

2021	AVERAGE	MEDIAN	MIN	MAX
Total revenue	683.7	685.8	656.3	710.2
Benelux	325.8	326.3	318.4	339.2
France & Spain	358.1	359.0	333.5	390.7
Total club revenue	679.9	683.3	642.5	707.8
Fitness revenue	660.3	666.7	611.6	689.8
Other club revenue	16.8	17.4	12.6	20.9
Non-club revenue	4.4	2.7	2.0	13.8
Club operating costs	(255.6)	(256.3)	(277.4)	(225.8)
Personnel costs	(104.6)	(103.9)	(127.9)	(82.8)
Other	(160.9)	(157.3)	(192.7)	(136.4)
Club EBITDA	426.6	425.0	378.9	462.3
Total overhead	(81.3)	(82.6)	(99.6)	(67.2)
International overhead	(32.2)	(32.0)	(36.7)	(26.3)
Country overhead (incl. marketing)	(45.2)	(44.7)	(51.6)	(39.3)
EBITDA	345.3	345.1	308.0	374.3
D&A	(277.7)	(279.1)	(293.8)	(262.4)
Depreciation and impairment tangibles	(124.9)	(125.7)	(135.0)	(107.9)
Amortisation and impairment intangibles	(8.1)	(7.5)	(11.2)	(5.3)
Depreciation right-of-use assets	(143.8)	(143.3)	(158.5)	(132.8)
Lease concessions	0.0	0.0	0.0	0.0
EBIT	67.4	73.1	14.2	98.4
Finance costs	(12.7)	(13.1)	(14.8)	(9.7)
Interest lease liabilities	(32.8)	(34.0)	(42.0)	(24.7)
Corporation tax	(6.8)	(7.0)	(14.0)	10.3
Net result	16.6	16.2	(28.5)	41.7

UNDERLYING KEY FIGURES

Club EBITDA	426.6	425.0	378.9	462.3
Cash rent costs (open clubs)	(139.1)	(142.2)	(153.4)	(119.2)
Exceptional items - clubs	1.4	0.0	0.0	5.5
Underlying Club EBITDA	294.8	292.6	221.2	360.7

EBITDA	345.3	345.1	308.0	374.3
Cash rent costs clubs and overhead, incl. car leases	(139.7)	(141.0)	(154.7)	(119.2)
Exceptional items - total	1.5	0.0	0.0	5.5
Underlying EBITDA	206.6	205.2	160.4	231.8

Underlying net result ¹	37.7	40.0	10.5	68.8
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Net debt ²	483.8	509.8	360.2	553.3
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Clubs	1,031	1,034	984	1,074
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Members (million)	2.869	2.863	2.660	3.062
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¹ Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effects

² IFRS net debt minus lease liabilities