



FRANCHISE DISCLOSURE DOCUMENT

KUMON NORTH AMERICA, INC.

**A Delaware Corporation
301 Route 17 North
Rutherford, New Jersey 07070
(201) 928-0444
Franchise@Kumon.com
www.kumon.com**

The franchisee will operate an after-school center that provides math and reading programs using the Kumon Method of learning (“Kumon Center”). Children are given the opportunity to attend Kumon Centers twice each week throughout the year for approximately 20-30 minutes per subject and complete daily assignments at home on non-Center days.

The total investment necessary to begin operation of a Kumon Center franchise ranges from \$73,783 to \$165,920. This includes \$4,000 that you must pay to us. If you are applying for your first Kumon Center franchise, at the time that you sign the Training Agreement, you must pay us a deposit of \$1,000. If you successfully complete our Instructor Development Program and sign a Franchise Agreement, we will apply the deposit towards your franchise fee.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all accompanying agreements carefully. You must receive this disclosure document at least 14 calendar-days before you sign a binding agreement with, or make any payment to, us or our affiliates in connection with the proposed franchise sale or grant. **Note, however, that no governmental agency has verified the information contained in this document.**

You may wish to receive your disclosure document in another format that is more convenient for you. To discuss the availability of disclosures in different formats, contact our Center Network Development Department at 301 Route 17 North, Rutherford, New Jersey 07070, 201-928-0444.

The terms of your contract will govern your franchise relationship. Don’t rely on the disclosure document alone to understand your contract. Read your entire contract carefully. Show your contract and this disclosure document to an advisor, like a lawyer or an accountant.

Buying a franchise is a complex investment. The information in this disclosure document can help you make up your mind. More information on franchising, such as “A Consumer’s Guide to Buying a Franchise,” which can help you understand how to use this disclosure document, is available from the Federal Trade Commission (“FTC”). You can contact the FTC by calling 1-877-FTC-HELP or by writing to the FTC at 600 Pennsylvania Avenue, NW, Washington, D.C. 20580. You can also visit the FTC’s home page at www.ftc.gov for additional information. Call your state agency or visit your public library for other sources of information on franchising.

There may also be laws on franchising in your state. Ask your state agencies about them.

Issuance Date: March 29, 2024

How to Use This Franchise Disclosure Document

Here are some questions you may be asking about buying a franchise and tips on how to find more information:

| QUESTION | WHERE TO FIND INFORMATION |
|--|--|
| How much can I earn? | Item 19 may give you information about outlet sales, costs, profits or losses. You should also try to obtain this information from others, like current and former franchisees. You can find their names and contact information in Item 20 or Exhibits C and D. |
| How much will I need to invest? | Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use. |
| Does the franchisor have the financial ability to provide support to my business? | Item 21 or Attachment 4 includes financial statements. Review these statements carefully. |
| Is the franchise system stable, growing, or shrinking? | Item 20 summarizes the recent history of the number of company-owned and franchised outlets. |
| Will my business be the only Kumon business in my area? | Item 12 and the "territory" provisions in the franchise agreement describe whether the franchisor and other franchisees can compete with you. |
| Does the franchisor have a troubled legal history? | Items 3 and 4 tell you whether the franchisor or its management have been involved in material litigation or bankruptcy proceedings. |
| What's it like to be Kumon franchisee? | Item 20 or Exhibits C and D lists current and former franchisees. You can contact them to ask about their experiences. |
| What else should I know? | These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents. |

What You Need To Know About Franchising *Generally*

Continuing responsibility to pay fees. You may have to pay royalties and other fees even if you are losing money.

Business model can change. The franchise agreement may allow the franchisor to change its manuals and business model without your consent. These changes may require you to make additional investments in your franchise business or may harm your franchise business.

Supplier restrictions. You may have to buy or lease items from the franchisor or a limited group of suppliers the franchisor designates. These items may be more expensive than similar items you could buy on your own.

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to customers, what you sell, how you market, and your hours of operation.

Competition from franchisor. Even if the franchise agreement grants you a territory, the franchisor may have the right to compete with you in your territory.

Renewal. Your franchise agreement may not permit you to renew. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your franchise business.

When your franchise ends. The franchise agreement may prohibit you from operating a similar business after your franchise ends even if you still have obligations to your landlord or other creditors.

Some States Require Registration

Your state may have a franchise law, or other law, that requires franchisors to register before offering or selling franchises in the state. Registration does not mean that the state recommends the franchise or has verified the information in this document. To find out if your state has a registration requirement, or to contact your state, use the agency information in Exhibit F.

Your state also may have laws that require special disclosures or amendments be made to your franchise agreement. If so, you should check the State Specific Addenda. See the Table of Contents for the location of the State Specific Addenda.

Special Risks to Consider About *This* Franchise

Certain states require that the following risk(s) be highlighted:

1. **Out-of-State Dispute Resolution.** The franchise agreement requires you to resolve disputes with the franchisor by mediation, arbitration and/or litigation only in New Jersey. Out-of-state mediation, arbitration, or litigation may force you to accept a less favorable settlement for disputes. It may also cost more to mediate, arbitrate, or litigate with the franchisor in New Jersey than in your own state.
2. **Royalty Rates.** The franchise agreement permits us to change the royalty rates or due dates on at least 60 days' notice. You have the right to terminate the franchise agreement if you are unwilling to pay any increased royalty.

Certain states may require other risks to be highlighted. Check the "State Specific Addenda" (if any) to see whether your state requires other risks to be highlighted.

THE FOLLOWING APPLY TO
TRANSACTIONS GOVERNED BY
THE MICHIGAN FRANCHISE INVESTMENT LAW ONLY

THE STATE OF MICHIGAN PROHIBITS CERTAIN UNFAIR PROVISIONS THAT ARE SOMETIMES IN FRANCHISE DOCUMENTS. IF ANY OF THE FOLLOWING PROVISIONS ARE IN THESE FRANCHISE DOCUMENTS, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

- (a) A prohibition on the right of a franchisee to join an association of franchisees.
- (b) A requirement that a franchisee assent to a release, assignment, novation, waiver or estoppel which deprives franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.
- (c) A provision that permits franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonably opportunity, which in no event need be more than 30 days, to cure such failure.
- (d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies, equipment, fixtures and furnishings not reasonably required in the conduct of the franchise business are not subject to compensation. This subsection applies only if (i) the term of the franchise is less than 5 years and (ii) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least 6 months advance notice of franchisor's intent not to renew the franchise.
- (e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.
- (g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right of first refusal to purchase the franchise. Good cause shall include, but is not limited to:
 - (i) The failure of the proposed transferee to meet the franchisor's then current reasonable qualifications or standards.
 - (ii) The fact that the proposed transferee is a competitor of the franchisor or subfranchisor.
 - (iii) The unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) The failure of the franchisee or proposed transferee to pay any sums owing to the franchisor or to cure any default in the franchise agreement existing at the time of the proposed transfer.

(h) A provision that requires the franchisee to resell to the franchisor items that are not uniquely identified with the franchisor. This subdivision does not prohibit a provision that grants to a franchisor a right of first refusal to purchase the assets of a franchise on the same terms and conditions as a bona fide third party willing and able to purchase those assets, nor does this subdivision prohibit a provision that grants the franchisor the right to acquire the assets of a franchise for the market or appraised value of such assets if the franchisee has breached the lawful provisions of the franchise agreement and has failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits the franchisor to directly or indirectly convey, assign, or otherwise transfer its obligations to fulfill contractual obligations to the franchisee unless provision has been made for providing the required contractual service.

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION, OR ENDORSEMENT BY THE ATTORNEY GENERAL.

ANY QUESTIONS REGARDING THIS NOTICE SHOULD BE DIRECTED TO THE ATTORNEY GENERAL'S OFFICE, CONSUMER PROTECTION DIVISION, ATTN.: FRANCHISE SECTION, G. MENNEN WILLIAMS BLDG., 1ST FLOOR, 525 W. OTTAWA STREET, LANSING, MICHIGAN 48913, (517) 373-7117. Kumon authorizes the state agencies shown on Exhibit E to receive service of process for Kumon.

THE MICHIGAN NOTICE APPLIES ONLY TO FRANCHISEES WHO ARE RESIDENTS OF MICHIGAN OR LOCATE THEIR FRANCHISES IN MICHIGAN.

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ITEM 1
THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES

Kumon North America, Inc. is a Delaware corporation incorporated on December 4, 1989, with its principal place of business at 301 Route 17 North, Rutherford, New Jersey 07070. On April 18, 2001, Kumon changed its name to Kumon North America, Inc. from Kumon U.S.A., Inc. Kumon North America, Inc. offers the franchise rights described in this disclosure document. In this disclosure document, “Kumon,” “we,” “us,” and “our” means Kumon North America, Inc., and “you” means the person who acquires the franchise. If a corporation or limited liability company acquires the franchise, “you” means the corporation or limited liability company and all of its owners.

We have offered Kumon franchises since 1994. Our predecessors offered Kumon franchises from March 1983 to January 1994. We operate under the names “Kumon Math and Reading Centers,” “Kumon Method Centers,” “Kumon Centers,” and “Kumon.” Neither we nor any of our affiliates has ever offered franchises in any other line of business. If we have an agent in your state for service of process, we disclose the name and address of that agent in Exhibit E.

We are a subsidiary of Kumon Institute of Education Company, Ltd. (“KIE”), a Japanese corporation with its principal address at Kumon Kyoiku Kaikan, 5-6-6 Nishinakajima Yodogawa-ku, Osaka 532-8511 Japan. KIE was formed to institute a group management concept. Under this concept, we and five of our affiliates operate as six regional Kumon headquarters around the world: Japan, North America, South America, Europe/Africa, China and Asia/Oceania. We are the regional headquarters of North America. KIE, through its six regional headquarters and their subsidiary companies, operates in 58 countries.

The Japan regional headquarters has conducted a business similar to the type being offered here since 1958. The Japan regional headquarters also offers franchises in other subject matters in Japan that are not offered in the U.S.

We own two subsidiary companies, Kumon Canada Inc. (“Kumon Canada”) and Kumon Instituto de Educación, S.A. de C.V. (“Kumon Mexico”), that offer similar franchises in their respective countries. Kumon Mexico also offers similar franchises in several Central American countries (currently, Panama, Costa Rica, and Guatemala).

The Kumon Method

Kumon Math and Reading Centers are after-school learning centers that use the Kumon Method of learning. Kumon Centers are open to the public (such as New Parent Orientations, parent and student meetings and class preparation) for at least 40 hours per week for the transaction of business and at least four times a week for a total of 14 hours per week if this will be your first Kumon Center Franchise Agreement, and at least twice a week if you are an existing franchisee up for renewal (see Item 11). Children must be given at least one of the following opportunities: (1) attend Kumon Centers twice each week throughout the year for approximately 20-30 minutes per subject; (2) engage in online video conferencing; or (3) engage in a combination of in-Center and online video conferencing (“hybrid instruction”). No matter the manner of instruction, students complete daily assignments at home on non-Center days. We will grant you the right to provide educational services based on the Kumon Method through a dedicated online platform using digital worksheets (“Kumon Connect”). Kumon Connect will be available to your students, regardless of whether the student enrolls in in-person, hybrid, or online learning.

The Kumon Method is a mastery-based system in which excellence is determined through speed and accuracy. The Kumon Math and Reading curriculum worksheets (“Worksheets”) are the essence of the Kumon Method. There are 20 math levels and 27 reading levels covering material ranging from pre-school to high school level. Most levels consist of 200 Worksheets. A comfortable starting point in the Kumon

Method, repeated practice, and incremental progression through the finely-calibrated Worksheets ensure that students advance to more difficult levels only when they have totally comprehended all the previous, less difficult materials.

In 1954, Toru Kumon developed the Kumon Method in Osaka, Japan. Mr. Kumon, a Japanese high school math teacher, devised a supplemental math program for his son, who was struggling with second grade math. Mr. Kumon's method was so successful that his son reached calculus by the sixth grade. From the initial success of Mr. Kumon's son and other children in the neighborhood who also were introduced to Mr. Kumon's method, Kumon Educational Japan Co., Ltd. ("Kumon Japan") was established in 1958. Kumon Japan initially focused its attention on the use of the Kumon Method to teach mathematics to millions of Japanese children. The immediate success of the Kumon Method in Japan encouraged Kumon Japan to broaden its curriculum and expand its reach internationally.

As of December 31, 2023, approximately 3,520,000 students were studying the Kumon Method in approximately 23,700 after-school Centers in in more than 60 countries and regions, including Andorra, Argentina, Austria, Australia, Bahrain, Bangladesh, Belgium, Bolivia, Botswana, Brazil, Brunei, Bulgaria, Cambodia, Canada, Chile, China, Colombia, Costa Rica, Croatia, Czech Republic, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Italy, Japan, Kenya, Korea, Luxembourg, Macau, Malaysia, Mexico, Myanmar, Namibia, Netherlands, New Zealand, Pakistan, Panama, Peru, Philippines, Poland, Portugal, Qatar, Romania, Singapore, Spain, South Africa, Sri Lanka, Switzerland, Taiwan, Thailand, United Arab Emirates, Uruguay, United Kingdom, Vietnam, and the United States. As of December 31, 2023, in North America, there were approximately 390,515 students studying the Kumon Method. We operated 22 company-owned Kumon Centers, and there were 1,637 franchised Kumon Centers.

The Kumon Center Franchise-Application and Approval Procedures

When you apply for your first Kumon Center franchise, you must complete our Prospective Franchisee Application. We will conduct a background check after you complete the Application. If our review of your Application is positive, we will further evaluate you through a personal interview at one of our branch offices (or other suitable locations) and may administer two proficiency tests: a Mathematics Proficiency Test and a Reading Proficiency Test.

You must demonstrate adequate proficiency (as determined by us in our sole discretion) in mathematics and reading to be considered for the next step of the qualification process. If you do not demonstrate adequate proficiency in either mathematics or reading, you cannot proceed with the application process for at least six months from the date of the re-test. After six months, you may start the application process again from the beginning.

In addition to the qualification procedures stated above, we will scrutinize other factors that we deem appropriate, such as communication skills, business acumen, and ability to work with Kumon staff and children. If our review is positive, we will admit you to our Instructor Development Program. Our General Managers in each region have the final decision to admit a prospective franchisee into the Instructor Development Program. Our General Managers in each region decide whether or not to grant a franchise either prior to or following the completion of the Instructor Development Program.

To be admitted to the Instructor Development Program and considered for your first franchise, you must sign a Training Agreement in the form shown in Attachment 1 to this disclosure document. Signing the Training Agreement does not obligate you to purchase a franchise, nor does it obligate us to grant you one. If you are invited to our Instructor Development Program, you must have your fingerprints taken on Form FD- 258, the fingerprinting card used by the Federal Bureau of Investigation ("FBI"), to conduct a criminal background check (See Item 7, Note 8 for more details). If we have not received the FBI

background check in a timely manner, this may affect your ability to attend the Instructor Development Program. An FBI criminal background check is also required to renew your franchise rights granted under Section 1 of your Franchise Agreement, to open a second Center and to take over the operation of an existing Center.

The Instructor Development Program consists of two semesters with two courses in the first semester and two courses in the second semester. The Program includes preliminary homework assignments, in-center training in an existing Kumon Center, on-line training, study of our Worksheets and curriculum training. If you successfully complete the first semester of the Instructor Development Program and we grant you a franchise, you must participate in online seminars following the opening of your Center for two additional courses. We may, in our discretion, award you a franchise at the completion of the first course of the Instructor Development Program, in which event you will still be required to complete the balance of the Instructor Development Program. If you are purchasing an existing Center, however, you will not be eligible to be awarded a franchise prior to your completion of the Instructor Development Program. The Training Agreement governs our Instructor Development Program that occurs prior to the grant of a franchise (See Item 11, Training).

If you successfully complete our Instructor Development Program and we approve you to become a Kumon franchisee, or if we in our discretion decide to award you a franchise upon your successful completion of your first course, you will sign a Kumon Center Franchise Agreement in the form shown in Attachment 2 to this disclosure document. If we award you a franchise upon your successful completion of your first course of the Instructor Development Program, you will not only sign a Kumon Center Franchise Agreement but also an “Early Signing” Addendum to the Franchise Agreement (Attachment 2-A to the Franchise Agreement), and you will be required to complete the balance of the Instructor Development Program. You will then begin a Temporary License Period or “TLP.” There is a separate TLP for the Kumon Math program and the Kumon Reading program. (We refer to each of the Math and Reading programs as a “Subject-Franchise.”) Each TLP will end when you complete certain requirements specified in the Operations Manual. If you fail to complete the TLP in each Subject-Franchise, you will not receive certain instructor awards, as described in our Operations Manual.

We may designate, in our sole discretion, that your Center is located in a “non-traditional market.” “Non-traditional markets” are typically markets which are in rural areas that have a lower number of households with school-aged children and are more than 25 miles from any other Kumon Center. If your Center is located in a “non-traditional market,” you may be excused from certain requirements imposed upon Kumon franchisees whose Center are not located in “non-traditional” areas, such as the requirement of minimum Center hours of operation (See Item 11, Training). If we deem your Center as a Non-Traditional Center, you will sign a Non-Traditional Area Addendum to your Franchise Agreement (See Attachment 2-G).

The royalty during the TLP for each Subject-Franchise is higher than the royalty that we charge after the TLP ends (See Item 6).

Market Competition

Kumon’s services are generally marketed to parents of school-aged children. The supplemental educational market continues to experience increasing competition. You will face competition from educational services offered on the Internet, tutoring institutes, tutoring centers, learning centers, test-prep centers, cram schools, individual tutors, self-tutoring programs, other Kumon Centers, and other individuals, companies and organizations. Although Kumon is not a school and does not compete with public or private schools, some schools have utilized the Kumon Method to supplement their math and reading curricula.

Kumon Publishing Company Workbooks. The Kumon Publishing Company (“KPC”) is a subsidiary of KIE. KPC conducts business in the U.S. through its own subsidiary company, Kumon Publishing North America, Inc. (“KPNA”). KPNA publishes workbooks and has developed a web-app directed at developing the nascent learning skills of young children. KPNA currently distributes these Workbooks through the Internet, bookstores, toy stores, chain stores (such as Barnes & Noble, Amazon.com and Target) and teachers’ supply and educational stores across the United States. KPNA offers its web-app for sale online. KPNA may sell workbooks on the Internet or through other channels of distribution. We do not have a financial stake in KPNA, and we do not financially benefit from their business activities. Each workbook contains a full page explaining the history and philosophy of the Kumon Method and a full page advertisement, which includes our website and toll free number should a parent want to enroll their child in a Kumon Center, seek additional information about our programs or inquire about franchising opportunities. Kumon franchisees can order the workbooks from our warehouse at a discounted price (from the retail price listed on the cover) and resell them exclusively at their Centers. Workbooks are not intended to be an alternative to enrollment in the Kumon program, or as a supplement to instruction at a Kumon Center. Therefore, you cannot use Kumon workbooks at your Center for instruction or for any other purpose.

Tuition, Registration Fees, Placement Test Fees and Other Fees. Making the Kumon Method accessible to all children is a touchstone of Kumon’s founder, Toru Kumon, and The Mission of Kumon North America. Our mission states that “we will bring the maximum benefits of the Kumon Method to as many children as possible, regardless of ability, age, race, cultural or economic backgrounds.” In an effort to stay true to the core values mentioned above, encourage efficient operation, and distinguish Kumon from competitors as the only affordable, long-term supplemental education provider, Kumon has the right, upon 60 days’ notice, to institute limits on the registration and tuition fees that Kumon Centers may charge, which will be set forth in the Operations Manual. Currently, Kumon imposes a \$80 limit for the registration fee. You may only charge one registration fee regardless of whether a student enrolls in one or two subjects. We do not currently have a tuition limit. If we decide to implement a tuition policy, you will have the opportunity to present market, demographic, and any other data that supports your reasoning for wanting to charge more than the limit that we impose. You may charge parents of students enrolled at your Center only those additional fees identified in the Operations Manual and only in the amounts set forth in the Operations Manual. To charge such additional fees, however, you must maintain a written policy at your Center regarding the imposition of additional fees. Kumon may change or eliminate those additional fees at any time. Kumon will not supply you with forms of contracts for use at your Center. Should you decide to use contracts for the payment of tuition at your Center, your contract must comply with the requirements for tuition contracts set forth in our Operations Manual.

Industry-Specific Laws and Regulations

Certain states may require you to possess specific certification in connection with your instructional duties as a franchisee. Furthermore, your Kumon Center may be considered a “school” under applicable zoning codes. Classification of your Kumon Center as a “school” may entail additional requirements such as separate bathrooms for boys and girls, water fountains, special exit doors equipped with panic bars, and accommodations for disabled persons. Although we do not regard Kumon Centers as schools, we urge you to consult with an attorney concerning any special requirements that may apply to you or your Kumon Center. Under the Franchise Agreement, you alone are responsible for complying with all applicable laws, government orders and regulations despite any advice or information that we may give you.

ITEM 2
BUSINESS EXPERIENCE

The following is the list of our principal officers and other executives who have management responsibility relating to the sale or operation of franchises offered by this disclosure document. The principal occupation and business experience of each person during the past 5 years, including the names and locations of prior employers, is described below.

President, Chief Executive Officer and Chief Operating Officer: Minoru Tanabe

Mr. Tanabe has served as our President since October 2013, our Chief Executive Officer since July 2021, and our Chief Operating Officer since July 2023. Mr. Tanabe has also served as Chair of our Board of Directors since October 2013. Mr. Tanabe has also served as Kumon Canada's President and Chief Executive Officer since July 2021, Chief Operating Officer since July 2023, and Director since October 2013. Mr. Tanabe has also served as President and Chief Board Member of Kumon South America since July 2022. Mr. Tanabe has been with Kumon in various leadership roles since 1991.

Executive Senior Vice President and Chief Support Officer: Yusuke Nakamura

Mr. Nakamura has served as our and Kumon Canada's Executive Senior Vice President and Chief Support Officer since July 2023 after serving as our and Kumon Canada's Executive Senior Vice President and Chief Operating Officer from July 2021 to June 2023. He also has served as a member of our Board of Directors and Kumon Canada's Board of Directors since July 2021. From February 2019 to June 2021, Mr. Nakamura was the President of Kumon Philippines, Inc. From February 2015 to January 2019, he served as the General Manager for the Tokai region of KIE. Mr. Nakamura has been with the Kumon organization since 1997.

Executive Senior Vice President, Chief Administrative Officer and Chief Financial Officer: Joseph Nativo

Mr. Nativo has served as our Chief Financial Officer since August 1999, and in July 2021, he was appointed as an Executive Senior Vice President and our Chief Administrative Officer. In February 2022, he was appointed a member of our Board of Directors. Mr. Nativo has also served as Kumon Canada's Executive Senior Vice President, Chief Administrative Officer and Chief Financial Officer since July 2021. Mr. Nativo also served as the Director of our Human Resources Department from April 2019 to June 2021. He has been with Kumon since 1992.

Senior Vice President and Director, Field Operations: Mike Shim

Mr. Shim was appointed as our and Kumon Canada's Senior Vice President and Director, Field Operations in July 2021. Mr. Shim served as Kumon Canada Inc.'s President from April 2016 to June 2021 and as Kumon Canada's Director from March 2017 to June 2021. Mr. Shim has been with Kumon and its affiliates since 1992.

Senior Vice President, Director, Information Technology and Director, Customer Service Department: Ruben Manoim

Mr. Manoim has served as our Senior Vice President, Director, Information Technology since March 2013, Senior Vice President and Director, Information Technology for Kumon Canada since June 2021 and Director, Customer Service Department since July 2021. He has been a member of our Executive Team since March 2013. Mr. Manoim served as our Director of Marketing and Communications from August 2017 to June 2021. Mr. Manoim has been with Kumon since 1997.

Vice President, Corporate Counsel: Robert Germain

Mr. Germain has served as our Vice President, Corporate Counsel since January 2023. He has served as our Deputy Corporate Counsel and a member of Kumon's Executive Team since January 2019. In January 2023, he was also appointed as Kumon Canada's Corporate Counsel. Mr. Germain has been with Kumon since September 2006.

Vice President and Manager, Center Network Development Department: John Collins

Mr. Collins was appointed Vice President and Manager of our Center Network Development Department in January 2019, and he has served in the same role for Kumon Canada since July 2021. In this position, he is responsible for franchisee recruitment and the successful opening of new Kumon Centers. From January 2017 to December 2018, Mr. Collins was General Manager for the Northeast Region, and from May 2016 to December 2016, Mr. Collins was Assistant to the General Manager for the Northeast Region. Mr. Collins has been with Kumon since 2012.

General Managers:

General Manager, Northeast Region: Dawn Bledsoe

Ms. Bledsoe was appointed General Manager for the Northeast Region in July 2022, holding the previous position of Co-General Manager from April 2022 to June 2022. In this position, she is responsible for the operation of Kumon's branches located in New York, Rutherford, and Princeton. From January 2020 to March 2022, she was the Assistant General Manager for our South Region and served as the Houston Branch Manager at various points, most recently from September 2018 to January 2020. Ms. Bledsoe has been with Kumon since May 2004 and has held various positions throughout her tenure.

General Manager, Southern Region: Anita Scales

Ms. Scales was appointed Co-General Manager for the Southern Region in January 2019 and now serves as sole General Manager for the Southern Region as of August 2019. In this position, she is responsible for the operation of Kumon's branches in Washington D.C., Atlanta, Florida, and Houston. From January 2018 to December 2018, she was General Manager of our Central Region. From April 2017 to December 2017, she was Assistant General Manager for the Northeast Region, and from August 2012 to March 2017, she was Branch Manager for the Atlanta Branch. Ms. Scales has been with Kumon since July 2007.

General Manager, Central Region: Peter Tu

Mr. Tu was appointed General Manager for the Central Region in July 2021 after serving as General Manager for the Northeast Region from January 2018 to June 2021. As General Manager for the Central Region, Mr. Tu is responsible for the operation of Kumon's branches in Chicago and Detroit. From January 2013 to December 2017, he was General Manager for the Western Division of our affiliate, Kumon Canada. Mr. Tu has been with Kumon since 1990.

General Manager, West Region: Angela Wang

Ms. Wang was appointed General Manager for the West Region in July 2023. In this position, she is responsible for the operation of Kumon's branches in San Francisco, Los Angeles, and Phoenix. From October 2019 to June 2023, she was the Assistant General Manager of our West Region. From July 2017 to September 2019, she was the General Manager of our Southwest Region. She has been with Kumon since 2003.

**ITEM 3
LITIGATION**

No litigation is required to be disclosed in this Item.

**ITEM 4
BANKRUPTCY**

No bankruptcy is required to be disclosed in this Item.

**ITEM 5
INITIAL FEES**

The Initial Franchise Fee is \$2,000. You must pay the entire fee when you sign the Franchise Agreement. The Initial Franchise Fee is not refundable.

The initial fee for your purchase of materials you shall need to operate your Kumon Center, such as instruction answer books, student achievement tests, student placement tests and promotional material, is \$2,000. This fee will also apply if you are granted a second Kumon Center or you are taking over an existing Kumon Center. You must pay this entire fee when you sign the Franchise Agreement. This fee is not refundable.

If you are applying for your first Kumon Center franchise, the Deposit Fee is \$1,000 for your Training Kit for the Instructor Development Program. We will apply the Deposit Fee toward your Initial Franchise Fee if you successfully complete the Instructor Development Program and sign a Franchise Agreement. If either you or we cancel the Training Agreement, at your expense, you must return to us the Training Kit and all other material we lent to you in connection with your participation in the Instructor Development Program. We will return your deposit if we receive the training materials within 15 days after the notice of cancellation (see Section 7 of the Training Agreement).

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ITEM 6

OTHER FEES

| Type of Fee (See Note 1) | Amount | Due Date | Remarks |
|---|--|---|---|
| <p>Royalty (See Notes 1 and 2)</p> | <p><u>Initial Enrollment Royalty Fee:</u> For each reporting month, \$30 times the number of newly enrolled students.</p> <p><u>Monthly Royalty During Temporary License Period (“TLP”):</u> \$40.50 times the number of full-payment students enrolled, and \$20.25 times the number of partially exempt and/or prorated tuition students for each Subject-Franchise.</p> <p><u>Monthly Royalty after completing the TLP:</u> \$36 times the number of full-paying students enrolled, and \$18 times the number of partially exempt and/or prorated tuition students for each Subject-Franchise.</p> <p>You must allow us to make monthly electronic debits to your account equal to the amount you owe us.</p> | <p>Through Electronic Funds Transfer (“EFT”), we will debit your account each month. We currently debit franchisee accounts on the 17th or the next business day, but we have the right to change that date in our discretion.</p> | <p>If a student drops out of a Kumon Center and wants to return, the student can return without paying another Initial Enrollment fee if the student returns within one reporting period (one calendar month). If the student returns after one reporting period, then the student must register again. If a student is enrolled in both Subjects, the student is required to reenroll if he or she is absent for more than one month in both subjects concurrently. A \$30 initial enrollment royalty fee is due each time a student registers unless the student currently is enrolled in at least one subject at your Kumon Center and registers for a second or subsequent subject.</p> |
| <p>Administrative Fee for Late Payment (See Note 3)</p> | <p>1.5% on the overdue amount each month or \$75, whichever is higher</p> | <p>When we debit your account by EFT for a late payment</p> | <p>This fee is charged on the monthly statement and paid through EFT.</p> |
| <p>Late or Inaccurate Report Fee (See Note 3)</p> | <p>\$200 for the first month you fail to submit a complete and accurate report on time; \$500 for the second month that this occurs; \$1,000 the third month that this occurs, with increments of \$1,000 per month thereafter.</p> | <p>When we debit your account by EFT for a late or inaccurate submission</p> | <p>This fee is charged on the monthly statement and paid through EFT.</p> |
| <p>Insufficient Funds</p> | <p>\$25 per EFT attempt that has insufficient funds to cover the amount owed</p> | <p>When requested by Kumon</p> | <p>Charge covers Kumon’s costs of failed EFT attempts</p> |

| Type of Fee (See Note 1) | Amount | Due Date | Remarks |
|--|--|--|--|
| Insurance (See Note 4) | \$4.80 per Math student per year | When billed by us twice a year | |
| Indemnification (See Note 5) | | | |
| Shipping Costs for Materials (See Note 6) | | As stated on invoice | Other than the initial materials fee, we will provide you with “Kumon Materials” (Placement Tests, Achievement Tests, Worksheets, Record Books and Progress Charts) reasonably necessary for the operation of your Center at no additional charge; however, you must pay the shipping costs. |
| Relocation Fee (See Note 7) | \$2,000 | When your Center opens at the new location | Payable if fewer than 80% of your enrolled students transfer to the new location |
| Payments for “Chargeable Items” Purchased from Kumon | See Exhibit A | As stated on invoice | If you wish, you can purchase from us supplemental teaching materials and promotional items for use or sale. These are called “Chargeable Items.” (See Item 8.) We can discontinue the sale of or change the prices for Chargeable Items without notice. |
| Liquidated Damages (See Note 8) | Three times your average monthly royalty in the three months immediately prior to your last day of operating your Center | Immediately upon notice | <p>Applies if:</p> <ul style="list-style-type: none"> - You terminate your Franchise Agreement voluntarily without giving us the required advance written notice specified in Section 14.4 of the Franchise Agreement. - You propose to transfer your Center before we give you final approval of your candidate, or if we disapprove the candidate, and you fail to resume operating. - The Franchise Agreement is automatically terminated under the circumstances detailed in Section 14.3 of the Franchise Agreement. |

| Type of Fee (See Note 1) | Amount | Due Date | Remarks |
|---|---|---|---|
| Temporary Transfer to Us (See Note 9) | 10% of the average tuition charged by the 5 Kumon Centers that are closest to your Center, multiplied by the number of students enrolled at your Center for so long as Kumon has assumed operation of the Center(s) and reimbursement of any out-of-pocket costs that we incur. | Each month that it applies | Payable under the conditions described in Note 9. |
| New Center Marketing | \$220 per month for 18 months (\$3,960 in total) | Monthly, commencing on the first month the digital advertising services are purchased | This amount is for digital advertising services spent on your behalf. See Note 10. |
| Advertising Contribution (See Note 11) | At least the minimum amount set forth in the Operations Manual. | Annually | Currently, and except for the New Center Marketing requirement, we do not require you to spend any minimum amount on advertising your Center, but we recommend that you spend at least \$2,400 annually on such advertising. |
| Audit Fees and Expenses | The reasonable amount of fees and expenses incurred by us for the audit and/or examination, plus the amount of any unpaid royalties and reimbursement of any instructor awards or subsidies given to you based upon inaccurate enrollment reports. | Immediately upon notice | Applies if we examine and/or audit your Center's records and discover that you have underreported, failed to report or misrepresented any student enrolled (or should be enrolled as required by the Franchise Agreement) at your Center. |

NOTES

[1] All costs and fees set forth in Item 6 above are current as of the effective date of this franchise disclosure document. However, Kumon reserves the right to increase or decrease, in its discretion, the amount of such costs and fees. The current amount of all costs and fees shall be set forth in the Operations Manual.

We impose and collect all fees described in this table. Unless otherwise specified, all fees payable to us are non-refundable and are uniformly imposed on our franchisees.

[2] You pay us the monthly royalty prescribed in the Operations Manual for each Subject-Franchise. Electronic debits are the only acceptable method for payment of royalties. You must allow us to make monthly electronic debits from your EFT account equal to the amounts you owe us. We will debit your account each month for royalties due from each prior month. We will provide a form that you must sign, authorizing us to make electronic debits to your account.

We can change royalty rates or the monthly due date (or both) at any time on at least 60 days' notice. If you are unwilling to pay any increased royalty rate, you can terminate the Franchise Agreement on 60 days' written notice to us. There is no contractual limit on the amount by which we can change the royalty rates.

The royalty during the TLP is higher than the royalty payable after completing the TLP. If and when you complete the TLP requirements for a Subject-Franchise, the lower royalty for that Subject-Franchise will take effect during the next full reporting month. If you underreport students enrolled at your Center and we elect not to terminate your Franchise Agreement, for 3 years, you will pay the higher TLP royalty rate.

The current requirements to complete the TLP for each Subject-Franchise are listed below. Each and every requirement must be met at the time of consideration; requirements cannot be accumulated separately at different times during the TLP. We have the right to modify, add to, and/or delete the TLP requirements.

| Topic | Time Period | Requirement |
|----------------------------------|---|--|
| Worksheet Study and Completion | When you apply to be fully licensed in each Subject-Franchise | <p>You must complete selected Worksheet study and pass the Instructor Achievement Test in both the Math and Reading subjects.</p> <p>Each Subject-Franchise has differing requirements for Worksheet study, IDP participation and a Knowledge Check. These requirements are included in our Operations Manual and may be changed by us in our discretion.</p> |
| Compliance with Agreements | Entire TLP | You must be in compliance with the Franchise Agreement and all other agreements with us. |
| Compliance with the Kumon Method | Entire TLP | <p>Includes:</p> <ol style="list-style-type: none"> 1. Appropriate Placement Tests administered and Starting Point assigned; 2. Individualized Assessment (Accuracy and Standard Completion Time) and Lesson Planning; 3. Proper Grading and Record Keeping; 4. Progress Goals and Communication; and 5. Appropriate Achievement Testing. <p>(The Operations Manual contains more detailed information regarding these requirements.)</p> |

| Topic | Time Period | Requirement |
|--|--|---|
| Satisfactory Center Management and Center Communication Skills | Throughout the TLP | Includes: <ol style="list-style-type: none"> 1. Thorough orientation and communication with parents and students during the pre-enrollment period; 2. Effective communication with parents and students concerning each child’s Achievement Test and ongoing progress; 3. Center’s professional appearance, including appropriate layout, displays, and furnishings; 4. Well-trained and professional staff; 5. Clearly-defined and communicated Center policies, including Center procedures and tuition collection; and 6. Correct usage of the Kumon proprietary software program and customer management system assigned by us for use at your Center (see below Item 11 “Computer Software”). <p>(The Operations Manual contains more detailed information regarding these requirements.)</p> |
| Professional Development Credits | During the 12 months immediately preceding completion of the TLP | You must obtain a minimum of 12 Professional Development Credits (PDCs). Our Operations Manual contains a list of the activities that can be used to obtain PDCs. We may add to or delete items from this list from time to time. |
| Monthly Reports | Entire TLP | You must have a record of timely and accurate submission of these reports. |
| Financial Obligations | Entire TLP | You must be current with all payments you owe us. |
| Training | When you apply to be fully licensed in each Subject-Franchise. | You must attend and successfully complete additional training. (The Operations Manual contains more detailed information regarding this requirement). |
| Student Enrollment | When you apply to be fully licensed in each Subject-Franchise. | You must have cumulatively enrolled 600 or more students in the Math Subject-Franchise (10% or more using Kumon Connect) and 400 or more students in the Reading Subject-Franchise (10% or more using Kumon Connect). |
| Formal Evaluation (required only when we request) | Immediately prior to completing TLP | We may ask you to pass a formal evaluation, demonstrating your understanding of the materials and concepts explained in the Instructor Development Program. |

After you have successfully completed the TLP Requirements for each Subject-Franchise, you must comply with our Ongoing Training and Performance Requirements as set forth in our Operations Manual. If you do not meet the minimum Ongoing Training and Performance Requirements, you will revert to the higher royalty for a period of at least one calendar year.

Some examples of the current activities and programs that may be used for the purpose of meeting the Ongoing Training and Performance Requirements are: Kumon branch-sponsored monthly meetings for instructors, Kumon-sponsored Voluntary Study and Worksheet Groups, attendance at Kumon's annual national Instructor Conference, Kumon-organized study tours, and training programs organized by Kumon University for existing Instructors. You may also use our Online Learning Modules; and achieving a passing grade for each Module, as specified in our Operations Manual.

- [3] You must pay a late fee ("Administrative Fee") if you do not pay your royalties or any other amounts owed to us by the time we debit your account by EFT each succeeding month. The amount of Administration Fee is subject to change in our discretion and is included in the Operations Manual. The Administrative Fee is due when we debit your account by EFT, and Kumon will charge you an Administrative Fee each month until you pay the past due amounts or sign a promissory note for the balance you owe us.

Currently, we also will charge you a Late Report Fee or Inaccurate Report Fee (per Center) for each month that you fail to submit a complete and accurate report on time for any of the following: Instructor B Reports, Student Application Forms, Placement Tests, and Achievement Tests. The form and content of each of these Reports is set forth in our Operations Manual. You must file your reports electronically. Reports for the month just completed are due by 11:59 PM local time where your Center is located on the sixth day of the following month (e.g., reports covering March are due by 11:59 pm local time where your Center is located on April 6). However, Kumon highly encourages submissions by third day of the following month so that Kumon can support you with any questions you may have. The amount of the Late or Inaccurate Report Fee is subject to change in our discretion and is included in the Operations Manual.

- [4] You must buy a commercial general liability insurance policy, including products liability, with a combined single limit for bodily injury and property damage liability in the minimum amount of \$1,000,000 per occurrence and \$2,000,000 aggregate and sexual misconduct or sexual molestation liability policy in the amount of \$300,000 per occurrence and \$1,000,000 aggregate (See Items 7 and 8). You may, if you wish, participate in the insurance program that Kumon makes available through its insurance carrier. If you decide to do so, the current cost for participation in this program is \$4.80 per Math Student per year. You will receive invoices for the insurance premiums twice a year at a rate of \$2.40 per Math Student on each invoice. You will receive the first invoice in July 2024 for a coverage period of June 1, 2024 through November 30, 2024 based on the number of Math Students enrolled at your Center in May 2024, and you will receive the second invoice in January 2025 for a coverage period of December 1, 2024 through May 31, 2025 based on the number of Math Students enrolled at your Center in November 2024. The current cost of Kumon's insurance program may change. There is no assurance that Kumon may, at a point in time in the future elect to discontinue or modify its insurance program. If you decide not to buy the package policy liability insurance that Kumon makes available, you must send us a certificate of insurance providing evidence that you have purchased insurance coverage meeting our minimum requirements. The certificate of insurance must name Kumon as an additional insured and must provide that the insurance carrier shall notify Kumon at least 30 days in advance of a cancellation of the policy.

We are under no obligation to make this insurance coverage available to you. However, as long as the program remains in effect and you pay your premiums, we will renew your liability insurance coverage automatically each year. If you do not want us to renew coverage, you must send us a written request to cancel the coverage. If you cancel, you must send us a certificate of insurance from your new insurance company providing evidence of a replacement policy meeting our requirements. The certificate of insurance must name Kumon as an additional insured and must provide Kumon at least 30 days in advance of a cancellation of the policy.

- [5] Under the Franchise Agreement, you agree to indemnify Kumon and hold it harmless from any claim, liability, loss or expense arising out of your activities as a Kumon franchisee. This means that if Kumon incurs any expenses to handle, settle, or dispute any matter relating to your activities as a Kumon franchisee (including attorneys' fees, court costs, etc.), we may require you to reimburse Kumon for those costs.
- [6] Shipping costs will be charged on a per order basis. We currently bill freight costs at \$40 or actual shipping costs, whichever is less for ground shipping of your initial monthly order. Shipping costs will be charged to your monthly statement for orders placed within the month. Any additional or expedited orders will be charged at cost. We have the right to increase freight costs effective upon at least 30 days advance notice to you. The amount of freight costs is subject to change and is included in our Operations Manual. We keep title to all Kumon Materials until the Materials are given to students. You receive title to all other products you purchase from us when you pay for the product. You must cooperate fully with us in processing all claims for loss or damage to Kumon Materials.
- [7] We have the right to charge you a new franchise fee upon our approval of a request to relocate your Center. Our present policy is to charge this fee if fewer than 80% of your enrolled students transfer to your new Center location; if more than 80% transfer, we do not charge the fee.
- [8] You may voluntarily terminate your Franchise Agreement, but you must give us advance written notice. If you fail to provide us the advance written notice required in Section 14.4 of the Franchise Agreement, you must pay us as liquidated damages an amount equal to three times your average monthly royalty due for the three months immediately prior to your last day of operating your Center. Kumon may waive this requirement if we decide your reasons for not following the time periods in Section 14.4 are justified.
- [9] If: (i) you are absent from your Center without having made provision for the management of your Center during your absence pursuant to the policy contained in our Operations Manual; or (ii) are absent without having made arrangements acceptable to Kumon for the operation of your Center in your absence; or (iii) you or any of your owners or employees is charged with a crime against children or involving moral turpitude; or (iv) you engage in any conduct that is susceptible of creating a crisis or immediate substantive damage to the Kumon Brand, Kumon has the right (but not the obligation) to take over operation of your Center(s) on an interim basis until you return, a disposition of your case is reached, or until the public relations crisis has ended. Kumon will charge you a management fee equal to ten percent (10%) of the average tuition charged by the 5 Kumon Centers that are closest to your Center multiplied by the number of students enrolled at your Center for so long as Kumon has assumed operation of the Center(s) and will be entitled to reimbursement of any out-of-pocket costs that Kumon incurs for the period Kumon operates your Center.
- [10] Within the first 18 months after your Center is open, the sum of \$7,560 will be spent on digital marketing to promote, market, and advertise your Center using Kumon's preferred vendor. We will pay the preferred vendor the amount on your behalf, and you shall reimburse \$3,960 to us, which will be paid to us in equal installments of \$220 per month over 18 months, commencing on the first month the digital advertising is purchased.
- [11] We have the right, in our sole discretion, to establish a national advertising fund and/or regional advertising fund for the geographic area in which your Center is located. If we do so, we have the right to reallocate all or a portion of any monies that you are required to spend on authorized promotion and marketing of your Center to the applicable fund(s), and you will be required to contribute that amount to the fund(s).

ITEM 7
ESTIMATED INITIAL INVESTMENT
YOUR ESTIMATED INITIAL INVESTMENT

| TYPE OF EXPENDITURE | AMOUNT | METHOD OF PAYMENT | WHEN DUE | TO WHOM PAYMENT IS TO BE MADE |
|---|---|-------------------------|-----------------------------------|-------------------------------|
| TRAINING AGREEMENT DEPOSIT FEE (See Note 1) | \$1,000 | Lump Sum | At signing of Training Agreement | Kumon |
| INITIAL FRANCHISE FEE (See Note 1) | \$2,000 less the \$1,000 Deposit Fee if you are obtaining your first Kumon Center franchise | Lump Sum | At signing of Franchise Agreement | Kumon |
| INITIAL PURCHASE OF MATERIALS (See Note 1) | \$2,000 | Lump Sum | At signing of Franchise Agreement | Kumon |
| ARCHITECT DESIGN | \$0 - \$10,000 | As arranged | Before Opening | Architect |
| LEASEHOLD IMPROVEMENTS (See Note 2) | \$30,000 - \$60,000 | As arranged | Before Opening | Contractor |
| SECURITY DEPOSIT, IF REQUIRED | \$0 - \$26,500 | As required by Landlord | As required by Landlord | Landlord |
| RENT (See Note 2) | \$3,000 - \$7,000 | As required by Landlord | As required by Landlord | Landlord |
| FURNITURE, EQUIPMENT, PRIMARY SIGN & SUPPLIES (See Note 3) | \$5,000 - \$15,000 | As arranged | Before opening | Vendors |
| NOTEBOOK COMPUTER AT KUMON CENTER (See Note 4) | \$500 - \$2,000 | As arranged | Before Opening | Vendors |
| PROFESSIONAL FEES | \$1,000 - \$3,000 | As arranged | Before Opening | Accountant, Lawyer |

| TYPE OF EXPENDITURE | AMOUNT | METHOD OF PAYMENT | WHEN DUE | TO WHOM PAYMENT IS TO BE MADE |
|---|--|--|-----------------------------|--------------------------------------|
| LIABILITY INSURANCE (See Note 5) | \$480 (\$4.80 multiplied by the number of students enrolled in the Math Subject) | Semi-annually, if purchased through Kumon's insurance carrier; otherwise, as arranged with insurer | Semi-annually after opening | Kumon or Insurance Agent |
| BUSINESS LICENSE, NAME REGISTRATION | \$100 - \$200 | As required by law | Before opening | Local Municipality, State |
| KUMON LEAD MANAGEMENT SYSTEM SUITE (See Note 6) | \$200 - \$550 | Lump Sum | Before opening | Kumon's Vendor |
| RECOMMENDED READING LIST (See Note 7) | \$2,600 | As Arranged | Before Opening | Vendors |
| FINGERPRINTING, CRIMINAL BACKGROUND CHECK (See Note 8) | \$18 - \$60 | Certified check or money order | Before opening | Treasury of the United States |
| PAYROLL COST FOR ASSISTANTS (3 Months) (See Note 9) | \$10,725 - \$12,870 | Check or payroll service | As arranged | Assistants |
| ADDITIONAL FUNDS (3 months) (See Note 10) | \$16,160 - \$21,660 | As arranged | As arranged | Kumon, Vendors, and Utilities |
| TOTAL (See Notes 11 and 12) | \$73,783 - \$165,920 | | | |

NOTES

- [1] If you are applying for your first Kumon Center franchise, the Deposit Fee is \$1,000 for an Instructor Development Program Kit. We will apply the Deposit Fee towards your Initial Franchise

Fee if you successfully complete the Instructor Development Program and sign a Franchise Agreement.

The fee for your initial purchase of the materials you will need to operate your Kumon Center, such as instruction answer books, student achievement tests, student placement tests and promotional posters, is \$2,000. You must pay this entire fee when you sign the Franchise Agreement. This fee is not refundable.

- [2] The estimate includes the first month's rent. You must operate your Center in retail facilities such as a storefront, shopping center or mall. We strongly encourage you to have the capability to operate virtually and conduct online instructional sessions from your physical Center. We will not accept a location where the lease term is less than five years, the space is less than 1,000 square feet, or you are unable to affix one of our exterior signs. We will not permit any activity other than the operation of a Kumon Math and Reading Center for any site we approve. You may not use or permit the use of the site we approve for any other purpose or activity at any time without first obtaining our written consent. Rent will vary according to the center's location and whether your landlord shall require a security deposit. Kumon does not under any circumstances act as a guarantor of the lease.

The amount of the build-out for a new Kumon Center depends on many factors such as the age of the building, a landlord's willingness to make a contribution (which may take the form of a tenant improvement allowance or free rent for some specified time) and real estate market conditions.

You also have the responsibility to ensure that the premises and signage, which must be approved by us, are zoned appropriately for the operation of a Kumon Center.

If you are opening a new Kumon Center, we will reimburse you for the cost of initial carpet, window blinds and shades and paint for your Center in an amount we determine, currently up to \$5,500. The amount provided in the chart above accounts for this reimbursement of \$5,500 to you. Without this reimbursement, your estimated costs would be \$35,500 to \$65,500. If you are taking over an existing Kumon Center, we will not reimburse you for carpet, window blinds, shades or paint.

If you are signing your first Franchise Agreement with us for a new Kumon Center or for an operational Kumon Center that you are purchasing, which has been open for instruction sessions two days per week, and you agree to comply with our four instructional sessions per week operating requirement (refer to Item 1 above), we will subsidize your Center's rent payment by providing you a payment of 50% of your monthly rent payment per month for the first 12 months of your Center's lease, with a maximum subsidy of \$1,000 per month. The amount provided in the chart above accounts for this reimbursement of \$1,000 to you for first month's rent. Without this reimbursement, your estimated costs would be \$4,000 to \$8,000.

- [3] At no cost to you, prior to the opening of a new Kumon Center, Kumon will select and have delivered to your Center the furniture and fixtures needed to open and initially operate your Center. If paid by you, the cost of these items would be \$10,000. However, we will pay for these costs. The amount provided in the chart above accounts for this \$10,000 amount paid by us. The items that Kumon will provide will include what we deem to be a sufficient number of tables, stools, cabinets, shelves and chairs. We have the right to change the amount and type of furniture we deliver in our discretion. You may wish to purchase additional items of furniture and fixtures for your Center, the cost of which we estimate to be between \$0 and \$15,000. These items will be at your expense. After your Center has commenced operation, we will not be responsible to replace any broken or obsolete item of furniture or fixture at your Center or to provide you with any additional furniture or fixtures you may need. Kumon will approve in advance, and you will purchase, the carpet and paint to be used at your Center meeting the specifications contained in the Operations Manual. If you are taking over an existing Kumon Center, we will not deliver furniture and fixtures to you, nor will we pay for these costs. Pursuant to Kumon's sign policy contained in our Operations

Manual, you must pay for one exterior sign for the facade of your commercial space. We must approve the content and location of the sign prior to installation. If you are opening a new Kumon Center, we shall reimburse you for the fabrication, delivery and installation of one exterior sign for the facade of your commercial space. The cost of sign fabrication is currently estimated by us to be between \$4,800 and \$7,000. The amount provided in the chart above accounts for our reimbursement to you of \$4,800 to \$7,000. We will own the sign. If you are taking over an existing Kumon Center with existing signage, we will not reimburse you for any new signage at your Center. You may install additional signs at your Center. If you do, the signs must comply with the specifications contained in the Operations Manual. You will own any additional signs that you install. During the term of the Franchise Agreement, you are required to maintain all signs at your Center in good condition. We will notify you if, in our opinion, a sign at your Center needs repair or maintenance. If you fail to repair or maintain any sign to our satisfaction, we will have the necessary work performed; and you will reimburse us. At the end of our franchise relationship, we will remove the primary exterior sign; however, you must reimburse us for any and all expenses that we incur for removal of the sign. When affixing signage, the Kumon Logo (“KUMON” and the “thinking face” design) must be separated from all local Center information (i.e., Center name, phone number, hours of operation, and website address). You are free to use any vendor you select for exterior sign fabrication and installation (See Item 11 for further information regarding our sign program). Without the costs paid by us that are described in this paragraph, your estimated costs would be \$19,800 to \$32,000.

- [4] You must obtain a notebook computer for use at your Kumon Center. Your computer must be at your Center at all times when your Center is open. Your notebook computer must have the minimum specifications set forth in our Operations Manual. Your Center must have operational Internet access and capability.

You must use our proprietary software, applicable to your Center, and our customer management system, which each will assist in various aspects of operating your Kumon Center. (See Items 11 and 14 for more information regarding computers.)

- [5] This figure is the current annual rate if you purchase the package policy liability insurance, inclusive of sexual misconduct liability coverage, that Kumon makes available through its insurance carrier, based on an assumed Center enrollment of 100 Math students. (See Item 6, Note 4 for more information.) Many of our franchisees also obtain other types of insurance coverage for their Centers, such as property and casualty coverage, although we currently require only liability coverage. We estimate that the annual cost of property and casualty coverage would range from \$1,000 to \$2,500. Should you elect not to participate in the insurance package offered by us, you must also purchase sexual misconduct liability insurance for yourself and your employees. Almost every state requires you to purchase workers’ compensation insurance for the employees of your Center. Whether or not your state requires you to obtain workers’ compensation insurance, Kumon will require you to obtain and have proof that you have this type of insurance. You may have an obligation under state law to obtain other forms of insurance.

- [6] Your Kumon Center must utilize the Center operating systems we will make available to you which will aid you in the operation of your Center, such as our Online Scheduler and Customer Relationship Management platforms (provided to you at no cost), and the Kumon Lead Management System Suite (Kumon’s sponsored Customer Relationship Management software and telephone system and services). This system utilizes Voice-Over Internet telephone technology. To utilize this System, your Center must have its own telephone number and dedicated Voice-Over Internet Protocol telephone line used exclusively for Center business. You must purchase this System from our designated vendor. The cost for the purchase and installation of the System currently is between \$200 to \$550. We will reimburse you for the cost of installation of the System. The amount provided above in the chart does not account for this subsidy. After installation, monthly expenses for use of the System are estimated by our vendor to be approximately \$48 per

month. The Voice-Over Internet telephone will include the software for the System. The System will automatically route parent telephone inquiries to our call center and provide us with access to your scheduling calendar. In your absence, our call center will schedule appointments for new parent orientations for you. Kumon earns no commission or any revenue from your purchase or use of the System. Upon expiration or termination of our relationship, you must cease using the System and the telephone number for your dedicated telephone and assign the number to Kumon.

- [7] You must purchase the books included on the Kumon Recommended Reading List. The cost of these books will vary depending on the vendor you select. The Kumon Recommended Reading List consists of approximately 378 books in Levels 7A-L, chosen with the purpose of enhancing the student's joy of reading, to be assigned by the Instructor for use at home as needed on an individual basis. We may add or delete books from the List at any time. If we add books to the List, you will be required to purchase them.
- [8] You must have your fingerprints taken on Form FD-258, the fingerprinting card used by the FBI, to conduct a criminal background check. If you are invited to our Instructor Development Program, Kumon will provide this form to you along with detailed procedures to properly fill the card out, take it to a local governmental agency to obtain your full set of fingerprints, and mail to the FBI to conduct the criminal background check. You must authorize the results of the background check to be mailed directly to Kumon. The fee to process the fingerprinting card is \$18. Additional fees may apply at the local level to have your fingerprints taken. If we have not received the FBI background check prior to your scheduled attendance at our Instructor Development Program, we may reschedule your attendance until after we have received the background check.
- [9] You may need to hire assistants as the number of students enrolled at your Center increases. You will determine when to hire assistants and the salary to pay them. Your payroll costs will depend on many factors such as the number of assistants you hire and the prevailing wage rate. This figure is an estimate, and we cannot guarantee that you will not incur greater payroll expenses.
- [10] This is an estimate of the additional funds you will need during the initial period of operation, which we define as three months from the opening of the Center. These figures are estimates, and we cannot guarantee that you will not have additional expenses in starting the business. Your costs will depend on many factors, such as: how closely you follow our methods and procedures; your management skills, experience and business acumen; local economic conditions; the local market for our services; competition; and the enrollment level reached during the initial three-month period of Center operations. This estimate also includes the first three months' New Center Marketing payments to us.
- [11] In compiling these estimates we relied on our and our predecessors' more than 38 years of experience in operating and franchising Kumon Centers in the U.S. You should review these figures carefully with a business advisor before making any decision to purchase the franchise.
- [12] We do not finance any part of your initial investment.

ITEM 8
RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Kumon Materials. Other than Kumon Workbooks published by Kumon Publishing Company which you may choose to sell at your Center (see Item 1), you are only permitted to use Kumon’s proprietary materials (“Kumon Materials”) in your Kumon Center. Other than your initial purchase of Kumon Materials, which you must purchase from us (see Item 7), we will provide you with Kumon Materials at no additional charge (*i.e.*, they are covered by your royalty fee); however, you must pay the cost of shipping Kumon Materials to your Center from our distribution center. We must pre-approve any other materials that you wish to use at your Center. You may not distribute or utilize any Kumon Materials, products or services over the Internet, any other computer network, or from any location other than the location we have approved for your Kumon Center. You must obtain the Kumon Materials from us. You may not sell any Kumon Materials or allow anyone employed at your Center to sell any Kumon Materials.

Chargeable Items. We offer supplemental instructional aids and promotional items for use or sale in your Center. We refer to these items as “Chargeable Items.” Chargeable Items include extra Answer Books, Solution Manuals, pens and pencils, stickers, magnetic number boards, Worksheet accessories, student literature, signs, posters, maps, reading compact disks, flashcards and awards. You do not have to purchase any of these items, but most of our franchisees do choose to purchase some. See Exhibit A to this disclosure document for our current Price List for Chargeable Items. You must pay sales tax for any Chargeable Item you order from us. The prices are subject to change without notice. We may discontinue the sale of any chargeable item at any time without notice. Kumon will derive a small amount of revenue from your purchases of Chargeable Items. During fiscal year 2023, we received \$1,057,655 from franchisees for sales of Chargeable Items, which constituted 0.7% of our total revenue of \$153,032,416 for the year. This unaudited figure is from our internal sales records. If you choose to purchase Chargeable Items, they must be purchased from us.

Vendor Relationships. You can make the following purchases directly through the companies listed. You are required to use the designated vendors for Center furniture and the Lead Management Telephone System, as follows:

| VENDOR | PURPOSE OR PROGRAM |
|-------------------|------------------------------------|
| Momentum Telecom | Kumon Lead Management System Suite |
| School Outfitters | Furniture for your Kumon Center |

For the other purposes and programs, you may, but are not required, to use the following vendors:

| VENDOR | PURPOSE OR PROGRAM |
|-----------------------------|---|
| Amazon.com., Barnes & Noble | Kumon Recommended Reading List |
| Verified Credentials, LLC | Background Checks on Your Employees |
| Market Hub | Center Promotional, Marketing, and Advertising Material |

In 2023, neither we nor our affiliates received discounts or payments from any of the vendors above based on your purchases from them. We have no affiliation with these vendors. We may add and remove vendors from either list. We do not provide special benefits to franchisees based on their use of the vendors above. There are no purchasing cooperatives or distribution cooperatives in our franchise system. Neither Kumon nor any officer or shareholder of Kumon has any ownership interest in any of the vendors above.

Liability Insurance. You must purchase general liability insurance coverage for your Center. If you wish, you may buy the package policy liability insurance that Kumon makes available through its insurance carrier. (See Item 6, Note 4 for details.)

During fiscal year 2023, we received \$648,730 (and paid out \$700,595) from franchisees for liability insurance coverage, which constituted approximately 0.4% of our total revenue of \$153,032,416 for the year. This unaudited figure is from our internal records. The amount that we charge franchisees is designed to reimburse Kumon for the amount we pay the insurance carrier.

Workers' Compensation Insurance. Almost every state requires you to purchase workers' compensation insurance for the employees of your Center. Regardless of the law in your state, Kumon will require that you obtain and have proof that you have this type of insurance. Workers' Compensation Insurance protection is not included in Liability Insurance policies and must be separately purchased. The rates for workers' compensation insurance vary from state to state.

Center Facility. We must approve the location and facilities you choose for your Center (see Item 11). Our Operations Manual contains Center Design Requirements, including furniture (desks, chairs and stools) and computer and interconnectivity requirements (for online instruction) to be used at your Center; and Requirements for virtual, online, and hybrid instruction. At no cost to you, we will provide you with the furniture and fixtures you will need to open and initially operate your Center and will reimburse you for the cost of the initial paint, window blinds and shades and carpet for your Center – currently, up to \$5,500 (see Item 7, Note 2). Your Center must meet our Center Design Requirements which will include standards for interior paint, carpet, wall hangings and the layout of your Center. We will not permit any activity other than the operation of a Kumon Math and Reading Center for any site we approve. You may not use or permit the use of the site we approve for any other purpose or activity at any time. In fiscal year 2023, we derived no revenue from the purchase of furniture by any of our franchisees.

Your purchases from Kumon or in accordance with our standards and specifications are estimated to be approximately 0.9% of your total purchases in establishing your Center, and approximately 2.1% of your on-going purchases in operating your Center. Other than as described above, Kumon does not impose restrictions on sources of products or services for your Center. If we issue specifications for any additional equipment, supplies, or other items, they will appear in the Operations Manual. We do not currently have a supplier approval process.

ITEM 9 FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the franchise and other agreements. It will help you find more detailed information about your obligations in these agreements and other items of this disclosure document.

| Obligation | Section in Franchise Agreement ("FA") | Item in Disclosure Document |
|--|---|-----------------------------|
| a. Site selection and acquisition/lease | Section 3.1 | Items 7, 8 and 11 |
| b. Pre-opening purchases/leases | Sections 5.1, 5.2, 6.6(f), and 12.2 | Items 5,6,7,8 and 11 |
| c. Site development and other pre-opening requirements | Sections 3.1, 4.1,4.2, 6.2, 10.6 and 12.2 | Items 1 and 11 |

| Obligation | Section in Franchise Agreement (“FA”) | Item in Disclosure Document |
|--|---|---|
| d. Initial and ongoing training | Sections 4, 13.3(m), and 14.I) | Items 1, 11, and 17 (m) |
| e. Opening | Sections 3.2, 14.1(e) | Item 11 |
| f. Fees | Sections 5, 6.6, 7.1, 10.5, 11.2, 13.3(j), 17.6, 17.7(a), 17.8, 17.9(a), 17.10 and 21 | Items 5, 6, 8, 12, and 17 |
| g. Compliance with standards and policies/Operating Manual | Sections 1.3, 2.1, 2.3, 4.1, 5, 6, 7.4, 9, 12.2, 13, 14.1, 14.2, 14.6, and 19 | Items 1, 6, 7, 8, 10, 11, 15, 16, and 17 |
| h. Trademarks and proprietary information | Sections 1.2, 7, 8.1, 8.3, 14.1(e), 14.6 and 19 | Items 6, 7, 8, 11,13,14, and 16 |
| i. Restrictions on products/services offered | Sections 6.16, 7.4, 8.2, 8.3, 15.1, and 15.2 | Items 7 (note 3), 8 and 16 |
| j. Warranty and customer service requirements | Sections 6.4, 6.9, and 6.10 | Not Applicable |
| k. Territorial development and sales quotas | Section 3.3 | Item 12 |
| l. Ongoing product/service purchases | Exhibit A to this disclosure document (Price List of Chargeable Items) | Items 7 and 8 |
| m. Maintenance, appearance and remodeling requirements | Sections 6.2, 6.9, 6.10, 6.12, 6.14, 8.1, and 19 | Items 7 (note 4), 8, and 11 |
| n. Insurance | Sections 11.1, and 12.2 | Items 6, 7, 8 and 11 |
| o. Advertising | Sections 6.2, 6.4, 6.5, 6.6, 14.2(h), and 14.6(b) | Items 6 (note 10), 7 note 11), 11, 12, 13, and 16 |
| p. Indemnification | Sections 11.3, 12.1, 14.6(j), and Attachment 2B | Items 6 (note 5), 13, 14 |
| q. Owner’s participation/ management staffing | Sections 10.1, 10.2, 10.5, and 14.2(f) | Items 6 (note 9), 15, and 17 (o) |
| r. Records and reports | Sections 5.4, 5.7, 6.8, 6.14, 14.2(d), and 14.6(f) | Item 6 |
| s. Inspections and audits | Sections 6.13, 6.14, 10.3, and 21.2 | Not Applicable |
| t. Transfer | Sections 14.1(f), 15.2, 15.3, 17, and 18 | Item 17 |
| u. Renewal | Section 13 | Item 17 |

| Obligation | Section in Franchise Agreement (“FA”) | Item in Disclosure Document |
|---------------------------------|---------------------------------------|-----------------------------|
| v. Post-termination obligations | Sections 14.6, and 15 | Item 17 |
| w. Non-competition covenants | Section 15 | Item 17 |

**ITEM 10
FINANCING**

We do not offer direct or indirect financing. We do not guarantee any promissory note, lease or other obligation you may make to others.

**ITEM 11
FRANCHISOR’S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING**

Except as listed below, we are not required to provide you with any assistance.

Before you begin operating your Center, Kumon will:

1. Provide the Instructor Development Program (Training Agreement, Section 1). After the Kumon Branch Office in your area and Kumon University have registered you for training, we will lend you our Training Kit, which includes material you will need throughout the Instructor Development Program. You shall also be able to consult our Operations Manual for reference only. You will use these materials at the Instructor Development Program as part of the training materials. If you or Kumon terminates the Training Agreement, at your expense, you must return the Training Kit and all other materials that we lent to you in connection with your participation in the Instructor Development Program;
2. Designate a name for your Center (Franchise Agreement, Section 6.2);
3. Approve a specific facility for your Center, based on information that you submit (Franchise Agreement, Section 3.1);
4. Upon your payment of the non-refundable fee of \$2,000, provide an initial set of Kumon promotional and instruction Materials (Item 7, Note 1, and Franchise Agreement, Section 7.1);
5. Verify that you have the insurance coverage that we require for your Center (Franchise Agreement, Section 12.2);
6. Review your corporation, or LLC paperwork to ensure that you are complying with our requirements for such entities (Franchise Agreement, Section 10.6); and
7. Provided you have completed our sign application form completely and accurately, order and have installed the exterior Kumon sign, reimburse you for the cost of sign fabrication and installation. Actual installation may take place after you have started operating your Kumon Center (Franchise Agreement, Section 6.6(f)).
8. Select and have delivered to your Center furniture and fixtures needed to open and initially operate your Center as determined by Kumon in its sole discretion and reimburse you for the cost of the initial carpet and paint for your Center up to a limit established by Kumon in its sole discretion (Franchise Agreement, Section 6.6(e)).

9. Reimburse a portion of the funds you are required to spend for authorized New Center Marketing of your Center, in an amount set forth in our Operations Manual. (Franchise Agreement, Section 6.6(a)).

After you begin operating the Center, Kumon will:

1. Supply you with Kumon Materials (Placement Tests, Achievement Tests, and Worksheets) reasonably necessary for the operation of your Center. (Franchise Agreement, Section 7.1);

2. License you to use for our proprietary computer software and customer management system (see below under Computer System);

3. Provide additional training (Franchise Agreement, Sections 4.1 and 4.2).

4. Provide you with further educational opportunities, such as online training modules, Instructor Conferences and periodic Instructor meetings at locations we designate (usually the Branch Office) (Franchise Agreement, Section 4);

5. Assign a Kumon Center domain name to you for the limited purpose of having a link to your basic center information from our kumon.com website. (Franchise Agreement, Section 6.6(d)). This information will be displayed when potential customers try to find Kumon Center locations closest to them. You may not establish or maintain any domain name or Internet site for your Center other than the one we have assigned to you;

6. Assign an email address for your Kumon Center. (Franchise Agreement, Section 6.6(d)) You must register for this email address immediately after you sign your initial Franchise Agreement. This email account must be used exclusively for your Kumon business;

7. Investigate unauthorized uses of the Proprietary Marks that you report to us. (Franchise Agreement, Section 7.6);

8. Notify you of changes to the Operations Manual, Instruction Principals Series, Worksheet Instruction Guide, Hybrid Guidebook, Digital Kumon Instruction Handbook, Kumon Connect, and any other modifications to the Kumon Method. (Franchise Agreement, Sections 8.2 and 9);

9. Review any additional services, programs or products (“Additional Materials”) that you propose to develop for your Center. If we elect to make the Additional Materials part of the Kumon Method, we will compensate you for your development efforts. (Franchise Agreement, Section 8.3).

Other than as stated above, we do not deliver or install any other items used in your Center.

Training

As noted in Item 1, our Instructor Development Program consists of two semesters, with two courses in the first semester and two courses in the second semester. Completion of the first semester of the Instructor Development Program includes in-center training at an existing Kumon Center designated by us, on-line training, homework assignments and study of our curriculum and Worksheets. If you successfully complete the first semester of the Instructor Development Program and are awarded a franchise, you must complete the second semester of the Instructor Development Program and attend two additional online

courses. The Training Agreement governs the Instructor Development Program that occurs prior to the grant of a franchise.

We currently estimate that it will take you approximately four months to complete the first semester of the Instructor Development Program. If you successfully complete the first semester of the Instructor Development Program and are awarded a franchise, you will be required to satisfactorily complete two additional online courses. We may, in our discretion, award you a franchise upon the completion of the first course of the Instructor Development Program, in which event you will still be required to complete the balance of the Instructor Development Program. If we award you a franchise upon the completion of the first semester, you must complete the second semester of the Instructor Development Program (see Training chart below). If you do not successfully complete the second semester, your Franchise Agreement will be terminated (Please refer to Attachment 2 to this franchise disclosure document, Franchise Agreement, Section 14.2(e)).

Our training programs are under the supervision of the Senior Vice President of Kumon University, Angela Dixon. Ms. Dixon has been with Kumon since 2000 and has more than 23 years of training experience. Our trainers generally have experience in operating a Kumon Center.

If you are applying for your first Kumon Center franchise, the Deposit Fee is \$1,000. This will provide you with one Training Kit for our Instructor Development Program. We will apply the Deposit Fee toward your Franchise Fee if you successfully complete Instructor Development Program and sign a Franchise Agreement. If either we or you terminate the Training Agreement, you must return the training materials to us within 15 days after the notice of termination. You must pay the cost of returning the materials to us. We will return your deposit when we receive the training materials from you.

You must complete the first semester of Kumon's Instructor Development Program to Kumon's satisfaction in order to be offered a franchise. (See Item 15 for information related to formation of a corporation.)

We have the right to require you to attend supplemental training courses during the Instructor Development Program if we determine that you need them.

After completion of your Temporary License Period, you must complete Ongoing Training, which continues for the term of the franchise. Ongoing Training includes Instructor Achievement Testing, attendance at Monthly Instructor Meetings and/or Online Training, other Professional Development activities and completion of additional classroom training, in accordance with the training schedule set forth in our Operations Manual.

The table below summarizes the requirements of the first semester of the Instructor Development Program (as of the end of our last fiscal year) that you must complete prior to opening your Center:

TRAINING PROGRAM

| Subject | Instructional Material | Approx. Hours of Self-Learning | Hours of Classroom Training | Hours of On- the-Job Training | Location |
|--|--|--|-----------------------------|--|-------------|
| Pre-Training Process <i>Begins after Training Agreement is signed</i> | Reading assignments and quizzes Online Modules Kumon Curriculum study Business Plan preparation | Reading assignments and quizzes: 8-11 hours Online Modules and related assignments: 10 hours Curriculum Study: 1 hour Business Plan: 5-10 hours | n/a | n/a | Online/Home |
| First Semester Course 101 <i>Approx. 4-12 weeks after Training Agreement is signed</i> | Classroom Training on Kumon Curriculum, Instruction, Communication and Center Management Hands-on work with students in Training Center | n/a | 4 days | n/a | Online/Home |
| First Semester <i>Between Course 101 and Course 201</i> | Kumon Curriculum Study Business Plan revision (as needed) Kumon Connect Self-Study Exercises Online Modules and related assignments Interview with Kumon General Manager In-Center Training | Curriculum Study: 14 hours Depends on revisions needed from initial draft 2 hours Online Modules and related assignments: 10 hours | n/a | n/a 4 hours (during Center hours of operation) 8 hours (outside Center hours of operation) | Online/Home |

| Subject | Instructional Material | Approx. Hours of Self-Learning | Hours of Classroom Training | Hours of On- the-Job Training | Location |
|---|--|---|-----------------------------|---|--|
| First Semester Course 201 <i>Approx. 4 weeks after completion of Course 101</i> | Classroom Training on Kumon Curriculum, Instruction, Center Management, Communication Marketing, and Business Management Hands-on work with students in Training Center | n/a | 4 days | n/a | Online/Home |
| First Semester <i>Between Course 201 and Discovery Day</i> | Kumon Curriculum Study Online Modules In-Center Training Additional In-Center Training (Applies to Transfers Only) | Curriculum Study: 61 hours (for franchisees opening new centers); 94 hours (for franchisees taking over existing centers) Online Modules and related assignments: 19 hours | n/a | 16 hours (during Center hours of operation) 16 hours (outside Center hours of operation) – 6 - four-hour classes (during Center hours of operation) 2 days in-Center training (outside Center hours of operation) | Online/Home and/or at designated Kumon Center At Center being Transferred |

NOTE

- [1] Prior to starting Course 101, you will be asked to start drafting a Business Plan as part of the Instructor Development Program process. Your Plan will be due for submission to us during Course 201. The Kumon Branch Office associate responsible for the area in which you intend to open will review it. If we see any figures that we believe to be clearly wrong or “out of the ballpark,” we will so inform you and recommend that you investigate further. **However, our review of your Business Plan, either as originally completed or as you may revise it, is not an endorsement of your figures by Kumon, nor is it a representation that your Center (if you open one) would or may perform according to your plan.** We require completion of the Business Plan solely as a training exercise in order to make sure that you have approached the business in an organized and objective fashion. **You alone are**

responsible for the Business Plan and for the actual results of the operation of your Center (if you open one).

The table below summarizes the second semester of the Instructor Development Program.

| Subject | Instructional Material | Approx. Hours of Self-Learning | Approx. Hours of Classroom Training | Approx. Hours of On-the-job Training | Location |
|--|---|---|-------------------------------------|--------------------------------------|--------------------------|
| Discovery Day <i>Date on which Franchise Agreement is signed</i> | Review of policies and Kumon Material | | One day | n/a | At a Kumon branch office |
| Second Semester Course 301 <i>Minimum of 3 months after Center opening</i> <i>Minimum enrollment of 10 subjects</i> | Classroom Training on Kumon Curriculum, Instruction, Center Management, Communication, Marketing and Business Management Case Studies from Franchisees | Curriculum Study: 33 hours Online Modules and related assignments: 11 hours Case Study Preparation: 6 hours | 3 days | n/a | Online/Home |
| Second Semester Course 401 <i>Approx. 6 months after completion of Course 301</i> | Classroom Training on Kumon Curriculum, Instruction, Center Management, Communication, Marketing and Business Management Case Studies from Franchisees | Curriculum Study: 32 hours Online Modules and related assignments: 11 hours Case Study Preparation: 6 hours | 4 days | n/a | Online/Home |

Site Selection

We must approve a site for your Kumon Center before you may sign the Franchise Agreement. We do not select your Center site. You must operate your Center in a retail location such as a storefront, shopping center or mall. We will not permit any other activity than the operation of a Kumon Math and Reading

Center for any site we approve. You may not use or permit the use of the site we approve for any other purpose or activity at any time.

We will approve the general location of the area in which you intend to operate by the time you attend the Instructor Development Program. If we have not approved your site by the completion of the first semester of the Instructor Development Program, you will have six months from the day a Franchise Agreement is signed or six months of our issuance of a certificate of completion of the Kumon Instructor Development Program, whichever event occurs earlier, to commence Center operations. Kumon assists in site selection by reviewing the location and nature of the proposed facility and its appropriateness for use as a Center (Training Agreement, Section 6; Franchise Agreement, Section 3.1).

In evaluating your proposed Center site, Kumon will consider the type and size of facility (it must be a minimum of 1,000 square feet); the lease term (it must be for at least 5 years); ability to affix our signage (see below); the suitability of the environment, lighting and desks for Kumon Method Center sessions; demographic factors such as population density of school-aged children and disposable income; the proximity to area schools, competing businesses, non-competing businesses, and other Kumon Centers; the availability of parking; and traffic patterns. You are strongly encouraged to factor in build-out costs (if any), and the time it takes to have the build-out completed (including hiring architects and contractors and securing appropriate building permits) for any potential site you are considering for our approval. You also have the responsibility to ensure that the premises you are considering for our approval is zoned appropriately for the operation of a Kumon Center.

The General Manager of the Kumon Region for your area evaluates your specific site and renders a decision if it is acceptable or not. If the Branch Manager finds your proposed location acceptable, he or she will provide tentative approval for the site. If tentative approval is granted, our Legal Department will then review your lease for Kumon-specific items such as signage, purpose, insurance, and any minimum operating hour requirements. Kumon may request that certain language be inserted into the lease so that the sign will be displayed to Kumon's approval. If a Kumon-approved sign is not permitted either by the landlord or the local zoning officials, then Kumon, in its sole discretion, may deny approval of the site. The Branch Office Manager will provide final approval of the site only if all issues that we require in your lease have been cleared through our Legal Department. You must not sign a lease for your Kumon Center until you have signed the Franchise Agreement and receive approval for the lease from our Legal Department. A review of any proposed lease by our Legal Department is not a thorough legal review of all the issues contained in the lease. You should have the lease reviewed by an attorney or other consultant of your own choosing prior to signing it.

Your Center may be considered a "school" under applicable zoning codes. Classification of your Center as a "school" may entail requirements such as separate bathrooms for boys and girls, water fountains, and accommodations for disabled persons. The cost of these additional requirements, if any, has not been included in our estimate of your anticipated costs for opening a Kumon Center. Although we do not regard Kumon Centers as "schools," we urge you to consult with an attorney concerning special requirements that may apply to your Center. Whether or not your Center is classified as a school, you are responsible for obtaining all applicable business licenses, zoning permits and certificates of occupancy prior to operating your franchised Center.

Kumon does not ordinarily lease sites to franchisees, although we may on occasion sublease premises to a franchisee if a company-owned Center converts to a franchised Center.

Time to Open

Our franchisees usually open their Centers within six months after signing the Franchise Agreement. The typical length of time between signing Kumon's Training Agreement (see Attachment 1)

and opening the Center can range from six to ten months. This time will be shorter if we decide to award you a franchise at the completion of the first course of the Instructor Development Program. The actual time will vary depending on how long it takes you to complete our Instructor Development Program, obtain site approval, obtain any necessary permits or licenses, perform any needed construction or remodeling, and equip the facility for operation. You must commence Center operations within six months after signing the Franchise Agreement or within six months of your having been granted a certificate of completion of our Instructor Development Program, whichever occurs first. We deem Center operations to have begun when you hold your first Kumon Center session. In the event you have not commenced Center operations within the time set forth in the preceding sentence, and, in our opinion, you are not making sufficient progress to open your Center, for whatever reason, we reserve the right to terminate the Franchise Agreement. However, if, in our opinion, you are making sufficient progress to open your Center, we may extend the period of time for you to commence Center operations.

Advertising

(a) General Advertising Guidelines. Kumon both coordinates and pays for an advertising program to promote the Kumon Method. We have no obligation to continue the current advertising program or to maintain any advertising program, but we have no present intention to end the program. We determine both the content and media placement of the advertising in the program. We may advertise on any Online Presence (defined in Item 11 below), in print, and/or by direct mail. We also may use radio or television. The coverage of our advertising may be local, regional, and/or national in scope. We coordinate our advertising program with special promotional periods that we select from time to time. We have no obligation to conduct advertising or to spend any particular amount for advertising in your, or any other, franchisee's geographic area. Kumon's in-house Branding Department develops all Kumon advertising material. We may, but have no obligation to, from time to time, retain the services of outside, independent advertising agencies.

The Franchise Agreement obligates you to vigorously promote the enrollment and retention of students at your Center. You should not rely solely on Kumon's advertising program to promote your Center. We will supply you with local advertising and promotion materials, and you may only use the materials that we have created or approved. During the first 18 months of your Center's operation, \$3,960 must be spent to promote, market and advertise your Center (see Item 6, Note 10.) Thereafter, you must spend at least the minimum amount set forth in our Operations Manual on a monthly basis to promote, market and advertise your Center (if any). While we currently do not require you to spend any minimum amount on advertising your Center after the first 18 months of your Center's operation, we recommend that you spend a minimum of \$2,400 annually to promote, market and advertise your Center. We may impose a minimum amount for the promotion, marketing and advertising of your Center if we, in the exercise of our discretion, deem it appropriate. If we request, within 30 days after the end of each quarter, you must provide us copies of all documentation demonstrating the amount and types of authorized promotion and marketing expenditures made by you in the prior quarter.

You may not combine advertising for your Center with advertising for any other program or business entity. We assume no responsibility for any claims or damages that may occur as a result of your advertising or promotional activities.

For the physical attendance of students at in-Center instructional sessions, there is no geographic restriction on the children who may enroll at your Center, so long as the enrolled children are provided the opportunity to attend your Center for at least the minimum Center Hours for Instruction set forth in our Operations Manual. Currently, if this is your first Kumon Center Franchise Agreement, the minimum requirement is 4 Center sessions per week for a total of 14 hours per week, provided that no Center session may be less than 3 hours in duration.

If you are an existing franchisee up for renewal, you must conduct Center sessions at least 2 days per week (although 4 days per week is highly recommended), and each Center session must be at least 4 hours in duration (See Attachment 2-E to the Franchise Agreement (Veteran Instructor Addendum)).

Nevertheless, you may not target advertising to potential students in the close vicinity (as determined by us in our sole discretion) of another Kumon Center; nor may you advertise for students at any other Kumon Center to transfer to your Center. If we, in our discretion, determine that you have violated these prohibitions, we will advise you, and you must cease the specified activity.

Students who study through online or hybrid Student Sessions must reside at a location that, we, in the exercise of our discretion, deem easily accessible to your Center. You may not enroll students for online learning sessions that reside outside the United States.

In addition to Student Sessions, your Center must be open for the transaction of business (such as Parent Orientations and meeting with students and the parents of enrolled students) for at least the minimum Center hours for Business set forth in our Operations Manual. Currently, the minimum requirement is 40 hours per week. When open for business, either you or an assistant trained by you and capable of scheduling Parent Orientations must be physically in attendance at your Center.

Our policy is that Kumon Centers do not impose a fee for Placement Tests, and we have made that policy known to the public through our advertising. This prohibition also includes imposing fees for orientation to the Kumon program. In general, you may not charge fees until the student is officially enrolled. You may charge only one enrollment fee per student no matter how many subjects a student may enroll in. If your Center maintains a written policy regarding fees, you may charge a one-time material fee for students. The maximum amount you may charge for fees is set forth in our Operations Manual and is subject to change in our discretion.

(b) Internet, Websites and Email Addresses. We will assign you a Kumon Center domain name for the limited purpose of having a link to your basic center information from our kumon.com website. This information will be displayed when potential customers try to find Kumon Center locations closest to them. We will own the rights to this domain name. You may not establish or maintain any domain or Internet site for your Center other than the one we assign to you.

We currently maintain a listing on Facebook for social media use and will create and manage a page lined to our site for your Center displaying your Center's name, business hours, phone number, address, map and such other information as we deem relevant. We reserve the right in our discretion to change the location on the Internet of listing and your page, or to discontinue our use of the Internet to display information about your Center. You must comply with our policies concerning the use of the Internet. These policies are contained in our Social Media Policies Manual and may be changed by us in our discretion.

We will assign you an email address that you must use for your Kumon business. You are required to register for this email address on ikumon.com immediately after you sign the Franchise Agreement. We will send customer interest leads only to this email address. We will own the rights to this email address. You must use this email address in accordance with the Kumon Method. We will have unrestricted access to and sole ownership of all such email accounts, and all documents, data, materials, and messages shared from or by such accounts. We may deactivate any such email account or limit your or your users' access to such email account at any time.

Unless approved by us, you may not establish, maintain or authorize any domain name, website, email address, social media account, username, other online presence on any electronic, virtual, or digital medium of any kind ("Online Presence"), except in accordance with our guidelines. You may also not

engage in any promotional or similar activities, or sell any products or services, whether directly or indirectly, through any Online Presence, without our approval. If we approve the use of any such Online Presence in the operation of your Center, you will develop and maintain such Online Presence only in accordance with our guidelines, including our guidelines for posting any messages or commentary on other third-party websites (such as Facebook, X (formerly known as Twitter), Instagram, LinkedIn). We will own the rights to each such Online Presence. At our request, you must grant us access to each such Online Presence and follow our direction to evidence our ownership of such Online Presence, or to help us obtain exclusive rights in such Online Presence. If you offer online instruction, you will advertise and promote, through the internet, social media or any other of means of advertising, that Kumon instruction is available online in your Center.

(c) **Signs.** If you are opening a new Kumon Center, we shall reimburse you for the fabrication, delivery and installation of one exterior sign for the facade of your commercial space. We will own the sign (see Item 7, Note 3). We will not supply your Center with any signage if you are taking over an existing Kumon Center. Prior to signing a lease with your Landlord, you must submit your entire lease (including exhibits) to Kumon for the purpose of reviewing items such as the language regarding signs. Kumon may request that certain language be inserted into the lease so that the sign will be displayed to Kumon's approval. If a Kumon-approved sign is not permitted either by the landlord or the local zoning officials, then Kumon, in its sole discretion, may deny approval of the site. We will remove the primary exterior sign at your expense if our relationship with you ends. When affixing signage, the Kumon Logo ("KUMON" and "thinking face" design), must be separated from all local Center information (*i.e.*, Center name, phone number, hours of operation, and website address). You will choose one of three pre-approved signs. We estimate it may take approximately 60-90 days from the date you order your sign until it is installed. Due to circumstances beyond our control, such as local zoning ordinances, and landlord or city sign restrictions, we cannot represent that your sign will be installed in the estimated time period. As the posting of all signs in and outside your Kumon Center is a form of advertising, Kumon must approve your signs before you display them to the public. At a minimum, we will require you to use the Kumon logo in its proper form and color, all of which is further detailed in our Operations Manual. During the term of our franchise relationship, you are required to maintain the primary exterior sign in good condition. You must pay for the cost of any repairs to the primary exterior sign and any additional signs you have installed at your Center that we require. If our relationship ends, we will remove the primary exterior sign at your expense. You must remove all other exterior signs at your expense. If you relocate your Center, you must remove and transport to your new Center all exterior signs at your expense. If you relocate your Center, we will not pay for a new primary exterior sign.

Notebook Computer and Software Programs

We require you to have a notebook computer that has e-mail capability and accessibility to the Internet. The minimum specifications for your computer are set forth in our Operations Manual. The cost to purchase the notebook computer is set forth in Item 7. Your Kumon email address that we assign to you must be used exclusively for your Kumon business. The Kumon email address that we assign to you will be the only email address that we use to send you email messages. Your Center must be equipped with an Internet connection.

The computer software program and customer management system we have created and will require that you use is set forth in our Operations Manual. We may create and require you to use substitute programs or systems. Kumon may, but does not assume any obligation to, provide ongoing maintenance, repairs, upgrades or updates for its proprietary software and customer management system. You may be required to upgrade or update any system during the term of the Franchise Agreement at your cost. There is no contractual limitation on the frequency and cost of this obligation. There are presently no optional or required maintenance, updating, upgrading or support contracts for our proprietary software and customer

management system. We will have independent access to the information generated by your computer system and may inspect your computer system, including any hardware, software, security, configurations, connectivity, and data access. We will also have the ability to enter into the premises of your Center to inspect and/or copy the devices, data and other materials which you use for instruction (including any such devices, data and other materials that you use in connection with hybrid and online instruction). We may observe and evaluate your virtual instruction when you conduct hybrid or online instruction using video communication applications that we choose by participating in any of your online learning sessions to ensure you are operating your Center in compliance with the Kumon Method. We may transfer any personal information you have given us, or which we otherwise obtain, to KIE and other related companies for the following legitimate business purposes: (i) providing support to you and other Kumon Center instructors and staff to ensure the quality of services; (ii) providing support to local Kumon companies for managing, improving and expanding Kumon Centers in other countries and regions; (iii) providing employee and instructor training; (iv) developing and further improving Kumon learning materials and instructional methods locally and globally; (v) providing IT support and maintenance of the dedicated server and systems used by the Kumon companies for managing respective regions; (vi) generating statistical information for local, regional and global analysis; and (vii) complying with governmental rules and regulations.

Our software systems will assist in various aspects of operating your Kumon Center. For example, our CMS Standard software includes the functionality of our other software programs as well the ability to network multiple computers within your Center, provide a centralized location to view and enter comments regarding student study and progress, maintenance of a student calendar, view a student's entire Kumon study history including the number of monthly Worksheets used by a student and a task oriented interface allowing quick access to student records. You must be certified in the use of the appropriate software and customer management system before you can commence Center operations. Furthermore, even if you pass the initial certification test, you will have to be recertified if you do not commence Center operations within six months from the date of your initial certification. We may require you to attend the next scheduled certification training course in your area before taking the retest. If we do require you to attend the certification training, your Center opening could be delayed by many months. We also reserve the right to require that you recertify in the use of our software programs each time a new version is released. Before you can use our software or customer management system, you must agree to the terms and conditions of our User Agreement, which you will find when using the software and customer management system.

Operations Manual

The table of contents of the Operations Manual is Attachment 3 to this disclosure document. This document is maintained online by Kumon. When downloaded and printed, the Operations Manual contains 63 pages.

Instructor Advisory Council

Kumon currently has an Instructor Advisory Council. We may establish or change the rules for qualifications for membership, change the activities of this Council or create new Councils or committees.

Instructor Advisory Council (IAC) is a consultative group that provides input to our President and other senior management members on matters related to our objectives, goals, strategies and tactics. The IAC provides a means for discussing and evaluating the operation of our business and provides an opportunity for reporting on, exchanging and evaluating ideas about our business activities and programs. Our President and other corporate officers meet with IAC members periodically. The members of IAC are voted upon by all Kumon franchisees and offer representation from each of our regions. The IAC currently has 7 members.

All Council members serve voluntarily for designated periods of time. Our Advisory Council has no decision-making authority.

ITEM 12 TERRITORY

You will not receive an exclusive territory within the Kumon franchise organization for the operation of your Center(s). You may face competition from other franchisees, from centers that we own, or from other channels of distribution or competitive brands that we control.

Kumon and its affiliates retain the right to establish and franchise Kumon Centers, to engage in any other business activities at any location, and to establish alternative channels of distribution, such as the Internet, catalog sales, telemarketing or other direct marketing sales, irrespective of your Kumon Center's location, to make sales using the Proprietary Marks or other proprietary marks. There is no restriction on our right to promote the use of the Kumon Method by any other means in addition to the franchised and company-owned Kumon Centers.

As explained in Item 1, our affiliate, KPNA, currently distributes Workbooks through bookstores, toy stores, and teachers' supply stores. KPNA may sell Workbooks on the Internet or through other channels of distribution. Each workbook contains a full page explaining the history and philosophy of the Kumon Method, a full-page advertisement that includes our website and toll free number, should a parent want to enroll their child in a Kumon Center, seek additional information about our programs, or apply to be considered as a Kumon franchisee.





You may operate your Center only at the location approved by Kumon and specified in Section 1.1 of your Franchise Agreement. You must obtain permission from the Branch Manager for the area within which your Center is located before relocating your Center. Also, you must not sign a lease for a new Center location unless you obtain the prior written consent for the relocation and approval of the lease from our Legal Department. We will consider several factors, including demographic data, and the proximity of other Centers in reviewing a request to relocate. We have the right to charge an additional franchise fee (which currently is \$2,000) if you relocate your Center. However, our present policy is to charge such fee only if fewer than 80% of your enrolled students transfer to your new location. You may not establish any program using the Kumon Method in any setting other than the current approved location of your Center. We will provide you a Center Relocation Guidebook that contains detailed procedures regarding Kumon's relocation process.

We do not impose any limitation on the geographic area in which you may solicit prospective students. However, to help promote and sustain the Kumon Method, you may not accept for enrollment or offer to provide the Kumon Method learning services to anyone residing beyond a reasonable commutable distance from your Center. We will determine what constitutes a "reasonable commutable distance from your Center" on a case-by-case basis in our sole discretion. You may not target advertising to prospective students in the close vicinity of another Kumon Center, advertise for students at any other Kumon Center to transfer to your Center, nor accept for enrollment anyone who resides outside the United States. If the family of a student enrolled in online learning at your Center relocates to a new location within the United States, the student may continue online learning at your Center, even if such student lives at a location beyond a reasonable commutable distance from your Center. However, if that student is enrolled in in-Center or hybrid instruction, the student must transfer to a new Center located within a reasonable commutable distance from the student.


**ITEM 13
TRADEMARKS**

Pursuant to the Franchise Agreement, we grant you the right to operate an after-school center under the name “Kumon” and use our other Proprietary Marks in the operation of your Kumon Center. By Proprietary Marks, we mean “Kumon” and our other current or future trademarks, trade names, service marks and logos that we designate for use in connection with Kumon Centers.

Our parent, KIE, owns the Proprietary Marks. KIE is the registered owner of the following Proprietary Mark, which has been registered with the United States Patent and Trademark Office (“USPTO”) on the Principal Register, and all required renewals and affidavits of continued use have been filed and accepted:

| Mark | Registration Number | Date of Registration |
|---|---------------------|----------------------|
|  | 3,058,085 | 02/07/2006 |
|  | 3,039,124 | 1/10/2006 |
|  | 2,981,452 | 08/02/2005 |
|  | 3,179,837 | 12/05/2006 |

KIE has also applied for the following trademark registration with the USPTO for the Principal Register:

| Mark | Serial Number | Filing Date |
|---|---------------|-------------|
|  | 79366327 | 10/24/2022 |

We describe the above trademark as the Kumon Logo or “KUMON” and “thinking face” design, throughout this disclosure document. Under a License Agreement with KIE, we have the right to use and permit our franchisees and licensees to use the name and mark “Kumon” in addition to certain related trademarks, service marks and other commercial symbols.

We know of no superior rights or infringing use that could materially affect your use of the Proprietary Marks. Except as stated in this Item 13, there are no other currently effective agreements that significantly limit our rights to use or license the use of the Proprietary Marks listed in this Item in a manner material to the franchise.

There are no presently effective determinations by the USPTO, the Trademark Trial and Appeal Board, the trademark administrator of any state, or any court, involving the principal mark. There are no pending infringement, opposition, or cancellation proceedings, and no pending material litigation involving the Kumon Logo.

You must report promptly (within 24 hours of your discovery) any unauthorized use of the Proprietary Marks that comes to your attention, and you must cooperate in stopping the unauthorized use, at our expense. While the Franchise Agreement does not obligate us to enforce protection of our and KIE's interests in the Proprietary Marks, Kumon and/or KIE intend to enforce them against any infringement. Similarly, we have no contractual obligation to defend you or indemnify you against claims that your use of the Proprietary Marks infringes the rights of others. However, it is our policy to defend and indemnify you if you have used the Proprietary Marks strictly in accordance with the Franchise Agreement. We will control any administrative proceedings or litigation involving Proprietary Marks.

You must follow our rules in using the Proprietary Marks. Under no circumstances may you combine Kumon's Proprietary Marks with any other trademarks or logos.

All rights in, and goodwill derived from the use of, the Proprietary Marks are solely for the benefit of Kumon and KIE. You must use the name "Kumon" as part of the name for your Center; however, you can only use the Proprietary Marks under the terms of the Franchise Agreement while it is effective. You must operate the Center under the name we assign you. You may not use any other name for the Center without our written approval. You may not use the KUMON and/or "thinking face" design, or any of the Materials that have been copyrighted, except in the normal and customary conduct of your Center. When affixing signage, the Kumon Logo must be separated from all local Center information (*i.e.*, Center name, phone number, hours of operation, and website address). You may not use any Proprietary Marks, or copyrighted materials used, or claimed by Kumon in connection with any business you conduct, other than those covered by this Disclosure Document.

Please see Item 11 of this disclosure document for further details related to advertising on the Internet.

If we decide to modify or discontinue use of any Proprietary Marks or adopt any additional or substituted Proprietary Marks, you must comply with such changes. Our only obligation will be to reimburse you up to \$50 for your documented expenses incurred in complying with such changes (such as changing signs, stationery, etc.). You waive any other claim against Kumon or KIE for reimbursements of any expenses that you may incur due to Proprietary Marks changes or substitutions. See Section 7 of the Franchise Agreement for other provisions relating to your use of the Proprietary Marks.

ITEM 14 PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

Neither KIE nor we own any patents or pending patent applications that are material to the franchise.

KIE copyrights many of the Kumon Materials used in the Kumon Method, including Worksheets, Placement Tests, Achievement Tests, Record Books, Progress Charts, Answer Books, and Worksheet Instruction Guide that we provide to franchisees for use in their Centers. KIE files the Kumon Materials copyright applications in Japan, which are effective in the U.S., under the Universal Copyright Treaty. We also register our entire Kumon Worksheet Curriculum (including Placement and Achievement Tests, and Answer Solution Books) in the U.S. Library of Congress. These registrations are updated regularly as new or revised curriculum materials are developed. KIE licenses Kumon to use these copyrighted materials. Because so many instructional materials are copyrighted, it is impractical to list the registration numbers

and dates of these copyrights. However, KIE and Kumon intend to renew such registrations whenever permitted.

You may use the copyrighted materials only for the enrolled students of your Center under the terms of the Franchise Agreement and while the Franchise Agreement is effective. You may not duplicate the copyrighted materials that we provide to you, except with our prior written consent.

While the Franchise Agreement does not obligate us to do so, Kumon and KIE intend to enforce these copyrights against any infringement. You must report any infringement of the copyrights that you find out about promptly (within 24 hours) and you must cooperate in stopping the infringement (at our expense).

We are not aware of any infringement uses of our copyrights that could materially affect your use. Additionally, there are no pending interference, opposition or cancellation proceedings; no other pending litigation involving the copyrights; and no agreements currently in effect that materially limit our rights to use or license others to use Kumon and KIE copyrighted materials. We have no obligation to defend or indemnify you against a challenge to your use of our copyrighted materials.

During and after the term of the Franchise Agreement, you may not disclose any of Kumon's confidential information that you obtain as a result of the franchise. Confidential information includes (among other things) any Kumon Materials, instructional methods, products, services, and procedures to which you would not have had access if you were not a Kumon Franchisee.

All of your assistants (including your spouse, children or other relatives over the age of 18), and all of your other employees 18 years or older must sign a Confidentiality/Non-Competition Agreement before their employment starts. The current forms of Confidentiality/Non-Competition Agreement are in Attachments 2-D (A) and 2-D (B) to the Franchise Agreement. If you are a corporation or limited liability corporation, then the Corporation Instructor (see Item 15) and all present and future officers, directors and shareholders of the corporation must sign the Confidentiality/Non-Competition Agreement.

ITEM 15 OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

If you are an individual, you must instruct the students personally. You must be at the Center during all student sessions except in extraordinary circumstances of a personal nature. You must devote full-time to the operation of your Kumon franchise throughout the franchise relationship. Accordingly, you must obtain our prior written approval to be employed in any other job or have any other business interest that might prevent you from devoting full time to the Kumon franchise. If you are a corporation or a limited liability company, the personal obligation and full-time devotion requirements apply only to your Corporation Instructor. It does not necessarily include all the owners of the corporation or the limited liability company.

Assistants. You will determine who to hire as assistants at your Center and will be responsible for their training and work assignments. You must ensure that your assistants are competent to perform the tasks assigned to them, are of good character, and are otherwise qualified to work with children. You must conduct instruction at your Center yourself, whether in-Center, hybrid or virtual. You may have assistants, chosen and trained by you, instruct students—but only under your supervision. You may not let assistants conduct instruction (regardless of whether it is in-Center, hybrid or virtual) without your supervision unless we grant you an exception which we may grant, in our discretion. You must perform a criminal background check before employing any assistants 18 years or older, so that you can determine the suitability of that individual to work in close proximity to children.

Corporation/LLC. If you wish to form a corporation or limited liability company to operate your Center, you must satisfy the corporation/LLC requirements stated in the Training Agreement and Franchise Agreement. Among other things, the corporation/LLC must designate one individual as a “Corporation Instructor.” We must approve the Corporation Instructor, and the Corporation Instructor must agree to be personally responsible for operation of the Center. If you wish to form a corporation or limited liability company to operate your Center, you must own at least 51% of the franchisee entity and must have the power to direct and control the entity’s affairs. You must identify on the Corporation/LLC Schedule and obtain our approval of any other shareholders or owners and their management role in the business.

If you form a corporation or limited liability company to operate your Center, you must complete the Instructor Development Program and must sign the Franchise Agreement on behalf of the corporation or limited liability company. In addition, you and any other owners of the Corporation/LLC must sign a Personal Guarantee, guaranteeing the Corporation/LLC’s obligations to Kumon, as well as a Confidentiality and Non-Competition Agreement. The forms of the Personal Guarantee and Confidentiality and Non-Competition Agreement are attached to the Franchise Agreement.

The formation papers of your Corporation/LLC must include the following language in the purpose section: “The purpose of the Corporation/LLC shall be to own and operate a Kumon Math and Reading Center franchise, and for all other uses incidental thereto.”

The name of your corporation or LLC may not contain the word “Kumon.”

Partnership. Kumon does not grant franchises to partnerships. However, if you are a partnership-franchisee up for renewal you may continue as a Kumon franchisee provided you sign the Partnership Addendum to our Franchise Agreement (see Attachment 2-F to the Franchise Agreement).

Since the reputation of the Kumon Method and Centers is important to us, you, and to every other franchisee of Kumon, you must respond to derogatory comments concerning your operations within two days of hearing such, and you must advise Kumon in writing of these comments within two days. However, given the potential harm and injury to Kumon’s goodwill and to each Kumon franchisee, if you do not promptly respond, we may respond to any criticism made against your Center which is posted online or through social media or by any other form of Online Presence.

You must give us reasonable advance written notice if you plan to be absent from your Center. You must make arrangements to ensure operation of the Center is in full compliance with our standards during your absence, and your notice to Kumon must describe those arrangements. We have the right (but not the obligation) to assume operation of your Center during any period of time in which you are absent from your Center without having made adequate arrangements in advance for the operation of your Center. We also have the right to terminate the Franchise Agreement if you are absent from the Center without prior written notice and/or without adequate arrangements for operation of your Center, or if you have excessive absences of any period (with or without notice) that effectively constitute a violation of Section 10.1 of the Franchise Agreement.

You and your employees must protect the secrecy of Kumon’s confidential or proprietary information (see Item 14 of this disclosure document).

Hybrid and Online Instruction. When instruction is permitted to be conducted online in connection with hybrid instruction and/or online instruction, you (or your properly-trained assistant to your delegation) must conduct such instruction. If you delegate such instruction to your properly-trained assistant, you must supervise the instruction, or you must be able to observe and participate with such assistant’s instruction in a timely manner. If you schedule both online learning sessions and in-Center

learning sessions at the same time, we may, in our discretion, amend the requirement for your simultaneous supervision of each type of instruction on a case-by-case basis.

ITEM 16
RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You may not permit activities at your Center other than those activities that we, in our discretion, deem related to the operation of a Kumon Math and Reading Center. You may offer only the Kumon Math and Reading programs, and only in accordance with the Kumon Method, using only Kumon Materials and the Operations Manual, Worksheet Instruction Guide, Instruction Principles Series, Digital Kumon Instruction Handbook, Hybrid Guidebook, and other instructional materials in your Center. We must pre-approve the development and/or use of any additional services, programs and/or products (“Additional Materials”) that you propose to use at your Center. If we approve such Additional Materials, you may use them only in your Center. You may not sell or otherwise distribute the Additional Materials to other Kumon franchisees or to any other person or entity. We will have the right, but no obligation, to make the Additional Materials part of the Kumon Method. If we do so, we will compensate you for your development of the Additional Materials and, if we deem it desirable, you will sign documents to confirm our ownership of the Additional Materials. Whether or not we approve the Additional Materials, and/or make them part of the Kumon Method, you may not copyright or trademark Additional Materials arising from the operation of your Center, or from the use of our confidential information. If we make the Additional Materials part of the Kumon Method, we will have the right to copyright or trademark the Additional Materials in our name. You must follow Kumon’s procedures faithfully.

You must provide Kumon Connect strictly in accordance with the terms in the Operations Manual. We may discontinue, or change the requirement to use, Kumon Connect at any time in our sole discretion, and without any compensation.

You may not distribute or utilize the Kumon Method or the Proprietary Marks anywhere except at your Center location designated in the Franchise Agreement. There is no geographic restriction on the students who may enroll at your Center, so long as the enrolled children have the opportunity to be physically present at the Center at least two times per week (including those that sign up for Kumon Connect). Nevertheless, you may not target advertising to potential students in the close vicinity (as determined by us in our sole discretion) of another Kumon Center.

We have the right to change the programs, services and products that your Center is authorized to offer, and you must abide by these changes.

ITEM 17
RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

This table lists certain important provisions of the Franchise Agreement. You should read these provisions in the Franchise Agreement attached to this Disclosure Document.

THE FRANCHISE RELATIONSHIP

| Provisions | Section in Franchise Agreement | Summary |
|--|--------------------------------|---|
| a. Length of the franchise term | Section 13.1 | The term is 5 years. |
| b. Renewal or extension of the term | Section 13.2 | If you are in good standing and have met our requirements for renewal, you can renew the Franchise Agreement for 5-year terms. |
| c. Requirements for you to renew or extend | Section 13.3 | <p>Renewal conditions include: timely notice; submit to and successfully satisfy our then-current requirements with respect to new backgrounds checks and fingerprint-criminal history records by the Federal Bureau of Investigation; full compliance with Franchise Agreement; no more than one written notice of default from us during any calendar year; compliance with the Kumon Method; satisfactory Center communication and management skills; sufficient and adequate proficiency in hybrid and online instruction, if you offer online instruction; compliance with our operating standards; earned at least the minimum number of PDCs set forth in the Operations Manual (currently 50 PDCs); and execution of our General Release (Attachment 2-C to the Franchise Agreement).</p> <p>We also shall require you to sign our then-current form of Franchise Agreement, which may include terms and conditions that are materially different from your original Franchise Agreement.</p> |
| d. Termination by you | Section 14.4 | <p>You may terminate by giving us at least 60 days advance written notice if we increase the royalty rate. In addition, you have the right to terminate at any time by giving us at least 270 days advance written notice. Once you give us notice of termination, you may rescind this notice only with our consent.</p> <p>If you don't provide us the required notice, you must pay us liquidated damages in an amount equal to three times your average monthly royalty in the three months immediately prior to your last day of operating your Center (subject to state law).</p> |

| Provisions | Section in Franchise Agreement | Summary |
|--|--------------------------------|---|
| e. Termination by Kumon without cause | Not Applicable | |
| f. Termination by Kumon with cause | Sections 14.1, 14.2 and 14.3 | See sub-Items g. and h. below. |
| g. “Cause” defined – curable defaults | Section 14.1, 14.2 and 14.3 | You have 30 days to cure any default other than those identified in sub-Item h. below. |
| h. “Cause” defined – non-curable defaults | Section 14.1 and 14.3 | <p>Non-curable defaults: you underreport, fail to report or misrepresent any student enrolled (or who should be enrolled) at your Center; failure to open the Center within six months; abandonment of the Center; you or any of your employees or owners are charged with a crime against children or involving moral turpitude or engage in any conduct that is susceptible of creating a crisis or immediate substantive damage to the Kumon brand or reputation; you are charged with or are convicted of, plead guilty to or plead no contest to a felony; relocating without permission; piracy of intellectual property; unauthorized Transfer; repeated defaults, even if cured; absent from Center without prior written notice and/or without adequate arrangements for operation of Center; and appointment of a trustee or receiver.</p> <p>Kumon can terminate the Franchise Agreement if Kumon terminates any other Franchise Agreement with you based on your default.</p> |
| i. Your obligations on termination/non—renewal | Section 14.6 | <p>Obligations include: complete de-identification of Center (including transferring your telephone land line to us and removing all signs (except the primary exterior sign, which we will remove at your expense) and items containing the Proprietary Marks); payment of amounts due; deletion from your computer’s hard drive and/or destruction of all downloaded, paper copies of Operations Manual and Kumon Materials; notification to parents and landlord; submit student record database and all student Record Books; transfer to Kumon all student, business, financial, accounting and marketing records; cease using and assign rights in telephone numbers, directory listings, and all Online Presence for Center; and discontinue use of Kumon Lead Management System Suite.</p> |
| j. Assignment of contract by Kumon | Section 18 | <p>We have the right to Transfer our rights and/or to delegate performance of our obligations under the Franchise Agreement, provided that the Transfer does not materially increase your obligations, and the transferee is financially responsible and able to perform Kumon’s obligations.</p> |

| Provisions | Section in Franchise Agreement | Summary |
|--|--------------------------------|--|
| k. “Transfer” by you – defined | Section 17 | <p>“<u>Transfer as a verb</u>” means to sell, assign, give away, pledge or encumber, either voluntarily or by operation of law (such as through divorce or bankruptcy proceedings), any interest in the Franchise Agreement, any interest in the Center, or (if you are a corporation or other entity) any ownership interest in you.</p> <p>“Transfer as a noun” means any such sale, assignment, etc.</p> |
| l. Kumon’s approval of transfer by you | Section 17.2 | You may not Transfer except with Kumon’s consent. |
| m. Conditions for Kumon’s approval of transfer | Section 17.4 | <p>TRANSFER OF ENTIRE BUSINESS – TENTATIVE APPROVAL</p> <p>If you propose to Transfer your entire Center business: you must give us notice and all relevant information (you must complete a Transfer Proposal Form that we will provide you); you must have been a Kumon franchisee for at least two years; and you must be in compliance with all of your obligations to Kumon.</p> <p>We will have a reasonable time to evaluate whether to give tentative approval of the Transfer. Even if we provide tentative approval, you may not complete the Transfer until you have received Kumon’s final approval in writing. We expect that in most cases final approval will not be given until eight months after we have provided tentative approval (so a tentatively approved candidate can complete our Instructor Development Program).</p> <p>If you sell your Center, Kumon has the right, in its sole discretion, not to allow you to open a new Center for at least two years from the time of the closing date of your Center.</p> <p>If you leave the business before we grant final approval to the proposed transferee, or if we disapprove your transfer candidate, and you fail to resume operating, you must pay us liquidated damages in an amount equal to three times your average monthly royalty in the three months immediately prior to your last day of operating your Center.</p> <p>We will provide you a Transfer Guidebook that contains detailed procedures regarding Kumon’s transfer process.</p> |

| Provisions | Section in Franchise Agreement | Summary |
|--|--------------------------------|---|
| | | <p>TRANSFER OF ENTIRE BUSINESS – FINAL APPROVAL</p> <p>Before Kumon will give its final approval of a Transfer, the proposed transferee must, among other things: demonstrate to Kumon’s satisfaction that he or she meets all of our requirements for becoming a Kumon franchisee (including, among other things, successfully completing the Instructor Development Program); sign our then-current form of Franchise Agreement; make arrangements to upgrade the Center; pay us an Initial Franchise Fee of \$2,000; and pay us a materials fee of \$2,000.</p> <p>If the proposed transferee is one of Kumon’s other franchisees, he or she must: (1) meet our requirements for a second Center; (2) not be in default under his or her agreements with Kumon; and (3) have a good record of student service and compliance with Kumon’s operating standards. If the transferee is a corporation or other entity, the Corporation Instructor and other owners must execute the Guarantee (Attachment 2-B to the Franchise Agreement).</p> <p>You must: sign a general release in favor of Kumon (see Attachment 2-C to the Franchise Agreement); provide us with written notice that the landlord has agreed to the transfer of the lease for the Center to your transferee; and pay off any promissory note you owe to Kumon.</p> <p>Certain of these conditions apply to a Transfer that does not involve your entire business (see Section 17.6 of the Franchise Agreement).</p> <p>Prior to the date of transfer, the proposed candidate and outgoing franchisee must work together at the Take Over Center for at least the length of time set forth in our Transfer Guidebook.</p> |
| n. Kumon’s right of first refusal to acquire your business | Not Applicable | |
| o. Kumon’s option to purchase your business | Not Applicable | <p>Kumon has no right to purchase the business. However, if you or any of your owners or employees are charged with any crime against children or involving moral turpitude, you are absent from your Center without our approval of a plan for operation of your Center, or if you engage in any conduct that creates a crisis or immediate substantive damage to the Kumon Brand or reputation, Kumon has the right (but not the obligation) to take over operation of your Center(s) until a disposition of your case is reached, you return to your Center, or until the public relations crisis has ended. If Kumon assumes operation of your Center, we have the right to charge you a management fee.</p> |

| Provisions | Section in Franchise Agreement | Summary |
|---|--------------------------------|--|
| p. Your death or disability | Section 17.9 | Your executor, administrator, personal representative, or trustee must apply to Kumon in writing within 30 days for consent to Transfer the person’s interest to a qualified purchaser. Kumon may (but does not have the obligation to) assume operation of your Center pending a sale to a purchaser approved by Kumon. If Kumon assumes operation of your Center, we have the right to charge you a management fee. |
| q. Non-competition covenants during the term of the franchise | Section 15.1 | <p>You or your spouse may have no involvement in a competing business without our prior written consent. “Competing Business” means any business that offers to children in high school, or younger, any academic instruction, self-guided instruction, tutoring, test preparation, or other supplemental educational services that we deem competitive with Kumon Centers, regardless of whether such services are performed in-person, via telephone or online.</p> <p>You may not attempt to circumvent the Competing Business restriction by engaging in prohibited activity indirectly through any other person or entity, including your spouse.</p> |
| r. Non-competition covenants after the franchise is terminated or expires | Sections 15.2 and 15.3 | You or your spouse may have no involvement in a Competing Business for one year after termination if the Competing Business is within 20 miles of your Kumon Center or any other Kumon Center, regardless of whether such services are performed in-person, via telephone or online. For two years after termination, you may not contact any Kumon students for the purpose of enrolling them in any other supplemental education program. |
| s. Modification of the agreement | Section 23.8 | Modifications must be in writing and signed by authorized representatives of each party, except for Kumon’s right to change the Operations Manual. |
| t. Integration/merger clause | Section 23.9 | Only the terms of the Franchise Agreement are binding (subject to state law); other promises may not be enforceable. |
| u. Dispute resolution by arbitration or mediation | Not applicable | There is no provision for arbitration or mediation under the Franchise Agreement. |
| v. Choice of forum | Section 20.2 | Subject to state law, you must sue us wherever Kumon (or its successor or assign) then has its corporate headquarters, which currently is Rutherford, New Jersey. We must sue you in the state where your Kumon Center is located. |
| w. Choice of law | Section 20.1 | Subject to state law, New Jersey law applies. |

**ITEM 18
PUBLIC FIGURES**

We do not use any public figure to promote the sale of our franchises.

**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.

We do not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. 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 Robert Germain, Vice President, Corporate Counsel, 301 Route 17 North, Rutherford, New Jersey 07070, (201) 928-0444, the Federal Trade Commission, and the appropriate state regulatory agency.

**ITEM 20
OUTLETS AND FRANCHISEE INFORMATION**

**Table No. 1
System-wide Outlet Summary
For years 2021 to 2023**

| Outlet Type | Year | Outlets at the Start of the Year | Outlets at the End of the Year | Net Change |
|----------------------|-------------|---|---------------------------------------|-------------------|
| Franchised | 2021 | 1568 | 1606 | + 38 |
| | 2022 | 1606 | 1618 | + 12 |
| | 2023 | 1618 | 1637 | +19 |
| Company Owned | 2021 | 27 | 31 | + 4 |
| | 2022 | 31 | 28 | -3 |
| | 2023 | 28 | 22 | -6 |
| Total | 2021 | 1595 | 1637 | + 42 |
| | 2022 | 1637 | 1646 | + 9 |
| | 2023 | 1646 | 1659 | +13 |

Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For years 2021 to 2023

| State | Year | Number of Transfers |
|-------------|------|---------------------|
| Alabama | 2021 | 0 |
| | 2022 | 1 |
| | 2023 | 1 |
| Arizona | 2021 | 0 |
| | 2022 | 2 |
| | 2023 | 1 |
| Arkansas | 2021 | 1 |
| | 2022 | 1 |
| | 2023 | 0 |
| California | 2021 | 18 |
| | 2022 | 16 |
| | 2023 | 11 |
| Colorado | 2021 | 1 |
| | 2022 | 1 |
| | 2023 | 2 |
| Connecticut | 2021 | 0 |
| | 2022 | 0 |
| | 2023 | 1 |
| Florida | 2021 | 3 |
| | 2022 | 4 |
| | 2023 | 5 |
| Georgia | 2021 | 2 |
| | 2022 | 1 |
| | 2023 | 2 |
| Hawaii | 2021 | 2 |
| | 2022 | 1 |
| | 2023 | 2 |
| Illinois | 2021 | 3 |
| | 2022 | 2 |
| | 2023 | 0 |
| Indiana | 2021 | 2 |
| | 2022 | 0 |
| | 2023 | 1 |
| Kansas | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 1 |
| Kentucky | 2021 | 1 |
| | 2022 | 1 |
| | 2023 | 0 |

| State | Year | Number of Transfers |
|----------------|------|---------------------|
| Louisiana | 2021 | 0 |
| | 2022 | 1 |
| | 2023 | 1 |
| Maine | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 0 |
| Maryland | 2021 | 5 |
| | 2022 | 4 |
| | 2023 | 3 |
| Massachusetts | 2021 | 1 |
| | 2022 | 2 |
| | 2023 | 2 |
| Michigan | 2021 | 3 |
| | 2022 | 1 |
| | 2023 | 0 |
| Minnesota | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 1 |
| Missouri | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 1 |
| Nebraska | 2021 | 0 |
| | 2022 | 0 |
| | 2023 | 2 |
| New Hampshire | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 1 |
| New Jersey | 2021 | 3 |
| | 2022 | 5 |
| | 2023 | 7 |
| New York | 2021 | 6 |
| | 2022 | 5 |
| | 2023 | 3 |
| North Carolina | 2021 | 1 |
| | 2022 | 2 |
| | 2023 | 0 |
| Ohio | 2021 | 3 |
| | 2022 | 4 |
| | 2023 | 0 |
| Oklahoma | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 1 |
| Oregon | 2021 | 0 |
| | 2022 | 1 |
| | 2023 | 2 |

| State | Year | Number of Transfers |
|---------------|-------------|---------------------|
| Pennsylvania | 2021 | 2 |
| | 2022 | 2 |
| | 2023 | 1 |
| South Dakota | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 0 |
| Tennessee | 2021 | 0 |
| | 2022 | 0 |
| | 2023 | 1 |
| Texas | 2021 | 4 |
| | 2022 | 4 |
| | 2023 | 7 |
| Virginia | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 1 |
| Washington | 2021 | 3 |
| | 2022 | 1 |
| | 2023 | 2 |
| West Virginia | 2021 | 1 |
| | 2022 | 0 |
| | 2023 | 0 |
| Wisconsin | 2021 | 0 |
| | 2022 | 0 |
| | 2023 | 1 |
| Total | 2021 | 73 |
| | 2022 | 62 |
| | 2023 | 64 |

**Table No. 3
Status of Franchised Outlets
For Years 2021 to 2023**

| State | Year | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons | Outlets at End of the Year |
|---------|------|--------------------------|----------------|--------------|--------------|--------------------------|---------------------------------|----------------------------|
| Alabama | 2021 | 7 | 0 | 0 | 0 | 0 | 0 | 7 |
| | 2022 | 7 | 1 | 1 | 0 | 0 | 0 | 7 |
| | 2023 | 7 | 0 | 1 | 0 | 0 | 0 | 6 |
| Alaska | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Arizona | 2021 | 33 | 0 | 1 | 0 | 0 | 0 | 32 |
| | 2022 | 32 | 1 | 0 | 0 | 0 | 0 | 33 |
| | 2023 | 33 | 1 | 0 | 0 | 0 | 0 | 34 |

| State | Year | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons | Outlets at End of the Year |
|----------------------|------|--------------------------|----------------|--------------|--------------|--------------------------|---------------------------------|----------------------------|
| Arkansas | 2021 | 6 | 1 | 0 | 0 | 0 | 0 | 7 |
| | 2022 | 7 | 0 | 0 | 0 | 0 | 0 | 7 |
| | 2023 | 7 | 0 | 0 | 0 | 0 | 0 | 7 |
| California | 2021 | 325 | 15 | 3 | 0 | 0 | 0 | 337 |
| | 2022 | 337 | 12 | 3 | 1 | 0 | 0 | 345 |
| | 2023 | 345 | 8 | 2 | 0 | 0 | 0 | 351 |
| Colorado | 2021 | 30 | 2 | 0 | 0 | 0 | 0 | 32 |
| | 2022 | 32 | 2 | 1 | 0 | 0 | 0 | 33 |
| | 2023 | 33 | 0 | 1 | 0 | 0 | 0 | 32 |
| Connecticut | 2021 | 27 | 0 | 0 | 0 | 0 | 0 | 27 |
| | 2022 | 27 | 0 | 1 | 0 | 0 | 0 | 26 |
| | 2023 | 26 | 0 | 2 | 0 | 0 | 0 | 24 |
| Delaware | 2021 | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| | 2022 | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| | 2023 | 6 | 0 | 0 | 0 | 0 | 0 | 6 |
| District of Columbia | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Florida | 2021 | 90 | 4 | 1 | 0 | 0 | 0 | 93 |
| | 2022 | 93 | 1 | 5 | 0 | 0 | 0 | 89 |
| | 2023 | 89 | 3 | 2 | 0 | 0 | 0 | 90 |
| Georgia | 2021 | 67 | 1 | 2 | 0 | 0 | 0 | 66 |
| | 2022 | 66 | 0 | 2 | 0 | 0 | 0 | 64 |
| | 2023 | 64 | 3 | 1 | 0 | 0 | 0 | 66 |
| Hawaii | 2021 | 39 | 0 | 0 | 0 | 0 | 0 | 39 |
| | 2022 | 39 | 1 | 1 | 0 | 0 | 0 | 39 |
| | 2023 | 39 | 1 | 2 | 0 | 0 | 0 | 38 |
| Idaho | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 1 | 0 | 0 | 0 | 0 | 2 |
| Illinois | 2021 | 67 | 3 | 2 | 0 | 1 | 0 | 67 |
| | 2022 | 67 | 1 | 1 | 0 | 0 | 0 | 67 |
| | 2023 | 67 | 2 | 0 | 0 | 0 | 0 | 69 |
| Indiana | 2021 | 21 | 0 | 0 | 0 | 0 | 0 | 21 |
| | 2022 | 21 | 0 | 0 | 0 | 0 | 0 | 21 |
| | 2023 | 21 | 1 | 0 | 0 | 0 | 0 | 22 |
| Iowa | 2021 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| | 2022 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| | 2023 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| Kansas | 2021 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 2022 | 8 | 1 | 0 | 0 | 0 | 0 | 9 |
| | 2023 | 9 | 0 | 0 | 0 | 0 | 0 | 9 |
| Kentucky | 2021 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 2022 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 2023 | 8 | 1 | 0 | 0 | 0 | 0 | 9 |

| State | Year | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons | Outlets at End of the Year |
|---------------|------|--------------------------|----------------|--------------|--------------|--------------------------|---------------------------------|----------------------------|
| Louisiana | 2021 | 11 | 0 | 0 | 0 | 0 | 0 | 11 |
| | 2022 | 11 | 0 | 1 | 0 | 0 | 0 | 10 |
| | 2023 | 10 | 0 | 1 | 0 | 0 | 0 | 9 |
| Maine | 2021 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 2022 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 2023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Maryland | 2021 | 44 | 1 | 0 | 0 | 0 | 0 | 45 |
| | 2022 | 45 | 1 | 1 | 0 | 0 | 0 | 45 |
| | 2023 | 45 | 1 | 0 | 0 | 0 | 0 | 46 |
| Massachusetts | 2021 | 46 | 1 | 0 | 0 | 0 | 0 | 47 |
| | 2022 | 47 | 0 | 2 | 0 | 0 | 0 | 45 |
| | 2023 | 45 | 1 | 0 | 0 | 0 | 0 | 46 |
| Michigan | 2021 | 47 | 1 | 2 | 0 | 1 | 0 | 45 |
| | 2022 | 45 | 2 | 1 | 0 | 1 | 0 | 45 |
| | 2023 | 45 | 3 | 3 | 0 | 0 | 0 | 45 |
| Minnesota | 2021 | 20 | 0 | 1 | 0 | 0 | 0 | 19 |
| | 2022 | 19 | 0 | 0 | 0 | 0 | 0 | 19 |
| | 2023 | 19 | 0 | 0 | 0 | 0 | 0 | 19 |
| Mississippi | 2021 | 2 | 0 | 1 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 1 | 0 | 0 | 0 | 0 | 2 |
| | 2023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| Missouri | 2021 | 14 | 0 | 0 | 0 | 0 | 0 | 14 |
| | 2022 | 14 | 0 | 0 | 0 | 0 | 0 | 14 |
| | 2023 | 14 | 2 | 0 | 0 | 0 | 0 | 16 |
| Montana | 2021 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2022 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2023 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Nebraska | 2021 | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| | 2022 | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| | 2023 | 4 | 0 | 0 | 0 | 0 | 0 | 4 |
| Nevada | 2021 | 14 | 2 | 0 | 0 | 0 | 0 | 16 |
| | 2022 | 16 | 0 | 0 | 0 | 0 | 0 | 16 |
| | 2023 | 16 | 1 | 0 | 0 | 0 | 0 | 17 |
| New Hampshire | 2021 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| | 2022 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| | 2023 | 3 | 0 | 0 | 0 | 0 | 0 | 3 |
| New Jersey | 2021 | 104 | 8 | 2 | 0 | 2 | 0 | 108 |
| | 2022 | 108 | 5 | 1 | 0 | 0 | 0 | 112 |
| | 2023 | 112 | 3 | 0 | 0 | 0 | 0 | 115 |
| New Mexico | 2021 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 2022 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| | 2023 | 2 | 0 | 0 | 0 | 0 | 0 | 2 |
| New York | 2021 | 99 | 9 | 2 | 0 | 1 | 0 | 105 |
| | 2022 | 105 | 4 | 1 | 0 | 1 | 0 | 107 |
| | 2023 | 107 | 0 | 8 | 0 | 1 | 0 | 98 |

| State | Year | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons | Outlets at End of the Year |
|----------------|------|--------------------------|----------------|--------------|--------------|--------------------------|---------------------------------|----------------------------|
| North Carolina | 2021 | 34 | 1 | 0 | 0 | 1 | 0 | 34 |
| | 2022 | 34 | 1 | 0 | 0 | 0 | 0 | 35 |
| | 2023 | 35 | 3 | 0 | 0 | 0 | 0 | 38 |
| North Dakota | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Ohio | 2021 | 32 | 2 | 1 | 0 | 0 | 0 | 33 |
| | 2022 | 33 | 0 | 0 | 0 | 0 | 0 | 33 |
| | 2023 | 33 | 1 | 1 | 0 | 0 | 0 | 33 |
| Oklahoma | 2021 | 10 | 0 | 1 | 0 | 0 | 0 | 9 |
| | 2022 | 9 | 0 | 0 | 0 | 0 | 0 | 9 |
| | 2023 | 9 | 0 | 0 | 0 | 0 | 0 | 9 |
| Oregon | 2021 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| | 2022 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| | 2023 | 13 | 0 | 1 | 0 | 0 | 0 | 12 |
| Pennsylvania | 2021 | 42 | 2 | 0 | 0 | 0 | 0 | 44 |
| | 2022 | 44 | 0 | 2 | 0 | 0 | 0 | 42 |
| | 2023 | 42 | 1 | 0 | 0 | 0 | 0 | 43 |
| Rhode Island | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| South Carolina | 2021 | 7 | 1 | 0 | 0 | 0 | 0 | 8 |
| | 2022 | 8 | 0 | 0 | 0 | 0 | 0 | 8 |
| | 2023 | 8 | 1 | 1 | 0 | 0 | 0 | 8 |
| South Dakota | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Tennessee | 2021 | 13 | 1 | 1 | 0 | 0 | 0 | 13 |
| | 2022 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| | 2023 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| Texas | 2021 | 148 | 9 | 2 | 0 | 1 | 0 | 154 |
| | 2022 | 154 | 6 | 2 | 0 | 0 | 0 | 158 |
| | 2023 | 158 | 13 | 2 | 0 | 1 | 1 | 167 |
| Utah | 2021 | 8 | 1 | 0 | 0 | 0 | 0 | 9 |
| | 2022 | 9 | 1 | 0 | 0 | 0 | 0 | 10 |
| | 2023 | 10 | 0 | 1 | 0 | 0 | 0 | 9 |
| Vermont | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Virginia | 2021 | 49 | 3 | 2 | 0 | 0 | 0 | 50 |
| | 2022 | 50 | 0 | 1 | 0 | 0 | 0 | 49 |
| | 2023 | 49 | 0 | 1 | 0 | 0 | 0 | 48 |
| Washington | 2021 | 42 | 1 | 0 | 0 | 0 | 0 | 43 |
| | 2022 | 43 | 1 | 1 | 0 | 0 | 0 | 43 |
| | 2023 | 43 | 0 | 0 | 0 | 0 | 0 | 43 |

| State | Year | Outlets at Start of Year | Outlets Opened | Terminations | Non-Renewals | Reacquired by Franchisor | Ceased Operations-Other Reasons | Outlets at End of the Year |
|---------------|-------------|--------------------------|----------------|--------------|--------------|--------------------------|---------------------------------|----------------------------|
| West Virginia | 2021 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Wisconsin | 2021 | 13 | 0 | 0 | 0 | 0 | 0 | 13 |
| | 2022 | 13 | 1 | 0 | 0 | 0 | 0 | 14 |
| | 2023 | 14 | 0 | 0 | 0 | 0 | 0 | 14 |
| Total | 2021 | 1568 | 69 | 24 | 0 | 7 | 0 | 1606 |
| | 2022 | 1606 | 43 | 28 | 1 | 2 | 0 | 1618 |
| | 2023 | 1618 | 52 | 30 | 0 | 2 | 1 | 1637 |

1. All numbers are as of December 31 for each year.
2. If multiple events occurred that affected a center, this table shows the event that occurred last in time.

Table No. 4
Status of Company-Owned Outlets
For years 2021 to 2023

| State | Year | Outlets at Start of Year | Outlets Opened | Outlets Reacquired from Franchisees | Outlets Closed | Outlets Sold to Franchisees | Outlets at End of the Year |
|---------------|------|--------------------------|----------------|-------------------------------------|----------------|-----------------------------|----------------------------|
| California | 2021 | 3 | 0 | 0 | 0 | 2 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 1 | 0 |
| | 2023 | 0 | 0 | 0 | 0 | 0 | 0 |
| Florida | 2021 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 1 |
| Georgia | 2021 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 1 | 0 |
| Illinois | 2021 | 0 | 2 | 1 | 0 | 2 | 1 |
| | 2022 | 1 | 1 | 0 | 0 | 0 | 2 |
| | 2023 | 2 | 0 | 0 | 0 | 1 | 1 |
| Massachusetts | 2021 | 1 | 1 | 0 | 0 | 1 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 1 |
| Michigan | 2021 | 1 | 1 | 1 | 0 | 1 | 2 |
| | 2022 | 2 | 0 | 1 | 0 | 1 | 2 |
| | 2023 | 2 | 0 | 0 | 0 | 2 | 0 |

| State | Year | Outlets at Start of Year | Outlets Opened | Outlets Reacquired from Franchisees | Outlets Closed | Outlets Sold to Franchisees | Outlets at End of the Year |
|----------------|-------------|--------------------------|----------------|-------------------------------------|----------------|-----------------------------|----------------------------|
| Missouri | 2021 | 1 | 1 | 0 | 0 | 0 | 2 |
| | 2022 | 2 | 0 | 0 | 0 | 0 | 2 |
| | 2023 | 2 | 0 | 0 | 0 | 1 | 1 |
| New Jersey | 2021 | 6 | 2 | 2 | 0 | 4 | 6 |
| | 2022 | 6 | 1 | 0 | 0 | 2 | 5 |
| | 2023 | 5 | 0 | 0 | 0 | 2 | 3 |
| New York | 2021 | 6 | 4 | 1 | 0 | 5 | 6 |
| | 2022 | 6 | 0 | 1 | 0 | 2 | 5 |
| | 2023 | 5 | 0 | 1 | 1 | 0 | 5 |
| North Carolina | 2021 | 0 | 0 | 1 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 1 | 0 |
| Pennsylvania | 2021 | 0 | 1 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 1 |
| Texas | 2021 | 3 | 2 | 1 | 0 | 3 | 3 |
| | 2022 | 3 | 0 | 0 | 0 | 0 | 3 |
| | 2023 | 3 | 0 | 1 | 0 | 1 | 3 |
| Utah | 2021 | 2 | 1 | 0 | 0 | 0 | 3 |
| | 2022 | 3 | 0 | 0 | 1 | 1 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 1 |
| Virginia | 2021 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2023 | 1 | 0 | 0 | 0 | 0 | 1 |
| Washington | 2021 | 1 | 0 | 0 | 0 | 0 | 1 |
| | 2022 | 1 | 1 | 0 | 0 | 0 | 2 |
| | 2023 | 2 | 2 | 0 | 0 | 0 | 4 |
| Totals | 2021 | 27 | 15 | 7 | 0 | 18 | 31 |
| | 2022 | 31 | 3 | 2 | 1 | 7 | 28 |
| | 2023 | 28 | 2 | 2 | 1 | 9 | 22 |

1. All numbers are as of December 31 for each year.
2. If multiple events occurred that affected a center, this table shows the event that occurred last in time.

Table No. 5
Projected Openings as of December 31, 2023

| State | Franchise Agreements Signed But Outlet Not Opened | Projected New Franchised Outlets In the Next Fiscal Year | Projected New Company-Owned Outlets in the Next Fiscal Year |
|---------|---|--|---|
| Alabama | 1 | 0 | 0 |
| Alaska | 0 | 1 | 0 |

| State | Franchise Agreements Signed But Outlet Not Opened | Projected New Franchised Outlets In the Next Fiscal Year | Projected New Company-Owned Outlets in the Next Fiscal Year |
|----------------------|--|---|--|
| Arizona | 1 | 4 | 0 |
| Arkansas | 0 | 3 | 0 |
| California | 7 | 31 | 0 |
| Colorado | 1 | 4 | 0 |
| Connecticut | 1 | 1 | 0 |
| Delaware | 0 | 2 | 0 |
| District of Columbia | 0 | 0 | 0 |
| Florida | 0 | 10 | 0 |
| Georgia | 2 | 4 | 0 |
| Hawaii | 0 | 3 | 0 |
| Idaho | 0 | 0 | 0 |
| Illinois | 0 | 4 | 0 |
| Indiana | 0 | 3 | 0 |
| Iowa | 0 | 1 | 0 |
| Kansas | 0 | 2 | 0 |
| Kentucky | 0 | 4 | 0 |
| Louisiana | 0 | 3 | 0 |
| Maine | 0 | 0 | 0 |
| Maryland | 0 | 5 | 0 |
| Massachusetts | 0 | 3 | 0 |
| Michigan | 0 | 4 | 1 |
| Minnesota | 0 | 4 | 0 |
| Mississippi | 0 | 0 | 0 |
| Missouri | 0 | 3 | 0 |
| Montana | 0 | 0 | 0 |
| Nebraska | 0 | 1 | 0 |
| Nevada | 0 | 5 | 0 |
| New Hampshire | 0 | 1 | 0 |
| New Jersey | 2 | 8 | 0 |
| New Mexico | 0 | 0 | 0 |
| New York | 0 | 12 | 0 |
| N. Carolina | 0 | 4 | 0 |
| N. Dakota | 0 | 0 | 0 |
| Ohio | 0 | 4 | 0 |
| Oklahoma | 0 | 1 | 0 |
| Oregon | 0 | 2 | 0 |
| Pennsylvania | 0 | 2 | 0 |
| Rhode Island | 0 | 0 | 0 |

| State | Franchise Agreements Signed But Outlet Not Opened | Projected New Franchised Outlets In the Next Fiscal Year | Projected New Company-Owned Outlets in the Next Fiscal Year |
|---------------|---|--|---|
| S. Carolina | 0 | 3 | 0 |
| S. Dakota | 0 | 0 | 0 |
| Tennessee | 0 | 2 | 0 |
| Texas | 4 | 7 | 0 |
| Utah | 0 | 2 | 0 |
| Vermont | 0 | 0 | 0 |
| Virginia | 0 | 7 | 0 |
| Washington | 1 | 3 | 0 |
| West Virginia | 0 | 0 | 0 |
| Wisconsin | 0 | 0 | 0 |
| Wyoming | 0 | 0 | 0 |
| Total | 20 | 163 | 1 |

Exhibit C to this disclosure document is a list, by state, of the names, Center addresses and telephone numbers of all Kumon franchisees as of December 31, 2023.

Exhibit D is a list, by state, of the name, city and state, and the current business telephone number (or, if unknown, the last known home telephone number) of each franchisee who had a Franchise Agreement terminated, canceled, or not renewed, or who otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement during our last fiscal year. We have not had any franchisees fail to communicate with us in the past ten weeks preceding the issuance date of this Disclosure Document. If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchisesystem.

During our last three fiscal years, we have not required any franchisee to sign provisions restricting their ability to speak about their experiences with Kumon.

The following independent franchisee association has asked to be included in this disclosure document: International Association of Kumon Franchisees, #209 – 336 First Avenue East, Vancouver, British Columbia, V5T 4R6, Canada, (866) 281-6869, info@kumonfranchisee.com, www.kumonfranchisee.com.

**ITEM 21
FINANCIAL STATEMENTS**

Attachment 4 to this disclosure document contains the audited consolidated financial statements of Kumon and its subsidiaries for the fiscal years ended December 31, 2023, 2022 and 2021.

**ITEM 22
CONTRACTS**

Attachment 1 to this disclosure document is our current form of Training Agreement.

Attachment 2 to this disclosure document is our current form of Kumon Center Franchise Agreement.

The Franchise Agreement has several attachments of its own, as follows:

| | |
|--------------------|---|
| Attachment 2-A | Early Signing Addendum |
| Attachment 2-B | Guarantee |
| Attachment 2-C | General Release |
| Attachment 2-D (A) | Confidentiality/Non-Competition Agreement (Instructors) |
| Attachment 2-D (B) | Confidentiality/Non-Competition Agreement (Assistants) |
| Attachment 2-E | Veteran Instructor Addendum |
| Attachment 2-F | Partnership Addendum |
| Attachment 2-G | Non-Traditional Region Addendum |

Some states require changes to the Franchise Agreement. The state-required addenda are included as Exhibit G to this disclosure document.

In addition, Exhibit H to this disclosure document includes a Representations & Acknowledgements Statement that you must review and sign in order to be granted a Kumon franchise.

**ITEM 23
RECEIPTS**

Exhibit I contains detachable documents acknowledging your receipt of this disclosure document. You must sign both copies of the receipt and provide one of them to Kumon at the time you receive this disclosure document.

ATTACHMENT 1
TRAINING AGREEMENT

TRAINING AGREEMENT

This Training Agreement (the “Agreement”) is entered into on _____ between KUMON NORTH AMERICA, INC., a Delaware corporation (referred to in this Agreement as “Kumon,” “we”, “us” or “our”) and _____ (referred to in this Agreement as “you”).

You are considering acquiring a franchise to operate a Kumon Math and Reading Center, and we are considering you to become our franchisee. As one of the prerequisites to being approved by Kumon to become a franchisee, you must successfully complete the first semester of our Instructor Development Program. However, signing this Agreement and attending the Instructor Development Program does not obligate you to acquire a franchise, nor does it obligate us to grant you one. The purpose of this Agreement is to make it possible for you to participate in our Instructor Development Program. This Agreement governs the terms of our relationship prior to the signing of a Franchise Agreement, if and when we sign one.

1. Instructor Development Program

We agree to admit you into our Instructor Development Program, and you agree to complete. The Instructor Development Program consists of on-line training, study of Kumon’s worksheets and curriculum, and In-Center training at a Kumon-approved Center. If you successfully complete the first semester of the Instructor Development Program, and, in our discretion, we award you a franchise, you must complete the second semester of the Instructor Development Program and attend two additional online courses. You also must complete after the opening of your Center additional training that is required for the completion of your Temporary License Period (“TLP”). There is no fee for the Instructor Development Program, but you must pay for all travel and living expenses required to complete the Instructor Development Program.

2. Deposit Fee

In consideration for entering into this Agreement, you agree to pay us a deposit in the amount of \$1,000 (“Deposit Fee”). We will apply the Deposit Fee toward your franchise fee if you successfully complete the Instructor Development Program and sign a Franchise Agreement.

3. Furnishing of the Franchise Disclosure Document

You acknowledge that we provided you with a copy of Kumon’s current FDD at least 14 calendar days before you signed this Agreement and paid us the Deposit Fee or as otherwise required by applicable law.

4. Materials

You agree that the Training Kit and all other materials (collectively “Materials”) that we provide to you in connection with the Instructor Development Program are the exclusive property of Kumon. You acknowledge that all Materials lent to you are for the sole purpose of training to become a Kumon franchisee. Neither you nor anyone under your control may reproduce any portion of the Materials or make them available to anyone else without our prior written authorization.

5. Confidentiality

You acknowledge that confidential information about Kumon and its business methods (“Confidential Information”) will be disclosed to you during the Instructor Development Program. You agree not to disclose any Confidential Information without our prior written consent for any purpose other than fulfilling the requirements of the training course and evaluating the possibility of becoming a Kumon franchisee. This confidentiality provision applies to information that has not been disclosed to the public and was not known to you before we disclosed the Confidential Information to you during the Instructor Development Program, including amongst other things, any materials, instructional methods, products, services, and procedures.

6. Site Selection

We must approve a site for your Kumon Center before you may sign the Franchise Agreement. We do not select your Center site. You must operate your Center in retail space (such as a storefront, shopping

center or mall) unless we grant you a written exception to this requirement. We will not permit any other activity than the operation of a Kumon Math and Reading Center for any site we approve. You may not use or permit the use of the site we approve for any other purpose or activity at any time without first obtaining our written consent.

We will approve the general location of the area in which you intend to operate by the time you attend the Instructor Development Program. You will have six months from the signing of a Franchise Agreement or six months from our issuance of a certificate of completion of the Kumon Instructor Development Program, whichever is earlier, to commence Center operations. Kumon assists in site selection by reviewing the location and nature of the proposed facility and its appropriateness for use as a Center.

In evaluating your proposed Center site, Kumon will consider the type and size of facility (it must be a minimum of 1,000 square feet); the term of 5 years; ability to affix our signage (see below); the suitability of the environment, lighting and desks for Kumon Method Center sessions; demographic factors such as population density of school-aged children and disposable income; the proximity to area schools, competing businesses, non-competing businesses, and other Kumon Centers; the availability of parking; and traffic patterns. You are strongly encouraged to factor in build out costs (if any) and the time it takes to have the build out completed (including hiring architects and contractors, and securing appropriate building permits) for any potential site you are considering for our approval. You also have the responsibility to ensure that the space you are considering for our approval is zoned appropriately for the operation of a Kumon Center.

The Manager of the Kumon Branch Office in your area evaluates your specific site and renders a decision if it is acceptable or not. If the Branch Manager finds your proposed location acceptable, he or she will provide tentative approval for the site. If tentative approval is granted, our Legal Department will then review your lease for Kumon-specific items such as signage, purpose, insurance, and any minimum operating hour requirements. Kumon may request that certain language be inserted into the lease so that the sign will be displayed to Kumon’s approval. If a Kumon-approved sign is not permitted either by the landlord or the local zoning officials, then Kumon, in its sole discretion, may deny approval of the site. The Branch Office Manager will provide final approval of the site only if all issues that we require in your lease have been cleared through our Legal Department. You must not sign a lease for your Kumon Center until you have signed the Franchise Agreement and receive approval for the lease from our Legal Department. A review of any proposed lease by our Legal Department is not a thorough legal review all of the issues contained in the lease. You should have the lease reviewed by an attorney or other consultant of your own choosing prior to signing it.

7. Termination of Training Agreement

Either you or we can terminate this Agreement at any time, for any reason, by providing written notice to the other. The termination notice will be effective immediately upon receipt by the other party. You must promptly return all Materials upon termination of this Agreement. You are responsible to pay for any costs associated with the return of all Materials should this Agreement be terminated. If you return the Materials within 15 days after the termination becomes effective, we will return your Deposit Fee. If we do not receive all Materials lent to you within 15 days after your receipt of the notice of termination, you will forfeit your Deposit Fee. In any event, you must return the Materials. You will still be bound by the Confidentiality provision if this Agreement is terminated.

8. Corporation or Limited Liability Company

If you wish to form a corporation or limited liability company to enter into the Franchise Agreement, you must complete the Corporation/LLC Schedule attached to this Agreement. The Corporation/LLC must designate a “Corporation Instructor.” We must approve you as the Corporation Instructor and you, as the Corporation Instructor, must agree to be personally responsible for operation of the Center.

You, as the Corporation Instructor, must own at least 51% of the entity and must have the power, by himself or herself, to direct and control its affairs. You must identify on the Corporation/LLC Schedule, and obtain our approval of, any other shareholders or owners and their management role in the business.

The Corporation Instructor must complete the Instructor Development Program and must sign the Franchise Agreement on behalf of the corporation or limited liability company. In addition, the Corporation Instructor and any other owners of the Corporation/LLC must sign the Guarantee and the Confidentiality/Non-Competition Agreement (Attachments 2-B and 2-D to the Franchise Agreement).

The formation papers of your Corporation/LLC must include the following language in the purpose section: “The purpose of the Corporation/LLC shall be to own and operate a Kumon Math and Reading Center franchise and for all other uses incidental thereto.”

9. Attorney Fees

The prevailing party in any suit, action, or appeal regarding this Agreement is entitled to recover from the non-prevailing party a reasonable attorney fee in addition to any costs or disbursements provided by law. The prevailing party will be determined by, and the attorney fee will be set by, the trial or appellate court.

10. Governing Law

This Agreement is governed by the laws of the State of New Jersey. You agree to this provision even though you may reside outside the State of New Jersey. Nothing in this section is intended to extend the application of the New Jersey Franchise Practices Act or any other New Jersey statute to any person who would not otherwise be entitled to the protection of the statute.

KUMON NORTH AMERICA, INC.

PROSPECTIVE FRANCHISEE:

By _____

Title _____

The following list identifies all stockholders or members (“Owners”) of your corporation or LLC. Only individuals (not other corporations or LLCs) may be Owners. If the entity is a corporation, the list identifies the class of stock and the number of shares of each class held by each Owner; if it is an LLC, the list identifies the number of ownership units held by the Owner. For each Owner, the list specifies the Owner’s percentage interest.

| Owner | Class of Stock | Number of Shares or Membership Units | Percentage Ownership |
|-------|----------------|--------------------------------------|----------------------|
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ |

Signature of Corporation Instructor: _____

*****Please note that either a physical or digital signature is required. Digital signatures that are typed out require an e-signature confirmation. Script font is not acceptable. You can utilize your mobile device to sign this PDF even if you do not have a signature-software program. When opening a PDF on an Apple device, please look for the pen symbol and then “draw” your signature with your finger or stylus. Please note that you may need to save the PDF as a file before your device gives you the pen option. For Android devices, the default PDF viewer app on your device should have a tool to draw or mark the PDF (this tool may be represented by a pen or squiggly icon). Please use this “draw/mark” tool to sign this form. If your Android device does not have a PDF viewer app, you can download the free Adobe app on your device and use the “draw” tool to sign this form. Please remember to not type your signature.*****

ATTACHMENT 2
KUMON CENTER FRANCHISE AGREEMENT

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KUMON CENTER FRANCHISE AGREEMENT

2024

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Attachments

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| Attachment 2-G | Non-Traditional Region Addendum |

KUMON CENTER FRANCHISE AGREEMENT

This FRANCHISE AGREEMENT (“Agreement”) is entered into on _____, between

(i) KUMON NORTH AMERICA, INC., a Delaware corporation (referred to in this Agreement as “Kumon,” “we,” or “us”)

and

(ii) _____, (check one box below)

- An Individual
- A Corporation
- An LLC

(The entity will be referred to in this Agreement as “you.” If a corporation or limited liability company acquires the franchise, “you” means the corporation or limited liability company and all of its owners).

1. Appointment

1.1. Grant, Center Name, and Location. Subject to the terms herein, Kumon grants you the right to provide the Kumon Method of learning services: (i) in your approved Kumon Center; and (ii) outside your approved Kumon Center through online or other means of electronic or telecommunications. We appoint you as an authorized franchisee of Kumon for the Math and Reading Subject-Franchises. The approved Center name (“Center Name”) is _____. The approved location of your franchised Kumon Center (“Center”) is _____ (“Approved Location”). You promise to carry out the obligations and responsibilities of a Kumon franchisee.

1.2. Right to Use the Kumon Method. We grant to you a limited license to use the “Kumon Method” in connection with operating your Center. The Kumon Method includes the following: (i) the trademarks, service marks, and logos designated by Kumon from time to time to identify Kumon Centers and the goods and services offered in them (collectively, “Proprietary Marks”); (ii) Kumon’s application forms, Placement Tests, Achievement Tests, Solution Books, Curriculum Worksheets, Student Record Books, and Progress Charts (collectively, “Kumon Materials”); and (iii) Kumon’s know-how and proprietary information (collectively, “Kumon Know-How”). Your use of the Kumon Method is limited by the terms of this Agreement.

Subject to the terms set forth in the Operations Manual, Kumon will grant you a limited, revocable, temporary license to provide educational services based on the Kumon Method through a dedicated online platform using digital worksheets (“Kumon Connect”). Kumon Connect will be available to your students, regardless of whether the student enrolls in in-person, hybrid, or online learning (in accordance with Section 6.7 below). You shall provide Kumon Connect strictly in accordance with the terms set forth in the Operations Manual. We may discontinue, or change the requirement to use, Kumon Connect at any time in

our sole discretion and without any compensation. These rules are integral parts of instruction in the Kumon Method, as outlined in Section 6.1 of this Agreement.

1.3. Proprietary Software and Customer Management System. We own, and continue to develop, both (i) certain computer software programs; and (ii) a proprietary customer management system for use in the operation of Kumon Centers. You are required to use one of our computer software programs and each component of the customer management system at your Center. The computer software program and the customer management system you are required to use is set forth in our confidential operations manual (“Operations Manual”) and is subject to change by us upon written notice to you. Your right to use our software is subject to an electronic User Agreement which you must click through the first time that you use our system. We also reserve the right to require that you recertify in the use of software each time a new version of the software you use is released. In the event this Franchise Agreement is terminated or not renewed, you must delete our software from your Center’s computer. We do not make any representation, warranty, or other claim regarding any of our computer software programs or customer management system.

2. Temporary License Period (“TLP”)

2.1. Completion of TLP. The temporary license period (“TLP”) will begin on the Effective Date and continue until you have met the TLP requirements for each Subject-Franchise (“TLP Requirements”). The TLP Requirements are set forth in our Operations Manual. We have the right to modify the TLP Requirements in our sole and absolute discretion.

2.2. Royalty During TLP. During the TLP, you must pay a royalty for each Subject-Franchise that is higher than the applicable royalty that you will pay after completing the TLP Requirements. If you satisfy the TLP Requirements, the lower royalty for each Subject-Franchise will take effect during the first full reporting month after you have completed the TLP.

2.3. Royalty After Completion of TLP. If you do not meet the minimum Ongoing Training Requirements as specified on the Operations Manual (“Ongoing Training Requirements”) after completion of the TLP Requirements, you will revert to the higher royalty for a period of at least one calendar year (see Section 2.2). The higher royalty may continue in effect beyond one calendar year unless you are in full compliance with the minimum Ongoing Training Requirements.

3. Site Selection; No Exclusive Territory

3.1. Site Selection. You have selected, and the Kumon General Manager for your area has approved, the Approved Location identified in Section 1.1 as the site of your Center. You must operate your Center in retail space such as a storefront, shopping center or mall. We will not accept a location where the lease term is less than five years. Our assistance with site selection and our approval of your site are not representations or guarantees of any level of success of the site. You agree that we have no liability to you regarding the viability or profitability of the Approved Location. You should not enter into a lease for the Approved Location until you have signed the Franchise Agreement. You may not use or permit the use of the Approved Location for any other purpose or activity other than the operation of a Kumon Math and Reading Center at any time without first obtaining our written consent. All in-Center instruction must be conducted within the physical Center at the Approved Location.

3.2. Commencement of Center Operations. You must commence Center operations within six (6) months after signing this Agreement or within six (6) months of our issuance of a certificate of completion of the Kumon Instructor Development Program (see Section 4 of this Agreement), whichever

is the first to occur. You will be deemed to commence Center operations when you hold your first Kumon Center session.

3.3. No Exclusive Territory. You do not have a protected territory or any other form of exclusivity under this Agreement. Kumon and its affiliates have the right to establish or license Kumon Centers and to engage in any other business activities including, for example, distribution of workbooks, the Internet, and licensing the Kumon Method to public and private schools at any location and to promote the Kumon Method through other channels of distribution. Kumon reserves to itself all rights to use and license the Kumon Method and the Proprietary Marks other than those expressly granted under this Agreement.

3.4. Relocation of Center. You may not relocate your Center without our prior written consent. If you relocate your Center without our prior written consent, we have the right to terminate this Agreement (Section 14.1(b)). If we approve your request to relocate your Center, we have the right to charge you an additional franchise fee in an amount to be determined by us. We will provide you a relocation guidebook (“Guidebook”) that contains detailed procedures regarding Kumon’s relocation process.

3.5. Renewal of Lease. Should the lease for your Center expire during the term of this Franchise Agreement, you shall sign a renewal only after our prior written approval, and for a term of at least 5 years unless a shorter term is approved by us.

4. Training

4.1. Ongoing Training Requirements; Classroom Training. After you successfully complete the TLP Requirements for each Subject-Franchise, you must timely comply with our Ongoing Training Requirements. If you do not meet the minimum Ongoing Training Requirements you will revert to the higher royalty, for a period of at least one calendar year (see Section 2.3).

You will be responsible for implementing all policies and instructional techniques covered during training sessions we sponsor or conduct, even if you do not attend.

You acknowledge having attended our Instructor Development Program before signing this Agreement. After signing this Agreement, you must complete the required additional training set forth in our Operations Manual. If you do not complete this training upon the expiration of this Agreement, the franchise rights granted under Section 1 of this Agreement will not be renewed.

4.2. Supplemental and Repeat Training; Modifications. We have the right to require you to repeat any training period. We also have the right to add training sessions to our standard training programs and to require your attendance. Furthermore, we have the right to modify existing training sessions in our reasonable business judgment. We also can require you to attend specific Kumon training sessions that we feel are necessary to upgrade your instructional, business, or Center management skills. We alone will make these determinations concerning training matters based on our reasonable business judgment.

4.3. Consultation. In addition to the formal training described above, we may (but are not obligated to) provide consultations through more informal methods, such as meetings with you at the Kumon branch office that services your Center (“Branch Office”), phone calls, video conferences, or visits to your Center.

4.4. Transportation, Lodging, Meals and Other Expenses. You must pay all expenses for your transportation, lodging, meals, and other expenses incurred in connection with attending any of our training programs.

5. Franchise Fee and Royalties

5.1. Franchise Fee. When you sign this Agreement, you must pay Kumon a non-refundable fee of \$2,000 (“Franchise Fee”). We will apply the deposit of \$1,000 that you paid under Kumon’s Training Agreement towards the Franchise Fee. Both the \$1,000 deposit and the balance of the Franchise Fee must be paid via Electronic Fund Transfer (“EFT”). You will not be required to pay a Franchise Fee upon any renewal of this Agreement.

5.2. Materials Fee. When you sign this Agreement, you must pay Kumon a non-refundable fee of \$2,000, which must be paid via EFT, for the instructional and promotional materials you shall require when you open your Center. You will pay this fee whether you open a new center or takeover an existing center. Thereafter, we shall supply you with certain materials for the operation and promotion of your Center as specified in our Operations Manual at no additional cost to you other than shipping (see Section 7.1). You will not be required to pay a materials fee upon any renewal of this Agreement.

5.3. Royalty Payments. You must remit to Kumon a monthly royalty fee for each Subject-Franchise, and an Initial Enrollment royalty in the amounts and in accordance with the procedures specified in the Operations Manual. We have the right to change the royalty fee, payment due date, or the payment method, so long as we provide you with at least sixty (60) days advance notice of such changes. If you are unwilling to pay any increase in royalty, you may terminate this Agreement by giving us at least sixty (60) days advance written notice. See Section 14.5 of the Franchise Agreement for liquidated damages associated with failure to provide us timely notice.

5.4. Tuition Exemptions. You must pay an enrollment fee for your children, or children for whom you are guardian, enrolled at your Center. However you do not need to pay monthly royalties for them. In addition, you may request of Kumon that other students be classified as “partially exempt” in accordance with the procedures specified in the Operations Manual. Kumon alone makes the decision to grant partially exempt status; however, we will not grant such status for the student’s first month of enrollment. You must pay one-half of the standard monthly royalty for each student that is classified as “partially exempt” on your monthly reports.

5.5. Temporary Absences. We will not charge you a registration royalty for a student who temporarily drops out of your Center but returns within the time set forth in our Operations Manual. Students who return after specified consecutive reporting periods will be charged to you as a new registration royalty on your monthly statement.

5.6. Electronic Debit Payment. You must allow us to make monthly electronic debits to your bank account equal to the amounts you owe us. Debits to your account will be made on the day set forth in our Operations Manual or the first business day of each month. We will provide a form that you must sign authorizing us to make electronic debits to your account. You agree to retain sufficient funds in the account to cover the amounts owed to us each month. If for any reason we are not able to obtain payment in full by debiting your account, you are responsible for paying us the deficiency on time and reimbursing us for any bank penalties charged to Kumon by reason of our attempt to debit your account. Additionally, should you fail to have sufficient funds in your account, we may charge you an administration fee, as set forth in our Operations Manual.

5.7. Late Payments and Late Submission of Reports. If the bank account you have authorized us to make electronic debits from contains insufficient funds to cover your royalties or any other amounts owed to us by the time we electronically debit your account, we will charge you a late fee in an amount set forth in our Operations Manual. In addition to monthly royalties, your statement may indicate additional charges, such as chargeable items, insurance premiums, shipping charges, and insufficient funds charges. In addition to late fees, we may assess an administration fee for each month that you do not fully pay your previous month's royalties and other fees on time.

If you fail to submit a complete and accurate report of any of your required reports within the time set forth in our Operations Manual, we will charge you a fee for each report in an amount set forth in the Operations Manual ("Late Report Fee"). The monthly reports that we require as of the date of this Agreement are Instructor B Reports, Student Application Forms, and scores for Placement Tests and Student Achievement Tests, but we have the right to change or add to this list.

6. Operation of Center

6.1. Compliance with Kumon Method. You agree that strict compliance with the Kumon Method is essential to this Agreement. Compliance with the Kumon Method means compliance with the standards, procedures and policies contained in this Agreement, the Kumon Worksheet Instruction Guide, the Kumon Center Operations Manual, the Kumon Instruction Principles Series, the Digital Kumon Instruction Handbook, the Hybrid Guidebook, which is linked to the Operations Manual, and Understanding the Principles of Kumon Instruction, as though all were specifically set forth in this Agreement.

6.2. Center Name. You must operate the Center under the name we assign to you. You may use the Kumon logo (KUMON and "thinking face" design) only for activities associated with the operation of your Center. Any other use of the logo requires our prior written approval. We also have the right to change your Center name if the geographic reference is misleading or otherwise undesirable, in our business judgment. If we require you to change your Center name, we will give you a reasonable time to change advertising and promotional material associated with your Center.

6.3. Kumon Center. During the term of this Agreement, your Center must be open for business and instruction for the applicable minimum number of days and hours set forth in the Operations Manual (subject to the requirements of local laws). You must be physically present in your Center on the days and time when it is open for in-Center instruction as set forth in the Operations Manual, and it must be adequately staffed with qualified, trained personnel in accordance with the Operations Manual. When instruction is permitted to be conducted online in connection with hybrid learning and online learning, you (or your properly-trained assistant at your delegation) shall conduct such instruction. If you delegate such instruction to your properly-trained assistant, you must supervise the instruction, or you must be able to observe and participate with such assistant's instruction in a timely manner. We have the right to observe your in-Center and online instruction (including any instruction by your assistants) to ensure you are operating your Center in compliance with the Kumon Method. If you schedule both online learning sessions and in-Center learning sessions at the same time, we may, in our discretion, amend the requirement for your simultaneous supervision of each type of instruction on a case-by-case basis.

6.4. Improvements; Services to Students. You must exert every reasonable effort to improve your knowledge of and ability to apply the Kumon Method. You must render prompt, professional, courteous, and willing service to your students and parents of your students enrolled at your Center.

6.5. Promotion of the Center.

(a) During the term of this Agreement, you have an obligation to vigorously promote the enrollment and retention of students at your Center, and you must devote your best efforts to the development, management and operation of your Center. You should not rely solely on Kumon's advertising, public relations, promotions and goodwill in promoting your Center.

(b) Our Customer Service Center receives inquiries from prospective parents. Should our Customer Service Center receive an inquiry regarding Kumon instruction in your geographic area, we may schedule an appointment for you. If we refer an inquiry to your assigned Kumon email account or Internet calendar, you must respond to the inquiry within 24 hours.

(c) You may not combine advertising for your Center with advertising for any other program or business entity. We assume no responsibility for any claims or damages that may occur as a result of your advertising or promotional activities.

If you offer online instruction, you will advertise and promote, through the internet, social media or any others means of advertising, that Kumon instruction is available online in your Center.

6.6. Advertising, Promotion and Marketing.

(a) Required Advertising, Promotion and Marketing. You are required to spend the minimum amount set forth in our Operations Manual for authorized New Center Marketing within the first eighteen (18) months of the opening of the Center. If you take over an existing Center, the amount for authorized New Center Marketing must be spent within the first eighteen (18) months of your operation of the Center. The amount of New Center Marketing is set forth in our Operations Manual and may be changed by us from time to time based upon our reasonable business judgment. We may, in our sole discretion, reimburse a portion of the funds you are required to spend for authorized New Center Marketing of your Center, in an amount set forth in our Operations Manual.

After the first eighteen (18) months after you open your Center, on a monthly basis, you are required to spend at least the minimum amount for the Authorized Promotion and Marketing of your Center. The activities that constitute Authorized Promotion and Marketing for your Center and the amount you are required to spend for these activities are set forth in our Operations Manual and may be changed by us from time to time based upon our reasonable business judgment. If we so request, within 30 days after the end of each applicable period, you must provide us with copies of all documentation demonstrating the amount and types of authorized promotion and marketing expenditures made by you in the prior applicable period.

(b) Advertising and Promotion Materials. Kumon will supply you with local advertising and promotion materials. You may only use the advertising and promotional materials we have created.

(c) Advertising Funds. We have the right, in our sole discretion, to establish a national advertising fund for Kumon Centers ("National Fund") and/or a regional advertising fund for Kumon Centers in the geographic area in which your Center is located ("Regional Fund"). If we establish a National Fund and/or a Regional Fund, we will reallocate all or a portion of the monies that you are required to spend on Authorized Promotion and Marketing of your Center pursuant to Section 6.6(a) (as specified by us in our sole discretion) to the applicable Fund(s), and you will be required to contribute

that amount to the applicable Fund(s). Kumon Centers operated by us will contribute to the applicable Fund(s) on the same basis as comparable franchisees.

We will direct all advertising, marketing and public relations programs and activities financed by any Fund, with sole discretion over the creative concepts, materials and endorsement used in those programs and activities and the geographic, market and media placement and allocation of advertising and marketing materials. You agree that the Funds may be used among other things to pay the costs of preparing and producing such associated materials and programs as we may determine, including video, audio and written advertising materials; employing advertising agencies; sponsorship of sporting, charitable or similar events; administering regional and multi-regional advertising programs including without limitation purchasing direct mail and other media and Internet advertising and employing advertising agencies to assist with these efforts; and supporting public relations, market research and other advertising, promotional and marketing activities. You agree to participate in all advertising, marketing, promotions, research and public relations programs instituted by the Fund(s). From time to time, we may furnish you with marketing, advertising and promotional materials at the cost of producing them, plus any related shipping, handling and storage charges. You may not modify any of these materials without our prior written consent.

We will separately account for any Fund established, but we will not be required to segregate any of the Fund monies from our other monies. None of the Fund monies will be used to defray any of our general operating expenses. The Fund may hire employees for administration. We may be reimbursed by the Fund for expenses directly related to the Fund's marketing programs, including without limitation, conducting market research, preparing advertising and marketing materials and collecting and accounting for contributions to each Fund. We may spend in any fiscal year an amount greater or less than the aggregate contribution of all applicable Kumon Center to the Fund(s) during that year or cause each fund to invest any surplus for future use by the Fund(s). A statement of monies collected and costs incurred by the Fund(s) will be prepared annually and will be furnished to you within a reasonable period of time following a written request. We will have the right to cause a Fund to be operated through an entity separate from Kumon, at such time as we deem appropriate and such successor entity will have all of our rights and duties pursuant to this Section.

We have no obligation to ensure that expenditures by any Fund in or affecting any geographic area is proportionate or equivalent to the contributions to that Fund by Kumon Centers operating in that geographic area, or that any Kumon center will benefit directly or in proportion to its contribution to the Fund from the development of advertising and marketing materials or the placement of advertising. Except as expressly provided in this section 6.6(c), we assume no direct or indirect liability to you with respect to the maintenance, direction or administration of any Fund.

We reserve the right, in our sole discretion, to: (1) suspend contributions to and operations of any Fund for one or more periods that we determine to be appropriate; (2) terminate any Fund upon 30 days' written notice to you and establish, if we so elect, one or more new advertising funds; and (3) upon the written request of any Kumon center, defer or to waive, in whole or in part, any advertising fees required by this Section 6.6(c) if, in our sole judgment, there has been demonstrated unique, objective circumstances justifying any such waiver or deferral. On termination of any Fund, all monies in the Fund will be spent for advertising and/or promotional purposes. We have the right to reinstate any Fund upon the same terms and conditions set forth in this Agreement upon 30 days' prior written notice to you. We, in our sole discretion as we deem appropriate in order to maximize media effectiveness, may transfer monies from a National Fund to any Regional Fund or from all Regional Funds to the National Fund.

(d) Internet, Websites, Social Media and Email Addresses. We will assign you a Kumon Center domain name for the limited purpose of having a link to your basic Center information from our kumon.com website. This information will be displayed when potential customers try to find Kumon Center locations closest to them. We will own the rights to this domain name. You may not establish or maintain any domain or Internet site for your Center other than the one we have assigned to you.

We currently maintain a listing on the Internet for social media use and will create and manage a page linked to our site for your Center displaying your Center's name, business hours, phone number, address, map and such other information as we deem relevant. We reserve the right in our discretion to change the location on the Internet of our site and your page or to discontinue our use of the Internet to display information about your Center. You must comply with our policies concerning the use of the Internet. These policies are contained in our Social Media Policies Manual and may be changed by us in our discretion.

We will assign you an email address that you must use for your Kumon business. You are required to register for this email address on ikumon.com immediately after you sign the Franchise Agreement. Kumon will send customer interest leads only to this email address. We will own the rights to this email address. You must use this email address in accordance with the Kumon Method. You acknowledge and agree that we will have unrestricted access to and sole ownership of all such email accounts, and all documents, data, materials, and messages shared from or by such accounts. We may deactivate any such email account or limit your or your users' access to such email account at any time.

Unless approved by us in writing, you may not establish, develop, maintain or authorize any domain name, website, email address, social media account, username, other online presence or presence on any electronic, virtual, or digital medium of any kind ("Online Presence"), except in accordance with our guidelines set forth in writing. You may also not engage in any promotional or similar activities, or sell any products or services, whether directly or indirectly, through any Online Presence, without our prior written approval. If we approve the use of any such Online Presence in the operation of your Center, you will develop and maintain such Online Presence only in accordance with our guidelines, including our guidelines for posting any messages or commentary on other third-party websites. We will own the rights to each such Online Presence. At our request, you agree to grant us access to each such Online Presence, and to take whatever action (including signing assignment or other documents) we request to evidence our ownership of such Online Presence, or to help us obtain exclusive rights in such Online Presence.

(e) Furniture. If you are opening a new Center, Kumon shall select and have delivered to your Center the furniture and fixtures needed to open and initially operate your Center as determined by Kumon in its sole discretion. Kumon will reimburse you for the cost of initial carpet, window blinds and shades and paint for your Center up to a limit established by Kumon in its sole discretion. Kumon will not deliver furniture to you, nor will Kumon reimburse you for carpet, window blinds, shades and paint if you are taking over an existing Kumon Center.

(f) Signs. If you are opening a new Center, we shall reimburse you for the fabrication, delivery and installation of one exterior sign for the facade of your commercial space. We will own the sign. We will not supply your Center with any signage if you are taking over an existing Kumon Center. Prior to signing a lease with your Landlord, you must submit your entire lease to Kumon for the purpose of reviewing the signage language. Kumon may request that certain language be inserted into the lease so that the sign will be displayed to Kumon's approval. If a Kumon-approved sign is not permitted either by the landlord or the local zoning officials, then Kumon, in its sole discretion, may deny approval of the site. When affixing signage, the Kumon Logo (KUMON and "thinking face" design) must be

separated from all local Center information. When our relationship ends, Kumon will remove the primary exterior sign at your expense. During the term of this Agreement, you are required to maintain the exterior sign in good condition. You must pay for the cost of any repairs to the exterior sign we require.

(g) Notebook Computer and Telephone. Your Center must have installed Internet connectivity. You must obtain a notebook computer for use at your Kumon Center. This notebook computer must be located at your Center whenever your Center is open for instruction. Your computer must meet or exceed the minimum specifications set out in our Operations Manual. In addition, you must install at your Center Kumon Lead Management System Suite (“KLMSS”) (Kumon’s sponsored Customer Relationship Management software and telephone system and services), as specified in our Operations Manual. Our Operations Manual provides that certain Instructors may opt out of using KLMSS. If you have this right and do opt out of utilizing KLMSS, the telephone system at your center must still meet the requirements contained in our Operations Manual. Upon the expiration or termination of this Agreement, you must cease using the telephone number for this dedicated telephone and assign the number to Kumon.

6.7. Enrollment of Students.

(a) Enrollment of Students for In-Center or Online Learning. We do not impose any limitation on the geographic area in which you may solicit prospective students. However, you understand and acknowledge that offering instruction in the Kumon Method is necessary to achieve the purpose of the learning services provided to students; and therefore, subject to the provisions of this section of the Agreement, you shall not accept for enrollment or offer to provide the Kumon Method learning services to anyone residing beyond a reasonable commutable distance from your Center. Our determination of what constitutes a “reasonable commutable distance from your Center” shall be binding upon you and not subject to challenge. Additionally, you may not target advertising to prospective students in the close vicinity of another Kumon Center, as determined by us in our sole discretion; (ii) nor may you advertise for students at any other Kumon Center to transfer to your Center; (iii) nor may you accept for enrollment anyone who resides outside the United States. If we, in our sole discretion, determine that you have violated these prohibitions, we will advise you, and you must cease the specified activity. You may not provide service to correspondence students.

(b) Enrollment of Students for Hybrid Learning. If you wish to enroll a student for learning sessions conducted both in your Center and online (“hybrid learning”), the student must, without inconvenience, be able to physically attend in-Center learning sessions at your Center when required; and therefore must not reside beyond a reasonable commutable distance from your Center. Our determination of what constitutes a “reasonable commutable distance from your Center” shall be binding upon you and not subject to challenge.

(c) Transfer of Students for Online Learning. If the family of a student enrolled in online learning at one Center relocates within the United States, the student may continue online learning at the originating Center regardless of the physical location of the Center. Conversely, in the event of a physical relocation, students enrolled for in-Center or hybrid learning must transfer to a new Center located within a reasonable commutable distance from the student.

(d) Enrollment of Students for Kumon Connect. The enrollment of students for our digital instructional program, Kumon Connect, is governed by the rules set forth in our Operations Manual. These rules are integral parts of instruction in the Kumon Method, as outlined in Section 6.1 of this Agreement.

(e) Digital Enrollment of Students. Each student, regardless of the format of study

(in-person, online, or hybrid) must be enrolled through our digital enrollment process. The procedure for this mandatory digital enrollment is set forth in our Operations Manual.

6.8. Reports. Our Operations Manual specifies the reports that you must submit to us and their due dates. The reports submitted by you to us must be complete and accurate and must separately detail students that enroll in in-Center learning, hybrid learning or online learning. You shall be assessed a fee for the submission of a late or inaccurate report. The time for submission of reports and the amount of fees that shall be assessed for submission of a late or inaccurate report are set forth in our Operations Manual. You must also submit electronically to us in a form we shall provide to you Worksheet Inventory and Non-Chargeable Items Inventory, all as described in our Operations Manual. We have the right to withhold Worksheet, chargeable, and non-chargeable orders if we do not receive the additional reports by their respective due dates.

6.9. Inventory. You must maintain at all times an adequate supply of Kumon Materials to operate the Center without interruption. However, you must not maintain inventory in excess of the maximum amount specified in the Operations Manual.

6.10. Maintenance of Center. You must always maintain a clean, sanitary, safe, and orderly Center. You must immediately repair any broken fixtures and immediately eliminate all safety hazards. You may not have animals at your Center which, in our opinion, could pose a threat to health or safety.

6.11. Professionalism. You must operate your Center at all times in a professional manner. You must not engage in deceptive, misleading, unethical, immoral or illegal conduct. You agree to refrain from and use your best efforts to cause your current and former employees, representatives, and successors and assigns to refrain from: (a) disparaging or otherwise speaking or writing negatively, directly or indirectly, of Kumon or its employees, prospective and existing franchisees, representatives, parent, affiliates and/or successors and assigns (“Kumon Affiliates”), the Kumon Method and/or Kumon Centers; and (b) engaging in any other conduct that would subject Kumon Affiliates and/or the Kumon Method to ridicule, scandal, reproach, scorn or indignity or adversely impact the goodwill of Kumon, Kumon Affiliates and/or the Kumon Method.

6.12. Response to Complaints. You must respond to any individual or entity that has made any comments or criticisms about you, your Center, Kumon, or any other Kumon franchisee within two (2) days after you receive such comments or criticism. Given the potential harm and injury to Kumon’s goodwill and to each Kumon franchisee, if you do not promptly respond, we may, on your behalf, respond to any criticism made against your Center which is posted online or through social media or by any other form of Online Presence. You must also send us a written account of any such comments or criticisms within two (2) days, including a statement of whether or not you can remedy the situation.

6.13. Compliance with Laws. You must operate your Center in compliance with all applicable laws, regulations, codes, government orders, and ordinances, including, if applicable, requirements to hold or obtain a teacher’s certificate and/or to complete course work in education and to obtain and keep in good standing all necessary certifications, occupancy or zoning certificates, permits or licenses. (See Section 11.1 of the Franchise Agreement for additional obligations regarding compliance with laws.)

6.14. Consultation, Inspection and Communication. We have the right: (a) to visit your Center at reasonable times, with or without advance notice; (b) to inspect and/or to remove from your Center for a reasonable period of time for the purpose of inspection and duplication any materials, products or documents relating to the operation of your Center; (c) to interview parents, children, and your Center employees; (d) to contact any parents or students currently or previously enrolled at your Center at any

time without advance notice to you; (e) to observe your instructional skill, center management skill, and Kumon Method knowledge skill; (f) to inspect your computer system including hardware, software, security, configurations, connectivity, and data access; (g) to determine if you properly conduct instruction in the Kumon Method, to enter into the premises of your Center to inspect and/or copy the devices, data and other materials which you use for instruction (including any such devices, data and other materials that you use in connection with hybrid learning or online learning); and (h) to observe and evaluate your virtual instruction when you conduct hybrid learning or online learning using video communication applications chosen by Kumon by such means as participating in any online session we choose. You must keep at your Center all records relating to each student currently enrolled at your Center and shall maintain such records at an accessible location for a period of 2 years from the student's last day of attending the Center. These records include but are not limited to student enrollment forms, record books, lesson plans, placement tests and achievement tests. If we consult with you following a Center visit, you shall incorporate any changes we recommend to you within a reasonable time period. You must promptly reply to all phone messages, emails, or correspondence that we direct to you.

6.15. Variation of Standards. We have the right to waive or modify our standards for any franchisee based on circumstances that we deem important to the successful operation of the franchisee's business.

6.16. Tuition, Registration Fees, Placement Test Fees and Other Fees. Kumon has the right, upon 60 days' notice, to institute local, regional, or national limits on the tuition and registration fees that Kumon Centers charge. As of the date of this Agreement, Kumon imposes a \$80.00 limit for the registration fee that you may charge; we do not have a limit for tuition. You may only charge one (1) registration fee per student, regardless of the number of subjects in which such student may become enrolled. If we decide to implement a tuition policy, you will have the opportunity to request a waiver from it by presenting market, demographic, and any other data that supports your reasoning. We may grant or refuse a waiver at our discretion. We will have no obligation to consider more than one waiver request per year for any Center. You may not impose a fee for our Placement Test. This prohibition also includes imposing fees for orientation to the Kumon program. In general, you may not charge fees until the student is officially enrolled. If you maintain a written policy at your Center regarding the imposition of fees, you may charge parents of students enrolled at your Center only those additional fees identified in the Operations Manual and only in the amounts set forth in the Operations Manual. Kumon may change or eliminate those fees at any time.

6.17. Center Use. You may not permit activities at your Center other than those activities that we, in our discretion, deem related to the operation of a Kumon Math and Reading Center.

6.18. Tuition Contracts. We will not supply you with forms of contracts for use at your Center. Should you in your discretion elect to use contracts for the payment of tuition at your Center, your contract must comply with the requirements for tuition contracts set forth in our Operations Manual.

6.19. Information Security. You must implement all administrative, physical and technical safeguards necessary to protect any information that can be used to identify an individual, including names, addresses, telephone numbers, e-mail addresses, employee identification numbers, signatures, passwords, financial information, credit card information, biometric or health data, government-issued identification numbers and credit-report information ("Personal Information") in accordance with applicable law and industry best practices. It is entirely your responsibility (even if we provide you any assistance or guidance in that regard) to confirm that the safeguards you use to protect Personal Information comply with all applicable laws and industry best practices related to the collection, access, use, storage, disposal and disclosure of Personal Information. If you become aware of a suspected or actual

breach of security or unauthorized access involving Personal Information, you will notify us immediately and specify the extent to which Personal Information was compromised or disclosed.

6.20. Employees, Agents & Independent Contractors. You acknowledge and agree that you are solely responsible for all decisions relating to employees, agents, and independent contractors that you may hire or engage to assist in the operation of your Center. You agree that any employee, agent or independent contractor that you hire or engage will be your employee, agent or independent contractor, and not our employee, agent or independent contractor. You also agree that you are exclusively responsible for the terms and conditions of employment of your employees, including recruiting, hiring, firing, training, compensation, work hours and schedules, work assignments, safety and security, discipline, and supervision. You agree to take responsibility as employer to comply with federal, state, and local employment laws.

7. Proprietary Marks, Kumon Materials, Kumon Method, Kumon Students

7.1. Materials. We will provide you with quantities of Kumon Materials reasonably necessary to operate your Center, within the limits set forth in the Operations Manual. Other than your initial purchase of materials (see Section 5.2), we do not charge a separate fee for use of the Kumon Materials, but you must pay for shipping from Kumon's distribution warehouse center. Our shipping policies are explained in further detail in our Operations Manual.

7.2. No Unauthorized Sale, Use or Copying. You may not duplicate or reproduce any of the Kumon Materials or allow anyone other than an enrolled student in your Center to use any Kumon Materials without our prior written consent. You may not sell any of the Kumon Materials or present any Kumon Materials to any third party for the purpose of sale. You may not place any Kumon Materials on any Online Presence for any purpose without our prior written permission.

7.3. Acknowledgment of Status and Ownership. You acknowledge that you do not own any rights to the Proprietary Marks, the Kumon Materials, or the Kumon Method. You agree that you will not hold yourself out to the public as owning any such rights, and that you will not contest the validity of, or our rights to, any Proprietary Marks, any Kumon Materials, Kumon Know-How, or the Kumon Method.

7.4. Limitations. Your right to use the Proprietary Marks, the Kumon Materials, Kumon Know-How, and the Kumon Method is nonexclusive and continues only as long as you are an authorized Kumon franchisee. You may use the Proprietary Marks, the Kumon Materials, Kumon Know-How and the Kumon Method only as specified in this Agreement, Attachments 2-D (A)-(B) to this Agreement (Confidentiality and Non- Competition Agreements), the Operations Manual, and any other written policy that we may adopt. You acknowledge that any use of the Proprietary Marks, the Kumon Materials, Kumon Know-How or the Kumon Method other than in the manner we have authorized will be a violation of our rights. You may not use our Proprietary Marks with any other marks or logos.

7.5. Students. You acknowledge that all information regarding students enrolled at your Center, such as names, addresses, email addresses and contact information for both students and their parents or guardians ("Student Information") belongs to Kumon. You are responsible for the accuracy of Student Information. On an annual basis, you shall update all Student Information and will provide us with a copy of such update.

7.6. Notice of Unauthorized Use. For the benefit of all franchisees in our franchise system, we require you to report any suspected unauthorized use of the Proprietary Marks, the Kumon Materials, Kumon Know-How, or the Kumon Method within 24 hours after you become aware of it. We will

investigate and have the right to determine what, if any, action to take regarding the suspected unauthorized use.

8. Changes in the Proprietary Marks, Kumon Materials, and Kumon Method

8.1. Modification of the Proprietary Marks. We have the right to change the Proprietary Marks at our discretion. You agree immediately to discontinue using, to modify, or to adopt substituted Proprietary Marks, if we direct you to take such action. We will reimburse you for expenses you incur associated with changes in the Proprietary Marks, up to a limit of \$50.00.

8.2. Modification of the Kumon Method. We have the right to change the content of the Kumon Method and the Kumon Materials at our discretion. If we change the Kumon Method or our products, we will notify you and you must implement the changes within a reasonable time that we specify.

8.3. Services, Programs and Products Developed by Franchisee. We must pre-approve the development and/or use of any additional services, programs and/or products (“Additional Materials”) that you propose to use at your Center. If we approve such Additional Materials, you may use them only in your Center. You may not sell or otherwise distribute the Additional Materials to other Kumon franchisees or to any other person or entity. We will have the right, but not the obligation, to make the Additional Materials part of the Kumon Method. If we do so, we will compensate you for your development of the Additional Materials and, if we deem it desirable, you will sign documents to confirm our ownership of the Additional Materials. Whether or not we approve the Additional Materials and/or make them part of the Kumon Method, you may not copyright or trademark Additional Materials arising from the operation of your Center or from the use of our confidential information. If we make the Additional Materials part of the Kumon Method, we will have the right to copyright or trademark the Additional Materials in our name.

9. Operations Manual, Worksheet Instruction Guide, Hybrid Guidebook and Instruction Principles Series

During the term of this Agreement, we will loan you one copy of, or provide electronic access to our Worksheet Instruction Guide, our Operations Manual, our Digital Kumon Instruction Handbook, our Hybrid Guidebook, our Instruction Principles Series and Understanding the Principles of Kumon Instruction. The term “Operations Manual” includes all written correspondence from us regarding the Kumon Method (including, Kumon Connect), other publications, materials, drawings, memoranda, videotapes, audio tapes, CDs, DVDs and electronic media that we may provide to you periodically. The Operations Manual may be supplemented or amended from time to time by letter, electronic mail, bulletin, videotapes, CDs, DVDs, audio tapes, software or other communications concerning the Kumon Method to reflect changes in the image, specifications and standards relating to developing, equipping and operating a Kumon Center. We reserve the right to furnish all or part of the Operations Manual to you in electronic form or online (including by Intranet) and establish terms of use for access to any restricted portion of our web site. As a signatory to the Franchise Agreement, you are required to adhere to the standards, rules, regulations and policies contained in our Operations Manual. Accordingly, the contents of the Operations Manual are incorporated by reference through this Agreement. We have the right to modify the Operations Manual from time to time. We will provide you with notice of any such modifications. The information contained in the Operations Manual, the Worksheet Instruction Guide, the Hybrid Guidebook, the Instruction Principles Series, Understanding the Principles of Kumon Instruction, and Kumon Connect is secret and confidential. You and your employees must treat these documents as secret and confidential, and you must keep these documents in a secure place at all times. You must return, and/or delete from your computer’s hard drive, Worksheet Instruction Guide, the Hybrid Guidebook,

Instruction Principles Series, Understanding the Principles of Kumon Instruction, Kumon Connect, and any copies of the Operations Manual you may have downloaded to us if our relationship ends. With reference to the requirement that we provide you with notice of any modifications to the Operations Manual, any modification shall appear on our internet website and shall be effective without the requirement of providing you with an amended paper copy of the Operations Manual. It shall be your responsibility to update any paper copy of the Operations Manual that you maintain.

10. Personal Performance; Corporations and LLCs; Assistants

10.1. Personal Obligation; Full-Time Devotion. You must personally perform or personally supervise the performance of the obligations and requirements specified in this Agreement. Proper personal performance of your duties as a Kumon Instructor and proper personal supervision of assistants at your Kumon Center are essential aspects of your compliance with this Agreement. You must decide the lesson plans for each student enrolled at your Center. You shall conduct instruction by yourself, whether conducting in-Center learning, hybrid learning or online learning. You may have assistants, chosen and trained by you, instruct students-- but only under your supervision. You may not let assistants conduct instructions (regardless of whether it is in-Center learning, hybrid learning or online learning) without your supervision unless we grant you an exception to this requirement which we, in our discretion, may grant. You must devote full-time to the operation of your Kumon Center throughout our franchise relationship and must adhere to the Center hours of operation set forth in our Operations Manual. Accordingly, you must obtain our prior written approval to be employed in any other job or have any other business interest that might prevent you from devoting full-time to your Kumon franchise and the operation of your Kumon Center. If you are a corporation or a limited liability company, the personal obligation and full-time devotion requirements include only the Corporation Instructor(s). It does not necessarily include all the owners of the corporation or the limited liability company.

10.2. Assistants. You will determine who to hire as assistants at your Center and will be responsible for their training and work assignments. You must ensure that your assistants are competent to perform the tasks assigned to them, are of good character and are otherwise qualified to work with children. Your assistants may compile Worksheet assignments at your Center only after you have approved a lesson plan for each student.

10.3. Confidentiality, Non-Competition Agreement for Assistants. You must have all assistants over the age of 18 sign Attachment 2-D (B) to this Agreement and have each attachment on file and available for inspection by Kumon.

10.4. Background Checks. You are required to perform a criminal background check prior to employing all assistants 18 years or older so you can determine the suitability of that individual to work in close proximity to children.

10.5. Absences. You must give us reasonable written advance notice if you plan to be absent from your Center. You must make arrangements to ensure that operation of the Center is in full compliance with our standards during your absence, and your notice to us must describe those arrangements. We have the right to terminate this Agreement if you are absent from the Center without prior written notice and/or without adequate arrangements for operation of the Center, as determined by us in our sole and absolute discretion, or if you have excessive, as determined by us in our sole and absolute discretion, absences (with or without notice) that effectively constitute a violation of Section 10.1.

If your absence from your Center is due to unexpected illness or incapacity, you must comply with our policy regarding unexpected illness or incapacity in our Operations Manual.

During any period of time you are absent from your Center without having made adequate arrangements in advance for the operation of your Center, Kumon has the right, but not the obligation, to operate your Center on an interim basis during the period of your absence. In the event Kumon does operate your Center on an interim basis during your absence, you shall pay to Kumon, as a management fee, an amount equal to 10% of the average tuition charged by the five Kumon Centers closest to your Center multiplied by the number of students enrolled at your Center for the period of your absence. However, if Kumon assumes operation of your Center, you and Kumon shall not have created a partnership or joint venture. If we elect to operate your Center on any interim basis, you must cooperate with us and our designees, continue to support the operations of the Center, and comply with all of our instructions and standards, including making available any and all books, records, and accounts. You understand and acknowledge that during any such interim period, you are still the owner of the Center, and you continue to bear sole liability for any and all accounts payable, obligations, and/or contracts, including all obligations under any lease (as applicable) and all obligations to your vendors, employees, and contractors. You understand that we are not required to use your employees, vendors, or accounts to operate your Center. You also agree that we may elect to cease such interim operations of your Center at any time with notice to you.

10.6. Corporation or LLC. If you are a corporation or limited liability company (or if you wish to assign this Agreement to a corporation or limited liability company under Section 17.8), you must satisfy the following requirements at the time you organize the company and throughout the remaining term of this Agreement:

(a) We must approve all governing documents of the corporation or limited liability company (“Company”) before you file organizational documents with the state. Among other things, we may require that the governing documents state that the Company’s activities are limited to operating your Kumon Center.

(b) Upon our request, you must provide us with proof from the state that the Company is in existence and in good standing.

(c) The Corporation/LLC must designate an individual as a “Corporation Instructor.” We must approve the Corporation Instructor and the Corporation Instructor must agree to be personally responsible for operation of the Center. The Corporation Instructor must own at least 51% of the Corporation/LLC and must have the power, by himself or herself, to direct and control its affairs.

(d) The Corporation Instructor and all other owners of the franchisee entity must sign a Guarantee of the obligations of the Company and a Confidentiality and Non-Competition Agreement (see Attachments 2-B and 2-D (A) to this Agreement).

(e) The formation papers of your Corporation/LLC must include the following language in the purpose section: “The purpose of the Corporation/LLC shall be to own and operate a Kumon Math and Reading Center franchise and for all other uses incidental thereto.”

10.7. Entity Name. The legal name of your LLC or Corporation must not contain the word “Kumon” or any similar words that may be confusing. However, your “doing business as” name must be the same name as your officially designated Kumon Center name, which must contain the word “Kumon.”

11. Independent Business; Taxes

11.1. Independent Business. You acknowledge that, as a franchisee of Kumon, you are the owner and operator of an independent business and not an employee, co-employer or agent of Kumon. You alone have the power to hire and fire your employees and you alone are responsible for complying with any and all applicable local, state, and federal laws, including those pertaining to the employment of your employees (such as minimum wage, working conditions, federal and state withholding taxes, overtime compensation, child labor, and workers' compensation insurance laws).

11.2. Taxes. You agree to pay all applicable taxes and other fees due to any local, state, or federal government arising from the operation of your Center. You agree to hold us harmless from all claims and demands with respect to taxes that you owe arising from the operation of your Center.

11.3. Reimbursement of Payments by Kumon. You must pay or reimburse us on demand for any taxes assessed against Kumon based on the operation of your Center, other than Kumon's corporate income taxes. You must also pay or reimburse us on demand for all amounts advanced by us, or which we have paid, or which we have become obligated to pay on your behalf. You must also pay us on time for products and services you purchase from us.

12. Indemnification and Insurance

12.1. Indemnification. You agree to hold harmless and indemnify Kumon, its affiliates, and their respective past, present, and future officers, directors, shareholders, agents and employees for any loss, liability, damages, cost, or expense (including attorneys' fees) that we or they may incur arising out of the operation of your Center, including any act or omission of your employees, contractors and agents that causes injury to any person or property. This indemnity is not limited by the amount of any insurance that you or we carry, and it applies even if the alleged injury resulted partly from our negligence. Your obligation to indemnify us survives the expiration or termination of this Agreement.

12.2. Insurance. You must obtain and keep in force at all times the insurance coverage that we require, as specified in the Operations Manual. Your obligation to obtain insurance coverage does not relieve you of any liability under Section 12.1. Our requirements for minimum insurance coverage are not representations or warranties of any kind that such coverage is sufficient for your Center's operations. Such requirements represent only the minimum coverage that we deem acceptable to protect our interests. It is your sole responsibility to obtain insurance coverage for your Center that you deem appropriate, based on your own independent investigation. We are not responsible if you sustain losses that exceed your insurance coverage under any circumstances. Your obligation to maintain insurance coverage will not be limited in any respect by reason of insurance maintained by us or any other party. We may change the required types and minimum limits of insurance coverage from time to time in our reasonable business judgment. These insurance policies must name us and any affiliates we designate as additional named insureds, using a form of endorsement that we have approved. We will notify you in writing of any changes, which will be effective thirty (30) days after you receive the notice.

13. Term, Renewal Process, and Renewal Conditions

13.1. Term. The term of this Agreement is five (5) years from the date that Kumon signs this Agreement.

13.2. Renewal Process. You have the right to renew the franchise rights granted under Section 1 of this Agreement for additional terms of five years each if you satisfy the renewal conditions in Section

13.3. If we have not offered you a new Franchise Agreement by the time the term expires under Section 13.1, we may nonetheless allow you to continue operating your Center under the terms of this Agreement on a month-to-month basis. Either party may terminate such month-to-month extension, effective the last day of any calendar month, upon 30 days' notice to the other party. Should you not have signed a new Agreement by the time this Agreement expires under Section 13.1, we may elect to not offer you a new Agreement.

13.3. Renewal Conditions. You must satisfy all of the following as a condition of being offered a new Franchise Agreement:

- (a) No less than ninety (90) nor more than one hundred and eighty (180) days before the date on which this Agreement expires under Section 13.1, you must give us written notice that you wish to renew your franchise rights.
- (b) You must be in compliance with the Kumon Method (Section 6.1).
- (c) You must have satisfactory Center management and Center communication skills (as specified in our Operations Manual).
- (d) You must give us permission to conduct a background check and submit fingerprints for a criminal background check by the Federal Bureau of Investigation; and must successfully satisfy our background check requirements.
- (e) You must be in full compliance with this Agreement, the Operations Manual, and any other agreements you have with us at the time of renewal.
- (f) You must not have received more than one written notice of default from us during any calendar year of the term that is expiring. If you received any such notices, you must have been diligent and timely in curing the defaults.
- (g) You must have made timely payment of and be current with all monetary obligations that you owe us throughout the term that is expiring.
- (h) You must have had a satisfactory record of customer service and of compliance with our operating standards during the term that is expiring, without regard to actual notices of default.
- (i) You must execute our General Release Form (Attachment 2-C to this Agreement).
- (j) You must sign our then-current form of renewal Franchise Agreement which may contain provisions different from this Agreement (no additional franchise fee will be charged).
- (k) You and any assistants you employ at your Center must execute Attachment 2-D- (A) or 2-D (B) respectively to this Agreement.
- (l) You must have completed the classroom training described in our Franchise Disclosure Document and Operations Manual (see Section 4.1 of this Agreement).
- (m) You must have earned at least the minimum number of Professional Development Credits set forth in the Operations Manual.

(n) You must have proven, to our satisfaction, a sufficient and adequate proficiency in hybrid learning and online learning instruction pursuant to our requirements (if you offer online instruction).

13.4. Default Under Prior Franchise Agreement. If this Franchise Agreement is for a renewal term, and we discover that you had not satisfied all of the renewal conditions of our prior Franchise Agreement, we can terminate this Agreement in accordance with Section 14.

14. Termination and Obligations Upon Termination

14.1. Termination by Us with No Opportunity to Cure. Kumon can terminate this Agreement immediately upon notice to you if any of the following events occurs:

(a) You underreport, fail to report, or misrepresent, any student enrolled (or should be enrolled in accordance with Section 6.7(e) above) at your Center. If you operate two Kumon Centers, you must have students attend the Kumon Center in which they originally enrolled. You must also report students at the Center in which they originally enrolled unless the enrollment status of such students is officially changed. Notwithstanding anything to the contrary in Section 5.3, if you have underreported, failed to report or misrepresented any student enrolled (or should be enrolled in accordance with Section 6.7(e) above) at your Center and if we, in our discretion, elect not to terminate this Agreement, we may nonetheless charge you a higher royalty rate and withhold certain benefits that you might otherwise be entitled to receive; as set forth in our Operations Manual.

(b) You relocate your Center without first obtaining our permission as required in Section 3.4.

(c) You distribute or utilize any Kumon Method materials at any location other than your Center.

(d) You fail to begin operating the Center within six months after the date on which you sign this Agreement or six months of our issuance of a certificate of completion of the Kumon Instructor Development Program (see Section 4 of this Agreement), whichever is the first to occur (see Section 3.2 of this Agreement).

(e) You attempt to copyright, trademark, or patent any programs, services, products or materials that you develop arising out of the franchise relationship in violation of Section 8.3.

(f) Any purported Transfer (as defined in Section 17) that does not comply with Section 17.

(g) You or any of your employees or members of your ownership entity are charged with a crime against children or involving moral turpitude; or engage in any conduct that is susceptible of creating a crisis or immediate substantive damage to the Kumon Brand or Kumon's reputation.

(h) You permit activities at your Center other than those activities related to the operation of a Kumon Math and Reading Center.

(i) You repeat a default listed in Section 14.2 after being provided an opportunity to cure the first time, whether or not you cured the first default.

(j) You are in default under Section 14.2 three or more times within any 12-month period, whether the defaults are the same or different and whether or not you cured them.

(k) You (or any person having an ownership interest in you) remain in default beyond the applicable cure period under any other agreement with Kumon.

(l) You are absent from the Center without prior written notice to us and/or without adequate arrangements for operation of the Center, as determined by us in our sole and absolute discretion, or if you have excessive, as determined by us in our sole and absolute discretion, absences (with or without notice), that effectively constitute a violation of Section 10.1.

(m) You lose the right to possession of, or access to the Approved Location.

14.2. Termination by Us with an Opportunity to Cure. Kumon can terminate this Agreement by written notice if you fail to cure any of the defaults specified below within 30 days after we send you written notice of default:

(a) You fail to be in compliance with the Kumon Method (Section 6.1).

(b) You fail to have satisfactory Center management and Center communication skills (as specified in our Operations Manual).

(c) You fail to make any payment of money that is due to us. In addition, you must be current with all monetary obligations as of the expiration of the thirty (30)-day notice period, including those obligations that may accrue during the thirty (30)-day cure period.

(d) You fail to submit complete, accurate and timely monthly and yearly reports as required in Section 6.8 of this Agreement and the Operations Manual.

(e) You fail to complete any of the training requirements specified in Section 4 of this Agreement and our Operations Manual.

(f) You permit your assistants to undertake activities other than those specified in Section 10.2.

(g) You fail to comply with the requirements in Section 10.3.

(h) You advertise your Center jointly with any other program or business in violation of Section 6.5(c).

(i) You violate the restrictions on competition in Section 15.

(j) You fail to adhere to the requirements for advertising approval specified in this Agreement and in the Operations Manual.

(k) You fail to comply with any other provision or requirement of this Agreement.

(l) You habitually fail to return telephone messages, emails, or correspondence directed to you from Kumon in violation of Section 6.14; or you fail to properly implement and administer Kumon's Lead Management Telephone System, as specified in Section 6.5(b) and in our Operations Manual.

(m) You fail to conduct a criminal background check on any of your assistants 18 years or older who are employed at your Center in violation of Section 10.2.

14.3. Automatic Termination with No Notice. Except as otherwise provided by applicable law, the Agreement will terminate automatically with no notice to you, under the following circumstances:

(a) You abandon your Center. Abandonment will be deemed to occur when your Center does not hold class sessions without our prior written approval.

(b) A receiver or trustee is appointed to take charge of your business, or your interest in this Agreement or the Center is levied or attached.

(c) You are charged with, convicted, plead guilty to, or plead no contest to a crime involving moral turpitude, a crime against children under the age of eighteen, or any felony. You must notify Kumon within 24 hours from the time you are charged with, convicted of a crime involving moral turpitude, a crime against children under the age of eighteen, or any felony.

(d) If an event described in Section 14.3(a) through (c) actually occurs, you agree that the damages to be incurred by Kumon shall be difficult to calculate. Therefore, should such event occur, you shall pay to Kumon, within 10 days of the occurrence of the event, as liquidated damages and not as a penalty, an amount equal to three times the average of the royalties paid by you to Kumon in the three months immediately preceding the event.

14.4. Cross-Defaults. Any default by you (or any person/company affiliated with you) under this Agreement may be regarded as a default under any other agreement between us (or any of our affiliates) and you (or any of your affiliates). Any default by you (or any person/company affiliated with you) under any other agreement, including, but not limited to, any lease and/or sublease, between us (or any of our affiliates) and you (or any person/company affiliated with you), and any default by you (or any person/company affiliated with you) under any obligation to us (or any of our affiliates) may be regarded as a default under this Agreement. Any default by you (or any person/company affiliated with you) under any lease, sublease, loan agreement, security interest or other agreements the breach of which might, in our sole determination, materially and negatively impact (i) the Kumon Brand, (ii) our, our affiliates', or our other franchisees' relationships with third party suppliers, or (iii) your ability to operate the Center in accordance with this Agreement, whether with us, any of our affiliates and/or any third party may be regarded as a default under this Agreement and/or any other agreement between us (or any of our affiliates) and you (or any of your affiliate).

14.5. Termination by You. You may terminate this Agreement if you provide us advance written notice no later than the time periods indicated below:

(a) Sixty (60) days if you are unwilling to pay any increase in royalty as described Section 5.3 of this Agreement; or

- (b) Two hundred seventy (270) days if for any other reason than (a).

Once you provide us with your notice of termination, you may rescind this notice only with our consent. If you terminate this Agreement without providing the required written notice within the time periods described above, you agree that it shall be difficult to calculate the damages that shall be incurred by Kumon. Therefore, you must pay to Kumon at the time of your termination of this Agreement, as liquidated damages, and not as a penalty, an amount equal to three times the average of the royalties paid by you to Kumon in the three months immediately prior to your last day of operating your Center.

14.6. Our Right to Inform Students, Parents and Other Kumon Franchisees of a Center Closing. Once our franchise relationship with you ends, we have the right to notify students, parents and other Kumon franchisees by any means of communication we deem appropriate that your Center will be closed, including, without limitation, sharing your contact information with parents. If you have given us timely notice of your intent to terminate this Agreement (see Section 14.5), or if you have not given us written notice that you wish to renew the franchise rights (see Section 13.3), we may provide notice to students, parents and other Kumon franchisees prior to the effective date of termination.

14.7. Your Obligations Upon Termination. If this Agreement expires or if either you or we terminate it, you must comply with the following obligations:

- (a) You must promptly pay all royalties and other payments due to us.
- (b) You must immediately discontinue use of the Kumon Method and all Kumon Materials and Proprietary Marks, including, but not limited to, canceling any advertising and canceling your Kumon business phone line. Your website and business email address will be disabled upon termination.
- (c) You must immediately (i) cease using or operating any Online Presence related to your Center or the Proprietary Marks, and (ii) take any action as may be required to disable such Online Presence or transfer exclusive control and access of such Online Presence to us, as we determine in our sole discretion.
- (d) You must immediately return to us all Kumon Materials, including but not limited to the Worksheet Instruction Guide, the Hybrid Guidebook, the Instruction Principles Series, and Kumon Connect materials, in your possession or control. You must delete and/or destroy any paper copies of the Operations Manual that you may have downloaded, whether in digital or paper format.
- (e) You must immediately remove all signs and items containing Proprietary Marks from the Center, provided that we will remove the primary exterior sign at your expense.
- (f) You must immediately notify all students, their parents, and your landlord that you no longer are a franchisee of Kumon and therefore not licensed to use the Kumon Method or Proprietary Marks.
- (g) You must immediately submit to us your computer's student record database and delete our proprietary computer software program from your computer.

(h) You must immediately transfer to us all student, business, financial, accounting, and marketing records relating to your Center.

(i) You must fulfill your lease obligations.

(j) At our request, you must assign to us your rights in the telephone numbers, directory listings (including online directory listings), and e-mail addresses associated with the Center.

(k) You must continue to indemnify us as provided in Section 12.1.

15. Restrictions on Competition

15.1. During the Term of Agreement. During the term of this Agreement, you or your spouse may not, without Kumon's prior written consent, own, operate, be employed by, provide financing or other assistance or facilities to, or have any interest in, any business that offers to children in high school or younger any academic instruction, self-guided instruction, tutoring, test preparation, or other supplemental educational services, regardless of whether such services are performed in-person or via telephone or online, that we deem competitive with Kumon Centers ("Competing Business").

15.2. After Termination, or Transfer. For 1 year following the termination, expiration or the approved transfer of this Agreement by you to a new franchisee, you or your spouse may not, without Kumon's prior written consent, own, operate, be employed by, provide financing or other assistance or facilities to, or have any interest in, any Competing Business that is operating within 20 miles of the Center or within 20 miles of any other franchised or company-owned Kumon Center, regardless of whether such services are performed in-person, via telephone or online. You agree that this restriction will not keep you from earning a livelihood, and you acknowledge that its purpose is to protect the goodwill of Kumon and its other franchisees. It is not a violation of this section for you to accept employment as a teacher in a public school or a private or chartered school that is licensed to operate under state or municipal authority.

15.3. Non-Solicitation of Students or Parents. For 2 years following the termination, expiration or the approved transfer of this Agreement, you or your spouse may not solicit any students or parents of any students enrolled at any Kumon Center for the purpose of enrolling such students in any Competing Business.

15.4. Time Periods. The running of the time periods in Sections 15.2 and 15.3 will be suspended during any period in which you are not in compliance with those sections. In addition, if a court proceeding results in enforcement of Section 15.2 or 15.3, any portion of the time periods in those sections that has not yet run will run from the date of the court order permitting enforcement.

15.5. Indirect Violations Prohibited. You may not attempt to circumvent the restrictions in Sections 15.1 through 15.3 by engaging in prohibited activity indirectly through any other person or entity, including your spouse or adult child.

15.6. Modification. We have the right, in our sole discretion, to reduce the scope of any covenant in this Section 15 effective immediately upon your receipt of written notice, and you agree that you will thereafter comply with any covenant as so modified, which shall be fully enforceable notwithstanding the provisions of Section 23.6.

16. Confidentiality

16.1. Confidential Information. You acknowledge that as an authorized Kumon franchisee, you have access to, and are making use of, confidential information relating to Kumon and the Kumon Method. You may not, either during the term of this Agreement or after its expiration or termination, use or disclose any confidential information that you have obtained as a result of being a Kumon franchisee, except in carrying out your responsibilities as a Kumon franchisee. Confidential information includes, amongst other things, any materials, instructional methods, products, services, and procedures to which you would not have had access if you were not a Kumon franchisee.

16.2. Individuals. You must ensure that each of the individuals below signs a Confidentiality and Non-Competition Agreement in the form of Attachments 2-D (A)-(B) to this Agreement:

(a) Any assistants, including your spouse and adult child, 18 years or older who are working at your Center.

(b) If you are a corporation or limited liability company, the Corporation Instructor(s) and all of your other present and future officers, directors and owners.

For (a) and (b) above, you must deliver a copy of the agreement to us within thirty (30) days after the individual's association with you begins.

17. Transfer by You

17.1. Definition. For purposes of this Agreement, "Transfer" as a verb means to sell, assign, give away, pledge, or encumber, either voluntarily or by operation of law (such as through divorce or bankruptcy proceedings), any interest in this Agreement, any interest in the Center, or (if you are a corporation or limited liability company) any ownership interest by you. "Transfer" as a noun means any such sale, assignment, etc.

17.2. No Transfer Without Kumon's Consent. Neither you nor any of your owners (if you are a corporation or LLC) may make any Transfer or permit any Transfer to occur without obtaining Kumon's prior written consent as provided in this Section 17. We have the right to communicate with and counsel both you and the proposed transferee on any aspect of a proposed Transfer.

17.3. Sale of Center. If you sell your Center, Kumon has the right, in its discretion, not to allow you to purchase a new Center for at least 2 years from the time of the closing date of your former Center.

17.4. Transfer of Entire Business – Tentative Approval. If you propose to Transfer your entire Center business, the following conditions apply (unless waived by Kumon in writing):

(a) You must have been a Kumon franchisee for at least two years.

(b) This Agreement for the location in question must not have expired. If we have sent you a renewal franchise agreement renewal packet, you must complete the renewal process before the transfer process can commence.

(c) You must be in compliance with all of your obligations to Kumon, including all monetary obligations, as of the date of the request for our approval of the Transfer, or you must make arrangements satisfactory to Kumon to come into compliance by the date of the Transfer.

(d) You must give us advance written notice of the proposed Transfer and submit a copy of all proposed contracts and other information concerning the Transfer that we may request. Your Branch Office will provide you a Transfer Guidebook that contains detailed procedures regarding Kumon's transfer process.

We will have a reasonable time (not less than 15 days) after we have received all requested information to evaluate whether to give tentative approval of the Transfer. If we give tentative approval of the Transfer, we will allow the proposed transferee into our Instructor Development Program. However, you may not complete the Transfer until you have received Kumon's final approval in writing. You must comply with the requirements in Section 17.5 before Kumon will give its final approval.

If you leave the business before we grant final approval to the proposed transferee, or if we disapprove your transfer candidate and you fail to resume operating, you must pay us as liquidated damages an amount equal to three times your average royalty in the three months immediately prior to your last day of operating your Center.

17.5. Transfer of Entire Business – Final Approval. Unless waived by Kumon in writing, the following conditions must be satisfied before Kumon will give its final approval of a Transfer:

(a) The proposed transferee must demonstrate to Kumon's satisfaction that he or she meets all of our requirements for becoming a Kumon franchisee. At a minimum, the proposed transferee must satisfy the requirements in (i) - (iii) below, but even if the proposed transferee does so, Kumon may reject the proposed transferee on other grounds, at Kumon's discretion. At a minimum, the proposed transferee must, at his or her own expense:

(i) Travel to the Branch Office for interviews and receive interview evaluations acceptable to Kumon;

(ii) Take and pass our Math and Reading proficiency tests; and

(iii) Successfully complete Kumon's Instructor Development Program.

If the proposed transferee is one of Kumon's other franchisees, he or she need not complete requirements (i)-(iii) above, but the proposed transferee must: (1) not be in default under his or her agreements with Kumon; and (2) have a good record of student service and compliance with Kumon's operating standards.

(b) The proposed transferee must:

(i) Sign our then-current form of Franchise Agreement, which may have different terms than this Agreement. Unless Kumon agrees otherwise, the proposed transferee will have to complete the TLP Requirements in the new Franchise Agreement. If the transferee is a corporation or limited liability company, its approved Corporation Instructor and other owners must execute a Guarantee in the form of Attachment 2-B to this Agreement or another form satisfactory to Kumon; and

(ii) Make arrangements to upgrade the Center, at the transferee's expense, to conform to our then-current standards and specifications for new Kumon Centers.

(c) You and your owners must sign a general release in favor of Kumon, its affiliates, and their respective officers, directors, shareholders, agents, and employees. The release must be in the form of Attachment 2-C to this Agreement or another form that Kumon approves.

(d) You must provide us with written notice from the landlord for the Approved Location indicating that the landlord has agreed to the transfer of the lease for the Center to your transferee.

(e) If you are indebted to Kumon for any reason, such as unpaid royalties or a balance due on a promissory note in favor of Kumon, you must pay the entire amount due (together with accrued interest, if any) as of the effective date of the proposed transfer.

(f) Prior to the date of transfer, the proposed transferee and you must work together at the takeover Center for at least the length of time set forth in our Transfer Guidebook.

17.6. Transfer of Less Than Entire Business. For any proposed Transfer that is not covered by Section 17.4, you must give us advance notice and submit a copy of all proposed contracts and other information concerning the Transfer that we may request. We will have a reasonable time (not less than 15 days) after we have received all requested information to evaluate the proposed Transfer. We may withhold our consent on any reasonable grounds or give our consent subject to reasonable conditions. At a minimum, you must comply with Sections 17.4(c), 17.5(c), and 17.5(e) and sign our then-current form of Franchise Agreement (no new franchise fee will be charged), which may have different terms than this Agreement.

17.7. Transfer to Spouse or Adult Child. If you propose to Transfer to your spouse, adult child, or adult in-law, all applicable conditions in Sections 17.4 through 17.6 will apply, except that:

(a) Your spouse, adult child, or adult in-law will not have to pay a Franchise Fee under Section 5.1;

(b) So long as your spouse, adult child, or adult in-law meets the Ongoing Training Requirements set forth in Section 4.1 of this Agreement, the post-Transfer royalty fee rate for each Subject-Franchise will be equal to the applicable pre-Transfer royalty rate (but all other TLP requirements in the new Franchise Agreement will apply, as specified in Section 17.5(b)); and

(c) You will reimburse us for any direct costs we incur in connection with documenting and otherwise processing such transfer, including reasonable legal fees.

17.8. Transfer to a Corporation or LLC. Kumon will consent to the Transfer of this Agreement to a corporation or limited liability company that you form for the convenience of ownership, provided that you comply with the requirements in Section 10, Section 17.4(c) and (d), and Section 17.5 (c) and (d); provided, that you reimburse us for any direct costs we incur in connection with documenting and otherwise processing such transfer, including reasonable legal fees. You must sign our then-current form of Franchise Agreement (no new franchise fee will be charged), which may have different terms than this Agreement.

17.9. Death, Incapacity, or Bankruptcy. If you (or, if you are a corporation or limited liability company, any of your shareholders or members) die or become incapacitated, our policy on continuation of Center operation contained in our Operations Manual will apply. If you (or, if you are a corporation or limited liability company, any of your shareholders or members) enter bankruptcy proceedings, the following provisions for a transfer of ownership of your Center shall apply. Upon the filing of a

bankruptcy petition, the Franchisee's trustee must apply to Kumon in writing within 30 days (or such other date as Kumon, in its discretion, may set) for a Transfer of your interest in the Center. Any Transfer will be subject to the provisions of Sections 17.4 through 17.7, provided however that, unless Kumon otherwise agrees in writing, a proposed Transfer of your Center shall be limited to Kumon Instructors. In addition, Kumon has the right (but not the obligation) to take over operation of the Center until an approved Transfer of your Center is completed. If we do take over the operation temporarily, Kumon may charge a management fee to cover our costs during the time we temporarily manage the center's operations. Any management fee shall be calculated pursuant to the formula set forth in Section 17.10.

17.10. Interim Operations. If (i) you or any of your owners or employees is charged with a crime against children or involving moral turpitude or (ii) you engage in any conduct that is susceptible of creating a crisis or immediate substantive damage to the Kumon Brand, Kumon has the right (but not the obligation) to take over operation of the Center(s) on an interim basis, a disposition of your case is reached, or until the public relations crisis has ended. Kumon will charge you a management fee equal to ten percent (10%) of the average tuition charged by the five Kumon Centers closest to your Center, multiplied by the number of students enrolled at the Center for so long as Kumon has assumed operation of the Center(s) and will be entitled to reimbursement of any out-of-pocket costs that Kumon incurs that are not paid out of the operating cash flow of the Center. These amounts will be in addition to the royalty fee and other amounts payable to Kumon under this Agreement. We will enter into a separate Management Agreement if we decide to temporarily operate your Center. However, if Kumon assumes operation of your Center(s), you and Kumon shall not have created a partnership or joint venture; nor shall Kumon in any way be responsible for the debts of your Center(s). If we elect to operate your Center on any interim basis, you must cooperate with us and our designees, continue to support the operations of the Center, and comply with all of our instructions and standards, including making available any and all books, records, and accounts. You understand and acknowledge that during any such interim period, you are still the owner of the Center, and you continue to bear sole liability for any and all accounts payable, obligations, and/or contracts, including all obligations under any lease (as applicable) and all obligations to your vendors, employees, and contractors. You understand that we are not required to use your employees, vendors, or accounts to operate your Center. You also agree that we may elect to cease such interim operations of your Center at any time with notice to you.

Our decision to operate your Center on an interim basis under this Section 17.10, or under Section 10.5 above, will not affect our right to terminate this Agreement under Section 14. Your indemnification obligations set forth in Section 12.1 will continue to apply during any period that we or our designee operates your Center on an interim basis.

17.11. Non-Conforming Transfers. Any purported Transfer that is not in compliance with this Section 17 is null and void and constitutes a material breach of this Agreement, for which Kumon may terminate this Agreement without opportunity to cure under Section 14.1. Kumon's consent to a Transfer does not constitute a waiver of any claims that Kumon may have against the transferring party, nor is it a waiver of Kumon's right to demand exact compliance with the terms of this Agreement.

18. Transfer by Us

We have the right to transfer our rights and/or to delegate performance of our obligations under this Agreement, provided that the transfer does not materially increase your obligations and the transferee is financially responsible and able to perform Kumon's obligations under this Agreement as of the time of the transfer. No transfer by Kumon will relieve you of your obligations under this Agreement. Kumon will have no liability to you under this Agreement after the effective date of the transfer or assignment.

19. Standards

In recognition of the mutual benefits that come from maintaining the Kumon Method's reputation for quality, you agree to comply with all mandatory specifications and procedures set forth periodically in the Operations Manual or as otherwise prescribed by us in writing. You acknowledge that the Proprietary Marks, the Kumon Materials, the Kumon Know-How, and the services and operation of the Kumon Centers are important to us and to all Kumon Center franchisees. We, in our sole discretion, may periodically change the Kumon Method, including modifications to the Operations Manual, the required equipment, fixtures and materials for Kumon Centers, the signs and the Proprietary Marks. You must accept, use, or display in your Kumon Center any such changes to the Kumon Method and make such expenditures as those changes require. We also have the right to vary the standards of the Kumon Method, in our judgment, to accommodate circumstances of individual franchisees.

20. Applicable Law and Forum

20.1. Applicable Law. This Agreement is governed by the laws of the State of New Jersey. However, this section is not intended to extend the application of the New Jersey Franchise Practices Act or any other New Jersey statute to any person who would not otherwise be entitled to the protection of the statute. If any provision(s) in this Agreement is not enforceable according to the law of New Jersey but would be enforceable under the law of the state where your Center is located, then those provision(s) will be interpreted and enforced according to the laws of the state in which your Center is located.

20.2. Forum. Any litigation that you file against Kumon or any of our respective shareholders, officers, directors, agents, and/or employees must be joined in one action filed in the federal or state courts in the state where Kumon, or, as applicable, Kumon's successor or assign, has its principal place of business at the time the suit is filed (presently, Rutherford, New Jersey). Any litigation that Kumon files against you or any of your respective shareholders, officers, directors, agents, and/or employees must be joined in one action and filed in the state where the Center is located.

21. Attorney and Audit Fees

21.1. Attorney's Fees. The prevailing party in any suit, action, or appeal to enforce any term of this Agreement is entitled to recover from the non-prevailing party reasonable attorney's fees in addition to any costs or disbursements provided by law. The prevailing party will be determined by, and the attorney's fees will be set by, the trial or appellate court.

21.2. Audit Fees. Should Kumon examine and/or audit your Center's records and discover that you have underreported, failed to report or misrepresented any student enrolled (or should be enrolled in accordance with Section 6.7(e) above) at your Center, you shall pay to Kumon, in addition to any unpaid royalty fees, the reasonable amount of any fees and expenses incurred by Kumon by reason of such examine or audit and shall reimburse Kumon for any Instructor awards or subsidies given to you by Kumon in reliance on the accuracy of the student enrollment reports you had supplied.

22. Waiver of Punitive Damages and Jury Trial

22.1. EXCEPT FOR YOUR OBLIGATION TO INDEMNIFY US FOR THIRD PARTY CLAIMS UNDER SECTION 12.1, AND EXCEPT FOR PUNITIVE DAMAGES AVAILABLE TO EITHER PARTY UNDER FEDERAL LAW, WE AND YOU (AND YOUR OWNERS) WAIVE TO THE FULLEST EXTENT PERMITTED BY LAW ANY RIGHT TO OR CLAIM FOR ANY PUNITIVE, EXEMPLARY, OR MULTIPLE DAMAGES AGAINST THE OTHER AND AGREE THAT, IN THE

EVENT OF A DISPUTE BETWEEN US AND YOU, THE PARTY MAKING A CLAIM WILL BE LIMITED TO EQUITABLE RELIEF AND TO RECOVERY OF ANY ACTUAL DAMAGES IT SUSTAINS.

22.2. WE AND YOU IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER OF US.

23. Miscellaneous

23.1. Binding Effect. This Agreement is binding upon us and you and our and your respective executors, administrators, heirs, beneficiaries, permitted assigns, and successors in interest.

23.2. Notices. Notices pursuant to this Agreement must be in writing, using any of the following delivery methods: (i) personal service; (ii) certified or registered mail; (iii) U.S. Priority Mail or national commercial delivery service (such as UPS or Federal Express); (iv) facsimile (if the sender receives machine confirmation of successful transmission); or (v) electronic mail to the email address we have assigned to you. If Kumon chooses methods (ii) or (iii) above, we will send a notice to your home address that we have on file or your Center's address, and we will require a confirmation signature that the notice was delivered. You agree that if either (i) certified or registered mail or (ii) U.S. Priority Mail or other national commercial service is attempted three different times unsuccessfully, the third unsuccessful attempt will constitute effective delivery of the notice.

23.3. Receipt of Legal Notices. Promptly upon receipt, you agree to provide us a copy of any and all notices you receive from any person, entity or governmental authority claiming that you (or your affiliates or representatives) have violated any laws, regulations, permits, licenses, intellectual property rights, agreements or committed any other breach, default or violation in connection with the operation of your Center, including any default notices from any landlord, supplier or customer.

23.4. Construction. The language of this Agreement will in all cases be construed according to its fair and plain meaning and not strictly for or against either you or us. Kumon's rights and remedies are cumulative.

23.5. Waiver. No course of dealing between you and us will operate as a waiver of any right, power, or remedy conferred by this Agreement or by any statute or law that now exists or will exist in the future.

The following provision applies if you or the franchise granted hereby are subject to the franchise registration or disclosure laws in California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, or Wisconsin: No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor.

23.6. Use of Personal Data. You agree that we may transfer any Personal Information you have given us, or which we have otherwise obtained, to our corporate parent, Kumon Institute of Education Co., Ltd. located in Japan, and its direct or indirect subsidiaries worldwide ("Kumon Group companies"), for the following legitimate business purposes: (i) providing support to you and other Kumon Center instructors and staff to ensure the quality of services; (ii) providing support to local Kumon Group

companies for managing, improving and expanding Kumon Centers in other countries and regions; (iii) providing employee and instructor training; (iv) developing and further improving Kumon learning materials and instructional methods locally and globally; (v) providing IT support and maintenance of the dedicated server and systems used by the Kumon Group companies for managing respective regions; (vi) generating statistical information for local, regional and global analysis; and (vii) complying with governmental rules and regulations.

23.7. Limitations of Claims and Class Action Bar. EXCEPT FOR CLAIMS ARISING FROM YOUR NON-PAYMENT OR UNDERPAYMENT OF AMOUNTS YOU OWE US, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OUR RELATIONSHIP WITH YOU WILL BE BARRED UNLESS A JUDICIAL OR ARBITRATION PROCEEDING IS COMMENCED WITHIN ONE (1) YEAR FROM THE DATE ON WHICH THE PARTY ASSERTING THE CLAIM KNEW OR SHOULD HAVE KNOWN OF THE FACTS GIVING RISE TO THE CLAIMS.

ANY PROCEEDING WILL BE CONDUCTED ON AN INDIVIDUAL, NOT A CLASS-WIDE, BASIS, AND A PROCEEDING BETWEEN US AND YOU OR YOUR OWNERS MAY NOT BE CONSOLIDATED WITH ANOTHER PROCEEDING BETWEEN US AND ANY OTHER PERSON OR ENTITY, NOR MAY ANY CLAIMS OF ANOTHER PARTY OR PARTIES BE JOINED WITH ANY CLAIMS ASSERTED IN ANY ACTION OR PROCEEDING BETWEEN US AND YOU. NO PREVIOUS COURSE OF DEALING SHALL BE ADMISSIBLE TO EXPLAIN, MODIFY, OR CONTRADICT THE TERMS OF THIS AGREEMENT. NO IMPLIED COVENANT OF GOOD FAITH AND FAIR DEALING SHALL BE USED TO ALTER THE EXPRESS TERMS OF THIS AGREEMENT.

23.8. Injunctive Relief. You agree that in the event of a violation of this Agreement, the remedies available to us at law may be inadequate, and we will be entitled to specific performance of any term contained in this Agreement or a preliminary or permanent injunction against the breach of any such term.

23.9. Entire Agreement. This Agreement and the attachments to this Agreement constitute the entire agreement between you and us concerning the subject matter of this Agreement, and supersede all prior and contemporaneous agreements, (including prior Franchise Agreements), correspondence, negotiations, and representations concerning the same subject matter. Notwithstanding the foregoing, nothing in this Agreement is intended to disclaim any representation made in Kumon's disclosure document.

23.10. Amendments. This Agreement can be modified only by a written amendment signed by authorized representatives of each party.

23.11. Counterparts. This Agreement may be executed in counterparts and each copy so executed and delivered shall be deemed an original.

23.12. Our Actions and Decisions. You agree that whenever this Agreement allows or requires us to take actions or make decisions, we may do so in our sole and unfettered discretion.

[Signature page follows.]

THIS AGREEMENT IMPOSES IMPORTANT LEGAL OBLIGATIONS ON YOU. WE THEREFORE STRONGLY ADVISE YOU TO OBTAIN COMPETENT, INDEPENDENT LEGAL AND BUSINESS COUNSEL BEFORE ENTERING INTO THIS FRANCHISE AGREEMENT. We believe that fully understanding your obligations before entering into the agreement is the best way to avoid conflicts. We look forward to a mutual, beneficial relationship.

IF YOU ARE AN INDIVIDUAL: PLEASE SIGN BELOW.

KUMON NORTH AMERICA, INC.

FRANCHISEE:

By _____

NAME

Title _____

IF YOU ARE A CORPORATION OR LIMITED LIABILITY COMPANY: THE CORPORATION INSTRUCTOR MUST SIGN THIS AGREEMENT. ADDITIONALLY, THE AGREEMENT MUST BE GUARANTEED BY THE CORPORATION INSTRUCTOR AND ALL OTHER OWNERS OF THE COMPANY, ON THE GUARANTEE FORM ATTACHED TO THIS AGREEMENT.

KUMON NORTH AMERICA, INC.

CORPORATION NAME

By _____

By _____
(Corporation Instructor)

ATTACHMENT 2-A

EARLY SIGNING ADDENDUM

THIS ADDENDUM (the “Addendum”) to Kumon Center Franchise Agreement is entered into by and between **KUMON NORTH AMERICA, INC.** (“Kumon”) and _____ (“Franchisee”).

RECITALS:

A. Contemporaneously with the execution of this Addendum, Franchisee and Kumon agree to enter into a franchise agreement (the “Franchise Agreement”), wherein Kumon grants the right to own and operate a Kumon Math and Reading Center to be located at _____ (“Center”), to Franchisee.

B. Franchisee entered into that certain Training Agreement with Kumon dated _____, 20__ (“Training Agreement”). The Training Agreement provides, among other things, that: (1) during the preliminary training period, Kumon will evaluate Franchisee to determine his/her suitability to operate a Kumon Math and Reading Center and to be a franchisee of Kumon; and (2) Kumon has the right to discontinue Instructor’s training and to terminate the Training Agreement if Kumon determines, in its sole discretion, that Franchisee is not suitable to operate a Kumon franchise.

C. Kumon has no obligation to enter into a Franchise Agreement with a prospective franchisee before the prospective franchisee has successfully completed (as determined by Kumon in its sole and absolute discretion) the preliminary training period to the satisfaction of Kumon.

D. Franchisee’s Instructor Development Program is anticipated to end on or about _____. However, the parties have agreed that Franchisee may now be awarded a franchise for a Kumon Math and Reading Center, subject to the terms and conditions set forth herein; provided that Kumon retains its right under the Training Agreement to continue to assess Franchisee’s suitability; and to terminate the Franchise Agreement if Kumon, in the exercise of its sole and absolute discretion, determines that Franchisee is not suitable to operate a Kumon Math and Reading Center or to be a franchisee of Kumon.

E. Franchisee and Kumon desire to supplement the terms of the Franchise Agreement as provided below.

NOW THEREFORE, the parties, in consideration of the execution of the Franchise Agreement, the premises and other good and valuable consideration deemed by each party to be sufficient and adequate, agree as follows:

1. Both Franchisee and Kumon acknowledge that without the execution of this Addendum, the parties would not have executed the Franchise Agreement.

2. The Training Agreement will remain in effect notwithstanding the execution of the Franchise Agreement. As provided in Section 8 of the Training Agreement, Kumon will have the right, at any time before or at the completion of the Instructor Development Program, in the exercise of its sole and absolute discretion, to notify Franchisee that Kumon has determined that Franchisee is not suitable to operate a Kumon franchise. If Kumon gives Franchisee this notice, both the Training Agreement and the Franchise Agreement will terminate effective thirty (30) days after the receipt of the notice by Franchisee.

In such event, Franchisee will promptly comply with the termination requirements contained in both the Franchise Agreement and the Training Agreement. Kumon’s right of termination under this Addendum is in addition to, and not in replacement of, Kumon’s rights arising under the Franchise Agreement and Training Agreement.

3. Franchisee further acknowledges and agrees that Kumon’s determination that he/she is not suitable to operate a Kumon Math and Reading Center and to be a Kumon franchisee will result from the exercise of Kumon’s sole and absolute discretion, and in such event Instructor will have no right whatsoever of appeal or opportunity to cure.

4. Franchisee hereby specifically acknowledges that should Kumon, in the exercise of its sole and absolute discretion, determine that Franchisee is not suitable to operate a Kumon Math and Reading Center and terminates the Franchise Agreement, Franchisee will have no claim whatsoever against Kumon, in law or in equity, for reimbursement or indemnity for any expenditures, leases, contracts or undertakings that Franchisee may have incurred or entered into on account of the execution of the Franchise Agreement; nor shall Franchisee have any claim against Kumon, in law or in equity, to reimbursement, indemnity for any expenditures, leases, contracts or undertakings that Franchisee may incur or that may arise subsequent to the termination of the Franchise Agreement.

5. This Addendum constitutes an integral part of the Franchise Agreement and is binding on Franchisee and on Kumon, its successors and assigns. Except as expressly modified or supplemented by this Addendum, the terms of the Franchise Agreement and the Training Agreement are hereby ratified, confirmed and incorporated by reference. The Recitals set forth above are integral statements of substantive fact.

IN WITNESS WHEREOF, the parties have executed this Addendum contemporaneously with the execution of the Franchise Agreement.

FRANCHISEE

Date: _____

KUMON NORTH AMERICA, INC.

By: _____

Title: _____

Date: _____

ATTACHMENT 2-B

GUARANTEE

As an inducement to **KUMON NORTH AMERICA INC.** (“Kumon”) to execute a Kumon Center Franchise Agreement (“Agreement”) with _____ (“Franchisee”), the undersigned (collectively, “Guarantor(s)”), jointly and severally, for themselves, their heirs, successors and assigns, hereby unconditionally guarantee to Kumon North America, Inc., its affiliates, successors and assigns (collectively, “Kumon”) that all of the Franchisee’s obligations under the Agreement, and under other agreements or arrangements between the Franchisee and Kumon, will be punctually paid and performed.

Upon demand by Kumon, the Guarantors will immediately make each contribution or payment required by the Franchisee under the Agreement and under other agreements or arrangements between the Franchisee and Kumon. Each Guarantor waives any right to require Kumon to: (a) proceed against the Franchisee or any other Guarantor for any contribution or payment required under the Agreement; (b) proceed against or exhaust any security from the Franchisee or any other Guarantor; or (c) pursue or exhaust any remedy, including any legal or equitable relief, against the Franchisee or any other Guarantor. Without affecting the obligations of the Guarantors under this Guarantee, Kumon may, without notice to the Guarantors, extend, modify, or release any indebtedness or obligation of the Franchisee, or settle, adjust, or compromise any claims against the Franchisee. The Guarantors waive notice of amendment of the Agreement and notice of demand for contribution or payment by the Franchisee and agree to be bound by any and all such amendments and changes to the Agreement. Any Guarantor may be released, substituted or added without limiting or lessening the liability of any other Guarantor.

The Guarantors agree to hold harmless and indemnify Kumon against any and all losses, damages, liabilities, costs, and expenses (including reasonable attorneys’ fees, reasonable costs of investigation, and court costs and expenses) arising out of or in connection with any failure by the Franchisee to perform any obligation under the Agreement or any other agreement between the Franchisee and Kumon.

Any waiver, extension of time or other indulgence granted by Kumon to a Guarantor shall in no way modify or amend this Guarantee, which shall be continuing, absolute, unconditional and irrevocable.

The Guarantor(s) acknowledge and agree to be bound personally by all covenants not to compete, confidentiality provisions, governing law and dispute resolution provisions, provisions relating to reimbursement of attorneys’ fees, and restrictions on transfer of interest contained in the Agreement. Except as expressly authorized by the Agreement, the Guarantors may not make use of any of the intellectual property rights licensed under the Agreement or of Kumon’s goodwill. The Guarantors may not disclose to any third party or make use of any trade secrets, know-how, systems or methods of which Guarantors may acquire knowledge by virtue of training they may have received from Kumon, their involvement in the business, or their ownership interest in the Franchisee.

This Guarantee will terminate upon the termination or expiration of the Agreement, except that all obligations and liabilities of the Guarantors which arose from events which occurred on or before the effective date of termination or expiration will remain in full force and effect until satisfied or discharged by the Guarantors, and all covenants which by their terms continue in force after the expiration or termination of the Agreement will remain in force according to their terms.

Upon the death of a Guarantor, the Guarantor’s estate will be bound by this Guarantee, but only for

obligations existing at the time of death. The obligations of the surviving Guarantors will continue in full force and effect.

[Signature Page Follows]

IN WITNESS WHEREOF, each of the undersigned has affixed his/her signature to be effective as of the Effective Date of the Franchise Agreement.

GUARANTOR(S):

Signature: _____
Print Name: _____
Percentage Ownership in Franchisee: _____

Signature: _____
Print Name: _____
Percentage Ownership in Franchisee: _____

Signature: _____
Print Name: _____
Percentage Ownership in Franchisee: _____

Signature: _____
Print Name: _____
Percentage Ownership in Franchisee: _____

Signature: _____
Print Name: _____
Percentage Ownership in Franchisee: _____

Signature: _____
Print Name: _____
Percentage Ownership in Franchisee: _____

The undersigned, as the spouse of the Guarantor indicated below, acknowledges and consents to the guaranty given herein by his/her spouse. Such consent also serves to bind the assets of the marital estate to Guarantor's performance of this Guaranty.

Name of Guarantor

Name of Guarantor's Spouse

Signature of Guarantor's Spouse

Name of Guarantor

Name of Guarantor's Spouse

Signature of Guarantor's Spouse

Name of Guarantor

Name of Guarantor's Spouse

Signature of Guarantor's Spouse

Name of Guarantor

Name of Guarantor's Spouse

Signature of Guarantor's Spouse

ATTACHMENT 2-C

GENERAL RELEASE

NAME OF INDIVIDUAL FRANCHISEE
OR CORPORATION/LLC INSTRUCTOR: _____

KUMON CENTER LOCATION: _____

TYPE OF TRANSACTION:

RENEWAL TRANSFER VOLUNTARY TERMINATION

The individual(s), corporation, partnership, and/or limited liability company who have signed this Release agree as follows:

1. As required by the Kumon Center Franchise Agreement for the Kumon Center identified above (“Franchise Agreement”), and in consideration for Kumon’s willingness to **[renew the Franchise Agreement] [consent to a Transfer, as defined in the Franchise Agreement]**, we hereby release KUMON NORTH AMERICA, INC., and Related Parties (as defined below) from any and all claims, demands, actions, causes of action, debts, obligations, and liabilities, whether known or unknown, vested or contingent (collectively, “Claims”) arising out of or related to the Franchise Agreement or the Kumon Center identified above. We acknowledge that Kumon is not required to give us, and is not giving us, a reciprocal release.

We give this Release on behalf of ourselves, our heirs, executors, administrators, successors and assigns, and any other person claiming through or under us. The “Related Parties” covered by this Release include all affiliates of Kumon and all of Kumon’s (and its affiliates’) past and present officers, directors, shareholders, agents, attorneys, contractors and employees.

This Release applies to any transaction, event, or circumstance relating to the Franchise Agreement or the Kumon Center on or before the date of this Release. This Release does not apply to claims that we may have in the future based on events occurring after the date of this Release.

2. We understand that we may be wrong about facts that we know or believe to be true at the time of signing this Release. We accept and assume the risk of the facts turning out to be different, and we agree that this Release will not be subject to termination or rescission by virtue of any such difference in facts.

3. We each represent that we have not assigned to any person or entity any Claim covered by this Release. We acknowledge that this Release will be a complete defense to any Claim that it covers, and each of us consents to the entry of a temporary or permanent injunction to prevent or end the assertion of any such Claim.

4. If any person or entity signing this Release is domiciled or has his, her or its principal place of business in the State of California, that person or entity hereby waives all rights and benefits under Section 1542 of the California Civil Code, which provides: "A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY."

5. If any person or entity signing this Release is domiciled or has his, her or its principal place of business in the State of Maryland, the following shall apply:

Any general release provided for hereunder shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law

6. If any person or entity signing this Release is domiciled or has his, her or its principal place of business in the State of Washington, the following shall apply:

Any general release provided for hereunder shall not apply to any liability under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

Signed: **[Please use appropriate signature lines]**

INDIVIDUAL:

CORPORATION OR LLC:

(SIGN NAME)

(INSERT CORPORATION NAME)

(CORPORATION INSTRUCTOR'S SIGNATURE)

(CORPORATION INSTRUCTOR'S SIGNATURE)

(OTHER OFFICERS, MANAGERS, DIRECTORS, OR SHAREHOLDERS SIGNATURE)

DATE:

ATTACHMENT 2-D (A)

CONFIDENTIALITY/NON-COMPETITION AGREEMENT
(To be executed by Instructors, LLC members and corporation members,)

ENTITY NAME: _____

KUMON CENTER LOCATION: _____

YOUR NAME: _____

**ASSOCIATION
TO FRANCHISE:** _____

HOME ADDRESS: _____

I agree that during the term of my association with the Kumon Center identified above I may not without Kumon’s written consent:

1. Own, operate, be employed by, provide financing or other assistance or facilities to, or have any interest or association in, any business that offers to children in high school or younger any academic instruction, self-guided instruction, tutoring, test preparation, or other supplemental educational services that we deem competitive with Kumon Centers (a “Competing Business”).
2. For one year after ending my association with the Kumon Center identified above, have any interest in or association with a Competing Business that is operating within twenty (20) miles of the Kumon Center identified above or within twenty (20) miles of any other franchised or company-owned Kumon Center. I agree that this restriction will not keep me from earning a livelihood, and I understand that its purpose is to protect the goodwill of Kumon and its other franchisees.
3. For two (2) years after ending my association with the Kumon Center identified above, have any contact with any students enrolled at any Kumon Center for the purpose of enrolling them in any Competing Business.
4. At any time during or after my association with the Kumon Center identified above, disclose any confidential information that I obtained as a result of that association to any unauthorized person, copy or reproduce, or use for any purpose other than the operation of the Kumon Center identified above any confidential information of Kumon that may be communicated to me. Confidential information includes, amongst other things, any materials, trade secrets, instructional methods, products, services, and procedures to which you would not have had access but for your association with the Kumon Center identified above. Notwithstanding any provisions in this agreement or company policy applicable to the unauthorized use or disclosure of trade secrets, you are hereby notified that, pursuant to the Defend Trade Secrets Act of 2016, 18 U.S.C. § 1833(b):

An individual shall not be held criminally or civilly liable under any federal or state trade secret law for the disclosure of a trade secret that: (a) is made (i) in confidence to a federal, state, or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (b) is made in a

ATTACHMENT 2-D (B)

CONFIDENTIALITY/NON-COMPETITION AGREEMENT

(To be executed by ASSISTANTS) (over the age of 18)

ENTITY NAME: _____

KUMON CENTER LOCATION: _____

YOUR NAME: _____

**ASSOCIATION
TO FRANCHISE:** _____

HOME ADDRESS: _____

I agree that during the term of my association with the Kumon Center identified above I may not without my Employer’s written consent:

1. Own, operate, be employed by, provide financing or other assistance or facilities to, or have any interest or association in, any business that offers to children in high school or younger any academic instruction, self-guided instruction, tutoring, test preparation, or other supplemental educational services that we deem competitive with Kumon Centers (a “Competing Business”).
2. For ninety (90) days after ending my association with the Kumon Center identified above, have any interest in or association with a Competing Business that is operating within ten (10) miles of the Kumon Center identified above or within ten (10) miles of any other franchised or company-owned Kumon Center. I agree that this restriction will not keep me from earning a livelihood, and I understand that its purpose is to protect the goodwill of Kumon and its other franchisees.
3. For ninety (90) days after ending my employment by the Kumon Center identified above, have any contact with any students enrolled at any Kumon Center for the purpose of enrolling them in any Competing Business.
4. At any time during or after my association with the Kumon Center identified above, disclose any confidential information that I obtained as a result of that association to any unauthorized person, copy or reproduce, or use for any purpose other than the operation of the Kumon Center identified above any confidential information of Kumon that may be communicated to me. Confidential information includes, amongst other things, any materials, trade secrets, instructional methods, products, services, and procedures to which you would not have had access but for your association with the Kumon Center identified above. Notwithstanding any provisions in this agreement or company policy applicable to the unauthorized use or disclosure of trade secrets, you are hereby notified that, pursuant to the Defend Trade Secrets Act of 2016, 18 U.S.C. § 1833(b):

An individual shall not be held criminally or civilly liable under any federal or state trade secret law for the disclosure of a trade secret that: (a) is made (i) in confidence to a federal, state, or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (b) is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing

is made under seal.

Further, an individual who files a lawsuit for retaliation by an employer for reporting a suspected violation of law may disclose the trade secret to the attorney of the individual and use the trade secret information in the court proceeding if the individual: (a) files any document containing the trade secret under seal; and (b) does not disclose the trade secret, except pursuant to court order.

5. If a court or arbitrator determines that any of these restrictions is overbroad, I agree to be bound by any lesser restriction that the court or arbitrator determines to be enforceable. **I acknowledge that violation of any of these restrictions would result in immediate and irreparable injury to Kumon. Accordingly, I consent to the entry of an injunction prohibiting me from violating these restrictions.**

6. Local laws may affect the enforceability of portions of this document. Should you have any questions in this regard, you are encouraged to seek independent legal advice prior to execution of this document.

Signature

Witness

Date

ATTACHMENT 2-E

VETERAN INSTRUCTOR ADDENDUM

THIS ADDENDUM to the Kumon Center Franchise Agreement (“Franchise Agreement”) dated as of _____, 20__ (“Effective Date”) between Kumon North America, Inc. (“Kumon,” “we” or “us”) and _____ (“you”) is entered into simultaneously with the execution of the Franchise Agreement.

RECITALS

Pursuant to a Kumon Center Franchise Agreement (“Prior Agreement”), we granted you the right to operate a Kumon Center at the Approved Location.

The term of the Prior Agreement has expired or will soon expire.

Kumon and you have executed the Franchise Agreement to renew the rights granted to you pursuant to the Prior Agreement.

We have established certain new operational standards for Kumon Centers for the benefit of all Kumon Centers and the Kumon Method and included those standards in our current Operations Manual.

But for the execution of this Addendum, you would be required to comply immediately with each of these new standards in connection with your operation of the Center.

Notwithstanding that obligation, we have agreed to either waive or grant you additional time to comply with and implement these new standards at your Center, subject to the terms and conditions below.

Accordingly, Kumon and you are entering into this Addendum to reflect that agreement.

NOW, THEREFORE, in consideration of the mutual covenants, agreements and obligations set forth below, the parties, intending to be legally bound, agree to amend the Franchise Agreement as follows:

1. Waiver of Compliance with Certain Operational Standards. Notwithstanding anything to the contrary in the Franchise Agreement or the Operations Manual, and subject to your compliance with the terms and conditions of the Franchise Agreement, you will not be required to comply with the following obligations contained in the Franchise Agreement during the term of the Franchise Agreement:

A. Have your Center open for business and instruction for the applicable minimum number of days and hours (as set forth in Sections X(1) and (2)(A)-(B) of the Operations Manual), provided that you maintain, at minimum, the Center’s prior schedule for Official Sessions; or

B. Purchase, install and use the Kumon Lead Management System Suite; provided that your Center’s current telephone system meets the specifications set forth in Section XI (1) of the Operations Manual.

2. Acknowledgement. You acknowledge and agree that, notwithstanding the waiver and extension granted pursuant to, respectively, Section 1 and 2, we strongly recommend that you implement each of these operational standards as soon as practicable.

3. Miscellaneous. Any capitalized term that is not defined in this Addendum will have the meaning given it in the Franchise Agreement. All captions in this Addendum are intended solely for the convenience of the parties and are not deemed to affect the meaning or construction of any provision of this Addendum. This Addendum may be executed in counterparts, and each copy so executed and delivered is deemed to be an original. A copy of this Addendum executed accordingly, whether in counterparts or otherwise, will be deemed to be an original and will be binding on each party.

4. Limited Modification. Except as expressly modified by this Addendum, the Franchise Agreement remains unmodified and in full force and effect.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties have duly executed, sealed and delivered this Addendum as of the day and year first above written.

IF YOU ARE AN INDIVIDUAL
PLEASE SIGN BELOW:

KUMON NORTH AMERICA, INC.

FRANCHISEE:

By _____

NAME

Title _____

Date _____

**IF YOU ARE A CORPORATION OR LIMITED LIABILITY COMPANY:
THE CORPORATION INSTRUCTOR MUST SIGN THIS ADDENDUM.**

KUMON NORTH AMERICA, INC.

CORPORATION NAME

By _____

By: _____

Title _____

Title: _____

Date _____

Date: _____

**SIGN BELOW ONLY IF YOU ARE A PARTNERSHIP AND HAVE SIGNED THE KUMON
PARTNERSHIP FRANCHISE RENEWAL ADDENDUM:**

KUMON NORTH AMERICA, INC.

NAME OF PARTNERSHIP

By: _____

By: _____

Title: _____

By: _____

Date: _____

Date: _____

ATTACHMENT 2-F

PARTNERSHIP

ADDENDUM

THIS ADDENDUM to the Kumon Center Franchise Agreement dated as of _____, 20__ (“Franchise Agreement”) between Kumon North America, Inc. (“Kumon”, “we” or “us”) and _____ (“you”) is entered into simultaneously with the execution of the Franchise Agreement.

RECITALS

Pursuant to a Kumon Center Franchise Agreement (“Prior Agreement”), we granted you the right to operate a Kumon Center at the Approved Location as a partnership franchisee. (As used in this Addendum, “you” refers to the partnership franchisee and each partner.)

The term of the Prior Agreement has expired or will soon expire.

Kumon is no longer granting franchises to partnerships; however, Kumon is willing to permit you, as an existing franchisee, to continue to operate the Center as a partnership, subject to the terms and conditions below.

NOW, THEREFORE, in consideration of the mutual covenants, agreements and obligations set forth below, the parties, intending to be legally bound, agree to amend the Franchise Agreement as follows:

1. Partnership Requirements. The following Section 10.8 is added to the end of Section 10:

10.8 Partnership. You must satisfy the following requirements throughout the term of the Agreement:

(a) The partnership must consist of exactly two individuals. One individual must have responsibility for the Math Subject-Franchise, and the other for the Reading Subject-Franchise. However, both individuals must sign this Agreement and be personally responsible under Section 10.1 for performance of all obligations and requirements relating to the Center. Both individuals must also sign a Guarantee and Non-Competition Agreement (See Attachments 2-B and 2-D(A) to this Agreement).

(b) We must approve your partnership agreement and any changes thereto. Among other things, we may require that the partnership’s activities are limited to operating the Kumon franchise. The partnership agreement must include the following language: “The purpose of the partnership shall be to own and operate a Kumon Math and Reading Center franchise and all other uses incidental thereto.”

(c) You must provide Kumon with a copy of the partnership resolution designating one of the partners as the person who has authority to act on behalf of and bind the partnership in any dealings and communications with Kumon. You must indicate on the Partnership Schedule to the Kumon Training Agreement the individual who will be given this authority.

(d) The legal name of the partnership must not contain the word “Kumon” or any similar words that may be confusing. However, your “doing business as” name must be the same name as your officially designated Kumon Center name, which contains the word “Kumon”.

2. Transfers. Notwithstanding anything to the contrary in the Franchise Agreement, if one partner desires to Transfer his or her interest in the partnership franchisee to the other partner, as a condition of our consent to that Transfer, the remaining partner must form a corporation or limited liability company for the convenience of ownership to which the remaining partner must Transfer his or her interest in the Franchise Agreement and the Center in accordance with section 17.8.

3. Miscellaneous. Any capitalized term that is not defined in this Addendum will have the meaning given it in the Franchise Agreement. All captions in this Addendum are intended solely for the convenience of the parties and are not deemed to affect the meaning or construction of any provision of this Addendum. This addendum may be executed in counterparts, and each copy so executed and delivered is deemed to be an original. A copy of this Addendum executed accordingly, whether in counterparts or otherwise, will be deemed to be an original and will be binding on each party.

4. Limited Modification. Except as expressly modified by this Addendum, the Franchise Agreement remains unmodified and in full force and effect.

IN WITNESS WHEREOF the parties have duly executed, sealed and delivered this Addendum as of the day and year first above written.

KUMON NORTH AMERICA, INC.

PARTNER RESPONSIBLE FOR MATH:

By: _____

PARTNER RESPONSIBLE FOR READING:

PARTNERSHIP NAME:

ATTACHMENT 2-G

**ADDENDUM TO KUMON CENTER FRANCHISE AGREEMENT
FOR NON-TRADITIONAL MARKET**

WHEREAS on the ___ day of _____, 20___, KUMON NORTH AMERICA, INC. (“Kumon”) and _____ (“Franchisee”) entered into a Franchise Agreement (“Franchise Agreement”) for Franchisee’s ownership and operation of the Kumon Center of _____, located at _____; and

WHEREAS Kumon has established certain exemptions from the terms and condition of the Kumon Center Franchise Agreement for Kumon Centers located in areas Kumon has designated as “Non-Traditional Markets”; and

WHEREAS Franchisee’s Kumon Center is located in an area presently designated by Kumon as a Non-Traditional Market.

NOW, THEREFORE, in consideration of the premises, the parties agree as follows:

1. Anything contained in the Franchise Agreement and the Kumon Center Operations Manual to the contrary notwithstanding, the Kumon Center of _____ need not be open for business at least 40 hours per week [is exempt from Kumon Center Operations Manual, Section X(2)(A)]. However, Franchisee must commit a minimum of 20 hours per week to the operation of the Kumon Center *i.e.*, conduct official center sessions, conduct new parent orientations, Center marketing, lesson planning, and other tasks related to Center operations.

2. Anything contained in the Kumon Franchise Agreement (Section 13.3(m)) or the Kumon Center Operations Manual to the contrary notwithstanding, Franchisee shall be required to obtain 20 Professional Development Credits in order to renew the Franchise Agreement.

3. Franchisee’s Corporation Instructor must personally perform or personally supervise the performance of all the obligations and requirements specified in the Kumon Center Franchise Agreement and Kumon Center Operations Manual for a Kumon Instructor; and must personally be in attendance at all class sessions.

4. In addition to the conditions set forth in the Kumon Center Operations Manual that Franchisee must achieve in order to become fully licensed, Franchisee must waive exemption from the Kumon Center Operations Manual, Section (X)(2)(A) (see Paragraph 1 above) and must devote “full time” to the operation of the Kumon Center.

5. Kumon reserves the right, in its sole discretion, to alter or change the designation of an area as a Non-Traditional Market. However, any alteration or change of the Non-Traditional Market designation by Kumon for Franchisee’s Center area will not apply to Approved Location during the term of the Franchise Agreement and will not change the terms of the Franchise Agreement.

6. Anything contained in Item 11 of Kumon’s Franchise Disclosure Document to the contrary notwithstanding (Site Selection), subject to Kumon’s approval, the size of Franchisee’s Center may be smaller than 1,000 square feet.

7. Other than as specifically set forth in this Addendum, all the terms and conditions of the Franchise Agreement and Kumon Center Operations Manual will be in full force and effect.

8. Only a written document, signed by both Kumon and Franchisee may further alter the terms and conditions of the Franchise Agreement.

IN WITNESS WHEREOF the parties have duly executed, sealed and delivered this Addendum as of the day and year first above written.

KUMON NORTH AMERICA, INC.

FRANCHISEE

By: _____

FRANCHISEE Corporation Instructor

FRANCHISEE GUARANTOR

ATTACHMENT 3
OPERATIONS MANUAL TABLE OF CONTENTS

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AUDITED FINANCIAL STATEMENTS

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of
Kumon Institute of Education Co., Ltd.)
CONSOLIDATED FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
FOR THE YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors and Stockholder
Kumon North America, Inc. and Subsidiaries

Opinion

We have audited the accompanying consolidated financial statements of Kumon North America, Inc. and Subsidiaries, which comprise the consolidated balance sheets as of December 31, 2023, 2022 and 2021, and the related consolidated statements of income, comprehensive income, changes in stockholder's equity and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Kumon North America, Inc. and Subsidiaries as of December 31, 2023, 2022 and 2021, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Kumon North America, Inc. and Subsidiaries and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Kumon North America, Inc. and Subsidiaries' ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

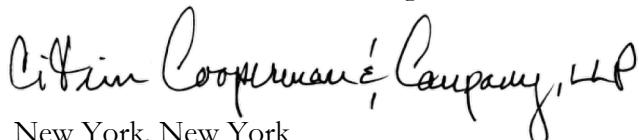
Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Kumon North America, Inc. and Subsidiaries' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Kumon North America, Inc. and Subsidiaries' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.



New York, New York

March 27, 2024

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2023, 2022 AND 2021

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|------------------------------|------------------------------|------------------------------|
| <u>ASSETS</u> | | | |
| Current assets: | | | |
| Cash and cash equivalents | \$ 51,385,951 | \$ 46,416,912 | \$ 38,908,745 |
| Investments | 1,358,875 | 1,110,653 | 1,575,000 |
| Accounts receivable, net of allowances of \$468,428, \$195,590, and \$158,740, respectively | 14,415,670 | 13,121,464 | 12,581,315 |
| Inventory, net | 8,797,162 | 6,583,906 | 6,523,750 |
| Due from parent company and affiliates | 594,030 | 2,642,816 | 598,562 |
| Prepaid expenses and other current assets | <u>3,985,238</u> | <u>3,030,879</u> | <u>4,129,307</u> |
| Total current assets | <u>80,536,926</u> | <u>72,906,630</u> | <u>64,316,679</u> |
| Property and equipment, net | <u>14,959,178</u> | <u>17,541,774</u> | <u>18,632,159</u> |
| Operating lease right-of-use-assets | <u>19,276,256</u> | <u>23,822,463</u> | <u>23,990,752</u> |
| Other assets: | | | |
| Cash surrender value of life insurance policies and other assets | 9,200,761 | 8,013,984 | 9,378,816 |
| Deferred income taxes | 2,675,226 | 3,007,243 | 3,101,657 |
| Software and software development costs, net | <u>103,360</u> | <u>90,922</u> | <u>144,093</u> |
| Total other assets | <u>11,979,347</u> | <u>11,112,149</u> | <u>12,624,566</u> |
| TOTAL ASSETS | <u>\$ 126,751,707</u> | <u>\$ 125,383,016</u> | <u>\$ 119,564,156</u> |
| <u>LIABILITIES AND STOCKHOLDER'S EQUITY</u> | | | |
| Current liabilities: | | | |
| Accounts payable | \$ 1,507,295 | \$ 2,379,859 | \$ 1,248,105 |
| Due to parent company and other affiliates | 3,704,725 | 2,758,945 | 3,320,557 |
| Accrued expenses and other current liabilities | 18,227,478 | 18,536,055 | 19,811,598 |
| Current portion of operating lease liabilities | <u>4,499,879</u> | <u>5,013,238</u> | <u>6,501,978</u> |
| Total current liabilities | <u>27,939,377</u> | <u>28,688,097</u> | <u>30,882,238</u> |
| Long-term liabilities: | | | |
| Pension liability | 5,044,206 | 4,870,337 | 6,502,523 |
| Other long-term liabilities | 1,920,738 | 2,033,162 | 2,044,054 |
| Operating lease liabilities, net of current portion | <u>18,525,471</u> | <u>22,758,270</u> | <u>21,815,629</u> |
| Total long-term liabilities | <u>25,490,415</u> | <u>29,661,769</u> | <u>30,362,206</u> |
| Total liabilities | <u>53,429,792</u> | <u>58,349,866</u> | <u>61,244,444</u> |
| Commitments and contingencies (Notes 11, 13, 14, 15 and 17) | | | |
| Stockholder's equity: | | | |
| Common stock - no par value; 350 shares authorized, 264.508 shares issued and outstanding | 13,225,400 | 13,225,400 | 13,225,400 |
| Additional paid-in capital | 9,200,124 | 9,200,124 | 9,200,124 |
| Retained earnings | 59,121,433 | 54,206,165 | 46,211,070 |
| Accumulated other comprehensive loss | <u>(8,225,042)</u> | <u>(9,598,539)</u> | <u>(10,316,882)</u> |
| Total stockholder's equity | <u>73,321,915</u> | <u>67,033,150</u> | <u>58,319,712</u> |
| TOTAL LIABILITIES AND STOCKHOLDER'S EQUITY | <u>\$ 126,751,707</u> | <u>\$ 125,383,016</u> | <u>\$ 119,564,156</u> |

See accompanying notes to consolidated financial statements.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
CONSOLIDATED STATEMENTS OF INCOME
FOR THE YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|----------------------|----------------------|----------------------|
| Revenues: | | | |
| Franchise fees and royalties | \$ 144,017,675 | \$ 133,910,302 | \$ 122,600,511 |
| Sales of publications and supplies | 1,574,732 | 2,352,955 | 2,017,877 |
| Tuition and related fees - company-owned centers | 4,561,501 | 4,563,271 | 4,516,634 |
| Other revenue | <u>2,878,508</u> | <u>3,711,055</u> | <u>1,896,574</u> |
| Total revenues | <u>153,032,416</u> | <u>144,537,583</u> | <u>131,031,596</u> |
| Costs and operating expenses: | | | |
| Cost of revenues | 32,236,959 | 33,141,435 | 28,962,035 |
| Selling, general and administrative expenses | <u>86,618,988</u> | <u>76,063,937</u> | <u>75,970,463</u> |
| Total costs and operating expenses | <u>118,855,947</u> | <u>109,205,372</u> | <u>104,932,498</u> |
| Income from operations | <u>34,176,469</u> | <u>35,332,211</u> | <u>26,099,098</u> |
| Other income: | | | |
| Interest income, net of interest expense of \$73,000, \$212,028 and \$105, respectively | 865,590 | 161,087 | 180,078 |
| Other income (expense), net | <u>352,524</u> | <u>(1,879,697)</u> | <u>595,240</u> |
| Other income (expense), net | <u>1,218,114</u> | <u>(1,718,610)</u> | <u>775,318</u> |
| Income before provision for income taxes | 35,394,583 | 33,613,601 | 26,874,416 |
| Provision for income taxes | <u>10,479,315</u> | <u>9,618,506</u> | <u>7,219,470</u> |
| NET INCOME | <u>\$ 24,915,268</u> | <u>\$ 23,995,095</u> | <u>\$ 19,654,946</u> |

See accompanying notes to consolidated financial statements.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
FOR THE YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|----------------------|----------------------|----------------------|
| Net income | \$ 24,915,268 | \$ 23,995,095 | \$ 19,654,946 |
| Other comprehensive income (loss): | | | |
| Pension items, net of tax | (103,422) | 1,228,399 | 414,853 |
| Foreign currency translation adjustments | <u>1,476,919</u> | <u>(510,056)</u> | <u>49,644</u> |
| COMPREHENSIVE INCOME | <u>\$ 26,288,765</u> | <u>\$ 24,713,438</u> | <u>\$ 20,119,443</u> |

See accompanying notes to consolidated financial statements.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDER'S EQUITY
FOR THE YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

| | Common Stock | | Additional Paid-In Capital | Retained Earnings | Accumulated Other Comprehensive Loss | Total Stockholder's Equity |
|---|-----------------------|-----------------------------|----------------------------------|-----------------------------|---|----------------------------------|
| | Shares | Amount | | | | |
| Balance - January 1, 2021 | 264.508 | \$ 13,225,400 | \$ 9,200,124 | \$ 41,556,124 | \$ (10,781,379) | \$ 53,200,269 |
| Net income | - | - | - | 19,654,946 | - | 19,654,946 |
| Pension items, net of tax | - | - | - | - | 414,853 | 414,853 |
| Foreign currency translation adjustments | - | - | - | - | 49,644 | 49,644 |
| Dividends | - | - | - | (15,000,000) | - | (15,000,000) |
| Balance - December 31, 2021 | 264.508 | 13,225,400 | 9,200,124 | 46,211,070 | (10,316,882) | 58,319,712 |
| Net income | - | - | - | 23,995,095 | - | 23,995,095 |
| Pension items, net of tax | - | - | - | - | 1,228,399 | 1,228,399 |
| Foreign currency translation adjustments | - | - | - | - | (510,056) | (510,056) |
| Dividends | - | - | - | (16,000,000) | - | (16,000,000) |
| Balance - December 31, 2022 | 264.508 | 13,225,400 | 9,200,124 | 54,206,165 | (9,598,539) | 67,033,150 |
| Net income | - | - | - | 24,915,268 | - | 24,915,268 |
| Pension items, net of tax | - | - | - | - | (103,422) | (103,422) |
| Foreign currency translation adjustments | - | - | - | - | 1,476,919 | 1,476,919 |
| Dividends | - | - | - | (20,000,000) | - | (20,000,000) |
| BALANCE - DECEMBER 31, 2023 | <u>264.508</u> | <u>\$ 13,225,400</u> | <u>\$ 9,200,124</u> | <u>\$ 59,121,433</u> | <u>\$ (8,225,042)</u> | <u>\$ 73,321,915</u> |

See accompanying notes to consolidated financial statements.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2023, 2022 AND 2021

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|---|----------------------|----------------------|----------------------|
| Cash flows from operating activities: | | | |
| Net income | \$ 24,915,268 | \$ 23,995,095 | \$ 19,654,946 |
| Adjustments to reconcile net income to net cash provided by operating activities: | | | |
| Depreciation and amortization | 3,913,198 | 4,249,553 | 3,613,373 |
| Provision for doubtful accounts | 272,838 | 36,850 | 895 |
| Deferred income taxes | 581,234 | (367,908) | (686,793) |
| Non-cash lease expense | 5,069,747 | 4,621,908 | 5,248,976 |
| Loss on sale of property and equipment | 92,010 | (51,664) | (194,802) |
| Decrease (increase) on cash surrender value of life insurance policies | (918,486) | 1,243,707 | (805,885) |
| Changes in assets and liabilities: | | | |
| Accounts receivable | (1,555,584) | (678,905) | (1,648,718) |
| Inventory | (2,200,602) | (71,259) | 1,233,233 |
| Due from parent company and affiliates | 2,057,412 | (2,077,036) | (286,378) |
| Prepaid expenses and other current assets | (950,560) | 1,093,710 | 1,033,246 |
| Other assets | (253,532) | 108,589 | (112,649) |
| Accounts payable | (901,360) | 1,127,610 | (1,237,883) |
| Due to parent company and other affiliates | 989,728 | (485,689) | 287,621 |
| Accrued expenses and other current liabilities | (313,199) | (1,174,662) | 5,309,764 |
| Pension liability | 65,467 | (303,753) | 49,920 |
| Other long-term liabilities | (116,356) | 164,116 | 133,449 |
| Operating lease liabilities | <u>(5,306,771)</u> | <u>(5,375,105)</u> | <u>(5,460,668)</u> |
| Net cash provided by operating activities | <u>25,440,452</u> | <u>26,055,157</u> | <u>26,131,647</u> |
| Cash flows from investing activities: | | | |
| Purchase of investments | (1,358,875) | (1,110,653) | (1,575,000) |
| Proceeds from sale of investments | 1,111,631 | 1,447,263 | 7,797,323 |
| Payments for software and software development costs | (73,265) | (4,276) | (22,946) |
| Acquisitions of property and equipment | (1,438,505) | (3,313,501) | (1,918,946) |
| Proceeds from sale of property and equipment | <u>92,010</u> | <u>179,309</u> | <u>396,777</u> |
| Net cash provided by (used in) investing activities | <u>(1,667,004)</u> | <u>(2,801,858)</u> | <u>4,677,208</u> |
| Cash used in financing activities: | | | |
| Payment of dividends | <u>(20,000,000)</u> | <u>(16,000,000)</u> | <u>(15,000,000)</u> |
| Effect of exchange rate change on cash and cash equivalents | <u>1,195,591</u> | <u>254,868</u> | <u>(34,681)</u> |
| Net increase in cash and cash equivalents | 4,969,039 | 7,508,167 | 15,774,174 |
| Cash and cash equivalents - beginning | <u>46,416,912</u> | <u>38,908,745</u> | <u>23,134,571</u> |
| CASH AND CASH EQUIVALENTS - ENDING | <u>\$ 51,385,951</u> | <u>\$ 46,416,912</u> | <u>\$ 38,908,745</u> |
| Supplemental schedules for noncash investing activities: | | | |
| Interest paid | <u>\$ 73,000</u> | <u>\$ 212,028</u> | <u>\$ 105</u> |
| Income taxes paid | <u>\$ 8,903,333</u> | <u>\$ 12,426,714</u> | <u>\$ 3,687,129</u> |

See accompanying notes to consolidated financial statements.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2023, 2022 AND 2021

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of operations

Kumon North America, Inc. ("KNA") was incorporated on December 4, 1989, under the laws of the state of Delaware as a wholly-owned subsidiary of Kumon Institute of Education Co., Ltd. ("KIE"), a Japanese corporation. KNA has a wholly-owned subsidiary domiciled and with principal operations in Canada, Kumon Canada, Inc. ("KC"), and a 99.99%-owned subsidiary domiciled and with principal operations in Mexico, Kumon Instituto de Educación, S.A. de C.V. ("KM").

The principal business of KNA, KC and KM (collectively, the "Company") is to market, primarily through franchising, mathematics and reading learning processes developed by KIE. The franchisees own and operate independent teaching centers, and the Company earns royalties from these operations based on the number of enrolled students. In addition to its principal business, the Company maintains Company-owned teaching centers. The Company pays royalties to KIE based on its revenues in accordance with a royalty agreement with KIE.

The Company has concentrated principally on expanding market share and developing consumer awareness of its learning processes in the United States, Canada and Mexico.

Basis of accounting

The accompanying consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP").

Principles of consolidation

The accompanying consolidated financial statements include the accounts of KNA, KC and KM. All significant intercompany transactions and balances have been eliminated in consolidation.

Revenue recognition

The Company primarily derives its revenues from franchise fees and royalties.

Franchise fees and royalties

Contract consideration from franchise operations primarily consists of initial franchise fees, and sales-based royalties. The initial franchise fees are nonrefundable and collected when the underlying franchise agreement is signed by the franchisee. Sales-based royalties are payable monthly.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2023, 2022 AND 2021

NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue recognition (continued)

Franchise fees and royalties (continued)

The Company's primary performance obligation under the franchise agreement mainly includes granting certain rights to access the Company's intellectual property and a variety of activities relating to opening a franchise unit, including training and other such activities commonly referred to collectively as "pre-opening activities." The Company has determined that certain of the training provided to the franchisee is not brand-specific and provides the franchisee with relevant general business information that is separate and distinct from the operation of a company-branded franchise unit. The portion of training services provided that is not brand-specific is deemed to be distinct as it provides a benefit to the franchisee and is not highly interrelated or interdependent to access the Company's intellectual property and therefore is accounted for as a separate distinct performance obligation. All other pre-opening activities have been determined to be highly interrelated and interdependent to access the Company's intellectual property and therefore are accounted for as a single performance obligation, which is satisfied by granting certain rights to access the Company's intellectual property over the term of each franchise agreement.

The Company estimates the standalone selling price of training services that are not brand specific using an adjusted market assessment approach. The Company allocates the initial franchise fees and the fixed consideration, under the franchise agreement to the stand-alone selling price of the training services that are not brand specific. The franchise fee is \$2,000 and it was determined that the market value of training that is not brand specific exceeds the amount of the initial franchise fee therefore the initial franchise fee is deemed recognized when training is completed.

Royalties are earned based on student enrollments. Franchise royalties represent sales-based royalties that are related entirely to the use of the Company's intellectual property and are recognized as franchisee sales occur and the royalty is deemed collectible.

Other

Tuition and fees at Company-owned and operated locations are recognized as the services are performed.

Sales of worksheets and other inventory items are recognized when goods are shipped to the franchisees.

Cash and cash equivalents

Cash equivalents are short-term, highly liquid investments, including guaranteed investment certificates ("GICs") purchased with maturities of three months or less. Cash equivalents are stated at cost, which approximates market value.

Investments

Investments consist of GICs.

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NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Investments (continued)

GICs are carried at cost. GICs that are scheduled to mature within 12 months of the consolidated balance sheet date are classified as current assets in the accompanying consolidated balance sheets.

Accounts receivable

Trade accounts receivable will be stated at the amount the Company expects to collect. The Company maintains allowances for doubtful accounts for estimated losses resulting from the inability of some of its franchisees to make required payments. The Company assesses collectibility by reviewing accounts receivable and its contract assets on a collective basis where similar risk characteristics exist. In determining the amount of the allowance for doubtful accounts, management considers historical collectibility and make judgments about the creditworthiness of the pool of customers based on credit evaluations. Current market conditions and reasonable and supportable forecasts of future economic conditions adjust the historical losses to determine the appropriate allowance for doubtful. Uncollectible accounts are written off when all collection efforts have been exhausted. Accounts receivable as of December 31, 2023, 2022, 2021 and 2020, amounted to \$14,415,670, \$13,121,464, \$12,581,315 and \$10,942,560, respectively.

The allowance for doubtful accounts as of December 31, 2023, 2022 and 2021, was \$468,428, \$195,590, and \$158,740, respectively.

Inventory

Inventory consists primarily of finished goods such as certain teaching accessories, worksheets and supplies. Teaching accessories, worksheets and supplies are held for sale to franchisees and are stated at the lower of cost or net realizable value, with cost determined using primarily the first-in, first-out basis.

Property and equipment

Property and equipment are carried at cost, less accumulated depreciation and amortization. Depreciation and amortization of property and equipment are provided over the estimated useful lives of the assets using the straight-line method. Leasehold improvements are amortized over the shorter of the estimated useful life of the improvements or the term of the related lease. Construction in progress is amortized based on the asset class when it is put into service. The cost of repairs and maintenance is charged to expense as incurred.

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NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Impairment of long-lived assets

In accordance with Financial Accounting Standards Board ("FASB") Accounting Standards Codification ("ASC") 360, *Property, Plant, and Equipment*, the Company's long-lived assets are reviewed for impairment annually or whenever events or changes in circumstances indicate that the carrying amount of the asset in question may not be recoverable. If the sum of the expected future cash flows (undiscounted and without interest charges) is less than the carrying amount of the asset, the Company recognizes an impairment loss based on the estimated fair value of the asset. The Company has determined there to be no indicators of impairment.

Software and software development costs

The Company capitalizes the costs of internally-developed software based on a project-by-project analysis of each project's significance to the Company. All capitalized, internally-developed software costs are amortized using the straight-line method over the estimated useful lives of the software, not exceeding five years.

The costs of purchased software are amortized by the straight-line method over the estimated useful lives of the software, not exceeding five years.

Foreign currency translation adjustments

Assets and liabilities of KNA's foreign subsidiaries are translated from their functional currencies into U.S. dollars at the rates of exchange on the balance sheet date. Income and expense items are translated at average rates of exchange during the year. The resulting translation gains or losses are included as "Accumulated other comprehensive loss" in stockholder's equity in the accompanying consolidated balance sheets.

Comprehensive income (loss)

Comprehensive income (loss) consists of net income (loss), and foreign currency translation adjustments, as well as prior service costs or credits, and transition assets or obligations related to the Company's pension plan. An analysis of the changes in the components of accumulated other comprehensive loss is set forth in Note 12.

Income taxes

The Company uses the asset and liability method of accounting for income taxes pursuant to FASB ASC 740, *Income Taxes*. Under the asset and liability method of FASB ASC 740, deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax assets, including tax loss and credit carryforwards, and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date. Deferred income tax expense represents the change during the period in the deferred tax assets and liabilities. Deferred tax assets are reduced by a valuation allowance when, in the opinion of management, it is more likely than not that some portion or all of the deferred tax assets will not be realized.

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NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Income taxes (continued)

The Company recognizes and measures its unrecognized tax benefits in accordance with FASB ASC 740. Under that guidance, the Company assesses the likelihood, based on their technical merit, that tax positions will be sustained upon examination based on the facts, circumstances and information available at the end of each period. The measurement of unrecognized tax benefits is adjusted when new information is available, or when an event occurs that requires a change.

Use of estimates

The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America ("U.S. GAAP") requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates.

Advertising costs

Advertising costs are expensed as incurred and aggregated \$18,405,925, \$12,795,382 and \$10,990,819 for the years ended December 31, 2023, 2022 and 2021, respectively.

Reclassifications

Certain amounts in the prior years' consolidated financial statements have been reclassified to conform to the current year presentation. These reclassification adjustments had no effect on the Company's previously reported net income.

Provision for contingencies

The Company records a provision for contingencies when a liability is deemed to be probable and can be reasonably estimated.

Leases

The Company has various operating lease agreements for corporate and field offices, corporate centers and a warehouse leases expiring through August 2031, with one to two options to extend the lease generally for five years per option period. The Company determines if an arrangement is a lease at the inception of the contract. At the lease commencement date, each lease is evaluated to determine whether it will be classified as an operating or finance lease.

Lease terms include the noncancellable portion of the underlying leases along with any reasonably certain lease periods associated with available renewal periods, termination options and purchase options. The Company has lease agreements with lease and non-lease components, which are generally accounted for separately with amounts allocated to the lease and non-lease components based on stand-alone prices. The Company uses the risk-free discount rate when the rate implicit in the lease is not readily determinable at the commencement date in determining the present value of lease payments.

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NOTE 1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Leases (Continued)

Certain leases contain fixed and determinable escalation clauses for which the Company recognizes rental expense under these leases on the straight-line basis over the lease terms.

Subsequent events

In accordance with FASB ASC 855, *Subsequent Events*, the Company has evaluated subsequent events through March 27, 2024, the date on which these consolidated financial statements were available to be issued. Except as disclosed in Note 18, there were no material subsequent events that required recognition or additional disclosure in these consolidated financial statements.

NOTE 2. RECENTLY ADOPTED ACCOUNTING STANDARDS

In June 2016, the FASB issued Accounting Standards Update ("ASU") No. 2016-13, Financial Instruments—Credit Losses (Topic 326) ("ASC 326"), along with subsequently issued related ASUs, which requires financial assets (or groups of financial assets) measured at amortized cost basis to be presented at the net amount expected to be collected, among other provisions. ASC 326 eliminates the probable initial threshold for recognition of credit losses for financial assets recorded at amortized cost, which could result in earlier recognition of credit losses. It utilizes a lifetime expected credit loss measurement model for the recognition of credit losses at the time the financial asset is originated or acquired. The Company's financial instruments include accounts receivable. The expected credit losses are adjusted each period for changes in expected lifetime credit losses.

The Company adopted ASC 326 using the modified retrospective method on January 1, 2023 and it did not have a material impact on the combined financial statements.

NOTE 3. REVENUES

Disaggregated revenues

The Company derives its revenues from franchisees located throughout North America. The economic risks of the Company's revenues are dependent on the strength of the economy in North America and its ability to collect on its contracts. The Company disaggregates revenue from contracts with customers by geographic region as it believes this best depicts how the nature, amount, timing and uncertainty of revenue and cash flows are affected by economic factors. The Company's timing of its revenue recognized for the years ended December 31, 2023, 2022 and 2021, is all at a point in time.

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NOTE 3. REVENUES (CONTINUED)

Franchise fees and royalties by geographic region in North America for the years ended December 31, 2023, 2022 and 2021, were as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--------|-----------------------|-----------------------|-----------------------|
| USA | \$ 106,345,410 | \$ 101,249,275 | \$ 92,975,149 |
| Canada | 26,272,107 | 23,379,871 | 21,693,492 |
| Mexico | <u>11,400,158</u> | <u>9,281,156</u> | <u>7,931,870</u> |
| Total | <u>\$ 144,017,675</u> | <u>\$ 133,910,302</u> | <u>\$ 122,600,511</u> |

Other revenues by geographic region in North America for the years ended December 31, 2023, 2022 and 2021, were as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--------|---------------------|----------------------|---------------------|
| USA | \$ 7,222,130 | \$ 9,983,136 | \$ 7,958,012 |
| Canada | 593,922 | 338,315 | 210,189 |
| Mexico | <u>1,198,689</u> | <u>305,830</u> | <u>262,884</u> |
| Total | <u>\$ 9,014,741</u> | <u>\$ 10,627,281</u> | <u>\$ 8,431,085</u> |

NOTE 4. RELATED-PARTY TRANSACTIONS

The following table summarizes transactions with KIE and other affiliated companies:

| | <u>Years Ended December 31,</u> | | |
|--|---------------------------------|--------------|--------------|
| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
| Transactions with KIE: | | | |
| <i>Revenues:</i> | | | |
| Service fee income, management fee income and other income | \$ 1,208,857 | \$ 2,742,310 | \$ 1,025,917 |
| <i>Costs and operating expenses:</i> | | | |
| Royalty fees incurred | 11,110,229 | 10,446,921 | 9,637,506 |
| Management fee expense | 3,587,996 | 2,501,404 | 2,376,528 |
| Other expenses | 35,111 | 21,924 | 15,323 |
| Transactions with other affiliated companies: | | | |
| <i>Revenues:</i> | | | |
| Sales of publications | \$ 675,403 | \$ 1,331,517 | \$ 1,045,365 |
| <i>Costs and operating expenses:</i> | | | |
| Purchases of inventory and other expenses | 136,791 | 129,371 | 167,600 |
| Capitalized costs associated with worksheet development | 162,671 | 53,170 | 1,636,193 |

The Company develops worksheets for various programs on behalf of KIE. Pursuant to the worksheet development agreement, the Company is entitled to compensation upon the completion of development.

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NOTE 4. RELATED-PARTY TRANSACTIONS (CONTINUED)

The above transactions occur in the normal course of business with KIE and other affiliated companies. The Company was owed \$594,030, \$2,642,816 and \$598,562 by KIE and other affiliated companies as of December 31, 2023, 2022 and 2021, respectively, included in "Due from parent company and affiliates" in the accompanying consolidated balance sheets. The Company owed \$3,704,725, \$2,758,945 and \$3,320,557 to KIE and other affiliated companies as of December 31, 2023, 2022 and 2021, respectively, included in "Due to parent company and other affiliates" in the accompanying consolidated balance sheets. These amounts are noninterest-bearing and are due on demand.

NOTE 5. INVESTMENTS

Investments at December 31, 2023, 2022 and 2021, consisted of the following:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|---------------------|---------------------|---------------------|
| Guaranteed investment certificates (a) | \$ <u>1,358,875</u> | \$ <u>1,110,653</u> | \$ <u>1,575,000</u> |

Investments are classified as follows in the accompanying consolidated balance sheets:

| | | | |
|-----------------------|---------------------|---------------------|---------------------|
| Investments - current | \$ <u>1,358,875</u> | \$ <u>1,110,653</u> | \$ <u>1,575,000</u> |
|-----------------------|---------------------|---------------------|---------------------|

(a) At December 31, 2023, guaranteed investment certificates bear interest at rates ranging from 4.70% to 5.40%, and mature as follows:

| <u>Year ending December 31:</u> | <u>Amount</u> |
|---------------------------------|---------------------|
| 2024 | \$ <u>1,358,875</u> |

NOTE 6. PROPERTY AND EQUIPMENT

Property and equipment at December 31, 2023, 2022 and 2021, consisted of the following:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|---|----------------------|----------------------|----------------------|
| Furniture and fixtures | \$ 21,655,270 | \$ 20,837,649 | \$ 20,102,064 |
| Equipment and automobiles | 13,562,736 | 13,525,671 | 13,442,676 |
| Leasehold improvements | 15,869,366 | 15,793,606 | 14,913,872 |
| Construction in progress | <u>32,620</u> | <u>46,325</u> | <u>66,032</u> |
| | 51,119,992 | 50,203,251 | 48,524,644 |
| Less: accumulated depreciation and amortization | <u>36,160,814</u> | <u>32,661,477</u> | <u>29,892,485</u> |
| Property and equipment, net | <u>\$ 14,959,178</u> | <u>\$ 17,541,774</u> | <u>\$ 18,632,159</u> |

Depreciation expense for the years ended December 31, 2023, 2022 and 2021, amounted to \$3,860,062, \$4,189,798 and \$3,433,816, respectively.

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NOTE 7. SOFTWARE AND SOFTWARE DEVELOPMENT COSTS

Software and software development costs at December 31, 2023, 2022 and 2021, consisted of the following:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|-------------------|------------------|-------------------|
| Software and software development costs | \$ 7,484,422 | \$ 7,401,362 | \$ 7,383,397 |
| Less: accumulated amortization | <u>7,381,062</u> | <u>7,310,440</u> | <u>7,239,304</u> |
| Software and software development costs, net | <u>\$ 103,360</u> | <u>\$ 90,922</u> | <u>\$ 144,093</u> |

Software and software development costs include purchased software and capitalized costs of internally-developed software.

Amortization expense for the years ended December 31, 2023, 2022 and 2021, amounted to \$53,136, \$59,755 and \$179,557, respectively.

NOTE 8. INCOME TAXES

The income tax provision for the years ended December 31, 2023, 2022 and 2021, is summarized as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|----------------------------|----------------------|---------------------|---------------------|
| Current: | | | |
| Federal | \$ 4,793,390 | \$ 5,025,092 | \$ 3,860,660 |
| State and local | 1,365,082 | 1,684,289 | 1,238,650 |
| Foreign | <u>3,739,609</u> | <u>3,277,033</u> | <u>2,806,953</u> |
| | <u>9,898,081</u> | <u>9,986,414</u> | <u>7,906,263</u> |
| Deferred: | | | |
| Federal | 847,925 | (187,996) | (478,447) |
| State and local | (302,191) | (58,418) | (201,658) |
| Foreign | <u>35,500</u> | <u>(121,494)</u> | <u>(6,688)</u> |
| | <u>581,234</u> | <u>(367,908)</u> | <u>(686,793)</u> |
| Provision for income taxes | <u>\$ 10,479,315</u> | <u>\$ 9,618,506</u> | <u>\$ 7,219,470</u> |

The components of the Company's net deferred tax assets as of December 31, 2023, 2022 and 2021, are as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--------------------------|---------------------|---------------------|---------------------|
| Deferred tax assets | \$ 2,726,957 | \$ 3,065,793 | \$ 3,138,875 |
| Deferred tax liabilities | <u>(51,731)</u> | <u>(58,550)</u> | <u>(37,218)</u> |
| Net deferred tax assets | <u>\$ 2,675,226</u> | <u>\$ 3,007,243</u> | <u>\$ 3,101,657</u> |

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NOTE 8. INCOME TAXES (CONTINUED)

Deferred tax assets primarily arise from differences in the consolidated financial statements and income tax bases of accrued expenses, inventory capitalized under Internal Revenue Code ("IRC") Section 263A, deferred rent obligation, ROU assets, operating lease liabilities, and tax credits. Deferred tax liabilities primarily consist of differences in the financial and income tax bases of property and equipment.

The Company's effective income tax expense differs from the federal tax statutory amount because of the effect of the following items:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--------------------------------------|----------------------|----------------------|----------------------|
| Federal tax statutory rate | 21.0 % | 21.0 % | 21.0 % |
| Nondeductible expenses | 0.6 % | 0.9 % | (0.6)% |
| State tax - net of federal benefit | 2.4 % | 3.8 % | 3.0 % |
| Foreign income tax rate differential | 3.3 % | 2.8 % | 3.2 % |
| Other | <u>2.4 %</u> | <u>0.4 %</u> | <u>0.4 %</u> |
| Total | <u><u>29.7 %</u></u> | <u><u>28.9 %</u></u> | <u><u>27.0 %</u></u> |

The Company files income tax returns in the U.S. federal jurisdiction, various state and local jurisdictions, and foreign countries.

NOTE 9. CONCENTRATIONS OF CREDIT RISK

Financial instruments that potentially expose the Company to concentrations of credit risk consist of cash and cash equivalents, investments and accounts receivable.

At December 31, 2023, 2022 and 2021, the Company maintained a cash balance in excess of amounts insured by the Federal Deposit Insurance Corporation (the "FDIC").

Concentrations of credit risk with respect to accounts receivable are limited because a large number of geographically diverse franchisees and customers make up the Company's franchisee and customer base, thus spreading the trade credit risk. At December 31, 2023, 2022 and 2021, no franchisee or customer represents greater than 10% of total accounts receivable. The Company controls credit risk through credit approvals, credit limits and monitoring procedures. The Company performs credit evaluations of its franchisees but generally does not require collateral to support accounts receivable.

Investments as of December 31, 2023, 2022 and 2021, primarily consist of guaranteed investment certificates. The guaranteed investment certificates have varying maturities and are spread across different financial institutions in Canada. Management does not anticipate any losses as a result of such investments.

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NOTE 10. DOMESTIC AND FOREIGN OPERATIONS

Total assets and revenues with respect to operations in the United States and other countries are as follows as of and for the years ended December 31, 2023, 2022 and 2021:

| | <u>2023</u> | | <u>2022</u> | | <u>2021</u> | |
|---------------|----------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------------------|
| | <u>Total Assets</u> | <u>Total Revenues</u> | <u>Total Assets</u> | <u>Total Revenues</u> | <u>Total Assets</u> | <u>Total Revenues</u> |
| United States | \$ 84,849,663 | \$ 113,567,539 | \$ 85,698,455 | \$ 111,232,411 | \$ 80,042,826 | \$ 100,933,161 |
| Canada | 28,900,819 | 26,866,029 | 27,469,814 | 23,718,186 | 27,679,721 | 21,903,681 |
| Mexico | <u>13,001,225</u> | <u>12,598,848</u> | <u>12,214,747</u> | <u>9,586,986</u> | <u>11,841,609</u> | <u>8,194,754</u> |
| Total | <u>\$126,751,707</u> | <u>\$ 153,032,416</u> | <u>\$ 125,383,016</u> | <u>\$ 144,537,583</u> | <u>\$119,564,156</u> | <u>\$ 131,031,596</u> |

NOTE 11. OTHER LONG-TERM LIABILITIES

The components of other long-term liabilities at December 31, 2023, 2022 and 2021, were as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|-----------------------------|---------------------|---------------------|---------------------|
| Current income tax payable | \$ 1,469,668 | \$ 1,724,654 | \$ 1,724,654 |
| Other long-term liabilities | <u>451,070</u> | <u>308,508</u> | <u>319,400</u> |
| Other long-term liabilities | <u>\$ 1,920,738</u> | <u>\$ 2,033,162</u> | <u>\$ 2,044,054</u> |

NOTE 12. ACCUMULATED OTHER COMPREHENSIVE LOSS

The components of accumulated other comprehensive loss at December 31, 2023, 2022 and 2021, were as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|---|-----------------------|-----------------------|------------------------|
| Defined benefit pension plan, net of income benefit (taxes) of \$(192,298), \$(227,163) and \$231,355, respectively | \$ 505,236 | \$ 608,658 | \$ (619,740) |
| Foreign currency translation adjustments | <u>(8,730,278)</u> | <u>(10,207,197)</u> | <u>(9,697,142)</u> |
| Accumulated other comprehensive loss | <u>\$ (8,225,042)</u> | <u>\$ (9,598,539)</u> | <u>\$ (10,316,882)</u> |

NOTE 13. EMPLOYEE BENEFIT PLANS

The Company provides pension benefits to its employees through various IRC qualified and unqualified contributory and non-contributory pension plans.

KNA maintains a qualified, defined contribution profit-sharing plan covering substantially all eligible employees, who can participate upon commencement of employment with the Company. Contributions made by plan participants may be tax deferred as allowed under Section 401(k) of the IRC. KNA matches employee contributions up to 100% of the first 6% of an employee's salary. During the years ended December 31, 2023, 2022 and 2021, KNA made matching contributions of \$1,543,798, \$1,377,930 and \$1,268,024, respectively.

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NOTE 13. EMPLOYEE BENEFIT PLANS (CONTINUED)

KNA also maintains a nonqualified, unfunded, defined-benefit Supplemental Executive Retirement Plan (the "SERP") that provides benefits to senior executive management based on years of service and the highest five-year consecutive average salary. The Company has established an irrevocable trust designed to pay plan benefits as they become due. However, assets of the trust will be subject to the claims of the Company's general creditors in the event of insolvency. Presently, the trust has not been funded.

Effective September 30, 2015, the Company's board of directors voted to amend the SERP, and to freeze all remaining pension benefits. As benefit accruals under the SERP were frozen, future compensation is not projected in the determination of the benefit obligation at December 31, 2015, and thereafter.

A summary of the changes in the benefit obligations and funded status of the SERP for the years ended December 31, 2023, 2022 and 2021, is as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|-----------------------|-----------------------|-----------------------|
| Change in benefit obligation: | | | |
| Benefit obligation at beginning of year | \$ 4,870,337 | \$ 6,502,523 | \$ 6,960,674 |
| Interest cost | 237,775 | 175,659 | 154,694 |
| Actuarial loss (gain) and other (a) | 117,217 | (1,652,349) | (458,817) |
| Benefits paid | <u>(181,123)</u> | <u>(155,496)</u> | <u>(154,028)</u> |
| Benefit obligation at end of year | 5,044,206 | 4,870,337 | 6,502,523 |
| Change in plan assets: | | | |
| Fair value of plan assets at beginning of year | - | - | - |
| Fair value of plan assets at end of year | <u>-</u> | <u>-</u> | <u>-</u> |
| Funded status | \$ <u>(5,044,206)</u> | \$ <u>(4,870,337)</u> | \$ <u>(6,502,523)</u> |

(a) In 2023, 2022 and 2021, fluctuations in the discount rate and the termination or retirement of certain former participants resulted in adjustments to the actuarial loss (gain).

The following weighted-average assumptions were used to determine benefit obligations at December 31, 2023, 2022 and 2021:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|-------------------------------|---------------|---------------|---------------|
| Discount rate | <u>4.75 %</u> | <u>5.00 %</u> | <u>2.75 %</u> |
| Rate of compensation increase | <u>N/A</u> | <u>N/A</u> | <u>N/A</u> |

Weighted-average assumptions used to determine net periodic pension cost for the years ended December 31, 2023, 2022 and 2021, consisted of the following:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|---------------|---------------|---------------|---------------|
| Discount rate | <u>5.00 %</u> | <u>2.75 %</u> | <u>2.25 %</u> |

The Company evaluates its actuarial assumptions on an annual basis and considers changes in these long-term factors based upon market conditions and the requirements of FASB ASC 715, *Compensation - Retirement Benefits*.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2023, 2022 AND 2021

NOTE 13. EMPLOYEE BENEFIT PLANS (CONTINUED)

Amounts recognized in the accompanying consolidated balance sheets at December 31, 2023, 2022 and 2021, consisted of the following:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|---|-----------------------|-----------------------|-----------------------|
| Pension liability | \$ (5,044,206) | \$ (4,870,337) | \$ (6,502,523) |
| Amounts recognized in "Accumulated other comprehensive loss" (before related income taxes): | | | |
| Net gain | <u>(697,534)</u> | <u>(835,821)</u> | <u>851,096</u> |
| Net amount recognized | <u>\$ (5,741,740)</u> | <u>\$ (5,706,158)</u> | <u>\$ (5,651,427)</u> |

The components of net periodic pension cost for the years ended December 31, 2023, 2022 and 2021, were as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|------------------------------------|-------------------|-------------------|-------------------|
| Service cost | \$ - | \$ - | \$ - |
| Interest cost | 237,775 | 175,659 | 154,694 |
| Amortization of prior service cost | - | - | - |
| Unrecognized net loss (gain) | <u>(44,053)</u> | <u>34,448</u> | <u>93,449</u> |
| Net periodic pension cost | <u>\$ 193,722</u> | <u>\$ 210,107</u> | <u>\$ 248,143</u> |

Other changes in benefit obligations recognized in "Other comprehensive income (loss)" were as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|--|---------------------|---------------------|-------------------|
| Prior service cost | \$ - | \$ - | \$ - |
| Unrecognized gain (loss) | <u>(138,287)</u> | <u>1,686,917</u> | <u>558,169</u> |
| Total amount recognized in "Other comprehensive income (loss)" | (138,287) | 1,686,917 | 558,169 |
| Income tax benefit (provision for) | <u>34,865</u> | <u>(458,518)</u> | <u>(143,316)</u> |
| Amount recognized in "Other comprehensive income (loss)" | <u>\$ (103,422)</u> | <u>\$ 1,228,399</u> | <u>\$ 414,853</u> |

The projected benefit obligation ("PBO") and accumulated benefit obligation ("ABO") at December 31, 2023, 2022 and 2021, are presented in the table below:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|-----|-----------------------|-----------------------|-----------------------|
| ABO | <u>\$ (5,044,206)</u> | <u>\$ (4,870,337)</u> | <u>\$ (6,502,523)</u> |
| PBO | <u>\$ (5,044,206)</u> | <u>\$ (4,870,337)</u> | <u>\$ (6,502,523)</u> |

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2023, 2022 AND 2021

NOTE 13. EMPLOYEE BENEFIT PLANS (CONTINUED)

At December 31, 2023, expected benefit payments associated with the defined-benefit pension plan for each of the next five years and the succeeding five years thereafter, in the aggregate, are as follows:

| <u>Year ending December 31:</u> | <u>Amount</u> |
|---------------------------------|---------------------|
| 2024 | \$ 250,593 |
| 2025 | 250,458 |
| 2026 | 249,767 |
| 2027 | 275,247 |
| 2028 | 273,254 |
| Thereafter | <u>1,696,690</u> |
| | <u>\$ 2,996,009</u> |

NOTE 14. LEASING ARRANGEMENTS

The Company is the lessee in various operating leases for corporate and field offices and a warehouse leases expiring through August 2031. Total lease expense, for the years ended December 31, 2023, 2022 and 2021, amounted to \$4,993,512, \$5,255,415 and \$6,596,787, respectively.

Maturities of lease liabilities at December 31, 2023, are as follows:

| <u>Year Ending December:</u> | |
|---|----------------------|
| 2024 | \$ 4,853,160 |
| 2025 | 4,353,989 |
| 2026 | 3,852,071 |
| 2027 | 3,443,588 |
| 2028 | 2,926,566 |
| Thereafter | <u>5,354,343</u> |
| Total minimum lease payments | 24,783,717 |
| Less: amount representing interest | <u>1,758,367</u> |
| Present value of net minimum lease payments | 23,025,350 |
| Less: current portion | <u>4,499,879</u> |
| Long-term portion | <u>\$ 18,525,471</u> |

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2023, 2022 AND 2021

NOTE 14. LEASING ARRANGEMENTS (CONTINUED)

Supplemental cash flow information related to leases was as follows:

| | <u>2023</u> | <u>2022</u> | <u>2021</u> |
|---|--------------|--------------|--------------|
| Cash paid for amounts included in measurement of lease liabilities: | | | |
| Operating cash flows from operating leases | \$ 5,306,771 | \$ 5,375,105 | \$ 5,645,339 |
| Average lease terms and discount rates were as follows: | | | |
| Weighted-average remaining lease term (years) of operating leases | 2 | 3 | 3 |
| Weighted-average discount rate (%) of operating leases | 3.79 % | 1.69 % | 1.85 % |

The Company subleases certain real estate to third parties. The Company's sublease portfolio consists of operating leases held with franchisees. The Company received sublease income for the years ended December 31, 2023, 2022 and 2021, of \$1,207,180, \$515,673 and \$352,470, respectively, and incurred lease expenses related to such leases of \$1,823,928, \$1,487,749 and \$1,022,015, respectively, for the years ended December 31, 2023, 2022 and 2021.

NOTE 15. COMMITMENTS AND CONTINGENCIES

Claims and litigation

At times, the Company may be involved in certain claims and litigation arising in the ordinary course of its business. Litigation is subject to inherent uncertainties, and unfavorable rulings could occur. An unfavorable ruling could have money damages and, in such event, could result in a material adverse impact on the Company's financial position, results of operations or cash flows for the period in which the ruling occurs.

NOTE 16. FINANCIAL INSTRUMENTS

At December 31, 2023, 2022 and 2021, the Company's financial instruments consisted of cash and cash equivalents, investments, accounts receivable, accounts payable, accrued expenses and other current liabilities. The carrying values of these financial instruments (cost) approximates their fair values due to their relatively short-term maturities.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2023, 2022 AND 2021

NOTE 17. SELF-INSURANCE PLAN

The Company uses a combination of insurance and self-insurance for certain losses related to its employee medical plan. Costs for self-insurance claims filed, as well as claims incurred but not reported, are accrued based on management's estimates using information received from plan administrators, historical analysis and other relevant data. Management believes that it has adequately reserved for its self-insurance liability, which is supplemented through the use of a stop-loss contract with an insurance company up to an additional \$1,000,000 of liability per contract period. However, any significant variation from historical trends in claims incurred but not paid could cause actual expenses to differ from the amount accrued by the Company at December 31, 2023, 2022 and 2021. During 2023, 2022 and 2021, the Company incurred charges related to the self-insurance plan of \$3,000,248, \$3,345,096 and \$5,038,277, respectively, and at December 31, 2023, 2022 and 2021, related accrued claims were \$813,058, \$1,053,586 and \$833,808, respectively.

NOTE 18. SUBSEQUENT EVENTS

In March 2024, the Company declared a cash dividend to KIE in the amount of \$20,000,000, which was paid on March 25, 2024.

EXHIBIT A
PRICE LIST OF CHARGEABLE ITEMS



Order online @ ikumon.com
Phone: (888) 722-7878 toll free

CHARGEABLE ITEMS ORDER FORM

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------------------|-----------------|---------|----|-----|----|-----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|----------|----|-----|---|---|---|--|--|--|--|--|--|--|--|
| Answer Books | Math in English | 3A/2A/A | B | C | D | E | F | G | H | I | J | | | | | | | | | | | | | | | | | | | | | | | | | |
| | English Reading | 2A | AI | AII | BI | BII | CI | CII | DI | DII | EI | EII | FI | FII | GI | GII | HI | HII | II | III | J | K | L | | | | | | | | | | | | | |
| | Kokugo | 2A | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | | | | | | | | | | | | | | | | | | | |
| Solution Answer Manuals | MATH IN ENGLISH | J | K | L | M | N | O | XT | XV | XM | XP | XS | | | | | | | | | | | | | | | | | | | | | | | | |
| Bound Worksheet Display Books | MATH | ZZ | 6A | 5A | 4A | 3A | 2A | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | XM-XP-XS | | XV | | | | | | | | | | | |
| | READING | 7A | 6A | 5A | 4A | 3A | 2A | AI | AII | BI | BII | CI | CII | DI | DII | EI | EII | FI | FII | GI | GII | HI | HII | II | III | J | K | L | | | | | | | | |
| RRL Labels | | 7A | 6A | 5A | 4A | 3A | 2A | AI | AII | BI | BII | CI | CII | DI | EI | F | G | H | I | J | K | L | | | | | | | | | | | | | | |

| PENS, PENCILS & ACCESSORIES | QTY |
|---|-----|
| PRE-SCHOOL PENCIL 6B (EACH) | |
| KUMON PENCIL 2B (EACH) | |
| TRI-COLOR HIGHLIGHTER | |
| KUMON PENCIL SHARPENER | |
| ERASERS (EACH) | |
| KUMON LOGO PENCIL (EACH) | |
| RED ERASABLE PEN (EACH) | |
| 6" RULER/BOOKMARK | |
| TRIANGLE CRAYONS | |
| EL ERASER | |
| EL GRIPPERS (PACK OF 5) | |
| EL 6B PENCIL | |
| EL PENCIL EXTENDER | |
| TRIANGLE PENCIL HOLDING GUIDE GRIPPER (PACK OF 2) | |
| STICKERS | QTY |
| AWARDS STICKER (100) | |
| ANIMAL STICKER RED (5 SHEETS) | |
| ANIMAL STICKER YELLOW (5 SHEETS) | |
| ANIMAL STICKER GREEN (5 SHEETS) | |
| ANIMAL STICKER BLUE (5 SHEETS) | |
| AWARD STICKER (BLUE) | |
| PLEASE SEE ME | |
| READING CDS | QTY |
| WORD FAMILY RHYMING CD | |
| INSPIRATIONAL STUDENT STORIES DVD | |
| STUDENT LITERATURE / PROMOTIONAL | QTY |
| KPNA WORKBOOKS (ORDER ON KSTORE) | |
| 2 POCKET FOLDER | |
| EARLY LEARNER BROCHURE | |
| FULFILLMENT BROCHURE | |
| HOME GRADING BROCHURE | |
| EL HOMETIPS BROCHURE | |
| EL PARENT GUIDE | |
| KUMON + FLYER | |
| PARENT GUIDE | |
| GETTING TO KNOW KUMON DVD | |
| WIG (WORKSHEET INSTRUCTION GUIDE) | |
| IP BOOK | |
| MY KUMON NOTEBOOK (SPIRAL BOUND) | |

| SIGNS, POSTERS & MAPS | QTY |
|---|-----|
| RACE MAP (ATLANTIS) | |
| RACE MAP (GALAXY) | |
| RACE MAP (SAFARI) | |
| RACE MAP (NORTH AMERICA) | |
| S.C.T. POSTER -MATH (36 X 24) | |
| S.C.T. POSTER -READING (36 X 24) | |
| KUMON + POSTER | |
| PRACTICE MAKES BREAKTHROUGHS 24X16 | |
| PRACTICE MAKES WINS 24X16 | |
| PRACTICE MAKE INDEPENDENCE 24X16 | |
| PRACTICE MAKES COFIDENCE 24X16 | |
| PRACTICE MAKES MASTERY 24X16 | |
| J X 6 POSTER -MATH | |
| J X 6 POSTER -READING | |
| 3 X 8 BANNER / 24 X 16 CLING SET | |
| KUMON LOGO CLING (24 X 16) | |
| PRACTICE MAKES POSSIBILITIES PRE-HS CLING 24X24 | |
| PRACTICE MAKES POSSIBILITIES M&R CLING 24X24 | |
| LETTER SOUND CHART | |
| NUMBER TABLE | |
| 100 WORDS TO KNOW CHART | |
| CONSONANT COMBINATION / VOWEL CHART | |
| CHALLENGING SOUNDS CHART | |
| WORKSHEET ACCESSORIES | QTY |
| NUMERICAL NOTEBOOK 1 | |
| NUMERICAL NOTEBOOK 2 | |
| CLEAR VINYL POCKET HOLDER | |
| FLASHCARDS | QTY |
| ABC'S UPPERCASE WRITE & WIPE FLASHCARDS | |
| ABC'S LOWERCASE WRITE & WIPE FLASHCARDS | |
| NUMBER 1-30 WRITE & WIPE FLASHCARDS | |
| EASY TELLING TIME WRITE & WIPE | |
| DOT (1-50) FLASHCARDS | |
| ACHIEVEMENT TEST FLASHCARD 5A | |
| ACHIEVEMENT TEST FLASHCARD 4A | |
| ACHIEVEMENT TEST FLASHCARD 3A | |
| FLASHCARD RINGS 1 INCH (EA) | |
| MAGNETIC BOARDS | QTY |
| MAG. ALPHABET BOARD (52 PC. SET) | |
| MAG. NUMBER BOARD (30 PC. SET) | |
| MAG. HIRAGANA BOARD (50 PC. SET) | |
| MAG. NUMBER BOARD (100 PC. SET) | |

| AWARDS / MISCELLANEOUS | QTY |
|--------------------------------------|-----|
| RED RIBBON - READING EXCELLENCE | |
| WHITE RIBBON - ACHIEVEMENT AWARD | |
| BLUE RIBBON - MATH ACHIEVEMENT | |
| KUMON MEDAL (GOLD) | |
| KUMON MEDAL (SILVER) | |
| KUMON MEDAL (BRONZE) | |
| KUMON MEDAL (PLATINIUM) | |
| KUMON DOLLARS - \$1.00 (50/PAD) | |
| KUMON DOLLARS - \$5.00 (50/PAD) | |
| KUMON DOLLARS - \$10.00 (50/PAD) | |
| KUMON DOLLARS - \$20.00 (50/PAD) | |
| MULTIPLICATION TABLE CARDS | |
| AIM FOR HIGH SCHOOL MATH & READING | |
| STUDENT READING BOOK TRACKER | |
| STUDENT RECORD PASSPORT | |
| FORMULA BOOK G-O AND X | |
| DIGITAL CLOCK | |
| BLANK NAME BADGE | |
| KUMON 16OZ. WATER BOTTLE | |
| STOPWATCH (WITH SOUND) | |
| STOPWATCH (NO SOUND) | |
| 1ST PUZZLE: MATCHING PICTURES | |
| YO-YO | |
| FRISBEE | |
| KUMON LOGO BALLOONS (20 PER PACK) | |
| 6" KUMON TABLE CLOTH | |
| RRL POCKETS (100 PER PACK) | |
| RRL CARDS - BLANK (105 PER PACK) | |
| RRL LIBRARY LABELS 7A-L (KSNA STORE) | |
| BLUE CANVAS WORKSHEET HOLDER | |
| G + CANVAS WORKSHEET HOLDER | |
| J + CANVAS WORKSHEET HOLDER | |
| M + CANVAS WORKSHEET HOLDER | |
| ORANGE CANVAS WS HOLDER (EMPTY) | |
| ORANGE CANVAS WS HOLDER (w/CONTENTS) | |
| KUMON MARKET BAG | |
| BLUE TOTE BAG (11"W, 14"T, 4"D) | |
| BLUE PLASTIC BAGS | |
| ANSWER BOOK COVERS | |
| BLANK FLIPCHART BINDER (EMPTY) | |
| UPI RED BINDER | |
| EL MARKETING KIT | |

UNIT COST CAN BE FOUND ON THE K-STORE
PRICES ARE SUBJECT TO CHANGE

NON-CHARGEABLE ITEMS ON OPPOSITE SIDE

EXHIBIT B
PRICE LIST OF NON-CHARGEABLE ITEMS

NON-CHARGEABLE ITEMS ORDER FORM

| Placement Tests | K2 | K1 | P1 | P2 | P3 | P4 | P5 | P6 | M1 | M2 | M3 | H | Answer Books | | | | | | | | | | | | | | | |
|------------------|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|--------------|-----|-----|-----|-----|-----|--------------|-----|-----|-----|---|---|---|--------------|---|--------------|
| Math in English | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| English Reading | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Kokugo | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Achievement Test | 4A | 3A | 2A | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | Answer Books | | | | | | | | | |
| Math in English | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| English Reading | 5A | 4A | 3A | 2A | AI | AII | BI | BII | CI | CII | DI | DII | EI | EII | FI | FII | GI | GII | HI | HII | II | III | J | K | L | Answer Books | | |
| Kokugo | 4A | 3A | 2A | AI | AII | BI | BII | CI | CII | DI | DII | EI | EII | FI | FII | GI | GII | HI | HII | II | III | J | K | L | M | N | O | Answer Books |

| Math in English | ZZ | 6A | 5A | 4A | 3A | 2A | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | X | XM | XP | XS | XV | |
|---------------------------|----|----|----|----|----|----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|----|---|
| Study Level Summaries | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rec. Bk. Stick (7/Sheet) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rec. Bk. Stick (14/Sheet) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rec. Bk. Stick (28/Sheet) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| English Reading | 7A | 6A | 5A | 4A | 3A | 2A | AI | AII | BI | BII | CI | CII | DI | DII | EI | EII | FI | FII | GI | GII | HI | HII | II | III | J | K | L |
| Study Level Summaries | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rec. Bk. Stick (7/Sheet) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rec. Bk. Stick (14/Sheet) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Rec. Bk. Stick (28/Sheet) | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Item | Quantity |
|--|----------|
| TABLE OF LEARNING MATERIALS - MATH | |
| TABLE OF LEARNING MATERIALS - READING (PART 1) | |
| TABLE OF LEARNING MATERIALS - READING (PART 2) | |
| TABLE OF LEARNING MATERIALS - KOKUGO (PART 1) | |
| TABLE OF LEARNING MATERIALS - KOKUGO (PART 2) | |
| CERTIFICATE OF PROFICIENCY - MATH | |
| CERTIFICATE OF PROFICIENCY - READING | |
| CERTIFICATE OF PROFICIENCY - KOKUGO | |
| MATH YEARLY RECORD BOOK (BLUE) | |
| READING YEARLY RECORD BOOK | |
| DESCRIPTION OF STUDY LEVEL SUMMARIES - MATH | |
| RRL 7A - CII (PART 1) | |
| RRL D - L (PART 2) | |
| ALPHABET PRACTICE SHEETS (26 SHEETS PER SET) | |
| AIM FOR HIGH SCHOOL MATH & READING | |
| FULFILLMENT BROCHURE | |
| EARLY LEARNER BROCHURE | |
| APPLICATION FORM | |
| NOTICE TO PARENTS | |
| ENROLLMENT QUESTIONNAIRE | |
| TUITION FEE ENVELOPE | |

| Item | Quantity |
|---|----------|
| WORKSHEET ORDER FORM | |
| CH / NC ITEMS ORDER FORM | |
| PARENT CONFERENCE MATERIAL (QUARTERLY ITEMS BASED ON ENROLLMENT) | |
| GO FOR THE GOAL CARDS (PACK OF 25 = 1) | |
| STUDENT SURVEY (PACK OF 25 = 1) | |
| PARENT SURVEY (PACK OF 25 = 1) | |
| KUMON APPOINTMENT REMINDER CARDS (PACK OF 25 = 1) | |
| VACATION REQUEST (PACK OF 25 = 1) | |
| GOLD CARD STICKER (YOU DID IT) (28/SHEET =1) | |
| BACK TO SCHOOL FLYER (1 PACK = 25) | |
| GO FOR THE GOALS POSTER | |
| SUMMER INFOGRAPHIC SWING AHEAD POSTER 8.5X11 | |
| (ITEMS BELOW ARE BASED ON NEW ENROLLMENT ONLY) | |
| HOME GRADING BROCHURE | |
| KUMON + FLYER | |
| KUMON + ID CARDS | |
| MULTIPLICATION TABLE CARDS | |
| PARENT GUIDE | |
| STUDENT READING BOOK TRACKER | |

NOTE: While there are no preset limits to order quantities for NC items, any order requests that are too large, based on the number of students, will be reduced.

CHARGEABLE ITEMS ON OPPOSITE SIDE

EXHIBIT C

KUMON FRANCHISEES AS OF DECEMBER 31, 2023

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------------|-------------------|--|---|---|-------------------------------------|-----------------------------|-------------------|--------------|-----------------|
| 907-345-3874 | Dennelle | Seetomona | | Anchorage | Huffman Business Park | 12001 Industry Way | Building B Suite #7 | Anchorage | AK | 99515 |
| 334-501-8586 | Sin Ae | Kim | JBD EDUCATION, LLC | Auburn - Opelika | Flints Crossing Shopping Center | 1550 Opelika Road | Suite 36 | Auburn | AL | 36830 |
| 205-444-9485 | Brian | Johnsen | LEARN MATH & READING, LLC | Hoover | River Oaks Village | 3744 Loma Road | | Hoover | AL | 35216 |
| 256-724-1761 | Varalakshmi | Bobba | BSSP ASSOCIATES LLC | Huntsville - Southeast | | 2030 Cecil Ashburn Drive | Suite #103 | Huntsville | AL | 35802 |
| 256-325-6284 | Varalakshmi | Bobba | PSSB ASSOCIATES LLC | Madison - Central | Madison Place | 8103 Highway 72 West | | Madison | AL | 35758 |
| 334-649-1178 | Dipti | Patel | JUST4LEARNING, LLC | Montgomery - Southeast | | 8115 Vaughn Road | | Montgomery | AL | 36116 |
| 659-977-1900 | Shiekeal | Edwards | The Learning Pad, LLC | Birmingham - Altadena | | 3056 Healthy Way | Suite 132 | Vestavia Hills | AL | 35243 |
| 479-273-5866 | Anitha | Yerneni | VASIREDDY, INC. | Bentonville | Movie Gallery Plaza | 231 North Walton Boulevard | Suite #7 | Bentonville | AR | 72712 |
| 501-585-7323 | Mita | Sitaram | SITARAM EDUCATION, LLC | Conway | | 2850 Prince Street | Suites 5 & 7 | Conway | AR | 72034 |
| 479-595-8765 | Veronica | Rueda Leon | LEON RUEDA CORPORATION | Fayetteville | | 1806 North Crossover Road | Suite #1 | Fayetteville | AR | 72701 |
| 479-339-9191 | Shweta | Patel | Avyanna Properties, LLC | Fort Smith | Hutcheson Court Commercial Center | 7910 South Zero Street | Suite B | Fort Smith | AR | 72916 |
| 501-224-7323 | Sangeeta | Das | LEARNING STEPS, INC. | Little Rock - West | | 222 Wellington Hills Road | Suite 200 | Little Rock | AR | 72211 |
| 501-812-5437 | Sangeeta | Das | Learning Steps, Inc. | North Little Rock | | 6929 John F. Kennedy Boulevard | Suite 30 | North Little Rock | AR | 72116 |
| 479-770-0055 | Srividya | Venkatasubramanya | MANI CENTER OF LEARNING LTD | Rogers | | 2603 W. Pleasant Grove Rd. | Suite 116 Of Tuscany Square | Rogers | AR | 72758 |
| 623-225-9128 | Gina | Santiago | TAP MIND, LLC | Anthem | | 42302 North Vision Way | Suite #112 | Anthem | AZ | 85086 |
| 480-937-1250 | Smita Rani | Yarlagadda | SXCEL EDUCATION INC. | Cave Creek - Tatum Ranch | | 30835 N Cave Creek Rd. | Suite 121 | Cave Creek | AZ | 85331 |
| 480-739-1700 | Palwashaa | Aftab | WAIZ, LLC | Chandler - Chandler Heights Marketplace | Chandler Heights Marketplace | 4990 S. Gilbert Road | Pad B2 | Chandler | AZ | 85249 |
| 480-507-0785 | Kalpana | Joshi | JOSHI SERVICES, LLC | Chandler - Dobson & Warner | | 2051 W. Warner Road | Suite #17 | Chandler | AZ | 85224 |
| 480-895-9530 | Rachna | Wardhan | MARVEL ACADEMY LLC | Chandler - Ocotillo | Ocotillo Fiesta Shopping Center | 3165 S. Alma School Road | Suite 17B | Chandler | AZ | 85248 |
| 480-839-8899 | Chelsie | Erwin | MOTHER GOOSE ACADEMY, LLC | Tempe - South | | 4040 W. Ray Road | Suite 11 | Chandler | AZ | 85226 |
| 480-813-1153 | Barbara | Penalzoza | | Gilbert | Patterson Landing | 949 North Val Vista Drive | Suite #109 | Gilbert | AZ | 85234 |
| 480-632-8228 | Richelle | Caubang | GRAFX-MICRO LEARNING, LLC | Gilbert - Lindsay & Warner | | 911 S. Lindsay Rd. | Suite 105 | Gilbert | AZ | 85296 |
| 480-782-5432 | Sapna | Patel | A&A INVESTMENT LLC | Gilbert - South | | 2487 South Gilbert Road | A-113 | Gilbert | AZ | 85295 |
| 480-476-8178 | Soramangal Muthu | Elango | CENTUM EDUCATION LLC | Gilbert - Southeast | Vista Del Oro Shopping Center | 4844 S. Val Vista Dr. | Suite A 110 | Gilbert | AZ | 85298 |
| 623-635-0690 | Carrie | Bowers | LITCHFIELD LEARNING LLC | Litchfield Park | | 14551 W. Indian School Rd. | Suite 220 | Goodyear | AZ | 85395 |
| 480-807-5515 | Kathy | Leano | SHINING STARS ACADEMY, LLC | Mesa - Superstition Springs | | 6671 East Baseline Road | Suite A125 | Mesa | AZ | 85206 |
| 623-412-0146 | Kathryn | Crawford | MATH AND READING CENTER OF ARROWHEAD | Peoria - Arrowhead | Fry'S Shopping Center | 8385 West Deer Valley Road | Suite #109 | Peoria | AZ | 85382 |
| 623-334-2121 | Subashinee | Tannimalai | VENBHA EDUCATION SERVICES, LLC | Peoria - East | | 7549 West Cactus Road | Suite 111 | Peoria | AZ | 85381 |
| 623-512-8086 | Jamie | Dale | SMARTKIDS LLC | Peoria - North | | 9785 West Happy Valley Road | Suite #1155 | Peoria | AZ | 85383 |
| 480-820-0967 | Raman | Rana | EXECPTIONAL LEARNERS, LLC | Ahwatukee Foothills | | 3145 E. Chandler Boulevard | Suite #102 | Phoenix | AZ | 85048 |
| 623-212-1123 | Pallavi | Kovvuru | BRIGHT TOMORROW ACADEMY LLC | Glendale - Happy Valley West | | 6520 West Happy Valley Road | Suite 107 | Phoenix | AZ | 85083 |
| 602-734-0104 | Kamran | Alam | ALAM ENTERPRISES, LLC | Laveen - Cesar Chavez Park | Laveen Village Center | 3556 W. Baseline Road | Suite 154 | Phoenix | AZ | 85339 |
| 480-515-5722 | Pooja | Dass | PVSS, INC | Phoenix - Desert Ridge | | 21001 North Tatum Boulevard | Suite 74-1580 | Phoenix | AZ | 85050 |
| 623-681-1991 | Neena | Bhakta | THIRD, LLC | Phoenix - Happy Valley | | 2310 West Happy Valley Road | Suite #1015 | Phoenix | AZ | 85085 |
| 602-795-5386 | Rolando | Rances | ABPS, INC. | Phoenix - Lookout Mountain | Fountain Square Shopping Center | 420 East Bell Road | Suite C 108 | Phoenix | AZ | 85022 |
| 623-259-8367 | Neena | Bhakta | THIRD, LLC | Phoenix - North Central | | 1309 E. Northern Ave. | | Phoenix | AZ | 85020 |
| 928-445-4855 | Edith | Welsh | | Prescott | | 843 South Miller Valley Road | Suite #202 | Prescott | AZ | 86301 |
| 480-977-1296 | Rabia | Chaudhary | HIPPO - CAMPUS, LLC | Queen Creek - Power Ranch | Plaza At Power Marketplace | 18490 E Rittenhouse Road | Suite #102 | Queen Creek | AZ | 85142 |
| 480-937-1889 | Shantel | Tiner | ACED ITI ACADEMICS LLC | San Tan Valley - Johnson Ranch | | 561 East Bella Vista Rd. | | San Tan Valley | AZ | 85143 |
| 480-397-9677 | Frances | Charnicki | NORTH SCOTTSDALE ACADEMY, LLC | North Scottsdale | | 8912 East Pinnacle Peak Road | F-3 | Scottsdale | AZ | 85255 |
| 602-923-9200 | Pooja | Dass | PVSS, INC. | Scottsdale - 56Th St & Bell Rd | | 5533 East Bell Road | Suite #119 | Scottsdale | AZ | 85254 |
| 480-391-9379 | Frances | Charnicki | BUCKLEY ACADEMY, LLC | Scottsdale - Mountainside | Adobe Ranch Plaza | 10855 N Frank Lloyd Wright Blvd | Ste. 108 | Scottsdale | AZ | 85259 |
| 480-937-1888 | Sreelakshmi | Nagendra | SGR AFFILIATES LLC | Scottsdale - Pima | Scottsdae Horizon Shopping Center | 14696 North Frank Lloyd Wright Blvd | D-143 | Scottsdale | AZ | 85260 |
| 480-998-9453 | Jill | Cohen | FOR THE LOVE OF LEARNING, LLC | Scottsdale - Shea Scottsdale | | 10893 North Scottsdale Road | Suite 127 | Scottsdale | AZ | 85254 |
| 623-546-9717 | Tracy | Stanford | STANFORD SUCCESS STORIES, LLC | Surprise | Fry'S Shopping Center | 14010 North Litchfield Road | Suite #202 | Surprise | AZ | 85379 |
| 480-491-0038 | Malthreyi | Muralidharan | VIDYA JYOTI ACADEMY, LLC | Tempe - Lakes | | 6340 S. Rural Road | Suite #119 | Tempe | AZ | 85283 |
| 520-797-0121 | Carmen | Anghel | SYSTEMATIC LEARNING PLLC | Tucson - Casas Adobes | | 6004 North Oracle Road | | Tucson | AZ | 85704 |
| 520-327-1779 | Rose | Antony | R & R EDUCATIONAL, LLC | Tucson - Catalina Foothills | | 5677 N. Swan Road | | Tucson | AZ | 85718 |
| 818-665-3600 | Fan | Long | FANTASTIC ACADEMY LLC | Agoura | | 29054 Thousand Oaks Blvd. | | Agoura Hills | CA | 91301 |
| 510-522-2228 | Jane | Hu | ADVANCE EDUCATION SERVICES, LLC | Alameda | | 2325 Alameda Avenue | | Alameda | CA | 94501 |
| 925-553-7249 | Dandan | Wen | | Alamo | Alamo Plaza | 120-B Alamo Plaza | | Alamo | CA | 94507 |
| 510-859-3238 | Sim | Peyron | INDEPENDENT LEARNERS, INC. | Albany | | 1027 San Pablo Avenue | | Albany | CA | 94706 |
| 626-943-0131 | Ling | Chen | INC FINANCIAL&MANAGEMENT CORP | Alhambra | | 1019 East Main Street | | Alhambra | CA | 91801 |
| 949-916-9662 | Avvy | Bui | AV LEARNING LLC | Aliso Viejo | | 27111 Aliso Creek Road | Suite #128 | Aliso Viejo | CA | 92656 |
| 714-772-7135 | Chevi | Subramaniam | | Anaheim | | 720 South Euclid St | Suite #9 | Anaheim | CA | 92802 |
| 714-970-7659 | Deann | Galloway | NORTH ORANGE COUNTY LEARNING CENTER, LLC | Anaheim Hills - Imperial Hwy South | | 5642 E. La Palma Ave. | Suite 207 | Anaheim | CA | 92807 |
| 714-409-8750 | Lina | Kumon | BRIGHT RIDGE, LLC | Anaheim Hills - Weir Canyon | Sycamore Canyon Plaza | 701 South Weir Canyon Road | Suite 109 | Anaheim | CA | 92808 |
| 916-426-9898 | Atya | Aziz | VIRTUOSO LEARNING LLC | Antelope | | 7897 Waleraga Road | Suite #123 | Antelope | CA | 95843 |
| 925-206-3737 | Sandeep | Kaur | DHOAT HOLDINGS, LLC | Antioch - Southeast | | 5005 Lone Tree Way | Suite J | Antioch | CA | 94531 |
| 831-508-8200 | Sydney | Gunther | APTOS LEARNING COMPANY | Aptos | | 8035 Soquel Drive | Suite 27 | Aptos | CA | 95003 |
| 626-263-9939 | Tsung-Hsuan | Ho | MMJ LEARNING CENTER LLC | Arcadia - North | | 157 E. Foothill Boulevard | | Arcadia | CA | 91006 |
| 626-447-6178 | Ling | Chen | INC FINANCIAL & MANAGEMENT CORP. | Arcadia - South | | 36 East Live Oak Avenue | | Arcadia | CA | 91006 |
| 562-667-7007 | Ravikumar (Ravi) | Rajani | RAVI RAJANI, INC. | Artesia | | 17901 Pioneer Blvd. | Unit D | Artesia | CA | 90701 |
| 805-466-5350 | Kyoko | Ellis | | Atascadero | | 7730 Morro Road | Suite #203 | Atascadero | CA | 93422 |
| 661-520-5200 | Vikash | Lakhani | DVL-R INVESTMENTS LLC | Bakersfield - Brimhall | | 9902 Brimhall Rd | | Bakersfield | CA | 93312 |
| 661-558-1600 | Julissa | Bhakta | ACADEMIC ENRICHMENT CENTER OF BAKERSFIELD, LLC | Bakersfield - Riverlakes | Riverlakes Galleria | 5549 Calloway Drive | Suite 300 | Bakersfield | CA | 93312 |
| 661-835-8666 | Snehal (Sonny) | Thaker | MASTAN, LLC | Bakersfield - Seven Oaks | The Shoppes At Seven Oaks Business Park | 4605 Buena Vista Road | Suite 610 | Bakersfield | CA | 93311 |
| 707-747-6284 | Monique | Smith | LEARNING CENTER OF BENICIA, LLC | Benicia | | 2000 Columbus Parkway | | Benicia | CA | 94510 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-----------------|------------------|--|-------------------------------------|----------------------------------|---------------------------------------|----------------------|-----------------|--------------|-----------------|
| 714-255-0432 | Francisco | Ang | | Brea | | 860 West Imperial Highway | Suite C | Brea | CA | 92821 |
| 925-240-7397 | Daniel | Kim | PHILOMATHIC ACADEMY | Brentwood - Balfour Road | | 3840 Balfour Road | Suite C | Brentwood | CA | 94513 |
| 714-676-4181 | Kyungran | Lee | KM LEARNING CENTER, INC. | Buena Park - South | | 7896 Orangethorpe Ave. | | Buena Park | CA | 90621 |
| 818-972-9883 | Maria | Calleja | NIMIRA CORPORATION | Burbank - North | | 443 Irving Drive | Unit D | Burbank | CA | 91504 |
| 818-843-2885 | Julius | Marzuki | MONROVIA LEARNING CENTER, LLC | Burbank - South | | 1042 W. Alameda Ave. | | Burbank | CA | 91506 |
| 818-845-6118 | Josenia (Jena) | Terranova | CREATIVE THINKING, LLC | Burbank - West | Burbank Towne Center | 531-F North Hollywood Way | | Burbank | CA | 91505 |
| 650-344-3709 | Nagarjuna | Reddy | FOR MY KIDS' FUTURE, LLC | Burlingame | | 1145 California Drive | | Burlingame | CA | 94010 |
| 818-591-2599 | Janet | Weiser | STEPMATT, INC. | Calabasas | | 22231 Mulholland Highway | Suite #116 A | Calabasas | CA | 91302 |
| 818-224-3264 | Daynabelle | Anderson | CMS EDUCATION, LLC | Calabasas - West | Park Granada Shopping Center | 4774 Park Granada | #9 | Calabasas | CA | 91302 |
| 805-389-8909 | Masako | Hoshi | | Camarillo | | 2370 C Las Posas Road | | Camarillo | CA | 93010 |
| 408-796-3165 | Madan | Bellam | BELLAM LEARNING CENTER LLC | Campbell - East | | 1784 S. Winchester Boulevard | | Campbell | CA | 95008 |
| 760-607-6003 | Claudia | Perez | FHL LIMITLESS, LLC | Carlsbad - La Costa Oaks | | 3263 Camino De Los Coches | Suite 103 | Carlsbad | CA | 92009 |
| 760-431-1497 | Dulce Marie | Nang | THE NANG CORPORATION | Carlsbad - South | | 6994 El Camino Real | Suite 200 | Carlsbad | CA | 92009 |
| 831-298-9600 | Stuti | Desai | SYMBOLIC EDUCATION, LLC | Carmel | | 26611 Carmel Center Place | Suite 100 | Carmel | CA | 93923 |
| 424-955-1100 | Jena | Rana Isidro | GRACE LEARNING LLC | Carson - North | Avalon Shopping Center | 20234 Avalon Blvd. | | Carson | CA | 90745 |
| 424-702-0404 | Norman | Tran | | Carson - South | | 234 E. Sepulveda Blvd. | | Carson | CA | 90745 |
| 510-998-0001 | Hester | Hing | | Castro Valley - Central | | 20440 Redwood Road | | Castro Valley | CA | 94546 |
| 510-961-1233 | Amarjyoti | Koul | MOHINI ENTERPRISE LLC | Castro Valley - East | | 3959 E. Castro Valley Boulevard | | Castro Valley | CA | 94552 |
| 562-924-6862 | Cindy | Tudo - Diep | CLWS, LLC | Cerritos | | 11889 Del Amo Boulevard | | Cerritos | CA | 90703 |
| 909-591-9777 | Joanne | Yang | | Chino - North | Redwood Industrial Park Phase II | 5370 Schaefer Avenue | Suite A | Chino | CA | 91710 |
| 909-260-1183 | Mariko | Yamada | | Chino Hills | Missions Village Shopping Center | 3280 Chino Hills Pkwy | Unit B-2 | Chino Hills | CA | 91709 |
| 909-710-1700 | Katy | Wang | FOREVER BBB INC. | Chino Hills - North | | 3277 Grand Avenue | Unit G | Chino Hills | CA | 91709 |
| 909-597-1530 | Angelica | Casalme | CASALME LEARNING CENTER, LLC | Chino Hills - Southeast | | 15934 Los Serranos Country Club Drive | Unit C | Chino Hills | CA | 91709 |
| 619-422-6991 | Sukja | Arakaki | | Chula Vista | | 1392 East Palomar Street | Suite #406 | Chula Vista | CA | 91913 |
| 619-397-3778 | Sukja | Arakaki | | Chula Vista - Eastlake | | 876 Jetty Lane | | Chula Vista | CA | 91914 |
| 909-626-4358 | Rita | Jawaharlal | INLAND STAR, INC. | Claremont - North | | 574 East Baseline Road | | Claremont | CA | 91711 |
| 559-299-3309 | Gursharanjit | Rahal | | Clovis | | 635 West Herndon Avenue | Suite #300 | Clovis | CA | 93612 |
| 559-628-1222 | Charanpreet | Purewal | | Clovis - East | | 1840 Ashlan Ave | Suite B | Clovis | CA | 93611 |
| 925-672-8864 | Yuri | Mccall | | Concord - Clayton Valley | | 1460 Washington Boulevard | Suite A101 | Concord | CA | 94521 |
| 925-609-9054 | Devayani | Shankar | DESH VENTURES, LLC. | Concord - East | | 4115 Concord Boulevard | Unit 32 | Concord | CA | 94519 |
| 951-376-4114 | Anjan | Sarker | TAZ ENLIGHTMENT, LLC | Corona - East | | 131 N. McKinley St. | Suite 105 | Corona | CA | 92879 |
| 951-256-5700 | Saravana | Raman | ZEST ACADEMY, INC. | Corona - Green River Rd | Sierra Del Oro Town Center | 2721 Green River Road | Suite #108 | Corona | CA | 92882 |
| 951-444-9955 | Paul Edwin | Deriquito | | Corona - South | | 265 E. Ontario Avenue | Suite 103 | Corona | CA | 92879 |
| 415-569-2555 | Steven | Yee | YEE & CHAN LEARNING ACADEMY INC. | Corte Madera | | 127 Corte Madera Town Center | | Corte Madera | CA | 94925 |
| 714-689-7070 | Mia | Phan | ABBYOMRI, LLC | Costa Mesa - Southwest | | 1835 Newport Blvd. | Suite E-163 | Costa Mesa | CA | 92627 |
| 714-641-9254 | Michael | Hoerberling | CULVER CITY LEARNING CENTER, INC. | Culver City | | 10750 Jefferson Boulevard | Building Z - Suite D | Culver City | CA | 90230 |
| 408-878-8998 | Debbie | Henny | A&H SMART COOKIE, INC. | Cupertino - East | | 20680 Stevens Creek Boulevard | | Cupertino | CA | 95014 |
| 408-426-2089 | David | Wei | CUPERTINO MATH & READING TUTORING CENTER | Cupertino - West | | 21749 Stevens Creek Blvd. | | Cupertino | CA | 95014 |
| 510-675-7770 | James | Huang | | Sunnyvale - Homestead | | 21040 Homestead Road | Suite 204 | Cupertino | CA | 95014 |
| 714-995-7904 | Mindy | Ko | THINKING FACES, INC. | Cypress - North | | 9211 Valley View Street | | Cypress | CA | 90630 |
| 650-757-6284 | Christine | Chang | | Daly City | | 207 Southgate Avenue | | Daly City | CA | 94015 |
| 650-755-6284 | Raymond | Chang | YADARNAR LLC | Serramonte | | 347 Gellert Boulevard | Suite A | Daly City | CA | 94015 |
| 925-736-5544 | Cathy | Hu | ELAN LEARNING INC. | Danville | Blackhawk Plaza | 4125 Blackhawk Plaza Circle | Suite #180 | Danville | CA | 94506 |
| 925-838-2658 | Giti | Zamani | | Danville - Central | Village Shopping Center | 109-C Town & Country Drive | | Danville | CA | 94526 |
| 530-757-2831 | Barbara Fan Lam | Leung | DAVIS MATH AND READING CENTER, LLC | Davis | | 913 Third Street | | Davis | CA | 95616 |
| 909-260-1183 | Mariko | Yamada | | Diamond Bar | Diamond Bar Town Center | 1155 S. Diamond Bar Blvd. | Suite R & S1 | Diamond Bar | CA | 91765 |
| 909-979-3909 | Evangeline | Jodjana | SSL LEARNING CENTER, INC. | Diamond Bar - South | Diamond Hills Plaza | 2757 Diamond Bar Blvd. | | Diamond Bar | CA | 91765 |
| 562-382-1988 | Martha | Santana | | Downey - Central | | 8143 Firestone Blvd. | | Downey | CA | 90241 |
| 925-556-9888 | Timothy | Tam | DUBLIN LEARNING, LLC | Dublin - Central | | 4654 Dublin Boulevard | B | Dublin | CA | 94568 |
| 925-261-8988 | Tony | Yeh | TRIPLE TEAM EDUCATION, INC. | Dublin - West | | 7764 Dublin Boulevard | | Dublin | CA | 94568 |
| 650-460-7800 | Kerman | Kwok | ACADEMIC EXCELLENCE, INC. | East Palo Alto - Ravenswood | | 1765 E. Bayshore Road | Suite F | East Palo Alto | CA | 94303 |
| 951-749-1100 | Pooman | Srivastava | BRIGHTER BEES, LLC | Eastvale - The Merge | | 14135 Limonite Avenue | Suite 220 | Eastvale | CA | 92880 |
| 760-352-7050 | Makiko | Kishimoto - Quan | IMPERIAL VALLEY LEARNING CENTER, LLC | El Centro | Ocotillo Plaza | 1580 Ocotillo Drive | Suite D | El Centro | CA | 92243 |
| 510-235-8666 | Stephen | Shea | | El Cerrito | Bank Of The West Plaza | 11100 San Pablo Avenue | Suite #106 | El Cerrito | CA | 94530 |
| 916-933-1121 | Atya | Aziz | VIRTUOSO LEARNING, LLC | El Dorado Hills - Francisco Village | | 2201 Francisco Drive | Suite #130 | El Dorado Hills | CA | 95762 |
| 916-467-6151 | Donald | Nguyen | | El Dorado Hills - Town Center | | 4390 Town Center Boulevard | Suite 110 | El Dorado Hills | CA | 95762 |
| 310-416-9646 | Claire Marie | Ayaay | GREAT AND LITTLE VICTORIES INC. | El Segundo | | 218 Richmond Street | | El Segundo | CA | 90245 |
| 916-691-4070 | Yae | Fukuchi | MATH-NAGA, INC. | Elk Grove - Laguna | | 7803 Laguna Boulevard | Suite 210 | Elk Grove | CA | 95758 |
| 916-585-8448 | Monica | Sidhu | MONICA, S LLC | Elk Grove - Sheldon Crossing | | 8829 Sheldon Road | Suite 120 | Elk Grove | CA | 95624 |
| 760-942-1799 | Dulce Marie | Nang | THE NANG CORPORATION | Encinitas | | 360 N. El Camino Real | Suite 3A | Encinitas | CA | 92024 |
| 818-981-2451 | Clara Lu | Tripathi | | Encino | Encino Town Center | 17200 Ventura Boulevard | Suite #310 | Encino | CA | 91316 |
| 760-737-8565 | Colleen | Hy | SC4EVER, INC. | Escondido - Central | | 1274-A Auto Pkwy | Aka Store #C003 | Escondido | CA | 92029 |
| 916-526-7878 | Robina (Ruby) | Gul | AYMS EDUCATION, LLC | Fair Oaks | | 5233 Hazel Avenue | Suite B | Fair Oaks | CA | 95628 |
| 707-425-2488 | Tyng Tyng | Cheng | R & P Brothers LLC | Fairfield | Geri - Towne Mall | 3041 Travis Boulevard | | Fairfield | CA | 94534 |
| 916-983-0522 | Indrawati | Saksono | FOLSOM LEARNING CENTER, LLC | Folsom - Central | Folsom Landing Shopping Center | 622 East Bidwell Street | | Folsom | CA | 95630 |
| 916-941-5171 | Nibha | Menon | NIBHAM, LLC | Folsom - Southeast | | 98 Clarksville Road | #120 | Folsom | CA | 95630 |
| 909-320-5090 | Hen | Diep | VIXANDRIA-KASELA, LLC | Fontana - Heritage Park | | 7950 Cherry Avenue | Suite 113 | Fontana | CA | 92336 |
| 909-681-1600 | Linh | Tri | MATH AND READING LEARNING CENTER | Fontana - Summit Heights | Summit Heights Gateway | 15070 Summit Avenue | Suite #420 | Fontana | CA | 92336 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|----------------|----------------|---|-----------------------------------|--------------------------------|-----------------------------------|-------------------|------------------|--------------|-----------------|
| 949-238-8100 | Nikita | Ganatra | TUSTIN KMR CENTER, LLC | Foothill Ranch | | 26741 Portola Parkway | Suite 1-B | Foothill Ranch | CA | 92610 |
| 650-572-2738 | Melitta | Hon | FOSTER LEARNING, INC. | Foster City | | 951-M Edgewater Boulevard | | Foster City | CA | 94404 |
| 714-824-5454 | Kailas | Rathod | MADHAVI, LLC | Fountain Valley - West | | 17912 Magnolia Street | | Fountain Valley | CA | 92708 |
| 510-797-1590 | Shilpa | Dhar | | Fremont - Centerville | | 5200 Mowry Avenue | Suite #G | Fremont | CA | 94538 |
| 510-675-7272 | Munir | Noorali | KULSUM LLC | Fremont - Central District | | 39047 State Street | | Fremont | CA | 94538 |
| 510-771-2030 | Kavita | Kapoor | KSHS, LLC | Fremont - Irvington | | 40819 Fremont Boulevard | | Fremont | CA | 94538 |
| 510-400-8146 | Smita | Easow | SIERRA LEARNING, LLC | Fremont - Mission San Jose | Plaza Los Olivos | 43430 Mission Boulevard | Suite #220 | Fremont | CA | 94539 |
| 510-676-4171 | Jayanthi | Subramanian | INCREDIBLE LEARNERS INC. | Fremont - North | | 3614 Thornton Avenue | | Fremont | CA | 94536 |
| 510-585-5603 | Salima | Noorali | NOORALI, LLC | Fremont - Warm Springs | | 47812 Warm Springs Boulevard | | Fremont | CA | 94539 |
| 559-825-2028 | Arshdeep | Kaur | KAUR & KAUR, INC. | Fresno - Bullard | Fig Tree Plaza | 1731 W. Bullard | Suite #104 | Fresno | CA | 93711 |
| 559-374-5939 | Simrat | Bains | | Fresno - Herndon Place | | 6701 N. Milburn Ave. | Suite 140 | Fresno | CA | 93722 |
| 559-433-9344 | Harprit | Sandhu | SMART LEARNING LLC | Fresno - North | | 9525 N. Sommerville Dr. | Suite #117 | Fresno | CA | 93720 |
| 714-869-2700 | Sheeza | Zuberi | ZZS LEARNING LLC | Fullerton - Downtown | | 118 E Amerige Ave. | | Fullerton | CA | 92832 |
| 714-447-1085 | Palak | Amin | K2P EDUCATORS, INC. | Fullerton - North | | 1907 N Euclid Street | | Fullerton | CA | 92835 |
| 714-636-4411 | Angela Myung | Hong | | Garden Grove | | 9042 Garden Grove Boulevard | Suite #130 | Garden Grove | CA | 92844 |
| 714-638-5200 | Ngoclan | Tran | NGOCLAN TRAN & HOA NGUYEN | Garden Grove - East | | 13243 Harbor Boulevard | | Garden Grove | CA | 92843 |
| 657-667-3888 | Jasmine | Czach | | Garden Grove - West | Eastgate Plaza Shopping Center | 11891 Valley View Street | | Garden Grove | CA | 92845 |
| 310-532-0391 | Terry Hiroatsu | Yoshikura | INDEPENDENT LEARNING CENTER, INC. | Gardena - North | | 2015 West Redondo Beach Boulevard | Suite #A | Gardena | CA | 90247 |
| 408-430-0028 | Badruddin | Lakhat | | Gilroy | | 8060 Santa Teresa Boulevard | Suite 220 | Gilroy | CA | 95020 |
| 818-681-8880 | Maria | Calleja | NIMIRA CORPORATION | Glendale | | 730 South Central Avenue | Suite #105 | Glendale | CA | 91204 |
| 626-914-1120 | Joan | Simons | JES ENTERPRISES, LLC | Glendora | Martindale Professional Plaza | 1340 East Route 66 | Suite #101 | Glendora | CA | 91740 |
| 805-967-8510 | Thien | Nguyen | KM DISCOVERY GTA, A CA CORP. | Goleta | Calle Real Shopping Center | 5707 Calle Real | | Goleta | CA | 93117 |
| 818-831-9139 | Jane | Chang | | Granada Hills | | 10349 Balboa Boulevard | Suite #204 | Granada Hills | CA | 91344 |
| 916-877-8288 | Nisha | Narasimhan | LANA'S NUMERICS, LLC | Granite Bay | Granite Bay Village Center | 8753 Auburn-Folsom Road | | Granite Bay | CA | 95746 |
| 626-581-7770 | Anny | Hertanto | AMAZEKIDS, INC. | Hacienda Heights - Central | Halliburton Center | 15922 Halliburton Road | | Hacienda Heights | CA | 91745 |
| 559-583-0477 | Tamryn | Simas | KINUKO, LLC | Hanford | | 2601 N 11Th Ave. | Suite #103 | Hanford | CA | 93230 |
| 510-398-1444 | Venkata | Talari | LSPM, CORP. | Hayward - Downtown | | 22628 Foothill Blvd. | | Hayward | CA | 94541 |
| 510-731-1717 | Chih | Kwok | THREE TWO EIGHT, LLC | Hayward - Fairway Park | | 31153 Mission Boulevard | | Hayward | CA | 94544 |
| 714-587-4847 | Paarth | Rathod | ACCENTURE EDUCATION LLC | Huntington Beach - Central | | 18900 Beach Blvd | Ste 109 | Huntington Beach | CA | 92646 |
| 714-916-9160 | Andrew | Tran | | Huntington Beach - Lark View Park | | 6034 Warner Avenue | | Huntington Beach | CA | 92647 |
| 714-963-0123 | Shelley | Ren | | Huntington Beach - South | | 9011 Adams Avenue | | Huntington Beach | CA | 92646 |
| 714-841-0152 | Marie Ikuta | Do | MARIE IKUTA DO LLC | Huntington Beach-Goldenwest Plaza | | 7102 Edinger Avenue | | Huntington Beach | CA | 92647 |
| 714-846-5113 | Larry | Konishi | KONISHI CONSULTING LLC | Huntington Harbour | | 16105 Bolsa Chica Street | | Huntington Beach | CA | 92649 |
| 949-651-1200 | Janie | Choi | | Irvine - A | Woodbridge Village Center | 4624 Barranca Parkway | | Irvine | CA | 92604 |
| 949-786-3870 | Jeannie | Fung | | Irvine - Central | | 5400 Trabuco | Suite 110 | Irvine | CA | 92620 |
| 949-567-8080 | Victor | Fung | CHAMPION EDUCATION, INC. | Irvine - Northwood | | 4970 Irvine Blvd. | #108 | Irvine | CA | 92620 |
| 949-854-6284 | Janie | Choi | | Irvine - South | | 4199 Campus Drive | Suite H | Irvine | CA | 92612 |
| 951-268-3848 | Crystal | Lam | | Jurupa Valley - Eastvale | | 6445 Pat'S Ranch Road | Suite A | Jurupa Valley | CA | 91752 |
| 818-790-0777 | Julia | Hosoda-Argonza | EDUCATION CENTER OF LA CANADA, INC. | La Canada | | 854 Foothill Boulevard | | La Canada | CA | 91011 |
| 818-248-3123 | Tariq | Rana | ZEEHAZ, INC. | La Crescenta | | 2754 Foothill Boulevard | | La Crescenta | CA | 91214 |
| 562-697-7722 | Ritu | Nigam | JASONS EDUCATION, INC. | La Habra | | 145 South Beach Boulevard | | La Habra | CA | 90631 |
| 562-946-4300 | Sarah | Crisologo | JOELISA, INC. | La Mirada | | 15286 Rosecrans Ave. | | La Mirada | CA | 90638 |
| 562-860-1368 | Hubert | Nguyen | | La Palma | | 7002 Moody Street | Suite #201 | La Palma | CA | 90623 |
| 909-962-8880 | Brian | Iwama | IWAMA LEARNING CENTER, INC. | La Verne | Oak Tree Mall | 2009 Foothill Blvd. | | La Verne | CA | 91750 |
| 949-456-8300 | David | Holcberg | LOGICAL PROGRESSION, LLC | Ladera Ranch | | 26642 Crown Valley Parkway | Suite E-5 | Ladera Ranch | CA | 92694 |
| 925-284-9038 | Alexander | Tang | ACT FAST LEARNING, INC. | Lafayette | | 925 Village Center | Suite #3 | Lafayette | CA | 94549 |
| 949-427-9900 | Mona | Arbabibidgoli | ORANGE COUNTY EDUCATIONAL SERVICES, LLC | Laguna Hills | | 24881 Alicia Parkway | Suite I2 | Laguna Hills | CA | 92653 |
| 949-363-8020 | Eileen | Yap | MATH & READING MAX CORP. | Central Laguna Niguel | | 30232 Crown Valley Parkway | Suite #A3 | Laguna Niguel | CA | 92677 |
| 949-770-6535 | Suparna | Menon | SUMCUBE SECURE TECHNOLOGY INC. | Lake Forest - North | | 25432 Trabuco Road | Suite #107 | Lake Forest | CA | 92630 |
| 949-455-9872 | Sanny | Suharto | ANSTEF INC. | Lake Forest - South | Aspan Plaza | 22821 Lake Forest Drive | Suite #107 | Lake Forest | CA | 92630 |
| 562-412-6802 | Albert | Chung | | Lakewood - East | | 4324 East South Street | | Lakewood | CA | 90712 |
| 619-713-9100 | Benjamin | Oh | BJCUBED ENTERPRISE INC. | Lemon Grove | Lemon Grove Plaza | 7090 Broadway | Suite 7036 | Lemon Grove | CA | 91945 |
| 925-454-1870 | Anh | Le | | Livermore | | 4072 East Avenue | | Livermore | CA | 94550 |
| 925-490-0300 | Bhawna | Madan | BRAINY BOTS LLC | Livermore - Springtown | | 922 Larkspur Drive | Suite A2 | Livermore | CA | 94551 |
| 925-371-1996 | Hua | Zhou | | Livermore - West | | 1094 E. Stanley Blvd. | | Livermore | CA | 94550 |
| 925-800-3939 | Rajani | Suryanarayan | DARSHAN LLC | Pleasanton - East | | 3042 West Jack London Blvd. | | Livermore | CA | 94551 |
| 209-333-8022 | Cynthia | Hsieh | | Lodi | | 1420 West Kettleman Lane | Suites H & I | Lodi | CA | 95242 |
| 310-760-5005 | Trung | Tran | | Lomita | | 2118 Lomita Boulevard | Suite D | Lomita | CA | 90717 |
| 562-424-3595 | Ange | Regis-Espinoza | | Long Beach - Bixby Knolls | Country Club Plaza | 4151 Long Beach Bl. | | Long Beach | CA | 90807 |
| 562-493-4996 | Jila | Hatam Khani | INGENIOUS LEARNER, INC. | Long Beach - Stearns | Los Altos Shopping Center | 5555 Stearns Street | Suite #208 | Long Beach | CA | 90815 |
| 562-626-9200 | Naomi | Rockenmacher | ROCKENMACHER ENTERPRISE, LLC | Los Alamitos | | 11308 Los Alamitos Boulevard | | Los Alamitos | CA | 90720 |
| 650-887-7800 | Cindy | Yorza | YORZA MATH & READING CENTER | Los Altos - San Antonio | | 4546 El Camino Real | Suite B5 | Los Altos | CA | 94022 |
| 323-258-5878 | Hiroko | Hosoda | | Eagle Rock | | 2352 Colorado Boulevard | | Los Angeles | CA | 90041 |
| 213-389-8449 | Euni | Kim | | Hancock Park | Wilshire Park Place | 3700 Wilshire | Suite #106 | Los Angeles | CA | 90010 |
| 310-543-5077 | Yoshiko | Kayamori | KAYAMORI LEARNING INC. | Little Tokyo | Little Tokyo Galleria | 333 South Alameda Street | Suite 214 | Los Angeles | CA | 90013 |
| 310-204-1064 | Nkechi | Howell | | Los Angeles - Cheviot Hills | | 3280 Motor Ave. | Suite 100 | Los Angeles | CA | 90034 |
| 310-473-7158 | Cesar | Osuna | PERCONTATION LEARNING COMPANY LLC | West Los Angeles | | 11300 W. Olympic Blvd. | Suite 120 | Los Angeles | CA | 90064 |
| 424-226-6284 | David | Samuel | | Westchester | | 8801 S. Sepulveda Blvd. | Suite #E | Los Angeles | CA | 90045 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-------------------|-------------------|--|------------------------------|---------------------------|--------------------------------|-------------------|------------------------|--------------|-----------------|
| 408-358-0747 | Uma | Thontakudi | TAMANA CORPORATION | Los Gatos | | 455 Los Gatos Boulevard | Suite #107 | Los Gatos | CA | 95032 |
| 310-546-0063 | Surekha | Jain | NUKS JAIN INC. | Manhattan Beach | | 3627 North Sepulveda Boulevard | | Manhattan Beach | CA | 90266 |
| 209-239-4278 | Daihue | Tran | CENTRAL VALLEY MATH & READING CENTER LLC | Manteca | | 295 West Louise Avenue | | Manteca | CA | 95336 |
| 951-744-0650 | Sheetal | Sitaram | ISHARY CORP. | Menifee | | 27301 Newport Rd | #220 | Menifee | CA | 92584 |
| 650-898-6766 | Michael | Chan | RWC LEARNING CENTER INC. | Menlo Park - Downtown | | 883 Santa Cruz Avenue | Suite 4 | Menlo Park | CA | 94025 |
| 408-956-0881 | Ying Ying | Guy | | Milpitas | | 304 South Abel Street | | Milpitas | CA | 95035 |
| 408-965-9288 | Sue | Monahan | MILPITAS - NORTHWOOD MATH AND READING CENTER LLC | Milpitas - Park Victoria | | 1789 Landess Avenue | | Milpitas | CA | 95035 |
| 949-588-9620 | Hui-Hui | Chang | HC&R, INC. | Mission Viejo - Civic Center | | 25380 Marguerite Parkway | Suite #1 | Mission Viejo | CA | 92692 |
| 949-393-1188 | Tiffany | Fung | | Mission Viejo - North | | 27764 Santa Margarita Parkway | | Mission Viejo | CA | 92691 |
| 209-551-3151 | Nahrain | Shawo | | Modesto - East | Glennwood Plaza | 2307 Oakdale Rd. | Suite 602 | Modesto | CA | 95355 |
| 209-300-7160 | Natali | Denner | ADVANCEDU CORP. | Modesto - West | | 1411 Standiford Avenue | Suite A | Modesto | CA | 95350 |
| 909-949-8166 | Euni | Kim | | Upland | | 8880 Benson Ave | Suite #101 | Montclair | CA | 91763 |
| 626-288-3871 | Julianne | Yamamoto | | Montebello Hills | | 1975 Potrero Grande Drive | Unit D | Monterey Park | CA | 91755 |
| 626-829-9200 | Carmen | Lee | LC ACADEMY, INC. | Monterey Park | | 333 West Garvey Ave. | Unit C | Monterey Park | CA | 91754 |
| 805-552-4133 | Tariq | Rana | | Moorpark | Moorpark Town Center | 5 W. Los Angeles Avenue | | Moorpark | CA | 93021 |
| 925-377-8877 | Amy | Chang | MAKINATION, INC. | Moraga | | 588 Center Street | | Moraga | CA | 94556 |
| 951-485-8758 | Sunil | Karakattirajappan | | Moreno Valley | Elsworth Plaza | 22455 Alessandro Blvd. | Suite #118 | Moreno Valley | CA | 92553 |
| 408-778-6896 | Masuma | Lakhat | AIM-HIGH EDUCATION, LLC | Morgan Hill | | 1295 E Dunne Ave | Suite 230 | Morgan Hill | CA | 95037 |
| 209-319-0009 | Frank | Zamani | RUMI LEARNING CENTER, LLC | Mountain House | | 585 Wicklund Crossing | | Mountain House | CA | 95391 |
| 650-966-6600 | Swapna | Yarlagadda | WIEDZA SERVICES, LLC | Los Altos - Central | | 1780 Miramonte Avenue | | Mountain View | CA | 94040 |
| 951-387-3535 | Sheetal | Sitaram | ISHARY CORP. | Murrieta - Central | | 24540 Village Walk Place | Suite A | Murrieta | CA | 92562 |
| 707-257-3817 | Mary | Lydon | | Napa | | 596 Lincoln Avenue | | Napa | CA | 94558 |
| 510-902-2200 | Ravinder | Bhatt | | Newark - Ardenwood | | 35111 - D Newark Blvd. | | Newark | CA | 94560 |
| 510-789-1515 | Priya | Teckchandani | DATA SAI LLC | Newark - South | | 36724 Cedar Blvd. | | Newark | CA | 94560 |
| 951-898-6654 | Tanya | Purcha | | Norco | | 2200 Hamner Avenue | Suite #104 | Norco | CA | 92860 |
| 818-772-1593 | Saddia | Rana | ZEEHAZ, INC. | Northridge | Boulevard Shops | 9657 Reseda Boulevard | | Northridge | CA | 91324 |
| 818-366-1485 | Tsering | Pemba | JMP LEARNING, A CALIFORNIA CORPORATION | Porter Ranch | Porter Ranch Town Square | 11163 Tampa Avenue | | Northridge | CA | 91326 |
| 628-212-2888 | Corey | Chun | CJ LEARNING, LLC | Novato | Vintage Oaks At Novato | 140 Vintage Way | Suite G-9 | Novato | CA | 94945 |
| 510-482-8887 | Jackie | Low | JECC CORP., INC. | Glennview - Piedmont | | 3560 Grand Avenue | Suite 200 | Novato | CA | 94610 |
| 510-398-3954 | Shirley | Shih | | Oakland - Chinatown | | 211 Tenth Street | Suite #302 | Oakland | CA | 94607 |
| 510-545-3886 | Sim | Peyron | INDEPENDENT LEARNERS, INC. | Oakland - Rockridge | | 6239 College Avenue | Suite #301 | Oakland | CA | 94618 |
| 925-420-4646 | Maria | Shin | BRAINSTORM LEARNING, LLC | Oakley | | 4520 Main Street | | Oakley | CA | 94561 |
| 760-936-0008 | Thanh | Truong | | Oceanside - South | | 4095 Oceanside Boulevard | Suite J | Oceanside | CA | 92056 |
| 805-640-3085 | Pamela | Knutson | | Ojai | | 530 West Ojai Ave. | Suite 103 | Ojai | CA | 93023 |
| 909-443-6161 | Evelyn | Sunarko | PETRA EDUCATION INC. | Ontario | | 2550 S. Archibald Ave. | Suite N | Ontario | CA | 91761 |
| 714-997-4430 | Reiko | Yamamoto | | Orange | | 1317 East Katella Avenue | | Orange | CA | 92867 |
| 949-346-5411 | All | Karimi | S.P.A. LEARNING SERVICES, LLC | Orange - North | | 1601 E. Lincoln Avenue | Suite 102 | Orange | CA | 92865 |
| 714-923-0100 | Sohela | Rashedi | | Orange - South | Prospect Plaza | 3310 East Chapman Ave. | | Orange | CA | 92869 |
| 805-983-1991 | Kathleen | Odonnell | | Oxnard - North | | 2067 North Oxnard Blvd., | | Oxnard | CA | 93036 |
| 310-526-5445 | Patricia | Cosentino | PALI TUTORING, LLC | Pacific Palisades | | 860 Via De La Paz | Suite C1 | Pacific Palisades | CA | 90272 |
| 661-274-2020 | Joseph | Sistrunk | SISTRUNK EDUCATIONAL SOLUTIONS, INC. | Palmdale | | 3135 Rancho Vista Blvd. | Suite C | Palmdale | CA | 93551 |
| 650-969-1978 | Janet | Kwei | | Palo Alto | | 2730 Middlefield Road | | Palo Alto | CA | 94306 |
| 626-396-9913 | Dipali | Nandi | | Pasadena - East | | 1378 East Walnut Street | | Pasadena | CA | 91106 |
| 707-789-5090 | Susan | Tran | TRANSCEND LEARNING LLC | Petaluma | | 715 Petaluma Boulevard N | | Petaluma | CA | 94952 |
| 510-724-3000 | Matthew | Briones | MB2 ASSOCIATE | Pinole | | 2860 Pinole Valley Road | Suite F & G | Pinole | CA | 94564 |
| 714-579-1728 | Veena | Gupta | | Placentia | | 1625-G North Placentia Ave. | | Placentia | CA | 92870 |
| 925-256-0420 | Phyllis | Peyron | ABC MATH, INC. | Pleasant Hill | | 2601 Pleasant Hill Road | | Pleasant Hill | CA | 94523 |
| 925-426-8858 | Jeanette | Chan | PLEASANTON LEARNING, LLC | Pleasanton - Central | Valley Plaza | 1807 Santa Rita Road | Suite #J | Pleasanton | CA | 94566 |
| 925-621-8155 | Greta | Gore | Unveil Brilliance, LLC | Pleasanton - South | Oak Hills Shopping Center | 5460 Sunol Boulevard | Suite 6 | Pleasanton | CA | 94566 |
| 858-679-1880 | Saeko | Jaibuna | | Poway | | 12364 Poway Road | | Poway | CA | 92064 |
| 916-366-6284 | Irene | Kim | SHL ABACUS, LLC | Rancho Cordova | | 11015 Olson Drive | Suite# 10 | Rancho Cordova | CA | 95670 |
| 909-941-3737 | Michelle | Choi | | Alta Loma | Chaffey Plaza | 10431 Lemon Avenue | Unit L | Rancho Cucamonga | CA | 91730 |
| 909-941-3705 | Meela | Chon | 123 LEARNING INC. | Rancho Cucamonga | Stadium Plaza | 8351 Rochester Avenue | Suites 110 & 111 | Rancho Cucamonga | CA | 91730 |
| 310-541-7801 | Jamie Kyungjook | Kim | | Rancho Palos Verdes | Center Professional Bld | 28041 Hawthorne Boulevard | Suite #204 & 205 | Rancho Palos Verdes | CA | 90275 |
| 760-652-3700 | Yongkang (Steven) | Tang | TJKR, INC. | Rancho Santa Fe | Building 4 | 16236 San Diego Road | Suite 4-16 | Rancho Santa Fe | CA | 92067 |
| 949-374-8494 | Hadeel | Ragab | CA ALEX, LLC | Rancho Santa Margarita | | 30652 Santa Margarita Parkway | Suite F-107 | Rancho Santa Margarita | CA | 92688 |
| 909-916-0777 | Bijal | Patel | L7 EDUCATION LLC | Redlands - West | | 1370 Industrial Park Ave. | | Redlands | CA | 92374 |
| 424-257-6700 | Jalpa | Patel | VEER MARUTI EDUCATION, LLC | Redondo Beach - South | | 1232 Beryl Street | | Redondo Beach | CA | 90277 |
| 650-799-4099 | Lihuel | Yau | | Redwood City | | 1060 El Camino Real | Suite B | Redwood City | CA | 94063 |
| 909-710-3500 | Melissa | Wijaya | CSS BLESSING LLC | Riverside - Orangecrest | | 8715 Trautwein Road | Suite 102 | Riverside | CA | 92508 |
| 916-300-2050 | Phylmarlene | Etrata | | Rocklin | | 2331 Sunset Boulevard | Suite #230 | Rocklin | CA | 95765 |
| 310-544-4449 | Albert | Koshimune | | Rolling Hills Estates | | 627 Deep Valley Dr. | Suite A | Rolling Hills Estates | CA | 90274 |
| 916-755-4457 | Pandya | Pandya | ROSEVILLE LEARNING CENTER LLC | Roseville | | 1271 Pleasant Grove Boulevard | Suite #130 | Roseville | CA | 95747 |
| 916-243-0661 | Pallavi | Pandya | ROSEVILLE LEARNING CENTER, LLC | Roseville - East | | 1850 Douglas Boulevard | Suite #412 | Roseville | CA | 95661 |
| 626-984-3324 | So Young | Lim | INSIGHT L, INC. | Rowland Heights | | 19119 Colima Road | Suite #114 | Rowland Heights | CA | 91748 |
| 916-250-0000 | Sung | Kim | SHL ABACUS II, LLC | Arden - Arcade | | 3000 Arden Way | Suite #2 | Sacramento | CA | 95825 |
| 916-574-9810 | Nibha | Menon | NIBHAM, LLC | Natomas | | 2057 Arena Blvd. | Suite 130 | Sacramento | CA | 95834 |
| 916-866-5515 | Monica | Sidhu | MONICASAHIB.SIDHU LLC | Natomas - W El Camino | | 1589 W El Camino Avenue | Suite 106 | Sacramento | CA | 95833 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|----------------------|-----------------|---------------------------------------|-----------------------------------|--------------------------------------|------------------------------------|---------------------------|-----------------|--------------|-----------------|
| 916-422-8885 | James | Shin | TSUNAMI LEARNING, INC. | Sacramento - Greenhaven | | 7125 South Land Park Drive | | Sacramento | CA | 95831 |
| 916-970-8668 | Vi | Le | WLTH, LLC | Sacramento - South | Stockton Square | 6833 Stockton Boulevard | Suite 420 | Sacramento | CA | 95823 |
| 650-888-8288 | Leo | Chang | LCJJ, LLC | Millbrae | | 1400 El Camino Real | | San Bruno | CA | 94066 |
| 650-884-0440 | Anthony | Wong | | San Bruno | | 851 Cherry Avenue | Suite 23 & 24 | San Bruno | CA | 94066 |
| 650-593-6284 | Michelle | Dunn | MICHELLE MATSUURA DUNN ASSO. | San Carlos | San Carlos Plaza | 165 El Camino Real | | San Carlos | CA | 94070 |
| 858-472-8341 | Ritika | Sabhnani | SAI SHIVAM | 4S Ranch | 4S Ranch Village Shopping Center | 16615 Dove Canyon Road | Suite #103 | San Diego | CA | 92127 |
| 858-863-3134 | William Crawford Jr. | Richardson | | Carmel Valley | | 12750 Carmel Country Road | Suite A-214 | San Diego | CA | 92130 |
| 858-898-4611 | Zi | Marsh | DRAPHOEN EDUCATION, INC. | Carmel Valley - Torrey Hills | | 11120 E. Ocean Air Dr | Ste B-103 | San Diego | CA | 92130 |
| 858-336-0744 | Kim | Nguyen | | Kearny Mesa | | 4344 Convoy Street | Suite T | San Diego | CA | 92111 |
| 858-935-4700 | Bindu | Philip | | Mira Mesa | | 8230 Mira Mesa Blvd. | #L2 | San Diego | CA | 92126 |
| 858-592-9515 | Goki | Hirasawa | | Rancho Bernardo | | 16395 Bernardo Center Drive | | San Diego | CA | 92128 |
| 858-484-0509 | Daniel | Song | | Rancho Penasquitos | | 12798 Rancho Penasquitos Boulevard | Suite H | San Diego | CA | 92129 |
| 858-898-1322 | Nikal | Toor | TOOR TRAINING PROGRAMS, LLC | San Diego - Carmel Mountain Ranch | | 11885 Carmel Mountain Road | Suite 903 | San Diego | CA | 92128 |
| 619-738-5200 | Jialin | Yu | J & J EDUCATION LLC | San Diego - Point Loma | | 3960 W. Point Loma Blvd. | Suite C | San Diego | CA | 92110 |
| 858-414-1152 | Neelam | Chaudhri | FULL POTENTIAL, LLC | Tierrasanta | Tierra Del Sol Shopping Center | 10425 Tierrasanta Blvd | Suite 108 | San Diego | CA | 92124 |
| 858-326-2422 | Madoka | Miyazaki | LJUC LEARNING CENTER, INC. | University City | | 3232 Governor Drive | Suite H | San Diego | CA | 92122 |
| 818-365-7750 | Masumi | Kim | | San Fernando | | 735 South Workman Street | | San Fernando | CA | 91340 |
| 415-722-7335 | Xiaowei | Yang | PFE SOLUTIONS LLC | San Francisco - Bernal Heights | | 3403 Mission Street | | San Francisco | CA | 94110 |
| 415-433-7511 | Justin | Lau | | San Francisco - Chinatown | | 708-712 Commercial Street | | San Francisco | CA | 94108 |
| 415-206-9772 | Mable | Suen | | San Francisco - Diamond Heights | | 5214C Diamond Heights Boulevard | | San Francisco | CA | 94131 |
| 415-680-1414 | Sheila | Patel | LYLAANYA, INC. | San Francisco - Inner Richmond | | 3738 Geary Boulevard | | San Francisco | CA | 94118 |
| 415-673-3678 | Connie | Lam | MARINA MATH & READING, LLC | San Francisco - Marina District | | 1515 North Point Street | | San Francisco | CA | 94123 |
| 415-584-1843 | Anita | Tom | | San Francisco - Ocean | | 1827 Ocean Avenue | | San Francisco | CA | 94112 |
| 415-742-9973 | Everet | Tom | | San Francisco - Outer Richmond | | 1888 Clement Street | | San Francisco | CA | 94121 |
| 415-665-4169 | Joseph | Chang | JDC Learnig Services, Inc. | San Francisco - Sunset | | 2215 Judah Street | | San Francisco | CA | 94122 |
| 415-680-1115 | Victoria | Huynh | BRIGHT SCHOLAR, LLC | San Francisco - West Portal | | 235 West Portal Avenue | | San Francisco | CA | 94127 |
| 626-714-1600 | Takenori | Okamura | OKAMURA M&R ACADEMY | San Gabriel | | 8998 Huntington Drive | | San Gabriel | CA | 91775 |
| 408-258-0829 | Sharon Fong | Tam | FLAMINGO EDUCATIONAL SERVICES INC. | Berryessa - Piedmont | | 1030 Piedmont Rd | Suite F & G | San Jose | CA | 95132 |
| 408-479-9400 | Sabitha | Bellam | BELLAMS, LLC | Berryessa - West | | 1701 Lundy Ave. | #140 | San Jose | CA | 95131 |
| 408-732-9898 | Alice | Hu | | Cupertino | Saratoga Plaza | 1550-1552 South De Anza Boulevard | | San Jose | CA | 95129 |
| 408-274-9083 | Ying Ying | Guy | | Evergreen | | 3235 South White Road | | San Jose | CA | 95148 |
| 408-270-8018 | Sharon Fong | Tam | FLAMINGO EDUCATIONAL SERVICES, INC. | Evergreen - West | | 1785 East Capitol Expressway | | San Jose | CA | 95121 |
| 650-935-6950 | Rupinderjit | Maan | JRAM LLC | Los Gatos - Noddin | | 1757 Blossom Hill Road | Suite 20 | San Jose | CA | 95124 |
| 408-569-6284 | Ruby | Vaswani | WINJEET LEARNING LLC | San Jose - Almaden | | 5672 Almaden Expressway | Suite 100 | San Jose | CA | 95118 |
| 408-933-9250 | Lucy | Cheung | ASTRO LEARNING CENTER LLC | San Jose - Almaden Springs | | 6948 Almaden Expressway | | San Jose | CA | 95120 |
| 408-723-4998 | Rupinderjit | Maan | JRAM, LLC | San Jose - Cambrian Park | | 3005 Meridian Avenue | | San Jose | CA | 95124 |
| 408-993-8882 | Kai | Sun | | San Jose - East | | 779 Story Road | Suite #25 | San Jose | CA | 95122 |
| 408-508-5577 | Sitara | Bellam | KCENTER ALUM ROCK LLC | San Jose - Mckee | Capitol Square Mall | 384 North Capitol Ave. | | San Jose | CA | 95133 |
| 408-753-3700 | Biren | Shah | BIREN SHAH, INC. | San Jose - Oak Grove | Santa Teresa Square | 6035 Snell Avenue | | San Jose | CA | 95123 |
| 408-571-6007 | Swathi | Hosakere | BRAIN TRAIN LEARNING CENTER, LLC | San Jose - Rose Garden | | 1743 Park Avenue | | San Jose | CA | 95126 |
| 408-365-8666 | Ted | Lee | | San Jose - Silver Creek | | 5978 Silver Creek Valley Road | Suite #35 | San Jose | CA | 95138 |
| 408-495-5511 | Biren | Shah | BIREN SHAH INC. | San Jose - West Capitol | | 539 West Capitol Expressway | | San Jose | CA | 95136 |
| 408-224-2020 | Radha | Ayalasomayajula | KCENTER SANTA TERESA LLC | Santa Teresa | Santa Teresa Village Shopping Center | 7120 Santa Teresa Blvd. | | San Jose | CA | 95139 |
| 408-858-8879 | Chieko | Otsuka | C.O. EDUCATION | West San Jose | | 5169 Moorpark Avenue | | San Jose | CA | 95129 |
| 408-265-8300 | Radha | Iyer | SYSTEMATIC LEARNINGS, INC. | Willow Glen | | 1087 Meridian Avenue | Unit #60 | San Jose | CA | 95125 |
| 510-877-9131 | Leif | Krauss | MATH VIKING LLC | San Leandro - Downtown | | 689 East 14Th Street | | San Leandro | CA | 94577 |
| 510-904-4999 | Lirong | Diao | | San Leandro - South | | 14410 Washington Avenue | #106 | San Leandro | CA | 94578 |
| 805-466-5350 | Kyoko | Ellis | | San Luis Obispo | | 12320 Los Osos Valley Road | | San Luis Obispo | CA | 93405 |
| 760-591-7550 | Sadhana | Gandhi | | San Marcos | | 1001 W. San Marcos Blvd. | Suite #140 | San Marcos | CA | 92069 |
| 650-759-8576 | Francesca | Tai | | San Mateo | | 4222 Olympic Avenue | | San Mateo | CA | 94403 |
| 650-781-1777 | Michael | Chan | CHAN LEARNING ACADEMY, INC. | San Mateo - Crystal Springs | | 201 De Anza Boulevard | | San Mateo | CA | 94402 |
| 650-348-9448 | Alexander | Tang | ACT FAST LEARNING, INC. | San Mateo - Hillsborough | | 700 South B Street | Suite 100 | San Mateo | CA | 94401 |
| 310-833-5957 | Meena | Patil | KAVERI LEARNING CENTER LLC | San Pedro - Northwest | | 1851 N. Gaffey Street | Unit I | San Pedro | CA | 90731 |
| 415-454-8590 | Biana | Shikhman | | San Rafael - Downtown | | 1435 4Th Street | Suite B | San Rafael | CA | 94901 |
| 925-803-9870 | Girisha | Sonawane | POLESTAR LEARNING, INC. | San Ramon | | 9260 Alcosta Boulevard | Building B, Suite 14 & 15 | San Ramon | CA | 94583 |
| 925-318-1628 | Anthony | Luu | TWIN PEAKS PERFORMANCE, LLC | San Ramon - North | | 2570 San Ramon Valley Boulevard | Suite A203 | San Ramon | CA | 94583 |
| 714-785-8850 | Cristina | Santos | | Santa Ana - East | Tustin Franzen Center | 2425 North Tustin Avenue | Suite A | Santa Ana | CA | 92705 |
| 714-599-8880 | Analy | Phu | BRIGHTER KIDS ACADEMY | Santa Ana - Mile Square Park | | 5015-K West Edinger Avenue | | Santa Ana | CA | 92704 |
| 714-754-7474 | Yuanming | Mao | AN FRANCIS, LLC | Santa Ana - South Coast Metro | | 3696 S. Bristol Street | | Santa Ana | CA | 92704 |
| 805-687-5944 | Yo (Yang) | Ri | KM DISCOVERY SBA, A CA CORP | Santa Barbara | | 3230 State Street | Suite B | Santa Barbara | CA | 93105 |
| 408-855-8666 | Dibjot | Gill | NANAK NIRANKAR, INC. | Santa Clara - Agnew | | 3170 De La Cruz Boulevard | Suite #104 | Santa Clara | CA | 95054 |
| 408-789-7614 | Haeyun | Kim | | Santa Clara - Central | Pruneridge Shopping Center | 238 Saratoga Avenue | | Santa Clara | CA | 95050 |
| 408-818-8879 | Hana | Manesh | MANESH, LLC | Santa Clara - Central Park | | 1072 Kiely Boulevard | | Santa Clara | CA | 95051 |
| 661-298-1927 | Charmaine Ann | Soriano | LEVEL M MATH AND READING CENTER, INC. | Canyon Country | | 18635 Soledad Canyon Road | Unit 107 | Santa Clarita | CA | 91351 |
| 661-520-4445 | Khristine | Barbero | AUSPICIOUS POSSIBILITY | Santa Clarita - Lyons | | 24820 Orchard Village Rd. | Suite B | Santa Clarita | CA | 91355 |
| 661-714-0706 | Priti | Bhavsar | ULTIMATE STUDENTS SUCCESS INC. | Santa Clarita - Saugus North | | 28009 Seco Canyon Road | | Santa Clarita | CA | 91390 |
| 831-824-6284 | Doris | Wo | ELITE EDUCATION SERVICES LLC | Santa Cruz | | 740 Front Street | Suite 150 | Santa Cruz | CA | 95060 |
| 805-354-0650 | Shakira Patel | Adams | MILAN EDUCATION, LLC | Orcutt | Acorn Plaza Shopping Center | 4869 South Bradley Road | Suite #121 | Santa Maria | CA | 93455 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|---------------------|------------------|--|-----------------------------------|--------------------------------|------------------------------------|----------------------|---------------------|--------------|-----------------|
| 310-394-0902 | Lesteni | Wilkins | EXCELClIOUS EDUCATION, LLC | Santa Monica | | 718 Santa Monica Blvd. | | Santa Monica | CA | 90401 |
| 408-867-5367 | Edith | Wu | | Saratoga | | 14363 Saratoga Avenue | Suite #101 | Saratoga | CA | 95070 |
| 831-508-0909 | Marwan | Mezher | TOP LEARNING ACADEMY INC. | Scotts Valley | | 218-D Mt. Hermon Road | | Scotts Valley | CA | 95066 |
| 818-783-7810 | Candice | Lee | KSO PATHWAYS LLC | Sherman Oaks - East | | 4820 Fulton Ave. | | Sherman Oaks | CA | 91423 |
| 805-526-2993 | Susan | Mata | MATH & READING CENTER OF SIMI VALLEY, INC. | Simi Valley - East | Century Square | 2139 Tapo Street | Unit #114 | Simi Valley | CA | 93063 |
| 805-526-2987 | Susan | Mata | MATH & READING CENTER OF SIMI VALLEY, INC. | Simi Valley - West | | 2424 Erringer Road | | Simi Valley | CA | 93065 |
| 858-794-8988 | Zi | Marsh | DRAPHOEN EDUCATION, INC. | Solana Beach | Solana Beach Towne Centere li | 134 South Solana Hills Drive | | Solana Beach | CA | 92075 |
| 626-808-4044 | Julia | Hosoda-Argonza | EDUCATION CENTER OF LA CANADA, INC. | South Pasadena | Oneonta Congregational Church | 1515 Garfield Ave. | Suite 203 & 205 | South Pasadena | CA | 91030 |
| 650-870-1920 | Fang | Tian | DREAM CLOUD EDU LLC | South San Francisco - El Camino | | 643 El Camino Real | | South San Francisco | CA | 94080 |
| 650-835-1018 | Irene | Tam | TABB SERVICES CORP. | South San Francisco - Westborough | | 2288 Westborough Blvd. | Suite 103 | South San Francisco | CA | 94080 |
| 714-895-7857 | Larry | Konishi | KONISHI CONSULTING LLC | Stanton | | 11951 Beach Boulevard | Suite L | Stanton | CA | 90680 |
| 661-260-1940 | Young Joo | Lee | SONESTA CORPORATION | Stevenson Ranch | | 25818 W. Hemmingway Ave. | Suite 3 | Stevenson Ranch | CA | 91381 |
| 209-951-3013 | Thu Ngoc (Victoria) | Tran | STOCKTON ABC MATH, LLC | Stockton - North | Morada Ranch Shopping Center | 4339 East Morada Lane | Suite A140 | Stockton | CA | 95212 |
| 209-952-5095 | Thu Ngoc (Victoria) | Tran | STOCKTON ABC MATH, LLC | Stockton - West | | 1625 W. March Lane | Suite 104, 105 & 106 | Stockton | CA | 95207 |
| 818-763-4546 | Rinal | Patel | BONEZ'S LEARNING CENTER, LLC | Studio City | | 12215 Ventura Blvd. | Suite #116 | Studio City | CA | 91604 |
| 818-765-8666 | Arturo | Lorete | | Sun Valley | | 8718 Sunland Boulevard | | Sun Valley | CA | 91352 |
| 408-222-1500 | Sabitha | Bellam | BELLAMS, LLC | Mountain View - Sunnyvale | | 1253 West El Camino Real | Suite F | Sunnyvale | CA | 94086 |
| 408-732-9898 | Mariann | Hu | | Sunnyvale - Central | | 433 East El Camino Real | | Sunnyvale | CA | 94087 |
| 408-542-9027 | Amareesh | Agrawal | ALPHA ACHIEVERS, INC. | Sunnyvale - East | | 1040 East El Camino Real | | Sunnyvale | CA | 94087 |
| 408-752-5151 | Ngoc | Tran | QTRAN LEARNING LLC | Sunnyvale - Lowlanders | | 415 N. Mary Avenue | Suite 106 | Sunnyvale | CA | 94085 |
| 669-289-0999 | Prasanna | Rangaraju | KCENTER SUNNYVALE LLC | Sunnyvale - Seven Seas | | 1260 Persian Drive | Suite A-1 | Sunnyvale | CA | 94089 |
| 818-708-8151 | Lyndsay | Fujimoto | TARZANA KMR CENTER, LLC | Tarzana | | 19011 Ventura boulevard | | Tarzana | CA | 91356 |
| 951-695-9411 | Erwin | Deriquito | | Temecula Town | Temecula Town Center | 27536 Ynez Road | Suite #F-9 | Temecula | CA | 92591 |
| 626-287-8434 | Dipali | Nandi | | Temple City | | 9666 Las Tunas Drive | | Temple City | CA | 91780 |
| 805-777-0113 | Tetsu | Hoshi | | Thousand Oaks | | 446 North Moorpark Road | | Thousand Oaks | CA | 91360 |
| 805-422-3232 | Karpagam (Vidhya) | Ganesh | | Thousand Oaks - North | | 2024-J East Avenida De Los Arboles | | Thousand Oaks | CA | 91362 |
| 310-326-7843 | Steven | Kang | STEVE KANG ENTERPRISES, INC. | Torrance - Central | | 2738 West Sepulveda Blvd. | Suite #4 | Torrance | CA | 90505 |
| 310-878-6866 | Shinichiro | Kasuya | KASUYA ACADEMY, LLC | Torrance - Harbor Gateway | | 1253 W. Carson Street | | Torrance | CA | 90502 |
| 310-400-7913 | Irene | Katsui | NK ABC123, LLC | Torrance - North | | 2050 Artesia Boulevard | Suite #101 | Torrance | CA | 90504 |
| 310-543-5077 | Yoshiko | Kayamori | KAYAMORI LEARNING INC. | Torrance - Southwest | | 4172 Pacific Coast Highway | Suite #108 And #109 | Torrance | CA | 90505 |
| 310-370-3535 | Takafumi | Konishi | TK EDUCATIONS, LLC | Torrance - West | | 18529 Hawthorne Blvd. | | Torrance | CA | 90504 |
| 209-833-9400 | Giti | Zamani | | Tracy | Gateway Plaza | 1858 West 11Th Street | | Tracy | CA | 95376 |
| 209-407-1700 | Nirali | Mavani | SM AND AM, INC. | Tracy - South | | 7561 W. Linne Road | | Tracy | CA | 95304 |
| 714-573-8107 | Christianshon | Chao | O.C. MATH CENTER, INC. | Tustin - North | | 13662 Newport Avenue | Ste K | Tustin | CA | 92780 |
| 714-823-8440 | Michael | Lee | | Tustin - South | Tustin Gateway | 1631 Edinger Avenue | Suite 102 | Tustin | CA | 92780 |
| 714-824-4020 | Richard | Teshiba | G BY 5, A CA CORP. | Tustin - The Market Place | | 13211 Jamboree Rd. | | Tustin | CA | 92782 |
| 510-471-8887 | Hector | Guy | | Union City - Alvarado | | 32116 Alvarado Boulevard | | Union City | CA | 94587 |
| 510-455-4846 | Jayanthi | Subramanian | INCREDIBLE LEARNERS, INC. | Union City - East | | 34712 Alvarado Niles Road | | Union City | CA | 94587 |
| 707-455-7200 | Ching | Chen | | Vacaville | Regency Park Plaza Shopping Ce | 643 Elmira Road | | Vacaville | CA | 95687 |
| 661-222-1144 | Beatriz | Javellana | B-SQUARED LEARNING CENTER, A CA CORP | Valencia - Bridgeport | | 24015 Newhall Ranch Rd. | | Valencia | CA | 91355 |
| 661-219-0717 | Bindiya | Patel | KESHAV EDUCATION INC. | Valencia - Copper Hill | | 23888 Copper Hill Drive | | Valencia | CA | 91354 |
| 805-650-0361 | Kathleen | Odonnell | | Ventura | | 1437 South Victoria Ave. | Suite B | Ventura | CA | 93003 |
| 760-952-3456 | Bijal | Patel | OJASVI DEVELOPMENTS, LLC | Victorville - East | | 12180 Ridgecrest Road | Suite #432 | Victorville | CA | 92395 |
| 569-372-0009 | Tamryn | Simas | KINUKO LLC | Visalia | Rancho Viejo Shopping Center | 5139 W. Walnut Avenue | | Visalia | CA | 93277 |
| 626-913-5722 | Raj | Walia | RAJBIR WALIA, LLC | West Walnut | Walnut Hts Plaza | 18856 Amar Road | Unit #16 | Walnut | CA | 91789 |
| 925-256-0609 | Ted | Kim | | Walnut Creek | | 1904 Olympic Boulevard | Suite #10 | Walnut Creek | CA | 94596 |
| 925-256-0786 | Stephanie | Chan | WCN LEARNING LLC | Walnut Creek - North | | 2839 Ygnacio Valley Road | | Walnut Creek | CA | 94598 |
| 626-412-1100 | Haneesha | Desai | NISHALOGIC LLC | Covina - South | Grand Creek Plaza | 150 N. Grand Ave | Suite 132 | West Covina | CA | 91791 |
| 626-698-4519 | Vincent | Lung | CLK ENTERPRISE, INC. | West Covina | Sunset Plaza | 1337 West Garvey Avenue N. | | West Covina | CA | 91790 |
| 818-887-7235 | Vickie | Kwon | VKSO, LLC | West Hills | | 22742 Roscoe Boulevard | | West Hills | CA | 91304 |
| 310-975-8555 | Robert | Apon | APON EDUCATIONAL SERVICES INCORPORATED | West Hollywood | | 8539 West Sunset Blvd. | Unit 22 | West Hollywood | CA | 90069 |
| 714-839-9500 | Quy | Tran | | Westminster - East | | 14541 Brookhurst Street | Suite #B2 | Westminster | CA | 92683 |
| 657-400-3003 | Victoria | Nguyen | | Westminster - West | | 6940 Westminster Blvd | | Westminster | CA | 92683 |
| 562-696-5678 | Guadalupe | Lara | | Whittier - South | | 8317 South Painter Avenue | Suite #6 | Whittier | CA | 90602 |
| 707-838-8308 | Leah | Barker | Roma Kidz, Inc. | Windsor | | 239 Windsor River Road | | Windsor | CA | 95492 |
| 530-405-9555 | Long | Ngo | WOODLAND MATH & READING, LLC | Woodland | Gibson Plaza Shopping Center | 1897 E. Gibson Road | Suite #A | Woodland | CA | 95776 |
| 714-660-0800 | Ritu | Nigam | JASONS EDUCATION, INC. | Yorba Linda - Ranch Village | | 4945 Yorba Ranch Road | Unit A | Yorba Linda | CA | 92887 |
| 714-203-1132 | Anshu | Bhambani | PIONEER EDUCATION LLC | Yorba Linda - Valley View | | 17530 Yorba Linda Boulevard | | Yorba Linda | CA | 92886 |
| 530-830-9234 | Norman | Campiz | CAMPIZ ENTERPRISE INC. | Yuba City | | 990 Klamath Lane | Suite 19 | Yuba City | CA | 95993 |
| 303-305-7777 | Noniko | Steinbarth | PURPLE WHALE LLC | Arvada - West | | 12650 W. 64Th Avenue | Unit H | Arvada | CO | 80004 |
| 720-870-9701 | Yumiko | Asano | ASANO CORPORATION | Aurora | | 17030 East Quincy Ave. | | Aurora | CO | 80015 |
| 720-504-0881 | Umayal | Sockalingam | LEARNING EXCELLENCE LLC | Aurora - Dayton Triangle | Market Square Shopping Center | 1155 S. Havana Street | Unit 39 | Aurora | CO | 80012 |
| 720-401-3349 | Abril | Villicana Garcia | SUNNY SUCCESS LLC | Aurora - Highlands | | 1250 South Buckley Road | Suite K | Aurora | CO | 80017 |
| 303-627-1357 | Elizabeth | Samala | ELITE LEARNER LLC | Aurora - Saddle Rock | Saddle Rock Marketplace | 6040 South Gun Club Road | Suite F-1 | Aurora | CO | 80016 |
| 720-924-6284 | John | Redding | BENINELLI, LLC | Boulder | | 2595 Canyon Blvd. | Suite 115 | Boulder | CO | 80302 |
| 720-388-8222 | Lois | Lau | SUCCESS VISION, LLC | Broomfield | | 6590 West 120Th Avenue | Unit B4 | Broomfield | CO | 80020 |
| 303-814-1751 | Leo | Alvarez | GREAT HORIZONS, LLC | Castle Rock | | 719B Wilcox Street | | Castle Rock | CO | 80104 |
| 720-870-0547 | Ferooza | Eswaran | ANTS MARCHING INC. MATH AND READING CENTRE | Centennial - Foxfield | | 6262 South Parker Road | Suite #100 | Centennial | CO | 80016 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------------|------------------|---|-----------------------------------|--------------------------------------|---------------------------------|-------------------|-------------------|--------------|-----------------|
| 720-285-3568 | Kathryn | Kennedy | ELITE LEARNING, LLC | Centennial - Park Meadows | Foxridge King Soopers Shopping Plaza | 5730 East Otero Avenue | Suite #650 | Centennial | CO | 80112 |
| 719-649-0860 | Shu Meng (Joyce) | Chen | LEARNING FOR LIFE, LLC | Colorado Springs - Briargate | | 9420 Briar Village Point | Suite 130 | Colorado Springs | CO | 80920 |
| 719-551-5900 | Nikki | Allahverdi | LIFE-LONG SCHOLARS LLC | Colorado Springs - Cimarron Hills | | 5857 Constitution Ave. | | Colorado Springs | CO | 80915 |
| 719-235-8675 | Young | Bagason | YSB, LLC | Colorado Springs - North | Woodmen Plaza Shopping Center | 3586 Hartsel Drive | Suite #H | Colorado Springs | CO | 80920 |
| 720-826-6288 | Yeow-Heng | Ong | MATH READING SUCCESS, LLC | Denver - Central Park | | 2373 Central Park Blvd. | #105 | Denver | CO | 80238 |
| 720-896-5050 | Ilyas | Waraiich | ARA ACADEMIA, LLC | Denver - Cherry Creek | | 201 Steel St. | Suite 1D | Denver | CO | 80206 |
| 720-588-9222 | Silpi | Baishya | MS SQUARE, LLC | Denver - Hampden South | | 8000 E Quincy Avenue | Unit 1050 | Denver | CO | 80237 |
| 303-968-1025 | Celeste | Kupperbusch | INDIVIDUALIZED LEARNING CENTER | Denver - Lowry | | 100 Spruce Street | Unit 102 | Denver | CO | 80230 |
| 303-390-1818 | Preethi | Mohandas | BABAJI LLC | Denver - University Hills | | 1685 S. Colorado Blvd. | Unit R | Denver | CO | 80222 |
| 303-779-2605 | Carol | Vaughn | | Englewood | | 7447 East Arapahoe Road | Suite #7 | Englewood | CO | 80112 |
| 303-222-9700 | Sreemathy | Dev | VIJAY NARBHAVEE, INC. | Erie | | 720 Austin Avenue | Suite #101 | Erie | CO | 80516 |
| 303-542-7200 | Cathy | Zheng | CW EDUCATION LLC | Greenwood Village | Cherry Hills Marketplace | 5910 South University Blvd. | Unit A6 | Greenwood Village | CO | 80121 |
| 303-683-3339 | Khevna | Mccain | BEYOND K EDUCATION LLC | Highlands Ranch - East | | 9362 S. Colorado Boulevard | Suite D-08 | Highlands Ranch | CO | 80126 |
| 720-400-7755 | Subadra | Ramanathan | BRIGHT LEARNING, LLC | Highlands Ranch - Town Center | | 9245 S Broadway | #300 | Highlands Ranch | CO | 80129 |
| 303-604-2100 | Sreemathy | Dev | VIJAY NARBHAVEE, INC. | Lafayette | | 535 West South Boulder Road | Suite #230 | Lafayette | CO | 80026 |
| 720-399-9100 | Qui | Nguyen | LEARNING CENTERS OF COLORADO, LLC | Lakewood - Bear Creek | | 3200 S. Wadsworth Blvd. | Unit D | Lakewood | CO | 80227 |
| 720-922-7474 | Yumiko | Asano | ASANO CORPORATION | Littleton - Ken Caryl | Villager Square Shopping Center | 9142 West Ken Caryl Avenue | Unit D-1 | Littleton | CO | 80128 |
| 720-738-8499 | Anil | Kini | KIDSMART ACADEMY, LLC | Lone Tree | | 9500 Heritage Hills Circle | Suite 400 | Lone Tree | CO | 80124 |
| 303-485-2830 | Ragen | Breath | | Longmont | | 1106 Francis Street | | Longmont | CO | 80501 |
| 720-798-5880 | Khevna | Mccain | BEYOND K EDUCATION LLC | Parker - Hess | | 19585 Hess Road | Unit C3 (#103) | Parker | CO | 80134 |
| 720-418-8484 | Lavanya | Vakkalanka | KAUMAARI, LLC | Parker - Stonegate | | 16522 Keystone Blvd. | Unit P | Parker | CO | 80134 |
| 303-876-0001 | Rachna | Chaurasia | KKV CENTER, INC. | Thornton - Northglenn | | 3915 E. 120Th Ave. | Unit B | Thornton | CO | 80233 |
| 720-473-8399 | Lavanya | Balaji | M.S. SERVICES, LLC | Thornton - Trail Winds Park | | 13762 Colorado Blvd. | Ste 148 | Thornton | CO | 80602 |
| 860-676-9100 | Janelle | Jones | MATH & READING CENTER OF AVON, LLC | Avon | | 56 East Main Street | | Avon | CT | 06001 |
| 203-775-9333 | Jyoti | Kelkar | SCHOLASTIC EXCELLENCE, LLC | Brookfield | | 640 Federal Road | Unit #19 | Brookfield | CT | 06804 |
| 203-651-6474 | Xiaopeng | Sang | INTELLECTUAL QUEST, LLC | Cheshire | | 286 Maple Ave. | Unit 106 | Cheshire | CT | 06410 |
| 203-744-7773 | Mary Kate | Roos | | Danbury | North Street Shopping Center | One Padanaram Road | Store #13 | Danbury | CT | 06811 |
| 203-202-8045 | Kerri | Arnold | BE AMAZING, LLC | Darien | | 899 Boston Post Road | | Darien | CT | 06820 |
| 203-373-1074 | Laura | Bubbico | EDUCATIONAL BEGINNINGS, LLC | Fairfield | Fairfield Woods Plaza | 2391 Black Rock Turnpike | | Fairfield | CT | 06825 |
| 203-955-1070 | Laisa | Mathissen | FIRST RAY, LLC | Fairfield - Downtown | Patriot Plaza | 1139 Post Road | | Fairfield | CT | 06824 |
| 860-633-7323 | Seema | Mukherjee | MATH&READING CENTER OF EAST LYME, LLC | Glastonbury | | 30 Hebron Avenue | | Glastonbury | CT | 06033 |
| 203-823-9576 | Shailaja | Balakkagari | VASK, LLC | Hamden | | 2340 Whitney Avenue | | Hamden | CT | 06518 |
| 860-632-2700 | Sandhya | Kallamadi | LEARNING PATH LLC | Middletown | | 779 Newfield Street | | Middletown | CT | 06457 |
| 203-951-9870 | Ketan | Vankawala | KARV LLC | Milford | | 670 Boston Post Road | Unit A2 | Milford | CT | 06460 |
| 203-936-9929 | Ketan | Vankawala | LEADING STRATEGY, LLC | Woodbridge | Amity Plaza Shopping Center | 134 Amity Road | | New Haven | CT | 06515 |
| 860-666-5200 | Barbara | Gagne | ACHIEVE & SUCCEED LLC | Newington | O'Neil Plaza #16 | 2434 Berlin Turnpike | Unit #15 & 16 | Newington | CT | 06111 |
| 860-739-7323 | Seema | Mukherjee | MATH & READING CENTER OF EAST LYME, LLC | East Lyme | | 179 Flanders Road | Unit #1 | Niantic | CT | 06357 |
| 203-836-2112 | Rajashree | Honnaya | RNV INCORPORATED | North Haven | | 310 Washington Avenue | Unit #6 | North Haven | CT | 06473 |
| 203-286-3516 | Dulce | Gandhi | MATH & READING ADVANCEMENT, LLC | Norwalk | | 612 West Avenue | | Norwalk | CT | 06850 |
| 203-742-0011 | Cheryl | Orfici | BRILLANT MINDS, LLC | Riverside | | 1212 East Putnam Avenue | | Riverside | CT | 06878 |
| 347-205-7557 | Flore | Kacou | | Shelton | Split Rock Center | 702 Bridgeport Ave | Suite 303 | Shelton | CT | 06484 |
| 860-644-1100 | Nina | Lee | INDEPENDENT LEARNING OF SOUTH WINDSOR | South Windsor | | 216 Hemlock Avenue | | South Windsor | CT | 06074 |
| 203-267-3030 | Manju | Kapur | STRONG ROOTS, LLC | Southbury | Bennett Square | 134 Main Street South | Suite 41 D | Southbury | CT | 06488 |
| 203-348-8401 | Anna | Dabrowska-Radtke | CIRCLE AND SQUARE, INC | Stamford | Dimattia Building | 96 Broad Street | | Stamford | CT | 06901 |
| 203-794-6586 | Rajashree | Honnaya | LEARNING MEADOWS, LLC | Trumbull | | 2 Corporate Drive | Suite #113 | Trumbull | CT | 06611 |
| 860-875-3500 | Aparna | Ramnath | ENCOIRE LEARNING, LLC | Vernon | | 10 Hyde Avenue | | Vernon | CT | 06066 |
| 203-423-2396 | Adina | Dinca | YATTEMIYO LEARNING TREE LLC | Wilton | | 5 River Road | Suite C7 | Wilton | CT | 06897 |
| 202-838-3500 | Erika | Walker | ESW LEARNING, LLC | Georgetown | | 2200 Wisconsin Avenue Nw | | Washington | DC | 20007 |
| 302-613-0832 | Sonali | Pandit | 04M LEARNING CENTER, LLC | Bear | Eden Square Shopping Center | 540 Eden Circle | | Bear | DE | 19701 |
| 302-257-3111 | Hema | Patel | ADVANCED MATH & READING, INC. | Dover | | 1151-D East Lebanon Road | Route 10 Plaza | Dover | DE | 19901 |
| 302-613-0832 | Sonali | Pandit | 04M LEARNING CENTER, LLC | Hockessin | Lantana Square Shopping Center | 142 Lantana Drive | | Hockessin | DE | 19707 |
| 302-464-3050 | Vanita | Sanjay | SVS SERVICES, LLC | Middletown | Ashley Plaza | 425 East Main Street | | Middletown | DE | 19709 |
| 302-499-2550 | Thabital | Moses | MATZ TECHNOLOGIES,LLC | Newark - Glasgow | | 550 Peoples Plaza | | Newark | DE | 19702 |
| 302-482-1337 | Sanghamitra | Dutta | DUTTA & DUTTA, LLC | Wilmington - Limestone | | 127 Kirkwood Square | | Wilmington | DE | 19808 |
| 321-758-3001 | Karuna | Singh | MATH & READING ACADEMY INC. | Allamonte Springs | | 1022 W. State Road 436 | Suite 1006 | Allamonte Springs | FL | 32714 |
| 813-819-0990 | Chavonne | Robinson | MONLEVIER LEARNING CENTER, LLC | Apollo Beach | | 6118 North U.S. Hwy. 41 | | Apollo Beach | FL | 33572 |
| 321-441-3344 | Najjumon | Michael | BRIGHT KIDS OF APOPKA, LLC | Apopka | | 1604 W. Orange Blossom Trail | | Apopka | FL | 32712 |
| 239-388-5588 | Brian | Ford | BRIAN FORD EDUCATION, LLC | Babcock Ranch | Crescent B Commons | 42091 Cypress Parkway | Suite 6 | Babcock Ranch | FL | 33982 |
| 561-488-1976 | Cristina | Acosta | A+ LEARNING CENTER, INC. | Boca Raton - Glades | Piccadilly Square | 8221 Glades Road | Suite #9 | Boca Raton | FL | 33434 |
| 561-477-8222 | Rubina | Mohammed | RISIR, INC. | Boca Raton - Loggers Run | | 11395-E West Palmetto Park Rd. | | Boca Raton | FL | 33428 |
| 561-732-4582 | Mattia | Nepi | EVERYDAY LEARNING, LLC | Boynton Beach - Central | | 9819 S. Military Trail - Ste. H | | Boynton Beach | FL | 33436 |
| 941-794-2954 | Shawn | Carper | EDUCATION WORKS, LLC | Bradenton - West | | 5767 Manatee Ave. | | Bradenton | FL | 34209 |
| 813-662-1314 | Dhara | Shah | THE LEARNING POWER INC. | Brandon - East | | 1242 Kingsway Crossing | | Brandon | FL | 33510 |
| 352-995-7770 | Nikita | Dewantoro | ND LOGOS, LLC | Clermont | | 1670 A E Highway 50 | | Clermont | FL | 34711 |
| 305-665-3276 | Elissa | Chamizo | ENRICHING MINDS LLC | Coral Gables - University | Shops At Merrick Park | 256 Altara Avenue | | Coral Gables | FL | 33146 |
| 954-509-0850 | Neeta | Borle | SHARPER MINDS, INC. | Coral Springs - East | | 5855 Wiles Road | | Coral Springs | FL | 33067 |
| 954-803-9050 | Jeptha | Holness | HOLNESS LEARNING CENTER, LLC | Coral Springs - South | | 1317 North University Drive | | Coral Springs | FL | 33071 |
| 954-775-2177 | Yvonne | Chen | CHEN & HOLNESS, LLC | Coral Springs - Town Center | | 10280 West Sample Road | | Coral Springs | FL | 33065 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|---------------|--------------------|--|-------------------------------|-------------------------------------|---------------------------------------|-------------------|--------------------|--------------|-----------------|
| 954-828-2884 | Yvonne | Chen | CHENSYS, LLC | Parkland | Heron Bay Corp. Bldg. | 5850 Coral Ridge Drive | | Coral Springs | FL | 33076 |
| 954-434-0131 | Farhana | Ireen | 123 ABC, INC | Davie - Cooper City | Lakeside Town Shops | 5810 South University Drive | Suite #103 | Davie | FL | 33328 |
| 954-252-7211 | Feng | Xiong | TEACHER LIJIAN SEE., INC. | Davie - Southwest Ranches | | 4919 Southwest 148Th Avenue | | Davie | FL | 33330 |
| 954-421-5881 | Cristina | Acosta | A+ LEARNING CENTER, INC. | Deerfield Beach - West | | 348 South Powerline Road | | Deerfield Beach | FL | 33442 |
| 305-994-7962 | Katrina | Gomez | BE AMAZING, INC. | Doral | | 10361 Northwest 41St Street | | Doral | FL | 33178 |
| 727-228-1444 | Nayana | Wable | DAYDEV, LLC | Dunedin | | 2141 Main Street | Suite D | Dunedin | FL | 34698 |
| 954-564-3625 | Tania | Marujo | TRM LEARNING, INC. | Fort Lauderdale - Coral Ridge | | 2056 East Oakland Park Boulevard | | Fort Lauderdale | FL | 33306 |
| 239-322-7698 | Donald | Lander | DONBEE CONSULTING, INC. | Fort Myers - Villas | Orion Retail Center | 6631 Orion Drive | Suite #108 | Fort Myers | FL | 33912 |
| 352-670-9500 | Ping | Lin | LILY CHUTANG INC. | Gainesville - West | | 7550 W.University Avenue | Suite B | Gainesville | FL | 32607 |
| 954-963-2774 | Maria | Vilanova | LEARNING WORKS, INC. | Hollywood - Sheridan | | 3315 Sheridan Street | | Hollywood | FL | 33021 |
| 352-726-9694 | James | Billings | J & JB, LLC | Inverness | | 3380 East Gulf To Lake Highway | | Inverness | FL | 34453 |
| 904-679-3654 | Kimberly | Teira | TEIRA ENTERPRISES, LLC | Jacksonville - Fruit Cove | Julington Square | 445 State Road 13 | Suite 8 | Jacksonville | FL | 32259 |
| 904-414-6005 | Mary | Stephenson | M.S. STEPHENSON LEARNING ACADEMY, LLC | Jacksonville - Regency | | 660 Commerce Center Drive | Unit 110 | Jacksonville | FL | 32225 |
| 904-642-7888 | Latha | Manian | SPRY KIDS, LLC | Jacksonville - Southside | Deerwood Village Mall | 9978-2 Old Baymeadows Road | | Jacksonville | FL | 32256 |
| 904-910-5512 | Kasthuri | Sriram | SMART STARS, LLC | Jacksonville - St. Johns | St. John'S Commons | 2220 Cr 210 West | Suite #306 | Jacksonville | FL | 32259 |
| 904-268-8861 | Sonia | Dalakis | Dalakis Learning II, LLC | Mandarin | Gates Of Olde Mandarin Shopping | 11362 San Jose Blvd. | Unit #18 | Jacksonville | FL | 32223 |
| 904-540-9570 | Haixia | Li | H&M LEARNING CO | Jacksonville Beach | Sea Walk Village Commercial Complex | 1010-A 3Rd Street North | | Jacksonville Beach | FL | 32250 |
| 561-575-4640 | Parbat | Josh | ALPINE LEARNING CENTER, INC. | Jupiter - North | | 1695 West Indiantown Road | Suites 8 & 9 | Jupiter | FL | 33458 |
| 321-249-2255 | Prabhu | Yalamanchili | ATHENA EDUCATIONAL SERVICES, LLC. | Kissimmee - Hunters Creek | | 1154 West Osceola Parkway | | Kissimmee | FL | 34741 |
| 407-732-2444 | Jasbir | Sikand | EDULEARN LLC | Lake Mary | | 3817 Lake Emma Road | Unit B-3 | Lake Mary | FL | 32746 |
| 561-965-8812 | Richard | Wendelken | RNBK CORPORATION | Lake Worth - Aberdeen | | 7032 Charleston Shores Blvd. | | Lake Worth | FL | 33467 |
| 863-333-6222 | Daniel | Mandry | SANKOFA EDUCATION INITIATIVE, LLC | Lakeland - Highlands | | 5371 S. Florida Ave. | | Lakeland | FL | 33813 |
| 727-242-5990 | Isabel | Dominguez | MKJR, INC. | Largo - Ulmerton | | 8109 Ulmerton Road | | Largo | FL | 33771 |
| 813-909-9122 | Ravi | Singh | LUTZ EDUCATIONAL SERVICES, LLC | Lutz - Lake Crossing | Lutz Lake Crossing | 19261 Dale Mabry Highway North | | Lutz | FL | 33548 |
| 321-632-0900 | Venkat | Puskur | BREVARD LEARNING CENTERS, LLC | Melbourne - North | | 2348 Citadel Way | Suite 103 | Melbourne | FL | 32940 |
| 786-652-6284 | Erum | Kripalani | KENDALL LEARNING CENTER, LLC | Hammocks | West Kendall Village | 15436 Sw 88Th Street | | Miami | FL | 33196 |
| 786-607-0400 | Rebecca | Meire | NORTH KENDALL EDUCATIONAL CORP. | Kendall - North | The Palms At Town And Country | 8312 Mills Drive | | Miami | FL | 33183 |
| 305-351-0615 | Maria Silvia | Costa | ALDC EDUCATION CORP. | Miami - Coral Way East | | 2521 Coral Way | | Miami | FL | 33145 |
| 305-229-1139 | Mariela | Rebaza | WEST KENDALL, INC. | Miami - West | Bird One Shopping Center | 14459 Sw 42Nd Street | | Miami | FL | 33175 |
| 305-853-8600 | Ana | Olaya | MIAMI INDEPENDENT LEARNERS, LLC | Miami Shores | | 9517 N. E. 2Nd Ave. | | Miami Shores | FL | 33138 |
| 954-399-5582 | Leena | Basnyet | APPL-EDUCATION LLC | Miramar | Shoppes At Silverisles | 16391 Miramar Parkway | | Miramar | FL | 33027 |
| 407-656-9062 | Saul | Duga | SDUGA LLC | Ocoee - Towne Center | Towne Square Shopping Center | 11107 West Colonial Drive | | Ocoee | FL | 34761 |
| 727-877-0707 | Roopa | Palakkat | MARKSONS EDUCATIONAL CENTER, LLC | Odessa | | 2412 Merchant Ave. | | Odessa | FL | 33556 |
| 407-363-2939 | Subira | Sood | SUBIRA EDUCATIONAL CENTER, LLC | Dr. Phillips | Kir Bayhill Plaza | 7657 Turkey Lake Road | | Orlando | FL | 32819 |
| 407-898-5542 | Reetu | Singla | COLONIAL TOWN LLC | Orlando - Colonialtown | | 2939 East Colonial Drive | | Orlando | FL | 32803 |
| 407-930-5577 | Kazi | Vicaruddin | NUSAYBAH, LLC | Orlando - Southchase | | 12477 South Orange Blossom Trail | | Orlando | FL | 32837 |
| 407-384-8881 | Ma. Elizabeth | Espino-Santos | ABD VENTURES, LLC | Orlando - Vista Lakes | Las Palmas Shopping Center | 8288 Lee Vista Boulevard | Suite D | Orlando | FL | 32829 |
| 407-658-6284 | Andreas | Marpaung | GRACE LEARNING CENTER, LLC | Orlando - Waterford Lakes | Waterford Towers | 312 North Alafaya Trail | | Orlando | FL | 32828 |
| 407-971-8514 | Kirsten | Smith | AFLA EDUCATION, LLC | Oviedo | | 1500 Alafaya Trail | Suite 1040 | Oviedo | FL | 32765 |
| 321-373-3733 | Ashley | Luke | BRIGHT KIDS OF PALM BAY LLC | Palm Bay - North | Palm Bay Village | 820 Palm Bay Ne | Suite #113 | Palm Bay | FL | 32905 |
| 321-758-4088 | Hemant Kumar | Bangalore Umapathi | NANDAAN LEARNING CENTER LLC | Palm Bay - South | | 190 Malabar Road | Suite 120 | Palm Bay | FL | 32907 |
| 386-597-2855 | Elizabeth | Schiefelbusch | LIZZY JANE'S ACADEMY, LLC | Palm Coast | | 160 Cypress Point Parkway | Suite A-206 | Palm Coast | FL | 32164 |
| 727-437-1900 | Linda | Obel | WIZKIDZ EDUCATIONAL SERVICES, LLC | East Lake | | 2661 East Lake Road | | Palm Harbor | FL | 34685 |
| 954-450-6284 | Karen | Bolton | KMR PEMBROKE PINES, LLC | Pembroke Pines - Hlatus | | 11240 Pines Boulevard | | Pembroke Pines | FL | 33026 |
| 954-885-6545 | Aasima | Tamby | ABT EDUCATION, LLC | Pembroke Pines - Silver Lakes | | 17101 Pines Blvd. | | Pembroke Pines | FL | 33027 |
| 954-880-0721 | Meher | Rahman | EDUCATION CONSULTANTS, INC. | Pembroke Pines - West | | 19431 Sheridan Street | | Pembroke Pines | FL | 33332 |
| 786-573-1234 | Erika | Cabrera | CHOW CONSULTING, INC. | Pincrest | Dixie Belle Plaza | 12195 South Dixie Highway | | Pincrest | FL | 33156 |
| 954-745-0066 | Hariivleen | Marwah | CREDIBLE LEARNING, LLC | Plantation - Cleary Blvd. | | 851 North Nob Hill Road | | Plantation | FL | 33324 |
| 954-781-8730 | Roberto | Marujo | RCM LEARNING, INC. | Pompano Beach - East | Beachway Shopping Center | 820 North Federal Highway | | Pompano Beach | FL | 33062 |
| 904-720-2800 | Tamara | Macfarlane | PONTE VEDRA LEARNING CENTER, LLC | Ponte Vedra At Nocatee | | 480 Town Plaza Avenue | Suite 140 | Ponte Vedra | FL | 32081 |
| 904-285-7775 | Shelly | Dunne | DUNNE LEARNING CENTERS, INC. | Ponte Vedra - Solana Road | Ponte Vedra Square | 280 Solana Road | | Ponte Vedra Beach | FL | 32082 |
| 941-764-7890 | Ann | Rankin | A STEP AHEAD LEARNING CENTER, LLC | Port Charlotte | | 701 Jc Center Court | Unit #9 | Port Charlotte | FL | 33954 |
| 813-280-8585 | David | Mandry | GATEWAY TO HIGHER LEARNING, LLC | Riverview - Boyette | | 11236 Boyette Road | | Riverview | FL | 33569 |
| 727-822-4016 | Anita | Ajay | THE LEARNING CURVE GROUP, LLC | St. Petersburg - East | | 2538 Dr. Martin Luther King Jr. St. N | | Saint Petersburg | FL | 33704 |
| 321-926-1770 | Itona | Sianturi-Hastie | LEARNING SANCTUARY, LLC | Sanford | | 4932 W Sr 46 | Suite 1000 | Sanford | FL | 32771 |
| 941-462-2729 | Jothi | Jothishankar | LEARNING BEES, LLC | Sarasota - Bee Ridge | | 4438 Bee Ridge Road | | Sarasota | FL | 34233 |
| 904-321-9998 | Vijayalakshmi | Guttipatti | PAVAN LEARNING, LLC | Saint Augustine - Mill Creek | | 630 E. Twincourt Trail | Unit 106 | St. Augustine | FL | 32095 |
| 772-781-4773 | Dana | Odwasny | ADVANCED LEARNING AND REASONING, LLC | Stuart | | 2464 Se Federal Highway | | Stuart | FL | 34994 |
| 954-249-4090 | Nasra | Hussain | EDUCATION *4* U INC. | Sunrise | | 10116 West Oakland Park Blvd. | | Sunrise | FL | 33351 |
| 850-219-6284 | Maria Helena | Trujillo | TRULOP LLC | Tallahassee - North | | 3425 Thomasville Road | Unit 10 | Tallahassee | FL | 32309 |
| 813-374-9274 | Clayton | Beardsley | INDEPENDENCE EDUCATIONAL SERVICES, LLC | New Tampa | Tampa Palms Professional Center | 5320 Primrose Lake Circle | Suite B | Tampa | FL | 33647 |
| 813-563-5900 | Pinali | Patel | Shree Adhyapan LLC | Tampa - Carrollwood | | 13160 N. Dale Mabry Highway | | Tampa | FL | 33618 |
| 813-425-4870 | Roopal | Shah | VIDHYA MANOR LLC | Tampa - Citrus Park | | 7620 Gunn Highway | Suite 190 | Tampa | FL | 33625 |
| 813-370-0070 | Xiaoke Penny | Yang | YANG MATH & READING, LLC | Tampa - Cross Creek | | 10335 Cross Creek Boulevard | Suite J | Tampa | FL | 33647 |
| 813-831-9495 | Tricia | Figgins | TAMPA ACADEMICS, INC. | Tampa - Palma Ceia | Bay To Bay Centre | 3415B Bay To Bay Blvd. | | Tampa | FL | 33629 |
| 813-818-7513 | Smita | Toprani | Tampa - Westchase | Tampa - Westchase | County Line Plaza Shopping Cen | 13962 West Hillsborough Avenue | | Tampa | FL | 33635 |
| 941-351-5555 | Swapna | Illuri | IGEN KIDS, INC. | Bradenton - University Park | Tourist Center | 8201 Tourist Center Drive | | University Park | FL | 34201 |
| 813-661-1952 | Katherine | Mandry | EDUCATIONAL ENRICH. LEARN.CEN. | Brandon - Bloomingdale | | 1114 East Bloomingdale Avenue | Suite A | Valrico | FL | 33596 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-----------------|--------------|---|--|--|------------------------------------|-------------------|-------------------|--------------|-----------------|
| 561-296-1184 | Avia | Murillo | CALCUREAD, INC. | Wellington - South | | 3975 Isles View Drive | Suite 103 | Wellington | FL | 33414 |
| 813-973-2266 | Nidhi | Rawat | SINGH & RAWAT, LLC | Wesley Chapel - North | | 27311 Wesley Chapel Blvd. | | Wesley Chapel | FL | 33544 |
| 813-907-8645 | Sung | Park | SPARK EDUCATION, INC. | Wesley Chapel - South | | 2547 Windguard Circle | | Wesley Chapel | FL | 33544 |
| 954-217-0480 | Claudia | Anelo | THE LEARNING PLACE, LLC | Weston - Saddle Club Road | Bonaventure Towne Center Shoppes | 16662 Saddle Club Road | | Weston | FL | 33326 |
| 954-217-0033 | Sameera | Noor | CREATIVE MINDS USA, INC. | Weston - South | | 2209 North Commerce Parkway | | Weston | FL | 33326 |
| 352-995-6100 | Kalpna | Nallavolu | TRIDENT EDUCATION CENTER, LLC | Windermere - Lakeside Village | | 11620 Lakeside Village Lane | Suite 110 | Windermere | FL | 34786 |
| 407-673-1130 | Anita | Parulekar | TRUSTED EDUCATORS LLC | Winter Park | The Grove At Winter Park | 4270 Aloma Avenue | Suite 126 | Winter Park | FL | 32792 |
| 407-706-4977 | Rabiah | Illasarie | IMAN EDUCATION, LLC | Winter Springs | Winter Springs Town Center | 1196 Tree Swallow Drive | Suite 1324 | Winter Springs | FL | 32708 |
| 678-574-8940 | Cea | Mosley | 3CM GROUP, LLC | Acworth - South | | 3451 Cobb Pkwy | Suite 12 | Acworth | GA | 30101 |
| 470-336-3226 | Sugantha | Sudhakar | MATH GURU, LLC | Alpharetta - Holcomb Bridge | | 8420 Holcomb Bridge Road | Suite 260 | Alpharetta | GA | 30022 |
| 470-610-5400 | Aqueela | Ahmed | LEVEL UP PIONEERS, LLC | Alpharetta - Milton | | 5665 Atlanta Highway | Suite #108 | Alpharetta | GA | 30004 |
| 770-645-8252 | Mitsuru | Parker | LEARN 2 LEARN, INC. | Alpharetta - Nesbit Ferry | | 9850 Nesbit Ferry Road | Suite #7 | Alpharetta | GA | 30022 |
| 770-625-1070 | Elia | Momin | SARA FATEMA, LLC | Alpharetta - Windward Parkway | | 865 North Main Street | Suite #106 | Alpharetta | GA | 30004 |
| 404-497-0588 | Ana | Martinez | THE CHALLENGED MIND, LLC | Atlanta - Buckhead North | | 4920 Roswell Road Ne | Suite #25 | Atlanta | GA | 30342 |
| 404-351-7323 | Vanessa | Jones | | Atlanta - Buckhead South | | 2221 Peachtree Road N.E. | Suite C | Atlanta | GA | 30309 |
| 404-946-0077 | Nicole | Pass | HOLISTIC OPPORTUNITIES FOR PERSONAL ENRICHMENT, LLC | Atlanta - Cascade Crossing | | 3695 Cascade Road | Suite K | Atlanta | GA | 30331 |
| 404-736-6367 | Binita | Vijayvergiya | YOUNG LEADERS, LLC | Atlanta - Piedmont Park | Ansley Mall | 1544 Piedmont Road | Suite 135 | Atlanta | GA | 30324 |
| 404-346-7610 | Sherry | Darby | PARADIGM EDUCATIONAL PARTNERS, LLC | Atlanta - Sandtown | Sandtown Crossing Shopping Cen | 5819 Campbellton Road | Suite #104 & 105 | Atlanta | GA | 30331 |
| 678-668-8135 | Afroz | Momin | ZARINA & ASSOCIATES, LLC | Atlanta - Sandy Springs | | 6597-J Roswell Road Ne | | Atlanta | GA | 30328 |
| 404-974-9933 | Chun Yin Vivian | Yu | JLABS, LLC | Buford - Bogan Park | | 3280 Hamilton Mill Road | Suite #302 | Buford | GA | 30519 |
| 678-926-9797 | Chenrui | Chen | EXCELLENT EDUCATION, LLC | Buford - Sugar Hill | | 5885 Cumming Highway | Suite 110 | Buford | GA | 30518 |
| 706-257-6963 | Anusha | Subrahmanyam | ASA EDUCATION SERVICES, LLC | Columbus - North | Whitesville Crossing | 1290 Double Churches Road | Suite K | Columbus | GA | 31904 |
| 770-761-6334 | Craig | Johnson | THE ADVENT SERVICES GROUP, LLC | Conyers - South | | 2445 Salem Road Southeast | Suite #211-K | Conyers | GA | 30013 |
| 770-744-5440 | Priya | Sadasivam | LEARNING ACADEMY CUMMING, LLC | Cumming - Bethelview Rd. & Canton Hwy. | | 2360 Bethelview Road | Suite 103 | Cumming | GA | 30040 |
| 678-513-7080 | Navroop | Anchala | ARMAAN CORPORATION, INC. | Cumming - Castleberry | | 5456 Bethelview Road | Suite #108 | Cumming | GA | 30040 |
| 770-329-0766 | Nisha | Mannan | STEPS & LADDERS LEARNING CENTER, LLC | Cumming - East | Shoppes At Trammel Road | 1688 Buford Highway | | Cumming | GA | 30041 |
| 770-844-8408 | Lydia | Leong | PATH TO KNOWLEDGE, LLC | Cumming - South | Sharon Greens Shopping Center | 1595 Peachtree Parkway | Suite #108 | Cumming | GA | 30041 |
| 678-546-6725 | Gina | Rhee | MONA LEARNING, LLC | Dacula - Hamilton Mill | | 3523 Braselton Highway | Suite C-900 | Dacula | GA | 30019 |
| 470-799-2300 | Shirly | Samuel | TRUE FRIENDS, LLC | Dacula - Town Center | Cornerstone Village Shopping Center | 2300 Liam Ave. | Suite 203 | Dacula | GA | 30019 |
| 470-440-4007 | Crystal | Lewis | LEARN TO SUCCEED, INC. | Decatur | Suburban Plaza | 1458 Church Street | Suite G | Decatur | GA | 30030 |
| 770-751-7431 | Henry | Wang | BROOKHAVENEDU, LLC | Chamblee | | 6035 Peachtree Road | Suite C-111 | Doraville | GA | 30360 |
| 470-922-3600 | Curtis | French | FRENCHS SCOLARS ACADEMY, LLC | Douglasville | | 7424 Douglas Blvd. | Suite 7436C | Douglasville | GA | 30135 |
| 770-418-1088 | Vinita | Andrade | CTC, LLC | Duluth - Town Center | Duluth Station Shopping Center | 2750 Buford Highway | Suite #5-D | Duluth | GA | 30096 |
| 770-673-0013 | Aditi | Mukherji | GET AHEAD, LLC | Dunwoody | | 1400 Dunwoody Village Parkway | Suite #1406 | Dunwoody | GA | 30338 |
| 770-716-5932 | Anan | Momin | ASH-SHAKUR, LLC | Fayetteville | Guthrie Plaza | 105 N. 85 Parkway | Suite B | Fayetteville | GA | 30214 |
| 770-589-1433 | Latosca | Hooks | KMRC LLC | Hiram | | 76 Highland Pavilion Court | Suite 165 | Hiram | GA | 30141 |
| 770-664-6284 | Komal | Dodani | SATYA CORP.-A DOMESTIC PROFIT CORP. | Alpharetta - Sargent | | 11895 Jones Bridge Road | Suite #270 | Johns Creek | GA | 30005 |
| 770-622-5886 | Charissa | Chong | C&G LEARNING LLC | Johns Creek - North | | 6955 McGinnis Ferry Road | Suites #109-110 | Johns Creek | GA | 30097 |
| 770-623-5959 | Rupal | Lightwala | MISHA, LLC | Johns Creek - South | Medlock Bridge Shopping Center | 6000 Medlock Bridge Parkway | Suite C - 100 | Johns Creek | GA | 30022 |
| 770-280-4500 | Madhu | Kapoor | EXCEL TEACHING, LLC | Johns Creek - State Bridge | | 10995 State Bridge Road | | Johns Creek | GA | 30022 |
| 678-766-6284 | Ananthi | Palamuthu | SAI SERVICES, INC. | Kennesaw - Wade Green Rd. | Wade Green Crossing Shopping Center | 4200 Wade Green Rd N. W. | Suite #196 | Kennesaw | GA | 30144 |
| 678-571-2475 | Lubna | Momin | ELEVATED LEARNING CENTER, LLC | Lawrenceville - Collins Hill | | 1475 Buford Drive | Suite 404 | Lawrenceville | GA | 30043 |
| 770-325-0775 | Jihua(Jenny) | Peng | JENNY EDUCATION SERVICES, INC. | Lawrenceville - South | | 455 Grayson Highway | Suite 124 | Lawrenceville | GA | 30045 |
| 678-442-7509 | Sufen | Lin | LINS ASSOCIATION, INC. | Lawrenceville - Sugarloaf Crossing | | 4850 Sugarloaf Parkway | Suite #608 | Lawrenceville | GA | 30044 |
| 470-579-5700 | Sneha | Issani | ISSANI, LLC | Lilburn - Five Forks Trickum | Five Forks Shopping Center | 4100 Five Forks Trickum Road Sw | Suite E | Lilburn | GA | 30047 |
| 770-806-8830 | Wook | Kim | INTELLIGENT RESOURCES ALLIANCE, INC. | Lilburn - Killian Hill | | 4051 Stone Mountain Highway | Suite C106 | Lilburn | GA | 30047 |
| 678-462-7161 | Khairunisa | Merchant | PRECIOUS DARLINGS,LLC | Lilburn - West | Liburn Corners Shopping Center | 375 Rockbridge Road | Suite #160 | Lilburn | GA | 30047 |
| 678-992-4485 | Sheeba | Virani | THE BRAIN ORCHARD, LLC | Loganville | | 4743-6763 Highway 78 | Suite 160 | Loganville | GA | 30052 |
| 470-663-6868 | Lila | Basco | ACEDEMIC EDGE, LLC | Cumberland - Terrell Mill Road | | 1453 Terrell Mill Road | Suite 115 | Marietta | GA | 30067 |
| 770-321-2637 | Yukari | Hasegawa | HASEGAWA ENTERPRISES, INC. | Marietta - East | Merchants Exchange Shopping Center | 4400 Roswell Road | Suite 140 | Marietta | GA | 30062 |
| 678-602-3618 | Raman | Shivaram | SHAMALA LEARNING CENTER, INC. | Marietta - Kennesaw Mountain | The Point At West Cobb | 3451 Barrett Parkway | Unit #110 | Marietta | GA | 30064 |
| 470-531-3400 | Desmond | Reeves | REAN LEARNING MARIETTA NORTHEAST,LLC | Marietta - Northeast | Sandy Plains Marketplace | 3460 Sandy Plains Road, Ne | Suite 230 | Marietta | GA | 30066 |
| 470-632-4848 | Sarit | Parmar | SARITAMAN ENTERPRISES | Marietta - Paper Mill | | 137 Johnson Ferry Road | Suite 2120 | Marietta | GA | 30068 |
| 678-213-3347 | Huma | Ishaqui | HUMA, INC. | Marietta - South Sandy Plains | Sandy Plains Exchange Shopping Center | 1860 Sandy Plains Road | Suite #306 | Marietta | GA | 30062 |
| 706-993-2232 | Reena | Thomas | MAGNIFICENT MINDS, LLC | Augusta - Martinez | Petersburg Shoppes Phase II Shopping Ctr | 500 Fury'S Ferry Road | Suite #502-5 | Martinez | GA | 30907 |
| 770-304-9044 | Abbie | Gilbert | GILBERT TWO LEARNING RESOURCES, LLC | Newman | Sullivan Towers Shopping Center | 1065 Sullivan Road | Suite J | Newman | GA | 30265 |
| 770-840-8040 | Usha | Devulapalli | KRKJ INC | Norcross - East | First Plaza Of Norcross | 1568 Indian Trail Lilburn Rd. | Suite #101 | Norcross | GA | 30093 |
| 770-486-6806 | Shireen | Jamaluiddin | NOBILITY INVESTORS, LLC | Peachtree City - North | | 1968 Highway 54 W. | Suite D | Peachtree City | GA | 30269 |
| 678-364-0887 | Arshad | Jamaluiddin | ENRICH, LLC | Peachtree City - South | Wilshire Shopping Center | 1200 Highway 74 South | Suite #10 | Peachtree City | GA | 30269 |
| 770-824-4335 | Neeraja | Kandukuri | STRATEGIC ALLIANCE INSTITUTE, LLC | Peachtree Corners | Jones Bridge Square | 5075 Peachtree Parkway | Suite #104 | Peachtree Corners | GA | 30092 |
| 912-920-8899 | Janese | Cooper | BETTER LEARNERS, LLC | Pooler | | 208 Grand Central Blvd. | Suite 200 | Pooler | GA | 31322 |
| 770-642-9193 | Puja | Patel | NITJA LEARNING, LLC | Roswell - North | | 12020 Etris Road | Suite B 130 | Roswell | GA | 30075 |
| 678-806-8400 | Teresa | Tolentino | ENGAGED LEARNERS, LLC | Roswell - Shallowford Corners | | 4401 Shallowford Road | Suite 142 | Roswell | GA | 30075 |
| 770-444-9162 | John | Basco | ACADEMIC ACHIEVERS, LLC | Smyrna - Vinings | Ivy Walk At Vinings | 1675 Cumberland Parkway | Suite #204A | Smyrna | GA | 30080 |
| 470-509-5888 | Nahal | Momin | SHINNING STAR OF AMERICA | Snelville - Scenic Square | Scenic Square | 1987 Scenic Highway | Suite 114 | Snelville | GA | 30078 |
| 770-474-8770 | Jane | Vyas | LAKSHMI, LLC | Stockbridge - Eagle'S Landing | Angel Plaza Shopping Center | 1481 Hudson Bridge Road | Unit D | Stockbridge | GA | 30281 |
| 770-743-3993 | Balu | Thadickal | JD BROTHERS,LLC | Suwanee - East | | 2027 Lawrenceville-Suwanee Road | Suite 300 & 400 | Suwanee | GA | 30024 |
| 770-614-7593 | Jenny | Hwang | 3JEM, INC | Suwanee - North | | 686 Peachtree Industrial Boulevard | Suite #240 | Suwanee | GA | 30024 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|--------------------|-----------------|---|---------------------------|----------------------------------|--------------------------------|-------------------|-------------------|--------------|-----------------|
| 229-256-2394 | Naem | Khan | MATHLI, LLC | Tifton | | 2201 U.S. Highway 41 North | | Tifton | GA | 31794 |
| 404-418-8848 | Yan | Guo | TO REACH, L.C. | Allanta - Northlake | Northlake Square Shopping Center | 4135 Lavista Road | Suite 220 | Tucker | GA | 30084 |
| 229-606-7711 | Meghana | Patel | MVEERA, LLC | Valdosta | | 3380 B N. Valdosta Road | | Valdosta | GA | 31602 |
| 478-953-9450 | Archana | Singh | OMD, INC. | Warner Robins | | 500 Osigan Boulevard | Suite #100 | Warner Robins | GA | 31088 |
| 678-765-9923 | Freeda | Jones-Stewart | MATH AND READING TUTORS OF WOODSTOCK NORTHEAST, LLC | Woodstock - Northeast | | 5947 Holly Springs Parkway | Suite 306 | Woodstock | GA | 30188 |
| 678-932-8099 | Uche | Uzosike | GREATER TOMORROW, LLC | Woodstock - Rose Creek | | 6422 Bells Ferry Road | Suite 146 | Woodstock | GA | 30189 |
| 808-319-6688 | Brennan | Quiambaao | QUIAMBAOHI LLC | Aiea | Aiea Hongwanji | 99-186 Puakala Street | | Aiea | HI | 96701 |
| 808-681-6668 | Maureen | Uyeda | | Ewa Beach - Ocean Pointe | Laulani Villages Shopping Center | 91-1121 Keanuui Drive | Suite 215 | Ewa Beach | HI | 96706 |
| 808-961-2526 | Joni | Tao | | Hilo - South | Kilauea Financial Building | 1437 Kilauea Avenue | Suite 100 | Hilo | HI | 96720 |
| 808-959-6138 | Judy | Fujishige | WAIAKEA LEARNING CENTER, LLC | | Mauna Loa School | 172 Kapiolani Street | Room 6 | Hilo | HI | 96720 |
| 808-383-1833 | Randall | Ching | RED FISH, LLC | Aina Haina | Aina Haina Professional Building | 850 West Hind Drive | Suite 106 | Honolulu | HI | 96821 |
| 808-739-6284 | Gilie | Matsumoto | QUIK KIDZ, INC | Kaimuki | | 1151-A 12Th Avenue | | Honolulu | HI | 96816 |
| 808-256-5275 | Lisa | Thompson | | Koko Head | Kokohead Elementary School | 189 Lunaliio Home Road | | Honolulu | HI | 96825 |
| 808-595-3131 | Michiko | Nagamine | | Lanakila | Lanakila Elementary | 717 North Kuakini Street | Room #A6 | Honolulu | HI | 96817 |
| 808-781-9432 | Janlin | Konishi | JANLIN 157, LLC | Mae Mae | Mae Mae Elementary School | 319 Wylie Street | Room #38 | Honolulu | HI | 96817 |
| 808-732-8667 | Toshi | Milner | | Makiki | Jodo Mission | 1429 Makiki Street | Room 2207 | Honolulu | HI | 96814 |
| 808-533-7890 | Stacy | Racoma-Lurito | MAKHEI INC. | Makiki Heights | First Baptist Church Of Honolulu | 1313 Pensacola Street | | Honolulu | HI | 96814 |
| 808-988-6284 | Debra | Tajiri | MANOA MATH&READING CENTER,LLC | Manoa | Manoa Japanese School | 2804 East Manoa Road | | Honolulu | HI | 96822 |
| 808-295-2535 | Joseph | Erban | HI R LEARNING LLC | Moanalua | Moanalua Elementary School | 1337 Mahiole Street | | Honolulu | HI | 96819 |
| 808-492-8179 | Noella | Paez Huaroto | DIAZ PAEZ TUTORING AND CONSULTING LLC | Moiiliili | The Church Of The Crossroads | 1212 University Avenue | | Honolulu | HI | 96826 |
| 808-622-0111 | Shuji | Komagata | KOMAGATA TUTORING SERVICES, LLC | Nuuanu - South | Soto Mission Of Hawaii | 1708 Nuuanu Avenue | | Honolulu | HI | 96817 |
| 808-341-8367 | Kimberly | Nicely | NICELY DONE, LLC | Salt Lake | Oahu Veteran'S Center | 1298 Kukila Street | | Honolulu | HI | 96818 |
| 808-375-3698 | Akemi | Modermtott | | Waikiki | Kapahulu Senior Center | 3410 Campbell Avenue | | Honolulu | HI | 96816 |
| 808-359-4162 | Asia | Ueki | C&C AWAYA LLC | Kahului | Maul Mall | 70 E Kaahumanu Avenue | Suite B7B | Kahului | HI | 96732 |
| 808-256-3589 | Debra | Tajiri | MANOA MATH&READING CENTER,LLC | Kailua | Maluhia Baptist Church | 300 Kulei Road | | Kailua | HI | 96734 |
| 808-345-6354 | Sherilynn | Mamac | MAMAC LEARNING LLC | Kailua Kona | | 75-5591 Palani Road | Suite 205 | Kailua-Kona | HI | 96740 |
| 808-785-7742 | La Akea | Berteimann | LAAS MATH & READING CENTER, LLC | Waimea | | 67-139 Pukalani Road | | Kamuela | HI | 96743 |
| 808-234-7323 | Gilie | Matsumoto | QUIK KIDZ, INC | Kaneohe Town | Windward City Shopping Center | 45-480 Kaneohe Bay Drive | Unit C09B | Kaneohe | HI | 96744 |
| 808-294-6594 | Robin | Raqueedan-Kawaa | IMUA I NA KEIKI LLC | Ewa Villages - West | Ka Makana Ali'i Shopping Center | 91-5431 Kapolei Parkway | Space 1110 | Kapolei | HI | 96707 |
| 808-389-9735 | Phillip | Lieu | LIEU INTERNATIONAL, LLC | Kapolei - West | | 1001 Kamokila Boulevard | Suite #126 | Kapolei | HI | 96707 |
| 808-386-7114 | Robert | Rivero | RIVERO EDUCATIONAL SERVICES, LLC | Makakilo | Makakilo Elementary School | 92-675 Anipeahi Street | | Kapolei | HI | 96707 |
| 808-345-6354 | Sherilynn | Mamac | MAMAC LEARNING, LLC | Kealahouka | Konawaena Elementary School | 81-901 Onouli Rd | | Kealahouka | HI | 96750 |
| 808-893-2417 | Ann | Irimata | | Kihei - North | Kihei Elementary School | 250 East Lipoa Street | Kihei School P-23 | Kihei | HI | 96753 |
| 808-446-2122 | Geraldine | Lewis | GERON, INC. | Kihei - South | | 180 Kealii Alanui Room D1 | | Kihei | HI | 96753 |
| 808-385-3911 | Evelyn | Suzuki | MOKUTEKI RENSHUU LLC | Pukalani | Pukalani Elementary School | 2945 Iolani Street | Classroom B106A | Makawao | HI | 96768 |
| 808-628-0752 | Jason | Tamashiro | WE GOT NEXT, LLC | Milliani - Mauka | | 95-1095 Anamakua Drive | Suite #7 | Milliani | HI | 96789 |
| 808-445-3137 | Lance | Miyahira | SPIDER OPIHI, LLC | Milliani - Uka | | 95-257 Kaloapau St. | | Milliani | HI | 96789 |
| 808-425-5794 | Jaymie | Melket | LINEAR LEARNING, LLC | Pearl City | | 719 Kamehameha Highway | Suite B104 | Pearl City | HI | 96782 |
| 808-622-0111 | Shuji | Komagata | KOMAGATA EDUCATIONAL SERVICES, LLC | Wahiawa | Ryusenji Soto Mission | 164 California Avenue | | Wahiawa | HI | 96786 |
| 808-348-1597 | Minnie | Hrehocsik | | Waianae | Leihoku Elem. School | 86-285 Leihoku Street | Cafeteria | Waianae | HI | 96792 |
| 808-348-1597 | Minnie | Hrehocsik | | West Oahu | Nanakuli High School | 89 - 980 Nanakuli Avenue | | Waianae | HI | 96792 |
| 808-244-8887 | Michael | Ueki | UEKI, INC. | Wailuku Center | | 1618 Lower Main Street | | Wailuku | HI | 96793 |
| 808-260-8256 | Michilynn | Yoro-Roque | MS MICHIES TUTORING SERVICES LLC | Waipahu | | 94-050 Farrington Highway | Shop E1-1B | Waipahu | HI | 96797 |
| 808-200-7401 | Christina | Toyama | C. TOYAMA, LLC | Waipio | | 94-1144 Ka Uka Blvd. | Space No. 14 | Waipahu | HI | 96797 |
| 319-373-8540 | Sharadha | Vijay | ERUDITION, L.L.C. | Cedar Rapids - Northeast | | 7085 C Avenue Northeast | Suite A4 | Cedar Rapids | IA | 52402 |
| 515-225-8666 | Kay | Sinha | EDUCATION EXCELLENCE, LLC | Johnston | Village Square | 5800 Merle Hay Road | Suite #2 | Johnston | IA | 50131 |
| 515-225-8666 | Kay | Sinha | EDUCATION EXCELLENCE, LLC | West Des Moines | Ashworth Plaza | 5934 Ashworth Road | | West Des Moines | IA | 50266 |
| 208-947-8286 | Mary | Bertelsen | BSRM, LLC | Boise - Northwest | | 12505 West Chinden Boulevard | Suite M | Boise | ID | 83713 |
| 208-654-1551 | Anupam | Khurana | BAL VIKAS LEARNING CENTER LLC | Boise - Southeast | | 1175 E Parkcenter Blvd. | Suite 102 | Boise | ID | 83706 |
| 630-628-7008 | Urvi | Shah | VIDYA MANDIR, INC. | Addison | | 1250 West Lake Street | Suite #21 & 22 | Addison | IL | 60101 |
| 847-515-7555 | Ann | Campbell | REACH YOUR POTENTIAL, INC. | Algonquin - West | | 4063 W. Algonquin Rd. | | Algonquin | IL | 60102 |
| 847-640-2774 | Michelle | Bettuzzi | ARLINGTON HEIGHTS LEARNING ENTERPRISES, INC. | Arlington Heights - South | | 612 E. Golf Rd. | | Arlington Heights | IL | 60005 |
| 847-942-8510 | Sachie | Nakamura | NAKA SERVICES LLC | Buffalo Grove - South | | 727 East Dundee Road | | Arlington Heights | IL | 60004 |
| 630-689-9889 | Bhamini | Makwana | ASCENT INC. | Aurora - Southeast | Village Green Shopping Center | 2942 Ogden Ave | | Aurora | IL | 60504 |
| 630-540-9771 | Seema | Varshney | VERTEX EDUCATION, INC. | Bartlett - Town Center | | 132 Bartlett Plaza | | Bartlett | IL | 60103 |
| 630-539-7788 | Urvi | Shah | GOAL ACHIEVERS INC | Bloomingtondale | | 132 East Lake Street | Unit 156G | Bloomingtondale | IL | 60108 |
| 309-829-5053 | Shilo | Rogers | YOUTH EDUCATIONAL SERVICES, LLC | Bloomington | Bloomington Commons | 1701 E. Empire Street | Suite 300 | Bloomington | IL | 61704 |
| 630-226-1818 | Najma | Khan | ABHUM LEARNING INCORPORATED | Bolingbrook - West | | 481 South Weber Road | Unit J | Bolingbrook | IL | 60490 |
| 847-913-1530 | Rajathi | Vasikaran | LEEJAN, INC. | Buffalo Grove - North | | 1153 N. Arlington Heights Road | | Buffalo Grove | IL | 60089 |
| 630-325-2060 | Ekta | Mundada | EARLY RESOURCES, INC. | Burr Ridge | County Line Square | 84 Burr Ridge Parkway | Unit #84 | Burr Ridge | IL | 60527 |
| 773-819-9119 | Nataliya (Natasha) | Birman | NB770 LLC | Chicago - Albany Park | | 5240 N. Pulaski Road | Unit A | Chicago | IL | 60630 |
| 773-828-8191 | Ana | Gheorghie | Elevate Kids Learning Andersonville, LLC | Chicago - Andersonville | | 5647 N. Clark St. | Suite102 | Chicago | IL | 60660 |
| 773-955-7010 | Kimberly | Collins | KLH Global Enterprise LLC | Chicago - Hyde Park | Deco Arts Building | 1525 East 55Th Street | Suite# 202 | Chicago | IL | 60615 |
| 773-463-7788 | Sang | Lee | SYL DAILY LLC | Chicago - Lincoln Devon | | 6316 N. Lincoln Ave. | | Chicago | IL | 60659 |
| 773-453-6563 | Jay | Lim | | Chicago - Old Irving Park | | 4200 W. Irving Park Road | 1st Floor | Chicago | IL | 60641 |
| 872-246-1700 | Constantin | Sofronie | ELEVATE KIDS LEARNING, LLC | Chicago - Roscoe Village | | 2129 W. Belmont Ave. | Suite 1W | Chicago | IL | 60618 |
| 312-791-1440 | Eve | Xu | STAR LEARNING ENTERPRISE, INC. | Chicago - South Loop | | 2117 B. South China Place | | Chicago | IL | 60616 |
| 773-219-6880 | Monal | Desai | MRZ LEARNING LLC | Chicago - Wicker Park | | 2153 W. Division St. | | Chicago | IL | 60622 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------------|-------------|--|----------------------------------|--------------------------------------|-------------------------------|---------------------|-----------------|--------------|-----------------|
| 630-747-6576 | Anita | Sinha | EDUCATIONAL ENRICHMENT, INC. | Darien - West | Chestnut Court Shopping Center | 7511 Lemont Road | Suite #194 | Darien | IL | 60561 |
| 847-803-4547 | Veronica | Leitner | | Des Plaines | | 1531 Ellinwood Avenue | | Des Plaines | IL | 60016 |
| 630-626-0088 | Carolyn | Welch | ADVANCE EDUCATION, LLC | Downers Grove - Downtown | | 5100 Main Street | Suite 103 | Downers Grove | IL | 60515 |
| 847-488-9408 | Krishna Sangeeta | Sama | PEARLS EDUCATION, INC. | Elgin - West | | 361 S. Randall Road | | Elgin | IL | 60123 |
| 630-589-0089 | Madhuri | Agrawal | IPESHA, INC. | Elmhurst - North | | 420 North York Road | Suite B | Elmhurst | IL | 60126 |
| 815-277-2560 | Leah | Kakaletris | TL3, INC. | Frankfort - West | Frankfort Plaza | 95 West Bankview Drive | | Frankfort | IL | 60423 |
| 630-262-3322 | Parmeet | Grewal | AG SQUARE, INC. | Geneva | Pepper Valley Plaza | 2401 Kaneville Rd. | Space 7 | Geneva | IL | 60134 |
| 630-545-4149 | Shobhana | Mohan | DMS Consultants LLC | Glen Ellyn - Five Corners | | 817 Main Street | Suite #B | Glen Ellyn | IL | 60137 |
| 847-729-3592 | Jennifer | Lee | IVY LEAGUE PREP. CORP. | Glenview - East | | 1132 Waukegan Road | Suite# 104 | Glenview | IL | 60025 |
| 847-834-9887 | Juliet | Cheng | MATH AND READING INSTITUTE CORPORATION | Glenview - West | Glenbrook Market Place | 2825-71 Pflingsten Road | Space Suite #17 | Glenview | IL | 60025 |
| 847-223-7290 | Dimple | Mahtani | AND SHIKSHA LLC | Grayslake | | 100 N. Atkinson Rd. | Suite 102B | Grayslake | IL | 60030 |
| 847-625-8666 | Sunita | Chauhan | PRAVI INC. | Gurnee | Pembroke Corners | 5250 Grand Avenue | Unit 11 | Gurnee | IL | 60031 |
| 630-372-2240 | Jayesh | Patel | KP5 INCORPORATED | Carol Stream | | 1812 Army Trail Road | | Hanover Park | IL | 60133 |
| 630-203-9700 | Raghuram | Jagadam | AMAZING LEARNERS, INC. | Hinsdale | Gateway Square | 777 North York Road | Suite #13 | Hinsdale | IL | 60521 |
| 847-991-4403 | Sreelatha | Voddu | NEXTGEN EDUCATION INC. | Hoffman Estates | | 1622 W. Algonquin Road | | Hoffman Estates | IL | 60192 |
| 847-592-5172 | Poonam | Saxena | INTELLISOLUTIONS, LLC | Schaumburg - Golf Center | | 23 Golf Center | | Hoffman Estates | IL | 60169 |
| 847-615-2889 | Su | Hwang | Three Lights Incorporated | Lake Bluff | | 123 North Waukegan Road | Units 205,206,207 | Lake Bluff | IL | 60044 |
| 847-550-9748 | Rajesh | Nair | SUCCESS IN SCHOOL SUCCESS IN LIFE INC. | Lake Zurich | | 724 S. Rand Road | | Lake Zurich | IL | 60047 |
| 630-874-2300 | Sakina | Hasan | YA ALI 5 INC. | Lisle - Four Lakes | | 1550 Maple Avenue | Suite B | Lisle | IL | 60532 |
| 630-629-1985 | Budrun | Pothiwala | | Lombard | Highland & Roosevelt Shopping Center | 1218 S. Highland Avenue | | Lombard | IL | 60148 |
| 847-388-9131 | Mamta | Sharma | SUNRISE EDUCATION, INC. | Mundelein - Ivanhoe | | 812 N. Rt. 83 | | Mundelein | IL | 60060 |
| 847-573-0560 | Emily | Yost | EMILY YOST, INC. | Vernon Hills | | 726 South Butterfield Road | | Mundelein | IL | 60060 |
| 630-983-9483 | Nawaz | Malik | K12, INC. | Naperville - East | Old Farm Marketplace | 2035 South Washington Street | Suite #143 | Naperville | IL | 60565 |
| 630-717-6996 | Phel | Yee | DNP YEE INC | Naperville - North | | 1160 East Ogden Avenue. | Unit 108 | Naperville | IL | 60563 |
| 630-689-9889 | Bhamini | Makwana | APICAL INC. | Naperville - South | | 2744 Forgue Drive | | Naperville | IL | 60564 |
| 630-995-9515 | Sandeep | Patel | Education for Excellence, Inc. | Naperville - Springbrook Prairie | Hobson West Plaza | 931 & 967 West 75Th Street | Suite 133 | Naperville | IL | 60540 |
| 630-778-6050 | Vaseekaran | Janarthanam | VARANSAN LLC | Naperville - West | | 632 Amersale Drive | | Naperville | IL | 60563 |
| 815-215-2100 | Julie | Blankenburg | GTM ENTERPRISES, INC. | New Lenox - East | The Shoppes At Heather Glen | 2067 East Laraway Road | | New Lenox | IL | 60451 |
| 847-324-5120 | Michelle | Bettuzzi | NILES LEARNING ENTERPRISES, INC. | Niles - South | | 7942 N. Waukegan Rd. | | Niles | IL | 60714 |
| 708-599-6998 | Muna | Hamdan | HAMDANCO LEARNING CENTER, LLC | Oak Lawn - Northwest | | 8715 S. Ridgeland Avenue | | Oak Lawn | IL | 60453 |
| 630-306-4472 | Vijay | Hira | | Oak Park | | 137 North Oak Park Avenue | Suite #101 | Oak Park | IL | 60301 |
| 708-364-0626 | Monica | Kim | UIT SOLUTIONS, INC. | Orland Park - South | Heritage Hills Forum | 9121 W. 159Th Street | | Orland Hills | IL | 60487 |
| 708-966-3232 | Susan | Lenti | EARLY FUNDAMENTALS, INC. | Orland Park - West | | 11311 West 143Rd Street | | Orland Park | IL | 60467 |
| 847-942-8510 | Sachie | Nakamura | NAKA SERVICES, LLC | Palatine - North | Clock Tower Mall | 112 West Northwest Highway | | Palatine | IL | 60067 |
| 847-939-5090 | Albert | Bettuzzi | PARK RIDGE LEARNING ENTERPRISES, INC. | Park Ridge | | 401 Devon Avenue | | Park Ridge | IL | 60068 |
| 309-691-7308 | Brittany | Bennington | PEORIA BRAIN BUILDERS, LLC | Peoria | Northpoint Shopping Center | 8863 N. Knoxville Avenue | Store# 14 & 15 | Peoria | IL | 61615 |
| 815-676-3500 | Alok | Saxena | REDNOVA CORP. | Plainfield - Central | | 24402 W. Lockport Street | Unit 104 | Plainfield | IL | 60544 |
| 815-733-5002 | Jeevan | Raheja | VIVEK ANAND, LLC | Plainfield - North | | 11850 South Route 59 | Suite 200 | Plainfield | IL | 60585 |
| 815-668-8889 | Lina | Chen | BRIGHT FUTURES LEARNING, INC. | Rockford - East | Chandan Place | 3055 North Perryville Road | | Rockford | IL | 61114 |
| 847-595-1234 | Sudha | Ramaswamy | Archwin Academy, LLC | Rolling Meadows | | 2065 Plum Grove Road | | Rolling Meadows | IL | 60008 |
| 224-410-5328 | Mako | Kaneko | KANEKO & TSUZUKI | Schaumburg - Weatherway Plaza | | 620 S. Roselle Road | | Schaumburg | IL | 60193 |
| 847-519-7788 | Vedavathy | Kumar | VS LEARNING CENTER INC. | Schaumburg - West | | 2466 West Schaumburg Road | | Schaumburg | IL | 60194 |
| 815-267-8888 | Lovina | Saxena | ANOOJA CORPORATION | Shorewood - Joliet | | 1037 Brook Forest Ave | | Shorewood | IL | 60404 |
| 847-410-1717 | Jim | Fernandez | JMJ2 INCORPORATED | Skokie - Central | | 4546-48 Oakton St. | | Skokie | IL | 60076 |
| 217-726-8080 | Brittany | Bennington | Springfield Brain Builders, LLC | Springfield - South | | 3124 Montvale Drive | | Springfield | IL | 62704 |
| 630-372-5138 | Poonam | Saxena | VIDYA ELITE, LLC | Streamwood | | 937 West Irving Park Road | | Streamwood | IL | 60107 |
| 773-297-0570 | Aindria | Dutta | | Wauconda | Liberty Square | 523 Liberty Street | | Wauconda | IL | 60084 |
| 847-279-2797 | Alla | Broytman | A & A AFTER SCHOOL PROGRAM, LLC | Wheeling | | 431 East Dundee Road | | Wheeling | IL | 60090 |
| 630-321-0111 | Charvee | Sarna | REZYL, INC | Willowbrook | Willowbrook Square | 82 63Rd Street | | Willowbrook | IL | 60527 |
| 847-957-1550 | Nadia | Shamim | EDUCATIONAL ENRICHMENT, LLC | Wilmette - Avoca Park | Westlake Plaza | 3207 Lake Avenue | Suite 9B | Wilmette | IL | 60091 |
| 317-839-2568 | Joseph | Lee | THE SECOND THIRD LLC | Avon | Avon Station Shopping Center | 8100 E. Us 36 | Suite I | Avon | IN | 46123 |
| 317-350-6070 | Kelley | Crockett | INDEPENDENT LEARNING FOUNDATION, LLC | Brownsburg | | 1430 North Green Street | Bay F | Brownsburg | IN | 46112 |
| 317-575-9020 | Zhen-Du | Zhang | INDIANA LEARNING SERVICES,LLC | Carmel - Central | | 174 East Carmel Drive | | Carmel | IN | 46032 |
| 317-689-8988 | Naazesh Mirza | Hussain | MIRACLE MINDS, LLC | Carmel - North | | 14757 Oak Road | Suite 100 | Carmel | IN | 46033 |
| 812-342-5672 | Lori | Erfmeier | SILVER PLATTER LEARNING, LLC | Columbus | West Hill Shopping Center | 4250 West Jonathan Moore Pike | B4 | Columbus | IN | 47201 |
| 317-379-2663 | Arjumand | Azeem | MIRACLE EDUCATORS LLC | Fishers - East | Fall Creek Harbour Shopping Center | 10106 Brooks School Road | Suite #300 | Fishers | IN | 46037 |
| 317-578-4555 | Joseph | Lee | FAVOR WALK , LLC | Fishers - West | | 11846 Allisonville Road | | Fishers | IN | 46038 |
| 260-489-6500 | Ankita | Gupta | YASHNAV ENTERPRISE, LLC | Fort Wayne - North | | 10130 Auburn Park Drive | | Fort Wayne | IN | 46825 |
| 260-459-6500 | Meera | Jain | SAHAS ENTERPRISE, LLC | Fort Wayne - West | Fourteen Square Shopping Center | 4916 Illinois Road | Suite #102 | Fort Wayne | IN | 46804 |
| 574-273-3032 | Stephen | Getz | GETZ BETTER EDUCATION | Granger | | 14500 State Road 23 | | Granger | IN | 46530 |
| 317-215-6045 | Mahima | Regmi | JAICARE EDUCATION SERVICES LLC | Greenwood | Fairview Place | 2650 Fairview Place | Suite H | Greenwood | IN | 46142 |
| 219-513-4288 | Ester | Kho | KS SYSTEMIC LEARNERS, LLC | Highland - West | | 2010 45Th Street | | Highland | IN | 46322 |
| 317-285-0808 | Olusola | Arowolo | TRINITY WORLDLLC | Indianapolis - North Keystone | | 7218 North Keystone Avenue | | Indianapolis | IN | 46240 |
| 463-465-7100 | Eunjae | Cho | CHO ACADEMY CORPORATION | Indianapolis - Pickwick Commons | | 1260 W. 86Th St. | | Indianapolis | IN | 46280 |
| 317-491-1818 | Vandana | Oza | Gyan Corporaton | Southport | | 8028 South Emerson Road | Suite R And Suite S | Indianapolis | IN | 46237 |
| 219-945-0846 | Shari | Kurtz | ADONAI, INC | Merrillville | Madalyn Plaza | 5172 E. 81St Ave. | | Merrillville | IN | 46410 |
| 812-490-4625 | Sanju | Jairath | S N R U INC. | Newburgh | | 3955 Haley Drive | Suite B | Newburgh | IN | 47630 |
| 317-678-0800 | Maryam | Raza | NOBLE ACADEMY, LLC | Noblesville | Arcadia Retail Center | 17021 Clover Road | | Noblesville | IN | 46060 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|---------------|--------------|--|----------------------------------|--------------------------------|---------------------------------|-------------------|-----------------|--------------|-----------------|
| 812-232-2121 | Ruth | Kalubhavi | HIS GRACE, INC. | Terre Haute | | 615 East Springhill Drive | | Terre Haute | IN | 47802 |
| 765-588-1573 | Vivian | Lu | Chan and Lu Learning LLC | West Lafayette | | 2635 Yeager Road | Suite A & F | West Lafayette | IN | 47906 |
| 317-975-0888 | Rajan | Kapur | Math & Reading Institute, LLC | Zionsville | Boone Village Shopping Center | 37 Boone Village | | Zionsville | IN | 46077 |
| 317-300-5338 | Samia | Faheem | STAR LEARNERS LLC | Zionsville - West | | 7633 E. Stonegate Drive | Suite 201 | Zionville | IN | 46077 |
| 913-214-2111 | Jinmi | Jung | KC KIDS LEARNING CENTER, LLC | Leawood | | 3626 W. 135Th Street | Suite# D203 | Leawood | KS | 66209 |
| 913-681-0400 | Soon | Bae | BAE LEARNING CENTER LLC | Stanley | | 5333 West 151St Street | | Leawood | KS | 66224 |
| 913-782-0275 | Iman | Younis | INNK, LLC | Olathe - East | Blackbob Marketplace | 13632 South Blackbob Road | Suite #101 | Olathe | KS | 66062 |
| 913-363-7337 | Meenakumari | Bhavanasi | Intellect LLC | Olathe - South | Indian Trails Shopping Center | 1493 E. 151St Street | | Olathe | KS | 66062 |
| 913-485-3678 | Meenakumari | Bhavanasi | KNACK INC. | Overland Park - North | | 5225 West 95Th Street | | Overland Park | KS | 66207 |
| 913-897-1111 | Suzanne | Bae | BAES ACADEMY, INC. | Overland Park - South | | 8311-15 W. 135Th Street | | Overland Park | KS | 66223 |
| 913-451-1130 | Zipporah | Koimbari | CNK-CENTER LLC | Overland Park - Stoll Park | Stoll Park Center | 11820 Quivira Road | | Overland Park | KS | 66210 |
| 913-308-2224 | Khaled | Mobarak | INNK+1 LLC | Overland Park - West | Quivira Crossing | 11876 W 135Th Street | | Overland Park | KS | 66221 |
| 316-652-8800 | Cara | Decker | FOJ Enterprises, LLC | Wichita - East | | 2621 North Greenwich Rd. | Suite 400 | Wichita | KS | 67226 |
| 859-276-4884 | Patricia | Martino | | Lexington - South | | 145 Burt Road | Suite #1 & 2 | Lexington | KY | 40503 |
| 859-970-0004 | Sudha | Chopra | BLUE JAY LEARNING, LLC | Lexington - Southeast | Park Hills Center | 3120 Pimlico Parkway | Suite #120 | Lexington | KY | 40517 |
| 502-233-4204 | Vinitha | Reddy | SHRIVI LLC | Fern Creek | Cedar Springs Mall | 6760 Bardstown Road | | Louisville | KY | 40291 |
| 502-213-3183 | Neeleam | Neotia | NEOTIA, INC. | Jeffersonton | | 1933 South Hurstbourne Parkway | | Louisville | KY | 40220 |
| 502-895-5522 | Gary | Tran | EAST LOUISVILLE MATH AND READING CENTER, LLC | Louisville - East End | Woodlawn Shopping Center | 291 N. Hubbards Lane | Suite 115 | Louisville | KY | 40207 |
| 502-795-1113 | Ayshla | Hayes-Taylor | UNITED SCHOLARS LEARNING CENTER LLC | Louisville - Wellington | | 3610 Mall Road | | Louisville | KY | 40218 |
| 502-290-6910 | Neelam | Neotia | NEOTIA, INC. | Springhurst | | 10494 Westport Road | Suite 109 | Louisville | KY | 40241 |
| 502-749-9040 | Pooja | Mago | BRIGHT MINDS, LLC | Middletown | | 12428 Shelbyville Rd | | Middletown | KY | 40243 |
| 502-498-5161 | Sheela Dileep | Kumar | STEPS TO SUCCESS, LLC | Prospect | Prospect Pointe | 9555 Us Highway 42 | | Prospect | KY | 40059 |
| 225-325-7300 | Kevin | Brown | HERE YOU GROW INCORPORATED | Baton Rouge - Mid City South | | 2561 Citiplace Ct. | Suite 750 | Baton Rouge | LA | 70808 |
| 225-753-2009 | Kyle | Palmer | DEVELOPING CHILDREN'S ABILITIES, LLC | Baton Rouge - S. Harrell'S Ferry | | 14506 South Harrells Ferry Road | | Baton Rouge | LA | 70816 |
| 225-916-4844 | L. Elinor | Mendoza | CENTER FOR ACADEMIC ADVANCEMENT, LLC | Baton Rouge - South | Town And Country Shopping Cent | 12646 Perkins Road | | Baton Rouge | LA | 70801 |
| 504-368-0102 | Joe | Omojola | LEARNRIGHT, LLC | Gretna - Westbank | West Bank | 1800 Carol Sue Avenue | | Gretna | LA | 70056 |
| 985-626-1819 | Holly | Bouillon | NORTHSHORE MATH & READING | Mandeville - Central | Azalea Square Shopping Center | 4244 Highway 22 | Suite #6 | Mandeville | LA | 70471 |
| 504-252-9130 | Elizabeth | Omojola | SHARPER EDGE LEARNING, LLC | Marrero | | 2324 Barataria Boulevard | Suite #7 | Marrero | LA | 70072 |
| 504-780-0010 | Neeleu | Bajaj | MARVEL CONSULTANTS, L.L.C. | Metairie | Millstream Shopping Center | 3440 Division Street | | Metairie | LA | 70002 |
| 504-758-3900 | Vaniyambadi | Sridhar | AASK ASSOCIATES LLC | New Orleans - Uptown | | 4747 Earhart Blvd. | Suite F | New Orleans | LA | 70125 |
| 318-793-7500 | Ellen | Bird | Thirty-Seven Five, LLC | Shreveport | | 5884 Line Avenue | | Shreveport | LA | 71106 |
| 978-266-1747 | Van-Roong | Lin | | Acton | | 485 Great Road | Suite G | Acton | MA | 01720 |
| 978-775-5479 | Heajeoung | Kim | CORAM DEO CORPORATION | Andover | | 28 Andover Street | | Andover | MA | 01810 |
| 781-443-7199 | Michael | Chow | ABC EDUCATIONAL SERVICES, LLC | Arlington | | 1343 Massachusetts Avenue | | Arlington | MA | 02476 |
| 508-271-7222 | Shikha | Srivastava | SS BRIGHTWAYS LLC | Ashland | | 134 Pond Street | | Ashland | MA | 01721 |
| 617-902-0022 | Chhitiz | Manandhar | CREATIVE PURSUITS, LLC | Belmont | | 440 Common Street | | Belmont | MA | 02478 |
| 978-712-0999 | Ella | Jang | | Beverly | | 100 Cummings Center | Suite 113-D | Beverly | MA | 01915 |
| 978-667-3200 | Madhury | Mali | EDUTEL CONSULTANTS LLC | Billerica | | 306 Boston Road | Store C1 | Billerica | MA | 01862 |
| 781-769-3450 | May | Hon | | Braintree | | 659 Washington Street | | Braintree | MA | 02184 |
| 617-278-6301 | Yoshino | Matsumiya | MATSUMIYA MATH & READING CENTER, INC. | Brookline Coolidge Corner | Arcade Building | 318 Harvard Street | Suite #28 | Brookline | MA | 02446 |
| 781-354-4080 | Ashutosh | Mithal | BURLINGTON ACADEMY, INC. | Burlington | | 203 Middlesex Turnpike | Suite #1 & 2 | Burlington | MA | 01803 |
| 978-250-9157 | Mark | Lin | | Chelmsford | | 7 Summer Street | Suite #15 | Chelmsford | MA | 01824 |
| 781-329-6677 | Fariba | Salehi | THE SALEHI ADVISORY GROUP, INC. | Dedham | | 598 Providence Highway | | Dedham | MA | 02026 |
| 857-220-8881 | Trang | Nguyen | TRANG NGUYEN, LLC | Dorchester | | 289 Adams Street | Unit B | Dorchester | MA | 02122 |
| 508-875-0552 | Latha | Narayanan | L & N GLOBAL, LLC | Frammingham | | 1164 Worcester Road | | Frammingham | MA | 01702 |
| 508-541-1326 | Sangeeta | Rao | ISHAN EDUCATIONAL SERVICES LLC | Franklin | | 291 East Central Street | | Franklin | MA | 02038 |
| 508-435-0273 | Pamela | Banson | | Hopkinton | Main Street Mall | 77 Main Street | | Hopkinton | MA | 01748 |
| 781-982-3052 | Kasia | Braun | | Kingston | Rk Crossing | 187 Summer Street | | Kingston | MA | 02364 |
| 978-706-2400 | Issumael | Nzanutuma | LEOMINSTER MATH & READING CENTER, LLC | Leominster | | 21 Sack Boulevard | | Leominster | MA | 01453 |
| 781-863-5390 | Kimcha | Lim | | Lexington | | 240 Bedford Street | Suite #9 | Lexington | MA | 02420 |
| 413-798-4222 | Hannah | Lee | HKL CORPORATION | Longmeadow - South | | 749 Maple Road | | Longmeadow | MA | 01106 |
| 978-452-1299 | Prajakta | Lothe | SHRI VIGNAHARTA, LLC | Dracut | Sunrise Shopping Center | 1235 Bridge Street | | Lowell | MA | 01850 |
| 978-252-3637 | April | Chen | | Lowell | | 1075 Westford Street | Suite 104-105 | Lowell | MA | 01851 |
| 781-399-7200 | Wai Ming | Li | DAPHNE & WAI-MING, LLC | Malden | | 148 Commercial Street | | Malden | MA | 02148 |
| 508-339-1252 | Sujatha | Karuppiah | ENELUTHU, LLC | Mansfield | | 393 North Main Street | Suite # 104 | Mansfield | MA | 02048 |
| 508-786-5866 | Renuka | Garg | | Marlborough | | 496 B Boston Post Road East | | Marlborough | MA | 01752 |
| 781-391-1536 | Stephanie | Tran | ST LEARNING CENTER, LLC | Medford | Riverside Mall | 25 Riverside Avenue | | Medford | MA | 02155 |
| 617-273-0500 | Tate | Isgrig | ACCELERATED LEARNING, LLC | Milton | | 362 Granite Avenue | | Milton | MA | 02186 |
| 508-433-6655 | Mousumi | Bagchi Gupta | BEACON UNLIMITED, LLC | Natick | Wethersfield Plaza | 4A Wethersfield Road | | Natick | MA | 01760 |
| 781-400-7373 | Yoshino | Matsumiya | MATSUMIYA MATH & READING CENTER, INC. | Needham | | 119 Chapel Street | | Needham | MA | 02492 |
| 617-244-9540 | Jane | Chiong | | Newton - Newton Highlands | | 56 Winchester Street | Suite 6 | Newton | MA | 02461 |
| 978-681-6284 | Pavitra | Motwani | P & S TECH SOLUTIONS INC. | North Andover | | 127 Main Street | Unit #2 | North Andover | MA | 01845 |
| 508-699-7699 | Ketty | Karanam | EXCELLENCE LLC | North Attleboro | | 68 North Washington Street | | North Attleboro | MA | 02760 |
| 781-982-3052 | Kasia | Braun | | Norwell | Village Gardens | 376 Washington Street | | Norwell | MA | 02061 |
| 781-762-6284 | Thiru | Satchi | IDEAL LEARNING CENTER, INC. | Norwood | | 947 Washington Street | | Norwood | MA | 02062 |
| 978-530-4848 | Florencia | Berrian | KUMMID, LLC | Peabody | | 139 Lynnfield Street | Suite 101A | Peabody | MA | 01960 |
| 617-256-2229 | Yun (Sherri) | Cheung | STTI LEARNING LLC | Quincy - Quincy Ave. | | 283 Quincy Ave | | Quincy | MA | 02169 |
| 781-226-2999 | Helen | Li | BRILLIANT KIDS, LLC | Reading | | 580 Main Street | Suite 101 | Reading | MA | 01867 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-----------------|--------------|---|-----------------------------------|--|--------------------------------|-------------------|------------------|--------------|-----------------|
| 781-784-3900 | Thiru | Satchi | IDEAL LEARNING CENTER, INC. | Sharon | | 700 Main Street | | Sharon | MA | 02067 |
| 508-393-7518 | Saori | Tsolov | METRO WEST LEARNING, INC. | Shrewsbury - East | | 1000 Boston Turnpike | Unit T-3 | Shrewsbury | MA | 01545 |
| 508-798-0244 | Yutaka (Joe) | Sugawara | SHREWSBURY MATH AND READING CENTER, LLC | Shrewsbury - West | | 196 Boston Turnpike | Route 9 | Shrewsbury | MA | 01545 |
| 508-839-3788 | Kathleen | O'Donnell | DKJ MATH & READING CORP | South Grafton | Brookmeadow Retail | 377 Providence Road | | South Grafton | MA | 01580 |
| 781-245-6284 | Latha | Uthayakumar | ROSAB ACADEMY, LLC | Wakefield | | 602 Main Street | Unit B | Wakefield | MA | 01880 |
| 781-996-0200 | Sangeeta | Rao | ISHAN EDUCATIONAL SERVICES, LLC | Waltham | | 350 A Moody St. | | Waltham | MA | 02453 |
| 508-870-3133 | Pamela | Banson | | Westborough | | 18 Lyman Street | Store #700 | Westborough | MA | 01581 |
| 978-392-0583 | Hui-Ju (Connie) | Tsai | LUMINARY LLC | Westford | | 175 Littleton Road | Unit Oa | Westford | MA | 01886 |
| 781-354-4080 | Ashutosh | Mithal | BURLINGTON ACADEMY, INC. | Woburn | | 19 Cummings Park | | Woburn | MA | 01801 |
| 410-670-5004 | Allana Mollie | Folkmann | Folkmann Education II, Inc. | Abingdon | | 3473 Merchant Boulevard | Suite C | Abingdon | MD | 21009 |
| 443-716-7700 | Raquel | Capuano | BAY DALE LEARNING CENTER | Arnold | | 1280 Bay Dale Drive | | Arnold | MD | 21012 |
| 410-668-4977 | Mark | Folkmann | FOLKMANN EDUCATION, LLC | Perry Hall | | 4355 Ebenezer Road | | Baltimore | MD | 21236 |
| 410-500-9059 | Siham | Beshir | SILIAN, llc | Pikesville - Quarry Lake | | 2630 Quarry Lake Drive | | Baltimore | MD | 21209 |
| 667-406-0553 | Nan | Robinson | | Baltimore - Federal Hill | | 575 South Charles Street | Suite 130 | Baltimore City | MD | 21201 |
| 301-652-1234 | Payal | Mittal | Payal Academy, LLC | Bethesda - Chevy Chase | Shops Of Wisconsin Avenue | 6831 Wisconsin Ave | Suite 306 | Bethesda | MD | 20815 |
| 301-272-2233 | Sharareh | Hojjati | SHH CABIN JOHN CORP. | Bethesda - Kenwood | | 5450 Westbard Ave | | Bethesda | MD | 20816 |
| 301-458-0900 | Jacqueline | Marshall | HEALTHY ENERGETIC ACTIVE LIFESTYLE, LLC | Bowie - Free State | | 15500 Annapolis Road | Space No. 25 | Bowie | MD | 20715 |
| 301-218-4215 | Joann | Stokes | | Bowie - South | Collington Plaza Shopping Center | 3480 Crain Highway | | Bowie | MD | 20716 |
| 301-944-3599 | Komal | Bhatt | D & A LEARNING, INC. | Clarksburg | | 23233 Stringtown Road | | Clarksburg | MD | 20871 |
| 410-997-2617 | Susan | Rapp | | Clarksville | | 6343 Ten Oaks Road | Spaces D4 And D5 | Clarksville | MD | 21029 |
| 410-666-1331 | Kinjal | Kanakhara | SHRI AADHYA LLC | Cockeysville | Texas Center | 9832 York Road | Suite 2B | Cockeysville | MD | 21030 |
| 301-857-8111 | Theodore | Ludicke | WISDOM TREE LLC | College Park - Greenbelt | | 6078 Greenbelt Road | Store #48A | College Park | MD | 20770 |
| 410-312-9705 | Teatash | De | COLUMBIA EAST EDUCATIONAL CENTER, INC. | Columbia - East | | 7060 Oakland Mills Road | Suite O | Columbia | MD | 21046 |
| 443-609-7979 | Fawad | Shaikh | FUNS LLC | Eldersburg | Liberty Station | 1532 Liberty Road | Suite103 | Eldersburg | MD | 21784 |
| 410-799-6933 | Anokhee | Desai | ANR, LLC | Elkridge | | 6010 Meadowridge Center Drive | Suite F | Elkridge | MD | 21075 |
| 410-964-9025 | Amna | Sajid | IQRAH, LLC | Ellicott City - Dorsey Search | | 4725 Dorsey Hall Dr. | Suite F | Ellicott City | MD | 21042 |
| 240-351-7125 | Lily | Chen | HKC ENTERPRISES, LLC | Ellicott City - Normandy | | 8480 Baltimore National Pike | Suite #3110 | Ellicott City | MD | 21043 |
| 301-524-9339 | Anjali | Jayant | VERBAMATH VENTURES LLC | Frederick - North | | One Wormans Mill Court | Suite #10 | Frederick | MD | 21701 |
| 301-732-7878 | Rohit | Soni | INDEPENDENT LEARNER'S LLC | Urbana | | 3477 John Simmons St. | Suite #201 | Frederick | MD | 21704 |
| 301-869-6284 | Palak | Sanghvi | IRA EDUCATION, LLC | Gaithersburg - Muddy Branch Road | Festival At Muddy Branch Shopping Center | 233 Muddy Branch Road | | Gaithersburg | MD | 20878 |
| 240-720-7336 | Frances | Liu | | Gaithersburg - Quince Orchard | | 12129 Darnestown Road | | Gaithersburg | MD | 20878 |
| 410-721-9079 | Jacquie | Perdue | A DREAM EDUCATION, LLC | Crofton | | 1117 Md Route 3 | Suite #1-E | Gambrills | MD | 21054 |
| 240-224-0016 | Yunsil | Park | ACE LEARNING CENTER, INC. | Germantown - Town Center | | 12615-B Wisteria Drive | | Germantown | MD | 20874 |
| 443-445-0800 | Vanessa | Cheng | LEARNERS EVERYDAY,LLC | Hanover | | 1741 Dorsey Road | Suite 103 | Hanover | MD | 21076 |
| 301-693-0545 | Neha | Rane | FUNDAMENTAL LEARNING, LLC | Kensington | | 3704 Decatur Avenue | | Kensington | MD | 20895 |
| 301-322-5161 | Adoline | Shodiya | | Lanham - Woodmore | | 9200 Taj Lane | Suite #544 | Lanham | MD | 20706 |
| 301-332-1824 | Young Mi | Lee | | Laurel - Cherry Tree | Cherry Tree Center | 11200 Scaggsville Road | Suite #3 | Laurel | MD | 20723 |
| 240-583-7777 | Evelyne | Moche | EFD MATH & READING LEANING CENTER, LLC | Laurel - Maryland City | | 3519 Laurel Ft. Meade Road | Space #8 | Laurel | MD | 20724 |
| 443-470-7272 | Nadia | Gajadhar | DOORS TO SUCCESS, LLC | Lutherville - Timonium | | 1711 York Road | Suite C | Lutherville | MD | 21093 |
| 410-442-8284 | Quynh | Tran | JAD, LLC | Marriottsville | | 2470 Longstone Lane | Suite E | Marriottsville | MD | 21104 |
| 301-658-6240 | Nene | Barry | SOW Academy, LLC | Odenton - Fort Meade | | 2288 Blue Water Blvd. | Store No. 230 | Odenton | MD | 21113 |
| 301-774-6644 | Margaret | Hermilna | EDUCATIONAL SERVICES GROUP, LLC | Olney | | 2919-E Olney Sandy Spring Road | | Olney | MD | 20832 |
| 410-902-4604 | Paul | Winfield | WINFIELD EDUCATIONAL SERVICES, LLC | Owings Mills | Boulevard Corporate Center | 10995 Owings Mills Boulevard | Suite #206 | Owings Mills | MD | 21117 |
| 301-795-2788 | Yingchi | Hao | AGT SMART, LLC | Potomac - River Road | | 9812 Falls Road | #113 | Potomac | MD | 20854 |
| 410-702-9444 | Yelena | Dubovaya | DUBOVAYA EDUCATIONAL SERVICES, LLC | Reisterstown | | 114 Westminster Pike | Suite 107 | Reisterstown | MD | 21136 |
| 240-221-0221 | Kevin | Yoon | SMARTER LEARNING, LLC | Rockville - Congressional | | 154 Congressional Lane | #42 | Rockville | MD | 20852 |
| 301-795-4224 | Sohna | Nyan | NYAN LEARNING CENTER | Rockville - King Farm | | 801 Pleasant Drive | #150 | Rockville | MD | 20850 |
| 240-528-8123 | Vikas | Vohra | KNOWLEDGE AND SKILLS SERVICES, LLC | Rockville - West | Traville Village Shopping Ctr | 9741 Traville Gateway Dr. | | Rockville | MD | 20850 |
| 410-219-3339 | Robert | Blake | | Salisbury | Shoppes Of Salisbury (The Plaza) | 274 Tilghman Road | | Salisbury | MD | 21804 |
| 410-946-8100 | Robin | Kim | EARLY BIRD LEARNING CENTER,LLC | Severna Park | | 474-B Governor Ritchie Highway | | Severna Park | MD | 21146 |
| 240-331-8100 | Dr. Charles | Guilford Iii | The Tutoring Source, LLC | Aspen Hill - Wheaton | | 14301 Layhill Road | Suite #103 | Silver Spring | MD | 20906 |
| 240-704-7300 | Yan | Su | BERKSHIRE SERVICES, LLC | Silver Spring - Downtown | | 8770 Georgia Avenue | | Silver Spring | MD | 20910 |
| 240-450-2427 | Bhavia | Banker | APLUS EDUCATION, LLC | Silver Spring - North | White Oak Professional Park | 11161 New Hampshire Ave. | Suite #104 | Silver Spring | MD | 20901 |
| 240-545-5775 | Tayo | Jackson | AKUFFO ENTERPRISE, LLC | Upper Marlboro - Main Street | | 14711 Main Street | | Upper Marlboro | MD | 20772 |
| 301-399-0983 | Hyon | Capuano | | White Plains - Waldorf | Tower Plaza | 10541 Middleport Lane | Suite #17 | White Plains | MD | 20695 |
| 207-767-1850 | Rebecca | Jackson | KLC CAPE ELIZABETH, LLC | Cape Elizabeth | | 3237 Ocean House Road | Unit #7 | Cape Elizabeth | ME | 04107 |
| 207-781-4089 | Christina | Fan | | Falmouth | | 390 Us Route 1 | Unit #5 | Falmouth | ME | 04105 |
| 734-761-4648 | Tzy-Wen | Gong | THREE WIN INTERNATIONAL, CORP. | Ann Arbor - East | | 2741 Plymouth Road | | Ann Arbor | MI | 48105 |
| 734-222-8020 | Elizabeth | Kim | APPLETREE EDUCATION, INC. | Ann Arbor - South | | 2411 Oak Valley Drive | Unit #100 | Ann Arbor | MI | 48103 |
| 734-904-8343 | Renuka | Subramanian | ACADEMIC START, LLC | Ann Arbor - Southeast | | 3086 Platt Road | | Ann Arbor | MI | 48105 |
| 734-929-4798 | Victoria | Okafor | ONIKAN DIVERSITY, LLC | Ann Arbor - West | | 283 South Zeeb Road | Suite L | Ann Arbor | MI | 48103 |
| 248-963-0888 | Dulal | Mostafa | DSM EDUCATION SERVICES, LLC | Auburn Hills - North | | 3437 Five Points Drive | Space 6 | Auburn Hills | MI | 48326 |
| 269-963-8088 | Anshu | Paul | AP LEARNING CENTER, LLC | Battle Creek | | 90 B S. 20Th Street | | Battle Creek | MI | 49015 |
| 248-593-8130 | Mayeasha | Zahin | Birmingham Learning Success LLC | Birmingham | | 217 N. Eton Street | Unit 91 | Birmingham | MI | 48009 |
| 248-874-1234 | Katrina | Caldwell | KMC EDUCATIONAL SERVICES, LLC | Bloomfield Hills - North Woodward | | 43183 Woodward Avenue | | Bloomfield Hills | MI | 48302 |
| 248-594-7323 | Sahar | Nafso | I & L Learning, LLC | Bloomfield Hills - West Maple | | 6606B Telegraph Road | | Bloomfield Hills | MI | 48301 |
| 734-354-0004 | Alok | Mittal | PERFECT LEARNING CENTER | Canton - Central | | 44946 Ford Road | | Canton | MI | 48187 |
| 734-629-0011 | Neena | Gupta | Shiksha Academia LLC | Canton - South | | 4051 S. Canton Center Road | | Canton | MI | 48188 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|--------------------|--------------|--|-----------------------------|------------------------------|-----------------------------------|--------------------------------------|---------------------|--------------|-----------------|
| 734-366-1888 | Manit | Jain | NPP Educators, LLC | Canton - West | | 50218 Cherry Hill Road | | Canton | MI | 48188 |
| 248-625-8666 | Tazeen | Mostafa | DART EDUCATION, LLC | Clarkston | | 6684 Dixie Highway | Suite E | Clarkston | MI | 48346 |
| 586-723-1171 | Akm | Hasan | KIDS LEARNING CENTER, LLC | Clinton Township | Northpointe Plaza | 37005 Gratiot Avenue | | Clinton Township | MI | 48036 |
| 248-363-8666 | Kush | Dawar | FUNDAMENTAL LEARNING CENTER, INC. | Commerce | | 2527 Union Lake Road | | Commerce Township | MI | 48382 |
| 313-982-9858 | Shameesa | Ali | SCHOLASTIC ACHIEVERS, LLC | Dearborn | | 3361 Greenfield Road | | Dearborn | MI | 48120 |
| 313-565-1771 | Kush | Dawar | Fundamental Learning Center, Inc. | Dearborn Heights | | 23902 Ford Road | Suite B | Dearborn Heights | MI | 48127 |
| 313-255-9085 | Cheryl | Bandrowski | WELLSPRING | Detroit - Riverdale | | 16742 Lamphere | | Detroit | MI | 48219 |
| 517-679-1300 | William | Tuma | | East Lansing | | 909 Abbot Road | Suite A (Portion Of South 2Nd Floor) | East Lansing | MI | 48823 |
| 248-955-9887 | Vidya | Nagarajan | DIYYAZ, INC. | Farmington - Grand River | | 32746 Grand River Ave | | Farmington | MI | 48336 |
| 248-427-0772 | Brenda | Chen | FARMINGTON EDUCATION CENTER, INC. | Farmington Hills | | 27622 Middlebelt Road | | Farmington Hills | MI | 48334 |
| 810-606-8666 | Sejal | Patel | GYANESHWARI, LLC | Grand Blanc | | 12821 S. Saginaw Street | Suite D-13 | Grand Blanc | MI | 48439 |
| 616-977-0729 | Suzanne | Gruber | GRUBER, INC. | Cascade | | 6810 Old 28Th Street Se | Suite 6 | Grand Rapids | MI | 49546 |
| 616-363-2880 | Bincy | Teodorescu | GRAND RAPIDS LEARNING CENTER, LLC | Grand Rapids - North | | 1971 E. Bellline Ave. Ne | Suite 120 | Grand Rapids | MI | 49525 |
| 616-608-8181 | Harsimran | Kaur | G.R. Professional Services, Inc. | Grandville | | 4365 Canal Ave., Sw | | Grandville | MI | 49418 |
| 313-605-1143 | Amutha | Sadaps | BRIGHTER HORIZON, INC | Grosse Pointe Woods | | 21147 Mack Avenue | | Grosse Pointe Woods | MI | 48236 |
| 517-783-3144 | Navjit | Kaur | Shaping Minds, LLC | Jackson | | 1212 Wildwood Avenue | Suite D | Jackson | MI | 49202 |
| 734-458-1854 | Pengpeng | Feng | MORNING GLORY EDUCATION SERVICES LLC | Livonia | | 32614 Seven Mile Road | | Livonia | MI | 48152 |
| 586-532-1234 | Sue | Penn | ACADEMIC INSPIRATION, INC. | Macomb | | 46801 Garfield Road | | Macomb Twp | MI | 48044 |
| 989-941-6989 | Salma | Rahman | RHEEX, LLC | Midland | | 3114-B Jefferson Avenue | | Midland | MI | 48640 |
| 248-347-4491 | Sanae | Abe | LORDNUS MATH & READING CENTERS, INC. | Northville | | 114 Maincentre | | Northville | MI | 48167 |
| 248-347-4491 | Sanae | Abe | LORDNUS MATH & READING CENTERS, INC. | Novi - East | | 41720 W Ten Mile Road | | Novi | MI | 48375 |
| 734-454-5550 | Jini | Jain | NPP ACADEMICS LLC | Plymouth | Westchester Square | 580 Forest Avenue | | Plymouth | MI | 48170 |
| 269-327-3757 | Hoan | Nguyen | | Portage | | 295 W. Centre Avenue | | Portage | MI | 49024 |
| 248-651-9267 | Sejal | Patel | Gyaneshwari, LLC | Rochester | | 125 South Main Street | | Rochester | MI | 48307 |
| 248-963-0020 | Punita | Parikh | BAL VIDYAPEETH, LLC | Rochester Hills South | | 2909 Crooks Rd. | | Rochester Hills | MI | 48309 |
| 989-249-6284 | Surender | Reddy | CSR, LLC | Saginaw | | 4545 State Street | | Saginaw | MI | 48603 |
| 586-254-9925 | Sue | Penn | ACADEMIC INSPIRATION, INC. | Washington - Shelby | | 52015 Van Dyke | | Shelby Township | MI | 48316 |
| 586-323-5116 | Sahar | Nafso | I & L LEARNING, LLC | Sterling Heights | Sterling Place Plaza | 37770 Van Dyke Avenue | | Sterling Heights | MI | 48312 |
| 313-492-6284 | Elizabeth | Johnson | FIRST STEPS LEARNING CEN., LLC | Taylor | | 23573 Van Born Road | | Taylor | MI | 48180 |
| 248-457-0640 | Hana | Lee | Hana Academy LLC | Troy - East | | 4936 John R. Road | | Troy | MI | 48085 |
| 248-828-3556 | Ellie | Tsai | ELLIE ENTERPRISES, LLC | Troy - North | Troy Corners Shopping Center | 32 West Square Lake Road | | Troy | MI | 48098 |
| 248-865-8666 | Usha | Mittal | PERFECT LEARNING CENTER | West Bloomfield | West Maple Plaza | 6433 Farmington Road | | West Bloomfield | MI | 48322 |
| 248-486-4131 | Vidya | Nagarajan | K12 LEARNING COMPANY | Novi - West | | 49767 Grand River Ave | | Wixom | MI | 48393 |
| 313-492-6284 | Elizabeth | Johnson | FIRST STEPS LEARNING CEN., LLC | Woodhaven | | 19111 West Road | | Woodhaven | MI | 48183 |
| 651-200-2557 | Pushpita | Bhattacharya | ANUSHKA LLC | Apple Valley - Eastview | | 14050 Pilot Knob Rd. | Suite 136 | Apple Valley | MN | 55124 |
| 651-347-3250 | Kun | Yang | KABL EDUCATION, LLC | Blaine | Roseland Center | 10904 Baltimore Street, Ne | Suite #101 | Blaine | MN | 55449 |
| 952-253-1027 | Mariya | Chernina | SUCCESSFUL LEARNERS, INC. | Bloomington | | 10800 Normandale Boulevard | Suite #100 | Bloomington | MN | 55437 |
| 612-587-2700 | Olayinka | Oyeyeyin | SUCCESS ARENA, LLC | Brooklyn Park | | 8561 Edinburg Centre Drive | | Brooklyn Park | MN | 55443 |
| 952-746-0969 | Shorena | Dolaberidze | Knowledge Power LLC | Burnsville | | 2999 West County Road 42 | Suite# 148 | Burnsville | MN | 55306 |
| 952-474-4963 | Sharon | Naik | ASPI SCHOLARS, LLC | Chanhassen | | 402 W. 78Th Street | | Chanhassen | MN | 55317 |
| 651-688-0306 | Sunita | Singh | RAVIRAJ EDUCATION, LLC | Egan | Diffley Square | 4130 Blackhawk Road | #116 | Egan | MN | 55122 |
| 952-944-8031 | Dexin | Wang | DEXENSE, LLC | Eden Prairie | | 12200 Middleset Road | Suite 300 | Eden Prairie | MN | 55344 |
| 952-920-9082 | Yenchi | Lo | LO & ASSOCIATES, INC. | Edina | Eden 100 Building | 5100 Eden Avenue | Suite #202/203 | Edina | MN | 55436 |
| 952-649-7559 | Christina | Kim | | Lakeville - North | | 7604 160Th Street West | | Lakeville | MN | 55044 |
| 763-657-1471 | Hannah | Turpin | HMT ENTERPRISES INC. | Maple Grove - Arbor Lakes | | 11252 86Th Avenue North | | Maple Grove | MN | 55369 |
| 763-205-4933 | Alina | Rizvi | Panjitan, LLC | Medina | | 5145 County Road 101 | #1035 | Medina | MN | 55340 |
| 612-803-5623 | Huijie (Jenny) | Li | | Minnetonka - Ridgedale | | 12977 Ridgedale Drive | Suite 103 | Minnetonka | MN | 55305 |
| 763-544-6284 | Pramod | Taneja | TANEJA EDUCATION SERVICES, INC. | Plymouth | Town Center Office Plaza | 3535 Plymouth Blvd. | Unit #212 | Plymouth | MN | 55447 |
| 952-855-8999 | Zahra | Malik | LEARN N GROW, LLC | Savage | Building li | 14180 Commerce Avenue Ne | Suite 104 | Prior Lake | MN | 55372 |
| 507-287-0867 | Eunah | Park | ROCHESTER MATH & READING LEARNING CENTER, INC. | Rochester | The Highlands On 19Th | 3245 19Th Street Nw | Suite #2 | Rochester | MN | 55901 |
| 651-638-9518 | Belle | Miller | BB HAMLIN ELITE MATH & READING LLC | Roseville | Hamline Shopping Center | 2807 Hamline Avenue North | Retail Bay #8A | Roseville | MN | 55113 |
| 952-474-1030 | Inna | Livscheets | DIVE IN EDUCATION, LLC | Excelsior - Minnetonka West | | 19905 Highway 7 East | Suite D2 | Shorewood | MN | 55331 |
| 651-735-3072 | Song | Chung | MATH & READING FOR SMART GIFTED KIDS, LLC | Woodbury - Central | | 1825 Radio Drive | Suite A | Woodbury | MN | 55125 |
| 314-348-5895 | Han | Im | WHYKO, INC. | Ballwin - Ellisville | Gordon Plaza Shopping Center | 15525 Manchester Road | | Ballwin | MO | 63011 |
| 314-965-6895 | Young | Rieken | MANCHESTER MATH & READING, LLC | Manchester | | 13941 Manchester Road | | Ballwin | MO | 63011 |
| 636-537-5522 | Ricky | Shah | RNRR Learning LLC | Chesterfield - Central | | 15510 Olive Boulevard | Suite# 110 & 105 | Chesterfield | MO | 63017 |
| 314-863-6010 | Fatema | Rangwala | CLAYTON MATH AND READING CENTERS, LLC | Clayton | | 201 South Central Avenue | Suite #100 | Clayton | MO | 63105 |
| 573-446-6668 | Jennifer | Kreisel | EDUCATING TOMORROW LLC | Columbia | | 3401 Broadway Business Park Court | Suite #111 | Columbia | MO | 65203 |
| 314-817-0077 | Bandhavi | Velivelli | VELIVELLI LLC | Creve Coeur | | 12390 Olive Street | | Creve Coeur | MO | 63141 |
| 573-636-0202 | Yogesh | Naik | IN2LEARNING, LLC | Jefferson City | Capital Plaza West | 3702 West Truman Boulevard | Suite #222 | Jefferson City | MO | 65109 |
| 314-835-1316 | Ann | Reis Quigley | LEARNING UNLIMITED OF KIRKWOOD, LLC | Kirkwood | | 449 S. Kirkwood Rd. | | Kirkwood | MO | 63122 |
| 314-530-6111 | Soo Yeon | Kim | MICKEY AND SUZY ACADEMY, INC. | Ladue | | 9646 Clayton Road | | Ladue | MO | 63124 |
| 816-554-3440 | Soo Yeon | Kim | RFK ENTERPRISE, INC. | Lee'S Summit | | 604 Ne 291 Highway | | Lee'S Summit | MO | 64086 |
| 314-576-2600 | Gina | Boyet | STL M&R LLC | Maryland Heights | | 2045 Dorsett Village | | Maryland Heights | MO | 63034 |
| 417-881-3800 | Stephanie | Jarkins | Ursa Minor Educational Services, Inc. | Springfield - South | | 4127 S. Kansas Expressway | Suite 112 | Springfield | MO | 65807 |
| 636-675-4961 | Parvinder | Saluja | SIKH MATH AND READING CENTER LLC | Harvester | Woodstone Plaza | 3930 South Old Highway 94 | Suite #47 | St. Charles | MO | 63304 |
| 636-410-7640 | Rebecca | Thoroughman | ALL XL, LLC | St. Charles | | 2015 Zumbahl Road | | St. Charles | MO | 63303 |
| 314-339-7123 | Autcharaporn (Amp) | Boonhai | SOCO ACADEMIC LEARNING & EDUCATION CENTER LLC | Oakville | Telegraph Plaza | 5674 Telegraph Road | | St. Louis | MO | 63129 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------|---------------|---|------------------------------------|--------------------------------|--|-------------------|------------------|--------------|-----------------|
| 636-405-3111 | Deepika | Malik | A3M ENTERPRISES, LLC | Wildwood | Wildwood Crossing | 16572 Manchester Road | | Wildwood | MO | 63040 |
| 601-439-6776 | Dana | Johnson | NEXT LEVEL LEARNING OF MADISON, LLC | Madison | | 111 Colony Crossing Way | Suite 200 | Madison | MS | 39110 |
| 662-892-3800 | Hina | Patel | HMD, LLC | Olive Branch | Davidson Crossing | 5965 Goodman Road | Suite 101 | Olive Branch | MS | 38654 |
| 406-272-5055 | Navin | Aranganathan | BILK LLC | Billings | | 1595 Grand Avenue | Unit 225 | Billings | MT | 59102 |
| 919-363-4131 | Anuradha | Kemburu | EDUCATIONAL APEX, INC. | Apex | | 1234 W. Williams Street | | Apex | NC | 27502 |
| 704-413-1999 | Alex | Kellogg | SANA TUTORING,LLC | Belmont | | 6436 Wilkinson Blvd. | | Belmont | NC | 28012 |
| 919-913-0909 | Siddisee | Hirpa | MINDFUL LEARNING NC, LLC | Carboro - South Green | | 101 Two Hills Drive | Suite 160 | Carboro | NC | 27510 |
| 910-781-8880 | Angela | Niswender | NSM Academy, LLC | Southern Pines - Tylers Ridge | | 330 Capital Drive | | Carthage | NC | 28327 |
| 919-674-0200 | Sima | Timbala | MON2 CMA, LLC | Cary - Farm Woods | | 1207 Kildaire Farm Road | Suite E | Cary | NC | 27511 |
| 919-674-0900 | Yoonmi | Suh | KIM & SUH, LLC | Cary - Lochmere | | 2970 Kildaire Farm Road | | Cary | NC | 27518 |
| 919-377-9600 | Piya | Ray | RAY ACADEMIC COACHING & TUTORING, LLC | Cary - West | | 270 Cornerstone Drive | Suite 103 | Cary | NC | 27519 |
| 919-852-2633 | Jiming | Wang | EMPOWER LEARNING, INC. | Chapel Hill - Elliott Road | | 250 South Elliott Road | Unit 130 | Chapel Hill | NC | 27514 |
| 704-752-7757 | Alka | Garg | SOCRATIC CORPORATION | Charlotte - Ballantyne | | 8810 Blakeney Professional Drive | | Charlotte | NC | 28277 |
| 704-877-2005 | Peyton | Ding | PEYTON DING, LLC | Charlotte - Carmel West | Johnston Road Plaza | 10110 Johnston Road | Suite #8 | Charlotte | NC | 28210 |
| 704-327-8839 | John | Stephens | EZEKIEL LEARNING SOLUTION CORP. | Charlotte - Myers Park | Park Towne Village | 1600 East Woodlawn Road | Suite #261 | Charlotte | NC | 28209 |
| 704-992-9856 | Maame | Stephens | D3S LEARNING CORPORATION | Charlotte - Prosperity Church Road | | 8709 Arbor Creek Drive | Suite 1 | Charlotte | NC | 28269 |
| 704-503-8989 | Mai | Nguyen | TRANG, INC. | Charlotte - Providence | | 5664 International Dr. | Suite E | Charlotte | NC | 28270 |
| 704-317-8100 | Anurag | Singhal | NEEV LEARNING, LLC | Charlotte - Sea Farms | | 11301 Golf Links Drive North | Suite 105 | Charlotte | NC | 28277 |
| 704-588-8988 | Mai | Nguyen | TRANG INC. | Charlotte - Southwest | Yorkridge Shopping Center | 11116 South Tryon Street | Suite C | Charlotte | NC | 28273 |
| 704-972-8800 | Renu | Pal | TUTELAGE PALS OF CHARLOTTE, LLC | Charlotte - University City | | 9010 Glenwater | #106 | Charlotte | NC | 28262 |
| 919-568-3577 | Phillip | Lamotte | LAMOTTE LEARN TO LEARN, LLC | Clayton | | 945 Town Centre Blvd. | | Clayton | NC | 27520 |
| 704-784-5866 | Tomoyo | Jones | KEEPING UP WITH THE JONESES, LLC | Concord - Speedway | Parkway Commons | 3775 Concord Parkway South | Suite #124 | Concord | NC | 28027 |
| 704-879-5557 | Shruti | Bhate | PADM LLC | Davidson - Renaissance Square | | 11098 Renaissance Square | | Davidson | NC | 28036 |
| 919-293-0542 | Nishtha | Pithwa | NFINITE KAIZEN SOLUTIONS, LLC | Durham - Research Triangle Park | | 4900 Nc Highway 55 | Suite 180 | Durham | NC | 27713 |
| 919-402-0507 | Anishkumar | Patel | AWESOME KIDS, LLC | Durham - University | | 4235 University Drive | Suite 103 | Durham | NC | 27707 |
| 910-302-5516 | Jeong | Suh | FAYETTEVILLE LEARNING CENTER, LLC | Fayetteville | Westwood Shopping Center | 140 Westwood Shopping Center | | Fayetteville | NC | 28314 |
| 336-543-3232 | Toiya | Hancock | TRIAD EDUCATION DEVELOPMENT LLC | Greensboro - Northwest | Shoppes At Brassfield Station | 2002 New Garden Road | Suite #206 | Greensboro | NC | 27410 |
| 704-312-5889 | Mason | Miller | UBIQUITY LEARNING LLC | Harrisburg - Town Center | | 4200 Main Street | Suite 105 | Harrisburg | NC | 28075 |
| 919-762-3400 | Shiyong | Li | ADVANTAGE LEARNING, LLC | Holly Springs | | 1001 Hayes Lane | Suite 101 | Holly Springs | NC | 27540 |
| 910-912-6284 | Allison | Suh | HOPE MILLS LEARNING CENTER, LLC | Fayetteville - Hope Mills | | 2997 Hope Mills Road | Unit B | Hope Mills | NC | 28348 |
| 704-281-6562 | Krihika | Venkatesan | AMAZING POTENTIAL,LLC | Huntersville - North | Northcross Village | 16933 Kaufinger Street | Suite #140 | Huntersville | NC | 28078 |
| 336-624-5085 | Jayanthi | Somasundaram | TRIAD MATH STARS CORPORATION | Greensboro - Jamestown | | 1228 Gullford College Road | Suite #102 | Jamestown | NC | 27282 |
| 336-624-5085 | Jayanthi | Somasundaram | TRIAD MATH STARS CORPORATION | Lewisville | Lewisville Corners Shopping Ce | 1309 Lewisville - Clemmons Road | | Lewisville | NC | 27023 |
| 704-846-8798 | Hina | Patel | MATTHEWS EDUCATIONAL CONSULTANTS, LLC | Matthews - Weddington Mckee | Plantation Market | 3016 Weddington Road | Suite #400 | Matthews | NC | 28105 |
| 980-505-8880 | Ayana | Dixon | BUILDING a LEGACY, LLC | Charlotte - Mint Hill | | 7114 Brighton Park Drive | Suite 320 | Mint Hill | NC | 28227 |
| 704-660-5866 | Madhusmita | Martha | GRIPPING BRANCHES, LLC | Mooreville | Williamson Market Place | 132-C North Cardigan Way | | Mooreville | NC | 28117 |
| 919-467-9788 | Li | Wang | | Morrisville - Town Hall | | 101 Morrisville Square Way | Suite 100 | Morrisville | NC | 27560 |
| 919-848-6889 | Lan | Ye | THE COMPLETE LEARNER, LLC | Raleigh - Northwest | Pinecrest Pointe | 9101 Leesville Road | Suite 109 | Raleigh | NC | 27613 |
| 919-616-4899 | Jenny | Zhao | EDUCATIONAL CONSULTING OF N. RALEIGH, INC. | Raleigh - Triangle Town Center | | 6401 Triangle Plantation Drive | Suite D109 | Raleigh | NC | 27616 |
| 919-761-7783 | Sonal | Mishra | AD EDUCATION LLC | Wake Forest - Heritage Station | | 3634 Rogers Road | | Wake Forest | NC | 27587 |
| 704-843-5555 | Ami | Gandhi | A4G4, INCORPORATED | Wesley Chapel | | 5922 Weddington Monroe Road | Suite A7 | Wesley Chapel | NC | 28104 |
| 910-796-0307 | Li-Shing | Wang | | Wilmington - Crossroads Center | | 890-1 South Kerr Avenue | | Wilmington | NC | 28403 |
| 701-885-6004 | Shafiqul | Khan | Open Learning LLC | Grand Forks | | 418 Gateway Dr. | | Grand Forks | ND | 58203 |
| 402-807-1600 | Jayde | Komasinski | ENGAGED LLC | La Vista | | 9823 Giles Road | | La Vista | NE | 68128 |
| 402-484-6284 | Aichin | Burns | | Lincoln - South | Pioneer Plaza | 3201 Pioneers Blvd. | | Lincoln | NE | 68502 |
| 402-401-7272 | Maya | Ravichandran | WE 3 CREATIVE MINDS, LLC | Omaha - Northwest | | 2085 North 120Th Street | Suite D-8 | Omaha | NE | 68164 |
| 402-513-8585 | Daniel | Cornwell | ELKHORN LEARNING, LLC | Omaha - Village Pointe | | 17305 Davenport Street | Suite 103 | Omaha | NE | 68135 |
| 603-897-6194 | Archana | Dubey | ARSHANK CORPORATION | Bedford | Woodbury Court | 128 South River Road | Building C | Bedford | NH | 03110 |
| 603-897-6194 | Archana | Dubey | ARSHANK CORPORATION | Nashua | | 505 West Hollis Street | Unit #103 | Nashua | NH | 03062 |
| 603-427-8456 | Deepak | Pandey | KLCBNS PORTSMOUTH NH LLC | Portsmouth | | 95 Brewery Lane | Unit #8 | Portsmouth | NH | 03801 |
| 732-218-7373 | Ranjana | Jaitly | STEPS 2 GROW, LLC | Avenel | | 160 Avenel Street | | Avenel | NJ | 07001 |
| 908-234-2529 | Pallas | Chen | EMERSON LEARNING, LLC | Basking Ridge | Highlands Village Center | 546 Allen Road | | Basking Ridge | NJ | 07920 |
| 201-875-1905 | Karima | Ali | UNFINISHED-ACCELERATED LEARNING LLC | Bayonne | | 151 Centre Street | Unit 4 | Bayonne | NJ | 07002 |
| 551-501-9200 | Desiree | Powell | UNLIMITED POTENTIAL EDUCATION, LLC | Bergenfield | | 52B South Washington Avenue | | Bergenfield | NJ | 07621 |
| 908-725-2857 | Pallas | Chen | EMERSON LEARNING, LLC | Berkeley Heights | | 489 Springfield Avenue | | Berkeley Heights | NJ | 07922 |
| 908-766-5900 | Sweety | Janani | ECLAT LEARNING INSTITUTE, LLC | Bernardsville | | 75 Claremont Road | Suite #200 | Bernardsville | NJ | 07924 |
| 973-826-4999 | Nievalyn | Keel | NAXL Math and Reading Center LLC | Bloomfield - Center | | 64 Washington Street | | Bloomfield | NJ | 07003 |
| 609-499-9100 | Kalavathi | Kabadi | KS EDU INC | Bordentown | The Shoppes At Mallard Creek | 2144 Route 130 North And Fairbrook Drive | | Bordentown | NJ | 08505 |
| 732-325-2511 | Katherina | Paraiso | KIDS IN MIND, LLC | Branchburg | Lamington Corners | 1260 Route 28 | Suite #4 | Branchburg | NJ | 08876 |
| 908-722-2677 | Nandita | Mahagaokar | AVNID EDUCATION LLC | Bridgewater - Prince Rodgers Ave | The Shops At Bridgewater | 1321 Prince Rodgers Ave | | Bridgewater | NJ | 08807 |
| 856-751-4533 | Christine | Chung | MILO & FRIENDS, LLC | Cherry Hill | Cherry Hill Industrial Park | 2020 Springdale Road | | Cherry Hill | NJ | 08003 |
| 856-348-3650 | Reena | Dhawan | SUNCOM TRAINING LLC | Cherry Hill - West | | 600 North Kings Highway | Store #1 | Cherry Hill | NJ | 08034 |
| 908-380-9680 | Mohan | Somnay | | Chester | Chester Shopping Mall | 95 West Main Street | Suite #2 | Chester | NJ | 07930 |
| 732-201-8081 | Smita | Chandrasekhar | PASS WITH HONOR, LLC | Clark | | 1129 Raritan Road | Unit D | Clark | NJ | 07066 |
| 201-840-1100 | Christine | Won-Yoon | | Cliffside Park | | 541 Anderson Avenue | First Floor | Cliffside Park | NJ | 07010 |
| 973-968-6638 | Erika | Bien | HEIWA HARMONY LLC | Clifton | | 74 1/2 Market Street | | Clifton | NJ | 07012 |
| 201-750-3242 | Miyoung | Park Chai | TOP EDU, LLC | Closter | | 223 Closter Dock Road | 1St Floor | Closter | NJ | 07624 |
| 732-943-3404 | Parin | Patel | SHREE SWAMINARAYAN BHAGWAN LEARNING CENTER, LLC | Colonia | | 283 Inman Avenue | Store #2 | Colonia | NJ | 07067 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------------|-----------------|---|------------------------------------|-----------------------------------|-----------------------------------|---------------------|--------------------|--------------|-----------------|
| 732-329-6600 | Vaishali | Gaware | GAWARE, LLC | Dayton | Liberty Mall | 485 Georges Road | Suite #116 | Dayton | NJ | 08810 |
| 973-625-9559 | Jyotika | Menon | AKB EDUCATION, INC. | Denville - Downtown | | 123 East Main Street | Suite 28 | Denville | NJ | 07834 |
| 973-337-2223 | Geeta | Krishnadas | HIGH PERFORMANCE LEARNING, LLC | Denville - South | | 3108 Route 10 West | Suite #1 | Denville | NJ | 07834 |
| 856-686-6005 | Rupal | Saraya | RAJINA LLC | Deptford | Deptford Plaza | 1450 Clements Bridge Road | | Deptford | NJ | 08096 |
| 732-257-2252 | Joyce (So) | Kim | EB MATH AND READING CENTER, LLC | East Brunswick - Cranbury Rd. | | 575 Cranbury Road | Suite B5 | East Brunswick | NJ | 08816 |
| 732-698-9928 | Chu-Hwa | Lee | | East Brunswick - West Prospect St. | | 49 West Prospect Street | | East Brunswick | NJ | 08816 |
| 862-701-5858 | Hema | Popat | POPAT BROTHERS CORP. | East Hanover | | 240 Route 10 | | East Hanover | NJ | 07936 |
| 201-438-1817 | Vaishali | Tari | INSPIRE YOU LLC | East Rutherford | | 127 A Park Avenue | | East Rutherford | NJ | 07073 |
| 609-448-5500 | Suruchi | Mago | LEARNING STEPS, LLC | East Windsor | Windsor Crossing | 761 Route 33 West | | East Windsor | NJ | 08520 |
| 908-755-7729 | Jennifer | Ju | EDISON MATH & READING CENTER, LLC | Edison - North | Inman Grove Shopping Center | 1121 Inman Ave | | Edison | NJ | 08820 |
| 732-640-2255 | Santhi | Srinivasan | SANTHI LEARNING CENTER LLC | Edison - Parsonage Road | | 127 Route 27 | | Edison | NJ | 08820 |
| 732-572-0647 | Amy | Wong | AMY & SONS, LLC | Edison - South | | 270 Loring Avenue | | Edison | NJ | 08817 |
| 201-967-7300 | Aprajita | Ojha | APRAJITA LEARNING CENTER LLC | Emerson | | 201 Kinderkamack Road | | Emerson | NJ | 07630 |
| 201-227-6100 | Christine | Manomat | FOCUS 360, INC | Englewood Cliffs | | 550 Sylvan Avenue | Suite #L11 | Englewood Cliffs | NJ | 07632 |
| 732-456-7773 | Kin-On Edmund | Lau | FAITH HUMAN DEVELOPMENT LLC | Flemington | | 18 Commerce Street | Suite #4 | Flemington | NJ | 08822 |
| 201-701-0781 | Rachna | Kumar | AKN EDUCATION, LLC | Fort Lee | Oak Tree Center | 2024 Center Avenue | 2Nd Floor | Fort Lee | NJ | 07024 |
| 732-422-4777 | Iram | Ozair | MATH&READING CENTER OF FRANKLIN PARK, LLC | Franklin Park | | 3151 Route 27 | Unit D | Franklin Park | NJ | 08823 |
| 732-977-7076 | Jonathan | Chu | JOIM INTERNATIONAL, INC. | Freehold | Mount S Corner Shopping Center | 420 Mounts Corner Drive | | Freehold | NJ | 07728 |
| 908-317-5801 | Veronica | Hong | | Garwood | The Lofts At Garwood II | 702 North Avenue | Unit F | Garwood | NJ | 07027 |
| 201-421-8006 | Kosaku | Nakamura | YIK, LLC | Glen Rock | | 251 Rock Road | | Glen Rock | NJ | 07452 |
| 609-689-0333 | Kavita | Mehta | SSKG, LLC | Hamilton Square | | 911 Highway 33 | Unit A | Hamilton Square | NJ | 08619 |
| 201-288-3459 | Harpreet | Kaur | THINKQUEST, INC. | Hasbrouck Heights | | 192 Boulevard | | Hasbrouck Heights | NJ | 07604 |
| 732-931-6700 | Jenan | Subeh | JENAN MATH & READING, LLC | Hazlet | | 3253 Route 35 North | Store#11 | Hazlet | NJ | 07730 |
| 908-359-1234 | Seema | Shahi | NEK EDUCATION SERVICES, LLC | Hillsborough - Route 206 | Shoppes At Woods Tavern | 438 Route 206 | | Hillsborough | NJ | 08844 |
| 908-704-6796 | Komal | Malhotra | SMMASTER ENTERPRISES, LLC | Hillsborough - South Branch Road | | 340 South Branch Road | Suite 432 | Hillsborough | NJ | 08844 |
| 732-889-4385 | Connie | Schmidt Kirman | ALL THINGS BRIGHT & BEAUTIFUL, LLC | Howell | | 4554 Route 9 South | | Howell | NJ | 07731 |
| 201-942-6445 | Meeta | Kohli | NITTN, INC. | Jersey City - Downtown | | 317 Marin Boulevard | | Jersey City | NJ | 07302 |
| 201-942-2800 | Nitn | Kohli | | Jersey City - Journal Square | | 717 Newark Avenue | | Jersey City | NJ | 07306 |
| 732-997-7611 | Shalini | Manojkumar | SM EDUCATIONAL SERVICES, LLC | Kendall Park | | 3550 Route 27 | Suite #3 | Kendall Park | NJ | 08824 |
| 618-659-2318 | Dimple | Mohanty | MATH AND READING CENTER, LLC | Mercerville | | 564 Lawrence Square Boulevard S | | Lawrence Township | NJ | 08648 |
| 609-771-9455 | Yuanyu (Cynthia) | Liu | FISH L&C, LLC | Lawrenceville | | 2495 Brunswick Pike | Unit 19 | Lawrenceville | NJ | 08648 |
| 609-844-0988 | Jessica | Feng | U-NOW ASSOCIATES LLC | Lawrenceville 2 | Manors Corner Shopping Center | 160 Lawrenceville Pennington Road | Suite #5 | Lawrenceville | NJ | 08648 |
| 908-735-2020 | Tsu Fang (Cathy) | Jou | HAPPY FACE LEARNING CENTER LLC | Lebanon | Country Square Plaza I | 56 Payne Road | Unit #11 | Lebanon | NJ | 08833 |
| 973-422-9880 | Krina | Upadhyay | SKILLS FOR SUCCESS LLC | Livingston - Mt. Pleasant | | 95 East Mount Pleasant Avenue | | Livingston | NJ | 07039 |
| 973-937-7001 | Chun | Yuen | BRAINIAC ACADEMY LLC | Madison | | 10 Elmer St. | | Madison | NJ | 07940 |
| 201-375-3112 | Brian | Lee | KUDOS LEARNING CENTER CORPORATION | Mahwah | | 115 Franklin Turnpike | Suite 8 | Mahwah | NJ | 07430 |
| 732-780-7705 | Michelle | Chu | JCHU EDUCATION, LLC | Marlboro | Bear Brook Commons | 455 County Road 520 | Newman Springs Road | Marlboro | NJ | 07746 |
| 732-972-9722 | Harishri | Faldou | EYEQ ACHIEVERS LLC | Morganville | | 184 Highway 9 | | Marlboro | NJ | 07746 |
| 856-985-0053 | Vandita | Desai | BENCHMARK ACHIEVERS, INC. | Marlton | | 515 Route 73 South | Suite 6 | Marlton | NJ | 08053 |
| 732-290-2334 | Julie | Cho | GET SMART LEARNING CENTER, INC. | Aberdeen | | 1070 Route 34 | | Matawan | NJ | 07747 |
| 609-625-9400 | Anne | Mwangi | MAKESMILES LEARNING CENTER, LLC | Mays Landing | Festival Shopping Center | 4450 Black Horse Pike | Suite 3932 | Mays Landing | NJ | 08330 |
| 201-518-0612 | Woojung | Lee | EDULEE, LLC | Maywood | | 47 West Pleasant Avenue | | Maywood | NJ | 07607 |
| 732-318-6320 | Anjana | Kumar | VIRANA,LLC | Metuchen | | 414 Main Street | | Metuchen | NJ | 08840 |
| 732-706-2777 | Sarah | Seidler | MIDDLETOWN MATH & READING CENTER, LLC | Middletown | Ventura Plaza | 1275 Route 35 | | Middletown | NJ | 07748 |
| 732-421-8500 | Rinku | Kapur | ESUCCESS CONSULTING, LLC | Monroe | Applegarth Professional Center | 4 Research Way | Building 1, Unit D3 | Monroe | NJ | 08831 |
| 973-746-6284 | Katherine | Thompson | KDT LEARNING LLC | Montclair | | 49 Claremont Avenue | | Montclair | NJ | 07042 |
| 201-391-0780 | Millie | Portscher | MONTVALE MATH & READING CENTER, LLC | Montvale | | 70 Chestnut Ridge Road | Suite I | Montvale | NJ | 07645 |
| 856-924-8989 | Jasleen | Sobti | TEJ EDUCATION, LLC | Moorestown | | 315 Young Avenue | | Moorestown | NJ | 08057 |
| 973-937-7889 | Nicholas | Yuen | GENIUS ACADEMY, LLC | Morristown | | 89 Morris Street | | Morristown | NJ | 07960 |
| 856-780-5130 | Yung | Chung | | Mt. Laurel | Larchmont Commons Shopping Center | 3111 Route 38 West | Unit #17 | Mt. Laurel | NJ | 08054 |
| 908-852-6868 | Danielle | Petrosino | EDUTEACH CORPORATION | Mt. Olive | Mt. Olive Parkade | 7 Naughtlight Road | Unit U | Mt. Olive | NJ | 07840 |
| 732-658-1876 | Jing | Pan | JP SMART KIDS, INC. | North Brunswick - Rt. 1 | The Shoppes At Commerce Place | 2223 Us Route 1 | | North Brunswick | NJ | 08902 |
| 732-422-2119 | Samina | Wasiq | SAF LEARNING CENTER | North Brunswick - Us 130 | | 1884 Us - 130 | | North Brunswick | NJ | 08902 |
| 609-833-2212 | Nandini | Singh | MICROSUN, LLC | Northfield | | 543 Tilton Road | Suite #543 | Northfield | NJ | 08225 |
| 201-297-7240 | Latha | Pattisapu | NOETIC EDUCATIONAL SERVICES, LLC | Norwood | | 518 Livingston Street | | Norwood | NJ | 07648 |
| 973-667-0403 | Sherman | Liu | KMARE EDUCATION ASSOCIATES, LLC | Nutley | | 155 Franklin Avenue | | Nutley | NJ | 07110 |
| 732-517-0777 | Vivian | Feng | VIM EDUCATION, LLC | Oakhurst | Oakhurst Towne Shopping Center | 2005 Highway 35 | | Oakhurst | NJ | 07755 |
| 973-358-2444 | Tae | Kim | OAKLAND MATH & READING CENTER INC. | Oakland | Long Hill Plaza | 14 Post Road | | Oakland | NJ | 07436 |
| 732-709-3057 | Sudha | Packianathasamy | AKHILAN TEACHING CENTER, LLC | Old Bridge - South | | 3671 Highway 9, North | | Old Bridge | NJ | 08857 |
| 201-720-8967 | Haerim | Song | EDUWILL PALISADES PARK, INC | Palisades Park | | 346 Broad Avenue | | Palisades Park | NJ | 07650 |
| 551-299-2991 | Joyce | Armstrong | ARMSTRONG LEARNING CENTER LLC | Paramus - E. Ridgewood Avenue | | 67A E. Ridgewood Avenue | | Paramus | NJ | 07652 |
| 201-483-7718 | Harpreet | Kaur | THINK ENTERPRISE, INC. | Paramus - North | | 440 Forest Avenue | | Paramus | NJ | 07652 |
| 732-721-3200 | Rajeev | Bhutani | TRIUNITY ACADEMIKS GROUP LLC | Sayreville - Parlin | | 2909 Washington Road | | Parlin | NJ | 08859 |
| 973-316-9700 | Madhuri | Reddy | MALLIKA ENTERPRISES, LLC | Parsippany | | 160 Littleton Road | Suite 101 | Parsippany | NJ | 07054 |
| 732-981-1340 | Sara | Khan | PISCATAWAY ENRICHMENT CENTER, LLC | Piscataway | Marko Plaza | 1030 Stelton Road | Suite #101 | Piscataway | NJ | 08854 |
| 609-378-0028 | Fang | Zhang | JOYFUL LEARNING, LLC | Plainsboro | | 660 Plainsboro Road | Suite #A3 | Plainsboro | NJ | 08536 |
| 609-800-3838 | Haiyan | Zhang | ADVANTAGE AND BEYOND, LLC | Princeton | | 195 Nassau Street | Suite 2 | Princeton | NJ | 08542 |
| 609-799-5866 | Ruchi | Vyas | MARS EDUCATION LLC | Princeton Junction | Clark Plaza | 217 Clarkville Rd. | | Princeton Junction | NJ | 08550 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|--------------|---------------|--|--|-------------------------------|------------------------------------|------------------------|------------------|--------------|-----------------|
| 201-574-0205 | Grace | Lee | DREAM TREE LEARNING CENTER, INC. | Ramsey | | 73 And 75 W. Main Street | | Ramsey | NJ | 07446 |
| 973-927-9559 | Ralph | Lopez | RRL LEARNING CENTER, LLC | Randolph | | 500 Route 10 West | Unit 3 | Randolph | NJ | 07869 |
| 201-670-0076 | Kunal | Kapadia | KUHET, LLC | Ridgewood | | 545 Route 17 South | Suite 2004 | Ridgewood | NJ | 07450 |
| 609-931-9177 | Shalu | Khanna | EDUCATION CZARS, LLC | Robbinsville | Robbinsville Town Center | 2350 N. J. 33 | Building B, Suite #109 | Robbinsville | NJ | 08691 |
| 908-322-6699 | Joyce | Lee Rodriguez | | Scotch Plains | | 409-B Park Avenue | | Scotch Plains | NJ | 07076 |
| 201-520-9090 | Debbie | Maniotis | FOUNDATIONAL LEARNING OF SECAUCUS, LLC | Secaucus | | 1005 Riverside Station Boulevard | | Secaucus | NJ | 07094 |
| 732-758-9802 | Jie (Laura) | Chen | | Shrewsbury | | 555 Shrewsbury Avenue | | Shrewsbury | NJ | 07702 |
| 908-281-9886 | Pinky | Shah | NMR ENTERPRISES, LLC | Skillman | | 1325 Route 206 | Store #4 | Skillman | NJ | 08558 |
| 732-247-7199 | Prabhjot | Sethi | LEARNING CAPITAL, LLC | Somerset - Easton Avenue | Village Plaza Shopping Center | 1075 Easton Avenue | | Somerset | NJ | 08873 |
| 732-246-8212 | Ravita | Dua | RAM EDUCATIONAL SOLUTION LLC | Somerset - Veronica Ave | | 1221 Route 27 | Unit A-3 | Somerset | NJ | 08873 |
| 973-327-4737 | Fawn | Cater | INTELLECTATHON LLC | South Orange | | 76 South Orange Avenue | Suite #St05 | South Orange | NJ | 07079 |
| 908-753-0111 | Hyojung | Shin | KC LEARNING CENTER, LLC | South Plainfield | | 907 Oak Tree Road | Space 11-B | South Plainfield | NJ | 07080 |
| 732-658-5147 | Anjana | Kumar | NANDJITA, LLC | Spotswood | Renaissance Square | 420 Main Street | | Spotswood | NJ | 08884 |
| 973-819-6468 | Arlin | Su | | Summit | | 545 Morris Avenue | | Summit | NJ | 07901 |
| 201-731-2988 | Minji | Ko | MJ FORMULA LLC | Teaneck | | 570 Cedar Lane | | Teaneck | NJ | 07666 |
| 732-818-7828 | Norman | Noblejas | GOLDEN MINDS, INC. | Toms River | Kitchen King Plaza | 1561 Route 9 | Suite #5 | Toms River | NJ | 08755 |
| 856-227-1191 | Irene | Chung | CM LEARNING, LLC | Turnersville | Plaza Shoppes | 110Greentree Road | Suites K, L And M | Turnersville | NJ | 08012 |
| 908-686-7453 | Razi | Ahmad | EFFECTIVE LEARNING, LLC | Union | | 1929 Morris Avenue | 1ST Floor Front | Union | NJ | 07083 |
| 973-746-4848 | Rekha | Patel | R. QUAD ENTERPRISES, INC. | Upper Montclair | | 590 Valley Road | | Upper Montclair | NJ | 07043 |
| 908-687-6284 | Christina | Ngan | MILLBURN LEARNING CENTER, INC. | Millburn | Millburn Mall | 2933 Vauxhall Road | | Vauxhall | NJ | 07088 |
| 856-346-4450 | Bryant | Chung | BRYANTC LEARNING LLC | Voorhees | Echo Shoppes | 200-300 White Horse Road | Unit #17 | Voorhees | NJ | 08043 |
| 609-378-0030 | Christina | Shu | | West Windsor | Princeton Arms Center | 2025 Old Trenton Road | | W. Windsor | NJ | 08550 |
| 732-974-5428 | Cecilia | Noblejas | GROWING MINDS, INC. | Spring Lake | | 2040 Highway 35 | | Wall | NJ | 07719 |
| 908-755-3394 | Renee | Hu | | Warren | | 31 K Mountain Boulevard | | Warren | NJ | 07059 |
| 973-694-9434 | Lisa | Spitzer | WAYNE VALLEY LEARNING CENTER, INC. | Wayne - South | | 580 Valley Road | | Wayne | NJ | 07470 |
| 201-777-1665 | Christina | Ngan | WEEHAWKEN LEARNING CENTER INC. | Weehawken | Tower Plaza | 4100 Park Ave. | Store No. 5 | Weehawken | NJ | 07086 |
| 973-325-7355 | Lawrence | Ngan | WEST ORANGE LEARNING CENTER, INC. | West Orange | | 651 Eagle Rock Avenue | | West Orange | NJ | 07052 |
| 732-896-7747 | Peng (Peter) | Liu | EAGLE AND DRAGON C.E. INC. | Woodbridge | | 771 St. Georges Avenue | | Woodbridge | NJ | 07095 |
| 201-425-9255 | Tae | Kim | MIDLAND PARK EDUCATION CENTER, INC. | Wyckoff | Ivy Plaza | 386 Franklin Avenue | Suite #102 | Wyckoff | NJ | 07481 |
| 505-250-0621 | Susan | Howell | ACADEMIC SUCCESS, INC. | Albuquerque | Mountain Run Shopping Center | 5850 Eubank Boulevard, Ne | Suite B-16 | Albuquerque | NM | 87111 |
| 505-994-4466 | Anne | Parham | MANEKI JINCHI, LLC | Rio Rancho | | 3751 Southern Boulevard Southeast | Suite D | Rio Rancho | NM | 87124 |
| 702-365-5866 | Scott | Nuha | SLNJ ENTERPRISES, INC. | Henderson - Anthem Hills Park | | 10890 South Eastern Avenue | Suite #113 | Henderson | NV | 89052 |
| 702-436-6284 | Sandip | Thanki | SHREE LLC | Henderson - Green Valley North | Athenian Shops At Town Center | 4350 East Sunset Road | Suite #107A | Henderson | NV | 89014 |
| 725-715-9100 | Sabrina | Patrick | EMPOWER 2 EXCELLENCE LLC | Henderson - Inspirada | | 3530 West Volunteer Blvd. | Suite 150A | Henderson | NV | 89044 |
| 702-361-9858 | Chun | Pang | V-CORE EDU, LLC | Henderson - Macdonald Highlands | | 35 South Gibson Road | Suite #5 | Henderson | NV | 89012 |
| 702-656-3100 | Lisa | Jia | SMART KIDS ACADEMY LLC | Las Vegas - Aliante | | 6475 North Decatur Blvd. | Suite 140 | Las Vegas | NV | 89131 |
| 702-850-3533 | Jamie Jihyun | Lee | CORNERSTONE MATH ACADEMY LLC | Las Vegas - Centennial Hills | | 6955 N. Durango Drive | Suite 1002 | Las Vegas | NV | 89149 |
| 725-527-3232 | Dean | Badoyen | LGDK 1120, INC. | Las Vegas - Mountains Edge | | 7935 Blue Diamond Road | Suite 103 | Las Vegas | NV | 89178 |
| 702-489-5867 | Allison | Mori | ADVANTAGE WEST INC. | Las Vegas - Peccole Ranch | | 8550 West Charleston Boulevard | Suite 112 | Las Vegas | NV | 89117 |
| 702-586-8472 | Allyson | Badoyen | TJBR 715, INC. | Las Vegas - Rhodes Ranch | Rhodes Ranch Town Center | 7345 South Durango Drive | Suite #114 | Las Vegas | NV | 89113 |
| 702-570-4242 | Michael | Morrison | JBM MRM MORRISON, LLC | Las Vegas - Silverado Ranch | | 467 East Silverado Ranch Boulevard | Suite #145 | Las Vegas | NV | 89183 |
| 702-720-1028 | David | Campos | ON TRACK, INTERNATIONAL LLC | Las Vegas - Southern Highlands Parkway | | 11350 Southern Highlands Parkway | Suite #140 | Las Vegas | NV | 89141 |
| 702-871-4828 | Jamie Jihyun | Lee | CHALLENGER MATH ACADEMY, LLC | Spring Valley - East | | 8665 W. Flamingo Road | Suite #120 | Las Vegas | NV | 89147 |
| 702-240-4907 | Gulnar | Surani | MATH & READING CENTERS, INC. | Summerlin | Summit Centre @ Trails | 9691 Trailwood Drive | Suite #107 | Las Vegas | NV | 89134 |
| 702-518-3103 | Charina | Alug | KLH LEARNING CORPORATION | Summerlin - Desert Shores | | 8300 W. Cheyenne Avenue | Suite 104 | Las Vegas | NV | 89129 |
| 775-954-0900 | Kay | Ko | SCHOLAPITUDE, LLC | Reno - Mayberry Landing | | 3890 Mayberry Drive | | Reno | NV | 89519 |
| 775-954-0909 | Sonal | Patel | ANJY, LLC | Reno - South | Damonte Ranch Town Center | 1111 Steamboat Parkway | Suite# 400 | Reno | NV | 89521 |
| 775-499-9997 | Michael | Spaulding | KIDS FIRST OF NEVADA, LLC | Sparks - Shadow Mountain | | 4840 Vista Boulevard | Suite 104 | Sparks | NV | 89436 |
| 516-625-8666 | Harsha | Sharma | SHARMETH ACHIEVEMENT FOR SUCCESS LLC | Albertson | | 1174 Willis Avenue | | Albertson | NY | 11507 |
| 716-810-1020 | Daniel | Jung | KOA CORP. | East Amherst | | 1616 Hopkins Road | | Amherst | NY | 14221 |
| 718-606-0358 | Tiya | Chang | EXCELSIOR THINKING, LLC | Astoria | | 23-17 Broadway | #1A | Astoria | NY | 11106 |
| 718-545-6100 | Jigisha | Shah | GLOBAL THINKERS, LLC | Woodside - North | | 43-07 Broadway | | Astoria | NY | 11103 |
| 718-225-4743 | Ivan | Persaud | | Bayside | | 220-46 Northern Blvd. | | Bayside | NY | 11361 |
| 845-765-2222 | Lydia | Chan | YUSHU CENTER INC | Beacon | | 296 Main Street | | Beacon | NY | 12508 |
| 718-739-3040 | Viktoriya | Urusova | | Briarwood | | 83-46 Parsons Boulevard | | Briarwood | NY | 11432 |
| 929-388-1005 | Juma | Forazi | JUMAF LLC | Bedford Park | | 239 East 204Th Street | | Bronx | NY | 10458 |
| 718-571-9114 | Claire Hye | Kim | SMARTERKIDS CONSULTING LLC | Bronx - North Riverdale | | 5908B Riverdale Avenue | | Bronx | NY | 10471 |
| 929-480-7444 | Aksana | Samoylov | | Bath Beach | | 8659 18Th Avenue | | Brooklyn | NY | 11214 |
| 718-759-1840 | Dennis | Cerutti | DENCO ENTERPRISES, LLC | Bay Ridge | | 8508 Fourth Ave. | | Brooklyn | NY | 11209 |
| 718-791-3370 | Arkadiy | Samoylov | | Brighton Beach | | 102 West End Ave | | Brooklyn | NY | 11235 |
| 718-576-6588 | James | He | ELITEKIDS, LLC | Brooklyn - Chinatown | | 5908 Fort Hamilton Parkway | 1St Floor | Brooklyn | NY | 11219 |
| 347-966-8188 | Charlie | Leung | BLUE GULF LEARNING, LLC | Brooklyn - Dyker Heights | | 7404 13Th Avenue | | Brooklyn | NY | 11228 |
| 718-797-1944 | Natania | Blumenkehl | DUMBO CENTER, LLC | Carroll Gardens | | 337 Smith Street | | Brooklyn | NY | 11231 |
| 347-687-2333 | Ilya | Burshteyn | KMRGW, LLC | Gravesend - West | | 1797 W 6Th St | | Brooklyn | NY | 11223 |
| 347-955-3300 | James | Ng | ADVANCED LEAP, INC. | Kensington | | 420 Church Avenue | | Brooklyn | NY | 11218 |
| 347-275-2009 | Beata | Unke | LEARNING SMART LLC | Marine Park | | 5116 Avenue N | | Brooklyn | NY | 11234 |
| 718-490-5781 | Liliya | Tsareva | NY ACHIEVER, LLC | Midwood | | 2481 Nostrand Avenue | | Brooklyn | NY | 11210 |
| 347-384-8084 | Yuliy | Unke | STAR STUDENT, INC | Park Slope | | 575 5Th Avenue | | Brooklyn | NY | 11215 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------|----------------------|----------------------------------|---------------------------------|--------------------------------------|-----------------------------|-------------------|------------------|--------------|-----------------|
| 347-492-5002 | Vadim | Unke | ADVANCED KID, INC. | Sheepshead Bay | | 2413 Avenue U | | Brooklyn | NY | 11229 |
| 716-740-8860 | Seungik | Park | SKYEDU, LLC | Orchard Park | | 4211 North Buffalo Street | #14 | Buffalo | NY | 14127 |
| 516-464-6770 | Robert | Valenti | SKYLINE SUNRISE CORP. | Carle Place | | 283A Voice Road | | Carle Place | NY | 11514 |
| 518-371-4715 | Shri | Lachhander | BENAB-63 LLC | Clifton Park | Plaza 8 | 1536 Crescent Road | B-5 | Clifton Park | NY | 12065 |
| 631-462-3300 | Andrew | Kim | KIM KORP LLC | Commack | | 285 Commack Rd. | | Commack | NY | 11725 |
| 631-904-0990 | Jaspret | Kaur | OM AIM OM,LLC | Deer Park | | 1550 Deer Park Avenue | Suite 4 | Deer Park | NY | 11729 |
| 518-414-5800 | Ian | Lachhander | HIBISCUS-ABC,LLC | Delmar | Delaware Shopping Center | 180 Delaware Avenue | Unit No 29 | Delmar | NY | 2054 |
| 914-231-7040 | Jennifer | Polintan | JEHP, LLC | Dobbs Ferry | | 123 Main Street | | Dobbs Ferry | NY | 10522 |
| 516-794-2870 | Benjamin | Lee | EMKNY INC | East Meadow | | 2072 Front Street | | East Meadow | NY | 11554 |
| 631-487-1005 | Jean Hee | Ahn | | Stony Brook | | 232 North Belle Meade Road | | East Setauket | NY | 11733 |
| 914-661-6372 | Mathew | Eapen | | Eastchester | | 15 John R. Albanese Place | | Eastchester | NY | 10709 |
| 929-396-1800 | Lily | Wang | | Elmhurst | | 90-22 Corona Ave. | | Elmhurst | NY | 11373 |
| 718-565-2818 | Tiya | Chang | EXCELSIOR THINKING, LLC | Jackson Heights | | 41-34 75Th Street | 1St Floor | Elmhurst | NY | 11373 |
| 585-223-7564 | Woogie | Son | TWO SONS ENTERPRISES LLC | Fairport | | 6720 Pittsford-Palmyra Road | | Fairport | NY | 14450 |
| 347-556-2662 | Christine | Yeoun | CYEOUN CORP | Floral Park | | 267-06 A Hillside Avenue | | Floral Park | NY | 11004 |
| 347-931-7300 | Sarita | Aggarwal | SMART STUDY, INC. | Flushing - South | | 150-78 70Th Road | Unit Gr-1 | Flushing | NY | 11367 |
| 718-358-7139 | Jeung | Kim | IM LEARNING, INC. | Flushing - West | | 42-52 Union Street | Space # L16 | Flushing | NY | 11355 |
| 718-268-7888 | Ava | Gee-Tseng | BRAINY JACK, LLC | Forest Hills | | 96-05 69Th Avenue | | Forest Hills | NY | 11375 |
| 718-793-6888 | Doris | Li | ILLUMINATING MINDS, LLC | Kew Gardens | | 114-67 Queens Boulevard | | Forest Hills | NY | 11375 |
| 516-725-5990 | Amelia | Wicaksono | PIVOTAL STEP INC | Franklin Square | | 958 Hempstead Turnpike | | Franklin Square | NY | 11010 |
| 718-380-0082 | Jung Sook | Koo | | Fresh Meadows | | 179-16 Union Turnpike | | Fresh Meadows | NY | 11365 |
| 516-834-2600 | Brian | Ahn | BRIAHN, LLC | Great Neck | | 3B Bond Street | | Great Neck | NY | 11021 |
| 631-606-3100 | Kawai | Chan | LONG ISLAND MATH & READING, LLC | Greenlawn | | 777 Pulaski Road | | Greenlawn | NY | 11740 |
| 914-328-6284 | Vivian | Ko | BRILLIANT BEES, LLC | Hartsdale | | 96 North Central Ave. | | Hartsdale | NY | 10530 |
| 516-833-8533 | Vijaya | Vemuri | Elleritas Inc. | Hicksville | | 495 South Broadway | Store Suite #10 | Hicksville | NY | 11801 |
| 631-904-0909 | Rosemarie | Goldman | SARICA GOLDMAN ENTERPRISE, INC. | Huntington - North | | 85 East Main Street | | Huntington | NY | 11743 |
| 518-313-4090 | Juliana | Thambo | BETTERLEARNERS, INC. | Latham | | 515 Troy Schenectady Road | | Latham | NY | 12110 |
| 516-520-1500 | Kanchila | Chadha | SAC DESIGNS, INC. | Levittown | | 3060 L Hempstead Turnpike | | Levittown | NY | 11756 |
| 315-715-6005 | Gurinder | Bhatti | RAGA LEARNING CENTER, INC. | Liverpool | | 4979 West Taft Road | | Liverpool | NY | 13088 |
| 718-392-2075 | Kayo | Kita | 4 MONSTERS, LLC | Long Island City | | 12-17 Jackson Avenue | 1St Floor | Long Island City | NY | 11101 |
| 914-873-8338 | Kumiko | Osada | THRIVE ENHANCEMENT LLC | Mamaroneck | | 1214 East Boston Post Road | | Mamaroneck | NY | 10543 |
| 315-928-3700 | Husna | Lapidus | H. LAPIDUS ENTERPRISES, LLC | Manlius | | 216 Fayette St. | | Manlius | NY | 13104 |
| 631-689-9409 | Nishi | Kapoor | PADHAI LIKHAJ & HISAB, INC. | Melville | | 900 Walt Whitman Road | Suite 106 | Melville | NY | 11747 |
| 516-206-4200 | Steven | Dershowitz | THIRD ACT VENTURES, INC. | Merrick | | 711 Merrick Avenue | | Merrick | NY | 11566 |
| 516-478-8313 | Jared | Miranda | JPMIRA, INC. | Mineola | | 131 Jericho Turnpike | Suite A | Mineola | NY | 11501 |
| 845-783-8621 | Shirley | Dong | MDD&S LLC | Monroe | | 109 Stage Road | | Monroe | NY | 10950 |
| 914-864-0577 | David | Merwin | LITTLE TIGERS, LLC | Mt. Kisco | | 337 Main Street | | Mt. Kisco | NY | 10549 |
| 845-371-1033 | Latha | Pattisapu | NOETIC EDUCATIONAL SERVICES, LLC | Nanuet | | 209B Ny-59 | | Nanuet | NY | 10954 |
| 845-638-1014 | Jayanthi | Raghunath | POTENTIAL UNLIMITED LLC | New City | | 170 South Main Street | | New City | NY | 10956 |
| 914-380-8600 | Regine | Delva | PMKENIA, LLC | New Rochelle | New Rochelle United Methodist Church | 1200 North Avenue | | New Rochelle | NY | 10804 |
| 212-786-4295 | Abigail | Chow | 5L2F CHILDREN, LLC | Battery Park City | | 385 South End Avenue | | New York | NY | 10280 |
| 212-242-6528 | Carol | Ju | EGGHEAD THINK, LLC | Chelsea | | 133 West 22Nd Street | Ground Floor | New York | NY | 10011 |
| 212-625-1883 | Zhixia | Li | ZZELLEN, LLC | Chinatown | | 119 Bowery | Fourth Floor | New York | NY | 10002 |
| 212-683-1232 | Alexander | Perلمان | MARCIA STAR, LLC | Gramercy Park | | 386 Second Avenue | | New York | NY | 10010 |
| 929-588-2900 | Jacy | Chen | JC LEARNING CENTER, LLC | Greenwich Village - E 8Th St | | 69 East 8Th Street | | New York | NY | 10003 |
| 212-702-8769 | Aimi | Takao Sabio Simonini | SIMONINI SUCCESS LLC | Midtown East I | | 900 First Avenue | Store 3 | New York | NY | 10022 |
| 347-882-3914 | Masumi | Takao | SEIKA ONE, LLC | Midtown East II | | 900 First Avenue | Store 3 | New York | NY | 10022 |
| 212-399-4124 | Zubreen | Butt | EJAZ ENLIGHT EXCEL, LLC | Midtown West | | 555 10Th Avenue | | New York | NY | 10018 |
| 917-382-2225 | Neetu | Parikh | KRISHNA LAXMI SERVICES, LLC | Yorkville | | 1688-1690 York Ave. | Ground Floor | New York | NY | 10128 |
| 914-923-0900 | Michael | Pak | SUN WOOD ADVISORS, LLC | Ossining | | 2 Todd Place | 2Nd Floor | Ossining | NY | 10562 |
| 516-433-3434 | Anu | Dhir | SHIVANIKAN, INC. | Plainview | | 1163 Old Country Road | Store #9 | Plainview | NY | 11803 |
| 914-881-1399 | Bina | Srinivasan | DEERAG, LLC | Port Chester | | 32 South Main Street | | Port Chester | NY | 10573 |
| 516-767-0560 | Eunha | Shin | PIWE, INC. | Port Washington | | 925 Port Washington Blvd. | | Port Washington | NY | 11050 |
| 347-774-3200 | Kexin | Jiang | REGO PARK PREP, LLC | Rego Park | | 9738 64Th Ave | | Rego Park | NY | 11374 |
| 718-843-2350 | Priyanka | Suri | AP ACADEMIC ACHIEVEMENTS LLC | South Richmond Hill | | 127-06 Liberty Avenue | Second Floor | Richmond Hill | NY | 11419 |
| 585-385-2680 | Kevin | Son | SONRISE ENTERPRISES, LLC | Pittsford | | 2815 Monroe Avenue | | Rochester | NY | 14618 |
| 516-953-4100 | Xiao Jing | Feng | FENGSHUI LEARNING CORP. | Roslyn | | 1077 Northern Blvd. | | Roslyn | NY | 11576 |
| 914-980-7916 | Kosaku | Nakamura | KJX, LLC | Scarsdale - East | Scarsdale Corners Shopping Center | 1475 Weaver Street | | Scarsdale | NY | 10583 |
| 631-599-4150 | Julie | Tsai | | Shirley - Mastic | | 2 Coraci Blvd | Ste. 5 | Shirley | NY | 11967 |
| 631-656-0799 | Leanne | Wu | L.W. BLOOMING KIDS, LLC | Smithtown | | 60 Terry Road | Store E | Smithtown | NY | 11787 |
| 914-218-4888 | Jim | Kim | G BY 5, LLC | Somers | Towne Centre At Somers | 325 Route 100 | Suite #B202 | Somers | NY | 10589 |
| 718-657-5864 | T'Neille | Glenn | | St. Albans | | 180-29 Linden Blvd. | | St. Albans | NY | 11434 |
| 347-990-1144 | Mohammad | Mansoor | Mansoor Brothers Inc. | Staten Island - Great Kills | | 3925 Amboy Road | | Staten Island | NY | 10308 |
| 718-494-1781 | Young Ran | Kim | | Staten Island - New Springville | | 2555 Richmond Avenue | | Staten Island | NY | 10314 |
| 718-737-7770 | Li | Chen-Zhuo | DKEC, INC. | Staten Island - Silver Lake | | 1364 Clove Road | 1St Floor | Staten Island | NY | 10301 |
| 718-392-0365 | Jennifer | Cho | PAENDEO, INC. | Sunnyside | | 39-21 Greenpoint Ave. | | Sunnyside | NY | 11104 |
| 516-364-1050 | Moon | Pak | | Syosset | | 125 Jackson Avenue | | Syosset | NY | 11791 |
| 845-580-5588 | Harjit | Kaur | LEVEL UP STUDY, LLC | Tappan | | 111 Route 303 | Suite #107 | Tappan | NY | 10983 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------|-------------|---|--------------------------|-----------------------------------|---|-------------------|---------------------|--------------|-----------------|
| 914-829-5288 | Saurbhi | Sood | HUDSON EDGE LLC | Tarrytown | | 61 North Broadway | Store #7 | Tarrytown | NY | 10591 |
| 516-872-5772 | Najmee | Chowdhury | | Valley Stream | | 178 West Merrick Road | | Valley Stream | NY | 11580 |
| 845-463-2790 | Yunhee | Yoon | WAPPINGERS FALLS MATH AND READING , LLC | Wappingers Falls | Hudson Valley Regional Airport | 263 New Hackensack Road | | Wappingers Falls | NY | 12590 |
| 631-487-1005 | Jean Hee | Ahn | | West Islip | | 796 Udall Road | | West Islip | NY | 11795 |
| 914-461-9191 | Christine | Ponton | CHRISTINE ANNE, LLC | White Plains - North | | 600 North Broadway | | White Plains | NY | 10603 |
| 929-483-4300 | Tsaiwei | Chang | COOL KIDS THINKING, LLC | Whitestone | | 12-48 Clintonville Street | Unit B 2Nd Fl. | Whitestone | NY | 11357 |
| 929-300-0225 | Dennis | Cerutti | Denco Worksheets, LLC | Williamsburg | | 272 Grand Street | | Williamsburg | NY | 11211 |
| 716-616-0500 | Yinchu | Chen | CHUMON CENTER LLC | Clarence | | 4275 Transit Road | | Williamsville | NY | 14221 |
| 914-237-4977 | Julie | Tsai | | Yonkers - Southeast | | 819 Yonkers Avenue | | Yonkers | NY | 10704 |
| 914-432-3202 | Jim | Kim | G BY 5, LLC | Yorktown Heights | | 2025 Crompond Road | | Yorktown Heights | NY | 10598 |
| 513-216-0865 | Neha | Tripathi | COMPREHENSIVE LEARNING ACADEMY, LLC | Blue Ash | | 9691 Kenwood Road | | Blue Ash | OH | 45242 |
| 440-457-1111 | Suchi | Lakhanpal | GURUKUL, LLC | Broadview Heights | | 403 East Royalton Road | Suite 123 | Broadview Heights | OH | 44147 |
| 513-474-3400 | Renu | Varma | RAM GOPAL, INC. | Anderson | Crossings Of Anderson | 8315 Beechmont Avenue | Suite #28 | Cincinnati | OH | 45255 |
| 614-305-1070 | Priya | Patel | PRAMAN, LLC | Grove City | | 2436 Stringtown Road | | Columbus | OH | 43123 |
| 614-895-8666 | Roseline | Selvaraj | R ENTERPRISE | Westerville - North | | 8740 Orion Pl | #230 | Columbus | OH | 43240 |
| 937-885-6284 | Susan | Holtz | Centerville Learning Centerr, LLC | Centerville - North | | 5771 Far Hills Ave. | | Dayton | OH | 45429 |
| 937-321-8083 | Jing | Zhao | LEARNING CENTER OF HUBER HEIGHTS, LLC | Huber Heights | | 4654 Brandt Pike | | Dayton | OH | 45424 |
| 614-356-3699 | Srividhyah | Swaminathan | RAAJAGANAPATHY, LLC | Dublin - Avery | | 8860 Perimeter Drive | Suite C | Dublin | OH | 43016 |
| 614-792-6530 | Ajita | Gupte | Always Open Learning, LLC | Dublin - East | Cranston Center | 5857 Sawmill Road | | Dublin | OH | 43017 |
| 614-977-0400 | Purvi | Patel | A-1 LEARNING, LLC | Hilliard | | 4500 Cemetery Road | | Hilliard | OH | 43026 |
| 234-284-2034 | Xiaowei | Teng | HUDSON LEARNING CENTER, LLC | Hudson - Darrow Road | | 5843 Darrow Road | Suite # 1 | Hudson | OH | 44236 |
| 937-426-4079 | Rose | Cheng | | Kettering | Kettering Towne Center | 3059 Woodman Drive | | Kettering | OH | 45420 |
| 614-883-6271 | Rajashree | Khedekar | SAI LEARNING CENTER, LLC | Lewis Center | Green Meadows Commerce Center | 648 Bear Run | | Lewis Center | OH | 43035 |
| 513-443-5885 | Sonam | Khandelwal | SAVARA LLC | Liberty Township - North | | 5434 Liberty Square Drive | | Liberty Township | OH | 45011 |
| 513-239-3000 | Tara | Chiapelli | LEARNING TREE OF OHIO, LLC | Loveland - Central | Shoppers Haven Shopping Center | 531 Loveland - Madeira Road | | Loveland | OH | 45140 |
| 440-449-0600 | John | Gambatese | NORTHEST OHIO LEARNING CENTER, LLC | Lyndhurst | | 5459 Mayfield Road | | Lyndhurst | OH | 44124 |
| 513-828-0101 | Lulit | Asfaw | Kenna LLC | Mason - East | | 5222 Kings Mills Road | | Mason | OH | 45040 |
| 513-393-8800 | Sonam | Khandelwal | Savara, LLC | Mason - West | | 6209 Snider Road | Suite C | Mason | OH | 45040 |
| 330-952-0511 | Mukta | Goyal | STRUCTURED LEARNING, LLC | Medina | | 5155 Buehlers Drive | Suite A-108 | Medina | OH | 44256 |
| 614-855-5880 | Aruna | Peri | Dynamic Path for Math and Reading, LLC | New Albany | Kroger Complex | 5187 Hampstead Village Center Way | Suite #14 | New Albany | OH | 43054 |
| 330-492-4516 | John | Kleptach | JSK LEARNING, LLC | North Canton | | 1214 South Main Street | | North Canton | OH | 44720 |
| 419-874-8029 | Christine | Cady | Applied Learning LLC | Perrysburg | | 580 Craig Drive | | Perrysburg | OH | 43551 |
| 614-977-0200 | Jackson | Richards | PICKERINGTON MATH AND READING CENTER LLC | Pickerington | | 1694 Hill Road N. | | Pickerington | OH | 43147 |
| 614-505-9101 | Neil | Jindal | JINDAL LEARNING CENTER, LLC | Powell | | 8882 Moreland Street | | Powell | OH | 43065 |
| 614-892-5444 | Surya | Thapa | New Horizon Learning Center | Reynoldsburg | Broad Street Plaza East | 8112 East Broad St | | Reynoldsburg | OH | 43068 |
| 440-914-0171 | Krista | Byrne | KJB Educational Group, LLC | Solon | | 33431 Aurora Road | | Solon | OH | 44139 |
| 937-748-4296 | Laurel | Peiffer | Springboro Center for Math & reading, LLC | Springboro | | 74 North Main Street | | Springboro | OH | 45066 |
| 513-999-5100 | Jereena | Ameen | J.A. LEARNING CENTER, LLC | Springdale | | 11556 Springfield Pike | | Springdale | OH | 45246 |
| 440-878-4900 | Ruchi | Maheshwari | Gurushiksha LLC | Stromsville | | 20884 Royalton Road | Unit C | Stromsville | OH | 44149 |
| 419-930-8151 | Maryam | Azadi | MATH & READING CENTER OF SYLVANIA, LLC | Sylvania | | 4024 North Holland Sylvania Road | Unit #7 | Toledo | OH | 43623 |
| 614-538-0483 | Sadhna | Jindal | ACADEMIC SUCCESS PROGRAM LLC | Upper Arlington - North | Kenny Centre | 1214 Kenny Center Road | | Upper Arlington | OH | 43220 |
| 937-813-7313 | Kunthavi | Natarajan | LEARNING CENTER OF WASHINGTON TOWNSHIP, LLC | Washington Township | Washington Park Plaza | 681 Lyons Road | | Washington Township | OH | 45459 |
| 513-777-0888 | Lisa | Williamson | SEED WISE, LLC | West Chester | Highlands Market Square | 8202 Highland Pointe Drive West | | West Chester | OH | 45069 |
| 918-251-5384 | Varsha | Desai | EDUCATIONAL INSTITUTE OF TULSA, INC. | Broken Arrow - North | Oakwood Plaza | 2017 West Houston | | Broken Arrow | OK | 74012 |
| 405-715-1111 | Anslea | Steele | EDUCATION ESSENTIALS, LLC | Edmond - North | Village Center Plaza II | 775 West Covell Road | Suite #150 | Edmond | OK | 73003 |
| 405-216-9800 | Sonya | Patel | CHILDLIKE FAITH LLC | Edmond - West | | 245 S. Santa Fe Avenue | | Edmond | OK | 73003 |
| 405-364-1600 | Maurice | Maruri | CONFIDENCE FOR LIFE, LLC | Norman | | 1320 North Interstate Drive | | Norman | OK | 73072 |
| 405-752-2000 | Jessica | Heinen | KLC Oklahoma City, LLC | Oklahoma City - North | | 9300 North May Avenue | Suite #200 | Oklahoma City | OK | 73120 |
| 405-691-8900 | Manju | Khanna | THE LEARNING TREE ACADEMY LLC | Oklahoma City - South | | 10700 S. Pennsylvania | Ste. #25 | Oklahoma City | OK | 73170 |
| 918-401-4640 | Hemani | Bhagat | HB TUTORING, LLC | Owasso | Renaissance Shopping Center | 13720 E. 86Th Street | Suite 150 | Owasso | OK | 74055 |
| 918-523-6284 | William | Hofmeister | JLH RESOURCES, INC. | Tulsa - South | | 9168 S. Yale Avenue | Suite 120 | Tulsa | OK | 74137 |
| 918-254-5437 | Rola | Jamaleddine | A22 LEARNING ACADEMY LLC | Tulsa - South Central | Manchester Square Shopping Center | 8228 E 61St St | Suite #117 | Tulsa | OK | 74133 |
| 503-336-3709 | Katherine | Jones | KSUP EDUCATION, LLC | Aloha | | 16755 Southwest Baseline Road | Suite #105 | Beaverton | OR | 97006 |
| 503-639-7219 | Heath | Bailey | THE LEGACY LEARNING CENTER, INC. | Beaverton - South | | 12325 Southwest Horizon Boulevard | Suite #221 | Beaverton | OR | 97007 |
| 541-6782291 | Joann | Park | PARK LEARNING CENTER LLC | Bend | | 155 Southwest Century Drive | Suite #103 | Bend | OR | 97702 |
| 503-698-6284 | Joshua | Kim | J.J.KIM LLC | Happy Valley | Sunnyside Village Square | 14614 Southeast Sunnyside Road | | Happy Valley | OR | 97015 |
| 503-615-8666 | Kalla | Anand | 4KMAP INC. | Hillsboro | | 682 Ne Campus Way | | Hillsboro | OR | 97124 |
| 503-635-2647 | Debra | Siegel | MATH & READING OF LAKE GROVE, LLC. | Lake Grove | | 16083 Boones Ferry Road | | Lake Oswego | OR | 97035 |
| 503-974-8181 | Olivia | Ellis Jones | OSJR EDUCATION LLC | Lake Oswego | Lake Place Center | 333 South State Street | Bldg B, Suite C | Lake Oswego | OR | 97034 |
| 503-924-2686 | Taek Soo | Koh | | Bethany Village | Bethany Village | 15160 Northwest Laidlaw Road | | Portland | OR | 97229 |
| 503-446-9091 | Kalla | Anand | 4 KMAP, INC. | Cedar Mill | | 13559 Nw Cornell Road | | Portland | OR | 97229 |
| 503-336-1874 | Noriko | Vitkevich | LEARNING DYNAMIC, LLC | Portland - Raleigh Hills | Scholls Crossing Center, Bldg 1 | 4810 Sw Scholls Ferry Road | | Portland | OR | 97225 |
| 503-820-0220 | Toai | Nguyen | MATH & READING OF PORTLAND - SOUTHEAST, LLC | Portland - Southeast | | 2850 Se 82Nd Avenue | Suite 28 & 29 | Portland | OR | 97266 |
| 503-685-9389 | Sumathy | Thandri | THANDRI EDUCATION SERVICES LLC | Wilsonville | Town Center Mercantile | 29970-B Southwest Town Center Loop West | | Wilsonville | OR | 97070 |
| 215-639-6993 | Keerti | Bolampally | ABHYAS, INC. | Bensalem | | 2619 Street Road | | Bensalem | PA | 19020 |
| 484-402-4277 | Meenu | Gupta | STUDENT ACADEMIC CENTER, LLC | Broomall | Lawrence Park Shopping Center | 1991 N. Sproul Road | Store # 17 | Broomall | PA | 19008 |
| 610-228-4699 | Yooni | Lee | YOONIS EDUCATIONAL CENTER, LLC | Bryn Mawr | | 968 County Line Road | | Bryn Mawr | PA | 19010 |
| 570-800-2800 | Rati | Kanani | BRIGHT KIDS LLC | Clarks Summit | | 860 Northern Blvd | Unit #3 | Clarks Summit | PA | 18411 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|--------------|-----------------|--|---------------------------------|-----------------------------------|---------------------------------|-------------------|--------------------|--------------|-----------------|
| 610-831-5183 | Parvathy | Ramachandran | MPHASIS INC. | Collegeville | | 3801 Germantown Pike | Suite 105 | Collegeville | PA | 19426 |
| 724-900-2623 | Poonam | Sawhney | CRANBERRY TOWNSHIP LEARNING CENTER LLC | Cranberry Township | Piazza Plaza | 20550 Route 19 | Unit # 14 | Cranberry Township | PA | 16066 |
| 610-427-5959 | Heema | Shah | ODYSSEY LEARNIG INCORPORATED | Downingtown | Mill Town Square | 150 East Pennsylvania Avenue | Suite # 420 | Downingtown | PA | 19335 |
| 610-275-0862 | Parvathy | Ramachandran | MPHASSIS, INC. | Norristown | | 140 West Germantown Pike | | East Norriton | PA | 19401 |
| 484-373-4511 | Ashima | Garg | | Easton | Sullivan Trail Shopping Center | 1700 Sullivan Trail | | Easton | PA | 18040 |
| 267-636-9898 | Lien | Vu | ADVANCED STUDY, LLC | Elkins Park | | 160 Yorktown Plaza | | Elkins Park | PA | 19027 |
| 267-404-3339 | Meenu | Gupta | STUDENT ACADEMIC CENTER, LLC | Exton | | 35 Marchwood Rd | | Exton | PA | 19341 |
| 215-932-4105 | Vaishali | Patel | SHIVA TALENT SOLUTIONS, LLC | Glen Mills | Crossroads Shopping Center | 1102 Baltimore Pike | Suite #119 | Glen Mills | PA | 19342 |
| 267-416-3737 | Arundhati | Joshi | SIERRA COMPANY, LLC | Harleysville | | 676 Main Street | | Harleysville | PA | 19438 |
| 717-540-0100 | Laura | Price | L.D. PRICE, INC. | Harrisburg - Paxtonia | Paxton Square Shopping Center | 6011 Allentown Boulevard | Suite E-126 | Harrisburg | PA | 17112 |
| 215-657-5878 | Lien | Vu | ADVANCED STUDY, LLC | Hatboro | | 806 South York Road | | Hatboro | PA | 19040 |
| 610-616-3897 | Mayuri | Prakash | GENIUS MINDS, LLC | Havertown | Manoa Shopping Center | 1305 West Chester Pike | Store No. 41 | Havertown | PA | 19083 |
| 610-444-8784 | Neeru | Ahuja | GANDHI, LLC | Kennett Square | | 826 East Baltimore Road | Space 1C | Kennett Square | PA | 19348 |
| 610-265-3377 | Rashmi | Mittal | MITTAL LEARNING CENTER, LLC | King Of Prussia | | 140 Allendale Road | | King Of Prussia | PA | 19406 |
| 215-527-6415 | Rama | Subbarao | BETTER LEARNERS CORPORATION | Lansdale | | 1601 N. Broad Street | Suite #100 | Lansdale | PA | 19446 |
| 215-946-8662 | Kalavathi | Kabadi | KS FUTURE, INC | Levittown | | 1154 Bristol Oxford Valley Road | | Levittown | PA | 19057 |
| 570-523-0033 | Hong | Liu | | Lewisburg | | 534 North Derr Drive | Suite #2 | Lewisburg | PA | 17837 |
| 484-933-4830 | Rakhi | Sharma | LEARN 2 ACHIEVE, LLC | Royersford | Shops At 10Th Avenue | 329 10Th Avenue | Suite #135 | Limerick | PA | 19468 |
| 717-560-3866 | Laura | Price | D.L. PRICE, INC. | Lancaster | | 1185 Erbs Quarry Road | Suite #6 | Littiz | PA | 17543 |
| 215-280-9080 | Laila | Siadat | | Spring House | | 805 North Bethlehem Pike | | Lower Gwynedd | PA | 19002 |
| 717-610-2050 | Mehak | Purohit | SHRI SARASWATI CORPORATION | Mechanicsburg | | 6499 Carlisle Pike | | Mechanicsburg | PA | 17050 |
| 412-372-1021 | Anita | Hattangady | THINKING MINDS LEARNING CENTER, INC. | Monroeville | Mosside Village Shopping | 2644 Mosside Boulevard | Suite #114 | Monroeville | PA | 15146 |
| 610-668-2990 | Deana | Namvou | BRIGHT FUTURES DSN, LLC | Bala Cynwyd | | 707 Montgomery Avenue | | Narberth | PA | 19072 |
| 215-348-3667 | Catherine | Kruse | | Doylestown | Town Center Mall #26Unit | 466 Town Center Mall | | New Britain | PA | 18901 |
| 267-585-6500 | Kavita | Mehta | SSKG, LLC | Newtown | | 2116 South Eagle Road | | Newtown | PA | 18940 |
| 610-644-3588 | Juli | Hsin | LIGHTHOUSE LEARNING, INC. | Paoli | | 1776 East Lancaster Avenue | | Paoli | PA | 19301 |
| 215-564-6284 | Sessi | Houessou - Adin | Love Education LLC | Philadelphia - Center City West | | 238 N 22Nd St | First Floor | Philadelphia | PA | 19103 |
| 215-710-1881 | Jessica | Golson | GOLSON EDUCATIONAL ENTERPRISES, LLC | Philadelphia - Chestnut Hill | | 7630 Germantown Avenue | 2Nd Floor | Philadelphia | PA | 19118 |
| 215-613-1002 | Jenkins | Jenkins | TMJ LEARNING CENTER | Philadelphia - Grant Avenue | | 2550 Grant Avenue | Suite 310 | Philadelphia | PA | 19114 |
| 412-781-0850 | Neelam | Mitra | NEELAM B. MITRA, LLC | Fox Chapel | Shaler Plaza | 880 Butler Street | Space #3 | Pittsburgh | PA | 15223 |
| 412-748-0407 | Poonam | Sawhney | CRANBERRY TOWNSHIP LEARNING CENTER, INC. | Pittsburgh - North Hills | Pines Plaza Shopping Center | 1130 Perry Highway | | Pittsburgh | PA | 15237 |
| 412-790-6100 | Shantha | Bharthi | Advance and Excel Academy LLC | Robinson Township | Robinson Town Centre | 1940 Park Manor Blvd. | Suite 512 | Pittsburgh | PA | 15205 |
| 412-608-4171 | Rina | Delsignore | RINA DELSIGNORE, LLC | Scott Township | Scott Towne Center | 2101 Greentree Road | Suite A-107.5 | Pittsburgh | PA | 15220 |
| 267-826-4001 | Shruti | Palival | MEDHAVI, LLC | Southampton | | 447 Second Street Pike | | Upper Southampton | PA | 18966 |
| 215-491-9300 | Yunn | Kang | LITTLE GENIUS, INC. | Warrington | | 1432 Easton Road | Suite #1E | Warrington | PA | 18976 |
| 610-263-2800 | Yeera | Jain | PURPLELEAF CAPITAL, LLC | Wayne | | 512 W. Lancaster Ave. | Suite B | Wayne | PA | 19087 |
| 724-591-8448 | Rina | Delsignore | Rina Delsignore LLC | Wexford | | 100 Vip Drive | Suite# 107 | Wexford | PA | 15090 |
| 610-927-5338 | Emilia | Tallarico | SAHAY & TALLARICO, LLC | Reading - Wyomissing | Park Plaza | 840 Park Road | | Wyomissing | PA | 19610 |
| 717-848-8300 | Angela | Schmiesing | AMS LEARNING SOLUTIONS, LLC | York - Southeast | Queensgate Towne Center | 2091 Springwood Road | | York | PA | 17403 |
| 401-323-7875 | Robert | Rockwell | READADD, INC. | Barrington | | 24 Bosworth Street | Suite 3 | Barrington | RI | 02806 |
| 803-873-9292 | Dawn | Azarigian | NE LEARNING SUCCESS, LLC | Columbia - Spring Valley | | 111 Sparkleberry Crossings Road | Suite #4 | Columbia | SC | 29229 |
| 843-919-0919 | Bonneva | Ezekiel | FLORENCE MATH & READING CENTER, LLC | Florence | | 2511 South Cashua Drive | | Florence | SC | 29501 |
| 803-455-6005 | Sivapriya | Rajeshwer | SAMRAJ ACADEMY, LLC | Fort Mill - Avery Plaza | | 1344 S.C. Highway 160 East | Suite 106 | Fort Mill | SC | 29715 |
| 803-801-1222 | Trusha | Patel | GAJANAND2016, LLC | Fort Mill - West | | 733 Crossroads Plaza | | Fort Mill | SC | 29708 |
| 803-900-3023 | Esther | Grant | LEARNING SKILLS SOLUTION, LLC | Indian Land | | 8177 Charlotte Highway | Suite 101 | Indian Land | SC | 29715 |
| 803-808-3420 | William | Rogers | WLLMCHCK, LLC | Lexington | | 5166 Sunset Boulevard | Suite I | Lexington | SC | 29072 |
| 843-867-2900 | Stephanie | Cruz | LIVING PONO, LLC | Mt Pleasant - Laurel Hill | | 1118 Park West Boulevard | Suite B-2 | Mount Pleasant | SC | 29466 |
| 864-289-0684 | Ruth | Howell | MATH & READING LEARNING CENTER, LLC | Simpsonville - Five Forks | | 216 Scuffletown Road | Unit G | Simpsonville | SC | 29681 |
| 605-371-2319 | Jennifer | Miller | Prairie Learning Centers, Inc. | Sioux Falls | Four Hills Plaza | 3616 Southeastern Ave. | | Sioux Falls | SD | 57103 |
| 615-646-3243 | Dipti | Patel | | Bellevue | | 7055 Highway 70 South | | Bellevue | TN | 37221 |
| 615-657-5655 | Nisha | Patel | NVPB LLC | Brentwood - Maryland Farms | | 500 Wilson Pike Circle | Suite 217 | Brentwood | TN | 37027 |
| 423-485-5050 | Nagalakshmi | Giddalur | YOUNG ACHIEVERS, LLC | Chattanooga - East | | 6231 Perimeter Drive | Suite #163 | Chattanooga | TN | 37421 |
| 901-853-3117 | Arti | Balakrishna | LEARNING FOCUS, INC. | Collerville | | 1109 Halle Park | | Collerville | TN | 38017 |
| 901-309-7818 | Seema | Gupta | EXCELERATE LEARNING LLC | Cordova | Cordova Collection | 1769 North Germantown Parkway | Suite #104 | Cordova | TN | 38016 |
| 615-790-0407 | Surama | Choksi | SAC, LLC | Franklin - East | Williamson Square | 1113 Murfreesboro Rd. | Suite #405 | Franklin | TN | 37064 |
| 901-309-5060 | Arti | Balakrishna | LEARNING FOCUS, INC. | Germantown | Washington Square Office | 1912 Exeter Road | Suite B 1 | Germantown | TN | 38138 |
| 423-282-8000 | Leena | Agrawal | ALAS DEVELOPMENT, INC. | Johnson City | The Shops At Franklin | 3101 Browns Mill Road | Suite #2 | Johnson City | TN | 37604 |
| 423-732-3200 | Leena | Agrawal | ALAS DEVELOPMENT, INC. | Kingsport | | 1880 North Eastman Road | Suite 230 | Kingsport | TN | 37664 |
| 865-383-3830 | Charlie | Pugh | | Farragut | | 727 N. Campbell Station Road | | Knoxville | TN | 37934 |
| 865-290-0700 | Keyuri | Patel | RUPALA TUTORING, INC. | Knoxville - Green Valley | Downtown West Village | 1645 Downtown West Blvd. | Suite #23 | Knoxville | TN | 37919 |
| 901-309-7818 | Seema | Gupta | EXCELERATE LEARNING LLC | Memphis - Southwind | | 4202 Hacks Cross Road | Suite #115 | Memphis | TN | 38125 |
| 615-472-9400 | Sripriya | Parabakaran | LEARNSMART LLC | Nolensville | | 7240 Nolensville Road | Suite 303 | Nolensville | TN | 37135 |
| 214-356-0129 | Samina | Hussain | A&S INTERNATIONAL, INC | Addison | | 3816 Belt Line Road | | Addison | TX | 75001 |
| 972-908-2508 | Alice | Wang | | Allen - Towne Center | Allen Towne Shopping Center | 204 North Greenville Avenue | #250 | Allen | TX | 75002 |
| 806-464-4110 | Vibha | Patel | VIBHAJAYOREO | Amarillo - Southwest | The Markets At Soncy | 8801 Buccola | Suite 400 | Amarillo | TX | 79119 |
| 903-741-8001 | Prabhashwary | Ranasinghe | STRIVE FOR LEARNING EDUCATION, LLC | Anna | | 2010 West White Street | 154 | Anna | TX | 75409 |
| 972-345-1904 | Cyrus | Jameh | CYLADEL ENTERPRISES, LLC | Arlington - North | Riverview Village Shopping Center | 2745 N. Collins St. | Suite #103 | Arlington | TX | 76006 |
| 817-617-8290 | Alysia | Pegram | DOJO FOR MATH & READING, LLC | Arlington - Southeast | | 2344 Se Green Oaks Boulevard | #134 | Arlington | TX | 76018 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-----------------|----------------------|---|---------------------------------|----------------------------------|-------------------------------------|-----------------------|------------------|--------------|-----------------|
| 817-454-4000 | Joon | Pyon | | Arlington - Southwest | Greenoak Village | 3851 Southwest Green Oaks Boulevard | Suite #111 | Arlington | TX | 76017 |
| 512-524-3040 | Asmita | Gokhale | ACHEVEN LLC | Austin - Anderson Mill | | 13435 Us-183 | Suite 306 | Austin | TX | 78750 |
| 512-813-5775 | Amber | Stephens | LIFESONG LEARNING LLC | Austin - Avery Ranch | The Plaza At Avery Ranch | 14900 Avery Ranch Boulevard | Suite A-200 | Austin | TX | 78717 |
| 512-796-9661 | Usha | Jotwani | FIRST PLACE LEARNING CENTER | Austin - Circle C | | 5700 W. Slaughter Lane | Suite #220 | Austin | TX | 78749 |
| 512-527-8960 | Uma | Kumar | | Austin - Four Points | | 6618 Sitio Del Rio | Suite 102 | Austin | TX | 78730 |
| 512-335-6020 | Peggy | Siu | | Austin - Great Hills | Balcones Woods Shopping Center | 11150 Research Boulevard | Suite #202B | Austin | TX | 78759 |
| 512-669-6345 | Kavisha | Patel | IGNITED BRAINS, LLC | Austin - Jollyville | | 6001 Parmer Lane | Suite 380 | Austin | TX | 78727 |
| 512-402-1550 | Sung | Lee | | Austin - Lakeway | | 2300 Lohmans Spur | Suite #128 | Austin | TX | 78734 |
| 737-244-0800 | Raquel | Macleod | MacLeod Learning Center LLC | Austin - Mueller | | 4600 Mueller Boulevard | Suite 1007 | Austin | TX | 78723 |
| 512-252-3600 | Diep | Le | PERGOLA CORPORATION | Austin - Wells Branch | | 2013 Wells Branch Parkway | Suite 103 | Austin | TX | 78728 |
| 512-340-0864 | Pinky | Merchant | PMERCHANT LLC | Austin - West | Old Quarry Village | 3563 Far West Boulevard | Suite #104 | Austin | TX | 78731 |
| 512-306-9229 | Maheen | Khan | AZI MAZARI LLC | Austin - Westlake | Rollingwood Plaza | 2712 Bee Cave Road | Suite #114 | Austin | TX | 78746 |
| 409-860-9584 | Julie | Johnson | | Beaumont - West | | 3825 West Lucas Drive | Suite C | Beaumont | TX | 77706 |
| 817-786-4722 | Kevin | Moore | ONE MOORE ENTERPRISES LLC | Bedford | | 2900 S. Highway 121 | Suite 135 | Bedford | TX | 76021 |
| 512-263-2884 | Sarah | Abdallah | ENRICHED MINDS ATX LLC | Austin Uplands Ridge | Village At Bee Cave | 11805 Bee Cave Road | Suite #300 | Bee Cave | TX | 78738 |
| 469-905-0745 | Herlina | Sujanto | Alphamatics Learning Center, LLC | Carrollton - Central | | 3030 N. Josey Lane | Unit 111 | Carrollton | TX | 75007 |
| 972-394-3899 | Darshana | Patel | BRIGHT CHILD, INC. | Carrollton - Northwest | Hebron Heights | 1012 West Hebron | Suite #132 | Carrollton | TX | 75010 |
| 972-608-5249 | Shamma | Hussain | SHAIZIR786 LLC | Plano - Prestonwood | | 4425 Plano Parkway | Suite 702 | Carrollton | TX | 75010 |
| 512-257-2664 | Jennifer | Davis | | Cedar Park - Central | The Commons At Buttercup Creek | 200 Buttercup Creek Boulevard | Suite #120 | Cedar Park | TX | 78613 |
| 972-486-9668 | Valarmathi | Jothi Sachithanatham | CELINA LEARNING ACADEMY, LLC | Celina | | 555 S. Preston Road | Suite 200 | Celina | TX | 75009 |
| 979-691-8128 | Melissa | Cameron | | College Station | | 2501 Texas Ave. | Suite 103B Building D | College Station | TX | 77840 |
| 817-416-6118 | Patricia | Van Buskirk | VAN BUSKIRK EDUCATIONAL RESOURCES LLC | Colleyville | | 6118 Colleyville Boulevard | | Colleyville | TX | 76034 |
| 469-444-8550 | Lipi | Singh | Nima Education, Inc. | Coppell - East | | 780 S. Macarthur Blvd. | Suite# 170 | Coppell | TX | 75019 |
| 469-231-8955 | Anupa | Varshney | | Coppell - West | Wynnpage Plaza S. | 255 South Denton Tap | Suite #220 | Coppell | TX | 75019 |
| 361-334-9666 | Lei | Tan | | Corpus Christi | Ridgewood Shopping Center | 5801 South Staples Drive | Suite G | Corpus Christi | TX | 78413 |
| 936-931-4440 | John | Vo | Care Learning LLC | Cypress - Bridgeland | | 10611 Fry Road | Suite B2-200 | Cypress | TX | 77433 |
| 281-746-3003 | Razia | Tapia | STRONG BASE EDUCATION, LLC | Cypress - Coles Crossing | Coles Crossing Shopping Center | 12312 Barker Cypress Road | Suite 1800 | Cypress | TX | 77429 |
| 281-304-6284 | Thuong | Gist | LE LEARNING CENTER, LLC | Cypress - Fairfield | | 15202 Mason Road | Suite 500 | Cypress | TX | 77433 |
| 281-849-1260 | Sujatha | Prabhakaran | KSM, SERVICES, INC. | Cypress - Lone Star | | 8190 Barker Cypress Road | Suite 1300 | Cypress | TX | 77433 |
| 214-808-8922 | Bernadette | Lin | | Dallas - Central | | 11613-11617 N Central Expressway | | Dallas | TX | 75243 |
| 972-619-3990 | Sachin | Pradhan | DYNAMIC ENRICHMENT LLC | Dallas - Northaven | | 11722 Marsh Lane | A-4 | Dallas | TX | 75229 |
| 214-808-8922 | Bernadette | Lin | | Dallas - Park Cities | | 6703 Hillcrest | | Dallas | TX | 75205 |
| 972-892-4100 | William | Carlisle | EDUCATION WITHOUT LIMITATIONS LLC | Dallas Bent Tree | | 17390 Preston Road | Suite 259 | Dallas | TX | 75252 |
| 956-289-1460 | Priya | Govind | | Edinburg | | 2163 S. Mccoll Road | | Edinburg | TX | 78539 |
| 915-208-4311 | Flor | Meza | MANARI AZUL LLC | El Paso - East | Zaragoza Heights | 1613 North Zaragoza | Suite #109 | El Paso | TX | 79936 |
| 915-996-9008 | Rebecca | Carrasco | KLC El Paso, LLC | El Paso - West | | 7105 N. Mesa St. | Suite G | El Paso | TX | 79912 |
| 469-231-8995 | Anupa | Varshney | | Flower Mound - East | | 2608 Long Prairie Road | Suite 202 | Flower Mound | TX | 75022 |
| 469-595-7040 | Ankita | Patel | SUPPLEMENTAL EXPERTS OF FORNEY, INC. | Forney | | 1012 Us Highway 80 | | Forney | TX | 75126 |
| 817-379-6284 | Gregory | Derrick | THIRD DAY EDUCATION, LLC | Fort Worth - North | | 4324 Heritage Trace Parkway | Suite #809 | Fort Worth | TX | 76244 |
| 817-677-1225 | Marie G. | Kaniki-Kankwende | Paquita Global LLC | Fort Worth - Woodland Springs | The Shops At Timberland Crossing | 12584 N. Beach Street | #158 | Fort Worth | TX | 76244 |
| 281-332-8088 | Kerriann | Adams | | Friendswood - East | | 3348 A Fm 528 | | Friendswood | TX | 77546 |
| 281-819-4181 | Prasad | Lavu | P2CD, LLC | Friendswood - North | | 196 S. Friendswood Drive | | Friendswood | TX | 77546 |
| 972-334-9989 | Patchamon | Ruanglek | FRISCO EAST MATH AND READING CENTER LIMITED | Frisco - East | Frisco Marketplace | 7010 Preston Road | Suite #120 | Frisco | TX | 75035 |
| 972-439-9700 | Ace | Marcos | ASTP LLC | Frisco - Panther Creek | | 12828 Eldorado Parkway | Suite 130 | Frisco | TX | 75035 |
| 972-624-7323 | Harlivleen | Kaur | HOTH CONSULTING INC. | Frisco - Southwest | | 1648 Fm 423 | Suite 200 | Frisco | TX | 75033 |
| 972-624-7303 | Jose | Punnoose | PARADIGM INTELLIGENCE, LLC | Frisco - Starwood | | 5729 Lebanon Road | Suite #132 | Frisco | TX | 75034 |
| 972-377-6284 | Oscar | Velezmoro | ARGENTUM ENTERPRISES, INC. | Frisco - West | Parkway Towne Crossing | 11550 Legacy Drive | Suite #450 | Frisco | TX | 75033 |
| 469-592-7900 | Tejeswi | Vennapusa | Akshara LLC | Prosper - Windsong Ranch | | 16710 Fm 423 | | Frisco | TX | 75034 |
| 972-675-6888 | Alice | Wang | | Garland - Northwest | Greentree Square | 4750 North Jupiter Road | Suite #201 | Garland | TX | 75044 |
| 512-819-0611 | Shizuka | Saito | | Georgetown | | 3010 Williams Drive | Suite #212 | Georgetown | TX | 78628 |
| 512-316-7599 | Indrachaitanya | Moparthy | YASHVAN ENTERPRISES, LLC | Round Rock - Teravista | | 3900 Fm 1460 | #3, Suite 302 | Georgetown | TX | 78626 |
| 254-952-3113 | Carol | Paul | Advanced Academy 2, LLC | Harker Heights | Cedarbrook Plaza | 3055 Stillhouse Lake Rd. | Suite 205 | Harker Heights | TX | 76548 |
| 956-633-3400 | Roshni | Rama | Roshni's Learning Center, LLC | Harlingen | Hawk Plaza | 1610 Midlane Road | | Harlingen | TX | 78552 |
| 210-695-4454 | Carolyn | Glass | URSHEL ENTERPRISES, LLC | Helotes | | 12910 Bandera Road | | Helotes | TX | 78023 |
| 972-317-1320 | Deepti | Reddy | PRINCY SCHOLASTIC VENTURES, INC. | Highland Village | | 2230 Justin Rd/Fm 407 | 220 | Highland Village | TX | 75077 |
| 281-461-4386 | Jeanette | Chen | J & C HOPE ACADEMY, LLC | Clear Lake | | 2425 Bay Area Blvd. | | Highland Village | TX | 77058 |
| 281-807-9080 | Chuan Hui | Huang | PIVOTAL MULTIMEDIA LAB, LLC | Cypress Creek - Lakewood Forest | | 13360 Jones Road | | Houston | TX | 77070 |
| 713-728-8986 | Roger | Williams | SOARING EAGLES, INC. | Houston - Braeswood Hillcroft | Maplewood Square Center | 9726 Hillcroft | | Houston | TX | 77096 |
| 281-242-8868 | Manisha | Peries | PERIES IQ SYSTEMS, INC. | Houston - Bunker Hill | | 12514 Memorial Drive | | Houston | TX | 77024 |
| 281-885-8849 | Srividhya | Balasubramanian | SARADHA EDUCATIONAL FOUNDATION, LLC | Houston - Copperfield North | Easton Commons | 8520 Highway 6N | | Houston | TX | 77095 |
| 832-680-2199 | Miral | Patel | MHP ENTERPRISES, LLC | Houston - Garden Oaks | | 1717 W. 34Th St. | Suite 1250 | Houston | TX | 77018 |
| 713-465-5838 | Wendy | Chung | WKCHUNG, LLC | Houston - Memorial Voss | | 6415 San Felipe | Suite N | Houston | TX | 77057 |
| 713-523-6284 | Shallu | Arora | RIVER OAKS LEARNING CENTER, LLC | Houston - River Oaks | | 3425 South Shepherd Dr. | # 230 | Houston | TX | 77098 |
| 713-930-1277 | Linh | Davis | DAVIS HOUSTON LEARNING CENTER, LLC | Houston - Spring Valley Village | | 1010 Campbell Rd. | | Houston | TX | 77055 |
| 713-913-4700 | Vibhuti (Vicky) | Bhakta | ALM Operations LLC | Houston - Vintage Park | | 10105 Louetta Road | Suite 108 | Houston | TX | 77070 |
| 713-662-2115 | Lakshmi | Nagamohan | PLAN EDUCATIONAL SERVICES LLC | Houston - West University | Southside Village | 4009 Bellaire Boulevard | Suites E&J | Houston | TX | 77025 |
| 281-407-5255 | Nisha | Gosar | Iron Warriors, LLC | Houston - Westchase | | 11920 Westheimer | Suite B | Houston | TX | 77077 |
| 936-931-4999 | Melissa | Lee-Doan | Fat Brains, LLC | Houston - Woodland Heights | Woodland Heights Plaza | 3219 Houston Avenue | | Houston | TX | 77009 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-----------------|-------------|--|-----------------------------------|---------------------------------|----------------------------------|-------------------|---------------|--------------|-----------------|
| 713-869-2633 | Anna | Pi | HOUSTON EDUCATIONAL LEARNING PARTNERS, LLC | Houston Heights | | 2500 Yale Street | Suite A | Houston | TX | 77008 |
| 281-812-4786 | Fei | Liu | DAY DAY UP, LLC | Atascocita - Town Center | | 7036 Fm 1960 Rd. E | Suite C | Humble | TX | 77346 |
| 281-973-3818 | Chengxiao | Cao | CHENGXIAO L&D, LLC | Humble - Fall Creek | | 9701 North Sam Houston Parkway | | Humble | TX | 77396 |
| 469-647-9451 | Maliha | Rana | RANJA, LLC | Irving - Central | | 535 W. Airport Freeway | Unit# 160 | Irving | TX | 75062 |
| 214-496-9121 | Pratichi | Thakore | LIPIS INC. | Irving - North | | 7410 North Macarthur Boulevard | Suite #105 | Irving | TX | 75063 |
| 281-698-5988 | Margaret | Potter | Cinco Ranch Scholars, LLC | Katy - Cinco Ranch East | | 2944 S. Mason Road | Suite A | Katy | TX | 77450 |
| 281-712-2882 | Zhoutao | Wu | WESTGATE ACADEMY, LLC | Katy - Cinco Ranch Southwest | | 5215 F.M. 1463 Road | Suite #900 | Katy | TX | 77494 |
| 281-712-4181 | Sabrina | Manori | BRIGHT MINDS LEARNING, LLC | Katy - Firethorne | | 1708 Spring Green Blvd. | Suite #160 | Katy | TX | 77494 |
| 832-900-7575 | Anamika | Kale | KT CURIOUS MINDS, LLC | Katy - Grand Parkway West | | 25757 Westheimer Pkwy. | Suite #115 | Katy | TX | 77494 |
| 281-599-3299 | Sonal | Patel | Innovative Minds, LLC | Katy - Green Trails | | 1655 S. Fry Road | | Katy | TX | 77450 |
| 281-657-9229 | Albert | Chang | TBC LEARNING CENTER, LLC | Katy - Morton Ranch | Grand Morton Town Center Sec | 2918 W. Grand Parkway N. | Suite 180 | Katy | TX | 77449 |
| 832-437-3344 | Jenny | Valdecanas | EMPOWER IQ LLC | Katy - Seven Lakes | | 23108 Seven Meadows Parkway | Suite #300 | Katy | TX | 77494 |
| 281-972-7755 | Anshu | Parashar | PARASHAR SERVICES LLC | Katy - Young Ranch | | 29711 Kingsland Boulevard | Suite 800 | Katy | TX | 77494 |
| 817-431-9254 | Rohini | Khapre | TRANS TRADITIONS EDUCATION, LLC | Keller - North | Keller Crossing Shopping Center | 1540 Keller Parkway | Suite 100 | Keller | TX | 76248 |
| 281-570-4340 | Sheela | Singh | JEEVAN SHIKSHA LLC | Kingwood - East | Rustic Woods Center | 4003 Rustic Woods Drive | | Kingwood | TX | 77339 |
| 737-734-9444 | Glaiza | Bisconde | J & G BRIGHT FUTURE LEARNING DEVELOPMENT CENTER, LLC | Kyle | | 147 Elmhurst Drive | Suite 500 | Kyle | TX | 78640 |
| 956-237-0869 | Monica | Mendoza | | Laredo | | 2715 Del Mar Boulevard | Unit A3 | Laredo | TX | 78045 |
| 281-554-4529 | Charlene | Chen | C&C INNOVATION ENTERPRISES, LLC | League City - North | League City Shopping Center | 246 South Egret Bay Boulevard | | League City | TX | 77573 |
| 512-528-9003 | Trisha | Gross | BRIGHT AMBITIONS, LLC | Leander | | 1909 South Highway 183 | Suite 105 | Leander | TX | 78641 |
| 737-757-0133 | Shailja | Ginwala | DHAIRYA LEARNING CENTER, LLC | Leander - East | | 14105 Ronald Reagan Blvd | Unit 105 | Leander | TX | 78641 |
| 512-337-2888 | Atlantis | Frost | FROSTMERCHANT INC. | Leander - Northeast | Larkspur Elementary | 424 Rusk Bluff Ave | | Leander | TX | 78641 |
| 972-315-4600 | Mareena | Cherian | MTC ENDEAVORS, LLC | Lewisville - South | | 1071 West Fm 3040 | Suite #300 | Lewisville | TX | 75067 |
| 512-672-0024 | Michael | O'Brien | LONE STAR CTX LEARNING, LLC | Liberty Hill | | 14370 W State Hwy 29 | Suite 10 | Liberty Hill | TX | 78642 |
| 936-229-4112 | Ambreen | Rajani | H & Z RAJANI LLC | | Old Texas Plaza | 4100 S. Medford Drive | Suite 209 | Lufkin | TX | 75901 |
| 682-518-8868 | Katy | Cunningham | CUNNING EDUCATION, LLC | Mansfield - North | The Commons At Walnut Creek | 920 Highway 287 North | Suite #208 | Mansfield | TX | 76063 |
| 214-585-0412 | Deepti | Reddy | APPY SCHOLASTIC VENTURES, INC. | Mckinney - Southwest | | 8408 Stacy Road | Suite #200 | Mckinney | TX | 75070 |
| 469-952-6284 | Navaz | Jha | MAZDA ED CORPORATION | Mckinney - Stonebridge Ranch | Las Lomitas - Phase II | 5913 Virginia Parkway | Suite #200 | Mckinney | TX | 75071 |
| 956-291-3088 | Lizet | Cortez | CORTEZ LEARNING CENTER, LLC | Mission - Sharyland | | 1821 N. Shary Rd. | Suite 9 | Mission | TX | 78504 |
| 832-365-3800 | Seena | Benny | Missouri City - Oyster Creek | Missouri City - Oyster Creek | | 4741 Highway 6 South | | Missouri City | TX | 77459 |
| 281-972-9313 | Anumol | George | LOGOS MATH AND READING, LLC | Missouri City - Sienna Plantation | | 8817 Highway 6 | Suite #490 | Missouri City | TX | 77459 |
| 281-984-9924 | Ramyaa | Mathialagan | SREE ASSOCIATES, LLC | Mont Belvieu | | 10425 Eagle Dr | Suite 2 & 3 | Mont Belvieu | TX | 77523 |
| 214-395-0352 | Min-Hsiung | Tung | | Murphy | | 412 Village Drive | Suite 200 | Murphy | TX | 75094 |
| 936-622-2221 | Amin | Rajani | H & Z FAMILY, LLC | Nacogdoches | | 1216 North Street | | Nacogdoches | TX | 75961 |
| 940-464-9003 | Pallavi | Pomal | MAPZEDU CORP. | Northlake | | 1611 Common Circle | Suite 200 | Northlake | TX | 76226 |
| 281-487-4450 | Ann Nina | Mathen | STUDENT LEARNING CENTER OF PASADENA, LLC | Pasadena - East | | 6721 Fairmont Parkway | | Pasadena | TX | 77505 |
| 281-482-3339 | Darol | Noronha | RYELIZ LLC | Pearland - East | Pearland Plaza | 1819 East Broadway | Suite #106 | Pearland | TX | 77581 |
| 281-997-8117 | Steve | Khanna | SAI SMART, LLC | Pearland - West | | 12310 Broadway | Suite #206 | Pearland | TX | 77584 |
| 737-707-3477 | Anisa | Hassan | A & H LEARNING CENTER LLC | Pflugerville - East | Pflugerville Oasis Park | 1202 Fm 685 | Suite A-3 | Pflugerville | TX | 78660 |
| 972-900-7171 | Sharon | Tung | | Plano - Carpenter Park | Spring Creek Common | 4160 Spring Creek Parkway | Suite A-200 | Plano | TX | 75024 |
| 972-797-9233 | Daniel | Parish | PLANO FOUR CORNERS LLC | Plano - Four Corners | Four Corners Condominium | 10185 Custer Pkwy | #200 | Plano | TX | 75025 |
| 469-241-0001 | Binafer | Kekobad | APEX ACHIEVERS CORPORATION | Plano - Northeast | | 7801 Alma Drive | Suite #117 | Plano | TX | 75025 |
| 214-299-2002 | Shilpa | Kumar | JAIN-KUMAR, INC. | Plano - Shepard | | 1501 Preston Road | Suite #825 | Plano | TX | 75093 |
| 469-715-2500 | Reema | Mehta | GYAN, LLC | Prosper - Town Center | | 1061 N. Coleman | Suite# 70 | Prosper | TX | 75078 |
| 469-904-4020 | Pauline | Do | THE THINKING FACE, INC. | Richardson - North | li Creeks Plaza | 2701 Custer Parkway | Suite #708 | Richardson | TX | 75080 |
| 832-535-2181 | Shilpa | Chowdhary | | Houston - Grand Mission | | 8433 Fm 1464 | Suite G | Richmond | TX | 77407 |
| 346-415-0100 | Bharathi | Guthikonda | Zenith Scholars, LLC | Richmond - Aliana | | 10445 West Grand Parkway South | | Richmond | TX | 77407 |
| 281-915-3311 | Arizchelle | Fababaer | PFBR LEARNING ACADEMY, INC. | Richmond - Pecan Grove | | 1850 Fm 359 | | Richmond | TX | 77406 |
| 281-232-6789 | Shefali | Patel | RIM-SJV EDUCATION, INC. | Richmond - Waterside Estates | | 8019 West Grand Parkway South | Suite #1053 | Richmond | TX | 77407 |
| 832-535-2221 | Anjum | Hafeez | SAPIENT GENESIS, LLC | Richmond - Westheimer Lakes | | 9107 Fm 723 Rd | Suite 150 | Richmond | TX | 77406 |
| 832-595-8300 | Dale | Vadi | CREATING STARS, INC. | Sugar Land - Greatwood | | 1135 Crabb River Road | Suite #130 | Richmond | TX | 77469 |
| 682-237-9655 | Tondra | Dutta | TROPHY LEARNING ACADEMY, LLC | Roanoke | | 1224 N Highway 377 | Ste. 309 | Roanoke | TX | 76262 |
| 903-484-4384 | Nikita | Patel | SWAMINA, LLC | Rockwall | Schafer Center | 641 White Hills Drive | | Rockwall | TX | 75087 |
| 281-725-8615 | Suresh | Guthikonda | PARAMOUNT INVESTMENTS LLC | Rosenberg | Brazos Town Center - Rosenberg | 24102 Commercial Drive | Suite #402 | Rosenberg | TX | 77471 |
| 512-900-8558 | Gina (Xiao Qin) | Li | | Round Rock - East | Market Plaza | 3810 Gattis School Road | Suite 105 | Round Rock | TX | 78664 |
| 512-535-4400 | Yamini | Udani | OLD SETTLERS LEARNING CENTER LLC | Round Rock - Old Settlers | Old Settlers Market Place | 1400 East Old Settlers Boulevard | Suite #304 | Round Rock | TX | 78664 |
| 512-249-9408 | Arathi | Kumar | ROUND ROCK LEARNING COMPANY LLC | Round Rock - West | | 17261 Smyers Lane | Suite 200 | Round Rock | TX | 78681 |
| 214-288-4310 | Maria | Vieira | Learning for Excellence LLC | Rowlett - West | | 5000 Rowlett Road | Suite 106 | Rowlett | TX | 75088 |
| 972-414-9060 | Sonal | Pauddar | PROGRESSIVE ACADEMY OF SACHSE INC. | Sachse | Oak Grove Plaza, Phase I | 5120 State Highway 78 | Suite #700 | Sachse | TX | 75048 |
| 325-241-9411 | Srikanth | Podaralla | SSKA Limited Liability Company | San Angelo | Johnson Strip Center | 2607 S Johnson St. | Unit 2607 | San Angelo | TX | 79604 |
| 210-822-8557 | Charlotte | Immenschuh | MISS IMMY'S EDUCATIONAL SERVICES, LLC | San Antonio - Alamo Heights | | 6708 N. New Braunfels Ave. | | San Antonio | TX | 78209 |
| 210-782-8843 | Sanya | Kapadia | ALAMO RANCH LEARNING CENTER, LLC | San Antonio - Alamo Ranch | | 11831 Culebra Road | Suite# 104 | San Antonio | TX | 78253 |
| 210-418-3267 | Trinity | Welch | TRINITY JENNY LEARNING ACADEMY, LLC | San Antonio - Bitters & 1604 | | 2602 N Loop 1604 | Suite 109 | San Antonio | TX | 78248 |
| 210-937-1099 | Asha | Bhakta | HOPEFULLIGHT LLC | San Antonio - Canyon Springs | | 26108 Overlook Parkway | Suite 1106 | San Antonio | TX | 78260 |
| 210-558-3644 | Carolyn | Glass | APPL ENTERPRISES, LLC | San Antonio - De Zavala | One Dezavala Center | 12770 Cimarron Path | Suite #110 | San Antonio | TX | 78249 |
| 210-496-5866 | Suleman | Makani | SS MAKANI | San Antonio - Encino | | 21003 Encino Commons | Suite #101 | San Antonio | TX | 78259 |
| 210-767-9995 | Emily | Wang | BRIGHT S.A. FUTURES CORP. | San Antonio - Encino North | | 3111 Tpc Pkwy | Suite 115 | San Antonio | TX | 78259 |
| 830-507-2022 | Qanwi | Ali | Leon Springs Education LLC | San Antonio - Leon Springs | | 24165 Ih-10 West | Suite 220 | San Antonio | TX | 78257 |
| 210-900-1050 | Graciela | Ramirez | RAMCO EDUCATION, LLC | San Antonio - Olmos Park | | 226 E Olmos Dr | | San Antonio | TX | 78212 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|--------------|------------------|---|------------------------------------|------------------------------------|----------------------------------|-------------------|----------------|--------------|-----------------|
| 210-906-8357 | Aliza | Kapadia | Potranc Educational Center LLC | San Antonio - Potranco & Ellison | Potranc Plaza | 9902 Potranco Road | Suite 106 | San Antonio | TX | 78251 |
| 210-920-8660 | Laseason | Olayande | LASEASON LEARNING ACADEMY, LLC | San Antonio - Rolling Oaks Estates | Potranc Center | 12991 Potranco Rd | | San Antonio | TX | 78253 |
| 210-900-2786 | Samsuddin | Makani | | San Antonio - Stone Oak | | 19239 Stone Oak Parkway | Suite #104 | San Antonio | TX | 78258 |
| 210-490-8211 | Manal | Wissa | MW-AA, LLC | San Antonio - Thousand Oaks | | 2816 Thousand Oaks Drive | | San Antonio | TX | 78232 |
| 210-634-2230 | Lynette | Forero | GABIMANN EDUCATIONAL SERVICES, LLC | San Antonio - Wurzbach | Oakgate Shopping Center | 3511 Oakgate Drive | | San Antonio | TX | 78230 |
| 210-642-0000 | Sonya | Groves | SCOPI EDUCATION SERVICES, LLC | Schertz | | 5580 Fm 3009 | Suite 114 | Schertz | TX | 78154 |
| 817-421-6500 | Patricia | Van Buskirk | VAN BUSKIRK EDUCATIONAL RESOURCES, LLC | Southlake | | 131 S. Village Center Drive | | Southlake | TX | 76092 |
| 281-419-4434 | Charulatha | Davalath | ILEARN LLC | Spring - Birnham Woods | | 3779 Riley Fuzzel Road | Suite# 300 | Spring | TX | 77386 |
| 832-246-5900 | Laila | Amin | LEARNING SUCCESS SPRING, LLC | Spring - Central | | 21346 Kuykendahl | Suite A | Spring | TX | 77379 |
| 832-365-3500 | Joanne | Robinson | Learning Success Gleanloch, LLC | Spring - Gleanloch | | 9305 Spring Cypress Rd. | Suite 105 | Spring | TX | 77379 |
| 832-821-4500 | Farah | Subhani | Smart Learning of Spring LLC | Spring - Louetta | | 3930 Louetta Road | Suite C | Spring | TX | 77388 |
| 281-835-6955 | Ada | Scott | | Sugar Land - First Colony | Williams Trace Shopping Center | 3360 Highway 6 | | Sugar Land | TX | 77478 |
| 713-454-4175 | Rita | Mortensen | Morteng Enterprises, LLC | Sugar Land - Sugar Creek | Sugar Creek Village Shopping C | 13835 Southwest Freeway | | Sugar Land | TX | 77478 |
| 832-573-6998 | Elizabeth | Marcos | ALM LEARNING CENTERS, INC. | Sugar Land - Telfair | | 12920 University Blvd. | Suite #400 | Sugar Land | TX | 77479 |
| 281-201-8429 | Yogesh | Singal | MATHELA LLC | Sugar Land - Town Center | | 16103 Lexington Blvd | Suite G | Sugar Land | TX | 77479 |
| 832-886-5235 | Shallu | Arora | WOODBIDGE VILLAGE LEARNING CENTER, LLC | Sugar Land - Woodbridge Village | | 11683 S. Highway 6 | | Sugar Land | TX | 77498 |
| 832-573-6998 | Elizabeth | Marcos | ALM LEARNING CENTERS, INC. | Sugar Land - Riverstone | | 17034 University Boulevard | Suite 650 | Sugarland | TX | 77459 |
| 254-774-1255 | Rabeya | Khatun | RABEYA'S TUTORING CENTER, INC. | Temple | Temple Towne Center | 2112 Sw Hk Dodgen Loop | Suite 129 | Temple | TX | 76504 |
| 281-353-6925 | Inbarathi | Chidambaranathan | IRR Learning LLC | The Woodlands - Alden Bridge | | 8021 Research Forest Drive | Suite C | The Woodlands | TX | 77382 |
| 832-562-4646 | Xiaozhao | Niewenhaus | LJW LEARNING INCORPORATED | The Woodlands - East | | 4747 Research Forest Drive | Suite 190 | The Woodlands | TX | 77381 |
| 832-432-0090 | Birgit | Hess | BESUCCESSFULL, LLC | The Woodlands - West | Marcel Crossing II | 8000 Mcbeth Way | Suite #155 | The Woodlands | TX | 77382 |
| 281-845-9448 | Yasmeen | Welch | IQRA LEARNING CENTER LLC | Tomball - South | | 24441 Tomball Pkwy | Suite 30 | Tomball | TX | 77375 |
| 903-392-6444 | Ankita | Patel | Supplemental Experts of Tyler, Inc. | Tyler | | 6755 S. Broadway Ave | | Tyler | TX | 75703 |
| 254-313-9277 | Carol | Paul | ADVANCED ACADEMY, LLC | Waco | Crossroads West | 8810 W. Highway 84 | Suite #503 | Waco | TX | 76712 |
| 469-228-7300 | Betty | George | ENLIGHTENING SPIRITS LLC | Wylie | | 901 Fm 544 | Suite #650 | Wylie | TX | 75098 |
| 801-900-3456 | Claudia | Flores | KMR DRAPER EAST, LLC | Draper - East | | 1442 East Draper Parkway Drive | Suite E | Draper | UT | 84020 |
| 801-716-8343 | Rie | Ito | MANABI-YA LLC | Holladay | | 6315 Highland Dr. | | Holladay | UT | 84121 |
| 801-825-1010 | Cherrie | Gunawan | ACE LEARNING ACADEMY LLC | Layton | | 880 N. Fairfield Rd. | | Layton | UT | 84041 |
| 801-899-0031 | Jingpeng | Tang | UTAH EDUCATION, LLC | Orem - South | Timp Retail Plaza | 1421 South State Street | | Orem | UT | 84097 |
| 801-582-2223 | Prabha | Nagenthran | KALVI, LLC | Foothill Village | | 1440 South Foothill Drive | Suite #180 | Salt Lake City | UT | 84108 |
| 801-415-9500 | Martheswaran | Solamuthu | PRAGYA, LLC | Salt Lake City - Central City | | 433 South 400 East | Suite 100 | Salt Lake City | UT | 84111 |
| 801-572-7815 | Prabha | Nagenthran | KALVI, LLC | Sandy | | 672 East Union Square | | Sandy | UT | 84070 |
| 385-275-8500 | Nanae | Scalzo | AZUSA LLC | South Jordan | | 10380 S. Redwood Road | | South Jordan | UT | 84095 |
| 801-449-8200 | Kholi | Vu | SUPPLEMENTARY EDUCATIONAL SERVICES, LLC | West Jordan - Jordan Landing | Dixie Valley Shopping Center | 6271 S. Dixie Drive (3655 W) | Unit #4 | West Jordan | UT | 84084 |
| 703-725-9551 | Alex | Vuong | MATH & READING LEARNING CENTER | Alexandria - Franconia | | 6188 Grovedale Court | Suite #100 | Alexandria | VA | 22310 |
| 571-775-5203 | Sabrina | Tse | TSE LEARNING FIRM, LLC | Alexandria - Newington | | 6444 Landsdowne Centre | | Alexandria | VA | 22315 |
| 571-581-2600 | Jessica | Connell | CONNELL, LLC | Annandale | | 7893 Heritage Drive | | Annandale | VA | 22003 |
| 703-237-2600 | Rashmi | Agarwal | ARRV ENTERPRISES, INC | Arlington - Yorktown | Lee Harrison Shopping Center | 2499 North Harrison Street | LI-6 | Arlington | VA | 22207 |
| 703-995-9950 | Min | Woo | UP END UP, INC. | Ashburn - Loudoun Station | | 43801 Central Station Drive | Suite 100 | Ashburn | VA | 20147 |
| 703-729-2715 | Joseph | Stephen | ASHBURN LEARNING CENTER, INC. | Ashburn - North | Ashburn Professional Park | 20605 Gordon Park Square | Suite #130 | Ashburn | VA | 20147 |
| 703-829-6885 | Shahzeen | Sarraz | ELITE EDUCATION SERVICES, LLC | Broadlands | | 42876-100 Truro Parish Drive | | Ashburn | VA | 20148 |
| 703-334-0727 | Shari | Siuta | SLS EDUCATION SERVICES, INC. | Bristow | | 10490 Bristow Center Drive | Suite A3 | Bristow | VA | 20136 |
| 703-239-0005 | Tae-Suk | Lee | SBK MATH & READING SUCCESS CENTER, INC | Burke - Village Center II | | 9570 Burke Road | | Burke | VA | 22015 |
| 703-688-2112 | Sammie | Moon | LEARNINGPATH CORPORATION | Centreville - Town Center | Centreville Square II | 5952-5954 Centreville Crest Lane | Unit 25 & 26 | Centreville | VA | 20121 |
| 703-999-7377 | Sun Kyung | Kim | CHANTILLY NC, LLC | Chantilly | | 13890 Metrotech Drive | | Chantilly | VA | 20151 |
| 757-547-0445 | Tera | Evans-Shah | TERA SHAH, INC. | Chesapeake - Greenbrier | | 801 Volvo Parkway | Suite #120 | Chesapeake | VA | 23320 |
| 571-559-0005 | Sohyun | Choi | PHOEBE CORPORATION | Dulles - Loudoun Valley | | 23520 Overland Drive | #106 | Dulles | VA | 20166 |
| 703-539-5335 | Young Mee | Cho | FAIROAKS LEARNING CENTER LLC | Fair Oaks | | 11213 M Lee Highway | | Fairfax | VA | 22030 |
| 703-352-2888 | Jiyeon | Kwon | H-WAVE LEARNING, LLC | Fairfax - East | Fairfax Square Professional Center | 9916 Main Street | | Fairfax | VA | 22031 |
| 571-544-8800 | Ellie | Cho | I & I EDUCATION, INC. | Fairfax - Penderbrook | | 3903 Fair Ridge Drive | Suite 220 | Fairfax | VA | 22033 |
| 571-396-0222 | Tanya | Khandpur | PUDDLE JUMPERS, LLC | Merrifield | | 2980 District Avenue | | Fairfax | VA | 22031 |
| 703-532-1599 | Vanita | Khandpur | THE GROWING MINDS ACADEMY, LLC | Falls Church | West Metro Plaza | 7115 Leesburg Pike R-103 | | Falls Church | VA | 22043 |
| 540-368-3050 | Lucia | Yang-Beggs | BRIGHT KID, LLC | Fredericksburg - Northwest | | 560 Celebrate Virginia Parkway | Unit 103 | Fredericksburg | VA | 22406 |
| 703-468-2668 | Pooja | Makwana | PDCUBE, LLC | Gainesville | | 7555 Somerset Crossing Drive | Suite #15 | Gainesville | VA | 20155 |
| 804-564-2017 | Kala | Ramesh | SMARTMIND, LLC | Glen Allen - Cross Ridge | | 10210 Staples Mill Road | | Glen Allen | VA | 23060 |
| 804-869-4019 | Lakshmi | Raov | LAKSHMI LEARNING CENTER, LLC | Glen Allen - Short Pump | Short Pump Commons | 4300 Pouncey Tract | Suite #7 | Glen Allen | VA | 23060 |
| 703-964-0024 | Lorraine | Robinson | ROBINSON, INC | Hemdon - North | | 585 Grove Street | Suite 110 | Hemdon | VA | 20170 |
| 703-492-0690 | Junghye | Choe | | Woodbridge - Lake Ridge East | Tackett'S Mill Shopping Center | 2214 Tackett'S Mill Drive | | Lake Ridge | VA | 22192 |
| 571-707-3030 | Seung | Lee | JADA, LLC | Leesburg - Lansdowne | | 19321 Winmade Drive | | Leesburg | VA | 20176 |
| 703-334-9000 | Urvi | Vakil | SPEED AND ACCURACY, LLC | Manassas - Davis Ford Crossing | | 9928 Liberia Avenue | | Manassas | VA | 20110 |
| 571-634-6284 | Sara | Haghighi | IQ SON, LLC | Mclean - Rock Spring | | 6257 Old Dominion Drive | Suite 101 | Mclean | VA | 22101 |
| 804-601-3313 | Kamala | Govindaswamy | MIDLOTHIAN CHILDRENS LEARNING CENTER | Midlothian - Swift Creek South | | 13922 Hull Street Road | | Midlothian | VA | 23112 |
| 703-689-4567 | Radhika | Gulati | CHILDHOOD LEARNING LLC | Reston - Lake Fairfax | | 11495 Sunset Hills Road | Suite 108 | Reston | VA | 20190 |
| 804-887-7707 | Jessica | Yuan | MATH & READING SOLUTIONS, LLC | Henrico - West Tower | | 8906-J West Broad Street | | Richmond | VA | 23294 |
| 804-677-3960 | Anuradha | Bandyopadhyay | ABC LEARNING, LLC | Midlothian - Pocono Crossing | | 10444 Midlothian Turnpike | | Richmond | VA | 23235 |
| 804-256-5600 | Anh | Nguyen | ABC 123, LLC | Richmond - Libbie | | 6213 West Broad Street | | Richmond | VA | 23230 |
| 804-221-2903 | Sang Sook | Woo | REGENCY MATH & READING INC. | Richmond - Regency | Quiocassin Station Shopping Center | 8974 Quiocassin Road | | Richmond | VA | 23229 |
| 540-562-8000 | Shila | Patolia | BLUE RIDGE EDUCATION CONSULTANTS, LLC | Roanoke | | 3939 Brambleton Avenue, Sw | | Roanoke | VA | 24018 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|-------------------|------------------|---|-------------------------------|--------------------------------|--------------------------------------|------------------------|-------------------|--------------|-----------------|
| 703-624-0101 | Haekyung | Lee | H.K. LEE CORP. | South Riding | South Riding Professional Cent | 43130 Amberwood Plaza | Suite #155 | South Riding | VA | 20152 |
| 703-569-4918 | Tae-Suk | Lee | SBK MATH & READING SUCCESS CENTER, INC. | Springfield - Fort Belvoir | Saratoga Professional Place | 7841 Rolling Road | Suite I | Springfield | VA | 22153 |
| 571-895-4500 | Jeffrey | Begley | HAZARD SQUAD, LLC | Springfield - Huntsman | | 7505 Huntsman Boulevard | | Springfield | VA | 22153 |
| 540-242-1777 | Eunjoung (Ej) | Cho | ECHO LEARNING CENTER, LLC | Stafford - West | | 35 Walpole Street | Suite 111 | Stafford | VA | 22554 |
| 571-685-8901 | Subhashini | Vaddey | SGV ACADEMY, LLC | Virginia - Sugarland Crossing | | 46950 Community Plaza | Unit 108 | Sterling | VA | 20164 |
| 757-484-4646 | Vishal | Shah | MEERA, INC. | Suffolk - Harbour View | Marketcenter At Harbour View | 6546 Hampton Roads Parkway | | Suffolk | VA | 23435 |
| 703-691-0244 | Gita | Kanumuru | KID POTENTIAL, LLC | Vienna - South | | 525 Maple Avenue West | Unit B-4 | Vienna | VA | 22180 |
| 757-938-3011 | Yonchu | Song | BETTER LEARNING, LLC | Virginia Beach - Haygood | | 750 Independence Blvd. | Unit 4560 | Virginia Beach | VA | 23455 |
| 757-324-5940 | Edward | Lofland | ACELOFLAND, LLC. | Virginia Beach - Hilltop | | 1577 Laskin Road | Unit 2 | Virginia Beach | VA | 23451 |
| 757-474-1130 | Nicole | Martin - Baker | MARTIN-BAKER & ASSOCIATES, LLC | Virginia Beach - Kempsville | Brenneman Farm Shopping Center | 4512 Princess Anne Road | Suite #204 & 205 | Virginia Beach | VA | 23462 |
| 757-938-3322 | Cortha | Pringle | KNOWLEDGE - POWER - LEAD, LLC | Virginia Beach - Red Mill | Red Mill Shops | 2173 Upton Drive | Suite 201 | Virginia Beach | VA | 23454 |
| 703-789-6273 | James | Kim | PROVERBS 356,LLC | Dale City - Potomac Mills | | 14233 Potomac Mills Road | | Woodbridge | VA | 22192 |
| 703-334-2200 | Haris | Ahad | HART M & R, INC. | Dale City - West | | 12741 Apollo Dr. | | Woodbridge | VA | 22192 |
| 757-812-7171 | Youn Young | Song | HIGHER LEARNING, LLC | Newport News - Victory Blvd. | | 211 Village Avenue | Suite E | Yorktown | VA | 23693 |
| 802-649-1416 | Therese | Linehan | | Norwich | | 256 Route Five South | | Norwich | VT | 05055 |
| 425-747-5916 | Julie | Liu | ANNA GRACE, LLC | Bellevue - Bel Red | | 14904 Bel Red Road | | Bellevue | WA | 98007 |
| 425-646-2907 | Ying Ting Sara | Ward | IWARD, LLC | Bellevue - Downtown | | 1075 Bellevue Way Ne | | Bellevue | WA | 98004 |
| 425-466-0811 | Ross | Muramoto | RJ MOTO, LLC | Bellevue - East | | 13112 Northeast 20Th Street | Suite #250 | Bellevue | WA | 98005 |
| 206-236-1815 | Queenie | Louie | EASTSIDE SUCCESS LLC | Bellevue - Factoria | Evergreen Plaza | 12838 Southeast 40Th Place | Suite #102 | Bellevue | WA | 98006 |
| 425-647-8997 | Parul | Shah | TINA'S MATH AND READING CENTER, LLC | Bellevue - Lakemont | Lakemont Village | 4957 Lakemont Blvd. Se | Suite C-3 | Bellevue | WA | 98006 |
| 425-749-3066 | Ye (Julia) | Zhu | QUANTUM EDUCATION, LLC | Bellevue - Newport Hills | | 5800 119Th Avenue Southeast | | Bellevue | WA | 98006 |
| 425-492-9600 | Baljinder | Gill | S.M.A.R.T. Education LLC | Bothell - Canyon Park | | 1715 228Th Street Se | | Bothell | WA | 98021 |
| 206-953-9245 | Debra | Beuschlein | MBK ENTERPRISES LLC | Mill Creek | | 18001 Bothell Everett Highway | Suite #109 | Bothell | WA | 98012 |
| 206-207-2383 | Li Sang | Chen | FOURSITE ACADEMICS, LLC | Everett - Silver Lake | | 11419 19Th Ave Se | Suite A105 | Everett | WA | 98208 |
| 253-802-5310 | Sien (Sara) | Oh | OH'S CENTER, LLC | Federal Way | | 1500 S 336Th Street | Suite # 11 | Federal Way | WA | 98003 |
| 425-657-6588 | Xiaohui | Zeng | WITFLY, LLC | Issaquah - Gilman | | 660 Nw Gilman Blvd. | C - 1 | Issaquah | WA | 98027 |
| 425-369-1072 | Cynthia | Mcvay | EDUCATIONAL RESOURCES OF ISSAQUAH, LLC | Issaquah - Highlands | | 1036 Northeast Park Drive | | Issaquah | WA | 98029 |
| 425-286-6847 | Xiaohui | Xi | ANCION SPRING LLC | Kenmore | | 6524 Ne 181St Street | Suite 6 | Kenmore | WA | 98028 |
| 425-285-7899 | Yen-An | Chen | LAKE HILLS ACADEMY, LLC | Kirkland - Bridle Trails | | 6735 132Nd Avenue Ne | Suite 101 | Kirkland | WA | 98033 |
| 425-296-2270 | Malini | Kalki | HANSA LLC | Kirkland - Downtown | | 385 Kirkland Avenue | | Kirkland | WA | 98033 |
| 425-305-3500 | Yolanda | Chao | MYDA, INC. | Kirkland - Juanita | | 13520 100Th Ave., Ne | Suite 90 | Kirkland | WA | 98034 |
| 253-797-1920 | Rachelle | Mentink | MATH & READING CENTER OF AUBURN, LLC | Auburn - Lake Tapps | | 208 182Nd Ave. East | | Lake Tapps | WA | 98391 |
| 425-200-4518 | Rubina | Virani | LEARNASIAM, LLC | Alderwood | | 2027 196 St., Sw | Suite #R-5 | Lynnwood | WA | 98036 |
| 425-510-7550 | Baljinder | Gill | S.M.A.R.T. EDUCATION SERVICES LLC | Martha Lake | | 1233 164Th Street Sw | Suite A1 | Lynnwood | WA | 98037 |
| 206-236-1815 | Queenie | Louie | EASTSIDE SUCCESS LLC | Mercer Island | | 2827 80Th Avenue Se | | Mercer Island | WA | 98040 |
| 425-771-0905 | Ruriko | Hudson | A+ INC. | Edmonds | | 22002 64Th Ave West | Suite F | Mountlake Terrace | WA | 98043 |
| 425-290-1660 | Ivan | Lewis | SPEEDWAY LEARNING, LLC | Mukilteo | | 11815 Mukilteo Speedway | Suite B | Mukilteo | WA | 98275 |
| 253-848-6284 | Paul | Uemura | PAIKKO, LLC | Puyallup - South Hill | | 13507 Meridian East | Suite M | Puyallup | WA | 98373 |
| 425-869-3939 | Denise | Ensign | ADVANCING EDUCATION LLC | Redmond - Downtown | | 7430 164Th Avenue Ne | Suite B220 | Redmond | WA | 98052 |
| 425-495-4968 | Vanessa | Walsh | VW SUPPLEMENTAL EDUCATION LLC | Redmond Ridge | | 22320 Northeast MarketPlace Drive | Suite #101 | Redmond | WA | 98053 |
| 425-873-2747 | Yolanda | Chao | MYDA, INC. | Renton - Fairwood | | 14238 Se 176Th Street | | Renton | WA | 98058 |
| 425-553-3100 | Meetu | Sachdeva | SAMMAMISH ACADEMY, INC. | Pine Lake | Pine Lake Plaza li | 2850 228Th Avenue Southeast | Suite D | Sammamish | WA | 98075 |
| 425-636-1277 | Chris | Shrope | LEARNING SKILLS, LLC | Sammamish | | 22841 Ne 8Th Street | | Sammamish | WA | 98074 |
| 206-795-6216 | Janet | Knutzen | JTK LEARNING, LLC | Seattle - Beacon Hill | | 3067 Beacon Ave. S. | | Seattle | WA | 98144 |
| 206-216-4426 | Byron | Bekins | KB3, LLC | Seattle - Queen Anne | | 1570 West Armory Way | Suite #105 | Seattle | WA | 98119 |
| 206-524-0915 | Jeannie | Ianelli | JSPT INC. | University Village | University Village | 2625 Northeast 46Th Street | | Seattle | WA | 98105 |
| 206-258-8313 | Avanti | Prahlad | VANDRA EDUCATION, LLC | West Seattle - North | | 2350 California Ave., S.W. | | Seattle | WA | 98116 |
| 206-533-2300 | Davitra | Lawrence | LAWRENCE LEARNING CENTER, LLC | Shoreline - North | | 20030 Ballinger Way Ne | Suite A-08 | Shoreline | WA | 98155 |
| 206-531-3500 | Hui | Zhao | SEATTLE HAPPY LEARNING, LLC | Shoreline - South | | 910 N 145Th Street | | Shoreline | WA | 98133 |
| 360-865-5880 | Neil | Singh | MAXIMUM POTENTIAL, LLC | Silverdale | | 9621 Mickelberry Road Nw | | Silverdale | WA | 98383 |
| 360-217-4117 | Jennifer | Foster | MILL CREEK LEARNING, LLC | Mill Creek - North | | 13119 Seattle Hill Road | Building 3, Suite #103 | Snohomish | WA | 98296 |
| 509-532-8660 | Samuel | Song | EMPIRE LEARNING LLC | East Spokane | | 5320 E Sprague Avenue | Suite 300 | Spokane Valley | WA | 99212 |
| 253-212-0513 | Carol | Irish | LIFE OF LEARNING, LLC | Tacoma - North End | Sixth Avenue Plaza | 5401 Sixth Avenue | Suite 805 | Tacoma | WA | 98406 |
| 253-460-0088 | Mandi | Mogee | | Tacoma - University Place | | 7014 27Th Street West | | University Place | WA | 98466 |
| 360-521-6284 | Jiro | Konishi | J.K. EDUCATION, LLC | Vancouver - East | | 14930 Southeast Mill Plain Boulevard | Suite #105 | Vancouver | WA | 98684 |
| 360-576-0777 | Constance | Schadewitz | BRILLIANCE BUILDER, LLC | Vancouver - North | | 9901 N. E. 7Th Avenue | Suite B-112 | Vancouver | WA | 98685 |
| 425-381-4555 | Vrushali | Chandwaskar | SUNSHINE EDUCATORS, LLC | Woodinville - Downtown | | 14134 Ne Woodinville Duval Road | Suite D-23 | Woodinville | WA | 98072 |
| 509-823-4116 | Jennifer | Oberlander | SUCCESSFUL STUDENTS, LLC | Yakima | | 2610 West Nob Hill Blvd. | | Yakima | WA | 98902 |
| 262-794-0511 | Rose | Tsang | 5 DOTS, LLC | Brookfield | Ruby Isle Shopping Center | 2205 North Calhoun Road | Suite #26 | Brookfield | WI | 53005 |
| 920-351-3024 | Marynell | Heier | | Green Bay | | 930 Oak Street | Units 1 & 3 | De Pere | WI | 54115 |
| 414-858-9911 | Yogita | Mohan | INNOVARE, LLC | Franklin - West | | 6560 South Lovers Lane | Suite 250 | Franklin | WI | 53132 |
| 414-967-1018 | Yun | Zheng | EAJ SERVICE, LLC | Glendale | | 6004 N. Port Washington Road | Suite 2 & 3 | Glendale | WI | 53217 |
| 262-546-7333 | Luis | Giraldo-Valencia | LAFE LLC | Grafton | | 1963 Wisconsin Avenue | | Grafton | WI | 53024 |
| 920-877-0933 | Yelonda | Harvey | Y4D SOLUTIONS FOR LEARNING LLC | Howard | | 2465 Lineville Rd | Suite 7 | Howard | WI | 54313 |
| 608-827-9631 | Padmakshi (Paddy) | Gundugurthi | AMP EDUCATION SERVICES, INC | Madison - West | | 6504 Odana Road | | Madison | WI | 53719 |
| 262-255-4883 | Jodi | Fox | FOX LEARNING CENTER INC. | Menomonee Falls | | N79 W14692 Appleton Avenue | | Menomonee Falls | WI | 53051 |
| 262-241-5100 | Akram | Khan | ZULE LLC | Mequon | | 1402 West Mequon | | Mequon | WI | 53092 |
| 262-794-0511 | Rose | Tsang | 5 DOTS, LLC | New Berlin | | 3033 S. 128Th Street | | New Berlin | WI | 53151 |

| Center Phone | First Name | Last Name | Company Name | Center | Center Bldg. Name | Center Street Address | Center Suite/Unit | Center City | Center State | Center Zip Code |
|--------------|------------|-----------|----------------------------------|-------------|---------------------------|-----------------------|-------------------|-------------|--------------|-----------------|
| 414-216-0013 | Rola | Bassar | M & R EDUCATIONAL INSTITUTE, LLC | Oak Creek | Oak Creek Shopping Center | 8617 S. Howell Avenue | Suite #270 | Oak Creek | WI | 53154 |
| 262-264-0826 | Ruchee | Saxena | WELL BEGUN LLC | Waukesha | Grandview Plaza | 1840 Meadow Lane | Suite A | Pewaukee | WI | 53072 |
| 608-837-6600 | Cheryl | Marugaki | C.A. MARUGAKI, LLC | Sun Prairie | | 750 Windsor Street | Suite 106 | Sun Prairie | WI | 53590 |
| 414-439-2300 | Wissam | Kaddoura | WISCONSIN MATHEMATICS, LLC | Wauwatosa | | 9118 W. North Ave. | | Wauwatosa | WI | 53226 |
| 304-977-6284 | Chin Ni | Lee | Bright Arch LLC | Wheeling | | 39 Washington Avenue | | Wheeling | WV | 26003 |

EXHIBIT D

FRANCHISEES WHO LEFT THE SYTSEM
DURING THE FISCAL YEAR ENDING DECEMBER 31, 2023

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(TRANSFERS PAGE 1 OF 3)

ALABAMA

Anita Kantamneni
4230 Willowbend Rd.
Decatur, AL 35603
256-355-9567

ARIZONA

Ritsuko Buckley
10955 E. Clinton St.
Scottsdale, AZ 85259
480-391-9379

CALIFORNIA

Sixia Lu
2037 Old Piedmont Rd
San Jose, CA 95132
408-520-3532

Simin Zare
3020 Anacapa Place
Fullerton, CA 92835
714-323-0007

Nafisa Husain
20895 Parkridge
Lake Forest, CA 92630
949-588-1923

Ifrah Aydid
6980 Avalon Way
San Diego, CA 91945
619-307-5382

Greta Chang
19 Lam Court
Kensington, CA 94707
510-525-8833

Deepti Belday
447 Ewing Drive
Pleasanton, CA 94566
408-373-2821

Cynthia Batres
575 Branhan Lane East
San Jose, CA 95111
408-648-9342

Yumiko Nakagawa
405 Genoa St #10
Arcadia, CA 91006
626-574-5743

Kareena Gingco
25945 Stafford Canyon Rd
Unit H
Stevenson Ranch, CA 91381
661-713-2955

Srinivas Potluri
4129 West Rincon Avenue
Campbell, CA 95008
408-984-1879

Kristan Lopez
14339 Whittier Blvd #307
Whittier, CA 90605
562-370-0374

COLORADO

Dalia Abdulrahman
15170 E Crestline Ave
Aurora, CO 80015
720-763-1159

Rubecca Tarar
22564 E. Union Circle
Aurora, CO 80015
720-870-5492

CONNECTICUT

Ivy Kao
49 Maler Ave.
Shelton, CT 06484
203-925-8997

FLORIDA

Priya Kirtane
1736 Fifeshire Ct
Longwood, FL 32779
407-774-9975

Donna Renaud
3821 Mimosa Place
Palm Harbor, FL 34685
561-385-3329

Kalpana Malshe
12274 Accipiter Dr.
Orlando, FL 32837
407-856-8800

Paromita Tomerlin
167 Lehigh Ave
Flagler Beach, FL 32136
386-569-5673

Kalyani Srinivas
11812 Marblehead Drive
Tampa, FL 33626
813-925-3844

GEORGIA

Uzma Momin
354 Roseglen Dr
Marietta, GA 30066
770-218-1731

Grace Sim
5533 Addison Woods Pl.
Sugar Hill, GA 30518
770-310-5321

HAWAII

*Michiko Nagamine
2161 Liliha St
Honolulu, HI 96817
808-595-3131

*Akemi Mcdermott
3037 Gulston St.
Honolulu, HI 96816
808-375-3698

INDIANA

Rukmani Priya
Janakiraman
3475 Yancey Pl
Carmel, IN 46074
317-796-3554

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(TRANSFERS PAGE 2 OF 3)

KANSAS

Fred Shippee
6212 W 122 Street
Overland Park, KS
66209
913-205-9980

LOUISIANA

James `Wes` Harris
1734 Chateau Court
Baton Rouge, LA
70815
225-302-4349

MARYLAND

Joanne Chun
2212 Pot Spring Road
Timonium, MD 21093
443-690-6323

*Young Mi Lee
8069 Old Montgomery
Rd
Ellicott City, MD
21043
301-332-1824

Kimiko Kotani
7507 Mason Ct
Middletown, MD
21769
301-524-2113

MASSACHUSETTS

Shoba Donti
48 Huckleberry Lane
North Andover, MA
01845
978-691-5675

Divya Bhatnagar
171 Laconia Circle
North Andover, MA
01845
978-683-8689

MINNESOTA

*Vijayalakshmi
Guttiatti
16933 Enfield Way
Lakeville, MN 55044
952-232-6665

MISSOURI

Michael Orihuela
3015 Tamm
St. Louis, MO 63139
314-346-1616

NEBRASKA

Indrani Kaparouthu
5520 N 162Nd Street
Omaha, NE 68116
402-496-6502

Cynthia Heller
2110 S. 35Th St.
Omaha, NE 68105
402-657-4741

NEW HAMPSHIRE

#Shelley Holroyd
3 Elizabeth Road
South Berwick, ME
03908
207-752-1774

NEW JERSEY

Mindy Tsai
17 Totten Dr.
Bridgewater, NJ 08807
908-722-2677

Misayo Bien
15 Ravine Ave
Nutley, NJ 07110
973-432-5742

Bhavi Modi
28 Heathcote Avenue
Edison, NJ 08817
732-248-8292

*Millie Portscher
61 Seneca Ave
Emerson, NJ 07630
201-265-1884

#Shuh-Mei Lee
2288 Emanuel Ct.
Easton, PA 18045
908-581-4561

Usha John
1 Harold Court
East Brunswick, NJ
08816
732-533-9105

Shu Yen Oei
19 Maltese Drive
Fair Lawn, NJ 07410
201-878-9447

NEW YORK

Kay Lee
265 Park Hill Ave.
Yonkers, NY 10705
914-479-5252

Rano Mukhamadieva
625 Main Street,
Apt.#621
New York, NY 10044
212-593-2687

Jee Won Lee
138 Apollo Circle
Bethpage, NY 11714
516-242-0951

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(TRANSFERS PAGE 3 OF 3)

OKLAHOMA

*Varsha Desai
7933 S. 92Nd E. Place
Tulsa, OK 74133
918-252-0885

OREGON

Branden Oden
8114 Sw Pine Street
Portland, OR 97223
530-448-2176

*Taek Soo Koh
10944 Se Lenore Street
Happy Valley, OR 97086
503-698-6560

PENNSYLVANIA

Swatee Nanivadekar
1806 Pioneer Drive
Sewickley, PA 15143
973-572-2797

TENNESSEE

Karen Oi
303 Appomattox Dr.
Brentwood, TN 37027
615-661-4337

TEXAS

Meenakshi Garg
904 Sweet Grass Ln
Lakeway, TX 78738
512-918-1605

Rachel Rakunas
17206 Water Oak Bend Court
Cypress, TX 77433
586-899-0502

Milad Honarvaran
6917 Barbican Drive
Plano, TX 75023
972-618-0233

Chitra Subramanian
4522 Maple Street
Bellaire, TX 77401
713-667-7448

Sylvia Rego
8425 Shoreacres Dr
Mckinney, TX 75070
214-514-2459

Sarit Kapur
120 Whittingham Rd
San Antonio, TX 78231
210-408-6169

Ayisha Warfa
7030 Raven Cliffs Ln
Spring, TX 77379
832-766-1502

VIRGINIA

*Haekyung Lee
4724 Spruce Ave
Fairfax, VA 22030
703-999-4801

WASHINGTON

*Julia Zhu
14418 Se 9Th Pl
Bellevue, WA 98007
425-681-2369

Gwendolyn Lewis
627 Olympic View Dr.
Coupeville, WA 98239
425-345-5343

WISCONSIN

Kathy Burnette
3321 Tallyho Lane
Madison, WI 53705
608-332-8395

* This Instructor remains in the Kumon franchise system with another active Center.

This Instructor resides in a different state, but their Center was located under the state referenced.

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(TERMINATIONS PAGE 1 OF 2)

ALABAMA

Nila Patel
602 Wesley Dr.
Montgomery, AL 36111
334-286-6253

CALIFORNIA

Wei Zhou
10312 Stathos Drive
Elk Grove, CA 95757
408-505-5667

*Madoka Miyazaki
3753 Torrey View Ct.
San Diego, CA 92130
858-220-9881

COLORADO

Shannon Mccaffery Pugh
2693 Canossa Drive
Broomfield, CO 80020
303-469-7817

CONNECTICUT

Norman Roos Jr.
2 Farrell Ct Apt 103
Sandy Hook, CT 06482
203-885-1276

Nidhi Bajpai
539 Lovely Street
Avon, CT 06001
860-635-4772

FLORIDA

Christine Holmes
1655 Center Road
Terra Ceia, FL 34250
941-729-0018

*James Billings
6139 E Ivy Lane
Inverness, FL 34452
352-476-4225

GEORGIA

Angela Senior
818 Laurel Crest Ct. Sw
Marietta, GA 30064
770-514-7604

HAWAII

Luka Pule
55-657 Kamehameha Highway
Laie, HI 96762
808-450-1481

Diane Ige-Pasion
812 Kale Street
Lahaina, HI 96761
808-298-3772

LOUISIANA

April Duvernay
604 Gardenia St.
Laplace, LA 70068
985-224-8606

MICHIGAN

Suprita Sehanobish
3182 N. Lakeside Drive
Sanford, MI 48657
248-705-0914

Rachelle Anne Hopkins
1110 Cobblestone Ct
Williamston, MI 48895
517-525-4888

Susan Bae
6567 Bridgewater Drive
West Bloomfield, MI 48322
248-217-4438

NEW YORK

Peter Leung
7 Powell Place
New Hyde Park, NY 11040
516-830-1081

*Lily Wang
169-16 21St Road
Whitestone, NY 11357
917-837-0937

Omprakash Velagandula
32 County Clare Lane
Niskayuna, NY 12309
518-785-1364

Anna Treppiedi
16420 97Th St.
Howard Beach, NY 11414
347-443-3331

*Mathew Eapen
32 Oxford Drive
Montebello, NY 10901
845-918-1556

Stephanie Scotti
14 Mendelsohn St
Staten Island, NY 10305
646-257-0258

#*Shirley Dong
4 Eroid Court
Allendale, NJ 07401
201-327-5170

1 Brian Lee
2268 Nash Ct.
Mahwah, NJ 07430
917-568-8074

OHIO

Kristen Keller
2940 South Bay Dr. K-6
Westlake, OH 44145
513-884-9378

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(TERMINATIONS PAGE 2 OF 2)

OREGON

Gabriella Armstrong
19983 Derby Street
West Linn, OR 97068
503-504-0340

SOUTH CAROLINA

Matt Foster
141 Mountain Ash Lane
Myrtle Beach, SC 29579
502-773-6626

TEXAS

Tony Keulemans
517 Southern Oaks Drive
Lake Jackson, TX 77566
979-665-1234

Dalana Sowell
2111 Stonewood Heights Ct
Pearland, TX 77581
832-350-1333

UTAH

Fatemeh Shoaibi
1424 East, 1700 South
Salt Lake City, UT 84105
801-485-1709

VIRGINIA

Christen Chow
22805 Lincoln Woods Ct
Ashburn, VA 20148
571-223-3129

1 This Instructor remains in the Kumon franchise system with another active Center in a different state.

This Instructor resides in a different state, but their Center was located under the state referenced.

* This Instructor remains in the Kumon franchise system with another active Center.

If you buy this franchise, your contact information may be disclosed to other buyers when you leave the franchise system.

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(TRANSFER REACQUIRED BY FRANCHISOR)

NEW YORK

Carlos Saavedra
243 Winthrop Street
Brooklyn, NY 11225
646-543-8677

TEXAS

Samantha Ahrens
3368 Caence Lane
Apt 3302
Fort Worth, TX 76177
469-390-2391

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2023

(CEASED OPERATIONS OTHER REASONS)

TEXAS

Patrice Hailey
2101 Kingsley Drive
Pearland, TX 77584
713-918-9621

EXHIBIT E
AGENTS FOR SERVICE OF PROCESS

AGENTS FOR SERVICE OF PROCESS

Listed here are the names, addresses and telephone numbers of our appointed agents for service of process. There may be states in addition to those listed below in which we have appointed an agent for service of process. There may also be additional agents appointed in some of the states listed.

CALIFORNIA

Department of Financial Protection &
Innovation:
Toll Free: 1 (866) 275-2677

Los Angeles

320 West 4th Street, Suite 750
Los Angeles, California 90013
(213) 576-7505

Sacramento

2101 Arena Blvd.
Sacramento, California 95834
(916) 445-7205

San Diego

1455 Frazee Road, Suite 315
San Diego, California 92108
(619) 610-2093

San Francisco

One Sansome Street, Suite 600
San Francisco, California 94104
(415) 972-8559

HAWAII

Commissioner of Securities
Department of Commerce and Consumer Affairs
Business Registration Division
Securities Compliance Branch
335 Merchant Street, Room 205
Honolulu, Hawaii 96813
(808) 586-2722

ILLINOIS

Franchise Bureau
Office of the Attorney General
500 South Second Street
Springfield, Illinois 62706
(217) 782-4465

INDIANA

Indiana Secretary of State
201 State House
200 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6531

MARYLAND

Maryland Securities Commissioner
at the Office of the Attorney General
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

MICHIGAN

Michigan Department of Commerce,
Corporations and Securities Bureau
P.O. Box 30054
6546 Mercantile Way
Lansing, Michigan 48909

MINNESOTA

Minnesota Department of Commerce
85 7th Place East, Suite 500
St. Paul, Minnesota 55101
(651) 296-6328

NEW YORK

New York Department of State
One Commerce Plaza
99 Washington Avenue, 6th Floor
Albany, NY 12231-0001
(518) 473-2492

NORTH DAKOTA

North Dakota Securities Department
600 East Boulevard Avenue
State Capitol - Fourteenth Floor
Bismarck, North Dakota 58505
(701) 328-4712

OREGON

Department of Insurance and Finance
Corporate Securities Section
Labor and Industries Building
Salem, Oregon 97310
(503) 378-4387

RHODE ISLAND

Department of Business Regulation
Division of Securities
John O. Pastore Complex
Building 69-1
1511 Pontiac Avenue
Cranston, Rhode Island 02920
(401) 462-9645

SOUTH DAKOTA

Division of Insurance
Securities Regulation
124 S. Euclid, Suite 104
Pierre, South Dakota 57501
(605) 773-3563

VIRGINIA

Clerk, State Corporation Commission
1300 East Main Street, 1st Floor
Richmond, Virginia 23219
(804) 371-9733

WASHINGTON

Director
Department of Financial Institutions
Securities Division
150 Israel Road, S.W.
Tumwater, Washington 98501

WISCONSIN

Office of the Secretary
Wisconsin Department of Financial Institutions
P.O. Box 8861
Madison, Wisconsin 53708-8861
(608) 261-9555

EXHIBIT F
STATE ADMINISTRATORS

STATE ADMINISTRATORS

Listed here are the names, addresses and telephone numbers of the state agencies having responsibility for the franchising disclosure/registration laws. We may not yet be registered to sell franchises in any or all of these states.

CALIFORNIA

Department of Financial Protection &
Innovation:
Toll Free: 1 (866) 275-2677

Los Angeles

320 West 4th Street, Suite 750
Los Angeles, California 90013
(213) 576-7505

Sacramento

2101 Arena Blvd.
Sacramento, California 95834
(916) 445-7205

San Diego

1455 Frazee Road, Suite 315
San Diego, California 92108
(619) 610-2093

San Francisco

One Sansome Street, Suite 600
San Francisco, California 94104
(415) 972-8559

HAWAII

Business Registration Division
Department of Commerce and Consumer Affairs
P.O. Box 40
Honolulu, Hawaii 96810
(808) 586-2727

ILLINOIS

Franchise Bureau
Office of the Attorney General
500 South Second Street
Springfield, Illinois 62706
(217) 782-4465

INDIANA

Indiana Secretary of State
Securities Division, E-111
302 West Washington Street
Indianapolis, Indiana 46204
(317) 232-6681

MARYLAND

Office of the Attorney General
Securities Division
200 St. Paul Place
Baltimore, Maryland 21202-2021
(410) 576-6360

MICHIGAN

Michigan Attorney General's Office
Consumer Protection Division
Attn: Franchise Section
G. Mennen Williams Building, 1st Floor
525 West Ottawa Street
Lansing, Michigan 48909
(517) 373-7177

MINNESOTA

Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101
(651) 296-6328

NEW YORK

NYS Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, New York 10005
(212) 416-8236 Phone
(212) 416-6042 Fax

NORTH DAKOTA

North Dakota Securities Department
600 East Boulevard Avenue
State Capitol – Fourteenth Floor – Dept 414
Bismarck, North Dakota 58505-0510
(701) 328-4712

OREGON

Department of Business Services
Division of Financial Regulation
350 Winter Street NE, Room 410
Salem, Oregon 97310-3881
(503) 378-4387

RHODE ISLAND

Department of Business Regulation
Division of Securities
John O. Pastore Complex Building 69-1
1511 Pontiac Avenue
Cranston, Rhode Island 02920
(401) 462-9645

SOUTH DAKOTA

Division of Insurance
Securities Regulation
124 S. Euclid, Second Floor
Pierre, South Dakota 57501
(605) 773-3563

VIRGINIA

State Corporation Commission
Division of Securities
and Retail Franchising
1300 East Main Street, Ninth Floor
Richmond, Virginia 23219
(804) 371-9051

WASHINGTON

Department of Financial Institutions
Securities Division
P.O. 41200
Olympia, Washington 98504-1200
(360) 902-8760

WISCONSIN

Securities and Franchise Registration
Wisconsin Department of Financial Institutions
4822 Madison Yards Way, North Tower
Madison, Wisconsin 53705
(608) 266-0448

EXHIBIT G
STATE ADDENDA / AGREEMENT RIDERS

**ADDITIONAL DISCLOSURES FOR THE
FRANCHISE DISCLOSURE DOCUMENT OF
KUMON NORTH AMERICA, INC.**

The following are additional disclosures for the Franchise Disclosure Document of **KUMON NORTH AMERICA, INC.** required by various state franchise laws. Each provision of these additional disclosures will only apply to you if the applicable state franchise registration and disclosure law applies to you.

FOR THE FOLLOWING STATES: CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, WASHINGTON, OR WISCONSIN.

No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

HAWAII

1. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.
2. **THESE FRANCHISES WILL BE/HAVE BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.**

THE FRANCHISE INVESTMENT LAW MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, OR SUBFRANCHISOR, AT LEAST SEVEN DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY THE FRANCHISEE, OR SUBFRANCHISOR, WHICHEVER OCCURS FIRST, A COPY OF THE DISCLOSURE DOCUMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS FRANCHISE DISCLOSURE DOCUMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR A STATEMENT OF ALL RIGHTS, CONDITIONS, RESTRICTIONS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

Kumon authorizes the Commissioner of Securities, Department of Commerce and Consumer Affairs, Business Registration Division, Securities Compliance Branch, 335 Merchant Street, Room 203, Honolulu, Hawaii 96813 to receive service of process for Kumon in Hawaii.

ILLINOIS

1. The "Summary" section of Item 17(v) in each table, entitled **Choice of forum**, is deleted in its entirety.

2. The "Summary" section of Item 17(w) in each table, entitled **Choice of law**, is deleted and replaced with the following:

Except for federal laws in the U.S., the laws of the State of Illinois apply.

MARYLAND

1. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for you to renew or extend**, and Item 17(m), entitled **Conditions for Kumon's approval of transfer**:

However, under COMAR 02.02.08.16L, any release required as a condition of renewal and/or assignment/transfer will not apply to claims arising under the Maryland Franchise Registration and Disclosure Law.

2. The "Summary" sections of Item 17(v), entitled **Choice of forum**, and 17(w), entitled **Choice of law**, are amended to add the following:

, except that you may bring suit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

3. The following language is added to the end of the chart in Item 17:

Despite any contradicting provision in the Franchise Agreement, you have 3 years from the date on which we grant you the franchise to bring a claim under the Maryland Franchise Registration and Disclosure Law.

MINNESOTA

1. **Trademark Indemnification.** The following is added at the end of Item 13:

Provided you have complied with all provisions of the Franchise Agreement applicable to the Proprietary Marks, we will protect your rights to use the Proprietary Marks and we also will indemnify you from any loss, costs or expenses from any claims, suits or demands regarding your use of the Proprietary Marks in accordance with Minn. Stat. Sec. 80C.12 Subd. 1(g).

2. **Renewal, Termination, Transfer and Dispute Resolution.** The following is added at the end of the chart in Item 17:

With respect to franchises governed by Minnesota law, we will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that you be given 90 days' notice of termination (with 60 days to cure) of the Franchise Agreement and 180 days' notice for non-renewal of the Franchise Agreement.

Minn. Stat. Sec. 80C.21 and Minn. Rule 2860.4400J might prohibit us from requiring litigation to be conducted outside Minnesota, requiring waiver of a jury trial or requiring you to consent to liquidated damages, termination penalties or judgment notes. In addition, nothing in the Franchise Disclosure Document or Franchise Agreement can abrogate or reduce any of Franchisee's rights as provided for in Minnesota Statutes 1984, Chapter 80C, or your rights to any procedure, forum or remedies provided for by the laws of the jurisdiction. Those provisions also provide that no condition, stipulation or provision in the Franchise Agreement will in any way abrogate or reduce any of your rights under the Minnesota Franchises Law, including, if applicable, the right to submit matters to the jurisdiction of the courts of Minnesota.

Any release required as a condition of renewal, sale and/or transfer/assignment will not apply to the extent prohibited by applicable law with respect to claims arising under Minn. Rule 2860.4400D.

NORTH DAKOTA

1. The section of the Item 6 chart, entitled **Liquidated Damages**, is deleted in its entirety.

2. The following is added to the end of the "Summary" sections of Item 17(c), entitled **Requirements for you to renew or extend**, and Item 17(m), entitled **Conditions for Kumon's approval of transfer**:

However, any release required as a condition of renewal and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

3. The following is added to the end of the "Summary" section of Item 17(r), entitled **Non-competition covenants after the franchise is terminated or expires**:

Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota; however, we and you will enforce the covenants to the maximum extent the law allows.

4. The "Summary" section of Item 17(v), entitled **Choice of forum**, is deleted and replaced with the following:

Litigation must be exclusively in the state or federal court which is closest to our (or our successor's or assign's) then current principal place of business is located (currently Rutherford, New Jersey), except to the extent required by North Dakota Franchise Investment Law, you may bring an action in North Dakota.

5. The "Summary" section of Item 17(w), entitled **Choice of law**, is deleted and replaced with the following:

Except as otherwise required by North Dakota law, the laws of the State of New Jersey will apply.

PENNSYLVANIA

In compliance with state mandate, Kumon franchisees and their Centers must either be licensed through the Pennsylvania State Department of Education (DOE) or a private accrediting association sanctioned by the DOE.

You may apply for accreditation to the DOE or to a private accrediting association sanctioned by the DOE of your choice.

We are accredited by the Middle States Association of Colleges and School ("Middle States"), a Pennsylvania sanctioned private accrediting association; and as a Kumon franchisee, you can apply to Middle States for the accreditation of your Kumon Center.

Currently, the fees charged by Middle States for the accreditation of a Kumon Center are:

\$600 review team preparation fee (one-time)
\$650 annual membership fee
\$350 for any subsequent Center visit

These fees are subject to change by Middle States in its discretion.

RHODE ISLAND

Section 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “a provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act.”

VIRGINIA

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the Franchise Disclosure Document for Kumon North America, Inc. for use in the Commonwealth for Virginia shall be amended as follows:

Additional Disclosure. The following statements are added to Item 17.h.

Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the Franchise Agreement does not constitute “reasonable cause,” as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

WASHINGTON

1. The following paragraph is added at the end of Item 17:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede the Franchise Agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the Franchise Agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if

litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Washington Franchise Investment Protection Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee's earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor's earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the Franchise Agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the Franchise Agreement or elsewhere are void and unenforceable in Washington.

The Franchise Disclosure Document does not waive any liability we may have under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

**THE FOLLOWING PAGES IN THIS EXHIBIT ARE
STATE-SPECIFIC RIDERS TO THE
FRANCHISE AGREEMENT**

**RIDER TO THE
FRANCHISE AGREEMENT
FOR USE IN ILLINOIS**

THIS RIDER is made and entered into by and between **KUMON NORTH AMERICA, INC.**, a Delaware corporation whose address is 301 Route 17 North, Rutherford, New Jersey 07070 (“we”), and _____ a(n) _____ whose _____ principal _____ business _____ address _____ is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain Franchise Agreement dated _____, 20__ (the “Franchise Agreement”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) any of the offering or sales activity relating to the Franchise Agreement occurred in Illinois and the Kumon Center that you will operate under the Franchise Agreement will be located in Illinois, and/or (b) you are domiciled in Illinois.

1. **APPLICABLE LAW.** Section 20.1 of the Franchise Agreement is deleted and replaced with the following:

APPLICABLE LAW. EXCEPT TO THE EXTENT GOVERNED BY THE UNITED STATES TRADEMARK ACT OF 1946 (LANHAM ACT, 15 U.S.C. SECTIONS 1051 ET SEQ.), OR OTHER UNITED STATES FEDERAL LAW, THIS AGREEMENT, THE FRANCHISE, AND ALL CLAIMS ARISING FROM THE RELATIONSHIP BETWEEN US AND YOU WILL BE GOVERNED BY THE LAWS OF THE STATE OF ILLINOIS WITHOUT REGARD TO ITS CONFLICT OF LAWS RULES.

2. **FORUM.** Section 20.2 of the Franchise Agreement is deleted in its entirety.

3. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL.** The following language is added to the end of Section 22.1 of the Franchise Agreement:

HOWEVER, THIS SECTION SHALL NOT ACT AS A CONDITION, STIPULATION OR PROVISION PURPORTING TO BIND ANY PERSON ACQUIRING ANY FRANCHISE TO WAIVE COMPLIANCE WITH ANY PROVISION OF THE ILLINOIS FRANCHISE DISCLOSURE ACT AT SECTION 705/41 OR ILLINOIS REGULATIONS AT SECTION 200.609.

5. **LIMITATIONS OF CLAIMS AND CLASS ACTION BAR.** Section 23.6 of the Franchise Agreement is deleted and replaced with the following:

LIMITATIONS OF CLAIMS AND CLASS ACTION BAR. THE PARTIES AGREE THAT CLAIMS OF ANY OTHER PARTY OR PARTIES SHALL NOT BE JOINED WITH ANY CLAIMS ASSERTED IN ANY ACTION OR PROCEEDING BETWEEN YOU AND US. EXCEPT FOR CLAIMS ARISING FROM YOUR

NON-PAYMENT OR UNDERPAYMENT OF AMOUNTS YOU OWE US OR OUR AFFILIATE, ANY AND ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT OR OUR RELATIONSHIP WITH YOU WILL BE BARRED UNLESS A JUDICIAL PROCEEDING IS COMMENCED WITHIN ONE (1) YEAR FROM THE DATE ON WHICH THE PARTY ASSERTING THE CLAIM KNEW OR SHOULD HAVE KNOWN OF THE FACTS GIVING RISE TO THE CLAIMS. HOWEVER, NOTHING CONTAINED IN THIS SECTION SHALL CONSTITUTE A CONDITION, STIPULATION, OR PROVISION PURPORTING TO BIND ANY PERSON TO WAIVE COMPLIANCE WITH ANY PROVISION OF THE ILLINOIS FRANCHISE DISCLOSURE ACT OR ANY OTHER LAW OF THE STATE OF ILLINOIS, TO THE EXTENT APPLICABLE.

6. **ILLINOIS FRANCHISE DISCLOSURE ACT.** The following language is added as Section 23.11 of the Franchise Agreement:

ILLINOIS FRANCHISE DISCLOSURE ACT. Section 41 of the Illinois Franchise Disclosure Act states that any condition, stipulation, or provision purporting to bind any person acquiring any franchise to waive compliance with any provision of the Act or any other law of Illinois is void.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the Effective Date of the Franchise Agreement.

KUMON NORTH AMERICA, INC.

FRANCHISE OWNER:

By: _____
Name: _____
Title: _____
Date*: _____
(*This is the Effective Date)

[Name]
By: _____
Name: _____
Title: _____
Date: _____

**RIDER TO THE
FRANCHISE AGREEMENT
FOR USE IN MARYLAND**

THIS RIDER is made and entered into by and between **KUMON NORTH AMERICA, INC.**, a Delaware corporation whose address is 301 Route 17 North, Rutherford, New Jersey 07070 (“we”), and _____ a(n) _____ whose _____ principal _____ business _____ address _____ is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain Franchise Agreement dated _____, 20____ (the "Franchise Agreement") that has been signed concurrently with the signing of this Rider. This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are domiciled in Maryland, and/or (b) the Kumon Center that you will operate under the Franchise Agreement will be located in Maryland.

2. **RELEASES.** The following is added to the end of Sections 13.3 and 17.5(c) of the Franchise Agreement:

Pursuant to COMAR 02.02.08.16L, any release required as a condition of renewal and/or assignment/transfer will not apply to claims arising under the Maryland Franchise Registration and Disclosure Law.

3. **DEATH, INCAPACITY, OR BANKRUPTCY.** The following is added to the end of Sections 17.9(a) of the Franchise Agreement:

; however, we and you acknowledge that certain aspects of this provision might not be enforceable under federal bankruptcy law (11 U.S.C. Sections 101 et seq.).

4. **APPLICABLE LAW.** Section 20.1 of the Franchise Agreement is deleted and replaced with the following:

APPLICABLE LAW. THIS AGREEMENT IS GOVERNED BY THE LAWS OF THE STATE OF NEW JERSEY. HOWEVER, THIS SECTION IS NOT INTENDED TO EXTEND THE APPLICATION OF THE NEW JERSEY FRANCHISE PRACTICES ACT OR ANY OTHER NEW JERSEY STATUTE TO ANY PERSON WHO WOULD NOT OTHERWISE BE ENTITLED TO THE PROTECTION OF THE STATUTE. TO THE EXTENT REQUIRED BY APPLICABLE LAW, MARYLAND LAW WILL APPLY TO CLAIMS ARISING UNDER THE MARYLAND FRANCHISE AND DISCLOSURE LAW.

5. **FORUM.** The following is added to the end of Section 20.2 of the Franchise Agreement:

FORUM. NOTWITHSTANDING THE FOREGOING, YOU MAY BRING AN ACTION IN MARYLAND FOR CLAIMS ARISING UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

6. **LIMITATIONS OF CLAIMS AND CLASS ACTION BAR.** The following is added to the end of Section 23.6 of the Franchise Agreement:

; PROVIDED, HOWEVER, THAT THIS LIMITATION OF CLAIMS SHALL NOT ACT TO REDUCE THE 3 YEAR STATUTE OF LIMITATIONS AFFORDED YOU FOR BRINGING A CLAIM UNDER THE MARYLAND FRANCHISE REGISTRATION AND DISCLOSURE LAW.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the Effective Date of the Franchise Agreement.

KUMON NORTH AMERICA, INC.

FRANCHISE OWNER:

By: _____
Name: _____
Title: _____
Date*: _____

(*This is the Effective Date)

[Name]
By: _____
Name: _____
Title: _____
Date: _____

**RIDER TO THE
FRANCHISE AGREEMENT
FOR USE IN MINNESOTA**

THIS RIDER is made and entered into by and between **KUMON NORTH AMERICA, INC.**, a Delaware corporation whose address is 301 Route 17 North, Rutherford, New Jersey 07070 (“we”), and _____ a(n) _____ whose _____ principal _____ business _____ address _____ is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain Franchise Agreement dated _____, 20__ (the “Franchise Agreement”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) the Kumon Center that you will operate under the Franchise Agreement will be located in Minnesota; and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in Minnesota

2. **LIMITATIONS.** The following sentence is added to the end of Section 7.4 of the Franchise Agreement:

Provided you have complied with all provisions of this Agreement applicable to the Proprietary Marks, we will protect your right to use the Proprietary Marks and will indemnify you from any loss, costs or expenses arising out of any claims, suits or demands regarding your use of the Proprietary Marks in accordance with Minn. Stat. Sec. 80C.12, Subd. 1(g).

3. **TERM, RENEWAL PROCESS AND RENEWAL CONDITIONS AND TERMINATION AND OBLIGATIONS UPON TERMINATION.** The following is added to the end of Sections 13 and 14 to the Franchise Agreement:

However, with respect to franchises governed by Minnesota law, we will comply with Minn. Stat. Sec. 80C.14, Subds. 3, 4 and 5 which require, except in certain specified cases, that you be given 90 days’ notice of termination (with 60 days to cure) and 180 days’ notice of non-renewal of this Agreement.

4. **RELEASES** The following sentence is added to the end of Sections 13.3 and 17.5(c) of the Franchise Agreement:

Any release required as a condition of renewal or assignment/transfer will not apply to the extent prohibited by the Minnesota Franchises Law.

5. **DAMAGES**. The following statement is added at the end of Sections 14.4 and 17.4 of the Franchise Agreement:

Nothing in this Agreement will abrogate or reduce any of your rights under Minnesota Statutes Chapter 80C or your right to any procedure, forum or remedies that the laws of the jurisdiction provide.

6. **APPLICABLE LAW**. The following statement is added at the end of Section 20.1 of the Franchise Agreement:

Nothing in this Agreement will abrogate or reduce any of your rights under Minnesota Statutes Chapter 80C or your right to any procedure, forum or remedies that the laws of the jurisdiction provide.

7. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL**. Section 22 of the Franchise Agreement is deleted in its entirety.

8. **LIMITATIONS OF CLAIMS AND CLASS ACTION BAR**. The following statement is added at the end of Section 23.6 of the Franchise Agreement:

Provided, however, that Minnesota law provides that no action may be commenced under Minn. Stat. § 80C.17 more than 3 years after the cause of action accrues.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the Effective Date of the Franchise Agreement.

KUMON NORTH AMERICA, INC.

FRANCHISE OWNER:

By: _____
Name: _____
Title: _____
Date*: _____
(*This is the Effective Date)

[Name]

By: _____
Name: _____
Title: _____
Date: _____

**RIDER TO THE
FRANCHISE AGREEMENT
FOR USE IN NORTH DAKOTA**

THIS RIDER is made and entered into by and between **KUMON NORTH AMERICA, INC.**, a Delaware corporation whose address is 301 Route 17 North, Rutherford, New Jersey 07070 (“we”), and _____ a(n) _____ whose _____ principal _____ business _____ address _____ is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain Franchise Agreement dated _____, 20__ (the “Franchise Agreement”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are a resident of North Dakota and the Kumon Center that you will operate under the Franchise Agreement will be located or operated in North Dakota; and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in North Dakota.

2. **NON-SOLICITATION OF STUDENTS OR PARENTS.** Section 15.3 of the Franchise Agreement will not be enforced to the extent prohibited by applicable law.

3. **RELEASES.** The following is added to the end of Sections 13.3 and 17.5(c) of the Franchise Agreement:

Any release required as a condition of renewal, sale and/or assignment/transfer will not apply to the extent prohibited by the North Dakota Franchise Investment Law.

4. **RESTRICTIONS ON COMPETITION.** The following is added to the end of Section 15 of the Franchise Agreement:

Covenants not to compete such as those mentioned above are generally considered unenforceable in the State of North Dakota; however, we will enforce the covenants to the maximum extent the law allows.

5. **REMEDIES; LIQUIDATED DAMAGES.** The following language is added to end of Sections 14.3(d), 14.4(b), 17.4(d) of the Franchise Agreement:

We and you acknowledge that certain parts of this provision might not be enforceable under the North Dakota Franchise Investment Law. However, we and you agree to enforce the provision to the extent the law allows.

6. **APPLICABLE LAW.** Section 20.1 of the Franchise Agreement is deleted and replaced with the following:

Except to the extent governed by the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. sections 1051 et seq.), or other United States federal law, and except as otherwise required by North Dakota law, this Agreement, the franchise, and all claims arising from the relationship between us and you will be governed by the laws of the State of New Jersey without regard to its conflict of laws rules, except

that any law regulating the sale of franchises or governing the relationship of a franchisor and its franchisee will not apply unless its jurisdictional requirements are met independently without reference to this section.

7. **FORUM**. The following is added to the end of Section 20.2 of the Franchise Agreement:

Notwithstanding the foregoing, to the extent required by the North Dakota Franchise Investment Law, you may bring an action in North Dakota for claims arising under the North Dakota Franchise Investment Law.

8. **WAIVER OF PUNITIVE DAMAGES AND JURY TRIAL**. To the extent required by the North Dakota Franchise Investment Law, Sections 22.1 AND 22.2 of the Franchise Agreement are deleted.

9. **LIMITATIONS OF CLAIMS AND CLASS ACTION BAR**. The following is added to the end of Section 23.6 of the Franchise Agreement:

The statutes of limitations under North Dakota Law applies with respect to claims arising under the North Dakota Franchise Investment Law.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the Effective Date of the Franchise Agreement.

KUMON NORTH AMERICA, INC.

FRANCHISE OWNER:

By: _____
Name: _____
Title: _____
Date*: _____

(*This is the Effective Date)

[Name]
By: _____
Name: _____
Title: _____
Date: _____

**WASHINGTON ADDENDUM TO THE FRANCHISE AGREEMENT
AND RELATED AGREEMENTS**

THIS RIDER is made and entered into by and between **KUMON NORTH AMERICA, INC.**, a Delaware corporation whose address is 301 Route 17 North, Rutherford, New Jersey 07070 (“we”), and _____ a(n) _____ whose _____ principal _____ business _____ address _____ is _____ (“you”).

1. **BACKGROUND.** We and you are parties to that certain Franchise Agreement dated _____, 20____ (the “Franchise Agreement”). This Rider is annexed to and forms part of the Franchise Agreement. This Rider is being signed because (a) you are domiciled in Washington; and/or (b) the Kumon Center that you will operate under the Franchise Agreement will be located or operated in Washington; and/or (c) any of the offering or sales activity relating to the Franchise Agreement occurred in Washington.

2. **WASHINGTON LAW.** The following paragraphs are added to the end of the Franchise Agreement:

In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, Chapter 19.100 RCW will prevail.

RCW 19.100.180 may supersede the Franchise Agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise. There may also be court decisions which may supersede the Franchise Agreement in your relationship with the franchisor including the areas of termination and renewal of your franchise.

In any arbitration or mediation involving a franchise purchased in Washington, the arbitration or mediation site will be either in the state of Washington, or in a place mutually agreed upon at the time of the arbitration or mediation, or as determined by the arbitrator or mediator at the time of arbitration or mediation. In addition, if litigation is not precluded by the franchise agreement, a franchisee may bring an action or proceeding arising out of or in connection with the sale of franchises, or a violation of the Washington Franchise Investment Protection Act, in Washington.

A release or waiver of rights executed by a franchisee may not include rights under the Washington Franchise Investment Protection Act or any rule or order thereunder except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel. Provisions such as those which unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Washington Franchise Investment Protection Act such as a right to a jury trial, may not be enforceable.

Transfer fees are collectable to the extent that they reflect the franchisor’s reasonable estimated or actual costs in effecting a transfer.

Pursuant to RCW 49.62.020, a noncompetition covenant is void and unenforceable against an employee, including an employee of a franchisee, unless the employee’s earnings from the party seeking enforcement, when annualized, exceed \$100,000 per year (an amount that will be adjusted annually for inflation). In addition, a noncompetition covenant is void and unenforceable against an independent contractor of a franchisee under RCW 49.62.030 unless the independent contractor’s earnings from the party seeking enforcement, when annualized, exceed \$250,000 per year (an amount that will be adjusted annually for inflation). As a result, any provisions contained in the Franchise Agreement or elsewhere that conflict with these limitations are void and unenforceable in Washington.

RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee from (i) soliciting or hiring any employee of a franchisee of the same franchisor or (ii) soliciting or hiring any employee of the franchisor. As a result, any such provisions contained in the Franchise Agreement or elsewhere are void and unenforceable in Washington.

The Franchise Disclosure Document does not waive any liability we may have under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

3. **SITE SELECTION**. We and you acknowledge and agree that the fourth (4th) and fifth (5th) sentences in Section 3.1 of the Franchise Agreement are hereby deleted in their entirety.

IN WITNESS WHEREOF, the parties have executed and delivered this Rider on the dates noted below, to be effective as of the Effective Date of the Franchise Agreement.

KUMON NORTH AMERICA, INC.

FRANCHISE OWNER:

By: _____
Name: _____
Title: _____
Date*: _____

(*This is the Effective Date)

[Name]
By: _____
Name: _____
Title: _____
Date: _____

EXHIBIT H
REPRESENTATIONS AND ACKNOWLEDGEMENT STATEMENT

REPRESENTATIONS AND ACKNOWLEDGMENT STATEMENT

DO NOT SIGN THIS QUESTIONNAIRE IF YOU ARE LOCATED, OR YOUR FRANCHISED BUSINESS WILL BE LOCATED IN: CALIFORNIA, HAWAII, ILLINOIS, INDIANA, MARYLAND, MICHIGAN, MINNESOTA, NEW YORK, NORTH DAKOTA, RHODE ISLAND, SOUTH DAKOTA, VIRGINIA, WASHINGTON, OR WISCONSIN.

The purpose of this Statement is to demonstrate to Kumon North America, Inc., (“Franchisor”) that the person(s) signing below (“I,” “me” or “my”), whether acting individually or on behalf of any legal entity established to acquire the franchise rights, (a) fully understands that the purchase of a Kumon franchise to operate an after-school center that provides math and reading programs as a Kumon Franchisee is a significant long-term commitment, complete with its associated risks, and (b) is not relying on any statements, representations, promises or assurances that are not specifically set forth in Franchisor’s Franchise Disclosure Document and Exhibits (collectively, the “FDD”) in deciding to purchase the franchise.

In that regard, I represent to Franchisor and acknowledge that:

| | |
|--|----------|
| I understand that buying a franchise is not a guarantee of success. Purchasing or establishing any business is risky, and the success or failure of the franchise is subject to many variables such as my skills and abilities (and those of my partners, officers, employees), the time my associates and I devote to the business, competition, interest rates, the economy, inflation, operation costs, location, lease terms, the market place generally and other economic and business factors. I am aware of and am willing to undertake these business risks. I understand that the success or failure of my business will depend primarily upon my efforts and not those of Franchisor. | INITIAL: |
| I received a copy of the FDD, including the Franchise Agreement at least 14 calendar days before I executed the Franchise Agreement. I understand that all of my rights and responsibilities and those of Franchisor in connection with the franchise are set forth in these documents and only in these documents. I acknowledge that I have had the opportunity to personally and carefully review these documents and have, in fact, done so. I have been advised to have professionals (such as lawyers and accountants) review the documents for me and to have them help me understand these documents. | INITIAL: |
| Neither the Franchisor nor any of its officers, employees or agents (including any franchise broker) has made a statement, promise or assurance to me concerning any matter related to the franchise (including those regarding advertising, marketing, training, support service or assistance provided by Franchisor) that is contrary to, or different from, the information contained in the FDD. | INITIAL: |
| My decision to purchase the franchise has not been influenced by any oral representations, assurances, warranties, guarantees or promises whatsoever made by the Franchisor or any of its officers, employees or agents (including any franchise broker), including as to the likelihood of success of the franchise. | INITIAL: |
| I have made my own independent determination as to whether I have the capital necessary to fund the business and my living expenses, particularly during the start-up phase. | INITIAL: |

PLEASE READ THE FOLLOWING QUESTION CAREFULLY. THEN SELECT YES OR NO AND PLACE YOUR INITIALS WHERE INDICATED.

INITIAL:

Have you received any information from the Franchisor or any of its officers, employees or agents (including any franchise broker) concerning actual, average, projected or forecasted sales, revenues, income, profits or earnings of the franchise business (including any statement, promise or assurance concerning the likelihood of success)?

Yes No (Initial Here: ____)

If you selected "Yes," please describe the information you received on the lines below:

_____.

Prohibited Parties Clause. I acknowledge that Franchisor, its employees and its agents are subject to U.S. laws that prohibit or restrict (a) transactions with certain parties, and (b) the conduct of transactions involving certain foreign parties. These laws include, without limitation, U.S. Executive Order 13224, the U.S. Foreign Corrupt Practices Act, the Bank Secrecy Act, the International Money Laundering Abatement and Anti-terrorism Financing Act, the Export Administration Act, the Arms Export Control Act, the U.S. Patriot Act, and the International Economic Emergency Powers Act, and the regulations issued pursuant to these and other U.S. laws. As part of the express consideration for the purchase of the franchise, I represent that neither I nor any of my employees, agents, or representatives, nor any other person or entity associated with me, is now, or has been listed on:

1. the U.S. Treasury Department's List of Specially Designated Nationals;
2. the U.S. Commerce Department's Denied Persons List, Unverified List, Entity List, or General Orders;
3. the U.S. State Department's Debarred List or Nonproliferation Sanctions; or
4. the Annex to U.S. Executive Order 13224.

I warrant that neither I nor any of my employees, agents, or representatives, nor any other person or entity associated with me, is now, or has been: (i) a person or entity who assists, sponsors, or supports terrorists or acts of terrorism; or (ii) is owned or controlled by terrorists or sponsors of terrorism. I warrant that I am now, and have been, in compliance with U.S. anti-money laundering and counter-terrorism financing laws and regulations, and that any funds provided by me to Franchisor were legally obtained in compliance with these laws.

I further covenant that neither I nor any of my employees, agents, or representatives, nor any other person or entity associated with me, will, during the term of the Franchise Agreement become a person or entity described above or otherwise become a target of any anti-terrorism law.

[Signature page follows]

FRANCHISEE:

Sign here if you are taking the franchise as an
INDIVIDUAL(S)

(Note: use these blocks if you are an individual or
a partnership but the partnership is not a separate
legal entity)

Signature

Print Name: _____

Date: _____

Signature

Print Name: _____

Date: _____

Signature

Print Name: _____

Date: _____

Signature

Print Name: _____

Date: _____

Sign here if you are taking the franchise as a
CORPORATION, LIMITED LIABILITY
COMPANY OR PARTNERSHIP

Print Name of Legal Entity

By: _____

Signature

Print Name: _____

Title: _____

Date: _____

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

| State | Effective Date |
|--------------|-----------------------|
| California | Exempt |
| Hawaii | _____ |
| Illinois | Exempt |
| Indiana | Exempt |
| Maryland | Exemption Pending |
| Michigan | March 29, 2024 |
| Minnesota | Pending |
| New York | Exempt |
| North Dakota | Exemption Pending |
| Rhode Island | Exemption Pending |
| South Dakota | Pending |
| Virginia | Exemption Pending |
| Washington | Pending |
| Wisconsin | March 29, 2024 |

Other states may require registration, filing, or exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

EXHIBIT I
RECEIPTS

**RECEIPT
(OUR COPY)**

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Kumon North America, Inc., offers you a franchise, it must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment to, Kumon North America, Inc., or an affiliate in connection with the proposed franchise sale, or sooner if required by applicable state law. Under Iowa law, we must give you this disclosure document at the earlier of our 1st personal meeting or 14 calendar days before you sign an agreement with, or make a payment to, us or an affiliate in connection with the proposed franchise sale. Under Michigan law, we must give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If Kumon North America, Inc., does not deliver this disclosure document on time or if it contains a false or misleading statement, or a material omission, a violation of federal law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and the appropriate state agency identified on Exhibit F.

The franchisor is Kumon North America, Inc., 301 Route 17 North, Rutherford, New Jersey 07070; (201) 928-0444. The franchise seller for this offering is:

(Insert Name)
Kumon North America, Inc.
301 Route 17 North
Rutherford, New Jersey 07070
(201) 928-0444

Issuance Date: March 29, 2024

See Exhibit E for Kumon North America, Inc.'s registered agents authorized to receive service of process.

I have received a disclosure document dated March 29, 2024 that included the following Attachments and Exhibits:

| | | | |
|--------------|--|-----------|---|
| Attachment 1 | Training Agreement | Exhibit E | Agents for Service of Process |
| Attachment 2 | Franchise Agreement | Exhibit F | State Administrators |
| Attachment 3 | Operations Manual Table of Contents | Exhibit G | State Addenda to Disclosure Document and Agreement Riders |
| Attachment 4 | Financial Statements | | |
| Exhibit A | Price List of Chargeable Items | Exhibit H | Representations & Acknowledgements |
| Exhibit B | List of Non-Cost Items | | Statement |
| Exhibit C | List of Kumon Franchisees | Exhibit I | Receipts |
| Exhibit D | List of Kumon Franchisees that Left System | | |

Date

Signature

Printed Name

Date

Signature

Printed Name

Please sign this copy of the receipt, print the date on which you received this disclosure document, and return it, by mail or email, to Kumon North America, Inc., 301 Route 17 North, Rutherford, New Jersey 07070.

Phone: (201) 928-0444, Email: Franchise@Kumon.com

**RECEIPT
(YOUR COPY)**

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

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The franchisor is Kumon North America, Inc., 301 Route 17 North, Rutherford, New Jersey 07070; (201) 928-0444. The franchise seller for this offering is:

(Insert Name)
Kumon North America, Inc.
301 Route 17 North
Rutherford, New Jersey 07070
(201) 928-0444

Issuance Date: March 29, 2024

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| Exhibit A | Price List of Chargeable Items | Exhibit H | Representations & Acknowledgements |
| Exhibit B | List of Non-Cost Items | | Statement |
| Exhibit C | List of Kumon Franchisees | Exhibit I | Receipts |
| Exhibit D | List of Kumon Franchisees that Left System | | |

Date Signature Printed Name

Date Signature Printed Name

PLEASE SIGN THIS COPY OF THE RECEIPT, PRINT THE DATE ON WHICH YOU RECEIVED THIS DISCLOSURE DOCUMENT AND KEEP IT FOR YOUR RECORDS.