

Revenue at the end of September 2025

in € million	Q3 2024	Q3 2025	Var	o/w organic ⁶	9m 2024	9m 2025	Var	o/w organic ⁶
France	582	604	+3.9%	+4.0%	1,765	1,795	+1.7%	+2.0%
of which nursing homes	277	289	+4.4%	+4.4%	822	850	+3.4%	+3.6%
of which Clinics & others	305	315	+3.5%	+3.6%	942	945	+0.3%	+0.6%
Northern Europe	412	451	+9.5%	+10.9%	1,208	1,321	+9.4%	+10.9%
of which Germany	238	259	+8.5%	+10.4%	702	759	+8.0%	+10.0%
Central Europe	243	244	+0.5%	+5.9%	714	737	+3.2%	+7.3%
Southern Europe & Latam	109	120	+10.0%	+9.7%	320	352	+10.1%	+10.2%
Other regions	57	61	+8.0%	+8.9%	167	183	+9.6%	+11.9%
Total revenue	1,402	1,480	+5.6%	+7.0%	4,173	4,388	+5.2%	+6.4%
Nursing homes	911	973	+6.8%	+8.4%	2,677	2,869	+7.2%	+8.5%
Clinics + other activities	490	507	+3.4%	+4.4%	1,497	1,519	+1.5%	+2.7%

1- Revenue: significant increase driven by a strong third quarter

in €m	Q3 2024	Q3 2025	Change	o/w organic ⁶	9m 2024	9m 2025	Change	o/w organic ⁶
France	582	604	+3.9%	+4.0%	1 765	1 795	+1.7%	+2.0%
ow. Nursing homes	277	289	+4.4%	+4.4%	822	850	+3.4%	+3.6%
ow. Clinics & others	305	315	+3.5%	+3.6%	942	945	+0.3%	+0.6%
Northern Europe	412	451	+9.5%	+10.9%	1 208	1 321	+9.4%	+10.9%
ow. Germany	238	259	+8.5%	+10.4%	702	759	+8.0%	+10.0%
Central Europe	243	244	+0.5%	+5.9%	714	737	+3.2%	+7.3%
Southern Europe and Latam	109	120	+10.0%	+9.7%	320	352	+10.1%	+10.2%
Other geographies	57	61	+8.0%	+8.9%	167	183	+9.6%	+11.9%
Total revenue	1 402	1 480	+5.6%	+7.0%	4 173	4 388	+5.2%	+6.4%
Nursing Homes	911	973	+6.8%	+8.4%	2 677	2 869	+7.2%	+8.5%
Clinics + others	490	507	+3.4%	+4.4%	1 497	1 519	+1.5%	+2.7%

2- Occupancy rate: favorable momentum continues

Average Occupancy rates	Quarterly			Half-Year		
	Q3 2024	Q3 2025	Var.	9m 2024	9m 2025	Var.
France	86,3%	87,7%	+1,5pt	85,9%	87,6%	+1,6pt
Nursing Homes	83,9%	85,7%	+1,8pt	82,5%	84,3%	+1,8pt
Clinics*	90,2%	91,1%	+0,9pt	91,6%	93,0%	+1,4pt
Northern Europe	84,2%	87,3%	+3,1pt	83,2%	86,0%	+2,8pt
Germany	84,3%	88,0%	+3,8pt	83,4%	86,3%	+3,0pt
Central Europe	91,1%	92,9%	+1,8pt	90,2%	92,2%	+2,0pt
Southern Europe & Latam	87,3%	88,8%	+1,6pt	87,6%	87,6%	-0,1pt
Other Geographies	77,0%	77,3%	+0,2pt	76,0%	78,2%	+2,2pt
Total	86,2%	88,0%	+1,8pt	85,6%	87,3%	+1,8pt

* incl. downward adjustment of capacity for French clinics in 2025

Average Occupancy Rates	Q3 2024	Q3 2025	Var.	9m 2024	9m 2025	Var.
Nursing Homes	86,0%	88,0%	+2,0pt	85,0%	87,0%	+1,9pt
Clinics	86,9%	88,4%	+1,5pt	87,6%	88,9%	+1,2pt
Total	86,2%	88,0%	+1,8pt	85,6%	87,3%	+1,8pt