

2025

Output	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,401.8	1,399.5	1,389.0	1,420.0	8
o.w. club revenue	1,384.9	1,384.5	1,372.3	1,399.1	7
o.w. non-club revenue	14.3	12.6	11.2	19.5	7
Personnel costs	(253.1)	(256.1)	(264.8)	(230.6)	7
Other club operating costs	(341.9)	(336.4)	(377.5)	(326.2)	7
Club EBITDA	795.9	790.0	775.9	828.9	8
Overhead	(160.2)	(159.4)	(177.5)	(152.8)	8
EBITDA	638.1	634.3	620.4	665.8	8
Depreciation and impairment tangibles	(221.2)	(219.9)	(231.3)	(212.1)	8
Amortisation and impairment intangibles	(10.9)	(11.9)	(12.4)	(6.8)	8
Depreciation right-of-use assets	(253.4)	(255.0)	(259.5)	(241.0)	8
EBIT	149.1	146.9	132.5	173.1	8
Finance costs	(57.7)	(58.2)	(68.2)	(49.0)	8
Interest lease liabilities	(56.5)	(54.9)	(64.0)	(52.3)	8
Income from associates	0.6	0.5	0.0	1.3	8
Corporation tax	(9.2)	(9.7)	(14.1)	(1.1)	8
Net result	26.2	28.3	8.0	42.3	8

UNDERLYING KEY FIGURES

Club EBITDA	795.9	790.0	775.9	828.9	8
Rent costs (opened clubs)	(294.5)	(295.9)	(296.8)	(289.3)	8
Exceptional items - clubs	1.6	0.0	0.0	5.5	8
Underlying Club EBITDA	503.0	496.0	487.7	539.6	8

EBITDA	638.1	634.3	620.4	665.8	8
Rent costs clubs and overhead, incl. car leases	(302.1)	(299.6)	(321.4)	(295.9)	8
Exceptional items - total	2.0	0.0	0.0	6.0	8
Underlying EBITDA	338.0	337.9	330.0	347.9	8

Underlying net result ¹	46.9	46.4	19.4	63.1	7
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Net debt ²	944.4	946.2	900.2	1,009.6	8
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Clubs	1,674	1,675	1,666	1,675	8
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Members (million)	4.642	4.663	4.520	4.694	8
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¹ Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effects

² IFRS net debt minus lease liabilities

2026

Output	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,547.5	1,542.1	1,517.1	1,608.0	8
o.w. club revenue	1,522.8	1,513.3	1,498.9	1,547.1	7
o.w. non-club revenue	16.0	14.0	12.2	20.9	7
Personnel costs	(271.4)	(273.1)	(280.3)	(252.5)	7
Other club operating costs	(366.2)	(362.7)	(420.1)	(338.4)	7
Club EBITDA	893.0	893.0	863.1	944.9	8
Overhead	(176.7)	(175.5)	(201.0)	(168.4)	8
EBITDA	719.0	719.3	688.6	743.9	8
Depreciation and impairment tangibles	(231.8)	(231.4)	(249.8)	(218.7)	8
Amortisation and impairment intangibles	(10.3)	(10.7)	(12.5)	(5.8)	8
Depreciation right-of-use assets	(264.1)	(270.3)	(277.5)	(234.5)	8
EBIT	205.7	200.1	188.1	249.0	8
Finance costs	(56.1)	(54.5)	(72.6)	(39.7)	8
Interest lease liabilities	(54.0)	(56.8)	(65.5)	(21.2)	8
Income from associates	0.6	0.5	0.0	1.6	8
Corporation tax	(22.9)	(21.0)	(37.5)	(14.6)	8
Net result	68.4	66.2	51.2	107.7	8

UNDERLYING KEY FIGURES

Club EBITDA	893.0	893.0	863.1	944.9	8
Rent costs (opened clubs)	(318.0)	(320.5)	(321.7)	(310.1)	8
Exceptional items - clubs	0.5	0.0	0.0	4.0	8
Underlying Club EBITDA	575.5	572.0	544.2	624.4	8

EBITDA	719.0	719.3	688.6	743.9	8
Rent costs clubs and overhead, incl. car leases	(326.6)	(324.3)	(351.4)	(316.6)	8
Exceptional items - total	0.8	0.0	0.0	6.0	8
Underlying EBITDA	393.2	392.7	372.0	416.0	8

Underlying net result ¹	88.8	79.0	72.7	127.4	7
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Net debt ²	867.0	853.5	788.0	1,028.0	8
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Clubs	1,772	1,775	1,757	1,775	8
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Members (million)	4.977	4.965	4.790	5.150	8
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¹ Net result adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and the related tax effects

² IFRS net debt minus lease liabilities