

| THE FRANCHISE RELATIONSHIP | | | |
|----------------------------|---------|------|------------------------|
| Provision | Section | | Summary |
| | School: | None | School: Not applicable |

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 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.

For the purposes of this Item 19, “Gross Revenue” means all received and accrued revenue, including cash, cash equivalents, and credit, derived directly or indirectly, for yourself, or through, on behalf of, or in conjunction with any person or entity, from all business conducted with the use of the Marks or System or upon, from, or with, Huntington Services, eTutoring, or Contract Services, whether evidenced by check, cash, credit, charge, exchange, or otherwise (including the proceeds of any business interruption insurance policies) and whether for services or products provided or to be provided and whether such services or products are permitted or not permitted under the Franchise Agreement. Gross Revenue includes the fair market value of any goods or services received by you, directly or indirectly, for yourself, or through, on behalf of, or in conjunction with any person or entity, in the event consideration other than cash is received. Gross Revenue must not be offset by any expense; however, Gross Revenue excludes (a) all sales or similar taxes that, by law, are chargeable to customers (if such taxes are separately stated and charged to the customer, paid by the customer, and paid to the appropriate taxing authority by you) and (b) any documented refund given to customers by you in good faith.

In 2025 there were 232 franchised HLCs that were open the entire year (“Mature Centers”). Their revenue averaged \$609,454. Of these, 30 achieved Gross Revenue of \$1,000,000 or more, averaging \$1,337,289; and 8 or 27% of them were greater than average. Their median revenue was \$1,164,749 and 15 or 50% of them were greater than the median.

Some outlets have earned this amount. Your individual results may differ. There is no assurance that you will earn as much.

Huntington Learning Centers Inc. Franchise Disclosure Document

Table 19-1 presents the Gross Revenue of the 2025 Mature Centers. Their Gross Revenue averaged \$609,454. Their lowest and highest Gross Revenues were \$136,567 and \$3,093,560.

| Table 19-1 | | | | | | |
|--|-----------------------|-----------------------------|------------------------------|----------------------|----------------------------|-----------------------------|
| Gross Revenue of the 232 Mature Centers | | | | | | |
| # centers open the entire year | Average | | | Median | | |
| | Average Gross Revenue | Number greater than average | Percent greater than average | Median Gross Revenue | Number greater than median | Percent greater than median |
| 232 | \$609,454 | 94 | 41% | \$533,106 | 116 | 50% |

Table 19-2 presents the Gross Revenue by quartile for the 2025 Mature Centers. For example, the Gross Revenue of the 58 centers in the top quartile averaged \$1,115,433.

| Table 19-2 | | | | |
|---|--------------------------|-----------------------|-----------------------------|------------------------------|
| Gross Revenue by quartiles of the 232 Mature Centers | | | | |
| Quartile | Number of Mature Centers | Average | | |
| | | Average Gross Revenue | Number greater than average | Percent greater than average |
| Top 25% | 58 | \$1,115,433 | 23 | 40% |
| Mid-upper 25% | 58 | \$646,065 | 26 | 45% |
| Mid-lower 25% | 58 | \$428,854 | 30 | 52% |
| Bottom 25% | 58 | \$247,465 | 28 | 48% |
| All | 232 | \$609,454 | 94 | 41% |

| Table 19-2, continued | | | | | |
|---|----------------------|----------------------------|-----------------------------|----------------------|-----------------------|
| Gross Revenue by quartiles of the 232 Mature Centers | | | | | |
| Quartile | Median | | | Highest / lowest | |
| | Median Gross Revenue | Number greater than median | Percent greater than median | Lowest Gross Revenue | Highest Gross Revenue |
| Top 25% | \$1,016,562 | 29 | 50% | \$764,311 | \$3,093,560 |
| Mid-upper 25% | \$635,442 | 29 | 50% | \$533,308 | \$759,290 |
| Mid-lower 25% | \$433,139 | 29 | 50% | \$328,228 | \$532,904 |
| Bottom 25% | \$242,341 | 29 | 50% | \$136,567 | \$327,440 |
| All | \$533,106 | 116 | 50% | \$136,567 | \$3,093,560 |

Table 19-3 presents the Gross Revenue by halves for the 2025 Mature Centers. For example, the Gross Revenue of the 116 centers in the top half averaged \$880,749.

| Table 19-3 | | | | |
|---|--------------------------|-----------------------|-----------------------------|------------------------------|
| Gross Revenue by halves of the 232 Mature Centers | | | | |
| Quartile | Number of Mature Centers | Average | | |
| | | Average Gross Revenue | Number greater than average | Percent greater than average |
| Top half | 116 | \$880,749 | 44 | 38% |
| Bottom half | 116 | \$338,159 | 56 | 48% |
| All | 232 | \$609,454 | 94 | 41% |

| Table 19-3, continued | | | | | |
|---|----------------------|----------------------------|-----------------------------|----------------------|-----------------------|
| Gross Revenue by halves of the 232 Mature Centers | | | | | |
| Quartile | Median | | | Highest / lowest | |
| | Median Gross Revenue | Number greater than median | Percent greater than median | Lowest Gross Revenue | Highest Gross Revenue |
| Top half | \$761,800 | 58 | 50% | \$533,308 | \$3,093,560 |
| Bottom half | \$327,834 | 58 | 50% | \$136,567 | \$532,904 |
| All | \$533,106 | 116 | 50% | \$136,567 | \$3,093,560 |

| States in which HLCs operated during 2025 | | | | | |
|---|----------|---------------|----------------|----------------|------------|
| Alabama | Florida | Louisiana | Nebraska | Oklahoma | Virginia |
| Arizona | Georgia | Maryland | Nevada | Oregon | Washington |
| Arkansas | Idaho | Massachusetts | New Jersey | Pennsylvania | Wisconsin |
| California | Illinois | Michigan | New Mexico | South Carolina | |
| Colorado | Indiana | Minnesota | New York | Tennessee | |
| Connecticut | Iowa | Mississippi | North Carolina | Texas | |
| Delaware | Kentucky | Missouri | Ohio | Utah | |

How we calculated the financial performance representations in this Item 19

We calculated the financial performance representations in this item from data franchisees entered into our Software. We believe operational data are accurate, because franchisees use the data they enter into the Software to operate and manage their franchised businesses. We believe the sales data are accurate, because franchisees pay us Royalty and Huntington Advertising Fund Fees calculated as a percentage of sales. We have neither audited nor in any other manner substantiated truthfulness, accuracy, or completeness of any data franchisees supplied to us.

Notes

Many factors influence sales, expenses, and operating results, including economic, social, and demographic factors, like local economic conditions, the local market for your services, the number of nearby school-age children, and average household income. These factors include present and future federal, state, and municipal laws and regulations.

Revenue and key operating statistics (such as Academic Evaluation Rates, Enrollment Rates, Length of

Stay) vary widely among franchised HLCs and depend on many factors, like quality of customer service, timeliness of the Academic Evaluation and enrollment conference and the quality of these experiences, quality of your instruction and customer service, and other factors. If you estimate *revenue per inquiry* as the product of Academic Evaluation Rate, Enrollment Rate, Length of Stay, and hourly tuition, then your estimate may differ significantly from the actual *revenue per inquiry* you achieve. If you estimate your *revenue* as the product of *number of inquiries* and *revenue per inquiry*, then your estimate may differ significantly from the actual *revenue* you achieve.

Franchised HLCs differ from each other in many important ways, including the personnel they employ, the training they provide to their personnel, their management of their personnel, their market area and geographic location, the number of children and population contained thereabout, and the economic and financial circumstances of this population. The economic and demographic factors that exist at and about your HLC likely will not remain constant. Franchised HLCs also differ from each other in their physical, marketing, employee, and Owner’s characteristics and in many other factors that may or may not exist or be similar to the factors that exist at your HLC or in any other location or geographic area or market area that you may consider.

You should conduct an independent investigation of the costs and expenses you will incur in operating the Franchised Business. We encourage you to contact our current and former franchisees, who are listed in Exhibit G, and to consult with financial, business, and legal advisors about this Item 19.

Written substantiation for the financial and operational performance representation will be made available to prospective franchisees upon reasonable request.

Other than the preceding financial performance representations, the Franchisor makes no financial performance representations. We 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 our Co-chair, Raymond J. Huntington, at 496 Kinderkamack Road, Oradell, New Jersey 07649 and telephone (800) 653-8400, the Federal Trade Commission, and the appropriate state regulatory agencies.

Methodology. A “Mature Center” means the 232 franchised HLCs open all of 2025. Results exclude Company-Owned Centers. Results exclude 21 franchised HLCs, since they were not open all of 2025.

Item 20. Outlets and Franchisee Information

All numbers in the charts in this Item 20 are as of our fiscal year end, which is December 31.

| Center Type | Year | Centers at the Start of the Year | Centers at the End of the Year | Net Change |
|-----------------------|------|----------------------------------|--------------------------------|------------|
| Franchised Businesses | 2023 | 280 | 273 | -7 |
| | 2024 | 273 | 260 | -13 |
| | 2025 | 260 | 243 | -17 |
| Company-Owned Centers | 2023 | 10 | 6 | -4 |
| | 2024 | 6 | 4 | -2 |