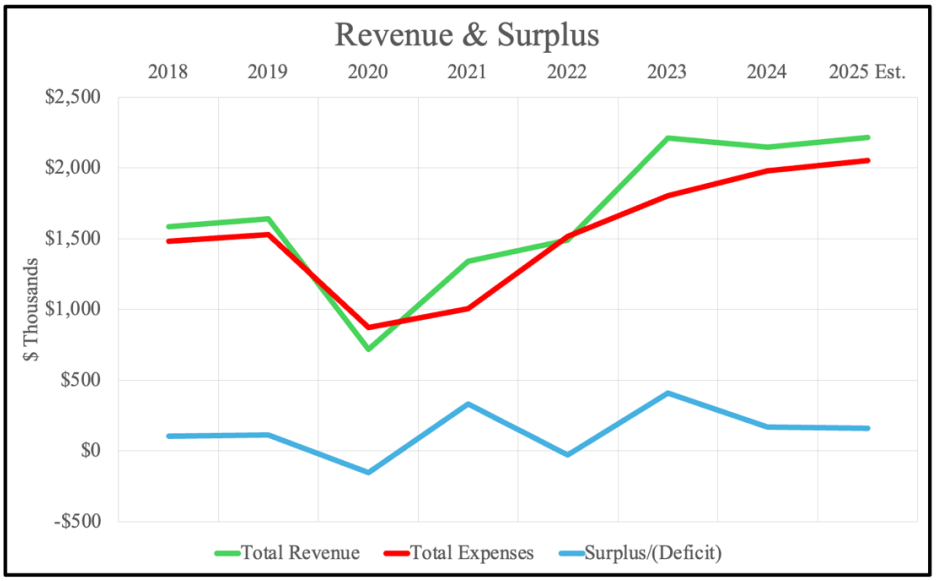
Guest House Annual Report of Operations 2024 Actual & 2025 Estimate

October 2025

Dear Friends,

Last year, our Annual Report of Operations offered an overview of Guest House's most challenging years into and out of the pandemic, from 2020 into 2023 when we finally emerged optimistic that GH was close to operational stability. We are thrilled to report that 2024 was another solid year. It confirmed that GH had now reached a sustainable level of operations. This year, 2025, continues that trend and will be the third consecutive year of reporting solid sales and profitability.

The following financial summary shows the swings in the performance from 2018 to a complete turnaround in revenues and surplus in 2023 and sustained through 2024 and into 2025.



Guest House – 2018-2025 Est.: Summary of Surplus & Deficit

Year ($ Thousands)	2018	2019	2020	2021	2022	2023	2024	2025 Est.
Total Revenue	$1,587	$1,643	$717	$1,339	$1,491	$2,211	$2,148	$2,216
Total Expenses	$1,483	$1,529	$871	$1,005	$1,518	$1,804	$1,979	$2,055
Surplus/(Deficit)	$104	$114	-$154	$334	-$27	$407	$169	$161
Contributions as % of Surplus	123%	109%	-121%*	123%	-696%*	35%	72%	67%

**Negative %'s due to losses in these years.*

For 11 years now, our executive director has led GH through many storms. The team has matured, developing systems of oversight and controls as well as the capacity to anticipate and handle unexpected but inevitable internal operating and external environmental problems. Through all these challenges, our dedication to our mission never wavered. Hosting nearly 3,000 people each year in a 45-year-old, 45,000-square-foot facility set on 17 acres is no small feat. But we can proudly proclaim that this is exactly what building a sustainable, mission-driven enterprise looks like. We've learned many lessons along the road to achieving this.

Here are some milestones during 2024:

2024 Highlights

Major enhancement of the front entry grounds—now called the birch grove—is a warm welcome to guests as they arrive. The invasion of white pines damaging the front of the building and water and sewer pipes required us to remove those trees, which we replaced with elegant Whitespire birch trees, ferns, purple asters and large boulders from the property. Thankfully the new trees and plants survived the winter and continue to flourish this year.

Out back, the aerator fountain installed in the pond has helped to combat the summer mosquitos, and has a lovely salutary effect on guests—a long awaited addition.

A momentous change for all of our community was the retirement of our beloved and fabulous Chef Alan Demick. He will be remembered by all of us for his happy morning whistling and the delicious, healthy meals he created—many of his favorite recipes and life wisdoms are included in his cookbook "Cooking at Guest House," published last December and available on our website.

Guest House formalized a 401k matching plan for all employees. This is a well-deserved benefit for our dedicated, hardworking staff.

Some of the impact of our current financial stability is that GH has resumed undertaking much needed repairs and improvements to the infrastructure, most of which are not so obvious but are essential to your safety and basic comfort. More apparent are the upgrades to interior spaces, which include replacing mattresses, carpeting and lighting in many rooms and public spaces. Over the last 12 years we have been gradually swapping the building's original 1980's HVAC system with modern, efficient heat pump "mini split" units. As of last summer, we are done!

Bookings from longtime groups and new groups held steady in 2024, although revenues reported a small decline from 2023 due to several last-minute cancelations in the fall. So far, bookings remain strong in 2025; the GH reservation calendar for 2026 is already full and 2027 dates are in high demand.

The assurance of steady revenue over time is at the core of achieving sustainability and gives GH the confidence to plan for ongoing upkeep, selective upgrades to our home every year, and most importantly to maintain and train expert leadership and staff.

Lowlights

We are always aware of the need to adapt our internal operating structures and procedures to our external environment and to guaranteeing our commitment to provide a nurturing, supportive space for our guests.

Like every small business and household, GH has been affected by inflation and is experiencing increased expenses for wages, food and utilities. While we maintained our sales levels in 2024 and will hold sales levels in 2025, operating expenses are increasing. Guest House is closely monitoring all expenses and focused on improving efficiency in every department—guest services, dining services, housekeeping, utilities, buildings and grounds maintenance. The results so far are positive for 2025 as expenses are in line with revenues and the cushion from a surplus is steady. GH remains cautious about 2026 as operating expenses will continue to increase.

Donations

Donations constitute a significant part of our surplus every year—as shown on the first page — often accounting for over 100% of the annual surplus. Your support represents the critical component that ensures the survival of Guest House and our future sustainability.

While the level of donations were constant in 2024, the number of donors decreased, a noticeable trend that emerged out of the pandemic. This is not unexpected. As the crisis of the pandemic has subsided, older Diamond Approach groups who have been our most consistent longtime donors are declining. This trend will continue.

To ensure GH continues to thrive well into the future, we must focus on building the potential for future income from Planned Giving. You have received much information about joining The Guest House Legacy Circle (guesthousecenter.org/legacy). We hope you are inspired by the resiliency of the GH leadership and staff and also by the abundance she showers upon us to give back and invest in her future.

With our care and appreciation for Guest House and you, our community.

Guest House Leadership, Staff and Board