

2019					1	2	3	4	5	6	7	8	9	10
	AVERAGE	MEDIAN	MIN	MAX										
Total revenue	509.3	509.3	503.6	515.0	503.6	508.6	508.7	510.5	510.0	510.5	515.0	514.3	506.4	504.9
<i>Benelux</i>	288.6	290.1	281.0	293.8	290.5	285.0	286.7	-	281.0	291.3	-	290.7	293.8	289.8
<i>France & Spain</i>	219.8	220.6	212.6	229.0	213.2	223.6	222.0	-	229.0	219.2	-	223.4	212.6	215.1
Fitness revenue	495.3	495.0	490.1	501.5	490.1	495.0	494.4	496.9	498.0	498.2	-	501.5	492.4	491.2
Other revenue	13.3	13.6	12.0	14.3	13.5	13.6	14.3	13.7	12.0	12.3	-	12.9	14.0	13.7
Operating costs	(288.2)	(288.1)	(293.3)	(282.2)	(286.3)	(288.4)	(285.9)	(288.6)	(287.7)	(293.3)	(293.3)	(289.4)	(287.2)	(282.2)
Adjusted club EBITDA	220.8	221.0	217.3	224.9	217.3	220.1	220.3	222.0	222.2	217.3	221.8	224.9	219.2	222.7
Total overhead costs	(69.1)	(68.7)	(72.1)	(68.2)	(68.5)	(68.7)	(68.2)	(68.9)	(68.8)	(68.7)	(68.7)	(68.7)	(69.3)	(72.1)
International overhead	(28.9)	(28.9)	(31.9)	(24.8)	(28.9)	-	-	(31.0)	(28.0)	(24.8)	(31.9)	-	-	-
Country overhead	(39.8)	(39.6)	(43.9)	(36.8)	(39.6)	-	-	(37.9)	(40.8)	(43.9)	(36.8)	-	-	-
Adjusted EBITDA	151.5	151.3	148.6	156.2	148.8	151.5	152.1	151.2	153.4	148.6	153.1	156.2	149.9	150.6
Exceptional items	(2.9)	(3.0)	(5.1)	0.0	(3.3)	(4.0)	(3.0)	(1.2)	(5.1)	(3.0)	0.0	(2.1)	(3.0)	(4.0)
EBITDA	148.7	147.9	145.5	154.1	145.5	147.5	149.1	150.0	148.3	145.6	153.1	154.1	146.9	146.6
D&A	(106.6)	(106.6)	(108.0)	(105.1)	(107.9)	(105.4)	(105.1)	(107.1)	(105.8)	(105.8)	(107.7)	(108.0)	(106.1)	(107.2)
Depreciation	(91.2)	(91.3)	(92.6)	(89.4)	(89.4)	(90.8)	(91.1)	(91.9)	(89.6)	(91.4)	(92.2)	(92.6)	(91.1)	(91.9)
Amortisation	(15.5)	(15.3)	(18.5)	(14.4)	(18.5)	(14.6)	(14.5)	(15.2)	(16.2)	(14.4)	(15.5)	(15.4)	(15.0)	(15.3)
EBIT	42.0	42.3	37.4	46.1	37.4	42.0	43.5	42.9	42.6	39.8	45.4	46.1	40.7	39.4
Net Interest	(13.7)	(13.6)	(15.1)	(12.2)	(15.1)	(13.2)	(15.0)	(12.2)	(14.4)	(13.0)	(13.5)	(13.0)	(14.2)	(13.7)
Corporation tax	(8.0)	(8.2)	(9.6)	(4.9)	(4.9)	(8.7)	(9.0)	(9.5)	(7.9)	(8.0)	(9.6)	(8.3)	(6.6)	(7.7)
Net Income	20.2	19.9	17.4	24.9	17.4	20.2	19.5	21.2	19.9	18.8	22.4	24.9	19.9	18.0
Clubs	784	784	769	791	784	784	785	784	784	788	784	791	769	784
Members	2,244	2,233	2,196	2,363	2,196	2,252	2,233	2,217	2,363	2,259	-	2,208	2,264	2,206
Adjusted earnings¹	32.3	32.7	26.9	37.7	29.1	30.9	32.7	35.0	33.5	31.8	32.7	37.7	26.9	-
Net debt	439	433	420	484	484	431	442	430	433	459	424	420	438	432

¹ Earnings before PPA related amortisation, IRS valuation differences, exceptional items, one-offs and the related tax effects

2020					1	2	3	4	5	6	7	8	9	10
	AVERAGE	MEDIAN	MIN	MAX										
Total revenue	632.9	629.9	621.8	653.5	625.2	629.9	628.6	629.8	624.2	644.4	653.5	630.2	641.7	621.8
<i>Benelux</i>	323.0	324.2	311.0	335.7	331.5	322.1	314.8	-	311.0	326.3	-	311.2	335.7	331.3
<i>France & Spain</i>	307.8	310.5	290.5	319.0	293.7	307.8	313.8	-	313.2	318.1	-	319.0	305.9	290.5
Fitness revenue	613.6	611.1	604.3	631.9	605.9	612.2	611.1	610.0	609.5	631.9	-	614.5	623.3	604.3
Other revenue	17.0	17.5	12.5	19.8	19.3	17.7	17.5	19.8	14.7	12.5	-	15.8	18.3	17.5
Operating costs	(356.1)	(352.5)	(375.3)	(345.4)	(352.4)	(352.1)	(345.9)	(356.0)	(351.6)	(368.0)	(375.3)	(352.6)	(361.2)	(345.4)
Adjusted club EBITDA	276.3	276.5	272.7	280.4	272.8	277.8	276.6	273.8	272.7	276.4	278.2	277.6	280.4	276.4
Total overhead costs	(80.7)	(80.5)	(83.9)	(77.2)	(77.2)	(78.7)	(80.5)	(80.6)	(79.1)	(83.9)	(83.9)	(78.8)	(80.9)	(83.9)
International overhead	(35.5)	(34.2)	(39.9)	(33.3)	(33.3)	-	-	(37.1)	(33.3)	(34.2)	(39.9)	-	-	-
Country overhead	(45.4)	(44.1)	(49.7)	(43.5)	(44.0)	-	-	(43.5)	(45.8)	(49.7)	(44.1)	-	-	-
Adjusted EBITDA	195.3	194.9	191.1	199.6	195.5	199.1	196.1	191.1	193.6	192.5	194.3	198.8	199.6	192.5
Exceptional items	(2.2)	(2.8)	(6.1)	0.0	(1.8)	(3.0)	(2.5)	0.0	(6.1)	(3.0)	0.0	0.0	(3.0)	(3.0)
EBITDA	193.1	193.7	187.5	198.8	193.7	196.1	193.6	191.1	187.5	189.5	194.3	198.8	196.6	189.5
D&A	(127.0)	(128.3)	(134.1)	(119.5)	(130.5)	(129.6)	(125.3)	(127.5)	(123.7)	(119.5)	(130.8)	(129.2)	(134.1)	(119.5)
Depreciation	(111.7)	(111.7)	(117.4)	(105.5)	(116.0)	(115.0)	(111.3)	(112.1)	(107.2)	(105.5)	(115.7)	(110.3)	(117.4)	(106.3)
Amortisation	(15.3)	(14.9)	(18.9)	(13.2)	(14.4)	(14.6)	(14.0)	(15.4)	(16.5)	(14.1)	(15.2)	(18.9)	(16.6)	(13.2)
EBIT	66.1	65.1	62.5	70.0	63.2	66.5	68.4	63.6	63.8	70.0	63.5	69.6	62.5	70.0
Net Interest	(12.3)	(12.3)	(16.1)	(9.0)	(15.2)	(12.2)	(13.4)	(12.5)	(13.2)	(9.0)	(11.0)	(9.5)	(16.1)	(10.9)
Corporation tax	(15.7)	(15.8)	(19.0)	(11.6)	(13.5)	(15.7)	(16.5)	(15.9)	(13.9)	(18.3)	(19.0)	(15.0)	(11.6)	(17.7)
Net Income	38.1	37.6	33.5	45.1	34.6	38.5	38.5	35.3	36.7	42.7	33.5	45.1	34.8	41.4
Clubs	938	939	934	941	939	939	940	934	934	938	940	941	939	939
Members	2,743	2,722	2,627	2,880	2,663	2,774	2,684	2,694	2,880	2,814	-	2,627	2,831	2,722
Adjusted earnings¹	48.9	48.4	44.3	55.3	44.4	48.4	50.8	46.5	51.5	54.2	44.3	55.3	44.5	-
Net debt	500	495	463	550	550	493	505	483	472	519	484	463	536	496

¹ Earnings before PPA related amortisation, IRS valuation differences, exceptional items, one-offs and the related tax effects