

2021	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
<b>Total revenue</b>	<b>342.8</b>	<b>341.5</b>	<b>318.3</b>	<b>361.7</b>	10
<b>Club operating costs</b>	<b>(172.6)</b>	<b>(176.8)</b>	<b>(186.0)</b>	<b>(154.5)</b>	7
<b>Club EBITDA</b>	<b>163.9</b>	<b>160.2</b>	<b>143.1</b>	<b>188.4</b>	8
<b>Overhead</b>	<b>(60.2)</b>	<b>(60.1)</b>	<b>(80.5)</b>	<b>(45.5)</b>	8
<b>EBITDA</b>	<b>104.3</b>	<b>106.3</b>	<b>81.9</b>	<b>128.3</b>	9
<b>D&amp;A</b>	<b>(279.1)</b>	<b>(277.8)</b>	<b>(292.8)</b>	<b>(263.6)</b>	9
Depreciation and impairment tangibles	(127.8)	(127.0)	(130.7)	(124.5)	8
Amortisation and impairment intangibles	(11.5)	(10.2)	(16.3)	(8.9)	8
Depreciation right-of-use assets	(141.3)	(143.1)	(154.6)	(123.3)	8
<b>COVID-19 rent credits</b>	<b>14.3</b>	<b>15.0</b>	<b>9.0</b>	<b>16.9</b>	5
<b>EBIT</b>	<b>(164.5)</b>	<b>(160.1)</b>	<b>(195.2)</b>	<b>(127.4)</b>	9
Finance costs	(18.4)	(17.8)	(23.8)	(15.1)	8
Interest lease liabilities	(32.8)	(33.3)	(35.5)	(29.7)	8
Corporation tax	49.7	50.2	35.0	68.6	9
<b>Net result</b>	<b>(165.1)</b>	<b>(167.9)</b>	<b>(204.1)</b>	<b>(136.8)</b>	9

#### UNDERLYING KEY FIGURES

<b>Club EBITDA</b>	<b>164.7</b>	<b>162.4</b>	<b>143.1</b>	<b>188.4</b>	9
Cash rent costs (open clubs)	(129.7)	(134.1)	(143.1)	(103.7)	7
Exceptional items - clubs	73.7	72.1	72.0	83.2	7
<b>Underlying Club EBITDA</b>	<b>106.1</b>	<b>102.5</b>	<b>83.2</b>	<b>135.5</b>	7

<b>EBITDA</b>	<b>104.5</b>	<b>106.2</b>	<b>81.9</b>	<b>128.3</b>	10
Cash rent costs clubs and overhead, incl. car leases	(131.3)	(136.0)	(144.9)	(113.0)	7
Exceptional items - total	78.7	72.2	72.0	107.3	7
<b>Underlying EBITDA</b>	<b>48.6</b>	<b>47.9</b>	<b>20.2</b>	<b>103.8</b>	8

<b>Underlying net result <sup>1</sup></b>	<b>(107.0)</b>	<b>(100.1)</b>	<b>(182.8)</b>	<b>(56.1)</b>	5
---	----------------	----------------	----------------	---------------	---

<b>Net debt <sup>2</sup></b>	<b>529.5</b>	<b>543.3</b>	<b>411.4</b>	<b>649.1</b>	8
------------------------------	--------------	--------------	--------------	--------------	---

<b>Clubs</b>	<b>1,012</b>	<b>1,010</b>	<b>1,010</b>	<b>1,015</b>	9
--------------	--------------	--------------	--------------	--------------	---

<b>Members (million)</b>	<b>2.317</b>	<b>2.319</b>	<b>2.170</b>	<b>2.518</b>	7
--------------------------	--------------	--------------	--------------	--------------	---

<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