



THE
GODDARD SCHOOL[®]
 FOR EARLY CHILDHOOD DEVELOPMENT

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Franchised Units:	473	In Business Since:	1986	Royalty:	7%
Company-Owned Units:	0	Average Franchise Fee:	\$135K	IFA Member:	Yes
Total Operating Units:	473	Total Investment Range:	\$619.9 – 760.6K	Term of Initial Contract:	15 Years

COMPANY'S DESCRIPTION HERE

(MAX. 600 WORDS & 2 IMAGES)

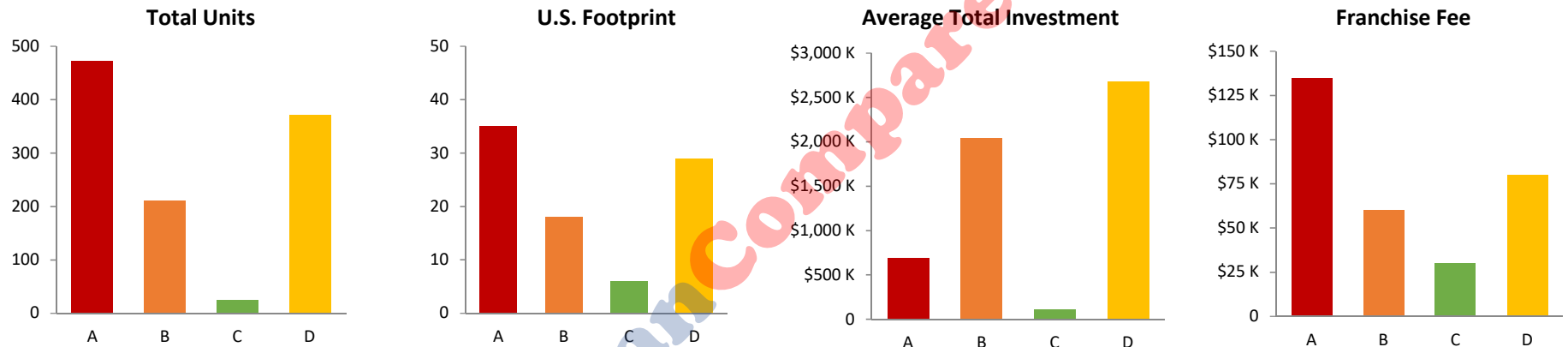
FranCompare™ Franchise Recognition Program 2019

Early Childhood Education Industry

	Company Name (DBA)	Legal Name	Final Score
A	The Goddard School	Goddard Systems, Inc.	692
B	The Learning Experience	The Learning Experience Systems, LLC	670
C	SpiderSmart	SpiderSmart, Inc.	668
D	Primrose Schools (Leased)	Primrose School Franchising Company	626

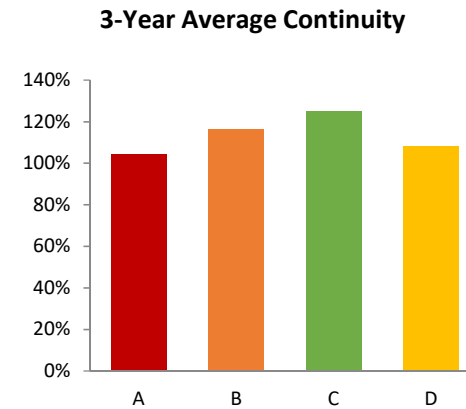
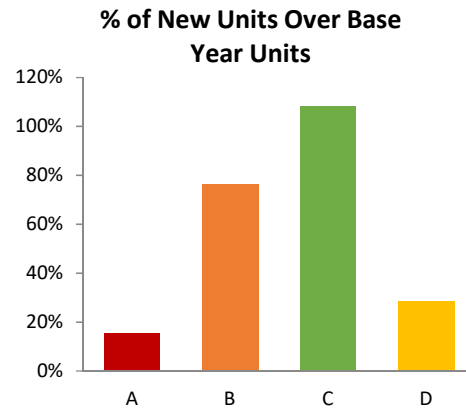
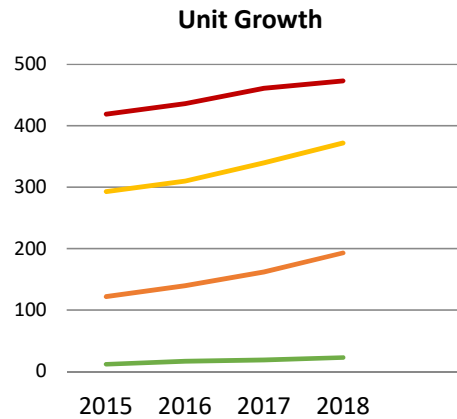
Key Unit Investment Variables

30%



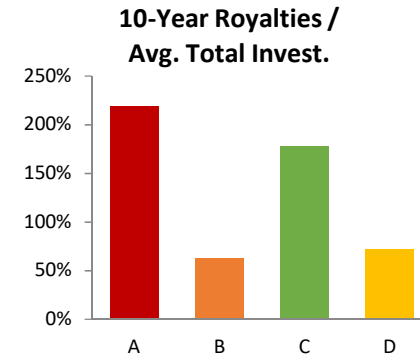
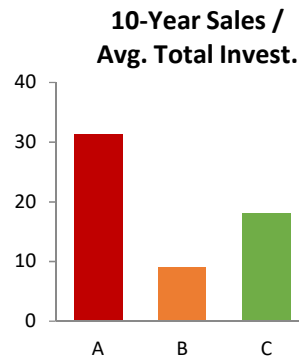
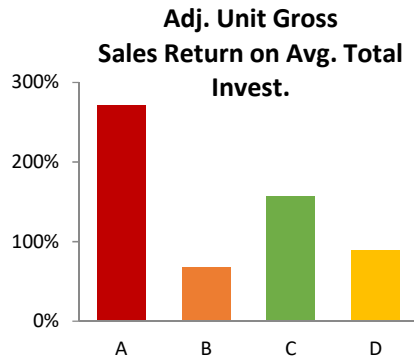
- **Total Units** is a valuable measure if recent growth was accompanied by proper support. Meteoric growth, however, with the help of third parties, frequently means franchisees are left to fend for themselves while management focuses on growth for its own sake.
- The greater the **Footprint/Geographical Coverage**, the better all franchisees are served. Only U.S. states are included.
- For the purpose of the Franchise Matrix™ analysis, the **Average Total Investment** is used in all cases.
- The **Franchise Fee** should not significantly exceed the franchise fee of its primary competitors.

	The Goddard School		The Learning Experience		SpiderSmart		Primrose Schools (Leased)		
Weighting for Primary FDD Variables (300 Points)	Data	Score	Data	Score	Data	Score	Data	Score	Max. Score
Year-End Total Franchised Units	473		193		23		372		
Year-End Total Company-Owned Units	0		18		1		0		
Year-End Total Units	473	50	211	48	24	20	372	50	50
% of Franchised Units	100.0%		91.5%		95.8%		100.0%		
% of Company-Owned Units	0.0%	0	8.5%	10	4.2%	7	0.0%	0	10
U.S. Footprint (# of U.S. States)	35	35	18	26	6	15	29	32	35
Total Low Investment	\$619,900		\$493,549		\$80,400		\$553,180		
Total High Investment	\$760,600		\$3,585,549		\$142,400		\$4,814,578		
Average Total Investment Per Unit	\$690,250		\$2,039,549		\$111,400		\$2,683,879		
Low Unit Size Estimate (Square Feet)	8,400		10,000		1,000		No Data		
High Unit Size Estimate (Square Feet)	10,000		10,000		1,500		No Data		
Average Unit Size (Square Feet)	9,200		10,000		1,250		N/A		
Average Total Investment Per Square Feet	\$75		\$204		\$89		N/A		
Average Franchise Fee (Single Unit)	\$135,000	8	\$60,000	10	\$30,000	30	\$80,000	8	40
Average Annual Royalty Fee (On-Going After Trial Period)	7.0%	60	7.0%	60	9.8%	20	7.0%	60	90
Term of Initial Contract (Years)	15	30	15	30	10	20	10	20	35
Term of First Contract Renewal (Years)	5	6	5+5+5	17	5+5	11	10+10	20	20
Average Transfer Fee (Single Unit)	\$5,000	10	\$25,000	2	\$3,000	10	\$32,000	1	10
Year Incorporated	1986	10	1980	10	1989	10	1988	10	10
Franchising Since	2002		2003		2014		1988		
Issuance Date of FDD (Issue Date)	3/26/2018		4/1/2018		3/13/2018		5/3/2018		



- **3-Year Compound Annual Unit Growth** measures the unit growth from base year to end of 2017. Assuming proper support on the part of the franchisor, higher growth is rewarded. Steady and controlled **Unit Growth** are preferred over meteoric growth. Negative unit growth raises red flags.
- **% of New Units Over Base Year Units** is the Total End of 2017 Units divided by Base Year Beginning Units.
- **3-Year Average Continuity Rate** is an important and commonly used metric within the franchising industry that measures the success of a franchise system over its most recent past. Continuity rate is determined for each year by dividing end-of-year total units by beginning-of-year total units and dividing the 3 annual rates by 3 to arrive at an average. If there are a high number of closures or non-renewals within a franchise, the continuity rate will generally result in a rate of less than 100%, as will a system that cannot support its growth and, accordingly, its franchisees are failing. A high continuity rate is evidence of strong support systems. Continuity rates of over 100% were rewarded and ones with less than 100% were penalized.

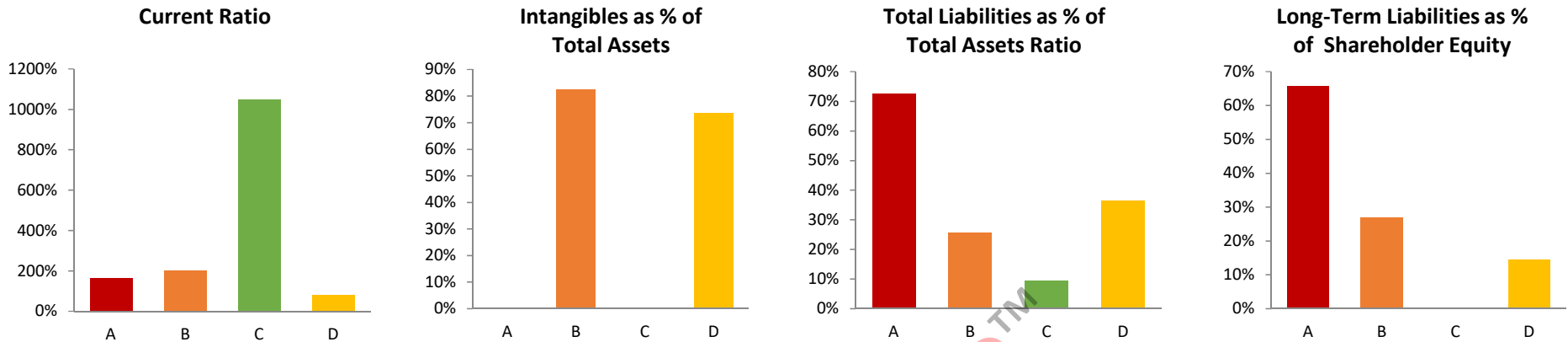
Weighting for Primary FDD Variables (250 Points)	The Goddard School		The Learning Experience		SpiderSmart		Primrose Schools (Leased)		Max. Score
	Data	Score	Data	Score	Data	Score	Data	Score	
Base-Year Beginning Franchised Units	419		122		12		293		
New Franchised Units Over Following 3 Years	65		93		13		83		
Total Franchised Units at the End of Year 3	473		193		23		372		
% of New Units Over Base Year Units	15.5%	8	76.2%	40	108.3%	40	28.3%	13	40
3-Year Compound Annual Unit Growth	4.1%	10	16.5%	35	24.2%	43	8.3%	28	70
3-Year Average Continuity Rate	104.1%	110	116.5%	135	124.8%	140	108.3%	120	140



- Adjusted Unit Gross Sales by itself is not as important as **Adjusted Unit Gross Sales as percentage of the Average Total Investment**. Sales and profits must be evaluated as a function of the total investment.
- Whereas a modest difference in year 1 sales as a function of the average investment might be considered of minor importance, a 10-year time horizon puts these differences into perspective.
- Similarly, while a modest difference in year 1 royalty rates between franchisors might be considered of minor importance, cumulative **Royalty** payments over a 10-year time frame as a percentage of Average Total Investment put these differences into perspective.

Weighting for Primary FDD Variables (350 Points)	The Goddard School		The Learning Experience		SpiderSmart		Primrose Schools (Leased)		Max. Score
	Data	Score	Data	Score	Data	Score	Data	Score	
Company-Wide Average Gross Sales or Revenue	\$1,632,855		\$1,384,230		\$152,495		\$2,088,034		
Period Operated	Over 18 Months		At Least 24 Months		1 Year		1 Year		
Calculation Based on # of Units Evaluated	443 of 473		130 of 193		10 of 19		189 of 372		
Calculation Based on Franchised or Company-Owned Units	Franchised		Franchised		Franchised		Franchised		
% Adjustment*	115%		100%		115%		115%		
Adjusted Average Gross Sales or Revenue	\$1,877,783		\$1,384,230		\$175,369		\$2,401,239		
Adjusted Unit Gross Sales Return on Avg. Total Investment	272.0%	172	67.9%	60	157.4%	135	89.5%	80	175
Cum.10-Year Gross Sales (Compounded at 5% Growth / Year)	\$21,564,768		\$18,281,236		\$2,013,969		\$27,576,221		
10-Year Sales / Average Total Investment	31.2	75	9.0	15	18.1	45	10.3	25	75
10-Year Total Royalty Payments	\$1,509,534		\$1,279,687		\$198,102		\$1,930,335		
10-Year Royalties / Average Total Investment	218.7%	5	62.7%	50	177.8%	14	71.9%	50	50
Detailed Income Statement (EBITDA All Units Optimal)	70%	35	90%	45	16%	8	100%	50	50

* To adjust stated Average Gross Sales to a "standard" of greater than 2 years, the following adjustments were applied:
 Over 1 Year = 115%; Over 2 Years = 100%; Over 3 Years = 95%; Over 4 Years = 90%; Over 5 Years = 85%.



- The **Current Ratio (or Working Capital Ratio)** is a liquidity ratio that reflects the franchisor's ability to pay back its short-term liabilities. A ratio of less than 1 raises a red flag as to whether a franchisor can pay its short-term obligations when due.
- **Intangibles**, including **Goodwill**, are long-term assets represented by non-physical assets. Franchisors whose brands are household names may justify a higher value for intangibles than a relatively new brand with limited experience in the marketplace.
- **Total Liabilities as percentage of Total Assets Ratio** reflects the long-term strength of the franchisor's balance sheet. Over time, one would expect the percentage to decrease. A lower percentage is preferred over a higher percentage.
- **Long-term Liabilities as percentage of Shareholder Equity** reflects the franchisor's long-term capital structure. Over time, one would expect the percentage to decrease. A lower percentage is preferred over a higher percentage.

Balance Sheet Items (\$000)	The Goddard School		The Learning Experience		SpiderSmart		Primrose Schools (Leased)		Max. Score
	Data	Score	Data	Score	Data	Score	Data	Score	
Weighting for Primary FDD Variables (100 Points)	Data	Score	Data	Score	Data	Score	Data	Score	Max. Score
Ending Date for Financials (Closing Date on Balance Sheet)	12/31/2017		12/31/2017		12/31/2017		12/31/2017		
Current Assets	\$21,843		\$10,049		\$84		\$13,247		
Intangibles & Goodwill	\$42		\$71,900		\$0		\$43,874		
Other Assets	\$2,329		\$5,131		\$1		\$2,574		
Total Assets	\$24,214		\$87,080		\$85		\$59,695		
Current Liabilities	\$13,224		\$4,923		\$8		\$16,299		
Long-Term Liabilities	\$4,358		\$17,424		\$0		\$5,511		
Total Liabilities	\$17,582		\$22,347		\$8		\$21,810		
Shareholders' Equity	\$6,632		\$64,733		\$77		\$37,885		
Total Liabilities & Shareholders' Equity	\$24,214		\$87,080		\$85		\$59,695		

Key Financial Ratio (%)s	The Goddard School		The Learning Experience		SpiderSmart		Primrose Schools (Leased)		Max. Score
	Data	Score	Data	Score	Data	Score	Data	Score	
Weighting for Primary FDD Variables (100 Points)									
Current Ratio (or Working Capital Ratio)	165.2%	24	204.1%	25	1050.0%	25	81.3%	6	25
Intangibles & Goodwill as % of Total Assets	0.2%	20	82.6%	0	0.0%	20	73.5%	0	20
Total Liabilities as % of Total Assets Ratio	72.6%	15	25.7%	35	9.4%	35	36.5%	33	35
Long-Term Liabilities as % of Shareholders' Equity Ratio	65.7%	9	26.9%	17	0.0%	20	14.5%	20	20

Total Score	692	670	668	626	/1000
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FranCompare™

FranCompare™ and the World Franchising Network have been in the franchising business for over 30 years. During that period, we have gained some meaningful insights into what separates great franchise systems from mediocre ones. The FranCompare™ Franchise Recognition Program is the result of those decades of experience. The underlying analysis relies upon a unique template called Franchise Matrix™. The Franchise Matrix™ allows a prospective investor, analyst or lender to prioritize which objective factors in each franchisor's FDD are most important in analyzing competing systems and to compare systems side-by-side. Keep in mind that the methodology and results of the Franchise Recognition Program are solely the opinions of FranCompare™ and are based solely on what we consider to be the key factors taken from each franchisor's 2018 FDD. If you want to modify the weighting of the variables or change the variables themselves, please [click here](#) for a customizable worksheet that can accommodate your personal priorities.

FranCompare™ also provides custom side-by-side analyses for clients. You can choose from over 2,100 2018 FDDs and over 2,300 2017 FDDs listed on www.FranchiseDisclosures.com. If you have an interest in a custom FranCompare™ analysis, please give us a call at (888) 612-9908. The minimum charge for 4 companies is \$600 and each additional company is \$150.

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