

	Provision	Section in Development Agreement	Summary
s.	Modification of the agreement	Section 10	No modifications unless agreed to in writing by both parties.
t.	Integration/merger clause	Section 13	Only the terms of the Development Agreement and the initial Franchise Agreement are binding (subject to state law). Any other promises outside this Disclosure Document, the Development Agreement, or the initial Franchise Agreement may not be enforceable. Nothing in the Development Agreement or in any other related written agreement is intended to disclaim representations made in this Disclosure Document.
u.	Dispute resolution by arbitration or mediation	Section 12	Subject to applicable state law, except for certain claims, all disputes must be arbitrated in Atlanta, Georgia, or, if our principal place of business is no longer located in Atlanta, Georgia, then at the office of the American Arbitration Association (“AAA”) nearest to our principal place of business.
v.	Choice of forum	Section 12	Litigation must be filed in the United States District Court or the Superior (or any comparable) Court where we have our principal place of business when such action is filed (currently, Atlanta, Georgia), subject to state laws.
w.	Choice of law	Section 12	Georgia law and federal trademark law apply, subject to state laws.

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 Statement. 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.

This Item 19 presents information about the financial performance of franchised Schools during the calendar year ending December 31, 2025 (“**Calendar Year 2025**”) that were active franchises throughout Calendar Year 2025. An “**active franchise**” is a franchise that opened a School prior to January 1, 2025 and remained in operation through December 31, 2025.

This Item 19 does not include data for (a) five Primrose on Premise Schools (which are not representative of a typical School) that were active franchises throughout Calendar Year 2025, one of which permanently closed at year-end, (b) one School that temporarily closed in Calendar

Year 2025 to relocate, and (c) two Schools that permanently closed in Calendar Year 2025, both of which had been open for at least 12 months prior to closing.

SECTION 1: SUMMARY OF ANNUAL GROSS REVENUES AND KPIS OF SCHOOLS BY OCCUPANCY IN CALENDAR YEAR 2025

Section 1 of this Item 19 presents annual Gross Revenue (“**AGR**”) and certain key performance indicators (“**KPIs**”) in Calendar Year 2025 for Schools that operated as active franchises for the entire Calendar Year 2025 based on the Average Occupancy Rates (as defined below) of those Schools in Calendar Year 2025. However, the data for the percentage of Schools with an Enrollment Coordinator is as of April 1, 2026. The data in the table is presented by quartiles. Table 1A presents average data, while Table 1B presents additional data.

**Table 1A: Average Gross Revenues and KPIS of Schools by Occupancy Rate
in Calendar Year 2025**

Values	Top Quartile	Second Quartile	Third Quartile	Bottom Quartile
# of Schools	130	130	130	130
Average Occupancy Rate	94%	83%	72%	52%
Average Annual Gross Revenue	\$3,586,393	\$3,109,936	\$2,513,577	\$1,909,787
Average Neg Review Response Rate	74.7%	66.1%	65.5%	63.7%
% w/ Enrollment Coordinator	25%	22%	13%	17%
% w/ Education Coordinator	82%	68%	76%	62%
Average Net Promoter Score - Enrolled	85	79	74	73
Average Net Promoter Score - Withdrawn	75	60	43	48
Average Licensed Capacity	185	188	184	188
Average # of Competitors w/in 5 Minutes	1.8	1.6	1.7	1.8
Average 0-4 Year Olds w/in 10 Minutes	5,851	6,475	6,200	6,813

**Table 1B: Additional Details Regarding Gross Revenues and KPIS of Schools by Occupancy
Rate in Calendar Year 2025**

KPI	Group	Lowest	Highest	Median	# At/Above Avg	% At/Above Avg
Occupancy Rate	Top Quartile	88%	116%	93%	50	38.5%
	2 nd Quartile	78%	88%	83%	62	47.7%
	3 rd Quartile	65%	78%	71%	62	47.7%
	Bottom Quartile	15%	64%	55%	75	57.7%
Annual Gross Revenue	Top Quartile	\$2,279,295	\$8,566,973	\$3,308,944	49	37.7%
	2 nd Quartile	\$1,494,483	\$6,286,293	\$2,993,809	53	40.8%
	3 rd Quartile	\$1,303,900	\$4,423,752	\$2,468,120	57	43.8%
	Bottom Quartile	\$705,779	\$4,492,102	\$1,863,251	61	46.9%
Negative Review Response Rate	Top Quartile	0%	100%	100%	92	70.8%
	2 nd Quartile	0%	100%	100%	85	65.4%
	3 rd Quartile	0%	100%	100%	79	60.8%
	Bottom Quartile	0%	100%	100%	77	59.2%

KPI	Group	Lowest	Highest	Median	# At/Above Avg	% At/Above Avg
Net Promoter Score - Enrolled	Top Quartile	41	98	86	67	51.5%
	2 nd Quartile	28	97	81	79	60.8%
	3 rd Quartile	13	97	78	84	64.6%
	Bottom Quartile	10	100	77	76	58.5%
Net Promoter Score - Withdrawn	Top Quartile	-11	100	80	69	53.1%
	2 nd Quartile	-67	100	67	78	60.0%
	3 rd Quartile	-100	100	45	70	53.8%
	Bottom Quartile	-100	100	60	72	55.4%
Licensed Capacity	Top Quartile	144	418	180	47	36.2%
	2 nd Quartile	63	348	184	59	45.4%
	3 rd Quartile	102	252	184	69	53.1%
	Bottom Quartile	100	296	184	58	44.6%
Competitors Within 5 Minutes	Top Quartile	1	7	1	53	40.8%
	2 nd Quartile	1	6	1	49	37.7%
	3 rd Quartile	1	5	1	57	43.8%
	Bottom Quartile	1	7	1	59	45.4%
Population 0-4 Year Olds Within 10 Minutes	Top Quartile	1,280	17,192	5,371	59	45.4%
	2 nd Quartile	1,142	62,091	5,308	49	37.7%
	3 rd Quartile	673	19,404	5,501	52	40.0%
	Bottom Quartile	1,721	36,933	5,719	50	38.5%

Notes to Section 1:

1. Section 1 includes data from 520 Schools that operated as active franchises for the entire calendar year 2025 out of 558 Schools that were open as of December 31, 2025. This Section does not include (i) 33 Schools that opened during calendar year 2025 and (ii) five Primrose on Premise Schools.
2. Occupancy Rate. The “**Occupancy Rate**” for a School is its average Monthly Occupancy Rate in calendar year 2025. The “Monthly Occupancy Rate” for a School is determined by dividing the number of enrolled students at the School as of the end of each month by the enrollment capacity specified in the School’s license.
3. Annual Gross Revenue. This category includes the AGR of each School. Gross Revenue includes the total of all revenues generated from any learning, recreational, and child care services and any other activities, products or services sold or performed by a franchisee, and by persons other than such franchisee, in connection with such franchisee’s business or otherwise at or through its School, whether to clientele of such franchisee or of persons other than such franchisee, and whether or not sold or performed at or from the School, less sales, use or service taxes actually collected and paid to the appropriate taxing authority. Gross Revenues shall include, but shall not be limited to, all revenues from tuition, field trips, student screening tests, sale of all apparel and novelties, full charges and commissions for class and individual photographs and other charges and commissions, and condemnation awards received for loss of revenue or business, whether generated by or paid to such franchisee or persons other than such franchisee,

and also shall include the fair market value of any goods or services received, directly or indirectly, by such franchisee in the event consideration other than cash is received.

4. Negative Review Response Rate. This category includes the percentage of negative reviews on business listings platforms (e.g., Google Places and Yelp) that have received a posted response from representatives of the School. This is determined based on reports from our designated vendor, which (a) monitors customer reviews on various websites, (b) categorizes such reviews as positive, negative, or neutral, and (c) tracks whether responses are posted to such reviews. The Negative Review Response Rate is (x) the number of School responses to negative reviews in calendar year 2025 divided by (y) the number of negative reviews related to a School posted in calendar year 2025.
5. % w/ Enrollment Coordinator. This category includes the percentage of Schools in each quartile with a dedicated Enrollment Coordinator on staff as of April 2026. We do not have data from the end of Calendar Year 2025, but we believe the data from April 2026 is reasonably representative of the number of Enrollment Coordinators that were employed by Schools at that time. An “**Enrollment Coordinator**” manages the enrollment funnel (the customer sales process from inquiry to registration) to drive occupancy rates.
6. % w/ Education Coordinator. This category includes the percentage of Schools in each quartile with a dedicated Education Coordinator on staff as of December 2025. An “**Education Coordinator**” supports effective teaching and learning across all classrooms and coaches teachers to support the effective implementation of Primrose's Balanced Learning approach.
7. Net Promoter Score - Enrolled. This category includes the Net Promoter Score (“**NPS**”) for each School reported by families with enrolled students. NPS is a standardized customer loyalty metric that measures the likelihood of customers to recommend a brand, product, or service to others. Our vendor asks each customer to a School a single question: "On a scale of 0 to 10, how likely are you to recommend Primrose to a friend or colleague?" Respondents are categorized as Promoters (scores of 9–10), Passives (scores of 7–8), or Detractors (scores of 0–6). The NPS for a School is derived by subtracting the percentage of Detractors from the percentage of Promoters, yielding a score ranging from -100 to +100. The NPS is as of December 26, 2025 based on customer surveys received in the preceding 52 weeks.
8. Net Promoter Score – Withdrawn. This category includes the average NPS for each School reported by families with students that withdrew their enrollment. The NPS is as of December 26, 2025 based on customer surveys received in the preceding 52 weeks.
9. Licensed Capacity. This category includes the licensed enrollment capacity of each School.
10. Competitors within Five Minutes. This category includes the number of premium-tuition national competitors in a five-minute driving radius of each School based on reports produced by our third-party consumer analytics real estate platform as of February 2026. The “premium-tuition national competitors” category includes over 170 unique brands spanning 800 total locations, including 14 brands with more than 10 locations and including franchised brands like The Goddard School, The Learning Experience, and Kiddie Academy, as well as non-franchised brands like Bright Horizons and other similar brands.

11. 0-4 Year Olds within 10 Minutes. This category includes the number of children aged 0 to 4 years old within a 10-minute drive time of each School based on reports produced by our 3rd party consumer analytics real estate platform as of December 2024.

SECTION 2: ANNUAL GROSS REVENUE IN CALENDAR YEAR 2025
BY VINTAGE
(ALL NEW SCHOOLS)

Section 2 of this Item 19 presents AGR data in Calendar Year 2025 for 44 Schools that opened new Schools between January 1, 2022 and December 31, 2024. We excluded (a) 15 Schools that opened during this period that acquired Conversion Schools, since those schools had previously operated under other brands, (b) one School that opened and closed during this timeframe, and (c) two Primrose on Premise Schools that opened during such period. This includes both New-Build Schools and Adaptive-Reuse Schools.

For purposes of this Section, “**2022 Vintage**” includes 13 Schools that opened in calendar year 2022, “**2023 Vintage**” includes 15 Schools that opened in calendar year 2023, and “**2024 Vintage**” includes 16 Schools that opened in calendar year 2024.

Table 2A: Average Annual Gross Revenue in Calendar Year 2025 by Vintage
(All New Schools)

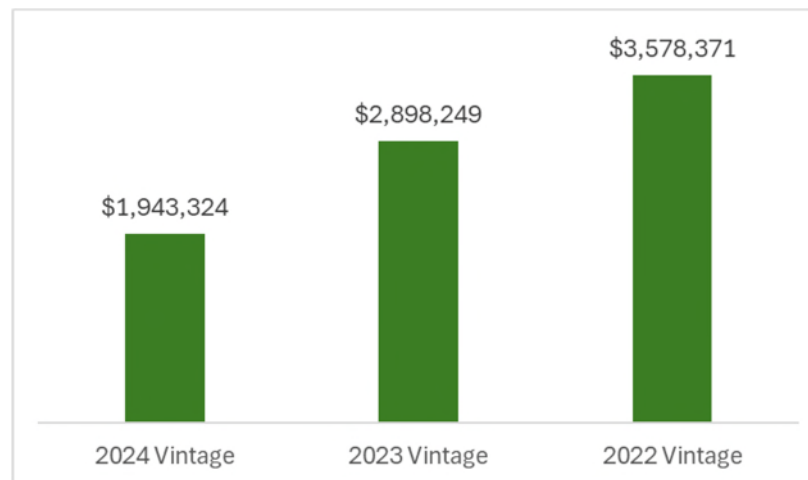


Table 2B: Average Annual Gross Revenue in Calendar Year 2025 by Vintage
(All New Schools)

	2024 Vintage	2023 Vintage	2022 Vintage
# of Schools	16	15	13
Annual Gross Revenue in Calendar Year 2025			
Average	\$1,943,324	\$2,898,249	\$3,578,371
Median	\$1,959,063	\$2,724,821	\$3,144,507
#/% at or above Average	8 / 50%	5 / 33%	4 / 31%
Lowest	\$949,040	\$1,718,873	\$2,091,049
Highest	\$3,091,732	\$5,564,134	\$6,286,293

SECTION 3: ANNUAL GROSS REVENUE IN CALENDAR YEAR 2025
BY VINTAGE
(ADAPTIVE-REUSE SCHOOLS ONLY)

Section 3 of this Item 19 presents AGR data in Calendar Year 2025 for all eight Adaptive-Reuse Schools that opened between January 1, 2022 and December 31, 2024. We excluded (a) 15 Schools that opened during this period that acquired Conversion Schools, since those schools had previously operated under other brands, (b) one School that opened and closed during this timeframe, and (c) two Primrose on Premise Schools that opened during such period, since they are not representative of a typical School, and (c) 36 Newly-Constructed Schools that opened during such period. The eight Conversion Schools are located in the following markets: Boston, Chicago, Dallas, Nashville, New York City/New Jersey (2), Philadelphia, San Francisco, and Washington, DC.

Table 3A: Average Annual Gross Revenue in Calendar Year 2025 by Vintage
Adaptive-Reuse Schools Only

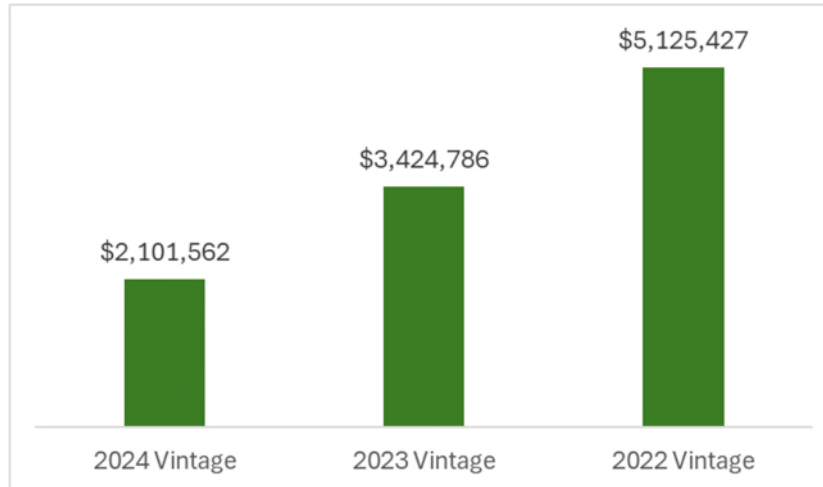


Table 3B: Average Annual Gross Revenue in Calendar Year 2025 by Vintage
Adaptive-Reuse Schools Only

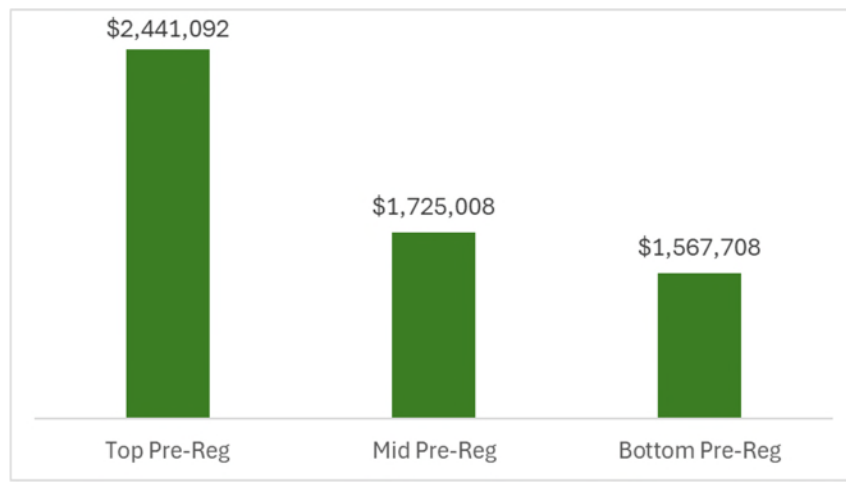
Values	2024 Vintage	2023 Vintage	2022 Vintage
# of Schools	1	3	4
Annual Gross Revenue in Calendar Year 2025			
Average	\$2,101,562	\$3,424,789	\$5,125,427
Median	\$2,101,562	\$2,991,350	\$4,941,008
#/% at or above Average	1 / 100%	1 / 33%	2 / 50%
Lowest	\$2,101,562	\$1,718,873	\$4,333,398
Highest	\$2,101,562	\$5,564,134	\$6,286,293

**SECTION 4: ANNUAL GROSS REVENUE IN FIRST YEAR OF OPERATION AND
CALENDAR YEAR 2025
GROUPED BY NUMBER OF PRE-REGISTRATIONS**

Section 4 of this Item 19 presents AGR data for the same 44 Schools described in Section 2 above (the new Schools opened between January 1, 2022 and December 31, 2024) in their first year of operation and in Calendar Year 2025. We excluded (a) 15 Schools that opened during this period that acquired Conversion Schools, since those schools had previously operated under other brands, (b) one School that opened and closed during this timeframe, and (c) two Primrose on Premise Schools that opened during such period, since they are not representative of a typical School.

For purposes of this Section, the 44 Schools are grouped into thirds based on the number of students registered for enrollment prior to opening ("**Pre-Registrations**").

**Table 4A: Average Annual Gross Revenue in First Year of Operation
Based on Number of Pre-Registrations**



**Table 4B: Average Annual Gross Revenue in Calendar Year 2025
Based on Number of Pre-Registrations**

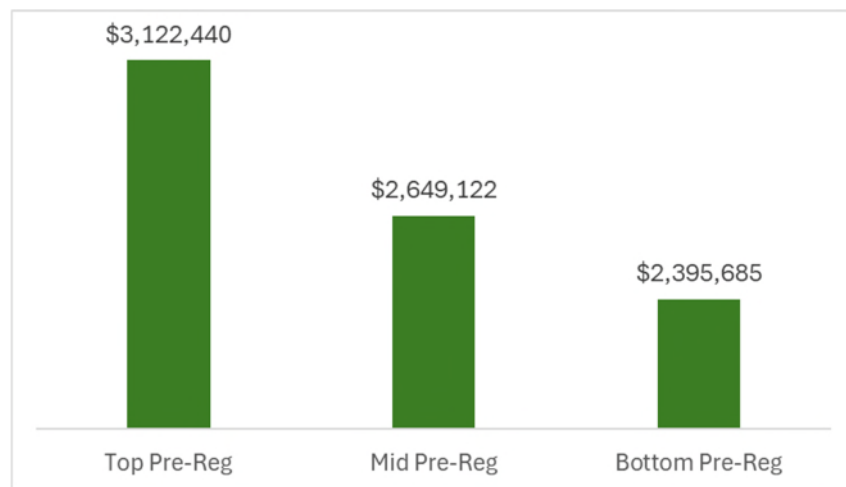


Table 4C: Average Gross Revenue and Pre-Registrations
Grouped by Number of Pre-Registrations

	Top Third (Pre-Reg)	Middle Third (Pre-Reg)	Bottom Third (Pre-Reg)
# of Schools	15	15	14
Average Pre-Registrations	207	69	15
Median Pre-Registrations	181	61	14
Lowest Pre-Registrations	126	41	0
Highest Pre-Registrations	432	113	36
# Met/Exceeded Avg Pre-Reg	6	6	7
% Met/Exceeded Avg Pre-Reg	40%	40%	50%
Average AGR – First Year	\$2,441,092	\$1,725,008	\$1,567,708
Median AGR – First Year	\$2,265,276	\$1,651,608	\$1,586,471
Lowest AGR – First Year	\$1,494,483	\$863,838	\$682,850
Highest AGR – First Year	\$4,927,642	\$3,032,015	\$2,626,543
# Met/Exceeded Avg AGR – First Year	6	7	6
% Met/Exceeded Avg – First Year	40%	47%	43%
Average AGR – 2025	\$3,122,440	\$2,649,122	\$2,395,685
Median AGR – 2025	\$3,077,175	\$2,212,919	\$2,335,390
Lowest AGR – 2025	\$1,494,483	\$1,758,360	\$949,040
Highest AGR – 2025	\$5,564,134	\$5,444,021	\$6,286,293
# Met/Exceeded Avg AGR – 2025	6	6	7
% Met/Exceeded Avg AGR – 2025	40.0%	40.0%	50%
# of Schools Opened in 2022	6	3	4
# of Schools Opened in 2023	6	5	4
# of Schools Opened in 2024	3	7	6

NOTES TO SECTION 4:

1. Annual Gross Revenue in First Year of Operations (AGR – First Year). This category includes the AGR for each School for the 12-month period beginning on the date the School began providing care to children. Thus, for Schools that opened in 2022, the AGR reported in the first year of operations began in 2022 and ended in 2023. For Schools that opened in 2023, the AGR reported in the first year of operations began in 2023 and ended in 2024. For Schools that opened in 2024, the AGR reported in the first year of operations began in 2024 and ended in 2025.
2. Annual Gross Revenue in Calendar Year 2025 (AGR – 2025). This category includes the AGR for each School for Calendar Year 2025. Schools were in their first, second, third, or fourth years of operation in Calendar Year 2025.

SECTION 5: PROFIT AND LOSS STATEMENTS – INCLUDED SCHOOLS

The following tables set forth the historical average profit and loss statements for certain Schools based on information reported to us by our franchisees.

Section 5 includes data from 405 Schools that were active franchises throughout the entire Calendar Year 2025 (out of 558 Schools that were open franchises as of the end of Calendar Year 2025) (the “**Included Schools**”). It does not include (i) 33 Schools that opened during Calendar Year 2025, (ii) five Primrose on Premise Schools, and (iii) 115 Schools that did not submit any profit and loss data for Calendar Year 2025.

In the tables, the Included Schools were divided into quartiles based on the Average Occupancy Rates of each School. Tables 5A, 5B, and 5C show profit and loss information for all 405 Included Schools. Table 5A provides an average profit and loss statement for Calendar Year 2025. Table 5B provides the average expenses as a percentage of Annual Gross Revenue. Table 5C provides additional details concerning several of the line items disclosed in Table 5A.

We have not included rent expenses and EBITDA in this Section, because 48 of these Schools did not report any rent expenses. The Schools that do not report rent typically own their own real estate. In Section 6, we have included profit and loss statements that include rent and EBITDA for the 357 Schools that reported rent expenses.

Table 5A: Profit and Loss Statement for Calendar Year 2025
For Included Schools
Grouped by Average Occupancy Rate

Values	Top Quartile	Second Quartile	Third Quartile	Bottom Quartile
# of Schools	102	101	101	101
Occupancy Rate (Average)	94%	83%	71%	52%
Annual Gross Revenue (Average)	\$3,563,781	\$3,204,578	\$2,572,341	\$1,907,445
Total Payroll and Taxes (Average)	\$1,527,512	\$1,434,374	\$1,186,327	\$882,546
Advertising and Royalty (Average)	\$357,938	\$316,293	\$261,396	\$190,996
Total Other Expenses (Average)	\$411,264	\$363,597	\$326,775	\$221,520
School Operating Expenses (Average)	\$170,875	\$167,944	\$148,376	\$129,307
Total Expenses (Average)	\$2,467,590	\$2,282,208	\$1,922,874	\$1,424,368
EBITDAR (Average)	\$1,096,191	\$922,370	\$649,467	\$483,076
<i>EBITDAR % (Average)</i>	<i>30.8%</i>	<i>28.8%</i>	<i>25.2%</i>	<i>25.3%</i>

**Table 5B: Average Expenses as Percentage of Average Annual Gross Revenue
For Included Schools
Grouped by Average Occupancy Rate**

% of Annual Gross Revenue (Average)	Top Quartile	Second Quartile	Third Quartile	Bottom Quartile
Total Payroll and Taxes (Average)	42.9%	44.8%	46.1%	46.3%
Advertising and Royalty (Average)	10.0%	9.9%	10.2%	10.0%
Total Other Expenses (Average)	11.5%	11.3%	12.7%	11.6%
School Operating Expenses (Average)	4.8%	5.2%	5.8%	6.8%
Total Expenses (Average)	69.2%	71.2%	74.8%	74.7%
EBITDAR % (Average)	30.8%	28.8%	25.2%	25.3%

**Table 5C: Details Regarding Certain Averages Presented in Profit and Loss Statement
For Included Schools
Grouped by Average Occupancy Rate**

KPI	Value	Top Quartile	Second Quartile	Third Quartile	Bottom Quartile
Occupancy Rate	Highest	116%	88%	77%	64%
	Lowest	88%	78%	65%	20%
	Median	93%	83%	71%	54%
	# Met/Exceeded Avg	41	46	47	57
	% Met/Exceeded Avg	40%	46%	47%	56%
Annual Gross Revenue	Highest	\$5,713,294	\$6,404,475	\$4,461,321	\$4,451,599
	Lowest	\$2,380,977	\$1,932,415	\$1,570,668	\$690,168
	Median	\$3,342,125	\$3,059,656	\$2,469,114	\$1,868,184
	# Met/Exceeded Avg	37	40	42	48
	% Met/Exceeded Avg	36%	40%	42%	48%
Total Expenses	Highest	\$4,304,501	\$4,116,747	\$3,422,927	\$3,214,791
	Lowest	\$1,683,479	\$1,470,513	\$1,172,557	\$11,808
	Median	\$2,347,371	\$2,229,644	\$1,928,486	\$1,387,482
	# Met/Exceeded Avg	36	44	51	47
	% Met/Exceeded Avg	35%	44%	50%	47%
EBITDAR	Highest	\$2,255,949	\$2,815,682	\$1,618,036	\$1,855,875
	Lowest	\$75,028	\$224,895	(\$723,907)	(\$5,029)
	Median	\$1,020,052	\$866,746	\$669,080	\$438,494
	# Met/Exceeded Avg	44	43	55	43
	% Met/Exceeded Avg	43%	43%	54%	43%

NOTES TO SECTION 5:

1. **Total Payroll and Taxes.** This category includes all labor costs associated with the operation of a School, including payroll and payroll taxes. This category excludes any owner compensation.