

	Provision	Section in MUDA Agreement	Summary For MUDA Agreement
V	Choice of forum	Section 8.2	Arbitration and actions for injunctive relief, claims based on the Marks, or on covenants not to compete must be in the State of Colorado (subject to state law).
W	Choice of law	Section 8.2	Colorado law applies (subject to state law).

ITEM 18 PUBLIC FIGURES

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

ITEM 19 FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

OCCUPANCY DURING FIRST 12 MONTHS OF OPERATIONS

The figures below represent the median and average occupancy reported in accordance with the typical monthly royalty and occupancy reporting procedure for the first twelve (12) months of operations by Sola Salons franchise locations that satisfied the New Location Occupancy Reporting Criteria. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

The following table includes information regarding the total number of Sola Salons franchise locations in the United States that met or exceeded all of the following criteria as of December 31, 2024 ("New Location Occupancy Reporting Criteria"): (a) operated in the United States under a Franchise Agreement; (b) had been open and continuously operating for at least 12 months; and (c) submitted all required occupancy reports under the Franchise Agreement during its first 12 months of operations. The Occupancy Reporting Criteria excludes any Sola Salons locations (i) located outside the United States, (ii) owned, operated, or under contract to be purchased by Franchisor or any of its affiliates at any time during 2024, (iii) reporting over one hundred percent (100%) occupancy (as such reporting may suggest an error in the data); and (iv) first opened for business prior to calendar year 2016 (as month-by-month occupancy data for the first 12 months of operations is not available for locations that opened prior to 2016). The characteristics of the Sola Salons franchise locations included in the following table do not differ materially from those of a franchise offered under this Disclosure Document.

The median and average occupancy information was prepared from the records and reports, as reported by Franchisees of each of the Sola Salons franchise locations satisfying the New Location Occupancy Reporting Criteria. We have relied solely on the information reported to us by Franchisees. We do not know of an instance, nor do we have reason to believe, that any Franchisee would misstate its information.

To calculate the median and average Occupancy, we analyzed occupancy records and reports for the first twelve months opening, as reported by Franchisees of each of the Sola Salons franchise locations satisfying the New Location Occupancy Reporting Criteria as of December 31, 2024. We then provided the lowest occupancy percentage and the highest occupancy percentage.

Some outlets have achieved this amount. Your individual results may differ. There is no assurance that you'll achieve as much.

We do not furnish or authorize our salespersons to furnish any oral or written information concerning the actual or potential sales, income, costs, or profits of a Sola Salons location other than that disclosed here.

HISTORICAL OCCUPANCY DATA DURING FIRST 12 MONTHS OF OPERATIONS

Median and Average Occupancy by Month During the First Twelve Months of Operations for Franchise Locations Satisfying the New Location Occupancy Reporting Criteria

Month	1	2	3	4	5	6	7	8	9	10	11	12
Median	43.8%	50.0%	58.3%	62.5%	66.7%	69.6%	74.1%	78.1%	80.6%	83.9%	85.3%	86.8%
Number/Percent that Met or Exceeded Median	199	204	200	200	200	200	200	201	200	200	200	200
	49.9%	51.1%	50.1%	50.1%	50.1%	50.1%	50.1%	50.4%	50.1%	50.1%	50.1%	50.1%
Average	47.9%	54.8%	59.2%	62.9%	66.3%	68.5%	71.1%	73.2%	75.5%	76.9%	78.2%	79.4%
Number/Percent that Met or Exceeded Average	175	185	198	199	200	206	223	214	223	225	236	244
	43.9%	46.4%	49.6%	49.9%	50.1%	51.6%	55.9%	53.6%	55.9%	56.4%	59.1%	61.2%
Highest in Range	100%											
Number/Percent that Met High	19	34	27	37	49	58	66	69	68	76	78	78
	4.8%	8.5%	6.8%	9.3%	12.3%	14.5%	16.5%	17.3%	17.0%	19.0%	19.5%	19.5%
Lowest in Range	0.0%	3.8%	5.0%	3.8%	6.9%	3.1%	7.7%	10.3%	12.1%	12.1%	11.5%	11.5%
Number/Percent that Met Low	2	1	1	1	1	1	1	1	1	1	1	1
	0.5%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%

Notes

- (1) As of December 31, 2024, we had 660 Sola Salons franchised locations open and operating in the United States. Of this total, 399 (60.5%) met the New Location Occupancy Reporting Criteria and 261(39.5%) Sola Salons locations did not meet the New Location Occupancy Reporting Criteria. Four (4) franchised outlets permanently closed during 2024, which had been open for more than 12 months. No franchised outlets closed during 2024 after being open less than 12 months.
- (2) For purpose of this table, “Month 1” means the calendar month during which a franchisee began operating its Sola Salons location and first submitted an occupancy report, regardless of the numbers of days the franchisee operated during such month.

MATURE OCCUPANCY

The figures below represent the median and average occupancy reported in accordance with the typical monthly royalty and occupancy reporting procedure for the month of December 2024 by Sola Salons franchise locations that satisfied the Occupancy Reporting Criteria. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon reasonable request.

The following table includes information regarding the total number of Sola Salons franchise locations in the United States that met or exceeded all of the following criteria as of December 31, 2024 (“Occupancy Reporting Criteria”): (a) operated in the United States under a Franchise Agreement; (b) had been open for at least 13 months; and (c) submitted all required occupancy reports under the Franchise Agreement for the month of December 2024. The Occupancy Reporting Criteria excludes any Sola Salons locations (i) located outside the United States, (ii) owned, operated, or under contract to purchase by Franchisor or any of its affiliates at any time during 2024, and (iii) reporting over one hundred percent (100%) occupancy (as such reporting may suggest an error in the data). The operations of Sola Salons locations are not seasonal and, in our experience, occupancy rates in December are consistent with occupancy rates at other times in the year. The characteristics of the Sola Salons franchise locations included in the following table do not differ materially from those of a franchise offered under this Disclosure Document.

The median and average occupancy information was prepared from the records and reports, as reported by Franchisees of each of the Sola Salons franchise locations satisfying the Occupancy Reporting Criteria. We have relied solely on the information reported to us by Franchisees. We do not know of an instance, nor do we have reason to believe, that any Franchisee would misstate its information.

To calculate the median and average Occupancy, we analyzed occupancy records and reports for the month of December 2024, as reported by Franchisees of each of the Sola Salons franchise locations satisfying the Occupancy Reporting Criteria as of December 31, 2024. We then provided the lowest occupancy percentage and the highest occupancy percentage.

Some outlets have achieved this amount. Your individual results may differ. There is no assurance that you'll achieve as much.

We do not furnish or authorize our salespersons to furnish any oral or written information concerning the actual or potential sales, income, costs, or profits of a Sola Salons location other than that disclosed here.

MATURE OCCUPANCY DATA

Median and Average Occupancy for Franchise Locations Satisfying the Occupancy Reporting Criteria as of December 31, 2024

	Percentage
Median Occupancy	88.5%
Average Occupancy	84.7%
Highest Occupancy Percentage in Range	100.0%
Lowest Occupancy Percentage in Range	15.2%

Notes

(1) As of December 31, 2024, we had 660 Sola Salons franchised locations open and operating in the United States. Of this total, 625 (95%) met the Occupancy Reporting Criteria and 35 (5%) Sola Salons locations did not meet the Occupancy Reporting Criteria. Four (4) franchised outlets

permanently closed during 2024, which had been open for more than 12 months. No franchised outlets closed during 2024 after being open less than 12 months.

- (2) Of the Sola Salons that met the Occupancy Reporting Criteria as of December 31, 2024, 315 (50%) Sola Salons met or exceeded the Median Occupancy for the month of December 2024 and 388 (62%) Sola Salons met or exceeded the Average Occupancy for the month of December 2024.
- (3) Of the Sola Salons that met the Occupancy Reporting Criteria as of December 31, 2024, 101 (16.2%) Sola Salons met the Highest Occupancy Percentage for the month of December 2024 and 1 (0.16%) Sola Salon Studio met the Lowest Occupancy Percentage for the month of December 2024.

GROSS REVENUE

The figures below represent the median and average Gross Revenue for the calendar years 2023 and 2024 reported by Sola Salons franchise locations that satisfied the 2023 Reporting Criteria or 2024 Reporting Criteria, as applicable and as defined below. Written substantiation for the financial performance representation will be made available to the prospective franchisee upon its reasonable written request.

The following table includes 2023 Gross Revenue information regarding the Sola Salons franchise locations in the United States that met or exceeded all of the following criteria as of December 31, 2023 (“2023 Reporting Criteria”): (a) operated in the United States under a Franchise Agreement; (b) had been open for at least 13 months; and (c) submitted all required revenue reports during 2023. The 2023 Reporting Criteria excludes any Sola Salons locations (i) located outside the United States, or (ii) owned, operated, or under contract to be purchased by Franchisor or any of its affiliates at any time during 2023.

The following table includes 2024 Gross Revenue information regarding the Sola Salons franchise locations in the United States that met or exceeded all of the following criteria as of December 31, 2024 (“2024 Reporting Criteria”): (a) operated in the United States under a Franchise Agreement; (b) had been open for at least 13 months; and (c) submitted all required revenue reports during 2024. The 2024 Reporting Criteria excludes any Sola Salons locations (i) located outside the United States, or (ii) owned, operated, or under contract to be purchased by Franchisor or any of its affiliates at any time during 2024.

The characteristics of the Sola Salons franchise locations included in the following table do not differ materially from those of a franchise offered under this Disclosure Document.

The median and average information for Gross Revenue was prepared from the records and reports, as reported by Franchisees of each of the Sola Salons locations satisfying the 2023 Reporting Criteria or 2024 Reporting Criteria, as applicable. We have relied solely on the information reported to us by Franchisees. We do not know of an instance, nor do we have reason to believe, that any Franchisee would misstate its information.

To calculate the median and average Gross Revenue, we analyzed information, as reported by Franchisees of each of the Sola Salons franchise locations satisfying the 2023 Reporting Criteria or 2024 Reporting Criteria, as applicable. We then provided the lowest Gross Revenue amount and the highest Gross Revenue amount for such franchised locations for the calendar years 2023 and 2024. Pursuant to the Franchise Agreement, “Gross Revenue” includes the total of all income derived from gross sales and gross receipts, whether the income is received by cash, credit, checks, services, property, or other means of exchange and excludes only those sales taxes that a Franchisee must by law collect from customers and that Franchisee pays to the government, promotional or discount coupons to the extent that Franchisee realizes no income, and employee or lessee receipt of services, if free, or any portion not paid for by an employee or studio lessee. The term “Average” refers to the sum of all data points in a set, divided by the number of data points in that set. The term “Median” refers to the data point that is in the center of all data points used. That number is found by examining the total number of data points and finding the middle number in that set. In

the event that the number of data points is an odd number, the median will be the center number. If the dataset contains an even number of data points, the median is reached by taking the two numbers in the middle, adding them together, and dividing by two. As a result, in all cases when a median number is stated, approximately 50% of the Studios met or exceeded the stated median.

Some outlets have sold or achieved this amount. Your individual results may differ. There is no assurance that you'll sell or achieve as much.

We do not furnish or authorize our salespersons to furnish any oral or written information concerning the actual or potential sales, income, costs, or profits of a Sola Salon Studio other than that disclosed here.

**FRANCHISED SOLA SALONS AVERAGE AND MEDIAN GROSS REVENUE
FOR 2023 AND 2024**

	Average		Median	
	2023	2024	2023	2024
Full Year	\$435,678.54	\$442,438.28	\$419,770.13	\$420,051.73

	Highest in Range		Lowest in Range	
	2023	2024	2023	2024
Full Year	\$1,120,811.10	\$1,181,814.00	\$89,730.00	\$58,506.90

Notes

- (1) As of December 31, 2023, we had 631 Sola Salons franchised locations open and operating in the United States. Of this total, 572 (90.6%) Sola Salons locations met the 2023 Reporting Criteria and 59 (9.4%) Sola Salon Studio locations did not meet the 2023 Reporting Criteria. Two (2) franchised outlet permanently closed during 2023, which had been open for more than 12 months. No franchised outlet closed during 2023 after being open less than 12 months.
- (2) As of December 31, 2024, we had 660 Sola Salon Studio franchise locations open and operating in the United States. Of this total, 625 (95%) Sola Salons locations met the 2024 Reporting Criteria and 35 (5%) Sola Salons locations did not meet the 2024 Reporting Criteria. Four (4) franchised outlets permanently closed during 2024, which had been open for more than 12 months. No franchised outlets closed during 2024 after being open less than 12 months.
- (3) Of the 572 Sola Salons that met the 2023 Reporting Criteria, 258 (41%) met or exceeded the Average Gross Revenue for 2023. Of the 625 Sola Salons that met the 2024 Reporting Criteria, 274 (43.8%) met or exceeded the Average Gross Sales for 2024.

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 us by contacting John Pantera at 300 Union Boulevard, Suite 600, Lakewood, Colorado 80228, and (413)-525-2347, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary
For years 2022 to 2024 (As of December 31 of each year)

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change (+ or -)
Franchised	2022	555	585	+30
	2023	585	631	+46
	2024	631	660	+29
Company-Owned	2022	39	61	+22
	2023	61	66	+5
	2024	66	69	+3
Total Outlets	2022	594	646	+52
	2023	646	697	+51
	2024	697	729	+32

Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For years 2022 to 2024 (As of December 31 of each year)

STATE	YEAR	NUMBER OF TRANSFERS
Alabama	2022	2
	2023	0
	2024	0
Arizona	2022	0
	2023	0
	2024	0
California	2022	0
	2023	7
	2024	0
Colorado	2022	0
	2023	0
	2024	0
Illinois	2022	0
	2023	0
	2024	3
Indiana	2022	6
	2023	0
	2024	0
Iowa	2022	0
	2023	0
	2024	0
Kansas	2022	0
	2023	0
	2024	0
Kentucky	2022	0
	2023	0
	2024	0
Minnesota	2022	0