

PureGym Q2 2026 Results Conference Call

27 August 2026, 10:00am BST

Humphrey Cobbold (Chair):

A very good morning to everybody, and a warm welcome back for the presentation of our results for the quarter ended 30 June 2026.

It's appropriate to start today's update by formally introducing Alex Wood as our Group Chief Executive Officer – confirming the announcement that we made earlier this year in June. Alex is of course well known to you all as he was previously our Group Chief Financial Officer – an office he held with great distinction since I appointed him into that role back in 2018. Over his time with us, Alex has had a significant impact on the Group's strategy and performance. He has been instrumental in all aspects of the growth and development of PureGym in the UK, across Europe and in the USA. Notably, he spearheaded the successful acquisition and integration of the Blink Fitness business in the USA in 2024. And he was instrumental working alongside me in the earlier highly successful acquisition of the Fitness World business which has established PureGym into Switzerland and Denmark. Alex is one of the finest executives I have had the pleasure to work with during my now-near 40-year career in business, and it gives me and the board great pleasure to congratulate Alex on his appointment.

It is also appropriate for me to acknowledge and pay genuine tribute today to the contribution of Clive Chesser, who stepped down from his role as CEO in June after presiding over nearly 2 years of significant growth at PureGym. Clive oversaw a period where PureGym stepped forward significantly in both performance and breadth of activity and we thank him for his dedication over this successful period for the PureGym business. Clive left us to pursue other opportunities in the leisure and hospitality sector, and he does so with my, and indeed all of our, best wishes for the future.

The transition from Clive to Alex has, I am pleased to say, been very smooth and, as you will hear today, the business is in excellent shape with extremely strong momentum across all aspects of the portfolio.

Moving on, for today's update Alex and I are joined by Rebecca Passmore, our Group Chief Operating Officer and by David Scott, who has taken the role of Chief Financial Officer in an interim capacity.

Rebecca, who is well known to you by now, is line-responsible for all our 4 geographic business units as well as our commercial and property development activities. Rebecca is also a Director of the PureGym Holding company and sits on the Board alongside me, Alex and our Investor Directors from KKR and LGP.

David is a seasoned and experienced finance executive, having qualified as an ACA with KPMG over 25 years ago. David joined PureGym in January 2021 and has held multiple senior roles within the finance team – including holding the post of Finance Director of both Denmark and the UK during this time, and most recently being the Director of Mergers & Acquisitions for the group. I would also like to congratulate David on his interim appointment – we certainly feel that the finance function is in exceptionally safe hands. We are – as you would expect – undertaking a formal search for a new CFO, which will include considering strong internal candidates, and we expect this process to conclude over the next 6 months given the nature of such an undertaking.

So, having made those opening remarks, it gives me great pleasure to hand you over to our CEO, Alex, to provide today's update, Alex over to you.

Alex Wood (CEO):

Thank you, Humphrey, for those kind words, and good morning, everybody.

Today, we'll be running through the presentation that was posted on our website at 7:00am this morning, dated 27 August 2026, and we'll guide you to the page number references, as usual, as we go through the document. So, let's get started over on page 2.

In overview, the business is in rude health and the strong momentum we reported in Q1 has continued into Q2. PureGym has delivered significant YoY growth in Adjusted EBITDA across all geographies highlighting the broad base of successful progress we are delivering.

Run-Rate Adjusted EBITDA at the end of Q2 grew once again to a new record high of over a quarter of a billion pounds.

We continued to make good progress on the integration of the Blink estate in and around New York which has been fully rebranded to PureGym. EBITDA from that business is now running at £23m on an annualised basis, and that is up from £9m when we acquired the business, demonstrating clearly our ability to deliver on the potential of strategic M&A deals.

We added 9 new corporate sites in Q2 and these – along with those we opened in Q1 – are performing well and are ahead of our expectations. The combination of these new site openings and robust underlying LFL site performance growth, underpins the results and continued progress of the Group.

And from a balance sheet perspective, this strong growth means that our Senior Secured Net Leverage continues to decrease rapidly... and our Interest Cover ratio continues to grow.

Overall, these results underpin PureGym as a very predictable and robust international platform, with a proven operating model, in an attractive and growing sector.

Looking ahead, our outlook and guidance remain unchanged from when we last spoke to you last. We are on track to deliver approximately 60 new high-quality sites across our geographies this year, with a significant runway for expansion in the years to come in the USA and elsewhere. While we have a strong focus on commercial revenue performance of course, we always complement that with excellent cost control... to ensure good margin performance and excellent return on capital across all of our markets.

Let me conclude this introduction with a couple of broader reflections on where we stand, as I take the reins as CEO.

In the past, some of you have, perhaps not unreasonably, asked whether we could replicate the strong UK performance across other geographies. And you have also asked whether we could sustain performance measured in terms of margins and return on capital as we opened more sites – some of which would be different formats from the standard "large boxes" of the past. I think our ongoing performance and progress answers these questions unequivocally.

The PureGym business I have been building with Humphrey and Rebecca, and now have the privilege of leading, is now a proven international platform. We have a winning revenue model and when combined with excellent cost control, this consistently delivers the "double joy" of 40% Gym EBITDA margins and 40% return on capital across all of our markets and across all of our formats. I believe that we are the only major operator in the world that does this. I hope that today's presentation explains why those returns have been consistently repeatable over time, and why management believes they remain sustainable well into the future.

With those thoughts lodged in your minds, it gives me great pleasure to hand over to David, with whom I have worked for much of my professional career. David will take you through our financial performance in more detail and then handover to Rebecca, who will cover the operational and commercial pillars that drive our performance.

David, over to you.

David Scott (Interim CFO):

Thank you, Alex, and good morning, everyone.

I'd like to start by sharing with you the highlights of our financial results for the period ended 30 June 2026 on page 4.

The second quarter of 2026 delivered another excellent financial performance by the Group. With Run-Rate Adjusted EBITDA reaching £253 million – an increase of 20% over the prior year. This was supported by continued strong growth in Adjusted EBITDA, which reached £68 million in the quarter. In Q2, we opened 9 new corporate sites, taking the total estate to 728 sites, and our membership base remained strong at 2.4 million. Revenue also performed strongly, increasing to £199 million in the Quarter, up +6% year-on-year.

As a result of this underlying performance, I'm very pleased to highlight the Return on Capital Employed was 43% for UK sites, which are the benchmark for new site openings for the group.

So, with those as the headlines, let's move onto page 5 to provide a little more detail.

Overall, we are continuing to see strong momentum and year-on-year progress across all key metrics. Run-Rate Adjusted EBITDA grew by £50 million year on year, while Adjusted EBITDA increased £12 million, up 23%. Q2 Revenue increased by £11 million year on year, which is up +6% blended across all markets.

Revenue growth was supported by continued expansion of the member base, which increased to 2.4 million across the group as a whole, alongside growth in ARPM of 3%.

Finally, the total number of gyms in our estate increased by 35 since June 2025 to 728 in total. And just to help you with the maths on site numbers: we opened 54 new gyms and closed 19 sites, as we completed the Danish consolidation programme. The net of these numbers is the 35 increase you can see in the headline figures.

Turning to page 6. The business generated £50 million of operating cash flow in the quarter, an increase of £7 million when compared to Q2 2025. Operating cash flow conversion was strong at 73%, and our cash position was £73m at the end of Q2, maintaining a strong liquidity position in line with the last quarter.

Capital expenditure for the quarter totalled £34 million, comprising new corporate site openings and continued investment to maintain quality of member experience across the existing estate.

And last on this page, I'd like to draw your attention to Senior Secured Net Leverage, which has reduced to 3.5 times Run Rate Adjusted EBITDA at the quarter end... a reduction of 0.5x from this time last year, and 0.3x versus Q4 2025, reflecting both strong EBITDA growth and disciplined capital management.

On page 7, I have set out our results over the past few years, and I think you can see a clear and repeating pattern. The teal bars are Adjusted EBITDA and the grey bars show the run rate adjustment.

As a reminder, the run rate adjustment reflects the maturation of immature gyms that have been opened and that mature in a very predictable manner. Because of this predictability, PureGym's future results are

extremely reliable. In fact, you can clearly see from the track record on this page that PureGym's Run-Rate Adjusted EBITDA reliably converts into Adjusted Cash EBITDA within around 12 months or so.

And you can see that as PureGym establishes itself in more geographies, with more runways for growth our momentum and growth rate is accelerating. This predictable conversion of Run-Rate EBITDA into EBITDA is a defining characteristic of the business. It provides management – and investors - with a high degree of visibility over future earnings and underpins our confidence in the outlook for the business.

Moving on to page 8, as Alex alluded to in his summary, PureGym's performance level and progression isn't just about the UK. The PureGym operating model is now very well proven across all our geographies.

This page shows the LTM EBITDA growth trajectory across each of our 4 markets. Of course, the businesses are of different sizes... but the track record is very clear - every market is growing consistently and reliably. And it will not have escaped your notice that the non-UK businesses are growing faster than the UK business as the PureGym operating model gets more firmly embedded. So, while the UK business remains strong and will continue to grow, we are very clear that the rest of the business is catching up with the UK over time.

And moving on to page 9, you can see a further take on the operating model performance across geographies. All of our established geographies are delivering over 40% Gym EBITDA Margin. And each of these geographies is delivering around £0.5 million of EBITDA per site.

The US Gym Margin is already at 36%, and those US sites are already delivering just under £0.5m a site on average... and we fully expect to deliver over 40% margin in the US alone, once we fully embed the PureGym operating model in that geography.

Another way we look at this is what we call "shape of chain" shown on page 10 which shows Gym EBITDA for our 500+ mature sites (those open for more than 2 years) across the group and importantly this includes all the US sites that are still growing EBITDA as the PureGym model is embedded.

There are a number of points to draw out from this. First and foremost, there is a high degree of consistency across the group. While we do have some very strong sites, this is not a business that is reliant on a few high performing gyms to "boost the average". This confirms that PureGym has a broad base of high-quality cash generating units – reflecting the careful skill and analysis of new site opportunities over the long run. The average site EBITDA was almost £500k as at June 2026.

And this performance is maintained across geographies (each a different colour as appeared) and I can assure you, at a per square foot level, across size formats as well.

Over on page 11, we show how that consistency of performance across the group translates into cash generation and value creation. PureGym generates high net EBITDA margins and cash EBITDA, both in absolute terms and we believe relative to our peers.

So how do we use this cash?

Approximately £50m is used to reinvest and improve our estate and (elements of which can generate us 15-20% Return on capital employed). Around £100m is deployed to reinvest into new sites, at over 40% Return on capital and around £80m (about 1/3) is used to service our debt.

Given our current cost of debt is around 9% on average, you can see how the maths of this business works by comparing this debt cost with the rate of return on capital in the business.

Page 12 shows how we think about this flywheel of value creation.

40% four wall margin delivers strong EBITDA from a high quality well invested estate. 75-80% of this EBITDA converts to cash after maintenance and refurbishment capex. Around £100m of this is invested into new sites at >40% Return on capital. Which then in turn delivers more mature EBITDA and more cash, and so, the 'flywheel' spins.

The simple "flywheel" principle compounds as the business scales... the more cash generation, the more new sites, and so on and so forth which is why the growth is accelerating.

There are a number of contextual factors set out on the right-hand side of this page that are supporting this internal flywheel. Health and wellness is growing in popularity. M&A deals such as Blink add new cash generating units and new runways for growth. The careful ongoing deployment of AI and technology helps us to reduce costs and improve performance. Demonstrably strong cost control and operational gearing ensure growth at the top line converts into cash and EBITDA.

Let's just explore one of those points in a little more detail over on page 13.

One of the key strengths of the business is that our operating model is structurally low cost.... having a structurally low-cost base is why margins are greater than 40% and the business is so cash generative.

What does this derive from – well let me remind you. We have strong discipline over property rent – we locate in places often described as sub-prime or "off grade" and we consistently seek – and get - caps in place on rent inflators.

Our facilities have relatively low energy usage - no swimming pools, saunas, steam baths, or cooking facilities, for example, and extensive use of LED lights and energy saving control systems.

We have a low staffing model – amongst the lowest ratios of personnel cost as a % of revenue anywhere in the leisure and hospitality arena and can operate "unmanned" in many locations during periods of low member usage.

The business is heavily technology enabled, further reducing operating costs.

This cost efficiency does not come at the expense of member experience, in fact the opposite. Our technology enabled, low-cost model enhances the member experience, gym monitoring, gym safety and member journey.... whilst also benefiting the P&L.

Our marketing cost per acquisition is very low and we have significant procurement advantages due to our scale.

These factors explain combined why PureGym has been able to keep operational cost inflation to an absolute minimum despite the challenging macro conditions, as you can see over on page 14. Over the past two years, like-for-like gym costs across the Group have increased by just 2% per annum and we expect 2026 to follow this trend. The increase in total gym costs is therefore almost entirely driven by the expansion of the estate.

This very disciplined approach to cost management has enabled us to both protect and indeed improve margins while continuing to grow the business and invest behind future earnings.

Let's turn now to Capital Expenditure over on page 15.

We believe in operating a very well invested estate for the long term. We do not chase growth just for growth's sake. We are meticulous about our capex decisions, taking time to ensure we deploy capital carefully and selectively across both new sites and the existing estate.

Total capex was £34 million in the quarter, broadly in line with the £33 million we invested in Q2 2025. Within that, expansionary capex was £19 million, comprising £13 million on new sites (at approximately £1.2m per site), £3 million on US rebrand & investment, and £3 million on IT and project capex.

And with such a disciplined capital investment approach comes excellent and consistent performance, which you can see demonstrated over on page 16

This table sets out all the annual cohorts of sites in the UK, and there are similar tables for each of our other markets which all follow the same patterns. There are a few points I would call out:

Firstly, you will see the consistency of performance across cohorts. This consistency appears both in terms of EBITDA margin and absolute Gym EBITDA. This is because the estate is high quality, well invested, in good locations and well run.

Secondly, you can see the return on capital is high and consistent. This is the case across different format sizes as you can see at the bottom of the page.

So, the LFL estate is performing very well as Alex mentioned at the beginning of the call. Let's also now consider the new sites, and see how they are performing over on page 17.

This page sets out how the immature cohorts of gyms, those opened in 2024, 2025 and 2026 are performing versus target. Across every key operating metric...our immature cohorts are ramping in line with, and even ahead of, the internal assumptions used to sign off the capex. These cohorts are on track to deliver Return on capital of more than 40%, irrespective of location or size.

This shows that our expansion remains highly repeatable where there continues to be lots of white space. And turning to page 18, the same is true in Switzerland where we are also now rolling out new sites.

On page 19, let us now turn to the question of operational gearing. The business has excellent Head Office cost control as shown on this page which is – as I have alluded to - another key strength of the business - proven operational gearing.

Head Office costs as a percentage of revenue have declined every year - from 14% in 2022 to 9% on a Q2 2026 LTM basis. We can also confirm that the US Head Office costs are now 9% of revenues having implemented the PureGym operating model in that market. The positive aspect of this operational gearing is that top line growth converts directly into EBITDA.

We are able to do this because of our scale advantage, in-house procurement capability, continuous innovation, and a mindset that is cost-focused at every level in the business. AI is being deployed to keep PureGym increasingly efficient as it grows so we believe this operational gearing will continue to be a highly attractive feature of the business.

And finally for this section, I'd like to touch on leverage and interest cover on page 20. The business has continued to demonstrate a clear commitment to deleveraging since our previous refinancing, driven by both strong cash generation and consistent growth in profitability. As you can see, we have delivered on this

commitment, reducing Senior Secured Net Leverage to 3.5x by the end of Q2 2026. Driven by earnings growth, our Interest Cover has also increased to 2.9x versus 2.7x at the year end and 2.4x at Q2 2025.

We remain focussed on maintaining a sustainable capital structure for the long-term, as evidenced by our continued deleveraging momentum and we continue to evaluate opportunities and monitor the markets to address our upcoming debt maturities well ahead of time.

So overall, this reflects a business that is not only growing strongly but doing so whilst maintaining robust financial discipline and strengthening its balance sheet.

With that, I'll hand you over to Rebecca, to provide an update on the market and our proven model. Rebecca, over to you.

Rebecca Passmore (COO):

Thank you, David and good morning, everybody.

Let me start by revisiting the fundamentals about the gym and fitness market and provide you with a quick update on the key dynamics over on page 22.

First, and perhaps most importantly, PureGym operates within a growing market. I illustrate this for simplicity with the data from the UK but the same is equally true in pretty much all markets in Europe, North America and the World.

This long-term structural growth reflects both strong underlying consumer demand - people want to exercise more - and a correlation with the increased number of gyms which leads to gym membership penetration growing in the wider population.

Over the past 20 years, gym membership penetration has increased steadily from around 11% to over 16% of the UK population in 2025, and we believe that it is now at around 18% in 2026.

This reflects both the growing importance of health and wellness in consumers lifestyles, but also the increased supply of convenient and affordable gyms which I'm going to come back to shortly. And, of course, we should remember that the UK population has grown from around 60 million to around 69 million over this time period.

The growth in the number of gyms has tracked this increase in demand.

Indeed, one way of thinking about this is that the increases in supply of good quality, affordable gyms - such as those opened by PureGym - has unlocked latent demand in the marketplace and supported a well-balanced and expanding market.

So, what is driving the underlying market growth? I believe that the single most important factor is the increasing importance of, and therefore participation in, physical activity as shown on page 23.

Activity levels across the UK have continued to rise slowly but steadily, with almost two-thirds of adults now classified as active. This is translating into higher gym penetration, particularly amongst the 16–54 age groups, which aligns directly with PureGym's core customer base.

These trends provide a strong structural tailwind for continued membership growth over the long term.

And within a growing total gym and fitness market, you can see over on page 24 that the value segment is growing steadily.

PureGym has been and remains at the forefront of the development of the value offering in the UK and indeed within all the markets in which we operate, and the value gym segment as a whole has grown from virtually no market share in 2010 to around 30% of all UK gym members today.

The increase in convenient, affordable supply has grown with the market because there is latent demand for the product and proposition. Especially important has been our “no contract” model which, as we have said before, turned what used to be a £400 decision into a £20 decision.

It is clear that not only is the total market growing, but the value segment within this is taking an ever-greater share of new members.

So why is the value segment winning in the wider gym market? On page 25, we illustrate why the value model continues to outperform the traditional mid-market proposition. Not only is there a wider cross section of the population able to access value gyms, but when executed well, the underlying unit economics allow for faster and more repeatable roll-out, thereby tapping more effectively into the wider demand and taking share.

Structurally, the value model is economically superior, delivering higher EBITDA through a lower-cost operating model. This has been proven out over a number of years and allows value gyms to successfully open in materially more locations than more traditional operators.

Aligned to the strong profitability, the focused proposition utilises the available space more efficiently and avoids high operating “costs” and capital “cost” areas such as pools, saunas, cafes and the like. This leads to lower capital investment requirements, resulting in significantly lower fit-out costs. The combination of higher earnings and lower capital employed translates into sustainably higher returns, with value gyms delivering ROCE of over 40%, which we estimate to be more than double that of the traditional mid-market model.

Over the long run, I think we would all agree that a business model that achieves higher return on capital will win out and gain share – and that is what we see happening. But the long run does take time to play through. That is because, in general, in this market operators sign leases for a minimum of 10 years which is longer than typical retail rents of certainly the past that I have seen, which are typically 5 years and sometimes just 3 years.

Moving onto page 26, the march of the low-cost operators shows that this is not just a UK trend. The value segment continues to gain market share across all of our key geographies, reinforcing the strength of the proposition. It is worth noting that this trend is demonstrating a sustained structural shift towards value fitness within a wider growing market.

On page 27 we highlight why despite this growth, we believe that there is significant headroom for further expansion in all our markets as penetration levels continue to increase reliably over time. You can see from this chart that penetration continues to increase in every market. And secondly, the significant headroom in our core markets.

Leveraging these attractive market dynamics, PureGym has built a leading brand presence across all of our established geographies. On page 28 you can see that we have significantly higher brand awareness and customer consideration than any other value operator. The combination of this strong customer awareness with access to increasing numbers of PureGym sites will be a powerful competitive advantage as the market continues to grow.

Let's now move onto PureGym's winning model over onto page 29.

David has described the financial outcomes the Group as we continue to deliver. I'd now like to explain the operating disciplines that underpin those outcomes. As management, we believe the financial outcomes are the result of a highly disciplined operating model that has been refined over more than fifteen years. This model has now been successfully deployed across multiple geographies, and we continue to learn and improve on that model as the business has scaled.

The next few pages explain the principal components of that model and why we continue to have confidence in its ability to support sustainable long-term growth.

Turning first to page 30.

The significance of this slide is not the pace at which PureGym has grown, but the consistency with which that growth has been delivered. Over the long run, the Group has demonstrated its ability to apply and adapt operating disciplines across different markets whilst continuing to generate attractive returns on invested capital.

For example, we have shown that we can undertake strategic M&A through acquisitions of LA Fitness, Fitness World and, most recently, Blink and then "inject" our business model and operating principles into those businesses. And we have shown that we can do the "hard graft" of opening one site at a time and acquiring members one at a time.

In particular, the progress made in New York, where I was with the team last week, I think this demonstrates the transferability of the PureGym operating model into a new market. Since acquisition, annualised EBITDA has increased from approximately £9 million to approximately £23 million as operational improvements have been implemented across the estate.

Building on progress in Denmark and Switzerland, the advances in New York once again demonstrates that the operating principle is not unique to one geography or one market. Rather, it can be deployed consistently to improve operational performance, profitability and returns wherever appropriate opportunities exist.

Turning to page 31, the operating model itself is built around six complementary capabilities that have been developed and refined over a number of years.

The key thing to understand is that there is no single, magic "silver bullet" in our operating model. It is the combination of and interaction between the six factors highlighted here that creates the consistency of our financial outcomes. We believe that this is a real strength: a silver bullet (if one existed) it's easy to copy. Six factors however.... much less so.

The first factor is a compelling value proposition, providing high-quality fitness at a very affordable price point and crucially, the option of a 'no contract' membership, with 24/7 access, which opens up the broadest possible customer base.

Second, the business benefits from a structurally low-cost operating model – a point that David has covered in some detail and I won't go over again here other than to say that it is strategically important and not just a profit lever. I will say that this has always felt very familiar to me having been schooled in the world of low cost of Supermarket, at Aldi and Asda.

Third, an unusually high level of flexibility in both format size and pricing which allows us to optimise each investment according to the characteristics of its local market, maximising returns, whilst maintaining

affordability. We believe that we are the only operator in the world that has mastered the ability to maintain rates of return in sites from 5,000 square feet to 25,000 square feet.

Fourth, technology is embedded throughout the business. Digital capability supports both the member and customer proposition and operational efficiency, whilst creating further opportunities through data and artificial intelligence.

Fifth, the Group has developed very sophisticated capabilities around site selection, estate development and capital allocation. These are supported by proprietary analytical tools, extensive operating data and significant management experience.

Finally, the business operates within a culture of continuous improvement. Every aspect of the operating model continues to evolve as additional experience is gained across the Group. We never stand still and keep performing whatever the macro environment. This illustrates our continuous improvement approach very clearly, I believe.

So, to summarise and reiterate, whilst each of these capabilities is important individually, management believes it is the combination of all six that differentiates PureGym. Together, we consistently delivered attractive financial outcomes across multiple markets and economic cycles.

Turning to page 32.

Sometimes challenge is placed on our member model because we don't have contracts that lock customers in and therefore it is assumed we must have high attrition rates. Sometimes, people even claim that we must "burn through" all the potential members in a given market catchment.

The reality of the situation is, as we have explained before, actually quite the opposite of this and I will illustrate this with the help of the statistics on this page which are supported in the UK by more than fifteen years of operating history and demonstrate a high degree of consistency.

First, the underlying level of true churn (that's new members needed to replace member losses) in our membership base is low. On average, in any given catchment, each month we only need to secure new members equating to less 2.5% of that gym member base to maintain volumes. This figure reflects the fact that many members join, leave and rejoin the business when it suits them to do so – which is why we talk about "member circulation" in the business. This level of underlying churn is, we believe, lower than other contract led operators.

Second, the average tenure (that's the number of months that a member has been a member in a mature gym) is around 20 months and 65% of members in these gyms have a tenure of greater than 6 months. So, the idea that all our members are "churning" and are not "sticky" is clearly wrong. The fact that members choose to stay with us for 20 months on average and that's (8 months longer than a 12-month contract obligation at a 'traditional' gym) highlights just how much they like the proposition.

Third, the NPS for our gyms across the estate is +37 which, I think you will agree, is an excellent performance for a large player.

Fourth, when we recruit members, we do so at a very low average and marginal cost – around £7 per customer acquisition on average. We believe this to be the best, or amongst the best in our industry in terms of cost efficiency.

Fifth, the “value” of an average tenured member is nearly £500 – which when compared to an average cost per acquisition of £7 is a very strong position to be in.

Last, but not least, these are not ‘recently manufactured’ data points. We can show that (with the obvious exception of the Covid years) this level of performance has been in place for most of the last 15 years and the strength of the member circulation model is an intrinsic part of the strength of our operating model.

One final note. I have illustrated our member circulation model here with data from the UK. For Switzerland and Denmark, the data is, in most cases and in most elements, as positive as they are for the UK, which I hope is really reassuring for you as investors.

Turning to page 33.

Another important characteristic of the operating model is its resilience. As David has already highlighted in his section, the Group has quite deliberately developed a structurally efficient cost base which enables it to maintain an attractive value proposition for members whilst continuing to generate strong margins.

Technology supports this lean operating model with comparatively very low labour intensity, alongside CCTV and access controls. Property costs are managed through disciplined site selection and careful long-term lease management. The Group benefits from procurement scale and excellent process management across all major operating categories. Utility costs are secured well in advance, providing good visibility over future operating expenditure. And disciplined revenue management allows the business to maintain affordability for members whilst continuing to improve commercial performance.

Collectively, these characteristics have enabled PureGym to continue growing through difficult economic environments whilst maintaining attractive profitability and strong cash generation. Taken together, these structural characteristics mean the Group does not rely upon favourable economic conditions to generate attractive returns.

Turning to page 34.

The resilience of the operating model is complemented by its flexibility. Unlike many operators, PureGym is not dependent upon a single property format.

Indeed, we have demonstrated that the operating model can be successfully adapted and deployed across a broad range of gym sizes whilst continuing to generate attractive returns on capital. Format flexibility is not simply a property advantage. It is a capital allocation advantage.

And a good analogy for this is Tesco realising that they needed to offer more convenience and flexibility and they developed Tesco Local to enable this. In a prior life of mine, running supermarkets at Asda, I was part of the team responsible for the early days of the Asda equivalent of this when Asda acquired the Netto portfolio of just shy of 200 small stores in 2010. So, when we think about adapting to format flexibility, as you might say, that is absolutely part of my DNA.

Practically, what this means, well, rather than requiring one specific building type, we can tailor the format to the characteristics of each individual catchment, balancing member demand, capital investment and expected returns. Smaller formats are particularly important because they unlock attractive opportunities within existing markets that would otherwise remain inaccessible.

As a result, good execution of format flexibility extends the Group's growth runway whilst maintaining disciplined capital allocation and business performance.

This flexibility extends beyond format size. As page 35 demonstrates, the Group has successfully developed gyms across a broad range of property types including retail parks, shopping centres, high streets, industrial locations, market towns and major city centres.

These investments are supported by sophisticated analytical assessment of demographics, road networks and public transport hubs, competitive positioning, expected demand and overall financial returns.

Every prospective investment is assessed using the same disciplined framework and proprietary analytical models before capital is committed. Management believes that this approach increases both the quality and the quantity of potential investment opportunities whilst ensuring that expansion remains selective, disciplined and focused on long-term shareholder and bondholder value creation.

Turning now to page 36, I'd like to discuss another critically important component of the operating model; our revenue management capability. Alongside disciplined capital allocation, revenue management is another important component of the PureGym operating model.

The Group does not apply a single national pricing strategy. Instead, pricing is determined at an individual gym level, reflecting local market conditions, consumer demographics, capacity utilisation and competitive dynamics.

This approach enables management to optimise both membership growth and average revenue per member whilst ensuring the proposition remains highly competitive within each local market. This allows the Group to optimise lifetime value rather than simply maximise joiner volumes.

Pricing decisions are continually reviewed using proprietary analytical tools, with more than fifty individual pricing changes typically implemented each month across the estate.

The objective is straightforward - to maximise the long-term earnings potential of every gym whilst maintaining an affordable price point and value proposition for members within the site's catchment.

As the estate continues to expand, this capability becomes increasingly valuable and remains an important contributor to revenue growth and return on invested capital.

Turning to page 37.

The application of good technology has always been fundamental to the PureGym operating model. We have always been digital first. We have never had old fashioned paper-based member sign up models. We have always operated on a scalable and integrated back-office platform.

Digital capability supports every stage of the member journey, from joining the business through to managing memberships, booking classes and interacting with the wider PureGym proposition.

However, technology should not simply be viewed as part of the customer proposition. It is equally important as an operational capability. Digital systems, automation, data and increasingly AI continue to improve productivity across the business whilst enhancing the member experience.

Management will continue to invest selectively in these capabilities where they support long-term operational efficiency, commercial performance or member satisfaction.

The operational benefits of that approach are illustrated on page 38.

The implementation of the PureGym operating model within Blink has demonstrated the impact that technology can have on operating efficiency.

The introduction of automated access control, digital member journeys and CCTV-supported operations has materially reduced labour requirements whilst maintaining service standards and the member experience.

As shown on this slide, payroll cost per operating hour within our Blink portfolio has significantly reduced following implementation of the PureGym operating model.

Whilst Blink remains only part way through this integration programme, this provides another practical demonstration that the Group's operating disciplines can be transferred successfully into newly acquired businesses.

Management believes there remains further opportunity to improve operational performance as the integration programme continues.

Turning to page 39.

Disciplined site selection remains one of the defining strengths of the Group.

Every investment opportunity is assessed using a comprehensive analytical framework developed over many years. This incorporates demographic analysis, catchment modelling, transport links, competitive positioning, pricing analysis and expected financial returns before any capital is committed.

Investment decisions are therefore driven by evidence rather than opportunity alone. Management believes this disciplined approach has been fundamental to the consistency of returns delivered across the estate as highlighted by David and remains an important differentiator as the Group continues to expand.

The result of that disciplined investment approach as we stand today can be seen on page 40.

The Group has a substantial committed pipeline of new sites across the UK, Switzerland and the US – and here we just illustrate those that are committed There are many others with the pipeline at earlier stages of discussion with landlords. These opportunities are well diversified geographically and provide good visibility over the next phase of the Group's expansion.

Importantly, these are opportunities that have already progressed through our investment approval framework and satisfy the financial disciplines expected by management.

Our objective is not simply to increase the size of the estate. Our objective is to continue allocating capital into high-quality opportunities capable of delivering attractive long-term returns. That discipline has underpinned the Group's historical performance and will continue to underpin future expansion.

Turning finally to page 41 - the operating model we've discussed over the previous pages ultimately comes together through disciplined commercial execution.

The Group combines a highly recognised brand with sophisticated pricing capability, extensive proprietary data, advanced analytics and a broad product offering. These capabilities support efficient customer acquisition, continued improvement in average revenue per member and disciplined management of commercial performance across the estate.

Importantly, none of these capabilities operates in isolation. They reinforce one another.

The market provides the opportunity.

The commercial operating model determines how effectively that opportunity can be converted into sustainable earnings, cash generation and returns on capital.

Management believes this is one of the principal reasons why PureGym has consistently delivered attractive financial performance across multiple geographies and through different economic environments. It also provides the foundation for our confidence in the Group's future growth prospects.

With that, I'll hand back to Alex to discuss how we intend to leverage those strengths as we execute the next phase of the Group's strategy.

Alex, over to you.

Alex Wood (CEO):

Thank you, Rebecca.

David and Rebecca's sections have, I think, established a few very important points. PureGym is performing very well and that is the continuation of a long-term trend of strong business progress and momentum.

PureGym operates in an attractive market which is going to remain attractive for the foreseeable future, as it is supported by longwave performance trends and tail winds.

The business is demonstrably now a proven international platform, with a proven operating model, that is highly scalable, repeatable and adaptable to a range of situations, geographies, formats and operating environments.

Performance is predictable and reliable because of our capital allocation and new site selection is very disciplined and methodical, as is our ability to manage a large estate without losing focus on the basics that drive value.

Let's move to some strategic perspectives now over on page 43.

Our approach is unashamedly extremely straightforward, simple and consistent. It is centred on leveraging our proven strengths to deliver sustainable development of the business, which translates into long-run EBITDA growth.

Firstly, we focus a lot of time and effort on delivering excellent LFL performance (through revenue growth and operational cost control). Now, this is fundamental – along with maintaining a well invested estate, of course.

On top of this highly cash generative solid base, we plan to use excess cash generation to roll out more high-quality sites. And there is a huge amount of white space across the various markets in which we operate.

We believe that there are in excess of 750 new high-quality sites that we can open over the coming years.

There are very exciting opportunities in the US and Switzerland as well as the UK and we have recently also announced our first few sites in the Republic of Ireland, which we are very excited about.

All of these runways will allow the business to maintain or increase the pace of growth, and this will compound our flywheel of value creation and deliver for both equity and bond investors.

The worldwide gym market is very fragmented - there are currently only 300,000 gyms, so PureGym is currently only operating 0.25% of the world's gyms - PureGym therefore has, we believe, an incredibly lucrative runway for growth over time and we are all very, very excited about the future.

On page 44, we have summarised specifically how we are thinking about each market. In the UK and Switzerland, we will continue to open new high-quality gyms where there is significant further demand and white space – especially given our format and pricing flexibility.

In the US the potential is huge, and we are focussing first on fully embedding the PureGym operating model into the former Blink estate and then we will roll out new sites from that new platform.

In Denmark there is an opportunity to selectively roll-out and potential expansion from this platform into other Nordic regions.

Ireland is a logical build out from the UK, and we are well advanced with a pipeline of new site opportunities in that marketplace.

And finally, we're keeping our eyes open for high-quality growth opportunities globally, ensuring we invest only where we see the potential for strong returns and building market-leading positions.

Overall, this is a strategy that combines excellent like-for-like estate performance with organic growth, operational excellence and disciplined expansion (whether that be through M&A or site-by-site), all focused on delivering sustained and accelerated EBITDA growth, robust returns on invested capital and healthy deleveraging, of course, overtime.

So let me now bring the presentation to a close and conclude over on page 46. I won't repeat all of the detail we've covered, but I would like to highlight 3 key takeaways.

Firstly, PureGym has a proven resilient business model that is demonstrably successful across a range of macro environments.

Secondly, we are extremely disciplined and well proven in sophisticated capital allocation. This means our results are consistent and predictable. Our growth is therefore compounding over time as the business scales. And that results in deleveraging and value creation, which is very good for investors.

And thirdly, there is an almost limitless runway for future growth. This is why we have delivered another quarter of strong results, with run-rate Adjusted EBITDA up £50 million year-on-year to £253 million.

That performance reflects strong momentum across the business, across both like-for-like and maturing sites. This is further supported by a high-quality pipeline, where a disciplined capital focus underpins the delivery of approximately 60 new sites in 2026 across the UK, Switzerland and the US.

We are also clearly seeing the benefits of our operating model as it becomes fully embedded, with strong EBITDA and margin growth in Denmark and Switzerland, as well as rapid progress in the US.

So overall, this has been an excellent first half to 2026 ...delivering strong financial performance, accelerating momentum, and establishing solid foundations for the rest of this year and beyond. And with that, we are I think happy to take any questions if there are any.

[END OF TRANSCRIPT]