

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.

STATEMENT OF GROSS REVENUE AND EBITDA FOR MATURE SCHOOLS AND NEW SCHOOLS IN OPERATION AS OF DECEMBER 31, 2024 FOR THE YEAR ENDED DECEMBER 31, 2024

The following is a report, divided into two groups, mature schools open over 18 months as of December 31, 2024 (the "**Mature Schools**") and new schools open 18 months or less as of December 31, 2024 (the "**New Schools**"), identifying the actual Gross Revenue, payroll, occupancy (representing rent plus property tax expense) and miscellaneous operating expenses prepared on a cash basis for the year ended December 31, 2024 for all The Goddard School businesses operating as of December 31, 2024. The net result of these items is "**EBITDA**" which is defined as Gross Revenue less all expenses directly related to operating the School excluding interest, taxes, depreciation and amortization. EBITDA is an acronym for **Earnings Before Interest, Taxes, Depreciation and Amortization**. The report also includes an average "**EBITDAR**," which is defined as EBITDA excluding rent related expenses (occupancy expenses). The items included in the expense category identified as miscellaneous items include bank charges, office supplies, utilities, telephone, transportation, payroll taxes, employee costs, marketing, royalties, repairs and maintenance, school supplies, snacks, technology, marketing and professional fees. The expenses reported may also include miscellaneous items that are subject to the discretionary spending of the individual franchisee. "Gross Revenue" is determined on an accrual basis and represents the amount billed by a School for all services or products of any nature rendered or sold at or from or as a result of the School, and without deduction of any kind. (School services are not currently subject to sales taxes or similar taxes.) The first grouping in the report, Mature Schools, includes averages for the data reported for all Schools open more than 18 months as of December 31, 2024 for the year ended December 31, 2024. The report has not been audited.

As of December 31, 2024, there were 642 Schools in operation, all of which 642 Schools were owned by franchisees. Of these 642 Schools, 602 Schools are Mature Schools and 40 are New Schools. 3 Mature Schools closed during 2024. As a result, information regarding these 3 Mature Schools is not included in the report. In addition, 6 Mature Schools that were open as of December 31, 2024 did not provide us with sufficient data. As a result, information regarding these 6 Mature Schools is not included in the report. Of the 40 New Schools, 2 New Schools did not provide us with sufficient data. As a result, information regarding these 2 New Schools is not included in the report. None of the New Schools closed during 2024.

The figures in the report have been compiled from operating reports supplied under the Franchise Agreement by franchisees. All of the Schools report financial information to us or Goddard Manager based upon a uniform reporting system. Neither we nor Goddard Manager have audited these figures. The order in which the Schools' information appears in the report is random.

We offer substantially the same services to all of the Schools described in the report. The Schools offer substantially the same services to the public.

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	1		2		3		4		5	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,044,278		2,152,752		3,757,232		2,304,381		2,455,212	
Payroll	812,315	40%	770,147	36%	1,497,114	40%	674,239	29%	1,079,465	44%
Occupancy	320,665	16%	271,825	13%	251,457	7%	196,594	9%	320,111	13%
Misc Items	550,603	27%	846,954	39%	1,066,070	28%	580,476	25%	591,224	24%
Total Expenses	1,683,583		1,888,926		2,814,641		1,451,309		1,990,800	
EBITDA	360,695	18%	263,826	12%	942,591	25%	853,072	37%	464,412	19%

	6		7		8		9		10	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,486,184		2,237,770		1,633,544		1,900,760		2,262,781	
Payroll	916,159	37%	930,011	42%	707,796	43%	796,246	42%	905,954	40%
Occupancy	232,112	9%	245,611	11%	331,128	20%	177,264	9%	356,947	16%
Misc Items	1,042,067	42%	493,967	22%	428,393	26%	691,948	36%	759,950	34%
Total Expenses	2,190,338		1,669,589		1,467,317		1,665,458		2,022,851	
EBITDA	295,846	12%	568,181	25%	166,227	10%	235,302	12%	239,930	11%

	11		12		13		14		15	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,608,754		1,737,457		1,827,936		2,640,465		2,586,570	
Payroll	631,453	39%	720,610	41%	643,169	35%	1,615,157	61%	1,176,822	45%
Occupancy	367,800	23%	310,437	18%	224,509	12%	1,147,010	43%	186,000	7%
Misc Items	508,442	32%	580,172	33%	620,864	34%	820,271	31%	658,867	25%
Total Expenses	1,507,695		1,611,219		1,488,542		3,582,438		2,021,689	
EBITDA	101,059	6%	126,238	7%	339,394	19%	(941,973)	-36%	564,881	22%

	16		17		18		19		20	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,324,829		2,494,215		2,003,446		2,021,702		2,532,642	
Payroll	614,054	46%	951,896	38%	664,969	33%	852,393	42%	931,697	37%
Occupancy	187,917	14%	293,628	12%	423,866	21%	185,466	9%	198,289	8%
Misc Items	375,874	28%	564,895	23%	793,578	40%	513,614	25%	637,842	25%
Total Expenses	1,177,845		1,810,419		1,882,413		1,551,473		1,767,828	
EBITDA	146,984	11%	683,796	27%	121,033	6%	470,229	23%	764,814	30%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	21		22		23		24		25	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,368,689		2,199,797		1,965,738		1,704,171		1,803,042	
Payroll	466,886	34%	1,024,506	47%	781,035	40%	633,168	37%	682,308	38%
Occupancy	183,516	13%	338,513	15%	37,500	2%	329,075	19%	138,884	8%
Misc Items	444,909	33%	640,856	29%	495,071	25%	469,069	28%	511,881	28%
Total Expenses	1,095,311		2,003,875		1,313,606		1,431,312		1,333,073	
EBITDA	273,378	20%	195,922	9%	652,132	33%	272,859	16%	469,969	26%
	26		27		28		29		30	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	4,540,934		2,097,046		2,598,101		1,865,483		2,870,872	
Payroll	2,000,566	44%	752,790	36%	1,074,786	41%	750,825	40%	1,307,123	46%
Occupancy	360,972	8%	293,756	14%	316,808	12%	195,596	10%	388,380	14%
Misc Items	1,039,042	23%	767,084	37%	635,791	24%	458,414	25%	765,846	27%
Total Expenses	3,400,580		1,813,630		2,027,385		1,404,835		2,461,349	
EBITDA	1,140,354	25%	283,416	14%	570,716	22%	460,648	25%	409,523	14%
	31		32		33		34		35	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,146,513		2,350,029		1,969,877		2,572,201		3,176,682	
Payroll	740,248	34%	847,649	36%	733,423	37%	899,347	35%	1,267,463	40%
Occupancy	279,815	13%	418,544	18%	323,121	16%	363,576	14%	650,264	20%
Misc Items	608,666	28%	678,194	29%	491,197	25%	568,640	22%	915,011	29%
Total Expenses	1,628,729		1,944,387		1,547,741		1,831,563		2,832,738	
EBITDA	517,784	24%	405,642	17%	422,136	21%	740,638	29%	343,944	11%
	36		37		38		39		40	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,014,624		1,485,251		2,072,174		3,234,183		1,867,887	
Payroll	984,652	49%	529,977	36%	813,123	39%	1,271,235	39%	758,049	41%
Occupancy	286,192	14%	348,056	23%	239,000	12%	471,829	15%	274,426	15%
Misc Items	563,694	28%	429,627	29%	712,749	34%	941,668	29%	512,379	27%
Total Expenses	1,834,538		1,307,660		1,764,872		2,684,732		1,544,854	
EBITDA	180,086	9%	177,591	12%	307,302	15%	549,451	17%	323,033	17%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	41		42		43		44		45	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	5,032,763		2,002,030		1,095,981		1,988,389		2,282,162	
Payroll	1,495,587	30%	845,109	42%	529,437	48%	1,023,882	51%	945,502	41%
Occupancy	522,431	10%	225,596	11%	177,758	16%	258,816	13%	467,730	20%
Misc Items	906,078	18%	456,124	23%	368,064	34%	522,397	26%	700,945	31%
Total Expenses	2,924,096		1,526,829		1,075,259		1,805,095		2,114,177	
EBITDA	2,108,667	42%	475,201	24%	20,722	2%	183,294	9%	167,985	7%
	46		47		48		49		50	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,552,348		1,940,691		3,030,776		2,122,327		2,440,595	
Payroll	704,816	28%	597,077	31%	1,181,814	39%	822,677	39%	954,345	39%
Occupancy	503,604	20%	259,308	13%	325,186	11%	237,143	11%	220,380	9%
Misc Items	770,122	30%	760,292	39%	643,925	21%	587,569	28%	657,906	27%
Total Expenses	1,978,542		1,616,677		2,150,925		1,647,389		1,832,631	
EBITDA	573,806	22%	324,014	17%	879,851	29%	474,938	22%	607,964	25%
	51		52		53		54		55	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,085,962		1,437,741		1,924,591		2,182,697		3,703,341	
Payroll	886,966	43%	602,097	42%	673,023	35%	895,634	41%	1,246,201	34%
Occupancy	204,859	10%	237,342	17%	300,059	16%	359,280	16%	391,420	11%
Misc Items	516,878	25%	452,491	31%	469,591	24%	529,684	24%	715,814	19%
Total Expenses	1,608,703		1,291,930		1,442,673		1,784,598		2,353,435	
EBITDA	477,259	23%	145,811	10%	481,918	25%	398,099	18%	1,349,906	36%
	56		57		58		59		60	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	4,786,874		574,494		1,886,548		1,875,997		2,386,331	
Payroll	1,758,159	37%	386,096	67%	860,053	46%	739,756	39%	772,041	32%
Occupancy	351,292	7%	271,281	47%	181,165	10%	132,134	7%	182,400	8%
Misc Items	1,303,171	27%	281,142	49%	570,628	30%	536,427	29%	546,611	23%
Total Expenses	3,412,622		938,519		1,611,846		1,408,317		1,501,052	
EBITDA	1,374,252	29%	(364,025)	-63%	274,702	15%	467,680	25%	885,279	37%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	61		62		63		64		65	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,993,253		1,400,391		2,216,785		1,854,379		3,427,180	
Payroll	1,043,015	52%	515,996	37%	761,717	34%	825,142	44%	1,500,355	44%
Occupancy	341,959	17%	143,376	10%	384,000	17%	260,679	14%	589,388	17%
Misc Items	582,818	29%	407,937	29%	485,680	22%	465,799	25%	984,618	29%
Total Expenses	1,967,792		1,067,309		1,631,397		1,551,620		3,074,361	
EBITDA	25,461	1%	333,082	24%	585,388	26%	302,759	16%	352,819	10%
	66		67		68		69		70	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,236,777		1,557,235		1,120,928		2,423,218		1,449,429	
Payroll	685,420	55%	695,246	45%	547,576	49%	1,032,418	43%	549,337	38%
Occupancy	309,000	25%	328,200	21%	121,342	11%	410,685	17%	293,587	20%
Misc Items	351,035	28%	348,754	22%	385,597	34%	504,680	21%	394,966	27%
Total Expenses	1,345,455		1,372,200		1,054,515		1,947,783		1,237,890	
EBITDA	(108,678)	-9%	185,035	12%	66,413	6%	475,435	20%	211,539	15%
	71		72		73		74		75	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	3,924,741		2,089,950		1,684,203		2,133,313		1,844,598	
Payroll	1,326,693	34%	810,612	39%	663,689	39%	773,835	36%	752,773	41%
Occupancy	631,722	16%	193,660	9%	308,362	18%	198,752	9%	188,400	10%
Misc Items	720,254	18%	680,218	33%	496,659	29%	517,398	24%	495,592	27%
Total Expenses	2,678,669		1,684,490		1,468,710		1,489,985		1,436,765	
EBITDA	1,246,072	32%	405,460	19%	215,493	13%	643,328	30%	407,833	22%
	76		77		78		79		80	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,259,963		2,684,884		2,959,516		2,707,130		2,066,028	
Payroll	547,025	43%	1,112,154	41%	1,585,472	54%	816,366	30%	805,154	39%
Occupancy	168,400	13%	532,315	20%	292,085	10%	139,236	5%	244,376	12%
Misc Items	270,009	21%	684,460	25%	857,306	29%	605,795	22%	579,476	28%
Total Expenses	985,434		2,328,929		2,734,863		1,561,397		1,629,006	
EBITDA	274,529	22%	355,955	13%	224,653	8%	1,145,733	42%	437,022	21%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	81		82		83		84		85	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,482,564		2,576,884		2,439,877		2,724,722		3,217,925	
Payroll	1,160,401	47%	1,109,838	43%	789,235	32%	914,140	34%	980,803	30%
Occupancy	355,843	14%	327,660	13%	213,176	9%	441,245	16%	411,803	13%
Misc Items	681,259	27%	863,193	33%	552,769	23%	579,514	21%	635,563	20%
Total Expenses	2,197,503		2,300,691		1,555,180		1,934,899		2,028,169	
EBITDA	285,061	11%	276,193	11%	884,697	36%	789,823	29%	1,189,756	37%

	86		87		88		89		90	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,649,807		2,202,501		1,518,119		3,259,668		2,429,900	
Payroll	809,503	49%	755,535	34%	652,883	43%	1,168,947	36%	695,669	29%
Occupancy	186,500	11%	318,264	14%	210,000	14%	340,000	10%	256,500	11%
Misc Items	528,978	32%	540,832	25%	360,457	24%	791,727	24%	570,074	23%
Total Expenses	1,524,981		1,614,631		1,223,340		2,300,674		1,522,243	
EBITDA	124,826	8%	587,870	27%	294,779	19%	958,994	29%	907,657	37%

	91		92		93		94		95	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,919,320		2,592,338		1,882,033		1,549,663		1,449,179	
Payroll	1,368,628	47%	1,038,474	40%	706,220	38%	655,829	42%	627,487	43%
Occupancy	326,287	11%	330,660	13%	234,121	12%	288,163	19%	353,520	24%
Misc Items	759,824	26%	648,731	25%	550,457	29%	372,306	24%	451,999	31%
Total Expenses	2,454,739		2,017,865		1,490,798		1,316,298		1,433,006	
EBITDA	464,581	16%	574,473	22%	391,235	21%	233,365	15%	16,173	1%

	96		97		98		99		100	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,259,980		1,593,850		1,283,242		2,686,696		3,396,378	
Payroll	667,496	53%	657,990	41%	470,708	37%	1,056,130	39%	1,124,524	33%
Occupancy	323,251	26%	148,776	9%	239,466	19%	396,000	15%	480,000	14%
Misc Items	391,764	31%	544,706	34%	412,168	32%	768,513	29%	841,811	25%
Total Expenses	1,382,511		1,351,472		1,122,342		2,220,643		2,446,335	
EBITDA	(122,531)	-10%	242,378	15%	160,900	13%	466,053	17%	950,043	28%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	101		102		103		104		105	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,404,403		2,300,199		4,225,922		2,358,678		1,399,647	
Payroll	821,887	34%	788,651	34%	1,694,937	40%	982,209	42%	563,338	40%
Occupancy	513,298	21%	255,876	11%	319,224	8%	505,414	21%	431,803	31%
Misc Items	761,420	32%	607,799	26%	894,852	21%	1,008,884	43%	422,755	30%
Total Expenses	2,096,605		1,652,326		2,909,013		2,496,507		1,417,896	
EBITDA	307,798	13%	647,873	28%	1,316,909	31%	(137,829)	-6%	(18,249)	-1%

	106		107		108		109		110	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,622,518		3,180,171		3,630,704		2,411,457		2,087,794	
Payroll	948,645	36%	1,207,783	38%	1,434,829	40%	936,753	39%	787,719	38%
Occupancy	435,728	17%	415,500	13%	345,847	10%	158,672	7%	190,299	9%
Misc Items	653,996	25%	906,686	29%	1,146,475	32%	602,101	25%	615,278	29%
Total Expenses	2,038,369		2,529,969		2,927,151		1,697,526		1,593,296	
EBITDA	584,149	22%	650,202	20%	703,553	19%	713,931	30%	494,498	24%

	111		112		113		114		115	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,343,184		2,087,069		3,084,904		1,785,295		2,226,700	
Payroll	983,876	42%	775,542	37%	1,317,364	43%	548,530	31%	856,230	38%
Occupancy	228,863	10%	419,436	20%	504,485	16%	253,165	14%	132,184	6%
Misc Items	578,343	25%	596,510	29%	803,587	26%	483,882	27%	594,931	27%
Total Expenses	1,791,082		1,791,488		2,625,436		1,285,577		1,583,345	
EBITDA	552,102	24%	295,581	14%	459,468	15%	499,718	28%	643,355	29%

	116		117		118		119		120	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,183,248		1,896,230		1,442,329		1,984,182		1,375,379	
Payroll	913,893	42%	592,105	31%	562,527	39%	726,640	37%	553,568	40%
Occupancy	313,563	14%	306,537	16%	138,600	10%	213,900	11%	151,171	11%
Misc Items	624,885	29%	531,300	28%	437,194	30%	666,691	34%	452,912	33%
Total Expenses	1,852,341		1,429,942		1,138,321		1,607,231		1,157,651	
EBITDA	330,907	15%	466,288	25%	304,008	21%	376,951	19%	217,728	16%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	121		122		123		124		125	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,072,413		2,502,851		5,884,685		1,824,947		3,168,872	
Payroll	566,100	53%	803,590	32%	2,086,680	35%	645,241	35%	1,371,226	43%
Occupancy	334,387	31%	394,000	16%	746,964	13%	225,936	12%	321,024	10%
Misc Items	257,752	24%	716,180	29%	1,010,564	17%	428,141	23%	823,329	26%
Total Expenses	1,158,239		1,913,770		3,844,208		1,299,318		2,515,579	
EBITDA	(85,826)	-8%	589,081	24%	2,040,477	35%	525,629	29%	653,293	21%
	126		127		128		129		130	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,688,338		1,985,981		2,165,876		1,736,217		2,382,128	
Payroll	766,612	45%	852,784	43%	816,914	38%	665,764	38%	835,823	35%
Occupancy	232,584	14%	369,073	19%	276,000	13%	415,281	24%	357,326	15%
Misc Items	407,572	24%	573,448	29%	625,389	29%	585,657	34%	719,969	30%
Total Expenses	1,406,768		1,795,305		1,718,303		1,666,702		1,913,118	
EBITDA	281,570	17%	190,676	10%	447,573	21%	69,515	4%	469,010	20%
	131		132		133		134		135	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,609,304		1,857,100		1,259,381		2,705,699		2,313,450	
Payroll	1,149,954	44%	918,853	49%	441,929	35%	835,373	31%	1,008,893	44%
Occupancy	257,459	10%	300,919	16%	387,400	31%	259,850	10%	423,126	18%
Misc Items	678,345	26%	460,240	25%	525,843	42%	725,490	27%	685,045	30%
Total Expenses	2,085,758		1,680,012		1,355,172		1,820,713		2,117,064	
EBITDA	523,546	20%	177,088	10%	(95,791)	-8%	884,986	33%	196,386	8%
	136		137		138		139		140	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,860,643		4,535,488		1,772,283		1,944,309		2,848,258	
Payroll	1,249,939	44%	1,448,510	32%	706,811	40%	733,153	38%	891,753	31%
Occupancy	629,377	22%	312,000	7%	452,687	26%	163,852	8%	436,993	15%
Misc Items	667,283	23%	1,132,875	25%	572,350	32%	423,808	22%	572,225	20%
Total Expenses	2,546,599		2,893,385		1,731,848		1,320,813		1,900,971	
EBITDA	314,044	11%	1,642,103	36%	40,435	2%	623,496	32%	947,287	33%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	141		142		143		144		145	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,611,276		3,027,655		3,968,604		1,374,571		2,171,877	
Payroll	671,841	42%	951,862	31%	1,311,434	33%	717,339	52%	813,273	37%
Occupancy	217,326	13%	209,143	7%	466,417	12%	272,400	20%	315,600	15%
Misc Items	417,122	26%	719,207	24%	961,633	24%	410,455	30%	649,413	30%
Total Expenses	1,306,289		1,880,212		2,739,484		1,400,194		1,778,286	
EBITDA	304,987	19%	1,147,443	38%	1,229,120	31%	(25,623)	-2%	393,591	18%
	146		147		148		149		150	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,010,552		2,508,713		1,630,746		3,475,247		1,755,333	
Payroll	767,843	38%	1,062,417	42%	689,515	42%	1,371,819	39%	686,331	39%
Occupancy	212,177	11%	534,201	21%	408,360	25%	261,624	8%	290,000	17%
Misc Items	426,443	21%	845,956	34%	381,303	23%	654,728	19%	569,907	32%
Total Expenses	1,406,463		2,442,574		1,479,178		2,288,171		1,546,238	
EBITDA	604,089	30%	66,139	3%	151,568	9%	1,187,076	34%	209,095	12%
	151		152		153		154		155	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	3,655,788		3,418,269		3,956,308		2,275,861		2,516,246	
Payroll	1,427,151	39%	972,744	28%	1,417,809	36%	985,976	43%	970,791	39%
Occupancy	545,666	15%	429,226	13%	420,527	11%	246,608	11%	267,165	11%
Misc Items	702,605	19%	664,243	19%	1,143,715	29%	612,834	27%	635,817	25%
Total Expenses	2,675,422		2,066,213		2,982,051		1,845,418		1,873,773	
EBITDA	980,366	27%	1,352,056	40%	974,257	25%	430,443	19%	642,473	26%
	156		157		158		159		160	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	1,901,938		1,718,347		1,698,767		2,767,481		2,343,947	
Payroll	956,409	50%	725,879	42%	675,205	40%	1,059,611	38%	938,806	40%
Occupancy	501,531	26%	225,390	13%	208,838	12%	308,560	11%	325,271	14%
Misc Items	452,268	24%	535,286	31%	490,534	29%	620,093	22%	699,713	30%
Total Expenses	1,910,208		1,486,555		1,374,577		1,988,264		1,963,790	
EBITDA	(8,270)	0%	231,792	13%	324,190	19%	779,217	28%	380,157	16%

FINANCIAL PERFORMANCE REPRESENTATION WORKSHEET - 2024 (unaudited)

	161		162		163		164		165	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,215,165		1,843,766		2,136,575		3,654,885		2,420,501	
Payroll	734,047	33%	766,346	42%	970,798	45%	1,297,259	35%	851,181	35%
Occupancy	462,000	21%	216,711	12%	258,000	12%	144,000	4%	230,400	10%
Misc Items	491,571	22%	449,857	24%	555,155	26%	752,828	21%	544,296	22%
Total Expenses	1,687,618		1,432,914		1,783,953		2,194,087		1,625,877	
EBITDA	527,547	24%	410,852	22%	352,622	17%	1,460,798	40%	794,624	33%

	166		167		168		169		170	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,597,013		2,250,839		2,782,485		3,553,939		1,498,134	
Payroll	1,044,281	40%	826,418	37%	1,014,285	36%	1,523,464	43%	545,804	36%
Occupancy	614,600	24%	352,357	16%	366,272	13%	369,894	10%	182,896	12%
Misc Items	758,367	29%	593,506	26%	622,860	22%	885,922	25%	400,841	27%
Total Expenses	2,417,248		1,772,281		2,003,417		2,779,280		1,129,541	
EBITDA	179,765	7%	478,558	21%	779,068	28%	774,659	22%	368,593	25%

	171		172		173		174		175	
	Dollars	%	Dollars	%	Dollars	%	Dollars	%	Dollars	%
Gross Revenue	2,543,949		3,322,700		2,413,291		2,050,399		1,311,097	
Payroll	1,155,256	45%	1,261,062	38%	839,762	35%	761,053	37%	497,159	38%
Occupancy	552,553	22%	389,490	12%	263,868	11%	223,260	11%	198,020	15%
Misc Items	631,889	25%	979,370	29%	652,144	27%	516,950	25%	391,602	30%
Total Expenses	2,339,698		2,629,922		1,755,774		1,501,263		1,086,781	
EBITDA	204,251	8%	692,778	21%	657,517	27%	549,136	27%	224,316	17%