

## ITEM 19

### FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

This Financial Performance Representation consists of the following information about British Swim School:

1. **Important Historical Information.** A short summary of the history of British Swim School.
2. **Key Financial Metrics.** An overview of the franchise system performance consisting of revenue and customer performance by class year, and revenue growth by class year, for both 2024 and earlier years.
3. **Additional Performance Metrics.** A table providing contracted pool metrics for calendar years 2022 - 2024 in a question and answer format.

#### **A. Important Historical Information**

British Swim School began franchise operations in 2011 under our predecessor, BSCF, after operating as a non-franchise business in both the United Kingdom and the United States for almost 30 years. By leveraging available commercial pools instead of constructing pools, the business model supports a lower initial investment strategy and offers agility and scalability to enable franchise business owners to rapidly meet demand and changing demographics.

Upon launching franchise operations in 2011, BSCF operated a number of corporate-owned outlets in addition to its franchised outlets. Over time, BSCF transitioned to a franchise-only business model. As of December 31, 2024, British Swim School had 150 U.S.-based franchisees that owned and actively operated 258 outlets across 32 states (includes the District of Columbia).



## B. Key Financial Metrics

Table 1. 2024 Gross Revenue and Customer Performance

### 2024 Performance - Revenue

	# of Outlets	2024 Average	# above Average (%)	Median	High Outlet	Low Outlet	2023 Average
<b>Class of Pre-2022</b>	91	\$ 580,168	34 (37%)	\$ 412,356	\$ 2,614,532	\$ 26,201	\$ 573,500
<b>Class of 2022</b>	16	\$ 289,915	6 (38%)	\$ 241,339	\$ 757,806	\$ 54,305	\$ 293,025
<b>Class of 2023</b>	36	\$ 329,959	16 (44%)	\$ 246,022	\$ 1,078,667	\$ 33,440	\$ 213,346
<b>Class of 2024</b>	73	\$ 131,687	27 (37%)	\$ 98,246	\$ 498,537	\$ 13,245	-

### 2024 Performance - Customers

	# of Outlets	2024 Average	# above Average (%)	Median	High Outlet	Low Outlet	2023 Average
<b>Class of Pre-2022</b>	91	701	37 (41%)	594	2,680	68	743
<b>Class of 2022</b>	16	409	6 (38%)	310	848	82	420
<b>Class of 2023</b>	36	436	16 (44%)	381	935	55	315
<b>Class of 2024</b>	73	201	31 (42%)	161	619	29	-

Notes for the above table:

1. “Gross Revenue and Customer Performance” is based on the 216 outlets open and operating for at least six full months in 2024.
2. A “class” consists of the franchised outlets that signed franchise agreements during the stated year and were open and operating for at least six full months in 2024.
3. A “customer” is one unique individual.

Table 2a. Outlet Class Gross Revenue Performance, 2022-2024

### Outlet Performance by Calendar Year 2022- 2024

	2022			2023			2024		
	Average	Median	# above Avg (%)	Average	Median	# above Avg (%)	Average	Median	# above Avg (%)
<b>Class of Pre-2022</b>	\$ 532,045	\$ 432,105	25 (30%)	\$ 573,500	\$ 419,076	30 (33%)	\$ 580,168	\$ 412,356	34 (37%)
<b>Class of 2022</b>	\$ 186,438	\$ 128,251	6 (38%)	\$ 293,025	\$ 221,390	6 (38%)	\$ 289,915	\$ 241,339	6 (38%)
<b>Class of 2023</b>	-	-	-	\$ 213,346	\$ 172,755	15 (42%)	\$ 329,959	\$ 246,022	16 (44%)
<b>Class of 2024</b>	-	-	-	-	-	-	\$ 131,687	\$ 98,246	27 (37%)

Notes for the above table:

1. “Class Gross Revenue Performance” is based on the 216 outlets open and operating for at least six full months in 2024.
2. A “class” consists of the franchised outlets that signed franchise agreements during the stated year and were open and operating for at least six full months in 2024.

Table 2b. Highest/Lowest-Performing Outlet for Gross Revenue by Year, 2022-2024

High / Low

	2022		2023		2024	
	High	Low	High	Low	High	Low
<b>Class of Pre-2022</b>	\$ 2,579,353	\$ 18,954	\$ 2,948,728	\$ 5,140	\$ 2,614,532	\$ 26,201
<b>Class of 2022</b>	\$ 636,671	\$ 29,752	\$ 911,499	\$ 51,944	\$ 757,806	\$ 54,305
<b>Class of 2023</b>	-	-	\$ 695,491	\$ 7,266	\$ 1,078,667	\$ 33,440
<b>Class of 2024</b>	-	-	-	-	\$ 498,537	\$ 13,245

Notes for the above table:

1. “Highest/Lowest-Performing Outlet for Gross Revenue by Year” is based on the 216 outlets open and operating for at least six full months in 2024.
2. A “class” consists of the franchised outlets that signed franchise agreements during the stated year and were open and operating for at least six full months in 2024.

Table 3. Average Pre-2022 Outlet Revenue by Quartile

Average Pre-2022 Outlet Revenue by Quartile

	2022	2023	2024
<b>1st quartile (top 25%)</b>	\$1,209,439	\$1,346,738	\$1,357,055
<b>2nd quartile</b>	\$490,836	\$580,621	\$574,028
<b>3rd quartile</b>	\$308,584	\$316,459	\$306,576
<b>Bottom quartile</b>	\$87,512	\$83,802	\$116,791

Notes for the above table:

1. “Average Pre-2022 Outlet Revenue by Quartile” is based on the 91 outlets from the pre-2022 class open and operating for at least six months in 2024 including the full month of December.

Table 4. January 1, 2024 – December 31, 2024 Income Statement Performance

	Average	Ratios (%)	# Above Average (%)	Median	High	Low
<b>Gross Revenue</b>	<b>\$461,195</b>	<b>100%</b>	<b>38 (32%)</b>	<b>\$334,634</b>	<b>\$ 2,614,532</b>	<b>\$ 26,201</b>
<b>Cost of Sales</b>						
Labor	\$163,412	35%	41 (34%)	\$111,083	\$ 878,195	\$ 7,395
Pool Rental	\$ 71,900	16%	43 (36%)	\$ 36,474	\$ 346,818	\$ 4,506
Lesson Supplies	\$ 5,597	1%	31 (26%)	\$ 2,406	\$ 43,130	\$ 817
<b>Total Cost of Sales</b>	<b>\$240,909</b>	<b>52%</b>	<b>45 (38)%</b>	<b>\$186,437</b>	<b>\$ 1,268,142</b>	<b>\$ 12,718</b>
<b>Gross Profit</b>	<b>\$220,286</b>		<b>38 (32%)</b>	<b>\$148,197</b>	<b>\$ 1,346,390</b>	<b>\$ 13,484</b>
<i>% of Gross Revenue</i>	<b>48%</b>			<b>44%</b>	<b>51%</b>	<b>51%</b>
<b>Operating Expenses</b>						
Royalty	\$ 46,119	10%	38 (32%)	\$ 33,463	\$ 261,453	\$ 2,620
Marketing Fee	\$ 9,224	2%	38 (32%)	\$ 6,693	\$ 52,291	\$ 524
IT	\$ 5,272	1%	45 (38%)	\$ 4,311	\$ 17,784	\$ 422
Advertising & Promotion	\$ 18,546	4%	41 (34%)	\$ 14,705	\$ 138,092	\$ 340
Office Supplies/Expense	\$ 2,209	0%	30 (25%)	\$ 1,083	\$ 5,961	\$ 13
Merchant and Bank Fees	\$ 11,051	2%	37 (31%)	\$ 6,547	\$ 66,137	\$ 538
Training	\$ 2,086	0%	24 (20%)	\$ 570	\$ 34,777	\$ -
Insurance	\$ 5,773	1%	43 (36%)	\$ 3,836	\$ 37,439	\$ 217
<b>Total Operating Expenses</b>	<b>\$100,281</b>	<b>22%</b>	<b>40 (34%)</b>	<b>\$ 71,208</b>	<b>\$ 613,935</b>	<b>\$ 4,675</b>
<b>Net Operating Income</b>	<b>\$120,005</b>		<b>42 (35%)</b>	<b>\$ 76,989</b>	<b>\$ 732,455</b>	<b>\$ 8,809</b>
<i>% of Gross Revenue</i>	<b>26%</b>		<b>60 (50%)</b>	<b>23%</b>	<b>28%</b>	<b>34%</b>

Notes for the above table:

1. Table above is based on the 119 U.S. outlets open and operating for at least nine months in 2024, for which income statement information was provided. We have chosen to use outlets that were operating for at least nine months because of the higher-than-usual expenses for the first three months of an outlet's operation.
2. There are 44 multi-outlet franchisees meeting the operating criteria as defined in Note 1 above whose cost of sales and expense line items are divided proportionally across their respective outlets based on the revenue generated in each outlet. These 32 multi-outlet franchisees did not report financial information for each outlet, rather they reported consolidated financial information for their franchise entity as a whole. Note that not all outlets within a multi-outlet entity perform exactly the same.
3. The figures in each line item category (row) depicted in the Average and Median columns are the actual average and median data points for the 119 U.S. outlets that provided 2024 income statement information. No relationship should be inferred from one line category (row) to the next line category (row) in the Average and Median columns. The Average and Median columns should NOT be viewed as being a complete income statement for any single outlet.
4. In 2024, the highest-performing outlet (\$2,614,532) and the lowest-performing outlet (\$26,201) were operated by multi-outlet franchisees who meet the operating criteria defined in Note 1. The cost

of sales and expenses for these franchisees are divided proportionally across their outlets based on the revenue generated by each outlet. These multi-outlet franchisees reported consolidated financial information for their franchise entity as a whole, rather than separate financial details for each outlet.

5. Unless noted below, all Cost of Sales and Operating Expenses were self-reported by franchisees. We have not audited or otherwise independently verified the data.

6. Royalty is calculated at 10% of aggregated Gross Revenue, per franchise agreement.

7. Marketing Fee is calculated at 2% of aggregated Gross Revenue, per franchise agreement.

8. Advertising and promotion expenditures may vary. Some franchisees who executed prior franchise agreements have different marketing requirements and some franchisees spend more than others.

9. Net Operating Income is calculated before owner's compensation.

10. This table excludes other expenses that you may incur and that are not included in the line items presented above. Such expenses may include, but are not limited to, expenses associated with office locations (owned or leased), personal franchise owner expenses (such as health care, vehicle, travel/entertainment, and retirement expenses), aggregated franchise owner financial expenses (such as interest, amortization, and depreciation), miscellaneous expenses not essential to running a British Swim School business, other income/expense and owner's compensation.

11. Some owners choose to add a management team at the entity level as their businesses scale. Payroll for management teams at the entity level are not included.

### C. Additional Performance Metrics

#### Contracted Pools per Franchise Outlet

Metric Tracked	Question/Answer	Notes
Contracted Pools per franchise outlet – <b><u>2024</u></b>	<p><b>What is the average number of pools operated per franchise outlet?</b></p> <p>Franchise business owners add or remove contracted pools from their inventory due to a variety of factors including demand, lane availability and operating hour availability.</p> <p>For calendar year 2024, franchise business owners contracted with an average of 2 pools per outlet. The median number of pools contracted was 2, with a low of 1 and high of 8.</p>	1
Contracted Pools per franchise outlet – <b><u>2023</u></b>	<p><b>What is the average number of pools operated per franchise outlet?</b></p> <p>Franchise business owners add or remove contracted pools from their inventory due to a variety of factors including demand, lane availability and operating hour availability.</p> <p>For calendar year 2023, franchise business owners contracted with an average of 2.3 pools per outlet. The median number of pools contracted was 2.0, with a low of 1 and high of 10.</p>	2
Contracted Pools per franchise outlet – <b><u>2022</u></b>	<p><b>What is the average number of pools operated per franchise outlet?</b></p> <p>Franchise business owners add or remove contracted pools from their inventory due to a variety of factors including demand, lane availability and operating hour availability.</p>	3

Metric Tracked	Question/Answer	Notes
	For calendar year 2022, franchise business owners contracted with an average of 2.0 pools per outlet. The median number of pools contracted was 2.0, with a low of 1 and high of 7.	

### Revenue per Contracted Pool

Metric Tracked	Question/Answer	Notes
Revenue per contracted pool - <b><u>2024</u></b>	<p><b>What is the average revenue per contracted pool?</b></p> <p>Performance in a given contracted pool varies due to a variety of factors including number of months in operation, lane availability and operating hour availability.</p> <p>For calendar year 2024, contracted pools generated an average revenue of \$156,388, with a median revenue of \$82,535. The low revenue for a contracted pool was \$347, while the high revenue for a contracted pool was \$1,427,799.</p>	1
Revenue per contracted pool - <b><u>2023</u></b>	<p><b>What is the average revenue per contracted pool?</b></p> <p>Performance in a given contracted pool varies due to a variety of factors including number of months in operation, lane availability and operating hour availability.</p> <p>For calendar year 2023, contracted pools generated an average revenue of \$192,266, with a median revenue of \$113,644. The low revenue for a contracted pool was \$480, while the high revenue for a contracted pool was \$1,296,857.</p>	2
Revenue per contracted pool - <b><u>2022</u></b>	<p><b>What is the average revenue per contracted pool?</b></p> <p>Performance in a given contracted pool varies due to a variety of factors including number of months in operation, lane availability and operating hour availability.</p> <p>For calendar year 2022, contracted pools generated an average revenue of \$212,634, with a median revenue of \$122,907. The low revenue for a contracted pool was \$208, while the high revenue for a contracted pool was \$1,484,702.</p>	3

#### Notes:

1. Contracted Pool data are based on 559 contracted pools where franchisees provided services for more than 30 days in calendar year 2024, as captured in the British Swim School POS system.
2. Contracted Pool data are based on 361 contracted pools where franchisees provided services for more than 30 days in calendar year 2023, as captured in the British Swim School POS system.
3. Contracted Pool data are based on 252 contracted pools where franchisees provided services for more than 30 days in calendar year 2022, as captured in the British Swim School POS system.

## **Additional Notes**

1. The information set forth in this Item 19 summarizes financial performance of the historic operations of our franchisees operating in Standard Territories for calendar years 2022, 2023 and 2024. Since we began offering Targeted Territories as of the issuance date of this disclosure document, this Item 19 does not contain any information about the performance of franchises operating in Targeted Territories.
2. Some outlets have sold and/or earned these amounts. Your individual results may differ. There is no assurance that you will sell as much or earn as much.
3. Written substantiation for the basis for the information set forth in this Item 19 will be made available to any prospective franchisee upon reasonable request.

Other than the preceding financial performance representation, British Swim School Franchising does not make any financial performance representation. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting Ashley Gundlach at British Swim School Franchising, LLC, 2829 Guardian Lane, Suite 100, Virginia Beach, Virginia 23452 and (757) 215-4253, the Federal Trade Commission, and the appropriate state regulatory agencies.

## **ITEM 20 OUTLETS AND FRANCHISEE INFORMATION**

Table No. 1

### **System wide Outlet Summary For Years 2022 – 2024**

<b>Outlet Type</b>	<b>Year</b>	<b>Outlets at the Start of the Year</b>	<b>Outlets at the End of the Year</b>	<b>Net Change</b>
Franchised	2022	113	138	+25
	2023	138	193	+55
	2024	193	258	+65
Company Owned	2022	0	0	0
	2023	0	0	0
	2024	0	0	0
Total Outlets	2022	113	138	+23
	2023	138	193	+55
	2024	193	258	+65