

Q2 2024

INTERIM REPORT

APRIL-JUNE 2024

CEO SONDRE GRAVIR
CFO CECILIE ELDE

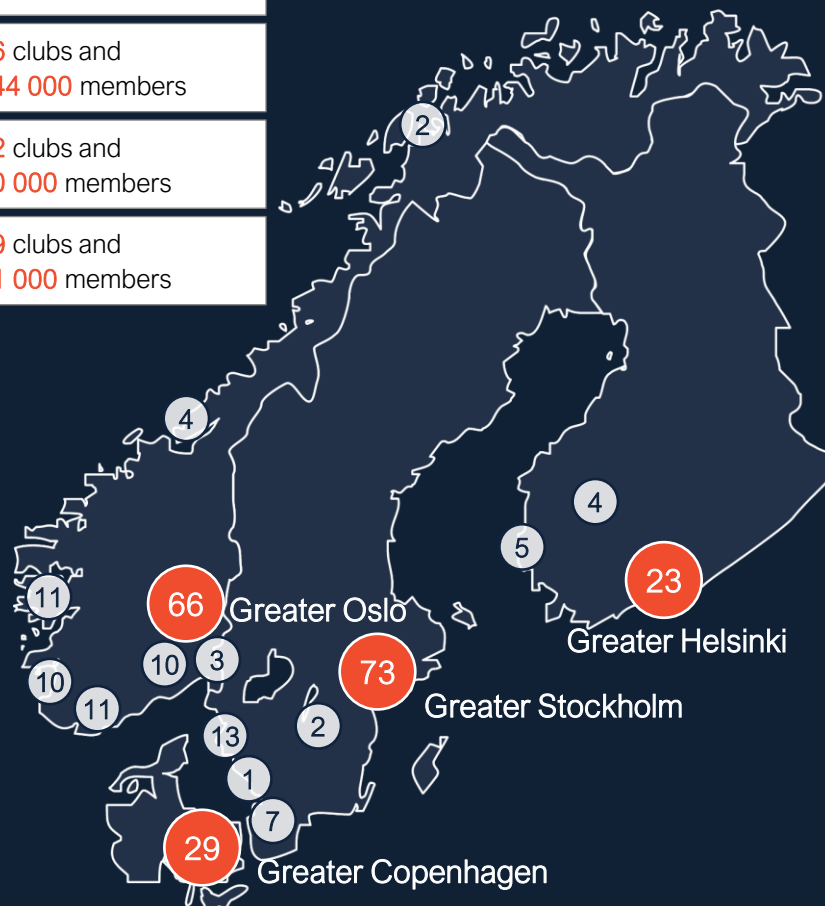
INVESTOR RELATIONS:
JONAS.SORTLAND.FOUGNER@SATS.NO
+47 94 80 58 51



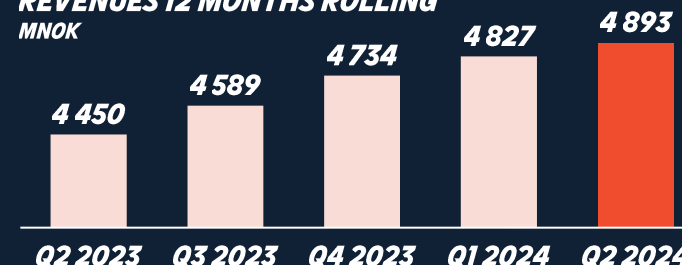
SATS AT A GLANCE

#1 FITNESS CLUB OPERATOR IN THE NORDICS

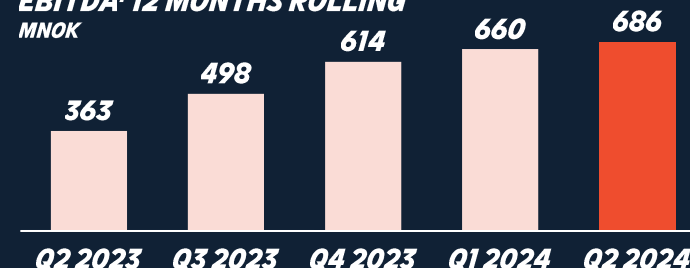
	117 clubs and 324 000 members
	96 clubs and 244 000 members
	32 clubs and 70 000 members
	29 clubs and 81 000 members



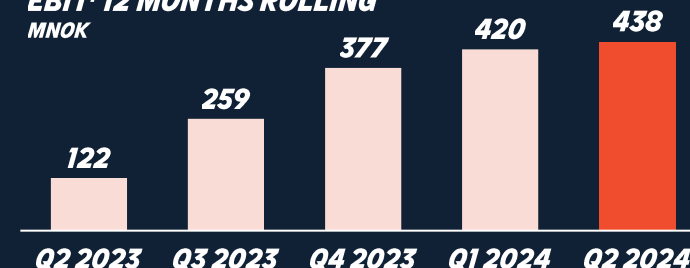
REVENUES 12 MONTHS ROLLING
MNOK



EBITDA¹ 12 MONTHS ROLLING
MNOK



EBIT¹ 12 MONTHS ROLLING
MNOK



274
CLUBS

719 000
MEMBERS

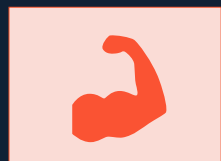
10 000
EMPLOYEES

120 000
DAILY
CLUB VISITS

1 600
DAILY GROUP
TRAINING CLASSES

¹⁾ Before IFRS 16 and EO items

CONTINUING TO IMPROVE OPERATIONAL AND FINANCIAL PERFORMANCE



Consistently improving revenues and profitability, in notably better shape today than prior to the pandemic



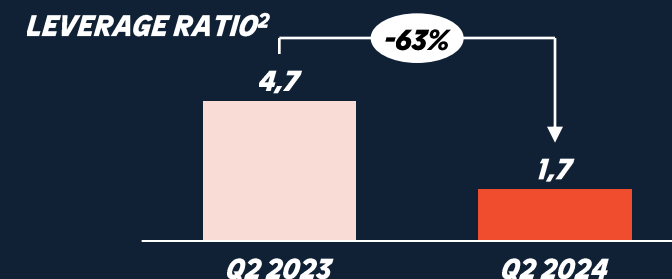
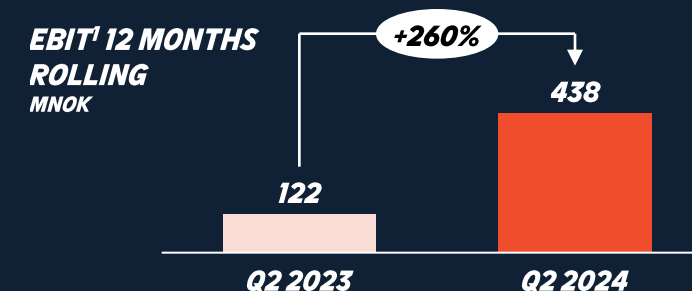
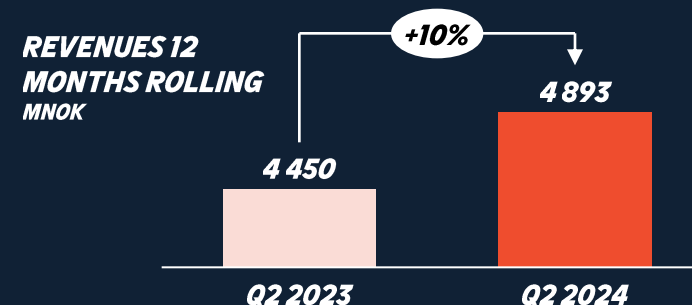
Deleveraging well within the communicated target range, expecting to reach lower end of targeted interval of 1.5x – 2.0x by the end of 2024



Successfully refinanced the NOK 2.5 billion revolving credit facility, extending the maturity to 2027 with options for extension for up to two one-year terms. Strong liquidity position of NOK 1.2 billion.



Given current development, cash generation, liquidity position, and expansion plans, we have significant capacity for shareholder distribution going forward. We plan for semi-annual earnings distribution of at least 50% of net profit



1) Before IFRS 16

2) Net debt to EBITDA before IFRS 16


***FINANCIAL
REVIEW
Q2 2024***




Q2 2024 FINANCIAL HIGHLIGHTS

POSITIVE TREND FOR ALL FINANCIAL KPIS

 **MEMBERS**
719 000
+0.6%


 **ARPM**
580
+5%

 **REVENUES**
1 266M
+5%

 **EBITDA¹**
219M
+13%

 **EBIT¹**
159M
+13%

 **FREE CASHFLOW**
132M
+480%

 **NET DEBT**
1 179M
-44%

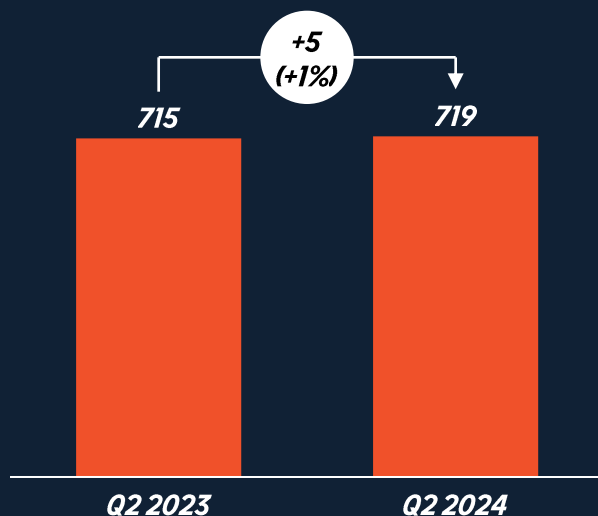
 **LEVERAGE²**
1.7X
VS 4.7X

1) Before IFRS 16
2) Net debt to EBITDA before IFRS 16

MEMBER BASE DEVELOPMENT REFLECTS CONTINUED TUNING OF PORTFOLIO, AS WELL AS PRICE/VOLUME TRADE-OFF

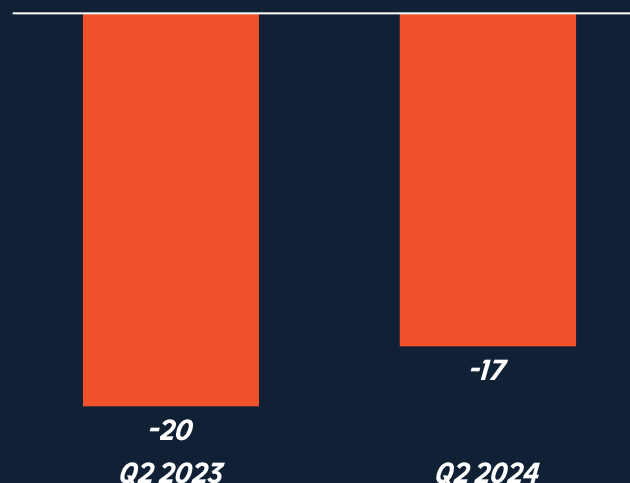
TOTAL MEMBERS

'000

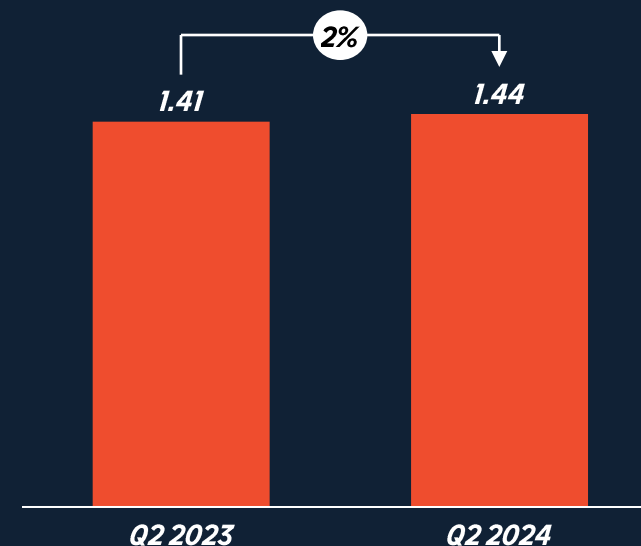


NET GROWTH

'000



MEMBERS PER SQM



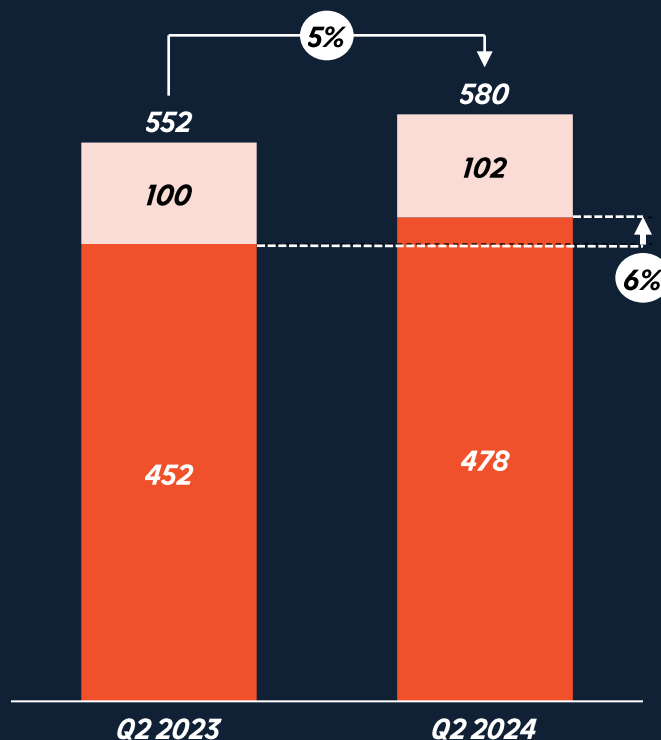
- The second quarter is typically a period with a decline in members due to lower activity levels and sales
- Member base slightly up compared to last year (+1%), and members per sqm up with 2% driven by continued tuning of the club portfolio
- We continue to see the effects of price/volume trade-off with higher increase in yield than member base

YIELD IMPROVEMENT FOR MEMBERSHIPS CONTINUES, DRIVING REVENUE GROWTH OF 5%

TOTAL ARPM

NOK

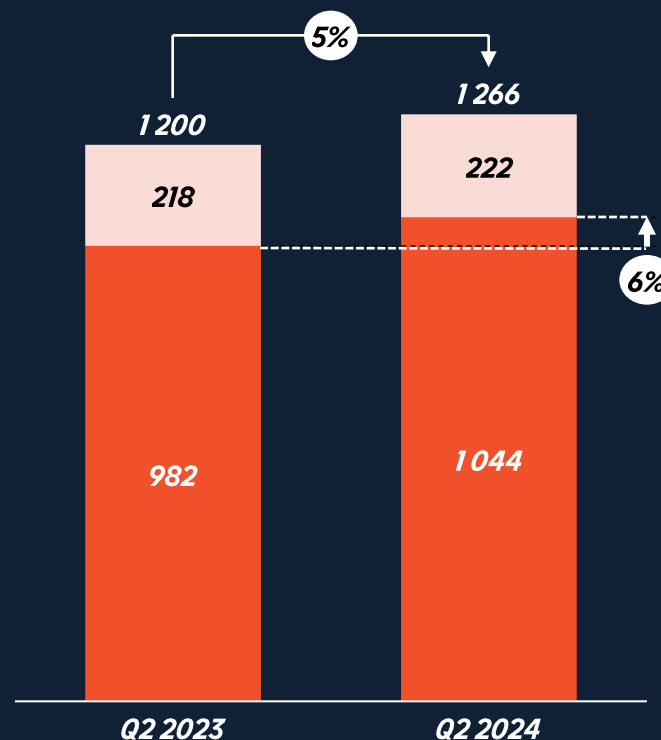
MEMBERSHIP YIELD
OTHER YIELD



TOTAL REVENUES

MNOK

MEMBERSHIP REVENUES
OTHER REVENUES



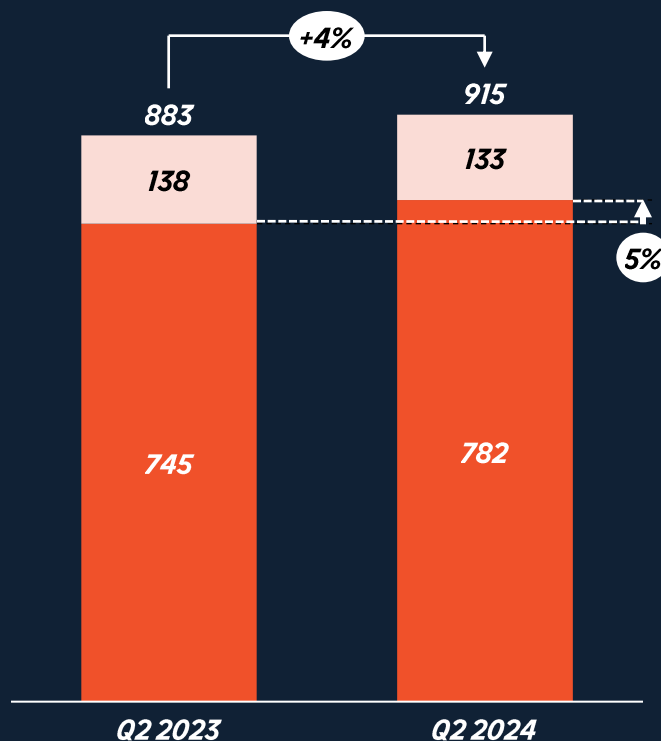
- Total revenues grew by 5% compared to Q2 2023, primarily driven by an increase in average revenue per member
- The 6% increase in membership revenue this quarter demonstrates our ability to maintain a strong member base while charging a fair price for memberships
- Personal Training revenues increased by 6% compared to Q2 2023, indicating a positive trend shift
- Retail revenues remain consistent with last year, with improved margins contributing positively

WELL CONTROLLED COST BASE, UP 4% COMPARED TO LAST YEAR

CLUB OPERATING COST

MNOK

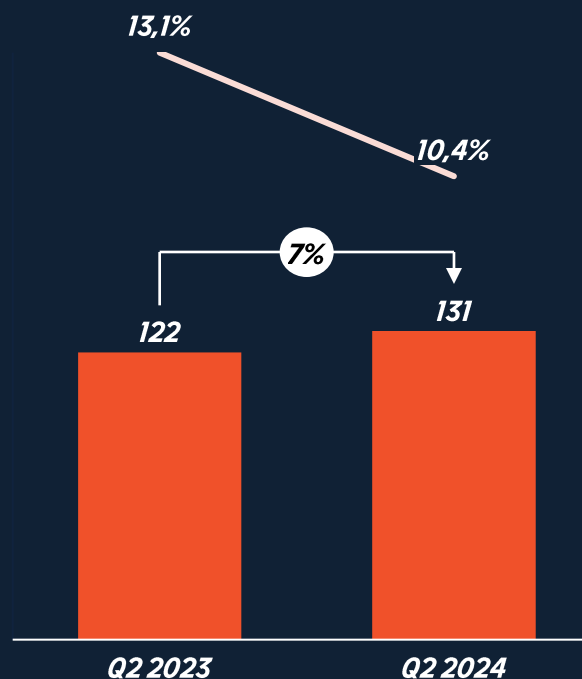
CLUB OPEX
DIRECT COST/COGS



OVERHEAD

MNOK

OVERHEAD
LTM OVERHEAD AS % OF REVENUES



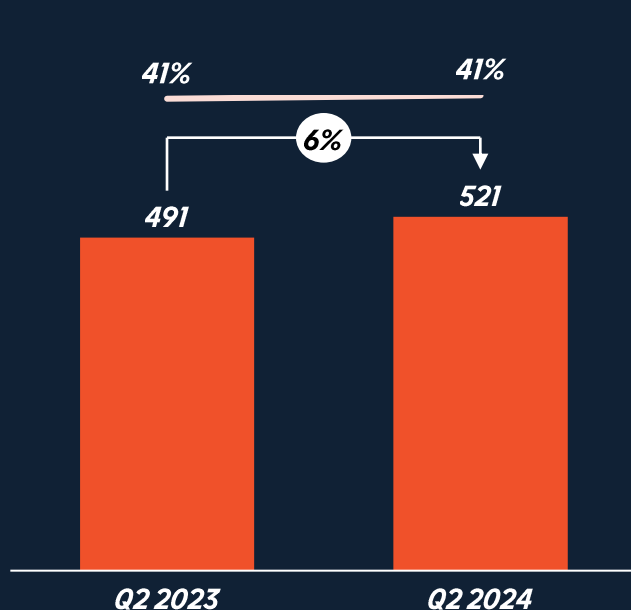
- Increase in club operating cost before direct cost +5%, mainly driven by inflation
- Somewhat lower direct costs following improvement in margins
- Lower overhead cost in Q2 due to typical seasonality effects (primarily vacation), but cost continues to decline as % of revenues
- Cost base expected to continue to increase in line with inflation going forward, but with some additional investments in product offering, mainly related to adding more group training classes

REVENUE GROWTH CONTRIBUTES TO A SUBSTANTIAL IMPROVEMENT IN PROFITABILITY COMPARED TO LAST YEAR, EBITDA +13% AND EBIT+13%

REPORTED EBITDA

MNOK

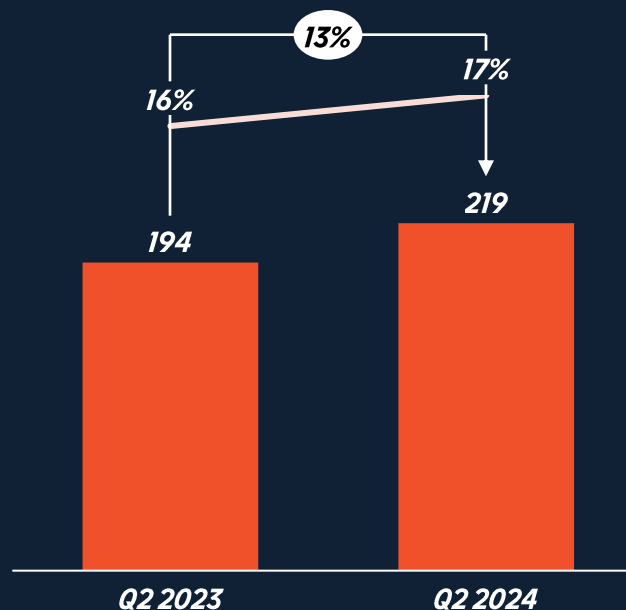
EBITDA
EBITDA MARGIN



EBITDA BEFORE IFRS 16

MNOK

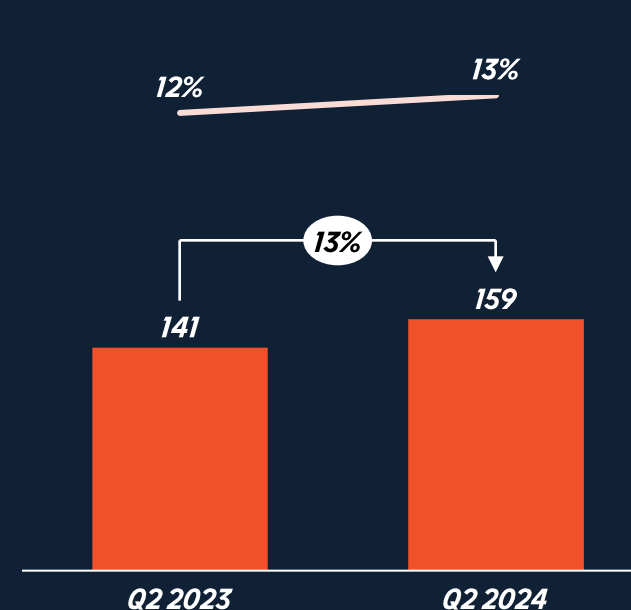
EBITDA BEFORE IFRS 16
EBITDA BEFORE IFRS 16 MARGIN



EBIT BEFORE IFRS 16

MNOK

EBIT BEFORE IFRS 16 MARGIN
EBIT BEFORE IFRS 16



GRADUALLY RETURNING TO NORMAL CAPEX LEVELS, INVESTING IN IMPROVED PRODUCT OFFERING AND CLUB CAPACITY TO FACILITATE FURTHER GROWTH

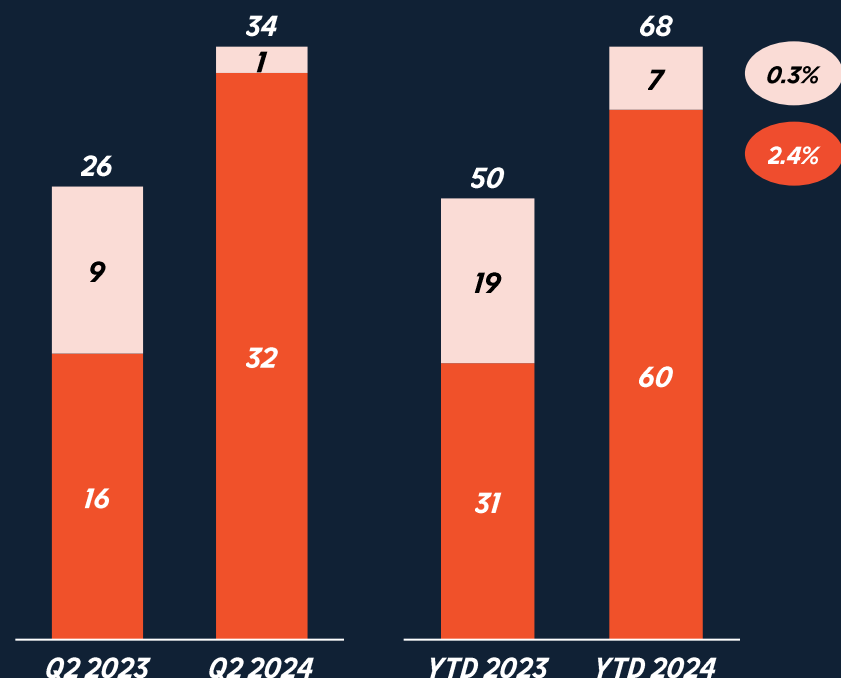
CAPITAL EXPENDITURE

MNOK

EXPANSION

UPGRADES AND MAINTENANCE

% OF
REVENUES (LTM)



CLUB EXPANSION PIPELINE



🇸🇪 Mölndal	Q3 2024
🇸🇪 Haga Norra	Q3 2024
🇫🇮 Munkkiniemi	Q4 2024 NEW
🇳🇴 Larvik (Fresh Fitness)	2025 NEW



🇳🇴 Porsgrunn	Closed Q2 2024
🇫🇮 Helsinki	Closed Q2 2024
🇸🇪 3 clubs Sweden	Closing Q3/Q4 2024
🇫🇮 1 club Finland	Closing Q3 2024

- Two club closures in the quarter and additional three clubs in H2 2024
- Four Greenfields planned for H2 2024 and 2025

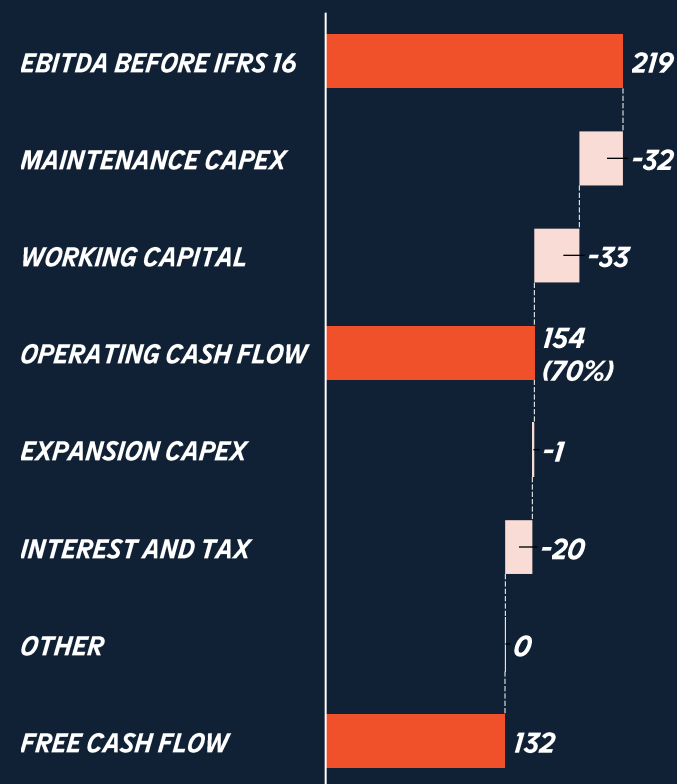
UPGRADES AND MAINTENANCE

- Moderate capex levels in the quarter, as many projects are started at the end of the quarter, but finalized and booked in Q3
- Going forward, we aim to return to maintenance capex levels of 5% of revenues, with continued capital discipline to ensure high-return investments and maximize equipment and space utilization
- Investment focus in existing club portfolio to facilitate further growth in member base and/or increased ARPM, through improving club capacity and value proposition towards members

STRONG OPERATING CASH FLOW OF 154 MILLION AND CASH CONVERSION OF 70%

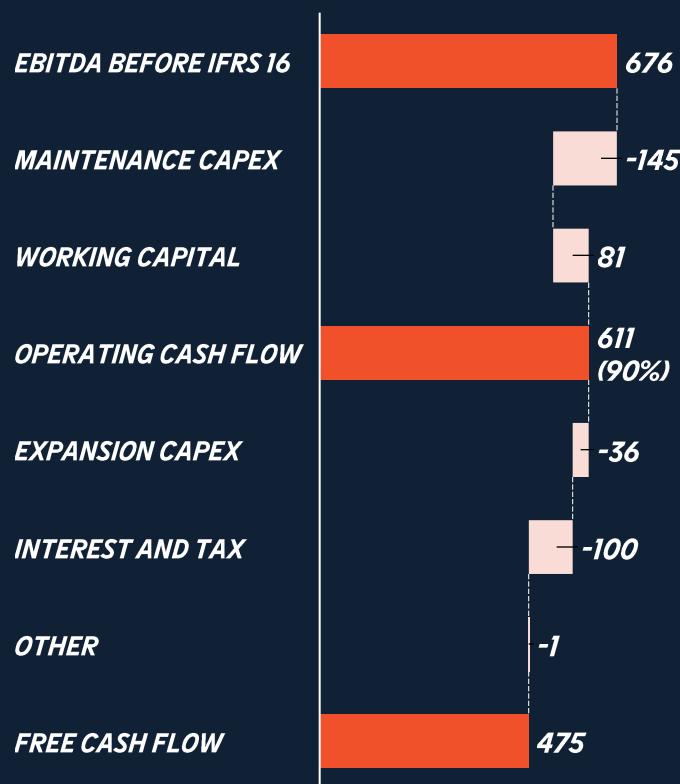
FREE CASH FLOW Q2 2024

MNOK



LTM FREE CASH FLOW

MNOK



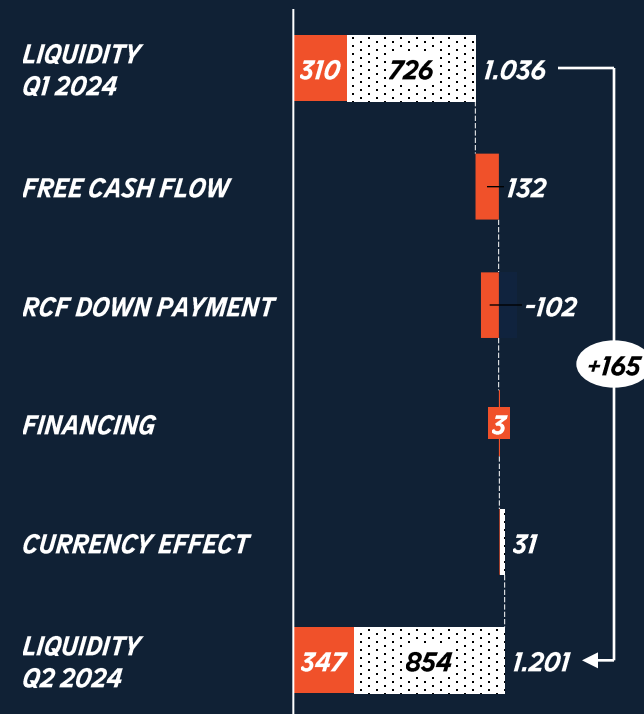
- Operating cash flow of NOK 154 million and free cash flow of 132 million in the quarter
- Negative impact from working capital reflects the seasonal settlement of deferred liabilities, mainly related to holiday pay in Norway
- However, timing of payments related to quarterly rent has led to a favorable working capital benefit in the period, which will be reversed in Q3 2024 (NOK 85 million)
- LTM Operating cash flow of 611 million, although somewhat inflated by unusual working capital effects, illustrates well the cash-generating ability

CONTINUED DELEVERAGING, WELL WITHIN THE COMMUNICATED TARGET RANGE OF 1.5X-2.0X

LIQUIDITY POSITION

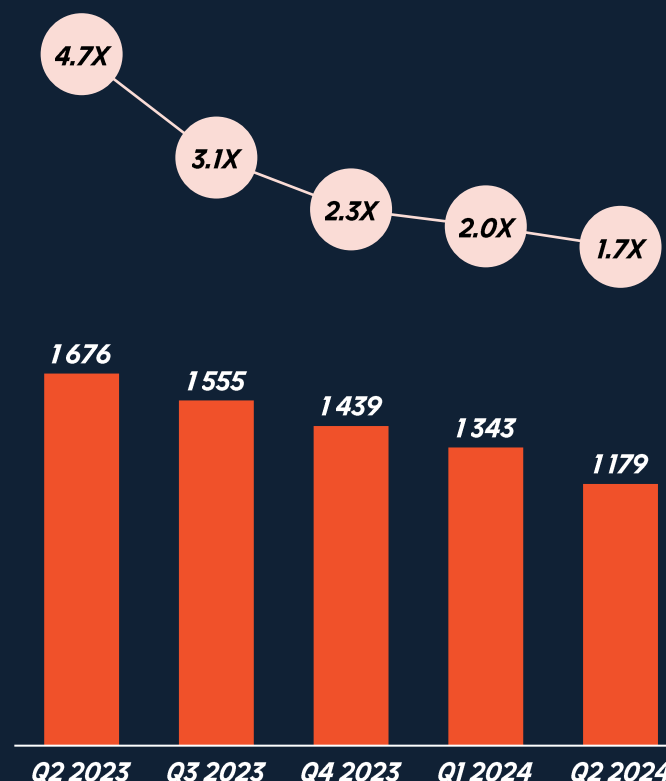
MNOK

UNDRAWN RCF
CASH BALANCE



NET DEBT AND LEVERAGE RATIO¹

MNOK



- Liquidity position improved by 165 million
- Solid cash generation leaves room for repayment of debt, 102 MNOK in the quarter
- Continued high-paced deleveraging from 4.7x last year to 1.7x in Q2 2024, aiming to keep leverage in the lower end of the communicated target range

¹) Net debt to EBITDA before IFRS 16



SUCCESSFULLY REFINANCED THE NOK 2.5 BILLION REVOLVING CREDIT FACILITY

- A new NOK 2.5 billion unsecured revolving credit facility was signed in July, refinancing the existing RCF which was set to mature in September 2025
- The new 3-year revolving credit facility matures in July 2027, with options for extension for up to two one-year terms
- The credit facility does not impose any restrictions on distribution of dividends and is otherwise made on substantially the same economic and other terms as the existing credit facility
- The credit facility includes a leverage covenant requiring the leverage ratio*, not to exceed 3.5x
- The facility was arranged with Swedbank and DNB serving as mandated lead arrangers on the transaction. This refinancing ensures SATS' access to liquidity and ability to pursue strategic opportunities

CLEAR PLAN FOR DISCIPLINED CAPITAL DEPLOYMENT, TARGETING EARNINGS DISTRIBUTION OF AT LEAST 50% OF NET PROFIT

RE-INVESTMENT IN EXISTING CLUBS



Maintenance CAPEX of 5% of revenues

Continuous investments in the club portfolio to maintain an outstanding member experience and increase club capacity. Additionally, we invest in the digital infrastructure that enables club operations and a friction free member journey

LEVERAGE



Leverage¹ ratio ranging from 1.5-2.0x

Conservative approach to leverage, targeting a net debt to EBITDA ratio at the lower end of the 1.5x to 2.0x range

Prioritize maintaining a robust balance sheet and strong liquidity position to ensure financial stability and flexibility

GROWTH



Investing in high-returning growth opportunities

Expected to average 8-12 yearly club openings, depending on the attractiveness of acquisition targets and greenfield locations

SHARE BUYBACK



Initiate share buy-back program

As we approach the lower end of our targeted leverage range, we intend to initiate a share buyback program

DIVIDEND POLICY



Semi-annual dividends, first payment expected in H2 2025 based on H1 2025 financials

Excess capital returned to shareholders, while considering long term financial robustness, growth opportunities and strategic initiatives

We aim to distribute at least 50% of annual net profit as a combination of share buybacks and semi-annual dividends

1) Before IFRS 16

OUTLOOK



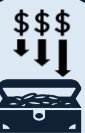
OUTLOOK



Strengthened member product offering enables volume and ARPM growth, fueling revenue going forward



Still unleashed potential in existing club portfolio driven by sqm and equipment optimization and increased operational efficiency...



...as a key driver for improved financial performance, accelerated by operating leverage and high drop-through to EBIT



Continued positive financial delivery enables us to balance; investments in current portfolio, new product launches, expansion, maintaining a solid balance sheet, and starting with dividend payments and share buyback program



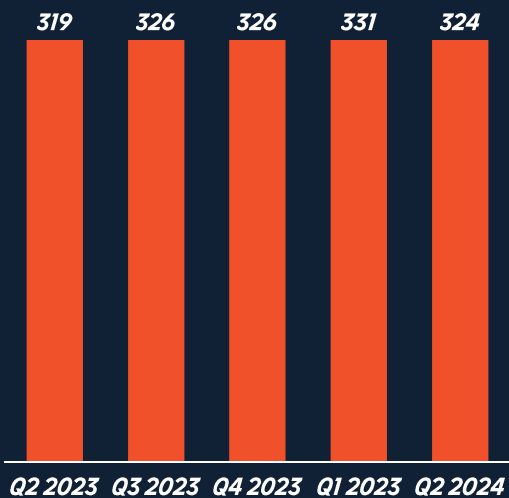
APPENDIX



NORWAY

OUTGOING MEMBER BASE

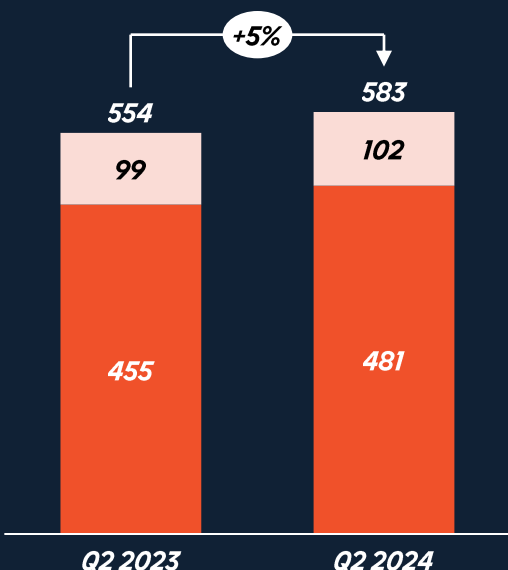
'000



ARPM AND YIELD

NOK/MONTH

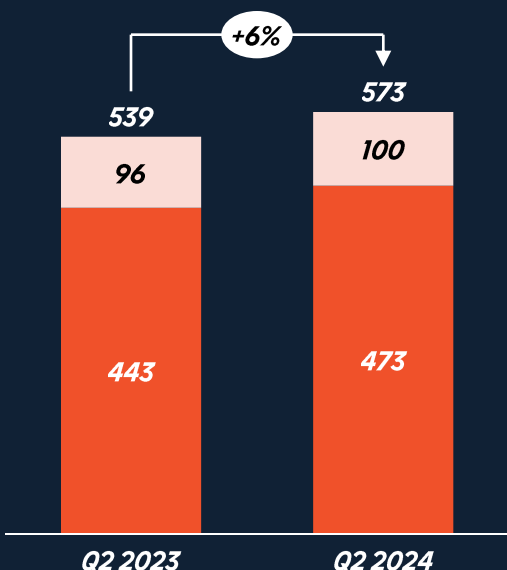
MEMBERSHIP YIELD
OTHER YIELD



TOTAL REVENUES

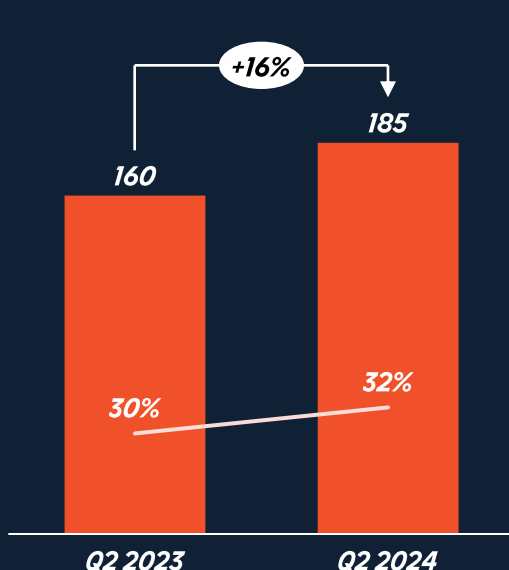
MNOK

MEMBERSHIP REVENUES
OTHER REVENUES



COUNTRY EBITDA BEFORE IMPACT OF IFRS 16

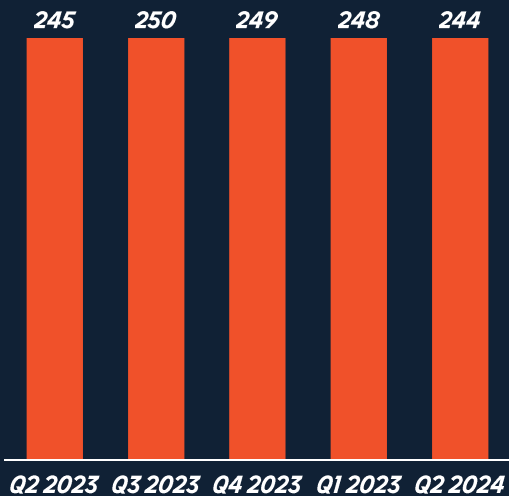
MNOK



SWEDEN

OUTGOING MEMBER BASE

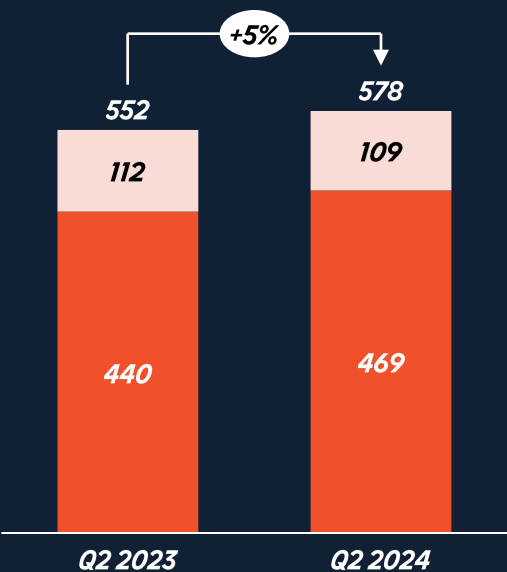
'000



ARPM AND YIELD

NOK/MONTH

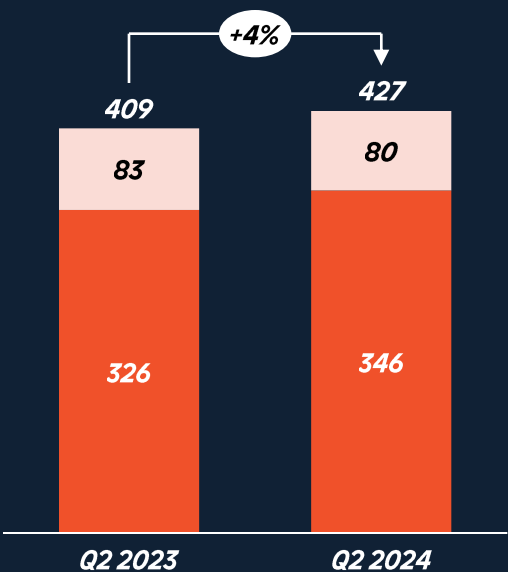
MEMBERSHIP YIELD
OTHER YIELD



TOTAL REVENUES

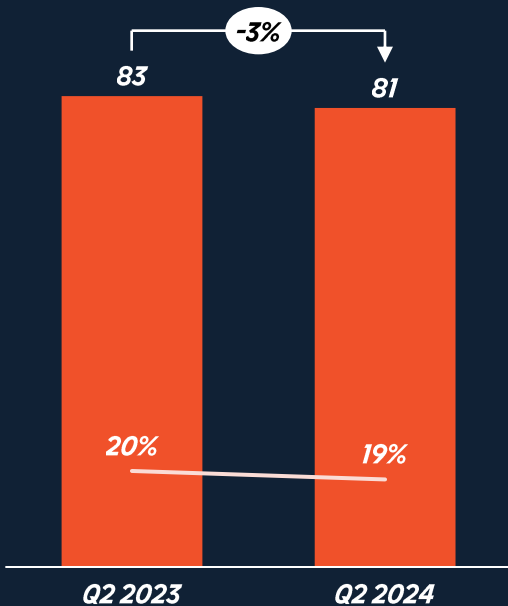
MNOK

MEMBERSHIP REVENUES
OTHER REVENUES



COUNTRY EBITDA BEFORE IMPACT OF IFRS 16

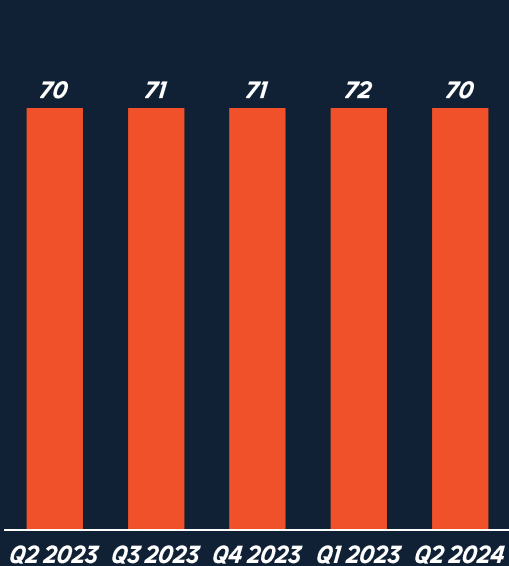
MNOK



FINLAND

OUTGOING MEMBER BASE

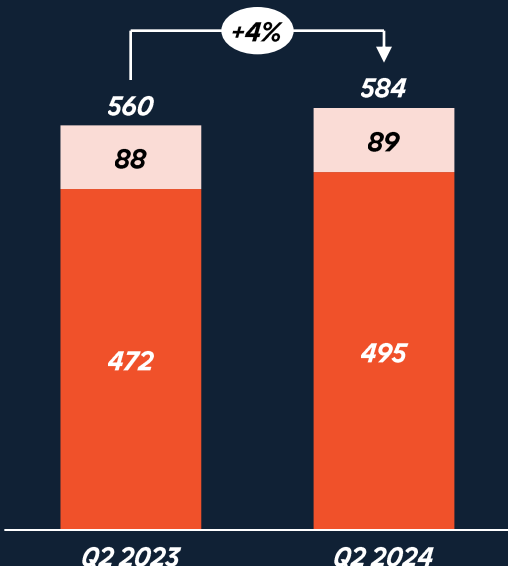
'000



ARPM AND YIELD

NOK/MONTH

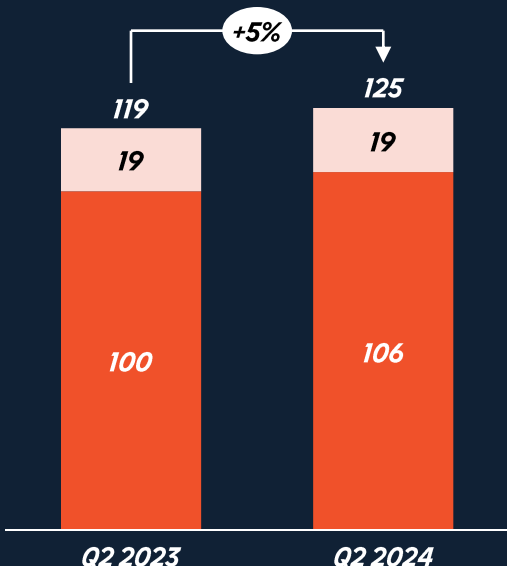
MEMBERSHIP YIELD
OTHER YIELD



TOTAL REVENUES

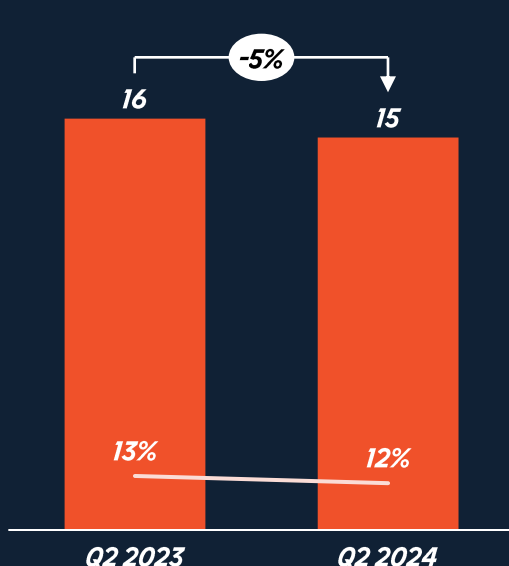
MNOK

MEMBERSHIP REVENUES
OTHER REVENUES



COUNTRY EBITDA BEFORE IMPACT OF IFRS 16

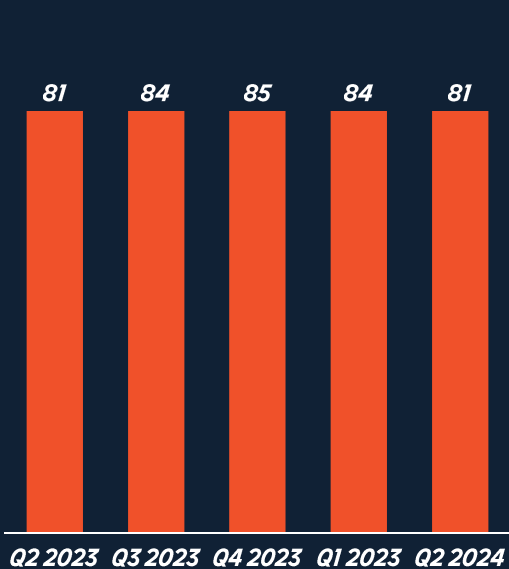
MNOK



DENMARK

OUTGOING MEMBER BASE

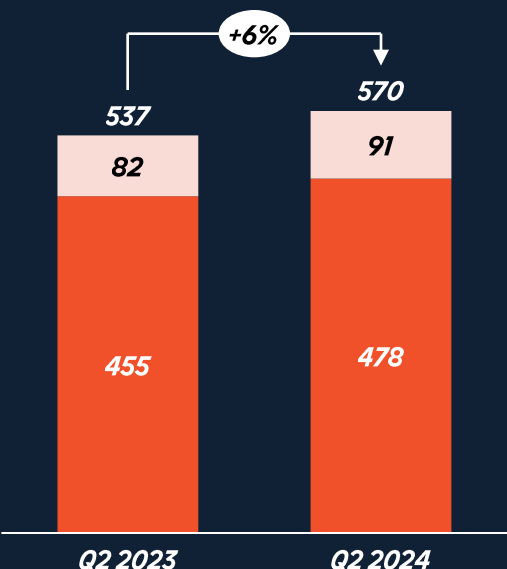
'000



ARPM AND YIELD

NOK/MONTH

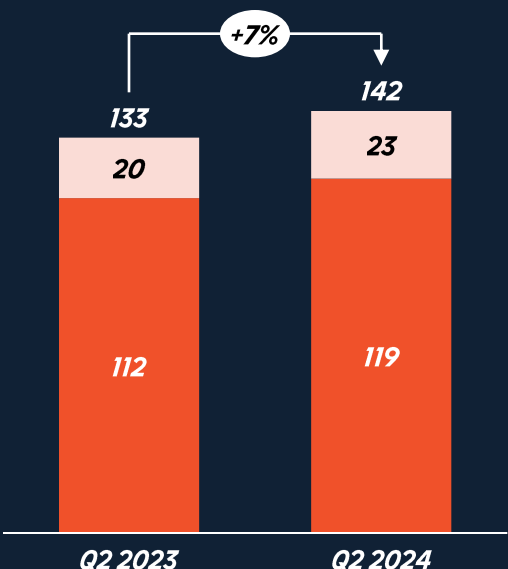
MEMBERSHIP YIELD
OTHER YIELD



TOTAL REVENUES

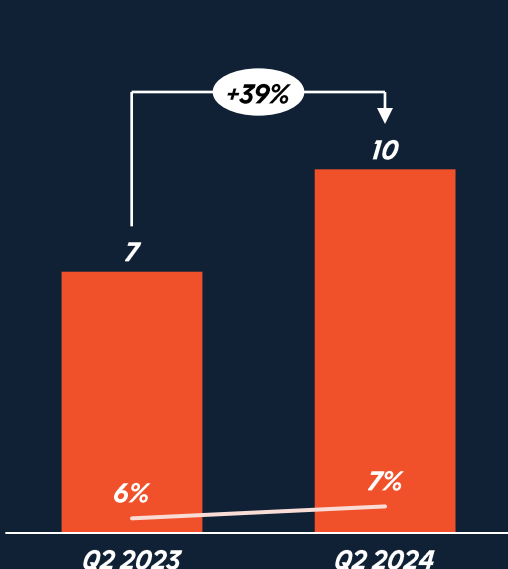
MNOK

MEMBERSHIP REVENUES
OTHER REVENUES



COUNTRY EBITDA BEFORE IMPACT OF IFRS 16

MNOK



SUMMARY TABLE

<i>Amounts in NOK million</i>	Q2 2024	Q2 2023
Number of clubs, EOP	274	273
Outgoing member base ('000s)	719	715
Average number of members per club	2 625	2 680
ARPM (NOK)	580	552
Yield (NOK)	478	452
Reported EBITDA (MNOK)	521	491
EBITDA before impact of IFRS 16 (MNOK)	219	194
EBITDA before impact of IFRS 16 margin	17%	16%
Country EBITDA before impact of IFRS 16 (MNOK)	292	267
Country EBITDA before impact of IFRS 16 margin	23%	22%
Net debt (MNOK)	1 179	1 676
Total capital expenditures (MNOK)	34	26
Expansion capital expenditures (MNOK)	1	9
Maintenance capital expenditures (MNOK)	32	16
Operating cash flow (MNOK)	154	73
Leverage ratio	1.7	4.7
Cash conversion	70%	37%

REPORTING UNDER IFRS 16

AMOUNTS IN NOK MILLION	REPORTED Q2 2024	CHANGE IFRS 16	EXCL. IFRS 16 Q2 2024
BALANCE SHEET ITEMS - IFRS 16			
Property, plant and equipment	649	0	649
Right-of use assets	4 575	4 575	0
Deferred tax assets	177	72	105
Prepaid expenses and accrued income	166	-92	258
Total assets	8 906	4 556	4 351
Equity	1 211	-359	1 571
Non-current lease liability	4 013	4 013	0
Current lease liability	940	940	0
Other current liabilities	375	-38	413
Total liabilities	7 695	4 915	2 780
PROFIT & LOSS ITEMS - IFRS 16			
Revenue	1 266	0	1 266
Cost of goods sold	-30	0	-30
Personnel expenses	-446	0	-446
Other operating expenses	-269	302	-571
Depreciation and amortization	-305	-244	-61
Impairment of assets held for sale	0	0	0
Operating profit	216	58	159
Net financial items	-82	-61	-21
Profit/loss before tax	134	-3	138

DEFINITIONS

TERM	DEFINITION
Adjusted EBITDA before impact of IFRS 16	EBITDA adjusted for (i) closed clubs; (ii) certain comparability items; and (iii) the impact of implementation of the IFRS 16 lease standard
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
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

TERM	DEFINITION
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

RECONCILIATION OF FREE CASH FLOW BRIDGE AND CONSOLIDATED STATEMENT OF CASH FLOWS

FREE CASHFLOW	CONSOLIDATED STATEMENT OF CASHFLOWS
EBITDA before impact of IFRS16	Profit before tax Depreciation, amortization and impairment Net financial items Installments on lease liabilities Interests on lease liabilities
Maintenance capex	Purchase of property, plant and equipment (contains both maintenance capex and expansion capex)
Working capital	Change in inventory Change in accounts receivables Change in trade payables Change in other receivables and accruals
Expansion capex	Purchase of property, plant and equipment (contains both maintenance capex and expansion capex) Proceeds from property, plant and equipment Acquisition of subsidiary, net of cash acquired
Interest and tax	Taxes paid in the period Paid interests on borrowings
Other	Gain/loss from disposal or sale of equipment
Cash flow items not included in free cash flow	Loan to related parties Repayments of borrowings Proceeds from borrowings Proceeds from issues of shares Proceeds from sale of own shares Transaction costs from issues of new shares Other financial items

CALCULATION OF PUBLIC HEALTH EFFECT: METHODOLOGY

- Calculated health effect of all SATS members who meet WHO's recommendation of minimum 75-100 minutes of vigorous-intensity aerobic physical activity per week at SATS alone (World Health Organization, 2022)
 - Midpoint of 87.5 minutes applied
 - Assuming an average of 60 minutes per SATS workout
- Members who meet WHO's recommendation through a combination of SATS workouts and other workouts are not factored in
- Applying welfare effects of an average inactive 30-year-old person becoming moderately active of 1.9 QALYs (quality-adjusted life years) for men and 1.1 QALYs for women (Helsedirektoratet, 2008)
- Applying a value per QALY of NOK 1.4 million, not including the value labor force participation (Helsedirektoratet, 2016)

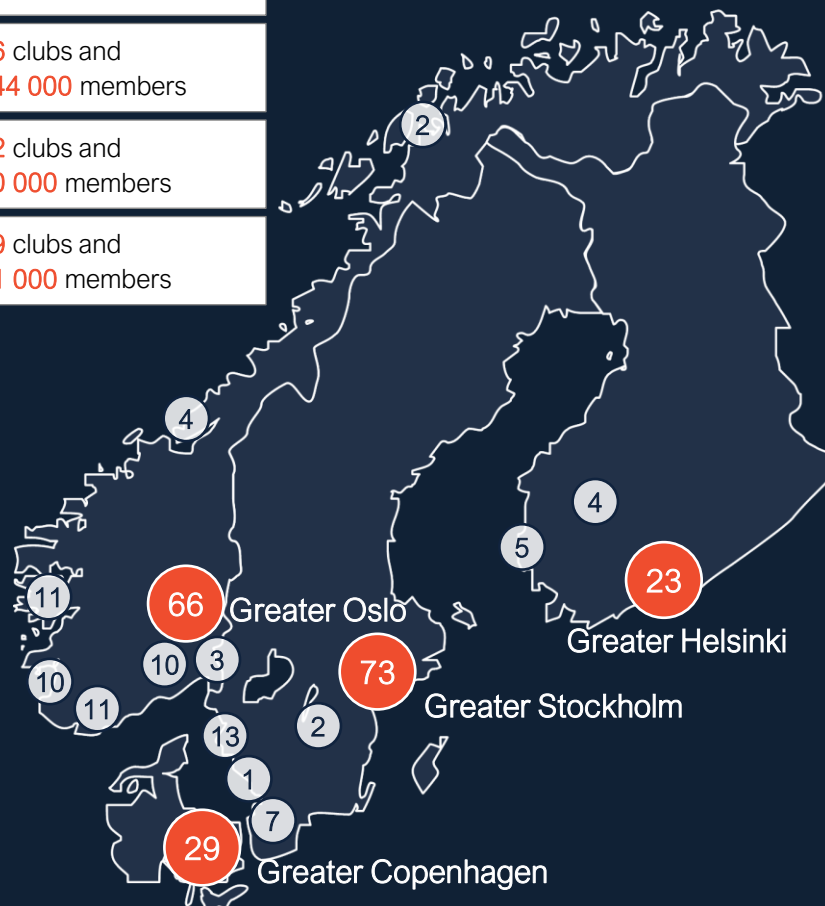
***WHY INVEST IN
SATS?***



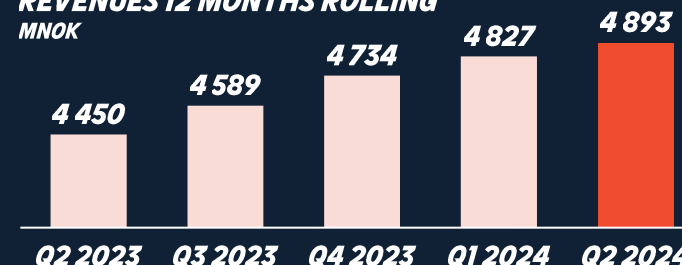
SATS AT A GLANCE

#1 FITNESS CLUB OPERATOR IN THE NORDICS

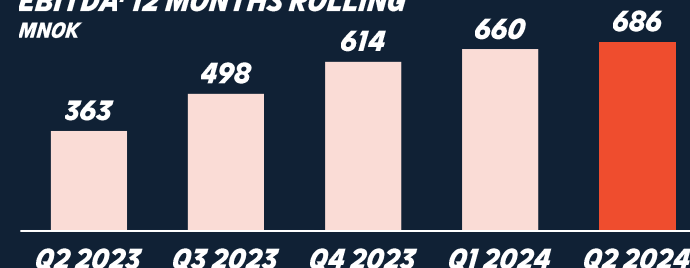
	117 clubs and 324 000 members
	96 clubs and 244 000 members
	32 clubs and 70 000 members
	29 clubs and 81 000 members



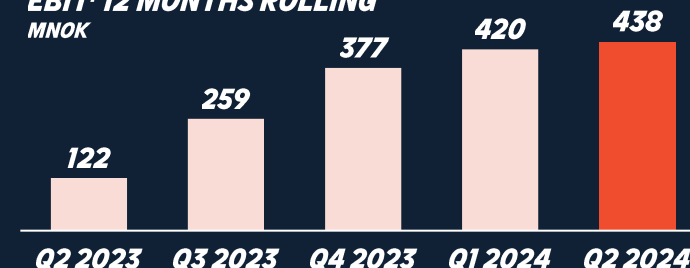
REVENUES 12 MONTHS ROLLING
MNOK



EBITDA¹ 12 MONTHS ROLLING
MNOK



EBIT¹ 12 MONTHS ROLLING
MNOK



274
CLUBS

719 000
MEMBERS

10 000
EMPLOYEES

120 000
DAILY
CLUB VISITS

1 600
DAILY GROUP
TRAINING CLASSES

1) Before IFRS 16 and EO items

SATS HAS A **PROVEN BUSINESS MODEL** MAKING OUR MEMBERS HEALTHIER AND HAPPIER

**FITNESS CLUBS
WITH AN
UNPARALLELED
VALUE
PROPOSITION**

1

**WIDE PRODUCT
OFFERING COVERING
ALL TRAINING NEEDS**



2

**UNPARALLELED
PRESENCE THROUGH
CLUSTER STRATEGY**



3

**PROPRIETARY APP
HELPING MEMBERS
SUCCEED WITH THEIR
TRAINING**



**SUPPORTED BY
LEADING
INSIGHTS AND
STAFF**

4

**LEADING DATA AND INSIGHTS SUPPORTING
INFORMED DECISION-MAKING**



5

**PROVEN OPERATING MODEL AND ENGAGED STAFF
DELIVERING EXTRAORDINARY MEMBER EXPERIENCES**



WE RIGOROUSLY INVEST IN OUR PRODUCT OFFERING TO ENHANCE ENGAGEMENT AND DRIVE FINANCIAL PERFORMANCE



INVEST IN OUR PRODUCT OFFERING...

We prioritize having the best employees, most compelling and wide product offering, market-leading clubs, and top-notch locations



...AND DELIVER STRONG FINANCIAL PERFORMANCE

By attracting new and loyal members who successfully achieve their fitness objectives, we improve our financial performance



...TO ENHANCE MEMBER ENGAGEMENT, ...

The offering make it easier for our members to succeed with their training and maintain a sustainable activity level, evidenced by increased activity



...FURTHER STRENGTHENING THE #1 COMPETITIVE POSITION ...

Stronger product offering result in increased member loyalty, brand strength and willingness to pay

1. SATS IS A ONE-STOP SHOP FOR TRAINING COVERING ALL OUR MEMBERS' TRAINING NEEDS

RECEPTION AND RETAIL



Manned reception welcoming and helping members with a well-equipped retail area

FITNESS FLOOR



Well-equipped fitness floor with the broadest equipment mix in the Nordics

PERSONAL TRAINING



Personal guidance and training programs to members on the fitness floor

GROUP EXERCISE



Wide offering of group exercise classes enabling members to find a class that is right for them

TREATMENTS



Physiotherapy and sports massage to keep your training on track

CHILD CARE



Let your child be taken good care of in a safe environment while you work out

SATS ONLINE



Strong digital offering with famous and high-quality instructors

STRONG COMMUNITY



Energy and support from a strong community of SATS employees and members

1. UNIQUE MARKET POSITION WITHIN GROUP TRAINING ENABLED BY TIGHT CLUB FOOTPRINT AND SCALE

PRODUCT DISTRIBUTION

- Tight club footprints in large cities enables optimization of product types and class schedules between clubs
- High utilization of group training areas due to scale of member base
- Product distribution and cluster optimization based on data and insight on member behavior



PRODUCT DEVELOPMENT

- Fast follower of fitness trends through central product innovation function
- In-house production of concepts, not dependent of external licenses
- Leveraging clusters to offer a large variation of products and acting as one-stop shop for fun and inspiring training

INSTRUCTOR QUALITY AND AVAILABILITY

- High quality instructor base driven by market leading education path, as well as large pool of potential instructors in the major cities
- Flexibility to optimize schedules across clubs
- Scale and quality in SATS Academy – instructor education



1. EXAMPLE: OPTIMIZING THE RANGE AND MIX OF EQUIPMENT IMPROVES FITNESS FLOOR UTILIZATION AND MEMBER EXPERIENCE

A PROVEN, STRUCTURED PROCESS ...

- Continuous monitoring of equipment usage in our largest clubs using sensors
- Regular feedback from members regarding range and availability of equipment
- Tracking member visits by time and purpose

... ENABLING STANDARDIZATION AND ECONOMIES OF SCALE

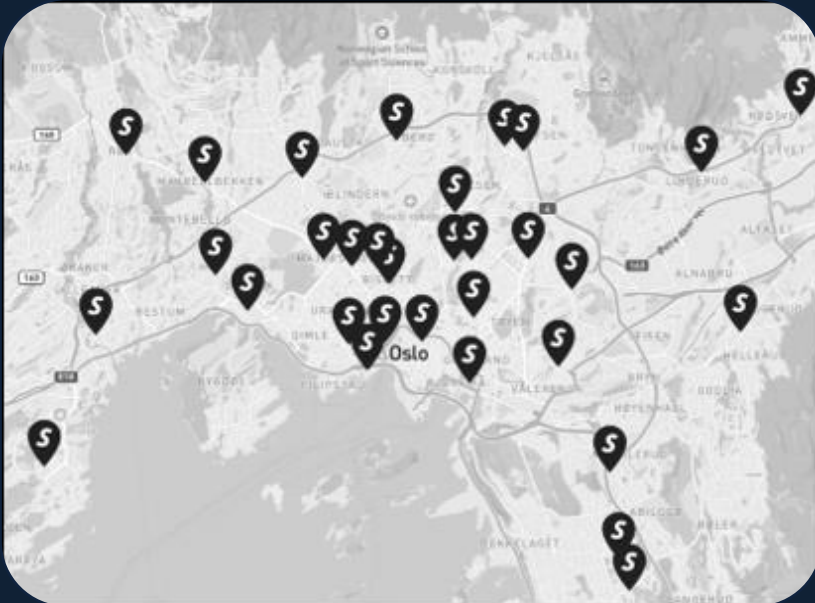
- Insight based, up to date equipment lists and standardized club layout
- Asset registry designed to help identify possible equipment swaps between clubs
- Recommendations for area optimization based on utilization per sqm



2. WE USE THE STRENGTH OF OUR CLUSTERS TO PROVIDE A SUPERIOR OFFERING TO OUR MEMBERS BY OPTIMIZING ACROSS CLUBS

MOST MEMBERS HAVE ACCESS TO MORE THAN ONE CLUB INCLUDED IN THEIR MEMBERSHIP

- Members get a unique option to workout where they live, work and travel
- Differentiated product offerings on clubs gives members access to a wide product offering including HIIT, Hot Yoga, Indoor running, Cycling, Sauna, Childcare fitness floor and more



OUR CLUSTERS LETS US OPTIMIZE ACROSS CLUBS TO PROVIDE A BROAD PRODUCT OFFERING

SATS ILA



Offer premium HIIT training with large schedule per day

SATS FAGERBORG



High quality fitness floor with extended opening hours



SATS BISLETT

Offer wide range of popular yoga classes in dedicated hot room

3. OUR PROPRIETARY APP HELP INSPIRE AND BUILD HABITS, HELPING MEMBERS MAINTAIN A SUSTAINABLE ACTIVITY LEVEL

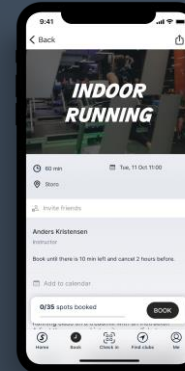
ONBOARDING

- Branched onboarding first 9 weeks, based on members activity
- Tools to succeed with their training and displaying product portfolio
- Mix of app and other channels



COMMUNITY

- Invite friends to join workout or class
- Let friends know about scheduled workouts or booked group classes
- Give kudos and comments to friend's workouts



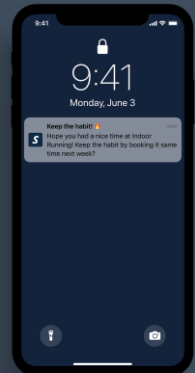
PLANNING AND MOTIVATION

- Re-book same class next week
- Scheduled your own workouts in app
- Wait list- and club capacity predictions
- Supportive push notifications



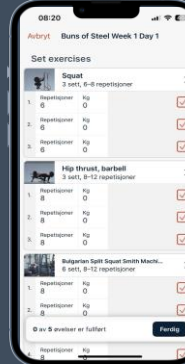
PROFILING

- Detailed onboarding survey enabling personalized communication and workout suggestions
- Customized messaging based on training experience and goals



TRAINING PROGRAMS

- Training programs for all levels with video and textual descriptions
- Options for in-gym and at home
- Leading online library with over 700 digital workouts



CHALLENGES

- Personalized challenges at different levels improving brand loyalty
- Get digital badges, and win other rewards when completing a challenge



APP WITH **325K WEEKLY USERS** AND **230K WEEKLY GROUP TRAINING BOOKINGS**

4. LEADING DATA AND INSIGHTS SUPPORTING INFORMED DECISION-MAKING

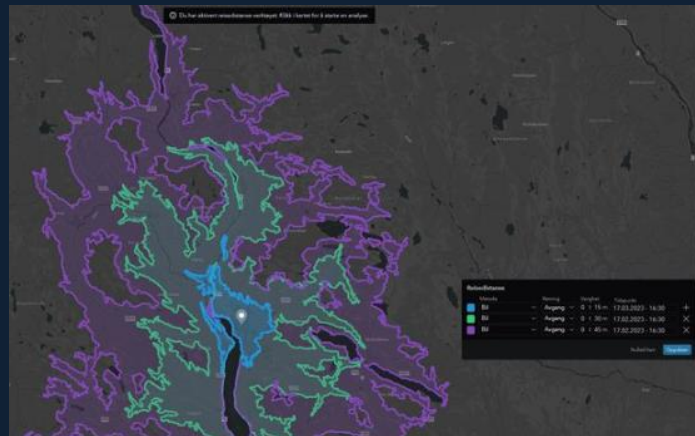
PRODUCT OFFERING

- Centralized scheduling model allocating the GX schedule to optimize number of average show-ups per class
- Equipment sensors with real-time usage data, making it easy to optimize equipment mix based on members usage



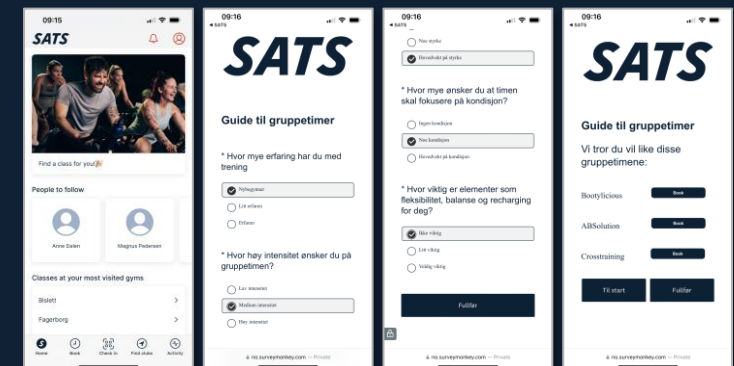
CLUSTER STRATEGY

- Demography, population, travel distance and competitor data leveraged for sourcing the best club locations
- Data driven framework for distribution of products across clubs in clusters



APP

- Live segmentation of all members used for personalized communication and triggered customer journeys
- Personalized GX recommendations based on individual member data



5. OUR PROVEN OPERATING MODEL AND STAFF DELIVER EXTRAORDINARY MEMBER EXPERIENCES

LABOR SCHEDULING

Automated scheduling tool optimizing total labor hours and role composition based on visit forecasts and member satisfaction

ROUTINES AND MANUALS

Streamlined routine-lists and manuals across all clubs to maintain service level according to SATS's standard

ONBOARDING AND TRAINING

Best-in-class onboarding and training modules to improve sales, cleaning, preventive maintenance and other key competences

NPS TRACKING

Standardized process for measuring member satisfaction and prioritizing improvement efforts accordingly

CLUB AUDITS

Annual audit across portfolio to identify gaps in construction quality and layout, basis for allocating CAPEX budget

SATS ACADEMY

Academy for talented and motivated staff with ambitions of pursuing full-time career in SATS



CLEAR PLAN FOR DISCIPLINED CAPITAL DEPLOYMENT, TARGETING EARNINGS DISTRIBUTION OF AT LEAST 50% OF NET PROFIT

RE-INVESTMENT IN EXISTING CLUBS



Maintenance CAPEX of 5% of revenues

Continuous investments in the club portfolio to maintain an outstanding member experience and increase club capacity. Additionally, we invest in the digital infrastructure that enables club operations and a friction free member journey

LEVERAGE



Leverage¹ ratio ranging from 1.5-2.0x

Conservative approach to leverage, targeting a net debt to EBITDA ratio at the lower end of the 1.5x to 2.0x range

Prioritize maintaining a robust balance sheet and strong liquidity position to ensure financial stability and flexibility

GROWTH



Investing in high-returning growth opportunities

Expected to average 8-12 yearly club openings, depending on the attractiveness of acquisition targets and greenfield locations

SHARE BUYBACK



Initiate share buy-back program

As we approach the lower end of our targeted leverage range, we intend to initiate a share buyback program

DIVIDEND POLICY



Semi-annual dividends, first payment expected in H2 2025 based on H1 2025 financials

Excess capital returned to shareholders, while considering long term financial robustness, growth opportunities and strategic initiatives

We aim to distribute at least 50% of annual net profit as a combination of share buybacks and semi-annual dividends

1) Before IFRS 16

SATS