

RACING CLUB DE LENS

2 clubs operated · AVION, LENS · company founded 1986-03-14

2
clubs

Avion, Lens
opened 1998–2001

€-52,274,000

EBITDA 2025

revenue
€65,503,000

· net
€3,757,000

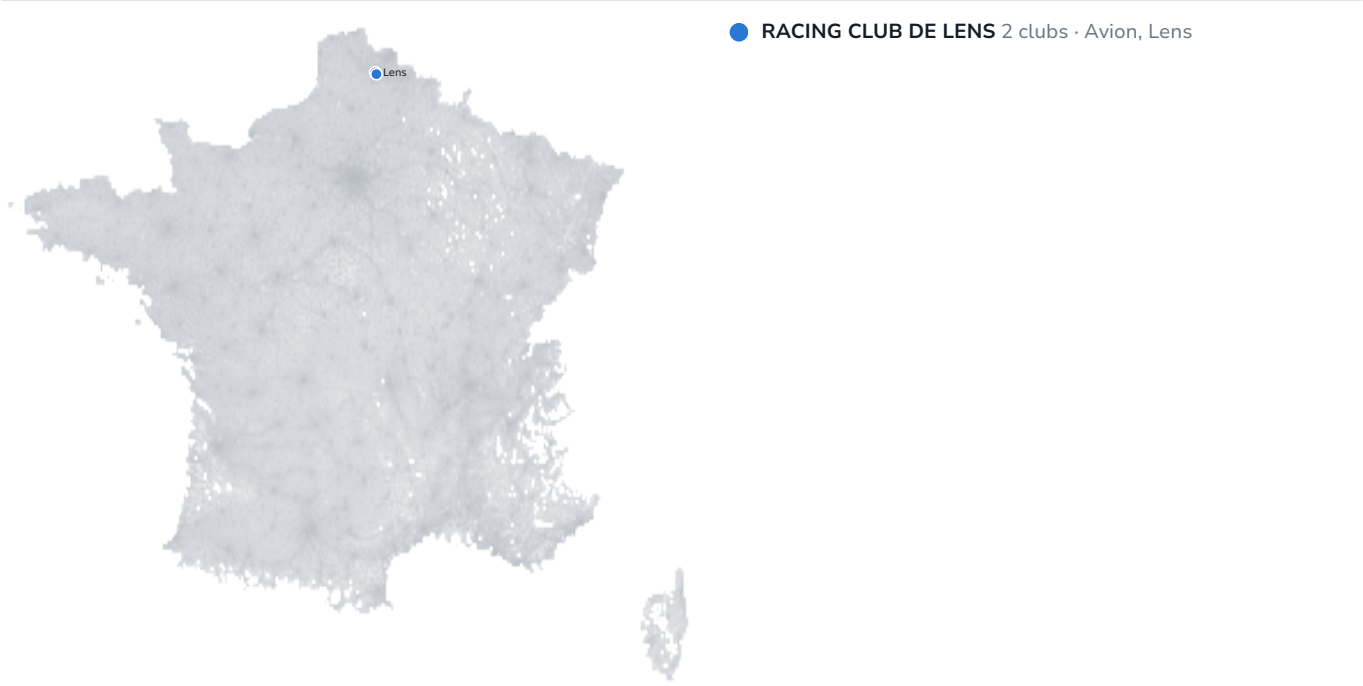
equity
€47,983,000 ·

financial debt
€43,744,000 ·

cash €6,630,000 ·

2 risk flags

WHERE THE CLUBS ARE — 2 clubs



CLUBS OPERATED — competition and capture, at opening and today

CLUB	CITY	OPENED	COMPETITION		CAPTURE	
			GYMS WITHIN, OPENING → TODAY		PEOPLE, OPENING → TODAY	
			500 M	2 KM	500 M	2 KM
RACING CLUB DE LENS	Lens 62300	1998	0 → 1	1 → 4	1,696 → 876	20,355 → 7,171
RACING CLUB DE LENS	Avion 62210	2001	0 → 1	1 → 2	1,854 → 984	15,769 → 8,193

Competition: genuine gym floors within the ring, by registry opening date. Capture: residents and workers the gravity model assigns to this floor against every competitor within 3 km, demand at its 2021 vintage.

LEGAL IDENTITY — INSEE Sirene

Legal name	RACING CLUB DE LENS
SIREN	335259990
Founded	1986-03-14
Activity	93.11Z NAF/APE code
Employees	21 Sirene band
Officers	PIERRE RÉMI DREOSSI (Administrateur); CHRISTIAN LEGRAND (Administrateur); JEAN-PAUL LEMPEREUR (Administrateur); ANDREEA KOENIG (MUNTEANU) (Administrateur); JOSEPH OUGHOURLIAN (Président de SAS); BENJAMIN PARROT (Directeur Général); DANIEL PERCHERON (Administrateur); RAPHAEL VAISON DE FONTAUBE (Commissaire aux comptes suppléant); A.R.I.C.E. (Commissaire aux comptes titulaire); MAZA SIMOENS (Commissaire aux comptes titulaire); SIDE INVEST (Administrateur)

FILING & CAPITAL — INPI RNE

Registered capital	€46,541,000 — changed across the filed years below
Years filed	10 of the last 10 on record — 1 consolidated, 9 complete
Debt falling due	not filed — the maturity table is a complete-regime page
Confidentiality	never invoked — every filed income statement is public
Ownership changes	not tracked — officers are a snapshot at each data refresh, not a filing history; France also closed the beneficial-ownership registry to public access in July 2024

RISK FLAGS — from the accounts

- ▼ revenue decline — 2024 → 2025, -49%
- ▼ high leverage — 2025, debt €43,744,000 vs EBITDA €-52,274,000

FILED ACCOUNTS — INPI, keyed annual accounts; one filing covers all 2 clubs

YEAR	REVENUE	EBITDA	MARGIN	OPERATING	NET	EQUITY	FIN. DEBT	CASH	STAFF COST	EXT. C
2025 consolidated	€65,503,000	€-52,274,000	-80%	€-70,052,000	€3,757,000	€47,983,000	€43,744,000	€6,630,000	€64,863,000	€4
2024	€129,254,098	€17,280,350	13%	€-21,728,314	€7,494,941	€64,751,050	€16,136,664	€7,000,764	€83,190,138	€3
2023	€69,129,562	€-9,048,938	-13%	€-42,008,460	€2,997,762	€49,263,607	€39,946,467	€16,723,276	€61,779,708	€3
2022	€41,407,757	€-5,868,731	-14%	€-37,296,394	€1,497,245	€39,227,171	€59,263,198	€29,406,164	€34,299,349	€1
2021	€26,566,347	€-11,954,670	-45%	€-29,494,149	€-23,888,537	€40,735,454	€23,473,373	€11,719,260	€33,082,760	€
2020	€13,771,798	€-16,203,748	-118%	€-26,146,353	€-12,143,059	€37,609,946	€33,251,180	€6,776,213	€18,612,288	€
2019	€17,216,309	€-14,525,701	-84%	€-25,191,584	€-11,082,299	€17,954,231	€54,876,730	€4,474,879	€18,918,138	€1
2018	€14,015,147	€-15,961,836	-114%	€-27,596,662	€-13,488,804	€32,042,058	€45,044,232	€7,445,894	€17,907,461	€
2017	€17,318,420	€-7,734,407	-45%	€-15,809,352	€-4,598,794	€48,294,569	€28,657,290	€6,362,661	€13,515,351	€

Per club, 2025 revenue €32,751,500 · EBITDA €-26,137,000 · net €1,878,500 · staff €32,431,500 · external charges €22,139,500 arithmetic split over 2 clubs; no club's own share is published

EBITDA derived from the filed income statement; rent sits inside external charges; "withheld" is an L.232-25 confidentiality declaration.

RACING CLUB DE LENS Avion

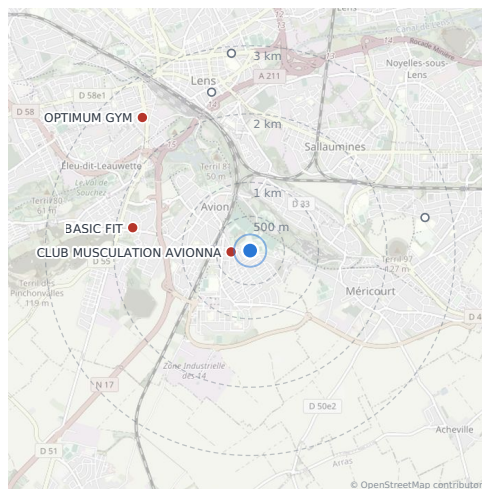
33 RUE ARTHUR LAMENDIN 62210 AVION · opened 2001-11-01 · SIRET 33525999000042

CHANGE SINCE OPENING — 2001 → today

	AT OPENING	TODAY	CHANGE
Location score	68.6	57.7	-10.9
Gyms within 1 km	0	1	+1
Gyms within 2 km	1	2	+1
Competition weight, 2 km	0.40	1.40	+250%
Capture, 2 km	15,769	8,193	-48%
Saturation, 2 km vs national baseline	-57%	-14%	+43 pts

Competitor field as it stood on 2001-11-01 against today's; demand at its 2021 vintage at both dates. Red is a move against the club of five score points, two gym floors or a quarter of the measure; green the reverse.

WITHIN 3 KM TODAY



3 gym floors, 3 other sports sites. Rings at 500 m, 1, 2 and 3 km.

SCORE TODAY — seven parameters, five measured at 500 m and 2 km

PARAMETER	WHERE	MEASURED	SCORE	HOW IT WAS ARRIVED AT
Catchment weight 20%	41 500 m	1,199 people	40	869 aged 18-64 + 330 workers = 1,199 over 0.79 km2 = 1,527/km2
	2 km	15,284 people	41	11,871 aged 18-64 + 3,412 workers = 15,284 over 12.57 km2 = 1,216/km2
Competition weight 15%	68 500 m	1.00 wt	58	1 genuine gym floor and 0 other sports sites within 500 m, weighted by substitutability and price tier
	2 km	1.40 wt	76	2 genuine gym floors and 0 other sports sites within 2 km, weighted by substitutability and price tier
Capture weight 20%	61 500 m	984 people	46	718 residents + 266 workers, demand within 500 m against every competitor within 3 km
	2 km	8,193 people	71	6,885 residents + 1,308 workers, demand within 2 km against every competitor within 3 km
Saturation weight 15%	100 500 m	not measured	—	catchment of 1,564 residents is below the 10,000 needed for a density measure to mean anything — one club would move it by 5.7 LQ
	2 km	LQ 0.86	100	2 clubs / 20,460 residents = 9.77 per 100k against 11.31 nationally
Fit weight 10%	— unit	not measured	—	no floor area recorded for this unit
Rental weight 10%	— unit	not measured	—	no rent or no floor area recorded
Income weight 10%	6 500 m	0.73×	0	16,310 EUR against 22,380 nationally, median of 1 IRIS within 500 m
	2 km	0.83×	10	18,550 EUR against 22,380 nationally, median of 8 IRIS within 2 km

NEAREST GYMS — 3 within 3 km; ▲ opened after 2001

0.28 ▲ CLUB MUSCULATION AVIONNAIS 2014	1.75 BASIC FIT Basic-Fit
2.51 ▲ OPTIMUM GYM 2015	

ACCESS — straight-line, GTFS

Rail	Avion — 576 m
Bus	Rue Helle — 411 m
Footfall	Avion — 576 m, 60,350 travellers/yr SNCF
Shops	0 within 150 m INSEE BPE

RACING CLUB DE LENS Lens

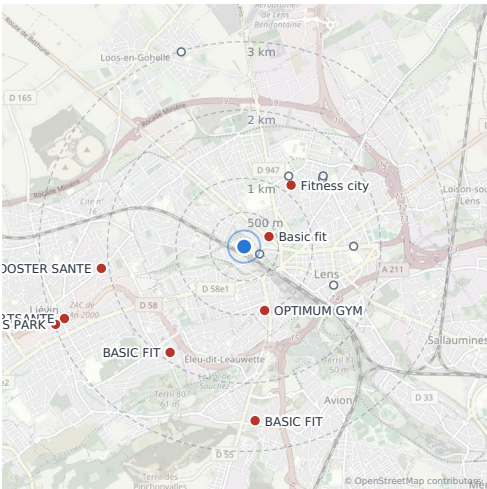
STADE BOLLAERT DELELIS 1 RUE MAURICE CARTON 62300 LENS · opened 1998-12-17 · SIRET 33525999000034

CHANGE SINCE OPENING — 1998 → today

	AT OPENING	TODAY	CHANGE
Location score	68.8	56.3	-12.5
Gyms within 1 km	0	2	+2
Gyms within 2 km	1	4	+3
Competition weight, 2 km	1.20	3.70	+208%
Capture, 2 km	20,355	7,171	-65%
Saturation, 2 km vs national baseline	-72%	+12%	+84 pts

Competitor field as it stood on 1998-12-17 against today's; demand at its 2021 vintage at both dates. Red is a move against the club of five score points, two gym floors or a quarter of the measure; green the reverse.

WITHIN 3 KM TODAY



8 gym floors, 7 other sports sites. Rings at 500 m, 1, 2 and 3 km.

SCORE TODAY — seven parameters, five measured at 500 m and 2 km

PARAMETER	WHERE	MEASURED	SCORE	HOW IT WAS ARRIVED AT
Catchment weight 20%	50	500 m	1,155 people	39 904 aged 18-64 + 252 workers = 1,155 over 0.79 km2 = 1,471/km2
		2 km	36,225 people	58 18,459 aged 18-64 + 17,766 workers = 36,225 over 12.57 km2 = 2,883/km2
Competition weight 15%	64	500 m	0.50 wt	75 1 genuine gym floor and 1 other sports site within 500 m, weighted by substitutability and price tier
		2 km	3.70 wt	57 4 genuine gym floors and 6 other sports sites within 2 km, weighted by substitutability and price tier
Capture weight 20%	56	500 m	876 people	42 800 residents + 76 workers, demand within 500 m against every competitor within 3 km
		2 km	7,171 people	65 5,065 residents + 2,106 workers, demand within 2 km against every competitor within 3 km
Saturation weight 15%	94	500 m	not measured	— catchment of 1,602 residents is below the 10,000 needed for a density measure to mean anything — one club would move it by 5.5 LQ
		2 km	LQ 1.11	94 4 clubs / 31,720 residents = 12.61 per 100k against 11.31 nationally
Fit weight 10%	—	unit	not measured	— no floor area recorded for this unit
Rental weight 10%	—	unit	not measured	— no rent or no floor area recorded
Income weight 10%	0	500 m	0.76×	0 16,970 EUR against 22,380 nationally, median of 1 IRIS within 500 m
		2 km	0.78×	0 17,470 EUR against 22,380 nationally, median of 17 IRIS within 2 km

NEAREST GYMS — 8 within 3 km; ▲ opened after 1998

0.39 ▲ Basic fit Basic-Fit 2015	0.98 ▲ OPTIMUM GYM 2015
1.13 ▲ Fitness city 2013	1.89 BASIC FIT Basic-Fit
2.11 ▲ BOOSTER SANTE L'Orange Bleue 2017	2.56 BASIC FIT Basic-Fit
2.83 ▲ BLUESPORTSANTE 2022	2.99 ▲ FITNESS PARK Fitness Park 2025

ACCESS — straight-line, GTFS

Rail	Lens — 1141 m
Bus	Vivien Foe — 288 m
Footfall	Lens — 1141 m, 1,769,301 travellers/yr SNCF
Shops	0 within 150 m INSEE BPE