

2025	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,471.1	1,476.1	1,420.0	1,514.9	6
o.w. club revenue	1,458.5	1,463.0	1,413.7	1,495.0	6
o.w. non-club revenue	12.6	12.2	6.3	19.9	6
Club EBITDA	915.1	906.1	883.8	956.9	5
Total overhead	(182.4)	(181.8)	(194.0)	(171.5)	5
EBITDA	735.2	741.1	693.0	762.9	6
Depreciation and impairment tangibles	(238.9)	(239.9)	(256.0)	(218.6)	5
Amortisation and impairment intangibles	(9.2)	(10.1)	(13.6)	(3.0)	5
Depreciation right-of-use assets	(255.6)	(249.9)	(286.8)	(229.6)	5
COVID-19 rent credits	0.2	0.0	0.0	0.8	5
EBIT	236.5	233.8	186.8	290.3	6
Finance costs	(40.2)	(41.0)	(51.5)	(31.0)	6
Interest lease liabilities	(51.2)	(49.7)	(65.0)	(45.0)	6
Corporation tax	(31.5)	(26.8)	(46.6)	(25.6)	4
Net result	109.3	108.4	76.9	139.8	6

UNDERLYING KEY FIGURES

Club EBITDA	915.1	906.1	883.8	956.9	5
Rent costs (opened clubs)	(303.3)	(306.2)	(314.1)	(286.8)	4
Exceptional items - clubs	1.5	1.5	0.0	3.0	2
Underlying Club EBITDA	602.0	597.4	577.7	642.8	5

EBITDA	735.2	741.1	693.0	762.9	6
Rent costs clubs and overhead, incl. car leases	(305.0)	(309.5)	(333.2)	(273.4)	6
Exceptional items - total	1.0	0.0	0.0	3.0	3
Underlying EBITDA	430.7	429.8	387.0	478.0	6

Underlying net result ¹	126.4	123.5	101.5	156.9	4
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Net debt ²	863.0	839.8	690.7	1,023.5	6
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Clubs	1,812	1,803	1,790	1,850	6
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Members (million)	5.035	5.011	4.894	5.269	6
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¹ Net result adj. for IFRS16, PPA amort., SWAP valuation differences, except. items and the related tax effects

² IFRS net debt minus lease liabilities