



SUPPORT TABLES

1- Revenue: Like-for-like growth of +6.0%, driven by nursing homes (+7.2%) and international operations (+7.8%)

In €m	Quarterly figures				9m figures			
	Q3 2025	Q3 2026	Change	a/w organic	9m 2025	9m 2026	Change	a/w organic
France	604	613	+1,5%	+2,9%	1 795	1 842	+2,6%	+3,6%
ow. Nursing homes	289	293	+1,3%	+2,8%	850	866	+1,9%	+3,1%
ow. Clinics	306	312	+1,9%	+2,0%	917	952	+3,8%	+3,8%
ow. Others incl. home care)	9	8	-8,3%	+51,4%	28	25	-11,6%	+11,2%
Northern Europe (incl. UK and Ireland)	496	527	+6,4%	+7,4%	1 460	1 546	+5,9%	+7,1%
ow. Germany	259	272	+5,0%	+5,5%	759	803	+5,9%	+6,5%
Central Europe (incl. Poland)	258	281	+8,8%	+8,5%	776	830	+6,9%	+8,4%
Southern Europe	107	110	+3,4%	+8,2%	312	324	+3,9%	+8,7%
Other geographies (China and Latam)	15	-			45	-	ns	ns
Total revenue	1,480	1,532	+3,5%	+5,8%	4,388	4,543	+3,5%	+6,0%
Nursing Homes	974	1 025	+5,2%	+7,1%	2 871	3,006	+4,7%	+7,2%
Clinics	441	447	+1,4%	+2,1%	1 318	1 349	+2,4%	+3,5%
Other (incl. home care)	65	60	-8,4%	+12,9%	199	187	-5,8%	+7,2%
ow. Psy	276	279	+0,9%	+2,1%	828	842	+1,8%	+4,0%
ow. Post acute	164	168	+2,4%	+2,3%	490	507	+3,4%	+3,2%

2- Occupancy rates rose across all geographic regions: +3.1 pts for nursing homes and +2.9 pts overall

Average Occupancy rates	Quarterly			9 months			
	Q3 2025	Q3 2026	Var.	9m 2025	9m 2026	Var.	9m 2026 (organic excl. recent openings)
France	87,7%	90,3%	+2,6pt	87,6%	90,1%	+2,5pt	90,1%
Nursing Homes	85,7%	90,1%	+4,4pt	84,3%	88,3%	+4,0pt	88,3%
Clinics	91,1%	90,7%	-0,4pt	93,0%	92,6%	-0,4pt	92,7%
Northern Europe	86,6%	89,3%	+2,7pt	85,7%	88,2%	+2,5pt	89,2%
Germany	88,0%	90,1%	+2,1pt	86,3%	89,3%	+3,0pt	89,4%
Central Europe	92,1%	95,0%	+2,9pt	91,3%	94,3%	+3,0pt	95,1%
Southern Europe	90,7%	91,9%	+1,2pt	89,4%	91,5%	+2,1pt	92,1%
Other Geographies	63,0%	-		61,8%			
Total	88,0%	91,0%	+3,0pt	87,3%	90,2%	+2,9pt	90,9%
Nursing Homes	87,9%	91,5%	+3,6pt	87,0%	90,1%	+3,1pt	91,0%
Clinics	88,4%	89,1%	+0,7pt	88,9%	90,4%	+1,5pt	90,8%

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in €m	9m 2025	9m 2026	Change
France	1 795	1,842	+2,6%
ow. Nursing homes	850	866	+1,9%
ow. Clinics	917	952	+3,8%
ow. Others (incl. Home care)	28	25	-11,6%
Northern Europe	1 321	1 408	+6,6%
ow. Germany	759	803	+5,9%
Central Europe	737	787	+6,7%
Southern Europe & Latam	352	324	-7,9%
Other geographies	183	183	ns
Total revenue	4,388	4,543	+3,5%

1- Occupancy rates by region based on the previous segmentation

in %	9m 2025	9m 2026	Var.
France	87,6%	90,1%	+2,5pt
<i>Nursing Homes</i>	84,3%	88,3%	+4,0pt
<i>Clinics</i>	93,0%	92,6%	-0,4pt
Northern Europe	86,0%	89,2%	+3,2pt
<i>Germany</i>	86,3%	89,3%	+3,0pt
Central Europe	92,2%	95,3%	+3,1pt
Europe du Sud & Latam	87,6%	91,5%	+3,9pt
Other Geographies	78,2%	81,7%	+3,5pt
Total	87,3%	90,2%	+2,9pt

2- Number of facilities and beds as of the end of September 2026

Number of facilities	Q3 2025	Q3 2026	Change vs. Q3 2025	Number of beds	Q3 2025	Q3 2026	Change vs. Q3 2025
France – Nursing Homes	235	224	-11	France – Nursing Homes	21,014	19,843	-1,171
France - Clinics	126	122	-4	France - Clinics	12,417	12,551	134
France	361	346	-15	France	33,431	32,394	-1,037
Germany	168	165	-3	Germany	17,242	17,101	-141
Netherlands	161	165	4	Netherlands	3,850	3,977	127
Belgium	58	53	-5	Belgium	6,159	5,700	-459
UKI	28	29	1	UKI	2,301	2,336	35
Northern Europe	415	412	-3	Northern Europe	29,552	29,114	-438
Austria	94	94	0	Austria	8,867	8,668	-199
Switzerland	43	45	2	Switzerland	3,768	3,980	212
Poland	13	13	0	Poland	1,493	1,485	-8
Central Europe	150	152	2	Central Europe	14,128	14,133	5
IBERIA	76	78	2	IBERIA	10,033	10,331	298
Italy	34	29	-5	Italy	3,111	2,637	-474
Southern Europe	110	107	-3	Southern Europe	13,144	12,968	-176
China	2		-2	China	539		-539
LATAM	12		-12	LATAM	1,200		-1,200
Other countries	14		-14	Other countries	1,739		-1,739
TOTAL	1,050	1,017	-33	TOTAL	91,994	88,609	-3,385

