

2023	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,056	1,060	1,021	1,079	7
Underlying Club EBITDA	417	416	391	442	5
Underlying EBITDA	273	276	255	289	7
Clubs	1,400	1,400	1,394	1,403	7
Members (million)	3.87	3.85	3.78	3.97	7
Net debt ¹	787	779	746	837	7

¹ IFRS net debt minus lease liabilities

2024	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,280	1,283	1,257	1,310	7
Underlying Club EBITDA	535	522	520	571	5
Underlying EBITDA	365	362	354	385	7
Clubs	1,605	1,600	1,600	1,619	7
Members (million)	4.55	4.57	4.44	4.65	7
Net debt ¹	821	788	777	947	7

¹ IFRS net debt minus lease liabilities