

Revenue and occupancy rate as of the end of March 2026

| in €m | Q 1 20 25 | Q 1 20 26 | Change | o/w organic |
|--------------------------------------|--------------|--------------|---------------|--------------|
| France | 587 | 612 | +4,3% | +4,8% |
| <i>ow .Nursing homes</i> | 279 | 283 | +1,3% | +2,2% |
| <i>ow .Clinics & others</i> | 308 | 329 | +7,0% | +7,1% |
| Northern Europe (incl. UK & Ireland) | 478 | 504 | +5,6% | +6,8% |
| <i>ow .Germany</i> | 247 | 264 | +6,7% | +7,8% |
| Central Europe (incl. Poland) | 264 | 271 | +2,9% | +8,1% |
| Southern Europe (excl. Latam) | 102 | 106 | +4,4% | +9,4% |
| Other geographies (China and Latam) | 15 | 15 | -3,3% | -3,1% |
| Total revenue | 1445 | 1509 | +4,4% | +6,3% |
| Nursing Homes | 946 | 990 | +4,6% | +7,0% |
| Clinics + others | 499 | 519 | +4,0% | +4,9% |
| Occupancy rate | 87,0% | 89,1% | +2,1pt | |
| Nursing homes | 86,4% | 88,7% | +2,3pt | |
| Clinics | 89,2% | 90,3% | +1,1pt | |

1- Revenue: favorable momentum continues

| in €m | Q 1 20 25 | Q 1 20 26 | Change | o/w organic |
|--------------------------------------|-------------|-------------|--------------|--------------|
| France | 587 | 612 | +4,3% | +4,8% |
| <i>ow .Nursing homes</i> | 279 | 283 | +1,3% | +2,2% |
| <i>ow .Clinics & others</i> | 308 | 329 | +7,0% | +7,1% |
| Northern Europe (incl. UK & Ireland) | 478 | 504 | +5,6% | +6,8% |
| <i>ow .Germany</i> | 247 | 264 | +6,7% | +7,8% |
| Central Europe (incl. Poland) | 264 | 271 | +2,9% | +8,1% |
| Southern Europe (excl. Latam) | 102 | 106 | +4,4% | +9,4% |
| Other geographies (China and Latam) | 15 | 15 | -3,3% | -3,1% |
| Total revenue | 1445 | 1509 | +4,4% | +6,3% |
| Nursing Homes | 946 | 990 | +4,6% | +7,0% |
| Clinics + others | 499 | 519 | +4,0% | +4,9% |

2- Occupancy rates: continued improvement across all regions

| Average Occupancy rates | Q 1 2025 | Q 1 2026 | Var. | Q 1 2026 (organic excl. openings) |
|--------------------------------------|--------------|--------------|---------------|--------------------------------------|
| France | 87,7% | 89,8% | +2,1pt | 89,8% |
| ow .Nursing homes | 83,6% | 87,2% | +3,6pt | 87,1% |
| ow .Clinics & others | 94,6% | 94,0% | -0,6pt | 94,0% |
| Northern Europe (incl. UK & Ireland) | 85,3% | 87,0% | +1,7pt | 87,7% |
| ow .Germany | 85,1% | 88,5% | +3,4pt | 88,5% |
| Central Europe (incl. Poland) | 90,7% | 93,4% | +2,7pt | 93,6% |
| Southern Europe (excl. Latam) | 88,0% | 90,8% | +2,8pt | 92,3% |
| Other geographies (China and Latam) | 61,2% | 62,0% | +0,8pt | 58,9% |
| Total | 87,0% | 89,1% | +2,1pt | 89,7% |

| Average Occupancy Rates | Q 1 2025 | Q 1 2026 | Var. | Q 1 2026 (organic excl. openings) |
|-------------------------|--------------|--------------|---------------|--------------------------------------|
| Nursing Homes | 86,4% | 88,7% | +2,3pt | 89,0% |
| Clinics | 89,2% | 90,3% | +1,1pt | 90,8% |
| Total | 87,0% | 89,1% | +2,1pt | 89,7% |

APPENDICES

1- Revenue by region based on the previous segmentation

| in €m | Q 1 2025 | Q 1 2026 | Change | o/w organic |
|---------------------------|-------------|-------------|--------------|--------------|
| France | 587 | 613 | +4,3% | +4,8% |
| ow .Nursing homes | 279 | 283 | +1,4% | +2,3% |
| ow .Clinics & others | 308 | 329 | +7,0% | +7,1% |
| Northern Europe | 431 | 461 | +7,0% | +8,2% |
| ow .Germany | 247 | 264 | +6,7% | +7,8% |
| Central Europe | 251 | 257 | +2,3% | +7,8% |
| Southern Europe and Latam | 115 | 120 | +3,9% | +8,2% |
| Other geographies | 61 | 59 | -3,3% | -2,2% |
| Total revenue | 1445 | 1509 | +4,4% | +6,3% |

2- Occupancy rates by region based on the previous segmentation



SUPPORT TABLES

| Average Occupancy rates | Q 1 20 25 | Q 1 20 26 | Var. | Q 1 20 26 (organic excl openings) |
|-------------------------|--------------|--------------|---------------|---|
| France | 87,7% | 89,8% | +2,1pt | 89,8% |
| <i>Nursing Homes</i> | 83,6% | 87,2% | +3,6pt | 87,1% |
| <i>Clinics</i> | 94,6% | 94,0% | -0,6pt | 94,0% |
| Northern Europe | 85,3% | 87,9% | +2,6pt | 89,0% |
| <i>Germany</i> | 85,1% | 88,5% | +3,4pt | 88,5% |
| Central Europe | 91,6% | 94,1% | +2,5pt | 94,7% |
| Southern Europe & Latam | 86,4% | 88,0% | +1,6pt | 89,7% |
| Other Geographies | 78,8% | 77,2% | -1,6pt | 79,0% |
| Total | 87,0% | 89,1% | +2,1pt | 89,7% |

