

2018				
	AVERAGE	MEDIAN	MIN	MAX
Total revenue	397.0	397.2	390.7	400.3
<i>Benelux</i>	253.1	250.4	246.8	262.2
<i>France & Spain</i>	143.9	143.3	137.5	150.8
Fitness revenue	386.6	386.9	378.3	390.8
Other revenue	10.3	10.3	9.3	12.4
Operating costs	(221.3)	(221.4)	(224.9)	(217.8)
Adjusted club EBITDA	175.5	175.7	171.6	178.4
Total overhead costs	(51.6)	(51.9)	(54.5)	(50.0)
International overhead	(20.3)	(19.6)	(24.8)	(18.8)
Country overhead	(31.2)	(30.9)	(35.8)	(27.1)
Adjusted EBITDA	124.2	123.8	121.6	127.4
Exceptional items	(2.0)	(1.8)	(4.0)	0.0
EBITDA	122.2	122.0	119.7	125.6
D&A	(86.8)	(86.3)	(89.8)	(84.4)
Depreciation	(71.7)	(70.8)	(73.8)	(69.6)
Amortisation	(15.2)	(15.3)	(16.0)	(14.0)
EBIT	35.4	35.2	32.9	39.0
Net Interest	(9.0)	(8.8)	(10.4)	(8.2)
Corporation tax	(7.0)	(6.7)	(10.6)	(6.1)
Net Income	19.3	19.3	16.4	22.5
Clubs	626	626	623	627
Members	1,868	1,868	1,858	1,882
Adjusted earnings ¹	33.0	32.7	30.9	36.5
Net debt	320	321	311	330

¹ Earnings before amortisation, exceptional items, one-offs and the related tax effects

2019				
	AVERAGE	MEDIAN	MIN	MAX
Total revenue	480.4	479.7	470.6	494.0
<i>Benelux</i>	270.9	267.6	254.2	284.6
<i>France & Spain</i>	209.5	212.7	195.5	221.4
Fitness revenue	467.1	466.2	451.0	481.9
Other revenue	13.4	13.1	10.8	19.6
Operating costs	(264.0)	(263.2)	(271.9)	(259.2)
Adjusted club EBITDA	216.4	214.3	210.5	225.2
Total overhead costs	(58.0)	(57.5)	(63.1)	(53.6)
International overhead	(21.4)	(20.9)	(24.7)	(19.7)
Country overhead	(36.3)	(35.5)	(42.9)	(33.1)
Adjusted EBITDA	158.8	157.2	153.1	166.5
Exceptional items	(2.3)	(2.0)	(4.0)	0.0
EBITDA	156.5	154.2	150.1	164.5
D&A	(99.3)	(99.8)	(102.8)	(96.0)
Depreciation	(83.8)	(84.6)	(85.7)	(81.3)
Amortisation	(15.3)	(15.2)	(17.8)	(13.3)
EBIT	57.2	56.7	52.4	62.2
Net Interest	(9.1)	(9.5)	(10.8)	(6.0)
Corporation tax	(11.8)	(12.0)	(12.8)	(10.5)
Net Income	36.2	36.8	32.2	39.7
Clubs	729	729	723	735
Members	2,206	2,230	2,000	2,293
Adjusted earnings ¹	49.8	49.3	45.4	54.5
Net debt	330	329	310	341

¹ Earnings before amortisation, exceptional items, one-offs and the related tax effects