

BASIC-FIT 2023 CMD CONCLUSION

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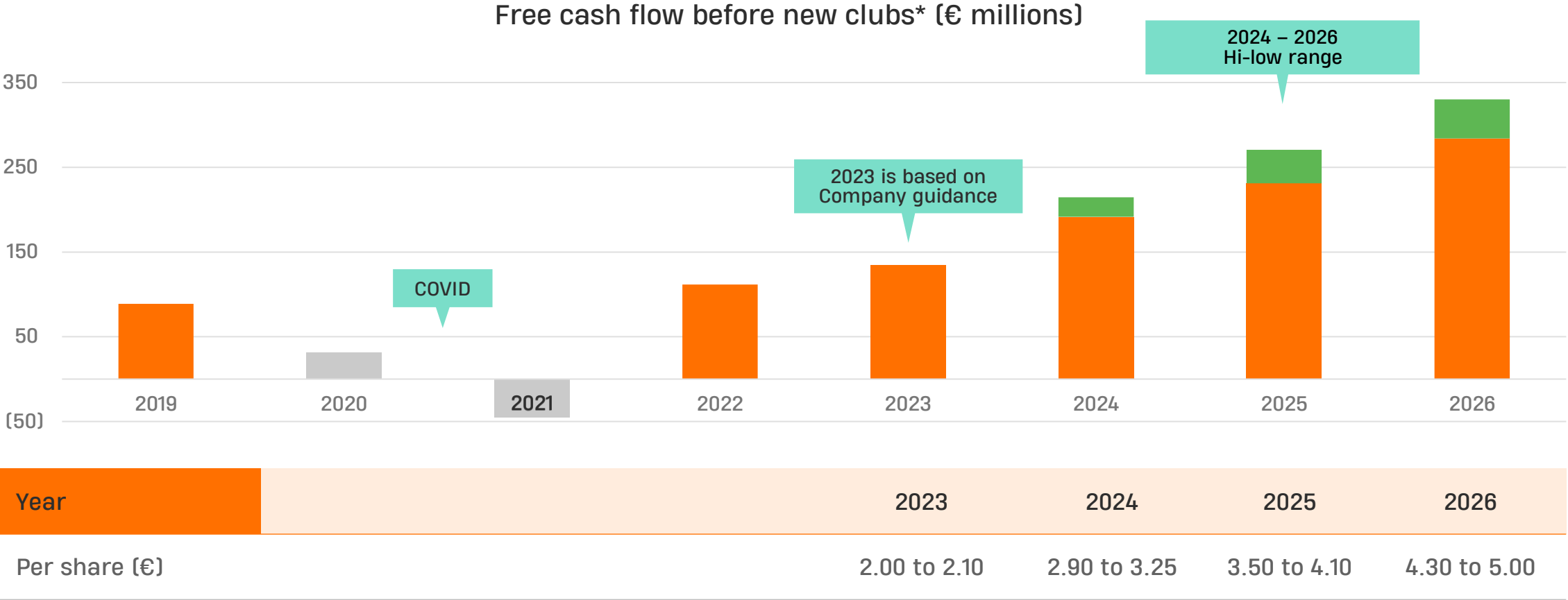
BASIC-FIT

OUR MEDIUM AND LONG-TERM TARGETS PRESENTED TODAY

- Grow to 3,000 – 3,500 own clubs by 2030
- Avg. mature club memberships of around 3,250
- Avg. revenue membership/month of at least €24.50 in 2024 and at least €25.50 in 2025
- Medium term HQ overhead excl. marketing of 6-7% of revenue
- Marketing expenses of 5.5% - 6% of revenue
- Maintenance capex €55k per club/year until 2030
- Mature club ROIC of more than 30%



FREE CASH GENERATION BEFORE NEW CLUB CAPEX
DELIVERING SIGNIFICANT GROWTH IN PER-SHARE VALUE OVER TIME

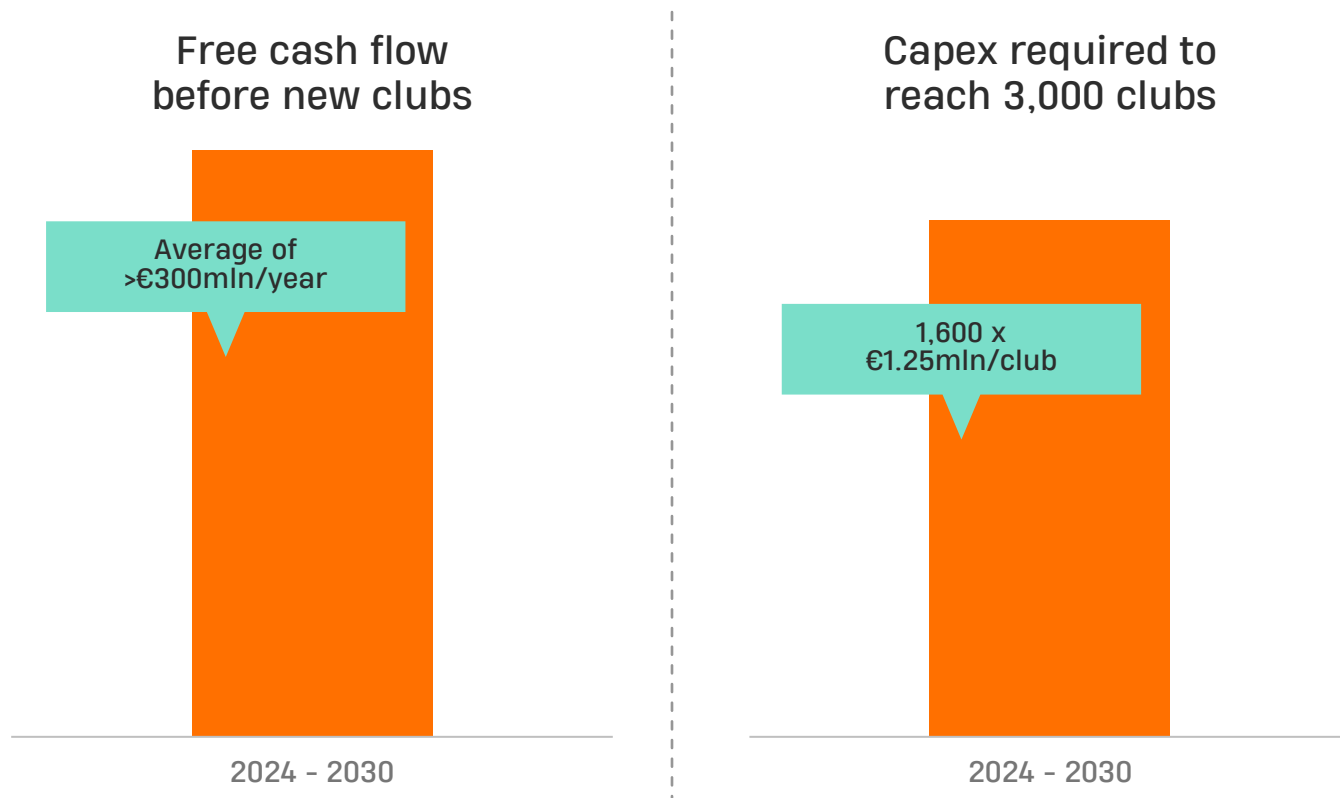


* Group underlying EBITDA, minus maintenance capex, other CAPEX, cash interest and cash taxes

EXISTING CLUBS FUND NEW CLUB OPENINGS

WE CAN GROW 3,000+ CLUBS BY 2030 WITH INTERNAL CASH FLOW

At current medium-term unit economics, cumulative 2024 - 2030



- 🔗 Leverage ratio expected to fall meaningfully in the coming years
- 🔗 Incremental debt insurance remains a lever to accelerate club growth or pursue acquisitions

THIS IS JUST THE BEGINNING SUSTAINING OUR HIGH GROWTH PROFILE

- Europe's number one fitness operator with a unique business model adapting to change
- Fast expansion capabilities, supported by technology, to drive fitness penetration growth in Europe
- Clear strategy to step-up our growth in Germany, to reach a market-leading position we already have in our other countries
- Exploring franchise opportunities to maximise future growth & returns, thanks to leveraging our unique operating model
- Smart Refurbishing allows Basic-Fit to keep maintenance capex at a low level and is also good for the planet





**THANK YOU
FOR YOUR
ATTENTION**

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Two women are posing on a stylized staircase against a solid orange background. The woman on the left is Black with curly hair, wearing a bright green short-sleeved shirt and matching leggings, with black sneakers. The woman on the right is white with blonde hair in a ponytail, wearing a blue sleeveless top and matching leggings, with white sneakers. They are both smiling. The staircase is composed of white and light blue horizontal bars. The word 'QUESTIONS?' is written in large white capital letters to the right of the women.

QUESTIONS?

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