

| 2018 | | | | |
|---------------------------------------|---------------|---------------|---------------|---------------|
| | AVERAGE | MEDIAN | MIN | MAX |
| Total revenue | 400.8 | 401.8 | 390.1 | 408.6 |
| <i>Benelux</i> | 252.1 | 251.8 | 246.1 | 258.6 |
| <i>France & Spain</i> | 148.8 | 148.8 | 138.1 | 158.1 |
| Fitness revenue | 390.2 | 392.1 | 380.7 | 396.7 |
| Other revenue | 9.6 | 9.4 | 8.8 | 10.5 |
| Operating costs | (223.3) | (223.8) | (229.3) | (216.1) |
| Adjusted club EBITDA | 177.5 | 177.7 | 174.0 | 180.3 |
| Total overhead costs | (49.9) | (49.6) | (52.6) | (48.4) |
| International overhead | (20.9) | (19.8) | (26.7) | (18.7) |
| Country overhead | (29.2) | (29.9) | (32.6) | (22.7) |
| Adjusted EBITDA | 127.3 | 126.7 | 124.6 | 130.4 |
| Exceptional items | (2.5) | (3.0) | (4.1) | 0.0 |
| EBITDA | 124.9 | 124.0 | 121.7 | 129.9 |
| D&A | (85.8) | (86.3) | (89.9) | (80.6) |
| Depreciation | (70.2) | (70.8) | (73.9) | (65.8) |
| Amortisation | (15.6) | (15.4) | (17.2) | (14.8) |
| EBIT | 39.0 | 37.7 | 33.9 | 46.2 |
| Net Interest | (8.3) | (8.3) | (9.8) | (7.0) |
| Corporation tax | (8.1) | (7.4) | (12.6) | (6.4) |
| Net Income | 22.6 | 22.4 | 19.3 | 29.4 |
| Clubs | 621 | 621 | 619 | 624 |
| Members | 1,867 | 1,853 | 1,823 | 1,959 |
| Adjusted earnings ¹ | 37.4 | 36.0 | 33.5 | 43.2 |
| Net debt | 311 | 312 | 306 | 315 |

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

| 2019 | | | | |
|-----------------------------|---------------|---------------|----------------|---------------|
| | AVERAGE | MEDIAN | MIN | MAX |
| Total revenue | 482.8 | 483.4 | 468.8 | 495.3 |
| <i>Benelux</i> | 265.9 | 264.6 | 258.3 | 280.1 |
| <i>France & Spain</i> | 217.4 | 219.2 | 204.2 | 228.5 |
| Fitness revenue | 469.5 | 469.4 | 456.6 | 482.2 |
| Other revenue | 11.9 | 11.9 | 10.6 | 13.1 |
| Operating costs | (265.6) | (266.8) | (271.3) | (254.3) |
| Adjusted club EBITDA | 217.2 | 216.6 | 214.5 | 224.0 |
| Total overhead costs | (55.8) | (55.2) | (62.3) | (51.3) |
| International overhead | (23.4) | (22.2) | (30.5) | (20.0) |
| Country overhead | (33.1) | (33.5) | (39.2) | (23.8) |
| Adjusted EBITDA | 161.3 | 162.2 | 152.7 | 166.7 |
| Exceptional items | (2.5) | (3.0) | (4.5) | 0.0 |
| EBITDA | 158.8 | 158.1 | 152.7 | 164.7 |
| D&A | (98.7) | (99.0) | (100.9) | (94.8) |
| Depreciation | (83.1) | (84.7) | (85.5) | (78.4) |
| Amortisation | (15.7) | (15.4) | (18.3) | (14.2) |
| EBIT | 60.1 | 59.3 | 51.9 | 67.6 |
| Net Interest | (8.4) | (8.2) | (10.4) | (6.0) |
| Corporation tax | (13.3) | (12.9) | (17.7) | (10.4) |
| Net Income | 38.4 | 38.0 | 31.1 | 45.0 |
| Clubs | 721 | 721 | 718 | 727 |
| Members | 2,217 | 2,211 | 2,152 | 2,317 |
| Adjusted earnings | 53.4 | 53.2 | 46.5 | 61.7 |
| Net debt | 315 | 312 | 299 | 328 |

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