

2023	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
<b>Total revenue</b>	<b>1,056.6</b>	<b>1,056.0</b>	<b>944.5</b>	<b>1,159.8</b>	12
<b>Club operating costs</b>	<b>(387.3)</b>	<b>(383.8)</b>	<b>(433.9)</b>	<b>(355.1)</b>	12
<b>Club EBITDA</b>	<b>660.0</b>	<b>657.5</b>	<b>584.8</b>	<b>723.2</b>	12
<b>Total overhead</b>	<b>(124.0)</b>	<b>(121.5)</b>	<b>(158.4)</b>	<b>(94.2)</b>	12
<b>EBITDA</b>	<b>538.1</b>	<b>537.9</b>	<b>490.7</b>	<b>573.1</b>	12
<b>D&amp;A</b>	<b>(406.3)</b>	<b>(407.8)</b>	<b>(441.1)</b>	<b>(373.0)</b>	11
Depreciation and impairment tangibles	(182.1)	(181.9)	(201.5)	(160.6)	12
Amortisation and impairment intangibles	(10.3)	(10.3)	(16.0)	(2.5)	12
Depreciation right-of-use assets	(206.7)	(209.9)	(239.4)	(156.7)	12
<b>COVID-19 rent credits</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	12
<b>EBIT</b>	<b>139.0</b>	<b>136.5</b>	<b>98.8</b>	<b>170.9</b>	12
Finance costs	(22.1)	(23.4)	(29.2)	(13.3)	12
Interest lease liabilities	(44.9)	(47.4)	(50.6)	(28.9)	12
Corporation tax	(19.3)	(19.6)	(31.5)	(9.6)	12
<b>Net result</b>	<b>53.3</b>	<b>52.5</b>	<b>28.8</b>	<b>94.5</b>	12

#### UNDERLYING KEY FIGURES

<b>Club EBITDA</b>	<b>660.0</b>	<b>657.5</b>	<b>584.8</b>	<b>723.2</b>	12
Cash rent costs (open clubs)	(195.4)	(197.8)	(228.6)	(146.6)	10
Exceptional items - clubs	0.0	0.0	0.0	0.0	10
<b>Underlying Club EBITDA</b>	<b>466.1</b>	<b>453.6</b>	<b>438.3</b>	<b>518.7</b>	10

<b>EBITDA</b>	<b>538.1</b>	<b>537.9</b>	<b>490.7</b>	<b>573.1</b>	12
Cash rent costs clubs and overhead, incl. car leases	(198.1)	(198.3)	(233.0)	(146.6)	12
Exceptional items - total	0.3	0.0	0.0	3.3	11
<b>Underlying EBITDA</b>	<b>340.3</b>	<b>341.8</b>	<b>316.7</b>	<b>364.2</b>	12

<b>Underlying net result <sup>1</sup></b>	<b>87.3</b>	<b>89.4</b>	<b>55.4</b>	<b>117.0</b>	9
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<b>Net debt <sup>2</sup></b>	<b>720.3</b>	<b>731.0</b>	<b>294.2</b>	<b>892.9</b>	12
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<b>Clubs</b>	<b>1,492</b>	<b>1,500</b>	<b>1,440</b>	<b>1,515</b>	12
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<b>Members (million)</b>	<b>4.200</b>	<b>4.221</b>	<b>3.845</b>	<b>4.504</b>	12
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<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