

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 2024 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	\$34,563,903
Retail Products	\$2,265,545
First Time Guests and All Other Services	\$33,100,669
Total Revenue	\$69,930,117

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 121 locations by quartile and includes all locations that operated for the entire Measurement Period. Excluded from this Table 2.1 are: (i) nine (9) franchised salons that closed during the Measurement Period; and (ii) 16 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					REVENUE COMPARISON - QUARTILE 2				
Salon	State	Open Date	Beds	Total Revenue	Salon	State	Open Date	Beds	Total Revenue
Salon 1	IL	4/1/2019	7	\$1,401,886	Salon 1	OH	6/25/2018	8	\$744,160
Salon 2	TX	11/26/2018	7	\$1,277,299	Salon 2	TX	11/21/2017	5	\$738,990
Salon 3	OR	10/1/2018	8	\$1,125,161	Salon 3	OR	12/19/2018	7	\$730,245
Salon 4	LA	10/14/2019	10	\$1,054,083	Salon 4	MI	6/18/2018	8	\$706,403
Salon 5	FL	7/23/2018	8	\$1,007,065	Salon 5	KY	7/24/2018	6	\$695,453
Salon 6	FL	10/26/2020	10	\$999,831	Salon 6	OR	4/1/2021	8	\$690,433
Salon 7	AR	9/10/2019	8	\$986,996	Salon 7	NC	6/3/2019	8	\$662,145
Salon 8	TN	9/28/2021	9	\$986,372	Salon 8	TX	5/6/2022	8	\$661,445
Salon 9	TX	1/28/2019	7	\$945,202	Salon 9	FL	8/11/2020	8	\$644,870
Salon 10	TX	10/10/2021	8	\$927,318	Salon 10	CA	11/9/2018	5	\$638,408
Salon 11	NV	2/18/2020	8	\$913,565	Salon 11*	MI	7/1/2017	5	\$619,474
Salon 12	NM	8/6/2019	7	\$903,614	Salon 12*	TX	10/1/2007	8	\$616,340
Salon 13	FL	7/23/2018	9	\$902,688	Salon 13	CA	3/18/2019	6	\$614,576
Salon 14	TX	5/7/2018	5	\$896,889	Salon 14	FL	2/24/2022	9	\$614,033
Salon 15	WA	8/27/2018	5	\$891,460	Salon 15	NC	6/4/2019	6	\$612,779
Salon 16	WA	8/6/2018	5	\$884,323	Salon 16	TX	12/21/2015	8	\$606,396
Salon 17	FL	2/18/2019	7	\$882,278	Salon 17	RI	12/17/2018	8	\$597,819
Salon 18	TX	12/7/2018	8	\$876,648	Salon 18	CA	10/1/2021	8	\$593,722
Salon 19	GA	4/1/2017	5	\$858,530	Salon 19	CA	12/3/2018	7	\$588,745
Salon 20	TX	1/21/2019	8	\$855,901	Salon 20	CA	9/10/2018	8	\$582,922
Salon 21	FL	10/4/2018	8	\$850,099	Salon 21	MA	10/21/2019	8	\$577,864
Salon 22	GA	11/12/2018	8	\$820,386	Salon 22	CA	8/6/2019	6	\$561,228
Salon 23	NV	7/23/2019	8	\$805,676	Salon 23	TN	8/30/2021	9	\$558,904
Salon 24	TX	1/30/2017	10	\$786,637	Salon 24	NJ	1/26/2019	5	\$554,620
Salon 25	MO	7/9/2018	6	\$783,632	Salon 25	CO	7/16/2018	6	\$542,504
Salon 26	TX	1/22/2018	8	\$780,134	Salon 26	NY	9/24/2019	5	\$542,489
Salon 27	FL	11/11/2022	8	\$778,110	Salon 27	PA	7/6/2020	6	\$539,547
Salon 28	TN	8/27/2018	6	\$774,025	Salon 28	KS	1/1/2018	7	\$538,095
Salon 29	TX	5/25/2021	9	\$766,292	Salon 29	TX	12/20/2022	9	\$537,702
Salon 30	MA	10/20/2018	7	\$760,768	Salon 30	MI	7/9/2018	8	\$523,847
Salon 31	IN	9/3/2019	7	\$750,811					
AVERAGE					AVERAGE				

REVENUE COMPARISON - QUARTILE 3				
Salon	State	Open Date	Beds	Total Revenue
Salon 1	NY	11/26/2018	8	\$522,700
Salon 2	MI	10/20/2020	7	\$521,554
Salon 3	NC	7/4/2018	6	\$517,364
Salon 4	OK	5/14/2019	6	\$508,200
Salon 5	TX	2/25/2019	6	\$507,346
Salon 6	NC	9/20/2018	7	\$498,144
Salon 7	TX	12/12/2017	6	\$496,762
Salon 8	NJ	2/15/2020	8	\$489,674
Salon 9*	TX	10/1/2015	5	\$472,330
Salon 10	OR	2/4/2019	5	\$460,894
Salon 11	IN	6/1/2016	7	\$458,622
Salon 12	IL	4/27/2021	9	\$456,091
Salon 13	OH	12/3/2018	7	\$452,341
Salon 14	NJ	1/10/2022	9	\$446,183
Salon 15	CA	1/6/2020	8	\$442,080
Salon 16	PA	6/23/2020	8	\$420,183
Salon 17	TX	12/17/2019	8	\$416,563
Salon 18	PA	3/22/2023	8	\$415,366
Salon 19	OH	3/4/2019	8	\$413,164
Salon 20	TX	11/19/2023	8	\$412,391
Salon 21	TX	12/23/2019	8	\$405,579
Salon 22	MD	6/27/2023	9	\$404,099
Salon 23	NM	12/19/2022	12	\$395,932
Salon 24	MI	12/13/2022	7	\$391,413
Salon 25	GA	9/26/2023	8	\$383,627
Salon 26	NJ	3/2/2020	7	\$368,703
Salon 27	MS	9/25/2023	7	\$364,042
Salon 28	FL	4/21/2023	8	\$360,511
Salon 29	TX	2/8/2023	10	\$359,404
Salon 30	UT	6/2/2020	7	\$358,213
AVERAGE		\$437,316		

REVENUE COMPARISON - QUARTILE 4				
Salon	State	Open Date	Beds	Total Revenue
Salon 1	CA	2/24/2020	5	\$356,994
Salon 2	CA	2/23/2021	6	\$356,799
Salon 3	KS	9/3/2019	6	\$350,616
Salon 4	CA	10/4/2021	6	\$348,025
Salon 5	CO	10/1/2019	5	\$344,472
Salon 6	CA	2/4/2019	7	\$342,758
Salon 7	IN	10/7/2022	10	\$341,877
Salon 8	TX	8/1/2022	7	\$339,526
Salon 9	TX	11/19/2018	6	\$337,198
Salon 10	GA	5/20/2019	7	\$335,759
Salon 11	PA	2/18/2019	5	\$333,409
Salon 12	CA	1/7/2019	7	\$331,060
Salon 13	PA	10/28/2019	7	\$330,837
Salon 14	CA	10/4/2021	9	\$324,652
Salon 15	PA	2/11/2019	8	\$320,644
Salon 16	AL	9/9/2019	7	\$307,409
Salon 17	MA	4/22/2019	5	\$298,561
Salon 18	PA	8/4/2020	6	\$295,024
Salon 19	CA	10/12/2022	6	\$271,527
Salon 20	NJ	11/11/2019	8	\$271,246
Salon 21	NJ	3/10/2020	7	\$267,411
Salon 22	TN	12/4/2023	9	\$258,865
Salon 23	NJ	11/19/2019	5	\$226,729
Salon 24	NJ	12/3/2018	7	\$221,425
Salon 25*	TX	10/1/2008	5	\$218,984
Salon 26	NV	7/23/2019	7	\$204,372
Salon 27	CA	11/7/2019	6	\$196,766
Salon 28	TX	11/27/2023	8	\$146,993
Salon 29	CO	9/1/2020	8	\$104,299
Salon 30	FL	8/21/2023	8	\$49,915
AVERAGE		\$271,139		

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	\$ 910,764	\$ 884,323	\$ 1,401,886	\$ 750,811
Q2	30	\$ 614,539	\$ 609,587	\$ 744,160	\$ 523,847
Q3	30	\$ 437,316	\$ 431,132	\$ 522,700	\$ 358,213
Q4	30	\$ 281,139	\$ 314,027	\$ 356,994	\$ 49,915

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 Leader, 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 2022 – 2024

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2022	110	117	+7
	2023	117	126	+9
	2024	126	137	+11
Company Owned	2022	4	4	0
	2023	4	4	0
	2024	4	0	-4
Total Outlets	2022	114	121	+7
	2023	121	130	+9
	2024	130	137	+7

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