

## 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.** Across all our activities, we are paying special attention to this shift to outpatient care. More broadly, we are heeding people's general aspiration for more personalised care paths that are delivered as close as possible to where patients live. We are innovating to achieve this: increasing outpatient capacity in healthcare facilities, launching shared living solutions and domiciliary care services, and opening up care homes to the outside world with day care and short-stay options.

**Strengthening our core expertise.** Clariane's business has developed based on our knowhow regarding quality of care, human resources management, and medical expertise. We intend to consolidate this expertise. Our objectives include accelerating our digitalisation strategy, ensuring that 80% of our management staff comes from internal promotions over the next two years, 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 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.

### 2024 in numbers

€5,282  
million

Group turnover

+6.6%

organic growth

1,220

facilities

700

cities and communities  
served

63,000

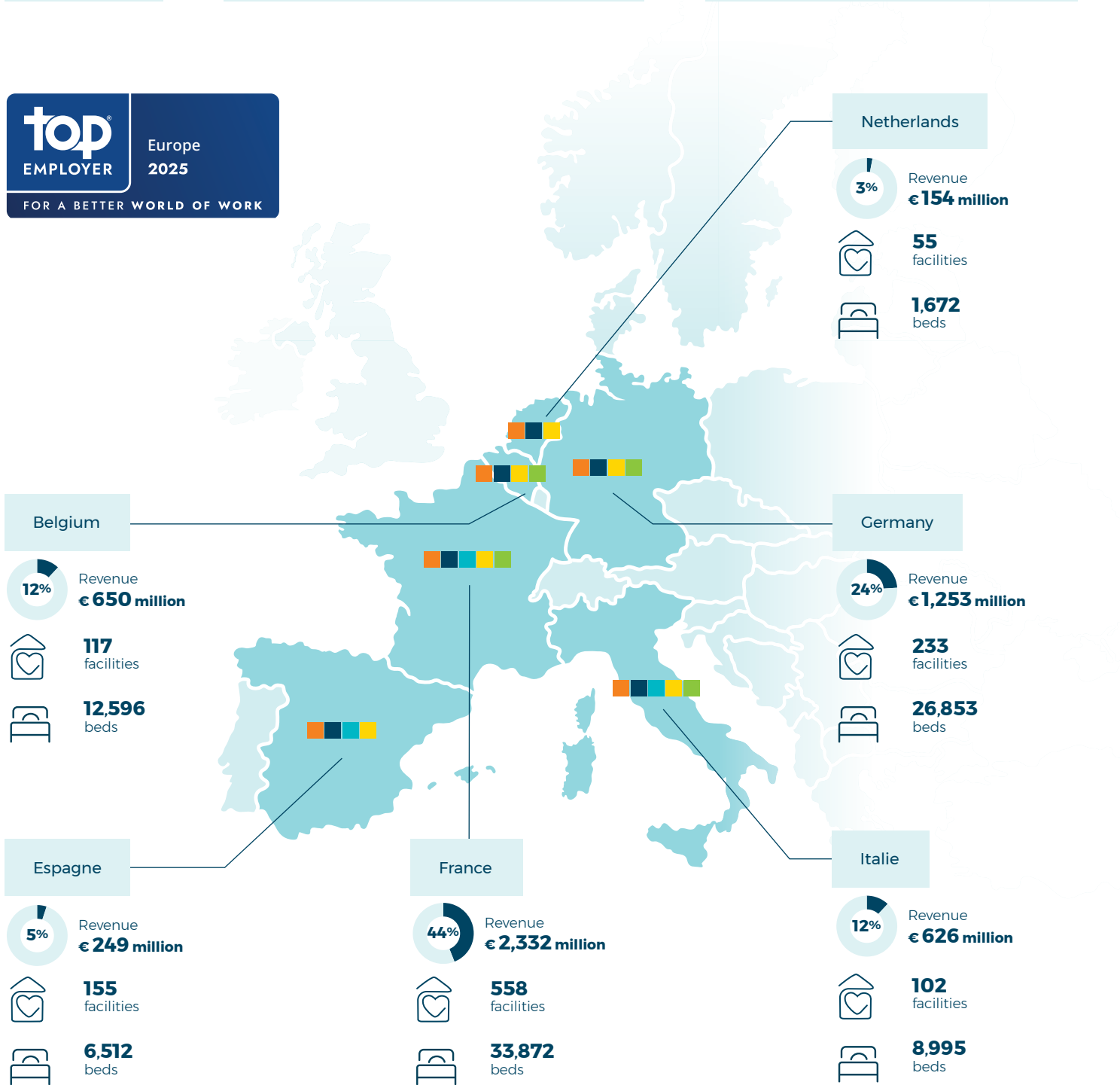
employees

886,000

residents and patients cared

# European presence and local service structure

Figures as of 31 December 2024



In the UK, revenue totalled €17 million in the period to 9 April 2024, the date on which the Group sold all of its UK assets and business activities.

**97%**

of facilities have established local partnerships

**53%**

women in Top Management

**12.1%**

employees (full-time equivalent) enrolled in a training course leading to qualifications, a total of 7,780 people

**7.7**

average years of service

# Our three areas of activity

Figures as of 31 December 2024

## Care homes

Care homes are nursing facilities specialising in the care of dependent elderly people.

As of December 31, 2024, the Clariane network comprised 666 homes across the entirety of Clariane's various locations. The Group operates under different brands in different countries: Korian in Germany, France, Belgium and Italy; Seniors Residencias in Spain; and Hestia Zorg, Het Gouden Hart and Stepping Stones in the Netherlands. Clariane's care homes offer long-term care, as well as short stays—particularly for caregivers or after hospitalization. Many facilities also offer day care.



**666** care homes

**62,546** beds capacity

**34** In France, thirty-four Korian homes have been awarded the Gault & Millau label, distinguished by the famous guide for their catering approach and associated services.



## Healthcare facilities and services

Clariane's medical business is based mainly in three countries: Spain, France and Italy. It includes medical, post-acute and rehabilitation care (MRC) facilities; mental healthcare clinics; and a number of medical, surgical and obstetric clinics (MCO, in Italy only). These facilities are part of the local healthcare ecosystem, offering full hospitalisation, day care and consultations. Most of the countries in which the Group operates also offer domiciliary care services. In Spain, Clariane manages nursing care activities on behalf of public services.



**277** healthcare facilities, including:

**170** mental healthcare facilities

**93** MRC clinics

**14** day care

**14,224** beds capacity

## Shared living solutions

New generations of seniors want to maintain an active social life and preserve their independence for as long as possible. To meet their aspirations in terms of care and support, Clariane has developed alternative forms of accommodation, such as the Âges et Vie shared living houses in France. Senior service residences and home care services round out our residential solutions.



**277** locations

In France, Âges & Vie is present in 186 towns and villages through its 373 shared living houses, each with 8 shared flats. The Petits-fils network of home care services has 292 agencies, including 19 that opened in 2024.

## Our brands



# The Clariane community today

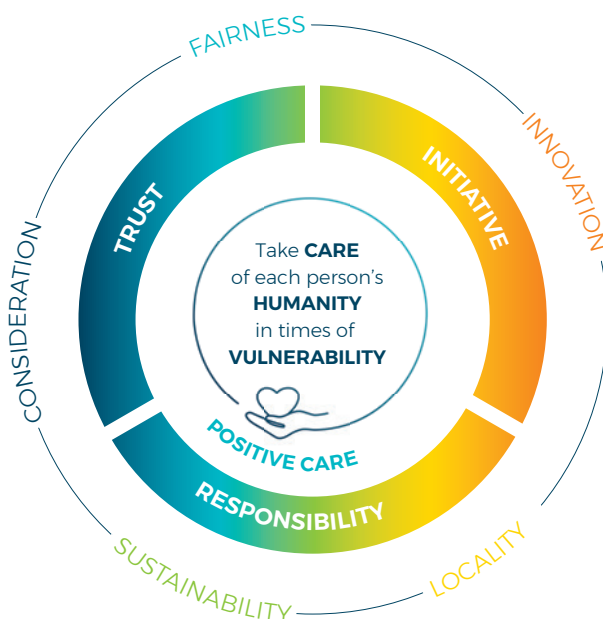
To take care of each person's humanity in times of vulnerability: our purpose is enshrined in our articles of association. It is common to all our business activities, and rooted in the Group's three values: trust, responsibility, and initiative.

## 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.



**CONSIDERATION**

Show respect and consideration to every stakeholders



**FAIRNESS**

Develop a fair and sustainable business operating model



**SUSTAINABILITY**

Protect our communities' life environment through the adaptation of our processes and behaviors



**LOCALITY**

Harness our geographic footprint. Build a resilient local ecosystem



**INNOVATION**

Encourage and enhance innovation to help better prevent illnesses, increase the effectiveness of treatments

### 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.

### Strengthening the financial 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. Three are already achieved: the signing of two new property partnerships (€230m); securing real-estate debt lines (€200m); and implementing a capital increase (€328m) through a reserved capital increase, followed by a capital increase with pre-emptive subscription rights. The fourth part of the plan is an asset disposal programme. This is well underway, with 50% of the total amount secured in 2024, for an expected total of €1 billion by 31 December 2025.

### Our business foundations

Clariane strives for a more inclusive and supportive society through its three foundations: Fondation Clariane (France), dedicated to caregivers and caregiving professions; Korian Stiftung für Pflege und würdevolles Altern (Korian Foundation for Care and Aging with Dignity, in Germany); FITA Fundación (FITA Foundation, Spain) dedicated to mental health, founded by ITA Salud Mental, a specialised Spanish group that joined the Clariane community in 2021.