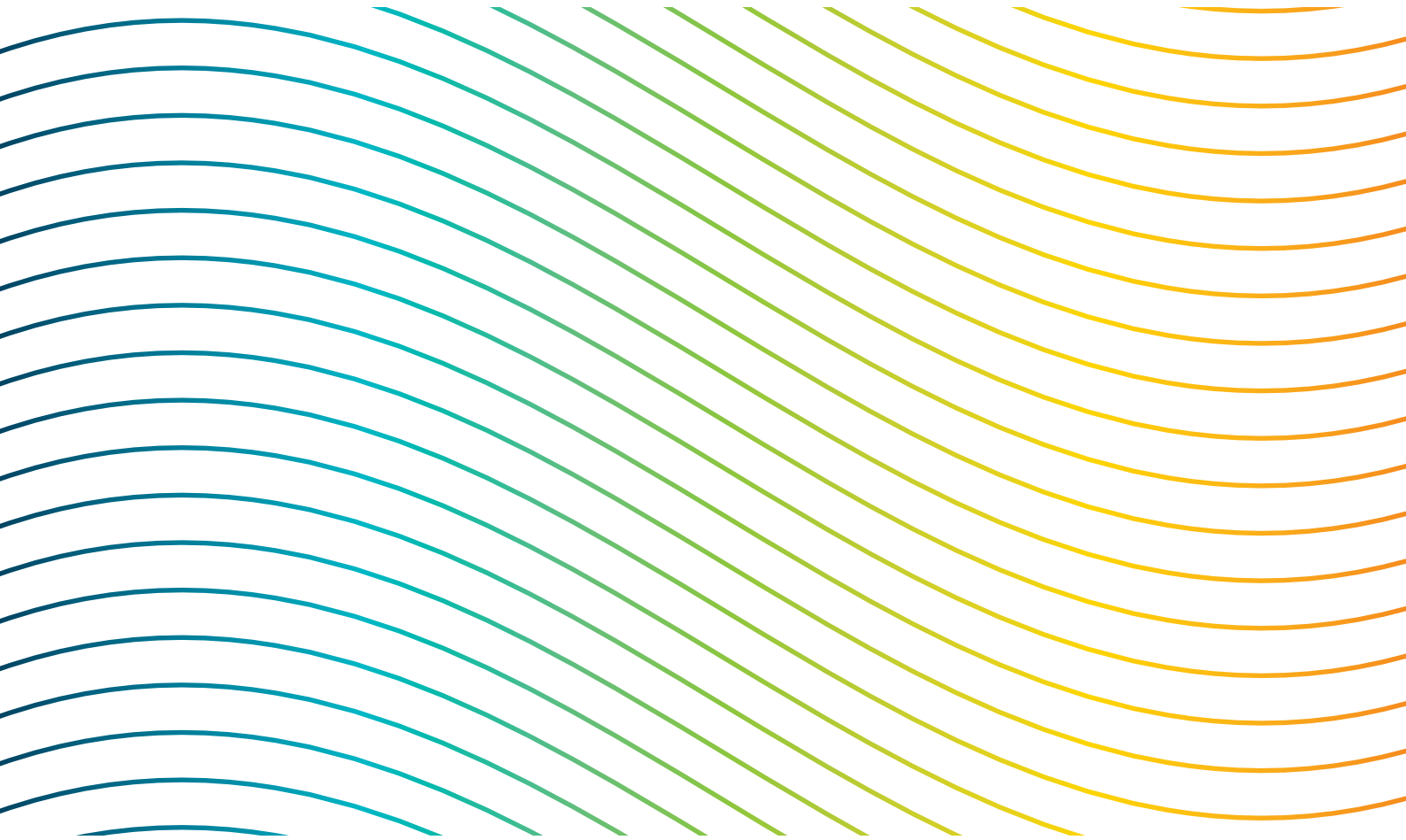
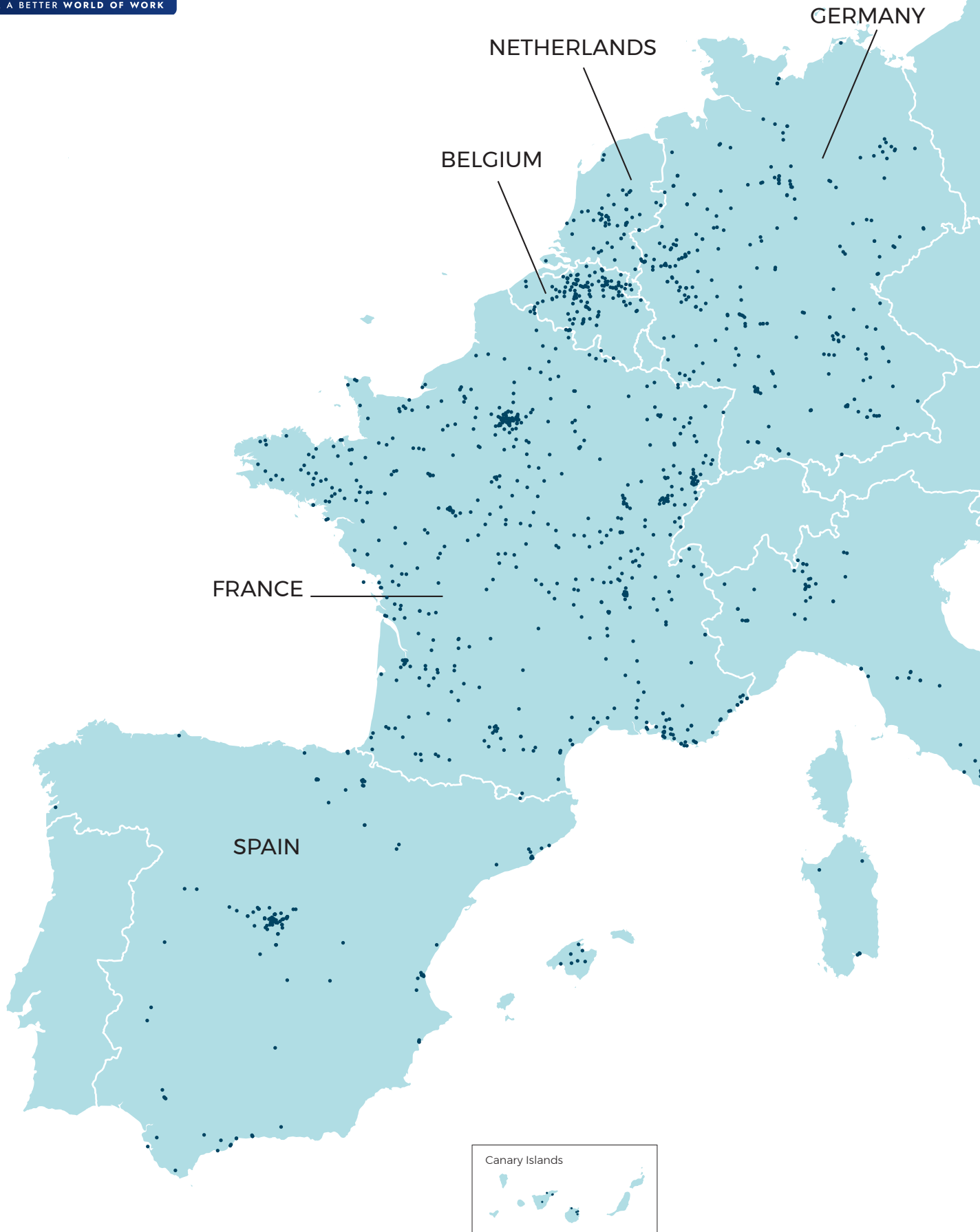


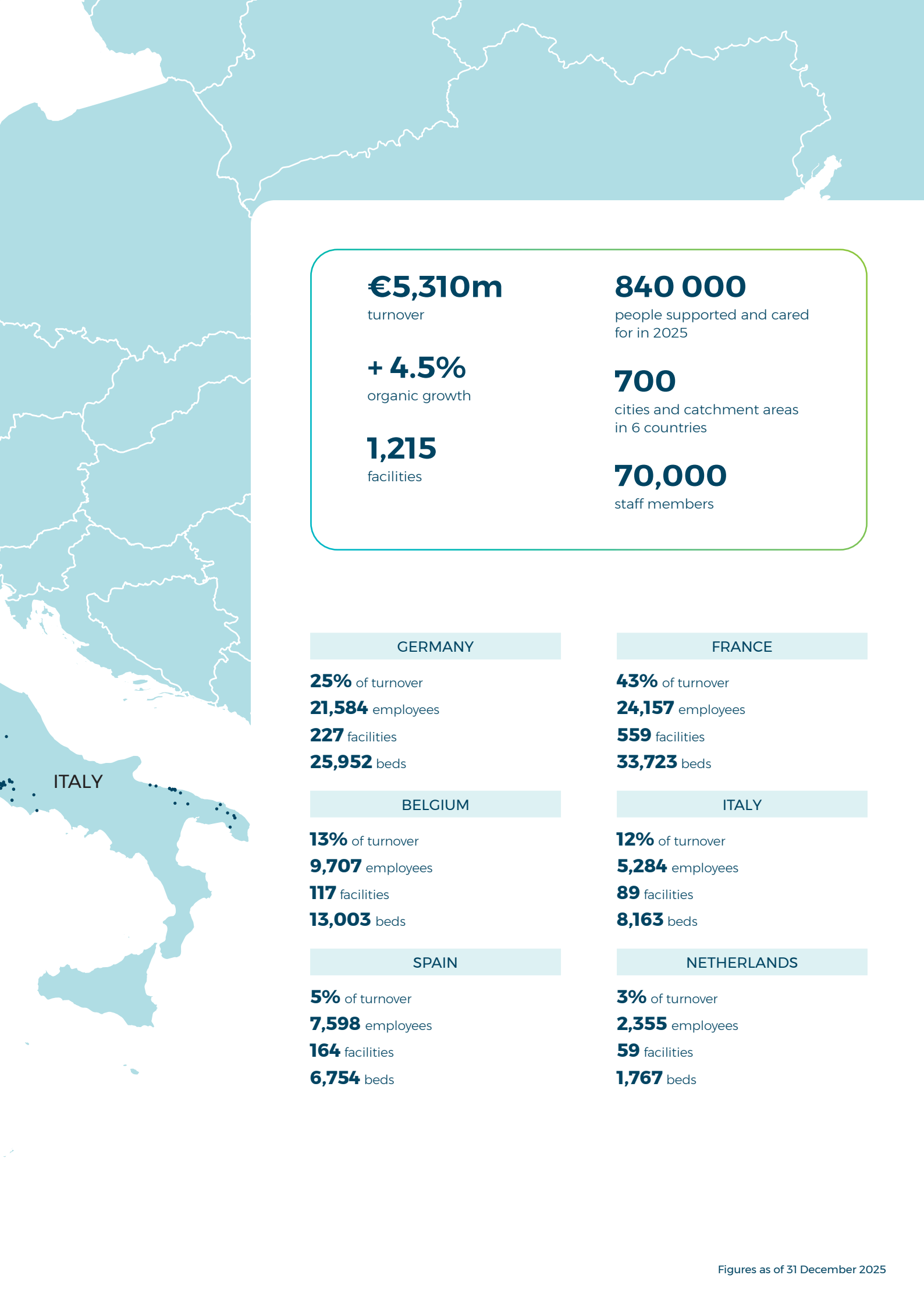
clariane

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



2026





€5,310m

turnover

+ 4.5%

organic growth

1,215

facilities

840 000

people supported and cared for in 2025

700

cities and catchment areas in 6 countries

70,000

staff members

GERMANY

25% of turnover

21,584 employees

227 facilities

25,952 beds

FRANCE

43% of turnover

24,157 employees

559 facilities

33,723 beds

BELGIUM

13% of turnover

9,707 employees

117 facilities

13,003 beds

ITALY

12% of turnover

5,284 employees

89 facilities

8,163 beds

SPAIN

5% of turnover

7,598 employees

164 facilities

6,754 beds

NETHERLANDS

3% of turnover

2,355 employees

59 facilities

1,767 beds

ITALY

Our two business families

A specialist in non-acute care activities, Clariane works in two main areas: supporting older people and providing specialised health services.

Support for older people

This area covers two forms of support: long-term care nursing homes under the Korian (Germany, France, Belgium, Italy and the Netherlands), Senior Residencias (Spain) and Rosorum (the Netherlands) brands and shared living solutions, including shared accommodation such as the Âges & Vie houses in France. The nursing homes, specialising in accommodating vulnerable elderly people, offer long-term care, short respite stays and, in some cases, day care.



76%
of turnover

936
facilities, including:

Nursing Homes
656 facilities
61,700 beds

Shared living solutions
280 facilities
13,400 beds

Speciality Care

Clariane operates specialised healthcare clinics and facilities in Spain (Ita Salud Mental, Cian, Iterias, Grupo 5), France (Inicea) and Italy (Kormed). These include medical and rehabilitation care clinics, mental health clinics and well as medical, surgery and obstetrics clinics (MSO clinics, in Italy only). These facilities form part of the regional health ecosystem by offering inpatient and outpatient care and consultations. Specificity of Spain, Clariane manages social care activities through public service delegation contracts. Most countries in which the Group operates also offer home care services.



24%
of turnover

279
facilities

14,200
beds

Clariane today

The Group operates in six countries and is present in nearly 700 catchment areas and municipalities, with a network of more than 1,215 facilities. Clariane brings together a community of more than 70,000 employees working towards the same goal: *Succeeding Together*.



With our new project, *Succeeding Together*, we are focusing more than ever on supporting and developing our teams and on using technological and medical innovation to achieve our mission: *Taking care of each person's humanity in times of vulnerability*.

Sophie Boissard,
Chief Executive Officer

One mission, five commitments

In 2023, Clariane chose to become a purpose-driven company, recording its mission – “Taking care of each person’s humanity in times of vulnerability” – in its articles of association along with the five commitments that go with it: consideration, fairness, innovation, locality and sustainability.

Consideration

Show respect and consideration to every individual for whom we care and their loved ones, as well as to each of our employees and stakeholders, while also fighting all forms of discrimination.

Fairness

Develop a fair and sustainable business model that benefits our patients, residents and their families, our employees and other stakeholders for all our business lines and investment decisions.

Innovation

Encourage and enhance innovation to help better prevent illnesses, increase the effectiveness of treatments and enhance the quality of life and satisfaction of patients, residents, their families, employees and other stakeholders.

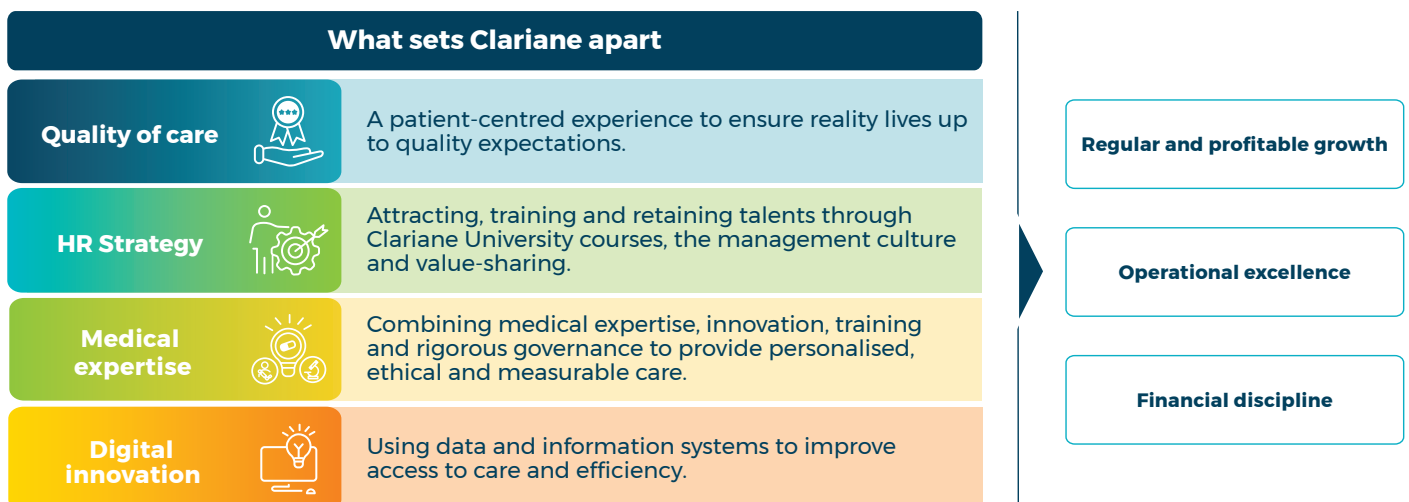
Locality

Contribute to access to care, build a resilient local ecosystem and the vitality of each of the regions in which we are present through our local presence and our network of facilities.

Sustainability

Contribute to protecting our communities through our day-to-day practices and actions to combat climate change and preserve biodiversity.

“Succeeding Together”, the 2026-2028 roadmap



Clariane community

1,215

facilities

89,300

beds

Present in nearly

700

cities and living areas
in 6 countries

More than

840,000

people **cared for and supported** in 2025

70,000

employees

863,000

hours of training
provided in 2025

55%

internally recruited **facility director** positions

7.8 years

average length of service in 2025 compared to 7.5 in 2023 and 6.7 in 2019

11.8%

of staff engaged in training leading to **a qualification**

80%

of women, including 51% in Top Management and **40%** in Group and country **management committees**

3,550

apprentices in the Group at the end of 2025

Figures as of 31 December 2025



Clariane receives the Top Employer Europe 2026 award

For the second year in a row, the Group has received the Top Employer Europe award following audits carried out by the Top Employers Institute in 2025 across Clariane's countries. Top Employers is an independent international body that certifies excellence in HR practices in terms of working conditions. The audits cover 350 practices in 20 areas, including talent management strategy, work environment, talent acquisition, training and skills development, well-being at work, and diversity and inclusion.

Follow us at www.clariane.com



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