

2023	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,046	1,048	1,036	1,057	7
Underlying Club EBITDA	407	406	390	421	7
Underlying EBITDA	265	265	254	274	7
Clubs	1,403	1,400	1,400	1,410	7
Members (million)	3.81	3.81	3.78	3.84	7
Net debt ¹	797	791	774	837	7

¹ IFRS net debt minus lease liabilities

2024	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,257	1,254	1,229	1,293	7
Underlying Club EBITDA	512	504	499	534	7
Underlying EBITDA	349	348	335	362	7
Clubs	1,603	1,600	1,597	1,615	7
Members (million)	4.44	4.43	4.34	4.57	7
Net debt ¹	842	820	778	947	7

¹ IFRS net debt minus lease liabilities

2025	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,478	1,475	1,434	1,522	7
Underlying Club EBITDA	618	625	580	660	7
Underlying EBITDA	434	433	387	478	7
Clubs	1,814	1,810	1,800	1,850	7
Members (million)	5.05	5.00	4.95	5.24	7
Net debt ¹	829	810	675	1,023	7

¹ IFRS net debt minus lease liabilities