

2024	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,233	1,233	1,219	1,245	7
Underlying Club EBITDA less rent	476	478	456	493	6
Underlying EBITDA less rent	318	318	297	331	6
Clubs	1,576	1,576	1,575	1,577	6
Members (million)	4.29	4.29	4.25	4.36	6
Net debt ¹	848	850	798	905	6

¹ IFRS net debt minus lease liabilities

2025	AVERAGE	MEDIAN	MIN	MAX	# BROKERS
Total revenue	1,433	1,435	1,398	1,463	7
Underlying Club EBITDA less rent	572	574	534	603	6
Underlying EBITDA less rent	394	401	370	413	6
Clubs	1,780	1,775	1,755	1,827	6
Members (million)	4.85	4.85	4.78	4.92	6
Net debt ¹	853	841	740	992	6

¹ IFRS net debt minus lease liabilities