

2020	AVERAGE	MEDIAN	MIN	MAX
Total revenue	395.6	392.6	378.9	420.2
Club operating costs	(185.7)	(182.8)	(197.4)	(174.9)
Club EBITDA	215.1	215.2	198.6	237.4
Total overhead	(58.0)	(57.7)	(68.6)	(47.2)
EBITDA	154.7	153.9	136.5	175.3
D&A	(250.0)	(249.3)	(261.6)	(235.3)
Depreciation and impairment tangibles	(107.2)	(111.1)	(116.5)	(93.1)
Amortisation and impairment intangibles	(12.7)	(14.4)	(16.2)	(5.3)
Depreciation right-of-use assets	(132.1)	(130.5)	(137.5)	(126.8)
Lease concessions	9.7	8.6	8.6	14.0
EBIT	(85.7)	(83.7)	(108.9)	(63.0)
Finance costs	(12.5)	(12.2)	(14.5)	(10.6)
Interest lease liabilities	(27.1)	(26.8)	(30.2)	(25.0)
Corporation tax	20.5	21.3	0.0	39.5
Net result	(109.4)	(102.2)	(146.8)	(78.9)

UNDERLYING KEY FIGURES

Club EBITDA	215.1	215.2	198.6	237.4
Cash rent costs (open clubs)	(111.4)	(111.2)	(123.5)	(102.8)
Exceptional items - clubs	59.2	57.2	41.4	78.6
Underlying Club EBITDA	162.9	156.6	142.2	183.7

EBITDA	154.7	153.9	136.5	175.3
Cash rent costs clubs and overhead, incl. car leases	(111.8)	(108.2)	(125.9)	(98.0)
Exceptional items - total	61.2	60.0	41.4	78.6
Underlying EBITDA	104.2	104.9	72.5	124.3

Underlying net result ¹	(35.9)	(25.8)	(118.0)	(0.5)
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Net debt ²	491.9	493.6	454.5	532.7
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Clubs	905	906	884	913
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Members (million)	2.133	2.085	2.018	2.424
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¹ Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effects

² IFRS net debt minus lease liabilities