

	Provision	Section in Development Agreement	Summary
v.	Choice of forum	Section 22	All claims and causes of action arising out of the Development Agreement must be brought in the state or, if appropriate, federal court of general jurisdiction that is closest to Minneapolis, Minnesota, or the city and state where we have notified you in writing we have established our then-current corporate headquarters (subject to applicable state law).
w.	Choice of law	Section 21	The Development Agreement is governed by the laws of the state of Minnesota without reference to this state’s conflict of laws principles. (subject to state law)

ITEM 18

PUBLIC FIGURES

We do not presently use any public figures to promote our franchises.

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.

BACKGROUND

In this Item, we disclose the historical performance of (i) the three (3) goGLOW Businesses that are owned and operated by our affiliates under the Proprietary Marks, operate from a permanent premises, and otherwise operate in a substantially similar manner to the Franchised Business being offered hereunder as of December 31, 2024 (each, an “Affiliate Flagship Location”), and (ii) one (1) additional affiliate-owned business that opened and commenced operating in June 2023 in a temporary “salon suite” (the “Salon Suite,” and collectively with the Affiliate Flagship Locations, the “Disclosed Businesses”).

Part I of this Item 19 discloses the total Net Revenue of the Affiliate Flagship Locations and the Salon Suite for the calendar years 2022, 2023, and 2024 (the “Part I Measurement Period”). Parts II through IV of this Item 19 disclose the indicated data for the Affiliate Flagship Locations only for the calendar year 2024 (the “2024 Measurement Period”). We have excluded from this Item 19 the performance information of our current franchisees, as none were open for the entirety of the Measurement Period. Please note that each of the Affiliate Flagship Locations was open and operating for some time before the commencement of the applicable measurement periods, and, as such, should be considered more mature operations than those associated with a new Franchised Business.

PART I: Net Revenue of Affiliate Flagship Locations and Salon Suite

(Applicable Measurement Period: 1/1/2022 – 12/31/2024)

Chart 1(A): Net Revenue of Minneapolis Affiliate Flagship Locations and Salon Suite

	GRAND OPENING DATE	2022	2023	2024	TOTALS
FLAGSHIP - EDINA, MN	AUGUST 2015	\$949,039	\$950,216	\$876,065	\$2,775,320
FLAGSHIP - MAPLE GROVE, MN	JANUARY 2020	\$377,150	\$440,141	\$406,483	\$1,223,774
SALON SUITE - NORTH LOOP, MN	JUNE 2023		\$72,945	\$104,284	\$177,229
TOTALS		\$1,326,189	\$1,463,302	\$1,386,832	\$4,176,323

Chart 1(B): Net Revenue of All Affiliate Locations and Salon Suite

	GRAND OPENING DATE	2022	2023	2024	TOTALS
FLAGSHIP - EDINA, MN	AUGUST 2015	\$949,039	\$950,216	\$876,065	\$2,775,320
FLAGSHIP - RIVER NORTH, IL	MAY 2017	\$692,325	\$749,790	\$707,286	\$2,149,401
FLAGSHIP - MAPLE GROVE, MN	JANUARY 2020	\$377,150	\$440,141	\$406,483	\$1,223,774
SALON SUITE - NORTH LOOP, MN	JUNE 2023		\$72,945	\$104,284	\$177,229
TOTALS		\$2,018,514	\$2,213,092	\$2,094,118	\$6,325,724

Chart 1(C): Total Net Revenue - Affiliate Flagship Locations Only

	2022	2023	2024	TOTALS
EDINA, MN	\$949,039	\$950,216	\$876,065	\$2,775,320
RIVER NORTH, IL	\$692,325	\$749,790	\$707,286	\$2,149,401
MAPLE GROVE, MN	\$377,150	\$440,141	\$406,483	\$1,223,774
TOTALS	\$2,018,514	\$2,140,147	\$1,989,834	\$6,148,495

Chart 1(D): Net Revenue Less Disclosed Expenses – Affiliate Flagship Locations Only

	2022	2023	2024	TOTALS
EDINA, MN	\$408,938	\$379,355	\$324,664	\$1,112,957
RIVER NORTH, IL	\$214,603	\$223,908	\$209,789	\$648,300
MAPLE GROVE, MN	\$86,851	\$114,260	\$106,251	\$307,362
TOTALS	\$710,392	\$717,523	\$640,704	\$2,068,619
**NET REVENUE LESS DISCLOSED EXPENSES %	35.19%	33.53%	32.20%	33.64%

**Disclosed Expenses are Itemized in Part II of this Item 19.

PART II: Disclosed Expenses of Affiliate Flagship Locations

(Applicable Measurement Period: 1/1/2024 – 12/31/2024)

Chart 2(A): Total and Average Disclosed Expenses of Affiliate Flagship Locations

LOCATION		EDINA, MN		RIVER NORTH, IL		MAPLE GROVE, MN		TOTALS		AVERAGE					
OPENING DATE		Aug-15		May-17		Jan-20		EDINA + RIVER NORTH + MAPLE GROVE		EDINA + RIVER NORTH + MAPLE GROVE					
Total Single Services	12,031	% of Total Single Services		9,079	% of Total Single Services		5,445	% of Total Single Services		26,555	% of Total Single Services		8,852	% of Total Single Services	
Total Single Services - Regular	5,011	41.65%		4,049	44.60%		2,540	46.65%		11,600	43.68%		3,867	43.68%	
Total Single Services - Rapid	7,020	58.35%		5,030	55.40%		2,905	53.35%		14,955	56.32%		4,985	56.32%	
CATEGORY	NET REVENUE	NET REVENUE DIVIDED BY TOTAL SERVICES		NET REVENUE	NET REVENUE DIVIDED BY TOTAL SERVICES		NET REVENUE	NET REVENUE DIVIDED BY TOTAL SERVICES		NET REVENUE	NET REVENUE DIVIDED BY TOTAL SERVICES		NET REVENUE	NET REVENUE DIVIDED BY TOTAL SERVICES	
Cancellation Revenue	\$4,600	\$0.38		\$9,525	\$1.05		\$1,875	\$0.34		\$16,000	\$0.60		\$5,333	\$0.60	
Gift Card Revenue	\$5,106	\$0.42		\$1,853	\$0.20		\$4,720	\$0.87		\$11,679	\$0.44		\$3,893	\$0.44	
Net Revenue - Services	\$627,858	\$52.19		\$543,020	\$59.81		\$291,321	\$53.50		\$1,462,199	\$55.06		\$487,400	\$55.06	

Net Revenue - Retail Products + Clothing	\$238,501	\$19.82	\$152,888	\$16.84	\$108,567	\$19.94	\$499,956	\$18.83	\$166,652	\$18.83
TOTALS	\$876,065	\$72.82	\$707,286	\$77.90	\$406,483	\$74.65	\$1,989,834	\$74.93	\$663,278	\$74.93

Disclosed Expenses	Certain Expenses	% of Net Revenue	Certain Expenses	% of Net Revenue	Certain Expenses	% of Net Revenue	Certain Expenses	% of Net Revenue	Certain Expenses	% of Net Revenue
Services + Retail Products + Clothing	\$121,872	13.91%	\$82,719	11.70%	\$56,868	13.99%	\$261,459	13.14%	\$87,153	13.14%
Merchant Fees	\$20,810	2.38%	\$16,466	2.33%	\$9,524	2.34%	\$46,800	2.35%	\$15,600	2.35%
Disclosed Cost of Goods Sold	\$142,682	16.29%	\$99,185	14.02%	\$66,392	16.33%	\$308,259	15.49%	\$102,753	15.49%

Salary & Hourly Wages	\$107,586	12.28%	\$74,980	10.60%	\$45,241	11.13%	\$227,807	11.45%	\$75,936	11.45%
Sales Commissions	\$14,313	1.63%	\$8,079	1.14%	\$6,463	1.59%	\$28,855	1.45%	\$9,618	1.45%
Payroll Taxes	\$21,958	2.51%	\$15,326	2.17%	\$9,261	2.28%	\$46,545	2.34%	\$15,515	2.34%
Disclosed Payroll Expenses	\$143,857	16.42%	\$98,385	13.91%	\$60,965	15.00%	\$303,207	15.24%	\$101,069	15.24%

Rent	\$61,329	7.00%	\$128,123	18.11%	\$64,725	15.92%	\$254,177	12.77%	\$84,726	12.77%
Utilities	\$8,771	1.00%	\$4,017	0.57%	\$4,914	1.21%	\$17,702	0.89%	\$5,901	0.89%
Repairs & Maintenance	\$5,893	0.67%	\$38	0.01%	\$3,294	0.81%	\$9,225	0.46%	\$3,075	0.46%
Liability Insurance	\$1,059	0.12%	\$1,755	0.25%	\$1,380	0.34%	\$4,194	0.21%	\$1,398	0.21%
Disclosed Occupancy Expenses	\$77,052	8.80%	\$133,933	18.94%	\$74,313	18.28%	\$285,298	14.34%	\$95,099	14.34%

Local Marketing	\$22,114	2.52%	\$19,647	2.78%	\$14,448	3.55%	\$56,209	2.82%	\$18,736	2.82%
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Social/Digital Management (Imputed)	\$12,000	1.37%	\$12,000	1.70%	\$12,000	2.95%	\$36,000	1.81%	\$12,000	1.81%
Brand Fund (Imputed)	\$8,761	1.00%	\$7,073	1.00%	\$4,065	1.00%	\$19,899	1.00%	\$6,633	1.00%
Promotional Marketing	\$50,115	5.72%	\$42,873	6.06%	\$9,352	2.30%	\$102,340	5.14%	\$34,113	5.14%
Disclosed Marketing Expenses	\$92,990	10.61%	\$81,593	11.54%	\$39,865	9.81%	\$214,448	10.78%	\$71,483	10.78%
Office Supplies	\$6,303	0.72%	\$3,675	0.52%	\$2,309	0.57%	\$12,287	0.62%	\$4,096	0.62%
Royalty (Imputed)	\$70,085	8.00%	\$56,583	8.00%	\$32,519	8.00%	\$159,187	8.00%	\$53,062	8.00%
Tech Fee (Imputed)	\$12,000	1.37%	\$12,000	1.70%	\$12,000	2.95%	\$36,000	1.81%	\$12,000	1.81%
Bank Fees	\$94	0.01%	\$94	0.01%	\$94	0.02%	\$282	0.01%	\$94	0.01%
Misc Expenses	\$6,338	0.72%	\$12,049	1.70%	\$11,775	2.90%	\$30,162	1.52%	\$10,054	1.52%
Disclosed General Operating Expenses	\$94,820	10.82%	\$84,401	11.93%	\$58,697	14.44%	\$237,918	11.96%	\$79,306	11.96%
Net Revenue Less Certain Disclosed Expenses	\$324,664	37.06%	\$209,789	29.66%	\$106,251	26.14%	\$640,704	32.20%	\$213,568	32.20%

Chart 2(B): Total and Average Disclosed Expenses of Affiliate Flagship Locations – Consolidated Summary

AFFILIATE FLAGSHIP LOCATION	EDINA, MN		RIVER NORTH, IL		MAPLE GROVE, MN		TOTALS		AVERAGE	
OPENING DATE	Aug-15		May-17		Jan-20		EDINA + RIVER NORTH + MAPLE GROVE		EDINA + RIVER NORTH + MAPLE GROVE	
NET REVENUE	\$876,065	% OF NET REVENUE	\$707,286	% OF NET REVENUE	\$406,483	% OF NET REVENUE	\$1,989,834	% OF NET REVENUE	\$663,278	% OF NET REVENUE
Disclosed Cost of Goods Sold	\$142,682	16.29%	\$99,185	14.02%	\$66,392	16.33%	\$308,259	15.49%	\$102,753	15.49%
Disclosed Payroll Expenses	\$143,857	16.42%	\$98,385	13.91%	\$60,965	15.00%	\$303,207	15.24%	\$101,069	15.24%
Disclosed Occupancy Expenses	\$77,052	8.80%	\$133,933	18.94%	\$74,313	18.28%	\$285,298	14.34%	\$95,099	14.34%
Disclosed Marketing Expenses	\$92,990	10.61%	\$81,593	11.54%	\$39,865	9.81%	\$214,448	10.78%	\$71,483	10.78%
Disclosed General Operating Expenses	\$94,820	10.82%	\$84,401	11.93%	\$58,697	14.44%	\$237,918	11.96%	\$79,306	11.96%
Disclosed Expenses	\$551,401	62.94%	\$497,497	70.34%	\$300,232	73.86%	\$1,349,130	67.80%	\$449,710	67.80%
Net Revenue Minus Disclosed Expenses	\$324,664	37.06%	\$209,789	29.66%	\$106,251	26.14%	\$640,704	32.20%	\$213,568	32.20%

PART III: Payroll and Compensation

(Applicable Measurement Period: 1/1/2024 – 12/31/2024)

Chart 3(A): Payroll and Compensation Analysis for Affiliate Flagship Locations

PAYROLL & COMPENSATION ANALYSIS	EDINA, MN	RIVER NORTH, IL	MAPLE GROVE, MN	TOTALS	AVERAGE
TOTAL PAYROLL HOURS	8,832	6,104	4,174	19,110	6,370
TOTAL NET REVENUE	\$876,065	\$707,286	\$406,483	\$1,989,834	\$663,278
NET REVENUE PER PAYROLL HOUR	\$99.19	\$115.87	\$97.38	\$104.13	\$104.13

CATEGORY: P&L PAYROLL EXPENSE	P&L EXPENSE	PER HOUR	P&L EXPENSE	PER HOUR	P&L EXPENSE	PER HOUR	P&L EXPENSE	PER HOUR	P&L EXPENSE	PER HOUR
HOURLY & SALARY WAGES	\$107,586	\$12.18	\$74,980	\$12.28	\$45,241	\$10.84	\$227,807	\$11.92	\$75,936	\$11.92
COMMISSIONS	\$14,313	\$1.62	\$8,079	\$1.32	\$6,463	\$1.55	\$28,855	\$1.51	\$9,618	\$1.51
PAYROLL TAX	\$21,958	\$2.49	\$15,326	\$2.51	\$9,261	\$2.22	\$46,545	\$2.44	\$15,515	\$2.44
TOTAL P&L PAYROLL EXPENSE	\$143,857	\$16.29	\$98,385	\$16.12	\$60,965	\$14.61	\$303,207	\$15.87	\$101,069	\$15.87
NET REVENUE / TOTAL P&L PAYROLL EXPENSE	6.09x	6.09x	7.19x	7.19x	6.67x	6.67x	6.56x	6.56x	6.56x	6.56x

TOTAL P&L PAYROLL % OF NET REVENUE	16.42%
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13.91%

15.00%

15.24%

15.24%

CATEGORY: TECHNICIAN COMPENSATION	COMPENSATION	PER HOUR
HOURLY & SALARY WAGES	\$107,586	\$12.18
COMMISSIONS	\$14,313	\$1.62
TIPS	\$120,163	\$13.61
TOTAL TECHNICIAN COMPENSATION	\$242,062	\$27.41

COMPENSATION	PER HOUR
\$74,980	\$12.28
\$8,079	\$1.32
\$97,625	\$15.99
\$180,684	\$29.60

COMPENSATION	PER HOUR
\$45,241	\$10.84
\$6,463	\$1.55
\$52,238	\$12.52
\$103,942	\$24.90

COMPENSATION	PER HOUR
\$227,807	\$4.89
\$28,855	\$0.62
\$270,026	\$5.80
\$526,688	\$27.56

COMPENSATION	PER HOUR
\$75,936	\$4.89
\$9,618	\$0.62
\$90,009	\$5.80
\$175,563	\$27.56