



KORIAN
In caring hands

Full-Year 2022 Results

Mrs Sophie Boissard, CEO
Mr Philippe Garin, CFO

22 February 2023



Agenda

1. Activity Report
2. Financial Report
3. Outlook
4. Q&A
5. Appendix



Sophie Boissard
Chief Executive Officer

1.

ACTIVITY REPORT

FULL-YEAR 2022

A year of tangible progress and advances in Korian's strategy and operating resilience:
contrasting with a year of turmoil in the sector, economic uncertainty and political instability



FRENCH ELDERLY CARE SECTORIAL TURBULENCE

Misconduct accusations on Orpea's ethical & financial practices created a systemic impact on the sector

MAIN AREAS OF CONCERN FOR STAKEHOLDERS

MISTREATMENT PREVENTION

FAMILY RELATIONS MANAGEMENT

COMPLIANCE WITH PUBLIC REGULATION

ASSET VALUATION

KORIAN ACTIONS

- 1) External audit Quality Management System and contracts with suppliers
- 2) Transparency & increased dialogue with families & local committees (CVS):
 - Voluntary publication of main indicators per facility
 - Mediation platform
- 3) Awareness and training of teams:
 - Ethics charter & training
 - Whistleblowing

REGULATORS INITIATIVES

1) Increased Controls

- **Systematic audit of all facilities by Regional health services (ARS)**
- **Taxes and fiscal** (standard controls)
- **Consumers protection** (DGCCRF)

2) New regulatory framework

3) “Responsibility Charter” engaging Synerpa vis à vis public authorities



Clearer regulation, regular control and attentive dialogue with stakeholders
to rebuild trust and to overcome the collateral damage inflicted to the industry.



FULL-YEAR 2022 KEY FIGURES

ESG ROADMAP 19-23

ISO 9001

68%

LAUNCHED IN 2019
29% IN DEC 21

EMPLOYEES IN GRADUATING TRAINING PROGRAMMES

x3

SINCE 2019
C.6,800 EMPLOYEES

EMPLOYEES AVERAGE TENURE

7.3 YEARS

VS 6.7 YEARS IN 2019

OPERATIONS

PEOPLE SUPPORTED IN 2022

810,000

+25% VS 2021

NET PROMOTER SCORE

36

VS 34 IN FY21

NURSING HOMES OCCUPANCY

+2.3pts

87.8pts Dec 2022
VS 85.5pts Dec 2021

FINANCIALS

ORGANIC GROWTH

+6.2%

VS 5.9% IN FY21

EBITDA MARGIN (EXCL. IFRS 16)

13.4%

VS 13.9% IN FY21

OPERATING CASH FLOW

€371M

+55% VS FY21

2021 figures restated to reflect IFRS 5 discontinued operations and IAS 38 change in accounting regarding customization and configuration costs of SaaS solutions

CONTINUOUS INVESTMENT IN QUALITY RECOGNISED BY RESIDENTS & PATIENTS

CERTIFIED AND HOMOGENEOUS QUALITY

68%
ISO 9001 CERTIFICATIONS
(3-YEAR PROGRAM)
vs 29% in Dec 2021



100%
OF FRENCH CLINICS RATED A OR B
BY PUBLIC AUTHORITIES

UNIQUE MEDICAL APPROACH

97%
“POSITIVE CARE” INTERNAL STANDARDS
DEPLOYMENT
vs 80% in Dec 2021

LEADING TO HIGH AND SUSTAINABLE SATISFACTION

Ksatisfaction
2022 European survey* 

36 (+2pts)
Net Promoter Score

8/10 (+0.3pts)
Net Satisfaction Score

8.1/10 STABLE
Nursing Homes
consideration score

* Scope: Europe – 78 747 respondents. Net Satisfaction Score: Families & residents in Nursing Homes and Assisted Living, Patients or Relatives in Clinics

Question: Q. How satisfied are you with the facility as a whole (or the Home Care Service)? Numeric Scale from 0 to 10. 0 = Not satisfied at all; 10 = Extremely satisfied

NPS: Families & residents in Nursing Homes and Assisted Living, Patients or Relatives in Clinics

Question: Q. Would you recommend this facility (or Home Care Service) to a friend, a relative or a loved one? 0: Would not recommend at all; 10: Would totally recommend

CONTINUING INVESTMENT IN PEOPLE AND TALENT DEVELOPMENT

A LEARNING COMPANY

6,800 x3 VS 2019
PEOPLE ENGAGED IN A GRADUATING
TRAINING PROGRAMME
125 DIFFERENT DIPLOMAS

HEALTH & SAFETY AS A MUST

-15% VS 2021
ACCIDENT FREQUENCY

STRONG SOCIAL DIALOGUE

15 SOCIAL AGREEMENTS SIGNED
WITH UNIONS IN EUROPE IN 21-22
1ST PLAYER IN THE SECTOR TO ESTABLISH
A EUROPEAN COMPANY WORKS COUNCIL

PARTICIPATION PROMOTED

9,250 EMPLOYEES (15%)
2.8% OF CAPITAL OWNED
BY EMPLOYEES



INCREASED LOYALTY AND ATTRACTIVITY

2022 permanent recruitments

+19% vs 2021
c.10,750



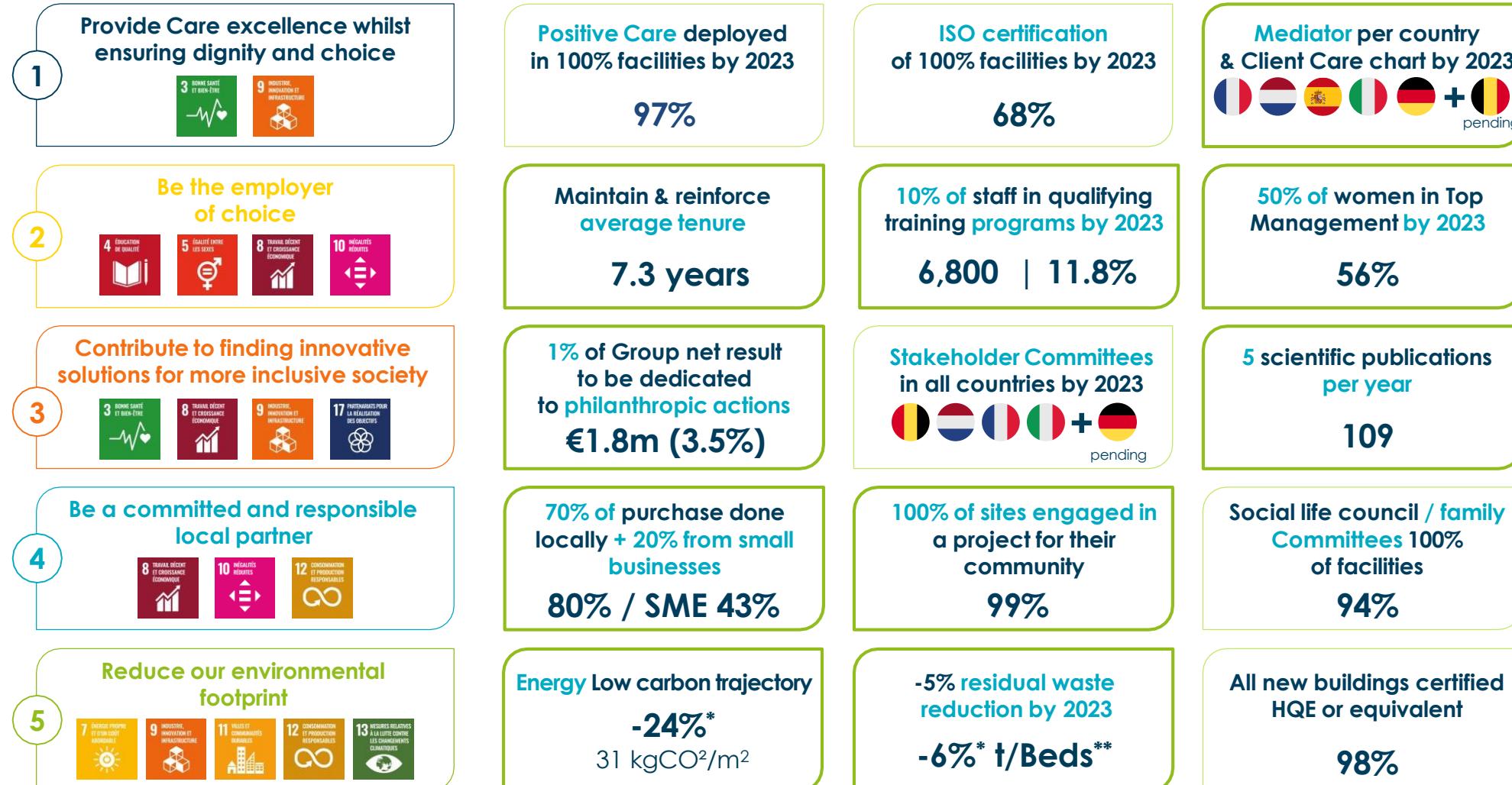
Employee engagement

78 (+1pt)

58% of employees responding (+17pts)



MOST 2023 ESG TARGETS ALREADY REACHED AHEAD OF 2023 ESG ROADMAP



KPIs audited by Mazars

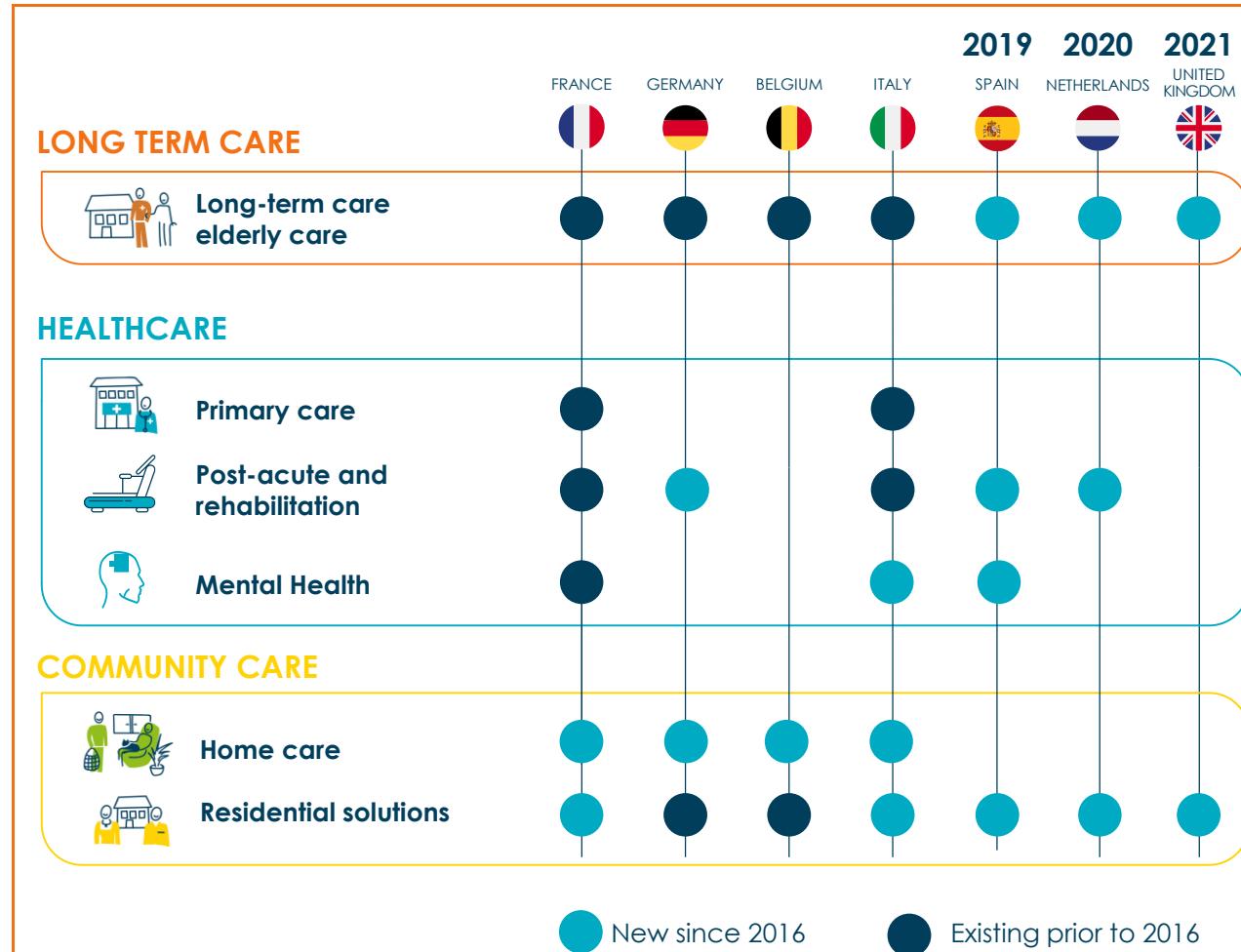
 2023 target already achieved 1 year in advance

 In progress

* Comparison to 2019 base year ** Audit ongoing

DEVELOPMENT OF STRONG EXPERTISES ACROSS OUR GEOGRAPHIES

A MATURE NETWORK BUILT ON 6 FIELDS OF EXPERTISE



RECOGNISED EXPERT BRANDS



EXTENDING OUR NETWORK TO BETTER ADDRESS CARE NEEDS

LONG TERM CARE



- Focus on adapting to high dependency needs

PATIENTS /
RESIDENTS
FY22

95,000
+c.3%

HEALTHCARE



- Caring for more patients through ambulatory capacities
- Focusing on high demand specialisations

605,000
+c.20%

COMMUNITY CARE

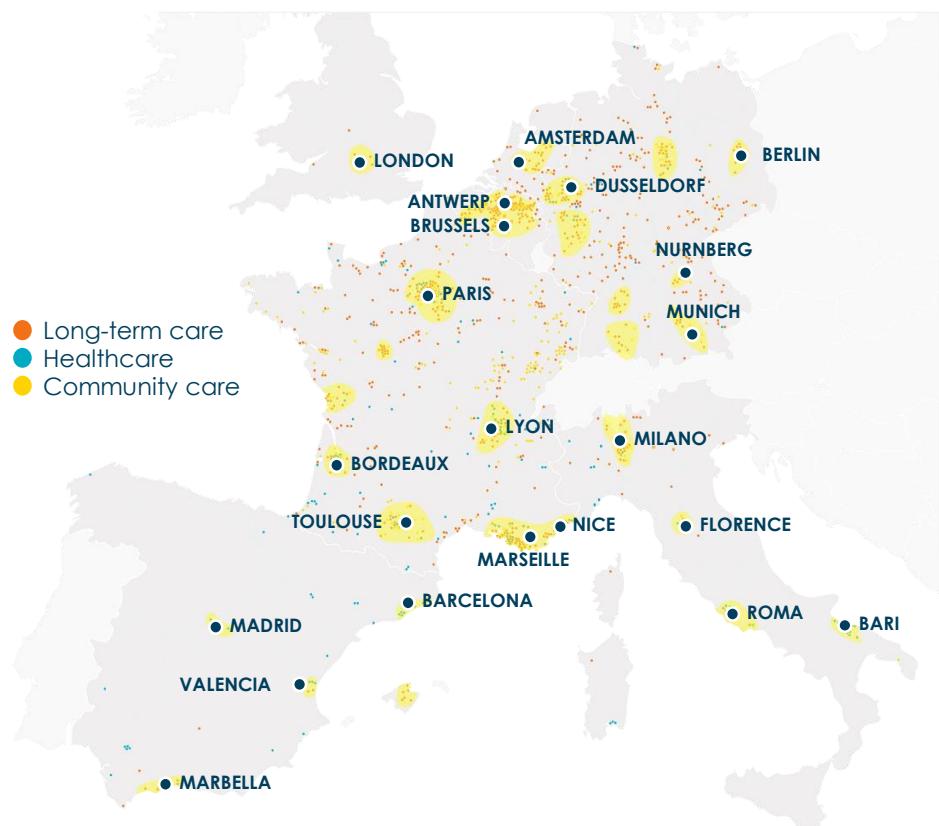


- Respond to growing domicile needs

110,000
x2

SERVING 70%
OF 65+ EUROPEAN POPULATION

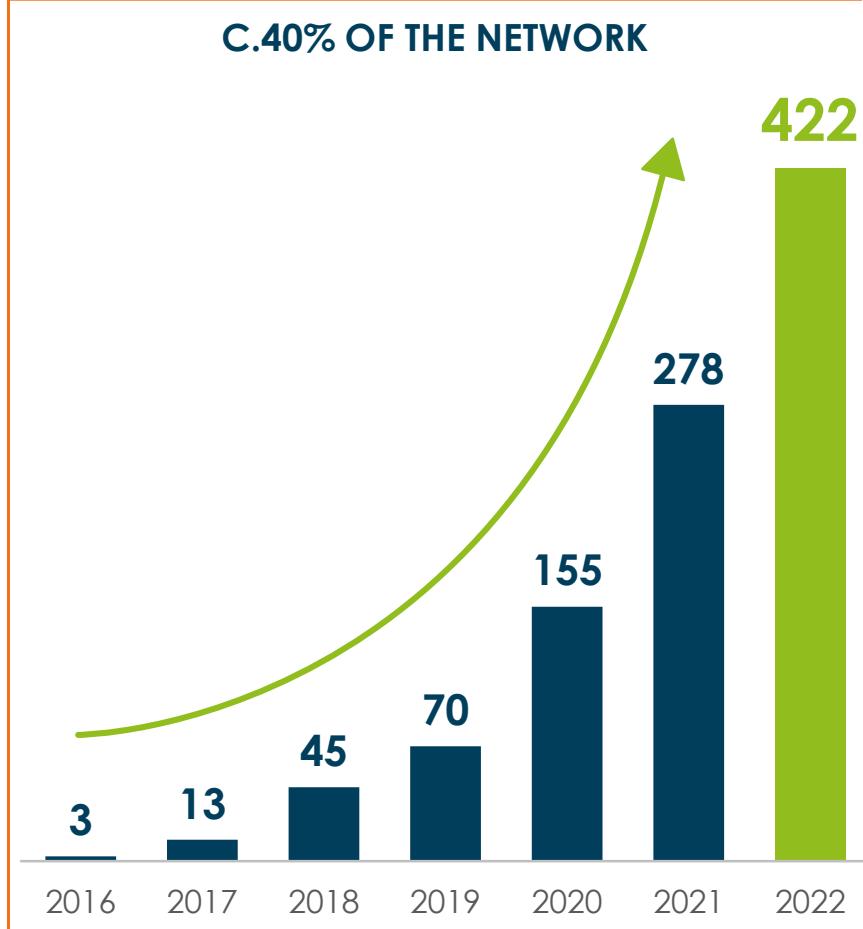
> 700 LOCAL COMMUNITIES SERVED ACROSS



A RECORD YEAR IN NETWORK TRANSFORMATION

NB OF FACILITIES BUILT / RENOVATED (CUMULATIVE)

C.40% OF THE NETWORK



LONG TERM CARE

HEALTHCARE

COMMUNITY CARE

- c.38% of core network repositioned since 2016
- Since 2021:

- 110 facilities refurbished
- 56 facilities sold or closed (c.8% of network)

Focusing on modern and digitalized facilities, fully adapted to high dependency

- c.50% of network restructured since 2016
- Recent acquisition of targeted platforms to support specialization (5 Santé / Inicea / ITA Salud / Grupo 5)
- 13 clinics built or restructured in 2022

Facilities well integrated in their environment, offering specialisations and outpatient services

- Newly developed network
- Organic development of home care and unique residential concepts
- 79 Ages&vie built in 2022

A rapidly growing network focused on current demand trends

STRONG UNDERLYING NEEDS IN ALL SEGMENTS

Long-term care

Healthcare

Community care

ACTIVITY TREND

CONTINUED NORMALISATION

+2.3PTS

85.5%
DEC 21



87.8%
DEC 22

HIGH DEMAND AND ACCELERATED SHIFT TO OUTPATIENT

BEDS
>90%
OCCUPANCY

OUTPATIENT
+18%
SESSIONS

BOOMING DEMAND

AGES&VIE
c.95%*
OCCUPANCY

HOME CARE
>15,000
CLIENTS
IN FRANCE

ORGANIC GROWTH

Without
compensations

+9.3%

+5.1%

+7.5%

* Excl. facilities under ramp-up phase

LONG TERM CARE – ADAPTING TO NEW RESIDENT PROFILES TO TACKLE HIGH DEPENDENCY NEEDS

NEW RESIDENT PROFILES

SHIFT TOWARDS HIGH DEPENDANCY

50% of residents **>90 year-old**

56% of residents with the highest levels of dependency*

20% of entries directly from hospitals

Note: all figures for France

ADAPTING THE NETWORK TO NEEDS

INCREASED SUPPORT STAFF RATIO AT 0.8

NETWORK ADAPTATION PROGRESSING

203 facilities refurbished since 2016

56 facilities over 2 years, i.e. **c.8%** of the network

Concentrating on regions to develop full scope of services

RESILIENT SATISFACTION

KSatisfaction

Satisfaction barometer

Net promoter score
Residents + Families



* GIR (Groupes Iso-Ressources) - 1 and 2 being the highest levels of dependency out of 6 levels

HEALTHCARE – KORIAN OFFER AND EXPERTISE REINFORCED

REINFORCING CORE SPECIALISATIONS



GERIATRICS
NEURO REHABILITATION
PNEUMOLOGY CARDIOLOGY



ADDICTIONS
EATING DISORDERS
MOOD DISORDERS

HIGH SATISFACTION

CONTINUED REGIONAL HUB APPROACH

ACQUISITIONS IN ITALY

- Highly specialized clinics (including Mental Health), with strong outpatient capacity:
IHG in Lazio and **Borghi** in Lombardia

Borghi



IHG

A PAN-EUROPEAN MENTAL HEALTH PLATFORM

ACQUIRING GRUPO 5

- A growing **€2.5bn** Spanish mental health market, currently under equipped
- A high quality platform of **62** facilities, with strong embedded growth (18% 17-21 CAGR)
- A network of **111** mental health clinics in Europe post acquisition



KSatisfaction

Satisfaction barometer

Net promoter score
Patients and relatives

41

2021

46

2022

COMMUNITY CARE – INNOVATIVE CONCEPTS ROLLING OUT

ROLLING OUT ASSISTED LIVING CONCEPTS

GROWTH FUELLED BY GREENFIELD DELIVERIES AND RAMP-UP

c.760 new beds in 2022

Ages&Vie concept:

c.95%* occupancy reflecting success of the concept

Strong embedded growth with 79 houses delivered in 2022

PLANNED EXPANSION INTO GERMANY, BASED ON A SECURED EIB FINANCING OF UP TO €150m

RAPID HOME CARE DEVELOPMENT

Petits-fils
SERVICES AUX GRANDS-PARENTS

A LEADING BRAND IN FRANCE

#1 home care network in France

40 agencies opened in 2022, reaching 253 agencies

+36% clients served vs last year (>15,000)

SUCCESS BUILT ON A UNIQUE MODEL

- 97%** of client satisfaction
- **Graduated** caregivers / 95% under permanent contracts
- 1 caregiver for **2 to 3** elderly persons

HIGH SATISFACTION

KSatisfaction

Satisfaction barometer

Net promoter score

Residents

41
2021

46
2022

 Casa Barbara

 Ages&Vie

* Excluding facilities under ramp-up; ** Satisfaction survey conducted by Becoming in October 2022 among 4,400 clients

Philippe Garin
Chief Financial Officer

2.

FINANCIAL REPORT **FULL-YEAR 2022**

FULL-YEAR 2022 KEY FIGURES

REVENUE | **€4,534m**

+5.6%
REPORTED GROWTH
vs 11.3% in 2021

+6.2%
ORGANIC GROWTH
vs 5.9% in 2021

EBITDAR MARGIN | **24.1%**
vs 24.9% in 2021

EBITDA MARGIN | **13.4%**
vs 13.9% in 2021

NET RESULT | **€67m**
from continuing operations
vs €123m in 2021

OPERATING FREE CASH FLOW | **€371m**

vs €239m 2021

LIQUIDITY | **€1,234m**
with €500m undrawn RCF

FINANCIAL LEVERAGE | **3.7x**
with 55% Loan to Value

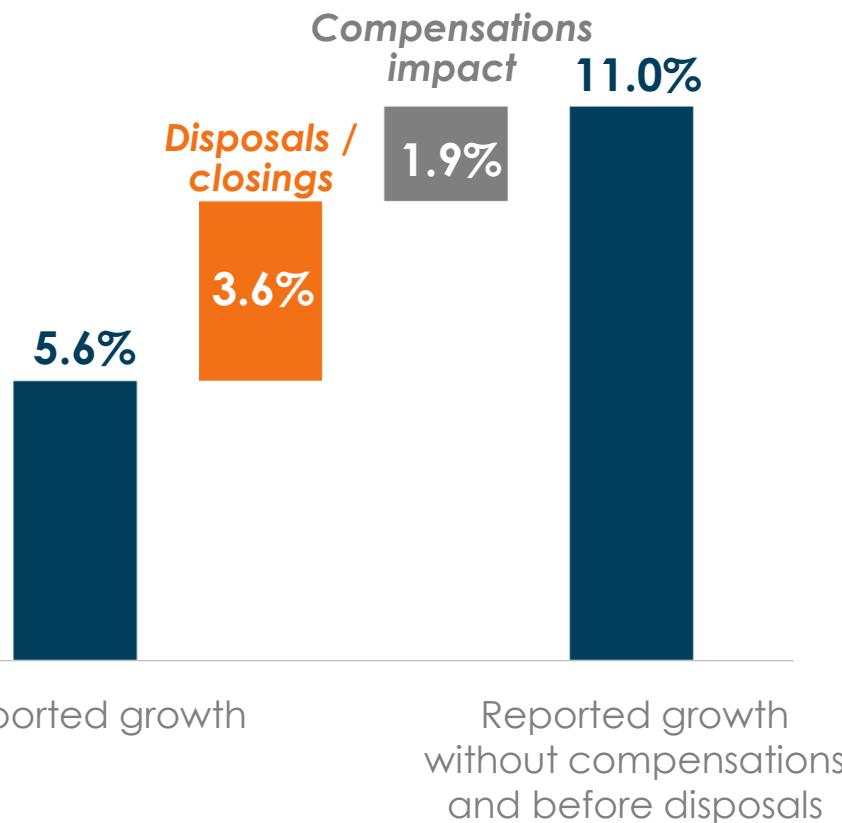
REAL ESTATE PORTFOLIO | **€3.5bn**
+10% vs Dec-2021

Figures excluding IFRS 16

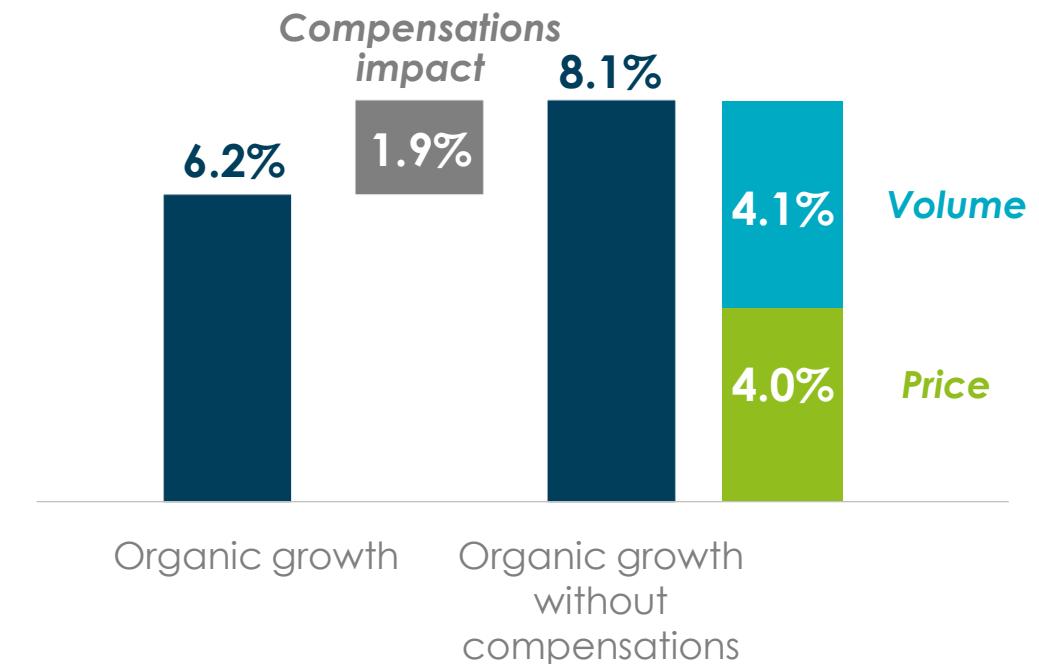
2021 figures restated to reflect IFRS 5 discontinued operations and IAS 38 change in accounting regarding customization and configuration costs of SaaS solutions

VERY DYNAMIC UNDERLYING GROWTH

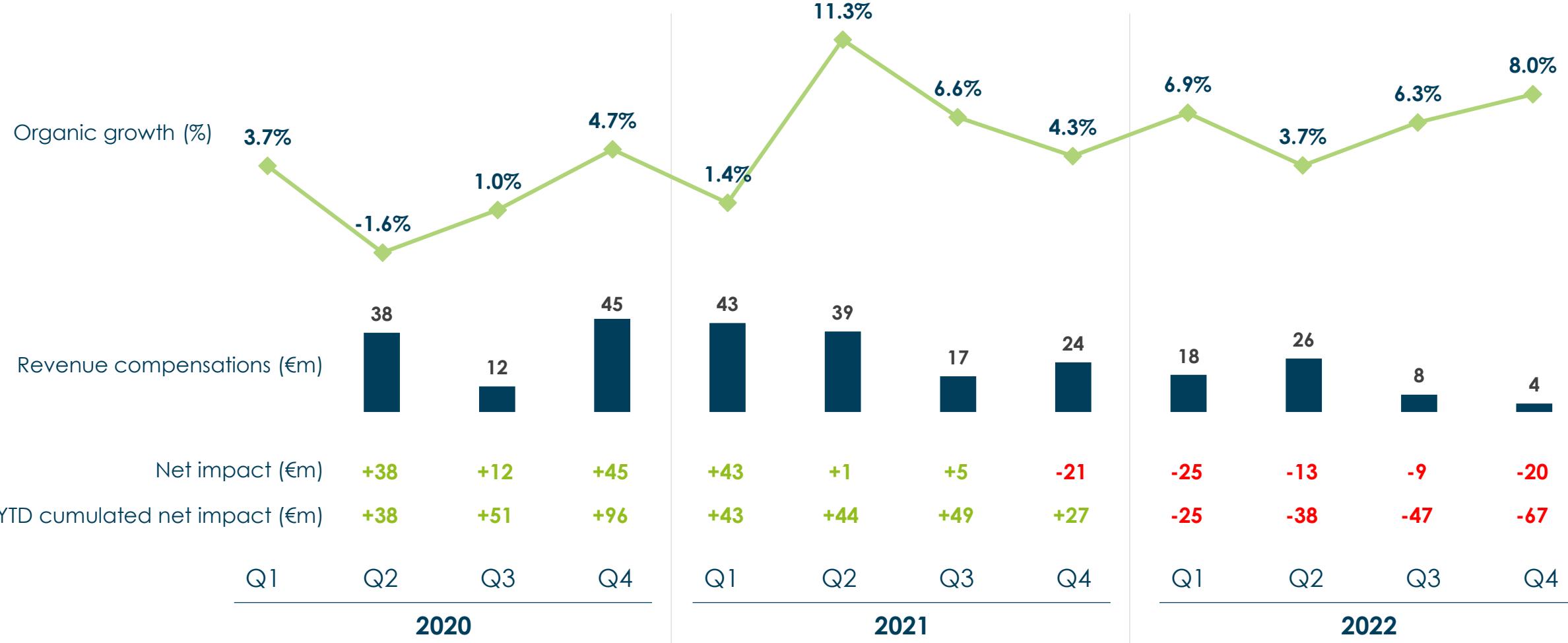
REPORTED GROWTH



ORGANIC GROWTH



QUARTERLY EVOLUTION OF ORGANIC GROWTH AND REVENUE COMPENSATIONS



2022 quarterly growth adjusted for IFRS 5 discontinued operations

ALL OUR GEOGRAPHIES AND ACTIVITIES PRESENT STRONG UNDERLYING ORGANIC GROWTH

GROWTH BY COUNTRY

	Reported growth		Organic growth	
	Published	excl. comp. and disposals*	Published	excl. compensations
France, Spain, UK**	2.7%	8.6%	4.4%	6.0%
Germany	1.4%	8.2%	5.6%	7.5%
Benelux***	13.6%	17.9%	14.0%	17.6%
Italy	18.4%	20.3%	6.4%	6.9%
Total	5.6%	11.0%	6.2%	8.1%

 **Significant impact of disposals / closings in France, Germany and Belgium**

GROWTH BY ACTIVITY

	Revenue 2022	Reported growth		Organic growth	
	Published in m€	Published	excl. comp. and disposals*	Published	excl. compensations
Long Term Care	2,949	5.0%	12.2%	7.2%	9.3%
Healthcare	1,092	6.4%	8.6%	3.1%	5.1%
Community Care	493	7.2%	10.4%	7.5%	7.5%
Total		5.6%	11.0%	6.2%	8.1%

 **>5% underlying growth in all activities**

* Adjusted for loss of revenue compensations, and for disposed / closed perimeter

** Including Spain for €98.1m in 2022 vs €64.9m in 2021 and UK for €47.1m in 2022 vs €20.5m in 2021

*** Including Belgium for €562.9m in 2022 vs €506.0m in 2021 and Netherlands for €104.1m in 2022 vs €81.0m in 2021

FRANCE AND ITALY SHOWING ROBUST PERFORMANCE DESPITE EXTERNAL HEADWINDS

FRANCE*



€m (excluding IFRS 16)	2022	2021
REVENUE	2,226	2,168
REPORTED GROWTH	2.7%	16.1%
ORGANIC GROWTH	4.4%	8.0%
EBITDAR MARGIN	25.9%	24.8%

ITALY



€m (excluding IFRS 16)	2022	2021
REVENUE	559.0	472
REPORTED GROWTH	18.4%	17.3%
ORGANIC GROWTH	6.4%	4.2%
EBITDAR MARGIN	21.0%	20.5%

* Including Spain for €98.1m in 2022 vs €64.9m in 2021 and UK for €47.1m in 2022 vs €20.5m in 2021



- Increasing EBITDAR margins reflecting Healthcare development and nursing homes occupancy progress
- Well balanced activities between Long Term Care, Healthcare and Community Care
- Salary repositioning already well under way
- Efficient cost management over the period



GERMANY AND BENELUX MARGINS IMPACTED BY HIGH INFLATION AND DELAYED TARIFF INCREASE

GERMANY

€m (excluding IFRS 16)	2022	2021
REVENUE	1,082	1,067
REPORTED GROWTH	1.4%	4.5%
ORGANIC GROWTH	5.6%	3.5%
EBITDAR MARGIN	23.5%	28.0%



BENELUX*



€m (excluding IFRS 16)	2022	2021
REVENUE	667.0	587
REPORTED GROWTH	13.6%	2.6%
ORGANIC GROWTH	14.0%	4.1%
EBITDAR MARGIN	21.3%	23.6%

* Including Belgium for €562.9m in 2022 vs €506.0m in 2021 and Netherlands for €104.1m in 2022 vs €81.0m in 2021



- Occupancy stable in Germany, reflecting delayed effects of Covid vs other countries
- Significant cost pass-through effects from +c.25% for salaries from September 2022: pass-through effect



- Regular uplift in tariffs reflecting cost increases: time lag effect
- Impact of new facilities ramping up in Netherlands



RESILIENT EBITDA MARGIN

€m (excluding IFRS 16)	FY 2022	FY 2021	Δ %
Revenue	4,534.1	4,294.8	5.6%
Staff costs	(2,718.5)	(2,525.6)	7.6%
% of revenue	-60.0%	-58.8%	+120bps
Other costs	(724.9)	(698.1)	3.8%
% of revenue	-16.0%	-16.3%	-30bps
EBITDAR	1,090.7	1,071.1	1.8%
% of revenue	24.1%	24.9%	-80bps
External rents	(483.5)	(473.9)	2.0%
% of revenue	-10.7%	-11.0%	-30bps
EBITDA	607.1	597.2	1.7%
% of revenue	13.4%	13.9%	-50bps
EBITDA (incl. IFRS 16)	1,003.2	999.3	0.4%
% of revenue	22.1%	23.3%	-120bps

Staff cost reaching 60% of revenues

- Staff ratio increase (0.8 in France on a paid basis)
- A repositionning of salaries, notably +25% in Germany
- Remaining Covid disruption generating replacement staff costs

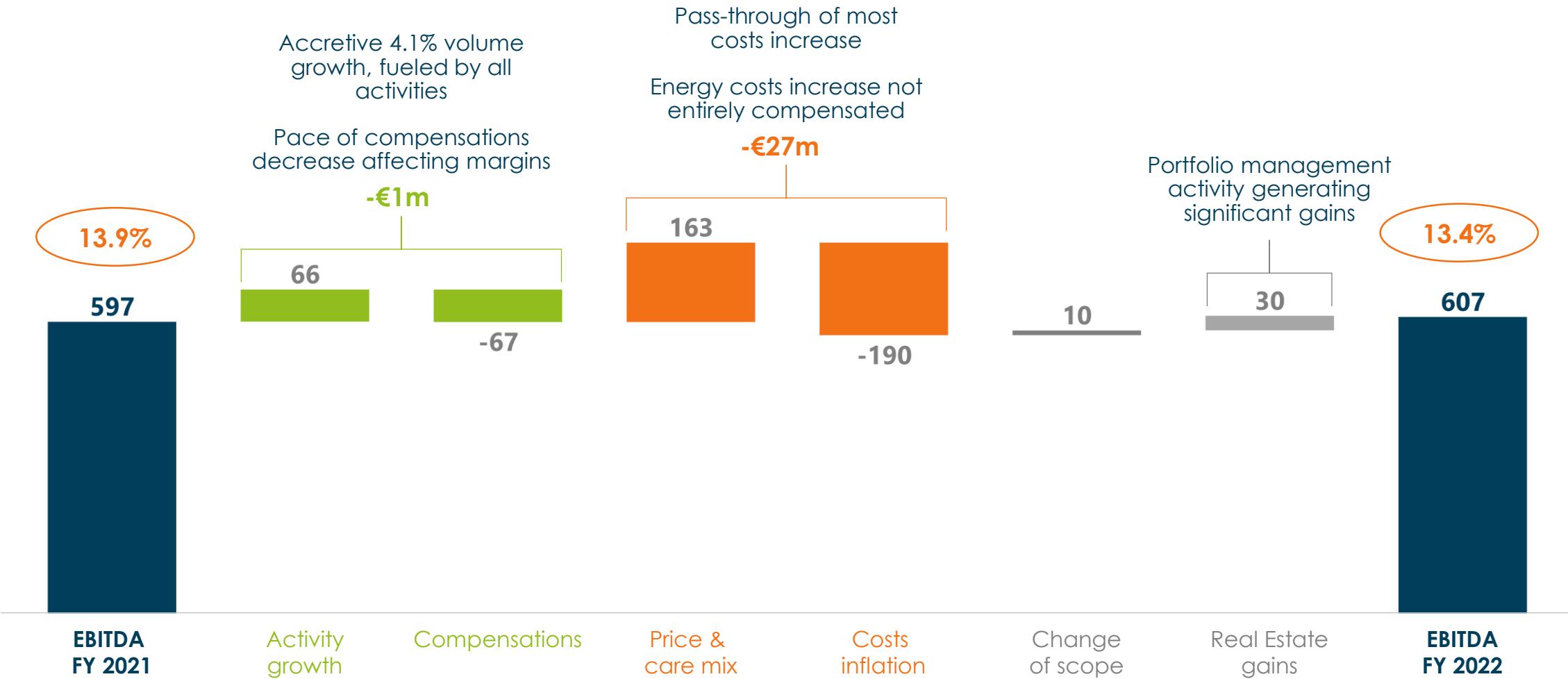
EBITDAR reflecting inflation time lag and pass through effects

EBITDA resilience supported by Real Estate ownership (from 25% to 28%) and active lease management

Figures excluding IFRS 16

2021 figures restated to reflect IFRS 5 discontinued operations and IAS 38 change in accounting regarding customization and configuration costs of SaaS solutions

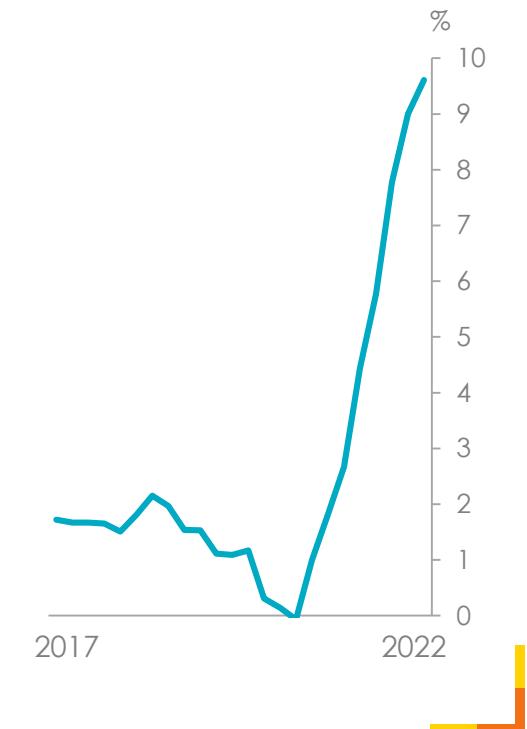
EBITDA BRIDGE – PRE IFRS 16



NEW INFLATION PARADIGM REQUIRING ACTIVE MANAGEMENT TO PROTECT MARGINS

INFLATION SURGING IN EUROPE IN 2022

Consumer Price Index –
Western Europe



- STAFF**: +6% increase in average, with differentiated situations
 - Important salary increase in Germany and Belgium
 - Normalised increase in France (+3% collective agreement in 2022) post reset in 2021
- FOOD / RENTS / OTHER COSTS**: +10% of inflation in food costs
 - Limited rents increase
 - Subcontracting costs increase reflecting salaries increase
- ENERGY**: +30% increase in energy costs, corresponding to c.€20m net of subsidies

2022 COSTS IMPACT

c.(€140)m

c.€(30)m

c.€(20)m
NET OF SUBSIDIES

€(190)m

+163m

Price & care mix



-€27m

Net impact on EBITDA

Source: Bloomberg

GROUP INCOME STATEMENT

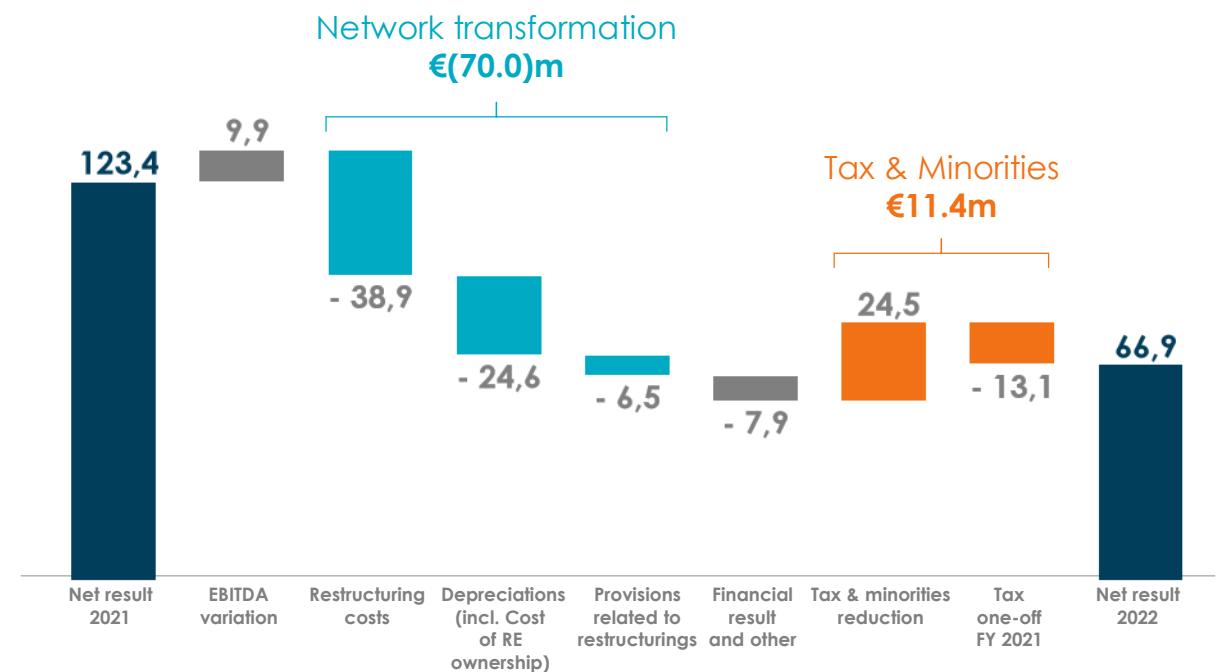
€m (excluding IFRS 16)	2022	2021	Δ %
Revenue	4,534.1	4,294.8	5.6%
EBITDAR	1,090.7	1,071.1	1.8%
EBITDA	607.1	597.2	1.7%
Amt.Dep and Provisions	-291.8	-252.7	
EBIT	315.3	344.5	-8.5%
Non current expenses	-75.8	-41.7	
Operating income	239.5	302.8	-20.9%
Financial result	-144.2	-140.0	
Net income before tax	95.4	162.8	-41.4%
Income tax	-18.5	-17.4	
% tax rate	19.4%	10.7%	
Equity method	-0.8	-0.2	
Minority interests	-9.3	-21.8	
Net result from continued operations	66.9	123.4	-45.8%
% Revenue	1.5%	2.9%	
Net result from discontinued operations	-14.8	-9.6	
Net result - Group share	52.0	113.8	-54.3%
% Revenue	1.1%	2.7%	

Figures excluding IFRS 16

2021 figures restated to reflect IFRS 5 discontinued operations and IAS 38 change in accounting regarding customization and configuration costs of SAAS solutions

NET RESULT VARIATION

- Costs related to the network transformation, particularly in France, Germany and Belgium
- Limited EBITDA growth in an inflationary context



Net result from continuing operations

INVESTMENT CYCLE TO TRANSFORM THE GROUP STARTED IN 2019 AND IS NOW AT A CLOSE...

€m	2022	2021	2020	TOTAL	
INVESTMENTS					
DEVELOPMENT CAPEX	(181)	(189)	(112)	(482)	Core network transformation and repositioning
M&A	(190)	(220)	(530)	(940)	Acquisitions supporting Healthcare expansion
REAL ESTATE	(460)	(474)	(591)	(1,525)	Move to 28% ownership of operated assets, in a low rate environment
FUNDING					
OPERATING FREE CASH FLOW	371*	239*	223	833	A MODERNIZED, FUTURE-PROOF NETWORK
EQUITY / REAL ESTATE PARTNERSHIPS	45	344	694	1,084	STRONG EMBEDDED GROWTH FOR THE COMING YEARS
NET DEBT INCREASE	492	339	358	1,189	
DIVIDEND & OTHER	(57)	(30)	(43)		

* Before €(19)m and €(9)m cash flow from discontinued activities respectively in 2022 and 2021

... WITH A WELL BALANCED FINANCING, TO BE COMPLETED IN 2023 TO ACHIEVE SELF-FINANCING MODEL

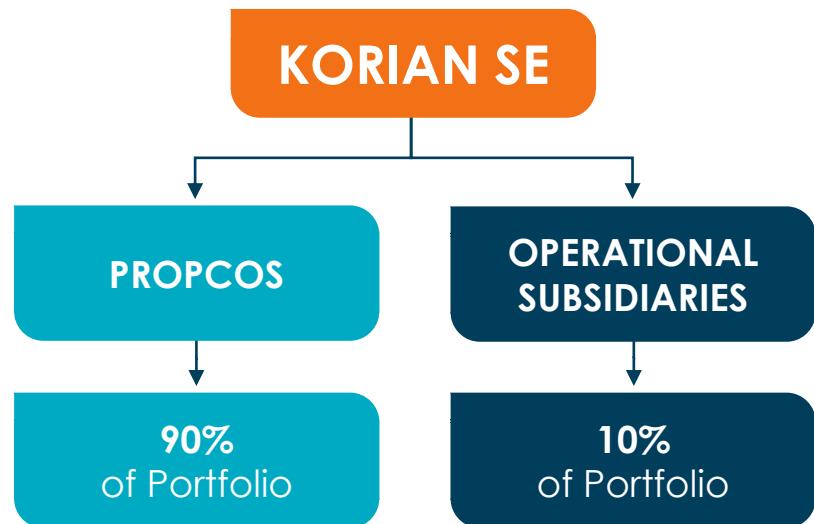
€m	2022	2021	2020	TOTAL	
INVESTMENTS					
DEVELOPMENT CAPEX	(181)	(189)	(112)	(482)	REAL ESTATE EQUITY FUNDING CLOSING EXPECTED IN 2023
M&A	(190)	(220)	(530)	(940)	A SELF-FINANCED MODEL FROM 2024
REAL ESTATE	(460)	(474)	(591)	(1,525)	
FUNDING					
OPERATING FREE CASH FLOW	371*	239*	223	833	Operating FCF financing Opcos investments Catch-up in 2022 after 20-21 impacted by the covid crisis
EQUITY / REAL ESTATE PARTNERSHIPS	45	344	694	1,084	
NET DEBT INCREASE	492	339	358	1,189	Financing Real Estate investments and mental health expansion No new partnership in 2022 (discussions pending)
DIVIDEND & OTHER	(57)	(30)	(43)		

* Before €(19)m and €(9)m cash flow from discontinued activities respectively in 2022 and 2021

A MATURE REAL ESTATE POLICY ALLOWING FOR EQUITY MONETISATION

INTERNAL RESTRUCTURING NOW ALMOST ENTIRELY COMPLETED

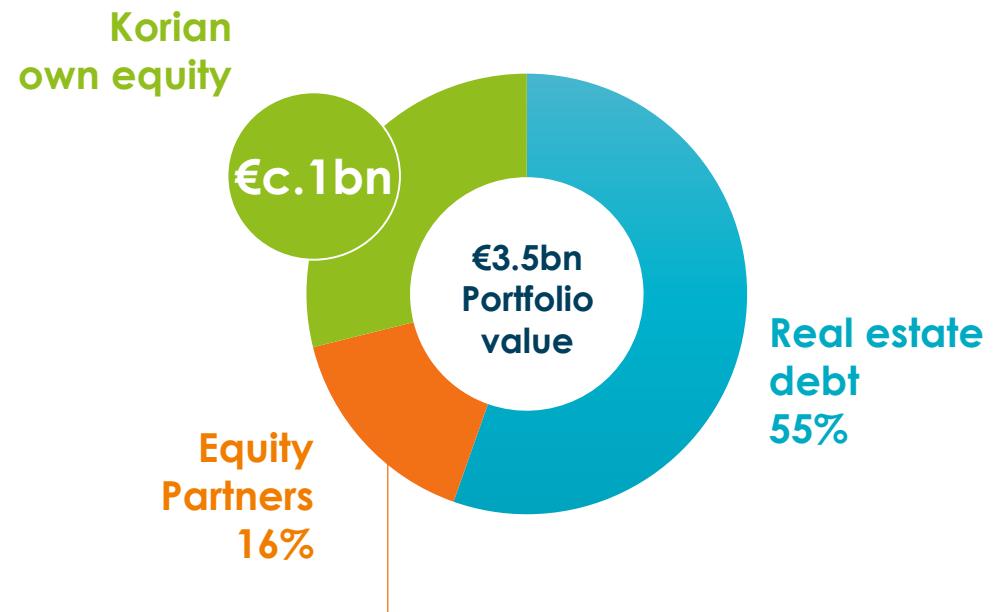
% of portfolio value located in Propco vehicles



FROM 30% in PROPCO to 90%
FISCAL COSTS FROM RESTRUCTURING
ALREADY ABSORBED

PAVING THE WAY FOR FUTURE EQUITY RAISE

Financing structure as of 31/12/2022



€400m new equity available through partnerships

A RESILIENT REAL ESTATE MARKET VALUE REFLECTING REAL ESTATE HEALTHCARE MARKET DYNAMICS

RESILIENT PORTFOLIO VALUE* BASED ON SOLID OPERATIONS CASH FLOWS

+€300m portfolio value in spite of c.€(50)m
impact from capitalization rate increase

	Dec-2021	→	Dec-2022
Cap. rate	5.3%		5.4%
Value	€3.2bn		€3.5bn

Sales & Leaseback valuations reflecting
appetite for the asset class and Korian
as an operator

9 assets (incl. 6 in Q4)
Average 5.1% capitalization rate

REINFORCED ASSET PORTFOLIO QUALITY

50% of currently owned facilities
have been built or renovated since 2016,
including 18% in 2022



Netherlands
Stepping Stones Soest
Villa Horst



France
Livry-Gargan clinic



France
Le Perreux clinic



Belgium
Hippodrome

* Based on Cushman & Wakefield valuation

FINANCIAL PROFILE PRIOR TO NEXT REAL ESTATE MONETISATION

LEVERAGE RATIO (excluding real estate debt)



Covenant
4.5x

REAL ESTATE - CONSERVATIVE LOAN TO VALUE



NET DEBT STRUCTURE

€m Net financial debt incl. IAS17

IAS17 debt

Net Financial debt excl. RE

RE debt owned assets

Net financial debt

3,854

626

1,491

1,736

2021

3,228

4,345

571

1,861

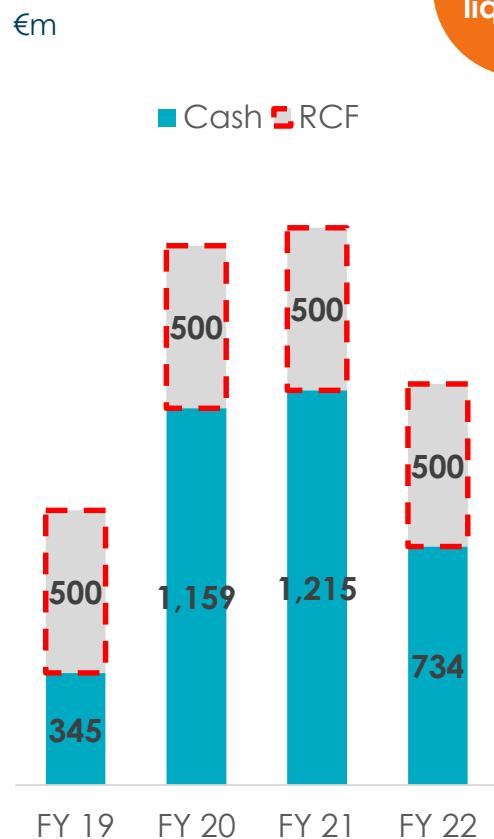
1,914

2022

3,775

A STRONG LIQUIDITY POSITION

LIQUIDITY POSITION



€1.2Bn liquidity

2022 ACTIVITY

DEBT RAISED IN 2022

c.€620m

of which €215m in H2

AVERAGE INTEREST RATE
STABLE DUE TO FIXED RATE
AND HEDGING POLICY

2.0%

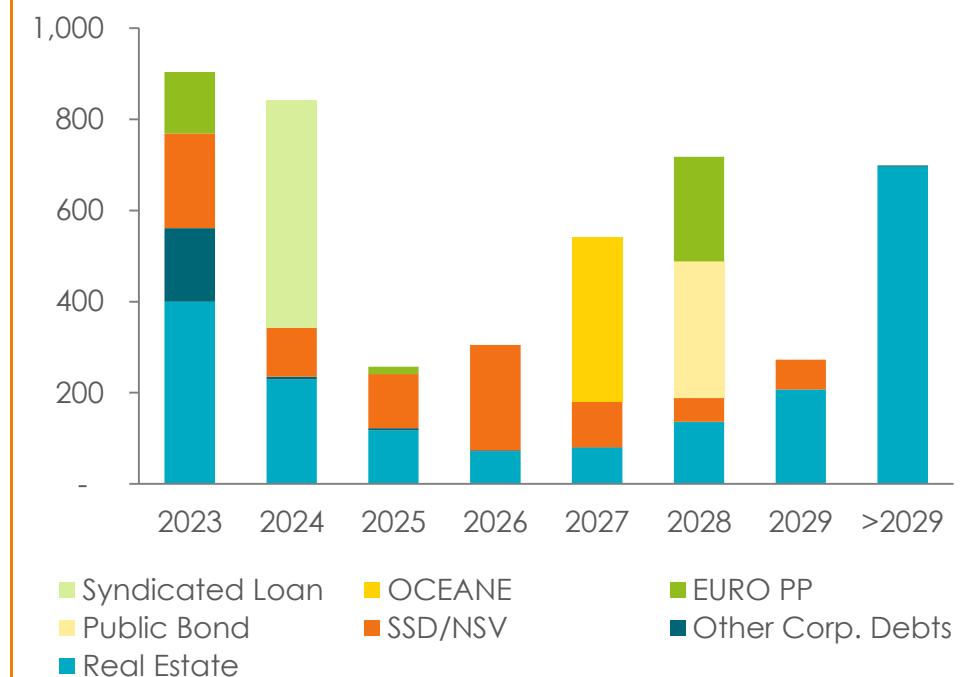
versus 2.0% in 2021
and 2.3% in 2020

HEDGING DERIVATIVES
MARK-TO-MARKET AS OF
DEC-22

c.+€135m

FINANCIAL DEBT SCHEDULE

DEBT MATURITY PROFILE



DIVIDEND PROPOSITION



€0.25

PER SHARE

With share payment option

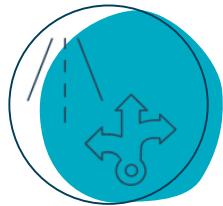


Sophie Boissard
Chief Executive Officer

3.

OUTLOOK

SHORT TERM PRIORITIES SUPPORTING FULL ACTIVITY NORMALISATION



OPERATING MODEL & PERFORMANCE

Streamline overhead and support functions

Harmonise quality & performance across the network



EMPLOYER PROMISE & RECRUITEMENT JOURNEY

Anticipate recruitment by profession

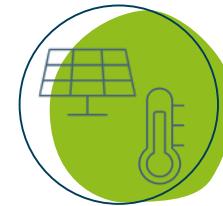
Further develop training capabilities



DIGITAL TRANSFORMATION

Reinforce tech foundations

Automate main processes in field and back office



ENERGY

Reduce energy consumption by 15% in 2023 versus 2021

Prepare EPC development in all countries

New mid term **corporate project** and **ESG roadmap** to be presented along with the transformation to a **purpose driven company** on **31st March 2023**

3 LEVERS FOR A SUSTAINABLE GROWTH

Further activity
normalization driving
volumes and pricing



New capacities
ramping up



Development
of outpatient activities
in healthcare



**STRONG EMBEDDED
GROWTH**

FINANCIAL GUIDANCE

	2023	2024-2025	
ORGANIC REVENUE GROWTH	>8%	>5% 24-25 AVERAGE	
EBITDAR	STABLE IN AMOUNT	GROWING IN LINE WITH REVENUE	
EBITDA pre IFRS 16	STABLE IN AMOUNT	GROWING IN LINE WITH REVENUE	
LEVERAGE	< 3.5x WITH REAL ESTATE MONETISATION	c.3x FINANCIAL LEVERAGE	50 - 55% LOAN TO VALUE

4.

Q&A

5.

APPENDICES

GROUP INCOME STATEMENT – IFRS 16 BRIDGE

€m	FY 2022 (excl. IFRS 16)	IFRS 16 adjustments	FY 2022 (incl. IFRS 16)	FY 2021 (incl. IFRS 16)	Δ %
Revenue	4,534.1		4,534.1	4,294.8	5.6%
EBITDAR	1,090.7	18.4 1	1,072.3	1,063.2	0.8%
% revenue	24.1%		23.6%	24.8%	-120bps
<i>External rents</i>	-483.5	-414.5 2	-69.0	-64.0	7.9%
EBITDA	607.1	-396.1	1,003.2	999.3	0.4%
% revenue	13.4%		22.1%	23.3%	-120bps
Amt.Dep and Provisions	-291.8	363.1 3	-654.9	-615.8	6.3%
EBIT	315.3	-33.0	348.3	383.5	-9.2%
% revenue	7.0%		7.7%	8.9%	-110bps
Non current expenses	-75.8		-75.8	-41.7	81.8%
Operating income	239.5	-33.0	272.5	341.8	-20.3%
% revenue	5.3%		6.0%	8.0%	-200bps
Financial result	-144.2	70.4	-214.6	-208.5	2.9%
Net income before tax	95.4	37.4	57.9	133.3	-56.5%
Income tax	-18.5	-6.3 4	-12.2	-11.4	
% tax rate	19.4%		21.0%	8.6%	
Equity method	-0.8		-0.8	-0.2	
Minority interests	-9.3		-9.3	-21.8	
Net result from continued operations	66.9	31.1	35.7	99.9	-64.2%
% of revenue	1.5%		0.8%	2.3%	
Net result from discontinued operations	-14.8	-1.1	-13.7	-8.8	
Net result - Group share	52.0	30.0 5	22.1	91.1	-75.8%
% of revenue	1.1%		0.5%	2.1%	

- 1 Margin on sales & lease back transactions
- 2 Cancelled rents on operating leases
- 3 Rights-of-Use depreciations
- 4 Deferred tax - Impact of IFRS 16 on accounting
- 5 Including €15m of loss related to the different accounting treatments for rents

Figures excluding IFRS 16; 2021 figures restated to reflect IFRS 5 change in perimeter and IAS 38 change in accounting regarding customization and configuration costs of SAAS solutions

CASH FLOW

CASH FLOW STATEMENT

€m	FY 2022		FY 2021	
	Excl. IFRS 16		Excl. IFRS 16	
EBITDA		607		597
Non cash & others		(25)		(19)
Change in WC		33		(99)
Operating Capex		(98)		(80)
Operating cash flow		517		399
Income tax paid		(36)		(39)
Financial expenses paid/received		(110)		(121)
Free cash flow		371		239
Development Capex		(181)		(189)
Financial investments (bolt-on acquisitions)		(190)		(220)
Net Free cash flow		(1)		(171)
Dividends paid to Group shareholders		(26)		(15)
Real estate investments / divestments		(460)		(474)
Partnership Real Estate		45		344
Other net debt		(31)		(15)
Cash flow from discontinued operations		(19)		(9)
Net debt variation		(492)		(339)

GREENFIELD PIPELINE WITH MAINLY INNOVATIVE COMMUNITY CARE AND OUTPATIENT CENTRES

	# of beds Dec. 2021	Greenfield deliveries	Disposals / bolt-ons	# of beds Dec. 2022	New greenfield capacities 2023 - 2027
France, Spain and UK	37,832	955	-1,994	36,793	4,810
Germany	29,834	80	-2,522	27,392	569
Benelux	14,374	541	-466	14,449	1,091
Italy	8,516	68	776	9,360	352
Group	90,556	1,644	-4,207	87,994	6,822



69

projects of European facilities transformation, with a focus on Healthcare

>30

projects of facilities renovation, with a focus on Long Term Care



AN EFFECTIVE HEDGING POLICY

- **Progressive long term** hedging policy
- Protection against increased interest rates (excluding spread)
- Mark-to-market of **c.+€135m** end December for derivatives: equivalent of financial cost savings over coming years

NET FINANCIAL DEBT HEDGING

