

2023	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,093.3	1,086.8	1,041.8	1,163.8	11
Club operating costs	(406.8)	(409.3)	(435.7)	(379.7)	10
Club EBITDA	676.7	672.0	623.3	741.0	11
Total overhead	(138.4)	(136.3)	(163.3)	(115.5)	11
EBITDA	540.5	539.4	507.8	613.0	11
D&A	(406.3)	(412.3)	(433.5)	(373.0)	11
Depreciation and impairment tangibles	(187.3)	(187.3)	(201.2)	(172.6)	11
Amortisation and impairment intangibles	(9.3)	(10.7)	(11.6)	(2.5)	11
Depreciation right-of-use assets	(209.7)	(208.0)	(239.4)	(186.7)	11
COVID-19 rent credits					
EBIT	134.4	132.0	95.7	182.0	11
Finance costs	(27.4)	(26.7)	(35.2)	(21.6)	11
Interest lease liabilities	(41.7)	(41.9)	(50.1)	(28.9)	11
Corporation tax	(17.4)	(17.1)	(27.7)	(5.2)	11
Net result	47.9	49.4	15.4	81.0	11

#### UNDERLYING KEY FIGURES

Club EBITDA	678.9	676.2	623.3	741.0	10
Cash rent costs (open clubs)	(203.7)	(203.9)	(249.5)	(146.9)	9
Exceptional items - clubs	6.0	6.0	6.0	6.0	1
Underlying Club EBITDA	496.2	477.1	461.7	672.0	10

EBITDA	543.8	543.2	507.8	613.0	10
Cash rent costs clubs and overhead, incl. car leases	(205.5)	(205.2)	(252.9)	(146.9)	10
Exceptional items - total	6.3	6.3	6.3	6.3	1
Underlying EBITDA	338.4	334.7	306.7	368.0	10

Underlying net result <sup>1</sup>	77.9	76.7	49.4	121.2	8
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Net debt <sup>2</sup>	814.7	822.4	739.9	914.5	9
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Clubs	1,496	1,500	1,455	1,515	10
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Members (million)	4.306	4.335	4.046	4.554	10
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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