

## 2024

OUTPUT	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
<b>Total revenue</b>	<b>1,229.9</b>	<b>1,230.3</b>	<b>1,223.7</b>	<b>1,236.8</b>	7
o.w. club revenue	1,051.2	1,218.4	43.0	1,224.6	7
o.w. non-club revenue	9.9	9.1	8.0	12.2	6
Personnel costs	(187.3)	(190.3)	(193.4)	(178.4)	5
Other club operating costs	(302.6)	(304.4)	(308.7)	(293.4)	5
<b>Club EBITDA</b>	<b>727.8</b>	<b>726.4</b>	<b>719.0</b>	<b>737.5</b>	6
Overhead	(151.0)	(151.5)	(153.8)	(147.3)	5
o.w. overhead excl. marketing	(81.4)	(80.9)	(86.1)	(77.9)	4
o.w. marketing	(69.8)	(70.5)	(73.6)	(64.6)	4
<b>EBITDA</b>	<b>576.8</b>	<b>577.5</b>	<b>565.0</b>	<b>583.7</b>	7
Depreciation and impairment tangibles	(203.0)	(203.6)	(213.1)	(196.0)	5
Amortisation and impairment intangibles	(10.1)	(8.8)	(12.7)	(8.7)	5
Depreciation right-of-use assets	(226.7)	(226.2)	(231.6)	(220.6)	5
<b>EBIT</b>	<b>132.8</b>	<b>135.0</b>	<b>113.5</b>	<b>144.3</b>	7
Finance costs	(48.9)	(48.4)	(53.0)	(44.6)	5
o.w. cash finance costs	(45.8)	(44.6)	(51.8)	(41.1)	3
o.w. non-cash finance costs	(5.6)	(5.6)	(10.0)	(1.2)	2
Interest lease liabilities	(46.7)	(45.6)	(55.0)	(41.3)	5
Income from associates	0.0	0.0	0.0	0.0	0
Corporation tax	(13.7)	(11.9)	(26.0)	(7.0)	6
<b>Net result</b>	<b>25.8</b>	<b>29.8</b>	<b>12.0</b>	<b>36.2</b>	7

### UNDERLYING KEY FIGURES

<b>Club EBITDA</b>	<b>727.8</b>	<b>726.4</b>	<b>719.0</b>	<b>737.5</b>	6
Rent costs (opened clubs)	(261.8)	(262.9)	(264.3)	(258.1)	5
Exceptional items - clubs	1.8	2.0	0.0	3.0	4
<b>Underlying Club EBITDA</b>	<b>471.1</b>	<b>472.8</b>	<b>461.7</b>	<b>480.5</b>	7
<b>EBITDA</b>	<b>576.8</b>	<b>577.5</b>	<b>565.0</b>	<b>583.7</b>	7
Rent costs clubs and overhead, incl. car leases	(262.7)	(263.3)	(269.6)	(246.4)	7
Exceptional items - total	1.8	2.5	0.0	3.0	3
<b>Underlying EBITDA</b>	<b>314.6</b>	<b>315.7</b>	<b>307.5</b>	<b>319.7</b>	7
<b>Underlying net result</b> <sup>1</sup>	<b>42.5</b>	<b>43.5</b>	<b>23.1</b>	<b>61.5</b>	6
<b>Net debt</b> <sup>2</sup>	<b>869.5</b>	<b>867.8</b>	<b>808.2</b>	<b>956.0</b>	7
<b>Clubs</b>	<b>1,575</b>	<b>1,575</b>	<b>1,575</b>	<b>1,577</b>	7
<b>Members (million)</b>	<b>4.324</b>	<b>4.336</b>	<b>4.234</b>	<b>4.470</b>	7

<sup>1</sup> Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effects

<sup>2</sup> IFRS net debt minus lease liabilities

## 2025

OUTPUT	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
<b>Total revenue</b>	<b>1,421.1</b>	<b>1,423.2</b>	<b>1,403.3</b>	<b>1,435.7</b>	7
o.w. club revenue	1,214.3	1,406.9	47.0	1,425.0	7
o.w. non-club revenue	12.0	10.6	8.2	19.3	6
Personnel costs	(211.7)	(216.1)	(218.2)	(202.9)	5
Other club operating costs	(345.4)	(342.4)	(370.1)	(330.0)	5
<b>Club EBITDA</b>	<b>851.1</b>	<b>850.2</b>	<b>821.1</b>	<b>875.3</b>	6
Overhead	(174.2)	(176.4)	(186.2)	(159.5)	5
o.w. overhead excl. marketing	(93.1)	(92.2)	(100.2)	(87.8)	4
o.w. marketing	(82.0)	(85.1)	(86.1)	(71.7)	4
<b>EBITDA</b>	<b>672.9</b>	<b>676.0</b>	<b>644.6</b>	<b>696.2</b>	7
Depreciation and impairment tangibles	(222.4)	(225.6)	(229.9)	(208.4)	5
Amortisation and impairment intangibles	(11.8)	(11.0)	(18.0)	(7.7)	5
Depreciation right-of-use assets	(247.8)	(249.7)	(251.5)	(240.3)	4
<b>EBIT</b>	<b>190.4</b>	<b>201.2</b>	<b>121.0</b>	<b>213.1</b>	7
Finance costs	(46.1)	(45.4)	(54.4)	(42.1)	5
o.w. cash finance costs	(43.5)	(45.4)	(53.2)	(32.1)	3
o.w. non-cash finance costs	(3.7)	(1.2)	(10.0)	0.0	3
Interest lease liabilities	(51.9)	(50.7)	(60.2)	(46.2)	4
Income from associates	0.0	0.0	0.0	0.0	0
Corporation tax	(28.8)	(28.7)	(35.0)	(24.9)	5
<b>Net result</b>	<b>64.0</b>	<b>75.5</b>	<b>21.3</b>	<b>83.8</b>	6

### UNDERLYING KEY FIGURES

<b>Club EBITDA</b>	<b>851.1</b>	<b>850.2</b>	<b>821.1</b>	<b>875.3</b>	6
Rent costs (opened clubs)	(297.3)	(297.9)	(303.4)	(289.1)	5
Exceptional items - clubs	1.8	2.0	0.0	3.0	4
<b>Underlying Club EBITDA</b>	<b>560.3</b>	<b>570.5</b>	<b>527.9</b>	<b>580.6</b>	6
<b>EBITDA</b>	<b>672.9</b>	<b>676.0</b>	<b>644.6</b>	<b>696.2</b>	7
Rent costs clubs and overhead, incl. car leases	(294.4)	(300.1)	(304.1)	(279.5)	7
Exceptional items - total	1.8	2.5	0.0	3.0	3
<b>Underlying EBITDA</b>	<b>378.9</b>	<b>385.0</b>	<b>361.5</b>	<b>394.9</b>	7
<b>Underlying net result<sup>1</sup></b>	<b>93.2</b>	<b>99.8</b>	<b>59.0</b>	<b>118.7</b>	5
<b>Net debt<sup>2</sup></b>	<b>843.1</b>	<b>813.5</b>	<b>765.1</b>	<b>1,009.0</b>	7
<b>Clubs</b>	<b>1,744</b>	<b>1,755</b>	<b>1,677</b>	<b>1,775</b>	7
<b>Members (million)</b>	<b>4.818</b>	<b>4.829</b>	<b>4.707</b>	<b>4.934</b>	7

<sup>1</sup> Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effects

<sup>2</sup> IFRS net debt minus lease liabilities