets in the Next Fiscal Year | Projected New Company – Owned Outlets In the Next Fiscal Year <sup>1</sup> |
|----------------------|---------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------|
| ALABAMA              | <del>11</del> 10                                  | <del>2</del> 1                                           | 0                                                                          |
| ALASKA               | 0                                                 | 0                                                        | 0                                                                          |
| ALBERTA              | <del>3</del> 2                                    | <del>4</del> 0                                           | 0                                                                          |
| ARIZONA              | <del>34</del> 35                                  | <del>5</del> 4                                           | 0                                                                          |
| ARKANSAS             | <del>3</del> 5                                    | <del>0</del> 1                                           | 0                                                                          |
| BRITISH COLUMBIA     | 2                                                 | 0                                                        | 0                                                                          |
| CALIFORNIA           | <del>66</del> 59                                  | <del>4</del> 8                                           | 0                                                                          |
| COLORADO             | <del>29</del> 27                                  | <del>2</del> 0                                           | 0                                                                          |
| CONNECTICUT          | 5                                                 | 0                                                        | 0                                                                          |
| DISTRICT OF COLUMBIA | <del>11</del> 13                                  | <del>2</del> 0                                           | 0                                                                          |
| FLORIDA              | <del>70</del> 71                                  | <del>7</del> 3                                           | 0                                                                          |
| GEORGIA              | <del>39</del> 40                                  | 1                                                        | 0                                                                          |
| HAWAII               | <del>4</del> 0                                    | <del>4</del> 0                                           | 0                                                                          |
| IDAHO                | <del>6</del> 4                                    | 1                                                        | 0                                                                          |
| ILLINOIS             | <del>20</del> 19                                  | <del>1</del> 4                                           | 0                                                                          |
| INDIANA              | <del>15</del> 17                                  | <del>3</del> 1                                           | 0                                                                          |
| IOWA                 | 6                                                 | 0                                                        | 0                                                                          |
| KANSAS               | 2                                                 | <del>2</del> 0                                           | 0                                                                          |
| KENTUCKY             | <del>22</del> 19                                  | <del>4</del> 0                                           | 0                                                                          |
| LOUISIANA            | 1                                                 | <del>4</del> 0                                           | 0                                                                          |
| MANITOBA             | 0                                                 | 0                                                        | 0                                                                          |
| MAINE                | <del>4</del> 0                                    | 0                                                        | 0                                                                          |
| MARYLAND             | <del>8</del> 7                                    | <del>2</del> 5                                           | 0                                                                          |
| MASSACHUSETTS        | <del>16</del> 12                                  | <del>2</del> 0                                           | 0                                                                          |
| MICHIGAN             | <del>31</del> 28                                  | <del>3</del> 2                                           | 0                                                                          |
| MINNESOTA            | 20                                                | 0                                                        | 0                                                                          |
| MISSISSIPPI          | 1                                                 | <del>2</del> 0                                           | 0                                                                          |
| MISSOURI             | <del>31</del> 29                                  | <del>2</del> 1                                           | 0                                                                          |
| MONTANA              | <del>4</del> 0                                    | <del>2</del> 0                                           | 0                                                                          |
| NEBRASKA             | 9                                                 | <del>2</del> 0                                           | 0                                                                          |
| NEVADA               | 10                                                | 0                                                        | 0                                                                          |
| NEW HAMPSHIRE        | 1                                                 | 0                                                        | 0                                                                          |
| NEW JERSEY           | <del>24</del> 13                                  | 0                                                        | 0                                                                          |
| NEW MEXICO           | 3                                                 | <del>0</del> 1                                           | 0                                                                          |
| NEW YORK             | 6                                                 | <del>1</del> 2                                           | 0                                                                          |
| NORTH CAROLINA       | <del>62</del> 57                                  | <del>8</del> 10                                          | 0                                                                          |
| NORTH DAKOTA         | 1                                                 | 0                                                        | 0                                                                          |
| OHIO                 | <del>64</del> 57                                  | <del>4</del> 1                                           | 0                                                                          |
| OKLAHOMA             | <del>12</del> 14                                  | <del>0</del> 2                                           | 0                                                                          |
| ONTARIO              | <del>26</del> 23                                  | <del>3</del> 1                                           | 0                                                                          |
| OREGON               | <del>9</del> 5                                    | <del>2</del> 1                                           | 0                                                                          |
| PENNSYLVANIA         | <del>28</del> 26                                  | <del>1</del> 4                                           | 0                                                                          |
| RHODE ISLAND         | <del>0</del> 1                                    | 0                                                        | 0                                                                          |
| SASKATCHEWAN         | 0                                                 | 0                                                        | 0                                                                          |
| SOUTH CAROLINA       | <del>15</del> 14                                  | 1                                                        | 0                                                                          |
| SOUTH DAKOTA         | <del>2</del> 3                                    | <del>0</del> 1                                           | 0                                                                          |
| TENNESSEE            | 12                                                | <del>2</del> 3                                           | 0                                                                          |
| TEXAS                | <del>153</del> 132                                | <del>14</del> 19                                         | 0                                                                          |
| UTAH                 | <del>11</del> 14                                  | <del>0</del> 2                                           | 0                                                                          |
| VERMONT              | 0                                                 | 0                                                        | 0                                                                          |
| VIRGINIA             | <del>35</del> 36                                  | <del>4</del> 2                                           | 0                                                                          |



| State/Province | Franchise Agreements Signed But Outlet Not Opened | Projected New Franchised Outlets in the Next Fiscal Year | Projected New Company – Owned Outlets In the Next Fiscal Year <sup>1</sup> |
|----------------|---------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------|
| WASHINGTON     | <del>911</del>                                    | <del>01</del>                                            | 0                                                                          |
| WEST VIRGINIA  | <del>45</del>                                     | <del>12</del>                                            | 0                                                                          |
| WISCONSIN      | <del>1416</del>                                   | 0                                                        | 0                                                                          |
| Total          | <del>965903</del>                                 | <del>9085</del>                                          | 0                                                                          |

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

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

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

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

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

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

## **Item 21**

### **FINANCIAL STATEMENTS**

Exhibit E of this Disclosure Document contains Great Clips' audited balance sheets as of December 31, ~~2025~~, 2024, and 2023, ~~and 2022~~, and the related audited statements of earnings, comprehensive income, shareholders' equity (deficit) and cash flows for the years ended December 31, ~~2025~~, 2024, and 2023, ~~and 2022~~, together with the report of independent certified public accountants.

## **Item 22**

### **CONTRACTS**

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

|                                                                                      | <b><u>Exhibits</u></b> |
|--------------------------------------------------------------------------------------|------------------------|
| 1. Franchise Agreement                                                               | F                      |
| 2. Three Star Program Agreement                                                      | G                      |
| 3. Master Development Agreement                                                      | H                      |
| 4. Innovative Computer Software – Styleware™ Software Suite Agreement                | I                      |
| 5. Heartland Payment Systems – Merchant Processing Agreement                         | J                      |
| 6. Stored Value <del>Systems</del> <u>Solutions</u> , Inc. – Participation Agreement | K                      |
| 7. Lease Documents                                                                   | L                      |
| 8. Foundation Technologies, LLC – Salon X Store Service Agreement                    | M                      |
| 9. Automated Clearing House Authorization                                            | N                      |
| 10. Franchise Application Questionnaire                                              | O                      |
| 11. State Addenda                                                                    | P                      |
| 12. Data Processing Addendum                                                         | R                      |
| <del>13. SBA Franchisor Addendum</del>                                               | <del>S</del>           |

## **Item 23**

### **RECEIPTS**

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

## **EXHIBIT A**

### **List of Outlets**

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                   | Address                       | City              | State | Zip     | Phone          |
|---------------------------------|------------------------------|-------------------------------|-------------------|-------|---------|----------------|
| Towerlane II                    | Incor Group, Inc.            | 705 Main St SW                | Airdrie           | AB    | T4B 3M2 | (403) 948-0642 |
| Beaumont                        | 1847345 Alberta Ltd.         | 6410 50th St                  | Beaumont          | AB    | T4X 0B6 | (780) 929-2171 |
| Beltline                        | 1002032 Alberta LTD          | 1210 8th St SW                | Calgary           | AB    | T2R 1L3 | (403) 209-2229 |
| Brae Centre                     | 1625765 Alberta Ltd.         | 11440 Braeside Dr SW          | Calgary           | AB    | T2W 3N4 | (403) 984-8707 |
| Seton                           | 1625765 Alberta Ltd.         | 19489 Seton Crescent SE       | Calgary           | AB    | T3M 1T4 | (403) 718-0442 |
| Gates of Walden                 | 1625765 Alberta Ltd.         | 151 Walden Gate SE            | Calgary           | AB    | T2X 0R2 | (403) 984-4115 |
| Bridlewood                      | 2275068 Alberta Ltd.         | 2335 162nd Ave SW             | Calgary           | AB    | T2Y 4S2 | (403) 201-0044 |
| Country Hills                   | 2275078 Alberta Ltd.         | 500 Country Hills Blvd NE     | Calgary           | AB    | T3K 4Y7 | (403) 226-2561 |
| West 85th                       | 2275078 Alberta Ltd.         | 8561 8A Ave SW                | Calgary           | AB    | T3H 0V5 | (587) 353-4788 |
| Easthills                       | APS Boyce Consulting, Ltd.   | 611-409 E Hills Blvd SE       | Calgary           | AB    | T2A 4X7 | (587) 470-9868 |
| Deer Valley Marketplace         | APS Boyce Consulting, Ltd.   | 1221 Canyon Meadows Dr SE     | Calgary           | AB    | T2J 6G2 | (403) 278-8033 |
| Bow River Shopping Centre       | Incor Group, Inc.            | 3420 69 St NW                 | Calgary           | AB    | T2B 2J7 | (825) 540-1918 |
| Signal Hill Centre              | Incor Group, Inc.            | 5775 Signal Hill Ctr SW       | Calgary           | AB    | T3H 3P8 | (403) 240-4490 |
| Lansdowne Square                | Incor Group, Inc.            | 9681 MacLeod Trl S            | Calgary           | AB    | T2J 0P6 | (403) 258-4419 |
| Crowfoot Square                 | Incor Group, Inc.            | 814 Crowfoot Crescent NW      | Calgary           | AB    | T3G 4S3 | (403) 208-3444 |
| South Trail Crossing            | Incor Group, Inc.            | 211-4307 130th Ave SE         | Calgary           | AB    | T2Z 3V8 | (403) 257-6451 |
| Horizon Square                  | Incor Group, Inc.            | 3508 32nd Ave NE              | Calgary           | AB    | T1Y 6J2 | (403) 250-7018 |
| Sage Hill Crossing              | McFadden Ventures, LTD.      | 65 Sage Hill Plaza NW         | Calgary           | AB    | T3R 0S4 | (403) 516-0569 |
| The Quarry                      | Incor Group, Inc.            | 45 Bow St                     | Cochrane          | AB    | T4C 0T4 | (403) 932-1090 |
| Mayfield Commons                | 1628356 Alberta Ltd.         | 248 Mayfield Common NW        | Edmonton          | AB    | T5P 4B3 | (780) 444-4302 |
| Ottewell Plaza                  | 1888378 Alberta Ltd.         | 6152 90 Ave NW                | Edmonton          | AB    | T6B 0P2 | (780) 469-5088 |
| Market at the Meadows           | 1919529 Alberta Ltd.         | 2306 24th St NW               | Edmonton          | AB    | T6T 0G9 | (780) 469-1366 |
| Lewis Estates                   | 2131302 Alberta Ltd.         | 1270 Webber Greens Dr NW      | Edmonton          | AB    | T5T 7C5 | (780) 489-1899 |
| Hollick Kenyon Landing          | 2131302 Alberta Ltd.         | 5227 167 Ave NW               | Edmonton          | AB    | T5Y 0L2 | (780) 457-1755 |
| Clareview                       | 2136931 Alberta Ltd.         | 3824 137 Ave NW               | Edmonton          | AB    | T5Y 3E7 | (780) 456-8831 |
| Namoo Centre                    | 2136933 Alberta Ltd.         | 16053 97th St NW              | Edmonton          | AB    | T5X 6E4 | (780) 472-7660 |
| Castle Downs                    | 2136938 Alberta Ltd.         | 15373 Castle Downs Rd         | Edmonton          | AB    | T5X 3Y7 | (780) 472-0566 |
| Harvest Pointe                  | 2173960 Alberta Ltd.         | 5047 Ellerslie Rd SW          | Edmonton          | AB    | T6X 1X2 | (587) 458-8800 |
| Calgary Trail                   | 2173960 Alberta Ltd.         | 10307 34th Ave                | Edmonton          | AB    | T6J 6V1 | (587) 523-2469 |
| Riverbend Square                | 2173960 Alberta Ltd.         | 556 Riverbend Square          | Edmonton          | AB    | T6R 2E3 | (780) 437-1250 |
| Hampton Market                  | 2173960 Alberta Ltd.         | 6284 199th St NW              | Edmonton          | AB    | T5T 2K4 | (780) 443-4664 |
| South Edmonton Commons          | 2724547 Alberta Ltd.         | 9820 22 Ave NW                | Edmonton          | AB    | T6N 1L1 | (780) 465-9310 |
| Currents of Windermere          | Cutting Edge Group Corp.     | 5142 Windermere Blvd          | Edmonton          | AB    | T6W 0L9 | (780) 434-4066 |
| Ellerslie Corner                | Cutting Edge Group Corp.     | 11144 Ellerslie Corner        | Edmonton          | AB    | T6W 1A2 | (780) 438-2244 |
| Southpointe                     | 1810628 Alberta LTD.         | 9310 Southfort Dr             | Fort Saskatchewan | AB    | T8L 0C5 | (780) 589-2577 |
| Gateway Power Centre            | Cutting Edge Group Corp.     | 10210 111th St                | Grande Prairie    | AB    | T8V 7L3 | (780) 532-1661 |
| Leduc Common                    | 1847345 Alberta Ltd.         | 5406 Discovery Way            | Leduc             | AB    | T9E 8L9 | (780) 612-0012 |
| South Lethbridge Retail Centre  | APS Boyce Consulting, Ltd.   | 23 Southgate Blvd S           | Lethbridge        | AB    | T1K 6S5 | (403) 320-8778 |
| West Lethbridge Save-On Food    | APS Boyce Consulting, Ltd.   | 405 Highlands Blvd W          | Lethbridge        | AB    | T1J5E8  | (403) 327-2255 |
| *Strachan Corner                | APS Boyce Consulting, Ltd.   | 1830 Strachan Rd SE           | Medicine Hat      | AB    | T1B 4J8 | (403) 526-7704 |
| Westland Plaza                  | 1625765 Alberta Ltd.         | 18 Southridge Dr              | Okotoks           | AB    | T1S 1N1 | (403) 938-6445 |
| Baseline Village                | 1810628 Alberta LTD.         | 222 Baseline Rd               | Sherwood Park     | AB    | T8H 1S8 | (780) 467-8221 |
| Village Marketplace             | 2173960 Alberta Ltd.         | 993 Fir Street                | Sherwood Park     | AB    | T8A 4N5 | (780) 570-4681 |
| Lakeland Ridge Shopping Centre  | 2203188 Alberta Inc.         | 550 Baseline Rd               | Sherwood Park     | AB    | T8H 2G8 | (780) 416-0208 |
| Spruce Grove                    | Cutting Edge Group Corp.     | 121 Century Cross             | Spruce Grove      | AB    | T7X 0C8 | (780) 962-5224 |
| Erin Ridge                      | 1847345 Alberta Ltd.         | 315 - 935 St Albert Trail     | St. Albert        | AB    | T8N 4K6 | (780) 590-0322 |
| *Northern Lights                | Total Eclipse, Ltd.          | 1380 W Northern Lights Blvd   | Anchorage         | AK    | 99503   | (907) 338-2547 |
| *South Anchorage Retail Plaza   | Total Eclipse, Ltd.          | 8840 Old Seward Hwy           | Anchorage         | AK    | 99515   | (907) 929-2547 |
| *Abbott Road Fred Meyer         | Total Eclipse, Ltd.          | 2220 Abbott Rd                | Anchorage         | AK    | 99507   | (907) 279-2547 |
| *Tikahtnu Commons               | Total Eclipse, Ltd.          | 1142 N Muldoon Rd             | Anchorage         | AK    | 99504   | (907) 337-2547 |
| *Eagle River Fred Meyer         | Total Eclipse, Ltd.          | 13341 Old Glen Hwy            | Eagle River       | AK    | 99577   | (907) 622-2547 |
| *Palmer Evergreen Retail Center | Total Eclipse, Ltd.          | 304 W Evergreen Ave           | Palmer            | AK    | 99645   | (907) 746-5708 |
| *Wasilla Plaza                  | Total Eclipse, Ltd.          | 1511 E Parks Hwy              | Wasilla           | AK    | 99654   | (907) 373-2547 |
| Colonial Promenade/Alabaster    | Seyler Enterprises, Inc.     | 100 South Colonial Drive      | Alabaster         | AL    | 35007   | (205) 664-0679 |
| Shoppes of Albertville          | Rocket City Clips, LLC       | 7360 US-431                   | Albertville       | AL    | 35951   | (256) 398-0966 |
| Arab                            | Rocket City Clips, LLC       | 1446 N Brindlee Mountain Pkwy | Arab              | AL    | 35016   | (256) 919-9709 |
| Athens Shoppes                  | Bama Clips, Inc.             | 935 US Hwy 72 E               | Athens            | AL    | 35611   | (256) 771-9977 |
| *Hamilton Place                 | Parkside Ventures II, LLC    | 2415 Moores Mill Rd           | Auburn            | AL    | 36830   | (334) 887-0172 |
| *Eagle Crossing                 | Parkside Ventures II, LLC    | 1907 S College St             | Auburn            | AL    | 36832   | (334) 321-0546 |
| *Auburn Corner Village          | Parkside Ventures II, LLC    | 819 E Glen Ave                | Auburn            | AL    | 36830   | (334) 821-0910 |
| Colonial Promenade Tannehill    | Seyler Holdings, Inc.        | 4933 Promenade Pkwy           | Bessemer          | AL    | 35022   | (205) 425-1801 |
| 20 Midtown                      | Over The Mountain Clips, LLC | 2030 3rd Ave S                | Birmingham        | AL    | 35233   | (205) 777-3110 |
| Trace Crossings                 | Seyler Enterprises, Inc.     | 2539 John Hawkins Pkwy        | Birmingham        | AL    | 35244   | (205) 987-8954 |
| Valleydale Village              | Seyler Enterprises, Inc.     | 5192 Caldwell Mill Rd         | Birmingham        | AL    | 35244   | (205) 437-0443 |
| Boaz Shopping Center            | River Clips, LLC             | 2196 US HWY 431               | Boaz              | AL    | 35957   | (256) 281-2880 |
| Market Square/Cahaba Heights    | Seyler Enterprises, Inc.     | 3175 Green Valley Rd          | Cahaba Heights    | AL    | 35243   | (205) 969-1140 |
| Calera Publix Market Place      | On the Marc Holdings, LLC    | 56 MarketPlace Cir            | Calera            | AL    | 35040   | (205) 668-4110 |
| Chelsea Crossroads              | On the Marc Holdings, LLC    | 605 Chelsea Xrds              | Chelsea           | AL    | 35043   | (205) 678-7786 |
| Clanton Walmart                 | Southernfire, LLC            | 1308 Woodfin Ln               | Clanton           | AL    | 35045   | (205) 258-5100 |
| Exit 310 Marketplace            | Seyler Holdings, Inc.        | 1950 St Joseph Dr NW          | Cullman           | AL    | 35058   | (256) 841-5950 |
| Willkommen Center               | Seyler Holdings, Inc.        | 1839 Patriot Way SW           | Cullman           | AL    | 35055   | (256) 734-6900 |
| Magnolia Place                  | Wildfire, LLC                | 27955 Hwy 98                  | Daphne            | AL    | 36526   | (251) 626-7984 |
| Point Mallard Center            | Bama Clips, Inc.             | 2934 Point Mallard Pkwy SE    | Decatur           | AL    | 35603   | (256) 653-3838 |
| *Cottonwood Corners             | Alabama Clips, LLC           | 1604 Ross Clark Circle        | Dothan            | AL    | 36301   | (334) 792-7900 |
| *Shops on the Circle            | Alabama Clips, LLC           | 3500 Ross Clark Circle        | Dothan            | AL    | 36303   | (334) 671-7900 |
| Planters Pointe                 | Wildfire, LLC                | 9875 State Hwy 104            | Fairhope          | AL    | 36532   | (251) 929-8902 |
| Florence Boulevard              | Oak Images, LLC              | 2857 Florence Blvd            | Florence          | AL    | 35630   | (256) 275-5432 |
| Foley Square                    | Wildfire, LLC                | 2438 S McKenzie St            | Foley             | AL    | 36535   | (251) 972-7778 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                   | Address                        | City              | State | Zip   | Phone          |
|--------------------------------|------------------------------|--------------------------------|-------------------|-------|-------|----------------|
| Fort Payne                     | River Clips, LLC             | 1906 Glenn Blvd SW             | Fort Payne        | AL    | 35968 | (256) 273-6330 |
| Gadsden                        | Cahaba Clips, LLC            | 302 E Meighan Blvd             | Gadsden           | AL    | 35903 | (256) 467-4628 |
| Magnolia City Place/Gardendale | Seyler Holdings, Inc.        | 655 Fieldstown Rd              | Gardendale        | AL    | 35071 | (205) 285-5171 |
| Publix at Gulf Shores          | Wildfire, LLC                | 160 Cotton Creek Dr            | Gulf Shores       | AL    | 36542 | (251) 948-0008 |
| Trotter's Place                | River Clips, LLC             | 11478 US Highway 431           | Guntersville      | AL    | 35976 | (256) 894-4555 |
| Harvest Square                 | Bama Clips, Inc.             | 5850 Highway 53                | Harvest           | AL    | 35749 | (256) 858-1140 |
| Hazel Green Centre             | Bama Clips, Inc.             | 14621 Hwy 231/431              | Hazel Green       | AL    | 35750 | (256) 693-7215 |
| Helena Marketplace             | Cahaba Clips, LLC            | 285 Helena Market Pl           | Helena            | AL    | 35080 | (205) 624-2411 |
| Edgemont Town Center - Hoover  | Over The Mountain Clips, LLC | 429 Green Springs Hwy          | Homewood          | AL    | 35209 | (205) 438-6028 |
| Morgan Road Plaza              | Seyler Enterprises, Inc.     | 4289 S Shades Crest Rd         | Hoover            | AL    | 35244 | (205) 834-8807 |
| Bazaar 280                     | Seyler Enterprises, Inc.     | 5361 Hwy 280                   | Hoover            | AL    | 35242 | (205) 437-9996 |
| Hoover Place                   | Seyler Enterprises, Inc.     | 1960 Braddock Dr               | Hoover            | AL    | 35226 | (205) 822-0850 |
| Waddell Plaza                  | Bama Clips, Inc.             | 6290 University Dr NW          | Huntsville        | AL    | 35806 | (256) 603-8795 |
| Magna Carta Place              | Bama Clips, Inc.             | 11310 S Memorial Parkway       | Huntsville        | AL    | 35803 | (256) 513-1332 |
| Redstone Square                | Bama Clips, Inc.             | 2290 Zierdt Rd                 | Huntsville        | AL    | 35824 | (256) 716-9027 |
| Village on Whitesburg          | Bama Clips, Inc.             | 4800 Whitesburg Dr             | Huntsville        | AL    | 35802 | (256) 489-5001 |
| Winchester Commons             | Oak Images, LLC              | 2190 Winchester Rd NE          | Huntsville        | AL    | 35811 | (256) 945-7017 |
| Airport Landing                | Southernfire, LLC            | 200 N Airport Rd               | Jasper            | AL    | 35504 | (205) 265-3689 |
| Leeds Village                  | Seyler Enterprises, Inc.     | 8525 Whitfield Ave             | Leeds             | AL    | 35094 | (205) 702-4281 |
| Midtown Marketplace            | Bama Clips, Inc.             | 4577 Wall Triana Hwy           | Madison           | AL    | 35758 | (256) 542-3337 |
| Shops of Pine Grove            | Bama Clips, Inc.             | 7129 Wall Triana Hwy           | Madison           | AL    | 35757 | (256) 858-1401 |
| Madison Centre                 | Bama Clips, Inc.             | 8000 Madison Blvd              | Madison           | AL    | 35758 | (256) 325-0276 |
| Shop of Madison                | Bama Clips, Inc.             | 8141 Hwy 72 W                  | Madison           | AL    | 35758 | (256) 830-0001 |
| Flint Crossing Marketplace     | Bama Clips, Inc.             | 12290 Hwy 231 431 N            | Meridianville     | AL    | 35759 | (256) 693-7090 |
| Shoppes of Westgate            | Wildfire, LLC                | 7450 Airport Blvd              | Mobile            | AL    | 36608 | (251) 219-6771 |
| Midtown Mobile                 | Wildfire, LLC                | 100 North Florida Street       | Mobile            | AL    | 36607 | (251) 525-9447 |
| Pinebrook Shopping Center      | Wildfire, LLC                | 3980C Airport Blvd             | Mobile            | AL    | 36608 | (251) 217-7357 |
| Eastchase                      |                              | 7747 Eastchase Parkway         | Montgomery        | AL    | 36117 | (334) 568-9017 |
| Muscle Shoals Commons          | Oak Images, LLC              | 3208 Woodward Ave              | Muscle Shoals     | AL    | 35661 | (256) 314-2631 |
| Northport Corners              | Southernfire, LLC            | 1718 McFarland Blvd            | Northport         | AL    | 35476 | (205) 330-7755 |
| Bristol Park                   | Southernfire, LLC            | 13560 Highway 69 North         | Northport         | AL    | 35473 | (205) 331-5900 |
| *Tiger Town                    | Parkside Ventures II, LLC    | 2484 Enterprise Dr             | Opelika           | AL    | 36801 | (334) 364-0093 |
| Hampton Cove                   | Bama Clips, Inc.             | 6707 Hwy 431 S                 | Owens Cross Roads | AL    | 35763 | (256) 715-1218 |
| Oxford Commons                 | Seyler Holdings, Inc.        | 119 Commons Way                | Oxford            | AL    | 36203 | (256) 835-7030 |
| Pelham Towne Center            | Seyler Enterprises, Inc.     | 321 Huntley Pkwy               | Pelham            | AL    | 35124 | (205) 358-7397 |
| Pell City Station              | On the Marc Holdings, LLC    | 73 Vaughan Ln                  | Pell City         | AL    | 35125 | (205) 338-6838 |
| South Park Center              | On the Marc Holdings, LLC    | 2042 Martin St S               | Pell City         | AL    | 35128 | (205) 338-6500 |
| Prattville Shopping Center     |                              | 1844 East Main Street          | Prattville        | AL    | 36067 | (334) 491-5002 |
| The Shops at Rainbow Landing   | On the Marc Holdings, LLC    | 124 W Grand Ave                | Rainbow City      | AL    | 35906 | (256) 438-5336 |
| Saraland Crossing              | Wildfire, LLC                | 27 Shell St                    | Saraland          | AL    | 36571 | (251) 301-7979 |
| Shoppes of Scottsboro          | Bama Clips, Inc.             | 24540 John T Reid Pkwy         | Scottsboro        | AL    | 35768 | (256) 594-1059 |
| Springville Station            | Over The Mountain Clips, LLC | 300 Springville Station        | Springville       | AL    | 35146 | (205) 499-2304 |
| Payton Park                    | Cahaba Clips, LLC            | 41245 US 280                   | Sylacauga         | AL    | 35150 | (256) 245-9721 |
| Park Place                     |                              | 1147 HIGHWAY 231               | Troy              | AL    | 36081 | (334) 770-0231 |
| Trussville Marketplace         | Seyler Enterprises, Inc.     | 445 Main St                    | Trussville        | AL    | 35173 | (205) 661-2011 |
| Shoppes at Legacy Park         | Southernfire, LLC            | 1451 Dr Edward Hillard Dr      | Tuscaloosa        | AL    | 35401 | (205) 737-7184 |
| Patchwork Farms                | On the Marc Holdings, LLC    | 3036 Healthy Way               | Vestavia          | AL    | 35243 | (205) 730-1770 |
| Vestavia Hills City Center     | Seyler Enterprises, Inc.     | 674 Montgomery Hwy             | Vestavia Hills    | AL    | 35216 | (205) 460-1121 |
| Cunningham Corner Center       | TWO OWL CLIPS LLC            | 15 Cunningham Corner           | Bella Vista       | AR    | 72714 | (479) 250-9111 |
| Benton Commons                 | Arkansas Clips, LLC          | 1414 Military Rd               | Benton            | AR    | 72015 | (501) 778-3400 |
| Commerce Center                | TWO OWL CLIPS LLC            | 1406 S Walton Blvd             | Bentonville       | AR    | 72712 | (479) 268-5611 |
| Reynolds Plaza                 | Arkansas Clips, LLC          | 3121 N Reynolds Rd             | Bryant            | AR    | 72022 | (501) 213-0046 |
| Alcoa Exchange                 | Arkansas Clips, LLC          | 7401 Alcoa Rd                  | Bryant            | AR    | 72022 | (501) 778-8746 |
| Shoppes at Rockwood            | Arkansas Clips, LLC          | 110 S Rockwood Dr              | Cabot             | AR    | 72023 | (501) 843-8746 |
| Conway Market Place            | Arkansas Clips, LLC          | 3900 Dave Ward Dr              | Conway            | AR    | 72034 | (501) 205-8214 |
| Conway Commons                 | Quo Clips, LLC               | 467 Elsinger Blvd              | Conway            | AR    | 72032 | (501) 230-2560 |
| University Square              | JADE SAHAS LLC               | 2630 W Martin Luther King Blvd | Fayetteville      | AR    | 72701 | (479) 301-2087 |
| College Marketplace            | JADE SAHAS LLC               | 3379 N College Ave             | Fayetteville      | AR    | 72703 | (479) 249-8626 |
| Wedington Place                | JADE SAHAS LLC               | 1261 N Steamboat Dr            | Fayetteville      | AR    | 72704 | (479) 444-8500 |
| AT&T Plaza                     | Air Waves Hair LLC           | 7110 Rogers Avenue             | Fort Smith        | AR    | 72903 | (479) 974-5546 |
| Cornerstone Marketplace        | Quo Clips, LLC               | 247 Cornerstone Blvd           | Hot Springs       | AR    | 71913 | (501) 525-4277 |
| Jacksonville Plaza             | Quo Clips, LLC               | 2070 John Harden Dr            | Jacksonville      | AR    | 72076 | (501) 241-0555 |
| *Creek Place                   |                              | 1605 Red Wolf Blvd             | Jonesboro         | AR    | 72401 | (870) 268-8800 |
| *1810 Center                   |                              | 1810 East Highland Drive       | Jonesboro         | AR    | 72401 | (870) 333-5462 |
| *The Shoppes at Hilltop        |                              | 3410 E Johnson Ave             | Jonesboro         | AR    | 72405 | (870) 333-5263 |
| Cantrell Walmart               | Arkansas Clips, LLC          | 19301 Cantrell Rd.             | Little Rock       | AR    | 72223 | (501) 673-4333 |
| Candlewood Station             | Arkansas Clips, LLC          | 13924 Cantrell Road            | Little Rock       | AR    | 72223 | (501) 615-8395 |
| Chenal Commons                 | Quo Clips, LLC               | 12801 Chenal Pkwy              | Little Rock       | AR    | 72211 | (501) 312-1133 |
| Riverdale Shopping Center      | Quo Clips, LLC               | 2516 Cantrell Rd               | Little Rock       | AR    | 72202 | (501) 416-6055 |
| Lakewood Village               | Arkansas Clips, LLC          | 2605 McCain Blvd               | North Little Rock | AR    | 72116 | (501) 771-4646 |
| Crystal Hill Center            | Arkansas Clips, LLC          | 13228 Crystal Hill Rd          | North Little Rock | AR    | 72113 | (501) 753-8749 |
| *Kingshighway Plaza            |                              | 1731 W Kingshighway            | Paragould         | AR    | 72450 | (870) 240-8180 |
| Tuscany Square                 | TWO OWL CLIPS LLC            | 2605 W Pleasant Grove Rd       | Rogers            | AR    | 72758 | (479) 633-0400 |
| Walmart Center                 | Quo Clips, LLC               | 106 Weir Rd                    | Russellville      | AR    | 72802 | (479) 967-0019 |
| Boardwalk Plaza                | Arkansas Clips, LLC          | 1217 W Beebe-Capps Expressway  | Searcy            | AR    | 72143 | (501) 530-2007 |
| Searcy Race Street             | Quo Clips, LLC               | 3113 E Race Ave                | Searcy            | AR    | 72143 | (501) 353-4929 |
| Shoppes at Siloam              | JADE Clippers AR LLC         | 2998 Hwy 412 E                 | Siloam Springs    | AR    | 72761 | (479) 373-6329 |
| Har-Ber Meadows                | Air Waves Hair LLC           | 1210 JTL Parkway               | Springdale        | AR    | 72762 | (479) 408-3989 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                       | Address                          | City             | State | Zip   | Phone          |
|------------------------------|----------------------------------|----------------------------------|------------------|-------|-------|----------------|
| Van Buren                    | Air Waves Hair LLC               | 2008 Fayetteville Road           | Van Buren        | AR    | 72956 | (479) 689-5025 |
| Ridgeview Plaza              | WFE SALONS, LLC                  | 810 US Hwy 64                    | Wynne            | AR    | 72396 | (870) 442-0293 |
| Anthem Marketplace           | Headlines Enterprises, Inc.      | 3655 W Anthem Way                | Anthem           | AZ    | 85086 | (623) 465-3289 |
| Apache Junction Fry's        | Apache Clips II, Inc.            | 95 S Idaho Rd                    | Apache Junction  | AZ    | 85120 | (480) 288-1248 |
| Palmilla Center              | Headlines Enterprises, Inc.      | 1573 N Dysart Rd                 | Avondale         | AZ    | 85392 | (623) 932-5292 |
| Gateway Pavilions            | NELSON HOLDING GROUP, L          | 10030 W McDowell Rd              | Avondale         | AZ    | 85323 | (623) 478-0773 |
| Avondale Fiesta              | Sonora Services of Colorado, LLC | 11435 W Buckeye Rd               | Avondale         | AZ    | 85323 | (623) 936-7880 |
| Village Grove at Verrado     | NELSON HOLDING GROUP, L          | 19580 W Indian School Road       | Buckeye          | AZ    | 85396 | (623) 440-8084 |
| Watson & Yuma                | Watson Clips, Inc.               | 1510 S Watson Rd                 | Buckeye          | AZ    | 85326 | (623) 327-9734 |
| Mohave Crossroads            | Bell Hair, Inc.                  | 3699 Hwy 95                      | Bullhead City    | AZ    | 86442 | (928) 704-2023 |
| Villago Marketplace          | Bell Hair, Inc.                  | 2820 N Pinal Ave                 | Casa Grande      | AZ    | 85122 | (520) 316-9118 |
| Tri-Valley Plaza             | vGuru AZ LLC                     | 1397 E Florence Blvd             | Casa Grande      | AZ    | 85122 | (520) 876-0080 |
| Cottonwood Ranch             | vGuru AZ LLC                     | 992 E Cottonwood Ln              | Casa Grande      | AZ    | 85122 | (520) 421-2126 |
| Promenade at Casa Grande     | vGuru AZ LLC                     | 844 N Promenade Pkwy             | Casa Grande      | AZ    | 85194 | (520) 876-0666 |
| Carefree Hwy & 48th St       | Carefree Clips, Inc.             | 4815 E Carefree Hwy              | Cave Creek       | AZ    | 85331 | (480) 488-6101 |
| Cave Creek and Tatum         | Cave Creek Clips, Inc.           | 29455 N Cave Creek Rd            | Cave Creek       | AZ    | 85331 | (480) 563-7558 |
| Queen Creek & Alma School    | Alma Clips, Inc.                 | 3165 S Alma School Rd            | Chandler         | AZ    | 85248 | (480) 855-5619 |
| Alma Elliot Square           | Hand's Shear Magic, Inc.         | 973 W Elliot Rd                  | Chandler         | AZ    | 85225 | (480) 899-8640 |
| The Plant                    | Kula, Inc.                       | 4085 S Gilbert Rd                | Chandler         | AZ    | 85249 | (480) 826-2656 |
| Riggs & McQueen              | McQueen Clips, Inc.              | 975 E Riggs Rd                   | Chandler         | AZ    | 85249 | (480) 895-9411 |
| Fry's Anderson Springs       | NELSON HOLDING GROUP, L          | 1960 W Ray Rd                    | Chandler         | AZ    | 85224 | (480) 821-8826 |
| Chandler Village Center      | NELSON HOLDING GROUP, L          | 3415 W Frye Rd                   | Chandler         | AZ    | 85226 | (480) 899-1045 |
| The Park                     | NELSON HOLDING GROUP, L          | 1245 W Chandler Blvd             | Chandler         | AZ    | 85224 | (480) 912-5934 |
| Cottonwood                   | Bell Hair, Inc.                  | 1100 S State Hwy 260             | Cottonwood       | AZ    | 86326 | (928) 634-1055 |
| Greentree Village            | Headlines Enterprises, Inc.      | 1800 S Milton Rd                 | Flagstaff        | AZ    | 86001 | (928) 556-0882 |
| Park Santa Fe                | Headlines Enterprises, Inc.      | 3470 E Route 66                  | Flagstaff        | AZ    | 86004 | (928) 526-4080 |
| Fountain Hills Plaza         | A Cut Above, Inc.                | 16605 E Palisades Blvd           | Fountain Hills   | AZ    | 85268 | (480) 837-2319 |
| Cooper & Warner              | Cooper Clips, Inc.               | 835 W Warner Rd                  | Gilbert          | AZ    | 85233 | (480) 507-2627 |
| Gilbert & Williams Field     | Gilbert Fiesta Clips, Inc.       | 2487 S Gilbert Rd                | Gilbert          | AZ    | 85296 | (480) 899-0115 |
| Val Vista Square             | Hand's Shear Magic, Inc.         | 1981 E Pecos Rd                  | Gilbert          | AZ    | 85295 | (480) 726-0794 |
| Higley Safeway Center        | Hand's Shear Magic, Inc.         | 1496 N Higley Rd                 | Gilbert          | AZ    | 85234 | (480) 985-5885 |
| Cooley Station               | Hand's Shear Magic, Inc.         | 4099 E Williams Field Rd         | Gilbert          | AZ    | 85295 | (480) 265-8297 |
| Lakeview Village             | Hand's Shear Magic, Inc.         | 67 S Higley Rd                   | Gilbert          | AZ    | 85296 | (480) 497-1485 |
| Chandler Heights & Higley    | Higley Clips, Inc.               | 6466 S Higley Rd                 | Gilbert          | AZ    | 85298 | (480) 279-2020 |
| Power Ranch                  | Kula, Inc.                       | 8490 S Power Rd                  | Gilbert          | AZ    | 85297 | (480) 988-7331 |
| Patterson Landing            | Shear Quality, Inc.              | 1672 E Guadalupe Rd              | Gilbert          | AZ    | 85234 | (480) 813-3584 |
| Silverstone                  | Shear Quality, Inc.              | 754 S Valvista Dr                | Gilbert          | AZ    | 85296 | (480) 633-9533 |
| 43rd Ave & Bell              | Bellair Clips, Inc.              | 4326 W Bell Rd                   | Glendale         | AZ    | 85308 | (602) 547-9820 |
| Arrowhead Legends            | Headlines Enterprises, Inc.      | 20229 N 67th Ave                 | Glendale         | AZ    | 85308 | (623) 362-0052 |
| Arrowhead Marketplace        | NELSON HOLDING GROUP, L          | 7942 W Bell Rd                   | Glendale         | AZ    | 85308 | (623) 412-1458 |
| 39th Ave & Happy Valley      | Pinnacle Clips, Inc.             | 3730 W Happy Valley Rd           | Glendale         | AZ    | 85310 | (623) 587-1424 |
| Peoria Crossings             | Shear Quality, Inc.              | 9284 W Northern Ave              | Glendale         | AZ    | 85305 | (623) 877-7767 |
| 59th Ave & Thunderbird       | T-Bird Clips, Inc.               | 13637 N 59th Ave                 | Glendale         | AZ    | 85304 | (602) 439-2299 |
| Glendale Town Center         | vGuru AZ LLC                     | 10222 N 43rd Ave                 | Glendale         | AZ    | 85302 | (623) 939-6229 |
| Aqua Fria Towne Center       | vGuru AZ LLC                     | 9524 W Camelback Rd              | Glendale         | AZ    | 85305 | (623) 877-9887 |
| Happy Valley Marketplace     | vGuru AZ LLC                     | 6635 W Happy Valley Rd           | Glendale         | AZ    | 85310 | (623) 537-4557 |
| Canyon Trails                | A Cut Above, Inc.                | 500 N Estrella Pkwy              | Goodyear         | AZ    | 85338 | (623) 932-5129 |
| Super Target Center          | Bell Hair, Inc.                  | 831 S Cotton Ln                  | Goodyear         | AZ    | 85338 | (623) 925-8110 |
| Mountain Ranch Marketplace   | Headlines Enterprises, Inc.      | 17650 W Elliot Rd                | Goodyear         | AZ    | 85338 | (623) 386-5823 |
| Palm Valley                  | vGuru AZ LLC                     | 14175 W Indian School Rd         | Goodyear         | AZ    | 85395 | (623) 535-1335 |
| *Sahuarita Palms             | Tucson Clips, LLC                | 1325 W Duval Mine Rd             | Green Valley     | AZ    | 85614 | (520) 399-2009 |
| Stockton Hill                | Bell Hair, Inc.                  | 3535 Stockton Hill Rd            | Kingman          | AZ    | 86409 | (928) 757-8965 |
| Shops at Lake Havasu         | Bell Hair, Inc.                  | 5601 Hwy 95 N                    | Lake Havasu      | AZ    | 86404 | (928) 764-1408 |
| Lake Havasu Bashas           | Bell Hair, Inc.                  | 3269 Maricopa Ave                | Lake Havasu City | AZ    | 86406 | (928) 302-1569 |
| Laveen Village Marketplace   | Headlines Enterprises, Inc.      | 5130 W Baseline Rd               | Laveen           | AZ    | 85339 | (602) 237-9906 |
| Camelback Crossing           | A Cut Above, Inc.                | 5115 N Dysart Rd                 | Litchfield Park  | AZ    | 85340 | (623) 535-0242 |
| *Shoppes at Tangerine Crossi | Tucson Clips, LLC                | 12060 N Thornydale Rd            | Marana           | AZ    | 85658 | (520) 572-3825 |
| Maricopa Fiesta              | Bell Hair, Inc.                  | 20928 N John Wayne Pkwy          | Maricopa         | AZ    | 85139 | (520) 568-9811 |
| The Wells                    | Bell Hair, Inc.                  | 41620 W Maricopa Casa Grande Hwy | Maricopa         | AZ    | 85138 | (520) 568-1960 |
| North Mesa Plaza             | Bell Hair, Inc.                  | 2706 E University Dr             | Mesa             | AZ    | 85213 | (480) 649-9530 |
| Falcon Gateway               | Bell Hair, Inc.                  | 4425 E McKellips Rd              | Mesa             | AZ    | 85215 | (480) 396-6889 |
| Mesa Riverview               | Bell Hair, Inc.                  | 849 N Dobson Rd                  | Mesa             | AZ    | 85201 | (480) 834-2953 |
| Guadalupe & Dobson           | Dobson Clips, Inc.               | 1955 W Guadalupe Rd              | Mesa             | AZ    | 85202 | (480) 730-1975 |
| Greenfield Center            | Hand's Shear Magic, Inc.         | 4437 E Southern Ave              | Mesa             | AZ    | 85206 | (480) 807-0632 |
| Superstition Springs         | Hand's Shear Magic, Inc.         | 6920 E Baseline Rd               | Mesa             | AZ    | 85208 | (480) 807-9550 |
| The Vineyards                | Hand's Shear Magic, Inc.         | 550 W Baseline Rd                | Mesa             | AZ    | 85210 | (480) 835-8838 |
| Fry's Ellsworth Plaza        | Hand's Shear Magic, Inc.         | 435 S Ellsworth Rd               | Mesa             | AZ    | 85208 | (480) 986-8770 |
| The Point                    | Hand's Shear Magic, Inc.         | 10706 E. Point Twenty-Two Blvd   | Mesa             | AZ    | 85212 | (480) 590-4351 |
| Augusta Ranch Marketplace    | Hand's Shear Magic, Inc.         | 9931 E Baseline Rd               | Mesa             | AZ    | 85209 | (480) 354-2288 |
| Mulberry Marketplace         | Hand's Shear Magic, Inc.         | 2748 S Signal Butte Rd           | Mesa             | AZ    | 85209 | (480) 354-8447 |
| Stonehenge Center            | Hand's Shear Magic, Inc.         | 1230 E Baseline Rd               | Mesa             | AZ    | 85204 | (480) 497-8208 |
| Power & McDowell             | Power Clips, Inc.                | 2733 N Power Rd                  | Mesa             | AZ    | 85207 | (480) 325-3935 |
| *Rooney Ranch                | Tucson Clips, LLC                | 10515 N Oracle Rd                | Oro Valley       | AZ    | 85737 | (520) 297-5213 |
| Thunderbird Crossing         | Headlines Enterprises, Inc.      | 8411 W Thunderbird Rd            | Peoria           | AZ    | 85381 | (623) 594-6271 |
| Deer Valley Marketplace      | Headlines Enterprises, Inc.      | 8194 W Deer Valley Rd            | Peoria           | AZ    | 85382 | (623) 376-8049 |
| Peoria Marketplace           | Headlines Enterprises, Inc.      | 8877 N 107th Ave                 | Peoria           | AZ    | 85345 | (623) 974-9974 |
| Vistancia Marketplace        | Headlines Enterprises, Inc.      | 28421 N Vistancia Blvd           | Peoria           | AZ    | 85383 | (623) 266-8959 |
| Peoria Station               | Kula, Inc.                       | 6811 W Peoria Ave                | Peoria           | AZ    | 85345 | (623) 486-0596 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                         | Franchisee                       | Address                        | City            | State | Zip     | Phone          |
|------------------------------------|----------------------------------|--------------------------------|-----------------|-------|---------|----------------|
| Lake Pleasant Towne Center         | vGuru AZ LLC                     | 25546 N Lake Pleasant Pkwy     | Peoria          | AZ    | 85383   | (623) 572-4288 |
| Christown Spectrum Mall            | A Cut Above, Inc.                | 1818 W Montebello Ave          | Phoenix         | AZ    | 85016   | (602) 841-9800 |
| 44th St & Thomas                   | Arcadia Clips, Inc.              | 4501 E Thomas Rd               | Phoenix         | AZ    | 85018   | (602) 840-0083 |
| Deer Valley Center                 | Bell Hair, Inc.                  | 4139 W Thunderbird Rd          | Phoenix         | AZ    | 85053   | (602) 439-0037 |
| Valley Crossroads                  | Bell Hair, Inc.                  | 749 E Bell Rd                  | Phoenix         | AZ    | 85022   | (602) 863-1007 |
| Foothills Safeway Center           | Bell Hair, Inc.                  | 1334 East Chandler Boulevard   | Phoenix         | AZ    | 85048   | (480) 460-3844 |
| Greenway & Tatum                   | GT Clips, Inc.                   | 4737 E Greenway Rd             | Phoenix         | AZ    | 85032   | (602) 992-5471 |
| Fry's Shopping Center              | Headlines Enterprises, Inc.      | 2620 S 83rd Ave                | Phoenix         | AZ    | 85043   | (623) 374-6662 |
| Ahwatukee Mercado                  | Kula, Inc.                       | 4747 E Elliot Rd               | Phoenix         | AZ    | 85044   | (480) 598-9042 |
| Village Center                     | Kula, Inc.                       | 4312 E Cactus Rd               | Phoenix         | AZ    | 85032   | (602) 996-0498 |
| Paradise Village Gateway           | Kula, Inc.                       | 10645 N Tatum Blvd             | Phoenix         | AZ    | 85028   | (480) 368-8657 |
| Ahwatukee Foothills                | Kula, Inc.                       | 4729 E Ray Rd                  | Phoenix         | AZ    | 85044   | (480) 705-5406 |
| Legacy Village                     | Kula, Inc.                       | 2320 E Baseline Rd             | Phoenix         | AZ    | 85042   | (602) 268-8818 |
| Dove Valley and North Valley       | Metro Clips, Inc.                | 2750 W Dove Valley Rd          | Phoenix         | AZ    | 85085   | (623) 249-2904 |
| 19th Ave & Northern                | North 19 Clips, Inc.             | 1820 W Northern Ave            | Phoenix         | AZ    | 85021   | (602) 331-0023 |
| Biltmore Plaza                     | Sonora Services of Colorado, LLC | 3122 E Camelback Rd            | Phoenix         | AZ    | 85016   | (602) 957-6926 |
| Camelback Colonnade                | Sonora Services of Colorado, LLC | 1928 E Highland Ave            | Phoenix         | AZ    | 85016   | (602) 230-0491 |
| Union Plaza                        | vGuru AZ LLC                     | 1937 W Union Hills Dr          | Phoenix         | AZ    | 85027   | (602) 942-8734 |
| Northpark Village                  | vGuru AZ LLC                     | 3411 N 7th Ave                 | Phoenix         | AZ    | 85013   | (602) 277-9444 |
| Hayden Plaza                       | vGuru AZ LLC                     | 12228 N Cave Creek Rd          | Phoenix         | AZ    | 85022   | (602) 923-3222 |
| Safeway Shopping Center            | vGuru AZ LLC                     | 4819 N 83rd Ave                | Phoenix         | AZ    | 85033   | (623) 873-6666 |
| Cave Creek Marketplace             | vGuru AZ LLC                     | 20235 N Cave Creek Rd          | Phoenix         | AZ    | 85024   | (602) 493-3444 |
| Willow Crossroads                  | Hand's Shear Magic, Inc.         | 3196 Willow Creek Rd           | Prescott        | AZ    | 86301   | (928) 717-0512 |
| Prescott Gateway                   | Hand's Shear Magic, Inc.         | 250 Lee Blvd                   | Prescott        | AZ    | 86303   | (928) 717-9318 |
| Glassford Hill Marketplace         | Hand's Shear Magic, Inc.         | 3298 N Glassford Hill Rd       | Prescott Valley | AZ    | 86314   | (928) 775-9952 |
| Circle Cross Ranch                 | Hand's Shear Magic, Inc.         | 85 W Combs Rd                  | Queen Creek     | AZ    | 85140   | (480) 987-4331 |
| Ellsworth & Riggs                  | RG Clips, Inc.                   | 24921 S Ellsworth Rd           | Queen Creek     | AZ    | 85142   | (480) 987-5178 |
| Queen Creek & Signal Butte         | RG Clips, Inc.                   | 20590 S Signal Butte Rd        | Queen Creek     | AZ    | 85142   | (480) 219-4472 |
| Ellsworth & Rittenhouse            | Rittenhouse Clips, Inc.          | 21582 S Ellsworth Loop Rd      | Queen Creek     | AZ    | 85142   | (480) 882-9006 |
| Safford Walmart                    | BNGC, Inc.                       | 775 S 20th Ave                 | Safford         | AZ    | 85546   | (928) 792-2425 |
| *Rancho Sahuarita Marketpla        | Tucson Clips, LLC                | 15990 S Rancho Sahuarita Blvd  | Sahuarita       | AZ    | 85629   | (520) 648-1356 |
| Bella Vista & Hunt Hwy             | Hunt Clips, Inc.                 | 530 E Hunt Hwy                 | San Tan Valley  | AZ    | 85143   | (480) 882-3279 |
| Chaparral Plaza                    | A Cut Above, Inc.                | 7908 E Chaparral Rd            | Scottsdale      | AZ    | 85250   | (480) 994-4606 |
| Gateview Park                      | Kula, Inc.                       | 6989 N Hayden Rd               | Scottsdale      | AZ    | 85250   | (480) 905-7093 |
| Scottsdale & Thomas                | ST Clips, Inc.                   | 2765 N Scottsdale Rd           | Scottsdale      | AZ    | 85257   | (480) 947-0914 |
| Hayden & Thompson Peak             | Thompson Clips, Inc.             | 20343 N Hayden Rd              | Scottsdale      | AZ    | 85255   | (480) 585-3809 |
| The Summit at Scottsdale           | vGuru AZ LLC                     | 32619 N Scottsdale Rd          | Scottsdale      | AZ    | 85266   | (480) 841-7077 |
| Thompson Peak & Frank Lloyd Wright |                                  | 14692 N Frank Lloyd Wright     | Scottsdale      | AZ    | 85260   | (480) 368-7080 |
| *Charleston Crossing               | Tucson Clips, LLC                | 440 N Hwy 90                   | Sierra Vista    | AZ    | 85635   | (520) 417-2547 |
| Kings Inn                          | A Cut Above, Inc.                | 10659 W Grand Ave              | Sun City        | AZ    | 85351   | (623) 972-1038 |
| Bell Camino Center                 | A Cut Above, Inc.                | 10748 W Bell Rd                | Sun City        | AZ    | 85351   | (623) 977-1996 |
| Sundome Crossing                   | Shear Quality, Inc.              | 19423 N R H Johnson Blvd       | Sun City West   | AZ    | 85375   | (623) 546-3460 |
| Prasada Marketplace                | A Cut Above, Inc.                | 16995 W Greenway Rd            | Surprise        | AZ    | 85388   | (623) 546-8309 |
| Surprise Crossing                  | Bell Hair, Inc.                  | 13794 W Waddell Rd             | Surprise        | AZ    | 85379   | (623) 546-3683 |
| Marketplace at Asante              | BNGC, Inc.                       | 16350 West Pat Tillman Blvd    | Surprise        | AZ    | 85387   | (480) 952-5320 |
| Grand Market                       | Shear Quality, Inc.              | 14545 W Grand Ave              | Surprise        | AZ    | 85374   | (623) 546-3391 |
| Waddell and Reems                  | Waddell Clips, Inc.              | 15411 W Waddell Rd             | Surprise        | AZ    | 85379   | (623) 214-3611 |
| Valley Plaza                       | Hand's Shear Magic, Inc.         | 3223 S McClintock Dr           | Tempe           | AZ    | 85282   | (480) 756-2570 |
| Warner Ranch Plaza                 | Hand's Shear Magic, Inc.         | 9920 S Rural Rd                | Tempe           | AZ    | 85284   | (480) 753-4242 |
| McClintock & Guadalupe             | MG Clips, Inc.                   | 1825 E Guadalupe Rd            | Tempe           | AZ    | 85283   | (480) 730-1511 |
| Mill & Southern                    | Shear Quality, Inc.              | 3122 S Mill Ave                | Tempe           | AZ    | 85282   | (480) 894-6306 |
| *Tucson Marketplace                | Tucson Clips, LLC                | 1570 E Tucson Marketplace Blvd | Tucson          | AZ    | 85713   | (520) 792-1365 |
| *El Dorado Village                 | Tucson Clips, LLC                | 1101 N Wilmot Rd               | Tucson          | AZ    | 85712   | (520) 867-6091 |
| *Cortaro Ranch                     | Tucson Clips, LLC                | 5730 W Cortaro Farms Rd        | Tucson          | AZ    | 85742   | (520) 328-8904 |
| *Madera Village                    | Tucson Clips, LLC                | 9121 E Tanque Verde Road       | Tucson          | AZ    | 85749   | (520) 203-8400 |
| *River Park                        | Tucson Clips, LLC                | 5095 N La Canada Dr            | Tucson          | AZ    | 85704   | (520) 408-2215 |
| *Rita Ranch                        | Tucson Clips, LLC                | 9080 E Valencia Rd             | Tucson          | AZ    | 85747   | (520) 663-1943 |
| *Broadway East Plaza               | Tucson Clips, LLC                | 8804 E Broadway Blvd           | Tucson          | AZ    | 85710   | (520) 885-0259 |
| *Shoppes at Camp Lowell            | Tucson Clips, LLC                | 3225 N Swan Rd                 | Tucson          | AZ    | 85712   | (520) 327-0507 |
| *Safeway Plaza                     | Tucson Clips, LLC                | 6330 E Golf Links Rd           | Tucson          | AZ    | 85730   | (520) 514-2183 |
| *Twin Peaks                        | Tucson Clips, LLC                | 9110 N Silverbell Rd           | Tucson          | AZ    | 85743   | (520) 744-3489 |
| *Frys at Rita Ranch                | Tucson Clips, LLC                | 8110 S Houghton Rd             | Tucson          | AZ    | 85747   | (520) 574-9769 |
| *Desert Springs                    | Tucson Clips, LLC                | 7250 N La Cholla Blvd          | Tucson          | AZ    | 85741   | (520) 297-1320 |
| *Shoppes at 1st and Roger          | Tucson Clips, LLC                | 4016 N 1st Ave                 | Tucson          | AZ    | 85719   | (520) 293-3119 |
| *Valencia Market Place             | Tucson Clips, LLC                | 1785 West Valencia             | Tucson          | AZ    | 85746   | (520) 777-6770 |
| *Golder Ranch                      | Tucson Clips, LLC                | 15270 N Oracle Rd              | Tucson          | AZ    | 85739   | (520) 825-3011 |
| Ave B & 24th Str                   | BNGC, Inc.                       | 2383 W 24th St                 | Yuma            | AZ    | 85364   | (928) 318-9804 |
| Gladwin Center                     | 0476321 BC, Ltd.                 | 102-2955 Gladwin Rd            | Abbotsford      | BC    | V2T 5T4 | (604) 859-9494 |
| Sumas Mountain Village             | Buzzmark Holdings, Ltd.          | 155-2362 Whatcom Rd            | Abbotsford      | BC    | V3G 0C1 | (604) 859-4200 |
| Aldergrove Village                 | 0476321 BC, Ltd.                 | 26310 Fraser Hwy               | Aldergrove      | BC    | V4W 2Z7 | (604) 625-5222 |
| Mariner Square                     | R & M Hair Productions, Inc.     | 310-1400 Dogwood St            | Campbell River  | BC    | V9W 3A6 | (778) 346-4012 |
| Eagle Landing                      | 0476321 BC, Ltd.                 | 8249 Eagle Landing Pkwy        | Chilliwack      | BC    | V2R 0P9 | (604) 795-7779 |
| Westwood Plateau                   | Great Fun, Inc.                  | C2-1410 Parkway Blvd           | Coquitlam       | BC    | V3E 3J7 | (604) 464-4877 |
| Courtenay                          | R & M Hair Productions, Inc.     | 3175 Cliffe Ave                | Courtenay       | BC    | V9N 2L9 | (250) 338-9800 |
| Beverly Corners Marketplace        | Vandalay Enterprises, LTD        | 2755 Beverly St                | Duncan          | BC    | V9L 6X2 | (250) 597-2547 |
| *Airport Plaza                     | PDB Holdings, Ltd.               | 201 - 1750 Pier Mac Way        | Kelowna         | BC    | V1V 2K1 | (778) 753-7030 |
| *Willow Park Shopping Cent         | PDB Holdings, Ltd.               | 25-590 Hwy 33 W                | Kelowna         | BC    | V1X7K8  | (778) 940-7019 |
| *Brandt's Creek Crossing           | PDB Holdings, Ltd.               | 110-1972 Kane Rd               | Kelowna         | BC    | V1V 2E5 | (250) 860-8853 |



GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                        | Address                             | City            | State | Zip     | Phone          |
|-------------------------------|-----------------------------------|-------------------------------------|-----------------|-------|---------|----------------|
| *Orchard Plaza                | PDB Holdings, Ltd.                | 1876 Cooper Rd                      | Kelowna         | BC    | V1Y 9N6 | (250) 763-1229 |
| Willoughby Town Centre        | 1552474 B. C. Ltd.                | 150-20728 Willoughby Town Centre Dr | Langley         | BC    | V2Y 0P3 | (604) 882-1119 |
| Walnut Grove                  | Buzzmark Holdings, Ltd.           | 506-8840 210 St                     | Langley         | BC    | V1M 2Y2 | (604) 882-9979 |
| Fraser Crossing               | Buzzmark Holdings, Ltd.           | 20821 Fraser Hwy                    | Langley         | BC    | V3A 4G7 | (604) 533-1831 |
| Westgate Centre               | Buzzmark Holdings, Ltd.           | 670-20395 Lougheed Hwy              | Maple Ridge     | BC    | V2X 2P9 | (604) 460-0103 |
| Dewdney Trunk                 | Buzzmark Holdings, Ltd.           | 201-23981 Dewdney Trunk Rd          | Maple Ridge     | BC    | V4R 1W1 | (604) 463-9244 |
| Fraser Valley Shopping Centre | Buzzmark Holdings, Ltd.           | 31956 Lougheed Highway              | Mission         | BC    | V2V 0C6 | (604) 820-4155 |
| West View Shopping Center     | M&K Hair Salon, Inc.              | 720-2601 Westview Dr                | N Vancouver     | BC    | V7N 3X4 | (604) 986-7088 |
| Country Club Centre           | 0946341 B.C. LTD                  | 97-3200 Island Hwy N                | Nanaimo         | BC    | V9T 1W1 | (250) 751-8633 |
| Royal Square Westminster      | 0476321 BC, Ltd.                  | 800 Macbride Blvd                   | New Westminster | BC    | V3L 2B8 | (778) 397-7000 |
| Park and Tilford              | GCMP Hair Clips, Ltd.             | 710-333 Brooksbank Ave              | North Vancouver | BC    | V7J 3S8 | (604) 980-3178 |
| Parkgate Village              | GCMP Hair Clips, Ltd.             | 1151 Mt Seymour Road                | North Vancouver | BC    | V7H 2Y4 | (604) 988-0850 |
| *Peachtree Pentiction         | PDB Holdings, Ltd.                | 2735 Skaha Lake Road                | Pentiction      | BC    | V2A 9B8 | (778) 476-3159 |
| Pitt Meadows                  | Buzzmark Holdings, Ltd.           | 12518 Harris Rd                     | Pitt Meadows    | BC    | V3Y 2J4 | (604) 465-6372 |
| Westwood Centre               | GCMP Hair Clips, Ltd.             | 2748 Lougheed Hwy                   | Port Coquitlam  | BC    | V3B 6P2 | (604) 945-9803 |
| Shaughnessy Station           | GCMP Hair Clips, Ltd.             | 2177-2850 Shaughnessy St            | Port Coquitlam  | BC    | V3C 6K5 | (604) 464-4247 |
| Garden City Shopping Center   | GBGJ HOLDINGS LTD.                | 440-9100 Blundell Rd                | Richmond        | BC    | V6Y 3X9 | (604) 278-0198 |
| Boundary Park Plaza           | 0476321 BC, Ltd.                  | 6350 120th St                       | Surrey          | BC    | V3X 1Y7 | (604) 594-2271 |
| Guildford Village             | 0476321 BC, Ltd.                  | 15679 104th Ave                     | Surrey          | BC    | V4N 2H4 | (604) 543-0101 |
| Grandview Corners             | 0476321 BC, Ltd.                  | 2245 160th St                       | Surrey          | BC    | V3S 9N6 | (604) 542-4346 |
| Cloverdale Crossing           | 0476321 BC, Ltd.                  | 17725 64th Ave                      | Surrey          | BC    | V3S 1Z2 | (778) 571-0306 |
| London Station                | 0893222 B.C. LTD                  | 100-10362 King George Hwy           | Surrey          | BC    | V3T 2W5 | (604) 582-6927 |
| 16th Avenue                   | 0998797 B.C. LTD                  | 1616 152nd St                       | Surrey          | BC    | V4A 4N2 | (604) 531-8077 |
| Scott Road Centre             | GCMP Hair Clips, Ltd.             | 8080 120th St                       | Surrey          | BC    | V3W 3N3 | (604) 590-4247 |
| Fleetwood Park Village        | Great Fun, Inc.                   | 302-15930 Fraser Hwy                | Surrey          | BC    | V4N 0X8 | (604) 507-2547 |
| Bayside Village               | 0893222 B.C. LTD                  | 4B 1163 56th St                     | Tsawwassen      | BC    | V4L 2A2 | (604) 948-1883 |
| Davie Street                  | Buzzmark Holdings, Ltd.           | 120 - 1160 Davie Street             | Vancouver       | BC    | V6E 1N1 | (604) 648-0990 |
| Champlain Square              | GBGJ HOLDINGS LTD.                | 7038 Kerr St                        | Vancouver       | BC    | V5S 4W2 | (604) 433-6867 |
| *Shops at Polson Park         | PDB Holdings, Ltd.                | 2306 Highway 6                      | Vernon          | BC    | V1T 7E3 | (250) 503-1229 |
| Belmont Market                | Vandalay Enterprises, LTD         | 3031 Merchant Way                   | Victoria        | BC    | V9B 0W9 | (778) 440-1955 |
| Eagle Creek Village           | Vandalay Enterprises, LTD         | 120 - 23 Helmcken Rd                | Victoria        | BC    | V8Z 5G5 | (778) 265-9509 |
| *Governors Landing            | PDB Holdings, Ltd.                | 515 - 3042 Louie Dr                 | West Kelowna    | BC    | V4T 3E2 | (778) 754-7588 |
| Caulfield Village             | Orange Clips Inc.                 | 5373 Headland Dr                    | West Vancouver  | BC    | V7W 3C7 | (604) 921-5954 |
| Twin Oaks Shopping Center     | Vuppula Inc.                      | 5803 Kanan Rd                       | Agoura Hills    | CA    | 91301   | (818) 532-7368 |
| Alameda Towne Centre          | RMCN Holdings, LLC                | 2221 S Shore Ctr                    | Alameda         | CA    | 94501   | (510) 522-7587 |
| Costco Plaza                  | Provost Management LLC            | 2107 W Commonwealth Ave             | Alhambra        | CA    | 91803   | (818) 669-3102 |
| Alta Loma Square              | CA Business Systems Enterprise, I | 8746 19th St                        | Alta Loma       | CA    | 91701   | (909) 481-2501 |
| Napa Junction                 | RSM Enterprises, Inc.             | 6040 Main St                        | American Canyon | CA    | 94503   | (707) 562-2555 |
| Creekside Center              | Ridgewood Enterprises, Inc.       | 4320 Elverta Rd                     | Antelope        | CA    | 95843   | (916) 721-9497 |
| The Crossings-Antioch         | Divine Kuts Inc.                  | 3457 Deer Valley Rd                 | Antioch         | CA    | 94531   | (925) 206-4472 |
| Empire Shopping Center        | McFinance Advisory, Inc.          | 5887-K Lone Tree Way                | Antioch         | CA    | 94531   | (925) 778-1623 |
| Vons Shopping Center          | Central Coast CC8551 LLC          | 7045 El Camino Real                 | Atascadero      | CA    | 93422   | (805) 462-8105 |
| Atwater Marketplace           | CAMP CLIPS, INC.                  | 1667 Bellevue Rd                    | Atwater         | CA    | 95301   | (209) 358-0201 |
| Crossroads Shopping Center    | Hoopala, Inc.                     | 2536 Bell Rd                        | Auburn          | CA    | 95603   | (530) 887-8061 |
| *Riverlakes Galleria          | Burkshine Enterprise Inc.         | 5511 Calloway Drive                 | Bakersfield     | CA    | 93312   | (661) 695-6625 |
| *The Marketplace              | Burkshine Enterprise Inc.         | 9000 Ming Ave                       | Bakersfield     | CA    | 93311   | (661) 491-3006 |
| *Shops at Rosedale & Allen    | Burkshine Enterprise Inc.         | 13075 Rosedale Highway              | Bakersfield     | CA    | 93314   | (661) 410-8121 |
| *Gosford Village Center       | Burkshine Enterprise Inc.         | 5353 Gosford Rd                     | Bakersfield     | CA    | 93313   | (661) 664-4500 |
| *Stockdale Village            | Burkshine Enterprise Inc.         | 5636 Stockdale Hwy                  | Bakersfield     | CA    | 93309   | (661) 859-1792 |
| *Northwest Promenade          | Burkshine Enterprise Inc.         | 8430 Rosedale Hwy                   | Bakersfield     | CA    | 93312   | (661) 589-4922 |
| *River Run Plaza              | Burkshine Enterprise Inc.         | 6077 Coffee Rd                      | Bakersfield     | CA    | 93308   | (661) 588-4561 |
| *Shops at Riverwalk           | Burkshine Enterprise Inc.         | 10930 Stockdale Hwy                 | Bakersfield     | CA    | 93311   | (661) 663-9260 |
| Center on Main                | MB Holding, Inc.                  | 411 Montana Rd                      | Barstow         | CA    | 92311   | (760) 957-7244 |
| Oak Valley Towne Center       | VStyles, Inc.                     | 1420 Beaumont Ave                   | Beaumont        | CA    | 92223   | (951) 769-8400 |
| *Washington Square            | CC Cuts, Inc.                     | 42208 Washington St                 | Bermuda Dunes   | CA    | 92203   | (760) 200-9991 |
| Brea Marketplace              | PK Equity Ventures, Inc           | 955 E Birch St                      | Brea            | CA    | 92821   | (714) 784-6811 |
| Brentwood                     | KCS Group, Inc.                   | 4431-D Balfour Rd                   | Brentwood       | CA    | 94513   | (925) 240-9115 |
| Buena Park Marketplace        | Tambry Ventures, LLC              | 5825 Lincoln Ave                    | Buena Park      | CA    | 90620   | (714) 527-8200 |
| Rancho Marketplace            | Provost Management LLC            | 1194 W Alameda Ave                  | Burbank         | CA    | 91506   | (747) 229-9210 |
| Burlingame Safeway Center     | Peninsula PE8071 LLC              | 211 Primrose Rd                     | Burlingame      | CA    | 94010   | (650) 356-8899 |
| Sam's Town Marketplace        | RSM Enterprises, Inc.             | 3317 Coach Ln                       | Cameron Park    | CA    | 95682   | (530) 676-8911 |
| Canyon Country Villages       | Vuppula Inc.                      | 19380 Soledad Canyon Rd             | Canyon Country  | CA    | 91351   | (661) 298-7383 |
| Brown Ranch Marketplace       | Buena Vista Business Services, LP | 3555 Clares St                      | Capitola        | CA    | 95010   | (831) 475-3569 |
| Madison Square                | Great Group, LLC                  | 6047 Madison Ave                    | Carmichael      | CA    | 95608   | (916) 334-1220 |
| 580 Marketplace               | Sahar Enterprises, Inc.           | 4045 E Castro Valley Blvd           | Castro Valley   | CA    | 94552   | (510) 582-6310 |
| *Notre Dame                   | Hoppin' Shears, Inc.              | 2485 Notre Dame Blvd                | Chico           | CA    | 95928   | (530) 592-3857 |
| *Park Plaza SC                | Hoppin' Shears, Inc.              | 738 Mangrove Ave                    | Chico           | CA    | 95926   | (530) 891-4605 |
| Gateway Village               | CA Business Systems Enterprise, I | 3626 Grand Ave                      | Chino Hills     | CA    | 91709   | (909) 464-9422 |
| Terra Nova Plaza              | Clipper Ship, Inc.                | 386 E H St                          | Chula Vista     | CA    | 91910   | (619) 869-8590 |
| Sunbow Plaza                  | Clipper Ship, Inc.                | 1351 Medical Center Dr              | Chula Vista     | CA    | 91911   | (619) 271-1607 |
| Eastlake Village Marketplace  | Clipper Ship, Inc.                | 970 Eastlake Pkwy                   | Chula Vista     | CA    | 91914   | (619) 397-0506 |
| Millenia Commons              | G2 Salons LLC                     | 2010 Birch Rd                       | Chula Vista     | CA    | 91915   | (619) 349-3500 |
| Jade Plaza                    | Great Group, LLC                  | 7340 Greenback Ln                   | Citrus Heights  | CA    | 95621   | (916) 726-2547 |
| Antelope Road                 | RSM Enterprises, Inc.             | 6401 Antelope Rd                    | Citrus Heights  | CA    | 95621   | (916) 725-8863 |
| Clayton Station               | McFinance Advisory, Inc.          | 5435-G Clayton Rd                   | Clayton         | CA    | 94517   | (925) 524-9003 |
| Clovis Crossings              | CAMP CLIPS, INC.                  | 1195 Herndon Ave                    | Clovis          | CA    | 93612   | (559) 324-1872 |
| Citrus Village                | MB Holding, Inc.                  | 1240 E Ontario Ave                  | Corona          | CA    | 92881   | (951) 737-5687 |
| Mountain Gate Marketplace     | MB Holding, Inc.                  | 360 W Foothill Pkwy                 | Corona          | CA    | 92882   | (951) 737-5656 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                       | Franchisee                           | Address                          | City                 | State | Zip   | Phone          |
|----------------------------------|--------------------------------------|----------------------------------|----------------------|-------|-------|----------------|
| Hidden Valley Plaza              | MB Holding, Inc.                     | 540 Hidden Valley Pkwy           | Corona               | CA    | 92879 | (951) 737-4665 |
| Tassajara Crossing               | Buena Vista Business Services, LP    | 3478 Camino Tassajara Rd         | Danville             | CA    | 94506 | (925) 718-7118 |
| Town and Country Shopping        | Divine Kuts Inc.                     | 621 San Ramon Valley Blvd        | Danville             | CA    | 94526 | (925) 552-9959 |
| Oakshade Town Center             | RSM Enterprises, Inc.                | 2101 Cowell Blvd                 | Davis                | CA    | 95618 | (530) 792-7313 |
| Promenade at Downey              | S.E. Paul, Inc.                      | 12214 Lakewood Blvd              | Downey               | CA    | 90242 | (562) 401-1300 |
| Shops at Waterford               | Buena Vista Business Services, LP    | 4550 Tassajara Rd                | Dublin               | CA    | 94568 | (925) 556-1775 |
| Corona Valley Marketplace        | VStyles, Inc.                        | 7056 Archibald Ave               | Eastvale             | CA    | 92880 | (951) 280-3000 |
| Fletcher Hills Town and Center   | G Salons, Inc.                       | 2820 Fletcher Pkwy               | El Cajon             | CA    | 92020 | (619) 439-6459 |
| El Cerrito Plaza                 | Divine Kuts Inc.                     | 4030 El Cerrito Plaza            | El Cerrito           | CA    | 94530 | (510) 662-7676 |
| Village Square Center            | Great Group, LLC                     | 3955 Park Dr                     | El Dorado Hills      | CA    | 95762 | (916) 933-1635 |
| Green Valley Marketplace         | Great Group, LLC                     | 2201 Francisco Drive             | El Dorado Hills      | CA    | 95762 | (916) 294-7133 |
| Bel Air Village                  | Great Group, LLC                     | 8411A Elk Grove Florin Rd        | Elk Grove            | CA    | 95624 | (916) 681-7468 |
| Waterman Plaza                   | Great Group, LLC                     | 9385 Elk Grove Blvd              | Elk Grove            | CA    | 95624 | (916) 714-6780 |
| The Ridge                        | RSM Enterprises, Inc.                | 7520 Elk Grove Blvd              | Elk Grove            | CA    | 95757 | (916) 683-0889 |
| Encinitas Village                | Navish Inc                           | 123 N El Camino Real             | Encinitas            | CA    | 92024 | (760) 704-8062 |
| El Norte Parkway Plaza           | MB Holding, Inc.                     | 1032 W El Norte Pkwy             | Escondido            | CA    | 92026 | (760) 743-6775 |
| Fair Oaks Promenade              | RSM Enterprises, Inc.                | 8909 Madison Ave                 | Fair Oaks            | CA    | 95628 | (916) 966-8911 |
| Green Valley Crossing            | KCS Group, Inc.                      | 5055 Business Center Dr, Ste 109 | Fairfield            | CA    | 94534 | (707) 863-0970 |
| Waterman Village Shopping Center | KCS Group, Inc.                      | 2401 Waterman Blvd               | Fairfield            | CA    | 94534 | (707) 430-5234 |
| Broadstone Marketplace           | Great Group, LLC                     | 2784 E Bidwell St                | Folsom               | CA    | 95630 | (916) 984-2089 |
| Walmart Central                  | Great Group, LLC                     | 1014 Riley St                    | Folsom               | CA    | 95630 | (916) 817-8411 |
| Morningside Marketplace          | CA Business Systems Enterprise, Inc. | 14584 Baseline Ave               | Fontana              | CA    | 92336 | (909) 355-2855 |
| Sierra Lakes Marketplace         | VStyles, Inc.                        | 16595 Sierra Lakes Pkwy          | Fontana              | CA    | 92336 | (909) 356-9500 |
| Sierra Crossroads                | VStyles, Inc.                        | 11251 Sierra Ave                 | Fontana              | CA    | 92337 | (909) 355-5700 |
| Metro Center                     | Peninsula PE8071 LLC                 | 929 E Hillsdale Blvd             | Foster City          | CA    | 94404 | (650) 522-8433 |
| Freedom Center                   | Monterey Bay MB8281 LLC              | 2014 Freedom Blvd                | Freedom              | CA    | 95019 | (831) 536-4152 |
| Osgood Road                      | Buena Vista Business Services, LP    | 44029 Osgood Rd                  | Fremont              | CA    | 94539 | (510) 679-3476 |
| Mowry Landing Shopping Center    | Joistick, Inc.                       | 5017 Mowry Ave                   | Fremont              | CA    | 94538 | (510) 742-8883 |
| Woodward Pavilion                | Cadon Enterprises, LLC               | 8955 N Cedar Ave                 | Fresno               | CA    | 93720 | (559) 231-5883 |
| Arbor Faire                      | Cadon Enterprises, LLC               | 3392 W Shaw Ave                  | Fresno               | CA    | 93711 | (559) 375-1773 |
| Sunnyside Country Club Village   | Cadon Enterprises, LLC               | 5677 E Kings Canyon Rd           | Fresno               | CA    | 93727 | (559) 455-0100 |
| SC at Palms Bluff Center         | CAMP CLIPS, INC.                     | 7029 N Ingram Ave                | Fresno               | CA    | 93650 | (559) 435-3944 |
| Fullerton MetroCenter            | PK Equity Ventures, Inc              | 1537 S Harbor Blvd               | Fullerton            | CA    | 92832 | (714) 519-3052 |
| Galt Village Center              | KCS Group, Inc.                      | 10444 Twin Cities Rd             | Galt                 | CA    | 95632 | (209) 744-1445 |
| Town Place Shopping Center       | Joistick, Inc.                       | 791 1st St                       | Gilroy               | CA    | 95020 | (408) 842-0237 |
| Pine Creek Shopping Center       | RSM Enterprises, Inc.                | 664 Freeman Lane                 | Grass Valley         | CA    | 95949 | (530) 802-5161 |
| Glenbrook Plaza Grass Valley     | RSM Enterprises, Inc.                | 530 Sutton Way                   | Grass Valley         | CA    | 95945 | (530) 274-8911 |
| Centennial Plaza                 | CAMP CLIPS, INC.                     | 1864 W Lacey Blvd                | Hanford              | CA    | 93230 | (559) 589-0407 |
| Vineyard Plaza                   | Kesson Company, Inc./Withers         | 1017 Vine St                     | Healdsburg           | CA    | 95448 | (707) 433-6290 |
| Page Plaza                       | MB Holding, Inc.                     | 3519 W Stetson Ave               | Hemet                | CA    | 92545 | (951) 925-1161 |
| Walmart Supercenter Hesperia     | VStyles, Inc.                        | 13325 Main St                    | Hesperia             | CA    | 92345 | (760) 998-2800 |
| Villages at East Highland        | VStyles, Inc.                        | 28948 Greenspot Rd               | Highland             | CA    | 92346 | (909) 862-0428 |
| Hollister Farms                  | Buena Vista Business Services, LP    | 1210 East Park Street            | Hollister            | CA    | 95023 | (831) 821-6107 |
| Newland Center                   | S.E. Paul, Inc.                      | 19670 Beach Blvd                 | Huntington Beach     | CA    | 92648 | (657) 259-0059 |
| Brook-Adams Huntington Beach     | S.E. Paul, Inc.                      | 9842 Adams Ave                   | Huntington Beach     | CA    | 92646 | (714) 378-0027 |
| Breakwater                       | Clipper Ship, Inc.                   | 801 Palm Ave                     | Imperial Beach       | CA    | 91932 | (619) 271-0808 |
| Campus Plaza                     |                                      | 4513 Campus Dr                   | Irvine               | CA    | 92612 | (949) 854-4338 |
| Amador Ridge                     | Great Group, LLC                     | 12070 Industry Blvd              | Jackson              | CA    | 95642 | (209) 223-0050 |
| De Anza Country Plaza            | VStyles, Inc.                        | 7780 Limonite Ave                | Jurupa Valley        | CA    | 92509 | (951) 727-8742 |
| Plaza De La Canada               | Shear PK LCF, LLC                    | 633 Foothill Blvd                | La Canada Flintridge | CA    | 91011 | (747) 268-0069 |
| Rancho San Diego                 | Clipper Ship, Inc.                   | 3761 Avocado Blvd                | La Mesa              | CA    | 91941 | (619) 439-7816 |
| *La Quinta Walmart-In Store      | CC Cuts, Inc.                        | 79295 US Hwy 111                 | La Quinta            | CA    | 92253 | (760) 777-9827 |
| *The Village at La Quinta        | CC Cuts, Inc.                        | 50949 Washington St              | La Quinta            | CA    | 92253 | (760) 564-9990 |
| Gateway Point Center             | Shear PK LCF, LLC                    | 1235 Foothill Blvd               | La Verne             | CA    | 91750 | (909) 392-0006 |
| Mount Diablo                     | Sirous, Inc.                         | 3586 Mt Diablo Blvd              | Lafayette            | CA    | 94549 | (925) 376-9000 |
| Laguna Niguel Promenade          | Vuppula Inc.                         | 27901 La Paz Rd                  | Laguna Niguel        | CA    | 92677 | (949) 448-0093 |
| Lake Elsinore Marketplace        | MB Clips, Inc.                       | 29273 Central Ave                | Lake Elsinore        | CA    | 92532 | (951) 245-9811 |
| Lakewood Square                  | Tambry Ventures, LLC                 | 4049 Hardwick St                 | Lakewood             | CA    | 90712 | (562) 529-6100 |
| Lincoln Hills Town Center        | Hoopala, Inc.                        | 69 Lincoln Blvd                  | Lincoln              | CA    | 95648 | (916) 408-0351 |
| Lowe's Livermore                 | Buena Vista Business Services, LP    | 4227 1st St                      | Livermore            | CA    | 94551 | (925) 960-1182 |
| Vintner Square                   | SANAGA LLC                           | 1416 1st St                      | Livermore            | CA    | 94550 | (925) 454-0292 |
| Westgate Shopping Center         | KCS Group, Inc.                      | 307 S Lower Sacramento Rd        | Lodi                 | CA    | 95242 | (209) 334-0600 |
| Circle Center                    | Tambry Ventures, LLC                 | 2002 Ximeno Ave                  | Long Beach           | CA    | 90815 | (562) 985-0505 |
| Midtown Crossing                 | Provost Management LLC               | 4550 W Pico Blvd                 | Los Angeles          | CA    | 90019 | (323) 692-1479 |
| Eagle Rock Shopping Center       | Shear PK LCF, LLC                    | 4923 Eagle Rock Blvd             | Los Angeles          | CA    | 90041 | (323) 739-0881 |
| Los Banos                        | Briggs Clips, LLC                    | 1350 E Pacheco Blvd              | Los Banos            | CA    | 93635 | (209) 828-1521 |
| Cornerstone Shopping Center      | GraTer Clips, Inc.                   | 15992 Los Gatos Blvd             | Los Gatos            | CA    | 95032 | (408) 358-2232 |
| Mission Ridge                    | Ridgewood Enterprises, Inc.          | 1113 South Main St               | Manteca              | CA    | 95337 | (209) 239-0738 |
| Muir Station                     | All In Time, Inc.                    | 542 Center Ave                   | Martinez             | CA    | 94553 | (925) 229-2177 |
| Shoppes at the Lakes             | VStyles, Inc.                        | 29101 Newport Rd                 | Menifee              | CA    | 92584 | (951) 679-2400 |
| Newport Crossing                 | VStyles, Inc.                        | 26025 Newport Rd                 | Menifee              | CA    | 92584 | (951) 679-6091 |
| Sharon Heights Shopping Center   | Buena Vista Business Services, LP    | 325 Sharon Park Dr               | Menlo Park           | CA    | 94025 | (650) 763-3443 |
| Yosemite North                   | CAMP CLIPS, INC.                     | 3568 G St                        | Merced               | CA    | 95340 | (209) 384-8749 |
| Millbrae                         | RMCM Holdings, LLC                   | 979 Broadway Ave                 | Millbrae             | CA    | 94030 | (650) 552-9316 |
| Village One Plaza                | Mom and Two Daughters, Inc.          | 3020 Floyd Ave                   | Modesto              | CA    | 95355 | (209) 551-4411 |
| McHenry Village                  | Ridgewood Enterprises, Inc.          | 1700 McHenry Ave                 | Modesto              | CA    | 95350 | (209) 524-3421 |
| O'Brien's Shopping Center        | Ridgewood Enterprises, Inc.          | 4120 Dale Rd                     | Modesto              | CA    | 95356 | (209) 543-3867 |
| Huntington Plaza                 | PK Equity Ventures, Inc              | 452 W Huntington Dr              | Monrovia             | CA    | 91016 | (626) 303-2100 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                           | Address                        | City                   | State | Zip   | Phone          |
|---------------------------------|--------------------------------------|--------------------------------|------------------------|-------|-------|----------------|
| Del Monte Shopping Center       | Monterey Bay MB8281 LLC              | 393 Del Monte Ctr              | Monterey               | CA    | 93940 | (831) 655-3383 |
| Lawrence Oaks Village Center    | South Bay SB8072 LLC                 | 820 E Dunne Ave                | Morgan Hill            | CA    | 95037 | (408) 465-0180 |
| Mountain House Shopping Center  | Ridgewood Enterprises, Inc.          | 19681 Mountain House Pkwy      | Mountain House         | CA    | 95391 | (209) 221-0037 |
| Blossom Valley                  | South Bay SB8072 LLC                 | 1712 Miramonte Ave             | Mountain View          | CA    | 94040 | (650) 965-4247 |
| Plaza De Oro                    | MB Holding, Inc.                     | 23771 Washington Ave           | Murrieta               | CA    | 92562 | (951) 894-4740 |
| Murrieta Plaza                  | MB Holding, Inc.                     | 40428 Murrieta Hot Springs Rd  | Murrieta               | CA    | 92563 | (951) 816-3333 |
| Heritage Marketplace            | VStyles, Inc.                        | 28039 Scott Rd                 | Murrieta               | CA    | 92563 | (951) 672-0704 |
| Silverado Plaza                 | RSM Enterprises, Inc.                | 667 Trancas St                 | Napa                   | CA    | 94558 | (707) 224-9970 |
| South Napa Market Plaza         | RSM Enterprises, Inc.                | 263 Soscol Ave                 | Napa                   | CA    | 94559 | (707) 257-6467 |
| Norco Village                   | MB Holding, Inc.                     | 2420 River Rd                  | Norco                  | CA    | 92860 | (951) 735-2012 |
| University Plaza                | Provost Management LLC               | 18427 Nordhoff St              | Northridge             | CA    | 91325 | (818) 772-1000 |
| The Ridge                       | Sirous, Inc.                         | 5108 Broadway                  | Oakland                | CA    | 94611 | (510) 250-9966 |
| Oakley Town Center              |                                      | 2589 Main St                   | Oakley                 | CA    | 94561 | (925) 679-0279 |
| Mission Plaza                   | Majestic Clippers, Inc.              | 3825 Mission Ave               | Oceanside              | CA    | 92058 | (760) 754-2211 |
| Plaza Rancho Del Oro            | Navish Inc                           | 4140 Oceanside Blvd            | Oceanside              | CA    | 92056 | (760) 295-1998 |
| El Camino North                 | Navish Inc                           | 2525 Vista Way                 | Oceanside              | CA    | 92054 | (760) 696-3053 |
| New Haven Marketplace           | MB Holding, Inc.                     | 3480 E Ontario Ranch Rd        | Ontario                | CA    | 91761 | (909) 321-0069 |
| Orinda Village                  | Sirous, Inc.                         | 1 Camino Sobrante              | Orinda                 | CA    | 94563 | (925) 254-7474 |
| *Feather River Crossing         | Hoppin' Shears, Inc.                 | 375 Oro Dam Blvd E             | Oroville               | CA    | 95965 | (530) 533-2285 |
| The Rose                        | Ventura VE8031 LLC                   | 1941 N Rose Ave                | Oxnard                 | CA    | 93036 | (805) 600-1250 |
| Pacific Grove                   | Monterey Bay MB8281 LLC              | 184 Country Club Gate Ctr      | Pacific Grove          | CA    | 93950 | (831) 373-3233 |
| Linda Mar Shopping Center       | Peninsula PE8071 LLC                 | 1331 Linda Mar Shopping Center | Pacifica               | CA    | 94044 | (650) 738-9070 |
| *One Eleven Town Center         | CC Cuts, Inc.                        | 44-491 Town Center Way         | Palm Desert            | CA    | 92260 | (760) 674-0600 |
| *Stater Brothers Center         | CC Cuts, Inc.                        | 1717 East Vista Chino          | Palm Springs           | CA    | 92264 | (760) 464-0154 |
| *In-Store Palm Springs Walmart  | CC Cuts, Inc.                        | 5601 Ramon Rd                  | Palm Springs           | CA    | 92264 | (442) 268-9120 |
| *Smoke Tree Village             | CC Cuts, Inc.                        | 1775 E Palm Canyon Dr          | Palm Springs           | CA    | 92264 | (760) 327-9777 |
| Charleston Center               | Redpoint Salon Services, Inc.        | 3902 Middlefield Rd            | Palo Alto              | CA    | 94303 | (650) 493-2100 |
| Wells Fargo Plaza               | Central Coast CC8551 LLC             | 522 Spring St                  | Paso Robles            | CA    | 93446 | (805) 591-8221 |
| Patterson Walmart               | Ridgewood Enterprises, Inc.          | 1020 Sperry Ave                | Patterson              | CA    | 95363 | (209) 892-5494 |
| Perris Market Place             | RSR Services LLC                     | 1820 N Perris Blvd             | Perris                 | CA    | 92571 | (951) 940-1704 |
| Petaluma Gateway Center         | Kesson Company, Inc./Withers         | 929 Lakeville St               | Petaluma               | CA    | 94952 | (707) 774-6000 |
| Leghorn Marketplace             | Kesson Company, Inc./Withers         | 701 Sonoma Mountain Pkwy       | Petaluma               | CA    | 94954 | (707) 789-0910 |
| Pinole Vista Crossing           | Sirous, Inc.                         | 1386 Fitzgerald Dr             | Pinole                 | CA    | 94564 | (510) 243-0808 |
| Village Center at Rose          | RSR Services LLC                     | 850 N Rose Dr                  | Placentia              | CA    | 92870 | (657) 216-1120 |
| Missouri Flats Village          | Great Group, LLC                     | 3987 Missouri Flat Rd          | Placerville            | CA    | 95667 | (530) 622-2770 |
| The Courtyard                   | McFinance Advisory, Inc.             | 2186 Contra Costa Blvd         | Pleasant Hill          | CA    | 94523 | (925) 681-2547 |
| Pleasanton Gateway              | Sahar Enterprises, Inc.              | 6766 Bernal Ave                | Pleasanton             | CA    | 94566 | (925) 484-2547 |
| Rio Rancho Town Center          | Shear PK SA, LLC                     | 2047 Rancho Valley Dr.         | Pomona                 | CA    | 91766 | (909) 469-0111 |
| Porterville Marketplace         | Cadon Enterprises, LLC               | 1321 W. Henderson Ave          | Porterville            | CA    | 93257 | (559) 756-6499 |
| Poway Plaza                     | Alpha Clips LLC                      | 13315 Poway Rd                 | Poway                  | CA    | 92064 | (858) 746-4488 |
| Twin Peaks Plaza                | Malomar, Inc.                        | 14787 Pomerado Rd              | Poway                  | CA    | 92064 | (858) 486-0405 |
| Sunridge Plaza                  | Ridgewood Enterprises, Inc.          | 4022 Sunrise Blvd              | Rancho Cordova         | CA    | 95742 | (916) 985-4878 |
| Rivergate Plaza                 | Ridgewood Enterprises, Inc.          | 2350 Sunrise Blvd              | Rancho Cordova         | CA    | 95670 | (916) 822-4883 |
| Day Creek Marketplace           | CA Business Systems Enterprise, Inc. | 7210 Day Creek Blvd            | Rancho Cucamonga       | CA    | 91739 | (909) 646-7555 |
| *Country Club Village           | CC Cuts, Inc.                        | 40101 Monterey Ave             | Rancho Mirage          | CA    | 92270 | (760) 834-8054 |
| Santa Margarita Towne Center    | Vuppula Inc.                         | 30592 Santa Margarita Pkwy     | Rancho Santa Margarita | CA    | 92688 | (949) 888-9605 |
| *River Crossings Marketplace    | Hoppin' Shears, Inc.                 | 4861 Bechelli Lane             | Redding                | CA    | 96002 | (530) 605-0502 |
| *Placer Heights Shopping Center | Hoppin' Shears, Inc.                 | 3355 Placer St                 | Redding                | CA    | 96001 | (530) 319-3126 |
| Redlands Village                | VStyles, Inc.                        | 1785 E Lugonia Ave             | Redlands               | CA    | 92374 | (909) 794-9400 |
| Brookside Plaza                 | VStyles, Inc.                        | 1546 Barton Rd                 | Redlands               | CA    | 92373 | (909) 335-8333 |
| Woodside Plaza                  | Peninsula PE8071 LLC                 | 344 Woodside Plz               | Redwood City           | CA    | 94061 | (650) 298-9200 |
| Rialto Marketplace              | MATAZ USA LLC                        | 1310 S Riverside Ave           | Rialto                 | CA    | 92376 | (909) 440-5422 |
| Crossroads at Riverbank         | Mom and Two Daughters, Inc.          | 2441 Claribel Rd               | Riverbank              | CA    | 95367 | (209) 869-4910 |
| Canyon Crest Towne Center       | MB Holding, Inc.                     | 5225 Canyon Crest Dr           | Riverside              | CA    | 92507 | (951) 369-3458 |
| Madison Plaza                   | VStyles, Inc.                        | 3522 Madison St                | Riverside              | CA    | 92504 | (951) 351-0071 |
| Canyon Springs                  | VStyles, Inc.                        | 2712 Canyon Springs Pkwy       | Riverside              | CA    | 92507 | (951) 656-7090 |
| Orangetown Plaza                | VStyles, Inc.                        | 19510 Van Buren Blvd           | Riverside              | CA    | 92508 | (951) 656-7400 |
| Stanford Ranch Plaza            | Hoopala, Inc.                        | 3031 Stanford Ranch Rd         | Rocklin                | CA    | 95765 | (916) 435-3950 |
| Rocklin Crossing                | RSM Enterprises, Inc.                | 5494 Crossing Dr               | Rocklin                | CA    | 95677 | (916) 652-8911 |
| Sonoma Valley Plaza             | Kesson Company, Inc./Withers         | 360 Rohnert Park Expy W        | Rohnert Park           | CA    | 94928 | (707) 585-6390 |
| Fairway Target                  | Hoopala, Inc.                        | 10431 Fairway Dr               | Roseville              | CA    | 95678 | (916) 782-8141 |
| Panda Center                    | Hoopala, Inc.                        | 1450 Lead Hill Blvd            | Roseville              | CA    | 95661 | (916) 772-4244 |
| Crocker Ranch                   | Hoopala, Inc.                        | 9055 Woodcreek Oaks Blvd       | Roseville              | CA    | 95747 | (916) 772-5686 |
| Renaissance Creek               | Hoopala, Inc.                        | 8690 Sierra College Blvd       | Roseville              | CA    | 95661 | (916) 772-0999 |
| Plaza at Blue Oaks              | Hoopala, Inc.                        | 1990 Blue Oaks Blvd            | Roseville              | CA    | 95747 | (916) 886-2489 |
| University Village              | Great Group, LLC                     | 77 University Ave              | Sacramento             | CA    | 95825 | (916) 568-6000 |
| Crocker Village                 | Great Group, LLC                     | 3700 Crocker Drive             | Sacramento             | CA    | 95818 | (916) 455-8852 |
| Camellia Center                 | Great Group, LLC                     | 5718 Folsom Blvd               | Sacramento             | CA    | 95819 | (916) 455-3378 |
| Arden Square                    | Great Group, LLC                     | 3192 Arden Way                 | Sacramento             | CA    | 95825 | (916) 482-4155 |
| Delta Shores                    | Ridgewood Enterprises, Inc.          | 8152 Delta Shores Cir S        | Sacramento             | CA    | 95832 | (916) 665-2100 |
| Town and Country Village        | Ridgewood Enterprises, Inc.          | 2613 Marconi Ave               | Sacramento             | CA    | 95821 | (916) 481-3179 |
| Park Place Center               | Ridgewood Enterprises, Inc.          | 4660 Natomas Blvd              | Sacramento             | CA    | 95835 | (916) 419-8593 |
| Market West Shopping Center     | Ridgewood Enterprises, Inc.          | 3280 Arena Blvd                | Sacramento             | CA    | 95834 | (916) 418-4398 |
| Lake Crest Village              | RSM Enterprises, Inc.                | 1054 Florin Rd                 | Sacramento             | CA    | 95831 | (916) 429-7868 |
| Santa Rita Plaza                | Monterey Bay MB8281 LLC              | 1976 N Main St                 | Salinas                | CA    | 93906 | (831) 442-2547 |
| Lucky's Shopping Center         | Monterey Bay MB8281 LLC              | 1174 S Main St                 | Salinas                | CA    | 93901 | (831) 998-8597 |
| Campus Crossroads               | VStyles, Inc.                        | 5244 N University Pkwy         | San Bernardino         | CA    | 92407 | (909) 887-0028 |
| Torrey Hills                    | Alpha Clips LLC                      | 4653 Carmel Mountain Rd        | San Diego              | CA    | 92130 | (858) 299-9003 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                         | Address                       | City            | State | Zip   | Phone          |
|--------------------------------|------------------------------------|-------------------------------|-----------------|-------|-------|----------------|
| Scripps Ranch Marketplace      | Alpha Clips LLC                    | 10625 Scripps Poway Pkwy      | San Diego       | CA    | 92131 | (858) 740-3778 |
| Pacific Highlands Ranch        | Alpha Clips LLC                    | 5980 Village Way              | San Diego       | CA    | 92130 | (858) 740-3787 |
| Mira Mesa                      | Best Image, Inc.                   | 8250 Mira Mesa Blvd           | San Diego       | CA    | 92126 | (858) 397-2150 |
| Midway Towne Center            | Best Image, Inc.                   | 3960 W Point Loma Blvd        | San Diego       | CA    | 92110 | (619) 226-2547 |
| Pacific Plaza II               | Best Image, Inc.                   | 1888 Garnet Ave               | San Diego       | CA    | 92109 | (858) 483-2896 |
| Tierrasanta Town Center        | Best Image, Inc.                   | 10615 Tierrasanta Blvd        | San Diego       | CA    | 92124 | (858) 565-6585 |
| Palm Promenade                 | Clipper Ship, Inc.                 | 640 Dennerly Rd               | San Diego       | CA    | 92154 | (619) 349-3223 |
| Scripps Ranch Village          | Malomar, Inc.                      | 9980 Scripps Ranch Blvd       | San Diego       | CA    | 92131 | (858) 271-9705 |
| 4S Commons Town Center         | Malomar, Inc.                      | 10531 4S Commons Dr           | San Diego       | CA    | 92127 | (858) 924-9400 |
| Campus Plaza                   | Navish Inc                         | 6165 El Cajon Blvd            | San Diego       | CA    | 92115 | (619) 915-5130 |
| Marketplace in University City | Navish Inc                         | 3202 Governor Dr              | San Diego       | CA    | 92122 | (858) 453-6880 |
| Balboa Mesa Shopping Center    |                                    | 5407 Balboa Avenue            | San Diego       | CA    | 92111 | (858) 430-6262 |
| San Dimas Marketplace          | Suthar Investments, LLC            | 844 W Arrow Hwy               | San Dimas       | CA    | 91773 | (909) 599-1898 |
| Diamond Heights                | Peninsula PE8071 LLC               | 5214B Diamond Heights Blvd    | San Francisco   | CA    | 94131 | (415) 285-8852 |
| Mount San Jacinto Plaza        | PK Equity Ventures, Inc            | 1821 S San Jacinto Ave        | San Jacinto     | CA    | 92583 | (951) 484-3006 |
| Brokaw Commons                 | Buena Vista Business Services, LP  | 1085 E Brokaw Rd              | San Jose        | CA    | 95131 | (408) 441-0355 |
| Branham Plaza                  | Jotstick, Inc.                     | 171 Branham Ln                | San Jose        | CA    | 95136 | (408) 229-2547 |
| El Paseo Shopping Center       | Jotstick, Inc.                     | 1430 El Paseo De Saratoga     | San Jose        | CA    | 95130 | (408) 871-9333 |
| Evergreen Village Square       | Kazango, Inc.                      | 4055 Evergreen Village Sq     | San Jose        | CA    | 95135 | (408) 532-1849 |
| Camden Park                    | Kazango, Inc.                      | 2075 Camden Ave               | San Jose        | CA    | 95124 | (408) 565-8828 |
| Almaden Center                 | South Bay SB8072 LLC               | 6467 Almaden Expy             | San Jose        | CA    | 95120 | (408) 600-0049 |
| Foxworthy Shopping Center      | South Bay SB8072 LLC               | 1445 Foxworthy Ave            | San Jose        | CA    | 95118 | (408) 979-9902 |
| Greenhouse Marketplace         | Sahar Enterprises, Inc.            | 699 Lewelling Blvd            | San Leandro     | CA    | 94577 | (510) 895-5591 |
| Village Marketplace            | Sahar Enterprises, Inc.            | 1520 E 14th St                | San Leandro     | CA    | 94577 | (510) 878-1415 |
| Campus Marketplace             | Majestic Clippers, Inc.            | 342 S Twin Oaks Valley Rd     | San Marcos      | CA    | 92078 | (760) 744-4356 |
| Northgate One                  | Kesson Company, Inc./Withers       | 216 Northgate One             | San Rafael      | CA    | 94903 | (415) 479-1961 |
| Diablo Plaza                   | All In Time, Inc.                  | 2491 San Ramon Valley Blvd    | San Ramon       | CA    | 94583 | (925) 552-0970 |
| Bristol Plaza                  | Shear PK SA, LLC                   | 3341 S Bristol St             | Santa Ana       | CA    | 92704 | (714) 434-8121 |
| South Coast Marketplace        | Tambry Ventures, LLC               | 2841 W MacArthur Blvd         | Santa Ana       | CA    | 92704 | (714) 850-1840 |
| Lawrence & Monroe              | Buena Vista Business Services, LP  | 3555 Monroe St                | Santa Clara     | CA    | 95051 | (408) 684-8464 |
| Moonlite Shopping Center       | Jotstick, Inc.                     | 2720 El Camino Real           | Santa Clara     | CA    | 95051 | (408) 985-7895 |
| Almar Plaza                    | Buena Vista Business Services, LP  | 843 Almar Ave                 | Santa Cruz      | CA    | 95060 | (831) 420-3212 |
| Enos Ranch West                | Central Coast CC8551 LLC           | 451 E Betteravia Rd           | Santa Maria     | CA    | 93454 | (805) 925-2452 |
| Saint Francis                  | Kesson Company, Inc./Withers       | 140 Calistoga Rd              | Santa Rosa      | CA    | 95409 | (707) 230-2727 |
| Montgomery Village             | Kesson Company, Inc./Withers       | 750 Farmers Ln                | Santa Rosa      | CA    | 95405 | (707) 526-0152 |
| Raley's Marketplace            | Kesson Company, Inc./Withers       | 1425 Fulton Rd                | Santa Rosa      | CA    | 95403 | (707) 566-7111 |
| Coddington Shopping Center     | Kesson Company, Inc./Withers       | 345 B Coddington Ctr          | Santa Rosa      | CA    | 95401 | (707) 528-3343 |
| Mendocino Marketplace          | Kesson Company, Inc./Withers       | 2240 Mendocino Ave            | Santa Rosa      | CA    | 95403 | (707) 576-7203 |
| Annadel Shopping Center        | Kesson Company, Inc./Withers       | 2700 Yulupa Ave               | Santa Rosa      | CA    | 95405 | (707) 528-7333 |
| Santee Village Square          | GROUP4 CLIPS, LLC                  | 9665 Mission Gorge Rd         | Santee          | CA    | 92071 | (619) 258-5425 |
| Scotts Valley Square           | Buena Vista Business Services, LP  | 266 Mt Hermon Rd              | Scotts Valley   | CA    | 95066 | (831) 281-3308 |
| Old Ranch Town Center          | Tambry Ventures, LLC               | 12340 Seal Beach Blvd         | Seal Beach      | CA    | 90740 | (562) 493-2979 |
| Target/Trader Joe's Center     | Coastal Business Enterprises, Inc. | 2931 Cochran St               | Simi Valley     | CA    | 93065 | (805) 210-5600 |
| Maxwell Village                | Kesson Company, Inc./Withers       | 19217 Sonoma Hwy              | Sonoma          | CA    | 95476 | (707) 935-0100 |
| Timberhill's Shopping Center   | Ridgewood Enterprises, Inc.        | 1069 Mono Way                 | Sonoma          | CA    | 95370 | (209) 532-5166 |
| Park West Place                | KCS Group, Inc.                    | 10734 Trinity Parkway         | Stockton        | CA    | 95219 | (209) 910-9997 |
| Sunnyvale Safeway              | Buena Vista Business Services, LP  | 138 E El Camino Real          | Sunnyvale       | CA    | 94087 | (408) 457-8453 |
| Winchester Meadows             | MB Holding, Inc.                   | 40405 Winchester Rd           | Temecula        | CA    | 92591 | (951) 296-3744 |
| Red Hawk Parkway Plaza         | MB Holding, Inc.                   | 32065 Temecula Pkwy           | Temecula        | CA    | 92592 | (951) 303-8111 |
| Oakbrook Shopping Center       | Vuppula Inc.                       | 2024 I Avenida De Los Arboles | Thousand Oaks   | CA    | 91362 | (805) 380-0905 |
| Plaza Mayor                    | J. A. E. Investments, LLC          | 5009 Pacific Coast Hwy        | Torrance        | CA    | 90505 | (424) 275-9744 |
| Plaza Del Amo                  | Vuppula Inc.                       | 21021 Hawthorne Blvd          | Torrance        | CA    | 90503 | (310) 543-2996 |
| Tracy                          | Ridgewood Enterprises, Inc.        | 815 S Tracy Blvd              | Tracy           | CA    | 95376 | (209) 833-7111 |
| Grantline Commons              | Ridgewood Enterprises, Inc.        | 2108 W Grantline Rd           | Tracy           | CA    | 95377 | (209) 833-6024 |
| Tulare Marketplace             | K AND D PRO CLIPS LLC              | 2111 E Prosperity Ave         | Tulare          | CA    | 93274 | (559) 467-5081 |
| Monte Vista Crossing           | Ridgewood Enterprises, Inc.        | 2854 W Monte Vista Ave        | Turlock         | CA    | 95380 | (209) 634-4121 |
| Tustin Legacy                  | S.E. Paul, Inc.                    | 15160 Kensington Park Dr      | Tustin          | CA    | 92782 | (714) 852-3355 |
| Upland Town Center             | Suthar Investments, LLC            | 901 W Foothill Blvd           | Upland          | CA    | 91786 | (909) 608-7008 |
| Regency Park                   | KCS Group, Inc.                    | 601 Elmira Rd                 | Vacaville       | CA    | 95687 | (707) 448-3710 |
| The Village at Vacaville       | KCS Group, Inc.                    | 152 Browns Valley Pkwy        | Vacaville       | CA    | 95688 | (707) 448-0621 |
| River Oaks Shopping Center     | Coastal Business Enterprises, Inc. | 24321 Magic Mountain Pkwy     | Valencia        | CA    | 91355 | (661) 239-3757 |
| Tesoro Village                 | Provost Management LLC             | 23892 Copper Hill Dr          | Valencia        | CA    | 91354 | (661) 702-0099 |
| Victoria Plaza                 | Ventura VE8031 LLC                 | 6048 Telegraph Rd             | Ventura         | CA    | 93003 | (805) 654-0083 |
| Victor Valley Town Center      | MB Holding, Inc.                   | 17080 Bear Valley Rd          | Victorville     | CA    | 92395 | (760) 955-7501 |
| Crossroads at 395              | MB Holding, Inc.                   | 12274 Palmdale Rd             | Victorville     | CA    | 92392 | (760) 955-7800 |
| Visalia Marketplace            | CAMP CLIPS, INC.                   | 3549 W Noble Ave              | Visalia         | CA    | 93277 | (559) 625-4247 |
| Visalia Pavilions              | CAMP CLIPS, INC.                   | 3927 W Caldwell Ave           | Visalia         | CA    | 93277 | (559) 625-3522 |
| Vista Village                  | Malomar, Inc.                      | 30 W Main St                  | Vista           | CA    | 92084 | (760) 631-1136 |
| Ygnacio Plaza                  | Sirous, Inc.                       | 1833 Ygnacio Valley Rd        | Walnut Creek    | CA    | 94598 | (925) 210-0613 |
| Platt Village                  | Vuppula Inc.                       | 6416 Platt Ave                | West Hills      | CA    | 91307 | (818) 914-5275 |
| Westbridge Plaza               | Hoopala, Inc.                      | 2230 Lake Washington Blvd     | West Sacramento | CA    | 95691 | (916) 375-1390 |
| Friendly Hills Marketplace     | S.E. Paul, Inc.                    | 15305 Whittier Blvd           | Whittier        | CA    | 90603 | (562) 905-6010 |
| Bear Creek Village Center      | VStyles, Inc.                      | 36004 Hidden Springs Rd       | Wildomar        | CA    | 92595 | (951) 678-3740 |
| French Valley Village          | MB Holding, Inc.                   | 30724 Benton Road             | Winchester      | CA    | 92596 | (951) 926-5001 |
| Lakewood Shopping Center       | Kesson Company, Inc./Withers       | 9018 Brooks Rd S              | Windsor         | CA    | 95492 | (707) 836-8600 |
| Gibson Plaza                   | Ridgewood Enterprises, Inc.        | 1897 E Gibson Rd              | Woodland        | CA    | 95776 | (530) 669-7434 |
| Yuba City Marketplace          | RSM Enterprises, Inc.              | 1074 Harter Rd                | Yuba City       | CA    | 95993 | (530) 237-3122 |
| Yucaipa Marketplace            | VStyles, Inc.                      | 34050 Yucaipa Blvd            | Yucaipa         | CA    | 92399 | (909) 790-5500 |

GREAT CLIPS FRANCHISEES  
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| Salon Name                   | Franchisee                 | Address                    | City             | State | Zip   | Phone          |
|------------------------------|----------------------------|----------------------------|------------------|-------|-------|----------------|
| Cottonwood Mall              | Gallegos Enterprise, Inc.  | 3318 Clark St              | Alamosa          | CO    | 81101 | (719) 589-6890 |
| Whisper Village              | Clippers LLC               | 9075 Howell St             | Arvada           | CO    | 80005 | (303) 422-0957 |
| Westwoods Center             | Holtzman Enterprises, Inc. | 15570 W 64th Ave           | Arvada           | CO    | 80007 | (303) 420-6699 |
| Arvada Connection            | JCURVE-DENVER LLC          | 5220 Wadsworth Bypass      | Arvada           | CO    | 80002 | (303) 954-0694 |
| Shops at Tallgrass           | Cutters Class, Inc.        | 21699 E Quiney Ave         | Aurora           | CO    | 80015 | (303) 766-6880 |
| Buckley Plaza                | Cutters Class, Inc.        | 4343 S Buckley Rd          | Aurora           | CO    | 80015 | (303) 766-0488 |
| Smoky Hill                   | Cutters Class, Inc.        | 19751 E Smoky Hill Rd      | Aurora           | CO    | 80015 | (303) 693-5877 |
| Tower and Hampden            | Cutters Class, Inc.        | 18664 E Hampden Ave        | Aurora           | CO    | 80013 | (720) 876-0596 |
| Iliff & Buckley              | Cutters Class, Inc.        | 16950 East Iliff Avenue    | Aurora           | CO    | 80013 | (303) 751-2279 |
| Parker & Arapahoe            | Cutters Class, Inc.        | 6790 S Cornerstar Way      | Aurora           | CO    | 80016 | (720) 876-2223 |
| Southlands                   | Cutters Class, Inc.        | 23903 E Prospect Ave       | Aurora           | CO    | 80016 | (303) 766-8715 |
| Buckingham Village           | Holtzman Enterprises, Inc. | 1627 S Havana St           | Aurora           | CO    | 80012 | (720) 748-9379 |
| Plaza at Aurora Town Center  | Whobubs, Inc.              | 14103 E Exposition Ave     | Aurora           | CO    | 80012 | (303) 366-4912 |
| Iliff Commons                | Whobubs, Inc.              | 12101 E Iliff Ave          | Aurora           | CO    | 80014 | (303) 696-1561 |
| I-70 and Tower               | Whobubs, Inc.              | 3455 Salida St             | Aurora           | CO    | 80011 | (303) 371-5400 |
| Boulder                      | Holtzman Enterprises, Inc. | 2711 Arapahoe Ave          | Boulder          | CO    | 80302 | (303) 442-4854 |
| Table Mesa Shopping Center   | Holtzman Enterprises, Inc. | 607 S Broadway St          | Boulder          | CO    | 80305 | (303) 499-1259 |
| Brighton                     | Four Sails II, Inc.        | 841 S Kuner St             | Brighton         | CO    | 80601 | (303) 655-0328 |
| Safeway Marketplace          | Clippers LLC               | 6765 W 120th Ave           | Broomfield       | CO    | 80020 | (303) 466-4629 |
| Broomfield Corners           | Clippers LLC               | 4530 W 121st Ave           | Broomfield       | CO    | 80020 | (303) 465-1010 |
| Broadlands Marketplace       | Holtzman Enterprises, Inc. | 3700 W 144th Ave           | Broomfield       | CO    | 80020 | (303) 410-0844 |
| Vista Highlands              | Holtzman Enterprises, Inc. | 16860 Sheridan Pkwy        | Broomfield       | CO    | 80023 | (303) 658-0889 |
| Quail Creek                  | Holtzman Enterprises, Inc. | 2355 W 136th Ave           | Broomfield       | CO    | 80023 | (303) 450-0364 |
| Promenade at Castle Rock     | HEI of Colorado, LLC       | 4991 Factory Shops Blvd    | Castle Rock      | CO    | 80108 | (303) 660-6118 |
| Center at Plumcreek          | Holtzman Enterprises, Inc. | 834 S Perry St             | Castle Rock      | CO    | 80104 | (303) 688-3459 |
| Founders Marketplace         | Holtzman Enterprises, Inc. | 848 N Ridge Rd             | Castle Rock      | CO    | 80104 | (303) 362-1566 |
| Castle Pines                 | Whobubs, Inc.              | 7280 Lagae Rd              | Castle Rock      | CO    | 80108 | (303) 660-1871 |
| Arapahoe Village             | JCURVE-DENVER LLC          | 5210 E Arapahoe Rd         | Centennial       | CO    | 80122 | (303) 953-2372 |
| Quebec Village               | JCURVE-DENVER LLC          | 8223 S Quebec St           | Centennial       | CO    | 80112 | (303) 993-8434 |
| Streets at SouthGlenn        | JCURVE-DENVER LLC          | 2370 E Arapahoe Rd         | Centennial       | CO    | 80122 | (303) 362-0308 |
| Marketplace at Austin Bluffs | Nevans, Inc.               | 3624 Austin Bluffs Pkwy    | Colorado Springs | CO    | 80918 | (719) 528-5822 |
| Uintah Gardens               | Nevans, Inc.               | 1734 W Uintah St           | Colorado Springs | CO    | 80904 | (719) 577-4064 |
| Safeway East                 | Nevans, Inc.               | 2880 N Powers Blvd         | Colorado Springs | CO    | 80922 | (719) 573-6666 |
| Rockrimmon Shopping Center   | Nevans, Inc.               | 815 Village Center Dr      | Colorado Springs | CO    | 80919 | (719) 593-9500 |
| Cheyenne Montana             | Nevans, Inc.               | 6554 S Academy Blvd        | Colorado Springs | CO    | 80906 | (719) 576-2222 |
| Union Town Center            | Nevans, Inc.               | 8838 N Union Blvd          | Colorado Springs | CO    | 80920 | (719) 282-6002 |
| Hancock Plaza                | Nevans, Inc.               | 2850 S Academy Blvd        | Colorado Springs | CO    | 80916 | (719) 630-1940 |
| NorWood                      | Nevans, Inc.               | 6957 Austin Bluffs Pkwy    | Colorado Springs | CO    | 80923 | (719) 599-3663 |
| Claremont Ranch              | Nevans, Inc.               | 7935 Constitution Ave      | Colorado Springs | CO    | 80951 | (719) 559-4600 |
| Flying Horse                 | Nevans, Inc.               | 13560 Roller Coaster Rd    | Colorado Springs | CO    | 80921 | 719 633-5399   |
| Reunion Marketplace Center   | Holtzman Enterprises, Inc. | 15151 E 104th Ave          | Commerce City    | CO    | 80022 | (303) 287-0816 |
| Conifer Town Center          | Clippers LLC               | 27182 Main St              | Conifer          | CO    | 80433 | (303) 838-5622 |
| The Plaza at Cherry Creek    | A.M.P.P. II, Inc.          | 201 University Blvd        | Denver           | CO    | 80206 | (303) 321-6062 |
| 44th and Lowell              | JCURVE-DENVER LLC          | 3698 W 44th Ave            | Denver           | CO    | 80211 | (303) 458-1044 |
| Tiffany Plaza                | JCURVE-DENVER LLC          | 7800 E Hampden Ave         | Denver           | CO    | 80231 | (303) 220-1411 |
| Mayfair Center               | JCURVE-DENVER LLC          | 6237 E 14th Ave            | Denver           | CO    | 80220 | (303) 322-3709 |
| University Hills             | JCURVE-DENVER LLC          | 2730 S Colorado Blvd       | Denver           | CO    | 80222 | (303) 954-8618 |
| Lakeside Center              | JCURVE-DENVER LLC          | 5801 W 44th Ave            | Denver           | CO    | 80212 | (720) 389-8398 |
| Park Avenue Square           | KBAK Enterprises, LLC      | 757 E 20th Ave             | Denver           | CO    | 80205 | (303) 861-4148 |
| Bear Valley Mall             | Shear Sailing, Inc.        | 3100 S Sheridan Blvd       | Denver           | CO    | 80227 | (303) 934-6674 |
| Quebec Square                | Whobubs, Inc.              | 7505 E 35th Ave            | Denver           | CO    | 80238 | (303) 996-0664 |
| Conservatory Green           | Whobubs, Inc.              | 8271 E Northfield Blvd     | Denver           | CO    | 80238 | (303) 375-1687 |
| Edgewater Plaza              | JCURVE-DENVER LLC          | 1725 Sheridan Blvd         | Edgewater        | CO    | 80214 | (303) 237-2820 |
| South Clinton                | JCURVE-DENVER LLC          | 6787 S Clinton St          | Englewood        | CO    | 80112 | (303) 484-9876 |
| Bellevue Square              | JCURVE-DENVER LLC          | 4920 S Yosemite St         | Englewood        | CO    | 80111 | (303) 484-9698 |
| Centennial Center            | JCURVE-DENVER LLC          | 5050 S Federal Blvd        | Englewood        | CO    | 80110 | (303) 798-4346 |
| Trolley Square               | JCURVE-DENVER LLC          | 3319 S Broadway            | Englewood        | CO    | 80113 | (720) 788-7648 |
| River Point Shopping Center  | JCURVE-DENVER LLC          | 3702 River Point Pkwy      | Englewood        | CO    | 80110 | (720) 866-9324 |
| Nine Mile                    | Holtzman Enterprises, Inc. | 2934 Arapahoe Rd           | Erie             | CO    | 80026 | (720) 890-0608 |
| Falcon Highlands             | Nevans, Inc.               | 11605 Meridian Market View | Falcon           | CO    | 80831 | (719) 886-4300 |
| Firestone                    | Holtzman Enterprises, Inc. | 8110 Colorado Blvd         | Firestone        | CO    | 80504 | (303) 833-5773 |
| North College Marketplace    | HEI of Colorado, LLC       | 1820 N College Ave         | Fort Collins     | CO    | 80524 | (970) 416-7478 |
| Walmart Center               | VerdenStrand, LLC          | 4631 S Mason St            | Fort Collins     | CO    | 80525 | (970) 223-9696 |
| Cedarwood                    | VerdenStrand, LLC          | 1015 S Taft Hill Rd        | Fort Collins     | CO    | 80521 | (970) 224-2664 |
| Park Central                 | VerdenStrand, LLC          | 1600 S Lemay Ave           | Fort Collins     | CO    | 80525 | (970) 221-4244 |
| Front Range Village          | VerdenStrand, LLC          | 2842 Council Tree Ave      | Fort Collins     | CO    | 80525 | (970) 484-2050 |
| Fort Lupton                  | KBAK Enterprises, LLC      | 1200 Dexter St             | Fort Lupton      | CO    | 80621 | (303) 857-4165 |
| Mesa Ridge Marketplace       | Nevans, Inc.               | 6235 Sawcut Pt.            | Fountain         | CO    | 80817 | 719-598-3500   |
| Silverstone Marketplace      | Holtzman Enterprises, Inc. | 5901 Silverstone Dr        | Frederick        | CO    | 80504 | (720) 573-4879 |
| Glendale Center              | Holtzman Enterprises, Inc. | 320 S Colorado Blvd        | Glendale         | CO    | 80246 | (303) 321-6047 |
| Glenwood Meadows             | Peak 9 Enterprises, Inc.   | 20 Market St               | Glenwood Springs | CO    | 81601 | (970) 928-0560 |
| 6th and Colfax               | Gallegos Enterprise, Inc.  | 17120 W Colfax Ave         | Golden           | CO    | 80401 | (303) 278-0828 |
| Grand Junction Wellington    | Western Slope Salons LLC   | 2510 N 12th St             | Grand Junction   | CO    | 81501 | (970) 241-0491 |
| Grand Junction Redlands      | Western Slope Salons LLC   | 2500 Broadway              | Grand Junction   | CO    | 81503 | (970) 255-0200 |
| Grand Junction Rimrock       | Western Slope Salons LLC   | 2546 Rimrock Ave           | Grand Junction   | CO    | 81505 | (970) 245-1482 |
| Westlake Village             | HEI of Colorado, LLC       | 2032 35th Ave              | Greeley          | CO    | 80634 | (970) 330-4313 |
| Centerplace of Greeley       | HEI of Colorado, LLC       | 4530 Centerplace Dr        | Greeley          | CO    | 80634 | (970) 339-3660 |
| Northgate Village            | Holtzman Enterprises, Inc. | 7008 West 10th St          | Greeley          | CO    | 80634 | (970) 515-5922 |

GREAT CLIPS FRANCHISEES  
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| Salon Name                   | Franchisee                         | Address                     | City              | State | Zip   | Phone          |
|------------------------------|------------------------------------|-----------------------------|-------------------|-------|-------|----------------|
| Safeway Town Center          | Clippers LLC                       | 9249 S Broadway             | Highlands Ranch   | CO    | 80129 | (303) 791-5666 |
| Wildcat Reserve              | Clippers LLC                       | 2201 W Wildcat Reserve Pkwy | Highlands Ranch   | CO    | 80129 | (303) 346-1563 |
| Highland's Walk              | Clippers LLC                       | 4004 Red Cedar Dr           | Highlands Ranch   | CO    | 80126 | (303) 730-0040 |
| Belmar                       | Cutters Class, Inc.                | 650 S Wadsworth Blvd        | Lakewood          | CO    | 80226 | (303) 935-8966 |
| Lochwood Square              | JCURVE-DENVER LLC                  | 1535 S Kipling Pkwy         | Lakewood          | CO    | 80232 | (720) 475-1216 |
| Coal Mine Shopping Center    | AAC & MAC, Inc.                    | 6756 W Coal Mine Ave        | Littleton         | CO    | 80123 | (303) 972-0535 |
| Kencaryl and Simms           | Four Sails II, Inc.                | 7456 S Simms St             | Littleton         | CO    | 80127 | (303) 973-3595 |
| Chatfield and Wadsworth      | Four Sails, Inc.                   | 8156 S Wadsworth Blvd       | Littleton         | CO    | 80128 | (303) 972-6747 |
| Littleton Square             | Holtzman Enterprises, Inc.         | 40 W Littleton Blvd         | Littleton         | CO    | 80120 | (720) 866-8079 |
| Kipling Place                | JCURVE-DENVER LLC                  | 5924 S Kipling Pkwy         | Littleton         | CO    | 80127 | (303) 997-9559 |
| Southbridge Plaza            | JCURVE-DENVER LLC                  | 91 W Mineral Ave            | Littleton         | CO    | 80120 | (303) 997-8048 |
| Roxborough Marketplace       | United Salons LLC                  | 8351 Rampart Range Rd       | Littleton         | CO    | 80125 | (303) 912-4176 |
| Heritage Hills               | JCURVE-DENVER LLC                  | 9231 E Lincoln Ave          | Lone Tree         | CO    | 80124 | (720) 643-5093 |
| St. Vrain                    | Holtzman Enterprises, Inc.         | 965 S Hover Rd              | Longmont          | CO    | 80501 | (303) 485-0298 |
| Fox Creek Center             | Holtzman Enterprises, Inc.         | 1610 Pace St                | Longmont          | CO    | 80501 | (303) 772-5834 |
| North Hover Crossing         | Holtzman Enterprises, Inc.         | 1844 N Hover St             | Longmont          | CO    | 80501 | (303) 678-1851 |
| Louisville Plaza             | Holtzman Enterprises, Inc.         | 1355 E South Boulder Rd     | Louisville        | CO    | 80027 | (303) 665-7305 |
| Orchards Shopping Center     | HEI of Colorado, LLC               | 265 E 29th St               | Loveland          | CO    | 80538 | (970) 663-2362 |
| Loveland                     | Holtzman Enterprises, Inc.         | 1455 W Eisenhower Blvd      | Loveland          | CO    | 80537 | (970) 667-6630 |
| Montrose                     | Western Slope Salons LLC           | 1414 Hawk Pkwy              | Montrose          | CO    | 81401 | (970) 252-9416 |
| Parker and Lincoln           | United Salons LLC                  | 9811 S Parker Rd            | Parker            | CO    | 80134 | (303) 840-8662 |
| Pueblo Albertsons            | Nevans, Inc.                       | 1565 W US Highway 50        | Pueblo            | CO    | 81008 | (719) 542-6500 |
| Rifle Commons                | Peak 9 Enterprises, Inc.           | 900 Airport Rd              | Rifle             | CO    | 81650 | (970) 625-2577 |
| Rock Creek Village           | Holtzman Enterprises, Inc.         | 1623 E Coalton Ave          | Superior          | CO    | 80027 | (720) 304-0437 |
| Hilltop Village 2            | Clippers LLC                       | 4243 E 136th Ave            | Thornton          | CO    | 80602 | (303) 452-2664 |
| Lambertson Lakes             | KBAK Enterprises, LLC              | 877 Thornton Pkwy           | Thornton          | CO    | 80229 | (303) 451-6344 |
| Colorado Marketplace         | Shear Sailing, Inc.                | 3778 E 104th Ave            | Thornton          | CO    | 80233 | (720) 872-1770 |
| Mission Commons              | Clippers LLC                       | 7689 W 88th Ave             | Westminster       | CO    | 80005 | (303) 423-7422 |
| 104th & Federal              | Cutters Class, Inc.                | 10343 N Federal Blvd        | Westminster       | CO    | 80260 | (303) 466-4622 |
| Northview                    | JCURVE-DENVER LLC                  | 5084 W 92nd Ave             | Westminster       | CO    | 80031 | (720) 550-7521 |
| Hidden Lake                  | JCURVE-DENVER LLC                  | 7025 Sheridan Blvd          | Westminster       | CO    | 80003 | (303) 927-6482 |
| 32nd & Youngfield            | Cutters Class, Inc.                | 3352 Youngfield St          | Wheat Ridge       | CO    | 80033 | (303) 202-5222 |
| Arvada Ridge Marketplace     | JCURVE-DENVER LLC                  | 5091 Kipling Str            | Wheat Ridge       | CO    | 80033 | (303) 568-9329 |
| Windsor Safeway Center       | Gallegos Enterprise, Inc.          | 1525 Main St                | Windsor           | CO    | 80550 | (970) 686-2282 |
| Woodland Park Plaza          | Nevans, Inc.                       | 1117 E US Highway 24        | Woodland Park     | CO    | 80863 | (719) 686-1700 |
| Nod Brook Mall               | RP & KP LLC                        | 315 W Main St               | Avon              | CT    | 06001 | (860) 676-0065 |
| Bethel Big Y                 | New England Clippers, LLC          | 83 Stony Hill Rd            | Bethel            | CT    | 06801 | (203) 791-1109 |
| Everybody's Big Y Plaza      | Morning Investments, LLC           | 1035 S Main St              | Cheshire          | CT    | 06410 | (203) 250-0510 |
| Cromwell Square              | Morning Investments, LLC           | 51 Shunpike Road            | Cromwell          | CT    | 06416 | (860) 740-5085 |
| Shop Rite Plaza              | ZENOMES LLC                        | 49 Pershing Road            | Derby             | CT    | 06418 | (203) 493-4125 |
| Freshwater Stateline Plaza   |                                    | 130 Elm St                  | Enfield           | CT    | 06082 | (860) 253-0020 |
| Groton Shoppers Mart         | Morning Investments, LLC           | 985 Poquonnock Road         | Groton            | CT    | 06340 | (860) 574-9360 |
| Lisbon Crossing              | Morning Investments, LLC           | 193 River Road              | Lisbon            | CT    | 06351 | (860) 591-4736 |
| Washington Street Middletown | Morning Investments, LLC           | 808 Washington St           | Middletown        | CT    | 06457 | (860) 740-4126 |
| Adams Market Plaza           | NEC Woodmont, LLC                  | 1379 New Haven Ave          | Milford           | CT    | 06460 | (203) 283-5442 |
| Veterans Plaza               | Morning Investments, LLC           | 1 Kent Rd                   | New Milford       | CT    | 06776 | (860) 799-0455 |
| Norwichtown Commons          | RP & KP LLC                        | 42 Town Street              | Norwich           | CT    | 06360 | (860) 222-8595 |
| Shelton Big Y Marketplace    | Morning Investments, LLC           | 389 Bridgeport Ave          | Shelton           | CT    | 06484 | (203) 402-4100 |
| Southington Shopping Center  | RP & KP LLC                        | 235 Queen St                | Southington       | CT    | 06489 | (860) 628-4000 |
| Wallingford                  | GKG Inc.                           | 893 N Colony Rd             | Wallingford       | CT    | 06492 | (203) 265-7572 |
| Waterford Commons            | RP & KP LLC                        | 915 Hartford Turnpike       | Waterford         | CT    | 06385 | (860) 440-7020 |
| Bishop's Corner              | RP & KP LLC                        | 345 N Main St               | West Hartford     | CT    | 06117 | (860) 313-7982 |
| Starbucks Plaza              | RP & KP LLC                        | 1082 Silas Deane Hwy        | Wethersfield      | CT    | 06109 | (860) 529-0409 |
| Windsor Court                | RP & KP LLC                        | 1095 Kennedy Rd             | Windsor           | CT    | 06095 | (860) 285-8001 |
| NoMa                         | Takaluo LLC                        | 145 N St NE                 | Washington        | DC    | 20002 | (202) 680-4251 |
| Monroe Street Market         | TEW Cuts, LLC                      | 655 Michigan Ave NE         | Washington        | DC    | 20017 | (202) 450-6985 |
| CR Plaza                     | Folk Design Group, LLC             | 121 N Main St               | Camden            | DE    | 19934 | (302) 697-7375 |
| McGinnis Greene              | Emance of Delaware LLC             | 137 Jerome Dr               | Dover             | DE    | 19901 | (302) 677-1838 |
| Kent Eight Plaza             | Folk Design Group, LLC             | 1406 Forrest Ave            | Dover             | DE    | 19904 | (302) 736-8950 |
| *College Park Center         | Ten Sails LLC                      | 401 College Park Ln         | Georgetown        | DE    | 19947 | (302) 858-4871 |
| Limestone Crossing           | Emance of Delaware LLC             | 6292 Limestone Rd           | Hockessin         | DE    | 19707 | (302) 235-2887 |
| Junction at Westown Center   | Emance of Delaware LLC             | 611 Middletown Warwick Rd   | Middletown        | DE    | 19709 | (302) 449-1333 |
| Milford Plaza                | Emance of Delaware LLC             | 646 N Dupont Blvd           | Milford           | DE    | 19963 | (302) 422-4247 |
| Suburban Plaza               | Emance of Delaware LLC             | 212 Suburban Dr             | Newark            | DE    | 19711 | (302) 737-2887 |
| Smyrna Mart Shopping Center  | Emance of Delaware LLC             | 232 E Glenwood Ave          | Smyrna            | DE    | 19977 | (302) 514-9819 |
| First State Plaza            | Emance of Delaware LLC             | 1610 W Newport Pike         | Stanton           | DE    | 19804 | (302) 999-0094 |
| Midway Plaza Shopping Center | Emance of Delaware LLC             | 4705 Kirkwood Hwy           | Wilmington        | DE    | 19808 | (302) 995-2887 |
| Concord Square               | Emance of Delaware LLC             | 4235 Concord Pike           | Wilmington        | DE    | 19803 | (208) 298-9708 |
| Branmar Plaza                | H & J Clips, LLC                   | 1812 Marsh Rd               | Wilmington        | DE    | 19810 | (302) 394-6152 |
| *Alachua Market Place        | Alachua GC LLC                     | 16181 NW US Hwy 441         | Alachua           | FL    | 32615 | (386) 518-5454 |
| Gateway Crossing             | Florida Clips Inc.                 | 775 Gateway Dr              | Altamonte Springs | FL    | 32714 | (407) 292-2100 |
| Jamestown Place              | Gateway Clippers Holdings III, LLC | 931 N State Road 434        | Altamonte Springs | FL    | 32714 | (407) 682-6945 |
| Southshore Village           | FourFold Enterprises, Inc.         | 5068 N US Hwy 41            | Apollo Beach      | FL    | 33572 | (813) 296-1810 |
| Apollo Beach at Waterset     | FourFold Enterprises, Inc.         | 7058 Waterset Blvd          | Apollo Beach      | FL    | 33572 | (813) 397-1110 |
| Hunt Club                    | Gateway Clippers Holdings III, LLC | 456 Hunt Club Blvd          | Apopka            | FL    | 32703 | (407) 788-9524 |
| Rock Springs Plaza           | Gateway Clippers Holdings III, LLC | 1446 Rock Springs Rd        | Apopka            | FL    | 32712 | (407) 814-0556 |
| Crescent B Commons           | JAL Clippers, LLC                  | 42091 Cypress Pkwy          | Babcock Ranch     | FL    | 33982 | (239) 567-0398 |
| French Golden Gate           | Strategic Hair Investments, Inc.   | 165 E Van Fleet Dr          | Bartow            | FL    | 33830 | (863) 215-7300 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                             | Franchisee                         | Address                           | City              | State | Zip   | Phone           |
|----------------------------------------|------------------------------------|-----------------------------------|-------------------|-------|-------|-----------------|
| The Bluffs                             | Sunshine Clips, LLC                | 2838 W Bay Dr                     | Belleair Bluffs   | FL    | 33770 | (727) 314-4722  |
| Lakeside Loggers Run                   | TNT Jupiter Clips, Inc.            | 11640 W Palmetto Park Rd          | Boca Raton        | FL    | 33428 | (561) 765-5337  |
| West Winds at Boca Raton               | TS CHAI Holdings, LLC              | 9858 Glades Rd                    | Boca Raton        | FL    | 33434 | (561) 883-0580  |
| Bonita Grande Crossings                | WOO ENTERPRISES LLC                | 12870 Trade Way Four              | Bonita Springs    | FL    | 34135 | (239) 992-2540  |
| Springs Plaza                          | WOO ENTERPRISES LLC                | 8951 Bonita Beach Rd SE           | Bonita Springs    | FL    | 34135 | (239) 390-1840  |
| Boynton Plaza                          | Hancor Clips Three Inc.            | 143 1/2 North Congress Ave        | Boynton Beach     | FL    | 33426 | (561) 810-8200  |
| Aberdeen Square                        | Hancor Clips Three Inc.            | 4956-16 Le Chalet Blvd            | Boynton Beach     | FL    | 33436 | (561) 810-5667  |
| Shoppes of Boynton                     | Hancor Clips Three Inc.            | 2260 N Congress Ave               | Boynton Beach     | FL    | 33426 | (561) 631-0385  |
| Pinebrook Commons                      | JAL Clippers, LLC                  | 4844 Cortez Rd W                  | Bradenton         | FL    | 34210 | (941) 792-3509  |
| Fresh Market Promenade                 | JAL Clippers, LLC                  | 6773 Manatee Ave W                | Bradenton         | FL    | 34209 | (941) 896-3403  |
| Creekwood Crossing                     | TAP Investments, LLC               | 7321 52nd Place E                 | Bradenton         | FL    | 34203 | (941) 727-5503  |
| Kingsway Crossing                      | Gateway Clippers Holdings II, LLC  | 1244 Kingsway Rd                  | Brandon           | FL    | 33510 | (813) 661-1340  |
| Cortez Commons                         | Tampa Clippers 4, LLC              | 12922 Cortez Blvd                 | Brooksville       | FL    | 34613 | (352) 606-2976  |
| Callahan Plaza Shopping Center         | J.V.L. ClipX, Inc.                 | 450094 State Road 200             | Callahan          | FL    | 32011 | (904) 628-0685  |
| Milton St. Plaza                       | Archforward Partners, Inc.         | 4823 Milton St                    | Cape Coral        | FL    | 33904 | (239) 541-0766  |
| Santa Barbara Center                   | JAL Clippers, LLC                  | 106 Hancock Bridge Pkwy W         | Cape Coral        | FL    | 33991 | (239) 673-6929  |
| Midpoint Center                        | JAL Clippers, LLC                  | 2522 Santa Barbara Blvd           | Cape Coral        | FL    | 33914 | (239) 772-8665  |
| Coral Shores                           | JAL Clippers, LLC                  | 3015 SW Pine Island Rd            | Cape Coral        | FL    | 33991 | (239) 283-0710  |
| Coral Pointe                           | JAL Clippers, LLC                  | 1631 Del Prado Blvd S             | Cape Coral        | FL    | 33990 | (239) 424-8130  |
| Coral Walk                             | WOO ENTERPRISES LLC                | 1860 Pine Island Rd NE            | Cape Coral        | FL    | 33909 | (239) 573-0074  |
| Celebration Pointe                     | M & D Clips, LLC                   | 1709 Future Way                   | Celebration       | FL    | 34747 | (407) 566-0300  |
| Downtown Champions Gate                | Strategic Hair Investments, Inc.   | 8312 Champions Gate Blvd          | Champions Gate    | FL    | 33896 | (407) 809-3001  |
| Northwood Plaza                        | FourFold Enterprises, Inc.         | 2524-B N McMullen Booth Rd        | Clearwater        | FL    | 33761 | (727) 253-4975  |
| Sunset Point                           | Gateway Clippers Holdings II, LLC  | 23690 US Hwy 19 N                 | Clearwater        | FL    | 33765 | (727) 797-6611  |
| Clearwater Mall                        | Gateway Clippers Holdings II, LLC  | 2663 Gulf To Bay Blvd             | Clearwater        | FL    | 33759 | (727) 796-4200  |
| Golden Eagle Village                   | Florida Clips Inc.                 | 2430 US Hwy 27                    | Clermont          | FL    | 34714 | (352) 404-7866  |
| East Lake Town Center                  | Gateway Clippers Holdings III, LLC | 1736 E Highway 50                 | Clermont          | FL    | 34711 | (352) 243-7644  |
| Citrus Tower Village                   | Gateway Clippers Holdings III, LLC | 240 Citrus Tower Blvd             | Clermont          | FL    | 34711 | (352) 242-9981  |
| East Towne Center                      | Gateway Clippers Holdings III, LLC | 13900 County Rd 455               | Clermont          | FL    | 34711 | (407) 614-8505  |
| Cornerstone Plaza                      | Florida Clips Inc.                 | 5675 N Atlantic Ave               | Cocoa Beach       | FL    | 32931 | (321) 613-4783  |
| Turtle Crossing                        | RCKK Holdings, Inc.                | 4340 N State Rd 7                 | Coral Springs     | FL    | 33063 | (954) 753-1191  |
| North Springs Plaza                    | RCKK Holdings, Inc.                | 9620 Westview Dr                  | Coral Springs     | FL    | 33076 | (954) 753-4787  |
| Northcrest Publix                      | Alabama Clips, LLC                 | 1375 N Feron Blvd                 | Crestview         | FL    | 32536 | (850) 306-2468  |
| Loughman Crossing                      | Strategic Hair Investments, Inc.   | 6095 Hwy 17-92N                   | Davenport         | FL    | 33896 | (863) 937-1901  |
| Champions Crossing                     | Strategic Hair Investments, Inc.   | 1160 Champions Dr.                | Davenport         | FL    | 33897 | (863) 937- 1902 |
| Shoppes at Williamson                  | Florida Clips Inc.                 | 2071 LPGA Blvd                    | Daytona Beach     | FL    | 32117 | (386) 238-9384  |
| Country Club Corners                   | Gateway Clippers Holdings III, LLC | 2441 S Woodland Blvd              | DeLand            | FL    | 32720 | (386) 279-7663  |
| North Deland                           | Gateway Clippers Holdings III, LLC | 305 E International Speedway Blvd | DeLand            | FL    | 32724 | (386) 279-0711  |
| Delray Square II                       | Totallee Holdings LLC              | 4753 W Atlantic Ave               | Delray Beach      | FL    | 33445 | (561) 332-3013  |
| Dupont Lakes                           | Gateway Clippers Holdings III, LLC | 2783 Elkcarn Blvd                 | Deltona           | FL    | 32738 | (386) 532-1121  |
| Saxon Sterling Shops                   |                                    | 1573 Saxon Blvd                   | Deltona           | FL    | 32725 | (386) 218-3587  |
| Caladesi Shopping Center               | FourFold Enterprises, Inc.         | 938 Curlew Rd                     | Dunedin           | FL    | 34698 | (727) 734-1035  |
| Florida Shores Shopping Center         | Florida Clips Inc.                 | 108 Indian River Blvd             | Edgewater         | FL    | 32141 | (386) 957-3444  |
| Merchants Crossing                     | JAL Clippers, LLC                  | 1500 Placida Rd                   | Englewood         | FL    | 34223 | (941) 460-3320  |
| Grande Oaks Shoppe                     | WOO ENTERPRISES LLC                | 20301 Grande Oak Shoppes Blvd     | Estero            | FL    | 33928 | (239) 948-4785  |
| Sorrento Hills Village Shopping Center | Larlin Enterprise, Inc.            | 24406 SR 44                       | Eustis            | FL    | 32736 | (352) 357-2353  |
| Eustis Village Shopping Center         | Larlin Enterprise, Inc.            | 2862 David Walker Dr              | Eustis            | FL    | 32726 | (352) 589-0689  |
| Island Walk Shopping Center            | Hancor Clips Two Inc.              | 1922 S 14th St                    | Fernandina Beach  | FL    | 32034 | (904) 844-2616  |
| Fleming Island                         | JAG Salons, Inc.                   | 1545 County Road 220              | Fleming Island    | FL    | 32003 | (904) 278-7660  |
| Forum Centre                           | Archforward Partners, Inc.         | 3398 Forum Blvd                   | Fort Myers        | FL    | 33905 | (239) 931-3899  |
| Southpointe Commons                    | JAL Clippers, LLC                  | 5999 S Pointe Blvd                | Fort Myers        | FL    | 33919 | (239) 267-2224  |
| Gladiolus Gateway                      | WOO ENTERPRISES LLC                | 11600 Gladiolus Drive             | Fort Myers        | FL    | 33908 | (239) 245-7879  |
| Gladiolus Crossing                     | WOO ENTERPRISES LLC                | 8660 Gladiolus Dr                 | Fort Myers        | FL    | 33908 | (239) 226-4247  |
| Shoppes at Plantation                  | WOO ENTERPRISES LLC                | 6810 Shoppes at Plantation Dr     | Fort Myers        | FL    | 33912 | (239) 225-2887  |
| Gulf Coast Town Center                 | WOO ENTERPRISES LLC                | 9924 Gulf Coast Main St           | Fort Myers        | FL    | 33913 | (239) 415-7703  |
| Shoppes at Paradise Pointe             | Alabama Clips, LLC                 | 255 Miracle Strip Pkwy SE         | Fort Walton Beach | FL    | 32548 | (850) 362-7111  |
| *The Shoppes at Freeport               | Alabama Clips, LLC                 | 16400 US Highway 331S             | Freeport          | FL    | 32439 | (850) 880-6801  |
| *Esplanade at Butler Plaza             | G5975 GC, LLC                      | 3240 SW 35th Blvd                 | Gainesville       | FL    | 32608 | (352) 336-0650  |
| *Plaza Verde                           | G5977 GC, LLC                      | 1511 NW 23rd Ave                  | Gainesville       | FL    | 32605 | (352) 375-6066  |
| *Haile Village North                   | G5978 GC, LLC                      | 2645 SW 91st St                   | Gainesville       | FL    | 32608 | (352) 331-1005  |
| *Park Avenue Shops                     | Tioga GC LLC                       | 8181 NW 39th Ave                  | Gainesville       | FL    | 32606 | (352) 554-5182  |
| River Bridge Centre                    | Hancor Clips Three Inc.            | 6744 Forest Hill Blvd             | Greenacres        | FL    | 33413 | (561) 328-8145  |
| Shoppes of Eagle Ridge                 | M & D Clips, LLC                   | 7965 State Rd 50                  | Groveland         | FL    | 34736 | (352) 429-0014  |
| Tiger Point Pavilion                   | Wildfire, LLC                      | 1478 Tiger Park Lane              | Gulf Breeze       | FL    | 32563 | (850) 565-5277  |
| Shoppes of Citrus Hills                | Sahajanand Salon LLC               | 2615 N Forest Ridge Blvd          | Hernando          | FL    | 34442 | (352) 513-3339  |
| Island Crossings Center                | TNT Jupiter Clips, Inc.            | 11762 SE FEDERAL HWY              | Hobe Sound        | FL    | 33455 | (772) 245-8673  |
| West Lake Commons                      | Horizon Line Investments LLC       | 1754 Sheridan St                  | Hollywood         | FL    | 33020 | (954) 404-6817  |
| Shoppes at Sugarmill Woods             | Gateway Clippers Holdings LLC      | 9441 S Suncoast Blvd              | Homosassa         | FL    | 34446 | (352) 513-3766  |
| Hays Road Town Center                  | P9023 GC, LLC                      | 14851 State Road 52               | Hudson            | FL    | 34669 | (727) 856-7800  |
| Plaza of The Oaks                      | Tampa Clippers 6, LLC              | 8942 State Rd 52                  | Hudson            | FL    | 34669 | (727) 378-3135  |
| Roosevelt Square                       | CLIPCUTS CORPORATION               | 4495 Roosevelt Blvd               | Jacksonville      | FL    | 32210 | (904) 572-9333  |
| Kernan Square                          | CLIPCUTS II CORPORATION            | 12620 Beach Blvd                  | Jacksonville      | FL    | 32246 | (904) 475-2922  |
| Cobblestone Plaza                      | CLIPCUTS II CORPORATION            | 3031 Monument Rd                  | Jacksonville      | FL    | 32225 | (904) 250-5445  |
| Deerwood Lakes                         | CLIPCUTS II CORPORATION            | 4372 Southside Blvd               | Jacksonville      | FL    | 32216 | (904) 647-7740  |
| Gateway Village at Town Center         | CLIPCUTS III CORPORATION           | 10618 Deerwood Park Blvd.         | Jacksonville      | FL    | 32256 | (904) 329-2162  |
| Collins Plaza                          | Golden Isles R.I.C.E., LLC         | 7091 Collins Rd                   | Jacksonville      | FL    | 32244 | (904) 723-1177  |
| Oakleaf Plantation Center              | Hancor Clips Two Inc.              | 9526 Argyle Forest Blvd           | Jacksonville      | FL    | 32222 | (904) 317-4557  |
| River City Marketplace                 | Hancor Clips, LLC                  | 790 Skymarks Dr                   | Jacksonville      | FL    | 32218 | (904) 900-3831  |



GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                         | Franchisee                        | Address                          | City               | State | Zip   | Phone          |
|------------------------------------|-----------------------------------|----------------------------------|--------------------|-------|-------|----------------|
| John's Creek Shopping Center       | Hancor Clips, LLC                 | 2849 County Road 210 W           | Jacksonville       | FL    | 32259 | (904) 230-0035 |
| Atlantic North                     | J.V.L. ClipX, Inc.                | 11957 Atlantic Blvd              | Jacksonville       | FL    | 32225 | (904) 646-0750 |
| Mandarin Central S/C               | J.V.L. ClipX, Inc.                | 11018 Old Saint Augustine Rd     | Jacksonville       | FL    | 32257 | (904) 292-2383 |
| Julington Creek                    | Leap Cuts, LLC                    | 2750 Race Track Rd               | Jacksonville       | FL    | 32259 | (904) 287-6022 |
| The Exchange at eTown              | M2 Salon Holdings LLC             | 11025 Etown Pkwy                 | Jacksonville       | FL    | 32256 | (904) 660-2018 |
| Deerwood Village Mall              | Sunny Clippers, Inc.              | 9936 Old Baymeadows Rd           | Jacksonville       | FL    | 32256 | (904) 503-3672 |
| Crown Point                        | The Yatt Club, Inc.               | 10111 San Jose Blvd              | Jacksonville       | FL    | 32257 | (904) 260-6636 |
| Pablo Plaza                        | Leap Cuts, LLC                    | 2220 3rd St S                    | Jacksonville Beach | FL    | 32250 | (904) 853-5493 |
| JAX Beach Publix                   | Sunny Clippers, Inc.              | 408 Beach Blvd                   | Jacksonville Beach | FL    | 32250 | (904) 853-6042 |
| Poinciana Shoppes                  | Boland Management Group, LLC      | 4638 Pleasant Hill Rd            | Kissimmee          | FL    | 34759 | (407) 785-2429 |
| Kissimmee West                     | Gateway Clippers Holdings III, LL | 4797 W Irlo Bronson Memorial Hwy | Kissimmee          | FL    | 34746 | (407) 397-2800 |
| The Crosslands                     | M & D Clips, LLC                  | 690 Centerview Blvd              | Kissimmee          | FL    | 34741 | (407) 201-2552 |
| Gleason Place                      | Golden Isles R.I.C.E., LLC        | 189 NW Hutton Pl                 | Lake City          | FL    | 32055 | (386) 487-5144 |
| Lake Mary Centre                   | Gateway Clippers Holdings III, LL | 3889 Lake Emma Rd                | Lake Mary          | FL    | 32746 | (407) 333-4486 |
| Cornerstone at Lake Mary           | Gateway Clippers Holdings III, LL | 849 Rinehart Rd                  | Lake Mary          | FL    | 32746 | (407) 324-2737 |
| Plaza at Lake Park                 | TNT Jupiter Clips, Inc.           | 1244 Northlake Blvd              | Lake Park          | FL    | 33403 | (561) 515-5410 |
| Shoppes on the Ridge               | Lake Wales of GC, LLC             | 24057 US Hwy 27                  | Lake Wales         | FL    | 33859 | (863) 676-9100 |
| Marketplace at Wycliffe            | Hancor Clips Three Inc.           | 4095 South State Rd 7            | Lake Worth         | FL    | 33449 | (561) 323-2662 |
| Shoppes of Lake Miriam Cross       | 39th Ave GC, LLC                  | 4747 S Florida Ave               | Lakeland           | FL    | 33813 | (863) 644-0953 |
| Highland City Towncenter           | Highland GC, LLC                  | 5175 US Hwy 98 S                 | Lakeland           | FL    | 33812 | (863) 644-3075 |
| Publix at County Line Road         | PDGC of Manatee, LLC              | 5170 County Line Rd              | Lakeland           | FL    | 33811 | (863) 646-0011 |
| Target Center                      | Strategic Hair Investments, Inc.  | 3540 Harden Blvd                 | Lakeland           | FL    | 33803 | (863) 617-7010 |
| Plantation Square                  | Strategic Hair Investments, Inc.  | 5355 N Socrum Loop Rd            | Lakeland           | FL    | 33809 | (863) 937-1900 |
| High Glen                          | Strategic Hair Investments, Inc.  | 2018 E County Rd 540A            | Lakeland           | FL    | 33813 | (863) 209-6348 |
| Town and Country Square            | TNC GC, LLC                       | 2274 Griffin Rd                  | Lakeland           | FL    | 33810 | (863) 940-4876 |
| Lakewood Ranch Plaza               | JAL Clippers, LLC                 | 8370 Market St                   | Lakewood Ranch     | FL    | 34202 | (941) 893-5838 |
| University Corners                 | JAL Clippers, LLC                 | 8437 Lorraine Rd                 | Lakewood Ranch     | FL    | 34202 | (941) 241-8379 |
| White Eagle                        | JAL Clippers, LLC                 | 13228 SR 64 E                    | Lakewood Ranch     | FL    | 34211 | (941) 201-4982 |
| Publix at Braden River             | PD Clips LLC                      | 14539 State Road 70 East         | Lakewood Ranch     | FL    | 34202 | (941) 243-3688 |
| Arbor Square                       | FourFold Enterprises, Inc.        | 7818 Land O Lakes Blvd           | Land O Lakes       | FL    | 34638 | (813) 693-4247 |
| Seminole Oaks                      | Gateway Clippers Holdings III, LL | 10340 Seminole Blvd              | Largo              | FL    | 33778 | (727) 398-7380 |
| Bardmoor Promenade                 | Gateway Clippers Holdings LLC     | 10801 Starkey Rd                 | Largo              | FL    | 33777 | (727) 393-1234 |
| Alafia Commons                     | FourFold Enterprises, Inc.        | 5631 Circa FishHawk Blvd         | Lithia             | FL    | 33547 | (813) 502-5980 |
| Loxahatchee Groves                 | CRT Clips, LLC                    | 15673 Southern Blvd              | Loxahatchee Groves | FL    | 33470 | (561) 225-1313 |
| Shoppes at Grand Cypress           | FourFold Enterprises, Inc.        | 23388 State Road 54              | Lutz               | FL    | 33549 | (813) 949-5999 |
| Van Dyke Commons                   | Gateway Clippers Holdings III, LL | 17469 N Dale Mabry Hwy           | Lutz               | FL    | 33548 | (813) 962-3737 |
| Shoppes at Sunlake Centre          | Suncoast Clips, Inc.              | 18911 State Rd 54                | Lutz               | FL    | 33558 | (813) 949-0328 |
| Maccleenny Walmart SuperCenter     | Shear Style Salons, LLC           | 9252 S State Road 228            | Maccleenny         | FL    | 32063 | (904) 653-2547 |
| Viera Colonnade Shops              | Laurant Enterprises, Inc.         | 2338 Citadel Way                 | Melbourne          | FL    | 32940 | (321) 735-7567 |
| Addison Center                     | Laurant Enterprises, Inc.         | 7645 Stadium Pkwy                | Melbourne          | FL    | 32940 | (321) 425-2179 |
| Wickham Park Commons Retail        | SV Clips LLC                      | 3600 N Wickham Rd                | Melbourne          | FL    | 32935 | (321) 428-3701 |
| Middleburg Plantation Crossing     | Golden Isles R.I.C.E., LLC        | 1545 Branan Field Rd             | Middleburg         | FL    | 32068 | (904) 406-0419 |
| Middleburg Winn Dixie Plaza        | JAG Salons, Inc.                  | 2710 Blanding Blvd               | Middleburg         | FL    | 32068 | (904) 606-2264 |
| Milton Dogwood Publix              | Wildfire, LLC                     | 5826 Dogwood Dr                  | Milton             | FL    | 32570 | (850) 665-4137 |
| Hills at Minneola                  | Gateway Clippers Holdings III, LL | 1683 N. Hancock Rd               | Minneola           | FL    | 34715 | (352) 223-0318 |
| Monarch Town Center                | MBT Group LLC                     | 12643 Miramar Pkwy               | Miramar            | FL    | 33027 | (754) 888-9291 |
| Loch Leven Landing                 | Gateway Clippers Holdings III, LL | 18973 US Hwy 441                 | Mount Dora         | FL    | 32757 | (352) 735-0300 |
| Shoppes at Hammock Cove            | Archforward Partners, Inc.        | 4362 Thomasson Dr                | Naples             | FL    | 34112 | (239) 732-6881 |
| Riverchase Plaza                   | Archforward Partners, Inc.        | 11208 Tamiami Trl N              | Naples             | FL    | 34110 | (239) 514-0728 |
| King Lakes Plaza                   | FourFold Enterprises, Inc.        | 4866 Davis Blvd                  | Naples             | FL    | 34112 | (239) 732-7466 |
| Freedom Square                     | FourFold Enterprises, Inc.        | 12691 Tamiami Tr E               | Naples             | FL    | 34113 | (239) 530-1126 |
| Shoppes of Pebblebrooke            | FourFold Enterprises, Inc.        | 15275 Collier Blvd               | Naples             | FL    | 34119 | (239) 455-0851 |
| Berkshire Commons                  | FourFold Enterprises, Inc.        | 7079 Radio Rd                    | Naples             | FL    | 34104 | (239) 353-7230 |
| Pine Ridge                         | FourFold Enterprises, Inc.        | 2275 Pine Ridge Rd               | Naples             | FL    | 34109 | (239) 566-1024 |
| Fiddlers Creek Plaza               | SK CLIPPERS CORP                  | 15050 Sandpiper Dr.              | Naples             | FL    | 34114 | (239) 384-9587 |
| Seminole Shoppes                   | Sunny Clippers, Inc.              | 630 Atlantic Blvd                | Neptune Beach      | FL    | 32266 | (904) 746-3765 |
| Ridge Plaza                        | Tampa Clippers 3, LLC             | 8655 Little Rd                   | New Port Richey    | FL    | 34654 | (727) 232-2859 |
| Victory Square                     | Florida Clips Inc.                | 1857 State Rd 44 W               | New Smyrna Beach   | FL    | 32168 | (386) 434-5110 |
| Nokomis Village                    | JAL Clippers, LLC                 | 1095 Tamiami Trl N               | Nokomis            | FL    | 34275 | (941) 218-6663 |
| The Shoppes at Del Prado           | JAL Clippers, LLC                 | 17966 N Tamiami Trl              | North Fort Myers   | FL    | 33903 | (239) 543-1670 |
| Tuscola Commons                    | JAL Clippers, LLC                 | 5670 Tuscola Blvd                | North Port         | FL    | 34287 | (941) 876-3564 |
| Shoppes of Heron Creek             | TAP Investments, LLC              | 1179 N Sumter Blvd               | North Port         | FL    | 34286 | (941) 423-2550 |
| Six Gun Corners                    | Hari Salon LLC                    | 2400 Northeast 49th Terrace      | Ocala              | FL    | 34470 | (352) 304-6711 |
| Market at Cherrywood               | Harikrishna Salon LLC             | 9570 SW 62nd Ave                 | Ocala              | FL    | 34476 | (352) 237-7781 |
| Oakridge Plaza                     | M & D Clips, LLC                  | 9590 SW Highway 200              | Ocala              | FL    | 34481 | (352) 237-1918 |
| Grand Oaks Town Center             | Radheji Salon LLC                 | 2575 SW 42nd St                  | Ocala              | FL    | 34471 | (352) 291-1616 |
| Ocoee                              | Gateway Clippers Holdings III, LL | 1586 E Silver Star Rd            | Ocoee              | FL    | 34761 | (407) 296-2299 |
| Westyn Bay                         | M & D Clips, LLC                  | 2222 Ocoee Apopka Rd             | Ocoee              | FL    | 34761 | (407) 347-7553 |
| Starkey Ranch Town Square          | Suncoast Clips, Inc.              | 13549 State Rd 54                | Odessa             | FL    | 33556 | (813) 749-0795 |
| Crowne Centre                      | Gateway Clippers Holdings III, LL | 2566 Enterprise Rd               | Orange City        | FL    | 32763 | (386) 774-5002 |
| Pine Tree Plaza                    | J.V.L. ClipX, Inc.                | 410 Blanding Blvd                | Orange Park        | FL    | 32073 | (904) 272-2667 |
| Oakleaf Commons                    | JAG Salons, Inc.                  | 1075 Oakleaf Plantation Pkwy     | Orange Park        | FL    | 32065 | (904) 214-3730 |
| Clay Plaza                         | JAG Salons, Inc.                  | 1339 Blanding Blvd               | Orange Park        | FL    | 32065 | (904) 375-2521 |
| Williamsburg Downs Shopping Center | AZAAN & ARYA INVESTMENTS          | 5442 Central Florida Pkwy        | Orlando            | FL    | 32821 | (407) 778-1058 |
| Market at Southside                | Gateway Clippers Holdings III, LL | 2849 S Orange Ave                | Orlando            | FL    | 32806 | (407) 649-9870 |
| Hunter's Creek                     | Gateway Clippers Holdings III, LL | 3932 Town Center Blvd            | Orlando            | FL    | 32837 | (407) 812-6933 |
| The Grove                          | Gateway Clippers Holdings III, LL | 4848 S Apopka-Vineland Rd        | Orlando            | FL    | 32819 | (407) 909-1730 |
| Waterford Lakes                    | Gateway Clippers Holdings III, LL | 310 N Alafaya Trl                | Orlando            | FL    | 32828 | (407) 275-9901 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                        | Address                       | City               | State | Zip   | Phone          |
|---------------------------------|-----------------------------------|-------------------------------|--------------------|-------|-------|----------------|
| Super Target at Hunters Creek   | Gateway Clippers Holdings III, LL | 2085 Town Center Blvd         | Orlando            | FL    | 32837 | (407) 859-4233 |
| Conway Crossings                | Gateway Clippers Holdings III, LL | 4457 Hoffner Ave              | Orlando            | FL    | 32812 | (407) 251-9697 |
| Andover Lakes                   | Gateway Clippers Holdings III, LL | 10232 Curry Ford Rd           | Orlando            | FL    | 32825 | (407) 382-8030 |
| Towncenter at O-town West       | Gateway Clippers Holdings III, LL | 8695 Fenton Street            | Orlando            | FL    | 32836 | (407) 250-4411 |
| Storey Park Shopping Center     | Gateway Clippers Holdings III, LL | 11216 Dowden Rd               | Orlando            | FL    | 32832 | (407) 575-2212 |
| Lake Hart                       | Gateway Clippers Holdings III, LL | 10727 Narcoossee Rd           | Orlando            | FL    | 32832 | (407) 273-4448 |
| Plaza at Metro                  | M & D Clips, LLC                  | 2615 S Hiawassee Rd           | Orlando            | FL    | 32835 | (407) 445-4665 |
| Town Center at Timber Spring    | SV Clips LLC                      | 425 S Avalon Park Blvd        | Orlando            | FL    | 32828 | (407) 930-0634 |
| Goldenrod Marketplace           | SV Clips LLC                      | 5945 S Goldenrod Rd           | Orlando            | FL    | 32822 | (407) 969-0809 |
| The Trails                      | Florida Clips Inc.                | 304 N Nova Road               | Ormond Beach       | FL    | 32174 | (386) 676-1099 |
| Oviedo On The Park              | Gateway Clippers Holdings III, LL | 327 E Mitchell Hammock Rd     | Oviedo             | FL    | 32765 | (407) 359-9941 |
| Riverside Landing               | Gateway Clippers Holdings III, LL | 1789 E Broadway St            | Oviedo             | FL    | 32765 | (407) 971-8608 |
| Bridgewater Commons             | SV Clips LLC                      | 3573 Aloma Ave                | Oviedo             | FL    | 32765 | (407) 790-7809 |
| Pace Crossroads                 | Wildfire, LLC                     | 4883 Highway 90               | Pace               | FL    | 32571 | (850) 736-3828 |
| Palm Bay West                   | G&S W LLC                         | 190 Malabar Rd SW             | Palm Bay           | FL    | 32907 | (321) 372-3044 |
| Frenchman's Crossing            | TNT Jupiter Clips, Inc.           | 4073 Hood Rd                  | Palm Beach Gardens | FL    | 33410 | (561) 768-7767 |
| Donald Ross Village             | TNT Jupiter Clips, Inc.           | 4650 Donald Ross Rd           | Palm Beach Gardens | FL    | 33418 | (561) 624-7372 |
| Martin Downs TC II              | TNT Jupiter Clips, Inc.           | 2939 SW High Meadows Ave      | Palm City          | FL    | 34990 | (772) 210-2599 |
| Airport Commons                 | Florida Clips Inc.                | 5615 State Hwy 100            | Palm Coast         | FL    | 32164 | (386) 313-6376 |
| Island Walk                     | Florida Clips Inc.                | 250 Palm Coast Pkwy NE        | Palm Coast         | FL    | 32137 | (386) 225-4341 |
| Shoppes at Boot Ranch           | FourFold Enterprises, Inc.        | 768 E Lake Rd                 | Palm Harbor        | FL    | 34685 | (727) 771-8180 |
| Ridgemoor Commons               | LFG 13 LLC                        | 4948 Ridgemoor Blvd           | Palm Harbor        | FL    | 34685 | (727) 772-7751 |
| Gateway Commons                 | TAP Investments, LLC              | 9466 Buffalo Rd               | Palmetto           | FL    | 34221 | (941) 776-4141 |
| *Panama City Square             | Alabama Clips, LLC                | 651 W 23rd Street             | Panama City        | FL    | 32405 | (850) 740-3089 |
| *Panama City Centre             | Alabama Clips, LLC                | 4611 Lindsey Crossing         | Panama City        | FL    | 32404 | (850) 252-6034 |
| *Pier Park North                | Alabama Clips, LLC                | 15600 Panama City Beach Pkwy  | Panama City Beach  | FL    | 32413 | (850) 588-7410 |
| *Magnolia Plaza                 | Alabama Clips, LLC                | 2433 Thomas Dr                | Panama City Beach  | FL    | 32408 | (850) 249-4224 |
| North River Ranch               | PDGC of Manatee, LLC              | 8727 Fort Hamer Rd            | Parrish            | FL    | 34219 | (941) 417-2133 |
| Publix at Parkwood Square       | TAP Investments, LLC              | 8931 US Hwy 301 N             | Parrish            | FL    | 34219 | (941) 776-5504 |
| Cobblestone Plaza               | KJA Holdings LLC                  | 14948 Pines Blvd              | Pembroke Pines     | FL    | 33027 | (954) 442-1222 |
| Nine Mile Crossing              | Wildfire, LLC                     | 8706 Beulah Road              | Pensacola          | FL    | 32526 | (850) 542-7733 |
| Blue Angel Publix               | Wildfire, LLC                     | 9496 W Highway 98             | Pensacola          | FL    | 32506 | (850) 542-7578 |
| Park Crossings                  | Gateway Clippers Holdings III, LL | 4691 Park Blvd                | Pinellas Park      | FL    | 33781 | (727) 317-5519 |
| City Crossings                  | Plant City GC, LLC                | 2909 James L Redman Pkwy      | Plant City         | FL    | 33566 | (813) 752-2300 |
| Pompano Beach Commons           | Horizon Line Investments LLC      | 2547 E Atlantic Blvd          | Pompano Beach      | FL    | 33062 | (954) 960-2280 |
| Azalea Plaza                    | J.V.L. ClipX, Inc.                | 2 Fairfield Blvd              | Ponte Vedra Beach  | FL    | 32082 | (904) 543-0404 |
| Peachland Promenade             | JAL Clippers, LLC                 | 24123 Peachland Blvd          | Port Charlotte     | FL    | 33954 | (941) 764-6070 |
| Bayshore Village                | JAL Clippers, LLC                 | 4265 Tamiami Trail            | Port Charlotte     | FL    | 33980 | (941) 391-6748 |
| Gulf Cove Plaza                 | JAL Clippers, LLC                 | 13435 S McCall Rd             | Port Charlotte     | FL    | 33981 | (941) 214-8535 |
| Shoppes at Port Charlotte       | TAP Investments, LLC              | 1100 El Jobean Rd             | Port Charlotte     | FL    | 33948 | (941) 625-1764 |
| Palmetto Pointe Marketplace     | Florida Clips Inc.                | 3813 Clyde Morris Blvd        | Port Orange        | FL    | 32129 | (386) 317-2179 |
| Gateway Center                  | Gateway Clippers Holdings III, LL | 1781 Dunlawton Ave            | Port Orange        | FL    | 32127 | (386) 788-8499 |
| Shoppes of Victoria Square      | CRT Clips, LLC                    | 289 SW Port St Lucie Blvd     | Port Saint Lucie   | FL    | 34984 | (772) 207-7808 |
| Town Center at St. Lucie West   | CRT Clips, LLC                    | 1707 NW Saint Lucie West Blvd | Port Saint Lucie   | FL    | 34986 | (772) 340-1229 |
| Landing at Tradition            | CRT Clips, LLC                    | 10688 SW Village Pkwy         | Port St Lucie      | FL    | 34987 | (772) 345-1229 |
| Punta Gorda Crossing            | JAL Clippers, LLC                 | 2310 S Tamiami Tr             | Punta Gorda        | FL    | 33950 | (941) 347-7207 |
| Goolsby Pointe                  | FourFold Enterprises, Inc.        | 11653 Boyette Rd              | Riverview          | FL    | 33569 | (813) 677-6300 |
| Pavilion Crossing               | Gateway Clippers Holdings II, LL  | 3843 US Highway 301 S         | Riverview          | FL    | 33578 | (813) 374-9966 |
| Shoppes of South Bay            | Gateway Clippers Holdings II, LL  | 10659 Big Bend Rd             | Riverview          | FL    | 33579 | (813) 234-3400 |
| Rockledge Square                | G&S W LLC                         | 1880 Hwy 1 South              | Rockledge          | FL    | 32955 | (321) 305-5744 |
| The Crossroads                  | CRT Clips, LLC                    | 1200 Royal Palm Beach Blvd    | Royal Palm Beach   | FL    | 33411 | (561) 619-8199 |
| Shoppes at Mission Trace        | Hancor Clips Two Inc.             | 965 State Road 16             | Saint Augustine    | FL    | 32084 | (904) 436-5634 |
| Murabella at World Golf Village | Hancor Clips, LLC                 | 124 Capulet Dr                | Saint Augustine    | FL    | 32092 | (904) 940-1692 |
| Moultrie Square                 | J.V.L. ClipX, Inc.                | 4255 US Highway 1 S           | Saint Augustine    | FL    | 32086 | (904) 342-7208 |
| Cobblestone Village             | J.V.L. ClipX, Inc.                | 200 CBL Dr                    | Saint Augustine    | FL    | 32086 | (904) 829-6814 |
| Palencia Commons                | Shine Star Cuts LLC               | 7458 US Hwy 1 North           | Saint Augustine    | FL    | 32095 | (904) 217-8166 |
| Narcoossee Shoppes              | OSCEOLA CLIPS, LLC                | 1927 S Narcoossee Rd          | Saint Cloud        | FL    | 34771 | (407) 593-8800 |
| Shoppes of Rivertown            | Shear Style Salons, LLC           | 255 Rivertown Shops Dr.       | Saint Johns        | FL    | 32259 | (904) 342-7154 |
| North East Park                 | FourFold Enterprises, Inc.        | 198 37th Ave N                | Saint Petersburg   | FL    | 33704 | (727) 822-8900 |
| University Village              | Gateway Clippers Holdings II, LL  | 300 3rd St S                  | Saint Petersburg   | FL    | 33701 | (727) 824-5500 |
| Shoppes at the Royale           | Sunshine Clips, LLC               | 1468 66th St N                | Saint Petersburg   | FL    | 33710 | (727) 575-7953 |
| Market at Mirada                | FourFold Enterprises, Inc.        | 30921 Mirada Blvd             | San Antonio        | FL    | 33576 | (352) 668-4089 |
| *South Walton Publix Center     | Alabama Clips, LLC                | 2010 US Hwy 98 W              | Santa Rosa Beach   | FL    | 32459 | (850) 622-5477 |
| Beneva Village SC               | JAL Clippers, LLC                 | 3562 Clark Rd                 | Sarasota           | FL    | 34231 | (941) 929-7892 |
| Sarasota Crossings              | JAL Clippers, LLC                 | 5485 Fruitville Rd            | Sarasota           | FL    | 34232 | (941) 346-6223 |
| University Walk                 | JAL Clippers, LLC                 | 2859 University Pkwy          | Sarasota           | FL    | 34243 | (941) 359-3645 |
| Landings Square                 | JAL Clippers, LLC                 | 4776 S Tamiami Trail          | Sarasota           | FL    | 34231 | (941) 923-3777 |
| Centergate Plaza                | JAL Clippers, LLC                 | 5836 Bee Ridge Rd             | Sarasota           | FL    | 34233 | (941) 377-9000 |
| Shops of Sebastian              | TNT Jupiter Clips, Inc.           | 1451 Sebastian Boulevard      | Sebastian          | FL    | 32958 | (772) 663-7878 |
| The Shops at Shelby Crossing    | Grey Havens, Inc.                 | 1708 US Hwy 27 N              | Sebring            | FL    | 33870 | (863) 304-8727 |
| Publix at Seven Hills           | Gateway Clippers Holdings II, LL  | 172 Mariner Blvd              | Spring Hill        | FL    | 34609 | (352) 688-5885 |
| Mariner Commons                 | Gateway Clippers Holdings LLC     | 4140 Mariner Blvd             | Spring Hill        | FL    | 34609 | (352) 600-7366 |
| Lakewood Plaza                  | Tampa Clippers 5 LLC              | 4343 Commercial Way           | Spring Hill        | FL    | 34606 | (352) 600-7019 |
| Spring Hill                     | Tampa Clippers CW, LLC            | 1531 Commercial Way           | Spring Hill        | FL    | 34606 | (352) 688-6773 |
| Canoe Creek Plaza               | OSCEOLA CLIPS, LLC                | 3314 Canoe Creek Rd           | St Cloud           | FL    | 34772 | (407) 498-4243 |
| Durbin Park                     | Sunny Clippers, Inc.              | 70 Durbin Pavilion Drive      | St Johns           | FL    | 32259 | (904) 217-3794 |
| Shoppes at Beachwalk            | Shine Star Cuts LLC               | 855 County Rd 210 W           | St. Johns          | FL    | 32259 | (904) 770-2336 |
| 4th Street Shoppes              | Sunshine Clips, LLC               | 8832 4th St. N.               | St. Petersburg     | FL    | 33702 | (727) 954-4391 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                         | Address                        | City            | State | Zip   | Phone          |
|-------------------------------|------------------------------------|--------------------------------|-----------------|-------|-------|----------------|
| Vista Plaza                   | CRT Clips, LLC                     | 2406 NW Federal Hwy            | Stuart          | FL    | 34994 | (772) 692-8449 |
| Kanner Crossing               | TNT Jupiter Clips, Inc.            | 6534 S Kanner Highway          | Stuart          | FL    | 34997 | (772) 266-9537 |
| Kings Crossing Publix         | PDGC of Manatee, LLC               | 4862 Sun City Center Blvd      | Sun City Center | FL    | 33573 | (813) 260-3223 |
| *Governor's Crossing II       | Parkside Ventures II, LLC          | 101 N Blair Stone Rd           | Tallahassee     | FL    | 32301 | (850) 999-6377 |
| *University Square            | Parkside Ventures II, LLC          | 1525 W Tennessee St            | Tallahassee     | FL    | 32304 | (850) 999-1773 |
| *Bradfordville Center         | Parkside Ventures II, LLC          | 6753 Thomasville Rd            | Tallahassee     | FL    | 32312 | (850) 574-9400 |
| *Lafayette Place              | Parkside Ventures II, LLC          | 3111 Mahan Dr                  | Tallahassee     | FL    | 32308 | (850) 656-6536 |
| Palms of Carrollwood          | FourFold Enterprises, Inc.         | 13129 B N Dale Mabry Hwy       | Tampa           | FL    | 33618 | (813) 969-2960 |
| Shoppes at Citrus Park        | FourFold Enterprises, Inc.         | 7851 Gunn Hwy                  | Tampa           | FL    | 33626 | (813) 920-1100 |
| Hillsboro Plaza               | Gateway Clippers Holdings III, LLC | 2622 W Hillsborough Ave        | Tampa           | FL    | 33614 | (813) 876-5555 |
| Soho Pointe                   | Gateway Clippers Holdings LLC      | 701 S Howard Ave               | Tampa           | FL    | 33606 | (813) 259-9350 |
| Village Plaza at Westchase    | Gateway Clippers Holdings LLC      | 12213 W Linebaugh Ave          | Tampa           | FL    | 33626 | (813) 852-6595 |
| Town Square                   | Gateway Clippers Holdings LLC      | 142 S West Shore Blvd          | Tampa           | FL    | 33609 | (813) 287-1400 |
| Carrollwood Commons           | LFG 13 LLC                         | 15002 N Dale Mabry Hwy         | Tampa           | FL    | 33618 | (813) 964-8556 |
| City Plaza at Tampa Palms     | LFG 13 LLC                         | 16017 Tampa Palms Blvd W       | Tampa           | FL    | 33647 | (813) 971-5222 |
| Cross Creek Commons           | Nix Clips, LLC                     | 10930 Cross Creek Blvd         | Tampa           | FL    | 33647 | (813) 388-5536 |
| Encore Commons                | Sunshine Clips, LLC                | 3688 W Gandy Blvd              | Tampa           | FL    | 33611 | (813) 644-4998 |
| Tarpon Springs Mall           | FourFold Enterprises, Inc.         | 868 E Tarpon Ave               | Tarpon Springs  | FL    | 34689 | (727) 937-5655 |
| Tavares Crossroads            |                                    | 2034 State Road 19             | Tavares         | FL    | 32778 | (352) 742-1267 |
| Terrace Ridge Plaza           | Gateway Clippers Holdings LLC      | 5205 E Fowler Ave              | Temple Terrace  | FL    | 33617 | (813) 605-5050 |
| La Plaza Grande               | RADHEJI 2 SALON LLC                | 1126 Bichara Blvd              | The Villages    | FL    | 32159 | (352) 268-2573 |
| Titusville                    | Laurant Enterprises, Inc.          | 2000 Cheney Hwy                | Titusville      | FL    | 32780 | (321) 567-2557 |
| Mitchell Ranch Plaza          | Suncoast Clips, Inc.               | 3116 Little Rd                 | Trinity         | FL    | 34655 | (727) 372-4710 |
| Valrico Commons               | Gateway Clippers Holdings LLC      | 1959 E State Rd 60             | Valrico         | FL    | 33594 | (813) 689-2277 |
| Lithia Crossings              |                                    | 3476 Lithia Pincenest Rd       | Valrico         | FL    | 33596 | (813) 655-2828 |
| Venice Village                | JAL Clippers, LLC                  | 4141 Tamiami Tr S              | Venice          | FL    | 34293 | (941) 497-4218 |
| Venice Commons                | JAL Clippers, LLC                  | 1435 E Venice Ave              | Venice          | FL    | 34292 | (941) 484-2678 |
| West Village Marketplace      | JAL Clippers, LLC                  | 12185 Mercado Dr               | Venice          | FL    | 34293 | (941) 208-5530 |
| Publix Plaza on Miracle Mile  | CRT Clips, LLC                     | 475 21st St                    | Vero Beach      | FL    | 32960 | (772) 492-9857 |
| Sunrise Plaza                 | CRT Clips, LLC                     | 1820 58th Ave                  | Vero Beach      | FL    | 32966 | (772) 217-2344 |
| South Point                   | CRT Clips, LLC                     | 4165 9th St SW                 | Vero Beach      | FL    | 32968 | (772) 492-8176 |
| Hollybrook Plaza              | FourFold Enterprises, Inc.         | 5416 Bruce B Downs Blvd        | Wesley Chapel   | FL    | 33544 | (813) 527-6040 |
| The Shoppes at Northwoods     | Gateway Clippers Holdings LLC      | 1063 Bruce B Downs Blvd        | Wesley Chapel   | FL    | 33544 | (813) 907-1773 |
| Towne Centre at Wesley Chapel | P9022 GC, LLC                      | 27249 Wesley Chapel Blvd       | Wesley Chapel   | FL    | 33544 | (813) 907-9200 |
| Hammock Landings              | Laurant Enterprises, Inc.          | 205 Palm Bay Rd                | West Melbourne  | FL    | 32904 | (321) 914-0818 |
| Market at Trailwinds          | Florida Clips Inc.                 | 5806 Seven Mile Drive          | Wildwood        | FL    | 34785 | (352) 461-0773 |
| Belmont Development           | Gateway Clippers Holdings II, LLC  | 14339 US HWY 301 South         | Wimauma         | FL    | 33598 | (813) 634-2499 |
| Westside Shoppes              | Gateway Clippers Holdings III, LLC | 6536 Old Brick Rd              | Windermere      | FL    | 34786 | (407) 612-5558 |
| Hamlin Plaza                  | Florida Clips Inc.                 | 16045 New Independence Parkway | Winter Garden   | FL    | 34787 | (407) 654-8834 |
| Avamar Crossing               | Florida Clips Inc.                 | 1620 Avalon Rd                 | Winter Garden   | FL    | 34787 | (407) 614-2054 |
| Southeast Plaza               | Winter Haven GC, LLC               | 830 Cypress Gardens Blvd       | Winter Haven    | FL    | 33880 | (863) 299-2780 |
| Winter Park Shopping Center   | Larin Enterprise, Inc.             | 501 N Orlando Ave              | Winter Park     | FL    | 32789 | (407) 622-2547 |
| Tuskawilla                    | Gateway Clippers Holdings III, LLC | 1425 Tuscawilla Rd             | Winter Springs  | FL    | 32708 | (407) 695-4333 |
| Winter Springs Town Center    | Gateway Clippers Holdings III, LLC | 1182 Cliff Rose Dr             | Winter Springs  | FL    | 32708 | (407) 327-9194 |
| Villages of Amelia            | Golden Isles R.I.C.E., LLC         | 463867 State Rd 200            | Yulee           | FL    | 32097 | (904) 849-1946 |
| Wildlight Village             | Red Dog Cuts LLC                   | 20 Homegrown Way               | Yulee           | FL    | 32097 | (904) 548-6053 |
| Zephyr Commons SC             | Gateway Clippers Holdings II, LLC  | 7928 Gall Blvd                 | Zephyrhills     | FL    | 33541 | (813) 780-8444 |
| Butler Creek                  | MACK Clips, Inc.                   | 3330 Cobb Pkwy NW              | Acworth         | GA    | 30101 | (770) 635-7223 |
| Stilesboro Oaks               | Tabor Clips, Inc.                  | 1720 Mars Hill Rd              | Acworth         | GA    | 30101 | (770) 218-3004 |
| Saddlebrook                   | Ahmed International, Inc.          | 10945 State Bridge Rd          | Alpharetta      | GA    | 30022 | (770) 343-8158 |
| Haynes Bridge Village         | Ahmed International, Inc.          | 9925 Haynes Bridge Rd          | Alpharetta      | GA    | 30022 | (770) 667-7994 |
| North Point Market            | Ahmed International, Inc.          | 6410 N Point Pkwy              | Alpharetta      | GA    | 30022 | (770) 667-5573 |
| Grasslands Crossing           | Ahmed International, Inc.          | 5665 Atlanta Hwy               | Alpharetta      | GA    | 30004 | (770) 569-0847 |
| Winward Commons               | Ahmed International, Inc.          | 12850 Highway 9                | Alpharetta      | GA    | 30004 | (770) 664-6221 |
| Crabapple Kroger              | Corbets Company of Georgia         | 12460 Crabapple Rd             | Alpharetta      | GA    | 30004 | (770) 740-2066 |
| Villages at Flynn Crossing    | Simon Clips, Inc.                  | 5176 McGinnis Ferry Rd         | Alpharetta      | GA    | 30005 | (678) 240-0530 |
| Green Acres                   | Corbets Company of Georgia         | 1951 Barnett Shoals Rd         | Athens          | GA    | 30605 | (706) 613-9459 |
| Shops at Epps Bridge          | Corbets Company of Georgia         | 1021 Epps Bridge Pkwy          | Athens          | GA    | 30606 | (706) 613-0033 |
| Trail Creek Village           | TNE Clips, LLC                     | 690 Highway 29 N               | Athens          | GA    | 30601 | (706) 353-6007 |
| Village at Oak Grove          | TNE Clips, LLC                     | 5345 Jefferson Rd              | Athens          | GA    | 30607 | (706) 395-6333 |
| Cumberland Festival           | Corbets Company of Georgia         | 2980 Cobb Pkwy                 | Atlanta         | GA    | 30339 | (770) 955-2213 |
| Brighten Park                 | Green Olives Inc.                  | 2484 Briarcliff Rd NE          | Atlanta         | GA    | 30329 | (404) 636-1375 |
| The Peach Center              | Green Olives Inc.                  | 2900 Peachtree Rd NW           | Atlanta         | GA    | 30305 | (404) 240-0003 |
| Howell Mill Village           | Green Olives Inc.                  | 857 Collier Rd NW              | Atlanta         | GA    | 30318 | (404) 603-9108 |
| West Midtown                  | Green Olives Inc.                  | 530 17th St NW                 | Atlanta         | GA    | 30318 | (678) 732-9320 |
| Technology Square             | Green Olives Inc.                  | 74 5th St NW                   | Atlanta         | GA    | 30308 | (404) 881-8200 |
| Midtown Place                 | Green Olives Inc.                  | 650 Ponce De Leon Ave NE       | Atlanta         | GA    | 30308 | (404) 685-9597 |
| Edgewood Retail               | Harrison Enterprises, Inc.         | 1245 Caroline St NE            | Atlanta         | GA    | 30307 | (404) 477-1056 |
| Glenwood Place                | Harrison Enterprises, Inc.         | 780 Glenwood Ave               | Atlanta         | GA    | 30316 | (470) 575-5180 |
| Ashford Place                 | Parkside Ventures II, LLC          | 4780 Ashford Dunwoody Rd       | Atlanta         | GA    | 30338 | (770) 394-6181 |
| Augusta Exchange              | Cherry BIM Inc.                    | 1143 Agerton Way               | Augusta         | GA    | 30909 | (706) 737-9358 |
| Washington Walk               | Cherry BIM Inc.                    | 2801 Washington Rd             | Augusta         | GA    | 30909 | (706) 739-1099 |
| East - West Commons           | Family Clips, LLC                  | 1757 E West Connector          | Austell         | GA    | 30106 | (770) 819-9247 |
| Barrow Crossing               | Parkside Ventures III, LLC         | 916 Loganville Hwy             | Bethlehem       | GA    | 30620 | (770) 586-0039 |
| Blue Ridge Retail Shops       | Dixie Clippers, Inc.               | 330 Progress Circle            | Blue Ridge      | GA    | 30513 | (706) 946-1115 |
| Merganser Commons             | Baci Styles, Inc.                  | 510 Hwy 247                    | Bonaire         | GA    | 31005 | (478) 273-4436 |
| Shoppes at Houston Lake       | Baci Styles, Inc.                  | 778 GA Hwy 96                  | Bonaire         | GA    | 31005 | (478) 987-2014 |
| Braselton Village             | Parkside Ventures III, LLC         | 1070 Braselton Village Pkwy    | Braselton       | GA    | 30517 | (678) 425-9899 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                 | Address                    | City            | State | Zip   | Phone          |
|--------------------------------|----------------------------|----------------------------|-----------------|-------|-------|----------------|
| Bremen Crossing                | Tabor Clips, Inc.          | 3998 Bremen Crossing       | Bremen          | GA    | 30110 | (770) 537-4144 |
| Canal Crossing                 | Golden Isles R.L.C.E., LLC | 10435 Canal Rd             | Brunswick       | GA    | 31525 | (912) 574-7455 |
| Sugar Hill Corner              | Parkside Ventures III, LLC | 5885 Cumming Hwy           | Buford          | GA    | 30518 | (770) 614-7764 |
| Golden Park Village            | Parkside Ventures III, LLC | 4870 Golden Pkwy           | Buford          | GA    | 30518 | (678) 714-0700 |
| Calhoun Place                  | Georgia Clippers, Inc.     | 136 W Belmont Dr SW        | Calhoun         | GA    | 30701 | (706) 625-5223 |
| Prominence Point               | Corbets Company of Georgia | 110 Prominence Point Pkwy  | Canton          | GA    | 30114 | (678) 493-9833 |
| Canton Marketplace             | Corbets Company of Georgia | 2026 Cumming Highway       | Canton          | GA    | 30115 | (770) 704-5756 |
| Riverstone Plaza               | Corbets Company of Georgia | 1453 Riverstone Pkwy       | Canton          | GA    | 30114 | (770) 213-3801 |
| Hickory Flat                   | Serenity Clips, LLC        | 6768 Hickory Flat Hwy      | Canton          | GA    | 30115 | (770) 720-8739 |
| The Market at Bridgemill       |                            | 3760 Sixes Rd              | Canton          | GA    | 30114 | (678) 493-2211 |
| McIntosh Plaza                 | Tabor Clips, Inc.          | 1109 S Park St             | Carrollton      | GA    | 30117 | (770) 832-1336 |
| Carrollton Exchange Shopping   | Tabor Clips, Inc.          | 1141 Bankhead Hwy          | Carrollton      | GA    | 30116 | (770) 834-7689 |
| Cartersville Main St           | Tabor Clips, Inc.          | 320 Cherokee Pl            | Cartersville    | GA    | 30121 | (770) 382-0180 |
| Peachtree Station              | Baci Styles, Inc.          | 5001 Peachtree Blvd        | Chamblee        | GA    | 30341 | (678) 691-4176 |
| Cleveland Crossings            | Dixie Clippers, Inc.       | 120 Donald E Thurmond Pkwy | Cleveland       | GA    | 30528 | (706) 865-2543 |
| *Cross Country Plaza           | Parkside Ventures II, LLC  | 3201 Macon Rd              | Columbus        | GA    | 31906 | (706) 565-0212 |
| *Bradley Park Crossing         | Parkside Ventures II, LLC  | 1591 Bradley Park Dr       | Columbus        | GA    | 31907 | (706) 322-3628 |
| *Midland Commons               | Parkside Ventures II, LLC  | 6901 Ray Wright Way        | Columbus        | GA    | 31906 | (762) 583-4450 |
| *Old Town Marketplace          | Parkside Ventures II, LLC  | 8132 Veterans Pkwy         | Columbus        | GA    | 31909 | (706) 330-1315 |
| *Columbus Park                 | Parkside Ventures II, LLC  | 5550 Whittlesey Blvd       | Columbus        | GA    | 31909 | (706) 256-6796 |
| Millers Chapel                 | Simon Clips, Inc.          | 2133 Highway 20 SE         | Conyers         | GA    | 30013 | (770) 761-5131 |
| Cornelia                       | Simon Clips, Inc.          | 282 Furniture Plaza Dr     | Cornelia        | GA    | 30531 | (706) 778-0282 |
| Newton Crossroads              | Simon Clips, Inc.          | 5340 Highway 20 S          | Covington       | GA    | 30016 | (770) 787-2646 |
| Covington Centre               | TNE Clips, LLC             | 10335 Industrial Blvd NE   | Covington       | GA    | 30014 | (678) 212-2027 |
| Lakeland Plaza                 | Simon Clips, Inc.          | 551 Lakeland Plaza         | Cumming         | GA    | 30040 | (770) 844-0186 |
| Greens Corner                  | Simon Clips, Inc.          | 2300 Bethelview Rd         | Cumming         | GA    | 30040 | (678) 947-0488 |
| Sharon Greens                  | Simon Clips, Inc.          | 1595 Peachtree Pkwy        | Cumming         | GA    | 30041 | (770) 886-2283 |
| Keith Bridge Commons           | Simon Clips, Inc.          | 2623 Freedom Pkwy          | Cumming         | GA    | 30041 | (770) 888-9995 |
| Cruse Marketplace              | Simon Clips, Inc.          | 1735 Buford Hwy            | Cumming         | GA    | 30041 | (678) 455-5597 |
| Shoppes at Bethelview          | Simon Clips, Inc.          | 5740 Steeplechase Blvd     | Cumming         | GA    | 30040 | (470) 253-7266 |
| Publix at Matt                 | Simon Clips, Inc.          | 5310 Matt Hwy              | Cumming         | GA    | 30028 | (470) 253-7562 |
| Hamilton Mill Village          | Dixie Clippers, Inc.       | 2463 Hamilton Mill Pkwy    | Dacula          | GA    | 30019 | (770) 614-3988 |
| Publix at Harbins 316          | Parkside Ventures II, LLC  | 952 Harbins Rd             | Dacula          | GA    | 30019 | (470) 679-2780 |
| Dacula Village                 | Simon Clips, Inc.          | 720 Dacula Rd              | Dacula          | GA    | 30019 | (770) 963-5507 |
| Dahlonega Village              | Parkside Ventures II, LLC  | 27 Maxwell Lane            | Dahlonega       | GA    | 30533 | 7063891013     |
| East Paulding                  | Mountain Clips, LLC        | 55 E Paulding Dr           | Dallas          | GA    | 30157 | (770) 443-4144 |
| Dallas Commons                 | Mountain Clips, LLC        | 457 Nathan Dean Blvd       | Dallas          | GA    | 30132 | (678) 909-5836 |
| Shoppes On Shugart             | Wildfire, LLC              | 785 Shugart Rd             | Dalton          | GA    | 30720 | (706) 260-2547 |
| Dawsonville                    | Simon Clips, Inc.          | 145 Forest Blvd            | Dawsonville     | GA    | 30534 | (706) 531-1503 |
| Shamrock Plaza                 | Green Olives Inc.          | 3906 N Druid Hills Rd      | Decatur         | GA    | 30033 | (404) 633-8900 |
| Decatur Crossing               | Harrison Enterprises, Inc. | 2570 Blackmon Dr           | Decatur         | GA    | 30033 | (404) 362-7671 |
| Shops at Towne Square          | Harrison Enterprises, Inc. | 225 E Ponce De Leon Ave    | Decatur         | GA    | 30030 | (404) 377-1331 |
| Cosby Station                  | Tabor Clips, Inc.          | 3302 Highway 5             | Douglasville    | GA    | 30135 | (770) 949-6858 |
| Douglasville Pavillions        | Tabor Clips, Inc.          | 2866 Chapel Hill Rd        | Douglasville    | GA    | 30135 | (770) 577-0261 |
| Ridge Crossing                 | Tabor Clips, Inc.          | 4815 Ridge Rd              | Douglasville    | GA    | 30134 | (770) 942-7611 |
| Dublin Village                 | Jeroso DG LLC              | 1100 Hillcrest Parkway     | Dublin          | GA    | 31021 | (478) 274-9007 |
| Duluth Station                 | Green Olives Inc.          | 2750 Buford Hwy            | Duluth          | GA    | 30096 | (770) 622-8999 |
| Sugarloaf Parkway              | Green Olives Inc.          | 6555 Sugarloaf Pkwy        | Duluth          | GA    | 30097 | (678) 584-1391 |
| Highlands Crossing             | Dixie Clippers, Inc.       | 91 Highland Drive          | East Ellijay    | GA    | 30540 | (706) 276-1115 |
| Currahee Corners               | Roach Management, Inc.     | 82 WalMart Way             | Eastanollee     | GA    | 30538 | (706) 886-7275 |
| Mullins Crossing               | Cherry BIM Inc.            | 4217 Washington Rd         | Evans           | GA    | 30809 | (706) 863-0677 |
| Riverwood Town Center          | Cherry BIM Inc.            | 5121 Washington Rd         | Evans           | GA    | 30809 | (706) 504-3243 |
| Fayetteville Towne Center      | SRP MinneCorp              | 805 Glynn St S             | Fayetteville    | GA    | 30214 | (770) 716-0996 |
| Clearwater Crossing            | Parkside Ventures III, LLC | 7380 Spout Springs Rd      | Flowery Branch  | GA    | 30542 | (770) 965-6966 |
| Flowery Branch                 | Simon Clips, Inc.          | 5900 Spout Springs Rd      | Flowery Branch  | GA    | 30542 | (770) 967-1496 |
| Royal Lakes Marketplace        | Simon Clips, Inc.          | 4009 Winder Hwy            | Flowery Branch  | GA    | 30542 | (770) 534-7059 |
| Boynton Ridge Plaza            | Wildfire, LLC              | 3797 Battlefield Pkwy      | Fort Oglethorpe | GA    | 30742 | (706) 820-6054 |
| Battlefield Station            | Wildfire, LLC              | 62 Battlefield Station Dr  | Fort Oglethorpe | GA    | 30742 | (706) 861-3350 |
| New Holland Market             | Parkside Ventures II, LLC  | 1943 Jesse Jewell Pkwy     | Gainesville     | GA    | 30501 | (470) 892-6004 |
| Thompson Bridge Commons        | Simon Clips, Inc.          | 3630 Thompson Bridge Rd    | Gainesville     | GA    | 30506 | (770) 539-9556 |
| Village Shoppes of Gainesville | Simon Clips, Inc.          | 891 Dawsonville Hwy        | Gainesville     | GA    | 30501 | (770) 538-2838 |
| Grayson Commons                | Dixie Clippers, Inc.       | 1911 Grayson Hwy           | Grayson         | GA    | 30017 | (470) 359-3195 |
| Griffin Crossroads             | Tabor Clips, Inc.          | 1529 N Expressway          | Griffin         | GA    | 30223 | (770) 229-1118 |
| Gateway Marketplace            | Cherry BIM Inc.            | 437 Lewiston Rd            | Grovetown       | GA    | 30813 | (706) 303-8292 |
| The Gateway                    | Cherry BIM Inc.            | 4010 Gateway Blvd          | Grovetown       | GA    | 30813 | (706) 868-0204 |
| Shops at Walnut Creek          | SRP MinneCorp              | 2410 Jonesboro Rd          | Hampton         | GA    | 30228 | (678) 586-5668 |
| Oglethorpe Square              | Jeroso LLC                 | 863 W Oglethorpe Hwy       | Hinesville      | GA    | 31313 | (912) 877-1776 |
| Hiram Pavilion                 | Mountain Clips, LLC        | 5218 Jimmy Lee Smith Pkwy  | Hiram           | GA    | 30141 | (770) 943-3811 |
| West Jackson Crossing          | Simon Clips, Inc.          | 6055 Hwy 124 W             | Hoschton        | GA    | 30548 | (706) 658-4027 |
| Jasper Village                 | Corbets Company of Georgia | 61 Bill Wigington Pkwy     | Jasper          | GA    | 30143 | (706) 253-2504 |
| Loggins Corner                 | Simon Clips, Inc.          | 1681 Old Pendergrass Rd    | Jefferson       | GA    | 30549 | (706) 367-7880 |
| Jesup Walmart Plaza            | Jeroso LLC                 | 1058 N Macon St            | Jesup           | GA    | 31545 | (912) 630-2122 |
| Medlock Corner                 | Ahmed International, Inc.  | 5805 State Bridge Rd       | Johns Creek     | GA    | 30097 | (770) 232-2859 |
| Wade Green                     | Family Clips, LLC          | 4430 Wade Green Rd NW      | Kennesaw        | GA    | 30144 | (770) 421-9511 |
| Publix at Barrett Parkway      | Mountain Clips, LLC        | 1635 Old Highway 41        | Kennesaw        | GA    | 30152 | (770) 422-2348 |
| Camdenwoods                    | J.V.L. ClipX, Inc.         | 1601 Highway 40 E          | Kingsland       | GA    | 31548 | (912) 729-4433 |
| Commerce Shops                 | Harrison Enterprises, Inc. | 203 Commerce Ave           | LaGrange        | GA    | 30241 | (706) 883-7515 |
| Merton Walk                    | Dixie Clippers, Inc.       | 911 Duluth Hwy             | Lawrenceville   | GA    | 30043 | (770) 339-0042 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                      | Address                        | City                | State | Zip   | Phone          |
|------------------------------|---------------------------------|--------------------------------|---------------------|-------|-------|----------------|
| Sugarloaf Crossing           | Green Olives Inc.               | 4850 Sugarloaf Pkwy            | Lawrenceville       | GA    | 30044 | (770) 513-2682 |
| Russell Ridge                | Three Brothers Realty Group LLC | 1475 Georgia Hwy 20            | Lawrenceville       | GA    | 30043 | (770) 995-7732 |
| *Publix at Lee Crossings     | Mountain Clips, LLC             | 1208 US-19                     | Leesburg            | GA    | 31763 | (229) 405-1973 |
| Five Forks Crossing          | Dixie Clippers, Inc.            | 3050 Five Forks Trickum Rd SW  | Liburn              | GA    | 30047 | (770) 978-7001 |
| Locust Grove Village         | SRP MinneCorp                   | 4928 Bill Gardner Pkwy         | Locust Grove        | GA    | 30248 | (678) 583-0929 |
| Loganville Crossing          | Dixie Clippers, Inc.            | 4743 Atlanta Hwy               | Loganville          | GA    | 30052 | (770) 554-4400 |
| Pinnacle Point               | Macon It Great, LLC             | 1687 Bass Rd                   | Macon               | GA    | 31210 | (478) 254-3800 |
| River Gate                   | Macon It Great, LLC             | 159 Tom Hill Sr Blvd           | Macon               | GA    | 31210 | (478) 474-8409 |
| Plantation Village           | Macon It Great, LLC             | 6255 Zebulon Rd                | Macon               | GA    | 31210 | (478) 474-8636 |
| Bridge Pointe                | Macon It Great, LLC             | 4335 Hartley Bridge Rd         | Macon               | GA    | 31216 | (478) 784-4466 |
| Sope Creek Crossing          | Corbets Company of Georgia      | 2900 Delk Road SE              | Marietta            | GA    | 30067 | (678) 202-4686 |
| Providence Square            | Corbets Company of Georgia      | 4101 Roswell Rd                | Marietta            | GA    | 30062 | (770) 977-1225 |
| Pavilions at Eastlake        | Corbets Company of Georgia      | 2100 Roswell Rd                | Marietta            | GA    | 30062 | (770) 977-8775 |
| Sandy Plains Centre          | Corbets Company of Georgia      | 2960 Shallowford Rd NE         | Marietta            | GA    | 30066 | (770) 578-0718 |
| Macland-Battle Ridge Pavilio | Georgia Clippers, Inc.          | 1690 Powder Spring Rd          | Marietta            | GA    | 30064 | (770) 419-0044 |
| Parkside West Cobb           | Tabor Clips, Inc.               | 3805 Dallas Hwy SW             | Marietta            | GA    | 30064 | (678) 695-3730 |
| West Cobb Marketplace        | Tabor Clips, Inc.               | 2500 Dallas Hwy                | Marietta            | GA    | 30064 | (770) 795-0011 |
| Fury's Ferry                 | Cherry BIM Inc.                 | 403 Fury's Ferry Rd            | Martinez            | GA    | 30907 | (706) 651-8900 |
| Shoppes at Lake Dow          | SRP MinneCorp                   | 918 Hwy 81 E                   | McDonough           | GA    | 30252 | (770) 898-8284 |
| North McDonough Crossing     | SRP MinneCorp                   | 5912 E Lake Parkway            | McDonough           | GA    | 30253 | (770) 898-8281 |
| Shoppes at Ola Crossroads    | SRP MinneCorp                   | 3471 Highway 81 E              | McDonough           | GA    | 30252 | (470) 507-4810 |
| Montgomery Plaza             | TNE Clips, LLC                  | 2803 N Columbia St             | Milledgeville       | GA    | 31061 | (478) 414-1954 |
| Monroe Pavilion              | TNE Clips, LLC                  | 1038 Pavilion Pkwy             | Monroe              | GA    | 30656 | (678) 635-8983 |
| *Parkway Centre              | Mountain Clips, LLC             | 362 Veterans Pkwy N            | Moultrie            | GA    | 31788 | (229) 217-0054 |
| Newnan Crossing              | New Clips, LLC                  | 121 Newnan Crossing Blvd W     | Newnan              | GA    | 30265 | (770) 252-4686 |
| Summerlin Corners            | New Clips, LLC                  | 1741 Newnan Crossing Blvd E    | Newnan              | GA    | 30265 | (770) 251-2006 |
| Thomas Crossroads            | SRP MinneCorp                   | 3150 Highway 34 E              | Newnan              | GA    | 30265 | (770) 304-0969 |
| Arbor Springs                | SRP MinneCorp                   | 4030 N HWY 29                  | Newnan              | GA    | 30265 | (678) 857-3340 |
| Peachtree Square             | Baci Styles, Inc.               | 3200 Holcomb Bridge Rd         | Norcross            | GA    | 30092 | (770) 417-1337 |
| Kedron Village               | SRP MinneCorp                   | 1027 N Peachtree Pkwy          | Peachtree City      | GA    | 30269 | (770) 631-0193 |
| Braelinn Village             | SRP MinneCorp                   | 468 Crosstown Dr               | Peachtree City      | GA    | 30269 | (770) 486-0290 |
| Perry Market Place           | Baci Styles, Inc.               | 1365 Sam Nunn Blvd             | Perry               | GA    | 31069 | (478) 988-0255 |
| Pooler Marketplace           | Jeroso LLC                      | 457 Pooler Pkwy                | Pooler              | GA    | 31322 | (912) 748-4060 |
| Costco at Savannah Quarters  | Magic Clips, LLC                | 2201 Pooler Pkwy               | Pooler              | GA    | 31322 | (912) 998-0898 |
| Rice Hope                    | DEW Clips, LLC                  | 7934 GA Hwy 21                 | Port Wentworth      | GA    | 31407 | (912) 966-9989 |
| Lost Mountain Crossing       | Tabor Clips, Inc.               | 5100 Dallas Hwy                | Powder Springs      | GA    | 30127 | (770) 627-4959 |
| Publix at Richmond Hill Plan | Jeroso LLC                      | 13100 Highway 144              | Richmond Hill       | GA    | 31324 | (912) 445-0667 |
| Richmond Hill Exchange       | Jeroso LLC                      | 60 Exchange St                 | Richmond Hill       | GA    | 31324 | (912) 445-0725 |
| Rockmart Crossroads          | Mountain Clips, LLC             | 1735 Nathan Dean Bypass        | Rockmart            | GA    | 30153 | (770) 684-5247 |
| East Bend Shopping Center    | Mountain Clips, LLC             | 1459 Turner McCall Blvd        | Rome                | GA    | 30161 | (706) 291-3976 |
| Centennial Village           | Baci Styles, Inc.               | 2300 Holcomb Bridge Rd         | Roswell             | GA    | 30076 | (770) 645-8011 |
| East Cobb/Shallowford Corne  | Corbets Company of Georgia      | 4401 Shallowford Rd NE         | Roswell             | GA    | 30075 | (770) 594-3874 |
| Sandy Plains Village Shoppin | Serenity Clips, LLC             | 4651 Woodstock Rd              | Roswell             | GA    | 30075 | (770) 552-0054 |
| Retreat Village              | M2 Salon Holdings LLC           | 232 Retreat Village            | Saint Simons Island | GA    | 31522 | (912) 771-8422 |
| Abernathy Square             | Ahmed International, Inc.       | 6597-D Roswell Rd              | Sandy Springs       | GA    | 30328 | (404) 549-8930 |
| The Prado                    | Ahmed International, Inc.       | 5600 Roswell Rd                | Sandy Springs       | GA    | 30342 | (404) 943-9202 |
| Whitemarsh Island Town Cen   | DEW Clips, LLC                  | 4679 US Hwy 80 E               | Savannah            | GA    | 31410 | (912) 349-6116 |
| Berwick Marketplace          | DEW Clips, LLC                  | 5730 Ogeechee Rd               | Savannah            | GA    | 31405 | (912) 236-2320 |
| Twelve Oaks                  | Magic Clips, LLC                | 5500 Abercorn St               | Savannah            | GA    | 31405 | (912) 352-7011 |
| Chatham Plaza                | Magic Clips, LLC                | 7805 Abercorn St               | Savannah            | GA    | 31406 | (912) 355-0222 |
| Shops at Senoia Village      | SRP MinneCorp                   | 8080 Wells St                  | Senoia              | GA    | 30276 | (678) 723-7003 |
| Fischer Marketplace          | SRP MinneCorp                   | 4957 East Hwy 34               | Sharpsburg          | GA    | 30277 | (678) 857-3105 |
| South Cobb Highland Station  | Family Clips, LLC               | 4480 S Cobb Dr                 | Smyrna              | GA    | 30080 | (770) 433-0422 |
| Jonquil Plaza                | Mountain Clips, LLC             | 2905 Atlanta Rd SE             | Smyrna              | GA    | 30080 | (770) 989-1205 |
| Presidential Commons         | Dixie Clippers, Inc.            | 1630 Scenic Hwy S              | Snellville          | GA    | 30078 | (770) 736-6944 |
| Statesboro                   | DEW Clips, LLC                  | 103 Tormenta Way               | Statesboro          | GA    | 30458 | (912) 623-2843 |
| Spivey Junction              | SRP MinneCorp                   | 1744 Hudson Bridge Rd          | Stockbridge         | GA    | 30281 | (770) 474-2154 |
| Stockbridge Lakes            | SRP MinneCorp                   | 242 E Atlanta Rd               | Stockbridge         | GA    | 30281 | (678) 565-0939 |
| Rockbridge Village           | Harrison Enterprises, Inc.      | 1227 Rockbridge Rd             | Stone Mountain      | GA    | 30087 | (470) 719-9875 |
| John's Creek Shopping Center | Ahmed International, Inc.       | 3651 Peachtree Pkwy            | Suwanee             | GA    | 30024 | (770) 497-8313 |
| McGinnis Ferry Crossing      | Ahmed International, Inc.       | 1000 Peachtree Industrial Blvd | Suwanee             | GA    | 30024 | (770) 271-0230 |
| Suwanee                      | Macon It Great, LLC             | 2815 Lawrenceville Suwanee Rd  | Suwanee             | GA    | 30024 | (770) 271-1955 |
| *Thomasville Publix          | Parkside Ventures II, LLC       | 13779 US Highway 19 S          | Thomasville         | GA    | 31792 | (229) 226-5640 |
| Northlake Crossing           | Corbets Company of Georgia      | 4135 Lavista Rd                | Tucker              | GA    | 30084 | (770) 414-6554 |
| Cofor Crossing               | Harrison Enterprises, Inc.      | 4367 Lawrenceville Hwy         | Tucker              | GA    | 30084 | (770) 496-0970 |
| *Gornto Road                 | Parkside Ventures II, LLC       | 1709 Gornto Rd                 | Valdosta            | GA    | 31602 | (229) 469-4115 |
| *Perimeter Park              | Parkside Ventures II, LLC       | 3310 Inner Perimeter Rd        | Valdosta            | GA    | 31602 | (229) 257-0544 |
| Villa Rica Town Center       | Tabor Clips, Inc.               | 103 Mirror Lake Connector      | Villa Rica          | GA    | 30180 | (770) 456-9588 |
| Houston Square               | Baci Styles, Inc.               | 211 Russell Pkwy               | Warner Robins       | GA    | 31088 | (478) 929-4664 |
| Warner Robins Place          | Baci Styles, Inc.               | 2724 Watson Blvd               | Warner Robins       | GA    | 31093 | (478) 953-0937 |
| Butler's Crossing            | TNE Clips, LLC                  | 2061 Experiment Station Road   | Watkinsville        | GA    | 30677 | (706) 310-4188 |
| Waycross Marketplace         | Golden Isles R.I.C.E., LLC      | 2489 Memorial Dr               | Waycross            | GA    | 31503 | (912) 809-2505 |
| Winder Walmart Center        | Parkside Ventures III, LLC      | 444 Atlanta Hwy                | Winder              | GA    | 30680 | (770) 868-0312 |
| Toonigh Village              | Corbets Company of Georgia      | 5341 Holly Springs Pkwy        | Woodstock           | GA    | 30188 | (770) 591-3710 |
| Towne Lake Square            | Legacy Dynamics, Inc.           | 2295 Towne Lake Pkwy           | Woodstock           | GA    | 30189 | (770) 592-3345 |
| Woodstock Crossing           | Serenity Clips, LLC             | 12050 Hwy 92                   | Woodstock           | GA    | 30188 | (770) 516-9288 |
| Ewa Town Center              | Ohana Clips, LLC                | 91-1401 Fort Weaver Rd         | Ewa Beach           | HI    | 96706 | (808) 200-4944 |
| Moanalua Shopping Center     | Ohana Clips, LLC                | 930 Valkenburgh St             | Honolulu            | HI    | 96818 | (808) 840-0195 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                    | Address                   | City            | State | Zip   | Phone          |
|---------------------------------|-------------------------------|---------------------------|-----------------|-------|-------|----------------|
| Kuono Marketplace               | Ohana Clips, LLC              | 4210 Waialae Avenue       | Honolulu        | HI    | 96816 | (808) 773-7475 |
| Hawaii Kai Towne Center         | Ohana Clips, LLC              | 333 Keahole St            | Honolulu        | HI    | 96825 | (808) 425-5558 |
| Kailua                          | Ohana Clips, LLC              | 111 Hekili St             | Kailua          | HI    | 96734 | (808) 200-2761 |
| Kapolei Commons                 | Ohana Clips, LLC              | 4450 Kapolei Parkway      | Kapolei         | HI    | 96707 | (808) 200-5074 |
| Mililani Mauka                  | Ohana Clips, LLC              | 95-1057 Ainamakua Dr.     | Mililani        | HI    | 96789 | (808) 762-0290 |
| Pearl Highlands                 | Ohana Clips, LLC              | 1000 Kamehameha Hwy       | Pearl City      | HI    | 96782 | (808) 888-6076 |
| Altoona                         | This Is It, Inc.              | 550 36th Ave SW           | Altoona         | IA    | 50009 | (515) 957-3150 |
| Lincoln Center                  | Roch-N-Roll, Inc.             | 620 Lincoln Way           | Ames            | IA    | 50010 | (515) 233-4611 |
| Shoppes at North Grand          | Roch-N-Roll, Inc.             | 725 24th St               | Ames            | IA    | 50010 | (515) 233-6334 |
| Northside Plaza                 | A Little On The Side, LLC     | 627 N Ankeny Blvd         | Ankeny          | IA    | 50023 | (515) 964-9421 |
| Shops on Delaware               | A Little On The Side, LLC     | 2005 SE Delaware Ave      | Ankeny          | IA    | 50021 | (515) 963-1005 |
| Bett Plex                       | Great Care Quad Cities, LLC   | 6924 Competition Court    | Bettendorf      | IA    | 52722 | (563) 551-2547 |
| Duck Creek                      | Great Care Quad Cities, LLC   | 840 Middle Rd             | Bettendorf      | IA    | 52722 | (563) 355-4644 |
| Bettendorf Glen Roads           | The Hands Group, Inc.         | 3380 Middle Rd            | Bettendorf      | IA    | 52722 | (563) 332-0320 |
| Kittyhawk                       | A Little On The Side, LLC     | 1910 Kittyhawk Ave        | Carroll         | IA    | 51401 | (712) 792-1024 |
| *Viking Plaza                   | Sharpness Inc.                | 421 Viking Plaza Dr       | Cedar Falls     | IA    | 50613 | (319) 266-1444 |
| *Westdale                       | Sharpness Inc.                | 2360 Edgewood Rd. SW      | Cedar Rapids    | IA    | 52404 | (319) 654-8446 |
| *Blairs Forest Plaza            | Sharpness Inc.                | 5458 Blairs Forest Way NE | Cedar Rapids    | IA    | 52402 | (319) 294-2317 |
| *River Market                   | Sharpness Inc.                | 5300 Edgewood Rd NE       | Cedar Rapids    | IA    | 52411 | (319) 393-2547 |
| *Collins Crossing               | Sharpness Inc.                | 180 Collins Rd NE         | Cedar Rapids    | IA    | 52402 | (319) 373-0038 |
| Clinton Town Center             | The Hands Group, Inc.         | 2418 Virginia Ave         | Clinton         | IA    | 52732 | (563) 242-2148 |
| *Lantern Park                   | Sharpness Inc.                | 2032 8th Street           | Coralville      | IA    | 52241 | (319) 354-6500 |
| *Coral Commerce                 | Sharpness Inc.                | 3286 Crosspark Road       | Coralville      | IA    | 52241 | (319) 626-2470 |
| Broadway                        | Sharpness Inc.                | 2200 W Broadway           | Council Bluffs  | IA    | 51501 | (712) 325-6789 |
| Northtown Plaza                 | Great Care Quad Cities, LLC   | 102 E Kimberly Rd         | Davenport       | IA    | 52806 | (563) 391-2547 |
| Celebration Center              | Great Care Quad Cities, LLC   | 4007 E 53rd St            | Davenport       | IA    | 52807 | (563) 441-0111 |
| Davenport West Kimberly         | The Hands Group, Inc.         | 2192 W Kimberly Rd        | Davenport       | IA    | 52806 | (563) 386-1966 |
| Merle Hay Square                | A Little On The Side, LLC     | 3418 Merle Hay Rd         | Des Moines      | IA    | 50310 | (515) 270-6602 |
| Fleur Plaza                     | A Little On The Side, LLC     | 4521 Fleur Dr             | Des Moines      | IA    | 50321 | (515) 287-4191 |
| Stefon Plaza                    | A Little On The Side, LLC     | 200 Army Post Rd          | Des Moines      | IA    | 50315 | (515) 287-4455 |
| Lee Town Center                 | K.B. Hair Enterprises, Inc.   | 2450 E Euclid Ave         | Des Moines      | IA    | 50317 | (515) 262-0345 |
| Cobblestone Market Shopping     | This Is It, Inc.              | 8537 Hickman Rd           | Des Moines      | IA    | 50322 | (515) 278-1301 |
| *Eagle Eye Plaza                | Sharpness Inc.                | 4840 Asbury Rd            | Dubuque         | IA    | 52002 | (563) 583-6196 |
| Fort Dodge Shopping Center      | This Is It, Inc.              | 3007 1st Ave S            | Fort Dodge      | IA    | 50501 | (515) 573-4775 |
| Indianola                       | This Is It, Inc.              | 1214 N Jefferson Way      | Indianola       | IA    | 50125 | (515) 961-0282 |
| *Sycamore                       | Sharpness Inc.                | 1849 Lower Muscatine Rd   | Iowa City       | IA    | 52240 | (319) 358-6555 |
| Johnston Station                | This Is It, Inc.              | 5525 Merle Hay Rd         | Johnston        | IA    | 50131 | (515) 270-4702 |
| Keokuk Shopping Center          | The Hands Group, Inc.         | 205 N Park Dr             | Keokuk          | IA    | 52632 | (319) 524-2133 |
| *Marion                         | Sharpness Inc.                | 2791 7th Ave              | Marion          | IA    | 52302 | (319) 447-1655 |
| Marshalltown Shopping Center    | A Little On The Side, LLC     | 50 LaFrenz                | Marshalltown    | IA    | 50158 | (641) 752-6400 |
| 5th Street SW                   | Roch-N-Roll, Inc.             | 319 5th St SW             | Mason City      | IA    | 50401 | (641) 424-4480 |
| Fairgrounds Plaza               | Roch-N-Roll, Inc.             | 3570 4th St SW            | Mason City      | IA    | 50401 | (641) 424-0424 |
| Muscatine Point                 | The Hands Group, Inc.         | 3020 Highway 61 N         | Muscatine       | IA    | 52761 | (563) 263-5138 |
| Newton Shopping Center          | A Little On The Side, LLC     | 301 Iowa Speedway Dr      | Newton          | IA    | 50208 | (641) 791-9492 |
| Oskaloosa Shopping Center       | A Little On The Side, LLC     | 209 Cornerstone Dr        | Oskaloosa       | IA    | 52577 | (641) 676-8525 |
| Ottumwa Shopping Center         | A Little On The Side, LLC     | 1863 Venture Dr           | Ottumwa         | IA    | 52501 | (641) 682-1001 |
| Pella                           | This Is It, Inc.              | 1586 Washington St        | Pella           | IA    | 50219 | (641) 628-8111 |
| Waters Edge                     | A Little On The Side, LLC     | 4520 E University Ave     | Pleasant Hill   | IA    | 50327 | (515) 266-0206 |
| Singing Hills                   | A Little On The Side, LLC     | 3156 Singing Hills Blvd   | Sioux City      | IA    | 51106 | (712) 224-0224 |
| Sunnybrook                      | A Little On The Side, LLC     | 5772 Sunnybrook Dr        | Sioux City      | IA    | 51106 | (712) 258-2555 |
| Urbandale Marketplace           | This Is It, Inc.              | 11129 Plum Dr             | Urbandale       | IA    | 50322 | (515) 727-5855 |
| Heritage Park                   | This Is It, Inc.              | 11895 Hickman Rd          | Urbandale       | IA    | 50323 | (515) 334-2665 |
| *Progress Plaza                 | Sharpness Inc.                | 3827 University Ave       | Waterloo        | IA    | 50701 | (319) 234-0375 |
| *Crossroads                     | Sharpness Inc.                | 1507 Flammang Dr          | Waterloo        | IA    | 50702 | (319) 433-1107 |
| Alice's Crossing                | A Little On The Side, LLC     | 761 E Hickman Rd          | Waukee          | IA    | 50263 | (515) 410-9023 |
| *Waverly                        | Sharpness Inc.                | 1223 4th St SW            | Waverly         | IA    | 50677 | (319) 352-1392 |
| West Burlington                 | The Hands Group, Inc.         | 116 W Agency Rd           | West Burlington | IA    | 52655 | (319) 754-5881 |
| 60th and Ashworth               | A Little On The Side, LLC     | 5935 Ashworth Rd          | West Des Moines | IA    | 50266 | (515) 224-6054 |
| South Oaks Mall                 | A Little On The Side, LLC     | 3769 EP True Pkwy         | West Des Moines | IA    | 50265 | (515) 267-0044 |
| West Glen Town Center           | A Little On The Side, LLC     | 5465 Mills Civic Pkwy     | West Des Moines | IA    | 50266 | (515) 224-5991 |
| Windsor Heights Town Center     | This Is It, Inc.              | 6601 University Ave       | Windsor Heights | IA    | 50324 | (515) 277-7955 |
| Sandcreek Commons               | Idaho Franchise Partners, LLC | 2666 E Sunnyside Rd       | Ammon           | ID    | 83406 | (208) 357-4126 |
| Plantation Center               | Idaho Franchise Partners, LLC | 6836 Glenwood Street      | Boise           | ID    | 83703 | (208) 853-6943 |
| Franklin                        | Idaho Franchise Partners, LLC | 5208 W Franklin Rd        | Boise           | ID    | 83705 | (208) 342-0206 |
| McMillan Corner                 | Idaho Franchise Partners, LLC | 13613 W McMillan Rd       | Boise           | ID    | 83713 | (208) 939-1091 |
| Overland                        | Idaho Franchise Partners, LLC | 8176 W Overland Rd        | Boise           | ID    | 83709 | (208) 377-1516 |
| Federal Way Fred Meyer          | Idaho Franchise Partners, LLC | 3527 S Federal Way        | Boise           | ID    | 83705 | (208) 336-7144 |
| *Rivergate Crossing             | TriState Salons, LLC          | 242 East 5th Street North | Burley          | ID    | 83318 | (208) 679-3712 |
| Caldwell                        | Idaho Franchise Partners, LLC | 2713 Blaine St            | Caldwell        | ID    | 83605 | (208) 453-2643 |
| Caldwell Shops on the Boulevard | Idaho Franchise Partners, LLC | 5205 Cleveland Blvd       | Caldwell        | ID    | 83607 | (208) 453-6414 |
| Hayden Target                   | Red Hill, Inc.                | 291 W Canfield Ave        | Coeur D Alene   | ID    | 83814 | (208) 762-5568 |
| Coeur D' Alene                  | Red Hill, Inc.                | 3522 N Government Way     | Coeur D Alene   | ID    | 83815 | (208) 765-2940 |
| Eagle Pavilion                  | Idaho Franchise Partners, LLC | 358 S Eagle Rd            | Eagle           | ID    | 83616 | (208) 939-2996 |
| Fred Meyer Center               | TriState Salons, LLC          | 1547 Northgate Mile       | Idaho Falls     | ID    | 83401 | (208) 522-5000 |
| Wingo Shopping Center           | TriState Salons, LLC          | 371 N Woodruff Ave        | Idaho Falls     | ID    | 83401 | (208) 542-9000 |
| Idaho Falls Super Walmart       | TriState Salons, LLC          | 408 S Utah Ave            | Idaho Falls     | ID    | 83402 | (208) 528-9100 |
| Ridleys Center                  | Idaho Franchise Partners, LLC | 1327 N Meridian Rd        | Kuna            | ID    | 83634 | (208) 922-1780 |
| Lewiston Center Mall            | Zahoomi Inland LLC            | 1804 19th Ave             | Lewiston        | ID    | 83501 | (208) 746-3059 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
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| Salon Name                   | Franchisee                     | Address                     | City              | State | Zip   | Phone          |
|------------------------------|--------------------------------|-----------------------------|-------------------|-------|-------|----------------|
| Cherry Lane Center           | Idaho Franchise Partners, LLC  | 1751 W Cherry Ln            | Meridian          | ID    | 83642 | (208) 895-0730 |
| Eagle Island Marketplace     | Idaho Franchise Partners, LLC  | 1388 W Chinden Blvd         | Meridian          | ID    | 83646 | (208) 895-7846 |
| Palouse Mall                 | Zahoomi Inland LLC             | 2114 W Pullman Rd           | Moscow            | ID    | 83843 | (208) 883-8052 |
| Boulevard Plaza              | Idaho Franchise Partners, LLC  | 172 Caldwell Blvd           | Nampa             | ID    | 83651 | (208) 463-1595 |
| 12th Ave                     | Idaho Franchise Partners, LLC  | 181 E Maine Ave             | Nampa             | ID    | 83686 | (208) 442-5431 |
| Karcher Village              | Idaho Franchise Partners, LLC  | 16440 N Midland Blvd        | Nampa             | ID    | 83687 | (208) 467-9778 |
| Yellowstone Fred Meyer       | TriState Salons, LLC           | 802 Yellowstone Avenue      | Pocatello         | ID    | 83201 | (208) 232-1770 |
| Cobblestone Creek            | TriState Salons, LLC           | 4100 N Yellowstone Ave      | Pocatello         | ID    | 83202 | (208) 637-2500 |
| Sandpoint                    | UFFDAH, LLC                    | 675 Kootenai Cut Off Rd     | Ponderay          | ID    | 83852 | (208) 265-9262 |
| Post Falls Walmart           | Red Hill, Inc.                 | 3134 E Mullan Ave           | Post Falls        | ID    | 83854 | (208) 773-8348 |
| N Rexburg Strip Center       | Idaho Franchise Partners, LLC  | 286 Moody Rd                | Rexburg           | ID    | 83440 | (208) 497-0555 |
| Albertsons-Star              | Idaho Franchise Partners, LLC  | 200 N Highbrook Way         | Star              | ID    | 83669 | (208) 995-2598 |
| *Breckenridge Farms          | TriState Salons, LLC           | 799 Cheney Dr               | Twin Falls        | ID    | 83301 | (208) 735-1200 |
| *Blue Lakes Fred Meyer       | TriState Salons, LLC           | 711 Blue Lakes Blvd N.      | Twin Falls        | ID    | 83301 | (208) 595-1579 |
| Shoppes of Addison IV        | Hanumanji, Inc.                | 1450 W Lake St              | Addison           | IL    | 60101 | (630) 705-1016 |
| Lake in the Hills            | BrynCorp Concepts, Ltd.        | 22 S Randall Rd             | Algonquin         | IL    | 60102 | (847) 854-6767 |
| Algonquin Town Center        | NMS Investments, Inc.          | 1542 E Algonquin Rd         | Algonquin         | IL    | 60102 | (847) 854-1900 |
| Oakwood Plaza                | Gateway Clippers Holdings LLC  | 1837 Homer Adams Pkwy       | Alton             | IL    | 62002 | (618) 465-5223 |
| Antioch Crossings            | NMS Investments, Inc.          | 417 E Route 173             | Antioch           | IL    | 60002 | (224)788-8172  |
| Town and Country             | NMS Investments, Inc.          | 377 E Palatine Rd           | Arlington Heights | IL    | 60004 | (847) 590-1091 |
| Eola Commons                 | Hanumanji, Inc.                | 3150 N Aurora Rd            | Aurora            | IL    | 60504 | (630) 585-6833 |
| Savannah Crossing            | Riverside Capital PLLC         | 2902 Kirk Rd                | Aurora            | IL    | 60502 | (630) 375-1887 |
| Orchard Grove                | The Richard Lynn Company       | 1330 Orchard Rd             | Aurora            | IL    | 60506 | (630) 907-9915 |
| Ogden Point                  | The Richard Lynn Company       | 2616B Ogden Ave             | Aurora            | IL    | 60504 | (630) 978-2550 |
| Bartlett Plaza               | Red Sky At Night, Inc.         | 912 S IL Route 59           | Bartlett          | IL    | 60103 | (630) 289-3230 |
| Batavia Plaza                | The Richard Lynn Company       | 136 W Wilson St             | Batavia           | IL    | 60510 | (630) 761-9674 |
| Belleville Crossing          | Modern Day Clippers, Inc.      | 5751 Belleville Crossing St | Belleville        | IL    | 62226 | (618) 234-8400 |
| Green Mount Station          | MPE, Inc.                      | 2630 Mascoutah Ave          | Belleville        | IL    | 62221 | (618) 235-2820 |
| *The Gateway Center - Belvid | Griswold, Inc.                 | 1948 Gateway Center Dr      | Belvidere         | IL    | 61008 | (815) 544-1678 |
| *Bloomington South at Morris | The Hands Group, Inc.          | 1601 Morrissey Drive        | Bloomington       | IL    | 61704 | (309) 808-3596 |
| *Schnucks-Bloomington        | The Hands Group, Inc.          | 1701 E Empire               | Bloomington       | IL    | 61701 | (309) 433-9100 |
| Bolingbrook                  | Bengal Renaissance Group, Inc. | 218 N Weber Rd              | Bolingbrook       | IL    | 60440 | (630) 226-0444 |
| Julians Plaza                | Riverside Capital PLLC         | 144 E Boughton Rd           | Bolingbrook       | IL    | 60440 | (630) 739-2445 |
| Bradley Commons              | Hanumanji, Inc.                | 2024 N State Route 50       | Bourbonnais       | IL    | 60914 | (815) 802-0500 |
| In Store Meijer Bradley      | Hanumanji, Inc.                | 990 N Kinzie Ave            | Bradley           | IL    | 60915 | (815) 573-5567 |
| The Shops at Buffalo Grove   | L.A.C.E., Inc.                 | 1543 Deerfield Pkwy         | Buffalo Grove     | IL    | 60089 | (847) 777-1455 |
| *Hyvee Center                | The Hands Group, Inc.          | 855 N Main St               | Canton            | IL    | 61520 | (309) 649-1000 |
| Carbondale East              | The Mane Group, Inc.           | 715 North Giant City Rd     | Carbondale        | IL    | 62902 | (618) 457-5845 |
| Northland Mall               | Bengal Renaissance Group, Inc. | 537 S Schmale Rd            | Carol Stream      | IL    | 60188 | (630) 933-0416 |
| Heritage Plaza               | BrynCorp Concepts, Ltd.        | 782 W Army Trail Rd         | Carol Stream      | IL    | 60188 | (630) 540-9023 |
| Ravens Crossing              | BrynCorp Concepts, Ltd.        | 2162 Randall Road           | Carpentersville   | IL    | 60110 | 224-802-8942   |
| Cary Square                  | NMS Investments, Inc.          | 720 Northwest Hwy           | Cary              | IL    | 60013 | (847) 639-5949 |
| Fairview Park Plaza          | MPE, Inc.                      | 1065 W Broadway             | Centralia         | IL    | 62801 | (618) 918-2600 |
| North Champaign              | The Hands Group, Inc.          | 907 W Marketview Dr         | Champaign         | IL    | 61822 | (217) 607-1184 |
| Carriage Center              | The Hands Group, Inc.          | 2023 S Neil St              | Champaign         | IL    | 61821 | (217) 954-1970 |
| Charleston Commons           | The Hands Group, Inc.          | 2194 Woodfall Dr            | Charleston        | IL    | 61920 | (217) 345-0505 |
| Wicker Park                  | Alpine Cuts, Inc.              | 1238B N Ashland Ave         | Chicago           | IL    | 60622 | (773) 252-2372 |
| University Village           | CJCI, Inc.                     | 1342 S Halsted St           | Chicago           | IL    | 60607 | (312) 491-1000 |
| North Clark Street           | CMC Service of Chicago 1 LLC   | 2506 1/2 N Clark St         | Chicago           | IL    | 60614 | (773) 281-2926 |
| Lakeview                     | CMC Service of Chicago 1 LLC   | 3143 N Broadway             | Chicago           | IL    | 60657 | (773) 871-2699 |
| Elston Plaza                 | Deva Ashtavinayak, Inc.        | 3229-B W Addison St         | Chicago           | IL    | 60618 | (773)-681-0495 |
| Presidential Towers          | Parsan, LLC                    | 547 W Madison St            | Chicago           | IL    | 60661 | (312) 775-7003 |
| Lincoln Square               | Parsan, LLC                    | 2321 W Lawrence Ave         | Chicago           | IL    | 60625 | (773) 516-4461 |
| Metra Market                 | Parsan, LLC                    | 117 N Clinton St            | Chicago           | IL    | 60661 | (312) 466-6480 |
| Condor Plaza                 | Parsan, LLC                    | 5601 S Harlem Ave           | Chicago           | IL    | 60638 | (773) 229-0297 |
| Lakeside Plaza               | Modern Day Clippers, Inc.      | 501 Beltline #20-1          | Collinsville      | IL    | 62234 | (618) 346-8700 |
| Columbia Town Centre         | MPE, Inc.                      | 990 Columbia Town Centre    | Columbia          | IL    | 62236 | (618) 281-8484 |
| Salem Square                 | CJCI, Inc.                     | 5555 S Brainerd Ave         | Countryside       | IL    | 60525 | (708) 352-2900 |
| Country Corners              | NMS Investments, Inc.          | 230 W Virginia Rd           | Crystal Lake      | IL    | 60014 | (815) 356-5533 |
| Danville Crossing            | The Hands Group, Inc.          | 4111 N Vermillion St        | Danville          | IL    | 61832 | (217) 443-2750 |
| Darien Towne Centre          | CMC Service of Chicago 1 LLC   | 2133 W 75th St              | Darien            | IL    | 60561 | (630) 963-0632 |
| Decatur Mount Zion Walmart   | The Hands Group, Inc.          | 4655 E Maryland St          | Decatur           | IL    | 62521 | (217) 864-0300 |
| Decatur North                | The Hands Group, Inc.          | 215 E Ash Ave               | Decatur           | IL    | 62526 | (217) 872-1920 |
| DeKalb                       | Red Sky At Night, Inc.         | 2587 Sycamore Rd            | DeKalb            | IL    | 60115 | (815) 756-2547 |
| *Presidential Parkway Plaza  | Griswold, Inc.                 | 216 Keul Rd                 | Dixon             | IL    | 61021 | (815) 284-4077 |
| Victoria Centre              | Hanumanji, Inc.                | 6319 Woodward Ave           | Downers Grove     | IL    | 60516 | (630) 837-3994 |
| Butterfield Plaza            | Hanumanji, Inc.                | 1412 Butterfield Road       | Downers Grove     | IL    | 60515 | (630) 889-0595 |
| Downers Grove Market         | The Richard Lynn Company       | 64 Ogden Ave                | Downers Grove     | IL    | 60515 | (630) 322-8661 |
| *Camp Street Crossing        | The Hands Group, Inc.          | 805 W Camp St               | East Peoria       | IL    | 61611 | (309) 427-5900 |
| Edwardsville Marketplace     | Modern Day Clippers, Inc.      | 2218 Troy Road              | Edwardsville      | IL    | 62025 | (618) 692-4262 |
| Effingham Crossroads Plaza   | The Hands Group, Inc.          | 1304 Thelma Keller Blvd     | Effingham         | IL    | 62401 | (217) 342-4030 |
| Otter Creek Shopping Center  | EL-RAE, Inc.                   | 246 S Randall Rd            | Elgin             | IL    | 60123 | (847) 695-3991 |
| Mallard Crossing             | CMC Service of Chicago 1 LLC   | 853A Meacham Rd             | Elk Grove Village | IL    | 60007 | (847) 352-3588 |
| Elk Grove Village            | Hanumanji, Inc.                | 66 Biesterfield Rd          | Elk Grove Village | IL    | 60007 | (847) 640-6921 |
| Elmhurst                     | CJCI, Inc.                     | 275 N York St               | Elmhurst          | IL    | 60126 | (630) 941-1200 |
| Elmhurst South               | The Richard Lynn Company       | 1024 S York Rd              | Elmhurst          | IL    | 60126 | (630) 758-0512 |
| Main Street Marketplace      | Parsan, LLC                    | 2432 Main St                | Evanston          | IL    | 60202 | (847) 475-2500 |
| Flossmoor Meijer             | The Richard Lynn Company       | 3800 Vollmer Rd             | Flossmoor         | IL    | 60422 | (708) 748-0020 |



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| Salon Name                  | Franchisee                     | Address                  | City             | State | Zip   | Phone          |
|-----------------------------|--------------------------------|--------------------------|------------------|-------|-------|----------------|
| Hickory Creek Center        | Riverside Capital PLLC         | 19979 S. LaGrange Rd     | Frankfort        | IL    | 60423 | (815) 469-8463 |
| *Southgate Plaza            | Griswold, Inc.                 | 2705 IL Rte 26 S         | Freeport         | IL    | 61032 | (815) 233-9999 |
| Galesburg                   | The Hands Group, Inc.          | 503 Knox Square Dr       | Galesburg        | IL    | 61401 | (309) 341-0990 |
| Geneva (Rose Plaza)         | DA-RAE, Inc.                   | 1770 S Randall Rd        | Geneva           | IL    | 60134 | (630) 262-0898 |
| 38 and Bricher              | Red Sky At Night, Inc.         | 2000 W State St          | Geneva           | IL    | 60134 | (630) 232-1455 |
| Glen Ellyn Plaza            | Roshni Enterprises, Inc.       | 281 Roosevelt Rd         | Glen Ellyn       | IL    | 60137 | (630) 793-5170 |
| Plaza West Lake             | CMC Service of Chicago 1 LLC   | 2186 Bloomingdale Rd     | Glendale Heights | IL    | 60139 | (630) 924-7729 |
| Glenview East               | Parsan, LLC                    | 2524 Waukegan Road       | Glenview         | IL    | 60025 | (847) 834-0193 |
| Piasa Center                | Gateway Clippers Holdings LLC  | 2700 Godfrey Rd          | Godfrey          | IL    | 62035 | (618) 466-3642 |
| Grayslake                   | L.A.C.E., Inc.                 | 823 Center St            | Grayslake        | IL    | 60030 | (847) 548-4084 |
| Stonebrook Commons          | GREATFUL INC.                  | 6695 Grand Ave           | Gurnee           | IL    | 60031 | (847) 856-1940 |
| Harrisburg Shoppes          | Shear Genius, LLC              | 708 Rollie Moore Dr      | Harrisburg       | IL    | 62946 | (618) 252-3999 |
| Highland Crossing           | Gateway Clippers Holdings LLC  | 12551 State Route 143    | Highland         | IL    | 62249 | (618) 654-7584 |
| Huntington Plaza            | CMC Service of Chicago 1 LLC   | 1568 Algonquin Rd        | Hoffman Estates  | IL    | 60192 | (847) 705-9249 |
| Prairie Stone Crossing      | CMC Service of Chicago 1 LLC   | 4640 Hoffman Blvd        | Hoffman Estates  | IL    | 60192 | (847) 645-9680 |
| Homer Town Square           | Riverside Capital PLLC         | 14230 S Bell Rd          | Homer Glen       | IL    | 60491 | (708) 301-8299 |
| Huntley Grove               | BrynCorp Concepts, Ltd.        | 12192 Route 47           | Huntley          | IL    | 60142 | (224) 569-2620 |
| Island Lake                 | L.A.C.E., Inc.                 | 510 Auburn Dr            | Island Lake      | IL    | 60042 | (847) 487-2559 |
| Jacksonville Plaza          | Community Clippers, Inc.       | 1923 W Morton Ave        | Jacksonville     | IL    | 62650 | (217) 243-3233 |
| Jerseyville Center          | Gateway Clippers Holdings LLC  | 1600 S State St          | Jerseyville      | IL    | 62052 | (618) 498-1377 |
| Essington Plaza             | CMC Service of Chicago 1 LLC   | 2300 Essington Rd        | Joliet           | IL    | 60435 | (815) 254-1387 |
| LaGrange Crossing           | Alpine Cuts, Inc.              | 1 N La Grange Rd         | La Grange        | IL    | 60525 | (708) 579-2170 |
| Deer Path                   | L.A.C.E., Inc.                 | 716 S Rand Rd            | Lake Zurich      | IL    | 60047 | (847) 550-6270 |
| Village Square Shopping Cen | L.A.C.E., Inc.                 | 719 W Route 22           | Lake Zurich      | IL    | 60047 | (847) 540-7411 |
| Long Run Marketplace        | Riverside Capital PLLC         | 13448 Archer Ave         | Lemont           | IL    | 60439 | (630) 257-1212 |
| Lisle                       | The Richard Lynn Company       | 1038 Maple Ave           | Lisle            | IL    | 60532 | (630) 960-9500 |
| Litchfield                  | The Hands Group, Inc.          | 1203 W Ferdon St         | Litchfield       | IL    | 62056 | (217) 324-6660 |
| Lockport Square             | Riverside Capital PLLC         | 16117 S Farrell Rd       | Lockport         | IL    | 60441 | (815) 838-6710 |
| Lombard                     | Bengal Renaissance Group, Inc. | 432 S Main St            | Lombard          | IL    | 60148 | (630) 705-0850 |
| *Loves Park                 | Griswold, Inc.                 | 1810 Harlem Rd           | Loves Park       | IL    | 61111 | (815) 633-6900 |
| *Gateway Center             | Griswold, Inc.                 | 1578 W Lane Rd           | Machesney Park   | IL    | 61115 | (815) 877-8835 |
| Macomb Center               | The Hands Group, Inc.          | 1736 East Jackson St     | Macomb           | IL    | 61455 | (309) 295-8388 |
| Marion                      | The Mane Group, Inc.           | 1120 N Carbon St         | Marion           | IL    | 62959 | (618) 997-0124 |
| Mattoon By Starbucks        | The Hands Group, Inc.          | 1017 Charleston Ave E    | Mattoon          | IL    | 61938 | (217) 235-6765 |
| McHenry Plaza               | L.A.C.E., Inc.                 | 1778 N Richmond Rd       | McHenry          | IL    | 60050 | (815) 385-6685 |
| Miller Center               | L.A.C.E., Inc.                 | 3822 Charles J Miller Rd | McHenry          | IL    | 60050 | (815) 578-1908 |
| Merrionette Park            | Shear Force, LLC               | 3333 W 115th St          | Merrionette Park | IL    | 60803 | (708) 239-0310 |
| Minooka Heartland Crossing  | The Richard Lynn Company       | 2047 Ridge Rd            | Minooka          | IL    | 60447 | (815) 467-4111 |
| Mokena Corners              | Riverside Capital PLLC         | 11240 W Lincoln Hwy      | Mokena           | IL    | 60448 | (815) 806-9910 |
| Riverplace Centre           | Great Care Quad Cities, LLC    | 917 41st Ave Dr          | Moline           | IL    | 61265 | (309) 736-7665 |
| Moline East                 | The Hands Group, Inc.          | 3921 38th St             | Moline           | IL    | 61265 | (309) 207-9292 |
| Montgomery                  | The Richard Lynn Company       | 2082 Orchard Rd          | Montgomery       | IL    | 60538 | (630) 859-3919 |
| Morris Walmart              | The Richard Lynn Company       | 241 E US Route 6         | Morris           | IL    | 60450 | (815) 416-0639 |
| *Morton Kroger              | The Hands Group, Inc.          | 833 W Jackson St         | Morton           | IL    | 61550 | (309) 266-9500 |
| Mount Prospect Plaza        | Parsan, LLC                    | 1216 E Central Rd        | Mount Prospect   | IL    | 60056 | (224) 318-2901 |
| Mount Vernon                | The Mane Group, Inc.           | 400 S 42nd St            | Mount Vernon     | IL    | 62864 | (618) 244-9991 |
| Mundelein Commons           | NMS Investments, Inc.          | 1146 W Maple Ave         | Mundelein        | IL    | 60060 | (847) 566-7600 |
| Riverwest                   | CMC Service of Chicago 1 LLC   | 1552 N Aurora Rd         | Naperville       | IL    | 60563 | (630) 961-5088 |
| Fox Run Square              | CMC Service of Chicago 1 LLC   | 1212 S Naper Blvd        | Naperville       | IL    | 60540 | (630) 778-8055 |
| Hobson West Plaza           | CMC Service of Chicago 1 LLC   | 967 W 75th St            | Naperville       | IL    | 60565 | (630) 717-0976 |
| Naperville North            | The Richard Lynn Company       | 1211 E Ogden Ave         | Naperville       | IL    | 60563 | (630) 961-5510 |
| Naperville South            | The Richard Lynn Company       | 3111 111th St            | Naperville       | IL    | 60564 | (331) 215-7331 |
| New Lenox Town Center       | Riverside Capital PLLC         | 523 E Lincoln Hwy        | New Lenox        | IL    | 60451 | (815) 463-0274 |
| Pointe Plaza                | Parsan, LLC                    | 5624 W Touhy Ave         | Niles            | IL    | 60714 | (847) 588-0361 |
| *Parkway by Walmart         | The Hands Group, Inc.          | 1700 Parkway Plaza Drive | Normal           | IL    | 61761 | (309) 454-2100 |
| *Constitution Trail         | The Hands Group, Inc.          | 1715 Bradford Ln         | Normal           | IL    | 61761 | (309) 454-3700 |
| Woodman Center              | The Richard Lynn Company       | 108 Hansen Blvd          | North Aurora     | IL    | 60542 | (630) 907-9310 |
| Brookside Plaza             | Bengal Renaissance Group, Inc. | 501 Waukegan Rd          | Northbrook       | IL    | 60062 | (847) 559-1100 |
| Lincoln Crossing Shopping C | MPE, Inc.                      | 1558 W Highway 50        | O'Fallon         | IL    | 62269 | (618) 624-7122 |
| Oak Forest Commons          | The Richard Lynn Company       | 5536 159th St            | Oak Forest       | IL    | 60452 | (708) 535-9890 |
| Oak Lawn Mariano's          | Shear Force, LLC               | 11014 S Cicero Ave       | Oak Lawn         | IL    | 60453 | (708) 634-3622 |
| Oak Park                    | Parsan, LLC                    | 707 W Lake St            | Oak Park         | IL    | 60301 | (708) 628-3675 |
| In Store Jewel Orland       | Hanumanji, Inc.                | 9350 W 159th St          | Orland Park      | IL    | 60462 | (708) 942-3737 |
| Marley Creek                | Riverside Capital PLLC         | 18060 Wolf Rd            | Orland Park      | IL    | 60467 | (708) 326-3810 |
| Oswego Central              | The Richard Lynn Company       | 2334 Route 34            | Oswego           | IL    | 60543 | (630) 554-5505 |
| Oswego West                 | The Richard Lynn Company       | 3427 Orchard Rd          | Oswego           | IL    | 60543 | (331) 999-6400 |
| Ottawa Center               | Red Sky At Night, Inc.         | 361 W Stevenson Rd       | Ottawa           | IL    | 61350 | (815) 431-1809 |
| Northwest Shopping Center   | CMC Service of Chicago 1 LLC   | 521 E Dundee Rd          | Palatine         | IL    | 60074 | (847) 359-7510 |
| Palatine Commons            | L.A.C.E., Inc.                 | 109 N Northwest Hwy      | Palatine         | IL    | 60067 | (847) 991-1776 |
| Palos Center                | Hanumanji, Inc.                | 12801 S Harlem Ave       | Palos Heights    | IL    | 60463 | (708) 389-0749 |
| Palos Park                  | The Richard Lynn Company       | 13002 S La Grange Rd     | Palos Park       | IL    | 60464 | (708) 923-0772 |
| *Pekin Walmart              | The Hands Group, Inc.          | 3416 N Veterans Dr       | Pekin            | IL    | 61554 | (309) 346-5700 |
| *Metro Centre               | The Hands Group, Inc.          | 4620 N University St     | Peoria           | IL    | 61614 | (309) 691-2000 |
| *Grand Prairie HyVee        | The Hands Group, Inc.          | 7424 N Orange Prairie Dr | Peoria           | IL    | 61615 | (309) 643-1844 |
| *Knoxville Crossing         | The Hands Group, Inc.          | 10405 N Centerway Dr     | Peoria           | IL    | 61615 | (309) 243-8600 |
| Peru Marketplace            | Red Sky At Night, Inc.         | 5259 State Route 251     | Peru             | IL    | 61354 | (815) 220-1200 |
| Plainfield Meijer Plaza     | CMC Service of Chicago 1 LLC   | 13511 S Route 59         | Plainfield       | IL    | 60585 | (815) 609-8177 |
| Brentwood Cove              | CMC Service of Chicago 1 LLC   | 2203 A S Route 59        | Plainfield       | IL    | 60544 | (815) 254-5810 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                   | Address                       | City             | State | Zip   | Phone          |
|--------------------------------|------------------------------|-------------------------------|------------------|-------|-------|----------------|
| The Boulevard Place            | CMC Service of Chicago 1 LLC | 16302 South Boulevard Place   | Plainfield       | IL    | 60586 | (815) 531-1731 |
| Plano                          | Red Sky At Night, Inc.       | 6542 W US Highway 34          | Plano            | IL    | 60545 | (630) 552-1355 |
| *Pontiac Center                | The Hands Group, Inc.        | 1041 W Reynolds St            | Pontiac          | IL    | 61764 | (815) 844-2798 |
| Prairie Trails Crossing        | Modern Day Clippers, Inc.    | 6230 Broadway St              | Quincy           | IL    | 62305 | (217) 223-7366 |
| Thatcher Woods                 | L.A.C.E., Inc.               | 8251 W Belmont Ave            | River Grove      | IL    | 60171 | (708) 456-4991 |
| *Rochelle                      | Griswold, Inc.               | 497 W Rt 38                   | Rochelle         | IL    | 61068 | (815) 561-3553 |
| *Colonial Village              | Griswold, Inc.               | 1466 S Alpine Rd              | Rockford         | IL    | 61108 | (815) 227-0460 |
| *Rockford Crossings            | Griswold, Inc.               | 277 Deane Dr                  | Rockford         | IL    | 61107 | (815) 399-8151 |
| *Pavilion at Riverside         | Griswold, Inc.               | 5845 E Riverside Blvd         | Rockford         | IL    | 61114 | (815) 654-1725 |
| *Perryville Crossing           | Griswold, Inc.               | 2213 S Perryville Rd          | Rockford         | IL    | 61108 | (815) 226-7090 |
| Marketplace at Rolling Meadows | CMC Service of Chicago 1 LLC | 1663 Algonquin Rd             | Rolling Meadows  | IL    | 60008 | (847) 357-1663 |
| Rolling Meadows Shopping C     | CMC Service of Chicago 1 LLC | 3252 Kirchoff Rd              | Rolling Meadows  | IL    | 60008 | (847) 797-0980 |
| Carillon Court                 | The Richard Lynn Company     | 476 N Weber Rd                | Romeoville       | IL    | 60446 | (815) 293-3806 |
| Creekside Plaza                | The Richard Lynn Company     | 388 S Weber Rd                | Romeoville       | IL    | 60446 | (815) 838-1653 |
| *Hilander Village Square       | Griswold, Inc.               | 4906 Hononogah Rd             | Roscoe           | IL    | 61073 | (815) 623-2828 |
| Roselle Commons                | Parsan, LLC                  | 354 E Irving Park Rd          | Roselle          | IL    | 60172 | (630) 307-0063 |
| Rosemont Marketplace           | L.A.C.E., Inc.               | 7060 Mannheim Rd              | Rosemont         | IL    | 60018 | (847) 298-8140 |
| Shops at Round Lake            | L.A.C.E., Inc.               | 736 N Fairfield Rd            | Round Lake       | IL    | 60073 | (847) 740-5988 |
| Round Lake Beach               | NMS Investments, Inc.        | 528 E Rollins Rd              | Round Lake Beach | IL    | 60073 | (847) 740-3032 |
| Campton Square                 | Red Sky At Night, Inc.       | 40W134 Campton Crossings Dr   | Saint Charles    | IL    | 60175 | (630) 444-0049 |
| Main Street Commons            | Red Sky At Night, Inc.       | 3681 E Main St                | Saint Charles    | IL    | 60174 | (630) 513-0510 |
| Scharrington Square            | CMC Service of Chicago 1 LLC | 2445 W Schaumburg Rd          | Schaumburg       | IL    | 60194 | (847) 884-0605 |
| Nantucket Square               | CMC Service of Chicago 1 LLC | 1109 S Roselle Rd             | Schaumburg       | IL    | 60193 | (847) 352-7475 |
| Shorewood Crossing             | CMC Service of Chicago 1 LLC | 952 Brook Forest Avenue       | Shorewood        | IL    | 60404 | (815) 436-8525 |
| Silver Glen Crossing           | DA-RAE, Inc.                 | 626 Randall Rd                | South Elgin      | IL    | 60177 | (847) 214-9080 |
| Sparta Center                  | MPE, Inc.                    | 1422 Sparta Centre Dr         | Sparta           | IL    | 62286 | (618) 443-3640 |
| 6th Street Walmart             | The Hands Group, Inc.        | 3820 Octavus Via Dr           | Springfield      | IL    | 62703 | (217) 679-4423 |
| Springfield by Target          | The Hands Group, Inc.        | 3419 N Freedom Dr             | Springfield      | IL    | 62704 | (217) 698-1500 |
| North Dirksen                  | The Hands Group, Inc.        | 2726 N Dirksen Pkwy           | Springfield      | IL    | 62702 | (217) 670-1338 |
| White Oaks Plaza               | The Hands Group, Inc.        | 2769 S Veterans Pkwy          | Springfield      | IL    | 62704 | (217) 787-8717 |
| Sterling Commons               | The Richard Lynn Company     | 4312 E Lincolnway Ave         | Sterling         | IL    | 61081 | (815) 625-3244 |
| Streamwood Target Plaza        | Riverside Capital PLLC       | 943 W Irving Park Rd          | Streamwood       | IL    | 60107 | (630) 550-5281 |
| Streator Commons               | Red Sky At Night, Inc.       | 2401 N. Bloomington St.       | Streator         | IL    | 61364 | (815) 672-5477 |
| Swansea Plaza                  | Modern Day Clippers, Inc.    | 2651 N Illinois St            | Swansea          | IL    | 62226 | (618) 235-5044 |
| Taylorville Crossing           | The Hands Group, Inc.        | 1522B W Springfield Rd        | Taylorville      | IL    | 62568 | (217) 824-2118 |
| Brookside Marketplace          | Hanumanji, Inc.              | 7212 W 191st St               | Tinley Park      | IL    | 60487 | (815) 464-9933 |
| Vernon Hills                   | NMS Investments, Inc.        | 700 N Milwaukee Ave           | Vernon Hills     | IL    | 60061 | (847) 816-6879 |
| North Villa Park Commons       | Alpine Cuts, Inc.            | 66 E North Ave                | Villa Park       | IL    | 60181 | (630) 834-8313 |
| *Washington at Walmart         | The Hands Group, Inc.        | 1984 Freedom Pkwy             | Washington       | IL    | 61571 | (309) 508-7444 |
| Waterloo                       | MPE, Inc.                    | 929 N Illinois Rte 3          | Waterloo         | IL    | 62298 | (618) 939-6633 |
| Liberty Square                 | L.A.C.E., Inc.               | 563 W Liberty St              | Wauconda         | IL    | 60084 | (847) 487-4177 |
| Westchester                    | The Richard Lynn Company     | 3011 Wolf Rd                  | Westchester      | IL    | 60126 | (708) 531-0440 |
| Westmont Shopping Center       | CMC Service of Chicago 1 LLC | 6160 S Cass Ave               | Westmont         | IL    | 60559 | (630) 225-8843 |
| Danada Square East             | The Richard Lynn Company     | 119 Danada Sq E               | Wheaton          | IL    | 60189 | (630) 690-2020 |
| Wheeling Fresh Farms Plaza     | L.A.C.E., Inc.               | 263 E Dundee Rd               | Wheeling         | IL    | 60090 | (847) 947-7220 |
| Wood Dale                      | CMC Service of Chicago 1 LLC | 371 W Irving Park Rd          | Wood Dale        | IL    | 60091 | (630) 250-7207 |
| Wood River                     | Modern Day Clippers, Inc.    | 634 Wesley Dr                 | Wood River       | IL    | 62095 | (618) 259-5400 |
| Catalpa Commons                | L.A.C.E., Inc.               | 11607 Catalpa Ln              | Woodstock        | IL    | 60098 | (815) 337-0014 |
| Yorkville Plaza                | Red Sky At Night, Inc.       | 114 W Veterans Pkwy           | Yorkville        | IL    | 60560 | (630) 553-4058 |
| Applewood Centre               | C Clips Corporation          | 5553 S Scatterfield Rd        | Anderson         | IN    | 46013 | (765) 642-7455 |
| Cross Street Market Place      | C Clips Corporation          | 1843 N Scatterfield Rd        | Anderson         | IN    | 46012 | (765) 649-3815 |
| *Angola Square                 | C Clips Corporation          | 1651 North Wayne Street       | Angola           | IN    | 46703 | (260) 665-6750 |
| *Auburn Shopping Center        | C Clips Corporation          | 1008 W 7th St                 | Auburn           | IN    | 46706 | (260) 927-0061 |
| Shoppes of Avon                | FK3, LLC                     | 8113 E US Highway 36          | Avon             | IN    | 46123 | (317) 268-4176 |
| Kroger Center                  | MJ Clips, Inc.               | 1048 State Road 229           | Batesville       | IN    | 47006 | (812) 932-4555 |
| Bedford Shoppes                | FK3, LLC                     | 3338 John Williams Blvd       | Bedford          | IN    | 47421 | (812) 675-8009 |
| Whitehall Crossing             | C Clips Corporation          | 264 N Jacob Dr                | Bloomington      | IN    | 47404 | (812) 333-4511 |
| University Square              | C Clips Corporation          | 115 S State Road 46           | Bloomington      | IN    | 47408 | (812) 822-1099 |
| Cedar Bluff                    | C Clips Corporation          | 4264 N Cypress Ln             | Bloomington      | IN    | 47404 | (812) 876-1636 |
| Clear Creek Crossing           |                              | 4015 S Old State Rd 37        | Bloomington      | IN    | 47401 | (812) 824-3144 |
| *Inter Urban Park              | C Clips Corporation          | 2155 N Main St                | Bluffton         | IN    | 46714 | (260) 827-0901 |
| *Shops of Brazil               | Future Keys II, LLC          | 1111 E National Ave           | Brazil           | IN    | 47834 | (812) 442-8217 |
| Brownsburg Shopping Center     | BLOWN AWAY BY U LLC          | 818 E Main St                 | Brownsburg       | IN    | 46112 | (317) 286-3689 |
| Green Street Square            | BLOWN AWAY BY U LLC          | 1551 N Green St               | Brownsburg       | IN    | 46112 | (317) 456-4451 |
| Heartland Village Shoppes      | FK3, LLC                     | 8411 Windfall Ln              | Camby            | IN    | 46113 | (317) 821-1821 |
| Village Park Plaza             | Alternative Dimensions, Inc. | 2001 E Greyhound Pass         | Carmel           | IN    | 46033 | (317) 660-0922 |
| The Bridges                    | Alternative Dimensions, Inc. | 11503 Springmill Rd           | Carmel           | IN    | 46032 | (317) 660-0927 |
| Merchant Square                | FK3, LLC                     | 2320 E 116th St               | Carmel           | IN    | 46032 | (317) 564-4413 |
| Charlestown Crossings          | Venture 43, LLC              | 9403A County Road 403         | Charlestown      | IN    | 47111 | (812) 256-2265 |
| Shops of Chesterton            | BM KRYCKI, LLC               | 757 Indian Boundary Rd        | Chesterton       | IN    | 46304 | (219) 395-8984 |
| Veterans Parkway               | LLD, Inc.                    | 1305 Veterans Pkwy            | Clarksville      | IN    | 47129 | (812) 218-9191 |
| *Town and Country Shopping     | C Clips Corporation          | 482 A W Plaza Dr              | Columbia City    | IN    | 46725 | (260) 248-2795 |
| Greystone Shoppes              | FK3, LLC                     | 2455 Jonathan Moore Pike      | Columbus         | IN    | 47203 | (812) 799-7802 |
| 25th St Center                 | FK3, LLC                     | 1762 25th Street              | Columbus         | IN    | 47201 | (812) 375-9556 |
| Eagle Creek Crossing Shoppi    | C Clips Corporation          | 4004 Western Ave              | Connersville     | IN    | 47331 | (765) 692-0186 |
| Old Capital Plaza              | Impel Partners, LLC          | 413 Old Capital Plaza NW      | Corydon          | IN    | 47112 | (812) 738-0101 |
| Crawfordsville Square Shoppi   | Future Keys II, LLC          | 1684 Crawfordsville Square Dr | Crawfordsville   | IN    | 47933 | (765) 307-7580 |
| Crown Point Beacon Hill        | The Richard Lynn Company     | 10815 Broadway                | Crown Point      | IN    | 46307 | (219) 663-0845 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                         | Franchisee                   | Address                     | City           | State | Zip   | Phone          |
|------------------------------------|------------------------------|-----------------------------|----------------|-------|-------|----------------|
| *Village Green Shopping Center     | C Clips Corporation          | 1055 S 13th St              | Decatur        | IN    | 46733 | (260) 728-4002 |
| Dyer Sand Ridge Plaza              | The Richard Lynn Company     | 1062 Joliet St              | Dyer           | IN    | 46311 | (219) 865-2584 |
| *Shoppes on Six                    | SonRise Clippers Too, LLC    | 335 County Road 6 E         | Elkhart        | IN    | 46514 | (574) 266-6090 |
| *Cobblestone Crossing              | SonRise Clippers Too, LLC    | 4000 E Bristol St           | Elkhart        | IN    | 46514 | (574) 338-3295 |
| *Goshen Village                    | SonRise Clippers Too, LLC    | 4536 Elkhart Rd             | Elkhart        | IN    | 46517 | (574) 875-5215 |
| *Lawndale Shopping Center          | CHALEXBEE CUTS, LLC          | 912 S Green River Rd        | Evansville     | IN    | 47715 | (812) 475-2320 |
| *Evansville West Center            | CHALEXBEE CUTS, LLC          | 4424 W Lloyd Expy           | Evansville     | IN    | 47712 | (812) 401-2828 |
| *Northbrook Shopping Center        | CHALEXBEE CUTS, LLC          | 3810 North First Ave        | Evansville     | IN    | 47710 | (812) 773-3327 |
| *Green River Commons               | CHALEXBEE CUTS, LLC          | 4827 Davis Lant Dr          | Evansville     | IN    | 47715 | (812) 550-1644 |
| Fishers Crossing Shopping Center   | C Clips Corporation          | 7268 Fishers Crossing Dr    | Fishers        | IN    | 46038 | (317) 578-2677 |
| North by Northeast Shopping Center | C Clips Corporation          | 7838 E 96th St              | Fishers        | IN    | 46038 | (317) 436-7136 |
| Exit 5 Plaza                       | C Clips Corporation          | 9785 E 116th St             | Fishers        | IN    | 46038 | (317) 578-1790 |
| Towne Center at Geist              | C Clips Corporation          | 11650 Olivo Rd              | Fishers        | IN    | 46038 | (317) 288-9446 |
| LaFollette Station                 | LLD, Inc.                    | 100 LaFollette Station S    | Floyds Knobs   | IN    | 47119 | (812) 903-0595 |
| *Maplecrest Shopping Center        | C Clips Corporation          | 5718 Maplecrest Rd          | Fort Wayne     | IN    | 46835 | (260) 486-7860 |
| *Covington Plaza                   | C Clips Corporation          | 6404 W Jefferson Blvd       | Fort Wayne     | IN    | 46804 | (260) 206-6082 |
| *North Crest Shopping Center       | C Clips Corporation          | 801 Northcrest Shopping Ctr | Fort Wayne     | IN    | 46805 | (260) 471-0850 |
| *North Georgetown Shopping Center  | C Clips Corporation          | 6517 E State Blvd           | Fort Wayne     | IN    | 46815 | (260) 206-6126 |
| *Lima Road Shopping Center         | C Clips Corporation          | 6815 Lima Rd                | Fort Wayne     | IN    | 46818 | (260) 206-6077 |
| *Chapel Ridge                      | C Clips Corporation          | 10450 Maysville Rd          | Fort Wayne     | IN    | 46835 | (260) 485-3930 |
| *Orchard Crossing                  | C Clips Corporation          | 1034 S Thomas Rd            | Fort Wayne     | IN    | 46804 | (260)-387-6963 |
| *Pine Valley Crossing              | C Clips Corporation          | 1125 E Dupont Rd            | Fort Wayne     | IN    | 46825 | (260) 338-2019 |
| *Shorewood Shoppes                 | C Clips Corporation          | 9928 Illinois Rd            | Fort Wayne     | IN    | 46804 | (260)-206-6063 |
| *Southtown Center                  | C Clips Corporation          | 7607 Southtown Crossing     | Fort Wayne     | IN    | 46806 | (260) 447-7173 |
| Walmart Super Center               | C Clips Corporation          | 2484 E Wabash St            | Frankfort      | IN    | 46041 | (765) 654-6930 |
| Northwood Plaza                    | FK3, LLC                     | 1712 Northwood Plz          | Franklin       | IN    | 46131 | (317) 868-8075 |
| *Goshen Commons                    | SonRise Clippers, LLC        | 2024 Lincolnway E           | Goshen         | IN    | 46526 | (574) 534-2736 |
| *Granger Station                   | SonRise Clippers Too, LLC    | 12776 State Rd 23           | Granger        | IN    | 46530 | (574) 243-5197 |
| Greencastle                        | Future Keys II, LLC          | 1752 Indianapolis Rd        | Greencastle    | IN    | 46135 | (765) 301-7700 |
| Brandywine Plaza                   | C Clips Corporation          | 1555 N State St             | Greenfield     | IN    | 46140 | (317) 462-5210 |
| Greensburg Commons                 | C Clips Corporation          | 450 Greensburg Commons Ctr  | Greensburg     | IN    | 47240 | (812) 663-2102 |
| Summerfield Center                 | FK3, LLC                     | 2150 Independence Dr        | Greenwood      | IN    | 46143 | (317) 360-9328 |
| Meridian Parke Plaza               | Future Keys II, LLC          | 3100 Meridian Parke Dr      | Greenwood      | IN    | 46142 | (463) 300-5255 |
| Stones Crossing                    | Future Keys II, LLC          | 2710 S State Road 135       | Greenwood      | IN    | 46143 | (463) 300-5272 |
| Center Grove Market Place          | Future Keys II, LLC          | 5899 N State Rd 135         | Greenwood      | IN    | 46143 | (317) 530-5324 |
| Gateway Promenade                  | Hanumanji, Inc.              | 7911 Indianapolis Blvd      | Hammond        | IN    | 46324 | (219) 554-6672 |
| Hobart Plaza                       | db Thompson, Inc.            | 1617 E 37th Ave             | Hobart         | IN    | 46342 | (219) 963-6131 |
| *Forum Shoppes                     | C Clips Corporation          | 2912 Walmart Dr             | Huntington     | IN    | 46750 | (260) 224-6044 |
| Fortune Park                       | Alternative Dimensions, Inc. | 8840 Michigan Rd            | Indianapolis   | IN    | 46268 | (317) 876-8330 |
| North Willow Commons               | Alternative Dimensions, Inc. | 1424 W 86th St              | Indianapolis   | IN    | 46260 | (317) 269-7294 |
| Tasha's Plaza                      | BLOWN AWAY BY U LLC          | 9155 E 56th St              | Indianapolis   | IN    | 46216 | (317) 756-9948 |
| Geist Crossing Shoppes             | BLOWN AWAY BY U LLC          | 9761 Fall Creek Road        | Indianapolis   | IN    | 46256 | (317) 516-1439 |
| Washington Shoppes                 | C Clips Corporation          | 10051 E Washington St       | Indianapolis   | IN    | 46229 | (317) 899-5552 |
| Broad Ripple                       | C Clips Corporation          | 1077 Broad Ripple Ave       | Indianapolis   | IN    | 46220 | (317) 255-1147 |
| 10th Street Station                | C Clips Corporation          | 977 N Shadeland Ave         | Indianapolis   | IN    | 46219 | (317) 375-1242 |
| Madison Edgewood Shops             | C Clips Corporation          | 5855 Madison Ave            | Indianapolis   | IN    | 46227 | (317) 784-6780 |
| Murphy's Landing                   | C Clips Corporation          | 1350 W Southport Rd         | Indianapolis   | IN    | 46217 | (317) 889-7066 |
| Shops at Eagle Creek               | C Clips Corporation          | 6929 W 38th St              | Indianapolis   | IN    | 46254 | (317) 291-8355 |
| Clearwater Springs                 | C Clips Corporation          | 5025 E 82nd St              | Indianapolis   | IN    | 46250 | (317) 288-2645 |
| Johnson Fields                     | C Clips Corporation          | 8144 E Southport Rd         | Indianapolis   | IN    | 46259 | (317) 245-7054 |
| Greenwood Place                    | FK3, LLC                     | 7675 Shelby St              | Indianapolis   | IN    | 46227 | (463) 634-4060 |
| South Keystone                     | FK3, LLC                     | 3643 S Keystone Ave         | Indianapolis   | IN    | 46227 | (317) 600-3060 |
| Emerson Shops                      | FK3, LLC                     | 8855 S Emerson Ave          | Indianapolis   | IN    | 46237 | (317) 883-2592 |
| Thompson Marketplace               | FK3, LLC                     | 5370 E Thompson Rd          | Indianapolis   | IN    | 46237 | (317) 784-9002 |
| Marwood Plaza                      | FK3, LLC                     | 3327 Kentucky Ave           | Indianapolis   | IN    | 46221 | (317) 820-3111 |
| Raceway Commons                    | FK3, LLC                     | 55 S Raceway Rd             | Indianapolis   | IN    | 46231 | (317) 209-9090 |
| Avalon Crossing                    | FK3, LLC                     | 7002 Lake Plaza Dr          | Indianapolis   | IN    | 46220 | (317) 579-0063 |
| Chapel Hill                        | FK3, LLC                     | 7317 W 10th St              | Indianapolis   | IN    | 46214 | (317) 271-1996 |
| *Germantown Shopping Center        | CHALEXBEE CUTS, LLC          | 3717 N Newton               | Jasper         | IN    | 47546 | (812) 556-0273 |
| Meijers Center                     | Venture 43, LLC              | 2784 Meijer Dr              | Jeffersonville | IN    | 47130 | (812) 285-1222 |
| *Publix Village Square             | C Clips Corporation          | 356 W North St              | Kendallville   | IN    | 46755 | (260) 349-1594 |
| Southway Plaza                     | Alternative Dimensions, Inc. | 3708 S Reed Rd              | Kokomo         | IN    | 46902 | (765) 864-0183 |
| Dixon Square                       | Alternative Dimensions, Inc. | 114 N Dixon Rd              | Kokomo         | IN    | 46901 | (765) 457-2446 |
| Meijer #141                        | Alternative Dimensions, Inc. | 2301 E Markland Ave         | Kokomo         | IN    | 46901 | (765) 319-3292 |
| *Lafayette Marketplace             | Hoosier Barber Co.           | 3500 State Rd 38 E          | Lafayette      | IN    | 47905 | (765) 449-7047 |
| *Concord Plaza                     | Hoosier Barber Co.           | 3575 Promenade Way          | Lafayette      | IN    | 47909 | (765) 474-0142 |
| Pine Lake Shopping Center          | db Thompson, Inc.            | 47 Pine Lake Ave            | LaPorte        | IN    | 46350 | (219) 369-4302 |
| Shoppes at Tanners Creek           | MJ Clips, Inc.               | 870 W Eads Pkwy             | Lawrenceburg   | IN    | 47025 | (812) 539-4222 |
| Village North Shopping Center      | C Clips Corporation          | 2456 N Lebanon St           | Lebanon        | IN    | 46052 | (765) 482-9416 |
| Cass County Commons                | C Clips Corporation          | 3900 Lexington Rd           | Logansport     | IN    | 46947 | (574) 516-1658 |
| River Pointe Mall                  | Impel Partners, LLC          | 451 East Clifty Dr          | Madison        | IN    | 47250 | (812) 274-4223 |
| Marion Crossing Shopping Center    | C Clips Corporation          | 3248 S Western Ave          | Marion         | IN    | 46953 | (765) 662-1520 |
| Artesian Square                    | FK3, LLC                     | 350 E Ruth Rusie Way        | Martinsville   | IN    | 46151 | (765) 349-6355 |
| McCordsville Marketplace           | BLOWN AWAY BY U LLC          | 6861 W Broadway             | McCordsville   | IN    | 46055 | (317) 589-8052 |
| Merrillville Ross Plaza            | The Richard Lynn Company     | 407B W 81st Ave             | Merrillville   | IN    | 46410 | (219) 736-8331 |
| Shoppes at Michigan City           | db Thompson, Inc.            | 5244 S Franklin St          | Michigan City  | IN    | 46360 | (219) 879-8860 |
| *Main Street Marketplace           | SonRise Clippers Too, LLC    | 5335 N Main St              | Mishawaka      | IN    | 46545 | (574) 271-8470 |
| *Bittersweet Plaza                 | SonRise Clippers, LLC        | 318 N Bittersweet Rd        | Mishawaka      | IN    | 46544 | (574) 256-9866 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                  | Franchisee                   | Address                   | City           | State | Zip   | Phone          |
|-----------------------------|------------------------------|---------------------------|----------------|-------|-------|----------------|
| *Merrifield Plaza           | SonRise Clippers, LLC        | 926 S Merrifield Ave      | Mishawaka      | IN    | 46544 | (574) 252-4436 |
| McWheel Square              | C Clips Corporation          | 1436 W McGalliard Rd      | Muncie         | IN    | 47304 | (765) 587-2992 |
| River Plaza                 | C Clips Corporation          | 843 S Tillotson Ave       | Muncie         | IN    | 47304 | (765) 282-3266 |
| Shoppes at Southside        | C Clips Corporation          | 3630 S Chandler Dr        | Muncie         | IN    | 47302 | (765) 212-2352 |
| Calumet Center              | Hanumanji, Inc.              | 7963 Calumet Ave          | Munster        | IN    | 46321 | (219) 513-9088 |
| Silver Run Center           | LLD, Inc.                    | 2878 Charlestown Rd       | New Albany     | IN    | 47150 | (812) 941-9191 |
| Brooke Point                | LLD, Inc.                    | 2441 State St             | New Albany     | IN    | 47150 | (812) 949-2037 |
| Matthews Center             | LLD, Inc.                    | 4510 Charlestown Rd       | New Albany     | IN    | 47150 | (812) 944-6091 |
| Trojan Plaza                | C Clips Corporation          | 120 J Memorial Dr         | New Castle     | IN    | 47362 | (765) 521-8549 |
| *Meadowbrook Shopping Ce    | C Clips Corporation          | 942 Lincoln Highway W     | New Haven      | IN    | 46774 | (260) 493-0686 |
| *Bell Oaks Center           | CHALEXBEE CUTS, LLC          | 8409 Bell Oaks Dr         | Newburgh       | IN    | 47630 | (812) 629-2260 |
| River Place Centre          | C Clips Corporation          | 164 W Logan St            | Noblesville    | IN    | 46060 | (317) 776-8860 |
| Town and Country            | C Clips Corporation          | 16767 Clover Rd           | Noblesville    | IN    | 46060 | (317) 219-5250 |
| Hamilton Town Center        | C Clips Corporation          | 14139 Towne Center Blvd   | Noblesville    | IN    | 46060 | (317) 774-9468 |
| Noblewest Shoppes           | C Clips Corporation          | 14753 Hazel Dell Crossing | Noblesville    | IN    | 46062 | (317) 816-0384 |
| Marsh Plaza                 | C Clips Corporation          | 3021 W US Highway 36      | Pendleton      | IN    | 46064 | (765) 778-1609 |
| Saratoga Shops              | FK3, LLC                     | 1070 W Main St            | Plainfield     | IN    | 46168 | (317) 838-9811 |
| Perry Crossing              | Future Keys II, LLC          | 2609 E Main St            | Plainfield     | IN    | 46168 | (317) 742-7051 |
| Plainfield Meijer           | Future Keys II, LLC          | 400 N Dan Jones Rd        | Plainfield     | IN    | 46168 | (317) 742-7053 |
| *Plymouth Centre            | SonRise Clippers, LLC        | 2285 N Oak Rd             | Plymouth       | IN    | 46563 | (574) 935-5255 |
| Augusta Center              | db Thompson, Inc.            | 6206 US Rte 6             | Portage        | IN    | 46368 | (219) 762-0808 |
| Richmond Village            | R.L.O., Inc.                 | 3730 National Rd E        | Richmond       | IN    | 47374 | (765) 939-9574 |
| *Rochester Place            | SonRise Clippers, LLC        | 2020 S Main St            | Rochester      | IN    | 46975 | (574) 223-2547 |
| Schererville Main St        | The Richard Lynn Company     | 733 Main St               | Schererville   | IN    | 46375 | (219) 322-9918 |
| Lake Road Center            | FK3, LLC                     | 547 S Lake Rd S           | Scottsburg     | IN    | 47170 | (812) 414-2031 |
| Hunters Station             | Impel Partners, LLC          | 214 Hunter Station Rd     | Sellersburg    | IN    | 47172 | (812) 748-0292 |
| Tipton Crossing             | FK3, LLC                     | 1171 W Tipton St          | Seymour        | IN    | 47274 | (812) 405-2030 |
| Kroger Plaza                | FK3, LLC                     | 1611 E Michigan Rd        | Shelbyville    | IN    | 46176 | (317) 398-7512 |
| Shelbyville Shopping Center | FK3, LLC                     | 118 Lee Blvd              | Shelbyville    | IN    | 46176 | (317) 421-1691 |
| *Clocktower Lane            | SonRise Clippers Too, LLC    | 3903 Portage Rd           | South Bend     | IN    | 46628 | (574) 243-7600 |
| *Ironwood                   | SonRise Clippers, LLC        | 54586 Ironwood Rd         | South Bend     | IN    | 46635 | (574) 271-6058 |
| *Erskine Village            | SonRise Clippers, LLC        | 1290 E Ireland Rd         | South Bend     | IN    | 46614 | (574) 299-9179 |
| Southport Pavillion         | FK3, LLC                     | 5335 E Southport Rd       | Southport      | IN    | 46237 | (317) 883-4590 |
| Speedway Supercenter        | Future Keys II, LLC          | 5936B Crawfordsville Rd   | Speedway       | IN    | 46224 | (317) 735-1916 |
| St. John Ravenwood Square   | The Richard Lynn Company     | 10033 Wicker Ave          | St John        | IN    | 46373 | (219) 365-6830 |
| *Lafayette Pointe           | Future Keys II, LLC          | 1834 Lafayette Ave        | Terre Haute    | IN    | 47804 | (812) 814-9373 |
| *Onkar Plaza                | Future Keys II, LLC          | 2828 S 3rd St             | Terre Haute    | IN    | 47802 | (812) 814-9315 |
| *Terre Haute Shoppes        | Future Keys II, LLC          | 5504 E New Margaret Dr    | Terre Haute    | IN    | 47803 | (812) 814-9340 |
| *Honey Creek Commons        | Future Keys II, LLC          | 5783 S US Hwy 41          | Terre Haute    | IN    | 47802 | (812) 298-9673 |
| *Kroger Plaza               | Future Keys II, LLC          | 2670 Wabash Ave           | Terre Haute    | IN    | 47803 | (812) 814-3983 |
| Valparaiso Market Place     | BM KRYCKI, LLC               | 2710 LaPorte Ave          | Valparaiso     | IN    | 46383 | (219) 462-4048 |
| Valparaiso US 30            | Shear Force, LLC             | 2270 W Morthland Dr       | Valparaiso     | IN    | 46385 | (219) 707-5081 |
| *Kimmel Square              | Future Keys II, LLC          | 630 Kimmel Rd             | Vincennes      | IN    | 47591 | (812) 790-2836 |
| *Wabash Village             | C Clips Corporation          | 1375 N Cass St            | Wabash         | IN    | 46992 | (260) 569-0033 |
| *Woodland Plaza Shopping C  | SonRise Clippers, LLC        | 3628 E Commerce Dr        | Warsaw         | IN    | 46580 | (574) 376-4093 |
| *Warsaw                     | SonRise Clippers, LLC        | 2548 Walton Blvd          | Warsaw         | IN    | 46582 | (574) 269-5425 |
| *West Lafayette Shoppes     | Hoosier Barber Co.           | 2718 US Highway 52 W      | West Lafayette | IN    | 47906 | (765) 463-7997 |
| *Sagamore Park              | Hoosier Barber Co.           | 1056 Sagamore Pkwy West   | West Lafayette | IN    | 47906 | (765) 477-9925 |
| *Wabash Landing             | Hoosier Barber Co.           | 354 E State St            | West Lafayette | IN    | 47906 | (765) 743-7534 |
| Westfield Marketplace       | Alternative Dimensions, Inc. | 17427 Carey Rd            | Westfield      | IN    | 46074 | (317) 896-5015 |
| Harmony Shoppes             | Alternative Dimensions, Inc. | 1521 S Waterleaf Drive    | Westfield      | IN    | 46074 | (317) 763-0005 |
| Spring Mill Commons         | Alternative Dimensions, Inc. | 208 W 161st St            | Westfield      | IN    | 46074 | (317) 867-0575 |
| Gateway Shops               | Alternative Dimensions, Inc. | 10725 N Michigan Rd       | Zionsville     | IN    | 46077 | (317) 344-9018 |
| Marketplace at Anson        | C Clips Corporation          | 6647 Whitestown Pkwy      | Zionsville     | IN    | 46077 | (317) 344-0902 |
| Zionsville Shopping Center  | FK3, LLC                     | 1209 West Oak St          | Zionsville     | IN    | 46077 | (317) 344-0367 |
| Andover Marketplace         | Great Day Salons, LLC        | 224 E Cloud Ave           | Andover        | KS    | 67002 | (316) 358-9432 |
| Bel Pointe Plaza            | Shear Energy, Inc.           | 6254 E 37th St N          | Bel Aire       | KS    | 67220 | (316) 684-5252 |
| Bonner Springs Plaza        | Carpe Diem, Inc.             | 634 S 130th St            | Bonner Springs | KS    | 66012 | (913) 441-1977 |
| Derby Marketplace           | Great Day Salons, LLC        | 2100 N Rock Rd            | Derby          | KS    | 67037 | (316) 788-4314 |
| 14th Avenue Plaza           | Great Day Salons, LLC        | 1903 N 14th Ave           | Dodge City     | KS    | 67801 | (620) 371-6319 |
| El Dorado Plaza             | Shear Energy, Inc.           | 2733 W Central Ave        | El Dorado      | KS    | 67042 | (316) 452-2884 |
| *Emporia Center             | T&M Enterprise, Inc.         | 2326 Industrial Rd        | Emporia        | KS    | 66801 | (620) 340-0880 |
| Schulman Crossing           | Great Day Salons, LLC        | 1660 Larue Rd             | Garden City    | KS    | 67846 | (620) 277-7945 |
| Santa Fe Shops              | Kansas City Clippers, Inc.   | 1813 E Santa Fe St        | Gardner        | KS    | 66030 | (913) 884-8228 |
| 43rd & Vine                 | Great Day Salons, LLC        | 4315 Vine St              | Hays           | KS    | 67601 | (785) 301-2722 |
| Hutchinson Trade Center     | Shear Energy, Inc.           | 1515 E 17th Ave           | Hutchinson     | KS    | 67501 | (620) 259-8989 |
| *Junction City Center       | T&M Enterprise, Inc.         | 816 E Chestnut St         | Junction City  | KS    | 66441 | (785) 579-6170 |
| Plaza at the Speedway       | Kansas City Clippers, Inc.   | 10814 Parallel Pkwy       | Kansas City    | KS    | 66109 | (913) 788-7888 |
| Parkway Center              | Carpe Diem, Inc.             | 3514 Clinton Pkwy         | Lawrence       | KS    | 66047 | (785) 841-2233 |
| Louisiana Purchase          | Carpe Diem, Inc.             | 520 W 23rd St             | Lawrence       | KS    | 66046 | (785) 832-2424 |
| Bauer Farm                  | Carpe Diem, Inc.             | 4801 Bauer Farm Dr        | Lawrence       | KS    | 66049 | (785) 312-9310 |
| Eisenhower Crossing         | Carpe Diem, Inc.             | 1110 W Eisenhower Rd      | Leavenworth    | KS    | 66048 | (913) 727-1917 |
| Camelot Court               | Carpe Diem, Inc.             | 4256 W 119th St           | Leawood        | KS    | 66209 | (913) 428-7771 |
| Falcon Valley               | Fangman Enterprises, Inc.    | 19609 W 101st St          | Lenexa         | KS    | 66220 | (913) 764-8888 |
| Marketplace Center          | IRIS Corporation             | 13346 College Blvd        | Lenexa         | KS    | 66210 | (913) 339-9590 |
| Hen House Marketplace       | IRIS Corporation             | 14904 W 87th St Pkwy      | Lenexa         | KS    | 66215 | (913) 888-7447 |
| *West Manhattan             | T&M Enterprise, Inc.         | 840 Commons Pl            | Manhattan      | KS    | 66503 | (785) 539-8998 |
| *East Manhattan             | T&M Enterprise, Inc.         | 100 E Bluemont Ave        | Manhattan      | KS    | 66502 | (785) 537-8282 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                      | Address                       | City             | State | Zip   | Phone          |
|-------------------------------|---------------------------------|-------------------------------|------------------|-------|-------|----------------|
| Merriam Town Center           | Fangman Enterprises, Inc.       | 5724 Antioch Rd               | Merriam          | KS    | 66202 | (913) 722-2900 |
| Alden Center                  | Carpe Diem, Inc.                | 13538 S Alden St              | Olathe           | KS    | 66062 | (913) 393-1711 |
| Blackbob Shops                | Carpe Diem, Inc.                | 14887 West 151st St           | Olathe           | KS    | 66062 | (913) 764-0333 |
| Ball's Price Chopper          | Carpe Diem, Inc.                | 15946 S Mur Len Rd            | Olathe           | KS    | 66062 | (913) 390-0088 |
| Sante Fe Square               | IRIS Corporation                | 13507 S Mur Len Rd            | Olathe           | KS    | 66062 | (913) 780-2016 |
| Ridgeview Falls               | IRIS Corporation                | 18114 W 119th St              | Olathe           | KS    | 66061 | (913) 780-2100 |
| K-7 & Santa Fe                | Kansas City Clippers, Inc.      | 1068 West Santa Fe            | Olathe           | KS    | 66061 | (913) 393-4444 |
| Rosana Square                 | Carpe Diem, Inc.                | 7588 West 119th Street        | Overland Park    | KS    | 66213 | (913) 499-1035 |
| Regency Park                  | IRIS Corporation                | 9226 Metcalf Ave              | Overland Park    | KS    | 66212 | (913) 642-1111 |
| 135th and Quivira             | IRIS Corporation                | 12228 W 135th St              | Overland Park    | KS    | 66213 | (913) 851-7070 |
| Cherokee Plaza                | IRIS Corporation                | 8921 W 95th St                | Overland Park    | KS    | 66212 | (913) 642-1515 |
| 75th and Metcalf              | Kansas City Clippers, Inc.      | 7421 Metcalf Ave              | Overland Park    | KS    | 66204 | (913) 384-4141 |
| Antioch Center                | Kansas City Clippers, Inc.      | 8720 W 135th St               | Overland Park    | KS    | 66221 | (913) 851-8778 |
| BluHawk Marketplace           | Kansas City Clippers, Inc.      | 8069 W 159th St               | Overland Park    | KS    | 66223 | (913) 942-1111 |
| Park Plaza                    | Carpe Diem, Inc.                | 1311 Baptist Dr               | Paola            | KS    | 66071 | (913) 294-1900 |
| *Pittsburg North Center       | Carpe Diem, Inc.                | 2609 N Broadway St            | Pittsburg        | KS    | 66762 | (620) 670-2277 |
| HyVee Shopping Center         | IRIS Corporation                | 7644 State Line Rd            | Prairie Village  | KS    | 66208 | (913) 383-8900 |
| Bella Roe                     | IRIS Corporation                | 4982 Roe Ave                  | Roeland Park     | KS    | 66205 | (913) 384-2747 |
| East Salina                   | T&M Enterprise, Inc.            | 1661 S Ohio St                | Salina           | KS    | 67401 | (785) 404-6987 |
| South Salina                  | T&M Enterprise, Inc.            | 2950 S 9th St                 | Salina           | KS    | 67401 | (785) 515-5415 |
| 10 Quivira Plaza              | Fangman Enterprises, Inc.       | 11906 Shawnee Mission Pkwy    | Shawnee          | KS    | 66216 | (913) 962-7070 |
| Shawnee Crossings             | Fangman Enterprises, Inc.       | 22403 W 66th St               | Shawnee          | KS    | 66226 | (913) 422-5445 |
| *North Topeka                 | T&M Enterprise, Inc.            | 910 NW 25th St                | Topeka           | KS    | 66618 | (785) 215-6264 |
| *Central Topeka               | T&M Enterprise, Inc.            | 1037 SW Gage Blvd             | Topeka           | KS    | 66604 | (785) 286-7203 |
| *Southeast Topeka             | T&M Enterprise, Inc.            | 2841 SE Croco Rd              | Topeka           | KS    | 66605 | (785) 430-5184 |
| *Southwest Topeka             | T&M Enterprise, Inc.            | 2919 SW Wanamaker Rd          | Topeka           | KS    | 66614 | (785) 228-1320 |
| Tyler Pointe                  | Great Day Salons, LLC           | 8641 West 13th St N           | Wichita          | KS    | 67212 | (316) 776-5118 |
| Southridge Retail             | Great Day Salons, LLC           | 7325 W Taft St                | Wichita          | KS    | 67209 | (316) 239-6097 |
| New Market Square             | Great Day Salons, LLC           | 2441 N Maize Rd               | Wichita          | KS    | 67205 | (316) 773-2366 |
| Union Station                 | Shear Energy, Inc.              | 801 E Douglas Ave             | Wichita          | KS    | 67202 | (316) 558-3319 |
| One Kellogg Place             | Shear Energy, Inc.              | 11661 E Kellogg Dr            | Wichita          | KS    | 67207 | (316) 681-1667 |
| Tallgrass Shopping Center     | Shear Energy, Inc.              | 2240 N Rock Rd                | Wichita          | KS    | 67226 | (316) 558-5996 |
| Twin Lakes Redevelopment      | Shear Energy, Inc.              | 1981 W 21st St N              | Wichita          | KS    | 67203 | (316) 252-8500 |
| Maple and West                | Shear Energy, Inc.              | 352 S West St                 | Wichita          | KS    | 67213 | (316) 558-5359 |
| Saddle Creek Crossing         | Shear Energy, Inc.              | 4842A S Broadway Ave          | Wichita          | KS    | 67216 | (316) 928-7796 |
| Auburn Pointe                 | Shear Energy, Inc.              | 13303 W Maple St              | Wichita          | KS    | 67235 | (316) 260-9510 |
| Melody Mountain               | Hamilton Enterprises, LLC       | 491 River Hill Dr             | Ashland          | KY    | 41101 | (606) 326-1460 |
| Wilson and Muir Plaza         | Impel Partners, LLC             | 100 W John Rowan Blvd         | Bardstown        | KY    | 40004 | (502) 203-3144 |
| Berea Shopping Center         | James Kelley & Associates, Inc. | 275 Prince Royal Dr           | Berea            | KY    | 40403 | (859) 986-3121 |
| *Greenwood Square Kroger C    | McRocket, LLC                   | 2945 Scottsville Rd           | Bowling Green    | KY    | 42104 | (270) 393-0058 |
| *Buckhead Square              | McRocket, LLC                   | 760 Campbell Ln               | Bowling Green    | KY    | 42104 | (270) 846-3302 |
| *Barnes and Noble Center      | McRocket, LLC                   | 1680 Campbell Ln              | Bowling Green    | KY    | 42104 | (270) 846-2001 |
| River Ridge Plaza             | Sanden, Inc.                    | 632 Bypass Rd                 | Brandenburg      | KY    | 40108 | (270) 998-1051 |
| Shoppes of Burlington         | Cincy Clips, Inc.               | 1771 Patrick Dr               | Burlington       | KY    | 41005 | (859) 586-2547 |
| Green River Plaza             | Sanden, Inc.                    | 399 Campbellsville Byp        | Campbellsville   | KY    | 42718 | (270) 465-5056 |
| Cold Spring Crossing          | Cincy Clips, Inc.               | 315 Cross Roads Dr            | Cold Spring      | KY    | 41076 | (859) 694-4333 |
| County Square Shopping Cen    | MJ Clips, Inc.                  | 60 Martha Layne Collins Blvd  | Cold Spring      | KY    | 41076 | (859) 441-0100 |
| Trademart Shopping Center     | H.H. Holdings Corp.             | 1000 E Cumberland Gap Pkwy    | Corbin           | KY    | 40701 | (606) 526-9255 |
| Buttermilk Crossing           | MJ Clips, Inc.                  | 2349 Buttermilk Xing          | Crescent Springs | KY    | 41017 | (859) 578-9278 |
| Danville in the Kroger Center | James Kelley & Associates, Inc. | 224 Skywatch Dr               | Danville         | KY    | 40422 | (859) 236-0234 |
| Dry Ridge Commons             | Cincy Clips, Inc.               | 61 Broadway St                | Dry Ridge        | KY    | 41035 | (859) 823-0052 |
| Tower Center                  | Sanden, Inc.                    | 3046 Dolphin Dr               | Elizabethtown    | KY    | 42701 | (270) 765-5166 |
| Mall Park Center              | Sanden, Inc.                    | 1912 N Dixie Hwy              | Elizabethtown    | KY    | 42701 | (270) 735-1414 |
| Silverlake Center             | Cincy Clips, Inc.               | 3182 Dixie Hwy                | Erlanger         | KY    | 41018 | (859) 344-1550 |
| Houston Commons               | Cincy Clips, Inc.               | 1052 Hansel Ave               | Florence         | KY    | 41042 | (859) 282-0742 |
| Mall Road Shoppes             | Cincy Clips, Inc.               | 7901 Mall Rd                  | Florence         | KY    | 41042 | (859) 647-2000 |
| Mount Zion Crossing           | MJ Clips, Inc.                  | 240 Mount Zion Rd             | Florence         | KY    | 41042 | (859) 746-2547 |
| Ft. Wright Valley View Shop   | R.L.O., Inc.                    | 3493 Valley Plaza Pkwy        | Fort Wright      | KY    | 41017 | (859) 344-6222 |
| Poplar Creek Plaza            | James Kelley & Associates, Inc. | 305 Leonardwood Rd            | Frankfort        | KY    | 40601 | (502) 226-4100 |
| Brighton Park                 | James Kelley & Associates, Inc. | 124 Brighton Park Blvd        | Frankfort        | KY    | 40601 | (502) 848-4206 |
| Cherry Blossom Shopping Ce    | GLN Corp.                       | 111 Osbourne Way              | Georgetown       | KY    | 40324 | (502) 867-0737 |
| Marketplace Circle Plaza      | Sanden, Inc.                    | 108 Market Place Cir          | Georgetown       | KY    | 40324 | (502) 570-0700 |
| *Glasgow                      | McRocket, LLC                   | 2371 Happy Valley Rd          | Glasgow          | KY    | 42141 | (270) 678-1860 |
| Conner Crossing               | Cincy Clips, Inc.               | 3065 N Bend Rd                | Hebron           | KY    | 41048 | (859) 586-4200 |
| All American Mall             | Sammara Enterprise, Inc.        | 4154 Fort Campbell Blvd       | Hopkinsville     | KY    | 42240 | (270) 885-1606 |
| Independence Square           | MJ Clips, Inc.                  | 2040 Harris Pike              | Independence     | KY    | 41051 | (859) 363-1500 |
| La Grange Kroger Center       | Impel Partners, LLC             | 2028 S Highway 53             | La Grange        | KY    | 40031 | (502) 225-9800 |
| Tiverton Crossing             | GAN CLIPS, LLC                  | 130 W Tiverton Way            | Lexington        | KY    | 40503 | (859) 300-3644 |
| Chevy Chase                   | GAN CLIPS, LLC                  | 846 E High St                 | Lexington        | KY    | 40502 | (859) 300-3656 |
| Beaumont Village Centre       | GAN CLIPS, LLC                  | 3181 Beaumont Centre Cir      | Lexington        | KY    | 40513 | (859) 300-3722 |
| Citation Point                | GLN Corp.                       | 1988 Stockton Way             | Lexington        | KY    | 40511 | (859) 687-0004 |
| Regency Centre                | GLN Corp.                       | 171 W Lowry Ln                | Lexington        | KY    | 40503 | (859) 278-9604 |
| Hamburg Pavilion              | GLN Corp.                       | 2160 Sir Barton Way           | Lexington        | KY    | 40509 | (859) 543-2547 |
| Park Hills Shopping Center    | James Kelley & Associates, Inc. | 3120 Pimlico Pkwy             | Lexington        | KY    | 40517 | (859) 245-5660 |
| Locust Hill                   | James Kelley & Associates, Inc. | 115 N Locust Hill Dr          | Lexington        | KY    | 40509 | (859) 269-2807 |
| Tates Creek Centre            | James Kelley & Associates, Inc. | 4101 Bates Creek Centre Drive | Lexington        | KY    | 40517 | (859) 523-9581 |
| London                        | James Kelley & Associates, Inc. | 1750 Highway 192 W            | London           | KY    | 40741 | (606) 862-1400 |
| Lone Oak                      | The Mane Group, Inc.            | 2847 Lone Oak Rd              | Lone Oak         | KY    | 42003 | (270) 554-2442 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                      | Address                    | City             | State | Zip        | Phone          |
|---------------------------------|---------------------------------|----------------------------|------------------|-------|------------|----------------|
| Sherwin Williams Center         | Impel Partners, LLC             | 4420 Outer Loop Rd         | Louisville       | KY    | 40219      | (502) 964-2547 |
| Baxter Center                   | Impel Partners, LLC             | 980 Baxter Ave             | Louisville       | KY    | 40204      | (502) 584-2547 |
| Middletown Station              | Impel Partners, LLC             | 12949 Shelbyville Rd       | Louisville       | KY    | 40243      | (502) 244-2080 |
| Glennview Pointe                | Impel Partners, LLC             | 2400 Lime Kiln Lane        | Louisville       | KY    | 40222      | (502) 897-5688 |
| McMahan Plaza                   | Sanden, Inc.                    | 3348 Hikes Ln              | Louisville       | KY    | 40220      | (502) 384-6636 |
| Goose Creek Center              | Sanden, Inc.                    | 2901 Goose Creek Rd        | Louisville       | KY    | 40241      | (502) 614-7800 |
| Woodlawn Shopping Center        | Sanden, Inc.                    | 291 North Hubbards Ln      | Louisville       | KY    | 40207      | (502) 618-0002 |
| Stony Brook                     | Sanden, Inc.                    | 9000 Taylorsville Road     | Louisville       | KY    | 40299      | (502) 365-3337 |
| New Cut Market Center           | Sanden, Inc.                    | 165 Outer Loop             | Louisville       | KY    | 40214      | (502) 380-1611 |
| Springhurst Towne Center        | Sanden, Inc.                    | 4151 Towne Center Dr       | Louisville       | KY    | 40241      | (502) 326-5500 |
| Southgate Shopping Center       | Sanden, Inc.                    | 5007 Mud Ln                | Louisville       | KY    | 40229      | (502) 968-0888 |
| Stonefield Square               | Sanden, Inc.                    | 10474 Shelbyville Rd       | Louisville       | KY    | 40223      | (502) 244-1454 |
| Hurstbourne Meijer's Center     | Sanden, Inc.                    | 4610 S Hurstbourne Pkwy    | Louisville       | KY    | 40299      | (502) 493-9552 |
| Vantage Pointe                  | Sanden, Inc.                    | 3830 Ruckriegel Pkwy       | Louisville       | KY    | 40299      | (502) 261-0001 |
| Cedar Springs                   | Sanden, Inc.                    | 9320 Cedar Center Way      | Louisville       | KY    | 40291      | (502) 762-9990 |
| Villages of Audubon             | Sanden, Inc.                    | 3025 Poplar Level Rd       | Louisville       | KY    | 40217      | (502) 409-9229 |
| Shops at Forest Springs         | Venture 43, LLC                 | 12418 La Grange Rd         | Louisville       | KY    | 40245      | (502) 919-8241 |
| Dixie Manor Lowes Center        | Venture 43, LLC                 | 6661 Dixie Hwy             | Louisville       | KY    | 40258      | (502) 995-5494 |
| Shoppes of Maysville            | Cincy Clips, Inc.               | 223 Walmart Way            | Maysville        | KY    | 41056      | (606) 759-0100 |
| *Middlesboro Crossing           | Great Salons of Knoxville, Inc. | 1873 N 25th Street         | Middlesboro      | KY    | 40965      | (606) 467-2880 |
| Cumberland Crossings            | H.H. Holdings Corp.             | 175 Cumberland Crossing    | Monticello       | KY    | 42633      | (606) 753-0311 |
| Morehead Kroger Center          | GAN CLIPS, LLC                  | 260 Kroger Ctr             | Morehead         | KY    | 40351      | (606) 784-4445 |
| Mount Sterling                  | GLN Corp.                       | 868 Indian Mound Dr        | Mount Sterling   | KY    | 40353      | (859) 499-0063 |
| Oakbrooke Centre                | Impel Partners, LLC             | 185 Oakbrooke Dr           | Mount Washington | KY    | 40047      | (502) 538-2299 |
| Newport Plaza                   | Cincy Clips, Inc.               | 86 A Carrothers Rd         | Newport          | KY    | 41071      | (859) 491-5011 |
| Kimberly Square                 | H.H. Holdings Corp.             | 967 South Main St          | Nicholasville    | KY    | 40356      | (859) 887-9771 |
| Orchard Shopping Center         | H.H. Holdings Corp.             | 962 N Main St              | Nicholasville    | KY    | 40356      | (859) 887-1055 |
| Brannon Crossing                | H.H. Holdings Corp.             | 234 E Brannon Rd           | Nicholasville    | KY    | 40356      | (859) 971-0456 |
| Oak Grove Center                | Sammara Enterprise, Inc.        | 244 Segler Drive           | Oak Grove        | KY    | 42262      | (270) 560-4173 |
| *Woodlands Plaza                | CHALEXBEE CUTS, LLC             | 3500 Villa Point Dr        | Owensboro        | KY    | 42303      | (270) 240-4655 |
| *Frederica Street Retail Center | CHALEXBEE CUTS, LLC             | 3525 Frederica St          | Owensboro        | KY    | 42301      | (270) 478-4763 |
| Paducah North                   | The Mane Group, Inc.            | 5134 Hinkleville Rd        | Paducah          | KY    | 42001      | (270) 538-5333 |
| Pikeville Plaza                 | Hamilton Enterprises, LLC       | 276 Cassidy Blvd           | Pikeville        | KY    | 41501      | (606) 637-1506 |
| Prospect Village                | Sanden, Inc.                    | 5913 Timber Ridge Dr       | Prospect         | KY    | 40059      | (502) 290-5068 |
| Radcliff Shopping Center        | Sanden, Inc.                    | 2031 Walmart Way           | Radcliff         | KY    | 40160      | (270) 351-9775 |
| Richmond                        | James Kelley & Associates, Inc. | 620 Eastern Byp            | Richmond         | KY    | 40475      | (859) 624-2000 |
| Richmond Centre                 | James Kelley & Associates, Inc. | 2055 Lantern Ridge Dr      | Richmond         | KY    | 40475      | (859) 625-9000 |
| High Point Station              | Impel Partners, LLC             | 213 Boone Station Rd       | Shelbyville      | KY    | 40065      | (502) 633-9741 |
| Shepherd's Crossing             | Sanden, Inc.                    | 189 Adam Shepherd Pkwy     | Shepherdsville   | KY    | 40165      | (502) 543-1819 |
| Grand Central Place             | James Kelley & Associates, Inc. | 2835 S Hwy 27              | Somerset         | KY    | 42501      | (606) 451-0026 |
| The Shoppes at Taylor Mill      | R.L.O., Inc.                    | 5056 Old Taylor Mill Rd    | Taylor Mill      | KY    | 41015      | (859) 407-5983 |
| Union Connection                | MJ Clips, Inc.                  | 9039 US Highway 42         | Union            | KY    | 41091      | (859) 384-2300 |
| Bluegrass Commons               | James Kelley & Associates, Inc. | 346 Kroger Way             | Versailles       | KY    | 40383      | (859) 879-9222 |
| Walton Towne Center             | MJ Clips, Inc.                  | 305 Mary Grubbs Hwy        | Walton           | KY    | 41094      | (859) 919-0239 |
| Triple Crown Retail Center      | MJ Clips, Inc.                  | 450 Richwood Rd            | Walton           | KY    | 41094      | (859) 485-0016 |
| Kroger Plaza                    | GLN Corp.                       | 1537 Bypass Rd             | Winchester       | KY    | 40391      | (859) 737-2547 |
| River Chase                     | GEAUX CLIPS LLC                 | 69284 LA-21                | Covington        | LA    | 70433      | (985) 590-1374 |
| Camp Forbing Marketplace        | N & G LLC                       | 9462 Ellerbe               | Shreveport       | LA    | 71106      | (318) 606-2932 |
| North Quabbin Commons           | B&A Business Development, Inc.  | 136 Reservoir Drive        | Athol            | MA    | 01331      | (978) 830-4513 |
| Great Road Shopping Center      | Shivalie, LLC                   | 319 Great Rd               | Bedford          | MA    | 01730      | (781) 538-5450 |
| Billerica Shopping Center       | Shivalie, LLC                   | 480 Boston Rd              | Billerica        | MA    | 01821      | (978) 362-3589 |
| Chicopee Crossing               | Shivalie, LLC                   | 530 Memorial Dr            | Chicopee         | MA    | 01020      | (413) 592-2000 |
| Towne Center                    | B&A Business Development, Inc.  | 23 Faunce Corner Rd        | Dartmouth        | MA    | 02747      | (508) 999-1823 |
| Heritage Park Plaza             |                                 | 420 N Main St              | East Longmeadow  | MA    | 01028      | (413) 224-2589 |
| Timpany Plaza                   | VDG Salons, Inc.                | 332A Timpany Blvd          | Gardner          | MA    | 01440-5200 | (978) 632-2300 |
| Gloucester Crossing             | Monomoy Keepers, LLC            | 311 Gloucester Crossing Rd | Gloucester       | MA    | 01930      | (978) 381-4974 |
| Mohawk Trail Plaza              |                                 | 249 Mohawk Trail           | Greenfield       | MA    | 01301      | (413) 475-3154 |
| Holyoke Mall Crossing           | Shivalie, LLC                   | 98 Lower Westfield Rd      | Holyoke          | MA    | 01040      | (413) 315-5330 |
| Festival at Hyannis S.C.        | Great East Ventures, Inc.       | 1070 Iyannough Road        | Hyannis          | MA    | 02601      | (508) 957-2863 |
| Orchard Hill Park               | B&A Business Development, Inc.  | 32 Orchard Hill Park Dr    | Leominster       | MA    | 01453      | (978) 514-8880 |
| Twin City Shopping Center       | VDG Salons, Inc.                | 975 Merriam Ave            | Leominster       | MA    | 01453      | (978) 537-0276 |
| Big Y Plaza                     | Shivalie, LLC                   | 433 Center St              | Ludlow           | MA    | 01056      | (413) 610-0888 |
| Mashpee Commons North           | Great East Ventures, Inc.       | 28 Bates Rd                | Mashpee          | MA    | 02649      | (508) 419-1693 |
| Riverside Landing               | B&A Business Development, Inc.  | 81 Coggeshall St           | New Bedford      | MA    | 02746      | (774) 206-6930 |
| Kingsgate Stop & Shop Plaza     | Shivalie, LLC                   | 228 King St                | Northampton      | MA    | 01060      | (413) 727-8537 |
| Norwood Plaza                   | J&L Salons LLC                  | 146B Nahatan St            | Norwood          | MA    | 02062      | (781) 349-8122 |
| Oxford Crossing                 | T&J Noury Enterprises, LLC      | 119 Sutton Ave             | Oxford           | MA    | 01540      | (508) 731-6596 |
| Pembroke Center Plaza           | Watel Enterprises LLC           | 14 Mattakesett St          | Pembroke         | MA    | 02359      | (339) 244-4659 |
| North River Plaza               | Watel Enterprises LLC           | 125 Church St              | Pembroke         | MA    | 02359      | (781) 924-5050 |
| Plainville Crossing Shopping    | RCO Clippers LLC                | 13 Taunton St              | Plainville       | MA    | 02762      | (508) 316-3074 |
| White City Shopping Center      | T&J Noury Enterprises, LLC      | 20 Boston Turnpike         | Shrewsbury       | MA    | 01545      | (508) 425-3649 |
| Long Pond Drive                 | Great East Ventures, Inc.       | 39 Long Pond Dr            | South Yarmouth   | MA    | 02664      | (508) 619-3812 |
| Southbridge Fair                | Maya Enterprises, LLC           | 505 E Main St              | Southbridge      | MA    | 01550      | (508) 765-5000 |
| Pleasant Valley Crossing        | T&J Noury Enterprises, LLC      | 26 Galaxy Pass             | Sutton           | MA    | 01590      | (508) 917-8840 |
| Century Center                  |                                 | 343 Memorial Ave           | West Springfield | MA    | 01089      | (413) 209-9499 |
| Speedway Plaza                  | VDG Salons, Inc.                | 290 Turnpike Rd            | Westborough      | MA    | 01581      | (508) 616-0007 |
| Westgate Plaza                  |                                 | 249 E Main St              | Westfield        | MA    | 01085      | (413) 642-5041 |
| Cornerstone Square              | B&A Business Development, Inc.  | 9 Cornerstone Sq           | Westford         | MA    | 01886      | (978) 392-8880 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                  | Franchisee                         | Address                       | City              | State | Zip   | Phone          |
|-----------------------------|------------------------------------|-------------------------------|-------------------|-------|-------|----------------|
| Beards Hill Plaza           | Meissner Holdings, LLC             | 939G Beards Hill Rd           | Aberdeen          | MD    | 21001 | (410) 272-0500 |
| College Parkway Center      | Folk Design Group, LLC             | 1288 Bay Dale Dr              | Arnold            | MD    | 21012 | (410) 757-7447 |
| Quarry Lake                 | Modi Clippers, LLC                 | 2574 Quarry Lake Dr           | Baltimore         | MD    | 21209 | (410) 484-1173 |
| Greenbrier Shopping Center  | Meissner Holdings, LLC             | 225 Brierhill Dr              | Bel Air           | MD    | 21015 | (443) 819-3612 |
| Tollgate Marketplace        | Ten Sails LLC                      | 630 Marketplace Drive         | Bel Air           | MD    | 21014 | (410) 638-8840 |
| *Ocean Landings             | Ten Sails LLC                      | 11436 Samuel Bowen Blvd       | Berlin            | MD    | 21811 | (410) 390-7178 |
| St. Mary's Marketplace      | DGLT Incorporated                  | 44940 St. Andrews Church Rd   | California        | MD    | 20619 | (240) 237-8315 |
| Kent Towne Market II        | Ten Sails LLC                      | 21B Kent Towne Market         | Chester           | MD    | 21619 | (443) 249-3430 |
| Denton Plaza                | Ten Sails LLC                      | 2 Denton Plaza                | Denton            | MD    | 21629 | (443) 448-7139 |
| Lynch Manor Shopping Center | Bay Clips, Inc.                    | 7832 Wise Ave                 | Dundalk           | MD    | 21222 | (410) 288-1038 |
| Waterside Village           | Ten Sails LLC                      | 28601 Marlboro Avenue         | Easton            | MD    | 21601 | (410) 690-3058 |
| Village at Lee Airpark      | Eazy Cutz 1 LLC                    | 15 Lee Airpark Dr             | Edgewater         | MD    | 21037 | (443) 548-2770 |
| Lyndwood Square             | Modi Clippers, LLC                 | 6010 Marshalee Dr             | Elkridge          | MD    | 21075 | (410) 379-1380 |
| Delancy Plaza               | Meissner Holdings, LLC             | 1197 E Pulaski Hwy            | Elkton            | MD    | 21921 | (410) 620-3090 |
| Dorsey's Search Village     | Modi Clippers, LLC                 | 4725 Dorsey Hall Dr           | Ellicott City     | MD    | 21042 | (410) 997-0009 |
| Waterview Town Center       | Bay Clips, Inc.                    | 129 Orville Rd                | Essex             | MD    | 21221 | (410) 391-4500 |
| Bel Air Village North       | Meissner Holdings, LLC             | 1521 Rock Spring Rd St C      | Forest Hill       | MD    | 21050 | (410) 836-8811 |
| Southdale Shopping Center   | Bay Clips, Inc.                    | 64 Mountain Rd                | Glen Burnie       | MD    | 21060 | (410) 768-1885 |
| Centre at Glen Burnie       | Bay Clips, Inc.                    | 6711 Ritchie Highway          | Glen Burnie       | MD    | 21061 | (410) 760-5550 |
| Burwood Village             | Bay Clips, Inc.                    | 7073 Baltimore Annapolis Blvd | Glen Burnie       | MD    | 21061 | (410) 595-5240 |
| Hagerstown Gateway          | DGLT Incorporated                  | 18340 Spark Dr                | Hagerstown        | MD    | 21740 | (301) 364-4091 |
| La Plata Plaza              | DGLT Incorporated                  | 32 Shining Willow Way         | La Plata          | MD    | 20646 | (301) 392-5088 |
| Lusby Commons               | DGLT Incorporated                  | 11781 HG Trueman Rd           | Lusby             | MD    | 20657 | (410) 394-0101 |
| Mount Airy Shopping Center  | Modi Clippers, LLC                 | 311 E Ridgeville Blvd         | Mount Airy        | MD    | 21771 | (301) 829-3940 |
| Northeast Plaza             | H & J Clips, LLC                   | 175 Northeast Rd              | North East        | MD    | 21901 | (410) 656-6002 |
| Piney Orchard Marketplace   | Folk Design Group, LLC             | 8769 Piney Orchard Pkwy       | Odenton           | MD    | 21113 | (410) 695-1700 |
| North Plaza                 | Atessa, LLC                        | 8836 Waltham Woods Rd         | Parkville         | MD    | 21234 | (443) 495-7319 |
| Perry Hall Marketplace      | Bay Clips, Inc.                    | 9645 B Belair Rd              | Perry Hall        | MD    | 21236 | (410) 248-2500 |
| Honeygo Center              | Bay Clips, Inc.                    | 5002 Honeygo Center Dr        | Perry Hall        | MD    | 21128 | (410) 248-2999 |
| Perryville Station          | Meissner Holdings, LLC             | 5301 Pulaski Hwy              | Perryville        | MD    | 21903 | (410) 642-2525 |
| Fox Run                     | DGLT Incorporated                  | 59 Harrow Ln                  | Prince Frederick  | MD    | 20678 | (443) 432-3172 |
| *Salisbury Promenade        | Ten Sails LLC                      | 2618 N Salisbury Blvd         | Salisbury         | MD    | 21801 | (443) 736-4573 |
| Shoppes at Quarterfield     | Folk Design Group, LLC             | 7860 C Quarterfield Rd        | Severn            | MD    | 21144 | (410) 969-1500 |
| Cranberry Square            | Modi Clippers, LLC                 | 405 N Center St               | Westminster       | MD    | 21157 | (410) 751-5549 |
| Auburn Plaza                | Chestnut Partners LLC              | 730 Center Street             | Auburn            | ME    | 04210 | (207) 221-5626 |
| Biddeford Crossing          | JMA INVESTMENTS, LLC               | 311 Mariner Way               | Biddeford         | ME    | 04005 | (207) 944-7255 |
| Falmouth Shopping Center    | Chestnut Partners LLC              | 251 US Rte 1                  | Falmouth          | ME    | 04105 | (207) 221-5626 |
| Mill Creek Plaza            | JMA INVESTMENTS, LLC               | 180 Waterman Dr               | South Portland    | ME    | 04106 | (207) 767-7332 |
| Topsham Fair Mall           | Chestnut Partners LLC              | 49 Topsham Fair Mall Road     | Topsham           | ME    | 04086 | (207) 221-5626 |
| East Pointe Plaza           | East West Cutters, Inc.            | 1687 E US Highway 223         | Adrian            | MI    | 49221 | (517) 266-8494 |
| Fairlane Green              | Azaad, LLC                         | 3464 Fairlane Dr              | Allen Park        | MI    | 48101 | (313) 271-9825 |
| Allendale                   | SonRise Clippers, LLC              | 5135 Lake Michigan Dr         | Allendale         | MI    | 49401 | (616) 892-2403 |
| Stadium & Packard           | Daisy Doo's Part 2, LLC            | 1423 E Stadium Blvd           | Ann Arbor         | MI    | 48104 | (734) 622-8202 |
| Ann Arbor - Saline Meijer   | Daisy Doo's Part 3, LLC            | 3145 Ann Arbor Saline Rd      | Ann Arbor         | MI    | 48103 | (734) 761-3500 |
| Plymouth Road Plaza         | MCD Enterprise 2, LLC              | 2793 Plymouth Rd              | Ann Arbor         | MI    | 48105 | (734) 994-7328 |
| Scio Square                 | MCD Enterprise, LLC                | 5609 Jackson Rd               | Ann Arbor         | MI    | 48103 | (734) 929-2753 |
| Harper Village              | Cookeze Clips, Inc.                | 6233 B Dr N                   | Battle Creek      | MI    | 49014 | (269) 979-2355 |
| West Columbia Avenue        | ZC Enterprises, LLC                | 2151 W Columbia Ave           | Battle Creek      | MI    | 49015 | (269) 223-7409 |
| Wilder Plaza                | Easy Cut, Inc                      | 4110 Wilder Rd                | Bay City          | MI    | 48706 | (989) 671-9629 |
| *Benton Harbor              | SonRise Clippers, LLC              | 1357 Mall Drive               | Benton Harbor     | MI    | 49022 | (269) 546-0126 |
| Berkley Square              | GC Berkley, LLC                    | 28983 Woodward Ave            | Berkley           | MI    | 48072 | (248) 541-9600 |
| The Corners                 | Style N Smile No. 3, LLC           | 17650 W 13 Mile Rd            | Beverly Hills     | MI    | 48025 | (248) 593-9020 |
| *Big Rapids                 | SonRise Clippers, LLC              | 1272 Perry Ave                | Big Rapids        | MI    | 49307 | (231) 629-8075 |
| 1st Birmingham              | AMJAY Corp.                        | 725 E Maple Rd                | Birmingham        | MI    | 48009 | (248) 593-9099 |
| Bloomfield Town Square      | Style N Smile No. 6, LLC           | 2207 S Telegraph Rd           | Bloomfield Hills  | MI    | 48302 | (248) 451-1541 |
| Boardwalk Plaza             | WNW Incorporated                   | 5757 Whitmore Lake Rd         | Brighton          | MI    | 48116 | (810) 775-3593 |
| West Tel Plaza              | AMJAY Corp.                        | 23752 West Rd                 | Brownstown        | MI    | 48183 | (734) 561-8577 |
| The Courtyard               | Stick Enterprises, LLC             | 4161 E Court St               | Burton            | MI    | 48509 | (810) 744-1560 |
| Tanger Outlets              | SonRise Clippers, LLC              | 350 84th St SW                | Byron Center      | MI    | 49315 | (616) 551-2255 |
| *Cadillac                   | SonRise Clippers, LLC              | 8858 E Boon Road              | Cadillac          | MI    | 49601 | (231) 444-6160 |
| Caledonia                   | SonRise Clippers, LLC              | 9323 Cherry Valley Ave        | Caledonia         | MI    | 49316 | (616) 275-1100 |
| Cherry Hill and Lilley Rd   | Daisy Doo's Part 3, LLC            | 660 S LILLEY RD               | Canton            | MI    | 48188 | (734) 844-7803 |
| Canton Meijer               | Daisy Doo's Part 3, LLC            | 45001 Ford Rd                 | Canton            | MI    | 48187 | (734) 981-7775 |
| Canton Premier Center       | Sanra, Inc.                        | 46018 Michigan Ave            | Canton            | MI    | 48188 | (734) 495-9446 |
| Cedar Springs               | SonRise Clippers, LLC              | 4116 17 Mile RD NE            | Cedar Springs     | MI    | 49319 | (616) 263-9104 |
| Charlotte Walmart           | PVW Midwest Cutters, LLC           | 1662 Packard Hwy              | Charlotte         | MI    | 48813 | (517) 541-2400 |
| Gratiot Crossings           | Hallwood Group, LLC                | 50790 Gratiot Ave             | Chesterfield      | MI    | 48051 | (586) 949-8100 |
| Chesterfield Commons        | Hallwood of Chesterfield East, LLC | 34826 23 Mile Rd              | Chesterfield      | MI    | 48047 | (586) 716-9433 |
| Springfield Town Square     | BRIZO LLC                          | 9701 Dixie Hwy                | Clarkston         | MI    | 48348 | (248) 625-0023 |
| Independence Square         | BRIZO LLC                          | 5940 Sashabaw Rd              | Clarkston         | MI    | 48346 | (248) 625-4802 |
| Clawson Plaza               | Azaad, LLC                         | 1228 W 14 Mile Rd             | Clawson           | MI    | 48017 | (248) 288-4247 |
| Clinton Township            | Hallwood of Clinton Township, Inc  | 40037 Groesbeck Hwy           | Clinton Township  | MI    | 48036 | (586) 468-9833 |
| Imperial Plaza              | Zelco, LLC                         | 41731 Garfield Rd             | Clinton Township  | MI    | 48038 | (586) 416-2887 |
| Clio                        | MCD Enterprise, LLC                | 425 W Vienna Rd               | Clio              | MI    | 48420 | (810) 640-7056 |
| Chicago Center              | ANL Management, LLC                | 853 E Chicago St              | Coldwater         | MI    | 49036 | (517) 278-3040 |
| Commerce Marketplace        | Daisy Doo's Part 2, LLC            | 1729 Haggerty Hwy             | Commerce Township | MI    | 48390 | (248) 668-3990 |
| Shops at Commerce           | Sanra II, Inc.                     | 2232 Union Lake Rd            | Commerce Township | MI    | 48382 | (248) 363-7361 |
| Yorktown Plaza              | 3S, LLC                            | 4034 Alpine Ave NW            | Comstock Park     | MI    | 49321 | (616) 647-0315 |



GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                           | Address                    | City              | State | Zip   | Phone          |
|------------------------------|--------------------------------------|----------------------------|-------------------|-------|-------|----------------|
| Coopersville Town Plaza      | SonRise Clippers, LLC                | 25 68th Ave N              | Coopersville      | MI    | 49404 | (616) 610-5903 |
| Davison Kroger Center        | MCD Enterprise 2, LLC                | 610 N State Rd             | Davison           | MI    | 48423 | (810) 654-2909 |
| Garrison Place               | Sanra III, Inc.                      | 23100 Michigan Ave         | Dearborn          | MI    | 48124 | (313) 278-9400 |
| Crossroads Center            | SonRise Clippers, LLC                | 13070 S US Highway 27      | Dewitt            | MI    | 48820 | (517) 668-6793 |
| East Oak Square              | PVW Midwest Cutters, LLC             | 2843 E Grand River Ave     | East Lansing      | MI    | 48823 | (517) 333-8440 |
| Farmington Crossroads        | Daisy Doo's Part 2, LLC              | 22066 Farmington Rd        | Farmington        | MI    | 48336 | (248) 426-0500 |
| Silver Lake Village          | MCD Enterprise 2, LLC                | 18040 Silver Pkwy          | Fenton            | MI    | 48430 | (810) 714-7328 |
| Meijer Flat Rock MI          | B&C Cutters, Inc.                    | 26100 Vreeland Rd          | Flat Rock         | MI    | 48134 | (734) 795-6757 |
| Hill Plaza                   | BAW Enterprises, LLC                 | 2448 W Hill Rd             | Flint             | MI    | 48507 | (810) 234-0246 |
| Corunna Marketplace          |                                      | 4455 Corunna Rd            | Flint             | MI    | 48532 | (810) 230-1818 |
| Fort Gratiot Center          | Hallwood of Fort Gratiot, LLC        | 4865 24th Ave              | Fort Gratiot      | MI    | 48059 | (810) 385-8300 |
| Fraser Meijers               | Just Hair II, LLC/Just Hair III, LLC | 34835 Utica Rd             | Fraser            | MI    | 48026 | (586) 294-3800 |
| Fremont Meijer - In Store    | SonRise Clippers, LLC                | 4665 S Green Ave           | Fremont           | MI    | 49412 | (231) 519-0372 |
| *Gaylord                     | SonRise Clippers, LLC                | 1380 W Main St             | Gaylord           | MI    | 49735 | (989) 448-2811 |
| Grand Haven                  | Gold Star Salons LLC                 | 440 N Beacon Blvd          | Grand Haven       | MI    | 49417 | (616) 842-5477 |
| Inline Center                | 3S, LLC                              | 5570 28th St SE            | Grand Rapids      | MI    | 49512 | (616) 464-4427 |
| Standle Meijer Outlot        | 3S, LLC                              | 355 Wilson Ave NW          | Grand Rapids      | MI    | 49534 | (616) 791-7850 |
| Gaines                       | SonRise Clippers, LLC                | 6755 Kalamazoo Ave SE      | Grand Rapids      | MI    | 49508 | (616) 554-1920 |
| Grand Rapids In-Store Meijer | SonRise Clippers, LLC                | 2425 Alpine Ave NW         | Grand Rapids      | MI    | 49544 | (616) 363-2799 |
| Forest Hills Center          | SonRise Clippers, LLC                | 820 Forest Hill Ave SE     | Grand Rapids      | MI    | 49546 | (616) 957-1648 |
| Leonard Fuller Plaza         | SonRise Clippers, LLC                | 1235 Leonard St NE         | Grand Rapids      | MI    | 49505 | (616) 258-8664 |
| Gas Light Village            | SonRise Clippers, LLC                | 2165 Wealthy St SE         | Grand Rapids      | MI    | 49506 | (616) 202-7086 |
| Northland                    | SonRise Clippers, LLC                | 5150 Northland Dr NE       | Grand Rapids      | MI    | 49525 | (616) 988-1020 |
| Knapps Corner Shops          | SonRise Clippers, LLC                | 1971 E Beltline Ave NE     | Grand Rapids      | MI    | 49525 | (616) 365-9005 |
| Grandville                   | SonRise Clippers, LLC                | 3074 44th St SW            | Grandville        | MI    | 49418 | (616) 261-4601 |
| Greenville                   | SonRise Clippers, LLC                | 1925 W Washington St       | Greenville        | MI    | 48838 | (616) 225-2332 |
| Kercheval Place              | Style N Smile No. 10, LLC            | 17026 Kercheval Ave        | Grosse Pointe     | MI    | 48230 | (313) 647-9000 |
| Mariners Point SC            | Style N Smile No. 8, LLC             | 26010 Crocker Blvd         | Harrison Township | MI    | 48045 | (586) 465-6200 |
| Westside Plaza               | Cookeze Clips, Inc.                  | 1450 W M-43                | Hastings          | MI    | 49058 | (269) 953-7746 |
| Hazel Park                   | Daisy Doo's, LLC                     | 1162 E 9 Mile Rd           | Hazel Park        | MI    | 48030 | (248) 546-7670 |
| Holland West Shore           | BAM Cuts, LLC                        | 3435 West Shore Drive      | Holland           | MI    | 49424 | (616) 373-0741 |
| Holland - North              | BAM Cuts, LLC                        | 520 Butternut Dr           | Holland           | MI    | 49424 | (616) 399-9912 |
| Holland - South              | BAM Cuts, LLC                        | 1153 S Washington Ave      | Holland           | MI    | 49423 | (616) 394-3050 |
| *Houghton Lake               | SonRise Clippers, LLC                | 2131 West Houghton Lake Dr | Houghton Lake     | MI    | 48629 | (989) 202-2337 |
| Waldenwoods                  | Sanra III, Inc.                      | 10051 E Highland Rd        | Howell            | MI    | 48353 | (810) 632-6322 |
| Crossroads Town Center       | WNW Incorporated                     | 120 W Highland Rd          | Howell            | MI    | 48843 | (517) 552-0825 |
| Country Corners              | WNW Incorporated                     | 4092 E Grand River Ave     | Howell            | MI    | 48843 | (517) 552-5253 |
| Georgetown Plaza             | Gold Star Salons LLC                 | 6498 Balsam Dr.            | Hudsonville       | MI    | 49426 | (616) 210-4633 |
| Imlay City Plaza             | Hallwood of Imlay City LLC           | 1797 S Cedar St            | Imlay City        | MI    | 48444 | (810) 721-1100 |
| Ionia                        | SonRise Clippers, LLC                | 3192 Commerce Ln           | Ionia             | MI    | 48846 | (616) 522-9830 |
| E Michigan Avenue            | PVW Midwest Cutters, LLC             | 3238 E Michigan Ave        | Jackson           | MI    | 49202 | (517) 262-0914 |
| Jackson Plaza                | PVW Midwest Cutters, LLC             | 1127 Boardman Rd           | Jackson           | MI    | 49202 | (517) 262-9610 |
| Jenison                      | Gold Star Salons LLC                 | 7589 Cottonwood Dr         | Jenison           | MI    | 49428 | (616) 667-9050 |
| Stadium Dr                   | Cookeze Clips, Inc.                  | 3208 Stadium Dr            | Kalamazoo         | MI    | 49008 | (269) 488-8632 |
| Gull Road Mall               | Cookeze Clips, Inc.                  | 5903 Gull Rd               | Kalamazoo         | MI    | 49048 | (269) 276-9720 |
| Breton and 44th              | SonRise Clippers, LLC                | 4445 Breton Rd SE          | Kentwood          | MI    | 49508 | (616) 971-1771 |
| Orion Township               | BRIZO LLC                            | 3639 Baldwin Rd            | Lake Orion        | MI    | 48359 | (248) 391-2111 |
| Bedford Meadows              | Azaad No 3, LLC                      | 3366 Sterns Rd             | Lambertville      | MI    | 48144 | (734) 854-7000 |
| Marketplace at Delta Townsh  | SonRise Clippers, LLC                | 619 N Marketplace Blvd     | Lansing           | MI    | 48917 | (517) 666-1014 |
| Edgewood Towne Center        | SonRise Clippers, LLC                | 438 E Edgewood Blvd        | Lansing           | MI    | 48911 | (517) 272-1108 |
| South Branch Center          | Sanra III, Inc.                      | 1824 Demille Rd            | Lapeer            | MI    | 48446 | (810) 667-5021 |
| Bay River Marketplace        | B&C Cutters, Inc.                    | 36375 26 Mile Rd           | Lenox Township    | MI    | 48048 | (586) 273-7771 |
| Lincoln Park                 | Daisy Doo's Part 2, LLC              | 1875 Southfield Rd         | Lincoln Park      | MI    | 48146 | (313) 381-7100 |
| Marketplace at College Park  | MCD Enterprise, LLC                  | 17392 Haggerty Rd          | Livonia           | MI    | 48152 | (734) 542-0799 |
| Livonia Plaza                | Sanra, Inc.                          | 30977 Five Mile Road       | Livonia           | MI    | 48154 | (734) 744-4085 |
| Livonia Marketplace          | Zelco 2, LLC                         | 29476 7 Mile Rd            | Livonia           | MI    | 48152 | (248) 442-9100 |
| Lowell                       | SonRise Clippers, LLC                | 11635 Fulton St            | Lowell            | MI    | 49331 | (616) 897-9520 |
| *Ludington Center            | SonRise Clippers, LLC                | 4528 W US Hwy 10           | Ludington         | MI    | 49431 | (231) 425-3930 |
| Romeo Plank Crossing         | Hallwood Group, LLC                  | 50918 Romeo Plank Rd       | Macomb            | MI    | 48044 | (586) 263-8100 |
| Macomb East                  | Hallwood of Macomb, Inc.             | 21890 23 Mile Rd           | Macomb            | MI    | 48042 | (586) 598-7141 |
| *Manistee In-Store-Meijer    | SonRise Clippers, LLC                | 15 Caberfae Hwy            | Manistee          | MI    | 49660 | (231) 299-1204 |
| Marysville Plaza             | Hallwood of Marysville, Inc.         | 3156 Gratiot Blvd          | Marysville        | MI    | 48040 | (810) 388-9882 |
| Milford Center               | MCD Enterprises 3, LLC               | 149 S Milford Rd           | Milford           | MI    | 48381 | (248) 684-1047 |
| Monroe Shopping Plaza        | PVW Midwest Cutters, LLC             | 958 S Monroe St            | Monroe            | MI    | 48161 | (734) 639-2792 |
| French Town Plaza            | PVW Midwest Cutters, LLC             | 2227 Telegraph Rd          | Monroe            | MI    | 48162 | (734) 242-4889 |
| Stadium Mall                 | SonRise Clippers, LLC                | 2018 S Mission St          | Mount Pleasant    | MI    | 48858 | (989) 773-0050 |
| North Muskegon Inline        | BAM Cuts, LLC                        | 1888 Holton Road           | Muskegon          | MI    | 49445 | (616) 373-0742 |
| Roosevelt Park Town Centre   | Gold Star Salons LLC                 | 3355 Henry St              | Muskegon          | MI    | 49441 | (231) 766-8605 |
| Sternberg Crossing           | Gold Star Salons LLC                 | 5350 Harvey St             | Muskegon          | MI    | 49444 | (231) 799-9108 |
| *Niles                       | SonRise Clippers, LLC                | 728 S 11th St              | Niles             | MI    | 49120 | (269) 684-6439 |
| Shoppes at the Trail         | Daisy Doo's Part 2, LLC              | 31194 Beck Rd              | Novi              | MI    | 48377 | (248) 669-6657 |
| Meridian Towne Centre        | SonRise Clippers, LLC                | 4918 Marsh Rd              | Okemos            | MI    | 48864 | (517) 347-0099 |
| Oxford Crossings             | BRIZO LLC                            | 962 N Lapeer Rd            | Oxford            | MI    | 48371 | (248) 236-9065 |
| *Petoskey                    | SonRise Clippers, LLC                | 1345 Victories Lane        | Petoskey          | MI    | 49770 | (231) 753-2129 |
| Plainwell Otsego             | Cookeze Clips, Inc.                  | 1307 M 89                  | Plainwell         | MI    | 49080 | (269) 685-9420 |
| Plymouth Square              | Gamly Clips, LLC                     | 44523 Ann Arbor Rd W       | Plymouth          | MI    | 48170 | (734) 956-3480 |
| Sheldon Place                | Gamly Clips, LLC                     | 15167 N Sheldon Rd         | Plymouth          | MI    | 48170 | (734) 855-6973 |
| Fortress Hill Plaza          | Hallwood of Marysville, Inc.         | 1420 24th Street           | Port Huron        | MI    | 48060 | (810) 294-5594 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                          | Address                   | City                | State | Zip   | Phone          |
|--------------------------------|-------------------------------------|---------------------------|---------------------|-------|-------|----------------|
| Greenspire Shoppes             | Cookeze Clips, Inc.                 | 3259 W Centre Ave         | Portage             | MI    | 49024 | (269) 716-3336 |
| Romence Village                | Cookeze Clips, Inc.                 | 621 Romence Rd            | Portage             | MI    | 49024 | (269) 323-8937 |
| Richmond Shopping Plaza        | B&C Cutters, Inc.                   | 66892 Gratiot Ave         | Richmond            | MI    | 48062 | (586) 430-1129 |
| Riverview Center               | AMJAY Corp.                         | 17034 Fort St             | Riverview           | MI    | 48913 | (734) 282-4424 |
| City Walk SC                   | AMJAY Corp.                         | 1416 N Rochester Rd       | Rochester Hills     | MI    | 48307 | (248) 652-7885 |
| University Square              | JETTIM, LLC                         | 3216 Walton Blvd          | Rochester Hills     | MI    | 48309 | (248) 759-4067 |
| Adams Marketplace              | JETTIM, LLC                         | 2540 S Adams Rd           | Rochester Hills     | MI    | 48309 | (248) 491-6633 |
| Rochester-Hamlin Retail Cen    | Style N Smile, LLC                  | 1970 S Rochester Rd       | Rochester Hills     | MI    | 48307 | (248) 608-4544 |
| Rockford Ridge                 | SonRise Clippers, LLC               | 2745 10 Mile Rd           | Rockford            | MI    | 49341 | (616) 863-1173 |
| Roseville Village              | Just Hair, LLC                      | 31965 Gratiot Ave         | Roseville           | MI    | 48066 | (586) 293-5500 |
| Marketplace of Royal Oak       | AMJAY Corp.                         | 2130 East 12 Mile Rd      | Royal Oak           | MI    | 48067 | (248) 607-7211 |
| Green Acres                    |                                     | 4630 State St             | Saginaw             | MI    | 48603 | (989) 401-9999 |
| St. Clair Plaza                | Hallwood of Marysville, Inc.        | 405 Clinton Ave           | Saint Clair         | MI    | 48079 | (810) 740-5025 |
| Lakeshore Village              | Style N Smile No. 7, LLC            | 23195 Marter Rd           | Saint Clair Shores  | MI    | 48080 | (586) 443-4244 |
| *Martin's St. Joseph Plaza     | SonRise Clippers Too, LLC           | 2107 S Cleveland Ave      | Saint Joseph        | MI    | 49085 | (269) 985-0058 |
| State Street Crossing          | MCD Enterprise 2, LLC               | 6889 State Rd             | Saline              | MI    | 48176 | (734) 429-0400 |
| Shelby Township                | AMJAY NO 1 CORPORATION              | 12169 23 Mile Rd          | Shelby Township     | MI    | 48315 | (586) 991-0066 |
| King's Kountry                 | Style N Smile No. 9, LLC            | 47647 Van Dyke Ave        | Shelby Township     | MI    | 48317 | (586) 323-7900 |
| Hayes Center Shoppes           | Style N Smile, LLC                  | 45617 Hayes Rd            | Shelby Township     | MI    | 48315 | (586) 532-5477 |
| Brookdale Square               | AMJAY Corp.                         | 22321 Pontiac Trl         | South Lyon          | MI    | 48178 | (248) 278-8155 |
| Eureka Crossing                | AMJAY Corp.                         | 15260 Eureka Rd           | Southgate           | MI    | 48195 | (734) 285-3655 |
| Sterling Heights Retail Center | GC Berkley, LLC                     | 2132 Metropolitan Parkway | Sterling Heights    | MI    | 48310 | (248) 597-0472 |
| Kirkwood Plaza                 | Style N Smile No. 1, LLC            | 42938 Schoenherr Rd       | Sterling Heights    | MI    | 48313 | (586) 247-3008 |
| Sturgis Retail Center          | Cookeze Clips, Inc.                 | 1352 S Centerville Rd     | Sturgis             | MI    | 49091 | (269) 503-7077 |
| Kirklynn Commons               | AMJAY Corp.                         | 22316 Goddard Rd          | Taylor              | MI    | 48180 | (313) 299-1419 |
| Telegraph Road - Walmart Pl    | PVW Midwest Cutters, LLC            | 7725 Telegraph Rd         | Taylor              | MI    | 48180 | (313) 292-8888 |
| Tecumseh Plaza                 | East West Cutters, Inc.             | 1444 W Chicago Blvd       | Tecumseh            | MI    | 49286 | (517) 301-4884 |
| River Country Plaza            | ZC Enterprises, LLC                 | 701 S US Highway 131      | Three Rivers        | MI    | 49093 | (269) 273-4999 |
| *East Bay Plaza                | SonRise Clippers, LLC               | 748 Munson Ave            | Traverse City       | MI    | 49686 | (231) 252-4024 |
| Northfield Commons             | JETTIM, LLC                         | 2125 South Blvd W         | Troy                | MI    | 48098 | (248) 828-7020 |
| Emerald Lakes Plaza            | Style N Smile No. 11, LLC           | 5945 John R Rd            | Troy                | MI    | 48085 | (248) 879-8800 |
| Troy Commons                   | Style N Smile No. 2, LLC            | 3091 Rochester Rd         | Troy                | MI    | 48083 | (248) 680-8900 |
| Sunset Plaza                   | Style N Smile No. 5, LLC            | 57 E Long Lake Rd         | Troy                | MI    | 48085 | (248) 879-6007 |
| Schoenherr Shoppes             | Daisy Doo's, LLC                    | 25385 Schoenherr Rd       | Warren              | MI    | 48089 | (586) 585-1264 |
| Heritage Village               | Daisy Doo's, LLC                    | 5715 12 Mile Rd           | Warren              | MI    | 48092 | (586) 576-1760 |
| Schoenherr Plaza               | Just Hair II, LLC/Just Hair III, LL | 13586 E 14 Mile Rd        | Warren              | MI    | 48088 | (586) 272-2332 |
| Washington Commons             | Sanra II, Inc.                      | 8631 26 Mile Rd           | Washington Township | MI    | 48094 | (586) 677-3808 |
| Washington Pointe Plaza        | AMJAY NO 1 CORPORATION              | 65930 Van Dyke Rd         | Washington Twp      | MI    | 48095 | (586) 697-1354 |
| Waterford Plaza                | Sanra III, Inc.                     | 5156 Highland Rd          | Waterford           | MI    | 48327 | (248) 243-6038 |
| Wayland                        | SonRise Clippers, LLC               | 322 Reno Dr               | Wayland             | MI    | 49348 | (269) 525-1515 |
| Gateway Center                 | Zelco, LLC                          | 7164 Orchard Lake Rd      | West Bloomfield     | MI    | 48322 | (248) 855-2887 |
| West Way                       | Daisy Doo's Part 3, LLC             | 35592 Warren Rd           | Westland            | MI    | 48185 | (734) 467-9622 |
| Cherry Hill Marketplace        | Sanra, Inc.                         | 31501 Cherry Hill Rd      | Westland            | MI    | 48186 | (734) 398-1657 |
| Meijers White Lake             | Ventures, Inc.                      | 6001 Highland Rd          | White Lake          | MI    | 48383 | (248) 889-3503 |
| Woodhaven Village Square       | AMJAY Corp.                         | 23408 Allen Rd            | Woodhaven           | MI    | 48183 | (734) 675-0730 |
| 28 West                        | SonRise Clippers, LLC               | 1266-B 28th St SW         | Wyoming             | MI    | 49509 | (616) 403-9505 |
| Careline Center                | SonRise Clippers, LLC               | 89 - 54th St SW           | Wyoming             | MI    | 49548 | (616) 214-7190 |
| Metro Health Village           | SonRise Clippers, LLC               | 2355 Health Dr SW         | Wyoming             | MI    | 49519 | (616) 530-7433 |
| Carpenter Crossing             | Azaad 2, LLC                        | 3650 Carpenter Rd         | Ypsilanti           | MI    | 48197 | (734) 677-9800 |
| Zeeland                        | BAM Cuts, LLC                       | 9479 Riley St             | Zeeland             | MI    | 49464 | (616) 879-0079 |
| Albertville Crossing Center    | Aster Clips LLC                     | 5600 La Centre Ave        | Albertville         | MN    | 55301 | (763) 497-8455 |
| South Creek Center             | Snip, Inc.                          | 4617 State Hwy 29 S       | Alexandria          | MN    | 56308 | (320) 763-4076 |
| Clocktower Commons             | Half Moon Clippers, LLC             | 15190 Bluebird St NW      | Andover             | MN    | 55304 | (763) 413-6969 |
| Apple Valley Retail            | Windjammers Corporation             | 7875 150th St W           | Apple Valley        | MN    | 55124 | (952) 891-1510 |
| Shannon Square                 | Windjammers Corporation             | 3673 Lexington Ave N      | Arden Hills         | MN    | 55126 | (651) 482-8397 |
| Austin                         | Roch-N-Roll, Inc.                   | 1011 18th Ave NW          | Austin              | MN    | 55912 | (507) 437-8243 |
| Baxter                         | Snip, Inc.                          | 14039 Edgewood Dr         | Baxter              | MN    | 56425 | (218) 829-3021 |
| Belle Plaine Retail            | AJE Holdings LLC                    | 1054 Enterprise Dr        | Belle Plaine        | MN    | 56011 | (952) 873-6881 |
| Bemidji Commons                | Snip, Inc.                          | 2219 Paul Bunyan Dr NW    | Bemidji             | MN    | 56601 | (218) 755-1695 |
| Big Lake                       | Stevens Unlimited of St. Paul, Inc. | 726 Martin Ave            | Big Lake            | MN    | 55309 | (763) 263-9800 |
| Village of Blaine              | Snip, Inc.                          | 4335 Pheasant Ridge Dr    | Blaine              | MN    | 55449 | (763) 780-0249 |
| Blaine                         | Stevens Unlimited of St. Paul, Inc. | 10623 University Ave NE   | Blaine              | MN    | 55434 | (763) 757-7302 |
| North Court Commons            | Stevens Unlimited of St. Paul, Inc. | 664 County Road 10 NE     | Blaine              | MN    | 55434 | (763) 784-3897 |
| Blaine Marketplace             | Stevens Unlimited of St. Paul, Inc. | 12555 Ulysses St          | Blaine              | MN    | 55434 | (763) 767-1820 |
| Victory Village                | Stevens Unlimited of St. Paul, Inc. | 1420 109th Ave NE         | Blaine              | MN    | 55449 | (763) 780-9121 |
| Oxboro Shopping Center         | Aster Clips LLC                     | 549 W 98th St             | Bloomington         | MN    | 55420 | (952) 881-1616 |
| Southtown                      | W. Peyton Co.                       | 7911 Southtown Ctr        | Bloomington         | MN    | 55431 | (952) 881-2599 |
| Normandale Village             | Windjammers Corporation             | 5115 W 98th St            | Bloomington         | MN    | 55437 | (952) 831-2118 |
| Brainerd East                  | Snip, Inc.                          | 623 Washington St NE      | Brainerd            | MN    | 56401 | (218) 828-1110 |
| Park Place Promenade           | Half Moon Clippers, LLC             | 9672 Colorado Ln N        | Brooklyn Park       | MN    | 55445 | (763) 424-3067 |
| Wright County Mall             | Stevens Unlimited of St. Paul, Inc. | 1247 Highway 25 N         | Buffalo             | MN    | 55313 | (763) 682-5658 |
| Aurora Village Center          | Catch the Wave, Inc.                | 1611 County Rd 42 W       | Burnsville          | MN    | 55306 | (952) 898-4554 |
| Nicollet Plaza                 | Catch the Wave, Inc.                | 270 E Travelers Trail     | Burnsville          | MN    | 55337 | (952) 217-4781 |
| Arthurs Court                  | Stevens Unlimited of St. Paul, Inc. | 1595 2nd Ave NE           | Cambridge           | MN    | 55008 | (763) 691-1630 |
| Champlin Market Place          | Snip, Inc.                          | 11436 Market Place Dr     | Champlin            | MN    | 55316 | (763) 576-9930 |
| Chanhasen                      | W. Peyton Co.                       | 832 W 78th St             | Chanhasen           | MN    | 55317 | (952) 474-6273 |
| Chaska Commons                 | RAS Corporation                     | 206 Pioneer Trl           | Chaska              | MN    | 55318 | (952) 368-9720 |
| Northway                       | Stevens Unlimited of St. Paul, Inc. | 9147 S Highway Dr         | Circle Pines        | MN    | 55014 | (763) 783-0182 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                  | Franchisee                          | Address                    | City                | State | Zip   | Phone          |
|-----------------------------|-------------------------------------|----------------------------|---------------------|-------|-------|----------------|
| Shoppes of Cloquet          | BJStevens Unlimited, LLC            | 1317 Hwy 33 S              | Cloquet             | MN    | 55720 | (218) 879-4414 |
| Riverdale Crossing          | Give Me A Break, Inc.               | 13055 Riverdale Dr.        | Coon Rapids         | MN    | 55448 | (763) 421-4381 |
| Village 10 SC               | Snip, Inc.                          | 2032 Northdale Blvd        | Coon Rapids         | MN    | 55433 | (763) 862-4015 |
| Cottage Grove Plaza         | JW Enterprises Inc.                 | 8711 E Point Douglas Rd S  | Cottage Grove       | MN    | 55016 | (651) 458-4140 |
| Oak Park Commons            | JW Enterprises Inc.                 | 7430 80th St               | Cottage Grove       | MN    | 55016 | (651) 459-0613 |
| Crystal Gallery             | Newport Clippers, Inc.              | 5594 W Broadway Ave        | Crystal             | MN    | 55428 | (763) 537-4575 |
| Delano Crossing             | AJE Holdings LLC                    | 1356 Babcock Blvd E        | Delano              | MN    | 55328 | (763) 972-2054 |
| Miller Plaza                | BJStevens Unlimited, LLC            | 1405 Miller Trunk Hwy      | Duluth              | MN    | 55811 | (218) 726-0661 |
| Mount Royal Center Shopping | BJStevens Unlimited, LLC            | 107 Mount Royal SC         | Duluth              | MN    | 55803 | (218) 724-4247 |
| Denfeld Retail Center       | BJStevens Unlimited, LLC            | 4602 Grand Ave W           | Duluth              | MN    | 55807 | (218) 624-2244 |
| Cliff Lake Center           | AJE Holdings LLC                    | 1960 Cliff Lake Rd         | Eagan               | MN    | 55122 | (651) 687-0982 |
| Eagan Towne Center          | AJE Holdings LLC                    | 1380 Duckwood Dr           | Eagan               | MN    | 55123 | (651) 452-9676 |
| Diffley Commons             | AJE Holdings LLC                    | 1016 Diffley Rd            | Eagan               | MN    | 55123 | (651) 405-6740 |
| Eden Glen                   | W. Peyton Co.                       | 8021 Glen Ln               | Eden Prairie        | MN    | 55344 | (952) 941-5589 |
| Prairie Village             | W. Peyton Co.                       | 16536 W 78th St            | Eden Prairie        | MN    | 55344 | (952) 934-6558 |
| Yorkdale                    | Newport Clippers, Inc.              | 6805 York Ave S            | Edina               | MN    | 55435 | (952) 924-9413 |
| 50th and Vernon             | W. Peyton Co.                       | 5125 Gus Young Ln          | Edina               | MN    | 55436 | (952) 927-5688 |
| Elk River                   | Snip, Inc.                          | 19172 Freeport St          | Elk River           | MN    | 55330 | (763) 441-3468 |
| Fairmont Supercenter        | Snip, Inc.                          | 1243 Goemann Rd            | Fairmont            | MN    | 56031 | (507) 235-5857 |
| Faribault Plaza             | Catch the Wave, Inc.                | 613 NW 4th St              | Faribault           | MN    | 55021 | (507) 334-4316 |
| *Lincoln Crossing           | Spice Investment Group, Inc.        | 2308 College Way           | Fergus Falls        | MN    | 56537 | (218) 998-1777 |
| Westlake Plaza              | Snip, Inc.                          | 215 12th St SW             | Forest Lake         | MN    | 55025 | (651) 464-1025 |
| Forest Lake / Broadway      | Snip, Inc.                          | 2009 W Broadway Ave        | Forest Lake         | MN    | 55025 | (651) 982-6307 |
| Fridley Market              | Windjammers Corporation             | 278 57th Ave NE            | Fridley             | MN    | 55432 | (763) 572-0041 |
| Grand Rapids Shopping Cent  | Aster Clips LLC                     | 2056 South Pokegama Avenue | Grand Rapids        | MN    | 55744 | (218) 326-6512 |
| Ham Lake Centre             | Stevens Unlimited of St. Paul, Inc. | 16210 Aberdeen St NE       | Ham Lake            | MN    | 55304 | (763) 413-9840 |
| Schoolhouse Square          | JW Enterprises Inc.                 | 919 Vermillion St          | Hastings            | MN    | 55033 | (651) 319-0198 |
| Hibbing                     | Aster Clips LLC                     | 4120 9th Ave W             | Hibbing             | MN    | 55746 | (218) 263-4300 |
| Victor Marketplace          | Aster Clips LLC                     | 14755 Victor Hugo Blvd     | Hugo                | MN    | 55038 | (651) 256-3296 |
| County Fair Market Place    | Stevens Unlimited of St. Paul, Inc. | 1310 Hwy 15 S              | Hutchinson          | MN    | 55350 | (320) 234-3458 |
| Cahill Plaza                | JW Enterprises Inc.                 | 7820 Cahill St             | Inver Grove Heights | MN    | 55076 | (651) 552-4990 |
| Crossroads                  | Catch the Wave, Inc.                | 17623 Glasgow Ave          | Lakeville           | MN    | 55044 | (952) 891-8299 |
| Argonne Village             | Catch the Wave, Inc.                | 17660 Kenwood Trl          | Lakeville           | MN    | 55044 | (952) 898-2992 |
| HyVee Rivers Edge           | Catch the Wave, Inc.                | 16023 Elmhurst Ln          | Lakeville           | MN    | 55044 | (952) 484-2280 |
| Lora B's Plaza              | Snip, Inc.                          | 114 11th St NE             | Little Falls        | MN    | 56345 | (320) 632-5544 |
| River City Center           | Snip, Inc.                          | 452 Raintree Rd            | Mankato             | MN    | 56001 | (507) 387-1579 |
| Grove Village               | Aster Clips LLC                     | 15539 Grove Circle N       | Maple Grove         | MN    | 55369 | (763) 494-6702 |
| Fountains at Arbor Lakes    | Aster Clips LLC                     | 11654 Fountains Dr N       | Maple Grove         | MN    | 55369 | (763) 488-1511 |
| Homestead Corner            | Snip, Inc.                          | 13550 Grove Drive          | Maple Grove         | MN    | 55311 | (763) 420-7800 |
| Maplewood Retail Center     | Windjammers Corporation             | 2420 White Bear Ave        | Maplewood           | MN    | 55109 | (651) 773-9816 |
| Marshall East               | Snip, Inc.                          | 1113 E College Dr          | Marshall            | MN    | 56258 | (507) 337-2010 |
| Medina                      | Stevens Unlimited of St. Paul, Inc. | 310 Clydesdale Trl         | Medina              | MN    | 55340 | (763) 478-2988 |
| 46th and Nicollet           | Windjammers Corporation             | 4620 Nicollet Ave S        | Minneapolis         | MN    | 55409 | (612) 822-5526 |
| The Venue at Dinkytown      | Windjammers Corporation             | 1312 5th St SE             | Minneapolis         | MN    | 55414 | (612) 379-0430 |
| Westridge Center            | Newport Clippers, Inc.              | 11210 Wayzata Blvd         | Minnetonka          | MN    | 55305 | (952) 546-1070 |
| Westwind Plaza              | RAS Corporation                     | 4761 Highway 101           | Minnetonka          | MN    | 55345 | (952) 933-0019 |
| Country Village Shopping Ce | RAS Corporation                     | 11329 Highway 7            | Minnetonka          | MN    | 55343 | (952) 933-8309 |
| Monticello Business Center  | Stevens Unlimited of St. Paul, Inc. | 9361 Cedar St              | Monticello          | MN    | 55362 | (763) 295-8490 |
| *Brookdale Shopping Center  | Spice Investment Group, Inc.        | 2515 8th St S              | Moorhead            | MN    | 56560 | (218) 287-6222 |
| Mound Marketplace           | AJE Holdings LLC                    | 2181 Commerce Blvd         | Mound               | MN    | 55364 | (952) 472-8629 |
| Rock Ridge                  | Aster Clips LLC                     | 8576 Rock Ridge Dr         | Mountain Iron       | MN    | 55768 | (218) 749-2547 |
| New Prague                  | Windjammers Corporation             | 805 1st St SE              | New Prague          | MN    | 56071 | (952) 758-9685 |
| Supercenter Square          | Snip, Inc.                          | 1702 Westridge Rd          | New Ulm             | MN    | 56073 | (507) 354-1122 |
| Northfield                  | Windjammers Corporation             | 200 W 7th St               | Northfield          | MN    | 55057 | (507) 663-0866 |
| Bergen Plaza                | W. Peyton Co.                       | 7169 10th St N             | Oakdale             | MN    | 55128 | (651) 735-7245 |
| Otsego                      | Snip, Inc.                          | 15850 87th St NE           | Otsego              | MN    | 55330 | (763) 441-2677 |
| Bridge Street Center        | Snip, Inc.                          | 685 Bridge St              | Owatonna            | MN    | 55060 | (507) 455-1717 |
| Evergreen Square            | Stevens Unlimited of St. Paul, Inc. | 150 Evergreen Sq           | Pine City           | MN    | 55063 | (320) 629-1209 |
| Plymouth Plaza              | RAS Corporation                     | 1447 N Highway 101         | Plymouth            | MN    | 55447 | (763) 473-3075 |
| Nathan Lane                 | Stevens Unlimited of St. Paul, Inc. | 4402 Nathan Ln N           | Plymouth            | MN    | 55442 | (763) 559-2161 |
| Rockford Road Plaza         | Stevens Unlimited of St. Paul, Inc. | 4190 Vinewood Ln N         | Plymouth            | MN    | 55442 | (763) 553-2001 |
| Princeton                   | JW Enterprises Inc.                 | 710 Rum River Dr           | Princeton           | MN    | 55371 | (763) 634-9000 |
| Ramsey Town Square          | Give Me A Break, Inc.               | 14050 Saint Francis Blvd   | Ramsey              | MN    | 55303 | (763) 422-1960 |
| Red Wing                    | Snip, Inc.                          | 174 Tyler Rd S             | Red Wing            | MN    | 55066 | (651) 267-0020 |
| Cedar Point Commons         | Newport Clippers, Inc.              | 1714 E 66th St             | Richfield           | MN    | 55423 | (612) 869-4233 |
| Lyndale Station             | Windjammers Corporation             | 6549 Lyndale Ave S         | Richfield           | MN    | 55423 | (612) 861-2929 |
| Crossroads Center           | Roch-N-Roll, Inc.                   | 1201 S Broadway            | Rochester           | MN    | 55904 | (507) 288-0880 |
| Marketplace                 | Roch-N-Roll, Inc.                   | 2840 41st St NW            | Rochester           | MN    | 55901 | (507) 292-5999 |
| Barlow Plaza                | Roch-N-Roll, Inc.                   | 1181 6th St NW             | Rochester           | MN    | 55901 | (507) 285-5080 |
| Rogers Retail Centre        | Stevens Unlimited of St. Paul, Inc. | 21897 S Diamond Lake Rd    | Rogers              | MN    | 55374 | (763) 428-1577 |
| Rosemount                   | Catch the Wave, Inc.                | 15096 Claret Ave           | Rosemount           | MN    | 55068 | (651) 423-4001 |
| Rosedale Marketplace        | Aster Clips LLC                     | 2401 Fairview Ave N        | Roseville           | MN    | 55113 | (651) 639-0665 |
| Lexington Plaza             | Newport Clippers, Inc.              | 1789 Lexington Ave N       | Roseville           | MN    | 55113 | (651) 488-5918 |
| Silver Lake Village         | Aster Clips LLC                     | 3916 Silver Lake Rd        | Saint Anthony       | MN    | 55421 | (612) 788-4971 |
| Cub Food West Plaza         | Stevens Unlimited of St. Paul, Inc. | 266 33rd Ave S             | Saint Cloud         | MN    | 56301 | (320) 203-1133 |
| St. Francis City Center     | Give Me A Break, Inc.               | 23168 Saint Francis Blvd   | Saint Francis       | MN    | 55070 | (763) 753-7820 |
| South Robert Plaza          | W. Peyton Co.                       | 2018 Robert St S           | Saint Paul          | MN    | 55118 | (651) 455-7673 |
| Lincoln Commons             | Windjammers Corporation             | 72 Snelling Ave S          | Saint Paul          | MN    | 55105 | (651) 698-4675 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                          | Address                           | City              | State | Zip   | Phone          |
|------------------------------|-------------------------------------|-----------------------------------|-------------------|-------|-------|----------------|
| Pine Cone Marketplace        | Stevens Unlimited of St. Paul, Inc. | 1733 Pine Cone Rd S               | Sartell           | MN    | 56377 | (320) 259-0460 |
| The Shoppes at Epic Center   | Stevens Unlimited of St. Paul, Inc. | 101 County Road 120               | Sartell           | MN    | 56303 | (320) 774-1372 |
| Market Place at 42           | Prior Ties, Inc.                    | 8200 County Rd 42                 | Savage            | MN    | 55378 | (952) 447-0277 |
| Crossroads Center            | Catch the Wave, Inc.                | 1172 Vierling Dr E                | Shakopee          | MN    | 55379 | (952) 496-9055 |
| Shorewood Village            | RAS Corporation                     | 23760 Highway 7                   | Shorewood         | MN    | 55331 | (952) 470-5390 |
| Park Place Plaza             | Aster Clips LLC                     | 1650 Park Place Blvd              | St Louis Park     | MN    | 55416 | (952) 544-8787 |
| Knollwood                    | RAS Corporation                     | 8136 Hwy 7                        | St Louis Park     | MN    | 55426 | (952) 933-7525 |
| Division Place               | Stevens Unlimited of St. Paul, Inc. | 2860 W Division St                | St. Cloud         | MN    | 56301 | (320) 259-4363 |
| Stillwater Plaza             | Newport Clippers, Inc.              | 1820 Market Dr                    | Stillwater        | MN    | 55082 | (651) 439-7350 |
| Vadnais Square               | Aster Clips LLC                     | 967 County Road E East            | Vadnais Heights   | MN    | 55127 | (651) 415-1819 |
| Heights Plaza                | Windjammers Corporation             | 1054 East Highway 96              | Vadnais Heights   | MN    | 55127 | (651) 426-7142 |
| Waconia Marketplace          | RAS Corporation                     | 769 Marketplace Dr                | Waconia           | MN    | 55387 | (952) 442-9840 |
| Lakeside Shops               | Aster Clips LLC                     | 1975 Whitaker Ave                 | White Bear Lake   | MN    | 55110 | (651) 429-2444 |
| White Bear Marketplace       | Newport Clippers, Inc.              | 1960 Buerkle Rd                   | White Bear Lake   | MN    | 55110 | (651) 340-0506 |
| Century Hills                | Newport Clippers, Inc.              | 2674 County Road E E              | White Bear Lake   | MN    | 55110 | (651) 262-2880 |
| Shoppes of Willmar           | Stevens Unlimited of St. Paul, Inc. | 2323 1st St S                     | Willmar           | MN    | 56201 | (320) 231-2040 |
| Winona                       | Snip, Inc.                          | 945 Frontenac Dr                  | Winona            | MN    | 55987 | (507) 452-1779 |
| Woodbury Village             | W. Peyton Co.                       | 7060 Valley Creek Plz             | Woodbury          | MN    | 55125 | (651) 738-7599 |
| Tamarack Village Shopping C  | W. Peyton Co.                       | 8446 Tamarack Vlg                 | Woodbury          | MN    | 55125 | (651) 730-1575 |
| Commerce Hill                | W. Peyton Co.                       | 437 Commerce Dr                   | Woodbury          | MN    | 55125 | (651) 528-8864 |
| Worthington                  | J&J Salons, LLC                     | 1151 Ryans Rd                     | Worthington       | MN    | 56187 | (507) 376-5566 |
| Vogel Road                   | Adlib Too, Inc.                     | 3884 Vogel Rd                     | Arnold            | MO    | 63010 | (636) 287-3808 |
| Arnold Commons               | Modern Day Clippers, Inc.           | 858 Arnold Commons Drive          | Arnold            | MO    | 63010 | (636) 282-7232 |
| Ballwin                      | MPE, Inc.                           | 15010 Manchester Rd               | Ballwin           | MO    | 63011 | (636) 256-7004 |
| Belton Crossroads            | Carpe Diem, Inc.                    | 201 N Cedar Dr                    | Belton            | MO    | 64012 | (816) 322-8112 |
| Keystone Plaza               | IRIS Corporation                    | 1630 Highway 7 South              | Blue Springs      | MO    | 64014 | (816) 224-2992 |
| Prestige Plaza               | IRIS Corporation                    | 1988 NW Hwy 7                     | Blue Springs      | MO    | 64014 | (816) 228-8330 |
| Home Depot Plaza             | Gateway Clippers Holdings LLC       | 11243 St Charles Rock Rd          | Bridgeton         | MO    | 63044 | (314) 291-2927 |
| Cape West                    | The Mane Group, Inc.                | 118 Siemens Dr                    | Cape Girardeau    | MO    | 63701 | (573) 803-2990 |
| Town Plaza Shopping Center   | The Mane Group, Inc.                | 2136 William St                   | Cape Girardeau    | MO    | 63703 | (573) 335-0885 |
| *Carthage Walmart            | Carpe Diem, Inc.                    | 104 W George E Phelps Blvd        | Carthage          | MO    | 64836 | (417) 237-0227 |
| Hilltown Village             | Gateway Clippers Holdings LLC       | 119 Hilltown Village Ctr          | Chesterfield      | MO    | 63017 | (636) 537-9932 |
| Town & Country Crossing      | MPE, Inc.                           | 1172 Town and Country Crossing Dr | Chesterfield      | MO    | 63017 | (636) 527-3662 |
| Four Seasons Center          | Shear Genius, LLC                   | 16 Four Seasons Shopping Ctr      | Chesterfield      | MO    | 63017 | (314) 878-7712 |
| Grindstone Plaza             | Show Me Clippers, Inc.              | 1305 Grindstone Parkway           | Columbia          | MO    | 65201 | (573) 442-9799 |
| Broadway Shops               | Show Me Clippers, Inc.              | 2703 E Broadway                   | Columbia          | MO    | 65201 | (573) 874-1415 |
| Fairview Marketplace         | Show Me Clippers, Inc.              | 2901 W Broadway                   | Columbia          | MO    | 65203 | (573) 446-4323 |
| Sappington Square            | Modern Day Clippers, Inc.           | 9560 Watson Rd                    | Crestwood         | MO    | 63126 | (314) 843-1388 |
| Olympic Oaks                 | Gateway Clippers Holdings III, LI   | 12141 Manchester Rd               | Des Peres         | MO    | 63131 | (314) 965-4760 |
| Desloge                      | Shear Genius, LLC                   | 1137 N Desloge Dr                 | Desloge           | MO    | 63601 | (573) 431-9666 |
| DeSoto Crossing              | Shear Genius, LLC                   | 12878 Hwy 21                      | DeSoto            | MO    | 63020 | (636) 337-0660 |
| Maple Tree                   | Gateway Clippers Holdings II, LI    | 349 Clarkson Rd                   | Ellisville        | MO    | 63011 | (636) 220-3788 |
| Eureka Towne Center          | Shear Genius, LLC                   | 165 Eureka Towne Center Dr        | Eureka            | MO    | 63025 | (636) 938-3944 |
| Truman Center                | IRIS Corporation                    | 2367 Vintage Dr                   | Excelsior Springs | MO    | 64024 | (816) 602-0023 |
| Maple Valley Center          | Shear Genius, LLC                   | 766 Market St                     | Farmington        | MO    | 63640 | (573) 760-0022 |
| Dierbergs Fenton Crossing    | Adlib Too, Inc.                     | 484 Old Smizer Mill Rd            | Fenton            | MO    | 63026 | (636) 343-8346 |
| Gravois Bluffs               | Adlib Too, Inc.                     | 699 Gravois Bluffs Blvd           | Fenton            | MO    | 63026 | (636) 343-6999 |
| Gannon Plaza                 | Shear Genius, LLC                   | 1117 W Gannon Dr                  | Festus            | MO    | 63028 | (636) 931-2626 |
| Crystal City Shopping Center | Shear Genius, LLC                   | 744 S Truman Blvd                 | Festus            | MO    | 63028 | (636) 937-8822 |
| Shoppes at Koch Park         | Gateway Clippers Holdings III, LI   | 2171 Charbonier Rd                | Florissant        | MO    | 63031 | (314) 839-9093 |
| Grain Valley Marketplace     | FFR, Inc.                           | 1060 NE McQuerry Rd               | Grain Valley      | MO    | 64029 | (816) 443-3480 |
| River Bend Plaza             | Adlib, Inc.                         | 3650 Stardust Dr                  | Hannibal          | MO    | 63401 | (573) 406-5661 |
| Harrisonville Marketplace    | IRIS Corporation                    | 658 S Commercial St               | Harrisonville     | MO    | 64701 | (816) 884-5020 |
| Harvester Square             | Gateway Clippers Holdings III, LI   | 36 B-1 Harvester Sq               | Harvester         | MO    | 63303 | (636) 939-0717 |
| Dillon Plaza                 | Gateway Clippers Holdings LLC       | 20 Dillon Plaza Dr                | High Ridge        | MO    | 63049 | (636) 677-8080 |
| Shoppes at Seckman           | MPE, Inc.                           | 2855 Seckman Road                 | Imperial          | MO    | 63052 | (636) 333-3070 |
| Independence Commons         | IRIS Corporation                    | 19130 E 39th St S                 | Independence      | MO    | 64057 | (816) 795-9411 |
| East 23rd Street             | IRIS Corporation                    | 1516 E 23rd St                    | Independence      | MO    | 64055 | (816) 836-3534 |
| Independence Marketplace     | Kansas City Clippers, Inc.          | 4201 S Noland Rd                  | Independence      | MO    | 64055 | (816) 478-9090 |
| Jackson                      | The Mane Group, Inc.                | 2058 Walton Dr                    | Jackson           | MO    | 63755 | (573) 243-0142 |
| Capital Crossing             | Show Me Clippers, Inc.              | 1709 Missouri Blvd                | Jefferson City    | MO    | 65109 | (573) 635-7388 |
| *Bel Aire Plaza              | Carpe Diem, Inc.                    | 1804 S Rangeline Rd               | Joplin            | MO    | 64801 | (417) 781-2500 |
| Watts Mill Plaza             | IRIS Corporation                    | 1128 A W 103rd St                 | Kansas City       | MO    | 64114 | (816) 942-4415 |
| Tremont Square               | IRIS Corporation                    | 6322 N Chatham Ave                | Kansas City       | MO    | 64151 | (816) 587-1313 |
| Creekwood Commons            | IRIS Corporation                    | 215C NE Englewood Rd              | Kansas City       | MO    | 64118 | (816) 455-4464 |
| Brighton Center              | IRIS Corporation                    | 8014 N Brighton Avenue            | Kansas City       | MO    | 64119 | (816) 506-5067 |
| Coves Plaza                  | IRIS Corporation                    | 5567 NW Barry Rd                  | Kansas City       | MO    | 64154 | (816) 505-1602 |
| Mill Street Station          | IRIS Corporation                    | 4021 Mill St                      | Kansas City       | MO    | 64111 | (816) 561-1920 |
| Chouteau Crossings Shopping  | IRIS Corporation                    | 4321 Chouteau Trafficway          | Kansas City       | MO    | 64117 | (816) 266-6554 |
| New Mark Center              | IRIS Corporation                    | 10201 N Oak Trfy                  | Kansas City       | MO    | 64155 | (816) 734-9541 |
| Tiffany Springs              | IRIS Corporation                    | 9010 NW Skyview Ave               | Kansas City       | MO    | 64154 | (816) 584-1010 |
| Stateline Station            | Kansas City Clippers, Inc.          | 1026 W 136 St                     | Kansas City       | MO    | 64145 | (816) 941-2300 |
| Metro North Commons          | M. Khan, Inc.                       | 339 NW Barry Rd                   | Kansas City       | MO    | 64155 | (816) 468-6477 |
| Wilshire Plaza               | Seajay S, LLC                       | 8604 N Church Rd                  | Kansas City       | MO    | 64157 | (816) 781-9202 |
| Kirkwood                     | MPE, Inc.                           | 10324 Manchester Rd               | Kirkwood          | MO    | 63122 | (314) 822-1777 |
| Shoppes at Hawk Ridge        | Gateway Clippers Holdings LLC       | 6295 Ronald Reagan Dr             | Lake Saint Louis  | MO    | 63367 | (636) 561-7100 |
| Peruque Crossing             | MPE, Inc.                           | 2181 West Terra Lane              | Lake Saint Louis  | MO    | 63366 | (636) 887-0058 |
| Lebanon Centre               | BOB CUTS, LLC                       | 1820 S Jefferson Ave              | Lebanon           | MO    | 65536 | (417) 533-7355 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                         | Address                     | City             | State | Zip   | Phone          |
|---------------------------------|------------------------------------|-----------------------------|------------------|-------|-------|----------------|
| Summitwoods Crossing            | Carpe Diem, Inc.                   | 1724 NW Chipman Rd          | Lees Summit      | MO    | 64081 | (816) 525-2441 |
| Chapel Ridge Shopping Center    | FFR, Inc.                          | 933 NE Woods Chapel Rd      | Lees Summit      | MO    | 64064 | (816) 524-8448 |
| Raintree Plaza                  | FFR, Inc.                          | 316 SW Greenwich Dr         | Lees Summit      | MO    | 64082 | (816) 537-8408 |
| Todd George Marketplace         | FFR, Inc.                          | 1628 SE Blue Pkwy           | Lees Summit      | MO    | 64063 | (816) 246-7627 |
| Liberty Price Chopper           | Seajay 5, LLC                      | 884 S 291 Hwy               | Liberty          | MO    | 64068 | (816) 407-9076 |
| Lafayette                       | MPE, Inc.                          | 401 Lafayette Center        | Manchester       | MO    | 63011 | (636) 220-4869 |
| Dorsett Square Shopping Center  | Gateway Clippers Holdings LLC      | 12672 Dorsett Rd            | Maryland Heights | MO    | 63043 | (314) 878-2362 |
| Moberly Crossings               | Show Me Clippers, Inc.             | 1315 E Highway 24           | Moberly          | MO    | 65270 | (660) 263-0745 |
| *Edgewood Center                | Carpe Diem, Inc.                   | 3101 Lusk Dr                | Neosho           | MO    | 64850 | (417) 658-9500 |
| Fountain Plaza Shopping Center  | Carpe Diem, Inc.                   | 334 N Massey Blvd           | Nixa             | MO    | 65714 | (417) 374-7714 |
| O'Fallon Centre                 | Gateway Clippers Holdings LLC      | 8642 Veterans Memorial Pkwy | O'Fallon         | MO    | 63366 | (636) 240-9935 |
| Monticello Plaza                | Gateway Clippers Holdings LLC      | 3824 Monticello Plaza       | O'Fallon         | MO    | 63304 | (636) 978-4949 |
| Lakeview Pointe                 | Show Me Clippers, Inc.             | 4645 Osage Beach Parkway    | Osage Beach      | MO    | 65065 | (573) 348-6700 |
| Ozark Center                    | BOB CUTS, LLC                      | 1754 S 20th St              | Ozark            | MO    | 65721 | (417) 581-4865 |
| Raymore Price Chopper           | Carpe Diem, Inc.                   | 822 W Foxwood Dr            | Raymore          | MO    | 64083 | (816) 331-1884 |
| Rolla                           | BOB CUTS, LLC                      | 418 Bishop Ave              | Rolla            | MO    | 65401 | (573) 364-6600 |
| University Commons - Linden     | Adlib, Inc.                        | 1920 1st Capitol Dr         | Saint Charles    | MO    | 63301 | (636) 493-9963 |
| Mark Twain Village              | Adlib, Inc.                        | 1357 Bass Pro Dr            | Saint Charles    | MO    | 63301 | (636) 916-4419 |
| *East Hills Mall Pad            | Kansas City Clippers, Inc.         | 3700 Frederick Ave          | Saint Joseph     | MO    | 64506 | (816) 233-2333 |
| *Shoppes at North Village       | Kansas City Clippers, Inc.         | 5107 N Belt Hwy             | Saint Joseph     | MO    | 64506 | (816) 233-3000 |
| Tenholder Plaza                 | Adlib, Inc.                        | 142 S County Center Way     | Saint Louis      | MO    | 63129 | (314) 892-2373 |
| Affton Plaza                    | Gateway Clippers Holdings II, LLC  | 10056 Gravois Rd            | Saint Louis      | MO    | 63123 | (314) 300-8533 |
| Loughborough                    | Gateway Clippers Holdings III, LLC | 1042 Loughborough Ave       | Saint Louis      | MO    | 63111 | (314) 352-2951 |
| Creve Coeur Pavilion            | Gateway Clippers Holdings LLC      | 10554 Old Olive St Rd       | Saint Louis      | MO    | 63141 | (314) 567-4535 |
| Mackenzie Point Shopping Center | MPE, Inc.                          | 7233 Watson Rd              | Saint Louis      | MO    | 63119 | (314) 457-0704 |
| Brentwood Plaza                 | MPE, Inc.                          | 8808 Manchester Rd          | Saint Louis      | MO    | 63144 | (314) 962-3944 |
| Salt Lick Center                | Adlib, Inc.                        | 515 Salt Lick Rd            | Saint Peters     | MO    | 63376 | (636) 970-0173 |
| Shoppes on the Boulevard        | Carpe Diem, Inc.                   | 1020 Thompson Blvd          | Sedalia          | MO    | 65301 | 660-951-1015   |
| South Oaks Square Center        | BOB CUTS, LLC                      | 3305 S Campbell Ave         | Springfield      | MO    | 65807 | (417) 890-1100 |
| James River                     | BOB CUTS, LLC                      | 1953 E Independence St      | Springfield      | MO    | 65804 | (417) 890-7755 |
| Springfield Plaza               |                                    | 3844 West Sunshine Street   | Springfield      | MO    | 65807 | (417) 306-4600 |
| Fountainview Plaza              | Shear Genius, LLC                  | 2651 Muegge Rd              | St Charles       | MO    | 63303 | (636) 939-6855 |
| Southfield Center               | Gateway Clippers Holdings III, LLC | 5454 S Lindbergh Blvd       | St. Louis        | MO    | 63123 | (314) 843-7743 |
| Hampton Village Shopping Center | Gateway Clippers Holdings III, LLC | 22 Hampton Village Plz      | St. Louis        | MO    | 63109 | (314) 752-3111 |
| Richmond Center                 | Gateway Clippers Holdings III, LLC | 6618 Clayton Rd             | St. Louis        | MO    | 63117 | (314) 781-9310 |
| LaDue Crossing                  | Gateway Clippers Holdings LLC      | 8861 LaDue Rd               | St. Louis        | MO    | 63124 | (314) 725-1427 |
| Oakville Center                 | Modern Day Clippers, Inc.          | 5547 Oakville Ctr           | St. Louis        | MO    | 63129 | (314) 845-0169 |
| Butler Hill                     | Shear Genius, LLC                  | 4337 D Butler Hill Rd       | St. Louis        | MO    | 63128 | (314) 894-4472 |
| Mid Rivers Crossing             | Shear Genius, LLC                  | 6136 Mid Rivers Mall Dr     | St. Peters       | MO    | 63304 | (636) 477-1220 |
| St. Peter's Square              | Shear Genius, LLC                  | 563 Mid Rivers Mall Drive   | St. Peters       | MO    | 63376 | (636) 970-3825 |
| The Plaza at Sunset Hills       | Shear Genius, LLC                  | 10718 Sunset Hills Plaza    | Sunset Hills     | MO    | 63127 | (314) 821-9500 |
| Community Bank Plaza            | MPE, Inc.                          | 105 Community Bank Plaza    | Troy             | MO    | 63379 | (636) 528-5352 |
| Big Bend Square                 | Modern Day Clippers, Inc.          | 1334 Big Bend Rd            | Twin Oaks        | MO    | 63021 | (636) 225-2272 |
| Liberty Plaza                   | Carpe Diem, Inc.                   | 303 E Cooper Blvd           | Warrensburg      | MO    | 64093 | (660) 422-6205 |
| Hawthorne Square                | Shear Genius, LLC                  | 507 Anwijo Way              | Warrenton        | MO    | 63383 | (636) 456-0089 |
| Phoenix Center                  | Adlib, Inc.                        | 3185 Phoenix Center Dr      | Washington       | MO    | 63090 | (636) 239-5105 |
| *Webb City                      | Carpe Diem, Inc.                   | 1202 S Madison St           | Webb City        | MO    | 64870 | (417) 673-3633 |
| Yorkshire Plaza                 | Adlib Too, Inc.                    | 8037 Watson Rd              | Webster Groves   | MO    | 63119 | (314) 963-1748 |
| Wentzville Commons              | Adlib, Inc.                        | 1972 Wentzville Pkwy        | Wentzville       | MO    | 63385 | (636) 332-5479 |
| Wildwood                        | MPE, Inc.                          | 2472 Taylor Rd              | Wildwood         | MO    | 63040 | (636) 458-4200 |
| *Poppo's Ferry                  | Wildfire, LLC                      | 2378 Pass Rd                | Biloxi           | MS    | 39531 | (228) 967-7202 |
| *Turtle Creek Crossing          | Conch Republic, LLC                | 6111 Hwy 98                 | Hattiesburg      | MS    | 39402 | (601) 602-3824 |
| Olive Branch                    | Tyson Transformations, LLC         | 5338 Goodman Rd             | Olive Branch     | MS    | 38654 | (662) 408-2570 |
| Highland Court                  | WFE SALONS, LLC                    | 1801 Jackson Ave W          | Oxford           | MS    | 38655 | (662) 607-1988 |
| *Belgrade Albertson's Center    | Headwaters Salons, LLC             | 7001 Jackrabbit Lane        | Belgrade         | MT    | 59714 | 406-813-8366   |
| *Rimrock Plaza                  | Headwaters Salons, LLC             | 2545 Central Ave            | Billings         | MT    | 59102 | (406) 655-4559 |
| *West Grand Plaza               | Headwaters Salons, LLC             | 3039 Grand Ave              | Billings         | MT    | 59102 | (406) 656-3839 |
| *The Heights                    | Headwaters Salons, LLC             | 1633 Main St                | Billings         | MT    | 59105 | (406) 254-2705 |
| *King Avenue                    | Headwaters Salons, LLC             | 2564 King Ave W             | Billings         | MT    | 59102 | (406) 652-0400 |
| *University Square              | Headwaters Salons, LLC             | 200 S 23rd Ave              | Bozeman          | MT    | 59718 | (406) 585-5312 |
| *Gallatin Center                | Headwaters Salons, LLC             | 2855 N 19th Ave             | Bozeman          | MT    | 59718 | (406) 522-7716 |
| *Butte Town Center              | Headwaters Salons, LLC             | 1317 Harrison Ave           | Butte            | MT    | 59701 | (406) 494-7890 |
| *Marketplace                    | Headwaters Salons, LLC             | 1601 Marketplace Dr         | Great Falls      | MT    | 59404 | (406) 453-5167 |
| *Target Center                  | Headwaters Salons, LLC             | 2116 10th Avenue South      | Great Falls      | MT    | 59405 | (406) 315-1059 |
| *Northside Center               | Headwaters Salons, LLC             | 3325 N Montana Ave          | Helena           | MT    | 59601 | (406) 457-2547 |
| *Mountain View Plaza            | TriState Salons, LLC               | 2385 US Hwy 93 N            | Kalispell        | MT    | 59901 | (406) 755-8588 |
| *Russell Square                 | TriState Salons, LLC               | 3800 S Russell St           | Missoula         | MT    | 59801 | (406) 542-3234 |
| *Grant Creek Town Center        | TriState Salons, LLC               | 3275 N Reserve St           | Missoula         | MT    | 59808 | (406) 541-2737 |
| *Whitefish Mountain Mall        | TriState Salons, LLC               | 6475 Hwy 93 S               | Whitefish        | MT    | 59937 | (406) 730-2554 |
| Center Park                     | DKO Enterprises, Inc.              | 11109 US 15-501 Hwy         | Aberdeen         | NC    | 28315 | (910) 693-3433 |
| Olive Place Center              | Mascott Industries, Inc.           | 718 Leonard Ave             | Albemarle        | NC    | 28001 | (704) 984-2129 |
| Publix Pointe                   | Tar Heel Clippers, Inc.            | 1455 Kelly Rd               | Apex             | NC    | 27502 | (919) 367-6256 |
| Lake Pine Plaza                 | Tar Heel Clippers, Inc.            | 950 Highway 64 W            | Apex             | NC    | 27502 | (919) 468-5050 |
| Tarheel Plaza                   | Twin Dome, LLC                     | 10102 S Main St             | Archdale         | NC    | 27263 | (336) 781-3216 |
| Rutledge Commons                | WHETYO, Inc.                       | 300 Airport Rd              | Arden            | NC    | 28704 | (828) 676-2211 |
| Center Point                    | Sawyer Holdings, Inc.              | 1224 E Dixie Dr             | Asheboro         | NC    | 27203 | (336) 629-2547 |
| Riverbend Marketplace           | Saunders Clips, LLC                | 129 Bleachery Blvd          | Asheville        | NC    | 28803 | (828) 298-5100 |
| Merrimon Square                 | Saunders Clips, LLC                | 640 Merrimon Ave            | Asheville        | NC    | 28804 | (828) 252-9010 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                  | Address                         | City           | State | Zip   | Phone          |
|-------------------------------|-----------------------------|---------------------------------|----------------|-------|-------|----------------|
| Pinnacle Point                | Saunders Clips, LLC         | 1816 Hendersonville Rd          | Asheville      | NC    | 28803 | (828) 277-3505 |
| Westgate S/C                  | WHETYO, Inc.                | 5 Westgate Pkwy                 | Asheville      | NC    | 28806 | (828) 251-6008 |
| Belmont Town Center           | Shear Madness, Inc.         | 915 South Point Rd              | Belmont        | NC    | 28012 | (704) 829-8225 |
| McGees Crossing               | Tar Heel Clippers, Inc.     | 12330 Hwy 210                   | Benson         | NC    | 27504 | (984) 201-3180 |
| Montgomery Crossing           | Sawyer Holdings, Inc.       | 157 Montgomery Ave              | Biscoe         | NC    | 27209 | (910) 828-4021 |
| *Midway Commons               | McFreedom, LLC              | 2831 Midway Rd SE               | Bolivia        | NC    | 28422 | (910) 253-9711 |
| New Market Centre             | Dixie Clippers, Inc.        | 197 New Market Centre           | Boone          | NC    | 28607 | (828) 386-4111 |
| New Market Square             | Robinett Enterprises, Inc.  | 2775 S Church St                | Burlington     | NC    | 27215 | (336) 538-2547 |
| Burlington Station            | Southeast Salons, LLC       | 1409 University Dr              | Burlington     | NC    | 27215 | (336) 524-0466 |
| Northgate Plaza               | Pineland Salons, LLC        | 1474 S Hwy 87                   | Cameron        | NC    | 28326 | (910) 556-1350 |
| Enka-Candler Ingles           | Carolina Hair Care, Inc.    | 1572 Sand Hill Rd               | Candler        | NC    | 28715 | (828) 418-3161 |
| Carteret Crossing             | MCPIE, Inc.                 | 213 W B McLean Dr               | Cape Carteret  | NC    | 28584 | (252) 354-8000 |
| Carrboro Plaza                | Triangle Holdings, Inc.     | 104 NC 54                       | Carrboro       | NC    | 27510 | (919) 967-9390 |
| Shoppes at Kildaire           | DKO Enterprises, Inc.       | 165 SE Cary Parkway             | Cary           | NC    | 27511 | (919) 535-4200 |
| Centrum Plaza                 | DKO Enterprises, Inc.       | 2342 Walnut St                  | Cary           | NC    | 27511 | (919) 233-4552 |
| Parkside Town Commons         | Tar Heel Clippers, Inc.     | 7175 Okelly Chapel Rd           | Cary           | NC    | 27519 | (919) 535-3066 |
| Cary Park Towne Center        | Tar Heel Clippers, Inc.     | 10120 Green Level Church Rd     | Cary           | NC    | 27519 | (919) 388-3383 |
| Chatham Downs                 | Triangle Holdings, Inc.     | 190 Chatham Downs Dr            | Chapel Hill    | NC    | 27517 | (919) 969-6924 |
| Chapel Hill North             | Triangle Holdings, Inc.     | 1814 Martin Luther King Jr Blvd | Chapel Hill    | NC    | 27514 | (919) 942-9007 |
| Meadowmont Village Circle     | Triangle Holdings, Inc.     | 509 Meadowmont Village Cir      | Chapel Hill    | NC    | 27517 | (919) 933-3380 |
| Providence Commons            | Dixie Clippers, Inc.        | 10612 Providence Rd             | Charlotte      | NC    | 28277 | (704) 849-0701 |
| Stonecrest                    | Dixie Clippers, Inc.        | 7868 Rea Rd                     | Charlotte      | NC    | 28277 | (704) 540-8701 |
| Old Towne Village             | Dixie Clippers, Inc.        | 4100 Carmel Rd                  | Charlotte      | NC    | 28226 | (704) 540-5579 |
| Midtown Terrace               | Dixie Clippers, Inc.        | 601 South Kings Dr              | Charlotte      | NC    | 28204 | (980) 209-9700 |
| Riverbend Village             | First Class Clips, #3, LLC  | 9510 Riverbend Village Dr.      | Charlotte      | NC    | 28216 | (704) 971-0300 |
| Carmel Commons                | Longitude, Inc.             | 7617 Pineville-Mathews Rd       | Charlotte      | NC    | 28226 | (704) 503-9566 |
| Park Selwyn                   | Longitude, Inc.             | 5110 Park Rd                    | Charlotte      | NC    | 28209 | (704) 525-2300 |
| Meridian Place                | Longitude, Inc.             | 6215 Old Post Rd                | Charlotte      | NC    | 28212 | (704) 847-2181 |
| Arboretum Shopping Center     | Longitude, Inc.             | 8042 Providence Rd              | Charlotte      | NC    | 28277 | (704) 543-0722 |
| Providence Village            | Mascott Industries, Inc.    | 701 S Sharon Amity Rd           | Charlotte      | NC    | 28211 | (980) 207-1950 |
| Town Center Plaza             | Mascott Industries, Inc.    | 8640 University City Blvd       | Charlotte      | NC    | 28213 | (704) 910-0518 |
| Colony Place                  | MS Clippers, Inc.           | 7845 Colony Rd                  | Charlotte      | NC    | 28226 | (704) 544-0755 |
| Rivergate                     | MS Clippers, Inc.           | 12840 Walker Branch Dr          | Charlotte      | NC    | 28273 | (704) 587-9442 |
| Clear Creek Crossing          | MS Clippers, Inc.           | 12925 Albemarle Rd              | Charlotte      | NC    | 28227 | (704) 526-0974 |
| Berewick Town Center          | MS Clippers, Inc.           | 4833-D Berewick Town Center Dr  | Charlotte      | NC    | 28278 | (980) 335-2088 |
| Ballantyne Town Center        | MS Clippers, Inc.           | 11218 Providence Rd W           | Charlotte      | NC    | 28277 | (704) 542-1005 |
| Hunter's Crossing             | Ronona, LLC                 | 16049 Johnston Rd               | Charlotte      | NC    | 28277 | (704) 752-1101 |
| Bradham at New Bern           | Shear Madness, Inc.         | 2822 South Blvd                 | Charlotte      | NC    | 28209 | (980) 224-8659 |
| Shoppes at Highland Creek     | Shear Madness, Inc.         | 5806 Highland Shoppes Dr        | Charlotte      | NC    | 28269 | (704) 948-3622 |
| Marketplace at Flowers Cross  | Premier Clips, LLC          | 20 Publix Drive                 | Clayton        | NC    | 27527 | (919) 205-1657 |
| Clayton Corners               | Premier Clips, LLC          | 11791 US 70 Business Hwy W      | Clayton        | NC    | 27520 | (919) 359-6005 |
| Tanglewood Commons            | Twin Dome, LLC              | 4142 Clemmons Rd                | Clemmons       | NC    | 27012 | (336) 778-0250 |
| Clemmons Town Center          | Twin Dome, LLC              | 6293 Town Center Dr             | Clemmons       | NC    | 27012 | (336) 712-1800 |
| Southgate Commons             | Mascott Industries, Inc.    | 3493 US Hwy 601 S               | Concord        | NC    | 28025 | (704) 956-2097 |
| Willow Oaks Crossing          | Mascott Industries, Inc.    | 5011 Weddington Rd              | Concord        | NC    | 28027 | (704) 793-1026 |
| Afton Ridge                   | Mascott Industries, Inc.    | 6020 Bayfield Pkwy              | Concord        | NC    | 28027 | (704) 792-9002 |
| Cannon Crossroads Shopping    | Shear Madness, Inc.         | 9900 Poplar Tent Rd             | Concord        | NC    | 28027 | (704) 792-0266 |
| Antiquity Town Center         | Shear Madness, Inc.         | 21714 Catawba Ave               | Cornelius      | NC    | 28031 | (704) 237-4340 |
| Jetton Village                | Shear Madness, Inc.         | 19825 N Cove Rd                 | Cornelius      | NC    | 28031 | (704) 987-0607 |
| Waterside Crossing            | First Class Clips, #9, LLC  | 141 Cross Center Dr             | Denver         | NC    | 28037 | (704) 822-0022 |
| Homestead Market              | Triangle Holdings, Inc.     | 105 W NC Hwy 54                 | Durham         | NC    | 27713 | (919) 361-1964 |
| North Pointe                  | Triangle Holdings, Inc.     | 1804 A N Pointe Dr              | Durham         | NC    | 27705 | (919) 620-8922 |
| South Square Shopping Center  | Triangle Holdings, Inc.     | 3415 Westgate Dr                | Durham         | NC    | 27707 | (919) 401-9000 |
| Meadow Greens                 | Shear Investments, Inc.     | 640 S Van Buren Rd              | Eden           | NC    | 27288 | (336) 627-4700 |
| Tanglewood Corner Shops       | WINNING STYLES LLC          | 3875 Conlon Way                 | Elizabeth City | NC    | 27909 | (252) 331-6800 |
| Tallywood Shopping Center     | Great Sky, LLC              | 3108 Raeford Rd                 | Fayetteville   | NC    | 28303 | (910) 920-2042 |
| Shops at Skibo                | Great Sky, LLC              | 1918 Skibo Rd                   | Fayetteville   | NC    | 28314 | (910) 867-4878 |
| Traemoor Village              | Triangle Holdings, Inc.     | 3010 Traemoor Village Dr        | Fayetteville   | NC    | 28306 | (910) 425-0501 |
| Westin Centre                 | Triangle Holdings, Inc.     | 9543 Cliffdale Rd               | Fayetteville   | NC    | 28304 | (910) 354-2330 |
| Forest City Walmart Shopping  | Saunders Clips, LLC         | 145 Plaza Dr                    | Forest City    | NC    | 28043 | (828) 288-2061 |
| Georgia Rd Ingles             | Carolina Hair Care, Inc.    | 1257 Georgia Rd                 | Franklin       | NC    | 28734 | (828) 349-9888 |
| Fuquay Crossings              | Triangle Holdings, Inc.     | 1401 E Broad St                 | Fuquay Varina  | NC    | 27526 | (919) 567-1913 |
| Shops at Timber Landing       | Tar Heel Clippers, Inc.     | 1853 Aversboro Rd               | Garner         | NC    | 27529 | (919) 661-6932 |
| Swift Creek Plaza             | Tar Heel Clippers, Inc.     | 89 Glen Rd                      | Garner         | NC    | 27529 | (919) 662-1977 |
| New Hope Commons              | Darhaleah, Inc.             | 3670 S New Hope Rd              | Gastonia       | NC    | 28056 | (704) 879-4412 |
| Franklin Square               | Longitude, Inc.             | 3740 E Franklin Blvd            | Gastonia       | NC    | 28054 | (704) 823-3330 |
| Kendrick Crossing             | Mascott Industries, Inc.    | 3340 Robinwood Rd               | Gastonia       | NC    | 28056 | (704) 671-2001 |
| Samarth Plaza                 | Mascott Industries, Inc.    | 117 N Myrtle School Rd          | Gastonia       | NC    | 28052 | (704) 691-7034 |
| Memorial Commons              | Tar Heel Clippers, Inc.     | 2108 Wayne Memorial Dr          | Goldsboro      | NC    | 27534 | (919) 947-0158 |
| Shoppes at RiverCrest         | First Class Clips, #14, LLC | 253 Riverbend Dr                | Granite Falls  | NC    | 28630 | (828) 396-2312 |
| Garden Square Shopping Center | Robinett Enterprises, Inc.  | 2403 Battleground Ave           | Greensboro     | NC    | 27408 | (336) 286-2875 |
| Friendly's Shopping Center    | Robinett Enterprises, Inc.  | 3123 Kathleen Ave               | Greensboro     | NC    | 27408 | (336) 323-7200 |
| Garden Creek Center           | Sawyer Holdings, Inc.       | 1623 New Garden Rd              | Greensboro     | NC    | 27410 | (336) 852-3837 |
| Grandover Village             | Shear Investments, Inc.     | 6027 W. Gate City Blvd          | Greensboro     | NC    | 27407 | (336) 907-8887 |
| Shoppes at Wendover Village   | Shear Investments, Inc.     | 4205 W Wendover Ave             | Greensboro     | NC    | 27407 | (336) 854-1072 |
| Cardinal Center               | Shear Investments, Inc.     | 2202 Fleming Rd                 | Greensboro     | NC    | 27410 | (336) 665-0880 |
| Gunter's Crossing             | Shear Investments, Inc.     | 5828 N Church St                | Greensboro     | NC    | 27455 | (336) 644-7204 |
| Brittway Shoppes              | Southeast Salons, LLC       | 4002 Elton Way                  | Greensboro     | NC    | 27406 | (336) 274-7755 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                  | Franchisee                  | Address                         | City             | State | Zip   | Phone          |
|-----------------------------|-----------------------------|---------------------------------|------------------|-------|-------|----------------|
| North Elm Village           | Twin Dome, LLC              | 429 Pisgah Church Rd            | Greensboro       | NC    | 27455 | (336) 286-9300 |
| Tower 1885 Shoppes          | Carolina Clippers, Inc.     | 1885 E Firetower Rd             | Greenville       | NC    | 27858 | (252) 321-3600 |
| University Commons          | MCPIE, Inc.                 | 3040 S Evans St                 | Greenville       | NC    | 27834 | (252) 756-5808 |
| *Hampstead Town Center      | McFreedom, LLC              | 17230 US Hwy 17 N               | Hampstead        | NC    | 28443 | (910) 803-2101 |
| *Surf City Crossing         | McFreedom, LLC              | 201 Alston Blvd                 | Hampstead        | NC    | 28443 | (910) 329-5626 |
| Harrisburg Marketplace      | Mascott Industries, Inc.    | 4236 Highway 49                 | Harrisburg       | NC    | 28075 | (704) 455-7770 |
| Caldwell Crossing           | Shear Madness, Inc.         | 7286 Caldwell Rd                | Harrisburg       | NC    | 28075 | (980) 258-0944 |
| Highlands Square            | Saunders Clips, LLC         | 172 Highlands Square Dr         | Hendersonville   | NC    | 28792 | (828) 693-1155 |
| Chadwick Corners Shopping   | WHETYO, Inc.                | 643 Spartanburg Hwy             | Hendersonville   | NC    | 28792 | (828) 696-1919 |
| Mountain View Marketplace   | Dixie Clippers, Inc.        | 2633 S NC 127 Hwy               | Hickory          | NC    | 28602 | (828) 294-2400 |
| Hickory Ridge Shopping Cen  | First Class Clips, #4, LLC  | 1866 Catawba Valley Blvd SE     | Hickory          | NC    | 28602 | (828) 345-0903 |
| Belle Hollow Shopping Cent  | Shear Madness, Inc.         | 3016 N Center St                | Hickory          | NC    | 28601 | (828) 327-0088 |
| Oak Hollow Square           | Shear Investments, Inc.     | 1589 Skeet Club Rd              | High Point       | NC    | 27265 | (336) 885-4247 |
| Westchester Square          | Twin Dome, LLC              | 2005 N Main St                  | High Point       | NC    | 27262 | (336) 887-9300 |
| Hampton Pointe              | Triangle Holdings, Inc.     | 525 Hampton Pt                  | Hillsborough     | NC    | 27278 | (919) 644-2547 |
| Sunset Lake                 | Triangle Holdings, Inc.     | 5257 Sunset Lake Rd             | Holly Springs    | NC    | 27540 | (919) 387-6657 |
| South Park Village          | Triangle Holdings, Inc.     | 412 Village Walk Dr             | Holly Springs    | NC    | 27540 | (919) 567-3131 |
| Northcross                  | First Class Clips, #1, LLC  | 9815 Sam Furr Rd                | Huntersville     | NC    | 28078 | (704) 896-2002 |
| Rosedale Commons            | First Class Clips, #5, LLC  | 9911 Rose Commons Dr            | Huntersville     | NC    | 28078 | (704) 948-2729 |
| Regency Village             | Shear Madness, Inc.         | 7725 Regency Park Dr            | Huntersville     | NC    | 28078 | (704) 439-3071 |
| Shops at Sun Valley         | Longitude, Inc.             | 1302 Wesley Chapel Rd.          | Indian Trail     | NC    | 28079 | (704) 225-9446 |
| North Point Commons         | MCPIE, Inc.                 | 2421 Gum Branch Rd              | Jacksonville     | NC    | 28540 | (910) 219-4003 |
| Gateway Marketplace         | MCPIE, Inc.                 | 2001 Marlin Drive               | Jacksonville     | NC    | 28546 | (910) 333-8585 |
| Wendover Square             | Sawyer Holdings, Inc.       | 4835 W Wendover Ave             | Jamestown        | NC    | 27282 | (336) 856-2212 |
| Cloverleaf Plaza            | Mascott Industries, Inc.    | 1010 Cloverleaf Plz             | Kannapolis       | NC    | 28083 | (704) 784-8002 |
| Kernersville Marketplace    | Robnett Enterprises, Inc.   | 931 S Main St                   | Kernersville     | NC    | 27284 | (336) 992-1141 |
| Union Cross Station         | Twin Dome, LLC              | 1523 Union Cross Rd             | Kernersville     | NC    | 27284 | (336) 904-0104 |
| Ingram Plaza                | Twin Dome, LLC              | 124-E Five Forks St             | King             | NC    | 27021 | (336) 985-8607 |
| Shoreside Shopping Center   | LVMY Clips, LLC             | 5400 N Croatan Hwy              | Kitty Hawk       | NC    | 27949 | (252) 261-5556 |
| Widewaters Commons          | Tar Heel Clippers, Inc.     | 4001 Widewaters Pkwy            | Knightdale       | NC    | 27545 | (919) 266-7477 |
| *Waterford Village          | McFreedom, LLC              | 2013 Olde Regent Way            | Leland           | NC    | 28451 | (910) 371-3920 |
| North Hill Crossing         | Dixie Clippers, Inc.        | 1009 Blowing Rock Rd            | Lenoir           | NC    | 28645 | (828) 726-3329 |
| Lewisville Commons          | Twin Dome, LLC              | 148 Lowes Foods Dr              | Lewisville       | NC    | 27023 | (336) 945-0102 |
| Forest Hill Centre          | Shear Investments, Inc.     | 132 Forest Hill Road            | Lexington        | NC    | 27295 | (336) 843-4323 |
| Lexington Shopping Center   | Shear Investments, Inc.     | 246 Lowes Blvd                  | Lexington        | NC    | 27292 | (336) 224-7088 |
| Lincoln Center              | Dixie Clippers, Inc.        | 439 N Generals Blvd             | Lincolnton       | NC    | 28092 | (704) 748-6949 |
| Villages at Red Bridge      | Mascott Industries, Inc.    | 11628 Red Bridge Blvd           | Locust           | NC    | 28097 | (704) 781-5440 |
| Grandview Station           | Saunders Clips, LLC         | 2845 Sugar Hill Rd              | Marion           | NC    | 28752 | (828) 655-1555 |
| Marvin Gardens              | Longitude, Inc.             | 1617 Providence Rd S            | Marvin           | NC    | 28173 | (704) 256-4257 |
| Plantation Market           | Longitude, Inc.             | 3016 Weddington Rd              | Matthews         | NC    | 28105 | (704) 845-9463 |
| Sycamore Commons            | MS Clippers, Inc.           | 2233 Matthews Township Pkwy     | Matthews         | NC    | 28105 | (704) 847-0040 |
| Mayodan Shopping Center     | Twin Dome, LLC              | 131 Commerce Dr                 | Mayodan          | NC    | 27027 | (336) 949-9644 |
| Garrett Crossing            | Southeast Salons, LLC       | 1333 Mebane Oaks Rd             | Mebane           | NC    | 27302 | (919) 563-5577 |
| Mint Hill Commons           | Longitude, Inc.             | 6816 Matthews Mint Hill Rd      | Mint Hill        | NC    | 28227 | (704) 545-5523 |
| Mocksville Shopping Center  | Twin Dome, LLC              | 223 Cooper Creek Dr             | Mocksville       | NC    | 27028 | (336) 753-0808 |
| Hilltop Plaza               | Longitude, Inc.             | 813 E Roosevelt Blvd            | Monroe           | NC    | 28112 | (980) 210-3143 |
| Roosevelt Commons           | Longitude, Inc.             | 2410 W Roosevelt Blvd           | Monroe           | NC    | 28110 | (704) 238-9208 |
| Byer's Creek                | First Class Clips, #13, LLC | 108 Argus Ln                    | Mooresville      | NC    | 28117 | (704) 799-3221 |
| Morrison Plantation         | First Class Clips, #8, LLC  | 134 Town Center Dr              | Mooresville      | NC    | 28117 | (704) 664-4718 |
| Mooresville Gateway         | Shear Madness, Inc.         | 125 Trade Ct                    | Mooresville      | NC    | 28117 | (704) 664-7724 |
| Governor's Station          | MCPIE, Inc.                 | 5000 Hwy 70 W                   | Morehead City    | NC    | 28557 | (252) 247-4247 |
| Morganton Heights           | Dixie Clippers, Inc.        | E 154 Morganton Heights Blvd    | Morganton        | NC    | 28655 | (828) 438-1775 |
| Twin Lakes Center           | Tar Heel Clippers, Inc.     | 1125 Hatches Pond Ln            | Morrisville      | NC    | 27560 | (919) 234-0899 |
| Granite Towne Centre        | Twin Dome, LLC              | 692 South Andy Griffith Parkway | Mount Airy       | NC    | 27030 | 336-755-2007   |
| Moyock Dunkin building      | WINNING STYLES LLC          | 383 Caratoke Hwy                | Moyock           | NC    | 27958 | (252) 525-2255 |
| River Place                 | MCPIE, Inc.                 | 2002 S Glenburnie Rd            | New Bern         | NC    | 28562 | (252) 634-2547 |
| Oak Ridge Commons           | Shear Investments, Inc.     | 2205 Oak Ridge Rd               | Oak Ridge        | NC    | 27310 | (336) 643-3991 |
| *Ocean Isle Beach Market Pl | McFreedom, LLC              | 1564 Market Place Blvd          | Ocean Isle Beach | NC    | 28469 | (910) 623-0002 |
| Grandview Plaza             | Triad Sails, Inc.           | 4623 Yadkinville Rd             | Pfafftown        | NC    | 27040 | (336) 922-0466 |
| Northwoods Landing          | Triangle Holdings, Inc.     | 65 Ramsur Rd                    | Pittsboro        | NC    | 27312 | (919) 542-4845 |
| Lynnwood Collections        | DKO Enterprises, Inc.       | 6300 Creedmoor Rd               | Raleigh          | NC    | 27612 | (919) 845-8939 |
| King's Grant Commons        | Premier Clips, LLC          | 8109 Fayetteville Rd            | Raleigh          | NC    | 27603 | (919) 329-8100 |
| Harvest Plaza               | Tar Heel Clippers, Inc.     | 9650 Strickland Rd              | Raleigh          | NC    | 27615 | (919) 845-0340 |
| Falls Point Shopping Center | Tar Heel Clippers, Inc.     | 9660 Falls Of Neuse Rd          | Raleigh          | NC    | 27615 | (919) 845-2547 |
| Brier Creek Commons         | Tar Heel Clippers, Inc.     | 8311 Brier Creek Pkwy           | Raleigh          | NC    | 27617 | (919) 806-3068 |
| Lake Boone Shopping Center  | Tar Heel Clippers, Inc.     | 2448 Wycliff Rd                 | Raleigh          | NC    | 27607 | (919) 307-4040 |
| Middle Creek Commons        | Tar Heel Clippers, Inc.     | 7283 Veterans Pkwy              | Raleigh          | NC    | 27603 | (919) 773-8400 |
| Northridge Shopping Center  | Triangle Holdings, Inc.     | 6114 Falls Of Neuse Rd          | Raleigh          | NC    | 27609 | (919) 878-1964 |
| Buffaloe Bend               | Triangle Holdings, Inc.     | 7320 Buffaloe Rd                | Raleigh          | NC    | 27604 | (919) 488-4900 |
| Deep River Crossing         | Sawyer Holdings, Inc.       | 1005 High Point St              | Randleman        | NC    | 27317 | (336) 495-2547 |
| Cross Pointe                | Shear Investments, Inc.     | 5200 US-29 BUS                  | Reidsville       | NC    | 27320 | (336) 637-5003 |
| Premier Center              | Carolina Clippers, Inc.     | 266 Premier Blvd                | Roanoke Rapids   | NC    | 27870 | (252) 410-0499 |
| Cobb Corners Shopping Cent  | Carolina Clippers, Inc.     | 1241 Cobb Corners Dr            | Rocky Mount      | NC    | 27804 | (252) 937-5000 |
| Wallbrook Publix-Rolesville | Triangle Holdings, Inc.     | 801 S Main St                   | Rolesville       | NC    | 27571 | (984) 271-8001 |
| Innes Street Market         | Mascott Industries, Inc.    | 259 Faith Rd                    | Salisbury        | NC    | 28144 | (704) 642-1412 |
| Alexander Point             | Shear Madness, Inc.         | 850 Jake Alexander Blvd         | Salisbury        | NC    | 28147 | (704) 630-0002 |
| Tramway Crossing            | DKO Enterprises, Inc.       | 2228 Jefferson Davis Hwy        | Sanford          | NC    | 27330 | (919) 718-0304 |
| Spring Lane Galleria        | DKO Enterprises, Inc.       | 812 Spring Ln                   | Sanford          | NC    | 27330 | (919) 775-4939 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                    | Address                     | City             | State | Zip   | Phone          |
|------------------------------|-------------------------------|-----------------------------|------------------|-------|-------|----------------|
| Shops at Cameron Place       | DKO Enterprises, Inc.         | 3060 S Horner Blvd          | Sanford          | NC    | 27332 | (919) 718-0058 |
| *Shallotte Crossing Shopping | McFreedom, LLC                | 120 Shallotte Crossing Pkwy | Shallotte        | NC    | 28470 | (910) 754-4277 |
| Creekside Plaza              | Dixie Clippers, Inc.          | 707-1 E Dixon Blvd          | Shelby           | NC    | 28152 | (704) 600-6061 |
| Village at Sherrills Ford    | Mascott Industries, Inc.      | 7903 Village Center N       | Sherrills Ford   | NC    | 28673 | (980) 222-7471 |
| Chatham Crossing             | Sawyer Holdings, Inc.         | 150 Walmart Supercenter Way | Siler City       | NC    | 27344 | (919) 663-1223 |
| Shops at Smithfield          | Tar Heel Clippers, Inc.       | 1202-B N Brightleaf Blvd    | Smithfield       | NC    | 27577 | (919) 934-0824 |
| *Tidewater Plaza             | McFreedom, LLC                | 1669 N Howe St              | Southport        | NC    | 28461 | (910) 457-6016 |
| North Point Commons          | Darhaleah, Inc.               | 120 Venture Ln              | Statesville      | NC    | 28625 | (980) 223-2389 |
| Broad Street Plaza           | Darhaleah, Inc.               | 1542 E Broad St             | Statesville      | NC    | 28625 | (980) 635-1006 |
| Sylva Walmart                | Carolina Hair Care, Inc.      | 366 Walmart Plaza           | Sylva            | NC    | 28779 | (828) 538-5151 |
| Southgate Plaza              | Shear Investments, Inc.       | 1033 Randolph Rd            | Thomasville      | NC    | 27360 | (336) 472-2261 |
| Creedmoor Village            | Tar Heel Clippers, Inc.       | 1436 Brogden Woods Dr       | Wake Forest      | NC    | 27587 | (919) 518-0777 |
| Wake Forest Crossing         | Triangle Holdings, Inc.       | 1009 Stadium Dr             | Wake Forest      | NC    | 27587 | (919) 570-0536 |
| Heritage Station             | Triangle Holdings, Inc.       | 3628 Roger Rd               | Wake Forest      | NC    | 27587 | (919) 562-1875 |
| Walkertown Commons           | Twin Dome, LLC                | 5174 Reidsville Rd          | Walkertown       | NC    | 27051 | (336) 595-9777 |
| Washington Square Mall       | MCPIE, Inc.                   | 761 W 15th St               | Washington       | NC    | 27889 | (252) 940-1215 |
| Cureton Plaza                | Longitude, Inc.               | 8145 Kensington Dr          | Waxhaw           | NC    | 28173 | (704) 843-8334 |
| Waynesville Ingles Plaza     | Carolina Hair Care, Inc.      | 279 Barber Blvd             | Waynesville      | NC    | 28786 | (828) 476-5140 |
| Weaverville Plaza            | Saunders Clips, LLC           | 151 Weaver Blvd             | Weaverville      | NC    | 28787 | (828) 658-1696 |
| Wendell Falls                | Premier Clips, LLC            | 1940 Golden Spur Lane       | Wendell          | NC    | 27591 | (919) 366-6144 |
| Village Commons              | Dixie Clippers, Inc.          | 5922 Weddington Rd          | Wesley Chapel    | NC    | 28104 | (704) 821-7301 |
| Mill Creek Village           | Triangle Holdings, Inc.       | 444 Mill Creek Rd           | Whispering Pines | NC    | 28327 | (910) 693-7876 |
| Wilkes Plaza                 | Twin Dome, LLC                | 1802 US Hwy 421             | Wilkesboro       | NC    | 28697 | (336) 818-0205 |
| *The Crossroads at Independ  | McFreedom, LLC                | 3846 Carolina Beach Rd      | Wilmington       | NC    | 28412 | (910) 833-3950 |
| *Mayfaire Center             | McFreedom, LLC                | 6815 Parker Farm Dr         | Wilmington       | NC    | 28405 | (910) 509-9739 |
| *University Centre           | McFreedom, LLC                | 348 S College Rd            | Wilmington       | NC    | 28403 | (910) 392-8146 |
| *Long Leaf                   | McFreedom, LLC                | 2804 S College Rd           | Wilmington       | NC    | 28403 | (910) 791-4577 |
| *Beau Rivage Market Place    | McFreedom, LLC                | 5920 Carolina Beach Rd      | Wilmington       | NC    | 28412 | (910) 397-2778 |
| *Oak Landing                 | McFreedom, LLC                | 8254 Market St              | Wilmington       | NC    | 28411 | (910) 681-1522 |
| Gateway Plaza                | Carolina Clippers, Inc.       | 2800 Raleigh Road Pkwy W    | Wilson           | NC    | 27896 | (252) 293-0668 |
| Oliver's Crossing            | Southeast Salons, LLC         | 5046 Peters Creek Pkwy      | Winston Salem    | NC    | 27127 | (336) 784-0903 |
| Sherwood Plaza               | Southeast Salons, LLC         | 3384 Robinhood Rd           | Winston-Salem    | NC    | 27106 | (336) 760-3166 |
| Oak Summit                   | Twin Dome, LLC                | 376 E Hanes Mill Rd         | Winston-Salem    | NC    | 27105 | (336) 377-9990 |
| Hanes Point                  | Twin Dome, LLC                | 1098 Hanes Mall Blvd        | Winston-Salem    | NC    | 27104 | (336) 760-9998 |
| Cloverdale Plaza             | Twin Dome, LLC                | 2295 Cloverdale Ave         | Winston-Salem    | NC    | 27103 | (336) 727-9990 |
| Youngsville Crossing         | Triangle Holdings, Inc.       | 1170 US Highway 1           | Youngsville      | NC    | 27596 | (919) 556-5666 |
| Zebulon Crossing             | Triangle Holdings, Inc.       | 877 E Gannon Ave            | Zebulon          | NC    | 27597 | (919) 375-4031 |
| Expressway Centre            | Spice Investment Group, Inc.  | 914 S 12th St               | Bismarck         | ND    | 58504 | (701) 751-8222 |
| Pinehurst Square West        | Spice Investment Group, Inc.  | 1223 W Century Ave          | Bismarck         | ND    | 58503 | (701) 751-4404 |
| *25th Street South           | Spice Investment Group, Inc.  | 3051 25th St SW             | Fargo            | ND    | 58103 | (701) 298-3288 |
| *University Town Center      | Spice Investment Group, Inc.  | 1100 19th Ave N             | Fargo            | ND    | 58102 | (701) 297-0858 |
| *Prairie Stone Center        | Spice Investment Group, Inc.  | 1650 45th St S              | Fargo            | ND    | 58103 | (701) 532-2244 |
| *Marketplace                 | Spice Investment Group, Inc.  | 3551 32nd Ave S             | Grand Forks      | ND    | 58201 | (701) 792-3266 |
| Southgate Crossing           | Spice Investment Group, Inc.  | 3226 16th St SW             | Minot            | ND    | 58701 | (701) 858-1811 |
| *Gateway West Shopping Ce    | Spice Investment Group, Inc.  | 1970 Sheyenne St            | West Fargo       | ND    | 58078 | (701) 492-7456 |
| Twin Creek Shopping Center   | Soli Deo Gloria Haircare, LLC | 3604 Twin Creek Dr          | Bellevue         | NE    | 68123 | (402) 291-1011 |
| Wolf Creek Plaza             | Soli Deo Gloria Haircare, LLC | 10503 S 15th St             | Bellevue         | NE    | 68123 | (402) 291-1772 |
| Tregaron Town Center         | Soli Deo Gloria Haircare, LLC | 2211 Capehart Rd            | Bellevue         | NE    | 68123 | (531) 772-0965 |
| Hayden Place                 | Bixby, Inc.                   | 2100 S 20th St              | Blair            | NE    | 68008 | (402) 426-3944 |
| Indian Creek                 | Sharpness LLC                 | 20231 Manderson St          | Elkhorn          | NE    | 68022 | (402) 885-8181 |
| Blue Sage                    | Sharpness LLC                 | 1515 S 204 St               | Elkhorn          | NE    | 68022 | (402) 933-1976 |
| Fremont Crossing             | Sharpness LLC                 | 614 E 23rd St               | Fremont          | NE    | 68025 | (402) 721-1111 |
| *Grand Corners               | Sharpness LLC                 | 206 Wilmar Ave              | Grand Island     | NE    | 68803 | (308) 384-5282 |
| Wick's Southpointe           | Sharpness LLC                 | 11314 Wickersham Boulevard  | Gretna           | NE    | 68028 | (402) 502-2424 |
| *Hastings                    | Sharpness LLC                 | 3714 Cimarron Ave           | Hastings         | NE    | 68901 | (402) 834-3595 |
| *Oak Park Center             | Sharpness LLC                 | 5306 2nd Ave                | Kearney          | NE    | 68847 | (308) 455-8240 |
| Brentwood Square             | 4TF, LLC                      | 8114 S 84th St              | La Vista         | NE    | 68128 | (402) 593-8900 |
| *Stone Ridge                 | Sharpness LLC                 | 2601 Jamie Ln               | Lincoln          | NE    | 68512 | (402) 328-2389 |
| *Prairie Lake Plaza          | Sharpness LLC                 | 8550 Andermatt Dr           | Lincoln          | NE    | 68526 | (402) 325-0318 |
| *Northwoods Plaza            | Sharpness LLC                 | 8320 Northwoods Dr          | Lincoln          | NE    | 68505 | (402) 486-1177 |
| *Lincoln Crossing            | Sharpness LLC                 | 2740 Superior Street        | Lincoln          | NE    | 68504 | (402) 477-1611 |
| *Rockledge Square            | Sharpness LLC                 | 2901 S 84th St              | Lincoln          | NE    | 68506 | (402) 975-2883 |
| *50th & O                    | Sharpness LLC                 | 5141 O St                   | Lincoln          | NE    | 68510 | (402) 489-3040 |
| *Edgewood                    | Sharpness LLC                 | 5310 S 56th St              | Lincoln          | NE    | 68516 | (402) 261-3941 |
| Supercenter Crossing         | A Little On The Side, LLC     | 701 S 25th St               | Norfolk          | NE    | 68701 | (402) 371-1037 |
| Applewood Center             | 4TF, LLC                      | 9757 Q St                   | Omaha            | NE    | 68127 | (402) 592-4003 |
| Hawthorne Court              | 4TF, LLC                      | 17676 Welch Plz             | Omaha            | NE    | 68135 | (402) 891-8200 |
| Plaza 72nd                   | 4TF, LLC                      | 7222 Jones St               | Omaha            | NE    | 68114 | (402) 393-0444 |
| Whispering Ridge             | 4TF, LLC                      | 17009 Evans Plz             | Omaha            | NE    | 68116 | (402) 289-1833 |
| Aksarben Place               | 4TF, LLC                      | 6303 Center Ste             | Omaha            | NE    | 68106 | (402) 551-0161 |
| 50th and Underwood           | AACA, LLC                     | 5022 Underwood Ave          | Omaha            | NE    | 68132 | (402) 556-4999 |
| Linden Market                | Bixby, Inc.                   | 737A N 132nd St             | Omaha            | NE    | 68154 | (402) 493-1335 |
| Walnut Grove                 | Bixby, Inc.                   | 4971 S 155th St             | Omaha            | NE    | 68137 | (402) 896-2030 |
| Lakeside Plaza               | Bixby, Inc.                   | 17330 W Center Rd           | Omaha            | NE    | 68130 | (531) 466-5544 |
| Westwood Plaza               | Bixby, Inc.                   | 12315 W Center Rd           | Omaha            | NE    | 68144 | (402) 334-9170 |
| Maple Heights                | Sharpness LLC                 | 3328 N 108th St             | Omaha            | NE    | 68164 | (402) 445-0331 |
| Pepperwood Village           | Sharpness LLC                 | 593 N 155th Plz             | Omaha            | NE    | 68154 | (402) 493-4790 |
| Plaza North                  | Sharpness LLC                 | 5649 N 90th St              | Omaha            | NE    | 68134 | (402) 572-6349 |



GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                 | Address                     | City                | State | Zip   | Phone          |
|------------------------------|----------------------------|-----------------------------|---------------------|-------|-------|----------------|
| Hillsborough West            | Sharpness LLC              | 4008 N 144th St             | Omaha               | NE    | 68116 | (402) 445-0100 |
| Monarch Plaza                | AACA, LLC                  | 11425 S 72nd St             | Papillion           | NE    | 68046 | (402) 339-1646 |
| *Wal-Mart-Scottsbluff        | Susa Services, Ltd.        | 3410 Ave I                  | Scottsbluff         | NE    | 69361 | (308) 632-2167 |
| Bedford Grove                | O'Rourke Clips, LLC        | 7 Colby Ct                  | Bedford             | NH    | 03110 | (603) 627-0887 |
| Concord Target Plaza         | True North Clippers, Inc.  | 66 D'Amante Dr              | Concord             | NH    | 03301 | (603) 227-1145 |
| 55 East Broadway             | T&J Noury Enterprises, LLC | 55 E Broadway               | Derry               | NH    | 03038 | (603) 965-4465 |
| Shaw's Plaza                 | T&J Noury Enterprises, LLC | 855 Central Ave             | Dover               | NH    | 03820 | (603) 749-0117 |
| Brickyard Square             | O'Rourke Clips, LLC        | 1 Brickyard Square          | Epping              | NH    | 03042 | (603) 679-3444 |
| Exeter Commons               | O'Rourke Clips, LLC        | 75 Portsmouth Ave           | Exeter              | NH    | 03833 | (603) 583-5460 |
| Winnepesaukee Crossing       | True North Clippers, Inc.  | 1425 Lake Shore Rd          | Gilford             | NH    | 03249 | (603) 527-8047 |
| Hooksett Commons             | O'Rourke Clips, LLC        | 100 Quality Dr              | Hooksett            | NH    | 03106 | (603) 622-7957 |
| Hudson Mall                  | T&J Noury Enterprises, LLC | 77 Derry St                 | Hudson              | NH    | 03051 | (603) 889-2177 |
| TJ Maxx Plaza                | T&J Noury Enterprises, LLC | 110 March Ave               | Manchester          | NH    | 03103 | (603) 627-0055 |
| Merrimack Plaza              | T&J Noury Enterprises, LLC | 360 Daniel Webster Hwy      | Merrimack           | NH    | 03054 | (603) 261-3713 |
| Willow Springs Plaza South N | O'Rourke Clips, LLC        | 292 Daniel Webster Hwy      | Nashua              | NH    | 03060 | (603) 888-8600 |
| Green Fall Marketplace       | T&J Noury Enterprises, LLC | 341 Amherst St              | Nashua              | NH    | 03063 | (603) 459-8510 |
| State Line Plaza             | T&J Noury Enterprises, LLC | 4 Plaistow Rd               | Plaistow            | NH    | 03865 | (603) 382-1100 |
| Woodbury and Gosling Center  | O'Rourke Clips, LLC        | 1931 Woodbury Ave           | Portsmouth          | NH    | 03801 | (603) 319-6123 |
| Rochester Crossing           | True North Clippers, Inc.  | 160 Washington St           | Rochester           | NH    | 03839 | (603) 948-1145 |
| Rockingham Mall              | T&J Noury Enterprises, LLC | 92 Cluff Crossing Rd        | Salem               | NH    | 03079 | (603) 893-6300 |
| Seabrook Crossing            | O'Rourke Clips, LLC        | 570 Lafayette Rd            | Seabrook            | NH    | 03874 | (603) 814-4191 |
| Audubon Crossings            | Folk Design Group, LLC     | 130 Blackhorse Pike         | Audubon             | NJ    | 08106 | (856) 546-7222 |
| Hills Village Center         | HODA Group, LLC            | 422 US Hwy 202/206 N        | Bedminster          | NJ    | 07921 | (908) 719-7800 |
| Bridgewater Towne Center     | CLIPSUGAR LLC              | 726 Route 202 S             | Bridgewater         | NJ    | 08807 | (908) 725-2202 |
| North Mall Plaza             | Folk Design Group, LLC     | 56 Haddonfield Rd           | Cherry Hill         | NJ    | 08002 | (856) 488-0140 |
| Chester Springs Shopping Ce  | ClipSmart, LLC             | 155 Route 206 S             | Chester             | NJ    | 07930 | (908) 955-4475 |
| Cherrywood Plaza Shopping    | ROLO GR8KLPS LLC           | 1468 Blackwood-Clementon Rd | Clementon           | NJ    | 08021 | (856) 430-8696 |
| Walmart Plaza                | HODA Group, LLC            | 31 Walmart Plz              | Clinton             | NJ    | 08809 | (908) 238-0444 |
| Denville Square              | Yellow Bull, LLC           | 6 W Main St                 | Denville            | NJ    | 07834 | (862) 209-4535 |
| Stop and Shop                | GC of Dumont LLC/Gutkin    | 40 Washington Ave           | Dumont              | NJ    | 07628 | (201) 244-8680 |
| Midstate Mall                | Mad Hair Inc.              | 300 Rte 18                  | East Brunswick      | NJ    | 08816 | (732) 390-9233 |
| East Windsor Town Center     | Exit 98 Enterprises, LLC   | 319 US Hwy 130              | East Windsor        | NJ    | 08520 | (609) 448-6800 |
| Genuard's Plaza              | Emance, Inc.               | 3121 Fire Rd                | Egg Harbor Township | NJ    | 08234 | (609) 272-0054 |
| Downtown Fair Lawn           | GC of Fair Lawn LLC/Gutkin | 24-11 Fair Lawn Ave         | Fair Lawn           | NJ    | 07410 | (201) 791-9500 |
| Shoppes at Flemington        | HODA Group, LLC            | 100 Reaville Ave            | Flemington          | NJ    | 08822 | (908) 284-9700 |
| Mount's Corner Shopping Cen  | Forseight, LLC             | 220 Mount's Corner Dr       | Freehold            | NJ    | 07728 | (732) 294-0445 |
| Sunrise Plaza                | Emance, Inc.               | 68 W Jimmie Leeds Rd        | Galloway            | NJ    | 08205 | (609) 404-0111 |
| Valley Mall                  | HODA Group, LLC            | 977 Valley Rd               | Gillette            | NJ    | 07933 | (908) 647-3322 |
| Westmont Plaza               | Folk Design Group, LLC     | 672 W Cuthbert Blvd         | Haddon Township     | NJ    | 08108 | (856) 858-1740 |
| Hamilton Square Shopping C   | Exit 98 Enterprises, LLC   | 957 Highway 33              | Hamilton            | NJ    | 08690 | (609) 570-8010 |
| Hamilton Marketplace         | Exit 98 Enterprises, LLC   | 600 Marketplace Blvd        | Hamilton            | NJ    | 08691 | (609) 581-9994 |
| Hazlet Town Center           | Mad Hair Inc.              | 3050 Route 35               | Hazlet              | NJ    | 07730 | (732) 217-3227 |
| Boro Center                  | CLIPSTRONG LLC             | 424 Route 206 S             | Hillsborough        | NJ    | 08844 | (908) 262-7090 |
| Holmdel Towne Center         | Mad Hair Inc.              | 2101 Hwy 35                 | Holmdel             | NJ    | 07733 | (732) 671-4100 |
| Howell Commons               | Sanskar Sanskriti, LLC     | 4707 US Hwy 9               | Howell              | NJ    | 07731 | (732) 730-1003 |
| Portofino Condominium Buil   | Plainfield Clippers, Inc.  | 1 2nd St                    | Jersey City         | NJ    | 07302 | (201) 292-2005 |
| JC Downtown                  | Plainfield Clippers, Inc.  | 172 Newark Ave              | Jersey City         | NJ    | 07302 | (908) 936-1609 |
| Aviation Plaza               | Mad Hair Inc.              | 697 W Edgar Rd              | Linden              | NJ    | 07036 | (908) 474-1133 |
| Lodi Mid Towne Plaza         | Tricut, LLC                | 170 Main St                 | Lodi                | NJ    | 07644 | (973) 470-8400 |
| Village Center SC            | Exit 98 Enterprises, LLC   | 16 Village Center Dr        | Logan Township      | NJ    | 08085 | (856) 467-6831 |
| Manahawkin Commons           | Emance Two, LLC            | 601 Washington Ave          | Manahawkin          | NJ    | 08050 | (609) 978-9978 |
| Wall Towne Center            | Exit 98 Enterprises, LLC   | 2439 Rte 34                 | Manasquan           | NJ    | 08736 | (732) 223-2811 |
| Marketplace at Manville      | HODA Group, LLC            | 146 N Main St               | Manville            | NJ    | 08835 | (908) 707-0006 |
| Village at the Greenvale     | Folk Design Group, LLC     | 320 Evesboro Medford Rd     | Marlton             | NJ    | 08053 | (856) 985-1900 |
| Greentree Square Shopping C  | ROLO GR8KLPS LLC           | 930 Route 73 N              | Marlton             | NJ    | 08053 | (856) 834-0011 |
| Festival at Hamilton         | Emance Two, LLC            | 4450 Black Horse Pike       | Mays Landing        | NJ    | 08330 | (609) 837-2786 |
| Cross Keys Shopping Center   | Emance, Inc.               | 417 Stokes Rd               | Medford             | NJ    | 08055 | (609) 975-8281 |
| Lowe's Center                | LMDP Enterprises, LLC      | 67 US Highway 9             | Morganville         | NJ    | 07751 | (732) 972-0100 |
| Seven Eleven Shopping Cent   | Folk Design Group, LLC     | 411 Larchmont Blvd          | Mount Laurel        | NJ    | 08054 | (856) 235-0734 |
| East Gate Square             | Folk Design Group, LLC     | 1025 Nixon Dr               | Mount Laurel        | NJ    | 08054 | (856) 222-0377 |
| Sussex County Mall           | ClipStar, LLC              | 9 Hampton House Rd          | Newton              | NJ    | 07860 | (973) 300-0441 |
| Arlington Plaza              | GREAT PLAN B LLC           | 23 Schuyler Ave             | North Arlington     | NJ    | 07031 | (551) 580-7623 |
| Commerce Center              | Sanskar, LLC               | 2431 US Highway 1           | North Brunswick     | NJ    | 08902 | (732) 658-1800 |
| Ridge Plaza                  | Clive M & Company Inc.     | 5748A Berkshire Valley Rd   | Oak Ridge           | NJ    | 07438 | (973) 874-0412 |
| Pennington Shopping Center   | Emance Two, LLC            | 25 Route 31 S               | Pennington          | NJ    | 08534 | (609) 303-0012 |
| Nassau Park                  | Exit 98 Enterprises, LLC   | 649 Nassau Park Blvd        | Princeton           | NJ    | 08550 | (609) 750-1777 |
| Grande Shopping Center       | Emance, Inc.               | 3301 Route 9 S              | Rio Grande          | NJ    | 08242 | (609) 463-0080 |
| Riverdale Square             | Riverdale Clips Inc        | 92 Route 23 N               | Riverdale           | NJ    | 07457 | (973) 513-9447 |
| Cross Keys Place             | Exit 98 Enterprises, LLC   | 141 Tuckahoe Rd             | Sewell              | NJ    | 08080 | (856) 740-0091 |
| Mantua Square                | Exit 98 Enterprises, LLC   | 645 Woodbury Glassboro Rd   | Sewell              | NJ    | 08080 | (856) 415-7774 |
| Shrewsbury Plaza             | Mad Hair Inc.              | 170 Shrewsbury Plz          | Shrewsbury          | NJ    | 07702 | (732) 460-0304 |
| Town Square                  | Exit 98 Enterprises, LLC   | 491 Cross Keys Rd           | Sicklerville        | NJ    | 08081 | (856) 740-9004 |
| Montgomery                   | SANSKRITI MONTGOMERY L     | 1325 US Hwy 206             | Skillman            | NJ    | 08558 | (609) 921-8221 |
| Cooper Towne Center          | Folk Design Group, LLC     | 711 Evesham Ave             | Somerdale           | NJ    | 08083 | (856) 782-7700 |
| Oak Tree Road                | Plainfield Clippers, Inc.  | 902 Oak Tree Ave            | South Plainfield    | NJ    | 07080 | (732) 997-4502 |
| Hadley Shopping Center       | Sanskar Sanskriti, LLC     | 4917 Stelton Rd             | South Plainfield    | NJ    | 07080 | (908) 222-7099 |
| Roxbury Mall                 | Blue Spyder Holdings, LLC  | 275-60 Route 10 E           | Succasunna          | NJ    | 07876 | (973) 584-8000 |
| Tri-City Plaza               | Emance Three, LLC          | 2360 Lakewood Rd            | Toms River          | NJ    | 08755 | (732) 276-8162 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                   | Address                       | City          | State | Zip   | Phone          |
|--------------------------------|------------------------------|-------------------------------|---------------|-------|-------|----------------|
| Toms River 37 East             | Mad Ventures Inc.            | 165 Route 37 E                | Toms River    | NJ    | 08753 | (732) 228-7080 |
| Union Plaza                    | GREAT PLAN B LLC             | 2401 Route 22 W               | Union         | NJ    | 07083 | (908) 686-4900 |
| Vineland Crossing              | Emance, Inc.                 | 1255 W Landis Ave             | Vineland      | NJ    | 08360 | (856) 839-0796 |
| Cedar Hill                     | Folk Design Group, LLC       | 152 Route 73                  | Voorhees      | NJ    | 08043 | (856) 753-8808 |
| Acme Shopping Center           | Clive M & Company Inc.       | 455 NJ 23N                    | Wantage       | NJ    | 07461 | (973) 552-9434 |
| Waretown Town Center           | Mad Hair Inc.                | 501 Rt 9                      | Waretown      | NJ    | 08758 | (609) 242-2900 |
| Watching Square Mall           | HODA Group, LLC              | 1511 Route 22 W               | Watchung      | NJ    | 07069 | (908) 412-0606 |
| West Deptford ShopRite         | Exit 98 Enterprises, LLC     | 1075 Mantua Pike              | West Deptford | NJ    | 08096 | (856) 681-2171 |
| Busy Lady Plaza                | ClipSilver LLC               | 321 Route 15 N                | Wharton       | NJ    | 07885 | (973) 400-1700 |
| West Avenue Center             | EMANCE OF WOODSTOWN LLC      | 300 West Ave                  | Woodstown     | NJ    | 08098 | (856) 823-5190 |
| Wyoming Mall                   | House of Cuts LLC            | 2270 Wyoming Boulevard NE     | Albuquerque   | NM    | 87112 | (505) 420-1411 |
| Andalucia                      | Kokopelli New Mexico, Inc.   | 5600 Coors Blvd NW            | Albuquerque   | NM    | 87120 | (505) 554-2825 |
| Montgomery Plaza               | Kokopelli New Mexico, Inc.   | 5011 Montgomery Blvd NE       | Albuquerque   | NM    | 87109 | (505) 295-3963 |
| The Plaza at Cottonwood        | Kokopelli New Mexico, Inc.   | 10260 Coors Bypass NW         | Albuquerque   | NM    | 87114 | (505) 899-7393 |
| La Cueva Town Center           | Kokopelli New Mexico, Inc.   | 8100 Wyoming Blvd NE          | Albuquerque   | NM    | 87113 | (505) 798-1999 |
| High Desert                    | Kokopelli New Mexico, Inc.   | 12231 Academy Rd NE           | Albuquerque   | NM    | 87111 | (505) 292-9888 |
| Heritage                       | Kokopelli New Mexico, Inc.   | 1800 Unser Blvd NW            | Albuquerque   | NM    | 87120 | (505) 312-7175 |
| Ventana Ranch                  | Kokopelli New Mexico, Inc.   | 6501 Paradise Blvd NW         | Albuquerque   | NM    | 87114 | (505) 890-5597 |
| North Towne Plaza              | Patel Group 2, LLC           | 5901 Wyoming Blvd             | Albuquerque   | NM    | 87109 | (505) 797-2297 |
| Las Estancias                  | Patel Group, LLC             | 3715 Las Estancias Way        | Albuquerque   | NM    | 87121 | (505) 877-0016 |
| Shops at Nob Hill              | Sonam Group 2, LLC           | 933 San Mateo Blvd NE         | Albuquerque   | NM    | 87108 | (505) 265-4125 |
| Towne Park Plaza               | Sonam Group 4, LLC           | 330 Eubank Blvd NE            | Albuquerque   | NM    | 87123 | (505) 323-7900 |
| Four Hills Shopping Center     | Sonam Group 5, LLC           | 13170 Central Ave SE          | Albuquerque   | NM    | 87123 | (505) 296-4620 |
| Golf Course & Paseo            | Sonam Group 6, LLC           | 8521 Golf Course NW           | Albuquerque   | NM    | 87114 | (505) 503-1286 |
| Juan Tabo Plaza                | Sonam Group, LLC             | 11048 Montgomery Blvd NE      | Albuquerque   | NM    | 87111 | (505) 299-1736 |
| Fiesta Plaza                   | Two Tees Mechanical, Inc.    | 2626 San Pedro Dr NE          | Albuquerque   | NM    | 87110 | (505) 872-4247 |
| Cavern City Shopping Center    | Patel Clips 7, LLC           | 1302 S Canal St               | Carlsbad      | NM    | 88220 | (575) 885-1559 |
| Espanola                       | Patel Clips 5, LLC           | 1404 N Riverside Dr           | Espanola      | NM    | 87532 | (505) 747-7662 |
| Star Plaza                     | Patel Clips 6, LLC           | 3832 E Main St                | Farmington    | NM    | 87402 | (505) 327-4911 |
| *The Ranch                     | BAD HAT LLC                  | 4153 White Sage Arc           | Las Cruces    | NM    | 88011 | (575) 222-0318 |
| *Lohman                        | BAD HAT LLC                  | 3835 E Lohman                 | Las Cruces    | NM    | 88011 | (575) 259-3962 |
| Los Lunas                      | Kokopelli New Mexico, Inc.   | 2270 Main St NW               | Los Lunas     | NM    | 87031 | (505) 866-4247 |
| Southern & 528                 | Sonam Group 3, LLC           | 3851 Southern Blvd SE         | Rio Rancho    | NM    | 87124 | (505) 891-7750 |
| Enchanted Hills SC             | Two Tees Mechanical, Inc.    | 7820 Enchanted Hills Blvd NE  | Rio Rancho    | NM    | 87144 | (505) 771-2833 |
| Coronado Center                | Patel Clips 2, LLC           | 530 W Cordova Rd              | Santa Fe      | NM    | 87505 | (505) 984-3037 |
| San Isidro Plaza               | Patel Clips 3, LLC           | 3201 Zafarano Dr              | Santa Fe      | NM    | 87507 | (505) 424-3344 |
| Entrada Contenta               | Patel Clips 4, LLC           | 5041 Main St                  | Santa Fe      | NM    | 87507 | (505) 474-9174 |
| De Vargas Center Mall          | Patel Clips, LLC             | 500 N Guadalupe St            | Santa Fe      | NM    | 87501 | (505) 955-9944 |
| Joshua Tree Plaza              | VGURU, LLC                   | 1018 Nevada Way               | Boulder City  | NV    | 89005 | (725) 255-7100 |
| *North Carson Crossing         | Cha Ching, Inc.              | 3250 Retail Dr                | Carson City   | NV    | 89706 | (775) 884-9933 |
| *Smith's Shopping Center       | Cha Ching, Inc.              | 6 Pine Cone Rd                | Dayton        | NV    | 89403 | (775) 246-5252 |
| Elko Junction                  | Hutchinson-Hill, LC          | 2519 Mountain City Highway    | Elko          | NV    | 89801 | (775) 753-6652 |
| *Fallon Walmart Center         | Cha Ching, Inc.              | 2197 Casey Rd                 | Fallon        | NV    | 89406 | (775) 294-6285 |
| *Chisholm Crossing             | Cha Ching, Inc.              | 1201 Penny Ln                 | Fernley       | NV    | 89408 | (775) 575-7770 |
| Sunset                         | Nugent, LLC                  | 1533 W Sunset Rd              | Henderson     | NV    | 89014 | (702) 454-8700 |
| Pebble Market Place            | Nugent, LLC                  | 1550 N Green Valley Pkwy      | Henderson     | NV    | 89074 | (702) 778-3777 |
| Wigwam Center                  | VGURU, LLC                   | 126 N Stephanie St            | Henderson     | NV    | 89074 | (702) 909-7800 |
| Parkway Springs Plaza          | VGURU, LLC                   | 2293 Green Valley Pkwy        | Henderson     | NV    | 89014 | (702) 778-3750 |
| Inspirada Marketplace          | VGURU, LLC                   | 2345 Via Inspirada            | Henderson     | NV    | 89044 | (702) 829-6128 |
| Cadence                        | VGURU, LLC                   | 815 E Lake Mead Pkwy          | Henderson     | NV    | 89015 | (702) 848-5323 |
| Cornet Plaza                   |                              | 771 E Horizon Dr              | Henderson     | NV    | 89015 | (702) 566-0214 |
| Horizon and Horizon            |                              | 55 E Horizon Ridge Pkwy       | Henderson     | NV    | 89002 | (702) 221-7110 |
| Anthem Village Center          |                              | 2505 Anthem Village Dr        | Henderson     | NV    | 89052 | (702) 754-1450 |
| Winterwood Pavilion            | Business Investor Group, LLC | 2208 Nellis Blvd              | Las Vegas     | NV    | 89104 | (702) 432-9192 |
| Alamosa Plaza                  | Business Investor Group, LLC | 2833 E Desert Inn Rd          | Las Vegas     | NV    | 89121 | (702) 369-2479 |
| Mountain's Edge                | Nugent, LLC                  | 8090 Blue Diamond Rd          | Las Vegas     | NV    | 89178 | (702) 816-4385 |
| Tule Springs                   | Nugent, LLC                  | 8414 Farm Road                | Las Vegas     | NV    | 89131 | (702) 476-3335 |
| Deer Springs Center            | Nugent, LLC                  | 6720 N Hualapai Way           | Las Vegas     | NV    | 89149 | (702) 655-0121 |
| Trails Village Shopping Center | Nugent, LLC                  | 1970 Village Center Circle    | Las Vegas     | NV    | 89134 | (702) 478-5046 |
| Windmill                       | Nugent, LLC                  | 2381 E Windmill Ln            | Las Vegas     | NV    | 89123 | (702) 269-6388 |
| Northshore Plaza               | Nugent, LLC                  | 8380 W Cheyenne Ave           | Las Vegas     | NV    | 89129 | (702) 839-4030 |
| Center Point Plaza             | Nugent, LLC                  | 10300 W Charleston Blvd       | Las Vegas     | NV    | 89135 | (702) 228-7065 |
| Alta Mira Plaza                | Nugent, LLC                  | 4990 W Craig Rd               | Las Vegas     | NV    | 89130 | (702) 395-9736 |
| Smith's Center                 | Nugent, LLC                  | 9360 Flamingo Rd              | Las Vegas     | NV    | 89147 | (702) 255-7969 |
| Southern Highlands Marketpl    | Nugent, LLC                  | 10620 Southern Highlands Pkwy | Las Vegas     | NV    | 89141 | (702) 438-5967 |
| Rhodes Ranch Town Center       | Nugent, LLC                  | 7345 S Durango Dr             | Las Vegas     | NV    | 89113 | (702) 895-8555 |
| Montecito Marketplace          | Nugent, LLC                  | 7120 N Durango Dr             | Las Vegas     | NV    | 89149 | (702) 658-9000 |
| Blue Diamond Ranch Center      | Nugent, LLC                  | 4770 Blue Diamond Rd          | Las Vegas     | NV    | 89139 | (702) 260-6404 |
| Trop & Jones Towne Center      | Nugent, LLC                  | 6125 W Tropicana Ave          | Las Vegas     | NV    | 89103 | (702) 227-7403 |
| Decatur 215                    | Nugent, LLC                  | 6171 N Decatur Blvd           | Las Vegas     | NV    | 89130 | (702) 982-0499 |
| Rainbow Springs                | VGURU, LLC                   | 3675 S Rainbow Blvd           | Las Vegas     | NV    | 89103 | (702) 857-7858 |
| Bermuda & Windmill Lane P      | VGURU, LLC                   | 530 East Windmill Lane        | Las Vegas     | NV    | 89123 | (702) 701-8833 |
| Fort Apache                    | VGURU, LLC                   | 9440 W Russell Rd             | Las Vegas     | NV    | 89148 | (702) 848-7030 |
| The Lakes                      | VGURU, LLC                   | 8465 W Sahara Ave             | Las Vegas     | NV    | 89117 | (702) 804-5711 |
| Craig Marketplace              | VGURU, LLC                   | 7121 W Craig Rd               | Las Vegas     | NV    | 89129 | (702) 396-0013 |
| Sea Breeze Village             | VGURU, LLC                   | 1750 N Buffalo Dr             | Las Vegas     | NV    | 89128 | (702) 341-7490 |
| Rainbow and Warm Springs       | VGURU, LLC                   | 7380 S Rainbow Blvd           | Las Vegas     | NV    | 89139 | (702) 233-3377 |
| Cheyenne Commons               | VGURU, LLC                   | 3101 N Rainbow Blvd           | Las Vegas     | NV    | 89108 | (702) 534-7540 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                      | Address                       | City              | State | Zip   | Phone          |
|-------------------------------|---------------------------------|-------------------------------|-------------------|-------|-------|----------------|
| Rainbow Plaza                 | VGURU, LLC                      | 877 S Rainbow                 | Las Vegas         | NV    | 89145 | (702) 333-1677 |
| St. Rose (South Fork)         |                                 | 9975 S Eastern Ave            | Las Vegas         | NV    | 89183 | (702) 362-7110 |
| Silverado Ranch Village       |                                 | 467 E Silverado Ranch Blvd    | Las Vegas         | NV    | 89183 | (702) 897-7110 |
| Bowler Plaza                  | RK Ajer Ventures, LLC           | 330 N Sandhill Blvd           | Mesquite          | NV    | 89027 | (702) 345-2838 |
| On Military Base - Nellis AFB | VGURU, LLC                      | 5691 Rickenbacker Road        | Nellis AFB        | NV    | 89191 | (725) 255-8500 |
| Simmons Centre                | Nugent, LLC                     | 3030 W Ann Rd                 | North Las Vegas   | NV    | 89031 | (702) 396-6390 |
| Aliante                       | Nugent, LLC                     | 6935 Aliante Pkwy             | North Las Vegas   | NV    | 89084 | (702) 387-9996 |
| Craig and Simmons             | VGURU, LLC                      | 3073 W Craig Rd               | North Las Vegas   | NV    | 89032 | (702) 737-3073 |
| Park Central Plaza            | VGURU, LLC                      | 5960 Losee Rd                 | North Las Vegas   | NV    | 89081 | (702) 220-7701 |
| Pahrump Valley Junction       | VGURU, LLC                      | 280 State Hwy 160             | Pahrump           | NV    | 89060 | (775) 877-5900 |
| *Shoppes At Lemmon Valley     | Cha Ching, Inc.                 | 155 Lemmon Dr                 | Reno              | NV    | 89506 | (775) 741-1390 |
| *The Commons                  | Cha Ching, Inc.                 | 6633 South Virginia St.       | Reno              | NV    | 89511 | (775) 221-7394 |
| *Canyon Center                | Cha Ching, Inc.                 | 10490 N McCarran Blvd         | Reno              | NV    | 89503 | (775) 870-9891 |
| *Galena Junction              | Cha Ching, Inc.                 | 18128 Wedge Pkwy              | Reno              | NV    | 89511 | (775) 376-1271 |
| *Fire Creek Crossing          | Cha Ching, Inc.                 | 4809 Kietzke Ln               | Reno              | NV    | 89509 | (775) 827-2211 |
| *Double Diamond               | Cha Ching, Inc.                 | 748 S Meadow Pkwy             | Reno              | NV    | 89521 | (775) 851-8437 |
| *Marina Marketplace           | Cha Ching, Inc.                 | 1495 E Prater Way             | Sparks            | NV    | 89431 | (775) 501-5368 |
| *Spanish Springs              | Cha Ching, Inc.                 | 9740 State Route 445          | Sparks            | NV    | 89441 | (775) 870-9941 |
| *Sparks Galleria              | Cha Ching, Inc.                 | 4751 Galleria Pkwy            | Sparks            | NV    | 89436 | (775) 870-9815 |
| McKinley/Highland             | SJLD Enterprise LLC             | 3860 McKinley Pkwy            | Blasdel           | NY    | 14219 | (716) 822-8280 |
| Union Consumer Square         | DK Friend Holdings, Inc.        | 3801 Union Rd                 | Cheektowaga       | NY    | 14225 | (716) 288-7824 |
| Jimmys Egg Clifton Park Cen   | Capital Region Clips LLC        | 5 Clifton Country Rd          | Clifton Park      | NY    | 12065 | (518) 357-3920 |
| Transit-Madeira Target Plaza  | JELEA Enterprises, Inc.         | 4900 Transit Rd               | Depew             | NY    | 14043 | (716) 608-7620 |
| Tops Plaza                    | JELEA Enterprises, Inc.         | 9630 Transit Rd               | East Amherst      | NY    | 14051 | (716) 688-8111 |
| Genesee Valley Shopping Ctr   | Upstate Salons Ltd              | 4273 Genesee Valley Plaza     | Genesee           | NY    | 14454 | (585) 245-9076 |
| Glenmont Plaza                | Capital Region Clips LLC        | 380 Feura Bush Rd             | Glenmont          | NY    | 12077 | (518) 434-4000 |
| Ridgemont Plaza               | DK Friend Holdings, Inc.        | 2833 W Ridge Rd               | Greece            | NY    | 14626 | (585) 227-8333 |
| Brierwood Square              | SJLD Enterprise LLC             | 5350 Southwestern Boulevard   | Hamburg           | NY    | 14075 | (716) 202-1875 |
| *Aldi Plaza                   | Two Cats Johnson City, LLC      | 560 Harry L Dr                | Johnson City      | NY    | 13790 | (607) 237-0101 |
| Walden & Central              | DK Friend Holdings, Inc.        | 3615 Walden Ave               | Lancaster         | NY    | 14086 | (716) 288-7499 |
| Lockport Home Depot Center    | DK Friend Holdings, Inc.        | 5716 S Transit RD             | Lockport          | NY    | 14094 | (716) 727-0054 |
| Wegmans Plaza                 | DK Friend Holdings, Inc.        | 1639 Military Rd              | Niagara Falls     | NY    | 14304 | (716) 205-8518 |
| Crossroads Centre             | DK Friend Holdings, Inc.        | 3245 Southwestern Blvd        | Orchard Park      | NY    | 14127 | (716) 677-9600 |
| Parkside Commons              | DK Friend Holdings, Inc.        | 2164 Penfield Rd              | Penfield          | NY    | 14526 | (585) 388-6828 |
| Van Rensselaer Square         | Capital Region Clips LLC        | 102 Van Rensselaer Square     | Rensselaer        | NY    | 12144 | (518) 621-1740 |
| Market Square                 | DK Friend Holdings, Inc.        | 620 Jefferson Rd              | Rochester         | NY    | 14623 | (585) 292-0026 |
| Lyell Howard Commons          | Upstate Salons Ltd              | 2394 Lyell Ave                | Rochester         | NY    | 14606 | (585) 319-4491 |
| Mayfair Shopping Center       | Capital Region Clips LLC        | 262 Saratoga Road             | Schenectady       | NY    | 12302 | (518) 280-9035 |
| Evergreen Plaza               | Cutting Edge Clippers, Inc.     | 150 E Greaves Ln              | Staten Island     | NY    | 10308 | (718) 966-0689 |
| Tops Plaza Tonawanda          | DK Friend Holdings, Inc.        | 1696 Sheridan Dr              | Tonawanda         | NY    | 14223 | (716) 871-1212 |
| Boulevard Place               | DK Friend Holdings, Inc.        | 1750 Niagara Falls Blvd       | Tonawanda         | NY    | 14150 | (716) 783-7011 |
| Lake Ridge Plaza              | AFTAB, Inc.                     | 3 Lake Ridge Plz              | Valley Cottage    | NY    | 10989 | (845) 507-0048 |
| Victor Crossings              | DK Friend Holdings, Inc.        | 400 Commerce Dr               | Victor            | NY    | 14564 | (585) 924-3979 |
| Webster Crossing              | DK Friend Holdings, Inc.        | 1075 Ridge Rd                 | Webster           | NY    | 14580 | (585) 872-7625 |
| Shops at Main Transit         | JELEA Enterprises, Inc.         | 4375 Transit Rd               | Williamsville     | NY    | 14221 | (716) 630-6400 |
| Arlington Ridge               | CSJ Ventures, Inc.              | 790 Arlington Ridge           | Akron             | OH    | 44312 | (330) 645-6288 |
| Waterloo Marc's               | ELIDAS CLIPS LLC                | 2891 E Waterloo Rd            | Akron             | OH    | 44312 | (330) 628-0217 |
| Coventry Commons              | R.L.O., Inc.                    | 3100 Manchester Rd            | Akron             | OH    | 44319 | (330) 474-3885 |
| West Market St. Station       | The 220 Group, Ltd              | 46 N Hawkins Ave              | Akron             | OH    | 44313 | (330) 794-7537 |
| Buckeye Market Place          | Demer Retail Ventures GC, LLC   | 1630 W State St               | Alliance          | OH    | 44601 | (330) 821-6200 |
| Amelia Center                 | R.L.O., Inc.                    | 1264 W Ohio Pike              | Amelia            | OH    | 45102 | (513) 753-1700 |
| Deerfield Town Center         | ZAMP Enterprises, Inc.          | 7586 Oak Point Rd             | Amherst           | OH    | 44001 | (440) 984-3433 |
| Amberwood Plaza               | The 220 Group, Ltd              | 25 Amberwood Pkwy             | Ashland           | OH    | 44805 | (419) 282-6000 |
| Shoppes of Ashtabula          | R.L.O., Inc.                    | 2102 Metcalf Dr               | Ashtabula         | OH    | 44004 | (440) 998-0099 |
| Athens                        | R.L.O., Inc.                    | 553 E State St                | Athens            | OH    | 45701 | (740) 447-5234 |
| Barrington Town Square        | ZAMP Enterprises, Inc.          | 105 Barrington Town Square Dr | Aurora            | OH    | 44202 | (330) 562-6336 |
| Austintown Place              | The 220 Group, Ltd              | 6006 Mahoning Ave             | Austintown        | OH    | 44515 | (330) 792-0062 |
| Avon Meijer                   | ZAMP Enterprises, Inc.          | 1810 Nagel Rd                 | Avon              | OH    | 44011 | (440) 695-0086 |
| French Creek Square           | ZAMP Enterprises, Inc.          | 36050 Detroit Rd              | Avon              | OH    | 44011 | (440) 934-7734 |
| Avon Lake                     | ZAMP Enterprises, Inc.          | 453B Avon Belden Rd           | Avon Lake         | OH    | 44012 | (440) 933-2755 |
| Pavilion Shopping Center      | Ratcliff Enterprises Ohio, Inc. | 24331 Chagrin Boulevard       | Beachwood         | OH    | 44122 | (216) 342-5090 |
| Beavercreek Plaza             | R.L.O., Inc.                    | 3195 Dayton Xenia Rd          | Beavercreek       | OH    | 45434 | (937) 426-4207 |
| Rex Centre                    | R.L.O., Inc.                    | 2730 N Fairfield Rd           | Beavercreek       | OH    | 45431 | (937) 431-0766 |
| Bellefontaine Plaza           | R.L.O., Inc.                    | 2232 S Main St                | Bellefontaine     | OH    | 43311 | (937) 599-1100 |
| Berea Shopping Center         | Demer Retail Ventures GC, LLC   | 422 W Bagley Rd               | Berea             | OH    | 44017 | (440) 260-0227 |
| Bethel                        | Shear Success, LLC              | 691 W Plane St                | Bethel            | OH    | 45106 | (513) 427-9022 |
| Bexley Retail                 | StyleTech Corporation           | 2509 E Main St                | Bexley            | OH    | 43209 | (614) 237-8721 |
| City Center                   | Excel Clips, Inc.               | 4824 Cooper Rd                | Blue Ash          | OH    | 45242 | (513) 793-1700 |
| Presidential Square           | LJ CLIPPERS, LLC                | 813 Boardman Poland Rd        | Boardman          | OH    | 44512 | (330) 758-5544 |
| Kroger Center                 | R.L.O., Inc.                    | 1066 N Main St                | Bowling Green     | OH    | 43402 | (419) 685-9280 |
| Bowling Green Center          | R.L.O., Inc.                    | 1107 S Main St                | Bowling Green     | OH    | 43402 | (419) 352-1745 |
| Brecksville Shopping Center   | ZAMP Enterprises, Inc.          | 7740 Chippewa Rd              | Brecksville       | OH    | 44141 | (440) 526-1444 |
| The Crossings                 | LJ CLIPPERS, LLC                | 1100 W Royalton Rd            | Broadview Heights | OH    | 44147 | (440) 582-2240 |
| Brook Park                    | LJ CLIPPERS, LLC                | 15575 Snow Rd                 | Brook Park        | OH    | 44142 | (216) 433-0027 |
| Ridge Park Square             | Ratcliff Enterprises Ohio, Inc. | 7313 Northcliff Ave           | Brooklyn          | OH    | 44144 | (216) 661-8500 |
| Brunswick Town Center         | R.L.O., Inc.                    | 1434 Town Center Blvd         | Brunswick         | OH    | 44212 | (330) 220-9064 |
| East Pointe Plaza             | KLK Haircutters, Inc.           | 161 S Stetzer Rd              | Bucyrus           | OH    | 44820 | (567) 409-0001 |
| Jake's Corner                 | R.L.O., Inc.                    | 61690 Southgate Rd            | Cambridge         | OH    | 43725 | (740) 240-3006 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
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| Salon Name                  | Franchisee                    | Address                         | City             | State | Zip   | Phone           |
|-----------------------------|-------------------------------|---------------------------------|------------------|-------|-------|-----------------|
| Waterloo Crossing           | StyleTech Corporation         | 6290 Gender Rd                  | Canal Winchester | OH    | 43110 | (614) 834-4065  |
| Westford Commons            | The 220 Group, Ltd            | 4259 Boardman-Canfield Rd       | Canfield         | OH    | 44406 | (330) 533-7500  |
| Perry Town Center           | R.L.O., Inc.                  | 5107 Tuscarawas St W            | Canton           | OH    | 44708 | (330) 479-1160  |
| The Greens at Belden        | R.L.O., Inc.                  | 4996 Fulton Drive NW            | Canton           | OH    | 44718 | (330) 933-7396  |
| Country Fair Plaza          | R.L.O., Inc.                  | 4129 Tuscarawas St W            | Canton           | OH    | 44708 | (330) 456-0389  |
| 30th Street Plaza           | ZAMP Enterprises, Inc.        | 3030 Cromer Ave NW              | Canton           | OH    | 44709 | (330) 491-8188  |
| Harbor Square               | R.L.O., Inc.                  | 1962 Havemann Rd                | Celina           | OH    | 45822 | (567) 890-2547  |
| Shoppes at Cornerstone II   | R.L.O., Inc.                  | 5413 Cornerstone N Blvd         | Centerville      | OH    | 45440 | (937) 433-0330  |
| Centerville Place           | R.L.O., Inc.                  | 1085 S Main St                  | Centerville      | OH    | 45458 | (937) 435-2740  |
| Cross Pointe Centre         | R.L.O., Inc.                  | 101 E Alex Bell Rd              | Centerville      | OH    | 45459 | (937) 312-9353  |
| West Geauga Plaza           | Mia San Mia, LLC              | 12662 West Geauga Plaza         | Chesterland      | OH    | 44026 | (440) 688-3131  |
| Chillicothe Plaza           | Cincy Clips, Inc.             | 1290 N Bridge St                | Chillicothe      | OH    | 45601 | (740) 772-5477  |
| Cherry Grove Plaza          | Cincy Clips, Inc.             | 454 Ohio Pike                   | Cincinnati       | OH    | 45255 | (513) 688-0100  |
| Harpers Station             | Cincy Clips, Inc.             | 11375 Montgomery Rd             | Cincinnati       | OH    | 45249 | (513) 489-4448  |
| Western Village             | Cincy Clips, Inc.             | 6161 Glenway Ave                | Cincinnati       | OH    | 45211 | (513) 481-1553  |
| Springdale Plaza            | Cincy Clips, Inc.             | 427 E Kemper Rd                 | Cincinnati       | OH    | 45246 | (513) 671-1427  |
| Taylor Creek Retail Center  | Cincy Clips, Inc.             | 6947 Harrison Ave               | Cincinnati       | OH    | 45247 | (513) 353-2547  |
| Encore at Oakley            | Cincy Clips, Inc.             | 3317 Vandercar Way              | Cincinnati       | OH    | 45209 | (513) 351-1214  |
| Anderson Beechmont          | Cincy Clips, Inc.             | 7625C Beechmont Ave             | Cincinnati       | OH    | 45255 | (513) 233-2547  |
| Sharonville Plaza           | Cincy Clips, Inc.             | 12065 Lebanon Rd (Rt 42)        | Cincinnati       | OH    | 45241 | (513) 832-7683  |
| Arbor Woods                 | Cincy Clips, Inc.             | 4805 N Arbor Woods Ct           | Cincinnati       | OH    | 45248 | (513) 574-0137  |
| Stonecreek Center           | Cincy Clips, Inc.             | 3645 Stonecreek Blvd            | Cincinnati       | OH    | 45251 | (513) 923-2888  |
| Hyde Park Plaza             | Excel Clips, Inc.             | 3762 Paxton Ave                 | Cincinnati       | OH    | 45208 | (513) 321-2887  |
| Blue Ash Commons            | Excel Clips, Inc.             | 4130 Hunt Rd                    | Cincinnati       | OH    | 45236 | (513) 936-9444  |
| Mariemont                   | Excel Clips, Inc.             | 7392 Wooster Pike               | Cincinnati       | OH    | 45227 | (513) 561-4010  |
| Symmes Retail Center        | Excel Clips, Inc.             | 12104 Montgomery Rd             | Cincinnati       | OH    | 45249 | (513) 683-4777  |
| Shoppes of Evendale         | Excel Clips, Inc.             | 10325 Reading Rd                | Cincinnati       | OH    | 45241 | (513) 936-9450  |
| Beechmont Center            | Excel Clips, Inc.             | 5206 Beechmont Ave              | Cincinnati       | OH    | 45230 | (513) 232-0600  |
| Winton Road Retail Center   | Queen City Clippers, Ltd.     | 9174 Winton Rd                  | Cincinnati       | OH    | 45231 | (513) 522-2547  |
| White Oak                   | Queen City Clippers, Ltd.     | 5776 Cheviot Rd                 | Cincinnati       | OH    | 45247 | (513) 245-2947  |
| Eastgate Crossing           | R.L.O., Inc.                  | 4530 Eastgate Blvd              | Cincinnati       | OH    | 45245 | (513) 943-1500  |
| Park Plaza                  | R.L.O., Inc.                  | 834 Ohio Pike                   | Cincinnati       | OH    | 45245 | (513) 752-2890  |
| Eastgate Square             | R.L.O., Inc.                  | 4394 Eastgate Square Dr         | Cincinnati       | OH    | 45245 | (513) 752-2500  |
| Circleville Plaza           | Cincy Clips, Inc.             | 1430 Circleville Plaza Dr       | Circleville      | OH    | 43113 | (740) 474-5961  |
| Hoke Crossing               | RG Clips Inc. OH              | 7707 Hoke Rd                    | Clayton          | OH    | 45315 | (937) 832-1454  |
| The Shoppes on Clifton      | The 220 Group, Ltd            | 11628 Clifton Blvd              | Cleveland        | OH    | 44102 | (216) 331-6100  |
| Kamm's Plaza                | ZAMP Enterprises, Inc.        | 3772 Rocky River Dr             | Cleveland        | OH    | 44111 | (216) 688-1330  |
| Cleves                      | M-Class Clippers, LLC.        | 4350 State Route 128            | Cleves           | OH    | 45002 | (513) 353-5547  |
| German Village              | KLK Haircutters, Inc.         | 900 S High St                   | Columbus         | OH    | 43206 | (614) 449-1300  |
| Easton Square               | KLK Haircutters, Inc.         | 3872 Morse Rd                   | Columbus         | OH    | 43219 | (614) 475-0500  |
| Clintonville                | KLK Haircutters, Inc.         | 3379 N High St                  | Columbus         | OH    | 43202 | (614) 447-1300  |
| Upper Arlington             | Laventure, Inc.               | 4715 Reed Rd                    | Columbus         | OH    | 43220 | (614) 459-4880  |
| Thurber on High             | Laventure, Inc.               | 1004 North High Street          | Columbus         | OH    | 43201 | (614) 224-9279  |
| Sun Center                  | Laventure, Inc.               | 3662 W Dublin Granville Rd      | Columbus         | OH    | 43235 | (614) 717-2727  |
| Graceland                   | Laventure, Inc.               | 5047 N High St                  | Columbus         | OH    | 43214 | (614) 430-8788  |
| Olentangy Valley Center     | R.L.O., Inc.                  | 7850 Olentangy River Rd         | Columbus         | OH    | 43235 | (614) 819-3575  |
| Lincoln Village             | StyleTech Corporation         | 4700 W Broad St                 | Columbus         | OH    | 43228 | (614) 870-7295  |
| Georgesville Square         | StyleTech Corporation         | 1591 Georgesville Square Dr     | Columbus         | OH    | 43228 | (614) 878-6885  |
| East Point Crossing         | StyleTech Corporation         | 6980 E Broad St                 | Columbus         | OH    | 43213 | (614) 522-0007  |
| Grandview                   | StyleTech Corporation         | 1441 Grandview Ave              | Columbus         | OH    | 43212 | (614) 586-1072  |
| University City             | StyleTech Corporation         | 2861 Olentangy River Rd         | Columbus         | OH    | 43202 | (614) 754-7771  |
| Hamilton Quarters           | Tillery Enterprises, Inc.     | 5968 North Hamilton Rd          | Columbus         | OH    | 43081 | (614) 607-2663  |
| Polaris Town Centre         | Tillery Salons, Inc.          | 1249 Polaris Parkway            | Columbus         | OH    | 43240 | (614) 430-8760  |
| Crile Crossing              | R.L.O., Inc.                  | 7681 Crile Rd                   | Concord Township | OH    | 44077 | (440) 853-8030  |
| Shops at Millenium          | LJ CLIPPERS, LLC              | 2170 Millenium Blvd             | Cortland         | OH    | 44410 | (330) 847-9500  |
| Deville Center              | R.L.O., Inc.                  | 23641 Airport Rd                | Coshocton        | OH    | 43812 | (740) 623-0777  |
| Chapel Hill Plaza           | Shear Talent, Inc.            | 412 Howe Ave                    | Cuyahoga Falls   | OH    | 44221 | (330) 945-7273  |
| Eastown Shopping Center     | R.L.O., Inc.                  | 3982 Linden Ave                 | Dayton           | OH    | 45432 | (937) 254-4882  |
| York Commons                | R.L.O., Inc.                  | 6827 Miller Ln                  | Dayton           | OH    | 45414 | (937) 264-0442  |
| Oak Creek Marketplace       | R.L.O., Inc.                  | 1036 Miamisburg Centerville Rd  | Dayton           | OH    | 45459 | (937) 422-0415  |
| Northtowne Plaza            | Zetrio of Ohio, Inc.          | 1832 N Clinton St               | Defiance         | OH    | 43512 | (419) 784-0099  |
| Westfield Plaza             | Tillery Salons, Inc.          | 817 N Houk Rd                   | Delaware         | OH    | 43015 | (740) 362-6665  |
| Delaware Community Plaza    | Tillery Salons, Inc.          | 1740 Columbus Pike              | Delaware         | OH    | 43015 | (740) 362-4547  |
| Delhi Shopping Center       | Cincy Clips, Inc.             | 5132 Delhi Ave                  | Delhi Township   | OH    | 45238 | (513) 347-3566  |
| Plaza at Dover              | R.L.O., Inc.                  | 3007 N Wooster Ave              | Dover            | OH    | 44622 | (330) 602-4401  |
| Sawmill Marketplace         | Laventure, Inc.               | 7565 Sawmill Rd                 | Dublin           | OH    | 43016 | (614) 764-8893  |
| The Shoppes at Haydens Cros | R.L.O., Inc.                  | 4990 Cosgray Rd                 | Dublin           | OH    | 43016 | (614) 971-5260  |
| Avery Square                | Tillery Salons, Inc.          | 6345 Perimeter Dr               | Dublin           | OH    | 43016 | (614) 336-9886  |
| North Bridge Plaza          | Tillery Salons, Inc.          | 5764 Frantz Rd                  | Dublin           | OH    | 43016 | (614) 210-0180  |
| Preble Crossing             | R.L.O., Inc.                  | 100 E Washington Jackson Rd     | Eaton            | OH    | 45320 | (937) 456-3030  |
| Chestnut Commons            | ZAMP Enterprises, Inc.        | 348 Chestnut Commons Dr         | Elyria           | OH    | 44035 | (440) 366-0244  |
| Shoppes of Englewood        | RG Clips Inc. OH              | 809 Union Blvd                  | Englewood        | OH    | 45322 | (937) 836-8899  |
| College Station             | R.L.O., Inc.                  | 3800 Colonel Glenn Hwy          | Fairborn         | OH    | 45324 | (937) 365- 2785 |
| Fairborn Center             | RG Clips Inc. OH              | 1173 E Dayton Yellow Springs Rd | Fairborn         | OH    | 45324 | (937) 879-9747  |
| Village Green               | Cincy Clips, Inc.             | 675 DEIS DR                     | Fairfield        | OH    | 45014 | (513) 858-2855  |
| Gilmore Square              | RDFM, Inc.                    | 500 Kolb Dr                     | Fairfield        | OH    | 45014 | (513) 860-2547  |
| Fairlawn Town Centre        | The 220 Group, Ltd            | 2855 W Market St                | Fairlawn         | OH    | 44333 | (330) 869-5301  |
| Westgate Plaza              | Demer Retail Ventures GC, LLC | 3500 Westgate Dr                | Fairview Park    | OH    | 44126 | (440) 333-5910  |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                  | Franchisee                      | Address                     | City               | State | Zip   | Phone          |
|-----------------------------|---------------------------------|-----------------------------|--------------------|-------|-------|----------------|
| Meijer                      | KLK Haircutters, Inc.           | 2200 Tiffin Ave             | Findlay            | OH    | 45840 | (419) 422-1300 |
| Independence Square         | KLK Haircutters, Inc.           | 1131 Trenton Ave            | Findlay            | OH    | 45840 | (419) 424-1300 |
| Laynecrest Plaza            | Cincy Clips, Inc.               | 48 Millard Dr               | Franklin           | OH    | 45005 | (937) 704-0661 |
| Liberty Square              | Zeetrio of Ohio, Inc.           | 2200 Sean Dr                | Fremont            | OH    | 43420 | (419) 355-9070 |
| Vista Plaza                 | Tillery Enterprises, Inc.       | 1169 N Hamilton Rd          | Gahanna            | OH    | 43230 | (614) 478-3828 |
| Hunters Ridge Plaza         | Tillery Enterprises, Inc.       | 330 S Hamilton Rd           | Gahanna            | OH    | 43230 | (614) 471-9180 |
| Ohio River Plaza            | STALLO & STARKEY ENTERP         | 23 Ohio River Plaza         | Gallipolis         | OH    | 45631 | (740) 208-3227 |
| Galloway Crossing           | KLK Haircutters, Inc.           | 5680 W Broad St             | Galloway           | OH    | 43119 | (614) 870-0520 |
| Shoppes at Greenville       | R.L.O., Inc.                    | 1520 Wagner Ave             | Greenville         | OH    | 45331 | (937) 547-0010 |
| Parkway Centre              | Laventure, Inc.                 | 1729 Stringtown Rd          | Grove City         | OH    | 43123 | (614) 539-4733 |
| Buckeye Grove               | StyleTech Corporation           | 5911 Hoover Rd              | Grove City         | OH    | 43123 | (614) 801-0295 |
| Groveport Plaza             | R.L.O., Inc.                    | 6021 Groveport Rd           | Groveport          | OH    | 43125 | (614) 350-8280 |
| Walnut Creek                | StyleTech Corporation           | 3797 S Hamilton Rd          | Groveport          | OH    | 43125 | (614) 836-7373 |
| Hamilton Meadows            | Excel Clips, Inc.               | 1468 Main St                | Hamilton           | OH    | 45013 | (513) 892-1111 |
| Indian Springs              | Excel Clips, Inc.               | 3155 Princeton Rd           | Hamilton           | OH    | 45011 | (513) 895-0067 |
| Harrison                    | Crosstown Cutters, LLC          | 10701 Harrison Ave          | Harrison           | OH    | 45030 | (513) 367-0004 |
| Hartville Centre            | Ratcliff Enterprises Ohio, Inc. | 885 W Maple St              | Hartville          | OH    | 44632 | (330) 267-6006 |
| Southgate Plaza             | Tillery Enterprises, Inc.       | 719 Hebron Rd               | Heath              | OH    | 43056 | (740) 522-3003 |
| Hebron - Arrowhead Plaza    | Tillery Enterprises, Inc.       | 620 East Main Street        | Hebron             | OH    | 43025 | (740) 527-1214 |
| Mill Run                    | Tillery Salons, Inc.            | 3788 Fishinger Blvd         | Hilliard           | OH    | 43026 | (614) 527-9390 |
| Market at Hilliard          | Tillery Salons, Inc.            | 1804 Hilliard Rome Rd       | Hilliard           | OH    | 43026 | (614) 876-5664 |
| Sauner Square               | Cincy Clips, Inc.               | 708 Harry Sauner Rd         | Hillsboro          | OH    | 45133 | (937) 393-0166 |
| Spring Meadows              | Zeetrio of Ohio, Inc.           | 6632 Centers Dr             | Holland            | OH    | 43528 | (419) 867-0303 |
| Cloud Park Plaza            | R.L.O., Inc.                    | 4624 Brandt Pike            | Huber Heights      | OH    | 45424 | (937) 236-3001 |
| Sulpher Grove               | RG Clips Inc. OH                | 7740 Brandt Pike            | Huber Heights      | OH    | 45424 | (937) 236-3038 |
| North Heights Plaza         | RG Clips Inc. OH                | 8424 Old Troy Pike          | Huber Heights      | OH    | 45424 | (937) 237-8122 |
| Hudson                      | The 220 Group, Ltd              | 126 W Streetsboro St        | Hudson             | OH    | 44236 | (330) 653-3090 |
| Kyber Run Shopping Center   | Tillery Enterprises, Inc.       | 838 W Coshocton St          | Johnstown          | OH    | 43031 | (740) 966-0212 |
| Meadowview Square           | Ratcliff Enterprises Ohio, Inc. | 2500 State Route 59         | Kent               | OH    | 44240 | (330) 673-3383 |
| Brimfield Meijer            | ZAMP Enterprises, Inc.          | 247 Tallmadge Rd            | Kent               | OH    | 44240 | (234) 360-9118 |
| Kenton Ridge                | R.L.O., Inc.                    | 1233 E Columbus St          | Kenton             | OH    | 43326 | (419) 673-0444 |
| Charlotte Gardens           | R.L.O., Inc.                    | 4317 Far Hills Ave          | Kettering          | OH    | 45429 | (937) 221-8662 |
| Kentshire Plaza             | R.L.O., Inc.                    | 2032 E Whipp Rd             | Kettering          | OH    | 45440 | (937) 436-0110 |
| Kettering Towne Center      | RG Clips Inc. OH                | 3009 Woodman Dr             | Kettering          | OH    | 45420 | (937) 294-8633 |
| Lakewood                    | ZAMP Enterprises, Inc.          | 15004 Detroit Ave           | Lakewood           | OH    | 44107 | (216) 226-5250 |
| Shops at Ety Village        | StyleTech Corporation           | 1368 Ety Rd                 | Lancaster          | OH    | 43130 | (740) 654-2543 |
| Lebanon Shopping Center     | RG Clips Inc. OH                | 1521 Walmart Dr             | Lebanon            | OH    | 45036 | (513) 934-4433 |
| Olentangy Crossings         | StyleTech Corporation           | 6460 Pullman Dr             | Lewis Center       | OH    | 43035 | (740) 549-7099 |
| Northpointe Plaza           | Tillery Salons, Inc.            | 8591 Columbus Pike          | Lewis Center       | OH    | 43035 | (740) 657-8183 |
| Liberty Commons             | RDFM, Inc.                      | 7330 Yankee Rd              | Liberty Township   | OH    | 45044 | (513) 759-9559 |
| Shoppes at Kyles Station    | RG Clips Inc. OH                | 5310 Newtown Drive          | Liberty Township   | OH    | 45011 | (513) 893-6666 |
| *Walmart East Plaza         | R.L.O., Inc.                    | 771 Lost Creek Blvd         | Lima               | OH    | 45804 | (419) 224-3823 |
| *The Shops on Elida         | R.L.O., Inc.                    | 2330 Elida Rd               | Lima               | OH    | 45805 | (419) 228-9583 |
| Logan Commons               | StyleTech Corporation           | 12900 State Route 664 S     | Logan              | OH    | 43138 | (740) 380-6408 |
| London Kroger Plaza         | Tillery Salons, Inc.            | 226 Lafayette St            | London             | OH    | 43140 | (740) 845-1404 |
| Lorain Meijer               | ZAMP Enterprises, Inc.          | 5350 N Leavitt Rd           | Lorain             | OH    | 44053 | (440) 444-0965 |
| Louisville City Center      | Demer Retail Ventures GC, LLC   | 510 W Main St               | Louisville         | OH    | 44641 | (330) 875-4865 |
| Shoppes of Loveland         | Cincy Clips, Inc.               | 10665 Loveland Madeira Rd   | Loveland           | OH    | 45140 | (513) 683-1400 |
| Walgreens Plaza             | Shear Talent, Inc.              | 663 Aurora Rd               | Macedonia          | OH    | 44056 | (330) 908-0496 |
| Madeira Crossing            | Cincy Clips, Inc.               | 7005 Miami Ave              | Madeira            | OH    | 45243 | (513) 561-2547 |
| Walter Green Commons        | Mia San Mia, LLC                | 2575 Walter Green Cmns      | Madison            | OH    | 44057 | (440) 428-0005 |
| Township Center             | Excel Clips, Inc.               | 6400 S State Route 48       | Maineville         | OH    | 45039 | (513) 494-0122 |
| 20 Mile Center              | RDFM, Inc.                      | 3116 Montgomery Rd          | Maineville         | OH    | 45039 | (513) 697-1122 |
| Gateway Plaza               | KLK Haircutters, Inc.           | 2016 August Dr              | Mansfield          | OH    | 44906 | (419) 529-0039 |
| Appleseed Center            | KLK Haircutters, Inc.           | 1452 Lexington Ave          | Mansfield          | OH    | 44907 | (419) 756-0001 |
| *Kroger Square              | R.L.O., Inc.                    | 24 Acme St                  | Marietta           | OH    | 45750 | (740) 568-1890 |
| Shoppes at Legacy Crossing  | StyleTech Corporation           | 310 McMahan Blvd            | Marion             | OH    | 43302 | (740) 725-0900 |
| Coleman's Crossing          | Tillery Salons, Inc.            | 720 Coleman's Crossing Blvd | Marysville         | OH    | 43040 | (937) 642-5226 |
| Western Row Plaza           | Image Engineering, Inc.         | 6669 Western Row Rd         | Mason              | OH    | 45040 | (513) 336-8275 |
| White Blossom Center        | Image Engineering, Inc.         | 7928 Mason Montgomery Rd    | Mason              | OH    | 45040 | (513) 770-6720 |
| Wales                       | R.L.O., Inc.                    | 3470 Wales Ave              | Massillon          | OH    | 44646 | (330) 834-1556 |
| Massillon Marketplace II    | ZAMP Enterprises, Inc.          | 2757 Indian River Rd SW     | Massillon          | OH    | 44646 | (330) 830-7320 |
| Conant Crossing             | Zeetrio of Ohio, Inc.           | 1385 Conant St              | Maumee             | OH    | 43537 | (419) 893-2166 |
| Eastgate Shopping Center    | R.L.O., Inc.                    | 1447 Som Center Rd          | Mayfield Heights   | OH    | 44124 | (440) 442-8188 |
| North Court Shoppes         | R.L.O., Inc.                    | 1102 N Court St             | Medina             | OH    | 44256 | (330) 725-3654 |
| Shoppes at River Styx       | ZAMP Enterprises, Inc.          | 5155 Buehlers Dr            | Medina             | OH    | 44256 | (330) 952-0969 |
| Creekside Commons           | R.L.O., Inc.                    | 9579 Mentor Ave             | Mentor             | OH    | 44060 | (440) 357-8788 |
| Mentor City Shopping Center | R.L.O., Inc.                    | 7871 Mentor Ave             | Mentor             | OH    | 44060 | (440) 205-1363 |
| Mentor on the Lake          | Mia San Mia, LLC                | 7867 Plains Rd              | Mentor on the Lake | OH    | 44060 | (440) 257-4747 |
| Austin Landing              | R.L.O., Inc.                    | 10735 Innovation Dr         | Miamisburg         | OH    | 45342 | (937) 847-7445 |
| Miamisburg Plaza            | RG Clips Inc. OH                | 1224 E Central Ave          | Miamisburg         | OH    | 45342 | (937) 859-5800 |
| Southland Shopping Center   | LJ CLIPPERS, LLC                | 6869 Pearl Rd               | Middleburg Heights | OH    | 44130 | (440) 545-1112 |
| Harrington Square           | R.L.O., Inc.                    | 14950 S Springdale Ave      | Middlefield        | OH    | 44062 | (440) 858-5162 |
| Middletown Shopping Center  | Crosstown Cutters, LLC          | 629 S Breiel Blvd           | Middletown         | OH    | 45044 | (513) 727-4399 |
| Rivers Edge                 | Cincy Clips, Inc.               | 195 Rivers Edge Dr          | Milford            | OH    | 45150 | (513) 576-0030 |
| Mt. Repose                  | R.L.O., Inc.                    | 1259 State Route 28         | Milford            | OH    | 45150 | (513) 722-9050 |
| Mulberry Center             | R.L.O., Inc.                    | 1090 State Route 28         | Milford            | OH    | 45150 | (513) 575-4100 |
| Millersburg Retail          | R.L.O., Inc.                    | 979 S Washington St         | Millersburg        | OH    | 44654 | (330) 231-1441 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                      | Address                           | City                   | State | Zip   | Phone          |
|-------------------------------|---------------------------------|-----------------------------------|------------------------|-------|-------|----------------|
| Minerva                       | R.L.O., Inc.                    | 1176 Alliance Rd NW               | Minerva                | OH    | 44657 | (330) 522-4071 |
| Heritage Plaza                | Cincy Clips, Inc.               | 3225 Heritage Green Dr            | Monroe                 | OH    | 45050 | (513) 360-7841 |
| Alex-Bell Center              | R.L.O., Inc.                    | 2735 W Alex Bell Rd               | Moraine                | OH    | 45459 | (937) 298-3401 |
| North Point Center            | Cutting Edge Development, LLC   | 143 Northpointe Center            | Mount Orab             | OH    | 45154 | (937) 444-1466 |
| Gateway Plaza                 | Tillery Enterprises, Inc.       | 1558 E Coshocton Ave              | Mount Vernon           | OH    | 43050 | (740) 392-2547 |
| Kroger New Albany Center      | Tillery Enterprises, Inc.       | 5191 Hampstead Village Center Way | New Albany             | OH    | 43054 | (614) 855-5965 |
| The Shoppes of New Philadel   | R.L.O., Inc.                    | 511 Mill Ave SE                   | New Philadelphia       | OH    | 44663 | (330) 339-7400 |
| Newark Commons                | Tillery Enterprises, Inc.       | 1381 N 21st St                    | Newark                 | OH    | 43055 | (740) 366-2300 |
| Shoppes at Niles              | LJ CLIPPERS, LLC                | 5700 Youngstown-Warren Rd         | Niles                  | OH    | 44446 | (330) 544-5900 |
| Deville Center                | R.L.O., Inc.                    | 1593 N Main St                    | North Canton           | OH    | 44720 | (330) 305-1369 |
| Plaza at Portage              | R.L.O., Inc.                    | 4885 Portage St NW                | North Canton           | OH    | 44720 | (330) 966-2802 |
| Washington Square             | ZAMP Enterprises, Inc.          | 2179 E Maple St                   | North Canton           | OH    | 44720 | (330) 526-8910 |
| Great Northern Plaza          | ELIDAS CLIPS LLC                | 26117 Great Northern Plz N        | North Olmsted          | OH    | 44070 | (440) 716-0731 |
| North Ridgeville              | ZAMP Enterprises, Inc.          | 33755 Center Ridge Rd             | North Ridgeville       | OH    | 44039 | (440) 353-3599 |
| Timber Ridge Plaza            | Vissutocorp, Inc.               | 9371 W Sprague Rd                 | North Royalton         | OH    | 44133 | (440) 885-4071 |
| Norton Plaza                  | R.L.O., Inc.                    | 3200 Greenwich Rd                 | Norton                 | OH    | 44203 | (330) 222-8933 |
| Norwalk Square                | R.L.O., Inc.                    | 101 Plank Rd                      | Norwalk                | OH    | 44857 | (567) 401-6008 |
| Oberlin Square                | JPAC Enterprises, Inc.          | 14910 Route 58 S                  | Oberlin                | OH    | 44074 | (440) 774-3461 |
| Navarre Center                | High Level Cutters, LLC         | 3555 Navarre Ave                  | Oregon                 | OH    | 43616 | (419) 690-1551 |
| Bishop Square                 | Cincy Clips, Inc.               | 421 S Locust St                   | Oxford                 | OH    | 45056 | (513) 523-4050 |
| Snowview Shopping Center      | Vissuto Enterprises, Inc.       | 2005 Snow Rd                      | Parma                  | OH    | 44134 | (216) 351-7111 |
| Pleasant Valley Shopping Ce   | Vissutocorp, Inc.               | 1021 Pleasant Valley Rd           | Parma                  | OH    | 44134 | (440) 885-3691 |
| Parma Heights                 | LJ CLIPPERS, LLC                | 6512 York Rd                      | Parma Heights          | OH    | 44130 | (440) 845-8606 |
| Hazelwood Plaza               | Tillery Enterprises, Inc.       | 390 E Broad St                    | Pataskala              | OH    | 43062 | (740) 964-0003 |
| Shoppes at RiverPlace         | KLK Haircutters, Inc.           | 26567 N Dixie Hwy                 | Perrysburg             | OH    | 43551 | (419) 874-4300 |
| Perrysburg Plaza              | KLK Haircutters, Inc.           | 10079 Fremont Pike                | Perrysburg             | OH    | 43551 | (419) 873-1300 |
| Windmill Plaza                | StyleTech Corporation           | 1031 Hill Rd N                    | Pickerington           | OH    | 43147 | (614) 575-2551 |
| Miami Valley Crossing         | R.L.O., Inc.                    | 1270 E Ash St                     | Piqua                  | OH    | 45356 | (937) 615-9889 |
| Jerome Village Market         | R.L.O., Inc.                    | 12080 SYCAMORE TRACE              | Plain City             | OH    | 43064 | (614) 359-0272 |
| Powell Crossing               | Laventure, Inc.                 | 9836 Brewster Ln                  | Powell                 | OH    | 43065 | (614) 717-0663 |
| Taylor Square Shopping Cent   | StyleTech Corporation           | 2839 Taylor Rd SW                 | Reynoldsburg           | OH    | 43068 | (614) 322-2036 |
| Eastgate Shopping Center      | The 220 Group, Ltd              | 2333 E State St                   | Salem                  | OH    | 44460 | (330) 337-7500 |
| Crossings of Sandusky         | ZAMP Enterprises, Inc.          | 810 Crossings Rd                  | Sandusky               | OH    | 44870 | (419) 626-0491 |
| Sheffield Crossing Shopping   | ZAMP Enterprises, Inc.          | 4466 Abbe Rd                      | Sheffield              | OH    | 44054 | (440) 934-1886 |
| Sidney Kroger                 | RG Clips Inc. OH                | 2170 W Michigan Ave               | Sidney                 | OH    | 45365 | (937) 498-4247 |
| Solon Village                 | R.L.O., Inc.                    | 34186 Aurora Rd                   | Solon                  | OH    | 44139 | (440) 346-9845 |
| Mares Plaza                   | R.L.O., Inc.                    | 4509 Mayfield Rd                  | South Euclid           | OH    | 44121 | (216) 382-8732 |
| Rivers Crossing               | Cincy Clips, Inc.               | 652 Corwin Nixon Blvd             | South Lebanon          | OH    | 45065 | (513) 480-4272 |
| Springboro Plaza              | RG Clips Inc. OH                | 234 W Central Ave                 | Springboro             | OH    | 45066 | (937) 748-8133 |
| North Bechtle Square          | R.L.O., Inc.                    | 1776 N Bechtle Ave                | Springfield            | OH    | 45504 | (937) 390-2187 |
| Moorefield Square             | R.L.O., Inc.                    | 2975 Derr Rd                      | Springfield            | OH    | 45503 | (937) 505-6187 |
| Eastside Square               | R.L.O., Inc.                    | 150 S Tuttle Rd                   | Springfield            | OH    | 45505 | (937) 322-2418 |
| *Ohio Valley Mall             | R.L.O., Inc.                    | 68041 Mall Ring Rd                | St Clairsville         | OH    | 43950 | (740) 695-9755 |
| *Shoppes at St. Mary's        | R.L.O., Inc.                    | 484 Fortman Dr                    | St Marys               | OH    | 45885 | (419) 300-8746 |
| Stow Community Center         | Demer Retail Ventures GC, LLC   | 4338 Kent Rd                      | Stow                   | OH    | 44224 | (330) 688-8100 |
| Highpoint Plaza               | ELIDAS CLIPS LLC                | 4963 Darrow Rd                    | Stow                   | OH    | 44224 | (330) 650-1203 |
| Graham Square                 | Tagliare Enterprises, Inc.      | 3490 Hudson Dr                    | Stow                   | OH    | 44224 | (330) 922-0888 |
| Streetsboro Crossing          | Shear Talent, Inc.              | 1264 State Route 303              | Streetsboro            | OH    | 44241 | (330) 422-1535 |
| The Greens of Strongsville    | Demer Retail Ventures GC, LLC   | 18090 Royalton Rd                 | Strongsville           | OH    | 44136 | (440) 878-0700 |
| Boston Square II              | LJ CLIPPERS, LLC                | 19760 W 130th St                  | Strongsville           | OH    | 44136 | (440) 846-1231 |
| Sunbury Mills Plaza           | Tillery Enterprises, Inc.       | 135 State Route 3                 | Sunbury                | OH    | 43074 | (740) 965-1253 |
| Harvest Place                 | High Level Cutters, LLC         | 7620 W Sylvania Dr                | Sylvania               | OH    | 43560 | (419) 843-1302 |
| West Market Street            | KLK Haircutters, Inc.           | 1660 W Market St                  | Tiffin                 | OH    | 44883 | (419) 447-6000 |
| Tipp City Plaza               | R.L.O., Inc.                    | 972 W Main St                     | Tipp City              | OH    | 45371 | (937) 667-7883 |
| Suder Avenue Retail Center    | High Level Cutters, LLC         | 4747 Suder Ave                    | Toledo                 | OH    | 43611 | (419) 727-0393 |
| Secor Square                  | KLK Haircutters, Inc.           | 3504 Secor Rd                     | Toledo                 | OH    | 43606 | (419) 531-1300 |
| Talmadge Crossings            | KLK Haircutters, Inc.           | 4701 Talmadge Road                | Toledo                 | OH    | 43623 | (419) 480-8900 |
| Toledo Commons                | R.L.O., Inc.                    | 3045 Glendale Ave                 | Toledo                 | OH    | 43614 | (419) 382-0743 |
| Alexis & Lewis                | Zettrio of Ohio, Inc.           | 821 W Alexis Rd                   | Toledo                 | OH    | 43612 | (330) 576-4895 |
| In-Store Walmart Central      | Zettrio of Ohio, Inc.           | 5821 Central Ave                  | Toledo                 | OH    | 43615 | (567) 777-5002 |
| Miracle Mile                  | Zettrio of Ohio, Inc.           | 4925 Jackman Rd                   | Toledo                 | OH    | 43613 | (419) 475-2625 |
| Trenton Skyline Center        | Cincy Clips, Inc.               | 921 W State St                    | Trenton                | OH    | 45067 | (513) 988-0805 |
| Troy Triangle Center          | RG Clips Inc. OH                | 1880 W Main St                    | Troy                   | OH    | 45373 | (937) 440-8004 |
| Troy Kroger Marketplace       | RG Clips Inc. OH                | 773 W Market St                   | Troy                   | OH    | 45373 | (937) 339-1939 |
| Twinsburg Town Center Mar     | ZAMP Enterprises, Inc.          | 8934 Darrow Rd                    | Twinsburg              | OH    | 44087 | (330) 405-3440 |
| Green Retail                  | R.L.O., Inc.                    | 3939 Massillon Rd                 | Uniontown              | OH    | 44685 | (330) 563-4509 |
| Kingsdale                     | R.L.O., Inc.                    | 3080 Tremont Rd                   | Upper Arlington        | OH    | 43221 | (614) 754-1689 |
| Urbana Commons                | R.L.O., Inc.                    | 221 Lippencott Ln                 | Urbana                 | OH    | 43078 | (937) 652-4447 |
| *Van Wert Towne Center        | C Clips Corporation             | 343 Town Center Blvd              | Van Wert               | OH    | 45891 | (419) 232-3332 |
| Shoppes of Northwoods         | R.L.O., Inc.                    | 784 Northwoods Blvd               | Vandalia               | OH    | 45377 | (937) 454-2997 |
| Wadsworth High Street         | CSJ Ventures, Inc.              | 990 A High St                     | Wadsworth              | OH    | 44281 | (330) 336-5386 |
| Wadsworth Crossings           | Ratcliff Enterprises Ohio, Inc. | 1090 Williams Reserve Blvd        | Wadsworth              | OH    | 44281 | (330) 331-4488 |
| *Wapak Center                 | R.L.O., Inc.                    | 1321 Bellefontaine St             | Wapakoneta             | OH    | 45895 | (440) 334-5469 |
| Howland Plaza                 | LJ CLIPPERS, LLC                | 8254 E Market St                  | Warren                 | OH    | 44484 | (330) 856-5556 |
| Fayette II                    | Cincy Clips, Inc.               | 1385 Leesburg Ave                 | Washington Court House | OH    | 43160 | (740) 636-0128 |
| Villages at Waterville Landin | Zettrio of Ohio, Inc.           | 1085 Pray Blvd                    | Waterville             | OH    | 43566 | (419) 441-0050 |
| Wauseon Shopping Center       | East West Cutters, Inc.         | 472 E Airport Hwy                 | Wauseon                | OH    | 43567 | (419) 335-5525 |
| Bailey Square                 | Laventure, Inc.                 | 10954 US Hwy 23                   | Waverly                | OH    | 45690 | (740) 912-9042 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                      | Address                   | City          | State | Zip     | Phone          |
|--------------------------------|---------------------------------|---------------------------|---------------|-------|---------|----------------|
| Beckett Commons                | RDFM, Inc.                      | 8115 Beckett Center Dr    | West Chester  | OH    | 45069   | (513) 942-9559 |
| Voice of America               | RDFM, Inc.                      | 7673 Voice of America Dr  | West Chester  | OH    | 45069   | (513) 755-1028 |
| Highland Plaza                 | RDFM, Inc.                      | 8211 Highland Point Dr    | West Chester  | OH    | 45069   | (513) 779-4567 |
| Northgate                      | Laventure, Inc.                 | 7397 State Route 3        | Westerville   | OH    | 43082   | (614) 891-6666 |
| Westerville Plaza              | Tillery Salons, Inc.            | 109 Westerville Plaza     | Westerville   | OH    | 43081   | (614) 898-3101 |
| Savannah Commons               | ELIDAS CLIPS LLC                | 30640 Detroit Rd          | Westlake      | OH    | 44145   | (440) 892-2547 |
| Canterbury Commons             | R.L.O., Inc.                    | 26340 Detroit Rd          | Westlake      | OH    | 44145   | (216) 410-1434 |
| Willo Plaza                    | LJ CLIPPERS, LLC                | 36245 Euclid Ave          | Willoughby    | OH    | 44094   | (440) 942-7448 |
| Shoregate Plaza                | LJ CLIPPERS, LLC                | 30140 Lakeshore Blvd      | Willowick     | OH    | 44095   | (440) 944-5555 |
| Wilmington Square              | RG Clips Inc. OH                | 2855-C Progress way       | Wilmington    | OH    | 45177   | (937) 382-2903 |
| *Wintersville Plaza            | R.L.O., Inc.                    | 864 Main St               | Wintersville  | OH    | 43953   | (740) 275-4708 |
| Wooster Crossing               | ZAMP Enterprises, Inc.          | 3786 Burbank Rd           | Wooster       | OH    | 44691   | (330) 345-1450 |
| Carol's Corner Shopping Center | R.L.O., Inc.                    | 40 S Progress Dr          | Xenia         | OH    | 45385   | (937) 372-9588 |
| Liberty Plaza                  | The 220 Group, Ltd              | 3551 Belmont Ave          | Youngstown    | OH    | 44505   | (330) 759-4700 |
| *Country Fair Shopping Plaza   | Moore Clips LLC                 | 3293 Maple Ave            | Zanesville    | OH    | 43701   | (740) 588-9900 |
| *South Point Shopping Center   | Moore Clips LLC                 | 143B North Maysville Pike | Zanesville    | OH    | 43701   | (740) 588-9900 |
| *Ada                           | Synectics, LLC                  | 1400 Lonnie Abbott Blvd   | Ada           | OK    | 74820   | (580) 495-0028 |
| *Market Street at Ardmore      | Synectics, LLC                  | 1525 12th Ave NW          | Ardmore       | OK    | 73401   | (580) 768-7099 |
| Silver Lake Village            | Style Pro's, Inc.               | 2351 SE Adams Blvd        | Bartlesville  | OK    | 74006   | (918) 214-8061 |
| Aspen Creek                    | Llopis USA, LLC                 | 1620 W Tuscon St          | Broken Arrow  | OK    | 74011   | (918) 994-7802 |
| The Shops at Broken Arrow      | Llopis USA, LLC                 | 1346 E Hillside Dr        | Broken Arrow  | OK    | 74012   | (918) 893-7901 |
| Redbud Corners                 | Style Pro's, Inc.               | 2429 W Kenosha St         | Broken Arrow  | OK    | 74012   | (918) 258-2767 |
| Catoosa Hills                  | Llopis USA, LLC                 | 19361 Robson Rd           | Catoosa       | OK    | 74015   | (918) 739-4279 |
| Chisholm Trail Shopping Center | Hannadi Holdings, LLC           | 240 East Grand Ave        | Chickasha     | OK    | 73018   | (405) 825-3547 |
| Choctaw Market Place           | Llopis USA, LLC                 | 14315 Dale Stearns Dr     | Choctaw       | OK    | 73020   | (405) 281-6335 |
| Meadow Brook Center            | TGC VENTURES, LLC               | 11319 S Hwy 51            | Coweta        | OK    | 74429   | (918) 887-8145 |
| *Cross Creek Durant            | Synectics, LLC                  | 3601 W Main St            | Durant        | OK    | 74701   | (580) 745-9393 |
| Shops at Grove                 | DTS Clips, LLC                  | 3033 NW 178th St          | Edmond        | OK    | 73012   | (405) 216-3345 |
| Homestead Center               | Four C Ventures, LLC            | 1333 N Santa Fe Ave       | Edmond        | OK    | 73003   | (405) 330-3890 |
| I-35 & 15th                    | Fresh Look Investments, LLC     | 941 W I-35 Frontage Rd    | Edmond        | OK    | 73034   | (405) 216-5002 |
| Edmond Market Place            | Llopis USA, LLC                 | 3325 S Boulevard          | Edmond        | OK    | 73013   | (405) 285-4599 |
| Santa Fe Plaza                 | Llopis USA, LLC                 | 2125 W 15th St            | Edmond        | OK    | 73013   | (405) 906-2033 |
| Bryant Square                  | Llopis USA, LLC                 | 1516 E 2nd St             | Edmond        | OK    | 73034   | (405) 330-0343 |
| El Reno                        | Fresh Look Investments, LLC     | 1536 SW 27th St           | El Reno       | OK    | 73036   | (405) 776-3110 |
| West Garriott                  | Pfeiffer Companies LLC          | 3416 W Owen K Garriott Rd | Enid          | OK    | 73703   | (580) 707-6414 |
| Willow Plaza                   | Pfeiffer Companies LLC          | 2209 W Willow Rd          | Enid          | OK    | 73703   | (580) 297-5002 |
| Jenks Plaza                    | Llopis USA, LLC                 | 404 S Elm St              | Jenks         | OK    | 74037   | (918) 209-5080 |
| Boulevard Marketplace          | Four C Ventures, LLC            | 101 N Douglas Blvd        | Midwest City  | OK    | 73130   | (405) 455-3772 |
| Center Marketplace             | Four C Ventures, LLC            | 5904 SE 15th St           | Midwest City  | OK    | 73110   | (405) 610-6015 |
| Fritts Farm                    | Llopis USA, LLC                 | 660 SW 19th St            | Moore         | OK    | 73160   | (405) 794-3232 |
| Mustang Retail                 | Fresh Look Investments, LLC     | 1036 E State Hwy 152      | Mustang       | OK    | 73064   | (405) 806-5400 |
| Newcastle Plaza                | Four C Ventures, LLC            | 685 NW 32nd St            | Newcastle     | OK    | 73065   | (405) 387-2052 |
| East Norman Shopping Center    | Four C Ventures, LLC            | 627 12TH Ave NE           | Norman        | OK    | 73071   | (405) 701-8721 |
| University Town Center         | Four C Ventures, LLC            | 1436 24th Ave NW          | Norman        | OK    | 73069   | (405) 310-6967 |
| Classen Crossing               | Llopis USA, LLC                 | 2620 Classen Blvd         | Norman        | OK    | 73071   | (405) 310-3938 |
| Quail Springs                  | DTS Clips, LLC                  | 14220 N Pennsylvania Ave  | Oklahoma City | OK    | 73134   | (405) 748-8283 |
| NW 122nd and May               | DTS Clips, LLC                  | 12300 N May Avenue        | Oklahoma City | OK    | 73120   | (405) 849-5518 |
| Silver Springs                 | Four C Ventures, LLC            | 7640 NW Expressway        | Oklahoma City | OK    | 73132   | (405) 603-5599 |
| Greenbriar                     | Four C Ventures, LLC            | 12108 S Pennsylvania Ave  | Oklahoma City | OK    | 73170   | (405) 286-0450 |
| Crest Center                   | Four C Ventures, LLC            | 3000 SW 104th St          | Oklahoma City | OK    | 73159   | (405) 759-2244 |
| Deer Creek Plaza               | Fresh Look Investments, LLC     | 5616 W Memorial Rd        | Oklahoma City | OK    | 73142   | (405) 506-0469 |
| Portland Plaza                 | Llopis USA, LLC                 | 3617 NW 39th St           | Oklahoma City | OK    | 73112   | (405) 768 4405 |
| Centennial Plaza               | Llopis USA, LLC                 | 5801 N May Ave            | Oklahoma City | OK    | 73112   | (405) 849-4962 |
| Okmulgee Retail Center         | Style Pro's, Inc.               | 1827 S Wood Dr            | Okmulgee      | OK    | 74447   | (918) 777-2545 |
| Garrett Creek Phase 2          | Style Pro's, Inc.               | 11412 N 134th East Ave    | Owasso        | OK    | 74055   | (539) 208-5120 |
| Waterford Plaza                | Style Pro's, Inc.               | 9500 N 129th E Ave        | Owasso        | OK    | 74055   | (918) 274-4561 |
| Riverwest                      | Llopis USA, LLC                 | 152 W Alexander Blvd      | Sand Springs  | OK    | 74063   | (539) 217-1195 |
| Kickapoo Plaza                 | DTS Clips, LLC                  | 4010 N Kickapoo Ave       | Shawnee       | OK    | 74804   | (405) 214-0039 |
| Sprouts Center                 | Pfeiffer Companies LLC          | 905 W 6th Ave             | Stillwater    | OK    | 74074   | (405) 332-5594 |
| The Bulls-Eye                  | Pfeiffer Companies LLC          | 1717 N Perkins Rd         | Stillwater    | OK    | 74075   | (405) 332-4255 |
| Harvard Square South           | Llopis USA, LLC                 | 4113 S Harvard Ave        | Tulsa         | OK    | 74135   | (918) 340-7109 |
| Crossing Oaks                  | Style Pro's, Inc.               | 7920 E 71st St            | Tulsa         | OK    | 74133   | (918) 893-3845 |
| Yale Village                   | Style Pro's, Inc.               | 9128 S Yale               | Tulsa         | OK    | 74137   | (918) 398-6753 |
| 1700 Yale Mall                 | Style Pro's, Inc.               | 1671 S Yale Ave           | Tulsa         | OK    | 74112   | (918) 794-9083 |
| The Walk at Tulsa Hills        | Style Pro's, Inc.               | 8115 S Olympia Ave W      | Tulsa         | OK    | 74132   | (539) 664-5550 |
| Post Rock Plaza                | Style Pro's, Inc.               | 10462 S 82nd E Ave        | Tulsa         | OK    | 74133   | (918) 970-2551 |
| Woodward                       | Pfeiffer Companies LLC          | 3118 Williams Ave         | Woodward      | OK    | 73801   | (580) 290-5068 |
| 29th and S Mustang Road        | Fresh Look Investments, LLC     | 3200 S Mustang Rd         | Yukon         | OK    | 73099   | (405) 494-9115 |
| Yukon Village                  | Llopis USA, LLC                 | 1680 Garth Brooks Blvd    | Yukon         | OK    | 73099   | (405) 350-1722 |
| Colonial Pointe                | DTS Clips, LLC                  | 12000 NW EXPY             | Yukon         | OK    | 73099   | (405) 883-1105 |
| Meadow Ridge Plaza             | LHMK Enterprises, Inc.          | 1949 Ravenscroft Rd       | Ajax          | ON    | L1T 0K4 | (905) 683-6363 |
| Rossland Landing               | LHMK Enterprises, Inc.          | 1 Rossland Road East      | Ajax          | ON    | L1Z 0T4 | (905) 619-0001 |
| *Alliston Smart Centre         | JAMI COMMUNICATIONS GROUP       | 22 Dunham Dr              | Alliston      | ON    | L9R 0G1 | (705) 434-3200 |
| Trinity Wilson Common          | Gwen Creation Enterprises, Inc. | 1191 Wilson St W          | Ancaster      | ON    | L9G 0E8 | (905) 648-8181 |
| Aurora                         | LHMK Enterprises, Inc.          | 91 1st Commerce Dr        | Aurora        | ON    | L4G 0G2 | (905) 713-2547 |
| *North Barrie Crossing         | JAMI COMMUNICATIONS GROUP       | 547 Cundles Road E        | Barrie        | ON    | L4M 0G9 | (705) 737-4030 |
| *Big Bay Point Plaza           | JAMI COMMUNICATIONS GROUP       | 494 Big Bay Point Rd      | Barrie        | ON    | L4N 3Z5 | (705) 726-9996 |
| Bolton South Business Centre   | JAMI Communications Group Inc   | 12612 Hwy 50              | Bolton        | ON    | L7E 1T6 | (905) 533-0189 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                         | Franchisee                       | Address                          | City             | State | Zip     | Phone           |
|------------------------------------|----------------------------------|----------------------------------|------------------|-------|---------|-----------------|
| Bowmanville Smart Centre           | LHMK Enterprises, Inc.           | 2316 Highway 2                   | Bowmanville      | ON    | L1C 0K5 | (905) 623-2547  |
| *Bradford Smart Centre             | JAMI COMMUNICATIONS GROUP INC.   | 547 Holland St W                 | Bradford         | ON    | L3Z 0C1 | (905) 775-2300  |
| Chinguacousy Marketplace           | 2387132 Ontario Inc.             | 8990 Chinguacousy Rd             | Brampton         | ON    | L6Y 5X6 | (905) 457-2547  |
| Homestead Square                   | GOODWOOD ENTERPRISES INC.        | 175 Fletcher's Creek Blvd        | Brampton         | ON    | L6X 5C4 | (905) 874-6565  |
| Woodhill Centre                    | LHMK Enterprises, Inc.           | 9045 Airport Rd                  | Brampton         | ON    | L6S 0B8 | (905) 799-1118  |
| Northridge Plaza                   | Gwen Creation Enterprise (2021)  | 265 King George Rd               | Brantford        | ON    | N3R 7X2 | (519) 304-9005  |
| Burlington Centre North            | 2262727 Ontario Inc.             | 3047 Appleby Line                | Burlington       | ON    | L7M 0V7 | (905) 335-5777  |
| Appleby Village                    | Breacan Business Services, Inc.  | 491 Appleby Line                 | Burlington       | ON    | L7L 2Y1 | (905) 633-9300  |
| Burlington Power Centre            | Niagara Clips, Inc.              | 1250 Brant St                    | Burlington       | ON    | L7P 1X8 | (905) 332-8706  |
| Highland Shopping Centre           | Keshpn, Inc.                     | 420 Mainstreet E                 | Cambridge        | ON    | N1R 6G5 | (519) 621-5727  |
| Yonge Green Lane Common            | JAMI COMMUNICATIONS GROUP INC.   | 18265 Yonge St.                  | East Gwillimbury | ON    | L9N 0A2 | (289) 366-3061  |
| Fonthill Marketplace               | Gwen Creation Enterprises, Inc.  | 130 Hwy 20 E                     | Fonthill         | ON    | L0S 1E6 | (905) 892-5622  |
| Speedvale Centre                   | Gwen Creation Enterprise (2021)  | 328 Speedvale Ave E              | Guelph           | ON    | N1E 1N5 | (519) 265-3456  |
| Fieldgate South Guelph             | Keshpn, Inc.                     | 20 Clair Rd W                    | Guelph           | ON    | N1L 1M7 | (519) 763-5259  |
| Rymal Retail Center                | 2369798 Ontario Corp.            | 1170 Rymal Rd E                  | Hamilton         | ON    | L8W 3N7 | (905) 383-3111  |
| Hamilton Mountain                  | Breacan Business Services, Inc.  | 1400 Upper James St              | Hamilton         | ON    | L9B 1K3 | (289) 755-1400  |
| The Centre on Barton               | Breacan Business Services, Inc.  | 1241 Barton St E                 | Hamilton         | ON    | L8H 2V4 | (289) 389-2300  |
| Stoney Creek - Walmart Supercentre | Niagara Clips, Inc.              | 516 Centennial Pky N             | Hamilton         | ON    | L8E 0G2 | (905) 664-6143  |
| *Innisfil No Frills Center         | JAMI COMMUNICATIONS GROUP INC.   | 1484 Innisfil Beach Road         | Innisfil         | ON    | L9S 4J1 | (705) 436-2222  |
| Fairway Plaza                      | Shear Greatness Inc.             | 10 Manitou Dr                    | Kitchener        | ON    | N2C 2N3 | (519) 893-4149  |
| Sunfish Shopping Centre            | Shear Greatness Inc.             | 1270 Fischer-Hallman Rd          | Kitchener        | ON    | N2R 1P7 | (519) 743-2214  |
| Lackner Centre                     | Shear Greatness Inc.             | 1405 Ottawa St N                 | Kitchener        | ON    | N2A 3Z1 | (519) 748 4888  |
| Evergreen Mall                     | YAARRA Business Services, Inc.   | 370 Highland Rd W                | Kitchener        | ON    | N2M 5J9 | (519) 208-8444  |
| Northland Mall                     | SHREENATH INC.                   | 1275 Highbury Ave N              | London           | ON    | N5Y 1A8 | (519) 455-7777  |
| Boxgrove Commercial East           | Kyrie Services, Inc              | 560 Copper Creek Dr              | Markham          | ON    | L6B 0S5 | (905) 471-7007  |
| Milton Crossroads                  | 2228085 Ontario, Inc.            | 1120 Steeles Ave E               | Milton           | ON    | L9T 6C8 | (905) 864-7344  |
| Derry Heights                      | 2228085 Ontario, Inc.            | 6911 Derry Rd                    | Milton           | ON    | L9T 7H5 | (905) 876-2547  |
| Creekside Crossing                 | WD Clippers, Inc.                | 1510 Dundas St E                 | Mississauga      | ON    | L4X 1L4 | (905) 279-8338  |
| McLeod Square                      | Gwen Creation Enterprises, Inc.  | 7957 McLeod Road                 | Niagara Falls    | ON    | L2H 0G5 | (905) 356-2982  |
| Ford Village                       | 2262727 Ontario Inc.             | 601 Ford Dr                      | Oakville         | ON    | L6J 7Z6 | (905) 338-0731  |
| Dorval Crossing West               | WD Clippers, Inc.                | 280 North Service Rd W           | Oakville         | ON    | L6M 2S2 | (905) 901-5106  |
| Foxcreek Plaza                     | WD Clippers, Inc.                | 2501 Third Line                  | Oakville         | ON    | L6M 5A9 | (905) 825-2547  |
| Orangeville Heritage Mall          | GOODWOOD ENTERPRISES INC.        | 50 Fourth Ave                    | Orangeville      | ON    | L9W 1L0 | (519) 940-0588  |
| *County Fair Plaza                 | JAMI COMMUNICATIONS GROUP INC.   | 291 Coldwater Rd W               | Orillia          | ON    | L3V 3M1 | (705) 323-9918  |
| RioCan Windfields                  | LHMK Enterprises, Inc.           | 2630 Simcoe St North             | Oshawa           | ON    | L1L 0R1 | (905) 434-8839  |
| Gateway Centre                     | LHMK Enterprises, Inc.           | 224 Ritson Rd N                  | Oshawa           | ON    | L1G 0B2 | (905) 404-2626  |
| Kingsway Village                   | LHMK Enterprises, Inc.           | 1300 King St E                   | Oshawa           | ON    | L1H 8J4 | (905) 432-1500  |
| Oshawa South                       | LHMK Enterprises, Inc.           | 491 Gibb St                      | Oshawa           | ON    | L1J 1Z4 | (905) 436-0299  |
| Byersville Creek Plaza             | LHMK Enterprises, Inc.           | 999 Lansdowne St W               | Peterborough     | ON    | K9J 8N2 | (705) 743-5743  |
| Scugog Walmart Smart Centre        | Kemol Ventures, Ltd.             | 1535 Highway 7A                  | Port Perry       | ON    | L9L 1B5 | (905) 982-0588  |
| Oak Ridges                         | JAMI Communications Group Inc    | 13237 Yonge St                   | Richmond Hill    | ON    | L4E 1B6 | (905) 773- 9696 |
| Richmond Hill Commons              | Kyrie Services, Inc              | 10850 Yonge St                   | Richmond Hill    | ON    | L4C 3E4 | (905) 237-9188  |
| St Catharines West                 | Gwen Creation Enterprises, Inc.  | 275 Fourth Ave                   | Saint Catharines | ON    | L2S 0C2 | (905) 641-8787  |
| Glendale Place                     | Gwen Creation Enterprises, Inc.  | 344 Glendale Ave                 | Saint Catharines | ON    | L2T 4E3 | (905) 680-8686  |
| Winona Crossing                    | Niagara Clips, Inc.              | 1338 S Service Rd                | Stoney Creek     | ON    | L8E 5C5 | (905) 643-1149  |
| Stouffville                        | LHMK Enterprises, Inc.           | 1076 Hoover Park Dr              | Stouffville      | ON    | L4A 0K2 | (905) 640-4247  |
| Centre and Bathurst Walmart        | 1896412 Ontario Inc.             | 720 Centre St                    | Thornhill        | ON    | L4J 0A7 | (905) 882-8884  |
| Rutherford Marketplace             | 15382670 Canada Inc.             | 9320 Bathurst St                 | Vaughan          | ON    | L6A 4N9 | (905) 832-3306  |
| Maple                              | Kyrie Services, Inc              | 1850 Major McKenzie Dr           | Vaughan          | ON    | L6A 4E2 | (289) 553-2547  |
| Vaughan Centre                     | LHMK Enterprises, Inc.           | 3582 Major MacKenzie Dr W        | Vaughan          | ON    | L4H 3T6 | (289) 304-7800  |
| Flamborough South Centre           | WD Clippers, Inc.                | 94 Dundas St E                   | Waterdown        | ON    | L9H 0C2 | (905) 690-8338  |
| Brooklin Towne Centre              | Kemol Ventures, Ltd.             | 5969 Baldwin St S                | Whitby           | ON    | L1M 2J7 | (905) 620-0505  |
| Valleywood Centre                  | LHMK Enterprises, Inc.           | 3920 Brock St N                  | Whitby           | ON    | L1R 3E1 | (905) 493-9111  |
| Woodbridge Centre                  | JAMI Communications Group Inc    | 8290 Hwy 27                      | Woodbridge       | ON    | L4H 0S1 | (905) 605-9083  |
| Heritage Place                     | DO You, Inc.                     | 2195 14th Ave SE                 | Albany           | OR    | 97321   | (541) 928-7094  |
| Farmington                         | Deltennium Clips, LLC            | 17683 SW Farmington Rd           | Aloha            | OR    | 97007   | (503) 642-0902  |
| Murray Crossings                   | KBJ Cutters Inc.                 | 6117 SW Murray Blvd              | Beaverton        | OR    | 97005   | (503) 627-9005  |
| Fashion Square                     | KBJ Cutters Inc.                 | 10755 SW Beaverton Hillsdale Hwy | Beaverton        | OR    | 97005   | (503) 641-5308  |
| Walker Road Fred Meyer             | Shear Precision, Inc.            | 16045 SW Walker Rd               | Beaverton        | OR    | 97006   | (503) 690-6764  |
| *Bend Costco                       | Tambry Ventures South Oregon LLC | 20789 NW Henry Ave               | Bend             | OR    | 97703   | (541) 948-8086  |
| *Fred Meyer Center                 | Tambry Ventures South Oregon LLC | 61545 S Hwy 97                   | Bend             | OR    | 97702   | (541) 388-9097  |
| Canby Square                       | DO You, Inc.                     | 1075 SW 1st Ave                  | Canby            | OR    | 97013   | (503) 266-2547  |
| Central Point                      | Tambry Ventures South Oregon LLC | 1205 Plaza Blvd                  | Central Point    | OR    | 97502   | (541) 665-1802  |
| Cornelius Gateway                  | DO You, Inc.                     | 104 N 20th Ave                   | Cornelius        | OR    | 97113   | (971) 246-5692  |
| *Corvallis Business Park           | DO You, Inc.                     | 700 NE Circle Blvd               | Corvallis        | OR    | 97330   | (541) 752-1152  |
| *Sunset Shopping Center            | DO You, Inc.                     | 5076 Philomath Blvd              | Corvallis        | OR    | 97333   | 541-257-1056    |
| *Barger Crossing-Winco             | DO You, Inc.                     | 4255 Barger Dr                   | Eugene           | OR    | 97402   | (541) 342-4247  |
| *Santa Clara Village               | DO You, Inc.                     | 2748 River Rd                    | Eugene           | OR    | 97404   | (541) 636-3563  |
| East Grants Pass                   | Tambry Ventures South Oregon LLC | 211 NE Terry Ln                  | Grants Pass      | OR    | 97526   | (541) 916-8200  |
| West Grants Pass                   | Tambry Ventures South Oregon LLC | 1610 Allen Creek Rd              | Grants Pass      | OR    | 97527   | (541) 956-9200  |
| Hogan Plaza                        | KBJ Cutters Inc.                 | 1841 NE Division St              | Gresham          | OR    | 97030   | (503) 492-2766  |
| Highland Fair Shopping Center      | KBJ Cutters Inc.                 | 901 SW Highland Dr               | Gresham          | OR    | 97080   | (503) 328-8664  |
| Johnson Creek Fred Meyer           | Tambry Ventures Oregon, LLC      | 8983 SE 82nd Ave                 | Happy Valley     | OR    | 97086   | (503) 777-6280  |
| Happy Valley Crossroads            | Tambry Ventures Oregon, LLC      | 17105 SE Sunnyside Rd            | Happy Valley     | OR    | 97015   | (503) 658-6111  |
| Hermiston Safeway Plaza            | Zahoomi Umatilla LLC             | 826 S HWY 395                    | Hermiston        | OR    | 97838   | (541) 303-1501  |
| Hillsboro Fred Meyer               | DO You, Inc.                     | 6577 SE Tualatin Valley Hwy      | Hillsboro        | OR    | 97123   | (503) 259-9019  |
| Hillsboro Promenade                | DO You, Inc.                     | 7462 E Main Street               | Hillsboro        | OR    | 97123   | (503) 356-8512  |
| Sunset Esplanade                   | DO You, Inc.                     | 2471 SE Tualatin Valley Hwy      | Hillsboro        | OR    | 97123   | (503) 615-5259  |



GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                         | Address                     | City               | State | Zip   | Phone          |
|-------------------------------|------------------------------------|-----------------------------|--------------------|-------|-------|----------------|
| Tanasbourne Village           | Shear Precision, Inc.              | 2239 NW 185th Ave           | Hillsboro          | OR    | 97124 | (503) 531-8898 |
| Hillsboro Market Center       | Shear Precision, Inc.              | 880 NE 25th St              | Hillsboro          | OR    | 97124 | (503) 640-6554 |
| Sunset Fred Meyer             | Shear Precision, Inc.              | 7337 NE Imbrie Drive        | Hillsboro          | OR    | 97124 | (503) 640-6870 |
| Keizer Station                | DO You, Inc.                       | 6324 Keizer Station Blvd NE | Keizer             | OR    | 97303 | (503) 390-3620 |
| Klamath Falls                 | Tambry Ventures South Oregon L     | 5526 S 6th St               | Klamath Falls      | OR    | 97603 | (541) 882-4318 |
| Town Center                   | Tambry Ventures South Oregon L     | 1825 Avalon St              | Klamath Falls      | OR    | 97603 | (541) 884-6267 |
| Lake Oswego                   | KBJ Cutters Inc.                   | 3 Monroe Parkway            | Lake Oswego        | OR    | 97035 | (503) 635-1044 |
| McMinnville Retail Center     | KBJ Cutters Inc.                   | 2533 NE Highway 99W         | McMinnville        | OR    | 97128 | (503) 474-1568 |
| Mid-town Medford              | Tambry Ventures South Oregon L     | 1200 Biddle Rd              | Medford            | OR    | 97504 | (541) 858-7006 |
| South Medford                 | Tambry Ventures South Oregon L     | 1374 Center Dr              | Medford            | OR    | 97501 | (541) 770-4247 |
| Oak Grove Market Center       | KBJ Cutters Inc.                   | 15029 SE McLoughlin Blvd    | Milwaukie          | OR    | 97267 | (503) 659-1657 |
| Milwaukie Expressway          | KBJ Cutters Inc.                   | 10983 SE Oak St             | Milwaukie          | OR    | 97222 | (503) 303-9225 |
| Newberg Fred Meyer            | KBJ Cutters Inc.                   | 901 N Brutscher St          | Newberg            | OR    | 97132 | (503) 538-6943 |
| Ontario Marketplace           | Idaho Franchise Partners, LLC      | 253 East Ln N               | Ontario            | OR    | 97914 | (541) 889-6368 |
| Oregon City                   | DO You, Inc.                       | 2050 Beaver Creek Rd        | Oregon City        | OR    | 97045 | (503) 557-2311 |
| Lloyd Center                  | Deltennium Clips, LLC              | 1516 NE Broadway St         | Portland           | OR    | 97232 | (503) 288-8032 |
| Gateway                       | KBJ Cutters Inc.                   | 1307 NE 102nd Ave           | Portland           | OR    | 97220 | (503) 253-3211 |
| Mall 205                      | KBJ Cutters Inc.                   | 10090 SE Washington St      | Portland           | OR    | 97216 | (503) 253-4630 |
| Garden Home                   | KBJ Cutters Inc.                   | 7303 SW Garden Home Rd      | Portland           | OR    | 97223 | (503) 892-5677 |
| Bethany Village               | Shear Precision, Inc.              | 4768 NW Bethany Blvd        | Portland           | OR    | 97229 | (503) 533-8942 |
| Eastport Plaza                | Tambry Ventures Oregon, LLC        | 4124 SE 82nd Ave            | Portland           | OR    | 97266 | (503) 777-9194 |
| *Red Rock Center              | Tambry Ventures South Oregon L     | 355 NW Oak Tree Ln          | Redmond            | OR    | 97756 | (541) 923-7338 |
| Evergreen Plaza               | DO You, Inc.                       | 3914 Center St NE           | Salem              | OR    | 97301 | (503) 391-5160 |
| South Commercial              | DO You, Inc.                       | 3405 Commercial St SE       | Salem              | OR    | 97302 | (503) 581-7977 |
| Market Street Fred Meyer      | DO You, Inc.                       | 3730 Market St              | Salem              | OR    | 97301 | (503) 588-7310 |
| Oak Hills                     | DO You, Inc.                       | 1495 Edgewater St NW        | Salem              | OR    | 97304 | (503) 363-9409 |
| Sandy Shops                   | Deltennium Clips, LLC              | 16605 362nd Ave             | Sandy              | OR    | 97055 | (503) 668-6260 |
| Langer Farms                  | KBJ Cutters Inc.                   | 21155 SW Baler Way          | Sherwood           | OR    | 97140 | (503) 925-9187 |
| *Village Square Shopping Ce   | DO You, Inc.                       | 5505 Main St                | Springfield        | OR    | 97478 | (541) 780-6996 |
| *Pioneer Plaza                | DO You, Inc.                       | 1873 Pioneer Pkwy E         | Springfield        | OR    | 97477 | (541) 988-0310 |
| Tigard - King City            | KBJ Cutters Inc.                   | 16200 SW Pacific Hwy        | Tigard             | OR    | 97224 | (503) 639-8350 |
| Pacific Crossroads SC         | KBJ Cutters Inc.                   | 11705 SW Pacific Hwy        | Tigard             | OR    | 97223 | (503) 431-8400 |
| Barrows Crossing              | Shear Precision, Inc.              | 14250 SW Barrows Rd         | Tigard             | OR    | 97223 | (503) 521-0406 |
| Nyberg Creek Crossing         | KBJ Cutters Inc.                   | 7678 SW Nyberg Rd           | Tualatin           | OR    | 97062 | (503) 691-8939 |
| River Falls Shopping Center   | Deltennium Clips, LLC              | 1885 Blankenship Rd         | West Linn          | OR    | 97068 | (503) 655-5584 |
| Old Town Square               | KBJ Cutters Inc.                   | 30060 SW Boones Ferry Rd    | Wilsonville        | OR    | 97070 | (503) 582-1401 |
| Wood Village                  | Tambry Ventures Oregon, LLC        | 22741 NE Park Ln            | Wood Village       | OR    | 97060 | (503) 669-1030 |
| Abington Towne Center         | Folk Design Group, LLC             | 1475 Old York Rd            | Abington           | PA    | 19001 | (215) 881-9570 |
| Airport Center                | N & A Associates, Inc.             | 919 Airport Center Dr       | Allentown          | PA    | 18109 | (610) 231-0900 |
| South Mountain Shopping Ce    | Sanskriti, LLC                     | 3037 W Emmaus Ave           | Allentown          | PA    | 18103 | (484) 221-8257 |
| Shoppers Plaza                | LJ CLIPPERS, LLC                   | 4960 Route 8                | Allison Park       | PA    | 15101 | (724) 443-5520 |
| *Plank Road Commons           | DK Friend Holdings, Inc.           | 2722 Plank Rd               | Altoona            | PA    | 16601 | (814) 940-0303 |
| Village Green Shopping Cent   | AMERICAN HYGIENE, LLC              | 3466 Concord Rd             | Aston              | PA    | 19014 | (484) 483-9322 |
| Chippewa Town Center          | LJ CLIPPERS, LLC                   | 220 Chippewa Town Ctr       | Beaver Falls       | PA    | 15010 | (724) 847-2000 |
| Bethel Park Shopping Center   | Holmar Enterprises LLC             | 5029 Library Rd             | Bethel Park        | PA    | 15102 | 412-308-6165   |
| Center Square Plaza           | M & M Clippers, LLC                | 1301 Skippack Pike          | Blue Bell          | PA    | 19422 | (610) 272-6040 |
| Chartiers                     | LJ CLIPPERS, LLC                   | 1025 Washington Pike        | Bridgeville        | PA    | 15017 | (412) 319-7724 |
| Kinsley's Plaza               | M & M Clippers, LLC                | 107 Kinsley Dr              | Brodheadsville     | PA    | 18322 | (570) 992-2222 |
| Cambridge Square Shopping     | H & J Clips, LLC                   | 4805A Edgmont Ave           | Brookhaven         | PA    | 19015 | (484) 441-7670 |
| Butler Crossing               | Bell Clippers, LLC                 | 540 Butler Crossing         | Butler             | PA    | 16001 | (724) 284-1400 |
| Camp Hill Shopping Center     | PieMan Clippers, LLC               | 3307 East Trindle Rd        | Camp Hill          | PA    | 17011 | (717) 216-8904 |
| Donaldson Square              | LJ CLIPPERS, LLC                   | 3855 Washington Rd          | Canonsburg         | PA    | 15317 | (724) 942-7600 |
| Stonehedge Square             | M & M Clippers, LLC                | 950 Walnut Bottom Rd        | Carlisle           | PA    | 17015 | (717) 706-3692 |
| Keystone Arms Plaza           | R&M Investment Services, LLC       | 1075 Harrisburg Pike        | Carlisle           | PA    | 17013 | (717) 275-3206 |
| New Britain Village Square    | M & M Clippers, LLC                | 4275 County Line Rd         | Chalfont           | PA    | 18914 | (215) 996-1200 |
| Chambersburg Crossing         | M & M Clippers, LLC                | 945 Norland Ave             | Chambersburg       | PA    | 17201 | (717) 262-0051 |
| Clarks Summit                 | Waverly Enterprises LLC            | 1000 S State St             | Clarks Summit      | PA    | 18411 | (570) 587-2525 |
| Cranberry Mall                | Trisail Group, LLC                 | 20111 Route 19              | Cranberry Township | PA    | 16066 | (724) 776-2202 |
| Weis Shopping Center in Dan   | Campbell Clippers LLC              | 146 Continental Blvd        | Danville           | PA    | 17821 | (570) 284-2057 |
| Dickson City Commons          | Two Cats Salon, LLC                | 1152 Commerce Blvd          | Dickson City       | PA    | 18519 | (570) 382-8567 |
| Dover Market Place            | YANKEY Personal Services, Inc.     | 2142 Palomino Rd            | Dover              | PA    | 17315 | (717) 467-5062 |
| Mill Town Square              | Jai Om Enterprise Inc.             | 150 E Pennsylvania Ave      | Downingtown        | PA    | 19335 | (610) 269-2700 |
| Doylestown Shopping Center    | Folk Design Group, LLC             | 410 N Main St               | Doylestown         | PA    | 18901 | (215) 348-3220 |
| Pilgrim Gardens               | Folk Design Group, LLC             | 5035 Township Line Rd       | Drexel Hill        | PA    | 19026 | (610) 449-4220 |
| *East DuBois Avenue Shops     | DK Friend Holdings, Inc.           | 943 E DuBois Ave            | DuBois             | PA    | 15801 | (814) 372-2004 |
| Eagleview Plaza               | Sanskriti, LLC                     | 3200 Ridge Pike             | Eagleview          | PA    | 19403 | (610) 539-1776 |
| The Crossings at Marshall's C | Two Cats Salon, LLC                | 4545 Milford Rd             | East Stroudsburg   | PA    | 18302 | (570) 223-1100 |
| Lower Nazareth Commons        | HJS Capital, Inc.                  | 3770 Dryland Way            | Easton             | PA    | 18045 | (610) 330-2887 |
| Morgantown Crossings          | M & M Clippers, LLC                | 240 Crossings Blvd          | Elverson           | PA    | 19520 | (610) 286-0203 |
| Hampden Marketplace           | Champion Clippers Inc.             | 4530 Marketplace Way        | Enola              | PA    | 17025 | (717) 775-1102 |
| Ephrata Marketplace           | M & M Clippers, LLC                | 848 E Main St               | Ephrata            | PA    | 17522 | (717) 733-3306 |
| *Giant Eagle Plaza - Harbor C | LJ CLIPPERS, LLC                   | 4293 Buffalo Rd             | Erie               | PA    | 16510 | (814) 899-1718 |
| *West 12th Street Plaza       | LJ CLIPPERS, LLC                   | 2533 W 12th St              | Erie               | PA    | 16505 | (814) 833-3029 |
| *Washington Square Plaza      | LJ CLIPPERS, LLC                   | 5036 Peach St               | Erie               | PA    | 16509 | (814) 860-7888 |
| *Erie Marketplace             | LJ CLIPPERS, LLC                   | 6660 Peach St               | Erie               | PA    | 16509 | (814) 866-4733 |
| Shops on Eagleview Boulevard  | Folk Design Group, LLC             | 244 Eagleview Blvd          | Exton              | PA    | 19341 | (484) 875-2870 |
| Main Street at Exton          | Sanskar Sanskriti Pennington, Inc. | 273 Main St                 | Exton              | PA    | 19341 | (610) 594-7401 |
| Ridley Towne Plaza            | Folk Design Group, LLC             | 251 MacDade Blvd            | Folsom             | PA    | 19033 | (610) 532-5919 |

GREAT CLIPS FRANCHISEES  
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| Salon Name                       | Franchisee                     | Address                   | City             | State | Zip   | Phone          |
|----------------------------------|--------------------------------|---------------------------|------------------|-------|-------|----------------|
| C-Square Plaza                   | LJ CLIPPERS, LLC               | 126 Home Depot Dr         | Franklin         | PA    | 16323 | (814) 209-6014 |
| Lincoln Commons                  | M & M Clippers, LLC            | 1380 York Road, Suite 500 | Gettysburg       | PA    | 17325 | 717-420-5698   |
| Gilbertsville Shopping Center    | H & J Clips, LLC               | 1050 Philadelphia Ave     | Gilbertsville    | PA    | 19525 | (610) 340-2759 |
| Lincoln Place                    | Bell Clippers, LLC             | 2012 Lincoln Pl           | Greensburg       | PA    | 15601 | (724) 832-0101 |
| Pine Grove Square                | LJ CLIPPERS, LLC               | 17 Pine Grove Sq          | Grove City       | PA    | 16127 | (724) 450-0550 |
| Tilden Ridge Center              | M & M Clippers, LLC            | 1732 Tilden Ridge Dr      | Hamburg          | PA    | 19526 | (610) 562-1900 |
| Eisenhower Drive                 | M & M Clippers, LLC            | 100 Eisenhower Dr         | Hanover          | PA    | 17331 | (717) 634-2283 |
| Grandview Shopping Center        | M & M Clippers, LLC            | 1446 Baltimore St         | Hanover          | PA    | 17331 | (717) 637-0064 |
| The Shops at Harleysville        | The Studio 777 LLC             | 631 Main St               | Harleysville     | PA    | 19438 | (267) 932-8784 |
| Colonial Commons                 | M & M Clippers, LLC            | 5106 Jonestown Rd         | Harrisburg       | PA    | 17112 | (717) 216-8844 |
| Union Square Shopping Center     | YANKEY Clippers Harrisburg, L  | 3881 Union Deposit Rd     | Harrisburg       | PA    | 17109 | (717) 649-6418 |
| Snyder Square                    | Emance of PA, Inc.             | 1540 Cowpath Rd           | Hatfield         | PA    | 19440 | (267) 263-4660 |
| Hermitage Towne Plaza            | LJ CLIPPERS, LLC               | 2311 E State St           | Hermitage        | PA    | 16148 | (724) 342-7850 |
| Hershey Towne Square             | YANKEY Clippers Hershey, LLC   | 101 W Chocolate Ave       | Hershey          | PA    | 17033 | (717) 533-4246 |
| Horsham Gate                     | Sanskar Willow Grove, LLC      | 100 Welsh Rd              | Horsham          | PA    | 19044 | (215) 659-5928 |
| Indiana Commons                  | Bell Clippers, LLC             | 2125 Oakland Ave          | Indiana          | PA    | 15701 | (724) 463-1090 |
| The Shoppes at School House      | Folk Design Group, LLC         | 144 Onix Dr               | Kennett Square   | PA    | 19348 | (610) 444-6510 |
| Franklin Village Shopping Center | Trisail Group, LLC             | 11 Franklin Village Mall  | Kittanning       | PA    | 16201 | (724) 793-7378 |
| Willow Valley Crossroads         | Lily Bear Clips LLC            | 2420 Willow Street Pike   | Lancaster        | PA    | 17602 | (717) 874-5164 |
| Landis Valley                    | M & M Clippers, LLC            | 2355 Oregon Pike          | Lancaster        | PA    | 17601 | (717) 569-2949 |
| Stone Mill Plaza                 | M & M Clippers, LLC            | 1382 Columbia Ave         | Lancaster        | PA    | 17603 | (717) 393-2300 |
| Golden Triangle                  | PieMan Clippers, LLC           | 1282 Lititz Pike          | Lancaster        | PA    | 17601 | (717) 435-9005 |
| Wildcat Commons                  | Bell Clippers, LLC             | 201 Colony Lane           | Latrobe          | PA    | 15650 | (724) 532-4247 |
| Cedar Crest Square               | Champion Clippers Inc.         | 1768 Quentin Road         | Lebanon          | PA    | 17042 | (717) 277-5837 |
| Leechburg Allegheny Towne        | Simren, Inc.                   | 397 Hyde Park Rd          | Leechburg        | PA    | 15656 | (724) 236-0664 |
| CVS Center                       | Hugo Enterprises II, Inc.      | 4218 Woodbourne Rd        | Levittown        | PA    | 19057 | (215) 269-2969 |
| Levittown Shopping Center        | Sanskar, LLC                   | 187 Kenwood Dr N          | Levittown        | PA    | 19055 | (215) 946-9460 |
| Penn House Commons               | PieMan Clippers, LLC           | 325 N 10th St             | Lewisburg        | PA    | 17837 | (570) 522-0220 |
| Blue Ridge Village               | PieMan Clippers, LLC           | 2057 EG Dr                | Linglestown      | PA    | 17110 | (717) 412-7891 |
| Caramoor Village                 | Blue Acorn, LLC                | 6465 Village Ln           | Macungie         | PA    | 18062 | (610) 421-6252 |
| Uptown Worthington               | Sanskar Princeton, LLC         | 50 National Ave           | Malvern          | PA    | 19355 | (484) 320-8181 |
| East Manchester Village Center   | M & M Clippers, LLC            | 275 Glen Dr               | Manchester       | PA    | 17345 | (717) 266-8820 |
| Shoppes of Adams Ridge           | Trisail Group, LLC             | 505 Adams Shoppes         | Mars             | PA    | 16046 | (724) 742-2547 |
| Westfall Town Center             | Matamoras Clips Inc            | 111 Hulst Dr              | Matamoras        | PA    | 18336 | (570) 832-7975 |
| Silver Creek Plaza               | PieMan Clippers, LLC           | 6391 Carlisle Pike        | Mechanicsburg    | PA    | 17050 | (717) 458-5166 |
| Windsor Park                     | PieMan Clippers, LLC           | 5230 Simpson Ferry Rd     | Mechanicsburg    | PA    | 17055 | (717) 610-1050 |
| Mid-Town Plaza                   | Champion Clippers Inc.         | 440 East Main Street      | Middletown       | PA    | 17057 | (717) 546-2967 |
| Center Point Plaza               | Bell Clippers, LLC             | 201 Golfview Dr           | Monaca           | PA    | 15061 | (724) 728-7970 |
| Miracle Mile SC                  | Trisail Group, LLC             | 4187 William Penn Hwy     | Monroeville      | PA    | 15146 | (412) 229-8988 |
| Moon Plaza                       | LJ CLIPPERS, LLC               | 5990 University Blvd      | Moon Township    | PA    | 15108 | (412) 262-5477 |
| Mount Joy                        | PieMan Clippers, LLC           | 781 E Main St             | Mount Joy        | PA    | 17552 | (717) 653-1145 |
| Countryside Shoppes              | Bell Clippers, LLC             | 312 Country Side Plz      | Mount Pleasant   | PA    | 15666 | (724) 547-4400 |
| Mount Pocono                     | Waverly Enterprises LLC        | 3286 Route 940            | Mount Pocono     | PA    | 18344 | (570) 216-8980 |
| Maple Commons                    | LJ CLIPPERS, LLC               | 4811 William Penn Hwy     | Murrysville      | PA    | 15668 | (724) 327-0300 |
| Highlands Mall                   | Trisail Group, LLC             | 80 Highlands Mall Dr.     | Natrona Heights  | PA    | 15065 | (724) 224-2525 |
| Field Club Commons               | LJ CLIPPERS, LLC               | 3328 Wilmington Rd        | New Castle       | PA    | 16105 | (724) 652-3600 |
| Village at Newtown South         | Folk Design Group, LLC         | 2122 S Eagle Rd           | Newtown          | PA    | 18940 | (215) 579-5830 |
| St. Alban's Shopping Center      | Giangiobbe Enterprise, Inc.    | 3521 West Chester Pike    | Newtown Square   | PA    | 19073 | (484) 427-7106 |
| North Huntingdon Plaza           | Bell Clippers, LLC             | 8701 Route 30             | North Huntingdon | PA    | 15642 | (724) 864-1000 |
| Montgomery Commons               | The Studio 999, LLC            | 1200 Welsh Rd             | North Wales      | PA    | 19454 | (215) 368-3816 |
| Marketplace at Oaks              | Giangiobbe Enterprise, Inc.    | 180C Mill Rd              | Oaks             | PA    | 19456 | (610) 676-7990 |
| Oxford Commons                   | Folk Design Group, LLC         | 605 Commons Dr            | Oxford           | PA    | 19363 | (610) 467-1400 |
| Palmyra Shopping Center          | Champion Clippers Inc.         | 901 E Main Street         | Palmyra          | PA    | 17078 | (717) 473-5223 |
| Sadsbury Commons                 | Modi Clippers, LLC             | 328 Commons Dr            | Parkesburg       | PA    | 19365 | (610) 857-2730 |
| McIntyre Square                  | Bablin, Inc.                   | 3340 McIntyre Square Dr   | Pittsburgh       | PA    | 15237 | (412) 364-1776 |
| Shaler Plaza                     | Bell Clippers, LLC             | 890 Butler St             | Pittsburgh       | PA    | 15223 | (412) 252-2068 |
| Mt. Nebo Pointe                  | Holmar Enterprises LLC         | 223 Mt Nebo Pointe Dr     | Pittsburgh       | PA    | 15237 | (412) 366-6363 |
| Walnut Place                     | Holmar Enterprises LLC         | 4580 Browns Hill Rd       | Pittsburgh       | PA    | 15217 | (412) 421-5756 |
| Shoppes at Brentwood             | LJ CLIPPERS, LLC               | 4225 Brownsville Rd       | Pittsburgh       | PA    | 15227 | (412) 892-8027 |
| Shadyside                        | LJ CLIPPERS, LLC               | 6021 Centre Ave           | Pittsburgh       | PA    | 15206 | (412) 362-2887 |
| South Hills                      | LJ CLIPPERS, LLC               | 1680 Washington Rd        | Pittsburgh       | PA    | 15241 | (412) 409-2852 |
| Montour Church Place             | LJ CLIPPERS, LLC               | 315 McHolme Dr            | Pittsburgh       | PA    | 15275 | (412) 787-0700 |
| Dormont Village                  | LJ CLIPPERS, LLC               | 2961 W Liberty Ave        | Pittsburgh       | PA    | 15216 | (412) 207-8343 |
| Pittston Crossings               | N & A Associates, Inc.         | 320 Hwy 315               | Pittston         | PA    | 18640 | (570) 655-5655 |
| Shops at 51                      | Bablin, Inc.                   | 560 Clairton Blvd         | Pleasant Hills   | PA    | 15236 | (412) 655-4488 |
| Suburbia Shopping Center         | Niki Enterprise Inc.           | 80 Glocker Way            | Pottstown        | PA    | 19465 | (610) 323-2548 |
| Richland Marketplace             | Modi Clippers, LLC             | 674 N West End Blvd       | Quakertown       | PA    | 18951 | (215) 536-4520 |
| Reading Mall                     | Sunset Clips, LLC              | 4320 Perkiomen Ave        | Reading          | PA    | 19606 | (610) 401-0678 |
| Windsor Commons                  | M & M Clippers, LLC            | 3145 Cape Horn Rd         | Red Lion         | PA    | 17356 | (717) 246-8636 |
| Addisville Commons               | Emance Of Richboro, LLC        | 920 2nd St Pike           | Richboro         | PA    | 18954 | (267) 684-6599 |
| Shoppes at Rostraver             | Bell Clippers, LLC             | 124 Pricedale Rd.         | Rostraver Twp.   | PA    | 15012 | (724) 929-4000 |
| The Shoppes at Upper Providence  | Giangiobbe Enterprise, Inc.    | 1837 E Ridge Pike         | Royersford       | PA    | 19468 | (610) 365-3620 |
| The Strip Center at Walmart      | YANKEY Clippers Selinsgrove, L | 1014 N Susquehanna Trl    | Selinsgrove      | PA    | 17870 | (570) 884-3111 |
| Shippensburg Shopping Center     | M & M Clippers, LLC            | 40 Shippensburg SC        | Shippensburg     | PA    | 17257 | (717) 477-2973 |
| Messina Highlands                | YANKEY Clippers Shrewsbury, L  | 98 Sofia Dr               | Shrewsbury       | PA    | 17361 | (717) 942-2702 |
| Spring Towne Shopping Center     | M & M Clippers, LLC            | 2659 Shillington Rd       | Sinking Spring   | PA    | 19608 | (610) 898-1400 |
| County Line Plaza                | The Studio 888, Inc.           | 713 PA Route 113          | Souderton        | PA    | 18964 | (267) 382-0188 |
| Springfield Square North         | Folk Design Group, LLC         | 950 E Baltimore Pike      | Springfield      | PA    | 19064 | (610) 544-2470 |

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\*DENOTES A MDA

| Salon Name                     | Franchisee                    | Address                   | City            | State | Zip   | Phone          |
|--------------------------------|-------------------------------|---------------------------|-----------------|-------|-------|----------------|
| *North Atherton Shops          | DK Friend Holdings, Inc.      | 1890 N Atherton St        | State College   | PA    | 16803 | (814) 238-3700 |
| Bartonsville Plaza             | N & A Associates, Inc.        | 290 Frantz Rd             | Stroudsburg     | PA    | 18360 | (570) 421-6244 |
| Hometown Commons               | YANKEY Clippers Tamaqua, LLC  | 45 Plaza Dr               | Tamaqua         | PA    | 18252 | (570) 668-4821 |
| The Village at Pittsburgh Mill | LJ CLIPPERS, LLC              | 1020 Village Center Dr    | Tarentum        | PA    | 15084 | (724) 275-1130 |
| Taylor Commons                 | Arena Cuts LLC                | 1325 N Main St            | Taylor          | PA    | 18517 | (570) 800-5985 |
| Thorndale Shopping Center      | Modi Clippers, LLC            | 3293 Lincoln Hwy          | Thorndale       | PA    | 19372 | (610) 384-2399 |
| Fayette Crossing               | Bell Clippers, LLC            | 225 Walmart Dr            | Uniontown       | PA    | 15401 | (724) 434-5000 |
| River Town Shopping Center     | 3AD Enterprises LLC           | 200 Allegheny River Blvd  | Verona          | PA    | 15147 | (412) 409-9027 |
| Old Mill                       | LJ CLIPPERS, LLC              | 185 Old Mill Blvd         | Washington      | PA    | 15301 | (724) 206-0635 |
| The Street at the Meadows      | LJ CLIPPERS, LLC              | 100 Adios Dr              | Washington      | PA    | 15301 | (724) 993-4797 |
| Gateway Shopping Center        | Sanskriti, LLC                | 219 E Swedesford Rd       | Wayne           | PA    | 19087 | (610) 254-8404 |
| Waynesboro Mall                | M & M Clippers, LLC           | 632 E Main St             | Waynesboro      | PA    | 17268 | (717) 387-5354 |
| West Valley Marketplace        | M & M Clippers, LLC           | 1091 Mill Creek Rd        | Wescosville     | PA    | 18106 | (610) 336-6880 |
| West Goshen Town Centre        | Folk Design Group, LLC        | 1115 West Chester Pike    | West Chester    | PA    | 19382 | (610) 701-7020 |
| Westtown Village               | Sanskriti Pennington, Inc.    | 1189 Wilmington Pike      | West Chester    | PA    | 19382 | (610) 399-8025 |
| Wexford Plaza                  | Holmar Enterprises LLC        | 10620 Perry Hwy           | Wexford         | PA    | 15090 | (724) 933-7000 |
| Oak Park Mall                  | Bell Clippers, LLC            | 2001 Lincoln Way          | White Oak       | PA    | 15131 | (412) 664-4600 |
| MacArthur Commons              | M & M Clippers, LLC           | 2663 MacArthur Rd         | Whitehall       | PA    | 18052 | (610) 231-3715 |
| Arena Hub Plaza                | Arena Cuts LLC                | 409 Arena Hub Plaza       | Wilkes-Barre    | PA    | 18702 | (570) 822-2280 |
| Loyal Plaza                    | PieMan Clippers, LLC          | 1873 E Third St           | Williamsport    | PA    | 17701 | (570) 567-7680 |
| Midway Shopping Center         | Waverly Enterprises LLC       | 1026 Wyoming Ave          | Wyoming         | PA    | 18644 | (570) 900-5968 |
| Shoppes at Wyndham             | Champion Clippers Inc.        | 930 S Richland Ave        | York            | PA    | 17403 | (717) 650-2869 |
| South Queen Plaza              | LiPho, LLC                    | 2108 S Queen St           | York            | PA    | 17403 | (717) 430-4894 |
| York Crossing                  | M & M Clippers, LLC           | 2169 York Crossing Dr     | York            | PA    | 17408 | (717) 767-1620 |
| Hunt River Commons             | Salt Pond TNC, LLC            | 40 Frenchtown Rd          | North Kingstown | RI    | 02852 | (401) 884-7111 |
| Hoxsie Four Corners            | Salt Pond TNC, LLC            | 50 Airport Rd             | Warwick         | RI    | 02889 | (401) 921-4454 |
| Eastgate Shopping Center       | Cherry BIM Inc.               | 248 Eastgate Dr           | Aiken           | SC    | 29803 | (803) 641-6600 |
| Shoppes at Richland            | Cherry BIM Inc.               | 3601 Richland Ave W       | Aiken           | SC    | 29801 | (803) 641-2899 |
| Anderson Central               | Longitude, Inc.               | 637 Highway 28 Byp        | Anderson        | SC    | 29626 | (864) 964-8488 |
| Westgate Food Lion             | Roach Management, Inc.        | 4413 Hwy 24               | Anderson        | SC    | 29626 | (864) 760-1306 |
| Anderson Pavillion             | Roach Management, Inc.        | 1627 E Greenville St      | Anderson        | SC    | 29621 | (864) 261-3441 |
| Winsley Plaza                  | Roach Management, Inc.        | 198 Civic Center Blvd     | Anderson        | SC    | 29625 | (864) 222-0500 |
| Ladys Island Crossing          | Jeroso LLC                    | 65 Ladys Island Dr        | Beaufort        | SC    | 29907 | (843) 605-6546 |
| Cross Creek Plaza              | Sanra IV, Inc.                | 330 Robert Smalls Pkwy    | Beaufort        | SC    | 29906 | (843) 379-3729 |
| Bluffton Commons               | DEW Clips, LLC                | 80 Baylor Dr              | Bluffton        | SC    | 29910 | (843) 706-2654 |
| Market at Buckwalter           | DEW Clips, LLC                | 103 Buckwalter Place Blvd | Bluffton        | SC    | 29910 | (843) 815-9995 |
| May River Crossing             | Sanra IV, Inc.                | 2503 May River Crossing   | Bluffton        | SC    | 29910 | (843) 757-7747 |
| Boiling Springs Centre         | In His Most Holy Service, LLC | 4022 Highway 9            | Boiling Springs | SC    | 29316 | (864) 599-1500 |
| Rocky Creek Place              | In His Most Holy Service, LLC | 2244 Boiling Springs Rd   | Boiling Springs | SC    | 29316 | (864) 578-1818 |
| *Springdale Plaza              | GC Brothers, LLC              | 1671 Springdale Dr        | Camden          | SC    | 29020 | (803) 425-0508 |
| *Knox Abbott Village           | GC Brothers, LLC              | 1305 Knox Abbott Dr       | Cayce           | SC    | 29169 | (803) 851-6646 |
| *Point Hope Commons            | Southern Clipper, Inc.        | 1711 Clements Ferry Road  | Charleston      | SC    | 29492 | (843) 471-1111 |
| *West Ashley Circle            | Southern Clipper, Inc.        | 3863 West Ashley Circle   | Charleston      | SC    | 29414 | (843) 737-0632 |
| *James Island Shopping Cent    | Southern Clipper, Inc.        | 1739 Maybank Hwy          | Charleston      | SC    | 29412 | (843) 795-3949 |
| Clemson Bi Lo Center           | Merck Enterprises, Inc.       | 501 Old Greenville Hwy    | Clemson         | SC    | 29631 | (864) 654-1407 |
| *Rosewood Village              | GC Brothers, LLC              | 2800 Rosewood Dr          | Columbia        | SC    | 29205 | (803) 933-0551 |
| *Murray Landing Shopping C     | GC Brothers, LLC              | 2748 N Lake Dr            | Columbia        | SC    | 29212 | (803) 749-4577 |
| *Richland Terrace              | GC Brothers, LLC              | 2130 N Beltline Blvd      | Columbia        | SC    | 29204 | (803) 790-9997 |
| *Harbison Court                | GC Brothers, LLC              | 252 Harbison Blvd         | Columbia        | SC    | 29212 | (803) 781-3158 |
| *Rice Creek Village            | GC Brothers, LLC              | 4611 Hardserabble Rd      | Columbia        | SC    | 29229 | (803) 462-1831 |
| *Village at Sandhill           | GC Brothers, LLC              | 110-8 Forum Dr            | Columbia        | SC    | 29229 | (803) 788-3114 |
| *Gateway Plaza                 | Pompadour, Inc.               | 2709 Church St            | Conway          | SC    | 29526 | (843) 369-1333 |
| River Falls Plaza              | Carolina Hair Care, Inc.      | 2099 E Main St            | Duncan          | SC    | 29334 | (864) 433-1565 |
| Park Center                    | Merck Enterprises, Inc.       | 5115 Calhoun Memorial Hwy | Easley          | SC    | 29640 | (864) 850-2120 |
| *Florence Mall                 | Pompadour, Inc.               | 2160 W Evans St           | Florence        | SC    | 29501 | (843) 676-0076 |
| Springfield Town Center        | Longitude, Inc.               | 516 Mercantile Pl         | Fort Mill       | SC    | 29708 | (803) 802-9103 |
| West Town Market               | Ronona, LLC                   | 1750 Highway 160 W        | Fort Mill       | SC    | 29708 | (803) 547-5335 |
| Gaffney Plaza                  | In His Most Holy Service, LLC | 1423 W Floyd Baker Blvd   | Gaffney         | SC    | 29341 | (864) 488-2488 |
| Ashmore Bridge Publix          | Carolina Hair Care, Inc.      | 1313 Fork Shoals Rd       | Greenville      | SC    | 29605 | (864) 351-0531 |
| Verdae Village                 | Carolina Hair Care, Inc.      | 101 Verdae Blvd           | Greenville      | SC    | 29607 | (864) 297-1556 |
| Cherrydale Point               | Carolina Hair Care, Inc.      | 3275 N Pleasantburg Dr    | Greenville      | SC    | 29609 | (864) 370-3383 |
| Furman Publix                  | Carolina Hair Care, Inc.      | 5052 Old Buncombe Rd      | Greenville      | SC    | 29617 | (864) 351-2257 |
| The Point by Whole Foods       | Carolina Hair Care, Inc.      | 1140 Woodruff Rd          | Greenville      | SC    | 29607 | (864) 297-7238 |
| McBee Station                  | In His Most Holy Service, LLC | 400 E McBee Ave           | Greenville      | SC    | 29601 | (864) 520-1945 |
| Woodruff Commons               | Merck Enterprises, Inc.       | 1779 Woodruff Rd          | Greenville      | SC    | 29607 | (864) 297-5797 |
| Pelham 85                      | Merck Enterprises, Inc.       | 3612 Pelham Rd            | Greenville      | SC    | 29615 | (864) 987-0820 |
| Powdersville Plaza             | Merck Enterprises, Inc.       | 3556 Highway 153          | Greenville      | SC    | 29611 | (864) 295-3725 |
| McDaniel Village               | Merck Enterprises, Inc.       | 1922 Augusta St           | Greenville      | SC    | 29605 | (864) 232-0550 |
| Westwood Place                 | Merck Enterprises, Inc.       | 532 Bypass 72 NW          | Greenwood       | SC    | 29649 | (864) 943-0859 |
| Riverside Crossing             | In His Most Holy Service, LLC | 755 Hammett Bridge Rd     | Greer           | SC    | 29650 | (864) 479-9444 |
| Hudson Corners                 | In His Most Holy Service, LLC | 2114 Old Spartanburg Rd   | Greer           | SC    | 29650 | (864) 631-1042 |
| Hillview Plaza                 | In His Most Holy Service, LLC | 14023 E Wade Hampton Blvd | Greer           | SC    | 29651 | (864) 877-2345 |
| Dill Creek Commons             | Merck Enterprises, Inc.       | 1361 W Wade Hampton Blvd  | Greer           | SC    | 29650 | (864) 968-8909 |
| New River Crossing             | Sanra IV, Inc.                | 386 D Mark Cummings Rd    | Hardeeville     | SC    | 29927 | (843) 208-2777 |
| Island Crossing                | Magic Clips, LLC              | 11 Palmetto Bay Rd        | Hilton Head     | SC    | 29928 | (843) 842-8118 |
| Carolina Commons               | Longitude, Inc.               | 6277 Carolina Commons Dr  | Indian Land     | SC    | 29707 | (803) 802-1800 |
| Inman Food Lion                | Carolina Hair Care, Inc.      | 11149 Asheville Hwy       | Inman           | SC    | 29349 | (864) 708-3300 |
| *Kennerly Crossing             | GC Brothers, LLC              | 7320 Broad River Road     | Irmo            | SC    | 29063 | (803) 563-5150 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                      | Franchisee                       | Address                  | City               | State | Zip     | Phone          |
|---------------------------------|----------------------------------|--------------------------|--------------------|-------|---------|----------------|
| Landing Station                 | Longitude, Inc.                  | 166 Highway 274          | Lake Wylie         | SC    | 29710   | (803) 831-0112 |
| The Shoppes at Walmart          | In His Most Holy Service, LLC    | 922 E Main St            | Laurens            | SC    | 29360   | (864) 682-3880 |
| *Lexington Place                | GC Brothers, LLC                 | 5454 Sunset Blvd         | Lexington          | SC    | 29072   | (803) 951-3840 |
| *White Knoll Station            | GC Brothers, LLC                 | 1767 S Lake Dr           | Lexington          | SC    | 29073   | (803) 359-4644 |
| *Hendrix Crossing               | GC Brothers, LLC                 | 851 Highway 378          | Lexington          | SC    | 29072   | (803) 808-9422 |
| Ingles SC                       | Merck Enterprises, Inc.          | 429 E Main St            | Liberty            | SC    | 29657   | (864) 843-4201 |
| Mauldin Bi-Lo                   | Carolina Hair Care, Inc.         | 243 W Butler Rd          | Mauldin            | SC    | 29662   | (864) 297-1565 |
| *Moncks Corner                  | Southern Clipper, Inc.           | 469 N Highway 52         | Moncks Corner      | SC    | 29461   | (843) 761-7990 |
| *Belle Hall                     | Southern Clipper, Inc.           | 616-B Long Point Rd      | Mount Pleasant     | SC    | 29464   | (843) 884-2422 |
| *Market Center Shoppes          | Southern Clipper, Inc.           | 1113 Market Center Blvd  | Mount Pleasant     | SC    | 29464   | (843) 216-6449 |
| *Tournament Crossing Shoppes    | Pompadour, Inc.                  | 11990 Highway 17 BYP     | Murrells Inlet     | SC    | 29576   | (843) 357-0626 |
| *Marketplace at the Mill        | Pompadour, Inc.                  | 154 Sapwood Drive        | Myrtle Beach       | SC    | 29579   | (843) 236-0658 |
| *Forest Square                  | Pompadour, Inc.                  | 2108 Oakheart Dr         | Myrtle Beach       | SC    | 29579   | (843) 903-1772 |
| *Plantation Pointe              | Pompadour, Inc.                  | 1221 38th Ave N          | Myrtle Beach       | SC    | 29577   | (843) 626-2228 |
| Sweetwater Square               | Cherry BIM Inc.                  | 1069 Edgefield Rd        | North Augusta      | SC    | 29860   | (803) 426-1499 |
| Crossroads Market               | Cherry BIM Inc.                  | 404 E Martintown Rd      | North Augusta      | SC    | 29841   | (803) 613-0030 |
| *Gator Hole                     | Pompadour, Inc.                  | 558 Highway 17 N         | North Myrtle Beach | SC    | 29582   | (843) 663-0855 |
| Cedar Square Shopping Center    | Merck Enterprises, Inc.          | 2710 Gentry Memorial Hwy | Pickens            | SC    | 29671   | (864) 878-9458 |
| Woodmont Village                | Merck Enterprises, Inc.          | 8024 Augusta Rd          | Piedmont           | SC    | 29673   | (864) 277-3355 |
| Food Lion Plaza                 | Longitude, Inc.                  | 133 Herlong St           | Rock Hill          | SC    | 29732   | (803) 817-9909 |
| Crown Pointe Plaza              | Longitude, Inc.                  | 636 Crown Pointe Ln      | Rock Hill          | SC    | 29730   | (803) 980-3030 |
| Northwoods Square               | Longitude, Inc.                  | 2744 Celanese Road       | Rock Hill          | SC    | 29732   | (803) 325-8650 |
| Hartwell Village                | Merck Enterprises, Inc.          | 13440 Clemson Blvd       | Seneca             | SC    | 29678   | (864) 722-5452 |
| Seneca Plaza                    | Merck Enterprises, Inc.          | 1608 Sandifer Blvd       | Seneca             | SC    | 29678   | (864) 985-1611 |
| Market at Standing Springs      | Merck Enterprises, Inc.          | 1400 W Georgia Road      | Simpsonville       | SC    | 29680   | (864) 757-9199 |
| Simpsonville Commons            | Merck Enterprises, Inc.          | 15 Ray E Talley Ct       | Simpsonville       | SC    | 29681   | (864) 962-5276 |
| Five Forks                      | Merck Enterprises, Inc.          | 106 Batesville Rd        | Simpsonville       | SC    | 29681   | (864) 289-0456 |
| Gresham Plaza                   | Saunders Six LLC                 | 926 NE Main St           | Simpsonville       | SC    | 29681   | (864) 757-9392 |
| East Pointe Shoppes             | In His Most Holy Service, LLC    | 2115B E Main St          | Spartanburg        | SC    | 29307   | (864) 529-0770 |
| East Blackstock Center          | Merck Enterprises, Inc.          | 150 E Blackstock Rd      | Spartanburg        | SC    | 29301   | (864) 576-8622 |
| *The Corner at Wescott          | Southern Clipper, Inc.           | 9500 Dorchester Rd       | Summerville        | SC    | 29485   | (843) 695-0177 |
| *The Shoppes at Azalea          | Southern Clipper, Inc.           | 214 Azalea Square Blvd   | Summerville        | SC    | 29483   | (843) 821-4063 |
| *Marketplace at Carnes Crossing | Southern Clipper, Inc.           | 2820 North Main Street   | Summerville        | SC    | 29486   | (854) 269-0226 |
| *Trolley Square                 | Southern Clipper, Inc.           | 1545 Old Trolley Rd      | Summerville        | SC    | 29485   | (843) 486-0450 |
| *Second Mill Plaza              | GC Brothers, LLC                 | 2085 Wedgefield Rd       | Sumter             | SC    | 29154   | (803) 775-6725 |
| *Gateway Plaza                  | GC Brothers, LLC                 | 1330 Broad Street        | Sumter             | SC    | 29150   | (803) 869-4366 |
| *Surfside Commons               | Pompadour, Inc.                  | 2707 Beaver Run Blvd     | Surfside Beach     | SC    | 29575   | (843) 650-8711 |
| Hampton Village                 | In His Most Holy Service, LLC    | 2801 Wade Hampton Blvd   | Taylors            | SC    | 29687   | (864) 292-0200 |
| Graystone Crossing              | Ronona, LLC                      | 2435 Hwy 160 W           | Tega Cay           | SC    | 29708   | (803) 802-3920 |
| Shoppes at Travelers Rest       | Carolina Hair Care, Inc.         | 2 Benton Rd              | Travelers Rest     | SC    | 29690   | (864) 610-9112 |
| *Dreher Plaza                   | GC Brothers, LLC                 | 104 Dreher Rd            | West Columbia      | SC    | 29169   | (803) 791-9081 |
| Lamont Strip                    | Snip, Inc.                       | 3307 7th Ave SE          | Aberdeen           | SD    | 57401   | (605) 262-1075 |
| Village Square Mall             | Snip, Inc.                       | 1831 6th St              | Brookings          | SD    | 57006   | (605) 692-2289 |
| Mitchell                        | Snip, Inc.                       | 1007 E Spruce St         | Mitchell           | SD    | 57301   | (605) 292-0230 |
| *Black Hills Center             | Spice Investment Group, Inc.     | 36 E Stumer Rd           | Rapid City         | SD    | 57701   | (605) 721-5544 |
| *Westridge Plaza                | Spice Investment Group, Inc.     | 2626 W Main St           | Rapid City         | SD    | 57702   | (605) 716-6266 |
| *Rushmore Crossing              | Spice Investment Group, Inc.     | 951 Eglon Street         | Rapid City         | SD    | 57701   | (605) 718-4278 |
| 41st and Holly                  | FMGSD, LLC                       | 2310 W 41st St           | Sioux Falls        | SD    | 57105   | (605) 330-0431 |
| West Side Plaza                 | FMGSD, LLC                       | 5227 W 26th St           | Sioux Falls        | SD    | 57106   | (605) 362-9345 |
| South Cliff Plaza               | FMGSD, LLC                       | 5016 S Cliff Ave         | Sioux Falls        | SD    | 57108   | (605) 332-7363 |
| East Ridge Mall                 | FMGSD, LLC                       | 1604 S Sycamore Ave      | Sioux Falls        | SD    | 57110   | (605) 334-7549 |
| Village on Louise               | FMGSD, LLC                       | 5027 S Louise Ave        | Sioux Falls        | SD    | 57108   | (605) 271-7110 |
| Willow Creek Plaza              | FMGSD, LLC                       | 929 29th St SE           | Watertown          | SD    | 57201   | (605) 882-3840 |
| Yanktons Best                   | Snip, Inc.                       | 3100 Broadway Ave        | Yankton            | SD    | 57078   | (605) 689-0132 |
| *Market Mall                    | 102167324 SASKATCHEWAN INC       | 2325 Preston Ave S       | Saskatoon          | SK    | S7J 2G1 | (306) 954-9994 |
| *Crabtree Commons               | Great Salons of Knoxville, Inc.  | 443 Marilyn Ln           | Alcoa              | TN    | 37701   | (865) 982-4038 |
| Arlington                       | WFE SALONS, LLC                  | 11830 Milton Wilson Rd   | Arlington          | TN    | 38002   | (901) 317-7079 |
| Owen Place                      | 1413 Development Corp, LLC       | 300 Hutton Place         | Ashland City       | TN    | 37015   | (615) 792-8881 |
| Bartlett                        | Tyson Transformations, LLC       | 6600 Stage Rd            | Bartlett           | TN    | 38134   | (901) 443-5961 |
| Maryland Farms                  | L D Clips, Inc.                  | 101 Creekside Xing       | Brentwood          | TN    | 37027   | (615) 376-5051 |
| Cool Springs                    | McRocket, LLC                    | 8113 Moores Ln           | Brentwood          | TN    | 37027   | (615) 377-8009 |
| Concord Village                 | McRocket, LLC                    | 10642 Concord Rd         | Brentwood          | TN    | 37027   | (615) 941-4476 |
| *1401 Volunteer Parkway         | Gartner Development Group, LLC   | 1401 Volunteer Pkwy      | Bristol            | TN    | 37620   | (423) 573-9880 |
| *The Pinnacle                   | Gartner Development Group, LLC   | 412 Pinnacle Pkwy        | Bristol            | TN    | 37620   | (423) 573-2547 |
| North Shore                     | Wildfire, LLC                    | 400 N Market St          | Chattanooga        | TN    | 37405   | (423) 752-2247 |
| Village at Waterside            | Wildfire, LLC                    | 2372 Lifestyle Way       | Chattanooga        | TN    | 37421   | (423) 541-1400 |
| Overlook at Hamilton Place      | Wildfire, LLC                    | 2288 Gunbarrel Rd        | Chattanooga        | TN    | 37421   | (423) 892-4944 |
| Signal Mountain Village         | Wildfire, LLC                    | 541 Signal Mountain Rd   | Chattanooga        | TN    | 37405   | (423) 266-3232 |
| Lookout Valley Village          | Wildfire, LLC                    | 3536 Cummings Highway    | Chattanooga        | TN    | 37419   | (423) 822-0122 |
| Madison Street Commons          | 1413 Development Corp, LLC       | 1769 Madison St          | Clarksville        | TN    | 37043   | (931) 245-2756 |
| Sango Square                    | 1413 Development Corp, LLC       | 920 Highway 76           | Clarksville        | TN    | 37043   | (931) 542-0422 |
| Quin Lane                       | Blue Ridge Development Partners, | 100 Quin Ln              | Clarksville        | TN    | 37042   | (931) 802-2615 |
| Shoppes at Peachers Mill        | Blue Ridge Development Partners, | 1488 Tiny Town Rd        | Clarksville        | TN    | 37042   | (931) 221-0014 |
| Tower Crossing                  | Blue Ridge Development Partners, | 110 Needmore Rd          | Clarksville        | TN    | 37040   | (931) 802-8838 |
| Great Escape Plaza              | Blue Ridge Development Partners, | 1780 Tiny Town Rd        | Clarksville        | TN    | 37042   | (931) 647-0960 |
| Ocoee Crossing                  | Wildfire, LLC                    | 229 Ocoee Xing NW        | Cleveland          | TN    | 37312   | (423) 559-2555 |
| Sterling Pointe                 | Wildfire, LLC                    | 2326 Treasury Dr         | Cleveland          | TN    | 37323   | (423) 473-2856 |
| Mouse Creek Crossing            | Wildfire, LLC                    | 645 Paul Huff Pkwy NW    | Cleveland          | TN    | 37312   | (423) 478-8777 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
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| Salon Name                   | Franchisee                      | Address                   | City           | State | Zip   | Phone          |
|------------------------------|---------------------------------|---------------------------|----------------|-------|-------|----------------|
| *Tanner Place                | Great Salons of Knoxville, Inc. | 110 Tanner Place          | Clinton        | TN    | 37716 | (865) 457-2776 |
| Collierville                 | Tyson Transformations, LLC      | 3601 S Houston Levee Rd   | Collierville   | TN    | 38017 | (901) 853-9000 |
| Columbia Square Kroger Cen   | McRocket, LLC                   | 833 Nashville Hwy         | Columbia       | TN    | 38401 | (931) 388-9600 |
| Columbia WalMart Center      | McRocket, LLC                   | 2150 Brookmeade Dr        | Columbia       | TN    | 38401 | (931) 388-9991 |
| Jackson Square               | 1413 Development Corp, LLC      | 447 S Jefferson Ave       | Cookeville     | TN    | 38501 | (931) 559-2547 |
| Willow Bend                  | 1413 Development Corp, LLC      | 518 S Willow Ave          | Cookeville     | TN    | 38501 | (931) 372-8248 |
| Cordova                      | Tyson Transformations, LLC      | 1691 N Germantown Pkwy    | Cordova        | TN    | 38018 | (901) 379-8382 |
| *The Crossings               | Great Salons of Knoxville, Inc. | 36 Crossings Way          | Crossville     | TN    | 38555 | (931) 707-3693 |
| Hallerest Plaza              | McRocket, LLC                   | 409 Hwy 46 S              | Dickson        | TN    | 37055 | (615) 446-0040 |
| Dyersburg                    | HIGG AND SONS LLC               | 1130 Hwy 51 Bypass        | Dyersburg      | TN    | 38024 | (731) 334-5317 |
| *The Center at West Elk Ave  | Gartner Development Group, LLC  | 1514 West Elk Avenue      | Elizabethton   | TN    | 37643 | (423) 518-1170 |
| Fairview                     | Oak Images, LLC                 | 7020 City Center Way      | Fairview       | TN    | 37062 | (615) 799-2200 |
| *Brooklawn Village           | Great Salons of Knoxville, Inc. | 137 Brooklawn St          | Farragut       | TN    | 37934 | (865) 966-8498 |
| Fieldstone Farms             | L D Clips, Inc.                 | 2020 Fieldstone Pkwy      | Franklin       | TN    | 37069 | (615) 791-1000 |
| Reid Hill Commons            | L D Clips, Inc.                 | 1441 New Hwy 96 W         | Franklin       | TN    | 37064 | (615) 790-4006 |
| Thoroughbred Square          | McRocket, LLC                   | 3021 Mallory Ln           | Franklin       | TN    | 37067 | (615) 771-5177 |
| Alexander Plaza              | McRocket, LLC                   | 1203 Murfreesboro Rd      | Franklin       | TN    | 37064 | (615) 591-5599 |
| The Shops at Windsong        | McRocket, LLC                   | 229 Maharris Dr           | Gallatin       | TN    | 37066 | (615) 989-1958 |
| Gallatin Village Green       | McRocket, LLC                   | 565-B Village Green Dr    | Gallatin       | TN    | 37066 | (615) 206-1889 |
| Greensboro Village           | McRocket, LLC                   | 1483 Nashville Pike       | Gallatin       | TN    | 37066 | (615) 451-4637 |
| Germantown                   | Tyson Transformations, LLC      | 7716 Poplar Ave           | Germantown     | TN    | 38138 | (901) 907-0461 |
| Northcreek Kroger Commons    | McRocket, LLC                   | 105 Northcreek Blvd       | Goodlettsville | TN    | 37072 | (615) 859-4100 |
| *Crockett Crossing           | Gartner Development Group, LLC  | 2775 E Andrew Johnson Hwy | Greeneville    | TN    | 37745 | (423) 787-0844 |
| *Harriman Retail Center      | Great Salons of Knoxville, Inc. | 1835 Griffith Dr          | Harriman       | TN    | 37748 | (865) 248-8122 |
| Maple Row Shopping Center    | McRocket, LLC                   | 235 E Main St             | Hendersonville | TN    | 37075 | (615) 431-0791 |
| Glenbrook Centre             | McRocket, LLC                   | 1050 Glenbrook Way        | Hendersonville | TN    | 37075 | (615) 826-1011 |
| Dollar General Market Shopp  | 1413 Development Corp, LLC      | 4457 Lebanon Pike         | Hermitage      | TN    | 37076 | (615) 391-0068 |
| Northtowne Center            | Wildfire, LLC                   | 5450 Highway 153          | Hixson         | TN    | 37343 | (423) 876-0600 |
| Oak Park Town Center         | Wildfire, LLC                   | 5756 Hwy 153              | Hixson         | TN    | 37343 | (423) 877-6161 |
| Creek Plantation Village     | Wildfire, LLC                   | 5928 Hixson Pike          | Hixson         | TN    | 37343 | (423) 842-1700 |
| *Jacksboro Square            | Great Salons of Knoxville, Inc. | 2844 Appalachian Hwy      | Jacksboro      | TN    | 37757 | (423) 352-6119 |
| *West Towne Commons          | TBW Enterprises, LLC            | 19 Stonebrook Place       | Jackson        | TN    | 38305 | (731) 300-0090 |
| *South Jackson               | TBW Enterprises, LLC            | 2058 South Highland Ave   | Jackson        | TN    | 38305 | (731) 240-1675 |
| *Jefferson Place             | Great Salons of Knoxville, Inc. | 642 E Broadway Blvd       | Jefferson City | TN    | 37760 | (865) 475-0911 |
| *Crossings Pointe            | Gartner Development Group, LLC  | 3120 Peoples St           | Johnson City   | TN    | 37604 | (423) 328-0423 |
| *Shoppes at West Market      | Gartner Development Group, LLC  | 3101 W Market St          | Johnson City   | TN    | 37604 | (423) 328-0244 |
| *Kingsport Pavilion          | Gartner Development Group, LLC  | 2626 E Stone Dr           | Kingsport      | TN    | 37660 | (423) 343-7760 |
| *Millertown                  | Great Salons of Knoxville, Inc. | 5334 Millertown Pike      | Knoxville      | TN    | 37924 | (865) 281-3667 |
| *Tate's Gallery              | Great Salons of Knoxville, Inc. | 1035 N Cedar Bluff Rd     | Knoxville      | TN    | 37923 | (865) 690-1683 |
| *Northwest Plaza             | Great Salons of Knoxville, Inc. | 4421 Western Ave          | Knoxville      | TN    | 37921 | (865) 521-6463 |
| *Fountain View Plaza         | Great Salons of Knoxville, Inc. | 5218 N Broadway St        | Knoxville      | TN    | 37918 | (865) 219-6959 |
| *South Grove                 | Great Salons of Knoxville, Inc. | 7638 Mountain Grove Dr    | Knoxville      | TN    | 37920 | (865) 573-8038 |
| *Northshore Town Center      | Great Salons of Knoxville, Inc. | 2024 Town Center Blvd     | Knoxville      | TN    | 37922 | (865) 531-7800 |
| *Sherrill Hill Center        | Great Salons of Knoxville, Inc. | 113 Moss Grove Blvd       | Knoxville      | TN    | 37922 | (865) 200-4890 |
| *Parkside Station            | Great Salons of Knoxville, Inc. | 11657 Parkside Dr         | Knoxville      | TN    | 37934 | (865) 777-0582 |
| *Halls Crossroads            | Great Salons of Knoxville, Inc. | 7426 Norris Freeway       | Knoxville      | TN    | 37938 | (865) 377-3098 |
| *Hardin Station              | Great Salons of Knoxville, Inc. | 10661 Hardin Valley Road  | Knoxville      | TN    | 37932 | (865) 851-9721 |
| Lawrenceburg Commons         | Oak Images, LLC                 | 1718 N Locust Ave         | Lawrenceburg   | TN    | 38464 | (931) 766-0308 |
| Westview Plaza               | McRocket, LLC                   | 1416 W Main St            | Lebanon        | TN    | 37087 | (615) 449-5490 |
| Hickory Ridge Shopping Cen   | McRocket, LLC                   | 443 Highway 109           | Lebanon        | TN    | 37090 | (615) 547-9443 |
| *Franklin Center             | Great Salons of Knoxville, Inc. | 835 Highway 321 N         | Lenoir City    | TN    | 37771 | (865) 988-5688 |
| Walmart Center-Lewisburg     | Oak Images, LLC                 | 1364 N Ellington Pkwy     | Lewisburg      | TN    | 37091 | (931) 422-7003 |
| *Madisonville Plaza Shopping | Great Salons of Knoxville, Inc. | 111 Kefauver Ln           | Madisonville   | TN    | 37354 | (423) 545-9041 |
| Hunt Creek Commons           | 1413 Development Corp, LLC      | 2526 Hillsboro Blvd       | Manchester     | TN    | 37355 | (931) 723-7072 |
| *Market Place 411            | Great Salons of Knoxville, Inc. | 2322 Market Place Dr      | Maryville      | TN    | 37801 | (865) 981-1613 |
| Cumberland Plaza             | McRocket, LLC                   | 1339 Smithville Hwy       | McMinnville    | TN    | 37110 | (931) 507-2550 |
| Poplar/Kirby                 | Tyson Transformations, LLC      | 1811 Kirby Parkway        | Memphis        | TN    | 38138 | (901) 249-8579 |
| Millington                   | Tyson Transformations, LLC      | 8570 US Hwy 51 N          | Millington     | TN    | 38053 | (901) 872-2008 |
| *Cherokee Crossing           | Great Salons of Knoxville, Inc. | 140 Hatfield Dr           | Morristown     | TN    | 37814 | (423) 839-0137 |
| *Crockett Square             | Great Salons of Knoxville, Inc. | 468 Crockett Trace Dr     | Morristown     | TN    | 37813 | (423) 254-1628 |
| Mt. Juliet Village           | 1413 Development Corp, LLC      | 11201 Lebanon Rd          | Mount Juliet   | TN    | 37122 | (615) 758-3142 |
| South Providence             | McRocket, LLC                   | 650 S Mt Juliet Rd        | Mount Juliet   | TN    | 37122 | (615) 288-3062 |
| Stonetrace Commons           | 1413 Development Corp, LLC      | 2441R Old Fort Pkwy       | Murfreesboro   | TN    | 37128 | (615) 494-1300 |
| Irongate Village-Kroger Cent | 1413 Development Corp, LLC      | 2353 Memorial Blvd        | Murfreesboro   | TN    | 37129 | (615) 895-6896 |
| Rutherford Crossing          | 1413 Development Corp, LLC      | 2042 New Lascassas Pike   | Murfreesboro   | TN    | 37130 | (615) 895-1344 |
| Innsbrooke                   | K D Enterprises, Inc.           | 2910 S Church St          | Murfreesboro   | TN    | 37127 | (615) 895-4199 |
| Westlawn Pavilion            | Pateras, LLC                    | 5241 Veteran Pkway        | Murfreesboro   | TN    | 37128 | (615) 203-6002 |
| Donelson Crossings           | 1413 Development Corp, LLC      | 2330 Lebanon Pike         | Nashville      | TN    | 37214 | (615) 457-2138 |
| Lion Head Village            | 1413 Development Corp, LLC      | 54 White Bridge Rd        | Nashville      | TN    | 37205 | (615) 352-8144 |
| Melrose                      | L D Clips, Inc.                 | 2613 Franklin Pike        | Nashville      | TN    | 37204 | (615) 678-4400 |
| East Nashville               | L D Clips, Inc.                 | 1214 Gallatin Avenue      | Nashville      | TN    | 37206 | (615) 750-2937 |
| Nippers Corner               | L D Clips, Inc.                 | 5537 Edmondson Pike       | Nashville      | TN    | 37211 | (615) 315-8700 |
| Trace Creek Commons          | McRocket, LLC                   | 8123 Hwy 100              | Nashville      | TN    | 37221 | (615) 673-2291 |
| Bellevue Place SC            | McRocket, LLC                   | 7657 Hwy 70 S             | Nashville      | TN    | 37221 | (615) 673-9350 |
| *Newport Towne Center        | Great Salons of Knoxville, Inc. | 136 Newport Towne Ctr     | Newport        | TN    | 37821 | (423) 623-9443 |
| *Clifford Center             | Great Salons of Knoxville, Inc. | 435 S Illinois Ave        | Oak Ridge      | TN    | 37830 | (865) 483-2020 |
| Ooltewah Crossing            | Wildfire, LLC                   | 5910 Reagan Lane          | Ooltewah       | TN    | 37363 | (423) 238-7660 |
| The Enclave                  | Wildfire, LLC                   | 1688 Ooltewah-Ringgold Rd | Ooltewah       | TN    | 37363 | (423) 287-6087 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                        | Franchisee                       | Address                    | City          | State | Zip   | Phone          |
|-----------------------------------|----------------------------------|----------------------------|---------------|-------|-------|----------------|
| Snow Hill Village                 | Wildfire, LLC                    | 5958 Snow Hill Rd          | Ooltewah      | TN    | 37363 | (423) 910-0306 |
| *Allison Crossing                 | Gartner Development Group, LLC   | 6591 Bristol Highway       | Piney Flats   | TN    | 37686 | (423) 538-0275 |
| Pleasant View Station             | Blue Ridge Development Partners, | 6397 HWY 41A               | Pleasant View | TN    | 37146 | (615) 247-8441 |
| *Emory View Shopping Center       | Great Salons of Knoxville, Inc.  | 221 E Emory Rd             | Powell        | TN    | 37849 | (865) 362-5223 |
| *The Shops At Rogersville         | Gartner Development Group, LLC   | 4324 Highway 66 S          | Rogersville   | TN    | 37857 | (423) 270-6404 |
| *Food City Shops                  | Great Salons of Knoxville, Inc.  | 739 Dolly Parton Pkwy      | Sevierville   | TN    | 37862 | (865) 429-6161 |
| Main Street Shopping Center       | K D Enterprises, Inc.            | 1832 Main St               | Shelbyville   | TN    | 37160 | (931) 680-7400 |
| Parkway Town Centre               | Blue Ridge Development Partners, | 643 Presidents Place       | Smyrna        | TN    | 37167 | (615) 220-9373 |
| Lee Village                       | Blue Ridge Development Partners, | 1662 Lee Victory Pkwy      | Smyrna        | TN    | 37167 | (615) 775-5644 |
| Soddy Daisy Crossing              | Wildfire, LLC                    | 9332 Dayton Pike           | Soddy Daisy   | TN    | 37379 | (423) 332-0555 |
| Spring Hill Publix Center         | McRocket, LLC                    | 4935 Main St               | Spring Hill   | TN    | 37174 | (615) 302-0767 |
| Port Royal Kroger Center          | McRocket, LLC                    | 4886 Port Royal Rd         | Spring Hill   | TN    | 37174 | (931) 486-1700 |
| Springfield Station Kroger Center | McRocket, LLC                    | 2552 Memorial Blvd         | Springfield   | TN    | 37172 | (615) 382-9188 |
| Forrest Gallery                   | K D Enterprises, Inc.            | 1905 N Jackson St          | Tullahoma     | TN    | 37388 | (931) 393-2640 |
| *Erwin Commons                    | Gartner Development Group, LLC   | 100 Rocky Bottom Dr        | Unicoi        | TN    | 37692 | (423) 722-8866 |
| White House Walmart Center        | McRocket, LLC                    | 810 Hwy 76                 | White House   | TN    | 37188 | (615) 285-7095 |
| Merchants Central                 | K D Enterprises, Inc.            | 2631 Decherd Blvd          | Winchester    | TN    | 37398 | (931) 968-1324 |
| *Abilene 351                      | MegaClips, LLC                   | 1780 Texas 351             | Abilene       | TX    | 79601 | (325) 232-8497 |
| *Abilene HEB                      | MegaClips, LLC                   | 1389 Barrow St             | Abilene       | TX    | 79605 | (325) 695-0998 |
| Allen Angel                       | FSG Group, LLC                   | 1512 E Exchange Pkwy       | Allen         | TX    | 75002 | (972) 396-5800 |
| Town Center Crossing              | Radhe Kishan, Inc.               | 1314 W McDermott Dr        | Allen         | TX    | 75013 | (972) 359-0144 |
| Alvin Out Parcel                  | Alamda Ventures, LLC             | 173 Tovrea Rd              | Alvin         | TX    | 77511 | (281) 331-6360 |
| Hillside                          | Paco Holdings LLC                | 6200 Hillside Rd           | Amarillo      | TX    | 79109 | (806) 418-8579 |
| Soney and 45th                    | Paco Holdings LLC                | 4280 S Soney Rd            | Amarillo      | TX    | 79119 | (806) 410-1687 |
| Tradewind                         | Paco Holdings LLC                | 2200 SE 34th Ave           | Amarillo      | TX    | 79118 | (806) 350-7540 |
| Wolflin Village                   | Paco Holdings LLC                | 2613 Wolflin Ave           | Amarillo      | TX    | 79109 | (806) 803-9407 |
| Summit Shopping Center            | Paco Holdings LLC                | 3300 S Coulter St          | Amarillo      | TX    | 79106 | (806) 242-5477 |
| Angleton                          | Chop It! LLC                     | 1806 N Velasco St          | Angleton      | TX    | 77515 | (979) 849-5402 |
| Anna Town Center                  | Radhe Kishan, Inc.               | 2530 W White St            | Anna          | TX    | 75409 | (469) 617-1890 |
| Aransas Pass Shopping Center      | Jet Clips LLC                    | 2650 Demory Lane           | Aransas Pass  | TX    | 78336 | 361-226-1315   |
| Stanton Plaza                     | DFW Salons, LLC                  | 4201 W Green Oaks Blvd     | Arlington     | TX    | 76016 | (817) 563-2577 |
| Cooper and Lamar                  | DFW Salons, LLC                  | 965 W Lamar Blvd           | Arlington     | TX    | 76012 | (817) 795-9898 |
| Sublett Kroger                    | DFW Salons, LLC                  | 5335 W Sublett Rd          | Arlington     | TX    | 76017 | (817) 563-5932 |
| Riverview Village                 | DFW Salons, LLC                  | 2745 N Collins St          | Arlington     | TX    | 76006 | (817) 583-6599 |
| Arlington Highlands               | First Clips, LLC                 | 137 Merchants Row          | Arlington     | TX    | 76018 | (817) 465-9999 |
| Athens Plaza                      | Radhe Kishan, Inc.               | 1395 E Tyler St            | Athens        | TX    | 75751 | (903) 960-5074 |
| Belterra Village                  | Mane Image, LLC                  | 165 Hargraves Dr           | Austin        | TX    | 78737 | (737) 202-4395 |
| Hancock Center                    | Mane Image, LLC                  | 1000 E 41st St             | Austin        | TX    | 78751 | (512) 394-5883 |
| Oaks at Slaughter                 | Mane Image, LLC                  | 8601 South Congress Ave    | Austin        | TX    | 78745 | (512) 992-0188 |
| Tanglewood Village                | Mane Image, LLC                  | 2110 W Slaughter Ln        | Austin        | TX    | 78748 | (512) 300-0050 |
| Old Quarry Village                | Mane Image, LLC                  | 3563 Far West Blvd         | Austin        | TX    | 78731 | (512) 231-1325 |
| Plaza Volente                     | Mane Image, LLC                  | 11521 N FM 620             | Austin        | TX    | 78726 | (512) 250-5131 |
| Market District at Mueller        | Mane Image, LLC                  | 1801 E 51st St             | Austin        | TX    | 78723 | (512) 480-0605 |
| Quinlan Crossing                  | Mane Image, LLC                  | 5145 N FM 620              | Austin        | TX    | 78732 | (512) 266-9221 |
| Escarpment Village                | Mane Image, LLC                  | 9600 Escarpment Blvd       | Austin        | TX    | 78749 | (512) 288-2444 |
| Westgate                          | Waterloo Ventures, Inc.          | 4477 S Lamar Blvd          | Austin        | TX    | 78745 | (512) 899-8188 |
| Lakeline Market                   | Westend Holdings, Inc.           | 14028 N US 183             | Austin        | TX    | 78717 | (512) 331-0412 |
| Parmer McNeil Plaza               | Westend Holdings, Inc.           | 6301 W Parmer Ln           | Austin        | TX    | 78729 | (512) 373-8658 |
| Westpark Village                  | Westend Holdings, Inc.           | 7826 W US Hwy 290          | Austin        | TX    | 78736 | (512) 291-2855 |
| Anderson Arbor Shoppes            | Westend Holdings, Inc.           | 13435 US Hwy 183 N         | Austin        | TX    | 78750 | (512) 401-2437 |
| West Creek Village                | Westend Holdings, Inc.           | 4404 W William Cannon Dr   | Austin        | TX    | 78749 | (512) 899-3105 |
| The Plaza at Avery Ranch          | Westend Holdings, Inc.           | 10621 W Parmer Ln          | Austin        | TX    | 78717 | (512) 218-0030 |
| Westwood Shopping Center          | Wilder Enterprises, Inc.         | 3267 Bee Cave Road         | Austin        | TX    | 78746 | (512) 505-8222 |
| Techridge Plaza                   |                                  | 13000 N IH 35              | Austin        | TX    | 78753 | (512) 833-6536 |
| The Market at Parmer              |                                  | 12407 N Mopac Expy         | Austin        | TX    | 78758 | (512) 719-3196 |
| Wellington Oaks                   | SandGar, LLC                     | 913 Boyd Rd                | Azle          | TX    | 76020 | (817) 752-2014 |
| Lantana Town Center               | Honking Dog, LLC                 | 3501 FM 407 E              | Bartonville   | TX    | 76226 | (940) 241-3700 |
| Burleson Crossing                 | Mane Image, LLC                  | 747 Hwy 71 W               | Bastrop       | TX    | 78602 | (512) 332-2488 |
| Baytown                           | DFW Salons, LLC                  | 6503 Garth Rd              | Baytown       | TX    | 77521 | (281) 837-5561 |
| Harwood Central Village           | PSP Resources, LLC               | 2105 Harwood Rd            | Bedford       | TX    | 76021 | (817) 283-9898 |
| Village of Bee Cave               | Wilder Enterprises, Inc.         | 12400 State Highway 71 W   | Bee Cave      | TX    | 78738 | (512) 263-0535 |
| The Crossing Shopping Center      | Sunset Rock, Inc.                | 901 N Interstate Hwy 35    | Bellmead      | TX    | 76705 | (254) 424-9509 |
| Belton Corners                    | Aristoxus, LLC                   | 2608 N Main St             | Belton        | TX    | 76513 | (254) 939-7771 |
| Benbrook                          | MegaClips, LLC                   | 344 Mercedes St            | Benbrook      | TX    | 76126 | (817) 249-4500 |
| *Big Spring                       | DFW Salons, LLC                  | 2503 S Gregg St            | Big Spring    | TX    | 79720 | (432) 517-4773 |
| Lemon Creek Ranch                 | Hill Country Clippers, LLC       | 29252 IH 10 W              | Boerne        | TX    | 78006 | (830) 368-4163 |
| Shops of Boerne                   | Team Sailing, Inc.               | 1560 River Road            | Boerne        | TX    | 78006 | (830) 331-9311 |
| Menger Creek                      | Team Sailing, Inc.               | 1421 S Main St             | Boerne        | TX    | 78006 | (830) 816-2234 |
| Bonham Retail                     | Radhe Kishan, Inc.               | 2008 State Hwy 121         | Bonham        | TX    | 75418 | (903) 505-6768 |
| Brenham                           | DFW Salons, LLC                  | 920 US Hwy 290 E           | Brenham       | TX    | 77833 | (979) 421-8087 |
| *Brownwood                        | MegaClips, LLC                   | 420 E Commerce St          | Brownwood     | TX    | 76801 | (325) 203-5326 |
| Brazos Marketplace                | Sunset Rock, Inc.                | 631 N Harvey Mitchell Pkwy | Bryan         | TX    | 77807 | (979) 485-2982 |
| The Tejas Center                  | Sunset Rock, Inc.                | 725 E Villa Maria Rd       | Bryan         | TX    | 77802 | (979) 779-9700 |
| Colony Park                       | Sunset Rock, Inc.                | 2305 Boonville Rd          | Bryan         | TX    | 77808 | (979) 776-8888 |
| Rylander Plaza                    | Mane Image, LLC                  | 15550 S IH 35 Frontage Rd  | Buda          | TX    | 78610 | (512) 295-7979 |
| Bulverde Retail Park              | Rokit Shears Inc.                | 115 Old Boerne Rd          | Bulverde      | TX    | 78163 | (830) 438-7006 |
| Burleson                          | MegaClips, LLC                   | 1001 SW Wilshire Blvd      | Burleson      | TX    | 76028 | (817) 295-3597 |
| Hebron Parkway                    | First Clips, LLC                 | 4009 Old Denton Rd         | Carrollton    | TX    | 75007 | (972) 395-3983 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                    | Franchisee                       | Address                     | City             | State | Zip   | Phone          |
|-------------------------------|----------------------------------|-----------------------------|------------------|-------|-------|----------------|
| Jossey Ranch                  | First Clips, LLC                 | 2150 N Josey Ln             | Carrollton       | TX    | 75006 | (972) 323-1877 |
| Jossey Oaks Crossing          | First Clips, LLC                 | 4112 N Josey Ln             | Carrollton       | TX    | 75007 | (972) 820-5669 |
| Cedar Hill                    | MegaClips, LLC                   | 445 E FM 1382               | Cedar Hill       | TX    | 75104 | (972) 293-7132 |
| Cedar Park Towne Center       | Mane Image, LLC                  | 100 E Whitestone Blvd       | Cedar Park       | TX    | 78613 | (512) 986-7004 |
| Whitestone Market             | Wilder Enterprises, Inc.         | 2800 E Whitestone Blvd      | Cedar Park       | TX    | 78613 | (512) 986-4100 |
| Cibolo Point                  | Rockit Shears Inc.               | 4470 Green Valley Road      | Cibolo           | TX    | 78108 | (210) 257-8822 |
| Buffalo Heights               | Rockit Shears Inc.               | 813 Cibolo Valley Dr        | Cibolo           | TX    | 78108 | (210) 233-1853 |
| Cleburne Walmart              | DFW Salons, LLC                  | 1620 W Henderson St         | Cleburne         | TX    | 76033 | (817) 526-5555 |
| Cleveland Walmart             | DFW Salons, LLC                  | 429 W Southline St          | Cleveland        | TX    | 77327 | (832) 480-5053 |
| Tower Pointe                  | Sunset Rock, Inc.                | 4444 Hwy 6 S                | College Station  | TX    | 77845 | (979) 690-7788 |
| Wolf Pen Plaza                | Sunset Rock, Inc.                | 1901 Texas Ave S            | College Station  | TX    | 77840 | (979) 693-8700 |
| Town Center at Colleyville    | First Clips, LLC                 | 5611 Colleyville Blvd       | Colleyville      | TX    | 76034 | (817) 498-7113 |
| Harpers Preserve              | D&J Worldwide, LLC               | 10160 Highway 242           | Conroe           | TX    | 77385 | (936) 224-5390 |
| Town Plaza                    | Hinan Corporation                | 3600 FM 1488                | Conroe           | TX    | 77384 | (281) 292-3900 |
| Conroe HEB #2                 | Hinan Corporation                | 3915 W Davis St             | Conroe           | TX    | 77304 | (936) 756-7299 |
| Lotts Landing                 | Binopal Malhi Joint Ventures LLC | 8320 FM 78                  | Converse         | TX    | 78109 | (210) 662-7016 |
| Autumn Run                    | Jet Clips LLC                    | 7215 SH-1604 Loop S         | Converse         | TX    | 78109 | (210) 236-7740 |
| Coppell                       | DFW Salons, LLC                  | 130 N Denton Tap Rd         | Coppell          | TX    | 75019 | (972) 462-9370 |
| Valley Ranch Centre           | FSG Group, LLC                   | 820 S MacArthur Blvd        | Coppell          | TX    | 75019 | (972) 598-0893 |
| Point West                    | MacArthur Headhunters, Inc.      | 1575 S Belt Line Rd         | Coppell          | TX    | 75019 | 972-393-2213   |
| Five Hills                    | Aristoxus, LLC                   | 3010 E Hwy 190              | Copperas Cove    | TX    | 76522 | (254) 518-5518 |
| Kensington Square             | FSG Group, LLC                   | 4451 FM 2181                | Corinth          | TX    | 76210 | (940) 498-4444 |
| Everhart Park                 | ABE Management, LLC              | 6601 Everhart Rd            | Corpus Christi   | TX    | 78413 | (361) 299-5680 |
| Shops at La Palmera           | ABE Management, LLC              | 4938 S Staples St           | Corpus Christi   | TX    | 78411 | (361) 334-1790 |
| Alameda HEB                   | You Sit We Clip, LLC             | 3133 S Alameda St           | Corpus Christi   | TX    | 78404 | (361) 854-7328 |
| Five Points Shopping Center   | You Sit We Clip, LLC             | 4101 IH-69 Access Rd        | Corpus Christi   | TX    | 78410 | (361) 248-4059 |
| Corsicana Walmart             | DFW Salons, LLC                  | 3811 W Hwy 31               | Corsicana        | TX    | 75110 | (903) 874-9225 |
| Crosby Retail Center          | S & S HairTrendz LLC             | 14405 FM 2100 Rd            | Crosby           | TX    | 77532 | (281) 462-1600 |
| Dollar Tree Plaza             | SandGar, LLC                     | 1201 E FM 1187              | Crowley          | TX    | 76036 | (817) 297-4417 |
| Bridgeland                    | D&J Worldwide, LLC               | 10531 Fry Rd                | Cypress          | TX    | 77433 | (832) 653-2434 |
| Barker Cypress Village        | D&J Worldwide, LLC               | 8940 Barker Cypress Road    | Cypress          | TX    | 77433 | (281) 815-5128 |
| Rock Creek                    | First Clips, LLC                 | 14034 Grant Rd              | Cypress          | TX    | 77429 | (281) 306-1119 |
| Cypress Village               | First Clips, LLC                 | 13113 Louetta Rd            | Cypress          | TX    | 77429 | (281) 257-9660 |
| Fairfield HEB                 | Hinan Corporation                | 28404 NW Freeway            | Cypress          | TX    | 77433 | (281) 304-4300 |
| Cypress Marketplace           | Hinan Corporation                | 24320 Northwest Freeway 290 | Cypress          | TX    | 77429 | (281) 256-8488 |
| Casa Linda                    | First Clips, LLC                 | 9540 Garland Rd             | Dallas           | TX    | 75218 | (214) 320-8232 |
| High Point Crossing           | FSG Group, LLC                   | 6411 E Northwest Hwy        | Dallas           | TX    | 75231 | (469) 206-3850 |
| The Village of Preston Hollow | FSG Group, LLC                   | 4343 W Northwest Hwy        | Dallas           | TX    | 75220 | (214) 654-0055 |
| Frankford Pavilion            | FSG Group, LLC                   | 4520 Frankford Rd           | Dallas           | TX    | 75287 | (972) 267-2547 |
| Old Town                      | FSG Group, LLC                   | 5500 Greenville Ave         | Dallas           | TX    | 75206 | (214) 363-1554 |
| Ross Henderson Shopping Ce    | FSG Group, LLC                   | 5334 Ross Ave               | Dallas           | TX    | 75206 | (469) 399-7565 |
| Prestonwood Town Center       | FSG Group, LLC                   | 5225 Belt Line Rd           | Dallas           | TX    | 75254 | (972) 788-2197 |
| Lemmonwood Shopping Cen       | Radhe Kishan, Inc.               | 5610 Lemmon Ave             | Dallas           | TX    | 75209 | (214) 256-4343 |
| Park Forest Northeast         | Synectics, LLC                   | 3767 Forest Ln              | Dallas           | TX    | 75244 | (214) 584-6222 |
| Market at Preston Forest      | Synectics, LLC                   | 6063 Forest Ln              | Dallas           | TX    | 75230 | (972) 788-8189 |
| Dominos Plaza                 | SandGar, LLC                     | 700 W Hale Ave              | Decatur          | TX    | 76234 | (940) 627-1112 |
| Oak Tree Plaza                | Honking Dog, LLC                 | 1435 S Loop 288             | Denton           | TX    | 76205 | (940) 483-9995 |
| Rayzor Ranch Town Center      | Kitty Paw, LLC                   | 2735 W University Dr        | Denton           | TX    | 76201 | (940) 243-0050 |
| Hickory Creek Plaza           | Kitty Paw, LLC                   | 5017 Teasley Ln             | Denton           | TX    | 76210 | (940) 380-9444 |
| Clock Tower Square            | Mane Image, LLC                  | 1025 Cannon Drive           | Dripping Springs | TX    | 78620 | (512) 829-4524 |
| South Texas Plaza             |                                  | 300 S Bibb Ave              | Eagle Pass       | TX    | 78852 | (830) 776-5222 |
| El Campo                      | DFW Salons, LLC                  | 3604 West Loop              | El Campo         | TX    | 77437 | (979) 578-9558 |
| *Zaragoza                     | BAD HAT LLC                      | 3560 N Zaragoza Rd          | El Paso          | TX    | 79938 | (915) 252-4373 |
| *Market at Darrington         | BAD HAT LLC                      | 561 Darrington Rd           | El Paso          | TX    | 79928 | (915) 307-7653 |
| *West Towne Marketplace       | BAD HAT LLC                      | 6450 Desert Blvd N          | El Paso          | TX    | 79912 | (915) 270-9274 |
| *La Villita on Mesa           | BAD HAT LLC                      | 6801 N Mesa St              | El Paso          | TX    | 79912 | (915) 444-5060 |
| *The Fountains at Farah       | BAD HAT LLC                      | 8889 Gateway Blvd W         | El Paso          | TX    | 79925 | (915) 225-0629 |
| *Lower Valley                 | BAD HAT LLC                      | 501 N Zaragoza Rd           | El Paso          | TX    | 79907 | (915) 313-7322 |
| *Tierra del Este Center       | BAD HAT LLC                      | 12244 Montana Ave           | El Paso          | TX    | 79938 | (915) 225-2485 |
| *Eastlake Marketplace         | BAD HAT LLC                      | 13371 Gateway West Blvd     | El Paso          | TX    | 79928 | (915) 313-7320 |
| Frontier Crossing             | A3M Holdings LLC                 | 1342 W Highway 290          | Elgin            | TX    | 78621 | (512) 285-0051 |
| Ennis Walmart                 | DFW Salons, LLC                  | 800 E Ennis Ave             | Ennis            | TX    | 75119 | (972) 876-4008 |
| Euless                        | DFW Salons, LLC                  | 1060 N Main St              | Euless           | TX    | 76039 | (817) 685-1008 |
| Heritage Towne Crossing       | First Clips, LLC                 | 1301 W Glade Rd             | Euless           | TX    | 76039 | (817) 545-3339 |
| Valley View Central           | Synectics, LLC                   | 13260 Josey Lane            | Farmers Branch   | TX    | 75234 | (469) 521-1223 |
| Fate Village                  | GCTXG, Inc.                      | 4970 E I-30                 | Fate             | TX    | 75189 | (469) 338-5376 |
| Cross Timbers Village         | AHA Ventures, LLC                | 4251 Cross Timbers Rd       | Flower Mound     | TX    | 75028 | (972) 691-0100 |
| Marketplace at Flower Mound   | AHA Ventures, LLC                | 2311 Cross Timbers Rd       | Flower Mound     | TX    | 75028 | (972) 691-0700 |
| The Highlands Shopping Cen    | First Clips, LLC                 | 2221 Justin Rd              | Flower Mound     | TX    | 75028 | (972) 355-5107 |
| Forney Kroger Market Place    | Licky's LLC                      | 485 Marketplace Blvd        | Forney           | TX    | 75126 | (469) 602-5333 |
| *Freedom Crossing             | BAD HAT LLC                      | 1617 Pleasonton Rd          | Fort Bliss       | TX    | 79906 | (915) 225-2464 |
| Ft Hood Exchange Services     | Aristoxus, LLC                   | 4250 Clear Creek Blvd       | Fort Cavoos      | TX    | 76544 | (254) 285-2066 |
| Texas Motor Speedway          | DFW Salons, LLC                  | 3556 Highway 114            | Fort Worth       | TX    | 76177 | (817) 567-3337 |
| Hulen Pointe                  | DFW Salons, LLC                  | 6207 Oakmont Blvd           | Fort Worth       | TX    | 76132 | (817) 263-8023 |
| Trinity Commons               | DFW Salons, LLC                  | 3000 S Hulen St             | Fort Worth       | TX    | 76109 | (817) 377-1810 |
| Ridgmar                       | DFW Salons, LLC                  | 2400 Lands End Blvd         | Fort Worth       | TX    | 76116 | (817) 569-9922 |
| Chapel Hill                   | Hairy Stylez LLC                 | 4601 West Fwy               | Fort Worth       | TX    | 76107 | (817) 570-9099 |
| Chisholm Trail Ranch          | Kitty Paw, LLC                   | 9609 Red Dirt Rd            | Fort Worth       | TX    | 76123 | (817) 615-9643 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                  | Address                         | City            | State | Zip        | Phone          |
|------------------------------|-----------------------------|---------------------------------|-----------------|-------|------------|----------------|
| Beach Western Commons        | Kitty Paw, LLC              | 6650 N Beach St                 | Fort Worth      | TX    | 76137      | (817) 393-7010 |
| Basswood Crossing            | Kitty Paw, LLC              | 7451 N Beach St                 | Fort Worth      | TX    | 76137      | (817) 232-3095 |
| Presidio Town Crossing       | Kitty Paw, LLC              | 8901 Tehama Ridge Pkwy          | Fort Worth      | TX    | 76177      | (817) 750-2211 |
| Timberland                   | Kitty Paw, LLC              | 12584 N Beach St                | Fort Worth      | TX    | 76244      | (817) 741-4444 |
| Heritage Trace               | Kitty Paw, LLC              | 3400 Texas Sage Trl             | Fort Worth      | TX    | 76177      | (817) 750-4444 |
| Clifford Retail Center       | Kitty Paw, LLC              | 301 Clifford Center Dr          | Fort Worth      | TX    | 76108      | (817) 246-4011 |
| The Boswell Marketplace      | La Corrida Investments, LLC | 4624 W Bailey Boswell Rd        | Fort Worth      | TX    | 76179      | (817) 378-4864 |
| Eastchase Market             | Synectics, LLC              | 1550 Eastchase Pkwy             | Fort Worth      | TX    | 76120      | (817) 764-7255 |
| Left Bank Market             | Synectics, LLC              | 628 Harrold St                  | Fort Worth      | TX    | 76107      | (682) 200-2469 |
| Friendswood Crossing         | Alamda Ventures, LLC        | 104 W Parkwood Ave              | Friendswood     | TX    | 77546      | (281) 482-1885 |
| Frisco Marketplace           | FSG Group, LLC              | 7010 Preston Rd                 | Frisco          | TX    | 75034      | (214) 387-4644 |
| Legacy Center                | FSG Group, LLC              | 5729 Lebanon Rd                 | Frisco          | TX    | 75034      | (972) 335-0095 |
| Westside Market              | Kitty Paw, LLC              | 5570 FM 423                     | Frisco          | TX    | 75036      | (469) 362-2999 |
| Teel Village                 | Kitty Paw, LLC              | 8811 Teel Pkwy                  | Frisco          | TX    | 75036      | (214) 872-4400 |
| Custer Star                  | Kitty Paw, LLC              | 15962 Eldorado Pkwy             | Frisco          | TX    | 75035      | (972) 547-9966 |
| Eldorado Market Place        | Licky's LLC                 | 11901 Dallas Pkwy               | Frisco          | TX    | 75033      | (469) 535-3007 |
| Coit Main Plaza              | Synectics, LLC              | 8949 Coit Rd                    | Frisco          | TX    | 75035      | (469) 384-7906 |
| Great Lakes Gainesville      | GCXG, Inc.                  | 905 E Hwy 82                    | Gainesville     | TX    | 76240      | (940) 665-1669 |
| Shiloh Springs               | FSG Group, LLC              | 6850 Shiloh Rd                  | Garland         | TX    | 75044      | (972) 496-6653 |
| Firewheel Market             | FSG Group, LLC              | 4280 Lavon Dr                   | Garland         | TX    | 75040      | (972) 530-7000 |
| Cedar Breaks                 | Mane Image, LLC             | 4506 Williams Dr                | Georgetown      | TX    | 78633      | (512) 863-5871 |
| Oak Meadows Marketplace      | Mane Image, LLC             | 5725 Williams Dr                | Georgetown      | TX    | 78633      | (512) 763-8254 |
| Parmer Ranch Marketplace     | Mane Image, LLC             | 10104 RM 2338                   | Georgetown      | TX    | 78633      | (737) 349-1681 |
| Wolf Ranch                   | Mane Image, LLC             | 1013 W University Ave           | Georgetown      | TX    | 78628      | (512) 863-3439 |
| Bar W                        | Wilder Enterprises, Inc.    | 19372 Ronald Reagan Blvd        | Georgetown      | TX    | 78628      | (512) 528-4280 |
| Giddings Plaza               | Team Sailing, Inc.          | 2191 East Austin St             | Giddings        | TX    | 78942      | 979-304-3060   |
| Granbury North               | MegaClips, LLC              | 3801 E US Hwy 377               | Granbury        | TX    | 76049      | (682) 205-3702 |
| Granbury South               | MegaClips, LLC              | 405 E Hwy 377                   | Granbury        | TX    | 76048      | (817) 579-8300 |
| Great Southwest Shopping C   | First Clips, LLC            | 4045 S Great Southwest Pkwy     | Grand Prairie   | TX    | 75052      | (972) 206-2821 |
| Carrier Towne Crossing       | First Clips, LLC            | 3950 S Carrier Pkwy             | Grand Prairie   | TX    | 75052      | (972) 642-2547 |
| Lake Prairie Town Crossing   | First Clips, LLC            | 5232 S State Hwy 360            | Grand Prairie   | TX    | 75052      | (972) 660-2222 |
| Park Place                   | La Corrida Investments, LLC | 2100 West NW Hwy                | Grapevine       | TX    | 76051      | (817) 416-2547 |
| Kari Beth Crossing           | GCXG, Inc.                  | 3210 I 30                       | Greenville      | TX    | 75402-7009 | (430) 242-1135 |
| Gun Barrel City              | DFW Salons, LLC             | 1307 W Main St                  | Gun Barrel City | TX    | 75156      | (903) 802-7000 |
| Stillhouse Plaza             | Mane Image, LLC             | 980 E Knights Way               | Harker Heights  | TX    | 76548      | (254) 698-1088 |
| Market Heights               | Mane Image, LLC             | 201 E Central Texas Expy        | Harker Heights  | TX    | 76548      | (254) 699-3858 |
| Five Points Crossing         | PSP Resources, LLC          | 2488 Avondale Haslet Rd         | Haslet          | TX    | 76052      | (817) 847-9898 |
| Heath Towne Village Shopping | Radhe Kishan, Inc.          | 455 Laurence Dr                 | Heath           | TX    | 75032      | (469) 400-2242 |
| Helotes Town Center          | Team Sailing, Inc.          | 9708 Business Pkwy              | Helotes         | TX    | 78023      | (210) 372-9330 |
| Hewitt Walmart               | Sunset Rock, Inc.           | 231 E Enterprise                | Hewitt          | TX    | 76643      | (254) 424-9767 |
| Hondo Village                | Team Sailing, Inc.          | 166 Menefee St                  | Hondo           | TX    | 78861      | (830) 426-3633 |
| *Horizon Crossing            | BAD HAT LLC                 | 13660 Horizon Blvd              | Horizon City    | TX    | 79928      | (915) 774-5501 |
| Summerwood                   | Chop It! LLC                | 12661 W Lake Houston Pkwy       | Houston         | TX    | 77044      | (281) 436-1374 |
| Meyerland                    | Chop It! LLC                | 4960 Beechnut St                | Houston         | TX    | 77096      | (713) 349-0120 |
| Spring Shadows               | D&J Worldwide, LLC          | 2755 Gessner Rd                 | Houston         | TX    | 77080      | (281) 888-2460 |
| Sawyer Heights Village       | D&J Worldwide, LLC          | 1923 Taylor St                  | Houston         | TX    | 77007      | (713) 802-0229 |
| Ashford Center               | D&J Worldwide, LLC          | 12545 Briar Forest Dr           | Houston         | TX    | 77077      | (281) 870-1765 |
| Shops at Oak Forest          | D&J Worldwide, LLC          | 1210 W 43rd St                  | Houston         | TX    | 77018      | (713) 812-7577 |
| The Plaza on San Felipe      | DFW Salons, LLC             | 1705 S Voss Rd                  | Houston         | TX    | 77057      | (713) 393-7942 |
| 249 & West Crossing          | Ethereal Holdings LLC       | 6405 West Rd                    | Houston         | TX    | 77086      | (281) 406-8940 |
| Heights Marketplace          | JZJ Delight, Inc.           | 174 Yale St                     | Houston         | TX    | 77007      | (281) 974-2748 |
| Village Plaza at Bunker Hill | JZJ Delight, Inc.           | 9774 Katy Frwy                  | Houston         | TX    | 77055      | (713) 468-4951 |
| Katy Green                   | Nick and Sam Clips Inc.     | 19227 Katy Freeway              | Houston         | TX    | 77094      | (832) 321-3393 |
| Bay Forest                   | Nick and Sam Clips Inc.     | 1926 El Dorado Boulevard        | Houston         | TX    | 77062      | (832) 915-5821 |
| Shops at Vintage             | S & S HairTrendz LLC        | 10850 Louetta Rd                | Houston         | TX    | 77070      | (281) 251-0400 |
| Shops at Hudson Oaks         | Kitty Paw, LLC              | 100 S Oakridge Dr               | Hudson Oaks     | TX    | 76087      | (817) 599-9300 |
| Atasca Oaks                  | Alamda Ventures, LLC        | 6306 FM 1960 Rd E               | Humble          | TX    | 77346      | (281) 812-4888 |
| Ravenwood Shopping Center    | B&R Clips LLC               | 229 IH 45 S                     | Huntsville      | TX    | 77340      | (936) 500-8493 |
| North Hurst                  | DFW Salons, LLC             | 775 Grapevine Hwy               | Hurst           | TX    | 76054      | (817) 503-2325 |
| Precinct Line Center         | Wetnose, LLC                | 1320 Precinct Line Rd           | Hurst           | TX    | 76053      | (817) 282-5002 |
| Star Ranch Market            | Westend Holdings, Inc.      | 2098 Muirfield Bend Dr          | Hutto           | TX    | 78634      | (512) 712-5755 |
| Hanson's Corner              | Westend Holdings, Inc.      | 210 Ed Schmidt Blvd             | Hutto           | TX    | 78634      | (512) 642-3634 |
| MacArthur Park Shopping Ce   | MacArthur Headhunters, Inc. | 7447 N MacArthur Blvd           | Irving          | TX    | 75063      | (972) 869-0633 |
| *Jackson Street              | Radhe Kishan II Inc.        | 1314 S Jackson St               | Jacksonville    | TX    | 75766      | (903) 505-3889 |
| Joshua                       | MegaClips, LLC              | 1036 S Broadway St              | Joshua          | TX    | 76058      | (817) 487-4788 |
| Jordan Ranch                 | Chop It! LLC                | 29807 Jordan Crossing Blvd      | Katy            | TX    | 77494      | (281) 375-9164 |
| Katy Reserve                 | Chop It! LLC                | 1721 Spring Green Blvd          | Katy            | TX    | 77494      | (346) 387-6127 |
| Bay Hill                     | CVS Enterprises, LLC        | 1450 W Grand Pkwy S             | Katy            | TX    | 77494      | (281) 392-1110 |
| Cross Creek Ranch            | DFW Salons, LLC             | 5102 FM 1463 Rd                 | Katy            | TX    | 77494      | (346) 707-8105 |
| Grand Morton Town Center     | DFW Salons, LLC             | 22720 Morton Ranch Rd           | Katy            | TX    | 77449      | (832) 321-3664 |
| Katy Park                    | DFW Salons, LLC             | 24818 Morton Ranch Rd           | Katy            | TX    | 77493      | (832) 437-0507 |
| Thor Ranch                   | DFW Salons, LLC             | 9555 Spring Green Blvd          | Katy            | TX    | 77494      | (832) 913-3442 |
| Highland Knolls              | Katy Clips, Inc.            | 2020 S Fry Rd                   | Katy            | TX    | 77450      | (281) 647-6760 |
| Katy Mills                   | Revive Cuts, LLC            | 25116 Market Place Dr           | Katy            | TX    | 77494      | (832) 437-5010 |
| The Shops at Kings Fort      | Radhe Kishan, Inc.          | 100 Kings Fort Pkwy             | Kaufman         | TX    | 75142      | (972) 968-7133 |
| Keller Town Crossing         | Kitty Paw, LLC              | 940 Keller Parkway (Hwy - 1709) | Keller          | TX    | 76248      | (817) 431-4646 |
| Kenedy Station               |                             | 131 Business Park Blvd          | Kenedy          | TX    | 78119      | (830) 583-0313 |
| Kerrville Junction           | You Sit We Clip, LLC        | 1304 Junction Hwy               | Kerrville       | TX    | 78028      | (830) 792-0400 |



GREAT CLIPS FRANCHISEES  
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| Salon Name                  | Franchisee                       | Address                       | City                 | State | Zip   | Phone          |
|-----------------------------|----------------------------------|-------------------------------|----------------------|-------|-------|----------------|
| *Stonecreek Plaza           | Radhe Kishan II Inc.             | 1101 Stone St                 | Kilgore              | TX    | 75662 | (469) 885-0102 |
| Killeen Marketplace         | Aristoxus, LLC                   | 1103 W Stan Schlueter Loop    | Killeen              | TX    | 76549 | (254) 781-2083 |
| Killeen Crossing            | Aristoxus, LLC                   | 3650 W Stan Schlueter Loop    | Killeen              | TX    | 76549 | (254) 519-1768 |
| Expressway Plaza            | Mane Image, LLC                  | 1200 Lowes Blvd               | Killeen              | TX    | 76542 | (254) 245-8671 |
| Kingwood Place              | Horse Thieving Investments, Inc. | 20045 Northpark Dr            | Kingwood             | TX    | 77339 | (281) 318-7193 |
| Kingwood                    | Horse Thieving Investments, Inc. | 4521 Kingwood Dr              | Kingwood             | TX    | 77345 | (281) 973-9543 |
| Kyle Marketplace            | Westend Holdings, Inc.           | 5401 S FM 1626                | Kyle                 | TX    | 78640 | (512) 268-0300 |
| Spencer                     | Chop It! LLC                     | 8920 Spencer Hwy              | La Porte             | TX    | 77571 | (832) 780-0916 |
| Lake Jackson                | Chop It! LLC                     | 121 Highway 332 W             | Lake Jackson         | TX    | 77566 | (979) 285-2075 |
| Lake Worth                  | DFW Salons, LLC                  | 3980 Boat Club Rd             | Lake Worth           | TX    | 76135 | (817) 237-4831 |
| Lakeway Towne Center        | Mane Image, LLC                  | 2410 Ranch Rd 620 S           | Lakeway              | TX    | 78738 | (512) 263-9003 |
| Lampasas Walmart            | Aristoxus, LLC                   | 1708 Central Texas Expressway | Lampasas             | TX    | 76550 | (512) 564-5004 |
| Encino Plaza                | Krishna 2 Franchising, LLC       | 1211 E Del Mar Blvd           | Laredo               | TX    | 78041 | (956) 568-1202 |
| W League City Pkwy at Hobb  | D&J Worldwide, LLC               | 1940 W League City Pkwy       | League City          | TX    | 77573 | (281) 316-4237 |
| South Shore Marketplace     | Horse Thieving Investments, Inc. | 2640 E League City Pkwy       | League City          | TX    | 77573 | (281) 334-7170 |
| South Brook Station         | Westend Holdings, Inc.           | 145 South Brook Drive         | Leander              | TX    | 78641 | (512) 456-0228 |
| Gateway at Leander          | Westend Holdings, Inc.           | 1395 Hwy 183                  | Leander              | TX    | 78641 | (512) 260-7294 |
| Market at Valley Parkway    | FSG Group, LLC                   | 1079 W FM 3040                | Lewisville           | TX    | 75067 | (214) 488-8371 |
| Lakepointe Towne Crossing   | FSG Group, LLC                   | 729 Hebron Pkwy               | Lewisville           | TX    | 75057 | (214) 488-0434 |
| Liberty Crossing            | Alamda Ventures, LLC             | 2137 Highway 146 Bypass       | Liberty              | TX    | 77575 | (936) 641-9416 |
| Liberty Hill Water Tower    | Westend Holdings, Inc.           | 14125 W Hwy 29                | Liberty Hill         | TX    | 78642 | (512) 548-6393 |
| *Centennial Marketplace     | Radhe Kishan II Inc.             | 120 Centennial Blvd           | Lindale              | TX    | 75771 | (903) 505-1193 |
| Little Elm Towne Crossing   | Honking Dog, LLC                 | 2700 E Eldorado Pkwy          | Little Elm           | TX    | 75068 | (972) 292-0600 |
| Gateway Plaza               | Rokit Shears Inc.                | 7529 N Loop 1604 E            | Live Oak             | TX    | 78233 | (210) 657-2547 |
| Pineborough Shopping Center | B&R Clips LLC                    | 1501 W Church St              | Livingston           | TX    | 77351 | (936) 534-9102 |
| Chisholm Trail              | Westend Holdings, Inc.           | 1906 S Colorado St            | Lockhart             | TX    | 78644 | (512) 359-4146 |
| *Gilmer Road                | Radhe Kishan II Inc.             | 2306 Gilmer Road              | Longview             | TX    | 75604 | (903) 399-4029 |
| *Longview Towne Crossing    | Radhe Kishan II Inc.             | 3088 N Eastman Rd             | Longview             | TX    | 75605 | (903) 470-0551 |
| *19th and Quaker            | PAJ, Inc.                        | 1910 Quaker Ave               | Lubbock              | TX    | 79407 | (806) 799-1777 |
| *Cooper Crossing            | PAJ, Inc.                        | 12811 Indiana Avenue          | Lubbock              | TX    | 79423 | (806) 701-4151 |
| *4th and Milwaukee          | PAJ, Inc.                        | 6309 4th St                   | Lubbock              | TX    | 79416 | (806) 788-5555 |
| *HEB 114th and Quaker       | PAJ, Inc.                        | 4409 114th St                 | Lubbock              | TX    | 79424 | (806) 319-1366 |
| *North Kingsgate Center     | PAJ, Inc.                        | 4210 82nd St                  | Lubbock              | TX    | 79423 | (806) 795-2100 |
| *Lubbock Commons            | PAJ, Inc.                        | 6319 82nd St                  | Lubbock              | TX    | 79424 | (806) 783-0769 |
| *University Place           | PAJ, Inc.                        | 601 University Ave            | Lubbock              | TX    | 79401 | (806) 747-3212 |
| Shops at Lucas              |                                  | 2650 West Lucas Rd            | Lucas                | TX    | 75002 | (972) 521-6259 |
| *Lufkin South Loop Shopping | Radhe Kishan II Inc.             | 4505 S Medford Dr             | Lufkin               | TX    | 75901 | (936) 585-5419 |
| *Lumberton                  | Chop It! LLC                     | 104 S LHS Dr.                 | Lumberton            | TX    | 77657 | (409) 227-4464 |
| Lytle Crossing              | Team Sailing, Inc.               | 19585 IH 35 S                 | Lytle                | TX    | 78052 | (830) 772-5872 |
| Heritage Green              | Hinan Corporation                | 13650 FM 1488                 | Magnolia             | TX    | 77354 | (346) 703-9072 |
| Magnolia                    | Hinan Corporation                | 6606 FM 1488 Rd               | Magnolia             | TX    | 77354 | (936) 666-8113 |
| Manor Commons               |                                  | 11828 Ring Dr                 | Manor                | TX    | 78653 | (512) 366-5236 |
| The Commons                 | First Clips, LLC                 | 990 Highway 287 N             | Mansfield            | TX    | 76063 | (817) 453-4405 |
| Matlock Center              | First Clips, LLC                 | 2851 Matlock Rd               | Mansfield            | TX    | 76063 | (817) 453-5776 |
| Manvel Town Center          | Hinan Corporation                | 17221 Hwy 6                   | Manvel               | TX    | 77578 | (281) 643-6682 |
| Northlake Plaza             | Mane Image, LLC                  | 2511 Highway 281              | Marble Falls         | TX    | 78654 | (830) 201-4020 |
| Marshall Valley Shopping Ce | Radhe Kishan II Inc.             | 900 East End Blvd N           | Marshall             | TX    | 75670 | (903) 904-9238 |
| The Ridge                   | Shear Greatness TX LTD           | 1409 E Ridge Rd               | McAllen              | TX    | 78503 | (956) 322-3592 |
| District At North Village   | Shear Greatness TX LTD           | 7913 N 10th St                | McAllen              | TX    | 78504 | (956) 627-0210 |
| 380 Towne Crossing          | GCGX, Inc.                       | 2050 W University Dr          | McKinney             | TX    | 75071 | (972) 548-9830 |
| Shops at Eagle Point        | Honking Dog, LLC                 | 1521 N Custer Rd              | McKinney             | TX    | 75071 | (972) 542-4454 |
| Lake Forest Marketplace     | Kitty Paw, LLC                   | 1871 N Lake Forest Dr         | McKinney             | TX    | 75071 | (214) 842-4425 |
| Eldorado Plaza              | Radhe Kishan, Inc.               | 3001 Hardin Blvd              | McKinney             | TX    | 75070 | (972) 548-2547 |
| McKinney Town Crossing      | Radhe Kishan, Inc.               | 7645 Custer Rd                | McKinney             | TX    | 75070 | (972) 727-9300 |
| Melissa Village             | Radhe Kishan, Inc.               | 3000 Washington Dr            | Melissa              | TX    | 75454 | (972) 232-9817 |
| Market East Center          | FSG Group, LLC                   | 1515 N Town East Blvd         | Mesquite             | TX    | 75150 | (469) 828-1601 |
| Pioneer Plaza               | FSG Group, LLC                   | 701 E Cartwright Rd           | Mesquite             | TX    | 75149 | (972) 288-2631 |
| *Kimber-Lea                 | DFW Salons, LLC                  | 3408 Midkiff                  | Midland              | TX    | 79705 | (432) 247-5130 |
| *North Midland              | DFW Salons, LLC                  | 4400 West Loop 250 N          | Midland              | TX    | 79707 | (432) 247-1353 |
| Midlothian                  | MegaClips, LLC                   | 2020 FM 663                   | Midlothian           | TX    | 76065 | (972) 775-2211 |
| Sharyland Towne Crossing    | Shear Greatness TX LTD           | 2505 E Expressway 83          | Mission              | TX    | 78572 | (956) 271-4149 |
| Shops at Vicksburg          | Alamda Ventures, LLC             | 9839 State Hwy 6              | Missouri City        | TX    | 77459 | (281) 670-5920 |
| Sienna Grande Shops         | Hinan Corporation                | 2822 Sienna Pkwy              | Missouri City        | TX    | 77459 | (281) 303-5561 |
| Missouri City               | Hinan Corporation                | 5836 Highway 6                | Missouri City        | TX    | 77459 | (281) 403-2242 |
| Mont Belvieu Marketplace    | Hinan Corporation                | 9129 Eagle Drive              | Mont Belvieu         | TX    | 77523 | (832) 501-2070 |
| Buffalo Spring Marketplace  | Hinan Corporation                | 20212 Eva St                  | Montgomery           | TX    | 77356 | (936) 597-4331 |
| Airport Plaza               | Radhe Kishan II Inc.             | 2306 South Jefferson Avenue   | Mount Pleasant       | TX    | 75455 | (903) 307-4428 |
| *Nacogdoches Marketplace I  | Radhe Kishan II Inc.             | 4604 North St                 | Nacogdoches          | TX    | 75965 | (936) 585-5037 |
| Shops at Clear Springs      | AJ Odyssey Inc.                  | 1761 TX 46 S                  | New Braunfels        | TX    | 78130 | (830) 312-7166 |
| Walnut and County Line      | Binepal Malhi Joint Ventures LLC | 1187 W County Line Rd         | New Braunfels        | TX    | 78130 | (830) 627-9407 |
| HEB Shopping Center New B   | Team Sailing, Inc.               | 244 FM 306                    | New Braunfels        | TX    | 78130 | (830) 620-9940 |
| Westpointe Village          | Team Sailing, Inc.               | 1659 TX-46 W                  | New Braunfels        | TX    | 78132 | (830) 608-1449 |
| Caney Crossing              | Alamda Ventures, LLC             | 20306 US HWY 59               | New Caney            | TX    | 77357 | (832) 793-5245 |
| Tarrant Parkway Plaza       | Kitty Paw, LLC                   | 8415 Davis Blvd               | North Richland Hills | TX    | 76182 | (817) 605-3444 |
| *Faudree                    | DFW Salons, LLC                  | 4103 Faudree Rd               | Odessa               | TX    | 79765 | (432) 235-7019 |
| Palestine Walmart           | Radhe Kishan, Inc.               | 2213 S Loop 256               | Palestine            | TX    | 75801 | (903) 394-8489 |
| Park Row Place              | Synectics, LLC                   | 2504 W Park Row Dr            | Pantego              | TX    | 76013 | (817) 460-1441 |
| Paris                       | Synectics, LLC                   | 3915 Lamar Ave                | Paris                | TX    | 75460 | (903) 732-0026 |

GREAT CLIPS FRANCHISEES  
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| Salon Name                   | Franchisee                       | Address                        | City               | State | Zip   | Phone          |
|------------------------------|----------------------------------|--------------------------------|--------------------|-------|-------|----------------|
| The Crossing at 288          | Alamda Ventures, LLC             | 10645 Broadway St              | Pearland           | TX    | 77584 | (713) 436-0222 |
| Pearland                     | Chop It! LLC                     | 3320 Broadway St               | Pearland           | TX    | 77581 | (281) 997-3400 |
| Shadow Creek                 | DFW Salons, LLC                  | 1799 Kirby Dr                  | Pearland           | TX    | 77584 | (281) 741-4487 |
| Pflugerville Crossing        | Wilder Enterprises, Inc.         | 1552 FM 685                    | Pflugerville       | TX    | 78660 | (512) 251-3447 |
| *Plainview                   | PAJ, Inc.                        | 1601 N I-27                    | Plainview          | TX    | 79072 | (806) 291-6960 |
| Windhaven Plaza              | First Clips, LLC                 | 6009 W Parker Rd               | Plano              | TX    | 75093 | (972) 403-1286 |
| Independence Square          | FSG Group, LLC                   | 3100 Independence Pkwy         | Plano              | TX    | 75075 | (972) 612-3488 |
| Legacy Plaza                 | FSG Group, LLC                   | 6905 Coit Rd                   | Plano              | TX    | 75024 | (972) 208-9018 |
| Preston Village              | FSG Group, LLC                   | 8604 Preston Rd                | Plano              | TX    | 75024 | (972) 668-2547 |
| Coit Marketplace             | Honking Dog, LLC                 | 9605 Coit Rd                   | Plano              | TX    | 75025 | (214) 387-6999 |
| The Village of Los Rios      | R2Y2M Clips, LLC                 | 4013 14th St                   | Plano              | TX    | 75074 | (972) 633-8818 |
| Preston Parker Crossing      |                                  | 3308 Preston Rd                | Plano              | TX    | 75093 | (972) 798-7800 |
| Coldwater Creek              | Team Sailing, Inc.               | 2128 W Oaklawn Rd              | Pleasanton         | TX    | 78064 | (830) 569-1993 |
| *Port Arthur                 | Chop It! LLC                     | 8425 Memorial Blvd             | Port Arthur        | TX    | 77640 | (409) 237-5695 |
| Shoppes at Porter            | Alamda Ventures, LLC             | 23607 Kelly Joe Smith Rd       | Porter             | TX    | 77365 | (281) 354-4940 |
| Gates of Princeton           | Radhe Kishan, Inc.               | 200 S Beauchamp Blvd           | Princeton          | TX    | 75407 | (214) 843-8285 |
| Gates of Prosper             | Kitty Paw, LLC                   | 750 Richland Blvd              | Prosper            | TX    | 75078 | (972) 347-9997 |
| Windsong Ranch               | Kitty Paw, LLC                   | 4740 W University Dr           | Prosper            | TX    | 75078 | (469) 715-6730 |
| Providence Shops             | Kitty Paw, LLC                   | 26621 US Hwy 380 W             | Providence Village | TX    | 76227 | (940) 488-5065 |
| Red Oak                      | MegaClips, LLC                   | 110 E Ovilla Rd                | Red Oak            | TX    | 75154 | (972) 576-2772 |
| Pavillion East Center        | FSG Group, LLC                   | 1920 N Coit Rd                 | Richardson         | TX    | 75080 | (972) 669-3935 |
| Richland Village             | FSG Group, LLC                   | 904 Audelia Rd                 | Richardson         | TX    | 75081 | (972) 907-1208 |
| Aliana                       | CVS Enterprises, LLC             | 10173 W Grand Pkwy S           | Richmond           | TX    | 77407 | (281) 494-0284 |
| Waterside                    | CVS Enterprises, LLC             | 8019 W Grand Pkwy S            | Richmond           | TX    | 77407 | (281) 232-0020 |
| Richmond Town Plaza          | Hinan Corporation                | 3415 FM 762                    | Richmond           | TX    | 77469 | (832) 451-6186 |
| Windswept Plaza              | Bella-Z Management, LLC          | 2311 Highway 35 N              | Rockport           | TX    | 78382 | (361) 450-0848 |
| Steger Towne Crossing        | First Clips, LLC                 | 888 Steger Towne Dr            | Rockwall           | TX    | 75032 | (972) 771-8899 |
| Shops at Stone Creek         | Kitty Paw, LLC                   | 3084 N Goliad St               | Rockwall           | TX    | 75087 | (972) 722-6660 |
| Shops at Palm Valley         | Westend Holdings, Inc.           | 2150 E Palm Valley Blvd        | Round Rock         | TX    | 78665 | (512) 388-8817 |
| Cat Hollow                   | Wilder Enterprises, Inc.         | 16720 Ranch Road 620           | Round Rock         | TX    | 78681 | (512) 248-8909 |
| Round Rock Crossing          | Wilder Enterprises, Inc.         | 3021 S Interstate Hwy 35       | Round Rock         | TX    | 78664 | (512) 388-4844 |
| Dalrock Crossing             | Licky's LLC                      | 6310 Dalrock Rd                | Rowlett            | TX    | 75088 | (972) 463-1786 |
| Liberty Crossing             | Licky's LLC                      | 5701 President George Bush Hwy | Rowlett            | TX    | 75089 | (214) 607-1786 |
| Walmart Royse City           | Honking Dog, LLC                 | 556 W I-30                     | Royse City         | TX    | 75189 | (469) 723-5007 |
| Shops at Woodbridge          | Kitty Paw, LLC                   | 8040 Woodbridge Pkwy           | Sachse             | TX    | 75048 | (972) 442-0661 |
| *Sherwood                    | DFW Salons, LLC                  | 5582 Sherwood Way              | San Angelo         | TX    | 76901 | (325) 227-6964 |
| *Stadium Park                | DFW Salons, LLC                  | 2009 Knickerbocker Rd          | San Angelo         | TX    | 76904 | (325) 617-5258 |
| City Base West               | AJ Odyssey Inc.                  | 2611 SE Military Dr            | San Antonio        | TX    | 78223 | (210) 333-0077 |
| Southwest Junction           | AJ Odyssey Inc.                  | 135 SW Military Dr             | San Antonio        | TX    | 78221 | (210) 236-9899 |
| Sonterra Park Market         | AJ Odyssey Inc.                  | 1321 N Loop 1604 E             | San Antonio        | TX    | 78232 | (210) 491-0600 |
| Alon Town Centre             | AJ Odyssey Inc.                  | 10003 NW Military Hwy          | San Antonio        | TX    | 78231 | (210) 444-9508 |
| Bulverde Crossing            | Binopal Malhi Joint Ventures LLC | 18010 Bulverde Rd              | San Antonio        | TX    | 78259 | (210) 664-0919 |
| O'Connor Crossing            | Binopal Ventures LLC             | 11403 O'Connor Road            | San Antonio        | TX    | 78233 | (210) 401-3512 |
| Nacogdoches Village          | Clip Clip Boom LLC               | 13909 Nacogdoches Rd           | San Antonio        | TX    | 78217 | (210) 657-4247 |
| Marbach Plaza                | Jet Clips LLC                    | 10910 Marbach Rd               | San Antonio        | TX    | 78245 | (210) 467-5002 |
| Kallison Ranch               | Jet Clips LLC                    | 14048 Culebra Rd               | San Antonio        | TX    | 78253 | (210) 251-3448 |
| Highway 90 & Montgomery      | Jet Clips LLC                    | 6032 WT Montgomery Rd          | San Antonio        | TX    | 78252 | (210) 257-0514 |
| Valley Hi at Loop 410        | Jet Clips LLC                    | 306 Valley Hi Dr               | San Antonio        | TX    | 78227 | (210) 247-7525 |
| Cross Creek Shopping Center  | Jet Clips LLC                    | 9115 Grissom Rd                | San Antonio        | TX    | 78251 | (210) 314-6406 |
| Westlakes                    | Jet Clips LLC                    | 8223 Marbach Rd                | San Antonio        | TX    | 78227 | (210) 670-8000 |
| Westpointe                   | Jet Clips LLC                    | 8603 Hwy 151                   | San Antonio        | TX    | 78245 | (210) 255-8900 |
| Northtowne SC                | K&G Clippers LLC                 | 6900 San Pedro Ave             | San Antonio        | TX    | 78216 | (210) 824-7176 |
| Churchill Estates Crossing   | K&G Clippers LLC                 | 15502 Huebner Rd               | San Antonio        | TX    | 78248 | (210) 493-9543 |
| Bandera Court                | Rocket Shears Inc.               | 7531 Bandera Rd                | San Antonio        | TX    | 78238 | (210) 637-9077 |
| Castle Hills Oaks Shopping C | Rocket Shears Inc.               | 1973 NW Loop 410               | San Antonio        | TX    | 78213 | (210) 277-0060 |
| Woodlawn Ave                 | Rocket Shears Inc.               | 3031 W Woodlawn Ave            | San Antonio        | TX    | 78228 | (210) 563-6622 |
| Stone Ridge Market           | Rocket Shears Inc.               | 20821 US Hwy 281 N             | San Antonio        | TX    | 78258 | (210) 399-7676 |
| Rigsby & Loop 410 Retail     | Rocket Shears Inc.               | 5313 Rigsby Ave                | San Antonio        | TX    | 78222 | (210) 595-1114 |
| Grosen Crossing Center       | Rocket Shears Inc.               | 12370 Potranco Rd              | San Antonio        | TX    | 78253 | (210) 236-8514 |
| Grove at Alamo Ranch         | Rocket Shears Inc.               | 11841 Alamo Ranch Pkwy         | San Antonio        | TX    | 78253 | (210) 236-5530 |
| New Territories              | Rocket Shears Inc.               | 8181 Tezel Rd                  | San Antonio        | TX    | 78250 | (210) 521-4247 |
| Marketplace                  | Rocket Shears Inc.               | 5601 Bandera Rd                | San Antonio        | TX    | 78238 | (210) 684-9699 |
| Potranco Crossing            | Rocket Shears Inc.               | 9827 Potranco Rd               | San Antonio        | TX    | 78251 | (210) 334-0032 |
| Galm Village                 | Rocket Shears Inc.               | 11590 Galm Rd                  | San Antonio        | TX    | 78254 | (210) 390-7676 |
| Foster Wal                   | Rocket Shears Inc.               | 6658 Summer Fest Dr            | San Antonio        | TX    | 78244 | (210) 474-6343 |
| Magie Shopping Center        | Rocket Shears Inc.               | 5122 Fredericksburg Rd         | San Antonio        | TX    | 78229 | (210) 524-0061 |
| Fossil Creek                 | Rocket Shears Inc.               | 22250 Bulverde Rd              | San Antonio        | TX    | 78261 | (210) 497-4247 |
| Woodlake Crossing            | Rocket Shears Inc.               | 6251 Woodlake Pkwy             | San Antonio        | TX    | 78244 | (210) 666-2400 |
| Westwood Shopping Center     | Rocket Shears Inc.               | 11019 Culebra Rd               | San Antonio        | TX    | 78254 | (210) 946-7676 |
| Potranco Village Center      | Rocket Shears Inc.               | 430 W Loop 1604 N              | San Antonio        | TX    | 78251 | (210) 236-8545 |
| Wilderness Oak               | Team Sailing, Inc.               | 23522 Wilderness Oak           | San Antonio        | TX    | 78258 | (210) 468-3366 |
| The RIM Shopping Center      | Team Sailing, Inc.               | 18427 RIM Dr                   | San Antonio        | TX    | 78257 | (210) 561-5774 |
| De Zavala Corners            | Team Sailing, Inc.               | 6390 De Zavala Rd              | San Antonio        | TX    | 78249 | 210-455-0509   |
| Sunset Square                | Team Sailing, Inc.               | 1530 Austin Hwy                | San Antonio        | TX    | 78218 | (210) 248-9925 |
| SA Crossing                  | Team Sailing, Inc.               | 11654 Bandera Rd               | San Antonio        | TX    | 78250 | (210) 451-5010 |
| Brook Hollow                 | Team Sailing, Inc.               | 15102 San Pedro Ave            | San Antonio        | TX    | 78232 | (210) 545-2547 |
| Sunset Ridge                 | Team Sailing, Inc.               | 6334 N New Braunfels Ave       | San Antonio        | TX    | 78209 | (210) 822-4850 |
| Market at Boerne Stage       | Team Sailing, Inc.               | 24175 I-10 West                | San Antonio        | TX    | 78257 | (210) 698-6088 |

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OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                     | Franchisee                       | Address                     | City               | State | Zip   | Phone          |
|--------------------------------|----------------------------------|-----------------------------|--------------------|-------|-------|----------------|
| Southpark Village              | Team Sailing, Inc.               | 6994 S Zarzamora St         | San Antonio        | TX    | 78224 | (210) 922-7797 |
| Palo Alto                      | Team Sailing, Inc.               | 8526 IH 35 S                | San Antonio        | TX    | 78211 | (210) 616-4139 |
| Thousand Oaks Centre           | Team Sailing, Inc.               | 2953 Thousand Oaks Dr       | San Antonio        | TX    | 78247 | (210) 491-9740 |
| HEB Shopping Center            | Team Sailing, Inc.               | 5910 Babcock Rd             | San Antonio        | TX    | 78240 | (210) 561-2847 |
| McCreless Market               | Team Sailing, Inc.               | 4130 S New Braunfels Ave    | San Antonio        | TX    | 78223 | (210) 533-2900 |
| Village at Blanco              | You Sit We Clip, LLC             | 1160 N Loop 1604 W          | San Antonio        | TX    | 78248 | (210) 492-1389 |
| Northern Hills Shopping Center | You Sit We Clip, LLC             | 12311 Nacogdoches Rd        | San Antonio        | TX    | 78217 | (210) 635-0000 |
| The Colonnade Shopping Center  | You Sit We Clip, LLC             | 9817 IH-10 W                | San Antonio        | TX    | 78230 | (210) 277-8959 |
| Huebner Commons                | You Sit We Clip, LLC             | 11703 Huebner Rd            | San Antonio        | TX    | 78230 | (210) 561-1300 |
| Shops at Stevens Ranch         |                                  | 14244 Potranco Rd           | San Antonio        | TX    | 78253 | (210) 701-8805 |
| Stone Creek Crossing           | Mane Image, LLC                  | 750 Barnes Dr               | San Marcos         | TX    | 78666 | (512) 392-4429 |
| Springtown Shopping Center     | Sunset Rock, Inc.                | 1180 Thorpe Ln              | San Marcos         | TX    | 78666 | (512) 392-3488 |
| Tri-County SC                  | Rockit Shears Inc.               | 6018 FM 3009                | Schertz            | TX    | 78154 | (210) 654-8100 |
| Seagoville                     | Radhe Kishan, Inc.               | 340 US 175                  | Seagoville         | TX    | 75159 | (972) 287-2522 |
| Seguin Best Center             | Team Sailing, Inc.               | 751 Best Dr                 | Seguin             | TX    | 78155 | (830) 433-4543 |
| Seguin Corners                 | Team Sailing, Inc.               | 574 S Highway 123 Byp       | Seguin             | TX    | 78155 | (830) 303-5560 |
| *Sherman Town Center           | Synectics, LLC                   | 4114 Hwy 75 N               | Sherman            | TX    | 75090 | (903) 487-4222 |
| Southlake Town Square          | Wetnose, LLC                     | 1232 Prospect St            | Southlake          | TX    | 76092 | (817) 416-1646 |
| Spring Plaza                   | A&K Companies LLC                | 2019 Spring Stuebner Rd     | Spring             | TX    | 77389 | (832) 585-1110 |
| Spring Town                    | Chop It! LLC                     | 21212 Kuykendahl Rd         | Spring             | TX    | 77379 | (281) 528-7472 |
| Kleinwood Center               | DFW Salons, LLC                  | 7312 Louetta Rd             | Spring             | TX    | 77379 | (832) 698-4676 |
| Pines of Gleannloch Farms      | Hinan Corporation                | 8620 Spring Cypress Rd      | Spring             | TX    | 77379 | (281) 826-0040 |
| Birham Woods                   | Horse Thieving Investments, Inc. | 4057 Riley Fuzzel Rd        | Spring             | TX    | 77386 | (281) 771-5523 |
| Imperial Oaks                  | Horse Thieving Investments, Inc. | 2211 Rayford Rd             | Spring             | TX    | 77386 | (281) 298-2833 |
| The Grid                       | First Clips, LLC                 | 11229 W. Airport Blvd       | Stafford           | TX    | 77477 | (281) 245-0055 |
| Stephenville                   | MegaClips, LLC                   | 100 Wolfe Nursery Rd        | Stephenville       | TX    | 76401 | (254) 918-5200 |
| Telfair HEB Sugarland          | Alamda Ventures, LLC             | 510 Highway 6               | Sugar Land         | TX    | 77478 | (281) 980-2098 |
| Sulphur Springs Corners        | Radhe Kishan, Inc.               | 1707 S Broadway St          | Sulphur Springs    | TX    | 75482 | (903) 363-4028 |
| Jones Plaza                    | Wilder Enterprises, Inc.         | 3605 N Main St              | Taylor             | TX    | 76574 | (512) 352-6741 |
| Wildflower Court               | Aristoxus, LLC                   | 3614 SW H K Dodgen Loop     | Temple             | TX    | 76504 | (254) 771-0222 |
| Trinity Plaza                  | Aristoxus, LLC                   | 7075 W Adams Ave            | Temple             | TX    | 76502 | (254) 314-2076 |
| Terrell Corners                | Radhe Kishan, Inc.               | 1880 W Moore Ave            | Terrell            | TX    | 75160 | (469) 474-7892 |
| Lone Star Plaza                | Radhe Kishan II Inc.             | 404 Walton Drive            | Texarkana          | TX    | 75501 | (903) 314-5051 |
| Texas City                     | Chop It! LLC                     | 3512 Palmer Hwy             | Texas City         | TX    | 77590 | (409) 229-1732 |
| Village Corners                | First Clips, LLC                 | 3751 Main St                | The Colony         | TX    | 75056 | (972) 624-6700 |
| Grogan's Forest Center         | Alamda Ventures, LLC             | 25114 Grogan's Mill Rd      | The Woodlands      | TX    | 77380 | (281) 296-0555 |
| Pincroft Center                | Alamda Ventures, LLC             | 9300 Six Pines R            | The Woodlands      | TX    | 77380 | (281) 419-9956 |
| Sterling Ridge                 | D&J Worldwide, LLC               | 6700 Woodlands Pkwy         | The Woodlands      | TX    | 77382 | (281) 362-5021 |
| Augusta Woods                  | D&J Worldwide, LLC               | 25760 Kuykendahl Rd         | Tomball            | TX    | 77375 | (832) 534-8810 |
| HEB - Tomball                  | First Clips, LLC                 | 1400 Graham Dr              | Tomball            | TX    | 77375 | (281) 255-8855 |
| Trophy Club Plaza              | Kitty Paw, LLC                   | 301 Trophy Lake Dr          | Trophy Club        | TX    | 76262 | (817) 490-8882 |
| *Pine Corners                  | Radhe Kishan II Inc.             | 3853 State Hwy 64           | Tyler              | TX    | 75704 | (903) 363-7653 |
| *The Village at Cumberland     | Radhe Kishan II Inc.             | 8982 S Broadway Ave         | Tyler              | TX    | 75703 | (903) 328-8239 |
| *Oak Hills                     | Radhe Kishan II Inc.             | 7002 Highlands Ln           | Tyler              | TX    | 75703 | (903) 939-0633 |
| *Shoppes at Shiloh             | Radhe Kishan II Inc.             | 5011 Troup Hwy              | Tyler              | TX    | 75707 | (903) 939-0270 |
| Kitty Hawk                     | Rockit Shears Inc.               | 902 Kitty Hawk              | Universal City     | TX    | 78148 | (210) 658-3061 |
| Uvalde Shopping Center         | Team Sailing, Inc.               | 3250 East Main St           | Uvalde             | TX    | 78801 | (830) 261-5786 |
| *Victoria                      | DFW Salons, LLC                  | 8902 N Navarro St           | Victoria           | TX    | 77904 | (361) 894-6736 |
| Valley Mills HEB               | Sunset Rock, Inc.                | 1821 S Valley Mills Dr      | Waco               | TX    | 76711 | (254) 424-9742 |
| Lakewood Center                | Sunset Rock, Inc.                | 1230 N Valley Mills Dr      | Waco               | TX    | 76710 | (254) 424-9791 |
| Woodway Plaza                  | Sunset Rock, Inc.                | 824 Hewitt Dr               | Waco               | TX    | 76712 | (254) 732-2437 |
| Watauga Towne Crossing         | Kitty Paw, LLC                   | 8028 Denton Hwy 377         | Watauga            | TX    | 76148 | (817) 427-8874 |
| Richland Commons               | La Corrida Investments, LLC      | 6801 Rufe Snow Dr           | Watauga            | TX    | 76148 | (817) 788-0342 |
| Waxahachie                     | MegaClips, LLC                   | 1035 N Hwy 77               | Waxahachie         | TX    | 75165 | (972) 938-2004 |
| Weatherford Commons            | Synectics, LLC                   | 1968 S Main St              | Weatherford        | TX    | 76086 | (817) 594-9499 |
| Baybrook                       | Chop It! LLC                     | 1827 W Bay Area Blvd        | Webster            | TX    | 77598 | (281) 316-2080 |
| *Whitehouse Town Center        | Radhe Kishan II Inc.             | 601 Hwy 110 N               | Whitehouse         | TX    | 75791 | (903) 839-1133 |
| *Dollar Tree Plaza             | Kitty Paw, LLC                   | 5120 Greenbriar Rd          | Wichita Falls      | TX    | 76302 | (940) 500-4280 |
| *Market Street Plaza           | Kitty Paw, LLC                   | 3701 Fairway Blvd           | Wichita Falls      | TX    | 76310 | (940) 285-5530 |
| *Gabriella's Square            | Kitty Paw, LLC                   | 2710 Central East Freeway   | Wichita Falls      | TX    | 76306 | (940) 500-4444 |
| *Wichita Square                | Kitty Paw, LLC                   | 3916 Kemp Blvd              | Wichita Falls      | TX    | 76308 | (940) 386-1162 |
| Market at Willis               | Hinan Corporation                | 12360 Interstate 45 N       | Willis             | TX    | 77378 | (936) 272-1037 |
| Walzem Walmart                 |                                  | 5007 Parkcrest Dr           | Windercrest        | TX    | 78218 | (210) 650-0809 |
| Woodbridge Crossing            | Honking Dog, LLC                 | 3400 W FM 544               | Wylie              | TX    | 75098 | (972) 429-6556 |
| Wylie                          | R2Y2M Clips, LLC                 | 430 S Hwy 78                | Wylie              | TX    | 75098 | (972) 886-8403 |
| The Meadows                    | RK Ajer Ventures, LLC            | 484 N 950 W                 | American Fork      | UT    | 84003 | (801) 756-6370 |
| Gateway Crossing               | Hutchinson-Hill, LC              | 302 S 500 W                 | Bountiful          | UT    | 84010 | (801) 292-5908 |
| Legacy Plaza                   | JSW Enterprises, LLC             | 894 W 1150 S                | Brigham City       | UT    | 84302 | (435) 239-7234 |
| Cedar City Town Center         | RK Ajer Ventures, LLC            | 96 N Main St                | Cedar City         | UT    | 84720 | (435) 867-4410 |
| Providence Center              | RK Ajer Ventures, LLC            | 1380 S Providence Center Dr | Cedar City         | UT    | 84720 | (435) 865-0405 |
| Cedar Hills Town Center        | Sail-On Ventures, LLC            | 4723 W Cedar Hills Dr       | Cedar Hills        | UT    | 84062 | (801) 756-7168 |
| Marketplace Drive              | Hutchinson-Hill, LC              | 310 N Marketplace Dr        | Centerville        | UT    | 84014 | (801) 294-7346 |
| Hillside Plaza                 | Ajer's Investment Management Co  | 2418 E Fort Union Blvd      | Cottonwood Heights | UT    | 84121 | (801) 453-9993 |
| Brighton Point Shopping Center | JNL Ventures, Inc.               | 3426 E Bengal Blvd          | Cottonwood Heights | UT    | 84121 | (385) 308-8968 |
| Hidden Valley Shopping Center  | Hutchinson-Hill, LC              | 1186 E Draper Parkway Blvd  | Draper             | UT    | 84020 | (801) 572-5051 |
| Bangerter Crossing             | Hutchinson-Hill, LC              | 129 E 13800 S Bangerter Hwy | Draper             | UT    | 84020 | (801) 495-9434 |
| Draper Plaza                   | Jenick, Inc.                     | 11483 S State St            | Draper             | UT    | 84020 | (801) 572-1944 |
| Parkway Crossroads             | RK Ajer Ventures, LLC            | 3535 Ranches Pkwy           | Eagle Mountain     | UT    | 84005 | (801) 789-5000 |

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| Salon Name                    | Franchisee                      | Address                          | City             | State | Zip   | Phone          |
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| Marketplace at Eagle Mountain | RK Ajer Ventures, LLC           | 1385 East Eagle Mountain Blvd    | Eagle Mountain   | UT    | 84005 | (801) 789-7000 |
| Foxglove                      | Hutchinson-Hill, LC             | 1286 N Hwy 89                    | Farmington       | UT    | 84025 | (801) 451-9622 |
| Heber City Plaza              | Hutchinson-Hill, LC             | 520 N Main St                    | Heber City       | UT    | 84032 | (435) 654-5590 |
| Herriman Town Center          | JNL Ventures, Inc.              | 5534 W 13400 S                   | Herriman         | UT    | 84065 | (801) 302-1535 |
| Lone Peak Village             | Sail-On Ventures, LLC           | 5435 W 11000 N                   | Highland         | UT    | 84003 | (801) 763-1273 |
| Grand Circle Plaza            | RK Ajer Ventures, LLC           | 1141 W State St                  | Hurricane        | UT    | 84737 | (435) 635-1517 |
| Cougar Place                  | Hutchinson-Hill, LC             | 4914 W 6200 S                    | Kearns           | UT    | 84118 | (801) 963-1500 |
| Wyndom Square                 | Hutchinson-Hill, LC             | 1330 E Hwy 193                   | Layton           | UT    | 84040 | (801) 771-4000 |
| Fort Lane Village             | Jenick, Inc.                    | 210 S Fort Ln                    | Layton           | UT    | 84041 | (801) 499-5888 |
| Lehi Macey's Center           | RK Ajer Ventures, LLC           | 785 E 200 S                      | Lehi             | UT    | 84043 | (801) 768-8234 |
| Center Pointe                 | Sail-On Ventures, LLC           | 1678 E SR 92                     | Lehi             | UT    | 84043 | (801) 768-2115 |
| West Bench Plaza              | Ajer's Investment Management Co | 8047 W 3500 S                    | Magna            | UT    | 84044 | (801) 250-1191 |
| Union Heights                 | Ajer's Investment Management Co | 7686 Union Park Ave              | Midvale          | UT    | 84047 | (801) 233-8766 |
| Park Centre                   | Ajer's Investment Management Co | 6917 S 1300 E                    | Midvale          | UT    | 84047 | (801) 562-5925 |
| Riverwalk                     | Ajer's Investment Management Co | 7157 S Bingham Junction Blvd     | Midvale          | UT    | 84047 | (801) 255-7522 |
| Pointe at 53rd                | Hutchinson-Hill, LC             | 5293 S State St                  | Murray           | UT    | 84107 | (801) 261-9207 |
| North Logan Shoppes           | JSW Enterprises, LLC            | 63 E 1600 N                      | North Logan      | UT    | 84341 | (435) 753-2470 |
| North Ogden                   | Sail-On Ventures, LLC           | 352 E 2600 N                     | North Ogden      | UT    | 84414 | (801) 782-6083 |
| Commons of Ogden              | Jenick, Inc.                    | 145 W 12th St                    | Ogden            | UT    | 84404 | 385-206-8811   |
| The Orchards                  | Hutchinson-Hill, LC             | 834 E 800 N                      | Orem             | UT    | 84097 | (801) 765-4757 |
| Northgate Village             | Hutchinson-Hill, LC             | 1156 W 800 N                     | Orem             | UT    | 84057 | (801) 802-2227 |
| In Store Walmart - Orem       | RK Ajer Ventures, LLC           | 1355 Sandhill Road               | Orem             | UT    | 84058 | (801) 224-0556 |
| Newpark Center                | Hutchinson-Hill, LC             | 1182 Center Dr                   | Park City        | UT    | 84098 | (435) 658-2980 |
| Payson                        | RK Ajer Ventures, LLC           | 904 S Grower's Grove Blvd        | Payson           | UT    | 84651 | (801) 465-1841 |
| Pleasant Grove                | Sail-On Ventures, LLC           | 881 W State Rd                   | Pleasant Grove   | UT    | 84062 | (801) 785-2740 |
| Creek View Plaza              | Hutchinson-Hill, LC             | 634 W Price River Dr             | Price            | UT    | 84501 | (435) 637-8800 |
| Providence Town Center        | Hutchinson-Hill, LC             | 2 N Highway 165                  | Providence       | UT    | 84332 | (435) 787-9777 |
| Brigham's Landing             | JNL Ventures, Inc.              | 1774 N University Pkwy           | Provo            | UT    | 84604 | (801) 377-7788 |
| Provo Town Center             | RK Ajer Ventures, LLC           | 1330 S University Ave            | Provo            | UT    | 84601 | (801) 607-2929 |
| Richfield Retail Center       | Hutchinson-Hill, LC             | 178 W 1500 S                     | Richfield        | UT    | 84701 | (435) 633-9009 |
| River Village                 | Jenick, Inc.                    | 1140 W Riverdale Rd              | Riverdale        | UT    | 84405 | (801) 392-9322 |
| Rose Creek Crossing           | JNL Ventures, Inc.              | 3673 W 13400 S                   | Riverton         | UT    | 84065 | (801) 446-2820 |
| Riverton Plaza                | JNL Ventures, Inc.              | 1742 W 12600 S                   | Riverton         | UT    | 84065 | (385) 787-1776 |
| Homestead Pavilion            | Jenick, Inc.                    | 6050 S 3500 W                    | Roy              | UT    | 84075 | (385) 393-8062 |
| 721 Center                    | Hutchinson-Hill, LC             | 2120 S 700 E                     | Salt Lake City   | UT    | 84106 | (801) 484-2208 |
| Olympus Hills                 | Hutchinson-Hill, LC             | 3951 S Wasatch Blvd              | Salt Lake City   | UT    | 84124 | (801) 277-9910 |
| Mill Creek Plaza              | Hutchinson-Hill, LC             | 863 E 4500 S                     | Salt Lake City   | UT    | 84107 | (801) 288-8847 |
| East Village SC               | Hutchinson-Hill, LC             | 2065 S 2300 E                    | Salt Lake City   | UT    | 84108 | (801) 486-7311 |
| 9th and 9th                   | Hutchinson-Hill, LC             | 906 E 900 S                      | Salt Lake City   | UT    | 84105 | (801) 575-8580 |
| Foothill Village              | Hutchinson-Hill, LC             | 1400 S Foothill Blvd             | Salt Lake City   | UT    | 84108 | (801) 583-7696 |
| Brickyard Plaza               | Hutchinson-Hill, LC             | 3292 S 1300 E                    | Salt Lake City   | UT    | 84106 | (801) 485-0903 |
| The Family Center             | Hutchinson-Hill, LC             | 532 E 400 S                      | Salt Lake City   | UT    | 84102 | (801) 359-4013 |
| Maceys Holladay               | Jenick, Inc.                    | 4534 S Highland Dr               | Salt Lake City   | UT    | 84117 | (801) 272-8202 |
| Little Cottonwood             | JNL Ventures, Inc.              | 1910 E 9400 S                    | Sandy            | UT    | 84093 | (801) 748-1422 |
| Harmons Santa Clara           | RK Ajer Ventures, LLC           | 3542 Pioneer Pkwy                | Santa Clara      | UT    | 84765 | (435) 656-4747 |
| Westfield Saratoga            | RK Ajer Ventures, LLC           | 153 W Crossroads Blvd            | Saratoga Springs | UT    | 84045 | (385) 287-0432 |
| Apple Creek Square            | JSW Enterprises, LLC            | 876 S Main St                    | Smithfield       | UT    | 84335 | (435) 554-3477 |
| Trail Crossing                | Hutchinson-Hill, LC             | 5414 W Daybreak Pkwy             | South Jordan     | UT    | 84009 | (385) 237-3664 |
| Harvest Village               | Hutchinson-Hill, LC             | 10384 S River Heights Dr         | South Jordan     | UT    | 84095 | (801) 280-1243 |
| Town Common                   | JNL Ventures, Inc.              | 1588 W South Jordan Pkwy         | South Jordan     | UT    | 84095 | (801) 253-2547 |
| Cross Point                   | Hutchinson-Hill, LC             | 5737 S Harrison Blvd             | South Ogden      | UT    | 84403 | (801) 479-5556 |
| Country Hills                 | Hutchinson-Hill, LC             | 4281 Harrison Blvd               | South Ogden      | UT    | 84403 | (801) 225-8046 |
| Canyon Creek                  | Sail-On Ventures, LLC           | 1226 N Canyon Creek Pkwy         | Spanish Fork     | UT    | 84660 | (385) 200-8336 |
| Dinosaur Crossing             | RK Ajer Ventures, LLC           | 599 S Mall Dr                    | St. George       | UT    | 84790 | (435) 627-9622 |
| Rimrock Market Place          | RK Ajer Ventures, LLC           | 335 S River Rd                   | St. George       | UT    | 84790 | (435) 688-1234 |
| Sunset Plaza                  | RK Ajer Ventures, LLC           | 1973 W Sunset Blvd               | St. George       | UT    | 84770 | (435) 652-0999 |
| Syracuse Center               | Jenick, Inc.                    | 899 W 1700 S                     | Syracuse         | UT    | 84075 | (801) 825-1606 |
| Crosstowne Center             | JNL Ventures, Inc.              | 5443 S Redwood Rd                | Taylorsville     | UT    | 84123 | (385) 347-5154 |
| Tooele Towne Center           | Sail-On Ventures, LLC           | 978 N Main St                    | Tooele           | UT    | 84074 | (435) 843-9410 |
| Diamond Mountain Shopping     | Ajer's Investment Management Co | 1152 W Hwy 40                    | Vernal           | UT    | 84078 | (435) 781-1110 |
| Telegraph Square              | RK Ajer Ventures, LLC           | 520 W Telegraph St               | Washington City  | UT    | 84780 | (435) 627-9090 |
| Jordan Landing                | Ajer's Investment Management Co | 7211 Plaza Center Dr             | West Jordan      | UT    | 84084 | (801) 282-3150 |
| The Highlands                 | Hutchinson-Hill, LC             | 5688 W 7800 S                    | West Jordan      | UT    | 84081 | (801) 280-6675 |
| Smiths on 90th                | JNL Ventures, Inc.              | 1824 W 9000 S                    | West Jordan      | UT    | 84088 | (801) 890-0673 |
| West Point Marketplace        | Jenick, Inc.                    | 185 N 2000 W                     | West Point       | UT    | 84015 | (801) 820-5358 |
| Oquirrh View                  | Hutchinson-Hill, LC             | 5633 W 6200 S                    | West Valley      | UT    | 84118 | (801) 963-4477 |
| Hunter Park Plaza             | Ajer's Investment Management Co | 3536 S 5600 W                    | West Valley City | UT    | 84120 | (801) 967-3367 |
| West Valley Pavilion          | Ajer's Investment Management Co | 2592 S 5600 W                    | West Valley City | UT    | 84128 | (801) 968-0699 |
| Willowwood                    | Hutchinson-Hill, LC             | 3573 W 3500 S                    | West Valley City | UT    | 84119 | (801) 966-5100 |
| Woods Cross Shopping Center   | Hutchinson-Hill, LC             | 618 W 2600 S                     | Woods Cross      | UT    | 84087 | (801) 292-2285 |
| *The Meadows                  | Gartner Development Group, LLC  | 105 Cook Street                  | Abingdon         | VA    | 24210 | (276) 206-8625 |
| Festival at Manchester Lakes  | Takaluo LLC                     | 7001J Manchester Blvd            | Alexandria       | VA    | 22310 | (571) 257-6205 |
| Altavista Commons             | Jesse Johnson Inc.              | 105 Clarion Road                 | Altavista        | VA    | 24517 | (434) 369-6900 |
| Shoppes of Appomattox         | Jesse Johnson Inc.              | 7793 Richmond Hwy                | Appomattox       | VA    | 24522 | (434) 664-2026 |
| Pentagon Row                  | Takaluo LLC                     | 1101 S Joyce St                  | Arlington        | VA    | 22202 | (703) 414-5664 |
| Centro Arlington              | Takaluo LLC                     | 950 S George Mason Drive         | Arlington        | VA    | 22204 | (703) 268-2445 |
| Ashbrook Marketplace          | Rikhi Professional Cuts, LLC    | 44170 Ashbrook Marketplace Plaza | Ashburn          | VA    | 20147 | (571) 291-3723 |
| Broadlands Marketplace        | Rikhi Professional Cuts, LLC    | 43300 Southern Walk Plz          | Ashburn          | VA    | 20148 | (703) 723-9390 |

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|-------------------------------|--------------------------------|-------------------------------|--------------------|-------|-------|----------------|
| Ashland Square                | Mirus, LLC                     | 111 Hill Carter Pkwy          | Ashland            | VA    | 23005 | (804) 798-0771 |
| Gables Shopping Center        | JROC Holdings, LLC             | 1334 S Main St                | Blacksburg         | VA    | 24060 | (540) 951-4247 |
| Brambleton Town Center        | Rikhi Professional Cuts, LLC   | 42395 Ryan Road               | Brambleton         | VA    | 20148 | (703) 330-4658 |
| Bartlett Station              | WINNING STYLES LLC             | 22451 Spadea Way              | Carrollton         | VA    | 23314 | (757) 332-3737 |
| *5th Street Station           | Medusa Too, LLC                | 265 Merchant Walk Square      | Charlottesville    | VA    | 22902 | (434) 956-4986 |
| Green Tree Marketplace        | LVMY Clips, LLC                | 473 Kempsville Rd             | Chesapeake         | VA    | 23320 | (757) 382-5908 |
| Mt Pleasant Marketplace       | LVMY Clips, LLC                | 1464 Mount Pleasant Rd        | Chesapeake         | VA    | 23322 | (757) 482-6804 |
| Chesapeake Square             | Mirus, LLC                     | 2628 Taylor Rd                | Chesapeake         | VA    | 23321 | (757) 465-5700 |
| Walmart Way Crossing          | Tidewater Clippers, LLC        | 1437 Sam's Dr                 | Chesapeake         | VA    | 23320 | (757) 548-0119 |
| Promenade at Cedar            | Tidewater Clippers, LLC        | 1501 Cedar Rd                 | Chesapeake         | VA    | 23322 | (757) 609-3746 |
| Edinburgh North               | Tidewater Clippers, LLC        | 236 Carmichael Way            | Chesapeake         | VA    | 23322 | (757) 432-1006 |
| Iron Bridge Marketplace       | Mirus, LLC                     | 10706 Iron Bridge Rd          | Chester            | VA    | 23831 | (804) 717-9310 |
| Bermuda Square                | Mirus, LLC                     | 12621 Route 1                 | Chester            | VA    | 23831 | (804) 768-8882 |
| Cosby Village                 | Paradoes, Inc.                 | 7312 Cosby Village Rd         | Chesterfield       | VA    | 23832 | (804) 464-3737 |
| Hancock Village               | Paradoes, Inc.                 | 14632 Hancock Village St      | Chesterfield       | VA    | 23832 | (804) 739-4299 |
| Southpark Crossing            | Medusa Enterprises, Inc.       | 1058 Temple Ave               | Colonial Heights   | VA    | 23834 | (804) 520-4420 |
| Coleman Marketplace           | Shear Investments, Inc.        | 165 Holt Garrison Parkway     | Danville           | VA    | 24540 | (434) 835-2851 |
| Turnpike Shopping Center      | Meliorist Inc.                 | 3989 Pickett Rd               | Fairfax            | VA    | 22031 | (571) 407-7111 |
| Shops at West Falls Church    | DMV Clippers WFC, LLC          | 7395 G Route 29               | Falls Church       | VA    | 22042 | (571) 341-3941 |
| Graves Mill                   | Mountainview Cutters, LLC      | 18013 Forest Rd               | Forest             | VA    | 24551 | (434) 439-4323 |
| Central Park                  | Mirus, LLC                     | 1477 Carl D Silver Pkwy       | Fredericksburg     | VA    | 22401 | (540) 785-2522 |
| Cosners Corner                | Mirus, LLC                     | 10127 Patriot Highway         | Fredericksburg     | VA    | 22407 | (540) 834-5550 |
| Stafford Lakes                | Mirus, LLC                     | 9 Village Center Drive        | Fredericksburg     | VA    | 22406 | (540) 752-1300 |
| Harrison Crossing             | Mirus, LLC                     | 5731 Plank Rd                 | Fredericksburg     | VA    | 22407 | (540) 785-7711 |
| Short Pump Village            | Mirus, LLC                     | 11438 W Broad St              | Glen Allen         | VA    | 23060 | (804) 364-2424 |
| Virginia Center Marketplace   | Mirus, LLC                     | 10104 Brook Rd                | Glen Allen         | VA    | 23059 | (804) 261-9864 |
| Fox Mill Centre               | Bay Clips, Inc.                | 6826 Waltons Ln               | Gloucester         | VA    | 23061 | (804) 699-3162 |
| Coliseum Crossing             | LVMY Clips, LLC                | 93 Coliseum Xing              | Hampton            | VA    | 23666 | (757) 262-2112 |
| Wythe Creek Shoppes           | WINNING STYLES LLC             | 3355 Commander Shepard Blvd   | Hampton            | VA    | 23666 | (757) 964-1482 |
| Staples Mill Market Place     | Mirus, LLC                     | 9014 Staples Mill Rd          | Henrico            | VA    | 23228 | (804) 755-4505 |
| Wards Crossing                | Jesse Johnson Inc.             | 120 Simons Run                | Lynchburg          | VA    | 24502 | (434) 832-1117 |
| Forest Plaza West             | Mountainview Cutters, LLC      | 3207 Forrest Brook Rd         | Lynchburg          | VA    | 24501 | (434) 385-8034 |
| Madison Heights Square        | Mountainview Cutters, LLC      | 163 Madison Heights Sq        | Madison Heights    | VA    | 24572 | (434) 221-9739 |
| Shops at County Center        | Rikhi Professional Cuts, LLC   | 12797 Galveston CT            | Manassas           | VA    | 20112 | (703) 794-7465 |
| Village of Martinsville Kroge | Shear Investments, Inc.        | 240 Commonwealth Blvd W       | Martinsville       | VA    | 24112 | (276) 201-2903 |
| Rutland Commons               | Medusa Too, LLC                | 9357 Atlee Rd                 | Mechanicsville     | VA    | 23116 | (804) 730-1127 |
| Creighton Crossing            | Paradoes, Inc.                 | 8005 Creighton Pkwy           | Mechanicsville     | VA    | 23111 | (804) 559-2905 |
| Chesterfield Crossing         | Mirus, LLC                     | 12229 Chattanooga Way         | Midlothian         | VA    | 23112 | (804) 763-6500 |
| Bellgrade                     | Paradoes, Inc.                 | 11422 W Huguenot Rd           | Midlothian         | VA    | 23113 | (804) 897-6400 |
| Westchester Commons           | Paradoes, Inc.                 | 15507 Westchester Commons Way | Midlothian         | VA    | 23113 | (804) 378-4455 |
| Jefferson Commons             | Bay Clips, Inc.                | 12551 Jefferson Avenue        | Newport News       | VA    | 23602 | (757) 346-3199 |
| Fort Eustis Shops             | Bay Clips, Inc.                | 15488 Warwick Blvd            | Newport News       | VA    | 23608 | (757) 330-2235 |
| Patrick Henry Mall            | Bay Clips, Inc.                | 12266 Jefferson Ave           | Newport News       | VA    | 23602 | (757) 249-8964 |
| Hiddenwood                    | LVMY Clips, LLC                | 22 Hiddenwood Shopping Ctr    | Newport News       | VA    | 23606 | (757) 223-9600 |
| Corner Shops Ghent            | Mirus, LLC                     | 2000 Colonial Avenue          | Norfolk            | VA    | 23517 | (757) 440-8611 |
| Wards Corner                  | Tidewater Clippers, LLC        | 7550 Granby St                | Norfolk            | VA    | 23505 | (757) 226-7686 |
| East Beach Marketplace        | Tidewater Clippers, LLC        | 7813 Shore Drive              | Norfolk            | VA    | 23518 | (757) 937-6904 |
| Little Creek                  | Tidewater Clippers, LLC        | 7870 Tidewater Dr             | Norfolk            | VA    | 23505 | (757) 480-2887 |
| Stonebridge Plaza             | Medusa Enterprises, Inc.       | 151 Stonebridge Plaza Ave     | North Chesterfield | VA    | 23225 | (804) 745-6100 |
| *Norton Commons               | Gartner Development Group, LLC | 617 Commonwealth Dr           | Norton             | VA    | 24273 | (276) 325-0762 |
| Marketplace Square            | Bay Clips, Inc.                | 5905 High St W                | Portsmouth         | VA    | 23703 | (757) 337-0756 |
| Powhatan Shoppes at Southern  | Clips 4 M and E, Inc.          | 1800 Southcreek One           | Powhatan           | VA    | 23139 | (804) 379-1535 |
| South Lakes Village Center    | Meliorist Inc.                 | 11130 South Lakes Dr.         | Reston             | VA    | 20191 | (571) 490-3649 |
| Oxbridge Square               | Medusa Enterprises, Inc.       | 9909 Hull St Rd               | Richmond           | VA    | 23236 | (804) 447-4705 |
| Laburnum Park Shopping Ce     | Mirus, LLC                     | 4376 S Laburnum Ave           | Richmond           | VA    | 23231 | (804) 226-9300 |
| Libbie Place                  | Paradoes, Inc.                 | 5623 W Broad St               | Richmond           | VA    | 23230 | (804) 288-3688 |
| Towne Crossing                | Paradoes, Inc.                 | 11607 Midlothian Tpke         | Richmond           | VA    | 23113 | (804) 379-5003 |
| Tanglewood                    | Jesse Johnson Inc.             | 4464 Electric Rd              | Roanoke            | VA    | 24018 | (540) 566-3055 |
| Valley View                   | Jesse Johnson Inc.             | 4753 Valley View Blvd NW      | Roanoke            | VA    | 24012 | (540) 566-3533 |
| Kroger Center at Bonsack      | JROC Holdings, LLC             | 3940 Valley Gateway Blvd      | Roanoke            | VA    | 24012 | (540) 977-1107 |
| Southwest Plaza               | JROC Holdings, LLC             | 2022 Electric Rd              | Roanoke            | VA    | 24018 | (540) 725-2007 |
| Lakeside Plaza                | Mountainview Cutters, LLC      | 155 Electric Ave              | Salem              | VA    | 24153 | (540) 492-2482 |
| Smithfield DMV                | LVMY Clips, LLC                | 1305 S Church St              | Smithfield         | VA    | 23430 | (757) 279-0370 |
| Peacock Market Plaza          | Rikhi Professional Cuts, LLC   | 43114 Peacock Market Plz      | South Riding       | VA    | 20152 | (703) 327-5388 |
| Doc Stone Commons             | Mirus, LLC                     | 309 Worth Ave                 | Stafford           | VA    | 22556 | (540) 657-7117 |
| Cascades Overlook             | DMV Professional Services LLC  | 21385 Epicerie Plz            | Sterling           | VA    | 20164 | (571) 313-1125 |
| Planters Station              | Bay Clips, Inc.                | 3189 Godwin Blvd              | Suffolk            | VA    | 23434 | (757) 809-0752 |
| Hampton Roads Crossing        | Bay Clips, Inc.                | 1011 University Blvd          | Suffolk            | VA    | 23435 | (757) 409-5891 |
| Suffolk Specialty Shops       | Tidewater Clippers, LLC        | 1201 N Main St                | Suffolk            | VA    | 23434 | (757) 934-9984 |
| MarketSquare                  | Bay Clips, Inc.                | 2870 Virginia Beach Blvd      | Virginia Beach     | VA    | 23452 | (757) 321-8157 |
| Great Neck Square             | Bay Clips, Inc.                | 2154 Great Neck Square        | Virginia Beach     | VA    | 23454 | (757) 390-4537 |
| Landstown Commons             | Mirus, LLC                     | 3380 Princess Anne Road       | Virginia Beach     | VA    | 23456 | (757) 301-8437 |
| Nimmo Parkway                 | Mirus, LLC                     | 2476 Nimmo Pkwy               | Virginia Beach     | VA    | 23456 | (757) 430-6170 |
| Kroger Plaza                  | Mirus, LLC                     | 4701 Shore Dr                 | Virginia Beach     | VA    | 23455 | (757) 216-6953 |
| Kemps River Shopping Cente    | Tidewater Clippers, LLC        | 1255 Fordham Dr               | Virginia Beach     | VA    | 23464 | (757) 226-7634 |
| Towne Center Marketplace      | Tidewater Clippers, LLC        | 4725 Virginia Beach Blvd      | Virginia Beach     | VA    | 23462 | (757) 473-2122 |
| Haygood Shopping Center       | Tidewater Clippers, LLC        | 1085 Independence Blvd        | Virginia Beach     | VA    | 23455 | (757) 460-4744 |
| Hilltop                       | Tidewater Clippers, LLC        | 1628 Laskin Rd                | Virginia Beach     | VA    | 23451 | (757) 491-1666 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                     | Address                             | City              | State | Zip   | Phone          |
|------------------------------|--------------------------------|-------------------------------------|-------------------|-------|-------|----------------|
| Redmill Commons              | Tidewater Clippers, LLC        | 2137 Upton Dr                       | Virginia Beach    | VA    | 23454 | (757) 563-2887 |
| Kempsville Marketplace       | Tidewater Clippers, LLC        | 4876 Princess Anne Rd               | Virginia Beach    | VA    | 23462 | (757) 351-3344 |
| Midtown Row                  | LVMY Clips, LLC                | 202A Monticello Ave                 | Williamsburg      | VA    | 23185 | (757) 920-5707 |
| Williamsburg                 | LVMY Clips, LLC                | 5223 Monticello Ave                 | Williamsburg      | VA    | 23188 | (757) 220-8111 |
| Lightfoot Marketplace        | Medusa Enterprises, Inc.       | 6493 Centerville Rd                 | Williamsburg      | VA    | 23188 | (757) 233-2657 |
| Winchester Gateway           | DGLT Incorporated              | 370 Gateway Dr                      | Winchester        | VA    | 22603 | (540) 922-1121 |
| Stonewall Plaza              | DGLT Incorporated              | 170 Rivendell Ct                    | Winchester        | VA    | 22603 | (540) 723-8726 |
| Nelson's Grant               | Bay Clips, Inc.                | 409 Carrington Ln                   | Yorktown          | VA    | 23692 | (757) 243-8419 |
| Kiln Creek                   | Bay Clips, Inc.                | 5007 Victory Blvd                   | Yorktown          | VA    | 23693 | (757) 369-8002 |
| Mountain View                | Brandeavor, LLC                | 18 Lower Mountain View Dr           | Colchester        | VT    | 05446 | (802) 489-5373 |
| Hannaford on Shelburne       | Brandeavor, LLC                | 935 Shelburne Road                  | South Burlington  | VT    | 05403 | (802) 497-2135 |
| Olympic Gateway Plaza        | PNKLINK, Inc.                  | 1119 East Wishkah St                | Aberdeen          | WA    | 98520 | (360) 743-5078 |
| Prairie Creek Village        | Great Star, Inc.               | 20265 74th Ave NE                   | Arlington         | WA    | 98223 | (360) 435-3805 |
| Lakeland Town Center         | Zahoomi LLC                    | 1414 Lake Tapps Pkwy E              | Auburn            | WA    | 98092 | (253) 833-1607 |
| Winslow Village              | PNKLINK, Inc.                  | 275 High School Rd NE               | Bainbridge Island | WA    | 98110 | (206) 780-5359 |
| Mill Creek Town Center       | Tambry Ventures Washington LLC | 1214 SW Scotton Way                 | Battle Ground     | WA    | 98604 | (360) 723-0036 |
| Kelsey Creek                 | Kanga, Inc.                    | 15015 Main St                       | Bellevue          | WA    | 98007 | (425) 747-2889 |
| Factoria Village             | Kanga, Inc.                    | 3700 Factoria Blvd SE               | Bellevue          | WA    | 98006 | (425) 502-8659 |
| Lincoln Street               | Zahoomi Whatcom LLC            | 1251 Lincoln St                     | Bellingham        | WA    | 98229 | (360) 306-8366 |
| North Bellingham Fred Meyer  | Zahoomi Whatcom LLC            | 1231 W Bakerview Rd                 | Bellingham        | WA    | 98226 | (360) 752-0911 |
| Bonney Lake Village          | Kanga, Inc.                    | 21251 SR 410 E                      | Bonney Lake       | WA    | 98391 | (253) 826-2363 |
| Canyon Park Place            | Deltenium Clips, LLC           | 22833 Bothell Everett Hwy           | Bothell           | WA    | 98021 | (425) 485-2228 |
| Bremerton Fred Meyer         | PNKLINK, Inc.                  | 5050 State Highway 303 NE           | Bremerton         | WA    | 98311 | (360) 478-0958 |
| Cross Court Center           | Zahoomi Whatcom LLC            | 191 Cascade Mall Dr                 | Burlington        | WA    | 98233 | (360) 757-2916 |
| Riverstone Marketplace       | Tambry Ventures Washington LLC | 19215 SE 34th St                    | Camas             | WA    | 98607 | (360) 253-5484 |
| Centralia Center             | Tambry Ventures Washington LLC | 1114 View Ave                       | Centralia         | WA    | 98531 | (360) 736-1230 |
| Twin City Town Center        | Tambry Ventures Washington LLC | 1640 Louisiana Ave NW               | Chehalis          | WA    | 98532 | (360) 748-6425 |
| Cheney Plaza                 | Red Hill, Inc.                 | 2682 1st St                         | Cheney            | WA    | 99004 | (509) 559-5505 |
| Bridge Street Plaza          | Zahoomi Inland LLC             | 303 Bridge St                       | Clarkston         | WA    | 99403 | (509) 758-5556 |
| Covington Fred Meyer         | Zahoomi Pierce LLC             | 16729 SE 272nd Street               | Covington         | WA    | 98042 | (253) 480-9054 |
| Redondo Square               | Zahoomi Pierce LLC             | 27047 Pacific Hwy S                 | Des Moines        | WA    | 98198 | (253) 529-8733 |
| Duvall Town Center           | R Rock Marketing, Inc.         | 15420 Main Street                   | Duvall            | WA    | 98019 | (425) 844-9571 |
| Edmonds                      | R Rock Marketing, Inc.         | 22808 100th Ave W                   | Edmonds           | WA    | 98020 | (425) 775-4246 |
| South Point Plaza            | Fullpassport, LLC              | 10121 Evergreen Way                 | Everett           | WA    | 98204 | (425) 348-5950 |
| Silver Firs                  | PNKLINK, Inc.                  | 5714 134th Place SE                 | Everett           | WA    | 98208 | (425) 948-6691 |
| Millenium Center             |                                | 1519 132nd St SE                    | Everett           | WA    | 98208 | (425) 948-6748 |
| Pavilion Centre              | PNKLINK, Inc.                  | 31519 Pacific Hwy S                 | Federal Way       | WA    | 98003 | (253) 946-8705 |
| Hoyt Road                    | PNKLINK, Inc.                  | 34024 Hoyt Rd SW                    | Federal Way       | WA    | 98023 | (253) 927-8600 |
| Ferndale Station             | Zahoomi Whatcom LLC            | 1863 Main St                        | Ferndale          | WA    | 98248 | (360) 384-8061 |
| Gig Harbor Retail            | PNKLINK, Inc.                  | 11430 51st Ave NW                   | Gig Harbor        | WA    | 98332 | (253) 853-3338 |
| Point Fosdick Square         | PNKLINK, Inc.                  | 4901 Point Fosdick Dr NW            | Gig Harbor        | WA    | 98335 | (253) 853-1618 |
| Graham Square                | PNKLINK, Inc.                  | 10129 224th St E                    | Graham            | WA    | 98338 | (253) 847-8392 |
| Grand Ridge Plaza            | R Rock Marketing, Inc.         | 1567 Highlands Dr                   | Issaquah          | WA    | 98029 | (425) 394-4170 |
| Klahanie Village             | Zahoomi LLC                    | 4578 Klahanie Dr SE                 | Issaquah          | WA    | 98029 | (425) 427-9239 |
| Kenmore                      | Zahoomi LLC                    | 6850 NE Bothell Way                 | Kenmore           | WA    | 98028 | (425) 482-6177 |
| Clearwater Avenue Center     | Deeck, Inc.                    | 4711 W Clearwater Ave               | Kennewick         | WA    | 99336 | (509) 735-3335 |
| Canyon Center                | Deeck, Inc.                    | 3911 W 27th Ave                     | Kennewick         | WA    | 99337 | (509) 582-4937 |
| Marketplace at Lake Meridian | Zahoomi LLC                    | 12962 SE Kent Kangley Road          | Kent              | WA    | 98030 | (253) 236-4001 |
| Juanita Firs                 | Kanga, Inc.                    | 10046 NE 137th St                   | Kirkland          | WA    | 98034 | (425) 820-7073 |
| Market Square Shopping Cen   | Kanga, Inc.                    | 720 Sleater Kinney Rd SE            | Lacey             | WA    | 98503 | (360) 491-1661 |
| Summerwalk Village           | PNKLINK, Inc.                  | 5128 Yelm Hwy SE                    | Lacey             | WA    | 98503 | (360) 456-2472 |
| Hawk's Prairie               | PNKLINK, Inc.                  | 1350 Marvin Rd NE                   | Lacey             | WA    | 98516 | (360) 923-1171 |
| Frontier Village             | JJ Star, Inc.                  | 721 State Route 9 NE                | Lake Stevens      | WA    | 98258 | (425) 377-2885 |
| Lakewood Towne Center        | Cuts Unlimited Inc.            | 5720 Lakewood Towne Center Blvd SW  | Lakewood          | WA    | 98499 | (253) 589-2887 |
| In-Store Walmart-Lakewood    | Kanga, Inc.                    | 7001 Bridgeport Way W               | Lakewood          | WA    | 98499 | (253) 584-9144 |
| Liberty Lake                 | Red Hill, Inc.                 | 1312 N Liberty Lake Rd              | Liberty Lake      | WA    | 99019 | (509) 921-6677 |
| Triangle Mall                | Tambry Ventures Washington LLC | 1015 Ocean Beach Hwy                | Longview          | WA    | 98632 | (360) 423-2099 |
| Longview Fred Meyer          | Tambry Ventures Washington LLC | 3184 Ocean Beach Hwy                | Longview          | WA    | 98632 | (360) 575-8200 |
| Lynden Towne Plaza           | Maluli, Inc.                   | 8144 Guide Meridian                 | Lynden            | WA    | 98264 | (360) 318-1336 |
| Northpointe Retail Center    | PNKLINK, Inc.                  | 2902 164th St SW                    | Lynnwood          | WA    | 98087 | (425) 743-5500 |
| Lynnwood Crossing            | R Rock Marketing, Inc.         | 6208 196th St SW                    | Lynnwood          | WA    | 98036 | (425) 744-0824 |
| Maple Valley                 | Zahoomi Pierce LLC             | 26520 Maple Valley Black Diamond Rd | Maple Valley      | WA    | 98038 | (425) 432-6688 |
| Gateway Center               | Kanga, Inc.                    | 3943 116th St NE                    | Marysville        | WA    | 98270 | (360) 691-9384 |
| Plaza at Marysville          | PNKLINK, Inc.                  | 1262 State Ave                      | Marysville        | WA    | 98270 | (360) 572-0366 |
| Island Square                | Kanga, Inc.                    | 7808 SE 28th St                     | Mercer Island     | WA    | 98040 | (206) 232-5650 |
| Milton                       | Zahoomi Pierce LLC             | 900 Meridian Ave E                  | Milton            | WA    | 98354 | (253) 392-2251 |
| Fred Meyer-Monroe            | Zahoomi Pierce LLC             | 18817 US 2                          | Monroe            | WA    | 98272 | (360) 863-3629 |
| Penn Plaza                   | Zahoomi Inland LLC             | 1035 N Stratford Rd                 | Moses Lake        | WA    | 98837 | (509) 764-9100 |
| College Way Station          | Kanga, Inc.                    | 324 E College Way                   | Mount Vernon      | WA    | 98273 | (360) 848-7670 |
| Harbour Pointe Shopping Cen  | Zahoomi LLC                    | 11700 Mukilteo Speedway             | Mukilteo          | WA    | 98275 | (425) 512-9651 |
| Coal Creek Village           | R Rock Marketing, Inc.         | 6971 Coal Creek Pkwy SE             | Newcastle         | WA    | 98059 | (425) 644-0967 |
| Island Plaza                 | Zahoomi Whatcom LLC            | 31595 State Route 20                | Oak Harbor        | WA    | 98277 | (360) 675-8900 |
| Walmart Center               | Deeck, Inc.                    | 5024 N Rd 68                        | Pasco             | WA    | 99301 | (509) 792-1600 |
| Sedgwick Road                | PNKLINK, Inc.                  | 1900 SE Sedgwick Rd                 | Port Orchard      | WA    | 98366 | (360) 895-7904 |
| College Marketplace-Poulsbo  | PNKLINK, Inc.                  | 21505 Market Pl NW                  | Poulsbo           | WA    | 98370 | (360) 930-8649 |
| Bishop Boulevard             | Zahoomi Inland LLC             | 690 SE Bishop Blvd                  | Pullman           | WA    | 99163 | (509) 334-5555 |
| Meridian Town Center         | PNKLINK, Inc.                  | 13414 Meridian E                    | Puyallup          | WA    | 98373 | (253) 770-7116 |
| River Road                   | PNKLINK, Inc.                  | 1002 N Meridian                     | Puyallup          | WA    | 98371 | (253) 770-6665 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                   | Franchisee                     | Address                       | City             | State | Zip   | Phone          |
|------------------------------|--------------------------------|-------------------------------|------------------|-------|-------|----------------|
| Canyon Road Retail           | PNKLINK, Inc.                  | 11601 Canyon Rd E             | Puyallup         | WA    | 98373 | (253) 539-1929 |
| Canyon Crossing              | PNKLINK, Inc.                  | 5614 176th St E               | Puyallup         | WA    | 98375 | (253) 271-0396 |
| Creekside Crossing           | Deltennium Clips, LLC          | 17181 Redmond Way             | Redmond          | WA    | 98052 | (425) 861-9394 |
| Bridle Trails                | R Rock Marketing, Inc.         | 13200 Old Redmond Rd          | Redmond          | WA    | 98052 | (425) 883-6486 |
| Overlake Fashion Plaza       | Zahoomi LLC                    | 2032 148th Ave NE             | Redmond          | WA    | 98052 | (425) 957-0562 |
| Redmond Ridge                | Zahoomi Pierce LLC             | 23515 NE Novelty Hill Rd      | Redmond          | WA    | 98053 | (425) 868-8182 |
| Fairwood Square              | PNKLINK, Inc.                  | 17650 140th Ave SE            | Renton           | WA    | 98058 | (425) 277-0333 |
| Renton Fred Meyer            | Zahoomi LLC                    | 365 Renton Center Way SW      | Renton           | WA    | 98057 | (425) 272-0009 |
| Safeway Center               | Decck, Inc.                    | 1823 Leslie Rd                | Richland         | WA    | 99352 | (509) 628-9276 |
| Vinter Square Center         | Decck, Inc.                    | 2659 Queensgate Dr            | Richland         | WA    | 99352 | (509) 627-0777 |
| Inglewood Plaza              | Zahoomi LLC                    | 715 228th Ave NE              | Sammamish        | WA    | 98074 | (425) 677-8071 |
| Pine Lake                    | Zahoomi LLC                    | 3052 Issaquah-Pine Lake Rd SE | Sammamish        | WA    | 98075 | (425) 427-0068 |
| Greenwood Towers             | R Rock Marketing, Inc.         | 8551 Greenwood Ave N          | Seattle          | WA    | 98103 | (206) 297-7733 |
| University                   | Zahoomi Seattle, LLC           | 5401 25th Ave NE              | Seattle          | WA    | 98105 | (206) 525-0725 |
| Queen Anne                   | Zahoomi Seattle, LLC           | 21 W Mercer St                | Seattle          | WA    | 98119 | (206) 216-1956 |
| Safeway Center               | PNKLINK, Inc.                  | 680 W Washington St           | Sequim           | WA    | 98382 | (360) 681-8767 |
| The Poplars                  | PNKLINK, Inc.                  | 9853 Silverdale Way NW        | Silverdale       | WA    | 98383 | (360) 692-4948 |
| Snohomish Station            | Great Star, Inc.               | 2621 Bickford Ave             | Snohomish        | WA    | 98290 | (360) 568-5904 |
| Snoqualmie Ridge             | Kanga, Inc.                    | 7714 Center Blvd SE           | Snoqualmie       | WA    | 98065 | (425) 831-3141 |
| Bethel Station               | PNKLINK, Inc.                  | 22225 Mountain Hwy E          | Spanaway         | WA    | 98387 | (253) 846-5374 |
| Five Mile Plaza              | Red Hill, Inc.                 | 1816 W Francis Ave            | Spokane          | WA    | 99205 | (509) 324-8908 |
| Valley Plaza                 | Red Hill, Inc.                 | 13222 E Sprague Ave           | Spokane          | WA    | 99216 | (509) 921-1563 |
| Northpointe Plaza            | Red Hill, Inc.                 | 9988 N Newport Hwy            | Spokane          | WA    | 99218 | (509) 466-8379 |
| Mission and Ruby             | Red Hill, Inc.                 | 105 E Mission Ave             | Spokane          | WA    | 99202 | (509) 328-0663 |
| Shadle Center                | Red Hill, Inc.                 | 2401 W Wellesley Ave          | Spokane          | WA    | 99205 | (509) 328-0331 |
| South Hill Safeway           | Red Hill, Inc.                 | 2525 East 29th Avenue         | Spokane          | WA    | 99223 | (509) 315-5457 |
| Crosspointe Plaza            | Red Hill, Inc.                 | 10408 W SR2                   | Spokane          | WA    | 99224 | (509) 747-2196 |
| Trent and Argonne Center     | Red Hill, Inc.                 | 8901 E Trent Ave              | Spokane Valley   | WA    | 99212 | (509) 892-1410 |
| Sullivan and Broadway        | Red Hill, Inc.                 | 15607 E Broadway Ave          | Spokane Valley   | WA    | 99037 | (509) 921-0619 |
| Stanwood Town Center         | Micro Clips, Inc.              | 9322 271st St NW              | Stanwood         | WA    | 98292 | (360) 629-5388 |
| Fred Meyer - Sumner          | PNKLINK, Inc.                  | 1201 Valley Ave               | Summer           | WA    | 98390 | (253) 863-0884 |
| Tacoma Central               | Kanga, Inc.                    | 3202 S 23rd St                | Tacoma           | WA    | 98405 | (253) 572-3817 |
| Westgate on Pearl Street     | R Rock Marketing, Inc.         | 2621 N Pearl St               | Tacoma           | WA    | 98407 | (253) 507-5005 |
| Tumwater                     | Kanga, Inc.                    | 5312 Littlerock Rd SW         | Tumwater         | WA    | 98512 | (360) 753-9709 |
| University Village           | Kanga, Inc.                    | 3929 Bridgeport Way W         | University Place | WA    | 98466 | (253) 566-1964 |
| Andersen Market Place        | Deltennium Clips, LLC          | 6715 NE 63rd St               | Vancouver        | WA    | 98661 | (360) 694-1823 |
| Salmon Center                | Deltennium Clips, LLC          | 14300 NE 20th Ave             | Vancouver        | WA    | 98686 | (360) 546-2535 |
| Hazel Dell                   | Deltennium Clips, LLC          | 7720 NE Highway 99            | Vancouver        | WA    | 98665 | (360) 696-1979 |
| Mill Plain Plaza             | Tambry Ventures Washington LLC | 221A NE 104th Ave             | Vancouver        | WA    | 98664 | (360) 896-2099 |
| Evergreen Crossing           | Tambry Ventures Washington LLC | 14405 NE Fourth Plain Blvd    | Vancouver        | WA    | 98682 | (360) 253-3002 |
| Columbia Tech                | Tambry Ventures Washington LLC | 322 SE 192nd Ave              | Vancouver        | WA    | 98683 | (360) 896-0157 |
| Plaza Center                 | Decck, Inc.                    | 1423 Plaza Way                | Walla Walla      | WA    | 99362 | (509) 522-5460 |
| Valley North Center          | Decck, Inc.                    | 1304 N Miller St              | Wenatchee        | WA    | 98801 | (509) 886-7400 |
| Admiral Safeway              | Zahoomi Seattle, LLC           | 2620 California Ave SW        | West Seattle     | WA    | 98116 | (206) 701-9870 |
| Downtown Woodinville         | Zahoomi LLC                    | 13620 NE 175th St             | Woodinville      | WA    | 98072 | (425) 398-1271 |
| Walmart -- Nob Hill          | Zahoomi Yakima LLC             | 6530 W Nob Hill Rd            | Yakima           | WA    | 98908 | (509) 902-8214 |
| Yelm Safeway                 | Kanga, Inc.                    | 1201 E Yelm Ave               | Yelm             | WA    | 98597 | (360) 458-1600 |
| River Prairie                | Superior-Clearwater, Inc.      | 3063 Meadowlark Ln            | Altoona          | WI    | 54720 | (715) 833-1499 |
| Meijer Grand Chute           | Shrayom, LLC                   | 3801 N Richmond St            | Appleton         | WI    | 54913 | (920) 666-0180 |
| Calumet Center               | Shrayom, LLC                   | 3525 E Calumet St             | Appleton         | WI    | 54915 | (920) 882-5444 |
| Beaver Dam                   | Shorty's, Inc.                 | 100 Frances Ln                | Beaver Dam       | WI    | 53916 | (920) 356-9310 |
| Bellevue Commons             | Shrayom, LLC                   | 2360 Costco Way               | Bellevue         | WI    | 54311 | (920) 965-6272 |
| Starbucks Center             | CHI-TEX Inc.                   | 2600 Branigan Rd              | Beloit           | WI    | 53511 | (608) 362-6220 |
| Shoppers World of Brookfield | DHM Enterprises, LLC           | 12455 W Capitol Dr            | Brookfield       | WI    | 53005 | (262) 754-4888 |
| Burlington                   | Saylaco, Inc.                  | 1448 S Teut Rd                | Burlington       | WI    | 53105 | (262) 661-4440 |
| West De Pere                 | Shrayom, LLC                   | 1301 Lawrence Dr              | De Pere          | WI    | 54115 | (920) 338-8300 |
| Delavan Crossings            | JDF, Inc.                      | 1823 E Geneva St              | Delavan          | WI    | 53115 | (262) 740-1111 |
| Clairemont Avenue            | Superior-Clearwater, Inc.      | 915 W Clairemont Ave          | Eau Claire       | WI    | 54701 | (715) 833-7177 |
| South Pointe Shopping Center | Superior-Clearwater, Inc.      | 2919 Mall Dr                  | Eau Claire       | WI    | 54701 | (715) 833-3525 |
| Elkhorn                      | DHM Enterprises, LLC           | 58 Market St                  | Elkhorn          | WI    | 53121 | (262) 379-1488 |
| Orchard Pointe               | J.P. Madson, Inc.              | 6309 McKee Rd                 | Fitchburg        | WI    | 53711 | (608) 288-9155 |
| Fond du Lac                  | PAPAGIORGIO, LLC               | 731 W Johnson St              | Fond du Lac      | WI    | 54935 | (920) 266-8285 |
| Fort Atkinson                | Shorty's, Inc.                 | 1511 Madison Ave              | Fort Atkinson    | WI    | 53538 | (920) 563-2300 |
| Franklin Plaza               | JW Clips Inc.                  | 7237 S 76th St                | Franklin         | WI    | 53132 | (414) 427-8058 |
| South 27th Street            | JW Clips Inc.                  | 6535 S 27th St                | Franklin         | WI    | 53132 | (414) 761-0100 |
| Sendik's Village Centre      | Saylaco, Inc.                  | N112W15800 Mequon Rd          | Germantown       | WI    | 53022 | (262) 255-7010 |
| Schmit's Pavilion - Grafton  | JDF, Inc.                      | 1223 Port Washington Rd       | Grafton          | WI    | 53024 | (262) 387-0422 |
| In Store Meijer Greenfield   | Top Spin Ventures Limited      | 5830 W Layton Ave             | Greenfield       | WI    | 53220 | (414) 585-9123 |
| Coldspring                   | Top Spin Ventures Limited      | 4289 S 76th St                | Greenfield       | WI    | 53220 | (414) 546-9000 |
| Hales Corners                | Saylaco, Inc.                  | 5301 S 108th St               | Hales Corners    | WI    | 53130 | (414) 425-6170 |
| The Shoppes at Hartford      | Shorty's, Inc.                 | 45 Liberty Ave                | Hartford         | WI    | 53027 | (262) 397-8850 |
| Village Square               | JDF, Inc.                      | 3146 Village Square Dr        | Hartland         | WI    | 53029 | (262) 367-2120 |
| The Shoppes at Hale Drive    | Roch-N-Roll, Inc.              | 129 Hale Dr                   | Holmen           | WI    | 54636 | (608) 898-0325 |
| Meijer Howard                | Shrayom, LLC                   | 2015 Shawano Ave              | Howard           | WI    | 54313 | (920) 965-6276 |
| Hudson                       | W. Peyton Co.                  | 2312 Crestview Dr             | Hudson           | WI    | 54016 | (715) 386-1996 |
| Janesville Junction          | J.P. Madson, Inc.              | 2027 Humes Rd                 | Janesville       | WI    | 53545 | (608) 754-2922 |
| Southport Plaza              | DHM Enterprises, LLC           | 7260 Green Bay Rd             | Kenosha          | WI    | 53142 | (262) 942-1161 |
| Glenwood Crossing            | DHM Enterprises, LLC           | 2723 18th St                  | Kenosha          | WI    | 53140 | (262) 597-9999 |

GREAT CLIPS FRANCHISEES  
OPEN SALONS AS OF DECEMBER 31, 2025  
\*DENOTES A MDA

| Salon Name                  | Franchisee                          | Address                      | City              | State | Zip   | Phone          |
|-----------------------------|-------------------------------------|------------------------------|-------------------|-------|-------|----------------|
| Deer Trace Plaza            | DHM Enterprises, LLC                | 4109 State Hwy 28            | Kohler            | WI    | 53044 | (920) 457-9000 |
| The Village                 | Roch-N-Roll, Inc.                   | 1631 Losey Blvd S            | La Crosse         | WI    | 54601 | (608) 788-6868 |
| Lake Geneva Commons         | L.A.C.E., Inc.                      | 654 N Edwards Blvd           | Lake Geneva       | WI    | 53147 | (262) 248-3222 |
| Lake Hallie                 | Superior-Clearwater, Inc.           | 2975 Commercial Blvd         | Lake Hallie       | WI    | 54729 | (715) 726-0366 |
| Grandview Commons           | J.P. Madson, Inc.                   | 6034 Gemini Dr               | Madison           | WI    | 53718 | (608) 441-9838 |
| University Station          | Midale, LLC                         | 2860 University Avenue       | Madison           | WI    | 53705 | (608) 233-7067 |
| Hatchery Hill Towne Center  | Tea Leaf LLC                        | 2990 Cahill Main             | Madison           | WI    | 53711 | (608) 630-9292 |
| Harbor Town Center          | Shrayom, LLC                        | 4140 Harbor Town Ln          | Manitowoc         | WI    | 54220 | (920) 482-0506 |
| *Dunham's Shopping Center   | Superior-Clearwater, Inc.           | 1901 N Central Ave           | Marshfield        | WI    | 54449 | (715) 221-0204 |
| Menasha                     | Shrayom, LLC                        | 1490 Oneida St               | Menasha           | WI    | 54952 | (920) 944-3601 |
| Crossroads                  | Saylaco, Inc.                       | W186 N9509 Bancroft Dr       | Menomonee Falls   | WI    | 53051 | (262) 250-0848 |
| Broadway Plaza              | W. Peyton Co.                       | 1400 N Broadway St           | Menomonie         | WI    | 54751 | (715) 309-4500 |
| Mequon at Pavillion         | Saylaco, Inc.                       | 10992 N Port Washington Rd   | Mequon            | WI    | 53092 | (262) 241-1195 |
| Avenir                      | DHM Enterprises, LLC                | 1429 N Jefferson St          | Milwaukee         | WI    | 53202 | (414) 291-8887 |
| Holt Plaza                  | JW Clips Inc.                       | 260 W Holt Ave               | Milwaukee         | WI    | 53207 | (414) 481-9500 |
| Shorewood                   | PAPAGIORGIO, LLC                    | 4164 N Oakland Ave           | Milwaukee         | WI    | 53211 | (414) 963-9301 |
| Pier 37                     | J.P. Madson, Inc.                   | 6528 Monona Dr               | Monona            | WI    | 53716 | (608) 221-8799 |
| Monroe                      | J.P. Madson, Inc.                   | 118 S 8th St                 | Monroe            | WI    | 53566 | (608) 325-4175 |
| Muskego Plaza               | Saylaco, Inc.                       | S74W17039 Janesville Rd      | Muskego           | WI    | 53150 | (414) 422-0988 |
| Neenah                      | Shrayom, LLC                        | 1167 W Winneconne Ave        | Neenah            | WI    | 54956 | (920) 967-4648 |
| Moorland Commons            | Saylaco, Inc.                       | 15440 W Beloit Rd            | New Berlin        | WI    | 53151 | (262) 782-4555 |
| New Richmond                | W. Peyton Co.                       | 1655 Dorset Ln               | New Richmond      | WI    | 54017 | (715) 246-9888 |
| Oak Creek Plaza             | JW Clips Inc.                       | 8770 S Howell Ave            | Oak Creek         | WI    | 53154 | (414) 571-6233 |
| Oconomowoc                  | Shorty's, Inc.                      | 530 E Wisconsin Ave          | Oconomowoc        | WI    | 53066 | (262) 569-7780 |
| East Town Plaza             | Roch-N-Roll, Inc.                   | 9382 State Road 16           | Onalaska          | WI    | 54650 | (608) 783-8066 |
| The Marketplace             | Roch-N-Roll, Inc.                   | 2928 Market Place            | Onalaska          | WI    | 54650 | (608) 779-4571 |
| Witzel Retail Center        | PAPAGIORGIO, LLC                    | 2075 Witzel Ave              | Oshkosh           | WI    | 54904 | (920) 233-5200 |
| Racine                      | DHM Enterprises, LLC                | 2506 South Green Bay Road    | Racine            | WI    | 53406 | (262) 664-7168 |
| Rice Lake                   | Rice Lake Clippers, Inc.            | 2492 S Main St               | Rice Lake         | WI    | 54868 | (715) 234-5263 |
| Village Square              | Rice Lake Clippers, Inc.            | 620 S Main St                | Rice Lake         | WI    | 54868 | (715) 736-9101 |
| River Falls Center          | W. Peyton Co.                       | 1680 Commerce Ct             | River Falls       | WI    | 54022 | (715) 426-9018 |
| Saint Croix Falls           | Stevens Unlimited of St. Paul, Inc. | 2071 Glacier Dr              | Saint Croix Falls | WI    | 54024 | (715) 483-1030 |
| St. Francis                 | JW Clips Inc.                       | 2310 E Layton Ave            | Saint Francis     | WI    | 53235 | (414) 481-9795 |
| Grant Park Plaza            | JW Clips Inc.                       | 2961 S Chicago Ave           | South Milwaukee   | WI    | 53172 | (414) 571-6333 |
| *The Shoppes at Point       | Superior-Clearwater, Inc.           | 5423 US Hwy 10 E             | Stevens Point     | WI    | 54482 | (715) 544-1999 |
| Kettle Park West            | J.P. Madson, Inc.                   | 2420 State Hwy 138           | Stoughton         | WI    | 53589 | (608) 205-6442 |
| Sturgeon Bay                | Shrayom, LLC                        | 1429 Egg Harbor Rd           | Sturgeon Bay      | WI    | 54235 | (920) 965-8301 |
| Prairie Lakes               | J.P. Madson, Inc.                   | 2804 Prairie Lakes Dr        | Sun Prairie       | WI    | 53590 | (608) 837-0123 |
| Colonial Square             | BJStevens Unlimited, LLC            | 3712 Tower Ave               | Superior          | WI    | 54880 | (715) 392-5473 |
| Waterford Center            | DHM Enterprises, LLC                | 814 Fox Ln                   | Waterford         | WI    | 53185 | (262) 332-7888 |
| Watertown                   | Shorty's, Inc.                      | 1638 S Church St             | Watertown         | WI    | 53094 | (920) 262-3000 |
| Panda - Starbucks           | JW Clips Inc.                       | 2730 N Grandview Blvd        | Waukesha          | WI    | 53188 | (262) 549-3022 |
| Fox Run                     | Shorty's, Inc.                      | 2140 W Saint Paul Ave        | Waukesha          | WI    | 53188 | (262) 522-6705 |
| Village Square              | J.P. Madson, Inc.                   | 241 S Century Ave            | Wauunakee         | WI    | 53597 | (608) 849-4545 |
| *Stewart Avenue             | Superior-Clearwater, Inc.           | 2205 Stewart Ave             | Wausau            | WI    | 54401 | (715) 845-4651 |
| Wauwatosa                   | DHM Enterprises, LLC                | 6650 W State St              | Wauwatosa         | WI    | 53213 | (414) 475-0800 |
| Sentry Plaza                | JW Clips Inc.                       | 10230 W National Ave         | West Allis        | WI    | 53227 | (414) 543-6698 |
| West Bend                   | JDF, Inc.                           | 1201 W Paradise Dr           | West Bend         | WI    | 53095 | (262) 334-9992 |
| Centennial Marketplace      | JW Clips Inc.                       | 2153 Miller Park Way         | West Milwaukee    | WI    | 53219 | (414) 645-8500 |
| *Weston                     | Superior-Clearwater, Inc.           | 2410 Schofield Ave           | Weston            | WI    | 54476 | (715) 298-4200 |
| Commerce Street             | Midale, LLC                         | 69 Commerce St               | Wisconsin Dells   | WI    | 53965 | (608) 678-2265 |
| *Walmart Center             | Superior-Clearwater, Inc.           | 4323 8th St S                | Wisconsin Rapids  | WI    | 54494 | (715) 421-2300 |
| Merritt Creek Farm          | Hamilton Enterprises, LLC           | 3030 Champion Drive          | Barboursville     | WV    | 25504 | (304) 955-5129 |
| *Shops at MacArthur         | Darhaleah, Inc.                     | 125 Dayton St                | Beckley           | WV    | 25801 | (304) 223-2000 |
| Southridge                  | Mountainview Cutters, LLC           | 2822 Mountaineer Blvd        | Charleston        | WV    | 25309 | (304) 533-4169 |
| *Eastpointe Plaza           | LJ CLIPPERS, LLC                    | 124 Emily Dr.                | Clarksburg        | WV    | 26301 | (304) 624-9847 |
| Nitro Marketplace           | Hamilton Enterprises, LLC           | 60 Nitro Marketplace         | Cross Lanes       | WV    | 25313 | (304) 776-7943 |
| Hurricane Marketplace       | Mountainview Cutters, LLC           | 270 Progress Way             | Hurricane         | WV    | 25526 | (304) 562-8288 |
| Foxcroft Towne Center       | DGLT Incorporated                   | 880 Foxcroft Ave             | Martinsburg       | WV    | 25401 | (304) 504-6656 |
| Granville Square Shops      | LJ CLIPPERS, LLC                    | 525 Granville Square Shops   | Morgantown        | WV    | 26501 | (304) 241-6100 |
| Suncrest Town Center        | LJ CLIPPERS, LLC                    | 356 Suncrest Towne Centre Dr | Morgantown        | WV    | 26505 | (304) 241-1361 |
| *Moundsville Plaza          | R.L.O., Inc.                        | 1202 Lafayette Ave           | Moundsville       | WV    | 26041 | (304) 810-4193 |
| *North Lafayette Shopping C | R.L.O., Inc.                        | 144 Lafayette Ave            | Moundsville       | WV    | 26041 | (304) 830-0840 |
| *Martin Plaza               | R.L.O., Inc.                        | 2826B Pike St                | Parkersburg       | WV    | 26101 | (304) 489-9090 |
| *The Highlands              | R.L.O., Inc.                        | 470 Cabela Dr                | Triadelphia       | WV    | 26059 | (304) 909-0064 |
| *The PM Center              | R.L.O., Inc.                        | 107 Grand Central Ave        | Vienna            | WV    | 26105 | (304) 834-3952 |
| *Three Springs Crossing     | R.L.O., Inc.                        | 243 Three Springs Dr         | Weirton           | WV    | 26062 | (304) 721-2235 |
| *National Pike Plaza        | R.L.O., Inc.                        | 1000 National Rd             | Wheeling          | WV    | 26003 | (304) 721-2240 |
| *Studio City                | Susa Services, Ltd.                 | 5040 E 2nd St                | Casper            | WY    | 82609 | (307) 265-0474 |
| *Casper Retail Center       | Susa Services, Ltd.                 | 4070 Plaza Dr                | Casper            | WY    | 82604 | (307) 265-2827 |
| *Dell Range Market Place    | Susa Services, Ltd.                 | 3610 Dell Range Blvd         | Cheyenne          | WY    | 82009 | (307) 632-2701 |
| *Vandehi Plaza              | Susa Services, Ltd.                 | 459 Vandehi Ave              | Cheyenne          | WY    | 82009 | (307) 772-9949 |
| Rock Springs Plaza          | Hutchinson-Hill, LC                 | 1403 Dewar Dr                | Rock Springs      | WY    | 82901 | (307) 382-3477 |



GREAT CLIPS FRANCHISEES  
FRANCHISE AGREEMENT SIGNED BUT SALON NOT OPEN  
\*DENOTES A MDA

| Franchisee                                       | City           | State | Postal Code | Phone          | Location State |
|--------------------------------------------------|----------------|-------|-------------|----------------|----------------|
| 1625765 Alberta Ltd.                             | Foothills      | AB    | T1S 4X6     | (403) 630-4373 | AB             |
| 1625765 Alberta Ltd.                             | Foothills      | AB    | T1S 4X6     | (403) 630-4373 | AB             |
| Seyler Enterprises, Inc.                         | Hoover         | AL    | 35244       | (205) 907-2404 | AL             |
| Seyler Enterprises, Inc.                         | Hoover         | AL    | 35244       | (205) 907-2404 | AL             |
| Southernfire, LLC                                | Ringgold       | GA    | 30736       | (423) 421-6639 | AL             |
| Southernfire, LLC                                | Ringgold       | GA    | 30736       | (423) 421-6639 | AL             |
| Southernfire, LLC                                | Ringgold       | GA    | 30736       | (423) 421-6639 | AL             |
| Southernfire, LLC                                | Ringgold       | GA    | 30736       | (423) 421-6639 | AL             |
| Wildfire, LLC                                    | Ringgold       | GA    | 30736       | (423) 421-6639 | AL             |
| On The Mountain, LLC                             | Vestavia Hills | AL    | 35216       | (205) 757-6286 | AL             |
| Over The Mountain Clips, LLC                     | Vestavia Hills | AL    | 35216       | (205) 757-6286 | AL             |
| Over The Mountain Clips, LLC                     | Vestavia Hills | AL    | 35216       | (205) 757-6286 | AL             |
| Devang Thakore                                   | Bentonville    | AR    | 72712       | (262) 344-3311 | AR             |
| Devang Thakore                                   | Bentonville    | AR    | 72712       | (262) 344-3311 | AR             |
| Natural Clips LLC                                | Elkins         | AR    | 72727       | (919) 937-4923 | AR             |
| Quo Clips, LLC                                   | Little Rock    | AR    | 72225       | (501) 258-8639 | AR             |
| Quo Clips, LLC                                   | Little Rock    | AR    | 72225       | (501) 258-8639 | AR             |
| vGuru AZ LLC                                     | Las Vegas      | NV    | 89145       | (702) 575-2828 | AZ             |
| vGuru AZ LLC                                     | Las Vegas      | NV    | 89145       | (702) 575-2828 | AZ             |
| vGuru AZ LLC                                     | Las Vegas      | NV    | 89145       | (702) 575-2828 | AZ             |
| vGuru AZ LLC                                     | Las Vegas      | NV    | 89145       | (702) 575-2828 | AZ             |
| vGuru AZ LLC                                     | Las Vegas      | NV    | 89145       | (702) 575-2828 | AZ             |
| A Cut Above, Inc.                                | Mesa           | AZ    | 85202       | (602) 550-0480 | AZ             |
| A Cut Above, Inc.                                | Mesa           | AZ    | 85202       | (602) 550-0480 | AZ             |
| A Cut Above, Inc.                                | Mesa           | AZ    | 85202       | (602) 550-0480 | AZ             |
| John Varga Jr.                                   | Mesa           | AZ    | 85202       | (602) 550-0480 | AZ             |
| David Oliverio                                   | Phoenix        | AZ    | 85018       | (602) 526-5100 | AZ             |
| David Oliverio                                   | Phoenix        | AZ    | 85018       | (602) 526-5100 | AZ             |
| David Oliverio                                   | Phoenix        | AZ    | 85018       | (602) 526-5100 | AZ             |
| Gary Clips, Inc.                                 | Phoenix        | AZ    | 85018       | (602) 526-5100 | AZ             |
| Headlines Enterprises, Inc.                      | Phoenix        | AZ    | 85020       | (602) 577-8688 | AZ             |
| Headlines Enterprises, Inc.                      | Phoenix        | AZ    | 85020       | (602) 577-8688 | AZ             |
| Headlines Enterprises, Inc.                      | Phoenix        | AZ    | 85020       | (602) 577-8688 | AZ             |
| Headlines Enterprises, Inc.                      | Phoenix        | AZ    | 85020       | (602) 577-8688 | AZ             |
| Headlines Enterprises, Inc.                      | Phoenix        | AZ    | 85020       | (602) 577-8688 | AZ             |
| Headlines Enterprises, Inc.                      | Phoenix        | AZ    | 85020       | (602) 577-8688 | AZ             |
| North 19 Clips, Inc.                             | Phoenix        | AZ    | 85018       | (602) 526-5100 | AZ             |
| RG Clips, Inc.                                   | Phoenix        | AZ    | 85018       | (602) 526-5100 | AZ             |
| *Tucson Clips, LLC                               | Scottsdale     | AZ    | 85255       | (480) 296-8309 | AZ             |
| Bell Hair, Inc.                                  | Scottsdale     | AZ    | 85255       | (480) 491-0565 | AZ             |
| Bell Hair, Inc.                                  | Scottsdale     | AZ    | 85255       | (480) 491-0565 | AZ             |
| BNGC, Inc.                                       | Scottsdale     | AZ    | 85255       | (480) 296-8309 | AZ             |
| BNGC, Inc.                                       | Scottsdale     | AZ    | 85255       | (480) 296-8309 | AZ             |
| Kula, Inc.                                       | Scottsdale     | AZ    | 85255       | (602) 418-9276 | AZ             |
| Kula, Inc.                                       | Scottsdale     | AZ    | 85255       | (602) 418-9276 | AZ             |
| Kula, Inc.                                       | Scottsdale     | AZ    | 85255       | (602) 418-9276 | AZ             |
| Kula, Inc.                                       | Scottsdale     | AZ    | 85255       | (602) 418-9276 | AZ             |
| Shear Quality, Inc.                              | Scottsdale     | AZ    | 85255       | (480) 296-8309 | AZ             |
| Tucson Clips, LLC                                | Scottsdale     | AZ    | 85255       | (480) 296-8309 | AZ             |
| Hand's Shear Magic, Inc.                         | Tempe          | AZ    | 85284       | (480) 839-1480 | AZ             |
| Hand's Shear Magic, Inc.                         | Tempe          | AZ    | 85284       | (480) 839-1480 | AZ             |
| Hand's Shear Magic, Inc.                         | Tempe          | AZ    | 85284       | (480) 839-1480 | AZ             |
| Buzzmark Holdings, Ltd.                          | Langley        | BC    | V1M 2Y2     | (778) 908-2136 | BC             |
| 0946341 B.C. LTD                                 | Osoyoos        | BC    | V0H 1V6     | (604) 306-2643 | BC             |
| Derby Park Ventures LLC                          | Beaumont       | CA    | 92223       | (213) 309-3880 | CA             |
| CA Business Systems Enterprise, Inc.             | Chino Hills    | CA    | 91709       | (909) 630-6404 | CA             |
| Clipper Ship, Inc.                               | Chula Vista    | CA    | 91913       | (858) 774-6365 | CA             |
| Tambry Ventures, LLC                             | Clackamas      | OR    | 97015       | (805) 405-2162 | CA             |
| Earth Clips, Inc.                                | Corona         | CA    | 92882       | (734) 306-1621 | CA             |
| KCS Group, Inc.                                  | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| KCS Group, Inc.                                  | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| KCS Group, Inc.                                  | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| KCS Group, Inc.                                  | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| KCS Group, Inc.                                  | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| Profit Path, Inc./KCS Group, Inc.                | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| Profit Path, Inc./KCS Group, Inc.                | Fort Collins   | CO    | 80525       | (925) 989-6422 | CA             |
| Sahar Enterprises, Inc.                          | Fremont        | CA    | 94539       | (510) 552-2613 | CA             |
| Nilam Patel                                      | Irvine         | CA    | 92618       | (916) 298-4682 | CA             |
| Prakash Hirani/S.E. Paul, Inc.                   | Irvine         | CA    | 92620       | (714) 955-3221 | CA             |
| S.E. Paul, Inc.                                  | Irvine         | CA    | 92620       | (714) 955-3221 | CA             |
| Vuppula Inc.                                     | Irvine         | CA    | 92618       | (949) 354-8561 | CA             |
| Hermosa Franchise Consulting, Inc./VStyles, Inc. | Laguna Beach   | CA    | 92651       | (714) 686-3565 | CA             |
| VStyles, Inc.                                    | Laguna Beach   | CA    | 92651       | (714) 686-3565 | CA             |
| VStyles, Inc.                                    | Laguna Beach   | CA    | 92651       | (714) 686-3565 | CA             |
| Great Group, LLC                                 | Livermore      | CA    | 94550       | (925) 353-8567 | CA             |
| Great Group, LLC                                 | Livermore      | CA    | 94550       | (925) 353-8567 | CA             |
| Divine Kuts Inc.                                 | Manteca        | CA    | 95337       | (831) 970-8634 | CA             |
| CAMP CLIPS, INC.                                 | Merced         | CA    | 95340       | (209) 769-2658 | CA             |
| KCS Group, Inc./Sirous, Inc.                     | Oakland        | CA    | 94619       | (415) 516-2772 | CA             |
| Peludo, Inc. / Olyae                             | Oakland        | CA    | 94619       | (415) 516-2772 | CA             |
| Peludo, Inc. / Olyae                             | Oakland        | CA    | 94619       | (415) 516-2772 | CA             |

GREAT CLIPS FRANCHISEES  
FRANCHISE AGREEMENT SIGNED BUT SALON NOT OPEN  
\*DENOTES A MDA

| Franchisee                                | City            | State | Postal Code | Phone          | Location State |
|-------------------------------------------|-----------------|-------|-------------|----------------|----------------|
| Redpoint Salon Services, Inc.             | Palo Alto       | CA    | 94301       | (650) 906-4336 | CA             |
| RSM Enterprises, Inc.                     | Placerville     | CA    | 95667       | (530) 391-0370 | CA             |
| RMC Holdings, LLC                         | Pleasanton      | CA    | 94566       | (203) 984-9057 | CA             |
| Hoopala, Inc.                             | Sacramento      | CA    | 95835       | (916) 747-7122 | CA             |
| Hoopala, Inc.                             | Sacramento      | CA    | 95835       | (916) 747-7122 | CA             |
| Hoopala, Inc.                             | Sacramento      | CA    | 95835       | (916) 747-7122 | CA             |
| Hoopala, Inc.                             | Sacramento      | CA    | 95835       | (916) 747-7122 | CA             |
| Hoopala, Inc.                             | Sacramento      | CA    | 95835       | (916) 747-7122 | CA             |
| Hoopala, Inc.                             | Sacramento      | CA    | 95835       | (916) 747-7122 | CA             |
| Agarwal/Malomar, Inc.                     | San Diego       | CA    | 92131       | (858) 724-1388 | CA             |
| Alpha Clips LLC                           | San Diego       | CA    | 92130       | (703) 798-0930 | CA             |
| Buena Vista Business Services, LP         | San Jose        | CA    | 95125       | (908) 452-9002 | CA             |
| Buena Vista Business Services, LP         | San Jose        | CA    | 95125       | (908) 452-9002 | CA             |
| Buena Vista Business Services, LP         | San Jose        | CA    | 95125       | (908) 452-9002 | CA             |
| Buena Vista Business Services, LP         | San Jose        | CA    | 95125       | (908) 452-9002 | CA             |
| THETRANSALONS LLC                         | San Jose        | CA    | 95127       | (408) 906-9611 | CA             |
| Shikha Clips LLC                          | San Ramon       | CA    | 94582       | (480) 270-9854 | CA             |
| Shikha Clips LLC                          | San Ramon       | CA    | 94582       | (480) 270-9854 | CA             |
| Jotstick, Inc.                            | Santa Clara     | CA    | 95051-2103  | (408) 247-8364 | CA             |
| Jotstick, Inc.                            | Santa Clara     | CA    | 95051-2103  | (408) 247-8364 | CA             |
| Jotstick, Inc.                            | Santa Clara     | CA    | 95051-2103  | (408) 247-8364 | CA             |
| Jotstick, Inc.                            | Santa Clara     | CA    | 95051-2103  | (408) 247-8364 | CA             |
| Kesson Company, Inc./Withers              | Santa Rosa      | CA    | 95401-5507  | (707) 526-7300 | CA             |
| Kesson Company, Inc./Withers              | Santa Rosa      | CA    | 95401-5507  | (707) 526-7300 | CA             |
| Ramgopal Pakanati                         | Simi Valley     | CA    | 93063       | (805) 404-9481 | CA             |
| MB Holding, Inc.                          | Temecula        | CA    | 92591       | (951) 775-4883 | CA             |
| MB Holding, Inc.                          | Temecula        | CA    | 92591       | (951) 775-4883 | CA             |
| MB Holding, Inc.                          | Temecula        | CA    | 92591       | (951) 775-4883 | CA             |
| Coastal Business Enterprises, Inc.        | Ventura         | CA    | 93003       | (805) 340-4968 | CA             |
| Provost Management LLC                    | Ventura         | CA    | 93003       | (323) 719-3602 | CA             |
| Ridgewood Enterprises, Inc.               | Woodbridge      | CA    | 95258       | (209) 402-6447 | CA             |
| Ridgewood Enterprises, Inc.               | Woodbridge      | CA    | 95258       | (209) 402-6447 | CA             |
| United Salons LLC                         | Aurora          | CO    | 80015       | (720) 998-7837 | CO             |
| Holtzman Enterprises, Inc.                | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Holtzman Enterprises, Inc.                | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Holtzman Enterprises, Inc.                | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Holtzman Enterprises, Inc.                | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Holtzman Enterprises, Inc.                | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Holtzman Enterprises, Inc.                | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Up Corporation/Holtzman Enterprises, Inc. | Basalt          | CO    | 92270       | (303) 884-9343 | CO             |
| Peak 9 Enterprises, Inc.                  | Denver          | CO    | 80209       | (303) 550-1813 | CO             |
| Whobubs, Inc.                             | Denver          | CO    | 80210       | (303) 871-0532 | CO             |
| Aldie, LLC                                | Fort Collins    | CO    | 80525       | (925) 989-6422 | CO             |
| Aldie, LLC                                | Fort Collins    | CO    | 80525       | (925) 989-6422 | CO             |
| Clippers LLC                              | Fort Collins    | CO    | 80525       | (925) 989-6422 | CO             |
| Clippers LLC                              | Fort Collins    | CO    | 80525       | (925) 989-6422 | CO             |
| VerdenStrand, LLC                         | Lafayette       | CO    | 80026       | (303) 246-8575 | CO             |
| VerdenStrand, LLC                         | Lafayette       | CO    | 80026       | (303) 246-8575 | CO             |
| AAC & MAC, Inc.                           | Lakewood        | CO    | 80214       | (303) 694-9341 | CO             |
| AAC & MAC, Inc.                           | Lakewood        | CO    | 80214       | (303) 694-9341 | CO             |
| Cutters Class, Inc.                       | Lakewood        | CO    | 80214       | (303) 694-9341 | CO             |
| Kalpavriksha, LLC                         | Littleton       | CO    | 80125       | (518) 364-3530 | CO             |
| Susa Services, Ltd.                       | Loveland        | CO    | 80539       | (651) 216-9379 | CO             |
| Susa Services, Ltd.                       | Loveland        | CO    | 80539       | (651) 216-9379 | CO             |
| Susa Services, Ltd.                       | Loveland        | CO    | 80539       | (651) 216-9379 | CO             |
| Susa Services, Ltd.                       | Loveland        | CO    | 80539       | (651) 216-9379 | CO             |
| Susa Services, Ltd.                       | Loveland        | CO    | 80539       | (651) 216-9379 | CO             |
| Susa Services, Ltd.                       | Loveland        | CO    | 80539       | (651) 216-9379 | CO             |
| JCURVE-DENVER LLC                         | Salt Lake City  | UT    | 84124       | (801) 870-2932 | CO             |
| RP & KP LLC                               | Colchester      | CT    | 06415       | (269) 598-8229 | CT             |
| RP & KP LLC                               | Colchester      | CT    | 06415       | (269) 598-8229 | CT             |
| GKG Inc.                                  | Madison         | CT    | 06443       | (860) 656-5238 | CT             |
| New England Clippers, LLC                 | Stamford        | CT    | 06903       | (203) 561-3236 | CT             |
| New England Clippers, LLC                 | Stamford        | CT    | 06903       | (203) 561-3236 | CT             |
| EAZY CUTZ 2 LLC                           | Aberdeen        | MD    | 21001       | (240) 216-0444 | DC             |
| C&C Virginia Cuts LLC                     | Aldie           | VA    | 20105       | (410) 868-9946 | DC             |
| Rikhi Professional Cuts, LLC              | Ashburn         | VA    | 20148       | (313) 433-1789 | DC             |
| Rikhi Professional Cuts, LLC              | Ashburn         | VA    | 20148       | (313) 433-1789 | DC             |
| Rikhi Professional Cuts, LLC              | Ashburn         | VA    | 20148       | (313) 433-1789 | DC             |
| Takaluco LLC                              | Herndon         | VA    | 20171       | (703) 969-9731 | DC             |
| Meliorist Inc.                            | Oxon Hill       | MD    | 20745       | (860) 235-8111 | DC             |
| Meliorist Inc.                            | Oxon Hill       | MD    | 20745       | (860) 235-8111 | DC             |
| DGLT Incorporated                         | Southern Shores | NC    | 27949       | (410) 365-2128 | DC             |
| DGLT Incorporated                         | Southern Shores | NC    | 27949       | (410) 365-2128 | DC             |
| DGLT Incorporated                         | Southern Shores | NC    | 27949       | (410) 365-2128 | DC             |
| DGLT Incorporated                         | Southern Shores | NC    | 27949       | (410) 365-2128 | DC             |
| DGLT Incorporated                         | Southern Shores | NC    | 27949       | (410) 365-2128 | DC             |
| Archforward Partners, Inc.                | Bonita Springs  | FL    | 34135       | (239) 770-8609 | FL             |
| Envision Four LLC                         | Bradenton       | FL    | 34211       | (941) 374-7650 | FL             |
| PDGC of Manatee, LLC                      | Bradenton       | FL    | 34212       | (941) 726-1378 | FL             |
| FRESH LOOKS FL LLC                        | Clermont        | FL    | 34711       | (651) 343-0004 | FL             |

GREAT CLIPS FRANCHISEES  
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| Franchisee                                 | City               | State | Postal Code | Phone             | Location State |
|--------------------------------------------|--------------------|-------|-------------|-------------------|----------------|
| Glamour Cuts Inc./JAG Salons, Inc.         | Fleming Island     | FL    | 32003       | (904) 805-3437    | FL             |
| JAG Salons, Inc.                           | Fleming Island     | FL    | 32003       | (904) 805-3437    | FL             |
| JAG Salons, Inc.                           | Fleming Island     | FL    | 32003       | (904) 805-3437    | FL             |
| WOO ENTERPRISES LLC                        | Fort Myers         | FL    | 33919       | (612) 251-0595    | FL             |
| Florida Clips Inc.                         | Hudson             | OH    | 44326       | (330) 554-6128    | FL             |
| Florida Clips Inc.                         | Hudson             | OH    | 44326       | (330) 554-6128    | FL             |
| Florida Clips Inc.                         | Hudson             | OH    | 44326       | (330) 554-6128    | FL             |
| Florida Clips Inc.                         | Hudson             | OH    | 44326       | (330) 554-6128    | FL             |
| Florida Clips Inc.                         | Hudson             | OH    | 44326       | (330) 554-6128    | FL             |
| ZAMP Enterprises, Inc.                     | Hudson             | OH    | 44326       | (330) 554-6128    | FL             |
| J.V.L. ClipX, Inc.                         | Jacksonville       | FL    | 32258       | (904) 887-7567    | FL             |
| Sunny Clippers, Inc.                       | Jacksonville Beach | FL    | 32250       | (904) 654-5212    | FL             |
| Grey Havens, Inc.                          | Lakeland           | FL    | 33811       | (863) 738-2800    | FL             |
| OSCEOLA CLIPS, LLC                         | Lakeland           | FL    | 33813       | (863) 529-0001    | FL             |
| Strategic Hair Investments, Inc.           | Lakeland           | FL    | 33813       | (863) 529-0001    | FL             |
| Bharat Chhabria/FourFold Enterprises, Inc. | Land O' Lakes      | FL    | 34639       | (813) 760-7382    | FL             |
| FourFold Enterprises, Inc.                 | Land O' Lakes      | FL    | 34639       | (813) 760-7382    | FL             |
| FourFold Enterprises, Inc.                 | Land O' Lakes      | FL    | 34639       | (813) 760-7382    | FL             |
| FourFold Enterprises, Inc.                 | Land O' Lakes      | FL    | 34639       | (813) 760-7382    | FL             |
| FourFold Enterprises, Inc.                 | Land O' Lakes      | FL    | 34639       | (813) 760-7382    | FL             |
| FourFold Enterprises, Inc.                 | Land O' Lakes      | FL    | 34639       | (813) 760-7382    | FL             |
| Richard Aagaard                            | Marietta           | GA    | 30062       | (770) 265-4437    | FL             |
| G&S W LLC                                  | Melbourne          | FL    | 32935       | (330) 256-8128    | FL             |
| M & D Clips, LLC                           | Minneola           | FL    | 34715       | (407) 491-5337    | FL             |
| M & D Clips, LLC                           | Minneola           | FL    | 34715       | (407) 491-5337    | FL             |
| M & D Clips, LLC                           | Minneola           | FL    | 34715       | (407) 491-5337    | FL             |
| *Parkside Ventures II, LLC                 | Norcross           | GA    | 30092       | (770) 402-9262    | FL             |
| *Parkside Ventures II, LLC                 | Norcross           | GA    | 30092       | (770) 402-9262    | FL             |
| Harikrishna Salon LLC                      | Ocala              | FL    | 34474       | (740) 707-7730    | FL             |
| RADHEJI 2 SALON LLC                        | Ocala              | FL    | 34474       | (740) 707-7730    | FL             |
| RADHEJI 2 SALON LLC                        | Ocala              | FL    | 34474       | (740) 707-7730    | FL             |
| RADHEJI 2 SALON LLC                        | Ocala              | FL    | 34474       | (740) 707-7730    | FL             |
| SV Clips LLC                               | Orlando            | FL    | 32828       | (848) 219-6256    | FL             |
| TNT Jupiter Clips, Inc.                    | Palm Beach Garden  | FL    | 33418       | (954) 290-1731    | FL             |
| Rama Clips, LLC                            | Parkland           | FL    | 33076       | (561) 907-7860    | FL             |
| Hancor Clips Two Inc.                      | Ponte Vedra Beach  | FL    | 32081       | (904) 866-5251    | FL             |
| Hancor Clips, LLC                          | Ponte Vedra Beach  | FL    | 32081       | (904) 866-5251    | FL             |
| Hancor Clips, LLC                          | Ponte Vedra Beach  | FL    | 32081       | (904) 866-5251    | FL             |
| Hancor Clips, LLC                          | Ponte Vedra Beach  | FL    | 32081       | (904) 866-5251    | FL             |
| CRT Clips, LLC                             | Roswell            | GA    | 30075       | (404) 314-7899    | FL             |
| Leap Cuts, LLC                             | Saint Johns        | FL    | 32259       | (571) 249-0329    | FL             |
| JAL Clippers, LLC                          | Sarasota           | FL    | 34231       | (312) 404-0535    | FL             |
| JAL Clippers, LLC                          | Sarasota           | FL    | 34231       | (312) 404-0535    | FL             |
| JAL Clippers, LLC                          | Sarasota           | FL    | 34231       | (312) 404-0535    | FL             |
| JAL Clippers, LLC                          | Sarasota           | FL    | 34231       | (312) 404-0535    | FL             |
| JAL Clippers, LLC                          | Sarasota           | FL    | 34231       | (312) 404-0535    | FL             |
| JAL Clippers, LLC                          | Sarasota           | FL    | 34231       | (312) 404-0535    | FL             |
| Shear Style Salons, LLC                    | St. Johns          | FL    | 32259       | (904) 631-6316    | FL             |
| *Gateway Clippers Holdings III, LLC        | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| *Gateway Clippers Holdings III, LLC        | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| *Gateway Clippers Holdings III, LLC        | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings II, LLC          | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings II, LLC          | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings II, LLC          | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings II, LLC          | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings II, LLC          | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings III, LLC         | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| Gateway Clippers Holdings LLC              | St. Louis          | MO    | 63105       | (314) 918-0045 x5 | FL             |
| *AM7, LLC                                  | Tampa              | FL    | 33611       | (813) 758-0273    | FL             |
| AM7, LLC                                   | Tampa              | FL    | 33611       | (813) 758-0273    | FL             |
| AM7, LLC                                   | Tampa              | FL    | 33611       | (813) 758-0273    | FL             |
| PCX GC LLC                                 | Tampa              | FL    | 33611       | (813) 758-0273    | FL             |
| Sunshine Clips, LLC                        | Tampa              | FL    | 33602       | (415) 225-3453    | FL             |
| Tampa Clippers CW, LLC                     | Tampa              | FL    | 33629       | (813) 254-2069    | FL             |
| Tampa Clippers, Inc.                       | Tampa              | FL    | 33629       | (813) 254-2069    | FL             |
| Tioga GC LLC                               | Tampa              | FL    | 33611       | (813) 758-0273    | FL             |
| Legacy Dynamics, Inc.                      | Acworth            | GA    | 30101       | (678) 313-0355    | GA             |
| Ahmed International, Inc.                  | Alpharetta         | GA    | 30022       | (678) 361-4488    | GA             |
| Harrison Enterprises, Inc.                 | Brookhaven         | GA    | 30319       | (404) 569-7411    | GA             |
| TNE Clips, LLC                             | Buckhead           | GA    | 30625       | (706) 818-4969    | GA             |
| TNE Clips, LLC                             | Buckhead           | GA    | 30625       | (706) 818-4969    | GA             |
| TNE Clips, LLC                             | Buckhead           | GA    | 30625       | (706) 818-4969    | GA             |
| Three Brothers Realty Group LLC            | Dacula             | GA    | 30019       | (404) 452-5565    | GA             |
| Hoosier Clips LLC                          | Madison            | GA    | 30650       | (706) 818-1690    | GA             |
| Hoosier Clips LLC                          | Madison            | GA    | 30650       | (706) 818-1690    | GA             |
| *Mountain Clips, LLC                       | Marietta           | GA    | 30062       | (770) 265-4437    | GA             |
| *Mountain Clips, LLC                       | Marietta           | GA    | 30062       | (770) 265-4437    | GA             |
| Georgia Clippers, Inc.                     | Marietta           | GA    | 30062       | (770) 265-4437    | GA             |
| James Johnson                              | Marietta           | GA    | 30064-4627  | (770) 315-6960    | GA             |
| Dixie Clippers, Inc.                       | New Port Richey    | FL    | 34652-1046  | (678) 428-8324    | GA             |

GREAT CLIPS FRANCHISEES  
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| Franchisee                       | City             | State | Postal Code | Phone          | Location State |
|----------------------------------|------------------|-------|-------------|----------------|----------------|
| Dixie Clippers, Inc.             | New Port Richey  | FL    | 34652-1046  | (678) 428-8324 | GA             |
| Dixie Clippers, Inc.             | New Port Richey  | FL    | 34652-1046  | (678) 428-8324 | GA             |
| Dixie Clippers, Inc.             | New Port Richey  | FL    | 34652-1046  | (678) 428-8324 | GA             |
| Parkside Ventures II, LLC        | Norcross         | GA    | 30092       | (770) 402-9262 | GA             |
| Simon Clips, Inc.                | Norcross         | GA    | 30092       | (770) 418-9938 | GA             |
| Simon Clips, Inc.                | Norcross         | GA    | 30092       | (770) 418-9938 | GA             |
| Simon Clips, Inc.                | Norcross         | GA    | 30092       | (770) 418-9938 | GA             |
| Simon Clips, Inc.                | Norcross         | GA    | 30092       | (770) 418-9938 | GA             |
| Sanra IV, Inc.                   | Orchard Lake     | MI    | 48324       | (586) 623-1197 | GA             |
| SRP MinneCorp                    | Porterdale       | GA    | 30014       | (770) 883-5347 | GA             |
| Amer Mahmood                     | Richmond Hill    | GA    | 31324       | (843) 425-1410 | GA             |
| Magic Clips, LLC                 | Richmond Hill    | GA    | 31324       | (843) 425-1410 | GA             |
| Magic Clips, LLC                 | Richmond Hill    | GA    | 31324       | (843) 425-1410 | GA             |
| Serenity Clips, LLC              | Roswell          | GA    | 30075       | (404) 314-7899 | GA             |
| Tabor Clips, Inc.                | Roswell          | GA    | 30075       | (404) 314-7899 | GA             |
| Tabor Clips, Inc.                | Roswell          | GA    | 30075       | (404) 314-7899 | GA             |
| Tabor Clips, Inc.                | Roswell          | GA    | 30075       | (404) 314-7899 | GA             |
| Tabor Clips, Inc.                | Roswell          | GA    | 30075       | (404) 314-7899 | GA             |
| Tabor Clips, Inc.                | Roswell          | GA    | 30075       | (404) 314-7899 | GA             |
| Corbets Company of Georgia       | Woodstock        | GA    | 30189       | (678) 494-5827 | GA             |
| Corbets Company of Georgia       | Woodstock        | GA    | 30189       | (678) 494-5827 | GA             |
| Corbets Company of Georgia       | Woodstock        | GA    | 30189       | (678) 494-5827 | GA             |
| Corbets Company of Georgia       | Woodstock        | GA    | 30189       | (678) 494-5827 | GA             |
| Corbets Company of Georgia       | Woodstock        | GA    | 30189       | (678) 494-5827 | GA             |
| Corbets Company of Georgia       | Woodstock        | GA    | 30189       | (678) 494-5827 | GA             |
| This Is It, Inc.                 | Polk City        | IA    | 50226       | (515) 480-4878 | IA             |
| This Is It, Inc.                 | Polk City        | IA    | 50226       | (515) 480-4878 | IA             |
| This Is It, Inc.                 | Polk City        | IA    | 50226       | (515) 480-4878 | IA             |
| Roch-N-Roll, Inc.                | Sparta           | WI    | 54656       | (608) 386-2230 | IA             |
| Roch-N-Roll, Inc.                | Sparta           | WI    | 54656       | (608) 386-2230 | IA             |
| A Little On The Side, LLC        | Waukegan         | IA    | 50263       | (515) 556-4367 | IA             |
| TriState Salons, LLC             | Clancy           | MT    | 59634       | (406) 202-0094 | ID             |
| Idaho Franchise Partners, LLC    | Idaho Falls      | ID    | 83401       | (208) 716-5054 | ID             |
| Idaho Franchise Partners, LLC    | Idaho Falls      | ID    | 83401       | (208) 716-5054 | ID             |
| Idaho Franchise Partners, LLC    | Idaho Falls      | ID    | 83401       | (208) 716-5054 | ID             |
| Riverside Capital PLLC           | Barrington       | IL    | 60010       | (331) 210-2101 | IL             |
| Riverside Capital PLLC           | Barrington       | IL    | 60010       | (331) 210-2101 | IL             |
| Riverside Capital PLLC           | Barrington       | IL    | 60010       | (331) 210-2101 | IL             |
| BM KRYCKI, LLC                   | Chesterton       | IN    | 46304       | (219) 644-8996 | IL             |
| Alpine Cuts, Inc.                | Chicago          | IL    | 60612       | (312) 804-3192 | IL             |
| Parsan, LLC                      | Chicago          | IL    | 60605       | (815) 405-6860 | IL             |
| L.A.C.E., Inc.                   | Lake Zurich      | IL    | 60047       | (312) 816-1237 | IL             |
| L.A.C.E., Inc.                   | Lake Zurich      | IL    | 60047       | (312) 816-1237 | IL             |
| Red Sky At Night, Inc.           | Lake Zurich      | IL    | 60047       | (641) 512-4403 | IL             |
| Red Sky At Night, Inc.           | Lake Zurich      | IL    | 60047       | (641) 512-4403 | IL             |
| Deva Ashtavinayak, Inc.          | Lyons            | IL    | 60534       | (708) 609-1475 | IL             |
| BrynCorp Concepts, Ltd.          | Miami Beach      | FL    | 33154       | (305) 965-9004 | IL             |
| BrynCorp Concepts, Ltd.          | Miami Beach      | FL    | 33154       | (305) 965-9004 | IL             |
| BrynCorp Concepts, Ltd.          | Miami Beach      | FL    | 33154       | (305) 965-9004 | IL             |
| Foulkes/The Richard Lynn Company | Naperville       | IL    | 60540-9307  | (630) 240-3526 | IL             |
| Hanumanji, Inc.                  | Naperville       | IL    | 60564       | (630) 276-9703 | IL             |
| The Richard Lynn Company         | Naperville       | IL    | 60540-9307  | (630) 240-3526 | IL             |
| CMC Service of Chicago 1 LLC     | South Barrington | IL    | 60010       | (630) 917-0827 | IL             |
| CMC Service of Chicago 1 LLC     | South Barrington | IL    | 60010       | (630) 917-0827 | IL             |
| C Clips Corporation              | Carmel           | IN    | 46033       | (317) 441-6108 | IN             |
| C Clips Corporation              | Carmel           | IN    | 46033       | (317) 441-6108 | IN             |
| C Clips Corporation              | Carmel           | IN    | 46033       | (317) 441-6108 | IN             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | IN             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | IN             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | IN             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | IN             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | IN             |
| *CHALEXBEE CUTS, LLC             | Evansville       | IN    | 47725       | 812-573-7138   | IN             |
| Hoosier Barber Co.               | Gary             | IN    | 46403       | (630) 768-7364 | IN             |
| Alternative Dimensions, Inc.     | Noblesville      | IN    | 46062       | (317) 439-0576 | IN             |
| Alternative Dimensions, Inc.     | Noblesville      | IN    | 46062       | (317) 439-0576 | IN             |
| Alternative Dimensions, Inc.     | Noblesville      | IN    | 46062       | (317) 439-0576 | IN             |
| BLOWN AWAY BY U LLC              | Plainfield       | IN    | 46168       | (317) 656-7967 | IN             |
| BLOWN AWAY BY U LLC              | Plainfield       | IN    | 46168       | (317) 656-7967 | IN             |
| *Future Keys II, LLC             | Poland           | IN    | 47868       | (317) 997-9510 | IN             |
| Future Keys II, LLC              | Poland           | IN    | 47868       | (317) 997-9510 | IN             |
| Shear Energy, Inc.               | Andale           | KS    | 67001       | (316) 706-5090 | KS             |
| Shear Energy, Inc.               | Andale           | KS    | 67001       | (316) 706-5090 | KS             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | KY             |
| FK3, LLC                         | Carmel           | IN    | 46033       | (612) 865-3365 | KY             |
| LLD, Inc.                        | Crestwood        | KY    | 40014       | (502) 222-8977 | KY             |
| LLD, Inc.                        | Crestwood        | KY    | 40014       | (502) 222-8977 | KY             |
| H.H. Holdings Corp.              | Danville         | KY    | 40423       | (859) 319-8829 | KY             |
| *McRocket, LLC                   | Knoxville        | TN    | 37922       | (865) 804-3136 | KY             |
| GLN Corp.                        | Lexington        | KY    | 40509-1911  | (859) 263-9508 | KY             |

GREAT CLIPS FRANCHISEES  
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| Franchisee                            | City            | State | Postal Code | Phone          | Location State |
|---------------------------------------|-----------------|-------|-------------|----------------|----------------|
| GLN Corp.                             | Lexington       | KY    | 40509-1911  | (859) 263-9508 | KY             |
| GLN Corp.                             | Lexington       | KY    | 40509-1911  | (859) 263-9508 | KY             |
| GLN Corp.                             | Lexington       | KY    | 40509-1911  | (859) 263-9508 | KY             |
| GLN Corp.                             | Lexington       | KY    | 40509-1911  | (859) 263-9508 | KY             |
| Venture 43, LLC                       | Louisville      | KY    | 40299       | (502) 387-0350 | KY             |
| Venture 43, LLC                       | Louisville      | KY    | 40299       | (502) 387-0350 | KY             |
| James Kelley & Associates, Inc.       | Nicholasville   | KY    | 40356       | (859) 806-0991 | KY             |
| James Kelley & Associates, Inc.       | Nicholasville   | KY    | 40356       | (859) 806-0991 | KY             |
| James Kelley & Associates, Inc.       | Nicholasville   | KY    | 40356       | (859) 806-0991 | KY             |
| Impel Partners, LLC                   | Norcross        | GA    | 30092       | (770) 402-9262 | KY             |
| Impel Partners, LLC                   | Norcross        | GA    | 30092       | (770) 402-9262 | KY             |
| Impel Partners, LLC                   | Norcross        | GA    | 30092       | (770) 402-9262 | KY             |
| GEAUX CLIPS LLC                       | Carriere        | MS    | 39426       | (615) 812-8384 | LA             |
| Watel Enterprises LLC                 | Cambridge       | MA    | 02141       | (617) 947-9259 | MA             |
| O'Rourke Clips, LLC                   | Kingston        | NH    | 03848       | (617) 834-2146 | MA             |
| Salt Pond TNC, LLC                    | Laconia         | NH    | 03246       | (603) 828-3715 | MA             |
| True North Clippers, Inc.             | Laconia         | NH    | 03246       | (603) 828-3715 | MA             |
| True North Clippers, Inc.             | Laconia         | NH    | 03246       | (603) 828-3715 | MA             |
| T&J Noury Enterprises, LLC            | Litchfield      | NH    | 03052       | (603) 965-5484 | MA             |
| T&J Noury Enterprises, LLC            | Litchfield      | NH    | 03052       | (603) 965-5484 | MA             |
| Coelho/B&A Business Development, Inc. | Littleton       | MA    | 01460       | (978) 394-9297 | MA             |
| RCO Clippers LLC                      | Nashua          | NH    | 03064       | (603) 759-6896 | MA             |
| Monomoy Keepers, LLC                  | Topsfield       | MA    | 01983       | (617) 406-8380 | MA             |
| Catie Laraway                         | Westfield       | MA    | 01085       | (413) 388-8626 | MA             |
| Catie Laraway                         | Westfield       | MA    | 01085       | (413) 388-8626 | MA             |
| EAZY CUTZ LLC                         | Aberdeen        | MD    | 21001       | (240) 216-0444 | MD             |
| SHIV SHAKTI CLIPS LLC                 | Belair          | MD    | 21015       | (908) 410-0369 | MD             |
| Meissner Holdings, LLC                | Churchville     | MD    | 21028       | (443) 910-1348 | MD             |
| Modi Clippers, LLC                    | Downtown        | PA    | 19335       | (248) 231-0533 | MD             |
| Jai Hanuman LLC                       | Glen Burnie     | MD    | 21061       | (410) 762-8902 | MD             |
| *Ten Sails LLC                        | Middletown      | DE    | 19709       | (302) 222-2000 | MD             |
| Bay Clips, Inc.                       | Virginia Beach  | VA    | 23451       | (757) 408-7787 | MD             |
| BAM Cuts, LLC                         | Byron Center    | MI    | 49315       | (616) 366-5509 | MI             |
| *SonRise Clippers, LLC                | Holland         | MI    | 49423       | (616) 283-7359 | MI             |
| *SonRise Clippers, LLC                | Holland         | MI    | 49423       | (616) 283-7359 | MI             |
| SonRise Clippers, LLC                 | Holland         | MI    | 49423       | (616) 283-7359 | MI             |
| SonRise Clippers, LLC                 | Holland         | MI    | 49423       | (616) 283-7359 | MI             |
| Stacey Hasenau                        | Livonia         | MI    | 48150       | (248) 231-3282 | MI             |
| Daisy Doo's, LLC                      | Macomb          | MI    | 48042       | (586) 343-4001 | MI             |
| B&C Cutters, Inc.                     | Macomb Township | MI    | 48044       | (586) 907-8812 | MI             |
| PVW Midwest Cutters, LLC              | Maineville      | OH    | 45039       | (513) 607-1269 | MI             |
| Azaad, LLC                            | Northville      | MI    | 48168       | (734) 660-6818 | MI             |
| Gamly Clips, LLC                      | Northville      | MI    | 48168       | (734) 417-8470 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Daryl Jamison                         | Troy            | MI    | 48098       | (248) 835-9579 | MI             |
| Yongping Guo                          | Troy            | MI    | 48085       | (248) 835-5076 | MI             |
| Yongping Guo                          | Troy            | MI    | 48085       | (248) 835-5076 | MI             |
| Zelco, LLC                            | Troy            | MI    | 48098       | (248) 345-8763 | MI             |
| Zelco, LLC                            | Troy            | MI    | 48098       | (248) 345-8763 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| AMJAY Corp.                           | West Chester    | OH    | 45069       | (513) 509-1480 | MI             |
| Snip, Inc.                            | Chanhasen       | MN    | 55317       | (952) 239-6751 | MN             |
| W. Peyton Co.                         | Edina           | MN    | 55436       | (612) 723-0467 | MN             |
| W. Peyton Co.                         | Edina           | MN    | 55436       | (612) 723-0467 | MN             |
| RAS Corporation                       | Long Lake       | MN    | 55356       | (952) 270-1484 | MN             |
| RAS Corporation                       | Long Lake       | MN    | 55356       | (952) 270-1484 | MN             |
| RAS Corporation                       | Long Lake       | MN    | 55356       | (952) 270-1484 | MN             |
| Stevens Unlimited of St. Paul, Inc.   | Mendota Heights | MN    | 55118       | (612) 210-9427 | MN             |
| Stevens Unlimited of St. Paul, Inc.   | Mendota Heights | MN    | 55118       | (612) 210-9427 | MN             |
| Stevens Unlimited of St. Paul, Inc.   | Mendota Heights | MN    | 55118       | (612) 210-9427 | MN             |
| Stevens Unlimited of St. Paul, Inc.   | Mendota Heights | MN    | 55118       | (612) 210-9427 | MN             |
| Give Me A Break, Inc.                 | Prior Lake      | MN    | 55372       | (904) 910-7744 | MN             |
| Catch the Wave, Inc.                  | Shakopee        | MN    | 55379       | (612) 850-4573 | MN             |
| Roch-N-Roll, Inc.                     | Sparta          | WI    | 54656       | (608) 386-2230 | MN             |
| Newport Clippers, Inc.                | Watertown       | MN    | 55388       | (612) 812-5305 | MN             |
| Newport Clippers, Inc.                | Watertown       | MN    | 55388       | (612) 812-5305 | MN             |
| Windjammers Corporation               | Wayzata         | MN    | 55391       | (612) 889-8891 | MN             |
| Aster Clips LLC                       | Woodbury        | MN    | 55129       | (763) 350-0063 | MN             |
| Aster Clips LLC                       | Woodbury        | MN    | 55129       | (763) 350-0063 | MN             |
| Aster Clips LLC                       | Woodbury        | MN    | 55129       | (763) 350-0063 | MN             |
| Aster Clips LLC                       | Woodbury        | MN    | 55129       | (763) 350-0063 | MN             |
| Holtzman Enterprises, Inc.            | Basalt          | CO    | 92270       | (303) 884-9343 | MO             |

GREAT CLIPS FRANCHISEES  
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| Franchisee                                            | City            | State | Postal Code | Phone               | Location State |
|-------------------------------------------------------|-----------------|-------|-------------|---------------------|----------------|
| Holtzman Enterprises, Inc.                            | Basalt          | CO    | 92270       | (303) 884-9343      | MO             |
| Holtzman Enterprises, Inc.                            | Basalt          | CO    | 92270       | (303) 884-9343      | MO             |
| MPE, Inc.                                             | Belleville      | IL    | 62221       | (618) 334-4574      | MO             |
| MPE, Inc.                                             | Belleville      | IL    | 62221       | (618) 334-4574      | MO             |
| Devang Thakore                                        | Bentonville     | AR    | 72712       | (262) 344-3311      | MO             |
| Adlib, Inc.                                           | Edina           | MN    | 55439       | (612) 799-8389      | MO             |
| Adlib, Inc.                                           | Edina           | MN    | 55439       | (612) 799-8389      | MO             |
| The Mane Group, Inc.                                  | Kevil           | KY    | 42053       | (270) 559-0461      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Carpe Diem, Inc.                                      | Lawrence        | KS    | 66049       | (913) 285-1472      | MO             |
| Kansas City Clippers, Inc.                            | Loch Lloyd      | MO    | 64012       | (913) 271-8585      | MO             |
| Kansas City Clippers, Inc.                            | Loch Lloyd      | MO    | 64012       | (913) 271-8585      | MO             |
| Kansas City Clippers, Inc.                            | Loch Lloyd      | MO    | 64012       | (913) 271-8585      | MO             |
| Fangman Enterprises, Inc.                             | Overland Park   | KS    | 66213       | (913) 638-8607      | MO             |
| Fangman Enterprises, Inc.                             | Overland Park   | KS    | 66213       | (913) 638-8607      | MO             |
| IRIS Corporation                                      | Overland Park   | KS    | 66283-3570  | (913) 617-3225      | MO             |
| IRIS Corporation                                      | Overland Park   | KS    | 66283-3570  | (913) 617-3225      | MO             |
| Cardinal Clippers, Inc./Gateway Clippers Holdings LLC | St. Louis       | MO    | 63105       | (314) 918-0045 x5   | MO             |
| Cardinal Clippers, Inc./Gateway Clippers Holdings LLC | St. Louis       | MO    | 63105       | (314) 918-0045 x5   | MO             |
| Gateway Clippers Holdings II, LLC                     | St. Louis       | MO    | 63105       | (314) 918-0045 x5   | MO             |
| Gateway Clippers Holdings II, LLC                     | St. Louis       | MO    | 63105       | (314) 918-0045 x5   | MO             |
| Gateway Clippers Holdings LLC                         | St. Louis       | MO    | 63105       | (314) 918-0045 x5   | MO             |
| *Wildfire, LLC                                        | Ringgold        | GA    | 30736       | (423) 421-6639      | MS             |
| DKO Enterprises, Inc.                                 | Apex            | NC    | 27502       | (919) 244-7547      | NC             |
| KA TRIANGLE VENTURES LLC                              | Apex            | NC    | 27523       | (919) 325-6403      | NC             |
| Sawyer Holdings, Inc.                                 | Asheboro        | NC    | 27205       | (919) 673-8455      | NC             |
| Sawyer Holdings, Inc.                                 | Asheboro        | NC    | 27205       | (919) 673-8455      | NC             |
| Premier Clips, LLC                                    | Cary            | NC    | 27519       | (704) 258-5957      | NC             |
| Premier Clips, LLC                                    | Cary            | NC    | 27519       | (704) 258-5957      | NC             |
| Premier Clips, LLC                                    | Cary            | NC    | 27519       | (704) 258-5957      | NC             |
| First Class Clips, Inc.                               | Charlotte       | NC    | 28277       | (704) 453-6303      | NC             |
| First Class Clips, Inc.                               | Charlotte       | NC    | 28277       | (704) 453-6303      | NC             |
| First Class Clips, Inc.                               | Charlotte       | NC    | 28277       | (704) 453-6303      | NC             |
| First Class Clips, Inc.                               | Charlotte       | NC    | 28277       | (704) 453-6303      | NC             |
| Longitude, Inc.                                       | Charlotte       | NC    | 28226       | (704) 839-1731      | NC             |
| Longitude, Inc.                                       | Charlotte       | NC    | 28226       | (704) 839-1731      | NC             |
| Longitude, Inc.                                       | Charlotte       | NC    | 28226       | (704) 839-1731      | NC             |
| MS Clippers, Inc.                                     | Charlotte       | NC    | 28277-8669  | (704) 651-4102      | NC             |
| MS Clippers, Inc.                                     | Charlotte       | NC    | 28277-8669  | (704) 651-4102      | NC             |
| MS Clippers, Inc.                                     | Charlotte       | NC    | 28277-8669  | (704) 651-4102      | NC             |
| MS Clippers, Inc.                                     | Charlotte       | NC    | 28277-8669  | (704) 651-4102      | NC             |
| Ronona, LLC                                           | Charlotte       | NC    | 28277       | (704) 591-5119      | NC             |
| Ronona, LLC                                           | Charlotte       | NC    | 28277       | (704) 591-5119      | NC             |
| Ronona, LLC                                           | Charlotte       | NC    | 28277       | (704) 591-5119      | NC             |
| Mascott Industries, Inc.                              | Clemmons        | NC    | 27012       | (336) 970-1381      | NC             |
| Mascott Industries, Inc.                              | Clemmons        | NC    | 27012       | (336) 970-1381      | NC             |
| Shear Madness, Inc.                                   | Davidson        | NC    | 28036       | (980) 721-5840      | NC             |
| Shear Madness, Inc.                                   | Davidson        | NC    | 28036       | (980) 721-5840      | NC             |
| Shear Madness, Inc.                                   | Davidson        | NC    | 28036       | (980) 721-5840      | NC             |
| Shear Madness, Inc.                                   | Davidson        | NC    | 28036       | (980) 721-5840      | NC             |
| Shear Madness, Inc.                                   | Davidson        | NC    | 28036       | (980) 721-5840      | NC             |
| Shear Madness, Inc.                                   | Davidson        | NC    | 28036       | (980) 721-5840      | NC             |
| Sawyer Family Enterprises L.L.C.                      | Greensboro      | NC    | 27406       | (919) 536-2151      | NC             |
| Southeast Salons, LLC                                 | Lewisville      | NC    | 27023       | (336) 946-0432 X151 | NC             |
| Southeast Salons, LLC                                 | Lewisville      | NC    | 27023       | (336) 946-0432 X151 | NC             |
| Southeast Salons, LLC                                 | Lewisville      | NC    | 27023       | (336) 946-0432 X151 | NC             |
| Southeast Salons, LLC                                 | Lewisville      | NC    | 27023       | (336) 946-0432 X151 | NC             |
| Southeast Salons, LLC                                 | Lewisville      | NC    | 27023       | (336) 946-0432 X151 | NC             |
| Timothy Proctor                                       | Lewisville      | NC    | 27023-8658  | (336) 416-1112      | NC             |
| *McFreedom, LLC                                       | Morehead City   | NC    | 28557       | (252) 622-4781      | NC             |
| MCPIE, Inc.                                           | Morehead City   | NC    | 28557       | (252) 241-6844      | NC             |
| MCPIE, Inc.                                           | Morehead City   | NC    | 28557       | (252) 241-6844      | NC             |
| MCPIE, Inc.                                           | Morehead City   | NC    | 28557       | (252) 241-6844      | NC             |
| Dixie Clippers, Inc.                                  | New Port Richey | FL    | 34652-1046  | (678) 428-8324      | NC             |
| Dixie Clippers, Inc.                                  | New Port Richey | FL    | 34652-1046  | (678) 428-8324      | NC             |
| Dixie Clippers, Inc.                                  | New Port Richey | FL    | 34652-1046  | (678) 428-8324      | NC             |
| Pineland Salons, LLC                                  | Pinehurst       | NC    | 28374       | (801) 935-0618      | NC             |
| Pineland Salons, LLC                                  | Pinehurst       | NC    | 28374       | (801) 935-0618      | NC             |
| Shear Results, LLC                                    | Raleigh         | NC    | 27601       | (419) 283-3623      | NC             |
| Shear Results, LLC                                    | Raleigh         | NC    | 27601       | (419) 283-3623      | NC             |
| Shear Results, LLC                                    | Raleigh         | NC    | 27601       | (419) 283-3623      | NC             |
| Triangle Holdings, Inc.                               | Raleigh         | NC    | 27615       | (919) 395-4876      | NC             |
| Triangle Holdings, Inc.                               | Raleigh         | NC    | 27615       | (919) 395-4876      | NC             |
| Triangle Holdings, Inc.                               | Raleigh         | NC    | 27615       | (919) 395-4876      | NC             |
| Triangle Holdings, Inc.                               | Raleigh         | NC    | 27615       | (919) 395-4876      | NC             |

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GREAT CLIPS FRANCHISEES  
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| Franchisee                             | City              | State | Postal Code | Phone          | Location State |
|----------------------------------------|-------------------|-------|-------------|----------------|----------------|
| Tillery Enterprises, Inc.              | Gahanna           | OH    | 43230       | (614) 946-3961 | OH             |
| Tillery Salons, Inc.                   | Gahanna           | OH    | 43230       | (614) 946-3961 | OH             |
| Tillery Salons, Inc.                   | Gahanna           | OH    | 43230       | (614) 946-3961 | OH             |
| ZAMP Enterprises, Inc.                 | Hudson            | OH    | 44326       | (330) 554-6128 | OH             |
| ZAMP Enterprises, Inc.                 | Hudson            | OH    | 44326       | (330) 554-6128 | OH             |
| ZAMP Enterprises, Inc.                 | Hudson            | OH    | 44326       | (330) 554-6128 | OH             |
| Cutting Edge Development, LLC          | Loveland          | OH    | 45140       | (513) 827-2715 | OH             |
| East West Cutters, Inc.                | Maineville        | OH    | 45039       | (513) 607-1269 | OH             |
| Excel Clips, Inc.                      | Mason             | OH    | 45040       | (513) 604-2855 | OH             |
| RG Clips Inc. OH                       | Mason             | OH    | 45040       | (513) 895-4555 | OH             |
| RG Clips Inc. OH                       | Mason             | OH    | 45040       | (513) 895-4555 | OH             |
| RG Clips Inc. OH                       | Mason             | OH    | 45040       | (513) 895-4555 | OH             |
| RG Clips Inc. OH                       | Mason             | OH    | 45040       | (513) 895-4555 | OH             |
| Mia San Mia, LLC                       | Mentor            | OH    | 44060       | (440) 669-9182 | OH             |
| Mia San Mia, LLC                       | Mentor            | OH    | 44060       | (440) 669-9182 | OH             |
| Zeetrio of Ohio, Inc.                  | Miami Beach       | FL    | 33154       | (305) 965-9004 | OH             |
| Zeetrio of Ohio, Inc.                  | Miami Beach       | FL    | 33154       | (305) 965-9004 | OH             |
| Zeetrio of Ohio, Inc.                  | Miami Beach       | FL    | 33154       | (305) 965-9004 | OH             |
| StyleTech Corporation                  | Powell            | OH    | 43065       | (614) 323-3426 | OH             |
| StyleTech Corporation                  | Powell            | OH    | 43065       | (614) 323-3426 | OH             |
| StyleTech Corporation                  | Powell            | OH    | 43065       | (614) 323-3426 | OH             |
| Demer Retail Ventures GC, LLC          | Sheffield Village | OH    | 44054       | (216) 408-1054 | OH             |
| Demer Retail Ventures GC, LLC          | Sheffield Village | OH    | 44054       | (216) 408-1054 | OH             |
| Style Pro's, Inc.                      | Bixby             | OK    | 74008       | (918) 527-9164 | OK             |
| *Synectics, LLC                        | Frisco            | TX    | 75034       | (214) 673-5660 | OK             |
| *Synectics, LLC                        | Frisco            | TX    | 75034       | (214) 673-5660 | OK             |
| Fresh Look Investments, LLC            | Norman            | OK    | 73072       | (405) 412-4646 | OK             |
| Fresh Look Investments, LLC            | Norman            | OK    | 73072       | (405) 412-4646 | OK             |
| Fresh Look Investments, LLC            | Norman            | OK    | 73072       | (405) 412-4646 | OK             |
| Fresh Look Investments, LLC            | Norman            | OK    | 73072       | (405) 412-4646 | OK             |
| Fresh Look Investments, LLC            | Norman            | OK    | 73072       | (405) 412-4646 | OK             |
| Four C Ventures, LLC                   | Oklahoma City     | OK    | 73114       | (405) 767-9848 | OK             |
| Four C Ventures, LLC                   | Oklahoma City     | OK    | 73114       | (405) 767-9848 | OK             |
| Llopis USA, LLC                        | Rockledge         | FL    | 32955       | (405) 370-0496 | OK             |
| Llopis USA, LLC                        | Rockledge         | FL    | 32955       | (405) 370-0496 | OK             |
| Llopis USA, LLC                        | Rockledge         | FL    | 32955       | (405) 370-0496 | OK             |
| Llopis USA, LLC                        | Rockledge         | FL    | 32955       | (405) 370-0496 | OK             |
| Breacan Business Services, Inc.        | Burlington        | ON    | L7P 3R9     | (416) 831-8416 | ON             |
| Gwen Creation Enterprise (2021) Inc.   | Burlington        | ON    | L7M 0X4     | (905) 407-8986 | ON             |
| Gwen Creation Enterprise (2021) Inc.   | Burlington        | ON    | L7M 0X4     | (905) 407-8986 | ON             |
| Gwen Creation Enterprises, Inc.        | Burlington        | ON    | L7M 0X4     | (905) 407-8986 | ON             |
| Shear Greatness West, Inc.             | Burlington        | ON    | L7P 2Z1     | (416) 821-5584 | ON             |
| Keshpn, Inc.                           | Georgetown        | ON    | L7G 0G3     | (647) 200-1205 | ON             |
| 2369798 Ontario Corp.                  | Hannon            | ON    | L0R 1P0     | (905) 984-5541 | ON             |
| *JAMI COMMUNICATIONS GROUP (2020) INC. | Maple             | ON    | L6A 2W8     | (416) 508-6333 | ON             |
| *JAMI COMMUNICATIONS GROUP (2020) INC. | Maple             | ON    | L6A 2W8     | (416) 508-6333 | ON             |
| *JAMI COMMUNICATIONS GROUP (2020) INC. | Maple             | ON    | L6A 2W8     | (416) 508-6333 | ON             |
| 2228085 Ontario, Inc.                  | Mississauga       | ON    | L5L 3T2     | (905) 820-9954 | ON             |
| LHMK Enterprises, Inc.                 | Mississauga       | ON    | L5G 4T8     | (647) 998-1232 | ON             |
| LHMK Enterprises, Inc.                 | Mississauga       | ON    | L5G 4T8     | (647) 998-1232 | ON             |
| LHMK Enterprises, Inc.                 | Mississauga       | ON    | L5G 4T8     | (647) 998-1232 | ON             |
| YAARRA Business Services, Inc.         | Mississauga       | ON    | L5W 1C7     | (416) 562-4784 | ON             |
| 17045719 CANADA INC.                   | Niagara Falls     | ON    | L2H 3G7     | (905) 341-4577 | ON             |
| 2262727 Ontario Inc.                   | Oakville          | ON    | L6H 3A4     | (905) 338-6112 | ON             |
| Kemol Ventures, Ltd.                   | Richmond Hill     | ON    | L4E 4S1     | (416) 528-7759 | ON             |
| Kyrie Services, Inc.                   | Richmond Hill     | ON    | L4E 0P9     | (905) 237-9010 | ON             |
| Kyrie Services, Inc.                   | Richmond Hill     | ON    | L4E 0P9     | (905) 237-9010 | ON             |
| SHREENATH INC.                         | Rockwood          | ON    | N0B 0A6     | (416) 993-7913 | ON             |
| 1000684013 ONTARIO INC.                | Thornhill         | ON    | L4J 7W9     | (647) 964-9476 | ON             |
| GOODWOOD ENTERPRISES INC.              | Whitby            | ON    | L1N 8K4     | (905) 903-8950 | ON             |
| Deltennium Clips, LLC                  | Boca Raton        | FL    | 33487-8236  | (561) 306-1492 | OR             |
| Tambry Ventures Oregon, LLC            | Clackamas         | OR    | 97015       | (805) 405-2162 | OR             |
| Tambry Ventures Oregon, LLC            | Clackamas         | OR    | 97015       | (805) 405-2162 | OR             |
| DO You, Inc.                           | Salem             | OR    | 97304       | (907) 748-8444 | OR             |
| DO You, Inc.                           | Salem             | OR    | 97304       | (907) 748-8444 | OR             |
| N & A Associates, Inc.                 | Bridgewater       | NJ    | 08807       | (908) 393-1316 | PA             |
| KIMBERLY ANN GEORGES SALONS LLC        | Bushkill          | PA    | 18324       | (570) 269-2600 | PA             |
| The Studio 888, Inc.                   | Chalfont          | PA    | 18914       | (215) 527-3694 | PA             |
| Two Cats Salon, LLC                    | Dunmore           | PA    | 18512       | (570) 954-6756 | PA             |
| Looks and Locks LLC                    | Easton            | PA    | 18040       | (610) 905-6461 | PA             |
| L&S Entities, LLC/Sanskriti, LLC       | Ewing             | NJ    | 08618       | (609) 647-2311 | PA             |
| Sanskar Willow Grove, LLC              | Ewing             | NJ    | 08618       | (609) 647-2311 | PA             |
| Bell Clippers, LLC                     | Irwin             | PA    | 15642       | (412) 607-0646 | PA             |
| Bell Clippers, LLC                     | Irwin             | PA    | 15642       | (412) 607-0646 | PA             |
| Exit 98 Enterprises, LLC               | Lake Como         | NJ    | 07719       | (732) 371-0932 | PA             |
| M & M Clippers, LLC                    | Limerick          | PA    | 19468       | (610) 213-8705 | PA             |
| M & M Clippers, LLC                    | Limerick          | PA    | 19468       | (610) 213-8705 | PA             |
| M & M Clippers, LLC                    | Limerick          | PA    | 19468       | (610) 213-8705 | PA             |
| M & M Clippers, LLC                    | Limerick          | PA    | 19468       | (610) 213-8705 | PA             |
| M & M Clippers, LLC                    | Limerick          | PA    | 19468       | (610) 213-8705 | PA             |



\*DENOTES A MDA

| Franchisee                           | City            | State | Postal Code | Phone          | Location State |
|--------------------------------------|-----------------|-------|-------------|----------------|----------------|
| V&S Clips, LLC/M & M Clippers, LLC   | Limerick        | PA    | 19468       | (610) 213-8705 | PA             |
| LJ CLIPPERS, LLC                     | Monroeville     | PA    | 15146       | (412) 401-1304 | PA             |
| Lily Bear Clips LLC                  | Mount Joy       | PA    | 17552       | 717.327.6789   | PA             |
| BLG CUTS & STYLES INC                | Mount Laurel    | NJ    | 08054       | (847) 767-5004 | PA             |
| Emance, Inc.                         | Newtown         | PA    | 18940       | (215) 439-1744 | PA             |
| Simren, Inc.                         | Pittsburgh      | PA    | 15238       | (412) 638-9191 | PA             |
| Holmar Enterprises LLC               | Venetia         | PA    | 15367       | (910) 520-6987 | PA             |
| Folk Design Group, LLC               | Wallingford     | PA    | 19086       | (610) 566-1428 | PA             |
| Folk Design Group, LLC               | Wallingford     | PA    | 19086       | (610) 566-1428 | PA             |
| Folk Design Group, LLC               | Wallingford     | PA    | 19086       | (610) 566-1428 | PA             |
| H & J Clips, LLC                     | West Grove      | PA    | 19390       | (484) 883-7543 | PA             |
| B&A Business Development, Inc.       | Littleton       | MA    | 01460       | (978) 394-9297 | RI             |
| Carolina Hair Care, Inc.             | Easley          | SC    | 29642       | (864) 356-0721 | SC             |
| Carolina Hair Care, Inc.             | Easley          | SC    | 29642       | (864) 356-0721 | SC             |
| Carolina Hair Care, Inc.             | Easley          | SC    | 29642       | (864) 356-0721 | SC             |
| Carolina Hair Care, Inc.             | Easley          | SC    | 29642       | (864) 356-0721 | SC             |
| Carolina Hair Care, Inc.             | Easley          | SC    | 29642       | (864) 356-0721 | SC             |
| Merck Enterprises, Inc.              | Easley          | SC    | 29642       | (864) 915-3822 | SC             |
| Merck Enterprises, Inc.              | Easley          | SC    | 29642       | (864) 915-3822 | SC             |
| WHETYO, Inc.                         | Littleton       | NC    | 27850       | (803) 448-7962 | SC             |
| WHETYO, Inc.                         | Littleton       | NC    | 27850       | (803) 448-7962 | SC             |
| In His Most Holy Service, LLC        | Simpsonville    | SC    | 29681       | (864) 320-5734 | SC             |
| In His Most Holy Service, LLC        | Simpsonville    | SC    | 29681       | (864) 320-5734 | SC             |
| Saunders Clips, LLC                  | Simpsonville    | SC    | 29681       | (864) 320-5734 | SC             |
| Saunders Clips, LLC                  | Simpsonville    | SC    | 29681       | (864) 320-5734 | SC             |
| *Pompador, Inc.                      | Wilmington      | NC    | 28403       | (910) 262-9575 | SC             |
| Snip, Inc.                           | Chanhausen      | MN    | 55317       | (952) 239-6751 | SD             |
| FMGSD, LLC                           | Slayton         | MN    | 56172       | (507) 760-1716 | SD             |
| FMGSD, LLC                           | Slayton         | MN    | 56172       | (507) 760-1716 | SD             |
| Blue Ridge Development Partners, LLC | Clarksville     | TN    | 37043       | (931) 217-7924 | TN             |
| Blue Ridge Development Partners, LLC | Clarksville     | TN    | 37043       | (931) 217-7924 | TN             |
| Blue Ridge Development Partners, LLC | Clarksville     | TN    | 37043       | (931) 217-7924 | TN             |
| 1413 Development Corp, LLC           | Edina           | MN    | 55439       | (952) 946-1473 | TN             |
| 1413 Development Corp, LLC           | Edina           | MN    | 55439       | (952) 946-1473 | TN             |
| *Great Salons of Knoxville, Inc.     | Knoxville       | TN    | 37922       | (865) 804-3136 | TN             |
| McRocket, LLC                        | Knoxville       | TN    | 37922       | (865) 804-3136 | TN             |
| McRocket, LLC                        | Knoxville       | TN    | 37922       | (865) 804-3136 | TN             |
| McRocket, LLC                        | Knoxville       | TN    | 37922       | (865) 804-3136 | TN             |
| McRocket, LLC                        | Knoxville       | TN    | 37922       | (865) 804-3136 | TN             |
| McRocket, LLC                        | Knoxville       | TN    | 37922       | (865) 804-3136 | TN             |
| L D Clips, Inc.                      | Nashville       | TN    | 37215       | (615) 351-0144 | TN             |
| *BAD HAT LLC                         | Albuquerque     | NM    | 87120       | (505) 573-8081 | TX             |
| AJ Odyssey Inc.                      | Austin          | TX    | 78736       | (214) 240-8838 | TX             |
| AJ Odyssey Inc.                      | Austin          | TX    | 78736       | (214) 240-8838 | TX             |
| Mane Image, LLC                      | Austin          | TX    | 78749       | (512) 589-8726 | TX             |
| Mane Image, LLC                      | Austin          | TX    | 78749       | (512) 589-8726 | TX             |
| Mane Image, LLC                      | Austin          | TX    | 78749       | (512) 589-8726 | TX             |
| Wilder Enterprises, Inc.             | Austin          | TX    | 78703       | (512) 413-1900 | TX             |
| Wilder Enterprises, Inc.             | Austin          | TX    | 78703       | (512) 413-1900 | TX             |
| Wilder Enterprises, Inc.             | Austin          | TX    | 78703       | (512) 413-1900 | TX             |
| Wilder Enterprises, Inc.             | Austin          | TX    | 78703       | (512) 413-1900 | TX             |
| Wilder Enterprises, Inc.             | Austin          | TX    | 78703       | (512) 413-1900 | TX             |
| Wilder Enterprises, Inc.             | Austin          | TX    | 78703       | (512) 413-1900 | TX             |
| You Sit We Clip, LLC                 | Boerne          | TX    | 78015       | (210) 416-1102 | TX             |
| You Sit We Clip, LLC                 | Boerne          | TX    | 78015       | (210) 416-1102 | TX             |
| You Sit We Clip, LLC                 | Boerne          | TX    | 78015       | (210) 416-1102 | TX             |
| You Sit We Clip, LLC                 | Boerne          | TX    | 78015       | (210) 416-1102 | TX             |
| ABE Management, LLC                  | Corpus Christi  | TX    | 78414       | (361) 537-5393 | TX             |
| ABE Management, LLC                  | Corpus Christi  | TX    | 78414       | (361) 537-5393 | TX             |
| ABE Management, LLC                  | Corpus Christi  | TX    | 78414       | (361) 537-5393 | TX             |
| FSG Group, LLC                       | Dallas          | TX    | 75229       | 972-571-6328   | TX             |
| Hairy Stylez LLC                     | Denton          | TX    | 76210       | (801) 201-1831 | TX             |
| La Corrida Investments, LLC          | Eules           | TX    | 76040       | (817) 845-1428 | TX             |
| La Corrida Investments, LLC          | Eules           | TX    | 76040       | (817) 845-1428 | TX             |
| La Corrida Investments, LLC          | Eules           | TX    | 76040       | (817) 845-1428 | TX             |
| Shear Greatness TX LTD               | Fair Oaks Ranch | TX    | 78015       | (916) 529-0959 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| First Clips, LLC                     | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| Inson Byun                           | Flower Mound    | TX    | 75022       | (972) 989-7407 | TX             |
| *Kitty Paw, LLC                      | Frisco          | TX    | 75034       | (214) 476-3201 | TX             |
| *Radhe Kishan II Inc.                | Frisco          | TX    | 75035       | (214) 404-1543 | TX             |
| B&R Clips LLC                        | Frisco          | TX    | 75035       | (214) 404-1543 | TX             |
| GCXG, Inc.                           | Frisco          | TX    | 75036       | (469) 396-2331 | TX             |

GREAT CLIPS FRANCHISEES  
FRANCHISE AGREEMENT SIGNED BUT SALON NOT OPEN  
\*DENOTES A MDA

| Franchisee                                  | City        | State | Postal Code | Phone          | Location State |
|---------------------------------------------|-------------|-------|-------------|----------------|----------------|
| GCXG, Inc.                                  | Frisco      | TX    | 75036       | (469) 396-2331 | TX             |
| Kitty Paw, LLC                              | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| Kitty Paw, LLC                              | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| Kitty Paw, LLC                              | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| Kitty Paw, LLC                              | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| Kitty Paw, LLC                              | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| Radhe Kishan, Inc.                          | Frisco      | TX    | 75035       | (214) 404-1543 | TX             |
| Radhe Kishan, Inc.                          | Frisco      | TX    | 75035       | (214) 404-1543 | TX             |
| Radhe Kishan, Inc.                          | Frisco      | TX    | 75035       | (214) 404-1543 | TX             |
| Radhe Kishan, Inc.                          | Frisco      | TX    | 75035       | (214) 404-1543 | TX             |
| Radhe Kishan, Inc.                          | Frisco      | TX    | 75035       | (214) 404-1543 | TX             |
| Radhe Kishan, Inc.                          | Frisco      | TX    | 75035       | (214) 404-1543 | TX             |
| Synectics, LLC                              | Frisco      | TX    | 75034       | (214) 673-5660 | TX             |
| Synectics, LLC                              | Frisco      | TX    | 75034       | (214) 673-5660 | TX             |
| Synectics, LLC                              | Frisco      | TX    | 75034       | (214) 673-5660 | TX             |
| Todd McCown                                 | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| Winnery, LLC/Kitty Paw, LLC                 | Frisco      | TX    | 75034       | (214) 476-3201 | TX             |
| MegaClips, LLC                              | Granbury    | TX    | 76048       | (214) 212-4599 | TX             |
| MegaClips, LLC                              | Granbury    | TX    | 76048       | (214) 212-4599 | TX             |
| Ethereal Holdings LLC                       | Houston     | TX    | 77044       | (713) 485-9602 | TX             |
| Horse Thieving Investments, Inc.            | Houston     | TX    | 77002       | (832) 971-3085 | TX             |
| Horse Thieving Investments, Inc.            | Houston     | TX    | 77002       | (832) 971-3085 | TX             |
| PSP Resources, LLC                          | Hurst       | TX    | 76054       | (817) 320-4690 | TX             |
| PSP Resources, LLC                          | Hurst       | TX    | 76054       | (817) 320-4690 | TX             |
| *DFW Salons, LLC                            | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| DFW Salons, LLC                             | Irving      | TX    | 75038       | (972) 816-6135 | TX             |
| Pioneer AMZ LLC                             | Katy        | TX    | 77449       | (281) 919-5075 | TX             |
| Duc Do                                      | Lakeway     | TX    | 78738       | (512) 296-1681 | TX             |
| A3K Ventures, LLC                           | McKinney    | TX    | 75070       | (803) 720-9207 | TX             |
| Alamda Ventures, LLC                        | Pearland    | TX    | 77581       | (832) 748-0462 | TX             |
| Alamda Ventures, LLC                        | Pearland    | TX    | 77581       | (832) 748-0462 | TX             |
| Alamda Ventures, LLC                        | Pearland    | TX    | 77581       | (832) 748-0462 | TX             |
| AHA Ventures, LLC                           | Plano       | TX    | 75025       | (972) 838-7647 | TX             |
| AHA Ventures, LLC                           | Plano       | TX    | 75025       | (972) 838-7647 | TX             |
| AHA Ventures, LLC                           | Plano       | TX    | 75025       | (972) 838-7647 | TX             |
| CE Shepler Partners, L.P./AHA Ventures, LLC | Plano       | TX    | 75025       | (972) 838-7647 | TX             |
| Nick and Sam Clips Inc.                     | Richmond    | TX    | 77406       | (832) 434-8320 | TX             |
| Westend Holdings, Inc.                      | Round Rock  | TX    | 78681       | (512) 695-9103 | TX             |
| Binepal Malhi Joint Ventures LLC            | San Antonio | TX    | 78249       | (210) 843-0264 | TX             |
| Clip Clip Boom LLC                          | San Antonio | TX    | 78260       | (210) 425-4018 | TX             |
| Clip Clip Boom LLC                          | San Antonio | TX    | 78260       | (210) 425-4018 | TX             |
| Jet Clips LLC                               | San Antonio | TX    | 78254       | (210) 415-5153 | TX             |
| Jet Clips LLC                               | San Antonio | TX    | 78254       | (210) 415-5153 | TX             |
| Jet Clips LLC                               | San Antonio | TX    | 78254       | (210) 415-5153 | TX             |
| Jet Clips LLC                               | San Antonio | TX    | 78254       | (210) 415-5153 | TX             |
| Jet Clips LLC                               | San Antonio | TX    | 78254       | (210) 415-5153 | TX             |
| Jet Clips LLC                               | San Antonio | TX    | 78254       | (210) 415-5153 | TX             |
| Raul Fernandez                              | San Antonio | TX    | 78211       | (210) 884-8951 | TX             |
| Rockit Shears Inc.                          | San Antonio | TX    | 78255       | (707) 330-6330 | TX             |
| Rockit Shears Inc.                          | San Antonio | TX    | 78255       | (707) 330-6330 | TX             |
| Rockit Shears Inc.                          | San Antonio | TX    | 78255       | (707) 330-6330 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Team Sailing, Inc.                          | San Antonio | TX    | 78015       | (210) 391-3987 | TX             |
| Chop It! LLC                                | Seabrook    | TX    | 77586       | (281) 291-9765 | TX             |
| Chop It! LLC                                | Seabrook    | TX    | 77586       | (281) 291-9765 | TX             |
| Chop It! LLC                                | Seabrook    | TX    | 77586       | (281) 291-9765 | TX             |
| D&J Worldwide, LLC                          | Spring      | TX    | 77381       | (281) 380-7126 | TX             |
| D&J Worldwide, LLC                          | Spring      | TX    | 77381       | (281) 380-7126 | TX             |
| D&J Worldwide, LLC                          | Spring      | TX    | 77381       | (281) 380-7126 | TX             |
| D&J Worldwide, LLC                          | Spring      | TX    | 77381       | (281) 380-7126 | TX             |
| D&J Worldwide, LLC                          | Spring      | TX    | 77381       | (281) 380-7126 | TX             |
| D&J Worldwide, LLC                          | Spring      | TX    | 77381       | (281) 380-7126 | TX             |
| Hinan Corporation                           | Sugarland   | TX    | 77479       | (832) 276-2331 | TX             |
| Hinan Corporation                           | Sugarland   | TX    | 77479       | (832) 276-2331 | TX             |

GREAT CLIPS FRANCHISEES  
FRANCHISE AGREEMENT SIGNED BUT SALON NOT OPEN  
\*DENOTES A MDA

| Franchisee                | City              | State | Postal Code | Phone               | Location State |
|---------------------------|-------------------|-------|-------------|---------------------|----------------|
| Hinan Corporation         | Sugarland         | TX    | 77479       | (832) 276-2331      | TX             |
| Hinan Corporation         | Sugarland         | TX    | 77479       | (832) 276-2331      | TX             |
| Hinan Corporation         | Sugarland         | TX    | 77479       | (832) 276-2331      | TX             |
| Sunset Rock, Inc.         | Sunset Valley     | TX    | 78745       | (512) 589-8494      | TX             |
| Sunset Rock, Inc.         | Sunset Valley     | TX    | 78745       | (512) 589-8494      | TX             |
| Sunset Rock, Inc.         | Sunset Valley     | TX    | 78745       | (512) 589-8494      | TX             |
| Sunset Rock, Inc.         | Sunset Valley     | TX    | 78745       | (512) 589-8494      | TX             |
| Sunset Rock, Inc.         | Sunset Valley     | TX    | 78745       | (512) 589-8494      | TX             |
| Sunset Rock, Inc.         | Sunset Valley     | TX    | 78745       | (512) 589-8494      | TX             |
| Aristoxus, LLC            | Temple            | TX    | 76502       | (254) 913-3627      | TX             |
| Aristoxus, LLC            | Temple            | TX    | 76502       | (254) 913-3627      | TX             |
| RK Ajer Ventures, LLC     | Herriman          | UT    | 84096       | (801) 550-5747      | UT             |
| RK Ajer Ventures, LLC     | Herriman          | UT    | 84096       | (801) 550-5747      | UT             |
| RK Ajer Ventures, LLC     | Herriman          | UT    | 84096       | (801) 550-5747      | UT             |
| RK Ajer Ventures, LLC     | Herriman          | UT    | 84096       | (801) 550-5747      | UT             |
| RK Ajer Ventures, LLC     | Herriman          | UT    | 84096       | (801) 550-5747      | UT             |
| Hutchinson-Hill, LC       | Kaysville         | UT    | 84037       | (801) 403-9555      | UT             |
| Sail-On Ventures, LLC     | Park City         | UT    | 84098       | (801) 814-1368      | UT             |
| Sail-On Ventures, LLC     | Park City         | UT    | 84098       | (801) 814-1368      | UT             |
| Sail-On Ventures, LLC     | Park City         | UT    | 84098       | (801) 814-1368      | UT             |
| Jenick, Inc.              | Salt Lake City    | UT    | 84124       | (801) 870-2932      | UT             |
| Jenick, Inc.              | Salt Lake City    | UT    | 84124       | (801) 870-2932      | UT             |
| Jenick, Inc.              | Salt Lake City    | UT    | 84124       | (801) 870-2932      | UT             |
| JNL Ventures, Inc.        | Salt Lake City    | UT    | 84124       | (801) 870-2932      | UT             |
| JNL Ventures, Inc.        | Salt Lake City    | UT    | 84124       | (801) 870-2932      | UT             |
| WINNING STYLES LLC        | Chesapeake        | VA    | 23322       | (910) 751-3242      | VA             |
| Clips 4 M and E, Inc.     | Chesterfield      | VA    | 23838       | (804) 873-1629      | VA             |
| Radia Holdings LLC        | Henrico           | VA    | 23233       | (312) 715-8388      | VA             |
| Radia Holdings LLC        | Henrico           | VA    | 23233       | (312) 715-8388      | VA             |
| Radia Holdings LLC        | Henrico           | VA    | 23233       | (312) 715-8388      | VA             |
| Southeast Salons, LLC     | Lewisville        | NC    | 27023       | (336) 946-0432 X151 | VA             |
| Southeast Salons, LLC     | Lewisville        | NC    | 27023       | (336) 946-0432 X151 | VA             |
| Jesse Johnson Inc.        | Lynchburg         | VA    | 24502       | (434) 941-9555      | VA             |
| Jesse Johnson Inc.        | Lynchburg         | VA    | 24502       | (434) 941-9555      | VA             |
| Mountainview Cutters, LLC | Maineville        | OH    | 45039       | (513) 607-1269      | VA             |
| Paradoxs, Inc.            | Powhatan          | VA    | 23139       | (804) 647-3002      | VA             |
| *Medusa Too, LLC          | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Medusa Enterprises, Inc.  | Providence Forge  | VA    | 23140       | (804) 874-4490      | VA             |
| Triangle Holdings, Inc.   | Raleigh           | NC    | 27615       | (919) 395-4876      | VA             |
| ILIKEITCUT, LLC           | Richmond VA 23221 | VA    | 23221       | (804) 335-4249      | VA             |
| Blue Sky Cuts, LLC        | Roanoke           | VA    | 24018       | (540) 525-4643      | VA             |
| JROC Holdings, LLC        | Roanoke           | VA    | 24018       | (540) 525-4643      | VA             |
| Bay Clips, Inc.           | Virginia Beach    | VA    | 23451       | (757) 408-7787      | VA             |
| LVMY Clips, LLC           | Virginia Beach    | VA    | 23456       | (757) 619-0492      | VA             |
| LVMY Clips, LLC           | Virginia Beach    | VA    | 23456       | (757) 619-0492      | VA             |
| LVMY Clips, LLC           | Virginia Beach    | VA    | 23456       | (757) 619-0492      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Mirus, LLC                | Virginia Beach    | VA    | 23454       | (757) 496-9982      | VA             |
| Tidewater Clippers, LLC   | Virginia Beach    | VA    | 23455       | (757) 472-2547      | VA             |
| Tidewater Clippers, LLC   | Virginia Beach    | VA    | 23455       | (757) 472-2547      | VA             |
| Tidewater Clippers, LLC   | Virginia Beach    | VA    | 23455       | (757) 472-2547      | VA             |
| Kanga, Inc.               | Bellevue          | WA    | 98009       | (425) 260-3803      | WA             |
| SEVEN HILLS SALONS LLC.   | Bothell           | WA    | 98012       | (206) 327-3150      | WA             |
| Red Hill, Inc.            | Livermore         | CA    | 94550       | (925) 353-8567      | WA             |
| Priya Sarathy             | Medina            | WA    | 98039       | (206) 552-8775      | WA             |
| Zahoomi LLC               | Medina            | WA    | 98039       | (206) 552-8775      | WA             |
| Zahoomi Yakima LLC        | Medina            | WA    | 98039       | 425-891-4709        | WA             |
| Decck, Inc.               | Richland          | WA    | 99352       | (509) 531-3706      | WA             |
| Decck, Inc.               | Richland          | WA    | 99352       | (509) 531-3706      | WA             |
| STYLEAHEAD LLC            | Sammamish         | WA    | 98074       | (361) 522-2128      | WA             |
| R Rock Marketing, Inc.    | Seattle           | WA    | 98102       | (425) 558-7710      | WA             |
| R Rock Marketing, Inc.    | Seattle           | WA    | 98102       | (425) 558-7710      | WA             |
| Saylaco, Inc.             | Burlington        | WI    | 53105       | (414) 852-3828      | WI             |
| Shrayom, LLC              | De Pere           | WI    | 54115       | (920) 309-2946      | WI             |
| Shrayom, LLC              | De Pere           | WI    | 54115       | (920) 309-2946      | WI             |
| Shrayom, LLC              | De Pere           | WI    | 54115       | (920) 309-2946      | WI             |
| Shrayom, LLC              | De Pere           | WI    | 54115       | (920) 309-2946      | WI             |
| J.P. Madson, Inc.         | McFarland         | WI    | 53558       | (608) 852-6353      | WI             |
| Top Spin Ventures Limited | Muskego           | WI    | 53150       | (414) 305-6571      | WI             |
| Top Spin Ventures Limited | Muskego           | WI    | 53150       | (414) 305-6571      | WI             |

GREAT CLIPS FRANCHISEES  
FRANCHISE AGREEMENT SIGNED BUT SALON NOT OPEN  
\*DENOTES A MDA

| Franchisee                       | City        | State | Postal Code | Phone          | Location State |
|----------------------------------|-------------|-------|-------------|----------------|----------------|
| Shorty's, Inc.                   | Oconomowoc  | WI    | 53066       | (262) 490-0664 | WI             |
| *Superior-Clearwater, Inc.       | Plymouth    | MN    | 55447       | (612) 965-9482 | WI             |
| DHM Enterprises, LLC             | West Olive  | MI    | 49460       | (262) 389-4802 | WI             |
| DHM Enterprises, LLC             | West Olive  | MI    | 49460       | (262) 389-4802 | WI             |
| DHM Enterprises, LLC             | West Olive  | MI    | 49460       | (262) 389-4802 | WI             |
| DHM Enterprises, LLC             | West Olive  | MI    | 49460       | (262) 389-4802 | WI             |
| DHM Enterprises, LLC             | West Olive  | MI    | 49460       | (262) 389-4802 | WI             |
| Hamilton Enterprises, LLC        | Garrett     | KY    | 41630       | (606) 276-0957 | WV             |
| STALLO & STARKEY ENTERPRISES LLC | Huntington  | WV    | 25703       | (304) 951-2845 | WV             |
| Mountainview Cutters, LLC        | Maineville  | OH    | 45039       | (513) 607-1269 | WV             |
| Mountainview Cutters, LLC        | Maineville  | OH    | 45039       | (513) 607-1269 | WV             |
| *LJ CLIPPERS, LLC                | Monroeville | PA    | 15146       | (412) 401-1304 | WV             |

## **EXHIBIT B**

### **List of Former Franchisees**

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

| Franchisee                         | City             | State | Phone          | Salon State |
|------------------------------------|------------------|-------|----------------|-------------|
| Incor Group, Inc.                  | Calgary          | AB    | (403) 470-8056 | AB          |
| 1847345 Alberta Ltd.               | Edmonton         | AB    | (780) 887-5582 | AB          |
| Southernfire, LLC                  | Ringgold         | GA    | (423) 421-6639 | AL          |
| Glen Clips, Inc.                   | Phoenix          | AZ    | (602) 526-5100 | AZ          |
| Buzzmark Holdings, Ltd.            | Langley          | BC    | (778) 908-2136 | BC          |
| Clipper Ship, Inc.                 | Chula Vista      | CA    | (858) 774-6365 | CA          |
| Great Group, LLC                   | Livermore        | CA    | (925) 353-8567 | CA          |
| KKEG Company, Inc.                 | Livermore        | CA    | (510) 213-5280 | CA          |
| Central Coast CC8551 LLC           | San Jose         | CA    | (408) 203-7667 | CA          |
| Nevans, Inc.                       | Colorado Springs | CO    | (719) 338-3026 | CO          |
| Nevans, Inc.                       | Colorado Springs | CO    | (719) 338-3026 | CO          |
| Cutters Class, Inc.                | Lakewood         | CO    | (303) 694-9341 | CO          |
| New England Clippers, LLC          | Stamford         | CT    | (203) 561-3236 | CT          |
| CAPILLUM HOLDINGS, INC.            | Lake Worth       | FL    | (847) 452-1998 | FL          |
| Leap Cuts, LLC                     | Saint Johns      | FL    | (571) 249-0329 | FL          |
| Shine Star Cuts LLC                | Saint Johns      | FL    | (651) 207-7809 | FL          |
| Gateway Clippers Holdings III, LLC | St. Louis        | MO    | (314) 918-0045 | FL          |
| Gateway Clippers Holdings III, LLC | St. Louis        | MO    | (314) 918-0045 | FL          |
| Tampa Clippers, Inc.               | Tampa            | FL    | (813) 254-2069 | FL          |
| Ahmed International, Inc.          | Alpharetta       | GA    | (678) 361-4488 | GA          |
| Harrison Enterprises, Inc.         | Brookhaven       | GA    | (404) 569-7411 | GA          |
| Green Olives Inc.                  | Marietta         | GA    | (404) 980-2457 | GA          |
| Mountain Clips, LLC                | Marietta         | GA    | (770) 265-4437 | GA          |
| Baci Styles, Inc.                  | Norcross         | GA    | (770) 402-9262 | GA          |
| Parkside Ventures III, LLC         | Norcross         | GA    | (770) 402-9262 | GA          |
| SRP MinneCorp                      | Porterdale       | GA    | (770) 883-5347 | GA          |
| Tabor Clips, Inc.                  | Roswell          | GA    | (404) 314-7899 | GA          |
| Corbets Company of Georgia         | Woodstock        | GA    | (678) 494-5827 | GA          |
| Ohana Clips, LLC                   | Hauula           | HI    | (808) 428-1362 | HI          |
| Sharpness Inc.                     | Cedar Rapids     | IA    | (319) 540-9196 | IA          |
| Sharpness Inc.                     | Cedar Rapids     | IA    | (319) 540-9196 | IA          |
| TriState Salons, LLC               | Clancy           | MT    | (406) 202-0094 | ID          |
| Idaho Franchise Partners, LLC      | Idaho Falls      | ID    | (208) 716-5054 | ID          |
| NMS Investments, Inc.              | Glenview         | IL    | (847) 612-9597 | IL          |
| OMJEE Enterprises, Inc.            | Naperville       | IL    | (630) 222-1248 | IL          |
| CMC Service of Chicago 1 LLC       | South Barrington | IL    | (630) 917-0827 | IL          |
| CMC Service of Chicago 1 LLC       | South Barrington | IL    | (630) 917-0827 | IL          |
| Gateway Clippers Holdings LLC      | St. Louis        | MO    | (314) 918-0045 | IL          |
| Hoosier Barber Co.                 | Gary             | IN    | (630) 768-7364 | IN          |
| FK3, LLC                           | Indianapolis     | IN    | (317) 846-5300 | IN          |
| FK3, LLC                           | Indianapolis     | IN    | (317) 846-5300 | IN          |
| BLOWN AWAY BY U LLC                | Plainfield       | IN    | (317) 656-7967 | IN          |
| Carpe Diem, Inc.                   | Lawrence         | KS    | (913) 285-1472 | KS          |
| Kansas City Clippers, Inc.         | Loch Lloyd       | MO    | (913) 271-8585 | KS          |
| Kansas City Clippers, Inc.         | Loch Lloyd       | MO    | (913) 271-8585 | KS          |
| SUBRA, LLC                         | Jeffersonville   | IN    | (812) 989-2919 | KY          |
| The Mane Group, Inc.               | Kevil            | KY    | (270) 559-0461 | KY          |
| James Kelley & Associates, Inc.    | Nicholasville    | KY    | (859) 806-0991 | KY          |
| Impel Partners, LLC                | Norcross         | GA    | (770) 402-9262 | KY          |
| Sanden, Inc.                       | North Royalton   | OH    | (216) 978-4211 | KY          |
| Sanden, Inc.                       | North Royalton   | OH    | (216) 978-4211 | KY          |
| Watel Enterprises LLC              | Cambridge        | MA    | (617) 947-9259 | MA          |
| Coyle Enterprises, LLC             | Upton            | MA    | (857) 998-7924 | MA          |
| DGLT Incorporated                  | Southern Shores  | NC    | (410) 365-2128 | MD          |
| Chestnut Partners LLC              | Yarmouth         | ME    | (207) 415-9550 | ME          |

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

| Franchisee                         | City            | State | Phone          | Salon State |
|------------------------------------|-----------------|-------|----------------|-------------|
| BAM Cuts, LLC                      | Byron Center    | MI    | (616) 366-5509 | MI          |
| SonRise Clippers, LLC              | Holland         | MI    | (616) 283-7359 | MI          |
| B&C Cutters, Inc.                  | Macomb Township | MI    | (586) 907-8812 | MI          |
| Hallwood of Macomb, Inc.           | Troy            | MI    | (248) 835-9579 | MI          |
| Style N Smile No. 4, LLC           | Troy            | MI    | (248) 703-0543 | MI          |
| Snip, Inc.                         | Chanhasen       | MN    | (952) 239-6751 | MN          |
| Carpe Diem, Inc.                   | Lawrence        | KS    | (913) 285-1472 | MO          |
| Gateway Clippers Holdings III, LLC | St. Louis       | MO    | (314) 918-0045 | MO          |
| Gateway Clippers Holdings III, LLC | St. Louis       | MO    | (314) 918-0045 | MO          |
| Gateway Clippers Holdings LLC      | St. Louis       | MO    | (314) 918-0045 | MO          |
| Headwaters Salons, LLC             | Clancy          | MT    | (406) 202-0094 | MT          |
| Longitude, Inc.                    | Charlotte       | NC    | (704) 839-1731 | NC          |
| Mascott Industries, Inc.           | Clemmons        | NC    | (336) 970-1381 | NC          |
| Shear Madness, Inc.                | Davidson        | NC    | (980) 721-5840 | NC          |
| McFreedom, LLC                     | Morehead City   | NC    | (252) 622-4781 | NC          |
| Triangle Holdings, Inc.            | Raleigh         | NC    | (919) 395-4876 | NC          |
| Triangle Holdings, Inc.            | Raleigh         | NC    | (919) 395-4876 | NC          |
| Tar Heel Clippers, Inc.            | Rolesville      | NC    | (919) 612-1737 | NC          |
| Yankee Clips, LLC                  | New Port Richey | FL    | (678) 428-8324 | NJ          |
| McClips, LLC                       | Parlin          | NJ    | (908) 510-9838 | NJ          |
| FRANKLIN LAKES CLIPS INC           | Wantage         | NJ    | (201) 926-8117 | NJ          |
| DMK Holdings, Inc                  | Carlsbad        | CA    | (760) 607-7300 | OH          |
| Tillery Enterprises, Inc.          | Gahanna         | OH    | (614) 946-3961 | OH          |
| Tillery Salons, Inc.               | Gahanna         | OH    | (614) 946-3961 | OH          |
| ZAMP Enterprises, Inc.             | Hudson          | OH    | (330) 931-0240 | OH          |
| Eckert, Inc.                       | Loveland        | OH    | (513) 678-0511 | OH          |
| Excel Clips, Inc.                  | Mason           | OH    | (513) 604-2855 | OH          |
| 2682392 Ontario Inc.               | Mississauga     | ON    | (647) 391-7933 | ON          |
| 2682395 Ontario Inc.               | Mississauga     | ON    | (647) 391-7933 | ON          |
| 2682419 Ontario Inc.               | Mississauga     | ON    | (647) 391-7933 | ON          |
| Kyrie Services, Inc                | Richmond Hill   | ON    | (905) 237-9010 | ON          |
| GOODWOOD ENTERPRISES INC.          | Whitby          | ON    | (905) 903-8950 | ON          |
| DO You, Inc.                       | Salem           | OR    | (907) 748-8444 | OR          |
| Falling Feathers LLC               | Lancaster       | PA    | (717) 690-6682 | PA          |
| LiPho, LLC                         | York            | PA    | (717) 424-1112 | PA          |
| Longitude, Inc.                    | Charlotte       | NC    | (704) 839-1731 | SC          |
| Pateras, LLC                       | Spring Hill     | TN    | (615) 987-4051 | TN          |
| BAD HAT LLC                        | Albuquerque     | NM    | (505) 573-8081 | TX          |
| AJ Odyssey Inc.                    | Austin          | TX    | (214) 240-8838 | TX          |
| Mane Image, LLC                    | Austin          | TX    | (512) 589-8726 | TX          |
| La Corrida Investments, LLC        | Eules           | TX    | (817) 845-1428 | TX          |
| Honking Dog, LLC                   | Frisco          | TX    | (214) 476-3201 | TX          |
| Radhe Kishan II Inc.               | Frisco          | TX    | (214) 404-1543 | TX          |
| Radhe Kishan, Inc.                 | Frisco          | TX    | (214) 404-1543 | TX          |
| Team Sailing, Inc.                 | San Antonio     | TX    | (210) 391-3987 | TX          |
| D&J Worldwide, LLC                 | Spring          | TX    | (281) 380-7126 | TX          |
| Kanga, Inc.                        | Bellevue        | WA    | (425) 260-3803 | WA          |
| Aplus Clips, LLC                   | Bothell         | WA    | (425) 246-1956 | WA          |
| Red Hill, Inc.                     | Livermore       | CA    | (925) 353-8567 | WA          |
| PAPAGIORGIO, LLC                   | Lake Geneva     | WI    | (217) 390-5149 | WI          |
| DHM Enterprises, LLC               | West Olive      | MI    | (262) 389-4802 | WI          |
| Headwaters Salons, LLC             | Clancy          | MT    | (406) 202-0094 | WY          |
| Headwaters Salons, LLC             | Clancy          | MT    | (406) 202-0094 | WY          |

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

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

| Franchisee                  | Seller City        | Seller State | Seller Phone   | Salon State |
|-----------------------------|--------------------|--------------|----------------|-------------|
| Cuong Bui                   | Edmonton           | AB           | (587)521-0697  | AB          |
| GCAL LLC                    | Birmingham         | AL           | (205) 916-8255 | AL          |
| GCAL LLC                    | Birmingham         | AL           | (205) 916-8255 | AL          |
| GCAL LLC                    | Birmingham         | AL           | (205) 916-8255 | AL          |
| *GCAL LLC                   | Birmingham         | AL           | (205) 916-8255 | AL          |
| *GCAL LLC                   | Birmingham         | AL           | (205) 916-8255 | AL          |
| *GCAL LLC                   | Birmingham         | AL           | (205) 916-8255 | AL          |
| SKI Salons, LLC             | Kissimmee          | FL           | (615) 938-0988 | AL          |
| SKI Salons, LLC             | Kissimmee          | FL           | (615) 938-0988 | AL          |
| SKI Salons, LLC             | Kissimmee          | FL           | (615) 938-0988 | AL          |
| Style Pro's, Inc.           | Bixby              | OK           | (918) 527-9164 | AR          |
| 0946341 B.C. LTD            | Osoyoos            | BC           | (604) 306-2643 | BC          |
| KCS Group, Inc.             | Fort Collins       | CO           | (925) 989-6422 | CA          |
| The Perfect Cut LLC         | Fresno             | CA           | (805) 824-6701 | CA          |
| JTVOHANA Enterprises, LLC   | Honolulu           | HI           | (808) 238-0825 | CA          |
| JTVOHANA Enterprises, LLC   | Honolulu           | HI           | (808) 238-0825 | CA          |
| JTVOHANA Enterprises, LLC   | Honolulu           | HI           | (808) 238-0825 | CA          |
| VStyles, Inc.               | Laguna Beach       | CA           | (714) 686-3565 | CA          |
| VStyles, Inc.               | Laguna Beach       | CA           | (714) 686-3565 | CA          |
| VStyles, Inc.               | Laguna Beach       | CA           | (714) 686-3565 | CA          |
| David Goettge               | Oakland            | CA           | (510) 375-5623 | CA          |
| CM & I Enterprises, Inc     | Temecula           | CA           | (951) 551-6886 | CA          |
| CM & I Enterprises, Inc     | Temecula           | CA           | (951) 551-6886 | CA          |
| CM & I Enterprises, Inc     | Temecula           | CA           | (951) 551-6886 | CA          |
| CM & I Enterprises, Inc     | Temecula           | CA           | (951) 551-6886 | CA          |
| Clippers LLC                | Fort Collins       | CO           | (925) 989-6422 | CO          |
| Akano Holdings, Inc.        | Madison            | CT           | (203) 996-4054 | CT          |
| High Crest Ventures, Inc.   | Howey-in-the-Hills | FL           | (352) 460-7149 | FL          |
| *High Crest Ventures, Inc.  | Howey-in-the-Hills | FL           | (352) 460-7149 | FL          |
| *High Crest Ventures, Inc.  | Howey-in-the-Hills | FL           | (352) 460-7149 | FL          |
| CAPILLUM HOLDINGS, INC.     | Lake Worth         | FL           | (847) 452-1998 | FL          |
| Strandz, LLC                | Winter Park        | FL           | (407) 645-5460 | FL          |
| Parkside Ventures III, LLC  | Norcross           | GA           | (770) 402-9262 | GA          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| Treasure Valley Salons, LLC | Clancy             | MT           | (406) 202-0094 | ID          |
| OM SHREE, Inc.              | Naperville         | IL           | (630) 222-1248 | IL          |
| OM SHREE, Inc.              | Naperville         | IL           | (630) 222-1248 | IL          |
| OM SHREE, Inc.              | Naperville         | IL           | (630) 222-1248 | IL          |
| OMJEE Enterprises, Inc.     | Naperville         | IL           | (630) 222-1248 | IL          |
| OMJEE Enterprises, Inc.     | Naperville         | IL           | (630) 222-1248 | IL          |
| PJ 2 Enterprises, Inc.      | Naperville         | IL           | (630) 222-1248 | IL          |
| PJMR IL Inc.                | Naperville         | IL           | (630) 222-1248 | IL          |
| PRJ Enterprises, Inc.       | Naperville         | IL           | (630) 222-1248 | IL          |
| PVHJ Inc.                   | Naperville         | IL           | (630) 222-1248 | IL          |
| Eckert, Inc.                | Loveland           | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                | Loveland           | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                | Loveland           | OH           | (513) 678-0511 | IN          |



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

| Franchisee                    | Seller City      | Seller State | Seller Phone   | Salon State |
|-------------------------------|------------------|--------------|----------------|-------------|
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| Eckert, Inc.                  | Loveland         | OH           | (513) 678-0511 | IN          |
| SUBRA, LLC                    | Jeffersonville   | IN           | (812) 989-2919 | KY          |
| SUBRA, LLC                    | Jeffersonville   | IN           | (812) 989-2919 | KY          |
| SUBRA, LLC                    | Jeffersonville   | IN           | (812) 989-2919 | KY          |
| SUBRA, LLC                    | Jeffersonville   | IN           | (812) 989-2919 | KY          |
| SUBRA, LLC                    | Jeffersonville   | IN           | (812) 989-2919 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Samally's, Inc.               | Lexington        | KY           | (859) 684-2132 | KY          |
| Davenu, LLC                   | North Attleboro  | MA           | (401) 316-7546 | MA          |
| Pankaj Dhingra                | Bloomfield Hills | MI           | (248) 538-0542 | MI          |
| Pankaj Dhingra                | Bloomfield Hills | MI           | (248) 538-0542 | MI          |
| Pankaj Dhingra                | Bloomfield Hills | MI           | (248) 538-0542 | MI          |
| Sancera, LLC                  | Bloomfield Hills | MI           | (248) 538-0542 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Gold Star Salons LLC          | Byron Center     | MI           | (616) 366-5509 | MI          |
| Suburban Cuts, Inc.           | Farmington Hills | MI           | (248) 842-3797 | MI          |
| Michigan Clippers II, Inc     | Novi             | MI           | (248) 921-0767 | MI          |
| Michigan Clippers III, Inc    | Novi             | MI           | (248) 921-0767 | MI          |
| Michigan Clippers IV, Inc.    | Novi             | MI           | (248) 921-0767 | MI          |
| Michigan Clippers, Inc.       | Novi             | MI           | (248) 921-0767 | MI          |
| Cian MacSweeney Holdings, LLC | Williamston      | MI           | (248) 719-8022 | MI          |
| Cian MacSweeney Holdings, LLC | Williamston      | MI           | (248) 719-8022 | MI          |
| Cian MacSweeney Holdings, LLC | Williamston      | MI           | (248) 719-8022 | MI          |
| Cian MacSweeney Holdings, LLC | Williamston      | MI           | (248) 719-8022 | MI          |
| Cian MacSweeney Holdings, LLC | Williamston      | MI           | (248) 719-8022 | MI          |
| Cian MacSweeney Holdings, LLC | Williamston      | MI           | (248) 719-8022 | MI          |
| Grand Investments Group, Inc. | Grand Rapids     | MN           | (218) 259-8165 | MN          |
| Grand Investments Group, Inc. | Grand Rapids     | MN           | (218) 259-8165 | MN          |
| Grand Investments Group, Inc. | Grand Rapids     | MN           | (218) 259-8165 | MN          |
| Kristy Beliew                 | Jonesboro        | AR           | (870) 838-6221 | MS          |
| GRACE O MALLEY LLC            | Albuquerque      | NM           | (505) 573-8081 | NM          |
| Ramsey Rooney & Co.           | Avon Lake        | OH           | (440) 933-8364 | OH          |

\*DENOTES AN AGREEMENT THAT WAS SOLD PRIOR TO SALON OPENING

| Franchisee                 | Seller City      | Seller State | Seller Phone   | Salon State |
|----------------------------|------------------|--------------|----------------|-------------|
| Ramsey Rooney & Co.        | Avon Lake        | OH           | (440) 933-8364 | OH          |
| Ramsey Rooney & Co.        | Avon Lake        | OH           | (440) 933-8364 | OH          |
| Tagliare Enterprises, Inc. | Galena           | OH           | (614) 374-0389 | OH          |
| Tagliare Enterprises, Inc. | Galena           | OH           | (614) 374-0389 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| Eckert, Inc.               | Loveland         | OH           | (513) 678-0511 | OH          |
| *Eckert, Inc.              | Loveland         | OH           | (513) 678-0511 | OH          |
| *Eckert, Inc.              | Loveland         | OH           | (513) 678-0511 | OH          |
| *Eckert, Inc.              | Loveland         | OH           | (513) 678-0511 | OH          |
| *Eckert, Inc.              | Loveland         | OH           | (513) 678-0511 | OH          |
| 2377408 Ontario, Inc.      | Toronto          | ON           | (416) 305-1979 | ON          |
| Rose Clips, LLC            | Vancouver        | WA           | (503) 260-5283 | OR          |
| Rose Clips, LLC            | Vancouver        | WA           | (503) 260-5283 | OR          |
| Rose Clips, LLC            | Vancouver        | WA           | (503) 260-5283 | OR          |
| Rose Clips, LLC            | Vancouver        | WA           | (503) 260-5283 | OR          |
| Batesco I, Inc             | Cheswick         | PA           | (412) 417-8477 | PA          |
| Batesco II, Inc.           | Cheswick         | PA           | (412) 417-8477 | PA          |
| Bell Clippers, LLC         | Irwin            | PA           | (412) 607-0646 | PA          |
| Bell Clippers, LLC         | Irwin            | PA           | (412) 607-0646 | PA          |
| Bell Clippers, LLC         | Irwin            | PA           | (412) 607-0646 | PA          |
| Hairelips412, LLC          | Wexford          | PA           | (412) 952-0664 | PA          |
| Hairelips412, LLC          | Wexford          | PA           | (412) 952-0664 | PA          |
| Hairelips412, LLC          | Wexford          | PA           | (412) 952-0664 | PA          |
| *Hairelips412, LLC         | Wexford          | PA           | (412) 952-0664 | PA          |
| GC Carolina Crew, Inc.     | Liberty Township | OH           | (513) 849-6255 | SC          |
| LEWCON, LLC                | Chattanooga      | TN           | (423) 605-0442 | TN          |
| LEWCON, LLC                | Chattanooga      | TN           | (423) 605-0442 | TN          |
| LEWCON, LLC                | Chattanooga      | TN           | (423) 605-0442 | TN          |
| LEWCON, LLC                | Chattanooga      | TN           | (423) 605-0442 | TN          |
| LEWCON, LLC                | Chattanooga      | TN           | (423) 605-0442 | TN          |
| HIGG AND SONS LLC          | Gosnell          | AR           | (870) 623-4433 | TN          |
| Michael C. Hays            | Amarillo         | TX           | (806) 672-7102 | TX          |
| Michael C. Hays            | Amarillo         | TX           | (806) 672-7102 | TX          |
| Michael C. Hays            | Amarillo         | TX           | (806) 672-7102 | TX          |
| Michael C. Hays            | Amarillo         | TX           | (806) 672-7102 | TX          |
| Michael C. Hays            | Amarillo         | TX           | (806) 672-7102 | TX          |
| You Sit We Clip, LLC       | Boerne           | TX           | (210) 416-1102 | TX          |
| FSG Group, LLC             | Dallas           | TX           | 972-571-6328   | TX          |
| R&J Group Corporation      | Leander          | TX           | (972) 900-8905 | TX          |
| Windward Associates LLC    | Missouri City    | TX           | (832) 287-9220 | TX          |
| Windward Associates LLC    | Missouri City    | TX           | (832) 287-9220 | TX          |
| Windward Associates LLC    | Missouri City    | TX           | (832) 287-9220 | TX          |
| Windward Associates LLC    | Missouri City    | TX           | (832) 287-9220 | TX          |
| Windward Associates LLC    | Missouri City    | TX           | (832) 287-9220 | TX          |

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

| Franchisee               | Seller City   | Seller State | Seller Phone   | Salon State |
|--------------------------|---------------|--------------|----------------|-------------|
| Windward Associates LLC  | Missouri City | TX           | (832) 287-9220 | TX          |
| Windward Associates LLC  | Missouri City | TX           | (832) 287-9220 | TX          |
| *Windward Associates LLC | Missouri City | TX           | (832) 287-9220 | TX          |
| G & D Clippers LLC       | New Braunfels | TX           | (956) 483-9599 | TX          |
| G & D Clippers LLC       | New Braunfels | TX           | (956) 483-9599 | TX          |
| GC Valley View, LLC      | Lewisville    | NC           | (336) 946-0432 | VA          |
| Southeast Salons, LLC    | Lewisville    | NC           | (336) 946-0432 | VA          |
| Aplus Clips, LLC         | Bothell       | WA           | (425) 246-1956 | WA          |
| Aplus Clips, LLC         | Bothell       | WA           | (425) 246-1956 | WA          |
| Aplus Clips, LLC         | Bothell       | WA           | (425) 246-1956 | WA          |
| Aplus Clips, LLC         | Bothell       | WA           | (425) 246-1956 | WA          |
| Aplus Clips, LLC         | Bothell       | WA           | (425) 246-1956 | WA          |

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

## **EXHIBIT C**

### **Franchise Organizations that Great Clips has Created, Sponsored or Endorsed**

## **FRANCHISEE ORGANIZATIONS THAT GREAT CLIPS HAS CREATED, SPONSORED OR ENDORSED**

### **Great Clips Marketing and Advisory Review Council**

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

4400 West 78<sup>th</sup> Street, Suite 700, Minneapolis, MN 55435  
(952) 893-9088  
**[www.greatclips.com](http://www.greatclips.com)**

### **Great Clips Grow Your Organization**

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

4400 West 78<sup>th</sup> Street, Suite 700, Minneapolis, MN 55435  
(952) 893-9088  
**[www.greatclips.com](http://www.greatclips.com)**

### **Next Gen**

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

You may contact the Next Gen at:

4400 West 78<sup>th</sup> Street, Suite 700, Minneapolis, MN 55435  
(952) 893-9088  
**[www.greatclips.com](http://www.greatclips.com)**

## **EXHIBIT D**

### **Independent Franchisee Associations**

## EXHIBIT D

### INDEPENDENT FRANCHISEE ASSOCIATIONS

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

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

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

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

- Via email at: ~~boardofdirectors@iagcf.org~~ [iagcf.help@gmail.com](mailto:iagcf.help@gmail.com)
- ~~By telephone at: (210) 379-5496.~~
- ~~Online: [www.iagcf.org](http://www.iagcf.org).~~
- [Online:www.iagcf.net.](http://www.iagcf.net)

## **EXHIBIT E**

### **Financial Statements**



# Great Clips, Inc.

Financial Report  
December 31, 2025

## Contents

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**Independent Auditor's Report**

Board of Directors  
Great Clips, Inc.

**Opinion**

We have audited the financial statements of Great Clips, Inc. (the Company), which comprise the balance sheets as of December 31, 2025, 2024 and 2023, the related statements of earnings, comprehensive income, shareholders' equity and cash flows for the years then ended, and the related notes to the financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025, 2024 and 2023, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

**Basis for Opinion**

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

**Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Auditor's Responsibilities for the Audit of the Financial Statements**

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

In performing an audit in accordance with GAAS, we:

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

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

*RSM US LLP*

Minneapolis, Minnesota  
March 25, 2026

## Great Clips, Inc.

### Balance Sheets December 31, 2025, 2024 and 2023

|                                                                                                                                                                                         | 2025                  | 2024                  | 2023                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Assets</b>                                                                                                                                                                           |                       |                       |                       |
| Current assets:                                                                                                                                                                         |                       |                       |                       |
| Cash and cash equivalents                                                                                                                                                               | \$ 47,670,132         | \$ 39,839,742         | \$ 46,038,335         |
| Restricted cash and current assets of North American Advertising Fund                                                                                                                   | 31,551,131            | 33,065,862            | 34,032,543            |
| Other restricted cash                                                                                                                                                                   | 302,192               | 342,075               | 424,172               |
| Trade receivables, less estimate for credit losses of \$700,000, \$704,000 and \$657,000 as of December 31, 2025, 2024 and 2023, respectively                                           | 9,620,650             | 9,542,598             | 8,502,334             |
| Income taxes receivable                                                                                                                                                                 | 27,311                | 164,885               | 533,820               |
| Inventories                                                                                                                                                                             | 488,813               | 664,063               | 420,089               |
| Other current assets                                                                                                                                                                    | 5,631,752             | 4,263,626             | 3,792,490             |
| Notes receivable – shareholders                                                                                                                                                         | 4,918,000             | 2,000,000             | 2,500,000             |
| <b>Total current assets</b>                                                                                                                                                             | <b>100,209,981</b>    | <b>89,882,851</b>     | <b>96,243,783</b>     |
| Property and equipment:                                                                                                                                                                 |                       |                       |                       |
| Transportation equipment                                                                                                                                                                | 28,680,268            | 28,683,423            | 20,345,555            |
| Computer equipment and software                                                                                                                                                         | 19,444,680            | 17,572,814            | 19,572,044            |
| Leasehold improvements                                                                                                                                                                  | 3,541,953             | 4,762,281             | 6,368,135             |
| Equipment                                                                                                                                                                               | 4,150,265             | 4,000,236             | 3,233,760             |
|                                                                                                                                                                                         | 55,817,166            | 55,018,754            | 49,519,494            |
| Less accumulated depreciation                                                                                                                                                           | 21,899,879            | 19,152,323            | 28,321,124            |
| <b>Total property and equipment, net</b>                                                                                                                                                | <b>33,917,287</b>     | <b>35,866,431</b>     | <b>21,198,370</b>     |
| Other assets:                                                                                                                                                                           |                       |                       |                       |
| Operating lease right-of-use assets                                                                                                                                                     | 3,012,820             | 4,157,428             | 5,976,540             |
| Goodwill, net                                                                                                                                                                           | -                     | -                     | 484,790               |
| Deferred tax assets                                                                                                                                                                     | 3,282,592             | 5,267,196             | 3,191,181             |
| Other, primarily security deposits                                                                                                                                                      | 18,000                | 48,838                | 102,121               |
| <b>Total other assets</b>                                                                                                                                                               | <b>6,313,412</b>      | <b>9,473,462</b>      | <b>9,754,632</b>      |
| <b>Total assets</b>                                                                                                                                                                     | <b>\$ 140,440,680</b> | <b>\$ 135,222,744</b> | <b>\$ 127,196,785</b> |
| <b>Liabilities and Shareholders' Equity</b>                                                                                                                                             |                       |                       |                       |
| Current liabilities:                                                                                                                                                                    |                       |                       |                       |
| Current maturities of long-term debt                                                                                                                                                    | \$ 3,750,000          | \$ 3,250,000          | \$ 3,427,159          |
| Operating lease liabilities, current                                                                                                                                                    | 1,013,807             | 1,396,695             | 2,168,327             |
| Unearned initial franchise fees, current                                                                                                                                                | 1,740,086             | 989,256               | 2,056,002             |
| Accounts payable                                                                                                                                                                        | 3,434,912             | 3,188,421             | 2,835,846             |
| Accrued advertising expenses of North American Advertising Fund                                                                                                                         | 31,551,131            | 33,065,862            | 34,032,543            |
| Accrued liabilities                                                                                                                                                                     | 8,498,517             | 9,387,126             | 8,989,018             |
| Deferred compensation, current                                                                                                                                                          | 979,109               | 1,613,752             | 3,661,590             |
| <b>Total current liabilities</b>                                                                                                                                                        | <b>50,967,562</b>     | <b>52,891,112</b>     | <b>57,170,485</b>     |
| Long-term obligations:                                                                                                                                                                  |                       |                       |                       |
| Long-term debt, net of current maturities                                                                                                                                               | 7,254,731             | 11,504,731            | 15,879,731            |
| Operating lease liabilities, net of current portion                                                                                                                                     | 2,943,812             | 3,973,399             | 5,369,839             |
| Unearned initial franchise fees, net of current portion                                                                                                                                 | 17,713,123            | 20,189,385            | 20,558,695            |
| Deferred compensation, net of current portion                                                                                                                                           | 3,266,207             | 2,894,676             | 3,653,528             |
| <b>Total long-term obligations</b>                                                                                                                                                      | <b>31,177,873</b>     | <b>38,562,191</b>     | <b>45,461,793</b>     |
| Commitments and contingencies                                                                                                                                                           |                       |                       |                       |
| Shareholders' equity:                                                                                                                                                                   |                       |                       |                       |
| Voting common stock, \$0.001 par value; 5,000,000 shares authorized; 6,000 shares issued and outstanding as of December 31, 2025, 2024 and 2023                                         | 6                     | 6                     | 6                     |
| Nonvoting common stock; \$0.001 par value; 5,000,000 shares authorized; 1,707,953, 1,742,153, and 1,757,153 issued and outstanding as of December 31, 2025, 2024 and 2023, respectively | 1,708                 | 1,742                 | 1,757                 |
| Retained earnings                                                                                                                                                                       | 58,931,934            | 44,759,630            | 25,038,568            |
| Accumulated other comprehensive loss                                                                                                                                                    | (638,403)             | (991,937)             | (475,824)             |
| <b>Total shareholders' equity</b>                                                                                                                                                       | <b>58,295,245</b>     | <b>43,769,441</b>     | <b>24,564,507</b>     |
| <b>Total liabilities and shareholders' equity</b>                                                                                                                                       | <b>\$ 140,440,680</b> | <b>\$ 135,222,744</b> | <b>\$ 127,196,785</b> |

See notes to financial statements.

**Great Clips, Inc.**

**Statements of Earnings**  
**Years Ended December 31, 2025, 2024 and 2023**

|                                               | 2025                 | 2024                 | 2023                 |
|-----------------------------------------------|----------------------|----------------------|----------------------|
| Franchise operations revenues:                |                      |                      |                      |
| Continuing franchise fee revenue              | \$ 115,505,377       | \$ 112,771,070       | \$ 106,824,630       |
| Initial franchise fee revenue                 | 2,012,841            | 2,470,995            | 3,148,996            |
| North American Advertising Fund contributions | 90,092,091           | 87,466,324           | 83,593,010           |
|                                               | <u>207,610,309</u>   | <u>202,708,389</u>   | <u>193,566,636</u>   |
| Franchise operations costs:                   |                      |                      |                      |
| Continuing franchise fees                     | 31,374,431           | 32,478,838           | 32,042,900           |
| Initial franchise fees                        | 3,677,747            | 3,809,635            | 3,361,306            |
| North American Advertising Fund expenses      | 90,092,091           | 87,466,324           | 83,593,010           |
|                                               | <u>125,144,269</u>   | <u>123,754,797</u>   | <u>118,997,216</u>   |
| <b>Gross profit</b>                           | <b>82,466,040</b>    | <b>78,953,592</b>    | <b>74,569,420</b>    |
| General and administrative expenses           | <u>52,234,259</u>    | <u>50,812,350</u>    | <u>46,328,283</u>    |
| <b>Operating profit</b>                       | <b>30,231,781</b>    | <b>28,141,242</b>    | <b>28,241,137</b>    |
| Other income (expense):                       |                      |                      |                      |
| Interest income (expense), net                | 66,345               | (260,954)            | (1,265,274)          |
| Other (expense) income, net                   | (383,925)            | 971,004              | (327,176)            |
|                                               | <u>(317,580)</u>     | <u>710,050</u>       | <u>(1,592,450)</u>   |
| <b>Earnings before income tax expense</b>     | <b>29,914,201</b>    | <b>28,851,292</b>    | <b>26,648,687</b>    |
| Income tax expense                            | <u>9,035,473</u>     | <u>6,542,895</u>     | <u>6,726,231</u>     |
| <b>Net earnings</b>                           | <b>\$ 20,878,728</b> | <b>\$ 22,308,397</b> | <b>\$ 19,922,456</b> |

See notes to financial statements.

**Great Clips, Inc.**

**Statements of Comprehensive Income**  
**Years Ended December 31, 2025, 2024 and 2023**

|                                          | 2025                 | 2024                 | 2023                 |
|------------------------------------------|----------------------|----------------------|----------------------|
| Net earnings                             | \$ 20,878,728        | \$ 22,308,397        | \$ 19,922,456        |
| Other comprehensive income (loss):       |                      |                      |                      |
| Foreign currency translation adjustments | 353,534              | (516,113)            | 21,065               |
| <b>Comprehensive income</b>              | <b>\$ 21,232,262</b> | <b>\$ 21,792,284</b> | <b>\$ 19,943,521</b> |

See notes to financial statements.

**Great Clips, Inc.**

**Statements of Shareholders' Equity**  
**Years Ended December 31, 2025, 2024 and 2023**

|                                   | Voting<br>Common Stock | Nonvoting<br>Common Stock | Retained<br>Earnings | Accumulated<br>Other<br>Comprehensive<br>Loss | Total<br>Shareholders'<br>Equity |
|-----------------------------------|------------------------|---------------------------|----------------------|-----------------------------------------------|----------------------------------|
| Balance, December 31, 2022        | \$ 6                   | \$ 1,792                  | \$ 10,228,527        | \$ (496,889)                                  | \$ 9,733,436                     |
| Nonvoting common stock redemption | -                      | (35)                      | (5,112,415)          | -                                             | (5,112,450)                      |
| Comprehensive income              | -                      | -                         | 19,922,456           | 21,065                                        | 19,943,521                       |
| Balance, December 31, 2023        | 6                      | 1,757                     | 25,038,568           | (475,824)                                     | 24,564,507                       |
| Nonvoting common stock redemption | -                      | (15)                      | (2,587,335)          | -                                             | (2,587,350)                      |
| Comprehensive income              | -                      | -                         | 22,308,397           | (516,113)                                     | 21,792,284                       |
| Balance, December 31, 2024        | 6                      | 1,742                     | 44,759,630           | (991,937)                                     | 43,769,441                       |
| Nonvoting common stock redemption | -                      | (34)                      | (6,706,424)          | -                                             | (6,706,458)                      |
| Comprehensive income              | -                      | -                         | 20,878,728           | 353,534                                       | 21,232,262                       |
| <b>Balance, December 31, 2025</b> | <b>\$ 6</b>            | <b>\$ 1,708</b>           | <b>\$ 58,931,934</b> | <b>\$ (638,403)</b>                           | <b>\$ 58,295,245</b>             |

See notes to financial statements.



## Great Clips, Inc.

### Statements of Cash Flows Years Ended December 31, 2025, 2024 and 2023

|                                                                                     | 2025                 | 2024                 | 2023                 |
|-------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|
| Cash flows from operating activities:                                               |                      |                      |                      |
| Net earnings                                                                        | \$ 20,878,728        | \$ 22,308,397        | \$ 19,922,456        |
| Adjustments to reconcile net earnings to net cash provided by operating activities: |                      |                      |                      |
| Depreciation                                                                        | 3,994,898            | 3,915,763            | 3,298,193            |
| Amortization of goodwill                                                            | -                    | 484,790              | 453,024              |
| Amortization of initial franchise fees                                              | (2,012,841)          | (2,470,995)          | (3,148,996)          |
| Deferred compensation expense                                                       | 1,164,282            | 815,390              | 2,487,940            |
| Deferred compensation payments                                                      | (1,427,394)          | (3,622,080)          | (2,076,172)          |
| Noncash change in net lease liability, net                                          | (267,867)            | (348,960)            | (391,592)            |
| Loss (gain) on sale of equipment                                                    | 418,906              | (792,451)            | 327,176              |
| Deferred income taxes                                                               | 1,984,604            | (2,076,015)          | 109,423              |
| Changes in assets and liabilities:                                                  |                      |                      |                      |
| Trade receivables                                                                   | (78,052)             | (1,040,264)          | 983,128              |
| Income taxes receivable                                                             | 137,574              | 368,935              | 694,572              |
| Other current assets of North American Advertising Fund                             | (1,590,909)          | (77,285)             | (2,136,588)          |
| Other assets                                                                        | (1,337,288)          | (417,853)            | (1,105,108)          |
| Inventories                                                                         | 175,250              | (243,974)            | (358,754)            |
| Unearned initial franchise fees                                                     | 287,409              | 1,034,939            | 1,689,158            |
| Accounts payable                                                                    | 368,205              | 238,670              | 158,201              |
| Accrued advertising expenses of North American Advertising Fund                     | (1,514,731)          | (966,681)            | 1,621,051            |
| Accrued liabilities                                                                 | (1,181,993)          | (7,587)              | (1,858,383)          |
| <b>Net cash provided by operating activities</b>                                    | <b>19,998,781</b>    | <b>17,102,739</b>    | <b>20,668,729</b>    |
| Cash flows from investing activities:                                               |                      |                      |                      |
| Purchases of property and equipment                                                 | (2,586,374)          | (30,077,468)         | (6,227,516)          |
| Proceeds from sale of equipment                                                     | -                    | 12,400,000           | 1,057                |
| Shareholder advances                                                                | (11,800,000)         | (4,000,000)          | (2,500,000)          |
| Shareholder repayments                                                              | 5,882,000            | 2,000,000            | -                    |
| <b>Net cash used in investing activities</b>                                        | <b>(8,504,374)</b>   | <b>(19,677,468)</b>  | <b>(8,726,459)</b>   |
| Cash flows from financing activities:                                               |                      |                      |                      |
| Advances on revolving line of credit                                                | -                    | 5,000,000            | -                    |
| Payments on revolving line of credit                                                | -                    | (5,000,000)          | -                    |
| Payments on long-term debt                                                          | (3,750,000)          | (4,552,159)          | (7,322,754)          |
| Nonvoting common stock redemption                                                   | (3,706,458)          | (87,350)             | (5,112,450)          |
| <b>Net cash used in financing activities</b>                                        | <b>(7,456,458)</b>   | <b>(4,639,509)</b>   | <b>(12,435,204)</b>  |
| Effects of exchange rates on cash and cash equivalents and restricted cash          | 353,534              | (516,113)            | 21,065               |
| <b>Change in cash and cash equivalents and restricted cash</b>                      | <b>4,391,483</b>     | <b>(7,730,351)</b>   | <b>(471,869)</b>     |
| Cash and cash equivalents and restricted cash:                                      |                      |                      |                      |
| Beginning                                                                           | 60,742,512           | 68,472,863           | 68,944,732           |
| Ending                                                                              | \$ 65,133,995        | \$ 60,742,512        | \$ 68,472,863        |
| Supplemental disclosures of cash flow information:                                  |                      |                      |                      |
| Cash paid during the year for interest                                              | \$ 1,209,030         | \$ 1,559,879         | \$ 1,527,156         |
| Cash paid during the year for income taxes                                          | \$ 6,913,295         | \$ 8,249,975         | \$ 5,922,236         |
| Property and equipment additions in accounts payable                                | \$ -                 | \$ 121,714           | \$ 7,809             |
| Equity redemption in satisfaction of shareholder note receivable                    | \$ 3,000,000         | \$ 2,500,000         | \$ -                 |
| Cash and cash equivalents and restricted cash:                                      |                      |                      |                      |
| Cash and cash equivalents                                                           | \$ 47,670,132        | \$ 39,839,742        | \$ 46,038,335        |
| Restricted cash of North American Advertising Fund                                  | 17,161,671           | 20,560,695           | 22,010,356           |
| Other restricted cash                                                               | 302,192              | 342,075              | 424,172              |
| <b>Total cash and cash equivalents and restricted cash</b>                          | <b>\$ 65,133,995</b> | <b>\$ 60,742,512</b> | <b>\$ 68,472,863</b> |

See notes to financial statements.

## Great Clips, Inc.

### Notes to Financial Statements

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#### Note 1. Nature of Business and Significant Accounting Policies

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

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

|                    | Number of<br>Hair Care<br>Salons |
|--------------------|----------------------------------|
| December 31, 2022  | 4,427                            |
| Opened during 2023 | 98                               |
| Closed during 2023 | (98)                             |
| December 31, 2023  | 4,427                            |
| Opened during 2024 | 115                              |
| Closed during 2024 | (103)                            |
| December 31, 2024  | 4,439                            |
| Opened during 2025 | 110                              |
| Closed during 2025 | (108)                            |
| December 31, 2025  | 4,441                            |

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

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

**Cash and cash equivalents:** The Company considers all highly liquid investments, such as money market accounts, with original maturities of 90 days or less to be cash equivalents. Cash equivalents are stated at cost, which approximates fair value. The Company maintains cash balances at several financial institutions in the United States and Canada. Cash held in Canadian banks totaled approximately \$9,213,000, \$7,346,000 and \$5,934,000 at December 31, 2025, 2024 and 2023, respectively. Cash accounts at each institution in the United States have coverage by the Federal Deposit Insurance Corporation up to \$250,000. Accounts at each institution maintained in Canada are insured by the Canada Deposit Insurance Corporation up to \$100,000 Canadian dollars. The Company has not experienced losses from amounts in excess of insured limits.

**Restricted cash and other current assets and accrued cooperative advertising:** The Company utilizes a systemwide marketing and advertising fund, the Great Clips, Inc. North American Advertising Fund (the Ad Fund) to fund advertising costs. Franchisees are required to remit 5% of sales to the Ad Fund, which is used for marketing and advertising efforts throughout the system. As of December 31, 2025, 2024 and 2023, the Ad Fund's restricted cash and other current assets and the related liability were approximately \$31,551,000, \$33,066,000 and \$34,033,000, respectively. See also Note 2.

## Great Clips, Inc.

### Notes to Financial Statements

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

**Other restricted cash:** The Company is required by certain states to maintain initial franchise fees paid by franchisees in a restricted bank account until the salons open. The use of these funds by the Company is restricted until the salon opens. These balances consist of money market funds as of December 31, 2025, 2024 and 2023.

**Trade receivables, net:** Trade receivables are carried at original invoice amount less an estimate made for credit losses based on a review of all outstanding amounts on a periodic basis. Credit is granted to franchisees in the normal course of business, generally without collateral or any other security to support amounts due. Management determines the allowance for credit losses by regularly evaluating current economic conditions and individual franchisees considering a franchisee's financial condition and credit history. A trade receivable is considered past due if any portion of the receivable balance is outstanding beyond normal franchisee terms. Trade receivables are written off when deemed uncollectible. Recoveries of trade receivables previously written off are recorded when received. Trade receivables, net at December 31, 2025, 2024, 2023 and 2022 were approximately \$9,621,000, \$9,543,000, \$8,502,000 and \$9,485,000, respectively.

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

**Notes receivable – shareholders:** During the years ended December 31, 2025, 2024 and 2023, the Company advanced \$11,800,000, \$4,000,000, and \$2,500,000, respectively to shareholders. The notes are collateralized by nonvoting common stock. The notes bear interest at various rates (5.55% - 8.00%) based on the federal prime rate and the Secured Overnight Financing Rate (SOFR). The notes are due on various dates that range from 3 to 12 months of the agreement date. During the years ended December 31, 2025, 2024 and 2023, payments of approximately \$5,882,000, \$2,000,000, and \$0, respectively, were received by the Company in advance of the notes contractual requirements. During the year ended December 31, 2025, 2024 and 2023, the Company redeemed shares from shareholders in satisfaction of certain notes in the amount of \$3,000,000, \$2,500,000, and \$0, respectively.

In January 2026, the Company received payment of approximately \$4,118,000 on an outstanding note receivable at December 31, 2025.

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

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

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

Notes to Financial Statements

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

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

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

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

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

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

**Impairment of long-lived assets:** The Company reviews long-lived assets such as property and equipment and operating lease ROU assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets to be held and used is measured by a comparison of the carrying amount of an asset to future net cash flows expected to be generated by the asset, including cash flows from disposition. If long-lived assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets. There were no triggering events that indicated there was an impairment of long-lived assets during the years ended December 31, 2025, 2024 and 2023.

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

**Notes to Financial Statements**

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

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

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

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

**Initial franchise fee revenue:** The Company recruits potential franchisees, provides support in identifying locations for salons and assists with preopening efforts in exchange for the initial franchise fee. The Company defers these fees as unearned initial franchise fees upon collection from the franchisee and amortizes the fees into revenue over 13 years, the estimated life of the franchise agreements, as the services comprising the performance obligation are satisfied. The Company typically grants franchise rights to franchisees for an indefinite term.

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

**Contract liabilities:** The Company's received but unearned initial franchisee fees reported in the Company's balance sheets represent contract liabilities and are amortized into revenue over the estimated life of the franchise agreements, which is 13 years.

**Salon development sales:** Salon development sales represent purchases of salon equipment by franchisees and are recorded as a receivable and a payable in the financial statements as the Company acts as an agent for franchisees by placing orders for and selling equipment to franchisees. This activity is recorded net within continuing franchise fee revenue in the statements of earnings. Total gross salon development sales were approximately \$17,175,000, \$16,270,000 and \$13,876,000 for the years ended December 31, 2025, 2024 and 2023, respectively.

**Advertising:** The Company expenses advertising costs for franchise development when incurred. Advertising expenses were approximately \$221,000, \$186,000 and \$118,000 for the years ended December 31, 2025, 2024 and 2023, respectively.

## Notes to Financial Statements

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

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

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

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

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

**Reclassification of certain accounts:** Certain accounts on the December 31, 2024 and 2023, balance sheets have been reclassified, with no effect on net earnings, to be consistent with the classifications adopted for the year ended December 31, 2025.

**Subsequent events:** The Company has evaluated events and transactions for potential recognition or disclosure through March 25, 2026, the date the financial statements were available for issuance.

**Note 2. North American Advertising Fund**

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

|                      | 2025                 | 2024                 | 2023                 |
|----------------------|----------------------|----------------------|----------------------|
| Restricted cash      | \$ 17,161,671        | \$ 20,560,695        | \$ 22,010,356        |
| Other current assets | 14,389,460           | 12,505,167           | 12,022,187           |
|                      | <u>\$ 31,551,131</u> | <u>\$ 33,065,862</u> | <u>\$ 34,032,543</u> |

## Great Clips, Inc.

### Notes to Financial Statements

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#### Note 2. North American Advertising Fund (Continued)

The Company provides administrative support services for the Ad Fund, which are paid out of the Ad Fund's restricted cash. The amounts paid for services provided were approximately \$4,571,000, \$4,348,000 and \$4,165,000 for the years ended December 31, 2025, 2024 and 2023, respectively. Trade receivables from the Ad Fund at December 31, 2025, 2024 and 2023, were approximately \$698,000, \$707,000 and \$481,000, respectively. Of the Ad Fund's restricted cash, approximately \$6,877,000, \$5,411,000 and \$4,699,000 was held in Canadian banks at December 31, 2025, 2024 and 2023, respectively.

#### Note 3. Leases

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

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

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

|                      | 2025                | 2024                | 2023                |
|----------------------|---------------------|---------------------|---------------------|
| Operating lease cost | \$ 1,218,000        | \$ 1,902,000        | \$ 2,675,000        |
| Variable lease cost  | 752,000             | 941,000             | 1,108,000           |
| Total lease cost     | <u>\$ 1,970,000</u> | <u>\$ 2,843,000</u> | <u>\$ 3,783,000</u> |

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

|                                                                                    | 2025                | 2024                | 2023                |
|------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| Operating cash outflows—payments on operating leases                               | <u>\$ 1,495,000</u> | <u>\$ 2,228,000</u> | <u>\$ 3,202,000</u> |
| Operating lease right-of-use assets obtained in exchange for new lease obligations | <u>\$ -</u>         | <u>\$ -</u>         | <u>\$ 61,000</u>    |

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

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

|                                                   | 2025         | 2024         | 2023         |
|---------------------------------------------------|--------------|--------------|--------------|
| Operating lease right-of-use assets               | \$ 3,013,000 | \$ 4,157,000 | \$ 5,977,000 |
| Current portion of operating lease liabilities    | \$ 1,014,000 | \$ 1,397,000 | \$ 2,168,000 |
| Operating lease liabilities, less current portion | 2,944,000    | 3,973,000    | 5,370,000    |
| Total operating lease liabilities                 | \$ 3,958,000 | \$ 5,370,000 | \$ 7,538,000 |
| Weighted-average remaining lease term (years)     | 3.9          | 4.5          | 5            |
| Weighted-average discount rate                    | 2.0%         | 1.9%         | 1.8%         |

Future undiscounted cash flows for each of the next five years and reconciliation to the lease liabilities recognized on the balance sheet at December 31, 2025, are approximately as follows:

|                                          |              |
|------------------------------------------|--------------|
| Years ending:                            |              |
| 2026                                     | \$ 1,096,000 |
| 2027                                     | 1,058,000    |
| 2028                                     | 1,073,000    |
| 2029                                     | 984,000      |
| Total lease payments                     | 4,211,000    |
| Less imputed interest                    | (253,000)    |
| Total present value of lease liabilities | \$ 3,958,000 |

**Note 4. Goodwill**

Goodwill, net consists of the following at December 31:

|      | Gross Value  | Accumulated<br>Amortization | Net Book Value |
|------|--------------|-----------------------------|----------------|
| 2024 | \$ 4,569,158 | \$ 4,569,158                | \$ -           |
| 2023 | 4,569,158    | 4,084,368                   | 484,790        |

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



**Notes to Financial Statements**

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**Note 5. Deferred Compensation**

The Company provides a deferred compensation plan for certain employees. Participants can elect to defer up to \$100,000 of their base salary and bonus annually. Interest on the plan is calculated using the Company's weighted-average cost of capital. Participants are eligible for distributions from the plan upon termination, death, an unforeseen emergency or a change in control. At December 31, 2025, 2024 and 2023, approximately \$2,383,000, \$2,064,000 and \$2,232,000, respectively, was recorded as a deferred compensation liability under this plan. The Company recorded approximately \$0, \$77,000 and \$556,000 in current liabilities at December 31, 2025, 2024 and 2023, respectively. Deferred compensation expense for this plan for the years ended December 31, 2025, 2024 and 2023, was approximately \$134,000, \$143,000 and \$147,000, respectively.

The Company previously had an additionally deferred incentive compensation plan for certain employees. On February 16, 2023, the Company terminated this plan using a valuation date of December 31, 2022, for the final measurement period. All participants became fully vested as of the valuation date. Previously, benefits accrued under an earnings-based formula whereby each unit vested over five years. Benefits earned were fully paid in 2024 and 2025. The Company paid approximately \$3,106,000 in 2024 and the remaining amount due of approximately \$1,537,000 was paid in 2025. At December 31, 2025, 2024 and 2023, approximately \$0, \$1,537,000 and \$4,190,000, respectively, was recorded as deferred compensation liabilities for this plan. The Company recorded approximately \$0, \$1,537,000 and \$3,106,000 in current liabilities at December 31, 2025, 2024 and 2023, respectively. Deferred compensation expense for this plan for the years ended December 31, 2025, 2024 and 2023, was approximately \$29,000, \$205,000 and \$1,940,000, respectively.

As a form of payment over certain amounts, the Company issued notes payable to certain employees that were payable over five years. Total notes payable to employees included within the deferred compensation liability were \$0 at December 31, 2025 and 2024 and approximately \$496,000, at December 31, 2023. These notes payable carried interest of 8.50% at December 31, 2023. The outstanding amounts of these notes payable were paid in full during 2024.

The Company has a long-term incentive plan for certain employees. Under this plan, participants can earn a cash incentive award based upon the achievement of certain performance goals over a continuous three-year period, including growth in new salons and customer counts and Company cash flows as approved by the Board of Directors. However, if the targeted adjusted EBITDA requirement is not met at the conclusion of the three-year period, no cash bonus amounts will be paid. Payment on the achievement of the performance goals will take place three years after the performance goal amount is earned and determined. Deferred compensation expense for this plan for the years ended December 31, 2025, 2024 and 2023, was approximately \$1,001,000, \$467,000, and 401,000 respectively. At December 31, 2025, 2024 and 2023, approximately \$1,862,000, \$908,000, and \$401,000, respectively, was recorded as a deferred compensation liability under this plan. The Company recorded approximately \$979,000 in current liabilities at December 31, 2025.

**Note 6. Financing Arrangements**

**Revolving line of credit:** The Company has a revolving line of credit (RLOC) agreement with its primary bank. The RLOC agreement provides a line of credit with a borrowing capacity of \$35,000,000. There was no amount outstanding on the line of credit at December 31, 2025, 2024 and 2023, respectively. The borrowings bear interest based on the prime rate or secured overnight financing rate (SOFR) as administered by the Federal Reserve Bank of New York, plus an applicable margin. All outstanding borrowings on the line of credit are due in full upon the maturity date in August 2027.

## Great Clips, Inc.

### Notes to Financial Statements

#### Note 6. Financing Arrangements (Continued)

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

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

A summary of long-term debt at December 31, 2025, 2024 and 2023, is as follows:

|                                                                                                                                                                                                                     | 2025                | 2024                 | 2023                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------|----------------------|
| Term note payable; interest rate based on the prime rate or SOFR rate, plus applicable margin, effective interest rate of 5.33% at December 31, 2025, quarterly principal and interest payments through August 2027 | \$ 4,750,000        | \$ 8,000,000         | \$ 11,375,000        |
| Subordinated shareholder note payable, interest rate at 7.5%, quarterly principle and interest payments through December 2027, subordinated to all other debt                                                       | 6,254,731           | 6,754,731            | 7,931,890            |
|                                                                                                                                                                                                                     | 11,004,731          | 14,754,731           | 19,306,890           |
| Less current maturities                                                                                                                                                                                             | 3,750,000           | 3,250,000            | 3,427,159            |
|                                                                                                                                                                                                                     | <u>\$ 7,254,731</u> | <u>\$ 11,504,731</u> | <u>\$ 15,879,731</u> |

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

|      |                      |
|------|----------------------|
| 2026 | \$ 3,750,000         |
| 2027 | 7,255,000            |
|      | <u>\$ 11,005,000</u> |

#### Note 7. Commitments and Contingencies

**Lease guarantees:** In connection with its franchising operations, the Company may execute an operating lease location prior to obtaining a franchisee. The Company assigns its rights under the lease to the franchisee when the franchisee begins operations; however, the Company remains contingently liable under the lease agreement. At December 31, 2025, the Company was contingently liable under 210 leases that had combined annual rentals of approximately \$7,440,000 during 2025 with expiration dates that range from 2026 to 2035. The Company has recorded a liability for estimated potential payments on these leases of approximately \$1,274,000, \$1,277,000 and \$973,000 at December 31, 2025, 2024 and 2023, respectively, which is included in accrued liabilities on the balance sheets.

## Great Clips, Inc.

### Notes to Financial Statements

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#### Note 7. Commitments and Contingencies (Continued)

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

|      | <u>2026</u>          |
|------|----------------------|
| NHL  | \$ 3,800,000         |
| NCAA | 10,346,000           |
| ESPN | 930,000              |
|      | <u>\$ 15,076,000</u> |

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

#### Note 8. Shareholders' Equity

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

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

#### Note 9. Income Taxes

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

|                                | <u>2025</u>         | <u>2024</u>         | <u>2023</u>         |
|--------------------------------|---------------------|---------------------|---------------------|
| Current expense                | \$ 6,941,422        | \$ 8,456,151        | \$ 6,616,808        |
| Deferred tax expense (benefit) | 2,094,051           | (1,913,256)         | 109,423             |
|                                | <u>\$ 9,035,473</u> | <u>\$ 6,542,895</u> | <u>\$ 6,726,231</u> |

The Company's effective income tax rate is 30%, 23% and 25% for the years ended December 31, 2025, 2024 and 2023, respectively. The difference between the statutory and effective tax rate is primarily due to state taxes and permanent differences.

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

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

|                                                   | 2025         | 2024         | 2023         |
|---------------------------------------------------|--------------|--------------|--------------|
| Revenue recognition amortization                  | \$ 2,147,000 | \$ 2,379,000 | \$ 2,743,000 |
| Deferred compensation                             | 1,044,000    | 1,106,000    | 1,820,000    |
| Operating lease liabilities                       | 974,000      | 1,317,000    | 1,876,000    |
| Other accrued liabilities                         | 907,000      | 887,000      | 552,000      |
| Other assets                                      | 835,000      | 621,000      | 981,000      |
| Deferred revenue                                  | 761,000      | 1,064,000    | 745,000      |
| Section 987 losses (foreign currency translation) | 235,000      | -            | -            |
| Section 174 (research and development) costs      | 93,000       | 845,000      | 775,000      |
| Deferred tax asset                                | 6,996,000    | 8,219,000    | 9,492,000    |
| Less valuation allowance                          | (236,000)    | -            | (105,000)    |
| Net deferred tax asset                            | 6,760,000    | 8,219,000    | 9,387,000    |
| Depreciation and amortization                     | (2,456,000)  | (1,342,000)  | (3,738,000)  |
| Operating lease right-of-use assets               | (741,000)    | (1,019,000)  | (1,487,000)  |
| Goodwill                                          | -            | -            | (120,000)    |
| Prepaid expenses                                  | (281,000)    | (591,000)    | (851,000)    |
| Deferred tax liability                            | (3,478,000)  | (2,952,000)  | (6,196,000)  |
| Total net deferred tax asset                      | \$ 3,282,000 | \$ 5,267,000 | \$ 3,191,000 |

On December 10, 2024, the U.S. Department of Treasury published final regulations related to Internal Revenue Code (IRC) Section 987 foreign currency gains and losses derived from translation of the operations, assets and liabilities of non-US qualified business units. These regulations require a computation of a pre-transition foreign currency gain or loss to be included in the determination of future taxable income or loss. Based on the Company's analysis of the regulations, the Company recognized a non-cash deferred income tax benefit of \$236,000 related to pre-transition foreign currency losses. The Company established a valuation allowance against this deferred tax asset to reduce the total to an amount management believes is appropriate. Realization of this deferred tax asset is dependent upon sufficient future Section 987 foreign currency gains.

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

The Company recognized no liability for unrecognized tax benefits, interest and penalties related to federal and state taxes at December 31, 2025, 2024 and 2023.

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

## Great Clips, Inc.

### Notes to Financial Statements

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#### Note 9. Income Taxes (Continued)

On July 4, 2025, the One Big Beautiful Bill Act (OBBBA) was signed into law. The Act makes permanent and expands a number of provisions originally enacted under the Tax Cuts and Jobs Act (TCJA), while introducing a number of new provisions. Certain provisions were effective for 2025, while others will be effective for tax years beginning after December 31, 2025. The Company has evaluated the impact of the legislation and incorporated the applicable tax provisions into its consolidated financial statements for the current reporting period.

#### Note 10. Employee Benefit Plan

The Company has an employee benefit plan that provides employees with the ability to contribute up to 100% of their earnings, up to the maximum allowed by the Internal Revenue Code. The Company provides a safe harbor match equal to 100% of the first 2% and 50% of the next 4% of earnings deferred by the employee. Employer matching contributions and administrative related fees were approximately \$1,113,000, \$1,040,000 and \$1,048,000 for the years ended December 31, 2025, 2024 and 2023, respectively.

#### Note 11. Related-Party Transactions

The Company's board members, either directly or through members of their immediate families, own or operate Great Clips, Inc. franchise locations. The related parties had the following transactions with the Company, which are included within the financial statements as of and for the years ended December 31, 2025, 2024 and 2023:

|      | Number of<br>Salons | Continuing<br>Franchise Fee<br>Revenue | Accounts<br>Receivable | Unearned<br>Initial Franchise<br>Fees |
|------|---------------------|----------------------------------------|------------------------|---------------------------------------|
| 2025 | 25                  | \$ 753,000                             | \$ 48,000              | \$ 116,000                            |
| 2024 | 23                  | 647,000                                | 42,000                 | 116,000                               |
| 2023 | 23                  | 635,000                                | 44,000                 | 116,000                               |

## **EXHIBIT F**

### **Franchise Agreement**



## FRANCHISE AGREEMENT

Agreement Number \_\_\_\_\_

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

# GREAT CLIPS® FRANCHISE AGREEMENT

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Signatures

Guaranty

Confirmation of Opening

General Release

# GREAT CLIPS® FRANCHISE AGREEMENT

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

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

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

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

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

## 1. GRANT OF LICENSE

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

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

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

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

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

## 2. ACCEPTANCE BY FRANCHISEE

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

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

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

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

### 3. **TERM**

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

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

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

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

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

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

#### 4. TRADEMARK STANDARDS

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

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

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

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

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



4.5 **Litigation.** Great Clips will have the sole and absolute right to determine what steps, if any, will be taken in any instance of unauthorized use or infringement of any of its Marks and will have complete control of any litigation or settlement in connection with any claim of an infringement or unfair competition or unauthorized use with respect to the Marks. Franchisee must immediately notify Great Clips if it becomes aware of any unauthorized use or infringement of any of the Marks. Franchisee, at ~~Franchisees~~**Franchisee's** own expense, will assist and cooperate with any suit or other action undertaken by Great Clips with respect to such unauthorized use or infringement such as by giving testimony or furnishing documents or other evidence. ~~The attorneys' fees for any such action will be paid by Great Clips.~~

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

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

## 5. FEES

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

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

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

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

5.3 **Refundability.** The Initial Franchise Fee is non-refundable, except that Great Clips will refund the Partial Initial Franchise Fee, after deducting amounts owed to Great Clips, if: (a) this Franchise Agreement is cancelled before Franchisee opens the Salon, and (b) this Agreement is not the first Franchise Agreement that Franchisee has entered into with Great Clips; and (c) this Agreement is not part of an incentive program which requires non-refundable fees or deposits to be paid to Great Clips. To receive a refund of the Partial Initial Franchise Fee, Franchisee and each of Franchisee's shareholders in this Agreement must sign a General Release in favor of Great Clips and Great Clips will have no further obligation to Franchisee. All refunds are without interest.

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

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

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

5.7 **Initial Market Development Advertising Fund Contribution.** Franchisee will pay an initial advertising contribution (the "Initial Advertising Contribution") of \$5,000 to the Market Development Advertising Fund (the "MDAF"). If this is Franchisee's first Franchise Agreement with Great Clips, Franchisee will pay the Initial Advertising Contribution upon signing this Agreement. If this Agreement is not the first Franchise Agreement Franchisee has signed, the Initial Advertising Contribution will be paid at the time Franchisee places the equipment order with Great Clips for the Salon. No equipment order will be accepted by Great Clips from Franchisee without receipt of the Initial Advertising Contribution to the MDAF. The Initial



Advertising Contribution is non-refundable and should not be expected to be used to advertise the Franchisee's individual location. Great Clips has the sole and absolute right, within its own assessment of the general best interests of the GREAT CLIPS® System, to determine expenditures of funds collected into the MDAF.

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

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

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

5.11 **Pre-Authorized Bank Debits.** Franchisee is required to execute such documents, as Great Clips may request, authorizing and directing Franchisee's bank or financial institution to pay and deposit directly to Great Clips' account, and to charge the account of the Franchisee, the amount of Continuing Franchise Fees, Continuing Advertising Contributions, the RTF, the Training Fee, as well as all other fees payable by the Franchisee to (or collected from Franchisee by) Great Clips pursuant to this Agreement. Payments for the Continuing Franchise Fees and Continuing Advertising Fees are due before the close of business on Friday following the end of each biweekly period, while payment for the Training Fee is due annually in April and the RTF is due semi-annually (on precise dates to be communicated each year). If Franchisee is selling the Salon and leaving the System, Franchisee must pay all fees payable to Great Clips on a weekly basis via pre-authorized bank debits. Franchisee will, at all times during the term of this Agreement, maintain a balance in its bank account sufficient to allow the appropriate amount to

be debited from Franchisee's account for payment of the Continuing Franchise Fees, Continuing Advertising Contributions, the Training Fee, the RTF as well as all other fees payable by the Franchisee hereunder for deposit into Great Clips' account.

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

## **6. TRAINING**

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

6.2 **QuickConnect Franchisee Training.** Franchisee must attend and successfully complete all training required for franchisees as set forth in the then-current Operations Manual. At no extra charge beyond the Initial Franchise Fee, Great Clips will provide a training program for Franchisee, the Designated Operator(s) identified in Section 21.1, and ~~Franchisee's~~ Franchisee's shareholders who are active in the GREAT CLIPS® business, to educate, familiarize, and acquaint the attendees in the major aspects of establishing and operating the Salon. The training program is mandatory and must be successfully completed within the time frame established by Great Clips. The training includes online, classroom, teleconference, live virtual and in-salon training, all as Great Clips may specify from time to time. Franchisee will be granted access to GREAT CLIPS® University (the online learning system) upon becoming a GREAT CLIPS® franchisee, and will be required to complete a number of mandatory courses prior to attending certain live virtual and/or in-person trainings. Franchisee may also be required to attend in-person training courses conducted at training facilities or other locations designated by Great Clips. The in-person training will be scheduled by Great Clips in its sole determination. Great Clips reserves the right to deliver training via video, electronic media, the Internet or other online communications, or through other means. If Franchisee fails to complete the training program to Great Clips' satisfaction, Great Clips may cancel this Agreement in accordance with

Section 5.2. Training requirements may be communicated and updated through periodic memos, publications, manuals, Online Resources, or other online communications. In the event a Franchisee fails to successfully complete the training program, Franchisee will not be permitted to open or operate the Salon. All new Designated Operators must complete all current training requirements within 180 days of signing this Agreement. Great Clips reserves the right to require Franchisee or any of Franchisee's shareholders to re-attend any training sessions.

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

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

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

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

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

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

a training program has been successfully completed. Great Clips reserves the right to require any attendee to re-attend any training session.

## 7. OPERATIONS SUPPORT

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

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

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

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

7.4 **Evaluations.** For the purpose of making periodic evaluations to ascertain if the provisions of this Agreement are being observed by Franchisee, including specifically those provisions related to proper brand delivery, Great Clips or its authorized representative have the right to enter the Salon, announced or unannounced, at all reasonable times to: observe the operation of the Salon; inspect and evaluate Franchisee's services and products; inspect and evaluate the facility, fixtures, and equipment; and formally document and take photographs and videos of the interior and exterior of the Salon. Franchisee must provide Great Clips or its

authorized representative with access to all information, books, records, operational data, the POS system or any salon technology systems, Salon reports and customer information relating to the Salon as Great Clips may require. Great Clips will have the right to discuss with Franchisee or Franchisee's personnel, including Franchisee's Manager, all matters that may pertain to compliance with this Agreement and Great ~~Clips~~Clips' standards and specifications. Any evaluation or inspection conducted by Great Clips is not intended to exercise, and does not constitute, control over Franchisee's day-to-day operation of the franchised business or to assume any responsibility for Franchisee's obligations under the Franchise Agreement (including, without limitation, employment and personnel matters).

## **8. SALON DEVELOPMENT AND OPENING**

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

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



proceeding commenced by or against Franchisee relating to ~~Franchisee's~~Franchisee's GREAT CLIPS® business. Thereafter, Franchisee must keep Great Clips continuously advised of the status of the matter. Franchisee is required to provide Great Clips with a copy of ~~Franchisee's~~Franchisee's fully executed lease for the Salon and any amendments or renewals to the lease to ensure that at all times Great Clips has a copy of the then-current lease. If the landlord requires a lease guaranty from Great Clips as a condition of Franchisee's tenancy (and Great Clips agrees, in its sole determination, to provide such guaranty) or if Great Clips assigns a lease to Franchisee but is unable to be released from its corporate guaranty, Franchisee must pay to Great Clips the amount of \$1,500 or its then-current lease liability fee ("Lease Liability Fee"), whichever is higher. In addition, if Great Clips subleases or assigns a lease to Franchisee, Franchisee must reimburse Great Clips for Great Clips' out-of-pocket expenses related to such sublease or assignment.

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

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

8.5 **Great Clips' Right to Modify Facility Standards.** Great Clips may modify facility standards from time to time in response to changes in consumer expectations and buying trends, to implement enhancements in response to technological advances, as a result of Great Clips' research and development activities, and to meet competition. Franchisee will be required periodically to remodel, modernize, and redecorate the Salon and to replace and modernize the furniture, fixtures, graphics, signage, supplies and equipment so that the Salon will reflect the then-current System standards. Franchisee will implement changes in facility requirements when

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

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

## 9. STANDARDS OF OPERATION

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

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

whole or in part, and must destroy superseded pages of all manuals, and must return tangible copies of the Operations Manual, training videos, electronic media, and all other materials or communications to Great Clips immediately upon the assignment, termination or expiration of this Agreement. The Operations Manual, training videos, electronic media, and other communications may only be available on the Internet or other online communications.

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

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

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

9.6 **Other Businesses.** If Franchisee is affiliated with other businesses, Franchisee may not be a designated or required supplier to the GREAT CLIPS® franchise system. Franchisee is prohibited from utilizing the GREAT CLIPS® Marks, the Online Resources (as defined in Section 10.6) ~~or~~, and the Great Clips Email (as defined in Section 10.7) in association with a business other than the GREAT CLIPS® business.

9.7 **Revenues.** Great Clips and its affiliates may offer to sell various products and services to Franchisee at a profit. Great Clips reserves the right to receive fees or other



consideration in connection with GREAT CLIPS® sales promotion and advertising programs or from other vendors. Great Clips will retain and use such payments as it deems appropriate in its sole determination or as required by the vendor.

9.8 **Compliance with Laws.** Franchisee must at all times maintain the Salon in the highest degree of sanitation, safety, repair and condition as Great Clips may require and conduct the franchised business in compliance with all applicable laws ~~pertaining to the business,~~ regulations, codes, and ordinances, including ~~federal and state~~ without limitation: labor and employment laws; antitrust laws; consumer protection; data privacy, protection and breach notification laws; and all health, environmental, sanitation, cosmetology, and Occupational Safety and Health Administration (OSHA) laws. Franchisee is exclusively responsible for ensuring that all stylists are licensed by the applicable state Cosmetology Board or equivalent official licensing entity. Franchisee must operate and maintain the ~~Authorized Location~~ Salon in strict compliance with all fire, safety and building codes, the Americans with Disabilities Act (ADA), and other requirements that may be prescribed by Great Clips or ~~by any~~ public authority.

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

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

~~notification laws, information security requirements such as 201 Mass. Code Reg. 1.700, and all similar federal, state, and local laws and all applicable industry standards concerning privacy, confidentiality and data security (collectively “Privacy Laws”).~~

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

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

## 10. TECHNOLOGY AND SECURITY

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

Clips grants Franchisee a license to use the Salon Data consistent with the terms of this Agreement and any applicable policies issued by Great Clips, including the Customer Data Access Policy. Franchisee will implement changes in operational requirements or add additional technology tools when prescribed, even if additional investment or expenditures are required. It is Franchisee's sole responsibility to ensure that its employees receive adequate training to properly execute all Salon Technology software and equipment used in the Salon.

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

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

**10.4 Credit Cards/Gift Cards.** Franchisee will honor all ~~credit cards and Gift Cards~~ electronic payment methods approved by Great Clips, including but not limited to credit and debit cards, Gift Cards and mobile payment technologies and will participate in Great Clips' Gift Card Program, or other Gift Card programs or promotions, as directed by Great Clips. Franchisee must obtain the prior written approval of Great Clips prior to honoring any electronic payment methods ~~not previously unapproved credit cards~~ approved or ~~other credit devices~~ designated by Great Clips. Franchisee must offer for purchase all required Gift Cards and install and activate any hardware or software necessary to offer and redeem Gift Cards. Franchisee must keep all communication connections and access to financial and credit card information secure in a manner which is in compliance with all legal requirements and security requirements of issuing credit card companies. Franchisee at all times must comply with all payment card industry data security standards (including, the PCI-DSS), laws, and regulations, including any laws applicable to abandoned property and escheat and will hold Great Clips harmless from any and all claims and liabilities.

**10.5 Television and Audio Equipment.** Franchisee will install broadcast television ~~and such closed network video and/or audio system~~ only as Great Clips may authorize or require.

Franchisee agrees to obtain such equipment from a Great Clips' authorized supplier. Franchisee will utilize the system in accordance with Great Clips standards and specifications and will air only such programming as Great Clips may authorize or designate.

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

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

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

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

## 11. ADVERTISING

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



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

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

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

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

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

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

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

## 12. FINANCIAL STANDARDS AND REPORTS

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

12.2 **Financial Management.** Franchisee will make available sufficient working capital to permit operation of the Salon in compliance with this Agreement. Franchisee will pay all debts, taxes and assessments related to the Salon. Franchisee will not assign its future sales and revenue stream from the Salon and will discharge any other encumbrance against the Salon (except those incurred in connection with Franchisee's Franchisee's long-term financing of the Salon) within 30 days of its creation.

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

### 13. INSURANCE; INDEMNIFICATION

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

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

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



Franchisee, and Franchisee must immediately reimburse Great Clips' expenses and premiums paid to obtain such insurance. Great Clips may engage a third-party vendor to compile and maintain records of the certificates of coverage, endorsements or other proof of insurance.

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

## 14. GREAT CLIPS' RIGHT OF FIRST REFUSAL

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

- (a) "Assignment" – includes Franchisee's assignment, transfer, sale, gift, or other disposition of any interest in: (i) this Agreement; (ii) the Franchisee entity; (iii) the Salon governed by this Agreement; or (iv) the assets or a substantial portion of the assets of the Salon.
- (b) "Controlling Interest" – a person will be deemed to have a controlling interest in Franchisee if that person has the majority of the voting stock or other forms of voting ownership interest of a corporation, partnership or other entity, or is otherwise able to direct or cause the direction of that entity's management or policies.
- (c) "Franchisee" – means the Franchisee and, if the Franchisee is an entity, also includes all persons and entities with an ownership interest in Franchisee or this

Agreement, or having any beneficial interest in any trust that has an ownership interest in Franchisee or this Agreement.

- (d) “Permitted Transferee” – means (i) a trust created by the Franchisee in which the Franchisee is sole trustee and has retained the power to amend and revoke the trust; (ii) the spouse of the Franchisee and the children of Franchisee; (iii) a corporation or other entity owned and controlled solely by Franchisee; or (iv) a current shareholder or equity owner and the transfer does not result in a change in Controlling Interest.

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

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

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

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

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

the price and payment terms) of the third-party offer. Any offer that Great Clips does not match must be transacted within 120 days from the date that Great Clips informs Franchisee of its intent not to exercise its right of first refusal. If the transaction does not take place within 120 days, Great Clips will have the right to re-evaluate and match the offer (or any new offer) if it elects to do so by notice to Franchisee.

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

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

## 15. ASSIGNMENT OF FRANCHISE

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

15.2 **Assignment by Franchisee.** The rights granted to Franchisee pursuant to this Agreement may be assigned or transferred by Franchisee only with the prior written approval of Great Clips. Except as otherwise provided for in Great Clips’ assignment policies, no consolidation of operations between franchisees will be recognized by Great Clips unless there has been an approved assignment of Franchise Agreements. Whether Franchisee is an individual, group of individuals, trust, partnership, corporation, limited liability company or other entity, any assignment, directly or indirectly, occurring as a result of a single transaction or a series of transactions that alters the Percentage of Ownership Interest reflected in Section 21.1 of this Agreement, is an “assignment” within the meaning of this Section and must be consented to by

Great Clips. Franchisee must apply for consent to an assignment on Great Clips' forms, accompanied by the Assignment Fee described in Section 15.6 and proposed purchase agreement or other agreement signed by the Franchisee and the proposed assignee. Any unauthorized assignment is a breach of this Agreement, void, and of no effect.

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

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

- (a) Franchisee and each of Franchisee's owners in this Agreement must sign a General Release in favor of Great Clips;
- (b) all current liabilities of Franchisee must be paid in full, including any liability for outstanding GREAT CLIPS® Gift Cards;
- (c) the Assignment Fee, if required, set forth in Section 15.6 is paid in full;
- (d) Designated Operators must be Franchisees in accordance with the terms of this Agreement;
- (e) Franchisee will complete, at ~~Franchisee's~~ Franchisee's expense, reasonable refurbishing and repair of the Salon and its fixtures, furnishings, premises and signage as Great Clips may prescribe to conform to the then-current System standards;
- (f) if Great Clips has any ongoing liability under Franchisee's lease for the Salon, Great Clips will require the assignee to personally and corporately guarantee Great Clips and may further condition its consent upon receiving a fully-executed copy of an assignment of lease from Franchisee to the assignee; and
- (g) the assignee must: (i) be of legal age and capacity to enter into a Great Clips Franchise Agreement; (ii) meet Great Clips' standards and qualifications for new franchisees and assignees, as outlined in Great Clips' then-current applicable policies; (iii) agree to operate the Salon as a GREAT CLIPS® salon; (iv) demonstrate that it is financially qualified to operate the Salon; (v) meet the residency requirements set forth in Great Clips' expansion policies; (vi) have no

conflicting interests with Great Clips as determined by Great Clips in its sole determination; (vii) must be eligible for expansion under Great Clips' applicable policies); (viii) agree to devote its best efforts to the management of the GREAT CLIPS® business; (ix) be able to communicate, in English, with Great Clips and with Franchisee's Franchisee's customers, suppliers and employees; (x) successfully complete Great Clips' training program within the time frame established by Great Clips (if the assignee has experience operating GREAT CLIPS® salons, Great Clips will consider that experience and performance as a factor in the approval process); and (xi) assignee and each of assignee's shareholders in a corporate assignee must sign a General Release in favor of Great Clips.

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

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

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

- (a) the assignment is to Franchisee's spouse or child; or
- (b) the assignment is less than 25% and the assignment does not cause a change in the Controlling Interest of Franchisee and is not part of a series of transactions that amount to 25% or greater change or result in a change of -the Controlling Interest of Franchisee; or
- (c) Great Clips exercises its right of first refusal; or
- (d) The assignment is to a trust, provided that the terms of the trust comply with Great Clips' policies, including the "Transfer to Trust Policy," which may be revised from time to time.

– Although ~~theno~~ Assignment Fee ~~may be waived~~ is due under the circumstances set forth above, Franchisee must comply with all other requirements for assignment set forth in this Section 15.

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

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

**15.9 Death or Disability.** In the event of the death, disability or incapacity of any individual Franchisee or principal officer or shareholder of an incorporated Franchisee or partner in a partnership Franchisee, or member of a limited liability company, or settlor of a trust, the transferee, assignee, beneficiary, personal representative, trustee or legal representative of the Franchisee's estate must apply for Great Clips' consent to Assignment of the Franchise Agreement. The Assignment will not be valid or effective until Great Clips has received the properly executed legal documents which it deems necessary to properly and legally document the transfer, assignment, bequest or devise of this Agreement, and until the assignee(s) ~~and~~ agree to be unconditionally bound by the terms and conditions of this Agreement and to personally guaranty the performance of Franchisees' obligations under this Agreement. In order for consent/approval to be granted by Great Clips, the assignee must: (i) be of legal age and capacity to enter into a Great Clips Franchise Agreement; (ii) meet Great Clips' standards and qualifications for new franchisees; (iii) agree to operate the Salon as a GREAT CLIPS® salon; (iv) demonstrate that it is financially qualified to operate the Salon; (v) have no conflicting interests with Great Clips as determined by Great Clips in its sole determination; (vi) devote its best efforts to the management of the GREAT CLIPS® business; and (vii) successfully complete Great Clips' training program within the time frame established by Great Clips (if the assignee has experience operating GREAT CLIPS® salons, Great Clips will consider that experience and performance as a factor in the approval process). The assignee will be required to comply with all of the terms and conditions of Sections 14 and 15 of this Agreement including the payment of the Assignment Fee owed under Section 15.6.



## 16. RESOLUTION OF DISPUTES

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

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

16.3 **Disputes Not Subject to Arbitration.** The following disputes and controversies between Great Clips and Franchisee will not be subject to arbitration: (a) any dispute involving the Marks; (b) any dispute involving immediate termination of this Agreement pursuant to Section 17.1; and (c) any dispute involving enforcement of the covenants not to compete set forth in

Section 20 of this Agreement. Great Clips and Franchisee irrevocably waive any right they may have to a jury trial to the fullest extent permitted by law.

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

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

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

## **17. TERMINATION**

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

- (a) any act or practice by Franchisee impairs or imminently threatens to impair the goodwill associated with the Marks or System, including, without limitation, a serious health or safety violation;
- (b) Franchisee is determined to be insolvent within the meaning of any state or federal law or becomes a party to any bankruptcy proceedings;
- (c) Franchisee admits that it is unable to pay debts when they are due, makes an assignment for the benefit of creditors or enters into an arrangement for the disposition of its assets for the benefit of creditors;



- (d) Franchisee abandons the GREAT CLIPS® business or closes and fails to operate the Salon for three (3) consecutive days (not including designated holidays) without Great Clips' prior written approval;
- (e) Franchisee is convicted of or pleads guilty or no contest to a charge or violation of law, or any felony;
- (f) Franchisee assigns an interest in the Franchise Agreement without the consent of Great Clips;
- (g) Franchisee fails to renew this Agreement in accordance with Section 3.3;
- (h) Franchisee makes a material misrepresentation or omission in its franchise application;
- (i) Franchisee fails to timely cure a default under the lease;
- (j) Franchisee makes or permits any unauthorized use of Confidential Information;
- (k) Franchisee makes, directly or indirectly through its agents and employees, a material misuse of customer data and information;
- (l) Franchisee, directly or indirectly through its owner(s) or any affiliates, breaches any of its confidentiality or non-compete obligations under Sections 20.1 or 20.2.
- (m) Franchisee defaults under a lease that is guaranteed by Great Clips;
- (n) Franchisee provides false financial statements, misrepresents information related to Franchisee's Gross Sales, or misrepresents any other financial information provided to Great Clips; or
- (o) Any franchise agreement between Great Clips and Franchisee, or Great Clips and one or more of Franchisee's owner(s) or affiliate(s), is terminated for good cause.

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

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

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

If the Agreement is terminated pursuant to this Section 17.2, Great Clips will give Franchisee written notice that this Agreement will be terminated effective 30 days from the date of the notice, unless a different notice period is set forth in the notice and/or required by applicable law. If the

Agreement is terminated pursuant to this Section 17.2, Franchisee will not have an opportunity to cure any asserted failure or breach, unless applicable law expressly requires an opportunity to cure in connection with such a basis for termination.

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

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

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

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

- (a) to remove the listing of the Salon from all advertising published or approved by Great Clips, including on the Internet;

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

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

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

## **18. CONSEQUENCES OF TERMINATION**

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

- (a) Franchisee's interest in this Agreement and all rights licensed to Franchisee automatically revert to Great Clips. All goodwill associated with the licensed Marks will at all times remain the exclusive property of Great Clips;
- (b) Franchisee immediately must cease all use of the Marks, any materials containing the Marks and any other confusingly similar name or marks;
- (c) Franchisee immediately must assign to Great Clips the telephone number used in the operation of the Salon, and Great Clips may direct that an intercept be placed on the Salon's telephone number;
- (d) Franchisee immediately must pay all sums it owes to Great Clips or to Great Clips' affiliates, including any liability for outstanding GREAT CLIPS® Gift Cards, and all sums it owes to third parties for which Great Clips may also be liable. In the event Great Clips owes any money to the Franchisee upon expiration or termination of this Agreement or any other agreement between Great Clips and Franchisee, or Great Clips and one or more of Franchisee's owner(s) or affiliate(s), Great Clips is

entitled to offset that amount with amounts owed to Great Clips or third parties for which Great Clips may also be liable;

- (e) Franchisee immediately must return to Great Clips any tangible copies of the Operations Manual and other manuals, confidential data, all Salon Data, all database information, disks or other hardware or storage devices with information (if any), software, operational data and customer information, videos, electronic media, reports, bulletins or other documents furnished by Great Clips; and immediately cease any use of GREAT CLIPS® University, INsite+ and the other Websites, distinctive, proprietary or confidential operational, administrative or advertising techniques, systems or know-how, or trade secrets, disclosed to Franchisee by Great Clips;
- (f) unless Great Clips exercises its rights under Section 19, Franchisee immediately must alter the appearance of the Salon to eliminate any similarity in appearance to a GREAT CLIPS® business. At a minimum, such changes and modifications will include: repainting the exterior and interior of the Salon with different colors, including removing any distinctive colors and designs from the walls; removing all fixtures and other décor items, (including, without limitation, the GREAT CLIPS® standard “sail” trade dress), and replacing them with other décor items not of the general type and appearance used in GREAT CLIPS® businesses; removing all exterior and interior GREAT CLIPS® signs; discontinuing use of the approved wall décor items and window decals; and refraining from using any names, slogans, designs, décor items, colors or other items which may be confusingly similar to those customarily used only in GREAT CLIPS® businesses. Great Clips reserves the right to take any steps necessary, at the expense of Franchisee, to ensure a complete and full de-identification of the Salon upon termination; and
- (g) Franchisee must comply with the post-termination provisions of Section 20 and with all other applicable provisions that continue beyond the termination of this Agreement.
- (h) Franchisee must execute a general release in favor of Great Clips and its affiliates in a form acceptable to Great Clips.

## 19. TRANSFER OF SALON PREMISES AND EQUIPMENT

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

19.2 **Salon Fixtures and Equipment.** Great Clips has the right, by notice to Franchisee at the termination, expiration or non-renewal of this Agreement, to purchase any or all equipment, fixtures, furnishings or supplies owned by Franchisee and used at the Salon for fair market value. If the parties cannot agree on fair market value, the price will be determined by an independent

and qualified appraiser selected by Great Clips without regard to goodwill or going concern value. Great Clips may exercise its option to purchase the equipment, fixtures, furnishings or supplies within 60 days after the date of termination, expiration or non-renewal, or upon Great Clips' receipt of the ~~appraiser's~~appraiser's report, whichever is later. If Great Clips exercises its purchase option, Franchisee must sell and deliver to Great Clips the equipment, fixtures, furnishings or supplies it buys in good and merchantable condition, ordinary wear and tear excepted, free and clear of all encumbrances, and deliver a bill of sale therefore. Great Clips will pay shipping from the Salon to Great Clips' designated destination.

## 20. CONFIDENTIALITY AND RESTRICTIVE COVENANTS

20.1 **Confidentiality.** During and after the term of this Agreement, Franchisee must not disclose, except to Franchisee's GREAT CLIPS® employees, or use for any purpose other than operating the Salon, any trade secret, confidential or proprietary aspect of the GREAT CLIPS® System including, but not limited to, Salon Data, the contents of the Operations Manual, GREAT CLIPS® University, INsite+ and the other Websites, and other online communications, training videos, electronic media and other materials or communications, Great Clips' training programs, marketing calendars, marketing plans, or other information or know-how distinctive to a GREAT CLIPS® salon (collectively, "Confidential Information"). Franchisee is further responsible for ensuring that ~~Franchisee's~~Franchisee's employees maintain the same level of confidentiality. Franchisee ~~may will~~ not use or disclose any Confidential Information for the purpose of ~~machine learning, augmented human intelligence development, training any artificial intelligence ("AI") model, algorithm improvementsystems, machine learning models,~~ or similar ~~data aggregation activities~~technologies without the express written consent of Great Clips. Such uses shall not be deemed related to the performance of this Agreement and are expressly prohibited. Franchisee ~~shall will~~ not, without the prior written consent of Great Clips or as expressly authorized by Great Clips ~~Clips' policies,~~ input, upload, transmit, or otherwise provide any Confidential Information ~~into~~to any ~~generative AI~~artificial intelligence platform, ~~or disclose that uses~~ such information to ~~any provider or source of generative AI train or improve its models or services.~~ If Great Clips, in its sole determination, provides or designates any artificial intelligence tools, systems, or services for use by Franchisee ~~shall opt out of allowing any provider or source,~~ Franchisee agrees to use such tools, systems, or services in strict compliances with all instructions, policies, and limitations provided by Great Clips. Franchisee will ensure that any artificial intelligence technologies used in connection with the operation of the Salon comply with applicable laws and do not disclose or permit the use of generative AI to utilize Confidential Information for training of any AI model or for other purposes. ~~If Franchisee or Franchisee's~~ development of artificial intelligence models without the prior written consent of Great Clips, and Franchisee is responsible for ensuring that its employees, agents, and anyone acting directly or indirectly on behalf of Franchisee comply with these requirements. ~~If Franchisee or Franchisee's~~ employees learn about an unauthorized use of any trade secret or confidential or proprietary materials or disclosure of any Confidential Information, Franchisee must promptly notify Great Clips. Great Clips is not obligated to take any action but will respond as it deems appropriate to safeguard its trade secrets and confidential or proprietary information. ~~If Franchisee, Franchisee's spouse, or an employee of Franchisee at any time conducts, owns, consults with, is employed by or otherwise assists a similar or competitive~~

business to that franchised hereunder, it is Franchisee's burden to prove that Franchisee is not in violation of this covenant.

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

## **21. DESIGNATION OF RESPONSIBLE PARTIES**

**21.1 Designated Operator.** Franchisee must list below and certify to Great Clips: (a) the name, mailing address and equity interest of each person holding any shares or other form of ownership, or security or other interest convertible into an equity interest, in Franchisee, showing percentage of ownership held by each; and (b) the name, mailing address of the individual(s) who will be the principal operator(s) (the "Designated Operator(s)") of the business franchised hereunder. The Designated Operator(s) must have an ownership interest in the franchise and is responsible for the day-to-day management of the Salon and has the authority to act for Franchisee in all matters regarding the Salon. Franchisee will promptly notify Great Clips of any change in any such information. Any change in the Designated Operator(s) or in the shareholder information is subject to Section 14 of this Agreement.



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

Shareholder, Partner or  
Individual Name and Address

Percentage of  
Ownership Interest

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Designated Operator(s):

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Address:

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

## 22. MISCELLANEOUS

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

22.2 **Entire Agreement.** This Agreement constitutes the entire agreement of the parties. There are no representations, inducements, promises, agreements, arrangements or undertakings, oral or written, between the parties other than those set forth herein. This Agreement may not be waived, altered or canceled, in whole or in part, except by a writing signed by the parties. Nothing in this Agreement or in any related agreement is intended to disclaim the representations made by Great Clips in the franchise disclosure document.

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

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

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

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

The parties acknowledge and agree that Great Clips and its affiliates' course of business is limited to offering and selling GREAT CLIPS® salon franchises and supporting GREAT CLIPS® salon franchisees and the system, and does not involve the actual development and operation of GREAT CLIPS® salons, which is the business Franchisee engages in under this Agreement. Franchisee agrees to identify itself conspicuously in all dealings with customers, suppliers, public



officials, salon personnel, and others as the Salon's owner, operator and manager under a franchise that Great Clips has granted and to place notices of independent ownership at the Salon and on the forms, business cards, stationery, advertising, emails and other materials we require from time to time.

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

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

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

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

22.8 **Ethical Conduct.** Franchisee will adhere to good business practices, observing high standards of honesty, integrity, fair dealing and ethical business conduct and good faith in all business dealings with customers, employees, vendors, Great Clips corporate employees, and all other GREAT CLIPS® franchisees. Franchisee will not engage in deceptive, misleading or unethical practices or conduct which may have a negative impact on the reputation and goodwill of Great Clips or any other franchisee operating under the Great Clips System.

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

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

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

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

[SIGNATURE PAGE FOLLOWS]

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

**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

## GUARANTY

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

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

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

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

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

\_\_\_\_\_  
Name: «M1Name»

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

\_\_\_\_\_  
Name: «M2Name»

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

\_\_\_\_\_  
Name: «M3Name»

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

\_\_\_\_\_  
Name: «M4Name»

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

\_\_\_\_\_  
Name: «M5Name»

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

\_\_\_\_\_  
Name: «M6Name»

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

## CONFIRMATION OF OPENING

Dear [Franchisee],

Congratulations on your new salon!

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

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

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

If you have not already done so, please submit the insurance certificate relating to this new location to Great Clips through Trust Layer. The insurance certificate must meet the requirements of the Franchise Agreement and name Great Clips Inc. as an additional insured.

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

GREAT CLIPS, INC.

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

Its: Secretary

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

## GENERAL RELEASE

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

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

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

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

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

**Applicable to California Franchisees ONLY:**

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

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

*(Signatures on following page.)*

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

**FRANCHISEE:**

«EntityName»

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

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

Name: «OfficialsName»

Its: «OfficialsTitle»

\_\_\_\_\_  
«M1Name» - Individually

\_\_\_\_\_  
«M2Name» - Individually

\_\_\_\_\_  
«M3Name» - Individually

\_\_\_\_\_  
«M4Name» - Individually

\_\_\_\_\_  
«M5Name» - Individually

\_\_\_\_\_  
«M6Name» - Individually

\_\_\_\_\_  
«M7Name» - Individually

\_\_\_\_\_  
«M8Name» - Individually

**ACCEPTED:**

**GREAT CLIPS, INC.**

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

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

Its: Assistant Secretary

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



## **EXHIBIT G**

### **Three Star Program Agreement**

## GREAT CLIPS® THREE STAR PROGRAM AGREEMENT

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**[Signature Page Follows]**

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

**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

Date: \_\_\_\_\_ (“Effective Date”)

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

## **EXHIBIT H**

### **Master Development Agreement**

# GREAT CLIPS®

## MASTER DEVELOPMENT AGREEMENT

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

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

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

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

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

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

1.3 The form of Franchise Agreement for each salon will be the then-current form of Franchise Agreement offered by Great Clips at the time of Franchisee’s application for the

Franchise Agreement, except that the Initial Franchise Fee will be in the amount set forth in this Agreement. Upon the initial execution of this Agreement, Franchisee will execute and forward to Great Clips a separate Franchise Agreement, together with the Initial Franchise Fee, for the first salon to be developed by Franchisee under the Development Schedule.

1.4 This Agreement does not grant Franchisee any rights to grant subfranchises to others. Franchisee's rights to use the GREAT CLIPS® Marks are limited and governed by the Franchise Agreements between Great Clips and Franchisee.

**2. Development Fee.** On the date this Agreement is executed by Franchisee, Franchisee will pay to Great Clips a development fee of \$4,000 times each unit in the IMUP as specified in Section 1 above (the "Development Fee"). The Development Fee is in addition to the Initial Franchise Fee, as described in Section 3 of this Agreement below. Upon acceptance by Great Clips of this Agreement, the Development Fee will not be refunded under any circumstances, including the failure of Franchisee to comply with the Development Schedule or to complete any of the other requirements or conditions of this Agreement. The Development Fee will not be applied toward other Initial Franchise Fees or Continuing Franchise Fees in the event this Agreement expires or is terminated, and Franchisee has not opened the number of salons required under the Development Schedule.

**3. Initial Franchise Fee.** This Agreement is in effect, and as long as Franchisee is not restricted from expansion under the terms of Great Clips' policies, Franchisee will pay an Initial Franchise Fee of \$6,000 for each Franchise Agreement executed by Franchisee pursuant to this Agreement. Each Initial Franchise Fee shall be due and payable on the date Franchisee executes the Franchise Agreement and shall be completely refundable, without interest, upon cancellation of the Franchise Agreement, provided there is no fully executed lease associated with the Franchise Agreement.

3.1 Any Great Clips Market Development Advertising Fund ("Market Development Ad Fund") contribution required by the Franchise Agreement for a location in the Exclusive DMA will be waived provided Franchisee has followed the approved grand opening advertising plan as determined and approved in writing by Great Clips in its sole and absolute judgment. If Franchisee has not followed the approved grand opening advertising plan as determined by Great Clips, then in addition to the Initial Franchise Fee, the Market Development Ad Fund contribution required by the Franchise Agreement will be due and payable in full upon request.

**4. Term of Agreement.** The initial term of this Agreement will commence on the date of execution by Great Clips (the "Effective Date") and will be in effect for a term of 10 years from the Effective Date, unless sooner terminated or extended as provided herein.

**5. Renewal of Agreement.** In the sole determination of Great Clips, Franchisee may renew the rights to establish and operate additional salons in the Exclusive DMA on the conditions specified below for consecutive additional renewal terms of 10 years each from the date of expiration of the term. Unless renewed pursuant to these conditions, this Agreement and all development rights granted to Franchisee pursuant to this Agreement shall expire and revert to Great Clips upon the expiration of this Agreement:



- (a) Franchisee has given Great Clips written notice of its intent to extend this Agreement not less than 90 days before the expiration of the term of this Agreement;
- (b) Franchisee is in compliance with the terms and conditions of all Franchise Agreements entered into with Great Clips;
- (c) Franchisee's rights of expansion with Great Clips are not restricted in any way under any Great Clips policy.
- (d) Franchisee and each of Franchisee's shareholders shall sign a General Release and the then-current Master Development Agreement (the "Renewal MDA") prior to the date that the term of this Agreement expires. Franchisee will be required to pay the Development Fee, required by the then-current Master Development Agreement. The Renewal MDA may contain terms materially different from those contained in this Agreement. If Franchisee is granted the right to renew this Agreement for an additional term of ten years, Franchisee will continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule specified in the Renewal MDA. The Development Schedule in the Renewal MDA will be based on the then-current Market Unit Potential ("MUP") for the Exclusive DMA. The total open salon requirement under the Development Schedule in the Renewal MDA does not include any projected or closed salons that exist at the time renewal. Franchisee will pay to Great Clips a Development Fee of \$4,000 times each additional unit in the MUP as specified in Section 2 above (the "Renewal Development Fee.")
- (e) If Franchisee is not in compliance with the Development Schedule specified in Section 6.1, Great Clips, in its sole determination, may grant franchisee the right to renew this Agreement for an additional term of up to ten years, and the right to continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule and terms set forth in the Renewal MDA. In the event Great Clips offers renewal to Franchisee who has not met the original Development Schedule, Franchisee will pay a Renewal Fee for each unopened salon at the time of renewal, which currently is \$1,000 per each unopened salon and may be adjusted annually in proportion to changes in the Consumer Price Index – All Urban Consumers, or its successor index, as published by the U.S. Department of Labor.

**6. Development Schedule.** Beginning with the first anniversary of the Effective Date of this Agreement, Franchisee is required to have open and operating the number of salon(s) required to be open under the Development Schedule set forth in Section 6.1, below. The Cumulative Number of Open Salons required under the Development Schedule does not include projected or closed salons. Franchisee is required to meet a minimum opening schedule for salons within the Exclusive DMA in order to be in compliance with the terms and conditions of this Agreement and continue to receive the benefits of this Agreement as specified herein. Franchisee agrees to

have the designated GREAT CLIPS® salons open, as determined by Franchisor in its sole determination, and in operation in the Exclusive DMA in accordance with the following schedule:

6.1 The salon opening requirements during the term of this Agreement are:

| <u>By End of Year</u> | <u>Number of Open Salons</u> | <u>Cumulative Number of Open Salons</u> |
|-----------------------|------------------------------|-----------------------------------------|
| 1                     | _____                        | _____                                   |
| 2                     | _____                        | _____                                   |
| 3                     | _____                        | _____                                   |
| 4                     | _____                        | _____                                   |
| 5                     | _____                        | _____                                   |
| 6                     | _____                        | _____                                   |
| 7                     | _____                        | _____                                   |
| 8                     | _____                        | _____                                   |
| 9                     | _____                        | _____                                   |
| 10                    | _____                        | _____ (“Total”)                         |

6.2 Great Clips, including its employees, representatives and agents, **makes no assurances to Franchisee that suitable real estate will be available** in the Exclusive DMA to open the number of salons required above. Franchisee should independently research the availability of real estate in the DMA prior to signing this Agreement. Franchisee alone is responsible for acquiring and gaining Great Clips’ consent to all sites developed under this Agreement.

6.3 In the event Franchisee opens the Total number of Salons required under the Development Schedule prior to the expiration of this Agreement, Franchisee may purchase additional Franchise Agreements for the Exclusive DMA for a total Initial Franchise Fee of \$10,000 each, until the expiration of this Agreement.

7. **Failure to Comply With Development Schedule.** Franchisee’s failure to comply with the Development Schedule specified in Section 6.1 above will constitute a material breach of this Agreement, and Great Clips, in its sole determination, may terminate this Agreement and all rights granted to Franchisee hereunder, effective immediately upon written notice to Franchisee. Immediately upon termination of this Agreement, Great Clips may, in its sole determination, establish or operate, or grant a franchise to another person other than Franchisee to establish or operate, GREAT CLIPS® salons at any locations within the Exclusive DMA and Franchisee will have no further exclusive rights in the Exclusive DMA and all rights and obligations under this Agreement will be completely terminated..

8. **Other Grounds for Termination.** In addition to the right of termination set forth in Section 7 for failure to comply with the Development Schedule, this Agreement may also be terminated by Great Clips if:

- (a) Franchisee or any of Franchisee's owners or affiliates fails to pay any amounts due to Great Clips;
- (b) Great Clips terminates any Franchise Agreement executed by Franchisee or any of Franchisee's owners or affiliates, for any reason. Such termination does not include cancellations, non-renewals, failures to relocate, deferrals, or other incentive programs;
- (c) Franchisee breaches any of the material terms and conditions of this Agreement;
- (d) Franchisee or Franchisee's owners or affiliates are not in compliance with Great Clips' policies, procedures or System Standards at any franchised location or under any Franchise Agreement in the Exclusive DMA or elsewhere;
- (e) Franchisee sells, assigns or transfers this Agreement or any interest in Franchisee, in whole or in part, without the prior written consent of Great Clips; or
- (f) Franchisee sells, assigns or transfers any ownership interest of any single Franchise Agreement within the Exclusive DMA.

Great Clips, in its sole determination, may provide Franchisee an opportunity to cure a default under this Agreement.

Termination of this Agreement will not in and of itself constitute a material breach of any individual Franchise Agreements signed by Franchisee or Franchisee's owners or affiliates; upon termination of this Agreement, all rights granted to Franchisee to develop GREAT CLIPS® salons under this Agreement will immediately revert to Great Clips.

**9. Impact of Termination on Initial Franchise Fees.** Upon termination of this Agreement, in Great Clips' sole determination, Franchisee may be allowed to open Salons pursuant to existing Franchise Agreements currently approved under this Agreement but not yet opened (if any), without any additional Initial Franchise Fees due to Great Clips, so long as said Franchise Agreement has a fully executed lease in place as of the date of termination of this Agreement, and a complete and true copy of the executed lease is received by Great Clips within 10 days of said termination date. Any Franchise Agreement with Franchisee for the Exclusive DMA that has a fully executed lease attached to it will not be eligible for a refund of the Initial Franchise Fee. If Franchisee wishes to keep any Franchise Agreement in the Exclusive DMA that does not have a fully executed lease in place as of the date of termination, Franchisee must pay the then-current initial franchise fee for a single Franchise Agreement but will receive full credit for the \$6,000 Initial Franchise Fee already paid pursuant to this Agreement. If Franchisee does not wish to keep any Franchise Agreement in the Exclusive DMA that does not have a fully executed lease in place as of the date of termination, Franchisee may cancel the Franchise Agreement and receive a refund of the \$6,000 Initial Franchise Fee that was paid by Franchisee for the Franchise Agreement, without interest.

**10. Assignment.** Franchisee represents and warrants to Great Clips that it intends to develop, manage, and operate the salons developed in accordance with this Agreement for its own benefit and not for the purpose of or with a view toward resale or redistribution of the salons.

- (a) Franchisee may not sell, assign or transfer this Agreement or any interest in Franchisee, in whole or in part, without the prior written consent of Great Clips. Any purported sale, assignment or transfer will be void and subject Franchisee to termination under Section 8 of this Agreement.
- (b) Franchisee may not sell, assign or transfer any ownership interest of Franchisee under any single Franchise Agreement within the Exclusive DMA, in whole or in part, without the prior written consent of Great Clips. Any purported sale, assignment or transfer will be void and subject Franchisee to termination under Section 8 of this Agreement.

10.1 In Great Clips' sole determination, we may consent to the assignment of this Master Development Agreement to a new Franchisee (the "Assignee") under the following conditions:

- (a) Assignee must execute the then-current form of Master Development Agreement. The Assignee will assume the balance remaining of the term of this Agreement;
- (b) The Assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA and pay the applicable assignment fee for each;
- (c) The Assignee shall not be required to pay the Development Fee for the then-current Master Development Agreement; however assignee will pay the Initial Franchise Fee (as defined under the then-current Master Development Agreement) for each Franchise Agreement subsequently executed by Assignee pursuant to the Master Development Agreement; and
- (d) Assignee must be in compliance with all existing franchise agreements and Great Clips' policies and procedures and be eligible for expansion under all Great Clips' policies.

## **11. Dispute Resolution.**

11.1 Arbitration. Except as specifically provided to the contrary in this Agreement, all disputes concerning this Agreement or the business conducted hereunder, including allegations of fraud, misrepresentation or violation of any state or federal law or regulation, shall be resolved by the American Arbitration Association pursuant to the Commercial Arbitration Rules and Regulations. Either party may commence arbitration by filing a Demand for Arbitration with the American Arbitration Association and serving the Demand for Arbitration on the opposing party. A Demand for Arbitration must be filed within three years of the date when any cause of action asserted in the Demand for Arbitration accrued, or such cause of action will be barred and must be dismissed by the Arbitrator. For purposes of this Agreement, a cause of action will be deemed to have accrued when the claimant knew or reasonably should have known of the facts on which the cause of action is based.

11.2 Power of the Arbitrator. The Arbitrator will be appointed within 60 days after a written Demand for Arbitration has been made in accordance with the Commercial Arbitration Rules and Regulations of the American Arbitration Association. The authority of the Arbitrator

will be limited to making a finding, judgment, decision and award relating to the interpretation of or adherence to the written provisions of this Agreement. The Arbitrator will not have the authority or right to add to, delete, amend or modify in any manner, the terms, conditions and provisions of this Agreement. All findings, judgments, decisions and awards of the Arbitrator will be limited to the dispute set forth in the Demand for Arbitration, and the Arbitrator will not have the authority to decide any other issues. The Arbitrator will not have the right or authority to award punitive damages to either party. All findings, judgments, decisions and awards by the Arbitrator will be in writing, will be made within 60 days after the arbitration hearings have been completed, and will be final and binding on Franchisee and Great Clips. The written decision of the Arbitrator will be deemed to be an order, judgment and decree and may be entered as such in any court of competent jurisdiction by either party.

11.3 Disputes Not Subject to Arbitration. The following disputes and controversies between Great Clips and Franchisee shall not be subject to arbitration: (a) any dispute involving the GREAT CLIPS® service mark or other trademarks; and (b) any dispute involving immediate termination of this Agreement pursuant to Paragraph 8(b), (e) or (f) of this Agreement.

11.4 Other Proceedings. Notwithstanding Paragraph 11.1, upon a breach or threatened breach of this Agreement by Franchisee, Great Clips is entitled to injunctive relief in court restraining such breach without bond and without regard to the adequacy of its legal remedies. Interim equitable relief is available to Great Clips in addition to other remedies or rights Great Clips may have. Great Clips is also entitled to proceed in a court of law in lieu of arbitration to obtain a decree of specific performance requiring that each provision of this Agreement be honored, carried out and enforced as written and to obtain a declaratory judgment or other appropriate relief if there is a controversy over interpretation of this Agreement or the rights and obligations of the parties. Notwithstanding Paragraph 11.1, Great Clips may also proceed against Franchisee in a court of law to collect sums of money due to Great Clips or to protect or enforce its rights in or under the Marks.

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

11.6 Costs and Fees. The prevailing party in any arbitration or court proceeding shall recover its costs in obtaining relief under this Agreement, including its reasonable attorneys' fees.

12. Single Program. This Agreement cannot be used in conjunction with any other incentive program except as specifically authorized in writing by Great Clips.

13. Notices. Except as described in other provisions of this Agreement, all notices permitted or required to be delivered under this Agreement shall be deemed delivered upon the

earlier of the following: (a) receipt by the notified party via hand delivery, email, or any other means; or (b) three business days after being sent by certified mail, or overnight express, electronically, or courier service, addressed to the attention of the Great Clips legal department at its corporate headquarters or to the Franchisee at the Franchisee's last known address.

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

**15. Modifications or Withdrawal.** Great Clips reserves the right to modify or withdraw the offer of Master Development Agreements without affecting the rights of those Franchisees who have already entered into a Master Development Agreement, at any time. This Agreement may be signed with full legal force and effect using electronic signatures and records.

**16. Entire Agreement.** This Agreement and all related Franchise Agreements and other related agreements executed simultaneously with this Agreement constitute the entire understanding of the parties and supersede any and all prior oral or written agreements between you and us on the matters contained in this Agreement; but nothing in this or any related agreement is intended to disclaim the representations we made in the latest franchise disclosure document that we furnished to you.

**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**GREAT CLIPS, INC:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

Date: \_\_\_\_\_ ("Effective Date")

## **EXHIBIT I**

### **Innovative Computer Software – Styleware™ Software Suite Agreement**

Innovative Computer Software (ICS) -  
Great Clips® Franchisee

Styleware™ Software Suite Agreement

THIS STYLEWARE SOFTWARE SUITE AGREEMENT (this "Agreement") is made and entered into by and between Innovative Computer Software ("ICS"), 6321 Bury Drive Suite 1, Eden Prairie, Minnesota 55346 and the Great Clips franchisee ("you").

RECITALS

NOW, THEREFORE, in consideration of the mutual promises herein contained, and for other good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the parties agree as follows:

Definitions:

"Styleware Software Suite" is a suite of applications and services designed, developed, and made available to Great Clips franchisees by ICS and includes the following:

**Styleware iPad** is salon management software developed by ICS for use by Great Clips franchisees to operate Great Clips® hair care salons using the iPad as a platform.

**Styleware Vantage** is real time salon management application developed by ICS for use by Great Clips franchisees.

**Online Check-In** is ICS' Net Check-In™ product and related service as customized for use by the Great Clips franchise system and referred to in this document as "Online Check-In". ICS Net Check-In is a software product and related service which offers customers an Internet-based method for checking in to a physical location remotely and in real time via the internet. The Net Check-In product and operation of the related service has been incorporated into Styleware iPad for ease of use in a salon.

**Salon Consolidator** is salon analysis software developed by ICS for use by Great Clips franchisees.

**Salondata.com** is an online reporting tool to provide Great Clips' franchisees with access to operational reports from salon data stored and accessed through this website.

**Support Services** are defined as customer support services provided to Great Clips by ICS including telephone, email and on-site support services, documentation, and training materials.

1. Licenses. ICS grants you a nonexclusive license to install and use the Styleware Software Suite at a single site (i.e. physical location) at a time, whether the Styleware Software Suite is stored on disk, in read only memory, on any other media or in any other form ("Licenses"). The Licenses do not allow the Styleware Software Suite to exist at more than one site at a time. You may not transfer your rights under these Licenses unless you transfer the related documentation, these Licenses, and a copy of the Styleware Software Suite to a party who agrees to accept the terms of these Licenses and destroy any other copies of the Styleware Software Suite in your possession.



2. Data Storage and Access. ICS agrees to provide electronic storage for up to two (2) years of salon data collected, generated, or transmitted through the operation of the Styleware Software Suite at a site physically remote from you. ICS guarantees that access to the data will be available 90% of the time over the term of this Agreement subject to maintenance. ICS will maintain the data storage system from time to time at their discretion and ICS reserves the right to schedule this maintenance as needed. ICS agrees to provide you with notice of scheduled ~~maintenance~~main-tenance. ICS reserves the right to delete data that exceeds your storage limits upon notice. ICS agrees to provide an opportunity to obtain additional storage space at then-current rates. ICS reserves the right to change, suspend or discontinue any (or all) aspects of the remote data stor--age at any time without liability.

3. Telephone Support. ICS agrees to provide telephone support for the Styleware Software Suite according to the times detailed in ICS' Telephone Support Schedule that is provided to all Great Clips franchisees. (A current schedule is given in Appendix A.) All times are according to Central Time. The Telephone Support Schedule is subject to change upon thirty (30) days writ--ten notice from ICS. On site services and telephone support provided outside the Telephone Support Schedule may be provided at ICS's then-current time and materials rates which may change without notice.

4. Monthly Fee. You agree to pay ICS a monthly licensing and support services fee for the Styleware Software Suite according to the fees and payment terms in a fee schedule that is pro--vided to all Great Clips franchisees. (A current fee schedule is given in Appendix A.) All fees are payable in U.S. dollars through ICS' automatic payment program only. Payment fees and terms are subject to change upon thirty days prior written notice from ICS. Fees will be adjusted every ~~two years~~year unless market conditions require otherwise.

5. Use of Software. You agree to:

- a) operate the Styleware Software Suite in the recommended computer and physical environment;
- b) maintain and operate a broadband connection to the Internet;
- c) designate a contact with a telephone number and email address;
- d) maintain the confidentiality of your passwords and any other data protection mechanisms recommended by ICS;
- e) authorize Great Clips Inc. and Great Clips Inc. approved vendors to have access to the data as needed at their discretion;
- f) establish routine maintenance procedures;
- hg) cooperate with ICS or ICS' authorized representative;
- h) provide all information and data in sufficient quantities in a manner and form and at such times as ICS or ICS' authorized representative may reasonably request in connection with carrying out their obligations under this Agreement;
- i) give ICS or ICS' authorized representative full and free access to your equipment; and
- j) maintain adequate working space and conditions (including heat, light, ventilation, electrical current and outlets) within a reasonable proximity of your equipment for use by ICS or ICS' authorized representative.

6. Data Content. You understand that all information, data, text, software, music, sound, ~~photographs~~~~pho-tographs~~, graphics, video, messages, or other materials ("Content"), whether publicly posted or privately transmitted, are the sole responsibility of the person from which such Content ~~originated~~~~originat-ed~~ ("Content Owner"). This means that you, and not ICS, are entirely responsible for all Content that is uploaded, posted, or otherwise transmitted to or stored through the Styleware Software Suite by you, your employees, and your salon customers. You acknowledge that since ICS does not control such Content, ICS does not guarantee the accuracy, integrity or quality of such Con--tent.

You understand and acknowledge that you (including your employees) may be exposed to Con--tent that is offensive, harmful to minors, indecent, or otherwise objectionable and that you use the Styleware Software Suite at your own risk.

You acknowledge that ICS does not pre-screen Content, but that ICS and its designees shall have the right (but not the obligation) in their sole discretion to refuse or to remove any Content that is available through the Styleware Software Suite with notice to you. Without limiting the foregoing, ICS and its designees shall have the right to remove any Content that violates this Agreement or is otherwise objectionable, including any Content ICS believes may subject ICS to any liability or which may cause ICS to lose the services of any supplier, including but not limited to any Internet Service Providers ("ISPs") which may provide services to ICS customers, in all cases without notice or liability to you. You agree that you must evaluate, and bear all risks asso--ciated with, the use or misuse of any Content, including any reliance on the accuracy, complete--ness, or usefulness of such Content.

7. Limitations on Content Use. You agree not to use the Styleware Software Suite in whole or in part to: (a) upload, post, or otherwise transmit any Content that is unlawful, harmful, threatening, abusive, harassing, tortuous, defamatory, vulgar, obscene, libelous, invasive of another's privacy, hateful, or racially, ethnically, or otherwise objectionable; (b) harm minors in any way; (c) provide false information, impersonate any person or entity, including, but not limited to, an ICS ~~employee~~~~em-ployee~~, service provider, site guide or host, or falsely state or otherwise misrepresent your ~~affiliation~~~~affilia-tion~~ with a person or entity or otherwise attempt to mislead others about your identity or origin of data or other communication; (d) forge headers or otherwise manipulate identifiers in order to disguise the origin of any Content transmitted through the remote data storage system or ~~develop~~~~de-velop~~ restricted or password-only access pages, or hidden pages or images (those not linked to from another accessible page); (e) upload, post or otherwise transmit any Content that you do not have a right to transmit under any law or under contractual or fiduciary relationships (such as inside information, proprietary and confidential information learned or disclosed as part of ~~employment~~~~em-ployment~~ relationships or under nondisclosure agreements); (f) upload, post, or otherwise ~~transmit~~~~trans-mit~~ any Content that infringes any patent, trademark, trade secret, copyright, or other ~~proprietary~~~~propr-i-etary~~ rights of any party; (g) upload, post, or otherwise transmit any unsolicited or unauthorized advertising, promotional materials, or any other form of solicitation; (h) upload, post, or other--wise transmit any material that contains software viruses or any other computer code, files, or programs designed to interrupt, destroy, or limit the functionality of any computer software or hardware or telecommunications equipment; (i) interfere with or disrupt the remote data storage system or servers or networks connected to the remote data storage system, or disobey any ~~requirements~~~~re-quirements~~, procedures, policies or regulations of networks connected to the remote data stor-

age system; (j) probe, scan, or test the remote data storage system or servers or networks ~~connected~~~~con-nected~~ to the remote data storage system for security vulnerability or to breach security or ~~authentication~~~~au-thentication~~ measures without the express written authorization of ICS; (k) intentionally or ~~unintentionally~~~~unin-tentionally~~ violate any applicable local, state, national or international law, or any regulations having the force of law; (l) "stalk" or otherwise harass another; (m) collect or store personal data about other users; (n) promote or provide instructional information about illegal activities, pro-mote physical harm or injury against any group or individual, or promote any act of cruelty to animals; (o) engage in commercial activities unrelated to your franchise operation.

8. International Use. Recognizing the global nature of the Internet, you agree to comply with all local rules regarding online conduct and acceptable Content. Specifically, you agree to comply with all applicable laws regarding the transmission of technical data exported from the United States or the country in which you reside. You may not use or otherwise export or re-export data except as authorized by United States law. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to the use, copying, displaying, distribution, export or import of ~~computer~~~~com-puter~~ software or data.

9. Use of Location Data. ICS and its licensees and third party developers may provide certain services through ICS Net Check-In that rely upon location information. To provide these services, where available, ICS and its licensees and third party developers may transmit, collect, maintain, process and use data including but not limited to location data. The location data collected by ICS may be used by ICS and its licensees and third party developers to provide and improve location-based products and services. By using any location-based services provided by or through Net Check-In, you agree and consent to ICS's and its licensees' and third party ~~developers'~~~~devel-opers'~~ transmission, collection, maintenance, processing and use of location data to provide and improve such products and services. You may withdraw this consent at any time by not using the location-based features of ICS Net Check-In. Not using these location features will not impact the non- location-based functionality of ICS Net Check-In. When using third party applications or services relating to location data, you are subject to and should review such third party's terms and privacy policy on use of location data by such third party applications or services. Use of the Google Maps service is subject to the following additional terms: Google Maps Terms of Service available at ~~[https://maps.google.com/help/terms\\_maps/](https://maps.google.com/help/terms_maps/) and Google Maps Legal Notices at [https://maps.google.com/help/legalnotices\\_maps/](https://maps.google.com/help/legalnotices_maps/)~~  
~~[https://maps.google.com/help/legalnotices\\_maps/](https://maps.google.com/help/legalnotices_maps/) and Google Maps Legal Notices at [https://maps.google.com/help/legalnotices\\_maps/](https://maps.google.com/help/legalnotices_maps/)~~

## 10. Privacy and Personal Information, Customer Communication

10.1 ICS Collection, Protection and Use of Personal Information ICS may collect and store personal information in order to provide you with the services you have requested. ICS uses physical, electronic and procedural controls common in the industry to protect any personal in-formation from unauthorized access and from unauthorized alteration, disclosure or destruction. ICS also may collect and store non-personal data to provide, maintain and protect the software and services and to improve and develop new ones. In addition, ICS may use third party service providers to assist with the administration of the application or to perform services for you on

our behalf. Third parties, such as, for example, Google Services and Amazon Web Services, may

be supplied with or have access to personal information solely to provide services to us or to you on our behalf and their privacy policies may be accessed through their websites. You are not required to provide the personal information requested, but, if you chose not to do so, in many cases we will not be able to provide you with ICS products or services or respond to any queries you may have.

10.2 ICS Privacy Policy You agree and acknowledge that ICS Privacy Policy is subject to change at any time in ICS' sole discretion and a current copy can be found on ICS' website, [icsusa.com](https://www.icsusa.com) under the heading Privacy.

10.3 Customer Communication, Privacy and Personal Information Protection You agree to comply with all rules, regulations and laws regarding customer communication, privacy, and personal information, ~~including but not limited to, financial data privacy laws, U.S. Telephone Consumer Protection Act, and for California residents the California Consumer Privacy Act of 2018~~ ("Consumer Laws"). You agree to promptly alert ICS to any requests under Consumer Laws and to work with ICS to handle those requests. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to consumer communication, privacy and/or ~~personal~~ per-sonal information.

10.4 Third Party Privacy Policies For those applications using Google Services, you ~~acknowledge~~ acknowl-edge and are on notice of Google's Privacy Policy which is currently found at: ~~https://policies.~~ https://policies.google.com/privacy?hl=en-US. For those applications using Amazon's Web Services, you ac-knowledge and are on notice of Amazon's Privacy Policy currently referenced at <http://aws.amazon.com/privacy>, as it may be updated by Amazon from time to time.

11. Limited Salon Data License to ICS. You hereby grant ICS a non-exclusive, world-wide, royalty-free, perpetual, non-revocable license to salon data collected, uploaded, posted, or otherwise transmitted to or stored through the use of the Styleware Software Suite for the sole purposes of making backup and archival copies, of maintaining and monitoring the Styleware Software Suite and of providing salon data to third parties as designated by Great Clips, Inc. and Great Clips franchisees. ICS agrees to protect such licensed salon data with the same degree of care as is common in the data warehousing and storage industry to protect information from unauthorized disclosure and loss. You agree to defend, indemnify and hold harmless ICS from and against any and all liabilities, losses, obligations, claims, damages, penalties, causes of action, costs and ~~expenses~~ sex-penses (including, without limitation, attorneys' fees and costs) imposed upon, incurred by or asserted against ICS that result from the license granted in this section.

12. Ownership. ICS shall retain all rights, including copyright, patent, trade secret and other rights in it, to the Styleware Software Suite. You expressly acknowledge that ICS owns Net Check-In including all data related to the estimated wait time and to the methods, algorithms, calculations and procedures used in Net Check-In. You agree to take no action that interferes with ICS's ownership.

13. Term and Termination.

(a) Term. This Agreement is effective when executed electronically or upon your first use of

the Styleware Software Suite, whichever occurs earlier, and shall continue until terminated by you

~~the Styleware Software Suite, whichever occurs earlier, and shall continue until terminated by you or ICS.~~

or ICS.

(b) Termination. This License will terminate automatically without notice from ICS if you fail to comply with any term(s) of this Agreement. ICS may terminate this Agreement at any time upon your receipt of written notice of termination. Upon termination, you agree to allow ICS or ICS's designated representative on site or remotely for removal of the Styleware Software Suite from your system. ICS reserves the right to delete or otherwise remove your data from the Styleware Software Suite or terminate your access upon termination of this Agreement without notice to you.

14. Disclaimer of Warranty. You expressly acknowledge and agree that use of the Styleware Software Suite is at your sole risk. You expressly acknowledge that the Styleware Software Suite is provided "AS IS" or on an "AS AVAILABLE" basis and without warranty of any kind. [For the purposes of provisions 14 and 15, ICS and ICS's licensor(s) shall be collectively referred to as "ICS."] **ICS EXPRESSLY DISCLAIMS ALL WARRANTIES AND/OR CONDITIONS, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES AND/OR ~~CONDITIONS~~CON-DITIONS OF MERCHANTABILITY OR SATISFACTORY QUALITY AND FITNESS FOR A ~~PARTICULAR~~PAR-TICULAR PURPOSE AND NONINFRINGEMENT OF THIRD PARTY RIGHTS.**

ICS DOES NOT WARRANT THAT THE FUNCTIONS CONTAINED IN THE STYLEWARE SOFTWARE SUITE WILL MEET YOUR REQUIREMENTS, OR THAT THE OPERATION OF THE STYLEWARE SOFTWARE SUITE WILL BE UNINTERRUPTED OR ERROR-FREE, OR THAT DEFECTS IN THE STYLEWARE SOFTWARE SUITE WILL BE CORRECTED. FURTHERMORE, ICS DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS REGARDING THE USE OR THE RESULTS OF THE USE OF THE STYLEWARE SOFTWARE SUITE OR OF ANY CONTENT OR RELATED ~~DOCUMENTATION~~DOC-UMENTATION IN TERMS OF THEIR CORRECTNESS, ACCURACY, RELIABILITY, COMPLETE-NESS, OR OTHERWISE. ICS DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS WHATSOEVER REGARDING ACCESS TO THE STYLEWARE SOFTWARE SUITE INCLUDING THAT ACCESS TO THE STYLEWARE SOFTWARE SUITE WILL BE UNINTERRUPTED OR ERROR-FREE OR AVAILABLE AT ALL TIMES. NO ORAL OR WRITTEN INFORMATION OR ADVICE GIVEN BY ICS OR AN ICS AUTHORIZED REPRESENTATIVE SHALL CREATE A WARRANTY OR IN ANY WAY INCREASE THE SCOPE OF THIS WARRANTY.

SHOULD CONTENT AND/OR DATA RELATED TO THE STYLEWARE SOFTWARE SUITE PROVE DEFECTIVE, YOU (AND NOT ICS OR AN ICS AUTHORIZED REPRESENTATIVE) ASSUME THE ENTIRE COST OF ALL NECESSARY SERVICING, EDITING, REPAIR OR CORRECTION.

ICS reserves the right and you expressly acknowledge and agree that ICS reserves the right to change, suspend or discontinue any (or all) aspects of the Styleware Software Suite at any time without liability, including availability of any feature. You expressly acknowledge and agree that ICS may impose limits on the use of or access to certain features or portions of the Styleware Software Suite or restrict any user's access to any part or all of Styleware Software Suite, in all cases without notice or liability.

ICS, its officers, affiliates and subsidiaries shall not, directly or indirectly, be liable, in any way, to you or any other person for any inaccuracies, errors in or omissions in the data you use while using the Styleware Software Suite.



15. Limitation of Liability. YOU ACKNOWLEDGE AND AGREE THAT IN NO EVENT SHALL ICS, ITS RELATED COMPANIES, OFFICERS, DIRECTORS, EMPLOYEES, AGENTS AND SUPPLIERS BE LIABLE IN ANY WAY, DIRECTLY OR INDIRECTLY, TO YOU OR ANY OTHER PERSON FOR ANY DAMAGES WHATSOEVER (INCLUDING, WITHOUT LIMITATION, ANY DIRECT, INDIRECT, ~~INCIDENTAL~~~~IN-CIDENTAL~~, CONSEQUENTIAL, SPECIAL OR EXEMPLARY DAMAGES, DAMAGES FOR LOSS OF BUSINESS PROFITS, BUSINESS INTERRUPTION, LOSS OF BUSINESS INFORMATION OR ANY OTHER PECUNIARY LOSS) ARISING OUT OF YOUR USE OR INABILITY TO USE, ACCESS OR INABILITY TO ACCESS ALL OR PART OF THE STYLEWARE SOFTWARE SUITE OR ANY CON-TENT OR OTHER DATA FOR ANY REASON, EVEN IF ICS HAS BEEN ADVISED OF THE POSSI-BILITY OF SUCH DAMAGES. SOME JURISDICTIONS DO NOT ALLOW THE LIMITATION OF INCIDENTAL OR CONSEQUENTIAL DAMAGES SO THIS LIMITATION MAY NOT APPLY TO YOU.

THE SOLE RECOURSE AGAINST ICS FOR ANY DEFECTS OR OTHER PROBLEMS WITH THE STYLEWARE SOFTWARE SUITE SHALL BE REPLACEMENT OF THE STYLEWARE SOFTWARE SUITE. ICS SHALL NOT BE OBLIGATED TO REPLACE THE STYLEWARE SOFTWARE SUITE IF ICS DETERMINES THAT THE DEFECT OR PROBLEM WAS CAUSED BY YOUR MISUSE, ~~NEGLECT~~~~NE-GLECT~~, IMPROPER INSTALLATION, REPAIR, ALTERATION OR DAMAGE.

YOU EXPRESSLY ACKNOWLEDGE AND AGREE THAT THE SOLE RECOURSE AGAINST ICS FOR ANY DEFECTS OR PROBLEMS IN THE TRANSMISSION OF AND ACCESS TO THE CON-TENT SHALL BE RE-TRANSMISSION OF THE CONTENT. ICS SHALL NOT BE OBLIGATED TO RE-TRANSMIT THE CONTENT IF ICS DETERMINES THAT THE DEFECT OR PROBLEM WAS CAUSED BY YOUR MISUSE, NEGLIGENCE, IMPROPER INSTALLATION, REPAIR, ALTERATION OR DAMAGE TO THE CONTENT OR TO THE STYLEWARE SOFTWARE SUITE.

IN ANY CASE, ICS'S CUMULATIVE LIABILITY TO YOU OR ANY OTHER PARTY FOR ANY LOSS OR DAMAGES RESULTING FROM ANY CLAIMS, DEMANDS OR ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT SHALL NOT EXCEED ONE MONTH'S FEE PAID BY YOU TO ICS FOR THE LICENSES FOR THE STYLEWARE SOFTWARE SUITE. THIS LIMITATION AP-PLIES TO ALL SOFTWARE, PRODUCTS, CONTENT, DATA, AND SERVICES RELATED TO THIS AGREEMENT.

YOU HEREBY RELEASE ICS FROM ANY AND ALL OBLIGATIONS, LIABILITY AND CLAIMS IN EXCESS OF THESE LIABILITY LIMITATIONS.

16. Indemnification. Notwithstanding any other provision of this Agreement, you agree to de-fend, indemnify and hold harmless ICS from and against any and all liabilities, losses, ~~obligations~~~~obligha-tions~~, claims, damages, penalties, causes of action, costs and expenses (including, without ~~limitation~~~~limita-tion~~, attorneys' fees and costs) imposed upon, incurred by or asserted against ICS by you or any third party that result from: Content, access or a lack of access to your Content or your data or your account, damage or destruction of products due to your actions; your actions or inactions under or failure to comply with the Telephone Consumer Protection Act to any other applicable law related to personal information, privacy or Customer communication; acts of negligence, misconduct or misrepresentations by you, your employees or agents; your breach of any provi--

~~16.~~ sion of this Agreement; or your failure to perform any acts required under your agreements with third parties.

17. Confidentiality. You acknowledge and agree that the Styleware Software Suite contains ~~proprietary~~~~pro-prietary~~ and confidential information that is protected by applicable intellectual property and other laws. Except as expressly authorized by ICS, you agree not to and agree not to allow any third party to: copy, decompile, modify, rent, lease, loan, sell, distribute, assign, sublicense, translate, reverse engineer, reverse assemble or otherwise attempt to discover any source code or algorithms, create derivative works from, grant a security interest in or otherwise transfer any right in the Styleware Software Suite, in whole or in part. You agree not to modify the Styleware Software Suite in any manner or form, or to use modified versions of the Styleware Software Suite. You agree not to use the Styleware Software Suite in any manner other than the manner which is authorized by ICS. The provisions of this section survive for three (3) years after any termination of this Agreement.

18. Trademarks; Service marks. Styleware™, Styleware Touch™, Salon Consolidator™, Styleware Vantage™, Net Check-In™, and salondata.com™ are trademarks and service marks of ICS. No right, license or interest in or to such marks or any other ICS mark is granted to you under this Agreement, and you agree that no such right, license or interest shall be asserted by you with respect to such marks and that you will not copy, distribute, display or otherwise use any ICS mark.

19. Export Law Assurances. You may not use or otherwise export or reexport the Styleware Software Suite or data except as authorized by United States law and the laws of the jurisdiction in which the Styleware Software Suite was obtained. You represent and warrant that (i) you are not located in a country that is subject to a U.S. Government embargo, or that has been ~~designated~~~~desig-nated~~ by the U.S. Government as a “terrorist supporting” country; and (ii) you are not listed on any U.S. Government list of prohibited or restricted parties. You further agree to indemnify, de-fend and hold harmless ICS from any claim, action, liability, expense (including reasonable ~~attorneys'~~~~attor-neys'~~ fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to the use, copying, displaying, distribution, export or import of computer software or related data.

20. Translation. Any translation of this Agreement is done for local requirements and in the event of a dispute between the English and any non-English versions, the English version of this Agreement shall govern.

21. Breach of Agreement. You hereby agree that, in the event of any breach by you of any pro--vision of this Agreement, including your payment obligations under this Agreement, ICS shall be entitled to adopt against you any measure, including, but not limited to, seeking immediate in--junctive relief and compensation for any loss or damage incurred by ICS arising out of your breach of the Agreement and including the right to collect all expenses of collection and ~~recovery~~~~recov-ery~~, including reasonable attorneys' fees.

22. Taxes. All prices are subject to the addition of any applicable federal, state or local sales and/or use taxes, which shall be paid by you.

|

|

23. Third Parties. It is understood and agreed that ICS shall have the right to contract with third party representatives to fulfill some or all of its obligations under this Agreement.

24. General Provisions. This Agreement shall be governed by the laws of the United States and the State of Minnesota. You and ICS hereby submit to the jurisdiction of any court in ~~Minneapolis~~Minneapolis, Minnesota which may have subject matter jurisdiction over a claim relating to this Agreement, whether such matters arise in contract or tort or otherwise, and you hereby waive and agree not to assert, as a defense in any action, suit or proceeding that you are not subject to the jurisdiction of such courts or that the proceeding is brought in an inconvenient forum or that venue of the suit, action or proceeding is improper. If for any reason a court of competent jurisdiction finds any provision, or portion thereof, to be unenforceable, the remainder of this Agreement shall continue in full force and effect. The failure of either party to enforce rights granted hereunder or to take action against the other party in the event of any breach hereunder shall not be deemed a waiver by that party as to subsequent enforcement of rights or ~~subsequent~~subsequent actions in the event of future breaches. ICS and any ICS authorized representatives shall not be liable for any failure to fulfill its obligations under this Agreement as a result of any action, wholly or partially beyond its control including, but not limited to, acts of God or of yours, or of civil commotion, terrorism, delays in transportation, material shortages, strikes, or any other labor disturbances.

25. Authorization Confirmation. You acknowledge and state that you are a Great Clips ~~franchisee~~franchisee or its representative authorized to bind the franchisee to this Agreement.

26. Complete Agreement. This Agreement constitutes the entire agreement between the parties with respect to the Styleware Software Suite and supersedes all prior or contemporaneous understandings regarding such subject matter. No amendment to or modification of this Agreement will be binding unless in writing and signed by ICS.

Signed:

Innovative Computer Software 6321  
Bury Drive Suite 1  
Eden Prairie, Minnesota 55346 (952)  
949-2507  
(800) 735-1436 Customer Service & Support

APPENDIX A

MONTHLY FEE

Styleware Software Suite Fee (Required fee)      \$250.00

TELEPHONE SUPPORT SCHEDULE \*U.S. Central Time

MONDAY-FRIDAY      7:00 A.M. - 11:30 P.M.\*

(Alaska/Hawaii local time 7:00 A.M. - 1:00 A.M.)

SATURDAY      7:00 A.M. - 9:00 P.M.\*

SUNDAY

7:00 A.M. - 8:00 P.M.\* =

(Alaska/Hawaii local time 7:00 A.M. - 11:00 P.M.)

CURRENT HOURLY RATES FOR AFTER HOURS PHONE SUPPORT

AFTER HOURS PHONE \$25.00/call (U.S. dollars)

## **EXHIBIT J**

### **Heartland Payment Systems – Merchant Processing Agreement**



Great Clips - Merchant Processing Application

MERCHANT SERVICES: 1-888-963-3600

ONE HEARTLAND WAY, JEFFERSONVILLE IN 47130

NOTE: WHITE OUT IS NOT ACCEPTABLE ON MERCHANT APPLICATIONS

☐ NEW MERCHANT

☐ ADDITIONAL LOCATION - CHAIN #: 103368 Pricing

BANK/ASSN/VAR/RSP AFFILIATE CODE

NAME OF AFFILIATE

LEAD GENERATOR ID #

☐ NEW OWNER/EXISTING HPS MID #:

RM

PHONE #

INSTALLER

PHONE #

COMPANY INFORMATION

MERCHANT DBA NAME

PRIMARY CONTACT NAME

PRIMARY CONTACT PHONE  
☐ DBA ☐ Home ☐ Cell

AUTHORIZED TO PURCHASE:  
☐ Yes ☐ No

DBA ADDRESS

DBA CITY / STATE / ZIP

DBA PHONE NUMBER

STORE NUMBER

LEGAL NAME  
(Must correspond with IRS Filing Name)

SECONDARY CONTACT NAME

SECONDARY CONTACT PHONE  
☐ DBA ☐ Home ☐ Cell

AUTHORIZED TO PURCHASE:  
☐ Yes ☐ No

LEGAL ADDRESS

LEGAL CITY / STATE / ZIP

LEGAL PHONE NUMBER

NUMBER OF LOCATIONS

HEADQUARTERS / MANAGEMENT COMPANY NAME  
(If Management Company, provide copy of Management Agreement.)

FEDERAL TAX ID / EIN  
(Must correspond w/ Legal Name)

HEADQUARTERS ADDRESS

HEADQUARTERS CITY/STATE/ZIP

HEADQUARTERS PHONE

WEBSITE ADDRESS

EMAIL ADDRESS  
(InfoCentral Admin User Email Address)

EMAIL CONTACT FIRST NAME

EMAIL CONTACT LAST NAME

CUSTOMER SERVICE PHONE FOR LODGING, CAR RENTAL, MOTO

CUSTOMER SERVICE EMAIL

LANGUAGE PREFERENCE (Please select ONE): ☐ English ☐ Spanish ☐ Mandarin ☐ Korean ☐ Vietnamese ☐ Cantonese ☐ Japanese ☐ Other:

MEMBER SPONSOR BANK DISCLOSURE INFORMATION (Visa & Mastercard Only)

| SERVICE PROVIDER CONTACT INFORMATION                                                                                               | MEMBER SPONSOR BANK (ACQUIRER) INFORMATION                                 | DEBIT BANK SPONSOR                                                         |
|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Heartland Payment Systems, LLC<br>One Heartland Way,<br>Jeffersonville, IN. 47130<br>HeartlandPaymentSystems.com<br>(888) 963-3600 | PNC Bank N.A<br>300 Fifth Avenue<br>Pittsburgh, PA 15222<br>1-412-803-7711 | PNC Bank N.A<br>300 Fifth Avenue<br>Pittsburgh, PA 15222<br>1-412-803-7711 |

MERCHANT RESOURCES

1. You may download "Visa Regulations" from Visa at: <https://usa.visa.com/dam/VCOM/download/about-visa/visa-rules-public.pdf>
2. You may download "Mastercard Rules" from Mastercard at: <https://www.Mastercard.us/en-us/about-Mastercard/what-we-do/rules.html>
3. You may download "American Express Merchant Operating Requirements" at: [www.americanexpress.com/merchantsguide](http://www.americanexpress.com/merchantsguide)

IMPORTANT MERCHANT RESPONSIBILITIES

1. Merchant must ensure compliance with cardholder data security and storage requirements.
2. Merchant must maintain fraud and chargeback below thresholds.
3. Merchant must review and understand the terms of the Merchant Processing Agreement.
4. Merchant must comply with the Card Brands Operating Regulations.
5. Merchant must retain a signed copy of this Disclosure Page.
- Note: The responsibilities listed above do not supersede terms of the Merchant Processing Agreement and are provided to ensure the merchant understands some important obligations of each party and that the Member Sponsor Bank is the ultimate authority should the merchant have any problems.

IMPORTANT MEMBER SPONSOR BANK (ACQUIRER) RESPONSIBILITIES

1. The Member Sponsor Bank is the only entity approved to extend acceptance of Card Brand products directly to a Merchant.
2. The Member Sponsor Bank must be a principal (signer) to the Merchant Processing Agreement.
3. The Member Sponsor Bank is responsible for educating Merchants on pertinent Card Brand Operating Regulations with which Merchants must comply.
4. The Member Sponsor Bank is responsible for and must settle funds with the Merchant.
5. The Member Sponsor Bank is responsible for all funds held in reserve that are derived from settlement.

ACKNOWLEDGEMENT

Merchant hereby acknowledges and agrees that Heartland will select one of the Member Sponsor Banks listed above based on the following criteria: business type, POS equipment compatibility, depository institution and/or existing Heartland relationship. Heartland will provide Merchant a written notification of the Member Sponsor Bank that is selected. By presenting any Transaction to Heartland under the Merchant Processing Agreement from and after notice of the Member Sponsor Bank, you agree that the Member Sponsor Bank so selected shall be immediately a principal party (signer) to the Merchant Processing Agreement.

X

OWNER/OFFICER SIGNATURE \*

PRINT NAME & TITLE

DATE



## CARD FEE SCHEDULE

| SERVICE REQUESTED                    | DISCOUNT RATE | DISCOUNT PER ITEM | TRANS FEE DIAL | TRANS FEE IP |
|--------------------------------------|---------------|-------------------|----------------|--------------|
| VISA                                 | %             | \$                | \$             | \$           |
| MASTERCARD                           | %             | \$                | \$             | \$           |
| DISCOVER/JCB                         | %             | \$                | \$             | \$           |
| PIN DEBIT<br>Plus Debit Network Fees | %             | \$                | \$             | \$           |
| PAYPAL                               | %             | \$                | \$             | \$           |
| AMERICAN EXPRESS                     | %             | \$                | \$             | \$           |

| ONE-TIME / RECURRING FEES                                                  | FEE                   | TRANS FEE |
|----------------------------------------------------------------------------|-----------------------|-----------|
| APPLICATION PROCESSING FEE:                                                | \$25.00 per franchise |           |
| ANNUAL FEE                                                                 |                       |           |
| CHARGEBACK FEE                                                             |                       |           |
| CARD VOICE AUTH FEE                                                        |                       | \$0.65    |
| MONTHLY MINIMUM DISCOUNT FEE<br>Note: Price must be an even dollar amount. |                       |           |
| MONTHLY PROTECTION PROGRAM                                                 |                       |           |

| ADDITIONAL SERVICES                          | MONTHLY FEE | TRANS FEE DIAL | TRANS FEE IP |
|----------------------------------------------|-------------|----------------|--------------|
| GATEWAY                                      | \$          | \$             | \$           |
| WIRELESS (Per Wireless Terminal)             | \$          |                |              |
| HEARTLAND ANALYTICS                          | \$          |                |              |
| HEARTLAND ANALYTICS<br>CUSTOMER INTELLIGENCE | \$          |                |              |
| HEARTLAND ANALYTICS<br>EMAIL MARKETING       | \$          |                |              |
| <input type="checkbox"/> MERCHANT LINK       |             | \$0.0685       | \$0.0485     |
| PETROLEUM/FLEET                              |             | \$             | \$           |
| TSYS AUTHORIZATION FEE                       |             | \$0.04         | \$0.04       |
| EBT (PIN Debit required for EBT)             |             | \$             | \$           |

\$ ANNUAL VOLUME \$ AVERAGE TICKET

\$ PAYPAL ANNUAL VOLUME \$ PAYPAL AVERAGE TICKET

☒ Cost Plus ☐ Discover / JCB Opt Out ☐ PayPal Opt Out  
SETTLEMENT: ☐ Daily / Split ☐ Daily / Net ☐ Monthly Discount Fee BP

\$ AMERICAN EXPRESS ANNUAL VOLUME \$ AMERICAN EXPRESS AVERAGE TICKET  
☐ OptBlue – See Industry Thresholds for eligibility if Volume is greater than \$1MM  
☐ I opt out of receiving marketing material from American Express

AMERICAN EXPRESS FRANCHISE NAME

AMERICAN EXPRESS MERCHANT NUMBER AMERICAN EXPRESS FRANCHISE CAP NUMBER

EBT PROGRAMS  
(Note: FNS/FCS are not required for Cash Benefits only Setup):

☐ Food Stamps & Cash Benefits  
☐ Food Stamps Only  
☐ Cash Benefits Only

STATE PROVIDED TERMINAL: ☐ Yes ☐ No

EBT STATE REQUIRED FNS/FCS/CA/AO NUMBER

SERIAL NUMBER TERMINAL TYPE

☐ SMP Annual VI/MC/DS MAP sales volume \$50,000 or less. (If annual VI/MC/DS MAP volume exceeds \$50,000 annually, 0.50% will be added to Monthly & Per Item Fees.)  
HPS reserves the right to change the monthly fee if processing volume is not consistent with volume listed on this application.

☐ ASMP – Fee: \$ ☐ ANNUAL ☐ MONTHLY ☐ INSTALLMENTS-INDICATE MONTHS: ☐ J ☐ F ☐ M ☐ A ☐ M ☐ J ☐ J ☐ A ☐ S ☐ O ☐ N ☐ D

**AUTHORIZED SIGNER(S) INFORMATION** Note: Any individual, who, directly or indirectly, through any contract, arrangement, understanding, relationship or otherwise, owns 25 percent or more of the equity interests of a merchant must be listed below. Note: If there are more than two Owners, Officers or Managing Agents, complete the "Additional Owner/Officer Information Page for Merchant Processing Agreement".

Is any owner, officer, director, employee, or agent a current or former senior official in the executive, legislative, administrative, military, or judicial branch of any government (elected or not); a senior official of a major political party; an executive of a government-owned commercial enterprise; a family member of any of the foregoing officials; or a close personal or professional associate of any of the foregoing officials:

☐ Yes ☐ No  
If Yes, attach details.

(1) ☐ Owner ☐ Officer ☐ Authorized Signer ☐ Managing Agent (Please provide copy of Management Agreement) CITIZENSHIP: ☐ U.S. ☐ NON-U.S.

|                                   |                                |                         |                                |
|-----------------------------------|--------------------------------|-------------------------|--------------------------------|
| NAME                              | TITLE                          | SOCIAL SECURITY NUMBER  | DATE OF BIRTH (MM/DD/YYYY)     |
| HOME PHONE NUMBER                 | CELL PHONE NUMBER              | DRIVER'S LICENSE NUMBER | %<br>BUSINESS EQUITY OWNERSHIP |
| HOME ADDRESS / CITY / STATE / ZIP | LENGTH OF TIME AT HOME ADDRESS |                         |                                |

(2) ☐ Owner ☐ Officer ☐ Authorized Signer ☐ Managing Agent (Please provide copy of Management Agreement) CITIZENSHIP: ☐ U.S. ☐ NON-U.S.

|                                   |                                |                         |                                |
|-----------------------------------|--------------------------------|-------------------------|--------------------------------|
| NAME                              | TITLE                          | SOCIAL SECURITY NUMBER  | DATE OF BIRTH (MM/DD/YYYY)     |
| HOME PHONE NUMBER                 | CELL PHONE NUMBER              | DRIVER'S LICENSE NUMBER | %<br>BUSINESS EQUITY OWNERSHIP |
| HOME ADDRESS / CITY / STATE / ZIP | LENGTH OF TIME AT HOME ADDRESS |                         |                                |

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

CITY, STATE, ZIP

|                                    | TYPE OFACCOUNT                                                                                     | ACCOUNT NUMBER | ROUTINGNUMBER | NAME AS IT APPEARS ON BANK ACCOUNT |
|------------------------------------|----------------------------------------------------------------------------------------------------|----------------|---------------|------------------------------------|
| DEPOSITS                           | <input type="checkbox"/> Checking <input type="checkbox"/> Savings <input type="checkbox"/> Other: |                |               |                                    |
| FEES<br>(If separate from Deposit) | <input type="checkbox"/> Checking <input type="checkbox"/> Savings <input type="checkbox"/> Other: |                |               |                                    |

FOR VALUE RECEIVED, and in consideration of the mutual understandings contained in the Merchant Processing Agreement (as defined below) by and between the merchant submitting this Application ("Merchant") and Heartland Payment Systems, LLC ("Heartland" or "HPS"), the undersigned jointly and severally, if more than one, unconditionally and irrevocably guarantee to Heartland and its successors and assigns the full and prompt payment when due of all obligations of every kind and nature arising directly or indirectly out of the Merchant Processing Agreement. The undersigned (does/do) hereby certify that (he/she/they) (has/have) read, understand(s) and agree(s) to all terms and conditions of the Merchant Processing Agreement and specifically those that relate to the personal guaranties. I, the undersigned, authorize Heartland, or any agents thereof, to obtain consumer reports and related information, and to investigate the references, statements, or data provided by Merchant or the undersigned for purposes of this Application.

DATE \_\_\_\_\_

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

|                                       |                                            |                                                |                                                              |                                       |                                                                    |
|---------------------------------------|--------------------------------------------|------------------------------------------------|--------------------------------------------------------------|---------------------------------------|--------------------------------------------------------------------|
| INTERCHANGE QUALIFICATION             |                                            |                                                |                                                              | DEPOSIT METHOD                        | CARD ACCEPTANCE                                                    |
| <input type="checkbox"/> Restaurant   | <input type="checkbox"/> Emerging Market   | <input type="checkbox"/> Lodging / Car Rental  | <input type="checkbox"/> Small Ticket / Convenience Purchase | <input type="checkbox"/> By Batch     | <input type="checkbox"/> All Cards Accepted                        |
| <input type="checkbox"/> Convenience  | <input type="checkbox"/> GSA Large Ticket  | <input type="checkbox"/> MOTO / Internet       | <input type="checkbox"/> Purchase Card Level:                | <input type="checkbox"/> By Card Type | <input type="checkbox"/> Credit/Business Cards Only                |
| <input type="checkbox"/> DialPay / TT | <input type="checkbox"/> Interchange Plus  | <input type="checkbox"/> Service Station / NFD | <input type="checkbox"/> 2 <input type="checkbox"/> 3        | <input type="checkbox"/> Standard     | <input type="checkbox"/> Consumer Prepaid/Debit (Check Cards Only) |
| <input type="checkbox"/> Retail       | <input type="checkbox"/> Small Ticket / M3 | <input type="checkbox"/> Automated Fuel (AFD)  |                                                              |                                       |                                                                    |

|                                                        |                                                         |                                 |                                |
|--------------------------------------------------------|---------------------------------------------------------|---------------------------------|--------------------------------|
| STATEMENT OPTIONS                                      |                                                         | DISPUTE LETTERS                 |                                |
| STATEMENT TYPE                                         | MAIL STATEMENTS TO                                      | MAILING OPTIONS                 | ELECTRONIC OPTIONS*            |
| <input type="checkbox"/> Standard                      | <input type="checkbox"/> Legal                          | <input type="checkbox"/> Legal  | <input type="checkbox"/> Fax   |
| <input type="checkbox"/> Non-Qual Breakout             | <input type="checkbox"/> All Electronic:                | <input type="checkbox"/> DBA    | <input type="checkbox"/> Email |
| <input type="checkbox"/> By Card Type                  | <input type="checkbox"/> Same as InfoCentral            | *Select mail option as back-up. |                                |
| <input type="checkbox"/> Chain Recap Summary Statement | <input type="checkbox"/> Preferred Email Address: _____ |                                 |                                |

|                                                                                                |                                                    |                                                                 |                                                                                     |
|------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------|
| MERCHANT DETAIL                                                                                |                                                    |                                                                 |                                                                                     |
| TYPE OF BUSINESS:                                                                              | TYPE OF OWNERSHIP:                                 | LLC IRS REPORTING CLASSIFICATION:                               | BUSINESS IS CONDUCTED:                                                              |
| <input type="checkbox"/> Private                                                               | <input type="checkbox"/> Sole Proprietorship*      | <input type="checkbox"/> Corporation                            | Consumer: _____ %                                                                   |
| <input type="checkbox"/> Public:                                                               | <input type="checkbox"/> Corporation               | <input type="checkbox"/> Partnership                            | Business to Business: _____ %                                                       |
| Ticker Symbol: _____                                                                           | <input type="checkbox"/> Government / Municipality | <input type="checkbox"/> Disregarded Entity (Single Member LLC) | Level II / III Processing: <input type="checkbox"/> Yes <input type="checkbox"/> No |
|                                                                                                | <input type="checkbox"/> Non-Profit                |                                                                 |                                                                                     |
| DO YOU CURRENTLY ACCEPT CREDIT CARDS: <input type="checkbox"/> Yes <input type="checkbox"/> No |                                                    |                                                                 |                                                                                     |

|                                                                                                                                                                                                                                                                                                                                     |                   |                 |                                                                                                                                                                  |                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Date began accepting Cards                                                                                                                                                                                                                                                                                                          | Current Processor | Current MID     | DATE BUSINESS STARTED                                                                                                                                            | DATE ACQUIRED BY CURRENT OWNER                                                     |
| DO YOU OBTAIN A SIGNATURE FOR RECEIPT OF PRODUCT: <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                                          |                   |                 | PRODUCT / SERVICES PROVIDED                                                                                                                                      | HOW SOON IS THE CARD CHARGED                                                       |
| IS CREDIT CARD INFORMATION PROCESSED VIA WEBSITE: <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                                          |                   |                 | 0.00%                                                                                                                                                            | 0.00%                                                                              |
| If Yes, are Web-Based sales processed through HPS: <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                                         |                   |                 | WHAT PERCENTAGE OF SALES ARE CHARGEBACKS                                                                                                                         | WHAT PERCENTAGE OF SALES ARE RETURNS                                               |
| If No:                                                                                                                                                                                                                                                                                                                              |                   |                 |                                                                                                                                                                  |                                                                                    |
| Name of Payment Processor utilized for Web-Based Transactions                                                                                                                                                                                                                                                                       |                   |                 | DEFINE REFUND POLICY (Refunds must be applied at time of sale.)                                                                                                  | DEFINE VERIFICATION PROCESS WHEN SELLING AGE-RESTRICTED PRODUCTS (Tobacco/Alcohol) |
| HOME-BASED BUSINESS: <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                                                                       |                   |                 | ARE THIRD PARTY SERVICES PROVIDED FOR ANY OTHER COMPANY TO STORE, PROCESS OR TRANSMIT CARD MEMBER DATA: <input type="checkbox"/> Yes <input type="checkbox"/> No |                                                                                    |
| ARE YOU CURRENTLY IN CONTRACT OR NEGOTIATING WITH A THIRD PARTY LENDER: <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes:                                                                                                                                                                                            |                   |                 | IS YOUR BUSINESS A PAYMENT FACILITATOR/PAYMENT SERVICE PROVIDER: <input type="checkbox"/> Yes <input type="checkbox"/> No                                        |                                                                                    |
| Contract Start Date                                                                                                                                                                                                                                                                                                                 | Contract Term     | \$ Loan Balance |                                                                                                                                                                  |                                                                                    |
| SEASONAL MERCHANT: <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                                                                                                                                                                                                         |                   |                 |                                                                                                                                                                  |                                                                                    |
| If yes, select months open below:                                                                                                                                                                                                                                                                                                   |                   |                 |                                                                                                                                                                  |                                                                                    |
| <input type="checkbox"/> J <input type="checkbox"/> F <input type="checkbox"/> M <input type="checkbox"/> A <input type="checkbox"/> M <input type="checkbox"/> J <input type="checkbox"/> J <input type="checkbox"/> A <input type="checkbox"/> S <input type="checkbox"/> O <input type="checkbox"/> N <input type="checkbox"/> D |                   |                 |                                                                                                                                                                  |                                                                                    |

|                                         |                                           |                                                     |
|-----------------------------------------|-------------------------------------------|-----------------------------------------------------|
| SALES METHOD                            | PROCESSING METHOD                         | FUTURE DELIVERY (FD)*                               |
| On Premise Face to Face Sales: _____ %  | Card Swiped: _____ %                      | 2 – 5 Days: _____ %                                 |
| Off Premise Face to Face Sales: _____ % | Keyed with Imprinted Receipt: _____ %     | 6 – 10 Day: _____ %                                 |
| Mail Order Sales: _____ %               | Keyed without Imprinted Receipt: _____ %  | 11 – 30 Days: _____ %                               |
| Real-Time Internet Sales: _____ %       | TOTAL = 100%                              | 31 – 60 Days: _____ %                               |
| Inbound Telephone Order Sales: _____ %  | MOTO CARD TYPE                            | 61 – 90 Days: _____ %                               |
| Outbound Telephone Order Sales: _____ % | Percent of Domestic Transactions: _____ % | 91 – 120 Days: _____ %                              |
| Internet (keyed) : _____ %              | Percent of Foreign Transactions: _____ %  | > 120Days: _____ %                                  |
| Recurring Billing: _____ %              | TOTAL = 100%                              | IF APPLICABLE TOTAL = 100%                          |
| TOTAL = 100%                            | PERCENT OF GIFT CARD SALES: _____ %       | WHAT PERCENTAGE OF BANKCARD VOLUME IS "FD": _____ % |

\* Includes advance reservations, deposits accepted for ordered merchandise shipped after payment, and services provided after payment including memberships and subscriptions. If 100% of the product and/or service are NOT delivered (not including mail time) within 24hrs of the time of sale, please indicate below:

**IMPORTANT INFORMATION ACCOUNT PROCEDURES FOR OPENING A NEW ACCOUNT**

To help the government fight the funding of terrorism and money laundering activities, Federal law requires all financial institutions to obtain, verify, and record information that identifies each person who opens an account. What this means for you: When you open an account, we will ask for your name, address, date of birth, and other information that will allow us to identify you. We may also ask to see your driver's license or other identifying documents.

**AGREEMENT ACCEPTANCE, CERTIFICATION and CONSUMER REPORT and TOKENIZATION AUTHORIZATION**HAS YOUR COMPANY EVER FILED FOR BANKRUPTCY: ☐ Yes ☐ No

If yes, date filed: \_\_\_\_\_

DO YOU SUPPORT THE MERCHANT BILL OF RIGHTS: ☐ Yes ☐ NoDO YOU PERMIT HPS TO LIST YOU AS A SUPPORTER: ☐ Yes ☐ No

I, the undersigned, authorize Heartland Payment Systems, LLC ("Heartland or HPS"), to tokenize each cardholder primary account number ("PAN") submitted to Heartland by Merchant. Heartland's tokenization of each PAN submitted to Heartland by Merchant will occur after authorization of the cardholder's transaction with the Merchant.

In connection with this Application, I, the undersigned, authorize Heartland to obtain consumer reports and related information about me from one or more consumer reporting agencies. I understand that obtaining a consumer report about me may affect my credit score with one or more consumer reporting agencies. Pursuant to this authorization, I consent to Heartland obtaining consumer reports about me at various times during the term of the Agreement for any lawful purpose, including but not limited to: (i) underwriting and verifying information in the application, (ii) authenticating my identity, (iii) assisting with internal modeling and analysis, (iv) maintenance, update, renewal, or extension of the Agreement; and (v) mitigating fraud, unauthorized transactions, and other illegal activities. I further authorize Heartland to contact third parties to verify any information in the Application and I authorize the release from such third parties of any records necessary to verify information about me. In connection with the purposes above, I authorize Heartland to share my consumer reports and any other information gathered pursuant to this authorization with agents, partners, counterparties, affiliates, or any successor-in-interest. I acknowledge and agree I have had an opportunity to review a summary of my rights under the Fair Credit Reporting Act, available here: [https://files.consumerfinance.gov/f/201504\\_cfpb\\_summary\\_your-rights-under-fcra.pdf](https://files.consumerfinance.gov/f/201504_cfpb_summary_your-rights-under-fcra.pdf).

I further certify that I have received, read, understand and agree to the Merchant Processing Agreement Terms and Conditions, Policies, Procedures, Rules and Requirements which together with this Application shall constitute the agreement(s) between the parties. I further certify that this business or any Owner/Officer has never been terminated by any of the Card Brands.

**X**

(1) OWNER/OFFICER/AUTHORIZED SIGNER SIGNATURE

PRINT NAME &amp; TITLE

DATE

**X**

(2) OWNER/OFFICER/AUTHORIZED SIGNER SIGNATURE

PRINT NAME &amp; TITLE

DATE

**THE TERM OF THIS AGREEMENT IS THROUGH 03/31/23**

Maximum \$295 per location early closure fee may apply; see section 11 of the Merchant Processing Agreement Terms and Conditions additional information.

HPS OFFICIAL USE ONLY

Application Approved By:

**Upon receiving all required information, a confirmation email will be sent from [BankAcctChange@heartland.US](mailto:BankAcctChange@heartland.US) or [DDAChange@e-hps.com](mailto:DDAChange@e-hps.com) to the email address on file with a subject line of *Approval Required*. Please check email (including spam folders) and respond by providing confirmation. The request will not be processed until confirmation is received.**

### REQUIRED INFORMATION

|                                              |                           |                                             |
|----------------------------------------------|---------------------------|---------------------------------------------|
| Merchant / Client ID Number(s) to be Changed | Merchant DBA Name         | Number of Locations                         |
| Merchant Legal Name                          | Federal Tax ID            | Merchant Name as it Appears on Bank Account |
| New Bank Name                                | New Bank City, State, Zip | New Bank Phone Number                       |

### FOR VALIDATION/SECURITY PURPOSES CURRENT BANK ACCOUNT INFORMATION ON FILE WITH HEARTLAND MUST BE PROVIDED BELOW.

|                        |                        |                         |                         |
|------------------------|------------------------|-------------------------|-------------------------|
| Deposit Routing Number | Deposit Account Number | Withdraw Routing Number | Withdraw Account Number |
|------------------------|------------------------|-------------------------|-------------------------|

### ACCOUNT TO UPDATE (CHECK ALL THAT APPLY)

☐ Credit Card ☐ ACH ☐ Both Credit Card and ACH

☐ Checking ☐ Savings ☐ Other: \_\_\_\_\_

New Bank Routing Number \_\_\_\_\_ New Bank Account Number \_\_\_\_\_

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

☐ Checking ☐ Savings ☐ Other: \_\_\_\_\_

New Bank Routing Number \_\_\_\_\_ New Bank Account Number \_\_\_\_\_

**Required: A voided check, bank letter or verification of business (VOB) form with a complete and signed form authorizing the bank change. Note: A Bank Change fee may apply per the terms of your agreement.**

Are account(s) insolvent or connected to a US Bankruptcy or changing as a result of forced receivership: ☐ Yes ☐ No  
If yes, additional documentation may be requested.

Reason for Change

☐ Extended+ Monthly Program Fee: \$9.95 (Wells Fargo & Deutsche Sponsored Merchants Only.)

### ACKNOWLEDGEMENT

I, the authorized signer of the Heartland Payment Systems (Heartland) Merchant/Client Agreement, authorize Heartland to make the requested changes above. I understand that this change may take approximately 3 business days upon receipt; therefore, our existing bank account will remain open during this time to prevent our deposits and associated fees from rejecting. Additionally, I hereby authorize Heartland to debit and credit the above bank account. This authority shall remain in full force until Heartland has received written notification from an authorized signer of this accounts termination; and all obligations of Merchant/Client to Heartland under this Agreement have been paid in full.

|                                                                |       |       |
|----------------------------------------------------------------|-------|-------|
| Name of the Requestor of Change                                | Title | Email |
| <div style="background-color: yellow; padding: 5px;">X</div>   |       |       |
| Owner / Officer / Authorized Signer / Managing Agent Signature |       | Date  |

☐ Owner ☐ Officer ☐ Authorized Signer ☐ Management Agent (Please provide copy of Management Agreement)

Note: Signer must be the original signer of the Heartland Merchant Processing Agreement and/or provide a letter of authorization

### ADDITIONAL SERVICE PROVIDER INFORMATION (CONTACT OTHER SERVICE PROVIDERS DIRECTLY TO UPDATE THEIR ACCOUNT RECORDS.)

American Express: (800) 528-5200

Authorize.net: (888) 437-0481

Discover: (800) 347-2000

PAYA: (888) 481-0757

Payroll: Contact Specialist

Valutec: (888) 381-8258

Wright Express (800) 492-0669

### COMPANY INFORMATION

Note: For additional space, attach a spreadsheet displaying the Merchant ID Numbers (MIDs) along with the specific information for each.

MERCHANT ID NUMBER(S) TO BE CHANGED (REQUIRED)

NUMBER OF LOCATIONS

Merchant DBA Name

Legal Name

DBA Phone Number

Federal Tax ID Number

DBA Address

Legal Address

DBA City / State / Zip

Legal City / State / Zip

Contact Email Address

**Note: If a change of Legal Name / Federal Tax ID or Ownership have changed, please notify Customer Service as additional documentation will be required.**

Comments / Reason for Change:

### STATEMENT OPTIONS

#### Statement Type

- ☐ Standard  
☐ Non-Qual Breakout  
☐ By Card Type  
☐ Chain Recap  
☐ Summary Statement

#### Mail Statements To

- ☐ Legal  
☐ DBA  
☐ Suppress Statements  
☐ All Electronic Communications:

☐ Same as InfoCentral

☐ Preferred Email Address: 103368 Pricing

### DISPUTE LETTERS

#### Mailing Options

- ☐ Legal  
☐ DBA

#### Electronic Options\*

- ☐ Fax  
☐ Email

\* Select mail option as back-up.

### OWNER / OFFICER / AUTHORIZED SIGNER

I, the authorized signer of the Heartland Payment Systems (HPS) Merchant/Client Agreement, authorize HPS to make the requested changes above

Name of the Requestor of Change

Title

Email

Date

X

Owner / Officer / Authorized Signer

**Note: Signer must be the original signer of the HPS Merchant Processing Agreement and/or provide a letter of authorization**

☐ Owner ☐ Officer ☐ Authorized Signer

### COMPLETED FORMS MUST BE RETURNED TO ONE OF THE FOLLOWING

Fax To: 866-976-7114

Email To: HSCEast@e-hps.com

Mail To: One Heartland Way  
Jeffersonville IN. 47130

### Politically Exposed Persons Question

Is any owner, officer, director, employee, or agent a current or former senior official in the executive, legislative, administrative, military, or judicial branch of any government (elected or not); a senior official of a major political party; an executive of a government-owned commercial enterprise; a family member of any of the foregoing officials; or a close personal or professional associate of any of the foregoing officials? ☐ Yes ☐ No If "yes," please attach details.

### PCI Compliance Questions

Is this businesses validated as PCI Compliant:

☐ Yes ☐ No

Does the business utilize a Data Storage Entity or Merchant Servicer that has access to

☒ Yes ☐ No

Card Member Data (i.e., Payment gateway or data warehouse, etc.):

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

Heartland

PCI DSS and Card Network rules prohibit storage of sensitive authentication data after the transaction has been authorized (even if encrypted). If you or your POS system store, process, or transmit full cardholder's data, then you (merchant) must validate PCI DSS compliance. If you (merchant) utilize a payment application the POS software must be PA DSS (Payment Application Data Security Standards) validated where applicable. If you use a payment gateway, they must be PCI DSS Compliant.

As required under the Payment Card Industry Data Security Standard (PCI DSS), I do hereby declare and confirm the following:

Will this business maintain full PCI DSS Compliance at all times and notify Heartland when it changes its point of sale software, system, application or vendor:

☒ Yes ☐ No ☐ N/A

Does the business process transactions through any other Third Parties (i.e. web hosting companies, gateways, corporate office):

☐ Yes ☒ No ☐ N/A

Does this business utilizes the services of a PCI SSC Qualified Integrator Reseller (QIR) when POS payment applications are utilized:

☒ Yes ☐ No ☐ N/A

Does this business store Sensitive Authentication Data\*\* (even if encrypted) after the transaction has been authorized:

☐ Yes ☒ No ☐ N/A  
☐ Never accepted payment cards.

Does this business utilize an EMV enabled terminal:

☐ Yes ☒ No ☐ N/A

Has this business experienced an account data compromise.\*:

☐ Yes ☐ No ☐ N/A

If yes, what was the date of the compromise: \_\_\_\_\_

(Copy of the completed forensic investigation is required with the app.)

\*An Account Data Compromise is any incident that results in unauthorized access to payment card data and/or Sensitive Authentication Data.

\*\*Sensitive Authentication Data is security related information (Card Verification Values, complete Magnetic Stripe Data, PINs, and PIN blocks) that is used to authenticate cardholders.

Please note that if you have indicated that your organization has experienced an account data compromise in the past, a PCI DSS Level 1 Compliance Assessment may be required upon Heartlands request. A compromise of cardholder data from your location(s) may result in the issuance of fines and/or penalties by the card brand, for which you will be responsible under your Merchant Agreement, notwithstanding this Compliance Statement.

It is imperative that you notify Heartland immediately should the information on this Compliance Statement change.

### Acknowledgement

If completed by a Heartland Representative:

☐ I have input the responses indicated above on behalf of the Merchant via one of the following:

☐ Questions were administered by Phone: Name of Authorized Merchant Representative Contacted: \_\_\_\_\_

Phone Number at which this Representative was reached: \_\_\_\_\_

☐ Questions were administered via Email: Email Address utilized: \_\_\_\_\_

Heartland Representative Name: \_\_\_\_\_ Title: \_\_\_\_\_

If completed by a Great Clips Representative:

☐ I, the undersigned, do hereby certify that I am a duly authorized representative of the entity submitting this form and that all information contained herein is true and correct:

Great Clips Signer Name: \_\_\_\_\_

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

X  
Authorized Signers Signature





## Verification of Business Account Form

### Merchant/Bank Information

DBA Name: \_\_\_\_\_ Merchant/Client ID #: \_\_\_\_\_

Financial Institution Name: \_\_\_\_\_

Phone #: \_\_\_\_\_ Location State: \_\_\_\_\_ ZIP: \_\_\_\_\_

### Account Verification

#### Deposit Routing/Account #:

Routing Number: \_\_\_\_\_ Account Number: \_\_\_\_\_

Account Type: ☐ Checking ☐ Savings ☐ Other: \_\_\_\_\_

Name as it appears on Bank Account: \_\_\_\_\_

#### Withdraw Routing/Account #:

Routing Number: \_\_\_\_\_ Account Number: \_\_\_\_\_

Account Type: ☐ Checking ☐ Savings ☐ Other: \_\_\_\_\_

Name as it appears on Bank Account: \_\_\_\_\_

**If the account(s) listed above are insolvent or are subject of a US Bankruptcy please indicate as such below.**

☐ Chapter 7 ☐ Chapter 11 ☐ Chapter 13 ☐ Other-Provide Attached Written Explanation

**Note:** If indicated, additional documentation may be requested.

**Will a third party provider be utilized for the settlement of funds?**

☐ YES ☐ NO

**Note:** If yes, provide a copy of the agreement.

### Agreement

For the purpose of establishing ACH transfers between banks, I certify that the above information is true and correct and the above account is able to accept both debit and credit ACH transfers.

|         |                    |       |       |
|---------|--------------------|-------|-------|
| X _____ | _____              | _____ | _____ |
|         | Print Name & Title | Email | Date  |

**Bank Representative Signature**

I, the merchant, authorize my bank to verify this information on my behalf to Heartland Payment Systems, LLC.

|         |                    |       |       |
|---------|--------------------|-------|-------|
| X _____ | _____              | _____ | _____ |
|         | Print Name & Title | Email | Date  |

**Owner/Officer Signature**





## Merchant Processing Agreement Card Acceptance Policies | Procedures | Terms & Conditions

### Welcome to Heartland Payment Systems®

Thank you for selecting Heartland Payment Systems® as your payments processor and welcome to the Heartland family!

We look forward to bringing you worry-free payments processing, processing your payments quickly, efficiently and accurately and providing full and honest disclosure with easy-to-read statements so you can focus on what really matters most: improving and growing your business.

Heartland Payment Systems believes in fairness and transparency in credit and debit card processing. That's why we developed and adhere to The Merchant Bill of Rights®, a public advocacy initiative that educates business owners about the complexities of card processing and managing the associated costs.

The Merchant Bill of Rights calls for:

1. The right to know the fee for every transaction and who's charging it.
2. The right to know the markup on Visa®, MasterCard®, American Express® and Discover Network® fee increases.
3. The right to know all Visa, MasterCard, American Express and Discover fee reductions.
4. The right to know all transaction middlemen.
5. The right to know all surcharges and bill-backs.
6. The right to a dedicated local service representative.
7. The right to encrypted card numbers and secure transactions.
8. The right to real-time fraud and transaction monitoring.
9. The right to reasonable equipment costs.
10. The right to live customer support 24/7/365.

To learn more, visit [MerchantBillOfRights.com](https://MerchantBillOfRights.com)

By using equipment or services by Heartland Payment Systems, you (the merchant) acknowledge you have reviewed and understand the policies, procedures, terms and conditions outlined in this document, and further agree the information you supplied to obtain such services is, and remains, accurate.

# Merchant Processing Agreement

## PLEASE READ SECTION 17 (“DISPUTE RESOLUTION”) CAREFULLY AS IT RELATES TO ARBITRATION AND CLASS ACTIONS

The following are the Terms & Conditions of the Merchant Processing Agreement (“Agreement”):

### 1. Services

- 1.1** Merchant agrees that, during the Term of this Agreement, Heartland Payment Systems, LLC (“HPS®” or “Heartland”) shall be the exclusive provider of the types of services received hereunder, including for all electronic payments processing, for Merchant and each of its Locations, and it will not use the services of any bank, corporation, entity or any other person other than HPS for the processing of bankcard Transactions, unless otherwise approved by HPS.
- 1.2** Merchant acknowledges and agrees that HPS may provide payment processing services hereunder through the Card Schemes and contracts or subcontracts with third parties engaged in the business of processing and Authorization, and specifically authorizes such third parties, including the Card Schemes, to exercise all of the rights of HPS hereunder, including but not limited to, the rights under Section 4.18 to debit Merchant's Account for all fees, costs, charges, and other liabilities. Upon request in writing by Merchant, HPS will identify the third parties involved in Merchant's processing.
- 1.3** Merchant agrees that it:
- (a) shall comply with the Rules and this Agreement;
  - (b) shall cause, to the extent applicable, each of its Locations and Third Party Agents to comply with the Rules and this Agreement; and
  - (c) is responsible for any non-compliance by its Locations and/or Third Party Agents.

### 2. Definitions

- 2.1** “ACH” means the Automated Clearing House service offered by the Federal Reserve.
- 2.2** “Agreement” means this Merchant Processing Agreement and the Merchant Application as may be amended from time to time and any product-specific addenda executed by the parties for additional services. It includes the application submitted and executed by the Merchant and HPS.
- 2.3** “Authorization” means the act of attempting to obtain an approval from the Card Issuer for an individual Transaction or an EBT Transaction.
- 2.4** “Card” means:
- (a) a valid credit, debit, charge or payment card in the form issued under license from a Card Scheme; or
  - (b) any other valid credit, debit, charge or payment card accepted by Merchant under this Agreement with HPS.
- 2.5** “Cardholder” means the person or Card member whose name is embossed upon the face of the Card.
- 2.6** “Card Issuer” means the financial institution or company that has provided a Card to the Cardholder.
- 2.7** “Card-Not-Present Transaction” means any Transaction for which required data is not electronically captured by reading information encoded in or on the Card and includes without limitation mail order, telephone order and Internet Transactions.
- 2.8** “Card Schemes” used interchangeably with Card Brands means VISA U.S.A., Inc., VISA International, Inc., MasterCard International, Inc., Discover Financial Services, American Express Travel Related Services Company, Inc., PayPal® or any other payment network, as well as any other Card Issuer that provides Cards that are accepted by Merchant under this Agreement with HPS and, with respect to on-line debit Card Transactions the on-line Debit Networks.

- 2.9** “**Card Swipe**” means the electronic capture of a Card’s magnetic stripe data or microprocessor chip by point of sale equipment or other electronic payment device at the time of Transaction, and the inclusion of that data with the electronic submission of the Transaction.
- 2.10** “**Chargeback**” means the procedure by which a Transaction (or disputed portion thereof) is disputed by a Cardholder or Card Issuer or returned to HPS by a Card Issuer, for any reason.
- 2.11** “**Credit Voucher**” means a document or Transaction executed by Merchant evidencing any refund or price adjustment relating to products or services to be credited to a Cardholder account.
- 2.12** “**Debit Networks**” means the Authorization networks utilized by Merchant for PIN debit Transactions.
- 2.13** “**Discount**” means the fee paid by Merchant to HPS expressed as a percentage of the Transaction amounts processed by HPS.
- 2.14** “**EBT**” has the meaning assigned to it in Section 5.14.
- 2.15** “**EBT Transaction**” means any retail sale of Products, from a Merchant for which the customer makes payment using an EBT Card presented to HPS for payment.
- 2.16** “**EMV Card**” refers to a form of smart payment card with technical standards originally created by Europay, MasterCard and Visa (EMV) embedded with a microprocessor chip containing encrypted Cardholder account information, which is readable by an EMV-enabled device. An EMV Card may be used by: (1) inserting it into a card reader that is integrated with a point of sale system; or (2) by tapping it against a point of sale device’s contactless reader. Visit <http://www.emv-connection.com/> for more information on EMV.
- 2.17** “**EMV Transaction**” means the electronic acceptance of an EMV Card’s microprocessor chip data by point of sale equipment or other electronic payment device at the time of the Transaction, and the inclusion of that data with the electronic submission of the Transaction.
- 2.18** “**HPS**” means collectively Heartland Payment Systems, LLC, a registered Independent Sales Organization (ISO) of Member Sponsor Banks, and a subsidiary of Global Payments Inc.
- 2.19** “**Imprint**” means:  
    (a) a physical impression of a Card on a Sales Draft manually obtained through the use of an imprinter; or  
    (b) the electronic equivalent obtained by swiping, inserting or tapping a Card using equipment and electronically printing a Sales Draft.
- 2.20** “**Internet Merchant**” means a Merchant that accepts Transactions electronically via the World Wide Web (www).
- 2.21** “**Locations**” means an entity that receives Authorization and settlement from or through Merchant pursuant to a contractual arrangement with Merchant; including Merchant-owned Locations and Locations owned by third parties for whom Merchant assumes complete responsibility, including but not limited to licensees, franchisees, jobbers, and dealers.
- 2.22** “**Merchant**” generally means the party identified as the recipient of this Agreement and its principals and owners and, as applicable each separate Location of Merchant.
- 2.23** “**MCC**” also known as “**Merchant Category Code**” is a 4 digit number used to describe the Merchant’s primary business.
- 2.24** “**Member Sponsor Bank**” is a bank that has obtained a membership with the Card Brands to allow a processor to access the Card Schemes.
- 2.25** “**Merchant Servicer**” means a Third Party Agent that:  
    (a) is engaged by a Merchant;  
    (b) is not a Member of the Card Schemes;  
    (c) is not directly connected to VISANet;  
    (d) is party to the Authorization and/or clearing message; and  
    (e) has access to Cardholder data, or processes, stores, or transmits Transaction data.

- 2.26 **“Non-Qualified” or “Non-Qualifying”** means a Transaction that did not meet the Card Schemes’ Authorization and/or settlement requirements and is not eligible for the best rate possible. Some of these Transactions may be prevented while other Non-Qualified Card type Transactions are assessed higher rates than preferred rates by the Card Schemes and may not be prevented.
- 2.27 **“Outbound Telemarketing Transaction”** means a Transaction in which a sale of Products results from a Merchant initiated contact with a Cardholder via a telephone call, or a mailing (other than a catalog) that instructs the Cardholder to call the Merchant.
- 2.28 **“Pass Through”** means charging the Merchant the precise amount of monies designated as interchange, costs, dues, assessments and fees as per the Card Schemes. Pass Through means no mark-ups are taken by the payment processor or any other party when interchange, dues, fees, costs and assessments are collected from the Merchant.
- 2.29 **“Payment Facilitator (PF)”** is a Merchant of record who facilitates transactions on behalf of a sub-merchant whose volume is less than USD 1,000,000 in MasterCard and Maestro volume combined.
- 2.30 **“Payment Service Provider (PSP)”** is an entity contracting with a Visa, Discover or American Express member to provide payment services to sponsored merchants. The new term PSP replaces the old terminology IPSP which now includes all commerce type aggregation, including face-to-face in addition to ecommerce merchant aggregation.
- 2.31 **“PCI DSS”** means the Payment Card Industry Data Security Standard, the technical and operational requirements of each of the data security compliance programs of the Payment Card Industry Security Standards Council (“PCI SSC”) to protect Cardholder data.
- 2.32 **“Products”** means all goods and services that are sold or provided by Merchant.
- 2.33 **“Recipient”** means a recipient of benefit of an EBT Program (as defined in Section 5.14.1).
- 2.34 **“Reserve Account”** means a non-interest bearing account established by HPS based upon Merchant's processing history and anticipated risk of loss to HPS.
- 2.35 **“Rules”** means the operating rules and regulations, requirements, and terms and conditions of the Card Schemes or Debit Networks presently in effect and as they may be amended from time to time.
- 2.36 **“Sales Draft”** means the paper form, whether electronically or manually imprinted (solely to the extent expressly permitted by the Rules), evidencing a Transaction.
- 2.37 **“Service Providers (SP)”** means non-members that are registered by MasterCard International Incorporated as Service Providers to provide processing services to a member, including any member that is registered by MasterCard International Incorporated as a SP to provide Third Party Processor (TPP) Program Services to another member.
- 2.38 **“Sub-merchant”** is a customer conducting business through a third party relationship acting as a Payment Facilitator (PF) or Payment Service Provider (PSP).
- 2.39 **“Third Party Agent (TPA)”** means entities that have been engaged by a Merchant or a member to perform contracted services on behalf of that Merchant or member, including value added resellers (VARs) and payment gateway providers.
- 2.40 **“Transaction”** means any retail sale of Products, or credit therefor, from a Merchant for which the customer attempts to make payment using any Card presented to HPS for payment.
- 2.41 **“Transaction Data”** means any information or data collected, recorded, generated or otherwise created or obtained by HPS in relation to the provision of Card services to Merchant hereunder, including without limitation, Cardholder data.
- 2.42 **“Virtual Terminal”** means a credit Card processing equipment on a secure server on the Internet whereby Merchant can key enter credit Card Transactions manually.

**2.43 “Voice Authorization”** means an Authorization obtained by a direct-dialed telephone call.

### 3. Data Security Requirements

- 3.1** The PCI Security Standards Council (“PCI SSC”) was founded by American Express, Discover Financial Services, JCB, MasterCard Worldwide and Visa, Inc. All five founders agreed to incorporate the PCI DSS as the technical requirements of each of their data security compliance programs. The PCI SSC is responsible for the PIN Transaction Security Requirements for PIN-Entry Devices (“PED”).

PCI DSS applies to HPS and any Merchant and Merchant Servicer that stores, processes or transmits Cardholder information. HPS acknowledges that it has an obligation to comply with PCI DSS for Cardholder information it possesses.

For the avoidance of doubt, as between Merchant, HPS and the Member Sponsor Bank, Merchant shall be solely responsible for any unauthorized access to Cardholder information or Transaction Data while such Cardholder Information or Transaction Data resides on Merchant’s or its Third Party Agent’s systems or networks. Any such unauthorized access shall be considered an Event of Default.

All eligible Merchants, regardless of size, must comply with these standards. The following are standards that, at a minimum, Merchant must comply with:

- (a) Install and maintain a firewall configuration to protect Cardholder data.
- (b) Do not use vendor-supplied defaults for system passwords and other security parameters.
- (c) Protect stored Cardholder data.
- (d) Encrypt transmission of Cardholder data across open, public networks.
- (e) Use and regularly update anti-virus software or programs.
- (f) Develop and maintain secure systems and applications.
- (g) Restrict access to Cardholder data by business need-to-know.
- (h) Assign a unique ID to each person with computer access.
- (i) Restrict physical access to Cardholder data.
- (j) Track and monitor all access to network resources and Cardholder data.
- (k) Regularly test security systems and processes.
- (l) Maintain a policy that addresses information security for all personnel.

More information, including the complete PCI DSS specifications can be found at:

<https://www.pcisecuritystandards.org>

Each of the Card Schemes has requirements based on PCI DSS that define a standard of due care and enforcement for protecting sensitive information. Merchant must meet the compliance validation requirements defined by the Card Schemes available at:

[www.visa.com/cisp](http://www.visa.com/cisp)

[www.mastercard.com/sdp](http://www.mastercard.com/sdp)

[www.discovernetwork.com/fraudsecurity/disc.html](http://www.discovernetwork.com/fraudsecurity/disc.html)

[www.americanexpress.com/datasecurity](http://www.americanexpress.com/datasecurity) - For American Express Direct merchants only

In cases where payment application software is used as a part of Authorization or settlement of Cardholder data, Merchant must use a compliant payment application or have current proof of PCI DSS compliance validation. The List of Validated Payment Applications may be found at:

[https://zh.pcisecuritystandards.org/assessors\\_and\\_solutions/payment\\_applications?agree=true](https://zh.pcisecuritystandards.org/assessors_and_solutions/payment_applications?agree=true)

In cases where PIN-based debit Transactions are processed, Merchant must use a compliant PIN Entry Device (“PED”). The List of PCI SSC Approved PIN Transaction Security Devices may be found at:

[https://listings.pcisecuritystandards.org/assessors\\_and\\_solutions/pin\\_transaction\\_devices?agree=true](https://listings.pcisecuritystandards.org/assessors_and_solutions/pin_transaction_devices?agree=true)

Transactions must comply with the Triple Data Encryption Standard (TDES) and any successor technologies or standards connected therewith.

In addition, Merchant must immediately notify HPS of its use of any agent or Merchant Servicer that will have any access to Cardholder data and provide the full name and business address of such agent or Merchant Servicer and any changes thereto.

- 3.2** A Card Scheme may require Merchant, by notice to either HPS, Member Sponsor Bank or Merchant, to conduct an independent forensics review due to its data security procedures and/or Transaction activities. Upon notice of such request from either a Card Scheme or HPS, Merchant, at its sole cost and expense, shall retain the requisite forensics services and provide, through the requisite forensic review process, information as may be required by the Card Scheme. If Merchant fails to retain the requisite forensics services, HPS may retain such forensics services on Merchant's behalf, and Merchant shall remain responsible for payment and/or reimbursement to HPS of all cost and expense associated with such forensics services. In addition, Merchant shall be solely responsible for the cost and expense associated with any changes to its systems or other remediation required by the Card Scheme as a result of the forensic review process.
- 3.3** Merchant agrees that it will not introduce into HPS's or Member Sponsor Bank's system any virus, "time bomb," or any other contaminant, including but not limited to, codes, commands, or instructions that could damage or disable HPS's or Member Sponsor Bank's system or property.
- 3.4** Merchant must keep all systems and media containing account, cardholder or transaction information (physical or electronic, including but not limited to account numbers, card imprints, and terminal identification numbers) secure and prevent access by or disclosure to anyone other than Merchant's authorized personnel. Merchant must destroy, in a manner that will render the data unreadable, all such media that Merchant no longer deems necessary or appropriate to store (except for Sales Drafts maintained in accordance with this Agreement, applicable law, or Rules). Merchant must also ensure proper destruction of Cardholder, Transaction or system information (physical or electronic, including but not limited to account numbers, card imprints, and terminal identification numbers) prior to selling, storing, or disposing of any terminal.

#### **4. Rights, Duties, and Responsibilities of Merchants**

- 4.1** Merchant shall make a selection on Card acceptance as follows: All Cards Accepted, Credit/Business Cards Only and Consumer Prepaid/Debit (Check Cards) Only. At the time of signing of this Agreement, Merchant will select one of the options, which will be indicated on this Agreement. Merchant shall honor the Card types selected provided that the Card is valid and is presented to Merchant at the time of the sale by the Cardholder or an authorized user of the Card. A Card is valid only if it is presented on or after the valid date, if any, and before the expiration date shown on its face and the Card is used as payment for Products that are sold or rendered by Merchant under the terms of this Agreement. Merchant represents and warrants to HPS that no one other than Merchant has any claim against indebtedness submitted under this Agreement except as authorized in writing by HPS and Member Sponsor Bank. Merchant hereby assigns to HPS and Member Sponsor Bank all of its right, title, and interest in and to all indebtedness submitted hereunder, agrees that HPS and Member Sponsor Bank have the sole right to receive payment on any indebtedness purchased hereunder, and further agrees that Merchant shall have no right, title or interest in any such funds, including any such funds held in a Reserve Account (as defined below).
- 4.2** In accordance with applicable law and the Rules:
- (a) Merchant may establish a minimum sale amount as a condition for honoring credit Card Transactions, so long as such minimum amount does not exceed \$10.00. This amount shall be subject to automatic increase as provided by applicable law. In accordance with applicable law and the Rules, a maximum sale amount for Card Transactions may only be set by Merchants that are federal agencies or institutions of higher learning;
  - (b) Except as specifically set forth in this Section 4.2, Merchant shall not establish a minimum or maximum sale amount as a condition for honoring PIN Debit, Signature Debit (non-PIN Debit) and/or prepaid Cards.

Merchant shall not request or require that a Cardholder provide any personal information as a condition for honoring PIN Debit, Signature Debit (non-PIN Debit) and/or prepaid Cards Transactions unless such information is required to provide delivery of goods and services or Merchant has reason to believe the identity of the person presenting the Card may be different from that of the Cardholder.

- 4.3** Merchant shall complete a Sales Draft or Credit Voucher, in a form approved by HPS and in compliance with the Rules, which shall be legible and adhere to or contain the following:

- (a) the Merchant and Cardholder's electronically printed copy shall not contain the expiration date and should only display in legible print the last four digits of the Card number. Any other portion of the Card number must be represented by fill characters such as "X", "\*", or "#";
- (b) the information embossed on the Card being presented;
- (c) the date of the Transaction;
- (d) a brief description of the Products involved in detail sufficient to identify the Transaction;
- (e) the total amount of the sale or credit (including any applicable taxes) or the words "deposit" or "balance" if full payment is to be made at different times on different Sales Drafts;
- (f) the city and state where such Transaction occurred; and
- (g) if required by the applicable Card Scheme, the signature of the Cardholder of the Card.

In cases where prompted by the equipment to do so, Merchant shall key enter the last four digits of the Card to verify the contents of the magnetic stripe and shall deliver a completed copy of the Sales Draft to the Cardholder.

This provision shall not apply to those Transactions specifically excluded from these requirements by the Rules.

- 4.4** For all mail or telephone orders, Merchant shall type or legibly print on the signature line of the Sales Draft the letters or words indicated: "Mail Order," "MO," or "Telephone Order," "TO."
- 4.5** In the event a Transaction cannot be completed via a Card Swipe or EMV Transaction, then an alternate form of payment should be requested. Merchant shall not manually key enter unembossed cards (unless Merchant participates in the CVV2 with the Magnetic Stripe Failure process) or manually write the account number on a paper draft. Only a Card Swipe or EMV Transaction is acceptable by the Card Scheme as proof that the Card was present at the time of the Transaction.
- 4.6** Merchant's policy for the exchange or return of goods sold and adjustment for services rendered shall be established and posted in accordance with applicable regulations of the applicable Card Scheme and laws. Merchant agrees to disclose, if applicable, to a Cardholder before a Card sale is made, that if merchandise is returned:
  - (a) no refund, or less than full refund, will be given;
  - (b) returned merchandise will only be exchanged for similar merchandise of comparable value;
  - (c) only a credit toward purchases will be given;
  - (d) a restocking fee will be charged; or
  - (e) special conditions or circumstances apply to the sale (e.g. late delivery, delivery charges or other non-credit terms).

If Merchant does not make these disclosures, a full refund in the form of a credit to the Cardholder's Card account must be given. In no circumstances shall any cash refunds be given on any item originally charged to a Card.

The foregoing disclosures must be made on all copies of Sales Drafts across all Card Schemes issued at the time of the sale in letters approximately ¼ inch high in close proximity to the space provided for the Cardholder's signature. In circumstances where credits or adjustments are due, Merchant shall prepare and deliver to the Cardholder a properly completed Credit Voucher. Merchant will input Credit Vouchers into the equipment on the day of the credit Transaction for inclusion in Merchant's daily transmission of Transactions.

- 4.7** Merchant shall not transmit for processing and payment any Transaction(s) representing the refinancing of an existing obligation of a Cardholder including, but not limited to, obligations:
  - (a) previously owed to Merchant;
  - (b) arising from the dishonor of a Cardholder's personal check; or
  - (c) representing the collection of any other pre-existing debt.
- 4.8** Merchant shall not, under any circumstances, (a) disclose, sell, purchase, provide or exchange, or (b) use for any purpose other than completing a Transaction, any Cardholder's account number or any credit information relating to any Cardholder's account or any Sales Drafts or Credit Vouchers that may have been obtained or imprinted with any Card to any person other than HPS, except as expressly authorized in writing by the Cardholder, HPS, or as required by law.
- 4.9** On the date of the Transaction and prior to honoring any Card, Merchant agrees to obtain an Authorization on all Transactions for the total amount of the Transaction by physically sliding, dipping, or inserting the Card through the Card reader of the equipment (or tapping the near-field communication ("NFC") enabled Card in

the case of an NFC-enabled Transaction) thereby causing the equipment to electronically read a magnetically encoded stripe or EMV chip on the reverse side of each Card, except for Card-Not-Present Transactions, which are governed by Section 4.15 hereof.

Any Transaction that cannot be authorized electronically through the equipment or manually key entered is subject to a Voice Authorization call. Merchant shall obtain an Authorization prior to completing a Card-Not-Present Transaction.

Any Transaction that is not properly authorized is made with full recourse and may be charged back to Merchant; furthermore, any Card-Not-Present Transaction will be subject to additional charges for a Mid- Qualifying or Non-Qualifying Transaction. An Authorization does not constitute a guarantee of payment, only an indication of available credit, and may be subject to dispute or Chargeback.

Except at such times as the equipment may be inoperable, Merchant shall not engage in soliciting or accepting Card-Not-Present Transactions without the prior written permission of HPS, and then only for such Products and in such amounts as stated in such written permission. Merchant shall not utilize the service of any third party (e.g. telemarketer) to solicit or accept orders or engage in Outbound Telemarketing Transactions.

- 4.10** MERCHANT ACKNOWLEDGES THAT AN AUTHORIZATION DOES NOT CONSTITUTE:
- (A) A WARRANTY THAT THE PERSON PRESENTING THE CARD IS THE RIGHTFUL CARDHOLDER; OR
  - (B) A PROMISE OR GUARANTEE BY HPS THAT IT WILL PAY OR ARRANGE FOR PAYMENT TO MERCHANT FOR THE AUTHORIZED TRANSACTION. AN AUTHORIZATION DOES NOT PREVENT A SUBSEQUENT CHARGEBACK OF AN AUTHORIZED TRANSACTION PURSUANT TO THIS AGREEMENT.
- 4.11** When possible to do so, Merchant shall utilize the equipment as the exclusive method for obtaining Authorization codes. Voice Authorization service is for use during equipment downtime periods only. Use of Voice Authorization systems will result in additional charges for such use being assessed to Merchant based on HPS then-current rates. Merchant will record for every Transaction applicable Authorization and reference numbers on each Sales Draft to facilitate the timely and accurate retrieval of information as requested by HPS.
- 4.12** Merchant shall use its best efforts, by reasonable and peaceful means, to recover the Card when:
- (a) Merchant is advised to recover the Card in response to an Authorization request; or
  - (b) Merchant has reasonable grounds to believe that the Card is counterfeit, fraudulent or stolen. Merchant shall take no action to recover a Card that may result in a breach of the peace.
- 4.13** Merchant may utilize the equipment's keypad to input Card number(s) in the following instances:
- (a) Card-Not-Present Transactions; or
  - (b) the magnetic stripe on a Card is damaged and therefore unreadable by the equipment; or
  - (c) the equipment's Card reader is inoperative, in which case Merchant shall immediately advise HPS.
- 4.14** If a Merchant is approved as an Internet, Mail Order or Telephone Order Merchant, the following sections of this Agreement shall not apply: 4.3 (b) and (g), 4.5, 4.9, 4.12, and 4.13 and such sections shall be replaced by the following:
- (a) Merchant shall obtain an Authorization for all Transactions. Any Transaction that cannot be authorized electronically is subject to a Voice Authorization call. Any Transaction that is not properly authorized is made with full recourse and may be charged back to the Merchant. An Authorization does not constitute a guarantee of payment, but may be subject to dispute or Chargeback;
  - (b) Merchant shall print legibly the following information on the Sales Draft; Merchant's name and address;
    - (i) the Card Issuer's name;
    - (ii) the truncated account number of the Card;
    - (iii) the expiration date of the Card and any effective date on the Card; and
    - (iv) the Cardholder's name. Merchant shall be deemed to warrant to HPS the Cardholder's identity as an authorized user of the Card;
  - (c) Merchant is required to use a real-time Internet payment gateway authorized in advance by HPS to obtain Authorization codes and process Transactions;
  - (d) Internet Transactions are Card-Not-Present Transactions and must be performed on the Internet by the customer; or
  - (e) In the case of a Virtual Terminal, the Internet Merchant Store Front (the customer interface) must be Web Hosted so that the credit Transactions are received over a secure socket layer (SSL) by the Merchant;



- (f) In any Card-Not-Present Transaction, as a material part of the consideration for HPS to enter into this Agreement, Merchant accepts such Transactions solely at its own risk, and further assumes all risks of loss attendant to non-imprint Card-Not-Present Transactions.
- (g) Internet Merchant Website Requirements. Internet Merchant shall use the eCommerce Gateway solely for Merchant's internal business purposes and shall not allow any third party use of or access to the eCommerce Gateway. An Internet Merchant agrees to adhere to those Rules governing electronic commerce as well as HPS requirements as set forth herein; which include, but are not limited to ensuring the following information is included or properly referenced on the Internet Merchant website:
  - (i) contact information including: customer service telephone number, email and URL addresses, legal name and permanent corporate address including the country of domicile which should be located on the check-out screen, along with the final purchase amount or those pages accessed by a Cardholder during the checkout process;
  - (ii) a complete description of the Products offered for sale and related prices, form of currency, as well as how to complete a purchase and the point at which the purchase is complete;
  - (iii) include a method by which the Cardholder can affirmatively consent to the Transaction (i.e., an "order now" or "purchase now" option);
  - (iv) provide clear disclosure of all material terms of the Transaction: (i.e., all sales are final, applicable restocking fees, returns, etc.);
  - (v) shipping and delivery policies will be clearly and accurately stated;
    - 1) if providing age restricted products/services, Merchant shall clearly state the age restrictions on the website and implement an age verification process;
  - (vi) refund and returned merchandise policies and terms of use;
  - (vii) Merchant's privacy policy clearly and accurately in accordance with all applicable laws and the Rules, including, but not limited to, the content, location and accessibility of its privacy policy;
  - (viii) security policy indicating that:
    - 1) the transmission of payment and will adhere to the PCI DSS for storing and transmitting Cardholder data;
    - 2) Merchant remains fully responsible and liable for the security of Transaction and personal data submitted to and/or processed through your website or as may otherwise be in Merchant's or its agents or vendors' control, including implementing fraud prevention measures as required by law or industry regulation;
    - 3) Merchant will use Cardholder Data for the sole purpose of supporting payment for and delivery of Merchant's goods and services and consistent with Merchant's privacy policy;
    - 4) Merchant will maintain the security of any and all passwords, ID number or other access control methods to use the e-Commerce Payment Gateway; and
  - (ix) any other legal policies, including export control and terms of use.

**4.15** The following additional terms apply to Card-Not-Present Transactions:

- (a) Merchant shall use, and retain for not less than one year, proof of a traceable delivery system utilized for the delivery of Products to customers.
- (b) Merchant shall use an address verification service to verify each Transaction.
- (c) Merchant must utilize if available through its gateway a Payer Authentication Program. This program identifies the Cardholder by authenticating their personal PIN entry. Specific programs could include Verified by VISA and MasterCard Secure Code.
- (d) Except where Merchant has specified future delivery on the Application, a customer's Card shall not be debited until the Product purchased has been shipped.
- (e) Upon request by HPS, Merchant shall provide copies of all advertisements, catalogues, brochures or other materials used to solicit mail or telephone orders and any forms used in recording or transmitting orders.

**4.16** In all cases, unless stipulated otherwise in the Merchant Processing Agreement, the shipment of goods to a Cardholder will be no later than the business day following the date on which that Transaction was transmitted to HPS for processing.

**4.17** Merchant agrees to electronically deposit Sales Drafts and Credit Vouchers no later than the day of the Transaction. The time of receipt by HPS will affect the timing of payment to Merchant. If Merchant fails to submit Transactions on a timely basis as provided herein, Merchant will be charged and agrees to pay the additional fees assessed to HPS by the Card Schemes.

**4.18** Merchant shall at all times maintain a direct deposit Account (the "Account" or "DDA") in good standing at a bank that is a Receiving Depository Financial Institution (RDFI) of the Federal Reserve Bank ACH System or other ACH settlement network. Merchant represents and warrants to HPS that: (a) the Account will always be

in the same legal and DBA (if applicable) name as Merchant's name on the Merchant Application; (b) Merchant will own and maintain control of the Account and will keep such Account open at all times during the term and as long as any Reserve Account is in effect; and, (c) the Account will not be associated with any merchant processing activity that is illegal or prohibited by the Rules or applicable law, including without limitation merchant processing activity associated with other accounts and/or processors. Merchant agrees that all credits for collected funds and debits for fines, fees, Chargebacks, Credit Vouchers, payments and adjustments and other amounts due under the terms of this Agreement (including but not limited to attorney's fees and early termination charges) may be made to the Account. Merchant shall not close, restrict or change the Account without prior written approval from HPS. Merchant agrees to pay HPS a twenty-five dollar (\$25.00) handling fee to change the DDA information and a twenty-five dollar (\$25.00) fee on all returned ACH items. Merchant is solely liable for all fees and all overdrafts, regardless of cause. HPS shall have the unlimited right to debit, without prior notice, any DDA containing funds for the purpose of satisfying any liability incurred by or on behalf of Merchant.

- 4.19** Merchant agrees to retain original Card Scheme Sales Drafts and Credit Vouchers as specified by the Rules and Merchant assumes liability for all fines, fees, failures, charges and penalties charge to Merchant or HPS for a failure to comply therewith.

Such documents shall be stored in a secure manner permitting retrieval and submission of legible copies on the same day that Merchant receives a request from HPS. Since a Card Issuer may over a period of time request duplicate copies of the same Sales Draft, Merchant must retain at least one legible copy of each Card Transaction.

Failure to provide HPS with requested documentation within five (5) business days after receipt of such request may result in the Transaction being charged back to the Merchant and HPS shall have the right to debit the Account for the full amount of the Transaction. Merchant agrees that it shall destroy material containing Cardholder account information in a manner that renders the data unreadable.

- 4.20** Merchant shall not submit any Transaction for processing for the purpose of obtaining or providing a cash advance, or make a cash disbursement to any other Cardholder (including Merchant when acting as a Cardholder), or receive monies from a Cardholder and subsequently prepare a credit to Cardholder's account.
- 4.21** As partial consideration for this Agreement, Merchant expressly authorizes HPS to change the financial institution providing settlement services to Merchant. Merchant will execute all necessary documents enabling HPS to effect such change.
- 4.22** Merchant shall provide HPS with immediate notice of its intent to:
- (a) transfer, sell or liquidate any substantial part of its assets;
  - (b) change the basic nature of its business, including selling any Products not related to its current business;
  - (c) change ownership or transfer control of its business; or
  - (d) enter into any joint venture, partnership or similar business arrangement whereby any person or entity not a party to this Agreement assumes more than a ten percent (10%) interest in Merchant's business.

Merchant also shall provide HPS with prompt written notice of any material changes regarding any information provided in the Merchant Application, including Merchant's address, ticket size or monthly volume.

Merchant and principal owner(s) identified on an approved Merchant Application and any new owner of Merchant or successor Merchant shall be jointly and severally liable to HPS and remain liable for any and all losses, costs and expenses suffered or incurred by HPS in accordance herewith, unless the original Merchant or successor thereof is released in writing by HPS.

- 4.23** Merchant agrees to pay HPS the face amount of any Transaction processed by HPS pursuant to this Agreement whenever any Card Transaction is reversed in accordance with the Rules, any state or federal statute, regulation, court or administrative order or terms of this Agreement, or in the event of a Chargeback.
- 4.24** Merchant agrees to pay Member Sponsor Bank and/or HPS any fees, fines, penalties or assessments imposed directly or indirectly on Member Sponsor Bank and/or HPS by a Card Scheme resulting from all acts or omissions of Merchant, including without limitation, any fines, fees, penalties or assessments (such as Card replacement cost) imposed by Card Schemes in relation to Merchant's or a Third Party Agent's non-compliance with PCI DSS and/or Rules.

- 4.25** HPS agrees to use commercially reasonable efforts to mail or electronically transmit all Chargeback documentation to Merchant promptly at Merchant's address shown in the Merchant Application; however, HPS may at any time without prior notice debit Merchant's DDA or any other Merchant Account for Chargebacks without prior notice in accordance with this Agreement.

If Merchant notifies HPS after such time, HPS may, in its discretion, assist Merchant, at Merchant's expense, in investigating whether any adjustments are appropriate and whether any amounts are due to or from other parties; however, HPS shall not have any absolute obligation to investigate or effect any such adjustments. Any voluntary efforts by HPS to assist Merchant in investigating such matters shall not create an obligation to continue such investigation or any future investigation. Merchant must provide all information requested by HPS by the time specified in a request for information. Failure to respond within the specified time shall constitute a waiver by Merchant of its ability to dispute or reverse a Chargeback or other debit, and Merchant shall be solely responsible where it fails to timely provide information concerning any Chargeback.

If HPS elects, in its sole discretion, to take action on a Chargeback after the time specified to respond has expired, Merchant agrees to pay all costs incurred by HPS. Merchant agrees to pay HPS a processing fee for Sales Draft retrieval requests at HPS' discretion.

- 4.26** Merchant agrees to reimburse HPS for the amount of the Sales Draft in the event of a Chargeback together with a handling fee for each Chargeback, which fee may be amended from time to time. Merchant hereby irrevocably authorizes HPS to debit without notice Chargebacks and Chargeback handling fees and all other amounts due hereunder from Merchant's daily deposit and if such collection is inadequate, agrees to reimburse HPS immediately for any shortage that occurs as a result of such charges.

- 4.27** Merchant will be subject to debit for a Chargeback in accordance with the Rules in effect at the time of the Chargeback. The basis for Chargebacks and the rules for their processing are governed by the Rules. However, all disputes that are not resolved through established Chargeback procedures shall be settled between Merchant and the Cardholder, and Merchant will indemnify HPS for all expenses, including reasonable attorneys' fees, that may be incurred as the result of any Cardholder claim that is pursued outside the Rules. Merchant acknowledges and agrees that it is bound by the rules of the Card Schemes with respect to any Chargeback.

Merchant further acknowledges that it is solely responsible for providing HPS and Member Sponsor Bank with any available information to re-present a Chargeback and that, regardless of any information it provides or does not provide HPS and Member Sponsor Bank in connection with a Chargeback, or any other reason, Merchant shall be solely responsible for the liability related to such Chargeback. If any such amount is uncollectible through withholding from any payments due hereunder or through charging Merchant's Account or the Reserve Account, Merchant shall, upon demand by HPS, pay HPS the full amount of the Chargeback.

- 4.28** Merchant shall not accept or deposit any fraudulent Transaction, or any Transaction about which Merchant has knowledge or notice of circumstances that would impair the validity of the Transaction or the indebtedness thereunder or its collectability.
- 4.29** Merchant unconditionally represents and warrants to HPS that all Sales Drafts submitted to HPS hereunder will represent the indebtedness of the Cardholder with whom Merchant has completed a Transaction in amounts set forth therein for Products only and shall not involve any element of credit for any other purposes, and shall not be subject to a defense, dispute, offset or counterclaim that may be raised by Cardholder under the Card Schemes Rules, the Consumer Credit Protection Act (15 USC § 1601) or other relevant state or federal statute or regulation. Further, Merchant warrants that any Credit Voucher that it issues represents a bona fide refund or adjustment on a Transaction by Merchant with respect to which a Sales Draft has been accepted by HPS.
- 4.30** Merchant shall not, under any circumstances, present for processing or credit, directly or indirectly, a Transaction that originates with any other Merchant or any other source.
- 4.31** Merchant shall not deposit duplicate Transactions. Merchant shall be debited for any adjustments for duplicate Transactions and shall be liable for any Chargebacks which may result therefrom.
- 4.32** Merchant shall not initiate a Transaction in an attempt to collect a Chargeback.
- 4.33** To the extent legally permitted, Merchant shall give HPS immediate written notice of any complaint, subpoena, civil investigative demand or other process issued by any state or federal governmental entity that alleges,

refers or relates to any illegal or improper conduct of Merchant, its owner(s) or other entity under common ownership or control. Failure to give such notice shall be deemed to be a material breach of this Agreement.

- 4.34** Merchant must obtain final approval by HPS of Debit Network sponsorship prior to submitting any debit Transaction.
- 4.35** Merchant shall not be assessed a Chargeback fee for the first three (3) Chargeback requests processed in any twelve-month period beginning with the Merchant's anniversary date. Once three Chargeback requests have been submitted by the Card Scheme or a card issuer in any such twelve-month period, HPS shall bill all applicable Chargeback fees. For purposes of this Section 4.35, the anniversary date shall be the date of Merchant's first deposit with HPS unless otherwise designated by HPS.
- 4.36** HPS shall have no liability for customer data that is lost or stolen from the Merchant's POS system or equipment and Merchant shall indemnify HPS from any claim or loss arising out of or relating to such lost or stolen data.
- 4.37** Merchant shall ensure HPS has the correct business taxpayer ID ("TIN") and legal name on file for Form 1099- K tax reporting purposes. Any Merchant reporting an invalid TIN and legal name combination is subject to a backup withholding amount as defined by IRS and state regulations.
- 4.38** Merchant shall at all times comply with the Rules, as well as all applicable federal, state and local rules and regulations.
- 4.39** Merchant, at its own expense, will have installed and will maintain the point-of-sale equipment, unless otherwise agreed to by the parties in writing. Each equipment type installed at a Location must be compatible with HPS' System and HPS has the right to test the equipment to assure compatibility. Merchant will submit each equipment type and all new core hardware, and any releases of modifications to the implementation software, to HPS for quality assurance testing at least thirty (30) days prior to the equipment, hardware or software's first use at a Location; provided however, both parties acknowledge that the quality assurance test may take less than thirty (30) days and HPS will use commercially reasonable efforts to accomplish the testing as soon as practicable. Quality assurance testing is applicable to each implementation software release for each equipment type.
- If Merchant changes the method used to communicate with HPS' System from one form of technology to another, e.g. dial to frame relay, once any necessary quality assurance testing has been completed, Merchant will arrange for, with the assistance of HPS, if necessary, the equipment to be connected to HPS and then tested to ensure that the new method of communication works properly, which test will be conducted in accordance with Merchant's and HPS' procedures and paid by each party, respectively. Once the new technology has been tested and approved, it will not be necessary for each Location that adopts the new technology to perform the testing referred to in this paragraph.
- 4.40** Merchant shall assume responsibility for managing the repair of problems associated with Merchant's own telecommunications and processing system (both hardware and software), including terminals.
- 4.41** Special pricing through an agreement between HPS and a Merchant association shall apply to Merchant members in good standing of such Merchant association; any special pricing may be discontinued without notice.
- 4.42** Merchant agrees to provide HPS such financial statements and other information concerning Merchant as HPS may reasonably request from time to time. Merchant agrees that HPS, or its duly authorized representative, may examine Merchant's books and records related to its receipt of the services from HPS hereunder, including records of Transactions submitted hereunder.
- 4.43** Merchant shall not engage in any services that require registration with the applicable Card Schemes as a Payment Service Provider (PSP) or Payment Facilitator (PF) without prior written approval from HPS. In the event Merchant is registered as a PSP/PF, Merchant agrees to promptly disclose to all Sub-merchants any new or increased Card Scheme related dues, assessments and fees, including but not limited to Convenience fees, in accordance to the contracted services performed by the Merchant. For the avoidance of doubt, all Service Providers, Third Party Agents, Payment Service Providers, and Payment Facilitators must comply with all Rules, including those found at the following websites (or their successor websites):
- <https://usa.visa.com/dam/VCOM/download/merchants/third-party-agent-due-diligence-risk-standards.pdf>

- <https://www.mastercard.us/content/dam/public/mastercardcom/na/global-site/documents/mastercard-rules.pdf>

**4.44** Merchant must meet requirements as defined by the Card Schemes. Information is available at:

- [www.visa.com](http://www.visa.com)
- [www.mastercard.com](http://www.mastercard.com)
- [www.discovernetwork.com](http://www.discovernetwork.com)
- [www.americanexpress.com/merchantopguide](http://www.americanexpress.com/merchantopguide) - For American Express OptBlue Program merchants only.
- [www.americanexpress.com](http://www.americanexpress.com) - For American Express Direct merchants only.

## **5. Debit Card Processing; EBT Services**

If Merchant elects to receive debit Card processing services, the following terms will apply:

**5.1** Merchant understands and agrees that HPS and any bank which is a party to this Agreement (or to which this Agreement is assigned) is a sponsored affiliate or member of each Debit Network and HPS is a service provider for processing Merchant's debit Card Transactions pursuant to the terms herein.

**5.2** Until and unless otherwise authorized by HPS, Merchant agrees to utilize compliant and compatible equipment/PIN-pads or systems capable of processing all ACH debit Card Transactions as well as online-debit Card Transactions at its Locations. All HPS applications software residing on the equipment or systems is the sole property of HPS. Any software residing in Merchant owned or leased equipment or systems must be HPS compatible.

Merchant's placement of the equipment or system at its Locations shall constitute acceptance of all terms and conditions set forth in this section. Merchant understands and agrees that HPS has no responsibility whatsoever for inoperative equipment or systems (or software if applicable).

In the case of inoperative terminal or system, Merchant shall consult Merchant's warranty or equipment maintenance agreement as applicable. Merchant also acknowledges that all equipment/pin-pads or systems capable of processing all debit Card Transactions at its Locations must remain compliant with the data security requirements of Section 3 of this Agreement.

**5.3** Merchant shall utilize HPS compatible equipment/pinpad or system to process all debit Card Transactions and to abide by all applicable Rules of the applicable debit Card on-line network selected by HPS. HPS has no responsibility or liability for any of the debit Card Networks.

**5.4** Merchant agrees to indemnify and hold HPS harmless from any and all claims, actions, proceeding and other liability, which may arise pertaining to such debit Transactions.

**5.5** Any claims Merchant may have regarding debit services may not be offset against bankcard sales.

**5.6** Merchant assumes all responsibility for retention of paper copies of debit Card Transactions; pursuant to the appropriate debit Card Network Rules.

**5.7** Within one (1) business day of the original Transaction, Merchant must balance each Location to the system for each business day that each Location is open. If Merchant determines that any Transaction(s) have been processed in error, Merchant will initiate the appropriate Transaction for adjustment. Merchant is responsible for all applicable adjustment fees assessed by the Card Schemes.

**5.8** Merchant shall be responsible for all telephone message unit costs, if any, as they are incurred by Merchant for any of the services provided.

**5.9** HPS will provide installation, training, service and support for all purchased and rented equipment provided by HPS. Equipment purchased and provided by a third party vendor should be supported and maintained by the vendor.

**5.10** Merchant shall be responsible for the following debit related fees:

- (a) HPS Debit Fee (does not include Debit Network Fee);
- (b) Debit Network Set-up Fee;
- (c) Service & Regulatory Mandate Fee.

- 5.11** Debit Transactions are governed by network regulations as well as federal and state laws and regulations, including but not limited to the Electronic Funds Transfer Act, and Regulation E, pursuant to which consumers may have up to sixty (60) days to dispute a Transaction. Merchant shall comply with all applicable federal, state and local laws and regulations.
- 5.12** Non-Request for PIN Disclosure Procedures. Merchant agrees to ensure that no employee or agent requests a Cardholder to divulge their PIN number.
- 5.13** Prevention of PIN Entry Observation. Merchant agrees to undertake commercially reasonable actions to prevent others from observing the entered PIN number. Some prevention examples could be, but not limited to:
- (a) Placement of security cameras in relation to PIN Entry Device (PED);
  - (b) PED shielding; or
  - (c) PED placement on POS counter.

**5.14 EBT Transactions**

If Merchant elects to accept electronic benefit Transactions ("EBT"), the additional following terms and conditions will apply:

**5.14.1 EBT Services.**

Merchant will participate in, and HPS will provide access to, the programs for debit card access to electronically distributed government benefits as agreed to between the parties from time to time. ("EBT Programs"). Each EBT Program shall be treated as a "Network" for purposes of this Agreement and each EBT card issued for access to government benefits issued under such EBT Programs shall be treated as a "debit card" under this Agreement.

**5.14.2 Rights, Duties and Responsibilities of Merchant.**

- (a) At all times during the term, including any renewal thereof, Merchant shall remain a participant in good standing in each EBT Program selected hereunder.
- (b) Merchant shall submit to HPS written requests to participate in each EBT Program as amended from time to time, for each Location where EBT will be offered. HPS must receive such EBT request a minimum of fourteen (14) days prior to the desired activation date.
- (c) Merchant shall notify HPS at least thirty (30) days prior to the termination or withdrawal of its participation in any such EBT Program, or if such participation is terminated involuntarily and without prior notice to Merchant, immediately following such notice.
- (d) Merchant shall pay to HPS all EBT related fees set forth in this Agreement.
- (e) Merchant will comply with all applicable laws, regulations, Rules, or administrative guidelines related to its participation in each EBT Program and acceptance of EBT Cards, including any Network Rules. Without limiting the foregoing, Merchant shall not resubmit any EBT Transactions except as specifically permitted by Rules related to such EBT Program. In addition, if Merchant accepts EBT under the Food Stamp Program, Merchant shall deploy and identify its equipment consistent with Department of Agriculture requirements. Merchant will not take any action that would cause HPS to be in violation of any law, regulation, rule or administrative guideline applicable to an EBT Program, including any Network Rules.
- (f) With respect to each EBT Program in which Merchant participates, Merchant shall comply with any obligations or duties imposed on merchants participating in such EBT Program under an agreement ("Processor Agreement") between HPS and the administrator of the EBT Program ("EBT Provider") pursuant to which HPS is authorized to process Transactions for the EBT Program, and the EBT Provider shall have the right to directly enforce the terms and conditions of the Processor Agreement against Merchant in the event that Merchant breaches its obligations hereunder.
- (g) Merchant agrees that HPS may release information regarding Merchant's use of the EBT Program upon request by any federal or state agency, and that Merchant shall not have a claim or cause of action for such release of information.
- (h) Merchant will accept EBT Cards only for Transactions and purchases permitted under the applicable EBT Program.
- (i) Regardless of Merchant's standard operating procedure for handling refunds, it shall provide refunds with respect to EBT Transactions only in accordance with applicable laws, regulations, Rules, or administrative guidelines related to its participation in each EBT Program, including Network Rules.

- (j) If required by an EBT Program, Merchant shall seek to obtain telephone Authorization of each EBT Transaction in situations in which it is unable to obtain electronic response from the Card Authorization system for the EBT Program. If HPS processes manual Sales Drafts for Merchant; Merchant shall complete any such manual Sales Draft for an EBT Transaction in accordance with the requirements of the EBT Program.
- (k) Merchant shall maintain records of EBT Transactions as required by applicable laws, regulations, Rules or administrative guidelines related to its participation in each EBT Program, including Network Rules.
- (l) Merchant shall not use or disclose any information concerning a Recipient for any purpose not directly connected with the performance of Merchant's duties under an EBT Program.
- (m) Merchant shall not discriminate in the provision or denial of any EBT Transactions on the basis of a Recipient's disability or handicap (if any), age, race, color, religion, sex, sexual preference, political belief, national origin, creed, marital status or veteran's status.
- (n) Merchant shall provide to HPS and any EBT Provider any information reasonably required by HPS or the EBT Provider to assist HPS or the EBT Provider in ensuring the integrity, security and successful performance of the EBT Network.
- (o) Merchant shall, at its own expense, ensure that its employees receive appropriate training in the use of equipment and procedures with respect to each EBT Program in which Merchant participates. If Merchant so requests, HPS and Merchant shall enter into a written agreement pursuant to which HPS shall provide such training to Merchant's employees, provided that Merchant shall pay HPS the usual and customary fees charged by HPS for its employees time in conducting such training and shall reimburse HPS for employee travel, lodging and other reasonable out-of-pocket expenses incurred in conducting on-site training.

#### **5.14.3 HPS Representations and Warranties.**

HPS hereby represents and warrants that it is a qualified processor in each EBT Program identified and that it has obtained any and all Authorizations, certifications or other evidence of authority and has properly executed and delivered any and all applications, agreements or other documents necessary to participate in each such EBT Program.

#### **5.14.4 Rights, Duties and Responsibilities of HPS.**

- (a) HPS shall provide the EBT services identified in accordance with the terms of EBT, this Agreement and applicable laws, regulations, Rules and administrative guidelines applicable to each selected EBT Program, including any Network Rules.
- (b) HPS shall have the authority, without any liability, to terminate or suspend the provision of services hereunder with respect to each and every EBT Program, at the direction of any federal, state or other authority with responsibility for oversight or implementation of such EBT Program, or upon HPS determination to terminate support for such EBT Program for all customers. If HPS is directed to terminate or suspend the provision of services hereunder with respect to an EBT Program, HPS may also terminate or suspend provision of services hereunder for any other EBT Program without liability.

#### **5.14.5 Indemnity.**

In addition to any indemnification obligations of Merchant set forth elsewhere in this Agreement, Merchant agrees to indemnify and hold harmless HPS and Member Sponsor Bank from and against any and all claims or losses arising out of:

- (a) any act or omission by Merchant in violation of any applicable federal, state or local law or regulation, or rule or administrative guideline related to any EBT Program, including a Network Rule;
- (b) any negligent or fraudulent act or omission or intentional misconduct by Merchant;
- (c) any failure by Merchant to comply with any obligation or duty imposed on merchants participating in an EBT Program under a Processor Agreement; or
- (d) any act or omission of Merchant that causes HPS to breach any undertaking under a Processor Agreement, including any performance standards hereunder.

#### **5.14.6 Limitation of Liability.**

In addition to any other limitations of liability set forth in this Agreement, Merchant agrees and acknowledges that HPS and Member Sponsor Bank shall have no liability to Merchant arising out of any act or omission by an EBT Provider. Without limiting the foregoing, HPS and each EBT Provider shall have no liability to Merchant for an EBT Provider's rejection, Chargeback or other failure to fully process in the ordinary course and without penalty any adjustment based upon a restriction on any

EBT Provider's ability to process such adjustment to the Account of a recipient of government benefits, regardless of whether the error being adjusted was caused, in whole or in part, by HPS.

**5.14.7 Deluxe EBT Program.**

If Merchant is a participant in an EBT Program in the States of Kansas, Louisiana, (or any other state where Deluxe Data Systems, Inc. ["Deluxe"] is the prime contractor for the state), Merchant agrees that Deluxe, which is the EBT Provider for those states, shall have no liability to Merchant arising out of Deluxe's management of the EBT Program or processing of Transactions except for Merchant's direct damages caused by fraud or intentional misconduct committed by Deluxe's employees.

In no event shall Deluxe be liable to Merchant for indirect, incidental or consequential damages. Merchant agrees and acknowledges that Deluxe is a third party beneficiary of EBT for purposes of this limitation liability.

## **6. Fees**

**6.1** As consideration for the services to be provided by HPS, Merchant shall pay HPS various fees in the manner and pursuant to the Fee Schedule set forth herein and in the Application. The Fee Schedule may be amended as set forth in Section 19.11 of this Agreement. For the avoidance of doubt, Merchant is responsible for all Pass Through fees charged by the Card Schemes. Merchant is responsible for verifying the accuracy of its monthly statements received from HPS for the services provided hereunder.

**6.2** Merchant shall pay fees charged to Merchant by third parties for telephone equipment, the preparation of the site(s) prior to installation of electronic data capture equipment and/or peripheral equipment, installation, maintenance, line charges, and utility costs. In addition, Merchant shall be responsible for any increase in long- distance communication costs, internet access, gateway costs, IP, SSL, DSL, lease, frame, and processing charges from third party vendors.

**6.3** Merchant shall pay all applicable sales taxes for services and products provided by HPS.

**6.4** All Card-Not-Present Transactions will be subject to the applicable interchange rates as defined by the Card Schemes. Notwithstanding the fees and costs listed in the Fee Schedule, Merchant shall pay any additional costs and fees associated with "Non-Qualifying Transactions" (including, but not limited to, Card-Not-Present Transactions, or Transactions involving corporate, business, purchasing and/or rewards Cards or any other types of Cards subject to Non-Qualifying rates). In addition, Merchant shall pay a voice Authorization fee \$0.65 per Transaction or HPS' then current rate for Voice Authorizations.

**6.5** Merchant shall pay such fees and charges as may be set by HPS for any requested system enhancements or services in addition to those specified herein or in the Merchant Application or as may be requested by applicable law or changes in the Rules.

## **7. Rights, Duties and Responsibilities of HPS**

**7.1** HPS will accept all Sales Drafts and Credit Vouchers deposited by Merchant that comply with the terms of this Agreement. HPS will pay to Merchant the total face amount of each valid Sales Draft, less any Credit Vouchers, Discounts, fees or adjustments determined daily, weekly or monthly. All payments, credits and charges are subject to audit and final review by HPS and prompt adjustment shall be made as required. Notwithstanding any other provision in this Agreement, HPS may refuse to accept any Sales Draft, revoke its prior acceptance, or delay processing of any Sales Draft for any period of time, as HPS deems necessary and appropriate. HPS shall have no liability to Merchant for additional charges, higher rates, or any other loss, expense or damage Merchant may incur directly or indirectly due to any such refusal, revocation or delay.

**7.2** HPS will accept customer service calls and other communications from Merchant relating to the services provided under this Agreement including, but not limited to, equipment service, disbursement of funds, Account charges, Merchant statements and Chargebacks.

**7.3** HPS will process requests for Sales Drafts from Card Issuers and all Chargebacks and will provide Merchant with notice of requests and Chargebacks.



- 7.4** HPS may provide terminals, printers and peripheral equipment at Merchant's request and expense. HPS will obtain repair and replacements on purchased and rented equipment. Merchant shall be liable for all non-warranty repairs, shipping and handling costs.
- 7.5** HPS may provide online data management information concerning Merchant to Member Sponsor Banks, Card Schemes, Card Issuers or any other party. This information includes but is not limited to Merchant identification information, Transaction information, deposits, ACH, batches, equipment, Chargebacks, retrievals, online statements and monthly affiliate reports.
- 7.6** Upon receipt of written request by Merchant, HPS may provide Merchant with certain supplies to complete and document Transactions at Merchant's request and expense as set forth in HPS product price list in effect at the time of such request.
- 7.7** From time to time HPS may refer Merchant to certain independent third party providers of certain products or services. Any agreement relating to the provision of such products or services shall be solely between the provider and Merchant. Under no circumstance shall HPS have any liability arising out of or related to the performance or non-performance of any product or service to be provided by any such third party provider.
- 7.8** HPS reserves the right, without notification, to change or modify all or part of the network configuration used to provide the services. Selection of equipment, hardware, etc. to be used by HPS or HPS's system shall be left solely to HPS's discretion. HPS shall not change its equipment protocol or HPS's compatibility requirements without notice to Merchant.

## **8. Privacy, Data Sharing & Confidentiality**

- 8.1** Merchant is solely responsible for compliance with any privacy laws applicable to its use of HPS products and services, and its acceptance of Card Transactions. If Merchant is a Covered Entity, HealthCare Provider, or Business Associate under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA Rules"), Merchant represents and warrants that it shall not transmit to HPS any Protected Health Information ("PHI"), as defined in 45 C.F.R. §164.501. HPS operates under an exemption in the HIPAA Rules for financial institutions performing consumer conducted payment Transactions.

Furthermore, any exposure to PHI shall be random, infrequent and incidental to the provision of services by HPS, as allowed under the HIPAA Rules, and is not meant for the purpose of accessing, managing the PHI or creating or manipulating the PHI. Any transmission of PHI by Merchant to HPS shall be the responsibility of Merchant and Merchant agrees to pay HPS any fees or fines imposed on HPS by any agency of the U.S. Government with respect to or resulting from acts or omissions of Merchant regarding PHI.

- 8.2** As between HPS and Merchant, HPS shall be deemed the owner of all Transaction Data. Merchant shall have no rights in or title to Transaction Data, notwithstanding HPS's provision of access to certain Transaction Data in relation to the provision of services hereunder.
- 8.3** Merchant authorizes HPS to use, make available to third parties and/or exchange information, including Transaction Data, and information that relates to an identifiable individual ("Personal Information"), about Merchant (and about its partners, principals, proprietors, officers, shareholders and managing agents who have provided their written consent pursuant to this Agreement) with other financial institutions, payment networks, and any other persons or entities for the purpose of providing services under this Agreement or as HPS otherwise deems appropriate or necessary.
- 8.4** Merchant authorizes HPS to use, make available to third parties, and/or exchange information, including Transaction Data and Personal Information, about Merchant (and about its partners, principals, proprietors, officers, shareholders and managing agents who have provided their written consent pursuant to this Agreement) for statistical analysis, marketing purposes, and any other purpose related to the provision of HPS or a third party's products and services.
- 8.5** Merchant acknowledges that HPS may use, make available to third parties or exchange information, including Transaction Data and Personal Information, about Merchant (and about its partners, principals, proprietors, officers, shareholders and managing agents who have provided their written consent pursuant to this Agreement) with other entities that have products or services that may be of interest to Merchant. Personal

Information regarding Merchant or Merchants customers will not be used in any way contrary to any applicable laws.

**8.6** Upon acceptance of this Agreement, Merchant confirms it has read, understood and accepted the HPS Online Privacy Policy.

**8.7** Confidential Information. Merchant and HPS will take reasonable steps to protect and maintain the confidentiality of confidential information as defined below ("Confidential Information"). bank account  
(a) The types of Confidential Information that HPS may collect, share or make available to Merchants will depend on the products or services provided to the Merchant. Confidential Information may include, but is not limited to, financial information, such as transaction data and financial account information of Merchant and/or its customers.

Confidential Information further includes Personal Information, including but not limited to: social security number, driver's license number, credit or debit card number, personal identification number or password that would permit access to a financial account, personal bank account number, passport number or email address. Confidential Information further includes information HPS provides to Merchant about HPS's products, services, systems, and business.

(b) Confidential Information shall not include information that is lawfully obtained and publicly available or that is derived from federal, state, or local government records lawfully made available to the public.

(c) HPS may otherwise share or disclose Confidential Information pursuant to Sections 8.1, 8.2 and 8.3 or if it determines, in its sole discretion, that it is required to do so pursuant to any applicable law, regulatory requirement, and/or contractual obligation.

## **9. Reserve and Payment Obligations**

**9.1** At any time, HPS may establish a Reserve Account to secure the performance of Merchant's obligations hereunder, including without limitation in the event: (a) of a breach of this Agreement by Merchant; (b) of a material adverse change in Merchant's financial condition;  
(c) Merchant receives excessive Chargebacks as determined by HPS, a Member Sponsor Bank or any Card Scheme; (d) Merchant has submitted fraudulent or suspicious Transactions; (e) HPS has reasonable grounds to believe that it may be or become liable to third parties due to Merchant's action or inaction hereunder; (f) of a change in Merchant's transaction volume or average ticket, or (g) HPS has reasonable grounds to believe that material fines, fees, or penalties may be assessed against HPS or a Member Sponsor Bank by a Card Scheme arising out of or relating to Merchant's failure to comply with the Rules. The amount of such Reserve Account shall be set and may be revised by HPS in its sole discretion at any time, based upon Merchant's processing history and the anticipated risk of loss to HPS.

**9.2** HPS may require that such Reserve Account be funded by all or any combination of the following:

- (a) debits to Merchant's Account or any other accounts owned by Merchant;
- (b) deductions or offsets to any payments otherwise due to Merchant;
- (c) Merchant's delivery of a letter of credit; or
- (d) Merchant's pledge to HPS of a freely transferable negotiable certificate of deposit. Any such letter of credit or certificate of deposit shall be issued or established by a financial institution acceptable to HPS.

In the event of termination of this Agreement by either Merchant or HPS, an immediate Reserve Account, if not already established, may be established by HPS and the Reserve Account will be held by HPS for six (6) months after termination of this Agreement or for such longer time as HPS may, in its discretion, deem reasonably necessary based upon Merchant's liability to HPS arising prior to or after termination of this Agreement and HPS may deposit into and retain in the Reserve Account any and all amounts otherwise payable to Merchant.

Funds held in a Reserve Account may be held in a commingled Reserve Account for the reserve funds held in relation to HPS's other merchants, without involvement by an independent escrow agent. Merchant agrees that it shall have no right, title or interest in or to the commingled Reserve Account and shall receive no interest on funds held in a Reserve Account. However, Merchant may have an unsecured contractual claim against HPS with respect to any amount which may be due to Merchant after the expiration of the period described herein. Alternatively, in the sole discretion of HPS, HPS may place the funds in a Reserve Account in Merchant's name, and such funds shall be payable to Merchant therefrom in accordance with this Agreement. Any amount

remaining in the Reserve Account when HPS determines that the Reserve Account may be closed shall be released to Merchant.

- 9.3** To secure the Merchant's obligations to HPS under this Agreement, and any other agreement for the provision of related equipment or related services ("Obligations"), Merchant grants to HPS a lien and security interest in and to any of Merchant's funds now or hereafter in the possession of HPS, whether now or hereafter due or to become due to Merchant from HPS. HPS is hereby authorized (any related notice and demand are hereby expressly waived), to set off, recoup, appropriate, and apply any and all such funds against and on account of Merchant's obligations under this Agreement, whether such obligations are liquidated, un-liquidated, fixed, contingent, matured or un-matured. Merchant agrees to duly execute and deliver to HPS such instruments and documents as HPS may reasonably request to perfect and confirm the lien, security interest, right of set off, recoupment and appropriation set forth in this Agreement.
- 9.4** Merchant agrees that HPS may withdraw funds from the Reserve Account at any time without notice to Merchant in the amount of any obligation of liability of Merchant to HPS hereunder, arising prior to or after termination, including any applicable Early Termination Fees pursuant to Section 13.4. If the Reserve Account funds are not sufficient to cover the Chargebacks, adjustments, fees and other charges due from Merchant, or if the funds in the Reserve Account have been released, Merchant agrees to promptly pay HPS the amount of such deficiency upon request.

## **10. Indemnification; Due Care**

- 10.1** Merchant shall indemnify and hold harmless HPS and Member Sponsor Bank from all claims, liability, loss and damage, including reasonable attorney's fees and costs, whether direct or indirect, arising out of: (i) any breach by Merchant of the terms of this Agreement; (ii) any act or omission of Merchant, (iii) Merchant's failure or alleged failure to comply with the Rules, or any federal or state law, rule or regulation, including, without limitation, any rules or regulations promulgated by the PCI SSC or any other applicable security standards; (iv) death or injury caused by the Products sold by Merchant, (v) all web-based, internet or electronic commerce Transactions including Merchant's insecure transmission of card transaction data and/or storage of cardholder information, (vi) any agreement to permit Merchant to access other financial services through point of sale equipment provided by HPS and/or Member Sponsor Bank, (vii) the services provided to Merchant from a Merchant Servicer or Third Party Agent, including any and all claims related to the performance or non- performance of Merchant Servicer or Third Party Agent pursuant to such agreement or non-compliance thereof or (viii) HPS's and/or Member Sponsor Bank's reporting of Merchant's business name and the names and other identification of its principals to the terminated merchant file in accordance with Section 14.1 hereof. Merchant shall pay all fees, costs associated with any action brought by HPS and/or Member Sponsor Bank to collect amounts owed by Merchant to HPS and/or Member Sponsor Bank under this Agreement.

## **11. Limitation of Liability**

- 11.1** HPS and Member Sponsor Bank shall have no liability whatsoever and for any reason for:
- (a) increased fees or other charges resulting from Merchant's use of equipment or other software provided or serviced by any Service Provider or Third Party Agent, or
  - (b) for any act, omission or damages arising from services provided to Merchant from a Merchant Servicer or Third Party Agent.
- 11.2** **IT IS AGREED THAT IN NO EVENT WILL HPS OR MEMBER SPONSOR BANK BE LIABLE FOR ANY CLAIM, LOSS, BILLING ERROR, DAMAGE, OR EXPENSE ARISING OUT OF OR RELATING TO THIS AGREEMENT WHICH IS NOT REPORTED IN WRITING TO HPS OR MEMBER SPONSOR BANK BY MERCHANT WITHIN SIXTY (60) DAYS OF SUCH FAILURE TO PERFORM, OR IN THE EVENT OF A BILLING ERROR WITHIN NINETY (90) DAYS OF THE DATE OF THE INVOICE OR APPLICABLE STATEMENT. MERCHANT HEREBY EXPRESSLY WAIVES ANY SUCH CLAIM THAT IS NOT BROUGHT WITHIN THE SPECIFIED TIME PERIODS.**
- 11.3** **THE LIABILITY FOR HPS AND MEMBER SPONSOR BANK FOR ANY LOSS ARISING OUT OF OR RELATING IN ANY WAY TO THIS CARD SERVICES AGREEMENT, INCLUDING BUT NOT LIMITED TO DAMAGES ARISING FROM THE UNAVAILABILITY OR MALFUNCTION OF THE SERVICES PROVIDED HEREUNDER, PERSONAL INJURY, OR OTHER PROPERTY DAMAGE, SHALL, IN THE AGGREGATE, BE LIMITED TO ACTUAL, DIRECT, AND GENERAL MONEY DAMAGES IN AN AMOUNT NOT TO EXCEED**

**ONE (1) MONTH'S AVERAGE CHARGE PAID BY MERCHANT HEREUNDER (EXCLUSIVE OF INTERCHANGE FEES, ASSESSMENTS, AND ANY OTHER FEES OR COSTS THAT ARE IMPOSED BY A THIRD PARTY IN CONNECTION WITH MERCHANT'S PAYMENT PROCESSING) FOR THE SERVICES PROVIDED HEREUNDER DURING THE PREVIOUS TWELVE (12) MONTHS OR SUCH LESSER NUMBER OF MONTHS AS SHALL HAVE ELAPSED SUBSEQUENT TO THE EFFECTIVE DATE OF THIS AGREEMENT.**

- 11.4** IN NO EVENT SHALL HPS OR MEMBER SPONSOR BANK BE LIABLE FOR SPECIAL, CONSEQUENTIAL, INDIRECT OR EXEMPLARY DAMAGES, INCLUDING LOST PROFITS, REVENUES AND BUSINESS OPPORTUNITIES. MERCHANT AGREES TO REIMBURSE HPS FOR ALL COSTS AND EXPENSES, INCLUDING WITHOUT LIMITATION, REASONABLE ATTORNEY'S FEES INCURRED AS A RESULT OF ANY SUCH ACTION, PROCEEDING OR LIABILITY. THE PROVISIONS OF THIS PARAGRAPH SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT. Without limitation of the foregoing, HPS shall not be liable to Merchant for delays in data transmission.
- 11.5** HPS AND MEMBER SPONSOR BANK MAKE NO WARRANTY WHATSOEVER REGARDING CARD AUTHORIZATIONS, DECLINES OR REFERRAL CODES, RESPONSES TO REQUESTS FOR AUTHORIZATION, PROCESSING, SETTLEMENT, OR ANY OTHER SERVICES PROVIDED BY OR ON BEHALF OF HPS AND MEMBER SPONSOR BANK HEREUNDER, AND HPS AND MEMBER SPONSOR BANK HEREBY DISCLAIM ANY AND ALL SUCH WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WITHOUT LIMITATION WARRANTIES OF MERCHANTABILITY TITLE, OR NON-INFRINGEMENT, OR FITNESS FOR A PARTICULAR PURPOSE and HPS and Member Sponsor Bank shall have no liability to Merchant or any other person for any loss, liability or damage arising directly or indirectly in connection herewith. Without limitation of the foregoing, Merchant acknowledges that HPS and Member Sponsor Bank have no liability or responsibility for the actions or failures of any Card Scheme, Card Issuer or Cardholder.
- 11.6** HPS AND MEMBER SPONSOR BANK SHALL BE EXCUSED FOR UNTIMELY PERFORMANCE OR NON-PERFORMANCE OF THE SERVICES PROVIDED HEREUNDER INCLUDING PROCESSING DELAYS OR OTHER NON-PERFORMANCE CAUSED BY SUCH EVENTS AS FIRES, TELECOMMUNICATIONS FAILURES, EQUIPMENT FAILURES, STRIKES, RIOTS, WAR; NON-PERFORMANCE OF VENDORS, SUPPLIERS, PROCESSORS OR TRANSMITTERS OF INFORMATION; ACTS OF GOD OR ANY OTHER CAUSES OVER WHICH HPS OR MEMBER SPONSOR BANK HAS NO CONTROL.

## **12. Display of Materials: Trademarks**

- 12.1** Use of promotional materials and use of any trade name, trademark, service mark or logo type ("Marks") associated with each Card Scheme shall fully comply with specifications contained in applicable Rules.
- 12.2** Merchant shall only use each Mark in a way to indicate that the Card Scheme is accepted at Merchant and that Merchant is customer of HPS. Marks may not be edited or combined with other Marks. Merchant shall not use any promotional materials or Marks in any way that suggests or implies that a Card Scheme endorses Merchant's Products or services.

## **13. Term: Termination**

- 13.1** THIS AGREEMENT SHALL BECOME EFFECTIVE UPON ACCEPTANCE OF THE FIRST MERCHANT DEPOSIT BY HPS AND SHALL CONTINUE IN EFFECT FOR A TERM OF THIRTY-SIX (36) MONTHS THEREFROM ("TERM"). THEREAFTER, THIS AGREEMENT WILL AUTOMATICALLY RENEW FOR ADDITIONAL TWELVE (12) MONTH PERIODS UNLESS TERMINATED BY ANY PARTY BY GIVING WRITTEN NOTICE TO THE OTHER PARTY AT LEAST SIXTY (60) DAYS PRIOR TO THE END OF THE TERM OR ANY RENEWAL TERM, EXCEPT THAT IN CASE OF AN EVENT OF DEFAULT BY MERCHANT, OR AS REQUIRED BY A CARD SCHEME OR MEMBER SPONSOR BANK, THIS AGREEMENT MAY BE TERMINATED OR SUSPENDED IMMEDIATELY AND HPS SHALL GIVE MERCHANT WRITTEN NOTICE WITHIN FIFTEEN (15) DAYS THEREAFTER.

- 13.2** Upon the occurrence of any Event of Default, all amounts payable hereunder by Merchant to HPS shall be immediately due and payable in full without demand or other notice of any kind, all of which are expressly waived by Merchant. For the purposes of this Section 13.2 an “Event of Default” occurs when:
- (a) Merchant shall default in any material respect in the performance or observance of any term, covenant, condition contained in this Agreement, including, but not limited to, the establishment of or maintenance of funds in a Reserve Account in accordance with the provision of Section 9.1 and 9.2; or any noncompliance with the Rules or the operating regulations of a Card Issuer or a reasonable belief by HPS that Merchant will constitute a risk to HPS by failing to meet the terms of this Agreement;
  - (b) material adverse change in the business, financial condition, business procedure, prospects, Products or services of Merchant;
  - (c) any information contained in the Merchant Application was or is incorrect in any material respect, is incomplete or omits any information necessary to make such information and statements not misleading to HPS;
  - (d) any assignment or transfer of control of Merchant or its parent;
  - (e) a sale, transfer or liquidation of all or a substantial portion of Merchant’s assets;
  - (f) irregular Card sales or credits by Merchant, Card sales substantially greater than the annual volume or average ticket amount stated on Merchant’s Application, excessive Chargebacks or any other circumstances which, in the sole discretion of HPS, may increase the risk of Merchant Chargebacks or otherwise present a financial or security risk to HPS;
  - (g) reasonable belief by HPS that Merchant is engaged in practices that involve elements of fraud or conduct deemed to be injurious to Cardholders, including, but not limited to fraudulent, prohibited or restricted Transaction(s);
  - (h) any voluntary or involuntary bankruptcy or insolvency proceedings involving Merchant, its parent or an affiliated entity, or any other condition that would cause HPS to deem Merchant to be financially insecure;
  - (i) Merchant engages in any Outbound Telemarketing Transactions;
  - (j) Merchant or any other person owning or controlling Merchant’s business is or becomes listed in any Card Schemes security reporting; or
  - (k) Early termination of this Agreement by Merchant without cause, including without limitation by Merchant’s use of another processor to provide services similar to those provided by HPS hereunder.

Then, upon occurrence of any Event of Default, all amounts payable hereunder by Merchant to HPS, including any applicable Early Termination Fees (payable as set forth in Section 13.4), shall be immediately due and payable in full without demand or other notice of any kind, all of which are expressly waived by Merchant.

- 13.3** In the event of termination, regardless of cause, Merchant agrees that all obligations and liabilities of Merchant including all Chargebacks, fees, credits and adjustments with respect to any Sales Draft or Credit Voucher presented prior to the effective date of termination shall survive such termination and expressly authorizes HPS to withhold and discontinue the deposit to Merchant’s Account for all Card and other payment Transactions of Merchant in the process of being collected and deposited.
- 13.4** **MERCHANT MAY BE CHARGED A FEE OF \$295 PER LOCATION (“EARLY TERMINATION FEE” OR “ETF”) IF MERCHANT TERMINATES THIS AGREEMENT PRIOR TO THE EXPIRATION OF THE TERM (EXCEPT IF AS A RESULT OF HPS’ MATERIAL UNCURED BREACH OF THIS AGREEMENT). THE ETF MAY BE DEDUCTED IN A SINGLE PAYMENT FOR THE FULL AMOUNT VIA ACH DEBIT TO THE ACCOUNT, AT HPS’ OPTION, UPON OR AT ANY TIME AFTER HPS’ RECEIPT OF MERCHANT’S NOTICE OF TERMINATION.**
- 13.5** Neither the expiration nor termination of this Agreement shall terminate the obligations or rights of the parties pursuant to provisions of this Agreement, which by their terms are intended to survive or be perpetual or irrevocable.
- 13.6** The provisions governing processing and settlement of Card Transactions, all related adjustments, fees and other amounts due from Merchant and the resolution of any related Chargebacks, will continue to apply after termination of this Agreement.
- 13.7** Supply orders are shipped via ground and any additional shipping fees such as overnight, second day, third day and Saturday delivery will be charged to the Merchant. HPS will collect all charges for supplies and shipping via ACH.

## 14. Terminated Merchant File

- 14.1** If Merchant is terminated for cause by a Card Scheme, including but not limited to fraud, counterfeit, duplicate or unauthorized Transactions, excessive Chargebacks or suspect activity, HPS and/or Member Sponsor Bank may report Merchant's business name and the names and other identification of its principals to the terminated merchant file. Merchant expressly agrees and consents to such reporting, and HPS and Member Sponsor Bank have no liability to Merchant for any loss, expense or damage Merchant may sustain, directly or indirectly, due to such reporting.

## 15. Additional Locations

- 15.1** Merchant may wish to utilize services provided by HPS under this Agreement at its other business Locations ("Additional Locations"). Merchant may apply to add such Additional Locations provided that such Additional Locations conduct the same type of business and sell the same type of Products. Additional Locations submitted to receive Services under this Agreement shall be subject to approval by HPS and Member Sponsor Bank, and Merchant shall submit a new Merchant Application for any such Additional Location(s).

## 16. Notices

- 16.1** All notices and other communications required or permitted to be sent to Merchant under this Agreement may be made: (1) by written communication sent to Merchant at the address stated on the Merchant Application or as updated by Merchant thereafter; (2) by electronic communication sent to Merchant at the electronic mail address stated on the Merchant Application or as updated by Merchant thereafter; or (3) via an electronic posting or notification accessible to Merchant on the Heartland website located at: <https://infocentral.heartlandpaymentsystems.com>. All notices and other communication required or permitted to be sent to HPS under this Agreement shall be deemed delivered when mailed first-class mail, postage prepaid, addressed to the Merchant at the address stated in the Application and to HPS at the address set forth below, or at such other address as the receiving party may have provided by written notice to the other:

**Heartland Payment Systems, LLC**

Attn: Customer Care  
One Heartland Way  
Jeffersonville, IN. 47130  
Phone: (888) 963-3600

**Member Sponsor Banks**

**Issues Regarding Credit Cards**

**Deutsche Bank Trust Company Americas**

60 Wall Street  
New York, NY 10005  
Email: [COMPL.Card.Acquiring@list.DB.com](mailto:COMPL.Card.Acquiring@list.DB.com)

**PNC Bank, NA**

300 Fifth Avenue  
Pittsburgh, PA 15222  
1-412-803-7711

**Issues Regarding Debit Cards**

**PNC Bank, NA**

300 Fifth Avenue  
Pittsburgh, PA 15222  
1-412-803-7711

## 17. DISPUTE RESOLUTION – ARBITRATION AND CLASS ACTION WAIVER

**NOTE: PLEASE READ THIS SECTION CAREFULLY AS IT AFFECTS YOUR RIGHTS AND THE RESOLUTION OF DISPUTES**

- 17.1 MANDATORY ARBITRATION: ANY DISPUTE OR CLAIM ARISING OUT OF, RELATING TO, OR IN CONNECTION WITH THIS AGREEMENT OR THE RELATIONSHIPS WHICH RESULT FROM THIS AGREEMENT SHALL BE RESOLVED BY BINDING ARBITRATION, RATHER THAN IN COURT; HOWEVER, YOU MAY ASSERT CLAIMS IN SMALL CLAIMS COURT IF (1) THE CLAIMS QUALIFY FOR SMALL CLAIMS COURT; (2) THE MATTER REMAINS IN SMALL CLAIMS COURT AT ALL TIMES; AND (3) THE MATTER PROCEEDS ONLY ON AN INDIVIDUAL (NOT A CLASS OR REPRESENTATIVE) BASIS.** ARBITRATION DOES NOT PROCEED BEFORE A JURY AND MAY INVOLVE MORE LIMITED DISCOVERY THAN A COURT PROCEEDING.

**ANY ARBITRATION UNDER THIS AGREEMENT WILL ONLY BE ON AN INDIVIDUAL BASIS. CLASS ARBITRATIONS, CLASS ACTIONS, PRIVATE ATTORNEY GENERAL ACTIONS, AND CONSOLIDATION WITH OTHER ARBITRATIONS ARE NOT PERMITTED.** The arbitrator's award or decision will not affect issues or claims involved in any proceeding between HPS and any person or entity who is not a party to the arbitration. The arbitrator may award monetary, declaratory or injunctive relief only in favor of the individual party seeking relief and only to the extent necessary to provide relief warranted by that party's individual claim. The arbitrator's award, if any, will not apply to any person or entity that is not a party to the arbitration. However, nothing in this Section or Agreement shall preclude any party from bringing issues to the attention of federal, state or local agencies. Such agencies can, if the law allows, seek relief on your behalf.

Further, notwithstanding the foregoing, nothing in this Section or this Agreement prohibits a party from applying to a court of competent jurisdiction for a temporary restraining order, preliminary injunction, or other equitable relief.

The Federal Arbitration Act (9 U.S.C. § 1 et seq.) governs the interpretation and enforcement of the arbitration provisions of this section. Arbitration will be administered by JAMS ([www.jamsadr.com](http://www.jamsadr.com)). For claims greater than \$250,000, the JAMS Comprehensive Arbitration Rules and Procedures in effect at the time the arbitration is commenced will apply (if no such rules are in effect, JAMS default arbitration rules shall apply). For claims equal to or less than \$250,000, the JAMS Streamlined Arbitration Rules and Procedures in effect at the time the arbitration is commenced will apply (if no such rules are in effect, JAMS default arbitration rules shall apply). Unless the arbitrator(s) determine that justice or fairness require otherwise: (i) any arbitration will proceed in Muscogee County, Georgia (although, for the convenience of the Merchant or guarantor (as applicable), any party or its counsel may participate telephonically); and (ii) the arbitrator(s) will oversee limited discovery, taking into account the amount in controversy and the parties' desire to keep proceedings cost-effective and efficient. Any decision rendered in any arbitration proceeding shall be final and binding on each of the parties to the arbitration and judgment may be entered thereon in any court of competent jurisdiction. The parties will maintain the confidential nature of the arbitration proceeding except as may be necessary to enforce any award or to comply with applicable law.

If the total damage claims in an arbitration are \$10,000 or less, not including the Merchant's attorney fees ("Small Arbitration Claim"), the arbitrator may, if the Merchant, prevails, award the Merchant reasonable attorney fees, expert fees and costs (separate from Arbitration Costs as defined below), but may not grant HPS its attorney fees, expert fees or costs (separate from Arbitration Costs) unless the arbitrator determines that the Merchant's claim was frivolous or brought in bad faith. In a Small Arbitration Claim case, HPS will pay all arbitration filing, administrative and arbitrator costs (together, "Arbitration Costs"). The Merchant must submit any request for payment of Arbitration Costs to JAMS at the same time the Merchant submits its Demand for Arbitration. However, if the Merchant wants HPS to advance the Arbitration Costs for a Small Arbitration Claim before filing, HPS will do so at the Merchant's written request which must be sent to HPS at the address in paragraph 16.1 above.

If the Merchant's total damage claims in an arbitration exceed \$10,000, not including the Merchant's attorney fees ("Large Arbitration Claim"), the arbitrator may award the prevailing party its reasonable attorneys' fees and costs, or it may apportion attorneys' fees and costs between the Merchant and HPS (such fees and costs being separate from Arbitration Costs).

In a Large Arbitration Claim case, if the Merchant is able to demonstrate that the Arbitration Costs will be prohibitive as compared to the costs of litigation, HPS will pay as much of the Arbitration Costs as the arbitrator deems necessary to prevent the arbitration from being cost-prohibitive.

Merchant hereby agrees that claims applicable to American Express may be resolved through arbitration as further described in the American Express Merchant Requirements Guide (the “American Express Guide”).

- 17.2** Choice of Forum: A court, not the arbitrator, will decide any questions regarding the validity, scope and/or enforceability of Section 17.1. Any litigated action (as opposed to an arbitration) regarding, relating to or involving the validity, scope and/or enforceability of Section 17.1, or otherwise, shall be brought in either the courts of the State of Georgia sitting in Muscogee County or the United States District Court for the Northern District of Georgia, and Merchant and guarantor (if applicable) expressly agree to the exclusive jurisdiction of such courts. Merchant and guarantor (if applicable) hereby agree and consent to the personal jurisdiction and venue of such courts, and expressly waive any objection that Merchant or guarantor might otherwise have to personal jurisdiction or venue in such courts.
- 17.3** Class Action Waiver: MERCHANT AND GUARANTOR (IF APPLICABLE) ACKNOWLEDGE AND AGREE THAT ALL DISPUTES ARISING OUT OF OR RELATED TO THIS AGREEMENT SHALL BE RESOLVED ON AN INDIVIDUAL BASIS WITHOUT RESORT TO ANY FORM OF CLASS ACTION AND SHALL NOT BE CONSOLIDATED WITH THE CLAIMS OF ANY OTHER PARTIES. MERCHANT AND GUARANTOR (IF APPLICABLE) FURTHER AGREE TO WAIVE, AND HEREBY WAIVE, THE RIGHT TO PARTICIPATE IN A CLASS ACTION OR TO LITIGATE OR ARBITRATE ON A CLASS-WIDE BASIS.

## **18. Additional Services**

- 18.1** Merchant may request additional systems and services (“Additional Services”) from HPS beyond those originally requested in the Application. In order to expedite the establishment of Additional Services, Merchant hereby authorizes HPS to take whatever measures necessary to promptly establish any Additional Service that Merchant might request in writing and to execute necessary authorization(s) on Merchant's behalf on the warranty hereby given that Merchant's signature on this Agreement shall be valid for all Additional Services. Delivery of any requested Additional Services shall be deemed to have occurred upon Merchant's first use of any such Additional Services. Merchant acknowledges that all Additional Services shall be governed by this Agreement and the Rules.
- 18.2** In the event that Merchant elects to receive tokenization services, the following terms and conditions of this Section 18 shall apply with respect thereto. HPS will tokenize each Cardholder primary account number (“PAN”) submitted to HPS by Merchant in connection with a Transaction. HPS's tokenization of each PAN submitted to HPS by Merchant will occur after Authorization. Merchant hereby acknowledges that tokens may be assigned to a token group which may be shared among other HPS merchants.

Merchant further acknowledges and agrees that all tokens provided or created in connection herewith remain the sole and exclusive property of HPS and cannot be transferred or removed from HPS and will not follow Merchant to any other provider without prior written approval from HPS, which approval may be approved or withheld by HPS in its sole discretion.

## **19. Additional Terms**

- 19.1** Truth of Statements: Merchant represents to HPS that all information and all statements contained in the Merchant Application are true and complete and do not omit any information necessary to make such information and statements not misleading to HPS.
- 19.2** Personal Guarantees & Guarantor(s): Any individual(s) by execution of the application as guarantor, hereby unconditionally and irrevocably guarantees to HPS the full and faithful performance or payment by Merchant of each and all of its duties and obligations herein set forth, including payment of all sums due and owing and any attorney's fees and cost associated with the enforcement of terms hereof, whether prior or subsequent to termination or expiration of this Agreement. HPS shall not be required to proceed against Merchant or enforce any other remedy before proceeding against the guarantor(s). This is a continuing guaranty and shall not be discharged or affected by the sale or assignment of the merchant's business or death of the guarantor(s) unless such release is in writing signed by an authorized HPS representative.
- It shall bind the heirs, administrators, representatives and assigns of the guarantor(s) and may be enforced by or for the benefit of any successor of HPS.



- 19.3** Entire Agreement: This Agreement constitutes the entire understanding of HPS and Merchant and supersedes all prior agreements, understandings, representations, and negotiations, whether oral or written between them.
- 19.4** No Waiver of Rights: Any failure of HPS to enforce any of the terms, conditions or covenants of this Agreement shall not constitute a waiver of any rights under this Agreement.
- 19.5** Section Headings: All section headings contained herein are for descriptive purposes only, and the language of such section shall control.
- 19.6** Assignability: Merchant may not assign this Agreement directly or by operation of law, without the prior written consent of HPS. Any assignment by Merchant without the prior written consent of HPS shall be void. HPS and Member Sponsor Bank may assign this Agreement without Merchant's consent. This Agreement shall be binding upon the parties hereto, their successors and permitted assigns.
- 19.7** Relationship of the Parties: Nothing contained herein shall be deemed to create a partnership, joint venture or, except as expressly set forth herein, any agency relationship between HPS and Merchant.
- 19.8** Severability: If any term or provision of this Agreement is found to be invalid, illegal or otherwise unenforceable, the same shall not affect the other terms or provisions hereof or the whole of this Agreement, but such terms or provisions shall be deemed modified to the extent necessary to render such term or provision enforceable, and the rights and obligations of the parties shall be construed and enforced accordingly, preserving to the fullest permissible extent the intent and agreements of the parties herein set forth.
- No part or portion of 17.1 (Mandatory Arbitration), Section 17.2 (Choice of Forum), or Section 17.3 (Class Action Waiver) shall be deemed so integral to either this Agreement as a whole, or to the remaining parts or portions of Sections 17.1 through 17.3 hereof, that the unenforceability of that part or portion should have any impact on or render the remainder unenforceable.
- 19.9** Choice of Law: HPS, Member Sponsor Bank, Merchant, and guarantor (if applicable) agree that any and all disputes or controversies of any nature whatsoever (whether in contract, tort, or otherwise) arising out of, relating to, or in connection with (a) this Agreement, (b) the relationships which result from this Agreement, or (c) the validity, scope, interpretation, or enforceability of the choice of law and forum provisions of this Agreement, shall be governed by the laws of the State of Georgia, notwithstanding any conflicts of laws rule; provided, however, that the Federal Arbitration Act (9 U.S.C. § 1 et seq.) governs the interpretation and enforcement of Section 17.1 when permitted.
- 19.10** No Third Party Beneficiary: Under no circumstance, shall any third party be considered a third party beneficiary of Merchant's rights or remedies under this Agreement or otherwise be entitled to any rights or remedies of Merchant under this Agreement.
- 19.11** Amendments: HPS may change the terms of or add new terms to this Agreement at any time and any such changes or new terms shall be effective when notice thereof is given by HPS either through written communication or on its Merchant website located at: <https://infocentral.heartlandpaymentsystems.com>. Notwithstanding anything herein to the contrary, all fees, charges and/or discounts charged to Merchant hereunder may be changed immediately and without prior written notice to Merchant, provided that HPS will notify Merchant of any such changes promptly, either through written communication or on the Merchant website listed above.
- 19.12** Public Statements: Merchant shall obtain the prior written consent of HPS prior to making any written or oral public disclosure or announcement, whether in the form of a press release or otherwise, which directly or indirectly refers to HPS.
- 19.13** Financial Accommodation: This Agreement creates a contract for the extension of financial accommodations to Merchant within the meaning of Section 365 of the Bankruptcy Code. In the event Merchant becomes a debtor in bankruptcy, this Agreement cannot be assumed or enforced against HPS and HPS shall be excused from performance hereunder.
- 19.14** Electronic Signatures: Under the Electronic Signatures in Global and National Commerce Act (E-Sign), this Agreement and all electronically executed documents related hereto are legally binding in the same manner as are hard copy documents executed by hand signature when (1) your electronic signature is associated with this

Agreement and related documents, (2) you consent and intend to be bound by this Agreement and related documents, and (3) this Agreement is delivered in an electronic record capable of retention by the recipient at the time of receipt (i.e., print or otherwise store the electronic record). This Agreement and all related electronic documents shall be governed by the provisions of E-Sign. By pressing Submit, you agree (i) that this Agreement and related documents shall be effective by electronic means, (ii) to be bound by the terms and conditions of this Agreement and related documents, (iii) that you have the ability to print or otherwise store this Agreement and related documents, and (iv) to authorize us to conduct an investigation of your credit history with various credit reporting and credit bureau agencies for the sole purpose of determining the approval of the applicant for merchant status or equipment leasing. This information is kept strictly confidential and will not be released.

## 20. Optional Card Brand Fees

**CONVENIENCE FEE:** A fee charged to the Cardholder by the Merchant for a true convenience for accepting a credit or debit card. Examples of a “true convenience” are payment through the internet, mail order or phone order. All Card Schemes allow merchants to charge a convenience fee. All Card Schemes must be charged equally. Merchant is required to disclose the fee to the Cardholder and provide the Cardholder with the opportunity to cancel the Transaction, if the Cardholder does not want to pay the convenience fee. In addition to the foregoing, (i) Visa requires merchants to have a brick and mortar location in order to be allowed to charge a convenience fee; (ii) MasterCard requires processors to register any government or education merchant.

**SURCHARGE:** A charge in addition to the initial amount of the sale on a credit card to cover the Merchant's cost of acceptance. All Card Schemes allow surcharging. Visa, MasterCard and Discover require merchants to register with the Card Schemes. The Merchant is required to disclose the fee at the entry of its establishment and at the point of sale. The Cardholder must be given the opportunity to cancel the Transaction if they do not want to pay the surcharge fee. The amount of the charge cannot exceed the amount of the Merchant's discount fee on Visa, MasterCard and Discover and is capped at 4%. The surcharge must appear on the sales receipt separately from the sales amount. All Card Schemes must be charged equally. Currently there are several states that prohibit surcharging. Merchants should check their state and local laws prior to initiating a surcharge.

**SERVICE FEE:** Visa allows government and education merchants to charge a different type of fee called a “service fee”. This fee is assessed for accepting payments for taxes, fees and fines for government MCCs and for tuition, room and board, lunch programs, etc. for education MCC merchants. The service fee can be charged on credit and debit Transactions, in a face-to-face or card not present environment.

The service fee must appear separate from the sales amount on the receipt. Merchants must be registered through Visa. Service fee must be disclosed prior to completion of the transaction, allowing the Cardholder to cancel the Transaction if they do not wish to accept the service fee. MasterCard allows government and education merchants to charge “convenience fees” and has no separate “service fee” for these MCCs.

**OTHER FEES:** Handling fees and payment fees are allowed on all Card Schemes as long as these fees are charged on all payment channels; cash, checks, ACH, etc. These are not governed by the Card Schemes specifically. State and local laws may apply and merchants should ensure the fees are allowed in their area of business.

## **EXHIBIT K**

### **Stored Value Systems, Inc. – Participation Agreement**

## PARTICIPATION AGREEMENT

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

WHEREAS, Franchisor and Stored Value Solutions, Inc. ("SVS") have entered into that certain Services Agreement (the "Services Agreement") dated **June 28<sup>th</sup>, 2005**, for SVS to provide services in connection with Franchisor's Cash Card Program where by Cash Cards are issued to the customers for use as gift certificates, promotional cards and store credit; and

WHEREAS, the Services Agreement provides that Participant may participate in the Cash Card Program by executing this Participation Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Franchisee hereby covenants and agrees to SVS as follows:

1. **Participation in Cash Card Program.** By entering into this Agreement, Participant elects and agrees to participate in the Cash Card Program and agrees to be bound by the terms and provisions of the Services Agreement applicable to Participant, as the same may be amended from time to time, including without limitation, its obligation to make payment of all amounts owed by Participant in connection with the Cash Card Program.
2. **ACH Authorization.** Participant understands and agrees that amounts due and owing from Participant to SVS in connection with the Cash Card Program will be automatically debited from Participant's designated bank account(s) by ACH. Participant understands and agrees that SVS is acting as settlement agent for Participant and other participants in the Cash Card Program for the settlement of Cash Card redemptions between Cash Card Program participants. Accordingly, SVS will initiate ACH debits from and credits to Participant's designated bank account(s) for amounts due to/from Participant for redemptions of Cash Cards. In order to set up the ACH settlement process, Participant will complete and transmit electronically to SVS an information spreadsheet in the form provided by SVS. Participant also will complete and sign an ACH Authorization Form, in the form provided by SVS, and will send the original to Participant's bank and a copy to SVS. While the Cash Card Program is in effect, Participant will provide updated information and forms as requested by SVS, including, such information and forms as needed for any new locations opened by Participant.
3. **Funding.** Participant acknowledges, agrees and understands that proper funding of its designated bank account(s) for the Cash Card Program is necessary to ensure fair and efficient administration of the Cash Card Program. Participant agrees to ensure that its bank accounts are properly funded for the ACH settlement process and for ACH debits of settlement fees owed to SVS.
4. **Confidentiality.** Participant acknowledges that the Services Agreement is confidential and that Participant may be provided access to other Confidential Information of SVS. Participant agrees to maintain the confidentiality of all SVS Confidential Information in accordance with the confidentiality provisions in the Services Agreement.
5. **No Assignment.** This Participation Agreement is not assignable, in whole or in part, without the prior written approval of Franchisor and SVS.
6. **Compliance with Laws.** Participant is responsible for complying with all applicable laws relating to its Cash Card Program, including, without limitation, unclaimed property laws and consumer protection laws.
7. **Miscellaneous** All capitalized terms not defined herein shall have the meaning attributable thereto in the Services Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Participation Agreement as of the \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

PARTICIPANT Legal Entity: \_\_\_\_\_

Entity address \_\_\_\_\_

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

\_\_\_\_\_

Printed Name: \_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

## ACH AUTHORIZATION FORM

### AUTHORIZATION TO HONOR ACH ELECTRONIC CREDITS AND DEBITS BY AND TO STORED VALUE SOLUTIONS, INC.

To: \_\_\_\_\_

(Name of Bank)

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

\_\_\_\_\_  
(Branch and Telephone #)

\_\_\_\_\_  
(City, State, Zip)

\_\_\_\_\_  
(Routing number on bottom of Company's check, 9-digits)

As a mutual convenience to this Company and to Stored Value System, Inc., Company hereby requests and authorizes Bank to honor ACH electronic debits from STORED VALUE SOLUTIONS, INC. and to honor ACH electronic credits payable to Company and adjustments to any ACH electronic debits made in error to Company's account as described below.

Company agrees that, with respect to each such ACH electronic credit or debit, Bank shall be under no obligation to furnish Company with any special advice or notice in writing or otherwise of same.

This authority is to remain in effect until revoked by Company in writing to Bank and STORED VALUE SOLUTIONS, INC., and until Bank and STORED VALUE SOLUTIONS, INC. actually receive such notice, Company agrees that Bank shall be fully protected in honoring any such ACH electronic credit or debit.

Company further agrees that if any ACH electronic debit or credit be dishonored, Bank shall be under no liability whatsoever.

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#### COMPANY INFORMATION

\_\_\_\_\_  
(Checking Account Number)

\_\_\_\_\_  
(Printed name of Authorized Depositor)

\_\_\_\_\_  
(Company Name on Account as listed with Bank)

\_\_\_\_\_  
(Signature of Authorized Depositor)

\_\_\_\_\_  
DBA Company Name and Store Number

\_\_\_\_\_  
(Telephone Number)

Email: \_\_\_\_\_

#### Instructions to Company:

Please complete this form including the store number and have it signed by the Company's representative who is authorized on your Bank account (Authorized Depositor). Send the original to your Bank.

Send a copy of this form WITH AN ATTACHED COPY OF A VOIDED CHECK (by either mail or fax) to:

**Fax to: SVS Retail Ops: 502-326-4684**

**Or Mail to:**

**Stored Value Solutions, Inc.  
Retail Operations Department  
101 Bullitt Lane, Suite 305  
Louisville, KY 40222**

## **EXHIBIT L**

### **Lease Documents**

## ASSIGNMENT AND ASSUMPTION OF LEASE

**THIS ASSIGNMENT AND ASSUMPTION OF LEASE** (“Agreement”) is made and entered into this \_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_ (“Effective Date”), by and between Great Clips, Inc., a Minnesota corporation (“Assignor”) and \_\_\_\_\_ (“Assignee”).

### RECITALS

A. By a lease dated \_\_\_\_\_, (“Lease”), \_\_\_\_\_ (“Landlord”) leased to Assignor, as tenant, a certain Premises that consists of approximately \_\_\_\_\_ (\_\_\_\_\_) square feet of leasable floor area within a retail development commonly known as the \_\_\_\_\_ located in \_\_\_\_\_.

B. Assignor, as tenant, desires to assign all of its right, title and interest in the Lease to Assignee, and Assignee desires to accept the assignment and assume all of Assignor’s obligations under the Lease, all as set forth in this Agreement.

### AGREEMENT

**NOW THEREFORE**, in consideration of the mutual covenants contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. Assignment. Assignor hereby assigns to Assignee all of Assignor’s rights, title and interest as tenant in and to said Lease, the Premises covered by the Lease and the leasehold improvements, if any, contained therein. Assignor hereby agrees to indemnify and hold Assignee harmless from and against any and all liabilities, claims, damages, costs and expenses arising from or relating to the obligations of tenant arising under the Lease prior to the Effective Date.

2. Assumption. Assignee hereby accepts the assignment and assumes all of the obligations of the Assignor in, to, and under the Lease. Assignee agrees to be bound by all the provisions of the Lease and will keep and perform promptly each and every term, covenant and condition of the Lease which is to be kept and performed by the tenant under the Lease, specifically including, but not limited to, the obligation to pay rent, operating expenses and any other amounts owed by tenant under the Lease, the obligation to use the Premises solely for the use permitted under the Lease, and the obligation to pay any reconciliation of operating expenses. Assignee hereby agrees to indemnify and hold Assignor harmless from and against any and all liabilities, claims, damages, costs and expenses (including, without limitation, reasonable attorney’s fees, expenses and court costs) arising from or relating to Assignee’s actions, the obligations of tenant arising under the Lease from and after the Effective Date, any breach of this Agreement or the Lease by Assignee, and/or the enforcement of this Agreement by Assignor. Assignee shall have the sole obligation to comply with any and all requirements to exercise any renewal options provided in the Lease, including providing Landlord with timely notice that Assignee intends to exercise a renewal option. In the event Assignor remains liable under the provisions of the Lease,

Assignor agrees to countersign, along with Assignee, any renewal if required by the Landlord.

3. Representations. Assignor represents that (a) it is not in default under the Lease, and (b) the Lease constitutes the entire agreement between Landlord and tenant with respect to the Premises and that there exist no other understandings and agreements in connection herewith. Assignee acknowledges that it has read a copy of the Lease, has had the opportunity to review the Lease with counsel of its choice and has not relied upon any oral or written promises, representations or assurances in regard to the Lease by Assignor, its employees or agents.

4. Condition of the Premises. Assignee accepts the Premises "as is" except as may be expressly provided in this Agreement.

5. Security Deposit. In the event that a security deposit is owed under the Lease, Assignee shall be responsible for the payment of the entire security deposit. At the discretion of Assignor, Assignee shall either pay Landlord directly or shall reimburse Assignor for the entire security deposit immediately upon written request from Assignor.

6. Further Assignment. Assignee shall not assign or sublease its interest as tenant under the Lease without the written permission and consent of Assignor, which consent shall not be unreasonably withheld. In the event of such assignment or subleasing, the Assignee, the principal owners of Assignee or any guarantors of Assignee shall not be released from liability hereunder.

7. Joint and Several Obligations. If the Assignee is more than one individual or entity, the obligations under this Agreement shall be joint and several.

8. Liability of Principal Owners. If the Assignee is a corporation or limited liability company, Exhibit A – Liability of Principals should be executed and attached hereto by each principal owner of Assignee; and is incorporated herein by reference. In addition, each principal owner of Assignee shall execute a separate written guaranty of the Lease as requested by Landlord.

9. Franchisor Rights of Great Clips. Notwithstanding anything to the contrary contained in this Agreement, Assignee agrees that the rights available to Assignor under the Lease as franchisor of Assignee shall continue in force and effect as rights of Assignor.

10. Entire Agreement. This Agreement contains all prior negotiations and understandings between the parties and constitutes their entire agreement, which may only be modified in writing executed by the parties.

11. Choice of Law and Jurisdiction. This Agreement shall be governed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota. The parties submit and consent to personal jurisdiction of the state court of Minnesota and the federal courts located in Minnesota for the enforcement of this Agreement and waive any and all personal rights under the laws of any state or the United States of America to object to jurisdiction in Minnesota.



**IN WITNESS WHEREOF**, the parties have caused this Assignment and Assumption Agreement to be executed the day and year first above written.

**ASSIGNOR:**

GREAT CLIPS, INC.

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

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

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

**ASSIGNEE:**

\_\_\_\_\_

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

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

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

**EXHIBIT A**  
**LIABILITY OF PRINCIPALS**

The undersigned are the principal owners of \_\_\_\_\_, the company named as Assignee in the Assignment and Assumption of Lease dated \_\_\_\_\_ (“Assignment”), under which Great Clips, Inc., is named assignor.

It is acknowledged that we will benefit from the Assignment and further that Great Clips, Inc., as part of the consideration for the assignment, has required this indemnification.

We therefore agree:

1. That the undersigned personally, jointly and severally, agree to indemnify and hold harmless Great Clips, Inc. from and against any and all liabilities, claims, damages, costs and expenses (including, without limitation, reasonable attorney’s fees, expenses and court costs) arising from or relating to Assignee’s actions, the obligations of tenant arising under the Lease from and after the effective date of the Assignment, any breach of this agreement by the undersigned, and/or the enforcement of this agreement, the Assignment or the lease by Great Clips, Inc.

2. That Great Clips, Inc. may, at its option, look solely to the undersigned for indemnification without seeking recourse against the Assignee and that such election shall not, in any event, release Assignee from liability under this Assignment.

3. No action or inaction of Great Clips, Inc. shall be deemed a waiver of its right to contest any claim for indemnification under this agreement, unless provided in a writing to such effect signed by Great Clips, Inc.

4. This agreement shall be governed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota. The parties submit and consent to personal jurisdiction of the state court of Minnesota and the federal courts located in Minnesota for the enforcement of this agreement and waive any and all personal rights under the laws of any state or the United States of America to object to jurisdiction in Minnesota.

**IN WITNESS WHEREOF**, the undersigned have executed this agreement this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_.

\_\_\_\_\_  
Principal

\_\_\_\_\_  
Principal

## LEASE ADDENDUM

**ADDENDUM** to that certain lease dated the \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, (hereinafter “Lease”) by and between \_\_\_\_\_ (hereinafter “Landlord”), and \_\_\_\_\_ (hereinafter “Tenant”). For that certain premises referred to as \_\_\_\_\_ Shopping Center located in \_\_\_\_\_, \_\_\_\_\_ (hereinafter “Premises”).

**WHEREAS**, the parties desire to amend and/or add to the terms of the Lease.

**NOW THEREFORE**, the parties agree as follows:

1. **ADDENDUM PREVAILS.**

The provisions of this Addendum shall be incorporated into the provisions of the Lease as if fully set forth therein. Notwithstanding any provision in the Lease that may be inconsistent with or contradict any provision of this Addendum, the provisions of this Addendum shall prevail over any such provisions in the Lease.

2. **RENT COMMENCEMENT DATE.**

The Rent Commencement Date shall be the earlier of (a) or (b) below:

- (a) 60/90/120 days after the latest of the following: (1) the delivery date of the Premises to Tenant by Landlord; and (2) the date that all governmental permits and approvals are received that are needed for the completion of the construction of Premises; and (3) the date that Landlord approves the plans created by Tenant for the construction of the Premises; and (4) delivery of a fully executed lease to Tenant;  
or
- (b) the date on which Tenant opens the Premises for business to the general public.

3. **OPENING REQUIREMENT.**

Tenant shall not be required to open for business or pay rent or other charges unless \_\_\_\_\_ is open. If Tenant chooses to open before the above listed have opened, Tenant shall pay only Common Area Charges, and no minimum rent or other charges until the above listed is open.

4. **HOURS.**

Tenant's operating hours shall be 9:00 a.m. to 9:00 p.m. Monday through Friday, a minimum of nine hours on Saturday set by Tenant, and a minimum of five hours on Sunday set by the Tenant. Tenant will follow the holiday schedule as established by Great Clips. Tenant's operating hours may be increased as deemed necessary by Tenant. In addition, Tenant's operating hours may be changed to standard operating hours adopted by Great Clips.

**5. DELIVERY DATE.**

The anticipated delivery date of the Premises to Tenant is \_\_\_\_\_. In the event that the delivery date has not occurred by the \_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_, Tenant may terminate this Lease and be relieved of all obligations and responsibilities hereunder. The delivery date is the date that possession of the Premises is delivered to Tenant with all work, if any, to be performed by Landlord completed.

**6. PUNCH LIST.**

Tenant has 30 days after the delivery date to provide Landlord with a list ("Punch List") of any defects, incomplete or unsatisfactory items with respect to Landlord's work. Landlord must cure any Punch List items within 30 days after receipt of the Punch List. This time provision does not apply to warranty items or latent defects (including any items which are not reasonably capable of inspection due to seasonal conditions or weather such as HVAC and any exterior work), and during the Term may report to Landlord any warranty items or latent defects in Landlord's Work which need repair. Landlord must repair any warranty items or latent defects in Landlord's Work within 30 days after receipt of written notice from Tenant thereof, or such additional time as is reasonably necessary to complete the repairs, so long as Landlord commences repairs within the 30-day period and diligently prosecutes the repairs to completion.

**7. USE.**

The permitted use shall be as the operation of a unisex family hair salon and the sale of products related thereto.

**8. EXCLUSIVE USE.**

Landlord covenants and agrees that during the Term, Tenant will have the exclusive right in the Shopping Center to operate a hair cutting and styling salon ("Tenant's Exclusive"). During the Term, Landlord may not lease any space in the Shopping Center to any other tenant who engages in Tenant's Exclusive, including but not limited to: any salon brand owned and operated by Regis Corp, Hair Cuttery, Fantastic Sam's, Sports Clips; or salons that specialize in kids cuts; or barber shops; or beauty schools; or full service salons; and Landlord may not permit or consent to, either explicitly or implicitly, any other tenant(s) engaging in Tenant's Exclusive in the Shopping Center. Landlord agrees to enforce Tenant's Exclusive against other tenants in the Shopping Center and the area herein defined using all reasonable legal means. If Landlord or any other tenant violates Tenant's Exclusive, the Rent due from Tenant during the period of the violation will be reduced by 50%. If the violation is not cured within six months, Tenant may terminate this Lease upon written notice to Landlord, or continue to occupy the Premises with all Rent abated until the violation is cured. Tenant is also entitled to injunctive relief, as well as all other remedies available at law or at equity.

**9. RADIUS RESTRICTION.**

**In the event the Lease contains a restriction on the right of Tenant to operate another hair salon within the proximity of the Premises, such clause shall be deleted from the lease.**

**10. TENANT'S SIGNS.**

Landlord approves the use by Tenant of the exterior storefront signage and the window LED signage as set forth in Exhibit \_\_\_\_; provided that this signage shall be subject to governmental regulations. Landlord also approves the periodic use by Tenant of professionally prepared banners and cheater signs and a Grand Opening balloon and/or banner. In addition, Tenant may install Tenant's pylon signage on both sides of the Shopping Center pylon in a location determined by Landlord.

**11. COMMON AREA CHARGES.**

For purposes of this Lease, Tenant's proportionate share of Common Area Charges and/or Real Estate Taxes shall initially be \_\_\_\_%. In no event shall Tenant's proportionate share of these costs be greater than \_\_\_\_ at anytime during the Term.

Notwithstanding anything to the contrary included in the definition of Common Area Charges, Tenant's proportionate share of Common Area Charges shall not increase each calendar year by more than 5% over the immediately preceding calendar year, excluding the costs of security, snow removal, common area utilities and insurance.

Common Area Charges shall not include any (i) capital expenditures which, in accordance with generally accepted accounting principles, are not fully chargeable to current expense in the year in which the expenditure is incurred, (ii) costs of utilities for other tenants in the Shopping Center, (iii) principal or interest payments on loans secured by mortgages on the Shopping Center or any part thereof; (iv) depreciation or amortization of any capital assets, (v) the cost of any special service provided to a tenant of the Shopping Center which is not provided generally to the tenants of the Shopping Center, (vi) the cost of remediating any Hazardous Materials present in, on or under the Shopping Center, (vii) costs and expenses incurred in connection with leasing space in the Shopping Center, including, but not limited to, leasing commissions, advertising and promotional expenses, legal fees for preparation of leases, rents payable with respect to any leasing office, court costs and legal fees incurred to enforce the obligations of other tenants under leases of the Shopping Center, (viii) costs recoverable by Landlord pursuant to its insurance policies, (ix) costs resulting from defects in design, construction or workmanship of the Shopping Center and Landlord's Work and the materials used in same, (x) costs due to Landlord's default under this Lease, (xi) costs due to the negligence of Landlord, its employees, agents, contractors and assigns and (xii) costs of Shopping Center promotions or marketing.

Common Area Charges shall not include any management fees or administrative charges.

Tenant may audit, inspect and copy the books and records of Landlord with respect to any costs or item which is passed through to Tenant upon 10 days advance, written notice by Tenant to Landlord. Landlord must cooperate with Tenant in providing Tenant reasonable access to its books and records during normal business hours for this purpose. If the results of the audit show an overcharge to Tenant of more than 3% of the actual amount owed by Tenant, then Landlord must

pay the reasonable costs of such audit and, within 30 days of completion of such audit, Landlord must credit or refund to Tenant, at Tenant's election, any overcharge discovered by the audit, together with interest, at the rate of 12% per annum, accruing on the amount of the overcharge from the date payment was made by Tenant. If such audit discloses an undercharge to Tenant, Tenant must pay Landlord the amount of such undercharge within 30 days of completion of such audit.

## **12. REAL ESTATE TAX EXCLUSIONS.**

Real Estate Taxes shall not include late payment penalties, fees or interest, nor the following taxes: income, excess profits, estate, single business, inheritance, succession, transfer, capital or other tax assessments upon Landlord or the Rent payable under this Lease.

## **13. SPECIAL ASSESSMENTS AND DEVELOPMENT COSTS.**

In the event that during the Lease Term any governmental entity makes any improvement and assesses any portion of the Shopping Center therefore, Tenant shall be liable only for so much of its pro-rata share as the remainder of the Lease Term relates to the useful life of such improvement. In addition, if the special assessments may be paid in installments, Tenant shall have the option of paying its pro-rata share of the assessments in like installments.

Tenant shall not be required to pay special assessments or costs related to the development or redevelopment of the Shopping Center, future buildings or surrounding areas. These costs include, but are not limited to, all costs for on-site or off-site improvements, park or park dedication fees, initial landscaping costs, utility connection charges, trunk utility fees, fire or police department charges, civil defense fees and other development or governmental related fees, costs or charges. Such costs shall be the obligation of Landlord.

## **14. LANDLORD MAINTENANCE AND REPAIRS.**

Landlord covenants and agrees to maintain in good, watertight condition and repair, at its expense without reimbursement or contribution by Tenant (except as otherwise may be provided herein), the foundations, exterior and structural systems of the Shopping Center and Premises, including, without limitation, the roof, roof membrane, roof covering (including interior ceiling if damaged by leakage), load-bearing walls, floor slabs and masonry walls and the exterior paint, and also the plumbing, electrical, sprinkler and other utility lines and systems servicing the Premises, all in a first class condition in accordance with other similar retail space located in the metropolitan area where the Premises is located and in compliance with all governmental regulations. Landlord shall maintain and keep in good condition, order and repair all common areas of the Shopping Center, including, but not limited to, all parking facilities, driveways and walkways located within the Shopping Center, in a first class condition in accordance with other similar retail space located in the metropolitan area where the Premises is located and in compliance with all governmental regulations. This obligation includes the prompt removal by Landlord of snow, ice, trash and other items from parking facilities, driveways and walkways (including walkways located in front of the Premises and adjacent spaces) in accordance with standard practices.

If the Premises become or are out of repair and not in good condition due to either the failure of

Landlord to comply with the terms of this Section or a latent defect, then Landlord must perform or cause to be performed any and all repairs or replacements necessary to restore the Premises to a state of good condition and repair. If any repairs or replacements required of Landlord hereunder are not completed within 10 days after Landlord has received written notice from Tenant of such state of disrepair or if such repairs cannot reasonably be completed within such 10 day period and Landlord fails to begin such repairs or replacements within 10 days after notice and proceed diligently thereafter to completion, then Tenant may prosecute such repairs itself and apply the cost of such repairs against the next maturing monthly installment(s) of Rent due hereunder. Notwithstanding the foregoing, in the case of an emergency Tenant may immediately prosecute any and all necessary repairs and offset the cost of such repairs against the next maturing monthly installment(s) of Rent due hereunder, but Tenant must notify Landlord of the emergency and related repairs as soon thereafter as is reasonably practicable.

#### **15. TENANT REPAIRS.**

Tenant is not responsible for such repairs and maintenance if the need for such repairs or maintenance results from: (i) Landlord's failure to perform its obligations hereunder; (ii) the act or neglect of Landlord or those claiming by, through or under Landlord; (iii) damage by fire or other casualty covered by Landlord's insurance; or (iv) movement or settling of the building in which the Premises is located. In any such events, Landlord is responsible for such repairs.

#### **16. INDEMNIFICATION.**

Landlord hereby agrees to indemnify and hold harmless Tenant from and against any and all claims, demands, liabilities, and expenses, including attorney's fees, arising from Landlord's obligations or active use of the Shopping Center or Common Areas or from any act negligently permitted, or any negligent omission to act, in or about the Shopping Center or Common Areas by Landlord or its agents, employees, contractors, or invitees, or from any breach or default by Landlord of this Lease, except to the extent caused by Tenant's negligence or willful misconduct. If any action or proceeding is brought against Tenant by reason of any such claim, Landlord must defend the same at Landlord's expense by counsel reasonably satisfactory to Tenant.

Tenant shall have no obligation to indemnify and hold Landlord harmless from any claims, damages, costs, expenses or losses that are a result of any negligent or intentional misconduct or omission of Landlord or any of its employees or agents. In addition, Tenant's obligations to indemnify and hold Landlord harmless from causes other than Tenant's negligent or intentional misconduct shall be limited to the extent of insurance proceeds required to be maintained under the terms of the Lease. The indemnification provisions under this Section are subject to the release and waiver of liability and subrogation provisions set forth in the Lease.

#### **17. UTILITY SERVICE.**

Landlord, at its cost, shall provide all water, sanitary sewer, electrical, gas and telecommunication utility lines to the interior of the Premises on or before the delivery date. All utility lines to the Premises shall be separately metered or submetered at no cost to Tenant.

Tenant shall not be required to pay any hook up, access or impact fees, trunk fees, sprinkler fees,

fire department fees or any other charges in order to obtain any utility service to the Premises, including, but not limited to, any such fees or charges for plumbing, water, sewage, electrical service or fire protection. Such fees and charges shall be the sole obligation of Landlord.

In the event the disruption of any utility service shall render the Premises untenable for a period in excess of three days, then the fixed minimum rent, all items of additional rent and any other charges payable pursuant to the Lease shall abate in full from the commencement of such three day period until such time as the Premises are again tenantable

## **18. ASSIGNMENT.**

Tenant shall have the right to assign, sublet or otherwise transfer its interest in the Lease and the Premises, without Landlord approval and without charge, to: (a) Great Clips, Inc. or its parent, subsidiaries, affiliates or related parties (collectively, "Great Clips"); or (b) any entity succeeding to all or substantially all of Great Clip's assets or stock in connection with any merger or consolidation or sale of the business; or (c) an authorized franchisee of Great Clips. Tenant shall provide Landlord with written notice of an assignment, sublet or transfer of Tenant's interest made without Landlord's approval. Tenant shall be released from all liability for obligations under the Lease accruing subsequent to an assignment made in accordance with any one of subsections (a) through (c) above.

In the event that any other assignment, sublet or transfer requires the approval of Landlord under the Lease, then such approval by Landlord shall not be unreasonably withheld.

In the event of an assignment made in accordance with these provisions, any options to extend the term of the Lease shall transfer to an assignee, and such assignee shall have the same right to extend the term as Tenant under the Lease.

Landlord shall have no right to terminate the Lease in the event of an assignment, sublease or transfer made in accordance with these provisions. Landlord shall not charge any fees or costs for an assignment, sublease or transfer made in accordance with these provisions.

## **19. FRANCHISOR RIGHTS AND NOTICES.**

(a) In the event that the Tenant occupying the Premises (either by Lease execution or by assignment, sublet or transfer) is or was a franchisee of Great Clips, Landlord grants to Great Clips the right, but not the obligation, to assume the rights and obligations of Tenant under the Lease, without Landlord approval and without charge, on the same terms and conditions, including options to extend, upon either: (1) the termination, expiration or proposed transfer of the Great Clips franchise agreement with Tenant; or (2) or upon a default under the Lease. Any such assumption shall only occur upon Landlord's receipt of written notice from Great Clips of the exercise of the right to assume the Lease. Great Clips shall have no liability for defaults or obligations accruing prior to the date of such assumption. Tenant hereby consents to such assumption and agrees that Landlord shall be entitled to rely on any written notice from Great Clips and shall have no liability to Tenant related thereto. Tenant shall immediately pay all rent and other amounts due under the Lease accruing prior to the assumption and shall remain liable to Landlord for all obligations under the Lease.



(b) In the event of an assumption of the Lease by Great Clips, Great Clips shall have the right, without Landlord approval and without charge, to further assign, sublet or transfer its interest in the Lease and the Premises to an authorized franchisee of Great Clips and as otherwise allowed under the Lease. Great Clips shall provide Landlord with written notice of an assignment, sublet or transfer of Great Clips' interest made without Landlord's approval. Great Clips shall be released from all liability for obligations under the Lease accruing subsequent to an assignment.

(c) All notices required to be given to Tenant pursuant to the Lease shall be given to Tenant at \_\_\_\_\_ or such other address as may be given to the Landlord from time to time as provided in the Lease; together with a written copy at the same time to:

Great Clips, Inc., Attention: General Counsel, 4400 West 78<sup>th</sup>, Suite 700, Minneapolis, MN 55435 or such other address as may be given to the Landlord from Great Clips.

Landlord shall provide a copy of a fully executed Lease within ten (10) days after execution to Great Clips at the above address.

(d) Landlord agrees to give Great Clips written notice of any Tenant defaults under the Lease that could give rise to a right to terminate this Lease. This notice shall specifically reference the default and what action is needed to cure. Prior to termination of the Lease, Great Clips shall have the right, but not the obligation, to cure the default within twenty (20) days after the later of: (1) the date Tenant's right to cure expires under the Lease; or (2) the date that Great Clips is provided written notice of default from Landlord. For non-monetary defaults, provided that Great Clips commences the cure within the above time period, the cure period shall be extended so long as Great Clips diligently works to cure the non-monetary default. The right of Great Clips to cure a default under this subsection is in addition to the right to assume the Lease under subsection 19(a).

(e) If the default under the Lease is due to the bankruptcy of Tenant, Landlord shall not consent to an assignment or assumption of the Lease in bankruptcy or grant an extension of time to accept or reject the Lease under Section 365 of the Bankruptcy Code of 1978.

(f) Landlord acknowledges that value of the Great Clips national brand is derived from the ability to provide uniform products and services and the uniform appearance of its brand, signs, store concept and leasehold improvements. As a result, Landlord shall, without charge, permit Tenant to comply with standard changes and updates by Great Clips to its brand, signs, store concept and leasehold improvements; provided that such changes and updates are not in violation of the terms of the Lease. In the event that Landlord approval for such changes and updates is required under the Lease, such approval shall not be unreasonably withheld.

(g) Great Clips shall have the right, but not the obligation, to enter the Premises to take any action necessary, without damage to the Premises, to protect the Great Clips brand and its trademarks within thirty (30) days after Great Clips receives a notice of termination or expiration of the Lease from Landlord, including, but not limited to, the right to remove, alter or repaint any signage or proprietary items identifying Great Clips. Any material alterations, design or color changes shall require prior Landlord approval, which approval shall not be unreasonably withheld.

(h) Landlord shall not allow Tenant to assign, sublet or transfer its interest in the Lease and the Premises without the written approval of Great Clips.

(i) Upon the written request from Great Clips, but not more than two times per calendar year, Landlord will give Great Clips copies of all information submitted to Landlord by Tenant, including, but not limited to, all financial statements and sales reports.

(j) Landlord and Tenant acknowledge and agree that Great Clips is an intended third party beneficiary of the rights granted Great Clips in this Section and the assignment provision.

## **20. HEATING, VENTILATION AND AIR CONDITIONING.**

(a) Landlord, at its cost, shall maintain, repair and replace the heating, ventilation and air condition system serving the Premises.

(b) Landlord warrants that the heating, ventilation and air condition systems shall be new and free from defect in material and workmanship for a period of one year from the Rent Commencement Date.

## **21. CODE COMPLIANCE.**

Landlord warrants that at the time Landlord grants possession to Tenant the Premises shall comply with all applicable codes.

## **22. COMPLIANCE WITH LAWS AND REGULATIONS.**

Tenant shall in no event be obligated to make or pay the cost of any structural change, repair, alteration or addition to its Premises if such is required generally of retail stores in shopping centers by governmental entity or insurance underwriter or similar entities. Tenant shall make and pay the cost of any non-structural change, repair, alteration or addition to its Premise required exclusively of hair salons in shopping centers by governmental entity, insurance underwriters or similar entities. Nothing contained herein shall negate Landlord's or Tenant's right to challenge any such requirement in administrative and/or judicial proceedings.

## **23. TENANT DEFAULT.**

Tenant shall not be deemed to be in default of any terms of the Lease until Tenant's receipt of advance written notice of such default from Landlord. Such notice period shall be 10 days in the event of a monetary default and 30 days in the event of a non-monetary default.

In the event of default, the Landlord warrants that it will use reasonable best efforts to relet and mitigate all damages.

No amounts due by Tenant pursuant to the Lease, shall be accelerated prior to their due date, however, nothing contained herein shall be deemed to limit any other right or remedy of the Landlord in the event of default as set forth in the Lease.

**24. LANDLORD DEFAULT.**

If Landlord should be in default in the performance of any of its obligations under this Lease, which default continues for a period of more than 30 days after receipt of written notice from Tenant specifying such default, or if such default is of a nature to require more than 30 days for remedy and continues beyond the time reasonably necessary to cure (and Landlord has not undertaken procedures to cure the default within such 30 day period and diligently pursued efforts to complete cure), in addition to any other remedy available at law or in equity, Tenant may at its option, upon written notice, cure Landlord's default and either offset the reasonable and necessary cost thereof from Tenant's next succeeding rental payments or require Landlord to reimburse Tenant for such cost within 30 days of receipt of an invoice.

**25. MUTUAL RELEASE.**

Landlord and Tenant hereby release one another and their respective partners, officers and employees and property manager from any and all liability (to the other or anyone claiming through or under them by way of subrogation or otherwise) for any loss or damage covered by property insurance or coverable by a customary policy of insurance even if such loss or damage shall have been caused by the fault or negligence of the other party, or anyone for whom such party may be responsible.

**26. CONDEMNATION.**

In the event of condemnation of the Premises, Tenant shall be entitled to claim, prove and receive in such condemnation proceedings, or other proceedings in the event of a conveyance in lieu of condemnation, damages for its relocation costs, improvements, fixtures and other equipment installed by Tenant, together with any award for loss of business and leasehold interests.

**27. SUBORDINATION.**

Landlord covenants and warrants that any mortgage, deed of trust, ground lease or other lien or lease now on the Premises provides, that any mortgage, deed of trust, ground lease or other lien or lease placed thereon during the term of this Lease or thereafter, or any extension thereof, shall provide that in the event any of the foregoing shall be foreclosed, or as a result of the exercise of any rights thereunder the holder of the same shall acquire the Landlord's interest in and to the Premises, the holder shall recognize the validity and continuance of this Lease, provided that Tenant shall not be in default, so as to allow termination, beyond the period in which Tenant may cure default.

**28. CENTER VACANCIES.**

In the event that at any time during the period of this Lease or any extension thereto, 50% or more of the leaseable space in the Shopping Center becomes vacant and remains vacant for a period of 90 days, then Tenant shall have the right to terminate this Lease upon 30 days' notice.

**29. CHANGES TO CENTER.**

In no event shall Tenant's position or location within the Shopping Center, or its position or location in relation to the major anchor tenants or major tenant's entrances, and/or ingress or egress, or its access and/or accessibility, or parking, or the visibility of its store, display window and/or signs, be changed without the prior written approval of Tenant.

**30. CONSENT.**

Landlord and Tenant covenant and agree that whenever, pursuant to the terms of the Lease, the consent, satisfaction, determination or approval is required or permitted of Landlord or Tenant, such consent, satisfaction, determination or approval shall not be unreasonably determined, withheld or delayed.

**31. HAZARDOUS SUBSTANCES.**

Landlord represents and warrants that there are no hazardous or potentially hazardous materials in or about the Premises and/or the building or Shopping Center of which the Premises are a part of, including but not limited to radon, radiation, asbestos, asbestos containing materials, PCB's and PCB containing materials and CFC's. Landlord agrees to indemnify and hold harmless Tenant from all loss, cost, expense and damage (including reasonable attorneys' fees) incurred by Tenant as a result of Landlord's breach of the representations and warranties as set forth in this Section.

Tenant shall not be responsible for any hazardous materials existing on the Premises prior to Tenant's possession or brought onto the Premises by a party other than Tenant, its employees, agents, licensees or invitees.

**32. ATTORNEY'S FEES.**

If at any time during the Term of this Lease either Landlord or Tenant institutes any action or proceeding against the other relating to the provisions of this Lease, or any default hereunder, the unsuccessful party in such action or proceeding agrees to reimburse the successful party for the reasonable expenses of attorneys' fees and disbursements incurred therein by the successful party. Such reimbursement must include all legal expenses incurred prior to trial, at trial and at all levels of appeal and post-judgment proceedings.

**33. QUIET ENJOYMENT.**

Landlord warrants that Tenant or any permitted assignee or sublessee of Tenant, upon the payment of the Rent and performance of the covenants hereunder, will and may peaceably and quietly have, hold and enjoy the Premises and improvements thereon during the Term or any renewal or extension thereof. Additionally, Landlord may not take any action that will interfere with Tenant's intended use of the Premises, parking, signage, or ingress or egress to and from the Premises or across the Shopping Center. Landlord shall not place "For Rent" signs at the Premises during the Term.

**34. FORCE MAJEURE.**

If Landlord or Tenant is delayed, hindered in or prevented from the performance required hereunder by reason of strikes, lockouts, labor troubles, failure of power, riots, insurrection, war, acts of God, or other reason of like nature not the fault of the party delayed in performing work or doing acts (hereinafter "Permitted Delay" or "Permitted Delays"), such party will be excused from such performance for a period of time equivalent to the delay caused by such Permitted Delay. Notwithstanding the foregoing, any extension of time for a Permitted Delay will be conditioned upon the party seeking an extension of time delivering written notice of such Permitted Delay to the other party within 10 days of the event causing the Permitted Delay, and the maximum period of time which Landlord may delay any act or performance of work due to a Permitted Delay will be 60 days

**35. LANDLORD'S SECURITY INTEREST.**

Landlord shall not take any interest in Tenant's assets, nor file any UCC or other financing document against Tenant's property. Landlord hereby disclaims, releases and subordinates any interest that Landlord may have in Tenant's goods, trade fixtures, furniture, equipment and other personal property and agrees to execute any reasonable disclaimer and consent requested by Tenant or its lender. Said disclaimer and consent may disclaim, release or subordinate Landlord's interest in Tenant's goods, trade fixtures, furniture, equipment and other personal property and may further allow Tenant's lender to occupy the Premises without charge for a short time period for the purpose of disposing of and retaining Tenant's property.

**36. PARKING.**

All parking within the Shopping Center shall be non-exclusive and Tenant has the non-exclusive right to use all parking within the Shopping Center. Landlord also agrees not to locate any short-term parking directly in front of the Premises.

**37. SATELLITE DISH.**

Subject to governmental regulations, Landlord grants Tenant, at Tenant's cost, the right to install, maintain and operate a mast mounted satellite dish and the related equipment necessary to operate the satellite dish ("Dish") on the portion of the roof of the building that is above the Premises or at a location mutually agreed upon by the parties. Tenant shall submit site specific installation and mounting details for the Dish for Landlord's approval and shall utilize Landlord's roofing contractor, or other contractor approved by Landlord, which approval shall not be unreasonably withheld. Tenant shall locate the Dish so that its visibility does not adversely affect the overall architectural harmony of the building. In no event shall the installation of the Dish interfere with other tenants of the building or impair or otherwise adversely impact the integrity of the roof of the building. Landlord may require that Tenant, at Tenant's cost, relocate the Dish if required or desired by governmental authority or by a third party. In the event of relocation of the Dish, Tenant and Landlord shall use reasonable efforts to find an alternative location with adequate reception. Tenant shall install and operate the Dish in accordance with governmental regulations. Tenant shall hold Landlord harmless from any damage to the Dish. Tenant shall, at Tenant's sole cost, immediately repair and indemnify Landlord from any damage to the Building from the installation,

removal, relocation, or operation of the Dish. Tenant shall remove the Dish at the expiration or earlier termination of the term of the Lease and return the building to its original condition.

**38. CASUALTY.**

If casualty renders the whole or any material portion of the Premises unfit for occupancy, rent and additional Rent shall be equitably abated from the date of casualty until the date that is the earlier of the date Tenant reopens for business or the date sixty (60) days after substantial completion of the repair and restoration by Landlord. In the event that the repair and restoration by Landlord is not substantially completed within one hundred eighty (180) days from the date of the casualty, then Tenant may terminate this Lease by written notice to Landlord and be relieved of all further obligations and responsibilities.

**39. SURRENDER.**

Upon expiration or termination of the Lease, in no event shall Tenant be required to remove any leasehold improvements, alterations or additions made by either Landlord or Tenant to the Premises.

**40. ALTERATIONS.**

Tenant may make nonstructural alterations to the Premises that cost less than \$10,000 per year without the approval of Landlord.

**41. LANDLORD'S WORK.**

Landlord, at its cost, shall proceed with reasonable diligence to construct certain improvements at the Premises in accordance with the attached Exhibit \_\_\_\_\_ ("Landlord's Work") on or before the anticipated delivery date. Landlord's Work shall be undertaken and completed in a good and workmanlike manner and in accordance with governmental regulations and Tenant's Plans. Landlord warrants that Landlord's Work shall be free from defect in material and workmanship and shall not need replacement for a period of one (1) year from the delivery date.

Landlord, at its cost, shall prepare and provide Tenant with a CAD drawing of the Premises within \_\_\_\_\_ days after the execution date of the Lease. The CAD drawing provided by Landlord shall include the dimensions of Premises and existing electrical, hvac, plumbing and entrances.

Tenant will prepare a space layout or floor plan based on the CAD drawing provided by Landlord ("Tenant's Plans"). Tenant's Plans shall show dimensions and any other information needed to complete Landlord's Work. The information contained in Tenant's Plans shall include, but not be limited to, a floor plan with a fixture layout, water and sanitary sewer lines, electric utility lines and outlets, HVAC distribution, ceiling materials, and lighting fixture location.

**IN WITNESS WHEREOF**, the parties have executed this Addendum as of the date of the Lease first noted above.

**LANDLORD:**

\_\_\_\_\_

By \_\_\_\_\_

Its \_\_\_\_\_

**TENANT:**

\_\_\_\_\_

By \_\_\_\_\_

Its \_\_\_\_\_

## SUBLEASE

**THIS SUBLEASE**, dated this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by and between Great Clips, Inc., a Minnesota corporation, (the “Sublessor”) and \_\_\_\_\_ (the “Sublessee”).

**WHEREAS**, under the terms of a Lease (the “Prime Lease”), dated \_\_\_\_\_, Sublessor leases the premises consisting of approximately \_\_\_\_\_ square feet and located in \_\_\_\_\_ located in \_\_\_\_\_ (“Leased Premises”) from \_\_\_\_\_ (“Landlord”); and

**WHEREAS**, Sublessor desires to sublease to Sublessee and Sublessee desires to lease from Sublessor the Leased Premises pursuant to the terms set forth in this Sublease, subject to the consent of the Landlord.

**NOW THEREFORE**, in consideration of the rents, mutual covenants and agreements hereinafter set forth, the parties agree as follows:

### ARTICLE 1 SUBLEASE; USE; TERMS

1.1 Sublessor hereby subleases to Sublessee and Sublessee hereby rents from Sublessor the Leased Premises for the purpose of operating a retail haircare salon offering personal grooming services and the sale of products related thereto, under the trade name GREAT CLIPS® and for no other use (“Subleased Premises”).

1.2 Sublessee covenants and agrees:

1.2.1 to perform and observe all terms, covenants, conditions and agreements of the Prime Lease designated therein to be performed by the Sublessor with respect to the Subleased Premises during the term of this Sublease, to the extent that such terms, covenants, conditions or agreements are not modified or amended by this Sublease and any extension or renewal thereof;

1.2.2 that with respect to the Subleased Premises, Sublessee shall not do or suffer or permit anything to be done which would constitute a default under the Prime Lease or might cause the Prime Lease to be canceled or terminated or forfeiture reserved or vested in Landlord under the Prime Lease; and

1.2.3 to indemnify and hold Sublessor harmless from and against any and all claims, liabilities, losses and damages of any kind whatsoever that Sublessor may incur by reason of, resulting from or arising out of a failure by the Sublessee to comply with the provisions of this Sublease.

1.3 Sublessor represents, covenants and agrees that so long as Sublessee is not in default hereunder, the provisions of the Prime Lease shall not be expressly waived, modified, amended



or surrendered by the Sublessor in any manner, without the prior consent of Sublessee in such instance.

1.4 It is understood by Sublessee that any services, repairs, and alterations to be furnished pursuant to the terms of the Prime Lease will, in fact, be furnished by Landlord and not by Sublessor. Except as may result from the wrongful act of Sublessor, Sublessor shall in no event be liable to Sublessee, nor shall the obligations of Sublessee be impaired or the performance thereof be excused except as provided in the Prime Lease, because of any failure or delay on the part of Landlord in furnishing any such service or in making any such repairs or alterations in or to the Leased Premises.

1.5 If Sublessor shall take or participate in any legal action in the enforcement of Sublessor's rights against Landlord for the benefit of Sublessor and Sublessee, solely with regard to the Subleased Premises, Sublessee shall, promptly upon demand reimburse Sublessor for all expenses incurred by Sublessor including, without limitation, attorneys' fees and court costs.

## **ARTICLE 2 TERM**

2.1 This Sublease shall begin and be of full force and effect as to both Sublessor and Sublessee pursuant to the provisions of Section 3.1 of the Prime Lease. Sublessee shall have the sole obligation to comply with any and all requirements to exercise any renewal options provided in the Prime Lease, including providing Landlord with timely notice that Sublessee intends to exercise a renewal option.

## **ARTICLE 3 RENT**

3.1 Basic Monthly Rent. Sublessee shall pay the basic monthly rent during the term of the Sublease as set forth in Section \_\_\_\_\_ of the Prime Lease and as therein adjusted from time to time, which amounts shall be paid directly by Sublessee to the Landlord in accordance with the terms of the Prime Lease.

3.2 Additional Rent. Sublessee acknowledges that pursuant to Section \_\_\_\_\_ of the Prime Lease the Tenant is obligated to pay additional rent, as the same is therein defined. Sublessee agrees to make all payments of additional rent to Landlord, as provided in the Prime Lease, which amounts shall be subject to adjustment as provided in the Prime Lease.

## **ARTICLE 4 STATUS OF PRIME LEASE**

4.1 Sublessor warrants and represents that it is not in default under any of the terms and conditions contained in the Prime Lease and that the same is in full force and effect and that all sums due and payable thereunder as of the date of Sublease have been or will be paid in full, and that the Prime Lease has not been extended, modified or amended.

**ARTICLE 5  
SUBORDINATION**

5.1 To the extent that the Prime Lease is also subject and subordinate to such instruments, this Sublease is also subordinate to all ground and underlying leases and all mortgages which might now or hereafter affect such leases, leasehold estate or estates thereby created on the real property of which the Subleased Premises forms a part, and to any and all renewals, modifications, consolidations, replacements and extensions thereof provided that the benefit of any subordination, attornment or non-disturbance agreement relating to the Prime Lease shall inure to Sublessee.

**ARTICLE 6  
DEFAULT BY SUBLESSEE; REMEDIES OF SUBLESSOR**

6.1 In the event of a default or breach by Sublessee of this Sublease, Sublessor shall have the option, but not the obligation, to exercise against Sublessee any remedy or right given to the Landlord under the Prime Lease in the event of a default by Sublessor. Any such remedies are in addition to, and not in limitation of, any other remedy or right permitted by law, in equity or by this Sublease. All such rights and remedies of Landlord under the Prime Lease shall be enforceable by Sublessor in its own name and right, as against Sublessee, as though set forth in their entirety in this Sublease.

**ARTICLE 7  
NOTICES**

7.1 Wherever in this Sublease it shall be required to permitted that notice, approval, consent or demand be given or served by either party to this Sublease to or on the other, such notice, approval, consent or demand shall be in writing and served by personal service or forwarded by certified or registered mail, return receipt requested, addressed to Sublessor or Sublessee at the address specified below. Notice by mail shall be deemed to have been given upon mailing. Notice by service is effective upon service. Either party may change its address for notices by written notice to the other.

|               |                                                                                                                  |
|---------------|------------------------------------------------------------------------------------------------------------------|
| To Sublessor: | Great Clips, Inc.<br>Attn: General Counsel<br>4400 West 78 <sup>th</sup> St., Suite 700<br>Minneapolis, MN 55435 |
|---------------|------------------------------------------------------------------------------------------------------------------|

|               |                         |
|---------------|-------------------------|
| To Sublessee: | _____<br>_____<br>_____ |
|---------------|-------------------------|

7.2 Sublessor and Sublessee agree to promptly send to one another a copy of any notice, letter or other communication from or given to Landlord relative to the Prime Lease or the Subleased Premises.

## **ARTICLE 8 CONSENTS**

8.1 Sublessee acknowledges and agrees that in any case where the provisions of this Sublease require the consent or approval of the Sublessor prior to the taking of any action, it shall be a condition precedent to the taking of such action that, in addition to the prior written consent or approval of Sublessor, the prior written consent or approval of the Landlord shall have been obtained if Landlord's consent must be obtained under the Prime Lease in such case. Sublessee agrees that Sublessor shall not have any duty or responsibility with respect to obtaining the consent or approval of Landlord when the same is required under the terms of the Prime Lease, other than the transmission by Sublessor to Landlord or Sublessee's request for such consent or approval. Sublessor agrees that its consent or approval shall not be unreasonably withheld and that it shall grant its consent or approval in the event Landlord grants its consent or approval.

## **ARTICLE 9 INSURANCE**

9.1 All policies of insurance required by the terms of this Sublease or the Prime Lease shall name, in addition to the Landlord, Sublessor as an additional insured and shall grant to Sublessor all rights and benefits under such policies of insurance that are required to be granted or afforded to Landlord pursuant to the Prime Lease.

## **ARTICLE 10 INDEMNIFICATION**

10.1 Sublessor shall indemnify and hold Sublessee harmless from all acts, all injuries, losses or claims, all damages to personal property, or any causes of action that arise from the conduct of the Sublessor, its employees, agents or contractors.

10.2 Sublessee shall indemnify and hold Sublessor harmless from all acts, all injuries, losses or claims, all damages to personal property, or any causes of action that arise from the conduct of Sublessee, its employees, agents or contractors. Sublessee shall also indemnify and hold Sublessor harmless from Sublessee's failure to comply with any and all requirements to exercise any renewal options provided in the Prime Lease, including providing Landlord with timely notice that Sublessee intends to exercise a renewal option.

## **ARTICLE 11 ATTORNEYS' FEES**

11.1 In the event either party hereto institutes legal action or proceedings arising out of or in any way connected with this Sublease, the non-prevailing party shall reimburse the prevailing party for all reasonable attorney fees and costs incurred in connection therewith.

## **ARTICLE 12 GREAT CLIPS FRANCHISE AGREEMENT**

12.1 This Sublease shall be subject to the provisions of Sublessee's Great Clips Franchise Agreement, to the same extent as if the provisions thereof were fully set forth herein, with respect to the operation of the Subleased Premises and Sublessor's and Sublessee's rights and obligations in the event of the termination, expiration or non-renewal of said Franchise Agreement.

## **ARTICLE 13 MISCELLANEOUS PROVISIONS**

13.1 Merger. This Sublease constitutes the entire agreement of the parties with respect to the subject matter hereof and supersedes any prior negotiations, understandings or writings between the parties with respect to the subject matter hereof. Sublessee acknowledges that they have read the Prime Lease and reviewed it with counsel of their choice and have not relied upon any oral or written promises, representations or assurances in regard to the Prime Lease by Sublessor, its employees or agents.

13.2 Amendments. This Sublease may be amended only by a writing signed by all of the parties hereto.

13.3 Assigns. This Sublease shall inure to the benefit of, and be binding upon the successors and permitted assigns of the parties hereto. The Sublessee may not assign any of its rights or delegate any of its obligations hereunder without the prior written consent of the Sublessor, which consent shall not be unreasonably withheld.

13.4 Applicable Law. This Sublease shall be construed according to, and be governed by, the law of the State in which the Premises are situated.

13.5 Remedies Cumulative; Waiver. No failure or delay by either party to exercise any right, power or privilege provided hereunder or by applicable law shall operate as a waiver thereof, nor shall any single or partial exercise of any right, power or privilege hereunder, preclude any other or future exercise thereof, or the exercise of any other right, power or privilege. The remedies provided herein shall be cumulative and not exclusive of any rights or remedies provided by law.

13.6 Severability. Any provision of this Sublease prohibited by the laws of any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition, or modified to conform with such laws, without invalidating the remaining provisions of this Sublease, and any such prohibition in one jurisdiction shall not invalidate such provision in any other jurisdiction.

13.7 Headings. The headings used herein are inserted for convenience only and shall not affect the construction or interpretation of this Sublease.

13.8 Liability of Principals. The granting of this Sublease by Sublessor is conditioned upon the execution and attachment of Exhibit B – Liability of Principals and which is incorporated herein by reference.

IN WITNESS WHEREOF, the parties hereto have duly executed this Sublease effective as of the date and year first above written.

**SUBLESSOR:**

**SUBLESSEE:**

Great Clips, Inc.

\_\_\_\_\_

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

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

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

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

## LIABILITY OF PRINCIPALS

The undersigned are the principal owners of \_\_\_\_\_, the corporation named as the Sublessee in the Sublease dated the \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_, covering the \_\_\_\_\_ located in \_\_\_\_\_, \_\_\_\_\_.

It is acknowledged that we personally benefit from the Sublease and further that Great Clips, Inc., as part of the consideration for the Sublease, has required this indemnification.

We therefore agree:

1. The undersigned acknowledge that they have received and read the Sublease an the Prime Lease and other Exhibits attached hereto; and they are guaranteeing the obligations of Sublessee pursuant to the Sublease based upon their investigation and not upon any statements, representations or assurances, written or oral, by Great Clips, Inc., its agents or employees.

2. That the undersigned personally, jointly and severally, agree to indemnify and hold harmless Great Clips, Inc. from any and all obligations, claims and costs, including reasonable attorney fees, arising out of a default by the Sublessee under the Sublease.

3. That Great Clips, Inc. may, at its sole option, look solely to the undersigned for indemnification without seeking recourse against the Sublessee and that such election shall not, in any event, release Sublessee from liability under the Sublease.

IN WITNESS WHEREOF, the undersigned has executed this agreement this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_.

\_\_\_\_\_  
Principal

\_\_\_\_\_  
Principal

**GREAT CLIPS  
LEASE GUARANTY AGREEMENT**

**AGREEMENT**, made this \_\_\_\_ day of \_\_\_\_\_, by and between Great Clips, Inc., a Minnesota corporation with its place of business at 4400 West 78<sup>th</sup> Street, Suite 700, Minneapolis, MN 55435 (“Great Clips”) and \_\_\_\_\_, with its office located at \_\_\_\_\_ (“Franchisee”), and \_\_\_\_\_ whose address is \_\_\_\_\_ (“Principal”).

**WHEREAS**, Franchisee has entered into a franchise agreement with Great Clips and the Principals are the major or controlling shareholders of the Franchisee, and

**WHEREAS** Franchisee desires to enter into that certain Lease for the Premises to be located in that certain shopping center known as \_\_\_\_\_ (“Center”), and

**WHEREAS**, The landlord for the Center has refused to enter into the Lease with Franchisee unless Great Clips executes the guaranty attached hereto as Exhibit A (“Guaranty”), and

**WHEREAS** Franchisee desires to have Great Clips guaranty the Lease.

**NOW THEREFORE**, The parties agree as follows:

**1. GREAT CLIPS GUARANTY.** Great Clips will execute the Guaranty in consideration for the following:

- 1.1 The amount noted in Article 2
- 1.2 An executed copy of this Agreement.

**2. CONSIDERATION.** Franchisee will pay to Great Clips in consideration for Great Clips execution of the Guaranty the sum of \$3,700.00.

**3. FRANCHISEE AND PRINCIPALS’ INDEMNIFICATION OF GREAT CLIPS.** Franchisee and Principals, jointly and severally indemnify and hold Great Clips harmless from and against any claim loss or expense including reasonable attorney fees suffered or incurred by Great Clips as a result of the default of Franchisee or Principals in the performance of the Lease.

**4. FRANCHISEE NOT TO AMEND, SUBLEASE OR ASSIGN LEASE.** Franchisee will not enter into any sublease, modification, or amendment of the Lease without the prior written consent of Great Clips. Franchisee will not assign, pledge, or encumber its interest in the Lease without the prior written consent of Great Clips.

**5. MISCELLANEOUS**

**5.1 Survival of Representations and Warranties.** The representations, warranties, covenants, and agreements contained in this Agreement and in any document delivered or to be

delivered pursuant to this Agreement, shall survive the Termination hereof and any investigations by any of the parties.

**5.2 Notices.** All notices, requests, demands and other communications to be given pursuant to this Agreement shall be in writing and shall be deemed to have been duly given if delivered by hand or mailed by registered or certified mail, return receipt requested, postage prepaid, to the addresses noted above or such other address as any party hereto shall have designated by notice in writing to all other parties hereto.

**5.3 Amendments, Supplements, Etc.** This Agreement may be amended, supplemented, or otherwise modified only by an instrument in writing signed by all of the parties hereto.

**5.4 Entire Agreement.** This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof and supersedes all prior negotiations, understandings, and agreements in connection therewith.

**5.5 Applicable Law.** This Agreement and the legal relations among the parties hereto shall be governed by and construed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota.

**IN WITNESS WHEREOF,** The parties have executed this agreement as of the date first above written.

**GREAT CLIPS, INC.,**  
**a Minnesota corporation**

\_\_\_\_\_

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

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

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

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

\_\_\_\_\_  
(Principal)

\_\_\_\_\_  
(Principal)



## **EXHIBIT M**

### **Foundation Technologies, LLC – Salon X Service Agreement**



## **Rental Terms**

FOUNDATION TECHNOLOGIES LLC

Equipment Rental Agreement

PLEASE READ THIS EQUIPMENT RENTAL AGREEMENT ("AGREEMENT") CAREFULLY BEFORE COMPLETING YOUR ORDER FOR THE EQUIPMENT. BY USING THE EQUIPMENT, YOU ARE AGREEING TO BE BOUND BY THE TERMS OF THIS AGREEMENT, INCLUDING WITHOUT LIMITATION THE TERMS ENTITLED "DISCLAIMER," "WAIVER OF DAMAGES" AND "ARBITRATION; COLLECTION." IF YOU DO NOT AGREE TO THE TERMS OF THIS AGREEMENT, DO NOT USE THE EQUIPMENT AND, IF PRESENTED WITH THE OPTION TO "AGREE" OR "DISAGREE" TO THE TERMS, CLICK "DISAGREE". THIS AGREEMENT PLUS THE ORDER YOU ENTERED ON THE PORTAL ORDER INTERFACE OF FOUNDATION TECHNOLOGIES EQUIPMENT RENTAL & LEASING COMPANY LLC COMPRISE THE ENTIRE AGREEMENT BETWEEN YOU AND FOUNDATION TECHNOLOGIES EQUIPMENT RENTAL & LEASING COMPANY LLC REGARDING THE EQUIPMENT AND SERVICES DESCRIBED IN YOUR ORDER.

**Rental and Term.** This Agreement sets forth the terms and conditions of your Order and use of the Equipment set forth in your Order. We agree to rent the Equipment to you, and you agree to rent the Equipment from us for the number of months set forth in the "Term" in your Order. This Agreement is effective from the Commencement Date and will continue for at least the duration of the Original Term. Unless terminated early pursuant to the below provisions, either of us may terminate this Agreement with 60 days 'written notice prior to the end of the Original Term. If neither of us gives such notice, this Agreement will automatically continue for successive one-year renewal periods (each, a "Renewal Term") unless and until one of us gives the other written notice at least sixty (60) days prior to the end of the then-current rental period of its intention to terminate this Agreement.

**Software License.** We hereby grant you a nonexclusive, non-transferable license to use the object code version of any Software. This license shall expire upon the end of the Term. The Software shall include any related user documentation. You may not (i) remove or modify any Software or any marking or notice of the proprietary rights in the Software; (ii) engage in, cause or permit the reverse engineering, disassembly, decompilation, recompilation, modification or any similar manipulation of the Software; (iii) install any other software on the Equipment; (iv) make the Software available in any manner (as rental, timesharing, subscription service, hosting, or outsourcing) for use in any third party's business, or otherwise use the Software to process third party data; (v) create derivative works of the Software; or (vi) sublicense, loan, rent, lease, distribute, assign or otherwise transfer the Software or copies thereof, in



whole or in part, or otherwise make the Software available to third parties (other than your agents). You may not copy the Software, except that you may make and maintain a reasonable number of copies for backup and archival purposes, provided such copy includes all copyright, proprietary rights and other notices included on or in the Software. All Software is licensed, not sold, to you. Except for the rights expressly granted to you under this Agreement, all right, title and interest in all Software shall at all times remain the property of Foundation Technologies Equipment Rental & Leasing Company LLC and its licensors. Certain third party Software may be subject to the licensing conditions and restrictions of the software manufacturer or supplier, details of which shall be made available on request, if not already supplied at the time of delivery of the Equipment.

#### **Compensation.**

**Rental Charges.** You agree to pay us without condition all Rental Payments and any other amounts due, without any right to set-off. For each item of Equipment, we will charge your credit card in advance each month of the Term, commencing upon execution of this Agreement.

**Delivery.** All prices are exclusive of any freight, handling and shipping insurance charges, fees and duties or other similar amounts. We may bill your credit card on file for any of these expenses that we incur. Taxes. Fees and other charges payable by you do not include your applicable taxes and duties. You agree to provide us with information that we need to determine whether we are obligated to collect taxes from you.

**Price Increases.** Upon the provision of Upgrades or the commencement of any Renewal Term, we may increase the Rental Payment. All increases will be effective one hundred twenty (120) days after notice to you, unless you terminate this Agreement and return your Equipment before the effective date of the price increase.

#### **Responsibilities of the Parties.**

• **Use and Risk of Loss.** You agree that this is a commercial and business transaction. You warrant that the Equipment will be used only for business and not for personal, family or household purposes. You agree to operate and use the Equipment in accordance with the manufacturer's instructions and recommendations. You are responsible for any loss, theft or destruction of, or damage to, the Equipment from any cause (a "Loss") whether or not the Equipment is insured, except for any loss, theft or destruction to the extent caused directly or indirectly by our gross negligence or willful misconduct.

• **Indemnity.** You agree to indemnify us and hold us harmless for all suits and other liabilities arising from your performance of your duties under this Agreement or related to your use of the Equipment. This indemnity will continue even after the Rental has ended. We agree to indemnify, defend and hold harmless, you (including Great Clips, Inc.), for any claim or action based on or arising out of any of the



infringement or alleged infringement of the Maintenance and Support (but not Equipment or Software) furnished under this Agreement of any patent, copyright, trade secret or other proprietary right of any other party, except Great Clips, Inc. You agree that all Equipment and Software has been selected by you or Great Clips, Inc. and not Foundation Technologies Equipment Rental & Leasing Company LLC, or any parent, affiliate or subsidiary of Foundation Technologies Equipment Rental & Leasing Company LLC, and hereby agree to indemnify us and hold us harmless (or cause Great Clips, Inc. to provide indemnity) for any claim or action based on or arising out of any of the infringement or alleged infringement of any patent, copyright, trade secret or other proprietary right of any other party by the Equipment or the Software.

- **Credit Information.** You authorize us to obtain credit information and to obtain credit bureau reports and make other credit inquiries that we determine are necessary.

- **Compliance.** Each party will adhere to all laws, rules, and regulations (including without limitation Export Control Laws and Personal Data Protection Laws) applicable to the Rental, provided that it is hereby agreed that we are not a processor of Your Data.

- **Unauthorized Use.** Each party agrees to use commercially reasonable efforts to prevent Unauthorized Use of the Equipment, and terminate any Unauthorized Use when discovered. Each party will promptly notify the other of any actual or suspected Unauthorized Use of, or access to, the Equipment of which it becomes aware.

- **Restrictions on Use.** Unless we specifically agree in writing, you will not use the Equipment for High Risk Activities.

- **Delivery and Shipping.** Costs of shipment are not included in the Rental Rate, and you will be responsible any applicable duties, taxes, tariffs or other applicable import or export fees. We will make reasonable commercial efforts to ship the Equipment to you on a timely basis, but you agree that we are not responsible for any delays in shipping.

- **Your Data.** You are solely responsible for the development, content, use and storage of Your Data. Without limiting the generality of the preceding sentence, you are solely responsible for compliance of Your Data with all laws and regulations. We have no obligation to maintain, store or return any of Your Data.

- **End Users.** You agree that it is your responsibility to ensure that the Equipment you rent is used in compliance with this Agreement and applicable laws and regulations. You further agree that you will terminate any End User's access to the Equipment if you become aware of any violations of this Agreement or applicable laws or regulations.

**Default.** You will be in default if any of the following occurs (each of the following is a "Default"): (i) you do



not pay us as agreed and do not cure such breach within five (5) days 'written notice of the delay; (ii) your credit card becomes invalid or a charge against it is refused; (iii) you fail to perform any other material obligation under this Agreement; (iv) except as permitted under this Agreement, you assign, pledge, sub-lease, or allow another party to use the Equipment or attempt to do so without our prior written authorization; (v) your financial condition materially changes to the point where it causes us to be insecure about your willingness or ability to perform your obligations under the Rental or any other agreement with us; (vi) the Equipment becomes subject to a Lien; (vii) you are unable to pay debts when they become due, stop doing business as a going concern, merge, sell or transfer all or substantially all of your assets, make an assignment for the benefit of creditors, appoint a trustee or receiver or undergo a substantial deterioration of financial health; (viii) you fail to assume this Rental obligation within 60 days of the filing of any petition for protection under the United States Bankruptcy Code (each of the foregoing is a "Default"); or (ix) you cease to be a Franchisee.

**Remedies.** If a Default occurs, we may at our option do one or more of the following: (i) we may bring a claim against you for all past due payments and other charges and all payments due in the future to the end of the Rental Term, plus our legal and collection costs, as further described in this Agreement; (ii) we may, without notice, cancel or terminate all of your rights, but not your obligations, associated with the Rental; (iii) by notice in writing to you, we may, at our option, accelerate and declare all Rental Payments immediately due and payable, and charge these amounts against your credit card; ; and/or (iv) we may exercise any remedy at law or equity, notice thereof being expressly waived by you. We may sell, rent, or otherwise dispose of the Equipment in a commercially reasonable manner, with or without notice, at a public or private sale and apply the net proceeds to the amount you owe us. If the net proceeds do not pay us everything you owe us, you are liable for the difference. In the event that the Equipment is not returned to us by the end of the Rental Term, you hereby authorize us to charge your credit card for an additional rental period(s) until the Equipment is returned. If the Equipment is lost, damaged or not returned in good working condition within thirty (30) days of the end of the Rental Term, we may charge your credit card for the purchase price of the Equipment, which shall not be offset by any Rental Payments you have made.

### **Maintenance and Support.**

1. **Hardware Services.** If during the Rental Term, you submit a valid claim by notifying us that a defect in materials and workmanship has arisen in the Equipment that causes it not to perform in accordance with the manufacturer's warranty, we will either: (i) repair the defect at no charge, using new parts or parts that are equivalent to new in performance and reliability, or (ii) exchange the Equipment with a replacement



product that is new or equivalent to new in performance and reliability. Exclusions apply as described below.

- **ADH Service.** If during the Rental Term you submit a valid claim by notifying us that the Equipment has failed due to ADH, we will, subject to your payment of the service fee described below if the second occurrence, either (i) repair the defect using new or refurbished parts that are equivalent to new in performance and reliability, or (ii) exchange the Equipment with a replacement product that is new or equivalent to new in performance and reliability. Each time you receive services for ADH is a “Service Event”. Exclusions apply as described below. Further, services for ADH expire and all of our obligations to you under this section are fulfilled in their entirety once we have provided to you one (1) Service Event.

- **ADH Service Fees.** The following service fees may apply to a second Service Event: US\$149. Fees do not include applicable taxes payable by you. If a third Service Event occurs, you must purchase the Equipment at its original purchase cost. You hereby authorize us to charge your credit card for the price of purchase.

- **Service Exclusions.** We will not provide Hardware Services or ADH Services in the following circumstances: (a) to protect against normal wear and tear, or to repair cosmetic damage not affecting the functionality of the Equipment; (b) to conduct preventative maintenance; (c) to replace Equipment that is lost or stolen; (d) to repair damage caused by reckless, abusive, willful or intentional conduct, or any use of the Equipment in a manner not normal or intended by the manufacturer of the Equipment, or except as provided for ADH, to repair damage caused accidentally; (e) services to install, remove or dispose of the Equipment or the equipment provided to you while the Equipment is being serviced; (f) to repair damage caused by a product that is not Equipment; (g) to repair any damage to Equipment (regardless of the cause) if the Equipment has been opened, serviced, modified, or altered by anyone other than us or our authorized representative; (h) to repair any damage to Equipment with a serial number that has been altered, defaced or removed; or (i) to repair damages caused by fire, earthquake or other external causes. Installation of third-party parts may affect your coverage. As a condition of receiving Hardware or ADH Services, all Equipment must be returned to us in its entirety including all original parts or manufacturer-authorized replacement components.

- **Technical Support.** During the Rental Term, we will provide you with access to Technical Support. We will provide support for the then-current version of the supported Software and the prior Major Release. Technical Support is limited to the following: (i) the Equipment, (ii) the Software that is pre-installed on or designed to operate with the Equipment, and (iii) connectivity issues between the Equipment and a laptop or desktop computer that meets the Equipment’s connectivity specifications and runs an operating system supported by the Equipment. Exclusions apply as described below.



• **Technical Support Exclusions.** We will not provide Technical Support in the following circumstances:

(a) for use of the Software as a server-based application; (b) for issues that could be resolved by upgrading Software to the then-current version; (c) for third-party products or their effects on or interactions with the Equipment; (d) for your use of a computer or operating system that is not related to Software or to connectivity issues with the Equipment; (e) for software other than the Software; (f) for any Software designated as “beta”, “prerelease”, or “preview”, or similar designation that is not preapproved; or (g) for damage to, or loss of, any software or data that was residing or recorded on the Equipment (note: this Agreement does not cover the recovery or reinstallation of software programs and user data).

Also, we do not provide Technical Support for software that is not listed in your Order, even if it is furnished with the Equipment. If you contact us regarding non-covered software, we may, at our discretion, connect you with the manufacturer or provider of such software. You agree that all support and remedies for the third party software is the responsibility of the third party and not Foundation Technologies Equipment Rental & Leasing Company LLC.

• **Loss of Data.** You shall ensure that you have proper back-ups for all of Your Data. In providing maintenance and support, we have no obligation to maintain, store, restore or return any of Your Data. Ownership. You understand that this transaction is a true Rental and not a loan transaction or disguised security interest. We will own and have title to the Equipment at all times. When this Agreement expires or is terminated, you shall at your expense immediately disconnect and return the Equipment to us in good repair, condition and working order, in compliance with the manufacturer’s warranty, normal wear and tear excepted.

**Representations, Warranties and Disclaimers.**

**Representations and Warranties.**

- We represent and warrant that we will not interfere with your quiet enjoyment of the use of the Equipment so long as you are complying with all of the terms of this Agreement.
- We do not warrant that the operation of any Equipment will be uninterrupted or fault free.
- You represent and warrant that you are responsible for determining that the Equipment meets your needs, notwithstanding any advice or recommendation given by us.
- Each party represents and warrants that it has the full power and authority to enter into the Agreement. Each party represents and warrants that it will comply with all laws and regulations applicable to its provision, or use, of the Equipment as applicable.
- **Disclaimer.** EXCEPT AS SET FORTH IN THIS AGREEMENT, WE ARE RENTING THE EQUIPMENT TO YOU “AS IS” AND WE DISCLAIM ALL EXPRESS AND IMPLIED WARRANTIES, INCLUDING ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.



• **Reliance on Disclaimer, Liability Limitations and Indemnification Obligations.** You acknowledge that we have set our prices and entered into this Agreement in reliance on the limitations and exclusions of liability, the disclaimers of warranties and damages and your indemnity obligations form an essential basis of the bargain between the parties.

• **Unconditional Rental Charges.** You hereby acknowledge having signed an Equipment Rental Contract and understand that it cannot be revoked or cancelled for any reason except as provided herein.

• **Waiver of Damages.** TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, WE AND OUR EMPLOYEES AND AGENTS WILL UNDER NO CIRCUMSTANCES BE LIABLE TO YOU FOR ANY INDIRECT OR CONSEQUENTIAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, THE COSTS OF RECOVERING, REPROGRAMMING, OR REPRODUCING ANY PROGRAM OR DATA OR THE FAILURE TO MAINTAIN THE CONFIDENTIALITY OF YOUR DATA, ANY LOSS OF BUSINESS, PROFITS, REVENUE OR ANTICIPATED SAVINGS, RESULTING FROM OUR OBLIGATIONS UNDER THIS PLAN. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, THE LIMIT OF OUR AND OUR EMPLOYEES 'AND AGENTS 'LIABILITY TO YOU SHALL NOT EXCEED THE RENTAL PAYMENTS PAID TO US UNDER THIS AGREEMENT. WE SPECIFICALLY DO NOT WARRANT THAT (i) WE WILL BE ABLE TO REPAIR OR REPLACE THE EQUIPMENT WITHOUT RISK TO OR LOSS OF PROGRAMS OR YOUR DATA, (ii) WE WILL MAINTAIN THE CONFIDENTIALITY OF YOUR DATA, OR (iii) THAT THE OPERATION OF THE EQUIPMENT OR SOFTWARE WILL BE UNINTERRUPTED OR ERROR-FREE.

**Assignment.** This Agreement will be binding on and inure to the benefit of the parties hereto and their respective successors and assigns. Since this Agreement is based on your credit strength, you may not assign or transfer this Agreement to anyone else, except that you may assign it to a purchaser of your franchise, provided that (i) the purchaser is or becomes an Eligible Franchisee immediately upon closing the transaction, and (ii) you may be obligated pay us a transfer fee of \$175 for the assignment. We may sell or transfer our interests to another entity which will then have all of our rights but none of our obligations, unless those obligations are specifically assumed. In that case, those obligations will continue to be ours. The rights we pass on to the new entity will not be subject to any defenses, claims or set-offs you may assert against us. Any action by you against us must be commenced within one year after the cause of action arises or be forever barred.

**Insurance.** You must maintain acceptable public liability insurance naming us as “additional insured.” You must maintain property insurance to insure the Equipment against all risks of loss in an amount equal to the replacement cost and have us listed on the policy as “loss payee.” If, upon our request, you do not give us proof of the property insurance, then depending on the original cost of the Equipment, we may





either (i) obtain property insurance to cover our interests and charge you a fee for such coverage or (ii) charge you a monthly non-compliance fee up to \$50.00 (which provides no insurance benefit). You can stop the insurance coverage fee or non-compliance fee at any time by delivering the required proof of insurance. You appoint us as attorney-in-fact to make claims for, receive payment of, any execute and endorse all documents, checks or drafts for loss, theft, damage or destruction to the Equipment. We may elect how to apply insurance proceeds.

**Force Majeure.** Neither party is liable for any delay or failure to perform any obligation under this Agreement or the delay or if any failure results from any cause beyond that party's reasonable control, including acts of God, labor disputes or other industrial disturbances, systematic electrical, telecommunications or other utility failures, explosion, accident, structural collapse or breakage of plant or equipment, earthquake, floods, storms or other natural disasters, epidemics or other public health issues, quarantines, blockages, embargoes, riots, natural or chemical contamination, radioactivity, acts or orders of government, failure of public infrastructure, pressure waves or other sonic or auditory impact, acts of terrorism, or war.

**Entire Agreement.** This Agreement, plus your Order, constitutes the entire agreement and understanding between us and you.

**Amendment and Waiver.** Any provision of this Agreement may be amended or waived only in writing signed by both parties.

**No Waivers.** The failure by us to enforce any provision of this Agreement will not constitute a present or future waiver of such provision nor limit our right to enforce such provision at a later time. All waivers by us must be in writing to be effective.

**Choice of Law.** This Agreement will be interpreted using the internal laws of the State of Minnesota, including for the purpose of choice of law, as though all acts and omissions related to this Agreement occurred in the State of Minnesota.

**Severability.** The invalidity or unenforceability of any provision of this Agreement in a specific situation will not affect the validity or enforceability of that provision in other situations or of other provisions of this Agreement.

**Counterparts; Facsimile Signature.** This Agreement may be executed in counterparts, each of which will be considered an original. To expedite this Agreement, you agree that your faxed signature will be considered as good as your original signature and admissible in court as conclusive evidence of this Agreement.

**No Agency.** The parties are independent contractors, and this Agreement does not create an agency, partnership or joint venture.



**No Third Party Beneficiaries.** Except for Great Clips, Inc., which will be deemed a third-party beneficiary hereunder, there are no third-party beneficiaries to this Agreement.

**No Relationship to Franchise Agreement.** With the exception that being a franchisee of Great Clips, Inc. or its affiliates is required to be an Eligible Franchisee, this Agreement does not modify your franchise agreement nor create any additional rights or benefits under your franchise agreement.

**Survival.** All agreements, indemnities, promises, representations and warranties made by either party in this Agreement, or in any, schedule, exhibit or other document furnished in connection with the negotiation, execution and performance of this Agreement, shall survive the expiration, termination, cancellation or assignment of this Agreement.

**Arbitration; Collection.** Except as provided below, any controversy or claim arising out of or relating to this Agreement, including disputes relating to its formation, or the breach thereof, that, subject to a good faith attempt by an executive officer of the party seeking to bring a claim to negotiate a resolution before bringing such claim, will be settled by arbitration in Minneapolis, Minnesota, at a time and location designated by a single arbitrator, but not exceeding 90 days after a demand for arbitration has been made. Arbitration will be conducted by the American Arbitration Association in accordance with its Commercial Arbitration Rules, and judgment upon the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The arbitrator will be selected from a panel of persons having experience with and knowledge of data storage, web hosting or the information technology services business. The arbitrator will be a retired state or federal judge or any attorney who has practiced business litigation for at least 10 years. Limited civil discovery will be permitted for the production of documents and taking of depositions. Unresolved discovery disputes may be brought to the attention of, and may be decided by, the arbitrator. The arbitrator will assess the costs and expenses of the arbitration against the parties in such proportion as may be fair and equitable. The arbitration award will be in writing and will specify the factual and legal bases for the award. Nothing herein contained will bar either party from seeking equitable remedies in a court of appropriate jurisdiction.

We may charge interest on overdue amounts at the rate of 1.5% per month. If we bring a successful legal action to collect, or engage a collection agency, and unless determined by an arbiter as set forth above, you must pay our reasonable costs of collection, including reasonable attorney's fees and costs.

**Notices.** All notices given pursuant to this Agreement will be in writing and will be delivered by hand or sent by United States registered mail, postage prepaid, addressed as follows (or to another address or person as a party may specify on notice to the other):

(i) If to us:

Matt Woestehoff, President



Foundation Technologies LLC

250 Marquette Avenue South, Suite 225

Minneapolis, MN 55401

(ii) If to you, your listed billing address.

**Definitions.**

- “ADH” means a failure of the Equipment or Software due to a cracked screen or any other form of accidental damage from handling resulting from an unexpected and unintentional external event (such as, drops and damage caused by liquid contact).
- “Commencement Date” for a Rental shall occur upon the earlier of execution of this Agreement or delivery of the Equipment.
- “Franchisee” means an authorized franchisee of Great Clips, Inc. or its affiliates.
- “End Users” means the individuals that you permit to use the Equipment.
- “Equipment” means the Equipment described on one or more Schedules, which are attached hereto and incorporated as part of this Agreement.
- “Export Control Laws” means all applicable export and re-export control laws and regulations including the Export Administration Regulations, maintained by the U.S. Department of Commerce trade and economic sanctions maintained by the Treasury Department’s Office of Foreign Assets Control and the International Traffic in Arms Regulations maintained by the Department of State.
- “High Risk Activities” means uses the failure of which could lead to death or serious bodily injury to any person or physical or environmental damage.
- “Major Release” means a significant version of software that is commercially released in a release number format such as “1.0” or “2.0” and which is not in beta or pre-release form.
- “Order” means the request for the rental of Equipment and provision of services that is placed on the portal of Foundation Technologies Equipment Rental & Leasing Company LLC and approved by Foundation Technologies Equipment Rental & Leasing Company LLC.
- “Original Term” begins with the Commencement Date and continues for the number of months set forth in the Term in your Order or, if no number of months is stated in the Order, for thirty-six (36) months.
- “Personal Data Protection Laws” means the laws and regulations of all applicable governmental authorities related to the obligations of data controllers and data processors to protect the privacy and security of personal information, including, but not limited to, as and when applicable, the California Consumer Privacy Act (CCPA).
- “Rental” means our rental of Equipment to you pursuant to this Agreement.
- “Rental Payment” means the payments to be paid by you to us, which are set forth in your Order. All



payments must be made in United States Dollars (US\$).

- “Rental Term” means collectively the Original Term and any and all Renewal Terms.
- “Software” means any operating systems, databases and applications set forth in your Order and furnished with the Equipment by Foundation Technologies LLC or its affiliates.
- “Technical Support” means telephone and web-based technical support for Software that provides assistance with installation, launch, configuration, troubleshooting, and recovery (excluding data recovery), including storing, retrieving, and managing files; interpreting system error messages; and determining when hardware service is required or ADH service may be applicable.
- “Your Data” means data, including without limitation email, snap-shots, back-ups, voice mail, log files, provided, generated, transmitted or displayed through the Equipment by you or End Users.



## SERVICE AGREEMENT

This Services Agreement (this “**Agreement**”) is effective on the date you electronically sign it (the “**Effective Date**”), is by and between Foundation Technologies, LLC (the “**Foundation**”) and you, a Great Clips, Inc. franchise (the “**Franchisee**”).

This Agreement is delivered electronically. The Franchisee consents to using an electronic signature to sign this Agreement and understands that this is a legally binding agreement after Franchisee signs this Agreement electronically. By electronically signing the Agreement, the Franchisee also consents to entering into this Agreement in electronic form. The Franchisee acknowledges that her electronic signature will have the same legal force and effect as a handwritten signature. The Franchisee’s electronic signature, including date and time of signing will be stored electronically by the Foundation.

## PREAMBLE

The Franchisee desires that Foundation provide the services described in this Agreement and consistent with the Salon X Initiative in relation to Hardware and Third-Party Software acquired through the Salon X Store. “Salon X Initiative” is the initiative and direction given by Great Clips, Inc. that relates to in-salon technology use. This includes the point-of-sale system, networking, and other services that benefit the in-salon technology initiatives. This is a multi-vendor initiative that includes Foundation. The “Salon X Store” means the ecommerce platform hosted by Great Clips, Inc. where in-salon hardware and certain Third-Party Software is purchased or licensed and managed. The Salon X Store is located at <https://salonxstore.greatclips.com>.

## AGREEMENT

The parties agree as follows:

## SERVICES

Foundation agrees to provide to Franchisee the services (the “**Services**”) described below related to the technology delivered by the Foundation and used in its franchise operations which Franchisee has acquired (through lease or purchase) from the Foundation (“**Hardware**”):

1. Foundation Help Desk access;
2. Third-Party Software Implementation and configuration;



3. Third-Party Software maintenance and updates as recommended by Great Clips, Inc. in consultation with its vendors;
4. Initial configuration of devices based on specifications for Salon X based on recommendations from Great Clips, Inc. in consultation with its vendors.

Foundation may add to, eliminate or modify the Services at any time. Foundation may give Franchisee prior notice of any such change, and Foundation will evaluate the recurring Fees based on such addition, elimination or modification of Services.

### **FEES AND EXPENSES; PAYMENT TERMS**

1. Franchisee agrees to pay Foundation the fees ("Fees") described in this Agreement, based related on e-commerce transactions. Foundation may modify fees upon prior written notice.
2. Foundation will not issue invoices to Franchisee. Payment of Fees is due during the month in which Services are to be performed with no right of setoff. All payments hereunder shall be in US dollars and made by credit card. The Franchisee will provide Foundation with an authorized credit card number, **expiry** date, and related security code through the e-commerce portal allowing Foundation to charge the applicable account to collect Fees due under this Agreement. By authorizing Foundation to charge a credit or charge card, the Franchisee is authorizing Foundation or its respective designated representatives or agents to automatically continue charging that card (or any replacement credit card account if the original card is renewed, lost, stolen, or changed for any reason by the credit-issuing entity, and such entity informs Foundation of such new replacement card account) until this Agreement is terminated and all Fees are paid in full.
3. Late Payment. If Franchisee fails to timely pay an invoice, Foundation may (a) charge a 15% fee after 30 days after such payment is due; (b) charge interest on unpaid amounts at a rate of 1.5% per month or the maximum amount permitted by law, whichever is lower, from the date such payment was due until the date paid; and (b) suspend performance for all Services until payment has been made in full.
4. Shipping. Foundation will select the method of shipment of and the carrier for any Hardware. Franchisee will be responsible for all shipping and related insurance costs. The Foundation may,



in its sole discretion, without liability or penalty, make partial shipments of Hardware to Franchisee.

5. Taxes. Franchisee shall be responsible for all sales, use, VAT and excise taxes, and any other similar taxes, duties, and charges of any kind imposed by any federal, provincial, state, or local governmental entity on any amounts payable by Franchisee hereunder except for any taxes imposed on, or with respect to, Foundation's income, revenues, gross receipts, personnel, or real or personal property or other assets.

## **FRANCHISEE'S OBLIGATIONS**

Franchisee shall (a) provide Foundation with access to the Hardware electronically as may reasonably be required by Foundation for the purposes of performing the Services; (b) respond promptly to any Foundation request for information or approvals that Foundation deems appropriate to perform the Services.

## **TERM AND TERMINATION**

1. Month-to-Month Term; Renewal. This Agreement will begin on the Effective date and will continue thereafter for a period of one month, unless sooner terminated as allowed by this Agreement. This Agreement will automatically renew for additional consecutive months unless either the Franchisee or the Foundation notifies the other party of termination in writing before the expiration of the then-current term (the "Term").
2. Software Subscriptions and Licenses Renewed. Any licenses or subscriptions to software implemented by the Foundation on the Hardware will be automatically renewed during the Term. The Franchisee can view its subscriptions and licenses, and billing information, at any time by visiting the My Account section of the Salon X Store, located at <https://salonxstore.greatclips.com>.
3. Termination. This Agreement will automatically terminate without the requirement of any notice if Great Clips, Inc. terminates Franchisee's right to participate in the Salon X Program or terminates the franchise agreement between the Franchisee and Great Clips, Inc. Foundation may terminate this Agreement upon prior written notice if Franchisee fails to pay Foundation Fees on a timely basis.



4. Effects of Termination or Expiration. Upon expiration or termination of this Agreement for any reason, Franchisee will: (i) allow the Foundation continued access to the Hardware to uninstall any software used in conjunction with the Hardware and managed or licensed by the Foundation; (ii) pay all outstanding Fees to the Foundation; and (iii) if Hardware is rented to Franchisee from the Foundation, return the Hardware to the Foundation within seven (7) days of Termination.
5. Survival. Any right or obligation of the parties in this Agreement which, by its nature, should survive termination or expiration of this Agreement, will survive any such termination or expiration of this Agreement.

## **INTELLECTUAL PROPERTY**

1. As part of the provision of the Services, the Foundation does not own any data related Franchisee and its clients ("Client Data") and, except as authorized by (i) this Agreement, (ii) any other agreement between the Franchisee and the Foundation or Great Clips, Inc. or (iii) any agreement between the Franchisee and Great Clips, Inc., the Foundation will not claim any ownership in or right to use the Client Data. The Franchisee is solely responsible for the development, content, use and storage of Client Data. Without limiting the generality of the preceding sentence, the Franchisee is solely responsible for compliance of Client Data with all applicable laws and regulations. We have no obligation to maintain, store or return any of Client Data.
2. All intellectual property rights, including copyrights, patents, patent disclosures and inventions (whether patentable or not), trademarks, service marks, trade secrets, know-how, and other confidential information, trade dress, trade names, logos, corporate names and domain names, together with all of the goodwill associated therewith, derivative works and all other rights (collectively, "Intellectual Property Rights") in and to all documents, work product and other materials that are delivered to Franchisee under this Agreement or prepared by or on behalf of Foundation in the course of performing the Services (collectively, the "Deliverables") shall be owned exclusively by the Foundation.

## **CONFIDENTIAL INFORMATION**

All non-public, confidential or proprietary information of either party ("Confidential Information"), including, but not limited to, information about such party's business affairs, products, services, methodologies, confidential intellectual property, trade secrets, third-party confidential information, and other sensitive or





proprietary information, disclosed by one party (the “Disclosing Party”) to the other party (the “Receiving Party”), whether disclosed orally or disclosed or accessed in written, electronic, or other form or media, or otherwise learned by the Receiving Party in connection with this Agreement, and whether or not marked, designated, or otherwise identified as “confidential,” is confidential, solely for use in performing this Agreement and may not be disclosed or copied unless authorized by the Disclosing Party in writing. The Receiving Party shall protect and safeguard the confidentiality of the Disclosing Party’s Confidential Information with at least the same degree of care as the Receiving Party would protect its own Confidential Information, but in no event with less than a commercially reasonable degree of care. Franchisee authorizes the Foundation to share any of its Confidential Information with Great Clips, Inc. Confidential Information does not include any information that: (a) is or becomes generally available to the public other than as a result of the Receiving Party’s breach of this Agreement; (b) is obtained by the Receiving Party on a non-confidential basis from a third-party that was not legally or contractually restricted from disclosing such information; (c) the Receiving Party establishes by documentary evidence, was in its possession prior to the Disclosing Party’s disclosure hereunder; (d) was or is independently developed by the Receiving Party without using any of the Disclosing Party’s Confidential Information; or (e) is required to be disclosed under applicable federal, state or local law, regulation or a valid order issued by a court or governmental agency of competent jurisdiction.

### **THIRD-PARTY SOFTWARE**

Foundation has been engaged by Franchisee to install, implement, integrate, configure, maintain, support or upgrade third-party software programs or applications (“Third-Party Software”). Third-Party software includes all software applications licensed by Franchisee, and software created by parties or contractors other than Foundation. Franchisee acknowledges that Foundation is not the author, developer, provider or seller of such Third-Party Software, but instead has been retained by Franchisee solely to install, implement, integrate, configure, maintain, support or upgrade such Third-Party Software in Franchisee’s current computing environment. As such, Franchisee agrees that Foundation will not be liable for any defects, flaws, programming errors, inefficiencies or malfunctions in any such Third-Party Software, or for any lack of functionality in or non-performance of the Third-Party Software. Franchisee agrees: (i) that its exclusive remedies with respect to any Third-Party Software will be against the author thereof; (ii) not to assert against Foundation any claim based on or related to Franchisee’s use of any Third-Party Software; and (iii) that its use of any Third-Party Software (whether in an unmodified form or which includes any adaptations, translations, customizations, derivative works, extensions or other modifications by Foundation) will be governed solely by the terms of Franchisee’s license agreement with the author of



such Third-Party Software. Foundation warranties only extend to Services provided by Foundation, and Foundation does not warrant and is not responsible for Third-Party Software or the performance of products or services of any third parties.

## **REPRESENTATIONS AND WARRANTIES**

1. Each party represents and warrants to the other party that: (a) it has the full right, power, and authority to enter into this Agreement, to grant the rights and licenses granted hereunder and to perform its obligations hereunder; and (b) when executed and delivered by such party, this Agreement will constitute the legal, valid and binding obligation of such party, enforceable against such party in accordance with its terms.
2. EXCEPT FOR THE EXPRESS WARRANTIES IN THIS SECTION, (A) EACH PARTY HEREBY DISCLAIMS ALL WARRANTIES, EITHER EXPRESS, IMPLIED, STATUTORY, OR OTHERWISE UNDER THIS AGREEMENT, AND (B) FOUNDATION SPECIFICALLY DISCLAIMS ALL IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE AND NON-INFRINGEMENT.

## **LIMITATION OF LIABILITY**

EXCEPT FOR OBLIGATIONS TO MAKE PAYMENT, INDEMNIFICATION OBLIGATIONS, LIABILITY FOR BREACH OF CONFIDENTIALITY, IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER PARTY FOR: (A) ANY LOSS OF USE, REVENUE, OR PROFIT OR LOSS OF DATA OR FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, EXEMPLARY, SPECIAL, OR PUNITIVE DAMAGES WHETHER ARISING OUT OF BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, REGARDLESS OF WHETHER SUCH DAMAGE WAS FORESEEABLE AND WHETHER OR NOT SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES; OR (B) DIRECT DAMAGES OF MORE THAN THE AGGREGATE AMOUNTS PAID OR PAYABLE TO SERVICE PROVIDER IN THE THREE MONTH PERIOD PRECEDING THE EVENT GIVING RISE TO THE CLAIM.

## **FACTA/PCI COMPLIANCE EXCLUDED**

Foundation does not provide services relating to PCI or FACTA (or any international FACTA equivalents) compliance. It is assumed that Great Clips, Inc., one of its other vendors or Franchisee is responsible for



ensuring adherence to these requirements and contracting with appropriate third-parties to complete these certifications / compliance reviews.

## **FORCE MAJEURE**

No party shall be liable or responsible to the other party, nor be deemed to have defaulted under or breached this Agreement, for any failure or delay in fulfilling or performing any term of this Agreement (except for any obligations to make payments to the other party hereunder), when and to the extent such failure or delay is caused by or results from events outside of the party's reasonable control ("**Force Majeure Events**"), including but not limited to: (a) acts of God; (b) flood, fire, earthquake, pandemics, epidemics or explosion; (c) war, invasion, hostilities (whether war is declared or not), terrorist threats or acts, riot, or other civil unrest; (d) government order or law; (e) actions, embargoes, or blockades in effect on or after the date of this Agreement; (f) action by any governmental authority; (g) national or regional emergency; (h) strikes, labor stoppages or slowdowns or other industrial disturbances; and (i) shortage of adequate power. The affected party shall resume performance under this Agreement as soon as reasonably practicable after the Force Majeure Event has been resolved or terminated.

## **MISCELLANEOUS**

1. **Independent Contractors.** The parties are independent contractors, and nothing contained in this Agreement shall be construed as creating any agency, partnership, joint venture or other form of joint enterprise, employment, or fiduciary relationship between them. Neither party shall be authorized to contract for or bind the other party in any manner whatsoever.
2. **Notice.** All notices, requests, consents, claims, demands, waivers, and other communications hereunder (each, a "Notice") shall be in writing and addressed to the parties at the addresses set forth on the first page of this Agreement (or to such other address that may be designated by the receiving party from time to time in accordance with this Section). All Notices shall be delivered by personal delivery, nationally recognized overnight courier (with all fees pre-paid), facsimile or email (with confirmation of transmission) or certified or registered mail (in each case, return receipt requested, postage pre-paid). Except as otherwise provided in this Agreement, a Notice is effective only (a) upon receipt by the receiving party; and (b) if the party giving the Notice has complied with the requirements of this Section.
3. **Audit Rights.** At any time during the Term or for a three (3) year period after the end of the Term, the Foundation may at its own expense audit and copy from Franchisee books, records, and



other documents (including computer files) as necessary to verify the audited Party's adherence to (i) this Agreement, (ii) any other agreement between the Franchisee and the Foundation or Great Clips, Inc. or (iii) any agreement between the Franchisee and Great Clips, Inc., Franchisee will cooperate with Foundation in conducting any such audit. The Foundation will keep all information obtained during any such audit confidential pursuant to and in accordance with Section 6 (Confidentiality), except that the Foundation will be entitled to share with Great Clips, Inc. any information obtained by the Foundation in the course of the audit.

4. Entire Agreement; Order of Precedence. This Agreement, together with all Schedules and Exhibits and any other documents incorporated herein by reference, constitutes the sole and entire agreement of the parties to this Agreement with respect to the subject matter contained herein, and supersedes all prior and contemporaneous understandings and agreements, both written and oral, with respect to such subject matter. In the event of any conflict between the terms and provisions of this Agreement and those of any Schedule or Exhibit, then the terms of this Agreement shall control unless expressly set forth otherwise in the applicable Schedule or Exhibit.
5. No Third-Party Beneficiaries. This Agreement is for the sole benefit of the parties hereto and their respective successors and permitted assigns and nothing herein, express or implied, is intended to or shall confer upon any other Person any legal or equitable right, benefit, or remedy of any nature whatsoever, under or by reason of this Agreement.
6. Severability. No invalidity, illegality, or unenforceability of any provision herein in any jurisdiction, shall affect any other term or provision of this Agreement or invalidate or render such provision unenforceable in any other jurisdiction. If any provision is determined to be invalid, illegal, or unenforceable, the parties hereto shall negotiate in good faith to modify this Agreement so as to affect the original intent of the parties as closely as possible.
7. Governing Law; Submission to Jurisdiction. This Agreement shall be governed by and construed in accordance with the internal laws of the State of Minnesota without giving effect to any choice or conflict of law provision or rule that would cause the application of laws of any other jurisdiction.
8. Equitable Relief; Cumulative Remedies. Each party acknowledges that a breach of Intellectual Property Rights; Ownership or Confidentiality may cause the non-breaching party irreparable



damages, for which an award of damages would not be adequate compensation. In the event of such breach or threatened breach, the non-breaching party will be entitled to seek equitable relief. Except as expressly set forth in this Agreement, the right and remedies under this Agreement are cumulative and in addition to any other rights or remedies available at law or in equity or otherwise.

9. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall be deemed to be one and the same agreement. A signed copy of this Agreement delivered by means of electronic transmission shall be deemed to have the same legal effect as delivery of an original signed copy of this Agreement.
10. Amendments. The Foundation may modify the terms and conditions relating to the provision of its Services as described in this Agreement upon prior written notice to Franchisee including without limitation scope of Services, fees charged, Terms of Payment, and Term of the Agreement.



**TERMS AND CONDITIONS** <<https://salonxstore.greatclips.com/terms-and-conditions/>>

### **License Agreements**

By making purchases through Foundation Technologies, LLC (the “Foundation”), you agree that you are authorizing Foundation to, as required, create Apple ID’s on your behalf, and accept Apple’s iTunes End User License Agreement. For the latest version of the iTunes End User License Agreement, visit: <http://www.apple.com/legal/internet-service/s/itunes/ww/>.

Foundation may also agree to other End User License Agreements as required for other third party applications. These applications include, but are not limited to versions of Styleware iPad, Vantage, OnPoint, or other applications specifically distributed through Great Clips, Inc.’s Volume Purchase Program (“VPP”) as further described below. Franchisee is bound to these terms and conditions as set forth by the application developer, and Foundation and Great Clips, Inc. have no responsibility for franchisee actions with regards to iPads, or other devices on the network of a salon.

### **Manufacturer Warranty**

Unless otherwise declared, all hardware is warrantied by its manufacturer, not by Foundation or Great Clips, Inc.

For Apple’s iPad warranty information: <http://www.apple.com/legal/warranty/products/ipad-english.html>

### **Pricing**

Pricing may change due to taxes, tariffs, or other market events outside of Foundation’s control. All sales are final, and no returns are available. All prices listed are in \$USD (United States Dollar).

### **Privacy**

Foundation’s [Privacy Policy can be located here.](#)

### **Renewals**

Any subscriptions are also automatically renewed after the term expires. You can view your subscriptions, and billing information, at any time by visiting the My Account section.

### **Transfers**

Any transfer of ownership of equipment may incur an administrative fee.



## **U.S. Sales and Use Tax**

Foundation charges tax for purchases delivered to Arizona, Arkansas, California, Colorado, Florida, Georgia, Illinois, Indiana, Kansas, Maryland, Michigan, Minnesota, Nebraska, New Jersey, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Texas, Utah, Washington, Virginia and Wisconsin. All other taxes are the responsibility of the purchaser. Any Canadian purchases do not include any duties, import fees, or taxes imposed; the purchaser is responsible.

## **Late Payments**

Any late payments may incur a 15% fee after 30-days of non payment.

## **Shipping**

If a delivery is attempted and failed by a shipping carrier, and at no fault of the carrier or Foundation, Foundation reserves the right to bill any additional freight charges incurred.

## **Rentals**

[Click here to read the Rental Agreement Terms and Conditions.](#)

## **Service Agreement**

[Click here to read the Services Agreement that all transactions are bound by.](#)

## **iPad Recycling Program (2020-2022)**

By agreeing to return an existing iPad for recycling, Foundation will be issuing you a store credit towards future purchases in the Salon X Store. Some restrictions apply. If the iPad returned is damaged, defective, or found otherwise to be in poor condition, we reserve the right to cancel the related store credit, or if the credit has already been redeemed, Foundation may charge your card on file relative to the amount of the credit that was used. Any credit issued must be used in whole, on amounts greater than the store credit, and cannot be used for any renewals. This credit will remain on your account and available on the Salon X Store for no longer than a five year term, and cannot be redeemed for cash, and is non-transferrable. The device to be recycled must arrive within 90-days from submitting this form, or from receiving the approved shipping labels, whichever is longer. If a device does not arrive within 90-days, the credit shall be cancelled, and relative value charged to your card on file along with a \$5 processing fee. Foundation may at any point adjust the credit amount, or these terms without notice. Foundation is not responsible for any data stored on any device recycled, and certifies that it will be securely erased as part of its recycling. By submitting the form for recycling, you willingly acknowledge



that the iPad is in fair condition, you transfer all rights and ownership of it to Foundation, and to the above terms and conditions.

For any questions, please contact the Foundation at 844-928-2336 or [greatclips@fndtn.com](mailto:greatclips@fndtn.com)

***These Terms and Conditions may change without notice.***

### **VPP Terms and Conditions for Management iPads**

Great Clips, Inc. has established a Volume Purchase Program (the “VPP”) with Apple, Inc., as maintained and operated by the Foundation, to take advantage of volume purchasing of iPad applications and to leverage technological capabilities across the Great Clips®system (you may read more about this program generally [here](#)).

Franchisee agrees to be subject to all terms and conditions of the applicable program, as required by Apple, Inc. (the terms and conditions are available [here](#), as may be amended from time to time by Apple, Inc.) and are incorporated by reference. Failure to adhere to such terms, whether or not enforced by Apple, Inc. may result in Great Clips, Inc. taking action against the breaching franchisee to protect its rights, including, but not limited to, removing franchisee from the VPP.

The Foundation may create an Apple ID on behalf of the franchisee for the Management iPad for participation in the VPP, as a sub-account to the Great Clips, Inc. parent account.

Using the parent account, Great Clips, Inc. is able to purchase certain applications which are required to be used by the Franchisee in its salon operations. Once purchased, the Foundation will push applications out to each applicable device in the Great Clips®system, and otherwise require Franchisee to maintain certain applications on the iPad at all times for purposes of compliance with the Franchise Agreement.

Franchisee is solely responsible for the cost, updates and liability for any non-required applications downloaded by Franchisee but must work through the Foundation in order to purchase or download applications other than those required by Great Clips, Inc.

Franchisee must not purchase or download applications that are inappropriate, offensive, or could otherwise harm the Great Clips®brand, as determined by Great Clips, Inc. is its sole discretion. Great Clips, Inc. may conduct an audit of such purchases or downloads at any time and disable or delete any applications it determines, in its sole discretion, violates this Acknowledgement.





Applications installed on the Management iPads are not the property of any franchisee. If the franchisee no longer owns the salon in which the management iPad is associated (excluding transfers to a new salon location by the same franchisee), or is no longer a franchisee of the Great Clips® system, franchisee will lose access to any required or purchased application on the iPad at the time of termination and the Foundation is unable to transfer those purchased applications to a new owner.

Great Clips, Inc. may change, remove or otherwise modify the VPP at any time, and shall notify Franchisee upon such change.

Franchisee hereby indemnifies, defends and holds harmless Great Clips, Inc., the Foundation and Apple, Inc., from any cost, claim, loss or liability incurred with the purchase, download or use of any application that is not required by Great Clips, Inc.

## **EXHIBIT N**

### **Automated Clearing House Authorization**



## AUTHORIZATION AGREEMENT FOR PREAUTHORIZED PAYMENTS

The undersigned Account Holder hereby authorizes Great Clips, Inc. ("Great Clips") to initiate debit entries to the accounts indicated below in the amounts Great Clips will determine weekly for; continuing fees, advertising fees and/or other amounts that become payable by the undersigned to Great Clips, Inc. assessed pursuant to Account Holder's Great Clips® Franchise Agreement(s), currently existing or signed in the future. The undersigned Account Holder authorizes the depository named below to debit the same to such account each week. The dollar amount to be debited will vary.

| Bank Name,<br>Location & Phone                                                                                                                                                                                                                                                                                                                                                                                                                  | Bank Routing<br>Number <sup>(a)</sup>                                                                                                                 | Type of<br>Account <sup>(b)</sup> | Account<br>Number <sup>(c)</sup> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------------------|
| <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; margin-bottom: 5px;"></div> | <p>(a) Preencoded nine digit number at bottom left of check</p> <p>(b) Checking or Savings</p> <p>(c) Preencoded number at bottom middle of check</p> |                                   |                                  |

This authorization is to remain in full force and effect until the depository listed above and Great Clips, Inc. have received written notification from the undersigned Account Holder that the Franchise Agreement(s) has or have terminated or Great Clips has agreed to receive payments by alternative means.

The undersigned Account Holder agrees to be responsible for, and to pay on demand, all costs or charges relating to the handling of the debit entries pursuant to this authorization. The undersigned Account Holder agrees to indemnify Great Clips and the Bank for any loss or cost arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.

If Account Holder is a corporation:

Corporate Name

By

Signature

Printed Name

Its

Federal Tax I.D. No.

Address

City  State  Zip Code

Phone Number

Date

If Account Holder is an individual:

Signature

Printed Name

Address

City  State  Zip Code

Phone Number

Date

**Note: Please attach a voided check to the completed copy of this form when returned.**

# Great Clips®

Great Clips, Inc.

## ACH Information Form

Name \_\_\_\_\_  
Last First Corporation

### Please check which of the following apply:

\_\_\_\_\_ Add new/existing salon - Open Date \_\_\_\_\_

\_\_\_\_\_ Add/Delete Transferred salon – Date of transfer \_\_\_\_\_

\_\_\_\_\_ Salon Closure – Closure Date \_\_\_\_\_

\_\_\_\_\_ Change Bank Account numbers - Effective Date \_\_\_\_\_

\_\_\_\_\_ Consolidate salons for bank draft - To help reduce bank transaction fees, multiple salons using the same bank account can be consolidated into one draft amount. This is per company, so you will still have one draft for GCI (6%) and one for NAF (5%).

### Draft Schedule:

\_\_\_ 1<sup>st</sup> Friday \_\_\_ 2<sup>nd</sup> Monday \_\_\_ 2<sup>nd</sup> Friday \_\_\_ 3<sup>rd</sup> Friday (Default) \_\_\_ Match Existing Salons

An Authorization Agreement Form must be attached for each bank account. List all salons associated with the same bank account number together.

Bank Account Number \_\_\_\_\_

Routing Number \_\_\_\_\_

Salon Number(s) \_\_\_\_\_

Bank Account Number \_\_\_\_\_

Routing Number \_\_\_\_\_

Salon Number(s) \_\_\_\_\_

### For Accounting Department Use Only

First Draft Date \_\_\_\_\_  
Bi-weekly period \_\_\_\_\_  
Odd / Even \_\_\_\_\_

E-mail to: [ach@greatclips.com](mailto:ach@greatclips.com)



**ACH**

**Final Authorization for Continuing Franchise Fees,  
National Ad Fund Fees, and other Fees owed**

**1<sup>st</sup> Draft – Upon Notification of Pending Assignment** - All outstanding fees will be  
drafted

**Fees will continue to be drafted weekly until the Assignment is Final.**

**Final Draft – immediately following GCI approval** - All remaining unpaid fees

Franchisee Name: «M1Name»«M2Name»«M3Name»«M4Name»«M5Name»«M6Name»

Corporation: «EntityName»

DMA: «DMAName»

Agreement #: A«AgreementNumber»

Salon # & Name: #«SalonNumber» - «SalonName»

---

Type: **Final Fees**

Select if applicable

---

**AUTHORIZATION AGREEMENT FOR PREAUTHORIZED PAYMENTS**

The undersigned Account Holder hereby authorizes Great Clips, Inc. ("Great Clips") to initiate a debit entry to the account indicated below.

The undersigned Account Holder agrees to be responsible for, and to pay on demand, all costs or charges relating to the handling of the debit entry pursuant to this authorization. The undersigned Account Holder agrees to indemnify Great Clips and the Bank for any loss or cost arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.

Use Existing Account(s) on file: ☐

**OR**

Bank Account Number \_\_\_\_\_

Routing Number (9 digits only) \_\_\_\_\_

Signature \_\_\_\_\_

---

**For Accounting Purposes Only**

ACH Draft Date: \_\_\_\_\_

## **EXHIBIT O**

### **Franchise Application Questionnaire**

**GREAT CLIPS, INC.**  
**Franchise Application Questionnaire**  
**(For Use In All States Except for California, Maryland, Washington and Hawaii)**

If you are a resident of the State of California or your franchise is located in California you are not required to sign this Questionnaire. If any California franchisee completes this Questionnaire, it is against California public policy and will be void and unenforceable, and we will destroy, disregard, and will not rely on such Questionnaire.

Do not sign this Questionnaire if you are a resident of Maryland, Hawaii or Washington or if the franchise is to be operated in the State of Maryland, Hawaii or Washington.

Have one corporate officer initial each statement on behalf of your entity.  
\_\_\_\_\_ please initial each statement.

**Initials**

- |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1.  | I/We received the Great Clips, Inc. ("GREAT CLIPS") Franchise Disclosure Document ("FDD") on _____ and have signed and returned the Receipt for the FDD. I/We have had adequate time to review the FDD and have read and understand the information contained in it.                                                                                                                                                                                                                                                               | _____<br>/ |
| 2.  | I/We have received and personally reviewed the current Franchise Agreement and understand that I/we must follow the terms and conditions of the current Franchise Agreement and comply with the Great Clips business system at all times.                                                                                                                                                                                                                                                                                          | _____<br>/ |
| 3.  | I/We acknowledge that I/we do not have a right to additional franchises or locations (except as provided for in the Master Development Agreement, if applicable), that the granting of additional franchises is a decision that is solely within Great Clips' determination, and that no promises or statements have been made, directly or indirectly, by Great Clips or its employees, agents or representatives, which have led or could lead me/us to believe that there is a promise or expectation of additional franchises. | _____<br>/ |
| 4.  | I/We understand that this franchise, like any franchise or business investment, offers an opportunity but also entails risks.                                                                                                                                                                                                                                                                                                                                                                                                      | _____<br>/ |
| 5.  | I/We understand that franchisees opening salons, especially in new markets or markets with few units, tend to have initial results significantly lower in total revenue and cash flow than the average earnings information from franchisees with salons that have been open for more than a year, or in developed markets or markets with more than a few units.                                                                                                                                                                  | _____<br>/ |
| 6.  | I/We have conducted an independent investigation of this franchise opportunity and the merits and risks of owning and operating a franchise, and have been provided with a list of the names, addresses, and telephone numbers of the Great Clips franchisees, and have been encouraged by Great Clips to contact any franchisees of my/our choosing before entering into the Franchise Agreement. I/We have also had the opportunity to communicate with any members of the Great Clips staff with whom I/we requested to meet.   | _____<br>/ |
| 7.  | I/We understand that the Franchise Agreement is the complete and binding agreement, and I/we cannot rely upon any oral or written promises, representations or assurances of any kind not stated in the Franchise Agreement.                                                                                                                                                                                                                                                                                                       | _____<br>/ |
| 8.  | I/We understand that Great Clips does not guaranty the availability of suitable real estate and I/we am/are solely responsible for finding suitable locations.                                                                                                                                                                                                                                                                                                                                                                     | _____<br>/ |
| 9.  | I/We understand that I/we must follow the approved grand opening advertising plan as determined by Great Clips and must spend at least the minimum amount required on said plan for each franchise opened, as stated in the FDD.                                                                                                                                                                                                                                                                                                   | _____<br>/ |
| 10. | I/We am/are aware that there are referral bonus programs in place which may award franchisees, salon employees, Great Clips employees, and others for referring a qualified individual(s) to Great Clips who subsequently becomes a new franchisee. In addition, if I/we were referred to Great Clips by a broker, upon approval of our application for a franchise, Great Clips will pay a referral fee to the appropriate party.                                                                                                 | _____<br>/ |

11. I/We understand that any training, support, guidance or tools provided by Great Clips are for the purpose of protecting the GREAT CLIPS® System and Marks and to assist us in the operation of our business and not for the purpose of controlling or in any way intended to exercise or exert control over our decisions or day-to-day operation of our business. I/We understand that I/we will have sole responsibility for the hiring, wages and other compensation including benefits, training, supervision and termination of employees and all other employment and employee related matters. \_\_\_\_\_ /
12. I/We understand that we must devote our best efforts to the management and operation of the Great Clips business and must adhere to ethical business conduct. \_\_\_\_\_ /
13. I/We understand that in addition to the Franchise Sellers identified on the Receipt Pages of the Disclosure Document I/We received, the following individuals were also involved in the franchise sales process:

- |                                                                |                                                  |                                         |
|----------------------------------------------------------------|--------------------------------------------------|-----------------------------------------|
| <input type="checkbox"/> Beth Nilssen                          | <input type="checkbox"/> Ellen Engilis           | <input type="checkbox"/> Warren Davis   |
| <input type="checkbox"/> Heather Briggs                        | <input type="checkbox"/> Nathan Ohme             | <input type="checkbox"/> Andrew Spurlin |
| <input type="checkbox"/> <del>Cheryl Wheeler</del> Kristin Rus | <input type="checkbox"/> James Reynolds          | <input type="checkbox"/> Jack Gulden    |
| <input type="checkbox"/> Miranda McNally                       | <input type="checkbox"/> Belinda Avera           | <input type="checkbox"/> LeAnn Jesseman |
| <input type="checkbox"/> Norm Willardson                       | <input type="checkbox"/> <del>Joel Strause</del> |                                         |

Other:

---

14. **Existing Franchisees Only** – Great Clips is not in default of any of its obligations under the terms and conditions of a Franchise Agreement(s) pursuant to which I/we operate a franchise, I/we have received satisfactory training and ongoing support from Great Clips and are satisfied with the investment as it relates to such franchise(s). I/we are not currently in default under any of the terms, covenants, and conditions of any existing Franchise Agreement(s) and have read and agree to abide by the Great Clips Franchisee Code of Ethics. \_\_\_\_\_ /
15. **Incentive Program Applicants Only** - I/We understand that Great Clips' incentive programs, including the Master Development Agreement, require the payment of a fee or fees that may be totally non-refundable. In addition, there are specific performance requirements that I/we must meet in order to receive the full benefits of the incentive program. I/We understand that Great Clips does not guaranty the availability of suitable real estate and I/we am/are solely responsible for securing suitable locations. Estimations as to the availability of any locations made by Great Clips or its agents and representatives do not represent an assurance or guaranty that those sites can be procured and/or be opened for business by the incentive program deadline. I/We further understand that if I/we do not meet all performance requirements under the incentive program deadline, then I/we must pay the then-current Initial Franchise Fee and Initial Advertising Contribution for any salons I/we open in the future after complying with all expansion policy guidelines. \_\_\_\_\_ /

[Signature page follows]



**NOTE:** If applicant is a corporation, partnership or other entity, this Questionnaire must be signed both on behalf of the entity by an authorized officer, and individually by each of its shareholders, partners or owners.

**FRANCHISEE:**

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

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

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

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

Individually: \_\_\_\_\_

Individually: \_\_\_\_\_

**ACCEPTED:  
GREAT CLIPS, INC.**

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

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

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

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

Have one corporate officer initial each statement on behalf of your entity.  
\_\_\_\_\_ please initial each statement.

1. I/We am/are aware that there are referral bonus programs in place which may award franchisees, salon employees, Great Clips employees, and others for referring a qualified individual(s) to Great Clips who subsequently becomes a new franchisee. In addition, if I/we were referred to Great Clips by a broker, upon approval of our application for a franchise, Great Clips will pay a referral fee to the appropriate party. \_\_\_\_\_ / \_\_\_\_\_
2. I/We understand that in addition to the Franchise Sellers identified on the Receipt Pages of the Disclosure Document I/We received, the following individuals were also involved in the franchise sales process:

- |                                                                |                                                  |                                         |
|----------------------------------------------------------------|--------------------------------------------------|-----------------------------------------|
| <input type="checkbox"/> Beth Nilssen                          | <input type="checkbox"/> Ellen Engilis           | <input type="checkbox"/> Warren Davis   |
| <input type="checkbox"/> Heather Briggs                        | <input type="checkbox"/> Nathan Ohme             | <input type="checkbox"/> Andrew Spurlin |
| <input type="checkbox"/> <del>Cheryl Wheeler</del> Kristin Rus | <input type="checkbox"/> James Reynolds          | <input type="checkbox"/> Jack Gulden    |
| <input type="checkbox"/> Miranda McNally                       | <input type="checkbox"/> Belinda Avera           | <input type="checkbox"/> LeAnn Jesseman |
| <input type="checkbox"/> Norm Willardson                       | <input type="checkbox"/> <del>Joel Strause</del> |                                         |

Other: \_\_\_\_\_

3. **Existing Franchisees Only** – Great Clips is not in default of any of its obligations under the terms and conditions of a Franchise Agreement(s) pursuant to which I/we operate a franchise. I/we are not currently in default under any of the terms, covenants, and conditions of any existing Franchise Agreement(s) and have read and agree to abide by the Great Clips Franchisee Code of Ethics. \_\_\_\_\_ / \_\_\_\_\_

**NOTE:** If applicant is a corporation, partnership or other entity, this Questionnaire must be signed both on behalf of the entity by an authorized officer, and individually by each of its shareholders, partners or owners.

**FRANCHISEE:**

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

Individually: \_\_\_\_\_ Individually: \_\_\_\_\_

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

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Its: \_\_\_\_\_

## **EXHIBIT P**

### **State Addenda**

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of California:

**The registration of this franchise offering by the California Department of Financial Protection and Innovation does not constitute approval, recommendation, or endorsement by the commissioner.**

Item 2

Neither the franchisor nor any person described in Item 2 of the FDD is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C. 78a et seq. suspending or expelling such persons from membership in such association or exchange.

Item 17

The Franchise Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.

California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Sec. 101 *et seq.*).

The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

The Franchise Agreement requires binding arbitration. The arbitration will occur at Minneapolis, Minnesota. The non-prevailing party will pay all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in any arbitration. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of an agreement restricting venue to a forum outside the State of California.

Before the franchisor can ask you to materially modify your existing franchise agreement, Section 31125 of the California Corporations Code requires the franchisor to file a material modification application with the Department that includes a disclosure document showing the existing terms and the proposed new terms of your franchise agreement. Once the application is registered, the franchisor must provide you with that disclosure document with an explanation that the changes are voluntary.

You must sign a general release if you renew or transfer your franchise. California Corporations Code §31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code §§31000 through 31516). Business and Professions Code §20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code §§20000 through 20043).

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

The highest interest rate allowed by law in California is 10% annually.

No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

PROSPECTIVE FRANCHISEES ARE ENCOURAGED TO CONSULT PRIVATE LEGAL COUNSEL TO DETERMINE THE APPLICABILITY OF CALIFORNIA AND FEDERAL LAWS (SUCH AS BUSINESS AND PROFESSIONS CODE SECTION 20040.5, CODE OF CIVIL PROCEDURES SECTION 1281, AND THE FEDERAL ARBITRATION ACT) TO ANY PROVISIONS OF A FRANCHISE AGREEMENT RESTRICTING VENUE TO A FORUM OUTSIDE THE STATE OF CALIFORNIA.

**OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THE WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT [www.dfpi.ca.gov](http://www.dfpi.ca.gov).**

**THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISE DISCLOSURE DOCUMENT 14 DAYS PRIOR TO EXECUTION OF AGREEMENT.**

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

The following information applies to franchisees subject to California statutes and regulations. Notwithstanding anything contained in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.
2. In Section 20.2 of the Franchise Agreement, the covenant not to compete upon expiration or termination of the Franchise Agreement may be unenforceable except in certain circumstances provided by law.
3. Section 16.5 of the Franchise Agreement requires all arbitration hearings to take place exclusively in Minneapolis, Minnesota, and requires that any other legal proceedings must be venued in federal or state court in Hennepin County, Minnesota. These provisions may be unenforceable under California law.
4. The Franchise Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.
5. The Franchise Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.
6. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
7. The highest interest rate allowed by law in California is 10% annually.
8. Franchisees must sign a personal guaranty, making you and your spouse individually liable for your financial obligations under the agreement if you are married. The guaranty will place your and your spouse's marital and personal assets at risk, perhaps including your house if your franchise fails.
9. You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control.

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

**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

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

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

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

**ADDENDUM TO GREAT CLIPS, INC.  
MASTER DEVELOPMENT AGREEMENT  
FOR THE STATE OF CALIFORNIA**

The following information applies to franchisees subject to California statutes and regulations. Notwithstanding anything contained in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Master Development Agreement contains a provision that is inconsistent with the law, the law will control.
2. Section 13.5 of the Master Development Agreement requires all arbitration hearings to take place exclusively in Minneapolis, Minnesota, and requires that any other legal proceedings must be venued in federal or state court in Hennepin County, Minnesota. These provisions may be unenforceable under California law.
3. The Master Development Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.
4. The Master Development Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.
5. No statement, questionnaire, or acknowledgment signed by a franchisee in connection with the commencement of the franchise relationship shall be construed as waiving any claims under any applicable state franchise law, including fraud in the inducement, or as disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
6. Franchisees must sign a personal guaranty, making you and your spouse individually liable for your financial obligations under the agreement if you are married. The guaranty will place your and your spouse's marital and personal assets at risk, perhaps including your house, if your franchise fails.

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



**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

**GENERAL RELEASE  
FOR THE STATE OF CALIFORNIA**

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

NOW, THEREFORE, FOR VALUE RECEIVED, Franchisee, on behalf of Franchisee and of Franchisee's predecessors, affiliates, successors and assigns, hereby (i) represents to Franchisor that Franchisee has read and understands the Franchise Agreement, Franchisor's various policies (including the Development Policy, Assignment Policy and Real Estate Policy) as such policies change from time to time (ii) further represents to Franchisor that Franchisee has no outstanding claims, suits, demands, causes of action or grievances, in any amount or kind, now known or unknown, arising from or in connection with any act, practice, omission or transaction occurring in whole or in part before the date of this General Release in relation to or in connection with all matters relating to Franchisor, the agreements between Franchisee and Franchisor, Franchisor's policies, or the GREAT CLIPS System in any manner whatsoever including but not limited to, all Franchisee's GREAT CLIPS franchises (collectively, "Claims") and (iii) releases and discharges Franchisor, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys, from the Claims. Notwithstanding the preceding, no claim shall be released which arises out of facts deliberately concealed by the Franchisor or which are not reasonably ascertainable by the Franchisee.

Franchisee represents that Franchisee has carefully and fully read this General Release, has had ample opportunity to review it with Franchisee's attorney, and understands its content and consequences.

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

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

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

*(Signatures on following page.)*

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:**

**GREAT CLIPS, INC.**

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

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

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

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

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Hawaii:

**THESE FRANCHISES HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.**

**THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE OFFERING CIRCULAR, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.**

**THIS OFFERING CIRCULAR CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.**

The Disclosure Document is amended to include the following information:

- 1) The states in which this registration is currently registered or exempt from franchise registration:

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

- 2) The states in which this proposed registration is or will be shortly on file, or is or will shortly be exempt from registration:

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

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

None.

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

None.

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

None.

6) Item 5 is amended to provide that all Initial Franchise Fees paid to Great Clips will be deferred until Great Clips has met its material pre-opening obligations and the ~~franchise's~~franchisee's Salon opens for business.

7) Item 7 of the disclosure document provides, in part, that certain expenditures may be payable to Great Clips prior to opening your salon. Item 7 is amended to provide that any expenditures payable to Great Clips prior to opening your Salon, or Salon(s) if this Franchise Agreement is part of a Master Development Agreement or Three Star Program, will be deferred until Great Clips has met its material pre-opening obligations and the franchisee's Salon opens for business.

8) Item 17 of the disclosure document provides, in part, that you have no interest upon termination of or refusal to renew or extend the Franchise Agreement. Item 17 is amended to provide that, upon termination or refusal to renew the Franchise Agreement, the Franchisee will be compensated for the fair market value of certain assets of the Franchised Business, as more fully described in Haw. Rev. Stat. § 482E-6(3).

~~10-9)~~ No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.  
FRANCHISE AGREEMENT  
FOR THE STATE OF HAWAII**

The following information applies to franchisees subject to Hawaii statute and regulations.

- 1) Notwithstanding anything in Sections 5.1, 5.7 and any other references to pre-opening payments owed by Franchisee to Great Clips, the Franchise Agreement is amended as follows:

All Initial Franchise Fees and any expenditures payable to Great Clips will be deferred until Great Clips has met its material pre-opening obligations and the franchisee's Salon opens for business.

- 2) No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:**

**GREAT CLIPS, INC.**

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

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

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

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

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

Item 17

In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.

Illinois law governs the Franchise Agreement and Master Development Agreement. The governing law and choice of law provisions in the disclosure document and Franchise Agreement and Master Development Agreement may be unenforceable under the Illinois Franchise Disclosure Act.

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

In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. This shall not prevent any person from entering into a settlement agreement or executing a general release regarding a potential or actual lawsuit filed under the provisions of the Illinois Franchise Disclosure Act, nor shall it prevent the arbitration of any claims pursuant to the provisions of Title IX of the United States Code.

The provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of the Franchisee may not be enforceable under Title 11, United States Code, Section 101.

No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.  
FRANCHISE AGREEMENT  
FOR THE STATE OF ILLINOIS**

This Addendum pertains to franchisees subject to Illinois statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. Illinois law governs the Franchise Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Franchisee's rights upon termination and non-renewal are as set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.
4. In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. This shall not prevent any person from entering into a settlement agreement or executing a general release regarding a potential or actual lawsuit filed under the provisions of the Illinois Franchise Disclosure Act, nor shall it prevent the arbitration of any claims pursuant to the provisions of Title IX of the United States Code.
5. The provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of the Franchisee may not be enforceable under Title 11, United States Code, Section 101.
6. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signature page follows]



**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

**ADDENDUM TO GREAT CLIPS, INC.  
MASTER DEVELOPMENT AGREEMENT  
FOR THE STATE OF ILLINOIS**

This Addendum pertains to franchisees subject to Illinois statutes and regulations. Notwithstanding anything in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. Illinois law governs the Master Development Agreement.
2. In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in the Master Development Agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.
3. Franchisee's rights upon termination and non-renewal are set forth in Sections 19 and 20 of the Illinois Franchise Disclosure Act.
4. In conformance with Section 41 of the Illinois Franchise Disclosure Act, any condition, stipulation or provision purporting to bind any person acquiring any franchise to waive compliance with the Illinois Franchise Disclosure Act or any other law of Illinois is void. This shall not prevent any person from entering into a settlement agreement or executing a general release regarding a potential or actual lawsuit filed under the provisions of the Illinois Franchise Disclosure Act, nor shall it prevent the arbitration of any claims pursuant to the provisions of Title IX of the United States Code.
5. The provision in the Franchise Agreement which terminates the franchise upon the bankruptcy of the Franchisee may not be enforceable under Title 11, United States Code, Section 101.
6. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

[Signature page follows]

**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Maryland:

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

Item 17

Any claims under the Maryland Franchise and Disclosure law may be brought in the State of Maryland.

You may sue in Maryland for any claims under the Maryland Franchise and Disclosure law.

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

The general release required as a condition of renewal, sale, and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

The Franchise Agreement provides that disputes are resolved through arbitration. A Maryland franchise regulation states that it is an unfair or deceptive practice to require a franchisee to waive its right to file a lawsuit in Maryland claiming a violation of the Maryland Franchise Registration and Disclosure Law. In light of the Federal Arbitration Act, there is some dispute as to whether this forum selection requirement is legally enforceable.

The Franchise Agreement provides for termination if you are insolvent under any applicable state or federal law. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Section 101 et seq.).

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

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

The following information applies to franchisees subject to Maryland statute and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. Section 17.1 of the Franchise Agreement provides for termination for insolvency or bankruptcy, this provision may not be enforceable under federal bankruptcy law.
2. Contrary to Section 16.5 of the Franchise Agreement, Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure law permits a franchisee to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure Law permits a franchisee in Maryland to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.
3. Franchisee's execution of a general release in favor of Great Clips pursuant to Section 15.4 of the Franchise Agreement will not act as a waiver to relieve Great Clips from liability under the Maryland Franchise Registration and Disclosure Law.
4. Any representations made in the Franchise Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
5. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

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

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

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

**ADDENDUM TO GREAT CLIPS, INC.  
MASTER DEVELOPMENT AGREEMENT  
FOR THE STATE OF MARYLAND**

This Addendum pertains to franchisees subject to Maryland statutes and regulations. Notwithstanding anything in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. Contrary to Section 13.5 of the Master Development Agreement, Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure law permits a franchisee to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure Law permits a franchisee in Maryland to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.
2. Franchisee's execution of a general release in favor of Great Clips pursuant to Section 5 of the Master Development Agreement will not act as a waiver to relieve Great Clips from liability under the Maryland Franchise Registration and Disclosure Law.
3. Any representations made in the Master Development Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
4. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:**

**GREAT CLIPS, INC.**

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

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

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

**GENERAL RELEASE  
FOR THE STATE OF MARYLAND**

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

FOR VALUE RECEIVED, Franchisee, on behalf of Franchisee and of Franchisee's predecessors, affiliated entities, successors and assigns, hereby: (a) represents to Great Clips that Franchisee has read and understands the Franchise Agreement, Great Clips' various policies (including the Development Policy, Assignment Policy and Real Estate Policy) as such policies may change from time to time, (b) further represents to Great Clips that Franchisee has no outstanding claims, suits, demands, causes of action or grievances, in any amount or kind, now known or unknown, arising from or in connection with any act, practice, omission or transaction occurring in whole or in part before the date of this General Release in relation to or in connection with all matters relating to Great Clips, the agreements between Franchisee and Great Clips, Great Clips' policies or the GREAT CLIPS® System in any manner whatsoever, including but not limited to, all Franchisee's GREAT CLIPS® franchises (collectively, "Claims") and (c) releases and discharges Great Clips, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys, from the Claims. Notwithstanding the preceding, no claim shall be released which arises out of facts deliberately concealed by Great Clips or which are not reasonably ascertainable by the Franchisee.

Franchisee represents that it has carefully and fully read this General Release, has had ample opportunity to review it with Franchisee's attorney, and understands its content and consequences.

The representations and provisions of this General Release are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

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

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



**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**ACCEPTED:**

**GREAT CLIPS, INC.**

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

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

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

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

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Minnesota:

**THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.**

**THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.**

**Item 13**

Great Clips will defend its Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisees' use of the GREAT CLIPS® trademark infringes trademark rights of the third party. Great Clips does not indemnify franchisees against the consequences of franchisees' use of the GREAT CLIPS® trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to such defense, the franchisee must provide notice to Great Clips within 10 days and tender the defense of the claim to Great Clips. If Great Clips accepts the tender of defense, it has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

**Item 17**

With respect to franchises governed by Minnesota law, Great Clips will comply with Minn. Stat. Sec. 80C.14., Subds. 3, 4 and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal and the Franchise Agreement.

Any provision relating to the posting of a bond in connection with a preliminary injunction does not apply to Minnesota franchisees, except where specifically provided by law. It is understood that Great Clips may seek injunctive relief.

Great Clips cannot require franchisees to sign a release of claims under the Minnesota Franchise Act as a condition to renewal or assignment. Great Clips is prohibited from requiring franchisees to assent to a release, assignment, novation or waiver that would relieve any person from liability imposed by Minnesota Statutes, Sections 80C.01 to 80C.22, provided that the foregoing shall not bar the voluntary settlement of disputes.

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

NSF checks are governed by Minnesota Statute 60A.113, which puts a limit of \$30 on service charges.

**ADDENDUM TO GREAT CLIPS, INC.  
FRANCHISE AGREEMENT  
FOR THE STATE OF MINNESOTA**

The following information applies to franchisees subject to Minnesota statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

**1. THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING. THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.**

~~1.2.~~ With respect to franchises governed by Minnesota law, Great Clips will comply with Minn. Stat. Sec. 80C.14., Subds. 3, 4 and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the franchise agreement.

~~2.3.~~ Great Clips will defend its Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisees' use of the GREAT CLIPS® trademark infringes trademark rights of the third party. Great Clips does not indemnify franchisees against the consequences of franchisees' use of the GREAT CLIPS® trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to such defense, the franchisee must provide notice to Great Clips, Inc. within 10 days and tender the defense of the claim to Great Clips. If Great Clips accepts the tender of defense, it has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

~~3.4.~~ The provisions of Section 16.4 of the Franchise Agreement relating to the posting of bond in connection with a preliminary injunction do not apply to Minnesota franchisees, except where specifically provided by law. It is understood that Great Clips may seek injunctive relief.

~~4.5.~~ Great Clips cannot require franchisees to sign a release of claims under the Minnesota Franchise Act as a condition to renewal or assignment.

~~5.6.~~ Great Clips is prohibited from requiring franchisees to assent to a release, assignment, novation or waiver that would relieve any person from liability imposed by Minnesota Statutes, Sections 80C.01 to 80C.22, provided that the foregoing shall not bar the voluntary settlement of disputes.

~~6.7.~~ NSF checks are governed by Minnesota Statute 60A.113, which puts a limit of \$30 on service charges.

~~7.8.~~ No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

*(Signatures on following page.)*

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

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

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

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

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

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of New York:

1. The following information is added to the cover page of the Franchise Disclosure Document:

**INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT P OR YOUR PUBLIC LIBRARY FOR SERVICES OR INFORMATION. REGISTRATION OF THIS FRANCHISE BY NEW YORK STATE DOES NOT MEAN THAT NEW YORK STATE RECOMMENDS IT OR HAS VERIFIED THE INFORMATION IN THIS FRANCHISE DISCLOSURE DOCUMENT. IF YOU LEARN THAT ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OF PROVINCIAL AUTHORITY. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CANNOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS WHICH ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.**

2. The following is added at the end of Item 3:

Except as provided above, with regard to the franchisor, its predecessor, a person identified in Item 2, or an affiliate offering franchises under the franchisor's principal trademark:

- A. No such party has an administrative, criminal or civil action pending against that person alleging: a felony, a violation of franchise, antitrust, or securities law, fraud, embezzlement, fraudulent conversion, misappropriation of property, unfair or deceptive practices, or comparable civil or misdemeanor allegations.
- B. No such party has pending actions, other than routine litigation incidental to the business, which are significant in the context and number of franchisees and the size, nature or financial condition of the franchise system or its business operations.
- C. No such party has been convicted of a felony or pleaded nolo contendere to a felony charge or, within the 10 year period immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.
- D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise, or under a Federal, State or Canadian franchise, securities, antitrust, trade regulation or trade practice law, resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange

Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate or sales agent.

3. The following is added to the end of Item 4:

Neither the franchisor, its affiliate, its predecessor, officers or general partner, during the 10-year period immediately before the date of the Franchise Disclosure Document: (a) filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code; (b) obtained a discharge of its debts under the bankruptcy code; or (c) was a principal of a company or a general partner in a partnership that either filed as a debtor (or had filed against it) a petition to start an action under the U.S. Bankruptcy Code or that obtained a discharge of its debts under the U.S. Bankruptcy Code during or within one year after that officer or general partner of the franchisor held this position in the company or partnership.

4. The following is added to the end of Item 5:

The initial franchise fee constitutes part of our general operating funds and will be used in our sole discretion.

5. The following is added to the end of the “Summary” section of Item 17(c), titled **“Requirements for franchisee to renew or extend”** and Item 17 (m) entitled **“Conditions for franchisor approval of transfer”**

However, to the extent required by applicable law, all rights you enjoy and any causes of action arising in your favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder shall remain in force; it being the intent of this provision that the non-waiver provisions of General Business Law Sections 687.4 and 687.5 be satisfied.

6. The following language replaces the “Summary” section of Item 17(d), titled **“Termination by franchisee”**:

You may terminate this agreement on any grounds available by law.

7. The following is added to the end of the “Summary” section of Item 17(j), titled **“Assignment of contract by franchisor”**:

However, no assignment will be made except to an assignee who in good faith and judgement of the franchisor, is willing and financially able to assume the franchisor’s obligations under the Franchise Agreement.

8. The following is added to the end of the “Summary” sections of Item 17(v), titled **“Choice of forum”** and Item 17(w), titled **“Choice of Law”**

The foregoing choice of law should not be considered a waiver of any right conferred upon the franchisor or upon the franchisee by Article 33 of the General Business Law of the State of New York.



9. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
10. Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earlier of the first personal meeting, ten (10) business days before the execution of the franchise or other agreement, or the payment of any consideration that relates to the franchise relationship.

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of North Dakota:

1. The North Dakota Insurance Commissioner has determined that it is unfair and unequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from Item 17c. and from any other place it appears in the Disclosure Document or in the Franchise Agreement.
2. Item 17r. is revised to provide that covenants not to compete, such as those mentioned in Item 17r. of the Disclosure Document are generally considered unenforceable in the state of North Dakota.
3. Any references in the Disclosure Document and in the Franchise Agreement and to any requirement to consent to a waiver of exemplary and punitive damages are deleted.
4. Any references in the Disclosure Document and in the Franchise Agreement to any requirement to consent to a waiver of trial by jury are deleted.
5. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
6. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney fees.
7. Any references in the Disclosure Document and in the Franchise Agreement requiring franchisee to consent to termination penalties or liquidated damages are deleted.
8. The North Dakota Insurance Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. Therefore, any references in Item 17(v) of the Disclosure Document and any requirement in Section 16 of the Franchise Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
9. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.  
FRANCHISE AGREEMENT  
FOR THE STATE OF NORTH DAKOTA**

The following information applies to franchisees subject to North Dakota statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. The North Dakota Insurance Commissioner has determined that it is unfair and unequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from any place it appears in the Franchise Agreement.
2. Covenants not to compete are generally considered unenforceable in the state of North Dakota.
3. Any references in the Franchise Agreement to any requirement to consent to a waiver of exemplary and punitive damages are deleted.
4. Any references in the Franchise Agreement to any requirement to consent to a waiver of trial by jury are deleted.
5. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
6. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney's fees.
7. The North Dakota Insurance Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remove from the site of the franchisee's business. Therefore, any references in Section 16 of the Franchise Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
8. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

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

**FRANCHISEE:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Its: \_\_\_\_\_

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

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

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

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

**ADDENDUM TO GREAT CLIPS, INC.  
MASTER DEVELOPMENT AGREEMENT  
FOR THE STATE OF NORTH DAKOTA**

1. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
2. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorney's fees.
3. The North Dakota Insurance Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. Therefore any references in the Master Development Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
4. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

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

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Rhode Island:

Item 17

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “A provision in the Franchise Agreement restricting jurisdiction of venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act.”

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Virginia:

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the Great Clips Franchise Agreement or Master Development Agreement do not constitute “reasonable cause,” as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.  
FRANCHISE AGREEMENT  
FOR THE STATE OF VIRGINIA**

No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

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



**ADDENDUM TO GREAT CLIPS, INC.  
MASTER DEVELOPMENT AGREEMENT  
FOR THE STATE OF VIRGINIA**

No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**FRANCHISEE:**

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

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

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

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

\_\_\_\_\_  
Individually

\_\_\_\_\_  
Individually

**FRANCHISOR:  
GREAT CLIPS, INC.**

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

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

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

## WASHINGTON ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT, THE FRANCHISE AGREEMENT AND ALL RELATED AGREEMENTS

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.

The undersigned parties do hereby acknowledge receipt of this Addendum.

Dated this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Signature of Franchisor Representative

\_\_\_\_\_  
Signature of Franchisee Representative

\_\_\_\_\_  
Title of Franchisor Representative

\_\_\_\_\_  
Title of Franchisee Representative

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

Notwithstanding anything to the contrary set forth in the Great Clips, Inc. Disclosure Document, the following provisions shall supersede and apply to all GREAT CLIPS® salon franchises offered and sold in the state of Wisconsin:

The Wisconsin Fair Dealership Law applies to most franchise agreements in the state and prohibits termination, cancellation, non-renewal or substantial change in competitive circumstances of a dealership agreement without good cause. The law further provides that 90 days prior written notice of the proposed termination, etc. must be given to the dealer. The dealer has 60 days to cure the deficiency and if the deficiency is so cured the notice is void. The Disclosure Document and Franchise Agreement are hereby modified to state that the Wisconsin Fair Dealership Law, to the extent applicable, supersedes any provisions of the Franchise Agreement that are inconsistent with the Wisconsin Fair Dealership Law, Wis. Stat. Ch. 135.

~~4902-8658-2309~~4932-7023-9891, v. 42

## **EXHIBIT Q**

### **State Agencies and Agents for Service of Process**

## STATE AGENCIES AND AGENTS FOR SERVICE OF PROCESS

| STATE        | STATE ADMINISTRATOR                                                                                                                                                                                                                            | AGENT FOR SERVICE OF PROCESS                                                                                                                                                                                                                                                                    |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| California   | California Department of Financial Protection and Innovation<br>Commissioner of Financial Protection and Innovation<br>651 Bannon Street, Suite 300<br>Sacramento, CA 95811<br>(866) 275-2677 (Toll Free)                                      | C T Corporation System<br><del>651 Bannon Street, Suite 300</del><br><del>Sacramento, CA 95811</del> <u>330 N. Brand Blvd,</u><br><u>Ste 700</u><br><u>Glendale, CA 91203</u>                                                                                                                   |
| Hawaii       | Dept. of Commerce and Consumer Affairs<br>Business Registration Division<br>Securities Compliance Branch<br>335 Merchant Street, Room 205<br>Honolulu, HI 96813<br>(808) 586-2722                                                              | C T Corporation System<br>900 Fort Street Mall, Ste. 1680<br>Honolulu, HI 96813<br><br>and<br><br>Commissioner of Securities<br>Dept. of Commerce and Consumer Affairs<br>Business Registration Division<br>Securities Compliance Branch<br>335 Merchant Street, Room 205<br>Honolulu, HI 96813 |
| Illinois     | Illinois Attorney General<br>500 South Second Street<br>Springfield, IL 62701 <u>6</u><br>(217) 782-4465                                                                                                                                       | C T Corporation System (Chicago)<br>208 South LaSalle Street, Suite 814<br>Chicago, IL 60604                                                                                                                                                                                                    |
| Indiana      | Indiana Secretary of State<br>Securities Division<br>302 West Washington Street, Room E111<br>Indianapolis, IN 46204<br>(317) 232-6681                                                                                                         | C T Corporation System<br>334 North Senate Avenue<br>Indianapolis, IN 46204-1708                                                                                                                                                                                                                |
| Maryland     | Office of the Attorney General<br>Division of Securities<br>200 St. Paul Place<br>Baltimore, MD 21202-2020<br>(410) 576-6360                                                                                                                   | The Corporation Trust Incorporated<br>2405 York Road, Suite 201<br>Lutherville Timonium, MD 21093                                                                                                                                                                                               |
| Michigan     | Michigan Department of Attorney General<br><del>Consumer Protection</del> <u>Corporate Oversight</u> Division<br>G. Mennen Williams Building, <u>5th-4<sup>th</sup></u> Floor<br>525 West Ottawa Street<br>Lansing, MI 48913<br>(517) 373-7117 | C T Corporation System<br>40600 Ann Arbor Road East, Suite 201<br>Plymouth, MI 48170                                                                                                                                                                                                            |
| Minnesota    | Minnesota Department of Commerce<br>85 7 <sup>th</sup> Place East, Suite 280<br>St. Paul, MN 55101-2198<br>(651) 539-1600                                                                                                                      | C T Corporation System Inc.<br>1010 Dale Street North<br>Saint Paul, MN 55117                                                                                                                                                                                                                   |
| New York     | NYS Department of Law<br>Investor Protection Bureau<br>28 Liberty Street, 21 <sup>st</sup> Floor<br>New York, NY 10005<br>(212) 416-8222                                                                                                       | C T Corporation System<br>28 Liberty Street<br>New York, NY 10005                                                                                                                                                                                                                               |
| North Dakota | North Dakota Insurance & Securities Department<br>600 East Boulevard Avenue, <u>Dept. 401</u><br>Bismarck, ND 58505- <del>0510</del>                                                                                                           | C T Corporation System<br><del>600 East Boulevard Avenue</del> <u>120 West Sweet</u><br><u>Avenue</u><br>Bismarck, North Dakota 5850 <u>45</u>                                                                                                                                                  |



| STATE        | STATE ADMINISTRATOR                                                                                                                                   | AGENT FOR SERVICE OF PROCESS                                                                   |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
|              | (701) 328-2910                                                                                                                                        |                                                                                                |
| Rhode Island | Department of Business Regulation<br>Securities Division<br>1511 Pontiac Avenue<br>Building 69-1<br>Cranston, RI 02920<br>(401) 222-3048              | C T Corporation System<br>450 Veterans Memorial Parkway, Suite 7A<br>East Providence, RI 02914 |
| South Dakota | Department of Labor and Regulation<br>Division of Insurance – Securities Regulation<br>124 S. Euclid, Suite 104<br>Pierre, SD 57501<br>(605) 773-3563 | C T Corporation System<br>319 South Coteau Street<br>Pierre, SD 57501                          |
| Virginia     | 1300 East Main Street, 9 <sup>th</sup> Floor<br>Richmond, VA 23219<br>(804) 371-9051                                                                  | C T Corporation System<br>4701 Cox Road, Suite 285<br>Glen Allen, VA 23060-6802                |
| Washington   | Department of Financial Institutions<br>Securities Division<br>PO Box 41200<br>Olympia, WA 98507<br>(360) 902-8760                                    | C T Corporation System<br>711 Capitol Way S, Suite 204<br>Olympia, WA 98501                    |
| Wisconsin    | Department of Financial Institutions<br>Division of Securities<br>4822 Madison Yards Way, North Tower<br>Madison, WI 53705<br>(608) 261-2139          | CT Corporation<br>301 S. Bedford Street, Suite 1<br>Madison, WI 53703                          |

## **EXHIBIT R**

### **Data Processing Addendum**

## Great Clips Franchise Agreement Data Processing Addendum

This Great Clips Franchise Agreement Data Processing Addendum (“Addendum”) is made part of the Franchise Agreement(s) (as identified on the attached Exhibit A) by and between Great Clips, Inc. (“GCI”) and \_\_\_\_\_ (“Franchisee”) (collectively, the “Agreements”), which pertains to the franchise relationship between the parties (“Relationship”). Any rights and obligations hereunder are in addition to and not in lieu of the parties’ rights and obligations set forth in the Agreements. Capitalized terms shall have the meaning given them in the Agreements, in this Addendum, and in the Data Privacy Laws, as applicable.

1. **Definitions.** Capitalized words not defined in this Addendum shall have the meaning given to them in the Agreements.
  - 1.1. “Personal Data” means information that identifies, relates to, describes, is capable of being associated with, or could reasonably be linked, directly or indirectly, with a particular individual or household. “Personal Data” includes all “Personal Information” or similar terms defined by Data Privacy Laws. “GCI Personal Data” means all information that Franchisee received from, Processed for, or collected on behalf of GCI, including Personal Data and other information that is collected on Franchisee premises or Franchisee customers.
  - 1.2. “Data Privacy Laws” means all applicable federal and state laws and regulations relating to privacy and consumer protection which apply to the Processing of data by Franchisee under the Agreements. This includes laws, regulations, guidelines, requirements, and government issued rules in the U.S. currently in effect and as they become effective, including without limitation, the California Consumer Privacy Act of 2018 as amended by the California Privacy Rights Act of 2020, the Virginia Consumer Data Protection Act, the Colorado Privacy Act, the Utah Consumer Privacy Act, the Connecticut Data Privacy Act, Montana Consumer Data Privacy Act (MTCDDPA), Iowa Consumer Data Protection Act (ICDDPA), New Jersey Data Privacy Law, New Hampshire Data Privacy Act, Nebraska Data Privacy Act (NDPA), Oregon Consumer Privacy Act (OCPA), Delaware Personal Data Privacy Act (DPDPA), Texas Data Privacy and Security Act (TDPSA), Minnesota Consumer Data Privacy Act (MCDPA), Tennessee Information Protection Act (TIPA), Maryland Online Data Privacy Act (MODPA), Indiana Consumer Data Protection Act (ICDDPA), Kentucky Consumer Data Protection Act (KCDPA), Rhode Island Data Transparency and Privacy Protection Act (RIDTPPA) and any applicable data security and/or privacy laws of other jurisdictions.
  - 1.3. “Deidentified Information” means information that cannot reasonably be used to infer information about, or otherwise be linked to, a particular data subject
  - 1.4. “Instructions” means GCI’s written instructions to Franchisee pertaining to the processing of GCI Personal Data, including this Addendum, the Agreements, Great Clips® Operations Manual, Great Clips® Data Access Policy, or other written instruction provided by GCI to Franchisee.
  - 1.5. “Processing,” “Processes” or “Processed” means any operation or set of operations that are performed on Personal Data or on sets of Personal Data, whether or not by automated means.
  - 1.6. “Security Incident” means any actual or suspected (after reasonable investigation) accidental, unauthorized, unintended, or unlawful processing, access to, exfiltration, theft, disclosure, destruction, loss, alteration, compromise, and/or malicious infection of Personal Data transferred, transmitted, stored, or otherwise Processed by Franchisee or any of its Subprocessors or third

parties that Process Personal Data on Franchisee's behalf.

1.7. "Sensitive Personal Data" shall have the meaning(s) provided in the Data Privacy Laws, including any similar definitions provided therein.

1.8. "Subprocessor" means a subcontractor engaged by Franchisee or its affiliates to Process Personal Data as part of the performance of the Services.

2. **Processing Under Instruction.** Franchisee Processes GCI Personal Data on behalf of GCI and receives from or collects on behalf of GCI Personal Data for the sole purpose of performing its obligations under the Agreements and supporting the Relationship. Franchisee at all times Processes Personal Data solely in accordance with Instructions from GCI. Franchisee will not Process Personal Data for any other purpose unless: (i) as agreed in writing by the parties; or (ii) as required by applicable laws, including Data Privacy Laws. GCI shall have the right to take reasonable and appropriate steps to ensure that the Franchisee is using Personal Data in a manner consistent with Franchisee's obligations under this Addendum and Data Privacy Laws. Franchisee shall inform GCI without undue delay (and in no later than five (5) business days) if Franchisee can no longer meet its obligations under this Addendum, or if any Instructions to Franchisee violate any applicable laws, in which case the parties will work in good faith to resolve any conflict between such Instructions and applicable laws or GCI may, upon thirty (30) days' notice, take reasonable and appropriate steps to stop and remediate unauthorized Processing of Personal Data. The scope and subject matter of the Processing by Franchisee is set forth in Exhibit B. The parties agree that where Franchisee processes Personal Data, it functions as a Service Provider and a Processor under the Data Privacy Laws.

3. **Franchisee Obligations.** Taking into account the nature of the Processing and the information available to the Franchisee, the Franchisee shall assist, and shall ensure its Subprocessors assist, GCI by:

3.1. Complying with all applicable Data Privacy Laws, including the requirement to provide data subjects with a privacy notice and other disclosures;

3.2. Taking reasonable and appropriate physical, technical, and organizational measures and other necessary assistance to support GCI's obligation to respond to valid data subject requests, including complying, and making sure its Subprocessors comply, with GCI's direction to delete any Personal Data Processed under the Agreements, unless it is necessary to maintain such information in accordance with applicable law, in which case Franchisee shall promptly inform GCI of the exceptions relied upon under applicable law and Franchisee shall not use the Personal Data retained for any other purpose than provided for by that exception;

3.3. Making available all information necessary to GCI to demonstrate compliance with Data Privacy Laws;

3.4. Providing reasonable assistance to support GCI's obligation to secure Personal Data and to comply with Data Privacy Laws;

3.5. Providing necessary information to GCI to conduct relevant data privacy and security risk assessments; and

3.6. If Franchisee receives Deidentified Information from GCI, or creates Deidentified Information at GCI's Instruction, Franchisee will (a) take reasonable measures to ensure the Deidentified Information cannot be associated with a data subject or household, (b) publicly commit to maintain and use the Deidentified Information in deidentified form, and (c) not attempt to reidentify the Deidentified Information except for the sole purpose of determining whether the Franchisee's deidentification processes satisfy the requirements of applicable Data Privacy

Laws.

4. **Representations and Warranties.** Franchisee represents and warrants that it certifies its understanding as to the following:
  - 4.1. As between Franchisee and GCI, GCI shall retain all rights, title, and interest in and to GCI Personal Data;
  - 4.2. Franchisee will not retain, use or disclose any GCI Personal Data outside of the direct business relationship with GCI, including not for any other commercial purpose;
  - 4.3. Franchisee will not sell, share, make available or otherwise disclose any GCI Personal Data to any third party;
  - 4.4. Franchisee will not combine GCI Personal Data governed by this Addendum with any Personal Data received from or on behalf of a third party;
  - 4.5. Franchisee will delete any GCI Personal Data at GCI's direction;
  - 4.6. Franchisee does not, and will not, use any GCI Personal Data for advertising except as expressly approved by GCI, including cross-context behavioral advertising; and
  - 4.7. Franchisee understands the restrictions in this Addendum and will comply with them.
5. **Deletion of Personal Data Upon Termination.** Upon termination or expiration of all Agreements, termination of Franchisee's franchise rights, or GCI's issuance of other applicable Instructions, Franchisee shall delete or return GCI Personal Data, as directed by GCI, unless retention is required by applicable law or other surviving obligations.
6. **Security.** Franchisee and GCI shall each implement appropriate physical, technical, and organizational measures to ensure a level of security appropriate to the risk of their respective Processing and Franchisee shall ensure that all personnel involved in the Processing of Personal Data adhere to a duty of confidentiality with respect to the Personal Data.
7. **Audits.** At least once every twelve (12) calendar months and upon GCI's request, Franchisee will make available to GCI the results of any technical scans and other relevant information in Franchisee's possession or control that is necessary to demonstrate compliance with this Addendum and Data Privacy Laws by either of the following methods:
  - 7.1. Upon GCI's request, Franchisee will allow for and contribute to an audit including an onsite inspection, by GCI or its appointed third-party auditor(s), of Franchisee's compliance with this Addendum and Data Privacy Laws. GCI agrees to take all reasonable measures to prevent unnecessary disruption of Franchisee's operations.
  - 7.2. With GCI's prior consent and at Franchisee's cost and expense, Franchisee will arrange for a qualified and independent auditor to conduct an audit under an appropriate and industry-accepted framework of the Franchisee's compliance with this Addendum and Data Privacy Laws, including relevant policies and technical and organizational measures. Franchisee shall provide a report of the audit to GCI upon request.
8. **Data Incident.** In the event of an actual or suspected Security Incident impacting any Personal Data or Processing activities related to the Relationship or GCI Personal Data, Franchisee will (a) notify GCI immediately, but no later than forty-eight (48) hours after Franchisee or any Subprocessor becomes aware of such Security Incident; (b) provide GCI with sufficient details of the Security Incident to allow GCI to meet any obligations under Data Privacy Laws to report or inform data subjects or relevant regulators of the Security Incident; and (c) provide support, and require any Subprocessor to provide support, to GCI in the investigation, mitigation, and remediation, and notification obligations under applicable laws.

9. **Subprocessors.** Franchisee shall not authorize any other Processor to Process GCI Personal Data except with GCI's prior written consent, which may only be granted with a written amendment to this Addendum executed by both parties.
10. **Independent Businesses.** GCI and Franchisee acknowledge and agree that they are separate, independent businesses, and neither party has the power or authority to exercise a controlling influence over the management of the other.

**IN WITNESS WHEREOF**, the parties have caused this Addendum to be executed by their duly authorized representatives as of later date below.

**Great Clips, Inc.**

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

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

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

**[Franchisee]**

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

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

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

## Exhibit A

The table below includes all Franchise Agreement(s) between GCI and Franchisee:

| Franchise Agreement Number | Franchise Agreement Date |
|----------------------------|--------------------------|
|                            |                          |
|                            |                          |
|                            |                          |
|                            |                          |
|                            |                          |
|                            |                          |
|                            |                          |

## **Exhibit B**

The scope and subject matter of the Processing by Franchisee is defined as follows:

1. The nature and purpose of the Processing: To perform business activities in support of the Agreements, to provide salon and related services to Great Clips® customers, including hair care, customer-relationship management, and marketing activities.

2. The type of data subject and Personal Data subject to the Processing: GCI Personal Data, including, but not limited to:

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

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



### **State Effective Dates**

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration:

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

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

| <b>State</b> | <b>Effective Date</b> |
|--------------|-----------------------|
| California   | March 30, 2026        |
| Hawaii       | Pending               |
| Illinois     | March 30, 2026        |
| Indiana      | March 30, 2026        |
| Maryland     | Pending               |
| Michigan     | March 30, 2026        |
| Minnesota    | Pending               |
| New York     | March 30, 2026        |
| North Dakota | Pending               |
| Rhode Island | Pending               |
| South Dakota | March 30, 2026        |
| Virginia     | Pending               |
| Washington   | Pending               |
| Wisconsin    | March 30, 2026        |

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

## RECEIPT

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Great Clips offers you a franchise, it must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment, to Great Clips or an affiliate in connection with the proposed franchise sale.

Under Iowa, Michigan, and New York law, if applicable, this period may be 10 business days, which could be longer than 14 calendar days. In addition, under Iowa, New York, and Rhode Island law, if applicable, Great Clips may be required to provide this disclosure document to you at your first personal meeting to discuss the franchise.

If Great Clips does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington D.C. 20580 and the respective party listed on Exhibit Q. We authorize the respective parties identified on Exhibit Q to receive service of process for us in the particular state.

Issuance Date: March 30, 2026

The franchise seller for this offering is ☐ Kerry Bundy, ☐ Beth N. Nilssen, or \_\_\_\_\_ all of whom have a principal business address and telephone number at Great Clips, Inc., 4400 West 78<sup>th</sup> Street, Suite 700, Minneapolis, MN 55435, (952) 893-9088.

I have received GREAT CLIPS® disclosure document dated March 30, 2025, that included the following Exhibits: A) List of Outlets; B) List of Former Franchisees; C) Franchisee Organizations Great Clips Has Created, Sponsored or Endorsed; D) Independent Franchisee Associations; E) Financial Statements; F) Franchise Agreement; G) Three Star Program Agreement; H) Master Development Agreement; I) Styleware™ Software Suite Agreement; J) Merchant Processing Agreement; K) Participation Agreement; L) Lease Documents; M) Foundation Technologies, LLC Salon X Store Service Agreement N) Automated Clearing House Authorization; O) Franchise Application Questionnaire; P) State Addenda; Q) State Agencies and Agents for Service of Process; R) Data Processing Addendum.

Prospective Franchisee  
Individual:

\_\_\_\_\_  
Signature

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

\_\_\_\_\_  
Date

Prospective Franchisee  
Individual:

\_\_\_\_\_  
Signature

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

\_\_\_\_\_  
Date

Prospective Franchisee  
Individual:

\_\_\_\_\_  
Signature

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

\_\_\_\_\_  
Date

Prospective Franchisee  
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Prospective Franchisee  
Individual:

\_\_\_\_\_  
Signature

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

\_\_\_\_\_  
Date

Prospective Franchisee  
Individual:

\_\_\_\_\_  
Signature

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

\_\_\_\_\_  
Date

Prospective Franchisee  
Individual:

\_\_\_\_\_  
Signature

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

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Date