guesthouse

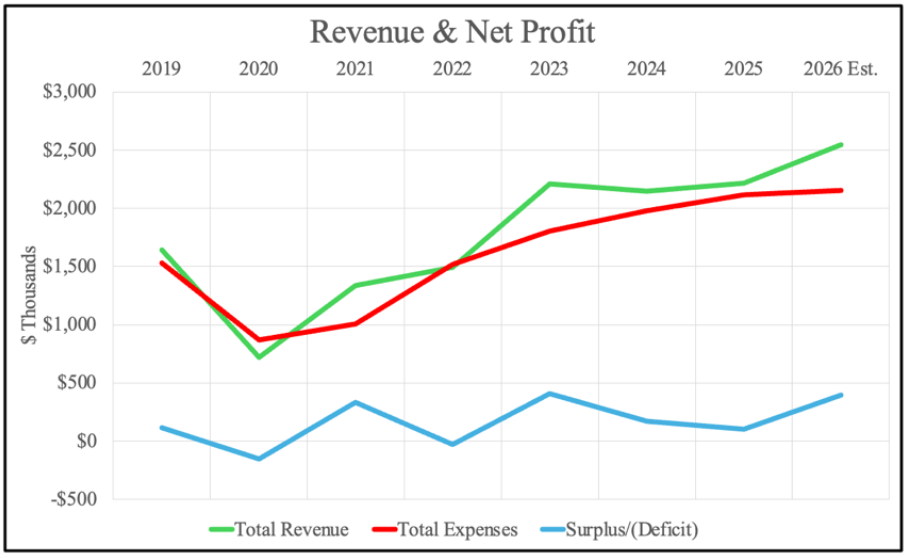
Guest House Annual Report of Operations 2025 Actual & 2026 Estimate

November 2026

Dear Friends,

We are very pleased to report that for the third year in a row in 2025 Guest House continued to achieve stable profitability. The bottom line last year was impacted by last-minute cancellations. This reduced the estimated net profit but was still a solid performance. This year, 2026, we are on track for another year of growing revenue and a solid increase in net income from operations. The total estimated net income shown below includes a generous legacy gift to Guest House received this spring.

The following financial summary shows the swings in the performance from 2018 to a turnaround after the pandemic in revenues and surplus and the building of our sustainability in 2023 through this year 2026.



Guest House – 2019-2026 Est.: Summary of Net Profit/Deficit

Year ($ Thousands)	2019	2020	2021	2022	2023	2024	2025	2026 Est.
Total Revenue	$1,643	$717	$1,339	$1,491	$2,211	$2,148	$2,219	$2,548
Total Expenses	$1,529	$871	$1,005	$1,518	$1,804	$1,979	$2,114	$2,154
Surplus/(Deficit)	$114	-$154	$334	-$27	$407	$169	$105	$394
Contributions as % of Surplus	163%	-121%*	56%	-696%*	30%	72%	111%	91%

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

The bookings from established and new retreat groups continue to grow, and the reservation calendar for next year, 2027, is 80% full. Groups are now booking for 2028 and 2029. These robust results and future indicators confirm that GH has now reached a sustainable level of operations. This year, 2026, will continue this trend and be the fourth consecutive year of solid sales and profitability.

With a solid financial foundation, Guest House is now able to expand our guest capacity and fulfill our mission to grow our community, welcome new groups and meet the needs of existing groups. We know each group's particular life-affirming work ripples out into the world as a force for good.

At the core of our mission are the Guest House management and staff, all of whom foster a culture of collaboration and mutual respect driven by profound commitment to supporting groups that do human potential work. For 12 years now, our executive director has led GH through many storms and now to a new meeting space and additional experienced staff.

The leadership 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.

2025 Highlights

Many Diamond Approach and guest groups have been coming to GH for a number of years and now call Guest House their home. In addition, more new groups continue to inquire about booking, but often we haven't had the space to accommodate them. So last year we started to explore options for expanding our meeting space. The subsequent plans for a new and larger meeting room are now complete, and construction started in October. More information on this below.

To further our mission of supporting the Diamond Approach on the East Coast, three new DA groups have started to meet at GH in 2025 and 2026: New York Area DA (NYADA); Amherst, MA DA (ADA) and Boston Four.

We continue to repair and improve Guest House's infrastructure, most of which is not so obvious but essential to ensure your safety and basic comfort, such as major repairs in the elevator. More apparent are the upgrades to interior spaces, which include painting, and replacing mattresses, carpeting and lighting in many rooms and public spaces.

Installation of a long-planned landscaping of the screen border on the south side of the building on Rt. 148 now provides privacy for the White Barn. Out back, the aerator fountain installed in the pond—a long awaited addition—has helped to combat the summer mosquitos and has a lovely salutary effect on guests.

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

2026 Highlights

More than just a place, Guest House is a vibrant community of many groups of dedicated people who gather here to explore human potential and the truth of our essential oneness. Our stewardship and care for the land and building are essential to our mission here. Part of this responsibility is joining the CT Green Lodging program, a set of environment-friendly practices that organizations agree to follow to maintain a sustainable business. Guest House has been one of the first certified facilities in the state.

Refurbishment of the piano Lobby furniture has been completed in brighter, lighter colors a welcome to sit or chat by the fire or play a game of backgammon. The hard wood floors in the front hall and piano lobby have been refinished —now brighter and naturally lighter to preserve the old wood for years to come.

Seems like someone at GH is always digging at something. The challenge this year was digging a new well to ensure an ample water supply. This was completed in late summer.

Our BIG dig project is building an additional meeting room. This new room will be located at the end of the north wing of the building and will be about 1,300 square feet, compared to the White Barn, which is 950 square feet, and will give GH a larger meeting room. The costs of this building and landscaping will be shared with one of our major Guest Groups that has been coming to Guest House for many years and, like other groups, now needs a larger room to accommodate their growing retreats.

GH will own the additional space and repay the costs from the additional revenues received by GH from their larger retreats. The actual site work and initial construction started, and target completion date is June 2027. We are thrilled with this opportunity to host new, larger groups and accommodate our existing guests.

What's Ahead

We are always aware of the need to adapt our internal operating structures and procedures to our external environment and to guarantee 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. The estimates are very positive for 2026 as management focuses on controlling expenses and should report a robust increase in net profit. GH remains cautious about 2027 and beyond as operating expenses will continue to increase and our growth will require additional support for the staff.

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.

The level of donations was constant in 2025. The number of donors remained stable after declining in 2023 and 2024. We expect donations and donors to decline slightly in 2026 as older Diamond Approach group donors who have been our most consistent and large, longtime donors are declining. This trend will continue to impact our annual level of donation revenue.

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 the past generosity so many donors have showered 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