

2025	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,429.5	1,415.1	1,396.3	1,495.9	9
o.w. club revenue	1,421.5	1,416.0	1,385.6	1,484.8	8
o.w. non-club revenue	12.1	11.0	8.2	19.6	8
Personnel costs	(219.4)	(217.8)	(251.6)	(202.9)	8
Other club operating costs	(337.4)	(337.5)	(349.1)	(315.3)	7
Club EBITDA	862.8	866.9	818.4	899.3	9
Overhead	(180.5)	(178.4)	(207.3)	(158.1)	9
o.w. overhead excl. marketing	(95.8)	(94.2)	(102.5)	(89.5)	5
o.w. marketing	(82.7)	(86.1)	(87.7)	(68.6)	5
EBITDA	684.5	685.6	644.6	709.2	9
Depreciation and impairment tangibles	(228.7)	(227.9)	(242.2)	(219.0)	6
Amortisation and impairment intangibles	(11.5)	(11.0)	(18.0)	(7.7)	9
Depreciation right-of-use assets	(245.3)	(246.6)	(269.9)	(222.1)	8
EBIT	204.8	211.8	179.6	236.4	8
Finance costs	(45.7)	(46.0)	(54.4)	(33.3)	8
o.w. cash finance costs	(48.8)	(46.7)	(53.2)	(46.5)	3
o.w. non-cash finance costs	(1.2)	(1.2)	(1.2)	(1.2)	1
Interest lease liabilities	(52.3)	(52.3)	(58.1)	(46.2)	6
Income from associates	0.9	0.9	0.9	0.9	1
Corporation tax	(33.8)	(31.0)	(52.4)	(26.2)	6
Net result	69.5	79.9	36.7	87.7	6

UNDERLYING KEY FIGURES

Club EBITDA	862.8	866.9	818.4	899.3	9
Rent costs (opened clubs)	(298.3)	(297.7)	(320.6)	(284.2)	8
Exceptional items - clubs	2.8	2.8	1.5	4.0	4
Underlying Club EBITDA	568.7	575.0	523.4	594.4	9

EBITDA	684.5	685.6	644.6	709.2	9
Rent costs clubs and overhead, incl. car leases	(298.8)	(301.3)	(325.2)	(279.5)	9
Exceptional items - total	3.2	3.0	2.5	4.0	3
Underlying EBITDA	386.5	385.5	365.1	409.9	9

Underlying net result ¹	96.6	107.3	59.6	121.9	6
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Net debt ²	866.0	877.1	765.1	1,034.6	9
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Clubs	1,766	1,765	1,702	1,825	9
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Members (million)	4.847	4.850	4.688	5.065	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