

**ITEM 18
PUBLIC FIGURES**

We do not currently use any public figure to promote the franchise.

**ITEM 19
FINANCIAL PERFORMANCE REPRESENTATIONS**

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

Some salons have earned this amount. Your individual results may differ. There is no assurance that you’ll earn this much.

Table 1 – Systemwide Revenue by Type

The table below contains revenue generated over the 2025 calendar year (the “Measurement Period”) by source type. All franchised salons that operated at any point during the Measurement Period are included.

Revenue Source Type	Revenue Generated
Recurring Revenue of Memberships	\$35,479,362
Retail Products	\$1,909,877
First Time Guests and All Other Services	\$36,195,441
Total Revenue	\$73,584,680

Notes to Table 1:

1. *“Recurring Revenue of Memberships”* means only such revenue that is derived from scheduled recurring memberships.
2. *“First Time Guests and All Other Services”* means all revenue derived from services or our stylists, excluding Recurring Revenue of Memberships.
3. *“Retail Products”* means all revenue derived from the sale of our product line of goods.

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Table 2 – Revenue Comparison by Quartile

The following group of tables includes representations from 126 locations by quartile and includes all locations that operated for the entire Measurement Period. Excluded from this Table 2.1 are: (i) thirteen (13) franchised salons that closed during the Measurement Period, none of which closed after being open for less than 12 months; and (ii) 4 franchised salons that opened during the Measurement Period. Locations that were operated by our affiliate at any point during the Measurement Period are indicated by an asterisk.

REVENUE COMPARISON - QUARTILE 1				
Salon	State	Open Date	Beds	Total Revenue
Salon 1	IL	4/1/2019	7	\$1,422,128
Salon 2	TX	11/26/2018	7	\$1,313,798
Salon 3	OR	10/1/2018	8	\$1,165,479
Salon 4	AR	9/10/2019	8	\$1,095,694
Salon 5	LA	10/14/2019	10	\$1,093,711
Salon 6	TN	9/28/2021	9	\$1,032,359
Salon 7	FL	7/23/2018	8	\$1,015,607
Salon 8	FL	10/26/2020	10	\$990,018
Salon 9	NV	2/18/2020	8	\$966,532
Salon 10	TX	10/10/2021	8	\$946,126
Salon 11	TX	1/28/2019	7	\$945,058
Salon 12	NC	6/3/2019	8	\$944,289
Salon 13	NM	8/6/2019	7	\$921,857
Salon 14	TX	12/7/2018	8	\$919,063
Salon 15	TX	1/30/2017	10	\$898,042
Salon 16	TX	5/7/2018	5	\$893,574
Salon 17	FL	7/23/2018	9	\$878,269
Salon 18	NV	7/23/2019	8	\$874,540
Salon 19	WA	8/6/2018	5	\$863,533
Salon 20	FL	2/18/2019	7	\$841,393
Salon 21	TN	8/27/2018	6	\$834,962
Salon 22	OH	6/25/2018	8	\$832,105
Salon 23	TX	5/6/2022	8	\$807,166
Salon 24	TX	1/22/2018	8	\$801,510
Salon 25	WA	8/27/2018	5	\$796,839
Salon 26	FL	11/11/2022	8	\$791,258
Salon 27	IN	9/3/2019	7	\$785,886
Salon 28	MI	6/18/2018	8	\$766,908
Salon 29	GA	4/1/2017	5	\$765,260
Salon 30	TX	5/25/2021	9	\$762,313
Salon 31	TX	1/21/2019	8	\$754,508
AVERAGE				\$926,445

REVENUE COMPARISON - QUARTILE 2				
Salon	State	Open Date	Beds	Total Revenue
Salon 1	MA	10/20/2018	7	\$737,583
Salon 2	MO	7/9/2018	6	\$726,606
Salon 3	GA	11/12/2018	8	\$724,862
Salon 4	FL	10/4/2018	8	\$721,851
Salon 5	CA	11/9/2018	5	\$686,452
Salon 6	CA	8/6/2019	6	\$672,736
Salon 7	KY	7/24/2018	6	\$666,770
Salon 8	OR	4/1/2021	8	\$662,530
Salon 9	OR	12/19/2018	7	\$657,965
Salon 10	TX	11/21/2017	5	\$650,333
Salon 11	CA	12/3/2018	7	\$628,160
Salon 12	TN	8/30/2021	9	\$627,303
Salon 13	FL	8/11/2020	8	\$622,393
Salon 14	TX	11/19/2018	6	\$615,703
Salon 15	PA	7/6/2020	6	\$614,508
Salon 16	NC	6/4/2019	6	\$614,262
Salon 17	MI	7/1/2017	5	\$602,479
Salon 18	MA	10/21/2019	8	\$585,997
Salon 19	MD	6/27/2023	9	\$585,517
Salon 20	MI	7/9/2018	8	\$577,129
Salon 21	CA	2/4/2019	7	\$573,184
Salon 22	TX	10/1/2008	5	\$570,852
Salon 23	NJ	1/26/2019	5	\$565,345
Salon 24	CA	9/10/2018	8	\$559,482
Salon 25	RI	12/17/2018	8	\$559,060
Salon 26	FL	2/24/2022	9	\$558,080
Salon 27	GA	9/26/2023	8	\$548,076
Salon 28	TX	12/20/2022	9	\$546,830
Salon 29	MI	10/20/2020	7	\$536,279
Salon 30	PA	6/23/2020	8	\$529,749
Salon 31	TX	12/17/2019	8	\$514,858
AVERAGE				\$614,288

REVENUE COMPARISON - QUARTILE 3				
Salon	State	Open Date	Beds	Total Revenue
Salon 1	TX	10/1/2007	8	\$508,302
Salon 2	CA	10/1/2021	8	\$508,082
Salon 3	NC	9/20/2018	7	\$501,028
Salon 4	OR	2/4/2019	5	\$500,206
Salon 5	NY	11/26/2018	8	\$497,496
Salon 6	TX	12/12/2017	6	\$496,895
Salon 7	CA	3/18/2019	6	\$496,832
Salon 8	PA	3/22/2023	8	\$496,276
Salon 9	NY	9/24/2019	5	\$495,556
Salon 10	WA	3/1/2024	8	\$494,289
Salon 11	TN	9/25/2024	8	\$487,988
Salon 12	CO	7/16/2018	6	\$479,752
Salon 13	MS	9/25/2023	7	\$474,162
Salon 14	TX	2/7/2024	9	\$473,449
Salon 15	TX	2/25/2019	6	\$461,978
Salon 16	CA	1/6/2020	8	\$458,461
Salon 17	OH	12/3/2018	7	\$455,226
Salon 18	TX	10/1/2015	5	\$454,766
Salon 19	TX	12/23/2019	8	\$437,272
Salon 20	OH	3/4/2019	8	\$436,311
Salon 21	FL	4/8/2024	10	\$434,297
Salon 22	TX	11/19/2023	8	\$432,511
Salon 23	TX	5/13/2024	10	\$428,104
Salon 24	CA	2/24/2020	5	\$423,248
Salon 25	IN	6/1/2016	7	\$419,941
Salon 26	PA	10/28/2019	7	\$414,203
Salon 27	NJ	1/10/2022	9	\$408,746
Salon 28	CA	2/23/2021	6	\$404,181
Salon 29	KS	1/1/2018	7	\$404,099
Salon 30	OK	5/14/2019	6	\$400,799
Salon 31	UT	6/2/2020	7	\$394,427
Salon 32	FL	2/8/2024	8	\$392,577
AVERAGE				\$455,358

REVENUE COMPARISON - QUARTILE 4				
Salon	State	Open Date	Beds	Total Revenue
Salon 1	MI	12/13/2022	7	\$391,590
Salon 2	OK	8/5/2024	8	\$390,428
Salon 3	FL	4/21/2023	8	\$384,201
Salon 4	CA	10/4/2021	6	\$383,645
Salon 5	TX	8/1/2022	7	\$380,507
Salon 6	TX	2/8/2023	10	\$376,363
Salon 7	FL	9/19/2024	8	\$375,014
Salon 8	TN	12/4/2023	9	\$373,237
Salon 9	NM	12/19/2022	12	\$357,405
Salon 10	FL	11/4/2024	7	\$345,738
Salon 11	PA	2/18/2019	5	\$338,263
Salon 12	NJ	3/2/2020	7	\$331,495
Salon 13	KS	9/3/2019	6	\$318,584
Salon 14	IL	4/27/2021	9	\$318,264
Salon 15	PA	2/11/2019	8	\$313,044
Salon 16	FL	2/13/2024	9	\$307,719
Salon 17	CA	10/4/2021	9	\$295,139
Salon 18	NJ	3/10/2020	7	\$289,413
Salon 19	MA	4/22/2019	5	\$270,565
Salon 20	CA	10/12/2022	6	\$248,761
Salon 21	IN	10/7/2022	10	\$243,922
Salon 22	GA	7/1/2024	7	\$242,438
Salon 23	NJ	11/19/2019	5	\$241,294
Salon 24	TN	5/27/2024	8	\$239,535
Salon 25	AL	9/9/2019	7	\$226,606
Salon 26	LA	5/20/2024	7	\$185,803
Salon 27	MD	5/13/2024	6	\$176,244
Salon 28	CA	11/7/2019	6	\$170,336
Salon 29	FL	8/21/2023	8	\$163,396
Salon 30	TX	11/27/2023	8	\$160,589
Salon 31	FL	3/11/2024	8	\$132,434
Salon 32	NV	7/23/2019	7	\$107,379
AVERAGE				\$283,730

Notes to Table 2:

1. Below please find the median, high and low revenue figures for each quartile displayed above:

Quartile	Quantity	Average	Median	High	Low
Q1	31	\$926,445	\$893,574	\$1,422,128	\$754,508
Q2	31	\$614,288	\$614,262	\$737,583	\$514,858
Q3	32	\$455,358	\$456,843	\$508,302	\$392,577
Q4	32	\$283,730	\$301,429	\$391,590	\$107,379

Substantiation of the data used in preparing this financial performance representation will be made available to you upon reasonable request.

Other than the preceding financial performance representation we do not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor’s management by contacting John Babcock, Brand President, The Lash Franchise Holdings, LLC, 550 Reserve Street, Suite 380, Southlake, Texas 76092(734) 678-0919, the Federal Trade Commission, and the appropriate state regulatory agencies.

**ITEM 20
OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1
Systemwide Outlet Summary
For Years 2023 - 2025**

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	117	126	9
	2024	126	137	11
	2025	137	132	-5
Company Owned	2023	4	4	0
	2024	4	0	-4
	2025	0	0	0
Total Outlets	2023	121	130	9
	2024	130	137	7
	2025	137	132	-5

Table No. 2

**Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For Years 2023 - 2025**

State	Year	Number of Transfers
California	2023	1
	2024	1
	2025	0
Colorado	2023	0
	2024	0
	2025	0
Florida	2023	0
	2024	0
	2025	0