

# BASIC-FIT

# INVESTOR DAY 2019

# WELCOME

**SPEAKER:**

Richard Piekaar

**DATE:**

07 / 11 / 2019

# BASIC-FIT

# AGENDA

## Morning

- 8 10.00 - 10.05 Welcome
- 8 10:10 – 10:35 Strategy update – Rene Moos
- 8 10:35 – 11:00 Product & content – Henkjan Thoes
- 8 11:00 – 11:20 Digital strategy– Marcel Boots
- 8 11:20 – 11:35 Data science – Adriaan Bos
- 8 11:35 – 11:45 Alarm Receiving Center – Otto Vroegop
- 8 11:45 – 12:00 Human resources – Marie-Véronique Bernard



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# AGENDA

## Afternoon

- 8 13:00 – 13:20 Marketing – Erica van Vonderen
- 8 13:20 – 13:45 Customer Care & Retention – Jennifer Halsall & Pierre Coolen
- 8 13:45 – 14:10 Business Development – Niek van Wieringen
- 8 14:10 – 15:00 Expansion plans and next steps – Redouane Zekkri
- 8 15.00 – 15:30 Financial update and medium-term targets – Hans van der Aar
- 8 15:30 – 16:00 Q&A – Rene, Hans & Redouane
- 8 16:00 – 16:05 Wrap up – Richard
- 8 16.05 - 17.00 Drinks







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**INVESTOR DAY**

**STRATEGY UPDATE**

**SPEAKER:**

Rene Moos

**DATE:**

7 November 2019

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# AGENDA



OUR JOURNEY  
SO FAR



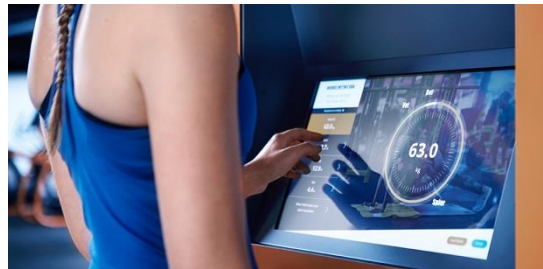
THE GROWTH STORY  
CONTINUES



SECONDARY REVENUE



OPERATIONAL  
DEVELOPMENTS



OUR CONCEPT RANGE

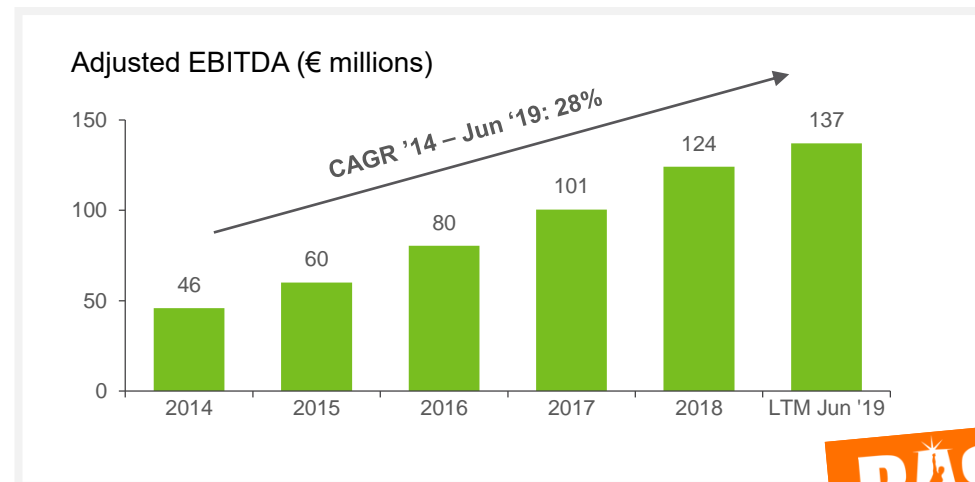
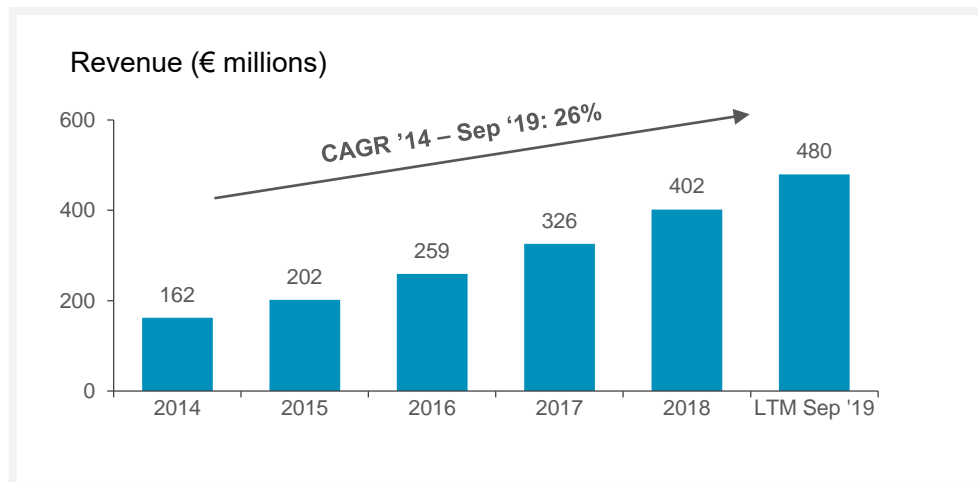
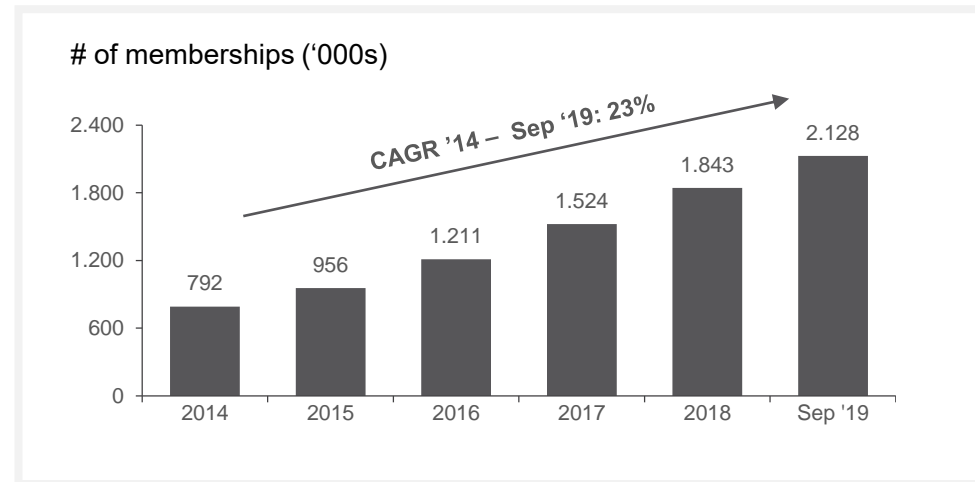
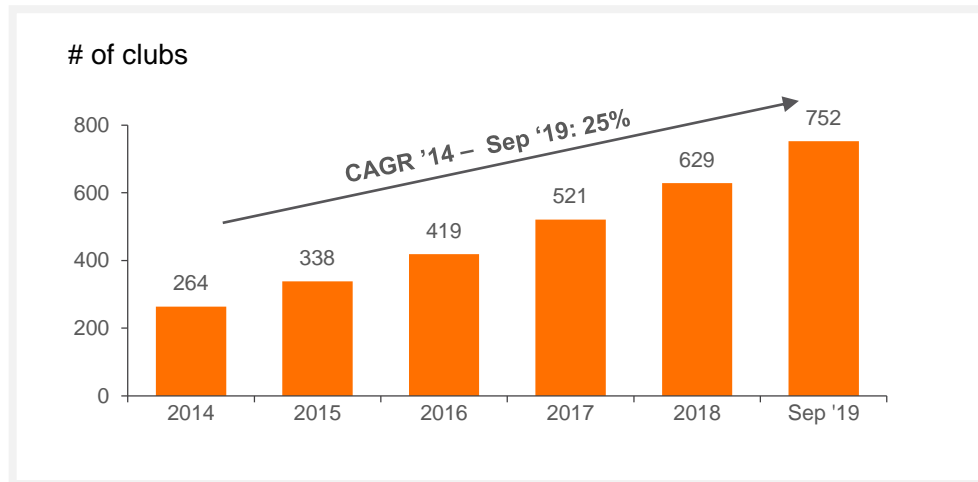


# OUR JOURNEY SO FAR

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# OUR JOURNEY SO FAR IN NUMBERS

## Revenue and adjusted EBITDA nearly tripled in less than 5 years

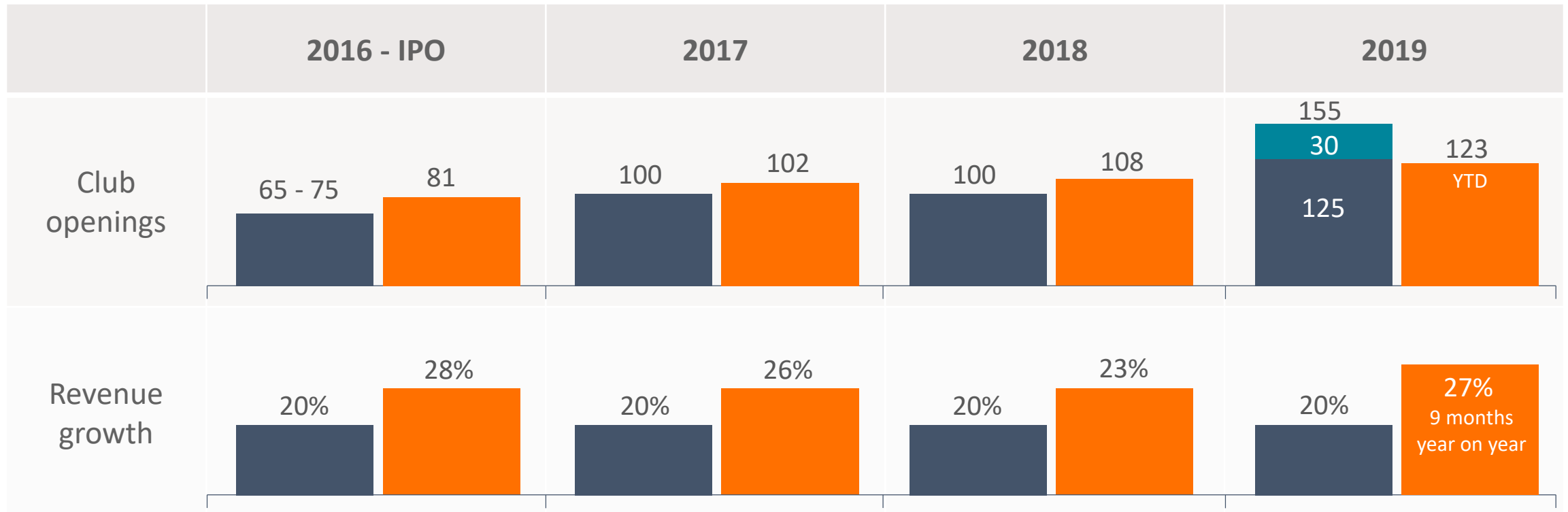


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# DELIVERING ON OUR MEDIUM TERM CLUB ROLLOUT TARGET

Accelerated club rollout supported continued strong revenue growth

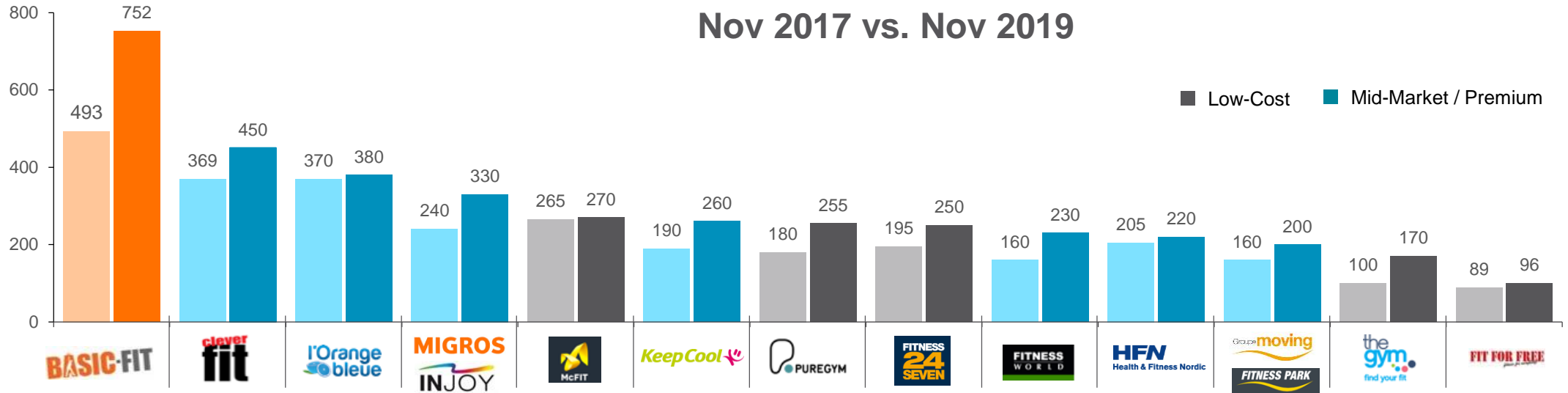


- Reported
- Communicated target
- Fitland acquisition



# BASIC-FIT CONSOLIDATED ITS LEADING MARKET POSITION

## Limited changes to European competitive landscape



# of EU countries present

5

4

2

5

7

2

2

6

3

3

1

1

1

Home country



Avg club size (sqm)

1,200 – 2,000

700 – 1,500

500 – 600

n/a

1,200 – 2,000

300 – 1,500

~1,800

n/a

n/a

400 – 1,500

300 – 1,500

~1,500

1,500 – 2,000

Franchise

No

Mainly

Mainly

Mainly

No

Mainly

No

No

No

No

No

Mainly

No

No



# THE GROWTH JOURNEY CONTINUES

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# OUR GROWTH STRATEGY REMAINS UNCHANGED

New club rollout remains key; continuous development of non-fitness revenue



## New club rollout

- Significant whitespace potential in existing geographies
- Visible and secure rollout pipeline
- Proven model that can be applied to expansion in new markets



## Maturation of existing estate

- Visible and consistent maturity profile for new openings
- 24 months for a new club to reach maturity with an average membership levels of ~3,300
- Potential for further membership growth utilising club capacity



## Yield management & other revenue

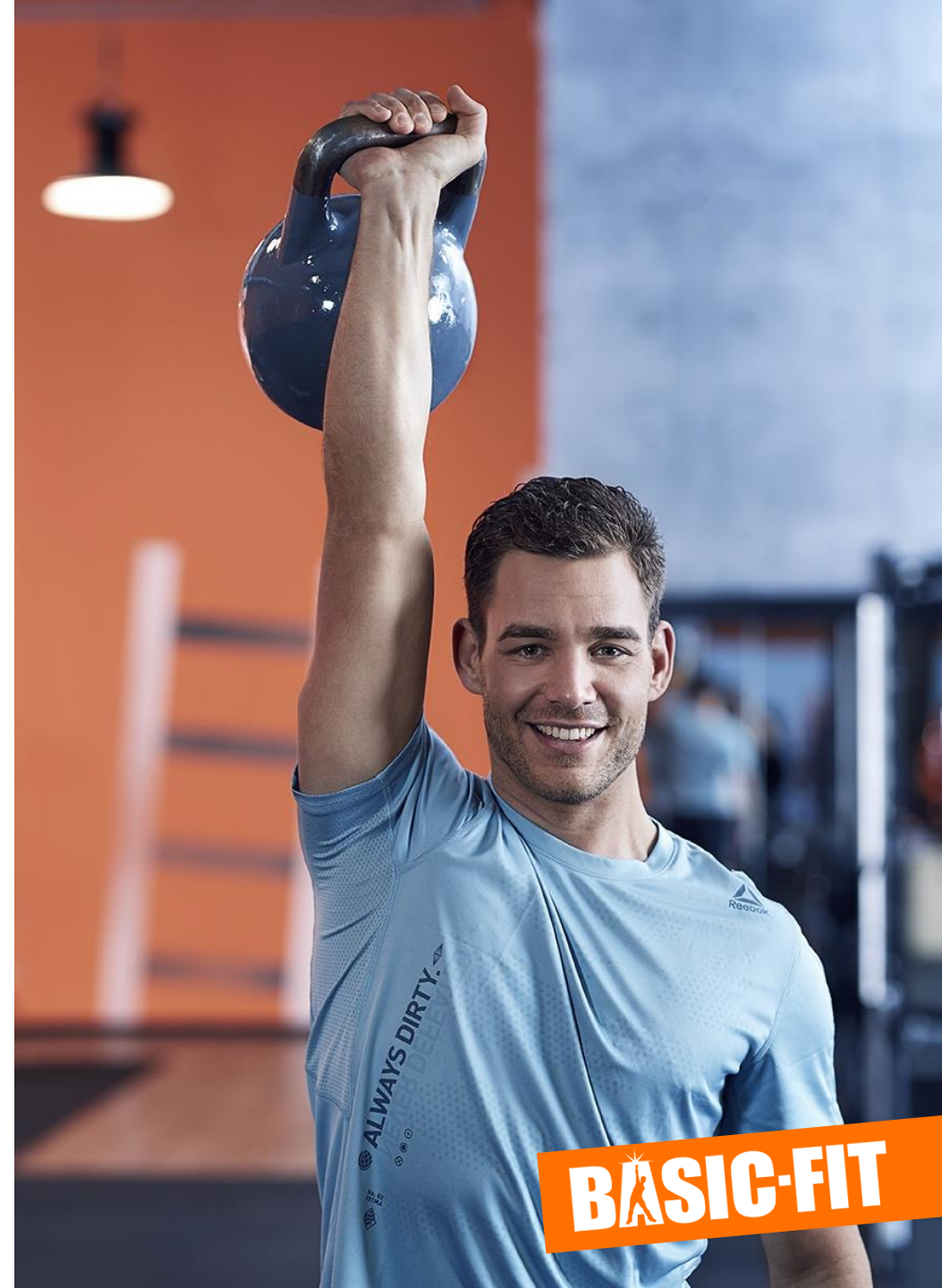
- Basic-Fit is committed to keeping membership fees low
- Increase membership yield by offering value-added products and services
- Other revenue sources from day-passes, vending machines, licensed personal trainers and physio

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# SCALABLE CLUB ROLLOUT PROCESS

## Ready to shift gears again

- 8 Standardisation of processes assures consistent level of quality
- 8 Scalable site selection and construction processes
- 8 Site selection based on local knowledge and market insights
- 8 Centralised approval process and monitoring of club returns above 30% ROIC target
- 8 Continued strengthening of the new club pipeline
- 8 Opportunity to further accelerate the execution of growth strategy





# FURTHER ACCELERATION OF CLUB ROLLOUT

## 1,250 clubs by 2022

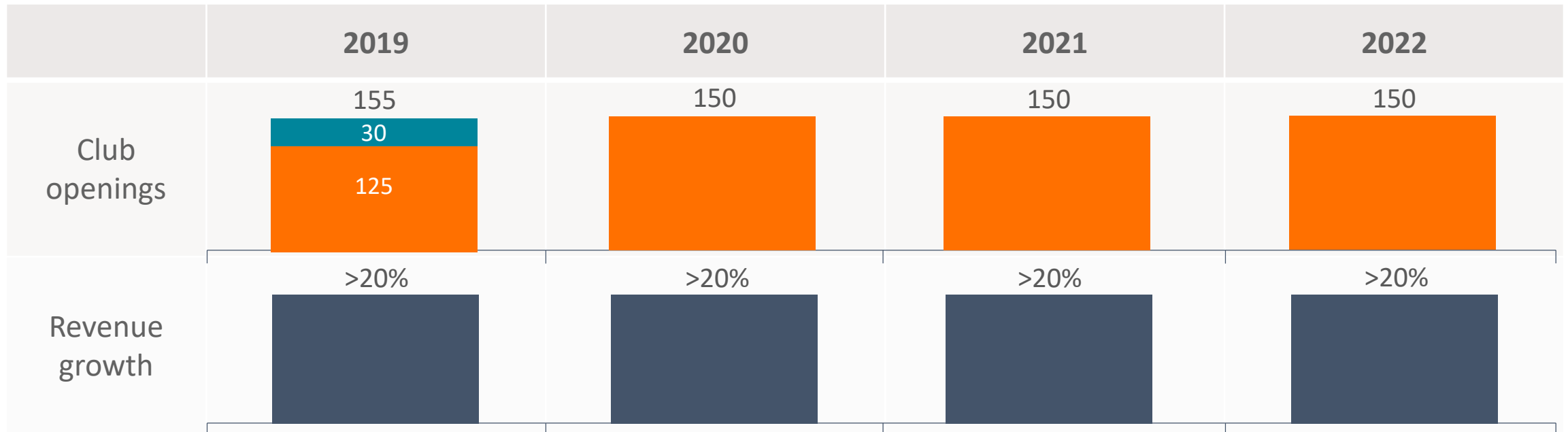
- 🔗 Continue to build clubs in white spaces
- 🔗 Increase fitness penetration by making affordable fitness accessible to all people
- 🔗 Replace mid-market clubs with our value offering
- 🔗 Growth potential optimally utilised with broader concept range

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# CONTINUE THE STRONG GROWTH PATH THE COMING YEARS

Accelerated club rollout supports continued strong revenue growth



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A woman with blonde hair tied back is running on a Matrix treadmill in a gym. She is wearing a black tank top and maroon leggings. She is holding a red water bottle with the Basic-Fit logo. The background is a blurred gym environment. The text 'SECONDARY REVENUE' is overlaid in large white letters on the left side of the image, with a vertical orange line to its left. The Basic-Fit logo is in the bottom right corner.

# SECONDARY REVENUE

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# SECONDARY REVENUE

## Non-club revenue to become more significant



### Physio & PT

- ▶ Available in all countries in 450 clubs



### Day passes

- ▶ 35,000 a month sold



### Vending machines

- ▶ Now also rolled-out in France



### Partner revenue

- ▶ Basic-Fit's media service company



### Webshop

- ▶ NXT LEVEL, Basic-Fit's nutrition brand

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# | OPERATIONAL DEVELOPMENTS



# SMART PHONE ACCESS

## Rolled out in 2020 on all clubs

- 8 Information on who is visiting the club
- 8 Personalised training advice
- 8 Better communication with our members
- 8 Membership structure optionality
- 8 Does not increase capex budget



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# OPERATIONAL IMPROVEMENTS

## What else to expect today



**Technology**

- ▶ App development and the use of member data



**Smart camera system**

- ▶ More flexible staff utilisation and club opening hours



**Member retention**

- ▶ Customer service and the customer journey



**Optimised employee utilisation**

- ▶ Added value of hosts

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# OUR CONCEPT RANGE



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# OUR CONCEPTS

## New and improved

- 8 Basic-Fit club concept tweaked to perfection
- 8 Basic-Fit Express clubs for smaller villages and large city centres
- 8 Basic-Fit Ladies clubs for selective places in large cities
- 8 Concept range enables the opening of clubs that are better attuned to local demand...
- 8 ...and enables us to open clubs in more locations
- 8 All concepts are build with a ROIC target of >30%





A woman with curly hair, wearing a black sports top and patterned leggings, is in a plank position on a yellow mat in a gym. The background shows various gym equipment like weight racks and machines.

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**INVESTOR DAY**

**PRODUCT & CONTENT**

**SPEAKER:**

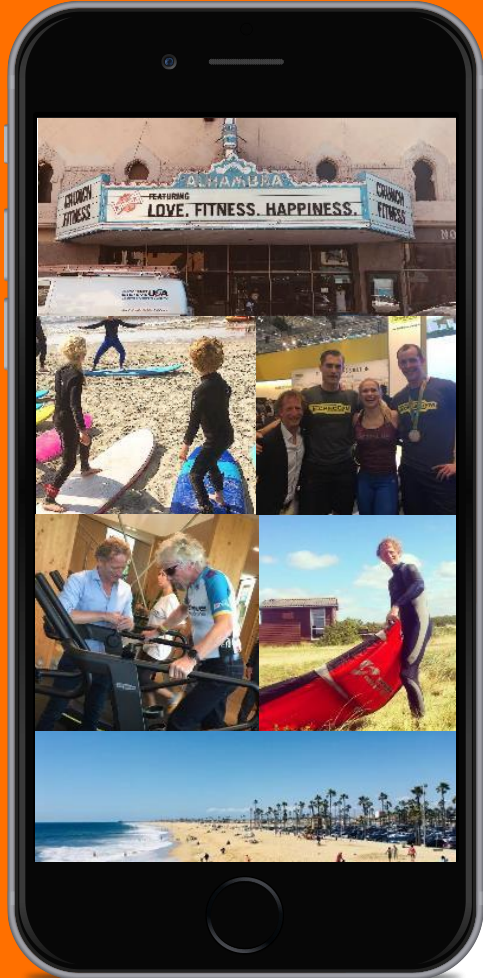
Henkjan Thoes

**DATE:**

7 November 2019

**BASIC-FIT**

# INTRODUCTION



## Henkjan Thoes

**International fitness product and content manager**

- 8 Joined Basic-Fit in July 2018
- 8 Over 20 years experience in the Fitness Industry globally. Background in Physiotherapy, Program development and Product Management at Technogym SpA, Italy
- 8 Runs 1000k per year and loves to ride the wind and the waves

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# BASIC-FIT CONCEPT REFRESH

**BASIC-FIT**



# BASIC-FIT CONCEPT REFRESH

## Evolution of the basic-fit club concept

### ? WHY

- ⌘ Changing consumer behavior
- ⌘ Future proofing the Basic-Fit Club Experience
- ⌘ Improve the Member Journey resulting in more stickiness

### 🎯 OBJECTIVE

- ⌘ Delivery of an affordable, comfortable gym experience
- ⌘ A place for everyone, anytime
- ⌘ Freedom of choice, a variety of workout options and digital training guidance
- ⌘ Remaining identity and creating consistency within Basic-Fit in all countries

# BASIC-FIT EVOLUTION



# BASIC-FIT CONCEPT REFRESH

## Experience pillars

DESIGN

### Open Direct

The open, clean design combines ultra modern facilities with clear fitness zones and communications.



EXPERIENCE

### Welcoming Inclusive

Customers feel welcomed into an inclusive and social environment that encourages interaction.



SERVICE

### Intuitive Guidance

Customers are guided in such a way as to enable them to intuitively navigate the space and self-direct their workout.



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## Key Elements:

- 🔗 Customer Centric Approach
- 🔗 Inviting, Positive, Comfortable
- 🔗 Inclusive, Low Barrier Experience
- 🔗 Self Led and Digital Guidance
- 🔗 Data based Equipment Selection

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# MORE ATTENTION TO GXR LIVE

## Positive impact on club results



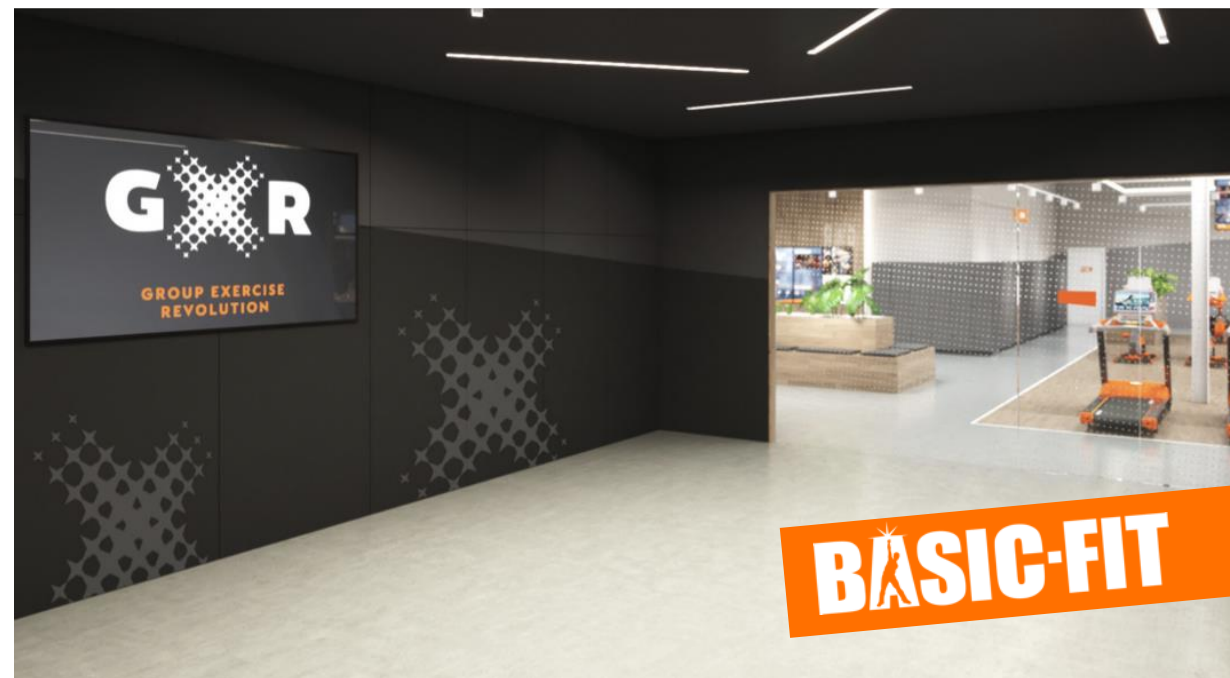
### Why we want to improve GXR LIVE in our clubs

- 🔗 Creates sense of community
- 🔗 Offers promotional opportunity
- 🔗 Service more members during peak hours
- 🔗 Increases length of stay
- 🔗 Positive impact on male/female balance in the club



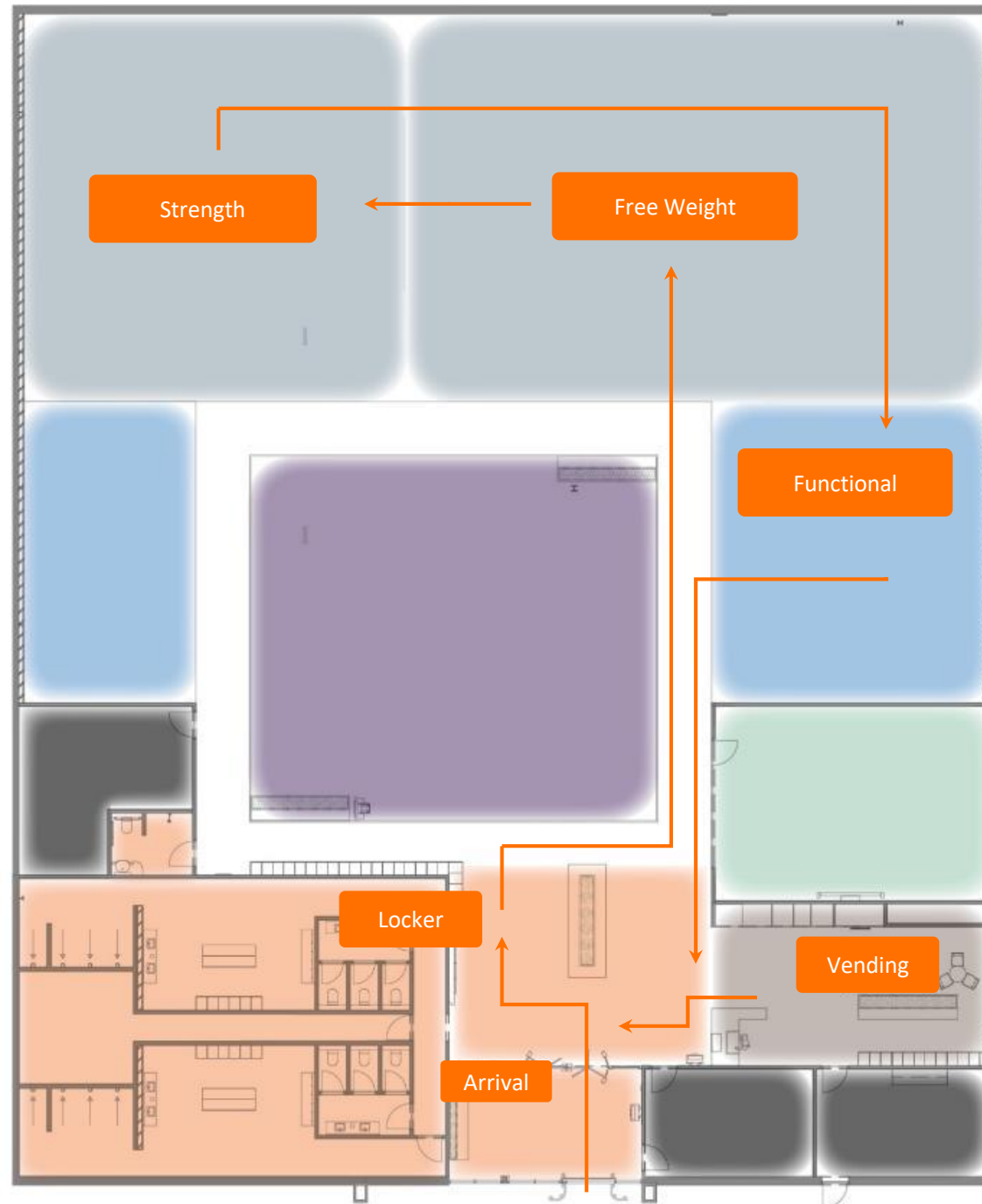
### How we will achieve this

- 🔗 Increase visibility of GXR classes in the club and online
- 🔗 Put class rooms closer to the entry
- 🔗 Make visible what is happening in the GXR room
- 🔗 Instructor app improves reliability and quality of GXR classes
- 🔗 GXR part of Basic-Fit's USP



# BASIC-FIT CONCEPT REFRESH

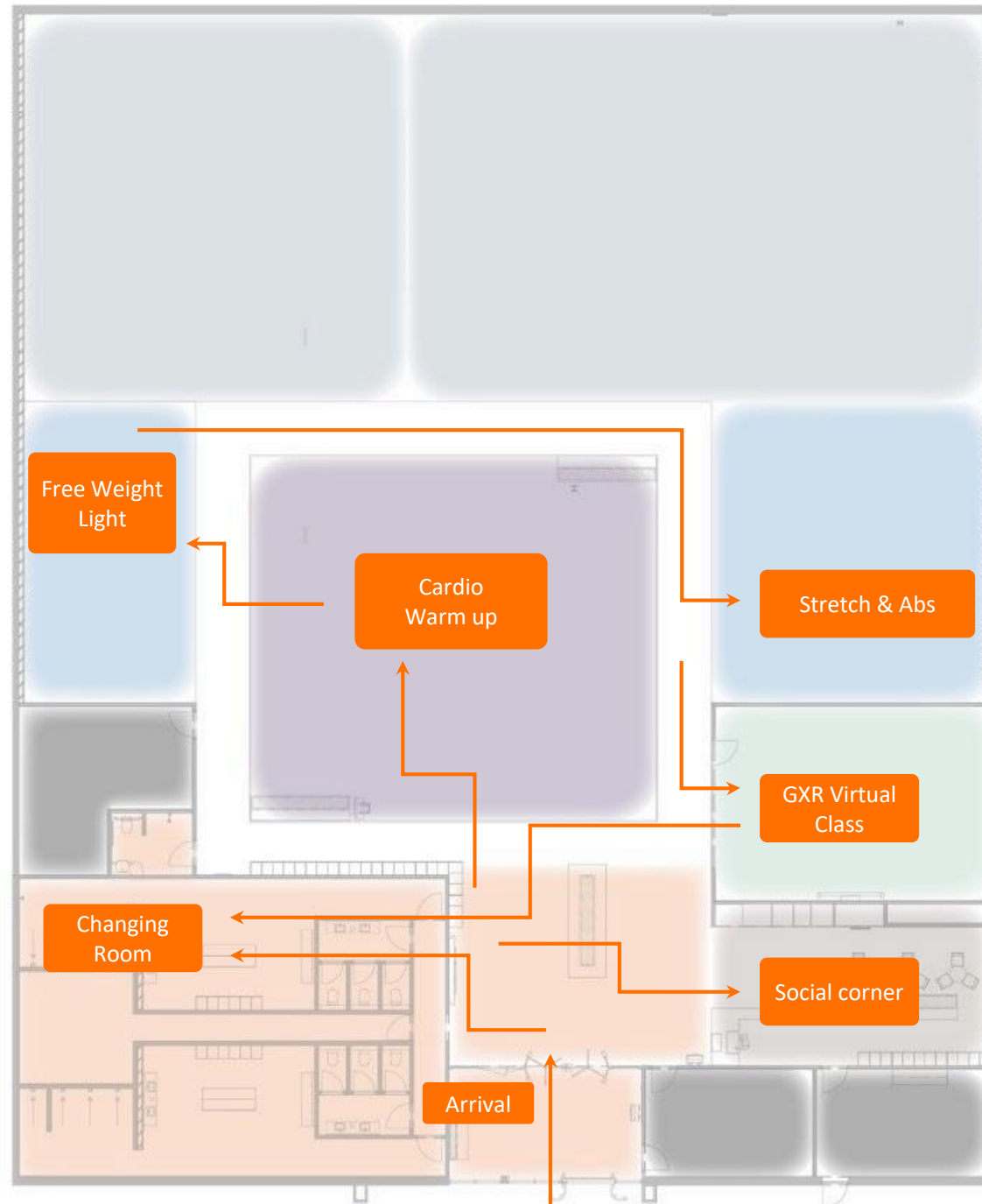
Customer journey  
- Anthony



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# BASIC-FIT CONCEPT REFRESH

## Customer journey - Pauline



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facade

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# BASIC-FIT CONCEPT REFRESH

## Evolution of the Basic-Fit club concept

- ⌘ Gradual Implementation guaranteeing consistency in Brand
- ⌘ New zoning following changes in exercise behavior
- ⌘ Increased digital guidance
- ⌘ No impact on OPEX – staff model remains the same
- ⌘ No impact on expansion budget – CAPEX remains the same





# BASIC-FIT EXPRESS

A woman with her hair in a bun is running on a TechnoGym treadmill in a gym. She is wearing a white mesh crop top and black leggings. In the background, a man in a blue shirt and grey shorts is also running on a treadmill. To the left, another person is using a stationary bike. The gym has large windows and modern equipment.

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# BASIC-FIT EXPRESS CLUBS

## Opening new markets

### ? Why

- ⌘ The current Basic-Fit Formula works extremely well, however due to the 1500SQM model we do miss out on opportunities on places where the SQM price is too high, or simple not available.

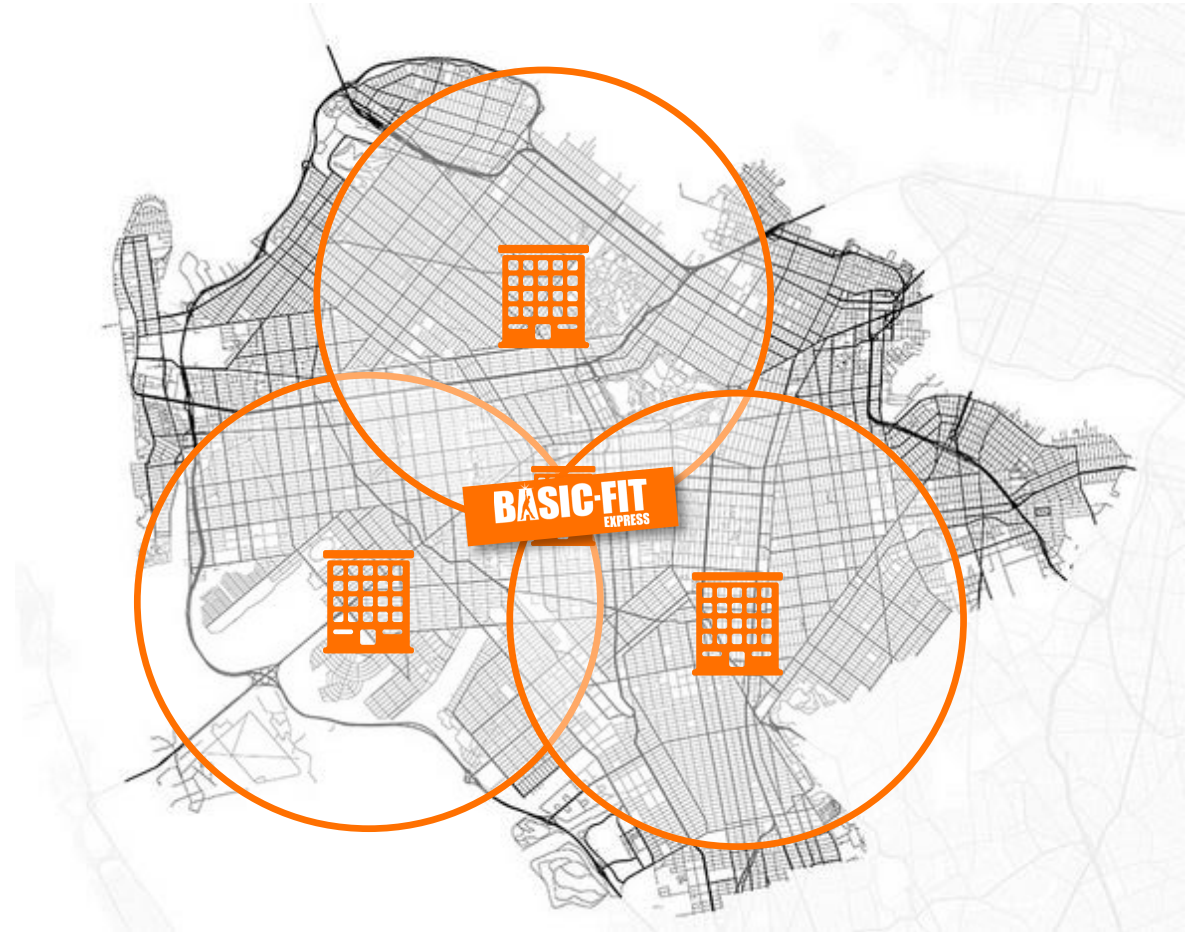
### 🎯 Objective

- ⌘ Creating a profitable (30% ROIC) Club formula based upon 600 - 1000 SQM
- ⌘ Full Functionality Gymfloor design as compared to a regular Mix Club



# BASIC-FIT EXPRESS CLUBS

- ➔ Adds to the Cluster Strategy
- ➔ Reduction of non-effective training space
- ➔ Specifically selected Equipment Package, based upon research guaranteeing maximum equipment availability for users
- ➔ No Group X

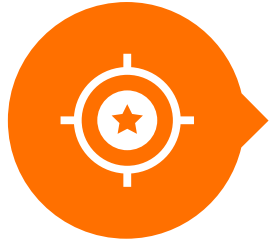


# BASIC-FIT EXPRESS CLUBS

## Strategy



First Express Clubs are being rolled out



Successful in member numbers

# BASIC-FIT LADIES



**BASIC-FIT**  
**LADIES**



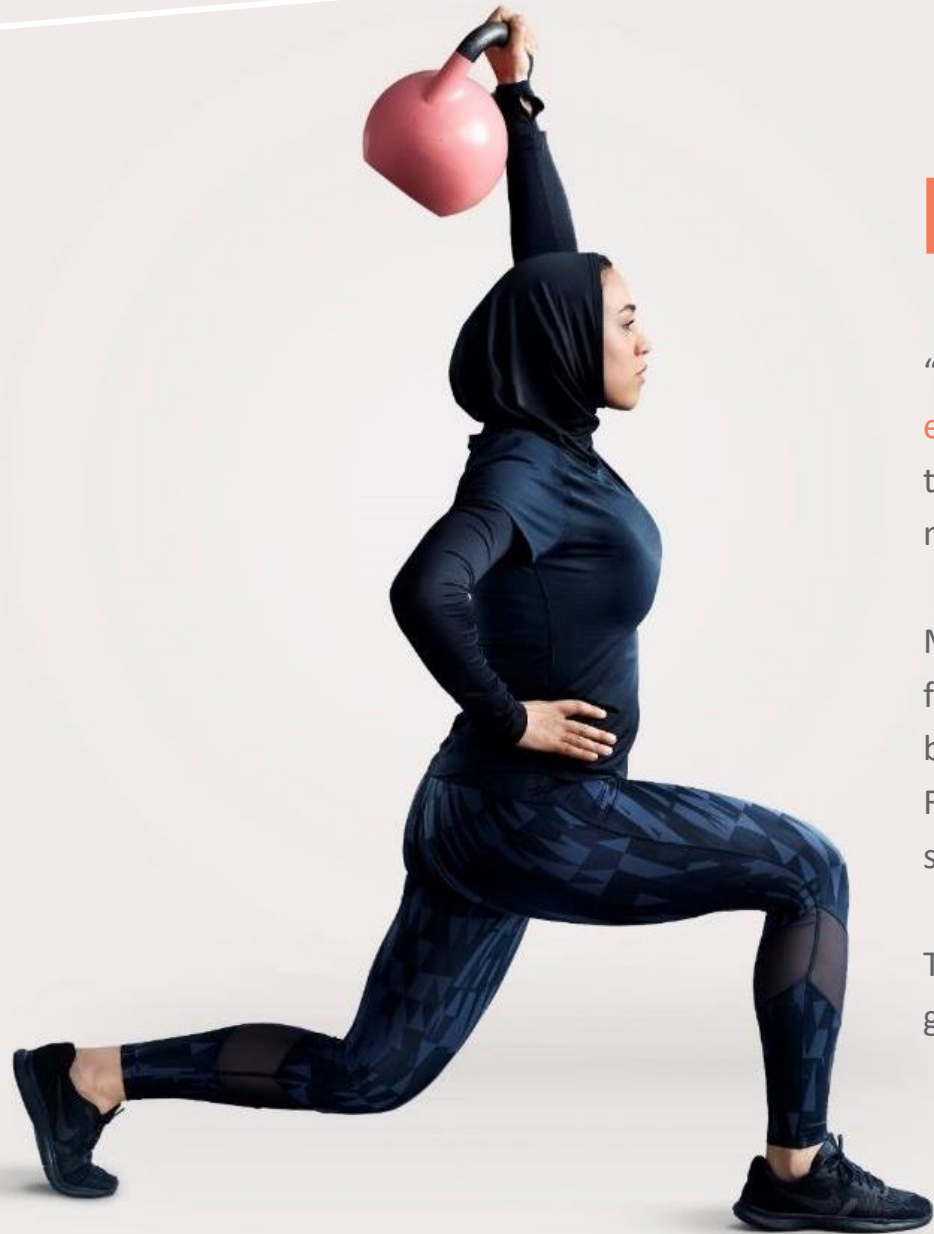
# BASIC-FIT LADIES

## Improving success

- 8 Basic-Fit has an experience with already 24 successful Ladies- Only clubs.
- 8 Field research as well data analysis shows an even bigger potential for a specialized Women's only formula.
- 8 Basic-Fit developed an enhanced ladies club concept that attracts and retains a diversity of female target groups.
- 8 The new Basic-Fit Ladies is fully adjusted to Women's Fitness needs which shows in multiple aspects of the club.



**BASIC-FIT**  
**LADIES**



## BASIC-FIT LADIES

“Basic-Fit Ladies provides a comforting and affordable space for women to **exercise with confidence**, without intimidation or distraction. Holding true to key elements of the Basic-Fit, Basic-Fit Ladies will be **aspirational** while maintaining a **sense of simplicity** as a value-for-money offer.

Members are invited to **make themselves at home**, take control and direct their own fitness program to achieve specific goals. A group mentality drives and elevates the brand, emphasized through **class-based exercise** and the **creation of social spaces**. Feminine considerations underpin every choice, from visual brand identity to gym services and even vending machine products.

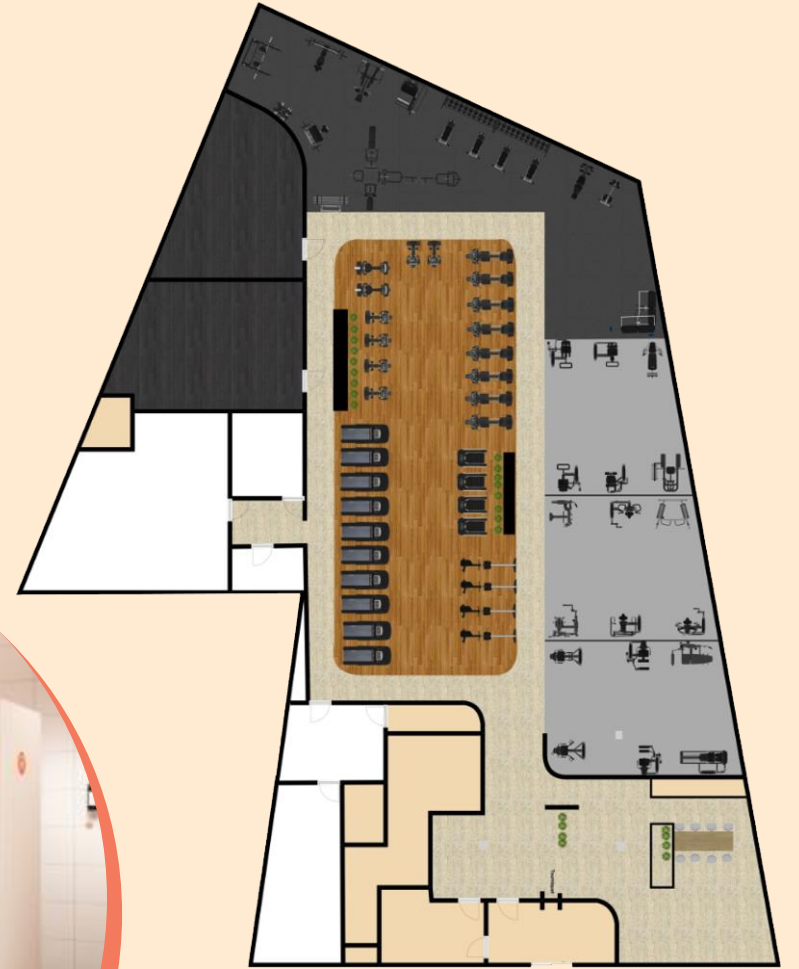
Together we can create a **comfortable, supportive and motivational** gym environment for all women. “

**BASIC-FIT**  
**LADIES**

# BASIC-FIT LADIES

## Interior design & lay-out

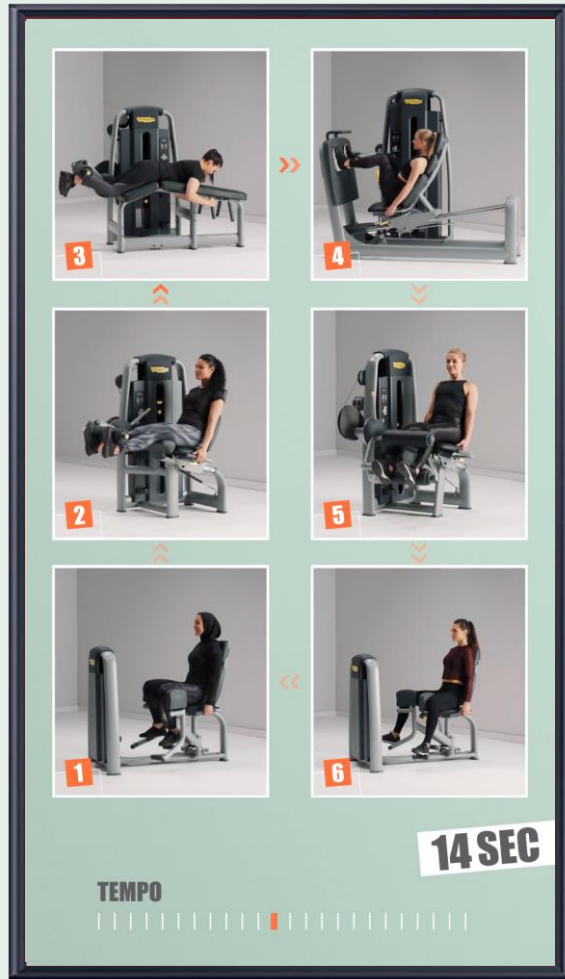
- 8 Home of Fitness – Domestic essentials
- 8 Elegant, simple and feminine but still sports environment
- 8 Supportive and motivational





# BASIC-FIT LADIES

## Training and guidance



- 8 Intuitive wayfinding and communication
- 8 Low Barrier Strength Circuits supported by Digital guidance through in-club screens
- 8 Equipment package composed specifically for the Ladies club based upon usage data

# BASIC-FIT LADIES

## Improving success

- 8 Opened First Club in Gent, Belgium. Second one, Amsterdam, Netherlands to be opened November 25th, 2019
- 8 Roll out new Ladies Clubs - new locations
- 8 Conversion of existing Ladies Clubs follows the regular 5-year update cycle



**BASIC-FIT**  
**LADIES**



**BASIC-FIT**

**INVESTOR DAY**

**STRATEGY UPDATE DIGITAL**

**SPEAKER:**

Marcel Boots

**DATE:**

7 November 2019

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# INTRODUCTION



## Marcel Boots

**Product & Innovation Director**

### Joined Basic-Fit in February 2016

- 8 More than 25 years GM experience in the International Sport & Fitness Industry
- 8 Previously worked as MD of Technogym Benelux, MD of K.Swiss Europe, and held International marketing positions at Clarks and Puma
- 8 Previously founder of internet start-up ( in 2012 > sold in 2016) and consultant in new technology in sports industry

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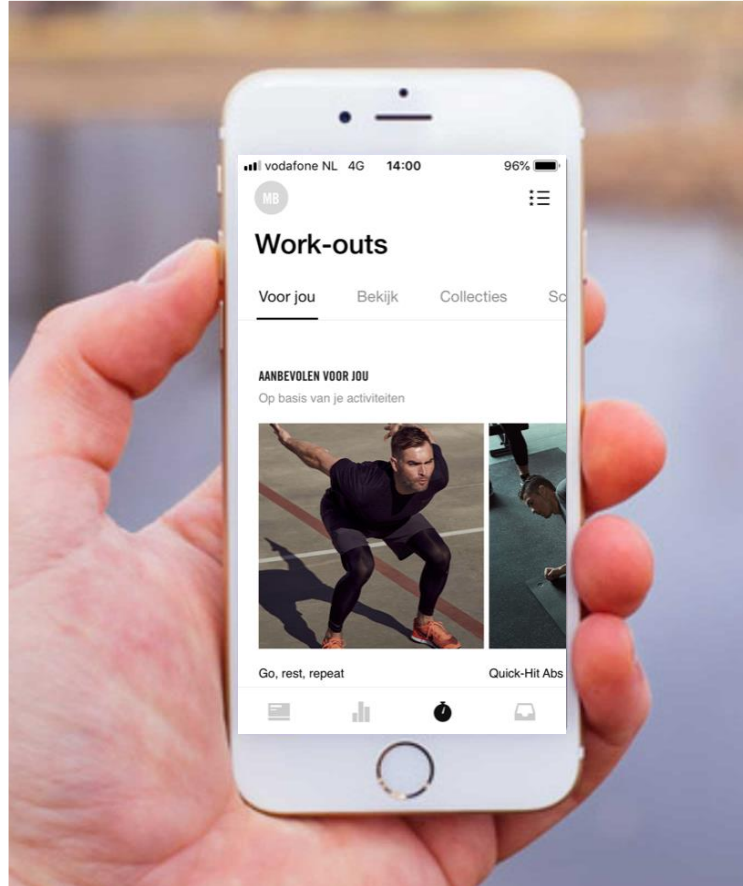
A man and a woman are smiling while exercising on treadmills in a gym. The man is in the foreground, wearing a blue t-shirt, and the woman is behind him, wearing a light blue long-sleeved shirt. They are both looking towards the camera. The background shows other gym equipment and a person in a blue shirt. The overall scene is bright and energetic.

# OUR OMNICHANNEL STRATEGY

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# THE FITNESS MARKET IS CHANGING FAST TO OMNICHANNEL





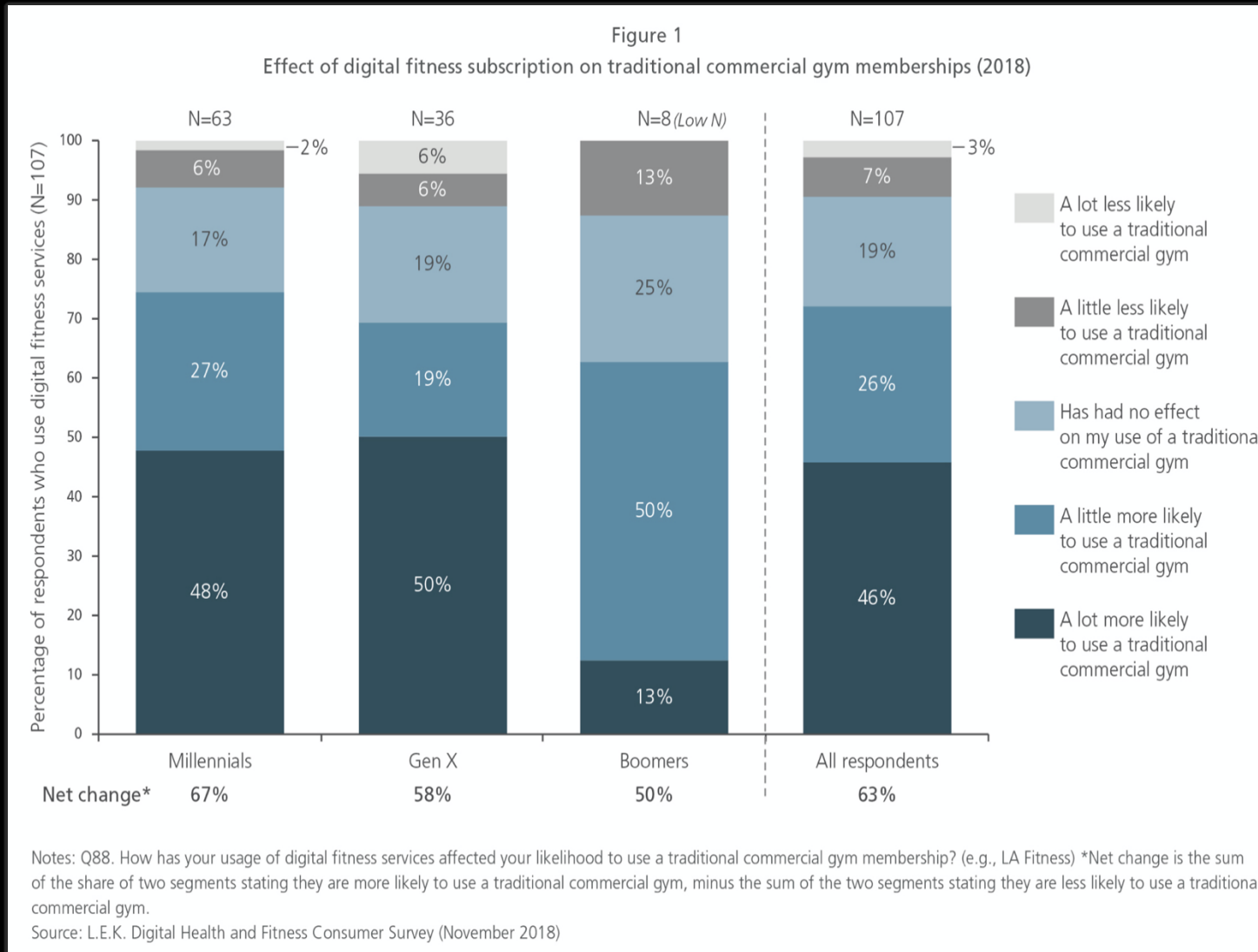
# WHAT DOES THIS TREND MEAN FOR CLUB OPERATORS ?

Apocalypse Now:  
Is streaming to  
fitness studios  
what e-commerce  
is to retail?

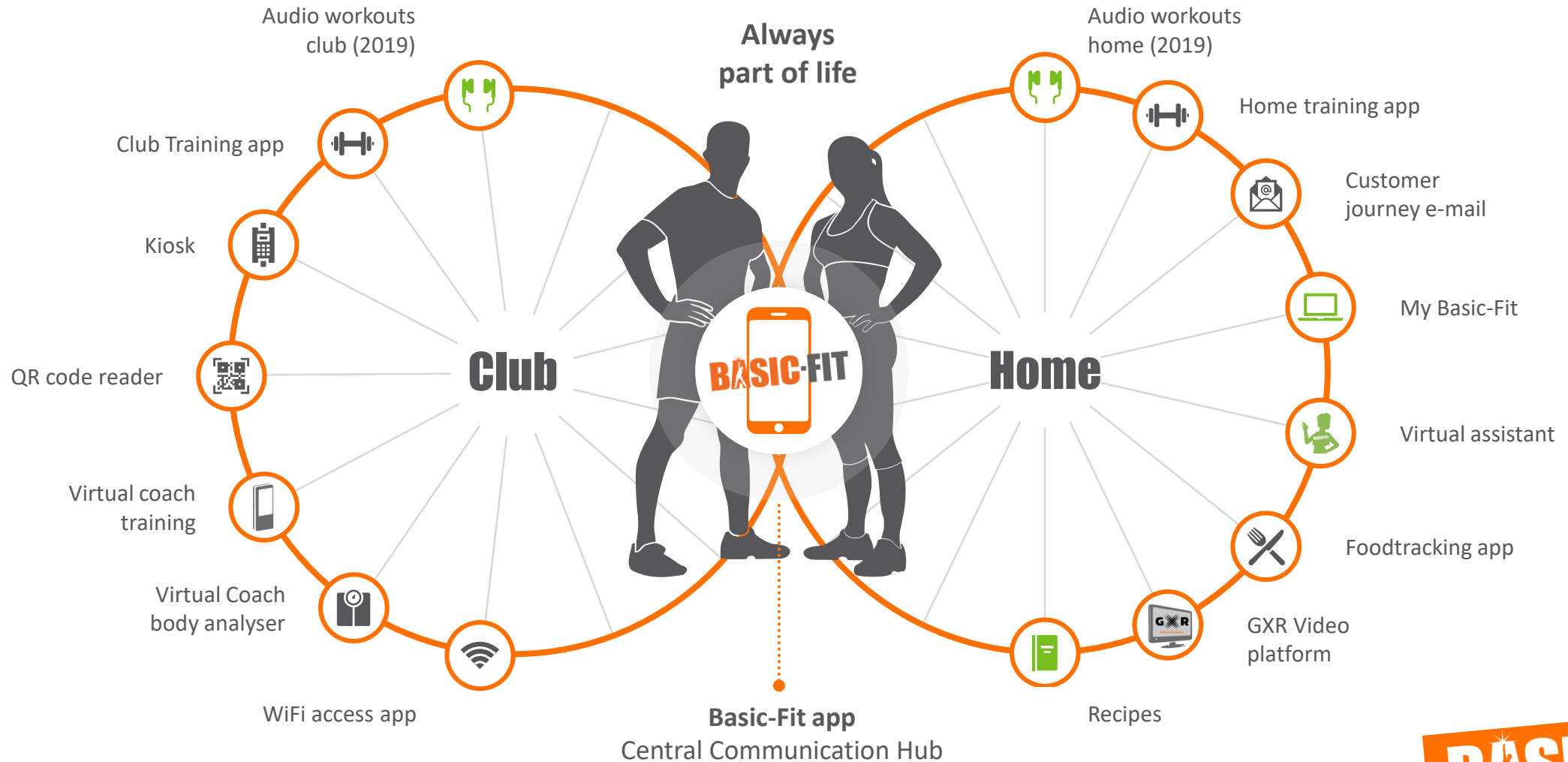


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# RESEARCH: POSITIVE EFFECT OF DIGITAL FITNESS ON CLUBS

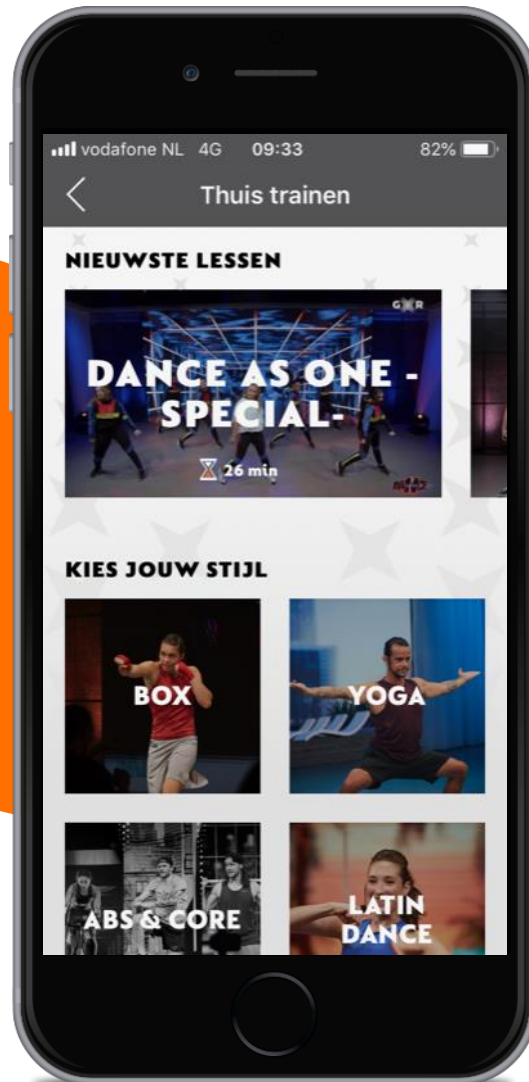
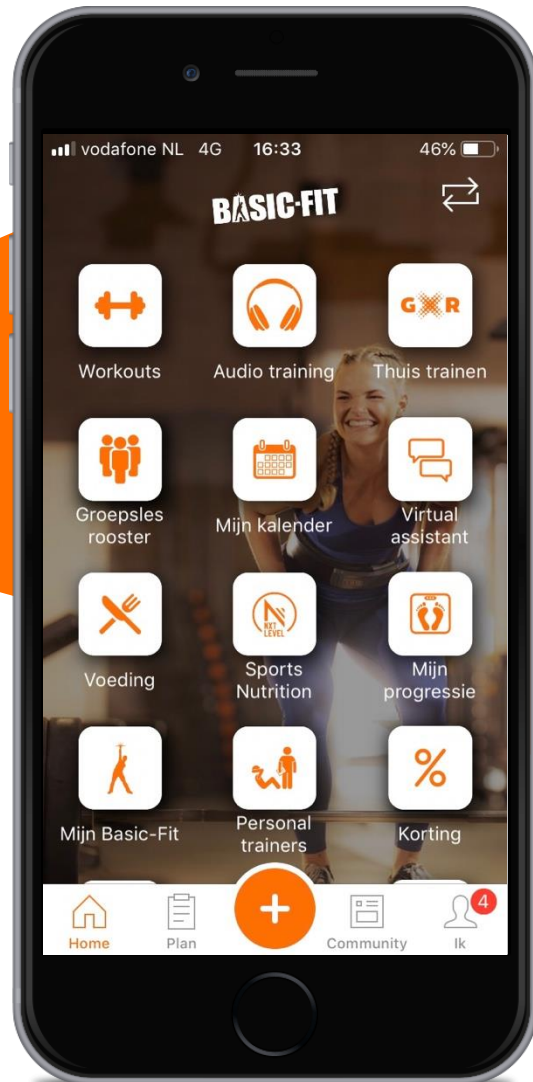


# HOW BASIC-FIT IS CONNECTING 24/7 WITH MEMBERS





# BASIC-FIT APP WITH VIDEO, AUDIO, VIRTUAL ASSISTANT

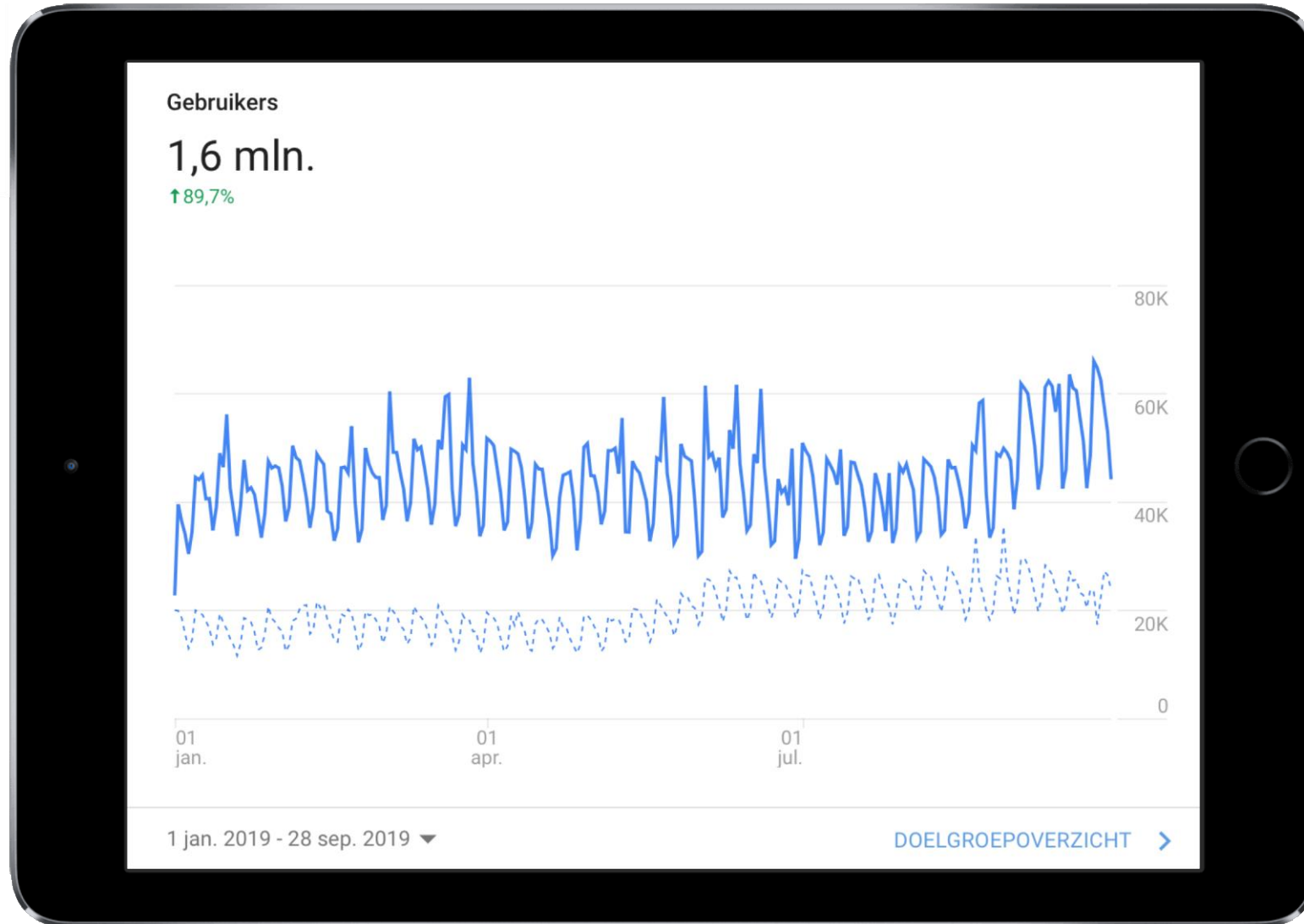


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# BASIC-FIT APP HAD 1,6 MILLION USERS IN 2019 AND 4,5 SCORE

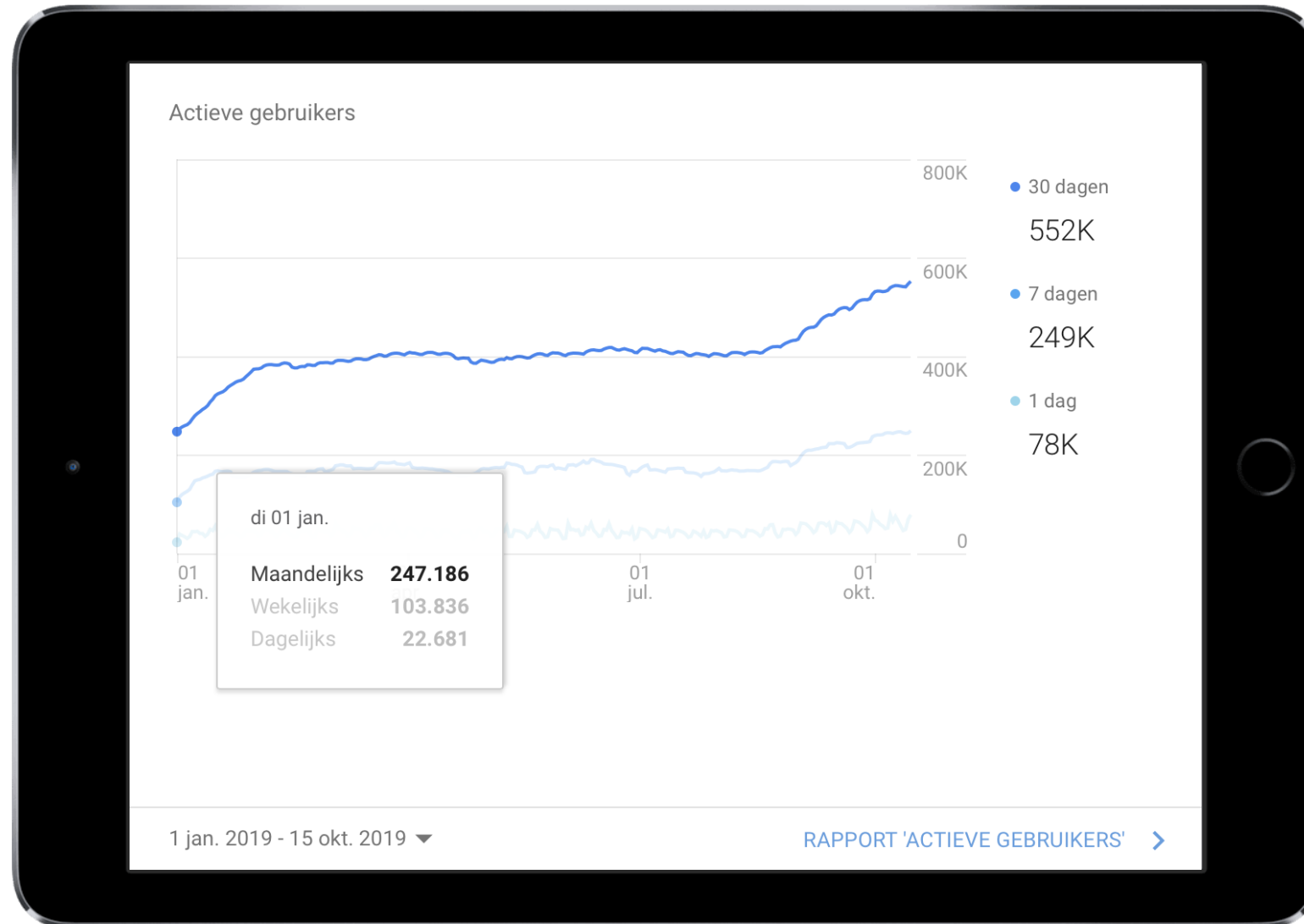


**Basic-Fit** GA  
Basic-Fit  
#2 in Gezondheid en fitness  
★★★★ 4,4, 6,7K beoordelingen  
Gratis



**BASIC-FIT**

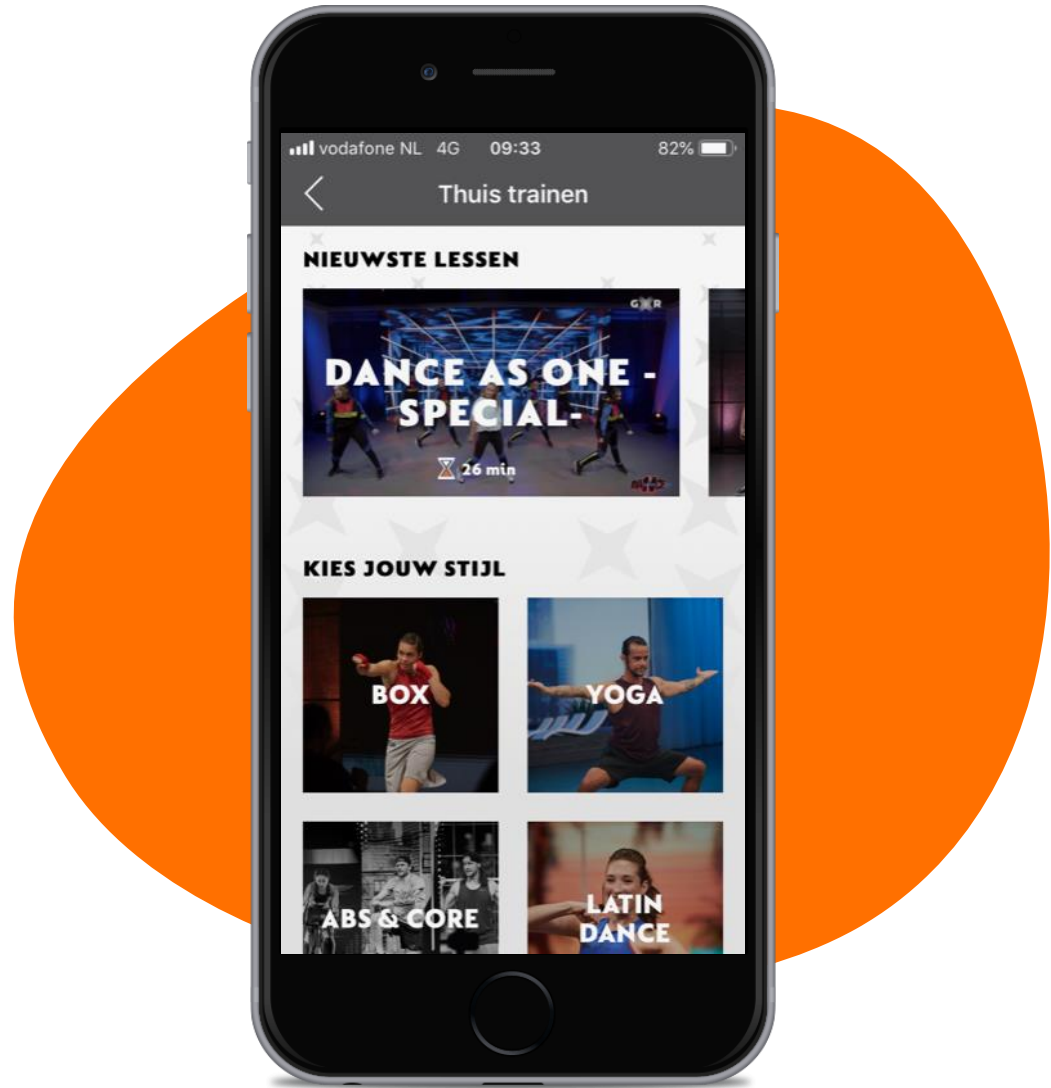
# STRONG TREND IN ACTIVE USERS OF APP (LAST 30 DAYS)



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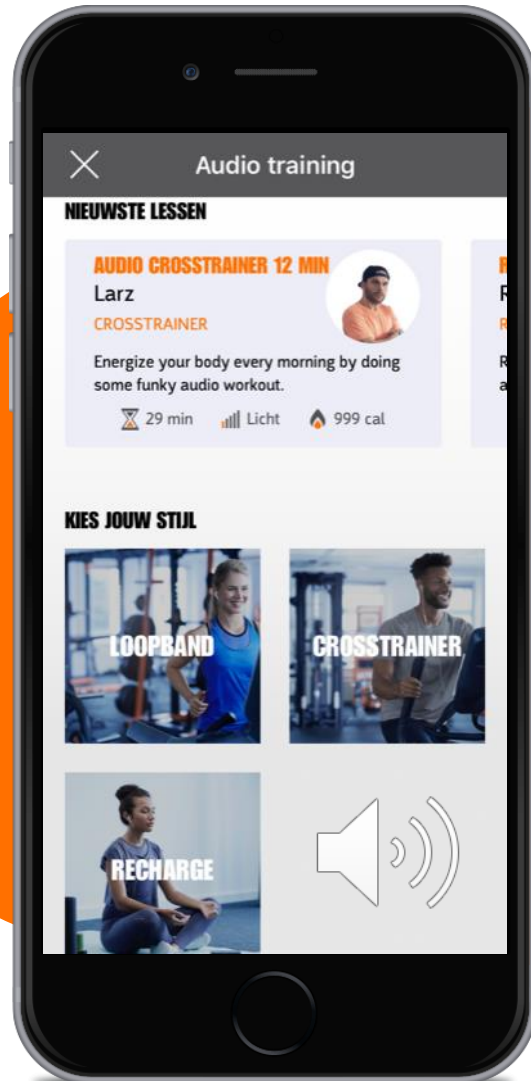


# GROWING USERBASE: BASIC-FIT VIDEO PLATFORM



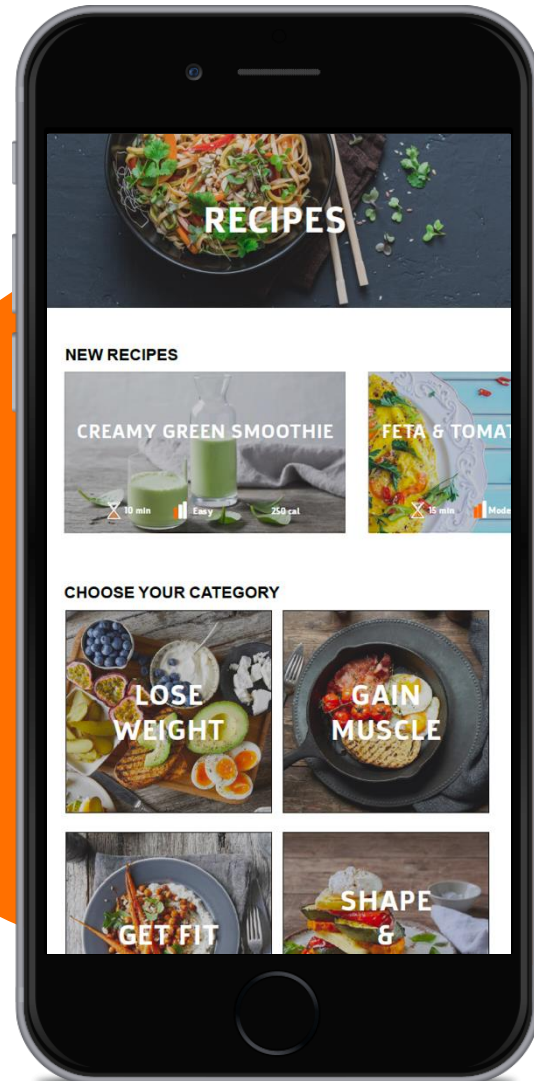
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# ADDED OCTOBER 2019 : BASIC-FIT AUDIO WORKOUTS



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# FURTHER DEVELOPMENT : BASIC-FIT RECIPES FOR YOUR GOAL



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# LAUNCH NOVEMBER 2019 : BASIC-FIT APPLE WATCH APP



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# CONSUMER DEMAND DRIVERS

## How to win the battle with High Value at Low Price

Value

Convenience

Q + S

(Quality)

(Service)

---

\$

(Cost)



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**BASIC-FIT**  
**INVESTOR DAY**  
**DATA SCIENCE**

**SPEAKER:**

Adriaan Bos

**DATE:**

7 November 2019

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# INTRODUCTION



## Adriaan Bos

### Director Business Control & Analytics

- ⌘ Joined the Company in July 2011
- ⌘ 15+ years experience in Finance & Control
- ⌘ Previously worked in Telecom, FinTech and Audit
- ⌘ Focusses on the story behind the numbers and value creation through data

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# DATA SCIENCE OPPORTUNITY

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# DATA PLATFORM TO ENABLE DATA-DRIVEN BUSINESS

Modular cloud based data platform utilized for business value



Decision  
Support



Root Cause  
Analysis



Site  
Selection



Product  
Management



Performance  
Management

# AI IS ALREADY PART OF EVERYDAY LIFE

Known use cases can be translated to deliver value to members



Algorithm

Recommendation Engine

Voice Assistant NLP

Cross Sell

Congestion Prediction

Member Value Delivered:

“If you like squats you will also like GXR Booty “

“Book a Live GX lesson next Thursday at 19:00”

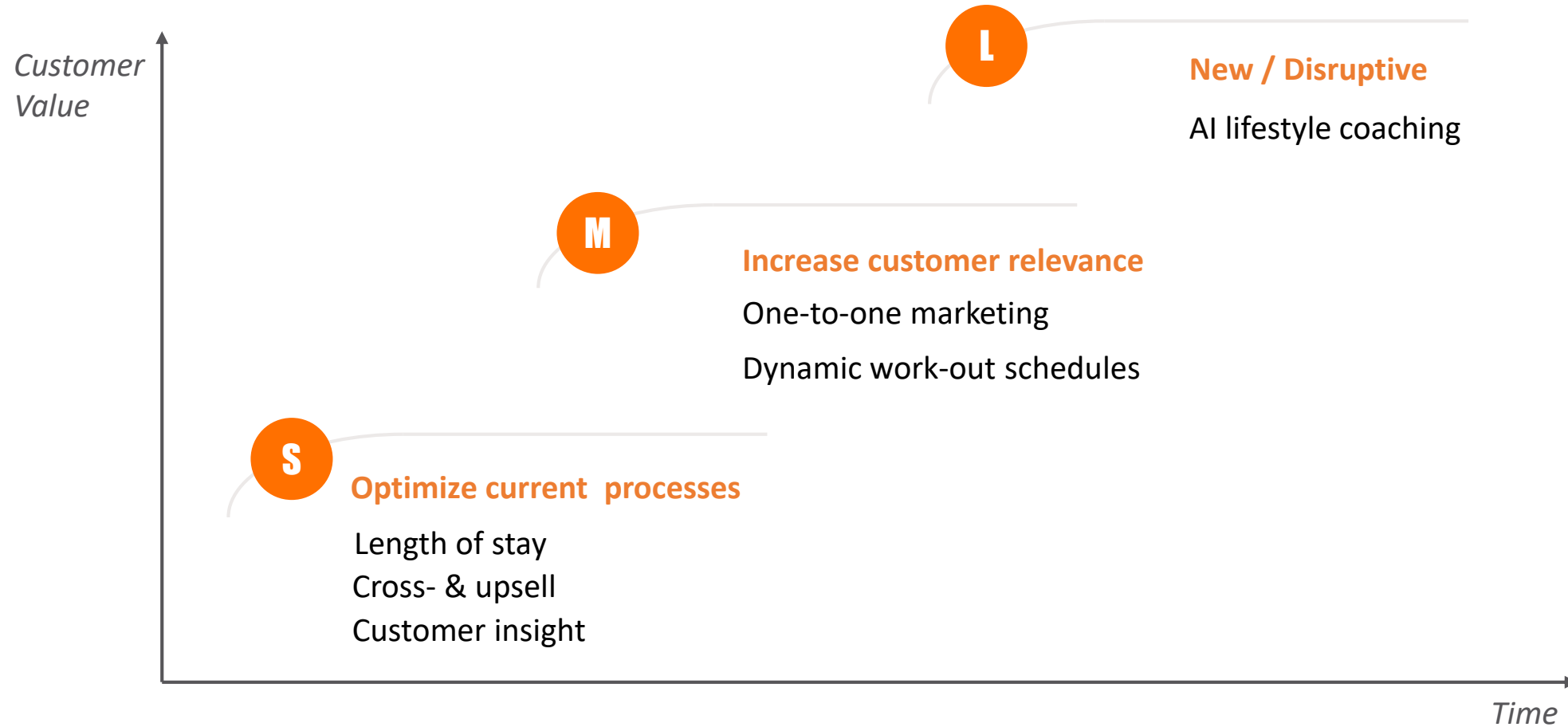
“To reach your gain muscles goal buy Nxt Level Protein Powder”

“If you change the order of your work out routine, you don’t have to wait for the cross-trainer”

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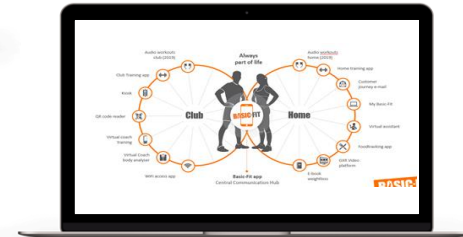
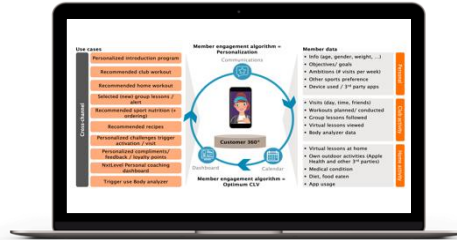
# DATA SCIENCE AS ENABLER OF CUSTOMER VALUE

The logic behind the data science calendar is customer relevance





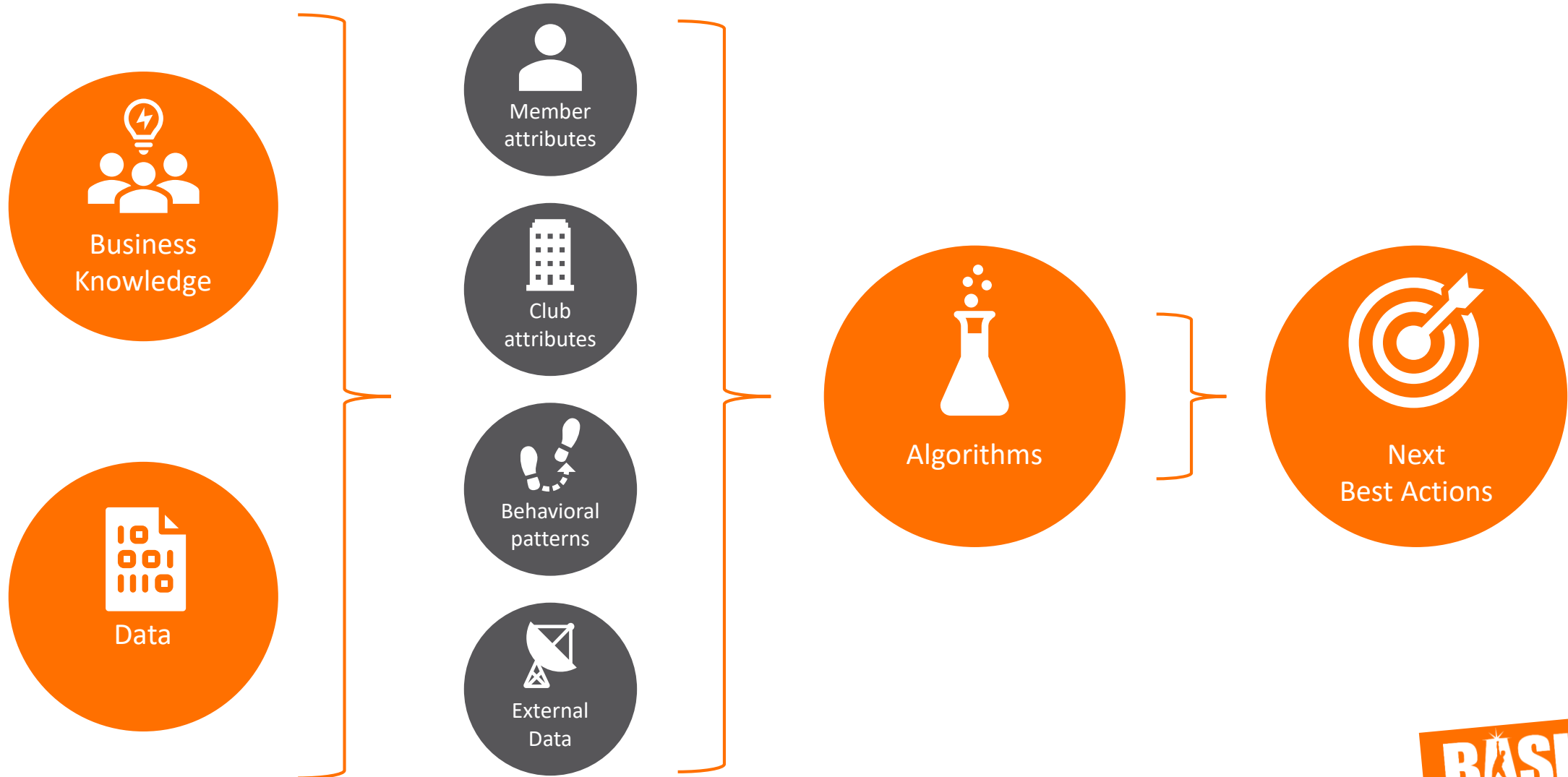
# DIGITAL INITIATIVES



# DATA INTENSIVE

# TAILORED SOLUTIONS FOR MASS PERSONALISATION

Use business knowledge and data to build intellectual property

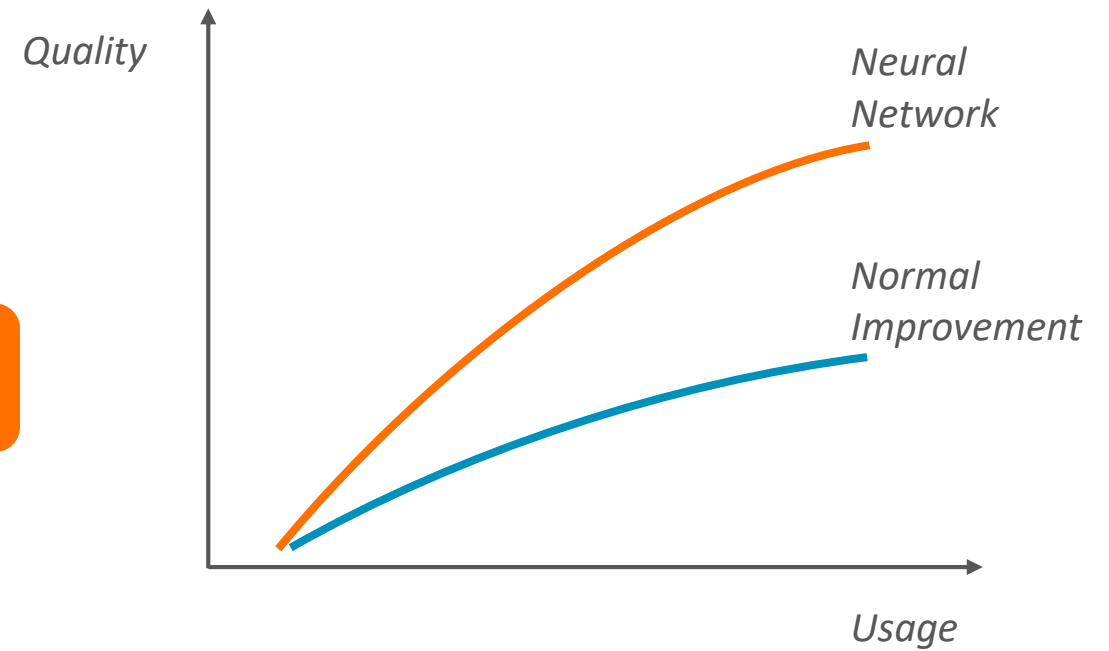
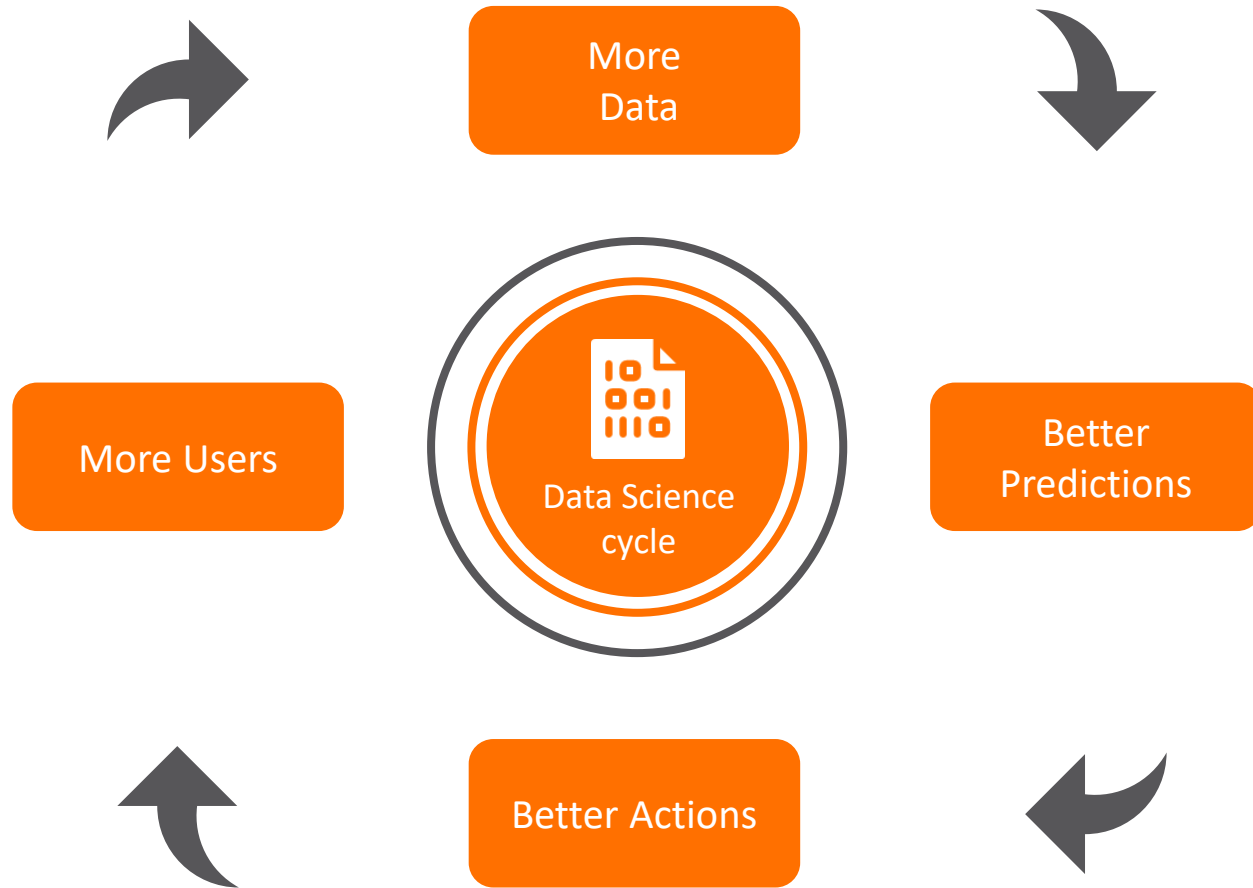




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# REINFORCING VIRTUOUS CYCLE STRENGTHENS PROPOSITION

## Head start as a result of extensive userbase



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A man and a woman are smiling while exercising on treadmills in a gym. The man is in the foreground, wearing a blue t-shirt, and the woman is behind him, wearing a light blue long-sleeved top. They are both looking towards the camera. The background shows other gym equipment and a person in a blue shirt. The overall scene is bright and energetic.

# DATA SCIENCE RESOURCES

**BASIC-FIT**

DATA

# Data Scientist: The Sexiest Job of the 21st Century

by Thomas H. Davenport and D.J. Patil

FROM THE OCTOBER 2012 ISSUE

**W**hen Jonathan Goldman arrived for work in June 2006 at LinkedIn, the business networking site, the place still felt like a start-up. The company had just under 8 million accounts, and the number was growing quickly as existing members invited their friends and colleagues to join. But users weren't seeking out connections with the people who were already on the site at the rate executives had expected. Something was apparently missing in the social experience. As one LinkedIn manager put it, "It was like arriving at a conference reception and realizing you don't know anyone. So you just stand in the corner sipping your drink—and you probably leave early."

HARVARD  
**Business Review**

October 2012  
The True Measures  
Of Success  
Global Innovation  
Is Not What You  
Think It Is  
What Ever Happened  
To Accountability?

GETTING  
CONTROL  
OF  
**BIG  
DATA**



How vast new streams of  
information are changing  
the art of management.

October 2012 Issue

**BASIC-FIT**



An iceberg floating in the ocean. The tip of the iceberg, which is above the water line, represents data science, accounting for approximately 20% of the total effort. The much larger, submerged part of the iceberg, which is below the water line, represents data preparation, accounting for approximately 80% of the total effort. The background shows a blue sky and a dark blue ocean.

**Data science ~ 20%**

**Data preparation ~ 80%**

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# STANDARDIZED PROCESS TO ENSURE VALUE CREATION

Not pure linear and sequential but iterative process.

Step-by-step process, adapted from industry standard CRISP-DM



Discuss data sources and processes with domain experts  
Define OKR's and KPI's

Collect, clean, structure and enrich data

Exploratory data analysis to determine correlations and the relevant input features

Build machine learning models and select the best performer

Flagging memberships in database and deliver Proof of Concept

Bring the PoC to a production environment

Relatively short cycle of iterations

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# **BUILD OWN IP WITH HELP FROM BEST IN CLASS PARTNERS**

**To inspire, update, train & build data science capabilities**

## **Extensive Partners structure**



Infrastructure



Methodology



Knowledge

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# IN-HOUSE CENTRE OF EXCELLENCE

To build, run & maintain the tailored algorithms

## In-house Centre of Excellence



Data  
Engineering



Data  
Analysis



Data  
Science

- International experienced team
- Use of best-practices
- Open-source tools  
(Python, R, Anaconda)
- Analytics Tools  
(PowerBI, Azure, Google Suite)

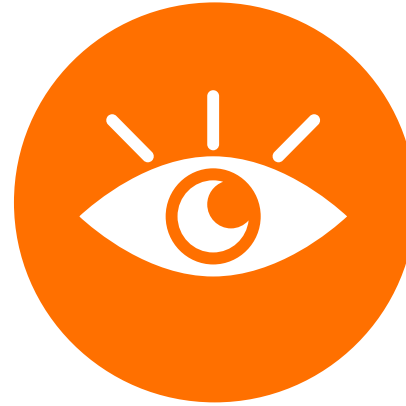
**BASIC-FIT**

# SENSITIVITIES



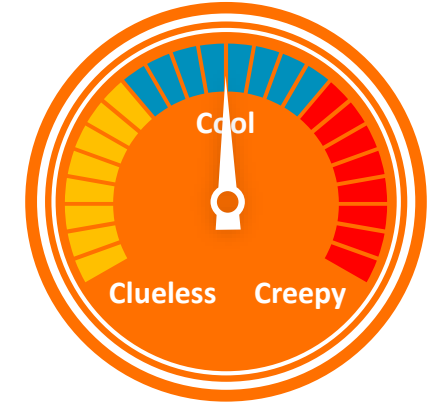
## Bias

- ⌘ Focus on diversity and inclusiveness
- ⌘ Continuous monitoring and improvement processes



## Privacy

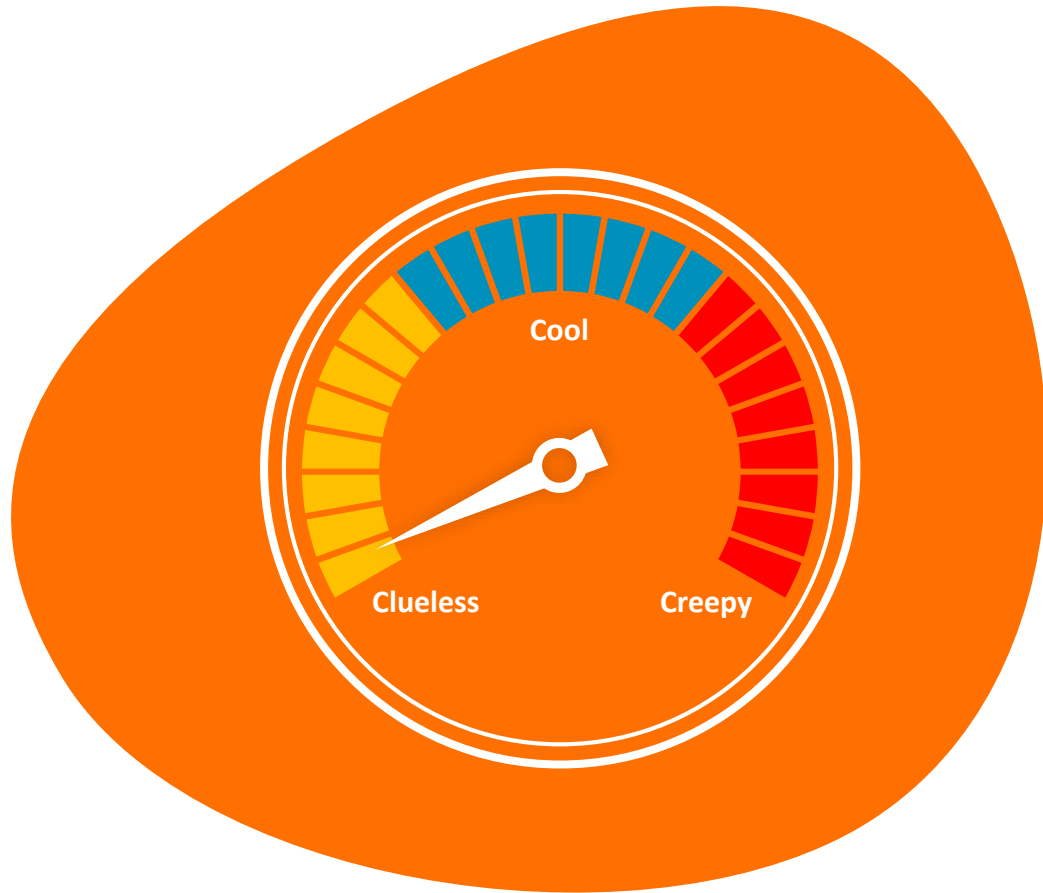
- ⌘ Privacy by design
- ⌘ Full Compliance with GDPR / AVG rules



## Relevance

- ⌘ Increased algorithm awareness among consumers
- ⌘ Being relevant is key to engage members

# CREEPY METER



You just logged a record on Strava but you get:  
“I missed you in the spinning class”

Clueless

On Saturday you get: “You set your goals on 3 times per week and your almost there! Try now this GXR class @ home”

Cool

You just weighted and you get:  
”Buy NXT Level fat burners with 10% discount”

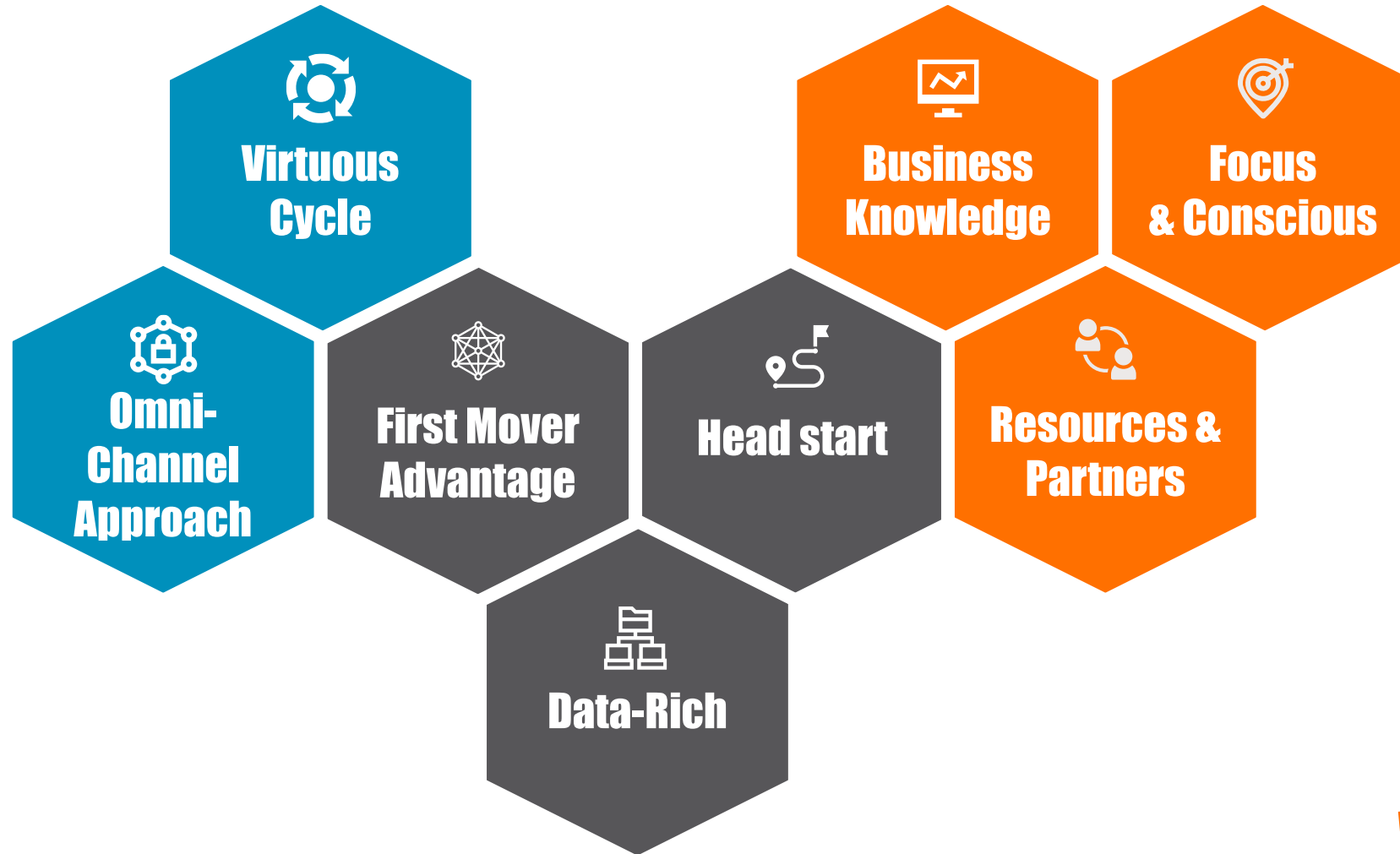
Creepy

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# BUILDING BLOCKS FOR SUCCESS

Data Science to enable the digital initiatives





**“From “KNOW-IT-ALL” ...**

**to “LEARN-IT-ALL.”**

**BASIC-FIT**

A woman with curly hair, wearing a black sports top and leggings, is in a plank position on a yellow mat in a gym. The background shows various gym equipment like racks and machines.

**BASIC-FIT**

**INVESTOR DAY**

**ALARM RECEIVING CENTER**

**SPEAKER:**

Otto Vroegop

**DATE:**

7 November 2019

**BASIC-FIT**

# INTRODUCTION



## Otto Vroegop

**DIRECTOR ALARM RECEIVING CENTER**

- 8 36 years in the security market
- 8 Joined the 24/7 team of Basic-Fit in 2017

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**BASIC-FIT**

# AGENDA

## ALARM RECEIVING CENTER



Operations



Operator



Alarm Management System



Monitoring situations

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# OPERATIONS



## Certified

- EN 50518
- ISO 27001



## Quality

- European Quality Model



## Lighting

- Bio dynamic lighting system



## No-break systems

- Power supply
- Airconditioning



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ARC\_03



SLUIS LIFT UIT  SLUIS KANTOOR IN  SLUIS KANTOOR UIT  SLACROOM VOOR  SL

# OPERATOR



## Re-active

8 Alarm verification



## Pro-active

8 Video surveillance on the basis of current and historical information



## Certified

8 BOCA and VOCA

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# ALARM MANAGEMENT SYSTEM MONITOR OPERATIONS

## ➔ Monitor right

- ⌘ Real time status of all connections of the club to the ARC
- ⌘ Weather map

## ➔ Upper monitor left

- ⌘ Response time of all alarm events per 24h per Operator

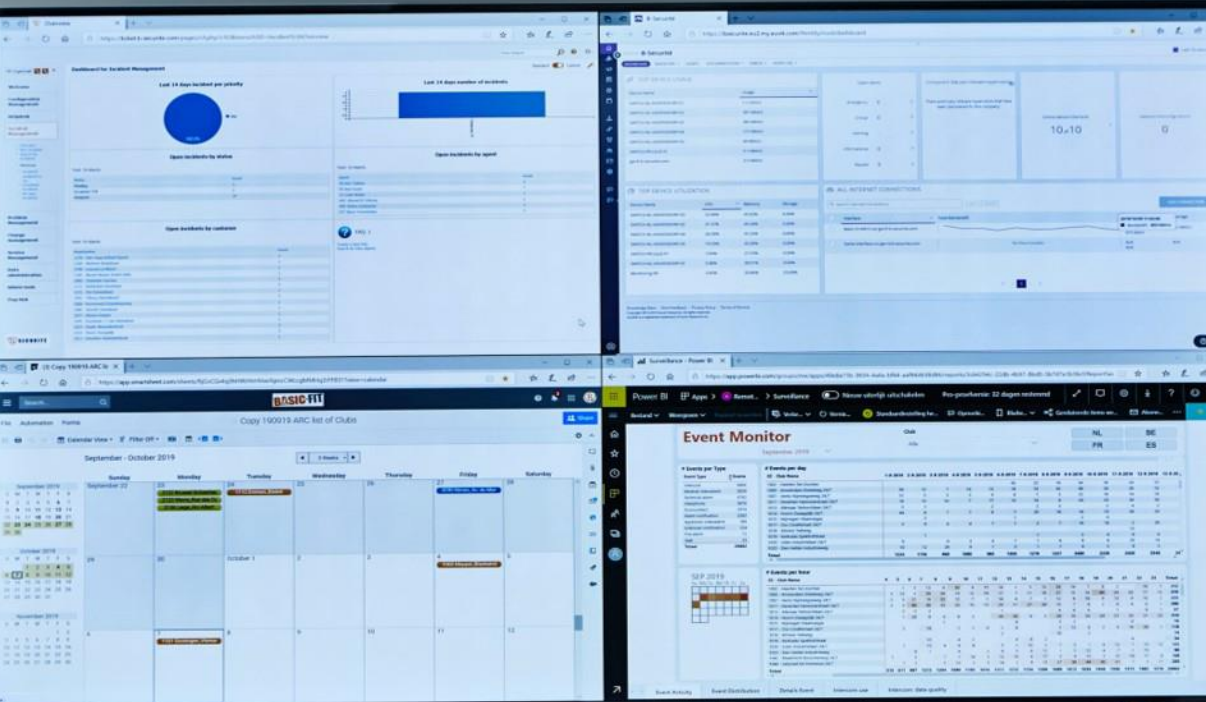
## ➔ Lower monitor left

- ⌘ Real time monitoring of all security sensors of the ARC



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# ALARM MANAGEMENT SYSTEM MONITOR TECHNICAL SUPPORT



➔ **Upper monitor left**

🔗 Ticket system

➔ **Upper monitor right**

🔗 Monitoring system

➔ **Lower monitor left**

🔗 Planning

➔ **Lower monitor right**

🔗 Event Monitor

**BASIC-FIT**

# MONITORING SITUATIONS



FRAUD DETECTION



UNWELL DETECTION



VANDALISM



REMOTE ACCESS



A woman with curly hair, wearing a black tank top and patterned leggings, is in a plank position on a yellow mat in a gym. The background shows gym equipment like racks and weights.

**BASIC-FIT**

**INVESTOR DAY**

**HUMAN RESOURCES**

**SPEAKER:**

Marie-Veronique Bernard

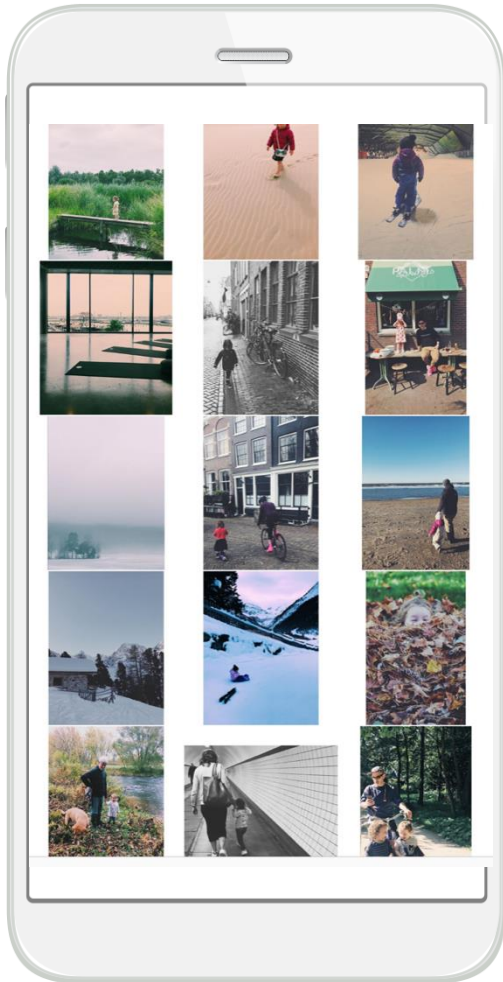
**DATE:**

7 November 2019

**BASIC-FIT**



# INTRODUCTION



## MARIE-VERONIQUE BERNARD

### HEAD OF HUMAN RESOURCES

Joined Basic-Fit in June 2018

Over 15 years experience in managing, coaching and advisory roles in Human Resources. A proven track record at adidas in developing efficient HR initiatives and aligning people strategies and business objectives.



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# GOALS



## **Support ambition and change management**

HR need to align on future strategy and quickly adapt to new business demands.  
Rapid and efficient communication flow is critical for success.



## **Partner with existing operations**

In order to win, HR must continue to be presence on the ground and partner closely with the business.  
HR will contribute to optimize current organizational structure.



## **Hire basic-fitters and make it fun to work at basic-fit**

All employees should be proud to work for Basic-Fit and share the same values.  
Working at a club should be a positive and rewarding experience.



## **Grow and retain talented people**

HR need to align on future strategy and quickly adapt to new business demands.  
Rapid and efficient communication flow is critical for success.

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**SO I DECIDED TO VISIT A FEW CLUBS AND MEET PEOPLE**



**BASIC-FIT**

# WHY GOOD HR IS IMPORTANT?

$$\underline{H(E)} * H(M) = R$$

**By:** >

 Listening to our people

 Acting

 Changing

 Doing it again

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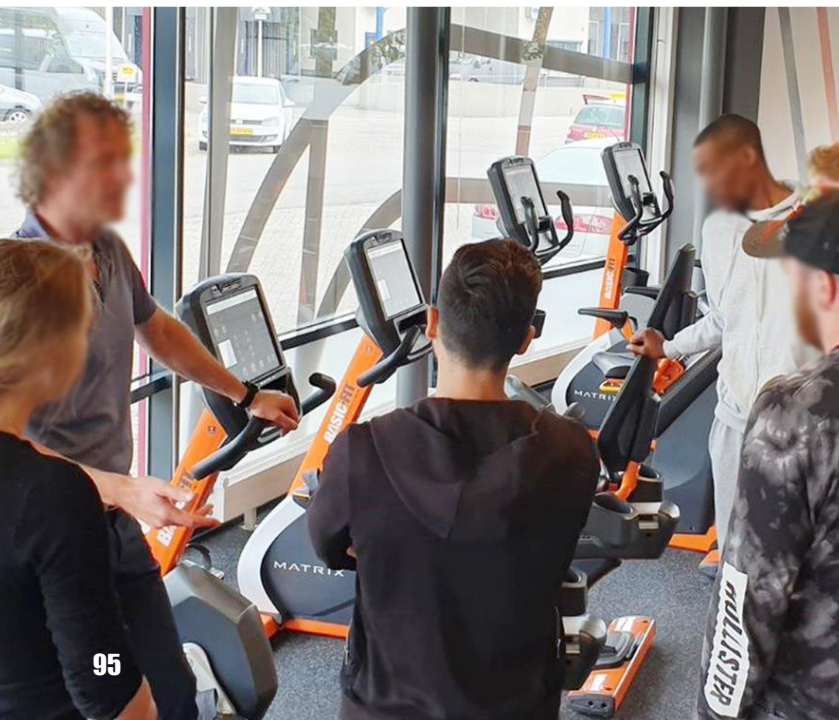


# AN EXAMPLE OF AN HR PROJECT



**BASIC-FIT**

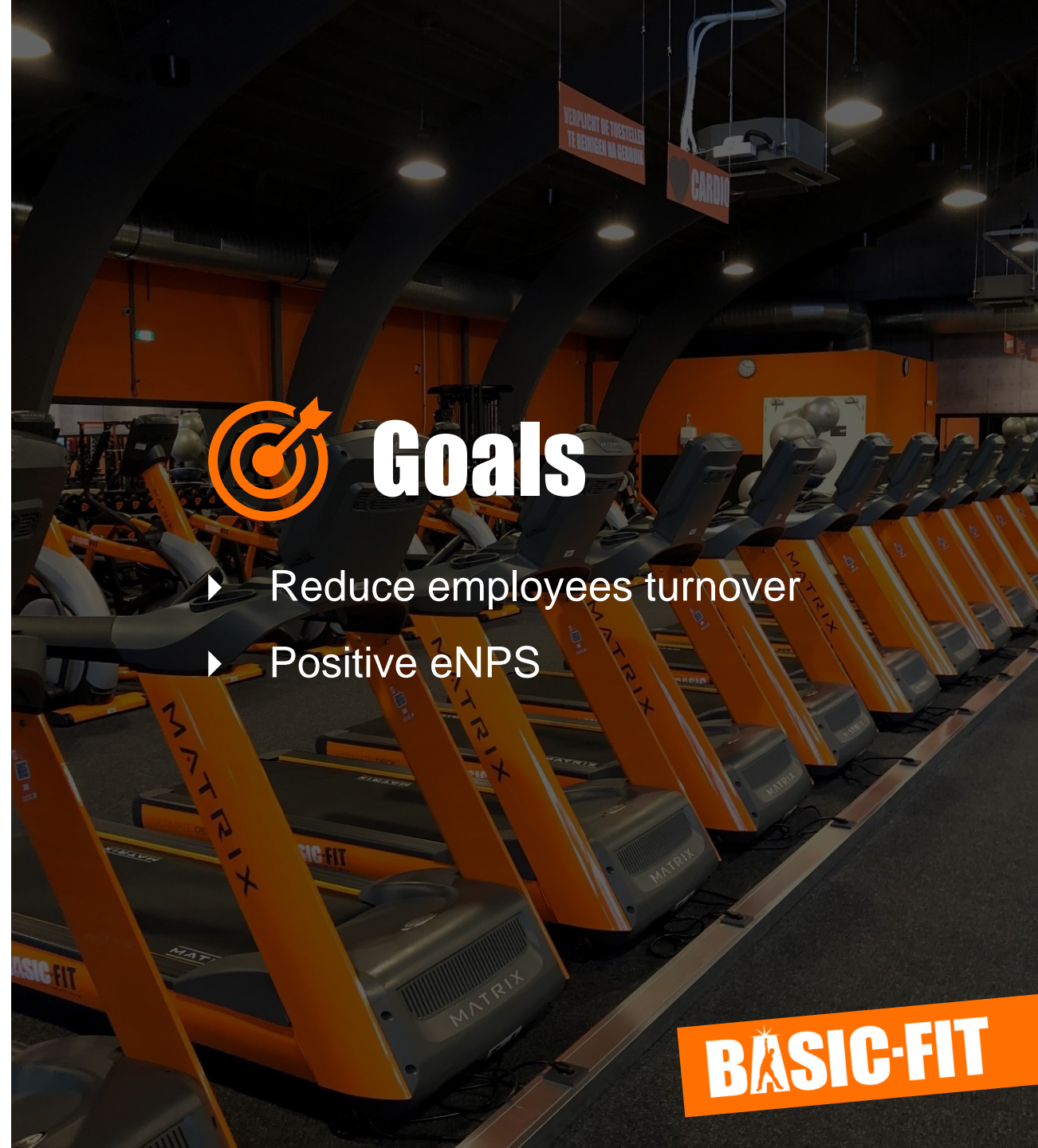
# WHAT DOES THAT LOOK LIKE?





# HOW HOST 2.0 IMPACTED OUR CLUBS?

- “ Employees are always friendly and helpful! “
- “ Employees of Basic-Fit Beetslaan are always hospitable and are happy to chat with you. “
- “ Great attitude and contact. I especially remember the friendly employee who showed me around the gym when I first came. He let me work out for free the first time. I found that amazing! In addition, the contact and assistance with staff are usually friendly and effective. “
- “ They were really helpful in the beginning, and they keep on being nice. “
- “ Nice people who greet you nicely. “







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# WHAT'S NEXT FOR OUR PEOPLE?

## Offer varied career path

Employees must feel they can have a career at Basic-Fit

Manager

PT

GXL

Corporate

## Ensure succession

Top management and critical roles with clear plan





A woman with curly hair, wearing a black sports bra and patterned leggings, is in a plank position on a yellow mat in a gym. The background shows various gym equipment like racks and machines.

# BASIC-FIT INVESTOR DAY MARKETING

**SPEAKER:**

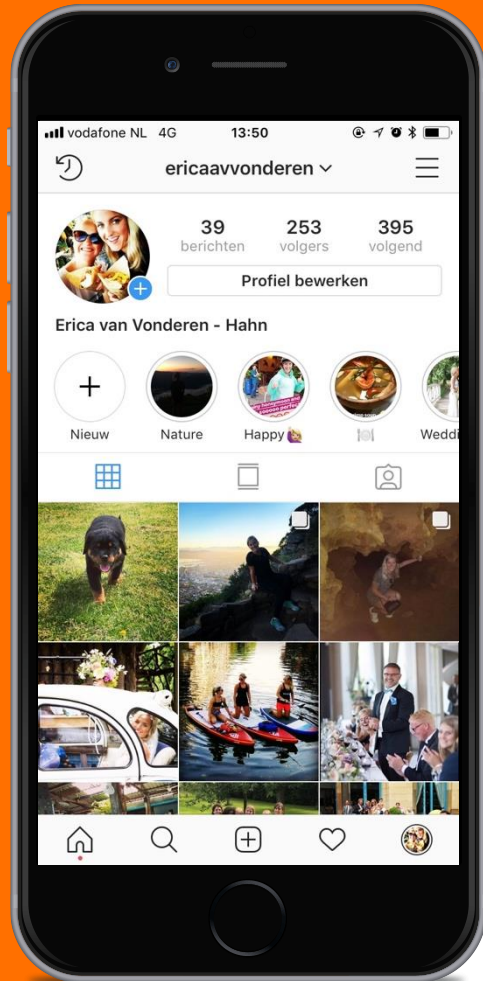
Erica van Vonderen - Hahn

**DATE:**

7 November 2019

**BASIC-FIT**

# INTRODUCTION



## Erica van Vonderen – Hahn

### International Marketing & e-Commerce Manager

“ If you don't know where you are going, any road will get you there.

(Source: Lewis Carroll)

- 8 Joined Basic-Fit in 2015
- 8 A history of marketing management in Retail & FMCG (La Place, United Biscuits & Struik Foods Europe)
- 8 Recently awarded as Marketing Talent of the year 2019 by NIMA
- 8 Proud owner of a Puppy called Miss Cooper

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A world map where the density of colored pixels (red, orange, yellow, green, blue) represents the relative IPv4 utilization observed using ICMP Ping requests. The highest concentrations are in North America, Europe, and parts of Asia. The text 'WHAT CHARACTERISES OUR WORLD TODAY?' is centered over the map, with 'OUR WORLD TODAY?' highlighted in an orange box.

# WHAT CHARACTERISES OUR WORLD TODAY?

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Relative IPv4 utilization observed using ICMP Ping requests

Source: Carna Botnet



**“Change has  
never been this fast.**

**And it will never be  
this slow again.”**

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# Maslow

People don't change,  
but expectations do!

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**62%**

of people expect brands to deliver a consistent experience every time they interact with the brand

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A woman with long blonde hair, wearing a dark blue cardigan over a white top, is smiling and looking at her smartphone in a grocery store. She is holding a shopping basket filled with fresh produce, including leafy greens. The background shows shelves stocked with various products. A large, stylized graphic of a hand with a Wi-Fi signal icon is overlaid on the right side of the image.

People just expect **faster**,  
**relevant** and **frictionless** experiences,  
**whenever** and **wherever** they ask for it.

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# FITS OUR POSITIONING

Basic-Fit is the **innovative** & **affordable** fitness brand that **empowers** you to simply be fit **anywhere, anytime** in **anyway** you like.

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# HELP ME FASTER

AUTOMATION



# KNOW ME BETTER

DATA DRIVEN

# WOW ME EVERYWHERE

DISTINCTIVE FULL FUNNEL



# WEBSITE: LAUNCH WAS A SUCCESS FROM DAY 1



Completely revamped design



User-centered subscription flow



No drop in traffic



Conversions went up from day 1



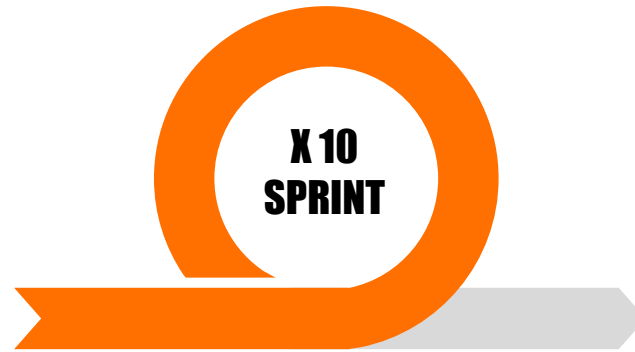
Ready in time for the main campaign

# WEBSITE: PERFECT AGILE DELIVERY IN ONLY 4 MONTHS



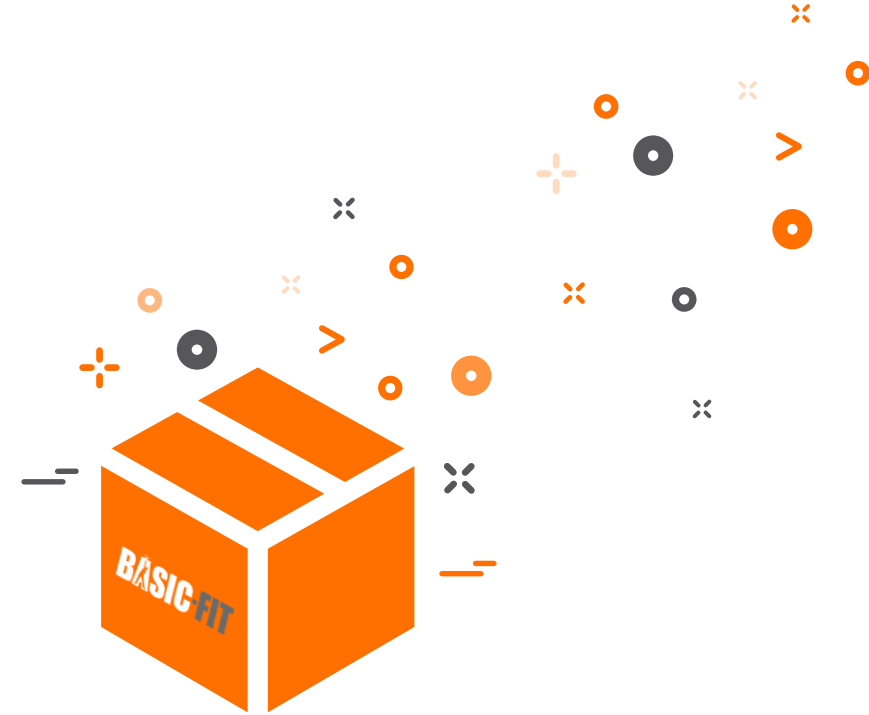
Design sprint  
User test with target audience  
Design optimisation

**IN 1 WEEK**



Integration of all services SFRA  
Architecture  
Content & Promotions

**IN 4 MONTHS**



**DELIVERY**

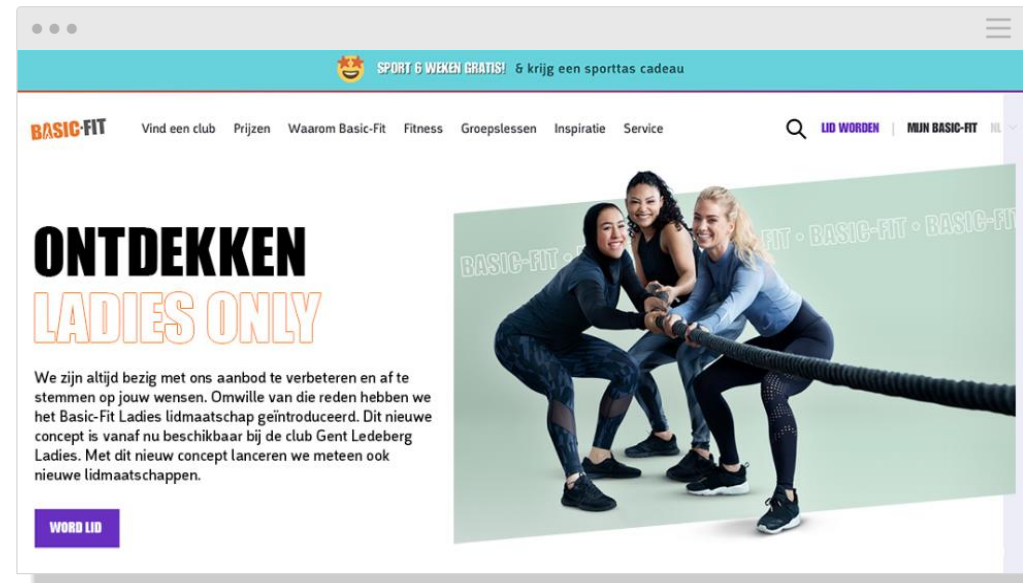
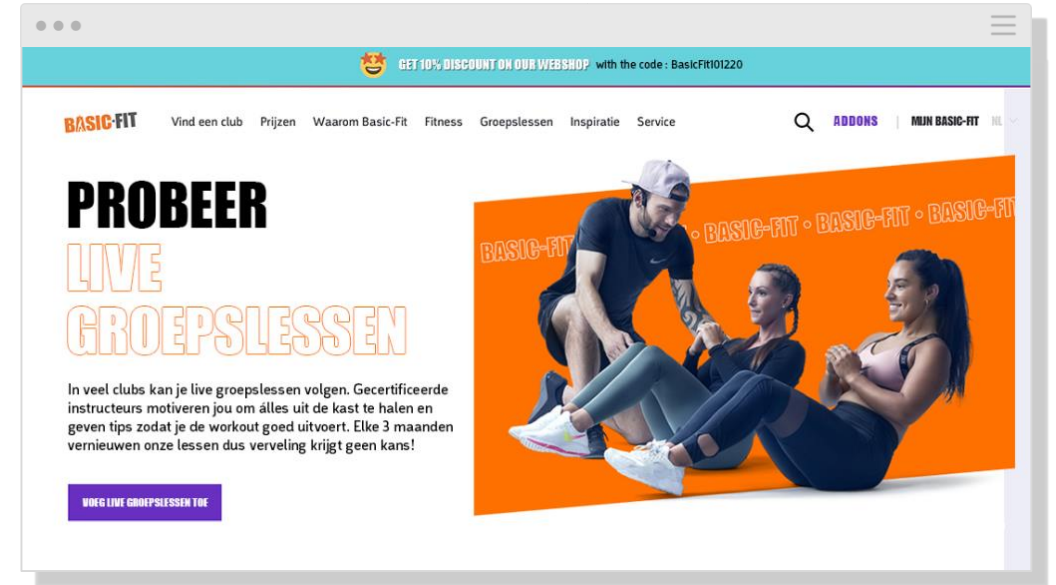




# KNOW ME BETTER

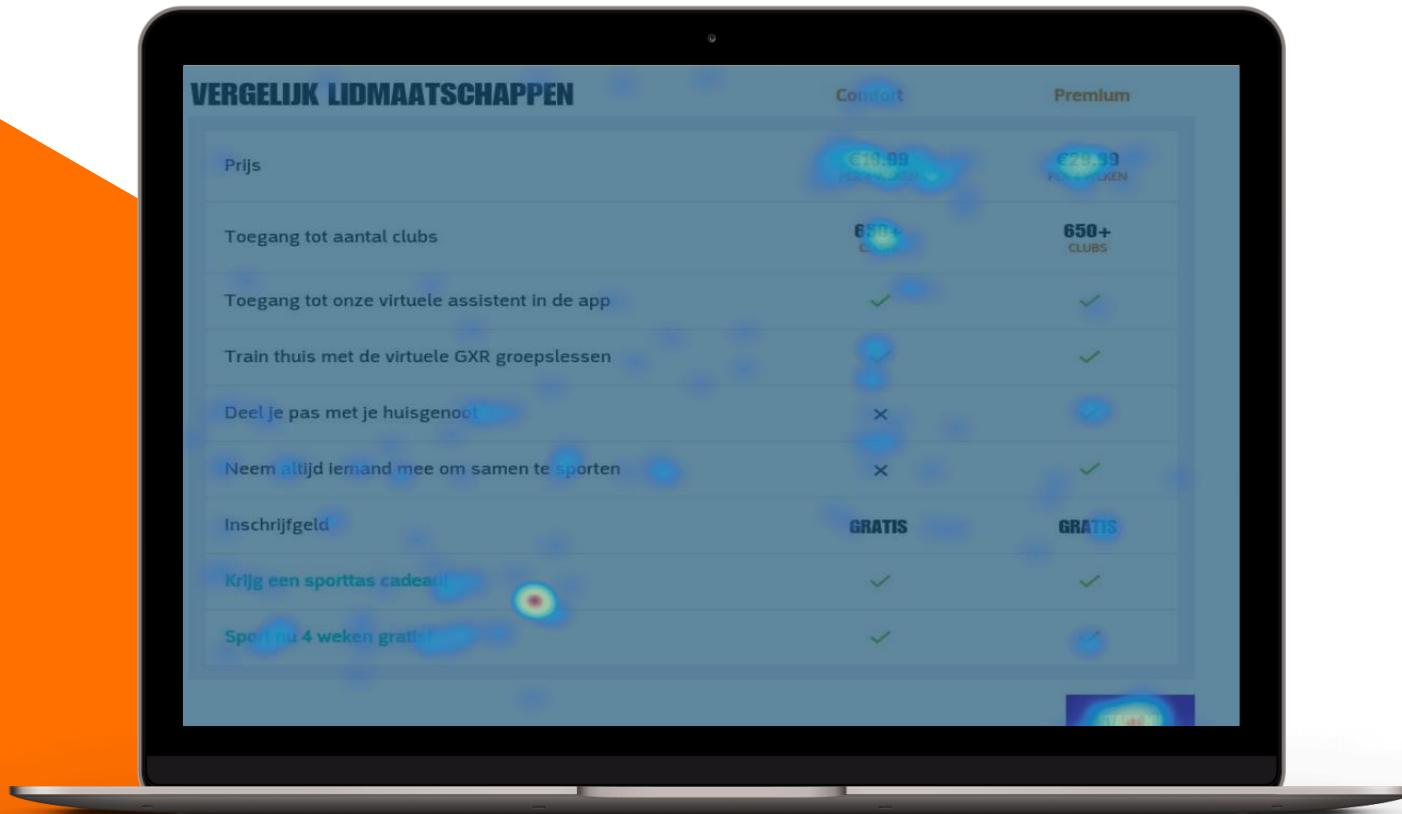
## Personalized experiences

- ➔ Member versus Non-member
- ➔ Male versus female
- ➔ Age groups
- ➔ Add ons
- ➔ And more...



# FURTHER DEVELOPMENT: TEST TEST TEST

## Data driven (heatmap)



### 🔗 Situation:

High click rate on non-clickable text

### 🔗 Hypothesis:

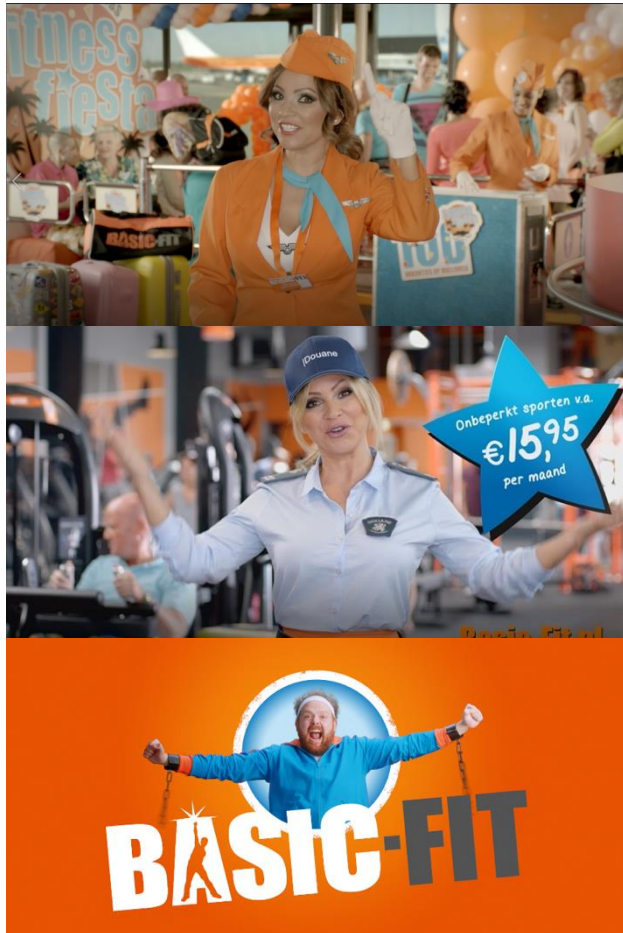
By making the text clickable, users will not have to leave the page to inform themselves concerning the USP'S which will lead to a lower drop off rate.

### 🔗 (Expected) Results:

- ▶ Lower bounce rate
- ▶ Improved click through rate
- ▶ Increased conversion rate

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# THE BRAND EVOLUTION



## From:

- ▶ Being a cheap brand
- ▶ Very busy advertising
- ▶ Promotion driven
- ▶ Push communications
- ▶ Focus on awareness
- ▶ No focus in messaging
- ▶ Creation based on traditional media



## To:

- ▶ Being a value and meaningful brand
- ▶ Motivational communication with story telling
- ▶ Showing the value of our club
- ▶ Taking a stand as a brand
- ▶ Focus on awareness AND consideration
- ▶ Celebrating human power
- ▶ Creation based on consumer insights



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## A NEW TAGLINE

# BASIC-FIT. GO FOR IT

The beauty of **GO FOR IT** is that it means the same to every person, yet at the same time it can be very personal. It doesn't matter what your fitness goal is, how big or small, it's realizable at Basic-Fit. It has everything you need to empower you. It's the smart way to get fit.

All you need to do is **GO FOR IT!**

**BASIC-FIT**



# RATIONALE

## 8 Insight

Every day the media are telling us how to become perfect. All of this is useless, because each of us are totally different. Every body has its own challenge and its own greatness.

## 8 Rationale

Screw all the pressure and focus on what's truly good for you. In the end you're the only one who knows your body. Each of us is capable of elevating their own human power. You just have to **GO FOR IT!**

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# WITH A NEW CAMPAIGN I'll decide for myself

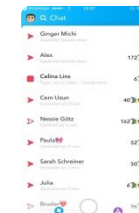
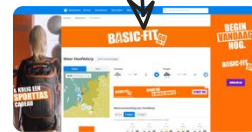
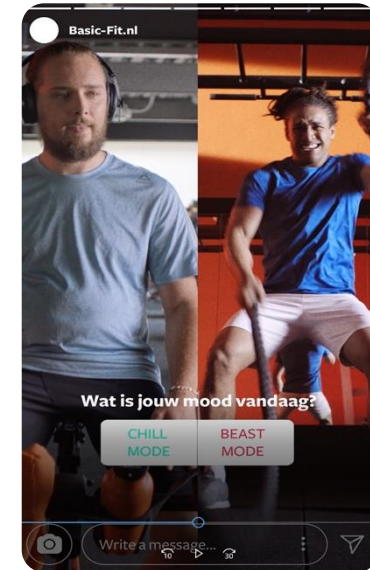
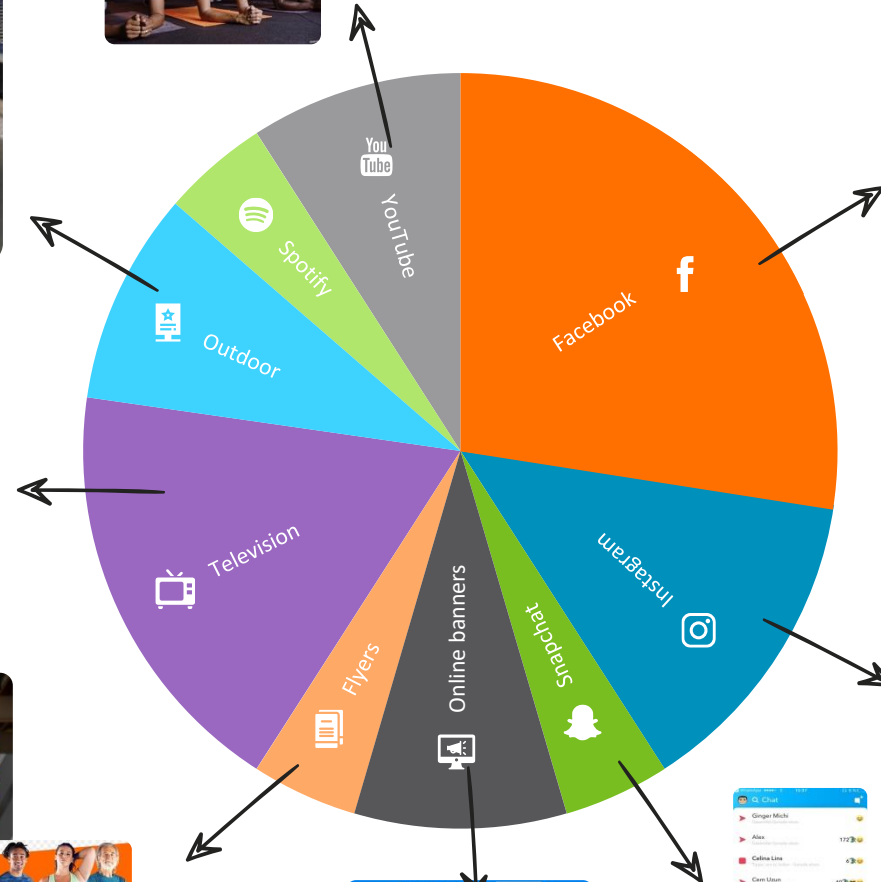
Basic-Fit doesn't judge.  
No matter how you choose to get fit,  
we supply the tools to do it your way.  
No rules. No pressure.

You decide for yourself.  
**BASIC-FIT. GO FOR IT**



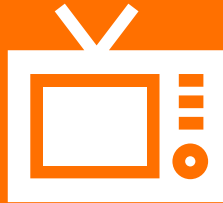


# BROAD MEDIAMIX WITH CUSTOMIZED ASSETS PER CHANNEL



# DEEP DIVE FRANCE

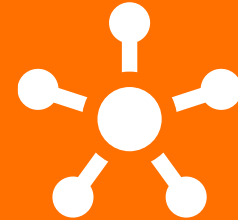
Television



Learnings



Mediamix





# EARNED MEDIA

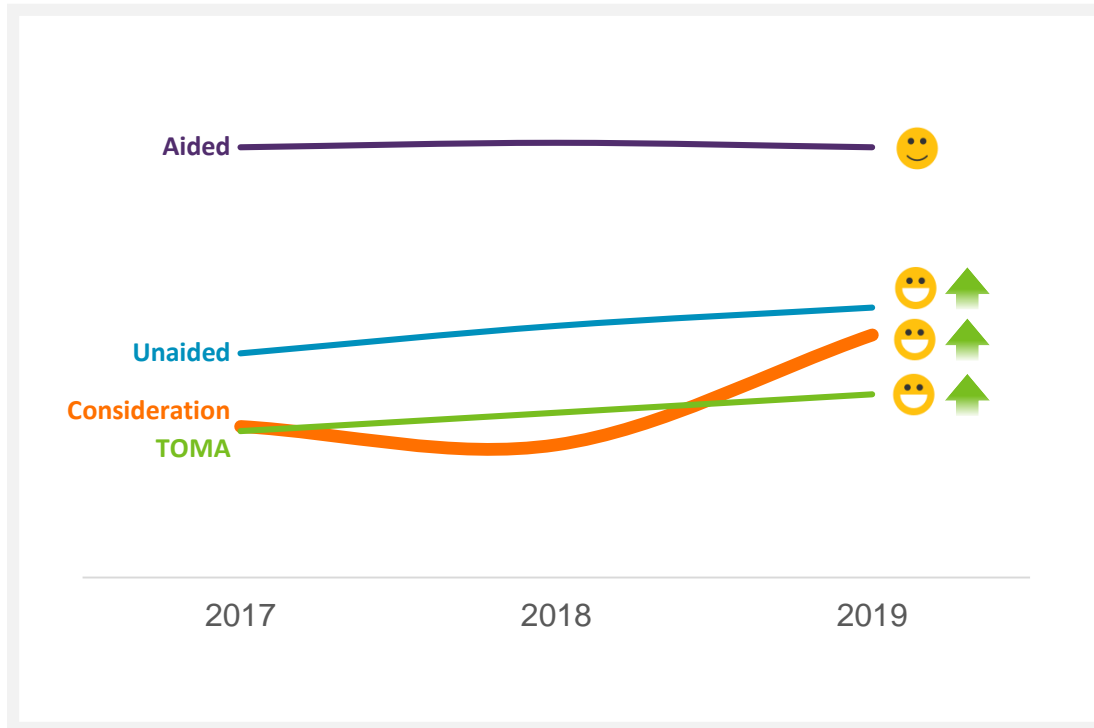
# >50 MILLION IMPRESSIONS



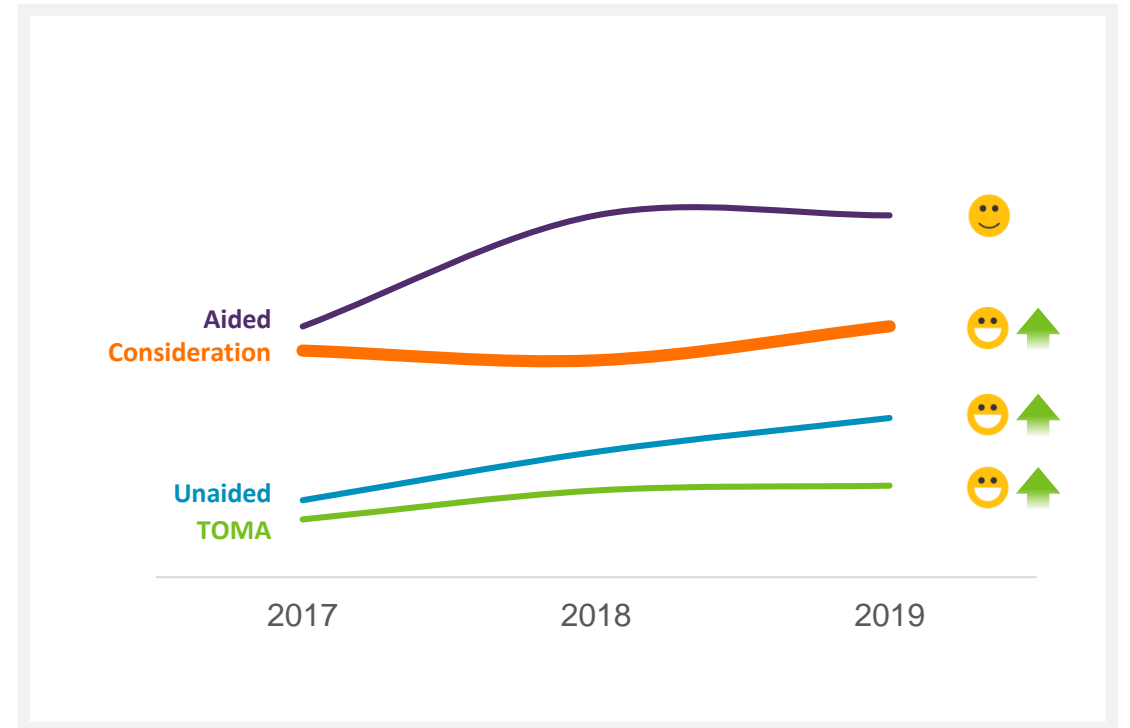


# BRAND AWARENESS KPI'S

## Netherlands



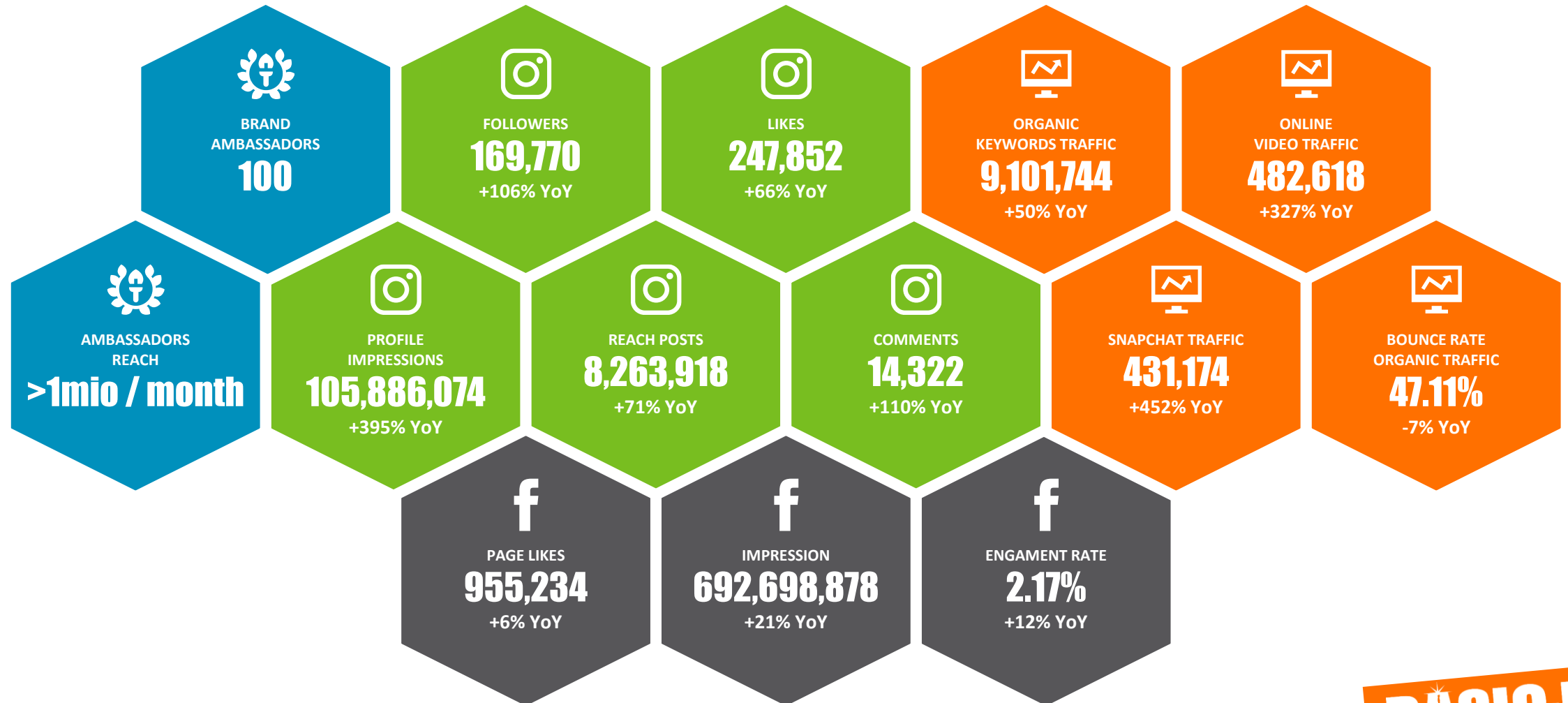
## France



= Growth   
 = Stable   
 = Decline   
 = Significant



# BRAND ENGAGEMENT : 2019



# AWARD WINNING TEAM & COMPANY

- 8 The Best Pitch award 2017  
Instore Shopper Marketing Institute
- 8 Cannes Lions Shortlisted 2018  
Use of Ambient Media
- 8 Epica Award 2018 - Bronze
- 8 ADCN Award 2019 - Bronze
- 8 Marketing Company of the Year finalist 2019
- 8 Marketing Talent of the Year 2019  
Erica van Vonderen-Hahn
- 8 Dutch Design Awards scouted 2019







**BASIC-FIT**

**INVESTOR DAY**

**CUSTOMER CARE & RETENTION**

**SPEAKER:**

Jennifer & Pierre

**DATE:**

7 November 2019

**BASIC-FIT**

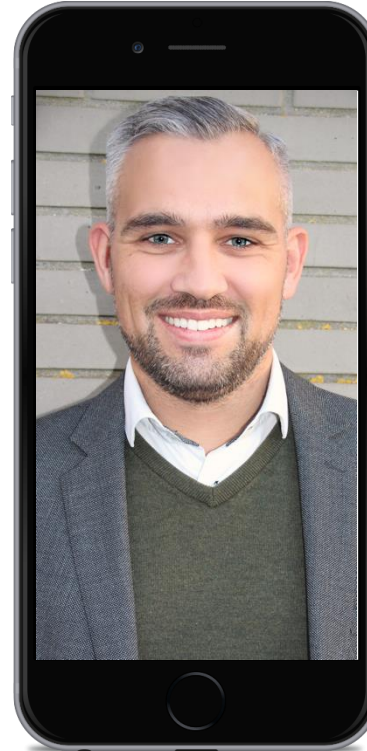
# NICE TO MEET YOU!



## Jennifer Halsall-de Wit

**International retention manager**

- Expert in Fitness, Personal Training; joined the company in 2011
- Over the past 18 years, I have been at the heart and helm of the Fitness Department for 4 of the biggest corporately-run gym chains in the world.
- Active in Branch Organizations: Europe Active Professional Standards Committee Member, CEN-TC 136 Workgroup Committee Member.



## Pierre Coolen

**International customer care manager**

- Joined the company in 2007
- 12 years of experience in Fitness Industry
- Started as a club manager and worked through all roles in operations
- 8 years experience for large International Contact Centers

# MEMBER EXPERIENCE PROMISE

## Dear Member,

We want you to have a great experience. Starting with setting clear goals and finding your fit with our smart tools, programs and classes. We are happy to welcome you to our community of members getting stronger, fitter and better at life.

Every step along the way we proudly celebrate and facilitate who you are and where you are in your fit journey.

Getting fit has never been easier, your perfect workout awaits you wherever you are and whenever you want.

All you have to do is... **GO FOR IT!**

~ TEAM **BASIC-FIT**



**BASIC-FIT**



**WHY**

**WHY**  
**IF YOU ARE FIT,**  
**YOU FEEL**  
**HAPPY AND HEALTHY.**



**BASIC-FIT**





**PROMISE**

**REALITY**

**BASIC-FIT**

# CUSTOMER EXPERIENCE



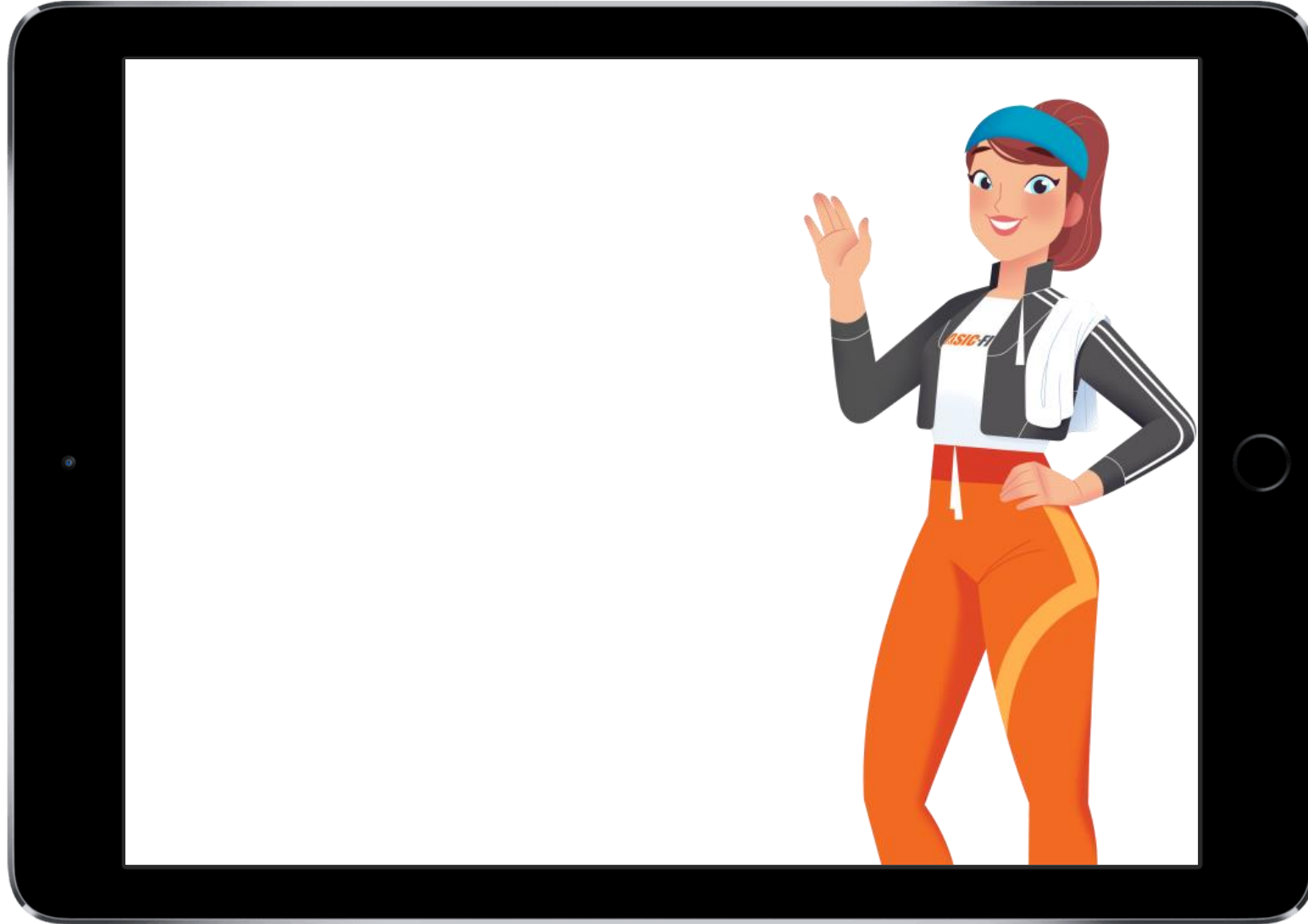


# CUSTOMER SERVICE: IN WITH THE NEW...



# SAVING COST AND IMPROVING CUSTOMER SATISFACTION

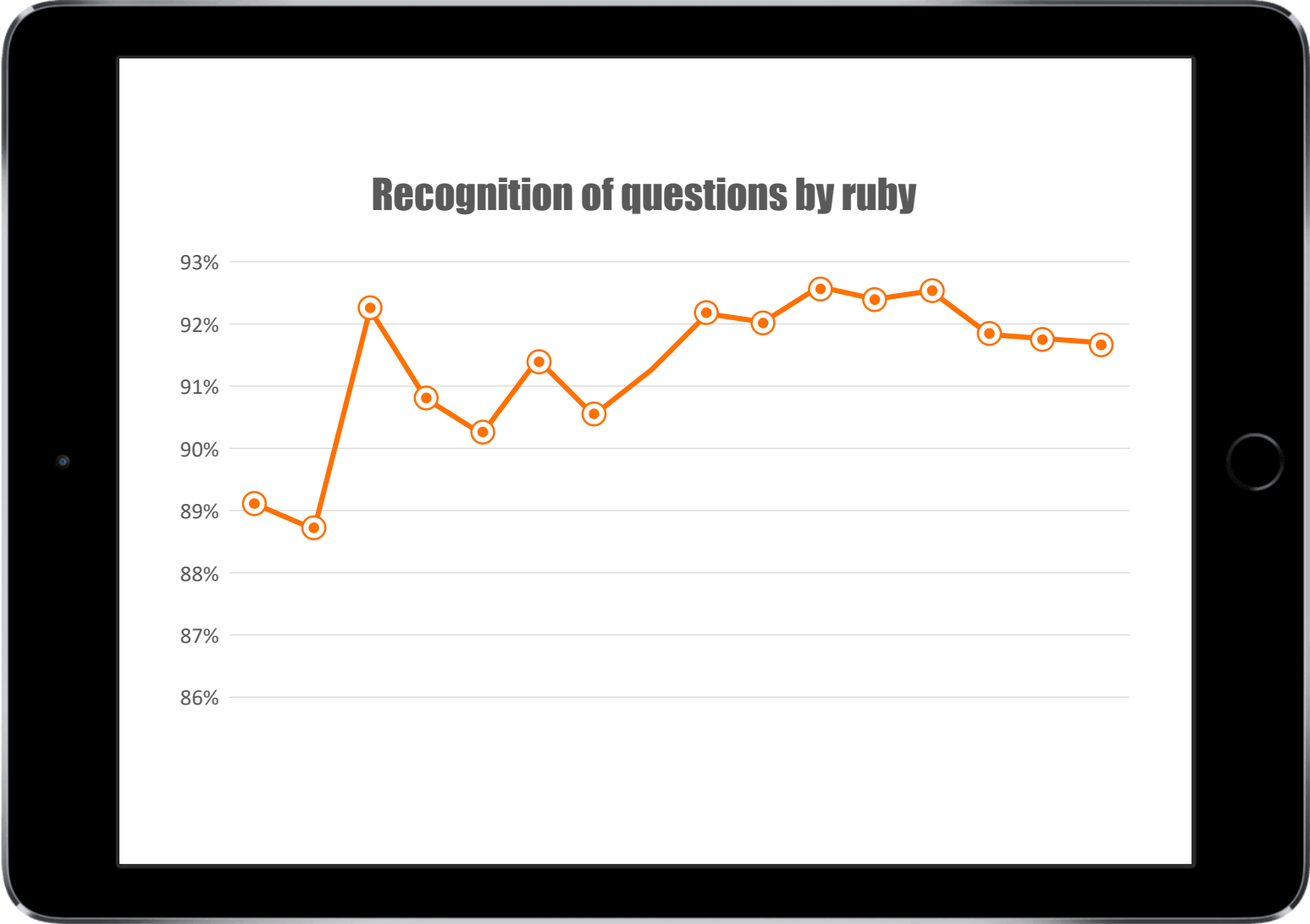
Our self-service strategy is scalable, accurate and efficient



**BASIC-FIT**

# SAVING COST AND IMPROVING CUSTOMER SATISFACTION

Ruby can accurately answer 90% of questions being asked



**BASIC-FIT**



# SAVING COST AND IMPROVING CUSTOMER SATISFACTION

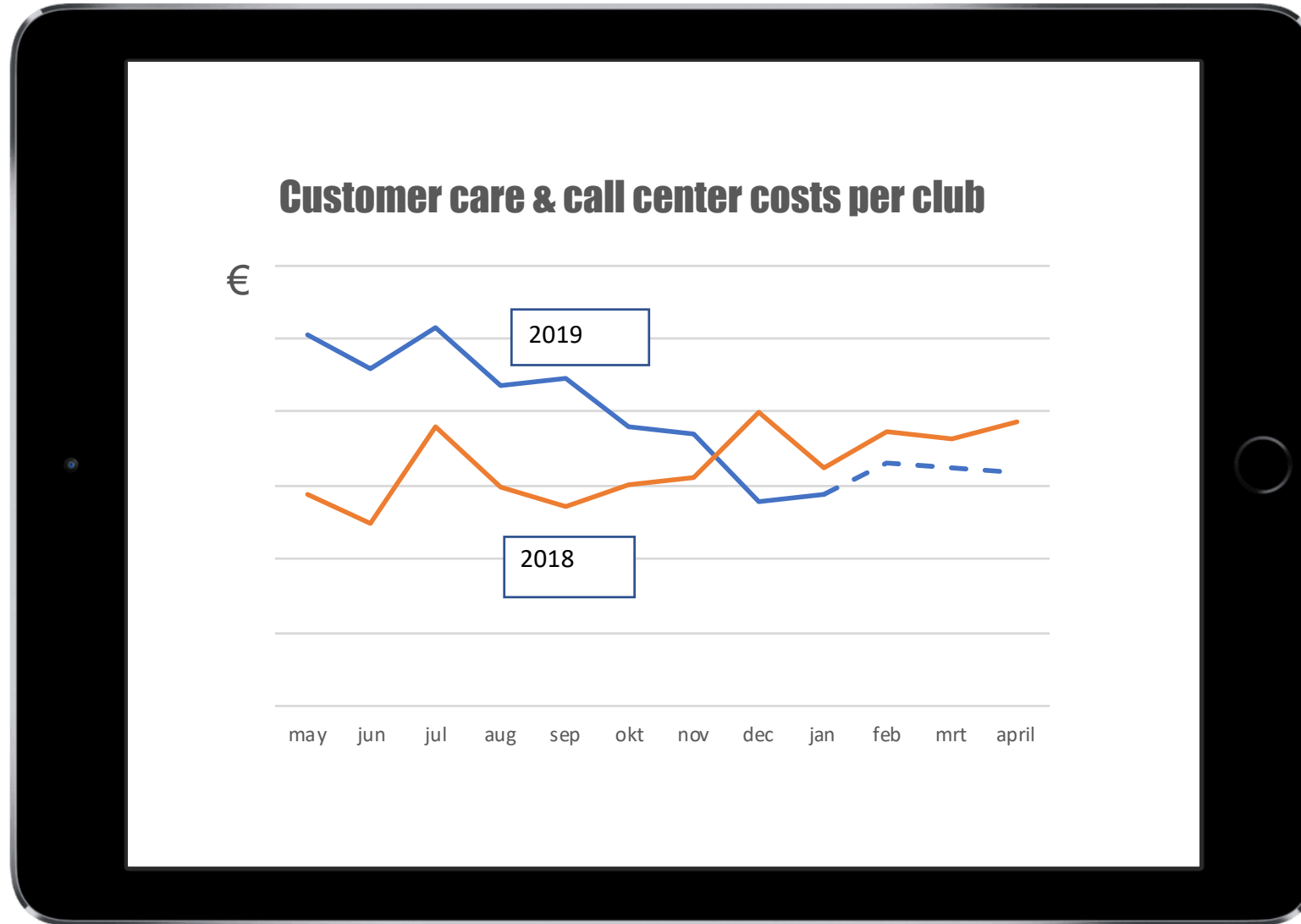
Our customers are happy with our self-service tools



**BASIC-FIT**

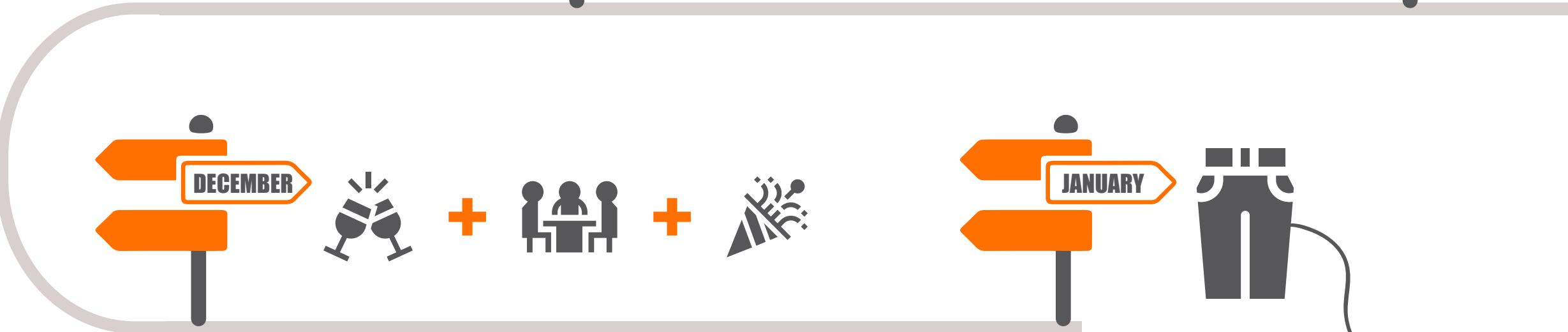
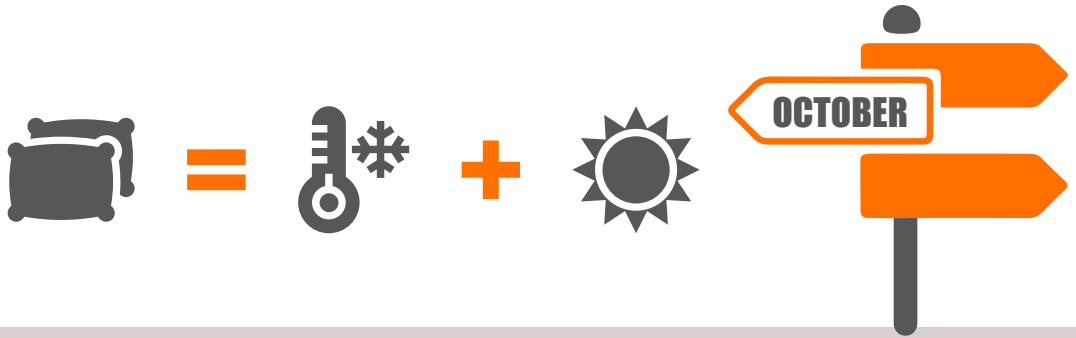
# SAVING COST AND IMPROVING CUSTOMER SATISFACTION

Our costs and case volumes are decreasing relative to the club growth



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# THE NY RESOLUTION STORY...



**BASIC-FIT**



# CUSTOMER JOURNEY

## ONBOARDING

## ROUTINE



Set your goal



Find your fit



Discover Your Membership



Keep your groove



Set the next goal



Discover what's new



Make it a habit



See results



Get rewarded



Push past plateaus



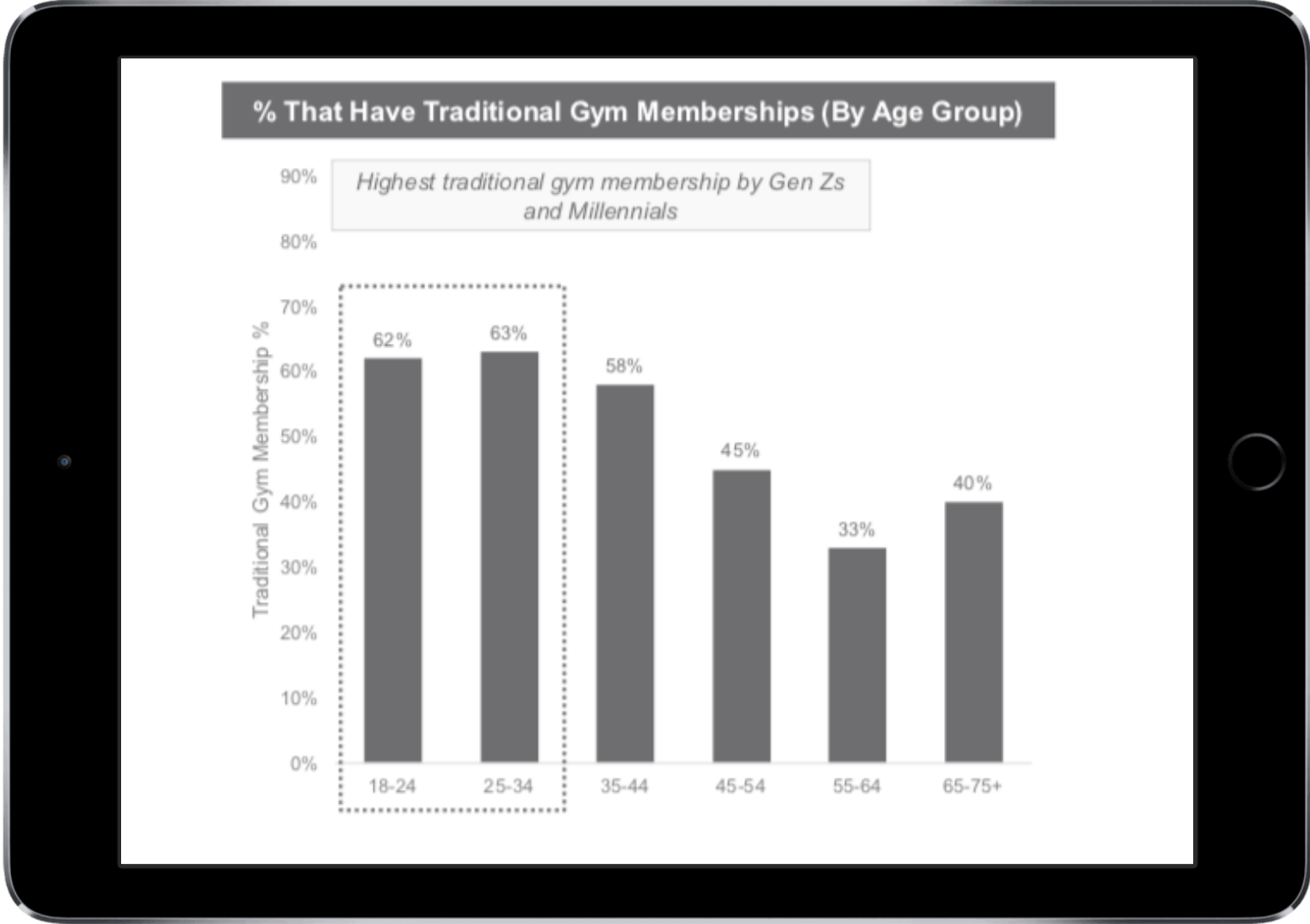
See results



Get rewarded

**BASIC-FIT**

# IMPROVE ENGAGEMENT BY LEARNING MORE ABOUT MEMBERS



**BASIC-FIT**

# IMPROVE ENGAGEMENT BY LEARNING MORE ABOUT MEMBERS

Continued growth of our LoS requires focus on Gen. Z's and Millennials

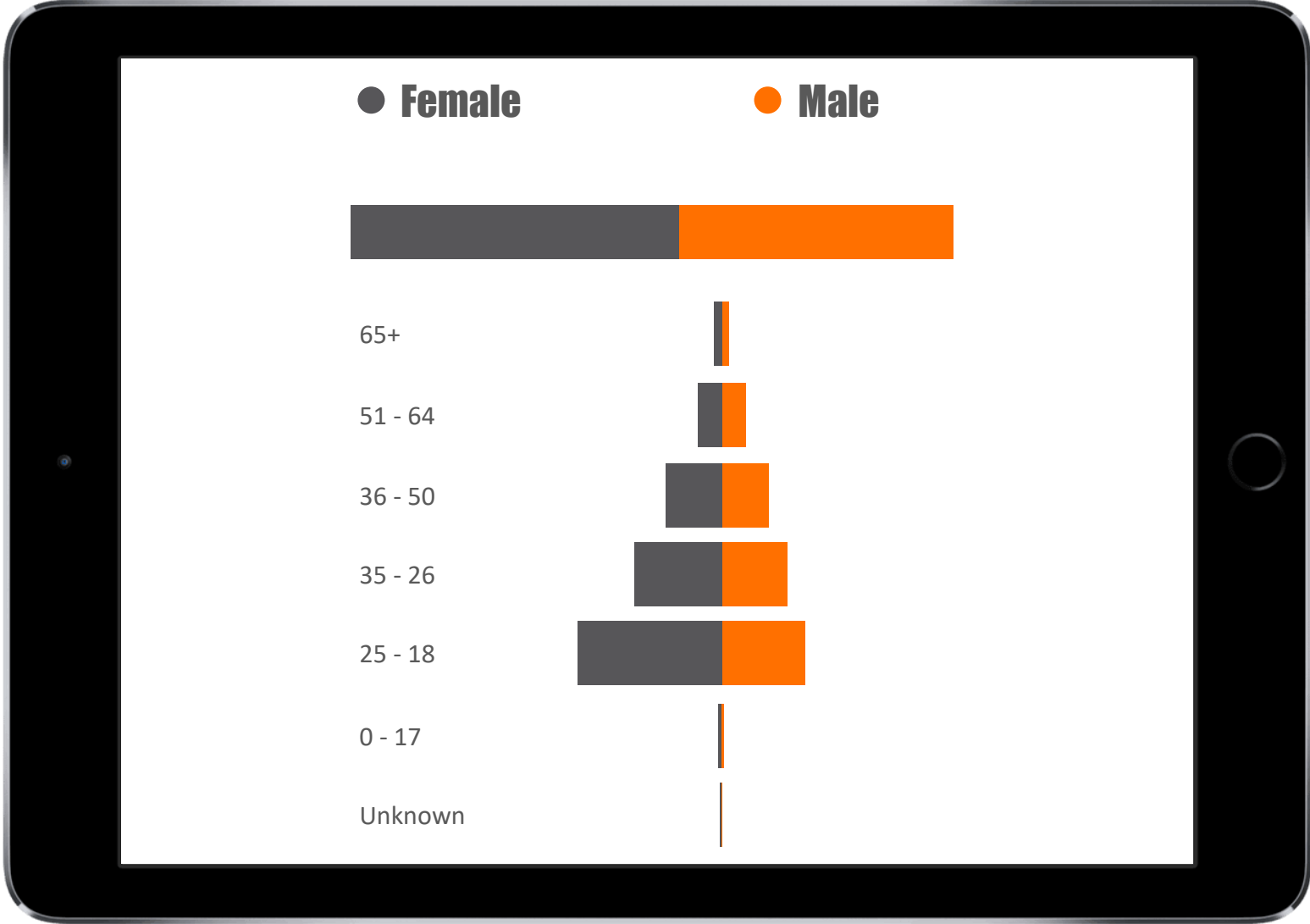


**BASIC-FIT**



# IMPROVE ENGAGEMENT BY LEARNING MORE ABOUT MEMBERS

We are effectively targeting this group with our digital customer journey



**BASIC-FIT**

# IMPROVE ENGAGEMENT BY LEARNING MORE ABOUT MEMBERS

Members who start with personalized 6 week program visit more frequently



**BASIC-FIT**

# IMPROVE ENGAGEMENT BY LEARNING MORE ABOUT MEMBERS

We know our members and use this to provide relevant, personal advice at the right time



Focus Area	Female	Male
Shoulders	18%	58%
Legs	74%	52%
Chest	20%	72%
Buttocks	80%	39%
Back	34%	61%
Arms	53%	70%
Abs	90%	86%

**BASIC-FIT**



**WE ARE  
FUTURE PROOF!**

**BASIC-FIT**





# BASIC-FIT INVESTOR DAY

# BUSINESS DEVELOPMENT

**SPEAKER:**

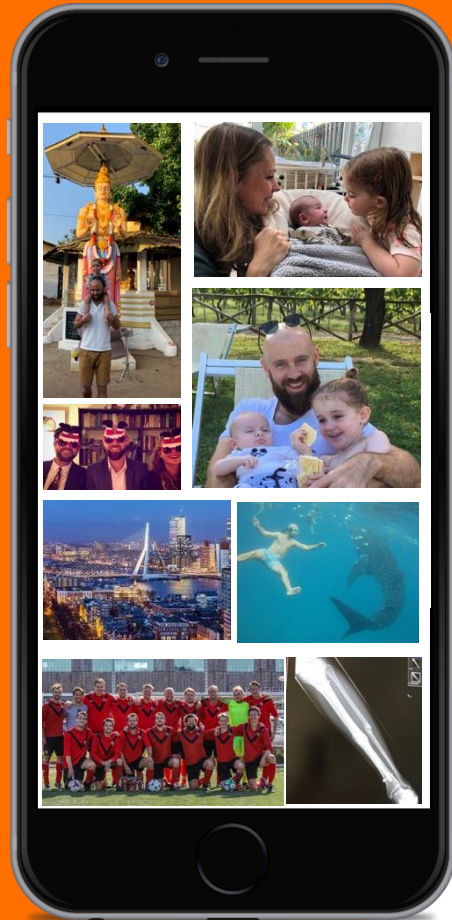
Niek van Wieringen

**DATE:**

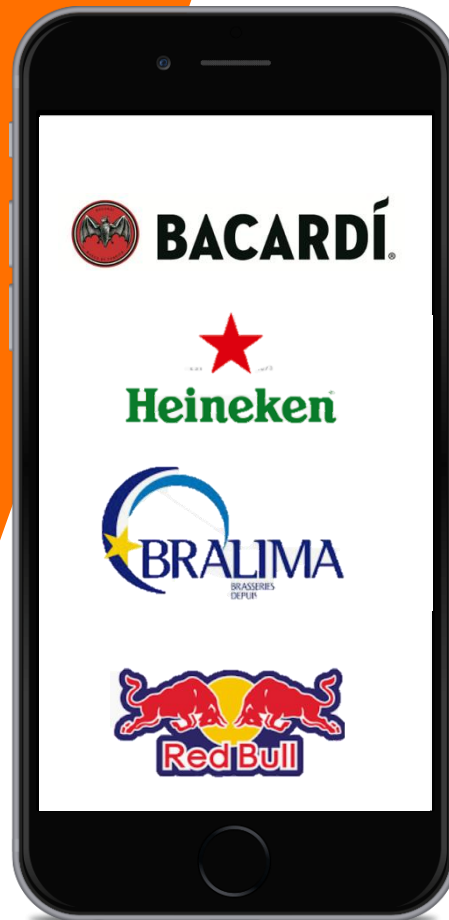
7 November 2019



# INTRODUCTION



 **AT HOME**








**AT WORK**

## Niek van Wieringen

**International Business Development Manager**

**Joined Basic-Fit in January 2016**

-  Rotterdam, May 15<sup>th</sup> 1986
-  Household run by 3 girls
-  Travel to an exotic destination every year (Uganda 2020)
-  Tries to fitness/ play soccer / kitesurf / run
-  History in FMCG

**BASIC-FIT**



# AGENDA



**The idea**



**Insights/market trends**



**Basic-Fit media**

**BASIC-FIT**

## 1. THE IDEA



Giving  
brands  
access to  
**the power  
of Basic-Fit**

**BASIC-FIT**

# 2018 - PILOT

## Basic-Fit lanceert eigen DOOH-kanaal

09-10-2018 13:51:00 | Door: Max Vlugt | hits: 1268 | Tags: [Buitenreclame](#) [Campagnes](#)

Basic-Fit introduceert een eigen Digital out of Home (DOOH) kanaal. Het kanaal biedt adverteerders de mogelijkheid om een specifieke doelgroep van sportieve consumenten gericht te bereiken.

Basic-Fit beschikt over een eigen digital narrowcasting netwerk van meer dan 2.000 schermen, verdeeld over ruim 560 vestigingen. Via deze schermen krijgen klanten van Basic-Fit momenteel relevante clubinformatie. Het narrowcasting netwerk wordt nu uitgebreid met een DOOH-kanaal. In eerste instantie is dit met een pilot in Nederland en België. Later zullen daar Frankrijk, Spanje en Luxemburg aan worden toegevoegd. Het kanaal stelt externe adverteerders in staat om uiteindelijk 1,7 miljoen Basic-Fit leden te bereiken met voor hen relevante producten en diensten.

**Niek van Wieringen**, Business Development Manager bij Basic-Fit: "Basic-Fit gelooft in de kracht van samenwerking. We zitten in een tijdperk waarbij doelgroepen steeds lastiger te bereiken zijn omdat de effectiviteit van traditionele media afneemt, vooral onder de jongere generaties. Onze bezoekers bestaan voor ruim 49 procent uit de leeftijdscategorie 18 tot en met 30 jaar, die per bezoek gemiddeld 69 minuten besteden aan een van onze clubs. Dit zorgt voor een hoge contactfrequentie binnen een belangrijke doelgroep."

[www.basic-fit.com](http://www.basic-fit.com)

## Basic-Fit gaat out of home



### MEDIA

9 okt 2018 @ 09:57

16245 x gelezen

Nu reageren



Jeroen Mirck  
Redacteur  
MarketingTribune

Basic-Fit introduceert een eigen DOOH-kanaal. Deze interne Digital out of Home biedt adverteerders de mogelijkheid om een specifieke doelgroep van sportieve consumenten gericht te bereiken.

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## Na Clearchannel zet ook Basic-Fit in op DOOH

[mediacentraal](#) [Binnenland, Technologie](#) 9 november 2018 1 Minute

Eerder spraken we hier bij Mediacentraal al over het nieuwe fenomeen "DOOH", ofwel buitenreclame. Als je helemaal mee wilt zijn met het onderwerp, klik je [best hier](#).

De Europese marktleider in het fitnesswezen, Basic-Fit, lanceert zijn eigen DOOH-kanaal. De fitnessgigant bezit reeds een narrowcasting channel (een vorm van communicatie waarbij publiek op een bepaalde locatie wordt bereikt door middel van een beperkt netwerk van audiovisuele displays ofwel televisieschermen) op al hun locaties. Deze televisieschermen worden nu gebruikt om relevante clubinformatie te verspreiden onder hun leden.



# BASIC-FIT





# 2. INSIGHTS – MILLENNIALS

How Millennials Are Changing  
The Way Brands Market

by Martin Jones

How Brands can Reach Millennials and  
Gen Z

Marketing to Millennials: What You  
Need to Know About This Prized  
Market Segment

Marketing to Millennials: You'd Better Learn to  
Keep Up

By Mark Henricks | In: Going Green

ISSUE  
03 SUMMER 2016



**It's a Millennial  
World Now:  
Twelve Things to  
Know**

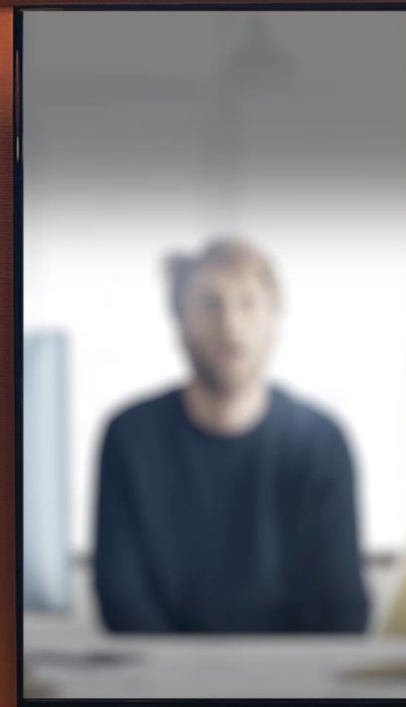
## 2. INSIGHTS- MEASURE YOUR MEDIA

01. Traditional media:  
What do I buy?
02. Media spend  
– more precise
03. Connect data +  
visibility
04. Need for innovation  
in (D) OOH

**BASIC-FIT**

**INTRODUCING**

# Basic-Fit Media



**BASIC-FIT**





**NEW?**



**Nope!**  
**Common business**  
**in retail**  
**commercialise**  
**touchpoints**

**BASIC-FIT**

# ALBERT HEIJN MEDIA SERVICES



home / nieuws / albert heijn media services introduceert digital out of home

## NIEUWS

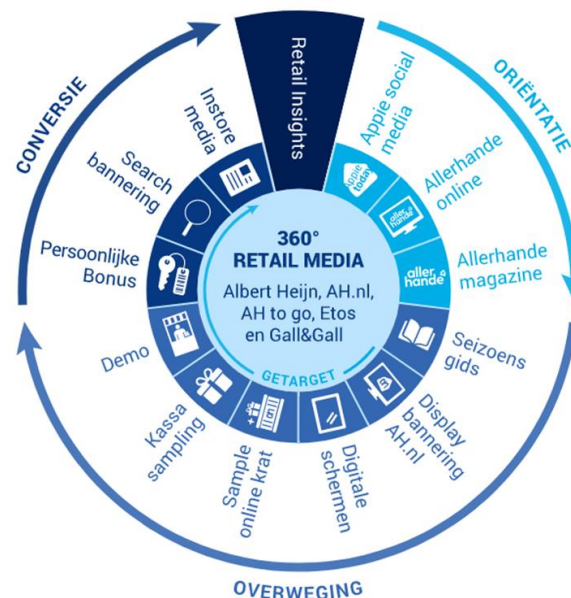
### Albert Heijn Media Services introduceert Digital Out Of Home

24 jan 2019

Albert Heijn Media Services is gestart met het uitrollen en exploiteren van digitale videoschermen in de winkelpuien en zet daarmee een stap in de wereld van Digital Out of Home (DOOH) advertising. Per eind maart zullen er circa 800 schermen hangen, die verdeeld zijn over ruim 300 winkels. Het betreft winkels door heel Nederland met een concentratie in de Randstad en overige grote steden.

Dit nieuwe awareness medium is een waardevolle aanvulling op de overige media van Albert Heijn Media Services en stelt adverteerders in staat om grote groepen shoppers en passanten te bereiken met een advertentie in full video. De communicatie is 100% Point-of-Sale, wat voor veel adverteerders en mediabureaus vaak een belangrijke campagnedoelstelling is. Omdat het video betreft is DOOH een uitstekend verlengstuk van een televisie- en/of online video campagne. Daarnaast bieden het grote bereik en de premium uitstraling van DOOH een waardevolle aanvulling op middenmix.

DOOH van AH Media Services zal in eerste instantie direct worden aangeboden aan mediabureaus. Op termijn zullen de videoschermen programmatic worden verhandeld. De programmatic technologie stelt bureaus en Trading Desks in staat om volledig geautomatiseerd en op dynamische wijze plekken in te kopen bij AH Media Services. Het toevoegen van (externe) databronnen zal ervoor zorgen dat de commercial nog relevanter (op het juiste moment en bij de juiste doelgroep)



BASIC-FIT

# YOU HAVE JUST WITNESSED..



**#1**

Market position  
in Europe



**750**

Clubs in  
5 countries



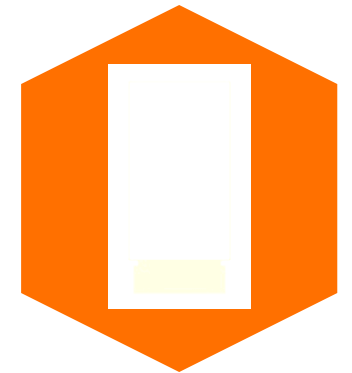
**>2**

Million  
members



**110**

Million  
visits per year



**8 NC**

8 NC screens per  
club in Benelux  
before end 2020.



# THE MILLENNIAL NETWORK



45%

Men

Age

+ 61

4%

46 - 50

17%

31 - 45

30%

18 - 30

49%

55%

Women



**BASIC-FIT**

# 2019 – ADVERTISING PARTNERS

amazon



Uber



BNP PARIBAS



NETFLIX



Apple WATCH



BASIC-FIT

**OR 360...?**

**Envie de vous surpasser? Ne lâchez rien!**

Recevez 60€ à l'ouverture d'un compte à vie all-in gratuit de Hello bank!

Déjà client(e) Hello bank? Participez au concours et tentez de gagner une montre Fitbit ou Garmin. Voir conditions sur hellobank.be

hellobank.be

**BASIC-FIT GO FOR IT!**

**Ledenactie!**

Wil je jezelf overtreffen?

**Last chance!**

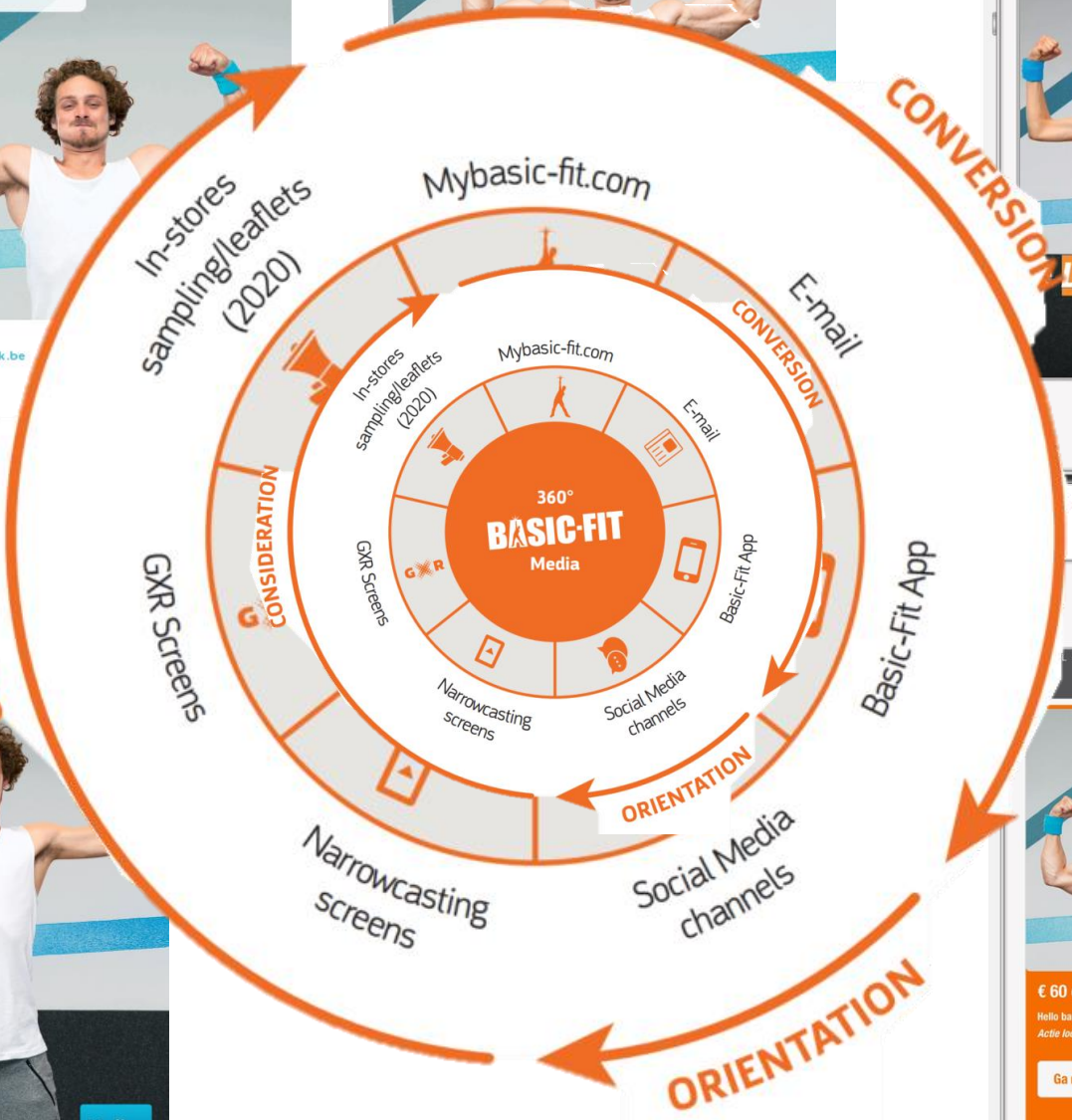
**SWIPE UP**

Meer weergeven

**Hello bank!** Mobile, just like you

by BNP PARIBAS

Hello bank!



Korting

**€ 60 cashback**

Hello bank!

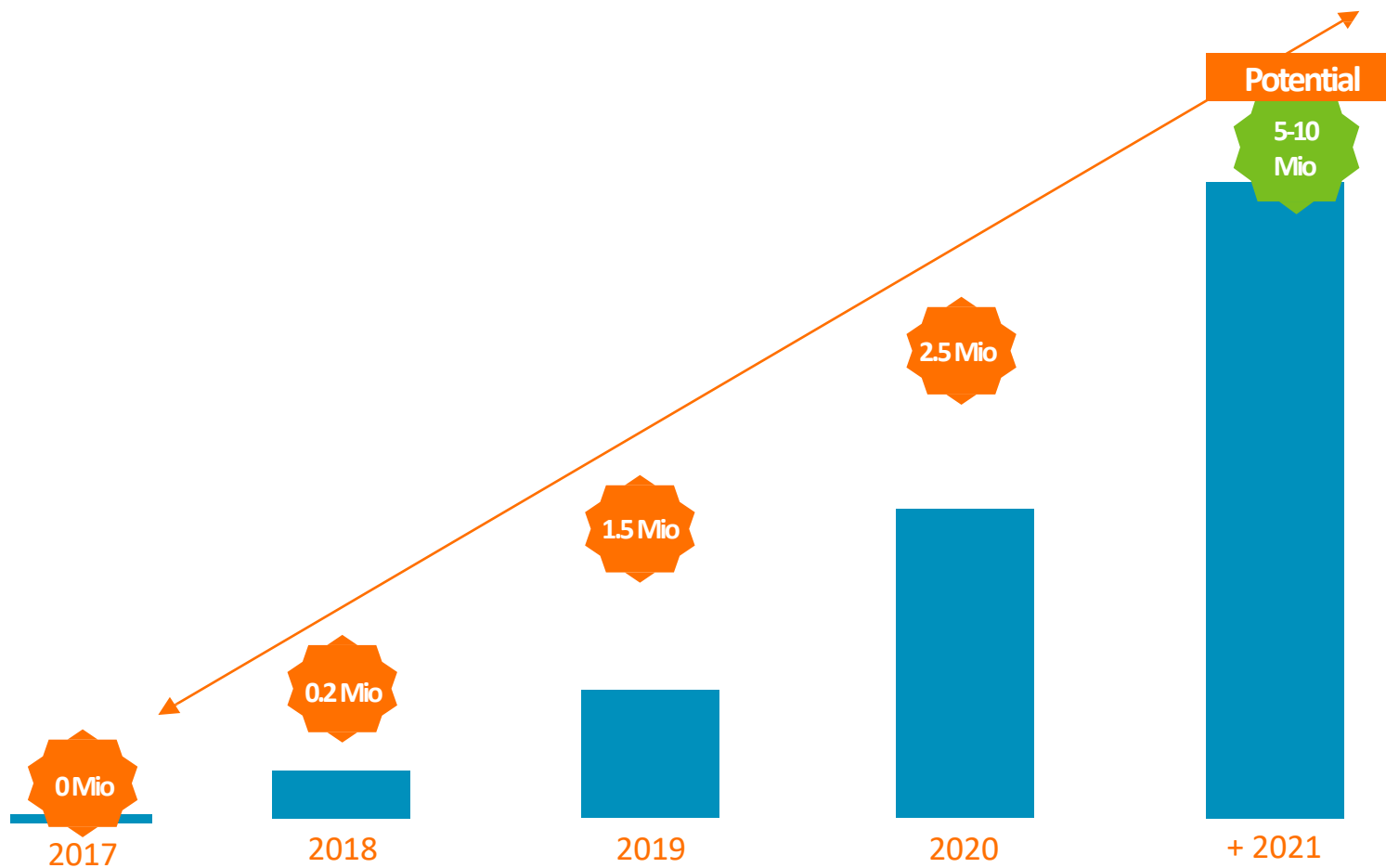
Actie loopt tot 31.12.2019

**Ga naar de actie!**

**BASIC-FIT**



# REVENUE DEVELOPMENT & POTENTIAL



How?

**BASIC-FIT**

# MARKET APPROACH



Direct



Media agencies



2020-2021

Online booking



**BASIC-FIT**

# DEVELOPMENT – ONLINE BOOKINGS

**BASIC-FIT** Vind je club Waaron Basic-Fit Prijzen Fitness Groepslessen Blog Mij Basic-Fit Lid worden

**Aantal schermen** Je neemt standaard 280 schermen af per week. € 2.000,00

**SELECTIE OP BASIS SCHERMEN**  
De datum van je plaatsing

Selecteer een datum wanneer jouw campagne van start zou moeten gaan.

Gewenste periode: 1 week

JUNI 2019

ma	di	wo	do	vr	za	zo
27	28	29	30	01	02	03
03	04	05	06	07	08	09
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
01	02	03	04	05	06	07

**KIES JE GEWENSTE PERIODE**

Opmaak materiaal

Je kan er voor kiezen om het materiaal zelf op te maken, of dat je deze laat ontwerpen door de specialisten van MediaBookers.

**Eigen advertentie**  
Zelf uploaden

**Door MediaBookers**  
Ontwerp door onze specialisten

Kom je er niet helemaal uit of heb je geen tijd om je advertentie samen te stellen?  
• Chat met een MediaBooker  
• Bel ons op 069-342 4444  
• Vraag direct een offerte aan!

**DIGITAL SHOPPERS PAKKET INST...**

280 schermen € 2.000,00

Plaatsingsdatum  
\*Selecteer een plaatsingsdatum

Opmaak materiaal  
\*Selecteer een opmaakmethode

**INLOGGEN EN PRIJS**  
• Ik heb een andere prijs afgesproken  
• Deze productaanpak is bewaard

**INLOGGEN & PRIJS AANVRAGEN**

**LAATSTE PRIJS GARANTIE**

WAT EET JIJ NA HET SPORTEN?  
HAAL JOUW VOUCHER BIJ DE BALIE  
NIEUW IJS!  
CARNES



# RECAP

1. **DOOH is a growing market segment**
2. **Need for innovation in advertising industry**
3. **Basic-Fit = connecting data + visibility + millennials**

**JUST  
DOOH IT.**

**BASIC FIT MEDIA**

**DOOH-ING  
IT RIGHT.**

**BASIC FIT MEDIA**

**BASIC-FIT**

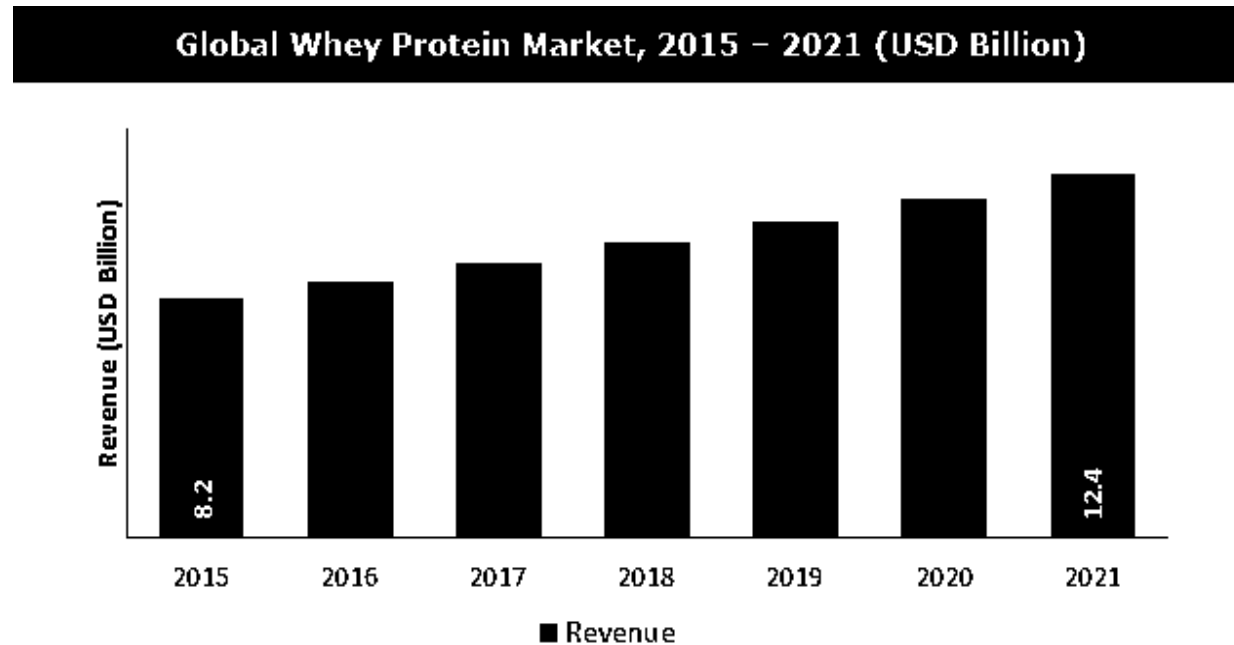


**NXT  
LEVEL**

SPORTS NUTRITION

# WHY DEVELOP A NUTRITION BRAND?

THE GLOBAL WHEY PROTEIN MARKET VALUED AT USD 8.2 BILLION IN 2016.  
PROJECTED TO REACH USD **12.4 BILLION** BY 2021:



Source: Zion Market Research Analysis 2016

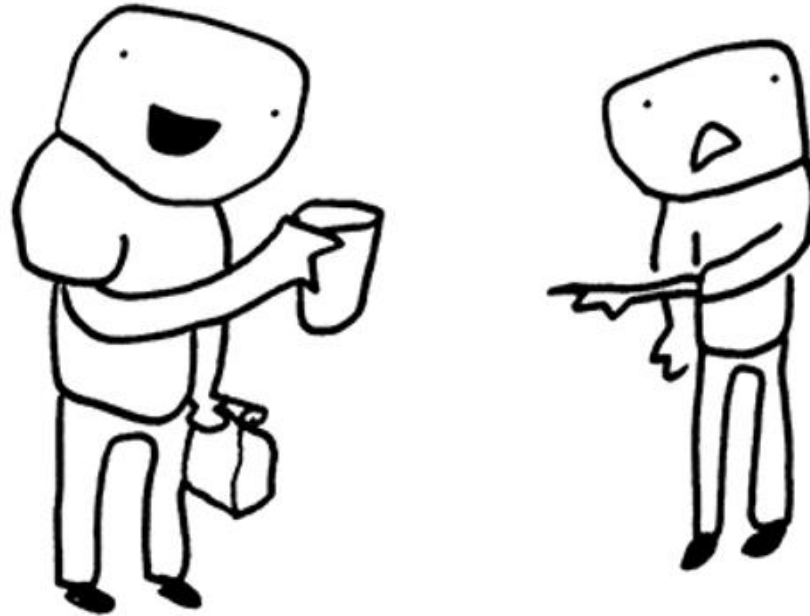


# WHY DEVELOP A NUTRITION BRAND?

---

i made a protein  
shake! this stuff  
is great

dude, that's a  
bag of flour



# WHY DEVELOP A NUTRITION BRAND?

---

“

*“42% of the respondents aged 16-24 have consumed sports nutrition products in the past three months.”*

“

*“Almost half (47%) of consumers who use the products say these are part of their everyday diet”*

“

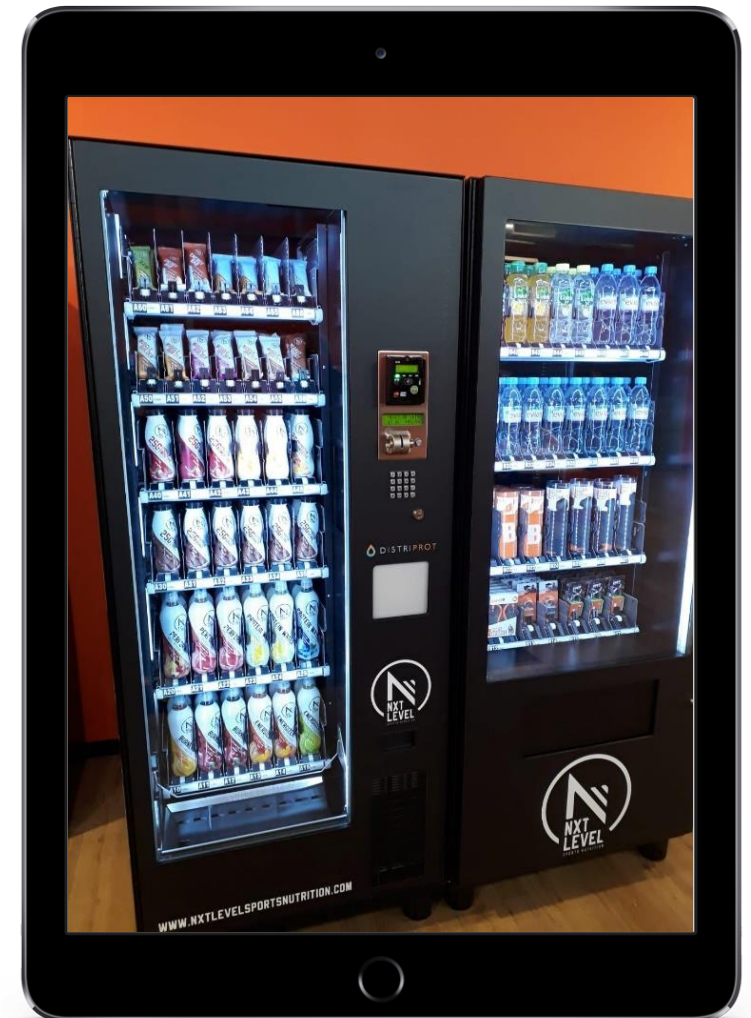
*“Both sports protein RTD and bars are expected to continue to help **recruit new consumers** and be a first step towards using sports protein powder, still the most valuable product in the overall category.”*



# WHY DEVELOP A NUTRITION BRAND?

---

- **BUILDING A RELATIONSHIP WITH OUR MEMBERS:**
- **42% ALREADY USES SPORTS NUTRITION:**
- **BASIC-FIT INNOVATION:**
- **ADDITIONAL REVENUE WITH +/-25% MARGINS:**





# THE ORIGINS:

---

- **STAND ALONE BRAND:**
- **THE 'N' SYMBOLIZES MOVING UP AND GOING TO THE NEXT LEVEL.**

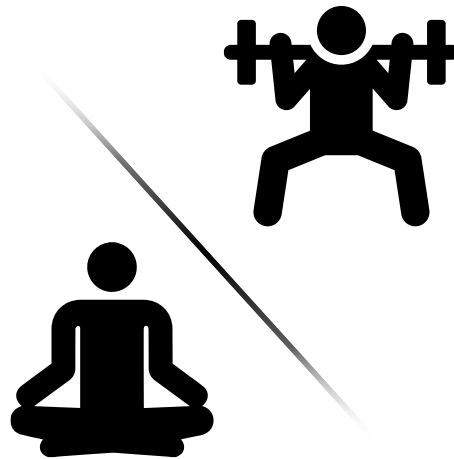


# THE BRAND

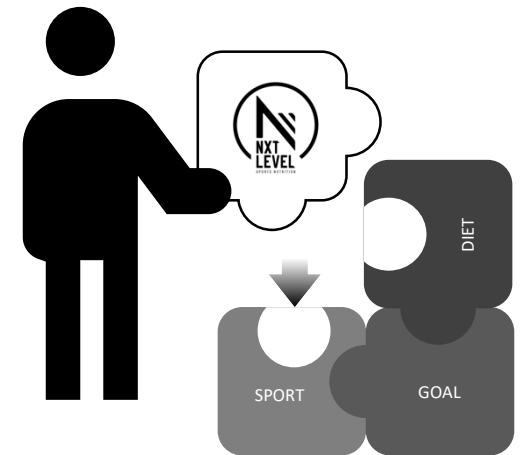
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**USER FRIENDLY/EDUCATION**



**ACCESSIBLE FOR EVERYONE**



**HELP REACHING  
YOUR GOAL**



SPORTS NUTRITION

**BASIC-FIT**  
**BASIC-FIT**

# THE RANGE — UMBRELLA FOR ALL 70 SKU'S

---





# EDUCATION

Navigation menu: SHOP YOUR GOAL RECIPES OUR STORY CONTACT US

Search bar with magnifying glass icon and shopping cart icon.

Utility bar: Large range of products, Best value for money, Free delivery above 50,00€, Order before 18:00, shipped today

Home > Your Goal

## YOUR GOAL

- MUSCLE GROWTH
- WEIGHT LOSS
- WELLBEIN
- ENERGY AND PERFORMANCE
- LEAN AND FIT

## RECIPES

ALL THE RECIPES

THURSDAY 24 / 01 / 2019

### SALTED CARAMEL PROTEIN BALLS

Did you know that a pinch of salt could highlight flavors so well That's exactly what's happening in these protein-packed balls!

THURSDAY 03 / 01 / 2019

### HIGH PROTEIN SPINACH VANILLA OVERNIGHT OATS

THURSDAY 03 / 01 / 2019

### CHOCOLATE AND RASPBERRY PROTEIN BROWNIES

THURSDAY 03 / 01 / 2019

### HIGH PROTEIN PUMPKIN SOUP

Navigation menu: SHOP YOUR GOAL RECIPES NUTRITION GUIDE AMBASSADORS OUR STORY

Utility bar: Large range of products, Best value for money, Free delivery above € 60, Order before 18:00, shipped today

## CALORIE CALCULATOR

### CALCULATE YOUR CALORIE NEEDS

Nutrition is one of the pillars of a healthy lifestyle. A healthy and balanced diet, that matches your current needs, is the key to achieve your goals: weight loss, muscle growth, weight maintenance...

But what are your needs? How many calories should you eat daily to achieve your goals? We have set up a calculator that will help you answer these questions. Based on the results, you will find a selection of products that are made for you.

#### CALCULATOR

AGE	GENDER	ACTIVITY LEVEL	CALCULATE CLEAR
years	<input checked="" type="checkbox"/> MALE <input type="checkbox"/> FEMALE	Sedentary	
HEIGHT	WEIGHT	GOAL	RESULT
cm	DM kg KG	Maintain weight/ Wellbeing	KCAL/DAY

How does the calculator work? Read the Calculator FAQ and find the answers.

#### CUSTOMER SERVICE

- About us
- General terms & conditions
- Cookie statement
- Privacy statement
- Payment methods
- Delivery information
- Return policy
- Customer service
- Contact us
- Members
- Calorie Calculator
- Nutrition guide

After (24) Before (7) Before and during (1)  
During (7) Energy (8) Gains (3) Heart health (1)  
Low in sugars (5) Muscle growth (24) Night Time (3)  
Performance (4) Sugar-free (6)  
Weight management (4) Wellbeing (5)



# YOUR NXT LEVEL GUIDE



## NUTRITION & SPORTS TIPS FOR WEIGHT LOSS

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Ready for your journey

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Learn what your needs are

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7-day menus for inspiration

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Let's move this body!

06

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Draw your starting line

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### BUILD YOUR DIET

Learn the basics of a healthy diet

14

### NUTRITION TIPS

Extra tips to be on the top of your game

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### YOUR NOTES

Keep notes of your achievements



Weight Loss

## 1 DAY MEAL PLAN 2000 KCAL AND TIPS TO ADJUST AT 1600, 1800 OR 2200 KCAL



Breakfast	2 slices of whole grain bread, an omelet with 2 large eggs 200g of low fat yogurt 1 kiwi + 1 small banana 441 kcal   28% F   45% C   26% P <b>1 BURNER CAP</b>
Snack 1	20g almonds and 30g raisins 1 medium apple 283 kcal   36% F   57% C   7% P
Lunch	Mexican style couscous/ chicken 140g couscous, 30g corn, 30g kidney beans, 30g fresh tomatoes, jalapeno, coriander, spices, 120g oven cooked chicken with 2 tea spoons of olive oil, 10g tomato paste and 60g bell pepper 545 kcal   20% F   45% C   35% P <b>1 BURNER CAP</b>
Snack 2	2 mandarins Shake of Whey Protein: 30g of <b>Whey Protein 80 Vanilla</b> + 200ml water 184 kcal   11% F   34% C   55% P
Dinner	Pumpkin soup and TLT quesadilla 450g of soup made with pumpkin, 1 small sweet potato and 1 onion (with 1 tea spoon olive oil) 2 medium size whole wheat tortilla, 10g grated cheese, 3 slices of turkey ham, 1 hand full of lettuce, 15g of tomatoes 367 kcal   24% F   57% C   18% P
Snack 3	Banana chocolate roll up 1 medium banana 2 squares of dark chocolate melted in 2 table spoons of unsweetened almond milk 1 whole wheat medium tortilla 180 kcal   37% F   59% C   7% P
Total	1999 kcal 25% Fat 49% Carbs (of which 36.5g fibers) 26% Protein

TIP  
You can also make a fruit salad with all the fruits from your breakfast and snack!

Tips to adapt this menu to your needs:  
Do you need less than 2000 kcal per day? Or just a bit more? Follow the adjustments detailed just below for the different meals. (If no adjustments are mentioned, the meal stays identical)

	1600 kcal	1800 kcal	2200 kcal
<b>Breakfast</b>	267 kcal	285 kcal	441 kcal
<b>Bread</b>	1 slice	1 slice	2 slices
<b>Eggs</b>	1	1	2
<b>Yogurt</b>	100g	150g	200g
<b>Snack 1</b>	252 kcal	283 kcal	313 kcal
<b>Almonds</b>	15g	20g	25g
<b>Lunch</b>	488 kcal	502 kcal	663 kcal
<b>Couscous</b>	110g	120g	160g
<b>Chicken</b>	110g	110g	150g
<b>Corn</b>	30g	30g	50g
<b>Kidney beans</b>	30g	30g	50
<b>Tomatoes</b>	30g	30g	50g
<b>Dinner</b>	238 kcal	367 kcal	420 kcal
<b>Soup</b>	450g	450g	540g
<b>Tortilla</b>	1	2	2
<b>Cheese</b>	5g	10g	15g
<b>Turkey ham</b>	2 slices	3 slices	4 slices
<b>Total</b>	1609 kcal 24% F   51% C (32g fibers) 25% P	1800 kcal 24% F   51% C (34g fibers) 25% P	2201 kcal 25% F   48% C (42g fibers) 26% P

How does weight loss work?  
How much calories do you need?



Learn more here



The grocery list for this menu is available here:





# 360 TOUCHPOINTS

volgende les  
**ABS & CORE**  
MET LOUIS

02:00

Benodigheden voor deze les

**BASIC-FIT**

HI YOLANDA,

De zomer/vakantieperiode is vaak de tijd van het jaar waarin sporten en gezond eten iets meer naar de achtergrond verdwijnen. Nu het einde van de zomer nadert, is dit het perfecte moment om het sporten weer op te pakken en beter op je vordering te letten. Zeker als je weer begint aan je werkweek of naar school gaat. Kan je wel wat inspiratie gebruiken voor recepten die gezond, eiwitrijk én makkelijk om te maken zijn? Met ondersteunende recepten van onze partner NXT Level word je een echte proefme chef! 🍳

**EIWITRIJKE POMPOENSOEP**

Soep is altijd een goed idee, ook in de zomer. Je kunt je soep talenten testen met deze heerlijke proteïnerijke pompoensoep op basis van Whey Isolate 90 - Neutraal. Kleine tip: maak wat meer en vries in voor later! Je hebt het nodig als je thuiskomt na een avondje fitnessen en een snelle proteïnerijke maaltijd wil 🍲

[SIMP OP DEZELFDE PAGINA](#)

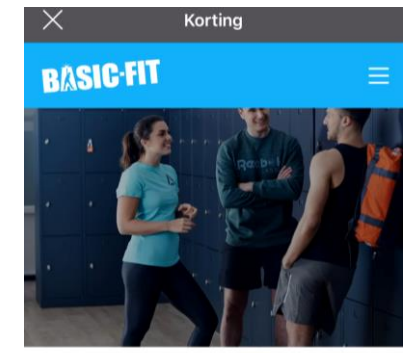
**BASIC-FIT**

Korte & regenachtige dagen, lage temperaturen - de herfst is zeker aangrijpend! 🍂 Wil je het liefst de hele dag lekker binnen blijven en bankhangen met wat lekkere snacks, maar wel letten op je calorie- en eiwitname? Lees dan even verder...

**JOUW SNACK BUDDY**

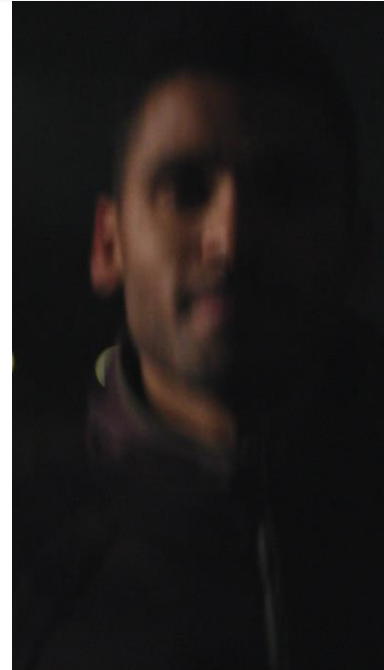
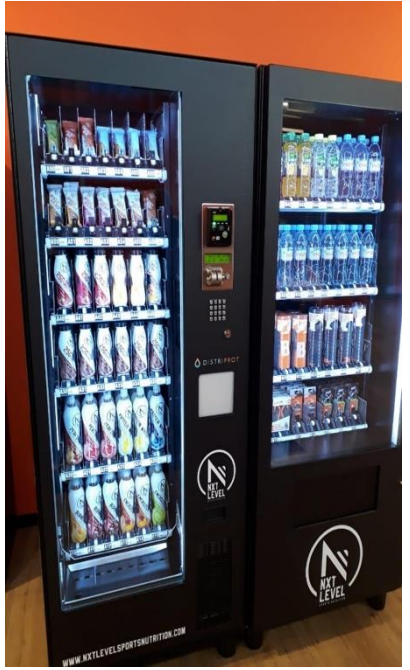
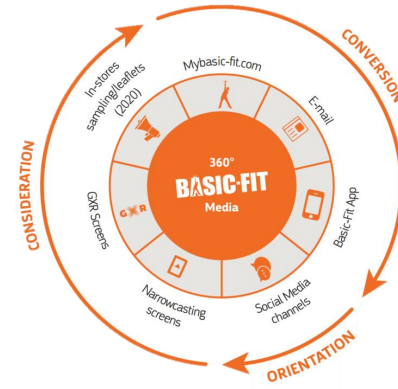
Deze herfst is de Variety Pack jouw ideale snack buddy. Dit pakket bevat 10 snacks: 6 eiwitrepen, 2 energierepen en 2 Peanut Boost repen. NXT Level biedt nu 20% korting op dit pakket. En omdat jij lid bent van Basic-Fit krijg je zoals altijd nog eens 10% extra korting op alle producten uit het assortiment. De Variety Pack scoor je nu dus voor slechts €17,99 in plaats van €24,99! Van 21 tot 29 oktober profiteer je van gratis levering!

[SIMP OP DEZELFDE PAGINA](#)



## LEDENVORDEEL

Extra voordelen van het Basic-Fit lidmaatschap



basicfit\_be • Volgend

basicfit\_be Ledenwedstrijd. We bieden je dit prachtige Next Level-pakket:

- Een rugzak
- Een box met verschillende eiwitrepen.
- Vitamine C
- Next Level weerstandsbanden

Om deel te nemen aan de wedstrijd.

chriscope81 en 190 anderen vinden dit leuk

29 JULI

Super leuke actie!!

**WEIGHT LOSS BUNDEL**  
Inclusief een weekmenu

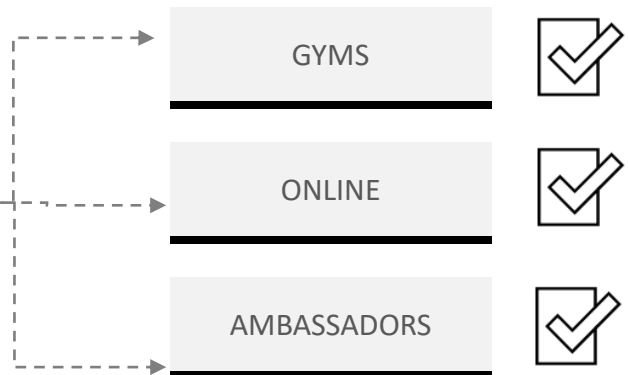
Nu met 10% KORTING VOOR BASIC-FIT LEDEN!

SWIPE UP

# SALES CHANNELS



Where can I buy NXT LEVEL products?



**5-YEAR POTENTIAL:**  
grow to high single to double digit millions (revenue)







**BASIC-FIT**

**INVESTOR DAY**

**EXPANSION STRATEGY & NEXT STEPS**

**SPEAKER:**

Redouane Zekkri

**DATE:**

7 November 2019

**BASIC-FIT**

# INTRODUCTION



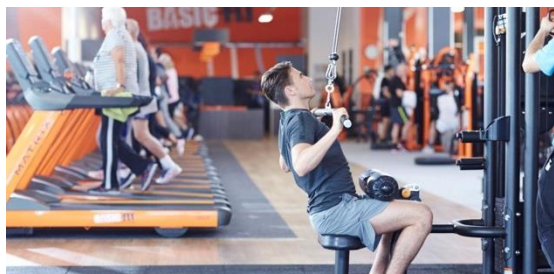
## Redouane Zekkri

### Chief Operating Officer

- ⌘ Previously International Strategy & Expansion Director
- ⌘ Previously Managing Director Belux & France
- ⌘ Joined HealthCity (Basic-Fit) in March 2008
- ⌘ 15 years in the Fitness industry
  
- ⌘ Let's see together how we will at least triple the size of our company...

**BASIC-FIT**

# AGENDA



Our countries  
in figures



4 markets  
4 different plans



Competitive landscape by  
country



Fitness penetration, pipeline  
& expansion goal



Our improved strategy to  
match our ambitions



The next step following our  
current countries



Conclusion



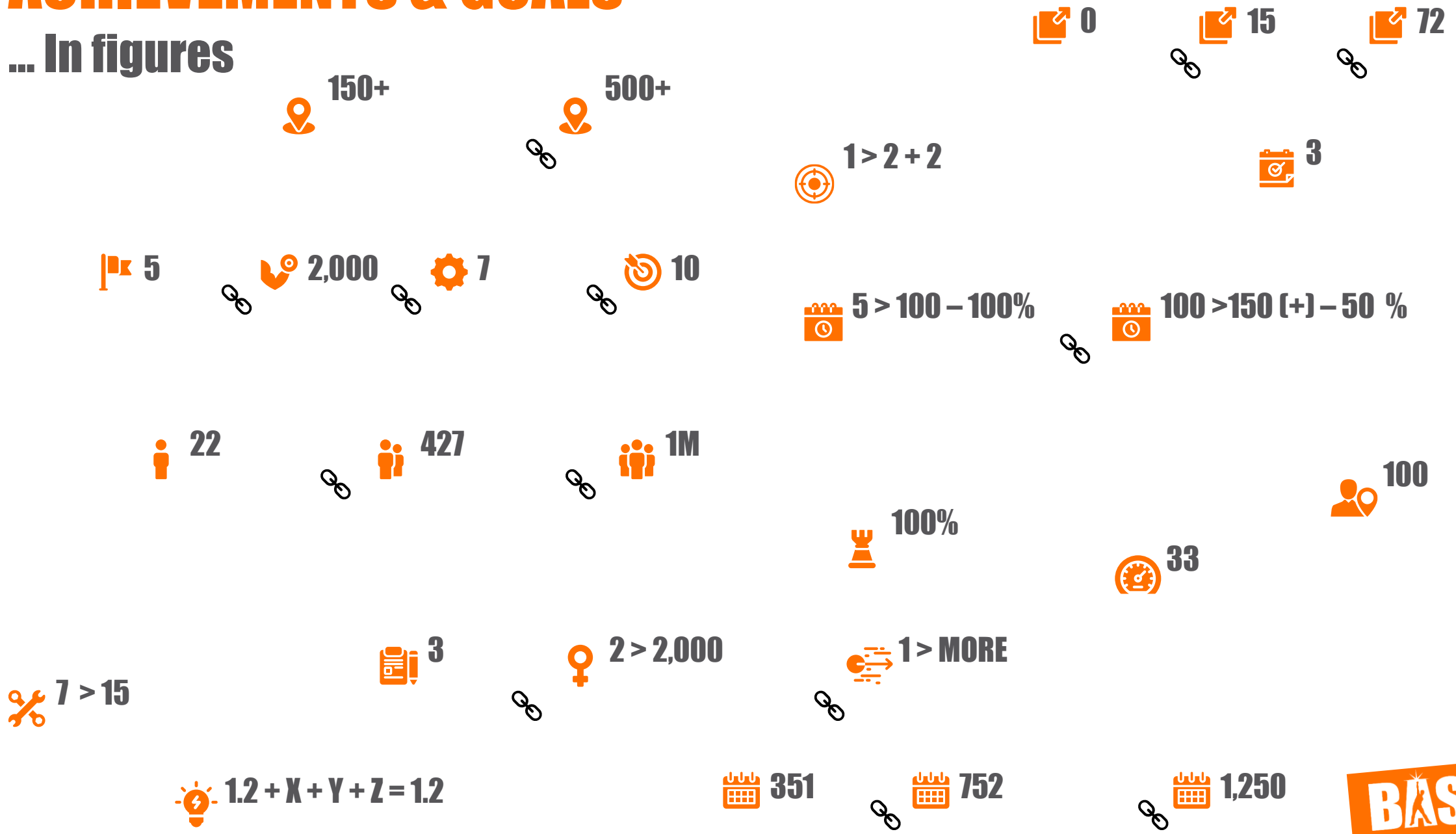


# OUR COUNTRIES IN FIGURES

**BASIC-FIT**

# ACHIEVEMENTS & GOALS

... In figures



**BASIC-FIT**

# OUR SUCCESS WAS BUILT IN SMALL COUNTRIES

With low fitness penetration rate



Listing of the company in 2016 with leading position in the BeNeLux and the promise that we would grow quickly in France



BeLux, France & Spain with lower fitness penetration rate but still opportunity to reach 2,000 clubs



We developed a rational approach to grow in in these countries

**BASIC-FIT**



# 4 MARKETS 4 DIFFERENT PLANS

🔗 The Netherlands

🔗 Belux

🔗 France

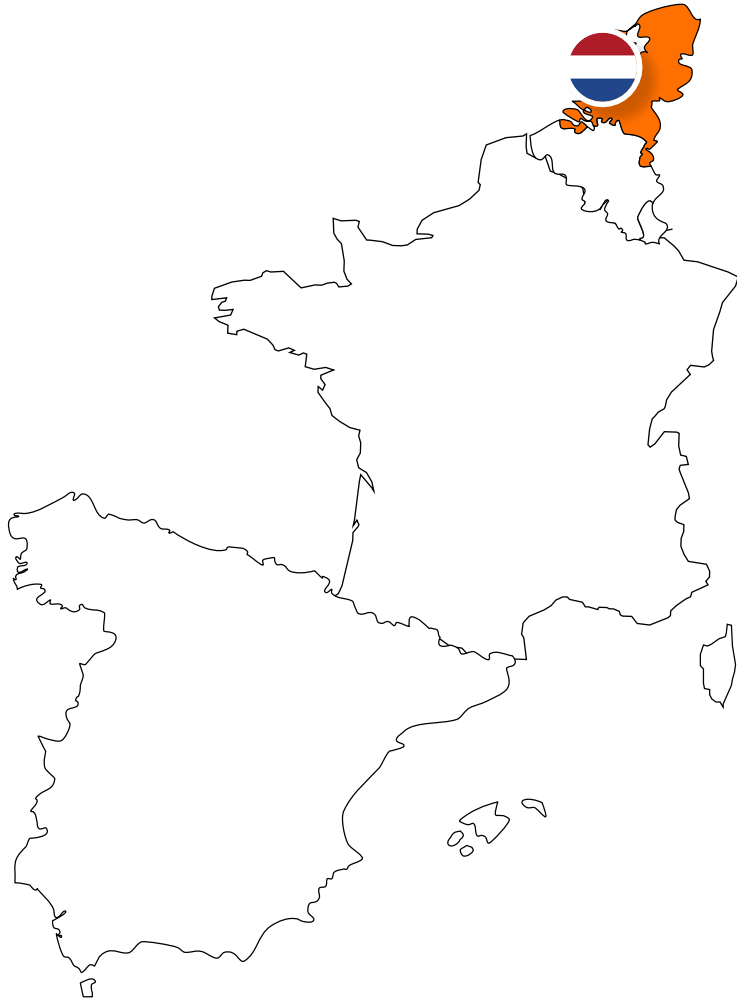
🔗 Spain

**BASIC-FIT**



# THE NETHERLANDS

## Solid base to guarantee strong long-term results



17 million inhabitants and 17% fitness penetration rate.



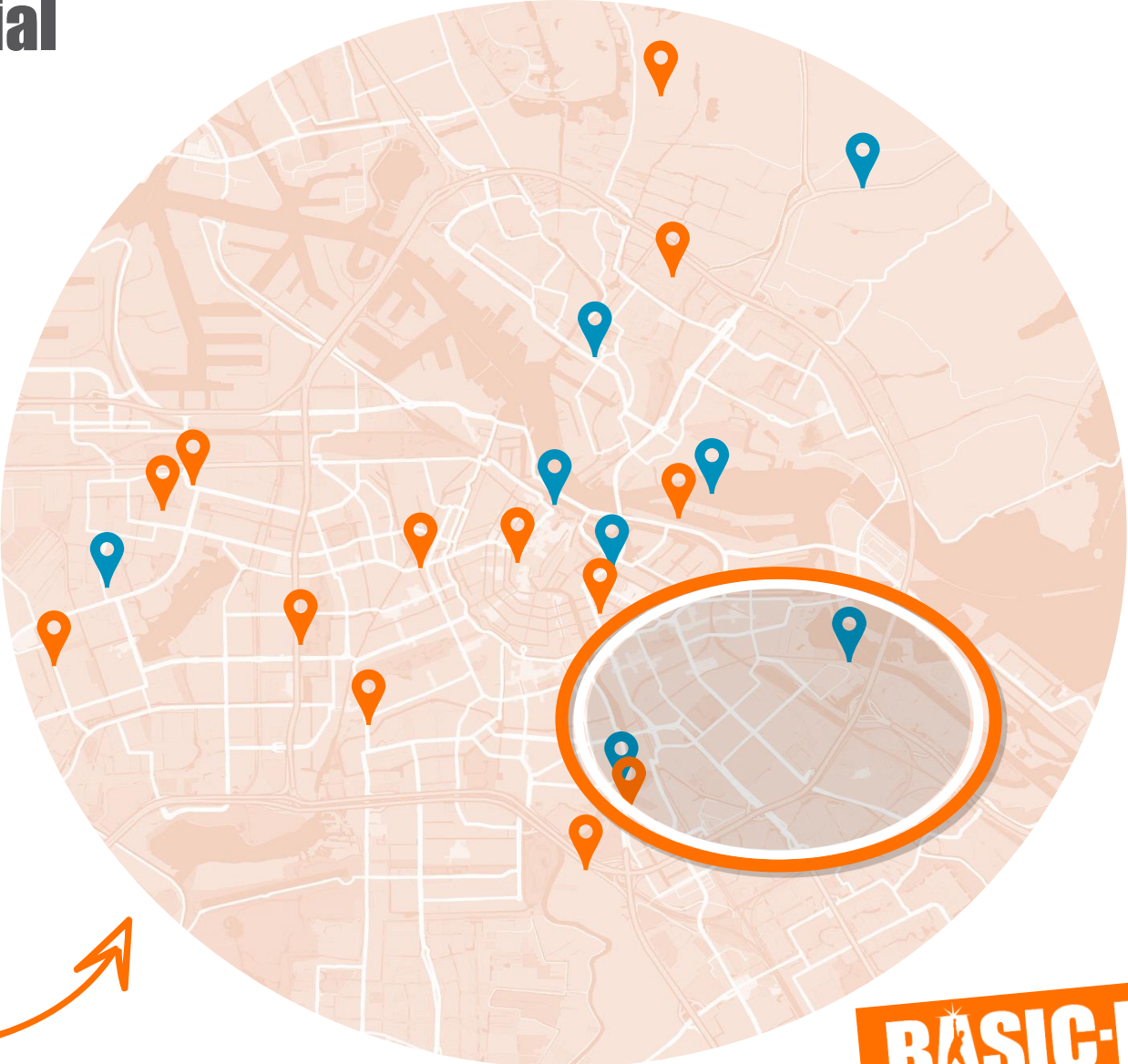
We are market leader and much bigger than number 2.



Expansion strategy fully prepared to further reinforce our clusters.

# HIGH LEVEL ANALYSIS BY CITY

Inhabitants - Km<sup>2</sup> - BF clubs - Potential



**BASIC-FIT**





# DETAILED ANALYSIS OF ALL AREAS OF EACH CITIES

To cross our current member base with potential and local coverage



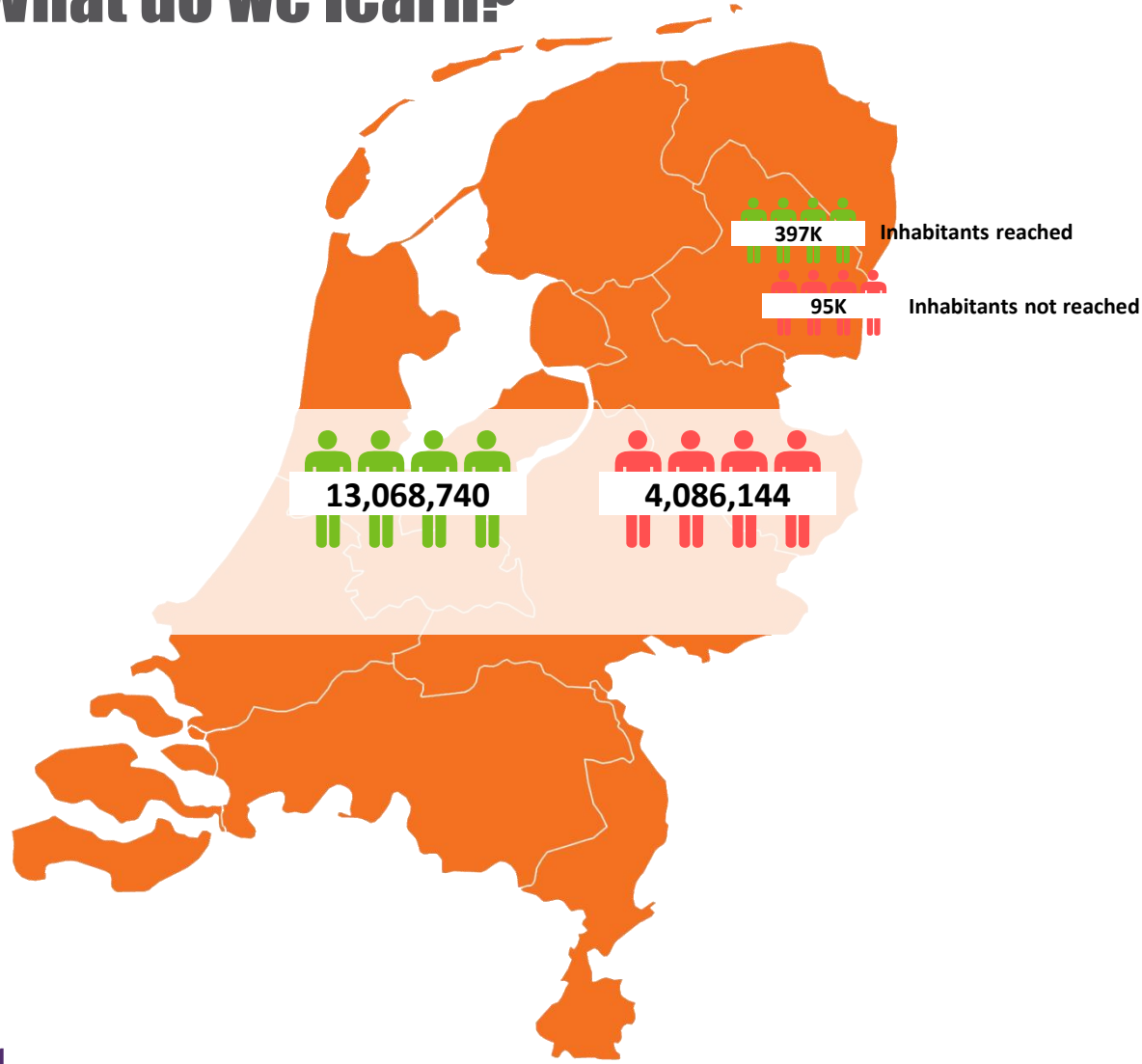
OPPORTUNITY TO OPEN AT LEAST 100 NEW CLUBS

**BASIC-FIT**



# POPULATION DISTRIBUTION THE NETHERLANDS

## What do we learn?



**COMPLETELY  
DIFFERENT SITUATION  
COMPARED TO FRANCE**

**BASIC-FIT**

# 4 MARKETS 4 DIFFERENT PLANS

- 8 The Netherlands
- 8 Belux
- 8 France
- 8 Spain

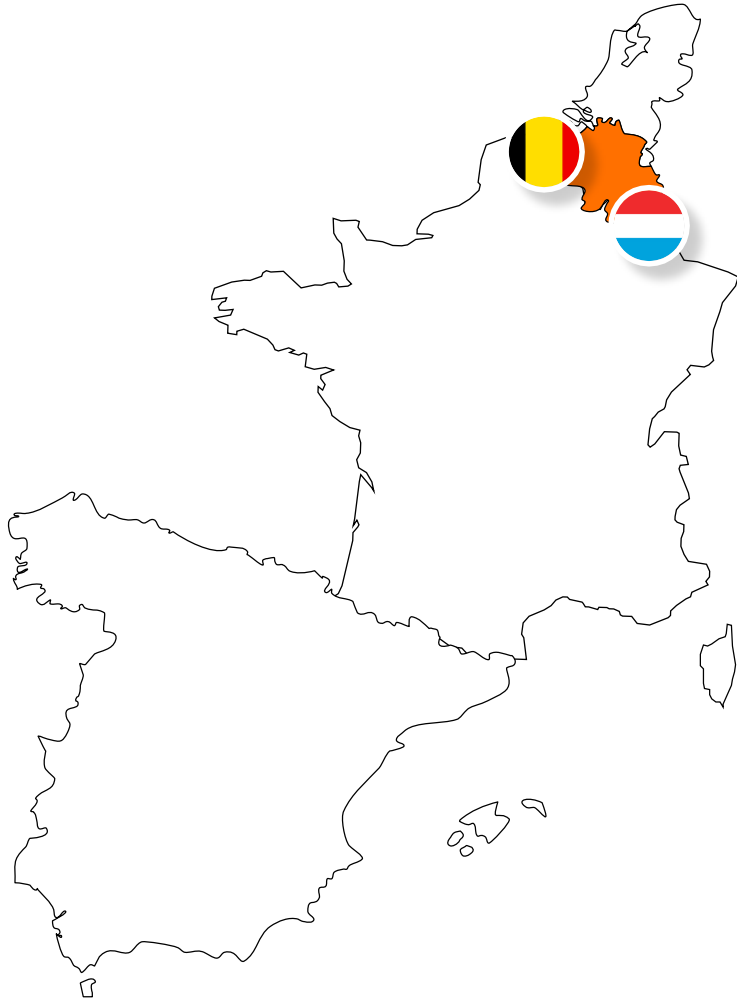
**BASIC-FIT**





# BELUX

## Solid base to guarantee strong long-term results



We are already market leader in Belgium & Luxembourg and are much bigger than the number 2.



We need to stimulate initiatives to increase the fitness penetration rate. Growing from 8% to 12% means an increase of 440,000 people doing fitness... and 12% is still not as high as some other European countries.



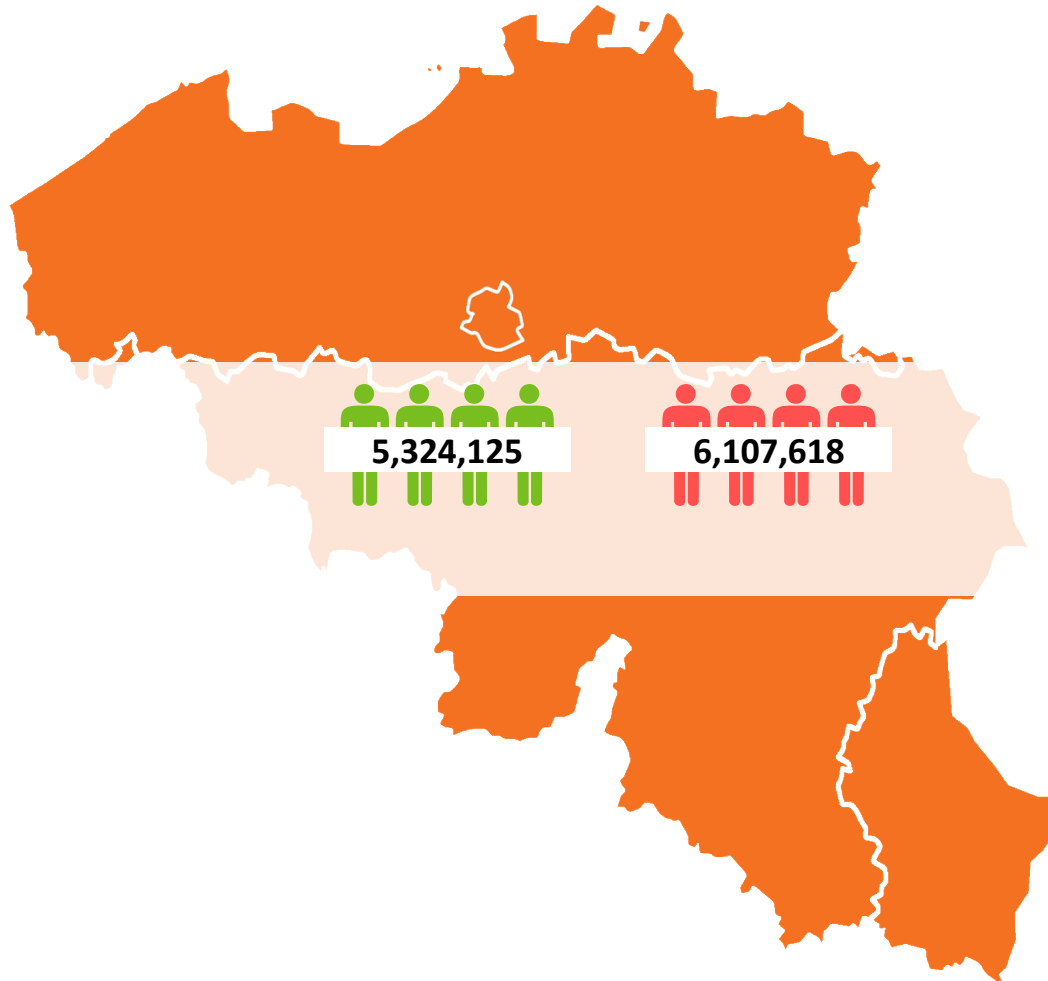
Our expansion focus now is to fill the white spots that remain, especially in smaller cities with a regional function.

**BASIC-FIT**



# POPULATION DISTRIBUTION BELGIUM

What do we learn?



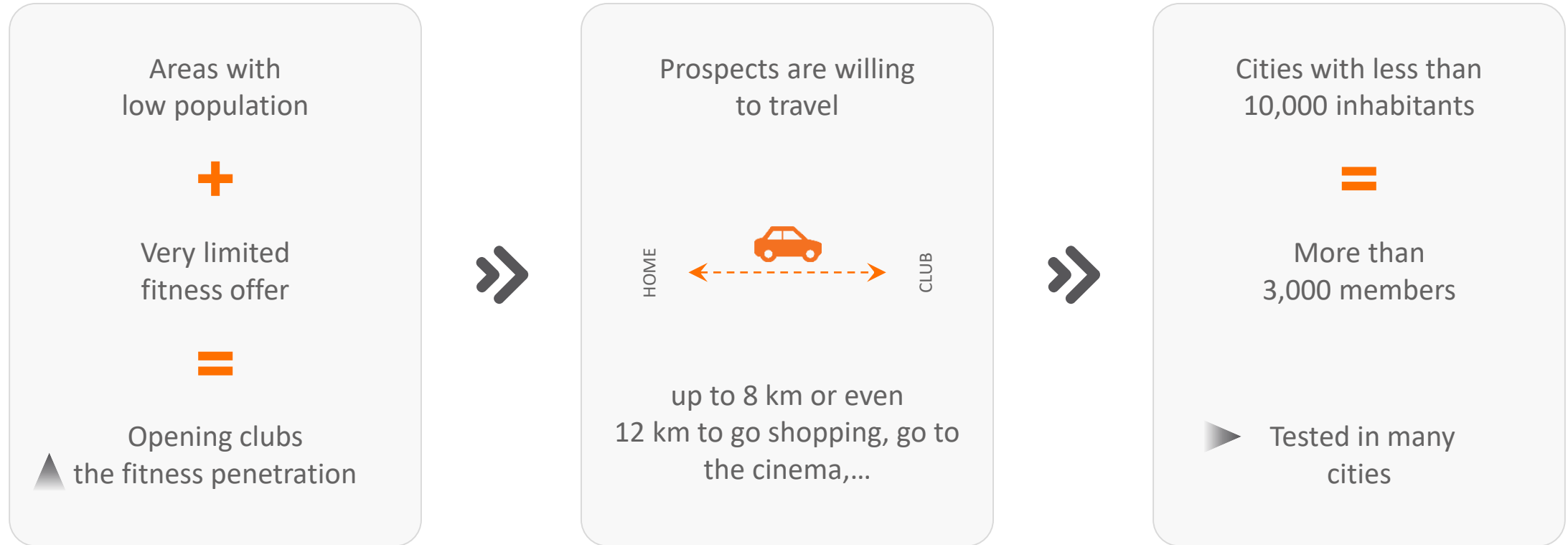
**BIG OPPORTUNITY TO INCREASE THE FITNESS PENETRATION RATE**

**BASIC-FIT**



# REGIONAL CLUBS

## Where does this idea come from

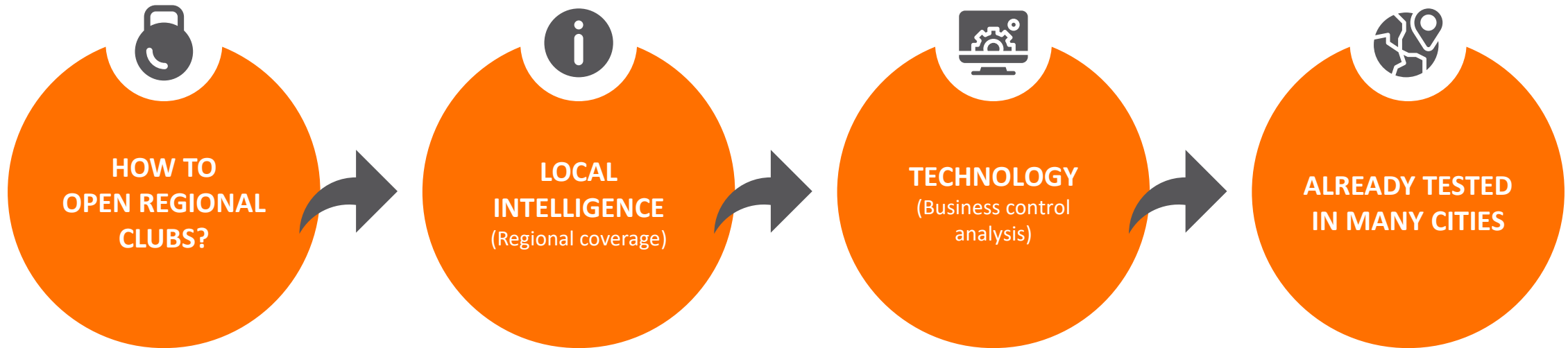






# REGIONAL CLUBS SELECTION

## How to find the best locations



# CLUBS IN SMALLER CITIES DO WORK

10 cities – 11,433 inhabitants – 3,000 members on average – 26%



**3,234 MEMBERS**



**4,347 MEMBERS**



**2,996 MEMBERS**



**2,397 MEMBERS**



**2,528 MEMBERS**



**2,067 MEMBERS**



**3,345 MEMBERS**



**2,945 MEMBERS**



**3,251 MEMBERS**



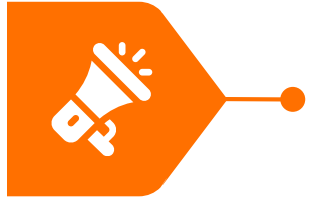
**2,890 MEMBERS**

**BASIC-FIT**



# REGIONAL CLUBS ARE A BIG OPPORTUNITY

With attractive figures



BENEFIT FROM NATIONAL MARKETING



LOWER RENTS



REINFORCE OUR NATIONAL COVERAGE AND PROVIDE GREAT VALUE FOR MONEY IN SUCH CITIES

# 4 MARKETS 4 DIFFERENT PLANS

- 8 The Netherlands
- 8 Belux
- 8 France
- 8 Spain

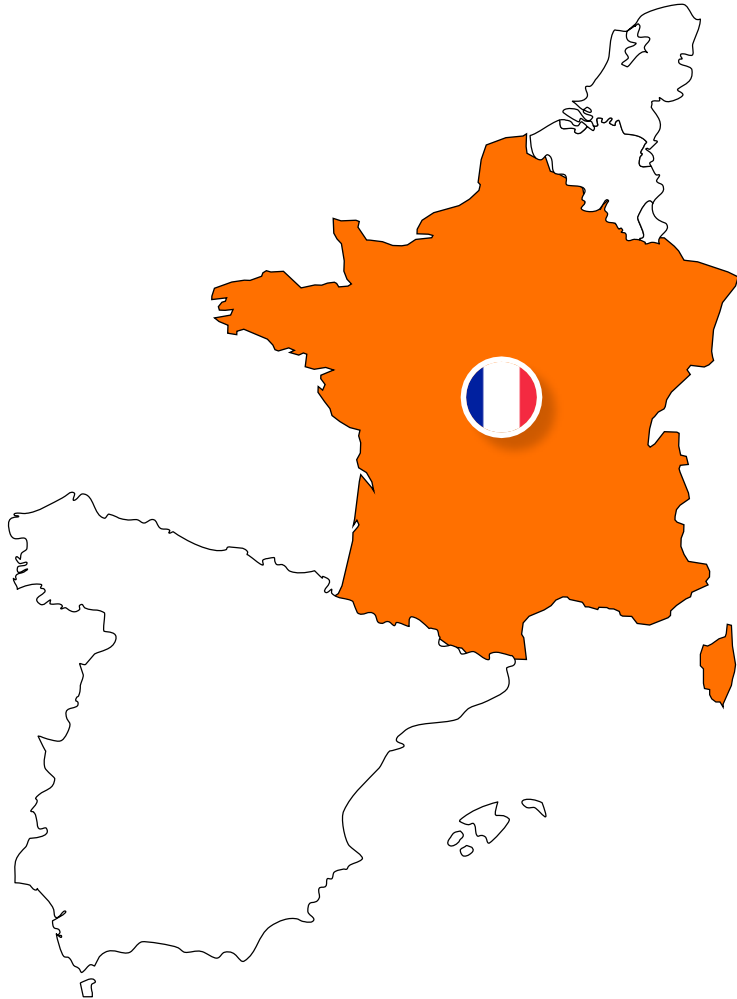
**BASIC-FIT**





# FRANCE

## Solid base to guarantee strong long-term results



Expansion launched in 2015



Highly fragmented franchise focused fitness market

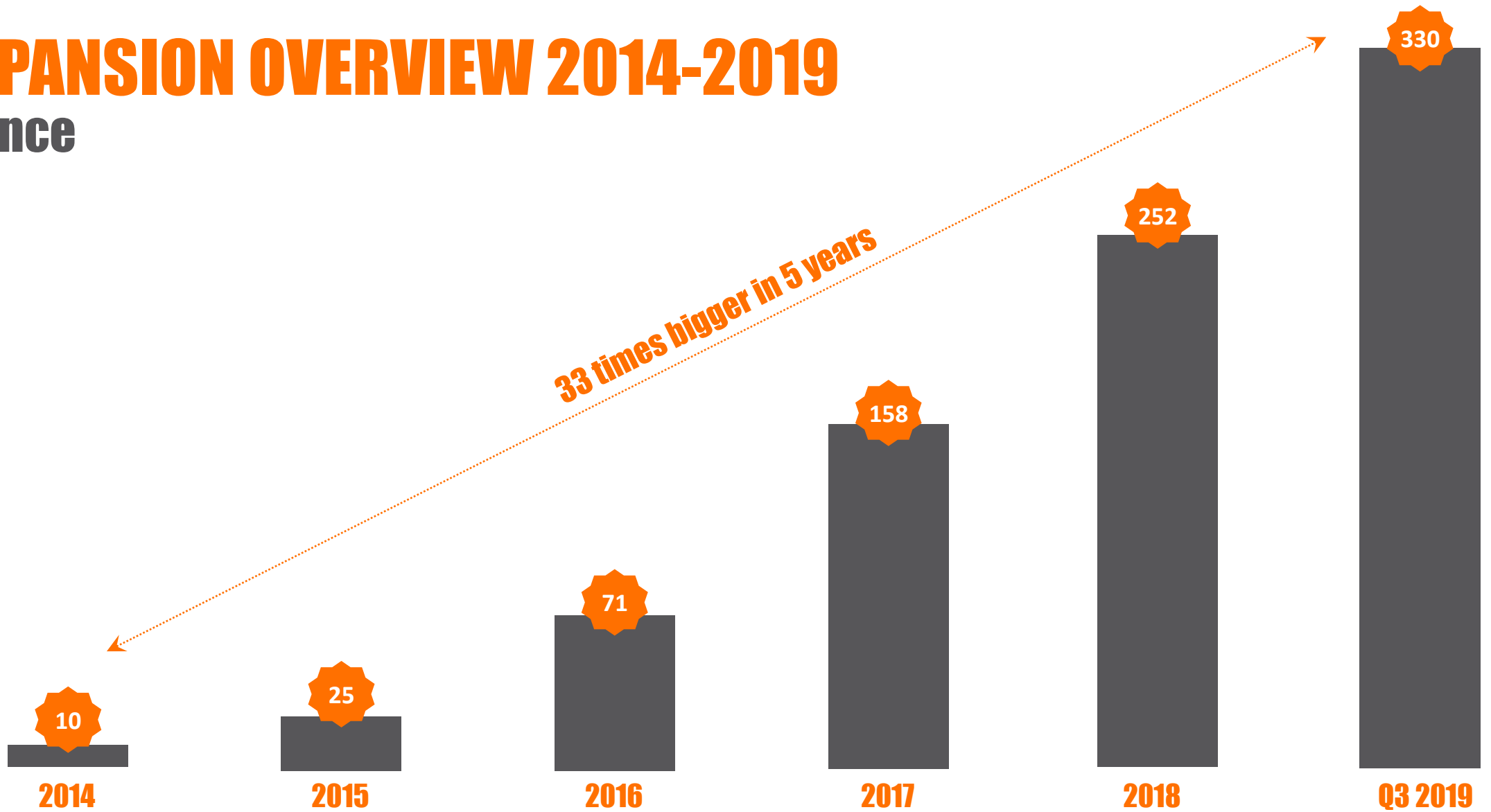


Expansion strategy developed in 2014 and 2015 is being launched and further improved

**BASIC-FIT**

# EXPANSION OVERVIEW 2014-2019

France

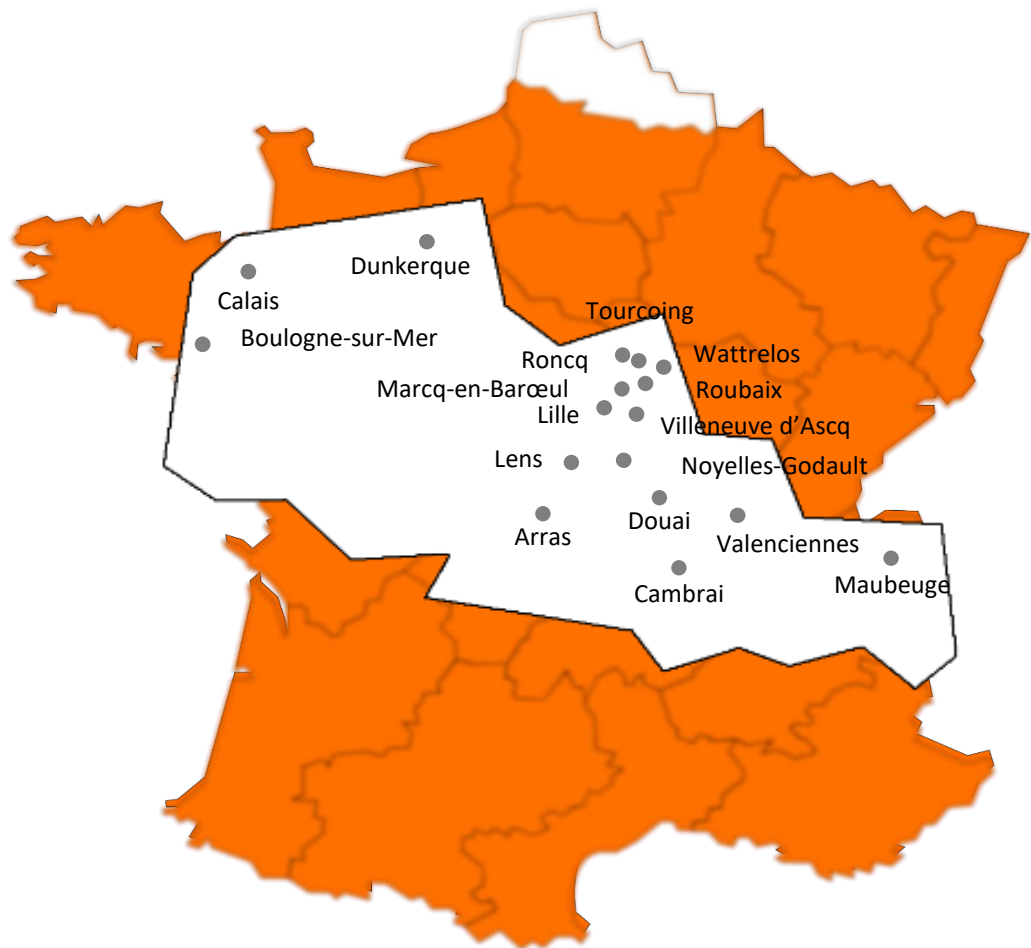


**BASIC-FIT**



# EXPANSION STRATEGY

## Step 1/4 > 30K inhabitants

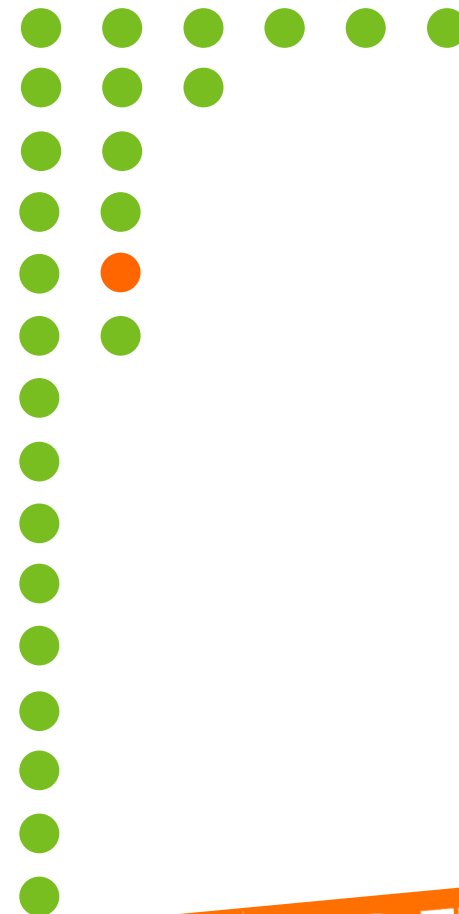


● Club opened or contract signed

● Location in negotiation

○ Still looking for a good location

1.	Lille	185,000 inh.
2.	Roubaix	97,000 inh.
3.	Tourcoing	94,000 inh.
4.	Calais	77,000 inh.
5.	Dunkerque	71,000 inh.
6.	Villeneuve-d'Ascq	65,000 inh.
7.	Boulogne-sur-Mer	45,000 inh.
8.	Douai	43,000 inh.
9.	Wattrelos	43,000 inh.
10.	Valenciennes	41,000 inh.
11.	Arras	41,000 inh.
12.	Marcq-en-Barœul	37,000 inh.
13.	Lens	36,000 inh.
14.	Cambrai	34,000 inh.
15.	Maubeuge	34,000 inh.

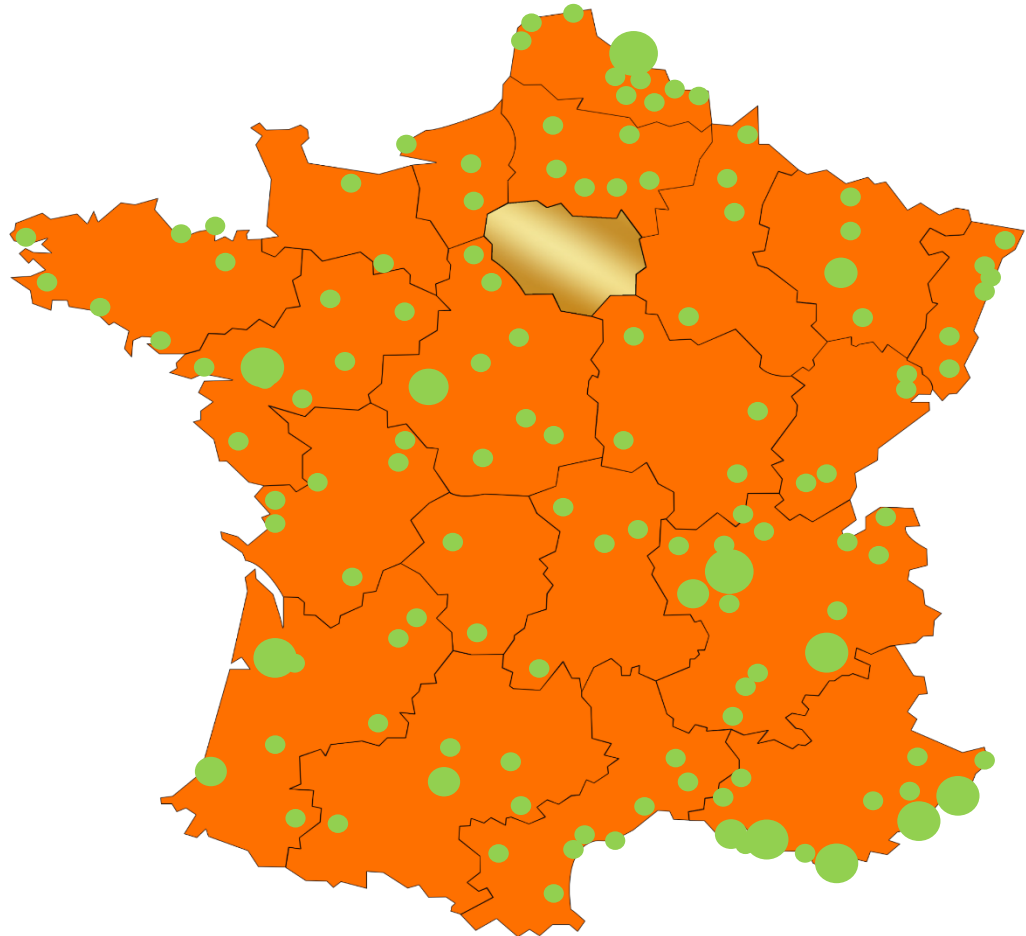


**BASIC-FIT**



# EXPANSION STRATEGY

Step 1/4 > Green = Club(s) opened



**BY THE END OF 2019,  
WE WILL HAVE AT  
LEAST 1 BF CLUB IN ALL  
CITIES WITH AT LEAST  
30K INHABITANTS**

**BASIC-FIT**





# EXPANSION STRATEGY

Step 2/4 > Ile-de-France region: 8 districts – 12,000,000 inhab.



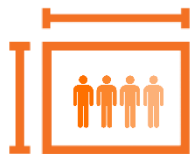
## BELGIUM



11,300,000 inhabitants



30,528 km<sup>2</sup>



370 inhabitants / km<sup>2</sup>



## ÎLE-DE-FRANCE

12,000,000 inhabitants

12,000 km<sup>2</sup>  
(2.5x smaller)

1,000 inhabitants / km<sup>2</sup>



# EXPANSION STRATEGY

## Step 2/4 > Our strategy for region Ile-de-France



**PARIS**  
2,295,000  
inhabitants

### STEP 1

**HAUTS-DE-SEINE**  
1,592,000  
inhabitants

**SEINE-SAINT-DENIS**  
1,552,000  
inhabitants

**VAL-DE-MARNE**  
1,354,000  
inhabitants

### STEP 2

**YVELINES**  
1,419,000  
inhabitants

**SEINE-ET-MARNE**  
1,365,000  
inhabitants

**ESSONNE**  
1,254,000  
inhabitants

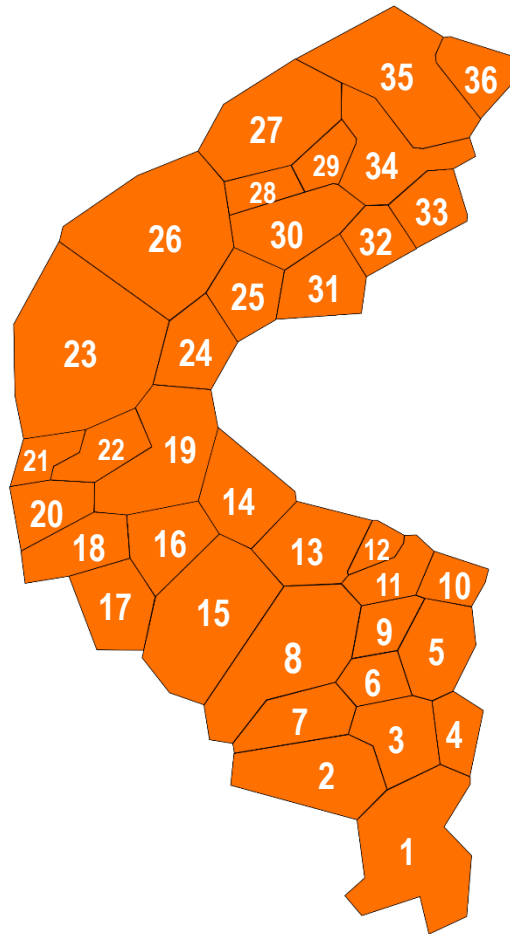
**VAL-D'OISE**  
1,195,000  
inhabitants

**BASIC-FIT**



# EXPANSION STRATEGY

## Step 2/4 > Hauts-de-Seine - 175 km<sup>2</sup> - 1,592,000 inhabitants



1.	Antony	62,000
2.	Châtenay-Malabry	32,000
3.	Sceaux	20,000
4.	Bourg-la-Reine	20,000
5.	Bagneux	38,000
6.	Fontenay-aux-Roses	23,000
7.	Le Plessis-Robinson	28,000
8.	Clamart	53,000
9.	Châtillon	33,000
10.	Montrouge	49,000
11.	Malakoff	31,000
12.	Vanves	27,000
13.	Issy-les-Moulineaux	64,000
14.	Boulogne-Billancourt	114,000
15.	Meudon	45,000
16.	Sèvres	23,000
17.	Chaville	19,000
18.	Ville-d'Avray	11,000
19.	Saint-Cloud	62,000
20.	Marnes-la-Coquette	32,000
21.	Vaucresson	20,000
22.	Garches	20,000
23.	Rueil-Malmaison	38,000
24.	Suresnes	23,000
25.	Puteaux	28,000
26.	Nanterre	53,000
27.	Colombes	33,000
28.	La Garenne-Colombes	49,000
29.	Bois-Colombes	31,000
30.	Courbevoie	27,000
31.	Neuilly-sur-Seine	64,000
32.	Levallois-Perret	114,000
33.	Clichy	45,000
34.	Asnières-sur-Seine	23,000
35.	Gennevilliers	19,000
36.	Villeneuve-la-Garenne	11,000

## DETAILED MAP PER DISTRICT

**BASIC-FIT**



# EXPANSION STRATEGY

Step 2/4 > Our strategy for region Ile-de-France



**BY THE END OF 2019, WE  
WILL HAVE 50 CLUBS  
IN ILE-DE-FRANCE  
(EXCL. PARIS)**

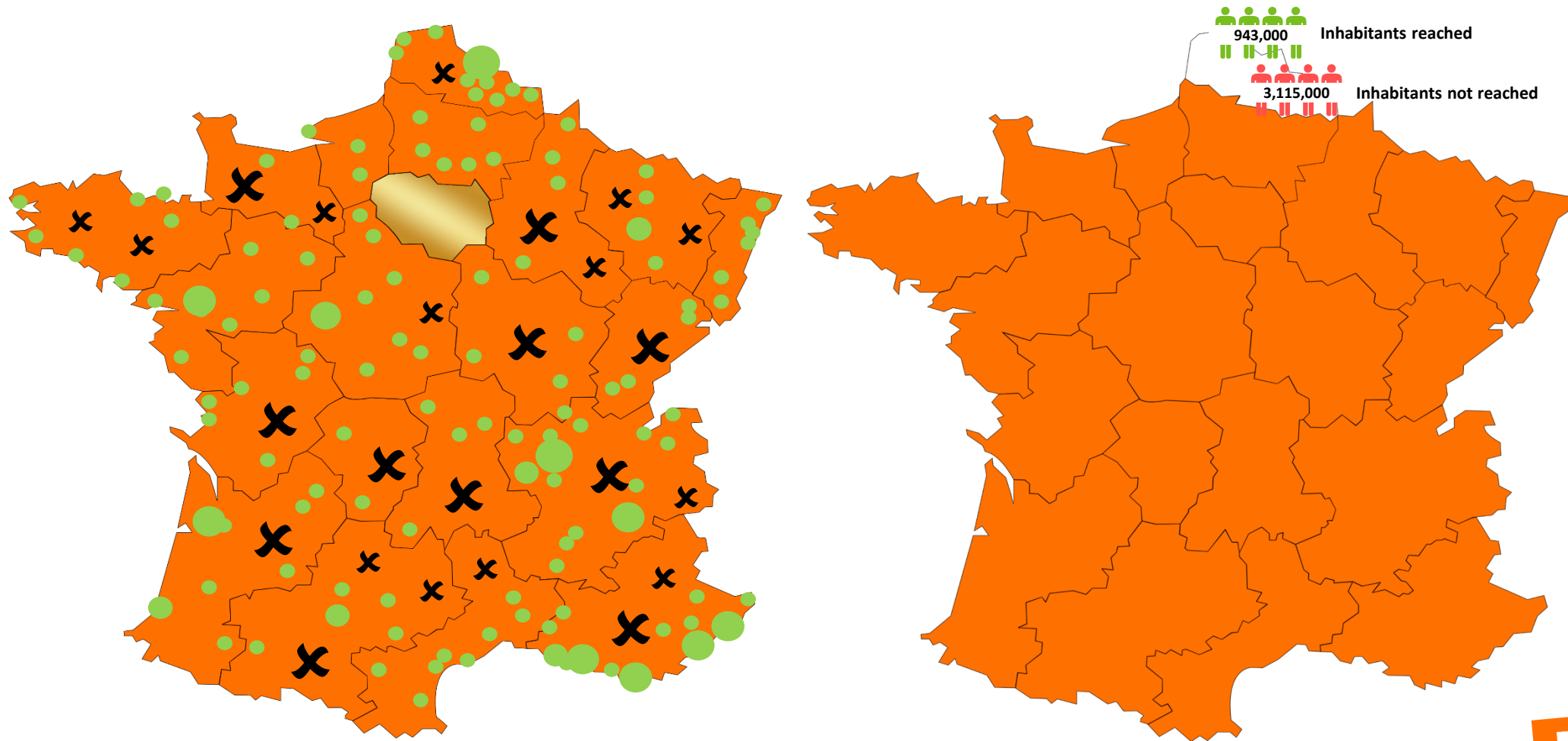
**BASIC-FIT**





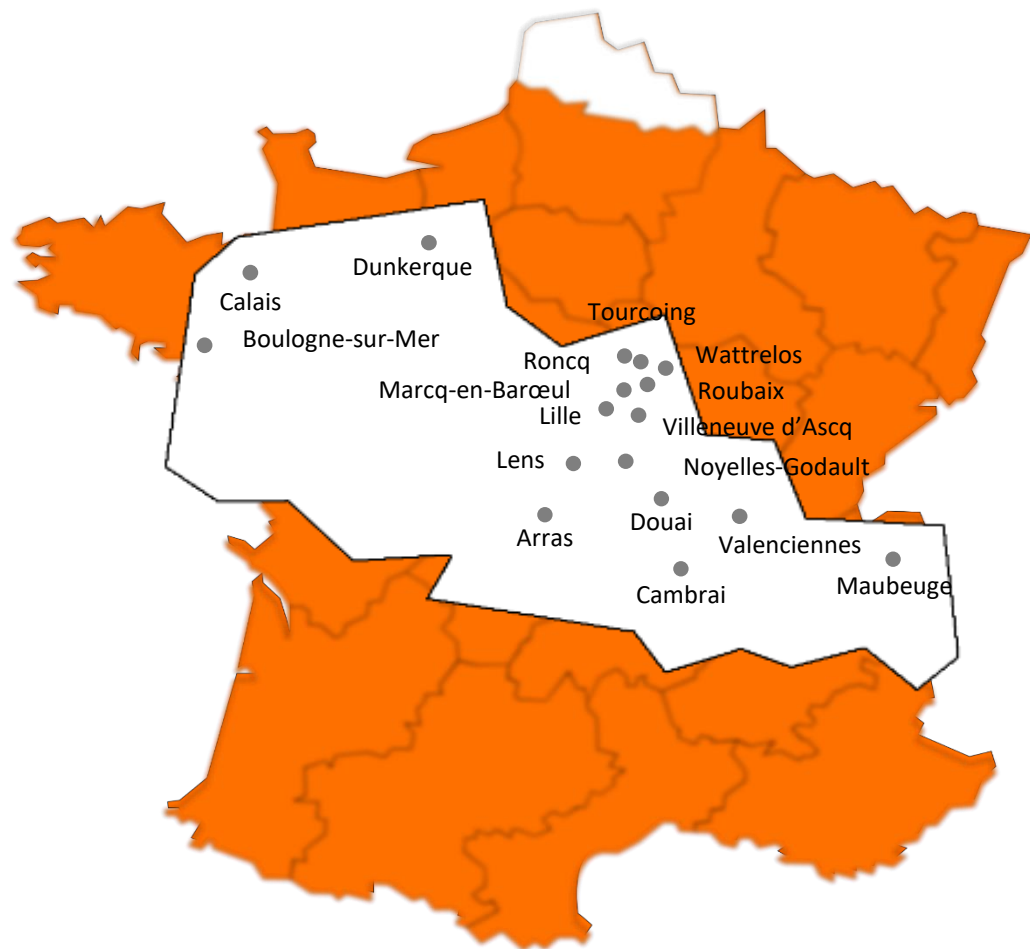
# EXPANSION STRATEGY

## Step 3/4 > Cities with less than 30K inhabitants (Regional clubs)



# EXPANSION STRATEGY

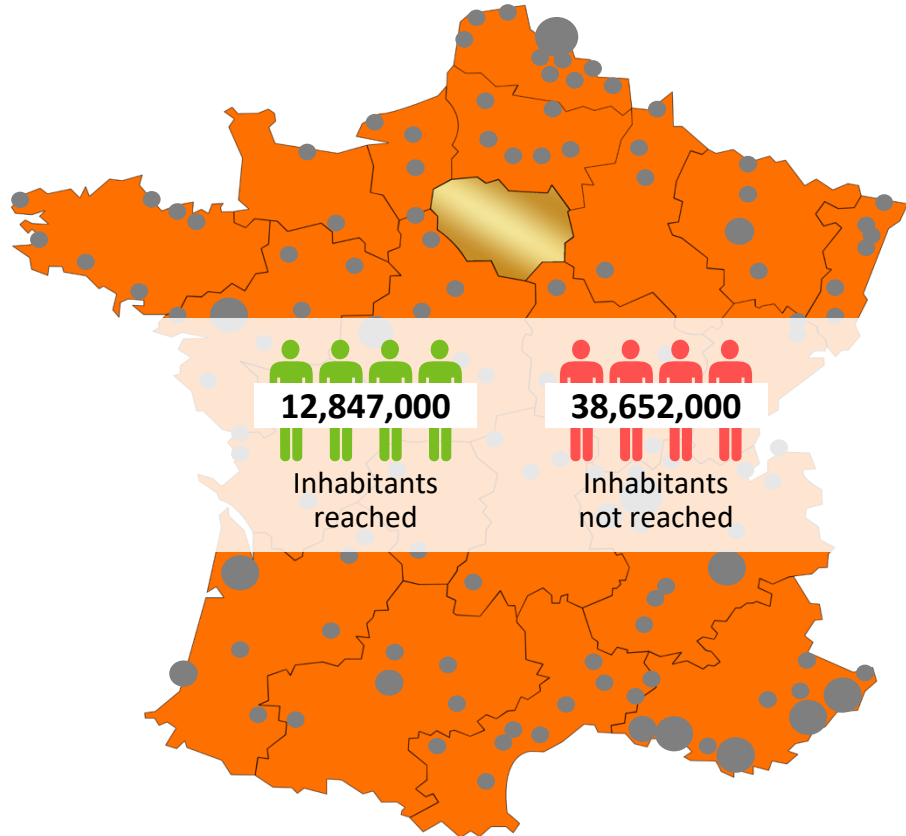
Step 3/4 > Cities with less than 30K inhabitants (Regional clubs)



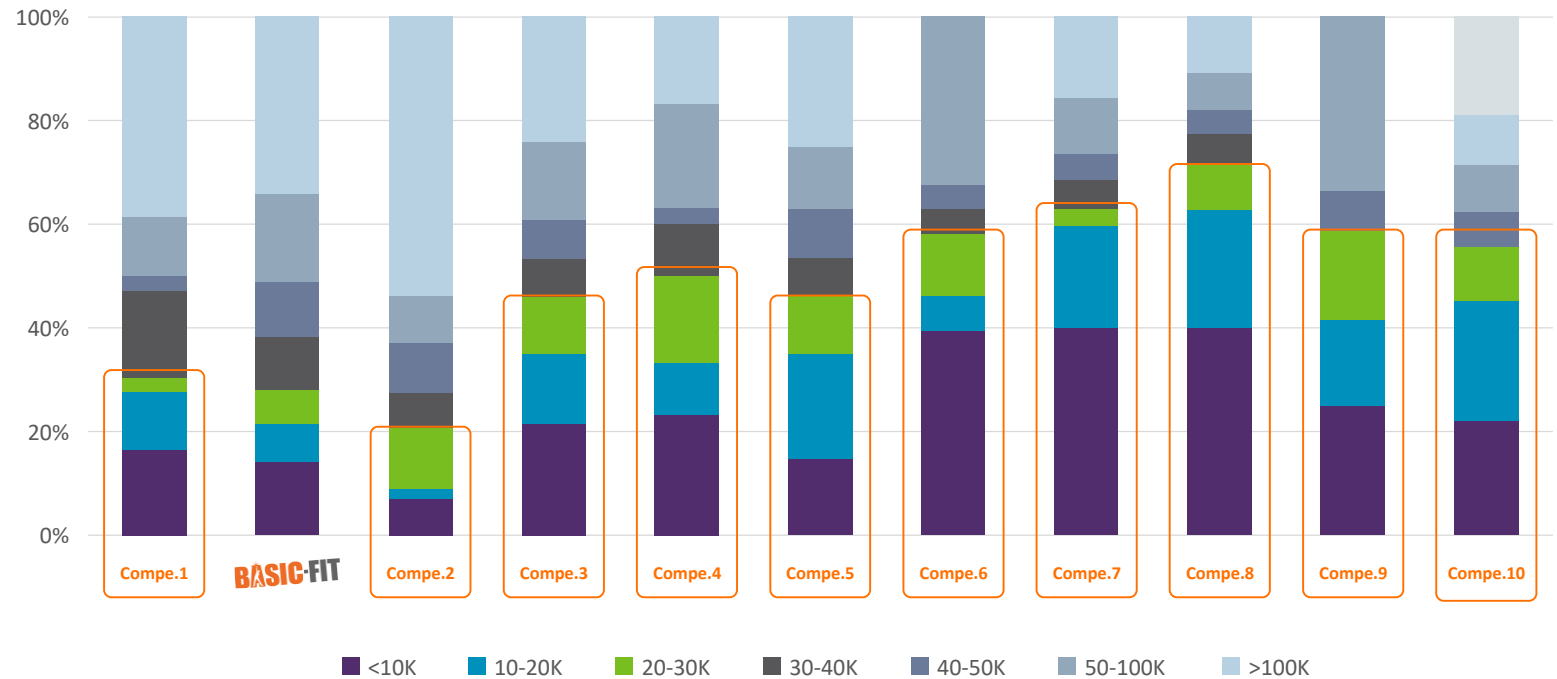
**ALREADY 11 CLUBS  
OPENED / 2 SIGNED  
AND 8 IN LOI**

# EXPANSION STRATEGY

We only reach 25% of the inhabitants (excl. IDF) with our 30K cities clubs

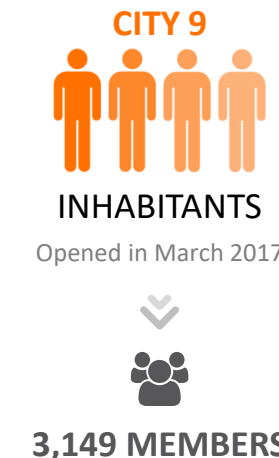
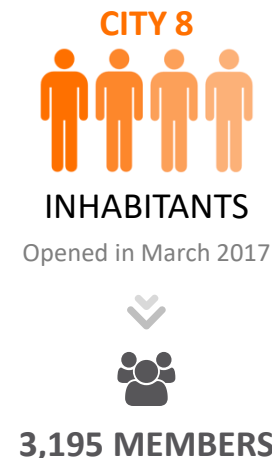
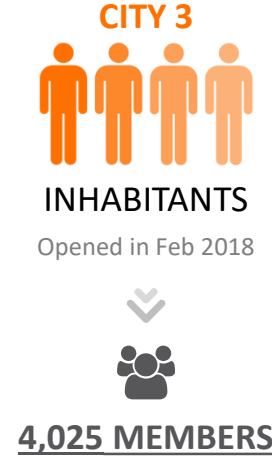
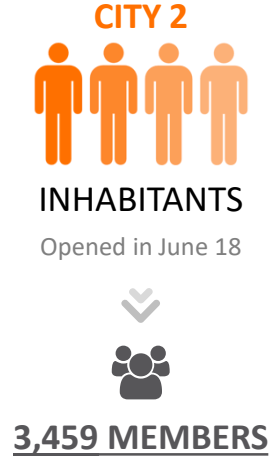
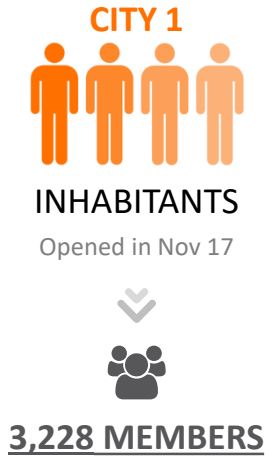


Competitors by % clubs in certain population range



# STRATEGY ALREADY TESTED IN IN MANY CITIES

9 cities – 13,033 inhabitants – 2,765 members on average – 21%



**BASIC-FIT**





# EXPANSION STRATEGY

Step 4/4 > Region Paris : 20 districts – 2,295,000 inhabitants



## BRUSSELS



1,194,000 inhabitants



161 km<sup>2</sup>



7,416 inhabitants / km<sup>2</sup>



## PARIS

2,295,000 inhabitants

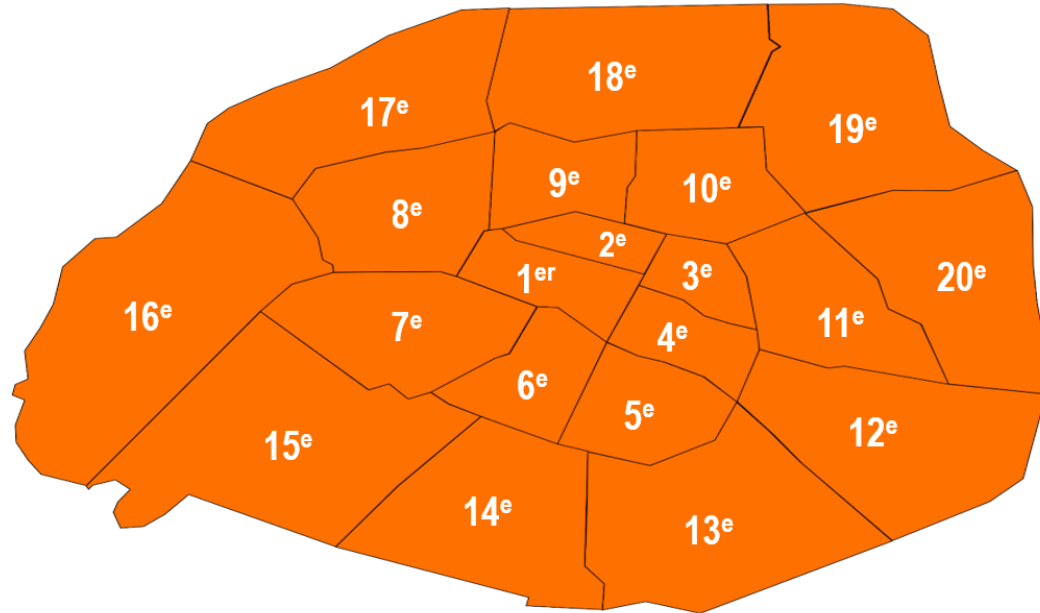
105 km<sup>2</sup>  
(35% smaller)

21,857 inhabitants / km<sup>2</sup>



# EXPANSION STRATEGY

## Step 4/4 > Paris 2,295,000 inhabitants



1. EXPERIENCE ON THE FRENCH MARKET
2. BRAND RECOGNITION (IN FRANCE & IDF)
3. ATTRACTIVE FINANCIAL RESULTS
4. STRATEGY > MOBILITY

DISTRICTS	INHABITANTS	DISTRICTS	INHABITANTS	DISTRICTS	INHABITANTS	DISTRICTS	INHABITANTS
1. 75015	237,127	6. 75017	170,077	11. 75010	92,494	16. 75008	39,175
2. 75018	199,519	7. 75016	166,552	12. 75005	60,273	17. 75003	35,666
3. 75020	194,771	8. 75011	153,461	13. 75009	59,427	18. 75004	27,689
4. 75019	185,953	9. 75012	144,719	14. 75007	56,325	19. 75002	21,914
5. 75013	183,713	10. 75014	140,799	15. 75006	43,479	20. 75001	17,165





# RESULTS OF 4 TEST CLUBS IN PARIS

## On our way to open 80 clubs in Paris

### PARIS TEST 1

 Opened in Q4 2015

 6,237 members

### PARIS TEST 3

 Opened in Q3 2018

 3,237 members

### PARIS TEST 2

 Opened in Q3 2016

 7,387 members

### PARIS TEST 4

 Opened in Q1 2019

 2,387 members

=



GREAT RESULTS

(Without brand recognition or big marketing Investment)



€19.99  
/4 weeks

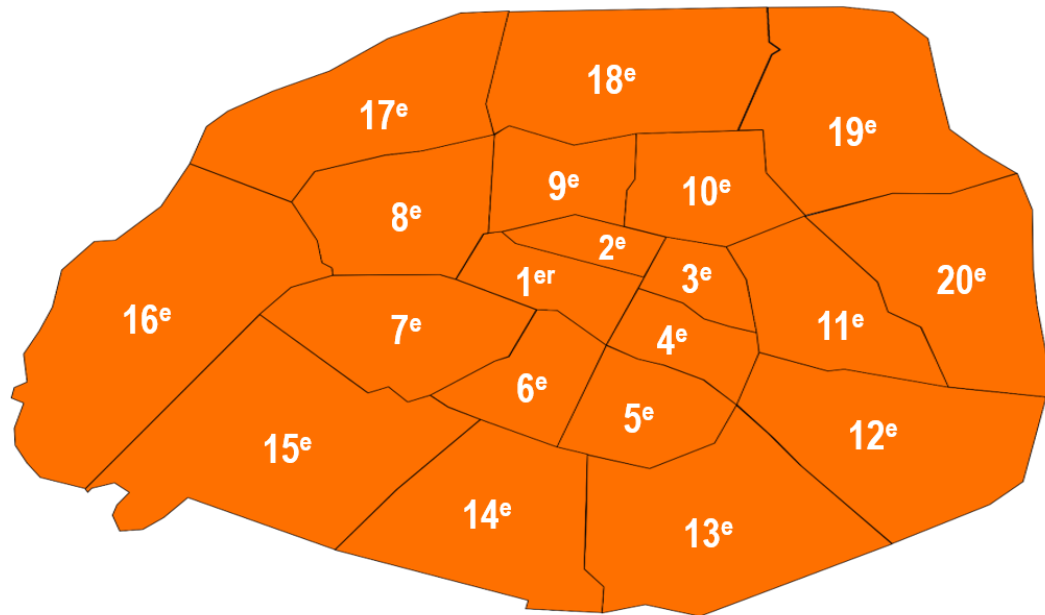
+ 30%  
Premium  
(on all clubs)

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# EXPANSION STRATEGY

Step 4/4 > Paris 2,295,000 inhabitants

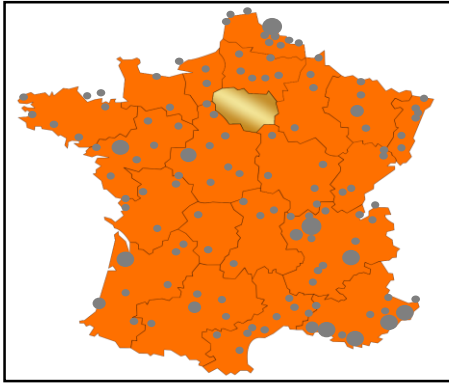


**BY THE END OF 2019,  
WE WILL HAVE 14 BF  
CLUBS IN PARIS**

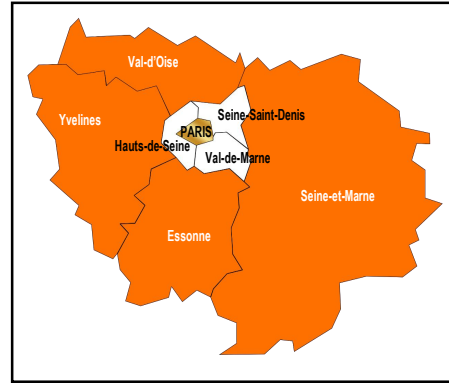


# EXPANSION STRATEGY & POTENTIAL FOR FRANCE

## Small difference compared to the strategy presented in 2017



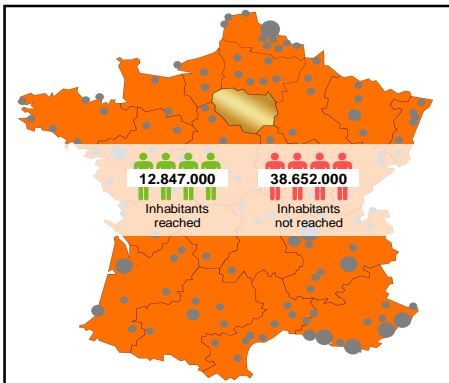
**STEP 1: CITIES WITH MORE THAN 30K INHABITANTS**  
**350 CLUBS**



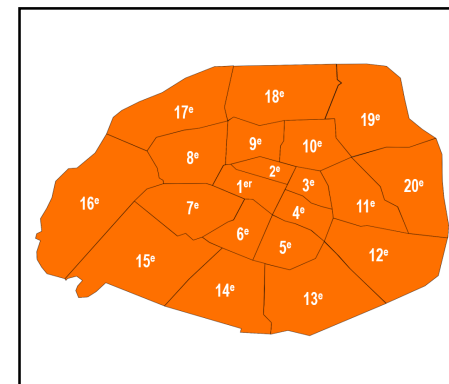
**STEP 2: ILE-DE-FRANCE REGION (EXCL. PARIS)**  
**220 CLUBS**



**OPPORTUNITY TO OPEN 950+ CLUBS IN FRANCE**



**STEP 3: CITIES WITH LESS THAN 30K INHABITANTS**  
**300 CLUBS**

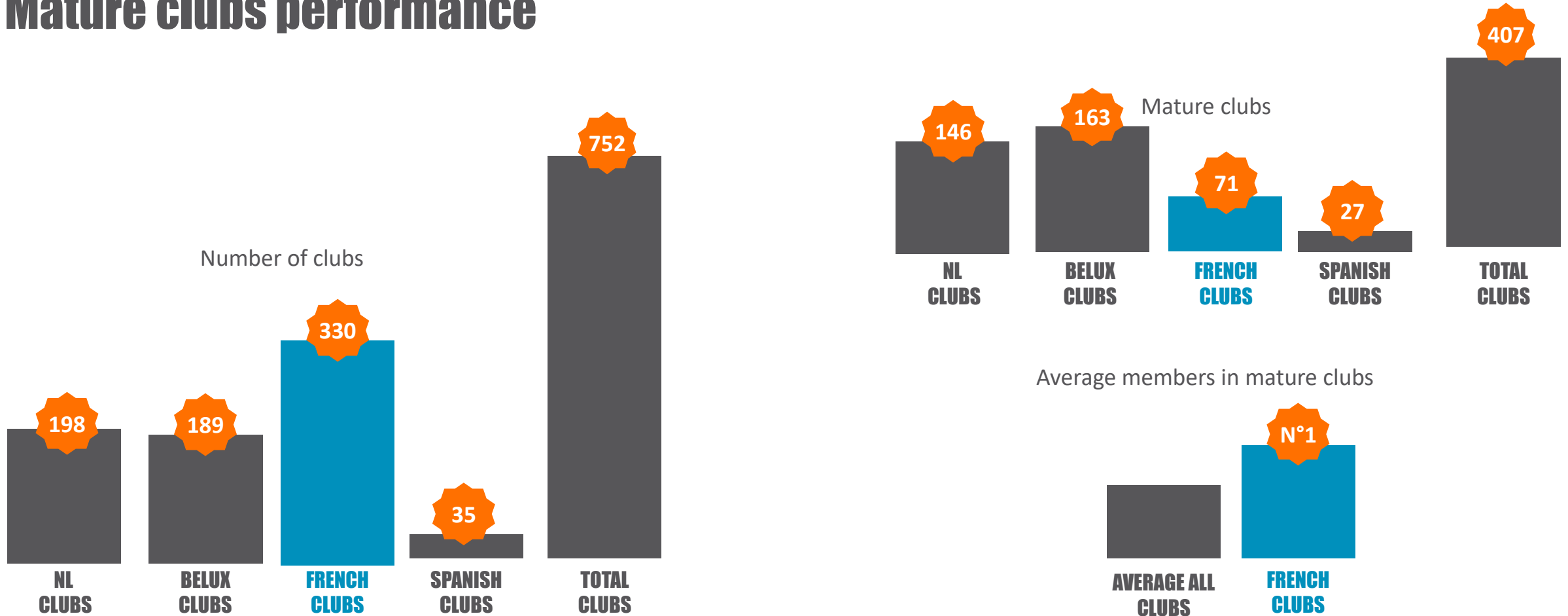


**STEP 4: PARIS**  
**80 CLUBS**



# POSITIVE RESULTS IN OUR FOCUS MARKET (Q3 2019)

## Mature clubs performance



Mature clubs Jan 1st 2020 > 158 > Already same trend

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# 4 MARKETS 4 DIFFERENT PLANS

- 8 The Netherlands
- 8 Belux
- 8 France
- 8 Spain

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# SPAIN

## Opportunity to become market leader in the short term



Huge country with 47 million inhabitants



Highly fragmented fitness market with 11.4% fitness penetration and no clear market leader (0 vs 5 - 7% vs 35%)



Our expansion strategy has been prepared the previous 18 months

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# HIGH LEVEL DEMOGRAPHIC ANALYSIS OF SPAIN

## 48 million inhabitants on 505,000 km<sup>2</sup>



Country	Land Area (Sq Km)	Arithmetic Density	Built-up Density ('Lived Density')	% of 1 km cells populated
Monaco	2	18,067	18,067	100.0
Andorra	468	182	1,525	12.0
Malta	316	1,316	1,382	95.3
Spain	505,634	93	737	12.6
Netherlands	37,321	446	546	81.6
England	130,279	405	531	76.2
San Marino	61	420	493	85.2
Italy	301,289	197	453	43.5
Liechtenstein	160	223	447	49.8
Belgium	30,544	358	434	82.5
Romania	238,262	90	402	22.3
Switzerland	41,289	191	385	49.6
Greece	129,639	83	379	22.0
Germany	357,473	224	376	59.5
Hungary	93,067	107	368	29.0
Slovakia	49,134	110	358	30.7
Cyprus	9,487	88	319	27.8
Bulgaria	111,073	66	312	21.3
Luxembourg	2,634	192	308	62.3
Portugal	91,632	115	255	45.2
Czech Republic	78,970	132	236	55.8
Austria	83,911	100	220	45.5
Isle of Man	572	147	212	69.4
Wales	20,735	147	204	71.8
Scotland	80,077	63	200	31.4
Poland	312,101	123	196	63.0
France	551,695	114	195	58.4

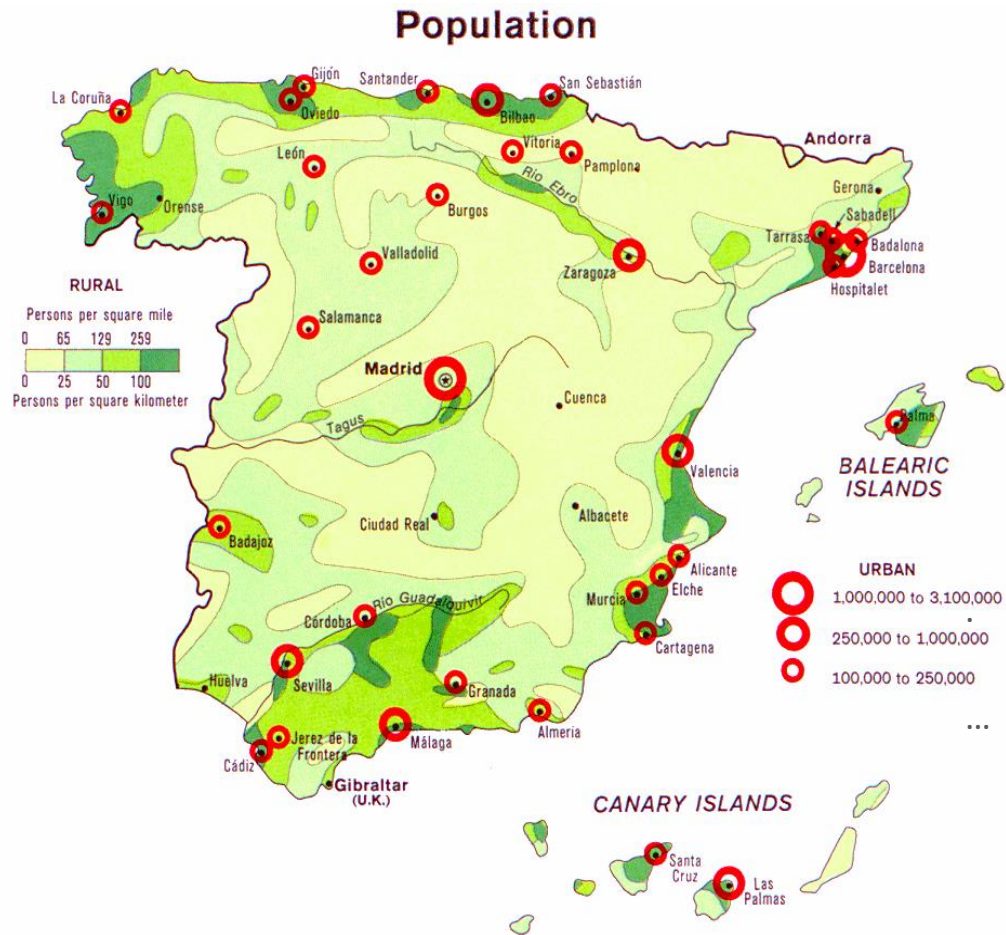
**Among the lowest population densities in Europe  
> 93 inhabitants / km<sup>2</sup>**

**Is this a challenge?**



# HIGH LEVEL DEMOGRAPHIC ANALYSIS OF SPAIN

## Favourable circumstances?



93 > 737

NUMBER 1

33 – 1 KM2 - 40K > 23 – 10

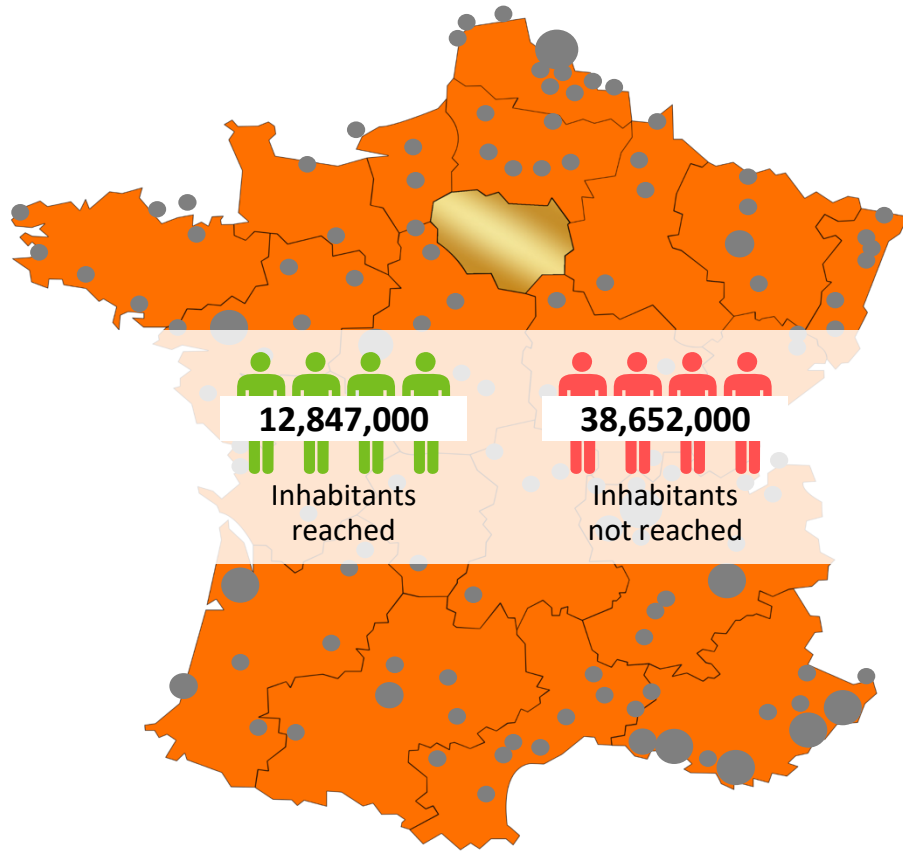
WL > 20K

Source: <https://theconversation.com/think-your-country-is-crowded-these-maps-reveal-the-truth-about-population-density-across-europe-90345>

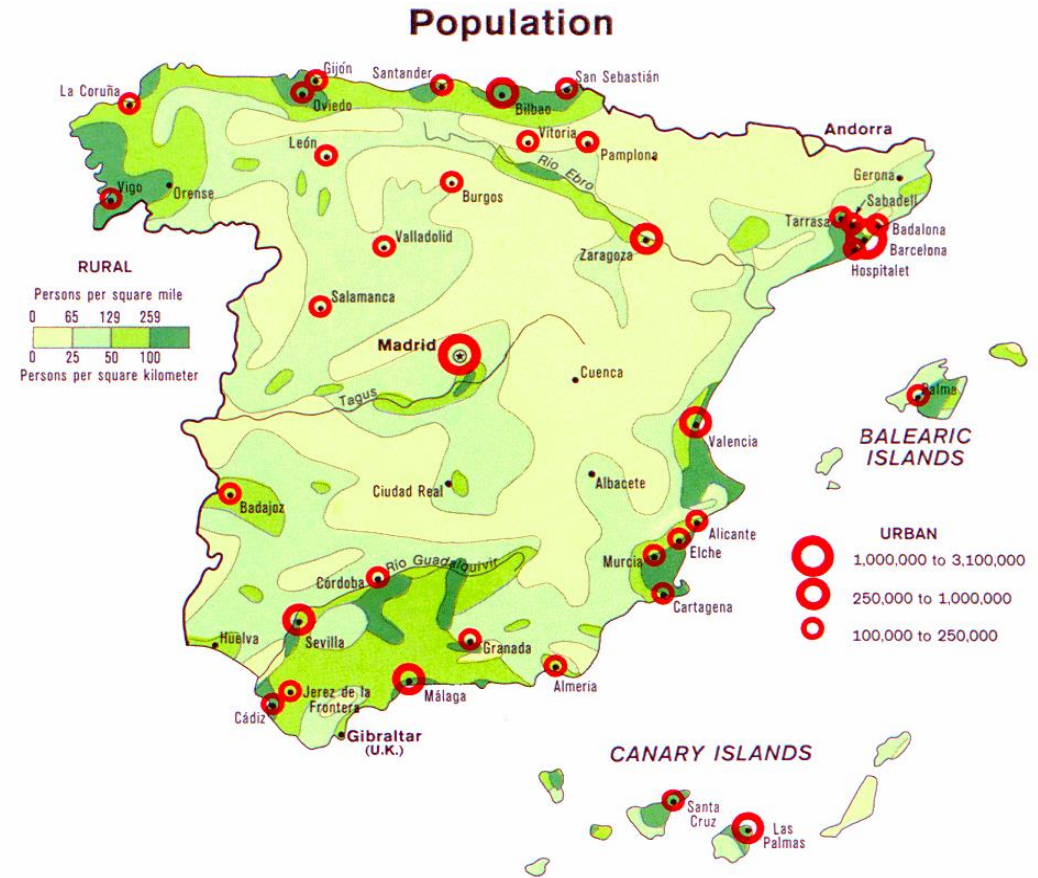


# EXPANSION STRATEGY FOR SPAIN

## Apply our French learnings with much more favourable circumstances



FRANCE



SPAIN



# LOW-COST CLUBS BY CITY IN SPAIN

## Highly fragmented fitness market



City	Nr. of clubs	City	Nr. of clubs
1. Madrid	106	21. Alava	2
2. Barcelona	32	22. Avila	2
3. Sevilla	17	23. Cordoba	2
4. Valencia	15	24. Granada	2
5. Alicante	9	25. Huelva	2
6. Asturias	9	26. Pamplona	2
7. Zaragoza	8	27. Pontevedra	2
8. Malaga	7	28. Toledo	2
9. A coruña	5	29. Almaria	1
10. Cadiz	5	30. Badajoz	1
11. Lugo	5	31. Burgoz	1
12. Vizcaya	5	32. Caceres	1
13. Murcia	4	33. Gijon	1
14. Salamanca	4	34. Guipuzcoa	1
15. Santander	4	35. Logroño	1
16. Albacete	3	36. Orense	1
17. Castellon	3	37. Segovia	1
18. Las Palmas	3	38. Tenerife	1
19. Leon	3	39. Valladolid	1
20. Mallorca	3		

**282  
Clubs**



**BASIC-FIT**



# CONCESSION OPERATORS IN SPAIN

## Specific feature of the Spanish market



Clubs	Nr. of clubs
1. BeOne/Serviocio	31
2. Supera	28
3. Forus	22
4. GO Fit	17
5. Fitness Place Center	12
6. Aqualia	12
7. Eurofitness	10
8. Santagadea	9
9. Duet Sports	9
10. Claror	9
11. CET-10	8
12. Enjoy Wellness	7
13. Gaia GD	7
14. Mas Quatro	7
15. Deporocio	6
16. Gymnasiarca	6
17. Serdepor	5
18. Viding	4
19. Holmes Place	3
20. Mais que Auga	3
21. Demmero	2
22. Nexa Ego	2

**219**  
**clubs**  
**(vs 4,650)**

**1,247**  
**million**  
**members**

**24%**



**BASIC-FIT**



# CONCLUSION

We will reinforce our cluster in 2020 and open some clubs in other regions to test the market

Final strategy, learnings and results of our first openings expected mid-2021



# COMPETITIVE LANDSCAPE BY COUNTRY

- 🔗 A strong position in our focus markets: Number of clubs / 2018 growth / Pricing / Social Media
- 🔗 Our clubs are not impacted by competitors
- 🔗 Competitors that might enter our markets are not a threat to Basic-Fit

**BASIC-FIT**



# COMPETITIVE LANDSCAPE PER COUNTRY: END OF Q3 2019

A strong position in all our focus markets



Competitor 1	382
<b>Basic-Fit</b>	<b>330</b>
Competitor 2	229
Competitor 3	206
Competitor 4	88
Competitor 5	83



*C1 > 400K members\**

*BF > 1 million members*

*NUMBER 1 AT ALL LEVELS  
BY THE END OF 2020*



<b>Basic-Fit</b>	<b>181</b>
Competitor 1	24
Competitor 2	15
Competitor 3	12
Competitor 4	12
Competitor 5	11



*NUMBER 1*



<b>Basic-Fit</b>	<b>198</b>
Competitor 1	96
Competitor 2	89
Competitor 3	37
Competitor 4	23
Competitor 5	22



*NUMBER 1*



Competitor 1	60
Competitor 2	57
<b>Basic-Fit</b>	<b>35</b>
Competitor 3	35
Competitor 4	34
Competitor 5	31



*NUMBER 3*





# 2018 GROWTH PER COUNTRY

## A strong position overall



Basic-Fit

+ 92 clubs

9 competitors

+ 98 clubs\*



*Around 105 clubs for 2019*



Basic-Fit

+ 6 clubs

6 competitors

+ 3 clubs



*Around 13 clubs for 2019*



Basic-Fit

+ 9 clubs

9 competitors

+ 23 clubs



*Around 10 clubs for 2019  
(+ 30 Fitland)*



Basic-Fit

+ 0 clubs

5 competitors

+ 31 clubs



*Around 4 clubs in 2019 and  
plan launched for  
accelerated rollout in 2020*

# PRICING

## A strong position overall



Competitor 1	29.95
<b>Basic-Fit</b>	<b>19.99 / 4 W</b>
Competitor 2	29.99
Competitor 3	29.90
Competitor 4	29.90
Competitor 5	49.00



*Most affordable option for 12 months membership and unlimited access*



<b>Basic-Fit</b>	<b>19.99 / 4 W</b>
Competitor 1	20.99 – 22.99 / 4 W
Competitor 2	44.00
Competitor 3	49.00
Competitor 4	40.95
Competitor 5	44.00



*Most affordable option for 12 months membership and unlimited access*



<b>Basic-Fit</b>	<b>19.99 / 4 W</b>
Competitor 1	19.99 / 4 W
Competitor 2	41.95
Competitor 3	29.95 / 42.95
Competitor 4	40.00
Competitor 5	47.50 / 4 W



*Most affordable option for 12 months membership and unlimited access (with competitor number 2)*



Competitor 1	24.00
Competitor 2	39.90 – 42.90
<b>Basic-Fit</b>	<b>14.99 – 19.99 / 4 W</b>
Competitor 3	24.90 – 32.90
Competitor 4	35.20 – 58.00
Competitor 5	29.90



*Most affordable option for 12 months membership and unlimited access*

# FANS ON FACEBOOK\*

## A strong position overall



Competitor 1	100K
<b>Basic-Fit</b>	<b>320K</b>
Competitor 2	86K
Competitor 3	51K
Competitor 4	48K
Competitor 5	42K



*We almost have the same amount of fans than our 5 biggest competitors combined*



<b>Basic-Fit</b>	<b>157K</b>
Competitor 1	10K
Competitor 2	5K
Competitor 3	5K
Competitor 4	3K
Competitor 5	3K



*We have 6 x more fans than our 5 biggest competitors combined*



<b>Basic-Fit</b>	<b>65K</b>
Competitor 1	37K
Competitor 2	3K
Competitor 3	3K
Competitor 4	3K
Competitor 5	15K



*We almost have more fans than our 5 biggest competitors combined*



Competitor 1	106K
Competitor 2	70K
<b>Basic-Fit</b>	<b>281K</b>
Competitor 3	58K
Competitor 4	36K
Competitor 5	18K



*We almost have the same amount of fans than our 5 biggest competitors combined*

# COMPETITIVE POSITION OF BASIC-FIT

## Leader at all levels in our markets

CREATED IN 2010

752 CLUBS (Q3 19)

150 (+) YEARLY

€19.99

SOON 1M. FOLLOWERS



The **most recent**  
Value for money chain

The **biggest fitness** chain  
in Europe

The **fastest growing**  
brand

**Uncomplicated pricing** in  
all countries

The **biggest Facebook**  
community

**BASIC-FIT**





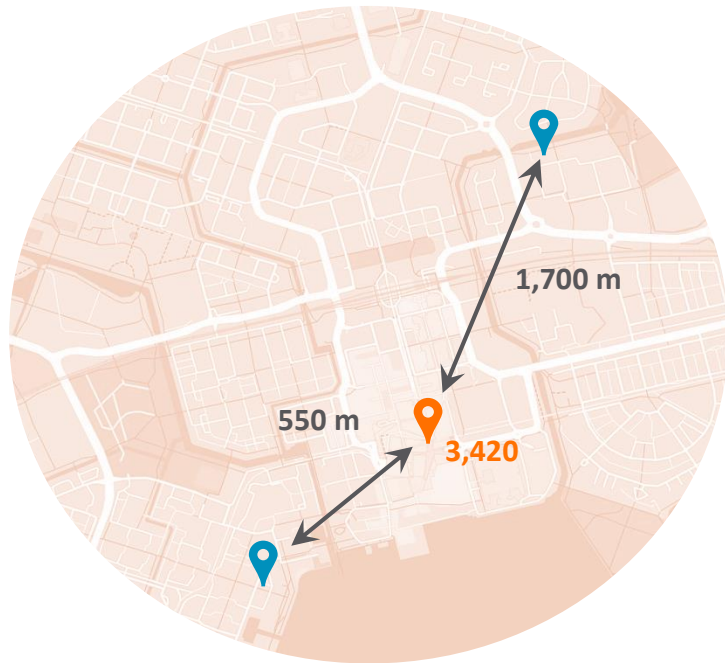
# COMPETITIVE LANDSCAPE BY COUNTRY

- 🔗 A strong position in our focus markets: Number of clubs / 2018 growth / Pricing / Social Media
- 🔗 Our clubs are not impacted by competitors
- 🔗 Competitors that might enter our markets are not a threat to Basic-Fit

**BASIC-FIT**

# OUR CLUBS ARE NOT IMPACTED BY COMPETITORS

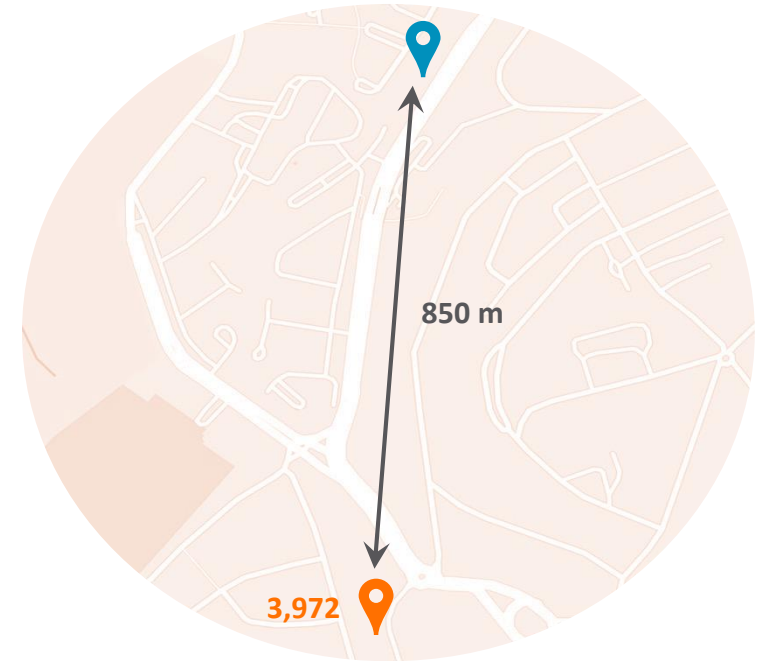
Clubs perform well despite having competitor nearby – Examples in France



WHEN WE ARE SURROUNDED BY COMPETITORS



WHEN WE ARE MORE PRESENT THAN OUR COMPETITORS



WHEN WE ARE SHARING THE MARKET IN A SMALL CITY





# COMPETITIVE LANDSCAPE BY COUNTRY

A strong position in our focus markets: Number of clubs / 2018 growth / Pricing / Social Media

Our clubs are not impacted by competitors

Competitors that might enter our markets are not a threat to Basic-Fit

**BASIC-FIT**

# NEW PLAYERS THAT MIGHT ENTER OUR MARKETS

...are not a threat to Basic-Fit

01

KNOWLEDGE OF OUR MARKETS  
AND STRONG LOCAL TEAMS

02

RATIONAL STRATEGY AND PLAN  
SUPPORTED BY CONTINUOUS  
IMPROVEMENTS

03

ORGANIC GROWTH  
CAPABILITIES (+ ACQUISITION  
AND CONVERSION EXPERIENCE)

04

BUILDING STRONG CLUSTERS  
TO BE CLOSE TO OUR MEMBERS  
(> EFFICIENT MARKETING INV.)

05

CLUSTERS ARE CREATED  
AS SOON AS WE CAN WITHOUT FINANCIAL  
LIMITATIONS

06

OUR COUNTRIES HAVE A LOW FITNESS  
PENETRATION RATE  
(> OPPORTUNITY)

07

LOW AFFORDABLE PRICES  
MAKE US COMPLEMENTARY TO OTHER  
ACTIVITIES

08

TECHNOLOGY AND  
INNOVATIONS FOCUS TO IMPROVE OUR  
PRODUCT AND EFFECTIVITY

09

WE KEEP INVESTING IN OUR EXISTING  
CLUBS, CONSISTENTLY IMPROVING  
OUR SERVICE LEVEL

**BASIC-FIT**



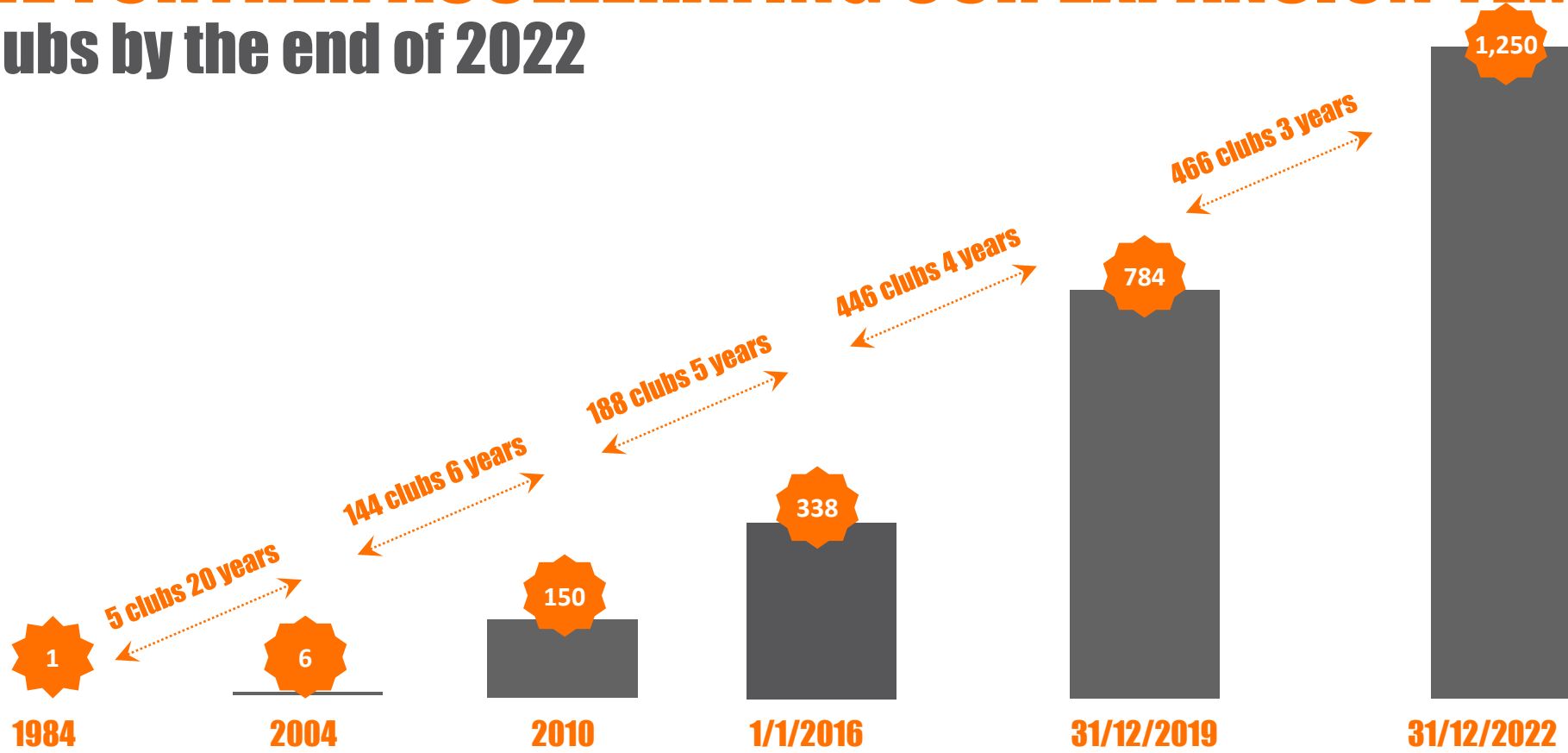
# FITNESS PENETRATION, PIPELINE & EXPANSION GOAL



**BASIC-FIT**

# WE ARE FURTHER ACCELERATING OUR EXPANSION TEMPO

1,250 clubs by the end of 2022



**BASIC-FIT**

# WE ARE REINFORCING OUR EXPANSION PIPELINE

In our 5 countries

COUNTRY	2019 OPENINGS	2020 - 2021 SIGNED / LEGAL	2020 - 2021 IN NEGOTIATIONS
FRANCE	105	159	172
BELGIUM / LUXEMBOURG	13	15	15
THE NETHERLANDS	10	12	14
SPAIN	4	12	104
TOTAL	132	198	305

503 IN THE PIPELINE

**BASIC-FIT**

# WE HAVE A CLEAR VIEW ON OUR GOAL

From 752 clubs to 1,250 in 2022 and 2,000 as target in our current countries



1/10/2019

**198** clubs  
in NL

**189** clubs  
in BELUX

**330** clubs  
in FR

**35** clubs  
in SP

GOAL

**300** clubs  
in NL

**300** clubs  
in BELUX

**950** clubs  
in FR

**450** clubs  
in SP

HOW

CLUSTERS

REGIONAL CLUBS

BIG CITIES / IDF / REGIONAL  
CLUBS / PARIS

FOCUS ON THE 13%



# WE ARE INCREASING THE FITNESS PENETRATION RATE

## 3 examples

1

OPENING CLUBS IN CITIES WITH  
LESS 30K INHABITANTS

ALREADY TESTED IN ALL  
COUNTRIES

with great results

56% - Belgium

75% - France (excl. IDF)

44 million...

2

COMPLEMENTARY APPEALING  
CUSTOMER PROPOSITION



2015  
30,000  
members

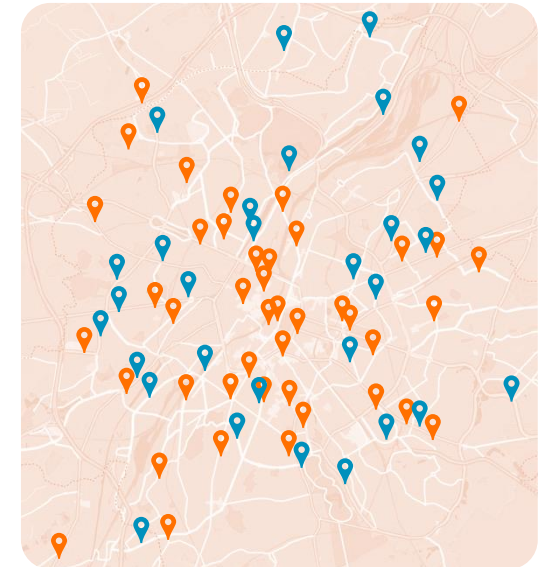


2019  
Almost 1 million  
members

More than 50% have never been  
member of a fitness club

3

CLUSTER STRATEGY AND  
PRICING STRATEGY



Less barriers



# OUR IMPROVED STRATEGY TO MATCH OUR GROWTH AMBITIONS

- 🔗 Introduction
- 🔗 Our constructors
- 🔗 Our expansion process
- 🔗 Our expansion project management
- 🔗 Conclusion

**BASIC-FIT**





**INNOVATION IS NOT ABOUT HAVING A NEW IDEA  
BUT MOVING AWAY FROM OLD IDEAS**

**BASIC-FIT**



A row of orange treadmills in a gym, viewed from a low angle. The treadmills are arranged in a line, receding into the background. The image is slightly blurred, focusing on the text overlay. The text is white and bold, set against a semi-transparent orange background.

**WE LOOKED AT OUR CURRENT WAY OF WORKING AND  
HOW WE COULD FURTHER IMPROVE OUR  
PROCESSES, SPEED AND CONTROL**

**BASIC-FIT**





# OUR IMPROVED STRATEGY TO MATCH OUR GROWTH AMBITIONS

Introduction

**Our constructors**

Our expansion process

Our expansion project management

Conclusion

**BASIC-FIT**

# OUR 2016 STRATEGY REGARDING CONSTRUCTORS

## 100 new clubs per year

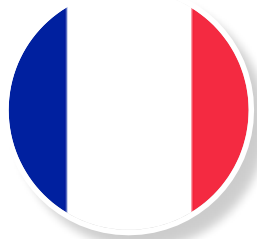
○ Constructors



NETHERLANDS



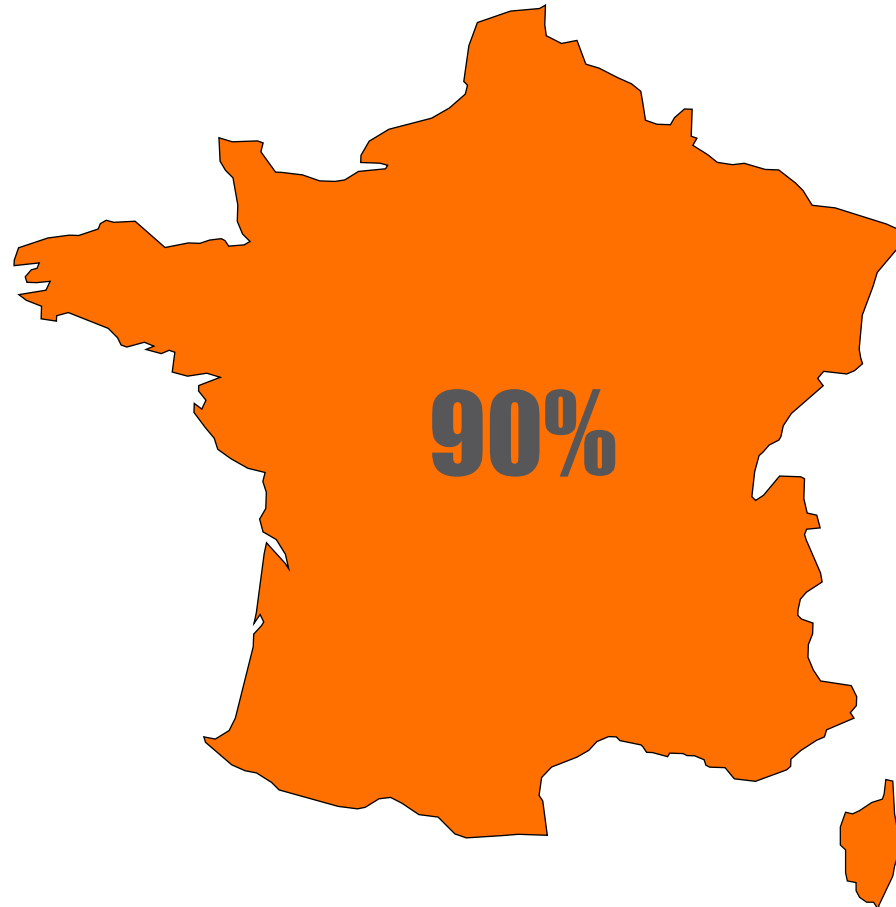
BELGIUM



FRANCE



SPAIN

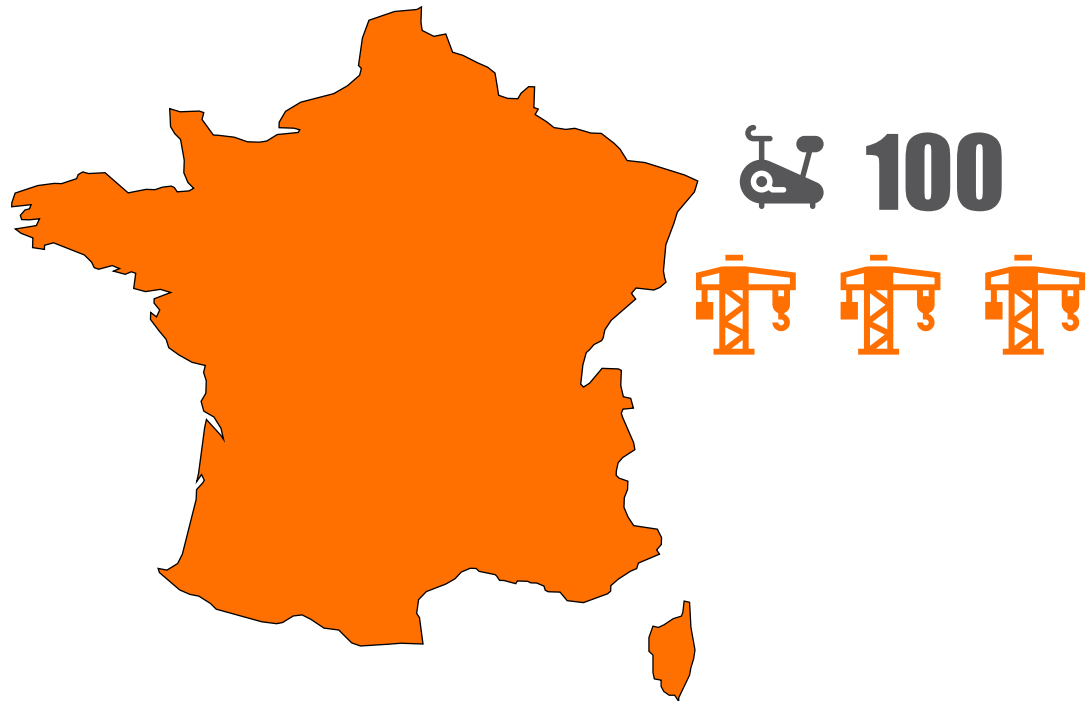


**BASIC-FIT**

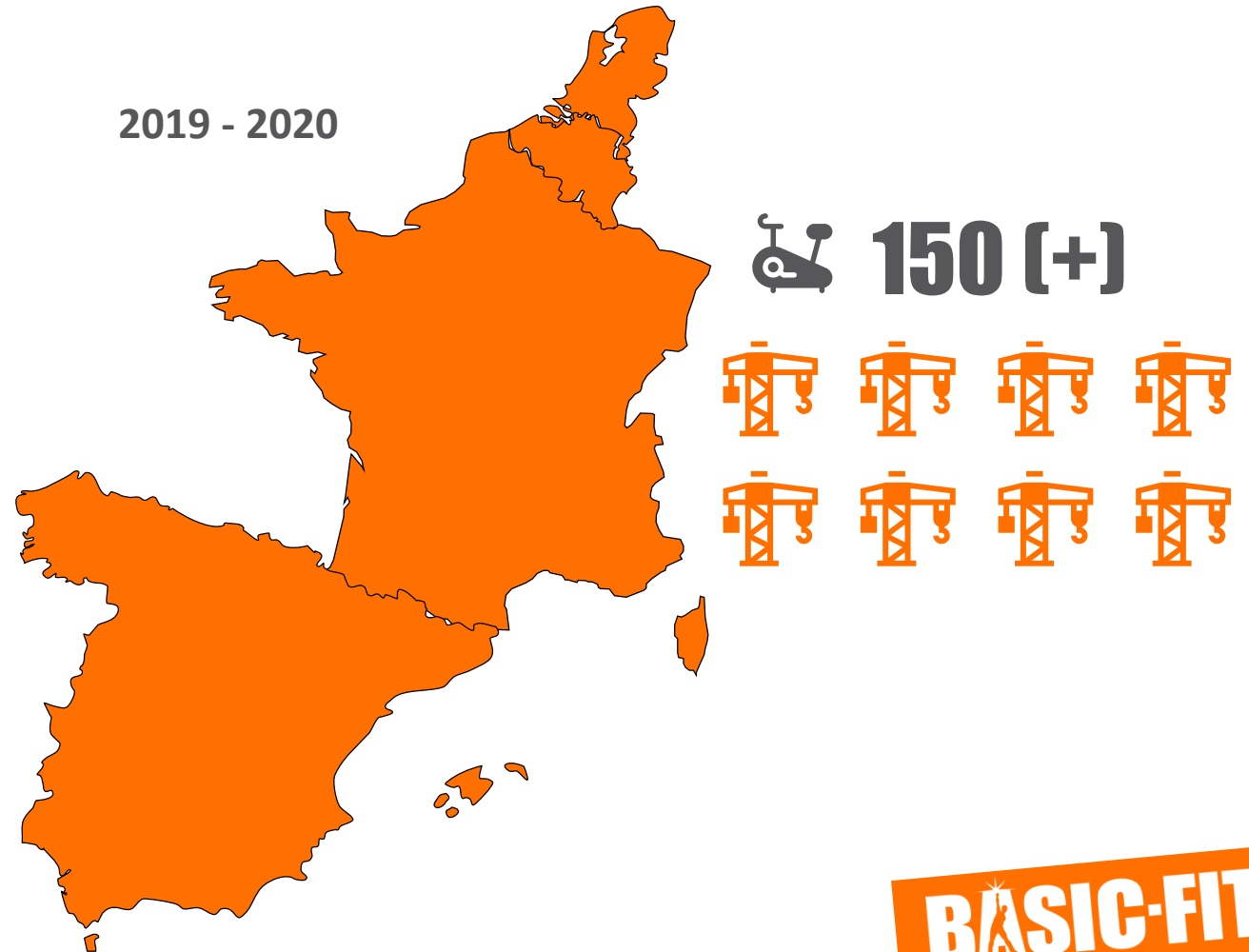
# WHAT IS OUR CHALLENGE?

What do we need to do better?

2016 - 2018



2019 - 2020



# OUR 2019 STRATEGY REGARDING CONSTRUCTORS

## 150 (+) clubs per year

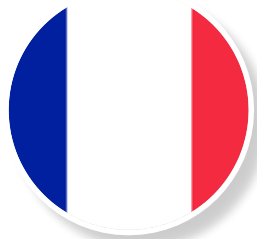
○ Constructors    ● New Constructors



NETHERLANDS



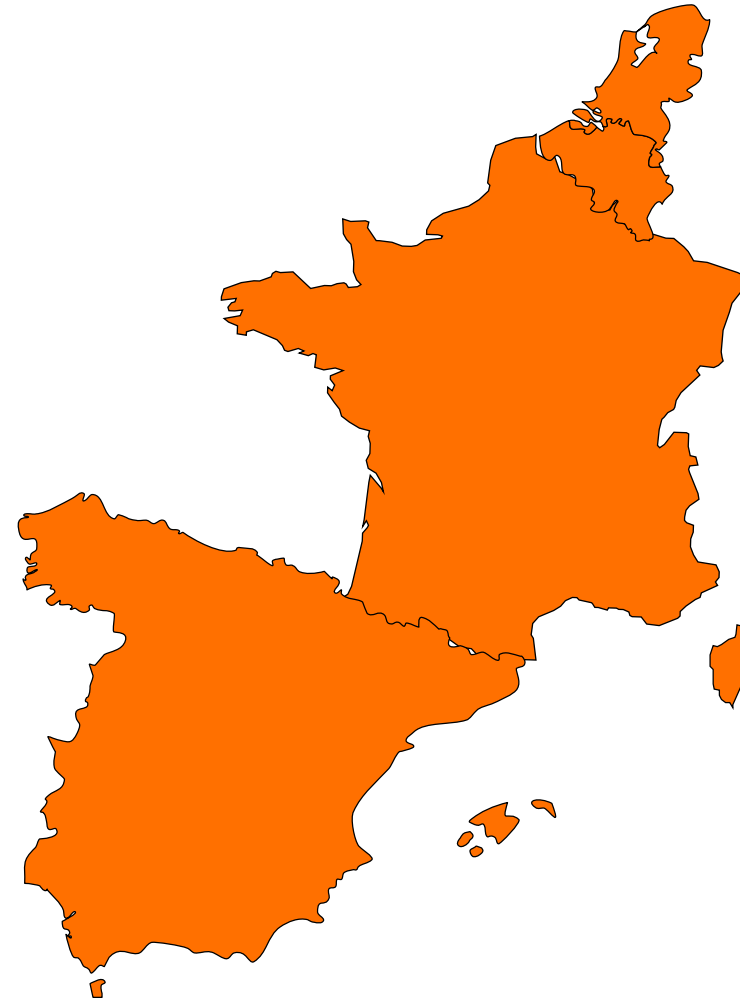
BELGIUM



FRANCE



SPAIN



**BASIC-FIT**



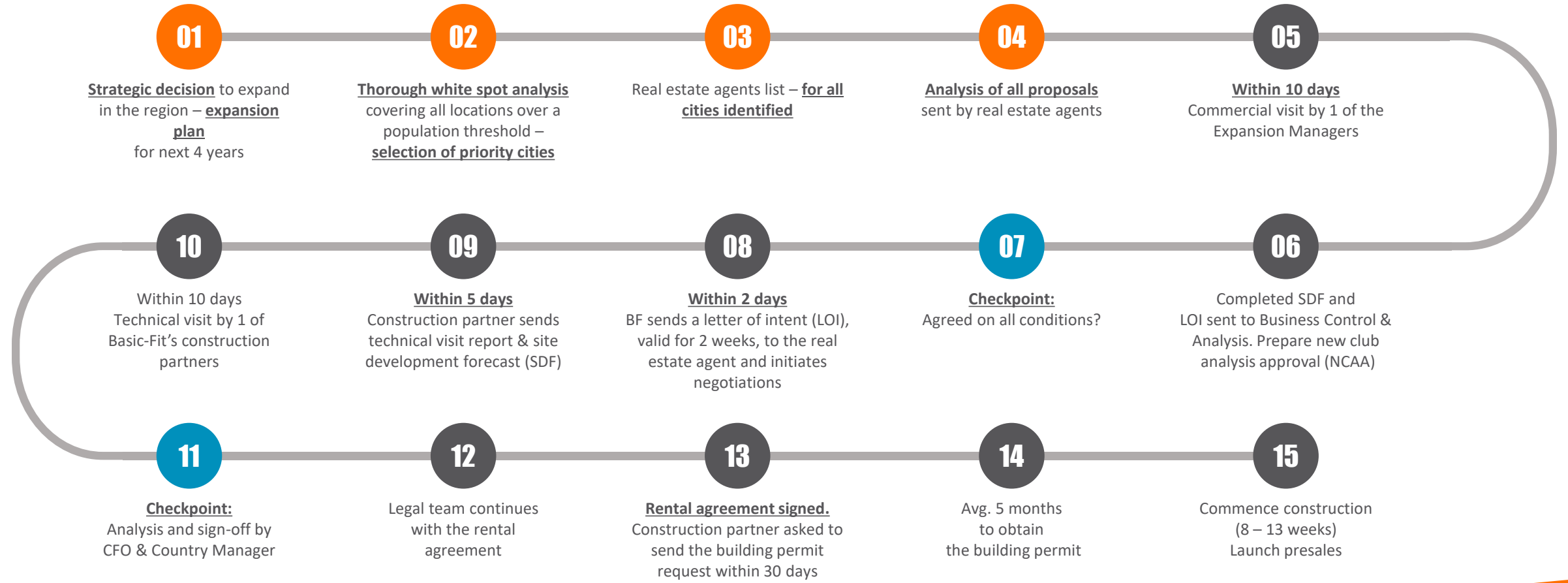
# OUR IMPROVED STRATEGY TO MATCH OUR GROWTH AMBITIONS

- 🔗 Introduction
- 🔗 Our constructors
- 🔗 **Our expansion process**
- 🔗 Our expansion project management
- 🔗 Conclusion

**BASIC-FIT**

# 2016 RIGOROUS SITE SELECTION PROCESS – 100 CLUBS PER YEAR

## Detailed data-driven framework – 15 steps



Preparation

Key decision making

Technical work

A row of orange treadmills in a gym, with a text overlay. The treadmills are arranged in a line, receding into the background. The text is white and bold, with a central orange box highlighting the phrase 'MADE UP OF MANY SUB-STEPS'.

**MUCH MORE THAN 15 STEPS BECAUSE EACH STEP IS  
MADE UP OF MANY SUB-STEPS INVOLVING MANY  
STAKEHOLDERS**

**BASIC-FIT**



A row of orange treadmills in a gym setting, with a text overlay. The treadmills are arranged in a line, receding into the background. The text is white and bold, set against an orange background.

**NEEDED TO RETHINK OUR EXPANSION PROCESS TO  
SUPPORT OUR ACCELERATED ROLLOUT OF CLUBS**

**BASIC-FIT**



# UNCHANGED 3 FIRST EXPANSION STEPS?

## Theoretical analysis with no interactions

1

EXPANSION STRATEGY &  
COMPETITION ANALYSIS

WE KNOW EXACTLY WHY WE  
DO THINGS AND WHERE WE  
GO.

GREAT PREPARATION THAT  
ALLOWS US TO MOVE QUICKLY.

2

DETAILED WHITE SPOTS  
ANALYSIS

WE KNOW EXACTLY WHAT  
WE HAVE TO DO AND  
WHERE.

IMPORTANT TO DEFINE HOW  
TO CREATE OUR CLUSTERS.

3

REAL ESTATE  
AGENTS

WE BECOME  
SPECIALISTS OF A NEW  
CITY/REGION  
IN 2 WEEKS' TIME.

THIS ALLOWS OUR EXPANSION  
MANAGERS TO FIND THE BEST  
LOCATIONS QUICKLY

A row of orange treadmills in a gym, viewed from a low angle. The treadmills are arranged in a line, receding into the background. The image is slightly blurred, emphasizing the foreground. A text overlay is present in the center.

**OUR NEW EXPANSION PROCESS CONSISTS OF  
72 STEPS**

**BASIC-FIT**

# 72 STEPS TO GROW FASTER THAN WITH OUR PREVIOUS 15 STEPS

## Automated project management needed

After identifying the 72 steps, we needed efficient project management to manage the (daily growing) 500+ pipeline clubs travelling in the 72 steps to open 150 (+) clubs per year

Losing only 1 week per step would mean a delay of 72 weeks per project...  
without taking into account the dependence on the responsiveness of owners, authorities,...



# OUR IMPROVED STRATEGY TO MATCH OUR GROWTH AMBITIONS

- 🔗 Introduction
- 🔗 Our constructors
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- 🔗 Our expansion project management
- 🔗 Conclusion

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# CURRENT PROJECT MANAGEMENT

100 (+) clubs per year



1984



2008



2013



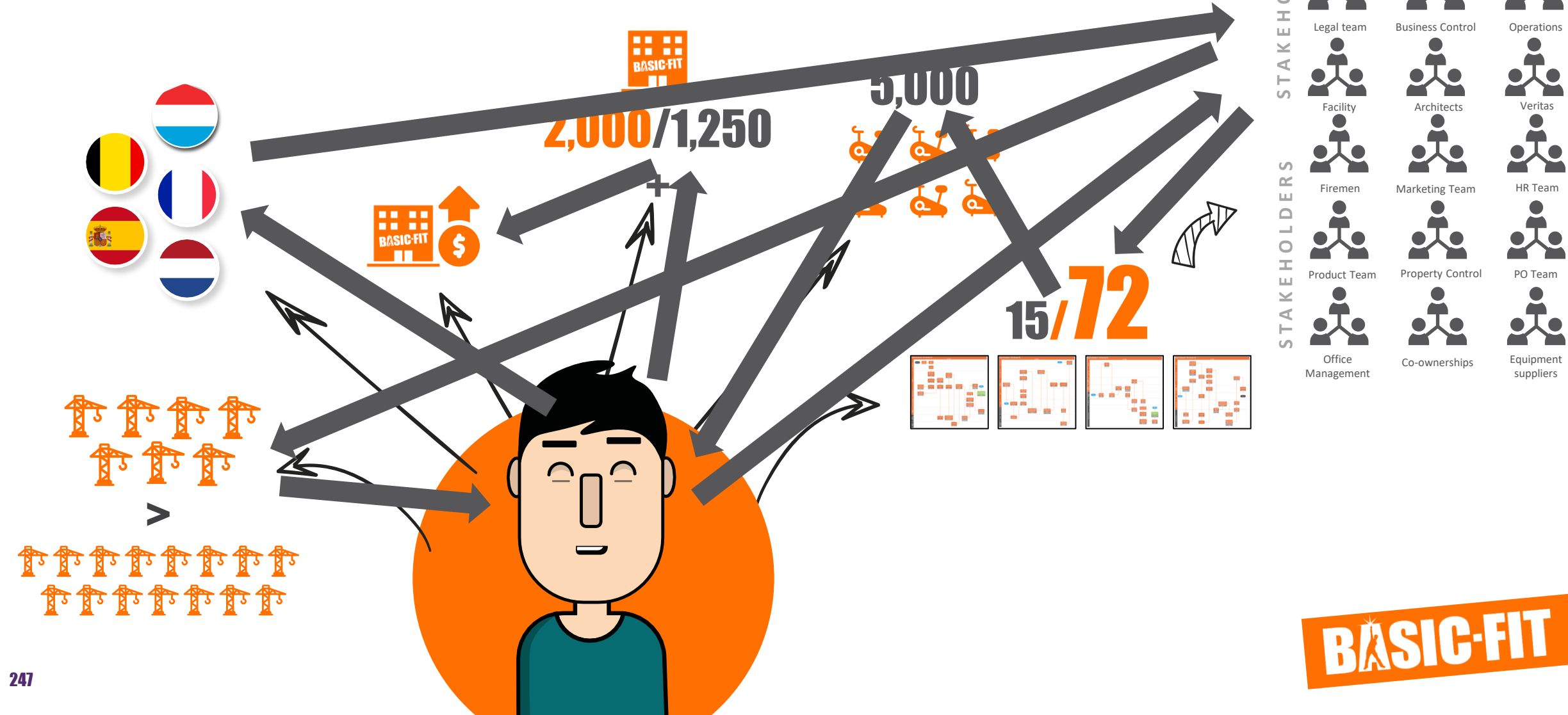
2016



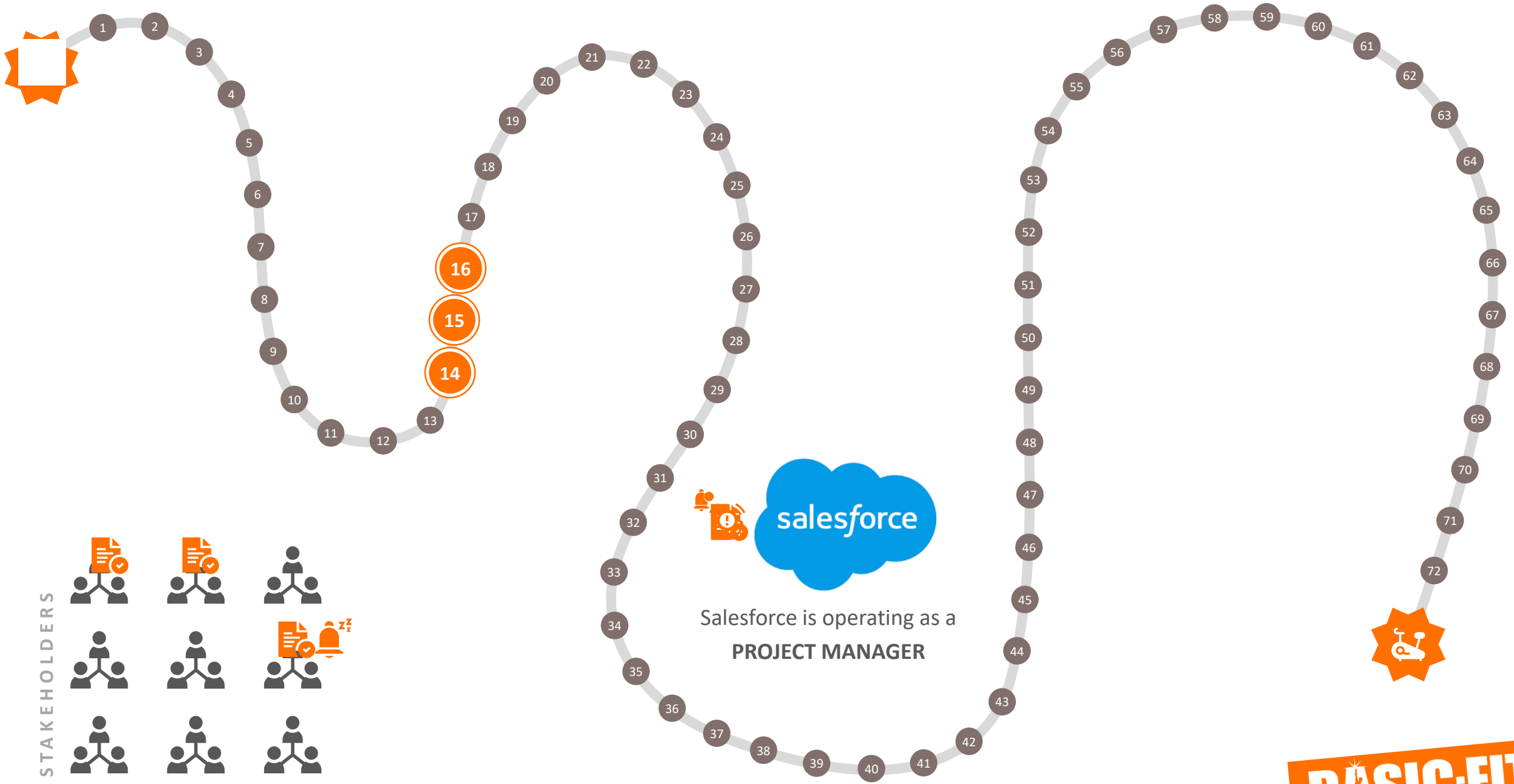
Today

# WHAT IS OUR CHALLENGE ?

## Project management



**BASIC-FIT**



STAKEHOLDERS

**BASIC-FIT**



# OUR IMPROVED STRATEGY TO MATCH OUR GROWTH AMBITIONS

Introduction

Our constructors

Our expansion process

Our expansion project management

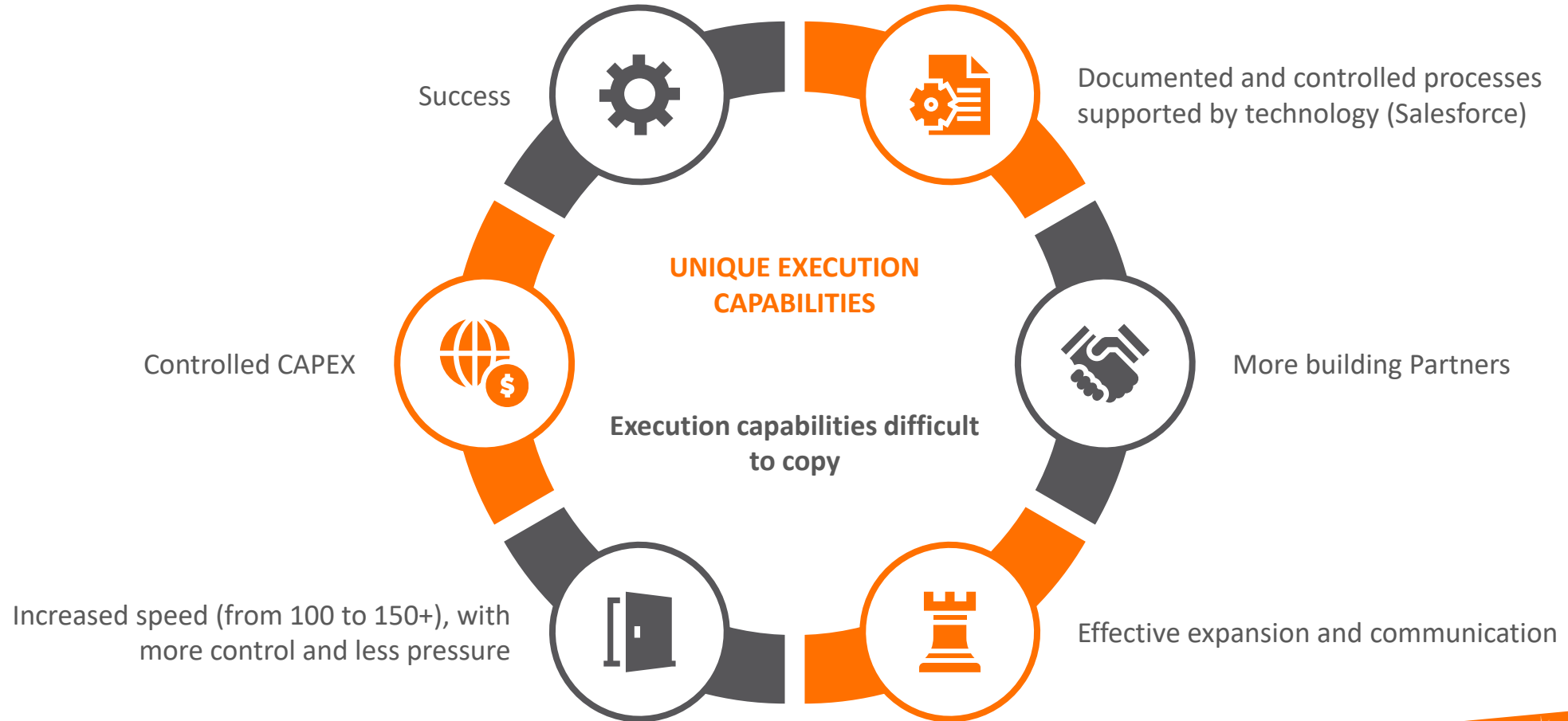
Conclusion

**BASIC-FIT**



# CONCLUSION REGARDING OUR IMPROVED STRATEGY

## We are ready for the 1,250 clubs plan... And 2,000 goal



**BASIC-FIT**

A row of orange treadmills in a gym, viewed from a low angle, receding into the distance. The treadmills have black handrails and control consoles. The background is slightly blurred, showing a white wall and a door.

**SUCCESS =**

**PREPARATION \* KNOWLEDGE \* FOCUS \*  
INNOVATION \* PROCESS \* SPEED \* CONTROL \* TEAM  
\* TECHNOLOGY \* FLEXIBILITY**

**BASIC-FIT**



A man in a blue t-shirt and shorts is lifting a dumbbell in a gym. The background is dark and filled with gym equipment. The text is overlaid on the image.

# THE NEXT STEP FOLLOWING OUR CURRENT COUNTRIES

**BASIC-FIT**





**ANY CHANGE IS A RISK  
BUT ONLY IF THIS CHANGE IS NOT MANAGED PROPERLY**

**BASIC-FIT**



# WHY DO WE HAVE TO THINK ABOUT THE FUTURE?

## Market can change

> open mind needed



## Why, how, when

> time needed to define our opportunities (& risks)



MUCH MORE EFFICIENT TO THINK ABOUT THE FUTURE WHEN IT IS NOT NEEDED



## Inspired team

> rational decisions & long term vision

# THE NEXT STEP FOLLOWING OUR CURRENT COUNTRIES

## 3 years to prepare our 10 years plan



Our strategy (2,000 clubs in current countries) is already prepared and launched but we must also prepare a detailed analysis of the (fitness) markets and take important decisions regarding our future growth

2018

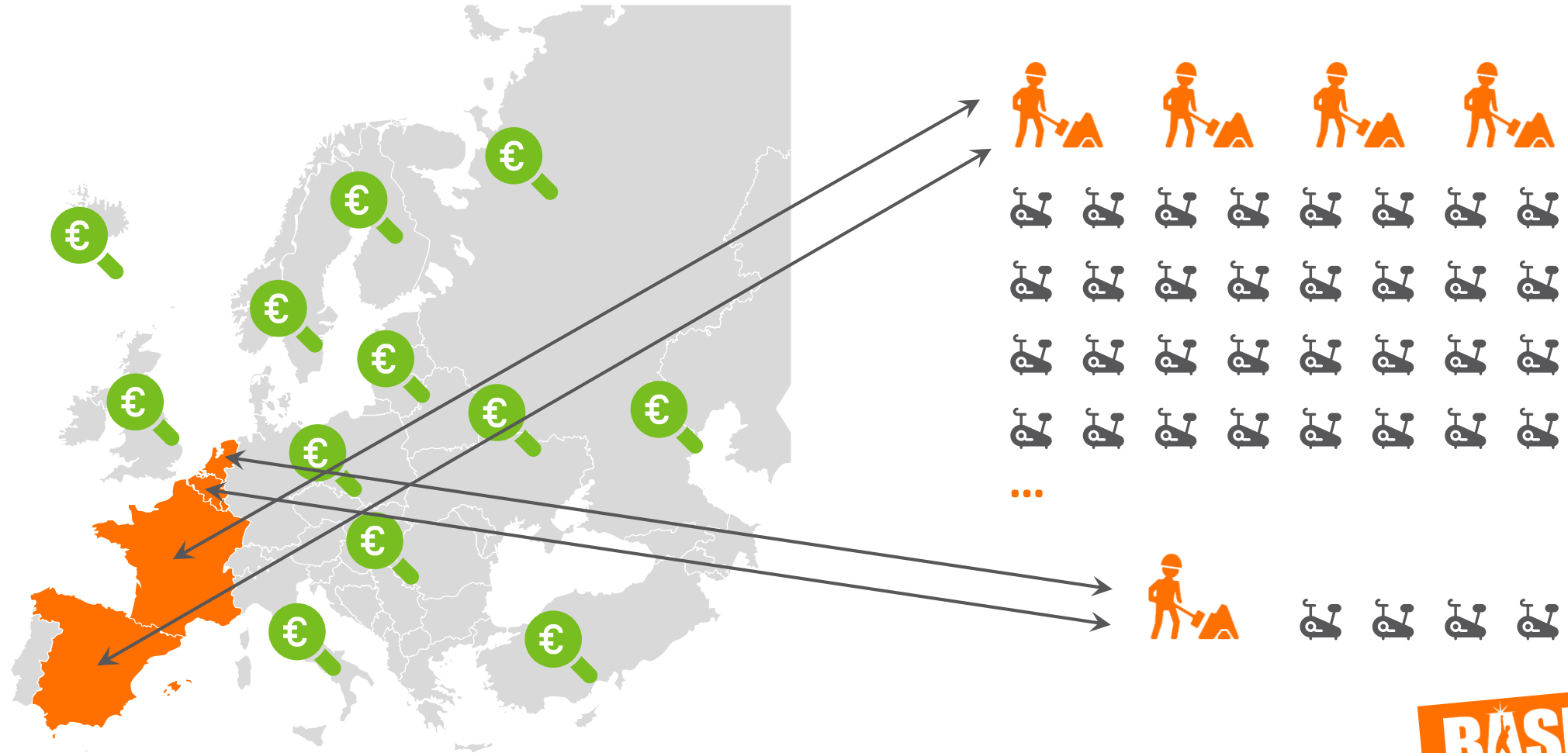
10 YEARS PLAN PREPARATION

2020

**BASIC-FIT**

# COUNTRY NUMBER 6, 7, 8...

What would be the best next countries for Basic-Fit?



# ANALYSIS ALREADY PREPARED FOR 7 EUROPEAN COUNTRIES

By dedicated strategy team

7 European countries are fully prepared according to our replicable analysis model which means we could enter 1 of those countries quickly if we decide to

We continue to prepare the analysis for other European and non-European countries while our expansion focus remains on our 5 current countries



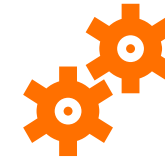
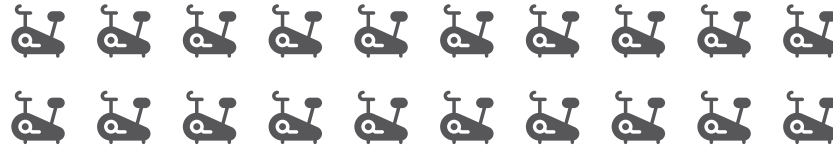
# CONCLUSION

**BASIC-FIT**

# WE WILL BECOME A DIFFERENT COMPANY

## From 752 clubs to 2,000 clubs

752



Automated processes to manage all the clubs efficiently

2,000



Future expansion

# THIS IS JUST THE BEGINNING...

## CURRENT SITUATION

**HISTORICAL GROWTH**  
of 155 clubs in 2019

**GOOD STRUCTURE/TEAM  
& IMPROVED STRATEGY**  
supported by technology to become even more  
efficient

**GOOD PIPELINE VISIBILITY**  
with more than 500 locations to support our  
accelerated rollout

## SMART OBJECTIVES

We are in a first mover  
advantage business so we need to  
**ACCELERATE THE TEMPO (150+)**

Accelerate but by keeping control on  
the situation by **GROWING WITH THE  
RIGHT STRATEGY** to guarantee the **30% ROI**

Not impacted by competitors and  
**FITNESS PENETRATION GROWTH**  
is a big opportunity

## WHERE ARE WE GOING

**FROM 752 TO 1,250 CLUBS BY 2022**  
and **2,000 AS TARGET** in our current countries

Already **EUROPEAN MARKET LEADER** and **GROWTH  
OPPORTUNITIES** for the 10 coming years also being  
identified

**UNBEATABLE VALUE FOR  
MONEY PLAYER – LONG TERM  
RESULTS**

N°1

**BASIC-FIT**



**BASIC-FIT**

**INVESTOR DAY**

**FINANCIAL UPDATE**

**SPEAKER:**

Hans van der Aar

**DATE:**

7 November 2019

**BASIC-FIT**



# AGENDA



Recent events



Mature club performance



Reporting update



New concepts



Overhead



Medium-term targets



# | RECENT EVENTS

**BASIC-FIT**

# NEW MEMBERSHIP STRUCTURE SUCCESSFUL

## Pilot of Basic membership in Spain

- 8 New membership structure introduced in all countries in December 2018
- 8 Positive impact of Premium membership on revenue and yield
- 8 30% uptake of Premium membership; “bring a friend” option well-used
- 8 Basic membership pilot started in Spain in April
  - Around 40% of joiners now choose Basic; Premium around 30%
  - Increase in joiners
  - Evaluation of the results of the pilot in H2 2020



**BASIC-FIT**

# FITLAND ACQUISITION UPDATE

## 30 clubs have been integrated into our network

- 8 Acquisition of 37 Fitland clubs announced in May 2019
- 8 Transaction successfully closed in July
- 8 6 clubs have been sold and 1 club was closed
- 8 Expected acquisition cost including rebranding: €1.2 million per club, similar to organic openings
- 8 30,000 members added to Basic-Fit in Q3
- 8 Clubs will follow new club maturation profile
  - Mature in 24 months
  - Have around 3,300 members per club on average at maturity
- 8 Earnings accretive as of 2020, around €1 million negative impact on EBITDA in 2019

**BASIC-FIT**

**BASIC-FIT**





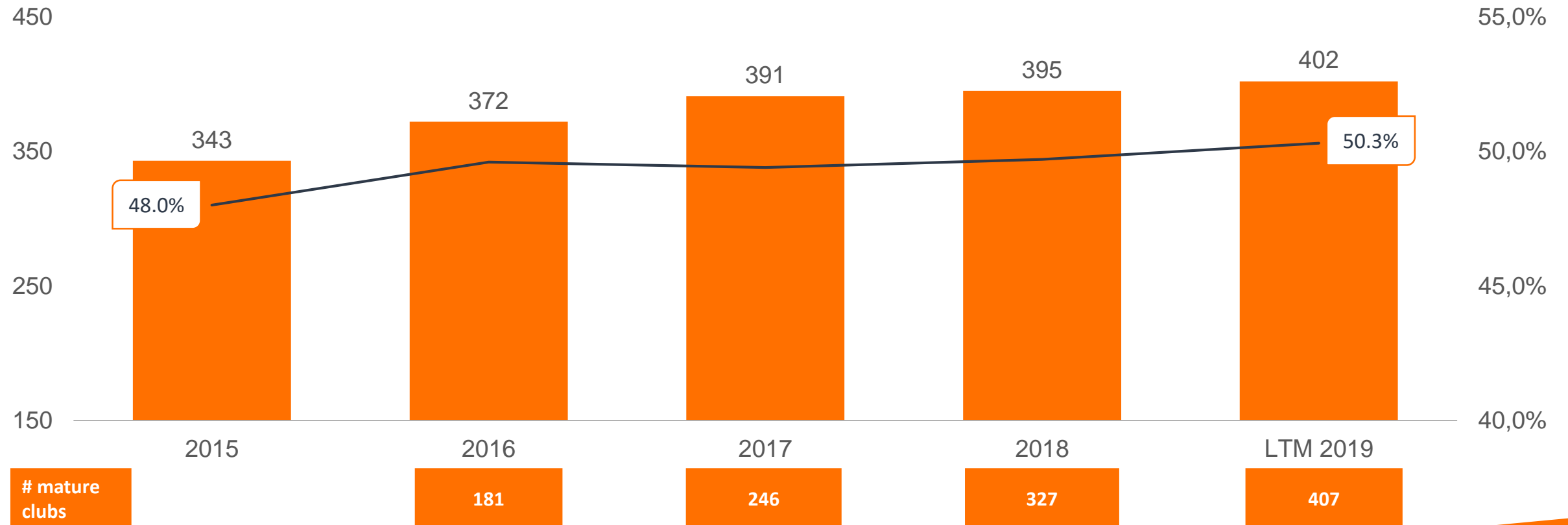
# MATURE CLUB PERFORMANCE

**BASIC-FIT**

# INCREASING AVERAGE MATURE CLUB EBITDA

## All mature clubs are profitable

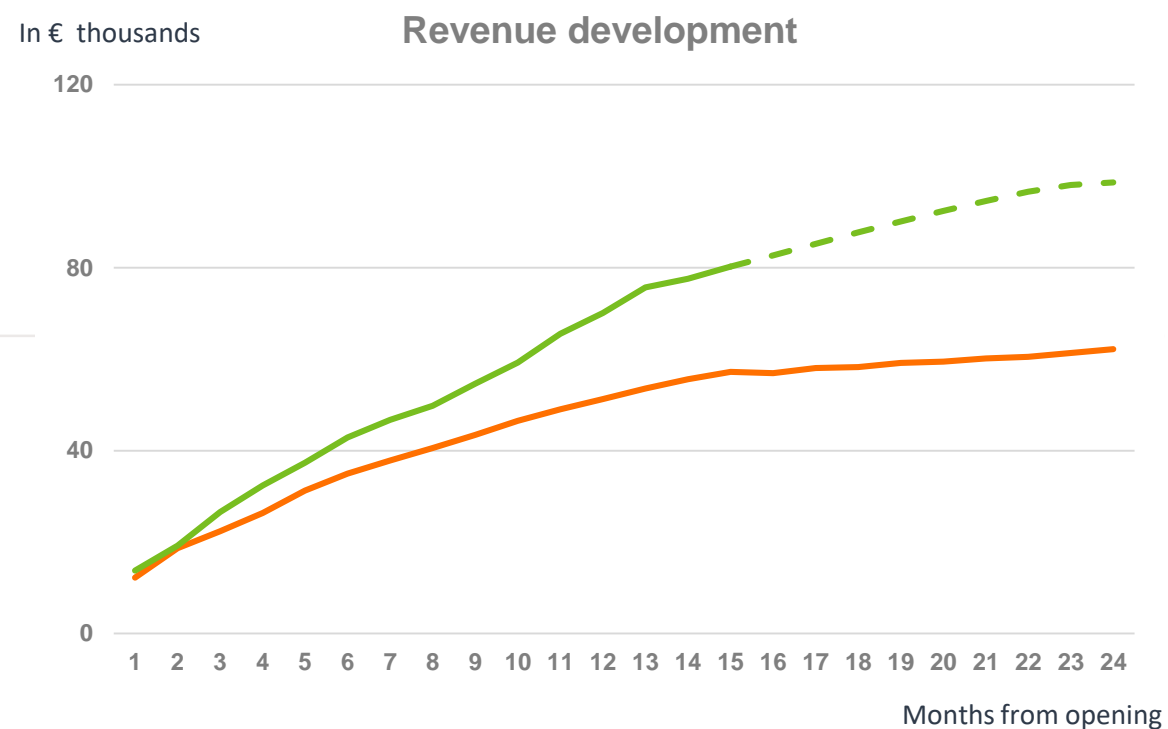
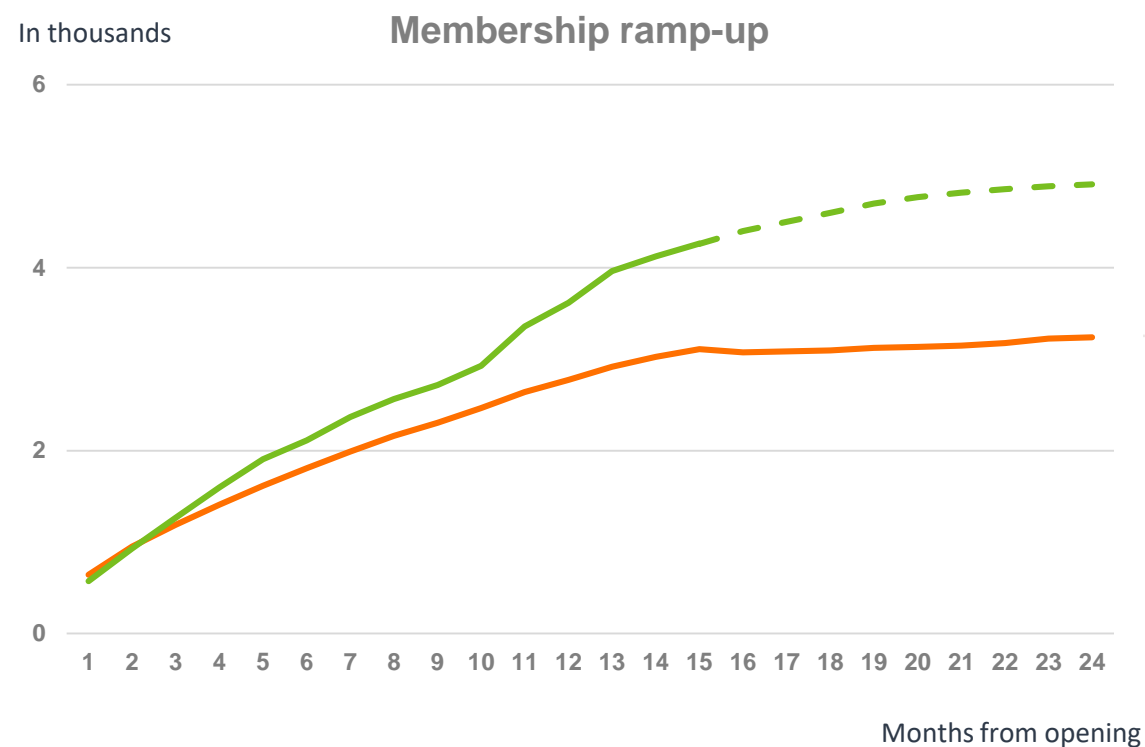
In € thousands



**BASIC-FIT**

# PREDICTABLE UNIT DEVELOPMENT

## City centre\* clubs ramp up in line with expectations



\* 25 most expensive clubs in large cities

— All clubs

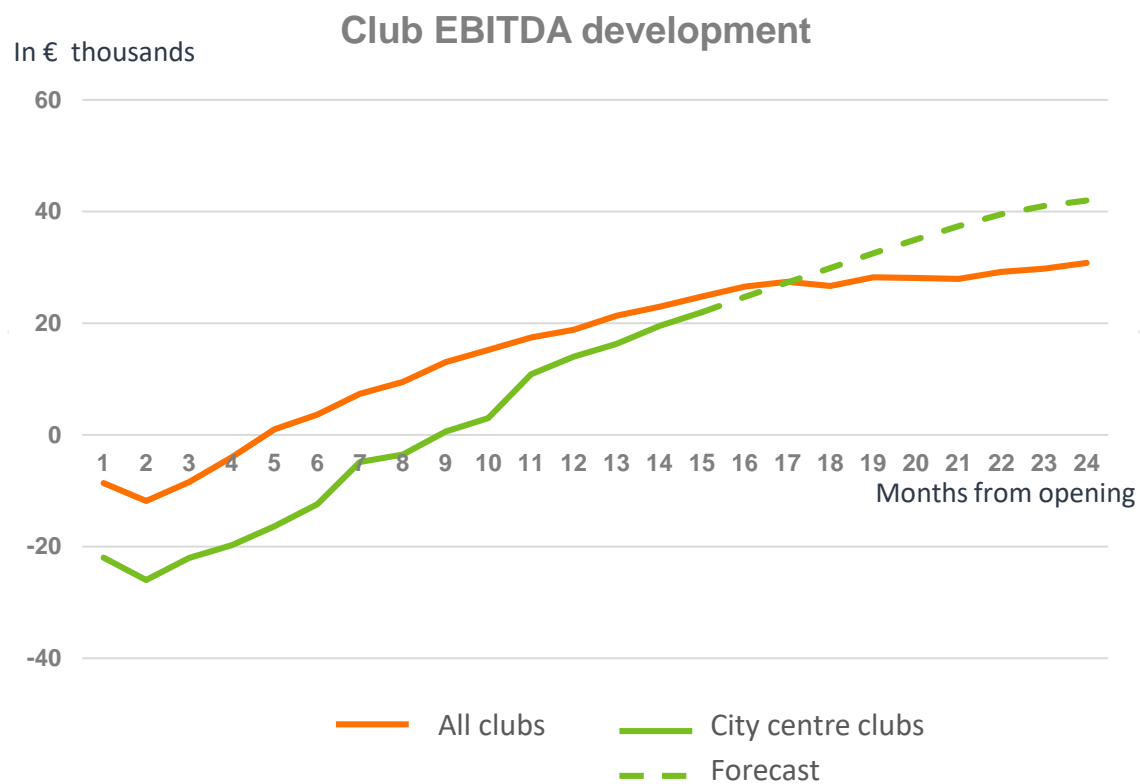
— City centre clubs

- - - Forecast

**BASIC-FIT**

# CONSISTENT UNIT RETURNS

## ROIC target of 30% also for city centre clubs\*



CLUB ECONOMICS	Example of an average club	Example of a city centre club
	IN € THOUSANDS	IN € THOUSANDS
INITIAL INVESTMENT	1,150	1,500
MEMBERS	3,300	5,500
REVENUE	800	1,200
CLUB EBITDA	395	550
CLUB EBITDA MARGIN	49%	46%
ROIC	34%	37%

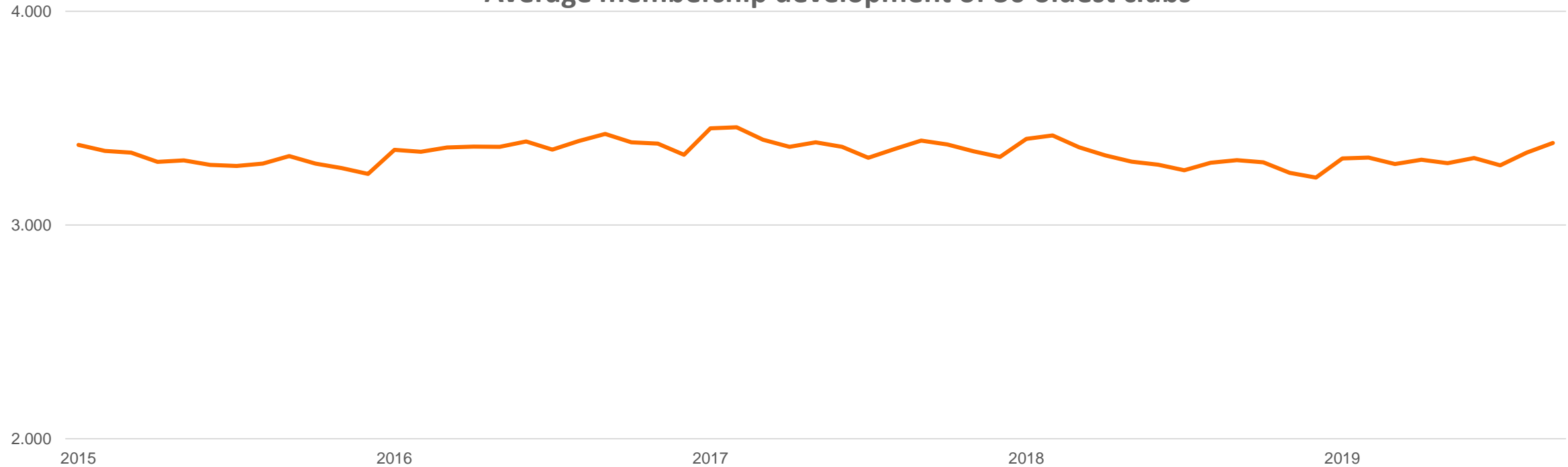
\* 25 most expensive clubs in large cities



# STABLE MEMBERSHIP DEVELOPMENT AT OLD CLUBS

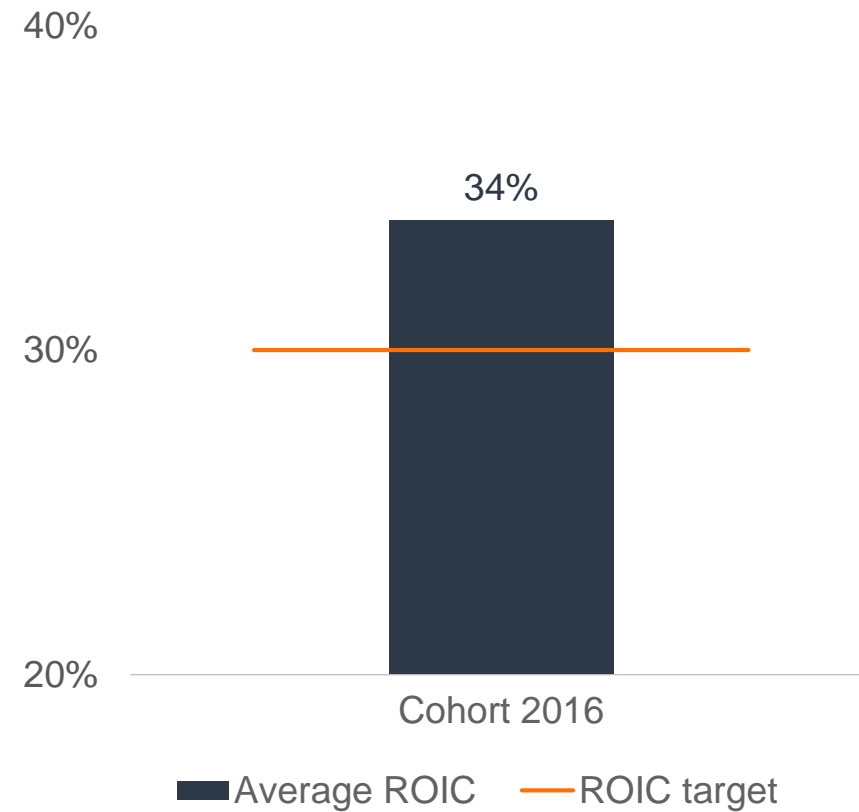
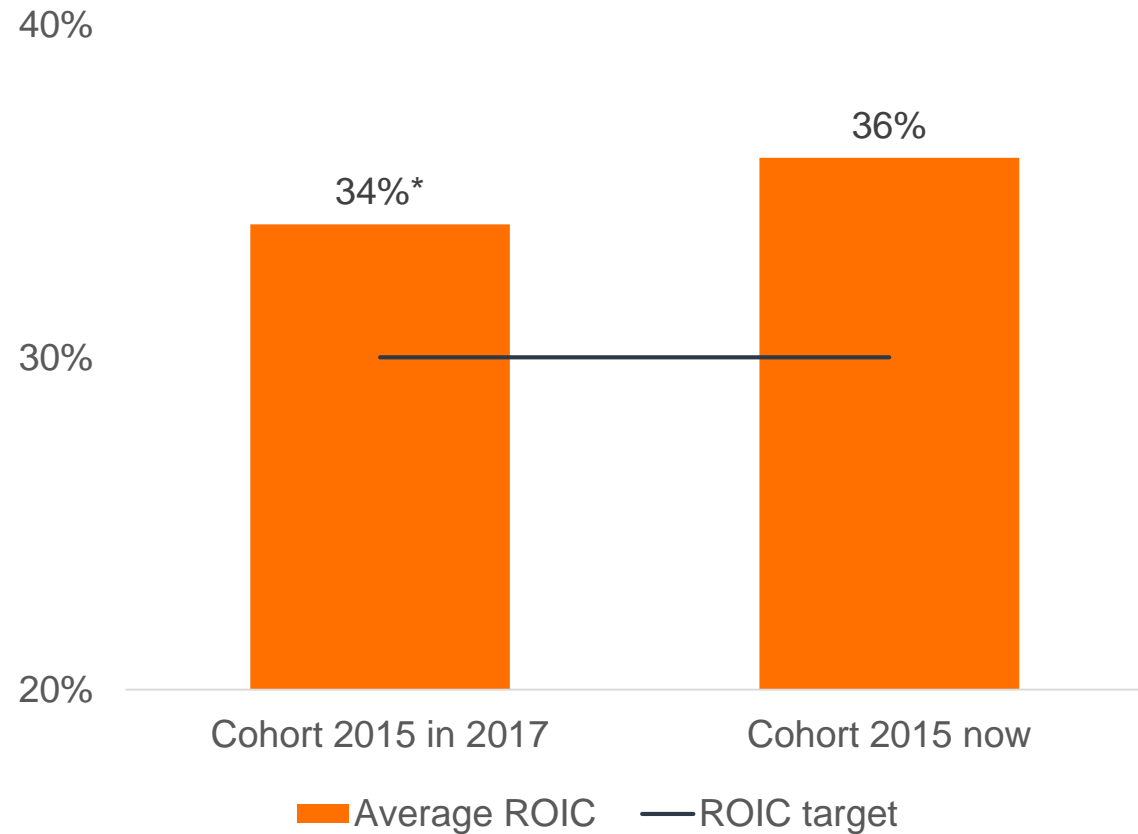
## Clubs older than 10 years maintain on average around 3,300 members

Average membership development of 30 oldest clubs



# ROIC STILL OUR MAIN KPI

All cohorts have a ROIC well above 30% target



\* Clubs built in 2015 that were at least 24 months old at that time

# REPORTING UPDATE



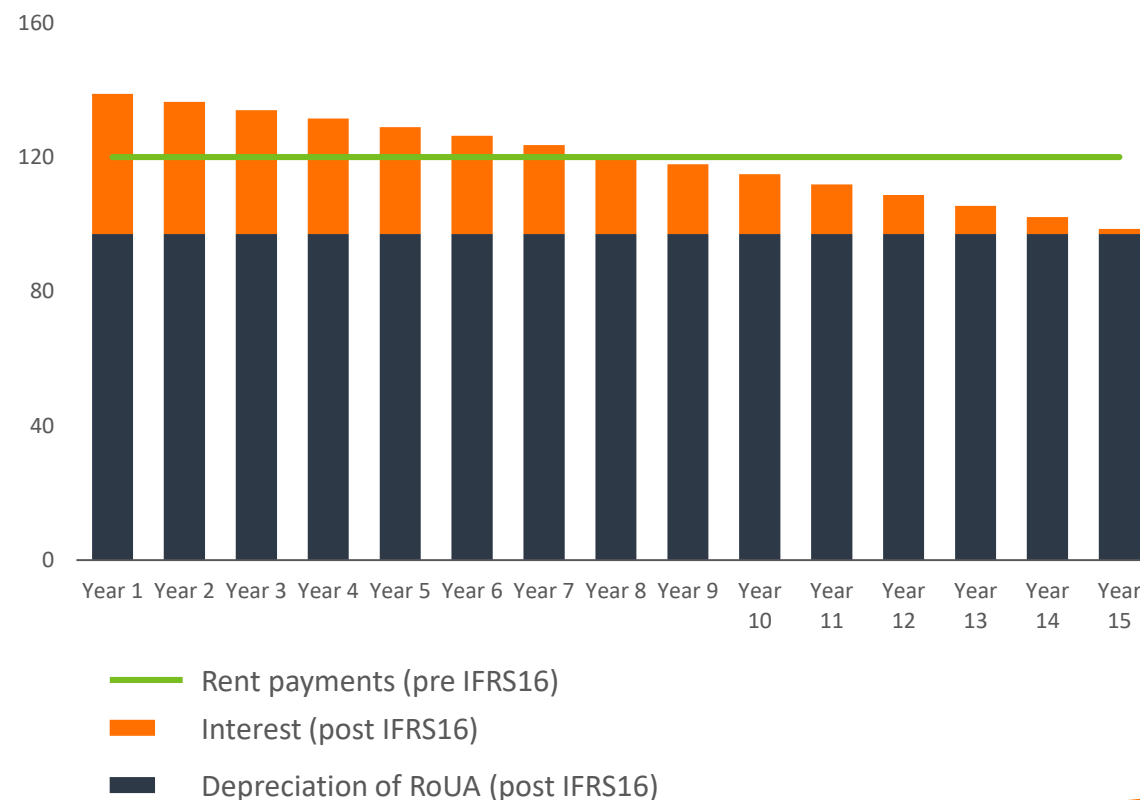
**BASIC-FIT**

# REPORTING POST IFRS 16

## Significant impact on financial statements

- 8 Basic-Fit applies IFRS 16 based on a full retrospective approach
- 8 On the balance sheet lease is recognised as a right of use asset (RoUA) and finance lease liability
- 8 EBITDA no longer includes lease costs, instead the depreciation charges on the RoUA and interest charges on the financial leases are included in the P&L
- 8 IFRS 16 has no impact on our strategy, cashflow and bank covenants
- 8 As of 2020, Basic-Fit will no longer report on a pre-IFRS 16 basis.
- 8 Post IFRS 16 reporting with new KPIs and definitions to better explain the underlying business' performance

Example front loading effect of IFRS 16





# MAIN DIFFERENCES KPIS PRE- AND POST-IFRS16

- 8 The introduction of IFRS16 significantly affects the KPIs as reported historically
- 8 However, IFRS16 has no impact on Basic-Fit's strategy or cash
- 8 We need new useful KPIs that best measure the underlying performance of the business
- 8 The new KPI definitions are closely aligned to actual cash returns
- 8 By adjusting IFRS16 for cash rent costs, the new KPIs remain similar to the KPIs with the prior definitions and how we internally look at our business

# NEW KPI DEFINITIONS

## Reporting the underlying performance

Current KPI	H1 2019 PRE IFRS 16	H1 2019 POST IFRS 16	NEW KPI	NEW DEFINITION	H1 2019 NEW KPI
Adjusted club EBITDA	103.4	153.3	Underlying club EBITDA	Club EBITDA minus cash rent costs of open clubs and excluding revenue and costs of sales at HQ level	103.8
Adjusted club EBITDA margin	43.1%	63.9%	Underlying club EBITDA margin	Underlying club EBITDA divided by club revenue	43.4%
Adjusted EBITDA	69.7	120.7	Underlying EBITDA	EBITDA minus cash rent costs and adjusted for one-off exceptional items	68.3
Adjusted EBITDA margin	29.0%	50.3%	Underlying EBITDA margin	Underlying EBITDA divided by total revenue	28.4%
Adjusted net earnings	13.0		Underlying net earnings	Net earnings adjusted for IFRS16, PPA amortisation, SWAP valuation differences, exceptional items and adjusted for related tax effects	13.6
Net debt	386.1	1,236.8	Underlying net debt	Net debt minus lease liabilities	386.1

# NEW CONCEPTS

**BASIC-FIT**

# BASIC-FIT CONCEPTS

## Different business models, same ROIC target

### Regular club

- Initial capex around €1.2 million
- Cash break-even at 1,600-1,700 memberships
- 3,300 – 3,400 memberships at maturity

### Express club (small box format)

- Initial capex around €0.8 million
- Cash break-even at 1,100-1,200 memberships
- 2,200 – 2,400 memberships at maturity

### Ladies club (female only format)

- Initial capex €1.2 million
- Cash break-even at 1,400-1,500 memberships
- 2,700 – 2,800 memberships at maturity



**BASIC-FIT**





**OVERHEAD**

**BASIC-FIT**

# OVERHEAD COST 2019

## New initiatives are an investment in future growth

- 8 Overhead costs consist of international HQ, country HQ and marketing costs
- 8 Around 30% increase year on year in 2019 due to
  - Marketing costs to increase by around €4 million as guided
  - International overhead increased due to new initiatives



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# OVERHEAD COST GOING FORWARD

## Operating leverage as of 2020

- 8 **Medium term**, overhead costs as a percentage of revenue expected to decrease to between 10% and 11%
  - Marketing costs to grow in line with revenue; remain around 4%
  - International and country overhead to decrease in the medium term to between 6-7% of revenue





A woman with blonde hair, wearing a white tank top, is lying on a gym bench and performing a bench press. She is holding a barbell with both hands, and the barbell is positioned above her chest. The background shows various gym equipment, including treadmills and other exercise machines, in a dimly lit setting. The overall tone is professional and focused on fitness.

# **MEDIUM TERM TARGETS**

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# MEDIUM TERM TARGETS

## Further acceleration of club rollout

- 8 Increase pace of **club openings** to around **150 clubs a year**
- 8 Grow Basic-Fit **network** to around **1,250 clubs in 2022**
- 8 Stable average **membership** development at **mature clubs**
- 8 **Revenue growth** of at least **20%** a year
- 8 Underlying mature club **EBITDA margin** of **49% - 50%**
- 8 Underlying mature club **ROIC target** of at least **30%**



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# FINANCE STRATEGY

## Support strong but controlled growth

- 8 Debt preferred way of financing expansion
- 8 Short term leverage ratio target of  $<3x$  and medium term  $<2x$
- 8 NWC increase to minus 15% - 20% as percentage of revenue due to new membership structure
- 8 No dividend expected in medium term; cash will be used to finance growth



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**THANK YOU**

**FOR YOUR ATTENTION**

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