

H1 2024 EARNINGS

EMEIS

4 OCTOBER 2024



AGENDA & SPEAKERS



1

**ENCOURAGING SIGNS
FOR AN EMBEDDED RECOVERY**

Laurent Guillot
CEO

2

H1 2024 RESULTS

Jean-Marc Boursier
CFO

3

**CONCLUSIONS AND
OUTLOOK**

Laurent Guillot
CEO



- **Ongoing stabilisation brings encouraging signs for the coming periods**



HIGHLIGHTS

- 1 Actions in favour of employees and residents: non-financial indicators already improving ...
- 2 ... driving towards the early stage of an embedded operational recovery (all businesses, all geographies)
- 3 Financial restructuring in 2023-H1 2024, leading to a new governance structure; a reduced level of indebtedness and an ongoing disposals plan
- 4 A new identity, *emeis*, supporting an ambitious strategic project
- 5 2024 outlook confirmed

H1 2024 in a nutshell

Operational performance gradually improving, temporarily impacted by an increase in personnel costs and the residual impact from a now softening inflationary period



€2,772m

Revenue

+9.2% yoy/+8.9% organic

€339m

EBITDAR

+0.8% yoy
EBITDAR margin at 12,2%

€257m

Attributable net loss

vs. a loss of €371m H1 2023

€4,425m

Net debt⁽¹⁾

vs. €4,642m at end 2023

€6.3bn

Real estate portfolio

Based on end-2023
appraisal values

Recovering operational performance

- **Occupancy rate up** in all geographies (+2.6bps on average)
- Positive **price effect** (+5.5%)
- Gradual occupancy rate recovery in France confirmed this summer, although later than initially expected

Temporarily impacted by

- **Staff costs** increase: a preliminary step towards stronger occupancy recovery ahead
- **Residual effects** from **inflationary** period, now clearly softening

(1) excl. IFRS-16

Ongoing transformation already bearing fruit and boosting confidence



Delivering quality today to drive future performance

Ongoing transformation

... positive trends on our dashboard...

... boosting confidence for future performance

TAKING CARE OF OUR TEAMS...

- Promotion of a **Health & Safety culture**
- Improvement of our **attractiveness and reputation**
- Development of an innovative development and talent policy to become a **learning company**

BRINGING OUR ACTIVITIES TO THE HIGHEST STANDARDS...

- Review and implement **health and care quality standards** within adapted organisations
- Strengthening of **health prevention and quality of life** at home and in nursing homes
- Development of a **user-centric quality** approach

IMPROVING OUR OPERATIONAL EFFICIENCY...

- Enrichment of our **pricing and offer management**
- **Digitalisation** of main front and back-office processes
- Definition of **efficient and lean organisations**

Work accident frequency rate

27.21 (-21% vs 2023)

Staff turnover rate

-3 pts (vs 2022)

Absenteeism

- 1.4 pts (vs 2022)

Satisfaction rate

92.4% (+2.3 pts vs 2022)

ISO 9001 certification rate

86% (vs 71% in 2022)

% of facilities with an ethics officer

88% (vs 71% in 2023)

% of facilities applying pricing segmentation

61% (vs 4% in first-half 2023)

+1,200 managers trained

Occupancy rate trending upward
all business
all markets

Gradual EBITDAR recovery

The CREATE programme continues delivering initiatives to support operational performance



ONGOING INITIATIVES

Launched in 2023

1

Identifying underperforming facilities and related action plans

360°-facility diagnosis implemented in most countries and predictive tools for risk assessment being tested

2

Optimising time-to-performance on opening facilities

Deployment of ramp-up action plans based on best practices from successful openings of new facilities

3

Capturing the advantages of positive pricing power

Systematic pricing segmentation in all our facilities contributing to price effect feeding into organic growth performance



Revenue and EBITDAR drivers

4

Streamlining and simplification of tools and processes

Ongoing rationalization of information systems and digitalisation

5

Overhaul of purchasing processes

Spend reduction action plan from both supplier negotiations and internal demand management

6

Optimization of workforce planning

Processes efficiency based on analysis of customer and employee journeys



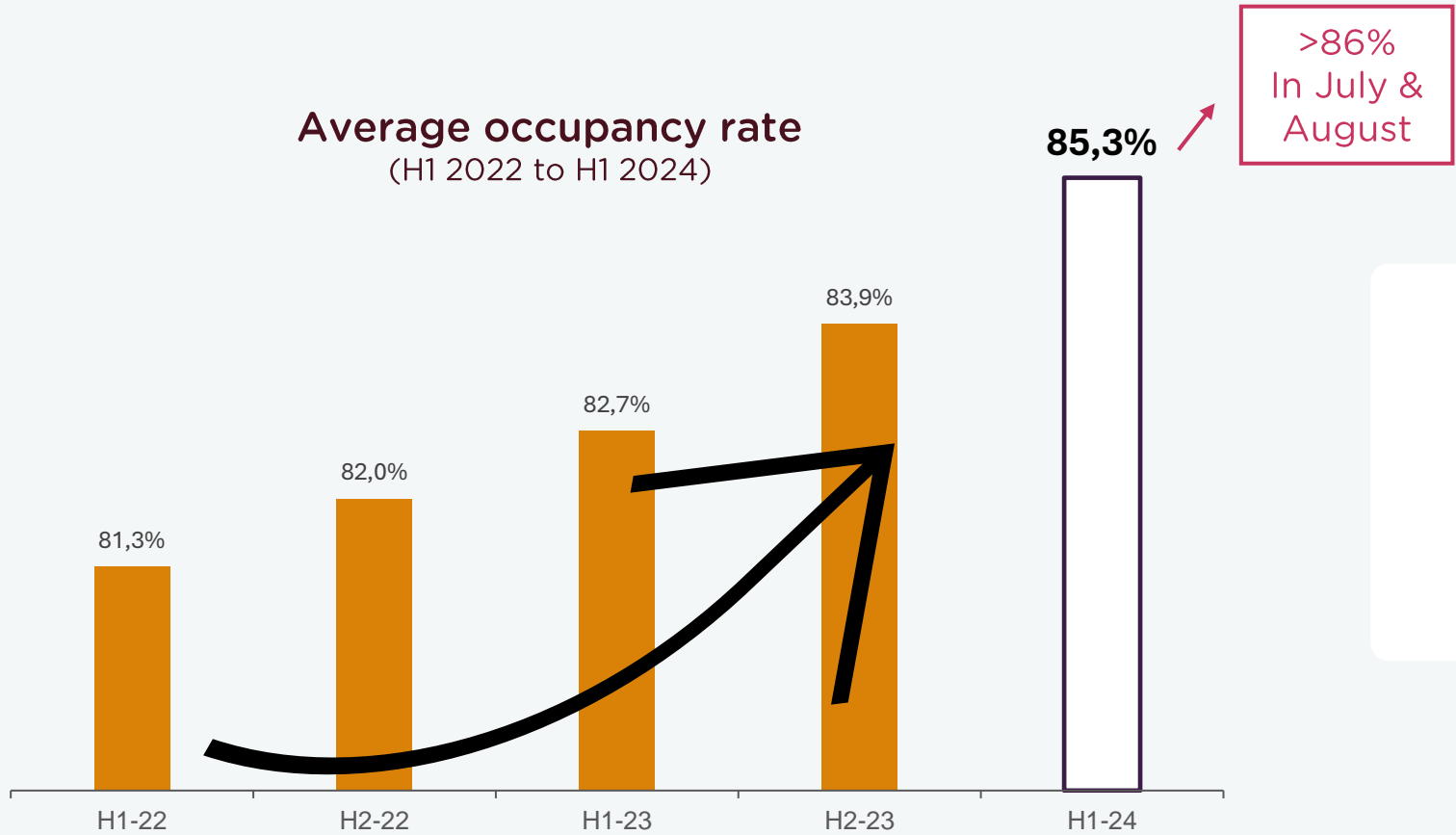
Cost base optimisation

Continued positive momentum in occupancy rate

Driving an upward trend in all markets/all business



Average occupancy rate
(H1 2022 to H1 2024)



Positive momentum on French nursing homes

French Nursing homes occupancy rate in Q3 2024

>+100bps (est.)
above Q3 2023

Embedded dynamic to be continued

Update on property disposals

Disciplined approach in an albeit tight investment market



Disposals since mid-2022: €452m^(*)

- €159m so far achieved as of end-June
- Average cap rate of **5.6%**
- Approx. €560m in disposals incl. signed & non cash-in yet



≈30%

of total Continental European investment markets (2023-H1 2024)

Proven know-how in reaching disposal goals during challenging periods

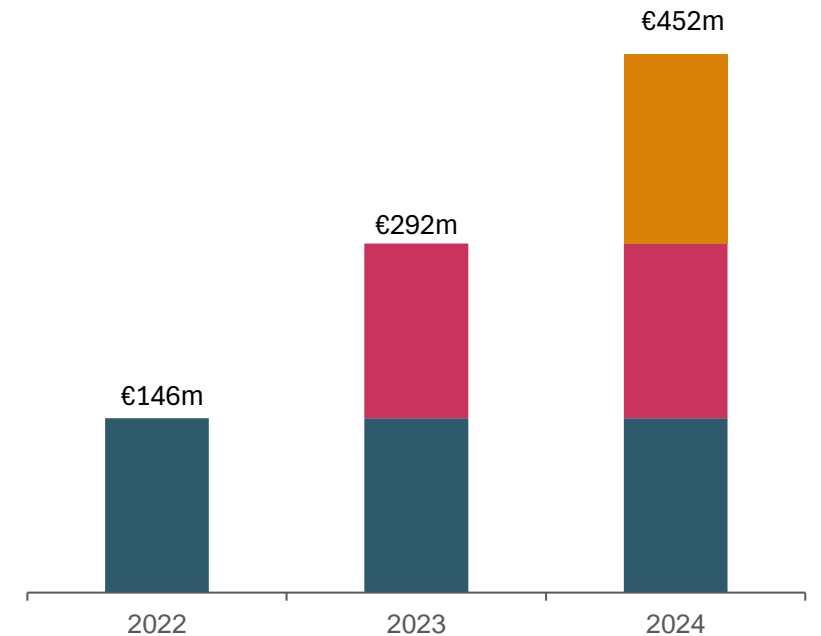
+

Appealing profile of our real estate portfolio



Cumulative disposals

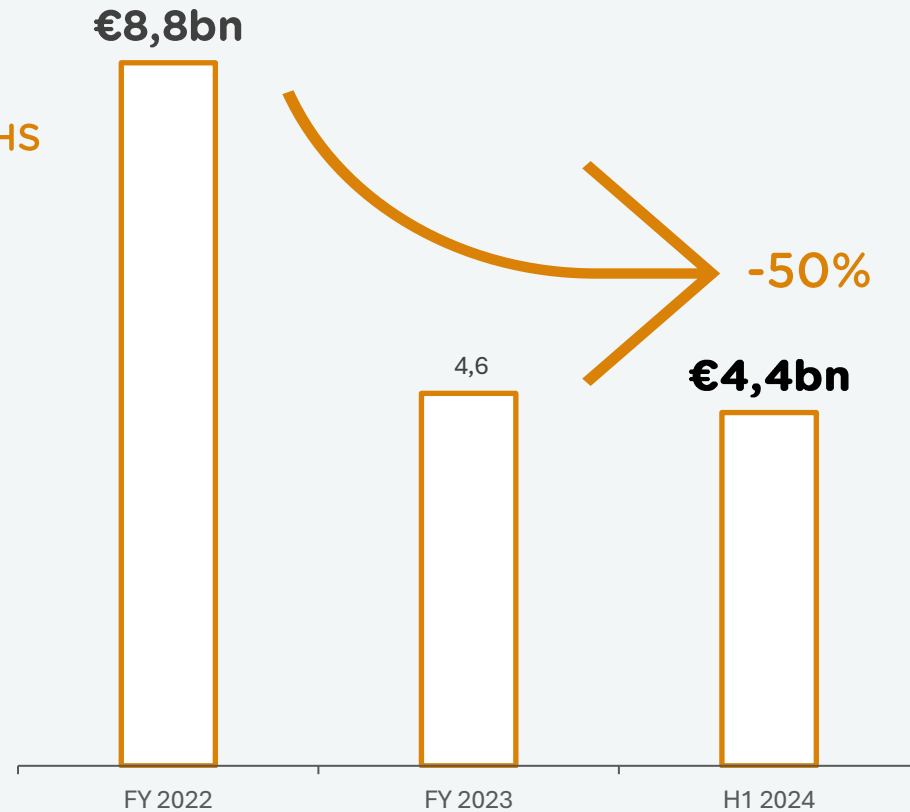
(mid-2022 - mid-2024)



(*) Disposals completed from June 2022 to June 2024/net cash received, before repayment of associated debt

Group net debt down 50% since end-2022

NET DEBT⁽¹⁾
DOWN 50% IN 18 MONTHS



Capital increase

≈€5bn
since early 2023

(o.w. €390m
in H1 2024)

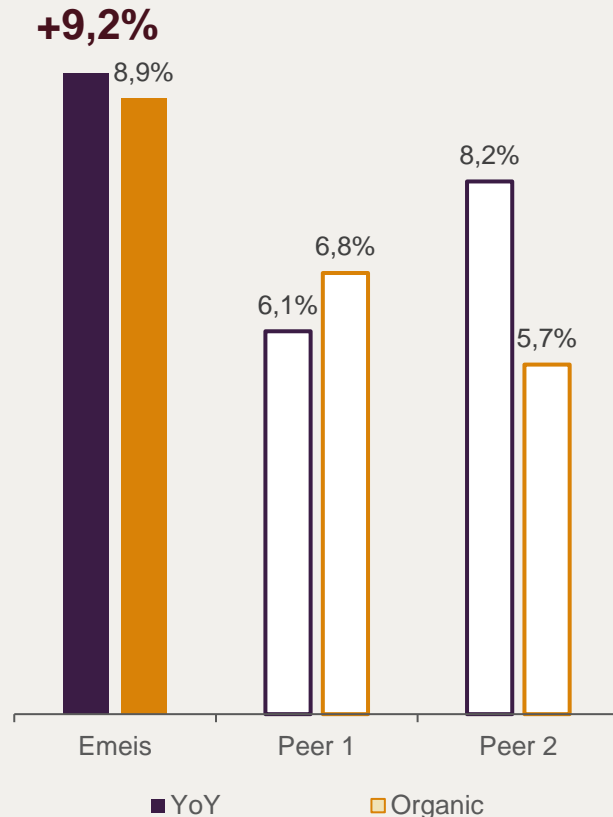
(1) pre-IFRS 16

A transformation that is already bearing fruit ...

despite later than expected recovery among French businesses



Top line growth beating peers, illustrating ongoing recovery



Occupancy rate

+260 bps (in H1 24 vs. H1 23)
improving in all areas

Proven pricing power

Price effect +5.5% in H1 2024
up in all geographies

Net debt

- 50% in 18 months
€4.4bn (H1 2024)

Financial expenses -24%

vs. H1 2023

A milestone towards performance recovery

(occupancy rates, pricing power and financial expenses)

... but still a lot to be done



1

Sustain and accelerate
growth in occupancy rates,
particularly in France

- **Driving the road back to normative occupancy rates**
- Rebuilding confidence especially in French nursing homes (83.1% in H1 2024) - branding/marketing/quality/training/recruitment
- Capturing further advantages of pricing power

2

Optimising operating costs
and capitalising on the end of the
inflationary period

- **Cost inflation to be kept under control**
- Inflation back to 2.8%⁽¹⁾ in Europe from 3.4% at end-2023 and 10.4% at end-2022
- **Adjusting workforce allocation adequately to uphold quality**

3

Securing our financing
toward long term

- **Short term**
- Deleveraging further alongside opportunistic disposals of real estate and/or operating assets
- **Longer term**
- Pursuing long-term relationships with banks and other debt holders

(1) European Union average, end of July, source Eurostat



H1 2024 ● results

Jean-Marc Boursier
Group CFO



Key figures



Key figures in €m	H1 2023	H1 2024	% var	% organic
Revenue	2,539	2,772	+9,2%	+8,9%
o.w. nursing homes	1,580	1,763	+11,6%	
o.w. clinics	837	880	+5,1%	
Personnel costs	-1,697	-1,896	+11,7%	
Other costs	-506	-537	+6,0%	
EBITDAR	336	339	+0,8%	
margin in % of revenue	13,2%	12,2%		
EBITDA	321	316	-1,6%	
margin in % of revenue	12,6%	11,4%		
Net financial expense	-231	-176	-23,7%	
Attributable net result	-371	-257	+€114m	
Diluted net result per share	-€5,74	-€1,71		
Free cash flow	-289	-178	+€111m	

1

Solid top line growth

2

EBITDAR margin temporarily under pressure

3

Significant decrease in financial expenses following restructuration plan

4

Still negative, but improving FCF

H1 2024 financial results



1

FROM REVENUE
TO EBITDAR

2

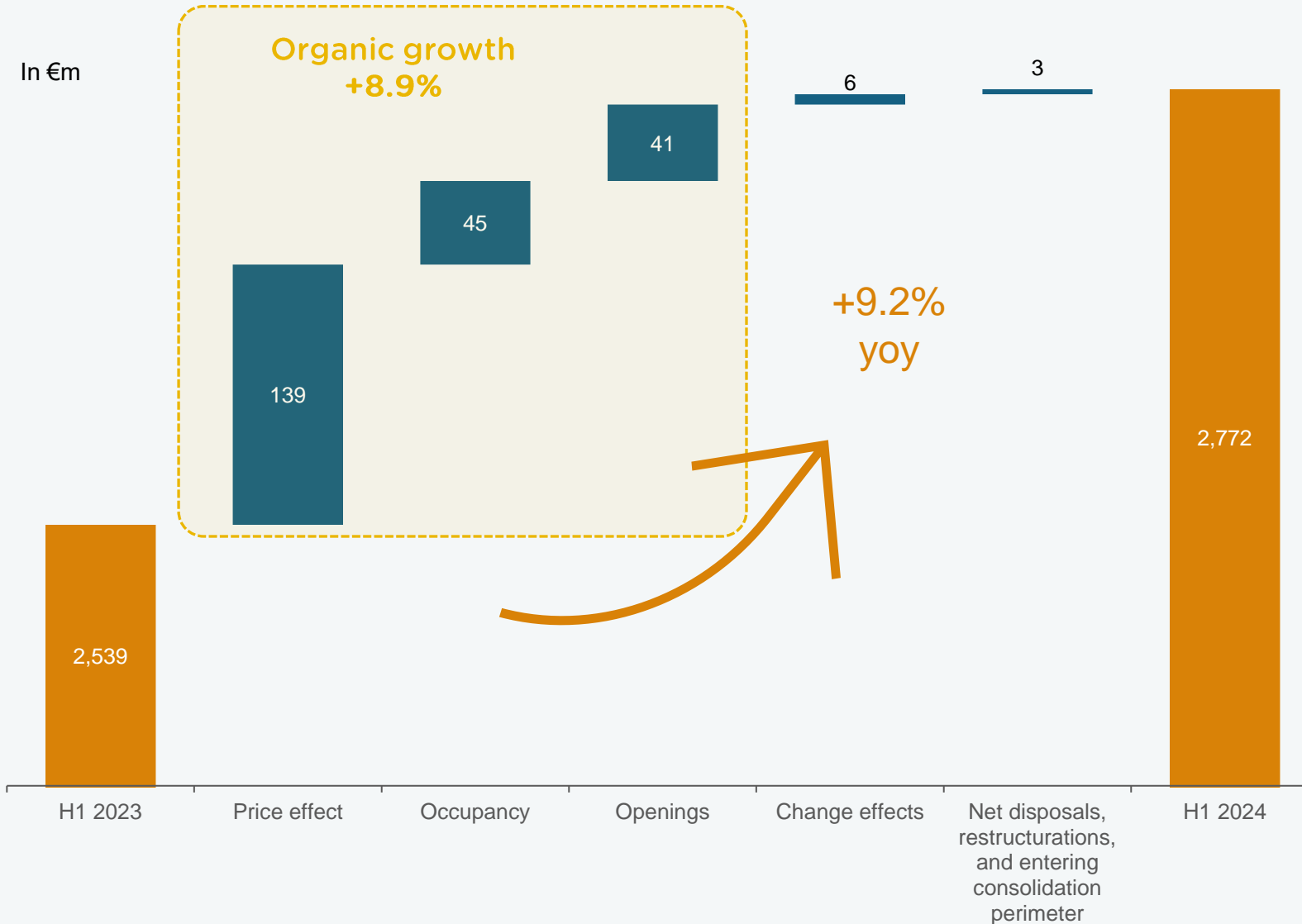
FROM EBITDAR
TO NET PROFIT

3

DEBT
& BALANCE SHEET

Outperformance in revenue growth

given strong price effect and occupancy rate recovery



Positive drivers supporting organic growth at the Group level

- Price effect **+5.5%**
- Occupancy rate **+1.8%**
- Openings **+1.6%**

Nursing homes and clinics well oriented

- Nursing homes **+11.6%**
- Clinics **+5.1%**

Revenue up in all geographies, on both a reported and an organic basis



Non-French markets posting double-digit organic AND reported growth

Revenue, in €m	H1 2023	H1 2024	Var.	<i>o/w organic</i>
France	1,137	1,183	+4,0%	+4,8%
Northern Europe	695	796	+14,6%	+11,9%
Central Europe	425	472	+11,1%	+11,3%
Southern Europe & Latam	188	211	+11,8%	+13,2%
Other geographies*	94	110	+16,7%	+17,6%
Total revenue	2,539	2,772	+9,2%	+8,9%

France

Slower than initially expected recovery
Largely driven by a price effect
Nursing homes revenue growth slightly above clinics

Northern Europe

(Germany, Belgium, Netherlands, Luxemburg)

Strong recovery in occupancy rate
23 new facilities opened since H1 2023 in the Netherlands and supportive price revision achieved

Central Europe

(Austria, Switzerland, Czech republic, Slovenia, Croatia)

Switzerland and Austria significantly outperforming on all metrics

Southern Europe

(Spain, Italy, Portugal & Latam)

Spanish facilities posting strong recovery trends, almost back to pre-Covid levels in terms of occupancy

* Ireland, Poland, UK, China, United Arab Emirates

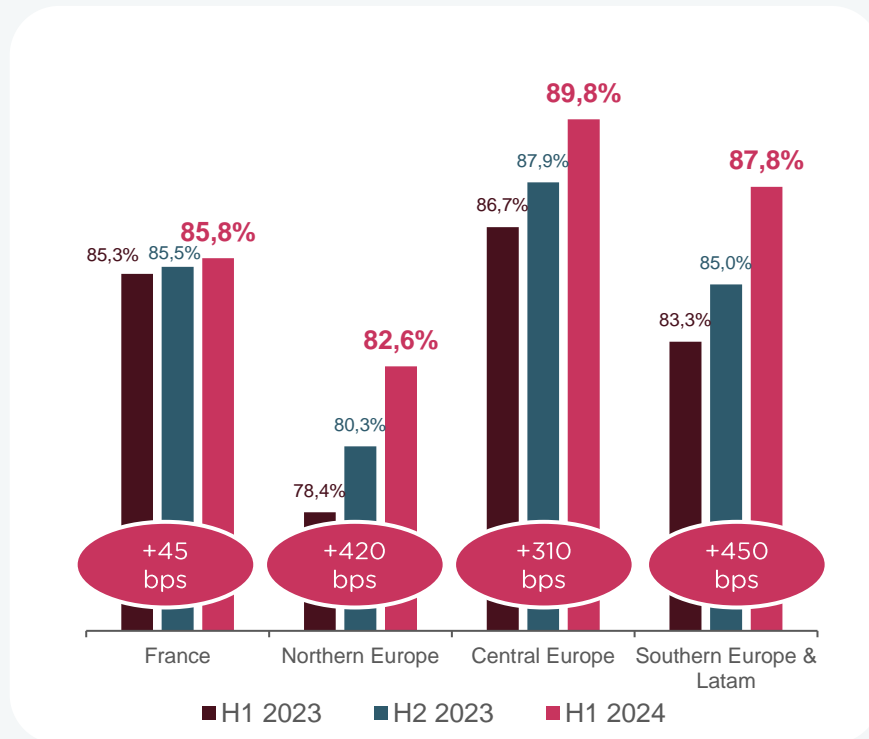
Occupancy rates on an upward trend

+2.6 pts from 82.7% to 85.3%

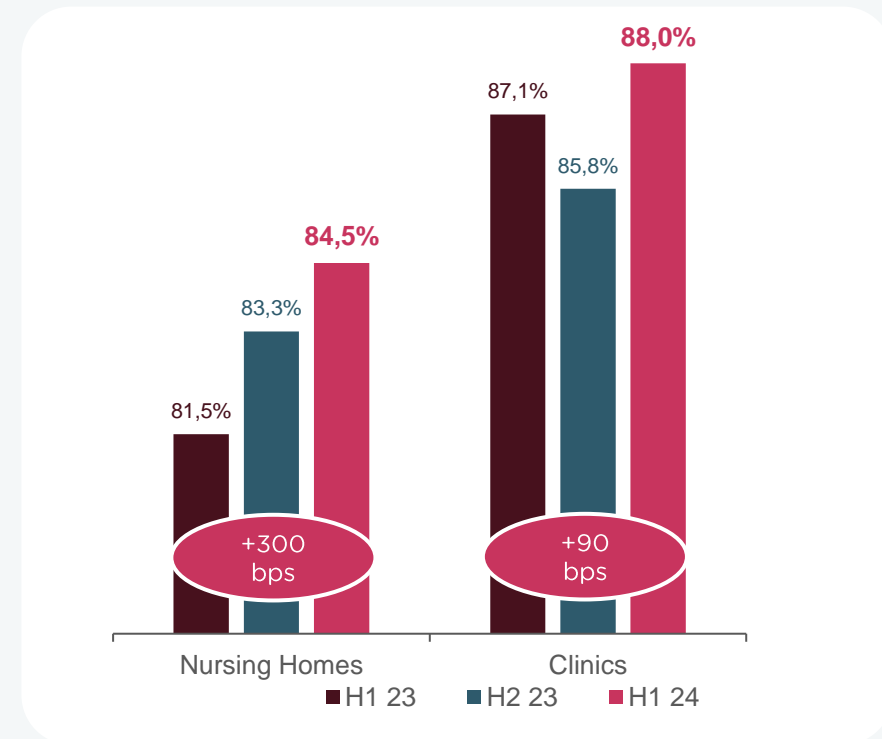


- Occupancy rates up in every location, and for every business
- ... although still below normal levels that would support sustainable profitability

Occupancy ratios per geography



Occupancy ratios per business



From revenue to EBITDAR (up +0.8% yoy)

A transitory pressure on margin before embedded recovering occupancy rates



(in million euros)	H1 2023	H1 2024	Var. vs H1 2023	Var. % vs H1 2023
Revenue	2,539	2,772	232	+9,2%
Staff costs	(1,697)	(1,896)	(199)	+11,7%
As a % of revenue	(66,8)%	(68,4)%	n.a.	(158) bps
Other expenses	(506)	(537)	(31)	+6,0%
As a % of revenue	(19,9)%	(19,4)%	n.a.	+57 bps
EBITDAR	336	339	3	+0,8%
EBITDAR %	13,2 %	12,2 %	n.a.	(101) bps

Personnel costs

A preliminary step towards recovery of occupancy rate

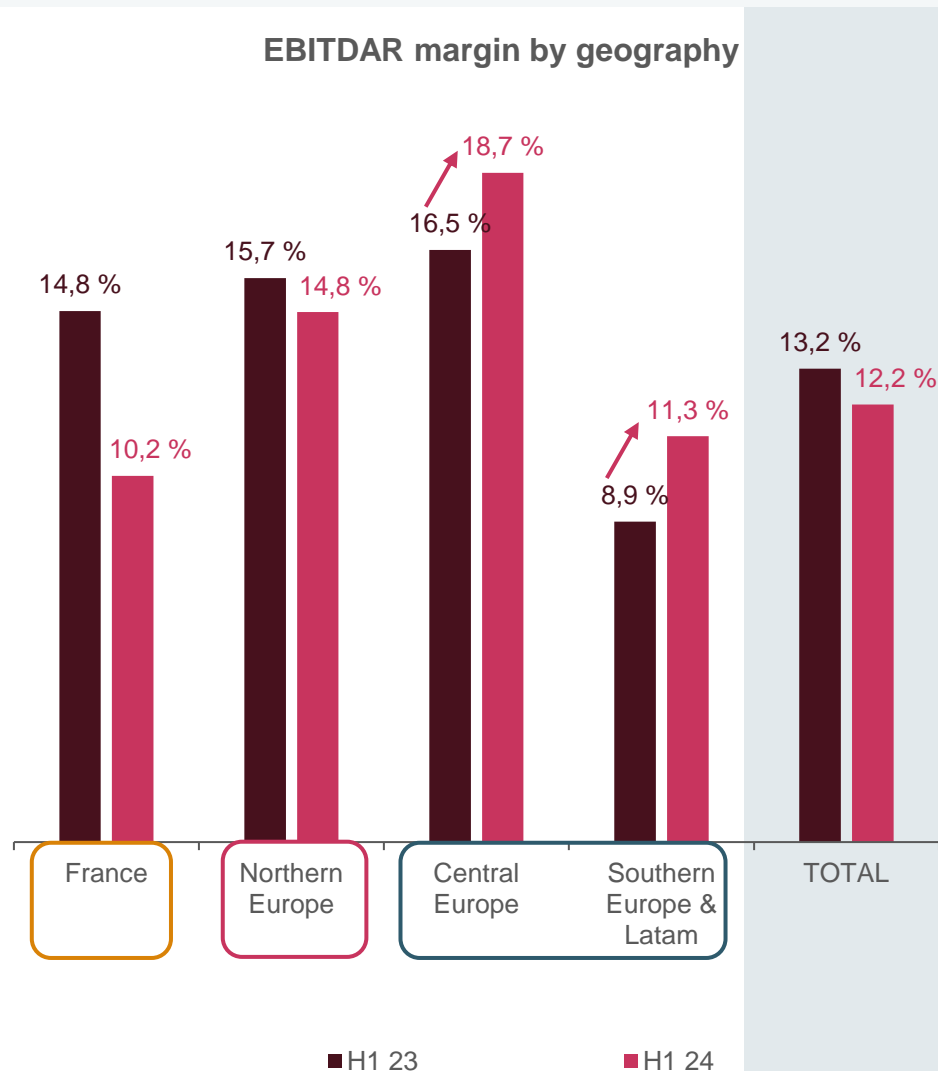
- ≈50% from growth in workforce
- ≈50% from salary increases

- Immediate impact on expenses
- Progressive impact on top line

Other expenses

Decrease compared to revenue due to lower energy costs and catering expenses impacted by residual effects of inflation

... transitory pressure on EBITDAR largely attributable to French scope



➤ French markets

Transitory underperformance

- Immediate impact of increase in personnel costs whilst progressive recovery on top line
- Largely attributable to the residual effects from the reputation crisis the Group experienced

➤ Northern Europe

Roughly stable (excl. one-off effect)

- Stable when restated for one-off positive effects recorded in H1 2023, accounting for ≈1 pt of margin

➤ Central & Southern Europe

Encouraging trends ongoing for the coming periods

- EBITDAR margin up +2.4pts in Southern Europe, and +2.2 pts in Central Europe

Stable EBITDAR performance (+0,8% yoy)

improvement in EBITDAR from international business partly offsetting transitory decline in French markets



In €m



➤ **French markets**
A transitory underperformance
-€48m

➤ **Other markets**
Encouraging trends
+€37m

(1) Group headquarters including +€13m profit on real estate disposals

H1 2024 financial results

1

FROM REVENUE
TO EBITDAR

2

FROM EBITDAR
TO NET PROFIT

3

DEBT
& BALANCE SHEET

From EBITDAR to net result

Gradual improvement driven by lower financial expenses and decrease in non-recurring items



(in million euros)	H1 2023	H1 2024	Var
EBITDAR	336	339	+0,8%
<i>EBITDAR %</i>	13,2 %	12,2 %	(101) bps
EBITDA	321	316	(1,6)%
<i>EBITDA %</i>	12,6 %	11,4 %	(124) bps
D&A	(312)	(308)	-1,4%
Provisions	(22)	(22)	+1,1%
Recurring operating profit/(loss)	(13)	(14)	-1 M€
Financial result	(231)	(176)	-23,7%
Non recurring items	(85)	(12)	-86,3%
Net income before tax	(329)	(202)	+128 M€
Income tax	(39)	(33)	-15,6%
Share in profit/(loss) of associates and JVs	1	(24)	ns
Minority interests	(4)	1	ns
Net result (Group share)	(371)	(257)	+114 M€
per share (fully diluted), in €/share	(5,7)	(1,7)	+4,0 €

➤ Depreciation and amortisation stable

- Stable yoy despite new sales & leaseback agreements

• Financial expenses down -24%

A direct benefit from the restructuring plan driving net debt back to €4.4bn

➤ Non-recurring items down -86%

- Largely due to significant expenses in H1 2023 related to the restructuring plan

➤ Associates

- Impairment of equity-accounted companies (portfolio consisting of 24 French real estate assets)

Financial results

-€89m decrease in interest expense



<i>(in million euros)</i>	30/06/2023	30/06/2024	Var
Interest on bank debt and other financial liabilities	(216)	(127)	89
Interest on items held under finance leases	(11)	(14)	(3)
Financial expenses on lease liabilities (IFRS 16)	(58)	(64)	(6)
Interest income	2	6	4
Cost of net debt	(284)	(200)	84
Net income/(losses) on interest rate derivatives	23	32	10
Capitalised financial expenses	3	4	1
Other financial income and expense	27	(13)	(40)
Other financial income and expense, net	53	24	(29)
Net financial result	(231)	(176)	55

- Net financial expenses back to normal levels following restructuring process
- Average cost of gross debt at 5.44% before hedging in H1 2024 (vs. 4.71% in H1 2023)

- Latent (non-cash) change effects in H1 2024, and reversal of provision in H1 2023

-24%
vs. H1 2023

H1 2024 financial results

1

FROM REVENUE
TO EBITDAR

2

FROM EBITDAR
TO NET PROFIT

3

DEBT
& BALANCE SHEET

H1 2024 cash flow statement

FCF improved by +€111m vs. H1 2023, although still negative



(in million euros)	First-half 2023	First-half 2024
EBITDA pre-IFRS 16	102	92
Maintenance and IT capex	(53)	(60)
Other operating cash flows (incl..change in working capital)	(62)	(44)
Net operating cash flow	(13)	(12)
Real estate development capex	(192)	(91)
Non-recurring items	(59)	(99)
Asset portfolio management	36	143
Net financial expense	(60)	(119)
Free cash flow	(289)	(178)

+€111m

- Development capex down by -€102m
- €91m in H1 2024 vs. €192m H1 2023

- Non-recurring items (€99m)
- Cash out mostly driven by expenses related to the restructuring process, recorded in 2023 and paid in H1 2024

- Real estate disposals contribution up +€107m
- €159m in gross proceeds from disposals in H1 2024

- Net financial expenses back to normal levels following restructuring process (frozen expenses in H1 2023)

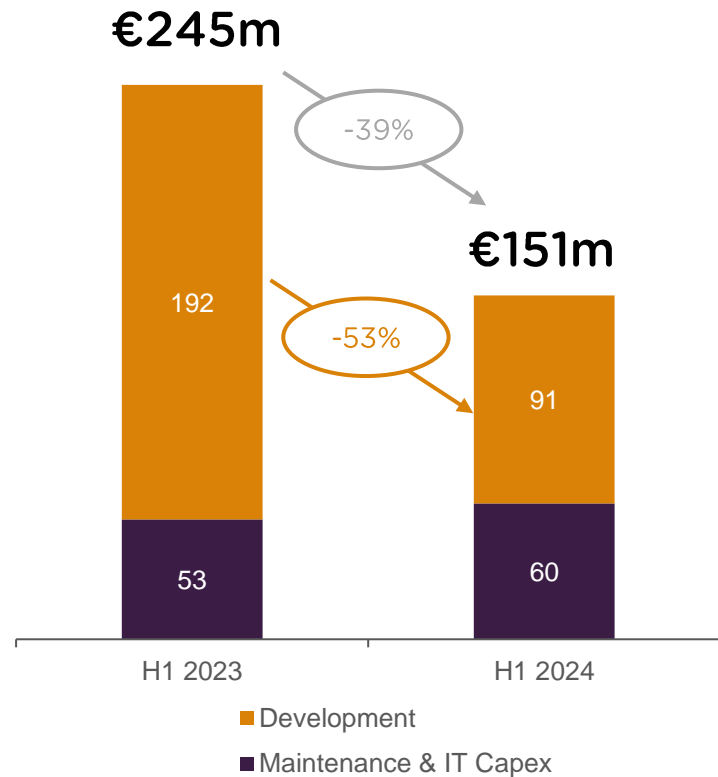
→ Stronger focus to be put on improvement of working capital and optimisation of capex

Capex kept under control

Sound streamlining of our development policy



Streamlining of maintenance and development capex



Higher selectivity on development projects

Number of projects under investigation already lowered from 4,633 beds at end-2023 to 3,295 beds today. Projects either postponed or cancelled.

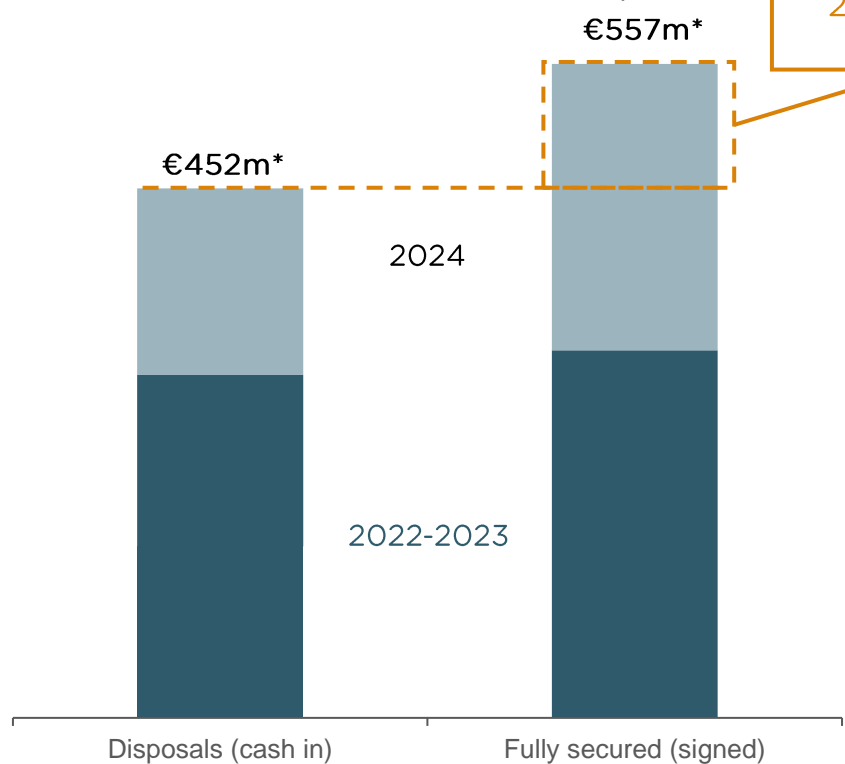
€91m development capex in H1 2024
incl. €72m in greenfield projects
(≈3,500 beds under construction/delivered in H1 2024/still to be opened)

Maintaining maintenance and IT capex

Accelerated disposals expectation: €1.5bn by end-2025

including real estate and operating assets

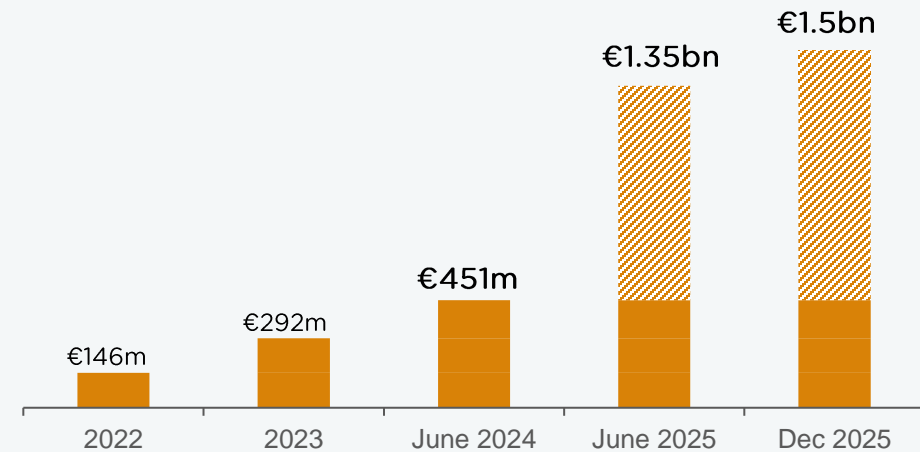
Assets disposals to date (achieved or secured between mid 2022 and mid 2024)



>€100m cash secured in 2024-2025

* Disposal price excl. transfer taxes and duties

Expected cumulated disposals trajectory



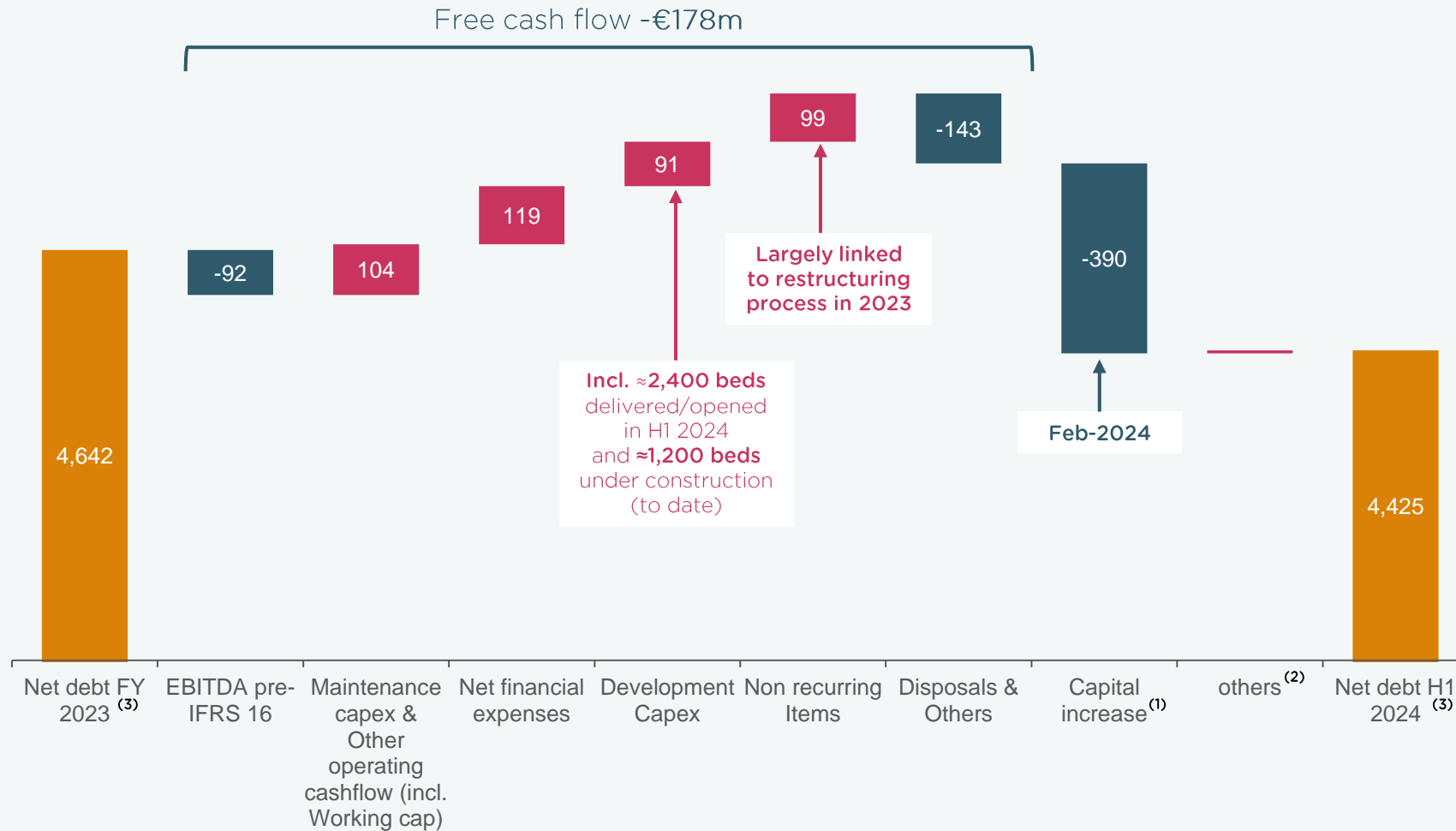
▼
€1.5bn
by end-2025
(expected disposals of real estate and operating assets⁽²⁾)

(1) Versus previous target of €1.25bn at end-2025

Net debt lowered by -€217m in H1 2024



In €m



(1) Equivalent of 29.3m new shares issued
 (2) Mainly forex and change in scope
 (3) Excl. IFRS 16

Net debt at end-June 2024



NET DEBT IN H1 2024 (€M)

in €m

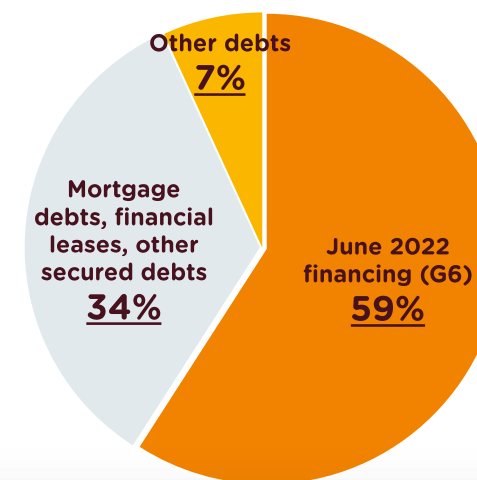
June 2022 financing (G6)	3 027
Mortgage debts, financial leases and other secured debt	1 745
Other debts	351
Gross financial debt (excl. IFRS)	5 124
<i>Cash and cash equivalents at 30.06.2024</i>	<i>(653)</i>
Net financial debt at 30.06.2024 (excl. IFRS 5)	4 471
IFRS 5 adjustments	(46)
Net financial debt (excl. IFRS 16)	4 425

Average cost of Gross debt

5.4%

in H1 2024 (pre hedging)

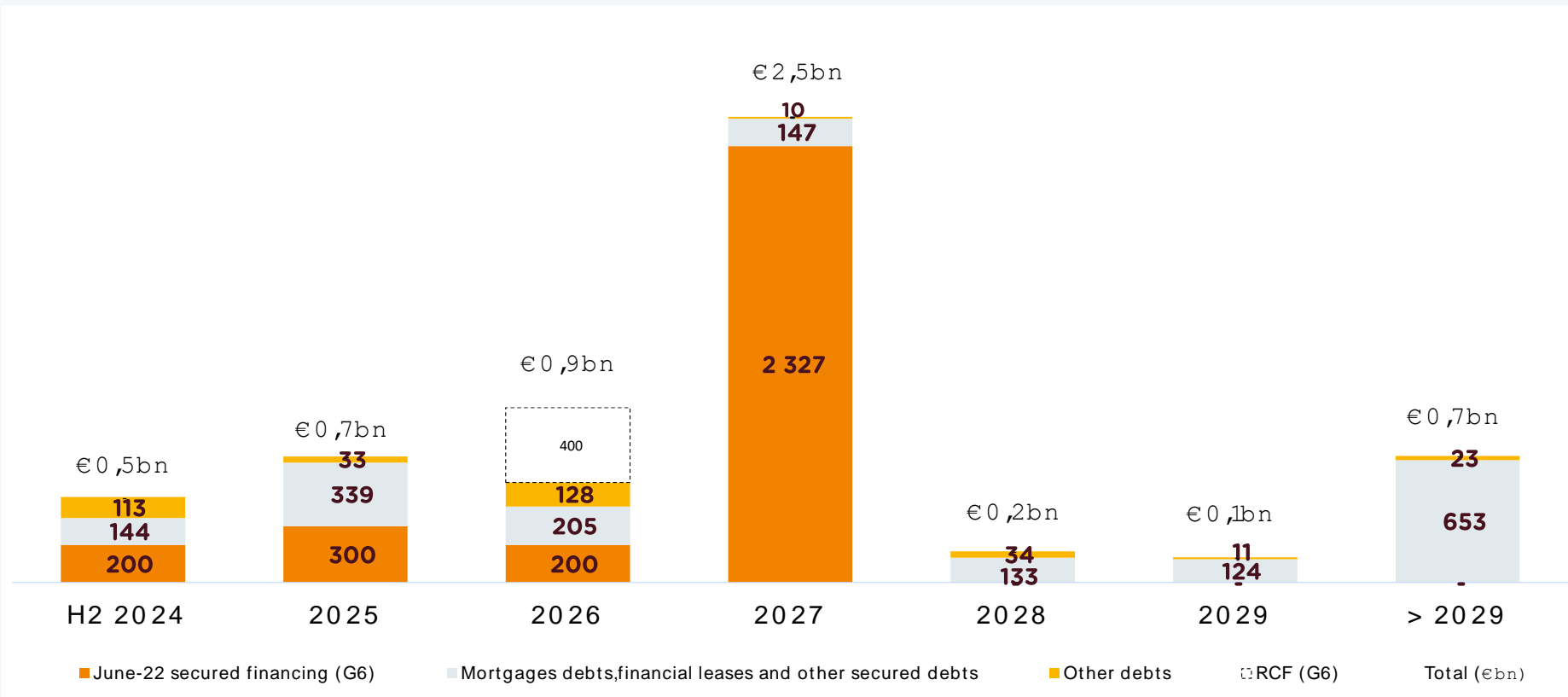
GROSS DEBT BREAKDOWN BY CATEGORY(%)



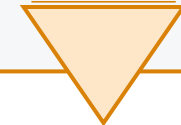
€1,053m

LIQUIDITY POSITION AT END OF JUNE 2024
INCLUDING AVAILABLE UNDRAWN CREDIT LINE OF €400M

Gross debt schedule at end-June 2024 (excl. IFRS)



Net debt significantly reduced already
How to make it stronger going forward?



Debt maturity to be progressively extended

Access to liquidity to be further enhanced

Further deleveraging from additional disposals of real estate and operating assets expected



- **Conclusion
& outlook**

Laurent Guillot
CEO



Stabilisation and foundation phase

... starting to progressively pay off

- ✓ Decisive progress for employees and quality of care, backed up by new values and a new identity
- ✓ Occupancy rates increased everywhere, although more progressively in France
- ✓ Numerous structural actions underway in France
- ✓ Financial restructuring in 2023 & H1 2024, and further disposals underway
- ✓ Next steps: occupancy rate recovery to be sustained and accelerated/operating expenses to be controlled for quality and margin restoration/ further strengthening our financing structure
- ✓ Laying the foundations for a transparent, high-performance model

2024 guidance confirmed



OPERATIONAL PERFORMANCE IMPROVEMENT

- 2024 EBITDAR: €700/730m (i.e., between +0% and +5% vs. 2023)
- 2024 pre-IFRS 16 EBITDA around €210m

FURTHER ENHANCING ACCESS TO LIQUIDITY

- Working capital improvement and further optimisation of capex
- €1.5bn in disposals expected by end-2025 (from mid-2022) including real estate and operating assets

EMEIS : MISSION-LED COMPANY BY 2025

- *emeis* confirms its ambition to become a “purpose driven company” in 2025

Thank you!



www.emeis-group.com



● Appendix



H1 2024 P&L (vs. H1 2023)



(in million euros)	30/06/2023			30/06/2024		
	Pre IFRS 16	IFRS 16 impact	Post IFRS 16	Pre IFRS 16	IFRS 16 impact	Post IFRS 16
REVENUE	2 539	-	2 539	2 772	-	2 772
Personnel costs	(1 697)	-	(1 697)	(1 896)	-	(1 896)
As a % of revenue	-66,8%	n.a.	-66,8%	-68,4%	n.a.	-68,4%
Other costs	(511)	5	(506)	(542)	5	(537)
As a % of revenue	-20,1%	n.a.	-19,9%	-19,5%	n.a.	-19,4%
EBITDAR	330	5	336	334	5	339
% EBITDAR	13,0%	n.a.	13,2%	12,0%	n.a.	12,2%
External rental costs	(229)	214	(14)	(242)	220	(22)
EBITDA	102	219	321	92	224	316
% EBITDA	4,0%	n.a.	12,6%	3,3%	n.a.	11,4%
Depreciation, amortisation and charges to provisions	(170)	(164)	(334)	(171)	(159)	(330)
RECURRING OPERATING PROFIT	(69)	56	(13)	(79)	65	(14)
As a % of revenue	-2,7%	n.a.	-0,5%	-2,9%	n.a.	-0,5%
Net financial result	(173)	(58)	(231)	(113)	(63)	(176)
Other non-recurring operating income and expenses	(60)	(26)	(85)	(39)	28	(12)
Profit / (loss) before tax	(301)	(28)	(329)	(232)	30	(202)
Income tax	(45)	6	(39)	(30)	(3)	(33)
Share in profit / (loss) of associates and JV	1	-	1	(24)	-	(24)
NET PROFIT	(345)	(22)	(367)	(285)	27	(258)
Profit / (loss) attributable to non-controlling interest	(4)	0	(4)	1	0	1
NET PROFIT ATTRIBUTABLE TO SHAREHOLDERS	(349)	(22)	(371)	(285)	27	(257)

Balance sheet



<i>(in million euros)</i>	31/12/2023	30/06/2024	Var.	Var. (%)
ASSETS				
Goodwill	1,386	1,392	6	0%
Intangible assets, net	1,513	1,470	(43)	-3%
Property, plant and equipment, net	4,369	4,272	(97)	-2%
Assets in progress	406	480	74	18%
Right-of-use assets	3,084	3,080	(4)	0%
Investments in associates and joint ventures	10	21	12	123%
Non-current financial assets	130	115	(14)	-11%
Deferred tax assets	641	592	(49)	-8%
Non-current assets	11,538	11,422	(116)	-1%
Inventories	16	16	0	2%
Trade receivables	518	743	225	43%
Other receivables, accruals and prepayments	658	636	(23)	-3%
Cash and cash equivalents	645	653	8	1%
Current assets	1,837	2,048	211	11%
Assets held for sale	533	371	(162)	-30%
TOTAL ASSETS	13,908	13,841	(67)	0%

<i>(in million euros)</i>	31/12/2023	30/06/2024	Var.	Var. (%)
EQUITY AND LIABILITIES				
Total consolidated equity	1,888	1,925	36	2%
Long-term financial debt	4,541	4,413	(128)	-3%
Long-term lease liabilities	3,314	3,347	33	1%
Long term provisions	307	310	3	1%
Provisions for pensions and other employee benefit obligations	73	72	(2)	-2%
Deferred tax liabilities and other non-current liabilities	663	657	(6)	-1%
Non-current liabilities	8,899	8,799	(100)	-1%
Short-term financial debt	746	665	(81)	-11%
Short term lease liabilities	560	524	(36)	-6%
Short term provisions	7	8	1	11%
Trade payables	502	343	(160)	-32%
Tax and payroll liabilities	523	576	53	10%
Current tax liabilities	57	48	(9)	-16%
Other payables, accruals and prepayments	651	876	225	35%
Current liabilities	3,045	3,038	(7)	0%
Liabilities held for sale	76	80	4	5%
TOTAL EQUITY AND LIABILITIES	13,908	13,841	(67)	0%

EBITDAR by geographical area



<i>(in million euros)</i>	H1 2023 EBITDAR	H1 2024 EBITDAR	H1 2023 EBITDAR %	H1 2024 EBITDAR %	Var. vs H1 2023
France	169	121	14,8 %	10,2 %	(460) bps
Northern Europe	109	118	15,7 %	14,8 %	(95) bps
Central Europe	70	88	16,5 %	18,7 %	+216 bps
Southern Europe & Latam	17	24	8,9 %	11,3 %	+239 bps
Other geographies	12	16	ns	ns	ns
Group headquarters	(42)	(28)*	ns	ns	ns
TOTAL	336	339	13,2 %	12,2 %	(101) bps

* Incl. €13m in capital gains on asset disposals

Simplified balance sheet



<i>(in million euros)</i>	31/12/2023	30/06/2024
Net tangible assets (*)	4,775	4,752
Right-of-use assets (IFRS 16)	3,084	3,080
Net intangible assets	1,513	1,470
Goodwill	1,386	1,392
Total equity		
	1,888	1,925
Gross financial debt (excl. IFRS 16)	5,287	5,078
<i>Short-term financial debt</i>	746	665
Cash and cash equivalents	645	653
Financial Net debt (excl. Lease liabilities IFRS 16)	4,642	4,425
Lease liabilities IFRS 16		
	3,874	3,871
<i>Short-term lease liabilities IFRS 16</i>	560	524

(*) including assets in progress: €406m at year-end 2023 and €480m at June 2024

Number of facilities and beds in operation



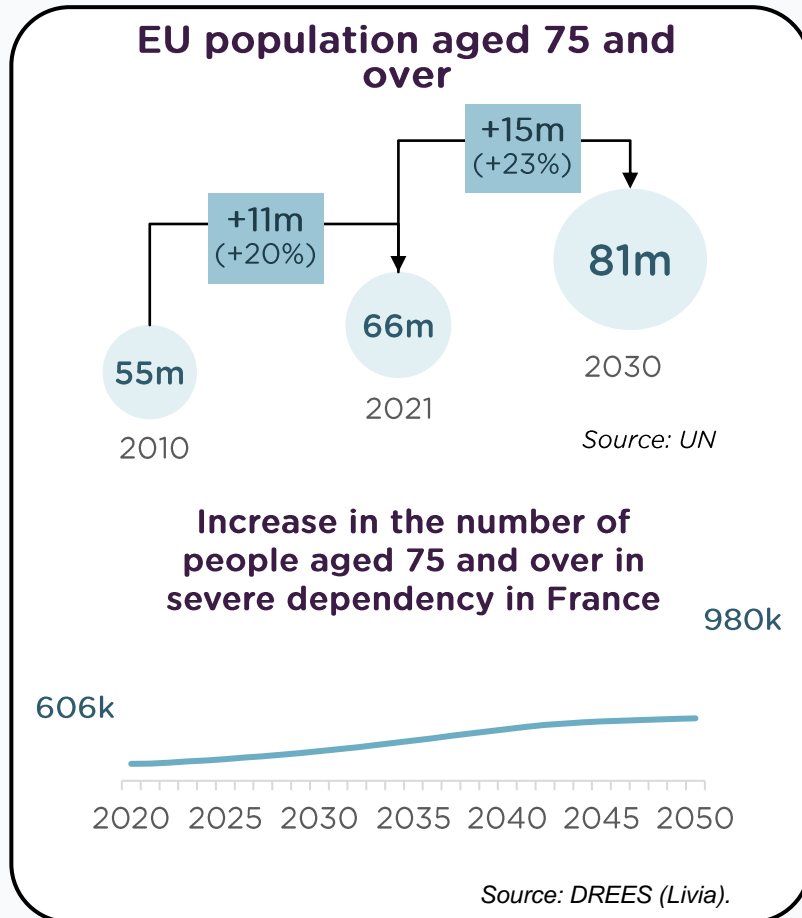
Number of Facilities	H1 2023	FY 2023	H1 2024
France	360	362	358
Northern Europe	361	361	379
Central Europe	154	154	152
Southern Europe & Latam	111	113	113
Other markets	42	41	41
Total	1 028	1 031	1 043

Number of beds	H1 2023	FY 2023	H1 2024
France	33 652	33 667	33 615
Northern Europe	27 469	27 548	27 432
Central Europe	15 052	15 094	14 941
Southern Europe & Latam	13 186	12 982	13 043
Other markets	4 381	4 179	4 265
Total	93 740	93 470	93 296

Solid fundamentals to underpin the future of our business

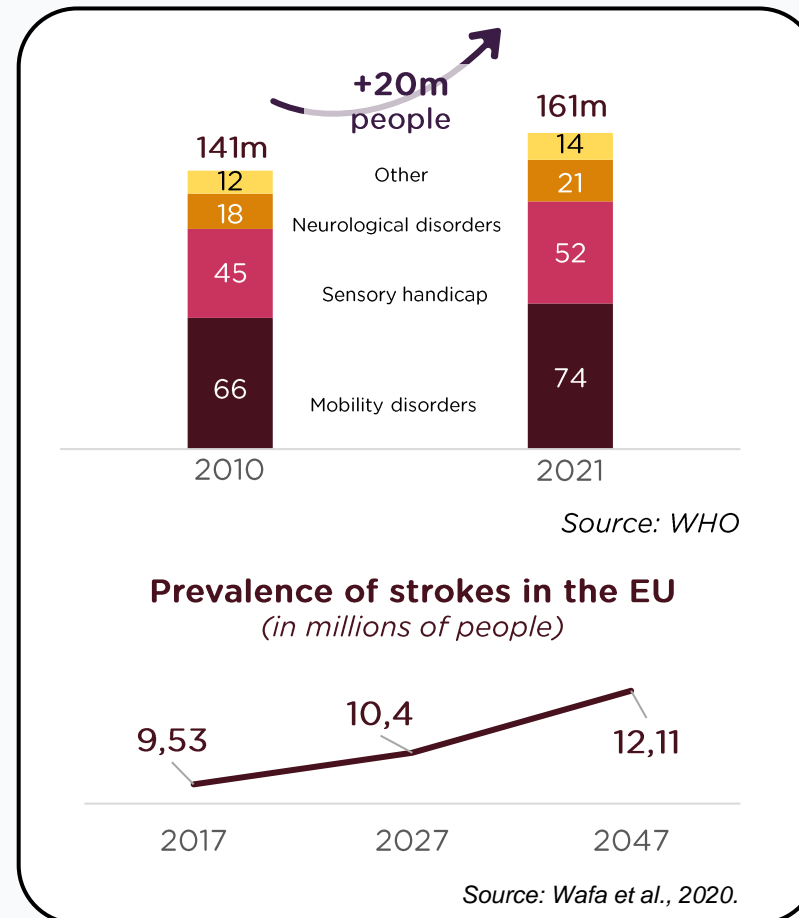


NURSING HOMES



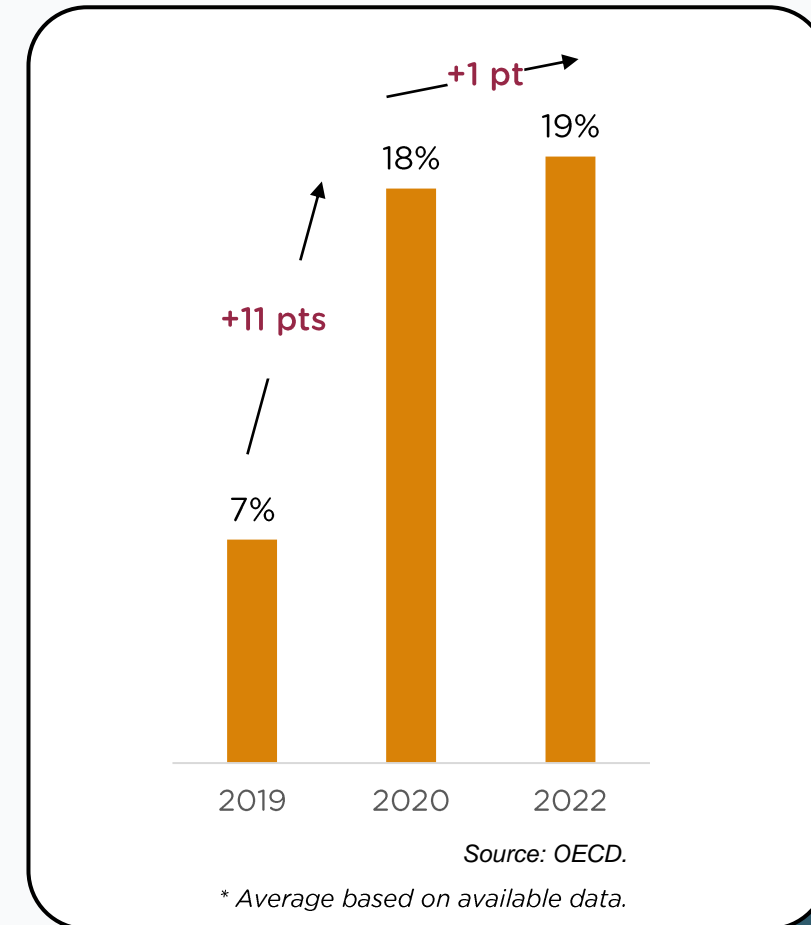
REHABILITATION HOSPITALS

Prevalence of mobility and neurological disorders and sensory impairments in the 70 and over age group (EU) (millions of people)



MENTAL HEALTH HOSPITALS

Prevalence* of depressive disorders in OECD countries (%)



Staged recovery to a sustainable and high-performance business model



1 Favourable megatrends

emeis should benefit fully from:

- solid positions in key geographies in Europe
- value-added expertise (mental health, old age, etc.)
- ability to play a major role in an integrated care approach

2 Gradual offsetting of pricing

- Price adjustments over the coming years should make it possible to offset 2022 and 2023 inflation effects (activities related to old age)
- These adjustments will be supported by a new commercial strategy (offering segmentation, etc.)

3 Strong potential for *emeis'* operating performance to bounce back

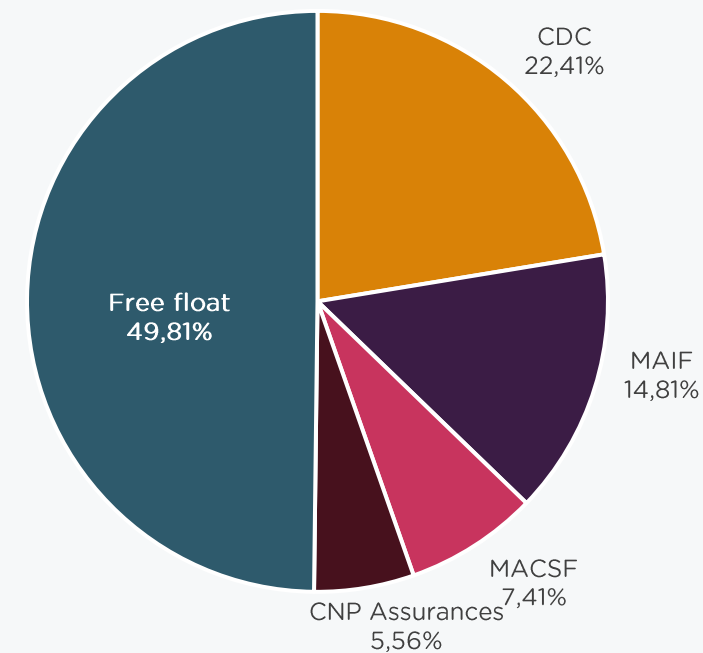
- A gradual return to a normative situation for nursing homes in France
- Numerous levers for improving operational efficiency identified and not yet implemented
- Numerous opportunities to adjust the business portfolio (geographies outside Europe + underperforming facilities in Europe)

Capital structure and number of shares



	30/06/2024	
	Number of shares	Diluted
Average Number of shares issued	150 775 069	150 775 069
Treasury shares	-38 124	-38 124
Other shares		1 349 312
Shares related to the exercise of options (BSA)		2 333 167
Diluted average number of shares	150 736 945	154 419 424

Shareholding structure at end-June 2024



Number of shares at end-June 2024
159,191,703
Fully diluted number of shares at end-June 2024
162,759,998

DISCLAIMER

This document contains forward-looking statements that involve risks and uncertainties, including information incorporated by reference, regarding the Group's expected growth and profitability in the future that may significantly impact the expected performance indicated in the forward-looking statements. These risks and uncertainties relate to factors that the Company cannot control or accurately estimate, such as future market conditions. Any forward-looking statements made in this document express expectations for the future and should be regarded as such. Actual events or results may differ from those described in this document due to a number of risks or uncertainties described in Chapter 2 of the Company's 2022 Universal Registration Document, its amendments and section 2.3 of the Company's Half-Year Financial Report, all of which are available on the Company's website and on the website of the French financial markets authority (*Autorité des marchés financiers*) (www.amf-france.org).