

2024	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,234.8	1,234.4	1,213.2	1,263.4	9
o.w. club revenue	1,227.5	1,224.1	1,214.6	1,254.0	8
o.w. non-club revenue	9.9	9.3	8.0	12.3	8
Personnel costs	(189.7)	(190.0)	(207.7)	(175.3)	8
Other club operating costs	(297.6)	(301.0)	(310.9)	(278.6)	7
Club EBITDA	736.1	735.2	718.9	755.6	9
Overhead	(157.2)	(154.3)	(167.9)	(149.7)	9
o.w. overhead excl. marketing	(84.6)	(85.7)	(93.3)	(77.8)	5
o.w. marketing	(72.2)	(73.6)	(74.6)	(65.6)	5
EBITDA	580.3	579.2	564.6	592.9	9
Depreciation and impairment tangibles	(215.4)	(211.9)	(235.2)	(197.8)	8
Amortisation and impairment intangibles	(10.3)	(10.2)	(12.7)	(8.7)	9
Depreciation right-of-use assets	(224.7)	(226.2)	(234.8)	(205.1)	9
EBIT	133.8	137.1	103.0	173.0	9
Finance costs	(45.1)	(46.3)	(53.0)	(34.3)	8
o.w. cash finance costs	(49.4)	(51.1)	(51.8)	(45.4)	3
o.w. non-cash finance costs	(1.2)	(1.2)	(1.2)	(1.2)	1
Interest lease liabilities	(46.2)	(46.1)	(55.0)	(41.3)	8
Income from associates	0.9	0.9	0.9	0.9	1
Corporation tax	(14.4)	(11.8)	(28.6)	(7.0)	7
Net result	26.1	21.7	15.5	44.5	8

UNDERLYING KEY FIGURES

Club EBITDA	736.1	735.2	718.9	755.6	9
Rent costs (opened clubs)	(260.5)	(261.6)	(268.5)	(246.4)	8
Exceptional items - clubs	2.8	2.8	1.5	4.0	4
Underlying Club EBITDA	476.7	474.9	462.3	491.3	9

EBITDA	580.3	579.2	564.6	592.9	9
Rent costs clubs and overhead, incl. car leases	(264.1)	(263.3)	(273.0)	(246.4)	9
Exceptional items - total	3.2	3.0	2.5	4.0	3
Underlying EBITDA	317.0	318.2	309.6	320.0	9

Underlying net result ¹	52.2	59.7	26.6	62.7	6
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Net debt ²	869.6	867.1	808.2	955.7	9
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Clubs	1,576	1,575	1,574	1,580	9
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Members (million)	4.314	4.298	4.234	4.439	9
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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