

2023	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,050.9	1,057.5	997.5	1,076.8	8
Club operating costs	(393.4)	(403.4)	(433.2)	(356.3)	7
Club EBITDA	648.8	637.5	626.0	691.6	8
Total overhead	(139.3)	(140.1)	(154.4)	(125.1)	8
EBITDA	512.5	513.4	486.3	539.6	8
D&A	(389.2)	(393.3)	(404.8)	(358.7)	8
Depreciation and impairment tangibles	(181.6)	(183.3)	(200.2)	(164.3)	8
Amortisation and impairment intangibles	(9.1)	(9.1)	(14.9)	(2.5)	8
Depreciation right-of-use assets	(198.5)	(197.6)	(217.6)	(183.2)	8
COVID-19 rent credits					
EBIT	123.3	133.0	88.6	148.3	8
Finance costs	(31.8)	(32.2)	(39.1)	(23.0)	8
Interest lease liabilities	(39.4)	(38.7)	(49.3)	(28.9)	8
Corporation tax	(14.2)	(14.5)	(19.8)	(4.8)	8
Net result	38.0	44.7	2.7	59.3	8

UNDERLYING KEY FIGURES

Club EBITDA	648.8	637.5	626.0	691.6	8
Cash rent costs (open clubs)	(203.9)	(202.3)	(226.0)	(183.2)	7
Exceptional items - clubs	5.0	5.0	5.0	5.0	1
Underlying Club EBITDA	442.0	442.4	419.6	465.6	7

EBITDA	512.5	513.4	486.3	539.6	8
Cash rent costs clubs and overhead, incl. car leases	(208.0)	(207.2)	(226.0)	(183.2)	8
Exceptional items - total	4.0	4.0	3.0	5.0	2
Underlying EBITDA	305.5	309.0	281.2	319.8	8

Underlying net result¹	67.3	67.2	42.9	98.0	6
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Net debt²	750.5	752.2	687.9	830.5	7
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Clubs	1,413	1,410	1,380	1,450	8
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Members (million)	4.013	4.000	3.854	4.246	8
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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