



FRANCHISE DISCLOSURE DOCUMENT

GREAT CLIPS, INC.

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



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

The total investment necessary to begin operation of a Great Clips franchise is from \$183,400-394,400. This includes \$71,100-\$101,200 that must be paid to Great Clips or an affiliate for a single franchise agreement, and \$86,100-\$116,200 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, plus a \$6,000 Initial Franchise Fee for the first Franchise Agreement you sign in connection with the MDA which would amount to \$14,000 to \$46,000 in total fees if you were granted the right to develop between two and 10 salons.

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

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

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

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

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

Issuance Date: March 30, 2023

How to Use This Franchise Disclosure Document

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

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

What You Need To Know About Franchising *Generally*

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

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

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

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

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

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

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

Some States Require Registration

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

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

Special Risks to Consider About *This Franchise*

Certain states require that the following risk be highlighted:

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

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

DISCLOSURES REQUIRED BY MICHIGAN LAW

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

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

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

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

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

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

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

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

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

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

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

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D	Independent Franchisee Organizations
E	Financial Statements
F	Franchise Agreement
G	Three Star Program Agreement
H	Master Development Agreement
I	Innovative Computer Software – Styleware™ Software Suite Agreement
J	Heartland Payment Systems – Merchant Processing Agreement
K	Stored Value Systems, Inc. – Participation Agreement
L	Lease Documents
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N	Franchise Application Questionnaire
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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' principal business office is 4400 West 78th Street, Suite 700, Minneapolis, MN 55435. Great Clips has no predecessors or affiliates. Great Clips does business under its corporate name and the trade name and service mark GREAT CLIPS®. Great Clips' agents for service of process are disclosed in Exhibit P.

Franchised Business

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

Great Clips has the right to offer the Three Star Program to qualified individuals. The Three Star Program is a lease-signing incentive program. Under the Three Star Program, a franchisee will sign a Three Star Program Agreement (the “Three Star Program Agreement”), a copy of which is included as Exhibit G, along with three separate franchise agreements (the “Three Star Agreements”) – one for each of the Three Star Franchises granted under the Three Star Program. The form of Franchise Agreement you will sign in connection with the Three Star Program is attached as Exhibit F. The term of the Three Star Program Agreement is 24 months from the date the Three Star Program Agreement is signed. Under the Three Star Program, a franchisee must sign a lease for each of the Three Star Franchises granted under the Three Star Program Agreement within the 24-month term. If a franchisee does not sign a lease for each of the Three Star Franchises 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 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, 2022, the GREAT CLIPS® franchise System had approximately 4,427 salons operated by franchisees. Great Clips has not offered in the past and does not currently offer franchises in any other lines of business, but may do so in the future. As of December 31, 2022, Great Clips operated no company-owned GREAT CLIPS® salons. Great Clips and its affiliates, either directly or indirectly through one or more third parties, reserve the right to distribute products, including products with the trademarks, service marks, trade names and symbols licensed in the Franchise Agreement, through other methods of distribution, and to undertake other business activities, including haircare and related businesses, without obligation to its franchisees. The franchise is only for the business and format described in the Franchise Agreement.

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

Competitors

The market in which you will operate is highly competitive. You should expect to compete with other national, regional and local businesses offering competitive goods and services, including members of established national or regional chains and franchise systems, some of which are older, larger and better financed than Great Clips. GREAT CLIPS® salons ordinarily are located in or near shopping centers, but may also be established in densely populated areas, as free-standing units, or as other Non-Traditional Locations as determined by Great Clips.

Governmental Regulations

You are responsible for knowing and complying with all laws and licensing requirements related to the operation of your Salon. You are exclusively responsible for ensuring that your stylists are licensed by the state Cosmetology Board or equivalent licensing entity. There will be industry-specific regulations in your municipality, county or state relating to the operation of a haircare salon. Health and sanitation regulations will require that your stylists maintain their haircutting equipment according to specified standards, including following proper sanitizing procedures and disposal of hair. Environmental laws may regulate the way in which certain solutions are used, stored and disposed of in the process of providing services to customers. Building codes may require Salon accessibility or special ventilation or plumbing within your Salon. You must also comply with employment laws such as Title VII of the Civil Rights Act, Family and Medical Leave Act, Consolidated Omnibus Budget Reconciliation Act, Fair Labor Standards Act, all federal and state wage and hour laws, paystub requirements, workers' compensation, Internal Revenue Code, immigration laws, and all federal and state employment laws. You are also responsible for the knowledge and application of all federal and state laws that are applicable to the business including all federal and state antitrust laws, anti-discrimination laws, data security and privacy laws, laws that are applicable to the computer system, payment processing or other technology used in the operation of the Salon – including, computer disposal and data wiping specifications, data and consumer privacy and security laws, including, but not limited to, the Telephone Consumer Protection Act (TCPA), the Payment Card Industry Data Security Standard (PCI-DSS), the 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), state data breach notification laws, information security requirements such as 201 Mass. Code Reg. 1.700, and all similar federal, state, and local laws and all applicable industry standards concerning privacy, confidentiality and data security (collectively “Privacy Laws”). If you operate a Salon in a state with a data privacy law, you may be required to sign our current form of Data Processing Addendum, current form attached as Exhibit Q.

Item 2

BUSINESS EXPERIENCE

Chairman of the Board: Raymond L. Barton

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

Vice Chair of the Board: Rhoda C. Olsen

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

Chief Executive Officer: Stephen K. Hockett

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

President: Robert D. Goggins

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

Vice President of Finance and Treasurer: Rachelle M. Johnson

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

Vice President of Business Intelligence and Technology: Maribeth A. Fellrath

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

Chief Operations Officer: Yvonne S. Mercer

Ms. Mercer joined Great Clips in November 1994 and has held various positions since that time, including serving as Regional Vice President of Operations (November 2005 to December 2012). Vice President of Operations since January 2013 and is now the Chief Operations Officer as of June 2022, all positions located in Minneapolis, Minnesota.

Vice President of Learning and Development: Michelle E. Sack

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

Vice President of Expansion: Adam J. Husemann

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

Vice President of Marketing and Communications: Lisa S. Hake

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

Vice President of Talent: Jared C. Nypen

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

Vice President, Operations: Sarah J. Yatchak

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

Vice President, Legal and General Counsel: Danell K. Caron

Ms. Caron joined Great Clips in March 2020 as our Director of Legal and Franchise Administration located in Minneapolis, MN, and served as our Assistant Secretary since August 2020. Ms. Caron became our Vice President, Legal and General Counsel and Secretary in June 2022. Prior to joining Great Clips, Ms. Caron served as the General Counsel for Lift Brands, Inc. from January 2018 to February 2020 in Chanhassen, Minnesota. From August 2013 to January 2018, Ms. Caron was an attorney with the law firm Gray Plant Mooty (now Lathrop GPM) in Minneapolis, Minnesota.

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

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

Senior Director of Operations: Norm K. Willardson

Mr. Willardson worked for Great Clips, in Minneapolis, Minnesota as a Director of Business Services and Senior Director of Business Services from August 2002 to October 2018. From October 2018 to August 2022 Mr. Willardson was a Great Clips® franchisee located in Bowling Green, Tennessee and Nashville, Tennessee. Mr. Willardson returned to Great Clips August 2022 as a Senior Director of Operations, in Minneapolis, Minnesota.

Director of Operations: Heather R. Briggs

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

Director of Operations: Jodi G. Charto

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

Director of Operations: Miranda K. McNally

Ms. McNally joined Great Clips in 2017 as a Business Services Manager. Ms. McNally became a Director of Operations in August 2022, all located in Minneapolis, Minnesota.

Director of Operations: Caitlin M. Davis

Ms. Davis joined Great Clips in 2001 and has held various positions since that time, including serving as an Operations Manager (February 2013 to August 2018) and as Director of Operations since September 2018, all located in Minneapolis, Minnesota.

Director of Legal and Franchise Administration: Serena I. Chiquoine

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

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

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

Director of Franchise Development and Product: Beth N. Nilssen

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

Director of Real Estate: Nathan D. Ohme

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

Senior Real Estate Manager: James L. Reynolds

Mr. Reynolds joined Great Clips as a Senior Real Estate Manager in February 2000, located in Minneapolis, Minnesota.

Senior Real Estate Manager: Belinda L. Avera

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

Real Estate Manager: Warren W. Davis

Mr. Davis joined Great Clips as a Real Estate Manager in October 2022, located in Minneapolis, Minnesota. From August 2019 through October 2022, Mr. Davis was a Real Estate Manager at

FASTSIGNS/Propelled Brands, Inc., located in Carrollton, Texas. From August 2018 to May 2019, Mr. Davis was a Director of Real Estate at Nestle Toll House Café by Chip, located in Portage, Michigan.

Real Estate Manager: Jack R. Gulden

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

Real Estate Manager: Patricia M. Delgallego

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

Real Estate Manager: Amy M. Blenker

Ms. Blenker joined Great Clips in January 2014 and has held various positions since that time, including serving as a Portfolio Review Specialist (January 2014 to 2016), Portfolio Review Analyst (2016 to December 2018), and as Real Estate Manager since January 2019, all located in Minneapolis, Minnesota.

Director of Education Services: Suzanne M. Aderhold

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

Board Director and Executive Advisor: Charles D. Simpson

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

Item 3

LITIGATION

No litigation is required to be disclosed in this Item.

Item 4

BANKRUPTCY

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

Item 5

INITIAL FRANCHISE FEE

Initial Franchise Fee for a Single Salon

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

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

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

Master Development Agreement

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

Franchise Fee for each then-current Franchise Agreement you sign in the Exclusive DMA. Upon signing the Master Development Agreement, you must pay the Development Fees for each salon (i.e., \$4,000 multiplied by the number of salons you agree to open) and the \$6,000 Initial Franchise Fee for your first salon. The Development Fees are fully earned and non-refundable upon acceptance by Great Clips 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.

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

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

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

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

Three Star Program

The Three Star Program is a lease-signing incentive program with a term of 24 months. Franchisees may apply for three GREAT CLIPS® franchise agreements (each a “Three Star 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 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 for which there is a fully executed lease by the end of the 24-month term. You must have a full-executed lease for each of the Three Star Franchises within 24 months of Great Clips' acceptance of the Three Star Program Agreement.

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

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

If you have less than two fully-executed leases at the expiration of the 24-month time frame, you may be permitted, at Great Clips' sole discretion, to convert each remaining Three Star Agreement, into a single unit Franchise Agreement, in which case you 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) when the equipment is ordered for the Salon.

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

Deferral Program

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

Expediter Program

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

VetFran Program

Great Clips is a member of the International Franchise Association ("IFA") and participates in the IFA's VetFran Program. Great Clips provides a \$5,000 rebate to veterans of the United States and

Canadian armed forces who have been honorably discharged from the military and who otherwise meet the requirements of the VetFran Program. This rebate is awarded at the time qualified veterans open their first salon, and is available for the first salon only.

Great Clips has offered in connection with franchise development activity special incentive programs featuring bonuses, rebates, reduced initial franchise fees, non-refundable deposits or other types of incentives to employees or various incentive programs to existing or prospective franchisees which may include financing support or other developmental programs. Great Clips compensates third parties for the referral of individuals who become franchisees. Great Clips has the right to offer, modify, withdraw and reinstate any of the foregoing programs in the future without notice. In addition, Great Clips, in its sole business judgment, has the right to determine whether to offer incentive programs to franchisees.

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

Initial Purchases

You will be required to purchase your fixtures, signage, flooring, and your initial inventory/supplies for your Salon from Great Clips prior to the Salon opening, these costs will also include tax and freight charges and are further outlined in Item 8. The estimated cost for these items is \$71,100-\$101,200.

Architecture Fees

You must pay to Great Clips architecture fees ranging from \$100 to \$3,500 for plans and drawings for your Salon and for the costs of copying and delivering the drawings. The higher end of this estimate assumes that revisions to completed plans are required and local building code requires engineered mechanical, electrical and plumbing drawings. The higher end of this estimate also assumes that your Salon will be located in a building requiring LEED Certification (Leadership in Energy and Environmental Design Green Building Rating System).

Lease Liability Fee and Lease Review Fee

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

Item 6

OTHER FEES

Type of Fee ¹	Amount	Due Date	Remarks
Continuing Franchise Fee ²	6% of your Gross Sales	Biweekly	Gross Sales includes all revenue from the sale of all services, products and goods sold from or in connection with the franchise location, less sales taxes.
Sales or other taxes due on Continuing Franchise Fee	As imposed by state or local government	Biweekly	Great Clips has the right to collect from you any tax imposed on Great Clips by individual states or local government.
Continuing Advertising Contribution to the Ad Fund ²	5% of your Gross Sales	Biweekly	You must also engage in certain local advertising and sales promotion activities at an additional cost. In order to stay competitive in the market, you will likely need to spend a minimum of 1-3% of your Gross Sales on incremental advertising in addition to the 5% Continuing Advertising Contribution to the Ad Fund.
Training Fee 1) The Great Academy 2) LEADS for Management Staff 3) Great Clips University Courses, Tools, and Resources	Combined fee of \$200 per year per salon	April 1 of each year	This is the current fee and is subject to change at Great Clips' sole determination. Your key brand-delivery personnel (e.g., stylists) must complete training within 30 days of employment. Your manager must complete training within 90 days of hire or promotion. You must pay your trainees' wages for time worked, travel, and expenses in connection with attending training.
Renewal Fee	\$1,750 per salon	At expiration of initial 10-year term and end of each 10-year option term	The Renewal Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. Your ability to renew your franchise is subject to the terms and conditions of your Franchise Agreement. This fee is non-refundable unless your Franchise Agreement is not renewed.
MDA Renewal Fee	See Remarks	At expiration of the initial 10-year term and end of each 10-year option term	If you meet the salon opening requirements prior to the expiration of the Master Development Agreement, you may qualify to add additional salons in the Exclusive DMA for an Initial Franchise Fee of \$10,000 for each additional salon until the expiration of the term of the Master Development Agreement. If you do not meet the salon opening requirements prior to the expiration of the Master Development Agreement, but we agree, at our sole option, to allow you to renew the Master Development Agreement, in addition to any Initial Franchise Fee for each additional salon, you also must pay Great Clips a renewal fee of \$1,000 for each salon that has not yet opened under the original Master Development Agreement.
Assignment Fee	\$1,500 per salon	Upon request for consent to assign the Franchise Agreement to an assignee approved by Great Clips	The Assignment Fee may be adjusted annually in proportion to annual changes in the United States Consumer Price Index. Your ability to assign your Franchise Agreement is subject to the terms and conditions of your Franchise Agreement.
Local Co-op Dues	Average of \$100 per month	As determined by your Co-op	Great Clips requires you to join a local cooperative organization designated by Great Clips and pay its dues, assessments or contributions. Any salon owned by Great Clips has an equal vote on setting local Co-op dues and assessments and must pay those dues.
Recruiting Technology Fee	\$500 per year per salon	\$250 collected semi-annually on November 15 and May 15 of each year.	The Recruiting Technology Fee (the "RTF") covers fees for the optional recruitment marketing platform, recruitment advertising and other recruiting technology powered by third-party vendors. This is the current fee and is subject to change by Great Clips in its sole business judgment.
Franchisee Program Fee	Varies by event, but ranges from \$345 to \$550 per meeting or event	When due	Great Clips hosts a number of meetings and events each year for the benefit of its franchisees. These programs include Convention, Zone Meetings, Institute, GM to Leader and various other programs.

Type of Fee ¹	Amount	Due Date	Remarks
Insurance Coverage	\$2,100-\$3,000 per year	Upon demand	Insurance premiums are generally paid by you to your insurance carrier. If you do not purchase the required insurance coverage referenced in the Franchise Agreement, and Great Clips purchases insurance on your behalf, you must reimburse Great Clips immediately. These amounts only include property and public liability coverage. Workers' compensation and other discretionary insurance coverages vary too widely to be estimated.
Software License and Support Fee	\$155 per month per salon	Monthly, by the first day of each month	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.
	\$25 per telephone call	As incurred	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.
Network and Hardware Managed Services Fee	\$15.99 per month per salon	Monthly, as billed	This current fee is payable to Foundation Technologies, LLC, Great Clips' sole designated network and hardware managed services provider and Apple Integrator ("The Foundation") and is subject to change. This fee is required, is a continuing fee, and includes the configuration, monitoring, and support of technology hardware purchased from The Foundation. This includes ensuring the salon networks are configured in accordance with the current PCI guidelines. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future.
Mobile Device Management Licensing Fee	\$51 per year per iPad	Monthly, as billed	This current fee is payable to The Foundation and is subject to change. This fee is required, is a continuing fee, and includes the licensing for iPad management software to ensure salon iPads are securely and properly managed to meet current PCI guidelines.
Management iPad Management Fee	\$24.96 per month per Management iPad	Monthly, as billed	Franchisees choosing to install Management iPads in their salons will incur this fee. This fee is payable to The Foundation and is subject to change. This fee is required, is a continuing fee, and includes the licensing for iPad management in a specific franchisee group within the mobile device management environment managed for Great Clips by The Foundation.
Meraki MX68-CW Salon Router Maintenance Fee	\$312 per year per router	Monthly, as billed	This current fee is payable to The Foundation and is subject to change. This fee is a continuing fee after the first year and is required to manage salon routers to provide secure networks that meet current PCI guidelines. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future. (This fee only applies if you purchase a Meraki MX68-CW salon router.)
Lane/5000 Warranty and Support Program	\$59.76 per year per terminal	Monthly, as billed	This current fee is payable to The Foundation, who in turn pays this fee to Ingenico on behalf of the franchisee and is subject to change. This fee is a continuing fee after the first year and includes the processing and replacement of failed Ingenico Lane/5000 payment terminals when such failure is covered by the Lane/5000 Warranty and Support Program. The frequency and amount of this fee, as well as the term covered by this fee, may change in the future. (This fee only applies if you purchase an Ingenico Lane/5000 payment terminal.)
Other Technology Fees	See Remarks	As incurred	Fees associated with the reconfiguration of salon technology are payable to The Foundation when an existing salon is purchased to transfer ownership. Technology support includes but is not limited to: \$90 per Salon router \$30 per salon iPad These fees are subject to change.

Type of Fee ¹	Amount	Due Date	Remarks
Credit Card Processing Fee	\$25 Application Processing Fee \$0.16 per transaction \$5 per salon	As incurred. As incurred. Monthly, as billed	You are required to utilize the Heartland Payments Solution for credit card processing. You will pay a one-time Application Processing Fee of \$25. The processing fee per transaction is payable to Heartland Payments Systems. A copy of the Heartland Payment Systems Merchant Processing Agreement is attached as Exhibit J. This monthly charge related to the Heartland Payment Systems' required Merchant Protection Program, which you are automatically enrolled in as a participating merchant. See Exhibit J.
Gift Card Processing Fee	\$0.095 per transaction	As incurred.	You are required to offer Gift Cards, Value Cards or similar prepaid cards ("Gift Cards") to customers for use as gift certificates, promotional cards, or store credit. The processing fee per transaction is payable to Stored Value Systems, Inc., the third-party processor for the Gift Card Program. The processing fee is subject to change. A copy of the Participation Agreement with Stored Value Systems, Inc. is attached as Exhibit K.
Out-of-Pocket Expenses Related to Lease or Sublease Assignment	As incurred	Upon assignment of lease or sublease to you	If Great Clips assigns a lease or subleases to you, you must cover Great Clips' out-of-pocket expenses related to the assignment, including renewals, amendments and subsequent assignments.
Real Estate Commission	As incurred	Upon demand	In rare cases a franchisee may be required to pay a real estate commission on a site for the salon. This would either be paid directly to the landlord, the broker or to Great Clips if we had been charged a commission.
Sister Store Review Appeal Fee	\$500 - \$1,000	As incurred	If you wish to participate in an executive-level Sister Store Review Appeal to evaluate the potential sales transfer impact of a proposed new Great Clips location, you will pay Great Clips a fee of \$500 - \$1,000. You may be entitled to a refund of this fee if the outcome is decided in your favor.
Late Charges	Accrued interest of 14% per annum or the highest interest allowed by law in the state where the Salon is located	Upon demand	Great Clips is entitled to recover its costs, including reasonable attorneys' fees, costs, overdraft charges, insufficient funds charges and other expenses in collecting amounts due. Interest begins to run from the date of non-payment or underpayment.
Audit or Inspection Cost	Cost of audit	Upon demand	You must pay the cost of an audit, inspection, and reasonable professional fees if Great Clips inspects your books and finds a discrepancy of 5% or greater in any data reported by you or an underpayment of 2% or more of any fees or Ad Fund contributions due.
Taxes, Business Debts or Liens	As applicable	As charged	These are generally paid by you to the government agency, supplier or other creditor. If you do not pay these charges, Great Clips may, but is not obliged to, pay any taxes, business debts or liens incurred by you in connection with your Salon, and will bill the same back to you.
Salon Upgrades	\$20,000 - \$80,000	Every seven to 10 years	You will be required to remodel your Salon every seven to 10 years depending on then-current standards and the overall condition of the Salon.
Salon Ongoing Maintenance Costs	\$3,000-\$9,000	Annually, as incurred	You will be required to make periodic improvements and upgrades, such as painting, carpeting, graphics updates, fixture repair and ongoing maintenance depending on the wear and tear of the Salon.
Architectural Fees	\$100 - \$3,500	As incurred	If you remodel or relocate your Salon, you will be required to pay the architectural fees at the beginning of the remodel or relocation project.

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

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

Item 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

FRANCHISE AGREEMENT

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Initial Franchise Fee	\$20,000 or \$35,000 (if you sign a Three Star Program Agreement, along with three separate Franchise Agreements (1))	Lump sum of \$20,000 for your first Franchise Agreement Two installments of \$10,000 each for subsequent Franchise Agreements Lump sum of \$35,000 if you sign a Three Star Program Agreement	Upon signing of your Franchise Agreement \$10,000 upon signing of each subsequent Franchise Agreement; \$10,000 when you order your equipment. Upon signing of your Three Star Program Agreement	Great Clips
Initial Advertising Contribution to the MDAF	\$5,000 (2)	Lump sum	Upon signing of your first Franchise Agreement When you order your equipment for subsequent Franchise Agreements Upon signing of your Three Star Program Agreement	Great Clips
Travel and Expenses While Training	\$1,500 to \$2,500 per participant	As incurred	During training	Airlines, hotels & restaurants
Architecture Fees	\$100 to \$3,500 (3)	Lump sum	As incurred	Great Clips
Leasehold Improvements, including Labor	\$70,000-\$180,000 (4)	As incurred	When construction starts	Suppliers, Great Clips, Landlord
Rent and Security Deposits	\$1,000 to \$10,000 (5)	Lump sum	When you sign your lease or start up an account with utility company	Landlord, utilities or Great Clips
Fixtures, Signage and Furnishings, including Salon Technology Hardware	\$40,000 to \$55,000	Lump sum	When ordered	Suppliers, Great Clips, Landlord

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Freight	\$4,000 to \$7,000	Lump sum	As incurred	Freight carriers, suppliers, Great Clips
Sales Tax on Fixtures, Signage and Furnishings	\$0 to \$3,000	Lump sum	As incurred	Suppliers, Great Clips
Opening Inventory and Supplies	\$4,700 to \$6,400 (6)	Lump sum	When ordered	Suppliers, Great Clips
Grand Opening Advertising	\$20,000 to \$25,000 (7)	As incurred	As incurred	Suppliers
Insurance	\$2,100 to \$3,000 (8)	As incurred	Before opening	Insurance agent or carrier
Lease Liability Fee and Lease Review Fee	\$0 to \$4,000 (9)	Lump sum	Upon assignment of lease or sublease to you	Great Clips
Additional Funds (6-12 Months)	\$15,000 to \$55,000 (10)	As incurred	As incurred	Employees, suppliers, utilities
Total (11)	\$183,400 to \$394,400 (12)			

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

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

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

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

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

electrical and plumbing drawings. The higher end of this estimate also assumes that your Salon will be located in a building requiring LEED Certification (Leadership in Energy and Environmental Design Green Building Rating System).

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

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

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

- (9) If Great Clips has guaranteed your lease, you must pay a non-refundable lease liability fee of \$1,500. You also must pay us a lease review fee in the amount of \$2,200-\$2,500 which amount covers the cost we incur for our attorney to review the lease.
- (10) This is an estimate only of the additional operating capital needed to operate your Salon during the initial 6-12 months after you open for business. Great Clips cannot guarantee that you will not have additional expenses starting the business. The estimate includes such items as initial payroll and payroll taxes (including payroll to cover the pre-opening training period for some of your Salon staff), Continuing Franchise Fees and Advertising Fund Contributions, professional fees, including accounting fees and computer fees, additional advertising, insurance, including health insurance and workers' compensation, rent, repairs and maintenance, bank charges, miscellaneous supplies and equipment, initial Salon staff recruiting expenses, state tax and license fees, depreciation/amortization, deposits and prepaid expenses (if applicable) and other miscellaneous items. The estimate of additional funds does not include an owner's salary or draw. The expenses you incur during the initial start-up period will depend on factors such as local economic and market conditions, whether your Salon is located in a new market or a mature market, your experience and business acumen, competition, and the sales level you reach during this initial period. You should also provide for personal expenses during the start-up phase of your franchised Salon.
- (11) Great Clips has relied on its experience and data collected from some of its franchised salons to compile these estimates. Great Clips urges you to review these figures carefully with your own independent business advisor and attorney before making any decision to enter into a Franchise Agreement with Great Clips. Great Clips does not offer financing to franchisees either directly or indirectly in connection with their initial investment requirements. The availability and terms of financing obtained from third parties will depend upon such factors as the availability of financing generally, your creditworthiness, collateral which you may make available, policies of local lending institutions with respect to the type of business or with respect to the purpose for which the money will be used, and other such factors.
- (12) Your costs may vary if you purchase an existing salon.

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

YOUR ESTIMATED INITIAL INVESTMENT

MASTER DEVELOPMENT AGREEMENT

Type of Expenditure	Amount	Method of Payment	When Due	To Whom Payment is Made
Development Fee	\$8,000 to \$40,000 (1)	Lump sum	Upon signing of your Master Development Agreement	Great Clips
Initial Franchise Fee	\$6,000	Lump Sum	Upon signing of your First Franchise Agreement	Great Clips
Total	\$14,000 to \$46,000			

Notes to estimated initial investment for Master Development Agreement:

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

Item 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

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

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

To ensure brand consistency, Great Clips sells the following items to you: (a) lobby items including reception desk, lobby merchandiser, video wall merchandiser, coat rack, graphics, lobby chairs, carpeting and rugs; (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 stations, shampoo cabinet, shampoo bowls with vacuum breaker; and (d) certain interior and exterior signage including illuminated window

signage and outdoor signs, GREAT CLIPS® graphics package, acrylic poster holder, price board and window stickers. Currently, Great Clips is the only supplier for these items but alternate sources may be designated by Great Clips in its sole business judgment.

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

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

In the year ended December 31, 2022, Great Clips' total revenue from all sources, including sales from required purchases, was \$103,160,320. Great Clips' sales from required purchases were \$11,966,887 or 11.6% of the above-referenced combined gross revenues of \$103,160,320.

You must carry GREAT CLIPS® exclusive brand haircare products in your Salon and must purchase these products from suppliers designated by Great Clips. Currently, Salon Innovations, Inc. is the only designated supplier for such items. The other haircare products which you must currently carry are MATRIX TOTAL RESULTS®, AMERICAN CREW®, BOSLEY MD™, SEXY HAIR®, TIGI BEDHEAD® and JOHN PAUL MITCHELL SYSTEMS®. These products may be purchased from distributors of these products as designated by Great Clips. You may only use and sell products approved by Great Clips in your Salon. You must purchase your required opening inventory and ongoing supplies of such items as combs, hairbrushes and curling irons from a supplier designated by Great Clips. Great Clips, in its sole business judgment, 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, 2022, Great Clips' revenue from product royalties from these suppliers was \$570,270, or 0.5% of total revenues. Various suppliers also make donations and contributions towards Great Clips' annual meetings and other Great Clips-sponsored events in the form of goods, services and sponsorship or co-sponsorship. Great Clips or its affiliates may from time to time make available for purchase by you GREAT CLIPS® signs, equipment, inventory, supplies, advertising and sales promotion programs and materials, brochures, and other like supplies. Great Clips does not guarantee the availability of independent sources of supply. Great Clips, or its affiliates, expect to derive revenue and profit from sales of such items to its franchisees. Great Clips and its affiliates reserve the right to receive promotional allowances and rebates, commissions and other consideration from vendors in respect to services rendered or rights licensed to such persons, or sales effected by such persons.

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

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

You are bound by the terms of the Franchise Agreement to construct and operate your GREAT CLIPS® Salon in accordance with the requirements of the Operations Manual, Great Clips' facility standards, approved construction plans and signage drawings, and other communications issued,

or as revised periodically, by Great Clips. You must have architectural drawings completed by a licensed architect. All drawings must be submitted to and approved by Great Clips prior to commencing any work on the location.

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

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

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

You must either purchase or rent a payment terminal from The Foundation for use in operating the Salon. The current required payment terminal for new salons is the Ingenico Lane/5000 payment terminal. All Ingenico Lane/5000 payment terminals purchased through The Foundation include the Lane/5000 Warranty and Support Program. Franchisees are billed for continued warranty and support on a monthly basis. Fees payable for the Lane/5000 Warranty and Support by Foundation service program, as well as the term covered by the fee, are subject to change.

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

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

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

Item 9

FRANCHISEE'S OBLIGATIONS

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

Obligation	Section in Agreement	Item in Disclosure Document
a. Site selection and acquisition / lease	8.1 and 8.2 of Franchise Agreement Sections 1 and 6 of Master Development Agreement Section 5 of Three Star Agreement	Items 11 and 12
b. Pre-opening purchases / leases	Sections 8.2, 8.3, 8.4, 10.1, 10.3, 10.4, and 10.5 of Franchise Agreement Section 1.2 of Master Development Agreement Section 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 of Franchise Agreement. Section 6.3 of Master Development Agreement Section 5 of Three Star Agreement	Items 7, 11 and 12
d. Initial and ongoing training	Sections 6.1-6.8 of Franchise Agreement	Items 6, 7, 11 and 15
e. Opening	Sections 1.2, 3.1, 8.6 and 11.5 of Franchise Agreement	Item 11
f. Fees	Sections 3.3(d), 5.1-5.12, 8.2, 10.1, 10.3, 10.4, 11.6, 13.1 and 15.6 of Franchise Agreement Sections 2 and 3 of Master Development Agreement Sections 2, 3, 5, 6, 7 and 8 of Three Star Agreement	Items 5 and 6
g. Compliance with standards and policies / Operating Manual	Sections 4.1-4.4, 8.3-8.6, 10.1-10.9 and 11.1 of Franchise Agreement. Sections 1.1, 1.2, 9 and 11 of Master Development Agreement Sections 5 and 8 of Three Star Agreement	Item 8
h. Trademarks and proprietary information	Sections 4.1-4.6, 10.1, 12.3, and 20.1 of Franchise Agreement Section 1.4 of Master Development Agreement	Items 1, 13 and 14
i. Restrictions on products / services offered	Sections 8.4, 9.2, 9.5, 10.7, and 20.2 of Franchise Agreement	Items 8 and 16
j. Warranty and customer service requirements	Sections 9.9 and 10.4 of Franchise Agreement	Item 8
k. Territorial development and sales quotas	Sections 1, 6.1 and 6.2 of Master Development Agreement	Item 12
l. Ongoing product / service purchases	Section 9.5 of Franchise Agreement	Items 8 and 16
m. Maintenance, appearance and remodeling requirements	Sections 3.3(c), 8.3-8.5, 9.2, 9.8, 10.1, 10.3, and 10.5 of Franchise Agreement	Items 7, 8 and 17
n. Insurance	Sections 13.1-13.3 of Franchise Agreement	Items 6, 7 and 8
o. Advertising	Section 11 of Franchise Agreement	Items 6, 7 and 11
p. Indemnification	Section 13.4 of Franchise Agreement	None
q. Owner's participation / management / staffing	Sections 6.1-6.8, 9.3, 10.2, 10.6, 10.7, 20.1, 20.2, and 21.1 of Franchise Agreement Section 11 of Master Development Agreement	Item 15
r. Records / reports	Sections 12.1, 12.3 and 12.4 of Franchise Agreement	Item 6
s. Inspections / audits	Sections 7.4 and 12.5 of Franchise Agreement	Items 6 and 8
t. Transfer	Sections 15 and 19 of Franchise Agreement Section 12 of Master Development Agreement Section 9 of Three Star Agreement	Item 17
u. Renewal	Section 3 of Franchise Agreement Sections 5 and the Master Development Agreement	Item 17
v. Post-termination obligations	Section 18 of Franchise Agreement	Item 17

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 Section 13 of Master Development Agreement	Item 17
y. Other	Not applicable	Not applicable

Item 10

FINANCING

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

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

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

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

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

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

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

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

Item 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

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

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

Assistance before Opening

Before you open your business, Great Clips will:

- 1) Authorize you to establish and operate a retail salon identified by the GREAT CLIPS® service mark and employing the business format and System (Franchise Agreement - Section 1).
- 2) Provide you with an approved salon design, advise you on salon layout, obtaining necessary licenses or permits, proper display of the Marks, ordering equipment, fixtures and initial inventories, recruiting personnel, and managing construction or refurbishing of the salon. You must purchase equipment, furnishings, fixtures and signs for the salon from Great Clips or our designated suppliers, as described in Item 8, and these items must meet our specified standards. New franchisee "Designated Operators" must complete all current training requirements before the equipment order for a new salon build out may be placed. (Franchise Agreement - Sections 6.8, 7.1, 8.3, 8.4 and 9.5).
- 3) Provide you with advice regarding various marketing and public relations considerations, business planning, and assistance in conducting grand opening promotions and advertising and assist you in planning an initial local market advertising campaign. Under no circumstances does any assistance, consent, or approval by Great Clips constitute an

assurance or guaranty that these services will result in any level of success of your business (Franchise Agreement - Sections 7.1, 11.1-11.3, and 11.5).

- 4) Provide you with online access to the GREAT CLIPS® Website, GREAT CLIPS® University, recruiting technology, the GREAT CLIPS® Operations Manual, and various other manuals and materials before or during your training (Franchise Agreement - Section 7.1).
- 5) Provide you and your staff with the training programs as described in this Item 11. You must pay your own travel and expenses associated with any such training (Franchise Agreement - Sections 6.1- 6.8).

Site Selection

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

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

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

Time to Open

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

Assistance during the Operation of the Business

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

- 1) Provide a GREAT CLIPS® Website and GREAT CLIPS® University for franchisees on the Internet covering important aspects of the GREAT CLIPS® System. You must utilize the email address provided by Great Clips and access the franchisee Website for the purpose of communication with Great Clips. (Franchise Agreement - Sections 10.6 and 10.7).
- 2) Provide regular System communications and periodic meetings and seminars for the dissemination of new concepts, procedures, systems and other useful information. You are responsible for registration fees, travel and expenses for you and your staff, and other out-of-pocket costs in connection with attending any meetings or seminars (Franchise Agreement - Section 7.3).
- 3) Provide continuing consulting and information on advertising and promotional matters, training and development procedures, and general guidance and advice through email, the GREAT CLIPS® Website, GREAT CLIPS® University, directives, company news, meetings and seminars. Furnish you with field support services that Great Clips considers advisable in order to provide support and recommendations to resolve operating challenges you may encounter (Franchise Agreement - Sections 6.1-6.8 and 7.2-7.4).
- 4) Provide standard electronic accounting forms, other accounting forms and electronic reports (Franchise Agreement - Section 12.1).
- 5) Include you in purchasing programs Great Clips may establish periodically with respect to salon design, fixtures, furnishings, equipment, inventories and supplies. Availability of such purchasing programs may also be subject to available credit terms and your continuing qualification to participate in these programs as a franchisee in good standing (Franchise Agreement - Sections 7.2 and 9.5).
- 6) Establish marketing and sales promotion programs for the benefit of the GREAT CLIPS® System. You will be required to participate in these promotional programs. You will be

required to sell services or goods with maximum retail price limits and/or offer various promotional items, cross marketing coupons, rebates or various other sales and marketing goods or value-added items. Periodic discount pricing on promotions will be based on Great Clips' unilateral determination of what would be in the best interest of the franchise System to protect its competitive brand position. (Franchise Agreement - Sections 11.2-11.7)

- 7) Provide additional training on System Standards to you, your management staff and other key personnel with brand-delivery responsibilities at the current fee as described in this Item 11. You must pay all wages, benefits, travel and expenses for you and your staff associated with any training (Franchise Agreement – Sections 6.1-6.8 and 7.3).
- 8) Provide information and advice on the operation of the GREAT CLIPS® business through the training program documentation, brand documents, and various other manuals which Great Clips will modify as needed. These modifications will not alter your status or rights under the Franchise Agreement. The System Standards, including all training program documentation, brand documents and manuals, are confidential and remain the property of Great Clips (Franchise Agreement - Sections 9.2 and 20.1). The System Standards include both required and recommended standards. Any required standards exist to protect our interest in the System and the Marks and not for the purpose of establishing any control or duty to take control over those matters that are reserved to you. Great Clips reserves the right to periodically develop, issue and revise new policies and procedures relating to the operation of the franchised business, which will become part of the System Standards. All franchisees are required to abide by and follow the System Standards, including all newly-developed and revised policies and procedures, in operating their franchise.

Advertising

Ad Fund

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

GREAT CLIPS® brand in any media, at any time to protect the best interests of the System. Additionally, franchisees must comply with the Customer Data Access Policy in connection with any consumer marketing activities.

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

Great Clips may compensate itself and its affiliates from the Ad Fund for reasonable expenses of administering and promoting the Ad Fund and the programs funded and administered through the Ad Fund, including any taxes that may be levied on or in relation to the Ad Fund receipts or fund balances. In the fiscal year ended December 31, 2022, Great Clips was compensated \$3,831,893 or 5% of the Ad Fund's gross annual receipts, paid monthly, for administering the Ad Fund. Great Clips provides its franchisees with an annual accounting of the Ad Fund showing receipts and expenditures and, upon written request, will share Great Clips' expense of administering and promoting the Ad Fund. Currently, Great Clips also provides its franchisees with a quarterly, internally prepared, unaudited financial statement of the Ad Fund by DMA. In the 2022 calendar year, 2.5% of franchisee contributions to the Ad Fund were spent on production, 75.9% was spent on media, and 20.5% 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 2022 the Ad Fund expenses totaled 98.9% of revenue. Great Clips is not obligated to spend any specific amount collected into the Ad Fund in the DMA in which your Salon will be located. At the end of the calendar year, surplus funds, if any, are carried over into the next year. Currently, Great Clips does not use any advertising funds to solicit new franchisees. The Ad Fund is audited on an annual basis. The annual Ad Fund audit is available for review by franchisees upon written request.

Grand Opening

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

MDAF

As referenced in Items 5 and 7, you must make a \$5,000 non-refundable initial contribution to the MDAF. This is a one-time fee. Great Clips has the right, in its sole business judgment, to

determine the amount and nature of expenditures from the MDAF. Great Clips has the exclusive right to decide whether and in what proportions these funds will be allocated to advertising, research, marketing, public relations, sales promotions or other areas, and to select materials, programs, media and agencies it considers to be appropriate. Great Clips may compensate itself and its affiliates from the MDAF for reasonable expenses of administering and promoting (i) the MDAF and (ii) programs funded and administered under the MDAF, including payment of taxes that may be levied on or in relation to MDAF receipts or balances. Great Clips has no obligation to its franchisees to account for its administration of or expenditures under the MDAF.

Marketing and Advisory Review Council

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

Local Co-operative

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

Salon Technology Systems and Software

Software License

You must obtain a license to use a suite of computer software from Great Clips’ designated POS software supplier, which is currently Innovative Computer Software (“ICS”). The computer software license covers a Styleware™ Software Suite of products including, *Styleware™ iPad®*, *Net Check-In™*, *Styleware™ Vantage*, and *Salondata.com* as described below and in Exhibit I. You will pay a monthly fee which is currently \$155.00 for each salon. The monthly fee is subject to change. The fee covers all licensing, past and future research and development, updates, upgrades, documentation, and installation guides, as well as toll-free software support seven days a week during normal business hours. You will be required to pay the monthly fee electronically via an automatic bank withdrawal. You will be charged a fee of \$25.00 per phone call for telephone support that you seek after normal business hours. (See Exhibit I for the definition of normal business hours). A sample of the ICS Styleware™ Software Suite Agreement is included as Exhibit I.

Styleware™ iPad®

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

Net Check-In™

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

ReadyNext™ Text

In connection with the Online Check-In process, customers can elect to receive text messages regarding their estimated wait times through Great Clips’ ReadyNext™ text program. Franchisees are required to activate and honor any customer-facing technology including the ReadyNext™ text program or any other programs that Great Clips develops in the future.

Styleware™ Vantage

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

Salondata.com

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

Software Requirements

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

Hardware

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

Credit Card Processing

You must use the Heartland Payments Solution for processing credit card transactions. The current required payment terminal is an Ingenico Lane/5000; these hardware requirements are subject to change. You will pay an onboarding fee of \$25 and will pay \$.016 per transaction to Heartland Payment Systems. You also will be enrolled automatically in Heartland Payment Systems' Merchant Protection Program at a cost of \$5 per month per salon, which helps ensure that franchisees are compliant with applicable PCI and related payment processing security standards. These fees are subject to change. A sample of the Heartland Payment Systems Merchant Processing Agreement is included as Exhibit J.

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

Access

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

Great Clips requires all franchisees to provide Great Clips with access to all sales, financial, marketing, customer, management and other business and operational data that we may specify pertaining to the Salon. This information is provided to Great Clips via 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. When using these proprietary email addresses, you must adhere to rules and standards promulgated 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' proprietary extranet site (currently, INsite+) and leverage the GREAT CLIPS® University for System Standard training. Your conduct on the Internet and on the email system is governed by the Franchise Agreement and applicable marketing, communication, access and use policies. You are required to keep confidential all passwords, access codes and identification codes provided by Great Clips to you and your staff. You are

required at all times to comply with all email marketing, privacy and related laws. Great Clips may add, change, or remove electronic communications platforms and associated rules of use in its sole business judgment.

Manuals

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

Section	Subject	Number of Pages
1	Our System	19
2	Standards of Operations	21
3	Licenses and Regulations	5
4	Field Services	9
5	Customer Service	15
6	Management Best Practices	22
7	Retention Tools and Resources	17
8	Risk Management Best Practices	42
9	Salon Operations	29
	TOTAL:	179

Training

GREAT CLIPS® training is created to provide guidance to Franchisees, as well as the Franchisees' managers and other key personnel (e.g., stylists) responsible for delivering the brand promise to customers, on GREAT CLIPS® System Standards and processes to ensure consistent, quality delivery of the GREAT CLIPS® brand and approved services to customers. Great Clips provides System Standards training to you, your management staff, and other key personnel as described below. You must attend and complete all then-current training requirements described in the Operations Manual within the time frame established by Great Clips. New franchisee Designated Operators must complete all current training requirements before the equipment order for a new salon build may be placed. 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, and you must pay your own travel and expenses.

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

Training requirements are communicated and updated through emails, publications, manuals, the GREAT CLIPS® Website and GREAT CLIPS® University. Great Clips reserves the right to require any assignee or person active in the franchised business to complete all required training. Training for assignees is mandatory and must be completed to Great Clips' satisfaction. Great

Clips, in its sole business judgment, may increase or establish training fees and modify our training programs in whole or part.

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

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

TRAINING PROGRAM:

QuickConnect Franchisee Training Program

Great Clips University			
Subject	Hours of Classroom Training	Hours of on the Job Training	Location
Starting Off Great- Expectations Call	1	0	Webinar
Module 1: Orientation to Great Clips	1.48	0	Online
Module 2: Franchisee Finances	.53	0	Online
Salon Budgeting & Financing Call	.5	0	Phone Call
Module 3: The Real Estate Process	.38	0	Online
Real Estate Call	1	0	Phone Call
Module 4: The 5 Steps to Customer Care	1.3	0	Online
- Attend The Great Clips Academy Live Virtual Session - See The Great Clips Academy section below for detailed agenda	3.5	0	Live Virtual
Module 5: Salon Leadership	.67	0	Online
- Attend the Building Your Legacy in-person session - Day 1- Welcome Reception - Day 2- Welcome - The Future of Great Clips: How Our Vision Supports Your Vision - Vision to Reality - Best Practices Operating a Successful Salon - Vendor Showcase - Day 3- Welcome - The Marketing Plan - Brand Consistency –the Power of Branding - Corporate panel	12.5	0	In person- Minneapolis, MN

Great Clips University			
Subject	Hours of Classroom Training	Hours of on the Job Training	Location
▪ Franchisee roundtable ▪ Close			
Module 6: The Salon Build Out Process	.35	0	Online
• The New Salon Build Out Webinar	1	0	Webinar
Module 7: Your Salon Team	2.11	0	Online
Module 8: Scheduling	1.9	0	Online
• Attend LEADS Virtual Session ○ See LEADS for Management Staff section below for detailed agenda	18	0	Live Virtual
Module 9: Marketing Your Salon	.78	0	Online
Module 10: Salon Operations	3.25	0	Online
• In-salon Training	0	13	In person- Market Salon
Module 11: Staff Development	.6	0	Online
Module 12: After the Salon Opens	.68	0	Online
TOTAL	51.53	13	

The Great Academy

Subject	Hours of Classroom Training	Hours of on the Job Training	Location
ONLINE			
Getting Started at Great Clips	1.36	0	Online
Delivering a Great Customer Experience	2.4	0	Online
Furthering Your Technical Advantage	.98	0	Online
Growing with Great Clips	.13	0	Online
TOTAL	4.87	0	
Live Virtual			
The Great Clips Academy- GREAT Academy	3.5 hours live virtual	0	Live Virtual (Zoom)
The Clipper Academy *Optional, based on need	4.5 hours live virtual	0	Live Virtual (Zoom)
The Outlines & Interiors Academy *Optional, based on need	4.5 hours live virtual	0	Live Virtual (Zoom)
The Advanced Techniques & Trends Academy *Optional, based on need	3.5 hours live virtual	0	Live Virtual (Zoom)
TOTAL	8.37 required live virtual *Participants may take up to 12 additional hours of optional in-person training based on need	0	

LEADS for Management Staff

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

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

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

Building Your Legacy typically is held in Minneapolis, Minnesota, several times per year, although it may be moved to a virtual format as determined by Great Clips. Great Clips Academy and LEADS training are offered in a virtual live format. In-salon training is typically completed

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

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

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

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

5) Training Fees: You will be billed an annual training fee of \$200 per year per salon. This fee will cover Great Clips Academy, GREAT CLIPS® University online resources and courses

and LEADS for Management Staff for the year. There is no additional fee for your staff to attend this training, but you are responsible for paying all wages, benefits, meals and other related expenses for you and your employees to attend training.

Item 12

TERRITORY

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

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

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

Great Clips must consent to any closure and relocation of the Salon. Great Clips’ consent, if granted, is based on whether you are in compliance with the Franchise Agreement, you have paid

all money owed to us, the proposed relocation site meets our site selection criteria, and you comply with the lease requirements in the Franchise Agreement, and with the terms and conditions of the Relocation Policy.

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

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

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

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

Item 13

TRADEMARKS

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

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

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

Mark	Application No.	Date of Application
GREAT	97/148,917	November 30, 2021
GREAT	97/148,933	November 30, 2021
GREAT	97/148,925	November 30, 2021

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

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

Mark	Registration No.	Date of Registration	Country
GREAT CLIPS FOR HAIR®	397,505	April 24, 1992	Canada
GREAT CLIPS®	429,379	June 24, 1994	Canada
SAILBOAT MOTIF	525,791	March 27, 2000	Canada
DETOUR®	626,565	November 24, 2004	Canada
GREAT CLIPS®	4841100	February 25, 2005	Japan
SOLUTIONS BY GREAT CLIPS®	671949	September 1, 2006	Canada
GREAT CLIPS®	1110641	January 15, 2008	Australia
RELAX. YOU'RE AT GREAT CLIPS®	714985	May 23, 2008	Canada
CONNECT WITH GREAT CLIPS®	717506	June 26, 2008	Canada
GREAT CLIPS®	003849783	March 24, 2009	European Union
GREAT CLIPS®	2006/05367	January 21, 2010	South Africa
GREAT CLIPS®	7080210	August 7, 2010	China
GREAT CLIPS®	1883171	December 14, 2015	India
GREAT CLIPS-MAPLE LEAF DESIGN	868066	December 30, 2013	Canada
IT'S GONNA BE GREAT®	872,677	March 5, 2014	Canada
GREAT DEEDS®	927,387	January 27, 2016	Canada
CLIPS OF KINDNESS®	928,681	February 10, 2016	Canada
CLIP NOTES®	928,952	February 12, 2016	Canada
ONLINE CHECK-IN DESIGN	928,945	February 12, 2016	Canada
GREAT STUFF DESIGN	928,944	February 12, 2016	Canada
DESIGN MARK (ACRYLIC SAIL)	1,009,961	November 28, 2018	Canada

Mark	Registration No.	Date of Registration	Country
GRIT @ GREAT CLIPS	1,017,857	March 21, 2019	Canada
GREATCARE PROMISE and Design	2045210	October 12, 2022	Canada
READYNEXT and Design	2045750	October 19, 2022	Canada

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

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

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

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

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

Item 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

Patents and Copyrights

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

Confidential and Proprietary Information

Great Clips' confidential and proprietary information includes the System Standards as outlined in the Operations Manual, the GREAT CLIPS® Website, GREAT CLIPS® University, other manuals, training programs, advertising and promotional materials, electronic media, technologies, systems of operation, programs, policies, standards, techniques, requirements and specifications, customer records, instructional materials and other matters. You may not disclose, except to your own Salon employees on a need-to-know basis, or use for any purpose other than operating the Salon, any confidential and proprietary information. You are also responsible for ensuring that your employees maintain the same level of confidentiality. If you or your employees learn about an unauthorized use of any of our confidential and proprietary materials, you must promptly notify us. Great Clips is not obliged to take any action, but will respond to this information in its sole business judgment.

Item 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

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

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

Your Salon management staff and other key brand-delivery personnel (e.g., stylists) must successfully complete all required System Standards training within the time frame designated by Great Clips. You are solely responsible for managing and operating the Salon and supervising the Salon's employees. You must identify yourself conspicuously in all dealings with customers, suppliers, public officials, salon personnel, and others as the Salon's owner, operator and manager

under a franchise we have granted and to place notices of independent ownership at the Salon and on the forms, business cards, stationery, advertising, emails and other materials we require from time to time.

You and your spouse are obligated under the Franchise Agreement not to engage in or be connected with or participate in or consult with or share the earnings or profits of, or lease property to any other business or activity that competes with the GREAT CLIPS® business at any location, including any retail haircare or personal grooming business, spa, beauty school, barber school, cosmetology school, or any business selling hair products during the term of the franchise, for one year after the expiration or termination of the Franchise Agreement at any location within five miles of any GREAT CLIPS® salon or over the Internet, or for one year after you have assigned your interest in the Franchise Agreement anywhere within five miles of any GREAT CLIPS® salon, subject to state law requirements. See Item 17 with respect to restrictions on assignment of the franchise and business, Great Clips' right of first refusal and for information concerning covenants not to compete.

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

Item 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

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

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

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

Item 17

RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

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

THE FRANCHISE RELATIONSHIP

Provision	Section in Agreement	Summary
a. Length of the franchise term	Sections 3.1 and 15.5 of Franchise Agreement Section 4 of Master Development Agreement Section 4 of Three Star Agreement	The term of the Franchise Agreement is 10 years from date of opening of the Salon or, if you buy an existing salon, the term will be the balance of the term of the existing salon. 10 years from date of acceptance by Great Clips. 24 months from date of acceptance by Great Clips.
b. Renewal or extension of the term	Section 3.2 of Franchise Agreement Section 5 of Master Development Agreement Section 4 of Three Star Agreement	The Franchise Agreement provides for consecutive additional renewal terms of 10 years each, subject to Section 3.3 of Franchise Agreement. The Master Development Agreement provides for one ten-year option to renew subject to certain conditions. The 24-month term will not be extended.
c. Requirements for you to renew	Section 3.3 of Franchise Agreement Section 5 of Master Development Agreement	To renew the Franchise Agreement you must give the required notice, be in compliance with the Franchise Agreement and Great Clips' policies, upgrade your Salon to then-current standards, pay a renewal fee of \$1,750, re-attend training at Great Clips' sole business judgment, and sign the then-current form of General Release and Franchise Agreement. You may be asked to sign a Franchise Agreement with materially different terms and conditions than your original Franchise Agreement. To renew the Master Development Agreement you must give the required notice, be in compliance with all Franchise Agreements and Great Clips' policies, your rights of expansion are not restricted in any way, each shareholder with an economic interest in the Master Development Agreement shall sign the then-current form of General Release and Master Development Agreement, continue to open salons under the Development Schedule, and pay all applicable development and renewal fees.
d. Termination by you	Section 17.3 of Franchise Agreement	The Franchise Agreement may be terminated by you only for good cause or upon any grounds available by law.
e. Termination by Great Clips without cause	None	

Provision	Section in Agreement	Summary
f. Termination by Great Clips with cause	Sections 5.2 and 17.1-17.3 of Franchise Agreement Sections 7 and 8 of Master Development Agreement	Great Clips may cancel your Franchise Agreement if: you fail to open the Salon within 24 months of the date Great Clips accepts the Franchise Agreement; you are no longer in good standing prior to signing a lease; you fail to satisfactorily complete required training; you engage in speculative behavior prior to the Salon opening; or if you breach your Franchise Agreement. Great Clips can terminate if you fail to: comply with the Development Schedule; pay amounts due under the Master Development Agreement or any Franchise Agreement; any Franchise Agreement is terminated by Great Clips; or you breach any of the terms and conditions of the Master Development Agreement.
g. "Cause" defined - curable defaults	Section 17.3 of Franchise Agreement Section 7 of Master Development Agreement	"Good cause" is a material breach of the Franchise Agreement or any other Franchise Agreement you have with Great Clips. You have seven days to cure for non-payment of sums due; and 30 days in all other cases, except those items in "h." below. Notice of termination may be given simultaneously with notice of default, subject to a right to cure. You may be given time to cure for failure to comply with the Development Schedule.
h. "Cause" defined - non-curable defaults	Section 17.1 and 17.2 of Franchise Agreement Section 8 of Master Development Agreement	Great Clips can terminate immediately if you: impair or threaten to impair the Marks or System; become insolvent; make an assignment for the benefit of creditors; admit an inability to pay debts when due; abandon the Great Clips business; are convicted of or plead guilty or no contest to any offense; or if you assign an interest in the Franchise Agreement without the consent of Great Clips; fail to renew the franchise in accordance with its terms; make a material misrepresentation or omission in the franchise application; fail to timely cure a default under the lease; make or permit any unauthorized use of Confidential Information; or make, directly or indirectly, through agents and employees, a material misuse of customer data and information. Great Clips can terminate upon a 30 day written notice if you engage in repeated breaches of the Franchise Agreement or commit a material breach of the Franchise Agreement that cannot be cured due to the nature of the breach. Failure to pay amounts due under the Master Development Agreement or any Franchise Agreement; any Franchise Agreement is terminated by Great Clips; or a breach of any of the terms and conditions of the Master Development Agreement may result in immediate termination.
i. Your obligations on termination / non-renewal	Section 18 of Franchise Agreement Section 10 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; and comply with the non-competition covenant described in "r." below. Upon the termination or non-renewal of the Master Development Agreement, all rights granted under Master Development Agreement immediately revert to Great Clips. Termination does not affect the individual Franchise Agreements signed for each open franchised location in the Exclusive DMA.
j. Assignment of contract by Great Clips	Section 15.1 of Franchise Agreement	There is no restriction on Great Clips' right to assign.

Provision	Section in Agreement	Summary
k. "Transfer" by you - definition	Section 15.2 of Franchise Agreement Section 12 of Master Development Agreement Section 8 of Three Star Agreement	A transfer is any transfer or assignment of assets or rights under the Franchise Agreement or any ownership change that alters the percentage of ownership. All assignments, however minor, must be consented to in advance by Great Clips. You cannot assign any rights or interest in the Master Development Agreement without the prior written consent of Great Clips. An assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA. You cannot assign a majority interest of the Three Star Agreement to any party other than an original individual shareholder or partner.
l. Great Clips approval of assignment by franchisee	Section 15.4, 15.7 and 15.8 of Franchise Agreement	Great Clips must give its prior written consent to an assignment, which will not be unreasonably withheld. Unless prohibited by applicable law, you will not be permitted to make a public offering which would include the Salon or the Franchise Agreement.
m. Conditions for Great Clips approval of assignment	Section 15.4 and 15.5 of Franchise Agreement	Great Clips may withhold consent to an assignment if assignee: does not agree to operate the Salon as a GREAT CLIPS® salon; is not personally or financially qualified; does not meet Great Clips' then-current qualification guidelines for new franchisees; is not eligible to expand (if assignee is an existing franchisee); has conflicting interests with Great Clips; will not devote best efforts to management of the business; or cannot communicate in English. Assignee must sign new form of Franchise Agreement but only for the balance of the term of the assignor's Franchise Agreement, and will be responsible for all ongoing or future fees or amounts (including any unpaid MDAF amounts) owed under the Franchise Agreement. Assignee, and each of assignee's shareholders, must sign Great Clips' form of General Release and Great Clips' form of Guaranty. Assignee must pay the assignment fee, if applicable. Assignor may not assign any interest in the Franchise Agreement if the Salon is not in operation except in the limited instance where Franchisee is selling all Salons and leaving the System entirely. If the Salon is temporarily closed, pending relocation, it may not be assigned in whole or in part unless the Franchisee is selling all Salons and leaving the System entirely.
n. Great Clips right of first refusal to acquire your business	Section 14 of Franchise Agreement	If you decide to sell, merge, assign or otherwise dispose of any interest in the franchise, you must first offer the proposed transaction to Great Clips. Great Clips has 60 days after receiving the terms of a bona fide offer to match the offer for the Salon governed by the Franchise Agreement on the price and terms or cash equivalent of the offer. In the event Great Clips does not exercise its right of first refusal and the offer changes in any way, or another offer is made, this new offer must be presented to Great Clips. We will then have 60 days to accept the new offer on the price and terms or cash equivalent of the third party offer. Any offer that Great Clips does not match must be transacted within 120 days from the date that Great Clips notifies the assignor that it does not wish to exercise its right of first refusal. If the transaction does not take place within 120 days, Great Clips has the right to re-evaluate and match the offer if it elects to do so.
o. Great Clips option to purchase your business	Section 19.2 of Franchise Agreement	Great Clips has the right, but not the obligation, to buy any or all equipment and furnishings in the Salon at a price set by a qualified appraiser.
p. Your death or disability	Section 15.9 of Franchise Agreement	If your heirs or executor wish to continue operating the Salon, they must apply for Great Clips' consent to the assignment and pay any applicable Assignment Fee.
q. Non-competition covenants during the term	Section 20.2 of Franchise Agreement	You and your spouse must have no involvement in any way in any haircare or personal grooming business, beauty schools, cosmetology schools, barber schools, or any business selling hair products during the term of the Franchise Agreement at any location or over the Internet.

Provision	Section in Agreement	Summary
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 Section 13 of Master Development Agreement	All disputes must be arbitrated in Minneapolis, Minnesota. All disputes must be arbitrated in Minneapolis, Minnesota. Subject to state law. See State Addenda attached as Exhibit O.
v. Choice of forum	Section 16.5 of Franchise Agreement Section 13.1 and 13.2 of Master Development Agreement	Except for certain claims, all legal proceedings must be held in Hennepin County, Minnesota. All legal proceedings must be held in Hennepin County, Minnesota. Subject to state law in certain states. See State Addenda attached as Exhibit O.
w. Choice of law	Section 22.1 of Franchise Agreement	The governing law will be the laws of the state in which the Authorized Location is located. Subject to state law in certain states. See State Addenda attached as Exhibit O.

Item 18

PUBLIC FIGURES

Great Clips will pay Feld, Inc. for an action sports sponsorship which is involved in the Monster Truck Monster Jam Series. Great Clips is the primary sponsor for the Mohawk Warrior performance vehicle in select events. Bryce Kenny will be the driver in the Monster Jam Series. Drivers are subject to change. The term of Great Clips' sponsorship agreement with Feld, Inc. extends through December 31, 2024, with an option to extend. In all Monster Jam events, the GREAT CLIPS® logo will be displayed prominently on the Mohawk Warrior performance vehicle and in other branding elements described further below.

The Monster Jam Series sponsorship includes the use of the GREAT CLIPS® logo on the specified vehicle, driver apparel, team apparel (as applicable), brand advertising and merchandise, and other elements agreed upon by Great Clips and Feld Inc. Great Clips has the limited right and license to use the trade name and trademarks of the Monster Jam series in various sales, promotional, and marketing activities, including those related to the sale of GREAT CLIPS® products and services and in promoting the sale of our franchise. Neither Bryce Kenny nor Feld, Inc. have any management control nor own any interest in Great Clips.

Great Clips reserves the right to change these sponsorships at any time and without notice.

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.

Great Clips provides prospective franchisees with information regarding the average sales of certain franchised GREAT CLIPS® units. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

The financial performance representation provided below includes the average yearly sales for those GREAT CLIPS® units that were eligible to be open (as defined below) during the entire time period from January 1, 2022 to December 31, 2022 (the "2022 Period"). A unit is considered "eligible to be open" if Great Clips has entered into a franchise agreement for the unit and approved and authorized the unit to be open and operating as a GREAT CLIPS® unit.

The financial performance information included below was obtained from reviewing Great Clips' internal point of sale system ("POS System"), the system where franchisees input their salon sales numbers. Where average sales data was reported by franchisees to Great Clips in Canadian dollars, Great Clips converted the reported Canadian dollars into the U.S. dollar equivalency by using a conversion rate of 0.7688.

Neither Great Clips nor its independent certified public accountants have independently audited or verified the financial information contained in the POS System.

SECTION I

AVERAGE YEARLY SALES

ALL UNITS ELIGIBLE TO BE OPEN DURING THE ENTIRE 2022 PERIOD

As of December 31, 2022, there were 4,427 GREAT CLIPS® units eligible to be open in the United States and Canada. Of these 4,427 GREAT CLIPS® units in the United States and Canada as of December 31, 2022, 4,194 are included in the Section I table below (the "Included Units"). To be considered an Included Unit, the unit must have been eligible to be open during the entire 2022 Period. The 233 GREAT CLIPS® units not included in the table below were excluded because: (1) the unit was not approved or authorized to be open for business on January 1, 2022, (2) the franchise rights for the unit were terminated or not renewed during the 2022 Period, or (3)

the unit permanently ceased operations during the 2022 Period. The hours of operation for the 4,194 GREAT CLIPS® units included in this Section I varied from unit to unit during the 2022 Period. For example, 6 of the Included Units were eligible to be open during the entire 2022 Period, but remained closed and did not transact any business during the 2022 Period, due to the inability to reopen downtown locations and site-specific labor shortages, while other Included Units transacted business for 345 or more days during the 2022 Period.

# of Units	Average Yearly Sales	Number / Percent that Attained or Exceeded Average	Low / High	Median
4,194	\$353,577	1,900 / 45.3%	\$0 / \$993,834	\$338,981

SECTION II

AVERAGE YEARLY SALES UNITS OPEN 345 DAYS OR MORE DURING THE 2022 PERIOD

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

# of Units	Average Yearly Sales	Number / Percent that Attained or Exceeded Average	Low / High	Median
3,487	\$373,576	1,505 / 44.5%	\$73,530 / \$993,834	\$357,001

GENERAL NOTES

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

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

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

Other than the preceding financial performance representation, Great Clips, Inc. does not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations, either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial information or projections of your future income, you should report it to the franchisor's management by contacting Serena Chiquoine, Director of Legal and Franchise Administration, at 1-800-444-2092 extension 6433, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary
For Years 2020 to 2022

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

*As of December 31 each year.

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

State/Province	Year	Number of Transfers¹
ALBERTA	2020	2
	2021	8
	2022	0
ALABAMA	2020	1
	2021	8
	2022	0

State/Province	Year	Number of Transfers ¹
ALASKA	2020	0
	2021	0
	2022	0
ARKANSAS	2020	0
	2021	0
	2022	0
ARIZONA	2020	0
	2021	0
	2022	14
BRITISH COLUMBIA	2020	0
	2021	2
	2022	0
CALIFORNIA	2020	8
	2021	11
	2022	21
COLORADO	2020	0
	2021	41
	2022	0
CONNECTICUT	2020	3
	2021	0
	2022	0
DELAWARE	2020	0
	2021	3
	2022	1
DISTRICT OF COLUMBIA	2020	0
	2021	0
	2022	0
FLORIDA	2020	41
	2021	22
	2022	11
GEORGIA	2020	1
	2021	6
	2022	18
HAWAII	2020	0
	2021	0
	2022	0
IOWA	2020	0
	2021	14
	2022	0
IDAHO	2020	0
	2021	0
	2022	2
ILLINOIS	2020	14
	2021	8
	2022	6
INDIANA	2020	2
	2021	1
	2022	82

State/Province	Year	Number of Transfers ¹
KANSAS	2020	0
	2021	0
	2022	2
KENTUCKY	2020	1
	2021	1
	2022	1
LOUISIANA	2020	0
	2021	0
	2022	0
MAINE	2020	0
	2021	0
	2022	0
MASSACHUSETTS	2020	2
	2021	0
	2022	8
MARYLAND	2020	0
	2021	1
	2022	0
MICHIGAN	2020	0
	2021	6
	2022	5
MINNESOTA	2020	7
	2021	13
	2022	13
MISSISSIPPI	2020	0
	2021	0
	2022	0
MISSOURI	2020	5
	2021	1
	2022	2
MONTANA	2020	0
	2021	5
	2022	0
NEBRASKA	2020	0
	2021	9
	2022	0
NEW HAMPSHIRE	2020	0
	2021	0
	2022	0
NEW JERSEY	2020	2
	2021	6
	2022	5
NEW MEXICO	2020	5
	2021	0
	2022	2
NEVADA	2020	0
	2021	0
	2022	0

State/Province	Year	Number of Transfers ¹
NEW YORK	2020	0
	2021	0
	2022	3
NORTH CAROLINA	2020	0
	2021	4
	2022	10
NORTH DAKOTA	2020	0
	2021	1
	2022	0
OHIO	2020	1
	2021	0
	2022	23
OKLAHOMA	2020	1
	2021	1
	2022	2
ONTARIO	2020	5
	2021	3
	2022	5
OREGON	2020	0
	2021	1
	2022	12
PENNSYLVANIA	2020	5
	2021	4
	2022	17
RHODE ISLAND	2020	0
	2021	0
	2022	0
SASKATCHEWAN	2020	0
	2021	0
	2022	0
SOUTH CAROLINA	2020	0
	2021	2
	2022	0
SOUTH DAKOTA	2020	0
	2021	0
	2022	0
TENNESSEE	2020	1
	2021	3
	2022	2
TEXAS	2020	6
	2021	24
	2022	28
UTAH	2020	0
	2021	3
	2022	0
VERMONT	2020	0
	2021	0
	2022	0

State/Province	Year	Number of Transfers ¹
VIRGINIA	2020	0
	2021	2
	2022	3
WASHINGTON	2020	0
	2021	2
	2022	27
WEST VIRGINIA	2020	0
	2021	0
	2022	0
WISCONSIN	2020	1
	2021	0
	2022	0
WYOMING	2020	0
	2021	1
	2022	0
TOTAL	2020	114
	2021	217
	2022	325

*As of December 31 each year.

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

Table No. 3
Status of Franchised Outlets
For Years 2020 to 2022

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
ALABAMA	2020	62	3	0	0	0	1	64
	2021	64	2	0	0	0	0	66
	2022	66	2	0	0	0	4	64
ALASKA	2020	8	0	0	0	0	0	8
	2021	8	0	0	0	0	0	8
	2022	8	0	0	0	0	1	7
ALBERTA	2020	49	0	1	0	0	0	48
	2021	48	1	0	0	0	1	48
	2022	48	3	0	0	0	4	47
ARIZONA	2020	140	1	0	0	0	0	141
	2021	141	2	0	0	0	2	141
	2022	141	5	0	0	0	3	143
ARKANSAS	2020	27	2	0	0	0	1	28
	2021	28	2	0	0	0	0	30
	2022	30	2	0	0	0	1	31

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
BRITISH COLUMBIA	2020	46	0	0	0	0	1	45
	2021	45	1	0	0	0	1	45
	2022	45	0	0	0	0	0	45
CALIFORNIA	2020	280	5	0	0	0	10	275
	2021	275	3	0	0	0	9	269
	2022	269	10	0	0	0	5	274
COLORADO	2020	119	3	0	0	0	4	118
	2021	118	1	0	0	0	2	117
	2022	117	0	0	0	0	2	115
CONNECTICUT	2020	19	1	0	0	0	2	18
	2021	18	0	0	0	0	0	18
	2022	18	2	0	0	0	1	19
DELAWARE	2020	13	0	0	0	0	1	12
	2021	12	0	0	0	0	0	12
	2022	12	1	0	0	0	0	13
DISTRICT OF COLUMBIA	2020	1	1	0	0	0	0	2
	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
FLORIDA	2020	271	16	1	0	0	7	279
	2021	279	15	3	0	0	7	284
	2022	284	14	2	0	0	6	290
GEORGIA	2020	191	6	0	0	0	7	190
	2021	190	3	0	0	0	7	186
	2022	186	2	0	0	0	5	183
HAWAII	2020	5	1	0	0	0	0	6
	2021	6	0	0	0	0	0	6
	2022	6	0	0	0	0	0	6
IDAHO	2020	26	2	0	0	0	0	28
	2021	28	0	0	0	0	0	28
	2022	28	0	0	0	0	0	28
ILLINOIS	2020	218	5	0	0	0	8	215
	2021	215	2	0	0	0	11	206
	2022	206	1	0	0	0	8	199
INDIANA	2020	165	4	2	0	0	4	163
	2021	163	4	0	0	0	3	164
	2022	164	0	0	0	0	4	160
IOWA	2020	63	1	0	0	0	3	61
	2021	61	1	0	0	0	3	59
	2022	59	1	0	0	0	2	58
KANSAS	2020	65	3	0	0	0	2	66
	2021	66	0	0	0	0	3	63
	2022	63	0	0	0	0	0	63
KENTUCKY	2020	90	1	0	0	0	2	89
	2021	89	0	0	0	0	1	88
	2022	88	2	0	0	0	1	89
LOUISIANA	2020	0	1	0	0	0	0	1
	2021	1	0	0	0	0	0	1
	2022	1	0	0	0	0	0	1
MAINE	2020	0	2	0	0	0	0	2
	2021	2	1	0	0	0	0	3
	2022	3	2	0	0	0	0	5

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
MARYLAND	2020	41	0	0	0	0	2	39
	2021	39	1	0	0	0	2	38
	2022	38	3	1	0	0	3	37
MASSACHUSETTS	2020	33	2	1	0	0	1	33
	2021	33	3	0	1	0	0	35
	2022	35	0	0	0	0	2	33
MICHIGAN	2020	181	11	0	0	0	9	183
	2021	183	5	0	1	0	7	180
	2022	180	3	0	2	0	6	175
MINNESOTA	2020	150	2	1	0	0	7	144
	2021	144	0	0	0	0	4	140
	2022	140	1	0	1	0	8	132
MISSISSIPPI	2020	2	0	0	0	0	0	2
	2021	2	0	0	0	0	0	2
	2022	2	0	0	0	0	0	2
MISSOURI	2020	127	0	2	0	0	5	120
	2021	120	3	0	0	0	5	118
	2022	118	0	0	0	0	2	116
MONTANA	2020	17	0	0	0	0	1	16
	2021	16	0	0	0	0	1	15
	2022	15	0	0	0	0	0	15
NEBRASKA	2020	33	2	0	0	0	0	35
	2021	35	1	0	0	0	1	35
	2022	35	1	0	0	0	1	35
NEVADA	2020	53	3	0	0	0	0	56
	2021	56	1	0	0	0	0	57
	2022	57	1	0	0	0	1	57
NEW HAMPSHIRE	2020	18	0	0	0	0	0	18
	2021	18	0	0	0	0	0	18
	2022	18	1	0	0	0	0	19
NEW JERSEY	2020	81	2	1	0	0	7	75
	2021	75	4	3	1	0	5	70
	2022	70	1	1	0	0	1	69
NEW MEXICO	2020	27	0	0	0	0	0	27
	2021	27	0	0	0	0	0	27
	2022	27	1	0	0	0	1	27
NEW YORK	2020	36	0	0	0	0	3	33
	2021	33	2	0	0	0	5	30
	2022	30	0	0	0	0	4	26
NORTH CAROLINA	2020	211	8	2	0	0	8	209
	2021	209	2	0	0	0	7	204
	2022	204	6	0	0	0	8	202
NORTH DAKOTA	2020	8	1	0	0	0	1	8
	2021	8	0	0	0	0	0	8
	2022	8	0	0	0	0	0	8
OHIO	2020	282	9	0	0	0	8	283
	2021	283	8	0	0	0	5	286
	2022	286	5	0	0	0	10	281
OKLAHOMA	2020	43	2	0	0	0	0	45
	2021	45	9	0	0	0	6	48
	2022	48	3	0	0	0	1	50

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
ONTARIO	2020	61	3	0	0	0	2	62
	2021	62	1	0	0	0	1	62
	2022	62	4	0	0	0	1	65
OREGON	2020	68	0	0	0	0	1	67
	2021	67	0	0	0	0	1	66
	2022	66	2	0	0	0	4	64
PENNSYLVANIA	2020	145	6	2	0	0	6	143
	2021	143	6	1	0	0	3	145
	2022	145	5	0	0	0	5	145
RHODE ISLAND	2020	4	0	0	0	0	0	4
	2021	4	0	0	0	0	0	4
	2022	4	0	0	0	0	1	3
SASKATCHEWAN	2020	1	0	0	0	0	0	1
	2021	1	1	0	0	0	0	2
	2022	2	0	0	0	0	0	2
SOUTH CAROLINA	2020	92	2	0	0	0	0	94
	2021	94	3	0	0	0	4	93
	2022	93	1	0	1	0	1	92
SOUTH DAKOTA	2020	13	1	0	0	0	1	13
	2021	13	0	0	0	0	0	13
	2022	13	0	0	0	0	0	13
TENNESSEE	2020	108	5	0	0	0	1	112
	2021	112	2	0	0	0	4	110
	2022	110	4	0	0	0	3	111
TEXAS	2020	387	25	3	0	0	11	398
	2021	398	14	0	0	0	13	399
	2022	399	15	0	0	0	6	408
UTAH	2020	74	2	0	0	0	0	76
	2021	76	3	0	0	0	0	79
	2022	79	1	0	0	0	0	80
VERMONT	2020	0	1	0	0	0	0	1
	2021	1	1	0	0	0	0	2
	2022	2	0	0	0	0	0	2
VIRGINIA	2020	88	6	1	0	0	7	86
	2021	86	5	0	0	0	2	89
	2022	89	6	0	0	0	3	92
WASHINGTON	2020	116	1	0	0	0	2	115
	2021	115	3	0	0	0	1	117
	2022	117	3	0	0	0	3	117
WEST VIRGINIA	2020	11	0	0	0	0	0	11
	2021	11	0	0	0	0	0	11
	2022	11	0	0	0	0	0	11

State/Province	Year	Outlets at Start of Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations- Other Reasons ¹	Outlets at End of the Year ²
WISCONSIN	2020	96	4	1	0	0	3	96
	2021	96	0	0	0	0	4	92
	2022	92	2	0	0	0	6	88
WYOMING	2020	8	0	0	0	0	0	8
	2021	8	0	0	0	0	0	8
	2022	8	0	0	0	0	0	8
Total	2020	4473	156	18	0	0	139	4472
	2021	4472	116	7	3	0	131	4447
	2022	4447	116	4	4	0	128	4427

*As of December 31 each year.

- 1) This column includes franchised salons that are closed and in the process of being relocated pursuant to Great Clips' Relocation Policy. The Relocation Policy permits a franchisee to apply to Great Clips for approval to close a salon and relocate within the Designated Market Area and within two years under the existing Franchise Agreement.
- 2) Many GREAT CLIPS® franchisees operate more than one salon. The average number of salons per franchisee who has operated GREAT CLIPS® salons for over five years is 6.4.

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

State/Province	Year	Outlets at Start of the Year	Outlets Opened	Outlets Reacquired From Franchisee	Outlets Closed	Outlets Sold to Franchisee	Outlets at End of the Year
Total	2020	0	0	0	0	0	0
	2021	0	0	0	0	0	0
	2022	0	0	0	0	0	0

*As of December 31 each year.

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

State/Province	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company – Owned Outlets In the Next Fiscal Year ¹
ALABAMA	10	3	0
ALASKA	0	0	0
ALBERTA	9	0	0
ARIZONA	33	4	0
ARKANSAS	4	0	0
BRITISH COLUMBIA	4	1	0
CALIFORNIA	82	8	0
COLORADO	28	1	0
CONNECTICUT	7	1	0
DISTRICT OF COLUMBIA	8	0	0

State/Province	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company – Owned Outlets In the Next Fiscal Year ¹
FLORIDA	80	10	0
GEORGIA	39	3	0
HAWAII	2	0	0
IDAHO	2	0	0
ILLINOIS	25	0	0
INDIANA	11	2	0
IOWA	8	1	0
KANSAS	2	1	0
KENTUCKY	20	0	0
LOUISIANA	2	0	0
MANITOBA	0	0	0
MAINE	1	1	0
MARYLAND	6	0	0
MASSACHUSETTS	16	1	0
MICHIGAN	37	2	0
MINNESOTA	24	0	0
MISSOURI	31	0	0
MONTANA	0	0	0
NEBRASKA	9	0	0
NEVADA	11	1	0
NEW JERSEY	23	0	0
NEW MEXICO	3	1	0
NEW YORK	6	1	0
NORTH CAROLINA	54	5	0
NORTH DAKOTA	1	0	0
OHIO	63	3	0
OKLAHOMA	15	3	0
ONTARIO	22	3	0
OREGON	6	0	0
PENNSYLVANIA	38	2	0
RHODE ISLAND	1	0	0
SASKATCHEWAN	2	0	0
SOUTH CAROLINA	10	0	0
SOUTH DAKOTA	4	0	0
TENNESSEE	20	5	0
TEXAS	147	16	0
UTAH	21	1	0
VIRGINIA	40	1	0
WASHINGTON	13	2	0
WEST VIRGINIA	5	1	0
WISCONSIN	15	1	0
Total	1,020	85	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, 2022, 2021, and 2020, and the related audited statements of earnings, comprehensive income, shareholders' equity (deficit) and cash flows for the years ended December 31, 2022, 2021, and 2020, together with the report of independent certified public accountants.

Item 22

CONTRACTS

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

	<u>Exhibits</u>
1. Franchise Agreement	F
2. Three Star Program Agreement	G
3. Master Development Agreement	H
4. Innovative Computer Software – Styleware™ Software Suite Agreement	I
5. Heartland Payment Systems – Merchant Processing Agreement	J
6. Stored Value Systems, Inc. – Participation Agreement	K
7. Lease Documents	L
8. Automated Clearing House Authorization	M

9.	Franchise Application Questionnaire	N
10.	State Addenda	O
11.	Data Processing Addendum	Q
12.	SBA Franchisor Addendum	R

Item 23

RECEIPTS

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

EXHIBIT A

List of Outlets

Open Outlets

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Towerlane II	Incor Group, Inc.	Airdrie	AB	T4B 3M2	(403) 948-0642
Beaumont	1944323 Alberta Inc.	Beaumont	AB	T4X 0B6	(780) 929-2171
Beltline	1002032 Alberta LTD	Calgary	AB	T2R 1L3	(403) 209-2229
Brae Centre	1625765 Alberta Ltd.	Calgary	AB	T2W 3N4	(403) 984-8707
Seton	1625765 Alberta Ltd.	Calgary	AB	T3M 1T4	(403) 718-0442
Gates of Walden	1625765 Alberta Ltd.	Calgary	AB	T2X 0R2	(403) 984-4115
West 85th	1631616 Alberta, Inc.	Calgary	AB	T3H 0V5	(587) 353-4788
Bridlewood	2275068 Alberta Ltd.	Calgary	AB	T2Y 4S2	(403) 201-0044
Country Hills	2275078 Alberta Ltd.	Calgary	AB	T3K 4Y7	(403) 226-2561
Easthills	APS Boyce Consulting, Ltd.	Calgary	AB	T2A 4X7	(587) 470-9868
Deer Valley Marketplace	APS Boyce Consulting, Ltd.	Calgary	AB	T2J 6G2	(403) 278-8033
Signal Hill Centre	Incor Group, Inc.	Calgary	AB	T3H 3P8	(403) 240-4490
Brick Plaza	Incor Group, Inc.	Calgary	AB	T2J 0P6	(403) 258-4419
Crowfoot Square	Incor Group, Inc.	Calgary	AB	T3G 4S3	(403) 208-3444
South Trail Crossing	Incor Group, Inc.	Calgary	AB	T2Z 3V8	(403) 257-6451
Horizon Square	Incor Group, Inc.	Calgary	AB	T1Y 6J2	(403) 250-7018
Deerfoot Meadows	Incor Group, Inc.	Calgary	AB	T2H 3B5	(403) 204-3382
Sage Hill Crossing	McFadden Ventures, LTD.	Calgary	AB	T3R 0S4	(403) 516-0569
The Quarry	Incor Group, Inc.	Cochrane	AB	T4C 0T4	(403) 932-1090
South Edmonton Commons	Cuong Bui	Edmonton	AB	T6N 1L1	(780) 465-9310
Mayfield Commons	1628356 Alberta Ltd.	Edmonton	AB	T5P 4B3	(780) 444-4302
Ottewell Plaza	1888378 Alberta Ltd.	Edmonton	AB	T6B 0P2	(780) 469-5088
Market at the Meadows	1919529 Alberta Ltd.	Edmonton	AB	T6T 0G9	(780) 469-1366
Jagare Ridge Chappelle	2092349 Alberta Inc.	Edmonton	AB	T6W 3Y9	(780) 705-2116
Lewis Estates	2131302 Alberta Ltd.	Edmonton	AB	T5T 7C5	(780) 489-1899
Hollick Kenyon Landing	2131302 Alberta Ltd.	Edmonton	AB	T5Y 0L2	(780) 457-1755
Clareview	2136931 Alberta Ltd.	Edmonton	AB	T5Y 3E7	(780) 456-8831
Namao Centre	2136933 Alberta Ltd.	Edmonton	AB	T5X 6E4	(780) 472-7660
Castle Downs	2136938 Alberta Ltd.	Edmonton	AB	T5X 3Y7	(780) 472-0566
Harvest Pointe	2173960 Alberta Ltd.	Edmonton	AB	T6X 1X2	(587) 458-8800
Calgary Trail	2173960 Alberta Ltd.	Edmonton	AB	T6J 6V1	(587) 523-2469
Riverbend Square	2173960 Alberta Ltd.	Edmonton	AB	T6R 2E3	(780) 437-1250
Hampton Market	2173960 Alberta Ltd.	Edmonton	AB	T5T 2K4	(780) 443-4664
Currents of Windermere	Cutting Edge Group Corp.	Edmonton	AB	T6W 0L9	(780) 434-4066
Ellerslie Corner	Cutting Edge Group Corp.	Edmonton	AB	T6W 1A2	(780) 438-2244
Southpointe	1810628 Alberta LTD.	Fort Saskatchewan	AB	T8L 0C5	(780) 589-2577
Gateway Power Center	1260101 Alberta Ltd.	Grande Prairie	AB	T8V 7L3	(780) 532-1661
Leduc Common	1847345 Alberta Ltd.	Leduc	AB	T9E 8L9	(780) 612-0012
South Lethbridge Retail Centre	APS Boyce Consulting, Ltd.	Lethbridge	AB	T1K 6S5	(403) 320-8778
West Lethbridge Save-On Foods	APS Boyce Consulting, Ltd.	Lethbridge	AB	T1J5E8	(403) 327-2255
Strachan Corner	APS Boyce Consulting, Ltd.	Medicine Hat	AB	T1B 4J8	(403) 526-7704
Westland Plaza	1625765 Alberta Ltd.	Okotoks	AB	T1S 1N1	(403) 938-6445
Baseline Village	1810628 Alberta LTD.	Sherwood Park	AB	T8H 1S8	(780) 467-8221
Village Marketplace	2173960 Alberta Ltd.	Sherwood Park	AB	T8A 4N5	(780) 570-4681
Lakeland Ridge Shopping Center	2203188 Alberta Inc.	Sherwood Park	AB	T8H 2G8	(780) 416-0208

As of 12/31/2022

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Spruce Grove	Cutting Edge Group Corp.	Spruce Grove	AB	T7X 0C8	(780) 962-5224
Erin Ridge	1847345 Alberta Ltd.	St. Albert	AB	T8N 4K6	(780) 590-0322
Northern Lights	Total Eclipse, Ltd.	Anchorage	AK	99503	(907) 338-2547
South Anchorage Retail Plaza Center	Total Eclipse, Ltd.	Anchorage	AK	99515	(907) 929-2547
Abbott Road Fred Meyer	Total Eclipse, Ltd.	Anchorage	AK	99507	(907) 279-2547
Tikahtnu Commons	Total Eclipse, Ltd.	Anchorage	AK	99504	(907) 337-2547
Eagle River Fred Meyer	Total Eclipse, Ltd.	Eagle River	AK	99577	(907) 622-2547
Palmer Evergreen Retail Center	Total Eclipse, Ltd.	Palmer	AK	99645	(907) 746-5708
Wasilla Plaza	Total Eclipse, Ltd.	Wasilla	AK	99654	(907) 373-2547
Colonial Promenade	Seyler Enterprises, Inc.	Alabaster	AL	35007	(205) 664-0679
Athens Shoppes	Bama Clips, Inc.	Athens	AL	35611	(256) 771-9977
Hamilton Place	Parkside Ventures II, LLC	Auburn	AL	36830	(334) 887-0172
Eagle Crossing	Parkside Ventures II, LLC	Auburn	AL	36832	(334) 321-0546
Auburn Corner Village	Parkside Ventures II, LLC	Auburn	AL	36830	(334) 821-0910
Colonial Promenade Tannehill	Seyler Holdings, Inc.	Bessemer	AL	35022	(205) 425-1801
Trace Crossings	Seyler Enterprises, Inc.	Birmingham	AL	35244	(205) 987-8954
Valleydale Village	Seyler Enterprises, Inc.	Birmingham	AL	35244	(205) 437-0443
Lakeshore Pavilion	Southernfire, LLC	Birmingham	AL	35211	(205) 434-4445
Boaz Shopping Center	SKI Salons, LLC	Boaz	AL	35957	(256) 281-2880
Market Square	Seyler Enterprises, Inc.	Cahaba Heights	AL	35243	(205) 969-1140
Calera Publix Market Place	On the Marc Holdings, LLC	Calera	AL	35040	(205) 668-4110
Chelsea Crossroads	On the Marc Holdings, LLC	Chelsea	AL	35043	(205) 678-7786
Exit 310 Marketplace	Seyler Holdings, Inc.	Cullman	AL	35058	(256) 841-5950
Willkommen Center	Seyler Holdings, Inc.	Cullman	AL	35055	(256) 734-6900
Magnolia Place	Wildfire, LLC	Daphne	AL	36526	(251) 626-7984
Point Mallard Center	Bama Clips, Inc.	Decatur	AL	35603	(256) 653-3838
Cottonwood Corners	WNC Group, LLC	Dothan	AL	36301	(334) 792-7900
Shops on the Circle	WNC Group, LLC	Dothan	AL	36303	(334) 671-7900
Florence Boulevard	Oak Images, LLC	Florence	AL	35630	(256) 275-5432
Foley Square	Wildfire, LLC	Foley	AL	36535	(251) 972-7778
Promenade-Fultondale	Southernfire, LLC	Fultondale	AL	35068	(205) 783-1377
Magnolia City Place	Seyler Holdings, Inc.	Gardendale	AL	35071	(205) 285-5171
Publix at Gulf Shores	Wildfire, LLC	Gulf Shores	AL	36542	(251) 948-0008
Trotter's Place	SKI Salons, LLC	Guntersville	AL	35976	(256) 894-4555
Harvest Square	Bama Clips, Inc.	Harvest	AL	35749	(256) 858-1140
Hazel Green Centre	Bama Clips, Inc.	Hazel Green	AL	35750	(256) 813-5291
Helena Marketplace	GCAL LLC	Helena	AL	35080	(205) 624-2411
Edgemont Town Center	Over The Mountain Clips, LLC	Homewood	AL	35209	(205) 438-6028
Morgan Road Plaza	Seyler Enterprises, Inc.	Hoover	AL	35244	(205) 834-8807
Bazaar 280	Seyler Enterprises, Inc.	Hoover	AL	35242	(205) 437-9996
Hoover Place	Seyler Enterprises, Inc.	Hoover	AL	35226	(205) 822-0850
Waddell Plaza	Bama Clips, Inc.	Huntsville	AL	35806	(256) 603-8795
Magna Carta Place	Bama Clips, Inc.	Huntsville	AL	35803	(256) 513-1332
Village on Whitesburg	Bama Clips, Inc.	Huntsville	AL	35802	(256) 489-5001
Winchester Commons	Oak Images, LLC	Huntsville	AL	35811	(256) 970-9013
Airport Landing	Southernfire, LLC	Jasper	AL	35504	(205) 265-3689

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Leeds Village	Seyler Enterprises, Inc.	Leeds	AL	35094	(205) 702-4281
Midtown Marketplace	Bama Clips, Inc.	Madison	AL	35758	(256) 542-3337
Shops of Pine Grove	Bama Clips, Inc.	Madison	AL	35757	(256) 858-1401
Madison Centre	Bama Clips, Inc.	Madison	AL	35758	(256) 325-0276
Shop of Madison	Bama Clips, Inc.	Madison	AL	35758	(256) 830-0001
Shoppes of Westgate	Wildfire, LLC	Mobile	AL	36608	(251) 219-6771
Midtown Mobile	Wildfire, LLC	Mobile	AL	36607	(251) 525-9447
Pinebrook Shopping Center	Wildfire, LLC	Mobile	AL	36608	(251) 217-7357
Eastchase	Russell Rissman	Montgomery	AL	36117	(334) 568-9017
Muscle Shoals Commons	Oak Images, LLC	Muscle Shoals	AL	35661	(256) 314-2631
Northport Corners	Southernfire, LLC	Northport	AL	35476	(205) 330-7755
Bristol Park	Southernfire, LLC	Northport	AL	35473	(205) 331-5900
Tiger Town	Parkside Ventures II, LLC	Opelika	AL	36801	(334) 364-0093
Hampton Cove	Bama Clips, Inc.	Owens Cross R	AL	35763	(256) 715-1218
Oxford Commons	Seyler Holdings, Inc.	Oxford	AL	36203	(256) 835-7030
Pelham Towne Center	Seyler Enterprises, Inc.	Pelham	AL	35124	(205) 358-7397
Pell City Station	On the Marc Holdings, LLC	Pell City	AL	35125	(205) 338-6838
South Park Center	On the Marc Holdings, LLC	Pell City	AL	35128	(205) 338-6500
Prattville Shopping Center	Russell Rissman	Prattville	AL	36067	(334) 491-5002
The Shops at Rainbow Landing	On the Marc Holdings, LLC	Rainbow City	AL	35906	(256) 438-5336
Saraland Crossing	Wildfire, LLC	Saraland	AL	36571	(251) 301-7979
Payton Park	GCAL LLC	Sylacauga	AL	35150	(256) 245-9721
Park Place	Russell Rissman	Troy	AL	36081	(334) 770-0231
Trussville Marketplace	Seyler Enterprises, Inc.	Trussville	AL	35173	(205) 661-2011
Shoppes at Legacy Park	Southernfire, LLC	Tuscaloosa	AL	35401	(205) 737-7184
Patchwork Farms	On the Marc Holdings, LLC	Vestavia	AL	35243	(205) 730-1770
Vestavia Hills City Center	Seyler Enterprises, Inc.	Vestavia Hills	AL	35216	(205) 460-1121
Cunningham Corner Center	NWA Clips, LLC	Bella Vista	AR	72714	(479) 250-9111
Benton Commons	Arkansas Clips, LLC	Benton	AR	72015	(501) 778-3400
Commerce Center	NWA Clips, LLC	Bentonville	AR	72712	(479) 268-5611
Reynolds Plaza	Arkansas Clips, LLC	Bryant	AR	72022	(501) 213-0046
Alcoa Exchange	Arkansas Clips, LLC	Bryant	AR	72022	(501) 778-8746
Shoppes at Rockwood	Arkansas Clips, LLC	Cabot	AR	72023	(501) 843-8746
Conway Market Place	Arkansas Clips, LLC	Conway	AR	72034	(501) 205-8214
Conway Commons	Quo Clips, LLC	Conway	AR	72032	(501) 230-2560
University Square	NWA Clips, LLC	Fayetteville	AR	72701	(479) 301-2087
College Marketplace	NWA Clips, LLC	Fayetteville	AR	72703	(479) 249-8626
Wedington Place	NWA Clips, LLC	Fayetteville	AR	72704	(479) 444-8500
AT&T Plaza	Air Waves Hair LLC	Fort Smith	AR	72903	(479) 974-5546
Hot Springs Plaza	Quo Clips, LLC	Hot Springs	AR	71913	(501) 712-8029
Cornerstone Marketplace	Quo Clips, LLC	Hot Springs	AR	71913	(501) 525-4277
Jacksonville Plaza	Quo Clips, LLC	Jacksonville	AR	72076	(501) 241-0555
Creek Place	Kristy Beliew	Jonesboro	AR	72401	(870) 268-8800
1810 Center	Kristy Beliew	Jonesboro	AR	72401	(870) 333-5462
The Shoppes at Hilltop	Kristy Beliew	Jonesboro	AR	72405	(870) 333-5263
Cantrell Walmart	Arkansas Clips, LLC	Little Rock	AR	72223	(501) 673-4333

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Salon Name	Franchisee	City	State/Provin	Zip	Phone
Candlewood Station	Arkansas Clips, LLC	Little Rock	AR	72223	(501) 615-8395
Chenal Commons	Quo Clips, LLC	Little Rock	AR	72211	(501) 312-1133
Lakewood Village	Arkansas Clips, LLC	North Little Ro	AR	72116	(501) 771-4646
Crystal Hill Center	Arkansas Clips, LLC	North Little Ro	AR	72113	(501) 753-8749
Kingshighway Plaza	Kristy Beliew	Paragould	AR	72450	(870) 240-8180
Tuscany Square	NWA Clips, LLC	Rogers	AR	72758	(479) 633-0400
Walmart Center	Quo Clips, LLC	Russellville	AR	72802	(479) 967-0019
Boardwalk Plaza	Arkansas Clips, LLC	Searcy	AR	72143	(501) 530-2007
Searcy Race Street	Quo Clips, LLC	Searcy	AR	72143	(501) 353-4929
Shoppes at Siloam	Style Pro's, Inc.	Siloam Springs	AR	72761	(479) 373-6329
Har-Ber Meadows	Air Waves Hair LLC	Springdale	AR	72762	(479) 408-3989
Van Buren	Air Waves Hair LLC	Van Buren	AR	72956	(479) 689-5025
Anthem Marketplace	Headlines Enterprises, Inc.	Anthem	AZ	85086	(623) 465-3289
Old West Marketplace	Apache Clips II, Inc.	Apache Junctio	AZ	85120	(480) 288-1248
Palmilla Center	Headlines Enterprises, Inc.	Avondale	AZ	85392	(623) 932-5292
Gateway Pavillions	Kula, Inc.	Avondale	AZ	85323	(623) 478-0773
Avondale Fiesta	Sonora Services of Colorado, LLC	Avondale	AZ	85323	(623) 936-7880
Village Grove at Verrado	Kula, Inc.	Buckeye	AZ	85396	(623) 440-8084
Fry's Buckeye Marketplace	Watson Clips, Inc.	Buckeye	AZ	85326	(623) 327-9734
Mohave Crossroads	Bell Hair, Inc.	Bullhead City	AZ	86442	(928) 704-2023
Villago Marketplace	Bell Hair, Inc.	Casa Grande	AZ	85122	(520) 316-9118
Tri-Valley Plaza	vGuru AZ LLC	Casa Grande	AZ	85122	(520) 876-0080
Cottonwood Ranch	vGuru AZ LLC	Casa Grande	AZ	85122	(520) 421-2126
Promenade at Casa Grande	vGuru AZ LLC	Casa Grande	AZ	85194	(520) 876-0666
Carefree Marketplace	Carefree Clips, Inc.	Cave Creek	AZ	85331	(480) 488-6101
Cave Creek and Tatum	Cave Creek Clips, Inc.	Cave Creek	AZ	85331	(480) 563-7558
Ocotillo Fiesta	Alma Clips, Inc.	Chandler	AZ	85248	(480) 855-5619
Alma Elliot Square	Hand's Shear Magic, Inc.	Chandler	AZ	85225	(480) 899-8640
Fry's Anderson Springs	Kula, Inc.	Chandler	AZ	85224	(480) 821-8826
Chandler Village Center	Kula, Inc.	Chandler	AZ	85226	(480) 899-1045
The Park	Kula, Inc.	Chandler	AZ	85224	(602) 359-8359
The Plant	Kula, Inc.	Chandler	AZ	85249	(480) 826-2656
Riggs & McQueen	McQueen Clips, Inc.	Chandler	AZ	85249	(480) 895-9411
Cottonwood	Bell Hair, Inc.	Cottonwood	AZ	86326	(928) 634-1055
Greentree Village	Headlines Enterprises, Inc.	Flagstaff	AZ	86001	(928) 556-0882
Park Santa Fe	Headlines Enterprises, Inc.	Flagstaff	AZ	86004	(928) 526-4080
Fountain Hills Plaza	A Cut Above, Inc.	Fountain Hills	AZ	85268	(480) 837-2319
Fry's at the Islands	Cooper Clips, Inc.	Gilbert	AZ	85233	(480) 507-2627
Gilbert Fiesta	Gilbert Fiesta Clips, Inc.	Gilbert	AZ	85296	(480) 899-0115
Val Vista Square	Hand's Shear Magic, Inc.	Gilbert	AZ	85295	(480) 726-0794
Higley Safeway Center	Hand's Shear Magic, Inc.	Gilbert	AZ	85234	(480) 985-5885
Cooley Station	Hand's Shear Magic, Inc.	Gilbert	AZ	85295	(480) 265-8297
Lakeview Village	Hand's Shear Magic, Inc.	Gilbert	AZ	85296	(480) 497-1485
Chandler Heights & Higley	Higley Clips, Inc.	Gilbert	AZ	85298	(480) 279-2020
Power Ranch	Kula, Inc.	Gilbert	AZ	85297	(480) 988-7331
Patterson Landing	Shear Quality, Inc.	Gilbert	AZ	85234	(480) 813-3584

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Salon Name	Franchisee	City	State/Provin	Zip	Phone
Silverstone	Shear Quality, Inc.	Gilbert	AZ	85296	(480) 633-9533
Checker Plaza	Bellair Clips, Inc.	Glendale	AZ	85308	(602) 547-9820
Arrowhead Legends	Headlines Enterprises, Inc.	Glendale	AZ	85308	(623) 362-0052
Arrowhead Marketplace	Kula, Inc.	Glendale	AZ	85308	(623) 412-1458
39th Ave & Happy Valley	Pinnacle Clips, Inc.	Glendale	AZ	85310	(623) 587-1424
Peoria Crossings	Shear Quality, Inc.	Glendale	AZ	85305	(623) 877-7767
Fry's Osco Center	T-Bird Clips, Inc.	Glendale	AZ	85304	(602) 439-2299
Glendale Town Center	vGuru AZ LLC	Glendale	AZ	85302	(623) 939-6229
Aqua Fria Towne Center	vGuru AZ LLC	Glendale	AZ	85305	(623) 877-9887
Happy Valley Marketplace	vGuru AZ LLC	Glendale	AZ	85310	(623) 537-4557
Canyon Trails	A Cut Above, Inc.	Goodyear	AZ	85338	(623) 932-5129
Super Target Center	Bell Hair, Inc.	Goodyear	AZ	85338	(623) 925-8110
Mountain Ranch Marketplace	Headlines Enterprises, Inc.	Goodyear	AZ	85338	(623) 386-5823
Palm Valley	vGuru AZ LLC	Goodyear	AZ	85395	(623) 535-1335
Sahuarita Palms	Tucson Clips, LLC	Green Valley	AZ	85614	(520) 399-2009
Stockton Hill	Bell Hair, Inc.	Kingman	AZ	86409	(928) 757-8965
Shops at Lake Havasu	Bell Hair, Inc.	Lake Havasu	AZ	86404	(928) 764-1408
Lake Havasu Bashas	Bell Hair, Inc.	Lake Havasu C	AZ	86406	(928) 302-1569
Laveen Village Marketplace	Headlines Enterprises, Inc.	Laveen	AZ	85339	(602) 237-9906
Camelback Crossing	A Cut Above, Inc.	Litchfield Park	AZ	85340	(623) 535-0242
Shoppes at Tangerine Crossing	Tucson Clips, LLC	Marana	AZ	85658	(520) 572-3825
Maricopa Fiesta	Bell Hair, Inc.	Maricopa	AZ	85139	(520) 568-9811
The Wells	Bell Hair, Inc.	Maricopa	AZ	85138	(520) 568-1960
North Mesa Plaza	Bell Hair, Inc.	Mesa	AZ	85213	(480) 649-9530
Falcon Gateway	Bell Hair, Inc.	Mesa	AZ	85215	(480) 396-6889
Mesa Riverview	Bell Hair, Inc.	Mesa	AZ	85201	(480) 834-2953
Guadalupe and Dobson	Dobson Clips, Inc.	Mesa	AZ	85202	(480) 730-1975
Greenfield Center	Hand's Shear Magic, Inc.	Mesa	AZ	85206	(480) 807-0632
Superstition Springs	Hand's Shear Magic, Inc.	Mesa	AZ	85208	(480) 807-9550
The Vineyards	Hand's Shear Magic, Inc.	Mesa	AZ	85210	(480) 835-8838
Fry's Ellsworth Plaza	Hand's Shear Magic, Inc.	Mesa	AZ	85208	(480) 986-8770
The Point	Hand's Shear Magic, Inc.	Mesa	AZ	85212	(480) 590-4351
Augusta Ranch Marketplace	Hand's Shear Magic, Inc.	Mesa	AZ	85209	(480) 354-2288
Mulberry Marketplace	Hand's Shear Magic, Inc.	Mesa	AZ	85209	(480) 354-8447
Stonehenge Center	Hand's Shear Magic, Inc.	Mesa	AZ	85204	(480) 497-8208
Albertson's Red Mountain Shopping Cen	Power Clips, Inc.	Mesa	AZ	85207	(480) 325-3935
Rooney Ranch	Tucson Clips, LLC	Oro Valley	AZ	85737	(520) 297-5213
Thunderbird Crossing	Headlines Enterprises, Inc.	Peoria	AZ	85381	(623) 594-6271
Deer Valley Marketplace	Headlines Enterprises, Inc.	Peoria	AZ	85382	(623) 376-8049
Peoria Marketplace	Headlines Enterprises, Inc.	Peoria	AZ	85345	(623) 974-9974
Vistancia Marketplace	Headlines Enterprises, Inc.	Peoria	AZ	85383	(623) 266-8959
Peoria Station	Kula, Inc.	Peoria	AZ	85345	(623) 486-0596
Lake Pleasant Towne Center	vGuru AZ LLC	Peoria	AZ	85383	(623) 572-4288
Christown Spectrum Mall	A Cut Above, Inc.	Phoenix	AZ	85016	(602) 841-9800
Deer Valley Center	Acep Success Unlimited, Inc.	Phoenix	AZ	85053	(602) 439-0037
Arcadia Crossing	Arcadia Clips, Inc.	Phoenix	AZ	85018	(602) 840-0083

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Valley Crossroads	Bell Hair, Inc.	Phoenix	AZ	85022	(602) 863-1007
Foothills Safeway Center	Bell Hair, Inc.	Phoenix	AZ	85048	(480) 460-3844
Squaw Peak Plaza	Glen Clips, Inc.	Phoenix	AZ	85016	(602) 263-8648
Albertson's Plaza	GT Clips, Inc.	Phoenix	AZ	85032	(602) 992-5471
Fry's Shopping Center	Headlines Enterprises, Inc.	Phoenix	AZ	85043	(623) 374-6662
Ahwatukee Mercado	Kula, Inc.	Phoenix	AZ	85044	(480) 598-9042
Village Center	Kula, Inc.	Phoenix	AZ	85032	(602) 996-0498
Paradise Village Gateway	Kula, Inc.	Phoenix	AZ	85028	(480) 368-8657
Ahwatukee Foothills	Kula, Inc.	Phoenix	AZ	85044	(480) 705-5406
Legacy Village	Kula, Inc.	Phoenix	AZ	85042	(602) 268-8818
Dove Valley and North Valley Pkwy	Metro Clips, Inc.	Phoenix	AZ	85085	(623) 249-2904
Albertson's Center	North 19 Clips, Inc.	Phoenix	AZ	85021	(602) 331-0023
Biltmore Plaza	Sonora Services of Colorado, LLC	Phoenix	AZ	85016	(602) 957-6926
Camelback Colonnade	Sonora Services of Colorado, LLC	Phoenix	AZ	85016	(602) 230-0491
Union Plaza	vGuru AZ LLC	Phoenix	AZ	85027	(602) 942-8734
Northpark Village	vGuru AZ LLC	Phoenix	AZ	85013	(602) 277-9444
Hayden Plaza	vGuru AZ LLC	Phoenix	AZ	85022	(602) 923-3222
Safeway Shopping Center	vGuru AZ LLC	Phoenix	AZ	85033	(623) 873-6666
Cave Creek Marketplace	vGuru AZ LLC	Phoenix	AZ	85024	(602) 493-3444
Willow Crossroads	Hand's Shear Magic, Inc.	Prescott	AZ	86301	(928) 717-0512
Prescott Gateway	Hand's Shear Magic, Inc.	Prescott	AZ	86303	(928) 717-9318
Glassford Hill Marketplace	Hand's Shear Magic, Inc.	Prescott Valley	AZ	86314	(928) 775-9952
Circle Cross Ranch	Hand's Shear Magic, Inc.	Queen Creek	AZ	85140	(480) 987-4331
Queen Creek Commons	RG Clips, Inc.	Queen Creek	AZ	85142	(480) 987-5178
Queen Creek Market Place	Rittenhouse Clips, Inc.	Queen Creek	AZ	85142	(480) 882-9006
Safford Walmart	BNGC, Inc.	Safford	AZ	85546	(928) 792-2425
Rancho Sahuarita Marketplace	Tucson Clips, LLC	Sahuarita	AZ	85629	(520) 648-1356
Johnson Ranch Marketplace	Hunt Clips, Inc.	San Tan Valley	AZ	85143	(480) 882-3279
Chaparral Plaza	A Cut Above, Inc.	Scottsdale	AZ	85250	(480) 994-4606
Adobe Village	Headlines Enterprises, Inc.	Scottsdale	AZ	85259	(480) 614-9780
Gateview Park	Kula, Inc.	Scottsdale	AZ	85250	(480) 905-7093
Sonora Village	Pima Clips, Inc.	Scottsdale	AZ	85260	(480) 905-9899
Scottsdale Crossing	ST Clips, Inc.	Scottsdale	AZ	85257	(480) 947-0914
Hayden Peak Crossing	Thompson Clips, Inc.	Scottsdale	AZ	85255	(480) 585-3809
Charleston Crossing	Tucson Clips, LLC	Sierra Vista	AZ	85635	(520) 417-2547
Kings Inn	A Cut Above, Inc.	Sun City	AZ	85351	(623) 972-1038
Bell Camino Center	A Cut Above, Inc.	Sun City	AZ	85351	(623) 977-1996
Sundome Crossing	Shear Quality, Inc.	Sun City West	AZ	85375	(623) 546-3460
Prasada Marketplace	A Cut Above, Inc.	Surprise	AZ	85388	(623) 546-8309
Surprise Crossing	Bell Hair, Inc.	Surprise	AZ	85379	(623) 546-3683
Grand Market	Shear Quality, Inc.	Surprise	AZ	85374	(623) 546-3391
Waddell and Reems	Waddell Clips, Inc.	Surprise	AZ	85379	(623) 214-3611
Valley Plaza	Hand's Shear Magic, Inc.	Tempe	AZ	85282	(480) 756-2570
Warner Ranch Plaza	Hand's Shear Magic, Inc.	Tempe	AZ	85284	(480) 753-4242
Pueblo Anozira	MG Clips, Inc.	Tempe	AZ	85283	(480) 730-1511
Mill CenterPointe	Shear Quality, Inc.	Tempe	AZ	85281	(480) 968-1164

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Mill & Southern	Shear Quality, Inc.	Tempe	AZ	85282	(480) 894-6306
The Groves	Sonora Services of Colorado, LLC	Tempe	AZ	85284	(480) 839-2010
Tucson Marketplace	Tucson Clips, LLC	Tucson	AZ	85713	(520) 792-1365
El Dorado Village	Tucson Clips, LLC	Tucson	AZ	85712	(520) 867-6091
Cortaro Ranch	Tucson Clips, LLC	Tucson	AZ	85742	(520) 328-8904
Madera Village	Tucson Clips, LLC	Tucson	AZ	85749	(520) 203-8400
River Park	Tucson Clips, LLC	Tucson	AZ	85704	(520) 408-2215
Rita Ranch	Tucson Clips, LLC	Tucson	AZ	85747	(520) 663-1943
Broadway East Plaza	Tucson Clips, LLC	Tucson	AZ	85710	(520) 885-0259
Shoppes at Camp Lowell	Tucson Clips, LLC	Tucson	AZ	85712	(520) 327-0507
Safeway Plaza	Tucson Clips, LLC	Tucson	AZ	85730	(520) 514-2183
Twin Peaks	Tucson Clips, LLC	Tucson	AZ	85743	(520) 744-3489
Frys at Rita Ranch	Tucson Clips, LLC	Tucson	AZ	85747	(520) 574-9769
Desert Springs	Tucson Clips, LLC	Tucson	AZ	85741	(520) 297-1320
Shoppes at 1st and Roger	Tucson Clips, LLC	Tucson	AZ	85719	(520) 293-3119
Valencia Market Place	Tucson Clips, LLC	Tucson	AZ	85746	(520) 777-6770
Golder Ranch	Tucson Clips, LLC	Tucson	AZ	85739	(520) 825-3011
Gladwin Center	476321 BC, Ltd.	Abbotsford	BC	V2T 5T4	(604) 859-9494
Sumas Mountain Village	Buzzmark Holdings, Ltd.	Abbotsford	BC	V3G 0C1	(604) 859-4200
Aldergrove Village	476321 BC, Ltd.	Aldergrove	BC	V4W 2Z7	(604) 625-5222
Mariner Square	0946341 B.C. LTD	Campbell River	BC	V9W 3A6	(778) 346-4012
Eagle Landing	476321 BC, Ltd.	Chilliwack	BC	V2R 0P9	(604) 795-7779
Cariboo Shopping Center	Buzzmark Holdings, Ltd.	Coquitlam	BC	V3K 3V9	(604) 931-4042
Westwood Plateau	Great Fun, Inc.	Coquitlam	BC	V3E 3J7	(604) 464-4877
Courtenay	R & M Hair Productions, Inc.	Courtenay	BC	V9N 2L9	(250) 338-9800
Beverly Corners Marketplace	Vandalay Enterprises, LTD	Duncan	BC	V9L 6X2	(250) 597-2547
Airport Plaza	PDB Holdings, Ltd.	Kelowna	BC	V1V 2K1	(778) 753-7030
Willow Park Shopping Center	PDB Holdings, Ltd.	Kelowna	BC	V1X7K8	(778) 940-7019
Brandt's Creek Crossing	PDB Holdings, Ltd.	Kelowna	BC	V1V 2E5	(250) 860-8853
Orchard Plaza	PDB Holdings, Ltd.	Kelowna	BC	V1Y 9N6	(250) 763-1229
Walnut Grove	Buzzmark Holdings, Ltd.	Langley	BC	V1M 2Y2	(604) 882-9979
Fraser Crossing	Buzzmark Holdings, Ltd.	Langley	BC	V3A 4G7	(604) 533-1831
Willoughby Town Centre	Buzzmark Holdings, Ltd.	Langley	BC	V2Y 0P3	(604) 882-1119
Westgate Centre	Buzzmark Holdings, Ltd.	Maple Ridge	BC	V2X 2P9	(604) 460-0103
Dewdney Trunk	Buzzmark Holdings, Ltd.	Maple Ridge	BC	V4R 1W1	(604) 463-9244
Fraser Valley Shopping Centre	Buzzmark Holdings, Ltd.	Mission	BC	V2V 0C6	(604) 820-4155
West View Shopping Center	M&K Hair Salon, Inc.	N Vancouver	BC	V7N 3X4	(604) 986-7088
Country Club Centre	0946341 B.C. LTD	Nanaimo	BC	V9T 1W1	(250) 751-8633
Royal Square Westminster	476321 BC, Ltd.	New Westminster	BC	V3L 2B8	(778) 397-7000
Park and Tilford	GCMP Hair Clips, Ltd.	North Vancouver	BC	V7J 3S8	(604) 980-3178
Parkgate Village	GCMP Hair Clips, Ltd.	North Vancouver	BC	V7H 2Y4	(604) 988-0850
Peachtree Penticton	PDB Holdings, Ltd.	Penticton	BC	V2A 9B8	(778) 476-3159
Pitt Meadows	Buzzmark Holdings, Ltd.	Pitt Meadows	BC	V3Y 2J4	(604) 465-6372
Westwood Centre	GCMP Hair Clips, Ltd.	Port Coquitlam	BC	V3B 6P2	(604) 945-9803
Shaughnessy Station	GCMP Hair Clips, Ltd.	Port Coquitlam	BC	V3C 6K5	(604) 464-4247
Garden City Shopping Center	GBGJ HOLDINGS LTD.	Richmond	BC	V6Y 3X9	(604) 278-0198

Salon Name	Franchisee	City	State/Provin	Zip	Phone
London Station	0893222 B.C. LTD	Surrey	BC	V3T 2W5	(604) 582-6927
16th Avenue	0998797 B.C. LTD	Surrey	BC	V4A 4N2	(604) 531-8077
Boundary Park Plaza	476321 BC, Ltd.	Surrey	BC	V3X 1Y7	(604) 594-2271
Newton Village	476321 BC, Ltd.	Surrey	BC	V3W 5A5	(604) 543-0101
Grandview Corners	476321 BC, Ltd.	Surrey	BC	V3S 9N6	(604) 542-4346
Cloverdale Crossing	476321 BC, Ltd.	Surrey	BC	V3S 1Z2	(778) 571-0306
Scott Road Centre	GCMP Hair Clips, Ltd.	Surrey	BC	V3W 3N3	(604) 590-4247
Fleetwood Park Village	Great Fun, Inc.	Surrey	BC	V4N 0X8	(604) 507-2547
Bayside Village	0893222 B.C. LTD	Tsawwassen	BC	V4L 2A2	(604) 948-1883
Davie Street	Buzzmark Holdings, Ltd.	Vancouver	BC	V6E 1N1	(604) 648-0990
Champlain Square	GBGJ HOLDINGS LTD.	Vancouver	BC	V5S 4W2	(604) 433-6867
Vernon Square	PDB Holdings, Ltd.	Vernon	BC	V1T 5Y9	(250) 549-8843
Shops at Polson Park	PDB Holdings, Ltd.	Vernon	BC	V1T 7E3	(250) 503-1229
Eagle Creek Village	0946341 B.C. LTD	Victoria	BC	V8Z 5G5	(778) 265-9509
Belmont Market	Vandalay Enterprises, LTD	Victoria	BC	V9B 0W9	(778) 440-1955
Governors Landing	PDB Holdings, Ltd.	West Kelowna	BC	V4T 3E2	(778) 754-7588
Twin Oaks Shopping Center	Butler and Tink Ventures, LLC	Agoura Hills	CA	91301	(818) 532-7368
Alameda Towne Centre	David Goettge	Alameda	CA	94501	(510) 522-7587
Costco Plaza	JTVOHANA Enterprises, LLC	Alhambra	CA	91803	(626) 576-8006
Alta Loma Square	CA Business Systems Enterprise, I	Alta Loma	CA	91701	(909) 481-2501
Napa Junction	KCS Group, Inc.	American Cany	CA	94503	(707) 562-2555
Creekside Center	Ridgewood Enterprises, Inc.	Antelope	CA	95843	(916) 721-9497
Empire Shopping Center	McFinance Advisory, Inc.	Antioch	CA	94531	(925) 778-1623
The Crossings-Antioch	RGIM&S, Inc.	Antioch	CA	94531	(925) 206-4472
5 Cities Center	GCCA Central Coast LLC	Arroyo Grande	CA	93420	(805) 474-8542
Vons Shopping Center	GCCA Central Coast LLC	Atascadero	CA	93422	(805) 462-8105
Atwater Marketplace	CAMP CLIPS, INC.	Atwater	CA	95301	(209) 358-0201
Crossroads Shopping Center	Hoopala, Inc.	Auburn	CA	95603	(530) 887-8061
Riverlakes Galleria	Burkshine Enterprise Inc.	Bakersfield	CA	93312	(661) 695-6625
The Marketplace	Burkshine Enterprise Inc.	Bakersfield	CA	93311	(661) 491-3006
Shops at Rosedale & Allen	Burkshine Enterprise Inc.	Bakersfield	CA	93314	(661) 410-8121
Gosford Village Center	Burkshine Enterprise Inc.	Bakersfield	CA	93313	(661) 664-4500
Stockdale Village	Burkshine Enterprise Inc.	Bakersfield	CA	93309	(661) 859-1792
Northwest Promenade	Burkshine Enterprise Inc.	Bakersfield	CA	93312	(661) 589-4922
River Run Plaza	Burkshine Enterprise Inc.	Bakersfield	CA	93308	(661) 588-4561
Shops at Riverwalk	Burkshine Enterprise Inc.	Bakersfield	CA	93311	(661) 663-9260
Center on Main	MB Holding, Inc.	Barstow	CA	92311	(760) 957-7244
Oak Valley Towne Center	VStyles, Inc.	Beaumont	CA	92223	(951) 769-8400
Washington Square	CC Cuts, Inc.	Bermuda Dunes	CA	92203	(760) 200-9991
Brea Marketplace	PK Equity Ventures, Inc	Brea	CA	92821	(714) 784-6811
Brentwood	KCS Group, Inc.	Brentwood	CA	94513	(925) 240-9115
Buena Park Marketplace	Tambry Ventures, LLC	Buena Park	CA	90620	(714) 527-8200
Rancho Marketplace	JTVOHANA Enterprises, LLC	Burbank	CA	91506	(747) 229-9210
Burlingame Safeway Center	L & L Team, Inc.	Burlingame	CA	94010	(650) 343-8579
Sam's Town Marketplace	RSM Enterprises, Inc.	Cameron Park	CA	95682	(530) 676-8911
Canyon Country Villages	Butler and Tink Ventures, LLC	Canyon Countr	CA	91351	(661) 298-7383

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Brown Ranch Marketplace	Buena Vista Business Services, LP	Capitola	CA	95010	(831) 475-3569
Madison Square	Great Group, LLC	Carmichael	CA	95608	(916) 334-1220
580 Marketplace	Sahar Enterprises, Inc.	Castro Valley	CA	94552	(510) 582-6310
Park Plaza SC	Hoppin' Shears, Inc.	Chico	CA	95926	(530) 891-4605
Gateway Village	CA Business Systems Enterprise, LP	Chino Hills	CA	91709	(909) 464-9422
Sunbow Plaza	Clipper Ship, Inc.	Chula Vista	CA	91911	(619) 271-1607
Eastlake Village Marketplace	Clipper Ship, Inc.	Chula Vista	CA	91914	(619) 397-0506
Millenia Commons	M2 Salon Holdings LLC	Chula Vista	CA	91915	(619) 349-3500
Jade Plaza	Great Group, LLC	Citrus Heights	CA	95621	(916) 726-2547
Antelope Road	RSM Enterprises, Inc.	Citrus Heights	CA	95621	(916) 725-8863
Clayton Station	McFinance Advisory, Inc.	Clayton	CA	94517	(925) 524-9003
Clovis Crossings	CAMP CLIPS, INC.	Clovis	CA	93612	(559) 324-1872
Citrus Village	MB Holding, Inc.	Corona	CA	92881	(951) 737-5687
Mountain Gate Marketplace	MB Holding, Inc.	Corona	CA	92882	(951) 737-5656
Hidden Valley Plaza	MB Holding, Inc.	Corona	CA	92879	(951) 737-4665
Homestead Square	GCCA South Bay LLC	Cupertino	CA	95014	(408) 255-2178
Tassajara Crossing	Buena Vista Business Services, LP	Danville	CA	94506	(925) 718-7118
Town and Country Shopping Center	RGIM&S, Inc.	Danville	CA	94526	(925) 552-9959
Oakshade Town Center	RSM Enterprises, Inc.	Davis	CA	95618	(530) 792-7313
Promenade at Downey	S.E. Paul, Inc.	Downey	CA	90242	(562) 401-1300
Shops at Waterford	Buena Vista Business Services, LP	Dublin	CA	94568	(925) 556-1775
Corona Valley Marketplace	VStyles, Inc.	Eastvale	CA	92880	(951) 280-3000
Sienna Ridge Shopping Center	Great Group, LLC	El Dorado Hills	CA	95762	(916) 294-7133
Village Square Center	Great Group, LLC	El Dorado Hills	CA	95762	(916) 933-1635
Bel Air Village	Great Group, LLC	Elk Grove	CA	95624	(916) 681-7468
Waterman Plaza	Great Group, LLC	Elk Grove	CA	95624	(916) 714-6780
The Ridge	RSM Enterprises, Inc.	Elk Grove	CA	95757	(916) 683-0889
Encinitas Village	CM & I Enterprises, Inc	Encinitas	CA	92024	(760) 704-8062
El Norte Parkway Plaza	MB Holding, Inc.	Escondido	CA	92026	(760) 743-6775
Felicita Town Center	Srirama Entrepreneurs, Inc.	Escondido	CA	92025	(760) 746-6671
Fair Oaks Promenade	RSM Enterprises, Inc.	Fair Oaks	CA	95628	(916) 966-8911
Green Valley Crossing	KCS Group, Inc.	Fairfield	CA	94534	(707) 863-0970
Waterman Village Shopping Center	KCS Group, Inc.	Fairfield	CA	94534	(707) 430-5234
Broadstone Marketplace	Great Group, LLC	Folsom	CA	95630	(916) 984-2089
Walmart Central	Great Group, LLC	Folsom	CA	95630	(916) 817-8411
Morningside Marketplace	CA Business Systems Enterprise, LP	Fontana	CA	92336	(909) 355-2855
Sierra Lakes Marketplace	VStyles, Inc.	Fontana	CA	92336	(909) 356-9500
Sierra Crossroads	VStyles, Inc.	Fontana	CA	92337	(909) 355-5700
Metro Center	GCCA Peninsula LLC	Foster City	CA	94404	(650) 522-8433
Freedom Center	GCCA Monterey Bay LLC	Freedom	CA	95019	(831) 536-4152
Osgood Road	Buena Vista Business Services, LP	Fremont	CA	94539	(510) 679-3476
Mowry Landing Shopping Center	Jotstick, Inc.	Fremont	CA	94538	(510) 742-8883
Woodward Pavilion	Cadon Enterprises, LLC	Fresno	CA	93720	(559) 231-5883
Arbor Faire	Cadon Enterprises, LLC	Fresno	CA	93711	(559) 375-1773
Sunnyside Country Club Village	Cadon Enterprises, LLC	Fresno	CA	93727	(559) 455-0100
SC at Palms Bluff Center	CAMP CLIPS, INC.	Fresno	CA	93650	(559) 435-3944

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Fullerton MetroCenter	PK Equity Ventures, Inc	Fullerton	CA	92832	(714) 519-3052
Galt Village Center	Khadeja Qayoumi	Galt	CA	95632	(209) 744-1445
Town Place Shopping Center	Jotstick, Inc.	Gilroy	CA	95020	(408) 842-0237
Pine Creek Shopping Center	RSM Enterprises, Inc.	Grass Valley	CA	95949	(530) 802-5161
Glenbrook Plaza Grass Valley	RSM Enterprises, Inc.	Grass Valley	CA	95945	(530) 274-8911
Centennial Plaza	CAMP CLIPS, INC.	Hanford	CA	93230	(559) 589-0407
Vineyard Plaza	Kesson Company, Inc./Withers	Healdsburg	CA	95448	(707) 433-6290
Page Plaza	MB Holding, Inc.	Hemet	CA	92545	(951) 925-1161
Walmart Supercenter Hesperia	VStyles, Inc.	Hesperia	CA	92345	(760) 998-2800
Villages at East Highland	VStyles, Inc.	Highland	CA	92346	(909) 862-0428
Hollister Farms	Buena Vista Business Services, LP	Hollister	CA	95023	(831) 821-6107
Brook-Adams Huntington Beach	S.E. Paul, Inc.	Huntington Bea	CA	92646	(714) 378-0027
Breakwater	Clipper Ship, Inc.	Imperial Beach	CA	91932	(619) 271-0808
Campus Plaza	Fariborz Aurasteh	Irvine	CA	92612	(949) 854-4338
Amador Ridge	Great Group, LLC	Jackson	CA	95642	(209) 223-0050
De Anza Country Plaza	VStyles, Inc.	Jurupa Valley	CA	92509	(951) 727-8742
Plaza De La Canada	Shear PK LCF, LLC	La Canada Flin	CA	91011	(747) 268-0069
Rancho San Diego	Clipper Ship, Inc.	La Mesa	CA	91941	(619) 439-7816
La Quinta Walmart-In Store	CC Cuts, Inc.	La Quinta	CA	92253	(760) 777-9827
The Village at La Quinta	CC Cuts, Inc.	La Quinta	CA	92253	(760) 564-9990
Gateway Point Center	Bystedts, LLC	La Verne	CA	91750	(909) 392-0006
Mount Diablo	Sirous, Inc.	Lafayette	CA	94549	(925) 376-9000
Laguna Niguel Promenade	VStyles, Inc.	Laguna Niguel	CA	92677	(949) 448-0093
Lake Elsinore Marketplace	MB Clips, Inc.	Lake Elsinore	CA	92532	(951) 245-9811
Lakewood Square	Tambry Ventures, LLC	Lakewood	CA	90712	(562) 529-6100
Lincoln Hills Town Center	Hoopala, Inc.	Lincoln	CA	95648	(916) 408-0351
Lowe's Livermore	Buena Vista Business Services, LP	Livermore	CA	94551	(925) 960-1182
Vasco Plaza	KKEG Company, Inc.	Livermore	CA	94551	(925) 454-0549
Vintner Square	RGIM&S, Inc.	Livermore	CA	94550	(925) 454-0292
Westgate Shopping Center	KCS Group, Inc.	Lodi	CA	95242	(209) 334-0600
Circle Center	Tambry Ventures, LLC	Long Beach	CA	90815	(562) 985-0505
Midtown Crossing	JTVOHANA Enterprises, LLC	Los Angeles	CA	90019	(323) 692-1479
Eagle Rock Shopping Center	Naimy Legacy Ventures, LLC	Los Angeles	CA	90041	(323) 739-0881
Cornerstone Shopping Center	GraTer Clips, Inc.	Los Gatos	CA	95032	(408) 358-2232
Mission Ridge	Ridgewood Enterprises, Inc.	Manteca	CA	95337	(209) 239-0738
Muir Station	RGIM&S, Inc.	Martinez	CA	94553	(925) 229-2177
Shoppes at the Lakes	VStyles, Inc.	Menifee	CA	92584	(951) 679-2400
Newport Crossing	VStyles, Inc.	Menifee	CA	92584	(951) 679-6091
Sharon Heights Shopping Center	Buena Vista Business Services, LP	Menlo Park	CA	94025	(650) 763-3443
Yosemite North	CAMP CLIPS, INC.	Merced	CA	95340	(209) 384-8749
Millbrae	Omar Suchedina	Millbrae	CA	94030	(650) 552-9316
Village One Plaza	Mom and Two Daughters, Inc.	Modesto	CA	95355	(209) 551-4411
McHenry Village	Ridgewood Enterprises, Inc.	Modesto	CA	95350	(209) 524-3421
O'Brien's Shopping Center	Ridgewood Enterprises, Inc.	Modesto	CA	95356	(209) 543-3867
Huntington Plaza	PK Equity Ventures, Inc	Monrovia	CA	91016	(626) 303-2100
Del Monte Shopping Center	GCCA Monterey Bay LLC	Monterey	CA	93940	(831) 655-3383

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Lawrence Oaks Village Center	GCCA South Bay LLC	Morgan Hill	CA	95037	(408) 465-0180
Mountain House Shopping Center	Ridgewood Enterprises, Inc.	Mountain Hous	CA	95391	(209) 221-0037
Blossom Valley	GCCA South Bay LLC	Mountain View	CA	94040	(650) 965-4247
Plaza De Oro	MB Holding, Inc.	Murrieta	CA	92562	(951) 894-4740
Murrieta Plaza	MB Holding, Inc.	Murrieta	CA	92563	(951) 816-3333
Heritage Marketplace	VStyles, Inc.	Murrieta	CA	92563	(951) 672-0704
Silverado Plaza	Barrel Head Investments, LLC	Napa	CA	94558	(707) 224-9970
South Napa Market Plaza	Barrel Head Investments, LLC	Napa	CA	94559	(707) 257-6467
Newbury Park Place	GCCA Ventura LLC	Newbury Park	CA	91320	(805) 498-9222
Norco Village	MB Holding, Inc.	Norco	CA	92860	(951) 735-2012
University Plaza	Butler and Tink Ventures, LLC	Northridge	CA	91325	(818) 772-1000
The Ridge	Sirous, Inc.	Oakland	CA	94611	(510) 250-9966
Oakley Town Center	Maria Cisneros	Oakley	CA	94561	(925) 679-0279
Plaza Rancho Del Oro	CM & I Enterprises, Inc	Oceanside	CA	92056	(760) 295-1998
El Camino North	CM & I Enterprises, Inc	Oceanside	CA	92054	(760) 696-3053
Mission Plaza	Majestic Clippers, Inc.	Oceanside	CA	92058	(760) 754-2211
New Haven Marketplace	MB Holding, Inc.	Ontario	CA	91761	(909) 321-0069
Orinda Village	Sirous, Inc.	Orinda	CA	94563	(925) 254-7474
Feather River Crossing	Hoppin' Shears, Inc.	Oroville	CA	95965	(530) 533-2285
Pacific Grove	GCCA Monterey Bay LLC	Pacific Grove	CA	93950	(831) 373-3233
Linda Mar Shopping Center	GCCA Peninsula LLC	Pacifica	CA	94044	(650) 738-9070
One Eleven Town Center	CC Cuts, Inc.	Palm Desert	CA	92260	(760) 674-0600
Stater Brothers Center	CC Cuts, Inc.	Palm Springs	CA	92264	(760) 464-0154
Smoke Tree Village	CC Cuts, Inc.	Palm Springs	CA	92264	(760) 327-9777
Charleston Center	Redpoint Salon Services, Inc.	Palo Alto	CA	94303	(650) 493-2100
Wells Fargo Plaza	GCCA Central Coast LLC	Paso Robles	CA	93446	(805) 591-8221
Patterson Walmart	Ridgewood Enterprises, Inc.	Patterson	CA	95363	(209) 892-5494
Perris Market Place	RSR Services LLC	Perris	CA	92571	(951) 940-1704
Petaluma Gateway Center	Kesson Company, Inc./Withers	Petaluma	CA	94952	(707) 774-6000
Leghorn Marketplace	Kesson Company, Inc./Withers	Petaluma	CA	94954	(707) 789-0910
Pinole Vista Crossing	Sirous, Inc.	Pinole	CA	94564	(510) 243-0808
Village Center at Rose	RSR Services LLC	Placentia	CA	92870	(657) 216-1120
Missouri Flats Village	Great Group, LLC	Placerville	CA	95667	(530) 622-2770
The Courtyard	McFinance Advisory, Inc.	Pleasant Hill	CA	94523	(925) 681-2547
Pleasanton Gateway	Sahar Enterprises, Inc.	Pleasanton	CA	94566	(925) 484-2547
Rio Rancho Town Center	Bystedts, LLC	Pomona	CA	91766	(909) 469-0111
Poway Plaza	Alpha Clips LLC	Poway	CA	92064	(858) 746-4488
Twin Peaks Plaza	Malomar, Inc.	Poway	CA	92064	(858) 486-0405
Sunridge Plaza	Ridgewood Enterprises, Inc.	Rancho Cordov	CA	95742	(916) 985-4878
Rivergate Plaza	Ridgewood Enterprises, Inc.	Rancho Cordov	CA	95670	(916) 822-4883
Day Creek Marketplace	CA Business Systems Enterprise, I	Rancho Cucam	CA	91739	(909) 646-7555
Country Club Village	CC Cuts, Inc.	Rancho Mirage	CA	92270	(760) 834-8054
Santa Margarita Towne Center	VStyles, Inc.	Rancho Santa N	CA	92688	(949) 888-9605
Placer Heights Shopping Center	Hoppin' Shears, Inc.	Redding	CA	96001	(530) 319-3126
Redlands Village	VStyles, Inc.	Redlands	CA	92374	(909) 794-9400
Brookside Plaza	VStyles, Inc.	Redlands	CA	92373	(909) 335-8333

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Woodside Plaza	GCCA Peninsula LLC	Redwood City	CA	94061	(650) 298-9200
Sequoia Station	Jotstick, Inc.	Redwood City	CA	94063	(650) 363-8960
Crossroads at Riverbank	Mom and Two Daughters, Inc.	Riverbank	CA	95367	(209) 869-4910
Canyon Crest Towne Centre	MB Holding, Inc.	Riverside	CA	92507	(951) 369-3458
Madison Plaza	VStyles, Inc.	Riverside	CA	92504	(951) 351-0071
Canyon Springs	VStyles, Inc.	Riverside	CA	92507	(951) 656-7090
Orangethree Plaza	VStyles, Inc.	Riverside	CA	92508	(951) 656-7400
Stanford Ranch Plaza	Hoopala, Inc.	Rocklin	CA	95765	(916) 435-3950
Rocklin Crossing	RSM Enterprises, Inc.	Rocklin	CA	95677	(916) 652-8911
Sonoma Valley Plaza	Kesson Company, Inc./Withers	Rohnert Park	CA	94928	(707) 585-6390
Junction Crossroads	Hoopala, Inc.	Roseville	CA	95747	(916) 772-2422
Fairway Target	Hoopala, Inc.	Roseville	CA	95678	(916) 782-8141
Panda Center	Hoopala, Inc.	Roseville	CA	95661	(916) 772-4244
Crocker Ranch	Hoopala, Inc.	Roseville	CA	95747	(916) 772-5686
Renaissance Creek	Hoopala, Inc.	Roseville	CA	95661	(916) 772-0999
Plaza at Blue Oaks	Hoopala, Inc.	Roseville	CA	95747	(916) 886-2489
Lowes Center	CKHD, LLC	Sacramento	CA	95828	(916) 689-6392
University Village	Great Group, LLC	Sacramento	CA	95825	(916) 568-6000
Crocker Village	Great Group, LLC	Sacramento	CA	95818	(916) 455-8852
Camellia Center	Great Group, LLC	Sacramento	CA	95819	(916) 455-3378
Arden Square	Great Group, LLC	Sacramento	CA	95825	(916) 482-4155
Delta Shores	Ridgewood Enterprises, Inc.	Sacramento	CA	95832	(916) 665-2100
Town and Country Village	Ridgewood Enterprises, Inc.	Sacramento	CA	95821	(916) 481-3179
Park Place Center	Ridgewood Enterprises, Inc.	Sacramento	CA	95835	(916) 419-8593
Market West Shopping Center	Ridgewood Enterprises, Inc.	Sacramento	CA	95834	(916) 418-4398
Lake Crest Village	RSM Enterprises, Inc.	Sacramento	CA	95831	(916) 429-7868
Santa Rita Plaza	GCCA Monterey Bay LLC	Salinas	CA	93906	(831) 442-2547
Lucky's Shopping Center	GCCA Monterey Bay LLC	Salinas	CA	93901	(831) 998-8597
Campus Crossroads	VStyles, Inc.	San Bernardino	CA	92407	(909) 887-0028
Balboa Mesa Shopping Center	Angelica Nafarrate-Ocana	San Diego	CA	92111	(858) 430-6262
Torrey Hills	Alpha Clips LLC	San Diego	CA	92130	(858) 299-9003
Mira Mesa	Best Image, Inc.	San Diego	CA	92126	(858) 397-2150
Midway Towne Center	Best Image, Inc.	San Diego	CA	92110	(619) 226-2547
Pacific Plaza II	Best Image, Inc.	San Diego	CA	92109	(858) 483-2896
Tierrasanta Town Center	Best Image, Inc.	San Diego	CA	92124	(858) 565-6585
Palm Promenade	Clipper Ship, Inc.	San Diego	CA	92154	(619) 349-3223
Campus Plaza	CM & I Enterprises, Inc	San Diego	CA	92115	(619) 915-5130
Scripps Ranch Village	Malomar, Inc.	San Diego	CA	92131	(858) 271-9705
4S Commons Town Center	Malomar, Inc.	San Diego	CA	92127	(858) 924-9400
Marketplace in University City	Srirama Entrepreneurs, Inc.	San Diego	CA	92122	(858) 453-6880
San Dimas Marketplace	Suthar Investments, LLC	San Dimas	CA	91773	(909) 599-1898
Diamond Heights	GCCA Peninsula LLC	San Francisco	CA	94131	(415) 285-8852
Mount San Jacinto Plaza	PK Equity Ventures, Inc	San Jacinto	CA	92583	(951) 484-3006
Brokaw Commons	Buena Vista Business Services, LP	San Jose	CA	95131	(408) 441-0355
Almaden Center	GCCA South Bay LLC	San Jose	CA	95120	(408) 600-0049
Foxworthy Shopping Center	GCCA South Bay LLC	San Jose	CA	95118	(408) 979-9902

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Branham Plaza	Jotstick, Inc.	San Jose	CA	95136	(408) 229-2547
El Paseo Shopping Center	Jotstick, Inc.	San Jose	CA	95130	(408) 871-9333
Evergreen Village Square	Kazango, Inc.	San Jose	CA	95135	(408) 532-1849
Camden Park	Kazango, Inc.	San Jose	CA	95124	(408) 565-8828
Greenhouse Marketplace	Sahar Enterprises, Inc.	San Leandro	CA	94577	(510) 895-5591
Village Marketplace	Sahar Enterprises, Inc.	San Leandro	CA	94577	(510) 878-1415
Rancho San Marcos Village	CM & I Enterprises, Inc	San Marcos	CA	92078	(760) 621-8993
Campus Marketplace	Majestic Clippers, Inc.	San Marcos	CA	92078	(760) 744-4356
San Mateo Center	Omar Suchedina	San Mateo	CA	94401	(650) 685-1888
Northgate One	Kesson Company, Inc./Withers	San Rafael	CA	94903	(415) 479-1961
Diablo Plaza	RGIM&S, Inc.	San Ramon	CA	94583	(925) 552-0970
Bristol Plaza	Shear PK SA, LLC	Santa Ana	CA	92704	(714) 434-8121
South Coast Marketplace	Tambry Ventures, LLC	Santa Ana	CA	92704	(714) 850-1840
Lawrence & Monroe	Buena Vista Business Services, LP	Santa Clara	CA	95051	(408) 684-8464
Moonlite Shopping Center	Jotstick, Inc.	Santa Clara	CA	95051	(408) 985-7895
Almar Plaza	Buena Vista Business Services, LP	Santa Cruz	CA	95060	(831) 420-3212
The Crossroads at Santa Maria	GCCA Central Coast LLC	Santa Maria	CA	93455	(805) 925-2452
Montgomery Village	Kesson Company, Inc./Withers	Santa Rosa	CA	95405	(707) 526-0152
Raley's Marketplace	Kesson Company, Inc./Withers	Santa Rosa	CA	95403	(707) 566-7111
Coddington Shopping Center	Kesson Company, Inc./Withers	Santa Rosa	CA	95401	(707) 528-3343
Mendocino Marketplace	Kesson Company, Inc./Withers	Santa Rosa	CA	95403	(707) 576-7203
Stony Point	Kesson Company, Inc./Withers	Santa Rosa	CA	95401	(707) 571-1774
Annadel Shopping Center	Kesson Company, Inc./Withers	Santa Rosa	CA	95405	(707) 528-7333
Santee Village Square	GROUP4 CLIPS, LLC	Santee	CA	92071	(619) 258-5425
Old Ranch Town Center	Tambry Ventures, LLC	Seal Beach	CA	90740	(562) 493-2979
Target/Trader Joe's Center	Coastal Business Enterprises, Inc.	Simi Valley	CA	93065	(805) 210-5600
Maxwell Village	Kesson Company, Inc./Withers	Sonoma	CA	95476	(707) 935-0100
Timberhill's Shopping Center	Ridgewood Enterprises, Inc.	Sonoma	CA	95370	(209) 532-5166
Park West Place	KCS Group, Inc.	Stockton	CA	95219	(209) 910-9997
Sunnyvale Safeway	Buena Vista Business Services, LP	Sunnyvale	CA	94087	(408) 457-8453
Winchester Meadows	MB Holding, Inc.	Temecula	CA	92591	(951) 296-3744
Red Hawk Parkway Plaza	MB Holding, Inc.	Temecula	CA	92592	(951) 303-8111
Oakbrook Shopping Center	Butler and Tink Ventures, LLC	Thousand Oaks	CA	91362	(805) 380-0905
Plaza Mayor	J. A. E. Investments, LLC	Torrance	CA	90505	(424) 275-9744
Plaza Del Amo	VStyles, Inc.	Torrance	CA	90503	(310) 543-2996
Tracy	Ridgewood Enterprises, Inc.	Tracy	CA	95376	(209) 833-7111
Grantline Commons	Ridgewood Enterprises, Inc.	Tracy	CA	95377	(209) 833-6024
Monte Vista Crossing	Ridgewood Enterprises, Inc.	Turlock	CA	95380	(209) 634-4121
Tustin Legacy	S.E. Paul, Inc.	Tustin	CA	92782	(714) 852-3355
Upland Town Center	Suthar Investments, LLC	Upland	CA	91786	(909) 608-7008
Regency Park	KCS Group, Inc.	Vacaville	CA	95687	(707) 448-3710
The Village at Vacaville	KCS Group, Inc.	Vacaville	CA	95688	(707) 448-0621
Tesoro Village	Butler and Tink Ventures, LLC	Valencia	CA	91354	(661) 702-0099
River Oaks Shopping Center	Coastal Business Enterprises, Inc.	Valencia	CA	91355	(661) 239-3757
Victoria Plaza	GCCA Ventura LLC	Ventura	CA	93003	(805) 654-0083
Victor Valley Town Center	MB Holding, Inc.	Victorville	CA	92395	(760) 955-7501

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Crossroads at 395	MB Holding, Inc.	Victorville	CA	92392	(760) 955-7800
Visalia Marketplace	CAMP CLIPS, INC.	Visalia	CA	93277	(559) 625-4247
Visalia Pavilions	CAMP CLIPS, INC.	Visalia	CA	93277	(559) 625-3522
Vista Village	Malomar, Inc.	Vista	CA	92084	(760) 631-1136
Ygnacio Plaza	Sirous, Inc.	Walnut Creek	CA	94598	(925) 210-0613
Platt Village	Butler and Tink Ventures, LLC	West Hills	CA	91307	(818) 914-5275
Westbridge Plaza	Hoopala, Inc.	West Sacramen	CA	95691	(916) 375-1390
Riverpoint Marketplace	Hoopala, Inc.	West Sacramen	CA	95605	(916) 371-8005
Friendly Hills Marketplace	S.E. Paul, Inc.	Whittier	CA	90603	(562) 905-6010
Bear Creek Village Center	VStyles, Inc.	Wildomar	CA	92595	(951) 678-3740
Lakewood Shopping Center	Kesson Company, Inc./Withers	Windsor	CA	95492	(707) 836-8600
Gibson Plaza	Ridgewood Enterprises, Inc.	Woodland	CA	95776	(530) 669-7434
Yuba City Marketplace	RSM Enterprises, Inc.	Yuba City	CA	95993	(530) 237-3122
Yucaipa Marketplace	VStyles, Inc.	Yucaipa	CA	92399	(909) 790-5500
Cottonwood Mall	Gallegos Enterprise, Inc.	Alamosa	CO	81101	(719) 589-6890
Westwoods Center	Holtzman Enterprises, Inc.	Arvada	CO	80007	(303) 420-6699
Arvada Connection	JCURVE-DENVER LLC	Arvada	CO	80002	(720) 535-4634
Shops at Tallgrass	Cutters Class, Inc.	Aurora	CO	80015	(303) 766-6880
Buckley Plaza	Cutters Class, Inc.	Aurora	CO	80015	(303) 766-0488
Smoky Hill	Cutters Class, Inc.	Aurora	CO	80015	(303) 693-5877
Tower and Hampden	Cutters Class, Inc.	Aurora	CO	80013	(720) 876-0596
Iliff & Buckley	Cutters Class, Inc.	Aurora	CO	80013	(303) 751-2279
Cornerstar - Parker & Arapahoe	Cutters Class, Inc.	Aurora	CO	80016	(720) 876-2223
Southlands	Cutters Class, Inc.	Aurora	CO	80016	(303) 766-8715
Buckingham Village	Holtzman Enterprises, Inc.	Aurora	CO	80012	(720) 748-9379
Plaza at Aurora Mall	Whobubs, Inc.	Aurora	CO	80012	(303) 366-4912
Iliff Commons	Whobubs, Inc.	Aurora	CO	80014	(303) 696-1561
I-70 and Tower	Whobubs, Inc.	Aurora	CO	80011	(303) 371-5400
Boulder	Holtzman Enterprises, Inc.	Boulder	CO	80302	(303) 442-4854
Table Mesa Shopping Center	Holtzman Enterprises, Inc.	Boulder	CO	80305	(303) 499-1259
Brighton	Four Sails II, Inc.	Brighton	CO	80601	(303) 655-0328
Safeway Marketplace	Clippers LLC	Broomfield	CO	80020	(303) 466-4629
Broomfield Corners	Clippers LLC	Broomfield	CO	80020	(303) 465-1010
Broadlands Marketplace	Holtzman Enterprises, Inc.	Broomfield	CO	80020	(303) 410-0844
Vista Highlands	Holtzman Enterprises, Inc.	Broomfield	CO	80023	(303) 658-0889
Quail Creek	Holtzman Enterprises, Inc.	Broomfield	CO	80023	(303) 450-0364
Milestone	HEI of Colorado, LLC	Castle Rock	CO	80104	(303) 688-7745
Promenade at Castle Rock	HEI of Colorado, LLC	Castle Rock	CO	80108	(303) 660-6118
Center at Plumcreek	Holtzman Enterprises, Inc.	Castle Rock	CO	80104	(303) 688-3459
Castle Pines	Whobubs, Inc.	Castle Rock	CO	80108	(303) 660-1871
Arapahoe Village	JCURVE-DENVER LLC	Centennial	CO	80122	(303) 779-0237
Quebec Village	JCURVE-DENVER LLC	Centennial	CO	80112	(303) 220-5757
Streets at SouthGlenn	JCURVE-DENVER LLC	Centennial	CO	80122	(303) 347-0617
Marketplace at Austin Bluffs	Nevans, Inc.	Colorado Sprin	CO	80918	(719) 528-5822
Uintah Gardens	Nevans, Inc.	Colorado Sprin	CO	80904	(719) 577-4064
Westwind Marketplace	Nevans, Inc.	Colorado Sprin	CO	80907	(719) 598-3500

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Safeway East	Nevans, Inc.	Colorado Sprin	CO	80922	(719) 573-6666
Rockrimmon Shopping Center	Nevans, Inc.	Colorado Sprin	CO	80919	(719) 593-9500
Cheyenne Montana	Nevans, Inc.	Colorado Sprin	CO	80906	(719) 576-2222
Union Town Center	Nevans, Inc.	Colorado Sprin	CO	80920	(719) 282-6002
Hancock Plaza	Nevans, Inc.	Colorado Sprin	CO	80916	(719) 630-1940
Nor'Wood	Nevans, Inc.	Colorado Sprin	CO	80923	(719) 599-3663
Better Living Center	Nevans, Inc.	Colorado Sprin	CO	80909	(719) 633-5399
Claremont Ranch	Nevans, Inc.	Colorado Sprin	CO	80951	(719) 559-4600
Reunion Marketplace Center	Holtzman Enterprises, Inc.	Commerce City	CO	80022	(303) 287-0816
Commerce City Plaza	JCURVE-DENVER LLC	Commerce City	CO	80022	(303) 287-3516
Conifer Town Center	Clippers LLC	Conifer	CO	80433	(303) 838-5622
The Plaza at Cherry Creek	A.M.P.P. II, Inc.	Denver	CO	80206	(303) 321-6062
Market Square	A.M.P.P., Inc.	Denver	CO	80224	(303) 393-7251
44th and Lowell	JCURVE-DENVER LLC	Denver	CO	80211	(303) 458-1044
Tiffany Plaza	JCURVE-DENVER LLC	Denver	CO	80231	(303) 220-1411
Mayfair Center	JCURVE-DENVER LLC	Denver	CO	80220	(303) 322-3709
University Hills	JCURVE-DENVER LLC	Denver	CO	80222	(720) 756-2554
Lakeside Center	JCURVE-DENVER LLC	Denver	CO	80212	(720) 389-8398
Park Avenue Square	KBAK Enterprises, LLC	Denver	CO	80205	(303) 861-4148
Bear Valley Mall	Shear Sailing, Inc.	Denver	CO	80227	(303) 934-6674
Quebec Square	Whobubs, Inc.	Denver	CO	80238	(303) 996-0664
Conservatory Green	Whobubs, Inc.	Denver	CO	80238	(303) 375-1687
Edgewater Plaza	JCURVE-DENVER LLC	Edgewater	CO	80214	(303) 237-2820
South Clinton	JCURVE-DENVER LLC	Englewood	CO	80112	(303) 792-5113
Bellevue Square	JCURVE-DENVER LLC	Englewood	CO	80111	(303) 537-7432
Centennial Center	JCURVE-DENVER LLC	Englewood	CO	80110	(303) 798-4346
Trolley Square	JCURVE-DENVER LLC	Englewood	CO	80113	(303) 781-5789
River Point Shopping Center	JCURVE-DENVER LLC	Englewood	CO	80110	(303) 781-6400
Falcon Highlands	Nevans, Inc.	Falcon	CO	80831	(719) 886-4300
Safeway Marketplace at Firestone	Holtzman Enterprises, Inc.	Firestone	CO	80504	(303) 833-5773
North College Marketplace	HEI of Colorado, LLC	Fort Collins	CO	80524	(970) 416-7478
Walmart Center	VerdenStrand, LLC	Fort Collins	CO	80525	(970) 223-9696
Cedarwood	VerdenStrand, LLC	Fort Collins	CO	80521	(970) 224-2664
Park Central	VerdenStrand, LLC	Fort Collins	CO	80525	(970) 221-4244
Front Range Village	VerdenStrand, LLC	Fort Collins	CO	80525	(970) 484-2050
Fort Lupton	KBAK Enterprises, LLC	Fort Lupton	CO	80621	(303) 857-4165
Glendale Center	Holtzman Enterprises, Inc.	Glendale	CO	80246	(303) 321-6047
Glenwood Meadows	Peak 9 Enterprises, Inc.	Glenwood Sprin	CO	81601	(970) 928-0560
6th and Colfax	Gallegos Enterprise, Inc.	Golden	CO	80401	(303) 278-0828
Grand Junction Wellington	Western Slope Salons LLC	Grand Junction	CO	81501	(970) 241-0491
Grand Junction Redlands	Western Slope Salons LLC	Grand Junction	CO	81503	(970) 255-0200
Grand Junction Rimrock	Western Slope Salons LLC	Grand Junction	CO	81505	(970) 245-1482
Westlake Village	HEI of Colorado, LLC	Greeley	CO	80634	(970) 330-4313
Centerplace of Greeley	HEI of Colorado, LLC	Greeley	CO	80634	(970) 339-3660
University Square	Holtzman Enterprises, Inc.	Greeley	CO	80631	(970) 939-5014
Northgate Village	Holtzman Enterprises, Inc.	Greeley	CO	80634	(970) 515-5922

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Safeway Town Center	Clippers LLC	Highlands Rand	CO	80129	(303) 791-5666
Wildcat Reserve	Clippers LLC	Highlands Rand	CO	80129	(303) 346-1563
Highland's Walk	Clippers LLC	Highlands Rand	CO	80126	(303) 730-0040
Lafayette	Holtzman Enterprises, Inc.	Lafayette	CO	80026	(720) 890-0608
Lakewood City Center	Cutters Class, Inc.	Lakewood	CO	80226	(303) 935-8966
Westland Plaza	Cutters Class, Inc.	Lakewood	CO	80215	(303) 238-3112
Lochwood Square	JCURVE-DENVER LLC	Lakewood	CO	80232	(303) 986-1440
Coal Mine Shopping Center	AAC & MAC, Inc.	Littleton	CO	80123	(303) 972-0535
Kencaryl and Simms	Four Sails II, Inc.	Littleton	CO	80127	(303) 973-3595
Columbine Knoll	Four Sails, Inc.	Littleton	CO	80128	(303) 972-6747
Kipling Place	JCURVE-DENVER LLC	Littleton	CO	80127	(303) 978-1064
Southbridge Plaza	JCURVE-DENVER LLC	Littleton	CO	80120	(303) 797-9902
Roxborough Marketplace	JPEI, Inc.	Littleton	CO	80125	(303) 933-2195
Heritage Hills	JCURVE-DENVER LLC	Lone Tree	CO	80124	(720) 643-5093
St. Vrain	Holtzman Enterprises, Inc.	Longmont	CO	80501	(303) 485-0298
Fox Creek Center	Holtzman Enterprises, Inc.	Longmont	CO	80501	(303) 772-5834
Longmont	Holtzman Enterprises, Inc.	Longmont	CO	80501	(303) 678-1851
Louisville Plaza	Holtzman Enterprises, Inc.	Louisville	CO	80027	(303) 665-7305
Orchards Shopping Center	HEI of Colorado, LLC	Loveland	CO	80538	(970) 663-2362
Loveland	Holtzman Enterprises, Inc.	Loveland	CO	80537	(970) 667-6630
Montrose	Western Slope Salons LLC	Montrose	CO	81401	(970) 252-9416
Parker and Main	Clippers LLC	Parker	CO	80134	(303) 841-4505
Parker and Lincoln	Clippers LLC	Parker	CO	80134	(303) 840-8662
Pueblo Albertsons	Nevans, Inc.	Pueblo	CO	81008	(719) 542-6500
Rifle Commons	Peak 9 Enterprises, Inc.	Rifle	CO	81650	(970) 625-2577
Rock Creek Village	Holtzman Enterprises, Inc.	Superior	CO	80027	(720) 304-0437
Hilltop Village 2	Clippers LLC	Thornton	CO	80602	(303) 452-2664
Lambertson Lakes	KBAK Enterprises, LLC	Thornton	CO	80229	(303) 451-6344
Colorado Marketplace	Shear Sailing, Inc.	Thornton	CO	80233	(720) 872-1770
Mission Commons	Clippers LLC	Westminster	CO	80005	(303) 423-7422
Federal Heights	Cutters Class, Inc.	Westminster	CO	80260	(303) 466-4622
Northview	JCURVE-DENVER LLC	Westminster	CO	80031	(720) 550-7525
Hidden Lake	JCURVE-DENVER LLC	Westminster	CO	80003	(303) 650-2452
Applewood Village	Cutters Class, Inc.	Wheat Ridge	CO	80033	(303) 202-5222
Arvada Ridge Marketplace	JCURVE-DENVER LLC	Wheat Ridge	CO	80033	(303) 423-8707
Windsor Safeway Center	Gallegos Enterprise, Inc.	Windsor	CO	80550	(970) 686-2282
Woodland Park Plaza	Nevans, Inc.	Woodland Park	CO	80863	(719) 686-1700
Nod Brook Mall	Akano Holdings, Inc.	Avon	CT	06001	(860) 676-0065
Bethel Big Y	New England Clippers, LLC	Bethel	CT	06801	(203) 791-1109
Everybody's Big Y Plaza	Morning Investments, LLC	Cheshire	CT	06410	(203) 250-0510
Cromwell Square	Morning Investments, LLC	Cromwell	CT	06416	(860) 740-5085
Shop Rite Plaza	ZENOMES LLC	Derby	CT	06418	(203) 493-4125
Freshwater Stateline Plaza	Catie Laraway	Enfield	CT	06082	(860) 253-0020
Lisbon Crossing	Morning Investments, LLC	Lisbon	CT	06351	(860) 591-4736
Washington Street Middletown	Morning Investments, LLC	Middletown	CT	06457	(860) 740-4126
Adams Market Plaza	NEC Woodmont, LLC	Milford	CT	06460	(203) 283-5442

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Norwichtown Commons	RP & KP LLC	Norwich	CT	06360	(860) 222-8595
Shelton Big Y Marketplace	Morning Investments, LLC	Shelton	CT	06484	(203) 402-4100
Southington Shopping Center	RP & KP LLC	Southington	CT	06489	(860) 628-4000
Stratford Square	New England Clippers, LLC	Stratford	CT	06614	(203) 377-1121
Wallingford	GKG Inc.	Wallingford	CT	06492	(203) 265-7572
Waterford Commons	RP & KP LLC	Waterford	CT	06385	(860) 440-7020
Bishop's Corner	RP & KP LLC	West Hartford	CT	06117	(860) 313-7982
Starbucks Plaza	RP & KP LLC	Wethersfield	CT	06109	(860) 529-0409
Wilton River Shopping Center	BT GC, LLC	Wilton	CT	06897	(203) 762-6162
Windsor Court	RP & KP LLC	Windsor	CT	06095	(860) 285-8001
NoMa	Great DC Cuts #1, LLC	Washington	DC	20002	(202) 277-0594
Monroe Street Market	TEW Cuts, LLC	Washington	DC	20017	(202) 450-6985
CR Plaza	Folk Design Group, LLC	Camden	DE	19934	(302) 697-7375
McGinnis Greene	Emance of Delaware LLC	Dover	DE	19901	(302) 677-1838
Kent Eight Plaza	Folk Design Group, LLC	Dover	DE	19904	(302) 736-8950
College Park Center	Ten Sails LLC	Georgetown	DE	19947	(302) 858-4871
Limestone Crossing	Diamond State Express, LLC	Hockessin	DE	19707	(302) 235-2887
Junction at Westown Center	Emance of Delaware LLC	Middletown	DE	19709	(302) 449-1333
Milford Plaza	Emance of Delaware LLC	Milford	DE	19963	(302) 422-4247
Suburban Plaza	Diamond State Express, LLC	Newark	DE	19711	(302) 737-2887
Smyrna Mart Shopping Center	Emance of Delaware LLC	Smyrna	DE	19977	(302) 514-9819
First State Plaza	Diamond State Express, LLC	Stanton	DE	19804	(302) 999-0094
Midway Plaza Shopping Center	Diamond State Express, LLC	Wilmington	DE	19808	(302) 995-2887
Concord Square	Emance of Delaware LLC	Wilmington	DE	19803	(302) 478-2022
Branmar Plaza	H & J Clips, LLC	Wilmington	DE	19810	(302) 394-6152
Alachua Market Place	Alachua GC LLC	Alachua	FL	32615	(386) 518-5454
Jamestown Place	Gateway Clippers Holdings III, LI	Altamonte Sprin	FL	32714	(407) 682-6945
Gateway Crossing	Strandz, LLC	Altamonte Sprin	FL	32714	(407) 292-2100
Southshore Village	FourFold Enterprises, Inc.	Apollo Beach	FL	33572	(813) 296-1810
Hunt Club	Gateway Clippers Holdings III, LI	Apopka	FL	32703	(407) 788-9524
Rock Springs Plaza	Gateway Clippers Holdings III, LI	Apopka	FL	32712	(407) 814-0556
Arcadia Crossing	JAL Clippers, LLC	Arcadia	FL	34266	(863) 993-0046
Crescent B Commons	JAL Clippers, LLC	Babcock Ranch	FL	33982	(239) 567-0398
French Golden Gate	Strategic Hair Investments, Inc.	Bartow	FL	33830	(863) 215-7300
The Bluffs	Sunshine Clips, LLC	Belleair Bluffs	FL	33770	(727) 314-4722
Lakeside Loggers Run	TNT Jupiter Clips, Inc.	Boca Raton	FL	33428	(561) 765-5337
West Winds at Boca Raton	TS CHAI Holdings, LLC	Boca Raton	FL	33434	(561) 883-0580
Palmetto Park Square	Loola Holdings, LLC	Boca Raton	FL	33486	(561) 757-5064
Bonita Grande Crossings	WOO ENTERPRISES LLC	Bonita Springs	FL	34135	(239) 992-2540
Springs Plaza	WOO ENTERPRISES LLC	Bonita Springs	FL	34135	(239) 390-1840
Boynton Plaza	Pershard Investments, LLC	Boynton Beach	FL	33426	(561) 810-8200
Aberdeen Square	Pershard Investments, LLC	Boynton Beach	FL	33436	(561) 810-5667
Shoppes of Boynton	Pershard Investments, LLC	Boynton Beach	FL	33426	(561) 509-8037
Village Square	Totalee Holdings LLC	Boynton Beach	FL	33436	(561) 740-1001
Pinebrook Commons	JAL Clippers, LLC	Bradenton	FL	34210	(941) 792-3509
Fresh Market Promenade	JAL Clippers, LLC	Bradenton	FL	34209	(941) 896-3403

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Creekwood Crossing	TAP Investments, LLC	Bradenton	FL	34203	(941) 727-5503
Kingsway Crossing	Gateway Clippers Holdings II, LL	Brandon	FL	33510	(813) 661-1340
Cortez Commons	Tampa Clippers 4, LLC	Brooksville	FL	34613	(352) 606-2976
Callahan Plaza Shopping Center	J.V.L. ClipX, Inc.	Callahan	FL	32011	(904) 628-0685
Milton St. Plaza	Archforward Partners, Inc.	Cape Coral	FL	33904	(239) 541-0766
Santa Barbara Center	JAL Clippers, LLC	Cape Coral	FL	33991	(239) 673-6929
Midpoint Center	JAL Clippers, LLC	Cape Coral	FL	33914	(239) 772-8665
Coral Shores	JAL Clippers, LLC	Cape Coral	FL	33991	(239) 283-0710
Coral Pointe	JAL Clippers, LLC	Cape Coral	FL	33990	(239) 424-8130
Coral Walk	WOO ENTERPRISES LLC	Cape Coral	FL	33909	(239) 573-0074
Downtown Champions Gate	Strategic Hair Investments, Inc.	Champions Gat	FL	33896	(407) 809-3001
Northwood Plaza	FourFold Enterprises, Inc.	Clearwater	FL	33761	(727) 253-4975
Sunset Point	Gateway Clippers Holdings II, LL	Clearwater	FL	33765	(727) 797-6611
Clearwater Mall	Gateway Clippers Holdings II, LL	Clearwater	FL	33759	(727) 796-4200
Golden Eagle Village	Florida Clips Inc.	Clermont	FL	34714	(352) 404-7866
East Lake Town Center	Gateway Clippers Holdings III, LI	Clermont	FL	34711	(352) 243-7644
Citrus Tower Village	Gateway Clippers Holdings III, LI	Clermont	FL	34711	(352) 242-9981
Cornerstone Plaza	Florida Clips Inc.	Cocoa Beach	FL	32931	(321) 613-4783
Turtle Crossing	RCKK Holdings, Inc.	Coral Springs	FL	33063	(954) 753-1191
North Springs Plaza	RCKK Holdings, Inc.	Coral Springs	FL	33076	(954) 753-4787
Coral Palm Plaza	Totalee Holdings LLC	Coral Springs	FL	33071	(954) 906-8050
Northcrest Publix	Alabama Clips, LLC	Crestview	FL	32536	(850) 306-2468
Loughman Crossing	Strategic Hair Investments, Inc.	Davenport	FL	33896	(863) 937-1901
Champions Crossing	Strategic Hair Investments, Inc.	Davenport	FL	33897	(863) 937- 1902
Shoppes at Williamson	Florida Clips Inc.	Daytona Beach	FL	32117	(386) 238-9384
Country Club Corners	Gateway Clippers Holdings III, LI	Deland	FL	32720	(386) 279-7663
Delray Square II	Totalee Holdings LLC	Delray Beach	FL	33445	(561) 332-3013
Saxon Sterling Shops	Ayomide Adewakun	Deltona	FL	32725	(386) 218-3587
Dupont Lakes	Gateway Clippers Holdings III, LI	Deltona	FL	32738	(386) 532-1121
98 Palms Winn-Dixie Center	Alabama Clips, LLC	Destin	FL	32541	(850) 424-5154
Caladesi Shopping Center	FourFold Enterprises, Inc.	Dunedin	FL	34698	(727) 734-1035
Florida Shores Shopping Center	Florida Clips Inc.	Edgewater	FL	32141	(386) 957-3444
Merchants Crossing	JAL Clippers, LLC	Englewood	FL	34223	(941) 460-3320
Grande Oaks Shoppe	WOO ENTERPRISES LLC	Estero	FL	33928	(239) 948-4785
Sorrento Hills Village Shopping Center	Larlin Enterprise, Inc.	Eustis	FL	32736	(352) 357-2353
Eustis Village Shopping Center	Larlin Enterprise, Inc.	Eustis	FL	32726	(352) 589-0689
Island Walk Shopping Center	Hancor Clips Two Inc.	Fernandina Bea	FL	32034	(904) 844-2616
Fleming Island	JAG Salons, Inc.	Fleming Island	FL	32003	(904) 278-7660
Harbor Shops	JS Team Holdings, LLC	Fort Lauderdale	FL	33316	(954) 522-8404
Forum Centre	Archforward Partners, Inc.	Fort Myers	FL	33905	(239) 931-3899
Southpointe Commons	JAL Clippers, LLC	Fort Myers	FL	33919	(239) 267-2224
Gladiolus Crossing	WOO ENTERPRISES LLC	Fort Myers	FL	33908	(239) 226-4247
Shoppes at Plantation	WOO ENTERPRISES LLC	Fort Myers	FL	33912	(239) 225-2887
Gulf Coast Town Center	WOO ENTERPRISES LLC	Fort Myers	FL	33913	(239) 415-7703
Shoppes at Paradise Pointe	Alabama Clips, LLC	Fort Walton Be	FL	32548	(850) 362-7111
The Shoppes at Freeport	Alabama Clips, LLC	Freeport	FL	32439	(850) 880-6801

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Butler Plaza	G5975 GC, LLC	Gainesville	FL	32608	(352) 336-0650
Plaza Verde	G5977 GC, LLC	Gainesville	FL	32605	(352) 375-6066
Haile Village North	G5978 GC, LLC	Gainesville	FL	32608	(352) 331-1005
Park Avenue Shops	Tioga GC LLC	Gainesville	FL	32606	(352) 554-5182
River Bridge Centre	PERSHARD CLIPPER LLC	Greenacres	FL	33413	(561) 328-8145
Shoppes of Eagle Ridge	Forbes Schaefer Enterprises, LLC	Groveland	FL	34736	(352) 429-0014
Tiger Point Pavilion	Wildfire, LLC	Gulf Breeze	FL	32563	(850) 565-5277
Shoppes of Citrus Hills	Sahajanand Salon LLC	Hernando	FL	34442	(352) 513-3339
Island Crossings Center	PERSHARD CLIPPER LLC	Hobe Sound	FL	33455	(772) 245-8673
Hollywood Hills Plaza	CAPILLUM HOLDINGS, INC.	Hollywood	FL	33021	(954) 964-0210
West Lake Commons	Horizon Line Investments LLC	Hollywood	FL	33020	(954) 404-6817
Shoppes at Sugarmill Woods	Gateway Clippers Holdings LLC	Homosassa	FL	34446	(352) 513-3766
Hays Road Town Center	P9023 GC, LLC	Hudson	FL	34669	(727) 856-7800
Roosevelt Square	CLIPCUTS CORPORATION	Jacksonville	FL	32210	(904) 572-9333
Cobblestone Plaza	CLIPCUTS II CORPORATION	Jacksonville	FL	32225	(904) 250-5445
Deerwood Lakes	CLIPCUTS II CORPORATION	Jacksonville	FL	32216	(904) 647-7740
Gateway Village at Town Center	CLIPCUTS III CORPORATION	Jacksonville	FL	32256	(904) 329-2162
Collins Plaza	Golden Isles R.I.C.E., LLC	Jacksonville	FL	32244	(904) 723-1177
Oakleaf Plantation Center	Hancor Clips Two Inc.	Jacksonville	FL	32222	(904) 317-4557
River City Marketplace	Hancor Clips, LLC	Jacksonville	FL	32218	(904) 900-3831
John's Creek Shopping Center	Hancor Clips, LLC	Jacksonville	FL	32259	(904) 230-0035
Kernan Square	J.V.L. ClipX, Inc.	Jacksonville	FL	32246	(904) 565-9500
Atlantic North	J.V.L. ClipX, Inc.	Jacksonville	FL	32225	(904) 646-0750
Mandarin Central S/C	J.V.L. ClipX, Inc.	Jacksonville	FL	32257	(904) 292-2383
Julington Creek	JRAC Enterprises, Inc.	Jacksonville	FL	32259	(904) 287-6022
Bartram Village	Leap Cuts, LLC	Jacksonville	FL	32258	(904) 374-6465
Argyle Village Shopping Center	Shine Star Cuts LLC	Jacksonville	FL	32244	(904) 374-2152
Deerwood Village Mall	Sunny Clippers, Inc.	Jacksonville	FL	32256	(904) 503-3672
Crown Point	The Yatt Club, Inc.	Jacksonville	FL	32257	(904) 260-6636
Pablo Plaza	Leap Cuts, LLC	Jacksonville Be	FL	32250	(904) 853-5493
JAX Beach Publix	Sunny Clippers, Inc.	Jacksonville Be	FL	32250	(904) 853-6042
Poinciana Shoppes	Boland Management Group, LLC	Kissimmee	FL	34759	(407) 785-2429
Partin Village	Boland Management Group, LLC	Kissimmee	FL	34744	(407) 483-3196
Kissimmee West	Gateway Clippers Holdings III, LI	Kissimmee	FL	34746	(407) 397-2800
The Crosslands	M & D Clips, LLC	Kissimmee	FL	34741	(407) 201-2552
Walmart Neighborhood at Boggy Creek	OSCEOLA CLIPS, LLC	Kissimmee	FL	34743	(407) 483-4189
Gleason Place	Golden Isles R.I.C.E., LLC	Lake City	FL	32055	(386) 487-5144
Lake Mary Centre	Gateway Clippers Holdings III, LI	Lake Mary	FL	32746	(407) 333-4486
Cornerstone at Lake Mary	Gateway Clippers Holdings III, LI	Lake Mary	FL	32746	(407) 324-2737
Plaza at Lake Park	TNT Jupiter Clips, Inc.	Lake Park	FL	33403	(561) 515-5410
Shoppes on the Ridge	Lake Wales of GC, LLC	Lake Wales	FL	33859	(863) 676-9100
Marketplace at Wycliffe	PERSHARD CLIPPER LLC	Lake Worth	FL	33449	(561) 323-2662
Pinewood Square	Totalee Holdings LLC	Lake Worth	FL	33463	(561) 249-1272
Shoppes of Lake Miriam Crossing	39th Ave GC, LLC	Lakeland	FL	33813	(863) 644-0953
Highland City Towncenter	Highland GC, LLC	Lakeland	FL	33812	(863) 644-3075
Publix at County Line Road	PDGC of Manatee, LLC	Lakeland	FL	33811	(863) 646-0011

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Target Center	Strategic Hair Investments, Inc.	Lakeland	FL	33803	(863) 617-7010
Plantation Square	Strategic Hair Investments, Inc.	Lakeland	FL	33809	(863) 937-1900
High Glen	Strategic Hair Investments, Inc.	Lakeland	FL	33813	(863) 209-6348
Town and Country Square	TNC GC, LLC	Lakeland	FL	33810	(863) 940-4876
Lakewood Ranch Plaza	JAL Clippers, LLC	Lakewood Ranch	FL	34202	(941) 893-5838
University Corners	JAL Clippers, LLC	Lakewood Ranch	FL	34202	(941) 241-8379
White Eagle	JAL Clippers, LLC	Lakewood Ranch	FL	34211	(941) 201-4982
Arbor Square	FourFold Enterprises, Inc.	Land O Lakes	FL	34638	(813) 693-4247
Seminole Oaks	Gateway Clippers Holdings III, LLC	Largo	FL	33778	(727) 398-7380
Bardmoor Promenade	Gateway Clippers Holdings LLC	Largo	FL	33777	(727) 393-1234
Alafia Commons	FourFold Enterprises, Inc.	Lithia	FL	33547	(813) 502-5980
Loxahatchee Groves	Bell Clippers FL, LLC	Loxahatchee Groves	FL	33470	(561) 225-1313
Lutz Lake Crossing	FourFold Enterprises, Inc.	Lutz	FL	33548	(813) 909-4125
Shoppes at Grand Cypress	FourFold Enterprises, Inc.	Lutz	FL	33549	(813) 949-5999
Van Dyke Commons	Gateway Clippers Holdings III, LLC	Lutz	FL	33548	(813) 962-3737
Shoppes at Sunlake Centre	Suncoast Clips, Inc.	Lutz	FL	33558	(813) 949-0328
Macclenny Walmart SuperCenter	Shear Style Salons, LLC	Macclenny	FL	32063	(904) 653-2547
Viera Colonnade Shops	Laurant Enterprises, Inc.	Melbourne	FL	32940	(321) 735-7567
Wickham Park Commons Retail Center	SV Clips LLC	Melbourne	FL	32935	(321) 428-3701
Middleburg Plantation Crossing	Golden Isles R.I.C.E., LLC	Middleburg	FL	32068	(904) 406-0419
Middleburg Winn Dixie Plaza	JAG Salons, Inc.	Middleburg	FL	32068	(904) 606-2264
Milton Dogwood Publix	Wildfire, LLC	Milton	FL	32570	(850) 665-4137
Hills at Minneola	Gateway Clippers Holdings III, LLC	Minneola	FL	34715	(352) 223-0318
Monarch Town Center	MBT Group LLC	Miramar	FL	33027	(754) 888-9291
Loch Leven Landing	Gateway Clippers Holdings III, LLC	Mount Dora	FL	32757	(352) 735-0300
Shoppes at Hammock Cove	Archforward Partners, Inc.	Naples	FL	34112	(239) 732-6881
Riverchase Plaza	Archforward Partners, Inc.	Naples	FL	34110	(239) 514-0728
King Lakes Plaza	Sandollar Clips, LLC	Naples	FL	34112	(239) 732-7466
Freedom Square	Sandollar Clips, LLC	Naples	FL	34113	(239) 530-1126
Shoppes of Pebblebrook	Sandollar Clips, LLC	Naples	FL	34119	(239) 455-0851
Berkshire Commons	Sandollar Clips, LLC	Naples	FL	34104	(239) 353-7230
Pine Ridge	Sandollar Clips, LLC	Naples	FL	34109	(239) 566-1024
Seminole Shoppes	Sunny Clippers, Inc.	Neptune Beach	FL	32266	(904) 746-3765
Ridge Plaza	Tampa Clippers 3, LLC	New Port Richey	FL	34654	(727) 232-2859
Nokomis Village	JAL Clippers, LLC	Nokomis	FL	34275	(941) 218-6663
The Shoppes at Del Prado	JAL Clippers, LLC	North Fort Myers	FL	33903	(239) 543-1670
Tuscola Commons	JAL Clippers, LLC	North Port	FL	34287	(941) 876-3564
Shoppes At Price Crossing	JAL Clippers, LLC	North Port	FL	34288	(941) 564-8010
Shoppes of Heron Creek	TAP Investments, LLC	North Port	FL	34286	(941) 423-2550
Six Gun Corners	Hari Salon LLC	Ocala	FL	34470	(352) 304-6711
Oakridge Plaza	High Crest Ventures, Inc.	Ocala	FL	34481	(352) 237-1918
Grand Oaks Town Center	Radheji Salon LLC	Ocala	FL	34471	(352) 291-1616
Maguire Grove Plaza	Florida Clips Inc.	Ocoee	FL	34761	(407) 554-3912
Ocoee	Gateway Clippers Holdings III, LLC	Ocoee	FL	34761	(407) 296-2299
Westyn Bay	M & D Clips, LLC	Ocoee	FL	34761	(407) 347-7553
Starkey Ranch Town Square	Suncoast Clips, Inc.	Odessa	FL	33556	(813) 749-0795

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Crowne Centre	Gateway Clippers Holdings III, LI	Orange City	FL	32763	(386) 774-5002
Pine Tree Plaza	J.V.L. ClipX, Inc.	Orange Park	FL	32073	(904) 272-2667
Oakleaf Commons	JAG Salons, Inc.	Orange Park	FL	32065	(904) 214-3730
Clay Plaza	JAG Salons, Inc.	Orange Park	FL	32065	(904) 375-2521
Market at Southside	Gateway Clippers Holdings III, LI	Orlando	FL	32806	(407) 649-9870
Chickasaw Trails	Gateway Clippers Holdings III, LI	Orlando	FL	32825	(407) 277-2211
Dr. Phillips	Gateway Clippers Holdings III, LI	Orlando	FL	32819	(407) 370-0300
Hunter's Creek	Gateway Clippers Holdings III, LI	Orlando	FL	32837	(407) 812-6933
The Grove	Gateway Clippers Holdings III, LI	Orlando	FL	32819	(407) 909-1730
Waterford Lakes	Gateway Clippers Holdings III, LI	Orlando	FL	32828	(407) 275-9901
Super Target at Hunters Creek	Gateway Clippers Holdings III, LI	Orlando	FL	32837	(407) 859-4233
Conway Crossings	Gateway Clippers Holdings III, LI	Orlando	FL	32812	(407) 251-9697
Andover Lakes	Gateway Clippers Holdings III, LI	Orlando	FL	32825	(407) 382-8030
Lake Hart	Gateway Clippers Holdings III, LI	Orlando	FL	32832	(407) 273-4448
Plaza at Metro	M & D Clips, LLC	Orlando	FL	32835	(407) 445-4665
Town Center at Timber Springs	SV Clips LLC	Orlando	FL	32828	(407) 930-0634
Goldenrod Marketplace	SV Clips LLC	Orlando	FL	32822	(407) 969-0809
The Trails	Florida Clips Inc.	Ormond Beach	FL	32174	(386) 676-1099
Oviedo On The Park	Gateway Clippers Holdings III, LI	Oviedo	FL	32765	(407) 359-9941
Riverside Landing	Gateway Clippers Holdings III, LI	Oviedo	FL	32765	(407) 971-8608
Shoppes at Sterling Creek	Gateway Clippers Holdings III, LI	Oviedo	FL	32766	(407) 542-7332
Bridgewater Commons	Laurant Enterprises, Inc.	Oviedo	FL	32765	(407) 790-7809
Pace Crossroads	Wildfire, LLC	Pace	FL	32571	(850) 736-3828
Frenchman's Crossing	TNT Jupiter Clips, Inc.	Palm Beach Ga	FL	33410	(561) 768-7767
Donald Ross Village	TNT Jupiter Clips, Inc.	Palm Beach Ga	FL	33418	(561) 624-7372
Martin Downs TC II	PERSHARD CLIPPER LLC	Palm City	FL	34990	(772) 210-2599
Airport Commons	Florida Clips Inc.	Palm Coast	FL	32164	(386) 313-6376
Island Walk	Florida Clips Inc.	Palm Coast	FL	32137	(386) 225-4341
Shoppes at Boot Ranch	RPK Investments, Inc.	Palm Harbor	FL	34685	(727) 771-8180
Ridgemoor Commons	Suncoast Clips, Inc.	Palm Harbor	FL	34685	(727) 772-7751
Panama City Square	Alabama Clips, LLC	Panama City	FL	32405	(850) 740-3089
Pier Park North	Alabama Clips, LLC	Panama City Be	FL	32413	(850) 588-7410
Ocean Park Pavilion	Alabama Clips, LLC	Panama City Be	FL	32413	(850) 233-5291
Magnolia Plaza	Alabama Clips, LLC	Panama City Be	FL	32408	(850) 249-4224
Waterways of Parkland	RCKK Holdings, Inc.	Parkland	FL	33067	(954) 340-4312
Publix at Parkwood Square	TAP Investments, LLC	Parrish	FL	34219	(941) 776-5504
Village Square	KJA Holdings LLC	Pembroke Pines	FL	33026	(754) 225-3318
Cobblestone Plaza	Sandollar Clips, LLC	Pembroke Pines	FL	33027	(954) 442-1222
Nine Mile Crossing	Wildfire, LLC	Pensacola	FL	32526	(850) 542-7733
Park Crossings	Gateway Clippers Holdings III, LI	Pinellas Park	FL	33781	(727) 317-5519
City Crossings	Plant City GC, LLC	Plant City	FL	33566	(813) 752-2300
Pompano Beach Commons	CAPILLUM HOLDINGS, INC.	Pompano Beach	FL	33062	(954) 960-2280
Azalea Plaza	J.V.L. ClipX, Inc.	Ponte Vedra Be	FL	32082	(904) 543-0404
Peachland Promenade	JAL Clippers, LLC	Port Charlotte	FL	33954	(941) 764-6070
Bayshore Village	JAL Clippers, LLC	Port Charlotte	FL	33980	(941) 391-6748
Gulf Cove Plaza	JAL Clippers, LLC	Port Charlotte	FL	33981	(941) 214-8535

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Shoppes at Port Charlotte	TAP Investments, LLC	Port Charlotte	FL	33948	(941) 625-1764
Palmetto Pointe Marketplace	Florida Clips Inc.	Port Orange	FL	32129	(386) 317-2179
Gateway Center	Gateway Clippers Holdings III, LL	Port Orange	FL	32127	(386) 788-8499
Port Richey Plaza	Tampa Clippers, Inc.	Port Richey	FL	34668	(727) 849-1927
Shoppes of Victoria Square	CRT Clips, LLC	Port Saint Lucie	FL	34984	(772) 207-7808
Town Center at St. Lucie West	CRT Clips, LLC	Port Saint Lucie	FL	34986	(772) 340-1229
Landing at Tradition	CRT Clips, LLC	Port St Lucie	FL	34987	(772) 345-1229
Punta Gorda Crossing	JAL Clippers, LLC	Punta Gorda	FL	33950	(941) 347-7207
Goolsby Pointe	FourFold Enterprises, Inc.	Riverview	FL	33569	(813) 677-6300
Pavilion Crossing	Gateway Clippers Holdings II, LL	Riverview	FL	33578	(813) 374-9966
Shoppes of South Bay	Gateway Clippers Holdings II, LL	Riverview	FL	33579	(813) 234-3400
The Crossroads	Bell Clippers FL, LLC	Royal Palm Bea	FL	33411	(561) 619-8199
Shoppes at Mission Trace	Hancor Clips Two Inc.	Saint Augustine	FL	32084	(904) 436-5634
Murabella at World Golf Village	Hancor Clips, LLC	Saint Augustine	FL	32092	(904) 940-1692
Moultrie Square	J.V.L. ClipX, Inc.	Saint Augustine	FL	32086	(904) 342-7208
Cobblestone Village	J.V.L. ClipX, Inc.	Saint Augustine	FL	32086	(904) 829-6814
Palencia Commons	Shine Star Cuts LLC	Saint Augustine	FL	32095	(904) 217-8166
Narcoossee Shoppes	OSCEOLA CLIPS, LLC	Saint Cloud	FL	34771	(407) 593-8800
University Village	Gateway Clippers Holdings II, LL	Saint Petersburg	FL	33701	(727) 824-5500
North East Park	RPK Investments, Inc.	Saint Petersburg	FL	33704	(727) 822-8900
Shoppes at the Royale	Sunshine Clips, LLC	Saint Petersburg	FL	33710	(727) 575-7953
Market at Mirada	FourFold Enterprises, Inc.	San Antonio	FL	33576	(352) 668-4089
South Walton Publix Center	Alabama Clips, LLC	Santa Rosa Bea	FL	32459	(850) 622-5477
Beneva Village SC	JAL Clippers, LLC	Sarasota	FL	34231	(941) 929-7892
Sarasota Crossings	JAL Clippers, LLC	Sarasota	FL	34232	(941) 346-6223
Plaza at Palmer Ranch	JAL Clippers, LLC	Sarasota	FL	34238	(941) 960-2336
Landings Square	JAL Clippers, LLC	Sarasota	FL	34231	(941) 923-3777
Centergate Plaza	JAL Clippers, LLC	Sarasota	FL	34233	(941) 377-9000
Shops of Sebastian	TNT Jupiter Clips, Inc.	Sebastian	FL	32958	(772) 663-7878
The Shops at Shelby Crossing	Grey Havens, Inc.	Sebring	FL	33870	(863) 304-8727
Publix at Seven Hills	Gateway Clippers Holdings II, LL	Spring Hill	FL	34609	(352) 688-5885
Mariner Commons	Gateway Clippers Holdings LLC	Spring Hill	FL	34609	(352) 600-7366
Lakewood Plaza	Tampa Clippers 5 LLC	Spring Hill	FL	34606	(352) 600-7019
Spring Hill	Tampa Clippers CW, LLC	Spring Hill	FL	34606	(352) 688-6773
Canoe Creek Plaza	OSCEOLA CLIPS, LLC	St Cloud	FL	34772	(407) 498-4243
Durbin Park	Sunny Clippers, Inc.	St Johns	FL	32259	(904) 217-3794
Shoppes at Beachwalk	Shine Star Cuts LLC	St. John's	FL	32259	(904) 770-2336
4th Street Shoppes	Sunshine Clips, LLC	St. Petersburg	FL	33702	(727) 954-4391
Vista Plaza	CRT Clips, LLC	Stuart	FL	34994	(772) 692-8449
Baron Shoppes	PERSHARD CLIPPER LLC	Stuart	FL	34994	(772) 210-6452
Kanner Crossing	PERSHARD CLIPPER LLC	Stuart	FL	34997	(772) 266-9537
Governor's Crossing II	Parkside Ventures II, LLC	Tallahassee	FL	32301	(850) 999-6377
University Square	Parkside Ventures II, LLC	Tallahassee	FL	32304	(850) 999-1773
Bradfordville Center	Parkside Ventures II, LLC	Tallahassee	FL	32312	(850) 574-9400
Lafayette Place	Parkside Ventures II, LLC	Tallahassee	FL	32308	(850) 656-6536
Palms of Carrollwood	FourFold Enterprises, Inc.	Tampa	FL	33618	(813) 969-2960

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Salon Name	Franchisee	City	State/Provin	Zip	Phone
Shoppes at Citrus Park	FourFold Enterprises, Inc.	Tampa	FL	33626	(813) 920-1100
Hillsboro Plaza	Gateway Clippers Holdings III, LL	Tampa	FL	33614	(813) 876-5555
Soho Pointe	Gateway Clippers Holdings LLC	Tampa	FL	33606	(813) 259-9350
Village Plaza at Westchase	Gateway Clippers Holdings LLC	Tampa	FL	33626	(813) 852-6595
Westgate Plaza	Gateway Clippers Holdings LLC	Tampa	FL	33625	(813) 961-8048
Town Square	Gateway Clippers Holdings LLC	Tampa	FL	33609	(813) 287-1400
Carrollwood Commons	Suncoast Clips, Inc.	Tampa	FL	33618	(813) 964-8556
City Plaza at Tampa Palms	Suncoast Clips, Inc.	Tampa	FL	33647	(813) 971-5222
Encore Commons	Sunshine Clips, LLC	Tampa	FL	33611	(813) 644-4998
Tarpon Springs Mall	FourFold Enterprises, Inc.	Tarpon Springs	FL	34689	(727) 937-5655
Tavares Crossroads	Ayomide Adewakun	Tavares	FL	32778	(352) 742-1267
Terrace Ridge Plaza	Gateway Clippers Holdings LLC	Temple Terrace	FL	33617	(813) 605-5050
Tequesta Shoppes	Pershard Investments, LLC	Tequesta	FL	33469	(561) 972-7056
La Plaza Grande	RADHEJI 2 SALON LLC	The Villages	FL	32159	(352) 268-2573
Titusville	Laurant Enterprises, Inc.	Titusville	FL	32780	(321) 567-2557
Mitchell Ranch Plaza	Suncoast Clips, Inc.	Trinity	FL	34655	(727) 372-4710
Lithia Crossings	Carole Raimondi	Valrico	FL	33596	(813) 655-2828
Valrico Commons	Gateway Clippers Holdings LLC	Valrico	FL	33594	(813) 689-2277
Venice Village	JAL Clippers, LLC	Venice	FL	34293	(941) 497-4218
Venice Commons	JAL Clippers, LLC	Venice	FL	34292	(941) 484-2678
West Village Marketplace	JAL Clippers, LLC	Venice	FL	34292	(941) 208-5530
Publix Plaza on Miracle Mile	CRT Clips, LLC	Vero Beach	FL	32960	(772) 492-9857
Sunrise Plaza	CRT Clips, LLC	Vero Beach	FL	32966	(772) 217-2344
Hollybrook Plaza	FourFold Enterprises, Inc.	Wesley Chapel	FL	33544	(813) 527-6040
The Shoppes at Northwoods	Gateway Clippers Holdings LLC	Wesley Chapel	FL	33544	(813) 907-1773
Towne Centre at Wesley Chapel	P9022 GC, LLC	Wesley Chapel	FL	33544	(813) 907-9200
Hammock Landings	Laurant Enterprises, Inc.	West Melbourne	FL	32904	(321) 914-0818
Lake Point Center	Totalee Holdings LLC	West Palm Bea	FL	33411	(561) 469-8147
Market at Trailwinds	Florida Clips Inc.	Wildwood	FL	34785	(352) 461-0773
Belmont Development	Gateway Clippers Holdings II, LL	Wimauma	FL	33598	(813) 634-2499
Westside Shoppes	Gateway Clippers Holdings III, LL	Windermere	FL	34786	(407) 612-5558
Hamlin Plaza	Florida Clips Inc.	Winter Garden	FL	34787	(407) 654-8834
Avamar Crossing	Florida Clips Inc.	Winter Garden	FL	34787	(407) 614-2054
Southeast Plaza	Winter Haven GC, LLC	Winter Haven	FL	33880	(863) 299-2780
Winter Park Shopping Center	Larlin Enterprise, Inc.	Winter Park	FL	32789	(407) 622-2547
Tuskawilla	Gateway Clippers Holdings III, LL	Winter Springs	FL	32708	(407) 695-4333
Winter Springs Town Center	Gateway Clippers Holdings III, LL	Winter Springs	FL	32708	(407) 327-9194
Villages of Amelia	Golden Isles R.I.C.E., LLC	Yulee	FL	32097	(904) 849-1946
Zephyr Commons SC	Gateway Clippers Holdings II, LL	Zephyrhills	FL	33541	(813) 780-8444
Butler Creek	MACK Clips, Inc.	Acworth	GA	30101	(770) 635-7223
Stilesboro Oaks	Tabor Clips, Inc.	Acworth	GA	30101	(770) 218-3004
Saddlebrook	Ahmed International, Inc.	Alpharetta	GA	30022	(770) 343-8158
North Point Market	Ahmed International, Inc.	Alpharetta	GA	30022	(770) 667-5573
Grasslands Crossing	Ahmed International, Inc.	Alpharetta	GA	30004	(770) 569-0847
Winward Commons	Ahmed International, Inc.	Alpharetta	GA	30004	(770) 664-6221
Crabapple Kroger	Corbets Company of Georgia	Alpharetta	GA	30004	(770) 740-2066

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Haynes Bridge Village	Parkside Ventures III, LLC	Alpharetta	GA	30022	(770) 667-7994
Villages at Flynn Crossing	Simon Clips, Inc.	Alpharetta	GA	30005	(678) 240-0530
Green Acres	MBO, Inc.	Athens	GA	30605	(706) 613-9459
Shops at Epps Bridge	MBO, Inc.	Athens	GA	30606	(706) 613-0033
Trail Creek Village	TNE Clips, LLC	Athens	GA	30601	(706) 353-6007
Cambridge Square	Baci Styles, Inc.	Atlanta	GA	30319	(770) 234-0377
Cumberland Festival	Corbets Company of Georgia	Atlanta	GA	30339	(770) 955-2213
Brighten Park	Green Olives Inc.	Atlanta	GA	30329	(404) 636-1375
The Peach Center	Green Olives Inc.	Atlanta	GA	30305	(404) 240-0003
Howell Mill Village	Green Olives Inc.	Atlanta	GA	30318	(404) 603-9108
West Midtown	Green Olives Inc.	Atlanta	GA	30318	(678) 732-9320
Technology Square	Green Olives Inc.	Atlanta	GA	30308	(404) 881-8200
Buckhead Crossing	Green Olives Inc.	Atlanta	GA	30324	(404) 816-9616
Midtown Place	Green Olives Inc.	Atlanta	GA	30308	(404) 685-9597
Edgewood Retail	Harrison Enterprises, Inc.	Atlanta	GA	30307	(404) 477-1056
Glenwood Place	Harrison Enterprises, Inc.	Atlanta	GA	30316	(470) 575-5180
Ashford Place	Parkside Ventures II, LLC	Atlanta	GA	30338	(770) 394-6181
Atlanta Great Clips at the Prado	Windward Holdings, Inc.	Atlanta	GA	30342	(404) 943-9202
Augusta Exchange	Cherry BIM Inc.	Augusta	GA	30909	(706) 737-9358
Belair Village	Cherry BIM Inc.	Augusta	GA	30907	(706) 863-4070
Washington Walk	Cherry BIM Inc.	Augusta	GA	30909	(706) 739-1099
East - West Commons	Family Clips, LLC	Austell	GA	30106	(770) 819-9247
Barrow Crossing	Parkside Ventures III, LLC	Bethlehem	GA	30620	(770) 586-0039
Blue Ridge Retail Shops	Dixie Clippers, Inc.	Blue Ridge	GA	30513	(706) 946-1115
Merganser Commons	Baci Styles, Inc.	Bonaire	GA	31005	(478) 273-4436
Shoppes at Houston Lake	Baci Styles, Inc.	Bonaire	GA	31005	(478) 987-2014
Vineyards Village	Parkside Ventures III, LLC	Braselton	GA	30517	(678) 425-9899
Bremen Crossing	Tabor Clips, Inc.	Bremen	GA	30110	(770) 537-4144
Canal Crossing	Golden Isles R.I.C.E., LLC	Brunswick	GA	31525	(912) 574-7455
Holland Point	Baci Styles, Inc.	Buford	GA	30519	(470) 589-1538
Sugar Hill Corner	Parkside Ventures III, LLC	Buford	GA	30518	(770) 614-7764
Golden Park Village	Parkside Ventures III, LLC	Buford	GA	30518	(678) 714-0700
Calhoun Place	Georgia Clippers, Inc.	Calhoun	GA	30701	(706) 625-5223
The Market at Bridgemill	James Johnson	Canton	GA	30114	(678) 493-2211
Prominence Point	Corbets Company of Georgia	Canton	GA	30114	(678) 493-9833
Canton Marketplace	Corbets Company of Georgia	Canton	GA	30115	(770) 704-5756
Riverstone Plaza	Corbets Company of Georgia	Canton	GA	30114	(770) 213-3801
Hickory Flat	Serenity Clips, LLC	Canton	GA	30115	(770) 720-8739
McIntosh Plaza	Tabor Clips, Inc.	Carrollton	GA	30117	(770) 832-1336
Carrollton Exchange Shopping Center	Tabor Clips, Inc.	Carrollton	GA	30116	(770) 834-7689
Cartersville Main St	Tabor Clips, Inc.	Cartersville	GA	30121	(770) 382-0180
Peachtree Station	Baci Styles, Inc.	Chamblee	GA	30341	(678) 691-4176
Cleveland Crossings	Dixie Clippers, Inc.	Cleveland	GA	30528	(706) 865-2543
Cross Country Plaza	Parkside Ventures II, LLC	Columbus	GA	31906	(706) 565-0212
Bradley Park Crossing	Parkside Ventures II, LLC	Columbus	GA	31907	(706) 322-3628
Columbus Park	Parkside Ventures II, LLC	Columbus	GA	31909	(706) 256-6796

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Millers Chapel	Simon Clips, Inc.	Conyers	GA	30013	(770) 761-5131
Cornelia	Simon Clips, Inc.	Cornelia	GA	30531	(706) 778-0282
Newton Crossroads	Simon Clips, Inc.	Covington	GA	30016	(770) 787-2646
Covington Centre	TNE Clips, LLC	Covington	GA	30014	(678) 212-2027
Lakeland Plaza	Simon Clips, Inc.	Cumming	GA	30040	(770) 844-0186
Greens Corner	Simon Clips, Inc.	Cumming	GA	30040	(678) 947-0488
Sharon Greens	Simon Clips, Inc.	Cumming	GA	30041	(770) 886-2283
Keith Bridge Commons	Simon Clips, Inc.	Cumming	GA	30041	(770) 888-9995
Cruse Marketplace	Simon Clips, Inc.	Cumming	GA	30041	(678) 455-5597
Shoppes at Bethelview	Simon Clips, Inc.	Cumming	GA	30040	(470) 253-7266
Publix at Matt	Simon Clips, Inc.	Cumming	GA	30028	(470) 253-7562
Hamilton Mill Village	Dixie Clippers, Inc.	Dacula	GA	30019	(770) 614-3988
Dacula Village	Simon Clips, Inc.	Dacula	GA	30019	(770) 963-5507
East Paulding	Mountain Clips, LLC	Dallas	GA	30157	(770) 443-4144
Shoppes On Shugart	Wildfire, LLC	Dalton	GA	30720	(706) 260-2547
Dawsonville	Simon Clips, Inc.	Dawsonville	GA	30534	(706) 531-1503
Shamrock Plaza	Green Olives Inc.	Decatur	GA	30033	(404) 633-8900
Decatur Crossing	Harrison Enterprises, Inc.	Decatur	GA	30033	(404) 362-7671
Shops at Towne Square	Harrison Enterprises, Inc.	Decatur	GA	30030	(404) 377-1331
Cosby Station	Tabor Clips, Inc.	Douglasville	GA	30135	(770) 949-6858
Douglasville Pavillions	Tabor Clips, Inc.	Douglasville	GA	30135	(770) 577-0261
Ridge Crossing	Tabor Clips, Inc.	Douglasville	GA	30134	(770) 942-7611
Dublin Village	Jeroso DG LLC	Dublin	GA	31021	(478) 274-9007
Duluth Station	Green Olives Inc.	Duluth	GA	30096	(770) 622-8999
Sugarloaf Parkway	Green Olives Inc.	Duluth	GA	30097	(678) 584-1391
Highlands Crossing	Dixie Clippers, Inc.	East Ellijay	GA	30540	(706) 276-1115
Currahee Corners	Roach Management, Inc.	Eastanollee	GA	30538	(706) 886-7275
Mullins Crossing	Cherry BIM Inc.	Evans	GA	30809	(706) 863-0677
Riverwood Town Center	Cherry BIM Inc.	Evans	GA	30809	(706) 504-3243
Centre at Evans	Ship Shape, Inc.	Evans	GA	30809	(706) 860-0501
Fayetteville Towne Center	SRP MinneCorp	Fayetteville	GA	30214	(770) 716-0996
Clearwater Crossing	Parkside Ventures III, LLC	Flowery Branch	GA	30542	(770) 965-6966
Flowery Branch	Simon Clips, Inc.	Flowery Branch	GA	30542	(770) 967-1496
Royal Lakes Marketplace	Simon Clips, Inc.	Flowery Branch	GA	30542	(770) 534-7059
Boynton Ridge Plaza	Wildfire, LLC	Fort Oglethorpe	GA	30742	(706) 820-6054
Battlefield Station	Wildfire, LLC	Fort Oglethorpe	GA	30742	(706) 861-3350
Thompson Bridge Commons	Simon Clips, Inc.	Gainesville	GA	30506	(770) 539-9556
Village Shoppes of Gainesville	Simon Clips, Inc.	Gainesville	GA	30501	(770) 538-2838
Grayson Commons	Dixie Clippers, Inc.	Grayson	GA	30017	(470) 359-3195
Griffin Crossroads	Tabor Clips, Inc.	Griffin	GA	30223	(770) 229-1118
Gateway Marketplace	Cherry BIM Inc.	Grovetown	GA	30813	(706) 303-8292
The Gateway	Cherry BIM Inc.	Grovetown	GA	30813	(706) 868-0204
Oglethorpe Square	Jeroso LLC	Hinesville	GA	31313	(912) 877-1776
Hiram Pavilion	Mountain Clips, LLC	Hiram	GA	30141	(770) 943-3811
West Jackson Crossing	Simon Clips, Inc.	Hoschton	GA	30548	(706) 658-4027
Jasper Village	Corbets Company of Georgia	Jasper	GA	30143	(706) 253-2504

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Loggins Corner	Simon Clips, Inc.	Jefferson	GA	30549	(706) 367-7880
Medlock Corner	Ahmed International, Inc.	Johns Creek	GA	30097	(770) 232-2859
Wade Green	Family Clips, LLC	Kennesaw	GA	30144	(770) 421-9511
Publix at Barrett Parkway	Mountain Clips, LLC	Kennesaw	GA	30152	(770) 422-2348
Camdenwoods	J.V.L. ClipX, Inc.	Kingsland	GA	31548	(912) 729-4433
Sawmill Place	Harrison Enterprises, Inc.	LaGrange	GA	30240	(706) 883-8060
Commerce Shops	Harrison Enterprises, Inc.	LaGrange	GA	30241	(706) 883-7515
Merton Walk	Dixie Clippers, Inc.	Lawrenceville	GA	30043	(770) 339-0042
Sugarloaf Crossing	Green Olives Inc.	Lawrenceville	GA	30044	(770) 513-2682
Russell Ridge	Parkside Ventures III, LLC	Lawrenceville	GA	30043	(770) 995-7732
Publix at Lee Crossings	Mountain Clips, LLC	Leesburg	GA	31763	(229) 405-1973
Five Forks Crossing	Dixie Clippers, Inc.	Lilburn	GA	30047	(770) 978-7001
Locust Grove Village	SRP MinneCorp	Locust Grove	GA	30248	(678) 583-0929
Loganville Crossing	Dixie Clippers, Inc.	Loganville	GA	30052	(770) 554-4400
Pinnacle Point	Macon It Great, LLC	Macon	GA	31210	(478) 254-3800
River Gate	Macon It Great, LLC	Macon	GA	31210	(478) 474-8409
Plantation Village	Macon It Great, LLC	Macon	GA	31210	(478) 474-8636
Bridge Pointe	Macon It Great, LLC	Macon	GA	31216	(478) 784-4466
G and H Center	Corbets Company of Georgia	Marietta	GA	30067	(770) 850-0272
Providence Square	Corbets Company of Georgia	Marietta	GA	30062	(770) 977-1225
Pavilions at Eastlake	Corbets Company of Georgia	Marietta	GA	30062	(770) 977-8775
Sandy Plains Centre	Corbets Company of Georgia	Marietta	GA	30066	(770) 578-0718
Macland-Battle Ridge Pavillion	Georgia Clippers, Inc.	Marietta	GA	30064	(770) 419-0044
Parkside West Cobb	Tabor Clips, Inc.	Marietta	GA	30064	(678) 695-3730
Town Center Prado	Tabor Clips, Inc.	Marietta	GA	30066	(770) 919-2511
West Cobb Marketplace	Tabor Clips, Inc.	Marietta	GA	30064	(770) 795-0011
Fury's Ferry	Ship Shape, Inc.	Martinez	GA	30907	(706) 651-8900
Shoppes at Lake Dow	SRP MinneCorp	McDonough	GA	30252	(770) 898-8284
North McDonough Crossing	SRP MinneCorp	McDonough	GA	30253	(770) 898-8281
McDonough Commons	SRP MinneCorp	McDonough	GA	30253	(678) 782-3397
Shoppes at Ola Crossroads	SRP MinneCorp	McDonough	GA	30252	(470) 507-4810
Montgomery Plaza	TNE Clips, LLC	Milledgeville	GA	31061	(478) 414-1954
Parkway Centre	Mountain Clips, LLC	Moultrie	GA	31788	(229) 217-0054
Newnan Crossing	New Clips, LLC	Newnan	GA	30265	(770) 252-4686
Summerlin Corners	New Clips, LLC	Newnan	GA	30265	(770) 251-2006
Thomas Crossroads	SRP MinneCorp	Newnan	GA	30265	(770) 304-0969
Peachtree Square	Baci Styles, Inc.	Norcross	GA	30092	(770) 417-1337
Kedron Village	SRP MinneCorp	Peachtree City	GA	30269	(770) 631-0193
Braelinn Village	SRP MinneCorp	Peachtree City	GA	30269	(770) 486-0290
Perry Market Place	Baci Styles, Inc.	Perry	GA	31069	(478) 988-0255
Pooler Marketplace	Low Country Cutters, LLC	Pooler	GA	31322	(912) 748-4060
Costco at Savannah Quarters	Magic Clips, LLC	Pooler	GA	31322	(912) 998-0898
Rice Hope	DEW Clips, LLC	Port Wentworth	GA	31407	(912) 966-9989
Powder Springs	Mountain Clips, LLC	Powder Springs	GA	30127	(770) 439-4965
Lost Mountain Crossing	Tabor Clips, Inc.	Powder Springs	GA	30127	(770) 627-4959
Publix at Richmond Hill Plantation	Jeroso LLC	Richmond Hill	GA	31324	(912) 445-0667

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Richmond Hill Exchange	Low Country Cutters, LLC	Richmond Hill	GA	31324	(912) 445-0725
Rockmart Crossroads	Mountain Clips, LLC	Rockmart	GA	30153	(770) 684-5247
East Bend Shopping Center	Mountain Clips, LLC	Rome	GA	30161	(706) 291-3976
Centennial Village	Baci Styles, Inc.	Roswell	GA	30076	(770) 645-8011
East Cobb/Shallowford Corners	Corbets Company of Georgia	Roswell	GA	30075	(770) 594-3874
Sandy Plains Village Shopping Center	Serenity Clips, LLC	Roswell	GA	30075	(770) 552-0054
Retreat Village	DEW Clips, LLC	Saint Simons Is	GA	31522	(912) 434-9518
Abernathy Square	Ahmed International, Inc.	Sandy Springs	GA	30328	(404) 549-8930
Sandy Springs	Windward Holdings, Inc.	Sandy Springs	GA	30350	(678) 298-7750
Whitemarsh Island Town Center	DEW Clips, LLC	Savannah	GA	31410	(912) 349-6116
Berwick Marketplace	DEW Clips, LLC	Savannah	GA	31405	(912) 236-2320
Twelve Oaks	Magic Clips, LLC	Savannah	GA	31405	(912) 352-7011
Chatham Plaza	Magic Clips, LLC	Savannah	GA	31406	(912) 355-0222
Shops at Senoia Village	SRP MinneCorp	Senoia	GA	30276	(678) 723-7003
South Cobb Highland Station	Family Clips, LLC	Smyrna	GA	30080	(770) 433-0422
Jonquil Plaza	Mountain Clips, LLC	Smyrna	GA	30080	(770) 989-1205
Presidential Commons	Dixie Clippers, Inc.	Snellville	GA	30078	(770) 736-6944
Statesboro	DEW Clips, LLC	Statesboro	GA	30458	(912) 623-2843
Spivey Junction	SRP MinneCorp	Stockbridge	GA	30281	(770) 474-2154
Stockbridge Lakes	SRP MinneCorp	Stockbridge	GA	30281	(678) 565-0939
Rockbridge Village	Harrison Enterprises, Inc.	Stone Mountair	GA	30087	(470) 719-9875
John's Creek Shopping Center	Ahmed International, Inc.	Suwanee	GA	30024	(770) 497-8313
McGinnis Ferry Crossing	Ahmed International, Inc.	Suwanee	GA	30024	(770) 271-0230
Suwanee	Imaj Styles, Inc.	Suwanee	GA	30024	(770) 271-1955
Thomasville Publix	Parkside Ventures II, LLC	Thomasville	GA	31792	(229) 226-5640
Northlake Crossing	Corbets Company of Georgia	Tucker	GA	30084	(770) 414-6554
Cofer Crossing	Harrison Enterprises, Inc.	Tucker	GA	30084	(770) 496-0970
Gomto Road	Parkside Ventures II, LLC	Valdosta	GA	31602	(229) 469-4115
Perimeter Park	Parkside Ventures II, LLC	Valdosta	GA	31602	(229) 257-0544
Village at Mirror Lake	Tabor Clips, Inc.	Villa Rica	GA	30180	(770) 456-9588
Houston Square	Baci Styles, Inc.	Warner Robins	GA	31088	(478) 929-4664
Warner Robins Place	Baci Styles, Inc.	Warner Robins	GA	31093	(478) 953-0937
Butler's Crossing	TNE Clips, LLC	Watkinsville	GA	30677	(706) 310-4188
Waycross Marketplace	Golden Isles R.I.C.E., LLC	Waycross	GA	31503	(912) 809-2505
Winder Walmart Center	Parkside Ventures III, LLC	Winder	GA	30680	(770) 868-0312
Toonigh Village	Corbets Company of Georgia	Woodstock	GA	30188	(770) 591-3710
Towne Lake Square	Legacy Dynamics, Inc.	Woodstock	GA	30189	(770) 592-3345
Woodstock Crossing	Serenity Clips, LLC	Woodstock	GA	30188	(770) 516-9288
Moanalua Shopping Center	Ohana Clips, LLC	Honolulu	HI	96818	(808) 840-0195
Kuono Marketplace	Ohana Clips, LLC	Honolulu	HI	96816	(808) 773-7475
Hawaii Kai Towne Center	Ohana Clips, LLC	Honolulu	HI	96825	(808) 425-5558
Kailua	Ohana Clips, LLC	Kailua	HI	96734	(808) 200-2761
Kapolei Village Center	Ohana Clips, LLC	Kapolei	HI	96707	(808) 200-5074
Pearl Highlands	Ohana Clips, LLC	Pearl City	HI	96782	(808) 888-6076
Altoona	This Is It, Inc.	Altoona	IA	50009	(515) 957-3150
Lincoln Center	Roch-N-Roll, Inc.	Ames	IA	50010	(515) 233-4611

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Shoppes at North Grand	Roch-N-Roll, Inc.	Ames	IA	50010	(515) 233-6334
Northside Plaza	Mozer, Inc.	Ankeny	IA	50023	(515) 964-9421
Shops on Delaware	Mozer, Inc.	Ankeny	IA	50021	(515) 963-1005
Duck Creek	Great Care Quad Cities, LLC	Bettendorf	IA	52722	(563) 355-4644
Bettendorf Glen Roads	The Hands Group, Inc.	Bettendorf	IA	52722	(563) 332-0320
Kittyhawk	A Little On The Side, LLC	Carroll	IA	51401	(712) 792-1024
Viking Plaza	Sharpness Inc.	Cedar Falls	IA	50613	(319) 266-1444
Westdale	Sharpness Inc.	Cedar Rapids	IA	52404	(319) 654-8446
Blairs Forest Plaza	Sharpness Inc.	Cedar Rapids	IA	52402	(319) 294-2317
Mt. Vernon Rd	Sharpness Inc.	Cedar Rapids	IA	52403	(319) 364-0764
River Market	Sharpness Inc.	Cedar Rapids	IA	52411	(319) 393-2547
Collins Crossing	Sharpness Inc.	Cedar Rapids	IA	52402	(319) 373-0038
Clinton Town Center	The Hands Group, Inc.	Clinton	IA	52732	(563) 242-2148
Coral Valley Market	Sharpness Inc.	Coralville	IA	52241	(319) 354-6500
Coral Commerce	Sharpness Inc.	Coralville	IA	52241	(319) 626-2470
Broadway	Sharpness Inc.	Council Bluffs	IA	51501	(712) 325-6789
Northtown Plaza	Great Care Quad Cities, LLC	Davenport	IA	52806	(563) 391-2547
Celebration Center	Great Care Quad Cities, LLC	Davenport	IA	52807	(563) 441-0111
Davenport West Kimberly	The Hands Group, Inc.	Davenport	IA	52806	(563) 386-1966
Lee Town Center	K.B. Hair Enterprises, Inc.	Des Moines	IA	50317	(515) 262-0345
Merle Hay Square	Mozer, Inc.	Des Moines	IA	50310	(515) 270-6602
Fleur Plaza	Mozer, Inc.	Des Moines	IA	50321	(515) 287-4191
Stefon Plaza	Mozer, Inc.	Des Moines	IA	50315	(515) 287-4455
Cobblestone Market Shopping Center	This Is It, Inc.	Des Moines	IA	50322	(515) 278-1301
Southdale Shopping Center	This Is It, Inc.	Des Moines	IA	50320	(515) 287-7720
Eagle Eye Plaza	Sharpness Inc.	Dubuque	IA	52002	(563) 583-6196
Wacker Plaza	Sharpness Inc.	Dubuque	IA	52002	(563) 557-3070
Fort Dodge Shopping Center	This Is It, Inc.	Fort Dodge	IA	50501	(515) 573-4775
Indianola	This Is It, Inc.	Indianola	IA	50125	(515) 961-0282
Sycamore	Sharpness Inc.	Iowa City	IA	52240	(319) 358-6555
Johnston Station	This Is It, Inc.	Johnston	IA	50131	(515) 270-4702
Keokuk Shopping Center	The Hands Group, Inc.	Keokuk	IA	52632	(319) 524-2133
Marion	Sharpness Inc.	Marion	IA	52302	(319) 447-1655
Marshalltown Shopping Center	A Little On The Side, LLC	Marshalltown	IA	50158	(641) 752-6400
5th Street SW	Roch-N-Roll, Inc.	Mason City	IA	50401	(641) 424-4480
Fairgrounds Plaza	Roch-N-Roll, Inc.	Mason City	IA	50401	(641) 424-0424
Muscatine Point	The Hands Group, Inc.	Muscatine	IA	52761	(563) 263-5138
Newton Shopping Center	A Little On The Side, LLC	Newton	IA	50208	(641) 791-9492
Oskaloosa Shopping Center	A Little On The Side, LLC	Oskaloosa	IA	52577	(641) 676-8525
Ottumwa Shopping Center	A Little On The Side, LLC	Ottumwa	IA	52501	(641) 682-1001
Pella	This Is It, Inc.	Pella	IA	50219	(641) 628-8111
Waters Edge	A Little On The Side, LLC	Pleasant Hill	IA	50327	(515) 266-0206
Singing Hills	A Little On The Side, LLC	Sioux City	IA	51106	(712) 224-0224
Sunnybrook	A Little On The Side, LLC	Sioux City	IA	51106	(712) 258-2555
Urbandale Marketplace	This Is It, Inc.	Urbandale	IA	50322	(515) 727-5855
Heritage Park	This Is It, Inc.	Urbandale	IA	50323	(515) 334-2665

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Ansborough	Sharpness Inc.	Waterloo	IA	50701	(319) 888-1009
Progress Plaza	Sharpness Inc.	Waterloo	IA	50701	(319) 234-0375
Crossroads	Sharpness Inc.	Waterloo	IA	50702	(319) 433-1107
Alice's Crossing	A Little On The Side, LLC	Waukee	IA	50263	(515) 410-9023
Waverly	Sharpness Inc.	Waverly	IA	50677	(319) 352-1392
West Burlington	The Hands Group, Inc.	West Burlington	IA	52655	(319) 754-5881
60th and Ashworth	A Little On The Side, LLC	West Des Moin	IA	50266	(515) 224-6054
South Oaks Mall	A Little On The Side, LLC	West Des Moin	IA	50265	(515) 267-0044
West Glenn Town Center	A Little On The Side, LLC	West Des Moin	IA	50266	(515) 224-5991
Windsor Heights Town Center	This Is It, Inc.	Windsor Heigh	IA	50324	(515) 277-7955
Sandcreek Commons	Idaho Franchise Partners, LLC	Ammon	ID	83406	(208) 357-4126
Overland	Cuts Unlimited, LLC	Boise	ID	83709	(208) 377-1516
Plantation Center	Treasure Valley Salons, LLC	Boise	ID	83703	(208) 853-6943
Franklin	Treasure Valley Salons, LLC	Boise	ID	83705	(208) 342-0206
McMillan Corner	Treasure Valley Salons, LLC	Boise	ID	83713	(208) 939-1091
Broadway 111	Treasure Valley Salons, LLC	Boise	ID	83702	(208) 576-6699
Rivergate Crossing	TriState Salons, LLC	Burley	ID	83318	(208) 679-3712
Caldwell	Treasure Valley Salons, LLC	Caldwell	ID	83605	(208) 453-2643
Caldwell Shops on the Boulevard	Treasure Valley Salons, LLC	Caldwell	ID	83607	(208) 453-6414
Hayden Target	Red Hill, Inc.	Coeur D Alene	ID	83814	(208) 762-5568
Coeur D' Alene	Red Hill, Inc.	Coeur D Alene	ID	83815	(208) 765-2940
Eagle Pavilion	Treasure Valley Salons, LLC	Eagle	ID	83616	(208) 939-2996
Fred Meyer Center	TriState Salons, LLC	Idaho Falls	ID	83401	(208) 522-5000
Winco Shopping Center	TriState Salons, LLC	Idaho Falls	ID	83401	(208) 542-9000
Idaho Falls Super Walmart	TriState Salons, LLC	Idaho Falls	ID	83402	(208) 528-9100
Ridleys Center	Treasure Valley Salons, LLC	Kuna	ID	83634	(208) 922-1780
Lewiston Center Mall	TriState Salons, LLC	Lewiston	ID	83501	(208) 746-3059
Cherry Lane Center	Cuts Unlimited, LLC	Meridian	ID	83642	(208) 895-0730
Eagle Island Marketplace	Treasure Valley Salons, LLC	Meridian	ID	83646	(208) 895-7846
Palouse Mall	TriState Salons, LLC	Moscow	ID	83843	(208) 883-8052
Boulevard Plaza	Treasure Valley Salons, LLC	Nampa	ID	83651	(208) 463-1595
12th Ave	Treasure Valley Salons, LLC	Nampa	ID	83686	(208) 442-5431
Karcher Village	Treasure Valley Salons, LLC	Nampa	ID	83687	(208) 467-9778
Foothills Plaza	TriState Salons, LLC	Pocatello	ID	83201	(208) 269-2009
Cobblestone Creek	TriState Salons, LLC	Pocatello	ID	83202	(208) 637-2500
Sandpoint	UFFDAH, LLC	Ponderay	ID	83852	(208) 265-9262
Post Falls Walmart	Red Hill, Inc.	Post Falls	ID	83854	(208) 773-8348
Breckenridge Farms	TriState Salons, LLC	Twin Falls	ID	83301	(208) 735-1200
Shoppes of Addison IV	PVHJ Inc.	Addison	IL	60101	(630) 705-1016
Lake in the Hills	BrynCorp Concepts, Ltd.	Algonquin	IL	60102	(847) 854-6767
Randall Crossing	BrynCorp Concepts, Ltd.	Algonquin	IL	60102	(847) 658-3089
Algonquin Town Center	NMS Investments, Inc.	Algonquin	IL	60102	(847) 854-1900
Oakwood Plaza	Gateway Clippers Holdings LLC	Alton	IL	62002	(618) 465-5223
Antioch Crossings	NMS Investments, Inc.	Antioch	IL	60002	(224)788-8172
Town and Country	NMS Investments, Inc.	Arlington Heig	IL	60004	(847) 590-1091
Eola Commons	PRJ Enterprises, Inc.	Aurora	IL	60504	(630) 585-6833

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Savannah Crossing	Riverside Capital PLLC	Aurora	IL	60502	(630) 375-1887
Orchard Grove	The Richard Lynn Company	Aurora	IL	60506	(630) 907-9915
Ogden Point	The Richard Lynn Company	Aurora	IL	60504	(630) 978-2550
Bartlett Plaza	Red Sky At Night, Inc.	Bartlett	IL	60103	(630) 289-3230
Batavia Plaza	The Richard Lynn Company	Batavia	IL	60510	(630) 761-9674
Belleville Crossing	Modern Day Clippers, Inc.	Belleville	IL	62226	(618) 234-8400
Green Mount Station	MPE, Inc.	Belleville	IL	62221	(618) 235-2820
The Gateway Center - Belvidere	Griswold, Inc.	Belvidere	IL	61008	(815) 544-1678
Bloomington Meijer	BrynCorp Concepts, Ltd.	Bloomington	IL	60108	(630) 351-1235
Bloomington South at Morrissey	The Hands Group, Inc.	Bloomington	IL	61704	(309) 808-3596
Schnucks-Bloomington	The Hands Group, Inc.	Bloomington	IL	61701	(309) 433-9100
Bolingbrook	Bengal Renaissance Group, Inc.	Bolingbrook	IL	60440	(630) 226-0444
The Shops at Lily Cache Creek	Riverside Capital PLLC	Bolingbrook	IL	60440	(630) 739-2445
Bradley Commons	Hanumanji, Inc.	Bourbonnais	IL	60914	(815) 802-0500
In Store Meijer Bradley	Hanumanji, Inc.	Bradley	IL	60915	(815) 573-5567
The Shops at Buffalo Grove	L.A.C.E., Inc.	Buffalo Grove	IL	60089	(847) 777-1455
Hyvee Center	The Hands Group, Inc.	Canton	IL	61520	(309) 649-1000
Carbondale West	The Mane Group, Inc.	Carbondale	IL	62901	(618) 529-2999
Carbondale East	The Mane Group, Inc.	Carbondale	IL	62902	(618) 457-5845
Northland Mall	Bengal Renaissance Group, Inc.	Carol Stream	IL	60188	(630) 933-0416
Heritage Plaza	BrynCorp Concepts, Ltd.	Carol Stream	IL	60188	(630) 540-9023
Cary Square	NMS Investments, Inc.	Cary	IL	60013	(847) 639-5949
Fairview Park Plaza	MPE, Inc.	Centralia	IL	62801	(618) 918-2600
North Champaign	The Hands Group, Inc.	Champaign	IL	61822	(217) 607-1184
Carriage Center	The Hands Group, Inc.	Champaign	IL	61821	(217) 954-1970
Charleston Commons	The Hands Group, Inc.	Charleston	IL	61920	(217) 345-0505
Wicker Park	Alpine Cuts, Inc.	Chicago	IL	60622	(773) 252-2372
Riverside Square	Alpine Cuts, Inc.	Chicago	IL	60608	(773) 696-9555
University Village	CJCJ, Inc.	Chicago	IL	60607	(312) 491-1000
North Clark Street	CMC Service of Chicago, LLC	Chicago	IL	60614	(773) 281-2926
Old Town Square	CMC Service of Chicago, LLC	Chicago	IL	60610	(312) 397-1237
Lakeview	CMC Service of Chicago, LLC	Chicago	IL	60657	(773) 871-2699
Elston Plaza	Deva Ashtavinayak, Inc.	Chicago	IL	60618	(773) 539-5890
Presidential Towers	Parsan, LLC	Chicago	IL	60661	(312) 775-7003
Lincoln Square	Parsan, LLC	Chicago	IL	60625	(773) 516-4461
Metra Market	Parsan, LLC	Chicago	IL	60661	(312) 466-6480
Condor Plaza	Parsan, LLC	Chicago	IL	60638	(773) 229-0297
Lakeside Plaza	Modern Day Clippers, Inc.	Collinsville	IL	62234	(618) 346-8700
Columbia Town Centre	MPE, Inc.	Columbia	IL	62236	(618) 281-8484
Salem Square	CJCJ, Inc.	Countryside	IL	60525	(708) 352-2900
Country Corners	NMS Investments, Inc.	Crystal Lake	IL	60014	(815) 356-5533
Danville Crossing	The Hands Group, Inc.	Danville	IL	61832	(217) 443-2750
Darien Towne Centre	CMC Service of Chicago, LLC	Darien	IL	60561	(630) 963-0632
Decatur Mount Zion Walmart	The Hands Group, Inc.	Decatur	IL	62521	(217) 864-0300
Decatur North	The Hands Group, Inc.	Decatur	IL	62526	(217) 872-1920
DeKalb	Red Sky At Night, Inc.	Dekalb	IL	60115	(815) 756-2547

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Presidential Parkway Plaza	Griswold, Inc.	Dixon	IL	61021	(815) 284-4077
Victoria Centre	PJ 2 Enterprises, Inc.	Downers Grove	IL	60516	(630) 969-6636
Butterfield Plaza	PRJ Enterprises, Inc.	Downers Grove	IL	60515	(630) 889-0595
Downers Grove Market	The Richard Lynn Company	Downers Grove	IL	60515	(630) 322-8661
Camp Street Crossing	The Hands Group, Inc.	East Peoria	IL	61611	(309) 427-5900
Montclair SC	Modern Day Clippers, Inc.	Edwardsville	IL	62025	(618) 692-4262
Effingham Crossroads Plaza	The Hands Group, Inc.	Effingham	IL	62401	(217) 342-4030
Otter Creek Shopping Center	DA-RAE, Inc.	Elgin	IL	60123	(847) 695-3991
Mallard Crossing	CMC Service of Chicago, LLC	Elk Grove Villa	IL	60007	(847) 352-3588
Elk Grove Village	Good Looks, Inc.	Elk Grove Villa	IL	60007	(847) 640-6921
Elmhurst	CJCJ, Inc.	Elmhurst	IL	60126	(630) 941-1200
York and Butterfield	PROH Enterprises, Inc.	Elmhurst	IL	60126	(630) 758-0512
Main Street Marketplace	Parsan, LLC	Evanston	IL	60202	(847) 475-2500
In Store Meijer Flossmoor	PROH Enterprises, Inc.	Flossmoor	IL	60422	(708) 748-0020
Hickory Creek Center	Riverside Capital PLLC	Frankfort	IL	60423	(815) 469-8463
Southgate Plaza	Griswold, Inc.	Freeport	IL	61032	(815) 233-9999
Galesburg	The Hands Group, Inc.	Galesburg	IL	61401	(309) 341-0990
Geneva (Rose Plaza)	DA-RAE, Inc.	Geneva	IL	60134	(630) 262-0898
38 and Bricher	Red Sky At Night, Inc.	Geneva	IL	60134	(630) 232-1455
Glen Ellyn Plaza	Roshni Enterprises, Inc.	Glen Ellyn	IL	60137	(630) 793-5170
Plaza West Lake	CMC Service of Chicago, LLC	Glendale Heigh	IL	60139	(630) 924-7729
Glenview East	L D Clips, Inc.	Glenview	IL	60025	(847) 834-0193
Glenview	NMS Investments, Inc.	Glenview	IL	60025	(847) 412-1080
Piasa Center	Gateway Clippers Holdings LLC	Godfrey	IL	62035	(618) 466-3642
Grayslake	L.A.C.E., Inc.	Grayslake	IL	60030	(847) 548-4084
Stonebrook Commons	GREATFUL INC.	Gurnee	IL	60031	(847) 856-1940
Harrisburg Shoppes	Shear Genius, LLC	Harrisburg	IL	62946	(618) 252-3999
Highland	Gateway Clippers Holdings LLC	Highland	IL	62249	(618) 654-7584
Huntington Plaza	OM SHREE, Inc.	Hoffman Estate	IL	60192	(847) 705-9249
Prairie Stone Crossing	OMJEE Enterprises, Inc.	Hoffman Estate	IL	60192	(847) 645-9680
Homer Town Square	Riverside Capital PLLC	Homer Glen	IL	60491	(708) 301-8299
Huntley Grove	BrynCorp Concepts, Ltd.	Huntley	IL	60142	(224) 569-2620
Island Lake	L.A.C.E., Inc.	Island Lake	IL	60042	(847) 487-2559
Jacksonville Plaza	Community Clippers, Inc.	Jacksonville	IL	62650	(217) 243-3233
Jerseyville Center	Gateway Clippers Holdings LLC	Jerseyville	IL	62052	(618) 498-1377
Essington Plaza	CMC Service of Chicago, LLC	Joliet	IL	60435	(815) 254-1387
LaGrange Crossing	Alpine Cuts, Inc.	La Grange	IL	60525	(708) 579-2170
Deer Path	L.A.C.E., Inc.	Lake Zurich	IL	60047	(847) 550-6270
Village Square Shopping Center	L.A.C.E., Inc.	Lake Zurich	IL	60047	(847) 540-7411
Long Run Marketplace	Riverside Capital PLLC	Lemont	IL	60439	(630) 257-1212
Lisle	PROH Enterprises, Inc.	Lisle	IL	60532	(630) 960-9500
Litchfield	The Hands Group, Inc.	Litchfield	IL	62056	(217) 324-6660
Lockport Square	Riverside Capital PLLC	Lockport	IL	60441	(815) 838-6710
Lombard	Bengal Renaissance Group, Inc.	Lombard	IL	60148	(630) 705-0850
Loves Park	Griswold, Inc.	Loves Park	IL	61111	(815) 633-6900
Gateway Center	Griswold, Inc.	Machesney Par	IL	61115	(815) 877-8835

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Macomb East Chase Village	The Hands Group, Inc.	Macomb	IL	61455	(309) 295-8388
Marion	The Mane Group, Inc.	Marion	IL	62959	(618) 997-0124
Mattoon By Starbucks	The Hands Group, Inc.	Mattoon	IL	61938	(217) 235-6765
McHenry Plaza	L.A.C.E., Inc.	McHenry	IL	60050	(815) 385-6685
Miller Center	L.A.C.E., Inc.	McHenry	IL	60050	(815) 578-1908
Merrionette Park	Shear Force, LLC	Merrionette Park	IL	60803	(708) 239-0310
Heartland Crossing Minooka	The Richard Lynn Company	Minooka	IL	60447	(815) 467-4111
Mokena Corners	Riverside Capital PLLC	Mokena	IL	60448	(815) 806-9910
Riverplace Centre	Great Care Quad Cities, LLC	Moline	IL	61265	(309) 736-7665
Moline East	The Hands Group, Inc.	Moline	IL	61265	(309) 207-9292
Orchard and Route 30	The Richard Lynn Company	Montgomery	IL	60538	(630) 859-3919
Morris Walmart	The Richard Lynn Company	Morris	IL	60450	(815) 416-0639
Morton Kroger	The Hands Group, Inc.	Morton	IL	61550	(309) 266-9500
Mount Prospect Plaza	L D Clips, Inc.	Mount Prospect	IL	60056	(224) 318-2901
Mount Vernon	The Mane Group, Inc.	Mount Vernon	IL	62864	(618) 244-9991
Mundelein Commons	NMS Investments, Inc.	Mundelein	IL	60060	(847) 566-7600
Riverwest	CMC Service of Chicago, LLC	Naperville	IL	60563	(630) 961-5088
Fox Run Square	CMC Service of Chicago, LLC	Naperville	IL	60540	(630) 778-8055
Hobson West Plaza	CMC Service of Chicago, LLC	Naperville	IL	60565	(630) 717-0976
95th and Book Road	PROH Enterprises, Inc.	Naperville	IL	60564	(630) 904-4225
Naperville Marketplace	PROH Enterprises, Inc.	Naperville	IL	60564	(630) 922-0250
Ogden and Iroquois	The Richard Lynn Company	Naperville	IL	60563	(630) 961-5510
New Lenox Town Center	Riverside Capital PLLC	New Lenox	IL	60451	(815) 463-0274
Pointe Plaza	L D Clips, Inc.	Niles	IL	60714	(847) 588-0361
Campus Main St. Normal	The Hands Group, Inc.	Normal	IL	61761	(309) 452-4432
Normal Walmart Center	The Hands Group, Inc.	Normal	IL	61761	(309) 454-2100
Constitution Trail	The Hands Group, Inc.	Normal	IL	61761	(309) 454-3700
Woodman Center	The Richard Lynn Company	North Aurora	IL	60542	(630) 907-9310
Brookside Plaza	Bengal Renaissance Group, Inc.	Northbrook	IL	60062	(847) 559-1100
Lincoln Crossing Shopping Center	MPE, Inc.	O'Fallon	IL	62269	(618) 624-7122
Oak Forest Commons	PROH Enterprises, Inc.	Oak Forest	IL	60452	(708) 535-9890
Oak Lawn Mariano's	Shear Force, LLC	Oak Lawn	IL	60453	(708) 634-3622
Oak Park	Parsan, LLC	Oak Park	IL	60301	(708) 628-3675
In Store Jewel Orland	Hanumanji, Inc.	Orland Park	IL	60462	(708) 942-3737
Marley Creek	Riverside Capital PLLC	Orland Park	IL	60467	(708) 326-3810
Oswego Central	The Richard Lynn Company	Oswego	IL	60543	(630) 554-5505
Oswego West	The Richard Lynn Company	Oswego	IL	60543	(331) 999-6400
Ottawa Center	Red Sky At Night, Inc.	Ottawa	IL	61350	(815) 431-1809
Palatine Commons	L.A.C.E., Inc.	Palatine	IL	60067	(847) 991-1776
Deer Grove Centre	OMJEE Enterprises, Inc.	Palatine	IL	60074	(847) 359-7510
Palos Center	Hanumanji, Inc.	Palos Heights	IL	60463	(708) 389-0749
The Shoppes at Mill Creek	PROH Enterprises, Inc.	Palos Park	IL	60464	(708) 923-0772
Pekin Walmart	The Hands Group, Inc.	Pekin	IL	61554	(309) 346-5700
Metro Centre	The Hands Group, Inc.	Peoria	IL	61614	(309) 691-2000
Grand Prairie HyVee	The Hands Group, Inc.	Peoria	IL	61615	(309) 643-1844
Knoxville Crossing	The Hands Group, Inc.	Peoria	IL	61615	(309) 243-8600

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Peru Marketplace	Red Sky At Night, Inc.	Peru	IL	61354	(815) 220-1200
Plainfield Meijer Plaza	CMC Service of Chicago, LLC	Plainfield	IL	60585	(815) 609-8177
Brentwood Cove	CMC Service of Chicago, LLC	Plainfield	IL	60544	(815) 254-5810
Plano	Red Sky At Night, Inc.	Plano	IL	60545	(630) 552-1355
Pontiac Center	The Hands Group, Inc.	Pontiac	IL	61764	(815) 844-2798
Prairie Trails Crossing	Modern Day Clippers, Inc.	Quincy	IL	62305	(217) 223-7366
Thatcher Woods	L.A.C.E., Inc.	River Grove	IL	60171	(708) 456-4991
Rochelle Retail Center	Griswold, Inc.	Rochelle	IL	61068	(815) 561-3553
Colonial Village	Griswold, Inc.	Rockford	IL	61108	(815) 227-0460
Rockford Crossings	Griswold, Inc.	Rockford	IL	61107	(815) 399-8151
Pavilion at Riverside	Griswold, Inc.	Rockford	IL	61114	(815) 654-1725
Perryville Crossing	Griswold, Inc.	Rockford	IL	61108	(815) 226-7090
Marketplace at Rolling Meadows	OM SHREE, Inc.	Rolling Meadows	IL	60008	(847) 357-1663
Rolling Meadows Shopping Center	OM SHREE, Inc.	Rolling Meadows	IL	60008	(847) 797-0980
Carillon Court	The Richard Lynn Company	Romeoville	IL	60446	(815) 293-3806
Creeside Plaza	The Richard Lynn Company	Romeoville	IL	60446	(815) 838-1653
Hilander Village Square	Griswold, Inc.	Roscoe	IL	61073	(815) 623-2828
Roselle Commons	Parsan, LLC	Roselle	IL	60172	(630) 307-0063
Rosemont Marketplace	L.A.C.E., Inc.	Rosemont	IL	60018	(847) 298-8140
Shops at Round Lake	L.A.C.E., Inc.	Round Lake	IL	60073	(847) 740-5988
Round Lake Beach	NMS Investments, Inc.	Round Lake Beach	IL	60073	(847) 740-3032
Campton Square	Red Sky At Night, Inc.	Saint Charles	IL	60175	(630) 444-0049
Main Street Commons	Red Sky At Night, Inc.	Saint Charles	IL	60174	(630) 513-0510
Remington Plaza	Bengal Renaissance Group, Inc.	Schaumburg	IL	60195	(847) 781-7664
Scharrington Square	CMC Service of Chicago, LLC	Schaumburg	IL	60194	(847) 884-0605
Nantucket Square	CMC Service of Chicago, LLC	Schaumburg	IL	60193	(847) 352-7475
Shorewood Crossing	CMC Service of Chicago, LLC	Shorewood	IL	60404	(815) 436-8525
Silver Glen Crossing	DA-RAE, Inc.	South Elgin	IL	60177	(847) 214-9080
Sparta Center	MPE, Inc.	Sparta	IL	62286	(618) 443-3640
6th Street Walmart	The Hands Group, Inc.	Springfield	IL	62703	(217) 679-4423
Springfield by Target	The Hands Group, Inc.	Springfield	IL	62704	(217) 698-1500
Dirksen Walmart	The Hands Group, Inc.	Springfield	IL	62702	(217) 670-1338
White Oaks Plaza	The Hands Group, Inc.	Springfield	IL	62704	(217) 787-8717
Sterling Commons	The Richard Lynn Company	Sterling	IL	61081	(815) 625-3244
Streamwood Target Plaza	Riverside Capital PLLC	Streamwood	IL	60107	(630) 550-5281
Streator Commons	Red Sky At Night, Inc.	Streator	IL	61364	(815) 672-5477
Sugar Grove	Red Sky At Night, Inc.	Sugar Grove	IL	60554	(630) 466-7455
Taylorville Crossing	The Hands Group, Inc.	Taylorville	IL	62568	(217) 824-2118
Brookside Marketplace	Hanumanji, Inc.	Tinley Park	IL	60487	(815) 464-9933
Vernon Hills	NMS Investments, Inc.	Vernon Hills	IL	60061	(847) 816-6879
North Villa Park Commons	Alpine Cuts, Inc.	Villa Park	IL	60181	(630) 834-8313
Washington at Walmart	The Hands Group, Inc.	Washington	IL	61571	(309) 508-7444
Waterloo	MPE, Inc.	Waterloo	IL	62298	(618) 939-6633
Liberty Square	L.A.C.E., Inc.	Wauconda	IL	60084	(847) 487-4177
Westbrook Commons	PROH Enterprises, Inc.	Westchester	IL	60154	(708) 531-0440
Westmont Shopping Center	CMC Service of Chicago, LLC	Westmont	IL	60559	(630) 225-8843

Salon Name	Franchisee	City	State/Provin	Zip	Phone
County View Centre	CMC Service of Chicago, LLC	Wheaton	IL	60187	(630) 871-9964
Danada Square East	The Richard Lynn Company	Wheaton	IL	60189	(630) 690-2020
Wheeling Fresh Farms Plaza	L.A.C.E., Inc.	Wheeling	IL	60090	(847) 947-7220
Wood Dale	CMC Service of Chicago, LLC	Wood Dale	IL	60191	(630) 250-7207
Wood River	Modern Day Clippers, Inc.	Wood River	IL	62095	(618) 259-5400
Catalpa Commons	L.A.C.E., Inc.	Woodstock	IL	60098	(815) 337-0014
Yorkville Plaza	Red Sky At Night, Inc.	Yorkville	IL	60560	(630) 553-4058
Applewood Centre	C Clips Corporation	Anderson	IN	46013	(765) 642-7455
Cross Street Market Place	C Clips Corporation	Anderson	IN	46012	(765) 649-3815
Tri-State Commons	Eckert, Inc.	Angola	IN	46703	(260) 665-6750
Auburn Shopping Center	Eckert, Inc.	Auburn	IN	46706	(260) 927-0061
Shoppes of Avon	The Wright Cut II, Inc.	Avon	IN	46123	(317) 272-0908
Kroger Center	MJ Clips, Inc.	Batesville	IN	47006	(812) 932-4555
Bedford Shoppes	The Wright Cut, Inc.	Bedford	IN	47421	(812) 675-8009
Clear Creek Crossing	Gregory Suhr	Bloomington	IN	47401	(812) 824-3144
Whitehall Crossing	C Clips Corporation	Bloomington	IN	47404	(812) 333-4511
University Square	C Clips Corporation	Bloomington	IN	47408	(812) 332-7776
Inter Urban Park	Eckert, Inc.	Bluffton	IN	46714	(260) 827-0901
Shops of Brazil	Future Keys II, LLC	Brazil	IN	47834	(812) 442-7888
Brownsburg Shopping Center	BLOWN AWAY BY U LLC	Brownsburg	IN	46112	(317) 286-3689
Green Street Square	BLOWN AWAY BY U LLC	Brownsburg	IN	46112	(317) 456-4451
Heartland Village Shoppes	The Wright Cut, Inc.	Camby	IN	46113	(317) 821-1821
Village Park Plaza	Alternative Dimensions, Inc.	Carmel	IN	46033	(317) 660-0922
The Bridges	Alternative Dimensions, Inc.	Carmel	IN	46032	(317) 660-0927
Merchant Square	The Wright Cut II, Inc.	Carmel	IN	46032	(317) 846-9020
Charlestown Crossings	Venture 43, LLC	Charlestown	IN	47111	(812) 256-2265
Shops of Chesterton	BM KRYCKI, LLC	Chesterton	IN	46304	(219) 395-8984
Veterans Parkway	LLD, Inc.	Clarksville	IN	47129	(812) 218-9191
Town and Country Shopping Center	Eckert, Inc.	Columbia City	IN	46725	(260) 248-2795
Greystone Shoppes	The Wright Cut, Inc.	Columbus	IN	47203	(812) 799-7802
Eagle Creek Crossing Shopping Center	C Clips Corporation	Connersville	IN	47331	(765) 692-0186
Old Capital Plaza	Zip Clips, Inc.	Corydon	IN	47112	(812) 738-0101
Crawfordsville Square Shopping Center	Future Keys II, LLC	Crawfordsville	IN	47933	(765) 361-9037
Beacon Hill	The Richard Lynn Company	Crown Point	IN	46307	(219) 663-0845
Village Green Shopping Center	Eckert, Inc.	Decatur	IN	46733	(260) 728-4002
Sand Ridge Plaza	The Richard Lynn Company	Dyer	IN	46311	(219) 865-2584
Shoppes on Six	SonRise Clippers Too, LLC	Elkhart	IN	46514	(574) 266-6090
Cobblestone Crossing	SonRise Clippers Too, LLC	Elkhart	IN	46514	(574) 338-3295
Goshen Village	SonRise Clippers Too, LLC	Elkhart	IN	46517	(574) 875-5215
Elkhart Plaza West	SonRise Clippers, LLC	Elkhart	IN	46514	(574) 333-2616
Lawndale Shopping Center	Shear Force Enterprises, Inc.	Evansville	IN	47715	(812) 475-2320
Evansville West Center	Shear Force Enterprises, Inc.	Evansville	IN	47712	(812) 401-2828
Green River Commons	Shear Force Enterprises, Inc.	Evansville	IN	47715	(812) 550-1644
Fishers Crossing Shopping Center	C Clips Corporation	Fishers	IN	46038	(317) 578-2677
North by Northeast Shopping Center	C Clips Corporation	Fishers	IN	46038	(317) 842-5949
Exit 5 Plaza	C Clips Corporation	Fishers	IN	46038	(317) 578-1790

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Towne Center at Geist	C Clips Corporation	Fishers	IN	46038	(317) 576-0628
LaFollette Station	LLD, Inc.	Floyds Knobs	IN	47119	(812) 903-0595
Maplecrest Shopping Center	Eckert, Inc.	Fort Wayne	IN	46835	(260) 486-7860
Covington Plaza	Eckert, Inc.	Fort Wayne	IN	46804	(260) 436-6463
North Crest Shopping Center	Eckert, Inc.	Fort Wayne	IN	46805	(260) 471-0850
North Georgetown Shopping Center	Eckert, Inc.	Fort Wayne	IN	46815	(260) 486-0565
Lima Road Shopping Center	Eckert, Inc.	Fort Wayne	IN	46818	(260) 416-0606
Chapel Ridge	Eckert, Inc.	Fort Wayne	IN	46835	(260) 485-3930
Orchard Crossing	Eckert, Inc.	Fort Wayne	IN	46804	(260) 459-2679
Pine Valley Crossing	Eckert, Inc.	Fort Wayne	IN	46825	(260) 489-1999
Shorewood Shoppes	Eckert, Inc.	Fort Wayne	IN	46804	(260) 432-6200
Southtown Center	Eckert, Inc.	Fort Wayne	IN	46806	(260) 447-7173
Walmart Super Center	C Clips Corporation	Frankfort	IN	46041	(765) 654-6930
Northwood Plaza	The Wright Cut, Inc.	Franklin	IN	46131	(317) 738-9888
Meijer Franklin 295	The Wright Cut, Inc.	Franklin	IN	46131	(317) 346-6800
Goshen Commons	SonRise Clippers, LLC	Goshen	IN	46526	(574) 534-2736
Granger Station	SonRise Clippers Too, LLC	Granger	IN	46530	(574) 243-5197
Greencastle	Future Keys II, LLC	Greencastle	IN	46135	(765) 655-1797
Brandywine Plaza	C Clips Corporation	Greenfield	IN	46140	(317) 462-5210
Greensburg Commons	C Clips Corporation	Greensburg	IN	47240	(812) 663-2102
Greenwood Shoppes	C Clips Corporation	Greenwood	IN	46142	(317) 884-1975
Meridian Parke Plaza	Future Keys II, LLC	Greenwood	IN	46142	(317) 887-9562
Stones Crossing	Future Keys II, LLC	Greenwood	IN	46143	(317) 535-3755
Center Grove Market Place	Future Keys II, LLC	Greenwood	IN	46143	(317) 528-0034
Summerfield Center	The Wright Cut, Inc.	Greenwood	IN	46143	(317) 882-3100
Gateway Promenade	Hanumanji, Inc.	Hammond	IN	46324	(219) 554-6672
Forum Shoppes	Eckert, Inc.	Huntington	IN	46750	(260) 356-4955
Fortune Park	Alternative Dimensions, Inc.	Indianapolis	IN	46268	(317) 876-8330
North Willow Commons	Alternative Dimensions, Inc.	Indianapolis	IN	46260	(317) 269-7294
Washington Shoppes	C Clips Corporation	Indianapolis	IN	46229	(317) 899-5552
Broad Ripple	C Clips Corporation	Indianapolis	IN	46220	(317) 255-1147
10th Street Station	C Clips Corporation	Indianapolis	IN	46219	(317) 375-1242
Madison Edgewood Shops	C Clips Corporation	Indianapolis	IN	46227	(317) 784-6780
Murphy's Landing	C Clips Corporation	Indianapolis	IN	46217	(317) 889-7066
Shops at Eagle Creek	C Clips Corporation	Indianapolis	IN	46254	(317) 291-8355
Southern Plaza	C Clips Corporation	Indianapolis	IN	46227	(317) 405-8471
Geist Center	The Wright Cut II, Inc.	Indianapolis	IN	46236	(317) 823-7425
Marwood Plaza	The Wright Cut II, Inc.	Indianapolis	IN	46221	(317) 820-3111
Raceway Commons	The Wright Cut II, Inc.	Indianapolis	IN	46231	(317) 209-9090
Avalon Crossing	The Wright Cut II, Inc.	Indianapolis	IN	46220	(317) 579-0063
Chapel Hill	The Wright Cut II, Inc.	Indianapolis	IN	46214	(317) 271-1996
Greenwood Place	The Wright Cut, Inc.	Indianapolis	IN	46227	(317) 888-1577
South Keystone	The Wright Cut, Inc.	Indianapolis	IN	46227	(317) 781-8496
Emerson Shops	The Wright Cut, Inc.	Indianapolis	IN	46237	(317) 883-2592
Tasha's Plaza	The Wright Cut, Inc.	Indianapolis	IN	46216	(317) 757-3594
Thompson Marketplace	The Wright Cut, Inc.	Indianapolis	IN	46237	(317) 784-9002

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Germantown Shopping Center	Shear Force Enterprises, Inc.	Jasper	IN	47546	(812) 556-0273
Meijers Center	Venture 43, LLC	Jeffersonville	IN	47130	(812) 285-1222
Publix Village Square	Eckert, Inc.	Kendallville	IN	46755	(260) 349-1594
Southway Plaza	Alternative Dimensions, Inc.	Kokomo	IN	46902	(765) 864-0183
Dixon Square	Alternative Dimensions, Inc.	Kokomo	IN	46901	(765) 457-2446
Meijer #141	Alternative Dimensions, Inc.	Kokomo	IN	46901	(765) 319-3292
Lafayette Marketplace	Hoosier Barber Co.	Lafayette	IN	47905	(765) 449-7047
35 Beck Lane	Hoosier Barber Co.	Lafayette	IN	47909	(765) 477-9925
Concord Plaza	Hoosier Barber Co.	Lafayette	IN	47909	(765) 474-0142
Pine Lake Shopping Center	db Thompson, Inc.	LaPorte	IN	46350	(219) 369-4302
Shoppes at Tanners Creek	MJ Clips, Inc.	Lawrenceburg	IN	47025	(812) 539-4222
Village North Shopping Center	C Clips Corporation	Lebanon	IN	46052	(765) 482-9416
Cass County Commons	C Clips Corporation	Logansport	IN	46947	(574) 516-1658
River Pointe Mall	Zip Clips, Inc.	Madison	IN	47250	(812) 274-4223
Marion Crossing Shopping Center	C Clips Corporation	Marion	IN	46953	(765) 662-1520
Artesian Square	The Wright Cut II, Inc.	Martinsville	IN	46151	(765) 349-6355
McCordsville Marketplace	The Wright Cut II, Inc.	McCordsville	IN	46055	(317) 336-1093
Ross Plaza	The Richard Lynn Company	Merrillville	IN	46410	(219) 736-8331
Shoppes at Michigan City	db Thompson, Inc.	Michigan City	IN	46360	(219) 879-8860
Main Street Marketplace	SonRise Clippers Too, LLC	Mishawaka	IN	46545	(574) 271-8470
Bittersweet Plaza	SonRise Clippers, LLC	Mishawaka	IN	46544	(574) 256-9866
Merrifield Plaza	SonRise Clippers, LLC	Mishawaka	IN	46544	(574) 252-4436
Mooreville Town Center	The Wright Cut, Inc.	Mooreville	IN	46158	(317) 831-1470
McWheel Square	C Clips Corporation	Muncie	IN	47304	(765) 284-7142
River Plaza	C Clips Corporation	Muncie	IN	47304	(765) 282-3266
Shoppes at Southside	C Clips Corporation	Muncie	IN	47302	(765) 212-2352
Calumet Center	Hanumanji, Inc.	Munster	IN	46321	(219) 513-9088
Brooke Point	LLD, Inc.	New Albany	IN	47150	(812) 949-2037
Grant Line Road	LLD, Inc.	New Albany	IN	47150	(812) 941-9191
Matthews Center	LLD, Inc.	New Albany	IN	47150	(812) 944-6091
Trojan Plaza	C Clips Corporation	New Castle	IN	47362	(765) 521-8549
Meadowbrook Shopping Center	Eckert, Inc.	New Haven	IN	46774	(260) 493-0686
Bell Oaks Center	Shear Force Enterprises, Inc.	Newburgh	IN	47630	(812) 629-2260
River Place Centre	C Clips Corporation	Noblesville	IN	46060	(317) 776-8860
Town and Country	C Clips Corporation	Noblesville	IN	46060	(317) 773-4606
Hamilton Town Center	C Clips Corporation	Noblesville	IN	46060	(317) 774-9468
Noblewest Shoppes	C Clips Corporation	Noblesville	IN	46062	(317) 816-0384
Marsh Plaza	C Clips Corporation	Pendleton	IN	46064	(765) 778-1609
Perry Crossing	Future Keys II, LLC	Plainfield	IN	46168	(317) 838-0273
Plainfield Meijer	Future Keys II, LLC	Plainfield	IN	46168	(317) 742-7368
Saratoga Shops	The Wright Cut, Inc.	Plainfield	IN	46168	(317) 838-9811
Plymouth Centre	SonRise Clippers, LLC	Plymouth	IN	46563	(574) 935-5255
Augusta Center	db Thompson, Inc.	Portage	IN	46368	(219) 762-0808
Richmond Village	R.L.O., Inc.	Richmond	IN	47374	(765) 939-9574
Rochester Place	SonRise Clippers, LLC	Rochester	IN	46975	(574) 223-2547
Main Street Commons	The Richard Lynn Company	Schererville	IN	46375	(219) 322-9918

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Lake Road Center	Riav Ventures, LLC	Scottsburg	IN	47170	(812) 414-2325
Tipton Crossing	The Wright Cut, Inc.	Seymour	IN	47274	(812) 405-2030
Kroger Plaza	The Wright Cut, Inc.	Shelbyville	IN	46176	(317) 398-7512
Shelbyville Shopping Center	The Wright Cut, Inc.	Shelbyville	IN	46176	(317) 421-1691
Clocktower Lane	SonRise Clippers Too, LLC	South Bend	IN	46628	(574) 243-7600
Ironwood	SonRise Clippers, LLC	South Bend	IN	46635	(574) 271-6058
Erschine Village	SonRise Clippers, LLC	South Bend	IN	46614	(574) 299-9179
Southport Pavillion	The Wright Cut, Inc.	Southport	IN	46237	(317) 883-4590
Speedway Supercenter	Future Keys II, LLC	Speedway	IN	46224	(317) 481-1707
Ravenwood Square	The Richard Lynn Company	St John	IN	46373	(219) 365-6830
Lafayette Pointe	Future Keys II, LLC	Terre Haute	IN	47804	(812) 872-5486
Onkar Plaza	Future Keys II, LLC	Terre Haute	IN	47802	(812) 234-8080
Terre Haute Shoppes	Future Keys II, LLC	Terre Haute	IN	47803	(812) 877-1350
Honey Creek Commons	Future Keys II, LLC	Terre Haute	IN	47802	(812) 298-9400
Kroger Plaza	Future Keys II, LLC	Terre Haute	IN	47803	(812) 235-1333
Valparaiso Market Place	BM KRYCKI, LLC	Valparaiso	IN	46383	(219) 462-4048
Valparaiso US 30	Shear Force, LLC	Valparaiso	IN	46385	(219) 707-5081
Kimmel Square	Future Keys II, LLC	Vincennes	IN	47591	(812) 886-4540
Wabash Village	Eckert, Inc.	Wabash	IN	46992	(260) 569-0033
Woodland Plaza Shopping Center	SonRise Clippers, LLC	Warsaw	IN	46580	(574) 376-4093
Warsaw	SonRise Clippers, LLC	Warsaw	IN	46582	(574) 269-5425
West Lafayette Shoppes	Hoosier Barber Co.	West Lafayette	IN	47906	(765) 463-7997
Wabash Landing	Hoosier Barber Co.	West Lafayette	IN	47906	(765) 743-7534
Westfield Marketplace	Alternative Dimensions, Inc.	Westfield	IN	46074	(317) 896-5015
Harmony Shoppes	Alternative Dimensions, Inc.	Westfield	IN	46074	(317) 763-0005
Spring Mill Commons	Alternative Dimensions, Inc.	Westfield	IN	46074	(317) 867-0575
Gateway Shops	Alternative Dimensions, Inc.	Zionsville	IN	46077	(317) 344-9018
Marketplace at Anson	C Clips Corporation	Zionsville	IN	46077	(317) 344-0902
Zionsville Shopping Center	The Wright Cut, Inc.	Zionsville	IN	46077	(317) 344-2764
Andover Marketplace	Great Day Salons, LLC	Andover	KS	67002	(316) 358-9432
Bel Pointe Plaza	Shear Energy, Inc.	Bel Aire	KS	67220	(316) 684-5252
Bonner Springs Plaza	Carpe Diem, Inc.	Bonner Springs	KS	66012	(913) 441-1977
Derby Marketplace	Connect, Inc.	Derby	KS	67037	(316) 788-4314
14th Avenue Plaza	Great Day Salons, LLC	Dodge City	KS	67801	(620) 371-6319
El Dorado Plaza	Shear Energy, Inc.	El Dorado	KS	67042	(316) 452-2884
Emporia Center	T&M Enterprise, Inc.	Emporia	KS	66801	(620) 340-0880
Schulman Crossing	Great Day Salons, LLC	Garden City	KS	67846	(620) 277-7945
Santa Fe Shops	Kansas City Clippers, Inc.	Gardner	KS	66030	(913) 884-8228
43rd & Vine	Great Day Salons, LLC	Hays	KS	67601	(785) 301-2722
Hutchinson Trade Center	Shear Energy, Inc.	Hutchinson	KS	67501	(620) 259-8989
Junction City Center	T&M Enterprise, Inc.	Junction City	KS	66441	(785) 579-6170
Plaza at the Speedway	Kansas City Clippers, Inc.	Kansas City	KS	66109	(913) 788-7888
Parkway Center	Carpe Diem, Inc.	Lawrence	KS	66047	(785) 841-2233
Louisiana Purchase	Carpe Diem, Inc.	Lawrence	KS	66046	(785) 832-2424
Bauer Farm	Carpe Diem, Inc.	Lawrence	KS	66049	(785) 312-9310
Eisenhower Crossing	Carpe Diem, Inc.	Leavenworth	KS	66048	(913) 727-1917

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Camelot Court	Carpe Diem, Inc.	Leawood	KS	66209	(913) 428-7771
Falcon Valley	Fangman Enterprises, Inc.	Lenexa	KS	66220	(913) 764-8888
Marketplace Center	IRIS Corporation	Lenexa	KS	66210	(913) 339-9590
Hen House Marketplace	IRIS Corporation	Lenexa	KS	66215	(913) 888-7447
West Manhattan	T&M Enterprise, Inc.	Manhattan	KS	66503	(785) 539-8998
East Manhattan	T&M Enterprise, Inc.	Manhattan	KS	66502	(785) 537-8282
Merriam Town Center	Fangman Enterprises, Inc.	Merriam	KS	66202	(913) 722-2900
Alden Center	Carpe Diem, Inc.	Olathe	KS	66062	(913) 393-1711
Blackbob Shops	Carpe Diem, Inc.	Olathe	KS	66062	(913) 764-0333
Ball's Price Chopper	Carpe Diem, Inc.	Olathe	KS	66062	(913) 390-0088
Sante Fe Square	IRIS Corporation	Olathe	KS	66062	(913) 780-2016
Ridgeview Falls	IRIS Corporation	Olathe	KS	66061	(913) 780-2100
K-7 & Santa Fe	Kansas City Clippers, Inc.	Olathe	KS	66061	(913) 393-4444
Highland Plaza	Carpe Diem, Inc.	Overland Park	KS	66213	(913) 338-2580
Oak Park Commons	IRIS Corporation	Overland Park	KS	66214	(913) 888-3400
Regency Park	IRIS Corporation	Overland Park	KS	66212	(913) 642-1111
135th and Quivira	IRIS Corporation	Overland Park	KS	66213	(913) 851-7070
Cherokee Plaza	IRIS Corporation	Overland Park	KS	66212	(913) 642-1515
75th and Metcalf	Kansas City Clippers, Inc.	Overland Park	KS	66204	(913) 384-4141
Antioch Center	Kansas City Clippers, Inc.	Overland Park	KS	66221	(913) 851-8778
151st and Antioch	Kansas City Clippers, Inc.	Overland Park	KS	66223	(913) 814-8778
BluHawk Marketplace	Kansas City Clippers, Inc.	Overland Park	KS	66223	(913) 942-1111
Corbin Park	Kansas City Clippers, Inc.	Overland Park	KS	66223	(913) 681-6000
Park Plaza	Carpe Diem, Inc.	Paola	KS	66071	(913) 294-1900
Pittsburg North Center	Carpe Diem, Inc.	Pittsburg	KS	66762	(620) 670-2277
HyVee Shopping Center	IRIS Corporation	Prairie Village	KS	66208	(913) 383-8900
Bella Roe	IRIS Corporation	Roeland Park	KS	66205	(913) 384-2747
East Salina	T&M Enterprise, Inc.	Salina	KS	67401	(785) 404-6987
South Salina	T&M Enterprise, Inc.	Salina	KS	67401	(785) 515-5415
Quivira 63	Fangman Enterprises, Inc.	Shawnee	KS	66216	(913) 962-7070
Shawnee Crossings	Fangman Enterprises, Inc.	Shawnee	KS	66226	(913) 422-5445
75th & Switzer	IRIS Corporation	Shawnee	KS	66214	(913) 268-7262
North Topeka	T&M Enterprise, Inc.	Topeka	KS	66618	(785) 215-6264
Central Topeka	T&M Enterprise, Inc.	Topeka	KS	66604	(785) 286-7203
Southeast Topeka	T&M Enterprise, Inc.	Topeka	KS	66605	(785) 430-5184
Southwest Topeka	T&M Enterprise, Inc.	Topeka	KS	66614	(785) 228-1320
Tyler Pointe	Connect, Inc.	Wichita	KS	67212	(316) 776-5118
Southridge Retail	Connect, Inc.	Wichita	KS	67209	(316) 239-6097
New Market Square	Connect, Inc.	Wichita	KS	67205	(316) 773-2366
Union Station	Shear Energy, Inc.	Wichita	KS	67202	(316) 558-3319
One Kellogg Place	Shear Energy, Inc.	Wichita	KS	67207	(316) 681-1667
Tallgrass Shopping Center	Shear Energy, Inc.	Wichita	KS	67226	(316) 558-5996
Twin Lakes Redevelopment	Shear Energy, Inc.	Wichita	KS	67203	(316) 252-8500
Maple and West	Shear Energy, Inc.	Wichita	KS	67213	(316) 558-5359
Saddle Creek Crossing	Shear Energy, Inc.	Wichita	KS	67216	(316) 928-7796
Auburn Pointe	Shear Energy, Inc.	Wichita	KS	67235	(316) 260-9510

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Melody Mountain	Hamilton Enterprises, LLC	Ashland	KY	41101	(606) 831-2817
Wilson and Muir Plaza	Zip Clips, Inc.	Bardstown	KY	40004	(502) 203-3144
Berea Shopping Center	James Kelley & Associates, Inc.	Berea	KY	40403	(859) 986-3121
Greenwood Square Kroger Center	McRocket, LLC	Bowling Green	KY	42104	(270) 393-0058
Buckhead Square	McRocket, LLC	Bowling Green	KY	42104	(270) 846-3302
Barnes and Noble Center	McRocket, LLC	Bowling Green	KY	42104	(270) 846-2001
Shoppes of Burlington	Cincy Clips, Inc.	Burlington	KY	41005	(859) 586-2547
Green River Plaza	Sanden, Inc.	Campbellsville	KY	42718	(270) 465-5056
Cold Spring Crossing	Cincy Clips, Inc.	Cold Spring	KY	41076	(859) 694-4333
County Square Shopping Center	MJ Clips, Inc.	Cold Spring	KY	41076	(859) 441-0100
Trademart Shopping Center	H.H. Holdings Corp.	Corbin	KY	40701	(606) 526-9255
Buttermilk Crossing	MJ Clips, Inc.	Crescent Spring	KY	41017	(859) 578-9278
Danville in the Kroger Center	James Kelley & Associates, Inc.	Danville	KY	40422	(859) 236-0234
Dry Ridge Commons	Cincy Clips, Inc.	Dry Ridge	KY	41035	(859) 823-0052
Tower Center	Sanden, Inc.	Elizabethtown	KY	42701	(270) 765-5166
Mall Park Center	Sanden, Inc.	Elizabethtown	KY	42701	(270) 735-1414
Silverlake Center	Cincy Clips, Inc.	Erlanger	KY	41018	(859) 344-1550
Houston Commons	Cincy Clips, Inc.	Florence	KY	41042	(859) 282-0742
Mall Road Shoppes	Cincy Clips, Inc.	Florence	KY	41042	(859) 647-2000
Mount Zion Crossing	MJ Clips, Inc.	Florence	KY	41042	(859) 746-2547
Ft. Wright Valley View Shoppes	R.L.O., Inc.	Fort Wright	KY	41017	(859) 344-6222
Poplar Creek Plaza	H.H. Holdings Corp.	Frankfort	KY	40601	(502) 226-4100
Brighton Park	James Kelley & Associates, Inc.	Frankfort	KY	40601	(502) 848-4206
Cherry Blossom Shopping Center	GLN Corp.	Georgetown	KY	40324	(502) 867-0737
Marketplace Circle Plaza	Sanden, Inc.	Georgetown	KY	40324	(502) 570-0700
Glasgow	McRocket, LLC	Glasgow	KY	42141	(270) 678-1860
Conner Crossing	Cincy Clips, Inc.	Hebron	KY	41048	(859) 586-4200
All American Mall	Sammara Enterprise, Inc.	Hopkinsville	KY	42240	(270) 885-1606
Independence Square	MJ Clips, Inc.	Independence	KY	41051	(859) 363-1500
La Grange Kroger Center	Zip Clips, Inc.	La Grange	KY	40031	(502) 225-9800
Regency Centre	GLN Corp.	Lexington	KY	40503	(859) 278-9604
Hamburg Pavilion	GLN Corp.	Lexington	KY	40509	(859) 543-2547
Park Hills Shopping Center	James Kelley & Associates, Inc.	Lexington	KY	40517	(859) 245-5660
Locust Hill	James Kelley & Associates, Inc.	Lexington	KY	40509	(859) 269-2807
Redding Centre	James Kelley & Associates, Inc.	Lexington	KY	40517	(859) 523-9581
Tiverton Crossing	Samally's, Inc.	Lexington	KY	40503	(859) 245-7277
Chevy Chase	Samally's, Inc.	Lexington	KY	40502	(859) 335-8500
Beaumont Village Centre	Samally's, Inc.	Lexington	KY	40513	(859) 219-9391
London	James Kelley & Associates, Inc.	London	KY	40741	(606) 862-1400
Lone Oak	The Mane Group, Inc.	Lone Oak	KY	42003	(270) 554-2442
Goose Creek Center	Sanden, Inc.	Louisville	KY	40241	(502) 614-7800
Springhurst Towne Center	Sanden, Inc.	Louisville	KY	40241	(502) 326-5500
Southgate Shopping Center	Sanden, Inc.	Louisville	KY	40229	(502) 968-0888
Stonefield Square	Sanden, Inc.	Louisville	KY	40223	(502) 244-1454
Hurstbourne Meijer's Center	Sanden, Inc.	Louisville	KY	40299	(502) 493-9552
Vantage Pointe	Sanden, Inc.	Louisville	KY	40299	(502) 261-0001

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Cedar Springs	Sanden, Inc.	Louisville	KY	40291	(502) 762-9990
Auburndale Shopping Center	Sanden, Inc.	Louisville	KY	40214	(502) 380-1611
Bashford Manor Shops	Sanden, Inc.	Louisville	KY	40218	(502) 690-5150
McMahan Plaza	SUBRA, LLC	Louisville	KY	40220	(502) 384-6636
Woodlawn Shopping Center	SUBRA, LLC	Louisville	KY	40207	(502) 618-0002
Springs Station	SUBRA, LLC	Louisville	KY	40205	(502) 897-2226
Shelbyville Road Plaza	SUBRA, LLC	Louisville	KY	40207	(502) 618-2272
Villages of Audubon	SUBRA, LLC	Louisville	KY	40217	(502) 409-9229
Shops at Forest Springs	Venture 43, LLC	Louisville	KY	40245	(502) 919-8241
Dixie Manor Lowes Center	Venture 43, LLC	Louisville	KY	40258	(502) 995-5494
The Shoppes at Plainview	Zip Clips, Inc.	Louisville	KY	40222	(502) 425-2415
Sherwin Williams Center	Zip Clips, Inc.	Louisville	KY	40219	(502) 964-2547
Stoney Brook Centre	Zip Clips, Inc.	Louisville	KY	40299	(502) 491-8040
Baxter Center	Zip Clips, Inc.	Louisville	KY	40204	(502) 584-2547
Belknap Center	Zip Clips, Inc.	Louisville	KY	40205	(502) 742-1932
Middletown Station	Zip Clips, Inc.	Louisville	KY	40243	(502) 244-2080
Glenview Pointe	Zip Clips, Inc.	Louisville	KY	40222	(502) 897-5688
Shoppes of Maysville	Cincy Clips, Inc.	Maysville	KY	41056	(606) 759-0100
Morehead Kroger Center	Samally's, Inc.	Morehead	KY	40351	(606) 784-4445
Mount Sterling	GLN Corp.	Mount Sterling	KY	40353	(859) 499-0063
Oakbrooke Centre	Zip Clips, Inc.	Mount Washing	KY	40047	(502) 538-2299
Newport Plaza	Cincy Clips, Inc.	Newport	KY	41071	(859) 491-5011
Kimberly Square	Samally's, Inc.	Nicholasville	KY	40356	(859) 887-9771
Orchard Shopping Center	Samally's, Inc.	Nicholasville	KY	40356	(859) 887-1055
Brannon Crossing	Samally's, Inc.	Nicholasville	KY	40356	(859) 971-0456
Oak Grove Center	Sammara Enterprise, Inc.	Oak Grove	KY	42262	(270) 560-4173
Woodlands Plaza	Shear Force Enterprises, Inc.	Owensboro	KY	42303	(270) 240-4655
Frederica Street Retail Center	Shear Force Enterprises, Inc.	Owensboro	KY	42301	(270) 478-4763
Paducah North	The Mane Group, Inc.	Paducah	KY	42001	(270) 538-5333
Paducah South	The Mane Group, Inc.	Paducah	KY	42003	(270) 575-9893
Pikeville Plaza	Hamilton Enterprises, LLC	Pikeville	KY	41501	(606) 637-1506
Prospect Village	SUBRA, LLC	Prospect	KY	40059	(502) 290-5068
Radcliff Shopping Center	Sanden, Inc.	Radcliff	KY	40160	(270) 351-9775
Richmond	James Kelley & Associates, Inc.	Richmond	KY	40475	(859) 624-2000
Richmond Centre	James Kelley & Associates, Inc.	Richmond	KY	40475	(859) 625-9000
High Point Station	Zip Clips, Inc.	Shelbyville	KY	40065	(502) 633-9741
Shepherd's Crossing	Sanden, Inc.	Shepherdsville	KY	40165	(502) 543-1819
Grand Central Place	James Kelley & Associates, Inc.	Somerset	KY	42501	(606) 451-0026
The Shoppes at Taylor Mill	R.L.O., Inc.	Taylor Mill	KY	41015	(859) 407-5983
Union Connection	MJ Clips, Inc.	Union	KY	41091	(859) 384-2300
Bluegrass Commons	James Kelley & Associates, Inc.	Versailles	KY	40383	(859) 879-9222
Walton Towne Center	MJ Clips, Inc.	Walton	KY	41094	(859) 919-0239
Kroger Plaza	GLN Corp.	Winchester	KY	40391	(859) 737-2547
Camp Forbing Marketplace	N & G LLC	Shreveport	LA	71106	(318) 606-2932
North Quabbin Commons	B&A Business Development, Inc.	Athol	MA	01331	(978) 830-4513
Great Road Shopping Center	Shivalie, LLC	Bedford	MA	01730	(781) 538-5450

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Billerica Shopping Center	Shivalie, LLC	Billerica	MA	01821	(978) 362-3589
Chicopee Crossing	Shivalie, LLC	Chicopee	MA	01020	(413) 592-2000
Towne Center	Davenu, LLC	Dartmouth	MA	02747	(508) 999-1823
Heritage Park Plaza	Catie Laraway	East Longmead	MA	01028	(413) 224-2589
Timpany Plaza	VDG Salons, LLC	Gardner	MA	01440-5200	(978) 632-2300
Gloucester Crossing	Monomoy Keepers, LLC	Gloucester	MA	01930	(978) 381-4974
Mohawk Trail Plaza	Catie Laraway	Greenfield	MA	01301	(413) 475-3154
Hanover Commons	Watel Enterprises LLC	Hanover	MA	02339	(781) 924-3100
Holyoke Mall Crossing	Shivalie, LLC	Holyoke	MA	01040	(413) 315-5330
Festival at Hyannis S.C.	Great East Ventures, Inc.	Hyannis	MA	02601	(508) 957-2863
Orchard Hill Park	B&A Business Development, Inc.	Leominster	MA	01453	(978) 514-8880
Twin City Shopping Center	VDG Salons, LLC	Leominster	MA	01453	(978) 537-0276
Big Y Plaza	Shivalie, LLC	Ludlow	MA	01056	(413) 610-0888
Mashpee Commons North	Great East Ventures, Inc.	Mashpee	MA	02649	(508) 419-1693
Riverside Landing	B&A Business Development, Inc.	New Bedford	MA	02746	(774) 206-6930
Kingsgate Stop & Shop Plaza	Shivalie, LLC	Northampton	MA	01060	(413) 727-8537
Norwood Plaza	J&L Salons LLC	Norwood	MA	02062	(781) 349-8634
Oxford Crossing	T&J Noury Enterprises, LLC	Oxford	MA	01540	(508) 731-6596
Pembroke Center Plaza	Watel Enterprises LLC	Pembroke	MA	02359	(339) 244-4659
North River Plaza	Watel Enterprises LLC	Pembroke	MA	02359	(781) 924-5050
Plainville Crossing Shopping Center	RCO Clippers LLC	Plainville	MA	02762	(508) 316-3074
White City Shopping Center	T&J Noury Enterprises, LLC	Shrewsbury	MA	01545	(508) 425-3649
Long Pond Drive	Great East Ventures, Inc.	South Yarmouth	MA	02664	(508) 619-3812
Southbridge Fair	Maya Enterprises, LLC	Southbridge	MA	01550	(508) 765-5000
Pleasant Valley Crossing	T&J Noury Enterprises, LLC	Sutton	MA	01590	(508) 917-8840
1A Marketplace	D&J Salons LLC	Walpole	MA	02081	(508) 734-5692
Century Center	Catie Laraway	West Springfiel	MA	01089	(413) 209-9499
Speedway Plaza	VDG Salons, LLC	Westborough	MA	01581	(508) 616-0007
Westgate Plaza	Catie Laraway	Westfield	MA	01085	(413) 642-5041
Cornerstone Square	B&A Business Development, Inc.	Westford	MA	01886	(978) 392-8880
RK Worcester Plaza	Coyle Enterprises, LLC	Worcester	MA	01607	(508) 377-2298
Beards Hill Plaza	Meissner Holdings, LLC	Aberdeen	MD	21001	(410) 272-0500
College Parkway Center	Folk Design Group, LLC	Arnold	MD	21012	(410) 757-7447
Quarry Lake	FourWard, L.L.C.	Baltimore	MD	21209	(410) 484-1173
Tollgate Marketplace	CYB, Inc.	Bel Air	MD	21014	(410) 638-8840
Ocean Landings	Ten Sails LLC	Berlin	MD	21811	(410) 390-7178
St. Mary's Marketplace	DIPPA CUTS, Inc.	California	MD	20619	(240) 237-8315
Kent Towne Market II	Ten Sails LLC	Chester	MD	21619	(443) 249-3430
Denton Plaza	Ten Sails LLC	Denton	MD	21629	(443) 448-7139
Lynch Manor Shopping Center	Maryland Clips, Inc.	Dundalk	MD	21222	(410) 288-1038
Shoppes at Apple Greene	DIPPA CUTS, Inc.	Dunkirk	MD	20754	(301) 327-5431
Waterside Village	Ten Sails LLC	Easton	MD	21601	(410) 690-3058
Lyndwood Square	FourWard, L.L.C.	Elkridge	MD	21075	(410) 379-1380
Delancy Plaza	Meissner Holdings, LLC	Elkton	MD	21921	(410) 620-3090
Dorsey's Search Village	FourWard, L.L.C.	Ellicott City	MD	21042	(410) 997-0009
Waterview Town Center	Maryland Clips, Inc.	Essex	MD	21221	(410) 391-4500

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Bel Air Village North	Meissner Holdings, LLC	Forest Hill	MD	21050	(410) 836-8811
Southdale Shopping Center	Maryland Clips, Inc.	Glen Burnie	MD	21060	(410) 768-1885
Centre at Glen Burnie	Maryland Clips, Inc.	Glen Burnie	MD	21061	(410) 760-5550
Burwood Village	Maryland Clips, Inc.	Glen Burnie	MD	21061	(410) 595-5240
Hagerstown Gateway	DGLT Incorporated	Hagerstown	MD	21740	(301) 364-4091
Valley Park Commons II	DGLT Incorporated	Hagerstown	MD	21740	(301) 200-1507
La Plata Plaza	MD American Salons LLC	La Plata	MD	20646	(301) 392-5088
Lusby Commons	DIPPA CUTS, Inc.	Lusby	MD	20657	(410) 394-0101
Mount Airy Shopping Center	FourWard, L.L.C.	Mount Airy	MD	21771	(301) 829-3940
Northeast Plaza	H & J Clips, LLC	North East	MD	21901	(410) 656-6002
Piney Orchard Marketplace	Folk Design Group, LLC	Odenton	MD	21113	(410) 695-1700
North Plaza	Atessa, LLC	Parkville	MD	21234	(443) 495-7319
Walther Center	Maryland Clips, Inc.	Perry Hall	MD	21236	(410) 663-9963
Perry Hall Marketplace	Maryland Clips, Inc.	Perry Hall	MD	21236	(410) 248-2500
Honeygo Center	Maryland Clips, Inc.	Perry Hall	MD	21128	(410) 248-2999
Perryville Station	Meissner Holdings, LLC	Perryville	MD	21903	(410) 642-2525
Fox Run	TEJVI CUTS LLC	Prince Frederick	MD	20678	(443) 432-3172
Salisbury Promenade	Ten Sails LLC	Salisbury	MD	21801	(443) 736-4573
Shoppes at Quarterfield	Folk Design Group, LLC	Severn	MD	21144	(410) 969-1500
Padonia Village	Meissner Holdings, LLC	Timonium	MD	21093	(410) 683-1119
Cranberry Square	FourWard, L.L.C.	Westminster	MD	21157	(410) 751-5549
Waverly Woods	Mirror, LLC	Woodstock	MD	21163	(410) 988-5247
410 Center Street Strip Center	Chestnut Partners LLC	Auburn	ME	04210	(207) 221-5626
Falmouth Shopping Center	Chestnut Partners LLC	Falmouth	ME	04105	(207) 221-5626
Mill Creek Plaza	JMA INVESTMENTS, LLC	South Portland	ME	04106	(207) 767-7332
Topsham Fair Mall	Chestnut Partners LLC	Topsham	ME	04086	(207) 221-5626
Shaw's Plaza	JMA INVESTMENTS, LLC	Windham	ME	04062	(207) 893-8488
East Pointe Plaza	East West Cutters, Inc.	Adrian	MI	49221	(517) 266-8494
Fairlane Green	Azaad, LLC	Allen Park	MI	48101	(313) 271-9825
Allendale Crossings	SonRise Clippers, LLC	Allendale	MI	49401	(616) 892-2403
Stadium & Packard	Daisy Doo's Part 2, LLC	Ann Arbor	MI	48104	(734) 622-8202
Plymouth Road Plaza	MCD Enterprise 2, LLC	Ann Arbor	MI	48105	(734) 994-7328
Scio Square	MCD Enterprise, LLC	Ann Arbor	MI	48103	(734) 929-2753
Maple Village	MCD Enterprises 3, LLC	Ann Arbor	MI	48103	(734) 997-9190
Ann Arbor - Saline Meijer	Michigan Clippers III, Inc	Ann Arbor	MI	48103	(734) 761-3500
Harper Village	Cookeze Clips, Inc.	Battle Creek	MI	49014	(269) 979-2355
West Columbia Avenue	ZC Enterprises, LLC	Battle Creek	MI	49015	(269) 223-7409
Wilder Plaza	Easy Cut, Inc	Bay City	MI	48706	(989) 671-9629
Fair Plain Plaza	SonRise Clippers, LLC	Benton Harbor	MI	49022	(269) 925-6503
Berkley Square	GC Berkley, LLC	Berkley	MI	48072	(248) 541-9600
The Corners	Style N Smile No. 3, LLC	Beverly Hills	MI	48025	(248) 593-9020
1st Birmingham	AMJAY Corp.	Birmingham	MI	48009	(248) 593-9099
Bloomfield Town Square	Style N Smile No. 6, LLC	Bloomfield Hill	MI	48302	(248) 451-1541
Boardwalk Plaza	WNW Incorporated	Brighton	MI	48116	(810) 775-3593
West Tel Plaza	AMJAY Corp.	Brownstown	MI	48183	(734) 561-8577
The Courtyard	Stick Enterprises, LLC	Burton	MI	48509	(810) 744-1560

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Tanger Outlets	SonRise Clippers, LLC	Byron Center	MI	49315	(616) 551-2255
Cadillac Hobby Lobby Outlot	SonRise Clippers, LLC	Cadillac	MI	49601	(231) 444-6160
Villager	CUT, BLO, GO, LLC	Caledonia	MI	49316	(616) 891-8191
Canton Meijer	Michigan Clippers II, Inc	Canton	MI	48187	(734) 981-7775
Cherry Hill and Lilley Rd	Michigan Clippers, Inc.	Canton	MI	48188	(734) 844-7803
Canton Premier Center	Sanra, Inc.	Canton	MI	48188	(734) 495-9446
Charlotte Walmart	PVW Midwest Cutters, LLC	Charlotte	MI	48813	(517) 541-2400
Gratiot Crossings	Hallwood Group, LLC	Chesterfield	MI	48051	(586) 949-8100
Chesterfield Commons	Hallwood of Chesterfield East, LL	Chesterfield	MI	48047	(586) 716-9433
Springfield Town Square	Pankaj Dhingra	Clarkston	MI	48348	(248) 625-0023
Shoppes of Clarkston	JETTIM, LLC	Clarkston	MI	48346	(248) 795-2848
Independence Square	Sancera, LLC	Clarkston	MI	48346	(248) 625-4802
Clawson Plaza	Azaad, LLC	Clawson	MI	48017	(248) 288-4247
Clinton Township	Hallwood of Clinton Township, In	Clinton Townsh	MI	48036	(586) 468-9833
Imperial Plaza	Zelco, LLC	Clinton Townsh	MI	48038	(586) 416-2887
Clio	MCD Enterprise, LLC	Clio	MI	48420	(810) 640-7056
Chicago Center	ANL Management, LLC	Coldwater	MI	49036	(517) 278-3040
Commerce Marketplace	Daisy Doo's Part 2, LLC	Commerce Tow	MI	48390	(248) 668-3990
Shops at Commerce	Sanra II, Inc.	Commerce Tow	MI	48382	(248) 363-7361
Yorktown Plaza	3S, LLC	Comstock Park	MI	49321	(616) 647-0315
Coopersville Town Plaza	Gold Star Salons LLC	Coopersville	MI	49404	(616) 610-5903
Davison Kroger Center	MCD Enterprise 2, LLC	Davison	MI	48423	(810) 654-2909
Garrison Place	Cian MacSweeney Holdings, LLC	Dearborn	MI	48124	(313) 278-9400
The Heights	GC Dearborn Heights, LLC	Dearborn Heigh	MI	48127	(313) 444-1177
Crossroads Center	MacSweeney, Inc.	Dewitt	MI	48820	(517) 668-6793
East Oak Square	PVW Midwest Cutters, LLC	East Lansing	MI	48823	(517) 333-8440
Farmington Crossroads	Daisy Doo's Part 2, LLC	Farmington	MI	48336	(248) 426-0500
Silver Lake Village	MCD Enterprise 2, LLC	Fenton	MI	48430	(810) 714-7328
Ferndale Plaza	Zelco 2, LLC	Ferndale	MI	48220	(248) 548-2887
Meijer Flat Rock MI	B&C Cutters, Inc.	Flat Rock	MI	48134	(734) 795-6757
Corunna Marketplace	Yongping Guo	Flint	MI	48532	(810) 230-1818
Hill Plaza	BAW Enterprises, LLC	Flint	MI	48507	(810) 234-0246
Fort Gratiot Center	Hallwood of Fort Gratiot, LLC	Fort Gratiot	MI	48059	(810) 385-8300
Fraser Meijers	Just Hair II, LLC/Just Hair III, LL	Fraser	MI	48026	(586) 294-3800
Fremont Meijer - In Store	Gold Star Salons LLC	Fremont	MI	49412	(231) 519-0372
Shoppes on Main	SonRise Clippers, LLC	Gaylord	MI	49735	(989) 448-2811
Beacon Square	Gold Star Salons LLC	Grand Haven	MI	49417	(616) 842-5477
Grand Ledge	MacSweeney, Inc.	Grand Ledge	MI	48837	(517) 627-6838
Inline Center	3S, LLC	Grand Rapids	MI	49512	(616) 464-4427
Standale Meijer Outlot	3S, LLC	Grand Rapids	MI	49534	(616) 791-7850
Gaines	Gold Star Salons LLC	Grand Rapids	MI	49508	(616) 554-1920
Forest Hills Center	Gold Star Salons LLC	Grand Rapids	MI	49546	(616) 957-1648
Grand Rapids In-Store Meijer	SonRise Clippers, LLC	Grand Rapids	MI	49544	(616) 363-2799
Leonard Fuller Plaza	SonRise Clippers, LLC	Grand Rapids	MI	49505	(616) 258-8664
Gas Light Village	SonRise Clippers, LLC	Grand Rapids	MI	49506	(616) 202-7086
Waterford Center	SonRise Clippers, LLC	Grand Rapids	MI	49525	(616) 988-1020

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Knapps Corner Shops	SonRise Clippers, LLC	Grand Rapids	MI	49525	(616) 365-9005
Bucktown Shopping Center	Gold Star Salons LLC	Grandville	MI	49418	(616) 261-4601
Hathaway Circle	Gold Star Salons LLC	Greenville	MI	48838	(616) 225-2332
Kercheval Place	Style N Smile No. 10, LLC	Grosse Pointe	MI	48230	(313) 647-9000
Mariners Point SC	Style N Smile No. 8, LLC	Harrison Town	MI	48045	(586) 465-6200
Westside Plaza	Cookeze Clips, Inc.	Hastings	MI	49058	(269) 953-7746
Hazel Park	Daisy Doo's, LLC	Hazel Park	MI	48030	(248) 546-7670
Rose Park Plaza	Q-T Salons, LLC	Holland	MI	49424	(616) 399-9912
South Washington Square	Q-T Salons, LLC	Holland	MI	49423	(616) 394-3050
Waldenwoods	Sanra III, Inc.	Howell	MI	48353	(810) 632-6322
Crossroads Town Center	WNW Incorporated	Howell	MI	48843	(517) 552-0825
Country Corners	WNW Incorporated	Howell	MI	48843	(517) 552-5253
Georgetown Plaza	Gold Star Salons LLC	Hudsonville	MI	49426	(616) 210-4633
Plaza 32	Gold Star Salons LLC	Hudsonville	MI	49426	(616) 669-1299
Imlay City Plaza	Hallwood of Imlay City LLC	Imlay City	MI	48444	(810) 721-1100
Market Square Plaza	SonRise Clippers, LLC	Ionia	MI	48846	(616) 522-9830
E Michigan Avenue	PVW Midwest Cutters, LLC	Jackson	MI	49202	(517) 262-0914
Jackson Plaza	PVW Midwest Cutters, LLC	Jackson	MI	49202	(517) 262-9610
Cottonwood Plaza	Gold Star Salons LLC	Jenison	MI	49428	(616) 667-9050
Stadium Dr	Cookeze Clips, Inc.	Kalamazoo	MI	49008	(269) 488-8632
Westmain and Drake	Cookeze Clips, Inc.	Kalamazoo	MI	49009	(269) 388-4441
Gull Road Mall	Cookeze Clips, Inc.	Kalamazoo	MI	49048	(269) 276-9720
Breton and 44th	SonRise Clippers, LLC	Kentwood	MI	49508	(616) 971-1771
Orion Township	Pankaj Dhingra	Lake Orion	MI	48359	(248) 391-2111
Bedford Meadows	Azaad No 3, LLC	Lambertville	MI	48144	(734) 854-7000
West Saginaw	MacSweeney, Inc.	Lansing	MI	48917	(517) 580-3968
Edgewood Towne Center	MacSweeney, Inc.	Lansing	MI	48911	(517) 272-1108
South Branch Center	Sanra III, Inc.	Lapeer	MI	48446	(810) 667-5021
Bay River Marketplace	B&C Cutters, Inc.	Lenox Townshi	MI	48048	(586) 273-7771
Lincoln Park	Daisy Doo's Part 2, LLC	Lincoln Park	MI	48146	(313) 381-7100
Livonia Marketplace	Azaad 2, LLC	Livonia	MI	48152	(248) 442-9100
Marketplace at College Park	MCD Enterprise, LLC	Livonia	MI	48152	(734) 542-0799
Livonia Plaza	Sanra, Inc.	Livonia	MI	48154	(734) 744-4085
Stone Ridge Plaza	SonRise Clippers, LLC	Lowell	MI	49331	(616) 897-9520
Ludington Center	SonRise Clippers, LLC	Ludington	MI	49431	(231) 425-3930
Romeo Plank Crossing	Hallwood Group, LLC	Macomb	MI	48044	(586) 263-8100
Macomb East	Hallwood of Macomb, Inc.	Macomb	MI	48042	(586) 598-7141
Hall & Heydenreich Target Center	Hallwood of Macomb, Inc.	Macomb	MI	48044	(248) 825-4110
Manistee In-Store-Meijer	SonRise Clippers, LLC	Manistee	MI	49660	(231) 299-1204
Marysville Plaza	Hallwood of Marysville, Inc.	Marysville	MI	48040	(810) 388-9882
Milford Center	MCD Enterprises 3, LLC	Milford	MI	48381	(248) 684-1047
Monroe Shopping Plaza	PVW Midwest Cutters, LLC	Monroe	MI	48161	(734) 639-2792
French Town Plaza	PVW Midwest Cutters, LLC	Monroe	MI	48162	(734) 242-4889
Stadium Mall	MacSweeney, Inc.	Mount Pleasant	MI	48858	(989) 773-0050
Roosevelt Park Town Centre	Gold Star Salons LLC	Muskegon	MI	49441	(231) 766-8605
Sternberg Crossing	Gold Star Salons LLC	Muskegon	MI	49444	(231) 799-9108

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Niles	SonRise Clippers, LLC	Niles	MI	49120	(269) 684-6439
Shoppes at the Trail	Daisy Doo's Part 2, LLC	Novi	MI	48377	(248) 669-6657
Meridian Towne Centre	MacSweeney, Inc.	Okemos	MI	48864	(517) 347-0099
Oxford Crossings	Pankaj Dhingra	Oxford	MI	48371	(248) 236-9065
Victories Square	SonRise Clippers, LLC	Petoskey	MI	49770	(231) 753-2129
Plainwell Otsego	Cookeze Clips, Inc.	Plainwell	MI	49080	(269) 685-9420
Plymouth Square	Gamly Clips, LLC	Plymouth	MI	48170	(734) 956-3480
Sheldon Place	Gamly Clips, LLC	Plymouth	MI	48170	(734) 855-6973
Fortress Hill Plaza	Hallwood of Marysville, Inc.	Port Huron	MI	48060	(810) 294-5594
Greenspire Shoppes	Cookeze Clips, Inc.	Portage	MI	49002	(269) 716-3336
Romence Village	Cookeze Clips, Inc.	Portage	MI	49024	(269) 323-8937
Richmond Shopping Plaza	B&C Cutters, Inc.	Richmond	MI	48062	(586) 430-1129
Riverview Center	AMJAY Corp.	Riverview	MI	48913	(734) 282-4424
City Walk SC	AMJAY Corp.	Rochester Hills	MI	48307	(248) 652-7885
University Square	JETTIM, LLC	Rochester Hills	MI	48309	(248) 759-4067
Adams Marketplace	JETTIM, LLC	Rochester Hills	MI	48309	(248) 491-6633
Rochester-Hamlin Retail Center	Style N Smile, LLC	Rochester Hills	MI	48307	(248) 608-4544
Rockford Ridge	Gold Star Salons LLC	Rockford	MI	49341	(616) 863-1173
Roseville Village	Just Hair, LLC	Roseville	MI	48066	(586) 293-5500
Marketplace of Royal Oak	AMJAY Corp.	Royal Oak	MI	48067	(248) 607-7211
Green Acres	Yongping Guo	Saginaw	MI	48603	(989) 401-9999
St. Clair Plaza	Hallwood of Marysville, Inc.	Saint Clair	MI	48079	(810) 740-5025
Lakeshore Village	Style N Smile No. 7, LLC	Saint Clair Sho	MI	48080	(586) 443-4244
South Point Mall	MacSweeney, Inc.	Saint Johns	MI	48879	(989) 227-1200
Martin's St. Joseph Plaza	SonRise Clippers Too, LLC	Saint Joseph	MI	49085	(269) 985-0058
State Street Crossing	MCD Enterprise 2, LLC	Saline	MI	48176	(734) 429-0400
Shelby Township	AMJAY NO 1 CORPORATION	Shelby Townsh	MI	48315	(586) 991-0066
King's Kountry	Style N Smile No. 9, LLC	Shelby Townsh	MI	48317	(586) 323-7900
Hayes Center Shoppes	Style N Smile, LLC	Shelby Townsh	MI	48315	(586) 532-5477
Brookdale Square	AMJAY Corp.	South Lyon	MI	48178	(248) 278-8155
Eureka Crossing	AMJAY Corp.	Southgate	MI	48195	(734) 285-3655
Ham Center	B&C Cutters, Inc.	Sterling Heights	MI	48313	(586) 977-1718
Sterling Heights Retail Center	GC Berkley, LLC	Sterling Heights	MI	48310	(248) 597-0472
Kirkwood Plaza	Style N Smile No. 1, LLC	Sterling Heights	MI	48313	(586) 247-3008
Ryan Shopping Center	Style N Smile No. 4, LLC	Sterling Heights	MI	48310	(586) 983-2578
Stevensville at Meijer	SonRise Clippers, LLC	Stevensville	MI	49127	(269) 429-1867
Sturgis Retail Center	Cookeze Clips, Inc.	Sturgis	MI	49091	(269) 503-7077
Kirklynn Commons	AMJAY Corp.	Taylor	MI	48180	(313) 299-1419
Telegraph Road - Walmart Plaza	PVW Midwest Cutters, LLC	Taylor	MI	48180	(313) 292-8888
South Plaza	PVW Midwest Cutters, LLC	Taylor	MI	48180	(734) 634-5785
Tecumseh Plaza	East West Cutters, Inc.	Tecumseh	MI	49286	(517) 301-4884
River Country Plaza	ZC Enterprises, LLC	Three Rivers	MI	49093	(269) 273-4999
East Bay Plaza	SonRise Clippers, LLC	Traverse City	MI	49686	(231) 252-4024
Northfield Commons	JETTIM, LLC	Troy	MI	48098	(248) 828-7020
Emerald Lakes Plaza	Style N Smile No. 11, LLC	Troy	MI	48085	(248) 879-8800
Troy Commons	Style N Smile No. 2, LLC	Troy	MI	48083	(248) 680-8900

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Sunset Plaza	Style N Smile No. 5, LLC	Troy	MI	48085	(248) 879-6007
Schoenherr Shoppes	Daisy Doo's, LLC	Warren	MI	48089	(586) 585-1264
Heritage Village	Daisy Doo's, LLC	Warren	MI	48092	(586) 576-1760
Schoenherr Plaza	Just Hair II, LLC/Just Hair III, LL	Warren	MI	48088	(586) 272-2332
Washington Commons	Sanra II, Inc.	Washington To	MI	48094	(586) 677-3808
Washington Pointe Plaza	AMJAY NO 1 CORPORATION	Washington Tw	MI	48095	(586) 697-1354
Waterford Plaza	Suburban Cuts, Inc.	Waterford	MI	48327	(248) 618-8880
Chambers Corners	Cookeze Clips, Inc.	Wayland	MI	49348	(269) 397-1350
Gateway Center	Zelco, LLC	West Bloomfiel	MI	48322	(248) 855-2887
West Way	Michigan Clippers IV, Inc.	Westland	MI	48185	(734) 467-9622
Cherry Hill Marketplace	Sanra, Inc.	Westland	MI	48186	(734) 398-1657
Meijers White Lake	WNW Incorporated	White Lake	MI	48383	(248) 889-3503
Woodhaven Village Square	AMJAY Corp.	Woodhaven	MI	48183	(734) 675-0730
28 West	Gold Star Salons LLC	Wyoming	MI	49509	(616) 403-9505
Carelinc Center	SonRise Clippers, LLC	Wyoming	MI	49548	(616) 214-7190
Metro Health Village	SonRise Clippers, LLC	Wyoming	MI	49519	(616) 530-7433
Carpenter Crossing	Azaad 2, LLC	Ypsilanti	MI	48197	(734) 677-9800
Bridgewater Square	Q-T Salons, LLC	Zeeland	MI	49464	(616) 879-0079
Albertville Crossing Center	Aster Clips LLC	Albertville	MN	55301	(763) 497-8455
South Creek Center	Snip, Inc.	Alexandria	MN	56308	(320) 763-4076
Andover Station	Give Me A Break, Inc.	Andover	MN	55304	(763) 754-0319
Clocktower Commons	Half Moon Clippers, LLC	Andover	MN	55304	(763) 413-6969
Apple Valley Retail	Windjammers Corporation	Apple Valley	MN	55124	(952) 891-1510
Shannon Square	Windjammers Corporation	Arden Hills	MN	55126	(651) 482-8397
Austin	Roch-N-Roll, Inc.	Austin	MN	55912	(507) 437-8243
Baxter	Snip, Inc.	Baxter	MN	56425	(218) 829-3021
Belle Plaine Retail	AJE Holdings LLC	Belle Plaine	MN	56011	(952) 873-6881
Market Place Food	Snip, Inc.	Bemidji	MN	56601	(218) 755-1695
Big Lake	Stevens Unlimited of St. Paul, Inc.	Big Lake	MN	55309	(763) 263-9800
Village of Blaine	Snip, Inc.	Blaine	MN	55449	(763) 780-0249
Blaine	Stevens Unlimited of St. Paul, Inc.	Blaine	MN	55434	(763) 757-7302
North Court Commons	Stevens Unlimited of St. Paul, Inc.	Blaine	MN	55434	(763) 784-3897
Blaine Marketplace	Stevens Unlimited of St. Paul, Inc.	Blaine	MN	55434	(763) 767-1820
Victory Village	Stevens Unlimited of St. Paul, Inc.	Blaine	MN	55449	(763) 780-9121
Oxboro Shopping Center	Aster Clips LLC	Bloomington	MN	55420	(952) 881-1616
Southtown	W. Peyton Co.	Bloomington	MN	55431	(952) 881-2599
Normandale Village	Windjammers Corporation	Bloomington	MN	55437	(952) 831-2118
Brainerd East	Snip, Inc.	Brainerd	MN	56401	(218) 828-1110
Park Place Promenade	Half Moon Clippers, LLC	Brooklyn Park	MN	55445	(763) 424-3067
Wright County Mall	Stevens Unlimited of St. Paul, Inc.	Buffalo	MN	55313	(763) 682-5658
Aurora Village Center	Catch the Wave, Inc.	Burnsville	MN	55306	(952) 898-4554
Nicollet Plaza	Catch the Wave, Inc.	Burnsville	MN	55337	(952) 217-4781
Arthurs Court	Stevens Unlimited of St. Paul, Inc.	Cambridge	MN	55008	(763) 691-1630
Champlin Market Place	Snip, Inc.	Champlin	MN	55316	(763) 576-9930
Chanhassen	W. Peyton Co.	Chanhassen	MN	55317	(952) 474-6273
Chaska Commons	RAS Corporation	Chaska	MN	55318	(952) 368-9720

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Northway	Stevens Unlimited of St. Paul, Inc.	Circle Pines	MN	55014	(763) 783-0182
Shoppes of Cloquet	BJStevens Unlimited, LLC	Cloquet	MN	55720	(218) 879-4414
Riverdale Crossing	Give Me A Break, Inc.	Coon Rapids	MN	55448	(763) 421-4381
Village 10 SC	Snip, Inc.	Coon Rapids	MN	55433	(763) 862-4015
Cottage Grove Plaza	JW Enterprises Inc.	Cottage Grove	MN	55016	(651) 458-4140
Oak Park Commons	JW Enterprises Inc.	Cottage Grove	MN	55016	(651) 459-0613
Crystal Gallery	Newport Clippers, Inc.	Crystal	MN	55428	(763) 537-4575
Delano Crossing	AJE Holdings LLC	Delano	MN	55328	(763) 972-2054
Miller Plaza	BJStevens Unlimited, LLC	Duluth	MN	55811	(218) 726-0661
Mount Royal Center Shopping Center	BJStevens Unlimited, LLC	Duluth	MN	55803	(218) 724-4247
Denfeld Retail Center	BJStevens Unlimited, LLC	Duluth	MN	55807	(218) 624-2244
Cliff Lake Center	AJE Holdings LLC	Eagan	MN	55122	(651) 687-0982
Eagan Towne Center	AJE Holdings LLC	Eagan	MN	55123	(651) 452-9676
Diffley Commons	AJE Holdings LLC	Eagan	MN	55123	(651) 405-6740
Eden Glen	W. Peyton Co.	Eden Prairie	MN	55344	(952) 941-5589
Prairie Village	W. Peyton Co.	Eden Prairie	MN	55344	(952) 934-6558
Yorkdale	Newport Clippers, Inc.	Edina	MN	55435	(952) 924-9413
50th and Vernon	W. Peyton Co.	Edina	MN	55436	(952) 927-5688
Elk River	Snip, Inc.	Elk River	MN	55330	(763) 441-3468
Fairmont Supercenter	Snip, Inc.	Fairmont	MN	56031	(507) 235-5857
Faribault Plaza	Catch the Wave, Inc.	Faribault	MN	55021	(507) 334-4316
Lincoln Crossing	Spice Investment Group, Inc.	Fergus Falls	MN	56537	(218) 998-1777
Westlake Plaza	Snip, Inc.	Forest Lake	MN	55025	(651) 464-1025
Forest Lake / Broadway	Snip, Inc.	Forest Lake	MN	55025	(651) 982-6307
Fridley Market	Windjammers Corporation	Fridley	MN	55432	(763) 572-0041
Grand Rapids Shopping Center	Grand Investments Group, Inc.	Grand Rapids	MN	55744	(218) 326-6512
Ham Lake Centre	Stevens Unlimited of St. Paul, Inc.	Ham Lake	MN	55304	(763) 413-9840
Schoolhouse Square	JW Enterprises Inc.	Hastings	MN	55033	(651) 319-0198
Hibbing	Grand Investments Group, Inc.	Hibbing	MN	55746	(218) 263-4300
Victor Marketplace	Aster Clips LLC	Hugo	MN	55038	(651) 256-3296
County Fair Market Place	Stevens Unlimited of St. Paul, Inc.	Hutchinson	MN	55350	(320) 234-3458
Cahill Plaza	JW Enterprises Inc.	Inver Grove He	MN	55076	(651) 552-4990
Crossroads	Catch the Wave, Inc.	Lakeville	MN	55044	(952) 891-8299
Argonne Village	Catch the Wave, Inc.	Lakeville	MN	55044	(952) 898-2992
HyVee Rivers Edge	Catch the Wave, Inc.	Lakeville	MN	55044	(952) 484-2280
Lora B's Plaza	Snip, Inc.	Little Falls	MN	56345	(320) 632-5544
River City Center	Snip, Inc.	Mankato	MN	56001	(507) 387-1579
Grove Village	Aster Clips LLC	Maple Grove	MN	55369	(763) 494-6702
Fountains at Arbor Lakes	Aster Clips LLC	Maple Grove	MN	55369	(763) 488-1511
Homestead Corner	Snip, Inc.	Maple Grove	MN	55311	(763) 420-7800
Maplewood Retail Center	Windjammers Corporation	Maplewood	MN	55109	(651) 773-9816
Marshall East	Snip, Inc.	Marshall	MN	56258	(507) 337-2010
Medina	Stevens Unlimited of St. Paul, Inc.	Medina	MN	55340	(763) 478-2988
Great Clips on the Nicollet Mall	Caycor, Inc.	Minneapolis	MN	55403	(612) 659-1220
601 Marquette	Caycor, Inc.	Minneapolis	MN	55402	(612) 345-5567
46th and Nicollet	Windjammers Corporation	Minneapolis	MN	55409	(612) 822-5526

Salon Name	Franchisee	City	State/Provin	Zip	Phone
The Venue at Dinkytown	Windjammers Corporation	Minneapolis	MN	55414	(612) 379-0430
Westridge Center	Newport Clippers, Inc.	Minnetonka	MN	55305	(952) 546-1070
Westwind Plaza	RAS Corporation	Minnetonka	MN	55345	(952) 933-0019
Country Village Shopping Center	RAS Corporation	Minnetonka	MN	55343	(952) 933-8309
Monticello Business Center	Stevens Unlimited of St. Paul, Inc.	Monticello	MN	55362	(763) 295-8490
Brookdale Shopping Center	Spice Investment Group, Inc.	Moorhead	MN	56560	(218) 287-6222
Mound Marketplace	AJE Holdings LLC	Mound	MN	55364	(952) 472-8629
Rock Ridge	Grand Investments Group, Inc.	Mountain Iron	MN	55768	(218) 749-2547
New Prague	Windjammers Corporation	New Prague	MN	56071	(952) 758-9685
Supercenter Square	Snip, Inc.	New Ulm	MN	56073	(507) 354-1122
Northfield	Windjammers Corporation	Northfield	MN	55057	(507) 663-0866
Bergen Plaza	W. Peyton Co.	Oakdale	MN	55128	(651) 735-7245
Otsego	Snip, Inc.	Otsego	MN	55330	(763) 441-2677
Bridge Street Center	Snip, Inc.	Owatonna	MN	55060	(507) 455-1717
Evergreen Square	Stevens Unlimited of St. Paul, Inc.	Pine City	MN	55063	(320) 629-1209
Plymouth Plaza	RAS Corporation	Plymouth	MN	55447	(763) 473-3075
Nathan Lane	Stevens Unlimited of St. Paul, Inc.	Plymouth	MN	55442	(763) 559-2161
Rockford Road Plaza	Stevens Unlimited of St. Paul, Inc.	Plymouth	MN	55442	(763) 553-2001
Plymouth Town Center	Stevens Unlimited of St. Paul, Inc.	Plymouth	MN	55447	(763) 559-1096
Princeton	JW Enterprises Inc.	Princeton	MN	55371	(763) 634-9000
Ramsey Town Square	Give Me A Break, Inc.	Ramsey	MN	55303	(763) 422-1960
Red Wing	Snip, Inc.	Red Wing	MN	55066	(651) 267-0020
Cedar Point Commons	Newport Clippers, Inc.	Richfield	MN	55423	(612) 869-4233
Lyndale Station	Windjammers Corporation	Richfield	MN	55423	(612) 861-2929
Crossroads Center	Roch-N-Roll, Inc.	Rochester	MN	55901	(507) 288-0880
Silver Lake	Roch-N-Roll, Inc.	Rochester	MN	55904	(507) 252-5529
Marketplace	Roch-N-Roll, Inc.	Rochester	MN	55901	(507) 292-5999
Barlow Plaza	Roch-N-Roll, Inc.	Rochester	MN	55901	(507) 285-5080
Rogers Retail Centre	Stevens Unlimited of St. Paul, Inc.	Rogers	MN	55374	(763) 428-1577
Rosemount	Catch the Wave, Inc.	Rosemount	MN	55068	(651) 423-4001
Rosedale Marketplace	Aster Clips LLC	Roseville	MN	55113	(651) 639-0665
Lexington Plaza	Newport Clippers, Inc.	Roseville	MN	55113	(651) 488-5918
Silver Lake Village	Aster Clips LLC	Saint Anthony	MN	55421	(612) 788-4971
Cub Food West Plaza	Stevens Unlimited of St. Paul, Inc.	Saint Cloud	MN	56301	(320) 203-1133
St. Francis City Center	Give Me A Break, Inc.	Saint Francis	MN	55070	(763) 753-7820
South Robert Plaza	W. Peyton Co.	Saint Paul	MN	55118	(651) 455-7673
Lincoln Commons	Windjammers Corporation	Saint Paul	MN	55105	(651) 698-4675
Pine Cone Marketplace	Stevens Unlimited of St. Paul, Inc.	Sartell	MN	56377	(320) 259-0460
The Shoppes at Epic Center	Stevens Unlimited of St. Paul, Inc.	Sartell	MN	56303	(320) 774-1372
Market Place at 42	Prior Ties, Inc.	Savage	MN	55378	(952) 447-0277
Crossroads Center	Catch the Wave, Inc.	Shakopee	MN	55379	(952) 496-9055
Shorewood Village	RAS Corporation	Shorewood	MN	55331	(952) 470-5390
Park Place Plaza	Aster Clips LLC	St Louis Park	MN	55416	(952) 544-8787
Knollwood	RAS Corporation	St Louis Park	MN	55426	(952) 933-7525
Division Place	Stevens Unlimited of St. Paul, Inc.	St. Cloud	MN	56301	(320) 259-4363
Stillwater Plaza	Newport Clippers, Inc.	Stillwater	MN	55082	(651) 439-7350

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Vadnais Square	Aster Clips LLC	Vadnais Heights	MN	55127	(651) 415-1819
Heights Plaza	Windjammers Corporation	Vadnais Heights	MN	55127	(651) 426-7142
Waconia Marketplace	RAS Corporation	Waconia	MN	55387	(952) 442-9840
Lakeside Shops	Aster Clips LLC	White Bear Lake	MN	55110	(651) 429-2444
White Bear Marketplace	Newport Clippers, Inc.	White Bear Lake	MN	55110	(651) 340-0506
Century Hills	Newport Clippers, Inc.	White Bear Lake	MN	55110	(651) 262-2880
Shoppes of Willmar	Stevens Unlimited of St. Paul, Inc.	Willmar	MN	56201	(320) 231-2040
Winona	Snip, Inc.	Winona	MN	55987	(507) 452-1779
Woodbury Village	W. Peyton Co.	Woodbury	MN	55125	(651) 738-7599
Tamarack Village Shopping Center	W. Peyton Co.	Woodbury	MN	55125	(651) 730-1575
Commerce Hill	W. Peyton Co.	Woodbury	MN	55125	(651) 528-8864
Worthington	J&J Salons, LLC	Worthington	MN	56187	(507) 376-5566
Vogel Road	Adlib Too, Inc.	Arnold	MO	63010	(636) 287-3808
Arnold Commons	Modern Day Clippers, Inc.	Arnold	MO	63010	(636) 282-7232
Ballwin	Spectacular Clips, Inc.	Ballwin	MO	63011	(636) 256-7004
Belton Crossroads	Carpe Diem, Inc.	Belton	MO	64012	(816) 322-8112
Keystone Plaza	IRIS Corporation	Blue Springs	MO	64014	(816) 224-2992
Prestige Plaza	IRIS Corporation	Blue Springs	MO	64014	(816) 228-8330
Promenade at Brentwood	Spectacular Clips, Inc.	Brentwood	MO	63144	(314) 961-6447
Home Depot Plaza	Gateway Clippers Holdings LLC	Bridgeton	MO	63044	(314) 291-2927
Cape West	The Mane Group, Inc.	Cape Girardeau	MO	63701	(573) 803-2990
Town Plaza Shopping Center	The Mane Group, Inc.	Cape Girardeau	MO	63703	(573) 335-0885
Carthage Walmart	Carpe Diem, Inc.	Carthage	MO	64836	(417) 237-0227
Hilltown Village	Gateway Clippers Holdings LLC	Chesterfield	MO	63017	(636) 537-9932
Four Seasons Center	Shear Genius, LLC	Chesterfield	MO	63017	(314) 878-7712
Town & Country Crossing	Spectacular Clips, Inc.	Chesterfield	MO	63017	(636) 527-3662
Grindstone Plaza	Show Me Clippers, Inc.	Columbia	MO	65201	(573) 442-9799
Broadway Shops	Show Me Clippers, Inc.	Columbia	MO	65201	(573) 874-1415
Fairview Marketplace	Show Me Clippers, Inc.	Columbia	MO	65203	(573) 446-4323
Sappington Square	Modern Day Clippers, Inc.	Crestwood	MO	63126	(314) 843-1388
Dardenne Town Square	Gateway Clippers Holdings LLC	Dardenne Prairie	MO	63368	(636) 561-3116
Olympic Oaks	Holtzman Enterprises, Inc.	Des Peres	MO	63131	(314) 965-4760
Desloge	R.H. Clippers, Inc.	Desloge	MO	63601	(573) 431-9666
DeSoto Crossing	MCE Enterprises, Inc.	DeSoto	MO	63020	(636) 337-0660
Maple Tree	Gateway Clippers Holdings II, LLC	Ellisville	MO	63011	(636) 220-3788
Eureka Towne Center	Shear Genius, LLC	Eureka	MO	63025	(636) 938-3944
Truman Center	IRIS Corporation	Excelsior Springs	MO	64024	(816) 602-0023
Maple Valley Center	R.H. Clippers, Inc.	Farmington	MO	63640	(573) 760-0022
Dierbergs Fenton Crossing	Adlib Too, Inc.	Fenton	MO	63026	(636) 343-8346
Gravois Bluffs	Adlib Too, Inc.	Fenton	MO	63026	(636) 343-6999
Gannon Plaza	MCE Enterprises, Inc.	Festus	MO	63028	(636) 931-2626
Crystal City Shopping Center	MCE Enterprises, Inc.	Festus	MO	63028	(636) 937-8822
Cross Keys Center	Gateway Clippers Holdings LLC	Florissant	MO	63033	(314) 831-7015
Grandview Plaza	HEI of Colorado, LLC	Florissant	MO	63033	(314) 831-8830
Shoppes at Koch Park	Holtzman Enterprises, Inc.	Florissant	MO	63031	(314) 839-9093
Prospect Plaza	IRIS Corporation	Gladstone	MO	64119	(816) 453-0905

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Grain Valley Marketplace	FFR, Inc.	Grain Valley	MO	64029	(816) 443-3480
River Bend Plaza	Adlib, Inc.	Hannibal	MO	63401	(573) 406-5661
Harrisonville Marketplace	IRIS Corporation	Harrisonville	MO	64701	(816) 884-5020
Harvester Square	Holtzman Enterprises, Inc.	Harvester	MO	63303	(636) 939-0717
Dillon Plaza	Gateway Clippers Holdings LLC	High Ridge	MO	63049	(636) 677-8080
Shoppes at Seckman	MPE, Inc.	Imperial	MO	63052	(636) 333-3070
Independence Commons	IRIS Corporation	Independence	MO	64057	(816) 795-9411
East 23rd Street	IRIS Corporation	Independence	MO	64055	(816) 836-3534
Independence Marketplace	Kansas City Clippers, Inc.	Independence	MO	64055	(816) 478-9090
Jackson	The Mane Group, Inc.	Jackson	MO	63755	(573) 243-0142
Capital Crossing	Show Me Clippers, Inc.	Jefferson City	MO	65109	(573) 635-7388
Bel Aire Plaza	Carpe Diem, Inc.	Joplin	MO	64801	(417) 781-2500
Watts Mill Plaza	IRIS Corporation	Kansas City	MO	64114	(816) 942-4415
Creekwood Commons	IRIS Corporation	Kansas City	MO	64118	(816) 455-4464
Commerce Center	IRIS Corporation	Kansas City	MO	64119	(816) 506-5067
Coves Plaza	IRIS Corporation	Kansas City	MO	64154	(816) 505-1602
Mill Street Station	IRIS Corporation	Kansas City	MO	64111	(816) 561-1920
Chouteau Crossings Shopping Center	IRIS Corporation	Kansas City	MO	64117	(816) 266-6554
New Mark Center	IRIS Corporation	Kansas City	MO	64155	(816) 734-9541
Tiffany Springs	IRIS Corporation	Kansas City	MO	64154	(816) 584-1010
Stateline Station	Kansas City Clippers, Inc.	Kansas City	MO	64145	(816) 941-2300
Tremont Square	M. Khan, Inc.	Kansas City	MO	64151	(816) 587-1313
Metro North Commons	M. Khan, Inc.	Kansas City	MO	64155	(816) 468-6477
Wilshire Plaza	Seajay 5, LLC	Kansas City	MO	64157	(816) 781-9202
Kirkwood	Spectacular Clips, Inc.	Kirkwood	MO	63122	(314) 822-1777
Shoppes at Hawk Ridge	Gateway Clippers Holdings LLC	Lake Saint Lou	MO	63367	(636) 561-7100
Peruque Crossing	Spectacular Clips, Inc.	Lake Saint Lou	MO	63366	(636) 887-0058
Lebanon Centre	CM Clips LLC	Lebanon	MO	65536	(417) 533-7355
Summitwoods Crossing	Carpe Diem, Inc.	Lees Summit	MO	64081	(816) 525-2441
Chapel Ridge Shopping Center	FFR, Inc.	Lees Summit	MO	64064	(816) 524-8448
Raintree Plaza	FFR, Inc.	Lees Summit	MO	64082	(816) 537-8408
Todd George Marketplace	FFR, Inc.	Lees Summit	MO	64063	(816) 246-7627
Liberty Price Chopper	Seajay 5, LLC	Liberty	MO	64068	(816) 407-9076
Lafayette	Spectacular Clips, Inc.	Manchester	MO	63011	(636) 220-4869
Dorsett Square Shopping Center	Gateway Clippers Holdings LLC	Maryland Heig	MO	63043	(314) 878-2362
Moberly Crossings	Show Me Clippers, Inc.	Moberly	MO	65270	(660) 263-0745
Edgewood Center	Carpe Diem, Inc.	Neosho	MO	64850	(417) 658-9500
Fountain Plaza Shopping Center	Carpe Diem, Inc.	Nixa	MO	65714	(417) 374-7714
O'Fallon Centre	Gateway Clippers Holdings LLC	O Fallon	MO	63366	(636) 240-9935
Highway K & N	Gateway Clippers Holdings LLC	O'Fallon	MO	63304	(636) 978-4949
Lakeview Pointe	Show Me Clippers, Inc.	Osage Beach	MO	65065	(573) 348-6700
Overland Plaza	HEI of Colorado, LLC	Overland	MO	63114	(314) 428-1662
Ozark Center	CM Clips LLC	Ozark	MO	65721	(417) 581-4865
Perryville Crossing	MCE Enterprises, Inc.	Perryville	MO	63775	(573) 547-9089
Raymore Price Chopper	Carpe Diem, Inc.	Raymore	MO	64083	(816) 331-1884
Rolla	CM Clips LLC	Rolla	MO	65401	(573) 364-6600

Salon Name	Franchisee	City	State/Provin	Zip	Phone
University Commons - Lindenwood	Adlib, Inc.	Saint Charles	MO	63301	(636) 493-9963
East Hills Mall Pad	Kansas City Clippers, Inc.	Saint Joseph	MO	64506	(816) 233-2333
Shoppes at North Village	Kansas City Clippers, Inc.	Saint Joseph	MO	64506	(816) 233-3000
Tenholder Plaza	Adlib, Inc.	Saint Louis	MO	63129	(314) 892-2373
Aftton Plaza	Gateway Clippers Holdings II, LL	Saint Louis	MO	63123	(314) 300-8533
Bayless	Gateway Clippers Holdings LLC	Saint Louis	MO	63123	(314) 544-5535
Creve Coeur Pavilion	Gateway Clippers Holdings LLC	Saint Louis	MO	63141	(314) 567-4535
Loughborough	Holtzman Enterprises, Inc.	Saint Louis	MO	63111	(314) 352-2951
Mackenzie Point Shopping Center	Spectacular Clips, Inc.	Saint Louis	MO	63119	(314) 457-0704
Brentwood Plaza	Spectacular Clips, Inc.	Saint Louis	MO	63144	(314) 962-3944
Salt Lick Center	Adlib, Inc.	Saint Peters	MO	63376	(636) 970-0173
Sedalia Square	Carpe Diem, Inc.	Sedalia	MO	65301	(660) 951-1015
South Oaks Square Center	CM Clips LLC	Springfield	MO	65807	(417) 890-1100
James River	CM Clips LLC	Springfield	MO	65804	(417) 890-7755
Mark Twain Village	Adlib, Inc.	St Charles	MO	63301	(636) 916-4419
Fountainview Plaza	Shear Genius, LLC	St Charles	MO	63303	(636) 939-6855
Holly Hills & Gravois	Holtzman Enterprises, Inc.	St Louis	MO	63116	(314) 481-4800
LaDue Crossing	Gateway Clippers Holdings LLC	St. Louis	MO	63124	(314) 725-1427
Southfield Center	HEI of Colorado, LLC	St. Louis	MO	63123	(314) 843-7743
Hampton Village Shopping Center	Holtzman Enterprises, Inc.	St. Louis	MO	63109	(314) 752-3111
Richmond Center	Holtzman Enterprises, Inc.	St. Louis	MO	63117	(314) 781-9310
Butler Hill	MCE Enterprises, Inc.	St. Louis	MO	63128	(314) 894-4472
Oakville Center	Modern Day Clippers, Inc.	St. Louis	MO	63129	(314) 845-0169
Mid Rivers Crossing	Shear Genius, LLC	St. Peters	MO	63304	(636) 477-1220
St. Peter's Square	Shear Genius, LLC	St. Peters	MO	63376	(636) 970-3825
Sullivan Marketplace	Shear Genius, LLC	Sullivan	MO	63080	(573) 468-3447
The Plaza at Sunset Hills	MCE Enterprises, Inc.	Sunset Hills	MO	63127	(314) 821-9500
Community Bank Plaza	Spectacular Clips, Inc.	Troy	MO	63379	(636) 528-5352
Big Bend Square	Modern Day Clippers, Inc.	Twin Oaks	MO	63021	(636) 225-2272
Liberty Plaza	Carpe Diem, Inc.	Warrensburg	MO	64093	(660) 422-6205
Hawthorne Square	Shear Genius, LLC	Warrenton	MO	63383	(636) 456-0089
Phoenix Center	Adlib, Inc.	Washington	MO	63090	(636) 239-5105
Webb City	Carpe Diem, Inc.	Webb City	MO	64870	(417) 673-3633
Yorkshire Plaza	Adlib Too, Inc.	Webster Groves	MO	63119	(314) 963-1748
Wentzville Commons	Adlib, Inc.	Wentzville	MO	63385	(636) 332-5479
Wildwood	Spectacular Clips, Inc.	Wildwood	MO	63040	(636) 458-4200
Olive Branch	Tyson Transformations, LLC	Olive Branch	MS	38654	(662) 408-2570
Highland Court	Kristy Beliew	Oxford	MS	38655	(662) 607-1988
Rimrock Plaza	Headwaters Salons, LLC	Billings	MT	59102	(406) 655-4559
West Grand Plaza	Headwaters Salons, LLC	Billings	MT	59102	(406) 656-3839
The Heights	Headwaters Salons, LLC	Billings	MT	59105	(406) 254-2705
King Avenue	Headwaters Salons, LLC	Billings	MT	59102	(406) 652-0400
University Square	Headwaters Salons, LLC	Bozeman	MT	59718	(406) 585-5312
Gallatin Center	Headwaters Salons, LLC	Bozeman	MT	59718	(406) 522-7716
Butte Town Center	Headwaters Salons, LLC	Butte	MT	59701	(406) 494-7890
Marketplace	Headwaters Salons, LLC	Great Falls	MT	59404	(406) 453-5167

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Holiday Village	Headwaters Salons, LLC	Great Falls	MT	59405	(406) 453-0422
Safeway Center Helena	Headwaters Salons, LLC	Helena	MT	59601	(406) 443-2404
Northside Center	Headwaters Salons, LLC	Helena	MT	59601	(406) 457-2547
Mountain View Plaza	TriState Salons, LLC	Kalispell	MT	59901	(406) 755-8588
Russell Square	TriState Salons, LLC	Missoula	MT	59801	(406) 542-3234
Grant Creek Town Center	TriState Salons, LLC	Missoula	MT	59808	(406) 541-2737
Whitefish Mountain Mall	TriState Salons, LLC	Whitefish	MT	59937	(406) 730-2554
Center Park	DKO Enterprises, Inc.	Aberdeen	NC	28315	(910) 693-3433
Olive Place Center	Mascott Industries, Inc.	Albemarle	NC	28001	(704) 984-2129
Publix Pointe	Tar Heel Clippers, Inc.	Apex	NC	27502	(919) 367-6256
Lake Pine Plaza	Tar Heel Clippers, Inc.	Apex	NC	27502	(919) 468-5050
Tarheel Plaza	Twin Dome, LLC	Archdale	NC	27263	(336) 781-3216
Rutledge Commons	WHETYO, Inc.	Arden	NC	28704	(828) 676-2211
Center Point	Sawyer Holdings, Inc.	Asheboro	NC	27203	(336) 629-2547
Riverbend Marketplace	Saunders Clips, LLC	Asheville	NC	28803	(828) 298-5100
Merrimon Square	Saunders Clips, LLC	Asheville	NC	28804	(828) 252-9010
Pinnacle Point	Saunders Clips, LLC	Asheville	NC	28803	(828) 277-3505
Westgate S/C	WHETYO, Inc.	Asheville	NC	28806	(828) 251-6008
Belmont Town Center	Shear Madness, Inc.	Belmont	NC	28012	(704) 829-8225
McGees Crossing	Tar Heel Clippers, Inc.	Benson	NC	27504	(984) 201-3180
Montgomery Crossing	Sawyer Holdings, Inc.	Biscoe	NC	27209	(910) 828-4021
Midway Commons	McFreedom, LLC	Bolivia	NC	28422	(910) 253-9711
New Market Centre	Dixie Clippers, Inc.	Boone	NC	28607	(828) 386-4111
New Market Square	Robinett Enterprises, Inc.	Burlington	NC	27215	(336) 538-2547
Burlington Station	Southeast Salons, LLC	Burlington	NC	27215	(336) 524-0466
Northgate Plaza	Pineland Salons, LLC	Cameron	NC	28326	(910) 556-1350
Enka-Candler Ingles	Franklin Clips, Inc.	Candler	NC	28715	(828) 418-3161
Carteret Crossing	MCPIE, Inc.	Cape Carteret	NC	28584	(252) 354-8000
Carrboro Plaza	Triangle Holdings, Inc.	Carrboro	NC	27510	(919) 967-9390
Shoppes at Kildaire	DKO Enterprises, Inc.	Cary	NC	27511	(919) 535-4200
Centrum Plaza	DKO Enterprises, Inc.	Cary	NC	27511	(919) 233-4552
Maynard Crossing	Southeast Salons, LLC	Cary	NC	27513	(919) 460-0333
Cary Park Towne Center	Southeast Salons, LLC	Cary	NC	27519	(919) 388-3383
Chatham Downs	Triangle Holdings, Inc.	Chapel Hill	NC	27517	(919) 969-6924
Chapel Hill North	Triangle Holdings, Inc.	Chapel Hill	NC	27514	(919) 942-9007
Meadowmont Village Circle	Triangle Holdings, Inc.	Chapel Hill	NC	27517	(919) 933-3380
Providence Commons	Dixie Clippers, Inc.	Charlotte	NC	28277	(704) 849-0701
Stonecrest	Dixie Clippers, Inc.	Charlotte	NC	28277	(704) 540-8701
Old Towne Village	Dixie Clippers, Inc.	Charlotte	NC	28226	(704) 540-5579
Midtown Terrace	Dixie Clippers, Inc.	Charlotte	NC	28204	(980) 209-9700
Meridian Place	First Class Clips, #11, LLC	Charlotte	NC	28212	(704) 847-2181
Arboretum Shopping Center	First Class Clips, #15, LLC	Charlotte	NC	28277	(704) 543-0722
Riverbend Village	First Class Clips, #3, LLC	Charlotte	NC	28216	(704) 971-0300
Park Selwyn	First Class Clips, #7, LLC	Charlotte	NC	28209	(704) 525-2300
Carmel Commons	Longitude, Inc.	Charlotte	NC	28226	(704) 503-9566
Providence Village	Mascott Industries, Inc.	Charlotte	NC	28211	(704) 366-3662

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Brookdale	Mascott Industries, Inc.	Charlotte	NC	28215	(704) 597-7371
Town Center Plaza	Mascott Industries, Inc.	Charlotte	NC	28213	(704) 594-6000
Colony Place	MS Clippers, Inc.	Charlotte	NC	28226	(704) 544-0755
Rivergate	MS Clippers, Inc.	Charlotte	NC	28273	(704) 587-9442
Berewick Town Center	MS Clippers, Inc.	Charlotte	NC	28278	(980) 335-2088
Ballantyne Town Center	MS Clippers, Inc.	Charlotte	NC	28277	(704) 542-1005
Hunter's Crossing	Ronona, LLC	Charlotte	NC	28277	(704) 752-1101
Bradham at New Bern	Shear Madness, Inc.	Charlotte	NC	28209	(980) 224-8659
Shoppes at Highland Creek	Shear Madness, Inc.	Charlotte	NC	28269	(704) 948-3622
Cochran Commons	Shear Madness, Inc.	Charlotte	NC	28262	(704) 510-9772
Marketplace at Flowers Crossroads	Premier Clips, LLC	Clayton	NC	27527	(919) 205-1657
Clayton Corners	Premier Clips, LLC	Clayton	NC	27520	(919) 359-6005
Tanglewood Commons	Twin Dome, LLC	Clemmons	NC	27012	(336) 778-0250
Clemmons Town Center	Twin Dome, LLC	Clemmons	NC	27012	(336) 712-1800
Southgate Commons	Mascott Industries, Inc.	Concord	NC	28025	(704) 787-3881
Willow Oaks Crossing	Mascott Industries, Inc.	Concord	NC	28027	(704) 793-1026
Afton Ridge	Mascott Industries, Inc.	Concord	NC	28027	(704) 792-9002
Cannon Crossroads Shopping Center	Shear Madness, Inc.	Concord	NC	28027	(704) 792-0266
Antiquity Town Center	Shear Madness, Inc.	Cornelius	NC	28031	(704) 237-4340
Jetton Village	Shear Madness, Inc.	Cornelius	NC	28031	(704) 987-0607
Waterside Crossing	First Class Clips, #9, LLC	Denver	NC	28037	(704) 822-0022
Homestead Market	Triangle Holdings, Inc.	Durham	NC	27713	(919) 361-1964
North Pointe	Triangle Holdings, Inc.	Durham	NC	27705	(919) 620-8922
South Square Shopping Center	Triangle Holdings, Inc.	Durham	NC	27707	(919) 401-9000
Meadow Greens	Shear Investments, Inc.	Eden	NC	27288	(336) 627-4700
Tanglewood Corner Shops	WINNING STYLES LLC	Elizabeth City	NC	27909	(252) 331-6800
Tallywood Shopping Center	Great Sky, LLC	Fayetteville	NC	28303	(910) 920-2042
Shops at Skibo	Great Sky, LLC	Fayetteville	NC	28314	(910) 867-4878
Traemoor Village	Triangle Holdings, Inc.	Fayetteville	NC	28306	(910) 425-0501
Westin Centre	Triangle Holdings, Inc.	Fayetteville	NC	28304	(910) 354-2330
Forest City Walmart Shopping Center	Saunders Clips, LLC	Forest City	NC	28043	(828) 288-2061
Franklin Walmart	Franklin Clips, Inc.	Franklin	NC	28734	(828) 349-9888
Fuquay Crossings	Triangle Holdings, Inc.	Fuquay Varina	NC	27526	(919) 567-1913
Shops at Timber Landing	Tar Heel Clippers, Inc.	Garner	NC	27529	(919) 661-6932
Swift Creek Plaza	Tar Heel Clippers, Inc.	Garner	NC	27529	(919) 662-1977
Franklin Square	First Class Clips, #2, LLC	Gastonia	NC	28054	(704) 823-3330
Kendrick Crossing	Mascott Industries, Inc.	Gastonia	NC	28056	(704) 860-7152
Samarth Plaza	Mascott Industries, Inc.	Gastonia	NC	28052	(704) 853-8181
Memorial Commons	Tar Heel Clippers, Inc.	Goldsboro	NC	27534	(919) 947-0158
Shoppes at RiverCrest	First Class Clips, #14, LLC	Granite Falls	NC	28630	(828) 396-2312
Garden Square Shopping Center	Robinett Enterprises, Inc.	Greensboro	NC	27408	(336) 286-2875
Friendly's Shopping Center	Robinett Enterprises, Inc.	Greensboro	NC	27408	(336) 323-7200
Garden Creek Center	Sawyer Holdings, Inc.	Greensboro	NC	27410	(336) 852-3837
Shoppes at Wendover Village	Shear Investments, Inc.	Greensboro	NC	27407	(336) 854-1072
Cardinal Center	Shear Investments, Inc.	Greensboro	NC	27410	(336) 665-0880
Gunter's Crossing	Shear Investments, Inc.	Greensboro	NC	27455	(336) 644-7204

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Brittway Shoppes	Southeast Salons, LLC	Greensboro	NC	27406	(336) 274-7755
North Elm Village	Twin Dome, LLC	Greensboro	NC	27455	(336) 286-9300
Tower 1885 Shoppes	Carolina Clippers, Inc.	Greenville	NC	27858	(252) 321-3600
University Commons	MCPIE, Inc.	Greenville	NC	27834	(252) 756-5808
Hampstead Town Center	McFreedom, LLC	Hampstead	NC	28443	(910) 803-2101
Surf City Crossing	McFreedom, LLC	Hampstead	NC	28443	(910) 329-5626
Schoolhouse Commons	Mascott Industries, Inc.	Harrisburg	NC	28075	(704) 455-7770
Caldwell Crossing	Shear Madness, Inc.	Harrisburg	NC	28075	(980) 258-0944
Highlands Square	Saunders Clips, LLC	Hendersonville	NC	28792	(828) 693-1155
Chadwick Corners Shopping Center	WHETYO, Inc.	Hendersonville	NC	28792	(828) 696-1919
Mountain View Marketplace	Dixie Clippers, Inc.	Hickory	NC	28602	(828) 294-2400
Hickory Ridge Shopping Center	First Class Clips, #4, LLC	Hickory	NC	28602	(828) 345-0903
Belle Hollow Shopping Center	Shear Madness, Inc.	Hickory	NC	28601	(828) 327-0088
Oak Hollow Square	Shear Investments, Inc.	High Point	NC	27265	(336) 885-4247
Westchester Square	Twin Dome, LLC	High Point	NC	27262	(336) 887-9300
Hampton Pointe	Triangle Holdings, Inc.	Hillsborough	NC	27278	(919) 644-2547
Sunset Lake	Triangle Holdings, Inc.	Holly Springs	NC	27540	(919) 387-6657
South Park Village	Triangle Holdings, Inc.	Holly Springs	NC	27540	(919) 567-3131
Northcross	First Class Clips, #1, LLC	Huntersville	NC	28078	(704) 896-2002
Rosedale Commons	First Class Clips, #5, LLC	Huntersville	NC	28078	(704) 948-2729
Regency Village	Shear Madness, Inc.	Huntersville	NC	28078	(704) 439-3071
BI-LO Plaza	Dixie Clippers, Inc.	Indian Trail	NC	28079	(704) 893-0800
Shops at Sun Valley	Longitude, Inc.	Indian Trail	NC	28079	(704) 225-9446
North Point Commons	MCPIE, Inc.	Jacksonville	NC	28540	(910) 219-4003
Gateway Marketplace	MCPIE, Inc.	Jacksonville	NC	28546	(910) 333-8585
Wendover Square	Sawyer Holdings, Inc.	Jamestown	NC	27282	(336) 856-2212
Grandover Village	Shear Investments, Inc.	Jamestown	NC	27282	(336) 907-8887
Cloverleaf Plaza	Mascott Industries, Inc.	Kannapolis	NC	28083	(704) 784-8002
Kernersville Marketplace	Robinett Enterprises, Inc.	Kernersville	NC	27284	(336) 992-1141
Ingram Plaza	Twin Dome, LLC	King	NC	27021	(336) 985-8607
Shoreside Shopping Center	LVMY Clips, LLC	Kitty Hawk	NC	27949	(252) 261-5556
Widewaters Commons	Tar Heel Clippers, Inc.	Knightdale	NC	27545	(919) 266-7477
Waterford Village	McFreedom, LLC	Leland	NC	28451	(910) 371-3920
North Hill Crossing	Dixie Clippers, Inc.	Lenoir	NC	28645	(828) 726-3329
Lewisville Commons	Twin Dome, LLC	Lewisville	NC	27023	(336) 945-0102
Forest Hill Centre	Shear Investments, Inc.	Lexington	NC	27295	(336) 843-4323
Lexington Shopping Center	Shear Investments, Inc.	Lexington	NC	27292	(336) 224-7088
Lincoln Center	Dixie Clippers, Inc.	Lincolnton	NC	28092	(704) 748-6949
Villages at Red Bridge	Mascott Industries, Inc.	Locust	NC	28097	(704) 781-5440
Grandview Station	Saunders Clips, LLC	Marion	NC	28752	(828) 655-1555
Marvin Gardens	First Class Clips, Inc.	Marvin	NC	28173	(704) 256-4257
Plantation Market	Longitude, Inc.	Matthews	NC	28105	(704) 845-9463
Sycamore Commons	MS Clippers, Inc.	Matthews	NC	28105	(704) 847-0040
Mayodan Shopping Center	Twin Dome, LLC	Mayodan	NC	27027	(336) 949-9644
Garrett Crossing	Southeast Salons, LLC	Mebane	NC	27302	(919) 563-5577
Mint Hill Commons	Longitude, Inc.	Mint Hill	NC	28227	(704) 545-5523

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Mocksville Shopping Center	Twin Dome, LLC	Mocksville	NC	27028	(336) 753-0808
Hilltop Plaza	Longitude, Inc.	Monroe	NC	28112	(980) 210-3143
Roosevelt Commons	Longitude, Inc.	Monroe	NC	28110	(704) 238-9208
Byer's Creek	First Class Clips, #13, LLC	Mooreville	NC	28117	(704) 799-3221
Morrison Plantation	First Class Clips, #8, LLC	Mooreville	NC	28117	(704) 664-4718
Mooreville Gateway	Shear Madness, Inc.	Mooreville	NC	28117	(704) 664-7724
Governor's Station	MCPIE, Inc.	Morehead City	NC	28557	(252) 247-4247
Morganton Heights	Dixie Clippers, Inc.	Morganton	NC	28655	(828) 438-1775
Twin Lakes Center	Southeast Salons, LLC	Morrisville	NC	27560	(919) 234-0899
River Place	MCPIE, Inc.	New Bern	NC	28562	(252) 634-2547
Oak Ridge Commons	Shear Investments, Inc.	Oak Ridge	NC	27310	(336) 643-3991
Ocean Isle Beach Market Place	McFreedom, LLC	Ocean Isle Beach	NC	28469	(910) 623-0002
Grandview Plaza	Triad Sails, Inc.	Pfafftown	NC	27040	(336) 922-0466
Chatham Commons	Triangle Holdings, Inc.	Pittsboro	NC	27312	(919) 542-4845
Lynnwood Collections	DKO Enterprises, Inc.	Raleigh	NC	27612	(919) 845-8939
King's Grant Commons	Premier Clips, LLC	Raleigh	NC	27603	(919) 329-8100
Brier Creek Commons	Southeast Salons, LLC	Raleigh	NC	27617	(919) 806-3068
Harvest Plaza	Tar Heel Clippers, Inc.	Raleigh	NC	27615	(919) 845-0340
Falls Point Shopping Center	Tar Heel Clippers, Inc.	Raleigh	NC	27615	(919) 845-2547
Poyner Place	Tar Heel Clippers, Inc.	Raleigh	NC	27616	(919) 790-9606
Lake Boone Shopping Center	Tar Heel Clippers, Inc.	Raleigh	NC	27607	(919) 307-4040
Middle Creek Commons	Tar Heel Clippers, Inc.	Raleigh	NC	27603	(919) 773-8400
Northridge Shopping Center	Triangle Holdings, Inc.	Raleigh	NC	27609	(919) 878-1964
Wakefield Commons	Triangle Holdings, Inc.	Raleigh	NC	27614	(919) 488-4900
Mission Valley	Triangle Holdings, Inc.	Raleigh	NC	27606	(919) 833-3131
Deep River Crossing	Sawyer Holdings, Inc.	Randleman	NC	27317	(336) 495-2547
Premier Center	Carolina Clippers, Inc.	Roanoke Rapids	NC	27870	(252) 410-0499
Country Oaks Shopping Center	Darhaleah, Inc.	Rockwell	NC	28138	(980) 565-6197
Cobb Corners Shopping Center	Carolina Clippers, Inc.	Rocky Mount	NC	27804	(252) 937-5000
Innes Street Market	Mascott Industries, Inc.	Salisbury	NC	28144	(704) 642-1412
Alexander Point	Shear Madness, Inc.	Salisbury	NC	28147	(704) 630-0002
Spring Lane Galleria	DKO Enterprises, Inc.	Sanford	NC	27330	(919) 775-4939
Shops at Cameron Place	DKO Enterprises, Inc.	Sanford	NC	27332	(919) 718-0058
Tramway Crossing	Premier Clips, LLC	Sanford	NC	27330	(919) 718-0304
Shallotte Crossing Shopping Center	McFreedom, LLC	Shallotte	NC	28470	(910) 754-4277
Creeside Plaza	Dixie Clippers, Inc.	Shelby	NC	28152	(704) 600-6061
Village at Sherrills Ford	Mascott Industries, Inc.	Sherrills Ford	NC	28673	(980) 222-7471
Shops at Smithfield	Tar Heel Clippers, Inc.	Smithfield	NC	27577	(919) 934-0824
Tidewater Plaza	McFreedom, LLC	Southport	NC	28461	(910) 457-6016
Anderson Creek Plaza	Pineland Salons, LLC	Spring Lake	NC	28390	(910) 568-0780
North Point Commons	Darhaleah, Inc.	Statesville	NC	28625	(704) 924-0503
Broad Street Plaza	Darhaleah, Inc.	Statesville	NC	28625	(704) 883-1848
Sylva Walmart	Franklin Clips, Inc.	Sylva	NC	28779	(828) 538-5151
Southgate Plaza	Shear Investments, Inc.	Thomasville	NC	27360	(336) 472-2261
Creedmoor Village	Tar Heel Clippers, Inc.	Wake Forest	NC	27587	(919) 518-0777
Wake Forest Crossing	Triangle Holdings, Inc.	Wake Forest	NC	27587	(919) 570-0536

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Heritage Station	Triangle Holdings, Inc.	Wake Forest	NC	27587	(919) 562-1875
Walkertown Commons	Twin Dome, LLC	Walkertown	NC	27051	(336) 595-9777
Washington Square Mall	MCPIE, Inc.	Washington	NC	27889	(252) 940-1215
Cureton Plaza	First Class Clips, #12, LLC	Waxhaw	NC	28173	(704) 843-8334
Waynesville Ingles Plaza	Franklin Clips, Inc.	Waynesville	NC	28786	(828) 476-5140
Weaverville Plaza	Saunders Clips, LLC	Weaverville	NC	28787	(828) 658-1696
Village Commons	Dixie Clippers, Inc.	Wesley Chapel	NC	28104	(704) 821-7301
Mill Creek Village	Triangle Holdings, Inc.	Whispering Pin	NC	28327	(910) 693-7876
Wilkes Plaza	Twin Dome, LLC	Wilkesboro	NC	28697	(336) 818-0205
The Crossroads at Independence	McFreedom, LLC	Wilmington	NC	28412	(910) 833-3950
Hanover Shopping Center	McFreedom, LLC	Wilmington	NC	28403	(910) 362-0054
Monkey Junction Plaza	McFreedom, LLC	Wilmington	NC	28412	(910) 793-5744
Mayfaire Center	McFreedom, LLC	Wilmington	NC	28405	(910) 509-9739
University Centre	McFreedom, LLC	Wilmington	NC	28403	(910) 392-8146
Long Leaf	McFreedom, LLC	Wilmington	NC	28403	(910) 791-4577
Beau Rivage Market Place	McFreedom, LLC	Wilmington	NC	28412	(910) 397-2778
Oak Landing	McFreedom, LLC	Wilmington	NC	28411	(910) 681-1522
Gateway Plaza	Carolina Clippers, Inc.	Wilson	NC	27896	(252) 293-0668
Oliver's Crossing	Southeast Salons, LLC	Winston Salem	NC	27127	(336) 784-0903
Sherwood Plaza	Southeast Salons, LLC	Winston-Salem	NC	27106	(336) 760-3166
Oak Summit	Twin Dome, LLC	Winston-Salem	NC	27105	(336) 377-9990
Hanes Point	Twin Dome, LLC	Winston-Salem	NC	27104	(336) 760-9998
Cloverdale Plaza	Twin Dome, LLC	Winston-Salem	NC	27103	(336) 727-9990
Youngsville Crossing	Triangle Holdings, Inc.	Youngsville	NC	27596	(919) 556-5666
Zebulon Crossing	Triangle Holdings, Inc.	Zebulon	NC	27597	(919) 375-4031
Expressway Centre	Spice Investment Group, Inc.	Bismarck	ND	58504	(701) 751-8222
Pinehurst Square West	Spice Investment Group, Inc.	Bismarck	ND	58503	(701) 751-4404
25th Street South	Spice Investment Group, Inc.	Fargo	ND	58103	(701) 298-3288
University Town Center	Spice Investment Group, Inc.	Fargo	ND	58102	(701) 297-0858
Prairie Stone Center	Spice Investment Group, Inc.	Fargo	ND	58103	(701) 532-2244
Marketplace	Spice Investment Group, Inc.	Grand Forks	ND	58201	(701) 792-3266
Southgate Crossing	Spice Investment Group, Inc.	Minot	ND	58701	(701) 858-1811
Gateway West Shopping Center	Spice Investment Group, Inc.	West Fargo	ND	58078	(701) 492-7456
Twin Creek Shopping Center	Soli Deo Gloria Haircare, LLC	Bellevue	NE	68123	(402) 291-1011
Wolf Creek Plaza	Soli Deo Gloria Haircare, LLC	Bellevue	NE	68123	(402) 291-1772
Tregaron Town Center	Soli Deo Gloria Haircare, LLC	Bellevue	NE	68123	(531) 772-0965
Hayden Place	Bixby, Inc.	Blair	NE	68008	(402) 426-3944
Indian Creek	Sharpness LLC	Elkhorn	NE	68022	(402) 885-8181
Blue Sage	Sharpness LLC	Elkhorn	NE	68022	(402) 933-1976
Fremont Crossing	Sharpness LLC	Fremont	NE	68025	(402) 721-1111
Grand Corners	Sharpness LLC	Grand Island	NE	68803	(308) 384-5282
Wick's Southpointe	Sharpness LLC	Gretna	NE	68028	(402) 502-2424
Hastings	Sharpness LLC	Hastings	NE	68901	(402) 834-3595
Oak Park Center	Sharpness LLC	Kearney	NE	68847	(308) 455-8240
Brentwood Square	4TF, LLC	La Vista	NE	68128	(402) 593-8900
Stone Ridge	Sharpness LLC	Lincoln	NE	68512	(402) 328-2389

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Prairie Lake Plaza	Sharpness LLC	Lincoln	NE	68526	(402) 325-0318
Northwoods Plaza	Sharpness LLC	Lincoln	NE	68505	(402) 486-1177
Lincoln Crossing	Sharpness LLC	Lincoln	NE	68504	(402) 477-1611
Rockledge Square	Sharpness LLC	Lincoln	NE	68506	(402) 975-2883
50th & O	Sharpness LLC	Lincoln	NE	68510	(402) 489-3040
Edgewood	Sharpness LLC	Lincoln	NE	68516	(402) 261-3941
Supercenter Crossing	A Little On The Side, LLC	Norfolk	NE	68701	(402) 371-1037
Applewood Center	4TF, LLC	Omaha	NE	68127	(402) 592-4003
Whispering Ridge	4TF, LLC	Omaha	NE	68116	(402) 289-1833
50th and Underwood	AACA, LLC	Omaha	NE	68132	(402) 556-4999
Linden Market	Bixby, Inc.	Omaha	NE	68154	(402) 493-1335
Walnut Grove	Bixby, Inc.	Omaha	NE	68137	(402) 896-2030
Westwood Plaza	Bixby, Inc.	Omaha	NE	68144	(402) 334-9170
Hawthorne Court	Dynamite, LLC	Omaha	NE	68135	(402) 891-8200
Plaza 72nd	Dynamite, LLC	Omaha	NE	68114	(402) 393-0444
Aksarben Place	Dynamite, LLC	Omaha	NE	68106	(402) 551-0161
Maple Heights	Sharpness LLC	Omaha	NE	68164	(402) 445-0331
Pepperwood Village	Sharpness LLC	Omaha	NE	68154	(402) 493-4790
Plaza North	Sharpness LLC	Omaha	NE	68134	(402) 572-6349
Hillsborough West	Sharpness LLC	Omaha	NE	68116	(402) 445-0100
Monarch Plaza	AACA, LLC	Papillion	NE	68046	(402) 339-1646
Wal-Mart-Scottsbluff	Susa Services, Ltd.	Scottsbluff	NE	69361	(308) 632-2167
Bedford Grove	O'Rourke Clips, LLC	Bedford	NH	03110	(603) 627-0887
Concord Target Plaza	True North Clippers, Inc.	Concord	NH	03301	(603) 227-1145
55 East Broadway	T&J Noury Enterprises, LLC	Derry	NH	03038	(603) 965-4465
Shaw's Plaza	T&J Noury Enterprises, LLC	Dover	NH	03820	(603) 749-0117
Brickyard Square	O'Rourke Clips, LLC	Epping	NH	03042	(603) 679-3444
Exeter Commons	O'Rourke Clips, LLC	Exeter	NH	03833	(603) 583-5460
Winnepesaukee Crossing	True North Clippers, Inc.	Gilford	NH	03249	(603) 527-8047
Hooksett Commons	O'Rourke Clips, LLC	Hooksett	NH	03106	(603) 622-7957
Hudson Mall	T&J Noury Enterprises, LLC	Hudson	NH	03051	(603) 889-2177
Kohl's Plaza	Sabana Salons, LLC	Keene	NH	03431	(603) 354-2200
TJ Maxx Plaza	T&J Noury Enterprises, LLC	Manchester	NH	03103	(603) 627-0055
Merrimack Plaza	T&J Noury Enterprises, LLC	Merrimack	NH	03054	(603) 261-3713
Willow Springs Plaza South Nashua	O'Rourke Clips, LLC	Nashua	NH	03060	(603) 888-8600
Green Fall Marketplace	T&J Noury Enterprises, LLC	Nashua	NH	03063	(603) 459-8510
State Line Plaza	T&J Noury Enterprises, LLC	Plaistow	NH	03865	(603) 382-1100
Woodbury and Gosling Center	O'Rourke Clips, LLC	Portsmouth	NH	03801	(603) 319-6123
Rochester Crossing	True North Clippers, Inc.	Rochester	NH	03839	(603) 948-1145
Rockingham Mall	T&J Noury Enterprises, LLC	Salem	NH	03079	(603) 893-6300
Seabrook Crossing	O'Rourke Clips, LLC	Seabrook	NH	03874	(603) 814-4191
Allendale Town Center	Yankee Clips, LLC	Allendale	NJ	07401	(201) 962-2046
Audubon Crossings	Folk Design Group, LLC	Audubon	NJ	08106	(856) 546-7222
Hills Village Center	HODA Group, LLC	Bedminster	NJ	07921	(908) 719-7800
Bound Brook	McClips, LLC	Bound Brook	NJ	08805	(732) 868-0220
Bridgewater Towne Centre	CLIPSUGAR LLC	Bridgewater	NJ	08807	(908) 725-2202

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North Mall Plaza	Folk Design Group, LLC	Cherry Hill	NJ	08002	(856) 488-0140
Chester Springs	ClipSmart, LLC	Chester	NJ	07930	(908) 955-4475
Walmart Plaza	HODA Group, LLC	Clinton	NJ	08809	(908) 238-0444
Denville Square	Yellow Bull, LLC	Denville	NJ	07834	(862) 209-4535
Deptford Landing	Corporate Financial Solutions, LL	Deptford	NJ	08096	(856) 848-3100
Stop and Shop	GC of Dumont LLC/Gutkin	Dumont	NJ	07628	(201) 244-8680
Midstate Mall	McClips, LLC	East Brunswick	NJ	08816	(732) 390-9233
East Windsor Town Center	Princeton Great Cuts, LLC	East Windsor	NJ	08520	(609) 448-6800
Genuardi's Plaza	Emance, Inc.	Egg Harbor To	NJ	08234	(609) 272-0054
Downtown Fair Lawn	GC of Fair Lawn LLC/Gutkin	Fair Lawn	NJ	07410	(201) 791-9500
Shoppes at Flemington	HODA Group, LLC	Flemington	NJ	08822	(908) 284-9700
Franklin Crossing	KUBER ENTERPRISES LLC	Franklin Lakes	NJ	07417	(201) 416-6594
Mount's Corner Shopping Center	Foresight, LLC	Freehold	NJ	07728	(732) 294-0445
Sunrise Plaza	Emance, Inc.	Galloway	NJ	08205	(609) 404-0111
Valley Mall	HODA Group, LLC	Gillette	NJ	07933	(908) 647-3322
Westmont Plaza	Folk Design Group, LLC	Haddon Towns	NJ	08108	(856) 858-1740
Hamilton Square Shopping Center	Princeton Great Cuts, LLC	Hamilton	NJ	08690	(609) 570-8010
Hamilton Marketplace	Princeton Great Cuts, LLC	Hamilton	NJ	08691	(609) 581-9994
Hazlet Town Center	Mad Hair Inc.	Hazlet	NJ	07730	(732) 217-3227
Boro Center	CLIPSTRONG LLC	Hillsborough	NJ	08844	(908) 262-7090
Holmdel Towne Center	Mad Hair Inc.	Holmdel	NJ	07733	(732) 671-4100
Howell Commons	Sanskar Sanskriti, LLC	Howell	NJ	07731	(732) 730-1003
Portofino Condominium Building	Plainfield Clippers, Inc.	Jersey City	NJ	07302	(201) 292-2005
Aviation Plaza	McClips, LLC	Linden	NJ	07036	(908) 474-1133
Lodi Mid Towne Plaza	Tricut, LLC	Lodi	NJ	07644	(973) 470-8400
Village Center SC	Exit 98 Enterprises, LLC	Logan Townshi	NJ	08085	(856) 467-6831
Manahawkin Commons	Emance Two, LLC	Manahawkin	NJ	08050	(609) 978-9978
Wall Towne Center	Exit 98 Enterprises, LLC	Manasquan	NJ	08736	(732) 223-2811
Marketplace at Manville	HODA Group, LLC	Manville	NJ	08835	(908) 707-0006
Village at the Greenes	Folk Design Group, LLC	Marlton	NJ	08053	(856) 985-1900
Festival at Hamilton	Emance Two, LLC	Mays Landing	NJ	08330	(609) 837-2786
Cross Keys Shopping Center	Emance, Inc.	Medford	NJ	08055	(609) 975-8281
Lowe's Center	LMDP Enterprises, LLC	Morganville	NJ	07751	(732) 972-0100
Seven Eleven Shopping Center	Folk Design Group, LLC	Mount Laurel	NJ	08054	(856) 235-0734
Centerton Shopping Center	Folk Design Group, LLC	Mount Laurel	NJ	08054	(856) 235-2208
East Gate Square	Folk Design Group, LLC	Mount Laurel	NJ	08054	(856) 222-0377
Sussex County Mall	ClipStar, LLC	Newton	NJ	07860	(973) 300-0441
Arlington Plaza	GREAT PLAN B LLC	North Arlingtor	NJ	07031	(551) 580-7623
Commerce Center	Sanskar, LLC	North Brunswick	NJ	08902	(732) 658-1800
Ridge Plaza	Clive M & Company Inc.	Oak Ridge	NJ	07438	(973) 874-0412
Pennington Shopping Center	Emance Two, LLC	Pennington	NJ	08534	(609) 303-0012
Nassau Park	Princeton Great Cuts, LLC	Princeton	NJ	08540	(609) 750-1777
Grande Shopping Center	Emance, Inc.	Rio Grande	NJ	08242	(609) 463-0080
Riverdale Square	Riverdale Clips Inc	Riverdale	NJ	07457	(973) 513-9447
Cross Keys Place	Exit 98 Enterprises, LLC	Sewell	NJ	08080	(856) 740-0091
Mantua Square	Exit 98 Enterprises, LLC	Sewell	NJ	08080	(856) 415-7774

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Shrewsbury Plaza	Mad Hair Inc.	Shrewsbury	NJ	07702	(732) 460-0304
Town Square	Exit 98 Enterprises, LLC	Sicklerville	NJ	08081	(856) 740-9004
Montgomery	SANSKRITI MONTGOMERY L	Skillman	NJ	08558	(609) 921-8221
Cooper Towne Center	Folk Design Group, LLC	Somerdale	NJ	08083	(856) 782-7700
Hadley Shopping Center	McClips, LLC	South Plainfield	NJ	07080	(908) 222-7099
Roxbury Mall	Blue Spyder Holdings, LLC	Succasunna	NJ	07876	(973) 584-8000
Tri-City Plaza	Emance Three, LLC	Toms River	NJ	08755	(732) 276-8162
Toms River 37 East	Mad Ventures Inc.	Toms River	NJ	08753	(732) 228-7080
Union Plaza	GREAT PLAN B LLC	Union	NJ	07083	(908) 686-4900
Vineland Crossing	Corporate Financial Solutions, LL	Vineland	NJ	08360	(856) 839-0796
Cedar Hill	Folk Design Group, LLC	Voorhees	NJ	08043	(856) 753-8808
Acme Shopping Center	Clive M & Company Inc.	Wantage	NJ	07461	(973) 552-9434
Waretown Town Center	Mad Hair Inc.	Waretown	NJ	08758	(609) 242-2900
Gateway East	HODA Group, LLC	Warren	NJ	07059	(908) 251-5139
Watchung Square Mall	HODA Group, LLC	Watchung	NJ	07069	(908) 412-0606
West Deptford ShopRite	Exit 98 Enterprises, LLC	West Deptford	NJ	08096	(856) 681-2171
Busy Lady Plaza	ClipSilver LLC	Wharton	NJ	07885	(973) 400-1700
West Avenue Center	EMANCE OF WOODSTOWN L	Woodstown	NJ	08098	(856) 823-5190
The Plaza at Cottonwood	Kokopelli New Mexico, Inc.	Albuquerque	NM	87114	(505) 899-7393
La Cueva Town Center	Kokopelli New Mexico, Inc.	Albuquerque	NM	87113	(505) 798-1999
High Desert	Kokopelli New Mexico, Inc.	Albuquerque	NM	87111	(505) 292-9888
Ventana Ranch	Kokopelli New Mexico, Inc.	Albuquerque	NM	87114	(505) 890-5597
Andalucia	KWIS, LLC	Albuquerque	NM	87120	(505) 554-2825
Montgomery Plaza	KWIS, LLC	Albuquerque	NM	87109	(505) 295-3963
Heritage	KWIS, LLC	Albuquerque	NM	87120	(505) 312-7175
North Towne Plaza	Patel Group 2, LLC	Albuquerque	NM	87109	(505) 797-2297
Las Estancias	Patel Group, LLC	Albuquerque	NM	87121	(505) 877-0016
Shops at Nob Hill	Sonam Group 2, LLC	Albuquerque	NM	87108	(505) 265-4125
Towne Park Plaza	Sonam Group 4, LLC	Albuquerque	NM	87123	(505) 323-7900
Four Hills Shopping Center	Sonam Group 5, LLC	Albuquerque	NM	87123	(505) 296-4620
Golf Course & Paseo	Sonam Group 6, LLC	Albuquerque	NM	87114	(505) 503-1286
Juan Tabo Plaza	Sonam Group, LLC	Albuquerque	NM	87111	(505) 299-1736
Wyoming Mall	Two Tees Mechanical, Inc.	Albuquerque	NM	87112	(505) 294-4403
Fiesta Plaza	Two Tees Mechanical, Inc.	Albuquerque	NM	87110	(505) 872-4247
Espanola	Patel Clips 5, LLC	Espanola	NM	87532	(505) 747-7662
Star Plaza	Patel Clips 6, LLC	Farmington	NM	87402	(505) 327-4911
Valencia Center	Kokopelli New Mexico, Inc.	Los Lunas	NM	87031	(505) 865-6706
Los Lunas	Kokopelli New Mexico, Inc.	Los Lunas	NM	87031	(505) 866-4247
Unser Pavilion	Kokopelli New Mexico, Inc.	Rio Rancho	NM	87124	(505) 369-0204
Southern & 528	Sonam Group 3, LLC	Rio Rancho	NM	87124	(505) 891-7750
Enchanted Hills SC	Two Tees Mechanical, Inc.	Rio Rancho	NM	87144	(505) 771-2833
Coronado Center	Patel Clips 2, LLC	Santa Fe	NM	87505	(505) 984-3037
San Isidro Plaza	Patel Clips 3, LLC	Santa Fe	NM	87507	(505) 424-3344
Entrada Contenta	Patel Clips 4, LLC	Santa Fe	NM	87507	(505) 474-9174
De Vargas Center Mall	Patel Clips, LLC	Santa Fe	NM	87501	(505) 955-9944
North Carson Crossing	Cha Ching, Inc.	Carson City	NV	89706	(775) 884-9933

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Smith's Shopping Center	Cha Ching, Inc.	Dayton	NV	89403	(775) 246-5252
Elko Junction	Fifth Avenue Ventures, Inc.	Elko	NV	89801	(775) 753-6652
Fallon Walmart Center	Cha Ching, Inc.	Fallon	NV	89406	(775) 294-6285
Chisholm Crossing	Cha Ching, Inc.	Fernley	NV	89408	(775) 575-7770
Horizon Towne Center	Sukhbir Pannu	Henderson	NV	89015	(702) 248-7110
Horizon and Horizon	Sukhbir Pannu	Henderson	NV	89002	(702) 221-7110
Anthem Village Center	Sukhbir Pannu	Henderson	NV	89052	(702) 754-1450
Sunset	Nugent, LLC	Henderson	NV	89014	(702) 454-8700
Pebble Market Place	Nugent, LLC	Henderson	NV	89074	(702) 778-3777
Wigwam Center	VGURU, LLC	Henderson	NV	89074	(702) 909-7800
Parkway Springs Plaza	VGURU, LLC	Henderson	NV	89014	(702) 778-3750
Inspirada Marketplace	VGURU, LLC	Henderson	NV	89044	(702) 829-6128
Serene Plaza	Sukhbir Pannu	Las Vegas	NV	89123	(702) 795-7110
St. Rose (South Fork)	Sukhbir Pannu	Las Vegas	NV	89183	(702) 362-7110
Silverado Ranch Village	Sukhbir Pannu	Las Vegas	NV	89183	(702) 897-7110
Winterwood Pavilion	Beetee #2, LLC	Las Vegas	NV	89104	(702) 432-9192
Alamosa Plaza	Beetee #2, LLC	Las Vegas	NV	89121	(702) 369-2479
Mountain's Edge	Nugent, LLC	Las Vegas	NV	89178	(702) 816-4385
Tule Springs	Nugent, LLC	Las Vegas	NV	89131	(702) 476-3335
Deer Springs Center	Nugent, LLC	Las Vegas	NV	89149	(702) 655-0121
Trails Village Shopping Center	Nugent, LLC	Las Vegas	NV	89134	(702) 478-5046
Windmill	Nugent, LLC	Las Vegas	NV	89123	(702) 269-6388
Northshore Plaza	Nugent, LLC	Las Vegas	NV	89129	(702) 839-4030
Center Point Plaza	Nugent, LLC	Las Vegas	NV	89135	(702) 228-7065
Alta Mira Plaza	Nugent, LLC	Las Vegas	NV	89130	(702) 395-9736
Smith's Center	Nugent, LLC	Las Vegas	NV	89147	(702) 255-7969
Southern Highlands Marketplace	Nugent, LLC	Las Vegas	NV	89141	(702) 438-5967
Rhodes Ranch Town Center	Nugent, LLC	Las Vegas	NV	89113	(702) 895-8555
Montecito Marketplace	Nugent, LLC	Las Vegas	NV	89149	(702) 658-9000
Blue Diamond Ranch Center	Nugent, LLC	Las Vegas	NV	89139	(702) 260-6404
Trop & Jones Towne Center	Nugent, LLC	Las Vegas	NV	89103	(702) 227-7403
Decatur 215	Nugent, LLC	Las Vegas	NV	89130	(702) 982-0499
Rainbow Springs	VGURU, LLC	Las Vegas	NV	89103	(702) 857-7858
Bermuda & Windmill Lane Plaza	VGURU, LLC	Las Vegas	NV	89123	(702) 701-8833
Fort Apache	VGURU, LLC	Las Vegas	NV	89148	(702) 848-7030
The Lakes	VGURU, LLC	Las Vegas	NV	89117	(702) 804-5711
Craig Marketplace	VGURU, LLC	Las Vegas	NV	89129	(702) 396-0013
Sea Breeze Village	VGURU, LLC	Las Vegas	NV	89128	(702) 341-7490
Rainbow and Warm Springs	VGURU, LLC	Las Vegas	NV	89139	(702) 233-3377
Cheyenne Commons	VGURU, LLC	Las Vegas	NV	89108	(702) 534-7540
Rainbow Plaza	VGURU, LLC	Las Vegas	NV	89145	(702) 333-1677
Bowler Plaza	RK Ajer Ventures, LLC	Mesquite	NV	89027	(702) 345-2838
Simmons Centre	Nugent, LLC	North Las Vegas	NV	89031	(702) 396-6390
Aliante	Nugent, LLC	North Las Vegas	NV	89084	(702) 387-9996
Craig and Simmons	VGURU, LLC	North Las Vegas	NV	89032	(702) 737-3073
Park Central Plaza	VGURU, LLC	North Las Vegas	NV	89081	(702) 220-7701

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Pahrump Valley Junction	VGURU, LLC	Pahrump	NV	89060	(775) 877-5900
Shoppes At Lemmon Valley	Cha Ching, Inc.	Reno	NV	89506	(775) 741-1390
The Commons	Cha Ching, Inc.	Reno	NV	89511	(775) 221-7394
Canyon Center	Cha Ching, Inc.	Reno	NV	89503	(775) 870-9891
Galena Junction	Cha Ching, Inc.	Reno	NV	89511	(775) 376-1271
Fire Creek Crossing	Cha Ching, Inc.	Reno	NV	89509	(775) 827-2211
Double Diamond	Cha Ching, Inc.	Reno	NV	89521	(775) 851-8437
Marina Marketplace	Cha Ching, Inc.	Sparks	NV	89431	(775) 501-5368
Spanish Springs	Cha Ching, Inc.	Sparks	NV	89441	(775) 870-9941
Sparks Galleria	Cha Ching, Inc.	Sparks	NV	89436	(775) 870-9815
McKinley/Highland	JELEA Enterprises, Inc.	Blasdell	NY	14219	(716) 822-8280
Union Consumer Square	DK Friend Holdings, Inc.	Cheektowaga	NY	14225	(716) 288-7824
Jimmys Egg Clifton Park Center	Capital Region Clips LLC	Clifton Park	NY	12065	(518) 357-3920
Transit-Madeira Target Plaza	JELEA Enterprises, Inc.	Depew	NY	14043	(716) 608-7620
Tops Plaza	JELEA Enterprises, Inc.	East Amherst	NY	14051	(716) 688-8111
Genesee Valley Shopping Center	Upstate Salons Ltd	Geneseo	NY	14454	(585) 245-9076
Glenmont Plaza	Capital Region Clips LLC	Glenmont	NY	12077	(518) 434-4000
Ridgemont Plaza	DK Friend Holdings, Inc.	Greece	NY	14626	(585) 227-8333
Brierwood Square	SJLD Enterprise LLC	Hamburg	NY	14075	(716) 202-1875
Walden & Central	EM3, LLC	Lancaster	NY	14086	(716) 288-7499
Lockport Home Depot Center	DK Friend Holdings, Inc.	Lockport	NY	14094	(716) 727-0054
New City Stop and Shop Center	Baluch, Inc.	New City	NY	10956	(845) 634-1370
Wegmans Plaza	DK Friend Holdings, Inc.	Niagara Falls	NY	14304	(716) 205-8518
Crossroads Centre	DK Friend Holdings, Inc.	Orchard Park	NY	14127	(716) 677-9600
Parkside Commons	DK Friend Holdings, Inc.	Penfield	NY	14526	(585) 388-6828
Van Rensselaer Square	Capital Region Clips LLC	Rensselaer	NY	12144	(518) 621-1740
Market Square	DK Friend Holdings, Inc.	Rochester	NY	14623	(585) 292-0026
Lyell Howard Commons	Upstate Salons Ltd	Rochester	NY	14606	(585) 319-4491
Mayfair Shopping Center	Capital Region Clips LLC	Schenectady	NY	12302	(518) 280-9035
Evergreen Plaza	Cutting Edge Clippers, Inc.	Staten Island	NY	10308	(718) 966-0689
Tops Plaza Tonawanda	DK Friend Holdings, Inc.	Tonawanda	NY	14223	(716) 871-1212
Boulevard Place	DK Friend Holdings, Inc.	Tonawanda	NY	14150	(716) 783-7011
Lake Ridge Plaza	AFTAB, Inc.	Valley Cottage	NY	10989	(845) 507-0048
Victor Crossings	DK Friend Holdings, Inc.	Victor	NY	14564	(585) 924-3979
Webster Crossing	DK Friend Holdings, Inc.	Webster	NY	14580	(585) 872-7625
Shops at Main Transit	JELEA Enterprises, Inc.	Williamsville	NY	14221	(716) 630-6400
Arlington Ridge	CSJ Ventures, Inc.	Akron	OH	44312	(330) 645-6288
Coventry Commons	R.L.O., Inc.	Akron	OH	44319	(330) 474-3885
Waterloo Marc's	Ramsey Rooney & Co.	Akron	OH	44312	(330) 628-0217
West Market St. Station	The 220 Group, Ltd	Akron	OH	44313	(330) 794-7537
Buckeye Market Place	Demer Retail Ventures GC, LLC	Alliance	OH	44601	(330) 821-6200
Amelia Center	R.L.O., Inc.	Amelia	OH	45102	(513) 753-1700
Deerfield Town Center	ACM Clips, Inc.	Amherst	OH	44001	(440) 984-3433
Amberwood Plaza	Tagliare Enterprises, Inc.	Ashland	OH	44805	(419) 282-6000
Shoppes of Ashtabula	R.L.O., Inc.	Ashtabula	OH	44004	(440) 998-0099
Athens	R.L.O., Inc.	Athens	OH	45701	(740) 447-5234

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Barrington Town Square	ZAMP Enterprises, Inc.	Aurora	OH	44202	(330) 562-6336
Austintown Place	The 220 Group, Ltd	Austintown	OH	44515	(330) 792-0062
Avon Meijer	Hyland Properties, LLC	Avon	OH	44011	(440) 695-0086
French Creek Square	Hyland Properties, LLC	Avon	OH	44011	(440) 934-7734
Avon Lake	ACM Clips, Inc.	Avon Lake	OH	44012	(440) 933-2755
Beavercreek Plaza	R.L.O., Inc.	Beavercreek	OH	45434	(937) 426-4207
Rex Centre	R.L.O., Inc.	Beavercreek	OH	45431	(937) 431-0766
Bellefontaine Plaza	R.L.O., Inc.	Bellefontaine	OH	43311	(937) 599-1100
Berea Shopping Center	Demer Retail Ventures GC, LLC	Berea	OH	44017	(440) 260-0227
Bethel	Shear Success, LLC	Bethel	OH	45106	(513) 427-9022
Bexley Retail	StyleTech Corporation	Bexley	OH	43209	(614) 237-8721
City Center	Future Growth Enterprises, Inc.	Blue Ash	OH	45242	(513) 793-1700
Presidential Square	LJ CLIPPERS, LLC	Boardman	OH	44512	(330) 758-5544
Kroger Center	R.L.O., Inc.	Bowling Green	OH	43402	(419) 685-9280
Bowling Green Center	R.L.O., Inc.	Bowling Green	OH	43402	(419) 352-1745
Brecksville Shopping Center	ZAMP Enterprises, Inc.	Brecksville	OH	44141	(440) 526-1444
The Crossings	LJ CLIPPERS, LLC	Broadview Heights	OH	44147	(440) 582-2240
Brook Park	S & D Miracles II, LLC	Brook Park	OH	44142	(216) 433-0027
Ridge Park Square	Ratcliff Enterprises Ohio, Inc./Cat	Brooklyn	OH	44144	(216) 661-8500
Brunswick Town Center	R.L.O., Inc.	Brunswick	OH	44212	(330) 220-9064
East Pointe Plaza	KLK Haircutters, Inc.	Bucyrus	OH	44820	(567) 409-0001
Jake's Corner	R.L.O., Inc.	Cambridge	OH	43725	(740) 240-3006
Waterloo Crossing	Saylon, Inc./StyleTech Corporation	Canal Winchester	OH	43110	(614) 834-4065
Westford Commons	The 220 Group, Ltd	Canfield	OH	44406	(330) 533-7500
Perry Town Center	R.L.O., Inc.	Canton	OH	44708	(330) 479-1160
Country Fair Plaza	R.L.O., Inc.	Canton	OH	44708	(330) 456-0389
30th Street Plaza	ZAMP Enterprises, Inc.	Canton	OH	44709	(330) 491-8188
Harbor Square	R.L.O., Inc.	Celina	OH	45822	(567) 890-2547
Shoppes at Cornerstone II	R.L.O., Inc.	Centerville	OH	45440	(937) 433-0330
Centerville Place	R.L.O., Inc.	Centerville	OH	45458	(937) 435-2740
Cross Pointe Centre	R.L.O., Inc.	Centerville	OH	45459	(937) 312-9353
McFarland's Corners	DMK Holdings, Inc	Chagrin Falls	OH	44023	(440) 543-9703
West Geauga Plaza	Mia San Mia, LLC	Chesterland	OH	44026	(440) 688-3131
Chillicothe Plaza	Cincy Clips, Inc.	Chillicothe	OH	45601	(740) 772-5477
Cherry Grove Plaza	Cincy Clips, Inc.	Cincinnati	OH	45255	(513) 688-0100
Harpers Station	Cincy Clips, Inc.	Cincinnati	OH	45249	(513) 489-4448
Western Village	Cincy Clips, Inc.	Cincinnati	OH	45211	(513) 481-1553
Springdale Plaza	Cincy Clips, Inc.	Cincinnati	OH	45246	(513) 671-1427
Taylor Creek Retail Center	Cincy Clips, Inc.	Cincinnati	OH	45247	(513) 353-2547
Encore at Oakley	Cincy Clips, Inc.	Cincinnati	OH	45209	(513) 351-1214
Anderson Beechmont	Cincy Clips, Inc.	Cincinnati	OH	45255	(513) 233-2547
Sharonville Plaza	Cincy Clips, Inc.	Cincinnati	OH	45241	(513) 832-7683
Stonecreek Center	Cincy Clips, Inc.	Cincinnati	OH	45251	(513) 923-2888
Mariemont	Cutting Edge Development, LLC	Cincinnati	OH	45227	(513) 561-4010
Symmes Retail Center	Cutting Edge Development, LLC	Cincinnati	OH	45249	(513) 683-4777
Downtown Kroger	Eckert, Inc.	Cincinnati	OH	45202	(513) 381-2000

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Hyde Park Plaza	Future Growth Enterprises, Inc.	Cincinnati	OH	45208	(513) 321-2887
Blue Ash Commons	Future Growth Enterprises, Inc.	Cincinnati	OH	45236	(513) 936-9444
Shoppes of Evendale	Future Growth Enterprises, Inc.	Cincinnati	OH	45241	(513) 936-9450
Beechmont Center	Future Growth Enterprises, Inc.	Cincinnati	OH	45230	(513) 232-0600
Winton Road Retail Center	Queen City Clippers, Ltd.	Cincinnati	OH	45231	(513) 522-2547
White Oak	Queen City Clippers, Ltd.	Cincinnati	OH	45247	(513) 245-2947
Eastgate Crossing	R.L.O., Inc.	Cincinnati	OH	45245	(513) 943-1500
Park Plaza	R.L.O., Inc.	Cincinnati	OH	45245	(513) 752-2890
Eastgate Square	R.L.O., Inc.	Cincinnati	OH	45245	(513) 752-2500
Circleville Plaza	Cincy Clips, Inc.	Circleville	OH	43113	(740) 474-5961
Hoke Crossing	Eckert, Inc.	Clayton	OH	45315	(937) 832-1454
The Shoppes on Clifton	The 220 Group, Ltd	Cleveland	OH	44102	(216) 331-6100
Kamm's Corners	ZAMP Enterprises, Inc.	Cleveland	OH	44111	(216) 688-1330
Cleves	M-Class Clippers, LLC.	Cleves	OH	45002	(513) 353-5547
German Village	KLK Haircutters, Inc.	Columbus	OH	43206	(614) 449-1300
Easton Square	KLK Haircutters, Inc.	Columbus	OH	43219	(614) 475-0500
Clintonville	KLK Haircutters, Inc.	Columbus	OH	43202	(614) 447-1300
The Highline at Nine	Laventure, Inc.	Columbus	OH	43201	(614) 929-5967
Upper Arlington	Laventure, Inc.	Columbus	OH	43220	(614) 459-4880
Sun Center	Laventure, Inc.	Columbus	OH	43235	(614) 717-2727
Graceland	Laventure, Inc.	Columbus	OH	43214	(614) 430-8788
Hills Market	R.L.O., Inc.	Columbus	OH	43235	(614) 819-3575
Lincoln Village	StyleTech Corporation	Columbus	OH	43228	(614) 870-7295
Georgesville Square	StyleTech Corporation	Columbus	OH	43228	(614) 878-6885
East Point Crossing	StyleTech Corporation	Columbus	OH	43213	(614) 522-0007
Grandview	StyleTech Corporation	Columbus	OH	43212	(614) 586-1072
University City	StyleTech Corporation	Columbus	OH	43210	(614) 754-7771
Hamilton Quarters	Tillery Enterprises, Inc.	Columbus	OH	43081	(614) 607-2663
Polaris Town Centre	Tillery Salons, Inc.	Columbus	OH	43240	(614) 430-8760
Crile Crossing	R.L.O., Inc.	Concord Towns	OH	44077	(440) 853-8030
Shops at Millenium	LJ CLIPPERS, LLC	Cortland	OH	44410	(330) 847-9500
Deville Center	R.L.O., Inc.	Coshocton	OH	43812	(740) 623-0777
Chapel Hill Plaza	Shear Talent, Inc.	Cuyahoga Falls	OH	44221	(330) 945-7273
Southern Hills Corner	Eckert, Inc.	Dayton	OH	45439	(937) 298-1933
Eastown Shopping Center	R.L.O., Inc.	Dayton	OH	45432	(937) 254-4882
York Commons	R.L.O., Inc.	Dayton	OH	45414	(937) 264-0442
Oak Creek Marketplace	R.L.O., Inc.	Dayton	OH	45459	(937) 422-0415
Northtowne Plaza	Zeetrio of Ohio, Inc.	Defiance	OH	43512	(419) 784-0099
Westfield Plaza	Tillery Salons, Inc.	Delaware	OH	43015	(740) 362-6665
Delaware Community Plaza	Tillery Salons, Inc.	Delaware	OH	43015	(740) 362-4547
Delhi Shopping Center	Cincy Clips, Inc.	Delhi Township	OH	45238	(513) 347-3566
Plaza at Dover	R.L.O., Inc.	Dover	OH	44622	(330) 602-4401
Sawmill Marketplace	Laventure, Inc.	Dublin	OH	43016	(614) 764-8893
The Shoppes at Haydens Crossing	R.L.O., Inc.	Dublin	OH	43016	(614) 971-5260
Avery Square	Tillery Salons, Inc.	Dublin	OH	43016	(614) 336-9886
North Bridge Plaza	Tillery Salons, Inc.	Dublin	OH	43016	(614) 210-0180

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Preble Crossing	R.L.O., Inc.	Eaton	OH	45320	(937) 456-3030
Chestnut Commons	ACM Clips, Inc.	Elyria	OH	44035	(440) 366-0244
Shoppes of Englewood	Eckert, Inc.	Englewood	OH	45322	(937) 836-8899
Fairborn Center	Eckert, Inc.	Fairborn	OH	45324	(937) 879-9747
College Station	R.L.O., Inc.	Fairborn	OH	45324	(937) 365- 2785
Village Green	Cincy Clips, Inc.	Fairfield	OH	45014	(513) 858-2855
Gilmore Square	RDFM, Inc.	Fairfield	OH	45014	(513) 860-2547
Fairlawn Town Centre	Tagliare Enterprises, Inc.	Fairlawn	OH	44333	(330) 869-5301
Westgate Plaza	Demer Retail Ventures GC, LLC	Fairview Park	OH	44126	(440) 333-5910
Meijer	KLK Haircutters, Inc.	Findlay	OH	45840	(419) 422-1300
Independence Square	KLK Haircutters, Inc.	Findlay	OH	45840	(419) 424-1300
Laynecrest Plaza	Cincy Clips, Inc.	Franklin	OH	45005	(937) 704-0661
Liberty Square	Zeetrio of Ohio, Inc.	Fremont	OH	43420	(419) 355-9070
Vista Plaza	Tillery Enterprises, Inc.	Gahanna	OH	43230	(614) 478-3828
Hunters Ridge Plaza	Tillery Enterprises, Inc.	Gahanna	OH	43230	(614) 471-9180
Galloway Crossing	KLK Haircutters, Inc.	Galloway	OH	43119	(614) 870-0520
Shoppes at Greenville	R.L.O., Inc.	Greenville	OH	45331	(937) 547-0010
Parkway Centre	Laventure, Inc.	Grove City	OH	43123	(614) 539-4733
Buckeye Grove	StyleTech Corporation	Grove City	OH	43123	(614) 801-0295
Groveport Plaza	R.L.O., Inc.	Groveport	OH	43125	(614) 350-8280
Walnut Creek	StyleTech Corporation	Groveport	OH	43125	(614) 836-7373
Hamilton-Gunn Eden	Shear Innovations, LLC	Hamilton	OH	45013	(513) 892-1111
Indian Springs	Shear Innovations, LLC	Hamilton	OH	45011	(513) 895-0067
Harrison	Crosstown Cutters, LLC	Harrison	OH	45030	(513) 367-0004
Hartville Centre	Ratcliff Enterprises Ohio, Inc./Cat	Hartville	OH	44632	(330) 267-6006
Southgate Plaza	Tillery Enterprises, Inc.	Heath	OH	43056	(740) 522-3003
Mill Run	Tillery Salons, Inc.	Hilliard	OH	43026	(614) 527-9390
Market at Hilliard	Tillery Salons, Inc.	Hilliard	OH	43026	(614) 876-5664
Sauner Square	Cincy Clips, Inc.	Hillsboro	OH	45133	(937) 393-0166
Spring Meadows	Zeetrio of Ohio, Inc.	Holland	OH	43528	(419) 867-0303
Sulpher Grove	Eckert, Inc.	Huber Heights	OH	45424	(937) 236-3038
North Heights Plaza	Eckert, Inc.	Huber Heights	OH	45424	(937) 237-8122
Cloud Park Plaza	R.L.O., Inc.	Huber Heights	OH	45424	(937) 236-3001
Hudson	The 220 Group, Ltd	Hudson	OH	44236	(330) 653-3090
McCarty Crossing	Mountainview Cutters, LLC	Jackson	OH	45640	(740) 577-9145
Kyber Run Shopping Center	Tillery Enterprises, Inc.	Johnstown	OH	43031	(740) 966-0212
Meadowview Square	Ratcliff Enterprises Ohio, Inc./Cat	Kent	OH	44240	(330) 673-3383
Meijer Brimfield	ZAMP Enterprises, Inc.	Kent	OH	44240	(234) 360-9118
Kenton Ridge	R.L.O., Inc.	Kenton	OH	43326	(419) 673-0444
Kettering Towne Center	Eckert, Inc.	Kettering	OH	45420	(937) 294-8633
Charlotte Gardens	R.L.O., Inc.	Kettering	OH	45429	(937) 221-8662
Kentshire Plaza	R.L.O., Inc.	Kettering	OH	45440	(937) 436-0110
Lakewood	ZAMP Enterprises, Inc.	Lakewood	OH	44107	(216) 226-5250
Shops at Ety Village	StyleTech Corporation	Lancaster	OH	43130	(740) 654-2543
Lebanon Shopping Center	Eckert, Inc.	Lebanon	OH	45036	(513) 934-4433
Olentangy Crossings	StyleTech Corporation	Lewis Center	OH	43035	(740) 549-7099

Salon Name	Franchisee	City	State/Province	Zip	Phone
Northpointe Plaza	Tillery Salons, Inc.	Lewis Center	OH	43035	(740) 657-8183
Shoppes at Kyles Station	Eckert, Inc.	Liberty Township	OH	45011	(513) 893-6666
Liberty Commons	RDFM, Inc.	Liberty Township	OH	45044	(513) 759-9559
Walmart East Plaza	R.L.O., Inc.	Lima	OH	45804	(419) 224-3823
The Shops on Elida	R.L.O., Inc.	Lima	OH	45805	(419) 228-9583
Logan Commons	StyleTech Corporation	Logan	OH	43138	(740) 380-6408
London Kroger Plaza	Tillery Salons, Inc.	London	OH	43140	(740) 845-1404
In-Store Meijer Lorain	ACM Clips, Inc.	Lorain	OH	44053	(440) 444-0965
Louisville City Center	Demer Retail Ventures GC, LLC	Louisville	OH	44641	(330) 875-4865
Shoppes of Loveland	Cincy Clips, Inc.	Loveland	OH	45140	(513) 683-1400
Walgreens Plaza	Shear Talent, Inc.	Macedonia	OH	44056	(330) 908-0496
Madeira Crossing	Cincy Clips, Inc.	Madeira	OH	45243	(513) 561-2547
Walter Green Commons	Mia San Mia, LLC	Madison	OH	44057	(440) 428-0005
Shoppes at Rivers Bend	Cutting Edge Development, LLC	Maineville	OH	45039	(513) 494-0122
20 Mile Center	RDFM, Inc.	Maineville	OH	45039	(513) 697-1122
Gateway Plaza	KLK Haircutters, Inc.	Mansfield	OH	44906	(419) 529-0039
Appleseed Center	KLK Haircutters, Inc.	Mansfield	OH	44907	(419) 756-0001
Kroger Square	R.L.O., Inc.	Marietta	OH	45750	(740) 568-1890
Shoppes at Legacy Crossing	StyleTech Corporation	Marion	OH	43302	(740) 725-0900
Coleman's Crossing	Tillery Salons, Inc.	Marysville	OH	43040	(937) 642-5226
Western Row Plaza	Image Engineering, Inc.	Mason	OH	45040	(513) 336-8275
White Blossom Center	Image Engineering, Inc.	Mason	OH	45040	(513) 770-6720
Shoppes at Mason	Queen City Clippers, Ltd.	Mason	OH	45040	(513) 398-2524
Wales	R.L.O., Inc.	Massillon	OH	44646	(330) 834-1556
Massillon Marketplace II	ZAMP Enterprises, Inc.	Massillon	OH	44646	(330) 830-7320
Conant Crossing	Zeetrio of Ohio, Inc.	Maumee	OH	43537	(419) 893-2166
Eastgate Shopping Center	R.L.O., Inc.	Mayfield Heights	OH	44124	(440) 442-8188
North Court Shoppes	R.L.O., Inc.	Medina	OH	44256	(330) 725-3654
Shoppes at River Styx	ZAMP Enterprises, Inc.	Medina	OH	44256	(330) 952-0969
Colonial Plaza	R.L.O., Inc.	Mentor	OH	44060	(440) 205-1363
Creeside Commons	R.L.O., Inc.	Mentor	OH	44060	(440) 357-8788
Mentor on the Lake	Mia San Mia, LLC	Mentor on the Lake	OH	44060	(440) 257-4747
Miamisburg Plaza	Eckert, Inc.	Miamisburg	OH	45342	(937) 859-5800
Austin Landing	R.L.O., Inc.	Miamisburg	OH	45342	(937) 847-7445
Southland Shopping Center	S & D Miracles II, LLC	Middleburg Heights	OH	44130	(440) 809-0301
Harrington Square	R.L.O., Inc.	Middlefield	OH	44062	(440) 858-5162
Middletown Shopping Center	Crosstown Cutters, LLC	Middletown	OH	45044	(513) 727-4399
Rivers Edge	Cincy Clips, Inc.	Milford	OH	45150	(513) 576-0030
Mt. Repose	R.L.O., Inc.	Milford	OH	45150	(513) 722-9050
Mulberry Center	R.L.O., Inc.	Milford	OH	45150	(513) 575-4100
Millersburg Retail	R.L.O., Inc.	Millersburg	OH	44654	(330) 231-1441
Minerva	R.L.O., Inc.	Minerva	OH	44657	(330) 522-4071
Heritage Plaza	Cincy Clips, Inc.	Monroe	OH	45050	(513) 360-7841
Alex-Bell Center	R.L.O., Inc.	Moraine	OH	45459	(937) 298-3401
North Point Center	Cutting Edge Development, LLC	Mount Orab	OH	45154	(937) 444-1466
Gateway Plaza	Tillery Enterprises, Inc.	Mount Vernon	OH	43050	(740) 392-2547

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Kroger New Albany Center	Tillery Enterprises, Inc.	New Albany	OH	43054	(614) 855-5965
The Shoppes of New Philadelphia	R.L.O., Inc.	New Philadelph	OH	44663	(330) 339-7400
Newark Center	Tillery Enterprises, Inc.	Newark	OH	43055	(740) 366-2300
Shoppes at Niles	LJ CLIPPERS, LLC	Niles	OH	44446	(330) 544-5900
Deville Center	R.L.O., Inc.	North Canton	OH	44720	(330) 305-1369
Plaza at Portage	R.L.O., Inc.	North Canton	OH	44720	(330) 966-2802
Washington Square	ZAMP Enterprises, Inc.	North Canton	OH	44720	(330) 526-8910
Columbia Corners Stone	Ramsey Rooney & Co.	North Olmsted	OH	44070	(440) 716-8048
Great Northern Plaza	Ramsey Rooney & Co.	North Olmsted	OH	44070	(440) 716-0731
North Ridgeville	ZAMP Enterprises, Inc.	North Ridgevill	OH	44039	(440) 353-3599
Timber Ridge Plaza	Vissutocorp, Inc.	North Royalton	OH	44133	(440) 885-4071
Norton Plaza	R.L.O., Inc.	Norton	OH	44203	(330) 222-8933
Norwalk Square	R.L.O., Inc.	Norwalk	OH	44857	(567) 401-6008
Oberlin Square	JPAC Enterprises, Inc.	Oberlin	OH	44074	(440) 774-3461
Navarre Center	High Level Cutters, LLC	Oregon	OH	43616	(419) 690-1551
Bishop Square	Cincy Clips, Inc.	Oxford	OH	45056	(513) 523-4050
Snowview Shopping Center	Vissuto Enterprises, Inc.	Parma	OH	44134	(216) 351-7111
Pleasant Valley Shopping Center	Vissutocorp, Inc.	Parma	OH	44134	(440) 885-3691
Parma Heights	S & D Miracles, LLC	Parma Heights	OH	44130	(440) 845-8606
Hazelwood Plaza	Tillery Enterprises, Inc.	Pataskala	OH	43062	(740) 964-0003
Shoppes at RiverPlace	KLK Haircutters, Inc.	Perrysburg	OH	43551	(419) 874-4300
Perrysburg Plaza	KLK Haircutters, Inc.	Perrysburg	OH	43551	(419) 873-1300
Windmill Plaza	StyleTech Corporation	Pickerington	OH	43147	(614) 575-2551
Miami Valley Crossing	R.L.O., Inc.	Piqua	OH	45356	(937) 615-9889
Powell Crossing	Laventure, Inc.	Powell	OH	43065	(614) 717-0663
Taylor Square Shopping Center	StyleTech Corporation	Reynoldsburg	OH	43068	(614) 322-2036
Ohio Valley Mall	R.L.O., Inc.	Saint Clairsville	OH	43950	(740) 695-9755
Shoppes at St. Mary's	R.L.O., Inc.	Saint Marys	OH	45885	(419) 300-8746
Eastgate Shopping Center	The 220 Group, Ltd	Salem	OH	44460	(330) 337-7500
Crossings of Sandusky	ZAMP Enterprises, Inc.	Sandusky	OH	44870	(419) 626-0491
Sheffield Crossing Shopping Center	ACM Clips, Inc.	Sheffield	OH	44054	(440) 934-1886
Sidney Kroger	Eckert, Inc.	Sidney	OH	45365	(937) 498-4247
Marcus Plaza	R.L.O., Inc.	South Euclid	OH	44121	(216) 382-8732
Rivers Crossing	Cincy Clips, Inc.	South Lebanon	OH	45065	(513) 480-4272
Springboro Plaza	Eckert, Inc.	Springboro	OH	45066	(937) 748-8133
North Bechtle Square	R.L.O., Inc.	Springfield	OH	45504	(937) 390-2187
Moorefield Square	R.L.O., Inc.	Springfield	OH	45503	(937) 505-6187
East Side Square	R.L.O., Inc.	Springfield	OH	45505	(937) 322-2418
Stow Community Center	Demer Retail Ventures GC, LLC	Stow	OH	44224	(330) 688-8100
Highpoint Plaza	Ramsey Rooney & Co.	Stow	OH	44224	(330) 650-1203
Graham Square	Tagliare Enterprises, Inc.	Stow	OH	44224	(330) 922-0888
Streetsboro Crossing	Shear Talent, Inc.	Streetsboro	OH	44241	(330) 422-1535
The Greens of Strongsville	Demer Retail Ventures GC, LLC	Strongsville	OH	44136	(440) 878-0700
Boston Square II	S & D Miracles I, LLC	Strongsville	OH	44136	(440) 846-1231
Sunbury Mills Plaza	Tillery Enterprises, Inc.	Sunbury	OH	43074	(740) 965-1253
Harvest Place	High Level Cutters, LLC	Sylvania	OH	43560	(419) 843-1302

Salon Name	Franchisee	City	State/Provin	Zip	Phone
West Market Street	KLK Haircutters, Inc.	Tiffin	OH	44883	(419) 447-6000
Tipp City Plaza	R.L.O., Inc.	Tipp City	OH	45371	(937) 667-7883
Suder Avenue Retail Center	High Level Cutters, LLC	Toledo	OH	43611	(419) 727-0393
Secor Square	KLK Haircutters, Inc.	Toledo	OH	43606	(419) 531-1300
Talmadge Crossings	KLK Haircutters, Inc.	Toledo	OH	43623	(419) 480-8900
Toledo Commons	R.L.O., Inc.	Toledo	OH	43614	(419) 382-0743
Kit Richland	Zeetrio of Ohio, Inc.	Toledo	OH	43615	(419) 535-7390
Miracle Mile	Zeetrio of Ohio, Inc.	Toledo	OH	43613	(419) 475-2625
Trenton Skyline Center	Cincy Clips, Inc.	Trenton	OH	45067	(513) 988-0805
Troy Triangle Center	Eckert, Inc.	Troy	OH	45373	(937) 440-8004
Market 55	Eckert, Inc.	Troy	OH	45373	(937) 339-1939
Twinsburg Town Center Marketplace	ZAMP Enterprises, Inc.	Twinsburg	OH	44087	(330) 405-3440
Green Retail	R.L.O., Inc.	Uniontown	OH	44685	(330) 563-4509
Kingsdale	R.L.O., Inc.	Upper Arlington	OH	43221	(614) 754-1689
Urbana Commons	R.L.O., Inc.	Urbana	OH	43078	(937) 652-4447
Van Wert Towne Center	Eckert, Inc.	Van Wert	OH	45891	(419) 232-3332
Shoppes of Northwoods	R.L.O., Inc.	Vandalia	OH	45377	(937) 454-2997
Wadsworth High Street	CSJ Ventures, Inc.	Wadsworth	OH	44281	(330) 336-5386
Wadsworth Crossings	Ratcliff Enterprises Ohio, Inc./Cat	Wadsworth	OH	44281	(330) 331-4488
Wapak Center	R.L.O., Inc.	Wapakoneta	OH	45895	(419) 738-2547
Howland Plaza	LJ CLIPPERS, LLC	Warren	OH	44484	(330) 856-5556
Fayette II	Cincy Clips, Inc.	Washington Co	OH	43160	(740) 636-0128
Villages at Waterville Landing	Zeetrio of Ohio, Inc.	Waterville	OH	43566	(419) 441-0050
Wauseon Shopping Center	East West Cutters, Inc.	Wauseon	OH	43567	(419) 335-5525
Bailey Square	Laventure, Inc.	Waverly	OH	45690	(740) 912-9042
Beckett Commons	RDFM, Inc.	West Chester	OH	45069	(513) 942-9559
Voice of America	RDFM, Inc.	West Chester	OH	45069	(513) 755-1028
Highland Plaza	RDFM, Inc.	West Chester	OH	45069	(513) 779-4567
Northgate	Laventure, Inc.	Westerville	OH	43082	(614) 891-6666
Parkview Center	Tillery Salons, Inc.	Westerville	OH	43081	(614) 898-3101
Savannah Commons	ELIDAS CLIPS LLC	Westlake	OH	44145	(440) 892-2547
Canterbury Commons	R.L.O., Inc.	Westlake	OH	44145	(216) 410-1434
Willo Plaza	LJ CLIPPERS, LLC	Willoughby	OH	44094	(440) 942-7448
Shoregate Plaza	LJ CLIPPERS, LLC	Willowick	OH	44095	(440) 944-5555
Wilmington Square	Eckert, Inc.	Wilmington	OH	45177	(937) 382-2903
Wintersville Plaza	R.L.O., Inc.	Wintersville	OH	43953	(740) 275-4708
Wooster Crossing	ZAMP Enterprises, Inc.	Wooster	OH	44691	(330) 345-1450
Carol's Corner Shopping Center	R.L.O., Inc.	Xenia	OH	45385	(937) 372-9588
Liberty Plaza	The 220 Group, Ltd	Youngstown	OH	44505	(330) 759-4700
Country Fair Shopping Plaza	Moore Clips LLC	Zanesville	OH	43701	(740) 588-9900
South Point Shopping Center	Moore Clips LLC	Zanesville	OH	43701	(740) 588-9900
Ada Walmart Shadow Strip	Synectics, LLC	Ada	OK	74820	(580) 495-0028
Market Street at Ardmore	Synectics, LLC	Ardmore	OK	73401	(580) 768-7099
Silver Lake Village	Style Pro's, Inc.	Bartlesville	OK	74006	(918) 214-8061
Aspen Creek	Llopis USA, LLC	Broken Arrow	OK	74011	(918) 994-7802
The Shops at Broken Arrow	Llopis USA, LLC	Broken Arrow	OK	74012	(918) 893-7901

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Redbud Corners	Style Pro's, Inc.	Broken Arrow	OK	74012	(918) 258-2767
Catoosa Hills	Llopis USA, LLC	Catoosa	OK	74015	(918) 739-4279
Chisholm Trail Shopping Center	Hannadie Holdings, LLC	Chickasha	OK	73018	(405) 825-3547
Choctaw Market Place	Llopis USA, LLC	Choctaw	OK	73020	(405) 281-6335
Cross Creek Durant	Synectics, LLC	Durant	OK	74701	(580) 745-9393
Homestead Center	Four C Ventures, LLC	Edmond	OK	73003	(405) 330-3890
I-35 & 15th	Fresh Look Investments, LLC	Edmond	OK	73034	(405) 216-5002
Edmond Market Place	Llopis USA, LLC	Edmond	OK	73013	(405) 285-4599
Santa Fe Plaza	Llopis USA, LLC	Edmond	OK	73013	(405) 906-2033
Bryant Square	Llopis USA, LLC	Edmond	OK	73034	(405) 330-0343
El Reno	Fresh Look Investments, LLC	El Reno	OK	73036	(405) 776-3110
Willow Plaza	Pfeiffer Companies LLC	Enid	OK	73703	(580) 297-5002
Jenks Plaza	Llopis USA, LLC	Jenks	OK	74037	(918) 209-5891
Boulevard Marketplace	Four C Ventures, LLC	Midwest City	OK	73130	(405) 455-3772
Center Marketplace	Four C Ventures, LLC	Midwest City	OK	73110	(405) 610-6015
Fritts Farm	Llopis USA, LLC	Moore	OK	73160	(405) 794-3232
Mustang Retail	Fresh Look Investments, LLC	Mustang	OK	73064	(405) 806-5400
Newcastle Plaza	Four C Ventures, LLC	Newcastle	OK	73065	(405) 387-2052
East Norman Shopping Center	Four C Ventures, LLC	Norman	OK	73071	(405) 701-8721
University Town Center	Four C Ventures, LLC	Norman	OK	73069	(405) 310-6967
Classen Crossing	Llopis USA, LLC	Norman	OK	73071	(405) 310-3938
Quail Springs	DTS Clips, LLC	Oklahoma City	OK	73134	(405) 748-8283
NW 122nd and May	DTS Clips, LLC	Oklahoma City	OK	73120	(405) 849-5518
Silver Springs	Four C Ventures, LLC	Oklahoma City	OK	73132	(405) 603-5599
Greenbriar	Four C Ventures, LLC	Oklahoma City	OK	73170	(405) 286-0450
Crest Center	Four C Ventures, LLC	Oklahoma City	OK	73159	(405) 759-2244
Deer Creek Plaza	Fresh Look Investments, LLC	Oklahoma City	OK	73142	(405) 506-0469
Portland Plaza	Llopis USA, LLC	Oklahoma City	OK	73112	(405) 768 4405
Okmulgee Retail Center	H&G Salons, Inc.	Okmulgee	OK	74447	(918) 777-2545
Garrett Creek Phase 2	Style Pro's, Inc.	Owasso	OK	74055	(539) 208-5120
Waterford Plaza	Style Pro's, Inc.	Owasso	OK	74055	(918) 274-4561
Riverwest	Llopis USA, LLC	Sand Springs	OK	74063	(539) 217-1195
Kickapoo Plaza	DTS Clips, LLC	Shawnee	OK	74804	(405) 214-0039
Sprouts Center	Pfeiffer Companies LLC	Stillwater	OK	74074	(405) 332-5594
The Bulls-Eye	Pfeiffer Companies LLC	Stillwater	OK	74075	(405) 332-4255
Old Village South Shopping Center	Llopis USA, LLC	Tulsa	OK	74105	(918) 794-7188
Harvard Square South	Llopis USA, LLC	Tulsa	OK	74135	(918) 340-7109
Crossing Oaks	Style Pro's, Inc.	Tulsa	OK	74133	(918) 893-3845
The Plaza	Style Pro's, Inc.	Tulsa	OK	74137	(918) 995-2067
Yale Village	Style Pro's, Inc.	Tulsa	OK	74137	(918) 398-6753
1700 Yale Mall	Style Pro's, Inc.	Tulsa	OK	74112	(918) 794-9083
The Walk at Tulsa Hills	Style Pro's, Inc.	Tulsa	OK	74132	(539) 664-5550
Post Rock Plaza	Style Pro's, Inc.	Tulsa	OK	74133	(918) 970-2551
Yukon Village	Llopis USA, LLC	Yukon	OK	73099	(405) 350-1722
Colonial Pointe	DTS Clips, LLC	Yukon	OK	73099	(405) 883-1105
Meadow Ridge Plaza	2377408 Ontario, Inc.	Ajax	ON	L1T 0K4	(905) 683-6363

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Rossland Landing	LHMK Enterprises, Inc.	Ajax	ON	L1Z 1Z2	(905) 619-0001
Alliston Smart Centre	JAMI COMMUNICATIONS GRO	Alliston	ON	L9R 0G1	(705) 434-3200
Trinity Wilson Common	Gwen Creation Enterprises, Inc.	Ancaster	ON	L9G 0E8	(905) 648-8181
Aurora	LHMK Enterprises, Inc.	Aurora	ON	L4G 0G2	(905) 713-2547
North Barrie Crossing	JAMI COMMUNICATIONS GRO	Barrie	ON	L4M 0G9	(705) 737-4030
Big Bay Point Plaza	JAMI COMMUNICATIONS GRO	Barrie	ON	L4N 3Z5	(705) 726-9996
Bolton South Business Centre	JAMI Communications Group Inc	Bolton	ON	L7E 1T6	(905) 533-0189
Bowmanville Smart Centre	LHMK Enterprises, Inc.	Bowmanville	ON	L1C 0K5	(905) 623-2547
Bradford Smart Centre	JAMI COMMUNICATIONS GRO	Bradford	ON	L3Z 0C1	(905) 775-2300
Chinguacousy Marketplace	2387132 Ontario Inc.	Brampton	ON	L6Y 5X6	(905) 457-2547
Chalo North Brampton	GOODWOOD ENTERPRISES IN	Brampton	ON	L6R 3P4	(905) 458-1626
Homestead Square	GOODWOOD ENTERPRISES IN	Brampton	ON	L6X 5C4	(905) 874-6565
Woodhill Centre	LHMK Enterprises, Inc.	Brampton	ON	L6S 0B8	(905) 799-1118
Northridge Plaza	Gwen Creation Enterprise (2021)	Brantford	ON	N3R 7X2	(519) 304-9005
Burlington Centre	2262727 Ontario Inc.	Burlington	ON	L7M 0V7	(905) 335-5777
Appleby Village	Breacan Business Services, Inc.	Burlington	ON	L7L 2Y1	(905) 633-9300
Burlington Power Centre	Niagara Clips, Inc.	Burlington	ON	L7P 1X8	(905) 332-8706
Highland Shopping Centre	Keshpn, Inc.	Cambridge	ON	N1R 6G5	(519) 621-5727
Yonge Green Lane Common	JAMI COMMUNICATIONS GRO	East Gwillimbu	ON	L9N 0A2	(289) 366-3061
Fonthill Marketplace	Gwen Creation Enterprises, Inc.	Fonthill	ON	L0S 1E6	(905) 892-5622
Speedvale Centre	Gwen Creation Enterprise (2021)	Guelph	ON	N1E 1N5	(519) 265-3456
Fieldgate South Guelph	Keshpn, Inc.	Guelph	ON	N1L 1M7	(519) 763-5259
Rymal Retail Center	2369798 Ontario Corp.	Hamilton	ON	L8W 3N7	(905) 383-3111
Hamilton Mountain	Breacan Business Services, Inc.	Hamilton	ON	L9B 1K3	(289) 755-1400
The Centre on Barton	Breacan Business Services, Inc.	Hamilton	ON	L8H 2V4	(289) 389-2300
No Frills Plaza	Gwen Creation Enterprises, Inc.	Hamilton	ON	L8N 1K1	(905) 528-3319
Stoney Creek	Niagara Clips, Inc.	Hamilton	ON	L8E 0G2	(905) 664-6143
Innisfil No Frills Center	JAMI COMMUNICATIONS GRO	Innisfil	ON	L9S 4J1	(705) 436-2222
Fairway Plaza	Shear Greatness Inc.	Kitchener	ON	N2C 2N3	(519) 893-4149
Lackner Centre	Shear Greatness Inc.	Kitchener	ON	N2A 3Z1	(519) 748 4888
Evergreen Mall	YAARRA Business Services, Inc.	Kitchener	ON	N2M 5J9	(519) 208-8444
Northland Mall	SHREENATH INC.	London	ON	N5Y 1A8	(519) 455-7777
Boxgrove Commercial East Shopping Ce	Kyrie Services, Inc	Markham	ON	L6B 0S5	(905) 471-7007
Milton Crossroads	2228085 Ontario, Inc.	Milton	ON	L9T 6C8	(905) 864-7344
Derry Heights	2228085 Ontario, Inc.	Milton	ON	L9T 7H5	(905) 876-2547
Mavis	2682392 Ontario Inc.	Mississauga	ON	L5B 0L3	(905) 848-2547
Derry Village	2682395 Ontario Inc.	Mississauga	ON	L5W 0E6	(905) 670-3500
Meadowvale	2682419 Ontario Inc.	Mississauga	ON	L5N 0B1	(905) 824-6868
Creekside Crossing	WD Clippers, Inc.	Mississauga	ON	L4X 1L4	(905) 279-8338
Ford Village	2262727 Ontario Inc.	Oakville	ON	L6J 7Z6	(905) 338-0731
Dorval Crossing West	WD Clippers, Inc.	Oakville	ON	L6M 2S2	(905) 901-5106
Foxcreek Plaza	WD Clippers, Inc.	Oakville	ON	L6M 5A9	(905) 825-2547
Orangeville Heritage Mall	GOODWOOD ENTERPRISES IN	Orangeville	ON	L9W 1L0	(519) 940-0588
County Fair Plaza	JAMI COMMUNICATIONS GRO	Orillia	ON	L3V 3M1	(705) 323-9918
RioCan Windfields	LHMK Enterprises, Inc.	Oshawa	ON	L1L 0R1	(905) 434-8839
Gateway Centre	LHMK Enterprises, Inc.	Oshawa	ON	L1G 0B2	(905) 404-2626

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Kingsway Village	LHMK Enterprises, Inc.	Oshawa	ON	L1H 8J4	(905) 432-1500
Oshawa Centre	LHMK Enterprises, Inc.	Oshawa	ON	L1J 1Z4	(905) 436-0299
Byersville Creek Plaza	LHMK Enterprises, Inc.	Peterborough	ON	K9J 8N2	(705) 743-5743
Scugog Walmart Smart Centre	Kemol Ventures, Ltd.	Port Perry	ON	L9L 1B5	(905) 982-0588
Oak Ridges	JAMI Communications Group Inc	Richmond Hill	ON	L4E 1B6	(905) 773- 9696
Baymac SmartCentre	Kyrie Services, Inc	Richmond Hill	ON	L4S 1P3	(905) 918-3533
Richmond Hill Commons	Kyrie Services, Inc	Richmond Hill	ON	L4C 3E4	(905) 237-9188
St Catharines West	Gwen Creation Enterprises, Inc.	Saint Catharine	ON	L2S 0C2	(905) 641-8787
Glendale Place	Gwen Creation Enterprises, Inc.	Saint Catharine	ON	L2T 4E3	(905) 680-8686
Winona Crossing	Niagara Clips, Inc.	Stoney Creek	ON	L8E 5C5	(905) 643-1149
Stouffville	LHMK Enterprises, Inc.	Stouffville	ON	L4A 0K2	(905) 640-4247
Centre and Bathurst Walmart	1896412 Ontario Inc.	Thornhill	ON	L4J 0A7	(905) 882-8884
Maple	Kyrie Services, Inc	Vaughan	ON	L6A 4E2	(289) 553-2547
Vaughan Centre	LHMK Enterprises, Inc.	Vaughan	ON	L4H 3T6	(289) 304-7800
Flamborough South Centre	WD Clippers, Inc.	Waterdown	ON	L9H 0C2	(905) 690-8338
Brooklin Towne Centre	Kemol Ventures, Ltd.	Whitby	ON	L1M 2J7	(905) 620-0505
Valleywood Centre	LHMK Enterprises, Inc.	Whitby	ON	L1R 3E1	(905) 493-9111
Woodbridge Centre	JAMI Communications Group Inc	Woodbridge	ON	L4H 0S1	(905) 605-9083
Heritage Place	DO You, Inc.	Albany	OR	97321	(541) 928-7094
Farmington	Deltennium Clips, LLC	Aloha	OR	97007	(503) 642-0902
Murray Crossings	KBJ Cutters Inc.	Beaverton	OR	97005	(503) 627-9005
Fashion Square	KBJ Cutters Inc.	Beaverton	OR	97005	(503) 641-5308
Walker Road Fred Meyer	Shear Precision, Inc.	Beaverton	OR	97006	(503) 690-6764
Murrayhill Marketplace	Shear Precision, Inc.	Beaverton	OR	97007	(503) 590-5693
Fred Meyer Center	LRH Associates Incorporated	Bend	OR	97702	(541) 388-9097
Canby Square	DO You, Inc.	Canby	OR	97013	(503) 266-2547
Central Point	Tambry Ventures South Oregon L	Central Point	OR	97502	(541) 665-1802
Cornelius Gateway	DO You, Inc.	Cornelius	OR	97113	(971) 246-5692
Corvallis Business Park	Flight of the Phoenix, Inc.	Corvallis	OR	97330	(541) 752-1152
Barger Crossing-Winco	HP Ventures, LLC	Eugene	OR	97402	(541) 342-4247
Santa Clara Village	HP Ventures, LLC	Eugene	OR	97404	(541) 636-3563
East Grants Pass	Tambry Ventures South Oregon L	Grants Pass	OR	97526	(541) 916-8200
West Grants Pass	Tambry Ventures South Oregon L	Grants Pass	OR	97527	(541) 956-9200
Hogan Plaza	KBJ Cutters Inc.	Gresham	OR	97030	(503) 492-2766
Highland Fair Shopping Center	KBJ Cutters Inc.	Gresham	OR	97080	(503) 328-8664
Johnson Creek Fred Meyer	Tambry Ventures Oregon, LLC	Happy Valley	OR	97086	(503) 777-6280
Happy Valley Crossroads	Tambry Ventures Oregon, LLC	Happy Valley	OR	97015	(503) 658-6111
Hermiston Plaza	Timothy Green	Hermiston	OR	97838	(541) 303-1501
Hillsboro Fred Meyer	Rose Clips, LLC	Hillsboro	OR	97123	(503) 259-9019
Hillsboro Promenade	Rose Clips, LLC	Hillsboro	OR	97123	(503) 356-8512
Sunset Esplanade	Rose Clips, LLC	Hillsboro	OR	97123	(503) 615-5259
Tanasbourne Village	Shear Precision, Inc.	Hillsboro	OR	97124	(503) 531-8898
Hillsboro Market Center	Shear Precision, Inc.	Hillsboro	OR	97124	(503) 640-6554
Sunset Fred Meyer	Shear Precision, Inc.	Hillsboro	OR	97124	(503) 640-6870
Keizer Station	DO You, Inc.	Keizer	OR	97303	(503) 390-3620
Klamath Falls	Tambry Ventures South Oregon L	Klamath Falls	OR	97603	(541) 882-4318

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Town Center	Tambry Ventures South Oregon L	Klamath Falls	OR	97603	(541) 884-6267
Lake Oswego	KBJ Cutters Inc.	Lake Oswego	OR	97035	(503) 635-1044
McMinnville Retail Center	CWS, LLC	McMinnville	OR	97128	(503) 474-1568
McMinnville Market Center	CWS, LLC	McMinnville	OR	97128	(503) 474-3853
Mid-town Medford	Tambry Ventures South Oregon L	Medford	OR	97504	(541) 858-7006
South Medford	Tambry Ventures South Oregon L	Medford	OR	97501	(541) 770-4247
Oak Grove Market Center	KBJ Cutters Inc.	Milwaukie	OR	97267	(503) 659-1657
Newberg Fred Meyer	ZNJ Cutters, Inc.	Newberg	OR	97132	(503) 538-6943
Ontario Marketplace	Cuts Unlimited, LLC	Ontario	OR	97914	(541) 889-6368
Oregon City	Rose Clips, LLC	Oregon City	OR	97045	(503) 557-2311
Lloyd Center	Deltennium Clips, LLC	Portland	OR	97232	(503) 288-8032
West Hills Plaza	Deltennium Clips, LLC	Portland	OR	97225	(503) 297-1876
Gateway	KBJ Cutters Inc.	Portland	OR	97220	(503) 253-3211
Glisan Street Station	KBJ Cutters Inc.	Portland	OR	97220	(503) 253-6540
Mall 205	KBJ Cutters Inc.	Portland	OR	97216	(503) 253-4630
Garden Home	KBJ Cutters Inc.	Portland	OR	97223	(503) 892-5677
Bethany Village	Shear Precision, Inc.	Portland	OR	97229	(503) 533-8942
Eastport Plaza	Tambry Ventures Oregon, LLC	Portland	OR	97266	(503) 777-9194
Red Rock Center	LRH Associates Incorporated	Redmond	OR	97756	(541) 923-7338
Nolan Town Center	LRH Associates Incorporated	Redmond	OR	97756	(541) 923-5554
Evergreen Plaza	DO You, Inc.	Salem	OR	97301	(503) 391-5160
South Commercial	DO You, Inc.	Salem	OR	97302	(503) 581-7977
Devonshire Shops	DO You, Inc.	Salem	OR	97305	(503) 588-7310
Oak Hills	DO You, Inc.	Salem	OR	97304	(503) 363-9409
Sandy Shops	Deltennium Clips, LLC	Sandy	OR	97055	(503) 668-6260
Langer Farms	ZNJ Cutters, Inc.	Sherwood	OR	97140	(503) 925-9187
Pioneer Plaza	Flight of the Phoenix, Inc.	Springfield	OR	97477	(541) 988-0310
Village Square Shopping Center	HP Ventures, LLC	Springfield	OR	97478	(541) 780-6996
Columbia River Center	Deltennium Clips, LLC	The Dalles	OR	97058	(541) 296-1002
Tigard - King City	KBJ Cutters Inc.	Tigard	OR	97224	(503) 639-8350
Pacific Crossroads SC	KBJ Cutters Inc.	Tigard	OR	97223	(503) 431-8400
Barrows Crossing	Shear Precision, Inc.	Tigard	OR	97223	(503) 521-0406
Nyberg Creek Crossing	KBJ Cutters Inc.	Tualatin	OR	97062	(503) 691-8939
River Falls Shopping Center	Deltennium Clips, LLC	West Linn	OR	97068	(503) 655-5584
Old Town Square	KBJ Cutters Inc.	Wilsonville	OR	97070	(503) 582-1401
Wood Village	Tambry Ventures Oregon, LLC	Wood Village	OR	97060	(503) 669-1030
Abington Towne Center	Folk Design Group, LLC	Abington	PA	19001	(215) 881-9570
Airport Center	N & A Associates, Inc.	Allentown	PA	18109	(610) 231-0900
South Mountain Shopping Center	Sanskriti, LLC	Allentown	PA	18103	(484) 221-8257
Shoppers Plaza	Batesco I, Inc	Allison Park	PA	15101	(724) 443-5520
Plank Road Commons	Bell Clippers, LLC	Altoona	PA	16601	(814) 940-0303
Village Green Shopping Center	AMERICAN HYGIENE, LLC	Aston	PA	19014	(484) 483-9322
Chippewa Town Center	KR Enterprises Inc.	Beaver Falls	PA	15010	(724) 847-2000
Bethel Park Shopping Center	Holmar Enterprises LLC	Bethel Park	PA	15102	412-308-6165
Center Square Plaza	M & M Clippers, LLC	Blue Bell	PA	19422	(610) 272-6040
Chartiers	MSA Enterprises, LLC	Bridgeville	PA	15017	(412) 319-7724

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Kinsley's Plaza	M & M Clippers, LLC	Brodheads ville	PA	18322	(570) 992-2222
Cambridge Square Shopping Center	H & J Clips, LLC	Brookhaven	PA	19015	(484) 441-7670
Butler Crossing	Bell Clippers, LLC	Butler	PA	16001	(724) 284-1400
Camp Hill Shopping Center	PieMan Clippers, LLC	Camp Hill	PA	17011	(717) 216-8904
Donaldson Square	KR Enterprises Inc.	Canonsburg	PA	15317	(724) 942-7600
Stonehedge Square	BLK Holdings, Inc	Carlisle	PA	17015	(717) 706-3692
Concord Plaza	Diamond State Group, LLC	Chadds Ford	PA	19317	(610) 558-3672
New Britain Village Square	M & M Clippers, LLC	Chalfont	PA	18914	(215) 996-1200
Chambersburg Crossing	BLK Holdings, Inc	Chambersburg	PA	17201	(717) 262-0051
Cranberry Mall	Trisail Group, LLC	Cranberry Tow	PA	16066	(724) 776-2202
Weis Shopping Center in Danville	Campbell Clippers LLC	Danville	PA	17821	(570) 284-2057
Dickson City Commons	Two Cats Salon, LLC	Dickson City	PA	18519	(570) 382-8567
Dover Market Place	YANKEY Personal Services, Inc.	Dover	PA	17315	(717) 467-5062
Mill Town Square	Jai Om Enterprise Inc.	Downingtown	PA	19335	(610) 269-2700
Doylestown Shopping Center	Folk Design Group, LLC	Doylestown	PA	18901	(215) 348-3220
Pilgrim Gardens	Folk Design Group, LLC	Drexel Hill	PA	19026	(610) 449-4220
East DuBois Avenue Shops	Bell Clippers, LLC	DuBois	PA	15801	(814) 372-2004
Eagleville Plaza	Sanskriti, LLC	Eagleville	PA	19403	(610) 539-1776
The Crossings at Marshall's Creek	Two Cats Salon, LLC	East Stroudsbu	PA	18302	(570) 223-1100
Lower Nazareth Commons	HSJ Capital, Inc.	Easton	PA	18045	(610) 330-2887
Morgantown Crossings	M & M Clippers, LLC	Elverson	PA	19520	(610) 286-0203
Hampden Marketplace	Champion Clippers Inc.	Enola	PA	17025	(717) 775-1102
Ephrata Marketplace	M & M Clippers, LLC	Ephrata	PA	17522	(717) 733-3306
Giant Eagle Plaza - Harbor Creek	LJ CLIPPERS, LLC	Erie	PA	16510	(814) 899-1718
West 12th Street Plaza	LJ CLIPPERS, LLC	Erie	PA	16505	(814) 833-3029
Washington Square Plaza	LJ CLIPPERS, LLC	Erie	PA	16509	(814) 860-7888
Erie Marketplace	LJ CLIPPERS, LLC	Erie	PA	16509	(814) 866-4733
Newberry Pointe	LiPho, LLC	Etters	PA	17319	(717) 932-9000
Shops on Eagleview Boulevard	Folk Design Group, LLC	Exton	PA	19341	(484) 875-2870
Main Street at Exton	Sanskar Sanskriti Pennington, Inc.	Exton	PA	19341	(610) 594-7401
Ridley Towne Plaza	Folk Design Group, LLC	Folsom	PA	19033	(610) 532-5919
C-Square Plaza	LJ CLIPPERS, LLC	Franklin	PA	16323	(814) 209-6014
Lincoln Commons	M & M Clippers, LLC	Gettysburg	PA	17325	717-420-5698
Gilbertsville Shopping Center	H & J Clips, LLC	Gilbertsville	PA	19525	(610) 340-2759
Lincoln Place	Bell Clippers, LLC	Greensburg	PA	15601	(724) 832-0101
Pine Grove Square	LJ CLIPPERS, LLC	Grove City	PA	16127	(724) 450-0550
Tilden Ridge Center	M & M Clippers, LLC	Hamburg	PA	19526	(610) 562-1900
Eisenhower Drive	Clipper PartnerShip, Inc.	Hanover	PA	17331	(717) 634-2283
Grandview Shopping Center	Clipper PartnerShip, Inc.	Hanover	PA	17331	(717) 637-0064
The Shops at Harleysville	The Studio 777 LLC	Harleysville	PA	19438	(267) 932-8784
Colonial Commons	M & M Clippers, LLC	Harrisburg	PA	17112	(717) 216-8844
Union Square Shopping Center	YANKEY Clippers Harrisburg, L	Harrisburg	PA	17109	(717) 649-6418
Snyder Square	Emance of PA, Inc.	Hatfield	PA	19440	(267) 263-4660
Hermitage Towne Plaza	LJ CLIPPERS, LLC	Hermitage	PA	16148	(724) 342-7850
Hershey Towne Square	YANKEY Clippers Hershey, LLC	Hershey	PA	17033	(717) 533-4246
Horsham Gate	Sanskar Willow Grove, LLC	Horsham	PA	19044	(215) 659-5928

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Indiana Commons	Bell Clippers, LLC	Indiana	PA	15701	(724) 463-1090
The Shoppes at School House Crossing	Folk Design Group, LLC	Kennett Square	PA	19348	(610) 444-6510
Franklin Village Shopping Ctr	Trisail Group, LLC	Kittanning	PA	16201	(724) 793-7378
Willow Valley Crossroads	Lily Bear Clips LLC	Lancaster	PA	17602	(717) 874-5164
Landis Valley	M & M Clippers, LLC	Lancaster	PA	17601	(717) 569-2949
Stone Mill Plaza	M & M Clippers, LLC	Lancaster	PA	17603	(717) 393-2300
Golden Triangle	PieMan Clippers, LLC	Lancaster	PA	17601	(717) 435-9005
Quality Center	Premier Clippers, LLC	Lancaster	PA	17602	(717) 435-8810
Wildcat Commons	Bell Clippers, LLC	Latrobe	PA	15650	(724) 532-4247
Cedar Crest Square	Champion Clippers Inc.	Lebanon	PA	17042	(717) 277-5837
Leechburg Allegheny Towne Square	Simren, Inc.	Leechburg	PA	15656	(724) 236-0664
CVS Center	Hugo Enterprises II, Inc.	Levittown	PA	19057	(215) 269-2969
Levittown Shopping Center	Sanskar, LLC	Levittown	PA	19055	(215) 946-9460
Penn House Commons	PieMan Clippers, LLC	Lewisburg	PA	17837	(570) 522-0220
Blue Ridge Village	PieMan Clippers, LLC	Linglestown	PA	17110	(717) 412-7891
Uptown Worthington	Sanskar, LLC	Malvern	PA	19355	(484) 320-8181
East Manchester Village Center	M & M Clippers, LLC	Manchester	PA	17345	(717) 266-8820
Shoppes of Adams Ridge	Trisail Group, LLC	Mars	PA	16046	(724) 742-2547
Westfall Town Center	Matamoras Clips Inc	Matamoras	PA	18336	(570) 832-7975
Silver Creek Plaza	PieMan Clippers, LLC	Mechanicsburg	PA	17050	(717) 458-5166
Windsor Park	PieMan Clippers, LLC	Mechanicsburg	PA	17055	(717) 610-1050
Mid-Town Plaza	Champion Clippers Inc.	Middletown	PA	17057	(717) 546-2967
Center Point Plaza	Bell Clippers, LLC	Monaca	PA	15061	(724) 728-7970
Miracle Mile SC	Trisail Group, LLC	Monroeville	PA	15146	(412) 229-8988
Moon Plaza	KR Enterprises Inc.	Moon Townshi	PA	15108	(412) 262-5477
Giant Plaza	Exit 98 Enterprises, LLC	Morrisville	PA	19067	(215) 428-3544
Mount Joy	PieMan Clippers, LLC	Mount Joy	PA	17552	(717) 653-1145
Countryside Shoppes	Bell Clippers, LLC	Mount Pleasant	PA	15666	(724) 547-4400
Maple Commons	KR Enterprises Inc.	Murrysville	PA	15668	(724) 327-0300
Highlands Mall	Trisail Group, LLC	Natrona Height	PA	15065	(724) 224-2525
Field Club Commons	KR Enterprises Inc.	New Castle	PA	16105	(724) 652-3600
Village at Newtown South	Folk Design Group, LLC	Newtown	PA	18940	(215) 579-5830
St. Alban's Shopping Center	Giangiobbe Enterprise, Inc.	Newtown Squa	PA	19073	(484) 427-7106
North Huntingdon Plaza	Bell Clippers, LLC	North Huntingd	PA	15642	(724) 864-1000
Rossi Plaza	KR Enterprises Inc.	North Versaille	PA	15137	(412) 816-2121
Montgomery Commons	The Studio 999, LLC	North Wales	PA	19454	(215) 368-3816
Marketplace at Oaks	Giangiobbe Enterprise, Inc.	Oaks	PA	19456	(610) 676-7990
Oxford Commons	Folk Design Group, LLC	Oxford	PA	19363	(610) 467-1400
Palmyra Shopping Center	Champion Clippers Inc.	Palmyra	PA	17078	(717) 473-5223
Sadsbury Commons	Modi Clippers, LLC	Parkesburg	PA	19365	(610) 857-2730
McIntyre Square	Bablin, Inc.	Pittsburgh	PA	15237	(412) 364-1776
Shaler Plaza	Bell Clippers, LLC	Pittsburgh	PA	15223	(412) 252-2068
Mt. Nebo Pointe	Hairclips412, LLC	Pittsburgh	PA	15237	(412) 366-6363
Walnut Place	Hairclips412, LLC	Pittsburgh	PA	15217	(412) 421-5756
Southside	Holmar Enterprises LLC	Pittsburgh	PA	15203	(412) 251-0548
Shadyside	KR Enterprises Inc.	Pittsburgh	PA	15206	(412) 362-2887

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Montour Church Place	KR Enterprises Inc.	Pittsburgh	PA	15275	(412) 787-0700
Shoppes at Brentwood	MSA Enterprises, LLC	Pittsburgh	PA	15227	(412) 892-8027
South Hills	MSA Enterprises, LLC	Pittsburgh	PA	15241	(412) 409-2852
Dormont Village	MSA Enterprises, LLC	Pittsburgh	PA	15216	(412) 207-8343
Pittston Crossings	N & A Associates, Inc.	Pittston	PA	18640	(570) 655-5655
Shops at 51	Bablin, Inc.	Pleasant Hills	PA	15236	(412) 655-4488
Suburbia Shopping Center	Niki Enterprise Inc.	Pottstown	PA	19465	(610) 323-2548
Richland Marketplace	Modi Clippers, LLC	Quakertown	PA	18951	(215) 536-4520
Reading Mall	Sunset Clips, LLC	Reading	PA	19606	(610) 401-0678
Windsor Commons	Clipper PartnerShip, Inc.	Red Lion	PA	17356	(717) 246-8636
Addisville Commons	Emance Of Richboro, LLC	Richboro	PA	18954	(267) 684-6599
Shoppes at Rostraver	Bell Clippers, LLC	Rostraver Twp.	PA	15012	(724) 929-4000
The Shoppes at Upper Providence	Giangiobbe Enterprise, Inc.	Royersford	PA	19468	(610) 365-3620
The Strip Center at Walmart	YANKEY Clippers Selinsgrove, I	Selinsgrove	PA	17870	(570) 884-3111
Shippensburg Shopping Center	BLK Holdings, Inc	Shippensburg	PA	17257	(717) 477-2973
Messina Highlands	YANKEY Clippers Shrewsbury, I	Shrewsbury	PA	17361	(717) 942-2702
Spring Towne Shopping Center	M & M Clippers, LLC	Sinking Spring	PA	19608	(610) 898-1400
County Line Plaza	The Studio 888, Inc.	Souderton	PA	18964	(267) 382-0188
Southampton Shopping Center	Z Salon Southampton LLC	Southampton	PA	18966	(215) 494-9479
Springfield Square North	Folk Design Group, LLC	Springfield	PA	19064	(610) 544-2470
North Atherton Shops	Bell Clippers, LLC	State College	PA	16803	(814) 238-3700
Bartonsville Plaza	N & A Associates, Inc.	Stroudsburg	PA	18360	(570) 421-6244
Hometown Commons	YANKEY Clippers Tamaqua, LLC	Tamaqua	PA	18252	(570) 668-4821
The Village at Pittsburgh Mills	Batesco II, Inc.	Tarentum	PA	15084	(724) 275-1130
Taylor Commons	Arena Cuts LLC	Taylor	PA	18517	(570) 800-5985
Thorndale Shopping Center	Modi Clippers, LLC	Thorndale	PA	19372	(610) 384-2399
Fayette Crossing	Bell Clippers, LLC	Uniontown	PA	15401	(724) 434-5000
Old Mill	MSA Enterprises, LLC	Washington	PA	15301	(724) 206-0635
The Street at the Meadows	MSA Enterprises, LLC	Washington	PA	15301	(724) 993-4797
Gateway Shopping Center	Sanskriti, LLC	Wayne	PA	19087	(610) 254-8404
Waynesboro Mall	M & M Clippers, LLC	Waynesboro	PA	17268	(717) 387-5354
West Valley Marketplace	M & M Clippers, LLC	Wescosville	PA	18106	(610) 336-6880
West Goshen Town Centre	Folk Design Group, LLC	West Chester	PA	19382	(610) 701-7020
Westtown Village	Sanskar Sanskriti Pennington, Inc.	West Chester	PA	19382	(610) 399-8025
Wexford Plaza	Hairclips412, LLC	Wexford	PA	15090	(724) 933-7000
Oak Park Mall	Bell Clippers, LLC	White Oak	PA	15131	(412) 664-4600
MacArthur Road Center	M & M Clippers, LLC	Whitehall	PA	18052	(610) 231-3715
Arena Hub Plaza	Arena Cuts LLC	Wilkes-Barre	PA	18702	(570) 822-2280
Loyal Plaza	PieMan Clippers, LLC	Williamsport	PA	17701	(570) 567-7680
Shoppes at Wyndham	Champion Clippers Inc.	York	PA	17403	(717) 650-2869
York Crossing	Clipper PartnerShip, Inc.	York	PA	17408	(717) 767-1620
York Mall	LiPho, LLC	York	PA	17402	(717) 755-7560
South Queen Plaza	LiPho, LLC	York	PA	17403	(717) 430-4894
Salt Pond Shopping Center	Salt Pond TNC, LLC	Narragansett	RI	02882	(401) 284-0244
Hunt River Commons	Salt Pond TNC, LLC	North Kingstown	RI	02852	(401) 884-7111
Hoxsie Four Corners	Salt Pond TNC, LLC	Warwick	RI	02889	(401) 921-4454

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Eastgate Shopping Center	Cherry BIM Inc.	Aiken	SC	29803	(803) 641-6600
Shoppes at Richland	Cherry BIM Inc.	Aiken	SC	29801	(803) 641-2899
Anderson Central	Meridian Enterprises, LLC	Anderson	SC	29626	(864) 964-8488
Westgate Food Lion	Roach Management, Inc.	Anderson	SC	29626	(864) 760-1306
Anderson Pavillion	Roach Management, Inc.	Anderson	SC	29621	(864) 261-3441
Brittany Plaza	Roach Management, Inc.	Anderson	SC	29625	(864) 222-0500
Town Center Crossing	OnBoard, LLC	Batesburg-Lees	SC	29070	(803) 532-3782
Ladys Island Crossing	Low Country Cutters, LLC	Beaufort	SC	29907	(843) 322-8090
Cross Creek Plaza	Sanra IV, Inc.	Beaufort	SC	29906	(843) 379-3729
Bluffton Commons	DEW Clips, LLC	Bluffton	SC	29910	(843) 706-2654
Market at Buckwalter	DEW Clips, LLC	Bluffton	SC	29910	(843) 815-9995
May River Crossing	Sanra IV, Inc.	Bluffton	SC	29910	(843) 757-7747
Boiling Springs Centre	In His Most Holy Service, LLC	Boiling Springs	SC	29316	(864) 599-1500
Rocky Creek Place	In His Most Holy Service, LLC	Boiling Springs	SC	29316	(864) 578-1818
Springdale Plaza	OnBoard, LLC	Camden	SC	29020	(803) 425-0508
Knox Abbott Village	OnBoard, LLC	Cayce	SC	29169	(803) 851-6646
Point Hope Commons	Southern Clipper, Inc.	Charleston	SC	29492	(843) 471-1111
West Ashley Circle	Southern Clipper, Inc.	Charleston	SC	29414	(843) 737-0632
James Island Shopping Center	Southern Clipper, Inc.	Charleston	SC	29412	(843) 795-3949
Clemson Bi Lo Center	Merck Enterprises, Inc.	Clemson	SC	29631	(864) 654-1407
Rosewood Village	OnBoard, LLC	Columbia	SC	29205	(803) 933-0551
Murray Landing Shopping Center	OnBoard, LLC	Columbia	SC	29212	(803) 749-4577
Garner's Ferry Crossing	OnBoard, LLC	Columbia	SC	29209	(803) 647-7110
Richland Terrace	OnBoard, LLC	Columbia	SC	29204	(803) 790-9997
Harbison Court	OnBoard, LLC	Columbia	SC	29212	(803) 781-3158
Rice Creek Village	OnBoard, LLC	Columbia	SC	29229	(803) 462-1831
Two Notch Crossing	OnBoard, LLC	Columbia	SC	29229	(803) 788-3114
Gateway Plaza	Pompadour, Inc.	Conway	SC	29526	(843) 369-1333
River Falls Plaza	CHC 2, Inc.	Duncan	SC	29334	(864) 433-1565
Park Center	Merck Enterprises, Inc.	Easley	SC	29640	(864) 850-2120
Florence Mall	Pompadour, Inc.	Florence	SC	29501	(843) 676-0076
Springfield Town Center	Longitude, Inc.	Fort Mill	SC	29708	(803) 802-9103
West Town Market	Ronona, LLC	Fort Mill	SC	29708	(803) 547-5335
Gaffney Plaza	In His Most Holy Service, LLC	Gaffney	SC	29341	(864) 488-2488
Verdae Village	Carolina Hair Care, Inc.	Greenville	SC	29607	(864) 297-1556
Cherrydale Point	Carolina Hair Care, Inc.	Greenville	SC	29609	(864) 370-3383
Furman Publix	Carolina Hair Care, Inc.	Greenville	SC	29617	(864) 351-2257
McBee Station	In His Most Holy Service, LLC	Greenville	SC	29601	(864) 520-1945
Sweetbriar Market	In His Most Holy Service, LLC	Greenville	SC	29607	(864) 292-0200
Woodruff Commons	Merck Enterprises, Inc.	Greenville	SC	29607	(864) 297-5797
Pelham 85	Merck Enterprises, Inc.	Greenville	SC	29615	(864) 987-0820
Powdersville Plaza	Merck Enterprises, Inc.	Greenville	SC	29611	(864) 295-3725
McDaniel Village	Merck Enterprises, Inc.	Greenville	SC	29605	(864) 232-0550
The Point	Meridian Enterprises, LLC	Greenville	SC	29607	(864) 297-7238
Westwood Place	Merck Enterprises, Inc.	Greenwood	SC	29649	(864) 943-0859
Riverside Crossing	In His Most Holy Service, LLC	Greer	SC	29650	(864) 479-9444

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Hudson Corners	In His Most Holy Service, LLC	Greer	SC	29650	(864) 631-1042
Hillview Plaza	In His Most Holy Service, LLC	Greer	SC	29651	(864) 877-2345
Dill Creek Commons	Merck Enterprises, Inc.	Greer	SC	29650	(864) 968-8909
New River Crossing	Sanra IV, Inc.	Hardeeville	SC	29927	(843) 208-2777
Island Crossing	Magic Clips, LLC	Hilton Head	SC	29928	(843) 842-8118
Carolina Commons	Longitude, Inc.	Indian Land	SC	29707	(803) 802-1800
Inman Food Lion	CHC 2, Inc.	Inman	SC	29349	(864) 708-3300
Landing Station	Longitude, Inc.	Lake Wylie	SC	29710	(803) 831-0112
The Shoppes at Walmart	In His Most Holy Service, LLC	Laurens	SC	29360	(864) 682-3880
Lexington Place	OnBoard, LLC	Lexington	SC	29072	(803) 951-3840
White Knoll Station	OnBoard, LLC	Lexington	SC	29073	(803) 359-4644
Hendrix Crossing	OnBoard, LLC	Lexington	SC	29072	(803) 808-9422
Ingles SC	Merck Enterprises, Inc.	Liberty	SC	29657	(864) 843-4201
Mauldin Bi-Lo	Carolina Hair Care, Inc.	Mauldin	SC	29662	(864) 297-1565
Moncks Corner	Southern Clipper, Inc.	Moncks Corner	SC	29461	(843) 761-7990
Belle Hall	Southern Clipper, Inc.	Mount Pleasant	SC	29464	(843) 884-2422
Market Center Shoppes	Southern Clipper, Inc.	Mount Pleasant	SC	29464	(843) 216-6449
Tournament Crossing Shopping Center	Pompadour, Inc.	Murrells Inlet	SC	29576	(843) 357-0626
Forest Square	Pompadour, Inc.	Myrtle Beach	SC	29579	(843) 903-1772
Plantation Pointe	Pompadour, Inc.	Myrtle Beach	SC	29577	(843) 626-2228
Sweetwater Square	Cherry BIM Inc.	North Augusta	SC	29860	(803) 426-1499
Crossroads Market	Cherry BIM Inc.	North Augusta	SC	29841	(803) 613-0030
North Rivers Town Center	Southern Clipper, Inc.	North Charleston	SC	29406	(843) 797-5885
Gator Hole	Pompadour, Inc.	North Myrtle B	SC	29582	(843) 663-0855
Cedar Square Shopping Center	Merck Enterprises, Inc.	Pickens	SC	29671	(864) 878-9458
Woodmont Village	Merck Enterprises, Inc.	Piedmont	SC	29673	(864) 277-3355
Food Lion Plaza	Longitude, Inc.	Rock Hill	SC	29732	(803) 817-9909
Crown Pointe Plaza	Longitude, Inc.	Rock Hill	SC	29730	(803) 980-3030
Walmart Newport	Longitude, Inc.	Rock Hill	SC	29732	(803) 325-8650
Hartwell Village	Merck Enterprises, Inc.	Seneca	SC	29678	(864) 722-5452
Seneca Plaza	Merck Enterprises, Inc.	Seneca	SC	29678	(864) 985-1611
Gresham Plaza - Corner of Main St and E	GC Carolina Crew, Inc.	Simpsonville	SC	29681	(864) 757-9392
Market at Standing Springs	Merck Enterprises, Inc.	Simpsonville	SC	29680	(864) 757-9199
Simpsonville Commons	Merck Enterprises, Inc.	Simpsonville	SC	29681	(864) 962-5276
Five Forks	Merck Enterprises, Inc.	Simpsonville	SC	29681	(864) 289-0456
East Pointe Shoppes	In His Most Holy Service, LLC	Spartanburg	SC	29307	(864) 529-0770
East Blackstock Center	Merck Enterprises, Inc.	Spartanburg	SC	29301	(864) 576-8622
The Corner at Wescott	Southern Clipper, Inc.	Summerville	SC	29485	(843) 695-0177
The Shoppes at Azalea	Southern Clipper, Inc.	Summerville	SC	29483	(843) 821-4063
Trolley Square	Southern Clipper, Inc.	Summerville	SC	29485	(843) 486-0450
Second Mill Plaza	OnBoard, LLC	Sumter	SC	29154	(803) 775-6725
Gateway Plaza	OnBoard, LLC	Sumter	SC	29150	(803) 869-4366
Surfside Commons	Pompadour, Inc.	Surfside Beach	SC	29575	(843) 650-8711
Graystone Crossing	Ronona, LLC	Tega Cay	SC	29708	(803) 802-3920
Shoppes at Travelers Rest	Carolina Hair Care, Inc.	Travelers Rest	SC	29690	(864) 610-9112
Dreher Plaza	OnBoard, LLC	West Columbia	SC	29169	(803) 791-9081

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Lamont Strip	Snip, Inc.	Aberdeen	SD	57401	(605) 262-1075
Village Square Mall	Kathryn Underwood	Brookings	SD	57006	(605) 692-2289
Mitchell	Snip, Inc.	Mitchell	SD	57301	(605) 292-0230
Black Hills Center	Shear Vision, LLC	Rapid City	SD	57701	(605) 721-5544
Westridge Plaza	Shear Vision, LLC	Rapid City	SD	57702	(605) 716-6266
Rushmore Crossing	Shear Vision, LLC	Rapid City	SD	57701	(605) 718-4278
41st and Holly	CAS, Inc.	Sioux Falls	SD	57105	(605) 330-0431
West Side Plaza	CAS, Inc.	Sioux Falls	SD	57106	(605) 362-9345
South Cliff Plaza	CAS, Inc.	Sioux Falls	SD	57108	(605) 332-7363
East Ridge Mall	CAS, Inc.	Sioux Falls	SD	57110	(605) 334-7549
Village on Louise	CAS, Inc.	Sioux Falls	SD	57108	(605) 271-7110
Willow Creek Plaza	FMG, Inc.	Watertown	SD	57201	(605) 882-3840
Yanktons Best	Snip, Inc.	Yankton	SD	57078	(605) 689-0132
Acre 21	1631616 Alberta, Inc.	Regina	SK	S4V 3P7	(306) 789-0574
Capital Crossing	2253659 Alberta Inc.	Regina	SK	S4X 0P9	(306) 789-0570
Crabtree Commons	Great Salons of Knoxville, Inc.	Alcoa	TN	37701	(865) 982-4038
Owen Place	1413 Development Corp, LLC	Ashland City	TN	37015	(615) 792-8881
Bartlett	Tyson Transformations, LLC	Bartlett	TN	38134	(901) 443-5961
Maryland Farms	L D Clips, Inc.	Brentwood	TN	37027	(615) 376-5051
Cool Springs	McRocket, LLC	Brentwood	TN	37027	(615) 377-8009
Concord Village	McRocket, LLC	Brentwood	TN	37027	(615) 941-4476
1401 Volunteer Parkway	Gartner Development Group, LLC	Bristol	TN	37620	(423) 573-9880
The Pinnacle	Gartner Development Group, LLC	Bristol	TN	37620	(423) 573-2547
Village at Waterside	LEWCON, LLC	Chattanooga	TN	37421	(423) 541-1400
Overlook at Hamilton Place	LEWCON, LLC	Chattanooga	TN	37421	(423) 892-4944
North Shore	Wildfire, LLC	Chattanooga	TN	37405	(423) 752-2247
Hurricane Creek	Wildfire, LLC	Chattanooga	TN	37421	(423) 894-4500
Signal Mountain Village	Wildfire, LLC	Chattanooga	TN	37405	(423) 266-3232
Lookout Valley Village	Wildfire, LLC	Chattanooga	TN	37419	(423) 822-0122
Madison Street Commons	1413 Development Corp, LLC	Clarksville	TN	37043	(931) 245-2756
Sango Square	1413 Development Corp, LLC	Clarksville	TN	37043	(931) 542-0422
Quin Lane	Blue Ridge Development Partners,	Clarksville	TN	37042	(931) 802-2615
Shoppes at Peachers Mill	Blue Ridge Development Partners,	Clarksville	TN	37042	(931) 221-0014
Tower Crossing	Blue Ridge Development Partners,	Clarksville	TN	37040	(931) 802-8838
Great Escape Plaza	Blue Ridge Development Partners,	Clarksville	TN	37042	(931) 647-0960
Ocoee Crossing	Wildfire, LLC	Cleveland	TN	37312	(423) 559-2555
Sterling Pointe	Wildfire, LLC	Cleveland	TN	37323	(423) 473-2856
Mouse Creek Crossing	Wildfire, LLC	Cleveland	TN	37312	(423) 478-8777
Tanner Place	Great Salons of Knoxville, Inc.	Clinton	TN	37716	(865) 457-2776
Collierville	Tyson Transformations, LLC	Collierville	TN	38017	(901) 853-9000
Columbia Square Kroger Center	McRocket, LLC	Columbia	TN	38401	(931) 388-9600
Columbia WalMart Center	McRocket, LLC	Columbia	TN	38401	(931) 388-9991
Jackson Square	1413 Development Corp, LLC	Cookeville	TN	38501	(931) 559-2547
Willow Bend	1413 Development Corp, LLC	Cookeville	TN	38501	(931) 372-8248
Cordova	Tyson Transformations, LLC	Cordova	TN	38018	(901) 379-8382
The Crossings	Great Salons of Knoxville, Inc.	Crossville	TN	38555	(931) 707-3693

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Hallcrest Plaza	McRocket, LLC	Dickson	TN	37055	(615) 446-0040
The Center at West Elk Avenue	Gartner Development Group, LLC	Elizabethton	TN	37643	(423) 518-1170
Fairview	Oak Images, LLC	Fairview	TN	37062	(615) 799-2200
Brooklawn Village	Great Salons of Knoxville, Inc.	Farragut	TN	37934	(865) 966-8498
Fieldstone Farms	L D Clips, Inc.	Franklin	TN	37069	(615) 791-1000
Reid Hill Commons	L D Clips, Inc.	Franklin	TN	37064	(615) 790-4006
Thoroughbred Square	McRocket, LLC	Franklin	TN	37067	(615) 771-5177
Alexander Plaza	McRocket, LLC	Franklin	TN	37064	(615) 591-5599
Gallatin Village Green	McRocket, LLC	Gallatin	TN	37066	(615) 206-1889
Greensboro Village	McRocket, LLC	Gallatin	TN	37066	(615) 451-4637
Germantown	Tyson Transformations, LLC	Germantown	TN	38138	(901) 907-0461
Northcreek Kroger Commons	McRocket, LLC	Goodlettsville	TN	37072	(615) 859-4100
Crockett Crossing	Gartner Development Group, LLC	Greeneville	TN	37745	(423) 787-0844
Harriman Retail Center	Great Salons of Knoxville, Inc.	Harriman	TN	37748	(865) 248-8122
Maple Row Shopping Center	McRocket, LLC	Hendersonville	TN	37075	(615) 431-0791
Glenbrook Centre	McRocket, LLC	Hendersonville	TN	37075	(615) 826-1011
Dollar General Market Shopping Center	1413 Development Corp, LLC	Hermitage	TN	37076	(615) 391-0068
Northtowne Center	LEWCON, LLC	Hixson	TN	37343	(423) 876-0600
Oak Park Town Center	LEWCON, LLC	Hixson	TN	37343	(423) 877-6161
Creek Plantation Village	LEWCON, LLC	Hixson	TN	37343	(423) 842-1700
Jacksboro Square	Great Salons of Knoxville, Inc.	Jacksboro	TN	37757	(423) 352-6119
West Towne Commons	TBW Enterprises, LLC	Jackson	TN	38305	(731) 300-0090
South Jackson	TBW Enterprises, LLC	Jackson	TN	38305	(731) 240-1675
Jefferson Place	Great Salons of Knoxville, Inc.	Jefferson City	TN	37760	(865) 475-0911
Crossings Pointe	Gartner Development Group, LLC	Johnson City	TN	37604	(423) 328-0423
Shoppes at West Market	Gartner Development Group, LLC	Johnson City	TN	37604	(423) 328-0244
Kingsport Pavilion	Gartner Development Group, LLC	Kingsport	TN	37660	(423) 343-7760
Millertown	Great Salons of Knoxville, Inc.	Knoxville	TN	37924	(865) 281-3667
Tate's Gallery	Great Salons of Knoxville, Inc.	Knoxville	TN	37923	(865) 690-1683
Northwest Plaza	Great Salons of Knoxville, Inc.	Knoxville	TN	37921	(865) 521-6463
Fountain View Plaza	Great Salons of Knoxville, Inc.	Knoxville	TN	37918	(865) 219-6959
South Grove	Great Salons of Knoxville, Inc.	Knoxville	TN	37920	(865) 573-8038
Northshore Town Center	Great Salons of Knoxville, Inc.	Knoxville	TN	37922	(865) 531-7800
Sherrill Hill Center	Great Salons of Knoxville, Inc.	Knoxville	TN	37922	(865) 200-4890
Parkside Station	Great Salons of Knoxville, Inc.	Knoxville	TN	37934	(865) 777-0582
Halls Crossroads	Great Salons of Knoxville, Inc.	Knoxville	TN	37938	(865) 377-3098
Hardin Station	Great Salons of Knoxville, Inc.	Knoxville	TN	37932	(865) 851-9721
Lawrenceburg Commons	Oak Images, LLC	Lawrenceburg	TN	38464	(931) 766-0308
Westview Plaza	McRocket, LLC	Lebanon	TN	37087	(615) 449-5490
Franklin Center	Great Salons of Knoxville, Inc.	Lenoir City	TN	37771	(865) 988-5688
Walmart Center-Lewisburg	Oak Images, LLC	Lewisburg	TN	37091	(931) 422-7003
Madisonville Plaza Shopping Center	Great Salons of Knoxville, Inc.	Madisonville	TN	37354	(423) 545-9041
Hunt Creek Commons	1413 Development Corp, LLC	Manchester	TN	37355	(931) 723-7072
Market Place 411	Great Salons of Knoxville, Inc.	Maryville	TN	37801	(865) 981-1613
Cumberland Plaza	McRocket, LLC	McMinnville	TN	37110	(931) 507-2550
Poplar/Kirby	Tyson Transformations, LLC	Memphis	TN	38138	(901) 249-8579

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Millington	Tyson Transformations, LLC	Millington	TN	38053	(901) 872-2008
Cherokee Crossing	Great Salons of Knoxville, Inc.	Morristown	TN	37814	(423) 839-0137
Crockett Square	Great Salons of Knoxville, Inc.	Morristown	TN	37813	(423) 254-1628
Mt. Juliet Village	1413 Development Corp, LLC	Mount Juliet	TN	37122	(615) 758-3142
South Providence	McRocket, LLC	Mount Juliet	TN	37122	(615) 288-3062
Stonetrace Commons	1413 Development Corp, LLC	Murfreesboro	TN	37128	(615) 494-1300
Irongate Village-Kroger Center	1413 Development Corp, LLC	Murfreesboro	TN	37129	(615) 895-6896
Rutherford Crossing	1413 Development Corp, LLC	Murfreesboro	TN	37130	(615) 895-1344
Innsbrooke	K D Enterprises, Inc.	Murfreesboro	TN	37127	(615) 895-4199
Fortress Landing	Pateras, LLC	Murfreesboro	TN	37128	(615) 603-7607
Donelson Crossings	1413 Development Corp, LLC	Nashville	TN	37214	(615) 457-2138
Lion Head Village	1413 Development Corp, LLC	Nashville	TN	37205	(615) 352-8144
Melrose	L D Clips, Inc.	Nashville	TN	37204	(615) 678-4400
East Nashville	L D Clips, Inc.	Nashville	TN	37206	(615) 750-2937
Nippers Corner	L D Clips, Inc.	Nashville	TN	37211	(615) 315-8700
Trace Creek Commons	McRocket, LLC	Nashville	TN	37221	(615) 673-2291
Bellevue Place SC	McRocket, LLC	Nashville	TN	37221	(615) 673-9350
Newport Towne Center	Great Salons of Knoxville, Inc.	Newport	TN	37821	(423) 623-9443
Clifford Center	Great Salons of Knoxville, Inc.	Oak Ridge	TN	37830	(865) 483-2020
Ooltewah Crossing	Wildfire, LLC	Ooltewah	TN	37363	(423) 238-7660
Snow Hill Village	Wildfire, LLC	Ooltewah	TN	37363	(423) 910-0306
Allison Crossing	Gartner Development Group, LLC	Piney Flats	TN	37686	(423) 538-0275
Pleasant View Station	Blue Ridge Development Partners,	Pleasant View	TN	37146	(615) 247-8441
Food City Shops	Great Salons of Knoxville, Inc.	Sevierville	TN	37862	(865) 429-6161
Main Street Shopping Center	K D Enterprises, Inc.	Shelbyville	TN	37160	(931) 680-7400
Parkway Town Centre	Blue Ridge Development Partners,	Smyrna	TN	37167	(615) 220-9373
Lee Village	Blue Ridge Development Partners,	Smyrna	TN	37167	(615) 775-5644
Soddy Daisy Crossing	Wildfire, LLC	Soddy Daisy	TN	37379	(423) 332-0555
Spring Hill Publix Center	McRocket, LLC	Spring Hill	TN	37174	(615) 302-0767
Port Royal Kroger Center	McRocket, LLC	Spring Hill	TN	37174	(931) 486-1700
Springfield Station Kroger Center	McRocket, LLC	Springfield	TN	37172	(615) 382-9188
Forrest Gallery	K D Enterprises, Inc.	Tullahoma	TN	37388	(931) 393-2640
White House Walmart Center	McRocket, LLC	White House	TN	37188	(615) 285-7095
Merchants Central	K D Enterprises, Inc.	Winchester	TN	37398	(931) 968-1324
Abilene 351	MegaClips, LLC	Abilene	TX	79601	(325) 232-8497
Abilene HEB	MegaClips, LLC	Abilene	TX	79605	(325) 695-0998
Addison Town Center	FSG Group, LLC	Addison	TX	75001	(972) 247-8688
Allen Angel	FSG Group, LLC	Allen	TX	75002	(972) 396-5800
Bethany Park Place	R2Y2M Clips, LLC	Allen	TX	75002	(972) 798-7900
Town Center Crossing	Radhe Kishan, Inc.	Allen	TX	75013	(972) 359-0144
Alvin Out Parcel	Alamda Ventures, LLC	Alvin	TX	77511	(281) 331-6360
Hillside	Michael Hays	Amarillo	TX	79109	(806) 418-8579
Soncy and 45th	Michael Hays	Amarillo	TX	79119	(806) 410-1687
Tradewind	Michael Hays	Amarillo	TX	79118	(806) 350-7540
Wolflin Village	Michael Hays	Amarillo	TX	79109	(806) 803-9407
Summit Shopping Center	Michael Hays	Amarillo	TX	79106	(806) 242-5477

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Angleton	Chop It! LLC	Angleton	TX	77515	(979) 849-5402
Anna Town Center	Radhe Kishan, Inc.	Anna	TX	75409	(469) 617-1890
Stanton Plaza	DFW Salons, LLC	Arlington	TX	76016	(817) 563-2577
Cooper and Lamar	DFW Salons, LLC	Arlington	TX	76012	(817) 795-9898
Sublett Kroger	DFW Salons, LLC	Arlington	TX	76017	(817) 563-5932
Riverview Village	DFW Salons, LLC	Arlington	TX	76006	(817) 583-6599
Arlington Highlands	First Clips, LLC	Arlington	TX	76018	(817) 465-9999
Athens Plaza	Radhe Kishan, Inc.	Athens	TX	75751	(903) 960-5074
Techridge Plaza	Duc Do	Austin	TX	78753	(512) 833-6536
The Market at Parmer	Duc Do	Austin	TX	78758	(512) 719-3196
Belterra Village	Mane Image, LLC	Austin	TX	78737	(737) 202-4395
Hancock Center	Mane Image, LLC	Austin	TX	78751	(512) 394-5883
Oaks at Slaughter	Mane Image, LLC	Austin	TX	78745	(512) 992-0188
Stassney Heights	Mane Image, LLC	Austin	TX	78745	(512) 992-1573
Old Quarry Village	Mane Image, LLC	Austin	TX	78731	(512) 231-1325
Plaza Volente	Mane Image, LLC	Austin	TX	78726	(512) 250-5131
Market District at Mueller	Mane Image, LLC	Austin	TX	78723	(512) 480-0605
Quinlan Crossing	Mane Image, LLC	Austin	TX	78732	(512) 266-9221
Escarpment Village	Mane Image, LLC	Austin	TX	78749	(512) 288-2444
Westgate	Waterloo Ventures, Inc.	Austin	TX	78745	(512) 899-8188
Lakeline Market	Westend Holdings, Inc.	Austin	TX	78717	(512) 331-0412
Parmer McNeil Plaza	Westend Holdings, Inc.	Austin	TX	78729	(512) 373-8658
Westpark Village	Westend Holdings, Inc.	Austin	TX	78736	(512) 291-2855
Anderson Arbor Shoppes	Westend Holdings, Inc.	Austin	TX	78750	(512) 401-2437
West Creek Village	Westend Holdings, Inc.	Austin	TX	78749	(512) 899-3105
Gateway Plaza	Westend Holdings, Inc.	Austin	TX	78759	(512) 795-2223
The Plaza at Avery Ranch	Westend Holdings, Inc.	Austin	TX	78717	(512) 218-0030
Westwood Shopping Center	Wilder Enterprises, Inc.	Austin	TX	78746	(512) 505-8222
Wellington Oaks	SandGar, LLC	Azle	TX	76020	(817) 752-2014
Lantana Town Center	Honking Dog, LLC	Bartonville	TX	76226	(940) 241-3700
Burleson Crossing	Mane Image, LLC	Bastrop	TX	78602	(512) 332-2488
Baytown	DFW Salons, LLC	Baytown	TX	77521	(281) 837-5561
Harwood Central Village	PSP Resources, LLC	Bedford	TX	76021	(817) 283-9898
Village of Bee Cave	Wilder Enterprises, Inc.	Bee Cave	TX	78738	(512) 263-0535
The Crossing Shopping Center	Sunset Rock, Inc.	Bellmead	TX	76705	(254) 424-9509
Belton Corners	Aristoxus, LLC	Belton	TX	76513	(254) 939-7771
Benbrook	MegaClips, LLC	Benbrook	TX	76126	(817) 249-4500
Shops of Boerne	Team Sailing, Inc.	Boerne	TX	78006	(830) 331-9311
Menger Creek	Team Sailing, Inc.	Boerne	TX	78006	(830) 816-2234
Brownwood	MegaClips, LLC	Brownwood	TX	76801	(325) 203-5326
Brazos Marketplace	Sunset Rock, Inc.	Bryan	TX	77807	(979) 485-2982
The Tejas Center	Sunset Rock, Inc.	Bryan	TX	77802	(979) 779-9700
Colony Park	Sunset Rock, Inc.	Bryan	TX	77808	(979) 776-8888
Rylander Plaza	Mane Image, LLC	Buda	TX	78610	(512) 295-7979
Bulverde Retail Park	Rockit Shears Inc.	Bulverde	TX	78163	(830) 438-7006
Burleson	MegaClips, LLC	Burleson	TX	76028	(817) 295-3597

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Hebron Parkway	First Clips, LLC	Carrollton	TX	75007	(972) 395-3983
Josey Ranch	First Clips, LLC	Carrollton	TX	75006	(972) 323-1877
Josey Oaks Crossing	First Clips, LLC	Carrollton	TX	75007	(972) 820-5669
Cedar Hill	MegaClips, LLC	Cedar Hill	TX	75104	(972) 293-7132
Cedar Park Towne Center	Mane Image, LLC	Cedar Park	TX	78613	(512) 986-7004
Cibolo Point	Rockit Shears Inc.	Cibolo	TX	78108	(210) 257-8822
Cleburne Walmart	DFW Salons, LLC	Cleburne	TX	76033	(817) 526-5555
Cleveland Walmart	DFW Salons, LLC	Cleveland	TX	77327	(832) 480-5053
Tower Pointe	Sunset Rock, Inc.	College Station	TX	77845	(979) 690-7788
Wolf Pen Plaza	Sunset Rock, Inc.	College Station	TX	77840	(979) 693-8700
Town Center at Colleyville	First Clips, LLC	Colleyville	TX	76034	(817) 498-7113
Town Plaza	Hinan Corporation	Conroe	TX	77384	(281) 292-3900
Conroe HEB #2	Hinan Corporation	Conroe	TX	77304	(936) 756-7299
Harpers Preserve	Windward Associates LLC	Conroe	TX	77385	(936) 271-3297
Lotts Landing	Binepal Malhi Joint Ventures LLC	Converse	TX	78109	(210) 662-7016
Autumn Run	Jet Clips LLC	Converse	TX	78109	(210) 236-7740
Valley Ranch Centre	FSG Group, LLC	Coppell	TX	75019	(972) 598-0893
Point West	MacArthur Headhunters, Inc.	Coppell	TX	75019	972-393-2213
Coppell Crossing	R&J Group Corporation	Coppell	TX	75019	(972) 462-9370
Five Hills	Aristoxus, LLC	Copperas Cove	TX	76522	(254) 518-5518
Kensington Square	FSG Group, LLC	Corinth	TX	76210	(940) 498-4444
Everhart Park	ABE Management, LLC	Corpus Christi	TX	78413	(361) 299-5680
Shops at La Palmera	ABE Management, LLC	Corpus Christi	TX	78411	(361) 334-1790
Alameda HEB	UHCH, Inc.	Corpus Christi	TX	78404	(361) 854-7328
Corsicana Walmart	DFW Salons, LLC	Corsicana	TX	75110	(903) 874-9225
Crosby Retail Center	S & S HairTrendz LLC	Crosby	TX	77532	(281) 462-1600
Dollar Tree Plaza	SandGar, LLC	Crowley	TX	76036	(817) 297-4417
Rock Creek	First Clips, LLC	Cypress	TX	77429	(281) 306-1119
Cypress Village	First Clips, LLC	Cypress	TX	77429	(281) 257-9660
Fairfield HEB	Hinan Corporation	Cypress	TX	77433	(281) 304-4300
Cypress Mill Plaza	Hinan Corporation	Cypress	TX	77429	(281) 256-8488
Bridgeland	Pink Apple Inc.	Cypress	TX	77433	(832) 653-2434
Casa Linda	First Clips, LLC	Dallas	TX	75218	(214) 320-8232
High Point Crossing	FSG Group, LLC	Dallas	TX	75231	(469) 206-3850
The Village of Preston Hollow	FSG Group, LLC	Dallas	TX	75220	(214) 654-0055
Frankford Pavilion	FSG Group, LLC	Dallas	TX	75287	(972) 267-2547
Old Town	FSG Group, LLC	Dallas	TX	75206	(214) 363-1554
Ross Henderson Shopping Center	FSG Group, LLC	Dallas	TX	75206	(469) 399-7565
Prestonwood Town Center	FSG Group, LLC	Dallas	TX	75254	(972) 788-2197
Kingsley Square	RAAS Ventures LLC	Dallas	TX	75231	(214) 238-2303
Lemmon Ave	Radhe Kishan, Inc.	Dallas	TX	75219	(972) 232-9817
Park Forest Northeast	Synectics, LLC	Dallas	TX	75244	(214) 584-6222
Market at Preston Forest	Synectics, LLC	Dallas	TX	75230	(972) 788-8189
Dominos Plaza	SandGar, LLC	Decatur	TX	76234	(940) 627-1112
Oak Tree Plaza	Honking Dog, LLC	Denton	TX	76205	(940) 483-9995
Rayzor Ranch Town Center	Kitty Paw, LLC	Denton	TX	76201	(940) 243-0050

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Hickory Creek Plaza	Kitty Paw, LLC	Denton	TX	76210	(940) 380-9444
Clock Tower Square	Mane Image, LLC	Dripping Spring	TX	78620	(512) 829-4524
El Campo	DFW Salons, LLC	El Campo	TX	77437	(979) 578-9558
Zaragoza	BAD HAT LLC	El Paso	TX	79938	(915) 252-4373
Emerald Park Plaza	BAD HAT LLC	El Paso	TX	79928	(915) 307-7653
West Towne Marketplace	BAD HAT LLC	El Paso	TX	79912	(915) 270-9274
La Villita on Mesa	BAD HAT LLC	El Paso	TX	79912	(915) 444-5060
Miner Plaza	BAD HAT LLC	El Paso	TX	79902	(915) 206-2116
The Fountains at Farah	BAD HAT LLC	El Paso	TX	79925	(915) 225-0629
El Paseo Marketplace	BAD HAT LLC	El Paso	TX	79936	(915) 225-0639
Lower Valley	BAD HAT LLC	EL Paso	TX	79907	(915) 313-7322
Eastlake Marketplace	BAD HAT LLC	El Paso	TX	79928	(915) 313-7320
Frontier Crossing	A3M Holdings LLC	Elgin	TX	78621	(512) 285-0051
Ennis Walmart	DFW Salons, LLC	Ennis	TX	75119	(972) 876-4008
Euless	DFW Salons, LLC	Euless	TX	76039	(817) 685-1008
Heritage Towne Crossing	First Clips, LLC	Euless	TX	76039	(817) 545-3339
Valley View Central	Synectics, LLC	Farmers Branch	TX	75234	(469) 521-1223
Cross Timbers Village	AHA Ventures, LLC	Flower Mound	TX	75028	(972) 691-0100
Marketplace at Flower Mound	AHA Ventures, LLC	Flower Mound	TX	75028	(972) 691-0700
The Shops at Flower Mound	First Clips, LLC	Flower Mound	TX	75028	(972) 355-5107
Forney Kroger Market Place	Licky's LLC	Forney	TX	75126	(469) 602-5333
Freedom Crossing	BAD HAT LLC	Fort Bliss	TX	79906	(915) 225-2464
Fort Cavazos Exchange Service	Aristoxus, LLC	Fort Hood	TX	76544	(254) 285-2066
Texas Motor Speedway	DFW Salons, LLC	Fort Worth	TX	76177	(817) 567-3337
Hulen Pointe	DFW Salons, LLC	Fort Worth	TX	76132	(817) 263-8023
Trinity Commons	DFW Salons, LLC	Fort Worth	TX	76109	(817) 377-1810
Ridgmar Centre	DFW Salons, LLC	Fort Worth	TX	76116	(817) 569-9922
Chapel Hill	FSG Group, LLC	Fort Worth	TX	76107	(817) 570-9099
Chisholm Trail Ranch	Kitty Paw, LLC	Fort Worth	TX	76123	(817) 615-9643
Basswood Crossing	Kitty Paw, LLC	Fort Worth	TX	76137	(817) 232-3095
Presidio Town Crossing	Kitty Paw, LLC	Fort Worth	TX	76177	(817) 750-2211
Timberland	Kitty Paw, LLC	Fort Worth	TX	76244	(817) 741-4444
Heritage Trace	Kitty Paw, LLC	Fort Worth	TX	76177	(817) 750-4444
Clifford Retail Center	Kitty Paw, LLC	Fort Worth	TX	76108	(817) 246-4011
The Boswell Marketplace	La Corrida Investments, LLC	Fort Worth	TX	76179	(817) 378-4864
Eastchase Market	Synectics, LLC	Fort Worth	TX	76120	(817) 764-7255
Left Bank Market	Synectics, LLC	Fort Worth	TX	76107	(682) 200-2469
Friendswood Crossing	Alamda Ventures, LLC	Friendswood	TX	77546	(281) 482-1885
Frisco Marketplace	FSG Group, LLC	Frisco	TX	75034	(214) 387-4644
Legacy Center	FSG Group, LLC	Frisco	TX	75034	(972) 335-0095
Westside Market	Kitty Paw, LLC	Frisco	TX	75036	(469) 362-2999
Teel Village	Kitty Paw, LLC	Frisco	TX	75036	(214) 872-4400
Custer Star	Kitty Paw, LLC	Frisco	TX	75035	(972) 547-9966
Eldorado Market Place	Licky's LLC	Frisco	TX	75033	(469) 535-3007
Coit Main Plaza	Synectics, LLC	Frisco	TX	75035	(469) 384-7906
Great Lakes Gainesville	GCXG, Inc.	Gainesville	TX	76240	(940) 665-1669

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Shiloh Springs	FSG Group, LLC	Garland	TX	75044	(972) 496-6653
Firewheel Market	FSG Group, LLC	Garland	TX	75040	(972) 530-7000
Cedar Breaks	Mane Image, LLC	Georgetown	TX	78633	(512) 863-5871
Oak Meadows Marketplace	Mane Image, LLC	Georgetown	TX	78633	(512) 763-8254
Wolf Ranch	Mane Image, LLC	Georgetown	TX	78628	(512) 863-3439
Bar W	Wilder Enterprises, Inc.	Georgetown	TX	78628	(512) 528-4280
Granbury North	MegaClips, LLC	Granbury	TX	76049	(682) 205-3702
Granbury South	MegaClips, LLC	Granbury	TX	76048	(817) 579-8300
Great Southwest Shopping Center	First Clips, LLC	Grand Prairie	TX	75052	(972) 206-2821
Carrier Towne Crossing	First Clips, LLC	Grand Prairie	TX	75052	(972) 642-2547
Lake Prairie Town Crossing	First Clips, LLC	Grand Prairie	TX	75052	(972) 660-2222
Park Place	La Corrida Investments, LLC	Grapevine	TX	76051	(817) 416-2547
Kari Beth Krossing	GCXG, Inc.	Greenville	TX	75402-7009	(903) 453-8070
Gun Barrel City	DFW Salons, LLC	Gun Barrel City	TX	75156	(903) 802-7000
Stillhouse Plaza	Mane Image, LLC	Harker Heights	TX	76548	(254) 698-1088
Market Heights	Mane Image, LLC	Harker Heights	TX	76548	(254) 699-3858
Five Points Crossing	PSP Resources, LLC	Haslet	TX	76052	(817) 847-9898
Heath Towne Village Shopping Center	Radhe Kishan, Inc.	Heath	TX	75032	(469) 400-2242
Helotes Town Center	Team Sailing, Inc.	Helotes	TX	78023	(210) 372-9330
Hewitt Walmart	Sunset Rock, Inc.	Hewitt	TX	76643	(254) 424-9767
Hondo Village	Team Sailing, Inc.	Hondo	TX	78861	(830) 426-3633
The Plaza on San Felipe	Anaaya Sai Group 1, LLC	Houston	TX	77057	(713) 393-7942
249 & West Crossing	Anaaya Sai Group 2, LLC	Houston	TX	77086	(281) 406-8940
Summerwood	Chop It! LLC	Houston	TX	77044	(281) 436-1374
Meyerland Commons	Chop It! LLC	Houston	TX	77096	(713) 349-0120
Beltway Sabo	Chop It! LLC	Houston	TX	77089	(281) 481-3960
Katy Green	JSK Clips, LLC	Houston	TX	77094	(832) 321-3393
Heights Marketplace	JZJ Delight, Inc.	Houston	TX	77007	(281) 974-2748
Village Plaza at Bunker Hill	JZJ Delight, Inc.	Houston	TX	77055	(713) 468-4951
Shops at Vintage	S & S HairTrendz LLC	Houston	TX	77070	(281) 251-0400
Spring Shadows	Windward Associates LLC	Houston	TX	77080	(281) 888-2460
Sawyer Heights Village	Windward Associates LLC	Houston	TX	77007	(713) 802-0229
Merchant's Park	Windward Associates LLC	Houston	TX	77008	(713) 426-9044
Ashford Center	Windward Associates LLC	Houston	TX	77077	(281) 870-1765
Shops at Oak Forest	Windward Associates LLC	Houston	TX	77018	(713) 812-7577
Shops at Hudson Oaks	Kitty Paw, LLC	Hudson Oaks	TX	76087	(817) 599-9300
Atasca Oaks	Alamda Ventures, LLC	Humble	TX	77346	(281) 812-4888
North Hurst	DFW Salons, LLC	Hurst	TX	76054	(817) 503-2325
Precinct Line Center	Wetnose, LLC	Hurst	TX	76053	(817) 282-5002
Star Ranch Market	Westend Holdings, Inc.	Hutto	TX	78634	(512) 712-5755
Hanson's Corner	Westend Holdings, Inc.	Hutto	TX	78634	(512) 642-3634
MacArthur Park Shopping Center	MacArthur Headhunters, Inc.	Irving	TX	75063	(972) 869-0633
Grande Shopping Center	R2Y2M Clips, LLC	Irving	TX	75062	(972) 257-0777
Jackson Street	Radhe Kishan II Inc.	Jacksonville	TX	75766	(903) 505-3889
Joshua	MegaClips, LLC	Joshua	TX	76058	(817) 487-4788
Shops at Katy Reserve	Chop It! LLC	Katy	TX	77494	(346) 387-6127

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Bay Hill	CVS Enterprises, LLC	Katy	TX	77494	(281) 392-1110
Cross Creek Ranch	DFW Salons, LLC	Katy	TX	77494	(346) 707-8105
Grand Morton Town Center	DFW Salons, LLC	Katy	TX	77449	(832) 321-3664
Thor Ranch	DFW Salons, LLC	Katy	TX	77494	(832) 913-3442
Highland Knolls	Katy Clips, Inc.	Katy	TX	77450	(281) 647-6760
The Shops at Kings Fort	Radhe Kishan, Inc.	Kaufman	TX	75142	(972) 968-7133
Keller Town Crossing	Kitty Paw, LLC	Keller	TX	76248	(817) 431-4646
Kenedy Station	Raul Fernandez	Kenedy	TX	78119	(830) 583-0313
Kerrville Junction	You Sit We Clip, LLC	Kerrville	TX	78028	(830) 792-0400
Stonecreek Plaza	Radhe Kishan II Inc.	Kilgore	TX	75662	(469) 885-0102
Killeen Marketplace	Aristoxus, LLC	Killeen	TX	76549	(254) 781-2083
Killeen Crossing	Aristoxus, LLC	Killeen	TX	76549	(254) 519-1768
Expressway Plaza	Mane Image, LLC	Killeen	TX	76542	(254) 245-8671
Northpark	Horse Thieving Investments, Inc.	Kingwood	TX	77339	(281) 318-7193
Kingwood	Horse Thieving Investments, Inc.	Kingwood	TX	77345	(281) 973-9543
Kyle Marketplace	Westend Holdings, Inc.	Kyle	TX	78640	(512) 268-0300
The Shops at Spencer	Chop It! LLC	La Porte	TX	77571	(832) 780-0916
Lake Jackson Commons	Chop It! LLC	Lake Jackson	TX	77566	(979) 285-2075
Lake Worth	DFW Salons, LLC	Lake Worth	TX	76135	(817) 237-4831
Lakeway Towne Center	Mane Image, LLC	Lakeway	TX	78734	(512) 263-9003
Lampasas Walmart	Aristoxus, LLC	Lampasas	TX	76550	(512) 564-5004
CFT Laredo Plaza	Krishna 1 Franchising, LLC	Laredo	TX	78045	(956) 791-2547
Encino Plaza	Krishna 2 Franchising, LLC	Laredo	TX	78041	(956) 568-1202
South Shore Marketplace	Horse Thieving Investments, Inc.	League City	TX	77573	(281) 334-7170
W League City Pkwy at Hobbs	Windward Associates LLC	League City	TX	77573	(713) 858-3427
Gateway at Leander	Westend Holdings, Inc.	Leander	TX	78641	(512) 260-7294
Market at Valley Parkway	FSG Group, LLC	Lewisville	TX	75067	(214) 488-8371
Lakepointe Towne Crossing	FSG Group, LLC	Lewisville	TX	75057	(214) 488-0434
Liberty Crossing	Alamda Ventures, LLC	Liberty	TX	77575	(936) 641-9416
Liberty Hill Water Tower	Westend Holdings, Inc.	Liberty Hill	TX	78642	(512) 548-6393
Centennial Marketplace	Radhe Kishan II Inc.	Lindale	TX	75771	(903) 505-1193
Little Elm Towne Crossing	Honking Dog, LLC	Little Elm	TX	75068	(972) 292-0600
Gateway Plaza	Rockit Shears Inc.	Live Oak	TX	78233	(210) 657-2547
Chisholm Trail	Westend Holdings, Inc.	Lockhart	TX	78644	(512) 359-4146
Gilmer Road	Radhe Kishan II Inc.	Longview	TX	75604	(903) 399-4029
Longview Towne Crossing	Radhe Kishan II Inc.	Longview	TX	75605	(903) 470-0551
19th and Quaker	PAJ, Inc.	Lubbock	TX	79407	(806) 799-1777
Cooper Crossing	PAJ, Inc.	Lubbock	TX	79423	(806) 701-4151
4th and Milwaukee	PAJ, Inc.	Lubbock	TX	79416	(806) 788-5555
HEB 114th and Quaker	PAJ, Inc.	Lubbock	TX	79424	(806) 319-1366
North Kingsgate Center	PAJ, Inc.	Lubbock	TX	79423	(806) 795-2100
Lubbock Commons	PAJ, Inc.	Lubbock	TX	79424	(806) 783-0769
University Place	PAJ, Inc.	Lubbock	TX	79401	(806) 747-3212
Shops at Lucas	Rajiv Saxena	Lucas	TX	75002	(972) 521-6259
Lufkin South Loop Shopping Center	Radhe Kishan II Inc.	Lufkin	TX	75901	(936) 585-5419
Lumberton	Chop It! LLC	Lumberton	TX	77657	(409) 227-4464

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Lytle Crossing	Team Sailing, Inc.	Lytle	TX	78052	(830) 772-5872
Magnolia	Hinan Corporation	Magnolia	TX	77354	(936) 666-8113
Manor Commons	Duc Do	Manor	TX	78653	(512) 366-5236
The Commons	First Clips, LLC	Mansfield	TX	76063	(817) 453-4405
Matlock Center	First Clips, LLC	Mansfield	TX	76063	(817) 453-5776
Northlake Plaza	Mane Image, LLC	Marble Falls	TX	78654	(830) 201-4020
North Park Plaza	Radhe Kishan II Inc.	Marshall	TX	75670	(903) 904-9238
380 Towne Crossing	GCXG, Inc.	McKinney	TX	75071	(972) 548-9830
Shops at Eagle Point	Honking Dog, LLC	McKinney	TX	75071	(972) 542-4454
Lake Forest Marketplace	Kitty Paw, LLC	McKinney	TX	75071	(214) 842-4425
McKinney Town Crossing	Kitty Paw, LLC	McKinney	TX	75070	(972) 727-9300
Eldorado Plaza	Radhe Kishan, Inc.	McKinney	TX	75070	(972) 548-2547
Market East Center	FSG Group, LLC	Mesquite	TX	75150	(469) 828-1601
Pioneer Plaza	FSG Group, LLC	Mesquite	TX	75149	(972) 288-2631
Kimber-Lea	DFW Salons, LLC	Midland	TX	79705	(432) 247-5130
North Midland	DFW Salons, LLC	Midland	TX	79707	(432) 247-1353
Midlothian	MegaClips, LLC	Midlothian	TX	76065	(972) 775-2211
Sharyland Towne Crossing	Kazlon, LLC	Mission	TX	78572	(956) 600-8383
Shops at Vicksburg	Alamda Ventures, LLC	Missouri City	TX	77459	(281) 670-5920
Missouri City	Hinan Corporation	Missouri City	TX	77459	(281) 403-2242
Mont Belvieu Marketplace	Hinan Corporation	Mont Belvieu	TX	77523	(832) 501-2070
Buffalo Spring Marketplace	Hinan Corporation	Montgomery	TX	77356	(936) 597-4331
Nacogdoches Marketplace I	Radhe Kishan II Inc.	Nacogdoches	TX	75965	(936) 585-5037
Walnut and County Line	Binepal Malhi Joint Ventures LLC	New Braunfels	TX	78130	(830) 627-9407
HEB Shopping Center New Braunfels	Team Sailing, Inc.	New Braunfels	TX	78130	(830) 620-9940
Westpointe Village	Team Sailing, Inc.	New Braunfels	TX	78132	(830) 608-1449
Caney Crossing	Alamda Ventures, LLC	New Caney	TX	77357	(832) 793-5245
Tarrant Parkway Plaza	Kitty Paw, LLC	North Richland	TX	76182	(817) 605-3444
Faudree	DFW Salons, LLC	Odessa	TX	79765	(432) 235-7019
Palestine Walmart	Radhe Kishan, Inc.	Palestine	TX	75801	(903) 394-8489
Park Row Place	Synectics, LLC	Pantego	TX	76013	(817) 460-1441
Paris Walmart	Synectics, LLC	Paris	TX	75460	(903) 732-0026
The Crossing at 288	Alamda Ventures, LLC	Pearland	TX	77584	(713) 436-0222
Centre at Broadway	Chop It! LLC	Pearland	TX	77581	(281) 997-3400
Shadow Creek	DFW Salons, LLC	Pearland	TX	77584	(281) 741-4487
Pflugerville Crossing	Wilder Enterprises, Inc.	Pflugerville	TX	78660	(512) 251-3447
Plainview	PAJ, Inc.	Plainview	TX	79072	(806) 291-6960
Preston Parker Crossing	Rajiv Saxena	Plano	TX	75093	(972) 798-7800
Windhaven Plaza	First Clips, LLC	Plano	TX	75093	(972) 403-1286
Independence Square	FSG Group, LLC	Plano	TX	75075	(972) 612-3488
Legacy Plaza	FSG Group, LLC	Plano	TX	75024	(972) 208-9018
Preston Village	FSG Group, LLC	Plano	TX	75024	(972) 668-2547
Signature Plaza	Honking Dog, LLC	Plano	TX	75025	(214) 387-6999
The Village of Los Rios	R2Y2M Clips, LLC	Plano	TX	75074	(972) 633-8818
Coldwater Creek	Team Sailing, Inc.	Pleasanton	TX	78064	(830) 569-1993
Park Central Crossing	Chop It! LLC	Port Arthur	TX	77640	(409) 237-5695

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Shoppes at Porter	Alamda Ventures, LLC	Porter	TX	77365	(281) 354-4940
Gates of Princeton	Radhe Kishan, Inc.	Princeton	TX	75407	(214) 843-8285
Gates of Prosper	Kitty Paw, LLC	Prosper	TX	75078	(972) 347-9997
Windsong Ranch	Kitty Paw, LLC	Prosper	TX	75078	(469) 715-6730
Red Oak	MegaClips, LLC	Red Oak	TX	75154	(972) 576-2772
Pavillion East Center	FSG Group, LLC	Richardson	TX	75080	(972) 669-3935
Richland Village	FSG Group, LLC	Richardson	TX	75081	(972) 907-1208
Aliana	CVS Enterprises, LLC	Richmond	TX	77407	(281) 494-0284
Waterside	CVS Enterprises, LLC	Richmond	TX	77407	(281) 232-0020
Windswept Plaza	Bella-Z Management, LLC	Rockport	TX	78382	(361) 450-0848
Steger Towne Crossing	First Clips, LLC	Rockwall	TX	75032	(972) 771-8899
Shops at Stone Creek	Kitty Paw, LLC	Rockwall	TX	75087	(972) 722-6660
Shops at Palm Valley	Westend Holdings, Inc.	Round Rock	TX	78665	(512) 388-8817
Cat Hollow	Wilder Enterprises, Inc.	Round Rock	TX	78681	(512) 248-8909
Round Rock Crossing	Wilder Enterprises, Inc.	Round Rock	TX	78664	(512) 388-4844
Dalrock Crossing	Licky's LLC	Rowlett	TX	75088	(972) 463-1786
Liberty Crossing	Licky's LLC	Rowlett	TX	75089	(214) 607-1786
Walmart Royse City	Honking Dog, LLC	Royse City	TX	75189	(469) 723-5007
Shops at Woodbridge	Kitty Paw, LLC	Sachse	TX	75048	(972) 442-0661
Basswood Village	La Corrida Investments, LLC	Saginaw	TX	76131	(817) 847-7570
Sherwood	DFW Salons, LLC	San Angelo	TX	76901	(325) 227-6964
Stadium Park	DFW Salons, LLC	San Angelo	TX	76904	(325) 617-5258
Shops at Stevens Ranch	Raul Fernandez	San Antonio	TX	78253	(210) 701-8805
City Base West	AJ Odyssey Inc.	San Antonio	TX	78223	(210) 333-0077
MacArthur Plaza	AJ Odyssey Inc.	San Antonio	TX	78217	(210) 988-2970
Sonterra Park Market	AJ Odyssey Inc.	San Antonio	TX	78232	(210) 491-0600
Alon Town Centre	AJ Odyssey Inc.	San Antonio	TX	78231	(210) 444-9508
Bulverde Crossing	Binepal Malhi Joint Ventures LLC	San Antonio	TX	78259	(210) 664-0919
O'Connor Crossing	Binepal Ventures LLC	San Antonio	TX	78233	(210) 401-3512
Castle Hills Oaks Shopping Center	Classy Clippers, Inc.	San Antonio	TX	78213	(210) 346-1114
Grosen Crossing Center	Classy Clippers, Inc.	San Antonio	TX	78253	(210) 447-7695
Potranco Crossing	Classy Clippers, Inc.	San Antonio	TX	78251	(210) 680-7572
Potranco Village Center	Classy Clippers, Inc.	San Antonio	TX	78251	(210) 509-3331
Nacogdoches Village	Clip Clip Boom LLC	San Antonio	TX	78217	(210) 657-4247
Marbach Plaza	Jet Clips LLC	San Antonio	TX	78245	(210) 467-5002
Valley Hi at Loop 410	Jet Clips LLC	San Antonio	TX	78227	(210) 247-7525
Cross Creek Shopping Center	Jet Clips LLC	San Antonio	TX	78251	(210) 314-6406
Westlakes	Jet Clips LLC	San Antonio	TX	78227	(210) 670-8000
Westpointe	Jet Clips LLC	San Antonio	TX	78245	(210) 255-8900
Bandera Court	Rockit Shears Inc.	San Antonio	TX	78238	(210) 637-9077
Woodlawn Ave	Rockit Shears Inc.	San Antonio	TX	78228	(210) 563-6622
Stone Ridge Market	Rockit Shears Inc.	San Antonio	TX	78258	(210) 399-7676
Rigsby & Loop 410 Retail	Rockit Shears Inc.	San Antonio	TX	78222	(210) 595-1114
Grove at Alamo Ranch	Rockit Shears Inc.	San Antonio	TX	78253	(210) 236-5530
New Territories	Rockit Shears Inc.	San Antonio	TX	78250	(210) 521-4247
Marketplace	Rockit Shears Inc.	San Antonio	TX	78238	(210) 684-9699

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Galm Village	Rockit Shears Inc.	San Antonio	TX	78254	(210) 390-7676
Foster Wal	Rockit Shears Inc.	San Antonio	TX	78244	(210) 474-6343
Magic Shopping Center	Rockit Shears Inc.	San Antonio	TX	78229	(210) 524-0061
Fossil Creek	Rockit Shears Inc.	San Antonio	TX	78261	(210) 497-4247
Woodlake Crossing	Rockit Shears Inc.	San Antonio	TX	78244	(726) 444-0010
Westwood Shopping Center	Rockit Shears Inc.	San Antonio	TX	78254	(210) 946-7676
Wilderness Oak	Team Sailing, Inc.	San Antonio	TX	78258	(210) 468-3366
The RIM Shopping Center	Team Sailing, Inc.	San Antonio	TX	78257	(210) 561-5774
De Zavala Corners	Team Sailing, Inc.	San Antonio	TX	78249	210-455-0509
Blanco Center	Team Sailing, Inc.	San Antonio	TX	78213	(210) 455-0700
SA Crossing	Team Sailing, Inc.	San Antonio	TX	78250	(210) 451-5010
Brook Hollow	Team Sailing, Inc.	San Antonio	TX	78232	(210) 545-2547
Sunset Ridge	Team Sailing, Inc.	San Antonio	TX	78209	(210) 822-4850
Market at Boerne Stage	Team Sailing, Inc.	San Antonio	TX	78257	(210) 698-6088
Southpark Village	Team Sailing, Inc.	San Antonio	TX	78224	(210) 922-7797
Austin Highway Retail Center	Team Sailing, Inc.	San Antonio	TX	78209	(210) 822-2971
Palo Alto	Team Sailing, Inc.	San Antonio	TX	78211	(210) 616-4139
Thousand Oaks Centre	Team Sailing, Inc.	San Antonio	TX	78247	(210) 491-9740
HEB Shopping Center	Team Sailing, Inc.	San Antonio	TX	78240	(210) 561-2847
McCreless Market	Team Sailing, Inc.	San Antonio	TX	78223	(210) 533-2900
Northtowne SC	What a Clip, LLC	San Antonio	TX	78216	(210) 824-7176
Churchill Estates Crossing	What a Clip, LLC	San Antonio	TX	78248	(210) 493-9543
Village at Blanco	You Sit We Clip, LLC	San Antonio	TX	78248	(210) 492-1389
Northern Hills Shopping Center	You Sit We Clip, LLC	San Antonio	TX	78217	(210) 635-0000
Huebner Commons	You Sit We Clip, LLC	San Antonio	TX	78230	(210) 561-1300
Stone Creek Crossing	Mane Image, LLC	San Marcos	TX	78666	(512) 392-4429
Springtown Shopping Center	Sunset Rock, Inc.	San Marcos	TX	78666	(512) 392-3488
Tri-County SC	Rockit Shears Inc.	Schertz	TX	78154	(210) 654-8100
Seagoville	Radhe Kishan, Inc.	Seagoville	TX	75159	(972) 287-2522
Seguin Corners	Team Sailing, Inc.	Seguin	TX	78155	(830) 303-5560
Sherman Town Center	Synectics, LLC	Sherman	TX	75090	(903) 487-4222
Southlake Town Square	Wetnose, LLC	Southlake	TX	76092	(817) 416-1646
Spring Town Center	Chop It! LLC	Spring	TX	77379	(281) 528-7472
Kleinwood Center	DFW Salons, LLC	Spring	TX	77379	(832) 698-4676
Pines of Gleannloch Farms	Hinan Corporation	Spring	TX	77379	(281) 826-0040
Birnham Woods	Horse Thieving Investments, Inc.	Spring	TX	77386	(281) 771-5523
Imperial Oaks	Horse Thieving Investments, Inc.	Spring	TX	77386	(281) 298-2833
The Grid	First Clips, LLC	Stafford	TX	77477	(281) 245-0055
Stephenville	MegaClips, LLC	Stephenville	TX	76401	(254) 918-5200
Telfair HEB Sugarland	Alamda Ventures, LLC	Sugar Land	TX	77478	(281) 980-2098
Sulphur Springs Corners	Radhe Kishan, Inc.	Sulphur Spring	TX	75482	(903) 363-4028
Jones Plaza	Wilder Enterprises, Inc.	Taylor	TX	76574	(512) 352-6741
Wildflower Court	Aristoxus, LLC	Temple	TX	76504	(254) 771-0222
Terrell Corners	Radhe Kishan, Inc.	Terrell	TX	75160	(469) 474-7892
Shops of Texas City	Chop It! LLC	Texas City	TX	77590	(409) 229-1732
Village Corners	First Clips, LLC	The Colony	TX	75056	(972) 624-6700

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Grogan's Forest Center	Alamda Ventures, LLC	The Woodlands	TX	77380	(281) 296-0555
Pinecroft Center	Alamda Ventures, LLC	The Woodlands	TX	77380	(281) 419-9956
Sterling Ridge	D&J Worldwide, LLC	The Woodlands	TX	77382	(281) 362-5021
Augusta Woods	D&J Worldwide, LLC	Tomball	TX	77375	(832) 534-8810
HEB - Tomball	First Clips, LLC	Tomball	TX	77375	(281) 255-8855
Trophy Club Plaza	Kitty Paw, LLC	Trophy Club	TX	76262	(817) 490-8882
Pine Corners	Radhe Kishan II Inc.	Tyler	TX	75704	(903) 363-7653
The Village at Cumberland Park	Radhe Kishan II Inc.	Tyler	TX	75703	(903) 328-8239
Oak Hills	Radhe Kishan II Inc.	Tyler	TX	75703	(903) 939-0633
Shoppes at Shiloh	Radhe Kishan II Inc.	Tyler	TX	75707	(903) 939-0270
Kitty Hawk	Rockit Shears Inc.	Universal City	TX	78148	(210) 658-3061
Uvalde Shopping Center	Team Sailing, Inc.	Uvalde	TX	78801	(830) 261-5786
North Victoria	DFW Salons, LLC	Victoria	TX	77904	(361) 894-6736
Valley Mills HEB	Sunset Rock, Inc.	Waco	TX	76711	(254) 424-9742
Lakewood Center	Sunset Rock, Inc.	Waco	TX	76710	(254) 424-9791
Woodway Plaza	Sunset Rock, Inc.	Waco	TX	76712	(254) 732-2437
Watauga Towne Crossing	Kitty Paw, LLC	Watauga	TX	76148	(817) 427-8874
Richland Commons	La Corrida Investments, LLC	Watauga	TX	76148	(817) 788-0342
Weatherford Commons	Synectics, LLC	Weatherford	TX	76086	(817) 594-9499
Baybrook Marketplace	Chop It! LLC	Webster	TX	77598	(281) 316-2080
Whitehouse Town Center	Radhe Kishan II Inc.	Whitehouse	TX	75791	(903) 839-1133
Dollar Tree Plaza	Kitty Paw, LLC	Wichita Falls	TX	76302	(940) 500-4280
Market Street Plaza	Kitty Paw, LLC	Wichita Falls	TX	76310	(940) 285-5530
Gabriella's Square	Kitty Paw, LLC	Wichita Falls	TX	76306	(940) 500-4444
Wichita Square	Kitty Paw, LLC	Wichita Falls	TX	76308	(940) 386-1162
Walzem Walmart	Raul Fernandez	Windcrest	TX	78218	(210) 650-0809
Woodbridge Crossing	Honking Dog, LLC	Wylie	TX	75098	(972) 429-6556
Wylie	R2Y2M Clips, LLC	Wylie	TX	75098	(972) 886-8403
The Meadows	RK Ajer Ventures, LLC	American Fork	UT	84003	(801) 756-6370
Gateway Crossing	Hutchinson-Hill, LC	Bountiful	UT	84010	(801) 292-5908
Legacy Plaza	JSW Enterprises, LLC	Brigham City	UT	84302	(435) 239-7234
Cedar City Town Center	RK Ajer Ventures, LLC	Cedar City	UT	84720	(435) 867-4410
Providence Center	RK Ajer Ventures, LLC	Cedar City	UT	84720	(435) 865-0405
Cedar Hills Town Center	Sail-On Ventures, LLC	Cedar Hills	UT	84062	(801) 756-7168
Marketplace Drive	Hutchinson-Hill, LC	Centerville	UT	84014	(801) 294-7346
Clinton Towne Center	Jenick, Inc.	Clinton	UT	84015	(801) 774-9998
Hillside Plaza	Ajer's Investment Management Co	Cottonwood Heights	UT	84121	(801) 453-9993
Brighton Point Shopping Center	JNL Ventures, Inc.	Cottonwood Heights	UT	84121	(385) 308-8968
Hidden Valley Shopping Center	Hutchinson-Hill, LC	Draper	UT	84020	(801) 572-5051
Bangerter Crossing	Hutchinson-Hill, LC	Draper	UT	84020	(801) 495-9434
Draper Plaza	Jenick, Inc.	Draper	UT	84020	(801) 572-1944
Parkway Crossroads	RK Ajer Ventures, LLC	Eagle Mountain	UT	84005	(801) 789-5000
Marketplace at Eagle Mountain Town Ce	RK Ajer Ventures, LLC	Eagle Mountain	UT	84005	(801) 789-7000
Foxglove	Fifth Avenue Ventures, Inc.	Farmington	UT	84025	(801) 451-9622
Heber City Plaza	Hutchinson-Hill, LC	Heber City	UT	84032	(435) 654-5590
Herriman Town Center	JNL Ventures, Inc.	Herriman	UT	84065	(801) 302-1535

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Salon Name	Franchisee	City	State/Provin	Zip	Phone
Lone Peak Village	Sail-On Ventures, LLC	Highland	UT	84003	(801) 763-1273
Grand Circle Plaza	RK Ajer Ventures, LLC	Hurricane	UT	84737	(435) 635-1517
Cougar Place	Fifth Avenue Ventures, Inc.	Kearns	UT	84118	(801) 963-1500
Wyndom Square	Fifth Avenue Ventures, Inc.	Layton	UT	84040	(801) 771-4000
Fort Lane Village	Jenick, Inc.	Layton	UT	84041	(801) 499-5888
Lehi Macey's Center	RK Ajer Ventures, LLC	Lehi	UT	84043	(801) 768-8234
Center Pointe	Sail-On Ventures, LLC	Lehi	UT	84043	(801) 768-2115
West Bench Plaza	Ajer's Investment Management Co	Magna	UT	84044	(801) 250-1191
Park Centre	Ajer's Investment Management Co	Midvale	UT	84047	(801) 562-5925
Riverwalk	Ajer's Investment Management Co	Midvale	UT	84047	(801) 255-7522
Pointe at 53rd	Hutchinson-Hill, LC	Murray	UT	84107	(801) 261-9207
North Logan Shoppes	JSW Enterprises, LLC	North Logan	UT	84341	(435) 753-2470
North Ogden	Sail-On Ventures, LLC	North Ogden	UT	84414	(801) 782-6083
Commons of Ogden	Jenick, Inc.	Ogden	UT	84404	(801) 627-4444
The Orchards	Hutchinson-Hill, LC	Orem	UT	84097	(801) 765-4757
Northgate Village	Hutchinson-Hill, LC	Orem	UT	84057	(801) 802-2227
In Store Walmart - Orem	RK Ajer Ventures, LLC	Orem	UT	84058	(801) 224-0556
Newpark Center	Hutchinson-Hill, LC	Park City	UT	84098	(435) 658-2980
Payson	RK Ajer Ventures, LLC	Payson	UT	84651	(801) 465-1841
Pleasant Grove	Sail-On Ventures, LLC	Pleasant Grove	UT	84062	(801) 785-2740
Creek View Plaza	Fifth Avenue Ventures, Inc.	Price	UT	84501	(435) 637-8800
Providence Town Center	Hutchinson-Hill, LC	Providence	UT	84332	(435) 787-9777
Brigham's Landing	JNL Ventures, Inc.	Provo	UT	84604	(801) 377-7788
River Village	Jenick, Inc.	Riverdale	UT	84405	(801) 392-9322
Rose Creek Crossing	JNL Ventures, Inc.	Riverton	UT	84065	(801) 446-2820
Riverton Plaza	JNL Ventures, Inc.	Riverton	UT	84065	(385) 787-1776
721 Center	Fifth Avenue Ventures, Inc.	Salt Lake City	UT	84106	(801) 484-2208
East Village SC	Fifth Avenue Ventures, Inc.	Salt Lake City	UT	84108	(801) 486-7311
Foothill Village	Fifth Avenue Ventures, Inc.	Salt Lake City	UT	84108	(801) 583-7696
Brickyard Plaza	Fifth Avenue Ventures, Inc.	Salt Lake City	UT	84106	(801) 485-0903
Olympus Hills	Hutchinson-Hill, LC	Salt Lake City	UT	84124	(801) 277-9910
Mill Creek Plaza	Hutchinson-Hill, LC	Salt Lake City	UT	84107	(801) 288-8847
9th and 9th	Hutchinson-Hill, LC	Salt Lake City	UT	84105	(801) 575-8580
The Family Center	Hutchinson-Hill, LC	Salt Lake City	UT	84102	(801) 359-4013
Super Albertson Center	Jenick, Inc.	Salt Lake City	UT	84117	(801) 272-8202
High Point	Ajer's Investment Management Co	Sandy	UT	84094	(801) 233-8766
Little Cottonwood	JNL Ventures, Inc.	Sandy	UT	84093	(801) 748-1422
Westfield Saratoga	RK Ajer Ventures, LLC	Saratoga Spring	UT	84045	(385) 287-0432
Apple Creek Square	JSW Enterprises, LLC	Smithfield	UT	84335	(435) 554-3477
Trail Crossing	Fifth Avenue Ventures, Inc.	South Jordan	UT	84009	(385) 237-3664
Harvest Village	Fifth Avenue Ventures, Inc.	South Jordan	UT	84095	(801) 280-1243
Town Common	JNL Ventures, Inc.	South Jordan	UT	84095	(801) 253-2547
Cross Point	Fifth Avenue Ventures, Inc.	South Ogden	UT	84403	(801) 479-5556
Country Hills	Fifth Avenue Ventures, Inc.	South Ogden	UT	84403	(801) 225-8046
Canyon Creek	Sail-On Ventures, LLC	Spanish Fork	UT	84660	(385) 200-8336
Dinosaur Crossing	RK Ajer Ventures, LLC	St. George	UT	84790	(435) 627-9622

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Rimrock Market Place	RK Ajer Ventures, LLC	St. George	UT	84790	(435) 688-1234
Sunset Plaza	RK Ajer Ventures, LLC	St. George	UT	84770	(435) 652-0999
Syracuse Center	Jenick, Inc.	Syracuse	UT	84075	(801) 825-1606
Crosstowne Center	JNL Ventures, Inc.	Taylorsville	UT	84123	(801) 290-2545
Tooele Towne Center	Sail-On Ventures, LLC	Tooele	UT	84074	(435) 843-9410
Diamond Mountain Shopping Center	Ajer's Investment Management Co	Vernal	UT	84078	(435) 781-1110
Telegraph Square	RK Ajer Ventures, LLC	Washington Cit	UT	84780	(435) 627-9090
Jordan Landing	Ajer's Investment Management Co	West Jordan	UT	84084	(801) 282-3150
The Highlands	Fifth Avenue Ventures, Inc.	West Jordan	UT	84081	(801) 280-6675
Smiths on 90th	JNL Ventures, Inc.	West Jordan	UT	84088	(801) 890-0673
West Point Marketplace	Jenick, Inc.	West Point	UT	84015	(801) 820-5358
Oquirrh View	Fifth Avenue Ventures, Inc.	West Valley	UT	84118	(801) 963-4477
Hunter Park Plaza	Ajer's Investment Management Co	West Valley Cit	UT	84120	(801) 967-3367
West Valley Pavilion	Ajer's Investment Management Co	West Valley Cit	UT	84128	(801) 968-0699
Willowood	Fifth Avenue Ventures, Inc.	West Valley Cit	UT	84119	(801) 966-5100
Woods Cross Shopping Center	Hutchinson-Hill, LC	Woods Cross	UT	84087	(801) 292-2285
The Meadows	Gartner Development Group, LLC	Abingdon	VA	24210	(276) 206-8625
Festival at Manchester Lakes	Great VA Cuts #1, LLC	Alexandria	VA	22310	(571) 257-6205
Altavista Commons	Southeast Salons, LLC	Altavista	VA	24517	(434) 369-6900
Shoppes of Appomattox	Jesse Johnson Inc.	Appomattox	VA	24522	(434) 664-2026
Pentagon Row	Great VA Cuts #1, LLC	Arlington	VA	22202	(703) 414-5664
Centro Arlington	Great VA Cuts #1, LLC	Arlington	VA	22204	(703) 268-2445
Ashbrook Marketplace	Rikhi Professional Cuts, LLC	Ashburn	VA	20147	(571) 291-3723
Broadlands Marketplace	Rikhi Professional Cuts, LLC	Ashburn	VA	20148	(703) 723-9390
Ashland Square	Mirus, LLC	Ashland	VA	23005	(804) 798-0771
Gables Shopping Center	Christopher Jeffords	Blacksburg	VA	24060	(540) 951-4247
Brambleton Town Center	Rikhi Professional Cuts, LLC	Brambleton	VA	20148	(703) 330-4658
Old Dominion Shopping Center	Gartner Development Group, LLC	Bristol	VA	24202	(276) 285-3780
5th Street Station	Medusa Too, LLC	Charlottesville	VA	22902	(434) 956-4986
Green Tree Marketplace	LVMY Clips, LLC	Chesapeake	VA	23320	(757) 382-5908
Mt Pleasant Marketplace	LVMY Clips, LLC	Chesapeake	VA	23322	(757) 482-6804
Chesapeake Square	Mirus, LLC	Chesapeake	VA	23321	(757) 465-5700
Walmart Way Crossing	Tidewater Clippers, LLC	Chesapeake	VA	23320	(757) 548-0119
Promenade at Cedar	Tidewater Clippers, LLC	Chesapeake	VA	23322	(757) 609-3746
Edinburgh North	Tidewater Clippers, LLC	Chesapeake	VA	23322	(757) 432-1006
Iron Bridge Marketplace	Mirus, LLC	Chester	VA	23831	(804) 717-9310
Bermuda Square	Mirus, LLC	Chester	VA	23831	(804) 768-8882
Cosby Village	Paradocs, Inc.	Chesterfield	VA	23832	(804) 464-3737
Hancock Village	Paradocs, Inc.	Chesterfield	VA	23832	(804) 739-4299
Southpark Crossing	Medusa Enterprises, Inc.	Colonial Heigh	VA	23834	(804) 520-4420
Coleman Marketplace	Shear Investments, Inc.	Danville	VA	24540	(434) 835-2851
Turnpike Center	DIPPA CUTS, Inc.	Fairfax	VA	22031	(703) 537-0880
Graves Mill	Mountainview Cutters, LLC	Forest	VA	24551	(434) 439-4323
Central Park	Mirus, LLC	Fredericksburg	VA	22401	(540) 785-2522
Cosners Corner	Mirus, LLC	Fredericksburg	VA	22407	(540) 834-5550
Stafford Lakes	Mirus, LLC	Fredericksburg	VA	22406	(540) 752-1300

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Harrison Crossing	Mirus, LLC	Fredericksburg	VA	22407	(540) 785-7711
Short Pump Village	Mirus, LLC	Glen Allen	VA	23060	(804) 364-2424
Virginia Center Marketplace	Mirus, LLC	Glen Allen	VA	23059	(804) 261-9864
Fox Mill Centre	Bay Clips, Inc.	Gloucester	VA	23061	(804) 699-3162
Coliseum Crossing	LVMY Clips, LLC	Hampton	VA	23666	(757) 262-2112
Wythe Creek Shoppes	WINNING STYLES LLC	Hampton	VA	23666	(757) 964-1482
Staples Mill Market Place	Mirus, LLC	Henrico	VA	23228	(804) 755-4505
Forest Plaza West	Mountainview Cutters, LLC	Lynchburg	VA	24501	(434) 385-8034
Wards Crossing	Southeast Salons, LLC	Lynchburg	VA	24502	(434) 832-1117
Madison Heights Square	Mountainview Cutters, LLC	Madison Heigh	VA	24572	(434) 221-9739
Shops at County Center	Rikhi Professional Cuts, LLC	Manassas	VA	20112	(703) 794-7465
Rutland Commons	C & J Virginia, LLC	Mechanicsville	VA	23116	(804) 730-1127
Creighton Crossing	Paradocs, Inc.	Mechanicsville	VA	23111	(804) 559-2905
Chesterfield Crossing	Mirus, LLC	Midlothian	VA	23112	(804) 763-6500
Bellgrade	Paradocs, Inc.	Midlothian	VA	23113	(804) 897-6400
Westchester Commons	Paradocs, Inc.	Midlothian	VA	23113	(804) 378-4455
Jefferson Commons	Bay Clips, Inc.	Newport News	VA	23602	(757) 346-3199
Fort Eustis Shops	Bay Clips, Inc.	Newport News	VA	23608	(757) 330-2235
Patrick Henry Mall	Bay Clips, Inc.	Newport News	VA	23602	(757) 249-8964
Hiddenwood	LVMY Clips, LLC	Newport News	VA	23606	(757) 223-9600
Corner Shops Ghent	Mirus, LLC	Norfolk	VA	23517	(757) 440-8611
Wards Corner	Tidewater Clippers, LLC	Norfolk	VA	23505	(757) 226-7686
East Beach Marketplace	Tidewater Clippers, LLC	Norfolk	VA	23518	(757) 937-6904
Little Creek	Tidewater Clippers, LLC	Norfolk	VA	23505	(757) 480-2887
Stonebridge Plaza	Medusa Enterprises, Inc.	North Chesterfi	VA	23225	(804) 745-6100
Norton Commons	Gartner Development Group, LLC	Norton	VA	24273	(276) 325-0762
Marketplace Square	Bay Clips, Inc.	Portsmouth	VA	23703	(757) 337-0756
Powhatan Shoppes at Southcreek	Clips 4 M and E, Inc.	Powhatan	VA	23139	(804) 379-1535
South Lakes Village Center	Meliorist Inc.	Reston	VA	20191	(571) 490-3649
Oxbridge Square	Medusa Enterprises, Inc.	Richmond	VA	23236	(804) 447-4705
Laburnum Park Shopping Center	Mirus, LLC	Richmond	VA	23231	(804) 226-9300
Libbie Place	Paradocs, Inc.	Richmond	VA	23230	(804) 288-3688
Towne Crossing	Paradocs, Inc.	Richmond	VA	23113	(804) 379-5003
Kroger Center at Bonsack	Christopher Jeffords	Roanoke	VA	24012	(540) 977-1107
Southwest Plaza	Christopher Jeffords	Roanoke	VA	24018	(540) 725-2007
Valley View	GC Valley View, LLC	Roanoke	VA	24012	(540) 566-3533
Towne Square	Mountainview Cutters, LLC	Roanoke	VA	24012	(540) 492-3961
Tanglewood	Southeast Salons, LLC	Roanoke	VA	24018	(540) 566-3055
Lakeside Plaza	Mountainview Cutters, LLC	Salem	VA	24153	(540) 492-2482
Peacock Market Plaza	Rikhi Professional Cuts, LLC	South Riding	VA	20152	(703) 327-5388
Doc Stone Commons	Mirus, LLC	Stafford	VA	22556	(540) 657-7117
Cascades Overlook	DMV Professional Services LLC	Sterling	VA	20164	(571) 313-1125
Hampton Roads Crossing	Bay Clips, Inc.	Suffolk	VA	23435	(757) 409-5891
Suffolk Specialty Shops	Tidewater Clippers, LLC	Suffolk	VA	23434	(757) 934-9984
MarketSquare	Bay Clips, Inc.	Virginia Beach	VA	23452	(757) 321-8157
Great Neck Square	Bay Clips, Inc.	Virginia Beach	VA	23454	(757) 390-4537

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Landstown Commons	Mirus, LLC	Virginia Beach	VA	23456	(757) 301-8437
Nimmo Parkway	Mirus, LLC	Virginia Beach	VA	23456	(757) 430-6170
Kroger Plaza	Mirus, LLC	Virginia Beach	VA	23455	(757) 216-6953
Kemps River Shopping Center	Tidewater Clippers, LLC	Virginia Beach	VA	23464	(757) 226-7634
Towne Center Marketplace	Tidewater Clippers, LLC	Virginia Beach	VA	23462	(757) 473-2122
Haygood Shopping Center	Tidewater Clippers, LLC	Virginia Beach	VA	23455	(757) 460-4744
Hilltop	Tidewater Clippers, LLC	Virginia Beach	VA	23451	(757) 491-1666
Redmill Commons	Tidewater Clippers, LLC	Virginia Beach	VA	23454	(757) 563-2887
Kempsville Marketplace	Tidewater Clippers, LLC	Virginia Beach	VA	23462	(757) 351-3344
Midtown Row	LVMY Clips, LLC	Williamsburg	VA	23185	(757) 920-5707
Williamsburg	LVMY Clips, LLC	Williamsburg	VA	23188	(757) 220-8111
Lightfoot Marketplace	Medusa Enterprises, Inc.	Williamsburg	VA	23188	(757) 233-2657
Winchester Gateway	DGLT Incorporated	Winchester	VA	22603	(540) 922-1121
Stonewall Plaza	DGLT Incorporated	Winchester	VA	22603	(540) 723-8726
Nelson's Grant	Bay Clips, Inc.	Yorktown	VA	23692	(757) 243-8419
Kiln Creek	Bay Clips, Inc.	Yorktown	VA	23693	(757) 369-8002
Mountain View	Brandeavor, LLC	Colchester	VT	05446	(802) 489-5373
Hannaford on Shelburne	Brandeavor, LLC	South Burlington	VT	05403	(802) 497-2135
Prairie Creek Village	Great Star, Inc.	Arlington	WA	98223	(360) 435-3805
Lakeland Town Center	Zahoomi LLC	Auburn	WA	98092	(253) 833-1607
Winslow Village	PNKLINK, Inc.	Bainbridge Island	WA	98110	(206) 780-5359
Mill Creek Town Center	Tambry Ventures Washington LLC	Battle Ground	WA	98604	(360) 723-0036
Kelsey Creek	Kanga, Inc.	Bellevue	WA	98007	(425) 747-2889
Factoria Village	Kanga, Inc.	Bellevue	WA	98006	(425) 502-8659
Lincoln Street	Seaco, Inc.	Bellingham	WA	98229	(360) 306-8366
North Bellingham Fred Meyer	Seaco, Inc.	Bellingham	WA	98226	(360) 752-0911
Bonney Lake Village	Kanga, Inc.	Bonney Lake	WA	98391	(253) 826-2363
Canyon Park Place	Deltennium Clips, LLC	Bothell	WA	98021	(425) 485-2228
Bremerton Fred Meyer	PNKLINK, Inc.	Bremerton	WA	98311	(360) 478-0958
Burien Plaza	Aplus Clips, LLC	Burien	WA	98166	(206) 277-2815
Cross Court Center	Seaco, Inc.	Burlington	WA	98233	(360) 757-2916
Riverstone Marketplace	Tambry Ventures Washington LLC	Camas	WA	98607	(360) 253-5484
Centralia Center	Tambry Ventures Washington LLC	Centralia	WA	98531	(360) 736-1230
Twin City Town Center	Tambry Ventures Washington LLC	Chehalis	WA	98532	(360) 748-6425
Cheney Plaza	Red Hill, Inc.	Cheney	WA	99004	(509) 559-5505
Bridge Street Plaza	TriState Salons, LLC	Clarkston	WA	99403	(509) 758-5556
Covington Fred Meyer	Aplus Clips, LLC	Covington	WA	98042	(253) 639-4690
Redondo Square	Zahoomi Pierce LLC	Des Moines	WA	98198	(253) 529-8733
Duvall Town Center	R Rock Marketing, Inc.	Duvall	WA	98019	(425) 844-9571
Edmonds	R Rock Marketing, Inc.	Edmonds	WA	98020	(425) 775-4246
Millennium Center	Lukasz Jachec	Everett	WA	98208	(425) 948-6748
South Point Plaza	Fullpassport, LLC	Everett	WA	98204	(425) 348-5950
Silver Firs	PNKLINK, Inc.	Everett	WA	98208	(425) 948-6691
Pavilion Centre	PNKLINK, Inc.	Federal Way	WA	98003	(253) 946-8705
Hoyt Road	PNKLINK, Inc.	Federal Way	WA	98023	(253) 927-8600
Ferndale Station	Seaco, Inc.	Ferndale	WA	98248	(360) 384-8061

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Gig Harbor Retail	PNKLINK, Inc.	Gig Harbor	WA	98332	(253) 853-3338
Point Fosdick Square	PNKLINK, Inc.	Gig Harbor	WA	98335	(253) 853-1618
Graham Square	PNKLINK, Inc.	Graham	WA	98338	(253) 847-8392
Grand Ridge Plaza	R Rock Marketing, Inc.	Issaquah	WA	98029	(425) 394-4170
Klahanie Village	Zahoomi LLC	Issaquah	WA	98029	(425) 427-9239
Kenmore	Zahoomi LLC	Kenmore	WA	98028	(425) 482-6177
Clearwater Avenue Center	Decck, Inc.	Kennewick	WA	99336	(509) 735-3335
Canyon Center	Decck, Inc.	Kennewick	WA	99337	(509) 582-4937
Marketplace at Lake Meridian	Zahoomi LLC	Kent	WA	98030	(253) 236-4001
Juanita Firs	Kanga, Inc.	Kirkland	WA	98034	(425) 820-7073
Market Square Shopping Center	Kanga, Inc.	Lacey	WA	98503	(360) 491-1661
Summerwalk Village	PNKLINK, Inc.	Lacey	WA	98503	(360) 456-2472
Hawk's Prairie	PNKLINK, Inc.	Lacey	WA	98516	(360) 923-1171
Frontier Village	JJ Star, Inc.	Lake Stevens	WA	98258	(425) 377-2885
Lakewood Towne Center	Cuts Unlimited Inc.	Lakewood	WA	98499	(253) 589-2887
In-Store Walmart-Lakewood	Kanga, Inc.	Lakewood	WA	98499	(253) 584-9144
Liberty Lake	Red Hill, Inc.	Liberty Lake	WA	99019	(509) 921-6677
Triangle Mall	Tambry Ventures Washington LLC	Longview	WA	98632	(360) 423-2099
Longview Fred Meyer	Tambry Ventures Washington LLC	Longview	WA	98632	(360) 575-8200
Lynden Towne Plaza	Maluli, Inc.	Lynden	WA	98264	(360) 318-1336
Northpointe Retail Center	PNKLINK, Inc.	Lynnwood	WA	98087	(425) 743-5500
Lynnwood Crossing	R Rock Marketing, Inc.	Lynnwood	WA	98036	(425) 744-0824
Maple Valley	Aplus Clips, LLC	Maple Valley	WA	98038	(425) 432-6688
Gateway Center	Kanga, Inc.	Marysville	WA	98270	(360) 691-9384
Plaza at Marysville	PNKLINK, Inc.	Marysville	WA	98270	(360) 572-0366
Island Square	Kanga, Inc.	Mercer Island	WA	98040	(206) 232-5650
Milton	Zahoomi LLC	Milton	WA	98354	(253) 392-2251
Fred Meyer-Monroe	Aplus Clips, LLC	Monroe	WA	98272	(360) 863-3629
Penn Plaza	Tada, Salon 2, LLC	Moses Lake	WA	98837	(509) 764-9100
College Way Station	Kanga, Inc.	Mount Vernon	WA	98273	(360) 848-7670
44th Street Village	R Rock Marketing, Inc.	Mountlake Terr	WA	98043	(425) 744-0600
Harbour Pointe Shopping Center	Zahoomi LLC	Mukilteo	WA	98275	(425) 512-9651
Coal Creek Village	R Rock Marketing, Inc.	Newcastle	WA	98059	(425) 644-0967
Island Plaza	Seaco, Inc.	Oak Harbor	WA	98277	(360) 675-8900
Walmart Center	Decck, Inc.	Pasco	WA	99301	(509) 792-1600
Sedgwick Road	PNKLINK, Inc.	Port Orchard	WA	98366	(360) 895-7904
Bishop Boulevard	TriState Salons, LLC	Pullman	WA	99163	(509) 334-5555
Meridian Town Center	PNKLINK, Inc.	Puyallup	WA	98373	(253) 770-7116
River Road	PNKLINK, Inc.	Puyallup	WA	98371	(253) 770-6665
Canyon Road Retail	PNKLINK, Inc.	Puyallup	WA	98373	(253) 539-1929
Canyon Crossing	PNKLINK, Inc.	Puyallup	WA	98375	(253) 271-0396
Redmond Ridge	Aplus Clips, LLC	Redmond	WA	98053	(425) 868-8182
Creeside Crossing	Deltennium Clips, LLC	Redmond	WA	98052	(425) 861-9394
Bridle Trails	R Rock Marketing, Inc.	Redmond	WA	98052	(425) 883-6486
Overlake Square	Zahoomi LLC	Redmond	WA	98052	(425) 957-0562
Fairwood Square	PNKLINK, Inc.	Renton	WA	98058	(425) 277-0333

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Renton Highlands	PNKLINK, Inc.	Renton	WA	98059	(425) 226-7570
Renton Fred Meyer	Zahoomi LLC	Renton	WA	98057	(425) 272-0009
Safeway Center	Decck, Inc.	Richland	WA	99352	(509) 628-9276
Vinter Square Center	Decck, Inc.	Richland	WA	99352	(509) 627-0777
Inglewood Plaza	Zahoomi LLC	Sammamish	WA	98074	(425) 677-8071
Queen Anne	Aplus Clips, LLC	Seattle	WA	98119	(206) 216-1956
Harvard Market	Deltennium Clips, LLC	Seattle	WA	98122	(206) 328-4789
Greenwood Towers	R Rock Marketing, Inc.	Seattle	WA	98103	(206) 297-7733
University	Zahoomi Seattle, LLC	Seattle	WA	98105	(206) 525-0725
Safeway Center	PNKLINK, Inc.	Sequim	WA	98382	(360) 681-8767
The Poplars	PNKLINK, Inc.	Silverdale	WA	98383	(360) 692-4948
Snohomish Station	Great Star, Inc.	Snohomish	WA	98290	(360) 568-5904
Snoqualmie Ridge	Royal Clips LLC	Snoqualmie	WA	98065	(425) 831-3141
Bethel Station	PNKLINK, Inc.	Spanaway	WA	98387	(253) 846-5374
Five Mile Plaza	Red Hill, Inc.	Spokane	WA	99205	(509) 324-8908
Valley Plaza	Red Hill, Inc.	Spokane	WA	99216	(509) 921-1563
Northpointe Plaza	Red Hill, Inc.	Spokane	WA	99218	(509) 466-8379
57th & Regal	Red Hill, Inc.	Spokane	WA	99223	(509) 443-8850
Mission and Ruby	Red Hill, Inc.	Spokane	WA	99202	(509) 328-0663
Shadle Center	Red Hill, Inc.	Spokane	WA	99205	(509) 328-0331
South Hill Safeway	Red Hill, Inc.	Spokane	WA	99223	(509) 315-5457
Crosspointe Plaza	Red Hill, Inc.	Spokane	WA	99224	(509) 747-2196
Trent and Argonne Center	Red Hill, Inc.	Spokane Valley	WA	99212	(509) 892-1410
Sullivan and Broadway	Red Hill, Inc.	Spokane Valley	WA	99037	(509) 921-0619
Stanwood Town Center	Micro Clips, Inc.	Stanwood	WA	98292	(360) 629-5388
Fred Meyer - Sumner	PNKLINK, Inc.	Sumner	WA	98390	(253) 863-0884
Tacoma Central	Kanga, Inc.	Tacoma	WA	98405	(253) 572-3817
Tacoma Pacific at Fred Meyer	Kanga, Inc.	Tacoma	WA	98408	(253) 473-5005
Westgate on Pearl Street	R Rock Marketing, Inc.	Tacoma	WA	98407	(253) 507-5005
Tumwater	Kanga, Inc.	Tumwater	WA	98512	(360) 753-9709
University Village	Kanga, Inc.	University Plac	WA	98466	(253) 566-1964
Andresen Market Place	Deltennium Clips, LLC	Vancouver	WA	98661	(360) 694-1823
Salmon Center	Deltennium Clips, LLC	Vancouver	WA	98686	(360) 546-2535
Hazel Dell	Deltennium Clips, LLC	Vancouver	WA	98665	(360) 696-1979
Mill Plain Plaza	Tambry Ventures Washington LLC	Vancouver	WA	98664	(360) 896-2099
Evergreen Crossing	Tambry Ventures Washington LLC	Vancouver	WA	98682	(360) 253-3002
Columbia Tech	Tambry Ventures Washington LLC	Vancouver	WA	98683	(360) 896-0157
Plaza Center	Decck, Inc.	Walla Walla	WA	99362	(509) 522-5460
Valley North Center	Decck, Inc.	Wenatchee	WA	98801	(509) 886-7400
Admiral Safeway	Zahoomi Seattle, LLC	West Seattle	WA	98116	(206) 701-9870
Downtown Woodinville	Zahoomi LLC	Woodinville	WA	98072	(425) 398-1271
Walmart -- Nob Hill	Timothy Green	Yakima	WA	98908	(509) 902-8214
Yelm Safeway	Kanga, Inc.	Yelm	WA	98597	(360) 458-1600
River Prairie	Superior-Clearwater, Inc.	Altoona	WI	54720	(715) 833-1499
Meijer Grand Chute	Shrayom, LLC	Appleton	WI	54913	(920) 666-0180
Calumet Center	Shrayom, LLC	Appleton	WI	54915	(920) 882-5444

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Beaver Dam	Shorty's, Inc.	Beaver Dam	WI	53916	(920) 356-9310
Bellevue Commons	Shrayom, LLC	Bellevue	WI	54311	(920) 965-6272
Starbucks Center	CHI-TEX Inc.	Beloit	WI	53511	(608) 362-6220
Underwood Crossing	DHM Enterprises, LLC	Brookfield	WI	53005	(262) 439-4940
Shoppers World of Brookfield	DHM Enterprises, LLC	Brookfield	WI	53005	(262) 754-4888
Burlington	Saylaco, Inc.	Burlington	WI	53105	(262) 661-4440
West De Pere	Shrayom, LLC	De Pere	WI	54115	(920) 338-8300
Walmart Retail Center	Shorty's, Inc.	Delafield	WI	53018	(262) 337-9086
Delavan Crossings	JDF, Inc.	Delavan	WI	53115	(262) 740-1111
Clairemont Avenue	Superior-Clearwater, Inc.	Eau Claire	WI	54701	(715) 833-7177
South Pointe Shopping Center	Superior-Clearwater, Inc.	Eau Claire	WI	54701	(715) 833-3525
Elkhorn	DHM Enterprises, LLC	Elkhorn	WI	53121	(262) 379-1488
Orchard Pointe	J.P. Madson, Inc.	Fitchburg	WI	53711	(608) 288-9155
Fond du Lac	PAPAGIORGIO, LLC	Fond du Lac	WI	54935	(920) 266-8285
Fort Atkinson	Shorty's, Inc.	Fort Atkinson	WI	53538	(920) 563-2300
River Point Village	PAPAGIORGIO, LLC	Fox Point	WI	53217	(414) 973-0055
Franklin Plaza	WEBINCS, Inc.	Franklin	WI	53132	(414) 427-8058
South 27th Street	WEBINCS, Inc.	Franklin	WI	53132	(414) 761-0100
Sendik's Village Centre	Saylaco, Inc.	Germantown	WI	53022	(262) 255-7010
Schmit's Pavilion - Grafton	JDF, Inc.	Grafton	WI	53024	(262) 387-0422
In Store Meijer Greenfield	Top Spin Ventures Limited	Greenfield	WI	53220	(414) 585-9123
Coldspring	Top Spin Ventures Limited	Greenfield	WI	53220	(414) 546-9000
Hales Corners	Saylaco, Inc.	Hales Corners	WI	53130	(414) 425-6170
The Shoppes at Hartford	Shorty's, Inc.	Hartford	WI	53027	(262) 397-8850
Village Square	JDF, Inc.	Hartland	WI	53029	(262) 367-2120
The Shoppes at Hale Drive	Roch-N-Roll, Inc.	Holmen	WI	54636	(608) 898-0325
Meijer Howard	Shrayom, LLC	Howard	WI	54313	(920) 965-6276
Hudson	W. Peyton Co.	Hudson	WI	54016	(715) 386-1996
Janesville Junction	J.P. Madson, Inc.	Janesville	WI	53545	(608) 754-2922
Southport Plaza	DHM Enterprises, LLC	Kenosha	WI	53142	(262) 942-1161
Glenwood Crossing	DHM Enterprises, LLC	Kenosha	WI	53140	(262) 597-9999
Windsor Point	DHM Enterprises, LLC	Kenosha	WI	53142	(262) 891-3135
Deer Trace Plaza	DHM Enterprises, LLC	Kohler	WI	53044	(920) 457-9000
The Village	Roch-N-Roll, Inc.	La Crosse	WI	54601	(608) 788-6868
Lake Geneva Commons	L.A.C.E., Inc.	Lake Geneva	WI	53147	(262) 248-3222
Lake Hallie	Superior-Clearwater, Inc.	Lake Hallie	WI	54729	(715) 726-0366
Grandview Commons	J.P. Madson, Inc.	Madison	WI	53718	(608) 441-9838
University Station	Midale, LLC	Madison	WI	53705	(608) 233-7067
Harbor Town Center	Shrayom, LLC	Manitowoc	WI	54220	(920) 482-0506
Dunham's Shopping Center	Superior-Clearwater, Inc.	Marshfield	WI	54449	(715) 221-0204
Menasha	Shrayom, LLC	Menasha	WI	54952	(920) 944-3601
Crossroads	Saylaco, Inc.	Menomonee Fa	WI	53051	(262) 250-0848
Broadway Plaza	W. Peyton Co.	Menomonie	WI	54751	(715) 309-4500
Mequon at Pavillion	Saylaco, Inc.	Mequon	WI	53092	(262) 241-1195
Avenir	DHM Enterprises, LLC	Milwaukee	WI	53202	(414) 291-8887
Shorewood	PAPAGIORGIO, LLC	Milwaukee	WI	53211	(414) 963-9301

Salon Name	Franchisee	City	State/Provin	Zip	Phone
Holt Plaza	WEBINCS, Inc.	Milwaukee	WI	53207	(414) 481-9500
Pier 37	J.P. Madson, Inc.	Monona	WI	53716	(608) 221-8799
Monroe	J.P. Madson, Inc.	Monroe	WI	53566	(608) 325-4175
Muskego Plaza	Saylaco, Inc.	Muskego	WI	53150	(414) 422-0988
Neenah	Shrayom, LLC	Neenah	WI	54956	(920) 967-4648
Moorland Commons	Saylaco, Inc.	New Berlin	WI	53151	(262) 782-4555
New Richmond	W. Peyton Co.	New Richmond	WI	54017	(715) 246-9888
Oak Creek Commons	Saylaco, Inc.	Oak Creek	WI	53154	(414) 215-7577
Oak Creek Plaza	WEBINCS, Inc.	Oak Creek	WI	53154	(414) 571-6233
Oconomowoc	Shorty's, Inc.	Oconomowoc	WI	53066	(262) 569-7780
East Town Plaza	Roch-N-Roll, Inc.	Onalaska	WI	54650	(608) 783-8066
The Marketplace	Roch-N-Roll, Inc.	Onalaska	WI	54650	(608) 779-4571
Witzel Retail Center	PAPAGIORGIO, LLC	Oshkosh	WI	54904	(920) 233-5200
Jackson Street Retail	PAPAGIORGIO, LLC	Oshkosh	WI	54901	(920) 233-0100
Rice Lake	Rice Lake Clippers, Inc.	Rice Lake	WI	54868	(715) 234-5263
River Falls Center	W. Peyton Co.	River Falls	WI	54022	(715) 426-9018
Saint Croix Falls	Stevens Unlimited of St. Paul, Inc.	Saint Croix Fal	WI	54024	(715) 483-1030
St. Francis	WEBINCS, Inc.	Saint Francis	WI	53235	(414) 481-9795
Grant Park Plaza	WEBINCS, Inc.	South Milwauk	WI	53172	(414) 571-6333
The Shoppes at Point	Superior-Clearwater, Inc.	Stevens Point	WI	54482	(715) 544-1999
Kettle Park West	J.P. Madson, Inc.	Stoughton	WI	53589	(608) 205-6442
Sturgeon Bay	Shrayom, LLC	Sturgeon Bay	WI	54235	(920) 965-8301
Prairie Lakes	J.P. Madson, Inc.	Sun Prairie	WI	53590	(608) 837-0123
Colonial Square	BJStevens Unlimited, LLC	Superior	WI	54880	(715) 392-5473
Verona Retail Center	J.P. Madson, Inc.	Verona	WI	53593	(608) 848-2330
Waterford Center	DHM Enterprises, LLC	Waterford	WI	53185	(262) 332-7888
Watertown	Shorty's, Inc.	Watertown	WI	53094	(920) 262-3000
Fox Run	Shorty's, Inc.	Waukesha	WI	53188	(262) 522-6705
Panda - Starbucks	WEBINCS, Inc.	Waukesha	WI	53188	(262) 549-3022
Village Square	J.P. Madson, Inc.	Waunakee	WI	53597	(608) 849-4545
Stewart Avenue	Superior-Clearwater, Inc.	Wausau	WI	54401	(715) 845-4651
Wauwatosa	DHM Enterprises, LLC	Wauwatosa	WI	53213	(414) 475-0800
Sentry Plaza	WEBINCS, Inc.	West Allis	WI	53227	(414) 543-6698
West Bend	JDF, Inc.	West Bend	WI	53095	(262) 334-9992
Centennial Marketplace	WEBINCS, Inc.	West Milwauke	WI	53219	(414) 645-8500
Weston	Superior-Clearwater, Inc.	Weston	WI	54476	(715) 298-4200
Whitefish Bay	PAPAGIORGIO, LLC	Whitefish Bay	WI	53217	(414) 332-2520
Commerce Street	Midale, LLC	Wisconsin Dell	WI	53965	(608) 678-2265
Walmart Center	Superior-Clearwater, Inc.	Wisconsin Rap	WI	54494	(715) 421-2300
Southridge	Mountainview Cutters, LLC	Charleston	WV	25309	(304) 533-4169
Eastpointe Plaza	MSA Enterprises, LLC	Clarksburg	WV	26301	(304) 624-9847
Hurricane Marketplace	Mountainview Cutters, LLC	Hurricane	WV	25526	(304) 562-8288
Foxcroft Towne Center	DGLT Incorporated	Martinsburg	WV	25401	(304) 504-6656
Granville Square Shops	MSA Enterprises, LLC	Morgantown	WV	26501	(304) 241-6100
Moundsville Plaza	R.L.O., Inc.	Moundsville	WV	26041	(304) 810-4193
Martin Plaza	R.L.O., Inc.	Parkersburg	WV	26101	(304) 489-9090

Salon Name	Franchisee	City	State/Provin	Zip	Phone
The Highlands	R.L.O., Inc.	Triadelphia	WV	26059	(304) 909-0064
The PM Center	R.L.O., Inc.	Vienna	WV	26105	(304) 834-3952
Three Springs Crossing	R.L.O., Inc.	Weirton	WV	26062	(304) 721-2235
National Pike Plaza	R.L.O., Inc.	Wheeling	WV	26003	(304) 721-2240
Studio City	Susa Services, Ltd.	Casper	WY	82609	(307) 265-0474
Casper Retail Center	Susa Services, Ltd.	Casper	WY	82604	(307) 265-2827
Dell Range Market Place	Susa Services, Ltd.	Cheyenne	WY	82009	(307) 632-2701
Vandehei Plaza	Susa Services, Ltd.	Cheyenne	WY	82009	(307) 772-9949
Silverado Center	Headwaters Salons, LLC	Gillette	WY	82718	(307) 682-4244
University of Wyoming Plaza	Susa Services, Ltd.	Laramie	WY	82070	(307) 742-9202
Rock Springs Plaza	Fifth Avenue Ventures, Inc.	Rock Springs	WY	82901	(307) 382-3477
Parkway Plaza	Headwaters Salons, LLC	Sheridan	WY	82801	(307) 673-4477

Franchise Agreement Signed but Outlet Not Open					
Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	1625765 Alberta Ltd.		AB		(403) 630-4373
Location to be determined	1625765 Alberta Ltd.		AB		(403) 630-4373
Location to be determined	1631616 Alberta, Inc.		AB		(403) 561-2134
Location to be determined	1631616 Alberta, Inc.		AB		(403) 561-2134
Location to be determined	1631616 Alberta, Inc.		AB		(403) 561-2134
Location to be determined	1810628 Alberta LTD.		AB		(587) 340-6666
Location to be determined	2173960 Alberta Ltd.		AB		(780) 868-7122
Location to be determined	2275078 Alberta Ltd.		AB		(403) 850-1093
Location to be determined	Cutting Edge Group Corp.		AB		(780) 953-0084
Location to be determined	Amyr Lakhani		AL		(205) 239-5434
Location to be determined	Bama Clips, Inc.		AL		(256) 990-7266
Location to be determined	Bama Clips, Inc.		AL		(256) 990-7266
Location to be determined	Over The Mountain Clips, LLC		AL		(205) 757-6286
Location to be determined	Over The Mountain Clips, LLC		AL		(205) 757-6286
Location to be determined	Parkside Ventures II, LLC		AL		(770) 402-9262
Location to be determined	Seyler Enterprises, Inc.		AL		(205) 907-2404
Location to be determined	Seyler Enterprises, Inc.		AL		(205) 907-2404
Location to be determined	Southernfire, LLC		AL		(423) 421-6636
Location to be determined	Wildfire, LLC		AL		(423) 421-6636
Location to be determined	Natural Clips LLC		AR		(919) 937-4923
Location to be determined	NWA Clips, LLC		AR		(239) 877-2995
Location to be determined	Quo Clips, LLC		AR		(501) 258-8639
Location to be determined	Quo Clips, LLC		AR		(501) 258-8639
Location to be determined	David Oliverio		AZ		
Location to be determined	David Oliverio		AZ		
Location to be determined	John Varga Jr.		AZ		
Location to be determined	David Oliverio		AZ		
Location to be determined	David Oliverio		AZ		
Location to be determined	A Cut Above, Inc.		AZ		(602) 550-0480
Location to be determined	A Cut Above, Inc.		AZ		(602) 550-0480
Location to be determined	A Cut Above, Inc.		AZ		(602) 550-0480
Location to be determined	Bell Hair, Inc.		AZ		(480) 491-0565
Location to be determined	Bell Hair, Inc.		AZ		(480) 491-0565
Location to be determined	Bell Hair, Inc.		AZ		(480) 491-0565
Location to be determined	BNGC, Inc.		AZ		(480) 491-0565
Location to be determined	Gary Clips, Inc.		AZ		(602) 526-5100
Location to be determined	Hand's Shear Magic, Inc.		AZ		(480) 839-1480
Location to be determined	Hand's Shear Magic, Inc.		AZ		(480) 839-1480
Location to be determined	Headlines Enterprises, Inc.		AZ		(602) 577-8688
Location to be determined	Headlines Enterprises, Inc.		AZ		(602) 577-8688
Location to be determined	Headlines Enterprises, Inc.		AZ		(602) 577-8688
Location to be determined	Headlines Enterprises, Inc.		AZ		(602) 577-8688
Location to be determined	Kula, Inc.		AZ		(602) 418-9276
Location to be determined	Kula, Inc.		AZ		(602) 418-9276
Location to be determined	Kula, Inc.		AZ		(602) 418-9276
Location to be determined	Kula, Inc.		AZ		(602) 418-9276
Location to be determined	North 19 Clips, Inc.		AZ		(602) 526-5100
Location to be determined	Shear Quality, Inc.		AZ		(480) 296-8309
Location to be determined	Tillman Clips, Inc.		AZ		(602) 526-5100
Location to be determined	Tucson Clips, LLC		AZ		(480) 491-0565
Location to be determined	Tucson Clips, LLC		AZ		(480) 491-0565
Location to be determined	vGuru AZ LLC		AZ		(702) 575-2828
Location to be determined	vGuru AZ LLC		AZ		(702) 575-2828
Location to be determined	vGuru AZ LLC		AZ		(702) 575-2828
Location to be determined	vGuru AZ LLC		AZ		(702) 575-2828
Location to be determined	vGuru AZ LLC		AZ		(702) 575-2828
Location to be determined	0946341 B.C. LTD		BC		
Location to be determined	476321 BC, Ltd.		BC		(778) 908-2136
Location to be determined	Buzzmark Holdings, Ltd.		BC		(778) 898-4120
Location to be determined	Buzzmark Holdings, Ltd.		BC		(778) 898-4120

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Mohammad Shahid		CA		
Location to be determined	Luis Arzon		CA		
Location to be determined	Joseph Rumenapp		CA		
Location to be determined	Rajesh Adigal		CA		
Location to be determined	Brandi Hessick		CA		
Location to be determined	Sushma Rajput		CA		
Location to be determined	Anil Ali		CA		
Location to be determined	Huda Khan		CA		
Location to be determined	Srikanth Reddi		CA		
Location to be determined	Shyam Sunkara		CA		
Location to be determined	Sandeep Sandhu		CA		
Location to be determined	Paminderjit Randhawa		CA		
Location to be determined	Ramgopal Pakanati		CA		
Location to be determined	Nilam Patel		CA		
Location to be determined	Devesh Patel		CA		(310) 874-2413
Location to be determined	Hossein Gharagozloo		CA		(310) 927-8680
Location to be determined	Christopher Ballard		CA		(949) 293-7432
Location to be determined	Lia Naimy		CA		(818) 642-1308
Location to be determined	Mrunal Deshmukh		CA		(248) 982-2245
Location to be determined	Agarwal/Malomar, Inc.		CA		(858) 724-1388
Location to be determined	Alpha Clips LLC		CA		(703) 798-0930
Location to be determined	Alpha Clips LLC		CA		(703) 798-0930
Location to be determined	Briggs Clips, LLC		CA		(209) 617-9821
Location to be determined	Buena Vista Business Services, LP		CA		(908) 452-9002
Location to be determined	Buena Vista Business Services, LP		CA		(908) 452-9002
Location to be determined	Buena Vista Business Services, LP		CA		(908) 452-9002
Location to be determined	Buena Vista Business Services, LP		CA		(908) 452-9002
Location to be determined	Buena Vista Business Services, LP		CA		(908) 452-9002
Location to be determined	Buena Vista Business Services, LP		CA		(908) 452-9002
Location to be determined	Bystedts, LLC		CA		(714) 936-4772
Location to be determined	CA Business Systems Enterprise, Inc.		CA		(909) 630-6404
Location to be determined	Cadon Enterprises, LLC		CA		(559) 281-6187
Location to be determined	Clipper Ship, Inc.		CA		(858) 774-6365
Location to be determined	Clipper Ship, Inc.		CA		(858) 774-6365
Location to be determined	Coastal Business Enterprises, Inc.		CA		(805) 340-4968
Location to be determined	Divine Kuts Inc.		CA		(831) 970-8634
Location to be determined	GCCA Central Coast LLC		CA		(408) 203-7667
Location to be determined	GCCA Monterey Bay LLC		CA		(408) 203-7667
Location to be determined	GCCA Peninsula LLC		CA		(408) 203-7667
Location to be determined	GCCA Ventura LLC		CA		(408) 203-7667
Location to be determined	Hermosa Franchise Consulting, Inc./VStyles, Inc.		CA		(714) 686-3565
Location to be determined	Hoopala, Inc.		CA		(916) 747-7122
Location to be determined	Hoopala, Inc.		CA		(916) 747-7122
Location to be determined	Hoopala, Inc.		CA		(916) 747-7122
Location to be determined	Hoopala, Inc.		CA		(916) 747-7122
Location to be determined	Hoopala, Inc.		CA		(916) 747-7122
Location to be determined	Hoppin' Shears, Inc.		CA		(707) 330-6330
Location to be determined	Jotstick, Inc.		CA		(408) 247-8364
Location to be determined	Jotstick, Inc.		CA		(408) 247-8364
Location to be determined	Jotstick, Inc.		CA		(408) 247-8364
Location to be determined	KCS Group, Inc.		CA		(925) 989-6422
Location to be determined	KCS Group, Inc.		CA		(925) 989-6422
Location to be determined	KCS Group, Inc.		CA		(925) 989-6422
Location to be determined	KCS Group, Inc./Sirous, Inc.		CA		(510) 531-5555
Location to be determined	Kesson Company, Inc./Withers		CA		(707) 526-7300
Location to be determined	Kesson Company, Inc./Withers		CA		(707) 526-7300
Location to be determined	L & L Team, Inc.		CA		(510) 757-3152
Location to be determined	M2 Salon Holdings LLC		CA		
Location to be determined	M2 Salon Holdings LLC		CA		
Location to be determined	MATAZ USA LLC		CA		(714) 812-1299
Location to be determined	MB Holding, Inc.		CA		(951) 775-4883
Location to be determined	MB Holding, Inc.		CA		(951) 775-4883

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	MB Holding, Inc.		CA		(951) 775-4883
Location to be determined	MB Holding, Inc.		CA		(951) 775-4883
Location to be determined	New Perspectives, LLC		CA		(858) 752-8171
Location to be determined	Peludo, Inc. / Olyaie		CA		(510) 531-5555
Location to be determined	Peludo, Inc. / Olyaie		CA		(510) 531-5555
Location to be determined	Prakash Hirani/S.E. Paul, Inc.		CA		(714) 955-3221
Location to be determined	Profit Path, Inc./KCS Group, Inc.		CA		(925) 989-6422
Location to be determined	Profit Path, Inc./KCS Group, Inc.		CA		(925) 989-6422
Location to be determined	Redpoint Salon Services, Inc.		CA		(650) 906-4336
Location to be determined	Ridgewood Enterprises, Inc.		CA		(209) 402-6447
Location to be determined	Ridgewood Enterprises, Inc.		CA		(209) 402-6447
Location to be determined	RSM Enterprises, Inc.		CA		(530) 391-0370
Location to be determined	RSSA Lightning, LLC		CA		(626) 800-8459
Location to be determined	S.E. Paul, Inc.		CA		(714) 955-3221
Location to be determined	Sahar Enterprises, Inc.		CA		(510) 552-2613
Location to be determined	Srirama Entrepreneurs, Inc.		CA		(858) 699-0506
Location to be determined	Tambry Ventures Oregon, LLC		CA		(805) 380-5115
Location to be determined	The Perfect Cut LLC		CA		(805) 824-6701
Location to be determined	VStyles, Inc.		CA		(714) 686-3565
Location to be determined	VStyles, Inc.		CA		(714) 686-3565
Location to be determined	AAC & MAC, Inc.		CO		
Location to be determined	AAC & MAC, Inc.		CO		
Location to be determined	Aldie, LLC		CO		(925) 989-6422
Location to be determined	Aldie, LLC		CO		(925) 989-6422
Location to be determined	Clippers LLC		CO		(925) 989-6422
Location to be determined	Clippers LLC		CO		(925) 989-6422
Location to be determined	Clippers LLC		CO		(925) 989-6422
Location to be determined	Cutters Class, Inc.		CO		(303) 694-9341
Location to be determined	HEI of Colorado, LLC		CO		(720) 436-8357
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	JCURVE-DENVER LLC		CO		(801) 870-2932
Location to be determined	Peak 9 Enterprises, Inc.		CO		(303) 550-1813
Location to be determined	Susa Services, Ltd.		CO		(651) 216-9379
Location to be determined	Susa Services, Ltd.		CO		(651) 216-9379
Location to be determined	Susa Services, Ltd.		CO		(651) 216-9379
Location to be determined	Susa Services, Ltd.		CO		(651) 216-9379
Location to be determined	Susa Services, Ltd.		CO		(651) 216-9379
Location to be determined	Susa Services, Ltd.		CO		(651) 216-9379
Location to be determined	Up Corporation/Holtzman Enterprises, Inc.		CO		(303) 884-9343
Location to be determined	VerdenStrand, LLC		CO		(303) 246-8575
Location to be determined	VerdenStrand, LLC		CO		(303) 246-8575
Location to be determined	Whobubs, Inc.		CO		(303) 871-0532
Location to be determined	GKG Inc.		CT		(860) 656-5238
Location to be determined	Morning Investments, LLC		CT		(803) 389-0205
Location to be determined	Morning Investments, LLC		CT		(803) 389-0205
Location to be determined	New England Clippers, LLC		CT		(203) 561-3236
Location to be determined	New England Clippers, LLC		CT		(203) 561-3236
Location to be determined	RP & KP LLC		CT		(269) 598-8229
Location to be determined	RP & KP LLC		CT		(269) 598-8229
Location to be determined	Samir Kumar		DC		
Location to be determined	Nicole Marcum		DC		
Location to be determined	DIPPA CUTS, Inc.		DC		
Location to be determined	Great VA Cuts #1, LLC		DC		(630) 297-9484
Location to be determined	Great VA Cuts #1, LLC		DC		(630) 297-9484
Location to be determined	Rikhi Professional Cuts, LLC		DC		(313) 433-1789
Location to be determined	Rikhi Professional Cuts, LLC		DC		(313) 433-1789

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Rikhi Professional Cuts, LLC		DC		(313) 433-1789
Location to be determined	Matthew Deak		FL		
Location to be determined	Bozena Pisla-Khalil		FL		
Location to be determined	Alabama Clips, LLC		FL		
Location to be determined	Archforward Partners, Inc.		FL		
Location to be determined	Bell Clippers FL, LLC		FL		(804) 920-3704
Location to be determined	Bharat Chhabria/FourFold Enterprises, Inc.		FL		(813) 760-7382
Location to be determined	CRT Clips, LLC		FL		(404) 314-7899
Location to be determined	CRT Clips, LLC		FL		(404) 314-7899
Location to be determined	Florida Clips Inc.		FL		(330) 472-6204
Location to be determined	Florida Clips Inc.		FL		(330) 472-6204
Location to be determined	Florida Clips Inc.		FL		(330) 472-6204
Location to be determined	FourFold Enterprises, Inc.		FL		(813) 760-7382
Location to be determined	FourFold Enterprises, Inc.		FL		(813) 760-7382
Location to be determined	FourFold Enterprises, Inc.		FL		(813) 760-7382
Location to be determined	FourFold Enterprises, Inc.		FL		(813) 760-7382
Location to be determined	FourFold Enterprises, Inc.		FL		(813) 760-7382
Location to be determined	G&S W LLC		FL		(330) 256-8128
Location to be determined	Gateway Clippers Holdings II, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings II, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings II, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings II, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings III, LLC		FL		(314) 918-0045 x5
Location to be determined	Gateway Clippers Holdings LLC		FL		(314) 918-0045 x5
Location to be determined	Glamour Cuts Inc./JAG Salons, Inc.		FL		(904) 805-3437
Location to be determined	Grey Havens, Inc.		FL		(863) 738-2800
Location to be determined	Hancor Clips Two Inc.		FL		(904) 866-5251
Location to be determined	Hancor Clips, LLC		FL		(904) 866-5251
Location to be determined	Hancor Clips, LLC		FL		(904) 866-5251
Location to be determined	Hancor Clips, LLC		FL		(904) 866-5251
Location to be determined	Harikrishna Salon LLC		FL		(740) 707-7730
Location to be determined	Harikrishna Salon LLC		FL		(740) 707-7730
Location to be determined	High Crest Ventures, Inc.		FL		(352) 460-7149
Location to be determined	High Crest Ventures, Inc.		FL		(352) 460-7149
Location to be determined	J.V.L. ClipX, Inc.		FL		(904) 910-7744
Location to be determined	JAG Salons, Inc.		FL		(904) 805-3437
Location to be determined	JAL Clippers, LLC		FL		(312) 404-0535
Location to be determined	JAL Clippers, LLC		FL		(312) 404-0535
Location to be determined	JAL Clippers, LLC		FL		(312) 404-0535
Location to be determined	JAL Clippers, LLC		FL		(312) 404-0535
Location to be determined	Leap Cuts, LLC		FL		(571) 249-0329
Location to be determined	Leap Cuts, LLC		FL		(571) 249-0329
Location to be determined	Leap Cuts, LLC		FL		(571) 249-0329
Location to be determined	LFG 13 LLC		FL		(305) 632-3672
Location to be determined	LFG 13 LLC		FL		(305) 632-3672
Location to be determined	LFG 13 LLC		FL		(305) 632-3672
Location to be determined	M & D Clips, LLC		FL		(407) 491-5337
Location to be determined	M2 Salon Holdings LLC		FL		
Location to be determined	M2 Salon Holdings LLC		FL		
Location to be determined	M2 Salon Holdings LLC		FL		
Location to be determined	M2 Salon Holdings LLC		FL		
Location to be determined	NEEDACUT, LLC		FL		(954) 281-8602
Location to be determined	Nix Clips, LLC		FL		(813) 786-2161
Location to be determined	Parkside Ventures II, LLC		FL		(770) 402-9262
Location to be determined	Parkside Ventures II, LLC		FL		(770) 402-9262
Location to be determined	PD Clips LLC		FL		(941) 726-1378
Location to be determined	PDGC of Manatee, LLC		FL		(941) 726-1378

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	PDGC of Manatee, LLC		FL		(941) 726-1378
Location to be determined	PERSHARD CLIPPER LLC		FL		(317) 417-8284
Location to be determined	PERSHARD CLIPPER LLC		FL		(317) 417-8284
Location to be determined	Red Dog Cuts LLC		FL		(330) 720-3267
Location to be determined	Sandollar Clips, LLC		FL		(239) 877-2995
Location to be determined	Sandollar Clips, LLC		FL		(239) 877-2995
Location to be determined	Shear Style Salons, LLC		FL		(904) 631-6316
Location to be determined	Shear Style Salons, LLC		FL		(904) 631-6316
Location to be determined	SK CLIPPERS CORP		FL		(617) 479-4353
Location to be determined	Strategic Hair Investments, Inc.		FL		(863) 529-0001
Location to be determined	Sunny Clippers, Inc.		FL		(904) 654-5212
Location to be determined	SV Clips LLC		FL		(407) 264-7820
Location to be determined	Tampa Clippers 6, LLC		FL		(813) 254-2069
Location to be determined	Tampa Clippers CW, LLC		FL		(813) 254-2069
Location to be determined	Tampa Clippers, Inc.		FL		(813) 254-2069
Location to be determined	TAP Investments, LLC		FL		(239) 218-6153
Location to be determined	Tioga GC LLC		FL		(813) 758-0273
Location to be determined	TNT Jupiter Clips, Inc.		FL		(954) 325-8399
Location to be determined	WOO ENTERPRISES LLC		FL		(612) 251-0595
Location to be determined	James Johnson		GA		
Location to be determined	Amer Mahmood		GA		
Location to be determined	AM7, LLC		GA		
Location to be determined	Cherry BIM Inc.		GA		(404) 451-1775
Location to be determined	Corbets Company of Georgia		GA		(678) 494-5827
Location to be determined	Corbets Company of Georgia		GA		(678) 494-5827
Location to be determined	Corbets Company of Georgia		GA		(678) 494-5827
Location to be determined	Dixie Clippers, Inc.		GA		(678) 428-8324
Location to be determined	Dixie Clippers, Inc.		GA		(678) 428-8324
Location to be determined	Dixie Clippers, Inc.		GA		(678) 428-8324
Location to be determined	Georgia Clippers, Inc.		GA		(770) 265-4437
Location to be determined	Harrison Enterprises, Inc.		GA		(404) 569-7411
Location to be determined	Legacy Dynamics, Inc.		GA		(678) 313-0355
Location to be determined	Low Country Cutters, LLC		GA		
Location to be determined	Magic Clips, LLC		GA		(843) 425-1410
Location to be determined	Magic Clips, LLC		GA		(843) 425-1410
Location to be determined	MBO, Inc.		GA		(770) 396-0481
Location to be determined	MBO, Inc.		GA		(770) 396-0481
Location to be determined	Mountain Clips, LLC		GA		(404) 314-7899
Location to be determined	Mountain Clips, LLC		GA		(404) 314-7899
Location to be determined	Serenity Clips, LLC		GA		(404) 314-7899
Location to be determined	Simon Clips, Inc.		GA		(770) 418-9938
Location to be determined	Simon Clips, Inc.		GA		(770) 418-9938
Location to be determined	Simon Clips, Inc.		GA		(770) 418-9938
Location to be determined	Simon Clips, Inc.		GA		(770) 418-9938
Location to be determined	Simon Clips, Inc.		GA		(770) 418-9938
Location to be determined	SRP MinneCorp		GA		(770) 883-5347
Location to be determined	SRP MinneCorp		GA		(770) 883-5347
Location to be determined	SRP MinneCorp		GA		(770) 883-5347
Location to be determined	Tabor Clips, Inc.		GA		(404) 314-7899
Location to be determined	Tabor Clips, Inc.		GA		(404) 314-7899
Location to be determined	Tabor Clips, Inc.		GA		(404) 314-7899
Location to be determined	Tabor Clips, Inc.		GA		(404) 314-7899
Location to be determined	Tabor Clips, Inc.		GA		(404) 314-7899
Location to be determined	Tabor Clips, Inc.		GA		(404) 314-7899
Location to be determined	TNE Clips, LLC		GA		(706) 818-4969
Location to be determined	TNE Clips, LLC		GA		(706) 818-4969
Location to be determined	TNE Clips, LLC		GA		(706) 818-4969
Location to be determined	TNE Clips, LLC		GA		(706) 818-4969
Location to be determined	Tokatee Holdings, LLC		HI		(503) 201-7972
Location to be determined	Tokatee Holdings, LLC		HI		(503) 201-7972
Location to be determined	A Little On The Side, LLC		IA		
Location to be determined	Mozer, Inc.		IA		(612) 791-5010

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Mozer, Inc.		IA		(612) 791-5010
Location to be determined	Roch-N-Roll, Inc.		IA		(608) 386-2230
Location to be determined	Roch-N-Roll, Inc.		IA		(608) 386-2230
Location to be determined	This Is It, Inc.		IA		(515) 480-4878
Location to be determined	This Is It, Inc.		IA		(515) 480-4878
Location to be determined	This Is It, Inc.		IA		(515) 480-4878
Location to be determined	Treasure Valley Salons, LLC		ID		(406) 202-0094
Location to be determined	Treasure Valley Salons, LLC		ID		(406) 202-0094
Location to be determined	AdvantEdge Clips, Inc/PRJ Enterprises, Inc		IL		
Location to be determined	Alpine Cuts, Inc.		IL		
Location to be determined	BM KRYCKI, LLC		IL		
Location to be determined	BrynCorp Concepts, Ltd.		IL		
Location to be determined	BrynCorp Concepts, Ltd.		IL		
Location to be determined	CMC Service of Chicago, LLC		IL		
Location to be determined	CMC Service of Chicago, LLC		IL		
Location to be determined	CMC Service of Chicago, LLC		IL		
Location to be determined	db Thompson, Inc.		IL		(630) 768-7364
Location to be determined	Deva Ashtavinayak, Inc.		IL		(708) 609-1475
Location to be determined	Foulkes/The Richard Lynn Company		IL		(630) 240-3526
Location to be determined	Great Care Quad Cities, LLC		IL		(952) 292-9853
Location to be determined	Hanumanji, Inc.		IL		(630) 276-9703
Location to be determined	L.A.C.E., Inc.		IL		(312) 816-1237
Location to be determined	L.A.C.E., Inc.		IL		(312) 816-1237
Location to be determined	L.A.C.E., Inc.		IL		(312) 816-1237
Location to be determined	Parsan, LLC		IL		(815) 405-6860
Location to be determined	PND Enterprises, Inc./NMS Investments, Inc.		IL		(847) 612-9597
Location to be determined	PROH Enterprises, Inc.		IL		(630) 730-8878
Location to be determined	Red Sky At Night, Inc.		IL		(641) 512-4403
Location to be determined	Red Sky At Night, Inc.		IL		(641) 512-4403
Location to be determined	Riverside Capital PLLC		IL		(331) 210-2101
Location to be determined	Riverside Capital PLLC		IL		(331) 210-2101
Location to be determined	Riverside Capital PLLC		IL		(331) 210-2101
Location to be determined	The Richard Lynn Company		IL		(630) 240-3526
Location to be determined	Alternative Dimensions, Inc.		IN		
Location to be determined	Alternative Dimensions, Inc.		IN		
Location to be determined	C Clips Corporation		IN		
Location to be determined	C Clips Corporation		IN		
Location to be determined	C Clips Corporation		IN		
Location to be determined	Shear Force Enterprises, Inc.		IN		(513) 368-6531
Location to be determined	The Wright Cut, Inc.		IN		(317) 557-3061
Location to be determined	The Wright Cut, Inc.		IN		(317) 557-3061
Location to be determined	The Wright Cut, Inc.		IN		(317) 557-3061
Location to be determined	The Wright Cut, Inc.		IN		(317) 557-3061
Location to be determined	The Wright Cut, Inc.		IN		(317) 557-3061
Location to be determined	Shear Energy, Inc.		KS		(316) 706-5090
Location to be determined	Shear Energy, Inc.		KS		(316) 706-5090
Location to be determined	GLN Corp.		KY		(859) 263-9508
Location to be determined	GLN Corp.		KY		(859) 263-9508
Location to be determined	GLN Corp.		KY		(859) 263-9508
Location to be determined	H.H. Holdings Corp.		KY		(859) 319-8829
Location to be determined	James Kelley & Associates, Inc.		KY		(859) 806-0991
Location to be determined	James Kelley & Associates, Inc.		KY		(859) 806-0991
Location to be determined	James Kelley & Associates, Inc.		KY		(859) 806-0991
Location to be determined	LLD, Inc.		KY		(502) 222-8977
Location to be determined	LLD, Inc.		KY		(502) 222-8977
Location to be determined	McRocket, LLC		KY		(865) 804-3136
Location to be determined	Riav Ventures, LLC		KY		(502) 442-6503
Location to be determined	Samally's, Inc.		KY		(859) 948-1834
Location to be determined	Sanden, Inc.		KY		(502) 292-0489
Location to be determined	SUBRA, LLC		KY		(406) 564-6412
Location to be determined	The Wright Cut, Inc.		KY		(317) 557-3061
Location to be determined	Venture 43, LLC		KY		(502) 387-0350

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Venture 43, LLC		KY		(502) 387-0350
Location to be determined	Zip Clips, Inc.		KY		(502) 939-6044
Location to be determined	Zip Clips, Inc.		KY		(502) 939-6044
Location to be determined	Zip Clips, Inc.		KY		(502) 939-6044
Location to be determined	Radhe Kishan II Inc.		LA		
Location to be determined	Radhe Kishan II Inc.		LA		
Location to be determined	Catie Laraway		MA		
Location to be determined	Catie Laraway		MA		
Location to be determined	180 Taylor, LLC/B&A Business Development, Inc		MA		
Location to be determined	42 North Salons, LLC		MA		
Location to be determined	Coelho/B&A Business Development, Inc.		MA		
Location to be determined	Hayes Enterprises, LLC/Watel Enterprises, LLC		MA		(617) 947-9259
Location to be determined	Highland Equities GC, LLC		MA		(607) 342-5814
Location to be determined	Highland Equities GC, LLC		MA		(607) 342-5814
Location to be determined	Highland Equities GC, LLC		MA		(607) 342-5814
Location to be determined	Monomoy Keepers, LLC		MA		(617) 406-8380
Location to be determined	O'Rourke Clips, LLC		MA		(617) 834-2146
Location to be determined	RCO Clippers LLC		MA		(603) 759-6896
Location to be determined	T&J Noury Enterprises, LLC		MA		(603) 965-5484
Location to be determined	T&J Noury Enterprises, LLC		MA		(603) 965-5484
Location to be determined	True North Clippers, Inc.		MA		(603) 828-3715
Location to be determined	True North Clippers, Inc.		MA		(603) 828-3715
Location to be determined	Thomas Anderson		MD		
Location to be determined	Lokeshwari Pendem		MD		
Location to be determined	DGLT Incorporated		MD		
Location to be determined	FourWard, L.L.C.		MD		(443) 745-1910
Location to be determined	Maryland Clips, Inc.		MD		(410) 531-1101
Location to be determined	Meissner Holdings, LLC		MD		(443) 910-1348
Location to be determined	JMA INVESTMENTS, LLC		ME		(207) 893-8488
Location to be determined	Yongping Guo		MI		
Location to be determined	Yongping Guo		MI		
Location to be determined	Daryl Jamison		MI		
Location to be determined	Daryl Jamison		MI		
Location to be determined	Daryl Jamison		MI		
Location to be determined	Daryl Jamison		MI		
Location to be determined	Daryl Jamison		MI		
Location to be determined	Daryl Jamison		MI		
Location to be determined	Stacey Hasenau		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	AMJAY Corp.		MI		
Location to be determined	Azaad, LLC		MI		
Location to be determined	B&C Cutters, Inc.		MI		
Location to be determined	B&C Cutters, Inc.		MI		
Location to be determined	B&C Cutters, Inc.		MI		
Location to be determined	Daisy Doo's, LLC		MI		
Location to be determined	Gamly Clips, LLC		MI		(734) 417-8470
Location to be determined	GC Berkley, LLC		MI		(248) 345-8763
Location to be determined	Gold Star Salons LLC		MI		(616) 366-5509
Location to be determined	MacSweeney, Inc.		MI		
Location to be determined	MacSweeney, Inc.		MI		
Location to be determined	Michigan Clippers, Inc.		MI		(248) 921-0767
Location to be determined	PVW Midwest Cutters, LLC		MI		(513) 607-1269
Location to be determined	Q-T Salons, LLC		MI		(616) 218-8335
Location to be determined	Q-T Salons, LLC		MI		(616) 218-8335
Location to be determined	SonRise Clippers, LLC		MI		(616) 283-7359
Location to be determined	SonRise Clippers, LLC		MI		(616) 283-7359
Location to be determined	SonRise Clippers, LLC		MI		(616) 283-7359

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Winning By A Hair, LLC		MI		(248) 921-4731
Location to be determined	Zelco, LLC		MI		(248) 345-8763
Location to be determined	Zelco, LLC		MI		(248) 345-8763
Location to be determined	Zelco, LLC		MI		(248) 345-8763
Location to be determined	Aster Clips LLC		MN		
Location to be determined	Aster Clips LLC		MN		
Location to be determined	Aster Clips LLC		MN		
Location to be determined	Aster Clips LLC		MN		
Location to be determined	Catch the Wave, Inc.		MN		
Location to be determined	Caycor, Inc.		MN		
Location to be determined	Caycor, Inc.		MN		
Location to be determined	Caycor, Inc.		MN		
Location to be determined	Give Me A Break, Inc.		MN		(904) 910-7744
Location to be determined	Newport Clippers, Inc.		MN		(612) 812-5305
Location to be determined	Newport Clippers, Inc.		MN		(612) 812-5305
Location to be determined	RAS Corporation		MN		(952) 270-1484
Location to be determined	RAS Corporation		MN		(952) 270-1484
Location to be determined	RAS Corporation		MN		(952) 270-1484
Location to be determined	Rice Lake Clippers, Inc.		MN		(715) 475-9088
Location to be determined	Roch-N-Roll, Inc.		MN		(608) 386-2230
Location to be determined	Snip, Inc.		MN		(952) 239-6751
Location to be determined	Stevens Unlimited of St. Paul, Inc.		MN		(612) 210-9427
Location to be determined	Stevens Unlimited of St. Paul, Inc.		MN		(612) 210-9427
Location to be determined	Stevens Unlimited of St. Paul, Inc.		MN		(612) 210-9427
Location to be determined	Stevens Unlimited of St. Paul, Inc.		MN		(612) 210-9427
Location to be determined	W. Peyton Co.		MN		(612) 723-0467
Location to be determined	W. Peyton Co.		MN		(612) 723-0467
Location to be determined	Windjammers Corporation		MN		(612) 889-8891
Location to be determined	Adlib, Inc.		MO		
Location to be determined	Adlib, Inc.		MO		
Location to be determined	Adlib, Inc.		MO		
Location to be determined	Cardinal Clippers, Inc./Gateway Clippers Holdings LLC		MO		
Location to be determined	Cardinal Clippers, Inc./Gateway Clippers Holdings LLC		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	Carpe Diem, Inc.		MO		
Location to be determined	CM Clips LLC		MO		
Location to be determined	CM Clips LLC		MO		
Location to be determined	Fangman Enterprises, Inc.		MO		
Location to be determined	Fangman Enterprises, Inc.		MO		
Location to be determined	Gateway Clippers Holdings II, LLC		MO		
Location to be determined	Gateway Clippers Holdings LLC		MO		
Location to be determined	Holtzman Enterprises, Inc.		MO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		MO		(303) 884-9343
Location to be determined	Holtzman Enterprises, Inc.		MO		(303) 884-9343
Location to be determined	IRIS Corporation		MO		(913) 617-3225
Location to be determined	Kansas City Clippers, Inc.		MO		(913) 271-8585
Location to be determined	Kansas City Clippers, Inc.		MO		(913) 271-8585
Location to be determined	Kansas City Clippers, Inc.		MO		(913) 271-8585
Location to be determined	M. Khan, Inc.		MO		(816) 694-9899
Location to be determined	M. Khan, Inc.		MO		(816) 694-9899
Location to be determined	MCE Enterprises, Inc.		MO		(314) 520-4271
Location to be determined	MPE, Inc.		MO		(618) 334-4574
Location to be determined	MPE, Inc.		MO		(618) 334-4574
Location to be determined	The Mane Group, Inc.		MO		(270) 559-0461
Location to be determined	Timothy Proctor		NC		
Location to be determined	Dixie Clippers, Inc.		NC		
Location to be determined	Dixie Clippers, Inc.		NC		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Dixie Clippers, Inc.		NC		
Location to be determined	Dixie Clippers, Inc.		NC		
Location to be determined	First Class Clips, #5, LLC		NC		
Location to be determined	First Class Clips, #7, LLC		NC		
Location to be determined	First Class Clips, Inc.		NC		
Location to be determined	First Class Clips, Inc.		NC		
Location to be determined	First Class Clips, Inc.		NC		
Location to be determined	First Class Clips, Inc.		NC		
Location to be determined	Longitude, Inc.		NC		(704) 321-3312
Location to be determined	Mascott Industries, Inc.		NC		(336) 970-1381
Location to be determined	Mascott Industries, Inc.		NC		(336) 970-1381
Location to be determined	MCPIE, Inc.		NC		(252) 241-6844
Location to be determined	MCPIE, Inc.		NC		(252) 241-6844
Location to be determined	Meridian Enterprises, LLC		NC		(704) 839-1731
Location to be determined	MS Clippers, Inc.		NC		(704) 651-4102
Location to be determined	MS Clippers, Inc.		NC		(704) 651-4102
Location to be determined	MS Clippers, Inc.		NC		(704) 651-4102
Location to be determined	MS Clippers, Inc.		NC		(704) 651-4102
Location to be determined	MS Clippers, Inc.		NC		(704) 651-4102
Location to be determined	Pineland Salons, LLC		NC		(801) 935-0618
Location to be determined	Pineland Salons, LLC		NC		(801) 935-0618
Location to be determined	Premier Clips, LLC		NC		(704) 258-5957
Location to be determined	Premier Clips, LLC		NC		(704) 258-5957
Location to be determined	Premier Clips, LLC		NC		(704) 258-5957
Location to be determined	Ronona, LLC		NC		(704) 591-5119
Location to be determined	Ronona, LLC		NC		(704) 591-5119
Location to be determined	Ronona, LLC		NC		(704) 591-5119
Location to be determined	Sawyer Holdings, Inc.		NC		(919) 673-8455
Location to be determined	Sawyer Holdings, Inc.		NC		(919) 673-8455
Location to be determined	Sawyer Holdings, Inc.		NC		(919) 673-8455
Location to be determined	Shear Investments, Inc.		NC		(336) 442-5562
Location to be determined	Shear Madness, Inc.		NC		(704) 892-1366
Location to be determined	Shear Madness, Inc.		NC		(704) 892-1366
Location to be determined	Shear Madness, Inc.		NC		(704) 892-1366
Location to be determined	Shear Madness, Inc.		NC		(704) 892-1366
Location to be determined	Shear Madness, Inc.		NC		(704) 892-1366
Location to be determined	Shear Madness, Inc.		NC		(704) 892-1366
Location to be determined	Southeast Salons, LLC		NC		(336) 946-0432 X151
Location to be determined	Southeast Salons, LLC		NC		(336) 946-0432 X151
Location to be determined	Southeast Salons, LLC		NC		(336) 946-0432 X151
Location to be determined	Southeast Salons, LLC		NC		(336) 946-0432 X151
Location to be determined	Southeast Salons, LLC		NC		(336) 946-0432 X151
Location to be determined	Southeast Salons, LLC		NC		(336) 946-0432 X151
Location to be determined	Triangle Holdings, Inc.		NC		(919) 871-6003
Location to be determined	Triangle Holdings, Inc.		NC		(919) 871-6003
Location to be determined	Triangle Holdings, Inc.		NC		(919) 871-6003
Location to be determined	Triangle Holdings, Inc.		NC		(919) 871-6003
Location to be determined	Triangle Holdings, Inc.		NC		(919) 871-6003
Location to be determined	Twin Dome, LLC		NC		(336) 655-6502
Location to be determined	Twin Dome, LLC		NC		(336) 655-6502
Location to be determined	Twin Dome, LLC		NC		(336) 655-6502
Location to be determined	Twin Dome, LLC		NC		(336) 655-6502
Location to be determined	Spice Investment Group, Inc.		ND		(701) 361-3411
Location to be determined	Bixby, Inc.		NE		
Location to be determined	Bixby, Inc.		NE		
Location to be determined	Bixby, Inc.		NE		
Location to be determined	Bixby, Inc.		NE		
Location to be determined	Bixby, Inc.		NE		
Location to be determined	Sharpness LLC		NE		(319) 540-9196
Location to be determined	Sharpness LLC		NE		(319) 540-9196
Location to be determined	Sharpness LLC		NE		(319) 540-9196
Location to be determined	Sharpness LLC		NE		(319) 540-9196
Location to be determined	Mohammed Islam		NJ		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Ronak Modi		NJ		
Location to be determined	Darryl Fernandes		NJ		
Location to be determined	Bilker/JRL Ventures, LLC		NJ		
Location to be determined	ClipSilver LLC		NJ		
Location to be determined	ClipSilver LLC		NJ		
Location to be determined	CLIPSONG, LLC		NJ		
Location to be determined	Clive M & Company Inc.		NJ		
Location to be determined	Commisso/McClips, LLC		NJ		
Location to be determined	Exit 98 Enterprises, LLC		NJ		
Location to be determined	Mad Ventures Inc.		NJ		(732) 910-6284
Location to be determined	McBride/Sanskar Princeton, LLC		NJ		(609) 558-5018
Location to be determined	McClips, LLC		NJ		(908) 510-9838
Location to be determined	Mendenhall/CLIPSONG, LLC		NJ		(973) 250-4250
Location to be determined	POODU COMPANY 1 INC.		NJ		(732) 433-5891
Location to be determined	R. Diamond LLC		NJ		(253) 230-1679
Location to be determined	Sinha/Princeton Great Cuts, LLC		NJ		(609) 799-1845
Location to be determined	Snappy Snips LLC/Princeton Great Cuts, LLC		NJ		(609) 799-1845
Location to be determined	Tricut, LLC		NJ		(973) 618-1957
Location to be determined	Tricut, LLC		NJ		(973) 618-1957
Location to be determined	Yankee Clips, LLC		NJ		(678) 428-8324
Location to be determined	Yankee Clips, LLC		NJ		(678) 428-8324
Location to be determined	Yankee Clips, LLC		NJ		(678) 428-8324
Location to be determined	KWIS, LLC		NM		(505) 264-0334
Location to be determined	KWIS, LLC		NM		(505) 264-0334
Location to be determined	Patel Clips 6, LLC		NM		(505) 385-9483
Location to be determined	Sukhbir Pannu		NV		
Location to be determined	Sukhbir Pannu		NV		
Location to be determined	Sukhbir Pannu		NV		
Location to be determined	Nugent, LLC		NV		(702) 340-0749
Location to be determined	Nugent, LLC		NV		(702) 340-0749
Location to be determined	Nugent, LLC		NV		(702) 340-0749
Location to be determined	VGURU, LLC		NV		(702) 575-2828
Location to be determined	VGURU, LLC		NV		(702) 575-2828
Location to be determined	VGURU, LLC		NV		(702) 575-2828
Location to be determined	VGURU, LLC		NV		(702) 575-2828
Location to be determined	VGURU, LLC		NV		(702) 575-2828
Location to be determined	Capital Region Clips LLC		NY		
Location to be determined	Capital Region Clips LLC		NY		
Location to be determined	DK Friend Holdings, Inc.		NY		
Location to be determined	JELEA Enterprises, Inc.		NY		
Location to be determined	JELEA Enterprises, Inc.		NY		
Location to be determined	Two Cats Johnson City, LLC		NY		(570) 954-6756
Location to be determined	ACM Clips, Inc.		OH		
Location to be determined	ACM Clips, Inc.		OH		
Location to be determined	ACM Clips, Inc.		OH		
Location to be determined	Brandeavor, LLC		OH		
Location to be determined	Cincy Clips, Inc.		OH		
Location to be determined	Cincy Clips, Inc.		OH		
Location to be determined	Cincy Clips, Inc.		OH		
Location to be determined	Crosstown Cutters, LLC		OH		
Location to be determined	Crosstown Cutters, LLC		OH		
Location to be determined	Demer Retail Ventures GC, LLC		OH		
Location to be determined	DMK Holdings, Inc		OH		
Location to be determined	East West Cutters, Inc.		OH		
Location to be determined	Eckert, Inc.		OH		
Location to be determined	Eckert, Inc.		OH		
Location to be determined	Eckert, Inc.		OH		
Location to be determined	Eckert, Inc.		OH		
Location to be determined	Future Growth Enterprises, Inc.		OH		
Location to be determined	Future Growth Enterprises, Inc.		OH		
Location to be determined	KLK Haircutters, Inc.		OH		(419) 424-6318
Location to be determined	KLK Haircutters, Inc.		OH		(419) 424-6318

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	KLK Haircutters, Inc.		OH		(419) 424-6318
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Location to be determined	KLK Haircutters, Inc.		OH		(419) 424-6318
Location to be determined	KLK Haircutters, Inc.		OH		(419) 424-6318
Location to be determined	Laventure, Inc.		OH		(614) 551-9191
Location to be determined	Laventure, Inc.		OH		(614) 551-9191
Location to be determined	Mia San Mia, LLC		OH		(440) 669-9182
Location to be determined	Mia San Mia, LLC		OH		(440) 669-9182
Location to be determined	Queen City Clippers, Ltd.		OH		(513) 759-0365
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
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Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	R.L.O., Inc.		OH		(937) 620-9998
Location to be determined	Ramsey Rooney & Co.		OH		(440) 933-8364
Location to be determined	Ramsey Rooney & Co.		OH		(440) 933-8364
Location to be determined	RDFM, Inc.		OH		(513) 759-0365
Location to be determined	S & D Miracles, LLC		OH		(216) 548-4517
Location to be determined	Shear Talent, Inc.		OH		(330) 348-4960
Location to be determined	StyleTech Corporation		OH		(614) 323-3426
Location to be determined	StyleTech Corporation		OH		(614) 323-3426
Location to be determined	StyleTech Corporation		OH		(614) 323-3426
Location to be determined	StyleTech Corporation		OH		(614) 323-3426
Location to be determined	Tagliare Enterprises, Inc./Demer Retail Ventures GC, L		OH		(216) 408-1054
Location to be determined	The 220 Group, Ltd		OH		(216) 570-2356
Location to be determined	Tillery Enterprises, Inc.		OH		(614) 946-3961
Location to be determined	Tillery Enterprises, Inc.		OH		(614) 946-3961
Location to be determined	Tillery Enterprises, Inc.		OH		(614) 946-3961
Location to be determined	Tillery Salons, Inc.		OH		(614) 946-3961
Location to be determined	Tillery Salons, Inc.		OH		(614) 946-3961
Location to be determined	Vissuto Enterprises, Inc.		OH		(440) 552-0262
Location to be determined	ZAMP Enterprises, Inc.		OH		(330) 472-6204
Location to be determined	Zeetrio of Ohio, Inc.		OH		(305) 965-9004
Location to be determined	DTS Clips, LLC		OK		
Location to be determined	Four C Ventures, LLC		OK		
Location to be determined	Fresh Look Investments, LLC		OK		
Location to be determined	Fresh Look Investments, LLC		OK		
Location to be determined	Fresh Look Investments, LLC		OK		
Location to be determined	Fresh Look Investments, LLC		OK		
Location to be determined	Llopis USA, LLC		OK		
Location to be determined	Llopis USA, LLC		OK		
Location to be determined	Llopis USA, LLC		OK		
Location to be determined	Pfeiffer Companies LLC		OK		(405) 780-5011
Location to be determined	Pfeiffer Companies LLC		OK		(405) 780-5011
Location to be determined	Pfeiffer Companies LLC		OK		(405) 780-5011
Location to be determined	Synectics, LLC		OK		(214) 673-5660
Location to be determined	Synectics, LLC		OK		(214) 673-5660
Location to be determined	TGC VENTURES, LLC		OK		(918) 260-2911
Location to be determined	2228085 Ontario, Inc.		ON		
Location to be determined	2262727 Ontario Inc.		ON		
Location to be determined	2408729 Ontario Inc.		ON		
Location to be determined	Breacan Business Services, Inc.		ON		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	GOODWOOD ENTERPRISES INC.		ON		
Location to be determined	GOODWOOD ENTERPRISES INC.		ON		
Location to be determined	GOODWOOD ENTERPRISES INC.		ON		
Location to be determined	Gwen Creation Enterprise (2021) Inc.		ON		
Location to be determined	Gwen Creation Enterprise (2021) Inc.		ON		
Location to be determined	Gwen Creation Enterprises, Inc.		ON		
Location to be determined	Kemol Ventures, Ltd.		ON		
Location to be determined	Kemol Ventures, Ltd.		ON		
Location to be determined	Keshpn, Inc.		ON		
Location to be determined	Kyrie Services, Inc		ON		
Location to be determined	Kyrie Services, Inc		ON		
Location to be determined	LHMK Enterprises, Inc.		ON		
Location to be determined	LHMK Enterprises, Inc.		ON		
Location to be determined	LHMK Enterprises, Inc.		ON		
Location to be determined	Niagara Clips, Inc.		ON		(905) 467-7644
Location to be determined	Shear Greatness Inc.		ON		(416) 821-5584
Location to be determined	SHREENATH INC.		ON		(416) 993-7913
Location to be determined	YAARRA Business Services, Inc.		ON		(416) 562-4784
Location to be determined	Deltennium Clips, LLC		OR		
Location to be determined	DO You, Inc.		OR		
Location to be determined	DO You, Inc.		OR		
Location to be determined	Rose Clips, LLC		OR		(503) 260-5283
Location to be determined	Rose Clips, LLC		OR		(503) 260-5283
Location to be determined	Tambry Ventures Oregon, LLC		OR		(805) 380-5115
Location to be determined	Amer Albaridi		PA		
Location to be determined	Viralkumar Patel		PA		
Location to be determined	AB Styling, LLC		PA		
Location to be determined	AJ Clips, LLC/Corporate Financial Solutions, LLC		PA		
Location to be determined	Bell Clippers, LLC		PA		
Location to be determined	Bell Clippers, LLC		PA		
Location to be determined	Bell Clippers, LLC		PA		
Location to be determined	Bell Clippers, LLC		PA		
Location to be determined	Blue Acorn, LLC		PA		
Location to be determined	Bluebreeze Business Inc.		PA		
Location to be determined	Champion Clippers Inc.		PA		
Location to be determined	Folk Design Group, LLC		PA		
Location to be determined	Folk Design Group, LLC		PA		
Location to be determined	Folk Design Group, LLC		PA		
Location to be determined	H & J Clips, LLC		PA		
Location to be determined	Hairclips412, LLC		PA		
Location to be determined	Keystone Clippers, LLC		PA		
Location to be determined	Keystone Clippers, LLC		PA		
Location to be determined	Keystone Clippers, LLC		PA		
Location to be determined	KR Enterprises Inc.		PA		
Location to be determined	KUOKOA LLC		PA		
Location to be determined	L&S Entities, LLC/Sanskriti, LLC		PA		
Location to be determined	Lily Bear Clips LLC		PA		
Location to be determined	M & M Clippers, LLC		PA		
Location to be determined	M & M Clippers, LLC		PA		
Location to be determined	M & M Clippers, LLC		PA		
Location to be determined	M & M Clippers, LLC		PA		
Location to be determined	M & M Clippers, LLC		PA		
Location to be determined	M & M Clippers, LLC		PA		
Location to be determined	N & A Associates, Inc.		PA		(908) 393-1316
Location to be determined	Princeton Great Cuts, LLC		PA		(609) 799-1845
Location to be determined	Sanskar Willow Grove, LLC		PA		(609) 558-5018
Location to be determined	Simren, Inc.		PA		(412) 638-9191
Location to be determined	The Studio 888, Inc.		PA		(215) 527-3694
Location to be determined	Two Cats Salon, LLC		PA		(570) 954-6756
Location to be determined	V&S Clips, LLC/M & M Clippers, LLC		PA		(610) 213-8705
Location to be determined	Waverly Enterprises LLC		PA		(570) 586-6639
Location to be determined	Waverly Enterprises LLC		PA		(570) 586-6639
Location to be determined	Waverly Enterprises LLC		PA		(570) 586-6639

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	MAYWAY, INC		RI		
Location to be determined	Carolina Hair Care, Inc.		SC		
Location to be determined	Carolina Hair Care, Inc.		SC		
Location to be determined	Franklin Clips, Inc.		SC		
Location to be determined	Franklin Clips, Inc.		SC		
Location to be determined	In His Most Holy Service, LLC		SC		
Location to be determined	In His Most Holy Service, LLC		SC		
Location to be determined	Pompadour, Inc.		SC		(910) 262-9575
Location to be determined	Saunders Clips, LLC		SC		(864) 320-5734
Location to be determined	WHETYO, Inc.		SC		(803) 448-7962
Location to be determined	WHETYO, Inc.		SC		(803) 448-7962
Location to be determined	CAS, Inc.		SD		
Location to be determined	CAS, Inc.		SD		
Location to be determined	CAS, Inc.		SD		
Location to be determined	Snip, Inc.		SD		(952) 239-6751
Location to be determined	Kris Fewster		SK		
Location to be determined	1631616 Alberta, Inc.		SK		
Location to be determined	1413 Development Corp, LLC		TN		
Location to be determined	1413 Development Corp, LLC		TN		
Location to be determined	1413 Development Corp, LLC		TN		
Location to be determined	Blue Ridge Development Partners, LLC		TN		
Location to be determined	Great Salons of Knoxville, Inc.		TN		
Location to be determined	HIGG AND SONS LLC		TN		
Location to be determined	L D Clips, Inc.		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	McRocket, LLC		TN		
Location to be determined	Pateras, LLC		TN		(615) 987-4051
Location to be determined	Pateras, LLC		TN		(615) 987-4051
Location to be determined	Tyson Transformations, LLC		TN		(901) 489-9630
Location to be determined	Tyson Transformations, LLC		TN		(901) 489-9630
Location to be determined	Wildfire, LLC		TN		(423) 421-6636
Location to be determined	Wildfire, LLC		TN		(423) 421-6636
Location to be determined	Duc Do		TX		
Location to be determined	Inson Byun		TX		
Location to be determined	Srikanth Billa		TX		
Location to be determined	Muhammad Haque		TX		
Location to be determined	Raul Fernandez		TX		
Location to be determined	Gautam Malla		TX		
Location to be determined	Ankit Gupta		TX		
Location to be determined	Michael Hays		TX		
Location to be determined	Michael Hays		TX		
Location to be determined	Todd McCown		TX		
Location to be determined	Rajiv Saxena		TX		
Location to be determined	A&K Companies LLC		TX		
Location to be determined	Abasa Ventures LLC		TX		
Location to be determined	ABE Management, LLC		TX		
Location to be determined	ABE Management, LLC		TX		
Location to be determined	AHA Ventures, LLC		TX		
Location to be determined	AHA Ventures, LLC		TX		
Location to be determined	AHA Ventures, LLC		TX		
Location to be determined	AJ Odyssey Inc.		TX		
Location to be determined	AJ Odyssey Inc.		TX		
Location to be determined	Alamda Ventures, LLC		TX		
Location to be determined	Alamda Ventures, LLC		TX		
Location to be determined	Alamda Ventures, LLC		TX		
Location to be determined	Anaaya Sai Group 5, LLC		TX		
Location to be determined	Aristoxus, LLC		TX		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Aristoxus, LLC		TX		
Location to be determined	Aristoxus, LLC		TX		
Location to be determined	BAD HAT LLC		TX		
Location to be determined	BAD HAT LLC		TX		
Location to be determined	BAD HAT LLC		TX		
Location to be determined	BAD HAT LLC		TX		
Location to be determined	BAD HAT LLC		TX		
Location to be determined	Binepal Malhi Joint Ventures LLC		TX		
Location to be determined	CE Shepler Partners, L.P./AHA Ventures, LLC		TX		
Location to be determined	Chop It! LLC		TX		
Location to be determined	Chop It! LLC		TX		
Location to be determined	Chop It! LLC		TX		
Location to be determined	Chop It! LLC		TX		
Location to be determined	Chop It! LLC		TX		
Location to be determined	Chop It! LLC		TX		
Location to be determined	Classy Clippers, Inc.		TX		
Location to be determined	Clip Clip Boom LLC		TX		
Location to be determined	Clip Clip Boom LLC		TX		
Location to be determined	D&J Worldwide, LLC		TX		
Location to be determined	D&J Worldwide, LLC		TX		
Location to be determined	D&J Worldwide, LLC		TX		
Location to be determined	D&J Worldwide, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	DFW Salons, LLC		TX		
Location to be determined	El Dorry/Hinan Corporation		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	First Clips, LLC		TX		
Location to be determined	FSG Group, LLC		TX		
Location to be determined	FSG Group, LLC		TX		
Location to be determined	GCXG, Inc.		TX		
Location to be determined	GCXG, Inc.		TX		
Location to be determined	GCXG, Inc.		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Hinan Corporation		TX		
Location to be determined	Horse Thieving Investments, Inc.		TX		
Location to be determined	Horse Thieving Investments, Inc.		TX		
Location to be determined	Jet Clips LLC		TX		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Jet Clips LLC		TX		
Location to be determined	Jet Clips LLC		TX		
Location to be determined	Jet Clips LLC		TX		
Location to be determined	Jet Clips LLC		TX		
Location to be determined	Kitty Paw, LLC		TX		
Location to be determined	Kitty Paw, LLC		TX		
Location to be determined	Kitty Paw, LLC		TX		
Location to be determined	Kitty Paw, LLC		TX		
Location to be determined	Kitty Paw, LLC		TX		
Location to be determined	La Corrida Investments, LLC		TX		
Location to be determined	La Corrida Investments, LLC		TX		
Location to be determined	La Corrida Investments, LLC		TX		
Location to be determined	Mane Image, LLC		TX		
Location to be determined	Mane Image, LLC		TX		
Location to be determined	Mane Image, LLC		TX		
Location to be determined	Mane Image, LLC		TX		
Location to be determined	MAZAMS ENTERPRISES LLC		TX		
Location to be determined	MegaClips, LLC		TX		
Location to be determined	MegaClips, LLC		TX		
Location to be determined	MegaClips, LLC		TX		
Location to be determined	North Hill Star, LLC/R2Y2M Clips, LLC		TX		
Location to be determined	OM JN, LLC		TX		
Location to be determined	PSP Resources, LLC		TX		
Location to be determined	Radhe Kishan II Inc.		TX		
Location to be determined	Radhe Kishan, Inc.		TX		
Location to be determined	Radhe Kishan, Inc.		TX		
Location to be determined	Radhe Kishan, Inc.		TX		
Location to be determined	Radhe Kishan, Inc.		TX		
Location to be determined	Radhe Kishan, Inc.		TX		
Location to be determined	Revive Cuts, LLC		TX		
Location to be determined	Rockfort Enterprise LLC		TX		
Location to be determined	Rockit Shears Inc.		TX		
Location to be determined	Rockit Shears Inc.		TX		
Location to be determined	Rockit Shears Inc.		TX		
Location to be determined	SandGar, LLC		TX		(817) 905-6600
Location to be determined	Sunset Rock, Inc.		TX		(512) 589-8494
Location to be determined	Sunset Rock, Inc.		TX		(512) 589-8494
Location to be determined	Sunset Rock, Inc.		TX		(512) 589-8494
Location to be determined	Synectics, LLC		TX		(214) 673-5660
Location to be determined	Synectics, LLC		TX		(214) 673-5660
Location to be determined	Synectics, LLC		TX		(214) 673-5660
Location to be determined	Team Sailing, Inc.		TX		(210) 556-5795
Location to be determined	Team Sailing, Inc.		TX		(210) 556-5795
Location to be determined	Westend Holdings, Inc.		TX		(512) 695-9103
Location to be determined	Wilder Enterprises, Inc.		TX		(512) 413-1900
Location to be determined	Wilder Enterprises, Inc.		TX		(512) 413-1900
Location to be determined	Wilder Enterprises, Inc.		TX		(512) 413-1900
Location to be determined	Wilder Enterprises, Inc.		TX		(512) 413-1900
Location to be determined	Wilder Enterprises, Inc.		TX		(512) 413-1900
Location to be determined	Wilder Enterprises, Inc.		TX		(512) 413-1900
Location to be determined	Windward Associates LLC		TX		(832) 287-9220
Location to be determined	Windward Associates LLC		TX		(832) 287-9220
Location to be determined	Windward Associates LLC		TX		(832) 287-9220
Location to be determined	Winnergy, LLC/Kitty Paw, LLC		TX		(214) 476-3201
Location to be determined	You Sit We Clip, LLC		TX		(210) 416-1102
Location to be determined	You Sit We Clip, LLC		TX		(210) 416-1102
Location to be determined	You Sit We Clip, LLC		TX		(210) 416-1102
Location to be determined	You Sit We Clip, LLC		TX		(210) 416-1102
Location to be determined	You Sit We Clip, LLC		TX		(210) 416-1102
Location to be determined	Ajer's Investment Management Corporation		UT		
Location to be determined	DS Ajer Corporation		UT		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	DS Ajer Corporation		UT		
Location to be determined	Fifth Avenue Ventures, Inc.		UT		
Location to be determined	Fifth Avenue Ventures, Inc.		UT		
Location to be determined	Fifth Avenue Ventures, Inc.		UT		
Location to be determined	Fifth Avenue Ventures, Inc.		UT		
Location to be determined	Fifth Avenue Ventures, Inc.		UT		
Location to be determined	Hutchinson-Hill, LC		UT		
Location to be determined	Jenick, Inc.		UT		
Location to be determined	Jenick, Inc.		UT		
Location to be determined	Jenick, Inc.		UT		
Location to be determined	JNL Ventures, Inc.		UT		
Location to be determined	JNL Ventures, Inc.		UT		
Location to be determined	RK Ajer Ventures, LLC		UT		
Location to be determined	RK Ajer Ventures, LLC		UT		
Location to be determined	RK Ajer Ventures, LLC		UT		
Location to be determined	RK Ajer Ventures, LLC		UT		
Location to be determined	Sail-On Ventures, LLC		UT		
Location to be determined	Sail-On Ventures, LLC		UT		
Location to be determined	Sail-On Ventures, LLC		UT		
Location to be determined	Christopher Jeffords		VA		
Location to be determined	Shailesh Modi		VA		
Location to be determined	Bay Clips, Inc.		VA		
Location to be determined	Bay Clips, Inc.		VA		
Location to be determined	Bay Clips, Inc.		VA		
Location to be determined	Bay Clips, Inc.		VA		
Location to be determined	Bay Clips, Inc.		VA		
Location to be determined	Bay Clips, Inc.		VA		
Location to be determined	Blue Sky Cuts, LLC		VA		
Location to be determined	Clips 4 M and E, Inc.		VA		
Location to be determined	Jesse Johnson Inc.		VA		
Location to be determined	Jesse Johnson Inc.		VA		
Location to be determined	LVMY Clips, LLC		VA		
Location to be determined	LVMY Clips, LLC		VA		
Location to be determined	LVMY Clips, LLC		VA		
Location to be determined	Medusa Enterprises, Inc.		VA		
Location to be determined	Medusa Enterprises, Inc.		VA		
Location to be determined	Medusa Enterprises, Inc.		VA		
Location to be determined	Medusa Enterprises, Inc.		VA		
Location to be determined	Medusa Enterprises, Inc.		VA		
Location to be determined	Medusa Enterprises, Inc.		VA		
Location to be determined	Medusa Too, LLC		VA		
Location to be determined	Medusa Too, LLC		VA		
Location to be determined	Mirus, LLC		VA		
Location to be determined	Mirus, LLC		VA		
Location to be determined	Mirus, LLC		VA		
Location to be determined	Mirus, LLC		VA		
Location to be determined	Mirus, LLC		VA		
Location to be determined	Mirus, LLC		VA		
Location to be determined	Mountainview Cutters, LLC		VA		
Location to be determined	Paradocs, Inc.		VA		
Location to be determined	Shear Investments, Inc.		VA		
Location to be determined	Southeast Salons, LLC		VA		
Location to be determined	Southeast Salons, LLC		VA		
Location to be determined	Tidewater Clippers, LLC		VA		(757) 472-2547
Location to be determined	Tidewater Clippers, LLC		VA		(757) 472-2547
Location to be determined	Tidewater Clippers, LLC		VA		(757) 472-2547
Location to be determined	WINNING STYLES LLC		VA		(910) 751-3242
Location to be determined	WINNING STYLES LLC		VA		(910) 751-3242
Location to be determined	WINNING STYLES LLC		VA		(910) 751-3242
Location to be determined	Timothy Green		WA		
Location to be determined	Priya Sarathy		WA		
Location to be determined	Sonny Nguyen		WA		

Salon Name	Franchisee	City	State/Province	Zip	Phone
Location to be determined	Decck, Inc.		WA		
Location to be determined	Decck, Inc.		WA		
Location to be determined	Kanga, Inc.		WA		
Location to be determined	PNKLINK, Inc.		WA		
Location to be determined	R Rock Marketing, Inc.		WA		
Location to be determined	R Rock Marketing, Inc.		WA		
Location to be determined	Red Hill, Inc.		WA		
Location to be determined	Seaco, Inc.		WA		
Location to be determined	Zahoomi LLC		WA		(206) 552-8775
Location to be determined	Zahoomi LLC		WA		(206) 552-8775
Location to be determined	Tom Vander Heyden		WI		
Location to be determined	DHM Enterprises, LLC		WI		
Location to be determined	J.P. Madson, Inc.		WI		
Location to be determined	Saylaco, Inc.		WI		
Location to be determined	Shorty's, Inc.		WI		
Location to be determined	Shrayom, LLC		WI		
Location to be determined	Shrayom, LLC		WI		
Location to be determined	Shrayom, LLC		WI		
Location to be determined	Shrayom, LLC		WI		
Location to be determined	Superior-Clearwater, Inc.		WI		(612) 965-9482
Location to be determined	Top Spin Ventures Limited		WI		(414) 305-6571
Location to be determined	Top Spin Ventures Limited		WI		(414) 305-6571
Location to be determined	WEBINCS, Inc.		WI		(414) 731-7398
Location to be determined	WEBINCS, Inc.		WI		(414) 731-7398
Location to be determined	WEBINCS, Inc.		WI		(414) 731-7398
Location to be determined	Hamilton Enterprises, LLC		WV		
Location to be determined	Hamilton Enterprises, LLC		WV		
Location to be determined	Hamilton Enterprises, LLC		WV		
Location to be determined	Mountainview Cutters, LLC		WV		
Location to be determined	Mountainview Cutters, LLC		WV		

EXHIBIT B

List of Former Franchisees

Salon Name	Franchisee	Primary Contact	City	State/Province	Zip	Phone
Sundance Place	1625765 Alberta Ltd.	Kris Fewster	Calgary	AB	T2X 0M5	(403) 453-4922
Creekside Crossing	McFadden Ventures, LTD.	Dennis McFadden	Calgary	AB	T3P 0A3	(403) 398-3572
Market at the Meadows	1919529 Alberta Ltd.	Manisha Patel	Edmonton	AB	T6T 0G9	(780) 469-1366
Hollick Kenyon Landing	2131302 Alberta Ltd.	Sanjay Mehrotra	Edmonton	AB	T5Y 0L2	(780) 457-1755
Dimond and Victor	Total Eclipse, Ltd.	Tracy Alison	Anchorage	AK	99515	(907) 333-2547
Hartselle Centre	Bama Clips, Inc.	Allan Ip	Hartselle	AL	35640	(256) 529-5768
Shoppes at Redstone Square	Bama Clips, Inc.	Allan Ip	Huntsville	AL	35824	(256) 665-1323
Martindale Plaza	WNC Group, LLC	Jason Wyatt	Ozark	AL	36360	(334) 774-0337
Clay Marketplace	GCAL LLC	Doug Ford	Pinson	AL	35126	(205) 783-1324
Colony West	Quo Clips, LLC	Geoffrey Quo	Little Rock	AR	72227	(501) 224-0398
Ventana Lakes Village Center	vGuru AZ LLC	Deepak Shroff	Peoria	AZ	85382	(623) 572-8177
Fry's Food Center	Greenway 64 Clips, Inc.	David Oliverio	Scottsdale	AZ	85254	(480) 368-7080
Pueblo Anozira	MG Clips, Inc.	David Oliverio	Tempe	AZ	85283	(480) 730-1511
Cypress Center	Tambry Ventures, LLC	Bryan Bitticks	Cypress	CA	90630	(714) 828-5580
Fletcher Amaya	CM & I Enterprises, Inc	Juanita Kilambi	La Mesa	CA	91942	(619) 698-5745
Torrey Highlands	Malomar, Inc.	Mahomed Altaf Omar	San Diego	CA	92129	(858) 538-7860
Safeway SC	KCS Group, Inc.	Selliah Rathnam	Stockton	CA	95204	(209) 462-3645
Yucca Valley Square		George Martin	Yucca Valley	CA	92284	(760) 365-8444
Golden Square	Clippers LLC	Selliah Rathnam	Golden	CO	80401	(303) 277-0817
Grand Junction North Avenue	Western Slope Salons LLC	Joshua Padley	Grand Junction	CO	81501	(970) 248-9676
Sand Hill Plaza	Cutting Edge Clippers, Inc.	Prasad Kodali	Newtown	CT	06470	(203) 491-2140
Countryside Centre	FourFold Enterprises, Inc.	Lea Orchard	Clearwater	FL	33761	(727) 614-9802
Cooper City Wal Mart	KT Group Holdings, LLC	Justin Welty	Cooper City	FL	33330	(954) 252-8235
Paraiso Plaza	CRM Business, LLC	Jose Solorzano	Hialeah Gardens	FL	33018	(305) 603-8115
Mandarin Medical & Merchants Center	Sunny Clippers, Inc.	Peter Hoban	Jacksonville	FL	32223	(904) 379-8862
Coral Way Plaza	Sage Clips, LLC	Paul Mauerman	Miami	FL	33165	(786) 717-6898
Plant City Crossing	PCX GC LLC	Anthony Sorrentino	Plant City	FL	33563	(813) 756-3398
Lake Ella	Parkside Ventures II, LLC	Gregory Thomas	Tallahassee	FL	32303	(850) 765-9300
Wellington Town Square	Bell Clippers FL, LLC	Lisa Thompson	Wellington	FL	33414	(561) 204-4705
Brookhaven Station	Corbets Company of Georgia	Gerald Benik	Atlanta	GA	30319	(404) 261-3131
Cobb Parkway Publix	Legacy Dynamics, Inc.	Melissa Krol	Kennesaw	GA	30152	(770) 499-9103
Merchants Village	Cherry BIM Inc.	Brenda Maslamani	Martinez	GA	30907	(706) 305-1749
Etowah Crossing	Mountain Clips, LLC	Thomas Aagaard	Rome	GA	30161	(706) 291-3976
Thomaston South Shopping Center	Tabor Clips, Inc.	Thomas Aagaard	Thomaston	GA	30286	(706) 647-4816
Broadway	Sharpness LLC	Samantha Reges	Council Bluffs	IA	51501	(712) 325-6789
Beaverdale	This Is It, Inc.	Denise Bradfield	Des Moines	IA	50310	(515) 277-6966
Courtesy Plaza	Alpine Cuts, Inc.	MaryLu Cianciolo	Chicago	IL	60632	(773) 912-6560
Lakeview	CMC Service of Chicago, LLC	Manzoor Pervez	Chicago	IL	60657	(773) 871-2699
Deer Park Town Center	L.A.C.E., Inc.	Gary Polk	Deer Park	IL	60010	(847) 540-0731
Baker Hill Center	Roshni Enterprises, Inc.	Gopal Gehi	Glen Ellyn	IL	60137	(630) 790-0955
Adler Square	NMS Investments, Inc.	Lori Samataro	Libertyville	IL	60048	(847) 281-0340
Rivercrest Center	Griswold, Inc.	Loren Slade	Rockford	IL	61101	(815) 964-6544
Swansea Plaza	Modern Day Clippers, Inc.	Theresa Hunt	Swansea	IL	62226	(618) 235-5044
Park Center	PROH Enterprises, Inc.	Sandra Prohammer	Tinley Park	IL	60477	(708) 928-4686
Meijer #204	The Wright Cut, Inc.	Benny Wright	Camby	IN	46113	(317) 850-8022
Columbus Center	The Wright Cut II, Inc.	Benny Wright	Columbus	IN	47203	(812) 375-9556
Nora Plaza Shopping Center	C Clips Corporation	Thomas Cates	Indianapolis	IN	46240	(317) 218-3530
Castleton Point	The Wright Cut II, Inc.	Benny Wright	Indianapolis	IN	46250	(317) 842-3881
Brownsboro Point	Zip Clips, Inc.	Joel Zipperle	Louisville	KY	40207	(502) 897-5688
Stop & Shop Plaza	B&A Business Development, Inc.	Alvin Rasmus	Mansfield	MA	02048	(774) 719-2203
Marlborough Plaza	VDG Salons, LLC	Calvin Van De Giesen	Marlborough	MA	01752	(508) 486-0007
Bay Forest Center	BGX1 Corp.	Nagesh Alampalli	Annapolis	MD	21403	(443) 837-6079
Gateway Village	Mirror, LLC	Lakshmi Pulivarthy	Annapolis	MD	21401	(410) 266-5601
Southside Marketplace	Brilliant Enterprises, LLC	Diane Levy	Baltimore	MD	21230	(410) 528-1414
Tred Avon Square	Ten Sails LLC	Gary Stover	Easton	MD	21601	(410) 770-4555
Auburn Hills		Pankaj Dhingra	Auburn Hills	MI	48326	(248) 391-4440
Brighton Towne Square	WNW Incorporated	John Wehrle	Brighton	MI	48116	(810) 225-7520
Perry Road	BAW Enterprises, LLC	Barbara Wilson	Grand Blanc	MI	48439	(810) 694-5550
Woodpointe Crossing	SonRise Clippers, LLC	Matthew Holmes	Grand Rapids	MI	49546	(616) 285-6445
Lyon Plaza	AMJAY Corp.	Arun Gupta	New Hudson	MI	48165	(248) 782-5699
Novi Town Center	Daisy Doo's Part 2, LLC	Kurt Dettloff	Novi	MI	48375	(248) 465-6070
O'Reilly Plaza	Sanra, Inc.	Sandra Campeau	Van Buren	MI	48111	(734) 697-8850
Universal Mall	Daisy Doo's, LLC	Kurt Dettloff	Warren	MI	48092	(586) 573-0533
Hastings Marketplace	JW Enterprises Inc.	Whitney Hahn	Hastings	MN	55033	(651) 480-0211
Hastings	JW Enterprises Inc.	Whitney Hahn	Hastings	MN	55033	(651) 438-9987
Heritage Commons	Catch the Wave, Inc.	Kimberly Vosika	Lakeville	MN	55044	(952) 985-7655
Mankato at Riverfront	Snip, Inc.	Eric Bull	Mankato	MN	56001	(507) 385-7733
Uptown	Aster Clips LLC	Krista Olsen	Minneapolis	MN	55408	(612) 827-6599
Stinson Market Place - The Quarry	Newport Clippers, Inc.	Renae Newport	Minneapolis	MN	55418	(612) 706-2306
Hadley 5	Newport Clippers, Inc.	Renae Newport	Oakdale	MN	55128	(651) 704-9783
Robbinsdale Town Center	Stevens Unlimited of St. Paul, Inc.	Brian Stevens	Robbinsdale	MN	55422	(763) 535-0539

Salon Name	Franchisee	Primary Contact	City	State/Provin	Zip	Phone
Savage Town Square	Prior Ties, Inc.	David Rubenzer	Savage	MN	55378	(952) 447-1930
Florissant Marketplace	Holtzman Enterprises, Inc.	L. Holtzman	Florissant	MO	63031	(314) 839-4642
Deer Creek	Gateway Clippers Holdings II, LLC	Terry Crow	Saint Louis	MO	63143	(314) 647-2320
Nichols Plaza	Tar Heel Clippers, Inc.	Ginger Sullivan	Apex	NC	27523	(984) 229-7300
West Park Place	Premier Clips, LLC	Sunit Dadhania	Cary	NC	27519	(919) 362-0054
Sharon Corners	Dixie Clippers, Inc.	Michael Bloodworth	Charlotte	NC	28211	(980) 938-0009
Whitehall	MS Clippers, Inc.	Mahendra Lamba	Charlotte	NC	28273	(704) 587-5475
Elizabeth City Crossing	LVMY Clips, LLC	Lacides Osorio	Elizabeth City	NC	27909	(252) 335-9900
Austin Village	Dixie Clippers, Inc.	Michael Bloodworth	Matthews	NC	28104	(704) 821-0120
Granite Town Center	Triad Sails, Inc.	Timothy Proctor	Mount Airy	NC	27030	(336) 786-4550
Oak Summit	Twin Dome, LLC	Joseph Kissick II	Winston-Salem	NC	27105	(336) 377-9990
Western Springs	Sharpness LLC	Samantha Reges	Omaha	NE	68130	(402) 333-0792
Clover Square Shopping Center	J&O Fishy Clips, LLC	Jeffrey Salmon	Mercerville	NJ	08619	(609) 631-7474
Oak Park Commons	Plainfield Clippers, Inc.	Nisha Shah	South Plainfield	NJ	07080	(908) 222-1110
Farmington Crossing	Patel Clips 6, LLC	Pranav Patel	Farmington	NM	87401	(505) 325-9703
Centennial Gateway	Nugent, LLC	Richard Hagadorn	Las Vegas	NV	89149	(702) 331-4433
Sheridan Harlem Plaza	JELEA Enterprises, Inc.	Lisa Kilgore	Amherst	NY	14226	(716) 839-2288
Delaware Consumer Square	EM3, LLC	Michael Saraf	Buffalo	NY	14216	(716) 381-8700
Parkway Plaza	H&N Holding Group LLC	Hany Mostafa	Carle Place	NY	11514	(516) 214-6757
East Meadow Mall	H&N Holding Group LLC	Hany Mostafa	East Meadow	NY	11554	(516) 750-5400
Meijer Shopping Center	StyleTech Corporation	Daniel Merriss	Canal Winchester	OH	43110	(614) 833-9000
Perry Town Center	R.L.O., Inc.	Clara Osterhage	Canton	OH	44708	(330) 479-1160
Meijer's Harrison	Cincy Clips, Inc.	Barbara Russell	Cincinnati	OH	45247	(513) 598-1805
U Square	Cincy Clips, Inc.	Barbara Russell	Cincinnati	OH	45219	(513) 453-2074
Governor's Plaza	Cutting Edge Development, LLC	Barry Shives	Cincinnati	OH	45249	(513) 683-4777
Steelyard Commons	Demer Retail Ventures GC, LLC	David Demer	Cleveland	OH	44109	(216) 661-5420
Thurber Village Shopping Center	Laventure, Inc.	Brook Vescelius	Columbus	OH	43215	(614) 224-9279
Olentangy Plaza	StyleTech Corporation	Daniel Merriss	Columbus	OH	43214	(614) 442-6988
Heritage Plaza	Cincy Clips, Inc.	Barbara Russell	Monroe	OH	45050	(513) 360-7841
Harvard Park	Ratcliff Enterprises Ohio, Inc./Cathcart	Lorie Cathcart	Warrensville Heights	OH	44122	(216) 378-9666
Perimeter Square	H&G Salons, Inc.	Daniel Walker	Tulsa	OK	74146	(918) 398-7644
University Downs	2408729 Ontario Inc.	Utkarsh Bhatnagar	Waterloo	ON	N2K 3J4	(519) 571-9484
Commerce Street Plaza	HP Ventures, LLC	Donald Powell	Eugene	OR	97402	(541) 342-4247
Woodfield Station	HP Ventures, LLC	Donald Powell	Eugene	OR	97405	(541) 246-8660
St. Helens Shops	N&M Holdings LLC	Humayun Malik	Saint Helens	OR	97051	(503) 397-9941
Walmart Tigard	ZNJ Cutters, Inc.	Kimberlie Jacobson	Tigard	OR	97223	(503) 431-8400
Shoppers Plaza	Batesco I, Inc	Marie Bates	Allison Park	PA	15101	(724) 443-5520
Bristol Park	Legacy Clips, Inc.	Joanne Speak	Bristol	PA	19007	(215) 785-2828
The Marketplace at Collegeville	Giangiobbe Enterprise, Inc.	Joann Giangiobbe	Collegeville	PA	19426	(610) 454-9919
Orchard Park	Batesco III, Inc.	Marie Bates	Gibsonia	PA	15044	(724) 443-3093
Chelsea Square	Keystone Clippers, LLC	Darryl Keeports	Lancaster	PA	17601	(717) 581-0088
Chapel View Plaza	Salt Pond TNC, LLC	Stephen Thibault	Cranston	RI	02920	(401) 654-4151
White Horse Commons	Meridian Enterprises, LLC	Jess Bullard III	Greenville	SC	29611	(864) 295-5887
Shoppes at Centre Point	Southern Clipper, Inc.	Karen Allen	North Charleston	SC	29418	(843) 566-0884
Mt. View Marketplace	Sammara Enterprise, Inc.	Amirul Islam	Antioch	TN	37013	(615) 793-2556
Rutherford Crossing	1413 Development Corp, LLC	Richard Jones	Murfreesboro	TN	37130	(615) 895-1344
Green Hills	L D Clips, Inc.	Peter Gilreath	Nashville	TN	37215	(615) 298-1001
Northview Plaza	FSG Group, LLC	Manju Bandarpalle	Dallas	TX	75238	(214) 341-7648
The Village of Preston Hollow	FSG Group, LLC	Manju Bandarpalle	Dallas	TX	75220	(214) 654-0055
Wynnewood Village	La Corrida Investments, LLC	Jacques Saliba	Dallas	TX	75224	(214) 942-2191
Grand Lakes	CVS Enterprises, LLC	Carl Smith	Katy	TX	77494	(281) 665-1158
University Plaza	Sunset Rock, Inc.	John Moore	San Marcos	TX	78666	(512) 396-4247
Waxahachie	MegaClips, LLC	Mark Blessing	Waxahachie	TX	75165	(972) 938-2004
West Falls Church	DIPPA CUTS, Inc.	Suresh Vanukuru	Falls Church	VA	22042	(703) 204-1626
Crossridge	Mirus, LLC	John Owen	Glen Allen	VA	23060	(804) 756-7011
Herndon Parkway Crossing	DMV Professional Services LLC	Amardeep Sharma	Herndon	VA	20170	(571) 306-7870
Safeway Center	Decck, Inc.	David Bryant	East Wenatchee	WA	98802	(509) 886-3515
North Benson Center	Zahoomi LLC	Priya Sarathy	Renton	WA	98055	(425) 496-8793
Plaza Center	Decck, Inc.	David Bryant	Walla Walla	WA	99362	(509) 522-5460
Shops at Fox River	Shrayom, LLC	Kapil Rajvanshi	Appleton	WI	54913	(920) 991-2547
Essex Square	J.P. Madson, Inc.	Jeffrey Madson	Madison	WI	53704	(608) 249-1662
The Boulevard	Midale, LLC	Sam Leaf	Madison	WI	53705	(608) 233-7067
Odana Road	Midale, LLC	Sam Leaf	Madison	WI	53719	(608) 831-1719
High Point Commons	DHM Enterprises, LLC	Shirley Bornstein	Menomonee Falls	WI	53051	(262) 439-4940
Regency Point	DHM Enterprises, LLC	Shirley Bornstein	Racine	WI	53406	(262) 554-8006

EXHIBIT C

Franchise Organizations that Great Clips has Created, Sponsored or Endorsed

FRANCHISEE ORGANIZATIONS THAT GREAT CLIPS HAS CREATED, SPONSORED OR ENDORSED

Great Clips Marketing and Advisory Review Council

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

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

Great Clips Grow Your Organization

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

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

Next Gen

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

You may contact the Next Gen at:

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

EXHIBIT D

Independent Franchisee Associations

EXHIBIT D

INDEPENDENT FRANCHISEE ASSOCIATIONS

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

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

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

For additional information regarding the IAGCF, you may go to their website at: www.iagcf.org. You may also contact the IAGCF via email at: boardofdirectors@iagcf.org or by telephone at: (210) 379-5496.

EXHIBIT E

Financial Statements

Great Clips, Inc.

Financial Report
December 31, 2022

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RSM US LLP

Independent Auditor's Report

Board of Directors
Great Clips, Inc.

Opinion

We have audited the financial statements of Great Clips, Inc. (the Company), which comprise the balance sheets as of December 31, 2022 and 2021, the related statements of earnings, comprehensive income, shareholders' equity (deficit) and cash flows for the years then ended, and the related notes to the financial statements (collectively, the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2022 and 2021, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

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

Emphasis of Matter

As discussed in Note 3 to the financial statements, the Company has changed its method of accounting for leases in 2022 due to the adoption of Financial Accounting Standards Board's Accounting Standards Codification Topic 842, Leases. Our opinion is not modified with respect to this matter.

Other Matter

The financial statements of the Company, as of and for the year ended December 31, 2020, were audited by other auditors, whose report, dated March 15, 2021, expressed an unmodified opinion on those statements.

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 within one year after the date that the financial statements are available to be issued when applicable).

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 22, 2023

Great Clips, Inc.

Balance Sheets

December 31, 2022, 2021 and 2020

	2022	2021	2020
Assets			
Current assets:			
Cash and cash equivalents	\$ 46,472,255	\$ 58,381,073	\$ 34,536,234
Restricted cash and current assets of North American Advertising Fund	32,411,492	31,215,162	16,780,861
Other restricted cash	515,663	529,634	599,012
Accounts receivable, less allowance of \$672,000—2022, \$667,000—2021 and \$698,000—2020, respectively	9,485,462	5,301,633	4,972,821
Income taxes receivable	1,228,392	570,127	83,746
Notes receivable, current	10,729	1,887	54,943
Inventories	61,335	228,130	253,920
Other current assets	2,686,535	2,262,305	1,807,974
Total current assets	91,851,863	98,489,951	59,089,511
Property and equipment:			
Transportation equipment	20,032,480	19,879,720	26,917,780
Computer equipment and software	15,310,302	13,285,570	11,704,022
Leasehold improvements	7,785,438	8,093,355	8,026,613
Equipment	2,869,848	3,042,785	3,203,307
	45,998,068	44,301,430	49,851,722
Less accumulated depreciation	26,782,553	24,541,602	23,570,757
Total property and equipment, net	19,215,515	19,759,828	26,280,965
Other assets:			
Operating lease right-of-use assets	8,462,965	-	-
Goodwill, net	937,814	1,389,945	1,845,651
Notes receivable, less current portion	-	-	7,133
Deferred tax assets	3,300,604	5,149,039	4,585,724
Security deposits	112,239	134,646	152,786
Total other assets	12,803,622	6,673,630	6,591,294
Total assets	\$ 123,871,000	\$ 124,923,409	\$ 91,961,770
Liabilities and Shareholders' Equity (Deficit)			
Current liabilities:			
Current maturities of long-term debt	\$ 2,955,761	\$ 12,326,613	\$ 16,463,429
Operating lease liabilities, current	2,919,835	-	-
Unearned initial franchise fees, current	2,212,887	2,370,937	2,467,387
Accounts payable	3,295,880	2,878,092	873,631
Accrued advertising expenses of North American Advertising Fund	32,411,492	31,215,162	16,780,861
Accrued liabilities	10,416,480	9,455,683	9,640,079
Deferred compensation, current	1,905,815	2,132,975	1,788,594
Total current liabilities	56,118,150	60,379,462	48,013,881
Long-term obligations:			
Long-term debt, net of current maturities	23,673,883	45,916,769	42,032,414
Operating lease liabilities, net of current portion	7,486,348	-	-
Unearned initial franchise fees, net of current portion	21,861,648	23,507,696	25,307,997
Deferred compensation, net of current portion	4,997,535	7,444,633	9,160,758
Total long-term obligations	58,019,414	76,869,098	76,501,169
Commitments and contingencies			
Shareholders' equity (deficit):			
Voting common stock, \$0.001 par value; 5,000,000 shares authorized; 6,000 shares issued and outstanding at December 31, 2022, 2021 and 2020	6	6	6
Nonvoting common stock; \$0.001 par value; 5,000,000 shares authorized; 1,792,153 issued and outstanding at December 31, 2022, 2021 and 2020	1,792	1,792	1,792
Retained earnings (accumulated deficit)	10,228,527	(12,140,374)	(32,391,149)
Accumulated other comprehensive loss	(496,889)	(186,575)	(163,929)
Total shareholders' equity (deficit)	9,733,436	(12,325,151)	(32,553,280)
Total liabilities and shareholders' equity (deficit)	\$ 123,871,000	\$ 124,923,409	\$ 91,961,770

See notes to financial statements.

Great Clips, Inc.

Statements of Earnings

Years Ended December 31, 2022, 2021 and 2020

	2022	2021	2020
Franchise operations revenues:			
Continuing franchise fee revenue	\$ 100,262,023	\$ 86,747,656	\$ 62,452,996
Initial franchise fee revenue	2,898,297	2,655,572	2,452,028
North American Advertising Fund contributions	76,674,690	67,066,263	38,052,251
	<u>179,835,010</u>	<u>156,469,491</u>	<u>102,957,275</u>
Franchise operations costs:			
Continuing franchise fees	32,199,214	27,479,196	25,924,450
Initial franchise fees	3,052,955	2,538,414	2,397,469
North American Advertising Fund expenses	76,674,690	67,066,263	38,052,251
	<u>111,926,859</u>	<u>97,083,873</u>	<u>66,374,170</u>
Gross profit	67,908,151	59,385,618	36,583,105
General and administrative expenses	42,044,798	35,460,122	27,791,632
Operating profit	25,863,353	23,925,496	8,791,473
Other income (expense):			
Gain on extinguishment of Payroll Protection Program debt	2,017,258	4,580,150	-
Employee retention credit	3,985,250	-	-
Interest expense, net	(1,409,231)	(1,817,327)	(2,095,646)
Other (expense) income, net	(146,469)	102,189	(5)
	<u>4,446,808</u>	<u>2,865,012</u>	<u>(2,095,651)</u>
Earnings before income tax expense	30,310,161	26,790,508	6,695,822
Income tax expense	7,491,513	6,539,733	1,532,572
Net earnings	\$ 22,818,648	\$ 20,250,775	\$ 5,163,250

See notes to financial statements.

Great Clips, Inc.

Statements of Comprehensive Income
Years Ended December 31, 2022, 2021 and 2020

	2022	2021	2020
Net earnings	\$ 22,818,648	\$ 20,250,775	\$ 5,163,250
Other comprehensive (loss) income:			
Foreign currency translation adjustments	(310,314)	(22,646)	13,225
Comprehensive income	\$ 22,508,334	\$ 20,228,129	\$ 5,176,475

See notes to financial statements.

Great Clips, Inc.

Statements of Shareholders' Equity (Deficit)
Years Ended December 31, 2022, 2021 and 2020

	Voting Common Stock	Nonvoting Common Stock	Retained Earnings (Accumulated Deficit)	Accumulated Other Comprehensive Loss	Total Shareholders' Equity (Deficit)
Balance, December 31, 2019	\$ 6	\$ 1,792	\$ (37,554,399)	\$ (177,154)	\$ (37,729,755)
Comprehensive income	-	-	5,163,250	13,225	5,176,475
Balance, December 31, 2020	6	1,792	(32,391,149)	(163,929)	(32,553,280)
Comprehensive income	-	-	20,250,775	(22,646)	20,228,129
Balance, December 31, 2021	6	1,792	(12,140,374)	(186,575)	(12,325,151)
Cumulative impact of adoption of ASC 842, Leases	-	-	(449,747)	-	(449,747)
Comprehensive income	-	-	22,818,648	(310,314)	22,508,334
Balance, December 31, 2022	<u>\$ 6</u>	<u>\$ 1,792</u>	<u>\$ 10,228,527</u>	<u>\$ (496,889)</u>	<u>\$ 9,733,436</u>

See notes to financial statements.

Great Clips, Inc.

Statements of Cash Flows Years Ended December 31, 2022, 2021 and 2020

	2022	2021	2020
Cash flows from operating activities:			
Net earnings	\$ 22,818,648	\$ 20,250,775	\$ 5,163,250
Adjustments to reconcile net earnings to net cash provided by operating activities:			
Depreciation	3,031,124	3,031,195	3,443,112
Amortization of goodwill	452,131	455,706	456,471
Amortization of initial franchise fees	(2,898,297)	(2,655,572)	(2,452,028)
Deferred compensation expense	2,313,611	569,134	714,171
Noncash lease expense	(392,789)	-	-
Loss (gain) on sale of equipment	96,243	(102,189)	1,047,415
Deferred income taxes	2,060,183	(563,315)	(1,580,850)
Gain on extinguishment of Payroll Protection Program debt	(2,017,258)	(4,580,150)	-
Changes in assets and liabilities:			
Accounts receivable	(4,183,829)	(431,001)	2,268,635
Income taxes receivable	(658,265)	(486,381)	1,093,179
Other current assets of North American Advertising Fund	(2,228,728)	(1,396,778)	3,321,171
Other assets	(381,823)	(436,191)	324,341
Inventories	166,795	25,790	69,137
Unearned initial franchise fees	1,094,199	758,821	637,711
Accounts payable	(208,256)	2,004,561	(1,043,589)
Accrued advertising expenses of North American Advertising Fund	1,196,330	14,434,301	(2,431,191)
Accrued liabilities	2,179,582	(184,396)	(710,899)
Deferred compensation	(4,987,869)	(1,940,868)	731,450
Net cash provided by operating activities	17,451,751	28,753,442	11,051,486
Cash flows from investing activities:			
Purchase of property and equipment	(2,001,855)	(2,100,435)	(1,360,261)
Net (disbursements) receipts on notes receivable	(8,842)	60,189	(39,507)
Proceeds from sale of equipment	44,845	5,692,566	-
Net cash (used in) provided by investing activities	(1,965,852)	3,652,320	(1,399,768)
Cash flows from financing activities:			
Proceeds from long-term debt	27,000,000	16,210,968	50,400,087
Payments on long-term debt	(56,596,480)	(11,883,279)	(57,765,772)
Net cash (used in) provided by financing activities	(29,596,480)	4,327,689	(7,365,685)
Effects of exchange rates on cash and cash equivalents and restricted cash	(310,314)	79,533	47,461
Change in cash and cash equivalents and restricted cash	(14,420,895)	36,812,984	2,333,494
Cash and cash equivalents and restricted cash, beginning of year	83,365,627	46,552,643	44,219,149
Cash and cash equivalents and restricted cash, end of year	\$ 68,944,732	\$ 83,365,627	\$ 46,552,643
Supplemental disclosures of cash flow information:			
Cash paid during the year for interest	\$ 1,513,300	\$ 2,839,663	\$ 1,116,169
Cash paid during the year for income taxes	\$ 6,833,248	\$ 7,599,429	\$ 2,071,665
Property and equipment additions in accounts payable	\$ 626,044	\$ -	\$ -
Cash and cash equivalents and restricted cash:			
Cash and cash equivalents	\$ 45,472,255	\$ 58,381,073	\$ 34,536,234
Restricted cash of North American Advertising Fund	22,956,814	24,454,920	11,417,397
Other restricted cash	515,663	529,634	599,012
Total cash and cash equivalents and restricted cash	\$ 68,944,732	\$ 83,365,627	\$ 46,552,643

See notes to financial statements.

Great Clips, Inc.

Notes to Financial Statements

Note 1. Nature of Business and Significant Accounting Policies

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

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, entered into an additional note payable agreement with its primary bank and issued subordinated notes payable to its shareholders (see Notes 6 and 9).

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

	Number of Hair Care Salons
December 31, 2019	4,473
Opened during 2020	156
Closed during 2020	(157)
December 31, 2020	4,472
Opened during 2021	117
Closed during 2021	(142)
December 31, 2021	4,447
Opened during 2022	117
Closed during 2022	(137)
December 31, 2022	4,427

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 \$6,324,000, \$5,264,000 and \$4,384,000 at December 31, 2022, 2021 and 2020, 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.

Notes to Financial Statements

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

Accounts and notes receivable, net: Credit is granted to franchisees in the normal course of business, generally without collateral or any other security to support amounts due. Accounts receivable balances are considered past due after 30 days. The Company determines its allowance through consideration of a number of factors, including the length of time accounts receivable are past due, the franchisee's previous payment history, the franchisee's current ability to pay its obligation and the condition of the general economy and the industry as a whole. When a franchisee becomes delinquent on an accounts receivable balance, the Company may enter into a note receivable agreement with the franchisee. The Company writes off accounts and notes receivables when they are deemed to be uncollectible, and payments subsequently received on such receivable balances are recorded when received. Interest income on notes receivable is included within interest expense, net.

Restricted cash and other current assets and accrued cooperative advertising: The Company has a systemwide marketing and advertising fund, the Great Clips, Inc. North American Advertising Fund (the Ad Fund). Franchisees are required to remit 5% of sales to the Ad Fund, which is used for marketing and advertising efforts throughout the system. As of December 31, 2022, 2021 and 2020, the Ad Fund restricted cash and other current assets and the related liability were approximately \$32,411,000, \$31,215,000 and \$16,781,000, respectively.

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, 2022, 2021 and 2020.

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

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

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

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

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

Leases: In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, *Leases (Topic 842)*, to increase transparency and comparability among organizations related to their leasing arrangements. This comprehensive new standard amends and supersedes existing lease accounting guidance and is intended to increase transparency and comparability among organizations by recognizing right-of-use (ROU) lease assets and lease liabilities on the balance sheet, and requiring disclosure of key information about leasing arrangements. Lease expense continues to be recognized in a manner similar to legacy accounting principles generally accepted in the United States of America (U.S. GAAP). The Company adopted the new lease standard on January 1, 2022, using the optional transition method of the modified retrospective approach. Under this transition provision, results for reporting periods beginning on January 1, 2022, are presented under Topic 842, while prior period amounts continue to be reported and disclosed in accordance with the Company's historical accounting treatment under ASC Topic 840, Leases.

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

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

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

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

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

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

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

Impairment of long-lived assets: The Company reviews long-lived assets for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of long-lived assets to be held and used is measured by a comparison of the carrying amount of an asset to future net cash flows expected to be generated by the asset, including cash flows from disposition. If long-lived assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets. Long-lived assets to be disposed of are reported at the lower of the carrying amount or fair value, less costs to sell. There were no triggering events that indicated there was an impairment of long-lived assets during the years ended December 31, 2022, 2021 and 2020.

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

The Company has adopted FASB ASU 2014-02, *Intangibles—Goodwill and Other (Topic 350): Accounting for Goodwill (a consensus of the Private Company Council)*. This private company accounting alternative simplifies the accounting for goodwill and includes amortizing goodwill on a straight-line basis over a period not to exceed 10 years, testing goodwill for impairment only upon the occurrence of a triggering event and choosing to test goodwill for impairment at either the entity level or the reporting unit level. The Company has elected to analyze goodwill for impairment at the entity level, amortize goodwill over a period of 10 years and test goodwill for impairment if triggering events occur. There were no goodwill impairment triggering events or charges as of and during the years ended December 31, 2022, 2021 and 2020.

Employee retention credit: During the year ended December 31, 2022, the Company determined that it qualified for the employee retention credit which was available through the Coronavirus Aid, Relief and Economic Security (CARES) Act. The Company recognized income of approximately \$3,985,000 for the employee retention credit, which is the credit net of related fees, and it is included in other income on the statement of earnings for the year ended December 31, 2022. The Company has a receivable for the employee retention credit of approximately \$3,270,000, which is included in accounts receivable on the balance sheet at December 31, 2022.

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.

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.

Notes to Financial Statements

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

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

North American Advertising Fund 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. In 2020, the Company discontinued the 5% continuing franchise fee for the advertising fund between March 6, 2020 and May 22, 2020. The Company also reduced the continuing franchise fee for the advertising fund to 2.5% between September 4, 2020 and November 20, 2020. These concessions were granted due to the adverse impact of COVID-19 on the franchisees' operations.

The Company provided contributions to the Ad Fund in the amount of approximately \$1,259,000 and \$4,541,000 during the years ended December 31, 2021 and 2020, respectively, to be used for advertising expenses.

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

Salon development sales: Salon development sales represent purchases of salon equipment by franchisees and are recorded as a receivable and a payable in the financial statements as the Company acts as an agent for franchisees by placing orders for and selling equipment to franchisees. This activity is recorded net within continuing franchise fee revenue in the statements of earnings. Total salon development sales were approximately \$11,967,000, \$7,939,000 and \$5,474,000 for the years ended December 31, 2022, 2021 and 2020, respectively.

Advertising: The Company expenses advertising costs for franchise development when incurred. Advertising expenses were approximately \$121,000, \$118,000 and \$171,000 for the years ended December 31, 2022, 2021 and 2020, respectively.

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

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

Great Clips, Inc.

Notes to Financial Statements

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

Foreign currency exchange: The majority of the Company's revenue, expense and capital purchasing activities are transacted in United States dollars; however, a portion of the Company's operations consist of activities in Canada. In preparing the financial statements, the Company is required to translate the financial statements of its Canadian locations from the Canadian dollar in which they keep the accounting records into United States dollars. Different exchange rates from year-to-year impact the amount of reported income, and the amount of foreign currency translation is recorded in comprehensive income within the statements of shareholders' equity (deficit).

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

Reclassification of certain accounts: Certain accounts on the statement of earnings for the year ended December 31, 2020, have been reclassified, with no effect on net earnings or gross profit, to be consistent with the classifications adopted for the year ended December 31, 2021.

Subsequent events: The Company has evaluated events and transactions for potential recognition or disclosure through March 22, 2023, the date the financial statements were available for issuance.

Note 2. North American Advertising Fund

Restricted cash and other current assets of the North American Advertising Fund (Ad Fund) consist of the following as of December 31:

	2022	2021	2020
Restricted cash	\$ 22,956,814	\$ 24,454,920	\$ 11,417,397
Other current assets	9,454,678	6,760,242	5,363,464
	<u>\$ 32,411,492</u>	<u>\$ 31,215,162</u>	<u>\$ 16,780,861</u>

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 \$3,832,000, \$3,313,000 and \$1,822,000 for the years ended December 31, 2022, 2021 and 2020, respectively. Accounts receivable from the Ad Fund at December 31, 2022, 2021 and 2020, were approximately \$534,000, \$433,000 and \$587,000, respectively. Of the Ad Fund's restricted cash, approximately \$3,791,000, \$3,198,000 and \$2,411,000 was held in Canadian banks at December 31, 2022, 2021 and 2020, 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.

Great Clips, Inc.

Notes to Financial Statements

Note 3. Leases (Continued)

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

Operating lease expense is recognized on a straight-line basis over the lease term. Rent expense and common area maintenance charged to operations for the years ended December 31, 2022, 2021 and 2020, was approximately \$4,396,000, \$4,623,000 and \$4,530,000, respectively. Rent expense for leases with terms of less than 12 months is not significant.

Supplemental cash flow information related to leases is approximately as follows for the year ended December 31, 2022:

Operating cash outflows—payments on operating leases	<u>\$ 3,606,000</u>
--	---------------------

Supplemental balance sheet information related to leases is approximately as follows as of December 31, 2022:

Operating lease right-of-use assets	<u>\$ 8,453,000</u>
Current portion of operating lease liabilities	\$ 2,920,000
Operating lease liabilities, less current portion	7,486,000
Total operating lease liabilities	<u>\$ 10,406,000</u>
Weighted-average remaining lease term (years)	5
Weighted-average discount rate	1.4%

Future undiscounted cash flows for each of the next five years and thereafter and reconciliation to the lease liabilities recognized on the balance sheet at December 31, 2022, are approximately as follows:

Years ending:	
2023	\$ 3,097,000
2024	2,256,000
2025	1,482,000
2026	1,080,000
2027	1,037,000
Thereafter	1,905,000
Total lease payments	10,857,000
Less imputed interest	(451,000)
Total present value of lease liabilities	<u>\$ 10,406,000</u>

Great Clips, Inc.**Notes to Financial Statements****Note 4. Goodwill**

Goodwill, net consists of the following at December 31:

	Gross Value	Accumulated Amortization	Net Book Value
2022	\$ 4,569,158	\$ 3,631,344	\$ 937,814
2021	4,569,158	3,179,213	1,389,945
2020	4,569,158	2,723,507	1,845,651

The following is a schedule of approximate future amortization expense for goodwill for the years ending December 31:

2023	\$ 469,000
2024	469,000

Note 5. Deferred Compensation

The Company provides a deferred compensation plan for certain employees. Participants can elect to defer from 1% to 80% of their base salary and from 1% to 100% of their bonus. 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, 2022, 2021 and 2020, approximately \$2,386,000, \$5,444,000 and \$5,139,000, respectively, was recorded as a deferred compensation liability under this plan. The Company recorded approximately \$523,000, \$0 and \$110,000 in current liabilities at December 31, 2022, 2021 and 2020, respectively. Deferred compensation expense for this plan for the years ended December 31, 2022, 2021 and 2020, was approximately \$84,000, \$83,000 and \$75,000, respectively.

The Company also has an additional deferred incentive compensation plan for certain employees. On February 16, 2023, the Company terminated this plan using a valuation date of December 31, 2022, for the final measurement period. All participants became fully vested as of the valuation date. Previously, benefits accrued under an earnings-based formula whereby each unit vested over five years. Benefits earned will be paid in 2023 and 2024 in amounts approximating \$1,383,000 and \$3,135,000, respectively. At December 31, 2022, 2021 and 2020, approximately \$4,478,000, \$4,134,000 and \$5,810,000, respectively, was recorded as a deferred compensation liability for this plan. The Company recorded approximately \$1,383,000, \$2,133,000 and \$1,679,000 in current liabilities at December 31, 2022, 2021 and 2020, respectively. Deferred compensation expense for this plan for the years ended December 31, 2022, 2021 and 2020, was approximately \$2,230,000, \$486,000 and \$639,000, respectively.

As a form of payment over certain amounts, the Company issues notes payable to certain employees that are payable over five years. Total notes payable to employees included within the deferred compensation liability were approximately \$1,085,000, \$1,828,000 and \$3,014,000, at December 31, 2022, 2021 and 2020, respectively. These notes payable carry interest of 3.25%, 3.25% and 4.75% at December 31, 2022, 2021 and 2020, respectively. The following is a schedule of approximate future principal payments for the years ending December 31:

2023	\$ 603,000
2024	482,000

Great Clips, Inc.

Notes to Financial Statements

Note 6. Financing Arrangements

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

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, 2022. The borrowings bear interest based on the prime rate or secured overnight financing rate (SOFR) as administered by the Federal Reserve Bank of New York, plus an applicable margin. All outstanding borrowings on the line of credit are due in full upon the maturity date in August 2027.

The terms of the Company's credit agreements provide for various fees, including an unused commitment fee and a prepayment fee. All of the amounts outstanding under the credit facilities are collateralized by substantially all business assets of the Company. The terms of the credit facilities include various covenants including, but not limited to, restrictions on the payment of dividends, limitations on the amount of capital stock to be redeemed, minimum interest and debt service coverage ratios, maximum leverage ratios and various other covenants. At December 31, 2022, 2021 and 2020, the Company was in compliance with covenants. The credit agreements contain a default provision and subjective acceleration clauses that permit the lender to accelerate the due date of outstanding balances under certain circumstances including, but not limited to, a material adverse change in the business; however, the agreement does not require the Company to maintain a lockbox and, accordingly, the revolving lines of credit are classified as long-term obligations in the balance sheets.

A summary of long-term debt at December 31, 2022, 2021 and 2020, is as follows:

	2022	2021	2020
Revolving line of credit	\$ -	\$ 25,000,000	\$ 12,000,000
2022 Term note payable; interest rate based on the prime rate or SOFR rate, plus applicable margin, effective interest rate of 6.11% at December 31, 2022, quarterly principal and interest payments through August 2027	18,000,000	-	-
2018 Term note payable, paid in full in 2022	-	11,281,250	17,187,500
2018 Term note payable, paid in full in 2022	-	3,125,000	5,625,000
2016 Term Note, paid in full in 2021	-	-	1,338,943
2020 PPP Loan, forgiven in 2021	-	-	4,525,087
2021 PPP Loan, forgiven in 2022	-	2,000,000	-
Shareholder notes payable, interest rate at 5.5%, quarterly principle and interest payments through December 2024, subordinated to all other debt	8,629,644	16,837,132	17,819,313
	26,629,644	58,243,382	58,495,843
Less current maturities	2,955,761	12,326,613	16,463,429
	<u>\$ 23,673,883</u>	<u>\$ 45,916,769</u>	<u>\$ 42,032,414</u>

Great Clips, Inc.

Notes to Financial Statements

Note 6. Financing Arrangements (Continued)

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

2023	\$ 2,956,000
2024	10,674,000
2025	3,250,000
2026	3,750,000
2027	6,000,000
	<u>\$ 26,630,000</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, 2022, the Company was contingently liable under 291 leases that had combined monthly rentals of approximately \$9,708,000 during 2022, and have expiration dates that range from 2022 to 2034. The Company has recorded a liability for estimated potential payments on these leases of \$1,094,000 at December 31, 2022, and \$870,000 at December 31, 2021 and 2020, which is included in accrued liabilities on the balance sheets.

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

	2023	2024
Monster Jam	\$ 1,800,000	\$ 1,800,000
NHL	4,365,000	-
NCAA	8,505,500	-
	<u>\$ 14,670,500</u>	<u>\$ 1,800,000</u>

The Company has an option to extend the sponsorship agreement for Monster Jam through 2025, and holds the right of first negotiation on the NCAA basketball tournament.

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

Note 8. Shareholders' Equity (Deficit)

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

Great Clips, Inc.**Notes to Financial Statements****Note 8. Shareholders' Equity (Deficit) (Continued)**

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:

	2022	2021	2020
Current expense	\$ 5,431,330	\$ 7,028,542	\$ 3,113,328
Deferred tax expense (benefit)	2,060,183	(488,809)	(1,580,756)
	<u>\$ 7,491,513</u>	<u>\$ 6,539,733</u>	<u>\$ 1,532,572</u>

The Company's effective income tax rate is 25%, 24% and 28% for the years ended December 31, 2022, 2021 and 2020, respectively. The difference between the statutory and effective tax rate is primarily due to state taxes and permanent differences, principally nontaxable PPP loan debt forgiveness income.

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

	2022	2021	2020
Revenue recognition amortization	\$ 3,045,000	\$ 3,274,000	\$ 3,618,000
Operating lease liabilities	2,572,000	-	-
Deferred compensation	1,706,000	1,521,000	1,898,000
Deferred revenue	1,107,000	1,282,000	1,279,000
Other accrued liabilities	683,000	1,326,000	1,686,000
State bonus accrual	-	79,000	1,096,000
Other assets	1,127,000	1,402,000	1,459,000
Other assets—Canada	206,000	276,000	62,000
Employee retention credit	-	1,143,000	-
Deferred tax asset	<u>10,446,000</u>	<u>10,303,000</u>	<u>11,098,000</u>
Less valuation allowance	<u>(206,000)</u>	<u>(276,000)</u>	<u>(62,000)</u>
Net deferred tax asset	<u>10,240,000</u>	<u>10,027,000</u>	<u>11,036,000</u>
Depreciation and amortization	(4,057,000)	(4,310,000)	(5,826,000)
Operating lease right-of-use assets	(2,089,000)	-	-
Goodwill	(232,000)	(340,000)	(455,000)
Prepaid expenses	(561,000)	(228,000)	(169,000)
Deferred tax liability	<u>(6,939,000)</u>	<u>(4,878,000)</u>	<u>(6,450,000)</u>
Total net deferred tax asset	<u>\$ 3,301,000</u>	<u>\$ 5,149,000</u>	<u>\$ 4,586,000</u>

Great Clips, Inc.

Notes to Financial Statements

Note 9. Income Taxes (Continued)

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

The Company recognized no liability for unrecognized tax benefits, interest and penalties related to federal and state taxes as of December 31, 2022, 2021 and 2020.

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

Note 10. Employee Benefit Plan

The Company has an employee benefit plan that provides employees the ability to contribute up to 100% of their earnings, up to the maximum allowed by the Internal Revenue Code. The Company provides a safe harbor match equal to 100% of the first 2% and 50% of the next 4% of earnings deferred by the employee. Employer matching contributions and administrative related fees were approximately \$890,000, \$751,000 and \$685,000 for the years ended December 31, 2022, 2021 and 2020, 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, 2022, 2021 and 2020:

	Number of Salons	Continuing Franchise Fee Revenue	Accounts Receivable	Unearned Initial Franchise Fees
2022	24	\$ 585,000	\$ 40,000	\$ 116,000
2021	23	443,000	35,000	110,000
2020	16	389,000	44,000	100,000

EXHIBIT F

Franchise Agreement



FRANCHISE AGREEMENT

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

GREAT CLIPS® FRANCHISE AGREEMENT
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Guaranty

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General Release

GREAT CLIPS®

FRANCHISE AGREEMENT

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

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

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

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

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

1. GRANT OF LICENSE

1.1 **Grant.** Great Clips grants to Franchisee, subject to the terms and conditions of this Agreement, the right and license to: (a) establish and operate one GREAT CLIPS®-branded retail haircare salon at a location for which Great Clips has provided its consent (the “Salon”); (b) use the Marks under the terms of this Agreement to identify and promote the Salon and the business conducted and the services and products that Great Clips authorizes to be offered by the Salon; and (c) use Great Clips’ proprietary business methods, know-how, standards, requirements, and recommendations for the System (which may be changed, improved and further developed from time to time) as set forth in the GREAT CLIPS® Operations Manual, other manuals, training programs, GREAT CLIPS® University, the Websites (as defined in Section 10.6), including without limitation the proprietary internal GREAT CLIPS® website for franchisees (currently called “INsite+”) or other communications to Franchisee. Great Clips has no obligation to enter into additional or new Franchise Agreements with Franchisee for a single location or multiple

locations within the Protected Area, the DMA (as defined in Section 1.2) in which the Salon is located, or other territories.

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

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

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

2. ACCEPTANCE BY FRANCHISEE

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

2.2 **Non-exclusive License.** The license granted to Franchisee is non-exclusive. Great Clips and its affiliates have the absolute right to establish company-owned or franchised GREAT CLIPS® salons at any locations they choose outside of the Protected Area of the Salon. Great Clips and its affiliates may operate or franchise a business under a different trademark or name that sells services and products similar to those offered by Franchisee and may engage in any other operation, haircare or otherwise, at any location, including within or outside of the Protected Area and to any customer, including customers located in the Protected Area. Great Clips and its

affiliates, directly or indirectly through one or more third parties (for example, Amazon), may market, distribute and sell GREAT CLIPS® products, apparel and other items, including haircare products with the GREAT CLIPS® trademarks, service marks, trade names and other symbols, through alternative channels of distribution, at any location or over the Internet, including the Protected Area, without obligation to Franchisee. Great Clips retains all rights not expressly granted to Franchisee in this Agreement. Franchisee acknowledges that the customer service area or trade area of another GREAT CLIPS® salon may overlap with Franchisee's Protected Area.

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

3. TERM

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

3.2 **Renewal.** Franchisee may renew the rights licensed in this Agreement on the conditions specified in Section 3.3 for consecutive additional renewal terms of 10 years each from the date of expiration of the term.

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

3.3 **Conditions to Renewal.** Upon the expiration of this Agreement, Franchisee must satisfy each of the following conditions to renew the license granted to Franchisee:

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

4. **TRADEMARK STANDARDS**

4.1 **Name and Ownership.** Franchisee acknowledges that Great Clips is the exclusive owner of the GREAT CLIPS® mark and all of the other Marks and that Franchisee's right to use the Marks is derived solely from this Agreement and is limited to the operation of the Salon in accordance with this Agreement. Franchisee's use of the Marks and any goodwill established from Franchisee's use inures exclusively to the benefit of Great Clips. Franchisee agrees to never contest the ownership or registration of the Marks, and Great Clips' exclusive ownership of the Marks. Franchisee shall take no action that interferes with Great Clips' ownership, use or registration of the Marks.

4.2 **Usage.** Franchisee will display and use the Marks only in the manner and form prescribed or authorized by Great Clips in writing. Standards for such usage are subject to change. Franchisee will use the Marks only in connection with approved advertising and providing services and products prescribed or authorized by Great Clips and must not use the Marks in any other business that Franchisee is affiliated with, or otherwise sublicense or authorize others to use the Marks. Franchisee must not use any of the Marks in or as a corporate or business name, as part of a social media handle or site, nor may Franchisee use the Marks in or as a name for an independent franchisee association, organization or cooperative. Franchisee also must not apply to register any of the Marks (or anything containing or confusingly similar to the Marks) as a trademark, service mark, or trade name with any government authority. Further, Franchisee is prohibited from using

the Marks in connection with its employee-related documents (e.g., paychecks, employee handbook), and must clearly identify Franchisee as the employer of its employees. Great Clips may also permit Franchisee to use from time to time other trademarks, service marks, trade dress, trade names and commercial symbols as may be designated in writing. Great Clips reserves the right if necessary in Great Clips' judgment to change the licensed Marks on a system wide or regional basis. Upon notice to Franchisee, Franchisee at its expense will promptly adopt the new principal mark(s) designated by Great Clips for the Salon, the business conducted by the Salon, and the products and services offered by the Salon, including new salon signage and trade dress.

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

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

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

4.6 **Quality Control.** Franchisee shall ensure that the Salon operations and those products and services offered by the Salon under the Marks: (a) maintain a level of quality that is consistent with the System standards provided to Franchisee according to Section 8.3 and the other quality standards provided by Great Clips to Franchisee in the GREAT CLIPS® Operations Manual, other manuals, training programs, GREAT CLIPS® University, the Websites (defined in Section 10.6) and other communications by Great Clips to Franchisee; (b) are in accordance with

all applicable laws, government regulations, health and safety codes, and prevailing industry quality standards; and (c) shall not reflect adversely upon, tarnish or disparage the Marks or Great Clips.

4.7 **Crisis Situations.** Great Clips will have the sole and absolute right to determine what steps will be taken and what communications will be made in instances of a crisis that impact 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 if: (a) this is the first Franchise Agreement that Franchisee has entered into with Great Clips and Franchisee never opened the Salon or did not purchase and operate any other GREAT CLIPS® salon; or (b) Franchisee has participated in an incentive program which requires non-refundable fees or deposits to be paid to Great Clips. If this Franchise Agreement is cancelled, and this Agreement is not the first Franchise Agreement that Franchisee has entered into with Great Clips and it is not part of an incentive program, Great Clips will refund the Partial Initial Franchise Fee, after deducting any amounts owed to Great Clips. To receive a refund of the Partial Initial Franchise Fee, Franchisee and each of Franchisee’s shareholders in this Agreement must sign a General Release in favor of

Great Clips and Great Clips will have no further obligation to Franchisee. All refunds are without interest.

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

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

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

5.7 **Initial Market Development Advertising Fund Contribution.** Franchisee will pay an initial advertising contribution (the “Initial Advertising Contribution”) of \$5,000 to the Market Development Advertising Fund (the “MDAF”). If this is Franchisee’s first Franchise Agreement with Great Clips, Franchisee will pay the Initial Advertising Contribution upon signing this Agreement. If this Agreement is not the first Franchise Agreement Franchisee has signed, the Initial Advertising Contribution will be paid at the time Franchisee places the equipment order with Great Clips for the Salon. No equipment order will be accepted by Great Clips from Franchisee without receipt of the Initial Advertising Contribution to the MDAF. The Initial Advertising Contribution is non-refundable and should not be expected to be used to advertise the Franchisee’s individual location. Great Clips has the sole and absolute right, within its own assessment of the general best interests of the GREAT CLIPS® System, to determine expenditures of funds collected into the MDAF.

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

5.9 **Recruiting Technology Fee.** Franchisee will pay to Great Clips a Recruiting Technology Fee (the “RTF”) in the amount of \$500 per salon per year. Franchisee will remit payment for the RTF via electronic funds transfer annually in two installments (typically one in

May and one in November each year). The RTF is used to provide a variety of recruitment marketing resources to Franchisees for use with Franchisee's recruitment efforts (the "Recruitment Marketing Tools"). Franchisees are not required to use the Recruitment Marketing Tools, but are encouraged to do so. Franchisees must pay the RTF regardless of whether (or how much) they use the Recruitment Marketing Tools. Great Clips may alter the amount, timing for payment, and use of the RTF in its sole determination.

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

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

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

6. TRAINING

6.1 **Training on System Standards.** Great Clips training is created to provide guidance to Franchisees as well as Franchisee's key personnel on Great Clips systems and processes to ensure consistent, quality delivery of the GREAT CLIPS® brand and approved services to customers. Great Clips will provide the training described below to Franchisee as well

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

6.2 QuickConnect Franchisee Training. Franchisee must attend and successfully complete all training required for franchisees as set forth in the then-current Operations Manual. At no extra charge beyond the Initial Franchise Fee, Great Clips will provide a training program for Franchisee, the Designated Operator(s) identified in Section 21.1, and Franchisee's shareholders who are active in the GREAT CLIPS® business, to educate, familiarize and acquaint the attendees in the major aspects of establishing and operating the Salon. The training program is mandatory and must be successfully completed within the time frame established by Great Clips. The training includes online, classroom, teleconference, live virtual and in-salon training, all as Great Clips may specify from time to time. Franchisee will be granted access to GREAT CLIPS® University (the online learning system) upon becoming a GREAT CLIPS® franchisee, and will be required to complete a number of mandatory courses prior to attending certain live virtual and/or in-person trainings. Franchisee may also be required to attend in-person training courses conducted at training facilities or other locations designated by Great Clips. The in-person training will be scheduled by Great Clips in its sole determination. Great Clips reserves the right to deliver training via video, electronic media, the Internet or other online communications, or through other means. If Franchisee fails to complete the training program to Great Clips' satisfaction, Great Clips may cancel this Agreement in accordance with Section 5.2. Training requirements may be communicated and updated through periodic memos, publications, manuals, email, INsite+ or the other Websites, or other online communications. In the event a Franchisee fails to successfully complete the training program, Franchisee will not be permitted to operate the Salon. All new Designated Operators must complete all current training requirements within 180 days of signing the Franchise Agreement. Great Clips reserves the right to require Franchisee or any of Franchisee's shareholders to re-attend any training sessions.

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

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

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

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

6.7 **Payment of Wages and Expenses.** Franchisee will pay the wages, fringe benefits, payroll taxes, unemployment compensation, workers' compensation, insurance, lodging, food, travel costs and all other expenses for Franchisee, Franchisee's managers, and all other key personnel sent to training programs by Franchisee. Franchisee will comply with all applicable laws pertaining to all employees who attend Great Clips' training programs.

6.8 **Successful Completion of Training.** In the event Franchisee or its managers fail to successfully complete the required training programs, he or she will not be permitted to operate or manage the Salon. Franchisee's Designated Operators must complete all current training requirements before the equipment order for a new salon build out may be placed. Great Clips, in its sole determination, will decide whether a training program has been successfully completed. Great Clips reserves the right to require any attendee to re-attend any training session.

7. OPERATIONS SUPPORT

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

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

- (a) prescribe uniform standards of quality and service from time to time;
- (b) provide Franchisee with access to GREAT CLIPS® University, INsite+ and the other Websites;
- (c) provide Franchisee with the Operations Manual, and various other manuals which may be available only through INsite+ or the other Websites, or other online communications; provide counseling and information on advertising and promotional matters, training and development procedures, and other elements of the GREAT CLIPS® System, through Great Clips directives, email communications, meetings and seminars, telephone and on-site visits; and

- (d) provide Franchisee access to such purchasing programs as Great Clips may establish periodically for salon fixtures, furnishings, equipment, computers, signage, inventory and supplies, subject to Franchisee's compliance with credit terms and qualification requirements established periodically by Great Clips.

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

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

8. SALON DEVELOPMENT AND OPENING

8.1 **Site Selection.** Franchisee is solely responsible for locating, evaluating and selecting a site for the Salon and for the review and negotiation of the lease for the Authorized Location. Great Clips will assist Franchisee in site selection by furnishing Franchisee with Great Clips' confidential site evaluation criteria and related processes for obtaining Great Clips' consent, by consulting with and counseling Franchisee, and, as Great Clips determines in its sole determination, by conducting field inspections of proposed sites at mutually convenient times. Franchisee will not lease or otherwise acquire a site for the Salon until the site has been consented to by Great Clips. Great Clips may withhold consent to any proposed location in its sole determination, and its consent, if granted, is permission only and not an assurance or guaranty to Franchisee of the availability, suitability or success of a location. Franchisee acknowledges and agrees that Franchisee's success will be due to factors beyond the control of Great Clips. If Great Clips does not consent to the proposed location, it will notify Franchisee and Franchisee may submit another proposed location to Great Clips. Great Clips prohibits Franchisee from assigning

or otherwise disposing of its interest in a lease for the proposed Salon without first offering the lease to Great Clips. Great Clips may use exclusive real estate agents in connection with real estate location searches. Great Clips requires Franchisee, at Franchisee's expense, to use only Great Clips' exclusive real estate agents when pursuing sites that exclusive real estate agents have presented to Great Clips, if any.

8.2 Lease and Notice of Proceedings. Great Clips may, in its sole and absolute determination, require that Franchisee submit the lease for the Salon to Great Clips for its written consent before Franchisee executes the lease. Great Clips will not withhold consent arbitrarily, but each lease by which Franchisee occupies the Salon must provide that Great Clips may, at its sole option, upon the default, termination, expiration or proposed transfer of this Agreement, take an assignment of Franchisee's interest in the lease, without the payment of additional consideration (other than a reasonable assignment fee), and without liability for obligations of Franchisee accrued as of the date of the assignment of the lease. Great Clips' review of the lease prior to its execution will not be for the purpose of approving the legal aspects, economics, or rental terms of the lease. Accordingly, Great Clips will have no responsibility to Franchisee with regard to the economics, legality or enforceability of the lease. At all times during the term of this Agreement, Franchisee will promptly pay all rents and charges required by the lease for the Salon and will not be in default under the terms of the lease. Franchisee will immediately deliver to Great Clips a copy of any notice of default received from any landlord or a copy of any notification of a legal proceeding commenced by or against Franchisee relating to Franchisee's GREAT CLIPS® business. Thereafter, Franchisee must keep Great Clips continuously advised of the status of the matter. Franchisee is required to provide Great Clips with a copy of Franchisee's fully executed lease for the Salon and any amendments or renewals to the lease to ensure that at all times Great Clips has a copy of the then-current lease. If the landlord requires a lease guaranty from Great Clips as a condition of Franchisee's tenancy (and Great Clips agrees to provide such guaranty) or if Great Clips assigns a lease to Franchisee but is unable to be released from its corporate guaranty, Franchisee must pay to Great Clips the amount of \$1,500 or its then-current lease liability fee ("Lease Liability Fee"), whichever is higher. In addition, if Great Clips subleases or assigns a lease to Franchisee, Franchisee must reimburse Great Clips for Great Clips' out-of-pocket expenses related to such sublease or assignment.

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

or obsolete equipment, signage, flooring or fixtures in accordance with such standards established by Great Clips.

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

8.5 **Great Clips' Right to Modify Facility Standards.** Great Clips may modify facility standards from time to time in response to changes in consumer expectations and buying trends, to implement enhancements in response to technological advances, as a result of Great Clips' research and development activities, and to meet competition. Franchisee will be required periodically to remodel, modernize, and redecorate the Salon and to replace and modernize the furniture, fixtures, graphics, signage, supplies and equipment so that the Salon will reflect the then-current System standards. Franchisee will implement changes in facility requirements when prescribed, even if additional investment or expenditures are required. Great Clips reserves the right to automatically ship new graphics or other required facility items directly to the Salon. Franchisee will promptly pay Great Clips or the vendor for such materials, including shipping, installation and taxes.

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

9. STANDARDS OF OPERATION

9.1 **Business System.** Franchisee acknowledges that Great Clips owns and controls the System for the establishment, operation and promotion of the GREAT CLIPS® business. Franchisee acknowledges that the information contained in the Operations Manual, GREAT CLIPS® University, INsite+ and the other Websites, email communications, training videos, proprietary software and systems, electronic media and other materials or communications constitutes trade secrets of Great Clips. All enhancements and improvements to the System are the exclusive property of Great Clips.

9.2 **Salon Operations.** Franchisee will at all times operate the Salon in compliance with the System standards, authorized services, operating systems, and other aspects of the System prescribed by Great Clips in the Operations Manual, GREAT CLIPS® University, INsite+ and the other Websites, email communications, training videos, electronic media, and other materials or communications, as revised periodically by Great Clips. Any required standards exist to protect Great Clips' interests in the System and Marks and to ensure consistent, quality delivery of the

GREAT CLIPS® brand and approved services to customers, and not for the purpose of establishing any control or duty to take control of matters that are reserved to Franchisee (including, without limitation, Franchisee's obligation to comply with all laws applicable to the franchised business as well as all employment-related matters). Franchisee must not duplicate or disseminate the Operations Manual, content from GREAT CLIPS® University, INsite+ and the other Websites, training videos, proprietary software and systems, electronic media, and other materials or communications in whole or in part, and must destroy superseded pages of all manuals, and must return tangible copies of the Operations Manual, training videos, electronic media, and all other materials or communications to Great Clips immediately upon the assignment, termination or expiration of this Agreement. The Operations Manual, training videos, electronic media, and other communications may only be available on the Internet or other online communications.

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

9.4 **Hours of Operation.** The Salon must be open for business for such days and hours, required to protect the GREAT CLIPS® System and Marks, as prescribed periodically by Great Clips, including Saturdays, Sundays and holidays.

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

9.6 **Other Businesses.** If Franchisee is affiliated with other businesses, Franchisee may not be a designated or required supplier to the GREAT CLIPS® franchise system. Franchisee is

prohibited from utilizing the GREAT CLIPS® Marks, communication systems or Websites in association with a business other than the GREAT CLIPS® business.

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

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

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

Franchisee is also responsible for the full knowledge and application of all federal and state laws that are applicable to salon technology hardware, including all applicable computer security requirements, computer disposal and data wiping specifications, payment processing, or other technology used in the operation of the Salon. Franchisee must comply with all state and federal data and consumer privacy laws and regulations, including, but not limited to, the Telephone Consumer Protection Act (TCPA), the Payment Card Industry Data Security Standard (PCI-DSS), the National Automated Clearinghouse Association (NACHA) operating rules, and all related and associated regulations, as well as any other applicable federal, state, or local laws or regulations, including but not limited to privacy and security, direct marketing, and consumer protection such as, without limitation, all state privacy, data protection, breach notification laws, and information security requirements, and all similar federal, state, and local laws and all applicable industry standards concerning privacy, confidentiality, and data security (collectively "Privacy Laws").

9.9 **Customer Complaints.** Franchisee must promptly address all customer complaints. All consumer complaints pending in a legal or administrative forum must be answered by Franchisee within the time period required by applicable law. Franchisee must forward a copy

of any consumer legal proceeding and Franchisee's response to Great Clips within three days of the date that the response is forwarded to the consumer or the applicable legal authority.

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

10. TECHNOLOGY AND SECURITY

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

10.2 **Customer-Facing Technology.** Franchisee is required to activate and honor all customer-facing technology that Great Clips may designate from time to time. This includes the

GREAT CLIPS® Online Check-In service, the ReadyNext® text program, and any other programs or services Great Clips designates in the future (collectively, the “Customer-Facing Technology”). Great Clips has the sole right to enhance, modify or change the platforms, software, hardware and/or processes related to any such Customer-Facing Technology, and Franchisee must comply with all such enhancements, modifications and changes to such Customer-Facing Technology. Franchisee further must ensure that its employees receive adequate training to properly execute all Customer-Facing Technology and the collection of customer payments in the Salon. Franchisee further must ensure that its employees receive adequate training to properly execute the collection of customer payments in the salon.

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

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

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

10.6 Online Communications. Franchisee will, at all times during the term of this Agreement, at Franchisee’s expense, have access to the Internet, at the speed Great Clips designates, at the salon computer system and at any other points of connection specified by Great Clips. Franchisee must participate in GREAT CLIPS® University and access INsite+, Great Clips Franchisee email, and other online communications that Great Clips may establish (collectively, the “Websites”). Great Clips will, in its sole discretion, determine the content and use of the Websites and will establish the rules under which Franchisee will participate in the Websites. Great Clips owns all intellectual property and other rights in the Websites including, without

limitation, the domain name or URL, traffic and behavior analytics collected and any personal or business data that visitors supply. Franchisee acknowledges that certain information obtained through its participation in the Websites, franchisee email, and other online communications may be considered Confidential Information, including passwords, access codes and identification codes. Franchisee is responsible for ensuring that Franchisee's employees maintain the same level of confidentiality. Great Clips will retain all rights relating to the Websites and may alter or terminate the Websites, and/or the rules governing Franchisee's participation in the Websites, in its sole and absolute determination. Franchisee's use of the Websites and general conduct on the Internet, and specifically its use of the Marks or any marketing, solicitation or recruiting on the Internet (including the domain name and any other Marks Great Clips may develop), will be governed by the provisions of this Agreement, the then-current governing marketing and communications policy, the Great Clips Information Protection Policy and any other applicable policies that Great Clips may establish in its sole determination. Franchisee may not separately register any domain name containing any of the Marks. In the event an unauthorized registration should occur, Franchisee shall be responsible for executing a transfer and/or assignment of the domain name registration to Great Clips, at no cost to Great Clips. Any website established by Franchisee containing any of the Marks, including without limitation social networking sites such as Facebook, LinkedIn, Twitter, Instagram, TikTok or YouTube, must conform to the standards and guidelines contained in the Electronic Marketing and Communications Policy. Franchisee will at all times comply with all electronic marketing and related laws. Franchisee's right to participate in the Websites or otherwise use the Marks or System on the Internet or other online communications will terminate when this Agreement expires or terminates.

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

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

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

11. ADVERTISING

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

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

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

administered through the Ad Fund, including any taxes that may be levied on or in relation to the Ad Fund receipts or fund balances. Great Clips will advise Franchisee annually of the receipts and expenditures of the Ad Fund and, upon written request from Franchisee, of Great Clips' expense of administering and promoting the Ad Fund and its programs.

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

11.5 **Grand Opening.** Franchisee will execute and complete a grand opening marketing plan at Franchisee's expense in the form, and using the advertising and promotional campaign and materials, reasonably designated or authorized by Great Clips. Franchisee will be required to spend the then-current expenditure requirement for the grand opening. Franchisee will not open the Salon until Great Clips has approved Franchisee's Grand Opening Plan pursuant to the review and approval protocols we set forth from time to time. The approved Grand Opening Plan may be shared with the local Co-op.

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

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

12. FINANCIAL STANDARDS AND REPORTS

12.1 **Records and Reports.** Franchisee must maintain and furnish to Great Clips upon request all data and reports, whether stored electronically in Franchisee's computer system or by a third-party data warehousing service. Franchisee will furnish to Great Clips all information,

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

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

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

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

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

13. INSURANCE; INDEMNIFICATION

13.1 **Required Insurance Coverages.** Franchisee must, at its sole cost and expense, maintain in full force and effect during the term of this Agreement, the minimum types and amounts of insurance designated from time to time by Great Clips, including all insurance required by state or federal law. Specifically, and in addition to the insurance coverages required by Great

Clips, Franchisee must maintain workers' compensation or other insurance required for its employees and all insurance required under the lease for the Authorized Location and the operation of the GREAT CLIPS® business. The insurance requirements described below are minimum requirements only and Franchisee may purchase and maintain additional insurance policies or insurance policies with greater coverage limits.

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

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

13.4 **Indemnification.** Franchisee will indemnify and hold Great Clips, its affiliates, officers, directors and employees harmless against all claims, lawsuits, liabilities, obligations, losses, expenses and judgments or any settlement thereof (whether or not a formal proceeding or action has been instituted) arising out of or in connection with Franchisee's conduct of the business licensed hereunder including: (a) any personal injury, property damage, commercial loss or environmental contamination; (b) any failure to comply with any requirement of any governmental authority; (c) failure to pay any of its obligations, (d) Franchisee's or Franchisee's employees' actions or inaction, (e) any claims brought against Great Clips involving Franchisee's actual or alleged violation of employment-related laws and regulations as Franchisee exclusively is responsible for compliance with all such laws and regulations, and (f) any claims brought against Great Clips related to Franchisee's actual or alleged violation of laws applicable to the computer system, salon technology hardware, and equipment or other technology used in the operation of Franchisee's GREAT CLIPS® business including all data protection, privacy or security laws as well as compliance with all payment card industry data security standards. Great Clips will have

the absolute right to defend any claim made against it that results from or arises out of Franchisee's GREAT CLIPS® business. Franchisee will reimburse Great Clips for all such obligations, losses, expenses and damages for which Great Clips is held liable and for all costs reasonably incurred by Great Clips in the defense of such claims, including attorneys' fees. Without limiting the generality of this Section, it is the intention of the parties to this Agreement that we shall not be deemed a joint employer with you for any reason. If we incur any cost, loss or damage as a result of any actions or omissions of you or your employees, including any that relate to any party making a finding of joint employer status, you will fully indemnify us for any such loss. Franchisee will not be liable to Great Clips for matters in which Great Clips is found liable for its own conduct.

14. GREAT CLIPS' RIGHT OF FIRST REFUSAL

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

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

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

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

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

15. ASSIGNMENT OF FRANCHISE

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

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

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

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

- (a) Franchisee and each of Franchisee's owners in this Agreement must sign a General Release in favor of Great Clips;
- (b) all current liabilities of Franchisee must be paid in full, including any liability for outstanding GREAT CLIPS® Gift Cards;
- (c) the Assignment Fee, if required, set forth in Section 15.6 is paid in full;
- (d) Designated Operators must be Franchisees in accordance with the terms of this Agreement;
- (e) Franchisee will complete, at Franchisee's expense, reasonable refurbishing and repair of the Salon and its fixtures, furnishings, premises and signage as Great Clips may prescribe to conform to the then-current System standards;
- (f) if Great Clips has any ongoing liability under Franchisee's lease for the Salon, Great Clips will require the assignee to personally and corporately guarantee Great Clips and may further condition its consent upon receiving a fully-executed copy of an assignment of lease from Franchisee to the assignee; and
- (g) the assignee must: (i) be of legal age and capacity to enter into a Great Clips Franchise Agreement; (ii) meet Great Clips' standards and qualifications for new franchisees and assignees, as outlined in Great Clips' then-current applicable policies; (iii) agree to operate the Salon as a GREAT CLIPS® salon; (iv) demonstrate that it is financially qualified to operate the Salon; (v) meet the residency requirements set forth in Great Clips' expansion policies; (vi) have no conflicting interests with Great Clips as determined by Great Clips in its sole determination; (vii) not be restricted from expansion under Great Clips' applicable policies (if the assignee is an existing GREAT CLIPS® franchisee); (viii) devote its best efforts to the management of the GREAT CLIPS® business; (ix) communicate, in English, with Great Clips and with Franchisee's customers, suppliers and employees; (x) successfully complete Great Clips' training program within the time frame established by Great Clips (if the assignee has experience operating GREAT CLIPS® salons, Great Clips will consider that experience and performance as a factor in the approval process); (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 for the then-current Franchise Agreement, but assignee will be required to pay any MDAF amounts owed for any assumed franchise agreements.

15.6 **Assignment Fee.** Franchisee will pay an Assignment Fee of \$1,500 per salon (subject to increase or decrease in proportion to annual changes in the Consumer Price Index – All Urban Consumers, or its successor index, published by the U.S. Department of Labor), to Great Clips. The Assignment Fee will be paid upon Franchisee's request for consent to the proposed

assignment. If Great Clips declines its consent to a proposed assignment, Great Clips will refund the Assignment Fee without interest, less its costs in connection with the proposed assignment. The Assignment Fee is otherwise non-refundable. No Assignment Fee is due if:

- (a) the assignment is to Franchisee's spouse or child; or
- (b) the assignment is less than 25% and the assignment does not cause a change in the Controlling Interest of Franchisee and is not part of a series of transactions that amount to 25% or greater change in the Controlling Interest of Franchisee; or
- (c) Great Clips exercises its right of first refusal; or
- (d) The assignment is to a trust, provided that the terms of the trust comply with the guidelines which Great Clips will, from time to time, provide. These guidelines may include, without limitation, the requirements (i) that Franchisee retain the unrestricted right to revoke or amend the trust at any time; (ii) that the income and residual beneficiaries thereof will be members of the immediate family or descendants of Franchisee; and (iii) that no amendment or revocation of such trust will be effective unless and until approved by Great Clips, which approval will not be unreasonably withheld.

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

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

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

15.9 Death or Disability. In the event of the death, disability or incapacity of any individual Franchisee or principal officer or director of an incorporated Franchisee or partner in a partnership Franchisee, or member of a limited liability company, or settlor of a trust, the transferee, assignee, beneficiary, personal representative, trustee or legal representative of the Franchisee's estate must apply for Great Clips' consent to assignment of the Franchise Agreement. The assignment will not be valid or effective until Great Clips has received the properly executed legal documents which it deems necessary to properly and legally document the transfer,

assignment, bequest or devise of this Agreement, and until the transferee, assignee, beneficiary, personal representative, trustee or legal representative of the Franchisee's estate agrees to be unconditionally bound by the terms and conditions of this Agreement and to personally guaranty the performance of Franchisees' obligations under this Agreement. In order for consent/approval to be granted by Great Clips, the assignee, beneficiary, personal representative, trustee or legal representative of Franchisee's estate must: (i) be of legal age and capacity to enter into a Great Clips Franchise Agreement; (ii) meet Great Clips' standards and qualifications for new franchisees; (iii) agree to operate the Salon as a GREAT CLIPS® salon; (iv) demonstrate that it is financially qualified to operate the Salon; (v) have no conflicting interests with Great Clips as determined by Great Clips in its sole discretion; (vi) devote its best efforts to the management of the GREAT CLIPS® business; (vii) successfully complete Great Clips' training program within the time frame established by Great Clips (if the assignee has experience operating GREAT CLIPS® salons, Great Clips will consider that experience and performance as a factor in the approval process). The transferee, assignee, beneficiary, personal representative, trustee or legal representative of Franchisee's estate will be required to comply with all of the terms and conditions of Sections 14 and 15 of this Agreement including the payment of the Assignment Fee owed under Section 15.6.

16. RESOLUTION OF DISPUTES

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

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

argument would assist in the decision making process. The Arbitrator will not have the right or authority to award punitive damages to either party. All findings, judgments, decisions and awards by the Arbitrator will be in writing and will be made within 60 days after the arbitration hearings have been completed, and will be final and binding on Great Clips and Franchisee. The written decision of the Arbitrator will be deemed to be an order, judgment and decree and may be entered as such in any court of competent jurisdiction by either party.

16.3 **Disputes Not Subject to Arbitration.** The following disputes and controversies between Great Clips and Franchisee will not be subject to arbitration: (a) any dispute involving the Marks; (b) any dispute involving immediate termination of this Agreement pursuant to Section 17.1; and (c) any dispute involving enforcement of the covenants not to compete set forth in Section 20 of this Agreement.

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

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

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

17. TERMINATION

17.1 **Immediate Termination.** Great Clips will have the absolute right and privilege, unless prohibited by applicable law, to immediately terminate this Agreement if:

- (a) any act or practice by Franchisee impairs or imminently threatens to impair the goodwill associated with the Marks or System, including, without limitation, a serious health or safety violation;

- (b) Franchisee is determined to be insolvent within the meaning of any state or federal law or becomes a party to any bankruptcy proceedings;
- (c) Franchisee admits that it is unable to pay debts when they are due, makes an assignment for the benefit of creditors or enters into an arrangement for the disposition of its assets for the benefit of creditors;
- (d) Franchisee abandons the GREAT CLIPS® business or closes and fails to operate the Salon for three (3) consecutive days (not including designated holidays) without Great Clips' prior written approval;
- (e) Franchisee is convicted of or pleads guilty or no contest to a charge or violation of law, or any felony;
- (f) Franchisee assigns an interest in the Franchise Agreement without the consent of Great Clips;
- (g) Franchisee fails to renew this Agreement in accordance with Section 3.3;
- (h) Franchisee makes a material misrepresentation or omission in its franchise application;
- (i) Franchisee fails to timely cure a default under the lease;
- (j) Franchisee makes or permits any unauthorized use of Confidential Information;
- (k) Franchisee makes, directly or indirectly through its agents and employees, a material misuse of customer data and information; and
- (l) Franchisee, directly or indirectly through its owner(s) or any affiliates, breaches any of its confidentiality or non-compete obligations under Sections 20.1 or 20.2.
- (m) Franchisee defaults under a lease that is guaranteed by Great Clips.

If this Agreement is terminated pursuant to this Section 17.1, Great Clips will give Franchisee written notice that this Agreement is terminated. Unless applicable law applies to the contrary, the effective date of termination of this Agreement will be the day written notice is given to Franchisee.

17.2 **Termination upon Notice.** Great Clips will have the absolute right and privilege, unless expressly prohibited by applicable law, to terminate this Agreement by providing 30 days written notice (or shorter notice as described below) to Franchisee, if:

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

If the Agreement is terminated pursuant to this Section 17.2, Great Clips will give Franchisee written notice that this Agreement will be terminated effective 30 days from the date of the notice, unless a different notice period is set forth in the notice and/or required by applicable law. If the Agreement is terminated pursuant to this Section 17.2, Franchisee will not have an opportunity to

cure any asserted failure or breach, unless applicable law expressly requires an opportunity to cure in connection with such a basis for termination.

17.3 **Grounds for Termination.** Either party may terminate this Agreement for “good cause.” Good cause for termination by the Franchisee is defined as a material breach by Great Clips of this Agreement. Good cause for termination by Great Clips is defined as a material breach by Franchisee (directly or indirectly through its owner(s) or any affiliates) of this Agreement or any other franchise agreement with Great Clips for a GREAT CLIPS® salon. Good cause for termination of this Agreement by Great Clips also includes:

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

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

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

- (a) to remove the listing of the Salon from all advertising published or approved by Great Clips, including on the Internet;
- (b) to prohibit Franchisee from attending any meetings or seminars held or sponsored by Great Clips;
- (c) to terminate access to any computer system or salon technology provided to Franchisee by Great Clips;
- (d) to suspend all services provided to Franchisee under this Agreement or otherwise, including, but not limited to inspections, training, marketing assistance, and sale of equipment, products and supplies;

- (e) to prohibit Franchisee from expanding its GREAT CLIPS® business by opening or operating additional GREAT CLIPS® salons;
- (f) to take possession and assume management of the Salon.

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

17.5 Cross Default. A default by Franchisee under this Agreement constitutes a material default under all other franchise agreements for a GREAT CLIPS® salon entered into between one or more of Franchisee, its individual owners or affiliated entities on the one hand and Great Clips on the other. 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;
- (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.

19. TRANSFER OF SALON PREMISES AND EQUIPMENT

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

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

20. RESTRICTIVE COVENANTS

20.1 **Confidentiality.** During and after the term of this Agreement, Franchisee must not disclose, except to Franchisee's GREAT CLIPS® employees, or use for any purpose other than operating the Salon, any trade secret, confidential or proprietary aspect of the GREAT CLIPS® System including, but not limited to, the contents of the Operations Manual, GREAT CLIPS® University, INsite+ and the other Websites, and other online communications, training videos, electronic media and other materials or communications, Great Clips' training programs, marketing calendars, marketing plans, or other information or know-how distinctive to a GREAT CLIPS® salon. Franchisee is further responsible for ensuring that Franchisee's employees maintain the same level of confidentiality. If Franchisee or Franchisee's employees learn about an

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

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

21. DESIGNATION OF RESPONSIBLE PARTIES

21.1 Designated Operator. Franchisee must list below and certify to Great Clips: (a) the name, mailing address and equity interest of each person holding any shares or other form of ownership, or security or other interest convertible into an equity interest, in Franchisee, showing percentage of ownership held by each; and (b) the name, mailing address of the individual(s) who will be the principal operator(s) (the "Designated Operator(s)") of the business franchised hereunder. The Designated Operator(s) must have an ownership interest in the franchise and is responsible for the day-to-day management of the Salon and has the authority to act for Franchisee in all matters regarding the Salon. Franchisee will promptly notify Great Clips of any change in any such information. Any change in the Designated Operator(s) or in the shareholder information is subject to Section 14 of this Agreement.

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

Shareholder, Partner or
Individual Name and Address

Percentage of
Ownership Interest

Designated Operator(s):

Address:

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

22. MISCELLANEOUS

22.1 **Governing Law.** Except to the extent governed by the United States Trademark Act of 1946, as amended (Lanham Act, 15 U.S.C. Section 1051 et seq.) and the parties' rights under the Federal Arbitration Act respecting Section 15 above, this Agreement will be governed by and interpreted in accordance with the laws of the state in which the Authorized Location is located, without regard to any conflict of laws principles of such state.

22.2 **Entire Agreement.** This Agreement constitutes the entire agreement of the parties. There are no representations, inducements, promises, agreements, arrangements or undertakings, oral or written, between the parties other than those set forth herein. This Agreement may not be waived, altered or canceled, in whole or in part, except by a writing signed by the parties. Nothing in this Agreement or in any related agreement is intended to disclaim the representations made by Great Clips in the franchise disclosure document.

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

22.4 **Notice.** Notices hereunder are given when delivered or three business days for all United States destinations and five business days for all foreign designations after being sent by certified mail, or overnight express, facsimile transmission, electronically, or courier service, addressed to Great Clips at its corporate headquarters or to the Designated Operator at the Designated Operator's last known address.

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

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

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

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

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

B. **Great Clips' Reasonable Business Judgment.** Great Clips will make decisions that are in the best interests of Great Clips, the GREAT CLIPS® brand, the GREAT CLIPS® business and the GREAT CLIPS® System. If, in this Agreement, Great

Clips agrees to exercise its rights reasonably or in good faith, in its determination or with discretion, Great Clips will be deemed to have exercised Reasonable Business Judgment in making its decisions and exercising its rights. Great Clips' decisions or actions will be deemed to be the result of Reasonable Business Judgment even if other reasonable or even arguably preferable alternatives are available, if Great Clips' decision is intended, in whole or in significant part, to promote the benefit of the System generally even if the decision or action also promotes Great Clips' financial or other individual interest. Examples of items that will promote or benefit the System include, without limitation, enhancing the value of the Marks, improving customer service and satisfaction, improving quality of services and products, improving uniformity, enhancing or encouraging modernization and improving the competitive position of the System.

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

22.8 **Ethical Conduct.** Great Clips and Franchisee will adhere to good business practices, observing high standards of honesty, integrity, fair dealing and ethical business conduct and good faith in all business dealings with customers, employees, vendors, Great Clips corporate employees, and all other GREAT CLIPS® franchisees. Franchisee will not engage in deceptive, misleading or unethical practices or conduct which may have a negative impact on the reputation and goodwill of Great Clips or any other franchisee operating under the Great Clips System.

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

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

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

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

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Effective Date: _____

GUARANTY

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

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

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

ENTITY
DO1
DO2
DO1 ADDRESS
ADDRESS

Ref: CONFIRMATION OF OPENING
Franchise Agreement dated: _____
GREAT CLIPS Salon: «SalonName», #«SalonNumber»
By and between Great Clips, Inc. and BUYER ENTITY OR INDIVIDUALS

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

The Salon was fully operational on «SalonOpenDate» and the current term of the Franchise Agreement expires at the close of business on «AgreementDateExpires».

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

GREAT CLIPS, INC.

By: _____

Its: Secretary

Date: _____

GENERAL RELEASE
(Sample: Subject to Change)

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

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

ACCEPTED:
GREAT CLIPS, INC.

By: _____

Date: _____

Its: 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.

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

2. Three Star Program Fee. Upon signing this Agreement, Franchisee will pay the sum of \$35,000 (the “Program Fee”) to Great Clips. The Program Fee paid by Franchisee to participate in the Three Star Program is non-refundable upon acceptance by Great Clips. In the event Franchisee fails to obtain fully-executed leases for the Three Star Franchises within the specific time frame allowed under 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 to the Great Clips Market Development Advertising Fund (“Market Development Ad Fund”) the sum of \$5,000. This Market Development Ad Fund contribution paid by Franchisee to participate in the Three Star Program is non-refundable.

4. Term. The term of the Three Star Program is 24 months from the date when this Agreement is executed by Great Clips. Franchisee must obtain a fully-executed lease (the “Lease”), as described further in Section 5 of this Agreement, for each of the Three Star Franchises 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 for which there is no corresponding signed Lease, as defined in this Agreement.

5. Conditions. The Three Star Program is a lease-signing incentive program. In order to receive the full benefits of this Program, Franchisee must execute a bona fide lease for each of the Three Star Franchises within the 24-month time frame specified. Each Lease must meet the following criteria in order to qualify for the Three Star Program benefits:

- 5.1 The Lease must be for a location that is in the Area specified in Section 1 of this Agreement.
- 5.2 The Lease may only be for a location for which Franchisee has an approved Site Evaluation and Consent Form, acknowledged and executed by Great Clips. Franchisee alone is responsible for acquiring and gaining Great Clips' consent to the Three Star Franchise locations.
- 5.3 The Lease must include the required assignment language, as described in the Three Star Agreements.
- 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 Agreements is waived.
- 6.2 The Great Clips Market Development Ad Fund contribution stated in the Franchise Agreements will be the amount set forth in Section 3 for the first Three Star Franchise and will be waived for the remaining two Three Star Franchises provided Franchisee has followed the approved grand opening advertising plan as determined by Great Clips. If Franchisee is deemed not to have followed the approved advertising plan, then the \$5,000 Market Development Ad Fund contribution will be due and payable in full as required by the respective Three Star Agreement.

7. Conversion Option at Expiration of Term. If Franchisee has executed Leases for two of the Three Star Franchises under this Agreement at the expiration of the 24-month period, at the sole and absolute determination of Great Clips, Franchisee may be granted the right to convert the third Three Star Agreement to a single Franchise Agreement (the "Conversion Agreement") at a discounted rate. The cost for the Conversion Agreement is \$15,000, consisting of a \$10,000 Initial Franchise Fee and a \$5,000 initial contribution to the Market Development Ad Fund. Franchisee will pay the \$10,000 Initial Franchise Fee at the time of the conversion and will pay \$5,000 to the Market Development Ad Fund before Franchisee places the equipment order for the salon. In the event that Franchisee has less than two fully-executed Lease at the expiration of the 24-month time frame, and wishes to retain any non-qualifying Three Star Franchises, Franchisee may be permitted, at Great Clips' sole and absolute determination, to convert the remaining Three Star 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) before the equipment is ordered for the Salon.

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

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: _____

Date: _____

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.

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. Each year, Franchisee must apply for, and Great Clips must approve, the number of Franchise Agreements that corresponds with the number of salon openings required under the Development Schedule described in Section 6.1 of this Agreement. If Franchisee has a signed lease attached to each unopened Franchise Agreement required in a given year, then Franchisee may 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 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 due to Great Clips under each Franchise Agreement. 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.** While 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 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 and absolute determination of Great Clips, Franchisee may renew the rights to establish and operate additional salons in the Exclusive DMA on the conditions specified below for consecutive additional renewal terms of 10 years each from the date of expiration of the term. Unless renewed pursuant to these conditions, this Agreement and all rights licensed to Franchisee 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 within the Exclusive DMA or outside the Exclusive DMA;
- (c) Franchisee's rights of expansion with Great Clips are not restricted in any way and Franchisee is eligible to expand under any GREAT CLIPS[®] policy;
- (d) Franchisee and each of Franchisee's shareholders shall sign a General Release and the then-current Master Development Agreement prior to the date that the term of this Agreement expires. Franchisee will be required to pay the Development Fee, but not the Initial Franchise Fee, required by the then-current Master Development Agreement. The then-current Master Development Agreement required to be executed by Franchisee at the time of renewal may contain terms materially different from those contained in this Agreement.
- (e) If Franchisee is in compliance with the Development Schedule specified in Section 6.1 and is granted the right to renew this Agreement for an additional term of ten years, Franchisee will continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule specified in the then-current Master Development Agreement. The Development Schedule will be based on the then-current Market Unit Potential ("MUP") for the Exclusive DMA. The total open salon requirement under this section is net of any projected or closed salons. Franchisee will pay to Great Clips a Development Fee of \$4,000 times each additional unit in the MUP as specified in Section 2 above (the "Renewal Development Fee.")
- (f) If Franchisee is not in compliance with the Development Schedule specified in Section 6.1 and is granted the right to renew this Agreement for an additional term of ten years, Great Clips, in its sole and absolute determination, may grant Franchisee the right to continue to open additional salons in the Exclusive DMA in accordance with the Development Schedule under the same terms and conditions set forth in Section 5 (e) above. In addition to the Development Fee set forth in Section 5 (e), Franchisee will pay a Renewal Fee of \$1,000 for each unopened salon in the original Development Schedule specified in Section 6.1 of this Agreement.
- (g) In the event of a renewal, and in addition to the provisions outlined in this Paragraph 5, the terms of this Agreement will be adjusted as follows: (i) the IMUP noted in Paragraph 1 will be updated to reflect the MUP; (ii) the Development Fee will be determined consistent with Sections 5(e) and 5(f); and (iii) the Development Schedule outlined in Paragraph 6 will be adjusted as set forth in Section 5 (e) above.

6. Development Schedule. Beginning with the first anniversary of the Effective Date of this Agreement, Franchisee is required to have open and operating one salon per year for each 10 units in the IMUP as specified in Section 1 above, rounded to the nearest whole number of salons. The total open salon requirement under the Development Schedule is net of any projected or closed salons. Franchisee is required to meet a minimum opening schedule for salons within the Exclusive DMA in order to be in compliance with the terms and conditions of this Agreement and continue to receive the benefits of this Agreement as specified herein. Franchisee agrees to

have the designated GREAT CLIPS® salons open, as determined by Franchisor in its sole and absolute business judgment, and in operation in the Exclusive DMA in accordance with the following schedule:

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	_____	_____

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 alone is responsible for acquiring and gaining Great Clips' consent to all sites developed under this Master Development Agreement.

6.3 In the event Franchisee opens the Cumulative Number of Open Salons for the tenth year prior to the tenth anniversary of the Effective Date of this Agreement, Franchisee may continue to add additional Franchise Agreements for the Exclusive DMA until the tenth anniversary of the effective date for an Initial Franchise Fee of \$10,000 for each additional Franchise Agreement executed by Franchisee.

7. Failure to Comply With Development Schedule. Except as otherwise provided in Section 8 of this Agreement, Franchisee's failure to comply with the Development Schedule specified in Section 6.1 and 6.2 above will constitute a breach of this Agreement, and Great Clips, in its sole and absolute determination, may terminate this Agreement and all rights granted to Franchisee hereunder, effective immediately upon receipt by Franchisee of notice in writing of its failure to comply with the terms of the Development Schedule. Upon receipt of such written notice by Franchisee, Great Clips may, in its sole and absolute determination, establish or operate, or grant a franchise to another person other than Franchisee to establish or operate, GREAT CLIPS® salons at any locations within the Exclusive DMA. However, Great Clips, in its sole and absolute determination, may provide Franchisee with a period of time in which to cure the default by opening a sufficient number of salons to bring the Development Schedule into compliance. If Great Clips elects to terminate this Agreement, then upon termination of this Agreement, Franchisee will have no further exclusive rights in the Exclusive DMA and all rights and obligation 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 Master Development Agreement may also be terminated by Great Clips if:

- (a) Franchisee fails to pay any amounts due under this Agreement or any Franchise Agreement executed between Great Clips and Franchisee in which Franchisee is a 50% or greater owner.
- (b) Great Clips terminates any Franchise Agreement executed by Franchisee for a location in the Exclusive DMA or elsewhere, 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 terms and conditions of this Agreement.

Termination of this Agreement will not in and of itself affect the individual Franchise Agreements signed by Franchisee; however, upon termination of this Agreement, all rights granted to Franchisee to develop GREAT CLIPS® salons under this Agreement will immediately revert to Great Clips.

9. Status and Good Standing. Franchisee must follow all Great Clips' policies and procedures at any franchised location in the Exclusive DMA or elsewhere in order to maintain its exclusive rights to develop GREAT CLIPS® franchises under this Agreement.

10. Impact of Termination on Initial Franchise Fees. Upon termination of this Agreement for any reason, Franchisee will be allowed to open any Franchise Agreement currently approved under this Agreement but not yet opened, without any additional Initial Franchise Fees due to Great Clips, if 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. Franchisee must pay the then-current Initial Franchise Fee for a single Franchise Agreement for any Franchise Agreement for the Exclusive DMA that does not have a fully executed lease in place as of the date of termination of this Agreement. Franchisee will receive full credit for the \$6,000 Initial Franchise Fee already paid on the Franchise Agreement as provided in this Agreement, or Franchisee may cancel the Franchise Agreement and receive a refund of the \$6,000 Initial Franchise Fee that was paid by Franchisee for the Franchise Agreement, without interest.

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

12. Assignment. Franchisee represents and warrants to Great Clips that it intends to develop, manage, and operate the salons developed in accordance with this Agreement for its own benefit and not for the purpose of or with a view toward resale or redistribution of the salons.

- (a) 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.
- (b) Franchisee may not sell, assign or transfer 50% or more of any single Franchise Agreement executed for a salon that is open in the Exclusive DMA.
- (c) Violation of Section 12 (a) or 12 (b) will result in immediate termination of this Agreement.
- (d) Notwithstanding the execution by the assignee of the then-current form of Master Development Agreement, the assignee will assume the balance remaining of the term of this Agreement with the attendant renewal provisions. 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 for each Franchise Agreement executed by Assignee pursuant to the Master Development Agreement. The assignee must assume Franchisee's interest in each of the individual Franchise Agreements for all salons located in the Exclusive DMA.

13. Dispute Resolution.

13.1 Arbitration. Except as specifically provided to the contrary in this Agreement, all disputes concerning this Agreement or the business conducted hereunder, including allegations of fraud, misrepresentation or violation of any state or federal law or regulation, shall be resolved by the American Arbitration Association pursuant to the Commercial Arbitration Rules and Regulations. Either party may commence arbitration by filing a Demand for Arbitration with the American Arbitration Association and serving the Demand for Arbitration on the opposing party. A Demand for Arbitration must be filed within three years of the date when any cause of action asserted in the Demand for Arbitration accrued, or such cause of action will be barred and must be dismissed by the Arbitrator. For purposes of this Agreement, a cause of action will be deemed to have accrued when the claimant knew or reasonably should have known of the facts on which the cause of action is based.

13.2 Power of the Arbitrator. The Arbitrator will be appointed within 60 days after a written Demand for Arbitration has been made in accordance with the Commercial Arbitration Rules and Regulations of the American Arbitration Association. The authority of the Arbitrator will be limited to making a finding, judgment, decision and award relating to the interpretation of or adherence to the written provisions of this Agreement. The Arbitrator will not have the authority or right to add to, delete, amend or modify in any manner, the terms, conditions and provisions of this Agreement. All findings, judgments, decisions and awards of the Arbitrator will be limited to the dispute set forth in the Demand for Arbitration, and the Arbitrator will not have the authority to decide any other issues. The Arbitrator will not have the right or authority to award punitive damages to either party. All findings, judgments, decisions and awards by the Arbitrator will be in writing, will be made within 60 days after the arbitration hearings have been completed, and will be final and binding on Franchisee and Great Clips. The written decision of the Arbitrator will be deemed to be an order, judgment and decree and may be entered as such in any court of competent jurisdiction by either party.

13.3 Disputes Not Subject to Arbitration. The following disputes and controversies

between Great Clips and Franchisee shall not be subject to arbitration: (a) any dispute involving the GREAT CLIPS® service mark and other trademarks; and (b) any dispute involving immediate termination of this Agreement pursuant to Paragraph 8(b) or Paragraph 12 (c) of this Agreement.

13.4 **Other Proceedings.** Notwithstanding Paragraph 13.1, upon a breach or threatened breach of this Agreement by Franchisee, Great Clips is entitled to injunctive relief in court restraining such breach without bond and without regard to the adequacy of its legal remedies. Interim equitable relief is available to Great Clips in addition to other remedies or rights Great Clips may have. Great Clips is also entitled to proceed in a court of law in lieu of arbitration to obtain a decree of specific performance requiring that each provision of this Agreement be honored, carried out and enforced as written and to obtain a declaratory judgment or other appropriate relief if there is a controversy over interpretation of this Agreement or the rights and obligations of the parties. Notwithstanding Paragraph 13.1, 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.

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

13.6 **Costs and Fees.** The prevailing party in any arbitration or court proceeding shall recover its costs in obtaining relief under this Agreement, including its reasonable attorneys' fees.

14. **Single Program.** This Agreement cannot be used in conjunction with any other incentive program except as specifically authorized in writing by Great Clips.

15. **Notices.** Notices hereunder are given when delivered or three business days for all United States destinations and five business days for all foreign destinations after being sent by Certified Mail or overnight express, electronically, or courier service, addressed to Great Clips at its corporate headquarters or to Franchisee at a GREAT CLIPS® salon or other designated address.

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

17. **Modifications or Withdrawal.** Great Clips reserves the right to modify or withdraw the offer of Master Development Agreements without affecting the rights of those franchisees 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.

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

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 salon 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.

Salondata.com is an online reporting tool to provide Great Clips' franchisees with access to operational reports from salon data stored and accessed through this website.

Support Services are defined as customer support services provided to Great Clips by ICS including telephone, email and on-site support services, documentation, and training materials.

1. Licenses. ICS grants you a nonexclusive license to install and use the Styleware Software Suite at a single site (i.e. physical location) at a time, whether the Styleware Software Suite is stored on disk, in read only memory, on any other media or in any other form ("Licenses"). The Licenses do not allow the Styleware Software Suite to exist at more than one site at a time. You may make one copy of the Styleware Software Suite in machine-readable form for backup purposes only. The backup copy must include all copyright information contained on the original(s). You may not transfer your rights under these Licenses unless you transfer the related documentation, these Licenses, and a copy of the Styleware Software Suite to a party who agrees to accept the terms of these Licenses and destroy any other copies of the Styleware Software Suite in your

possession.

2. Data Storage and Access. ICS agrees to provide electronic storage for up to two (2) years of salon data collected, generated, or transmitted through the operation of the Styleware Software Suite at a site physically remote from you. ICS guarantees that access to the data will be available 90% of the time over the term of this Agreement subject to maintenance. ICS will maintain the data storage system from time to time at their discretion and ICS reserves the right to schedule this maintenance as needed. ICS agrees to provide you with notice of scheduled maintenance. ICS reserves the right to delete data that exceeds your storage limits upon notice. ICS agrees to provide an opportunity to obtain additional storage space at then-current rates. ICS reserves the right to change, suspend or discontinue any (or all) aspects of the remote data storage at any time without liability.

3. Telephone Support. ICS agrees to provide telephone support for the Styleware Software Suite according to the times detailed in ICS' Telephone Support Schedule that is provided to all Great Clips franchisees. (A current schedule is given in Appendix A.) All times are according to Central Time. The Telephone Support Schedule is subject to change upon thirty (30) days written notice from ICS. On site services and telephone support provided outside the Telephone Support Schedule may be provided at ICS's then-current time and materials rates which may change without notice.

4. Monthly Fee. You agree to pay ICS a monthly licensing and support services fee for the Styleware Software Suite according to the fees and payment terms in a fee schedule that is provided to all Great Clips franchisees. (A current fee schedule is given in Appendix A.) All fees are payable in U.S. dollars through ICS' automatic payment program only. ICS' automatic payment program currently includes credit card and electronic payment options. Payment fees and terms are subject to change upon thirty days prior written notice from ICS.

5. Use of Software. You agree to:

- a) operate the Styleware Software Suite in the recommended computer and physical environment;
- b) maintain and operate a broadband connection to the Internet;
- c) designate a contact with a telephone number and email address;
- d) maintain the confidentiality of your passwords and any other data protection mechanisms recommended by ICS;
- e) authorize Great Clips Inc. and Great Clips Inc. approved vendors to have access to the data as needed at their discretion;
- f) provide a recent back-up of relevant data to ICS or ICS' authorized representative as requested;
- g) establish routine maintenance procedures;
- h) cooperate with ICS or ICS' authorized representative;
- i) provide all information and data in sufficient quantities in a manner and form and at such times as ICS or ICS' authorized representative may reasonably request in connection with carrying out their obligations under this Agreement;
- j) give ICS or ICS' authorized representative full and free access to your equipment; and
- k) maintain adequate working space and conditions (including heat, light, ventilation,

electrical current and outlets) within a reasonable proximity of your equipment for use by ICS or ICS' authorized representative.

6. Data Content. You understand that all information, data, text, software, music, sound, photographs, graphics, video, messages, or other materials ("Content"), whether publicly posted or privately transmitted, are the sole responsibility of the person from which such Content originated ("Content Owner"). This means that you, and not ICS, are entirely responsible for all Content that is uploaded, posted, or otherwise transmitted to or stored through the Styleware Software Suite by you, your employees, and your salon customers. You acknowledge that since ICS does not control such Content, ICS does not guarantee the accuracy, integrity or quality of such Content.

You understand and acknowledge that you (including your employees) may be exposed to Content that is offensive, harmful to minors, indecent, or otherwise objectionable and that you use the Styleware Software Suite at your own risk.

You acknowledge that ICS does not pre-screen Content, but that ICS and its designees shall have the right (but not the obligation) in their sole discretion to refuse or to remove any Content that is available through the Styleware Software Suite with notice to you. Without limiting the foregoing, ICS and its designees shall have the right to remove any Content that violates this Agreement or is otherwise objectionable, including any Content ICS believes may subject ICS to any liability or which may cause ICS to lose the services of any supplier, including but not limited to any Internet Service Providers ("ISPs") which may provide services to ICS customers, in all cases without notice or liability to you. You agree that you must evaluate, and bear all risks associated with, the use or misuse of any Content, including any reliance on the accuracy, completeness, or usefulness of such Content.

7. Limitations on Content Use. You agree not to use the Styleware Software Suite in whole or in part to: (a) upload, post, or otherwise transmit any Content that is unlawful, harmful, threatening, abusive, harassing, tortuous, defamatory, vulgar, obscene, libelous, invasive of another's privacy, hateful, or racially, ethnically, or otherwise objectionable; (b) harm minors in any way; (c) provide false information, impersonate any person or entity, including, but not limited to, an ICS employee, service provider, site guide or host, or falsely state or otherwise misrepresent your affiliation with a person or entity or otherwise attempt to mislead others about your identity or origin of data or other communication; (d) forge headers or otherwise manipulate identifiers in order to disguise the origin of any Content transmitted through the remote data storage system or develop restricted or password-only access pages, or hidden pages or images (those not linked to from another accessible page); (e) upload, post or otherwise transmit any Content that you do not have a right to transmit under any law or under contractual or fiduciary relationships (such as inside information, proprietary and confidential information learned or disclosed as part of employment relationships or under nondisclosure agreements); (f) upload, post, or otherwise transmit any Content that infringes any patent, trademark, trade secret, copyright, or other proprietary rights of any party; (g) upload, post, or otherwise transmit any unsolicited or unauthorized advertising, promotional materials, or any other form of solicitation; (h) upload, post, or otherwise transmit any material that contains software viruses or any other computer code, files, or programs designed to interrupt, destroy, or limit the functionality of any computer software or

hardware or telecommunications equipment; (i) interfere with or disrupt the remote data storage system or servers or networks connected to the remote data storage system, or disobey any requirements, procedures, policies or regulations of networks connected to the remote data storage system; (j) probe, scan, or test the remote data storage system or servers or networks connected to the remote data storage system for security vulnerability or to breach security or authentication measures without the express written authorization of ICS; (k) intentionally or unintentionally violate any applicable local, state, national or international law, or any regulations having the force of law; (l) "stalk" or otherwise harass another; (m) collect or store personal data about other users; (n) promote or provide instructional information about illegal activities, promote physical harm or injury against any group or individual, or promote any act of cruelty to animals; (o) engage in commercial activities unrelated to your franchise operation.

8. International Use. Recognizing the global nature of the Internet, you agree to comply with all local rules regarding online conduct and acceptable Content. Specifically, you agree to comply with all applicable laws regarding the transmission of technical data exported from the United States or the country in which you reside. You may not use or otherwise export or re-export data except as authorized by United States law. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to the use, copying, displaying, distribution, export or import of computer software or data.

9. Use of Location Data. ICS and its licensees and third party developers may provide certain services through ICS Net Check-In that rely upon location information. To provide these services, where available, ICS and its licensees and third party developers may transmit, collect, maintain, process and use data including but not limited to location data. The location data collected by ICS may be used by ICS and its licensees and third party developers to provide and improve location-based products and services. By using any location-based services provided by or through Net Check-In, you agree and consent to ICS's and its licensees' and third party developers' transmission, collection, maintenance, processing and use of location data to provide and improve such products and services. You may withdraw this consent at any time by not using the location-based features of ICS Net Check-In. Not using these location features will not impact the non- location-based functionality of ICS Net Check-In. When using third party applications or services relating to location data, you are subject to and should review such third party's terms and privacy policy on use of location data by such third party applications or services. Use of the Google Maps service is subject to the following additional terms: Google Maps Terms of Service available at https://maps.google.com/help/terms_maps/ and Google Maps Legal Notices at https://maps.google.com/help/legalnotices_maps.

10. Privacy and Personal Information, Customer Communication

10.1 ICS Collection, Protection and Use of Personal Information ICS may collect and store personal information in order to provide you with the services you have requested. ICS uses physical, electronic and procedural controls common in the industry to protect any personal information from unauthorized access and from unauthorized alteration, disclosure or destruction. ICS also may collect and store non-personal data to provide, maintain and protect the software

and services and to improve and develop new ones. In addition, ICS may use third party service providers to assist with the administration of the application or to perform services for you on our behalf. Third parties, such as, for example, Google Services and Amazon Web Services, may be supplied with or have access to personal information solely to provide services to us or to you on our behalf and their privacy policies may be accessed through their websites. You are not required to provide the personal information requested, but, if you chose not to do so, in many cases we will not be able to provide you with ICS products or services or respond to any queries you may have.

10.2 ICS Privacy Policy You agree and acknowledge that ICS Privacy Policy is subject to change at any time in ICS' sole discretion and a current copy can be found on ICS' website, [icsusa.com](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, applicable state laws including but not limited to the California Consumer Privacy Act of 2018, the Virginia Consumer Data Protection Act, the Colorado Privacy Act, the Connecticut Act Concerning Personal Data Privacy and Online Monitoring, and the Utah Privacy Act ("Consumer Laws"). You agree to promptly alert ICS to any requests under Consumer Laws and to work with ICS to handle those requests. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to consumer communication, privacy and/or personal information.

10.4 Third Party Privacy Policies For those applications using Google Services, you acknowledge and are on notice of Google's Privacy Policy which is currently found at: <https://policies.google.com/privacy?hl=en-US>. For those applications using Amazon's Web Services, you acknowledge and are on notice of Amazon's Privacy Policy currently referenced at <http://aws.amazon.com/privacy>, as it may be updated by Amazon from time to time.

11. Limited Salon Data License to ICS. You hereby grant ICS a non-exclusive, world-wide, royalty-free, perpetual, non-revocable license to salon data collected, uploaded, posted, or otherwise transmitted to or stored through the use of the Styleware Software Suite for the sole purposes of making backup and archival copies, of maintaining and monitoring the Styleware Software Suite and of providing salon data to third parties as designated by Great Clips, Inc. and Great Clips franchisees. ICS agrees to protect such licensed salon data with the same degree of care as is common in the data warehousing and storage industry to protect information from unauthorized disclosure and loss. You agree to defend, indemnify and hold harmless ICS from and against any and all liabilities, losses, obligations, claims, damages, penalties, causes of action, costs and expenses (including, without limitation, attorneys' fees and costs) imposed upon, incurred by or asserted against ICS that result from the license granted in this section.

12. Ownership. ICS shall retain all rights, including copyright, patent, trade secret and other rights in it, to the Styleware Software Suite. You expressly acknowledge that ICS owns Net

Check-In including all data related to the estimated wait time and to the methods, algorithms, calculations and procedures used in Net Check-In. You agree to take no action that interferes with ICS's ownership.

13. Term and Termination.

(a) Term. This Agreement is effective when executed electronically or upon your first use of the Styleware Software Suite, whichever occurs earlier, and shall continue until terminated by you or ICS.

(b) Termination. This License will terminate automatically without notice from ICS if you fail to comply with any term(s) of this Agreement. ICS may terminate this Agreement at any time upon your receipt of written notice of termination. Upon termination, you agree to allow ICS or ICS's designated representative on site or remotely for removal of the Styleware Software Suite from your system. ICS reserves the right to delete or otherwise remove your data from the Styleware Software Suite or terminate your access upon termination of this Agreement without notice to you.

14. Disclaimer of Warranty. You expressly acknowledge and agree that use of the Styleware Software Suite is at your sole risk. You expressly acknowledge that the Styleware Software Suite is provided "AS IS" or on an "AS AVAILABLE" basis and without warranty of any kind. [For the purposes of provisions 14 and 15, ICS and ICS's licensor(s) shall be collectively referred to as "ICS."] **ICS EXPRESSLY DISCLAIMS ALL WARRANTIES AND/OR CONDITIONS, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES AND/OR CONDITIONS OF MERCHANTABILITY OR SATISFACTORY QUALITY AND FITNESS FOR A PARTICULAR PURPOSE AND NONINFRINGEMENT OF THIRD PARTY RIGHTS.**

ICS DOES NOT WARRANT THAT THE FUNCTIONS CONTAINED IN THE STYLEWARE SOFTWARE SUITE WILL MEET YOUR REQUIREMENTS, OR THAT THE OPERATION OF THE STYLEWARE SOFTWARE SUITE WILL BE UNINTERRUPTED OR ERROR-FREE, OR THAT DEFECTS IN THE STYLEWARE SOFTWARE SUITE WILL BE CORRECTED. FURTHERMORE, ICS DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS REGARDING THE USE OR THE RESULTS OF THE USE OF THE STYLEWARE SOFTWARE SUITE OR OF ANY CONTENT OR RELATED DOCUMENTATION IN TERMS OF THEIR CORRECTNESS, ACCURACY, RELIABILITY, COMPLETENESS, OR OTHERWISE. ICS DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS WHATSOEVER REGARDING ACCESS TO THE STYLEWARE SOFTWARE SUITE INCLUDING THAT ACCESS TO THE STYLEWARE SOFTWARE SUITE WILL BE UNINTERRUPTED OR ERROR-FREE OR AVAILABLE AT ALL TIMES. NO ORAL OR WRITTEN INFORMATION OR ADVICE GIVEN BY ICS OR AN ICS AUTHORIZED REPRESENTATIVE SHALL CREATE A WARRANTY OR IN ANY WAY INCREASE THE SCOPE OF THIS WARRANTY.

SHOULD CONTENT AND/OR DATA RELATED TO THE STYLEWARE SOFTWARE SUITE PROVE DEFECTIVE, YOU (AND NOT ICS OR AN ICS AUTHORIZED REPRESENTATIVE) ASSUME THE ENTIRE COST OF ALL NECESSARY SERVICING, EDITING, REPAIR OR CORRECTION.

ICS reserves the right and you expressly acknowledge and agree that ICS reserves the right to change, suspend or discontinue any (or all) aspects of the Styleware Software Suite at any time without liability, including availability of any feature. You expressly acknowledge and agree that

ICS may impose limits on the use of or access to certain features or portions of the Styleware Software Suite or restrict any user's access to any part or all of Styleware Software Suite, in all cases without notice or liability.

ICS, its officers, affiliates and subsidiaries shall not, directly or indirectly, be liable, in any way, to you or any other person for any inaccuracies, errors in or omissions in the data you use while using the Styleware Software Suite.

15. Limitation of Liability. YOU ACKNOWLEDGE AND AGREE THAT IN NO EVENT SHALL ICS, ITS RELATED COMPANIES, OFFICERS, DIRECTORS, EMPLOYEES, AGENTS AND SUPPLIERS BE LIABLE IN ANY WAY, DIRECTLY OR INDIRECTLY, TO YOU OR ANY OTHER PERSON FOR ANY DAMAGES WHATSOEVER (INCLUDING, WITHOUT LIMITATION, ANY DIRECT, INDIRECT, INCIDENTAL, CONSEQUENTIAL, SPECIAL OR EXEMPLARY DAMAGES, DAMAGES FOR LOSS OF BUSINESS PROFITS, BUSINESS INTERRUPTION, LOSS OF BUSINESS INFORMATION OR ANY OTHER PECUNIARY LOSS) ARISING OUT OF YOUR USE OR INABILITY TO USE, ACCESS OR INABILITY TO ACCESS ALL OR PART OF THE STYLEWARE SOFTWARE SUITE OR ANY CONTENT OR OTHER DATA FOR ANY REASON, EVEN IF ICS HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. SOME JURISDICTIONS DO NOT ALLOW THE LIMITATION OF INCIDENTAL OR CONSEQUENTIAL DAMAGES SO THIS LIMITATION MAY NOT APPLY TO YOU.

THE SOLE RECOURSE AGAINST ICS FOR ANY DEFECTS OR OTHER PROBLEMS WITH THE STYLEWARE SOFTWARE SUITE SHALL BE REPLACEMENT OF THE STYLEWARE SOFTWARE SUITE. ICS SHALL NOT BE OBLIGATED TO REPLACE THE STYLEWARE SOFTWARE SUITE IF ICS DETERMINES THAT THE DEFECT OR PROBLEM WAS CAUSED BY YOUR MISUSE, NEGLIGENCE, IMPROPER INSTALLATION, REPAIR, ALTERATION OR DAMAGE.

YOU EXPRESSLY ACKNOWLEDGE AND AGREE THAT THE SOLE RECOURSE AGAINST ICS FOR ANY DEFECTS OR PROBLEMS IN THE TRANSMISSION OF AND ACCESS TO THE CONTENT SHALL BE RE-TRANSMISSION OF THE CONTENT. ICS SHALL NOT BE OBLIGATED TO RE-TRANSMIT THE CONTENT IF ICS DETERMINES THAT THE DEFECT OR PROBLEM WAS CAUSED BY YOUR MISUSE, NEGLIGENCE, IMPROPER INSTALLATION, REPAIR, ALTERATION OR DAMAGE TO THE CONTENT OR TO THE STYLEWARE SOFTWARE SUITE.

IN ANY CASE, ICS'S CUMULATIVE LIABILITY TO YOU OR ANY OTHER PARTY FOR ANY LOSS OR DAMAGES RESULTING FROM ANY CLAIMS, DEMANDS OR ACTIONS ARISING OUT OF OR RELATING TO THIS AGREEMENT SHALL NOT EXCEED ONE MONTH'S FEE PAID BY YOU TO ICS FOR THE LICENSES FOR THE STYLEWARE SOFTWARE SUITE. THIS LIMITATION APPLIES TO ALL SOFTWARE, PRODUCTS, CONTENT, DATA, AND SERVICES RELATED TO THIS AGREEMENT.

YOU HEREBY RELEASE ICS FROM ANY AND ALL OBLIGATIONS, LIABILITY AND CLAIMS IN EXCESS OF THESE LIABILITY LIMITATIONS.

16. Indemnification. Notwithstanding any other provision of this Agreement, you agree to defend, indemnify and hold harmless ICS from and against any and all liabilities, losses, obliga-

tions, claims, damages, penalties, causes of action, costs and expenses (including, without limitation, attorneys' fees and costs) imposed upon, incurred by or asserted against ICS by you or any third party that result from: Content, access or a lack of access to your Content or your data or your account, damage or destruction of products due to your actions; your actions or inactions under or failure to comply with the Telephone Consumer Protection Act to any other applicable law related to personal information, privacy or Customer communication; acts of negligence, misconduct or misrepresentations by you, your employees or agents; your breach of any provision of this Agreement; or your failure to perform any acts required under your agreements with third parties.

17. Confidentiality. You acknowledge and agree that the Styleware Software Suite contains proprietary and confidential information that is protected by applicable intellectual property and other laws. Except as expressly authorized by ICS, you agree not to and agree not to allow any third party to: copy, decompile, modify, rent, lease, loan, sell, distribute, assign, sublicense, translate, reverse engineer, reverse assemble or otherwise attempt to discover any source code or algorithms, create derivative works from, grant a security interest in or otherwise transfer any right in the Styleware Software Suite, in whole or in part. You agree not to modify the Styleware Software Suite in any manner or form, or to use modified versions of the Styleware Software Suite. You agree not to use the Styleware Software Suite in any manner other than the manner which is authorized by ICS. The provisions of this section survive for three (3) years after any termination of this Agreement.

18. Trademarks; Service marks. Styleware™, Styleware Touch™, Salon Consolidator™, Styleware Vantage™, Net Check-In™, and salondata.com™ are trademarks and service marks of ICS. No right, license or interest in or to such marks or any other ICS mark is granted to you under this Agreement, and you agree that no such right, license or interest shall be asserted by you with respect to such marks and that you will not copy, distribute, display or otherwise use any ICS mark.

19. Export Law Assurances. You may not use or otherwise export or reexport the Styleware Software Suite or data except as authorized by United States law and the laws of the jurisdiction in which the Styleware Software Suite was obtained. You represent and warrant that (i) you are not located in a country that is subject to a U.S. Government embargo, or that has been designated by the U.S. Government as a "terrorist supporting" country; and (ii) you are not listed on any U.S. Government list of prohibited or restricted parties. You further agree to indemnify, defend and hold harmless ICS from any claim, action, liability, expense (including reasonable attorneys' fees and costs) arising out of your violation of any laws, rules or regulations of the United States or any other jurisdiction related to the use, copying, displaying, distribution, export or import of computer software or related data.

20. Translation. Any translation of this Agreement is done for local requirements and in the event of a dispute between the English and any non-English versions, the English version of this Agreement shall govern.

21. Breach of Agreement. You hereby agree that, in the event of any breach by you of any provision of this Agreement, including your payment obligations under this Agreement, ICS shall be

entitled to adopt against you any measure, including, but not limited to, seeking immediate injunctive relief and compensation for any loss or damage incurred by ICS arising out of your breach of the Agreement and including the right to collect all expenses of collection and recovery, including reasonable attorneys' fees.

22. Taxes. All prices are subject to the addition of any applicable federal, state or local sales and/or use taxes, which shall be paid by you.

23. Third Parties. It is understood and agreed that ICS shall have the right to contract with third party representatives to fulfill some or all of its obligations under this Agreement.

24. General Provisions. This Agreement shall be governed by the laws of the United States and the State of Minnesota. You and ICS hereby submit to the jurisdiction of any court in Minneapolis, Minnesota which may have subject matter jurisdiction over a claim relating to this Agreement, whether such matters arise in contract or tort or otherwise, and you hereby waive and agree not to assert, as a defense in any action, suit or proceeding that you are not subject to the jurisdiction of such courts or that the proceeding is brought in an inconvenient forum or that venue of the suit, action or proceeding is improper. If for any reason a court of competent jurisdiction finds any provision, or portion thereof, to be unenforceable, the remainder of this Agreement shall continue in full force and effect. The failure of either party to enforce rights granted hereunder or to take action against the other party in the event of any breach hereunder shall not be deemed a waiver by that party as to subsequent enforcement of rights or subsequent actions in the event of future breaches. ICS and any ICS authorized representatives shall not be liable for any failure to fulfill its obligations under this Agreement as a result of any action, wholly or partially beyond its control including, but not limited to, acts of God or of yours, or of civil commotion, terrorism, delays in transportation, material shortages, strikes, or any other labor disturbances.

25. Authorization Confirmation. You acknowledge and state that you are a Great Clips franchisee or its representative authorized to bind the franchisee to this Agreement.

26. Complete Agreement. This Agreement constitutes the entire agreement between the parties with respect to the Styleware Software Suite and supersedes all prior or contemporaneous understandings regarding such subject matter. No amendment to or modification of this Agreement will be binding unless in writing and signed by ICS.

Signed:
Innovative Computer Software
6321 Bury Drive Suite 1
Eden Prairie, Minnesota 55346
(952) 949-2507
(800) 735-1436 Customer Service & Support

APPENDIX A

MONTHLY FEE

Styleware Software Suite Fee (Required fee)	\$155.00
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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. - 8:30 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



Merchant Services: 1-888-963-3600

One Heartland Way, Jeffersonville IN 47130

Merchant Processing Agreement

Note: White Out is Not Acceptable on Merchant Applications

☐ New Merchant ☐ Additional Location Chain #: _____ ☐ New Owner/Existing HPS MID#: _____
Bank/Assn/VAR/RSP Affiliate Code: _____ Name of Affiliate: _____ Lead Generator ID #: _____
Relationship Manager: _____ Phone #: _____ Installer: _____ Phone #: _____

COMPANY INFORMATION

MERCHANT DBA NAME: _____ Store #: _____ # of Locations: _____
Address: _____ Customer Service No. For Lodging, Car Rental, MOTO Merchant: _____
City: _____ ST: _____ Zip: _____
DBA Phone: _____ Fax: _____
After Hours Contact Name: _____ Phone #: _____
Primary Contact Name: _____ Phone #: _____ ☐ DBA ☐ Home ☐ Cell
Authorized to Purchase: ☐ Yes ☐ No
Secondary Contact Name: _____ Phone #: _____ ☐ DBA ☐ Home ☐ Cell
Authorized to Purchase: ☐ Yes ☐ No
Language Preference (Please select ONE): ☐ English ☐ Spanish ☐ Mandarin ☐ Korean ☐ Vietnamese ☐ Cantonese ☐ Japanese ☐ Other: _____
Email Address: _____ Website Address: _____
(Heartland InfoCentral Admin User Email Address)
Email Contact: First Name: _____ Last Name: _____
(Heartland InfoCentral Admin User First Name) (Heartland InfoCentral Admin User Last Name)

LEGAL OR CORPORATE NAME: _____ Federal Tax ID/EIN: _____
(Please complete — must correspond with IRS filing name) (Must correspond with legal name)
Address: _____ City: _____ ST: _____ Zip: _____ Phone: _____
CORPORATE HEADQUARTERS/MANAGEMENT COMPANY NAME: _____ Phone: _____
(If Management Company; please provide a copy of the Management Agreement)
Address: _____ City: _____ ST: _____ Zip: _____ Fax: _____

FEE SCHEDULE

Service Requested	Discount Rate	Discount Per Item	Trans Fee Dial	Trans Fee IP	Application Processing Fee (Non-Refundable): \$	
VISA	%	\$	\$	\$	Annual Volume: \$	Average Ticket: \$
MasterCard	%	\$	\$	\$	☐ Cost Plus ☐ See Flat Rate Pricing Addendum	
Discover / JCB	%	\$	\$	\$	Discover SE number:	
PayPal	%	\$	\$	\$	PayPal Annual Volume: \$	PayPal Average Ticket: \$
PayPal eComm	%	\$	\$	\$	Customer Service Email (Required):	
PIN Debit			\$	\$	Plus Applicable Debit Network Fees	
American Express	%	\$	\$	\$	Annual Volume: \$ Average Ticket: \$	
					☐ OptBlue – See Industry Thresholds for eligibility if Volume is greater than \$1MM	
					☐ I opt out of receiving marketing material from American Express	
American Express Merchant #:				American Express Franchise Name:		Franchise CAP #:
☐ SMP Annual VI/MC/DS MAP sales volume \$50,000 or less. (If annual VI/MC/DS MAP volume exceeds \$50,000 annually, 0.50% will be added to the Monthly & Per Item Fees.) HPS reserves the right to change the monthly fee if processing volume is not consistent with volume listed on this app.						
☐ ASMP – Fee: ☐ Annual ☐ Monthly ☐ Installment Billing-Indicate Months: ☐ J ☐ F ☐ M ☐ A ☐ M ☐ J ☐ J ☐ A ☐ S ☐ O ☐ N ☐ D						
☐ HEARTLAND SIMPLE The fees specified in this Fee Schedule shall remain valid for six (6) months from the effective date of the Merchant Processing Agreement and thereafter are subject to change in accordance with the Terms and Conditions attached hereto.						
Note: Interchange, Dues and Assessments and Fees will be passed through. Also, this monthly fee will be titled as “Service & Regulatory Mandate Fee” on your monthly statements.						

ADDITIONAL SERVICES	Monthly Fee	Txn Fee Dial	Txn Fee IP
Gateway	\$	\$	\$
Wireless (Per Wireless Terminal)	\$		
☐ Merchant Link		\$ 0.0685	\$ 0.0458
Petroleum/Fleet		\$	\$
EBT (PIN Debit required for EBT)		\$	\$
☐ Surcharge Program (SP)	\$ 20.00		
PCI Non-Compliance Fee	\$ 125.00		
☐ Extended+ (Wells & Deutsche Only)	\$ 9.95		
Non-EMV Assessment Fee (VI/MC/Amex/Disc)		1.00 %	1.00 %
Cardholder SP Rate: 3.50% %	Merchant SP Discount: 10% %		

RECURRING FEES			SETTLEMENT	
Minimum Discount Fee (Even \$ Amount)	\$ 20.00		☐ Daily/Split	
Service & Regulatory Mandate Fee	\$ 33.5000		☐ Daily/Net	
Annual Fee	\$ 99.0000		☐ Monthly Disc Fee 5	3P
Chargeback Fee	\$ 25.0000			
Voice Auth Fee	\$ 0.6500			
EBT Programs (Note: FNS/FCS are not required for Cash Benefits only Setup):				
☐ Food Stamps & Cash Benefits ☐ Food Stamps Only ☐ Cash Benefits Only				
EBT State Required FNS/FCS/CA/AO#:				
Terminal Type:				
State Provided Terminal: ☐ Yes ☐ No			Serial #:	

INTERCHANGE QUALIFICATION

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

STATEMENT OPTIONS

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

CARD ACCEPTANCE

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

DEPOSIT METHOD

☐ Standard
☐ By Batch
☐ By Card Type

DISPUTE LETTERS

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

MERCHANT DETAIL

Type of Business (Required): ☐ Public ☐ Private

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

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

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

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

Do you currently accept Credit Cards: _____

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

Current Processor: _____ Current MID: _____

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

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

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

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

Does your company provide third party services for any other company to store, process or transmit card member data: ☐ Yes ☐ No

For additional information, go to: <https://www.heartlandpaymentsystems.com/resources>

Are you a Payment Facilitator / Payment Service Provider:

☐ Yes ☐ No

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

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

What Products and / or services do you provide: _____

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

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

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

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

Sales Method

On Premise Face to Face Sales	%
Off Premise Face to Face Sales	%
Mail Order Sales	%
Real-Time Internet Sales	%
Inbound Telephone Order Sales	%
Outbound Telephone Order Sales	%
Internet Keyed	%
Recurring Billing	%
Total = 100%	

Processing Method

Card Swiped	%
Keyed with Imprinted Receipt	%
Keyed without Imprinted Receipt	%
Total = 100%	
MOTO Card Type	
Percent of Domestic Transactions	%
Percent of Foreign Transactions	%
Total = 100%	
Percent of Gift Card Sales	%

Future Delivery*

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

*Includes advance reservations, deposits accepted for ordered merchandise shipped after payment, and services provided after payment including memberships and subscriptions. If 100% of the product and / or service are NOT delivered (not including mail time) within 24 hours of the time of sale, please indicate above.

Lodging / Resort: Select the following for all lodging merchants accepting reservations via an Internet Website:

☐ My business processes an authorization and/or charges a deposit when accepting reservations prior to the guest's arrival.

☐ My business only retains card information for use in the event of a NO SHOW; no authorization or deposit is obtained.

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

PCI COMPLIANCE

Is your business PCI Compliant: ☐ Yes ☐ No

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

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

PCI DSS and Card Network rules prohibit storage of sensitive authentication data after the transaction has been authorized (even if encrypted). If you or your POS system store, process, or transmit full cardholder's data, then you (merchant) must validate PCI DSS compliance. If you (merchant) utilize a payment application the POS software must be PA DSS (Payment Application Data Security Standards) validated where applicable. If you use a payment gateway, they must be PCI DSS Compliant. As required under the Payment Card Industry Data Security Standard (PCI DSS), I do hereby declare and confirm the following:

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

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

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

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

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

The signing merchant listed below is storing Sensitive Authentication Data** (even if encrypted) after the transaction has been authorized:

☐ Yes ☐ No ☐ N/A ☐ I have never accepted payment cards.

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

*An Account Data Compromise is any incident that results in unauthorized access to payment card data and/or Sensitive Authentication Data.

**Sensitive Authentication Data is security related information (Card Verification Values, complete Magnetic Stripe Data, PINs, and PIN blocks) that is used to authenticate cardholders.

Please note that if you have indicated that your organization has experienced an account data compromise in the past, a PCI DSS Level 1 Compliance Assessment may be required upon Heartland's request. A compromise of cardholder data from your location(s) may result in the issuance of fines and/or penalties by the card brand, for which you will be responsible under your Merchant Agreement, notwithstanding this Compliance Statement.

It is imperative that you notify Heartland immediately should the information on this Compliance Statement change.

IMPORTANT INFORMATION 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.

BENEFICIAL OWNER / OFFICER INFORMATION

Is any owner, officer, director, employee, or agent a current or former senior official in the executive, legislative, administrative, military, or judicial branch of any government (elected or not); a senior official of a major political party; an executive of a government-owned commercial enterprise; a family member of any of the foregoing officials; or a close personal or professional associate of any of the foregoing officials? ☐ Yes ☐ No If "yes," please attach details.

☐ Owner ☐ Officer ☐ Authorized Signer ☐ *Managing Agent *Please provide copy of Management Agreement
Name: _____ Title: _____ SSN: _____ Citizenship: ☐ U.S. ☐ NON-U.S.
Home Address: _____ City: _____ ST: _____ DOB (mm/dd/yyyy): _____
Home Phone: _____ Cell Phone: _____ Email: _____
Driver's License #: _____ Length at Home Address: _____ Business Equity Ownership: _____ %

☐ Owner ☐ Officer ☐ Authorized Signer ☐ *Managing Agent *Please provide copy of Management Agreement
Name: _____ Title: _____ SSN: _____ Citizenship: ☐ U.S. ☐ NON-U.S.
Home Address: _____ City: _____ ST: _____ DOB (mm/dd/yyyy): _____
Home Phone: _____ Cell Phone: _____ Email: _____
Driver's License #: _____ Length at Home Address: _____ Business Equity Ownership: _____ %

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

PERSONAL GUARANTY

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

X

(1) Personal Guarantor (signature) Date

X

(2) Personal Guarantor (signature) Date

DEBIT / CREDIT AUTHORIZATION

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

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

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

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

AGREEMENT ACCEPTANCE, CERTIFICATION AND CONSUMER REPORT AUTHORIZATION

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

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

Merchant authorizes HPS, any credit bureau or reporting agency employed by Acquirer, or any agents thereof, to investigate the references, statements or data provided by Merchant or the undersigned for purposes of all matters generally connected to this business relationship. I further certify that I have received, read, understand and agree to the Merchant Processing Agreement Terms and Conditions, Policies, Procedures, Rules and Requirements which together with this application shall constitute the agreement(s) between the parties. **I further certify that this business or any Owner/Officer has never been terminated by any of the Card Brands.**

X

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

X

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

THE TERM OF THIS AGREEMENT IS 36 MONTHS

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

HPS OFFICIAL USE ONLY

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

MEMBER BANK SPONSORS

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

MEMBER SPONSOR BANKS

Deutsche Bank Trust Company Americas

Cash Management

1 Columbus Circle, New York NY, USA 10019-8735

Email: COMPL.Card.Acquiring@list.DB.com

Wells Fargo Bank, N.A.

P.O. Box 6079

Concord, CA 94524

Phone: 1 (844) 284-6834

DEBIT CARD SPONSOR

PB&T Bank

301 West 5th Street

Pueblo, Colorado 81003

Phone: 1 (888) 728-3550

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

Revised: 10/19/22

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:

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



Bank Account Change Form (For Card and ACH Only)

White Out will not be accepted and will void this form

RETURN COMPLETED FORMS VIA ONE OF THE FOLLOWING:

Email To: BankAcctChange@Heartland.US Fax To: 800-390-2261

Mail To: One Heartland Way, Jeffersonville IN. 47130

MERCHANT / CLIENT ID NUMBER(S) TO BE CHANGED (REQUIRED)

For additional space, attach spreadsheet with the MID's and specific account information for each.

MERCHANT DBA NAME (REQUIRED)

LEGAL NAME (REQUIRED)

FEDERAL TAX ID (REQUIRED)

NEW BANK NAME

NEW BANK CITY, STATE, ZIP

NEW BANK PHONE NUMBER

MERCHANT DBA / LEGAL NAME AS IT APPEARS ON BANK ACCOUNT

NUMBER OF LOCATIONS

REQUIRED - FOR VALIDATION SECURITY PURPOSES YOU MUST PROVIDE THE CURRENT BANK ACCOUNT INFORMATION LISTED ON FILE WITH HEARTLAND.

DEPOSIT ACCOUNT NUMBER

DEPOSIT ROUTING NUMBER

WITHDRAW ACCOUNT NUMBER

WITHDRAW ROUTING NUMBER

NOTE: A BANK CHANGE FEE MAY APPLY FOR THIS TYPE OF UPDATE AS PER THE TERMS OF YOUR AGREEMENT.

IF UTILIZING HEARTLAND FOR CREDIT CARD PROCESSING COMPLETE THIS SECTION

NEW CARD PROCESSING ACCOUNT FOR DEPOSITS

ACCOUNT NUMBER

ROUTING NUMBER

☐ Checking ☐ Savings ☐ Other:

NEW CARD WITHDRAW ACCOUNT (If separate from Deposit)

ACCOUNT NUMBER

ROUTING NUMBER

☐ Checking ☐ Savings ☐ Other:

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

DO YOU ACCEPT PETRO:

☐ YES ☐ NO

IF YES, ARE DEPOSITS MADE DIRECTLY TO FUEL SUPPLIER:

☐ YES ☐ NO

FUEL SUPPLIER NAME

☐ EXTENDED*: MONTHLY PROGRAM FEE: \$9.95

*Wells Fargo Sponsored Merchants Only.

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

**REQUIRED: A VOIDED CHECK, BANK LETTER OR
VERIFICATION OF BUSINESS FORM IS REQUIRED FOR
EACH NEW BANK ACCOUNT NUMBER.**

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

DATE

X
OWNER / OFFICER / AUTHORIZED SIGNER / MANAGING AGENT SIGNATURE

Note: Signer must be the original signer of the Heartland Merchant Processing Agreement and/or provide a letter of authorization

☐ Owner ☐ Officer ☐ Authorized Signer
☐ Management Agent (Please provide copy of Management Agreement)

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 business 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: _____

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 utilize 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 Heartland's 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

EXHIBIT K

Stored Value Systems, Inc. – Participation Agreement

PARTICIPATION AGREEMENT

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

WHEREAS, Franchisor and Stored Value Solutions, Inc. ("SVS") have entered into that certain Services Agreement (the "Services Agreement") dated **June 28th, 2005**, for SVS to provide services in connection with Franchisor's Cash Card Program where by Cash Cards are issued to the customers for use as gift certificates, promotional cards and store credit; and

WHEREAS, the Services Agreement provides that Participant may participate in the Cash Card Program by executing this Participation Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Franchisee hereby covenants and agrees to SVS as follows:

1. **Participation in Cash Card Program.** By entering into this Agreement, Participant elects and agrees to participate in the Cash Card Program and agrees to be bound by the terms and provisions of the Services Agreement applicable to Participant, as the same may be amended from time to time, including without limitation, its obligation to make payment of all amounts owed by Participant in connection with the Cash Card Program.
2. **ACH Authorization.** Participant understands and agrees that amounts due and owing from Participant to SVS in connection with the Cash Card Program will be automatically debited from Participant's designated bank account(s) by ACH. Participant understands and agrees that SVS is acting as settlement agent for Participant and other participants in the Cash Card Program for the settlement of Cash Card redemptions between Cash Card Program participants. Accordingly, SVS will initiate ACH debits from and credits to Participant's designated bank account(s) for amounts due to/from Participant for redemptions of Cash Cards. In order to set up the ACH settlement process, Participant will complete and transmit electronically to SVS an information spreadsheet in the form provided by SVS. Participant also will complete and sign an ACH Authorization Form, in the form provided by SVS, and will send the original to Participant's bank and a copy to SVS. While the Cash Card Program is in effect, Participant will provide updated information and forms as requested by SVS, including, such information and forms as needed for any new locations opened by Participant.
3. **Funding.** Participant acknowledges, agrees and understands that proper funding of its designated bank account(s) for the Cash Card Program is necessary to ensure fair and efficient administration of the Cash Card Program. Participant agrees to ensure that its bank accounts are properly funded for the ACH settlement process and for ACH debits of settlement fees owed to SVS.
4. **Confidentiality.** Participant acknowledges that the Services Agreement is confidential and that Participant may be provided access to other Confidential Information of SVS. Participant agrees to maintain the confidentiality of all SVS Confidential Information in accordance with the confidentiality provisions in the Services Agreement.
5. **No Assignment.** This Participation Agreement is not assignable, in whole or in part, without the prior written approval of Franchisor and SVS.
6. **Compliance with Laws.** Participant is responsible for complying with all applicable laws relating to its Cash Card Program, including, without limitation, unclaimed property laws and consumer protection laws.
7. **Miscellaneous** All capitalized terms not defined herein shall have the meaning attributable thereto in the Services Agreement.

IN WITNESS WHEREOF, the undersigned has executed this Participation Agreement as of the ____ day of _____, 20__.

PARTICIPANT Legal Entity: _____

Entity address _____

By: _____

Printed Name: _____

Title: _____

ACH AUTHORIZATION FORM

AUTHORIZATION TO HONOR ACH ELECTRONIC CREDITS AND DEBITS BY AND TO STORED VALUE SOLUTIONS, INC.

To: _____

(Name of Bank)

Date: _____

(Branch and Telephone #)

(City, State, Zip)

(Routing number on bottom of Company's check, 9-digits)

As a mutual convenience to this Company and to Stored Value System, Inc., Company hereby requests and authorizes Bank to honor ACH electronic debits from STORED VALUE SOLUTIONS, INC. and to honor ACH electronic credits payable to Company and adjustments to any ACH electronic debits made in error to Company's account as described below.

Company agrees that, with respect to each such ACH electronic credit or debit, Bank shall be under no obligation to furnish Company with any special advice or notice in writing or otherwise of same.

This authority is to remain in effect until revoked by Company in writing to Bank and STORED VALUE SOLUTIONS, INC., and until Bank and STORED VALUE SOLUTIONS, INC. actually receive such notice, Company agrees that Bank shall be fully protected in honoring any such ACH electronic credit or debit.

Company further agrees that if any ACH electronic debit or credit be dishonored, Bank shall be under no liability whatsoever.

COMPANY INFORMATION

(Checking Account Number)

(Printed name of Authorized Depositor)

(Company Name on Account as listed with Bank)

(Signature of Authorized Depositor)

DBA Company Name and Store Number

(Telephone Number)

Email: _____

Instructions to Company:

Please complete this form including the store number and have it signed by the Company's representative who is authorized on your Bank account (Authorized Depositor). Send the original to your Bank.

Send a copy of this form WITH AN ATTACHED COPY OF A VOIDED CHECK (by either mail or fax) to:

Fax to: SVS Retail Ops: 502-326-4684

Or Mail to:

**Stored Value Solutions, Inc.
Retail Operations Department
101 Bullitt Lane, Suite 305
Louisville, KY 40222**

EXHIBIT L

Lease Documents

ASSIGNMENT AND ASSUMPTION OF LEASE

THIS ASSIGNMENT AND ASSUMPTION OF LEASE (“Agreement”) is made and entered into this ____ day of _____ 20 ____ (“Effective Date”), by and between Great Clips, Inc., a Minnesota corporation (“Assignor”) and _____, a _____ (“Assignee”).

RECITALS

A. By a lease dated _____, 20____, (“Lease”), _____ (“Landlord”) leased to Assignor, as tenant, a certain Premises that consists of approximately _____ (_____) square feet of leasable floor area within a retail development commonly known as the _____ Shopping Center located in _____.

B. Assignor, as tenant, desires to assign all of its right, title and interest in the Lease to Assignee, and Assignee desires to accept the assignment and assume all of Assignor’s obligations under the Lease, all as set forth in this Agreement.

AGREEMENT

NOW THEREFORE, in consideration of the mutual covenants contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

1. Assignment. Assignor hereby assigns to Assignee all of Assignor’s rights, title and interest as tenant in and to said Lease, the Premises covered by the Lease and the leasehold improvements, if any, contained therein. Assignor hereby agrees to indemnify and hold Assignee harmless from and against any and all liabilities, claims, damages, costs and expenses arising from or relating to the obligations of tenant arising under the Lease prior to the Effective Date.

2. Assumption. Assignee hereby accepts the assignment and assumes all of the obligations of the Assignor in, to, and under the Lease. Assignee agrees to be bound by all the provisions of the Lease and will keep and perform promptly each and every term, covenant and condition of the Lease which is to be kept and performed by the tenant under the Lease, specifically including, but not limited to, the obligation to pay rent, operating expenses and any other amounts owed by tenant under the Lease, the obligation to use the Premises solely for the use permitted under the Lease, and the obligation to pay any reconciliation of operating expenses. Assignee hereby agrees to indemnify and hold Assignor harmless from and against any and all liabilities, claims, damages, costs and expenses (including, without limitation, reasonable attorney’s fees, expenses and court costs) arising from or relating to Assignee’s actions, the obligations of tenant arising under the Lease from and after the Effective Date, any breach of this Agreement or the Lease by Assignee, and/or the enforcement of this Agreement by Assignor. Assignee shall have the sole obligation to comply with any and all requirements to exercise any renewal options provided in the Lease, including providing Landlord with timely notice that Assignee intends to exercise a renewal option. In the event Assignor remains liable under the provisions of the Lease,

Assignor agrees to countersign, along with Assignee, any renewal if required by the Landlord.

3. Representations. Assignor represents that (a) it is not in default under the Lease, and (b) the Lease constitutes the entire agreement between Landlord and tenant with respect to the Premises and that there exist no other understandings and agreements in connection herewith. Assignee acknowledges that it has read a copy of the Lease, and has had the opportunity to review the Lease with counsel of its choice in regard to the Lease by Assignor, its employees or agents.

4. Condition of the Premises. Assignee accepts the Premises "as is" except as may be expressly provided in this Agreement.

5. Security Deposit. In the event that a security deposit is owed under the Lease, Assignee shall be responsible for the payment of the entire security deposit. At the discretion of Assignor, Assignee shall either pay Landlord directly or shall reimburse Assignor for the entire security deposit immediately upon written request from Assignor.

6. Further Assignment. Assignee shall not assign or sublease its interest as tenant under the Lease without the written permission and consent of Assignor, which consent shall not be unreasonably withheld. In the event of such assignment or subleasing, the Assignee, the principal owners of Assignee or any guarantors of Assignee shall not be released from liability hereunder.

7. Joint and Several Obligations. If the Assignee is more than one individual or entity, the obligations under this Agreement shall be joint and several.

8. Liability of Principal Owners. If the Assignee is a corporation or limited liability company, Exhibit A – Liability of Principals should be executed and attached hereto by each principal owner of Assignee; and is incorporated herein by reference. In addition, each principal owner of Assignee shall execute a separate written guaranty of the Lease as requested by Landlord.

9. Franchisor Rights of Great Clips. Notwithstanding anything to the contrary contained in this Agreement, Assignee agrees that the rights available to Assignor under the Lease as franchisor of Assignee shall continue in force and effect as rights of Assignor.

10. Entire Agreement. This Agreement contains all prior negotiations and understandings between the parties and constitutes their entire agreement, which may only be modified in writing executed by the parties.

11. Choice of Law and Jurisdiction. This Agreement shall be governed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota. The parties submit and consent to personal jurisdiction of the state court of Minnesota and the federal courts located in Minnesota for the enforcement of this Agreement and waive any and all personal rights under the laws of any state or the United States of America to object to jurisdiction in Minnesota.

IN WITNESS WHEREOF, the parties have caused this Assignment and Assumption

Agreement to be executed the day and year first above written.

ASSIGNOR:

GREAT CLIPS, INC.

By: _____

Print: _____

Its: _____

ASSIGNEE:

By: _____

Print: _____

Its: _____

EXHIBIT A
LIABILITY OF PRINCIPALS

The undersigned are the principal owners of _____, the company named as Assignee in the Assignment and Assumption of Lease dated _____ (“Assignment”), under which Great Clips, Inc., is named assignor.

It is acknowledged that we will benefit from the Assignment and further that Great Clips, Inc., as part of the consideration for the assignment has required this indemnification.

We therefore agree:

1. That the undersigned personally, jointly and severally, agree to indemnify and hold harmless Great Clips, Inc. from and against any and all liabilities, claims, damages, costs and expenses (including, without limitation, reasonable attorney’s fees, expenses and court costs) arising from or relating to Assignee’s actions, the obligations of tenant arising under the Lease from and after the effective date of the Assignment, any breach of this agreement by the undersigned, and/or the enforcement of this agreement, the Assignment or the lease by Great Clips, Inc.

2. That Great Clips, Inc. may, at its option, look solely to the undersigned for indemnification without seeking recourse against the Assignee and that such election shall not, in any event, release Assignee from liability under this Assignment.

3. No action or inaction of Great Clips, Inc. shall be deemed a waiver of its right to contest any claim for indemnification under this agreement, unless provided in a writing to such effect signed by Great Clips, Inc.

4. This agreement shall be governed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota. The parties submit and consent to personal jurisdiction of the state court of Minnesota and the federal courts located in Minnesota for the enforcement of this agreement and waive any and all personal rights under the laws of any state or the United States of America to object to jurisdiction in Minnesota.

IN WITNESS WHEREOF, the undersigned have executed this agreement this _____ day of _____ 20 _____.

LEASE ADDENDUM

ADDENDUM to that certain lease dated the ____ day of _____, _____, (hereinafter “Lease”) by and between _____ (hereinafter “Landlord”), and _____ (hereinafter “Tenant”). For that certain premises referred to as _____ Shopping Center located in _____, _____ (hereinafter “Premises”).

WHEREAS, the parties desire to amend and/or add to the terms of the Lease.

NOW THEREFORE, the parties agree as follows:

1. ADDENDUM PREVAILS.

The provisions of this Addendum shall be incorporated into the provisions of the Lease as if fully set forth therein. Notwithstanding any provision in the Lease that may be inconsistent with or contradict any provision of this Addendum, the provisions of this Addendum shall prevail over any such provisions in the Lease.

2. RENT COMMENCEMENT DATE.

The Rent Commencement Date shall be the earlier of (a) or (b) below:

- (a) 60/90/120 days after the latest of the following: (1) the delivery date of the Premises to Tenant by Landlord; and (2) the date that all governmental permits and approvals are received that are needed for the completion of the construction of Premises; and (3) the date that Landlord approves the plans created by Tenant for the construction of the Premises; and (4) delivery of a fully executed lease to Tenant; or
- (b) the date on which Tenant opens the Premises for business to the general public.

3. OPENING REQUIREMENT.

Tenant shall not be required to open for business or pay rent or other charges unless _____ is open. If Tenant chooses to open before the above listed have opened, Tenant shall pay only Common Area Charges, and no minimum rent or other charges until the above listed is open.

4. HOURS.

Tenant's operating hours shall be 9:00 a.m. to 9:00 p.m. Monday through Friday, a minimum of nine hours on Saturday and five hours on Sunday set by Tenant. Tenant may elect to be open or closed on holidays as dictated by their Franchise Agreement with Great Clips. Tenant's operating hours may be increased as deemed necessary by Tenant. In addition, Tenant's operating hours may be changed to standard operating hours adopted by Great Clips.

5. DELIVERY DATE.

The anticipated delivery date of the Premises to Tenant is _____. In the event that the delivery date has not occurred by the ____ day of _____, 20____, Tenant may terminate this Lease and be relieved of all obligations and responsibilities hereunder. The delivery date is

the date that possession of the Premises is delivered to Tenant with all work, if any, to be performed by Landlord completed.

6. PUNCH LIST.

Tenant has 30 days after the delivery date to provide Landlord with a list ("Punch List") of any defects, incomplete or unsatisfactory items with respect to Landlord's work. Landlord must cure any Punch List items within 30 days after receipt of the Punch List. This time provision does not apply to warranty items or latent defects (including any items which are not reasonably capable of inspection due to seasonal conditions or weather such as HVAC and any exterior work), and during the Term may report to Landlord any warranty items or latent defects in Landlord's Work which need repair. Landlord must repair any warranty items or latent defects in Landlord's Work within 30 days after receipt of written notice from Tenant thereof, or such additional time as is reasonably necessary to complete the repairs, so long as Landlord commences repairs within the 30-day period and diligently prosecutes the repairs to completion.

7. USE.

The permitted use shall be as the operation of a unisex family hair salon and the sale of products related thereto.

8. EXCLUSIVE USE.

Landlord covenants and agrees that during the Term, Tenant will have the exclusive right in the Shopping Center to operate a hair cutting and styling salon ("Tenant's Exclusive"). During the Term, Landlord may not lease any space in the Shopping Center to any other tenant who engages in Tenant's Exclusive, including but not limited to: any salon brand owned and operated by Regis Corp, Hair Cuttery, Fantastic Sams, Sport Clips; or salons that specialize in kids cuts; or barber shops; or beauty schools; or full service salons; and Landlord may not permit or consent to, either explicitly or implicitly, any other tenant(s) engaging in Tenant's Exclusive in the Shopping Center. Landlord agrees to enforce Tenant's Exclusive against other tenants in the Shopping Center and the area herein defined using all reasonable legal means. If Landlord or any other tenant violates Tenant's Exclusive, the Rent due from Tenant during the period of the violation will be reduced by 50%. If the violation is not cured within six months, Tenant may terminate this Lease upon written notice to Landlord, or continue to occupy the Premises with all Rent abated until the violation is cured. Tenant is also entitled to injunctive relief, as well as all other remedies available at law or at equity.

9. RADIUS RESTRICTION.

In the event the Lease contains a restriction on the right of Tenant to operate another hair salon within the proximity of the Premises, such clause shall be deleted from the lease.

10. TENANT'S SIGNS.

Landlord approves the use by Tenant of the exterior storefront signage and the window LED signage as set forth in Exhibit ____; provided that this signage shall be subject to governmental regulations. Landlord also approves the periodic use by Tenant of professionally prepared banners and cheater signs and a Grand Opening balloon and/or banner. In addition, Tenant may install Tenant's pylon signage on both sides of the Shopping Center pylon in a location determined by Landlord.

11. COMMON AREA CHARGES.

For purposes of this Lease, Tenant's proportionate share of Common Area Charges and/or Real Estate Taxes shall initially be _____. In no event shall Tenant's proportionate share of these costs be greater than _____ at any time during the Term.

Notwithstanding anything to the contrary included in the definition of Common Area Charges, Tenant's proportionate share of Common Area Charges shall not increase each calendar year by more than 5% over the immediately preceding calendar year, excluding the costs of security, snow removal, common area utilities and insurance.

Common Area Charges shall not include any (i) capital expenditures which, in accordance with generally accepted accounting principles, are not fully chargeable to current expense in the year in which the expenditure is incurred, (ii) costs of utilities for other tenants in the Shopping Center, (iii) principal or interest payments on loans secured by mortgages on the Shopping Center or any part thereof; (iv) depreciation or amortization of any capital assets, (v) the cost of any special service provided to a tenant of the Shopping Center which is not provided generally to the tenants of the Shopping Center, (vi) the cost of remediating any Hazardous Materials present in, on or under the Shopping Center, (vii) costs and expenses incurred in connection with leasing space in the Shopping Center, including, but not limited to, leasing commissions, advertising and promotional expenses, legal fees for preparation of leases, rents payable with respect to any leasing office, court costs and legal fees incurred to enforce the obligations of other tenants under leases of the Shopping Center, (viii) costs recoverable by Landlord pursuant to its insurance policies, (ix) costs resulting from defects in design, construction or workmanship of the Shopping Center and Landlord's Work and the materials used in same, (x) costs due to Landlord's default under this Lease, (xi) costs due to the negligence of Landlord, its employees, agents, contractors and assigns and (xii) costs of Shopping Center promotions or marketing.

Common Area Charges shall not include any management fees or administrative charges.

Tenant may audit, inspect and copy the books and records of Landlord with respect to any costs or item which is passed through to Tenant upon 10 days advance, written notice by Tenant to Landlord. Landlord must cooperate with Tenant in providing Tenant reasonable access to its books and records during normal business hours for this purpose. If the results of the audit show an overcharge to Tenant of more than 3% of the actual amount owed by Tenant, then Landlord must pay the reasonable costs of such audit and, within 30 days of completion of such audit, Landlord must credit or refund to Tenant, at Tenant's election, any overcharge discovered by the audit, together with interest, at the rate of 12% per annum, accruing on the amount of the overcharge from the date payment was made by Tenant. If such audit discloses an undercharge to Tenant, Tenant must pay Landlord the amount of such undercharge within 30 days of completion of such audit.

12. REAL ESTATE TAX EXCLUSIONS.

Real Estate Taxes shall not include late payment penalties, fees or interest, nor the following taxes: income, excess profits, estate, single business, inheritance, succession, transfer, capital or other tax assessments upon Landlord or the Rent payable under this Lease.

13. SPECIAL ASSESSMENTS AND DEVELOPMENT COSTS.

In the event that during the Lease Term any governmental entity makes any improvement and assesses any portion of the Shopping Center therefore, Tenant shall be liable only for so much of its pro-rata share as the remainder of the Lease Term relates to the useful life of such improvement. In addition, if the special assessments may be paid in installments, Tenant shall have the option of paying its pro-rata share of the assessments in like installments.

Tenant shall not be required to pay special assessments or costs related to the development or redevelopment of the Shopping Center, future buildings or surrounding areas. These costs include, but are not limited to, all costs for on-site or off-site improvements, park or park dedication fees, initial landscaping costs, utility connection charges, trunk utility fees, fire or police department charges, civil defense fees and other development or governmental related fees, costs or charges. Such costs shall be the obligation of Landlord.

14. LANDLORD MAINTENANCE AND REPAIRS.

Landlord covenants and agrees to maintain in good, watertight condition and repair, at its expense without reimbursement or contribution by Tenant (except as otherwise may be provided herein), the foundations, exterior and structural systems of the Shopping Center and Premises, including, without limitation, the roof, roof membrane, roof covering (including interior ceiling if damaged by leakage), load-bearing walls, floor slabs and masonry walls and the exterior paint, and also the plumbing, electrical, sprinkler and other utility lines and systems servicing the Premises, all in a first class condition in accordance with other similar retail space located in the metropolitan area where the Premises is located and in compliance with all governmental regulations. Landlord shall maintain and keep in good condition, order and repair all common areas of the Shopping Center, including, but not limited to, all parking facilities, driveways and walkways located within the Shopping Center, in a first class condition in accordance with other similar retail space located in the metropolitan area where the Premises is located and in compliance with all governmental regulations. This obligation includes the prompt removal by Landlord of snow, ice, trash and other items from parking facilities, driveways and walkways (including walkways located in front of the Premises and adjacent spaces) in accordance with standard practices.

If the Premises become or are out of repair and not in good condition due to either the failure of Landlord to comply with the terms of this Section or a latent defect, then Landlord must perform or cause to be performed any and all repairs or replacements necessary to restore the Premises to a state of good condition and repair. If any repairs or replacements required of Landlord hereunder are not completed within 10 days after Landlord has received written notice from Tenant of such state of disrepair or if such repairs cannot reasonably be completed within such 10 day period and Landlord fails to begin such repairs or replacements within 10 days after notice and proceed diligently thereafter to completion, then Tenant may prosecute such repairs itself and apply the cost of such repairs against the next maturing monthly installment(s) of Rent due hereunder. Notwithstanding the foregoing, in the case of an emergency Tenant may immediately prosecute any and all necessary repairs and offset the cost of such repairs against the next maturing monthly installment(s) of Rent due hereunder, but Tenant must notify Landlord of the emergency and related repairs as soon thereafter as is reasonably practicable.

15. TENANT REPAIRS.

Tenant is not responsible for such repairs and maintenance if the need for such repairs or maintenance results from: (i) Landlord's failure to perform its obligations hereunder; (ii) the act or neglect of Landlord or those claiming by, through or under Landlord; (iii) damage by fire or other casualty covered by Landlord's insurance; or (iv) movement or settling of the building in which the Premises is located. In any such events, Landlord is responsible for such repairs.

16. INDEMNIFICATION.

Landlord hereby agrees to indemnify and hold harmless Tenant from and against any and all claims, demands, liabilities, and expenses, including attorney's fees, arising from Landlord's obligations or active use of the Shopping Center or Common Areas or from any act negligently permitted, or any negligent omission to act, in or about the Shopping Center or Common Areas by Landlord or its agents, employees, contractors, or invitees, or from any breach or default by Landlord of this Lease, except to the extent caused by Tenant's negligence or willful misconduct. If any action or proceeding is brought against Tenant by reason of any such claim, Landlord must defend the same at Landlord's expense by counsel reasonably satisfactory to Tenant.

Tenant shall have no obligation to indemnify and hold Landlord harmless from any claims, damages, costs, expenses or losses that are a result of any negligent or intentional misconduct or omission of Landlord or any of its employees or agents. In addition, Tenant's obligations to indemnify and hold Landlord harmless from causes other than Tenant's negligent or intentional misconduct shall be limited to the extent of insurance proceeds required to be maintained under the terms of the Lease. The indemnification provisions under this Section are subject to the release and waiver of liability and subrogation provisions set forth in the Lease.

17. UTILITY SERVICE.

Landlord, at its cost, shall provide all water, sanitary sewer, electrical, gas and telecommunication utility lines to the interior of the Premises on or before the delivery date. All utility lines to the Premises shall be separately metered or submetered at no cost to Tenant.

Tenant shall not be required to pay any hook up, access or impact fees, trunk fees, sprinkler fees, fire department fees or any other charges in order to obtain any utility service to the Premises, including, but not limited to, any such fees or charges for plumbing, water, sewage, electrical service or fire protection. Such fees and charges shall be the sole obligation of Landlord.

In the event the disruption of any utility service shall render the Premises 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: Real Estate Department, 4400 West 78th Street, Suite 700, Minneapolis, MN 55435 or such other address as may be given to the Landlord from Great Clips.

Landlord shall provide a copy of a fully executed Lease within 10 days after execution to Great

Clips at the above address.

(d) Landlord agrees to give Great Clips written notice of any Tenant defaults under the Lease that could give rise to a right to terminate this Lease. This notice shall specifically reference the default and what action is needed to cure. Prior to termination of the Lease, Great Clips shall have the right, but not the obligation, to cure the default within 20 days after the later of: (1) the date Tenant's right to cure expires under the Lease; or (2) the date that Great Clips is provided written notice of default from Landlord. For non-monetary defaults, provided that Great Clips commences the cure within the above time period, the cure period shall be extended so long as Great Clips diligently works to cure the non-monetary default. The right of Great Clips to cure a default under this subsection is in addition to the right to assume the Lease under subsection 19(a).

(e) If the default under the Lease is due to the bankruptcy of Tenant, Landlord shall not consent to an assignment or assumption of the Lease that is in violation of applicable bankruptcy laws.

(f) Landlord acknowledges that value of the Great Clips national brand is derived from the ability to provide uniform products and services and the uniform appearance of its brand, signs, store concept and leasehold improvements. As a result, Landlord shall, without charge, permit Tenant to comply with standard changes and updates by Great Clips to its brand, signs, store concept and leasehold improvements; provided that such changes and updates are not in violation of the terms of the Lease. In the event that Landlord approval for such changes and updates is required under the Lease, such approval shall not be unreasonably withheld.

(g) Great Clips shall have the right, but not the obligation, to enter the Premises to take any action necessary, without damage to the Premises, to protect the Great Clips brand and its trademarks within thirty (30) days after Great Clips receives a notice of termination or expiration of the Lease from Landlord, including, but not limited to, the right to remove, alter or repaint any signage or proprietary items identifying Great Clips. Any material alterations, design or color changes shall require prior Landlord approval, which approval shall not be unreasonably withheld.

(h) Landlord shall not allow Tenant to assign, sublet or transfer its interest in the Lease and the Premises without the written approval of Great Clips.

(i) Upon the written request from Great Clips, but not more than two times per calendar year, Landlord will give Great Clips copies of all information submitted to Landlord by Tenant, including, but not limited to, all financial statements and sales reports.

(j) Landlord and Tenant acknowledge and agree that Great Clips is an intended third party beneficiary of the rights granted Great Clips in this Section and the assignment provision.

20. HEATING, VENTILATION AND AIR CONDITIONING.

(a) Landlord, at its cost, shall maintain, repair and replace the heating, ventilation and air condition system serving the Premises.

(b) Landlord warrants that the heating, ventilation and air condition systems shall be new and free from defect in material and workmanship for a period of one year from the Rent Commencement Date.

21. CODE COMPLIANCE.

Landlord warrants that at the time Landlord grants possession to Tenant the Premises shall comply with all applicable codes.

22. COMPLIANCE WITH LAWS AND REGULATIONS.

Tenant shall in no event be obligated to make or pay the cost of any structural change, repair, alteration or addition to its Premises if such is required generally of retail stores in shopping centers by governmental entity or insurance underwriter or similar entities. Tenant shall make and pay the cost of any non-structural change, repair, alteration or addition to its Premise required exclusively of hair salons in shopping centers by governmental entity, insurance underwriters or similar entities. Nothing contained herein shall negate Landlord's or Tenant's right to challenge any such requirement in administrative and/or judicial proceedings.

23. TENANT DEFAULT.

Tenant shall not be deemed to be in default of any terms of the Lease until Tenant's receipt of advance written notice of such default from Landlord. Such notice period shall be 10 days in the event of a monetary default and 30 days in the event of a non-monetary default.

In the event of default, the Landlord warrants that it will use reasonable best efforts to relet and mitigate all damages.

No amounts due by Tenant pursuant to the Lease, shall be accelerated prior to their due date, however, nothing contained herein shall be deemed to limit any other right or remedy of the Landlord in the event of default as set forth in the Lease.

24. LANDLORD DEFAULT.

If Landlord should be in default in the performance of any of its obligations under this Lease, which default continues for a period of more than 30 days after receipt of written notice from Tenant specifying such default, or if such default is of a nature to require more than 30 days for remedy and continues beyond the time reasonably necessary to cure (and Landlord has not undertaken procedures to cure the default within such 30 day period and diligently pursued efforts to complete cure), in addition to any other remedy available at law or in equity, Tenant may at its option, upon written notice, cure Landlord's default and either offset the reasonable and necessary cost thereof from Tenant's next succeeding rental payments or require Landlord to reimburse Tenant for such cost within 30 days of receipt of an invoice.

25. MUTUAL RELEASE.

Landlord and Tenant hereby release one another and their respective partners, officers and employees and property manager from any and all liability (to the other or anyone claiming through or under them by way of subrogation or otherwise) for any loss or damage covered by property insurance or coverable by a customary policy of insurance even if such loss or damage shall have been caused by the fault or negligence of the other party, or anyone for whom such party may be responsible.

26. CONDEMNATION.

In the event of condemnation of the Premises, Tenant shall be entitled to claim, prove and receive

in such condemnation proceedings, or other proceedings in the event of a conveyance in lieu of condemnation, damages for its relocation costs, improvements, fixtures and other equipment installed by Tenant, together with any award for loss of business and leasehold interests.

27. SUBORDINATION.

Landlord covenants and warrants that any mortgage, deed of trust, ground lease or other lien or lease now on the Premises provides, that any mortgage, deed of trust, ground lease or other lien or lease placed thereon during the term of this Lease or thereafter, or any extension thereof, shall provide that in the event any of the foregoing shall be foreclosed, or as a result of the exercise of any rights thereunder the holder of the same shall acquire the Landlord's interest in and to the Premises, the holder shall recognize the validity and continuance of this Lease, provided that Tenant shall not be in default, so as to allow termination, beyond the period in which Tenant may cure default.

28. CENTER VACANCIES.

In the event that at any time during the period of this Lease or any extension thereto, 50% or more of the leaseable space in the Shopping Center becomes vacant and remains vacant for a period of 90 days, then Tenant shall have the right to terminate this Lease upon 30 days' notice.

29. CHANGES TO CENTER.

In no event shall Tenant's position or location within the Shopping Center, or its position or location in relation to the major anchor tenants or major tenant's entrances, and/or ingress or egress, or its access and/or accessibility, or parking, or the visibility of its store, display window and/or signs, be changed without the prior written approval of Tenant.

30. CONSENT.

Landlord and Tenant covenant and agree that whenever, pursuant to the terms of the Lease, the consent, satisfaction, determination or approval is required or permitted of Landlord or Tenant, such consent, satisfaction, determination or approval shall not be unreasonably determined, withheld or delayed.

31. HAZARDOUS SUBSTANCES.

Landlord represents and warrants that there are no hazardous or potentially hazardous materials in or about the Premises and/or the building or Shopping Center of which the Premises are a part of, including but not limited to radon, radiation, asbestos, asbestos containing materials, PCB's and PCB containing materials and CFC's. Landlord agrees to indemnify and hold harmless Tenant from all loss, cost, expense and damage (including reasonable attorneys' fees) incurred by Tenant as a result of Landlord's breach of the representations and warranties as set forth in this Section. Tenant shall not be responsible for any hazardous materials existing on the Premises prior to Tenant's possession or brought onto the Premises by a party other than Tenant, its employees, agents, licensees or invitees.

32. ATTORNEY'S FEES.

If at any time during the Term of this Lease either Landlord or Tenant institutes any action or proceeding against the other relating to the provisions of this Lease, or any default hereunder, the unsuccessful party in such action or proceeding agrees to reimburse the successful party for the reasonable expenses of attorneys' fees and disbursements incurred therein by the successful party.

Such reimbursement must include all legal expenses incurred prior to trial, at trial and at all levels of appeal and post-judgment proceedings.

33. QUIET ENJOYMENT.

Landlord warrants that Tenant or any permitted assignee or sublessee of Tenant, upon the payment of the Rent and performance of the covenants hereunder, will and may peaceably and quietly have, hold and enjoy the Premises and improvements thereon during the Term or any renewal or extension thereof. Additionally, Landlord may not take any action that will interfere with Tenant's intended use of the Premises, parking, signage, or ingress or egress to and from the Premises or across the Shopping Center. Landlord shall not place "For Rent" signs at the Premises during the Term.

34. FORCE MAJEURE.

If Landlord or Tenant is delayed, hindered in or prevented from the performance required hereunder by reason of strikes, lockouts, labor troubles, failure of power, riots, insurrection, war, acts of God, or other reason of like nature not the fault of the party delayed in performing work or doing acts (hereinafter "Permitted Delay" or "Permitted Delays"), such party will be excused from such performance for a period of time equivalent to the delay caused by such Permitted Delay. Notwithstanding the foregoing, any extension of time for a Permitted Delay will be conditioned upon the party seeking an extension of time delivering written notice of such Permitted Delay to the other party within 10 days of the event causing the Permitted Delay, and the maximum period of time which Landlord may delay any act or performance of work due to a Permitted Delay will be 60 days

35. LANDLORD'S SECURITY INTEREST.

Landlord shall not take any interest in Tenant's assets, nor file any UCC or other financing document against Tenant's property. Landlord hereby disclaims, releases and subordinates any interest that Landlord may have in Tenant's goods, trade fixtures, furniture, equipment and other personal property and agrees to execute any reasonable disclaimer and consent requested by Tenant or its lender. Said disclaimer and consent may disclaim, release or subordinate Landlord's interest in Tenant's goods, trade fixtures, furniture, equipment and other personal property and may further allow Tenant's lender to occupy the Premises without charge for a short time period for the purpose of disposing of and retaining Tenant's property.

36. PARKING.

All parking within the Shopping Center shall be non-exclusive and Tenant has the non-exclusive right to use all parking within the Shopping Center. Landlord also agrees not to locate any short-term parking directly in front of the Premises.

37. SATELLITE DISH.

Subject to governmental regulations, Landlord grants Tenant, at Tenant's cost, the right to install, maintain and operate a mast mounted satellite dish and the related equipment necessary to operate the satellite dish ("Dish") on the portion of the roof of the building that is above the Premises or at a location mutually agreed upon by the parties. Tenant shall submit site specific installation and mounting details for the Dish for Landlord's approval and shall utilize Landlord's roofing contractor, or other contractor approved by Landlord, which approval shall not be unreasonably withheld. Tenant shall locate the Dish so that its visibility does not adversely affect the overall

architectural harmony of the building. In no event shall the installation of the Dish interfere with other tenants of the building or impair or otherwise adversely impact the integrity of the roof of the building. Landlord may require that Tenant, at Tenant's cost, relocate the Dish if required or desired by governmental authority or by a third party. In the event of relocation of the Dish, Tenant and Landlord shall use reasonable efforts to find an alternative location with adequate reception. Tenant shall install and operate the Dish in accordance with governmental regulations. Tenant shall hold Landlord harmless from any damage to the Dish. Tenant shall, at Tenant's sole cost, immediately repair and indemnify Landlord from any damage to the Building from the installation, removal, relocation, or operation of the Dish. Tenant shall remove the Dish at the expiration or earlier termination of the term of the Lease and return the building to its original condition.

38. CASUALTY.

If casualty renders the whole or any material portion of the Premises unfit for occupancy, rent and additional Rent shall be equitably abated from the date of casualty until the date that is the earlier of the date Tenant reopens for business or the date 60 days after substantial completion of the repair and restoration by Landlord. In the event that the repair and restoration by Landlord is not substantially completed within 180 days from the date of the casualty, then Tenant may terminate this Lease by written notice to Landlord and be relieved of all further obligations and responsibilities.

39. SURRENDER.

Upon expiration or termination of the Lease, in no event shall Tenant be required to remove any leasehold improvements, alterations or additions made by either Landlord or Tenant to the Premises.

40. ALTERATIONS.

Tenant may make nonstructural alterations to the Premises that cost less than \$10,000 per year without the approval of Landlord.

41. LANDLORD'S WORK.

Landlord, at its cost, shall proceed with reasonable diligence to construct certain improvements at the Premises in accordance with the attached Exhibit _____ ("Landlord's Work") on or before the anticipated delivery date. Landlord's Work shall be undertaken and completed in a good and workmanlike manner and in accordance with governmental regulations and Tenant's Plans. Landlord warrants that Landlord's Work shall be free from defect in material and workmanship and shall not need replacement for a period of one year from the delivery date.

Landlord, at its cost, shall prepare and provide Tenant with a CAD drawing of the Premises within _____ days after the execution date of the Lease. The CAD drawing provided by Landlord shall include the dimensions of Premises and existing electrical, hvac, plumbing and entrances.

Tenant will prepare a space layout or floor plan based on the CAD drawing provided by Landlord ("Tenant's Plans"). Tenant's Plans shall show dimensions and any other information needed to complete Landlord's Work. The information contained in Tenant's Plans shall include, but not be limited to, a floor plan with a fixture layout, water and sanitary sewer lines, electric utility lines and outlets, HVAC distribution, ceiling materials, and lighting fixture location.

IN WITNESS WHEREOF, the parties have executed this Addendum as of the date of the Lease first noted above.

LANDLORD:

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 trademark GREAT CLIPS® and for no
other use (“Subleased Premises”).

1.2 Sublessee covenants and agrees:

1.2.1 to perform and observe all terms, covenants, conditions and agreements of the
Prime Lease designated therein to be performed by the Sublessor with respect to the Subleased
Premises during the term of this Sublease, to the extent that such terms, covenants, conditions or
agreements are not modified or amended by this Sublease and any extension or renewal thereof;

1.2.2 that with respect to the Subleased Premises, Sublessee shall not do or suffer or
permit anything to be done which would constitute a default under the Prime Lease or might cause
the Prime Lease to be canceled or terminated or forfeiture reserved or vested in Landlord under
the Prime Lease; and

1.2.3 to indemnify and hold Sublessor harmless from and against any and all claims,
liabilities, losses and damages of any kind whatsoever that Sublessor may incur by reason of,
resulting from or arising out of a failure by the Sublessee to comply with the provisions of this
Sublease.

1.3 Sublessor represents, covenants and agrees that so long as Sublessee is not in default
hereunder, the provisions of the Prime Lease shall not be expressly waived, modified, amended or
surrendered by the Sublessor in any manner, without the prior consent of Sublessee in such
instance.

1.4 It is understood by Sublessee that any services, repairs, and alterations to be furnished pursuant to the terms of the Prime Lease will, in fact, be furnished by Landlord and not by Sublessor. Except as may result from the wrongful act of Sublessor, Sublessor shall in no event be liable to Sublessee, nor shall the obligations of Sublessee be impaired or the performance thereof be excused except as provided in the Prime Lease, because of any failure or delay on the part of Landlord in furnishing any such service or in making any such repairs or alterations in or to the Leased Premises.

1.5 If Sublessor shall take or participate in any legal action in the enforcement of Sublessor's rights against Landlord for the benefit of Sublessor and Sublessee, solely with regard to the Subleased Premises, Sublessee shall, promptly upon demand reimburse Sublessor for all expenses incurred by Sublessor including, without limitation, attorneys' fees and court costs.

ARTICLE 2

TERM

2.1 This Sublease shall begin and be of full force and effect as to both Sublessor and Sublessee pursuant to the provisions of Section _____ of the Prime Lease. Sublessee shall have the sole obligation to comply with any and all requirements to exercise any renewal options provided in the Prime Lease, including providing Landlord with timely notice that Sublessee intends to exercise a renewal option.

ARTICLE 3

RENT

3.1 Basic Monthly Rent. Sublessee shall pay the basic monthly rent during the term of the Sublease as set forth in Section _____ of the Prime Lease and as therein adjusted from time to time, which amounts shall be paid directly by Sublessee to the Landlord in accordance with the terms of the Prime Lease.

3.2 Additional Rent. Sublessee acknowledges that pursuant to Section _____ of the Prime Lease the Tenant is obligated to pay additional rent, as the same is therein defined. Sublessee agrees to make all payments of additional rent to Landlord, as provided in the Prime Lease, which amounts shall be subject to adjustment as provided in the Prime Lease.

ARTICLE 4

STATUS OF PRIME LEASE

4.1 Sublessor warrants and represents that it is not in default under any of the terms and conditions contained in the Prime Lease and that the same is in full force and effect and that all sums due and payable thereunder as of the date of Sublease have been or will be paid in full, and that the Prime Lease has not been extended, modified or amended.

ARTICLE 5

SUBORDINATION

5.1 To the extent that the Prime Lease is also subject and subordinate to such instruments, this Sublease is also subordinate to all ground and underlying leases and all mortgages which might now or hereafter affect such leases, leasehold estate or estates thereby created on the real property of which the Subleased Premises forms a part, and to any and all renewals, modifications,

consolidations, replacements and extensions thereof provided that the benefit of any subordination, attornment or non-disturbance agreement relating to the Prime Lease shall inure to Sublessee.

ARTICLE 6

DEFAULT BY SUBLESSEE; REMEDIES OF SUBLESSOR

6.1 In the event of a default or breach by Sublessee of this Sublease, Sublessor shall have the option, but not the obligation, to exercise against Sublessee any remedy or right given to the Landlord under the Prime Lease in the event of a default by Sublessor. Any such remedies are in addition to, and not in limitation of, any other remedy or right permitted by law, in equity or by this Sublease. All such rights and remedies of Landlord under the Prime Lease shall be enforceable by Sublessor in its own name and right, as against Sublessee, as though set forth in their entirety in this Sublease.

ARTICLE 7

NOTICES

7.1 Wherever in this Sublease it shall be required to permitted that notice, approval, consent or demand be given or served by either party to this Sublease to or on the other, such notice, approval, consent or demand shall be in writing and served by personal service or forwarded by certified or registered mail, return receipt requested, addressed to Sublessor or Sublessee at the address specified below. Notice by mail shall be deemed to have been given upon mailing. Notice by service is effective upon service. Either party may change its address for notices by written notice to the other.

To Sublessor:

Great Clips, Inc.
Real Estate Department
4400 West 78th Street
Suite 700
Minneapolis, MN 55435

To Sublessee:

7.2 Sublessor and Sublessee agree to promptly send to one another a copy of any notice, letter or other communication from or given to Landlord relative to the Prime Lease or the Subleased Premises.

ARTICLE 8

CONSENTS

8.1 Sublessee acknowledges and agrees that in any case where the provisions of this Sublease require the consent or approval of the Sublessor prior to the taking of any action, it shall be a condition precedent to the taking of such action that, in addition to the prior written consent or approval of Sublessor, the prior written consent or approval of the Landlord shall have been obtained if Landlord's consent must be obtained under the Prime Lease in such case. Sublessee agrees that Sublessor shall not have any duty or responsibility with respect to obtaining the consent or approval of Landlord when the same is required under the terms of the Prime Lease, other than the transmission by Sublessor to Landlord or Sublessee's request for such consent or approval.

Sublessor agrees that its consent or approval shall not be unreasonably withheld and that it shall grant its consent or approval in the event Landlord grants its consent or approval.

ARTICLE 9

INSURANCE

9.1 All policies of insurance required by the terms of this Sublease or the Prime Lease shall name, in addition to the Landlord, Sublessor as an additional insured and shall grant to Sublessor all rights and benefits under such policies of insurance that are required to be granted or afforded to Landlord pursuant to the Prime Lease.

ARTICLE 10

INDEMNIFICATION

10.1 Sublessor shall indemnify and hold Sublessee harmless from all acts, all injuries, losses or claims, all damages to personal property, or any causes of action that arise from the conduct of the Sublessor, its employees, agents or contractors.

10.2 Sublessee shall indemnify and hold Sublessor harmless from all acts, all injuries, losses or claims, all damages to personal property, or any causes of action that arise from the conduct of Sublessee, its employees, agents or contractors. Sublessee shall also indemnify and hold Sublessor harmless from Sublessee's failure to comply with any and all requirements to exercise any renewal options provided in the Prime Lease, including providing Landlord with timely notice that Sublessee intends to exercise a renewal option.

ARTICLE 11

ATTORNEYS' FEES

11.1 In the event either party hereto institutes legal action or proceedings arising out of or in any way connected with this Sublease, the non-prevailing party shall reimburse the prevailing party for all reasonable attorneys' fees and costs incurred in connection therewith.

ARTICLE 12

GREAT CLIPS FRANCHISE AGREEMENT

12.1 This Sublease shall be subject to the provisions of Sublessee's Great Clips Franchise Agreement, to the same extent as if the provisions thereof were fully set forth herein, with respect to the operation of the Subleased Premises and Sublessor's and Sublessee's rights and obligations in the event of the termination, expiration or non-renewal of said Franchise Agreement.

ARTICLE 13

MISCELLANEOUS PROVISIONS

13.1 Merger. This Sublease constitutes the entire agreement of the parties with respect to the subject matter hereof and supersedes any prior negotiations, understandings or writings between the parties with respect to the subject matter hereof. Sublessee acknowledges that they have read the Prime Lease and reviewed it with counsel of their choice in regard to the Prime Lease by Sublessor, its employees or agents.

13.2 Amendments. This Sublease may be amended only by a writing signed by all of the parties hereto.

13.3 Assigns. This Sublease shall inure to the benefit of, and be binding upon the successors and permitted assigns of the parties hereto. The Sublessee may not assign any of its rights or delegate any of its obligations hereunder without the prior written consent of the Sublessor, which consent shall not be unreasonably withheld.

13.4 Applicable Law. This Sublease shall be construed according to, and be governed by, the law of the state in which the Premises are situated.

13.5 Remedies Cumulative; Waiver. No failure or delay by either party to exercise any right, power or privilege provided hereunder or by applicable law shall operate as a waiver thereof, nor shall any single or partial exercise of any right, power or privilege hereunder, preclude any other or future exercise thereof, or the exercise of any other right, power or privilege. The remedies provided herein shall be cumulative and not exclusive of any rights or remedies provided by law.

13.6 Severability. Any provision of this Sublease prohibited by the laws of any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition, or modified to conform to such laws, without invalidating the remaining provisions of this Sublease, and any such prohibition in one jurisdiction shall not invalidate such provision in any other jurisdiction.

13.7 Headings. The headings used herein are inserted for convenience only and shall not affect the construction or interpretation of this Sublease.

13.8 Liability of Principals. The granting of this Sublease by Sublessor is conditioned upon the execution and attachment of Exhibit B – Liability of Principals and which is incorporated herein by reference.

IN WITNESS WHEREOF, the parties hereto have duly executed this Sublease effective as of the date and year first above written.

SUBLESSOR:

SUBLESSEE:

Great Clips, Inc.

By: _____

By: _____

Its: _____

Its: _____

LIABILITY OF PRINCIPALS

The undersigned are the principal owners of _____, the corporation named as the Sublessee in the Sublease dated the _____ day of _____ 20____, covering the _____ located in _____, _____.

It is acknowledged that we personally benefit from the Sublease and further that Great Clips, Inc., as part of the consideration for the Sublease, has required this indemnification.

We therefore agree:

1. The undersigned acknowledge that they have received and read the Sublease and the Prime Lease and other Exhibits attached hereto; and they are guaranteeing the obligations of Sublessee pursuant to the Sublease based upon their investigation and not upon any statements, representations or assurances, written or oral, by Great Clips, Inc., its agents or employees.

2. That the undersigned personally, jointly and severally, agree to indemnify and hold harmless Great Clips, Inc. from any and all obligations, claims and costs, including reasonable attorneys' fees, arising out of a default by the Sublessee under the Sublease.

3. That Great Clips, Inc. may, at its sole option, look solely to the undersigned for indemnification without seeking recourse against the Sublessee and that such election shall not, in any event, release Sublessee from liability under the Sublease.

IN WITNESS WHEREOF, the undersigned has executed this agreement this _____ day of _____ 20____.

Principal

Principal

[Type here]

**GREAT CLIPS
LEASE GUARANTY AGREEMENT**

AGREEMENT, made this ____ day of _____ 20__, by and between Great Clips, Inc., a Minnesota corporation with its place of business at 4400 West 78th Street, Suite 700, Minneapolis, MN 55435 (“Great Clips”) and _____ with its office located at _____ (“Franchisee”), and _____ whose address is _____ (“Principal”).

WHEREAS, Franchisee has entered into a franchise agreement with Great Clips and the Principals are the major or controlling shareholders of the Franchisee, and

WHEREAS, Franchisee desires to enter into that certain Lease for the Premises to be located in that certain shopping center known as _____ (“Center”), and

WHEREAS, The landlord for the Center has refused to enter into the Lease with Franchisee unless Great Clips executes the guaranty attached hereto as Exhibit A (“Guaranty”), and

WHEREAS, Franchisee desires to have Great Clips guaranty the Lease.

NOW THEREFORE, The parties agree as follows:

1. GREAT CLIPS GUARANTY. Great Clips will execute the Guaranty in consideration for the following:

- 1.1 The amount noted in Article 2
- 1.2 An executed copy of this Agreement.

2. CONSIDERATION. Franchisee will pay to Great Clips in consideration for Great Clips execution of the Guaranty the sum of \$3,700.00.

3. FRANCHISEE AND PRINCIPALS INDEMNIFICATION OF GREAT CLIPS. Franchisee and Principals, jointly and severally indemnify and hold Great Clips harmless from and against any claim loss or expense including reasonable attorney fees suffered or incurred by Great Clips as a result of the default of Franchisee or Principals in the performance of the Lease.

4. FRANCHISEE NOT TO AMEND, SUBLEASE OR ASSIGN LEASE. Franchisee will not enter into any sublease, modification or amendment of the Lease without the prior written consent of Great Clips. Franchisee will not assign, pledge or encumber its interest in the Lease without the prior written consent of Great Clips.

5. MISCELLANEOUS

5.1 Survival of Representations and Warranties. The representations, warranties, covenants and agreements contained in this Agreement and in any document delivered or to be

delivered pursuant to this Agreement, shall survive the Termination hereof and any investigations by any of the parties.

5.2 Notices. All notices, requests, demands and other communications to be given pursuant to this Agreement shall be in writing and shall be deemed to have been duly given if delivered by hand or mailed by registered or certified mail, return receipt requested, postage prepaid, to the addresses noted above or such other address as any party hereto shall have designated by notice in writing to all other parties hereto.

5.3 Amendments, Supplements, Etc. This Agreement may be amended, supplemented, or otherwise modified only by an instrument in writing signed by all of the parties hereto.

5.4 Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof and supersedes all prior negotiations, understandings, and agreements in connection therewith.

5.5 Applicable Law. This Agreement and the legal relations among the parties hereto shall be governed by and construed in accordance with the laws of the State of Minnesota applicable to contracts made and performed in Minnesota.

IN WITNESS WHEREOF, The parties have executed this agreement as of the date first above written.

GREAT CLIPS, INC.,
a Minnesota corporation

By: _____

By: _____

Title: _____

Title: _____

XXXXXX (Principal)

EXHIBIT M

Automated Clearing House Authorization



AUTHORIZATION AGREEMENT FOR PREAUTHORIZED PAYMENTS

The undersigned Account Holder hereby authorizes Great Clips, Inc. ("Great Clips") to initiate debit entries to the accounts indicated below in the amounts Great Clips will determine weekly for; continuing fees, advertising fees and/or other amounts that become payable by the undersigned to Great Clips, Inc. assessed pursuant to Account Holder's Great Clips® Franchise Agreement(s), currently existing or signed in the future. The undersigned Account Holder authorizes the depository named below to debit the same to such account each week. The dollar amount to be debited will vary.

Bank Name, Location & Phone	Bank Routing Number ^(a)	Type of Account ^(b)	Account Number ^(c)
	(a) Preencoded nine digit number at bottom left of check (b) Checking or Savings (c) Preencoded number at bottom middle of check		

This authorization is to remain in full force and effect until the depository listed above and Great Clips, Inc. have received written notification from the undersigned Account Holder that the Franchise Agreement(s) has or have terminated or Great Clips has agreed to receive payments by alternative means.

The undersigned Account Holder agrees to be responsible for, and to pay on demand, all costs or charges relating to the handling of the debit entries pursuant to this authorization. The undersigned Account Holder agrees to indemnify Great Clips and the Bank for any loss or cost arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.

If Account Holder is a corporation:

Corporate Name

By

Signature

Printed Name

Its

Federal Tax I.D. No.

Address

City State Zip Code

Phone Number

Date

If Account Holder is an individual:

Signature

Printed Name

Address

City State Zip Code

Phone Number

Date

Note: Please attach a voided check to the completed copy of this form when returned.

Great Clips®

Great Clips, Inc.

ACH Information Form

Name _____
Last First Corporation

Please check which of the following apply:

_____ Add new/existing salon - Open Date _____

_____ Add/Delete Transferred salon – Date of transfer _____

_____ Salon Closure – Closure Date _____

_____ Change Bank Account numbers - Effective Date _____

_____ Consolidate salons for bank draft - To help reduce bank transaction fees, multiple salons using the same bank account can be consolidated into one draft amount. This is per company, so you will still have one draft for GCI (6%) and one for NAF (5%).

Draft Schedule:

___ 1st Friday ___ 2nd Monday ___ 2nd Friday ___ 3rd Friday (Default) ___ Match Existing Salons

An Authorization Agreement Form must be attached for each bank account. List all salons associated with the same bank account number together.

Bank Account Number _____

Routing Number _____

Salon Number(s) _____

Bank Account Number _____

Routing Number _____

Salon Number(s) _____

For Accounting Department Use Only

First Draft Date _____
Bi-weekly period _____
Odd / Even _____

E-mail to: ach@greatclips.com

Date: _____
Initials: _____



ACH

**Final Authorization for Continuing Franchise Fees,
National Ad Fund Fees, and other Fees owed**

**1st Draft – Upon Notification of Pending Assignment - All outstanding fees will be
drafted**

Fees will continue to be drafted weekly until the Assignment is Final.

Final Draft – immediately following GCI approval - All remaining unpaid fees

Franchisee Name: «M1Name»«M2Name»«M3Name»«M4Name»«M5Name»«M6Name»

Corporation: «EntityName»

DMA: «DMAName»

Agreement #: A«AgreementNumber»

Salon # & Name: #«SalonNumber» - «SalonName»

Type: **Final Fees**

Select if applicable

AUTHORIZATION AGREEMENT FOR PREAUTHORIZED PAYMENTS

The undersigned Account Holder hereby authorizes Great Clips, Inc. ("Great Clips") to initiate a debit entry to the account indicated below.

The undersigned Account Holder agrees to be responsible for, and to pay on demand, all costs or charges relating to the handling of the debit entry pursuant to this authorization. The undersigned Account Holder agrees to indemnify Great Clips and the Bank for any loss or cost arising in the event that any such debit shall be dishonored, whether with or without cause and whether intentionally or inadvertently.

Use Existing Account(s) on file: ☐

OR

Bank Account Number _____

Routing Number (9 digits only) _____

Signature _____

For Accounting Purposes Only

ACH Draft Date: _____

EXHIBIT N

Franchise Application Questionnaire

GREAT CLIPS, INC.

Franchise Application Questionnaire

If you are a resident of the State of California or your franchise is located in California you are not required to sign this Questionnaire. If any California franchisee completes this Questionnaire, it is against California public policy and will be void and unenforceable, and we will destroy, disregard, and will not rely on such Questionnaire.

This Questionnaire shall not apply to residents of Maryland or if the franchise is located in Maryland.

Have one corporate officer initial each highlighted statement on behalf of your entity.
_____ **please initial each highlighted statement.**

- | | | Initials |
|----|---|-----------------|
| 1. | I/We received the Great Clips, Inc. ("GREAT CLIPS") Franchise Disclosure Document ("FDD") on _____ and have signed and returned the Receipt for the FDD. I/We have had adequate time to review the FDD and have read and understand the information contained in it. | ____/____ |
| 2. | I/We have received and personally reviewed the current Franchise Agreement and understand that I/we must follow the terms and conditions of the current Franchise Agreement and comply with the Great Clips business system at all times. | ____/____ |
| 3. | I/We acknowledge that I/we do not have a right to additional franchises or locations (except as provided for in the Master Development Agreement, if applicable), that the granting of additional franchises is a decision that is solely within the discretion of Great Clips, and that no promises or statements have been made, directly or indirectly, by Great Clips or its employees, agents or representatives, which have led or could lead me/us to believe that there is a promise or expectation of additional franchises. | ____/____ |
| 4. | I/We understand that this franchise, like any franchise or business investment, offers an opportunity but also entails risks and that there is no guaranty that the franchise venture will be successful. I/We further understand that the success or failure of the franchise will depend in large part upon my own skills and abilities, competition, interest rates, inflation, labor and supply costs, lease terms, and other economic and business factors. | ____/____ |
| 5. | Except as contained in Item 19 of the FDD, I/we have not been given by Great Clips or by any of its employees, agents or representatives and I/we have not relied upon, any oral or written statement or promises, representations or assurances or any actual, projected or pro-forma sales, profits, earnings or break-even point for this franchise or any other franchise(s). | ____/____ |
| 6. | I/We understand that franchisees opening salons, especially in new markets or markets with few units, tend to have initial results significantly lower in total revenue and cash flow than the average earnings information from franchisees with salons that have been open for more than a year, or in developed markets or markets with more than a few units. | |
| 7. | I/We have conducted an independent investigation of this franchise opportunity and the merits and risks of owning and operating a franchise, and have been provided with a list of the names, addresses, and telephone numbers of the Great Clips franchisees, and have been encouraged by Great Clips to contact any franchisees of my/our choosing before entering into the Franchise Agreement. I/We have also had the opportunity to communicate with any members of the Great Clips staff with whom I/we requested to meet. | ____/____ |
| 8. | 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. | ____/____ |
| 9. | I/We understand that Great Clips does not guaranty the availability of suitable real estate and I/we am/are solely responsible for finding suitable locations. | ____/____ |

10. I/We understand that I/we must follow the approved grand opening advertising plan as determined by Great Clips and must spend at least the minimum amount required on said plan for each franchise opened, as stated in the FDD. _____/_____

11. I/We am/are aware that there are referral bonus programs in place which may award franchisees, salon employees, Great Clips employees, and others for referring a qualified individual(s) to Great Clips who subsequently becomes a new franchisee. In addition, if I/we were referred to Great Clips by a broker, upon approval of our application for a franchise, Great Clips will pay a referral fee to the appropriate party. _____/_____

12. I/We understand that any training, support, guidance or tools provided by Great Clips are for the purpose of protecting the GREAT CLIPS® System and Marks and to assist us in the operation of our business and not for the purpose of controlling or in any way intended to exercise or exert control over our decisions or day-to-day operation of our business. I/We understand that I/we will have sole responsibility for the hiring, wages and other compensation including benefits, training, supervision and termination of employees and all other employment and employee related matters. _____/_____

13. I/We understand that we must devote our best efforts to the management and operation of the Great Clips business and must adhere to ethical business conduct. _____/_____

14. I/We understand that in addition to the Franchise Sellers identified on the Receipt Pages of the Disclosure Document I/We received, the following individuals were also involved in the franchise sales process:

- | | | |
|--|---|--|
| ☐ Beth Nilssen | ☐ Caitlin Davis | ☐ Warren Davis |
| ☐ Heather Briggs | ☐ Nathan Ohme | ☐ Patricia Delgallego |
| ☐ Cheryl Wheeler | ☐ James Reynolds | ☐ Jack Gulden |
| ☐ Miranda McNally | ☐ Belinda Avera | ☐ LeAnn Jesseman |
| ☐ Norm Willardson | ☐ Amy Blenker | |

Other: _____

15. **Existing Franchisees Only** – Great Clips is not in default of any of its obligations under the terms and conditions of a Franchise Agreement(s) pursuant to which I/we operate a franchise, I/we have received satisfactory training and ongoing support from Great Clips and are satisfied with the investment as it relates to such franchise(s). I/we are not currently in default under any of the terms, covenants, and conditions of any existing Franchise Agreement(s) and have read and agree to abide by the Great Clips Franchisee Code of Ethics. _____/_____

16. **Incentive Program Applicants Only** - I/We understand that Great Clips' incentive programs, including the Master Development Agreement, require the payment of a fee or fees that may be totally non-refundable. In addition, there are specific performance requirements that I/we must meet in order to receive the full benefits of the incentive program. I/We understand that Great Clips does not guaranty the availability of suitable real estate and I/we am/are solely responsible for securing suitable locations. Estimations as to the availability of any locations made by Great Clips or its agents and representatives do not represent an assurance or guaranty that those sites can be procured and/or be opened for business by the incentive program deadline. I/We further understand that if I/we do not meet all performance requirements under the incentive program deadline, then I/we must pay the then-current Initial Franchise Fee and Initial Advertising Contribution for any salons I/we open in the future after complying with all expansion policy guidelines. _____/_____

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

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: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**ACCEPTED:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

EXHIBIT O

State Addenda

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

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

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.

OUR WEBSITE HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THE WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT www.dfpi.ca.gov.

THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE FRANCHISE DISCLOSURE DOCUMENT 14 DAYS PRIOR TO EXECUTION OF AGREEMENT.

The registration of this franchise offering by the California Department of Financial Protection and Innovation does not constitute approval, recommendation, or endorsement by the commissioner.

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

The following information applies to franchisees subject to California statutes and regulations. Notwithstanding anything contained in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.
2. In Section 20.2 of the Franchise Agreement, the covenant not to compete upon expiration or termination of the Franchise Agreement may be unenforceable except in certain circumstances provided by law.
3. Section 16.5 of the Franchise Agreement requires all arbitration hearings to take place exclusively in Minneapolis, Minnesota, and requires that any other legal proceedings must be venued in federal or state court in Hennepin County, Minnesota. These provisions may be unenforceable under California law.
4. The Franchise Agreement contains a waiver of punitive damages. This waiver may not be enforceable under California law.
5. The Franchise Agreement requires application of the laws and forum of Minnesota. This provision may not be enforceable under California law.
6. No statement, questionnaire, or acknowledgment signed by a franchisee in connection with the commencement of the franchise relationship shall be construed as waiving any claims under any applicable state franchise law, including fraud in the inducement, or as disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
7. The highest interest rate allowed by law in California is 10% annually.
8. Franchisees must sign a personal guaranty, making you and your spouse individually liable for your financial obligations under the agreement if you are married. The guaranty will place your and your spouse's marital and personal assets at risk, perhaps including your house, if your franchise fails.
9. You will not receive an exclusive territory. You may face competition from other franchisees, from outlets that we own, or from other channels of distribution or competitive brands that we control.

(Signatures on following page.)

FRANCHISEE:

By: _____

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 may change from time to time, (ii) further represents to Franchisor that Franchisee has no outstanding claims, suits, demands, causes of action or grievances, in any amount or kind, now known or unknown, arising from or in connection with any act, practice, omission or transaction occurring in whole or in part before the date of this General Release in relation to or in connection with all matters relating to Franchisor, the agreements between Franchisee and Franchisor, Franchisor's policies, or the GREAT CLIPS System in any manner whatsoever, including, but not limited to, all Franchisee's GREAT CLIPS franchises (collectively, "Claims"), and (iii) releases and discharges Franchisor, its affiliates, shareholders, predecessors, successors and assigns, and their respective officers, agents, employees, directors and attorneys, from the Claims. Notwithstanding the preceding, no claim shall be released which arises out of facts deliberately concealed by the Franchisor or which are not reasonably ascertainable by the Franchisee.

Franchisee represents that Franchisee has carefully and fully read this General Release, has had ample opportunity to review it with Franchisee's attorney, and understands its content and consequences.

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

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

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

(Signatures on following page.)

FRANCHISEE:

By: _____

Name: _____

Its: _____

Date: _____

Individually

Individually

FRANCHISOR:

GREAT CLIPS, INC.

By: _____

Date: _____

Its: _____

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

**ADDENDUM TO GREAT CLIPS, INC.
MASTER DEVELOPMENT AGREEMENT
FOR THE STATE OF CALIFORNIA**

The following information applies to franchisees subject to California statutes and regulations. Notwithstanding anything contained in the Master Development Agreement to the contrary, the Master Development Agreement is hereby amended as follows:

1. California Business and Professional Code Sections 20000 through 20043 provide rights to the franchisee concerning termination, transfer or non-renewal of a franchise. If the Master Development Agreement contains a provision that is inconsistent with the law, the law will control.
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: _____

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

1. The disclosure document is amended to include the following information:
 - A. The states in which this registration is effective or exempt from registration:

California, Hawaii, Illinois, Indiana, Maryland, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin
 - B. The states in which this proposed registration is or will be shortly on file, or is or will shortly be exempt from registration:

California, Hawaii, Illinois, Indiana, Maryland, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington and Wisconsin
 - C. The states, if any, which have refused, by order or otherwise, to register these franchises:

None
 - D. The states, if any, which have revoked or suspended the right to offer these franchises:

None
 - E. The states, if any, in which the proposed registration of these franchises has been withdrawn:

None
2. The following risk factor is added to the “**Special Risks to Consider About This Franchise**” page:
 1. **Franchisor Negative Equity.** Franchisor’s 2022 financial statements show that the Franchisor has a negative net equity in that its liabilities exceed its assets.
3. 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 franchisee’s Salon opens for business.
4. 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.
5. Item 17 of the disclosure document provides, in part, that you have no interest upon termination of or refusal to renew or extend the Franchise Agreement. Item 17 is amended to provide that, upon termination or refusal to renew the Franchise Agreement, the Franchisee

will be compensated for the fair market value of certain assets of the Franchised Business, as more fully described in Haw. Rev. Stat. § 482E-6(3).

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

Commissioner of Securities of Department of Commerce and Consumer Affairs
335 Merchant Street
Honolulu, Hawaii 96813

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF HAWAII**

The following information applies to franchisees subject to Hawaii statute and regulations. 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.

FRANCHISEE:

By: _____

Date: _____

Name: _____

Its: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____

Date: _____

Its: _____

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

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

Item 5

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

Item 17

Any claims under the Maryland Franchise and Disclosure law may be brought in the State of Maryland.

You may sue in Maryland for any claims under the Maryland Franchise and Disclosure law.

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

The general release required as a condition of renewal, sale, and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

The Franchise Agreement provides that disputes are resolved through arbitration. A Maryland franchise regulation states that it is an unfair or deceptive practice to require a franchisee to waive its right to file a lawsuit in Maryland claiming a violation of the Maryland Franchise Registration and Disclosure Law. In light of the Federal Arbitration Act, there is some dispute as to whether this forum selection requirement is legally enforceable.

The Franchise Agreement provides for termination if you are insolvent under any applicable state or federal law. This provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. Section 101 et seq.).

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

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

The following information applies to franchisees subject to Maryland statute and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. Based upon the Franchisor's financial condition, the Maryland Securities Commissioner has required a financial assurance. Therefore, we elect to hold payment of the initial franchise fee and other initial payments owed by franchisees to the franchisor in escrow until the franchisor has completed its pre-opening obligations under the franchise agreement. The Franchisor has established an Escrow Account with United Bank, Bethesda, Maryland
2. Section 17.1 of the Franchise Agreement provides for termination for insolvency or bankruptcy, this provision may not be enforceable under federal bankruptcy law.
3. Contrary to Section 16.5 of the Franchise Agreement, Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure law permits a franchisee to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Section 14-216(c) (25) of the Maryland Franchise Registration and Disclosure Law permits a franchisee in Maryland to bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law. Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within three years after the grant of the franchise.
4. Franchisee's execution of a general release in favor of Great Clips pursuant to Section 15.4 of the Franchise Agreement will not act as a waiver to relieve Great Clips from liability under the Maryland Franchise Registration and Disclosure Law.
5. Any representations made in the Franchise Agreement are not intended to and will not act as a release, estoppel or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.
6. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

(Signatures on following page.)

FRANCHISEE:

By: _____

Name: _____

Its: _____

Individually

Date: _____

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: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**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**

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

Item 13

Great Clips will defend its Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisees' use of the GREAT CLIPS® trademark infringes trademark rights of the third party. Great Clips does not indemnify franchisees against the consequences of franchisees' use of the GREAT CLIPS® trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to such defense, the franchisee must provide notice to Great Clips within 10 days and tender the defense of the claim to Great Clips. If Great Clips accepts the tender of defense, it has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

Item 17

With respect to franchises governed by Minnesota law, Great Clips will comply with Minn. Stat. Sec. 80C.14., Subds. 3, 4 and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the Franchise Agreement.

Any provision relating to the posting of a bond in connection with a preliminary injunction does not apply to Minnesota franchisees, except where specifically provided by law. It is understood that Great Clips may seek injunctive relief.

Great Clips cannot require franchisees to sign a release of claims under the Minnesota Franchise Act as a condition to renewal or assignment. Great Clips is prohibited from requiring franchisees to assent to a release, assignment, novation or waiver that would relieve any person from liability imposed by Minnesota Statutes, Sections 80C.01 to 80C.22, provided that the foregoing shall not bar the voluntary settlement of disputes.

No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF MINNESOTA**

The following information applies to franchisees subject to Minnesota statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. With respect to franchises governed by Minnesota law, Great Clips will comply with Minn. Stat. Sec. 80C.14., Subds. 3, 4 and 5 which require, except in certain specified cases, that a franchisee be given 90 days' notice of termination (with 60 days to cure) and 180 days' notice for non-renewal of the franchise agreement.

2. Great Clips will defend its Minnesota franchisees against liability to third parties resulting from claims by third parties that the franchisees' use of the GREAT CLIPS® trademark infringes trademark rights of the third party. Great Clips does not indemnify franchisees against the consequences of franchisees' use of the GREAT CLIPS® trademark except in accordance with the requirements of the Franchise Agreement, and, as a condition to such defense, the franchisee must provide notice to Great Clips, Inc. within 10 days and tender the defense of the claim to Great Clips. If Great Clips accepts the tender of defense, it has the right to manage the defense of the claim including the right to compromise, settle or otherwise resolve the claim, and to determine whether to appeal a final determination of the claim.

3. The provisions of Section 16.4 of the Franchise Agreement relating to the posting of bond in connection with a preliminary injunction do not apply to Minnesota franchisees, except where specifically provided by law. It is understood that Great Clips may seek injunctive relief.

4. Great Clips cannot require franchisees to sign a release of claims under the Minnesota Franchise Act as a condition to renewal or assignment.

5. Great Clips is prohibited from requiring franchisees to assent to a release, assignment, novation or waiver that would relieve any person from liability imposed by Minnesota Statutes, Sections 80C.01 to 80C.22, provided that the foregoing shall not bar the voluntary settlement of disputes.

6. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

(Signatures on following page.)

FRANCHISEE:

By: _____

Name: _____

Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____

Its: _____

Date: _____

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

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT A OR YOUR PUBLIC LIBRARY FOR 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” sections 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 judgment 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.

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

1. The North Dakota Securities Commissioner has determined that it is unfair and unequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from Item 17c. and from any other place it appears in the Disclosure Document or in the Franchise Agreement.
2. Item 17r. is revised to provide that covenants not to compete, such as those mentioned in Item 17r. of the Disclosure Document are generally considered unenforceable in the state of North Dakota.
3. Any references in the Disclosure Document and in the Franchise Agreement and to any requirement to consent to a waiver of exemplary and punitive damages are deleted.
4. Any references in the Disclosure Document and in the Franchise Agreement to any requirement to consent to a waiver of trial by jury are deleted.
6. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
7. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorneys' fees.
8. Any references in the Disclosure Document and in the Franchise Agreement requiring franchisee to consent to termination penalties or liquidated damages are deleted.
9. The North Dakota Securities Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. Therefore, any references in Item 17(v) of the Disclosure Document and any requirement in Section 16 of the Franchise Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
10. No statement, questionnaire, or acknowledgment signed or agreed to by any franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF NORTH DAKOTA**

The following information applies to franchisees subject to North Dakota statutes and regulations. Notwithstanding anything in the Franchise Agreement to the contrary, the Franchise Agreement is hereby amended as follows:

1. The North Dakota Securities Commissioner has determined that it is unfair and unequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to sign a general release upon renewal of the Franchise Agreement. Therefore, the requirement that the franchisee signs a release upon renewal of the Franchise Agreement is deleted from any place it appears in the Franchise Agreement.
2. Covenants not to compete are generally considered unenforceable in the state of North Dakota.
3. Any references in the Franchise Agreement to any requirement to consent to a waiver of exemplary and punitive damages are deleted.
4. Any references in the Franchise Agreement to any requirement to consent to a waiver of trial by jury are deleted.
6. Any claims arising under the North Dakota franchise law will be governed by the laws of the State of North Dakota.
7. The prevailing party in any enforcement action is entitled to recover all costs and expenses, including attorneys' fees.
8. The North Dakota Securities Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. 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.
9. 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 attorneys' fees.
3. The North Dakota Securities Commissioner has determined that it is unfair, unjust, or inequitable under the North Dakota Franchise Investment Law for the franchisor to require the franchisee to consent to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site that is remote from the site of the franchisee's business. Therefore, any references in the Master Development Agreement that the franchisee consents to the jurisdiction of courts located outside of North Dakota or to arbitration or mediation at a site located outside of North Dakota are deleted.
4. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT
FOR 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**

The disclosure document is amended to include the following information:

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: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**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: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE DISCLOSURE DOCUMENT,
FRANCHISE AGREEMENT AND
MASTER DEVELOPMENT AGREEMENT, THREE
STAR PROGRAM AGREEMENT, FRANCHISE
APPLICATION QUESTIONNAIRE AND RELATED AGREEMENTS
FOR THE STATE OF WASHINGTON**

1. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.
2. RCW 19.100.180 may supersede the GREAT CLIPS Franchise Agreement or GREAT CLIPS Master Development Agreement in your relationship with the franchisor (Great Clips, Inc.) including the areas of termination and renewal of your franchise, as applicable. There may also be court decisions which may supersede the Franchise Agreement or the Master Development Agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise, as applicable.
3. In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the Franchise Agreement or Master Development Agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.
4. A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.
5. Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.
6. Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the Franchise Agreement, the Master Development Agreement or elsewhere, as applicable, that conflict with these limitations are void and unenforceable in Washington.

7. RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the Franchise Agreement, Master Development Agreement or elsewhere, as applicable, are void and unenforceable in Washington.

8. No statement, questionnaire, or acknowledgment signed or agreed to by Franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by the Franchisor, franchise seller, or other person acting on behalf of the Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

The undersigned does hereby acknowledge receipt of this addendum.

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

**ADDENDUM TO GREAT CLIPS, INC.
FRANCHISE AGREEMENT
FOR THE STATE OF WISCONSIN**

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

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

FRANCHISEE:

By: _____
Name: _____
Its: _____

Date: _____

Individually

Individually

**FRANCHISOR:
GREAT CLIPS, INC.**

By: _____
Its: _____

Date: _____

EXHIBIT P

State Agencies and Agents for Service of Process

STATE AGENCIES AND AGENTS FOR SERVICE OF PROCESS

STATE	STATE ADMINISTRATOR/AGENT	ADDRESS
California	California Department of Financial Protection and Innovation	320 West 4 th Street, Suite 750 Los Angeles, CA 90013-2344 1-866-275-2677
Hawaii (State Administrator)	Commissioner of Securities Dept. of Commerce and Consumer Affairs Business Registration Division Securities Compliance Branch	335 Merchant Street Room 203 Honolulu, HI 96813
Illinois	Illinois Attorney General	500 South Second Street Springfield, IL 62706
Indiana (State Administrator)	Indiana Securities Commissioner Securities Division	302 West Washington Street, Room E111 Indianapolis, IN 46204
Indiana (Agent)	Indiana Secretary of State	302 West Washington Street, Room E018 Indianapolis, IN 46204
Maryland (State Administrator)	Office of the Attorney General Division of Securities	200 St. Paul Place Baltimore, MD 21202-2020
Maryland (Agent)	Maryland Securities Commissioner	200 St. Paul Place Baltimore, MD 21202-2020
Michigan	Michigan Department of Attorney General Consumer Protection Division	G. Mennen Williams Building, 1 st Floor 525 West Ottawa Street Lansing, MI 48933
Minnesota	Commissioner of Commerce Minnesota Department of Commerce	85 7 th Place East, Suite 280 St. Paul, MN 55101-2198
New York (State Administrator)	NYS Department of Law Investor Protection Bureau	28 Liberty Street, 21 st Floor New York, NY 10005 212-416-8222
New York (Agent for Service)	New York Secretary of State	One Commerce Plaza 99 Washington Avenue, 6th Floor Albany, NY 12231-0001 518-473-2492
North Dakota	North Dakota Securities Department	600 East Boulevard Avenue State Capitol, Fifth Floor Bismarck, ND 58505-0510 (701) 328-4712
Rhode Island	Director, Department of Business Regulation, Securities Division	1511 Pontiac Avenue Building 69-1 Cranston, RI 02920
South Dakota	Department of Labor and Regulation Division of Insurance – Securities Regulation	124 S. Euclid, Suite 104 Pierre, SD 57501
Virginia (State Administrator)	State Corporation Commission Division of Securities and Retail Franchising	1300 East Main Street, 9 th Floor Richmond, VA 23219 804-371-9051
Virginia (Agent)	Clerk of the State Corporation Commission	1300 East Main Street, 1st Floor Richmond, VA 23219-3630
Washington (State Administrator)	Department of Financial Institutions Securities Division	PO Box 9033 Olympia, WA 98507 360-902-8760
Washington (Agent for Service)	Department of Financial Institutions Securities Division	150 Israel Road SW Tumwater, Washington 98501
Wisconsin	Commissioner of Securities	Department of Financial Institutions Division of Securities 4822 Madison Yards Way, North Tower Madison, WI 53705

EXHIBIT Q

Data Processing Addendum

Great Clips Franchise Agreement Data Processing Addendum

This Great Clips Franchise Agreement Data Processing Addendum ("Addendum") is made part of the Franchise Agreement(s) (as identified on the attached Exhibit A) by and between Great Clips, Inc. ("GCI") and _____ ("Franchisee") (collectively, the "Agreements"), which pertains to the franchise relationship between the parties ("Relationship"). Any rights and obligations hereunder are in addition to and not in lieu of the parties' rights and obligations set forth in the Agreements.

1. Definitions.

- 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. "GCI Personal Data" means Personal Data that Franchisee received from, Processed for, or collected on behalf of GCI.
- 1.2. "Data Privacy Laws" means all applicable federal and state laws and regulations relating to privacy and consumer protection which govern the collection, retention, processing, or disclosure of Personal Data.
- 1.3. "Instructions" means GCI's written instructions to Franchisee pertaining to the processing of GCI Personal Data, including the Agreements, Great Clips® Operations Manual, Great Clips® Data Access Policy, or other written instruction provided by GCI to Franchisee.
- 1.4. "Processing," "Processes" or "Processed" means any operation or set of operations that are performed on Personal Data or on sets of Personal Data, whether or not by automated means, as it pertains to the Relationship.

2. **Processing Under Instruction.** Franchisee Processes GCI Personal Data on behalf of GCI and receives from or collects on behalf of GCI Personal Data for the sole purpose of performing its obligations to and supporting the Relationship. Franchisee at all times Processes Personal Data in accordance with Instructions from GCI. Franchisee will not Process Personal Data for any other purpose unless: (i) as agreed in writing by the parties; or (ii) as required by applicable laws, including Data Privacy Laws. Franchisee shall inform GCI without 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. The scope of the Processing by Franchisee is set forth in Exhibit B.

3. **Franchisee Obligations.** Taking into account the nature of the Processing and the information available to the Franchisee, the Franchisee shall assist GCI by:

- 3.1. Complying with all applicable Data Privacy Laws;
- 3.2. Taking reasonable and appropriate technical and organizational measures to support GCI's obligation to respond to valid data subject requests;
- 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

- 3.5. Providing necessary information to GCI to conduct relevant data privacy and security risk assessments.
4. **Representations and Warranties.** Franchisee represents and warrants that it certifies its understanding as to the following:
- 4.1 Unless expressly permitted by Data Privacy Laws, and except for the specific business purpose as directed by GCI and as specified in Exhibit B of this Addendum, 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;
 - 4.2 Franchisee will not sell, share, make available or otherwise disclose any GCI Personal Data to any third party;
 - 4.3 Franchisee will not combine GCI Personal Data governed by this Addendum with any Personal Data received from or on behalf of a third party;
 - 4.4 Franchisee will delete any GCI Personal Data at GCI's direction unless such GCI Personal Data is subject to an exception under applicable law; and
 - 4.5 Franchisee does not, and will not, use any GCI Personal Data for cross-context behavioral advertising.
5. **Deletion of Personal Data Upon Termination.** Upon termination or expiration of all Agreements, or 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 technical and organizational measures to ensure a level of security appropriate to the risk of their respective Processing and 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 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. 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, including relevant policies and technical and organizational measures. Franchisee shall provide a report of the audit to GCI upon request.
8. **Data Incident.** If Franchisee or GCI becomes aware of a breach of security that resulted in any unauthorized access, use, disclosure, or loss of, lost access to, or inability to account for any Personal Data or Processing activities that affect the Relationship, such party shall provide reasonable support to the other party to fulfill its notification obligations under applicable laws.

9. **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 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 to the Processing: GCI customer Personal Data, including, but not limited to:
 - First Name
 - Last name
 - Address – street – apartment – zip – city – state
 - Phone number
 - Birthday
 - Gender
3. The duration of the Processing: For the term of the Agreements.

EXHIBIT R

SBA Franchisor Addendum



ADDENDUM TO FRANCHISE AGREEMENT

THIS ADDENDUM (“Addendum”) is made and entered into on _____, 20____, by and between _____ (“Franchisor”), located at _____, and _____ (“Franchisee”), located at _____.

Franchisor and Franchisee entered into a Franchise Agreement on _____, 20____, (such Agreement, together with any amendments, the “Franchise Agreement”). Franchisee is applying for financing(s) from a lender in which funding is provided with the assistance of the U. S. Small Business Administration (“SBA”). SBA requires the execution of this Addendum as a condition of obtaining SBA-assisted financing.

In consideration of the mutual promises below and for good and valuable consideration, the receipt and sufficiency of which the parties acknowledge the parties agree that notwithstanding any other terms in the Franchise Agreement or any other document Franchisor requires Franchisee to sign:

CHANGE OF OWNERSHIP

- If Franchisee is proposing to transfer a partial interest in Franchisee and Franchisor has an option to purchase or a right of first refusal with respect to that partial interest, Franchisor may exercise such option or right only if the proposed transferee is not a current owner or family member of a current owner of Franchisee. If the Franchisor’s consent is required for any transfer (full or partial), Franchisor will not unreasonably withhold such consent. In the event of an approved transfer of the franchise interest or any portion thereof, the transferor will not be liable for the actions of the transferee Franchisee.

FORCED SALE OF ASSETS

- If Franchisor has the option to purchase the business personal assets upon default or termination of the Franchise Agreement and the parties are unable to agree on the value of the assets, the value will be determined by an appraiser chosen by both parties. If the Franchisee owns the real estate where the franchisee location is operating, Franchisee will not be required to sell the real estate upon default or termination, but Franchisee may be required to lease the real estate for the remainder of the franchise term (excluding additional renewals) for fair market value.

COVENANTS

- If the Franchisee own the real estate where the franchisee location is operating, Franchisor has not and will not during the term of the Franchise Agreement record against the real estate any restrictions on the use of the property, including any restrictive covenants, branding covenants or environmental use restrictions. If any such restrictions are currently recorded against the Franchisee's real estate, they must be removed in order for the Franchisee to obtain SBA-assisted financing.

EMPLOYMENT

- Franchisor will not directly control (hire, fire or schedule) Franchisee's employees. For temporary personnel franchises, the temporary employees will be employed by the Franchisee not the Franchisor.

As to the referenced Franchise Agreement, this Addendum automatically terminates when SBA no longer has any interest in any SBA-assisted financing provided to the Franchisee.

Except as amended by this Addendum, the Franchise Agreement remains in full force and effect according to its terms.

Franchisor and Franchisee acknowledge that submission of false information to SBA, or the withholding of material information from SBA, can result in criminal prosecution under 18 U.S.C. 1001 and other provisions, including liability for treble damages under the False Claims Act, 31 U.S.C. §§ 3729 – 3733.

Authorized Representative of FRANCHISOR _____:

By: _____

Print Name: _____

Title: _____

Authorized Representative of FRANCHISEE _____:

By: _____

Print Name: _____

Title: _____

Note to Parties: This Addendum only addresses "affiliation" between the Franchisor and Franchisee. Additionally, the applicant Franchisee and the franchise system must meet all SBA eligibility requirements.

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration:

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

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	
Hawaii	
Illinois	See Separate FDD
Indiana	
Maryland	
Michigan	March 30, 2023
Minnesota	
New York	April 12, 2023
North Dakota	April 10, 2023
Rhode Island	
South Dakota	
Virginia	April 1, 2023
Washington	
Wisconsin	March 30, 2023

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

RECEIPT

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Great Clips offers you a franchise, it must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment, to Great Clips or an affiliate in connection with the proposed franchise sale.

Under Iowa, Michigan, and New York law, if applicable, this period may be 10 business days, which could be longer than 14 calendar days. In addition, under Iowa, New York, and Rhode Island law, if applicable, Great Clips may be required to provide this disclosure document to you at your first personal meeting to discuss the franchise.

If Great Clips does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington D.C. 20580 and the respective party listed on Exhibit P. We authorize the respective parties identified on Exhibit P to receive service of process for us in the particular state.

Issuance Date: March 30, 2023

The franchise seller for this offering is ☐ Serena Chiquoine, ☐ Beth N. Nilssen, or _____ all of whom have a principal business address and telephone number at Great Clips, Inc., 4400 West 78th Street, Suite 700, Minneapolis, MN 55435, (952) 893-9088.

I have received GREAT CLIPS[®] disclosure document dated March 30, 2023, that included the following Exhibits: A) List of Outlets; B) List of Former Franchisees; C) Franchisee Organizations Great Clips Has Created, Sponsored or Endorsed; D) Independent Franchisee Associations; E) Financial Statements; F) Franchise Agreement; G) Three Star Program Agreement; H) Master Development Agreement; I) Styleware[™] Software Suite Agreement; J) Merchant Processing Agreement; K) Participation Agreement; L) Lease Documents; M) Automated Clearing House Authorization; N) Franchise Application Questionnaire; O) State Addenda; P) State Agencies and Agents for Service of Process; Q) Data Processing Addendum; R) SBA Addendum.

Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

Date

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Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

Date

Prospective Franchisee
Individual:

Signature

Print Name

Date