

2024	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,244.5	1,249.0	1,212.9	1,274.5	8
o.w. club revenue	1,232.6	1,238.5	1,200.4	1,265.8	8
o.w. non-club revenue	11.9	10.5	6.1	25.1	8
Personnel costs	(191.5)	(187.2)	(213.4)	(178.7)	5
Other club operating costs	(291.6)	(298.2)	(313.5)	(258.2)	5
Club EBITDA	757.8	770.4	699.7	799.0	7
Total overhead	(160.8)	(161.8)	(165.7)	(153.9)	7
EBITDA	603.2	609.0	551.0	636.0	8
Depreciation and impairment tangibles	(204.0)	(208.5)	(213.6)	(181.5)	7
Amortisation and impairment intangibles	(8.9)	(9.5)	(12.6)	(3.0)	7
Depreciation right-of-use assets	(231.7)	(234.2)	(242.6)	(220.5)	7
COVID-19 rent credits	0.0	0.0	0.0	0.0	1
EBIT	159.5	163.9	114.3	193.0	8
Finance costs	(40.8)	(43.2)	(45.8)	(28.6)	6
Interest lease liabilities	(46.0)	(43.8)	(55.4)	(43.3)	6
Corporation tax	(17.1)	(19.3)	(25.3)	(4.0)	5
Net result	55.9	59.1	22.7	75.8	6

UNDERLYING KEY FIGURES

Club EBITDA	757.8	770.4	699.7	799.0	7
Rent costs (opened clubs)	(255.6)	(262.8)	(269.5)	(233.8)	5
Exceptional items - clubs	3.0	3.0	3.0	3.0	1
Underlying Club EBITDA	495.2	497.9	465.9	531.3	6

EBITDA	603.2	609.0	551.0	636.0	8
Rent costs clubs and overhead, incl. car leases	(263.7)	(268.1)	(281.1)	(237.5)	8
Exceptional items - total	3.0	3.0	3.0	3.0	1
Underlying EBITDA	339.8	341.6	309.7	364.8	8

Underlying net result ¹	70.4	72.6	27.2	109.1	4
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Net debt ²	851.5	857.2	776.0	959.2	7
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Clubs	1,605	1,600	1,590	1,649	8
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Members (million)	4.390	4.387	4.268	4.625	7
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¹ Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effect

² IFRS net debt minus lease liabilities