

2025	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
<b>Total revenue</b>	<b>1,476.2</b>	<b>1,480.7</b>	<b>1,420.0</b>	<b>1,530.1</b>	8
o.w. club revenue	1,461.8	1,466.9	1,413.7	1,519.7	8
o.w. non-club revenue	14.5	12.2	6.3	29.4	8
Personnel costs	(227.5)	(221.7)	(259.3)	(201.3)	5
Other club operating costs	(340.0)	(341.6)	(372.1)	(303.0)	5
<b>Club EBITDA</b>	<b>905.7</b>	<b>906.5</b>	<b>825.6</b>	<b>956.9</b>	7
Total overhead	(182.8)	(179.4)	(197.4)	(169.9)	7
<b>EBITDA</b>	<b>729.6</b>	<b>729.2</b>	<b>685.1</b>	<b>762.9</b>	8
Depreciation and impairment tangibles	(238.4)	(248.4)	(254.8)	(203.2)	7
Amortisation and impairment intangibles	(9.1)	(10.1)	(13.5)	(3.0)	7
Depreciation right-of-use assets	(261.1)	(267.3)	(282.0)	(233.1)	7
COVID-19 rent credits	0.0	0.0	0.0	0.0	1
<b>EBIT</b>	<b>224.4</b>	<b>215.1</b>	<b>197.8</b>	<b>264.8</b>	8
Finance costs	(41.1)	(42.8)	(52.2)	(28.2)	6
Interest lease liabilities	(51.1)	(50.4)	(59.4)	(45.0)	6
Corporation tax	(33.0)	(34.6)	(39.9)	(26.4)	5
<b>Net result</b>	<b>104.7</b>	<b>103.6</b>	<b>86.0</b>	<b>121.6</b>	6

#### UNDERLYING KEY FIGURES

<b>Club EBITDA</b>	<b>905.7</b>	<b>906.5</b>	<b>825.6</b>	<b>956.9</b>	7
Rent costs (opened clubs)	(301.2)	(303.4)	(323.8)	(277.6)	5
Exceptional items - clubs	3.0	3.0	3.0	3.0	1
<b>Underlying Club EBITDA</b>	<b>600.3</b>	<b>609.3</b>	<b>548.0</b>	<b>642.8</b>	6

<b>EBITDA</b>	<b>729.6</b>	<b>729.2</b>	<b>685.1</b>	<b>762.9</b>	8
Rent costs clubs and overhead, incl. car leases	(308.1)	(309.4)	(333.2)	(281.3)	8
Exceptional items - total	3.0	3.0	3.0	3.0	1
<b>Underlying EBITDA</b>	<b>421.9</b>	<b>419.3</b>	<b>403.8</b>	<b>445.0</b>	8

<b>Underlying net result <sup>1</sup></b>	<b>121.5</b>	<b>115.6</b>	<b>98.0</b>	<b>156.9</b>	4
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<b>Net debt <sup>2</sup></b>	<b>856.7</b>	<b>858.1</b>	<b>690.7</b>	<b>1,052.1</b>	7
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<b>Clubs</b>	<b>1,821</b>	<b>1,815</b>	<b>1,790</b>	<b>1,850</b>	8
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<b>Members (million)</b>	<b>5.021</b>	<b>4.980</b>	<b>4.842</b>	<b>5.253</b>	8
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<sup>1</sup> Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effect

<sup>2</sup> IFRS net debt minus lease liabilities