



SATS Q1 2025

The Group, through our brands and concepts SATS, ELIXIA, Fresh Fitness, SATS Yoga, and SATS Online, is the leading provider of fitness and training services in the Nordics with 273 clubs, close to 10 000 employees, and 757 000 members.

Everyone is welcome at SATS, and our members have full flexibility to tailor their membership package to address their individual needs. We offer cutting-edge studio facilities for individual training, the broadest selection of group training with superior programming, and highly qualified personal trainers for specialized training and individual coaching. We also have a strong focus on supporting our members through online training and digital tools for when they are not able to physically visit our club facilities. We are also constantly working with trend research and innovation to be the industry's best and most forward-looking fitness chain.

THIS IS SATS

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WORDS FROM THE CEO

“Q1 was a solid quarter with all-time high activity level, strong member growth and positive development in member satisfaction – all supporting both our vision of making people healthier and happier and our financial ambitions”

We are pleased to report a strong start to 2025, as we continue to build on the momentum across our clubs during what is traditionally the busiest quarter of the year. We entered the year with a significant marketing push as part of our 30-year anniversary campaign, driving above-normal membership sales. Combined with healthy churn, this resulted in a solid member development.

The increased member base, together with higher activity level per member, resulted in all-time high activity levels and strong member engagement. More members and higher individual activity support our vision of making people healthier and happier, while also reinforcing our long-term financial ambitions.

Our group training offering remains a key strategic priority, and we are expanding capacity to meet growing demand. The positive trend is reflected in a boost in unique group training visits during the quarter.

Our financial performance continues to demonstrate the benefits of operational leverage, brand strength, and the premium experience we offer to our members. We are pleased to maintain a solid profitability trajectory, supporting our ambitions for sustainable growth.

In light of our strong cash flow generation, we expect to distribute 50 percent of net profit from the first half of 2025 as dividend, on top of executed and upcoming share buybacks. This reflects our commitment to deliver attractive returns to our shareholders.

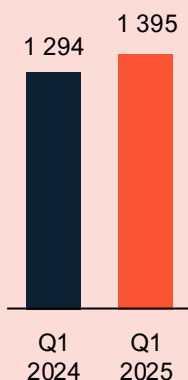
I would like to thank our 10 000 dedicated employees for their hard work and firm commitment to our members. Together, we continue to strengthen SATS' position as the leading fitness club operator in the Nordics.

Sondre Gravir
CEO



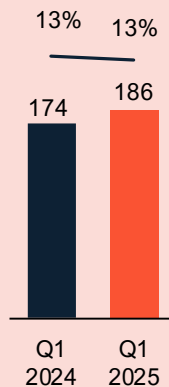

Revenues
NOK million

8%



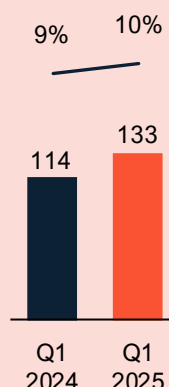
EBITDA¹
NOK million / margin

7%



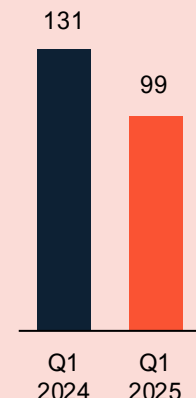
EBIT¹
NOK million / margin

16%



Free cash flow
NOK million

-21%



1) Before impact of IFRS 16. For further information regarding definitions and Alternative Performance Measures, please see Appendix

HIGHLIGHTS

- Total revenues of NOK 1 395 million in Q1 2025, up 8% compared to the same quarter last year
- EBITDA before IFRS 16 summing up to NOK 186 million in the quarter, an increase of 7% compared to Q1 2024 (19% excl. covid compensation in Q1 2024)
- EBIT before IFRS 16 increasing by 16% to NOK 133 million in Q1 2025 (38% excl. covid compensation in Q1 2024)
- Operating cash flow of NOK 118 million and a cash conversion of 63% in the quarter
- Successful marketing push in the quarter contributed to above-normal sales performance. Combined with healthy churn, this resulted in solid member development in the quarter
- All-time high number of workouts, driven by both member growth and increased workout frequency per member
- Expect to distribute dividend of 50% of H1 2025 net profit, on top of executed and upcoming share buyback initiatives, well above our stated minimum level of 50%

Key Financial Figures and Alternative Performance Measures (APM)¹

	Q1 2025	Q1 2024	FY 2024
<i>Amounts in NOK million (unless otherwise stated)</i>			
Membership revenue	1 144	1 046	4 193
Other revenues	251	248	871
Total revenues	1 395	1 294	5 064
EBITDA	493	475	1 942
<i>Margin (%)</i>	35 %	37 %	38 %
Operating profit	192	172	744
Profit for the period	94	77	326
Earnings per share (NOK)	0.46	0.38	1.59
Total overhead costs	-165	-151	-591
EBITDA before impact of IFRS 16	186	174	738
<i>Margin (%)</i>	13 %	13 %	15 %
EBIT before impact of IFRS 16	133	114	525
<i>Margin (%)</i>	10 %	9 %	10 %
Maintenance Capex	56	28	265
Total Capex	60	34	287
Net debt	1 044	1 343	1 069
Operating cash flow	118	154	509
Free cash flow	99	131	407
Leverage	1.4	2.0	1.4
Clubs	273	276	272
Members ('000)	757	736	733
ARPM (NOK/month)	624	588	576

1) As defined in Appendix under Alternative Performance Measures

BOARD OF DIRECTORS' REPORT

ANALYSIS OF THE Q1 2025 FINANCIAL STATEMENTS

All financial statements show the period 1 January 2025 to 31 March 2025, compared to the accounts for the period 1 January 2024 to 31 March 2024.

Statement of comprehensive income

Total revenues increased by 8% to NOK 1 395 million in Q1 2025, compared to NOK 1 294 million in Q1 2024, driven by higher membership revenues. Membership revenues increased in all countries in Q1 2025 compared to Q1 2024. The total member base increased by 3% compared to Q1 2024, with three fewer clubs in the portfolio this quarter than last year. ARPM increased by 6%, as a result of improved product mix and price adjustments.

Total operating expenses increased by 7% to NOK 1 202 million in Q1 2025, while operating expenses excluding depreciation and amortization increased by 10% to NOK 902 million. The increase in operating expenses from last year is mainly due to higher personnel expenses related to investments in product offering, increased marketing spend and inflation.

The operating profit increased by 12% from NOK 172 million in Q1 2024 to NOK 192 million in Q1 this year.

Net financial items in Q1 2025 was negative NOK 70 million, compared to negative NOK 72 million in Q1 2024. Income tax expense in Q1 2025 was negative by NOK 29 million.

Profit before tax was NOK 123 million in Q1 2025, compared to NOK 100 million in Q1 2024. Profit for the period was NOK 94 million in Q1 2025, compared to NOK 77 million in Q1 2024. The total comprehensive income was NOK 85 million, compared to NOK 74 million in Q1 2024.

Statement of financial position

Consolidated assets increased by NOK 198 million to NOK 9 269 million in Q1 2025 compared to Q1 2024. Right-of-use assets and intangible assets were the most significant components of consolidated assets, amounting to NOK 4 675 million and NOK 2 644 million, respectively, on March 31, 2025. Non-current assets increased by NOK 90 million, while current assets increased by NOK 107 million. The increase in non-current assets was mainly driven by an increase in property, plant and equipment. The increase in current assets was primarily driven by cash and cash equivalents.

Total liabilities decreased from NOK 7 971 million as of March 31, 2024, to NOK 7 924 million as of March 31, 2025, primarily due to repayments of bank borrowings in 2024.

As of March 31, 2025, consolidated equity amounted to NOK 1 344 million, representing an equity ratio of 14.5%, compared to NOK 1 100 million and 12.1% of March 31, 2024.

Statement of cash flows

In Q1 2025, consolidated cash and cash equivalents increased by NOK 14 million, compared to an increase of NOK 31 million in Q1 2024.

The Group had cash and cash equivalents of NOK 383 million as of March 31, 2025. In addition, the available in undrawn amount on the revolving credit facility amounted to NOK 945 million.

Net cash flow from the Group's operations was NOK 475 million in Q1 2025, the same as in Q1 2024. The net working capital has high seasonal fluctuations, typically being lower in Nov-May and higher in Jun-Oct. In the quarter, the net working capital effect was negative by NOK 12 million (compared to positive NOK 7 million in Q1 2024), mainly due to an increase in trade payables.

Net cash outflow from investing activities amounted to NOK 57 million in Q1 2025, compared to an outflow of NOK 33 million in Q1 2024.

Net cash outflow from financing was NOK 404 million in Q1 2025, compared to a cash outflow of NOK 412 million in Q1 2024. In Q1 2024, the company repaid NOK 100 million to the credit facility. In Q1 2025, the company purchased own shares of NOK 100 million.

Segment development

The following sections of this report review each operating segment. Unless otherwise stated, comments regarding development reflect a comparison between Q1 2025 and Q1 2024.

Norway is the largest operating segment in the Group, with 45% of the consolidated total revenues in Q1 2025. SATS Norway had 346 000 members at the end of the quarter. SATS is a well-known brand in Norway and the largest operator of fitness clubs.

SATS Norway counted 118 clubs by the end of Q1 2025, of which 78 SATS clubs and 40 Fresh Fitness clubs.

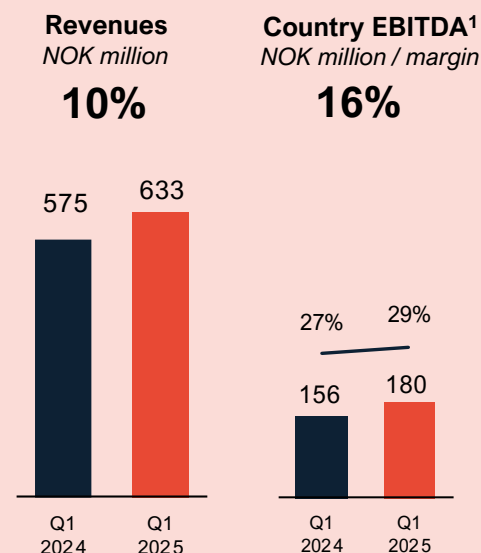
The member base has grown by 5% since Q1 2024, through a growth in members per club rather than new club openings, which is beneficial with a high operational leverage.

The average revenue per member (ARPM) was NOK 622 in Q1 2025, up 7% from Q1 2024, driven by membership mix and successful price adjustments of new and existing members. The price increases in combination with volume growth translated into a 10% revenue increase to NOK 633 million in the quarter.

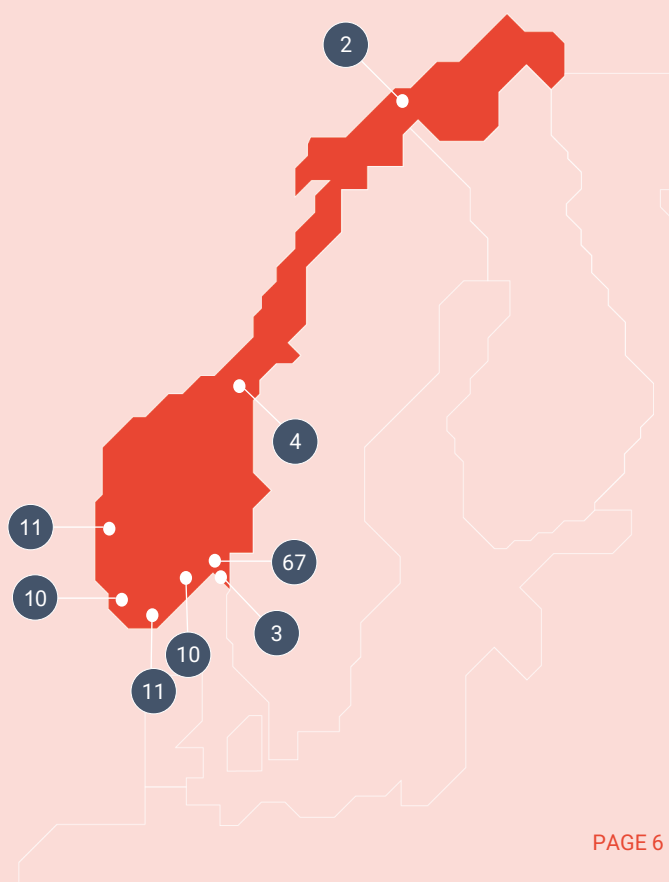
Country EBITDA increased by 16% to NOK 180 million, resulting in a quarterly Country EBITDA margin of 29%, 1 p.p. higher than in Q1 2024.

Key Financial Figures and Alternative Performance Measures (APM)

	Q1 2025	Q1 2024	FY 2024
<i>Amounts in NOK million (unless otherwise stated)</i>			
Membership revenue	522	472	1 887
Other revenues	111	103	378
Total revenues	633	575	2 265
EBITDA	253	226	955
Margin (%)	40%	39%	42%
Operating profit	145	119	539
Profit/loss for the period	97	76	376
Country EBITDA before impact of IFRS 16	180	156	668
Margin (%)	29%	27%	29%
EBITDA before impact of IFRS 16	133	110	489
Margin (%)	21%	19%	22%
Clubs	118	118	117
Members ('000)	346	331	332
ARPM (NOK/month)	622	583	573



¹⁾ Country EBITDA before impact of IFRS 16



Sweden is the second-largest segment in the Group, with 34% of the total consolidated revenues in Q1 2025. SATS Sweden had 254 000 members at the end of the quarter. SATS has maintained a strong position in Sweden over many years.

SATS Sweden counted 95 clubs by the end of Q1 2025, unchanged during the quarter, with the majority of the portfolio in the Stockholm area.

The member base was 2% higher than by the end of Q1 2024, despite a slight club reduction as a part of a portfolio optimization. However, the average revenue per member (ARPM) increased by 7% from in the same period to NOK 623. In sum, total revenues increased by 8% to NOK 469 million in the quarter.

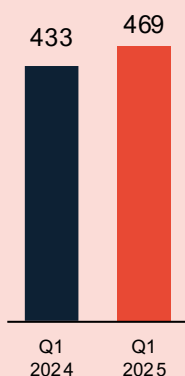
Country EBITDA increased by 3% to NOK 74 million, resulting in a quarterly Country EBITDA margin of 16%, in line with Q1 2024.

Key Financial Figures and Alternative Performance Measures (APM)

	Q1 2025	Q1 2024	FY 2024
<i>Amounts in NOK million (unless otherwise stated)</i>			
Membership revenue	377	348	1 397
Other revenues	92	85	311
Total revenues	469	433	1 708
EBITDA	155	148	612
Margin (%)	33%	34%	36%
Operating profit	42	39	171
Profit/loss for the period	18	13	58
Country EBITDA before impact of IFRS 16	74	72	302
Margin (%)	16%	17%	18%
EBITDA before impact of IFRS 16	35	33	152
Margin (%)	8%	8%	9%
Clubs	95	96	95
Members ('000)	254	248	248
ARPM (NOK/month)	623	581	573

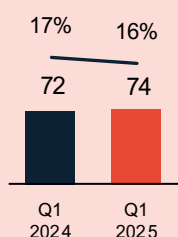
Revenues NOK million

8%



Country EBITDA¹ NOK million / margin

3%



¹⁾ Country EBITDA before impact of IFRS 16

FINLAND

In Finland, the business is operated under the brand ELIXIA, and the Finnish operations constituted 10% of consolidated total revenues in Q1 2025. At the end of the quarter, ELIXIA Finland had 71 000 members. The Finnish fitness market is highly fragmented, and ELIXIA is the market leader.

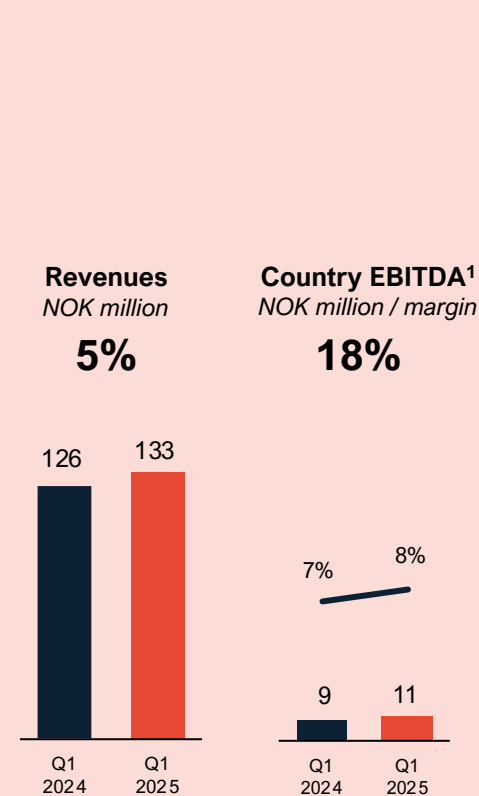
After having optimized the club portfolio, the club count is down 6% from Q1 2024. In the same period, the member base has fallen by 2%.

The Q1 2025 average revenue per member (ARPM) is up 7% to NOK 626 as a result of successful product improvements and price adjustments. Correspondingly, total revenues for the quarter increased by 5% to NOK 133 million.

Country EBITDA increased by 18% to NOK 11 million in the quarter. Quarterly Country EBITDA margin was consequently 8%, up 1 p.p. from Q1 2024.

Key Financial Figures and Alternative Performance Measures (APM)

	Q1 2025	Q1 2024	FY 2024
<i>Amounts in NOK million (unless otherwise stated)</i>			
Membership revenue	109	105	422
Other revenues	24	21	79
Total revenues	133	126	501
EBITDA	38	38	165
<i>Margin (%)</i>	29%	30%	33%
Operating profit	6	4	29
Profit/loss for the period	0	-2	3
Country EBITDA before impact of IFRS 16	11	9	52
<i>Margin (%)</i>	8%	7%	10%
EBITDA before impact of IFRS 16	5	3	29
<i>Margin (%)</i>	4%	3%	6%
Clubs	31	33	31
Members ('000)	71	72	71
ARPM (NOK/month)	626	586	588



¹⁾ Country EBITDA before impact of IFRS 16

The Danish operation constituted 11% of consolidated total revenues in Q1 2025. SATS Denmark, with 86 000 members at the end of the quarter, is one of the largest fitness operators in the Greater Copenhagen area, and the number two operator in the Danish fitness club market.

SATS Denmark has 29 clubs in the Copenhagen area. The member base is up 2% compared to the corresponding quarter last year.

In Q1 2024, SATS Denmark received delayed COVID-19 compensation of NOK 18 million. It is thus more accurate to assess the development excluding this one-off effect, which is done in the following text section.

Revenue per member (ARPM) increased by 13%, to NOK 632. Total revenues totalled NOK 159 in the quarter, up 12%.

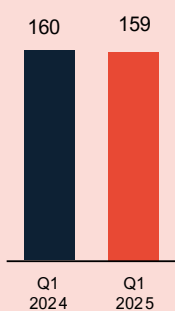
Country EBITDA was up 112% to NOK 12 million, resulting in a quarterly Country EBITDA margin of 8%.

Key Financial Figures and Alternative Performance Measures (APM)

	Q1 2025	Q1 2024	FY 2024
<i>Amounts in NOK million (unless otherwise stated)</i>			
Membership revenue	135	120	487
Other revenues	24	40	102
Total revenues	159	160	589
EBITDA	40	52	165
Margin (%)	25%	33%	28%
Operating profit	2	13	17
Profit/loss for the period	-15	-5	-51
Country EBITDA before impact of IFRS 16	12	24	53
Margin (%)	8%	15%	9%
EBITDA before impact of IFRS 16	5	16	24
Margin (%)	3%	10%	4%
Clubs	29	29	29
Members ('000)	86	84	85
ARPM (NOK/month)	632	631	590

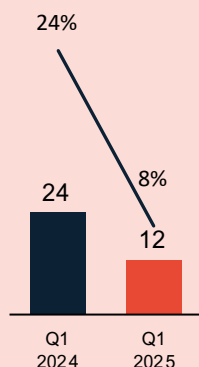
Revenues
NOK million

-1%



Country EBITDA¹
NOK million / margin

-48%



¹⁾ Country EBITDA before impact of IFRS 16

BUSINESS AND INDUSTRY OUTLOOK

The heightened societal emphasis on health and well-being, as well as the strong global trends such as political initiatives for health and digitalization, are driving awareness of health and fitness. This is leading to a growing health and wellness sector.

SATS has strengthened the member product offering, which enables volume and ARPM growth, fueling revenue going forward. The company still has unleashed potential in the existing club portfolio, driven by square meter utilization and equipment optimization and increased operational efficiency. This will be a key driver for improved financial performance, accelerated by operating leverage and high drop-through to EBIT. The financial momentum will further strengthen our balance sheet, enabling SATS to execute on the company's ambitions of balanced expansion.

SHAREHOLDER INFORMATION

SATS ASA's share capital was NOK 435 million as at March 31, 2025, divided into 204 694 588 ordinary shares, each with a par value of NOK 2.125. All the shares have been fully paid and have equal rights. SATS owned 2 817 766 treasury shares as at the balance sheet date. The number of shareholders as at March 31, 2025, was 7 136.

FINANCIAL POLICY AND DIVIDEND

SATS has a conservative approach to leverage, targeting a net debt (current and non-current bank borrowings less cash and cash equivalents) to adjusted EBITDA before impact of IFRS 16 at the lower end of the 1.5x to 2.0x range.

SATS prioritize maintaining a robust balance sheet and strong liquidity position to ensure financial stability and flexibility.

Excess capital will be returned to shareholders, while considering long term financial robustness, growth opportunities and strategic initiatives, aiming to distribute at least 50 percent of annual net profit as a combination of share buybacks and semi-annual dividends.

RISK AND UNCERTAINTY FACTORS

SATS operates in a broad range of geographical markets in the highly competitive health and fitness industry. In achieving its long-term strategic objectives, SATS is inherently involved in taking risks. Please see the Group's 2024 Annual Report (Board of Directors' Report and Note 22), for a detailed description of the Group's risk factors and risk management policies and procedures.

EVENTS AFTER THE BALANCE SHEET DATE

On April 28, 2025, the Annual General Meeting passed a resolution to reduce the share capital with NOK 2 125 000, by redemption of 1 000 000 of the Company's own shares, each with a nominal value of NOK 2.125.

There have been no other material events subsequent to the reporting period that might significantly affect the consolidated interim financial statements for the first quarter of 2025.

DISCLAIMER

This report includes forward-looking statements based on our current expectations and projections about future events. Statements herein regarding future events or prospects, other than statements of historical facts, are forward-looking statements. All such statements are subject to inherent risks and uncertainties, and many factors can lead to actual profit and developments deviating substantially from what has been expressed or implied in such statements. As a result, undue reliance should not be placed on these forward-looking statements.

Oslo, May 6, 2025

The Board of Directors

CONSOLIDATED INCOME STATEMENT

	Notes	Q1 2025	Q1 2024	2024
<i>(Amounts in NOK million)</i>				
Revenue	2	1 395	1 294	5 064
Operating expenses				
Cost of goods sold		-38	-40	-143
Personnel expenses		-538	-486	-1 861
Other operating expenses		-326	-293	-1 119
Depreciation and amortization	6, 7, 8	-300	-303	-1 198
Total operating expenses		-1 202	-1 122	-4 320
Operating profit		192	172	744
Interest income		8	10	39
Finance income		11	12	115
Interest expense		-78	-88	-334
Finance expense		-10	-7	-131
Net financial items		-70	-72	-310
Profit before tax		123	100	434
Income tax expense	3	-29	-23	-108
Profit for the period		94	77	326
Profit for the year is attributable to:				
Equity holders of the Group		94	77	326
Total allocation		94	77	326
Earnings per share in NOK				
Basic earnings per share attributable to equity holders of the company	4	0,46	0,38	1,59
Diluted earnings per share attributable to equity holders of the company	4	0,46	0,37	1,59

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Q1 2025	Q1 2024	2024
<i>(Amounts in NOK million)</i>			
Profit for the period	94	77	326
Other comprehensive income			
Currency translation adjustment – may be reclassified to profit or loss	-9	-2	-10
Other comprehensive income, net of tax	-9	-2	-10
Total comprehensive income for the period	85	74	315
Total comprehensive income is attributable to:			
Equity holders of the Group	85	74	315
Total comprehensive income for the period	85	74	315

CONSOLIDATED BALANCE SHEET

	Notes	March 31 2025	March 31 2024	December 31 2024
<i>(Amounts in NOK million)</i>				
ASSETS				
Non-current assets				
Intangible assets	6	2 644	2 654	2 661
Right-of-use assets	8	4 675	4 680	4 657
Property, plant and equipment	7	800	685	792
Other non-current receivables		53	65	56
Derivative financial instruments	9	30	42	33
Deferred tax assets ¹⁾	3	135	121	134
Total non-current assets		8 339	8 248	8 333
Current assets				
Inventories		54	56	54
Accounts receivables		142	134	159
Other current receivables		122	105	131
Prepaid expenses and accrued income		228	213	237
Derivative financial instruments	9	0	5	0
Cash and cash equivalents		383	310	371
Total current assets		930	823	952
Total assets		9 269	9 071	9 284
EQUITY				
Share capital		435	435	435
Share premium		3 050	3 050	3 050
Treasury shares		-106	-20	-19
Other reserves		-14	-2	-7
Retained earnings		-2 021	-2 364	-2 115
Total equity		1 344	1 100	1 345
LIABILITIES				
Non-current liabilities				
Deferred tax liability ¹⁾	3	79	43	52
Borrowings	5	1 427	1 652	1 440
Lease liability	5	4 100	4 105	4 090
Derivative financial instruments	9	6	0	4
Total non-current liabilities		5 612	5 800	5 586
Current liabilities				
Borrowings	5	10	16	12
Lease liability	5	963	947	959
Derivative financial instruments	9	6	0	6
Contract liability		644	564	653
Trade and other payables		121	125	178
Current tax liabilities		72	0	74
Public fees and charges payable		100	100	112
Other current liabilities		396	419	360
Total current liabilities		2 312	2 171	2 353
Total liabilities		7 924	7 971	7 940
Total equity and liabilities		9 269	9 071	9 284

¹⁾ A reclassification between Deferred tax assets and Deferred tax liability of NOK 58 million and NOK 52 million is recognized as of March 31, 2024, and December 31, 2024, respectively.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Share capital	Share premium	Treasury shares	Foreign exchange translation reserve	Share-based payments reserve	Retained earnings	Total attributable to owners of the Group	Total equity
<i>(Amounts in NOK million)</i>								
Equity January 1, 2024	435	3 050	-24	-3	2	-2 441	1 020	1 020
Profit for the period						77	77	77
OCI for the period				-2			-2	-2
Total comprehensive income for the period	0	0	0	-2	0	77	74	74
Investment program			4		1		5	5
Equity March 31, 2024	435	3 050	-20	-5	3	-2 364	1 100	1 100
Equity January 1, 2025	435	3 050	-19	-14	7	-2 115	1 345	1 345
Profit for the period						94	94	94
OCI for the period				-9			-9	-9
Total comprehensive income for the period	0	0	0	-9	0	94	85	85
Investment program			1		1		2	2
Repurchase of shares			-100				-100	-100
Proceeds from sale of own shares			12				12	12
Equity March 31, 2025	435	3 050	-106	-22	8	-2 021	1 344	1 344

CONSOLIDATED STATEMENT OF CASH FLOWS

	Notes	Q1 2025	Q1 2024	2024
<i>(Amounts in NOK million)</i>				
Cash flow from operations				
Profit before tax		123	100	434
Adjustment for:				
Taxes paid in the period		-5	-8	-24
Gain/loss from disposal or sale of equipment		-1	0	-1
Depreciation, amortization and impairment	6, 7, 8	300	303	1 198
Net financial items		70	72	310
Change in inventory		-1	-1	1
Change in accounts receivables		17	2	-23
Change in trade payables		-58	-4	49
Change in other receivables and accruals		30	11	9
Net cash flow from operations		475	475	1 953
Cash flow from investing				
Purchase of property, plant and equipment and intangible assets	6, 7	-60	-34	-287
Proceeds from property, plant and equipment		1	1	2
Proceeds from loan to related parties	10	2	0	3
Net cash flow from investing		-57	-33	-282
Cash flow from financing				
Repayments of borrowings	5	0	-100	-435
Proceeds from borrowings	5	0	0	113
Installments on lease liabilities	5	-247	-240	-962
Interest paid ¹⁾	5, 9	-12	-19	-64
Interest received ¹⁾		3	3	14
Interests on lease liabilities	5	-62	-61	-246
Purchase of own shares	1, 4	-100	0	0
Proceeds from sale of own shares	4	12	4	5
Other financial items ¹⁾		2	1	-5
Net cash flow from financing		-404	-412	-1 580
Net increase in cash and cash equivalents		14	31	91
Effect of foreign exchange rate changes on cash and cash equivalents		-2	-3	-2
Cash and cash equivalents at the beginning of the period		371	282	282

¹⁾ Reclassifications between Interest paid, Interest received and Other financial items are recognized in Q1 2024 and 2024.

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NOTES TO THE CONSOLIDATED INTERIM FINANCIAL STATEMENTS

NOTE 1 **General information and basis for preparation**

General information

SATS ("the Group") consists of SATS ASA ("the Company") and its subsidiaries. The accompanying consolidated interim financial statements include the financial statements of SATS ASA and its subsidiaries. The consolidated financial statements of the Group for the year ended December 31, 2024, are available on our website.

Basis for preparation

These consolidated interim financial statements have been prepared in accordance with International Accounting Standard (IAS) 34 Interim Financial Reporting as adopted by the European Union (the "EU") and additional requirements in the Norwegian Securities Trading Act. This interim financial report does not include all information and disclosures required by International Financial Accounting Standards ("IFRS") for a complete set of annual financial statements. Accordingly, this report should be read in conjunction with the annual report for the year ended December 31, 2024.

These consolidated interim financial statements are unaudited.

The accounting policies applied by the Group in these consolidated interim financial statements are the same as those applied by the Group in its consolidated financial statements for the year ended December 31, 2024. Because of rounding differences, numbers or percentages may not add up to the sum totals. Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to or has rights to variable returns from its involvement with the entity and can affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date control is transferred to the Group. They are deconsolidated from the date that control ceases. The acquisition method of accounting is used to account for business combinations by the Group.

Significant changes in the current reporting period

Repurchase program

On February 11, 2025, SATS announced a share repurchase program under which the company repurchased 3 222 237 own shares, representing 1.57 percent of the total number of shares in the company. The total consideration for the repurchase was NOK 100 million. The repurchased shares will be used to service shareholders by way of reducing its share capital, but will also partially be allocated to a share investment program for employees.

The financial position and the performance of the Group was not, other than mentioned above, mainly affected by any events or transactions during the three first months of 2025.

General

The Group's business is primarily the sale of fitness club memberships, personal trainer sessions and retail sales through the fitness clubs' stores and the Group's website. The Group's sales are made primarily from fitness clubs in Norway, Sweden, Finland and Denmark.

The Group's chief operating decision-maker is the Nordic Management Group, consisting of the CEO, country managers and the heads of Group functions. The Nordic Management Group is responsible for allocating resources and assessing the performance of the segments.

The Group's performance is reviewed by the Nordic Management Group by geographical area of operations, which are identified as Norway, Sweden, Finland and Denmark. The "Group functions and other" column relates to other business activities, such as HQ functions and other unallocated items (mainly financing and derivatives).

The Nordic Management Group primarily uses EBITDA¹⁾, EBITDA before impact of IFRS 16¹⁾ and Country EBITDA before impact of IFRS 16¹⁾ to assess the performance of the operating segments. However, the Nordic Management Group also receives information about the segments' revenue and the consolidated balance sheet of the Group on a monthly basis.

None of the Group's customers amounts to 10 percent or more of total revenue.

Operating segment information

The segment information provided to the Nordic Management Group for the reportable segments for Q1 2025, Q1 2024 and the year ended December 31, 2024 is as follows:

SATS Group	Norway	Sweden	Finland	Denmark	Group functions and other	Total
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(Amounts in NOK million)

Q1 2025**Revenue**

Membership revenue	522	377	109	135	0	1 144
Other revenue	111	92	24	24	0	251
Total revenue	633	469	133	159	0	1 395

EBITDA¹⁾ and EBITDA before impact of IFRS 16¹⁾ reconcile to profit/loss for the period as follows:

EBITDA before impact of IFRS 16¹⁾	133	35	5	5	7	186
Impact of IFRS 16	119	120	33	35	0	307
EBITDA¹⁾	253	155	38	40	7	493
Depreciation and amortization	-107	-113	-32	-38	-11	-300
Operating profit/loss	145	42	6	2	-4	192
Net financial items ²⁾	-22	-20	-6	-17	-3	-70
Income tax expense	-26	-5	0	0	2	-29
Profit/loss for the period	97	18	0	-15	-6	94

Q1 2024**Revenue**

Membership revenue	472	348	105	120	0	1 046
Other revenue	103	85	21	40	0	248
Total revenue	575	433	126	160	0	1 294

EBITDA¹⁾ and EBITDA before impact of IFRS 16¹⁾ reconcile to profit/loss for the period as follows:

EBITDA before impact of IFRS 16¹⁾	110	33	3	16	11	174
Impact of IFRS 16	116	115	35	36	0	301
EBITDA¹⁾	226	148	38	52	11	475
Depreciation and amortization	-107	-109	-34	-39	-15	-303
Operating profit/loss	119	39	4	13	-3	172
Net financial items ²⁾	-22	-22	-6	-19	-3	-72
Income tax expense	-21	-3	0	0	1	-23
Profit/loss for the period	76	13	-2	-5	-5	77

¹⁾ For additional information about definitions, please see the appendix Alternative Performance Measures.

²⁾ Financial income and expenses are allocated to Group functions and other since this type of activity is derived by the central treasury function, which manages the cash position of the Group.

SATS Group	Norway	Sweden	Finland	Denmark	Group functions and other	Total
<i>(Amounts in NOK million)</i>						
2024						
Revenue						
Membership revenue	1 887	1 397	422	487	0	4 193
Other revenue	378	311	79	102	1	871
Total revenue	2 265	1 708	501	589	1	5 064

EBITDA¹⁾ and EBITDA before impact of IFRS 16¹⁾ reconcile to profit/loss for the period as follows:

EBITDA before impact of IFRS 16¹⁾	489	152	29	24	44	738
Impact of IFRS 16	466	460	137	141	0	1 204
EBITDA¹⁾	955	612	165	165	44	1 942
Depreciation and amortization	-416	-441	-137	-148	-55	-1 198
Operating profit/loss	539	171	29	17	-11	744
Net financial items ²⁾	-84	-95	-25	-69	-37	-310
Income tax expense	-79	-18	0	1	-12	-108
Profit/loss for the year	376	58	3	-51	-60	326

¹⁾ For additional information about definitions, please see the appendix Alternative Performance Measures.

²⁾ Financial income and expenses are allocated to Group functions and other since this type of activity is derived by the central treasury function, which manages the cash position of the Group.

NOTE 3 Profit and loss information

Income tax expense

Standardized tax rates are used for tax reporting purposes for Norway and Sweden for Q1 2025, whereas there are not recognized any deferred tax assets in Finland and Denmark due to uncertainty that future taxable profits will be available against the unused tax losses within a reasonable time frame. The actual tax expense is used as basis for the 2024 full-year income tax recognition.

Definitions

In the interim financial statements, Q1 is the reporting period from January 1 to March 31.

NOTE 4 Earnings per share

Earnings per share are calculated by dividing profit attributable to holders of shares in the parent company by a weighted average number of shares outstanding. Earnings per share after dilution is calculated by dividing profit/loss attributable to holders of shares in the parent company by the average number of shares outstanding, adjusted for the dilution effect of shares from share investment programs delivering matching shares. Dilutive shares are disregarded in the calculation of diluted EPS when a loss is reported.

In January 2025, seven participants in the 2021 share investment program were awarded a total of 55 695 matching shares. The value of the matching shares was NOK 20.88 each, based on the company's closing share price on November 22, 2024, adjusted with a 13 percent discount to reflect the one-year lock-up obligation.

On February 11, 2025, SATS announced a share repurchase program under which the company repurchased 3 222 237 own shares in Q1 2025.

In Q1 2025, SATS transferred a total of 525 903 shares to employees and board members as part of the company's new share investment program. The remaining 1 568 295 shares were transferred in Q2 2025. The offer price was 23.34, based on the volume-weighted average trading price for the Company's shares during the ten trading days' period up to, and including February 13, 2025, adjusted with a 20 percent discount. The program is part of a broader initiative to strengthen long-term alignment between employees, board members and shareholders.

The share investment programs for employees in the SATS ASA Group imply that the company, on the balance sheet date of March 31, 2025, will deliver 126 287 matching shares to employees in 2025, 716 783 shares in 2026, 124 072 shares in 2027 and 575 222 shares in 2028. Allocation of matching shares is further contingent upon the company's performance over time.

As at the balance sheet date of March 31, 2025, the number of shares issued was 204 694 588 and the company held 2 882 875 treasury shares.

Basic earnings per share attributable to equity holders of the company (NOK per share)	Q1 2025	Q1 2024	2024
Basic earnings	0.46	0.38	1.59
Total basic earnings per share	0.46	0.38	1.59
Weighted average number of outstanding shares	203 574 674	204 366 443	204 426 382
Diluted earnings per share attributable to equity holders of the company (NOK per share)	Q1 2025	Q1 2024	2024
Diluted earnings	0.46	0.37	1.59
Total diluted earnings per share	0.46	0.37	1.59
Weighted average number of outstanding shares	204 433 946	205 602 700	205 458 913
Reconciliation of earnings used in calculating earnings per share (Amounts in NOK million)	Q1 2025	Q1 2024	2024
Basic earnings per share			
Profit attributable to equity holders of the Group	94	77	326
Profit used in calculating basic earnings per share	94	77	326
Diluted earnings per share			
Profit used in calculating diluted earnings per share	94	77	326
Profit used in calculating diluted earnings per share	94	77	326

NOTE 5 Interest-bearing liabilities

	March 31 2025	March 31 2024	December 31 2024
Overview of interest-bearing liabilities			
<i>(Amounts in NOK million)</i>			
Current			
Accrued interest cost	10	16	12
Lease liabilities	963	947	959
Total current interest-bearing liabilities	974	963	971
Non-current			
Bank borrowings	1 427	1 652	1 440
Lease liabilities	4 100	4 105	4 090
Total non-current interest-bearing liabilities	5 527	5 757	5 530
Total interest-bearing liabilities	6 501	6 720	6 501
Total bank borrowings	1 427	1 652	1 440
Cash and cash equivalents	383	310	371
Net debt¹⁾	1 044	1 343	1 069

¹⁾ For additional information regarding Net debt, please see the appendix Alternative Performance Measures.

Long-term loan facility agreement

The company has an unsecured revolving credit facility (RCF) agreement, consisting of a multicurrency RCF with a maximum principal amount of NOK 2 500 million. At the end of the first quarter, the remaining undrawn credit amounted to NOK 945 million.

Interests on borrowings under the facility will be paid at an annual interest rate equal to the applicable IBOR plus a margin reliant on the leverage ratio of the Group.

The facility will fully mature in July 2027, with options for extension for up to two one-year terms. No installment payments are due before this time. Interest payable will depend on the principal amount of the facility at any given time. However, based on the current draw-down, IBOR and margin, the interest payment for the next twelve months is expected to be at 57 million before any gains or losses from the swap, please see note 9 for details.

Covenants

The loan facility agreement includes a financial covenant requiring the leverage ratio, Net Debt to EBITDA before IFRS 16, not to exceed 3.5x. The facility agreement does not contain any restrictions on dividend payments.

Compliance with financial borrowing covenants

SATS ASA executes the financing functions within the Group, holds the long-term financing agreement with the Group's long-term lenders, and provides long-term financing to other Group entities. SATS ASA has complied with the financial covenants related to its borrowing facility throughout 2024 and 2025.

Payment profile

The following table shows the undiscounted payment profile of the Group's interest-bearing liabilities, based on the remaining period as of March 31, 2025:

Bank borrowings	Total	Lease liabilities	Total
<i>(Amounts in NOK million)</i>		<i>(Amounts in NOK million)</i>	
Less than 1 year	57	Less than 1 year	1 188
1–2 years	57	1–2 years	1 084
2–3 years	1 454	2–3 years	954
3–5 years	0	3–5 years	1 426
More than 5 years	0	More than 5 years	1 228
Total payments	1 567	Total payments	5 880

NOTE 6 Intangible assets

Goodwill	Norway	Sweden	Finland	Denmark	Total goodwill
<i>(Amounts in NOK million)</i>					
At December 31, 2024					
Cost	1 868	227	684	0	2 779
Accumulated impairment	-199	0	-10	0	-209
Net book value	1 669	227	674	0	2 570
Period ended March 31, 2025					
Opening net book amount	1 669	227	674	0	2 570
Net effect of changes in foreign exchange	0	5	-22	0	-17
Closing Net book value	1 669	232	652	0	2 553
At March 31, 2025					
Cost	1 868	232	662	0	2 762
Accumulated impairment	-199	0	-10	0	-209
Net book value	1 669	232	652	0	2 553
Useful life	Indefinite	Indefinite	Indefinite	Indefinite	
Amortization method	Not amortized	Not amortized	Not amortized	Not amortized	

Other intangible assets	Trademark	Internally developed software ¹⁾	Customer list	Total other intangible assets
<i>(Amounts in NOK million)</i>				
At December 31, 2024				
Cost	267	590	74	931
Accumulated amortization and impairment	-266	-507	-67	-840
Net book value	1	83	7	91
Period ended March 31, 2025				
Opening net book amount	1	83	7	91
Effect of changes in foreign exchange cost	0	13	-1	12
Effect of changes in foreign exchange accumulated amortization	0	-11	1	-11
Additions	0	12	0	12
Amortization charge	0	-12	-2	-14
Closing Net book value	1	85	5	91
At March 31, 2025				
Cost	267	616	73	955
Accumulated amortization and impairment	-266	-531	-68	-864
Net book value	1	85	5	91
Useful life	10 years	3 years	3 – 7 years	
Amortization method	Straight-line	Straight-line	Straight-line	

¹⁾ Software consists of capitalized development expenditure and is an internally generated intangible asset.

NOTE 7 Property, plant and equipment

Property, plant and equipment <i>(Amounts in NOK million)</i>	Capitalized leasehold improvements	Fitness equipment	Other fixtures and equipment	Total tangible fixed assets
At December 31, 2024				
Cost	1 331	1 085	470	2 886
Accumulated depreciation	-885	-796	-414	-2 094
Net book value	447	289	56	792
Period ended March 31, 2025				
Opening net book amount	447	289	56	792
Additions	22	22	4	48
Effect of changes in foreign exchange cost	-2	-1	-1	-4
Depreciation charge	-22	-11	-6	-39
Effect of changes in foreign exchange accumulated depreciation	2	1	1	4
Disposals costs	-54	-25	-26	-105
Disposals costs accumulated depreciations	54	25	26	105
Closing Net book value	446	301	54	800
At March 31, 2025				
Cost	1 297	1 081	447	2 825
Accumulated depreciation	-851	-780	-393	-2 025
Net book value	446	301	54	800
Useful life	10 years	7 – 12 years	3 – 7 years	
Depreciation method	Straight-line	Straight-line	Straight-line	

NOTE 8 Right of use ("RoU") assets

RoU assets	Premise rental	Other leases	Total RoU assets
<i>(Amounts in NOK million)</i>			
At January 1, 2024			
Cost	12 212	97	12 309
Accumulated depreciation	-7 649	-90	-7 739
Net book value	4 563	7	4 570
Period ended December 31, 2024			
At January 1, 2024	4 563	7	4 570
Effect of changes in foreign exchange cost	164	3	167
Additions/disposals	989	4	993
Depreciation charge	-981	-4	-985
Effect of changes in foreign exchange accumulated depreciation	-85	-3	-88
Closing Net book value	4 650	8	4 657
At December 31, 2024			
Cost	13 272	99	13 371
Accumulated depreciation	-8 622	-91	-8 714
Net book value	4 650	8	4 657
Period ended March 31, 2025			
At January 1, 2025	4 650	8	4 657
Effect of changes in foreign exchange cost	2	-2	0
Additions/disposals	258	0	259
Depreciation charge	-247	-1	-248
Effect of changes in foreign exchange accumulated depreciation	5	2	6
Closing Net book value	4 668	7	4 675
At March 31, 2025			
Cost	13 532	97	13 630
Accumulated depreciation	-8 864	-91	-8 955
Net book value	4 668	7	4 675
Useful life	1 – 15 years	1 – 5 years	
Depreciation method	Straight-line	Straight-line	

Overview

Through its activities, the Group will be exposed to different financial risks: market risk, credit risk, and liquidity risk. This note presents information related to the Group's exposure to such risks, the Group's objectives, policies, and procedures for risk management and handling, as well as the Group's management of capital. The interim financial statements do not include all financial risk information and should be read in conjunction with the annual report. There have not been any changes in the Group's risk management policies since year-end. The Group does not apply hedge accounting.

Exchange rate – sensitivity analysis

The Group is primarily exposed to changes in the SEK/NOK, EUR/NOK, and DKK/NOK exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from the profit or loss in the Group's foreign subsidiaries, borrowings, intercompany loans, and bank accounts in currencies other than where the legal entity is located. The sensitivity analysis below illustrates the impact of EUR, SEK, and DKK strengthened by 10 percent against NOK. A 10 percent weaker NOK against SEK/EUR/DKK results in a negative effect of NOK 1 million on Profit/loss before tax when reconsolidating the last twelve months. Reconsolidating borrowings, intercompany loans, and bank accounts in foreign currency as of March 31, 2025 with a weaker NOK results in a positive effect of NOK 57 million.

	Profit/loss in foreign currency	Borrowings, intercompany loans and bank accounts in foreign currency	Total
<i>(Amounts in NOK million)</i>			
SEK/NOK exchange rate – increase 10% ¹⁾	4	45	49
EUR/NOK exchange rate – increase 10% ¹⁾	1	-4	-4
DKK/NOK exchange rate – increase 10% ¹⁾	-6	16	10
Effect on profit/loss before tax	-1	57	55

¹⁾ Holding all other variables constant.

Financial instruments by category

Derivatives are only used for economic hedging purposes to reduce cash flow risk and not as speculative investments.

Derivatives are classified as held for trading and initially recognized at fair value on the date a derivative contract is entered into. They are subsequently remeasured to their fair value through profit and loss at the end of each reporting period. The fair values are based on observable market prices obtained from external parties and are based on mid-range marked interest rates and prices, excluding margins, at the reporting date. The derivatives are defined as Level 2 in the fair value hierarchy. The derivatives are classified as non-current asset or liability if the maturity date is later than twelve months from the balance sheet date and there is no intention to close the position within twelve months from the balance sheet date. Otherwise they are classified as current asset or liability.

There have been no transfers between levels of the fair value hierarchy used in measuring the fair value of financial instruments from the last balance sheet date.

	March 31 2025		March 31 2024		December 31 2024	
Financial instruments – Assets	Assets measured at amortized cost	Fair value through profit and loss	Assets measured at amortized cost	Fair value through profit and loss	Assets measured at amortized cost	Fair value through profit and loss
<i>(Amounts in NOK million)</i>						
Other non-current receivables	53	0	65	0	56	0
Accounts receivables	142	0	134	0	159	0
Other current receivables	122	0	105	0	131	0
Derivatives	0	30	0	47	0	33
Cash and cash equivalents	383	0	310	0	371	0
Total financial assets	701	30	615	47	718	33

	March 31 2025		March 31 2024		December 31 2024	
Financial instruments – Liabilities	Liabilities measured at amortized cost	Fair value through profit and loss	Liabilities measured at amortized cost	Fair value through profit and loss	Liabilities measured at amortized cost	Fair value through profit and loss
<i>(Amounts in NOK million)</i>						
Borrowings	1 437	0	1 669	0	1 451	0
Lease liabilities	5 063	0	5 052	0	5 050	0
Trade and other payables	121	0	125	0	178	0
Derivatives	0	12	0	0	0	10
Other current liabilities	396	0	419	0	360	0
Total financial liabilities	7 017	12	7 265	0	7 039	10

Financial derivative instruments

The Group has the following derivative financial instruments:

	March 31 2025	March 31 2024	December 31 2024
<i>(Amounts in NOK million)</i>			
Non-current assets			
Interest rate swap contracts	30	42	33
Total non-current derivative financial instrument assets	30	42	33
Current assets			
Interest rate swap contracts	0	5	0
Total current derivative financial instrument assets	0	5	0
Non-current liabilities			
Commodity contracts	6	0	4
Total non-current derivative financial instrument liabilities	6	0	4
Current liabilities			
Commodity contracts	6	0	6
Total current derivative financial instrument liabilities	6	0	6

Overview of interest rate swaps per March 31, 2025	Notional in currency million	Maturity	Fixed rate	Unrealized gain
IRS NOK	694	28.10.2026	1,751	30
Fair value of the Group's interest rate swaps in NOK million				30

Overview of commodity contracts per March 31, 2025	Underlying quantity in thousand MWH	Maturity	Fixed price	Unrealized loss
Commodity contracts NOK	2.0 – 2.2	31.12.2026	700	-8
Commodity contracts SEK	1.3 – 1.5	31.12.2026	485	-4
Fair value of the Group's commodity contracts in NOK million				-12

Changes in fair value are presented within finance income and finance expense in the income statement. Net paid interest on derivatives is included in the line item "Interest paid", while commodity derivatives are included in "Other financial items" in the statement of cash flows.

NOTE 10 Related parties

As of March 31, 2025, total loans issued by SATS ASA to key employees participating in a partly debt-financed share investment program were NOK 13 million. The terms are regulated according to the arm's length principle.

All transactions with related parties are priced at market terms, and there are no special conditions attached to them. Transactions with subsidiaries have been eliminated in consolidated statements and do not represent transactions with related parties.

NOTE 11 Events after the balance sheet date

On April 28, 2025, the Annual General Meeting passed a resolution to reduce the share capital with NOK 2 125 000, by redemption of 1 000 000 of the Company's own shares, each with a nominal value of NOK 2.125.

There have been no other material events subsequent to the reporting period that might significantly affect the consolidated interim financial statements for the first quarter of 2025.

NOTE 12 New IFRS standards

New standards adopted by the Group

No standards or amendments have been adopted by SATS Group for the first time for the financial year beginning on January 1, 2025.

NOTE 13 Critical estimates and judgements

Critical estimates

Preparing financial statements requires using accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgment in applying the Group's accounting policies.

This note provides an overview of the areas that involved a higher degree of judgment or complexity and of items more likely to be materially adjusted due to estimates and assumptions turning out to be wrong.

The areas involving significant estimates or judgments are a typical estimation of current tax payable and current tax expense, potential goodwill impairment, estimated useful life of intangible assets, recognition of deferred tax assets for carried forward tax losses, etc.

Estimates and judgments are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and are believed to be reasonable under the circumstances.

Goodwill

Goodwill is recognized at NOK 2 553 million per the balance sheet date. Goodwill is not amortized, but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired and is carried at cost less accumulated impairment losses. The recoverable amount of the cash-generating units (CGUs) is determined based on value-in-use calculations, which require several assumptions. The calculations use cash flow projections based on financial budgets and prognoses approved by management covering five years for all segments. Cash flows beyond the five years are extrapolated using the estimated growth rates stated in Note 10 Intangible assets in the Annual Report for 2024. These growth rates are consistent with forecasts included in economic outlook reports specific to the area in which each CGU operates.

Sensitivity analyses show that no reasonable change in any fundamental assumptions would cause the recoverable amount to be lower than the carrying value.

Deferred tax assets

Deferred tax assets for Denmark and Finland are not recognized in Q1 2025 due to uncertainty that future taxable profits will be available against the unused tax losses within a reasonable time frame.

Lease

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension or termination option related to premise lease contracts. This assessment is reviewed if a significant event or change in circumstances occurs, affecting this assessment. During the current financial period, there was no material financial effect of revising lease terms to reflect the impact of exercising extension or termination options.

Fair value estimates

The Group's policy is to recognize transfers into and transfers out of fair value hierarchy levels at the end of the reporting period. Specific valuation techniques used to value financial instruments include:

- the use of quoted market prices or dealer quotes for similar instruments;
- the fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves; and
- the fair value of the remaining financial instruments is determined using discounted cash flow analysis.

All of the resulting fair value estimates are included in level 2 except for certain derivative contracts where the fair values have been determined based on present values and the discount rates used were adjusted for counterparty or own credit risk.

APPENDIX

ALTERNATIVE PERFORMANCE MEASURES

The Group reports its financial results in accordance with accounting principles IFRS as issued by the IASB and endorsed by the EU. However, management believes that specific Alternative Performance Measures (APMs) provide management and other users with additional meaningful financial information that should be considered when assessing the Group's ongoing performance. These APMs are non-IFRS financial measures and should not be considered a substitute for any IFRS financial measure. Management, the Board of Directors, and the long-term lenders regularly use supplemental APMs to understand, manage and evaluate the business and its operations. These APMs are among the factors used in planning for and forecasting future periods, including assessment of financial covenants compliance.

Alternative Performance Measures reflect adjustments based on the following items:

EBITDA

EBITDA is a measure of earnings before deducting net financial items, taxes, amortization, and depreciation charges. The Group has presented this APM because it considers it an important supplemental measure to understand the overall picture of profit generation in the Group's operating activities. Please see the reconciliation to profit or loss before tax in the table below.

EBITDA before impact of IFRS 16

EBITDA before impact of IFRS 16 is a measure of EBITDA adjusted for lease expenses applying IAS 17 Leases, and the Group has presented this APM because it considers it to be an important supplemental measure to understand the underlying profit generation in the Group's operating activities. Please see the reconciliation to profit or loss before tax in the table below.

EBITDA before impact of IFRS 16 margin

EBITDA before impact of IFRS 16 divided by total revenue.

EBIT before impact of IFRS 16

EBIT before impact of IFRS 16 is a measure of EBIT adjusted for lease expenses applying IAS 17 Leases, depreciations and amortization, and the Group has presented this APM because it considers it to be an important supplemental measure to understand the underlying profit generation in the Group's operating activities. Please see the reconciliation to profit or loss before tax in the table below.

EBIT before impact of IFRS 16 margin

EBIT before impact of IFRS 16 divided by total revenue.

Net debt

Current and non-current borrowings (excluding property lease liabilities recognized under IFRS 16) less cash and cash equivalents for the period. Net debt is a non-IFRS financial measure, which the Group considers to be an APM, and this measure should not be viewed as a substitute for any IFRS financial measure. The Group has presented this APM as a helpful indicator of the Group's indebtedness, financial flexibility, and capital structure because it indicates the level of borrowings after taking into account cash and cash equivalents within the Group's business that could be utilized to pay down the outstanding borrowings. Net Debt is also used as part of the assessment for financial covenants compliance. Please see note 5 Interest-bearing liabilities for reconciliation to Total interest-bearing liabilities.

Leverage ratio

Net debt divided by last twelve months EBITDA before impact of IFRS 16.

Capital expenditure

Capital expenses (CAPEX) is a measure of total investments in the period both in the operations and in new business, either through business combinations (acquisitions) or through new club openings (greenfields). Capital expenditures consist of both upgrades and maintenance CAPEX and expansion CAPEX, and the source of CAPEX is the Statement of cash flows.

Upgrades and maintenance CAPEX

Upgrades and maintenance capital expenditures are a measure of investments made in the operations and consist of investments in tangible and intangible assets, excluding business combinations (acquisitions) and greenfields. The measure is defined as the sum of purchase of property, plant, and equipment from the Statement of cash flows less investments in greenfields. Upgrades and maintenance CAPEX can be divided into IT CAPEX and Club portfolio CAPEX where IT CAPEX is investments and development of common software programs used by the whole Group, and Club portfolio CAPEX is physical investments at the clubs.

Expansion CAPEX

Expansion capital expenditures are a measure of business combinations (acquisitions), investments in greenfields, and digital expansion. The measure is defined as the sum of Acquisition of subsidiary from the Statement of cash flows in addition to investments in greenfields and digital expansion.

Operating cash flow

Operating cash flow is a measure of how much cash that is generated by the operations and is used to evaluate SATS's liquidity. The definition is EBITDA excluding IFRS 16 less maintenance CAPEX and working capital.

Cash conversion

Operating cash flow divided by EBITDA before impact of IFRS 16.

DEFINITIONS

Term	Definition
Average number of members per club	Outgoing member base divided by outgoing number of clubs
Average revenue per member (ARPM)	Calculated as monthly total revenue divided by the average member base
Capex: Expansion capital expenditures	The sum of investments related to acquisitions and greenfields, as well as capex related to the perfect club initiative and digital expansion
Capex: Upgrades and maintenance capital expenditures	Club upgrades and maintenance and IT capital expenditures
Cash conversion	Operating cash flow divided by EBITDA before impact of IFRS 16
Country EBITDA before impact of IFRS 16	EBITDA before impact of IFRS 16 less allocation of Group overhead and cost allocations
EBIT before impact of IFRS 16	EBIT adjusted for the impact of implementation of the IFRS 16 lease standard
EBITDA	Profit/(loss) before net financial items, income tax expense, depreciation and amortization
EBITDA before impact of IFRS 16	EBITDA adjusted for the impact of implementation of the IFRS 16 lease standard
Group overhead	Consists of group services such as commercial functions, IT, finance and administration
Leverage ratio	Net debt divided by last twelve months EBITDA before impact of IFRS 16
Member base	Number of members, including frozen memberships, excluding free memberships
Operating cash flow	EBITDA before impact of IFRS 16 less upgrades and maintenance capital expenditures and working capital
Other yield	Calculated as monthly other revenue in the period, divided by the average member base
Total overhead	The sum of country overhead and group overhead
Underlying operating cash flow	Operating cash flow less expansion capital expenditures
Yield	Calculated as monthly member revenue in the period, divided by the average member base

Financial Calendar

12 FEB

2025

Q4 2024 Results

27 MAR

2025

2025 Annual Report

28 APR

2025

2025 Annual General Meeting

07 MAY

2025

Q1 2025 Results and Capital Markets Day

21 AUG

2025

Q2 2025 Results

28 OCT

2025

Q3 2025 Results

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