

2021	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	350.7	352.5	303.0	420.0	10
Club operating costs	(181.4)	(185.3)	(205.3)	(142.8)	8
Club EBITDA	171.1	173.1	87.1	251.1	8
Overhead	(54.4)	(52.4)	(69.5)	(39.7)	8
EBITDA	114.5	111.6	40.1	191.2	10
D&A	(274.4)	(274.6)	(293.7)	(243.9)	9
Depreciation and impairment tangibles	(125.1)	(122.7)	(133.2)	(119.5)	7
Amortisation and impairment intangibles	(9.7)	(8.9)	(14.9)	(5.1)	7
Depreciation right-of-use assets	(143.3)	(144.4)	(151.7)	(132.9)	7
COVID-19 rent credits	11.5	11.5	9.0	14.0	2
EBIT	(155.7)	(145.4)	(252.4)	(81.2)	10
Finance costs	(18.6)	(16.4)	(26.8)	(13.1)	9
Interest lease liabilities	(33.3)	(33.3)	(41.6)	(29.5)	9
Corporation tax	46.5	53.0	5.0	78.1	9
Net result	(162.6)	(159.3)	(224.0)	(104.6)	10

#### UNDERLYING KEY FIGURES

Club EBITDA	171.1	173.1	87.1	251.1	8
Cash rent costs (open clubs)	(123.8)	(131.3)	(143.2)	(93.2)	8
Exceptional items - clubs	71.3	74.5	35.0	111.3	8
Underlying Club EBITDA	118.6	125.6	28.6	192.0	8

EBITDA	114.5	111.6	40.1	191.2	10
Cash rent costs clubs and overhead, incl. car leases	(129.7)	(133.3)	(150.4)	(113.0)	8
Exceptional items - total	78.7	77.5	50.0	112.1	8
Underlying EBITDA	58.1	63.9	(18.2)	132.1	9

Underlying net result <sup>1</sup>	(71.4)	(64.5)	(117.8)	(17.0)	6
------------------------------------	--------	--------	---------	--------	---

Net debt <sup>2</sup>	502.1	499.3	467.4	543.6	9
-----------------------	-------	-------	-------	-------	---

Clubs	1,007	1,010	985	1,030	10
-------	-------	-------	-----	-------	----

Members (million)	2.451	2.466	2.160	2.790	10
-------------------	-------	-------	-------	-------	----

<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