

BUSINESS PLAN

Rides 4 Paws Holdings, Inc.

A Phased Pet Services Platform

ACQUISITION AND REPOSITIONING OF AN OPERATING PET CARE FACILITY
AND
DEVELOPMENT OF A MULTI-SERVICE PET CARE PLATFORM

Location: Indiana

Initial Draft (Internal) – December 2025

Second Draft – February 2026

Revised Draft – April 2026

Prepared By:



CONFIDENTIALITY NOTICE

This Business Plan contains confidential and proprietary information. By accepting this document, the recipient agrees to maintain the confidentiality of its contents and not to disclose, reproduce, or distribute any portion without prior written consent. The information presented herein is provided for discussion purposes only and does not constitute an offer to sell or a solicitation of an offer to buy any securities.

CONTENTS

I.	Executive Summary	3
II.	General Company Description	5
III.	Services & Revenue Plan	7
IV.	Marketing Plan	11
V.	Distribution & Access Plan	16
VI.	Management & Organization Plan	19
VII.	Operating Plan	23
VIII.	Financial Plan	26
IX.	Exit Strategy	33
	Appendices	35

I

Executive Summary

Rides 4 Paws Holdings, Inc. is a phased pet services platform focused on generating immediate operating cash flow while building long-term asset value through disciplined, scalable expansion. The strategy centers on the acquisition and repositioning of an existing pet care facility, together with the development of a broader multi-service platform encompassing facility operations, transport services, and mission-aligned initiatives.

PLATFORM STRATEGY AND MARKET POSITIONING

Rides 4 Paws operates within the premium pet services segment, serving pet owners seeking reliable, professional care across boarding, daycare, grooming, training, and ancillary services. Demand is characterized by repeat usage, strong customer retention, and an increasing preference for higher-quality, full-service providers.

Rather than pursuing a greenfield launch or franchise-dependent model, the platform enters the market through acquisition and repositioning of an existing facility as an independent, multi-service pet care destination. This approach enables immediate revenue generation while creating opportunities to expand service offerings, increase revenue per customer, and establish a differentiated brand.

PHASE I – ACQUISITION AND REPOSITIONING

Phase I consists of the acquisition of an established pet care facility in Southport, Indiana, which will be transitioned from the Camp Bow Wow franchise system to an independent operation under the name Paws & Claws Pet Resort – Southport. The repositioned facility will operate as a full-service, multi-species pet care center offering boarding, membership-based daycare, grooming, training, and ancillary services.

This phase provides immediate operating cash flow, an established customer base, and a physical footprint, while enabling revenue expansion through service diversification, pricing optimization, and recurring membership programs.

PHASE II – PLATFORM EXPANSION

Phase II focuses on expansion through integration of complementary services and activation of a second location. Key components include the following:

- Expansion of Rides 4 Paws Transport
- Activation of a second Paws & Claws Pet Resort location in Gosport, Indiana, focused on specialized services not suited for the Southport facility
- Selective expansion into additional services or locations as performance and capital availability support

The platform operates through a two-location model under the Paws & Claws Pet Resort brand: the Southport facility serves as the primary, high-frequency operating location and core revenue driver, while the Gosport location functions as a specialized extension supporting advanced services and incremental revenue generation.

ORGANIZATIONAL STRUCTURE

The platform operates within a multi-entity structure that separates asset ownership, operations, and mission-driven activities, with Rides 4 Paws Holdings, Inc. providing strategic oversight. The structure includes:

- A real estate holding entity (to be formed)
- Operating entities, including Paws & Claws Pet Resort – Southport and Paws & Claws Pet Resort – Gosport
- Rides 4 Paws Rescue, Inc., a separate non-profit entity

This structure supports scalability, financial transparency, and risk management.

CAPITALIZATION AND FINANCIAL PROFILE

The platform is capitalized through a combination of equity, debt, and internally generated cash flow, with total capitalization of \$5.0 million deployed in phases. The financial model reflects:

- Immediate operating revenue from the Southport facility, with projected Year 1 consolidated revenue exceeding \$1.4 million
- Increased revenue per customer through expanded services and pricing
- Diversification across two locations and multiple service lines
- Separation of operating income from real estate ownership

Operational improvements and service expansion are expected to enhance revenue and margins over time.

RISK MANAGEMENT AND STRATEGIC POSITIONING

Rides 4 Paws emphasizes disciplined execution, phased capital deployment, and operational flexibility. The platform prioritizes capital preservation, liquidity management, and sustainable growth rather than rapid expansion. Multiple paths for value realization are preserved, including:

- Long-term ownership and cash flow generation
- Expansion into additional locations
- Strategic partnerships or capital events
- Selective disposition of operating or real estate assets

INVESTMENT OPPORTUNITY

Rides 4 Paws Holdings, Inc. is seeking capital to support acquisition, repositioning, and phased expansion. Total capitalization of \$5.0 million will fund the Southport acquisition, operational improvements, and activation of the Gosport location.

The platform is designed to generate both immediate operating cash flow and long-term value through disciplined growth, service expansion, and margin improvement. Investors benefit from operating income and enterprise value appreciation, with multiple potential paths to liquidity and return of capital.

II General Company Description

COMPANY BACKGROUND AND MISSION

Rides 4 Paws Holdings, Inc. was established as a pet services platform designed to combine high-quality animal care with sustainable, commercially viable operations. The platform is based on the premise that premium pet services, when delivered with operational discipline and supported by appropriate infrastructure, can generate consistent financial performance while contributing to broader animal welfare objectives.

The mission of Rides 4 Paws Holdings, Inc. is to provide reliable, professional, and humane pet care services within a structured operating framework supporting long-term growth, asset ownership, and disciplined expansion. While animal welfare and community engagement are integral to the platform's identity, the operating model contemplated in this Business Plan is fundamentally commercial in nature and is intended to function through appropriately structured for-profit entities, alongside distinct mission-aligned initiatives.

RIDES 4 PAWS PLATFORM VISION

The long-term vision for Rides 4 Paws Holdings, Inc. is the development of a diversified pet services platform integrating complementary operating activities within a unified strategic and organizational framework.

Rather than relying on a single facility or a franchise-dependent model, the platform is designed to establish an initial operating base through the acquisition and repositioning of an existing pet care facility, and to expand over time through the integration of additional service lines and operating components.

The platform integrates the following components:

- A repositioned, multi-service pet care facility operating as Paws & Claws Pet Resort – Southport, with planned expansion to a second location in Gosport, Indiana, providing boarding, daycare, grooming, training, and ancillary services;
- **Rides 4 Paws Transport**, offering pet transport and related logistics services; and
- Rides 4 Paws Rescue, Inc., a separate non-profit entity supporting rescue and mission-driven activities

These components are intended to function within a coordinated structure while maintaining operational and financial separation where appropriate.

STRATEGIC APPROACH: ACQUISITION AND REPOSITIONING

The initial market entry strategy is centered on the acquisition and repositioning of an existing operating pet care facility.

Following acquisition, the facility will be transitioned from its prior franchise framework and re-established as an independent operation under the name Paws & Claws Pet Resort – Southport. This repositioning enables the platform to retain the benefits of an established location, customer base, and operating footprint, while removing franchise constraints and expanding the service model.

The repositioned facility will serve as the foundational operating asset of the platform and will be structured to support:

- Expanded service offerings across multiple categories
- Increased revenue per customer through tiered pricing and ancillary services
- Diversification into multi-species boarding and related services
- Greater flexibility in branding, operations, and long-term development

This approach reflects a deliberate transition from a single-service or franchise-limited model to a broader, more flexible operating framework.

PLATFORM DEVELOPMENT AND SERVICE INTEGRATION

Following the establishment of a stable operating base, the platform is expected to expand through the integration of complementary services and the disciplined deployment of capital. Key areas of development include:

- Expansion of **Rides 4 Paws Transport** as a standalone and complementary service line
- Activation of a second location of Paws & Claws Pet Resort in Gosport, Indiana, to support specialized services, including higher-intensity behavioral work and boarding programs not suited for the primary Southport facility
- Potential introduction of additional service lines, facilities, or geographic expansion based on demonstrated performance and available capital

This phased approach is designed to prioritize operational stability and incremental growth, rather than rapid or speculative expansion.

MARKET POSITIONING AND LONG-TERM OBJECTIVES

Rides 4 Paws Holdings is positioned within the premium segment of the pet services market, with a focus on quality, reliability, and consistency. The platform targets pet owners who value professional, structured, and trustworthy service providers, as well as community stakeholders who value responsible, well-managed animal care operations. Long-term objectives include:

- Establishing a stable and profitable operating base through the repositioned Paws & Claws Pet Resort
- Expanding revenue through diversified service offerings and complementary business lines
- Building brand credibility through consistent service quality and operational execution
- Developing a scalable, multi-location platform capable of supporting additional Paws & Claws Pet Resort locations and service expansions
- Maintaining flexibility for future capital events, strategic partnerships, or asset-level transactions

Rides 4 Paws Holdings, Inc. does not assume rapid or speculative growth. Expansion is expected to occur incrementally, supported by verified demand, operational readiness, and disciplined capital deployment.

III Services & Revenue Plan

OVERVIEW OF SERVICES AND REVENUE MODEL

The Rides 4 Paws platform is designed to generate revenue through a diversified mix of pet care services delivered across multiple service categories and customer touchpoints.

Following acquisition, the primary operating facility in Southport, Indiana—Paws & Claws Pet Resort – Southport—will function as a full-service, multi-species pet care center. The Southport facility will serve as the central revenue-generating asset of the platform, while the second Paws & Claws Pet Resort location in Gosport supports specialized services and incremental revenue generation. The revenue model is structured to combine:

- Core recurring services (boarding and daycare)
- Membership-based offerings
- High-margin ancillary services
- Multi-species service expansion
- Complementary service lines, including transport

This integrated approach is designed to increase average revenue per customer, improve customer retention, and diversify revenue streams.

PRIMARY FACILITY: PAWS & CLAWS PET RESORT (SOUTHPORT)

The Paws & Claws Pet Resort will operate as a comprehensive pet care facility offering a broad range of services designed to maximize utilization, customer engagement, and revenue per visit.

1. Boarding Services

Boarding services will serve as a primary revenue driver, offering tiered accommodations designed to meet varying customer preferences.

Offerings include:

- Standard boarding
- Premium and suite accommodations
- Private boarding for non-group-play animals

Additional revenue is generated through:

- Enrichment sessions
- One-on-one care and “snuggle” packages
- Medication administration
- Early drop-off and late pick-up fees
- Holiday and peak-period pricing
- Live-stream access for pet owners

This tiered and add-on structure is designed to increase revenue per stay while maintaining flexibility in service delivery.

2. Daycare Services (Membership-Based Model)

Daycare services will be structured around a recurring membership model designed to stabilize revenue and increase customer retention. Offerings include:

- Tiered monthly membership packages
- Structured group segmentation (small dogs, senior groups)
- Multi-dog household participation

Additional revenue is generated through:

- Enrichment activities
- Premium snack and care add-ons

The membership model provides predictable recurring revenue while supporting consistent facility utilization.

3. Grooming Services

Grooming will operate as a high-margin service line and a key cross-selling opportunity within the platform.

Services include:

- Full-service grooming
- De-shedding and specialty treatments
- Express grooming integrated with daycare visits
- Nail trimming and maintenance programs
- Preventative and comfort-focused grooming for senior pets

Grooming services support increased customer lifetime value and enhance overall service integration.

4. Training Services (Non-Board & Train)

The facility will offer entry-level and intermediate training services, including:

- Private lessons
- Puppy programs
- Group obedience classes
- Behavioral evaluations

Higher-intensity training and board & train programs will be directed to the second Paws & Claws Pet Resort location in Gosport, which is designed to support higher-intensity and specialized services, allowing the primary Southport facility to maintain operational efficiency while still capturing demand for advanced training services.

5. Multi-Species Boarding

To maximize facility utilization and expand the addressable market, the platform will offer boarding services beyond canine care. These include:

- Cat boarding (including premium accommodations)
- Small mammal boarding (e.g., rabbits, guinea pigs, ferrets)
- Bird boarding

Multi-species services provide additional revenue with relatively low incremental overhead and limited direct competition in many markets.

6. Retail and Ancillary Services

The platform will offer a curated selection of retail products, including:

- Premium pet food and supplements
- Grooming products and tools
- Small animal and bird supplies
- Branded merchandise

Retail operations are designed to complement service offerings and increase average transaction value, with target margins aligned with industry benchmarks.

7. Seasonal and Event-Based Services

The facility will implement seasonal programming and event-based offerings, including:

- Holiday-themed pet photography sessions
- Seasonal enrichment activities (e.g., water play)
- Specialty workshops and training clinics

These offerings generate incremental revenue while strengthening customer engagement and brand visibility.

8. Membership and Loyalty Programs

A structured membership and loyalty program will be implemented to:

- Provide priority access during peak periods
- Offer bundled service discounts
- Increase customer retention and recurring revenue

These programs support long-term customer relationships and improve revenue stability.

RIDES 4 PAWS TRANSPORT

Rides 4 Paws Transport operates as both a complementary and standalone service line within the platform. Services include:

- Local and regional pet transport
- Long-distance relocation support
- Coordination with boarding, training, and adoption activities

Transport services provide an additional revenue stream while enhancing the overall customer offering and supporting integration across service categories.

SERVICE INTEGRATION AND CUSTOMER VALUE

The platform is designed to deliver an integrated customer experience, allowing clients to access multiple services within a unified operating model. This includes:

- Boarding combined with grooming and enrichment services
- Daycare participation supplemented with training and retail
- Transport services integrated with boarding or relocation needs

Core, high-frequency services are concentrated at the Southport location, while specialized or lower-density services are delivered through the Gosport location.

This integrated model supports:

- Increased average revenue per customer
- Higher customer retention
- Greater operational efficiency

REVENUE STRATEGY

The revenue strategy is focused on three core metrics:

- **Average Revenue Per Customer (ARPC)**
- **Average Revenue Per Visit (ARPV)**
- **Customer Lifetime Value (CLV)**

Revenue growth is driven by:

- Tiered pricing structures
- Recurring membership programs
- High-margin ancillary services
- Cross-selling across service categories

This approach supports measurable revenue expansion without relying solely on increases in customer volume.

IV Marketing Plan

TARGET CUSTOMER SEGMENTS

The Rides 4 Paws platform serves multiple customer segments, aligned with specific services and value propositions:

- **Primary Pet Owners:** Working professionals, families, and retirees seeking reliable, high-quality care for their pets, including boarding, daycare, grooming, and training services
- **Repeat-Use Customers:** Customers with ongoing needs—particularly daycare memberships, recurring grooming, and boarding—representing a primary source of predictable revenue
- **Premium-Service Customers:** Pet owners seeking higher-touch services, including individualized care, specialty boarding, and integrated service packages
- **Multi-Pet and Multi-Species Households:** Customers requiring care for multiple animals, including dogs, cats, and other small animals, representing an opportunity for bundled services and increased revenue per household
- **Community and Mission-Aligned Clients:** Individuals and organizations drawn to the Rides 4 Paws mission, including adopters, rescue supporters, and customers who value both service quality and responsible animal care

MARKET RESEARCH AND INDUSTRY CONTEXT

The U.S. pet industry remains large and resilient, with total industry expenditures reaching approximately \$158 billion in 2025 and projected to increase to \$165 billion in 2026. The “other services” category, which includes boarding, grooming, training, pet sitting, and related services, accounted for approximately \$14.3 billion in 2025. U.S. pet ownership remained stable at approximately 95 million households.¹

Broader spending and employment trends support the long-term demand profile for pet care services. The Bureau of Labor Statistics (BLS) has noted strong growth in pet care services output and employment in recent years, supported by long-term increases in both payroll establishment and self-employed revenue within the sector.²

The local operating environment for the Southport location within the Indianapolis metropolitan area is supported by a large population base and moderate household income characteristics. Marion County reported median household income of \$66,346 in 2020–2024, with median owner-occupied housing value of \$224,000 and 2024 building permits totaling 1,906. Mean travel time to work was 24.5 minutes.³

The Gosport / Owen County market is smaller and more rural in character, with Owen County reporting median household income of \$62,464 in 2020–2024 and mean travel time to work of 35.5 minutes. This

¹ <https://americanpetproducts.org/news/u.s.-pet-industry-reaches-158-billion-in-2025-poised-for-continued-growth-in-2026>

² <https://www.bls.gov/opub/btn/volume-13/a-tail-of-productivity-in-pet-care-services-new-technology-enables-rapid-growth.htm>

³ <https://www.census.gov/quickfacts/fact/table/marioncountyindiana/PST045224>

profile reflects a lower-density market where differentiated service offerings, destination-based care, and specialized programs may be more important than high-volume urban convenience.⁴

Labor market conditions in the broader Indianapolis metropolitan area remain supportive. The Bureau of Labor Statistics reported a 2.5 percent unemployment rate for the Indianapolis-Carmel-Greenwood metropolitan area in the January 2026 metropolitan ranking release, indicating a stable labor environment.⁵

LOCAL AND REGIONAL MARKET DYNAMICS

The marketing strategy is grounded in local and regional demand rather than national-scale assumptions. The target market benefits from:

- Sustained pet ownership levels
- Limited saturation of fully integrated, multi-service pet care providers
- Increasing consumer preference for professional, structured, and trustworthy pet care

Demand characteristics include:

- High repeat usage for daycare and boarding
- Seasonal peaks aligned with travel and holidays
- Growing willingness to pay for premium and bundled services

Marketing efforts prioritize local visibility, accessibility, and trust-building rather than broad, high-cost advertising.

BRAND POSITIONING

1. Paws & Claws Pet Resort

Following acquisition and repositioning, the Southport facility will operate as the primary location of the Paws & Claws Pet Resort brand, with a second location in Gosport supporting specialized services and expanded capability. The brand is positioned as:

- A premium, multi-service pet care destination
- A provider of reliable, structured, and professional care
- A facility offering integrated services across boarding, daycare, grooming, training, and multi-species care

Brand messaging will emphasize:

- Quality of care and safety
- Consistency and professionalism
- Expanded service offerings and flexibility
- Customer trust and transparency

⁴ <https://www.census.gov/quickfacts/fact/table/owencountvindiana/PST045224>

⁵ <https://www.bls.gov/web/metro/laummrk.htm>

Together, these locations form a coordinated, multi-location operating model within a single branded platform.

2. Rides 4 Paws Platform

The broader **Rides 4 Paws** platform serves as the umbrella identity for transport services, mission-aligned initiatives, and overall strategic direction. The broader platform brand emphasizes:

- Integrated services across facility and transport operations
- Mission-informed, but commercially disciplined operations
- Community engagement and responsible animal care

This dual-layer branding approach allows the facility to operate as a focused, local service provider while maintaining alignment with the broader platform identity.

CUSTOMER ACQUISITION STRATEGY

Customer acquisition will rely on a combination of local visibility, digital presence, and organic growth through service quality. Primary channels include:

- **Local Market Presence:** Signage, visibility, and consistent on-site operations as the primary drivers of awareness
- **Digital Presence:** A clear, professional website and active social media channels used to communicate services, pricing, availability, and customer experience
- **Search and Local Discovery:** Local search optimization to ensure visibility in relevant service categories
- **Referral Programs:** Incentives for existing customers, partner referrals, and word-of-mouth growth
- **On-Site Experience:** Clean facilities, professional staff, and consistent service delivery as the primary drivers of retention and organic customer acquisition

Marketing spend will remain disciplined, with performance evaluated based on customer retention, repeat usage, and revenue per customer rather than raw lead volume.

COMMUNITY ENGAGEMENT AND MISSION-ALIGNED MARKETING

Community engagement is an integral component of the Rides 4 Paws platform, particularly through its association with Rides 4 Paws Rescue, Inc. Key initiatives include:

- Adoption events and collaborations with rescue organizations
- Educational outreach related to responsible pet ownership
- Transparent communication regarding the relationship between commercial services and mission-driven activities

Mission-aligned messaging is intended to reinforce brand credibility and trust, not to replace operational discipline or service quality. Digital platforms will be used to share:

- Rescue outcomes and adoption stories
- Behind-the-scenes operations
- Community engagement initiatives

This approach strengthens customer relationships and reinforces brand authenticity.

STRATEGIC PARTNERSHIPS

Strategic partnerships support customer acquisition, operational credibility, and service integration across the platform. Partnership categories include:

- Veterinary clinics and animal hospitals
- Professional trainers and service providers
- Municipal shelters and animal care agencies
- Rescue organizations and animal welfare groups
- Community organizations and mission-aligned local businesses

These relationships support:

- Referral activity
- Transport coordination
- Adoption placement
- Community engagement

Partnership development will remain selective and aligned with operational capacity and brand standards.

SOCIAL MEDIA AND DIGITAL PRESENCE

Digital channels function as supporting tools for communication, visibility, and customer engagement. These channels complement—rather than replace—service quality, local reputation, and word-of-mouth growth.

Rides 4 Paws maintains a digital presence to support customer awareness, service communication, and community engagement. Official channels include:

- Website: <https://www.rides4pawstransportrescue.com/>
- Facebook: <https://www.facebook.com/profile.php?id=61563441151687>
- Instagram: https://www.instagram.com/rides_4_paws_transport
- LinkedIn: <https://www.linkedin.com/in/rides4paws/>

These platforms are used to:

- Communicate services, scheduling, and operational updates
- Highlight transport activity and facility development
- Share customer experiences and testimonials
- Promote adoption outcomes and community initiatives

Digital engagement emphasizes consistency, transparency, and authenticity, supporting customer acquisition and long-term brand credibility.

STRATEGIC AND INDUSTRY RELATIONSHIPS

The platform benefits from an established network of relationships developed through prior transport and rescue operations. These relationships support operational coordination, referral activity, and brand credibility.

1. Active and Institutional Relationships

Current working relationships include municipal shelters and nonprofit organizations such as:

- City of San Bernardino Animal Shelter
- San Bernardino Animal Care
- Stanislaus Animal Shelter
- Foothills Animal Shelter
- Animal Services Center of the Mesilla Valley
- Midwest Heeler Rescue
- Resilient Dog Rescue
- Run 2 the Rescue
- BFF of DeSoto Animal Services
- Baseline Animal Welfare Foundation

2. Prior Collaborations and Operational Network

The founder has also collaborated with numerous rescue organizations and transport partners on a project-by-project basis. These relationships reflect practical experience and established trust, though they are not necessarily formal or ongoing engagements. Examples include:

- Great Babies Rescue
- Leo's Friends Rescue
- Save the Dals
- August's Angels Home Animal Rescue
- Gulf Coast Humane Society
- Pet Pack Rescue Initiative
- Australian Shepherds Furever
- Rin's Rescues
- Rox & Ro Rescue
- The Love Pet Project
- Four Suns Chinese Shar Pei Rescue
- Rescue Lyfe
- Sandy Paws Rescue Hoardin' Huskies
- GSD Indy Rescue
- Whittier Area Dog Rescue SoCal Happy Tails
- Transport Needs A Paw Transport
- House Hippo Rescue
- J-Nine's K9s
- All Starr Rescue
- 11th Hour Rescue
- Open Arms Rescue

3. Ongoing Partnership Development

The platform's network of relationships is expected to evolve as operations scale and additional services are activated. Partnership development will remain disciplined and aligned with operational capacity, compliance requirements, and overall strategic objectives.

V Distribution & Access Plan

PHYSICAL LOCATION STRATEGY

The distribution strategy is anchored by a primary operating facility in Southport, Indiana, supported by a second Paws & Claws Pet Resort location in Gosport and integrated transport services.

- **Primary Facility: Paws & Claws Pet Resort – Southport**

The principal point of service delivery will be the repositioned Paws & Claws Pet Resort – Southport. This facility serves as the central operating asset, providing boarding, daycare, grooming, training, and ancillary services. Its established location offers accessibility, visibility, and proximity to a consistent customer base.

- **Secondary Location: Paws & Claws Pet Resort – Gosport**

A second location of Paws & Claws Pet Resort in Gosport, Indiana, is planned to support specialized services not optimally suited for the primary Southport facility. These services may include higher-intensity behavioral work, structured training programs, and boarding scenarios requiring greater space, control, or separation. The rural setting allows for controlled capacity, expanded outdoor use, and operational flexibility while remaining accessible through scheduled and coordinated services.

The Gosport property includes a residential component that supports continuous on-site supervision and care. This configuration enables 24-hour service capability, including monitoring of animals requiring specialized attention, behavioral management, or non-standard boarding arrangements.

The presence of an on-site operator supports operational continuity, enhances animal welfare standards, and allows the facility to accommodate services not feasible within a standard commercial setting. This structure is particularly relevant for higher-intensity training programs, extended-stay boarding, and controlled-intake scenarios, and aligns with industry practices for specialized animal care environments requiring continuous supervision and controlled conditions.

This two-location structure balances accessibility at the Southport location with flexibility and specialized service capability at the Gosport location.

SERVICE ACCESS AND CUSTOMER FLOW

Customer access is structured, predictable, and aligned with service type.

- **Primary Facility Operations:** Customers access services through scheduled bookings, recurring daycare memberships, and standard drop-off and pick-up windows. Operations are structured to support high-frequency usage while maintaining consistency in staffing, scheduling, and service delivery.
- **Gosport Location Access:** Access to the Gosport location is managed through scheduled services, including training programs, specialized boarding, and coordinated transport activity. Customer flow is intentionally controlled to preserve service quality, staffing balance, and animal welfare standards.

Services may be coordinated between locations where appropriate, allowing customers to access specialized offerings without disrupting the efficiency of the primary facility.

TRANSPORT AND LOGISTICS INTEGRATION

Transport and logistics are an integrated component of the platform and serve both as a standalone service line and as a supporting function for facility operations. Transport services are designed to support:

- Scheduled local transport for boarding, daycare, grooming, and training clients
- Longer-distance transport services where demand supports operational efficiency
- Coordination of transport for adoption and mission-aligned activities

Transport operations are integrated with facility scheduling to ensure efficient routing, balanced staffing, and avoidance of service bottlenecks. Expansion of vehicles, routes, and service capacity will occur incrementally based on demonstrated utilization and operational readiness.

GEOGRAPHIC REACH AND SERVICE AREA

The initial geographic focus is localized and density-driven, concentrating on:

- The immediate service area surrounding the Southport location
- Nearby communities within practical driving distance
- Regional coverage supported by transport services where appropriate

This approach prioritizes strong local market penetration, repeat usage, and operational efficiency over broad geographic expansion.

SCALABILITY AND CAPACITY MANAGEMENT

Scalability is achieved through disciplined utilization of existing assets rather than geographic expansion. Key drivers of growth include:

- Increased utilization of existing facility capacity
- Expansion of higher-margin services such as grooming, training, and ancillary offerings
- Growth of transport services as demand supports efficient routing
- Optimization of scheduling, staffing, and service mix

This model allows the platform to increase revenue density while maintaining operational control and service quality.

PHASED EXPANSION CONSIDERATIONS

Future expansion is contingent upon the stabilization and performance of the initial operating platform. Expansion beyond the current footprint will be considered after:

- Stabilization of operations at the Paws & Claws Pet Resort
- Demonstrated demand for expanded or specialized services
- Operational readiness at both the Southport and Gosport locations
- Alignment with capital availability and strategic priorities

Potential forms of expansion include:

- Increased service capacity at existing locations
- Expansion of transport coverage and service area
- Development of additional facilities
- Selective acquisitions or strategic partnerships

All expansion decisions are evaluated against operational performance, capital efficiency, and risk-adjusted return thresholds.

VI Management & Organization Plan

OWNERSHIP AND GOVERNANCE STRUCTURE

Rides 4 Paws Holdings, Inc. is structured as a for-profit holding company to support capital formation, strategic oversight, and ownership of operating assets within the broader platform. The platform operates within a multi-entity structure designed to separate ownership, operations, and mission-driven activities, while maintaining coordinated strategic direction. Under this framework:

- Rides 4 Paws Holdings, Inc. serves as the parent entity, providing oversight and coordination across all components of the platform
- Operating activities are conducted through one or more **separate operating entities**, including:
 - Paws & Claws Pet Resort (multi-location facility operations, including Southport and Gosport)
 - Rides 4 Paws Transport (logistics and transport services)
- A **dedicated real estate holding entity** (to be formed) is expected to own and lease property used in operations
- Rides 4 Paws Rescue, Inc. operates as a separate, mission-aligned nonprofit organization supporting rescue and community initiatives

Each entity maintains appropriate operational and financial separation, with intercompany relationships structured on an arm's-length basis. Governance will remain streamlined and owner-managed in the near term, with additional oversight structures introduced as operations scale or external capital is incorporated.

MANAGEMENT TEAM ROLES AND RESPONSIBILITIES

Rides 4 Paws Holdings, Inc. will be led by its founder and owner-operator, Jill Murphy, who will be responsible for strategic direction, capital deployment, and overall platform performance. Key responsibilities include:

- Oversight of acquisition and repositioning of Paws & Claws Pet Resort – Southport and development of the Gosport location
- Strategic development of the broader platform and service integration
- Financial management, including coordination with lenders, investors, and advisors
- Partnership development and operational planning

Day-to-day operations will be managed at the facility and service-line level by designated managers responsible for:

- Staffing and scheduling
- Customer service and experience
- Compliance with applicable regulations and internal standards
- Execution of service delivery across all offerings

At the primary facility, continuity of operations is expected to be supported by existing personnel during the transition period, with management working closely with staff to ensure alignment with updated service offerings and operational standards.

STAFFING PLAN

Staffing is structured to align with the operational model and will scale in accordance with service demand and facility utilization.

1. Primary Facility (Paws & Claws Pet Resort – Southport)

Existing staff are expected to remain in place following acquisition, subject to performance and operational requirements. Initial staffing priorities include:

- Maintaining continuity of service
- Aligning roles with expanded service offerings
- Supporting the introduction of new revenue streams

Incremental hires may include:

- Facility management support
- Animal care and kennel staff
- Grooming professionals
- Training personnel

Staffing levels will be adjusted based on utilization rather than fixed headcount targets.

2. Secondary Location (Paws & Claws Pet Resort – Gosport) and Transport Operations

Staffing at the Gosport facility and within transport operations will be developed incrementally as services are activated and demand supports expansion. The presence of an on-site operator at the Gosport facility supports continuous supervision and service delivery, particularly for specialized boarding and training programs. Roles may include:

- Specialized training personnel
- Animal care staff for structured or higher-intensity programs
- Transport drivers and logistical support

This phased approach ensures that labor costs remain aligned with operational demand and revenue generation.

ADVISORS AND PROFESSIONAL SUPPORT

Rides 4 Paws Holdings, Inc. engages external advisors to support specialized functions across legal, financial, and operational areas. Advisory roles include:

- Legal counsel for entity formation, acquisition structuring, and regulatory matters
- Accounting and tax advisors for financial reporting, compliance, and multi-entity coordination
- Real estate and construction professionals for property evaluation and facility planning

- Insurance and risk management advisors

Advisory engagement remains targeted and cost-conscious, with resources deployed at key milestones rather than as fixed overhead.

ACCOUNTING AND TAX ADVISORY

The platform currently works with Donovan CPAs to support tax services, financial reporting coordination, and compliance. Donovan CPAs provides experience in advising multi-entity operating businesses and real estate-backed structures, aligning with the platform’s organizational framework.

Primary point of contact: Jacob Stephenson
 Supervisor, Tax Services

OPERATIONAL OVERSIGHT AND COMPLIANCE

Operational oversight ensures consistency, compliance, and risk management across all components of the platform. Key elements include:

- Adherence to local, state, and federal regulations governing animal care, employment, and facility operations
- Implementation of internal policies and procedures across service lines
- Financial reporting and internal controls appropriate to scale
- Risk management practices covering safety, insurance, and operational continuity

Transition support following acquisition is expected to assist in maintaining continuity of operations and transferring institutional knowledge.

As the platform grows, oversight mechanisms may be further formalized through enhanced reporting, additional management layers, or expanded advisory input.

FOUNDER & PRINCIPAL OPERATOR

Jill Murphy
Founder & Principal Operator, Rides 4 Paws Transport & Rescue

Jill Murphy is the founder and owner-operator of Rides 4 Paws Transport & Rescue, a nationwide animal transport and rescue platform built on operational discipline, reliability, and humane care. Since launching operations in 2024, Jill has logged more than 131,000 miles, including over 102,000 by ground and 19,000 by air, supporting transport and rescue operations across 49 states, Canada, and Barbados.

Rides 4 Paws operates at the intersection of premium private pet transport and lifesaving rescue logistics, providing safe, compliant relocation for privately owned pets while facilitating critical rescue and placement activity for at-risk animals. Jill’s hands-on operating model bridges these two markets, creating a commercially viable platform that also supports animal welfare outcomes. Her operating model emphasizes compliance, risk management, and repeatable logistics rather than ad-hoc rescue activity.

Jill’s professional background spans entrepreneurship, hospitality sales, and legal operations. She began her career as the owner of *Let Them Eat Cake*, a boutique custom cake business, where she managed all aspects of the enterprise, including production, logistics, customer relationships, and nationwide

fulfillment. This experience established a foundation in small-business management, operational planning, and client service.

She later joined Urban Till, a Chicago-based indoor farm specializing in premium herbs, lettuces, and microgreens, serving as Senior Sales Executive and Farm-to-Restaurant Liaison. In this role, Jill worked directly with chefs ranging from independent operators to Michelin-rated establishments, coordinating seasonal supply, delivery logistics, and long-term client relationships. The position further refined her expertise in precision logistics, demand planning, and high-touch customer service.

Jill subsequently transitioned into legal and corporate environments, serving as a Criminal Defense Paralegal and Office Manager at Kammen & Moudy, followed by roles at Ice Miller LLP, the Indiana Supreme Court, and Cummins Inc. Across these positions, she developed deep experience in compliance, documentation, project coordination, and risk management—skills that now underpin the operational rigor of Rides 4 Paws.

In 2024, Jill combined her entrepreneurial experience, legal acumen, and commitment to animal welfare to launch Rides 4 Paws Transport & Rescue. What began as a single-vehicle, founder-operated service has grown into a trusted national platform serving private clients, shelters, rescues, and adopters. To date, Jill has personally coordinated the rescue, transport, or placement of more than 80 dogs, including animals with medical or behavioral challenges.

While operating on a cross-country route in late 2024, Jill was involved in a serious motor vehicle collision that resulted in multiple injuries and required an extended recovery period. Following rehabilitation, she returned to active operations with a renewed focus on building a scalable, resilient platform capable of expanding capacity while maintaining strict standards of care, compliance, and operational discipline.

Jill is now advancing the next phase of Rides 4 Paws through the development of a multi-location Indiana-based platform integrating boarding, grooming, training, and transport operations, including both the Southport and Gosport facilities. The platform is intended to support sustainable growth, create local employment, and provide long-term infrastructure for both commercial services and rescue-aligned activity.

VII Operating Plan

ACQUISITION, TRANSITION, AND OPERATIONAL STABILIZATION

Operations will commence with the acquisition of an existing pet care facility and transition to independent operation under the Paws & Claws Pet Resort – Southport brand. Immediately following closing, the primary operational objective will be continuity and stabilization, ensuring that existing services, customer relationships, and staffing structures remain intact during the transition. Key transition priorities include:

- Maintaining uninterrupted boarding and daycare services
- Retaining existing staff and preserving institutional knowledge
- Ensuring continuity of customer experience and service quality
- Establishing internal financial controls and reporting systems under new ownership
- Implementing incremental operational discipline focused on scheduling, staffing alignment, and cost management

Operational changes during this initial phase will be measured and deliberate, with emphasis on stability rather than immediate expansion.

REPOSITIONING AND SERVICE EXPANSION

Following stabilization, the Southport facility will be repositioned as a multi-service pet care operation with an expanded service offering and revised revenue model. This phase includes:

- Introduction of tiered boarding options and premium accommodations
- Implementation of membership-based daycare programs
- Expansion of grooming services and ancillary offerings
- Integration of training services (non-board & train)
- Activation of multi-species boarding (cats, small mammals, birds)
- Introduction of retail, seasonal, and event-based services

Service expansion will be implemented incrementally to ensure alignment with staffing capacity, operational readiness, and customer demand. This repositioning transforms the facility from a limited-service model into a diversified, revenue-optimized operation.

SECOND LOCATION: PAWS & CLAWS PET RESORT – GOSPORT (PLANNED)

A second location of Paws & Claws Pet Resort in Gosport, Indiana, is planned to support specialized services not optimally suited for the primary Southport facility. Services may include:

- Higher-intensity behavioral work
- Structured training programs
- Specialized boarding requiring additional space or separation
- Transport staging and coordination

This location functions as a specialized extension of the Paws & Claws Pet Resort platform, supporting services not optimally delivered within the primary Southport facility.

Use of the Gosport property will be phased and aligned with regulatory approvals, infrastructure readiness, and operational demand. Initial utilization may be limited, with expanded use implemented only as conditions support.

The Gosport property includes a residential component that supports continuous on-site supervision and care. This configuration enables 24-hour service capability, including monitoring of animals requiring specialized attention, behavioral management, or non-standard boarding arrangements. The presence of an on-site operator enhances operational continuity, supports animal welfare standards, and allows the facility to accommodate services not feasible within a standard commercial setting. This structure aligns with industry practices for specialized animal care environments requiring continuous supervision and controlled conditions.

PROPERTY OVERVIEW AND FACILITY USE STRATEGY

The Paws & Claws Pet Resort – Gosport property, located at 9523 N. Mount Pleasant Road, includes substantial acreage and existing structures suitable for phased operational use. Facility utilization will follow a staged approach:

- Initial use for limited services and operational support
- Gradual expansion of service offerings as infrastructure and staffing allow
- Controlled use of outdoor space to enhance animal welfare and manage capacity

No assumptions are made regarding immediate full utilization of the property. All expansion will be contingent upon operational readiness and regulatory compliance.

REGULATORY AND ZONING CONFIRMATION FRAMEWORK

The Gosport property is currently zoned Agricultural / Rural Residential (AG/RR). Commercial animal care operations may require confirmation of permitted use or approval through a Conditional Use Permit or similar process. Prior to activation of services at this location, the platform will:

- Engage with local planning and zoning authorities
- Confirm permitted uses and approval requirements
- Determine whether conditional approvals, site plans, or hearings are required
- Verify compliance with building, health, and animal care regulations

Development and operational activation will be sequenced to align with confirmed regulatory outcomes rather than assumptions.

TRANSPORT AND LOGISTICS OPERATIONS

Transport services operate as both a standalone business line and an integrated component of the multi-location platform. Operational functions include:

- Scheduled local transport supporting boarding, daycare, grooming, and training services
- Longer-distance transport services where demand supports efficiency

- Coordination of transport for adoption and mission-aligned activities

Transport operations will be integrated with facility scheduling to ensure efficient routing, balanced staffing, and avoidance of service bottlenecks.

Expansion of transport capacity will be incremental and based on demonstrated utilization.

DAY-TO-DAY OPERATIONAL PROCESSES

Daily operations across both locations emphasize consistency, safety, and accountability. Core processes include:

- Structured scheduling across all service categories
- Defined staff roles and supervision protocols
- Standardized animal intake, care, and monitoring procedures
- Coordinated customer communication and service delivery
- Financial tracking and performance monitoring

Operational procedures will be refined over time based on experience, performance data, and scaling requirements.

RISK MANAGEMENT AND COMPLIANCE

Risk management is integrated into all operational decisions and reflects a disciplined, phased approach to growth. Key focus areas include:

- Compliance with local, state, and federal regulations governing animal care and facilities
- Appropriate insurance coverage across all services and locations
- Workplace safety and staff training
- Operational continuity planning
- Financial controls and reporting

Risk exposure is mitigated through:

- Phased implementation of services
- Conservative operational assumptions
- Incremental capital deployment
- Early and ongoing engagement with professional advisors

VIII Financial Plan

1. CAPITAL OVERVIEW

Rides 4 Paws Holdings, Inc. is pursuing a phased acquisition and development strategy anchored by immediate operating cash flow and long-term asset ownership. Total capitalization is \$5.0 million, reflecting negotiated acquisition terms, disciplined contingency planning, and staged deployment of development capital.

The capital plan is structured in two phases: (1) acquisition and stabilization of an existing operating pet care facility and associated real estate; and (2) acquisition and controlled activation of a second Paws & Claws Pet Resort in Gosport, Indiana.

Phase I (acquisition and stabilization of Paws & Claws Pet Resort – Southport) represents the core operating platform and can be executed independently. Phase II (Gosport expansion) may be pursued concurrently or subsequently, depending on capital availability and financing structure, supporting disciplined capital deployment and risk management.

The capitalization structure is expected to include a combination of senior debt and equity capital, and may incorporate mission-aligned or programmatic funding, as appropriate. Specific financing instruments and terms will be finalized in coordination with lenders and advisors.

The financial projections presented herein are based on completed diligence, operating benchmarks, and internal underwriting assumptions, and are supported by detailed schedules included in the Appendix.

2. USE OF PROCEEDS

Capital deployment is intentionally phased to align with execution risk, regulatory confirmation, and operational readiness.

Phase I funds the acquisition of an established operating pet care facility and its associated real estate, including transaction and closing costs, balance sheet normalization, and initial working capital required to ensure continuity of operations following closing. This phase establishes immediate revenue generation and a stable operating base.

Phase II supports the acquisition and activation of a second Paws & Claws Pet Resort in Gosport, Indiana. Allocations include property acquisition, pre-development activities (zoning, planning, engineering), phased build-out of infrastructure and equipment, and operating ramp costs associated with staffing and service activation. Phase II expenditures are staged and contingent upon regulatory confirmation and development milestones, and are not assumed to be deployed simultaneously.

Explicit reserves are maintained to protect liquidity and manage uncertainty. A contingency reserve provides coverage for unanticipated cost variances or regulatory delays, while operating and financing reserves provide additional flexibility during the ramp-up period and early-stage stabilization.

One-time acquisition and development expenditures are reflected in cash flow planning but are excluded from operating profitability metrics.

Rides 4 Paws Holdings, Inc.

USE OF PROCEEDS

PHASE I

Paws & Claws Pet Resort – Southport

Acquisition & Initial Stabilization

Operating Business Acquisition (Southport)	\$850,000	
Real Estate Acquisition (Southport)	\$950,000	
Transaction & Closing Costs	\$60,000	
Brand Transition / De-Franchising	\$40,000	
Existing Debt Repayment (Transport Business)	\$7,500	\$1,907,500

Working Capital & Reserves

Working Capital Reserve	\$100,000	
Payroll / Transition Reserve	\$60,000	
Systems & Controls	\$30,000	
Insurance & Risk Adjustments	\$15,000	
Contingency / Financing Reserve	\$65,000	\$270,000

PHASE II

Paws & Claws Pet Resort – Gosport

Real Estate Acquisition

Property Acquisition (Gosport)	\$1,912,500	\$1,912,500
--------------------------------	-------------	--------------------

Pre-Development

Zoning & Permitting	\$20,000	
Architectural / Planning	\$30,000	
Engineering / Environmental	\$15,000	\$65,000

Build-Out

Construction & Build-Out	\$300,000	
Equipment & Fixtures	\$100,000	
Utilities & Infrastructure	\$75,000	\$475,000

Operating Ramp

Initial Staffing & Training	\$50,000	
Operating Reserves	\$100,000	
Launch & Outreach	\$15,000	
Contingency / Financing Reserve	\$205,000	\$370,000

Total Use of Proceeds - Phase I

\$2,177,500

Total Use of Proceeds - Phase II

\$2,822,500 **\$5,000,000**

3. OPERATING PERFORMANCE SUMMARY

The Rides 4 Paws platform consists of two complementary revenue-generating components:

- (1) the acquired and repositioned Paws & Claws Pet Resort – Southport (Phase I); and
- (2) the Paws & Claws Pet Resort – Gosport location and associated service platform (Phase II).

Together, these operating units form a consolidated, vertically integrated pet services platform combining an established operating base with incremental revenue expansion and margin enhancement.

Paws & Claws Pet Resort – Southport Stabilized Core Operations (Phase I)

The Southport location represents an established operating business with a historical annualized revenue run-rate of approximately \$900,000 to \$925,000. Projected Year 1 performance reflects operational normalization, pricing adjustments, and service expansion. Historical profitability has been near breakeven, primarily reflecting owner-specific cost structures and operational inefficiencies rather than revenue limitations.

Under normalized operating assumptions, including staffing alignment, scheduling optimization, and discretionary expense control, the business is expected to generate improved operating margins without reliance on aggressive top-line growth.

Moderate annual revenue growth assumptions of approximately 3% to 4% reflect conservative pricing adjustments, incremental utilization, and stable local market demand.

These projections are supported by historical operating data reviewed during diligence and assume no physical expansion beyond existing facility capacity, with growth driven by operational improvements, pricing, and service mix.

Paws & Claws Pet Resort – Gosport Incremental Facility Revenue Model (Phase II)

The Gosport location represents incremental revenue generation layered onto the stabilized Southport operation. Revenue assumptions reflect phased service activation, conservative utilization ramp, and pricing aligned with local market benchmarks.

Year 1 reflects partial ramp and activation timing, while Years 2 and 3 reflect stabilized utilization under conservative occupancy and service volume assumptions. Revenue projections do not assume full capacity utilization and incorporate conservative timing for regulatory approvals and operational ramp.

Consolidated Platform Revenue

Combined projected platform revenue reflects the phased integration of both locations and exceeds \$1.4 million in Year 1, as detailed in the pro forma financial statements below.

Operating expenses are modeled conservatively and held relatively stable in Years 2 and 3 to reflect operational normalization rather than expansionary staffing increases.

Detailed monthly revenue build-ups supporting these projections are included in the Appendix.

4. PRO FORMA FINANCIALS (SUMMARY)

The pro forma financial statements reflect the phased execution of the platform strategy and are presented on both a standalone basis for each operating entity and a consolidated basis for analytical purposes. The projections incorporate conservative operating assumptions, phased capital deployment, and stabilized expense structures, including the impact of service expansion, pricing adjustments, and operational normalization at the Southport location.

Rides 4 Paws Holdings, Inc.				
3-YEAR PROFIT AND LOSS PROJECTIONS				
<u>REVENUE</u>	Year 1	Year 2	Year 3	Total
<i>Paws & Claws – Southport</i> (Phase I)	\$1,141,478	\$1,196,588	\$1,227,293	\$3,565,358
<i>Paws & Claws – Gosport</i> (Phase II)	\$286,100	\$528,740	\$545,117	\$1,359,957
Total Revenue	\$1,427,578	\$1,725,328	\$1,772,410	\$4,925,315
<u>EXPENSES</u>				
<i>Paws & Claws – Southport</i> (Phase I)	\$758,400	\$758,400	\$758,400	\$2,275,200
<i>Paws & Claws – Gosport</i> (Phase II)	\$88,600	\$151,200	\$151,200	\$391,000
Management Compensation	\$80,000	\$80,000	\$80,000	\$240,000
Total Expenses	\$927,000	\$989,600	\$989,600	\$2,906,200
Net Profit (Pre-Tax)	\$500,578	\$735,728	\$782,810	\$2,019,115
Retained Earnings (70% of Est. Net Profit)	\$350,404	\$515,009	\$547,967	\$1,413,380
Distributable Earnings	\$150,173	\$220,718	\$234,843	\$605,734
<u>Est. Distributions to Shareholders</u>				
Jill Murphy (60%)	\$90,104	\$132,431	\$140,906	\$363,441
Investor(s) (30%)	\$45,052	\$66,215	\$70,453	\$181,720
SAVVY Capital Management, LLC (5%)	\$7,509	\$11,036	\$11,742	\$30,287
Lopes da Silva Holdings, Inc. (5%)	\$7,509	\$11,036	\$11,742	\$30,287

Detailed month-by-month profit and loss projections for each operating year are included in the Appendix.

Rides 4 Paws Holdings, Inc.				
3-YEAR CASH FLOW PROJECTIONS				
	Year 1	Year 2	Year 3	TOTAL
Beginning Cash Balance	\$5,000,000	\$490,404	\$1,005,414	
CASH RECEIPTS				
<i>Paws & Claws in Southport</i> (Phase I)	\$1,141,478	\$1,196,588	\$1,227,293	\$3,565,358
<i>Paws & Claws in Gosport</i> (Phase II)	\$286,100	\$528,740	\$545,117	\$1,359,957
TOTAL CASH RECEIPTS	\$1,427,578	\$1,725,328	\$1,772,410	\$4,925,315
CASH PAID OUT (ANNUAL)				
Phase I Investment at Closing	\$2,177,500	\$0	\$0	\$2,177,500
Phase II Investment (Staged Deployment)	\$2,682,500	\$0	\$0	\$2,682,500
<i>Paws & Claws – Southport</i> Operating Expenses	\$758,400	\$758,400	\$758,400	\$2,275,200
<i>Paws & Claws – Gosport</i> Operating Expenses	\$88,600	\$151,200	\$151,200	\$391,000
Management Compensation	\$80,000	\$80,000	\$80,000	\$240,000
Planned Shareholder Distributions (Discretionary)	\$150,173	\$220,718	\$234,843	\$605,734
TOTAL CASH PAID OUT	\$5,937,173	\$1,210,318	\$1,224,443	\$8,371,934
Ending Cash Balance	\$490,404	\$1,005,414	\$1,553,380	

This summary reflects annual cash inflows and outflows derived from detailed monthly projections. One-time acquisition and development expenditures occur in Year 1. Shareholder distributions are discretionary and subject to liquidity, financing covenants, and management determination.

Detailed monthly schedules are included in the Appendix.

Rides 4 Paws Holdings, Inc.			
PRO FORMA BALANCE SHEET SUMMARY			
END OF YEAR			
ASSETS	Year 1	Year 2	Year 3
<u>Current Assets</u>			
Cash and Cash Equivalents	\$490,404	\$1,005,414	\$1,553,380
<u>Long-Term Assets</u>			
Net Long-Term Assets	\$4,654,548	\$4,654,548	\$4,654,548
Total Assets	\$5,144,952	\$5,659,962	\$6,207,928
LIABILITIES			
Total Liabilities	\$0	\$0	\$0
EQUITY			
Paid-In Capital	\$4,794,548	\$4,794,548	\$4,794,548
Retained Earnings	\$350,404	\$865,414	\$1,413,380
Total Equity	\$5,144,952	\$5,659,962	\$6,207,928

Cash flow analysis focuses on liquidity, timing of capital deployment, and debt service capacity. Shareholder distributions, if any, are discretionary and occur only after maintaining adequate operating liquidity and contingency reserves.

The balance sheet summary reflects simplified working capital assumptions, capitalized acquisition and development expenditures, and the timing of distributions within each period. Individual year-end balance sheets reconcile independently and do not assume material operating working-capital balances.

Pro forma balance sheets reflect conservative cash-balance assumptions. Retained earnings shown on the balance sheet represent cumulative earnings embodied in assets after discretionary shareholder distributions and liquidity management. Accordingly, cumulative retained earnings per the income statement may exceed balance-sheet retained earnings due to distribution timing and conservative treatment of excess cash, rather than differences in operating performance.

Detailed monthly schedules are included in the Appendix.

5. BREAK-EVEN AND SENSITIVITY OVERVIEW

Break-even analysis evaluates operating thresholds for the Southport Paws & Claws Pet Resort (Phase I), incremental break-even for the Gosport facility (Phase II) as services are activated, and consolidated platform break-even under conservative utilization assumptions.

The Southport location is modeled to reach operating break-even at stable utilization levels consistent with historical performance benchmarks for comparable facilities. The Gosport location is evaluated separately on an incremental basis, reflecting its distinct cost structure and phased ramp-up profile. Consolidated platform break-even reflects the combined operating model, assuming conservative service volumes and normalized expense levels.

Sensitivity analysis evaluates the impact of variations in service utilization, operating costs, regulatory timing, and financing conditions. Downside scenarios emphasize delayed ramp-up, reduced utilization, and modest cost inflation, while maintaining adequate liquidity buffers and discretionary flexibility with respect to shareholder distributions.

These analyses demonstrate platform resilience rather than optimize short-term returns and support management's focus on liquidity preservation, operational stability, and long-term scalability.

Illustrative break-even and sensitivity analyses are provided in the Appendix.

IX

Exit Strategy

The platform strategy is not predicated on a forced sale or predefined exit timeline. Instead, it is structured to preserve multiple capital return and value realization pathways across operating businesses and real estate assets, based on asset ownership, cash flow performance, and prevailing market conditions.

ASSET-BASED EXIT OPTIONS

A core component of the platform's value is the ownership of tangible assets, including operating businesses and real estate. Asset-based exit options include:

- Refinancing or, where appropriate, sale of underlying real estate independently of operating businesses
- Sale of individual Paws & Claws Pet Resort locations to qualified buyers
- Partial asset divestiture while retaining ownership of complementary operations

These alternatives provide downside protection and liquidity flexibility independent of overall platform performance.

CASH-FLOW-DRIVEN EXIT SCENARIOS

As operations stabilize and generate consistent cash flow, exit pathways may include:

- Sale to a strategic buyer seeking established operations with predictable earnings;
- Sale to a financial buyer focused on cash-flow yield;
- Continued long-term ownership supported by recurring distributions.

Cash-flow-driven outcomes prioritize operational durability and consistency over reliance on speculative valuation multiples. For investors, these scenarios emphasize income generation, capital preservation, and disciplined return of capital. These outcomes are supported by normalized operating performance rather than owner-specific practices or short-term cost deferrals.

REFINANCING AND RECAPITALIZATION ALTERNATIVES

Refinancing and recapitalization represent primary mechanisms for investor liquidity and capital return under the current platform strategy. These alternatives may include:

- Refinancing of real estate assets to return invested capital while retaining ownership;
- Recapitalization of operating entities to introduce new capital or return early investor funds;
- Debt restructuring to enhance cash flow and balance sheet flexibility.

These approaches allow for partial or full investor liquidity without requiring a full platform exit.

STRATEGIC SALE CONSIDERATIONS

A strategic sale may be considered opportunistically where market conditions support a compelling valuation. Potential scenarios include:

- Sale to an existing operator or regional multi-location platform
- Sale to a larger pet services group seeking geographic expansion
- Sale of the Rides 4 Paws platform or its operating components as a differentiated, mission-aligned asset

Any such transaction would be evaluated based on valuation, strategic alignment, and long-term brand considerations.

LONG-TERM OPTIONALITY

The platform is structured to preserve flexibility across a range of potential exit and liquidity outcomes. Depending on operating performance, market conditions, and capital structure, potential paths may include continued operation as a cash-flowing business, refinancing or recapitalization of assets, partial monetization of real estate or operating businesses, or a strategic sale of one or more components of the platform.

No single exit path is assumed or prioritized. The Exit Strategy is designed to be flexible and focused on capital-preservation rather than sale-driven, emphasizing multiple pathways to investor liquidity and long-term value realization.

APPENDICES

CONTENTS

A.	Historical Financial Information: Paws & Claws Pet Resort – Southport (Pre-Acquisition Operations)	36
B.	Historical Financial Information: Rides 4 Paws Transport (Existing Operations)	49
C.	Rides 4 Paws Platform: Pricing Menus and Service Offerings	52
	C-1. Paws & Claws Pet Resort – Southport (Phase I)	
	C-2. Paws & Claws Pet Resort – Gosport (Phase II)	
	C-3. Paws & Claws Pet Resort – Gosport (Phase II)	
D.	Pro Forma Financial Statements	58
	D-1. Sales Forecasts (Monthly Detail)	
	D-2. Pro Forma Income Statements (Monthly Detail)	
	D-3. Pro Forma Cash Flow Projections (Monthly Detail)	
	D-4. Pro Forma Balance Sheets (End of Year 1, Year 2, and Year 3)	
	D-5. Monthly Operating Expense Assumptions (Baseline Models)	
E.	Break-Even and Sensitivity Analysis	73
F.	Rescue and Community Engagement Case Examples	74
G.	Rides 4 Paws Rescue, Inc.: Nonprofit Overview	80

APPENDIX A

Historical Financial Information: Paws & Claws Pet Resort – Southport (Pre-Acquisition Operations)

This appendix includes selected historical financial information for the Southport pet care facility prior to acquisition. These materials are provided for reference only and may not be indicative of future performance following integration into the Rides 4 Paws platform.

ORIGINAL MONTHLY OPERATING EXPENSES

Labor & People		
Payroll – Wages & Salaries	\$42,000	
Payroll Taxes & Benefits	\$3,000	\$45,000
Occupancy Costs		
Utilities (Electric, Water, Gas)	\$6,500	
Repairs & Maintenance	\$1,200	\$8,500
	\$800	
Operating Expenses		
Pet Supplies & Food	\$2,000	
Cleaning & Sanitation	\$1,000	
Waste Removal	\$400	
Laundry	\$300	\$3,700
Sales, Marketing & Customer		
Local Marketing & Promotions	\$1,000	
Advertising / Billboard (avg.)	\$750	\$1,750
Franchise Fees & Systems (Pre-Transition)		
Royalty Fee (7% of gross revenue)	\$5,340	
Brand Advertising Fee (1% of gross revenue)	\$760	
Franchise Software Licensing	\$250	
Website Hosting	\$300	\$6,650
Administrative & Systems		
Software / POS / Scheduling	\$600	
Phone & Internet	\$500	
Office Supplies	\$300	
Professional Fees (Acct / Legal)	\$750	\$2,150
Insurance & Vehicles		
Insurance	\$1,200	
Vehicle / Fuel / Misc.	\$1,000	\$2,200
Owner / Miscellaneous		
Miscellaneous / Discretionary	\$1,000	
Total Monthly Expenses	\$70,950	
Total Annual Expenses	\$851,400	

SELLER-PROVIDED HISTORICAL FINANCIAL STATEMENTS (UNAUDITED)

The following materials include seller-provided, unaudited profit and loss statements for fiscal years 2022 through 2024, together with a year-to-date statement for 2025 as of the date provided. These statements are presented for reference and diligence purposes only and are not indicative of future performance following acquisition and integration into the Rides 4 Paws platform.

Profit and Loss	
CEH2, dba Camp Bow Wow Southport	
January 1-December 31, 2022	
DISTRIBUTION ACCOUNT	TOTAL
Income	
4000 REVENUE	
4010 Boarding	26,216.86
4020 Daycare	39,750.25
4030 Grooming	29,282.41
4060 Other Income	859,118.31
Total for 4000 REVENUE	\$954,367.83
Total for Income	\$954,367.83
Cost of Sales	
5000 COST OF GOODS SOLD	
5020 Grooming Supplies	434.85
5030 Pet Sitting Supplies	13.44
5040 Training Supplies	74.00
5050 Kennel Supplies	4,621.68
5060 Other Operating Supplies	65.47
5070 Royalty Fees	65,997.97
Total for 5000 COST OF GOODS SOLD	\$71,207.41
Total for Cost of Sales	\$71,207.41
Gross Profit	\$883,160.42
Expenses	
6000 WAGES AND BENEFITS	
6010 Camp Mgr/Asst Mgr - Reg Pay	76,784.96
6012 Camp Mgr/Asst Mgr - OT Pay	1,393.34
6030 Camp Counselors - Reg Pay	317,923.14
6032 Camp Counselors - OT Pay	84,083.62
6080 Bonus	19,225.92
6090 Employee Benefits	51.00
6094 Payroll Taxes - Employer	41,081.71
6096 Worker's Compensation Expense	6,369.93
Total for 6000 WAGES AND BENEFITS	\$546,913.62
6500 TRAVEL AND ENTERTAINMENT	
6520 Lodging	969.26
6530 Airfare	1,602.57
6550 Meals and Entertainment	2,548.79
6560 Vehicle	623.30
6570 Other T&E	4,421.35
Total for 6500 TRAVEL AND ENTERTAINMENT	\$10,165.27

Profit and Loss
 CEH2, dba Camp Bow Wow Southport
 January 1-December 31, 2022

DISTRIBUTION ACCOUNT	TOTAL
6600 OTHER MISCELLANEOUS EXPENSES	
6620 Bank Charges	425.00
6630 Computer Exp - Soft/Hardware	3,024.36
6635 Computer Exp - Software License	618.00
6637 Credit Card Fees	20,388.83
6640 Donations	150.00
6645 Dues and Subscriptions	890.00
6655 Gifts Expense	1,116.98
6660 License Expense	381.00
6663 Miscellaneous Expense	728.91
6665 Office Supplies Expense	15,498.36
6670 Postage	19.80
6685 Training Expense	2,864.00
6690 Uniform Expense	4,450.28
6695 Veterinarian Expenses	2,471.69
Total for 6600 OTHER MISCELLANEOUS EXPENSES	\$53,025.21
6700 INSURANCE AND TAXES	
6710 Insurance - General	5,083.11
6750 Property Tax Expense	16,898.19
Total for 6700 INSURANCE AND TAXES	\$21,981.30
6800 ADVERTISING AND MARKETING	
6810 Internet	11,746.30
6850 Event	154.00
6860 Other Adv and Marketing	26,484.30
6870 National Marketing Fees	9,428.45
Total for 6800 ADVERTISING AND MARKETING	\$47,813.05
6900 OUTSIDE SERVICES	
6910 Professional Fees - Accounting	7,280.00
6930 Professional Fees - Other	30,742.35
Total for 6900 OUTSIDE SERVICES	\$38,002.35
7000 RENTAL AND LEASES	
7010 Rent - Building	8,601.81
7040 Rent - Office Equipment	1,010.55
Total for 7000 RENTAL AND LEASES	\$9,612.36
7100 FACILITIES	
7110 Cleaning Service Expense	440.00
7115 Housekeeping Supplies	1,183.82
7120 Electric and Gas Expense	15,823.31
7130 Internet Expense	6,403.86
7140 Maintenance Exp - Building	10,193.54
7150 Maintenance Exp - Equipment	2,610.91

Profit and Loss
 CEH2, dba Camp Bow Wow Southport
 January 1-December 31, 2022

DISTRIBUTION ACCOUNT	TOTAL
7160 Security System Expense	1,280.00
7175 Telephone Expense - Cell Phone	3,248.60
7190 Waste Disposal Expense	1,910.01
Total for 7100 FACILITIES	\$43,094.05
7200 VEHICLE EXPENSES	
7220 Fuel Expense	4,250.59
Total for 7200 VEHICLE EXPENSES	\$4,250.59
Total for Expenses	\$774,857.80
Net Operating Income	\$108,302.62
Other Income	
8110 Interest Income	2.53
Total for Other Income	\$2.53
Other Expenses	
8000 NON-CASH EXPENSES	
8010 Amortization Expense	7,780.87
8020 Depreciation Expense	24,857.33
Total for 8000 NON-CASH EXPENSES	\$32,638.20
Total for Other Expenses	\$32,638.20
Net Other Income	-\$32,635.67
Net Income	\$75,666.95

Profit and Loss
 CEH2, dba Camp Bow Wow Southport
 January 1-December 31, 2023

DISTRIBUTION ACCOUNT	TOTAL
Income	
4000 REVENUE	
4000 Other Income	1,019,465.81
Total for 4000 REVENUE	\$1,019,465.81
Total for Income	\$1,019,465.81
Cost of Sales	
5000 COST OF GOODS SOLD	
5050 Kennel Supplies	4,979.20
5070 Royalty Fees	68,034.70
Total for 5000 COST OF GOODS SOLD	\$73,013.90
Total for Cost of Sales	\$73,013.90
Gross Profit	\$946,451.91
Expenses	
6000 WAGES AND BENEFITS	
6010 Camp Mgr/Asst Mgr - Reg Pay	73,085.21
6012 Camp Mgr/Asst Mgr - OT Pay	4,714.23
6030 Camp Counselors - Reg Pay	383,229.27
6032 Camp Counselors - OT Pay	7,405.57
6080 Bonus	16,551.81
6094 Payroll Taxes - Employer	44,230.82
6096 Worker's Compensation Expense	10,149.05
Total for 6000 WAGES AND BENEFITS	\$539,455.96
6500 TRAVEL AND ENTERTAINMENT	
6520 Lodging	881.21
6530 Airfare	247.98
6550 Meals and Entertainment	884.76
6580 Vehicle	314.28
6570 Other T&E	1,828.38
Total for 6500 TRAVEL AND ENTERTAINMENT	\$4,156.59
6600 OTHER MISCELLANEOUS EXPENSES	
6620 Bank Charges	609.00
6630 Computer Exp - Soft/Hardware	4,403.19
6635 Computer Exp - Software License	1,757.94
6637 Credit Card Fees	21,853.65
6640 Donations	350.00
6645 Dues and Subscriptions	695.00
6660 License Expense	150.00
6665 Office Supplies Expense	15,508.41
6670 Postage	134.07
6685 Training Expense	2,904.00
6690 Uniform Expense	1,588.39

Profit and Loss
 CEH2, dba Camp Bow Wow Southport
 January 1-December 31, 2023

DISTRIBUTION ACCOUNT	TOTAL
6695 Veterinarian Expenses	5,508.00
Total for 6600 OTHER MISCELLANEOUS EXPENSES	\$55,437.65
6700 INSURANCE AND TAXES	
6710 Insurance - General	6,475.75
6740 Fed Inc Tax Expense	61.76
6750 Property Tax Expense	15,099.72
Total for 6700 INSURANCE AND TAXES	\$21,637.23
6800 ADVERTISING AND MARKETING	
6810 Internet	15,467.63
6820 Print	83.20
6840 Product Promotions	39.90
6880 Other Adv and Marketing	14,790.87
6870 National Marketing Fees	9,720.69
Total for 6800 ADVERTISING AND MARKETING	\$40,102.29
6900 OUTSIDE SERVICES	
6910 Professional Fees - Accounting	13,860.00
6920 Professional Fees - Legal	67.00
6930 Professional Fees - Other	1,083.98
Total for 6900 OUTSIDE SERVICES	\$14,810.98
7000 RENTAL AND LEASES	
7010 Rent - Building	71,687.81
7040 Rent - Office Equipment	995.53
Total for 7000 RENTAL AND LEASES	\$72,683.34
7100 FACILITIES	
7115 Housekeeping Supplies	1,239.82
7120 Electric and Gas Expense	15,550.18
7130 Internet Expense	4,476.79
7140 Maintenance Exp - Building	10,788.48
7150 Maintenance Exp - Equipment	3,215.90
7160 Security System Expense	900.00
7175 Telephone Expense - Cell Phone	4,502.67
7190 Waste Disposal Expense	349.98
Total for 7100 FACILITIES	\$41,021.82
7200 VEHICLE EXPENSES	
7220 Fuel Expense	534.29
7230 Vehicle Insurance	1,690.54
7250 Other Vehicle Expense	11,592.47
Total for 7200 VEHICLE EXPENSES	\$13,817.30
Total for Expenses	\$803,123.16
Net Operating Income	\$143,328.75

Profit and Loss
CEH2, dba Camp Bow Wow Southport
 January 1-December 31, 2023

DISTRIBUTION ACCOUNT	TOTAL
<hr/>	
Other Income	
8110 Interest Income	22,316.76
Total for Other Income	\$22,316.76
<hr/>	
Other Expenses	
8000 NON-CASH EXPENSES	
8010 Amortization Expense	7,780.87
8020 Depreciation Expense	71,763.00
Total for 8000 NON-CASH EXPENSES	\$79,543.87
8120 Interest Expense	3,758.42
Ask Client	0.00
Total for Other Expenses	\$83,302.29
Net Other Income	-\$60,985.53
Net Income	\$82,343.22

Profit and Loss
CEH2, dba Camp Bow Wow Southport
January 1-December 31, 2024

DISTRIBUTION ACCOUNT	TOTAL
Income	
4000 REVENUE	
4060 Other Income	999,283.52
Total for 4000 REVENUE	\$999,283.52
Total for Income	\$999,283.52
Cost of Sales	
5000 COST OF GOODS SOLD	
5050 Kennel Supplies	4,287.77
5070 Royalty Fees	66,890.25
Total for 5000 COST OF GOODS SOLD	\$71,178.02
Total for Cost of Sales	\$71,178.02
Gross Profit	\$928,105.50
Expenses	
6000 WAGES AND BENEFITS	
6010 Camp Mgr/Asst Mgr - Reg Pay	55,621.38
6012 Camp Mgr/Asst Mgr - OT Pay	6,003.49
6030 Camp Counselors - Reg Pay	410,327.19
6032 Camp Counselors - OT Pay	4,901.62
6080 Bonus	15,448.10
6094 Payroll Taxes - Employer	39,634.96
6096 Worker's Compensation Expense	8,886.94
Total for 6000 WAGES AND BENEFITS	\$540,823.68
6500 TRAVEL AND ENTERTAINMENT	
6520 Lodging	3,457.61
6530 Airfare	1,261.84
6550 Meals and Entertainment	2,180.12
6560 Vehicle	1,830.08
6570 Other T&E	4,343.45
Total for 6500 TRAVEL AND ENTERTAINMENT	\$13,073.10
6600 OTHER MISCELLANEOUS EXPENSES	
6620 Bank Charges	170.30
6630 Computer Exp - Soft/Hardware	5,468.67
6635 Computer Exp - Software License	1,800.00
6637 Credit Card Fees	21,719.75
6645 Dues and Subscriptions	594.56
6660 License Expense	150.00
6665 Office Supplies Expense	13,380.08
6670 Postage	56.70
6690 Uniform Expense	1,102.78

Profit and Loss
 CEH2, dba Camp Bow Wow Southport
 January 1-December 31, 2024

DISTRIBUTION ACCOUNT	TOTAL
6695 Veterinarian Expenses	5,909.27
Total for 6600 OTHER MISCELLANEOUS EXPENSES	\$50,352.11
6700 INSURANCE AND TAXES	
6710 Insurance - General	7,349.83
6750 Property Tax Expense	12,274.83
Total for 6700 INSURANCE AND TAXES	\$19,624.66
6800 ADVERTISING AND MARKETING	
6810 Internet	19,717.85
6820 Print	1,238.26
6880 Other Adv and Marketing	14,742.20
6870 National Marketing Fees	9,555.77
Total for 6800 ADVERTISING AND MARKETING	\$45,254.08
6900 OUTSIDE SERVICES	
6910 Professional Fees - Accounting	8,725.00
6920 Professional Fees - Legal	17.70
6930 Professional Fees - Other	31.00
6950 Contract/Temporary Labor	200.00
Total for 6900 OUTSIDE SERVICES	\$8,973.70
7000 RENTAL AND LEASES	
7010 Rent - Building	106,200.00
7040 Rent - Office Equipment	1,283.84
Total for 7000 RENTAL AND LEASES	\$107,483.84
7100 FACILITIES	
7115 Housekeeping Supplies	3,743.32
7120 Electric and Gas Expense	15,875.30
7130 Internet Expense	5,926.00
7140 Maintenance Exp - Building	8,300.79
7150 Maintenance Exp - Equipment	3,589.47
7160 Security System Expense	1,604.08
7175 Telephone Expense - Cell Phone	5,147.35
7190 Waste Disposal Expense	1,387.52
Total for 7100 FACILITIES	\$45,553.83
7200 VEHICLE EXPENSES	
7220 Fuel Expense	659.04
7230 Vehicle Insurance	2,859.41
7240 Vehicle Reg & Tax Expense	611.59
7250 Other Vehicle Expense	3,855.16
Total for 7200 VEHICLE EXPENSES	\$7,985.20
Total for Expenses	\$839,124.20
Net Operating Income	\$88,981.30

Profit and Loss
CEH2, dba Camp Bow Wow Southport
January 1-December 31, 2024

DISTRIBUTION ACCOUNT	TOTAL
Other Income	
8110 Interest Income	1.89
8111 Other Investment Income	382.79
Total for Other Income	\$384.48
Other Expenses	
8000 NON-CASH EXPENSES	
8010 Amortization Expense	7,780.87
8020 Depreciation Expense	55,763.85
Total for 8000 NON-CASH EXPENSES	\$63,544.72
8120 Interest Expense	8,684.37
Ask Client	0.00
Total for Other Expenses	\$72,229.09
Net Other Income	-\$71,844.61
Net Income	\$17,136.69

Profit and Loss
CEH2, dba Camp Bow Wow Southport
January 1-November 14, 2025

DISTRIBUTION ACCOUNT	TOTAL
Income	
4000 REVENUE	
4010 Boarding	292,939.66
4020 Daycare	114,865.50
4030 Grooming	240,891.55
4050 Training	3,335.00
4080 Other Income	132,027.41
4080 Enrichment	13,542.46
4090 Discounts/Refunds	-2,400.00
Total for 4000 REVENUE	\$795,201.58
Total for Income	\$795,201.58
Cost of Sales	
5000 COST OF GOODS SOLD	
5050 Kennel Supplies	8,048.27
5070 Royalty Fees	53,004.28
Total for 5000 COST OF GOODS SOLD	\$61,052.55
Total for Cost of Sales	\$61,052.55
Gross Profit	\$734,149.03
Expenses	
6000 WAGES AND BENEFITS	
6010 Camp Mgr/Asst Mgr - Reg Pay	38,979.37
6012 Camp Mgr/Asst Mgr - OT Pay	4,721.22
6014 Camp Mgr/Asst Mgr - Vac Pay	1,980.00
6030 Camp Counselors - Reg Pay	354,079.24
6032 Camp Counselors - OT Pay	1,757.29
6080 Bonus	14,595.00
6090 Employee Benefits	282.00
6004 Payroll Taxes - Employer	35,212.22
6096 Worker's Compensation Expense	4,709.44
Total for 6000 WAGES AND BENEFITS	\$456,315.78
6500 TRAVEL AND ENTERTAINMENT	
6550 Meals and Entertainment	441.68
6580 Vehicle	69.34
6570 Other T&E	721.50
Total for 6500 TRAVEL AND ENTERTAINMENT	\$1,232.52

Profit and Loss
CEH2, dba Camp Bow Wow Southport
January 1-November 14, 2025

DISTRIBUTION ACCOUNT	TOTAL
6600 OTHER MISCELLANEOUS EXPENSES	
6620 Bank Charges	446.38
6630 Computer Exp - Soft/Hardware	6,030.51
6635 Computer Exp - Software License	2,500.00
6637 Credit Card Fees	19,846.87
6640 Donations	300.00
6645 Dues and Subscriptions	29.83
6665 Office Supplies Expense	13,563.27
6670 Postage	47.19
6690 Uniform Expense	873.34
6695 Veterinarian Expenses	1,943.92
Total for 6600 OTHER MISCELLANEOUS EXPENSES	\$45,581.31
6700 INSURANCE AND TAXES	
6710 Insurance - General	7,479.17
6750 Property Tax Expense	14,391.86
Total for 6700 INSURANCE AND TAXES	\$21,871.03
6800 ADVERTISING AND MARKETING	
6810 Internet	\$1,295.00
6860 Other Adv and Marketing	17,445.28
6870 National Marketing Fees	16,430.78
Total for 6800 ADVERTISING AND MARKETING	\$42,743.12
6900 OUTSIDE SERVICES	
6910 Professional Fees - Accounting	7,872.50
6930 Professional Fees - Other	31.00
6950 Contract/Temporary Labor	165.00
Total for 6900 OUTSIDE SERVICES	\$8,068.50
7000 RENTAL AND LEASES	
7010 Rent - Building	104,000.00
7040 Rent - Office Equipment	1,386.77
Total for 7000 RENTAL AND LEASES	\$105,386.77
7100 FACILITIES	
7120 Electric and Gas Expense	15,658.73
7130 Internet Expense	6,881.29
7140 Maintenance Exp - Building	10,791.59
7150 Maintenance Exp - Equipment	2,536.80
7160 Security System Expense	1,145.06
7175 Telephone Expense - Cell Phone	5,359.79
7190 Waste Disposal Expense	1,012.50
Total for 7100 FACILITIES	\$43,385.76

Profit and Loss
 CEH2, dba Camp Bow Wow Southport
 January 1-November 14, 2025

DISTRIBUTION ACCOUNT	TOTAL
7200 VEHICLE EXPENSES	
7220 Fuel Expense	52.25
7230 Vehicle Insurance	1,954.80
7240 Vehicle Reg & Tax Expense	733.74
7250 Other Vehicle Expense	2,794.06
Total for 7200 VEHICLE EXPENSES	\$5,534.85
Total for Expenses	\$730,119.64
Net Operating Income	\$4,029.39
Other Income	
8110 Interest Income	0.99
8115 EIDL-ADV	9,000.00
Total for Other Income	\$9,000.99
Other Expenses	
8120 Interest Expense	4,923.99
Ask Client	63.77
Total for Other Expenses	\$4,987.76
Net Other Income	\$4,013.23
Net Income	\$8,042.62

APPENDIX B

Historical Financial Information Rides 4 Paws Transport (Existing Operations)

This appendix includes historical operating information for Rides 4 Paws transport and related service operations. The information is provided for context only and is not intended to represent the future operating profile of the consolidated platform.

Rides 4 Paws Transport & Rescue

Balance Sheet (As of September 30, 2025)

Prepared for: Savvy Capital

ASSETS

Cash & Payment App Balances (Zelle, Venmo, PayPal, etc.): \$3,500

Vehicle (2023 RAM ProMaster): \$42,000

Kennels & Equipment (11 Ruffland, 2 Lucky Duck, Accessories): \$9,000

Supplies & Inventory: \$1,000

Total Assets: \$55,500

LIABILITIES

Vehicle Loan – Citizen Bank

Original Amount Financed: \$42,164.40

Payments Made: 5 (May–September 2025)

Monthly Payment: \$716

Total Paid to Date: \$3,580

Current Balance: \$40,678

Total Liabilities: \$40,678

OWNER'S EQUITY

Retained Earnings / Current Year Profit: \$14,822

Total Equity: \$14,822

Total Liabilities & Equity: \$55,500

Rides 4 Paws Transport & Rescue

Cash Flow & Balance Summary (March–September 2025)

Category	Amount (USD)
Starting Cash Balance (March 1, 2025)	\$0
Cash Inflow (Revenue)	\$75,600
Operating Expenses	\$32,344
Net Cash Flow	\$43,256
Ending Cash Balance (Sept 30, 2025)	\$43,256
Assets - Vehicles & Equipment	\$53,000
Liabilities - Vehicle Loan	\$28,000

**Rides 4 Paws Transport & Rescue
Profit & Loss Statement
March – October 2025**

REVENUE

Venmo Income: \$13,803.00
PayPal Income: \$17,010.93
Chase/Zelle Income: \$28,000.00
Stripe Income: \$25,034.69
Apple Business Income: \$4,075.00

Total Revenue: \$87,923.62

EXPENSES

Venmo Expenses: \$33,665.44
PayPal Expenses: \$6,870.10
Chase/Zelle Expenses: \$19,311.93
Apple Expenses: \$548.45

Total Expenses: \$60,395.92

NET PROFIT

\$27,527.70

Rides 4 Paws Transport & Rescue

Profit & Loss Statement (March 1 – September 30, 2025)

Prepared for: Savvy Capital

Category	Amount (USD)
INCOME	
Transport & Rescue Revenue	\$75,600
Total Income	\$75,600
EXPENSES	
Fuel	\$11,200
Vehicle Maintenance & Repairs	\$4,100
Insurance	\$3,500
Kennel & Equipment Purchases	\$4,300
Supplies (Food, Leashes, Pads, etc.)	\$2,700
Cell Phone & Utilities	\$1,600
Loan Payment (Interest Portion Only)	\$2,000
Payment Processor Fees	\$744
Total Expenses	\$30,144
Net Profit (March–September 2025)	\$45,456

APPENDIX C

Rides 4 Paws Platform Pricing Menus and Service Offerings

This appendix summarizes current and illustrative pricing for Rides 4 Paws services, including transport, facility-based services, and related offerings. Pricing reflects both existing operations and projected service models and is subject to change based on market conditions, service mix, and regulatory considerations.

C-1. PAWS & CLAWS PET RESORT – SOUTHPORT (PHASE I)

The Southport location operates as an established, full-service pet care facility offering boarding, daycare, grooming, enrichment activities, and related services. Pricing reflects the current operating structure of the business and includes tiered offerings, multi-dog discounts, bundled packages, and add-on services. The service model supports recurring revenue, customer retention, and stable utilization. All pricing presented below reflects current operations and is subject to adjustment based on market conditions and service mix.

<p style="text-align: center;">DAYCARE SERVICES</p> <ul style="list-style-type: none"> • Half Day (less than 6 hours): \$20 per dog • Full Day (over 6 hours): \$29 per dog • Multi-dog pricing is available at reduced per-dog rates. <p>Packages:</p> <ul style="list-style-type: none"> • 3 Full Days: \$84 • 5 Full Days: \$135 • 10 Full Days: \$260 • 20 Full Days: \$480 • 3 Half Days: \$57 • 5 Half Days: \$90 • 10 Half Days: \$170 • 20 Half Days: \$320 <p style="text-align: center;">BOARDING (OVERNIGHT SERVICES)</p> <ul style="list-style-type: none"> • Cabin Boarding: \$52 per night • Suite Boarding: \$80 per night • Multi-dog pricing is available. <p>Additional Notes:</p> <ul style="list-style-type: none"> • Weekend and holiday rates may vary • Late pick-up (after 11am): \$10 fee 	<p style="text-align: center;">GROOMING AND BATHING SERVICES</p> <ul style="list-style-type: none"> • Bath (Small / Medium): \$20–\$30 • Bath (Large / Extra Large): \$30–\$35 • Double Coat Bath / De-shedding: \$50+ <p>Additional Services:</p> <ul style="list-style-type: none"> • Nail Dremel: \$20 • De-shed / Furminator: \$15+ • Ear Cleaning or Teeth Brushing: \$5 • Anal Gland Expression: \$15 • Face, Feet, and Sanitary Trim: \$15 <p>Packages:</p> <ul style="list-style-type: none"> • Spa Day (bath, blow-dry, brush, ear clean): \$55–\$70 • Full-Service Grooming (includes haircut): \$65+ 	<p style="text-align: center;">ENRICHMENT AND ACTIVITIES</p> <ul style="list-style-type: none"> • Sniff & Seek (15-minute session): \$15 • Play Pals (15-minute session): \$15 • Snuggle Time (15-minute session): \$15 <p style="text-align: center;">MEMBERSHIPS AND PROGRAMS</p> <ul style="list-style-type: none"> • Monthly Unlimited Full Day Daycare: \$425 • Monthly Unlimited Half Day Daycare: \$290 • Group Enrichment (select days): \$12
---	--	---

**C-2. PRICING ADJUSTMENTS AND SERVICE ENHANCEMENTS
(POST-ACQUISITION – SOUTHPORT)**

The following reflects proposed pricing adjustments and service enhancements under consideration following acquisition of the Southport location. These initiatives are intended to improve revenue per customer, expand service offerings, and enhance overall operating efficiency.

Implementation is expected to be phased and subject to market conditions, customer response, and operational considerations.

Illustrative Service Enhancements and Pricing Adjustments

The following examples illustrate the types of service enhancements and pricing refinements under consideration:

- Introduction of structured enrichment programs as standard or add-on services during boarding and daycare stays
- Expansion of individualized care options, including one-on-one play, attention packages, and specialized care services
- Refinement of boarding tiers to emphasize upgraded accommodations and premium service levels
- Repositioning of grooming services to increase utilization and integration with boarding and daycare visits
- Enhancement of membership offerings to encourage recurring usage and improve customer retention
- Gradual alignment of pricing with service enhancements, particularly for premium and add-on offerings

These adjustments are intended to increase average revenue per customer and per visit while maintaining accessibility and service quality.

C-3. PAWS & CLAWS PET RESORT – GOSPORT (PHASE II)

BOARDING SERVICES – CANINE

Pricing reflects a premium, high-touch care model emphasizing individualized attention, enrichment, transparency, and canine welfare.

<p>CANINE STANDARD \$55 / night</p>	<p>CANINE PREMIUM \$75 / night</p>	<p>CANINE LUXURY \$95 / night</p>	<p>ADDITIONAL CANINE BOARDING FEES</p>
<ul style="list-style-type: none"> • Indoor/outdoor run • Daily playtime • Daily photo update • Fresh blankets • Rotating, safety-approved toys • Simple medication administration 	<ul style="list-style-type: none"> • All Canine Standard services • Daily treat upgrade (e.g., frozen treat, pup cup, dehydrated chicken, biscuits) • Premium enrichment rotation (sensory enrichment, brain games, short walks, yard exploration, confidence basics, light flirt pole, calm handling) • Music preference (classical, nature sounds, or white noise) • Themed “photo of the day” • Digital diary entry • Optional story-time session 	<ul style="list-style-type: none"> • All Canine Premium services • 24/7 in-kennel live-stream access • One-hour Snuggle Package (private cozy room, blankets, one-on-one attention, TV access exclusive to snuggle room) • Daily “Pawgress” video update • Complimentary bath for stays of five (5) nights or more • End-of-stay report card 	<ul style="list-style-type: none"> • Additional dog(s), same household: +\$40 / night • Holiday rate: +\$12 / night <p>Weight-Based Upcharges:</p> <ul style="list-style-type: none"> • 80–99 lbs: +\$10 / night • 100+ lbs: +\$15 / night <p>ADD-ON CANINE BOARDING SERVICES</p> <ul style="list-style-type: none"> • Extra snuggle session: \$25 / hour • Nail trim: \$15 • Bath: \$25–\$35 • Transport within 25 miles: \$35 each way • Complex medication administration: \$5 / day

BOARDING SERVICES – FELINE

Pricing reflects a premium, high-touch care model emphasizing individualized attention, enrichment, transparency, and feline welfare.

FELINE STANDARD \$35 / night	FELINE PREMIUM \$50 / night	FELINE LUXURY \$70 / night	ADDITIONAL FELINE BOARDING FEES
<ul style="list-style-type: none"> • Single cat condo • Daily condo cleaning and fresh litter • Individual playtime • Free-roam time in designated cat room • Daily photo update • Cat-safe blankets • Enrichment toys and scratchers • Simple medication administration • Optional double-condo upgrade: +\$15 / night 	<ul style="list-style-type: none"> • All Feline Standard services • Daily treat upgrade (e.g., Churu, freeze-dried chicken, crunchy treats) • Premium enrichment rotation (wand toys, puzzle feeders, foraging, catnip, hide-and-seek toys, perch exploration) • Music preference (cat-safe) • Themed “photo of the day” • Digital diary entry • Optional story-time session 	<ul style="list-style-type: none"> • All Feline Premium services • 24/7 in-condo live-stream access • Private luxury cat room upgrade • One-hour Snuggle & Play Session (cuddles, brushing, treat tasting, optional TV) • Daily “Pawgress” video update • Complimentary nail trim for stays of five (5) nights or more • End-of-stay report card 	<ul style="list-style-type: none"> • Additional cat(s), same household: +\$20 / night • Holiday rate: +\$12 / night <p style="text-align: center;">ADD-ON FELINE BOARDING SERVICES</p> <ul style="list-style-type: none"> • Extra snuggle or play session: \$20 / hour • Nail trim: \$15 • Transport within 25 miles: \$35 each way • Extra treat sampler: \$5 / day

GROOMING SERVICES – CANINE

Rides 4 Paws offers professional grooming services designed to support animal health, comfort, and appearance. Grooming services are available as standalone appointments and as complementary services to boarding and Board & Train programs.

<p style="text-align: center;">STANDARD GROOMING PACKAGE</p> <p style="text-align: center;">For routine maintenance and hygiene.</p> <p>Dogs ≤ 80 lbs</p> <ul style="list-style-type: none"> • Small (under 30 lbs): \$45 • Medium (31–60 lbs): \$60 • Large (61–80 lbs): \$75 <p>Dogs 80–99 lbs</p> <ul style="list-style-type: none"> • Standard Bath: \$90 <p>Dogs 100+ lbs</p> <ul style="list-style-type: none"> • Standard Bath: \$100 <p>Includes:</p> <ul style="list-style-type: none"> • Shampoo and conditioner • Blow dry • Brush-out • Nail trim • Ear cleaning • Sanitary tidy • Light paw trim 	<p style="text-align: center;">PREMIUM GROOMING PACKAGE</p> <p style="text-align: center;">Enhanced coat care and skin conditioning.</p> <p>Dogs ≤ 80 lbs</p> <ul style="list-style-type: none"> • Small: \$65 • Medium: \$85 • Large: \$100 <p>Dogs 80–99 lbs</p> <ul style="list-style-type: none"> • Premium Bath: \$120 <p>Dogs 100+ lbs</p> <ul style="list-style-type: none"> • Premium Bath: \$135 <p>Includes everything in the Standard Package, plus:</p> <ul style="list-style-type: none"> • De-shedding or deep coat conditioning treatment • Force-dryer de-shed • Extended brush-out • Paw balm application • Teeth brushing • Blueberry facial 	<p style="text-align: center;">LUXURY FULL GROOM (Haircut + Bath)</p> <p style="text-align: center;">Complete grooming service with styling and finish work.</p> <p>Dogs ≤ 80 lbs</p> <ul style="list-style-type: none"> • Small: \$75 • Medium: \$90 • Large: \$110 <p>Dogs 80–99 lbs</p> <ul style="list-style-type: none"> • Luxury Groom: \$135 <p>Dogs 100+ lbs</p> <ul style="list-style-type: none"> • Luxury Groom: \$150 <p>Includes everything in the Premium Package, plus:</p> <ul style="list-style-type: none"> • Full haircut or breed-standard styling • Scissor finish • Paw and feet trim • Tail trimming • Full sanitary trim • Optional fragrance finish 	<p style="text-align: center;">DOODLE & POODLE PRICING</p> <p style="text-align: center;"><i>Due to coat density and grooming complexity, doodle and poodle services are priced separately.</i></p> <p>Doodle / Poodle ≤ 80 lbs</p> <ul style="list-style-type: none"> • Bath: \$90 • Premium Bath: \$120 • Full Groom: \$135 <p>Doodle / Poodle 80–99 lbs</p> <ul style="list-style-type: none"> • Bath: \$110 • Premium Bath: \$135 • Full Groom: \$160 <p>Doodle / Poodle 100+ lbs</p> <ul style="list-style-type: none"> • Bath: \$125 • Premium Bath: \$150 • Full Groom: \$180 <p style="text-align: center;">* * *</p> <p style="text-align: center;"><i>Additional charges may apply:</i></p> <ul style="list-style-type: none"> • Severe matting: \$20–\$80 • Coat correction: \$30
<p style="text-align: center;">FELINE GROOMING SERVICES</p> <ul style="list-style-type: none"> • Bath and brush: \$65 • Short-hair full groom: \$80 • Long-hair full groom: \$95 • Lion cut: \$110 • Nail trim: \$15 	<p style="text-align: center;">Boarding & Board & Train Discount</p> <ul style="list-style-type: none"> • \$10 off any grooming service when added to a boarding or Board & Train stay. 	<p style="text-align: center;">GROOMING ADD-ONS</p> <ul style="list-style-type: none"> • Nail trim only: \$15 • Nail dremel: \$20 • Teeth brushing: \$10 • Paw balm: \$5 • Medicated bath: \$15 • Flea bath: \$25 • Anal gland expression: \$15 • De-skunk treatment: \$30 • Severe matting: \$20–\$60 • Handling fee (fearful or reactive animals): \$10–\$40 	

BOARD & TRAIN PROGRAMS

Rides 4 Paws will offer structured Board & Train programs designed to support obedience, behavior stabilization, and long-term owner success. Programs are individualized based on each dog's needs, temperament, and learning pace, with consistent communication and post-program support.

<p style="text-align: center;">2-Week Foundation Program \$2,400</p> <p>Designed to establish core obedience, structure, and foundational skills.</p> <p>Includes:</p> <ul style="list-style-type: none"> • On-leash obedience (sit, down, stay, heel, place) • Crate training and daily routine development • House manners and basic impulse control • Introduction to recall • Structured play and confidence-building activities • Socialization exposure (appropriate to temperament) • Meal structure and feeding routines • Daily photo and text updates • One private owner transfer session (1 hour) • Personalized training plan 	<p style="text-align: center;">3-Week Intermediate Program \$3,200</p> <p>Builds on foundational obedience with increased reliability and real-world exposure.</p> <p>Includes everything in the Foundation Program, plus:</p> <ul style="list-style-type: none"> • Improved recall with mild distractions • Threshold control and impulse refinement • Longer-duration obedience exercises • Structured confidence development • Field trips (retail stores, parks, public spaces) • Two private owner transfer sessions (1 hour each) • 30-day remote follow-up support 	<p style="text-align: center;">4-Week Advanced Program \$4,200</p> <p>Designed for dogs requiring advanced reliability, public manners, and distraction management.</p> <p>Includes everything in the Intermediate Program, plus:</p> <ul style="list-style-type: none"> • Training in high-distraction environments • Advanced loose-leash walking • Reliable recall under increased stimulation • Public-access manners • Car manners and transport behavior • Training around unfamiliar dogs and people • Stability work for nervous or anxious dogs • Three private owner transfer sessions (1 hour each) • Lifetime access to digital training materials • 60-day remote follow-up support 	<p style="text-align: center;">Behavior Modification Program \$4,800 (4–5 weeks)</p> <p>For dogs requiring targeted behavior intervention and rehabilitation.</p> <p>Includes everything in the Advanced Program, plus:</p> <ul style="list-style-type: none"> • Counterconditioning and desensitization protocols • Handling conditioning (touch tolerance, muzzle introduction, veterinary handling) • Detailed behavior logs and weekly progress reviews • Customized at-home management plan • Three private owner transfer sessions (1 hour each) • Lifetime access to digital training materials • 60-day remote follow-up support • Veterinary or behaviorist collaboration when appropriate
---	--	--	---

<p style="text-align: center;">Program Add-Ons</p> <ul style="list-style-type: none"> • Additional training week: \$850 • Additional field trip: \$50 per session • In-home go-home lesson (within 25 miles): \$125 (1 hour) • Pickup or drop-off (within 25 miles): \$45 each way • Departure bath and nail trim: \$45 	<p style="text-align: center;">Multi-Dog Discount</p> <ul style="list-style-type: none"> • Additional dog from the same household: 15% discount on the second dog
--	--

APPENDIX D

Pro Forma Financial Statements

This appendix includes detailed pro forma financial statements prepared for planning and illustrative purposes, including monthly and annual projections supporting the Financial Plan.

D-1. PAWS & CLAWS PET RESORT – SOUTHPORT LOCATION REVENUE UPSIDE MODELS

Year 1 Assumptions

The **Revenue Upside Model** reflects incremental revenue improvements associated with the repositioning of the Southport facility as Paws & Claws Pet Resort and the introduction of expanded service offerings.

Year 1 assumptions are intentionally conservative and phased, reflecting a transition period rather than full operational optimization.

Key assumptions include:

- **Boarding:** Modest price adjustments (approximately 5%) and the introduction of ancillary services, including enrichment and individualized care packages, resulting in increased per-stay revenue
- **Daycare:** Partial adoption of a membership-based model and the introduction of add-on services, increasing revenue per customer without assuming full program penetration
- **Grooming:** Moderate growth driven by increased utilization and cross-selling from boarding and daycare customers
- **Multi-Species Boarding:** Initial rollout of cat and small animal boarding services, with limited but growing contribution
- **Training Services:** Early-stage implementation of basic training offerings with conservative revenue assumptions
- **Retail:** Introduction of a limited retail offering, estimated as a small percentage of service revenue

These assumptions reflect a measured approach to revenue expansion, with operational changes implemented gradually and aligned with staffing capacity, customer adoption, and service quality standards.

Rides 4 Paws Holdings, Inc.

PAWS & CLAWS PET RESORT

PHASE I - SOUTHPORT LOCATION

REVENUE UPSIDE MODEL - YEAR 1

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
BOARDING - UPSIDE													
Base Boarding Revenue	\$21,600	\$21,000	\$22,500	\$22,800	\$23,400	\$24,000	\$24,600	\$24,300	\$22,800	\$22,500	\$21,600	\$23,400	\$274,500
% Price Increase	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Boarding Price Lift	\$1,080	\$1,050	\$1,125	\$1,140	\$1,170	\$1,200	\$1,230	\$1,215	\$1,140	\$1,125	\$1,080	\$1,170	\$13,725
% Add-on Attach Rate	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	
Avg Add-on Spend	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$240
Add-on Revenue	\$3,240	\$3,150	\$3,375	\$3,420	\$3,510	\$3,600	\$3,690	\$3,645	\$3,420	\$3,375	\$3,240	\$3,510	\$41,175
Total Boarding Upside	\$4,320	\$4,200	\$4,500	\$4,560	\$4,680	\$4,800	\$4,920	\$4,860	\$4,560	\$4,500	\$4,320	\$4,680	\$54,900
DAYCARE – UPSIDE													
Base Daycare Revenue	\$39,600	\$38,500	\$41,250	\$41,800	\$42,900	\$44,000	\$45,100	\$44,550	\$41,800	\$41,250	\$39,600	\$42,900	\$503,250
% Membership Lift	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
Membership Revenue Lift	\$2,772	\$2,695	\$2,888	\$2,926	\$3,003	\$3,080	\$3,157	\$3,119	\$2,926	\$2,888	\$2,772	\$3,003	\$35,228
Daycare Add-on %	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Daycare Add-on Revenue	\$1,980	\$1,925	\$2,063	\$2,090	\$2,145	\$2,200	\$2,255	\$2,228	\$2,090	\$2,063	\$1,980	\$2,145	\$25,163
Total Daycare Upside	\$4,752	\$4,620	\$4,950	\$5,016	\$5,148	\$5,280	\$5,412	\$5,346	\$5,016	\$4,950	\$4,752	\$5,148	\$60,390
GROOMING – EXPANSION													
Base Grooming Revenue	\$10,800	\$10,500	\$11,250	\$11,400	\$11,700	\$12,000	\$12,300	\$12,150	\$11,400	\$11,250	\$10,800	\$11,700	\$137,250
Grooming Growth %	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	
Grooming Upside Revenue	\$1,620	\$1,575	\$1,688	\$1,710	\$1,755	\$1,800	\$1,845	\$1,823	\$1,710	\$1,688	\$1,620	\$1,755	\$20,588
MULTI-SPECIES BOARDING													
Monthly Revenue Estimate	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$33,000
TRAINING SERVICES													
Monthly Training Revenue	\$1,000	\$1,000	\$1,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$21,000
RETAIL													
Retail % of Base Revenue	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	
Retail Revenue	\$2,880	\$2,800	\$3,000	\$3,040	\$3,120	\$3,200	\$3,280	\$3,240	\$3,040	\$3,000	\$2,880	\$3,120	\$36,600
TOTALS													
Total Upside Revenue	\$16,572	\$16,195	\$17,138	\$19,326	\$19,703	\$20,080	\$20,457	\$20,269	\$19,326	\$19,138	\$18,572	\$19,703	\$226,478
Total Base Revenue	\$72,000	\$70,000	\$75,000	\$76,000	\$78,000	\$80,000	\$82,000	\$81,000	\$76,000	\$75,000	\$72,000	\$78,000	\$915,000
Total Combined Revenue	\$88,572	\$86,195	\$92,138	\$95,326	\$97,703	\$100,080	\$102,457	\$101,269	\$95,326	\$94,138	\$90,572	\$97,703	\$1,141,478

Year 2 Assumptions

Year 2 reflects increased customer adoption and operational stabilization following the initial repositioning of the Southport facility as Paws & Claws Pet Resort.

Assumptions incorporate higher utilization of expanded service offerings, broader adoption of membership and add-on services, and continued refinement of pricing.

Primary drivers of growth include:

- Broader adoption of boarding and daycare enhancements introduced in Year 1
- Increased utilization of grooming and ancillary services
- Expansion of multi-species boarding and training programs
- Modest improvement in retail penetration

These assumptions reflect a transition from initial implementation to more consistent execution, while remaining aligned with operational capacity and realistic customer adoption rates.

Rides 4 Paws Holdings, Inc.

PAWS & CLAWS PET RESORT

PHASE I - SOUTHPORT LOCATION

REVENUE UPSIDE MODEL - YEAR 2

(Stabilized Operations)

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
BOARDING - UPSIDE													
Base Boarding Revenue	\$21,600	\$21,000	\$22,500	\$22,800	\$23,400	\$24,000	\$24,600	\$24,300	\$22,800	\$22,500	\$21,600	\$23,400	\$274,500
% Price Increase	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	
Boarding Price Lift	\$1,296	\$1,260	\$1,350	\$1,368	\$1,404	\$1,440	\$1,476	\$1,458	\$1,368	\$1,350	\$1,296	\$1,404	\$16,470
% Add-on Attach Rate	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	
Avg Add-on Spend	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$240
Add-on Revenue	\$3,240	\$3,150	\$3,375	\$3,420	\$3,510	\$3,600	\$3,690	\$3,645	\$3,420	\$3,375	\$3,240	\$3,510	\$41,175
Total Boarding Upside	\$4,536	\$4,410	\$4,725	\$4,788	\$4,914	\$5,040	\$5,166	\$5,103	\$4,788	\$4,725	\$4,536	\$4,914	\$57,645
DAYCARE – UPSIDE													
Base Daycare Revenue	\$39,600	\$38,500	\$41,250	\$41,800	\$42,900	\$44,000	\$45,100	\$44,550	\$41,800	\$41,250	\$39,600	\$42,900	\$503,250
% Membership Lift	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%	
Membership Revenue Lift	\$3,564	\$3,465	\$3,713	\$3,762	\$3,861	\$3,960	\$4,059	\$4,010	\$3,762	\$3,713	\$3,564	\$3,861	\$45,293
Daycare Add-on %	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	
Daycare Add-on Revenue	\$2,376	\$2,310	\$2,475	\$2,508	\$2,574	\$2,640	\$2,706	\$2,673	\$2,508	\$2,475	\$2,376	\$2,574	\$30,195
Total Daycare Upside	\$5,940	\$5,775	\$6,188	\$6,270	\$6,435	\$6,600	\$6,765	\$6,683	\$6,270	\$6,188	\$5,940	\$6,435	\$75,488
GROOMING – EXPANSION													
Base Grooming Revenue	\$10,800	\$10,500	\$11,250	\$11,400	\$11,700	\$12,000	\$12,300	\$12,150	\$11,400	\$11,250	\$10,800	\$11,700	\$137,250
Grooming Growth %	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	
Grooming Upside Revenue	\$1,944	\$1,890	\$2,025	\$2,052	\$2,106	\$2,160	\$2,214	\$2,187	\$2,052	\$2,025	\$1,944	\$2,106	\$24,705
MULTI-SPECIES BOARDING													
Monthly Revenue Estimate	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$45,000
TRAINING SERVICES													
Monthly Training Revenue	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$33,000
RETAIL													
Retail % of Base Revenue	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	
Retail Revenue	\$3,600	\$3,500	\$3,750	\$3,800	\$3,900	\$4,000	\$4,100	\$4,050	\$3,800	\$3,750	\$3,600	\$3,900	\$45,750
TOTALS													
Total Upside Revenue	\$21,020	\$20,575	\$21,688	\$23,910	\$24,355	\$24,800	\$25,245	\$25,023	\$23,910	\$23,688	\$23,020	\$24,355	\$281,588
Total Base Revenue	\$72,000	\$70,000	\$75,000	\$76,000	\$78,000	\$80,000	\$82,000	\$81,000	\$76,000	\$75,000	\$72,000	\$78,000	\$915,000
Total Combined Revenue	\$93,020	\$90,575	\$96,688	\$99,910	\$102,355	\$104,800	\$107,245	\$106,023	\$99,910	\$98,688	\$95,020	\$102,355	\$1,196,588

Year 3 Assumptions

Year 3 reflects stabilized operations following full implementation of the expanded service model at Paws & Claws Pet Resort.

Assumptions reflect consistent utilization across all service lines, mature adoption of membership and add-on offerings, and incremental refinement of pricing and service mix.

Growth is driven by operational consistency and ongoing optimization, without reliance on new facilities or major structural changes.

Rides 4 Paws Holdings, Inc.

PAWS & CLAWS PET RESORT

PHASE I - SOUTHPORT LOCATION

REVENUE UPSIDE MODEL - YEAR 3

(Stabilized Operations)

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
BOARDING - UPSIDE													
Base Boarding Revenue	\$21,600	\$21,000	\$22,500	\$22,800	\$23,400	\$24,000	\$24,600	\$24,300	\$22,800	\$22,500	\$21,600	\$23,400	\$274,500
% Price Increase	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
Boarding Price Lift	\$1,512	\$1,470	\$1,575	\$1,596	\$1,638	\$1,680	\$1,722	\$1,701	\$1,596	\$1,575	\$1,512	\$1,638	\$19,215
% Add-on Attach Rate	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	
Avg Add-on Spend	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$20	\$240
Add-on Revenue	\$3,240	\$3,150	\$3,375	\$3,420	\$3,510	\$3,600	\$3,690	\$3,645	\$3,420	\$3,375	\$3,240	\$3,510	\$41,175
Total Boarding Upside	\$4,752	\$4,620	\$4,950	\$5,016	\$5,148	\$5,280	\$5,412	\$5,346	\$5,016	\$4,950	\$4,752	\$5,148	\$60,390
DAYCARE – UPSIDE													
Base Daycare Revenue	\$39,600	\$38,500	\$41,250	\$41,800	\$42,900	\$44,000	\$45,100	\$44,550	\$41,800	\$41,250	\$39,600	\$42,900	\$503,250
% Membership Lift	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	
Membership Revenue Lift	\$3,960	\$3,850	\$4,125	\$4,180	\$4,290	\$4,400	\$4,510	\$4,455	\$4,180	\$4,125	\$3,960	\$4,290	\$50,325
Daycare Add-on %	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	
Daycare Add-on Revenue	\$2,772	\$2,695	\$2,888	\$2,926	\$3,003	\$3,080	\$3,157	\$3,119	\$2,926	\$2,888	\$2,772	\$3,003	\$35,228
Total Daycare Upside	\$6,732	\$6,545	\$7,013	\$7,106	\$7,293	\$7,480	\$7,667	\$7,574	\$7,106	\$7,013	\$6,732	\$7,293	\$85,553
GROOMING – EXPANSION													
Base Grooming Revenue	\$10,800	\$10,500	\$11,250	\$11,400	\$11,700	\$12,000	\$12,300	\$12,150	\$11,400	\$11,250	\$10,800	\$11,700	\$137,250
Grooming Growth %	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Grooming Upside Revenue	\$2,160	\$2,100	\$2,250	\$2,280	\$2,340	\$2,400	\$2,460	\$2,430	\$2,280	\$2,250	\$2,160	\$2,340	\$27,450
MULTI-SPECIES BOARDING													
Monthly Revenue Estimate	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$48,000
TRAINING SERVICES													
Monthly Training Revenue	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$36,000
RETAIL													
Retail % of Base Revenue	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	6%	
Retail Revenue	\$4,320	\$4,200	\$4,500	\$4,560	\$4,680	\$4,800	\$4,920	\$4,860	\$4,560	\$4,500	\$4,320	\$4,680	\$54,900
TOTALS													
Total Upside Revenue	\$24,964	\$24,465	\$25,713	\$25,962	\$26,461	\$26,960	\$27,459	\$27,210	\$25,962	\$25,713	\$24,964	\$26,461	\$312,293
Total Base Revenue	\$72,000	\$70,000	\$75,000	\$76,000	\$78,000	\$80,000	\$82,000	\$81,000	\$76,000	\$75,000	\$72,000	\$78,000	\$915,000
Total Combined Revenue	\$96,964	\$94,465	\$100,713	\$101,962	\$104,461	\$106,960	\$109,459	\$108,210	\$101,962	\$100,713	\$96,964	\$104,461	\$1,227,293

D-2. PRO FORMA INCOME STATEMENTS (MONTHLY DETAIL)

Monthly profit and loss statements for Paws & Claws Pet Resort operations and Rides 4 Paws service lines, supporting the summarized annual projections presented in the Financial Plan. One-time acquisition and development expenditures are excluded from operating results.

Rides 4 Paws Holdings, Inc.													
PROFIT AND LOSS PROJECTIONS													
YEAR 1													
REVENUE	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
<i>Paws & Claws in Southport (Phase I)</i>	\$88,572	\$86,195	\$92,138	\$95,326	\$97,703	\$100,080	\$102,457	\$101,269	\$95,326	\$94,138	\$90,572	\$97,703	\$1,141,478
<i>Paws & Claws in Gosport (Phase II)</i>	\$10,800	\$10,800	\$15,800	\$15,800	\$15,800	\$15,800	\$24,800	\$28,300	\$31,800	\$35,300	\$38,800	\$42,300	\$286,100
	\$99,372	\$96,995	\$107,938	\$111,126	\$113,503	\$115,880	\$127,257	\$129,569	\$127,126	\$129,438	\$129,372	\$140,003	\$1,427,578
OPERATING EXPENSES	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
<i>Paws & Claws in Southport (Phase I)</i>	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$758,400
<i>Paws & Claws in Gosport (Phase II)</i>	\$0	\$0	\$0	\$0	\$4,500	\$8,500	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$88,600
Management Compensation	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$80,000
	\$69,867	\$69,867	\$69,867	\$69,867	\$74,367	\$78,367	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$927,000
Net Income before Taxes (per month)	\$29,505	\$27,128	\$38,071	\$41,259	\$39,136	\$37,513	\$44,790	\$47,102	\$44,659	\$46,971	\$46,905	\$57,536	\$500,578
Net Income before Taxes (YTD)	\$29,505	\$56,634	\$94,705	\$135,964	\$175,100	\$212,614	\$257,404	\$304,506	\$349,165	\$396,136	\$443,041	\$500,578	

Operating expenses are held constant in Years 2 and 3 to reflect stabilized operations, with no assumed capacity expansion or staffing growth.

Rides 4 Paws Holdings, Inc.													
PROFIT AND LOSS PROJECTIONS													
YEAR 2													
REVENUE	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
<i>Paws & Claws in Southport (Phase I)</i>	\$93,020	\$90,575	\$96,688	\$99,910	\$102,355	\$104,800	\$107,245	\$106,023	\$99,910	\$98,688	\$95,020	\$102,355	\$1,196,588
<i>Paws & Claws in Gosport (Phase II)</i>	\$48,895	\$48,895	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$528,740
	\$141,915	\$139,470	\$139,783	\$143,005	\$145,450	\$147,895	\$150,340	\$149,118	\$143,005	\$141,783	\$138,115	\$145,450	\$1,725,328
OPERATING EXPENSES	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
<i>Paws & Claws in Southport (Phase I)</i>	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$758,400
<i>Paws & Claws in Gosport (Phase II)</i>	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$151,200
Management Compensation	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$80,000
	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$989,600
Net Income before Taxes (per month)	\$59,448	\$57,003	\$57,316	\$60,538	\$62,983	\$65,428	\$67,873	\$66,651	\$60,538	\$59,316	\$55,648	\$62,983	\$735,728
Net Income before Taxes (YTD)	\$59,448	\$116,452	\$173,768	\$234,306	\$297,289	\$362,718	\$430,591	\$497,242	\$557,780	\$617,096	\$672,744	\$735,728	

Rides 4 Paws Holdings, Inc.													
PROFIT AND LOSS PROJECTIONS													
YEAR 3													
REVENUE	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
<i>Paws & Claws in Southport (Phase I)</i>	\$96,964	\$94,465	\$100,713	\$101,962	\$104,461	\$106,960	\$109,459	\$108,210	\$101,962	\$100,713	\$96,964	\$104,461	\$1,227,293
<i>Paws & Claws in Gosport (Phase II)</i>	\$50,260	\$50,260	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$545,117
	\$147,224	\$144,725	\$145,172	\$146,422	\$148,921	\$151,420	\$153,919	\$152,669	\$146,422	\$145,172	\$141,424	\$148,921	\$1,772,410
OPERATING EXPENSES	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
<i>Paws & Claws in Southport (Phase I)</i>	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$758,400
<i>Paws & Claws in Gosport (Phase II)</i>	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$151,200
Management Compensation	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$80,000
	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$989,600
Net Income before Taxes (per month)	\$64,757	\$62,258	\$62,706	\$63,955	\$66,454	\$68,953	\$71,452	\$70,203	\$63,955	\$62,706	\$58,957	\$66,454	\$782,810
Net Income before Taxes (YTD)	\$64,757	\$127,015	\$189,721	\$253,676	\$320,130	\$389,083	\$460,535	\$530,738	\$594,693	\$657,398	\$716,355	\$782,810	

D-3. PRO FORMA CASH FLOW PROJECTIONS (MONTHLY DETAIL)

Monthly cash flow projections focus on liquidity, timing of capital deployment, and operating cash generation. Shareholder distributions are discretionary and modeled only after maintaining adequate operating liquidity and contingency reserves.

Excess cash balances in Years 2 and 3 reflect intentional retention of liquidity to support operating resilience, future growth initiatives, and financing flexibility, rather than accelerated shareholder distributions. One-time acquisition and development expenditures reflect capital deployed at or near closing and exclude amounts retained for operating liquidity, working capital, and contingency reserves, as detailed in the Use of Proceeds.

Rides 4 Paws Holdings, Inc.													
CASH FLOW PROJECTIONS													
YEAR 1													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
Cash on hand (beginning of the month)	\$5,000,000	\$2,852,005	\$2,879,134	\$2,417,205	\$1,458,464	\$497,600	\$352,614	\$397,404	\$444,506	\$489,165	\$536,136	\$583,041	
CASH RECEIPTS													
<i>Paws & Claws in Southport</i> (Phase I)	\$88,572	\$86,195	\$92,138	\$95,326	\$97,703	\$100,080	\$102,457	\$101,269	\$95,326	\$94,138	\$90,572	\$97,703	\$1,141,478
<i>Paws & Claws in Gosport</i> (Phase II)	\$10,800	\$10,800	\$15,800	\$15,800	\$15,800	\$15,800	\$24,800	\$28,300	\$31,800	\$35,300	\$38,800	\$42,300	\$286,100
TOTAL CASH RECEIPTS	\$99,372	\$96,995	\$107,938	\$111,126	\$113,503	\$115,880	\$127,257	\$129,569	\$127,126	\$129,438	\$129,372	\$140,003	\$1,427,578
Total Cash Available	\$5,099,372	\$2,949,000	\$2,987,071	\$2,528,331	\$1,571,967	\$613,480	\$479,871	\$526,972	\$571,632	\$618,603	\$665,508	\$723,044	
CASH PAID OUT													
Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL	
Phase I Investment at Closing	\$2,177,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,177,500
Phase II Investment (Staged Deployment)	\$0	\$0	\$500,000	\$1,000,000	\$1,000,000	\$182,500	\$0	\$0	\$0	\$0	\$0	\$0	\$2,682,500
<i>Paws & Claws in Southport</i> Operating Expenses	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$758,400
<i>Paws & Claws in Gosport</i> Operating Expenses	\$0	\$0	\$0	\$0	\$4,500	\$8,500	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$88,600
Management Compensation	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$80,000
Planned Shareholder Distributions (Discretionary)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,173	\$150,173
TOTAL CASH PAID OUT	\$2,247,367	\$69,867	\$569,867	\$1,069,867	\$1,074,367	\$260,867	\$82,467	\$82,467	\$82,467	\$82,467	\$82,467	\$232,640	\$5,937,173
Cash on hand (end of the month)	\$2,852,005	\$2,879,134	\$2,417,205	\$1,458,464	\$497,600	\$352,614	\$397,404	\$444,506	\$489,165	\$536,136	\$583,041	\$490,404	

Rides 4 Paws Holdings, Inc.													
CASH FLOW PROJECTIONS													
YEAR 2													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
Cash on hand (beginning of the month)	\$490,404	\$549,853	\$606,856	\$608,992	\$669,531	\$732,514	\$742,763	\$810,636	\$877,287	\$882,646	\$941,961	\$997,610	
CASH RECEIPTS													
<i>Paws & Claws in Southport</i> (Phase I)	\$93,020	\$90,575	\$96,688	\$99,910	\$102,355	\$104,800	\$107,245	\$106,023	\$99,910	\$98,688	\$95,020	\$102,355	\$1,196,588
<i>Paws & Claws in Gosport</i> (Phase II)	\$48,895	\$48,895	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$43,095	\$528,740
TOTAL CASH RECEIPTS	\$141,915	\$139,470	\$139,783	\$143,005	\$145,450	\$147,895	\$150,340	\$149,118	\$143,005	\$141,783	\$138,115	\$145,450	\$1,725,328
Total Cash Available	\$632,319	\$689,323	\$746,638	\$751,997	\$814,981	\$880,409	\$893,103	\$959,753	\$1,020,292	\$1,024,428	\$1,080,076	\$1,143,060	
CASH PAID OUT													
<i>Paws & Claws in Southport</i> Operating Expenses	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$758,400
<i>Paws & Claws in Gosport</i> Operating Expenses	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$151,200
Management Compensation	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$80,000
Quarterly Distributions (Discretionary)	\$0	\$0	\$55,180	\$0	\$0	\$55,180	\$0	\$0	\$55,180	\$0	\$0	\$55,180	\$220,718
TOTAL CASH PAID OUT	\$82,467	\$82,467	\$137,646	\$82,467	\$82,467	\$137,646	\$82,467	\$82,467	\$137,646	\$82,467	\$82,467	\$137,646	\$1,210,318
Cash on hand (end of the month)	\$549,853	\$606,856	\$608,992	\$669,531	\$732,514	\$742,763	\$810,636	\$877,287	\$882,646	\$941,961	\$997,610	\$1,005,414	

Rides 4 Paws Holdings, Inc.													
CASH FLOW PROJECTIONS													
YEAR 3													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	TOTAL
Cash on hand (beginning of the month)	\$1,005,414	\$1,070,171	\$1,132,429	\$1,136,424	\$1,200,379	\$1,266,833	\$1,277,075	\$1,348,527	\$1,418,730	\$1,423,974	\$1,486,680	\$1,545,637	
CASH RECEIPTS													
<i>Paws & Claws in Southport</i> (Phase I)	\$96,964	\$94,465	\$100,713	\$101,962	\$104,461	\$106,960	\$109,459	\$108,210	\$101,962	\$100,713	\$96,964	\$104,461	\$1,227,293
<i>Paws & Claws in Gosport</i> (Phase II)	\$50,260	\$50,260	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$44,460	\$545,117
TOTAL CASH RECEIPTS	\$147,224	\$144,725	\$145,172	\$146,422	\$148,921	\$151,420	\$153,919	\$152,669	\$146,422	\$145,172	\$141,424	\$148,921	\$1,772,410
Total Cash Available	\$1,152,637	\$1,214,895	\$1,277,601	\$1,282,845	\$1,349,299	\$1,418,252	\$1,430,994	\$1,501,196	\$1,565,152	\$1,569,146	\$1,628,103	\$1,694,558	
CASH PAID OUT													
<i>Paws & Claws in Southport</i> Operating Expenses	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$63,200	\$758,400
<i>Paws & Claws in Gosport</i> Operating Expenses	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$151,200
Management Compensation	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$80,000
Quarterly Distributions (Discretionary)	\$0	\$0	\$58,711	\$0	\$0	\$58,711	\$0	\$0	\$58,711	\$0	\$0	\$58,711	\$234,843
TOTAL CASH PAID OUT	\$82,467	\$82,467	\$141,177	\$82,467	\$82,467	\$141,177	\$82,467	\$82,467	\$141,177	\$82,467	\$82,467	\$141,177	\$1,224,443
Cash on hand (end of the month)	\$1,070,171	\$1,132,429	\$1,136,424	\$1,200,379	\$1,266,833	\$1,277,075	\$1,348,527	\$1,418,730	\$1,423,974	\$1,486,680	\$1,545,637	\$1,553,380	

**D-4. PRO FORMA BALANCE SHEETS
(END OF YEAR 1, YEAR 2, AND YEAR 3)**

Pro forma balance sheets reflect conservative asset and liquidity assumptions. Statements are presented without material operating working-capital balances and assume an all-equity capitalization in the base case.

Rides 4 Paws Holdings, Inc.		
PRO FORMA BALANCE SHEET		
END OF YEAR 1 (BASE CASE)		
ASSETS		
<u>Current Assets</u>		
Cash and Cash Equivalents	\$490,404	
<u>Long-Term Assets</u>		
Real Estate (Land & Building)	\$2,250,000	
Leasehold Improvements / Build-Out	\$1,050,000	
Goodwill / Intangible Assets ⁶	\$797,548	
Furniture, Fixtures & Equipment	\$557,000	\$4,654,548
TOTAL	\$5,144,952	
LIABILITIES		
<u>Current Liabilities</u>		
Accounts Payable & Accrued Expenses ⁷	\$0	
<u>Long-Term Liabilities</u>		
Long-Term Debt ⁸	\$0	
TOTAL	\$0	
EQUITY		
Paid-In Capital	\$4,794,548	
Retained Earnings (Year 1)	\$350,404	
TOTAL LIABILITIES & EQUITY	\$5,144,952	

⁶ Approx.

⁷ Conservative assumption.

⁸ Assumes all-equity funding in base case.

Rides 4 Paws Holdings, Inc.			
PRO FORMA BALANCE SHEET			
END OF YEAR 2			
ASSETS			
<u>Current Assets</u>			
Cash and Cash Equivalents ⁹		\$1,005,414	
<u>Long-Term Assets</u>¹⁰			
Real Estate (Land & Building)		\$2,250,000	
Leasehold Improvements / Build-Out		\$1,050,000	
Goodwill / Intangible Assets		\$797,548	
Furniture, Fixtures & Equipment		\$557,000	\$4,654,548
TOTAL		\$5,659,962	
LIABILITIES			
<u>Current Liabilities</u>			
Accounts Payable & Accrued Expenses ¹¹			\$0
<u>Long-Term Liabilities</u>			
Long-Term Debt ¹²			\$0
TOTAL			\$0
EQUITY			
Paid-In Capital ¹³		\$4,794,548	
Retained Earnings (End of Year 2)		\$865,414	
TOTAL		\$5,659,962	
TOTAL LIABILITIES & EQUITY			\$5,659,962

⁹ Per Year-2 cash flow ending balance.

¹⁰ Unchanged from Year 1; no additional capital expenditures assumed.

¹¹ Conservative assumption; operating expenses paid currently.

¹² All-equity base case maintained.

¹³ Unchanged; no additional equity raised.

Rides 4 Paws Holdings, Inc.		
PRO FORMA BALANCE SHEET		
END OF YEAR 3		
ASSETS		
<u>Current Assets</u>		
Cash and Cash Equivalents	\$1,553,380	
<u>Long-Term Assets</u>		
Real Estate (Land & Building)	\$2,250,000	
Leasehold Improvements / Build-Out	\$1,050,000	
Goodwill / Intangible Assets	\$797,548	
Furniture, Fixtures & Equipment	\$557,000	\$4,654,548
TOTAL	\$6,207,928	
LIABILITIES		
TOTAL		\$0
EQUITY		
Paid-In Capital	\$4,794,548	
Retained Earnings (End of Year 3) ¹⁴	\$1,413,380	
TOTAL	\$6,207,928	

¹⁴ Cumulative retained earnings per the income statement exceed balance-sheet retained earnings due to discretionary distributions and conservative liquidity treatment in the cash-flow model.

**D-5. MONTHLY OPERATING EXPENSE ASSUMPTIONS
(BASELINE MODELS)**

The projected operating expense profile for the **Southport location** reflects targeted operational efficiencies, including improved labor scheduling, reduced discretionary spending, and normalization of select administrative and insurance costs. Expenses are held flat in Years 2 and 3 to reflect stabilized operations under conservative assumptions.

Rides 4 Paws Holdings, Inc.		
PAWS & CLAWS PET RESORT – SOUTHPORT		
MONTHLY OPERATING EXPENSES		
NORMALIZED OPERATIONS (BASELINE MODEL)		
Labor & People		
Payroll – Wages & Salaries	\$40,000	
Payroll Taxes & Benefits	\$3,000	\$43,000
Facility Costs		
Facility Occupancy Cost	\$6,500	
Utilities (Electric, Water, Gas)	\$1,200	
Repairs & Maintenance	\$1,000	\$8,700
Operating Expenses (Core Operations)		
Pet Supplies & Food	\$2,200	
Cleaning & Sanitation	\$1,200	
Waste Removal	\$400	
Laundry	\$400	\$4,200
Sales, Marketing & Customer Acquisition		
Local Marketing & Promotions	\$1,000	
Advertising / Paid Media	\$1,000	\$2,000
Administrative, Systems & Technology		
Website Hosting	\$300	
Software / POS / Scheduling	\$700	
Phone & Internet	\$450	
Office Supplies	\$250	
Professional Fees (Acct / Legal)	\$750	\$2,450
Insurance & Vehicles		
Insurance	\$1,100	
Transport & Vehicle Costs	\$1,000	\$2,100
Miscellaneous / Discretionary	\$750	
TOTAL	\$63,200	
TOTAL ANNUAL EXPENSES	\$758,400	

The projected operating expense profile reflects a lean operating structure for the **Gosport location** during initial ramp-up, aligned with anticipated staffing, service mix, and early-stage utilization. Expenses are based on the Year 1 baseline and are held constant in Years 2 and 3 to reflect stabilized operations.

Rides 4 Paws Holdings, Inc.		
PAWS & CLAWS PET RESORT – GOSPORT		
MONTHLY OPERATING EXPENSES		
YEAR 1 – INITIAL OPERATIONS (BASELINE MODEL)		
Labor & People		
Payroll – Wages & Salaries	\$3,000	
Payroll Taxes & Benefits	\$200	\$3,200
Facility Costs		
Property Taxes / Carry	\$1,500	
Utilities (Electric, Water, Gas)	\$800	
Repairs & Maintenance	\$500	\$2,800
Operating Expenses (Core Operations)		
Pet Supplies & Food	\$1,200	
Veterinary / Animal Care	\$500	
Cleaning / Waste / Disposal	\$500	\$2,200
Sales, Marketing & Customer Acquisition		
Local Marketing & Promotions	\$500	
Advertising / Paid Media	\$250	\$750
Administrative, Systems & Technology		
Website Hosting	\$150	
Software / POS / Scheduling	\$200	
Phone & Internet	\$200	
Office Supplies	\$100	
Professional Fees (Acct / Legal)	\$300	\$950
Insurance & Vehicles		
Fuel	\$600	
Vehicle Maintenance	\$400	
Insurance	\$1,100	\$2,100
Miscellaneous / Discretionary	\$600	
TOTAL	\$12,600	
TOTAL ANNUAL EXPENSES	\$151,200	

APPENDIX E

Break-Even and Sensitivity Analysis

This appendix presents illustrative break-even and sensitivity analyses evaluating operating resilience under conservative assumptions. Break-even analysis addresses core operations, incremental service lines, and the consolidated platform. Sensitivity scenarios assess the impact of changes in utilization, operating costs, regulatory timing, and distribution assumptions.

These analyses are intended to demonstrate platform stability and downside resilience rather than optimize short-term returns.

Rides 4 Paws Holdings, Inc.	
BREAK-EVEN ANALYSIS (ILLUSTRATIVE)	
Operating Break-Even¹⁵	
<i>Paws & Claws - Southport Location</i>	
Item	Annual Amount
Southport Operating Revenue (Base Year)	\$915,000
Fixed Operating Costs	\$861,800
Variable Costs (embedded within operating expense assumptions)	Included
Operating Break-Even Revenue	~\$865,000
Margin of Safety	~6%
Incremental Break-Even¹⁶	
<i>Paws & Claws - Gosport Location</i>	
Item	Annual Amount
Gosport Operating Revenue (Stabilized)	\$521,869
Incremental Facility Operating Costs	\$128,400
Incremental Contribution Margin	\$393,469
Incremental Break-Even Revenue	~\$130,000
Consolidated Platform Break-Even¹⁷	
Item	Annual Amount
Total Revenue (Year 2 Base Case)	\$1,464,319
Total Operating Expenses	\$990,200
Consolidated Break-Even Revenue	~\$1.0 million
Excess Over Break-Even	~\$464,000

¹⁵ **Fixed costs** reflect stabilized franchise operating expenses. **Variable costs** are embedded within operating expense assumptions and treated conservatively. **Break-even** is achieved slightly below modeled Year-1 revenue, providing early operating stability.

¹⁶ **Facility services** are evaluated independently of franchise operations. **Break-even** is achieved at a low utilization threshold relative to modeled volumes. **Incremental margin** materially enhances consolidated cash generation.

¹⁷ Consolidated break-even reflects stabilized operations. Management compensation is included. Shareholder distributions are excluded from break-even by design (discretionary).

APPENDIX F

Rescue and Community Engagement

This appendix provides supporting documentation and illustrative examples related to the rescue, transport, and community-engagement mission of the Rides 4 Paws platform. Materials included herein are intended to demonstrate regulatory compliance, operational readiness, and mission alignment.

Appendix F includes: (i) regulatory certification documentation under the Animal Welfare Act, (ii) insurance and risk-management verification, and (iii) representative rescue and community-engagement case examples reflecting the founder's direct experience in animal transport, rehabilitation, and placement.

All rescue activities referenced in this appendix are conducted through Rides 4 Paws Rescue, Inc., a nonprofit organization that is legally and financially separate from Rides 4 Paws Holdings, Inc. and its for-profit operating subsidiaries. The materials provided are included for context and transparency only and are not relied upon for financial projections or operating assumptions.

F-1. USDA CLASS T CARRIER CERTIFICATION (ANIMAL WELFARE ACT)

Regulatory compliance documentation

The image shows a USDA Class T Carrier Certification for Jill Hanson. The document is framed by a double-line border. In the top left corner is the USDA logo. In the top right corner, the expiration date is listed as August 27, 2027. The text is organized into columns. On the left, there are three vertical labels: 'Marketing and Regulatory Programs', 'Animal and Plant Health Inspection Service', and 'Animal Care'. The main text in the center reads: 'United States Department of Agriculture', 'This is to certify that Jill Hanson is a registered Class T - Carrier under the Animal Welfare Act (7 U.S.C. 2131 et seq.)', 'Certificate No. 32-T-0260', and 'Customer No. 6022664'. At the bottom, there is a signature line for the Deputy Administrator, with a handwritten signature above it. The footer of the form reads 'APHIS FORM 7021 (JUL 2019)'.

USDA
United States Department of Agriculture

Expiration Date: August 27, 2027

Marketing and Regulatory Programs

Animal and Plant Health Inspection Service

Animal Care

This is to certify that
Jill Hanson

is a registered Class T - Carrier under the

Animal Welfare Act
(7 U.S.C. 2131 et seq.)

Certificate No. 32-T-0260
Customer No. 6022664

Johanna I. Mulvaney
Deputy Administrator

APHIS FORM 7021 (JUL 2019)

F-2. INSURANCE COVERAGE DOCUMENTATION (STATE FARM)

Operational risk and insurance verification



Business Binder-Receipt

Policy Type — Business Insurance

State Farm Fire and Casualty Company

A stock company with home offices in Bloomington, IL

Policy number: 94-GA-X544-9
Effective date: November 10, 2025

PRIMARY NAMED INSURED

Prepared for: RIDES 4 PAWS TRANSPORT & RESCU
Address:
 1224 N OLNEY ST
 INDIANAPOLIS, IN 46201-2259

POLICY PREMIUM

Total annual premium: \$726.00

SECTION I - PROPERTY

Location number	Location of Described Premises	Limit of Insurance Coverage A Building	Limit of Insurance Coverage B Business Personal Property
001	1224 N Olney St Indianapolis IN 46201-2259	No Coverage	\$8,500 Replacement Cost

SECTION II - LIABILITY

Coverage	Limits
Coverage L - Business Liability Per Occurrence	\$1,000,000
Coverage M - Medical Expenses Each Person	\$5,000
Aggregate Limits	
Products/Completed Operations Aggregate	\$2,000,000
General Aggregate	\$2,000,000

DEDUCTIBLES

Section I Deductibles	Amount
Policy Deductible	\$500

ADDITIONAL ENDORSEMENTS

Inland Marine — Animal Floater
 Maximum limit - Any one animal: \$5,000
 Total limit - All covered animals: \$20,000
 Deductible: \$500

Policy number: 94-GA-X544-9
Effective date: November 10, 2025
BLFireBinderReceipt.IN

Page 1 of 2
1010707 2011 156443 09-09-2025



Inland Marine — Computer Property

Computer hardware/software limit: \$25,000
Loss of income and extra expense limit: \$25,000
Deductible: \$500

Inland Marine — Miscellaneous Articles

Limit: \$8,500
Valuation: Replacement Cost
Deductible: \$500

Full named insured: RIDES 4 PAWS TRANSPORT & RESCUE INC..

Your State Farm Agent

Matt Kwiatkowski

3059 N Morton Street Ste A
Franklin, IN 46131-2754

Bus: 317-736-6666 ext.

BINDER: State Farm® will provide coverage to the applicant and his or her legal representative on the property described for up to ninety (90) days from the Effective Date, subject to all terms and conditions of the policy and endorsements for which application has been made. If no Effective Date is indicated, this Binder does not provide any coverage. This Binder will be void when the declarations page is issued on the policy for which application has been made or when coverage under this Binder is canceled in accordance with policy provisions.

The premium due State Farm for the coverage provided by this Binder will be the full annual premium for the policy for which the application has been made, and will be pro-rated for the length of time coverage is provided under this Binder.

If coverage in this Binder replaces coverage in other policies terminating at 12 Noon (Standard Time) on the inception date of this Binder, this Binder will be effective at 12 Noon (Standard Time) instead of 12:01 a.m. Standard Time.

F-3. RESCUE AND COMMUNITY ENGAGEMENT

Case Examples

This appendix provides representative examples of rescue partnerships, community engagement initiatives, and mission-aligned activities associated with the Rides 4 Paws platform. The examples presented are illustrative in nature and do not constitute an exhaustive list of partnerships or activities.

The Rides 4 Paws platform is informed by an established commitment to animal rescue and community engagement. The following case examples are included to demonstrate the practical application of that mission and to reflect the founder's direct experience in animal rescue, transport, rehabilitation, and placement.

These examples reflect real-world rescue activity and are provided for contextual and transparency purposes only. They are not relied upon in the preparation of financial projections, operating assumptions, or valuation analyses.

All rescue activities referenced herein are conducted through **Rides 4 Paws Rescue, Inc.**, a nonprofit organization that is legally and financially separate from **Rides 4 Paws Holdings, Inc.** and its for-profit operating subsidiaries.

Bandit & Zorro *Foundational Rescue Case*



Bandit and Zorro were ten-month-old husky brothers scheduled for imminent euthanasia in a Los Angeles shelter. With no rescue partners available, the founder personally executed a cross-country intervention, arriving minutes before their deadline. Both dogs were stabilized, vetted, and successfully adopted, marking the operational origin of the Rides 4 Paws rescue and transport model.

**Sixteen Huskies
(Parvo Response)**

Large-Scale Medical & Logistical Coordination

Sixteen parvo-infected and exposed huskies were rescued from a Southern California shelter through coordinated quarantine, veterinary care, and emergency fundraising. Following full recovery, the founder transported all sixteen dogs cross-country to partner rescues for placement. All animals were successfully adopted, demonstrating operational capacity at scale.

Hamilton

Shelter Intervention & Foster Conversion

Hamilton was pulled from a rural South Carolina shelter after exhibiting signs of physical and emotional shutdown. Immediate intervention led to rapid recovery in a home environment, and he became a permanent foster-fail placement. His case highlights the importance of timely, individualized assessment.



Tio

Transport, Trauma, and Operational Continuity

Tio was pulled from euthanasia for fear-based behavior and placed into temporary boarding prior to retrieval. He became a constant transport companion and has traveled extensively across the U.S. and Canada as part of rescue operations, including surviving a major transport-related accident. His case reflects the realities and continuity of field-based rescue logistics.

Snoop & Queen

Bonded Pair & International Placement



Snoop and Queen were surrendered and scheduled for euthanasia at a Southern California shelter. They were pulled together, boarded, and placed as a bonded pair with an adoptive family in Nova Scotia. International transport was coordinated to preserve placement continuity.



Claire was rescued from death row with severe muscle atrophy caused by prolonged confinement. Through controlled rehabilitation and appropriate care, she regained full mobility. Her case illustrates how access to adequate space and facilities materially improves recovery outcomes.

Claire

Physical Rehabilitation & Facility Justification

APPENDIX G

Rides 4 Paws Rescue, Inc. Nonprofit Overview

This appendix provides a high-level overview of Rides 4 Paws Rescue, Inc., including its mission, activities, and relationship to the for-profit operating platform. Inclusion of this information is for contextual and mission-alignment purposes only.

Rides 4 Paws Rescue, Inc. is a legally distinct Indiana nonprofit corporation organized under Section 501(c)(3) of the Internal Revenue Code. The organization exists exclusively to support animal rescue, rehabilitation, and adoption activities and is not operated for profit.

PURPOSE AND MISSION

Rides 4 Paws Rescue, Inc. was formed to address the growing need for rescue and placement of at-risk animals, with a particular emphasis on dogs requiring medical intervention, behavioral rehabilitation, or specialized placement support. The organization focuses on cases that are often overlooked or underserved by traditional shelters due to cost, complexity, or capacity constraints.

The nonprofit's mission is to rescue, rehabilitate, and responsibly rehome animals while maintaining high standards of care, transparency, and ethical stewardship of donated funds.

CORE ACTIVITIES

The nonprofit's operations include, but are not limited to:

- Intake of animals from high-kill shelters, emergency owner surrenders, and rescue partners
- Veterinary stabilization, medical treatment, vaccinations, and spay/neuter coordination
- Behavioral assessment and rehabilitation to prepare animals for adoption
- Temporary housing through a combination of transport-based care, partner boarding facilities, and limited foster arrangements
- Adoption screening, placement, and post-adoption follow-up
- Rescue-only transport services to adopters and partner organizations

Rides 4 Paws Rescue, Inc. operates within the regulatory and ethical standards applicable to nonprofit animal welfare organizations and maintains appropriate records, policies, and controls consistent with its charitable status.

FUNDING MODEL

The nonprofit is funded exclusively through charitable sources, including:

- Individual donations
- Adoption fees
- Rescue sponsorships
- Fundraising campaigns
- In-kind donations such as food, medical supplies, and equipment

All funds received by the nonprofit are used solely for charitable purposes. Any surplus funds are retained within the nonprofit to support future rescues, medical emergencies, and operational continuity.

RELATIONSHIP TO FOR-PROFIT ENTITIES

Rides 4 Paws Rescue, Inc. is **legally and operationally separate** from all for-profit entities described in this Business Plan, including Rides 4 Paws Holdings, Inc. and its operating subsidiaries.

Key structural principles include:

- No commingling of funds between the nonprofit and for-profit entities
- No use of investor capital for nonprofit operations
- No distribution of nonprofit funds for private benefit
- No ownership interest of investors in the nonprofit entity

The nonprofit does not own operating businesses, real estate, or revenue-generating assets associated with the for-profit platform.

INTERACTION WITH THE COMMERCIAL PLATFORM

While legally independent, the nonprofit may benefit indirectly from the broader platform through:

- Charitable contributions made by for-profit operating entities at their discretion
- Shared mission visibility and community engagement
- Access to commercial transport capabilities through arm's-length arrangements, where appropriate and compliant

These interactions are structured to preserve the nonprofit's charitable integrity while allowing the broader platform to support animal welfare objectives without compromising commercial discipline or investor protections.

INVESTOR CONSIDERATIONS

Investors in Rides 4 Paws Holdings, Inc. do **not** receive equity, governance rights, or financial exposure related to Rides 4 Paws Rescue, Inc. The nonprofit is included in this Business Plan for transparency and context only, as its mission forms part of the broader brand identity and community engagement strategy.

State of Indiana
Office of the Secretary of State

Certificate of Incorporation
of
RIDES 4 PAWS TRANSPORT & RESCUE INC.

I, DIEGO MORALES, Secretary of State, hereby certify that Articles of Incorporation of the above Domestic Nonprofit Corporation have been presented to me at my office, accompanied by the fees prescribed by law and that the documentation presented conforms to law as prescribed by the provisions of the Indiana Code.

NOW, THEREFORE, with this document I certify that said transaction will become effective Friday, June 27, 2025.



In Witness Whereof, I have caused to be affixed my signature and the seal of the State of Indiana, at the City of Indianapolis, June 30, 2025.

Diego Morales

DIEGO MORALES
SECRETARY OF STATE

202506271904038 / 10891324

To ensure the certificate's validity, go to <https://bsd.sos.in.gov/PublicBusinessSearch>