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 $101,630 to $233,780. This includes $6,500 to $7,500 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 27, 2026

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 one year's 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, CORPORATE OVERSIGHT DIVISION, ATTN.: FRANCHISE SECTION, G. MENNEN WILLIAMS BLDG., 5TH FLOOR, 525 W. OTTAWA STREET, LANSING, MICHIGAN 48913, (517) 335-7567. 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.

TABLE OF CONTENTS

ITEM		PAGE
ITEM 1	THE FRANCHISOR AND ANY PARENTS, PREDECESSORS AND AFFILIATES	1
ITEM 2	BUSINESS EXPERIENCE	5
ITEM 3	LITIGATION	6
ITEM 4	BANKRUPTCY	6
ITEM 5	INITIAL FEES	6
ITEM 6	OTHER FEES	8
ITEM 7	ESTIMATED INITIAL INVESTMENT	15
ITEM 8	RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES	21
ITEM 9	FRANCHISEE'S OBLIGATIONS	22
ITEM 10	FINANCING	24
ITEM 11	FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING	24
ITEM 12	TERRITORY	36
ITEM 13	TRADEMARKS	37
ITEM 14	PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION	38
ITEM 15	OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS	39
ITEM 16	RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL	41
ITEM 17	RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION	41
ITEM 18	PUBLIC FIGURES	41
ITEM 19	FINANCIAL PERFORMANCE REPRESENTATIONS	47
ITEM 20	OUTLETS AND FRANCHISEE INFORMATION	47
ITEM 21	FINANCIAL STATEMENTS	47
ITEM 22	CONTRACTS	59
ITEM 23	RECEIPTS	60

ATTACHMENTS

1 Training Agreement
2 Kumon Center Franchise Agreement
- 2-A Early Signing Addendum
- 2-B Guarantee
- 2-C General Release
- 2-D (A) Confidentiality/Non-Competition Agreement (Instructors)
- 2-D (B) Confidentiality/Non-Competition Agreement (Assistants)
- 2-E Veteran Instructor Addendum
- 2-F Partnership Addendum
- 2-G Non-Traditional Region Addendum
- 2-H EFL Addendum

3 Operations Manual Table of Contents
4 Financial Statements

EXHIBITS

A Price List of Chargeable Items
B List of Non-Cost Items
C Kumon Franchisees as of December 31, 2025
D Franchisees Who Left the System During the Fiscal Year Ending December 31, 2025
E Agents for Service of Process
F State Administrators
G State Addenda to Disclosure Document and Agreement Riders
H Representations & Acknowledgements Statement
I Receipts

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 Assessments, parent and student meetings and class preparation) in accordance with a pre-approved schedule from Kumon's center hours package. 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, 2025, approximately 3,550,000 students were studying the Kumon Method in approximately 23,573 after-school Centers in more than 59 countries and regions, including Andorra, Argentina, Austria, Australia, Bahrain, Bangladesh, Belgium, Bolivia, Botswana, Brazil, Brunei, Bulgaria, Cambodia, Canada, Chile, China, Colombia, Costa Rica, France, Germany, Greece, Hong Kong, Hungary, India, Indonesia, Ireland, Italy, Japan, Kenya, Luxembourg, Macau, Malaysia, Mexico, Myanmar, Namibia, Netherlands, New Zealand, Pakistan, Panama, Peru, Philippines, Poland, Portugal, Qatar, Romania, Singapore, Spain, South Africa, South Korea, Sri Lanka, Switzerland, Taiwan, Thailand, United Arab Emirates, Uruguay, United Kingdom, Vietnam, Zambia and the United States. As of December 31, 2025, in North America, there were approximately 383,649 students studying the Kumon Method, we operated 5 company-owned Kumon Centers, and there were 1,705 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. Beginning on the 2nd anniversary of your execution of the Franchise Agreement, we may require

periodic background checks. 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 Kumon 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 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 a 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.

Chief Executive Officer and Chief Operating Officer: Yusuke Nakamura

Mr. Nakamura has served as our and Kumon Canada's Chief Executive Officer and Chief Operating Officer since July 2025. Mr. Nakamura served as our and Kumon Canada's Executive Senior Vice President and Chief Support Officer from July 2023 to June 2025 and as 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. Mr. Nakamura has been with the Kumon organization since 1997.

Executive Senior Vice President and Chief Support Officer: Akiko Kaneshiro

Ms. Kaneshiro was appointed our and Kumon Canada's Executive Senior Vice President and Chief Support Officer in July 2025. From July 2022 to June 2025, Ms. Kaneshiro served as the Vice President of Overseas Strategy Department for KIE. From February 2022 to June 2022, Ms. Kaneshiro served as Manager of the Overseas DK Promotion Team for KIE. From February 2020 to January 2022, Ms. Kaneshiro served as Manager of the Overseas HR Management Team for KIE. Ms. Kaneshiro has been with Kumon and its affiliates since April 2002.

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 of Field Operations and Senior Vice President and Director of Center Network Development: Nadia Monaco

Ms. Monaco was appointed as our and Kumon Canada's Senior Vice President and Director of Field Operations in January 2025 and as our and Kumon Canada's Senior Vice President and Director of Center Network Development in March 2026. Ms. Monaco served as our and Kumon Canada's Vice President of Customer Experience from July 2021 to December 2024. Ms. Monaco served as Kumon Canada's Vice President of Field Operations from January 2018 to June 2021. Ms. Monaco has been with Kumon and its affiliates since 2004.

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.

General Managers:

General Manager, East Region: Andrea Podgarsky

Ms. Podgarsky was appointed General Manager for the East Region in January 2026. She held the position of Assistant Vice President of Kumon University in July 2021 until she joined the U.S. East Region leadership team in 2025 as Assistant General Manager. Prior to this, she held various roles, including Manager of Kumon University Regional Support and Manager of Instructor Training, which she held as of January 2021. Ms. Podgarsky began her career with Kumon as a Company Center Instructor in 2008.

General Manager, Central Region: Erin Fritts

Ms. Fritts was appointed General Manager for the Central Region in January 2026, holding the previous position of Assistant General Manager from January 2025 to December 2025. She was the Branch Manager of the Atlanta Branch from August 2021 to December 2024, and a Field Consultant for the St. Louis Branch from August 2015 until July 2021. Ms. Fritts has been with Kumon since August 2015.

General Manager, West Region: Angela Wang

Ms. Wang was appointed General Manager for the West Region in July 2023. From October 2019 to June 2023, she was the Assistant General Manager of our West 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. If you request, and we approve your Center, to offer "*English as a Foreign Language"* ("EFL") as an additional subject, the amount of the Initial Franchise Fee will increase to $3,000, and you must sign the EFL Addendum to the Franchise Agreement (See Attachment 2-H). 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.

Additionally, you will pay $2,500 for pre-opening marketing, which will fund certain advertising initiatives to take place prior to the opening of your Center. You will pay the pre-opening marketing expenditures to us, and we will remit the amount to our third-party vendor(s) on your behalf. This amount is payable in a lump sum and 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
Royalty (See Notes 1 and 2)	Initial Enrollment Royalty Fee: For each reporting month, $30 times the number of newly enrolled students. Monthly Royalty During Temporary License Period ("TLP"): $42.75 times the number of full-payment students enrolled, and $21.38 times the number of partially exempt and/or prorated tuition students for each Subject-Franchise. Monthly Royalty after completing the TLP: $38 times the number of full-paying students enrolled, and $19 times the number of partially exempt and/or prorated tuition students for each Subject-Franchise. You must allow us to make monthly electronic debits to your account equal to the amount you owe us.	Through Electronic Funds Transfer ("EFT"), we will debit your account each month. We currently debit franchisee accounts on the 17th or on the next business day, but we have the right to change that date in our discretion.	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.
Administrative Fee for Late Payment (See Note 3)	1.5% on the overdue amount each month or $75, whichever is higher	When we debit your account by EFT for a late payment	This fee is charged on the monthly statement and paid through EFT.
Late or Inaccurate Report Fee (See Note 3)	$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. If you fail to submit a monthly report, we will estimate the Royalty based on the most recent report, plus 10%.	When we debit your account by EFT for a late or inaccurate submission	This fee is charged on the monthly statement and paid through EFT.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
Insufficient Funds	$25 per EFT attempt that has insufficient funds to cover the amount owed	When requested by Kumon	Charge covers Kumon's costs of failed EFT attempts
Insurance (See Note 4)	$5.80 per Math student per year. On July 1, 2026, this fee will change to $0.58 per Math student per month.	When billed by us twice a year, but as of July 1, 2026, it will change to monthly, when billed	You will pay this amount if you elect to participate in the insurance program that Kumon makes available through its insurance carrier.
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.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
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	Applies if: - 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.
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 Fee	$300 per month	Monthly, commencing on the 7th month after you open (or takeover) your Center	This fee covers your required participation in the digital advertising services program that is conducted by the third-party supplier designated by us. We will collect this fee from you and remit to the third-party supplier. See Note 10.
Advertising Contribution (See Note 11)	At least the minimum amount set forth in the Operations Manual.	Annually	We recommend that you spend at least $4,800 annually on local advertising, but currently, you are not required to do so. You are required to pay the New Center Marketing Fee, which equates to $3,600 per year.

Type of Fee (See Note 1)	Amount	Due Date	Remarks
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 may change the monthly payment due date or the payment method with at least 60 days' notice to you.

We can change royalty rates at any time with at least one year's notice. 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	You must complete selected Worksheet study and pass the Instructor Achievement Test in both the Math and Reading subjects. 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.
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	Includes: 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. (The Operations Manual contains more detailed information regarding these requirements.)
Satisfactory Center Management and Center Communication Skills	Throughout the TLP	Includes: 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"). (The Operations Manual contains more detailed information regarding these requirements.)

Topic	Time Period	Requirement
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 Administrative 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. Currently, reports for the month just completed are due by 11:59 PM local time where your Center is located on the third 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 3). However, for franchisees that have signed Franchise Agreements prior to August 1, 2025, the

due date for the reports will be the sixth day of the following month, but Kumon highly encourages submissions by the third day of the following month (and may mandate such requirement in the future) 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, in addition to our other insurance requirements for Kumon Centers (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 $5.80 per Math Student per year. On July 1, 2026, this fee will change to $0.58 per Math Student per month. 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 $50 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] Kumon will contribute the sum of $3,600 on digital marketing to promote, market, and advertise your Center using Kumon's preferred vendor, allocated over the first 18 months after you open (or takeover) your Center.

[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 - $3,000, 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

TYPE OF EXPENDITURE	AMOUNT	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
PRE-OPENING MARKETING SPEND (See Note 1)	$2,500	As arranged	Before Opening	Kumon
ARCHITECT DESIGN	$0 - $15,000	As arranged	Before opening	Architect
LEASEHOLD IMPROVEMENTS (See Note 2)	$40,000 - $90,000	As arranged	Before opening	Contractor
SECURITY DEPOSIT, IF REQUIRED	$0 - $30,000	As required by Landlord	As required by Landlord	Landlord
RENT (See Note 2)	$9,000 - $27,000	As required by Landlord	As required by Landlord	Landlord
FURNITURE, EQUIPMENT, SIGNAGE & SUPPLIES (See Note 3)	$9,000 - $11,000	As arranged	Before opening	Vendors
NOTEBOOK COMPUTERS & TABLETS AT KUMON CENTER (See Note 4)	$2,000 - $4,000	As arranged	Before opening	Vendors
PROFESSIONAL FEES	$1,000 - $5,000	As arranged	Before opening	Accountant, Lawyer
LIABILITY INSURANCE (See Note 5)	$580	As arranged	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 (See Note 6)	$0 - $100	Lump Sum	Before opening	Kumon’s Vendor

TYPE OF EXPENDITURE	AMOUNT	METHOD OF PAYMENT	WHEN DUE	TO WHOM PAYMENT IS TO BE MADE
RECOMMENDED READING LIST (See Note 7)	$3,000 - $3,700	As Arranged	Before opening	Vendors
FINGERPRINTING, CRIMINAL BACKGROUND CHECK (See Note 8)	$50 - $100	Certified check or money order	Before opening	Treasury of the United States
PAYROLL COST FOR ASSISTANTS (3 Months) (See Note 9)	$11,000 - $14,000	Check or payroll service	As arranged	Assistants
SAM Prevention Training (See Note 10)	$400 - $600	As Arranged	Before opening	Vendors
ADDITIONAL FUNDS (3 months) (See Note 11)	$19,000 - $25,000	As arranged	As arranged	Vendors, and Utilities
TOTAL **(See Notes 12 and 13)**	**$101,630 - $233,780**			

NOTES

[1] The Initial Franchise Fee is $2,000, provided, that if you offer EFL as an additional subject, the amount of the Initial Franchise Fee will increase to $3,000. 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.

In addition to your initial purchase of materials for your Kumon Center, you are required to spend a minimum of $2,500 on pre-opening marketing activities, which amount will be collected by us and paid to third-party vendors on your behalf.

[2] The estimate includes the three months' 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 $45,500 to $95,500. 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 three months' rent. Without this reimbursement, your estimated costs would be $12,000 to $30,000.

[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 $10,000. The amount provided in the chart above accounts for our reimbursement to you of $4,800 to $10,000. 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, unless the signage that is attached to the existing Center is non-compliant and/or in disrepair or if you are immediately relocating the Center to a new location. 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 exterior signage; 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), and for equipment necessary for the Kumon Lead Management System (so long as such equipment complies with the vendor's specifications (See Note 6)). Without the costs paid by us that are described in this paragraph, your estimated costs would be $23,800 to $31,000.

[4] You must obtain notebook computers and tablets for use at your Kumon Center. Your computers and tablets must be at your Center at all times when your Center is open, and must meet or exceed the minimum quantity and specifications set forth in the Operations Manual.

Your Center must have operational Internet access and mobility and email capabilities.

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)

You must have access to Microsoft Office365 prior to your enrollment, and during your participation, in the Instructor Development Program. The cost of this program is minimal and covered by the additional funds category (see Note 10).

[5] This figure is the current annual rate if you purchase the package policy general liability and property insurance 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 $1,800 to $2,800. 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 (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, which must meet the vendor's specifications. The cost for the purchase and installation of the System currently is between $0 to $100. 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. The vendor may charge a set-up fee of $75, plus applicable taxes, but this fee is currently being waived by us. After installation, monthly expenses for use of the System are estimated by our vendor to be approximately $50 per month, plus applicable taxes. 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

Assessments 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 $50. 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] You and your employees must be certified in SAM (sexual assault and molestation) Prevention Training at all times during the operation of the Center.

[11] 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 for starting the business.

[12] In compiling these estimates we relied on our and our predecessors' more than 39 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.

[13] 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 2025, we received $1,050,507 from franchisees for sales of Chargeable Items, which constituted 0.7% of our total revenue of $153,926,604 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
Vonage	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
Staples	Center Promotional, Marketing, and Advertising Material

In 2025, 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 2025, we received $714,670 (and paid out $900,400) from franchisees for liability insurance coverage, which constituted approximately 0.6% of our total revenue of $153,926,604 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 2025, 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 1% of your total purchases in establishing your Center, and approximately 2% 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)).

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, 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. You must have access to Microsoft Office365 prior to your enrollment, and during the entirety of your participation, in the Instructor Development Program. 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 25 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 *Begins after Training* *Agreement is signed*	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** *Approx. 4-12 weeks after Training Agreement is signed*	Classroom Training on Kumon Curriculum, Instruction, Communication and Center Management	n/a	4 days	n/a	Online/Home
First Semester ***Between Course 101 and Course 201***	Kumon Curriculum Study Business Plan revision (as needed) Kumon Connect Self-Study Exercises Online Modules and related assignments 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	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** *Approx. 4 weeks after completion of Course 101*	Classroom Training on Kumon Curriculum, Instruction, Center Management, Communication Marketing, and Business Management	n/a	4 days	n/a	Online/Home
First Semester *Between Course 201 and Discovery Day*	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	40 hours/ 1 week 2 days in-Center training (outside Center hours of operation)	Online/Home and/or at designated Kumon Center At Center being Transferred

Subject	Instructional Material	Approx. Hours of Self-Learning	Hours of Classroom Training	Hours of On- the-Job Training	Location
First Semester (EFL Centers Only)	Kumon Curriculum Study with online modules – EFL	Curriculum and Online Modules – 13 hours			Online/Home
Additional Training for EFL (*English as a Foreign Language*)	In-Center Training			16 hours during Center operations/16 hours outside Center operations	Designated Center
Between Course 201 and Discovery Day	Classroom Training (approximately 2 weeks after IDP 201)		3 days		Online/Home

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 *Date on which Franchise Agreement is signed*	Review of policies and Kumon Material		One day	n/a	At a Kumon branch office
Second Semester **Course 301** *Minimum of 3 months after Center opening* ***Minimum enrollment of 10 subjects***	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
EFL Follow-Up Training *Held 2 months after Course 301*	Classroom Training on Kumon EFL Curriculum, Instruction, Centre Management, and Case Studies	Curriculum Study and Online Modules: 10 hours Case Study Preparation: 4 hours	1 day	n/a	Online/ Home
Second Semester **Course 401** *Approx. 6 months after completion of Course 301*	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. We recommend that you spend at least $4,800 annually on local advertising, but currently, you are not required to do so. You are required to pay the New Center Marketing Fee, which equates to $3,600 per year. 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 Assessments 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. When open for business, either you or an assistant trained by you and capable of scheduling Assessments 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 exterior signage 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 exterior signage in good condition. You must pay for the cost of any repairs to the exterior signage and any additional signs you have installed at your Center that we require. If our relationship ends, we will remove the exterior signage 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 new exterior signage.

Notebook Computers, Tablets and Software Programs

We require you to have two notebook computers and two tablets that have mobility and e-mail capability and accessibility to the Internet, each of which must meet or exceed the minimum quantity and specifications set forth in the Operations Manual. The cost to purchase the notebook computers and tablets 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 72 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 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
KUMON	6,668,937	3/15/2022
	3,179,837	12/05/2006
KUMON CONNECT	7,470,224	8/13/2024

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.

As it relates to any "personally identifiable information" that constitutes part of our confidential information, you must also: (a) process, retain, use, collect, and disclose all such personal information only in strict accordance with all applicable laws, regulations, orders, the guidance, and codes issued by industry or regulatory agencies, and the privacy policies and terms and conditions of any applicable Online Presence; and (b) assist us with meeting our compliance obligations under all applicable laws and regulations relating to personal information, including the guidance and codes of practice issued by industry or regulatory agencies.

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, 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.

Provisions	Section in Franchise Agreement	Summary
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	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). 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.
d. Termination by you	Section 14.4	You may terminate the Franchise Agreement 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. 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).
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.

Provisions	Section in Franchise Agreement	Summary
h. "Cause" defined – non-curable defaults	Section 14.1 and 14.3	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; appointment of a trustee or receiver; you made any material representations during application for a franchise; you fail to provide us and/or our designated representatives access to your Center in connection with our audit and inspection rights; and/or the results of any background checks do not satisfactorily meet our requirements. Kumon can terminate the Franchise Agreement if Kumon terminates any other Franchise Agreement with you based on your default.
i. Your obligations on termination/non—renewal	Section 14.6	Obligations include: complete de-identification of Center (including transferring your telephone land line to us and removing all signs (except the exterior signage, which we will remove at your expense) and items containing the Proprietary Marks); payment of amounts due; deletion from your computers' hard drives 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.
j. Assignment of contract by Kumon	Section 18	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.
k. "Transfer" by you – defined	Section 17	"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 the Franchise Agreement, any interest in the Center, or (if you are a corporation or other entity) any ownership interest in you, or any transfer, surrender, or loss of the possession, control, or management of the Center. "Transfer" as a noun means any such sale, assignment, etc.

Provisions	Section in Franchise Agreement	Summary
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	**TRANSFER OF ENTIRE BUSINESS – TENTATIVE APPROVAL** 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. 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). 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. 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. We will provide you a Transfer Guidebook that contains detailed procedures regarding Kumon's transfer process.

Provisions	Section in Franchise Agreement	Summary
		TRANSFER OF ENTIRE BUSINESS – FINAL APPROVAL 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 ($3,000 if your Center offers EFL); and pay us a materials fee of $2,000. 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). 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. Certain of these conditions apply to a Transfer that does not involve your entire business (see Section 17.6 of the Franchise Agreement). 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.
n. Kumon's right of first refusal to acquire your business	Not Applicable	
o. Kumon's option to purchase your business	Not Applicable	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.

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	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. 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.
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 2023 to 2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	1618	1637	+19
	2024	1637	1671	+34
	2025	1671	1705	+34
Company-Owned	2023	28	22	-6
	2024	22	18	-4
	2025	18	5	-13
Total	**2023**	**1646**	**1659**	**+13**
	2024	**1659**	**1689**	**+30**
	2025	**1689**	**1710**	**+21**

Table No. 2
Transfers of Outlets from Franchisees to New Owners (other than the Franchisor)
For years 2023 to 2025

State	Year	Number of Transfers
Alabama	2023	1
	2024	0
	2025	0
Arizona	2023	1
	2024	0
	2025	1
Arkansas	2023	0
	2024	1
	2025	1
California	2023	11
	2024	18
	2025	17
Colorado	2023	2
	2024	0
	2025	0
Connecticut	2023	1
	2024	2
	2025	3
Florida	2023	5
	2024	7
	2025	3
Georgia	2023	2
	2024	4
	2025	3
Hawaii	2023	2
	2024	0
	2025	2
Illinois	2023	0
	2024	3
	2025	3
Indiana	2023	1
	2024	0
	2025	0
Kansas	2023	1
	2024	1
	2025	1

State	Year	Number of Transfers
Kentucky	2023	0
	2024	3
	2025	0
Louisiana	2023	1
	2024	0
	2025	1
Maine	2023	0
	2024	1
	2025	0
Maryland	2023	3
	2024	0
	2025	0
Massachusetts	2023	2
	2024	1
	2025	0
Michigan	2023	0
	2024	2
	2025	2
Minnesota	2023	1
	2024	1
	2025	1
Missouri	2023	1
	2024	0
	2025	0
Nebraska	2023	2
	2024	1
	2025	0
New Hampshire	2023	1
	2024	1
	2025	0
New Jersey	2023	7
	2024	10
	2025	5
New York	2023	3
	2024	3
	2025	4
North Carolina	2023	0
	2024	1
	2025	2

State	Year	Number of Transfers
Ohio	2023	0
	2024	2
	2025	1
Oklahoma	2023	1
	2024	0
	2025	0
Oregon	2023	2
	2024	0
	2025	1
Pennsylvania	2023	1
	2024	3
	2025	0
South Carolina	2023	0
	2024	0
	2025	1
South Dakota	2023	0
	2024	0
	2025	0
Tennessee	2023	1
	2024	1
	2025	1
Texas	2023	7
	2024	11
	2025	7
Utah	2023	0
	2024	0
	2025	1
Virginia	2023	1
	2024	1
	2025	0
Washington	2023	2
	2024	3
	2025	3
West Virginia	2023	0
	2024	0
	2025	0

State	Year	Number of Transfers
Wisconsin	2023	1
	2024	1
	2025	0
Total	**2023**	**64**
	2024	**82**
	2025	**64**

Table No. 3
Status of Franchised Outlets
For Years 2023 to 2025

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Kumon	Ceased Operations Other Reasons	Centers at end of the Year
Alabama	2023	7	0	1	0	0	0	6
	2024	6	0	0	0	0	0	6
	2025	6	0	0	0	0	0	6
Alaska	2023	1	0	0	0	0	0	1
	2024	1	1	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Arizona	2023	33	1	0	0	0	0	34
	2024	34	1	0	0	0	0	35
	2025	35	1	0	0	0	0	36
Arkansas	2023	7	0	0	0	0	0	7
	2024	7	0	0	0	0	0	7
	2025	7	0	0	0	0	0	7
California	2023	345	8	2	0	0	0	351
	2024	351	13	1	0	0	0	363
	2025	363	4	2	1	0	0	364
Colorado	2023	33	0	1	0	0	0	32
	2024	32	1	1	0	0	0	32
	2025	32	0	4	0	0	0	28
Connecticut	2023	26	0	2	0	0	0	24
	2024	24	0	2	0	0	0	22
	2025	22	3	0	0	0	0	25
Delaware	2023	6	0	0	0	0	0	6
	2024	6	1	0	0	0	0	7
	2025	7	0	0	0	0	0	7

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Kumon	Ceased Operations Other Reasons	Centers at end of the Year
District of Columbia	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Florida	2023	89	3	2	0	0	0	90
	2024	90	5	1	0	0	0	94
	2025	94	8	2	1	0	0	99
Georgia	2023	64	3	1	0	0	0	66
	2024	66	1	0	1	0	1	65
	2025	65	2	0	0	0	0	67
Hawaii	2023	39	1	2	0	0	0	38
	2024	38	0	3	0	0	0	35
	2025	35	2	0	0	0	0	37
Idaho	2023	1	1	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Illinois	2023	67	2	0	0	0	0	69
	2024	69	1	1	0	2	0	67
	2025	67	4	0	0	0	0	71
Indiana	2023	21	1	0	0	0	0	22
	2024	22	2	0	0	0	0	24
	2025	24	1	0	0	0	0	25
Iowa	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
Kansas	2023	9	0	0	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	0	0	0	0	0	9
Kentucky	2023	8	1	0	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	0	0	0	0	0	9
Louisiana	2023	10	0	1	0	0	0	9
	2024	9	0	0	1	0	0	8
	2025	8	0	0	0	0	0	8
Maine	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Kumon	Ceased Operations Other Reasons	Centers at end of the Year
Maryland	2023	45	1	0	0	0	0	46
	2024	46	0	0	0	0	0	46
	2025	46	2	1	0	0	0	47
Massachusetts	2023	45	1	0	0	0	0	46
	2024	46	2	2	0	0	0	46
	2025	46	1	0	0	0	0	47
Michigan .	2023	45	3	3	0	0	0	45
	2024	45	3	0	1	2	0	45
	2025	45	2	1	0	0	0	46
Minnesota	2023	19	0	0	0	0	0	19
	2024	19	0	0	0	0	0	19
	2025	19	0	0	0	0	0	19
Mississippi	2023	2	0	0	0	0	0	2
	2024	2	0	1	0	0	0	1
	2025	1	0	0	0	0	0	1
Missouri	2023	14	2	0	0	0	0	16
	2024	16	1	0	0	0	0	17
	2025	17	1	0	0	0	0	18
Montana	2023	0	1	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	1	0	0	0	0
Nebraska	2023	4	0	0	0	0	0	4
	2024	4	1	0	1	0	0	4
	2025	4	0	0	0	0	0	4
Nevada	2023	16	1	0	0	0	0	17
	2024	17	1	0	0	0	0	18
	2025	18	2	1	0	0	0	19
New Hampshire	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
New Jersey	2023	112	3	0	0	0	0	115
	2024	115	2	2	0	0	0	115
	2025	115	5	0	1	0	0	119
New Mexico	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Kumon	Ceased Operations Other Reasons	Centers at end of the Year
New York	2023	107	0	8	0	1	0	98
	2024	98	1	1	0	0	0	98
	2025	98	5	0	1	0	0	102
North Carolina	2023	35	3	0	0	0	0	38
	2024	38	4	1	0	0	0	41
	2025	41	0	0	0	0	0	41
North Dakota	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	1	0	0	0
Ohio	2023	33	1	1	0	0	0	33
	2024	33	1	0	0	0	0	34
	2025	34	1	2	0	0	0	33
Oklahoma	2023	9	0	0	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	1	0	0	0	0	10
Oregon	2023	13	0	1	0	0	0	12
	2024	12	0	0	0	0	0	12
	2025	12	0	1	0	0	0	11
Pennsylvania	2023	42	1	0	0	0	0	43
	2024	43	1	1	0	0	0	43
	2025	43	1	0	0	0	0	44
Rhode Island	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
South Carolina	2023	8	1	1	0	0	0	8
	2024	8	1	1	0	0	0	8
	2025	8	1	0	0	0	0	9
South Dakota	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Tennessee	2023	13	0	0	0	0	0	13
	2024	13	0	0	0	0	0	13
	2025	13	2	0	0	0	0	15
Texas	2023	158	13	2	0	1	1	167
	2024	167	12	2	0	0	2	175
	2025	175	9	4	0	0	0	180

State	Year	Centers at Start of Year	Centers Opened	Terminations	Non-Renewals	Reacquired by Kumon	Ceased Operations Other Reasons	Centers at end of the Year
Utah	2023	10	0	1	0	0	0	9
	2024	9	0	0	0	0	0	9
	2025	9	0	0	0	0	0	9
Vermont	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Virginia	2023	49	0	1	0	0	0	48
	2024	48	5	0	0	0	0	53
	2025	53	2	1	0	0	0	54
Washington	2023	43	0	0	0	0	0	43
	2024	43	4	0	0	0	0	47
	2025	47	2	1	0	0	0	48
West Virginia	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Wisconsin	2023	14	0	0	0	0	0	14
	2024	14	0	0	0	0	0	14
	2025	14	0	2	0	0	0	12
Total	**2023**	**1618**	**52**	**30**	**0**	**2**	**1**	**1637**
	2024	**1637**	**65**	**20**	**4**	**4**	**3**	**1671**
	2025	**1671**	**62**	**23**	**5**	**0**	**0**	**1705**

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 2023 to 2025

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
Florida	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	1	0
Georgia	2023	1	0	0	0	1	0
	2024	0	0	0	0	0	0
	2025	0	0	0	0	0	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
Illinois	2023	2	0	0	0	1	1
	2024	1	0	2	0	1	2
	2025	2	0	0	0	2	0
Massachusetts	2023	1	0	0	0	0	1
	2024	1	0	0	0	1	0
	2025	0	0	0	0	0	0
Michigan	2023	2	0	0	0	2	0
	2024	0	0	2	0	0	2
	2025	2	0	0	0	2	0
Missouri	2023	2	0	0	0	1	1
	2024	1	1	0	0	1	1
	2025	1	0	0	0	1	0
New Jersey	2023	5	0	0	0	2	3
	2024	3	1	0	0	1	3
	2025	3	0	0	0	1	2
New York	2023	5	0	1	1	0	5
	2024	5	0	0	0	0	5
	2025	5	0	0	1	3	1
North Carolina	2023	1	0	0	0	1	0
	2024	0	0	0	0	0	0
	2025	0	0	0	0	0	0
Pennsylvania	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	1	0
Texas	2023	3	0	1	0	1	3
	2024	3	0	0	0	2	1
	2025	1	0	0	0	0	1
Utah	2023	1	0	0	0	0	1
	2024	1	0	0	1	0	0
	2025	0	0	0	0	0	0
Virginia	2023	1	0	0	0	0	1
	2024	1	0	0	0	1	0
	2025	0	0	0	0	0	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
Washington	2023	2	2	0	0	0	4
	2024	4	0	0	0	2	2
	2025	2	0	0	0	1	1
Totals	**2023**	**28**	**2**	**2**	**1**	**9**	**22**
	2024	**22**	**2**	**4**	**1**	**9**	**18**
	2025	**18**	**0**	**0**	**1**	**12**	**5**

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, 2025

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	0	0	0
Alaska	1	0	0
Arizona	0	1	0
Arkansas	0	1	0
California	3	9	0
Colorado	0	2	0
Connecticut	0	2	0
Delaware	0	1	0
District of Columbia	0	0	0
Florida	0	7	0
Georgia	0	4	0
Hawaii	0	1	0
Idaho	0	0	0
Illinois	0	2	0
Indiana	0	1	0
Iowa	0	0	0
Kansas	0	1	0
Kentucky	0	1	0
Louisiana	0	1	0
Maine	0	0	0
Maryland	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
Massachusetts	0	1	0
Michigan	1	2	0
Minnesota	0	1	0
Mississippi	0	0	0
Missouri	0	1	0
Montana	0	0	0
Nebraska	0	0	0
Nevada	0	1	0
New Hampshire	0	0	0
New Jersey	0	4	0
New Mexico	0	0	0
New York	0	0	0
N. Carolina	1	1	0
N. Dakota	0	0	0
Ohio	0	1	0
Oklahoma	0	1	0
Oregon	0	1	0
Pennsylvania	0	1	0
Rhode Island	0	0	0
S. Carolina	0	1	0
S. Dakota	0	0	0
Tennessee	0	1	0
Texas	0	12	0
Utah	0	0	0
Vermont	0	0	0
Virginia	2	2	0
Washington	0	3	0
West Virginia	0	0	0
Wisconsin	0	1	0
Wyoming	0	0	0
Total	**8**	**69**	**0**

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, 2025.

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, 2025, 2024 and 2023.

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
Attachment 2-H	EFL 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_____	

CORPORATION/LLC SCHEDULE
TO
KUMON TRAINING AGREEMENT

By completing this form, you are notifying Kumon that you intend to form a corporation or limited liability company to enter into the Franchise Agreement, if you become a franchisee after the Instructor Development Program. You may be asked to provide Kumon with copies of documents relating to your corporation/LLC (e.g., articles of incorporation, bylaws, operating agreement, good standing certificate) from time to time. The transfer of any interest in your corporation/LLC will be subject to the terms of the Franchise Agreement, if we sign one. You must designate yourself as the "Corporation Instructor," as defined in the Franchise Agreement.

Please provide the following information:

Type of entity: _____Corporation _____LLC

Name of entity: _____

State in which incorporated/organized: _____

Date of incorporation/organization: _____

Number of shares or membership units the corporation/LLC is authorized to issue:
_____

Name of Corporation Instructor: _____

Date: _____

Officers and directors (if a corporation):

Name	Position
_____	_____
_____	_____
_____	_____

If an LLC, description of management structure (managing member, management board, etc.) and names of persons who will be appointed to management positions:

_____

_____

_____

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

2026

TABLE OF CONTENTS

1. Appointment 1
2. Temporary License Period ("TLP") 2
3. Site Selection; No Exclusive Territory 2
4. Training 3
5. Franchise Fee and Royalties 4
6. Operation of Center 5
7. Proprietary Marks, Kumon Materials, Kumon Method, Kumon Students 13
8. Changes in the Proprietary Marks, Kumon Materials, and Kumon Method 14
9. Operations Manual, Worksheet Instruction Guide, and Instruction Principles Series 14
10. Personal Performance; Corporations and LLCs; Assistants 15
11. Independent Business; Taxes 17
12. Indemnification and Insurance 17
13. Term, Renewal Process, and Renewal Conditions 18
14. Termination and Obligations Upon Termination 19
15. Restrictions on Competition 23
16. Confidentiality 24
17. Transfer by You 24
18. Transfer by Us 28
19. Standards 28
20. Applicable Law and Forum 28
21. Attorney and Audit Fees 29
22. Waiver of Punitive Damages and Jury Trial 29
23. Miscellaneous 29

Attachments

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
Attachment 2-H	EFL Addendum

KUMON CENTER FRANCHISE AGREEMENT

This FRANCHISE AGREEMENT ("Agreement") is entered into on _____ (the "Effective Date"), 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 Agreement is terminated or not renewed, you must delete our software from your Center's computers and tablets. 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. You must ensure that the layout and physical features of your Center complies with the specifications and requirements set forth in the Operations Manual.

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 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 payment due date or the payment method, so long as we provide you with at least sixty (60) days advance notice of such changes. We also have the right to periodically increase the royalty fee, so long as we provide you with at least one (1) year advance notice before each increase becomes effective.

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 Effective Date 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, 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, and the specific days of the week, 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 must spend the minimum amount set forth in our Operations Manual for pre-opening marketing, which will fund certain advertising initiatives to take place prior to the opening of your Center. The required amount pre-opening marketing expenditures may be changed by us from time to time based upon our reasonable business judgment.

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 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, content, 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 Computers, Tablets, and Telephone. Your Center must have installed Internet connectivity. You must obtain the designated number of notebook computers and tablets for use at your Kumon Center. These notebook computers and tablets must be located at your Center whenever your Center is open for instruction. Your computers and tablets 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.

Notwithstanding the foregoing, nothing in this Agreement or any other agreement with us restricts or prohibits any person from initiating communications directly with, responding to any inquiries from, providing testimony before, providing confidential information to, reporting possible violations of law or regulation to, or from filing a claim or assisting with an investigation directly with a self-regulatory authority or any federal or state government agency or entity, or from making other disclosures that are protected under the whistleblower provisions of state or federal law or regulation. No person needs our prior authorization to engage in conduct protected by the preceding sentence, and no person needs to notify us that such person has engaged in such conduct.

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. If the student is enrolled on paper study, these records include but are not limited to record books, lesson plans, placement tests and achievement tests. If the student is enrolled on Kumon Connect, you are not required to maintain any records except placement tests if the test was completed on paper. 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 Effective Date, 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 may from time to time have access to information that can be used to identify an individual, such as names, addresses, employee identification numbers, signatures, and credit card information ("Personal Information"). You may gain access to such Personal Information from us, our affiliates, our vendors, or your own operations. You acknowledge and agree that all Personal Information (other than Restricted Data, defined below) is our confidential information and is subject to the protections in Section 16.

During and after the term of this Agreement, you (and if you are conducting business as an entity, each of your owners) agree to, and to cause your respective current and former employees, representatives, affiliates, successors, and assigns to: (a) process, retain, use, collect, and disclose all Personal Information only in strict accordance with all applicable laws, regulations, orders, the guidance, and codes issued by industry or regulatory agencies, and the privacy policies and terms and conditions of any applicable Online Presence; and (b) assist us with meeting our compliance obligations under all applicable laws and regulations relating to Personal Information, including the guidance and codes of practice issued by industry or regulatory agencies.

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. You also agree to follow our instructions regarding curative actions and public statements relating to the breach. We reserve the right to conduct a data security and privacy audit of your Kumon Center and your computer hardware and software systems at any time, from time to time, to ensure that you are complying with our requirements. You must promptly notify us if you receive any complaint, notice, or communication, whether from a governmental agency, customer, or other person, relating to any Personal Information, or your compliance with your obligations relating to Personal Information under this Agreement, and/or if you have any reason to believe you will not be able to satisfy any of your obligations relating to Personal Information under this Agreement.

Notwithstanding anything to the contrary in this Agreement or otherwise, you agree that we do not control or own any of the following Personal Information (collectively, the "Restricted Data"): (a) any Personal Information of the employees, contractors, or other personnel of you, your affiliates, or your Kumon Center; (b) such other Personal Information as we from time to time expressly designate as Restricted Data; and/or (c) any other Personal Information to which we do not have access. Regardless of any guidance we may provide generally and/or any specifications that we may establish for other Personal Information, you have sole and exclusive responsibility for all Restricted Data, including establishing protections and safeguards for such Restricted Data; provided, that in each case you agree to comply with all applicable laws, regulations, orders, and the guidance and codes issued by industry or regulatory agencies applicable to such Restricted Data.

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, 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 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 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 computers' hard drives, Worksheet Instruction Guide, 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 days and 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."

10.8. Subsequent Background Checks of You. Beginning on the second (2nd) anniversary of the Effective Date, we have the right to request that you complete subsequent background checks for yourself (including, submitting fingerprints for a criminal background check by the Federal Bureau of Investigation) and provide the results to us; provided, however, we may request such background checks earlier if we question your suitability to work in close proximity to children.

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 commences on the Effective Date and, unless sooner terminated pursuant to the terms and conditions hereunder, expires on the fifth (5th) anniversary of the Effective Date.

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 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 Effective Date 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 absolution 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.

(n) You made any material misrepresentations or omissions regarding the information and/or materials that you provided to us in connection with applying for the franchise or in executing or performing under this Agreement or any other agreement between you and us or our affiliates.

(o) You fail to provide us and/or our designated representatives access to your Center in connection with our audit and inspection rights provided herein.

(p) The results of any background checks required under this Agreement do not satisfactorily meet our requirements.

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 10.4.

(n) You fail to conduct and provide us with the results of any subsequent background checks, as required under Section 10.8.

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 with at least two hundred seventy (270) days advance written notice. Once you provide us with your notice of termination, you may only rescind this notice upon written request to us and we provide 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 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 computers' student record database and delete our proprietary computer software program from your computers and tablets.

(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. If any person restricted by this Section 15.2 fails to comply with the foregoing obligations as of the date of termination or expiration, the 1-year restricted period for that person will commence on the date the person begins to comply with the obligations provided in this Section 15.2, which may be the date a court order is entered enforcing this provision.

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 23.5.

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, or any transfer, surrender, or loss of the possession, control, or management of your Kumon Center. "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 and policies for the registration, use, content, or management of Online Presences, or other technology systems, solutions, or products. 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, an audit fee in an amount at our discretion, 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); or (iv) 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. Notices will be deemed delivered when actually delivered if delivered by hand at the designated address(es), three (3) business days after postmark by the United States Postal Service if delivered by certified or registered mail, or the next business day after deposit with a national commercial delivery service for overnight delivery if delivered in that manner. Notices sent via electronic mail will be deemed delivered one (1) business day after transmission.

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. This provision supersedes any other term of any document executed in connection with the franchise.

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 look forward to a mutual, beneficial relationship.

IF YOU ARE AN INDIVIDUAL: PLEASE SIGN BELOW.

KUMON NORTH AMERICA, INC.

By_____

Title_____

FRANCHISEE:

_____

NAME

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.

By_____

_____

CORPORATION NAME

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:

_____
(SIGN NAME)

CORPORATION OR LLC:

_____
(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

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 fromviolating 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.

Please sign, have a witness (anyone 21+ years old) sign, and date.

_____ /	_____ /	_____
Signature	**Witness Signature**	**Date**
_____ /	_____ /	_____
Signature	**Witness Signature**	**Date**
_____ /	_____ /	_____
Signature	**Witness' Signature**	**Date**

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) and (C) 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.A and 1.B, 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.

By_____

Title_____

FRANCHISEE:

_____
NAME

Date_____

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

KUMON NORTH AMERICA, INC.

By_____

Title_____

Date_____

_____
CORPORATION NAME

By: _____

Title: _____

Date:_____

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

KUMON NORTH AMERICA, INC.

By:_____

Title:_____

Date:_____

NAME OF PARTNERSHIP

By: _____

By: _____

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.

By: _____

PARTNER RESPONSIBLE FOR MATH:

_____

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 for the minimum hours provided in your approved Center Hours Package [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.

By: _____

FRANCHISEE

_____
FRANCHISEE Corporation Instructor

_____
FRANCHISEE GUARANTOR

ATTACHMENT 2-H

EFL ADDENDUM

THIS 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. Any capitalized term that is not defined in this Addendum will have the meaning given it in the Franchise Agreement.

RECITALS

WHEREAS we granted you a limited, non-exclusive franchise and license to use the Kumon Method in the Math and Reading subjects in the operation of a Kumon Center located at [_____], as it has been modified and / or renewed from time to time by the parties by mutual agreement in writing. The terms of the existing Franchise Agreement remain in effect and these additions in no way modify the existing agreement but for the additions following.

WHEREAS the parties jointly declare that it is their desire to enter into and be bound by the terms of this additional agreement so that we grant in favor of you a franchise and license to use the Kumon Method relating to the subject matter of English, also known and/or referred to internally as EFL, for its acronym "*English as a Foreign Language*" in addition to the franchise and license previously granted under the Franchise Agreement to use the Kumon Method relating to the subject of Math and Reading, as well as to regulate and determine the terms and conditions that shall apply in the implementation and use of said license and franchise for English.

WHEREAS you acknowledge that, in addition to the Kumon Method relating to the subjects of Math and Reading, we have developed a unique and distinctive system for teaching and learning in the subject of English, which implies and constitutes industrial and intellectual property rights owned by us and/or any of our affiliated companies.

WHEREAS you acknowledge that we are offering the EFL as a new subject using Kumon Connect only, and that paper materials are not available for student use. While we are launching this program in all good faith and making all reasonable efforts to ensure its success, you acknowledge that Kumon retains the right to terminate the program without advance notice and that in that event you will be required to cease offering the EFL program.

WHEREAS you acknowledge that there is an additional one thousand ($1,000) dollar franchise fee required to offer the EFL as a new subject for a total franchise fee of three thousand ($3,000) dollars.

NOW, THEREFORE, in consideration of the premises and the mutual covenants contained herein, the parties hereby agree that, notwithstanding anything to the contrary set forth in the Franchise Agreement, the following provisions shall supersede and apply:

1. English Subject-Franchises. Subject to the terms herein, we appoint you as an authorized franchisee of Kumon for the Math, Reading and English Subject-Franchises.

2. Kumon Method. We hereby grant you a limited license to use the "Kumon Method" in the operation of the Center in connection with Math, Reading, and English subjects. Any use of the

Kumon Method, Proprietary Marks, Kumon Materials, and Kumon Connect in connection with English subjects will be solely and exclusively our property.

3. Temporary License Period. The parties agree to the following requirements for the Temporary License Period ("TLP"):

3.1 Completion of TLP. The TLP will begin on the Effective Date and continue until you have met the TLP Requirements for each Subject-Franchise, including the English Subject-Franchise.

3.2 Requirements of the TLP – English Subject-Franchise. To maintain your right to enroll English Subject-Franchises, you must:

i. Complete all initial and follow-up training sessions and associated self-study assignments (including EFL Worksheet completion) outlined and designated by Kumon;
ii. Enroll 200 EFL subjects;
iii. Successfully complete the EFL Instructor Achievement Test covering content taken from training materials and Kumon publications such as the IP series, EFL-WIG and UPI-EFL;
iv. Adhere to The Kumon Method as currently outlined in the Math and Reading TLP checklist contained in the Operations Manual;
v. Maintain satisfactory Center management and Center communication skills as currently outlined in the Math and Reading TLP checklist in the Operations Manual;
vi. Comply with the terms of your Franchise Agreement and any other agreements you have with Kumon.
vii. Maintain a record of timely and accurate submission of reports under Section 6.8 of your Franchise Agreement; and
viii. Remain current with all payments you owe to Kumon.

4. Miscellaneous.

4.1 The parties agree that you shall take all and all necessary actions so that, no later than within three (3) months of the date of this agreement, sessions of the English subject are held at the Center, that is, that it has at least 1 (one) student enrolled in the Center for the English subject and who has solved worksheets.

4.2 The Franchise Agreement is incorporated by reference herein. All terms, conditions and obligations of the Franchise Agreement remain in full force and effect, including but not limited to the intellectual property rights, as well as confidentiality, non-compete and indemnification obligations.

4.3 Should you fail to meet the obligation set forth herein, such failure may constitute grounds for termination in accordance with Section 14 of the Franchise Agreement, and you may no longer be permitted to offer the English Subject.

4.4 Except as modified herein, the Franchise Agreement shall continue in full force and effect. In the event of any conflict between the Franchise Agreement and this agreement, the terms of this agreement shall supersede and control.

[*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 _____	_____
Title _____	Print Name
Date _____	Date _____

IF YOU ARE A CORPORATION/OTHER LEGAL ENTITY: THE CORPORATION INSTRUCTOR MUST SIGN THIS ADDENDUM.

KUMON NORTH AMERICA INC.	_____ **CORPORATION/LEGAL ENTITY NAME**
By_____	By _____
Title_____	Title _____
Date_____	Date_____

ATTACHMENT 3

OPERATIONS MANUAL TABLE OF CONTENTS

Table of Contents

I.	Introduction	2
II.	Royalties	3
III.	Temporary License Period	5
IV.	Instructor Training	10
V.	Tuition Policies	17
VI.	Renewal of Franchise Agreement	19
VII.	Center Naming Policy	20
VIII.	Assessment	21
IX.	Reporting and Financial Obligations	25
X.	Center Operations and Center Design	35
XI.	Branding, Marketing and Advertising Policies	40
XII.	Software for Instructors	42
XIII.	Kumon Connect	46
XIV.	Change of Center Status (Transfer, Relocation)	56
XV.	Second Centers	57
XVI.	Ordering Materials	58
XVII.	Instructor and Student Incentives	61
XVIII.	Franchisee Personal Obligation / Continuous Attendance	69

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, 2025, 2024 AND 2023

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
FOR THE YEARS ENDED DECEMBER 31, 2025, 2024 AND 2023

Table of Contents

	Page
Independent Auditor's Report	1 - 2
Consolidated Financial Statements	
Balance sheets	3
Statements of income	4
Statements of comprehensive income	5
Statements of changes in stockholder's equity	6
Statements of cash flows	7
Notes to consolidated financial statements	8 - 22

Citrin Cooperman & Company, LLP
Certified Public Accountants

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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, 2025, 2024 and 2023, 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, 2025, 2024 and 2023, 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.

"Citrin Cooperman" is the brand under which Citrin Cooperman & Company, LLP, a licensed independent CPA firm, and Citrin Cooperman Advisors LLC serve clients' business needs. The two firms operate as separate legal entities in an alternative practice structure. The entities of Citrin Cooperman & Company, LLP and Citrin Cooperman Advisors LLC are independent member firms of the Moore North America, Inc. (MNA) Association, which is itself a regional member of Moore Global Network Limited (MGNL). All the firms associated with MNA are independently owned and managed entities. Their membership in, or association with, MNA should not be construed as constituting or implying any partnership between them.

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.

Citrin Cooperman & Company, LLP

New York, New York
March 25, 2026

"Citrin Cooperman" is the brand under which Citrin Cooperman & Company, LLP, a licensed independent CPA firm, and Citrin Cooperman Advisors LLC serve clients' business needs. The two firms operate as separate legal entities in an alternative practice structure. The entities of Citrin Cooperman & Company, LLP and Citrin Cooperman Advisors LLC are independent member firms of the Moore North America, Inc. (MNA) Association, which is itself a regional member of Moore Global Network Limited (MGNL). All the firms associated with MNA are independently owned and managed entities. Their membership in, or association with, MNA should not be construed as constituting or implying any partnership between them.

KUMON NORTH AMERICA, INC. AND SUBSIDIARIES
(A Wholly-Owned Subsidiary of Kumon Institute of Education Co., Ltd.)
CONSOLIDATED BALANCE SHEETS
DECEMBER 31, 2025, 2024 AND 2023

	2025	2024	2023
ASSETS			
Current assets:			
Cash and cash equivalents	$ 63,652,342	$ 57,471,369	$ 51,385,951
Investments	-	-	1,358,875
Accounts receivable, net of allowances of $418,296, $295,974, and $468,428, respectively	13,528,489	13,754,729	14,415,670
Inventory, net	7,904,107	7,678,894	8,797,162
Due from parent company and affiliates	727,305	781,563	594,030
Prepaid expenses and other current assets	5,157,926	5,201,126	4,053,895
Total current assets	90,970,169	84,887,681	80,605,583
Property and equipment, net	9,681,580	12,033,601	14,959,178
Operating lease right-of-use-assets	13,873,624	16,323,259	19,276,256
Other assets:			
Cash surrender value of life insurance policies and other assets	10,805,868	10,018,664	9,200,761
Deferred income taxes	3,203,915	3,185,418	2,675,226
Software and software development costs, net	220,173	206,612	103,360
Total other assets	14,229,956	13,410,694	11,979,347
TOTAL ASSETS	$ 128,755,329	$ 126,655,235	$ 126,820,364
LIABILITIES AND STOCKHOLDER'S EQUITY			
Current liabilities:			
Accounts payable	$ 1,329,373	$ 2,361,587	$ 1,507,295
Due to parent company and other affiliates	4,639,688	3,654,226	3,704,725
Accrued expenses and other current liabilities	14,802,044	16,551,241	18,296,135
Current portion of operating lease liabilities	4,498,861	4,907,931	4,499,879
Total current liabilities	25,269,966	27,474,985	28,008,034
Long-term liabilities:			
Pension liability	4,780,922	4,649,673	5,044,206
Other long-term liabilities	1,363,538	395,733	1,920,738
Operating lease liabilities, net of current portion	12,240,305	14,901,457	18,525,471
Total long-term liabilities	18,384,765	19,946,863	25,490,415
Total liabilities	43,654,731	47,421,848	53,498,449
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	9,200,125	9,200,125	9,200,124
Retained earnings	72,891,502	68,134,940	59,121,433
Accumulated other comprehensive loss	(10,216,429)	(11,327,078)	(8,225,042)
Total stockholder's equity	85,100,598	79,233,387	73,321,915
TOTAL LIABILITIES AND STOCKHOLDER'S EQUITY	$ 128,755,329	$ 126,655,235	$ 126,820,364

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, 2025, 2024 AND 2023

	2025	2024	2023
Revenues:			
Franchise fees and royalties	$ 146,425,570	$ 146,990,847	$ 144,017,675
Sales of publications and supplies	1,961,039	2,066,290	1,574,732
Tuition and related fees - company-owned centers	2,240,719	3,714,391	4,561,501
Other revenue	3,299,276	3,164,274	2,878,508
Total revenues	153,926,604	155,935,802	153,032,416
Costs and operating expenses:			
Cost of revenues	31,309,648	33,670,806	32,236,959
Selling, general and administrative expenses	88,387,142	85,267,613	86,628,245
Total costs and operating expenses	119,696,790	118,938,419	118,865,204
Income from operations	34,229,814	36,997,383	34,167,212
Other income:			
Interest income, net of interest expense of $13,220, $10,213 and $73,000, respectively	989,057	1,305,404	865,590
Other income, net	741,063	691,868	361,781
Total other income, net	1,730,120	1,997,272	1,227,371
Income before provision for income taxes	35,959,934	38,994,655	35,394,583
Provision for income taxes	9,203,372	9,981,148	10,479,315
NET INCOME	$ 26,756,562	$ 29,013,507	$ 24,915,268

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, 2025, 2024 AND 2023

	2025	2024	2023
Net income	$ 26,756,562	$ 29,013,507	$ 24,915,268
Other comprehensive income (loss):			
Pension items, net of tax	(70,176)	309,880	(103,422)
Foreign currency translation adjustments	1,180,825	(3,411,916)	1,476,919
COMPREHENSIVE INCOME	$ 27,867,211	$ 25,911,471	$ 26,288,765

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, 2025, 2024 AND 2023

	Common Stock		Additional Paid-In	Retained	Accumulated Other Comprehensive	Total Stockholder's
	Shares	Amount	Capital	Earnings	Loss	Equity
Balance - January 1, 2023	264.508	$ 13,225,400	$ 9,200,125	$ 54,206,165	$ (9,598,539)	$ 67,033,151
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	264.508	13,225,400	9,200,125	59,121,433	(8,225,042)	73,321,916
Net income	-	-	-	29,013,507	-	29,013,507
Pension items, net of tax	-	-	-	-	309,880	309,880
Foreign currency translation adjustments	-	-	-	-	(3,411,916)	(3,411,916)
Dividends	-	-	-	(20,000,000)	-	(20,000,000)
Balance - December 31, 2024	264.508	13,225,400	9,200,125	68,134,940	(11,327,078)	79,233,387
Net income	-	-	-	26,756,562	-	26,756,562
Pension items, net of tax	-	-	-	-	(70,176)	(70,176)
Foreign currency translation adjustments	-	-	-	-	1,180,825	1,180,825
Dividends	-	-	-	(22,000,000)	-	(22,000,000)
BALANCE - DECEMBER 31, 2025	264.508	$ 13,225,400	$ 9,200,125	$ 72,891,502	$ (10,216,429)	$ 85,100,598

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, 2025, 2024 AND 2023

	2025	2024	2023
Cash flows from operating activities:			
Net income	$ 26,756,562	$ 29,013,507	$ 24,915,268
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization	3,301,315	3,608,169	3,913,198
Provision for doubtful accounts	122,322	(172,454)	272,838
Deferred income taxes	50,988	(709,802)	581,234
Non-cash lease expense	4,080,059	4,737,383	5,069,747
(Gain) loss on sale of property and equipment	(52,551)	(273,325)	92,010
Decrease (increase) on cash surrender value of life insurance policies	(983,889)	(973,030)	(918,486)
Changes in assets and liabilities:			
Accounts receivable	390,578	378,081	(1,555,584)
Inventory	109,703	576,490	(2,200,602)
Due from parent company and affiliates	89,496	(269,721)	2,057,412
Prepaid expenses and other current assets	204,235	(1,329,693)	(950,560)
Other assets	250,723	49,969	(253,532)
Accounts payable	(1,177,125)	1,211,660	(901,360)
Due to parent company and other affiliates	757,718	188,412	989,728
Accrued expenses and other current liabilities	(2,041,939)	(1,340,258)	(313,199)
Pension liability	61,073	(84,652)	65,467
Other long-term liabilities	898,950	(1,435,451)	(116,356)
Operating lease liabilities	(4,740,417)	(4,908,189)	(5,306,771)
Net cash provided by operating activities	28,077,801	28,267,096	25,440,452
Cash flows from investing activities:			
Purchase of investments	-	-	(1,358,875)
Proceeds from sale of investments	-	1,305,952	1,111,631
Payments for software and software development costs	(118,216)	(176,449)	(73,265)
Acquisitions of property and equipment	(704,273)	(1,397,220)	(1,438,505)
Proceeds from sale of property and equipment	63,524	775,389	92,010
Net cash provided by (used in) investing activities	(758,965)	507,672	(1,667,004)
Cash used in financing activities:			
Payment of dividends	(22,000,000)	(20,000,000)	(20,000,000)
Effect of exchange rate change on cash and cash equivalents	862,137	(2,689,350)	1,195,591
Net increase in cash and cash equivalents	6,180,973	6,085,418	4,969,039
Cash and cash equivalents - beginning	57,471,369	51,385,951	46,416,912
CASH AND CASH EQUIVALENTS - ENDING	$ 63,652,342	$ 57,471,369	$ 51,385,951
Supplemental schedules for noncash investing activities:			
Interest paid	$ 13,217	$ 10,213	$ 73,000
Income taxes paid	$ 7,660,849	$ 13,727,407	$ 8,903,333

See accompanying notes to consolidated financial statements.

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.

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.

The Company offers various subsidies and incentive awards to new and existing franchisees for rent, marketing and achieving certain goals, as defined. The subsidies are recorded as a reduction of "Franchise fees and royalties" in the accompanying consolidated statements of income. Subsidies amount to approximately $10,900,000, $11,800,000, and $10,000,000 for the years ended December 31, 2025, 2024 and 2023, respectively.

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.

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

Investments

Investments consist of GICs.

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 accounts. Uncollectible accounts are written off when all collection efforts have been exhausted. Accounts receivable as of December 31, 2025, 2024, 2023 and 2022, amounted to $13,528,489, $13,754,729, $14,415,670 and $13,121,464, respectively.

The Company has elected the practical expedient, Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) No. 2025-05 - Financial Instruments - Credit Losses (Topic 326): Measurement of Credit Losses for Accounts Receivable and Contract Assets, that allows the Company, when developing its reasonable and supportable forecasts for its current expected credit losses, to assume conditions as of the balance sheet date persist throughout the forecast period. As such, no adjustment has been made for a reasonable and supportable forecast. In addition, the Company has made an accounting policy election to consider collection activity after the balance sheet date through January 31 when estimating expected credit losses, and, therefore, the credit loss allowance reflects this activity. Adoption of the practical expedient under Topic 326 did not have a material impact on the financial statements.

The allowance for doubtful accounts as of December 31, 2025, 2024 and 2023, was $418,296, $295,974, and $468,428, 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.

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

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.

Impairment of long-lived assets

In accordance with 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 11.

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

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.

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 $16,433,654, $15,439,266 and $18,405,925 for the years ended December 31, 2025, 2024 and 2023, respectively.

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 lease 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.

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

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.

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 25, 2026, the date on which these consolidated financial statements were available to be issued. Except as disclosed in Note 17, there were no material subsequent events that required recognition or additional disclosure in these consolidated financial statements.

NOTE 2. 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, 2025, 2024 and 2023, is all at a point in time.

Franchise fees and royalties by geographic region in North America for the years ended December 31, 2025, 2024 and 2023, were as follows:

	2025	2024	2023
USA	$ 107,288,917	$ 107,898,804	$ 106,345,410
Canada	27,404,590	27,438,390	26,272,107
Mexico	11,732,063	11,653,653	11,400,158
Total	$ 146,425,570	$ 146,990,847	$ 144,017,675

NOTE 2. REVENUES (CONTINUED)

Remaining revenues by geographic region in North America for the years ended December 31, 2025, 2024 and 2023, were as follows:

	2025	2024	2023
USA	$ 5,564,321	$ 6,946,679	$ 7,222,130
Canada	823,450	1,345,973	593,922
Mexico	1,113,263	652,303	1,198,689
Total	$ 7,501,034	$ 8,944,955	$ 9,014,741

NOTE 3. RELATED-PARTY TRANSACTIONS

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

	Years Ended December 31,		
	2025	2024	2023
Transactions with KIE:			
Revenues:			
Service fee income, management fee income and other income	$ 498,978	$ 1,861,589	$ 1,208,857
Costs and operating expenses:			
Royalty fees incurred	11,094,413	11,380,535	11,110,229
Management fee expense	4,777,604	3,220,849	3,587,996
Other expenses	1,592,522	15,660	35,111
Transactions with other affiliated companies:			
Revenues:			
Sales of publications	$ 895,676	$ 902,182	$ 675,403
Costs and operating expenses:			
Purchases of inventory and other expenses	111,973	94,949	136,791
Capitalized costs associated with worksheet development	-	62,075	162,671

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.

The above transactions occur in the normal course of business with KIE and other affiliated companies. The Company was owed $727,305, $781,563 and $594,030 by KIE and other affiliated companies as of December 31, 2025, 2024 and 2023, respectively, included in "Due from parent company and affiliates" in the accompanying consolidated balance sheets. The Company owed $4,639,688, $3,654,226 and $3,704,725 to KIE and other affiliated companies as of December 31, 2025, 2024 and 2023, 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 4. INVESTMENTS

Investments at December 31, 2025, 2024 and 2023, consisted of the following:

	2025	2024	2023
Guaranteed investment certificates (a)	$ -	$ -	$ 1,358,875

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

Investments - current	$ -	$ -	$ 1,110,653

NOTE 5. PROPERTY AND EQUIPMENT

Property and equipment at December 31, 2025, 2024 and 2023, consisted of the following:

	2025	2024	2023
Furniture and fixtures	$ 22,218,240	$ 21,487,006	$ 21,655,270
Equipment and automobiles	13,670,885	13,604,359	13,562,736
Leasehold improvements	15,378,272	15,307,955	15,869,366
Construction in progress	102,143	66,159	32,620
	51,369,540	50,465,479	51,119,992
Less: accumulated depreciation and amortization	41,687,960	38,431,878	36,160,814
Property and equipment, net	$ 9,681,580	$ 12,033,601	$ 14,959,178

Depreciation expense for the years ended December 31, 2025, 2024 and 2023, amounted to $3,239,822, $3,563,707 and $3,860,062, respectively.

NOTE 6. SOFTWARE AND SOFTWARE DEVELOPMENT COSTS

Software and software development costs at December 31, 2025, 2024 and 2023, consisted of the following:

	2025	2024	2023
Software and software development costs	$ 7,744,381	$ 7,622,119	$ 7,484,422
Less: accumulated amortization	7,524,208	7,415,507	7,381,062
Software and software development costs, net	$ 220,173	$ 206,612	$ 103,360

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

Amortization expense for the years ended December 31, 2025, 2024 and 2023, amounted to $61,493, $44,462 and $53,136, respectively.

NOTE 7. INCOME TAXES

The income tax provision for the years ended December 31, 2025, 2024 and 2023, is summarized as follows:

	2025	2024	2023
Current:			
Federal	$ 4,610,981	$ 5,206,207	$ 4,793,390
State and local	1,453,896	1,877,905	1,365,082
Foreign	2,938,420	3,606,838	3,739,609
	9,003,297	10,690,950	9,898,081
Deferred:			
Federal	74,970	(484,792)	847,925
State and local	174,454	(190,052)	(302,191)
Foreign	(49,349)	(34,958)	35,500
	200,075	(709,802)	581,234
Provision for income taxes	$ 9,203,372	$ 9,981,148	$ 10,479,315

The components of the Company's net deferred tax assets as of December 31, 2025, 2024 and 2023, are as follows:

	2025	2024	2023
Deferred tax assets	$ 3,253,925	$ 3,233,118	$ 2,726,957
Deferred tax liabilities	(50,010)	(47,700)	(51,731)
Net deferred tax assets	$ 3,203,915	$ 3,185,418	$ 2,675,226

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, operating lease liabilities, and tax credits. Deferred tax liabilities primarily consist of differences in the financial and income tax bases of property and equipment and ROU assets.

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

	2025	2024	2023
Federal tax statutory rate	21.0 %	21.0 %	21.0 %
Nondeductible expenses	(0.3)%	0.3 %	0.6 %
State tax - net of federal benefit	3.6 %	3.4 %	2.4 %
Foreign income tax rate differential	1.8 %	1.1 %	3.3 %
Other	(0.5)%	(0.1)%	2.4 %
Total	25.6 %	25.7 %	29.7 %

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

NOTE 7. INCOME TAXES (CONTINUED)

On July 4, 2025, the One Big Beautiful Bill Act was enacted in the U.S. Key provisions of the OBBBA include making permanent certain aspects of the Tax Act, modifying certain international tax rules, and restoring provisions that accelerate deductions for certain business investments and expenditures. The legislation has multiple effective dates, with certain provisions effective in 2025 and others implemented in subsequent years. The OBBBA did not have material impact on the Company's consolidated financial statements for the year ended December 31, 2025, and the Company does not expect the changes to have a material impact on the provision for income taxes or net income in future periods.

NOTE 8. 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, 2025, 2024 and 2023, 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, 2025, 2024 and 2023, 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, 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.

NOTE 9. 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, 2025, 2024 and 2023:

	2025		2024		2023	
	Total Assets	Total Revenues	Total Assets	Total Revenues	Total Assets	Total Revenues
United States	$ 91,021,452	$ 112,853,238	$ 90,267,093	$114,845,483	$ 84,849,663	$113,567,539
Canada	24,469,580	28,228,040	25,627,972	28,090,693	28,900,819	26,866,029
Mexico	13,264,297	12,845,326	10,760,170	12,999,626	13,001,225	12,598,848
Total	$128,755,329	$ 153,926,604	$ 126,655,235	$155,935,802	$126,751,707	$153,032,416

NOTE 10. OTHER LONG-TERM LIABILITIES

The components of other long-term liabilities at December 31, 2025, 2024 and 2023, were as follows:

	2025	2024	2023
Current income tax payable	$ 816,484	$ -	$ 1,469,668
Other long-term liabilities	547,054	395,733	451,070
Other long-term liabilities	$ 1,363,538	$ 395,733	$ 1,920,738

NOTE 11. ACCUMULATED OTHER COMPREHENSIVE LOSS

The components of accumulated other comprehensive loss at December 31, 2025, 2024 and 2023, were as follows:

	2025	2024	2023
Defined benefit pension plan, net of income benefit (taxes) of $(173,774), $(299,259) and $(192,298), respectively	$ 744,940	$ 815,116	$ 505,236
Foreign currency translation adjustments	(10,961,369)	(12,142,194)	(8,730,278)
Accumulated other comprehensive loss	$ (10,216,429)	$ (11,327,078)	$ (8,225,042)

NOTE 12. 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, 2025, 2024 and 2023, KNA made matching contributions of $1,590,142, $1,487,028 and $1,543,798, respectively.

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.

NOTE 12. EMPLOYEE BENEFIT PLANS (CONTINUED)

A summary of the changes in the benefit obligations and funded status of the SERP for the years ended December 31, 2025, 2024 and 2023, is as follows:

	2025	2024	2023
Change in benefit obligation:			
Benefit obligation at beginning of year	$ 4,649,673	$ 5,044,206	$ 4,870,337
Interest cost	248,223	233,647	237,775
Actuarial loss (gain) and other (a)	97,151	(421,219)	117,217
Benefits paid	(214,125)	(206,961)	(181,123)
Benefit obligation at end of year	4,780,922	4,649,673	5,044,206
Change in plan assets:			
Fair value of plan assets at beginning of year	-	-	-
Fair value of plan assets at end of year	-	-	-
Funded status	$ (4,780,922)	$ (4,649,673)	$ (5,044,206)

(a) In 2025, 2024 and 2023 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, 2025, 2024 and 2023:

	2025	2024	2023
Discount rate	5.25 %	5.50 %	4.75 %
Rate of compensation increase	N/A	N/A	N/A

Weighted-average assumptions used to determine net periodic pension cost for the years ended December 31, 2025, 2024 and 2023, consisted of the following:

	2025	2024	2023
Discount rate	5.50 %	4.75 %	5.00 %

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*.

Amounts recognized in the accompanying consolidated balance sheets at December 31, 2025, 2024 and 2023, consisted of the following:

	2025	2024	2023
Pension liability	$ (4,780,922)	$ (4,649,673)	$ (5,044,206)
Amounts recognized in "Accumulated other comprehensive loss" (before related income taxes):			
Net gain	(918,714)	(1,114,375)	(697,534)
Net amount recognized	$ (5,699,636)	$ (5,764,048)	$ (5,741,740)

NOTE 12. EMPLOYEE BENEFIT PLANS (CONTINUED)

The components of net periodic pension cost for the years ended December 31, 2025, 2024 and 2023, were as follows:

	2025	2024	2023
Service cost	$ -	$ -	$ -
Interest cost	248,223	233,647	237,775
Amortization of prior service cost	-	-	-
Unrecognized net loss (gain)	(95,310)	(18,531)	(44,053)
Net periodic pension cost	$ 152,913	$ 215,116	$ 193,722

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

	2025	2024	2023
Prior service cost	$ -	$ -	$ -
Unrecognized gain (loss)	(195,661)	416,841	(138,287)
Total amount recognized in "Other comprehensive income (loss)"	(195,661)	416,841	(138,287)
Income tax benefit (provision for)	125,485	(106,961)	34,865
Amount recognized in "Other comprehensive income (loss)"	$ (70,176)	$ 309,880	$ (103,422)

The projected benefit obligation ("PBO") and accumulated benefit obligation ("ABO") at December 31, 2025, 2024 and 2023, are presented in the table below:

	2025	2024	2023
ABO	$ (4,780,922)	$ (4,649,673)	$ (5,044,206)
PBO	$ (4,780,922)	$ (4,649,673)	$ (5,044,206)

At December 31, 2025, 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:

Year ending December 31:	Amount
2026	$ 272,890
2027	271,943
2028	270,383
2029	277,326
2030	305,549
Thereafter	1,885,171
	$ 3,283,262

NOTE 13. 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, 2025, 2024 and 2023, amounted to $3,701,201, $4,281,636 and $4,993,512, respectively.

Maturities of lease liabilities at December 31, 2025, are as follows:

Year ending December 31:	
2026	$ 4,261,369
2027	3,935,654
2028	3,552,031
2029	2,887,795
2030	1,662,953
Thereafter	1,082,393
Total minimum lease payments	17,382,195
Less: amount representing interest	643,029
Present value of net minimum lease payments	16,739,166
Less: current portion	4,498,861
Long-term portion	$ 12,240,305

Supplemental cash flow information related to leases was as follows:

	2025	2024	2023
Cash paid for amounts included in measurement of lease liabilities:			
Operating cash flows from operating leases	$ 4,740,417	$ 4,908,189	$ 5,306,771
Average lease terms and discount rates were as follows:			
Weighted-average remaining lease term (years) of operating leases	4	3	2
Weighted-average discount rate (%) of operating leases	3.83 %	3.71 %	3.79 %

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, 2025, 2024 and 2023, of $1,431,630, $1,273,638 and $1,207,180, respectively, and incurred lease expenses related to such leases of $1,845,442, $1,875,898 and $1,823,928, respectively, for the years ended December 31, 2025, 2024 and 2023.

NOTE 14. 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 15. FINANCIAL INSTRUMENTS

At December 31, 2025, 2024 and 2023, 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.

NOTE 16. 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, 2025, 2024 and 2023. During 2025, 2024 and 2023, the Company incurred charges related to the self-insurance plan of $5,317,113, $3,811,901 and $3,000,248, respectively, and at December 31, 2025, 2024 and 2023, related accrued claims were $788,443, $390,881 and $813,058, respectively.

NOTE 17. SUBSEQUENT EVENTS

In February 2026, the Company declared a cash dividend to KIE in the amount of $19,000,000, which was paid on March 19, 2026.

EXHIBIT A

PRICE LIST OF CHARGEABLE ITEMS

KUMON®

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

CHARGEABLE ITEMS ORDER FORM

| | | |

EXHIBIT B

PRICE LIST OF NON-CHARGEABLE ITEMS

KUMON®

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

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																			

	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
English Reading																										

	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
Kokugo																												

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, 2025

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
907-600-2938	Chad	Lomax	UNBOUNDED FUTURES, LLC	Fairbanks - Greater Interior Alaska		1255 Airport Way	Unit 4 & 5	Fairbanks	AK	99701
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 Lorna Road		Hoover	AL	35216
256-881-7117	Varalakshmi	Bobba	BSSP ASSOCIATES LLC	Huntsville - Southeast		2030 Cecil Ashburn Drive	Suite #103	Huntsville	AL	35802
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
256-325-6284	Varalakshmi	Bobba	PSSB ASSOCIATES LLC	Madison - Central	Madison Place	8103 Highway 72 West		Madison	AL	35758
501-585-7323	Yamini	Mandala	VARAHI EDU LLC	Conway		2850 Prince Street		Conway	AR	72034
479-595-8765	Nicole	Davis	DAVIS EDUCATION SERVICES, LLC	Fayetteville - East		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
479-273-5866	Anitha	Yerneni	VASIREDDY, INC.	Bentonville	Movie Gallery Plaza	231 North Walton Boulevard	Suite #7	Bentonville	AR	72712
480-937-1250	Smita Rani	Yarlagadda	SXCEL EDUCATION INC.	Cave Creek - Tatum Ranch		30835 N Cave Creek Rd.	Suite 121	Cave Creek	AZ	85331
480-507-0785	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
480-739-1700	Palwashaa	Aftab	WAIZ, LLC	Chandler - Chandler Heights Marketplace	Chandler Heights Marketplace	4990 S. Gilbert Road	Pad B2	Chandler	AZ	85249
480-782-5432	Sapna	Patel	A&A INVESTMENT LLC	Gilbert - Williams Field & Gilbert Rd.		2487 South Gilbert Road	A-113	Gilbert	AZ	85295
480-476-8178	Sornamangai Muthu	Elango	CENTUM EDUCATION LLC	Gilbert - Southeast	Vista Del Oro Shopping Center	4844 S. Val Vista Dr.	Suite A 110	Gilbert	AZ	85298
480-632-8228	Richelle	Caubang	GRAFX-MICRO LEARNING, LLC	Gilbert - Lindsay & Warner		911 S. Lindsay Rd.	B-105	Gilbert	AZ	85296
623-535-0690	Carrie	Bowers	LITCHFIELD LEARNING LLC	Litchfield Park		14551 W. Indian School Rd.	Suite 220	Goodyear	AZ	85395
623-212-1150	Rie	Takeuchi	WEST VALLEY LEARNING CENTER, LLC	Goodyear - Canyon Trails		500 N. Estrella Pkwy.	Suite B-5	Goodyear	AZ	85338
480-807-5515	Kathy	Leano	SHINING STARS ACADEMY, LLC	Mesa - Superstition Springs		6671 East Baseline Road	Suite A125	Mesa	AZ	85206
623-334-2121	Subashinee	Tannimalai	VENBHA EDUCATION SERVICES, LLC	Peoria - East		7549 West Cactus Road	Suite 111	Peoria	AZ	85381
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
623-512-8086	Jamie	Dale	SMARTKIDS LLC	Peoria - North		9785 West Happy Valley Road	Suite #1155	Peoria	AZ	85383
623-259-8367	Neena	Bhakta	THIRD, LLC	Phoenix - North Central		1309 E. Northern Ave.		Phoenix	AZ	85020
480-515-5722	Pooja	Dass	PVSS, INC	Phoenix - Desert Ridge		21001 North Tatum Boulevard	Suite 74-1580	Phoenix	AZ	85050
623-581-1991	Neena	Bhakta	THIRD, LLC	Phoenix - Happy Valley		2310 West Happy Valley Road	Suite #1015	Phoenix	AZ	85085
480-820-0967	Raman	Rana	EXECPTIONAL LEARNERS, LLC	Ahwatukee Foothills		3145 E. Chandler Boulevard	Suite #102	Phoenix	AZ	85048
602-734-0104	Kamran	Alam	ALAM ENTERPRISES, LLC	Laveen - Cesar Chavez Park	Laveen Village Center	3556 W. Baseline Road	Suite 154	Phoenix	AZ	85339
602-795-5386	Rolando	Rances	ABPS, INC.	Phoenix - Lookout Mountain	Fountain Square Shopping Center	420 East Bell Road	Suite C 108	Phoenix	AZ	85022
623-212-1123	Pallavi	Kovvuru	BRIGHT TOMORROW ACADEMY LLC	Glendale - Happy Valley West		6520 West Happy Valley Road	Suite 107	Phoenix	AZ	85083
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 IT! ACADEMICS LLC	San Tan Valley - Johnson Ranch		561 East Bella Vista Rd		San Tan Valley	AZ	85143
480-391-9379	Vijayakumar	Dhandapani	BALA EDUCATIONAL CENTER LLC	Scottsdale - Mountainside	Adobe Ranch Plaza	10855 Frank Lloyd Wright Blvd	Ste. 108	Scottsdale	AZ	85259
480-998-9453	Jill	Cohen	FOR THE LOVE OF LEARNING, LLC	Scottsdale - Shea Scottsdale		10893 North Scottsdale Road	Suite 127	Scottsdale	AZ	85254
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
480-397-9677	Frances	Charnicki	NORTH SCOTTSDALE ACADEMY, LLC	North Scottsdale		8912 East Pinnacle Peak Road	F-3	Scottsdale	AZ	85255
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	Maithreyi	Muralidharan	VIDYA JYOTI ACADEMY, LLC	Tempe - Lakes		6340 S. Rural Road	Suite #119	Tempe	AZ	85283
520-477-4994	Shahidul	Haque	FIRSTROSE EDUCATION SERVICES LLC	Tucson - Houghton & Broadway Rd		105 S Houghton Rd	Suite 167	Tucson	AZ	85748
520-327-1779	Rose	Antony	R & R EDUCATIONAL, LLC	Tucson - Catalina Foothills		5677 N. Swan Road		Tucson	AZ	85718
623-225-9128	Gina	Santiago	TAP MIND, LLC	Anthem		42302 North Vision Way	Suite #112	Anthem	AZ	85086
480-590-2067	Barbara	Penaloza		Gilbert	Patterson Landing	949 North Val Vista Drive	Suite #109	Gilbert	AZ	85234
928-445-4855	Edith	Welsh		Prescott		843 South Miller Valley Road	Suite #202	Prescott	AZ	86301
602-923-9200	Pooja	Dass	PVSS, INC.	Scottsdale - 56Th St & Bell Rd		5533 East Bell Road	Suite #119	Scottsdale	AZ	85254
520-797-0121	Carmen	Anghel	SYSTEMATIC LEARNING PLLC	Tucson - Casas Adobes		6004 North Oracle Road		Tucson	AZ	85704
818-665-3600	Fan	Long	FANTASTIC ACADEMY LLC	Agoura		29054 Thousand Oaks Blvd.		Agoura Hills	CA	91301
925-553-7249	Dandan	Wen		Alamo	Alamo Commons	3201 Danville Blvd	Suite 215	Alamo	CA	94507
510-859-3238	Parveen	Alam	PPA ALAM, LLC	Albany		1027 San Pablo Avenue		Albany	CA	94706
949-916-9662	Aivy	Bui	AV LEARNING LLC	Aliso Viejo		27111 Aliso Creek Road	Suite #128	Aliso Viejo	CA	92656
626-784-9229	Anasheh	Makaradi	EDUCATION CENTER OF ALTADENA	Altadena	Altadena Center	2235 N. Lake Ave.	Suite 105	Altadena	CA	91001
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	Ashley	Olvey	BRIGHT THINK, INC.	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 Walerga Road	Suite #123	Antelope	CA	95843
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
805-466-5350	Arlene	Mcroberts	CENTRAL COAST MATH AND READING CENTER LLC	Atascadero		7730 Morro Road	Suite #203	Atascadero	CA	93422
626-210-3223	Ann	Chantakasem	SCAA Inspire, LLC	Azusa		934 East Alosta Avenue		Azusa	CA	91702

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
661-835-8666	Snehal (Sunny)	Thaker	MASTAN, LLC	Bakersfield - Seven Oaks	The Shoppes At Seven Oaks Business Park	4605 Buena Vista Road	Suite 610	Bakersfield	CA	93311
661-558-1600	Julissa	Bhakta	ACADEMIC ENRICHMENT CENTER OF BAKERSFIELD, LLC	Bakersfield - Riverlakes	Riverlakes Galleria	5549 Calloway Drive	Suite 300	Bakersfield	CA	93312
661-520-5200	Vikash	Lakhani	DVL-R INVESTMENTS LLC	Bakersfield - Brimhall		9902 Brimhall Rd		Bakersfield	CA	93312
650-487-0822	Pooja	Khanna	T4 EDUCATIONAL SERVICES, LLC	Belmont	Carlmont Village Shopping Center	1005 Alameda De Las Pulgas		Belmont	CA	94002
707-747-6284	Monique	Smith	LEARNING CENTER OF BENICIA, LLC	Benicia		2000 Columbus Parkway		Benicia	CA	94510
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
818-845-6118	Josenia (Jena)	Terranova	CREATIVE THINKING, LLC	Burbank - West		531-F North Hollywood Way		Burbank	CA	91505
650-344-3709	Nagarjuna	Reddy	FOR MY KIDS' FUTURE, LLC	Burlingame		1235 Broadway Ave		Burlingame	CA	94010
818-591-2599	Josephine	Gatus	JD EDUCATION, LLC	Calabasas - East		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	Camarillo Village Square	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
760-431-1497	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
909-597-1530	Angelica	Casalme	CASALME LEARNING CENTER, LLC	Chino Hills - Southeast		15934 Los Serranos Country Club Drive	Unit C	Chino Hills	CA	91709
909-710-1700	Katy	Wang	FOREVER BBB INC.	Chino Hills - North		3277 Grand Avenue	Unit G	Chino Hills	CA	91709
909-310-2199	Henry	Lopez	Kaizen Education Investments LLC	Chino Hills - Central	Missions Village Shopping Center	3280 Chino Hills Pkwy	Unit B-2	Chino Hills	CA	91709
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
559-628-1222	Charanpreet	Purewal		Clovis - East		1840 Ashlan Ave	Suite B	Clovis	CA	93611
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
951-444-9955	Paul Edwin	Deriquito		Corona - South		265 E. Ontario Avenue	Suite 103	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
415-569-2555	Steven	Yee	YEE & CHAN LEARNING ACADEMY INC.	Corte Madera		127 Corte Madera Town Center		Corte Madera	CA	94925
714-689-7070	Latesh	Bhambani	PIONEER EDUCATION OF COSTA MESA, INC.	Costa Mesa - Southwest		1835 Newport Blvd.	Suite E-163	Costa Mesa	CA	92627
408-542-9027	Amareesh	Agrawal	ALPHA ACHIEVERS, INC.	Cupertino Village		10891 N. Wolfe Road	Suite 28	Cupertino	CA	95014
408-426-2089	David	Wei	Cupertino Math and Reading Tutoring Center LLC	Cupertino - West		21801 Steves Creek Blvd	Unit 102	Cupertino	CA	95014
650-757-6284	Leo	Chang	LCJJ, LLC	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	SUPERSTAR EDUCATION CENTER, LLC	Danville - Central		480 San Ramon Valley Blvd.	Suite C	Danville	CA	94526
530-757-2831	Barbara Fan Lam	Leung	DAVIS MATH AND READING CENTER, LLC	Davis		905 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	MOAH & MADISON, INC.	Downey - Central		8143 Firestone Blvd.		Downey	CA	90241
925-556-9888	Timothy	Tam	DUBLIN LEARNING, LLC	Dublin - Central		4554 Dublin Boulevard	B	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	Poonam	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	1560 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
916-597-3754	Donald	Nguyen		El Dorado Hills - Town Center		4390 Town Center Boulevard	Suite 110	El Dorado Hills	CA	95762
916-691-4070	Yae	Fukuchi	MATH-NAGA, INC.	Elk Grove - Laguna		7803 Laguna Boulevard	Suite 210	Elk Grove	CA	95758
760-942-1799	Dulce Marie	Nang	THE NANG CORPORATION	Encinitas		360 N. El Camino Real	Suite 3A	Encinitas	CA	92024
760-737-8565	Colleen	Hy	SC4EVER, INC.	Escondido - Central		1274-A Auto Pkwy	Aka Store #C003	Escondido	CA	92029
916-526-7878	Siahmoy	Majid	SADA ACADEMY INC.	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	Takahiro	Murata	FOLSOM SUNRISE LEARNING LLC	Folsom - Central	Folsom Landing Shopping Center	622 East Bidwell Street		Folsom	CA	95630
909-681-1600	Linh	Tri	MATH AND READING LEARNING CENTER	Fontana - Summit Heights	Summit Heights Gateway	15070 Summit Avenue	Suite #420	Fontana	CA	92336
909-320-5090	Hen	Diep	VIXANDRIA-KASELA, LLC	Fontana - Heritage Park		7950 Cherry Avenue	Suite 113	Fontana	CA	92336
650-439-3336	Shirley	Wu Chan	WATERFRONT LEARNING CENTER INC,	Foster City - Beach Park		1497 Beach Park Blvd		Foster City	CA	94404
650-572-2738	Melitta	Hon	FOSTER LEARNING, INC.	Foster City		951-M Edgewater Boulevard		Foster City	CA	94404
714-824-5454	Kailas	Rathod	MADHAVA, LLC	Fountain Valley - West		17912 Magnolia Street		Fountain Valley	CA	92708
510-676-4171	Jayanthi	Subramanian	INCREDIBLE LEARNERS INC.	Fremont - North		3614 Thornton Avenue		Fremont	CA	94536
510-675-7272	Munir	Noorali	KULSUM LLC	Fremont - Central District		39047 State Street		Fremont	CA	94538
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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
559-433-9344	Aagam	Narain		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
657-667-3888	Jasmine	Czach		Garden Grove - West	Eastgate Plaza Shopping Center	11891 Valley View Street		Garden Grove	CA	92845
714-638-5200	Ngoclan & Hoa	Tran Nguyen	NGOCLAN TRAN & HOA NGUYEN	Garden Grove - East		13243 Harbor Boulevard		Garden Grove	CA	92843
714-636-4411	Angela Myung	Hong		Garden Grove		9042 Garden Grove Boulevard	Suite #130	Garden Grove	CA	92844
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	Edward	Nguyen	ELLE EDUCATION LLC	Glendora	Martindale Professional Plaza	1340 East Route 66	Suites 101-102	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
916-877-8288	Nisha	Narasimhan	LANA'S NUMERICS, LLC	Granite Bay	Granite Bay Village Center	8753 Auburn-Folsom Road		Granite Bay	CA	95746
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
510-244-3330	Sivasubramanian	Natarajan	EASY MATHS AND READING LEARNING CENTER, LLC	Hayward - Sorenson		26953 Mission Boulevard	Suite N	Hayward	CA	94544
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
714-841-0152	Marie Ikuta	Do	MARIE IKUTA DO LLC	Huntington Beach-Goldenwest Plaza		7102 Edinger Avenue		Huntington Beach	CA	92647
949-651-1200	Janie	Choi		Irvine - A	Woodbridge Village Center	4624 Barranca Parkway		Irvine	CA	92604
949-567-8080	Victor	Fung	CHAMPION EDUCATION, INC.	Irvine - Northwood		4970 Irvine Blvd.	#108	Irvine	CA	92620
949-786-3870	Jeannie	Fung		Irvine - Central		5400 Trabuco	Suite 110	Irvine	CA	92620
818-790-0777	Julia	Hosoda-Argonza	EDUCATION CENTER OF LA CANADA, INC.	La Canada		854 Foothill Boulevard		La Canada	CA	91011
562-635-3455	Ritu	Nigam	JASONS EDUCATION, INC.	La Habra		145 South Beach Boulevard		La Habra	CA	90631
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
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
949-770-6535	Suparna	Menon	SUMCUBE SECURE TECHNOLOGY INC.	Lake Forest - North		25432 Trabuco Road	Suite #107	Lake Forest	CA	92630
209-309-7799	Elise	Abraham	KINSHIP LEARNING LLC	Lathrop		15132 S Harlan Road		Lathrop	CA	95330
619-713-9100	Amelia	Oh	Studio Otter Rock LLC	Lemon Grove	Lemon Grove Plaza	7090 Broadway	Suite 7036	Lemon Grove	CA	91945
925-800-3939	Rajani	Suryanarayan	DARSHAN LLC	Pleasanton - East		3042 West Jack London Blvd.		Livermore	CA	94551
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
310-760-5005	Trung	Tran		Lomita		2418 Lomita Boulevard	Suite D	Lomita	CA	90717
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	Lynn	Shimohara-Lee	LJ3 INC	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
310-473-7158	Cesar	Osuna	PERCONTATION LEARNING COMPANY LLC	West Los Angeles		11300 W. Olympic Blvd.	Suite 120	Los Angeles	CA	90064
310-526-5445	Patricia	Cosentino	PALI TUTORING, LLC	Brentwood - Palisades		12381 Wilshire Blvd.	Suite 105	Los Angeles	CA	90025
323-258-5878	Julia	Hosoda - Argonza	EDUCATION CENTER OF EAGLE ROCK, INC.	Eagle Rock		2352 Colorado Boulevard		Los Angeles	CA	90041
310-204-1064	Nkechi	Howell	ARISE AND BUILD LEARNING LLC	Los Angeles - Cheviot Hills		3280 Motor Ave.	Suite 100	Los Angeles	CA	90034
310-543-5077	Yoshiko	Kayamori	KAYAMORI LEARNING INC.	Little Tokyo	Little Tokyo Galleria	333 South Alameda Street	Suite 214	Los Angeles	CA	90013
424-226-6284	David	Samuel		Westchester		8801 S. Sepulveda Blvd.	Suite #E	Los Angeles	CA	90045
408-883-7557	Jitender	Singh	RAMJ LLC	Los Gatos - Central		455 Los Gatos Boulevard	Suite #107	Los Gatos	CA	95032
310-546-0063	Surekha	Jain	NUKS JAIN INC.	Manhattan Beach	The Offices	2100 North Sepulveda Boulevard	Suite 22	Manhattan Beach	CA	90266
510-816-2329	Roderick (Ricky)	Biton	RCB999 Math and Reading Center LLC	Manteca - South		280 Lifestyle St		Manteca	CA	95337
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
209-259-2330	Nghia	Hoang	NGUYEN HOANG LEARNING, LLC	Merced		755 E Yosemite Avenue	Suite C	Merced	CA	95340
408-965-9288	Sue	Monahan	MILPITAS - NORTHWOOD MATH AND READING CENTER LLC	Milpitas - Park Victoria		1789 Landess Avenue		Milpitas	CA	95035
408-956-0881	Ying Ying	Guy		Milpitas		304 South Abel Street		Milpitas	CA	95035
949-391-2055	Zaha	Saba	KEY2EXCEL LLC	Mission Viejo - Colinas Park		22922 Los Alisos Blvd	Suite I	Mission Viejo	CA	92691
949-588-9620	Hui-Hui	Chang	HC&R, INC.	Mission Viejo - Civic Center		25380 Marguerite Parkway	Suite #I	Mission Viejo	CA	92692
949-393-1188	Sanjana	Gunaprakash	Good Tech LLC	Mission Viejo - North		27764 Santa Margarita Parkway		Mission Viejo	CA	92691
209-300-7160	Natali	Denner	ADVANCEDU CORP.	Modesto - West		1411 Standiford Avenue	Suite A	Modesto	CA	95350
209-551-3151	Nahrain	Shawo		Modesto - East	Glenwood Plaza	2307 Oakdale Rd.	Suite 602	Modesto	CA	95355
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
951-485-8758	Sunil	Karakkattilrajappan		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	Giti	Zamani	RUMI LEARNING CENTER, LLC	Mountain House	Renaissance Square Shopping Center	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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
951-387-3535	Sheetal	Sitaram	ISHARY CORP.	Murrieta - Central		24550 Village Walk Place	Suite E	Murrieta	CA	92562
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
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
510-961-1119	Ryan	Szeto	SZETO EDUCATION LLC	Oakland - Montclair		1986 Mountain Boulevard	Suite B	Oakland	CA	94611
510-398-3954	Shirley	Shih		Oakland - Chinatown		211 Tenth Street	Suite #302	Oakland	CA	94607
510-482-8887	Laleh	Etminan Basseri	Bazett, LLC	Oakland - Piedmont		4226 Park Blvd		Oakland	CA	94602
925-420-4646	Maria	Shin	BRAINSTORM LEARNING, LLC	Oakley		2081 Main Street		Oakley	CA	94561
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
949-346-5411	Ali	Karimi	S.P.A. LEARNING SERVICES, LLC	Orange - North		1601 E. Lincoln Avenue	Suite 102	Orange	CA	92865
714-923-0100	Soheila	Rashedi	PASS LEARNING SERVICES LLC	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
661-274-2020	Joseph	Sistrunk	SISTRUNK EDUCATIONAL SOLUTIONS, INC.	Palmdale		3135 Rancho Vista Blvd.	Suite C	Palmdale	CA	93551
626-396-9913	Maria Cecilia	Rabonza	S&S ENRICHMENT LLC	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		1525-G North Placentia Ave.		Placentia	CA	92870
925-256-0420	Sundeep	Sarin	SRT Veda Ventures LLC	Pleasant Hill		2601 Pleasant Hill Road	Suite A	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
858-218-0110	Marcia	Hsu	M4LEARNING, INC.	Poway		12364 Poway Road		Poway	CA	92064
909-941-3705	Meela	Chon	123 LEARNING INC.	Rancho Cucamonga	Stadium Plaza	8351 Rochester Avenue	Suites 111	Rancho Cucamonga	CA	91730
760-652-3700	Yongkang (Steven)	Tang	TJKR, INC.	Rancho Santa Fe	Building 4	16236 San Dieguito 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	Kendra	Taylor	TAYLORED LEARNING CENTRE, INC.	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	Lihuei	Yau		Redwood City		1060 El Camino Real	Suite B	Redwood City	CA	94063
951-446-1550	Jondolon	Bush	J&J LEARNING PATHWAYS LLC	Riverside - Hawarden Hills		7001 Indiana Ave	Suite 1	Riverside	CA	92506
909-710-3500	Melissa	Wijaya	CSS BLESSING LLC	Riverside - Orangecrest		8715 Trautwein Road	Suite 102	Riverside	CA	92508
310-544-4449	Albert	Koshimune		Rolling Hills Estates		627 Deep Valley Dr.	Suite A	Rolling Hills Estates	CA	90274
916-243-0661	Pallavi	Pandya	ROSEVILLE LEARNING CENTER LLC	Roseville		1271 Pleasant Grove Boulevard	Suite #130	Roseville	CA	95747
279-214-9299	Waltaleena	Hollowell	For His Kingdom, LLC	Roseville - East		1850 Douglas Boulevard	Suite #412	Roseville	CA	95661
916-422-8585	James	Shin	TSUNAMI LEARNING, INC.	Sacramento - Greenhaven		1327 Florin Rd		Sacramento	CA	95831
916-866-5515	Monica	Sidhu	MONICASAHIB.SIDHU LLC	Natomas - W El Camino		1589 W El Camino Avenue	Suite 106	Sacramento	CA	95833
916-574-9810	Nibha	Menon	NIBHAM, LLC	Natomas		2057 Arena Blvd.	Suite 130	Sacramento	CA	95834
916-250-0000	Sung	Kim	SHL ABACUS II, LLC	Arden - Arcade		3000 Arden Way	Suite #2	Sacramento	CA	95825
916-970-8668	Vi	Le	VLTH, LLC	Sacramento - South	Stockton Square	6833 Stockton Boulevard	Suite 420	Sacramento	CA	95823
650-684-0440	Anthony	Wong	PRESTON'S PUZZLES LLC	San Bruno		851 Cherry Avenue	Suite 23 & 24	San Bruno	CA	94066
949-516-7388	Poonam	Srivastava	BRIGHTER BEES-2-LLC	San Clemente - Talega		801 Via Suerte	Suite 102	San Clemente	CA	92673
858-414-1152	Neelam	Chaudhri	FULL POTENTIAL, LLC	Tierrasanta	Tierra Del Sol Shopping Center	10425 Tierrasanta Blvd	Suite 108	San Diego	CA	92124
858-898-4611	Zi	Marsh	DRAPHOEN EDUCATION, INC.	Carmel Valley - Torrey Hills		11120 E. Ocean Air Dr	Ste B-103	San Diego	CA	92130
858-898-1322	Nikal	Toor	TOOR TRAINING PROGRAMS, LLC	San Diego - Carmel Mountain Ranch		11885 Carmel Mountain Road	Suite 903	San Diego	CA	92128
858-484-0509	Daniel	Song		Rancho Penasquitos		12798 Rancho Penasquitos Boulevard	Suite H	San Diego	CA	92129
858-592-9515	Goki	Hirasawa		Rancho Bernardo		16395 Bernardo Center Drive		San Diego	CA	92128
619-738-5200	Jialin	Yu	J & J EDUCATION LLC	San Diego - Point Loma		2825 Dewey Road	Suite 201	San Diego	CA	92106
858-326-2422	Madoka	Miyazaki	LJUC LEARNING CENTER, INC.	San Diego - University City		3232 Governor Drive	Suite B	San Diego	CA	92122
858-935-4700	Bindu	Philip		Mira Mesa		8230 Mira Mesa Blvd.	#L2	San Diego	CA	92126
415-673-3678	Connie	Lam	MARINA MATH & READING, LLC	San Francisco - Marina District		1515 North Point Street		San Francisco	CA	94123
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
415-722-7335	Xiaowei	Yang	PFE SOLUTIONS LLC	San Francisco - Bernal Heights		3403 Mission Street		San Francisco	CA	94110
415-680-1414	Sheila	Patel	LYLAANYA, INC.	San Francisco - Inner Richmond		507 Clement Street		San Francisco	CA	94118
415-433-7511	Justin	Lau		San Francisco - Chinatown		708-712 Commercial Street		San Francisco	CA	94108
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
408-265-8300	Radha	Iyer	SYSTEMATIC LEARNINGS, INC.	Willow Glen		1087 Meridian Avenue	Unit #60	San Jose	CA	95125
408-479-9400	Sabitha	Bellam	BELLAMS, LLC	Berryessa - West		1701 Lundy Ave.	#140	San Jose	CA	95131
408-571-6007	Swathi	Hosakere	BRAIN TRAIN LEARNING CENTER, LLC	San Jose - Rose Garden		1743 Park Avenue		San Jose	CA	95126
650-935-6950	Rupinderjit	Maan	JRAM LLC	Los Gatos - Noddin		1757 Blossom Hill Road	Suite 20	San Jose	CA	95124
408-508-5577	Sitara	Bellam	KCENTER ALUM ROCK LLC	San Jose - Mckee	Capitol Square Mall	384 North Capitol Ave.		San Jose	CA	95133
408-858-8879	Chieko	Otsuka	C.O. EDUCATION	West San Jose		5169 Moorpark Avenue		San Jose	CA	95129
408-495-5511	Biren	Shah	BIREN SHAH INC.	San Jose - West Capitol		539 West Capitol Expressway		San Jose	CA	95136

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
408-933-9250	Lucy	Cheung	ASTRO LEARNING CENTER LLC	San Jose - Almaden Springs		6948 Almaden Expressway		San Jose	CA	95120
408-224-2020	Radha	Ayalasomayajula	KCENTER SANTA TERESA LLC	Santa Teresa	Santa Teresa Village Shopping Center	7120 Santa Teresa Blvd.		San Jose	CA	95139
408-993-8882	Quyen	Banh	Jaden Learning Center, LLC	San Jose - Story Road		779 Story Road	Suite #25	San Jose	CA	95122
510-904-4999	Lirong	Diao		San Leandro - South		14410 Washington Avenue	#106	San Leandro	CA	94578
510-877-9131	Leif	Krauss	MATH VIKING LLC	San Leandro - Downtown		689 East 14Th Street		San Leandro	CA	94577
510-340-9777	Harika	Pulluru	SUPERIOR THRIVING KIDS LLC	San Lorenzo		15935 Hesperian Boulevard		San Lorenzo	CA	94580
805-332-6922	Shakira Patel	Adams	MILAN EDUCATION, LLC	San Luis Obispo		12320 Los Osos Valley Road		San Luis Obispo	CA	93405
760-591-7550	Purnendu	Chakraborty		San Marcos		1001 W. San Marcos Blvd.	Suite #140	San Marcos	CA	92078
760-607-6003	Claudia	Perez	FHL LIMITLESS, LLC	Carlsbad - La Costa Oaks		1635 S. Rancho Santa Fe Road	Suite 208	San Marcos	CA	92078
626-808-4044	Julia	Hosoda-Argonza	EDUCATION CENTER OF LA CANADA, INC.	San Marino		900 Huntington Drive	Suite A	San Marino	CA	91108
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
415-454-8590	Biana	Shikhman	SHIKHMAN VENTURES, INC.	San Rafael - Downtown		1435 4Th Street	Suite B	San Rafael	CA	94901
925-496-0777	Harjot	Kang	INFINITE TUTORING INC.	San Ramon - Dougherty	The Plaza At Gale Ranch	11040 Bollinger Canyon Road	Suite F	San Ramon	CA	94582
925-318-1628	Anthony	Luu	TWIN PEAKS PERFORMANCE, LLC	San Ramon - North		2570 San Ramon Valley Boulevard	Suite A203	San Ramon	CA	94583
925-803-9870	Girisha	Sonawane	POLESTAR LEARNING, INC.	San Ramon		9260 Alcosta Boulevard	Building B, Suite 14 & 15	San Ramon	CA	94583
714-754-7474	Anshu	Bhambani	Pioneer Education of South Coast Metro LLC	Santa Ana - South Coast Metro		3696 S. Bristol Street		Santa Ana	CA	92704
714-599-8880	Analyn	Phu	BRIGHTER KIDS ACADEMY	Santa Ana - Mile Square Park		5015-K West Edinger Avenue		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
408-818-8879	Hana	Manesh	MANESH, LLC	Santa Clara - Central Park		1072 Kiely Boulevard		Santa Clara	CA	95051
408-855-8666	Dibjot	Gill	NANAK NIRANKAR, INC.	Santa Clara - Agnew		3170 De La Cruz Boulevard	Suite #104	Santa Clara	CA	95054
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	Nikisha	Chaneco	SHEARIN SUCCESS, INC.	Santa Clarita - Saugus North		28009 Seco Canyon Rd.		Santa Clarita	CA	91390
831-824-6284	Doris	Wo	ELITE EDUCATION SERVICES LLC	Santa Cruz		740 Front Street	Suite 150	Santa Cruz	CA	95060
310-394-0902	Lesteni	Wilkins	EXCELCIOUS EDUCATION, LLC	Santa Monica		718 Santa Monica Blvd.		Santa Monica	CA	90401
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
805-526-2987	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		616 Stevens Avenue	Suite E	Solana Beach	CA	92075
650-835-1018	Irene	Tam	TABB SERVICES CORP.	South San Francisco - Westborough		2288 Westborough Blvd.	Suite 103	South San Francisco	CA	94080
650-870-1920	Fang	Tian	DREAM CLOUD EDU LLC	South San Francisco - El Camino		643 El Camino Real		South San Francisco	CA	94080
661-260-1940	Young Joo	Lee	SONESTA CORPORATION	Stevenson Ranch		25818 W. Hemmingway Ave.	Suite 3	Stevenson Ranch	CA	91381
209-952-5095	Thu Ngoc (Victoria)	Tran	STOCKTON ABC MATH, LLC	Stockton - West		1625 W. March Lane	Suite 104, 105 &106	Stockton	CA	95207
209-951-3013	June	Thao	June's Learning Center LLC	Stockton - Morada	Morada Ranch Shopping Center	4339 East Morada Lane	Suite A140	Stockton	CA	95212
818-763-4546	Rinal	Patel	BONEZ'S LEARNING CENTER, LLC	Studio City		12215 Ventura Blvd.	Suite #116	Studio City	CA	91604
408-222-1500	Sabitha	Bellam	BELLAMS, LLC	Mountain View - Sunnyvale		1253 West El Camino Real	Suite F	Sunnyvale	CA	94086
669-289-0999	Prasanna	Rangaraju	KCENTER SUNNYVALE LLC	Sunnyvale - Seven Seas		1260 Persian Drive	Suite A-1	Sunnyvale	CA	94089
408-752-5151	Ngoc	Tran	QTRAN LEARNING LLC	Sunnyvale - Lowlanders		415 N. Mary Avenue	Suite 106	Sunnyvale	CA	94085
408-290-8858	Alpa	Banker	BENNETTSWOOD ENTERPRISE LLC	Sunnyvale - Lakewood		520 Lawrence Expressway	#307	Sunnyvale	CA	94085
951-234-5585	Navika	Singh	NS CENTER - TEMECULA NORTH	Temecula - North		40335 Winchester Road	Suite A	Temecula	CA	92591
805-422-3232	Linden	Schuffert	LD Education, LLC	Thousand Oaks - North		2024 E. Avenida De Los Arboles	Suite J	Thousand Oaks	CA	91362
805-777-0113	Tetsu	Hoshi		Thousand Oaks		446 North Moorpark Road		Thousand Oaks	CA	91360
310-878-6866	Shinichiro	Kasuya	KASUYA ACADEMY, LLC	Torrance - Harbor Gateway		1253 W. Carson Street		Torrance	CA	90502
310-326-7843	Steven	Kang	STEVE KANG ENTERPRISES, INC.	Torrance - Central		2738 West Sepulveda Blvd.	Suite #4	Torrance	CA	90505
310-543-5077	Yoshiko	Kayamori	KAYAMORI LEARNING INC.	Torrance - Southwest		4172 Pacific Coast Highway	Suite #108 And #109	Torrance	CA	90505
209-407-1700	Nirali	Mavani	SM AND AM, INC.	Tracy - South		7561 W. Linne Road		Tracy	CA	95304
714-824-4020	David	Kim	3K CAPITAL PARTNERS	Tustin - The Market Place		13211 Jamboree Rd		Tustin	CA	92782
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
510-471-8887	Hector	Guy		Union City - Alvarado		32116 Alvarado Boulevard		Union City	CA	94587
707-455-7200	Christopher	Tu		Vacaville - Nut Tree	Regency Park Plaza Shopping Plaza	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
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
559-372-0009	Tamryn	Simas	KINUKO LLC	Visalia	Rancho Viejo Shopping Center	5139 W. Walnut Avenue		Visalia	CA	93277
925-256-0786	Harinder	Singh	NorCal 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
818-887-7235	Vickie	Kwon	VKSO, LLC	West Hills		22742 Roscoe Boulevard		West Hills	CA	91304
714-839-9500	Andrew	Tran		Westminster - East		14541 Brookhurst Street	Suite #B2	Westminster	CA	92683
657-400-3003	Victoria	Nguyen		Westminster - West	Westminster Square	6415 Westminster Blvd.		Westminster	CA	92683
562-696-5678	Guadalupe	Lara	Expand Learning Center Inc.	Whittier - South		8317 South Painter Avenue	Suite #6	Whittier	CA	90602
951-376-3883	Christie	Wilkins	WILKINSVIVE LLC	French Valley		30628 Benton Rd.	Unit B002	Winchester	CA	92596

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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
714-203-1132	Anshu	Bhambani	PIONEER EDUCATION LLC	Yorba Linda - Valley View		17530 Yorba Linda Boulevard		Yorba Linda	CA	92886
714-660-0800	Ritu	Nigam	JASONS EDUCATION, INC.	Yorba Linda - Ranch Village		4945 Yorba Ranch Road	Unit A	Yorba Linda	CA	92887
530-830-9234	Norman	Campiz	CAMPIZ ENTERPRISE INC.	Yuba City		990 Klamath Lane	Suite 19	Yuba City	CA	95993
510-522-2228	Jane	Hu	ADVANCE EDUCATION SERVICES , LLC	Alameda		2325 Alameda Avenue		Alameda	CA	94501
626-943-0131	Ling	Chen	INC FINANCIAL&MANAGEMENT CORP	Alhambra		1019 East Main Street		Alhambra	CA	91801
714-772-7135	Chelvi	Subramaniam		Anaheim		720 South Euclid St	Suite #9	Anaheim	CA	92802
925-206-3737	Sandeep	Kaur	DHOAT HOLDINGS, LLC	Antioch - Southeast		5005 Lone Tree Way	Suite J	Antioch	CA	94531
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
714-255-0432	Francisco	Ang		Brea	Arovista Plaza	860 West Imperial Highway	Suite C	Brea	CA	92821
818-843-2885	Julius	Marzuki	MONROVIA LEARNING CENTER, LLC	Burbank - South		1042 W. Alameda Ave.		Burbank	CA	91506
818-972-9883	Maria	Calleja	NIMIRA CORPORATION	Burbank - North		443 Irving Drive	Unit D	Burbank	CA	91504
909-591-9777	Joanne	Yang	SY EDUCATION, INC.	Chino - North	Redwood Industrial Park Phase Ii	5370 Schaefer Avenue	Suite A	Chino	CA	91710
619-422-6991	Sukja	Arakaki		Chula Vista		1392 East Palomar Street	Suite #406	Chula Vista	CA	91913
559-299-3309	Gursharanjit	Rahal		Clovis		635 West Herndon Avenue	Suite #300	Clovis	CA	93612
925-672-8864	Yuri	Mccall		Concord - Clayton Valley		1460 Washington Boulevard	Suite A101	Concord	CA	94521
310-641-9254	Michael	Hoeberling	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
714-995-7904	Mindy	Ko	THINKING FACES, INC.	Cypress - North		9211 Valley View Street		Cypress	CA	90630
925-261-8988	Tony	Yeh	TRIPLE TEAM EDUCATION, INC.	Dublin - West		7764 Dublin Boulevard		Dublin	CA	94568
310-416-9646	Claire Marie	Ayaay	GREAT AND LITTLE VICTORIES INC.	El Segundo		218 Richmond Street		El Segundo	CA	90245
916-585-8448	Monica	Sidhu	MONICA, S LLC	Elk Grove - Sheldon Crossing		8829 Sheldon Road	Suite 120	Elk Grove	CA	95624
818-981-2451	Clara Lu	Tripathi	Encino Math and Reading Center LLC	Encino	Encino Town Center	17200 Ventura Boulevard	Suite #310	Encino	CA	91316
916-900-1232	Nibha	Menon	NIBHAM, LLC	Folsom - Southeast		98 Clarksville Road	#120	Folsom	CA	95630
949-238-8100	Nikita	Ganatra	TUSTIN KMR CENTER, LLC	Foothill Ranch		26741 Portola Parkway	Suite 1-B	Foothill Ranch	CA	92610
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
510-585-5603	Salima	Noorali	NOORALI, LLC	Fremont - Warm Springs		47812 Warm Springs Boulevard		Fremont	CA	94539
510-797-1590	Shilpa	Dhar		Fremont - Centerville		5200 Mowry Avenue	Suite #G	Fremont	CA	94538
310-532-0391	Terry Hiroatsu	Yoshikura	INDEPENDENT LEARNING CENTER, INC.	Gardena - North		2015 West Redondo Beach Boulevard	Suite #A	Gardena	CA	90247
818-831-9139	Jane	Chang		Granada Hills		10349 Balboa Boulevard	Suite #204	Granada Hills	CA	91344
626-581-7770	Anny	Hertanto	AMAZEKIDS, INC.	Hacienda Heights - Central	Halliburton Center	15922 Halliburton Road		Hacienda Heights	CA	91745
714-846-5113	Larry	Konishi	KONISHI CONSULTING LLC	Huntington Harbour		16105 Bolsa Chica Street		Huntington Beach	CA	92649
714-963-0123	Shelley	Ren		Huntington Beach - South		9011 Adams Avenue		Huntington Beach	CA	92646
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
818-248-3123	Tariq	Rana	ZEEHAZ, INC.	La Crescenta		2754 Foothill Boulevard		La Crescenta	CA	91214
562-946-4300	Sarah	Crisologo	JOELISA, INC.	La Mirada		15286 Rosecrans Ave.		La Mirada	CA	90638
949-456-8300	David	Holcberg	LOGICAL PROGRESSION, LLC	Ladera Ranch		25642 Crown Valley Parkway	Suite E-5	Ladera Ranch	CA	92694
949-363-8020	Eileen	Yap	MATH & READING MAX CORP.	Central Laguna Niguel		30232 Crown Valley Parkway	Suite #A3	Laguna Niguel	CA	92677
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
925-371-1996	Hua	Zhou		Livermore - West		1094 E. Stanley Blvd.		Livermore	CA	94550
209-333-8022	Cynthia	Hsieh		Lodi		1420 West Kettleman Lane	Suites H & I	Lodi	CA	95242
562-424-3595	Ange	Regis-Espinoza		Long Beach - Bixby Knolls	Country Club Plaza	4151 Long Beach Bl.		Long Beach	CA	90807
213-389-8449	Euni	Kim		Hancock Park	Wilshire Park Place	3700 Wilshire	Suite #106	Los Angeles	CA	90010
209-239-4278	Daihieu	Tran	CENTRAL VALLEY MATH & READING CENTER LLC	Manteca		295 West Louise Avenue		Manteca	CA	95336
909-949-8166	Euni	Kim		Upland		8880 Benson Ave	Suite #101	Montclair	CA	91763
925-377-8877	Amy	Chang	MAKINATION, INC.	Moraga		588 Center Street		Moraga	CA	94556
707-257-3817	Mary	Lydon		Napa		596 Lincoln Avenue		Napa	CA	94558
951-898-5654	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
510-545-3886	Sim	Peyron	INDEPENDENT LEARNERS, INC.	Oakland - Rockridge		6239 College Avenue	Suite #301	Oakland	CA	94618
760-936-0008	Thanh	Truong		Oceanside - South		4095 Oceanside Boulevard	Suite J	Oceanside	CA	92056
714-997-4430	Reiko	Yamamoto		Orange		1317 East Katella Avenue		Orange	CA	92867
650-969-1978	Janet	Kwei		Palo Alto		2730 Middlefield Road		Palo Alto	CA	94306
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
310-541-7801	Jamie Kyungjook	Kim		Rancho Palos Verdes	Center Professional Bld	28041 Hawthorne Boulevard	Suite #204 & 205	Rancho Palos Verdes	CA	90275
916-300-2050	Phylmarlene	Etrata		Rocklin		2331 Sunset Boulevard	Suite #230	Rocklin	CA	95765
626-964-3324	So Young	Lim	INSIGHT L, INC.	Rowland Heights		19119 Colima Road	Suite #114	Rowland Heights	CA	91748
650-588-8288	Leo	Chang	LCJJ, LLC	Millbrae		1400 El Camino Real		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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
858-863-3134	William Crawford Jr.	Richardson		Carmel Valley		12750 Carmel Country Road	Suite A-214	San Diego	CA	92130
858-472-8341	Ritika	Sabhnani	SAI SHIVAM	4S Ranch	4S Ranch Village Shopping Center	16615 Dove Canyon Road	Suite #103	San Diego	CA	92127
858-336-0744	Kim	Nguyen		Kearny Mesa		4344 Convoy Street	Suite T	San Diego	CA	92111
818-365-7750	Masumi	Kim		San Fernando		735 South Workman Street		San Fernando	CA	91340
415-584-1843	Anita	Tom		San Francisco - Ocean		1827 Ocean Avenue		San Francisco	CA	94112
415-206-9772	Mable	Suen		San Francisco - Diamond Heights		5214C Diamond Heights Boulevard		San Francisco	CA	94131
408-732-9898	Alice	Hu		Cupertino	Saratoga Plaza	1550-1552 South De Anza Boulevard		San Jose	CA	95129
408-270-8018	Sharon Fong	Tam	FLAMINGO EDUCATIONAL SERVICES, INC.	Evergreen - West		1785 East Capitol Expressway		San Jose	CA	95121
408-723-4998	Rupinderjit	Maan	JRAM, LLC	San Jose - Cambrian Park		3005 Meridian Avenue		San Jose	CA	95124
408-274-9083	Ying Ying	Guy		Evergreen		3235 South White Road		San Jose	CA	95148
408-569-6284	Ruby	Vaswani	WINJEET LEARNING LLC	San Jose - Almaden		5672 Almaden Expressway	Suite 100	San Jose	CA	95118
408-365-8666	Ted	Lee		San Jose - Silver Creek		5978 Silver Creek Valley Road	Suite #35	San Jose	CA	95138
408-753-3700	Biren	Shah	BIREN SHAH, INC.	San Jose - Oak Grove	Santa Teresa Square	6035 Snell Avenue		San Jose	CA	95123
650-759-8576	Francesca	Tai		San Mateo		4222 Olympic Avenue		San Mateo	CA	94403
714-785-8850	Cristina	Santos		Santa Ana - East	Tustin Franzen Center	2425 North Tustin Avenue	Suite A	Santa Ana	CA	92705
408-789-7614	Haeyun	Kim		Santa Clara - Central	Pruneridge Shopping Center	238 Saratoga Avenue		Santa Clara	CA	95050
805-354-0650	Shakira Patel	Adams	MILAN EDUCATION, LLC	Orcutt	Acorn Plaza Shopping Center	4869 South Bradley Road	Suite #121	Santa Maria	CA	93455
408-867-5367	Edith	Wu		Saratoga		14363 Saratoga Avenue	Suite #101	Saratoga	CA	95070
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
714-895-7857	Larry	Konishi	KONISHI CONSULTING LLC	Stanton		11951 Beach Boulevard	Suite L	Stanton	CA	90680
818-765-8666	Arturo	Lorete		Sun Valley		8718 Sunland Boulevard		Sun Valley	CA	91352
408-732-9898	Mariann	Hu		Sunnyvale - Central		433 East El Camino Real		Sunnyvale	CA	94087
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	FELIMAX INC	Temple City		9666 Las Tunas Drive		Temple City	CA	91780
310-370-3535	Takafumi	Konishi	TK EDUCATIONS, LLC	Torrance - West		18529 Hawthorne Blvd.		Torrance	CA	90504
209-833-9400	Giti	Zamani	SUPERSTAR EDUCATION CENTER, LLC	Tracy	Gateway Plaza	1858 West 11Th Street		Tracy	CA	95376
510-455-4846	Jayanthi	Subramanian	INCREDIBLE LEARNERS, INC.	Union City - East		34712 Alvarado Niles Road		Union City	CA	94587
661-219-0717	Bindiya	Patel	KESHAV EDUCATION INC.	Valencia - Copper Hill		23888 Copper Hill Drive		Valencia	CA	91354
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
626-698-4519	Vincent	Lung	CLK ENTERPRISE, INC.	West Covina	Sunset Plaza	1337 West Garvey Avenue N.		West Covina	CA	91790
310-975-8555	Robert	Apon	APON EDUCATIONAL SERVICES INCORPORATED	West Hollywood		8539 West Sunset Blvd.	Unit 22	West Hollywood	CA	90069
720-504-0881	Umayal	Sockalingam	LEARNING EXCELLENCE LLC	Aurora - Dayton Triangle	Market Square Shopping Center	1155 S. Havana Street	Unit 39	Aurora	CO	80012
720-927-7890	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
719-551-5900	Nikki	Allahverdi	LIFE-LONG SCHOLARS LLC	Colorado Springs - Cimarron Hills		5857 Constitution Ave.		Colorado Springs	CO	80915
719-649-0860	Joyce Chen	Molen	LEARNING FOR LIFE, LLC	Colorado Springs - Briargate		9420 Briar Village Point	Suite 130	Colorado Springs	CO	80920
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
720-994-5220	Liya	Eguale	SUCCESS SCHOLAR LLC	Denver - Green Valley Ranch		18613 Green Valley Ranch Boulevard	Unit 106	Denver	CO	80249
720-826-6288	Yeow-Heng	Ong	MATH READING SUCCESS, LLC	Denver - Central Park		2373 Central Park Blvd.	#105	Denver	CO	80238
720-588-9222	Silpi	Baishya	MS SQUARE, LLC	Denver - Hampden South		8000 E Quincy Avenue	Unit 1050	Denver	CO	80237
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
720-400-7755	Subadra	Ramanathan	BRIGHT LEARNING, LLC	Highlands Ranch - Town Center		9245 S Broadway	#300	Highlands Ranch	CO	80129
303-683-3339	Khevna	Mccain	BEYOND K EDUCATION LLC	Highlands Ranch - East		9362 S. Colorado Boulevard	Suite D-08	Highlands Ranch	CO	80126
720-399-9100	Qui	Nguyen	LEARNING CENTERS OF COLORADO, LLC	Lakewood - Bear Creek		3200 S. Wadsworth Blvd.	Unit D	Lakewood	CO	80227
720-738-8499	Anil	Kini	KIDSMART ACADEMY, LLC	Lone Tree		9500 Heritage Hills Circle	Suite 400	Lone Tree	CO	80124
720-418-8484	Lavanya	Vakkalanka	KAUMAARI, LLC	Parker - Stonegate		16522 Keystone Blvd.	Unit P	Parker	CO	80134
720-798-5880	Khevna	Mccain	BEYOND K EDUCATION LLC	Parker - Hess		19585 Hess Road	Unit C3 (#103)	Parker	CO	80134
720-473-8399	Lavanya	Balaji	M.S. SERVICES, LLC	Thornton - Trail Winds Park		13762 Colorado Blvd.	Ste 148	Thornton	CO	80602
303-876-0001	Rachna	Chaurasia	KKV CENTER, INC.	Thornton - Northglenn		3915 E. 120Th Ave.	Unit B	Thornton	CO	80233
303-305-7777	Noriko	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
720-870-0547	Ferooza	Eswaran	ANTS MARCHING INC. MATH AND READING CENTRE	Centennial - Foxfield		6262 South Parker Road	Suite #100	Centennial	CO	80016
719-235-8675	Young	Bagaason	YSB, LLC	Colorado Springs - North	Woodmen Plaza Shopping Center	3586 Hartsel Drive	Suite #H	Colorado Springs	CO	80920
303-604-2100	Sreemathy	Dev	VIJAY NARBHAVEE, INC.	Lafayette		535 West South Boulder Road	Suite #230	Lafayette	CO	80026
860-676-9100	Aparna	Ramnath	GHAIN EDUCATION LLC	Avon		56 East Main Street		Avon	CT	06001
203-651-6474	Xiaopeng	Sang	INTELLECTUAL QUEST, LLC	Cheshire		286 Maple Ave.	Unit 106	Cheshire	CT	06410
203-202-8045	Kerri	Arnold	BE AMAZING, LLC	Darien		899 Boston Post Road		Darien	CT	06820

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
203-955-1070	Tommy	Henley Iii	NUESTRO MUNDO EDUCATIONAL SERVICES LLC	Fairfield - Downtown	Patriot Plaza	1139 Post Road		Fairfield	CT	06824
203-373-1074	Harshavi	Shah	Bright Future Learnings LLC	Fairfield	Fairfield Woods Plaza	2391 Black Rock Turnpike		Fairfield	CT	06825
860-632-2700	Sandhya	Kallamadi	LEARNING PATH LLC	Middletown		779 Newfield Street		Middletown	CT	06457
203-936-9929	Nikhil	Agrawal	DSAN Corp.	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
203-836-2112	Shailaja	Balakkagari	Gaba LLC	North Haven		310 Washington Avenue	Unit #6	North Haven	CT	06473
203-742-0011	Cheryl	Orifici	BRILLANT MINDS ,LLC	Riverside		1212 East Putnam Avenue		Riverside	CT	06878
203-763-1234	Flore	Kacou	GREAT MINDS, BRIGHT FUTURES ENRICHMENT CENTER, LLC	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	Bijlani	STRONG ROOTS, LLC	Southbury	Bennett Square	134 Main Street South	Suite 41 D	Southbury	CT	06488
475-350-3883	Dulce	Gandhi	Reading and Math Advancement, LLC	Stamford - Ridgeway		3000 Summer Street		Stamford	CT	06905
203-794-6586	Rajashree	Honnaya	LEARNING MEADOWS, LLC	Trumbull		2 Corporate Drive	Suite #113	Trumbull	CT	06611
860-506-5077	Amanda	Sang	BrightRoot Learning LLC	West Hartford		345 N Main St	Suite 040	West Hartford	CT	06117
475-363-4114	Tracey	Ramee	Yearn to Learn, LLC	Westport		292 Post Road East		Westport	CT	06880
203-423-2396	Adina	Dinca	YATTEMIYO LEARNING TREE LLC	Wilton		5 River Road	Suite C7	Wilton	CT	06897
203-775-9333	Jyoti	Kelkar	SCHOLASTIC EXCELLENCE, LLC	Brookfield		640 Federal Road	Unit #19	Brookfield	CT	06804
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
203-951-9870	Ketan	Vankawala	KARV LLC	Milford		670 Boston Post Road	Unit A2	Milford	CT	06460
860-739-7323	Seema	Mukherjee	MATH & READING CENTER OF EAST LYME, LLC	East Lyme		179 Flanders Road	Unit #1	Niantic	CT	06357
203-286-3516	Dulce	Gandhi	MATH & READING ADVANCEMENT, LLC	Norwalk		612 West Avenue		Norwalk	CT	06850
860-875-3500	Aparna	Ramnath	ENCOIRE LEARNING, LLC	Vernon		10 Hyde Avenue		Vernon	CT	06066
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	Hockessin	Lantana Square Shopping Center	142 Lantana Drive		Hockessin	**DE**	19707
302-464-3050	Vanita	Sanjay	SVS SERVICES, LLC	Middletown	Ashley Plaza	407 East Main Street	Unit 11	Middletown	**DE**	19709
302-455-8788	Suranjoy	Hazarika	TIVRA LLC	Newark - Town Center	Suburban Plaza Shopping Center	410 Suburban Dr		Newark	**DE**	19711
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
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
321-758-3001	Karuna	Singh	MATH & READING ACADEMY INC.	Altamonte Springs		1022 W. State Road 436	Suite 1006	Altamonte Springs	FL	32714
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
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
954-775-2177	Yvonne	Chen	CHEN & HOLNESS, LLC	Coral Springs - Town Center		10280 West Sample Road		Coral Springs	FL	33065
954-603-9050	Jeptha	Holness	HOLNESS LEARNING CENTER, LLC	Coral Springs - South		1317 North University Drive		Coral Springs	FL	33071
954-509-0850	Shalini	Ramlogan	EVER BLOOM LEARNING, LLC	Coral Springs - East		5855 Wiles Road		Coral Springs	FL	33067
954-372-6696	Latifa	Gaaliche	Bright Brainers LLC	Davie - Shenandoah Square		13740 W State Road 84		Davie	FL	33325
954-434-0131	Farhana	Ireen	123 ABC, INC	Davie - Cooper City		5957 South University Drive		Davie	FL	33328
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
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	Ana Celina	Broomfield	LEARNING WORKS, INC.	Hollywood - Sheridan		3315 Sheridan Street		Hollywood	FL	33021
904-268-8861	Sonia	Dalaklis	Dalaklis Learning II, LLC	Mandarin	Gates Of Olde Mandarin Shopping	11362 San Jose Blvd.	Unit #18	Jacksonville	FL	32223
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
904-540-9570	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	Joshi	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
561-965-8812	Richard	Wendelken	RNBM 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
954-781-8730	Bruna	Gill	Mastering Minds Academy LLC	Lighthouse Point		3136 N. Federal Highway		Lighthouse Point	FL	33064
813-384-8880	Nadia	Jaber	OLIVE LEARNING LLC	Lithia - Fishhawk		16731 Fishhawk Blvd		Lithia	FL	33547
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
305-229-1139	Mariela	Rebaza	WEST KENDALL, INC.	Tamiami - West	Bird One Shopping Center	14459 Sw 42Nd Street		Miami	FL	33175
786-652-6284	Daniela	Vanegas	HAMMOCKS LEARNING CENTER, LLC	Hammocks		15436 Sw 88Th Street		Miami	FL	33196
786-949-5560	Willine	Momprevil	JBWBUILDINGBLOCKS, LLC	Aventura		19960 W Dixie Hwy	Unit #102	Miami	FL	33180
305-351-0615	Maria Silvia	Costa	ALDC EDUCATION CORP.	Miami - Coral Way East		2521 Coral Way		Miami	FL	33145
786-607-0400	Rebecca	Meire	NORTH KENDALL EDUCATIONAL CORP.	Kendall - North	The Palms At Town And Country	8312 Mills Drive		Miami	FL	33183

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
786-358-8558	Stephen	Danis	Mastery Education LLC	Miami Lakes		7331 Miami Lakes Drive		Miami Lakes	FL	33014
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
407-930-5577	Kazi	Vicaruddin	NUSAYBAH, LLC	Orlando - Southchase		12477 South Orange Blossom Trail		Orlando	FL	32837
407-487-8113	Mahalaxmi	Silwal	LAKE NONA LEARNING CENTER, LLC	Orlando - Lake Nona		12958 Sunstone Avenue	Suite 102	Orlando	FL	32832
407-898-5542	Reetu	Singla	COLONIAL TOWN LLC	Orlando - Colonialtown		2939 East Colonial Drive		Orlando	FL	32803
407-384-8881	John	Hoagland	KINDERBURG, LLC	Orlando - Vista Lakes	Las Palmas Shopping Center	8288 Lee Vista Boulevard	Suite D	Orlando	FL	32829
407-971-8514	Kirsten	Smith	AFLA EDUCATION, LLC	Oviedo	Cedar Creek Plaza	1500 Alafaya Trail	Suite 1040	Oviedo	FL	32765
321-758-4088	Hemanth Kumar	Bangalore Umapathi	NANDAAN LEARNING CENTER LLC	Palm Bay - South		190 Malabar Road	Suite 120	Palm Bay	FL	32907
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
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
850-724-1234	Nidha	Bhakta	SHAPING MINDS LEARNING CENTER, LLC	Panama City		518 Hawkins Ave		Panama City	FL	32405
954-450-6284	Karen	Bolton	KMR PEMBROKE PINES, LLC	Pembroke Pines - Hiatus		11240 Pines Boulevard		Pembroke Pines	FL	33026
954-885-6545	Aasima	Tambey	ABT EDUCATION, LLC	Pembroke Pines - Silver Lakes		17101 Pines Blvd.		Pembroke Pines	FL	33027
786-573-1234	Erika	Cabrera	CHOW CONSULTING, INC.	Pinecrest	Dixie Belle Plaza	12195 South Dixie Highway		Pinecrest	FL	33156
954-370-8996	Octavian	Iosup	ODI LEARNING CORP.	Plantation - South		7471 Nw 4Th Street		Plantation	FL	33317
904-720-2800	Tamara	Macfarlane	PONTE VEDRA LEARNING CENTER, LLC	Ponte Vedra At Nocatee		480 Town Plaza Avenue	Suite 140	Ponte Vedra	FL	32081
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
561-763-5567	Stacey	Morel	LOVING HEARTS & CREATIVE MINDS LLC	Royal Palm Beach		1161 Royal Palm Beach Boulevard		Royal Palm Beach	FL	33411
727-822-4016	Rakhee	Gupta	THE SMART ED LLC	St. Petersburg - East		2538 Dr. Martin Luther King Jr. St. N		Saint Petersburg	FL	33704
321-926-1770	Ilona	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	Heidi	Lin	HGL READING AND MATH CENTER, 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
850-778-8998	Deshown	Thompson	Future Minds KLCT LLC	Tallahassee - Southeast		3551 Blair Stone Road	Suite 115	Tallahassee	FL	32301
813-370-0070	Xiaoke Penny	Yang	YANG MATH & READING, LLC	Tampa - Cross Creek		10335 Cross Creek Boulevard	Suite J	Tampa	FL	33647
813-563-5900	Pinali	Patel	Shree Adhyapan LLC	Tampa - Carrollwood		13160 N. Dale Mabry Highway		Tampa	FL	33618
813-818-7513	Priti	Kansakar	ACEDEMY LLC	Tampa - Westchase	County Line Plaza Shopping Center	13962 West Hillsborough Avenue		Tampa	FL	33635
813-831-9495	Anita	Ajay	THE LEARNING CURVE GROUP, LLC	Tampa - Palma Ceia		3415B Bay To Bay Blvd.		Tampa	FL	33629
813-374-9274	Clayton	Beardsley	INDEPENDENCE EDUCATIONAL SERVICES, LLC	New Tampa	Tampa Palms Professional Center	5320 Primrose Lake Circle	Suite B	Tampa	FL	33647
813-402-8778	Renu	Singh	VS EDUCATIONAL SERVICES LLC	Town 'N' Country		6756 Memorial Highway		Tampa	FL	33615
813-425-4870	Roopal	Shah	VIDHYA MANOR LLC	Tampa - Citrus Park		7620 Gunn Highway	Suite 190	Tampa	FL	33625
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
561-296-1184	Meera	Patel	Advance Learning Solutions, Inc.	Wellington - South		3975 Isles View Drive	Suite 103	Wellington	FL	33414
813-907-8645	Sung	Park	SPARK EDUCATION, INC.	Wesley Chapel - South		2547 Windguard Circle		Wesley Chapel	FL	33544
813-973-2266	Nidhi	Rawat	SINGH & RAWAT, LLC	Wesley Chapel - North		27311 Wesley Chapel Blvd.		Wesley Chapel	FL	33544
954-217-0480	Claudia	Antelo	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	Kalpana	Nallavolu	TRIDENT EDUCATION CENTER, LLC	Windermere - Lakeside Village		11620 Lakeside Village Lane	Suite 110	Windermere	FL	34786
407-614-6565	Preetha Bhargavi	Sattanathan	VYASA LLC	Horizon West	Hamlin Middle School	16025 Silver Grove Blvd		Winter Garden	FL	34787
407-573-7767	Krena	Patel	BRILLIANCE CIRCLE HOLDINGS, LLC	Winter Garden		16112 Marsh Road	Unit #404	Winter Garden	FL	34787
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
813-364-2882	Bhuvana	Maharajan	A PLUS TUTORIALS LLC	Zephyrhills - West		32809 Eiland Blvd	Unit 12	Zephyrhills	FL	33545
561-488-1976	Cristina	Acosta	A+ LEARNING CENTER, INC.	Boca Raton - Glades	Piccadilly Square	8221 Glades Road	Suite #9	Boca Raton	FL	33434
813-662-1314	Dhara	Shah	THE LEARNING POWER INC.	Brandon - East		1242 Kingsway Crossing		Brandon	FL	33510
954-828-2584	Yvonne	Chen	CHENSYS, LLC	Parkland	Heron Bay Corp. Bldg.	5850 Coral Ridge Drive		Coral Springs	FL	33076
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
954-564-3625	Tania	Marujo	TRM LEARNING, INC.	Fort Lauderdale - Coral Ridge		2056 East Oakland Park Boulevard		Fort Lauderdale	FL	33306
352-726-9694	James	Billings	J & JB, LLC	Inverness		3380 East Gulf To Lake Highway		Inverness	FL	34453
904-910-5512	Kasthuri	Sriram	SMART STARS, LLC	Jacksonville - St. Johns	St. John'S Commons	2220 Cr 210 West	Suite #306	Jacksonville	FL	32259
407-732-2444	Jasbir	Sikand	EDULEARN LLC	Lake Mary		3817 Lake Emma Road	Unit B-3	Lake Mary	FL	32746
407-658-6284	Andreas	Marpaung	GRACE LEARNING CENTER, LLC	Orlando - Waterford Lakes	Waterford Towers	312 North Alafaya Trail		Orlando	FL	32828
407-363-2939	Subira	Sood	SUBIRA EDUCATIONAL CENTER, LLC	Dr. Phillips	Kir Bayhill Plaza	7657 Turkey Lake Road		Orlando	FL	32819
954-880-0721	Meher	Rahman	EDUCATION CONSULTANTS, INC.	Pembroke Pines - West		19431 Sheridan Street		Pembroke Pines	FL	33332
954-745-0066	Harlivleen	Marwah	CREDIBLE LEARNING, LLC	Plantation - Cleary Blvd.		851 North Nob Hill Road		Plantation	FL	33324
904-285-7775	Shelly	Dunne	DUNNE LEARNING CENTERS, INC.	Ponte Vedra - Solana Road	Ponte Vedra Square	280 Solana Road		Ponte Vedra Beach	FL	32082

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
678-574-8940	Cea	Mosley	3CM GROUP, LLC	Acworth - South		3451 Cobb Pkwy	Suite 12	Acworth	GA	30101
470-610-5400	Aqueela	Ahmed	LEVEL UP PIONEERS, LLC	Alpharetta - Milton		5665 Atlanta Highway	Suite #108	Alpharetta	GA	30004
770-625-1070	Elia	Momin	SARA FATEMA, LLC	Alpharetta - Windward Parkway		865 North Main Street	Suite #106	Alpharetta	GA	30004
404-736-6367	Binita	Vijayvergiya	YOUNG LEADERS, LLC	Atlanta - Piedmont Park	Ansley Mall	1544 Piedmont Road	Suite 135	Atlanta	GA	30324
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
678-668-8135	Afroz	Momin	ZARINA & ASSOCIATES, LLC	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
770-744-5440	Priya	Sadasivam	LEARNING ACADEMY CUMMING, LLC	Cumming - Bethelview Rd. & Canton Hwy.		2360 Bethelview Road	Suite 103	Cumming	GA	30040
770-744-1020	Viji	Kandasamy	SHRI SASTA LLC	Cumming - Coal Mountain		3560 Browns Bridge Road	Suite 900	Cumming	GA	30028
678-513-7080	Navroop	Anchala	ARMAAN CORPORATION.	Cumming - Castleberry		5456 Bethelview Road	Suite #108	Cumming	GA	30040
470-799-2300	Shirly	Samuel	TRUE FRIENDS, LLC	Dacula - Town Center	Cornerstone Village Shopping Center	2300 Liam Ave.	Suite 203	Dacula	GA	30019
678-546-6725	Gina	Rhee	MONA LEARNING, LLC	Dacula - Hamilton Mill	Hamilton Mill Shops	3523 Braselton Highway	Suite C-900	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
678-273-7070	Shireen	Jamaluddin	NOBLE LEARNING LLC	Douglasville		7436 Douglas Boulevard	Suite C	Douglasville	GA	30135
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		159 Enterprise Path	Suite 511	Hiram	GA	30141
770-664-6284	Mayuri	Bhakta	SAIRM2, LLC	Alpharetta - Sargent		11895 Jones Bridge Road	Suite 270	Johns Creek	GA	30005
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
770-622-5886	Charissa	Chong	C&G LEARNING LLC	Johns Creek - North		6955 Mcginnis Ferry Road	Suites #109-110	Johns Creek	GA	30097
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	Babafemi	Ogunbayo	Pistis Learning LLC	Lawrenceville - South		250 Grayson Highway	Suite 1	Lawrenceville	GA	30046
678-442-7509	Sathiapriya	Kanagaraj	PRIYA ACADEMY, LLC	Lawrenceville - Sugarloaf Crossing		4850 Sugarloaf Parkway	Suite #608	Lawrenceville	GA	30044
770-299-8668	Khairunisa	Merchant	Preciousdarlings2, limited liability company	Lilburn - Killian Hill		4051 Stone Mountain Highway	Suite C106	Lilburn	GA	30047
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
678-992-4485	Sheeba	Virani	THE BRAIN ORCHARD, LLC	Loganville		4743-6763 Highway 78	Suite 160	Loganville	GA	30052
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	30066
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
770-321-2637	Yukari	Hasegawa	HASEGAWA ENTERPRISES, INC.	Marietta - East	Merchants Exchange Shopping Center	4400 Roswell Road	Suite 140	Marietta	GA	30062
770-304-9044	Abbie Carole	Gilbert Gilbert	GILBERT TWO LEARNING RESOURCES, LLC	Newnan	Sullivan Towers Shopping Center	1065 Sullivan Road	Suite J	Newnan	GA	30265
770-840-8040	Rajiv	Velury	DRDU Inc.	Norcross - East	First Plaza Of Norcross	1568 Indian Trail Lilburn Rd.	Suite #101	Norcross	GA	30093
770-486-6806	Shireen	Jamaluddin	NOBILITY INVESTORS, LLC	Peachtree City - North		1968 Highway 54 W.	Suite D	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
470-336-3226	Sugantha	Sudhakar	MATH GURU, LLC	Peachtree Corners - Spalding	Spalding Plaza	6470 Spalding Drive	Suite K	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	Seema	Laddha	BRILLIANTBEES LLC	Roswell - East Cobb		4401 Shallowford Road	Suite 142	Roswell	GA	30075
912-581-3313	Janese	Cooper	Academic Allies Unlimited LLC	Savannah - Picadilly Square	Picadilly Square	10010 Abercorn Street	Space 7	Savannah	GA	31406
470-509-5888	Nahal	Momin	SHINNING STAR OF AMERICA	Snellville - Scenic Square	Scenic Square	1987 Scenic Highway	Suite 114	Snellville	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	Foley	Ma	Fully Satisfied LLC	Suwanee - East		2027 Lawrenceville Suwanee Road	Suite 300 & 400	Suwanee	GA	30024
229-256-2394	Naeem	Khan	MATHLI, LLC	Tifton		2201 U.S. Highway 41 North		Tifton	GA	31794
404-418-8848	Yan	Guo	TO REACH, L.C.	Atlanta - Northlake	Northlake Square Shopping Center	4135 Lavista Road	Suite 220	Tucker	GA	30084
229-506-7711	Meghana	Patel	MVEERA, LLC	Valdosta		3380 B N. Valdosta Road		Valdosta	GA	31602
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
770-645-8252	Mitsuru	Parker	LEARN 2 LEARN, INC.	Alpharetta - Nesbit Ferry		9850 Nesbit Ferry Road	Suite #7	Alpharetta	GA	30022
404-497-0588	Ana	Martinez	THE CHALLENGED MIND, LLC	Atlanta - Buckhead North		4920 Roswell Road Ne	Suite #25	Atlanta	GA	30342
404-346-7610	Sherry	Darby	PARADIGM EDUCATIONAL PARTNERS, LLC	Atlanta - Sandtown	Sandtown Crossing Shopping Cen	5819 Campbellton Road	Suite #104 & 105	Atlanta	GA	30331
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
770-844-8408	Lydia	Leong	PATH TO KNOWLEDGE, LLC	Cumming - South	Sharon Greens Shopping Center	1595 Peachtree Parkway	Suite #108	Cumming	GA	30041
770-329-0766	Nisha	Mannan	STEPS & LADDERS LEARNING CENTER, LLC	Cumming - East	Shoppes At Trammel Road	1668 Buford Highway		Cumming	GA	30041
770-418-1088	Vinita	Andrade	CTC, LLC	Duluth - Town Center	Duluth Station Shopping Center	2750 Buford Highway	Suite #5-D	Duluth	GA	30096
770-280-4500	Madhu	Kapoor	EXCEL TEACHING, LLC	Johns Creek - State Bridge		10995 State Bridge Road		Johns Creek	GA	30022
678-462-7161	Khairunisa	Merchant	PRECIOUS DARLINGS,LLC	Lilburn - West	Lilburn Corners Shopping Center	375 Rockbridge Road	Suite #160	Lilburn	GA	30047
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
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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
678-364-0887	Arshad	Jamaluddin	ENRICH ,LLC	Peachtree City - South	Wilshire Shopping Center	1200 Highway 74 South	Suite #10	Peachtree City	GA	30269
770-444-9162	John	Basco	ACADEMIC ACHIEVERS, LLC	Smyrna - Vinings	Ivy Walk At Vinings	1675 Cumberland Parkway	Suite #204A	Smyrna	GA	30080
770-614-7593	Jenny	Hwang	3JEM, INC	Suwanee - North		686 Peachtree Industrial Boulevard	Suite #240	Suwanee	GA	30024
478-953-9450	Archana	Singh	OMD, INC.	Warner Robins		500 Osigian Boulevard	Suite #100	Warner Robins	GA	31088
808-319-6688	Brennan	Quiambao	QUIAMBAOHI LLC	Aiea	Aiea United Methodist Church	99-101 Laulima Street		Aiea	HI	96701
808-681-6868	Maureen	Uyeda		Ewa Beach - Ocean Pointe	Laulani Villages Shopping Center	91-1121 Keaunui 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
808-492-8179	Noelia	Paez Huaroto	DIAZ PAEZ TUTORING AND CONSULTING LLC	Moilili	The Church Of The Crossroads	1212 University Avenue		Honolulu	HI	96826
808-341-8367	Kimberly	Nicely	NICELY DONE, LLC	Salt Lake	Oahu Veteran'S Center	1298 Kukila Street		Honolulu	HI	96818
808-533-7890	Stacy	Racoma-Lurito	MAKHEI INC.	Makiki Heights	First Baptist Church Of Honolulu	1313 Pensacola Street		Honolulu	HI	96814
808-295-2535	Joseph	Erban	HI R LEARNING LLC	Moanalua	Moanalua Elementary School	1337 Mahiole Street		Honolulu	HI	96819
808-622-0111	Remi	Komagata	Komagata Tutoring Services LLC	Nuuanu - South	Soto Mission Of Hawaii	1708 Nuuanu Avenue	Units #100, #100 Kitchen, 101, 102	Honolulu	HI	96817
808-256-5275	Lisa	Thompson		Koko Head	Kokohead Elementary School	189 Lunalilo Home Road		Honolulu	HI	96825
808-781-9432	Janlin	Konishi	JANLIN 157, LLC	Nuuanu - North	Nuuanu Elementary School	3055 Puiwa Lane		Honolulu	HI	96817
808-781-9432	Janlin	Konishi	JANLIN 157, LLC	Mae Mae	Mae Mae Elementary School	319 Wyllie Street	Room #38	Honolulu	HI	96817
808-595-3131	Michiko	Nagamine		Lanakila	Lanakila Elementary	717 North Kuakini Street	Room #A6	Honolulu	HI	96817
808-359-4162	Asia	Ueki	C&C AWAYA LLC	Kahului	Maui 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 Kuulei 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	Bertelmann	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	Raquedan-Kawaa	IMUA I NA KEIKI LLC	Ewa Villages - West	Ka Makana Ali'I Shopping Center	91-5431 Kapolei Parkway	Space 1110	Kapolei	HI	96707
808-740-0472	Angelica	Simon	Simon Educational Services LLC	Makakilo	Makakilo Elementary School	92-675 Anipeahi Street		Kapolei	HI	96707
808-345-6354	Sherilynn	Mamac	MAMAC LEARNING, LLC	Kealakekua	Konawaena Elementary School	81-901 Onouli Rd		Kealakekua	HI	96750
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	Mililani - Mauka		95-1095 Ainamakua Drive	Suite #7	Mililani	HI	96789
808-445-3137	Lance	Miyahira	SPIDER OPIHI, LLC	Mililani - Uka		95-257 Kaloapau St.		Mililani	HI	96789
808-425-5794	Jaymie	Melket	LINEAR LEARNING, LLC	Pearl City		719 Kamehameha Highway	Suite B104	Pearl City	HI	96782
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 - West		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
808-767-7196	Nescia Pearl	Ponce	MS NESCIA LLC	Waipahu - East	Waipahu Hongwanji Mission	94-821 Kuhaulua St	Conference Room	Waipahu	HI	96797
808-959-6138	Judy	Fujishige	WAIAKEA LEARNING CENTER, LLC	Waiakea	Mauna Loa School	172 Kapiolani Street	Room 6	Hilo	HI	96720
808-739-6284	Gilie	Matsumoto	QUIK KIDZ, INC	Kaimuki		1151-A 12Th Avenue		Honolulu	HI	96816
808-732-8667	Toshi	Milner		Makiki	Jodo Mission	1429 Makiki Street	Room 2207	Honolulu	HI	96814
808-256-3589	Debra	Tajiri	MANOA MATH&READING CENTER,LLC	Manoa	Manoa Japanese School	2804 East Manoa Road		Honolulu	HI	96822
808-375-3698	Akemi	Mcdermott		Waikiki	Kapahulu Senior Center	3410 Campbell Avenue		Honolulu	HI	96816
808-383-1833	Randall	Ching	RED FISH, LLC	Aina Haina	Aina Haina Professional Building	850 West Hind Drive	Suite 106	Honolulu	HI	96821
808-389-9735	Phillip	Lieu	LIEU INTERNATIONAL, LLC	Kapolei - West		1001 Kamokila Boulevard	Suite #126	Kapolei	HI	96707
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
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
208-654-1551	Anupam	Khurana	BAL VIKAS LEARNING CENTER LLC	Boise - Southeast		1175 E Parkcenter Blvd.	Suite 102	Boise	ID	83706
208-947-8286	Mary	Bertelsen	BSRM, LLC	Boise - Northwest		12505 West Chinden Boulevard	Suite M	Boise	ID	83713
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
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	Bloomingdale		132 East Lake Street	Unit 156G	Bloomingdale	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	Oladele	Okuwobi	RISING STARS LEARNING HUB INCORPORATED	Bolingbrook - West		481 South Weber Road		Bolingbrook	IL	60490
815-214-9990	Shawn	Ruder	SR REVENUE CYCLE SOLUTIONS, INC.	Bourbonnais		551 Main Street Nw		Bourbonnais	IL	60914
773-955-7010	Kimberly	Collins	KLH Global Enterprise LLC	Chicago - Hyde Park	Deco Arts Building	1525 E. 55Th Street	Suite 309	Chicago	IL	60615
872-246-1700	Constantin	Sofronie	ELEVATE KIDS LEARNING, LLC	Chicago - Roscoe Village		2129 W. Belmont Ave.	Suite 1W	Chicago	IL	60618
773-219-6880	Monal	Desai	MRZ LEARNING LLC	Chicago - Wicker Park		2153 W. Division St.		Chicago	IL	60622
773-453-6563	Jay	Lim		Chicago - Old Irving Park		4200 W. Irving Park Road	1St Floor	Chicago	IL	60641
773-819-9119	Nataliya (Natasha)	Birman	NB770 LLC	Chicago - Albany Park		5240 N. Pulaski Road	Unit A	Chicago	IL	60630
773-828-8191	Ana	Gheorghe	Elevate Kids Learning Andersonville, LLC	Chicago - Andersonville		5647 N. Clark St.	Suite102	Chicago	IL	60660
773-463-7788	Sang	Lee	SYL DAILY LLC	Chicago - Lincoln Devon		6316 N. Lincoln Ave.		Chicago	IL	60659
708-406-2773	Susan	Lenti	HANI LEARNING HUB, LLLC	Oak Park	North Oak Shopping Center	6812 W. North Ave.		Chicago	IL	60707
630-747-6576	Anita	Sinha	EDUCATIONAL ENRICHMENT, INC.	Darien - West	Chestnut Court Shopping Center	7511 Lemont Road	Suite #194	Darien	IL	60561

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
630-526-0088	Rajathi	Vasikaran	DOWNERS BEST LLC	Downers Grove - Downtown		5100 Main Street	Suite 103	Downers Grove	IL	60515
618-307-6958	Megan	Florent	SALEM LEARNING LLC	Edwardsville	University Pointe Ii	1023 Century Drive	Suite 1023	Edwardsville	IL	62025
847-488-9408	Sangeeta Krishna	Maturi	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
847-868-0770	Hamidah	Lalani	ADHAM786 LLC	Evanston		1551 Sherman Avenue		Evanston	IL	60201
630-262-3322	Parneet	Grewal	AG SQUARE, INC.	Geneva	Pepper Valley Plaza	2401 Kaneville Rd.	Space 7	Geneva	IL	60134
847-729-3592	Kunihiro	Sagisaka	True Family Academy LLC	Glenview - East		1132 Waukegan Rd	Suite #104	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	Pembrook 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
847-991-4403	Anuja	Sanjeevkumar	SURABHI LEARNING LLC	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
630-874-2300	Sakina	Hasan	YA ALI 5 INC.	Lisle - Four Lakes		1550 Maple Avenue	Suite B	Lisle	IL	60532
630-629-1985	Budrun	Pothiawala		Lombard	Highland & Roosevelt Shopping Center	1218 S. Highland Avenue		Lombard	IL	60148
847-573-0560	Emily	Yost	EMILY YOST, INC.	Vernon Hills		726 South Butterfield Road		Mundelein	IL	60060
630-717-6996	Phel	Yee	DNP YEE INC	Naperville - North		1160 East Ogden Avenue.	Unit 108	Naperville	IL	60563
630-983-9483	Vaseekaran	Janarthanam	NAPER BEST LLC	Naperville - East		2035 S. Washington Street	Suite 143	Naperville	IL	60565
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
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
708-966-3232	Susan	Lenti	EARLY FUNDAMENTALS, INC.	Orland Park - West		11311 West 143Rd Street		Orland Park	IL	60467
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	PLAINEQ LLC	Plainfield - Central		24402 W. Lockport Street	Unit 104	Plainfield	IL	60544
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
847-519-7788	Vedavathy	Kumar	VS LEARNING CENTER INC.	Schaumburg - West		2466 West Schaumburg Road		Schaumburg	IL	60194
847-350-1661	Dnyanada	Pawar	BANYAN TREE LEARNING LLC	Schaumburg - Weatherway Plaza		620 S. Roselle Road		Schaumburg	IL	60193
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	Malay	Soni	AARNAM CORPORATION	Streamwood		937 West Irving Park Road		Streamwood	IL	60107
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
847-942-8510	Sachie & Phuong	Nakamura Nakamura	NAKA SERVICES LLC	Buffalo Grove - South		727 East Dundee Road		Arlington Heights	IL	60004
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
312-791-1440	Eve	Xu	STAR LEARNING ENTERPRISE, INC.	Chicago - South Loop		2117 B. South China Place		Chicago	IL	60616
847-803-4547	Veronica	Leitner		Des Plaines		1531 Ellinwood Avenue		Des Plaines	IL	60016
815-277-2560	Leah	Kakaletris	TL3, INC.	Frankfort - West	Frankfort Plaza	95 West Bankview Drive		Frankfort	IL	60423
630-545-4149	Shobhana	Mohan	DMS Consultants LLC	Glen Ellyn - Five Corners		817 Main Street	Suite #B	Glen Ellyn	IL	60137
847-834-9887	Juliet	Cheng	MATH AND READING INSTITUTE CORPORATION	Glenview - West	Glenbrook Market Place	2825-71 Pfingsten Road	Space Suite #17	Glenview	IL	60025
630-203-9700	Raghuram	Jagadam	AMAZING LEARNERS, INC.	Hinsdale	Gateway Square	777 North York Road	Suite #13	Hinsdale	IL	60521
847-550-9748	Rajesh	Nair	SUCCESS IN SCHOOL SUCCESS IN LIFE INC.	Lake Zurich		724 S. Rand Road		Lake Zurich	IL	60047
847-388-9131	Mamta	Sharma	SUNRISE EDUCATION, INC.	Mundelein - Ivanhoe		812 N. Rt. 83		Mundelein	IL	60060
630-689-9889	Bhamini	Makwana	APICAL INC.	Naperville - South		2744 Forgue Drive		Naperville	IL	60564
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
708-364-0626	Monica	Kim	UIT SOLUTIONS, INC.	Orland Park - South	Heritage Hills Forum	9121 W. 159Th Street		Orland Hills	IL	60487
847-942-8510	Sachie & Phuong	Nakamura 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
815-733-5002	Jeevan	Raheja	VIVEK ANAND, LLC	Plainfield - North		11850 South Route 59	Suite 200	Plainfield	IL	60585
773-297-0570	Aindrila	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
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
317-689-8988	Naazesh Mirza	Hussain	MIRACLE MINDS, LLC	Carmel - North		14757 Oak Road	Suite 100	Carmel	IN	46033
812-545-8585	Neelam	Neotia	NEOTIA, INC	Clarksville		1401 Veterans Parkway	Suite 900	Clarksville	IN	47129
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
574-273-3032	Jenni	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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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		7216 North Keystone Avenue		Indianapolis	IN	46240
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
317-678-0800	Maryam	Raza	NOBLE ACADEMY, LLC	Noblesville	Arcadia Retail Center	17021 Clover Road		Noblesville	IN	46060
219-294-3113	Wediana (Ana)	Ong	WGB THRIVE LLC	Schererville		8341 Wicker Ave.		St. John	IN	46373
765-588-1573	Vivian	Lu	Chan and Lu Learning LLC	West Lafayette		2635 Yeager Road	Suite A & F	West Lafayette	IN	47906
317-763-2123	Shafaq	Qasim	MIRACLE LEARNING LLC	Westfield		3020 In-32		Westfield	IN	46074
317-975-0888	Rajan	Kapur	Math & Reading Institute, LLC	Zionsville	Boone Village Shoping Center	37 Boone Village		Zionsville	IN	46077
317-300-5338	Samiya	Faheem	STAR LEARNERS LLC	Zionsville - West		7633 E. Stonegate Drive	Suite 201	Zionsville	IN	46077
317-575-9020	Zhen-Du	Zhang	INDIANA LEARNING SERVICES,LLC	Carmel - Central		174 East Carmel Drive		Carmel	IN	46032
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
463-465-7100	Eunjae	Cho	CHO ACADEMY CORPORATION	Indianapolis - Pickwick Commons		1260 W. 86Th St.		Indianapolis	IN	46260
812-490-4625	Sanju	Jairath	S N R U INC.	Newburgh		3955 Haley Drive	Suite B	Newburgh	IN	47630
812-232-2121	Ruth	Kallubhavi	HIS GRACE, INC.	Terre Haute		615 East Springhill Drive		Terre Haute	IN	47802
913-214-2111	Jinmi	Jung	KC KIDS LEARNING CENTER, LLC	Leawood		3626 W. 135Th Street	Suite# D203	Leawood	KS	66209
913-363-7337	Meenakumari	Bhavanasi	Intellect LLC	Olathe - South	Indian Trails Shopping Center	1493 E. 151St Street		Olathe	KS	66062
913-451-1130	Soo Yeon	Kim	RFK EDUCATION INCORPORATED	Overland Park - Stoll Park		11820 Quivira Rd		Overland Park	KS	66210
913-308-2224	Iman	Mobarak	Innk +1 LLC	Overland Park - West	Quivira Crossing	11876 W 135Th Street		Overland Park	KS	66221
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
316-652-8800	Cara	Decker	FOJ Enterprises, LLC	Wichita - East		2621 North Greenwich Rd.	Suite 400	Wichita	KS	67226
913-681-0400	Soon	Bae	BAE LEARNING CENTER LLC	Stanley	Ironhorse	5333 West 151St Street		Leawood	KS	66224
913-782-0275	Iman	Mobarak	INNK, LLC	Olathe - East	Blackbob Marketplace	13632 South Blackbob Road	Suite #101	Olathe	KS	66062
859-276-4884	Pooja	Mago	BRIGHT MINDS LLC	Lexington - South		145 Burt Rd	Suite 1 & 2	Lexington	KY	40503
859-970-0004	Tinaben	Patel	VIDYA LLC	Lexington - Southeast	Park Hills Center	3120 Pimlico Parkway	Suite #120	Lexington	KY	40517
502-290-6910	Neelam	Neotia	NEOTIA, INC.	Springhurst		10494 Westport Road	Suite 109	Louisville	KY	40241
502-681-9911	Neeraj	Sinha	EXCEL ACADEMY LLC	Louisville - East End	Woodlawn Shopping Center	291 N. Hubbards Lane	Suite 115	Louisville	KY	40207
502-795-1113	Ayisha	Hayes-Taylor	UNITED SCHOLARS LEARNING CENTER LLC	Louisville - Wellington		3610 Mall Road		Louisville	KY	40218
502-749-9040	Pooja	Mago	BRIGHT MINDS, LLC	Middletown		12428 Shelbyville Rd		Middletown	KY	40243
502-213-3183	Neelam	Neotia	NEOTIA, INC.	Jeffersontown		1933 South Hurstbourne Parkway		Louisville	KY	40220
502-233-4204	Vinitha	Reddy	SHRIVI LLC	Fern Creek	Cedar Springs Mall	6760 Bardstown Road		Louisville	KY	40291
502-498-5161	Sheela Dileep	Kumar	STEPS TO SUCCESS, LLC	Prospect	Prospect Pointe	9555 Us Highway 42		Prospect	KY	40059
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
504-368-0102	Shawan	Harris	KOG L.L.C	Gretna - Westbank	West Bank	1800 Carol Sue Avenue		Gretna	LA	70056
504-758-3900	Vaniyambadi	Sridhar	AASK ASSOCIATES LLC	New Orleans - Uptown		8300 Earhart Blvd.	Suite 102A	New Orleans	LA	70118
318-793-7500	Ellen	Bird	Thirty-Seven Five, LLC	Shreveport		5884 Line Avenue		Shreveport	LA	71106
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
985-626-1819	Holly Linda	Boullion Greene	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	Neelu	Bajaj	MARVEL CONSULTANTS, L.L.C.	Metairie	Millstream Shopping Center	3440 Division Street		Metairie	LA	70002
978-266-1747	Van-Roong	Lin		Acton		485 Great Road	Suite G	Acton	MA	01720
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
978-667-3200	Madhury	Mali	EDUTEL CONSULTANTS LLC	Billerica		306 Boston Road	Store C1	Billerica	MA	01862
857-220-8881	Trang	Nguyen	TRANG NGUYEN, LLC	Dorchester		289 Adams Street	Unit B	Dorchester	MA	02122
978-452-1299	Prajakta	Lothe	SHRI VIGHNAHARTA, LLC	Dracut		1055 Lakeview Avenue	Unit 2	Dracut	MA	01826
508-875-0552	Latha	Narayanan	L & N GLOBAL, LLC	Framingham		1164 Worcester Road		Framingham	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
978-706-2400	Issumael	Nzamutuma	LEOMINSTER MATH & READING CENTER, LLC	Leominster		21 Sack Boulevard		Leominster	MA	01453
413-798-4222	Hannah	Lee	HKL CORPORATION	Longmeadow - South		749 Maple Road		Longmeadow	MA	01106
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
781-391-1536	Stephanie	Tran	ST LEARNING CENTER, LLC	Medford	Riverside Mall	25 Riverside Avenue		Medford	MA	02155
508-455-5580	Srisowmya	Sanisetty	Believe & Soar Academic Development Corporation	Milford		196 E Main St	Unit 40	Milford	MA	01757
508-433-6655	Mousumi	Bagchi Gupta	BEACON UNLIMITED, LLC	Natick	Wethersfield Plaza	4A Wethersfield Road		Natick	MA	01760
617-817-4460	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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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
508-393-7518	Saori	Tsolov	METRO WEST LEARNING, INC.	Shrewsbury - East		1000 Boston Turnpike	Unit T-3	Shrewsbury	MA	01545
617-945-8808	Annum	Waseem	ZAHRA FOUNDATION LLC	Somerville - Prospect Hill		438 Mcgrath Hwy		Somerville	MA	02143
508-839-3788	Kathleen	O'Donnell	DKJ MATH & READING CORP	South Grafton	Brookmeadow Retail	377 Providence Road		South Grafton	MA	01560
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		289 Moody Street	Unit 1	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
781-281-9005	Prachi	Mandil	MULTILEAP LLC	Woburn		19 Cummings Park		Woburn	MA	01801
508-722-1771	Ruchi	Chauhan	LEARNING QUEST OF WORCESTERLLC	Worcester		362 Chandler Street		Worcester	MA	01602
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
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 & Manjusha	Mithal Inamdar	BURLINGTON ACADEMY, INC.	Burlington		203 Middlesex Turnpike	Suite #1 & 2	Burlington	MA	01803
978-250-9157	Chii Shing	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
781-863-5390	Kimcha	Lim		Lexington		240 Bedford Street	Suite #9	Lexington	MA	02420
508-786-5866	Renuka	Garg		Marlborough		496 B Boston Post Road East		Marlborough	MA	01752
617-273-0500	Tate	Isgrig	ACCELERATED LEARNING, LLC	Milton		362 Granite Avenue		Milton	MA	02186
781-400-7373	Yoshino	Matsumiya	MATSUMIYA MATH & READING CENTER, INC.	Needham		119 Chapel Street		Needham	MA	02492
781-762-6284	Thiru	Satchi	IDEAL LEARNING CENTER, INC.	Norwood		947 Washington Street		Norwood	MA	02062
781-784-3900	Thiru	Satchi	IDEAL LEARNING CENTER, INC.	Sharon		700 Main Street		Sharon	MA	02067
508-798-0244	Yutaka (Joe)	Sugawara	SHREWSBURY MATH AND READING CENTER, LLC	Shrewsbury - West		196 Boston Turnpike	Route 9	Shrewsbury	MA	01545
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
410-500-9059	Siham	Beshir	SILIAN, llc	Pikesville - Quarry Lake		2630 Quarry Lake Drive		Baltimore	MD	21209
410-668-4977	Mark	Folkmann	FOLKMANN EDUCATION, LLC	Perry Hall		4355 Ebenezer Road		Baltimore	MD	21236
667-406-0553	Nan	Robinson		Baltimore - Federal Hill		575 South Charles Street	Suite 130	Baltimore City	MD	21201
301-272-2233	Sharareh	Hojjati	SHH CABIN JOHN CORP.	Bethesda - Kenwood		5400 Westbard Avenue	Suite 260	Bethesda	MD	20816
301-652-1234	Payal	Mittal	Payal Academy, LLC	Bethesda - Chevy Chase	Shops Of Wisconsin Avenue	6831 Wisconsin Ave	Suite 306	Bethesda	MD	20815
301-458-0900	Jacqueline	Marshall	HEALTHY ENERGETIC ACTIVE LIFESTYLE, LLC	Bowie - Free State		15500 Annapolis Road	Space No. 25	Bowie	MD	20715
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
410-799-6933	Anokhee	Desai	ANR, LLC	Elkridge		6010 Meadowridge Center Drive	Suite G	Elkridge	MD	21075
410-442-6500	Mital	Desai	ANR2, LLC	Ellicott City - Forest Green		10039 Baltimore National Pike	Unit L	Ellicott City	MD	21042
410-964-9025	Amna	Sajid	IQRAH, LLC	Ellicott City - Dorseys Search		4725 Dorsey Hall Dr.	Suite F	Ellicott City	MD	21042
240-831-7337	Venous	Arjangi	Value at Life, LLC	Frederick - Whittier	Whittier Lakefront Center	2405 Whittier Drive	Suite #201	Frederick	MD	21702
301-732-7878	Rohit	Soni	INDEPENDENT LEARNER'S LLC	Urbana		3477 John Simmons St.	Suite #201	Frederick	MD	21704
301-524-9339	Anjali	Jayant	VERBAMATH VENTURES LLC	Frederick - North		One Wormans Mill Court	Suite #10	Frederick	MD	21701
240-720-7336	Frances	Liu		Gaithersburg - Quince Orchard		12129 Darnestown Road		Gaithersburg	MD	20878
301-795-4224	Sohna	Nyan	NYAN LEARNING CENTER	Gaithersburg - Shady Grove		15916 Luanne Dr.		Gaithersburg	MD	20877
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
240-224-0016	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
301-322-5161	Adoline	Shodiya		Lanham - Woodmore		9200 Taj Lane	Suite #544	Lanham	MD	20706
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
301-795-2788	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
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
240-450-2427	Bhavia	Banker	APLUS EDUCATION, LLC	Silver Spring - North	White Oak Professional Park	11161 New Hampshire Ave.	Suite #104	Silver Spring	MD	20901
240-331-8100	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
240-545-5775	Omotayo	Jackson	AKUFFO ENTERPRISE, LLC	Upper Marlboro - Marlborough Village		5098 Brown Station Road	Suite 100	Upper Marlboro	MD	20772
301-218-4215	Joann	Stokes		Bowie - South	Collington Plaza Shopping Center	3480 Crain Highway		Bowie	MD	20716

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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
410-312-9705	Teatash	De	COLUMBIA EAST EDUCATIONAL CENTER, INC.	Columbia - East		7060 Oakland Mills Road	Suite O	Columbia	MD	21046
240-351-7125	Lily	Chen	HKC ENTERPRISES, LLC	Ellicott City - Normandy		8480 Baltimore National Pike	Suite #3110	Ellicott City	MD	21043
410-721-9079	Jacqueline	Langworthy Perdue	A DREAM EDUCATION, LLC	Crofton		1117 Md Route 3	Suite #1-E	Gambrills	MD	21054
301-693-0545	Neha	Rane	FUNDAMENTAL LEARNING, LLC	Kensington		3704 Decatur Avenue		Kensington	MD	20895
301-332-1824	Young Mi	Lee		Laurel - Cherry Tree	Cherry Tree Center	11200 Scaggsville Road	Suite #3	Laurel	MD	20723
301-774-6644	Margaret	Hermina	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
301-399-0983	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		327 Ocean House Road	Unit #7	Cape Elizabeth	**ME**	04107
207-781-4089	Ann	Huang	NEW ENGLAND INSTITUTE OF EDUCATION LLC	Falmouth		390 Us Route 1	Unit 5	Falmouth	**ME**	04105
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
248-593-8130	Dan (Anjolyne)	Wu	WONDERMINDS BIRMINGHAM, LLC	Birmingham		217 N. Eton Street		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
734-629-0011	Neena	Gupta	Shiksha Academia LLC	Canton - South		4051 S. Canton Center Road		Canton	MI	48188
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
313-565-1771	Kush	Dawar	Fundamental Learning Center, Inc.	Dearborn Heights		23902 Ford Road	Suite B	Dearborn Heights	MI	48127
517-679-1300	William	Tuma		East Lansing		909 Abbot Road	Suite A (Portion Of South 2Nd Floor)	East Lansing	MI	48823
248-427-0772	Elizabeth	Peleg	LP LEARNING, 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
616-363-2880	Bincy	Sines	GRAND RAPIDS LEARNING CENTER, LLC	Grand Rapids - North		1971 E. Beltline Ave. Ne	Suite 120	Grand Rapids	MI	49525
616-977-0729	Suzanne	Gruber	GRUBER, INC.	Cascade		6810 Old 28Th Street Se	Suite 6	Grand Rapids	MI	49546
616-608-8181	Harsimran	Kaur	G.R. Professional Services, Inc.	Grandville		4365 Canal Ave., Sw		Grandville	MI	49418
517-783-3144	Anupama	Pal	RAJOM LEARNING CENTERS, LLC	Jackson		1212 Wildwood Avenue	Suite D	Jackson	MI	49202
734-458-1854	Chandra Kiran	Dawar	IAM Champ, Corp	Livonia - North		32614 Seven Mile Road		Livonia	MI	48152
989-941-6989	Naila	Shahrin	MIDLAND SMART KIDS LLC	Midland	Johnson Strip Center	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	Chaitali	Gandhi	Npp Academics,LLC	Plymouth		580 Forest Avenue		Plymouth	MI	48170
269-327-3757	Hoan	Nguyen		Portage		663 Romence Rd		Portage	MI	49024
248-963-0020	Punita	Parikh	BAL VIDYAPEETH, LLC	Rochester Hills - South		2909 Crooks Rd.		Rochester Hills	MI	48309
248-651-9267	Sejal	Patel	Gyaneshwari, LLC	Rochester		894 S Rochester Road		Rochester Hills	MI	48307
248-717-1991	Alexandra	Bosoc	ROYAL OAK EDUCATION CENTER LLC	Royal Oak		28142 Woodward Ave	Suite A	Royal Oak	MI	48067
586-574-5510	Richa	Patel	SARASWATI VIDHYALAYA LLC	Utica		46540 Van Dyke Ave		Shelby Township	MI	48317
248-446-7722	Chandra Kiran	Dawar	IAM CHAMP CORP	South Lyon		20746 Pontiac Trail		South Lyon	MI	48178
586-323-5116	Sahar	Nafso	I & L LEARNING, LLC	Sterling Heights	Sterling Place Plaza	37770 Van Dyke Avenue		Sterling Heights	MI	48312
248-457-0640	Hana	Lee	Hana Academy LLC	Troy - East		4936 John R. Road		Troy	MI	48085
248-486-4131	Vidya	Nagarajan	K12 LEARNING COMPANY	Novi - West		49767 Grand River Ave		Wixom	MI	48393
734-222-8020	Elizabeth	Kim	APPLETREE EDUCATION, INC.	Ann Arbor - South		2411 Oak Valley Drive	Unit #100	Ann Arbor	MI	48103
734-761-4648	Tzy-Wen	Gong	THREE WIN INTERNATIONAL, CORP.	Ann Arbor - East		2741 Plymouth Road		Ann Arbor	MI	48105
734-904-8343	Renuka	Subramanian	ACADEMIC START, LLC	Ann Arbor - Southeast		3086 Platt Road		Ann Arbor	MI	48105
734-354-0004	Alok	Mittal	PERFECT LEARNING CENTER	Canton - Central		44946 Ford Road		Canton	MI	48187
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
313-255-9085	Cheryl	Bandrowski	WELLSPRING	Detroit - Riverdale		16742 Lamphere		Detroit	MI	48219
313-605-1143	Amutha	Sadaps	BRIGHTER HORIZON, INC	Grosse Pointe Woods		21147 Mack Avenue		Grosse Pointe Woods	MI	48236
586-532-1234	Sue	Penn	ACADEMIC INSPIRATION, INC.	Macomb		46801 Garfield Road		Macomb Twp	MI	48044
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
313-492-6284	Elizabeth	Johnson	FIRST STEPS LEARNING CEN., LLC	Taylor		23573 Van Born Road		Taylor	MI	48180
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
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	Pravina	Pathak	Learn to Shine LLC	Bloomington		10800 Normandale Boulevard	Suite #100	Bloomington	MN	55437
612-587-2700	Olayinka	Oyeneyin	SUCCESS ARENA, LLC	Brooklyn Park		8561 Edinburgh 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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
651-688-0306	Santhinigetha	Kandeepan	NIGETHAA EAGAN EDUCATION LLC	Eagan - West		4130 Blackhawk Road	Suite #116	Eagan	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 Ii	14180 Commerce Avenue Ne	Suite 104	Prior Lake	MN	55372
651-638-9518	Belle	Miller	BB HAMLINE ELITE MATH & READING LLC	Roseville	Hamline Shopping Center	2807 Hamline Avenue North	Retail Bay #8A	Roseville	MN	55113
651-735-3072	Song	Chung	MATH & READING FOR SMART GIFTED KIDS, LLC	Woodbury - Central		1825 Radio Drive	Suite A	Woodbury	MN	55125
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
952-474-1030	Irina	Livscheets	DIVE IN EDUCATION, LLC	Excelsior - Minnetonka West		19905 Highway 7 East	Suite D2	Shorewood	MN	55331
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
314-817-0077	Bandhavi	Velivelli	VELIVELLI LLC	Creve Coeur		12390 Olive Street		Creve Coeur	MO	63141
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
636-402-4949	Pushkala	Manam Lakshmipathy	P&B EDUCATIONAL ASSOCIATES INC.	O'Fallon - North		2705 Highway K		O'Fallon	MO	63368
636-265-9080	Michael	Sinclair	GRACEACADEMY LLC	Dardenne Prairie		933 Waterbury Falls Drive		O'Fallon	MO	63368
417-881-3800	Stephanie	Jarkins	Ursa Minor Educational Services, Inc.	Springfield - South		4127 S. Kansas Expressway	Suite 112	Springfield	MO	65807
636-410-7640	Rebecca	Thoroughman	ALL XL, LLC	St. Charles		2015 Zumbehl 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
314-863-6010	Fatema	Rangwala	CLAYTON MATH AND READING CENTERS, LLC	Clayton		8820 Ladue Road	Suite 102	St. Louis	MO	63124
636-405-3111	Deepika	Malik	A3M ENTERPRISES, LLC	Wildwood	Wildwood Crossing	16572 Manchester Road		Wildwood	MO	63040
314-348-5895	Han	Im	WHYKO, INC.	Ballwin - Ellisville	Gordon Plaza Shopping Center	15525 Manchester Road		Ballwin	MO	63011
573-999-9447	Jennifer	Kreisel	EDUCATING TOMORROW LLC	Columbia		3401 Broadway Business Park Court	Suite #111	Columbia	MO	65203
573-636-0202	Yogesh	Naik	IN2LEARNING, LLC	Jefferson City	Capital Plaza West	3702 West Truman Boulevard	Suite #222	Jefferson City	MO	65109
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
601-439-6776	Dana	Johnson	NEXT LEVEL LEARNING OF MADISON, LLC	Madison		111 Colony Crossing Way	Suite 200	Madison	MS	39110
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	Carrboro - South Green		101 Two Hills Drive	Suite 160	Carrboro	NC	27510
910-781-8880	Angela	Niswender	NSM Academy, LLC	Southern Pines - Tylers Ridge		330 Capital Drive		Carthage	NC	28327
919-674-0200	Sima	Timbalia	MON2 CMA, LLC	Cary - Farm Woods		1207 Kildaire Farm Road	Suite E	Cary	NC	27511
919-377-9600	Piya	Ray	RAY ACADEMIC COACHING & TUTORING, LLC	Cary - West		270 Cornerstone Drive	Suite 103	Cary	NC	27519
919-674-0900	Yoonmi	Suh	KIM & SUH, LLC	Cary - Lochmere		2970 Kildaire Farm Road		Cary	NC	27518
984-343-8700	Naheed	Awan	MORRISVILLE ACADEMY, LLC	Cary Park		411 Emissary Drive		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
704-317-8100	Anurag	Singhal	NEEV LEARNING, LLC	Charlotte - Rea Farms		11301 Golf Links Drive North	Suite 105	Charlotte	NC	28277
704-669-8778	Madhuri	Lolla	KURU'S LEARNING CENTER, LLC	Charlotte - Ballantyne West		15105 John J. Delaney Drive	Suite L	Charlotte	NC	28277
704-327-8839	John	Stephens	EZEKIEL LEARNING SOLUTION CORP.	Charlotte - Myers Park	Park Towne Village	1600 East Woodlawn Road	Suite #261	Charlotte	NC	28209
704-503-8989	Mai	Nguyen	TRANG, INC.	Charlotte - Providence		5664 International Dr.	Suite E	Charlotte	NC	28270
704-992-9856	Maame	Stephens	D3S LEARNING CORPORATION	Charlotte - Prosperity Church Road		8709 Arbor Creek Drive	Suite 1	Charlotte	NC	28269
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
704-879-5557	Shruti	Bhate	PADM LLC	Davidson - Renaissance Square		11098 Renaissance Drive		Davidson	NC	28036
919-402-0507	Arpitha	Mayreddy	Math & Reading Mastery Inc.	Durham - University		4235 University Drive	Suite 103	Durham	NC	27707
919-293-0542	Nishtha	Pithwa	NFINITE KAIZEN SOLUTIONS, LLC	Durham - Research Triangle Park		4900 Nc Highway 55	Suite 180	Durham	NC	27713
910-302-5516	Jeong	Suh	FAYETTEVILLE LEARNING CENTER, LLC	Fayetteville	Westwood Shopping Center	140 Westwood Shopping Center		Fayetteville	NC	28314
704-312-5889	Mason	Miller	UBIQUITY LEARNING LLC	Harrisburg - Town Center		4200 Main Street	Suite 105	Harrisburg	NC	28075
919-762-3400	Shiying	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
336-866-0220	Jordan	Widelock	RUMI ED., LLC	Lewisville		1309 Lewisville - Clemmons Road		Lewisville	NC	27023
704-660-5866	Madhusmita	Martha	GRIPPING BRANCHES, LLC	Mooresville	Williamson Market Place	132-C North Cardigan Way		Mooresville	NC	28117
919-467-9788	Li	Wang		Morrisville - Town Hall		101 Morrisville Square Way	Suite 100	Morrisville	NC	27560
919-234-7373	Sean	Yeh	GOLD MEDAL LEARNING LLC	Raleigh - Triangle Town Center		6401 Triangle Plantation Drive	Suite D109	Raleigh	NC	27616
919-848-6889	Lan	Ye	THE COMPLETE LEARNER, LLC	Raleigh - Northwest	Pinecrest Pointe	9101 Leesville Road	Suite 109	Raleigh	NC	27613
919-823-4424	Steven	Cho	WAKEBRAIN, LLC	Wake Forest - Prestwicke		12335 Wake Union Church Rd	Suite 202	Wake Forest	NC	27587
919-761-7783	Sonal	Mishra	AD EDUCATION LLC	Wake Forest - Heritage Station		3634 Rogers Road		Wake Forest	NC	27587
704-266-2005	Kalaivani	Balamurugan	PRANAV LEARNING CENTER, LLC	Waxhaw - New Town		8412 New Town Road	Suite B	Waxhaw	NC	28173

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
704-877-2005	Peyton	Ding	PEYTON DING, LLC	Charlotte - Carmel West	Johnston Road Plaza	10110 Johnston Road	Suite #8	Charlotte	NC	28210
704-588-8988	Mai	Nguyen	TRANG INC.	Charlotte - Southwest	Yorkridge Shopping Center	11116 South Tryon Street	Suite C	Charlotte	NC	28273
704-752-7757	Alka	Garg	SOCRATIC CORPORATION	Charlotte - Ballantyne		8810 Blakeney Professional Drive		Charlotte	NC	28277
704-784-5866	Tomoyo	Jones	KEEPING UP WITH THE JONESES, LLC	Concord - Speedway	Parkway Commons	3775 Concord Parkway South	Suite #124	Concord	NC	28027
336-543-3232	Toiya	Hancock	TRIAD EDUCATION DEVELOPMENT LLC	Greensboro - Northwest	Shoppes At Brassfield Station	2002 New Garden Road	Suite #206	Greensboro	NC	27410
704-281-6562	Krithika	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 Guilford College Road	Suite #102	Jamestown	NC	27282
704-846-8798	Hina	Patel	MATTHEWS EDUCATIONAL CONSULTANTS, LLC	Matthews - Weddington Mckee	Plantation Market	3016 Weddington Road	Suite #400	Matthews	NC	28105
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
402-807-1600	Jayde	Komasinski	ENGAGED LLC	La Vista		9823 Giles Road		La Vista	NE	68128
402-937-8181	Lisha	Yue	CJ INSPIRATION LLC	Lincoln - South		3201 Pioneers Blvd.	Suite 33	Lincoln	NE	68502
402-736-0940	Kalaivani	Kalyanasundaram	VJM OMAHA, LLC	Elkhorn - North		18924 Evans Street	Ste 102	Omaha	NE	68022
402-401-7272	Maya	Ravichandran	WE 3 CREATIVE MINDS, LLC	Omaha - Northwest		2085 North 120Th Street	Suite D-8	Omaha	NE	68164
603-370-3779	Bikram	Ojha	BRIGHT FUTURE EDUCATION SERVICES LLC	Bedford	Woodbury Court	128 South River Road	Building C	Bedford	NH	03110
603-427-8456	Deepak	Pandey	KLCBNS PORTSMOUTH NH LLC	Portsmouth		95 Brewery Lane	Unit #8	Portsmouth	NH	03801
603-897-6194	Archana & Shashank	Dubey Dubey	ARSHANK CORPORATION	Nashua		505 West Hollis Street	Unit #103	Nashua	NH	03062
732-527-3113	Parin	Patel	Shree Swaminarayan Bhagwan Learning Center, 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	Jesoon	Park	TOP EDU II LLC	Bergenfield		52B South Washington Ave		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	Bernards Square Professional Building	40 Morristown Road	Suite 1C	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
908-300-3773	Nandhini	Murugan	VVS Learning LLC	Branchburg	Lamington Corners	1260 Route 28	Suite #4	Branchburg	NJ	08876
732-206-3400	Sonia	Sethi	Pathway Scholars LLC	Brick	Drum Point Plaza	379 Brick Blvd		Brick	NJ	08723
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
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	Ji Kyung (Jamie)	Kwon	EUNIVERSE EDUCATION SYSTEM, LLC	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
732-329-6600	Vaishali	Gaware	GAWARE, LLC	Dayton	Liberty Mall	485 Georges Road	Suite #116	Dayton	NJ	08810
973-625-9559	Urvi	Desai	92 LEGACY INC.	Denville - Downtown		276 East Main Street	Suite #7	Denville	NJ	07834
732-708-6333	Chijiang (David)	Tsai	ASCENDUCATION LLC	East Brunswick - Tices Lane		1 Legacy Place		East Brunswick	NJ	08816
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
862-701-5858	Hema	Popat	POPAT BROTHERS CORP.	East Hanover		240 Route 10		East Hanover	NJ	07936
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
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 #LI1	Englewood Cliffs	NJ	07632
551-367-0550	Nidhi	Bali	Steam Academy LLC	Fair Lawn		17-01 Broadway		Fair Lawn	NJ	07410
732-456-7773	Kin-On Edmund	Lau	FAITH HUMAN DEVELOPMENT LLC	Flemington		18 Commerce Street	Suite #4	Flemington	NJ	08822
732-977-7076	Jonathan	Chu	JOMI INTERNATIONAL, INC.	Freehold		146 Village Center Dr	Unit 5	Freehold	NJ	07728
609-689-0333	Mani	Singh	VEDANTA EDUCATIONAL SERVICES LLC	Hamilton Square		911 Highway 33	Unit A	Hamilton	NJ	08619
732-931-6700	Jenan	Subeih	JENAN MATH & READING, LLC	Hazlet		3253 Route 35 North	Store#11	Hazlet	NJ	07730
908-704-6796	Komal	Malhotra	SMASTER ENTERPRISES, LLC	Hillsborough - South Branch Road		340 South Branch Road	Suite 432	Hillsborough	NJ	08844
732-997-7611	Shalini	Manojkumar	SM EDUCATIONAL SERVICES, LLC	Kendall Park		3550 Route 27	Suite #3	Kendall Park	NJ	08824
609-844-0988	Jessica	Feng	U-NOW ASSICIATES LLC	Lawrenceville - Pennington Road	Manors Corner Shopping Center	160 Lawrenceville Pennington Road	Suite #5	Lawrenceville	NJ	08648
609-771-9455	Yuanyu (Cynthia)	Liu	FISH L&C, LLC	Lawrenceville - Brunswick Pike		2495 Brunswick Pike	Unit 19	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
973-486-4655	Madhuri	Reddy	SAHIL ENTERPRISES LLC	Livingston - South		545 S. Livingston Ave		Livingston	NJ	07039
973-422-9880	Krina	Upadhyay	SKILLS FOR SUCCESS LLC	Livingston - Mt. Pleasant		95 East Mount Pleasant Avenue		Livingston	NJ	07039
973-937-7001	Nicholas	Yuen	BRAINIAC ACADEMY LLC	Madison		10 Elmer Street		Madison	NJ	07940
201-375-3112	Brian	Lee	KUDOS LEARNING CENTER CORPORATION	Mahwah		115 Franklin Turnpike	Suite 8	Mahwah	NJ	07430
732-972-9722	Harishri	Faldu	EYEQ ACHIEVERS LLC	Morganville		184 Highway 9		Marlboro	NJ	07746
732-780-7705	Michelle	Chu	JCHU EDUCATION, LLC	Marlboro	Bear Brook Commons	455 County Road 520	Newman Springs Road	Marlboro	NJ	07746
856-985-0053	Kyle	Parks	JOHN AND FRANK EDUCATION LLC	Marlton		515 Route 73 South	Suite 6	Marlton	NJ	08053

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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	Wonjoo	Yim	Asteria Learning Inc.	Maywood		47 West Pleasant Avenue		Maywood	NJ	07607
732-318-6320	Anjana	Kumar	VIRANA,LLC	Metuchen		414 Main Street		Metuchen	NJ	08840
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
856-780-5130	Yung	Chung		Mt. Laurel	Larchmont Commons Shopping Center	3111 Route 38 West	Unit #17	Mt. Laurel	NJ	08054
908-852-6868	Ralph	Lopez	MOUNT OLIVE LEARNING GROUP LLC	Mt. Olive		7 Naughright Road	Unit U	Mt. Olive	NJ	07840
732-422-2119	Daniel	Lee	LEAP 29 LLC	North Brunswick - Us 130		1884 Us - 130		North Brunswick	NJ	08902
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
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
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
609-378-0028	Fang	Zhang	JOYFUL LEARNING, LLC	Plainsboro		660 Plainsboro Road	Store #5	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 Clarksville Rd.		Princeton Junction	NJ	08550
973-927-9559	Ralph	Lopez	RRL LEARNING CENTER, LLC	Randolph		500 Route 10 West	Unit 3	Randolph	NJ	07869
201-836-1599	Harpreet	Kaur	THINK EXCELLENCE INC.	Ridgefield Park		55 Challenger Road	Suite 101	Ridgefield Park	NJ	07660
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
201-520-9090	Deborah (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	Iesha	Mctier-Whyte	GOLDEN LEARNING SERVICES, LLC	South Orange		76 South Orange Avenue	Suite #St08	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	Aishwarya	Kanneganti	BRITE MINDZ, LLC	Spotswood	Renaissance Square Shopping Center	420 Main Street		Spotswood	NJ	08884
201-731-2988	Minji	Ko	MJ FORMULA LLC	Teaneck		570 Cedar Lane		Teaneck	NJ	07666
551-230-3363	Ja Hye	Chai	Brilliant Steps LLC	Tenafly		33 Washington Street	D	Tenafly	NJ	07670
856-227-1191	Irene	Chung	CM LEARNING, LLC	Turnersville	Plaza Shoppes	110Greentree Road	Suites K, L And M	Turnersville	NJ	08012
908-686-7453	Sarah	Ahmad	Effective Learning, LLC	Union		1929 Morris Avenue	1St And 2Nd Floor	Union	NJ	07083
856-460-8655	Sirus	Sekhon	GN LEARNING ACADEMY LLC	Vineland		2630 E Chestnut Ave	Unit C#3	Vineland	NJ	08361
856-346-4450	Bryant	Chung	BRYANTC LEARNING LLC	Voorhees	Echo Shoppes	200-300 White Horse Road	Unit #17	Voorhees	NJ	08043
201-777-1665	Christina	Ngan	WEEHAWKEN LEARNING CENTER INC.	Weehawken	Tower Plaza	4100 Park Ave.	Store No. 5	Weehawken	NJ	07086
856-259-4994	Milan	Landers	SNL Educational Services LLC	Williamstown		1205 S. Black Horse Pike		Williamstown	NJ	08094
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
856-348-3650	Reena	Dhawan	SUNCOM TRAINING LLC	Cherry Hill - West		600 North Kings Highway	Store #1	Cherry Hill	NJ	08034
856-686-6005	Rupal	Saraiya	RAJINA LLC	Deptford	Deptford Plaza	1450 Clements Bridge Road		Deptford	NJ	08096
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
732-572-0647	Amy	Wong	AMY & SONS, LLC	Edison - South		270 Loring Avenue		Edison	NJ	08817
732-422-4777	Iram	Ozair	MATH&READING CENTER OF FRANKLIN PARK, LLC	Franklin Park		3151 Route 27	Unit D	Franklin Park	NJ	08823
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
201-288-3459	Harpreet	Kaur	THINKQUEST, INC.	Hasbrouck Heights		192 Boulevard		Hasbrouck Heights	NJ	07604
908-359-1234	Seema	Shahi	NEK EDUCATION SERVICES, LLC	Hillsborough - Route 206	Shoppes At Woods Tavern	438 Route 206		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	Nittn	Kohli		Jersey City - Journal Square		717 Newark Avenue		Jersey City	NJ	07306
618-659-2318	Dimple	Mohanty	MATH AND READING CENTER, LLC	Lawrence Township - Quakerbridge Road		564 Lawrence Square Boulevard S		Lawrence Township	NJ	08648
732-290-2334	Julie	Cho	GET SMART LEARNING CENTER, INC.	Aberdeen		1070 Route 34		Matawan	NJ	07747
732-706-2777	Sarah	Seidler	MIDDLETOWN MATH & READING CENTER, LLC	Middletown	Ventura Plaza	1275 Route 35		Middletown	NJ	07748
201-391-0780	Magdalena (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
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
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
732-709-3057	Sudha	Packianathasamy	AKHILAN TEACHING CENTER, LLC	Old Bridge - South		3671 Highway 9, North		Old Bridge	NJ	08857
201-483-7718	Harpreet	Kaur	THINK ENTERPRISE, INC.	Paramus - North		440 Forest Avenue		Paramus	NJ	07652
732-981-1340	Sara	Khan	PISCATAWAY ENRICHMENT CENTER, LLC	Piscataway	Marko Plaza	1030 Stelton Road	Suite #101	Piscataway	NJ	08854

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	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
908-322-6699	Joyce	Lee Rodriguez		Scotch Plains		409-B Park Avenue		Scotch Plains	NJ	07076
973-819-6468	Arlin	Su		Summit		545 Morris Avenue		Summit	NJ	07901
732-818-7828	Norman	Noblejas	GOLDEN MINDS, INC.	Toms River	Kitchen King Plaza	1561 Route 9	Suite #5	Toms River	NJ	08755
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
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
973-325-7355	Lawrence	Ngan	WEST ORANGE LEARNING CENTER, INC.	West Orange		651 Eagle Rock Avenue		West Orange	NJ	07052
505-994-4466	Anne	Parham	MANEKI JINCHI, LLC	Rio Rancho		3751 Southern Boulevard Southeast	Suite D	Rio Rancho	NM	87124
505-250-0621	Susan	Howell	ACADEMIC SUCCESS, INC.	Albuquerque	Mountain Run Shopping Center	5850 Eubank Boulevard, Ne	Suite B-16	Albuquerque	NM	87111
702-570-1333	Siddharth	Raich	Bright Future Educational Services LLC	Henderson - Pecos & Wigwam		2543 Wigwam Parkway		Henderson	NV	89074
702-361-9858	Chun	Pang	Next Generation EDU LLC	Henderson - Macdonald Highlands		35 South Gibson Road	Suite #5	Henderson	NV	89012
725-715-9100	Sabrina	Patrick	EMPOWER 2 EXCELLENCE LLC	Henderson - Inspirada		3530 West Volunteer Blvd.	Suite 150	Henderson	NV	89044
702-720-1028	David	Campos	ON TRACK, INTERNATIONAL LLC	Las Vegas - Southern Highlands Parkway		11350 Southern Highlands Parkway	Suite #140	Las Vegas	NV	89141
702-213-2539	Niyati	Patel	PUNB LLC	Spring Valley - West		5651 S. Grand Canyon Dr.	Suite 110	Las Vegas	NV	89148
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
702-748-7667	Chun	Pang	Next Generation EDU - Durango LLC	Las Vegas - Durango & Warm Springs		7345 S. Durango Drive	Suite 114	Las Vegas	NV	89113
725-527-3232	Dean	Badoyen	LGDK 1120, INC.	Las Vegas - Mountains Edge		7935 Blue Diamond Road	Suite 103	Las Vegas	NV	89178
702-518-3103	Charina	Alug	KLH LEARNING CORPORATION	Summerlin - Desert Shores		8300 W. Cheyenne Avenue	Suite 104	Las Vegas	NV	89129
702-489-5867	Allison	Mori	ADVANTAGE WEST INC.	Las Vegas - Peccole Ranch		8550 West Charleston Boulevard	Suite 112	Las Vegas	NV	89117
702-871-4828	Jamie Jihyun	Lee	CHALLENGER MATH ACADEMY, LLC	Spring Valley - East		8665 W. Flamingo Road	Suite #120	Las Vegas	NV	89147
775-499-9997	Michael	Spaulding	KIDS FIRST OF NEVADA, LLC	Sparks - Shadow Mountain		4840 Vista Boulevard	Suite 104	Sparks	NV	89436
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
702-570-4242	Michael	Morrison	JBM MRM MORRISON, LLC	Las Vegas - Silverado Ranch		467 East Silverado Ranch Boulevard	Suite #145	Las Vegas	NV	89183
702-240-4907	Gulnar	Surani	MATH & READING CENTERS, INC.	Summerlin	Summit Centre @ Trails	9691 Trailwood Drive	Suite #107	Las Vegas	NV	89134
775-954-0909	Sonal	Patel	ANJY, LLC	Reno - South	Damonte Ranch Town Center	1111 Steamboat Parkway	Suite# 400	Reno	NV	89521
775-954-0900	Kay	Ko	SCHOLAPTITUDE, LLC	Reno - Mayberry Landing		3890 Mayberry Drive		Reno	NV	89519
718-606-0358	Tiya	Chang	EXCELSIOR THINKING, LLC	Astoria		23-17 Broadway	#1A	Astoria	NY	11106
917-382-2002	Sutapa	Dhar	ElevateMinds LLC	Astoria - Ditmars		24-05 23Rd Avenue		Astoria	NY	11105
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
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
718-791-3370	Arkadiy	Samoylov		Brighton Beach		102 West End Ave		Brooklyn	NY	11235
347-587-2333	Ilya	Burshteyn	KMRCGW, 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
347-384-8084	Yuliya	Unke	STAR STUDENT, INC	Park Slope		575 5Th Avenue		Brooklyn	NY	11215
718-636-2029	James	Ng	Advanced Owl, Inc.	Prospect Heights		671 Vanderbilt Avenue		Brooklyn	NY	11238
917-765-1551	Cynthia	Leung	Clever League, LLC	Bensonhurst - North		7101 20Th Avenue		Brooklyn	NY	11204
347-966-8188	Charlie	Leung	BLUE GULF LEARNING, LLC	Brooklyn - Dyker Heights		7404 13Th Avenue		Brooklyn	NY	11228
718-759-1840	Dennis	Cerutti	DENCO ENTERPRISES, LLC	Bay Ridge		8508 Fourth Ave.		Brooklyn	NY	11209
929-480-7444	Aksana	Samoylov		Bath Beach		8659 18Th Avenue		Brooklyn	NY	11214
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		263A 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
914-810-0800	Lydia	Chan	Seiko Center Inc.	Croton-On-Hudson		2005 Albany Post Road	Unit 16	Croton On Hudson	NY	10520
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	12054
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
718-565-2818	Tiya	Chang	EXCELSIOR THINKING, LLC	Jackson Heights		41-34 75Th Street	1St Floor	Elmhurst	NY	11373
929-396-1800	Lily	Wang		Elmhurst		90-22 Corona Ave.		Elmhurst	NY	11373
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
516-725-5990	Amelia	Wicaksono	PIVOTAL STEP INC	Franklin Square		958 Hempstead Turnpike		Franklin Square	NY	11010
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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
914-328-6284	Vivian	Ko	BRILLIANT BEES, LLC	Hartsdale		96 North Central Ave.		Hartsdale	NY	10530
516-933-8533	Vijaya	Vemuri	Elleritas Inc.	Hicksville		495 South Broadway	Store Suite #10	Hicksville	NY	11801
518-313-4090	Shri	Lachhander	Benab-64 LLC	Latham		515 Troy Schenectady Road		Latham	NY	12110
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 LIKHAI & HISAB, INC.	Melville		900 Walt Whitman Road	Suite 106	Melville	NY	11747
516-206-4200	Steven	Dershowitz	THIRD ACT VENTURES, INC.	Merrick		71 Merrick Avenue		Merrick	NY	11566
516-478-8313	Jared	Miranda	JPMIRA, INC.	Mineola		131 Jericho Turnpike	Suite A	Mineola	NY	11501
914-864-0577	David	Merwin	LITTLE TIGERS, LLC	Mt. Kisco		337 Main Street		Mt. Kisco	NY	10549
845-371-1033	Aruba	Kazmi	A Haider Learning LLC	Nanuet		209B Ny-59		Nanuet	NY	10954
845-638-1014	Min (Karen)	Han	GROWING SPROUTS LLC	New City		292 South Main Street		New City	NY	10956
914-380-8600	Regine	Delva	PMKENIA, LLC	New Rochelle		504 And 506 North Avenue	Unit 1 & 2	New Rochelle	NY	10801
212-625-1883	Zhixia	Li	ZZELLENT, LLC	Chinatown		115 Bowery	Suite 502	New York	NY	10002
212-242-6528	Carol	Ju	EGGHEAD THINK, LLC	Chelsea		133 West 22Nd Street	Ground Floor	New York	NY	10011
917-382-2225	Neetu	Parikh	KRISHNA LAXMI SERVICES, LLC	Yorkville		1688-1690 York Ave.	Ground Floor	New York	NY	10128
929-548-1500	Aimi	Takao Sabio Simonini	Simonini Success LLC	Harlem - East		1783A Madison Ave.		New York	NY	10035
212-786-4295	Abigail	Chow	5L2F CHILDREN, LLC	Battery Park City		385 South End Avenue		New York	NY	10280
212-683-1232	Alexander	Perlman	MARCIA STAR, LLC	Gramercy Park		386 Second Avenue		New York	NY	10010
212-399-4124	Zubreen	Butt	EJAZ ENLIGHT EXCEL, LLC	Midtown West		555 10Th Avenue		New York	NY	10018
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
914-923-0900	David	Merwin		Ossining		2 Todd Place	2Nd Floor	Ossining	NY	10562
516-433-3434	Anu	Dhir	SHIVANIKAN, INC.	Plainview	Central Park Plaza	700 Old Country Rd	Suite 201	Plainview	NY	11803
914-881-1399	Adam	Monis		Port Chester		32 South Main Street		Port Chester	NY	10573
516-767-0560	Eunha	Shin	PWE, 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	Yizheng	Fang	SFY LLC	Roslyn		1077 Northern Blvd.		Roslyn	NY	11576
914-980-7916	Kosaku	Nakamura	KJX, LLC	Scarsdale - East	Scarsdale Corners Shopping Center	1475A Weaver Street		Scarsdale	NY	10583
631-599-4150	Julie	Tsai		Shirley - Mastic		2 Coraci Blvd	Ste. 5	Shirley	NY	11967
914-218-4888	Jim	Kim	G BY 5, LLC	Somers	Towne Centre At Somers	325 Route 100	Suite #B202	Somers	NY	10589
718-737-7770	Li	Chen-Zhuo	DKEC, INC.	Staten Island - Silver Lake		1364 Clove Road	1St Floor	Staten Island	NY	10301
718-494-1781	Young Ran	Kim		Staten Island - New Springville		2555 Richmond Avenue		Staten Island	NY	10314
347-990-1144	Mohammad	Mansoor	Mansoor Brothers Inc.	Staten Island - Great Kills		3925 Amboy Road		Staten Island	NY	10308
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
914-829-5288	Saurbhi	Sood	HUDSON EDGE LLC	Tarrytown		61 North Broadway	Store #7	Tarrytown	NY	10591
716-795-7717	Chanpreet	Kaur	MULTANI GLOWS 3 CORPORATION	Tonawanda - Sheridan Drive		2945 Sheridan Drive		Tonawanda	NY	14150
516-872-5772	Najmee	Chowdhury		Valley Stream		178 West Merrick Road		Valley Stream	NY	11580
845-463-2790	Adam	Lent	52 Ridge 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	Hirz	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
516-625-8666	Harsha Ashish	Sharma Sheth	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
718-739-3040	Viktoriya	Urusova		Briarwood		83-46 Parsons Boulevard		Brairwood	NY	11432
347-492-5002	Vadim	Unke	ADVANCED KID, INC.	Sheepshead Bay		2413 Avenue U		Brooklyn	NY	11229
718-490-5781	Liliya	Tsareva	NY ACHIEVER, LLC	Midwood		2481 Nostrand Avenue		Brooklyn	NY	11210
718-797-1944	Natania	Blumenkehl	DUMBO CENTER, LLC	Carroll Gardens		337 Smith Street		Brooklyn	NY	11231
347-275-2009	Beata	Unke	LEARNING SMART LLC	Marine Park		5116 Avenue N		Brooklyn	NY	11234
718-576-6588	James	He	ELITEKIDS, LLC	Brooklyn - Chinatown		5908 Fort Hamilton Parkway	1St Floor	Brooklyn	NY	11219
914-231-7040	Jennifer	Polintan	JEHP, LLC	Dobbs Ferry		123 Main Street		Dobbs Ferry	NY	10522
914-661-6372	Mathew	Eapen		Eastchester		15 John R. Albanese Place		Eastchester	NY	10709
585-223-7564	Woogie	Son	TWO SONS ENTERPRISES LLC	Fairport		6720 Pittsford-Palmyra Road		Fairport	NY	14450
718-793-6888	Doris	Li	ILLUMINATING MINDS, LLC	Kew Gardens		114-67 Queens Boulevard		Forest Hills	NY	11375
718-268-7888	Ava	Gee-Tseng	BRAINY JACK, LLC	Forest Hills		96-05 69Th Avenue		Forest Hills	NY	11375
718-380-0082	Jung Sook	Koo		Fresh Meadows		179-16 Union Turnpike		Fresh Meadows	NY	11365
516-520-1500	Kanchila	Chadha	SAC DESIGNS, INC.	Levittown		3060 L Hempstead Turnpike		Levittown	NY	11756

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
845-783-8621	Shirley	Dong	MDD&S LLC	Monroe		109 Stage Road		Monroe	NY	10950
631-656-0799	Leanne	Wu	L.W. BLOOMING KIDS, LLC	Smithtown		60 Terry Road	Store E	Smithtown	NY	11787
718-657-5864	T`Neille	Glenn		St. Albans		180-29 Linden Blvd.		St. Albans	NY	11434
718-392-0365	Jennifer	Cho	PAENDEO, INC.	Sunnyside		39-21 Greenpoint Ave.		Sunnyside	NY	11104
914-432-3202	Jim	Kim	G BY 5, LLC	Yorktown Heights		2025 Crompond Road		Yorktown Heights	NY	10598
440-517-6077	Sumit	Bafna	PR ACADEMY AND CONSULTING LLC	Avon		37309 Harvest Ave		Avon	OH	44011
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
937-321-8083	Jing	Zhao	LEARNING CENTER OF HUBER HEIGHTS, LLC	Huber Heights		4654 Brandt Pike		Dayton	OH	45424
937-885-6284	Susan	Holtz	Centerville Learning Centerr, LLC	Centerville - North		5771 Far Hills Ave.		Dayton	OH	45429
614-792-6530	Ajita	Gupte	Always Open Learning, LLC	Dublin - East	Cranston Center	5857 Sawmill Road		Dublin	OH	43017
614-356-3699	Srividhyah	Swaminathan	RAAJAGANAPATHY, LLC	Dublin - Avery		6860 Perimeter Drive	Suite C	Dublin	OH	43016
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
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		537 Loveland Madeira Road		Loveland	OH	45140
440-449-0600	Suchi	Lakhanpal	GURUKUL, LLC	Lyndhurst		5459 Mayfield Road		Lyndhurst	OH	44124
330-748-3883	Amita	Patel	Krishiv Learning LLC	Macedonia		9830 Valley View Road		Macedonia	OH	44056
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
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
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	Lakshmi Kameswari Suneetha	Indraganti	JDK LEARNING SOLUTIONS LLC	Powell - North		8882 Moreland Street	Suite 3(C)	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	Strongsville		20884 Royalton Road	Unit C	Strongsville	OH	44149
419-930-8151	Maryam	Azadi	MATH & READING CENTER OF SYLVANIA, LLC	Sylvania		4024 North Holland Sylvania Road	Units 10 & 11	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	Sankaraharihara n	Ananthanarayanan	WASHINGTON TOWNSHIP LEARNING CENTER LLC	Washington Township		681 Lyons Road		Washington Township	OH	45459
513-777-0888	Lisa	Williamson	SEED WISE, LLC	West Chester		8202 Highland Pointe Drive		West Chester	OH	45069
614-895-8666	Roseline	Selvaraj	R ENTERPRISE	Westerville - North		580 Office Parkway	Suite 110	Westerville	OH	43082
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
614-883-6271	Rajashree	Khedekar	SAI LEARNING CENTER, LLC	Lewis Center	Green Meadows Commerce Center	648 Bear Run		Lewis Center	OH	43035
330-492-4516	John	Kleptach	JSK LEARNING, LLC	North Canton		1214 South Main Street		North Canton	OH	44720
918-251-5384	Varsha	Desai	EDUCATIONAL INSTITUTE OF TULSA, INC.	Broken Arrow - North		2027 West Houston Street		Broken Arrow	OK	74012
405-216-9800	Sonya	Patel	CHILDLIKE FAITH LLC	Edmond - West		245 S. Santa Fe Avenue		Edmond	OK	73003
405-691-8900	Manju	Khanna	THE LEARNING TREE ACADEMY LLC	Oklahoma City - South		10700 S. Pennsylvania	Ste. #25	Oklahoma City	OK	73170
405-437-0330	Vukenkeng	Fofang	Pinnacle Learners LLC	Oklahoma City - Northwest		12200 N Macarthur Blvd	Suite J	Oklahoma City	OK	73162
405-752-2000	Jessica	Heinen	KLC Oklahoma City, LLC	Oklahoma City - North		9300 North May Avenue	Suite #200	Oklahoma City	OK	73120
918-401-4640	Hemani	Bhagat	HB TUTORING, LLC	Owasso	Renaissance Shopping Center	13720 E. 86Th Street	Suite 150	Owasso	OK	74055
918-254-5437	Rola	Jamaleddine	A2Z LEARNING ACADEMY LLC	Tulsa - South Central	Manchester Square Shopping Center	8228 E 61St St	Suite #117	Tulsa	OK	74133
918-523-6284	William	Hofmeister	JLH RESOURCES, INC.	Tulsa - South		9168 S. Yale Avenue	Suite 120	Tulsa	OK	74137
405-715-1111	Anslea	Steele	EDUCATION ESSENTIALS, LLC	Edmond - North	Village Center Plaza Ii	775 West Covell Road	Suite #150	Edmond	OK	73003
405-364-1600	Maurice	Maruri	CONFIDENCE FOR LIFE, LLC	Norman		1320 North Interstate Drive		Norman	OK	73072
503-639-7219	Heath	Bailey	THE LEGACY LEARNING CENTER, INC.	Beaverton - South		12325 Southwest Horizon Boulevard	Suite #221	Beaverton	OR	97007
503-698-6284	Joshua	Kim	J.J.KIM LLC	Happy Valley	Sunnyside Village Square	14614 Southeast Sunnyside Road		Happy Valley	OR	97015
503-985-8728	Alexander	Hooks	Hooks Development LLC	Hillsboro - Orenco Station		6297 Ne Cherry Dr.		Hillsboro	OR	97124
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
503-446-9091	Kalla	Anand	4KMAP, INC.	Cedar Mill		12700 Nw Cornell Rd	Suite 150	Portland	OR	97229
503-820-0220	Toai	Nguyen	MATH & READING OF PORTLAND - SOUTHEAST, LLC	Portland - Southeast		2850 Se 82Nd Avenue	Suite 28 & 29	Portland	OR	97266
503-336-3709	Katherine	Jones	KSUP EDUCATION, LLC	Aloha		16755 Southwest Baseline Road	Suite #105	Beaverton	OR	97006
503-635-2647	Debra	Siegel	MATH & READING OF LAKE GROVE, LLC.	Lake Grove		16063 Boones Ferry Road		Lake Oswego	OR	97035
503-924-2686	Taek Soo	Koh		Bethany Village	Bethany Village	15160 Northwest Laidlaw 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
503-685-9389	Sumathy	Thandri	THANDRI EDUCATION SERVICES LLC	Wilsonville	Town Center Mercantile	29970-B Southwest Town Center Loop West		Wilsonville	OR	97070
215-639-6993	Keerti	Bollampally	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
570-800-2800	Rati	Kanani	BRIGHT KIDS LLC	Clarks Summit		860 Northern Blvd	Unit #3	Clarks Summit	PA	18411
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

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
610-427-5959	Heema	Shah	ODYSSEY LEARNIG INCORPORATED	Downingtown	Mill Town Square	150 East Pennsylvania Avenue	Suite # 420	Downingtown	PA	19335
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
267-416-3737	Arundhati	Joshi	SIERRA COMPANY, LLC	Harleysville		676 Main Street		Harleysville	PA	19438
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
215-946-8662	Kalavathi	Kabadi	KS FUTURE, INC	Levittown		1154 Bristol Oxford Valley Road		Levittown	PA	19057
570-523-0033	Xiyun	Liu	NOEIN LLC	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	Lititz	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
610-668-2990	Deana	Namvou	BRIGHT FUTURES DSN, LLC	Bala Cynwyd		707 Montgomery Avenue		Narberth	PA	19072
215-348-3667	Byung (Danny)	Kim	ADSK LLC	Doylestown	Town Center Mall	466 Town Center Mall	Unit 26	New Britain	PA	18901
267-585-6500	Kavita	Mehta	SSKG, LLC	Newtown		2116 South Eagle Road		Newtown	PA	18940
610-920-0330	Mayuri	Prakash	BEYOND ACADEMICS LLC	East Norriton	Dekalb Plaza	2640-2714 Dekalb Pike	Suite #103	Norristown	PA	19401
215-564-6284	Sessi	Houessou - Adin	Love Education LLC	Philadelphia - Center City West		238 N 22Nd St.	First Floor	Philadelphia	PA	19103
215-613-1002	Tiombe	Jenkins	TMJ LEARNING CENTER	Philadelphia - Grant Avenue		2550 Grant Avenue	Suite 310	Philadelphia	PA	19114
215-710-1881	Jessica	Golson	GOLSON EDUCATIONAL ENTERPRISES, LLC	Philadelphia - Chestnut Hill		7630 Germantown Avenue	2Nd Floor	Philadelphia	PA	19118
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
412-781-0850	Shan	Hassan	SHAN'S SHINING STARS LLC	Fox Chapel	Shaler Plaza	880 Butler Street	Space #3	Pittsburgh	PA	15223
267-826-4001	Shruti	Paliwal	MEDHAVI, LLC	Southampton		447 Second Street Pike		Upper Southampton	PA	18966
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
609-362-2800	Ruchi	Vyas	Trinity Yardley LLC	Yardley		40 S. Main Street		Yardley	PA	19067
610-228-4699	Yooni	Lee	YOONIS EDUCATIONAL CENTER, LLC	Bryn Mawr		968 County Line Road		Bryn Mawr	PA	19010
484-373-4511	Ashima	Garg		Easton	Sullivan Trail Shopping Center	1700 Sullivan Trail		Easton	PA	18040
215-932-4105	Vaishali	Patel	SHIVA TALENT SOLUTIONS, LLC	Glen Mills	Crossroads Shopping Center	1102 Baltimore Pike	Suite #119	Glen Mills	PA	19342
717-540-0100	Laura	Price	L.D. PRICE, INC.	Harrisburg - Paxtonia	Paxton Square Shopping Center	6011 Allentown Boulevard	Suite E-126	Harrisburg	PA	17112
610-444-8784	Neeru	Ahuja	GANDHI, LLC	Kennett Square		826 East Baltimore Pike	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
412-372-1021	Anita	Hattangady	THINKING MINDS LEARNING CENTER, INC.	Monroeville	Mosside Village Shopping	2644 Mosside Boulevard	Suite #114	Monroeville	PA	15146
610-644-3588	Juii	Hsin	LIGHTHOUSE LEARNING, INC.	Paoli		1776 East Lancaster Avenue	Suite #14	Paoli	PA	19301
412-608-4171	Rina	Delsignore	RINA DELSIGNORE, LLC	Scott Township	Scott Towne Center	2101 Greentree Road	Suite A-107.5	Pittsburgh	PA	15220
215-491-9300	Yunn	Kang	LITTLE GENIUS, INC.	Warrington		1432 Easton Road	Suite #1E	Warrington	PA	18976
610-927-5338	Emilia & Bhavana	Tallarico Sahay	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
839-293-1313	Nayana	Dhakal	ExcelMind LLC	Fort Mill - Plaka Square		3071 Hwy 21	Suite 101	Fort Mill	SC	29715
803-801-1222	Trusha	Patel	GAJANAND2016, LLC	Fort Mill - West		733 Crossroads Plaza		Fort Mill	SC	29708
803-900-3023	Maame	Stephens	D3S LEARNING CORPORATION	Indian Land		8177 Charlotte Highway	Suite 101	Indian Land	SC	29715
803-752-4410	Brendaline	Verla	J'S GOSHEN LLC	Lake Wylie		221 Latitude Lane	Suite 104	Lake Wylie	SC	29710
864-289-0684	Ruth	Howell	MATH & READING LEARNING CENTER, LLC	Simpsonville - Five Forks		216 Scuffletown Road	Unit G	Simpsonville	SC	29681
803-808-3420	William	Rogers	WLLMCHCK, LLC	Lexington		5166 Sunset Boulevard	Suite I	Lexington	SC	29072
605-371-2319	Jennifer	Miller	Prairie Learning Centers, Inc.	Sioux Falls	Four Hills Plaza	3616 Southeastern Ave.		Sioux Falls	SD	57103
615-657-5655	Nisha	Patel	NVPB LLC	Brentwood - Maryland Farms		5016 Thoroughbred Lane		Brentwood	TN	37027
901-853-3117	Jothilakshmi	Balakrishnan	SK LEARNING CENTER, INC.	Collierville		1109 Halle Park Circle		Collierville	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	Nidhi	Agarwal	FRANKLIN LEARNING LAB LLC	Franklin - East	Williamson Square	1113 Murfreesboro Rd.	Suite #405	Franklin	TN	37064
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
865-290-0700	Keyuri	Patel	RUPALA TUTORING, INC.	Knoxville - Green Valley	Downtown West Village	1645 Downtown West Blvd.	Suite #23	Knoxville	TN	37919
865-383-3830	Charlie	Pugh		Farragut		727 N. Campbell Station Road		Knoxville	TN	37934
615-510-7007	Twinkalben	Jariwala	TAJ & AAJ LLC	Mt. Juliet		2238 N Mt. Juliet Rd		Mt. Juliet	TN	37122
615-625-5505	Ruchi	Patel	GHANSHYAM EDUCATION LLC	Smyrna		550 Sam Ridley Parkway	Suite 120	Smyrna	TN	37167
615-646-3243	Dipti	Patel		Bellevue		7055 Highway 70 South		Bellevue	TN	37221
423-485-5050	Nagalakshmi	Giddaluri	YOUNG ACHIEVERS, LLC	Chattanooga - East		6231 Perimeter Drive	Suite #163	Chattanooga	TN	37421
901-309-5060	Arti	Balakrishna	LEARNING FOCUS, INC.	Germantown	Washington Square Office	1912 Exeter Road	Suite B 1	Germantown	TN	38138

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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
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
817-617-8290	Alysia	Sims	DOJO FOR MATH & READING, LLC	Arlington - Southeast		2344 Se Green Oaks Boulevard	#134	Arlington	TX	76018
972-345-1904	Cyrus	Jameh	CYLADEL ENTERPRISES, LLC	Arlington - North	Riverview Village Shopping Center	2745 N. Collins St.	Suite #103	Arlington	TX	76006
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
512-252-3600	Sujana	Amatya	Ira Academy, LLC	Austin - Wells Branch		2013 Wells Branch Parkway	Suite 102A	Austin	TX	78728
512-402-1550	Sung	Lee		Austin - Lakeway		2300 Lohmans Spur	Suite #128	Austin	TX	78734
512-306-9229	Maheen	Khan	AZI MAZARI LLC	Austin - Westlake	Rollingwood Plaza	2712 Bee Cave Road	Suite #114	Austin	TX	78746
737-244-0800	Laura	Yeager	YEAGER LEARNING CENTER, LLC	Austin - Mueller		4600 Mueller Boulevard	Suite 1007	Austin	TX	78723
512-669-6345	Kavisha	Patel	IGNITED BRAINS, LLC	Austin - Jollyville		6001 Parmer Lane	Suite 380	Austin	TX	78727
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
830-217-3030	Jennifer	Milot	LIFE OF LEARNING, LLC	Bulverde		121 Bulverde Crossing	Suite 116	Bulverde	TX	78163
972-394-3899	Darshana	Patel	BRIGHT CHILD, INC.	Carrollton - Northwest	Hebron Heighs	1012 W Hebron Pkwy	Suite 124	Carrollton	TX	75010
469-905-0745	Herlina	Sujanto	Alphamatics Learning Center, LLC	Carrollton - Central		3030 N. Josey Lane	Unit 111	Carrollton	TX	75007
972-608-5249	Shammina	Hussain	SHAIZIR786 LLC	Plano - Prestonwood		4425 Plano Parkway	Suite 702	Carrollton	TX	75010
512-257-2664	Amanda	Bryant	CEDAR PARK CENTRAL LEARNING COMPANY	Cedar Park - Central		200 Buttercup Creek Boulevard	Suite #120	Cedar Park	TX	78613
972-486-9668	Valarmathi	Jothi Sachithanantham	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
469-444-8550	Apurva	Parikh	JNANAKARMA LLC	Coppell - East		780 S. Macarthur Blvd.	Suite# 170	Coppell	TX	75019
936-931-4440	John	Vo	Care Learning LLC	Cypress - Bridgeland		10611 Fry Road	Suite B2-200	Cypress	TX	77433
281-746-3003	Rajendra	Keswani	ABSOLUTE LEARNING LLC	Cypress - Coles Crossing	Coles Crossing Shopping Center	12312 Barker Cypress Rd	Suite 1800	Cypress	TX	77429
346-539-1221	Mahfooza	Saleem	Elite Learners LLC	Cypress - Longwood		14119 Grant Rd.	Suite 110	Cypress	TX	77429
281-304-6284	Sujatha	Prabhakaran	KSM SERVICES, INC.	Cypress - Fairfield		15055 Fairfield Meadows Dr	Suite 160	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
972-892-4100	William	Carlisle	EDUCATION WITHOUT LIMITATIONS LLC	Dallas Bent Tree		17390 Preston Road	Suite 259	Dallas	TX	75252
940-239-8288	Venkata Satya Priya (Priya)	Maddi	ACE LEARNING ADADEMY, LLC	Denton		2317 W University Dr.	Suite 103	Denton	TX	76201
940-239-8588	Sravan	Pallu	Logic Leap LLC	Corinth		5017 Teasley Ln	Suite 135	Denton	TX	76210
956-289-1460	Priya	Govind		Edinburg		2163 S. Mccoll Road		Edinburg	TX	78539
915-996-9008	Danny	Kim	EDUTEXAS LLC	El Paso - West		7105 N. Mesa St.	Suite G	El Paso	TX	79912
469-231-8995	Anupa	Goyal		Flower Mound - East		2608 Long Praire Road	Suite 202	Flower Mound	TX	75022
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
281-819-4181	Prasad	Lavu	P2CD, LLC	Friendswood - North		196 S. Friendswood Drive		Friendswood	TX	77546
281-332-8088	Kerriann	Adams		Friendswood - East		3348 A Fm 528		Friendswood	TX	77546
972-439-9700	Ace	Marcos	ASTP LLC	Frisco - Panther Creek		12828 Eldorado Parkway	Suite 130	Frisco	TX	75035
972-624-7323	Harlivleen	Kaur	HOTHI CONSULTING INC.	Frisco - Southwest		1648 Fm 423	Suite 200	Frisco	TX	75033
469-592-7900	Tejeswi	Vennapusa	Akshara LLC	Prosper - Windsong Ranch		16710 Fm 423		Frisco	TX	75034
281-547-2211	Michelle	Salvador	SERENITY SCHOLARS, LLC	Fulshear		28830 Fm 1093 Rd	Suite #150	Fulshear	TX	77441
512-316-7599	Indirachaitanya	Moparthy	YASHVAN ENTERPRISES, LLC	Round Rock - Teravista		2951 Fm 1460	Unit 1202	Georgetown	TX	78626
254-952-3113	Carol	Paull	Advanced Academy 2, LLC	Harker Heights	Cedarbrook Plaza	3055 Stillhouse Lake Rd.	Suite 205	Harker Heights	TX	76548
972-317-1320	Deepti	Reddy	PRINCY SCHOLASTIC VENTURES, INC.	Highland Village		2930 Justin Rd	#400	Highland Village	TX	75077
713-930-1277	Linh	Davis	DAVIS HOUSTON LEARNING CENTER, LLC	Houston - Spring Valley Village		1010 Campbell Rd.		Houston	TX	77055
281-407-5255	Shila	Mahajan	Rising Star Learning LLC	Houston - Westchase		11920 Westheimer	Suite B	Houston	TX	77077
281-589-7844	Ayisha	Warfa	GUIDANCE SERVICES, LLC	Houston - Tully Memorial		14505 Memorial Dr.		Houston	TX	77079
832-680-2199	Miral	Patel	MHP ENTERPRISES, LLC	Houston - Garden Oaks		1717 W. 34Th St.	Suite 1250	Houston	TX	77018
281-461-4386	Jeanette	Chen	J & C HOPE ACADEMY, LLC	Clear Lake		2425 Bay Area Blvd.		Houston	TX	77058
281-845-9448	Yussuf	Welch	IQRA Learning Center, LLC	Tomball - South		24441 Tomball Parkway	Suite 30	Houston	TX	77375
936-931-4999	Melissa	Lee-Doan	Fat Brains, LLC	Houston - Woodland Heights	Woodland Heights Plaza	3219 Houston Avenue		Houston	TX	77009
713-523-6284	Shallu	Arora	RIVER OAKS LEARNING CENTER, LLC	Houston - River Oaks		3425 South Shepherd Dr.	# 230	Houston	TX	77098
713-662-2115	Lakshmi	Nagamohan	PLAN EDUCATIONAL SERVICES LLC	Houston - West University	Southside Village	4009 Bellaire Boulevard	Suites E&J	Houston	TX	77025
281-885-8849	Srividhya	Balasubramanian	SARADHA EDUCATIONAL FOUNDATION, LLC	Houston - Copperfield North	Easton Commons	8520 Highway 6N		Houston	TX	77095
713-728-8986	Ayesha	Durrani	EZ LEARNING, LLC	Houston - Braeswood Hillcroft	Maplewood Square Center	9726 Hillcroft		Houston	TX	77096
281-812-4786	Fei	Liu	DAY DAY UP, LLC	Atascocita - Town Center		7036 Fm 1960 Rd. E	Suite C	Humble	TX	77346
512-759-6006	Nida	Koppolu	KANAAN CREATIONS LLC	Hutto		531 Ed Schmidt Blvd	Suite 200	Hutto	TX	78634
469-647-9451	Maliha	Rana	RANJA, LLC	Irving - Central		535 W. Airport Freeway	Unit# 160	Irving	TX	75062
281-599-3299	Sonal	Patel	Innovative Minds, LLC	Katy - Green Trails		1655 S. Fry Road		Katy	TX	77450
281-712-4181	Sabrina	Manori	BRIGHT MINDS LEARNING, LLC	Katy - Firethorne		1708 Spring Green Blvd.	Suite #160	Katy	TX	77494
832-900-7575	Muhammad	Iqbal	Limitless Minds Learning LLC	Katy - Grand Parkway West		25757 Westheimer Pkwy	Suite #120	Katy	TX	77494
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
281-698-5988	Margaret	Potter	Cinco Ranch Scholars, LLC	Katy - Cinco Ranch East		2944 S. Mason Road	Suite A	Katy	TX	77450

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
281-972-7755	Anshu	Parashar	PARASHAR SERVICES LLC	Katy - Young Ranch		29711 Kingsland Boulevard	Suite 800	Katy	TX	77494
281-712-2882	Zhoutao	Wu	WESTGATE ACADEMY, LLC	Katy - Cinco Ranch Southwest		5215 F.M. 1463 Road	Suite #900	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
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	Shops At Ronald Reagan	18145 Ronald Reagan Boulevard	170	Leander	TX	78641
512-528-9003	Trisha	Gross	BRIGHT AMBITIONS, LLC	Leander		1909 South Highway 183	Suite 105	Leander	TX	78641
512-572-0024	Michael	O'Brien	LONE STAR CTX LEARNING, LLC	Liberty Hill		14370 W State Hwy 29	Suite 10	Liberty Hill	TX	78642
469-476-5335	Rukmani (Priya)	Janakiraman	NEXTGEN PATHWAY LLC	Little Elm		2700 E Eldorado Pkwy	Suite 403	Little Elm	TX	75068
936-229-4112	Ambreen	Rajani	H & Z RAJANI LLC	Lufkin	Old Texas Plaza	4100 S. Medford Drive	Suite 209	Lufkin	TX	75901
512-893-5560	Srishti	Shrivastava	Inspirivate Limited Liability Company	Manor		11910 E Us 290	Suite 108	Manor	TX	78653
682-518-8868	Katy	Cunningham	CUNNING EDUCATION, LLC	Mansfield - North		2240 Matlock Road	Suite 110	Mansfield	TX	76063
469-952-6284	Navaz	Jha	MAZDA ED CORPORATION	Mckinney - Stonebridge & Us 380		1890 N Stonebridge Dr.	Suite 310	Mckinney	TX	75071
469-545-1722	Sravanthi	Baddam	HIGHER ACHIEVERS LLC	Mckinney - North		3905 W University Dr.	Suite 150	Mckinney	TX	75071
972-210-8011	Lily	Puranik	HOPE LEARNING LLC	Mckinney - Eldorado & Westview		4610 Eldorado Pkwy	Suite 700	Mckinney	TX	75070
214-585-0412	Deepti	Reddy	APPY SCHOLASTIC VENTURES, INC.	Mckinney - Southwest		8408 Stacy Road	Suite #200	Mckinney	TX	75070
972-445-9599	Sunita	Antony	KNOWLEDGE EXPERTS LLC	Melissa		3031 Washington Dr.	Building B, Suite 5B	Melissa	TX	75454
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	Seena Learning Center LLC	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
409-322-0101	Almas	Jasani	JANN'S LEARNING CENTER, LLC	Nederland		1603 S. Highway 69		Nederland	TX	77627
817-281-8882	Virginia	Noble	NOBLE LEARNING ACADEMY, LLC	North Richland Hills		8849 N. Tarrant Parkway	Ste. 141	North Richland Hills	TX	76182
940-464-9003	Alkaben	Soni	DeVa Solutions LLC	Northlake		1611 Commons Circle	Suite 200	Northlake	TX	76226
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
972-797-9233	Daniel	Parish	PLANO FOUR CORNERS LLC	Plano - Four Corners	Four Corners Condominium	10185 Custer Pkwy	#200	Plano	TX	75025
972-797-9331	Shilpa	Kumar	JAIN-KUMAR, INC.	Plano - Shepard		1501 Preston Road	Suite #825	Plano	TX	75093
972-665-6336	Kripa	Shah	LONE STAR LGNITED MINDS, LLC	Plano - Parker Custer		3131 Custer Road	Suite 130	Plano	TX	75075
972-301-7227	Himanshu	Patil	SHAHIMA LLC	Plano - Deerfield		4020 Hedgcoxe Rd	Suite 900	Plano	TX	75024
469-241-0001	Binaifer	Kekobad	APEX ACHIEVERS CORPORATION	Plano - Northeast		7801 Alma Drive	Suite #117	Plano	TX	75025
972-734-8826	Ace	Marcos	ASTP LLC	Princeton		1530 W. Princeton Drive	Suite 301	Princeton	TX	75407
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	Ii Creeks Plaza	2701 Custer Parkway	Suite #708	Richardson	TX	75080
346-415-0100	Bharathi	Guthikonda	Zenith Scholars, LLC	Richmond - Aliana		10445 West Grand Parkway South		Richmond	TX	77407
832-595-8300	Dale	Vadi	CREATING STARS, INC.	Sugar Land - Greatwood		1135 Crabb River Road	Suite #130	Richmond	TX	77469
281-915-3311	Arizchelle	Fababaer	PFBR LEARNING ACADEMY, INC.	Richmond - Pecan Grove		1850 Fm 359		Richmond	TX	77406
832-535-2181	Shilpa	Chowdhary		Houston - Grand Mission		8433 Fm 1464	Suite G	Richmond	TX	77407
832-535-2221	Anjum	Hafeez	SAPIENT GENESIS, LLC	Richmond - Westheimer Lakes		9107 Fm 723 Rd	Suite 150	Richmond	TX	77406
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 Plaza	641 White Hills Drive		Rockwall	TX	75087
832-344-1717	Neelima	Nimmagadda	Wisdom Neem Tree Learning LLC	Rosenberg	Brazos Town Center - Rosenberg	24102 Commercial Drive	Suite #402	Rosenberg	TX	77471
281-626-2010	Marquita	Perry	MLynn Training, LLC	Rosharon - Arcola		15050 Hwy 6		Rosharon	TX	77583
512-535-4400	Humaira	Imtiaz	H&A 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 - Brushy Creek		17261 Smyers Lane	Suite 200	Round Rock	TX	78681
512-900-8558	Gina (Xiao Qin)	Li		Round Rock - East	Market Plaza	3810 Gattis School Road	Suite 105	Round Rock	TX	78664
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
817-661-1880	Reshma	Mathew	MATHEWS LEARNING ACADEMY, LLC	Saginaw		1205-D North Saginaw Blvd.		Saginaw	TX	76179
325-241-9411	Christine	Burrell	KUROSU NEXUS	San Angelo		2607 S Johnson St.		San Angelo	TX	76904
210-782-8843	Sanya	Kapadia	ALAMO RANCH LEARNING CENTER, LLC	San Antonio - Alamo Ranch		11831 Culebra Road	Suite# 104	San Antonio	TX	78253
210-920-8660	Laseason	Olayande	LASEASON LEARNING ACADEMY, LLC	San Antonio - Rolling Oaks Estates	Potranco 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
210-900-1050	Graciela	Ramirez	RAMCO EDUCATION, LLC	San Antonio - Olmos Park		226 E Olmos Dr		San Antonio	TX	78212
830-507-2022	Qanwl	Ali	Leon Springs Education LLC	San Antonio - Leon Springs		24165 Ih-10 West	Suite 220	San Antonio	TX	78257
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
210-490-8211	Manal	Wissa	MW-AA, LLC	San Antonio - Thousand Oaks		2816 Thousand Oaks Drive		San Antonio	TX	78232
210-767-9995	Emily	Wang	BRIGHT S.A. FUTURES CORP.	San Antonio - Tpc Parkway		3111 Tpc Pkwy	Suite 115	San Antonio	TX	78259
210-634-2230	Lynette	Forero	GABIMANN EDUCATIONAL SERVICES, LLC	San Antonio - Wurzbach	Oakgate Shopping Center	3511 Oakgate Drive		San Antonio	TX	78230
210-822-8557	Kathryn Miles	Payne	MPC PARTNERS, LLC	San Antonio - Alamo Heights		6708 N. New Braunfels Ave.		San Antonio	TX	78209

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
210-906-8357	Aliza	Kapadia	Potranco Educational Center LLC	San Antonio - Potranco & Ellison	Potranco Plaza	9902 Potranco Road	Suite 106	San Antonio	TX	78251
210-642-0000	Jacob	Valdez	LILIUM EDUCATION SERVICES LLC	Schertz		5580 Fm 3009	Suite 114	Schertz	TX	78154
817-381-2777	Shammina	Hussain	SHAMASH 786 LLC	Southlake		200 N Kimball Ave	Ste 205	Southlake	TX	76092
832-246-5900	Laila	Amin	LEARNING SUCCESS SPRING, LLC	Spring - Central		21346 Kuykendahl	Suite A	Spring	TX	77379
281-419-4434	Charulatha	Davalath	ILEARN LLC	Spring - Birnham Woods		3779 Riley Fuzzel Road	Suite# 300	Spring	TX	77386
832-821-4500	Farah	Subhani	Smart Learning of Spring LLC	Spring - Louetta		3930 Louetta Road	Suite C	Spring	TX	77388
832-365-3500	Joanne	Robinson	Learning Success Gleannloch, LLC	Spring - Gleannloch		9305 Spring Cypress Rd.	Suite 105	Spring	TX	77379
832-886-5235	Shallu	Arora	WOODBRIDGE 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 - Telfair		12920 University Blvd.	Suite #400	Sugar Land	TX	77479
713-454-4175	Amy	Chiu	KN2 CENTERS LLC	Sugar Land - Sugar Creek	Sugar Creek Village Shopping Center	13835 Southwest Freeway		Sugar Land	TX	77478
281-201-8429	Yogesh	Singal	MATHELA LLC	Sugar Land - Town Center		16103 Lexington Blvd	Suite G	Sugar Land	TX	77479
832-573-6998	Elizabeth	Marcos	ALM LEARNING CENTERS, INC.	Sugar Land - Riverstone		17034 University Boulevard	Suite 650	Sugarland	TX	77459
832-562-4646	Xiaozhao	Niewenhous	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
281-353-6925	Inbarathi	Chidambaranathan	IRR Learning LLC	The Woodlands - Alden Bridge		8021 Research Forest Drive	Suite C	The Woodlands	TX	77382
254-313-9277	Carol	Paull	ADVANCED ACADEMY, LLC	Waco	Crossroads West	8810 W. Highway 84	Suite #503	Waco	TX	76712
469-229-7300	Betty	George	ENLIGHTENING SPIRITS LLC	Wylie		901 Fm 544	Suite #650	Wylie	TX	75098
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
512-335-6020	Peggy	Siu		Austin - Great Hills	Balcones Woods Shopping Center	11150 Research Boulevard	Suite #202B	Austin	TX	78759
512-340-0864	Pinky	Merchant	PMERCHANT LLC	Austin - West	Old Quarry Village	3563 Far West Boulevard	Suite #104	Austin	TX	78731
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
409-860-9584	Julie	Johnson		Beaumont - West		3825 West Lucas Drive	Suite C	Beaumont	TX	77706
469-231-8995	Anupa	Goyal		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
214-808-8922	Bernadette	Lin		Dallas - Park Cities		6703 Hillcrest		Dallas	TX	75205
915-208-4311	Flor	Meza	MANARI AZUL. LLC	El Paso - East	Zaragoza Heights	1613 North Zaragoza	Suite #109	El Paso	TX	79936
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
972-377-6284	Oscar	Velezmoro	ARGENTUM ENTERPRISES, INC.	Frisco - West	Parkway Towne Crossing	11550 Legacy Drive	Suite #450	Frisco	TX	75033
972-624-7303	Jose	Punnoose	PARADIGM INTELLIGENCE, LLC	Frisco - Starwood		5729 Lebanon Road	Suite #132	Frisco	TX	75034
972-334-9989	Patchamon	Ruanglek	FRISCO EAST MATH AND READING CENTER LIMITED	Frisco - East	Frisco Marketplace	7010 Preston Road	Suite #120	Frisco	TX	75035
972-675-6888	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
210-695-4454	Carolyn	Glass	URSHEL ENTERPRISES, LLC	Helotes		12910 Bandera Road		Helotes	TX	78023
281-242-8868	Manisha	Peries	PERIES IQ SYSTEMS, INC.	Houston - Bunker Hill		12514 Memorial Drive		Houston	TX	77024
281-807-9080	Chuan Hui	Huang	PIVOTAL MULTIMEDIA LAB, LLC	Cypress Creek - Lakewood Forest		13360 Jones Road		Houston	TX	77070
713-869-2633	Anna	Pi	HOUSTON EDUCATIONAL LEARNING PARTNERS, LLC	Houston Heights		2500 Yale Street	Suite A	Houston	TX	77008
713-465-5838	Wendy	Chung	WKCHUNG, LLC	Houston - Memorial Voss		6415 San Felipe	Suite N	Houston	TX	77057
281-973-3818	Chengxiao	Cao	CHENGXIAO L&D, LLC	Humble - Fall Creek		9701 North Sam Houston Parkway		Humble	TX	77396
214-496-9121	Pratichi	Thakore	LIPIS INC.	Irving - North		7410 North Macarthur Boulevard	Suite #105	Irving	TX	75063
832-437-3344	Jenny	Valdecanas	EMPOWER IQ LLC	Katy - Seven Lakes		23108 Seven Meadows Parkway	Suite #300	Katy	TX	77494
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
972-315-4600	Mareena	Cherian	MTC ENDEAVORS, LLC	Lewisville - South		1071 West Fm 3040	Suite #300	Lewisville	TX	75067
281-487-4450	Ann Nina	Mathen	STUDENT LEARNING CENTER OF PASADENA, LLC	Pasadena - East		6721 Fairmont Parkway		Pasadena	TX	77505
281-482-3339	Darol	Kappil	RYELIZ LLC	Pearland - East	Pearland Plaza	1819 East Broadway	Suite #106	Pearland	TX	77581
972-900-7171	Sharon	Tung		Plano - Carpenter Park	Spring Creek Common	4160 Spring Creek Parkway	Suite A-200	Plano	TX	75024
281-232-6789	Shefali	Patel	RIM-SJV EDUCATION, INC.	Richmond - Waterside Estates		8019 West Grand Parkway South	Suite #1053	Richmond	TX	77407
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 Shamsag	Makani Makani	SS MAKANI	San Antonio - Encino		21003 Encino Commons	Suite #101	San Antonio	TX	78259
281-835-6955	Ada	Scott		Sugar Land - First Colony	Williams Trace Shopping Center	3360 Highway 6		Sugar Land	TX	77478
254-774-1255	Rabeya	Khatun	RABEYA`S TUTORING CENTER, INC.	Temple	Temple Towne Center	2112 Sw Hk Dodgen Loop	Suite 129	Temple	TX	76504
801-900-3456	Adam	Wray		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
801-415-9500	Martheswaran	Solamuthu	PRAGYA, LLC	Salt Lake City - Central City		433 South 400 East	Suite 100	Salt Lake City	UT	84111
801-572-7815	Prabha	Nagenthram	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	Khoi	Vu	SUPPLMENTARY EDUCATIONAL SERVICES, LLC	West Jordan - Jordan Landing	Dixie Valley Shopping Center	6271 S. Dixie Drive (3655 W)	Unit #4	West Jordan	UT	84084
801-582-2223	Prabha	Nagenthram	KALVI, LLC	Foothill Village		1440 South Foothill Drive	Suite #180	Salt Lake City	UT	84108

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
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
703-289-0470	Vidhi	Paruthi	EDUCATION MANTRA LLC	Ashburn - Moorefield Station		22621 Amendola Terrace	Unit 125	Ashburn	VA	20148
703-829-6885	Shahzeen	Sarfraz	ELITE EDUCATION SERVICES,LLC	Broadlands		42876-100 Truro Parish Drive		Ashburn	VA	20148
703-995-9950	Min	Woo	UP END UP, INC.	Ashburn - Loudoun Station		43801 Central Station Drive	Suite 100	Ashburn	VA	20147
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
571-650-1551	Bhawana	Wadhwani	NIRVANA EDUCATION LLC	Aldie - Stone Ridge	Gum Spring Village Center	24650 Southpoint Drive	Suite 165	Chantilly	VA	20152
571-559-0005	Sohyun	Choi	PHOEBE CORPORATION	Dulles - Loudoun Valley		23520 Overland Drive	#106	Dulles	VA	20166
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		8326 Professional Hill Dr.	1St & 2Nd Fl	Fairfax	VA	22031
703-352-2888	Jiyeon	Kwon	H-WAVE LEARNING, LLC	Fairfax - East		9840 Main Street	Suite 100	Fairfax	VA	22031
540-368-3050	Lucia	Yang- Beggs	BRIGHT KID, LLC	Fredericksburg - Northwest		560 Celebrate Virginia Parkway	Unit 103	Fredericksburg	VA	22406
804-603-1550	Isaac	Abban	INSIGHT ACADEMY, LLC	Glen Allen - Wyndham	Grove Park I Office Building	11551 Nuckols Road	Suite D	Glen Alen	VA	23059
804-564-2017	Kala	Ramesh	SMARTMIND, LLC	Glen Allen - Cross Ridge		10210 Staples Mill Road		Glen Allen	VA	23060
804-406-9898	Madhuri	Kesireddy	SM-ART THINKING-AHEAD, LLC	Glen Allen - Virginia Center Station		1080 Virginia Center Parkway	Suite 105	Glen Allen	VA	23059
804-404-9779	Jennifer	Tran	RVA RIDGEFIELD, LLC	Richmond - Ridgefield		3045 Lauderdale Drive		Henrico	VA	23233
703-964-0024	Lorraine	Robinson	ROBINSON, INC	Herndon - North		585 Grove Street	Suite 110	Herndon	VA	20170
571-707-3030	Seung	Lee	JADA, LLC	Leesburg - Lansdowne		19321 Winmeade Drive		Leesburg	VA	20176
571-634-6284	Sara	Haghighi	IQ SON ,LLC	Mclean - Rock Spring		6257 Old Dominion Drive	Suite 101	Mclean	VA	22101
703-734-0964	Elaf	Abidi		Mclean - West		6707 Old Dominion Drive	Suite 105	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
804-256-5600	Anh	Nguyen	ABC 123, LLC	Richmond - Libbie		6213 West Broad Street		Richmond	VA	23230
804-887-7707	Jessica	Yuan	MATH & READING SOLUTIONS, LLC	Henrico - West Tower		8906-I West Broad Street		Richmond	VA	23294
540-562-8000	Shila	Patolia	BLUE RIDGE EDUCATION CONSULTANTS, LLC	Roanoke		3939 Brambleton Avenue, Sw		Roanoke	VA	24018
703-624-0101	Jemima	Lee	J LEGENDS LLC	South Riding		43130 Amberwood Plaza	Ste 155	South Riding	VA	20152
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
703-424-9779	Joseph	Lee	4JADA LLC	Sterling - Cascades Parkway		21950 Cascades Parkway	Suite 100	Sterling	VA	20164
571-685-8901	Subhashini	Vaddey	SGV ACADEMY, LLC	Sterling - Sugarland Crossing	Clock Tower Center	46950 Community Plaza	Unit 108	Sterling	VA	20164
703-691-0244	Gita	Kanumuru	KID POTENTIAL, LLC	Vienna - South		525 Maple Avenue West	Unit B-4	Vienna	VA	22180
757-324-5940	Edward	Lofland	ACELOFLAND, LLC.	Virginia Beach - Hilltop	Temporary - Great Neck Area Library	1251 Bayne Drive		Virginia Beach	VA	23454
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
757-938-3011	Yonchu	Song	BETTER LEARNING, LLC	Virginia Beach - Haygood		750 Independence Blvd.	Unit 4560	Virginia Beach	VA	23455
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 Ave	Suite E	Yorktown	VA	23693
703-725-9551	Nguyen (Alex)	Vuong	MATH & READING LEARNING CENTER	Alexandria - Franconia		6188 Grovedale Court	Suite #100	Alexandria	VA	22310
703-237-2600	Rashmi	Agarwal	ARRV ENTERPRISES, INC	Arlington - Yorktown	Lee Harrison Shopping Center	2499 North Harrison Street	Ll-6	Arlington	VA	22207
703-729-2715	Joseph	Stephen	ASHBURN LEARNING CENTER, INC.	Ashburn - North	Ashburn Professional Park	20605 Gordon Park Square	Suite #130	Ashburn	VA	20147
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
703-539-5335	Young Mee	Cho	FAIROAKS LEARNING CENTER LLC	Fair Oaks		11213 M Lee Highway		Fairfax	VA	22030
703-532-1599	Vanita	Khandpur	THE GROWING MINDS ACADEMY, LLC	Falls Church	West Metro Plaza	7115 Leesburg Pike R-103		Falls Church	VA	22043
703-468-2668	Pooja	Makwana	PDCUBE, LLC	Gainesville		7555 Somerset Crossing Drive	Suite #15	Gainesville	VA	20155
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
703-492-0690	Junghye	Choe		Woodbridge - Lake Ridge East	Tackett'S Mill Shopping Center	2214 Tackett'S Mill Drive		Lake Ridge	VA	22192
804-677-3960	Anuradha	Bandyopadhyay	ABC LEARNING, LLC	Midlothian - Pocono Crossing		10444 Midlothian Turnpike		Richmond	VA	23235
804-467-3385	Sang Sook	Woo	KGS Education Service Inc.	Richmond - Regency	Quioccasin Station Shopping Center	8974 Quioccasin Road		Richmond	VA	23229
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
757-484-4646	Vishal	Shah	MEERA, INC.	Suffolk - Harbour View	Marketcenter At Harbour View	6546 Hampton Roads Parkway		Suffolk	VA	23435
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
703-789-6273	James	Kim	PROVERBS 356,LLC	Dale City - Potomac Mills		14233 Potomac Mills Road		Woodbridge	VA	22192
802-649-1416	Therese	Linehan		Norwich		256 Route Five South		Norwich	VT	05055
425-466-0811	Aaron James	Brillantes	LAMAD LLC	Bellevue - Spring District		13112 Northeast 20Th Street	Suite 250	Bellevue	WA	98005
425-747-5916	Julie	Liu	ANNA GRACE, LLC	Bellevue - Bel Red		14904 Bel Red Road		Bellevue	WA	98007
425-877-6570	Tianying (Maggie)	Zhu	ZZ Education, LLC	Bellevue - Lake Hills		1600 148Th Ave Se		Bellevue	WA	98007
425-749-3066	Ye (Julia)	Zhu	QUANTUM EDUCATION, LLC	Bellevue - Newport Hills		5800 119Th Avenue Southeast		Bellevue	WA	98006
425-646-2907	Ying Ting Sara	Ward	IWARD, LLC	Bellevue - Downtown		821 Bellevue Way Ne	Suite 885	Bellevue	WA	98004
425-492-9600	Baljinder	Gill	S.M.A.R.T. Education LLC	Bothell - Canyon Park		1715 228Th Street Se	Unit 105	Bothell	WA	98021
206-360-0444	Danish	Khan	GREATER LEARNING LLC	Burien - Downtown		14200 1St Ave. S	Suite B	Burien	WA	98168
206-207-2383	Shilpa	Bitkuri	KS ANURA 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
425-369-1072	Cynthia	Mcvay	EDUCATIONAL RESOURCES OF ISSAQUAH, LLC	Issaquah - Highlands		1011 Ne High St.	Suite #102	Issaquah	WA	98029

Center Phone #	Instructor First Name	Instructor Last Name	Company Name	Center	Center Building Name	Center Address1	Center Address2	Center City	Center State	Center Zip Code
425-657-6588	Xiaohui	Zeng	WITFLY, LLC	Issaquah - Gilman		660 Nw Gilman Blvd.	C - 1	Issaquah	WA	98027
425-286-6847	Xiaohui	Xi	ANCION SPRING LLC	Kenmore		6524 Ne 181St Street	Suite 6	Kenmore	WA	98028
509-581-6990	Stephanie	Cuceu	TRI-CITIES MATH AND READING CENTER LLC	Kennewick		731 N. Columbia Center Blvd	Suite 126	Kennewick	WA	99336
425-490-7900	Lindsay	Embry	EMBRY LEARNING LLC	Kent - Lake Meridian		13003 Se Kent-Kangley Rd	Suite 106	Kent	WA	98030
425-305-3500	Derek	Chao	MYDA TOO INC.	Kirkland - Juanita		13520 100Th Ave. Ne	Suite 90	Kirkland	WA	98034
425-296-2270	Neerja	Pahuja	BLISS VYNYPA LLC	Kirkland - Downtown		385 Kirkland Avenue		Kirkland	WA	98033
425-285-7899	Yen-An	Chen	LAKE HILLS ACADEMY, LLC	Kirkland - Bridle Trails		6735 132Nd Avenue Ne	Suite 101	Kirkland	WA	98033
425-464-4844	Amit	Mehta	SANDIPANI MATH AND READING LLC	Lake Stevens		303 91St Ave Ne	Suite A-104	Lake Stevens	WA	98258
425-510-7550	Baljinder	Gill	S.M.A.R.T. EDUCATION SERVICES LLC	Martha Lake		1233 164Th Street Sw	Suite A1	Lynnwood	WA	98037
425-200-4518	Rubina	Virani	LEARNASIUM, LLC	Alderwood		2027 196 St., Sw	Suite #R-5	Lynnwood	WA	98036
206-236-1815	Queenie	Louie	EASTSIDE SUCCESS LLC	Mercer Island		7845 Se 30Th Street		Mercer Island	WA	98040
425-771-0905	Yu	Dai	LEARNMASTERHAPPY LLC	Mountlake Terrace		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
425-873-2747	Austin	Chao	MYDA INC.	Renton - Fairwood		14238 Se 176Th Street		Renton	WA	98058
425-793-4159	Muzzammil (Muzz)	Khan	BETTER LEARNING LLC	Renton Highlands - North		1630 Duvall Ave Ne	Suites B & C	Renton	WA	98059
425-636-1277	Christopher	Shrope	LEARNING SKILLS, LLC	Sammamish		22841 Ne 8Th Street		Sammamish	WA	98074
425-553-3100	Meetu	Sachdeva	SAMMAMISH ACADEMY, INC.	Pine Lake	Pine Lake Plaza Ii	2850 228Th Avenue Southeast	Suite D	Sammamish	WA	98075
206-216-4426	Byron	Bekins	KB3, LLC	Seattle - Queen Anne		1570 West Armory Way	Suite #105	Seattle	WA	98119
206-258-8313	Avanti	Prahlad	VANDRA EDUCATION, LLC	West Seattle - North		2350 California Ave., S.W.		Seattle	WA	98116
206-795-6216	Janet	Knutzen	JTK LEARNING, LLC	Seattle - Beacon Hill		3067 Beacon Ave. S.		Seattle	WA	98144
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
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
360-521-6284	Jiro	Konishi	J.K. EDUCATION, LLC	Vancouver - Crestwood		11818 Se Mill Plain Blvd.	Suite 307	Vancouver	WA	98684
360-576-0777	Constance	Schadewitz	BRILLIANCE BUILDERS, 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 Duvall Road	Suite D-23	Woodinville	WA	98072
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
206-953-9245	Debra	Beuschlein	MBK ENTERPRISES LLC	Mill Creek		18001 Bothell Everett Highway	Suite #109	Bothell	WA	98012
253-797-1920	Rachelle	Mentink	MATH & READING CENTER OF AUBURN, LLC	Auburn - Lake Tapps		208 182Nd Ave. East		Lake Tapps	WA	98391
425-495-4968	Vanessa	Walsh	VW SUPPLEMENTAL EDUCATION LLC	Redmond Ridge		22320 Northeast Marketplace Drive	Suite #101	Redmond	WA	98053
206-524-0915	Jeannie	Ianelli	JSPT INC.	University Village	University Village	2625 Northeast 46Th Street		Seattle	WA	98105
360-217-4117	Jennifer	Foster	MILL CREEK LEARNING, LLC	Mill Creek - North		13119 Seattle Hill Road	Building 3, Suite #103	Snohomish	WA	98296
253-460-0088	Mandi	Mcgee		Tacoma - University Place		7014 27Th Street West		University Place	WA	98466
920-676-7379	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
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
262-709-8080	Fawn	Cater	GJP LLC	Mequon		1402 W. Mequon Road		Mequon	WI	53092
262-794-0511	Rose	Tsang	5 DOTS, LLC	New Berlin		3033 S. 128Th Street		New Berlin	WI	53151
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
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
262-794-0511	Rose	Tsang	5 DOTS, LLC	Brookfield	Ruby Isle Shopping Center	2205 North Calhoun Road	Suite #26	Brookfield	WI	53005
262-255-4883	Jodi	Fox	FOX LEARNING CENTER INC.	Menomonee Falls		N79 W14692 Appleton Avenue		Menomonee Falls	WI	53051
262-264-0826	Ruchee & Anita	Saxena Gupta	WELL BEGUN LLC	Waukesha	Grandview Plaza	1840 Meadow Lane	Suite A	Pewaukee	WI	53072
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, 2025

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2025

(TRANSFERS PAGE 1 OF 4)

ARKANSAS

First Name	Last Name	City	State	Zip Code	Phone
Veronica	Rueda Leon	Rogers	AR	72758	479-696-9459

ARIZONA

First Name	Last Name	City	State	Zip Code	Phone
(*)Frances	Charnicki	Scottsdale	AZ	85255	480-262-5900

CALIFORNIA

First Name	Last Name	City	State	Zip Code	Phone
(*)Mariko	Yamada	Diamond Bar	CA	91765	909-260-1131
Robina (Ruby)	Gul	Granite Bay	CA	95746	916-696-1441
Benjamin	Oh	San Diego	CA	92129	732-947-0415
Naomi	Rockenmacher	Los Alamitos	CA	90720	562-449-7242
Tiffany	Fung	Irvine	CA	92620	949-230-6709
Frank	Zamani	San Ramon	CA	94583	408-656-4501
Phyllis	Peyron	Walnut Creek	CA	94597	925-360-8993
(*)Bijal	Patel	Hesperia	CA	92344	760-216-3030
(*)Pallavi	Pandya	Roseville	CA	95747	916-223-1873
Kai	Sun	Cupertino	CA	95014	408-429-9345
Sadhana	Gandhi	Del Mar	CA	92014	858-205-9411
Yuanming	Mao	Irvine	CA	92604	562-331-0961
Priti	Bhavsar	Santa Clarita	CA	91350	661-803-4253
(*)Thu Ngoc (Victoria)	Tran	Tracy	CA	95377	209-487-4863
Karpagam (Vidhya)	Ganesh	Simi Valley	CA	93065	805-813-5602
Ching	Chen	Pleasant Hill	CA	94523	925-381-9981
Stephanie	Chan	Walnut Creek	CA	94598	925-405-7117

CONNECTICUT

First Name	Last Name	City	State	Zip Code	Phone
Laura	Bubbico	Trumbull	CT	06611	203-515-8872
(*)Ketan	Vankawala	Oxford	CT	06478	203-881-6170
(*)Rajashree	Honnaya	Monroe	CT	06468	203-260-2673

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, 2025

(TRANSFERS PAGE 2 OF 4)

FLORIDA

First Name	Last Name	City	State	Zip Code	Phone
Roberto	Marujo	Fort Lauderdale	FL	33306	954-325-0101
Smita	Toprani	Tampa	FL	33647	813-294-7868
Avia	Murillo	Port St Lucie	FL	34983	561-596-4165

GEORGIA

First Name	Last Name	City	State	Zip Code	Phone
Jihua(Jenny)	Peng	Duluth	GA	30097	404-513-3790
Usha	Devulapalli	Suwanee	GA	30024	404-422-6348
Balu	Thadickal	Lawrenceville	GA	30044	770-309-0105

HAWAII

First Name	Last Name	City	State	Zip Code	Phone
(*)Shuji	Komagata	Aiea	HI	96701	808-224-2584
Robert	Rivero	Honolulu	HI	96818	808-292-0267

ILLINOIS

First Name	Last Name	City	State	Zip Code	Phone
Najma	Khan	Naperville	IL	60564	847-204-4149
Carolyn	Welch	Northbrook	IL	60062	847-736-7853
Jennifer	Lee	Prospect Heights	IL	60070	224-938-5567

KANSAS

First Name	Last Name	City	State	Zip Code	Phone
Khaled	Mobarak	Overland Park	KS	66221	913-449-9490

LOUISIANA

First Name	Last Name	City	State	Zip Code	Phone
Joe	Omojola	New Orleans	LA	70131	504-388-7279

MICHIGAN

First Name	Last Name	City	State	Zip Code	Phone
Mayeesha	Zahin	Troy	MI	48084	248-989-5570
Jini	Jain	Canton	MI	48188	678-327-9390

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, 2025

(TRANSFERS PAGE 3 OF 4)

MINNESOTA

First Name	Last Name	City	State	Zip Code	Phone
Mariya	Chernina	Bloomington	MN	55431	612-5542614

NORTH CAROLINA

First Name	Last Name	City	State	Zip Code	Phone
Anishkumar	Patel	Durham	NC	27707	919-600-9972
(*)Jayanthi	Somasundaram	Lewisville	NC	27023	336-624-5085

NEW JERSEY

First Name	Last Name	City	State	Zip Code	Phone
Ranjana	Jaitly	Edison	NJ	08820	732-763-0673
Katherina	Paraiso	Stewartsville	NJ	08886	732-675-0065
Chu-Hwa	Lee	East Brunswick	NJ	08816	848-391-7861
Woojung	Lee	Livingston	NJ	07039	201-745-0201
Razi	Ahmad	Bridgewater	NJ	08807	908-872-5122

NEW YORK

First Name	Last Name	City	State	Zip Code	Phone
Juliana	Thamboo	Latham	NY	12110	518-860-5796
(*)(#)Latha	Pattisapu	Old Tappan	NJ	07675	845-258-8307
(#)Bina	Srinivasan	Old Greenwich	CT	06870	914-881-1399
Yunhee	Yoon	Poughkeepsie	NY	12603	845-797-0133

OHIO

First Name	Last Name	City	State	Zip Code	Phone
Neil	Jindal	Columbus	OH	43235	614-353-7874

OREGON

First Name	Last Name	City	State	Zip Code	Phone
(*)Kalla	Anand	Portland	OR	97229	503-473-3821

SOUTH CAROLINA

First Name	Last Name	City	State	Zip Code	Phone
Esther	Grant	Indian Land	SC	29707	803-558-2766

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, 2025

(TRANSFERS PAGE 4 OF 4)

TENNESSEE

First Name	Last Name	City	State	Zip Code	Phone
Surama	Choksi	Franklin	TN	37067	931-619-0781

TEXAS

First Name	Last Name	City	State	Zip Code	Phone
Diep	Le	Austin	TX	78759	512-688-0806
Thuong	Gist	Cypress	TX	77433	713-382-9001
Nisha	Gosar	Houston	TX	77077	713-557-3177
Anamika	Kale	Katy	TX	77494	281-248-7173
Pallavi	Pomal	Argyle	TX	76226	848-702-3963
Suresh	Guthikonda	Sugarland	TX	77479	281-725-8615
Yasmeen	Welch	Spring	TX	77379	832-893-8048

UTAH

First Name	Last Name	City	State	Zip Code	Phone
Claudia	Flores	Sandy	UT	84070	801-860-6301

WASHINGTON

First Name	Last Name	City	State	Zip Code	Phone
Ross	Muramoto	Bellevue	WA	98004	916-712-5147
Malini	Kalki	Lynnwood	WA	98036	425-951-9102
Ruriko	Hudson	Edmonds	WA	98020	206-383-1018

(*) 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.

LIST OF FORMER FRANCHISEES AS OF DECEMBER 31, 2025

(CLOSURES – NON-RENEWALS)

CALIFORNIA

First Name	Last Name	City	State	Zip Code	Phone
Irene	Katsui	Torrance	CA	90503	310-404-8363

FLORIDA

First Name	Last Name	City	State	Zip Code	Phone
Chavonne	Robinson	Ruskin	FL	33573	813-862-7608

NEW JERSEY

First Name	Last Name	City	State	Zip Code	Phone
Rachna	Kumar	Paramus	NJ	07652	201-281-2908

NEW YORK

First Name	Last Name	City	State	Zip Code	Phone
Masumi	Takao	New York	NY	10003	212-473-1371

NORTH DAKOTA

First Name	Last Name	City	State	Zip Code	Phone
Shafiqul	Khan	Grand Forks	ND	58202	951-300-8077

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, 2025

(CLOSURES – TERMINATIONS PAGE 1 OF 2)

CALIFORNIA

First Name	Last Name	City	State	Zip Code	Phone
James	Huang	San Mateo	CA	94401	408-230-1923
Meena	Patil	Beverly Hills	CA	90211	310-753-3303

COLORADO

First Name	Last Name	City	State	Zip Code	Phone
Kathryn	Kennedy	Aurora	CO	80015	720-299-2067
Ilyas	Waraich	Aurora	CO	80013	720-896-6161
Cathy	Zheng	Lone Tree	CO	80124	303-803-7585
Ragen	Breath	Longmont	CO	80501	970-343-4495

FLORIDA

First Name	Last Name	City	State	Zip Code	Phone
Naijumon	Michael	Windermere	FL	34786	407-756-3589
Isabel	Dominguez	Tampa	FL	33615	727-641-6003

MARYLAND

First Name	Last Name	City	State	Zip Code	Phone
Fawad	Shaikh	Reisterstown	MD	21136	443-381-2120

MICHIGAN

First Name	Last Name	City	State	Zip Code	Phone
(*)Vidya	Nagarajan	Novi	MI	48374	248-719-2203

MONTANA

First Name	Last Name	City	State	Zip Code	Phone
Navin	Aranganathan	Billings	MT	59102	406-670-9520

NEVADA

First Name	Last Name	City	State	Zip Code	Phone
Allyson	Badoyen	Las Vegas	NV	89147	702-327-7402

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, 2025

(CLOSURES – TERMINATIONS PAGE 2 OF 2)

OHIO

First Name	Last Name	City	State	Zip Code	Phone
Rose	Cheng	Beavercreek	OH	45434	937-369-4296
Mukta	Goyal	Medina	OH	44256	330-416-8105

OREGON

First Name	Last Name	City	State	Zip Code	Phone
Joann	Park	Bend	OR	97702	541-678-2291

TEXAS

First Name	Last Name	City	State	Zip Code	Phone
Yachika	Manglik	Highland Village	TX	75077	469-468-1461
(*)Vibha	Patel	Amarillo	TX	79119	832-515-3211
Roshni	Rama	Harlingen	TX	78550	956-453-3512
(*)Ankita	Patel	Forney	TX	75126	817-800-2333

VIRGINIA

First Name	Last Name	City	State	Zip Code	Phone
Urvi	Vakil	Herndon	VA	20171	571-224-8551

WASHINGTON

First Name	Last Name	City	State	Zip Code	Phone
Jennifer	Oberlander	Yakima	WA	98902	425-765-6877

WISCONSIN

First Name	Last Name	City	State	Zip Code	Phone
Yun	Zheng	Brookfield	WI	53005	262-751-6386
Luis	Giraldo-Valencia	Grafton	WI	53024	920-572-0643

(*) 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.

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

651 Bannon Street
Sacramento, California 95811
(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

Secretary of State of New York
99 Washington Avenue
Albany, New York 12231
(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) 576-7500

Sacramento

651 Bannon Street
Sacramento, California 95811
(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
Corporate Oversight Division
Franchise Section
525 W. Ottawa Street
G. Mennen Williams Building, 5th Floor
Lansing, Michigan 48913
(517) 335-7567

MINNESOTA

Minnesota Department of Commerce
85 7th Place East, Suite 280
St. Paul, Minnesota 55101
(651) 296-6328

NEW YORK

New York State Department of Law
Investor Protection Bureau
28 Liberty Street, 21st Floor
New York, New York 10005
(212) 416-8222 Phone
(212) 416-6042 Fax

NORTH DAKOTA

North Dakota Insurance & Securities Department
600 East Boulevard Avenue, Dept. 401
Bismarck, North Dakota 58505
701-328-2910

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

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE MINNESOTA FRANCHISE ACT MAKES IT UNLAWFUL TO OFFER OR SELL ANY FRANCHISE IN THIS STATE WHICH IS SUBJECT TO REGISTRATION WITHOUT FIRST PROVIDING TO THE PROSPECTIVE FRANCHISEE, AT LEAST 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION, BY THE FRANCHISEE, WHICHEVER OCCURS FIRST, A COPY OF THIS PUBLIC OFFERING STATEMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE FRANCHISE. THIS PUBLIC OFFERING STATEMENT CONTAINS A SUMMARY ONLY OF CERTAIN MATERIAL PROVISIONS OF THE FRANCHISE AGREEMENT. THE CONTRACT OR AGREEMENT SHOULD BE REFERRED TO FOR AN UNDERSTANDING OF ALL RIGHTS AND OBLIGATIONS OF BOTH THE FRANCHISOR AND THE FRANCHISEE.

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.

No statement, questionnaire, or acknowledgement 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 with the franchise.

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. Conflict of Laws. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

2. Franchisee Bill of Rights. RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

3. Site of Arbitration, Mediation, and/or Litigation. 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.

4. General Release. A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

5. Statute of Limitations and Waiver of Jury Trial. Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

6. Transfer Fees. Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. Termination by Franchisee. The franchisee may terminate the franchise agreement under any grounds permitted under state law.

8. Certain Buy-Back Provisions. Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. Fair and Reasonable Pricing. Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

10. Waiver of Exemplary & Punitive Damages. RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).

11. Franchisor's Business Judgement. Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. Indemnification. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. Attorneys' Fees. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

14. Noncompetition Covenants. 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 provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. Nonsolicitation Agreements. 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.

16. Questionnaires and Acknowledgments. 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.

17. Prohibitions on Communicating with Regulators. Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. Advisory Regarding Franchise Brokers. Under the Washington Franchise Investment Protection Act, a "franchise broker" is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

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 it 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 23.7 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:**
	_____
	[Name]
By:_____	
Name:_____	By:_____
Title:_____	Name:_____
Date*:_____	Title:_____
(*This is the Effective Date)	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 it 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 23.7 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:**
	_____
	[Name]
By:_____	
Name:_____	By:_____
Title:_____	Name:_____
Date*:_____	Title:_____
(*This is the Effective Date)	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 it 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 23.7 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.

By:_____
Name:_____
Title:_____
Date*:_____
(*This is the Effective Date)

FRANCHISE OWNER:

_____
[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 it 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 23.7 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:**
	_____
	[Name]
By:_____	
Name:_____	By:_____
Title:_____	Name:_____
Date*:_____	Title:_____
(*This is the Effective Date)	Date: _____

RIDER TO THE
FRANCHISE AGREEMENT
FOR USE IN RHODE ISLAND

THIS RIDER is made and entered into by and between **KUMON NORTH AMERICA, INC.**, a Delaware corporation whose address it 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 Rhode Island and the Kumon Center that you will operate under the Franchise Agreement will be located or operated in Rhode Island; and/or (b) any of the offering or sales activity relating to the Franchise Agreement occurred in Rhode Island.

1. **APPLICABLE LAW AND FORUM**. The following language is added to the end of Section 20.2 of the Franchise Agreement:

> 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."

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:**
	_____
	[Name]
By:_____	
Name:_____	By:_____
Title:_____	Name:_____
Date*:_____	Title:_____
(*This is the Effective Date)	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 it 301 Route 17 North, Rutherford, New Jersey 07070 ("**we**"), and _____ a(n) _____ _____ whose principal business address is _____("**you**").

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.

1. **Conflict of Laws**. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

2. **Franchisee Bill of Rights**. RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

3. **Site of Arbitration, Mediation, and/or Litigation**. 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.

4. **General Release**. A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

5. **Statute of Limitations and Waiver of Jury Trial**. Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute

of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

6. **Transfer Fees**. Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. **Termination by Franchisee**. The franchisee may terminate the franchise agreement under any grounds permitted under state law.

8. **Certain Buy-Back Provisions**. Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. **Fair and Reasonable Pricing**. Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

10. **Waiver of Exemplary & Punitive Damages**. RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).

11. **Franchisor's Business Judgement**. Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. **Indemnification**. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. **Attorneys' Fees**. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

14. **Noncompetition Covenants**. 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 provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. **Nonsolicitation Agreements**. 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.

16. **Questionnaires and Acknowledgments**. 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.

17. **Prohibitions on Communicating with Regulators**. Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. **Advisory Regarding Franchise Brokers**. Under the Washington Franchise Investment Protection Act, a "franchise broker" is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

19. **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.

20. **Indemnification**. The following language is added to the end of Section 12.1 of the Franchise Agreement:

Notwithstanding the foregoing, Franchisees have no obligation to indemnify or hold harmless an indemnified party for losses to the extent that they are determined to have been caused solely and directly by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

21. **Obligations**. The following language is added to the end of the Franchise Agreement.

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.

22. **Non-Compete**. The Confidentiality/Non-Competition Agreements included as Attachments 2-D(A) and 2-D(B) to the Franchise Agreement, will not apply to the extent they are inconsistent with the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

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:**
	_____
	[Name]
By:_____	
Name:_____	By:_____
Title:_____	Name:_____
Date*:_____	Title:_____
(*This is the Effective Date)	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 27, 2026
Minnesota	Pending
New York	Exempt
North Dakota	Exemption Pending
Rhode Island	Exemption Pending
South Dakota	March 27, 2026
Virginia	Exemption Pending
Washington	Exemption Pending
Wisconsin	March 27, 2026

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 27, 2026

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 27, 2026 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 Statement
Exhibit B	List of Non-Cost Items		
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.

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.

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(Insert Name)
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_____	_____	_____
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.