

BASIC-FIT 2023 CMD CEO UPDATE

RENÉ MOOS

9 November 2023

[Start the presentation](#)



BASIC-FIT

AGENDA



We are
Basic-Fit



Driving
growth



Driving
profitability



Key
takeaways



WE ARE
BASIC-FIT



BASIC-FIT

WE ARE BASIC-FIT



We are Europe's largest and fastest-growing fitness chain currently operating **1,402 clubs**. We are on track to reach **3.8 million memberships** and generate revenue of more than **€1 billion in 2023**



We offer **affordable and high-value fitness products and services** that enable our members to move towards a **fitter and happier life**



We are **innovative** and use **state-of-the-art technology** to constantly update our products, make them **scalable, more sustainable and personal**



BASIC-FIT

OUR MODEL TO GROW FITNESS

**AVOID COMPLEXITY TO MAINTAIN LOW OPEX AND CAPEX
AND KEEP FITNESS AFFORDABLE FOR ALL**



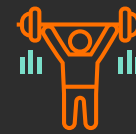
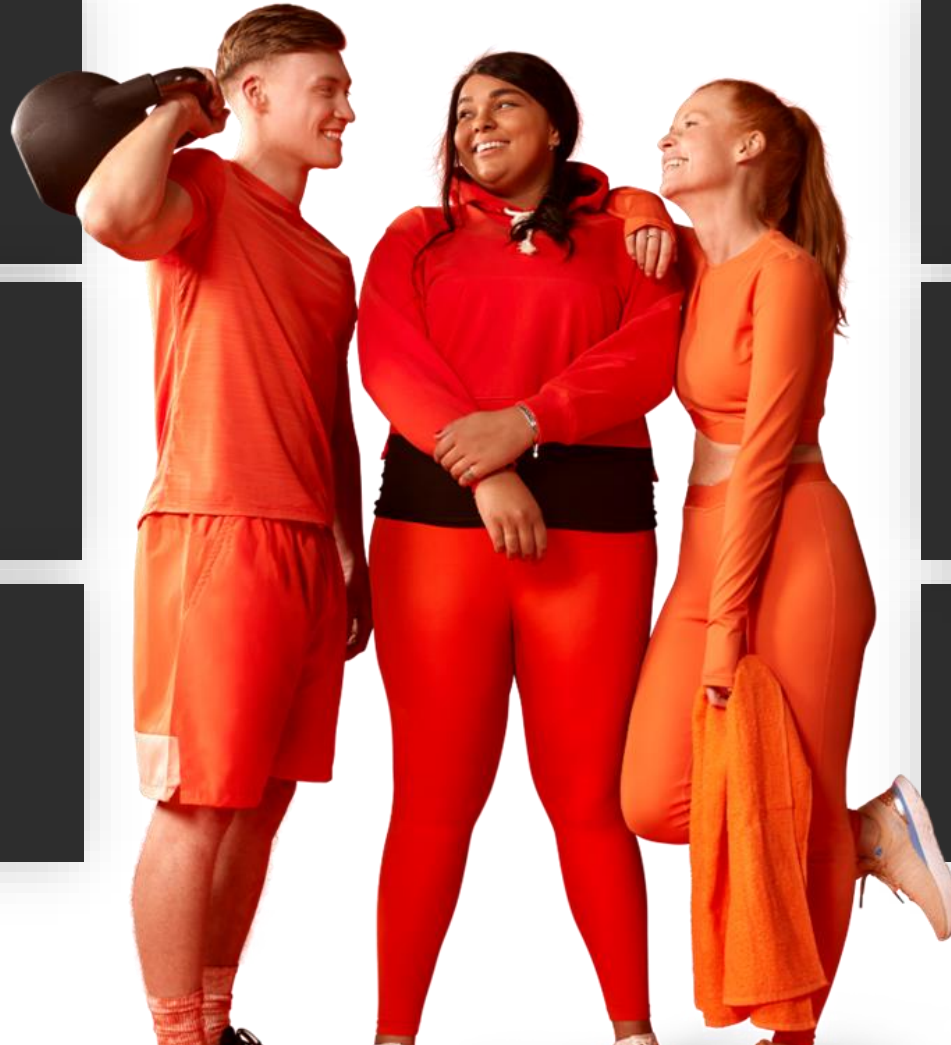
Cluster strategy



Highly automated



Central planning



Outsourced services



Smart camera system



<3 fte at a club
/ staffless hours

MARKET DEVELOPMENTS SINCE CMD 2021



- 🔑 Further closures and measures in COVID period
- 🔑 Supply chain issues
- 🔑 The energy crisis in Europe
- 🔑 High inflation and increasing interest rates
- 🔑 Social unrest
- 🔑 Reduced consumer purchasing power

Resilient business model
Adapting to change

DELIVERING ON OUR TARGETS PRESENTED AT THE 2021 CMD

- All-in membership (Home bike)
- Medium term HQ overhead excl. marketing to 5-6% of revenue
- Grow to 2,000 clubs by 2025
- 200-300 net club openings per year
- Enter new country
- Avg. revenue membership/month of €22 by 2025
- Medium term net debt / adj. EBITDA of 2.0 – 2.5x
- Maintenance capex €55k per club/year
- Avg. mature club memberships back to 3,300
- Grow to 3,000 – 3,500 clubs by 2030
- Mature club ROIC of more than 30%

DRIVING GROWTH **OWN CLUBS, ACQUISITIONS & FRANCHISE**

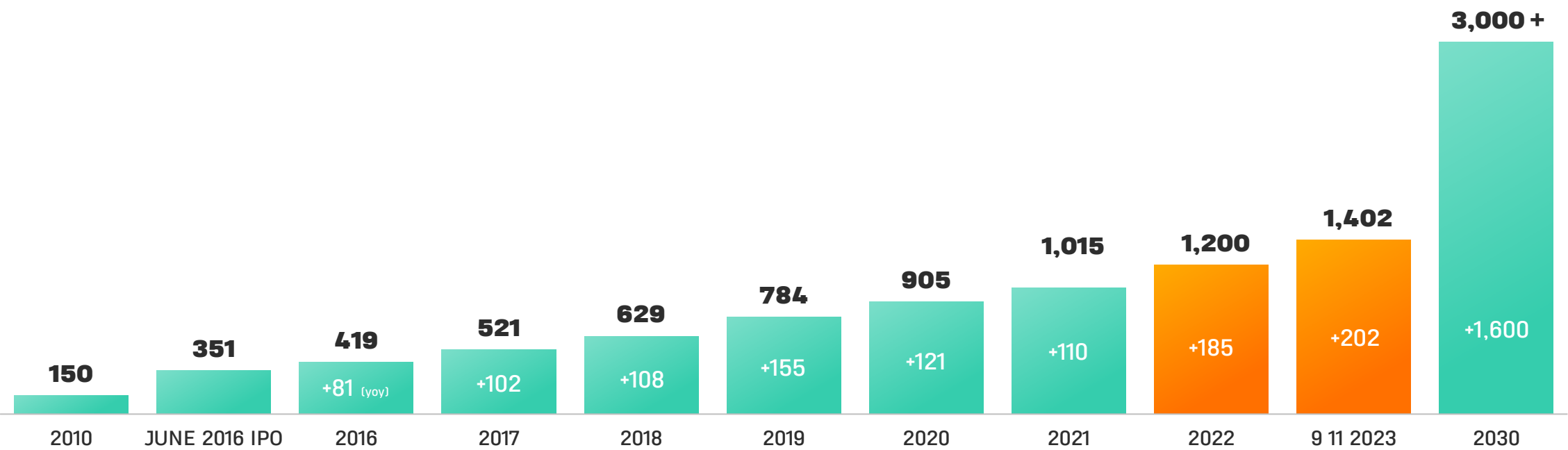


BASIC-FIT

UNMATCHED TRACK RECORD OF CLUB OPENINGS

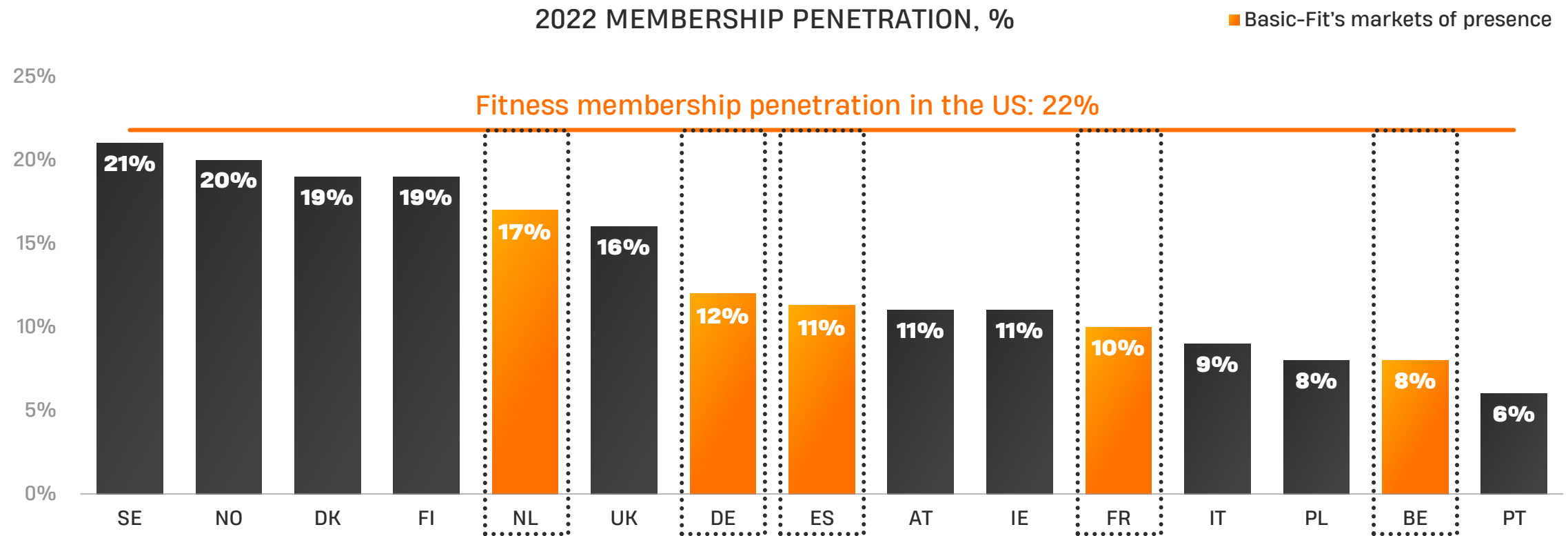
NET GROWTH OF 387 CLUBS IN 2022 – 2023

GOAL OF 3,000 – 3,500 CLUBS IN 2030

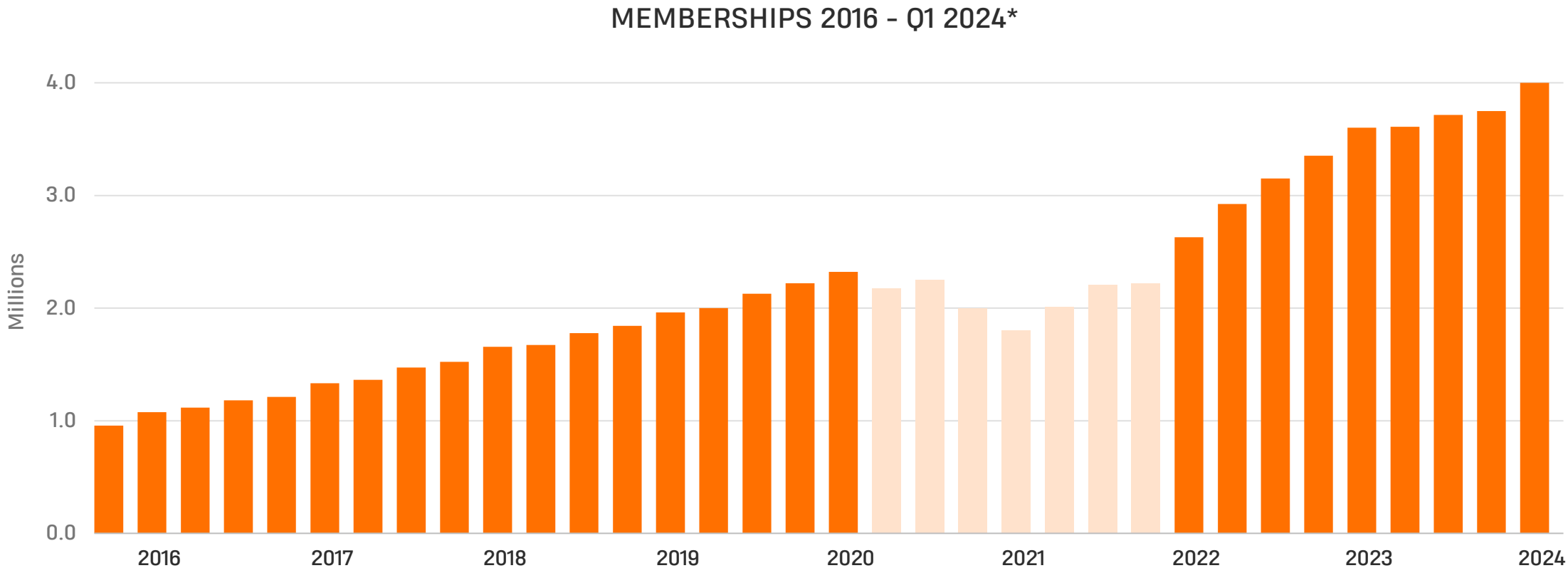


EUROPEAN FITNESS MARKETS STILL FAR FROM MATURE

PROVIDING ACCESS TO HIGH VALUE & LOW-PRICE GYMS WILL DRIVE 50-100% MEMBERSHIP GROWTH IN IMMATURE MARKETS



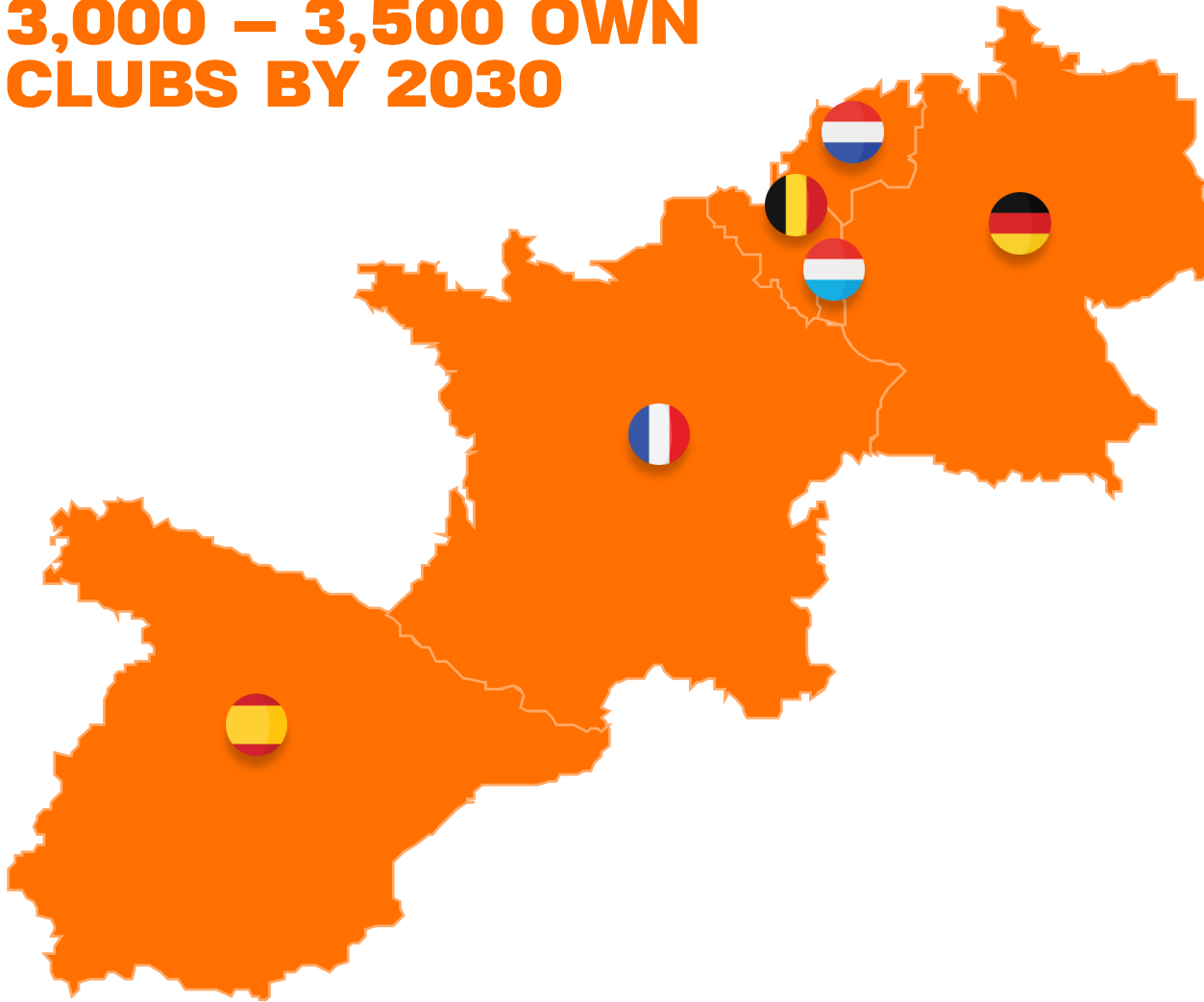
4 MILLION MEMBERSHIPS BY Q1 2024



* Q4 2023 and Q1 2024 bars show indicative direction of memberships.

UNCHANGED LARGE POTENTIAL
IN CURRENT COUNTRIES

**3,000 – 3,500 OWN
CLUBS BY 2030**



350 clubs



350 clubs



1,200 clubs



450 – 700 clubs

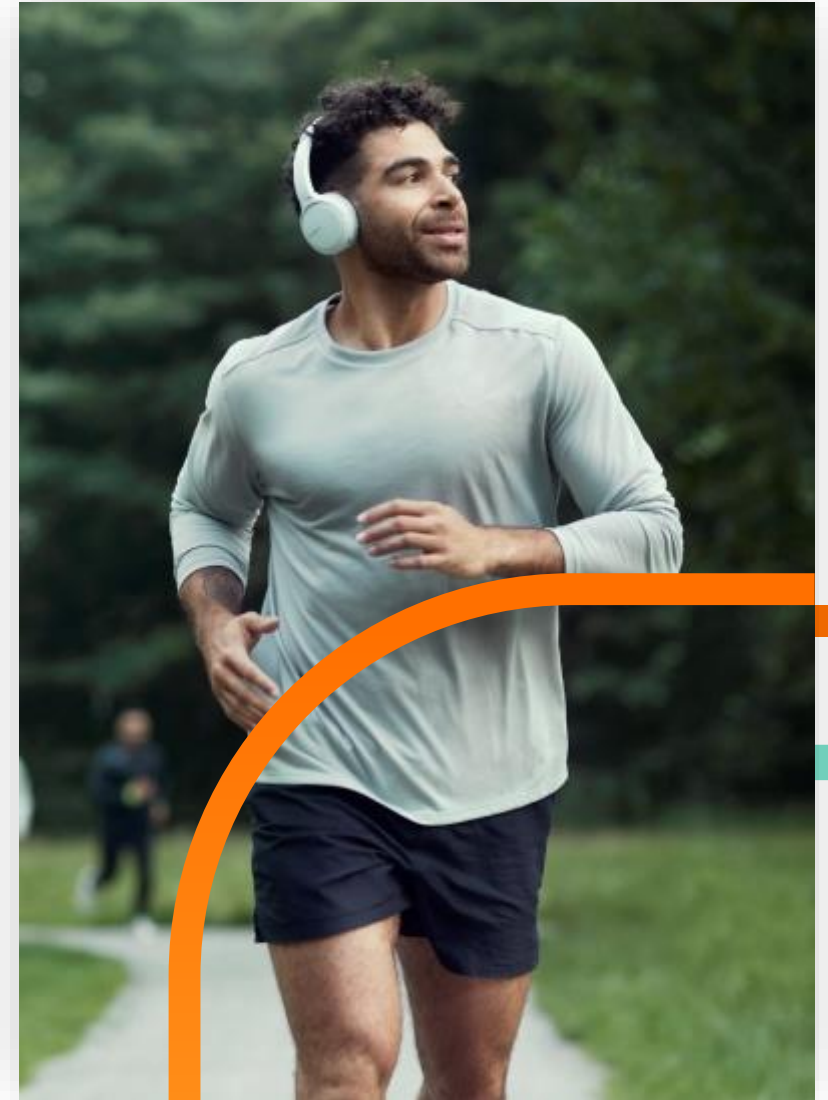


650 – 900 clubs

ACQUISITIONS

INCREASING OPPORTUNITIES

- ❏ Post COVID-19 significantly more opportunities are coming to the market in all our countries
- ❏ Strategic: strengthen market position or gain new capabilities
- ❏ Opportunistic: good price and returns
- ❏ We have ample experience in conversion and integration



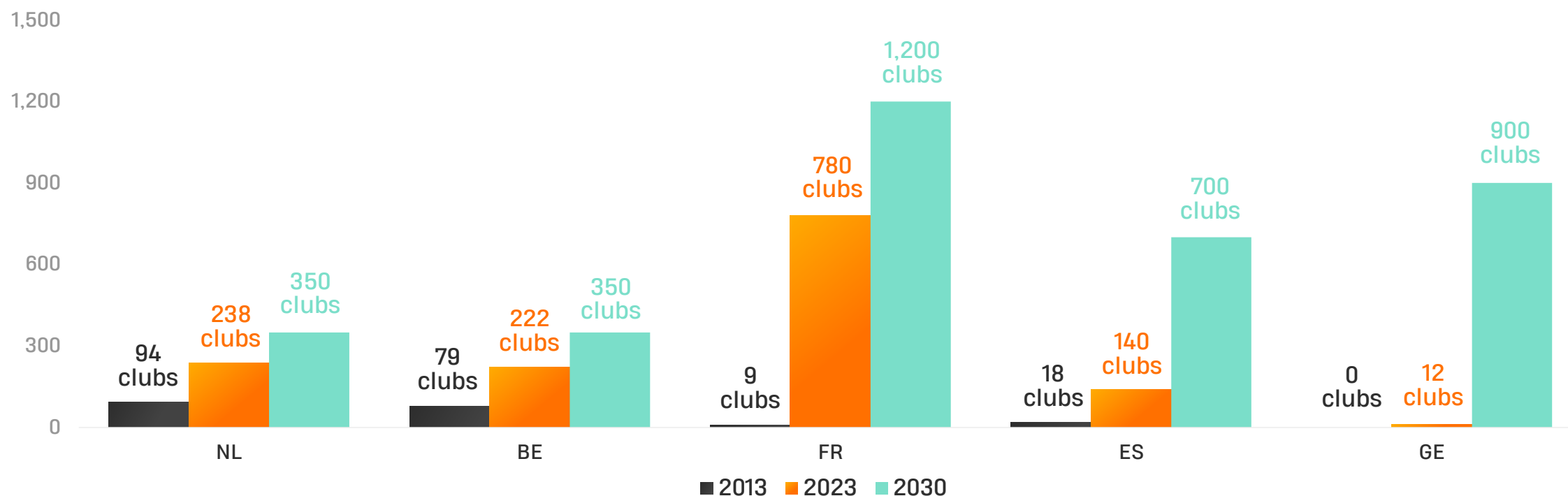
ORGANIC GROWTH

PROVEN TRACK RECORD

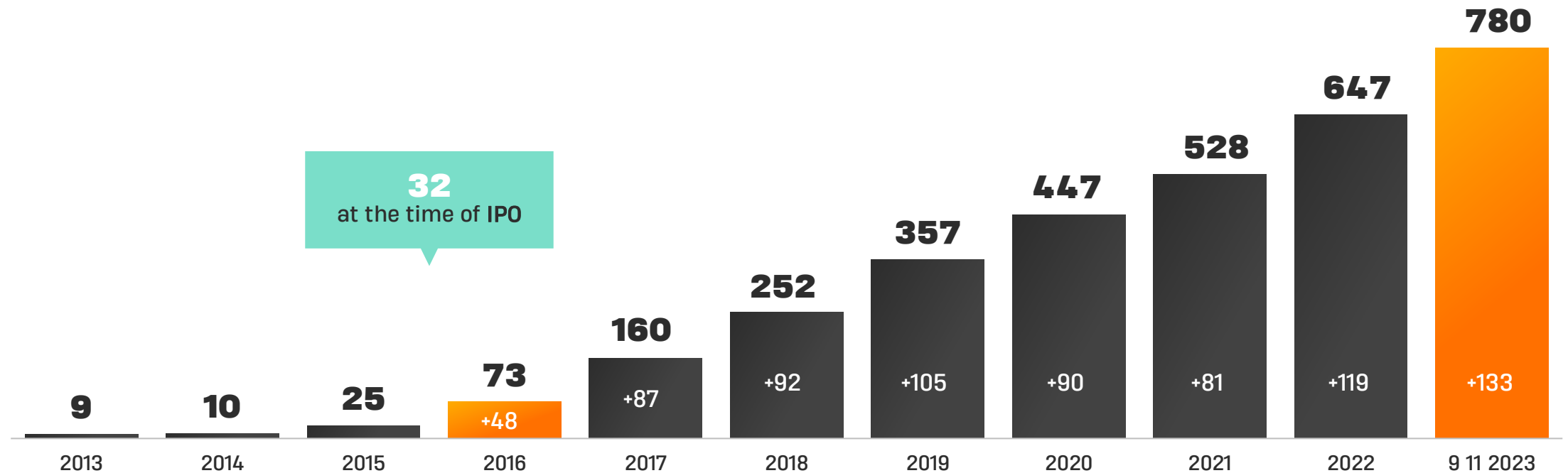
- 🔗 Strong track record of successful club rollout
- 🔗 Sophisticated site selection process
- 🔗 Reliable assessment of expected ROIC
- 🔗 Cluster strategy execution



WE AIM TO BE THE CLEAR MARKET LEADER IN ALL OUR MARKETS



GROWING OUR FRENCH CLUB NETWORK AND WE WILL DO THE SAME IN GERMANY



STEPPING UP GROWTH PACE IN GERMANY

1



Germany has
huge growth
potential

2



Many similarities
to expansion
in France

3



Gradual
increase in club
openings



BASIC-FIT

EXPLORING FRANCHISE OPPORTUNITIES

MAXIMISING FUTURE GROWTH & RETURNS

IN A FRANCHISE MODEL, WE CAN LEVERAGE

- 🔗 Our own technology and automation capabilities
- 🔗 Our site selection and construction competencies
- 🔗 Our expertise and scale-benefits to build at low-cost
- 🔗 Our expertise to operate at low-cost



POTENTIAL BENEFITS

- 🔗 Faster growth opportunities
- 🔗 Operate in more countries
- 🔗 Revenue fee income
- 🔗 Marketing contribution
- 🔗 Services income
- 🔗 Increasing purchasing power



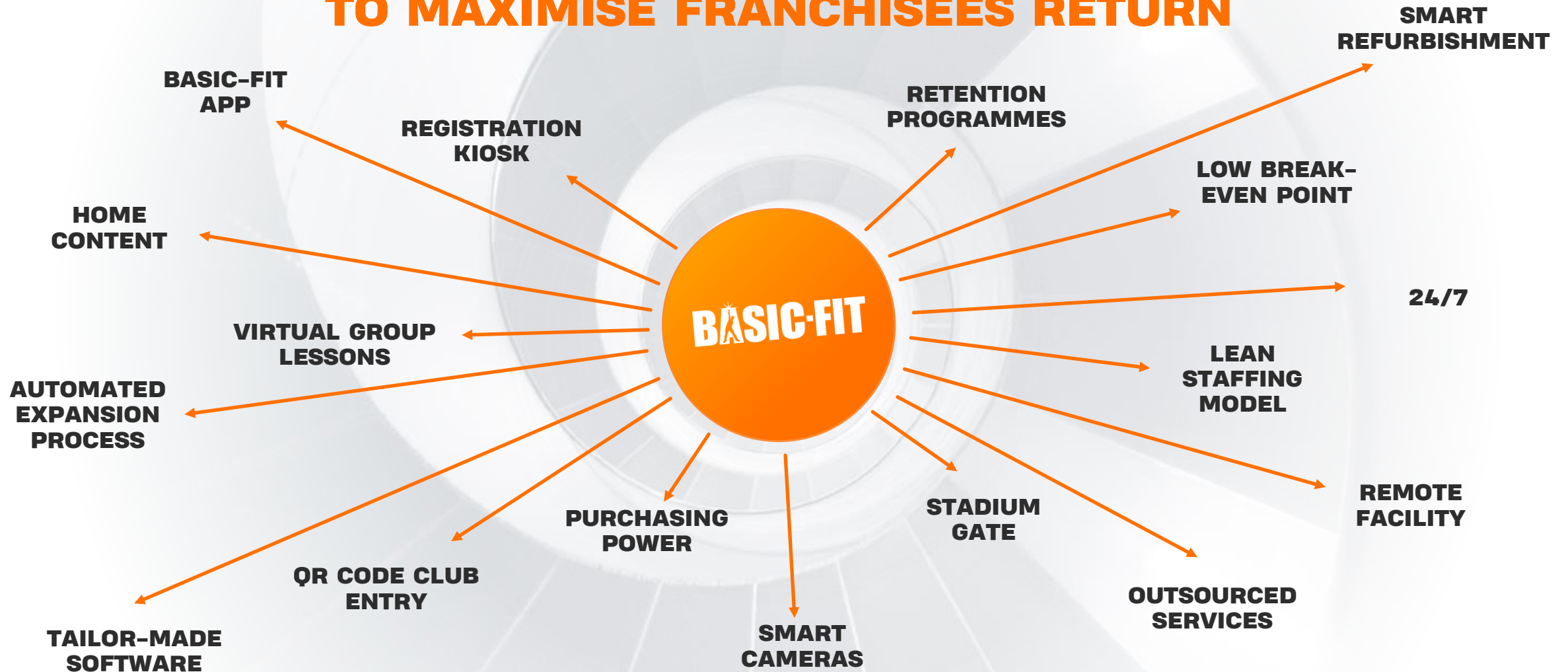
POSSIBLE OUTCOMES

- 🔗 Start franchise on our own
- 🔗 Buying an established franchise operator
- 🔗 Cooperation with an experienced franchise operator



Next step: develop a clear view within the next twelve months

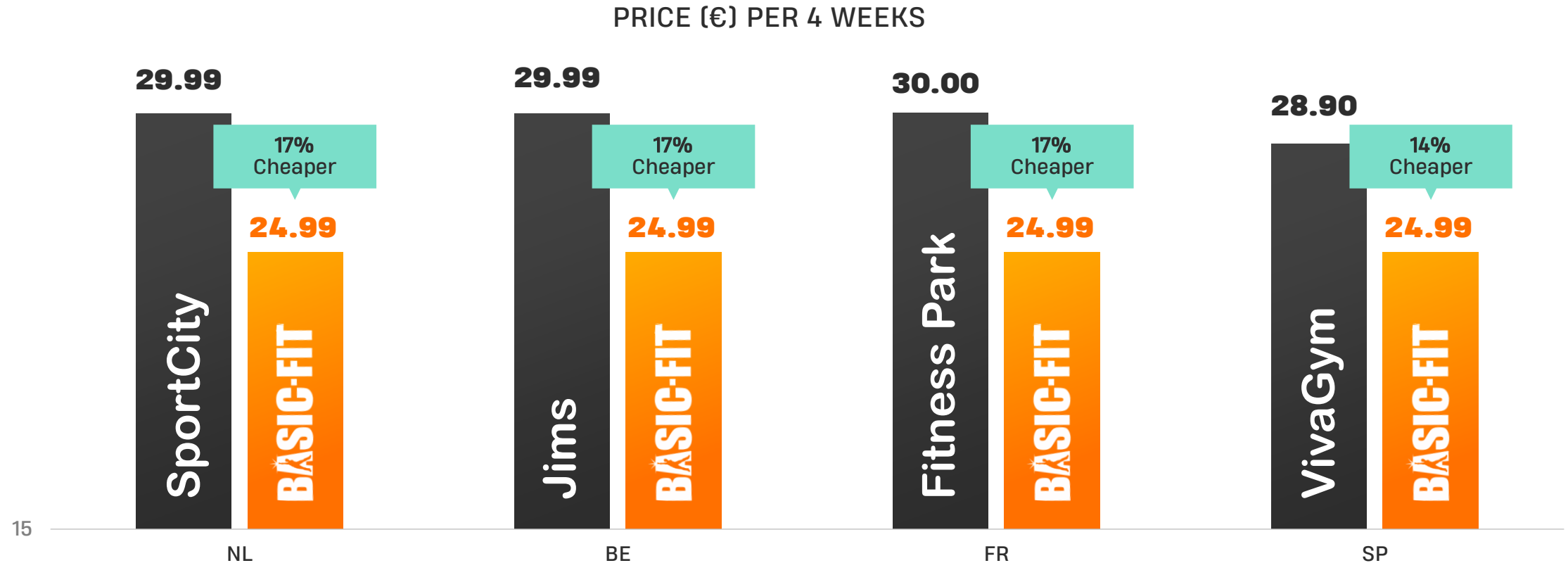
OFFERING UNIQUE PACKAGE AND EXPERIENCE TO MAXIMISE FRANCHISEES RETURN



DRIVING PROFITABILITY



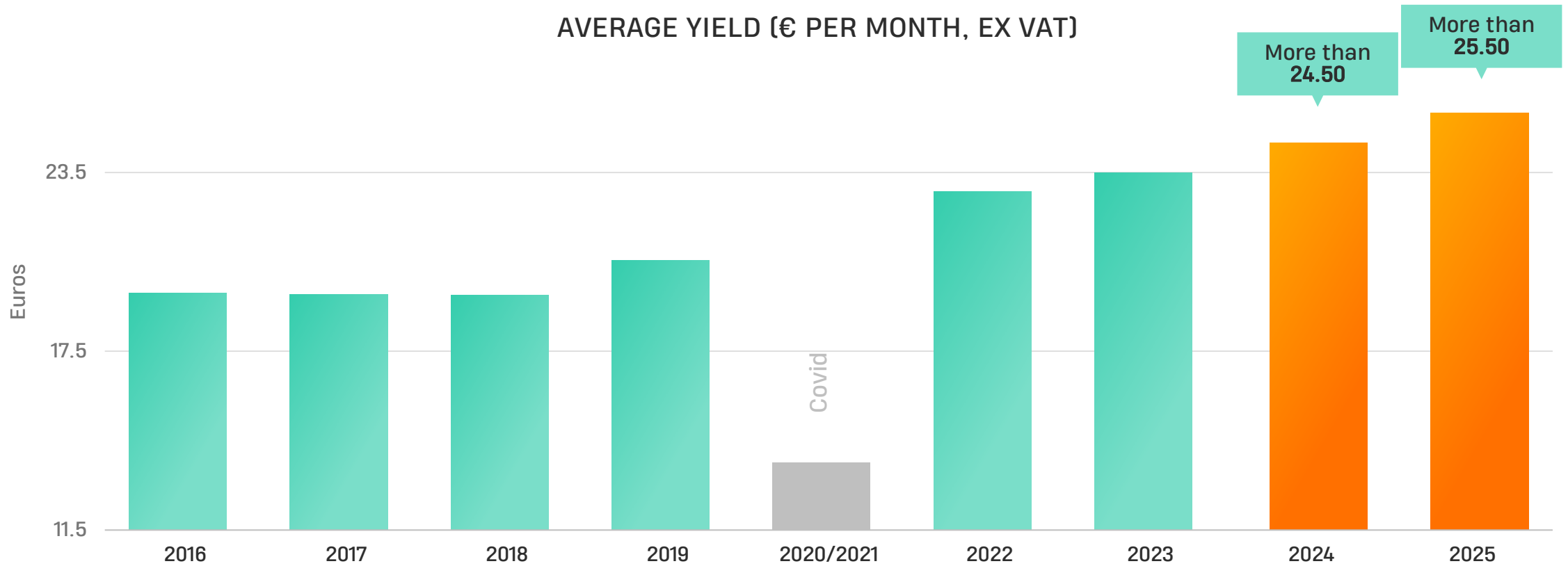
THE LOWEST-COST FITNESS OPTION IN OUR MAIN COUNTRIES



AND CASH FLOW BREAK EVEN AT 1,500 MEMBERSHIPS

YIELD DEVELOPMENT

FURTHER INCREASE IN 2024 & 2025



MAINTENANCE CAPEX UNDER CONTROL

SMART REFURBISHING

**EXTEND THE USEFUL LIFE OF FITNESS EQUIPMENT AND
REDUCE OUR ENVIRONMENTAL FOOTPRINT**

1

Refurbished fitness equipment will look & feel like new

2

Upgrade all the fitness equipment in a club at once

3

New warranty and service agreement in place post refurbishments

4

Longer lifetime fitness equipment lowers environmental footprint, applying circular economy principles

5

Results in lower average maintenance capex per year of our mature clubs

6

€55k average maintenance capex per club/year until and including 2030



KEY TAKEAWAYS



THIS IS JUST THE BEGINNING



Our story began long before our first club ever opened. It all started with one man: René Moos and his distinct dream. The ex-professional tennis player was determined to make fitness accessible to everyone.



1984

It started with the idea of making fitness accessible to a wider audience.

2004

An idea takes shape, and we develop the mid-to-premium fitness concept: HealthCity.

2006

Expanding the HealthCity concept with a value-for-money fitness solution. Introducing the HealthCity Basic concept.



2010

The growth continues by acquiring the Basic-Fit brand and its 28 clubs and transforming HealthCity Basic into Basic-Fit.



2011

Taking the opportunity to expand into other markets and acquiring parts of our competitors' networks in France and Spain.



2013

The decision was made to fully commit to the low-cost high-value concept of Basic-Fit.

2016

Basic-Fit gets listed on the stock exchange and is financially set up for the next growth phase beyond the million-memberships mark.



2017

Setting the pace to grow autonomously in other countries, with our focus on France.



2019

Becoming Europe's largest and fastest-growing fitness chain, with more than 2 million memberships and 780 clubs.

2021

Strengthening our position as the preferred low-cost, high-value fitness solution with the highest brand recognition.



2022

The first clubs in Germany open and the group's network grows to 1,200 clubs. Reaching the milestone of 3 million memberships.



2023...

ONWARDS

Basic-Fit is the market leader in Spain and continues to extend its market leadership across Europe.



BASIC-FIT

BASIC-FIT

KEY TAKEAWAYS

1. Resilient business model
2. Good at what we do and getting better every year
3. Keep focusing on innovation and cost control despite current challenging external environment
4. Grow to 3,000 – 3,500 own clubs by 2030
5. Exploring additional growth through acquisitions and franchising





**THANK YOU
FOR YOUR
ATTENTION**

BASIC-FIT