

## The leading European community in care, healthcare and hospitality in times of vulnerability.



'At your side', our corporate project, reflects the new era we are entering. It will enable us to reach a new level.



Sophie Boissard  
Chief Executive Officer

Across Europe, the healthcare sector is facing unprecedented challenges, from demographic shifts to the rise of chronic diseases and new modes of home and outpatient care. The Clariane community is responding through "At your side", its corporate project. Building on the in-depth transformation process that began in 2016, the main thrust of this project translates to three priorities:

**Supporting the shift to outpatient care.** People increasingly value being able to remain at home. Clariane is adapting to this change and, with the innovative spirit that runs through all its activities, offers solutions that meet this aspiration. These include increasing its outpatient capacity in healthcare facilities, launching shared living solutions and new domiciliary care services, and opening its care homes to outpatients through day care.

**Strengthening our core expertise.** Clariane's business has developed based on our know-how regarding quality of care, human resources management, and medical expertise. We intend to consolidate this expertise. Our objectives include accelerating our digitalisation strategy, meeting 50% of our training needs in-house by 2025, and developing further medical expertise in elderly care, mental health, and rehabilitation medicine.

**Building a lasting bond of trust.** The intrinsically human nature of our business activities requires that we establish unwavering trust with all our stakeholders. That is why, following a vast consultation process involving 1,500 people across Europe, Clariane became a purpose-driven company under French law ("*entreprise à mission*") in June 2023. Through this decision, we clearly reaffirm the alignment of our business model with our social and environmental objectives.

### Key figures

**€5,047 million**  
Group turnover

**+8.4%**  
organic growth

**1,300+**  
facilities

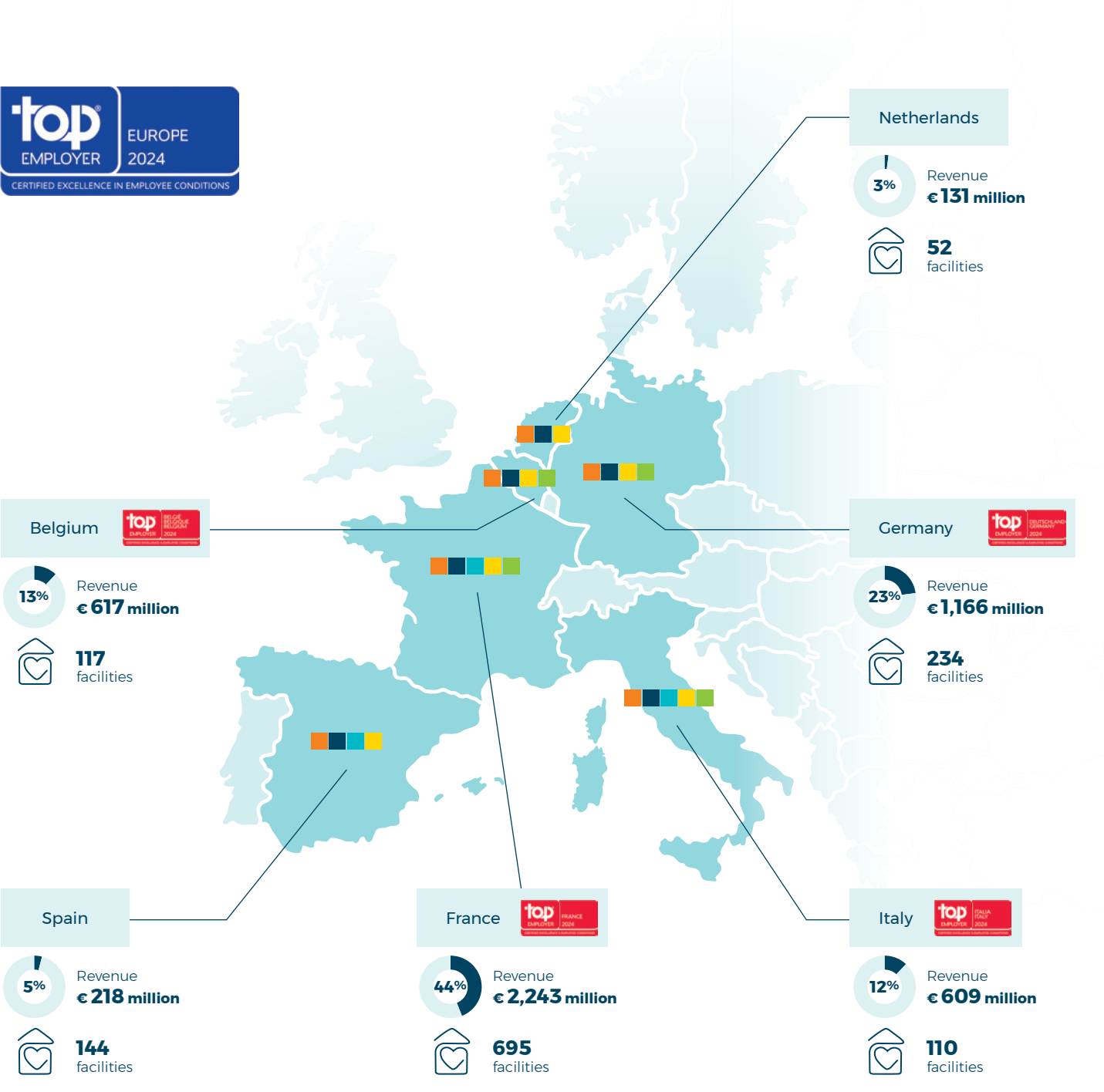
**800**  
local communities served

**60,000**  
employees

**54%**  
women in top management

# Clariane in Europe

Figures as of 31 December 2023.



**100%**  
of facilities ISO 9001 certified (from the scope defined on 31 December 2019).

**900,000**  
patients and residents served in seven European countries.

**12%**  
employees enrolled in a training course leading to qualifications.

**Top Employer**

- Germany
- Belgium
- France
- Italy

# Our three areas of activity

## Care homes

Residential care is a long-standing Group activity: safe spaces to meet every need, where conviviality and community are the order of the day. Today, this activity focuses on specialised homes providing permanent and respite care or, increasingly, day care to elderly persons experiencing a permanent loss of autonomy.

Today, some 660 facilities (in the six countries where the Clariane Group operates) work in close collaboration with the local healthcare and social ecosystem. These care homes specialise in supporting dependent people, particularly those suffering from cognitive impairments such as Alzheimer's disease and related disorders.



### Care homes key figures

**662** care homes

**60,579** beds capacity

**20%** By 2030, the over-65 population in the six countries where we operate will increase by 20%.

## Healthcare facilities and services

Developing healthcare is a priority for the Group. These activities, which cover treatment for a range of diseases and several therapeutic approaches, include:

- Medical, post-acute and rehabilitation care (MRC, 108 facilities)
- Mental healthcare (168 facilities)
- Intensive Home Care
- Community Nursing Services
- Prevention & diagnosis out-patient programs

MRC clinics are equipped with diagnostic and treatment units for rehabilitation protocols tailored to the needs of each patient. The same individualised approach applies in mental healthcare facilities, which, as with MRC, provide both inpatient and outpatient care.



### Healthcare facilities key figures

**276** healthcare facilities

**14,416** beds capacity

## Shared living solutions

Lifestyles are evolving. New generations of seniors wish to maintain both an active social life and their autonomy for as long as possible. Clariane aims to meet these aspirations. The Group offers a range of accommodation services, which include assisted living apartments and shared living houses (e.g. Âges et Vie co-living). These living solutions are complemented by more than 340 service agencies like Petit-fils, which provides domiciliary care through its network of 263 agencies in France as of 2023.



### Shared living solutions key figures

The shared accommodation network comprises **377** facilities. France numbers 323 Âges & Vie home-shares in 162 locations - of which 38 were opened in 2023.

## Our brands



# The Clariane community today

**To take care of each person's humanity in times of vulnerability: our Group's purpose, as enshrined in its articles of association. It is common to all our business activities, and rooted in the group's three values: trust, responsibility, and initiative.**

## Our three values

Clariane's three values are the foundations of our activities and expertise. They lie at the heart of our commitments and guide our actions on a daily basis.

Trust, responsibility, initiative are inextricably linked: a lasting relationship with our stakeholders is based on mutual trust, is renewed through initiative, and is nurtured by responsible decisions.

## A stronger structure

Last November, Clariane opted to strengthen its financial structure with a four-pronged plan designed to overcome the general deterioration of access to finance. This involved signing two new property partnerships (€230m), securing real-estate debt lines (€200m), implementing a capital increase (€300m), and carrying out an asset disposal plan (€1bn).



The Clariane foundation aims to listen to and promote caregivers, and to improve public perceptions of caregiving professions.

## A purpose-driven company

As a purpose-driven company, we affirm both that our role involves contributing to society and that our business model is aligned with our social and environmental objectives. We are committed to building trust and aligning ourselves with our stakeholders, both at the global and the local level.

## Five commitments

We have enshrined five commitments in our articles of association: consideration, equity, innovation, proximity through the primacy of local ties, and sustainability in the use of resources. These five commitments structure our relations with the various categories of stakeholders, with patients and their carers, with our employees and with local communities. These five commitments are integral to fulfilling our mission.

- 1** To act with respect and consideration towards each of the people we support and their families, as well as towards each of our employees and stakeholders, and to fight against all forms of discrimination.
- 2** To promote a sustainable and balanced business model that benefits our patients, residents and their families, our employees and other stakeholders in each of our businesses and in our investment decisions.
- 3** Protect our communities by contributing through our daily practices and behaviour to the fight against climate change and the preservation of biodiversity.
- 4** Contribute, through our local presence and our network of facilities, to access to care, to build a resilient local ecosystem and to participate in the dynamic activity of each of the regions in which we are present.
- 5** To foster innovation to contribute to better disease prevention, more effective treatment and greater satisfaction and quality of life for patients, residents and their families, our employees and other stakeholders.

## Ten initiatives

Based on these five commitments, the Group will gradually deploy its first concrete initiatives for patients, carers, employees, and local communities:

- implementing our Positive Care approach in all our activities;
- setting up a helpline for people dealing with vulnerability;
- creating solidarity funds for employees;
- developing activities for employees related to preventive health;
- establishing a corporate university;
- reinforcing employee shareholding;
- launching six medical and clinical research projects across Europe;
- developing technologies to improve the lives of vulnerable or isolated people, and those of our employees;
- giving priority to local and inclusive purchasing;
- reducing the carbon footprint associated with the group's energy consumption.

In addition to these ten initiatives, we are setting up and extending our governance by including representatives of our main stakeholders in each of our facilities and at the national level. This will ensure all our communities are fully involved in our decisions and actions.