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Ramsay Santé has 2 main shareholders:

- **Ramsay Health Care** (52.5%)
- **Prédica** (39.6%), a subsidiary of Crédit Agricole specialising in insurance

**Ramsay Santé is listed** on the Euronext Paris Eurolist

- **€4.023 billion**
  Annual turnover as at 30.06.2021
- **€643.8 million**
  EBITDA as at 30.06.2021 (IFRS16)
RAMSAY SANTÉ IN 2021: A LEADER IN INTEGRATED CARE IN EUROPE

Leading position in our markets
- #1 France
- #1 Norway
- #2 Denmark
- Not significant Italy

A strong healthcare footprint in Europe
- 230 hospitals
- 160 primary care centres
- 900 operating rooms
- 9m patients visits (6m of these are out of hospital)
- 33,500 deliveries

A modern, quality focused provider
- €900m CAPEX FY17 – FY21
- 13 robots
- 100% of our facilities in France certified best in class level
- Medical excellence in Sweden

Trusted partners to the institutionals and our payors
- 1 out of 9 surgeries in our facilities in France
- 1st player in dialysis in France
- 10% of the Swedish population listed within our primary care centers

People
- 36,000 employees
- 8,600 doctors
...WITH AN UNDISPUTED LEADING POSITION IN KEY STRATEGIC MARKETS

Revenue split per geography\(^1\)

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>24%</td>
</tr>
<tr>
<td>Sweden</td>
<td>71%</td>
</tr>
<tr>
<td>Norway</td>
<td>1%</td>
</tr>
<tr>
<td>Denmark</td>
<td>1.5%</td>
</tr>
<tr>
<td>Italy</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

1. FY21; Germany is excluded as the facilities acquired as part of the Capio acquisition were sold in 1HFY21

Our Facilities in Europe

# of clinics as of September 2020
OUR DEVELOPMENT STRATEGY HAS BEEN INSTRUMENTAL IN BALANCING AND DIVERSIFYING OUR PROFILE IN TERMS OF ACTIVITIES, CARE SETTINGS AND PAYOR MIX

A progressive diversification of our care settings

Activity by type of care settings (# visits breakdown)

- Total number of visits: 1.9m → 9.2m

- In hospital
- Out of hospital
- Digital

An extended footprint across care value chain

Revenue by segment

- MSO: <0.5%
- Rehabilitation: 11%
- Imaging: 6%
- Mental Health: 5%
- Primary care: 4%
- Elderly: 5%
- Transport: 72%

A diversification of our payor mix

Revenue by payor mix

- Public France: 10%
- Public Nordics: 19%
- PHI¹: 65%
- OOP²: 6%

¹. Private Health Insurance
². Out-of-pocket
COVID CRISIS HAS LARGELY CONTRIBUTED TO THE ACCELERATION OF TRENDS THAT ALREADY EXISTED

Macroeconomic
- Inflation rates increasing
- State debt increase to GDP 35-40% in the Nordics; up to 120% in France, putting pressure on Healthcare expenditure.
- Economic recovery in all countries with GDP growth and unemployment back to pre-COVID levels.

Funding / Payors
- Nordics:
  - Increased healthcare funding as share of total spend
  - PHI development
  - Insurance companies driving towards value based payment and prevention.
- France:
  - Trend towards less DRG and increased quality and ‘population-based’ funding

Consumer
- Digital healthcare supply drives consumer interest, willing to try new services/vendors regardless governance.
- Digital acceptance increasing and spreading across all segments.
- Reimbursement for digital health offering and services remains a key issue for development

Workforce
- Hospital healthcare staff tired post COVID. Staff shortage has become a long term structural issue
- Regarding clinicians, the main issue is the geographical distribution across countries and medical deserts.
- Overall change in expectations towards salaried positions and work/life balance

Case mix
- Important and accelerated shift towards ambulatory care post COVID and lower inpatients volumes overall
- Increasing waiting times due to deferred care during COVID

Technology
- Digital more and more encouraged by authorities
- Bubbling e-Health ecosystem
- Increased competition from digital players
WE OPERATE IN DYNAMIC HEALTHCARE MARKETS WITH STRONG FUNDAMENTALS

### Market size
Healthcare spend as % of GDP and growth vs 2018

<table>
<thead>
<tr>
<th>Country</th>
<th>2021</th>
<th>Growth vs 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>11.3%</td>
<td>+2.1%</td>
</tr>
<tr>
<td>Sweden</td>
<td>10.9%</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Norway</td>
<td>10.5%</td>
<td>+4.4%</td>
</tr>
<tr>
<td>Denmark</td>
<td>10%</td>
<td>-0.7%</td>
</tr>
</tbody>
</table>

### Private sector market share for healthcare provision

<table>
<thead>
<tr>
<th>Country</th>
<th>Private sector (%)</th>
<th>Public sector (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>67%</td>
<td>23%</td>
</tr>
<tr>
<td>Sweden</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>Norway</td>
<td>85%</td>
<td>15%</td>
</tr>
<tr>
<td>Denmark</td>
<td>85%</td>
<td>15%</td>
</tr>
</tbody>
</table>

### Market structure
Funding by type of payors, %

<table>
<thead>
<tr>
<th>Country</th>
<th>PHI (%)</th>
<th>Public (%)</th>
<th>OOP (%)</th>
<th>Public sector (%)</th>
<th>Private sector (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>7%</td>
<td>83%</td>
<td>9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sweden</td>
<td>1%</td>
<td>85%</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norway</td>
<td>1%</td>
<td>85%</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Denmark</td>
<td>2%</td>
<td>83%</td>
<td>14%</td>
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</tbody>
</table>

### Market and regulatory drivers:

#### Favorable fundamentals for private players

- Improved image of private players from authorities due to contribution during COVID
- Willingness to grant authorisations to private sector

#### Privatisation

- Particularly in specialist care to reduce waiting times and costs
- Cost pressure and new technology leads to more treatments done in an outpatient setting
- The longest waiting times in Europe, private providers are seen as key to cut waiting times while containing cost
- Share of Norwegians with private health insurance has more than doubled since 2009

- High costs in the public healthcare
- Long waiting lists in the public sector are exp. to drive demand for private care
- Strong growth of private health insurance in past five years driving private referrals

Source: OECD Health reports, DREES, OECD Health expenditure and financing
STATE-OF-THE-ART FACILITIES THANKS TO A SUSTAINED INVESTMENT AND INNOVATION POLICY

**Construction of new facilities**

- **Clinique La Croix du Sud in Toulouse** (31), opened in late 2018

**Creating new units**

- New adolescent unit at the Clinique des Trois Cyprès (13)

**Modernisation of existing buildings**

- **Extension of Saint Göran’s Hospital** (Stockholm, Sweden);
  - After reinforcing emergency department capacity (100,000/year), new operating rooms were opened in 2019
  - The next phase will see the construction of 2 new buildings (an additional 30,000 m² to the 1,000 m² renovated)
  - Opening a new maternity ward, the completion of works is scheduled for 2022

- Extending and renovating the Clinique Atlantique (La Rochelle-17) to combine activities with those of Clinique Mail

- In Copenhagen (Denmark): merger of our two largest facilities, transferred from Lyngby to Hellerup
WE HAVE SUCCESSFULLY REFINANCED OUR DEBT AND ALIGNED OUR FINANCING STRATEGY WITH OUR MISSION AND VALUES BY INCLUDING SUSTAINABILITY TARGETS

Our new debt, with much improved terms and conditions

<table>
<thead>
<tr>
<th></th>
<th>Term Loan 1</th>
<th>Term Loan 2</th>
<th>Capex/ Acquisition &amp; RCF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maturity</td>
<td>April 2026</td>
<td>April 2027</td>
<td>April 2026</td>
</tr>
<tr>
<td>Amounts</td>
<td>€700m outstanding</td>
<td>€750m, fully drawn</td>
<td>Capex: €100m, undrawn RCF: €100m, undrawn</td>
</tr>
<tr>
<td>Pricing</td>
<td>E+225 bps (0% floor)</td>
<td>E+275 bps (0% floor)</td>
<td>E+225 bps (0% floor)</td>
</tr>
</tbody>
</table>

Oversubscribed twice
Maturity extension
Improved flexibility of bank documentation
Annual interest savings of ~€8-10m pa expected

While embracing ESG through a Sustainability-linked Financing Framework

Ramsay Santé intends to:

• Align its financing strategy with its mission and sustainability targets
• Provide transparency and disclosure to investors and stakeholders
• Contribute to the development of the sustainability-linked format in the debt market, underlining the importance of the healthcare sector in the implementation and achievement of the UN’s SDGs

As such, Ramsay Santé selected four KPIs which are core, relevant and material to Ramsay’s business and sustainability improvement:

KPI 1: Increase in patients’ satisfaction
KPI 2: Medical care for underserved population and preventive healthcare
KPI 3: Preventive health program
KPI 4: Minimise environmental impact
WE HAVE BEEN ACKNOWLEDGED AS A UNIQUE TRUSTED PARTNER TO OUR INSTITUTIONAL PARTIES AND COMMUNITY THANKS TO OUR CONTRIBUTION TO COVID CARE

Ramsay Santé has been a key contributor in managing COVID within the private hospital sector

More than 17,000 patients\(^{(1)}\) treated in RS facilities in France, of which 9,000 in critical care

~1 million people vaccinated in our settings

St Göran treated more than 700 patients in critical care

20% of all Covid testing performed within Ramsay’s facilities in Norway

...Allowing the Group to be recognised as a critical player

23% of total market share in the private sector...

Taking into account COVID patients Ramsay’s share was closer to 50%

Treated 20% of Covid patients in Stockholm area

Ramsay Santé’s status as valued partner displayed in all official statements

Prime Minister and Minister of Health have visited our facilities, acknowledging Ramsay Santé’s huge efforts in the COVID crisis

\(^{(1)}\) Not including Emergency Departments patients and geriatric
COVID CRISIS IS NOT OVER AND OUR OPERATING COUNTRIES ARE CURRENTLY FACING A FIFTH WAVE

A huge increase of daily new cases over the past weeks

# daily new cases as at December 9th

Worrying perspectives for healthcare systems

- We are already facing increasing pressure on healthcare: cancelled elective care in Norway, emergency plans in France that should lead to cancellations in the coming days. Perspectives for the coming weeks remain worrying although ~75% of the population is vaccinated in our operating countries.

- Restrictions have been slightly reinforced but so far, the governments are holding off on imposing strong restrictions such as lockdowns or wide activity closedowns.

# COVID patients hospitalised / in ICU since outbreak until Dec. 9th
POSITIVE REGULATORY DEVELOPMENTS FOR PRIVATE PROVIDERS IN FRANCE…

Multi-year visibility on tariffs

- Minimum tariffs at +0.2% per year for 2020, 2021, 2022
- Enables mid-term planning
- Strong involvement of all players (public and private) to advocate for a new 5-year agreement on tariffs

Quality-based funding: a key opportunity

- From €200m in 2019 to €450m in 2021 ... and up to €750m in 2022
- Rebalance of activity – based funding by rewarding best in class quality: good for us!
- Innovation driver
- Forfeits for chronic kidney diseases
- Capitation models fostering quality

Positive tariffs expected for 2022

- Annual growth in national hospital spending target increased at 2.4% p.a. for 2020 - 2022
- 2021 ONDAM above +6% covering additional staff costs linked to ‘Ségur’ measures and 2022 ONDAM at +2.7% for Hospital expenditure (excluding COVID extra-costs and ‘Ségur measures’)

Transparent regulation

- If volume assumptions are exceeded by 0.2%, there is a possibility for the Government to reconsider the 0.2% for next year;
- On the other side, in case of under-execution of the hospitals’ ONDAM, the delta will be given back to the hospitals
### Extra-funding relating to COVID

1. REVENUE GUARANTEE SCHEME¹

   Securing a minimum top line for all care operators to a level that should correspond to the calendar year 2019 revenue generated with the Social Security bodies + a 0.2% indexation rate

   - At June 2021 (FY20/21): **€103m**

2. COMPENSATION OF ALL COVID 19 RELATED COSTS¹

   - At June 2021 (FY20/21): **€72.9m**
   - At June 2021 (FY20/21): **€61.5m**²

### Favorable decisions for business development

1. NEW AUTHORISATIONS OBTAINED

   - Mental Health
   - Imaging

   - 6 Day Hospital authorisations obtained + 2 favourable opinions + 14 applications still under review

   - 26 new authorisations obtained in addition to the 88 existing heavy equipment units

2. ADDITIONAL FUNDING FOR INVESTMENTS

   - Operational investments
   - Restructuring investments

   - €19m obtained

   - ~ €5m already obtained, with applications still under review, contributing to brownfield projects financing: a **first for private sector**

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1. These amounts were included in ‘Income from government grants’ reported in FY21 of A$428.3m (€267.7m). Also included in this amount was the salary increase subvention (Segur) of A$54.8m (€34.2m).

2. Included €3.7m of grants related to our activity in Germany for the first 4 months of FY21.
Nurses shortage

Volumes catch-up

Supply costs

...HELPING COMPENSATE FOR THE HEADWINDS WE ARE CURRENTLY FACING

A national issue in the post-COVID context: as of Sept. 2021, ~30k nurses positions are vacant in French hospitals (~6% of global headcounts), especially in regions we operate.

Staffing is an issue in the Nordics, however less critical an issue than France.

In France, staff shortage has become a limiting factor hampering us from capturing potential volumes (especially inpatients) in a context of solid underlying demand.

Overall in the Nordics, the level of activity is solid.

Inflationary trends on supply >5%. We are impacted by increases in: energy, raw materials and transport costs.

Government plan with key measure being an historical salary increase (e.g. +€225 net/month for a nurse in private sector).

Comprehensive retention and recruitment Ramsay Santé plan including salary, recruitment, training and quality of life at work measures.

Action plan set-up and ongoing with contracts negotiations, energy savings plan.

THE NURSE SHORTAGE IS AMONG OUR TOP PRIORITIES WITH A COMPREHENSIVE PLAN IN PLACE.
ACQUISITIONS HAVE DRIVEN REVENUE AND EBITDA GROWTH, AND WE PROVED OUR RESILIENCE AND CAPACITY TO MAINTAIN PROFITABILITY DESpite THE HEADWINDS IN RECENT YEARS

Revenues multiplied by 2.3 since 2014 (m€)

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</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,712</td>
<td>2,124</td>
<td>2,227</td>
<td>2,234</td>
<td>2,242</td>
<td>3,401</td>
<td>3,746</td>
<td>4,023</td>
</tr>
</tbody>
</table>

And EBITDA is multiplied by 2.1 (m€)

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>206</td>
<td>258</td>
<td>270</td>
<td>266</td>
<td>256</td>
<td>331</td>
<td>343</td>
<td>430</td>
</tr>
<tr>
<td>Margin</td>
<td>12.0%</td>
<td>12.0%</td>
<td>12.0%</td>
<td>11.9%</td>
<td>11.4%</td>
<td>9.7%</td>
<td>9.2%</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

More recently, EBITDA and margin development were positively impacted by realised synergies from the now fully integrated acquisition of Capio, which were well above our initial objective of €20 millions.
IN FRANCE, WE IMPROVED EFFICIENCY WITHIN OUR CORE HOSPITAL BUSINESS AND WILL PURSUE OUR CONTINUOUS IMPROVEMENT JOURNEY

The clustering of our assets to drive efficiency and innovation

<table>
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<tr>
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<tbody>
<tr>
<td>Optimize</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Sell</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Close</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Brownfield</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>Acquire</td>
<td>2 + Capio</td>
<td>-</td>
</tr>
<tr>
<td>Restructure</td>
<td>13</td>
<td>21</td>
</tr>
</tbody>
</table>

Medical consistency

- Medical specialisation of our facilities
- Active doctor recruitment

Operational Efficiency

- A common management team
- Mutualisation of support functions
- New multidisciplinary functions
- CAPEX optimisation

Active portfolio management

- Restructuration / Optimisation projects
- Bolt on acquisitions & Divestment of non-strategic assets

Active development of outpatient care in France

**Ambulatory rate**

- +24 pts

<table>
<thead>
<tr>
<th>Year</th>
<th>Ambulatory Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramsay Santé 2012</td>
<td>49</td>
</tr>
<tr>
<td>Ramsay Santé 2019</td>
<td>69</td>
</tr>
<tr>
<td>Ramsay Santé 2020</td>
<td>70</td>
</tr>
<tr>
<td>Ramsay Santé Jan- France 2020 Jun 2021</td>
<td>73</td>
</tr>
<tr>
<td>Average</td>
<td>59</td>
</tr>
</tbody>
</table>

Set up of care pathways (12 oncology Institutes ; 13 Nutrition / Obesity Reference centers)

- Comprehensive, coordinated, personalised and digitalised care pathway
- Multidisciplinary team incl. dedicated out of hospital coordination
- Comprehensive support functions (IT & medical research) to collect data and innovate

Outpatient dedicated facilities

- Clinique Monticelli – Vélodrome (Marseille)
- Private Hospital Dijon - Burgundy
- Clinique Domont (Paris region)
**Research and teaching**

- **3,100 scientific publications** between 2016 and 2021
- **1,300 authors** of scientific articles
- **4,300 patients** included in 679 studies in 2020
- **>1,000 interns** welcomed over the past 6 years

**Strong digital footprint**

- Strong digital development in 2021:
  - > 60k digital consultations / month
  - > 3,500 video consultations / month

  - **Helsetelefonen** : new digital and remote platform as an **entry point** to Healthcare

  - **Digital front door Ramsay Services**:
    - > 1 million patients used it
    - 45% penetration rate

**And strong assets aimed at fostering innovation**

**Personalised Health & Care**

- Digi-physical pathways
- Out of hospital
- Data supported

**Start’up incubator** dedicated to innovative **prevention solutions**

(25 start’ups incubated each year)
Our 2025 Plan, fully aligned with Ramsay Health Care vision, is based on four strategic pillars supported by seven enablers.

**Integrated digi-physical care to attract and retain patients in our system by designing coherent pathways**

1. **Deliver advanced care in our hospitals focusing on medical excellence, diversity and proximity of care**
2. **Become the preferred primary entry point to the health system with a strong digi-physical footprint**
3. **Drive touchpoints & loyalty by supporting people in staying healthy with integrated prevention services**
4. **Expand our outpatient services to address the needs of new patient segments**

**One ambition**

**4 strategic pillars**

**7 Enablers**

- Consumer experience & reputation
- People and organisation for today and tomorrow
- Medical quality in the center of our services
- Doctors of the future
- Data and advanced analytics capability
- Now, New, Next Innovation strategy
- ESG to make a difference in society
- M&A & partnerships
AND LEVERAGE OUR LOCAL CORE COMPETENCIES TO SUPPORT DEVELOPMENT ACROSS GEOGRAPHIES

Leader in Mental Health with wide comprehensive offering

Leading Imaging operator with 88 heavy equipment units

Integrated disease management (oncology, chronic kidney disease, nutrition & obesity)

Consumer-oriented comprehensive digital front door

Entering primary care segment based on Swedish experience

New telehealth platform through acquisition of Helsetelefonen

Strongly develop rTMS\(^2\) offering based on Australian experience

Imaging centres of Excellence + Development through new units + tenders + new offering

24 Maternity wards: leading private player

Leader in primary care: >100 centres and 10% of Swedish population affiliated

Quality best practices through CPIs\(^1\) & QPIs\(^1\)

Advanced digital services

Advanced CRM features and new digital contents to be launched

Open Maternity ward in St Göran ahead of schedule

Became #1 and only significant private player through acquisition of ALLES LÆGEHUS

Digitisation of entry points

... have already been key to accelerate business development...

... And we still have many other advantages to leverage across countries

1. CPI = Clinical and Process Input; QPI = Quality Performance Indicator
2. rTMS = Repetitive Transcranial Magnetic Stimulation
AS AN EXAMPLE, THE RECENT ACQUISITION (OCTOBER 2021) OF ALLES LÆGEHUS, THE PRIMARY CARE LEADER IN DENMARK IS A DECISIVE STEP TOWARDS OUR AMBITION

32 primary care clinics  
+3 to be signed in the coming months

#1 primary care player in Denmark  
Opportunity to develop in Norway

114 000 listed patients (~2% of 
Danish population)

~167 employees (FTE), whereof ~42 
doctors (FTE)

It is a unique opportunity to:

• Be the first private player entering the primary care market in Denmark and capitalise on the know-how of the team who successfully developed the business in order to pursue the ambitious growth strategy

• Become the leader in the primary care market and stay one step ahead of our competitors both digitally and physically

• Drive profitable growth
THE ACQUISITION OF HELSETELEFONEN, A LEADING NORWEGIAN PROVIDER OF TELEHEALTH SERVICES HAS STRONGLY REINFORCED OUR DIGITAL FRONT DOOR OFFERING

Helsetelefonen: the entry point into a seamless digi-physical integrated pathway

Patients with a medical question or issue

Service available 24/7, 365 days per year

A broad range of services: general medical advice, prescriptions, vaccines, midwife services and online based training & treatment programmes

Multi-channel medical services: chat, video, phone, self-help

Very high level of customer satisfaction: 5.8/6

Innovative, attractive and efficient organisation:
- 80% of contacts are handled by nurses
- All nurses and doctors work remotely

Opportunity to drive referrals to existing specialist care and develop B2B with PHI companies
FROM DIGITALISATION OF HOSPITAL STAYS TO A DIGITAL FRONT DOOR ADDRESSING A WIDE RANGE OF CONSUMERS WITH POTENTIAL FOR ADDITIONAL REVENUES

Over 1 million patients already experienced Ramsay Services

Consumer / Patient journey experience
- My Ramsay / My stays
- Personalised notifications
- Geopositioning (ER/hospitals)
- EDs waiting time
- Practitioner online booking
- Maternity Program “Mynea”

Prevention & Primary Care
- Symptom Checker
- Health & pathologies expert content
- Treatment expert content
- Well-being expert content
- Primary care “Primaccess”

Hospital care
- Online pre-admission
- Maternity Registration
- Accommodation offering
- Satisfaction survey fully integrated
- Hospitalisation prolongation insurance
- Mental healthcare pre-admission

Home care services
- Medecine home delivery
- Medical Assistance 24/7
- Senior service Pack
- Maternity service pack
- Nurses online booking

To be launched in Q1 2022

25 RHC Investor Day Presentation December 2021
WE WILL KEEP ON INVESTING IN ORDER TO STRENGTHEN OUR BUSINESS AS USUAL AND IMPLEMENT OUR 2025 STRATEGIC PLAN

EXAMPLES OF KEY PROJECTS IN THE PORTFOLIO. A SIGNIFICANT INVESTMENT IS BEING ALLOCATED TO THE CREATION OF CLUSTERS OFFERING FURTHER DEVELOPMENT, ENHANCING THE ATTRACTION OF THE FACILITIES AND OPTIMISING THE FOOTPRINT:

‘Grand Galien’ project (MSO)
- External extension to enable the growth potential (e.g. new authorisations)
- € 19 m€ - 2022 to 2025

‘Declik’ project (MSO)
- Extension and restructuring of ‘Vert Galant’ to enable further growth and practitioner recruitment
- € 19 m€ - 2021 to 2024

Robot acquisition
- Acquisition of 5 robots in addition to the 13 existing aimed at providing one in each of the French Clusters
- € 10 m€ - 2022 to 2024

‘Ange Gardien / Perreuse’ project (Mental Health)
- Optimisation through the merger of 2 facilities and the restructuring and extension of the ‘Ange Gardien’ clinic
- € 25 m€ - 2020 to 2022

‘St Martin clinic’ project (Mental Health)
- Closing of an existing facility and the relocation into a new optimised building
- € 16 m€ - 2021 to 2024

Innovation projects
- Symptom checkers, IoT¹ and sensors, AI² and RPA³ use cases...
- € >10 m€ - 2021 to 2026

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1. Internet of Things
2. Artificial Intelligence
3. Robotic Process Automation
FINALLY, WE ARE A UNIQUE INTEGRATED AND DIFFERENTIATED HEALTH CARE OPERATOR IN EUROPE WITH PROFITABLE GROWTH AVENUES

**MARKET**

- Strong **underlying organic growth** in the Nordics
- **Volumes to capture** due to increased waiting lists
- Favorable conditions to obtain **new authorisations**
- Proven track-record of M&A and still many **bolt-on acquisitions opportunities**

**PATIENT**

- **New patient segments to enter into / strongly develop** (eg. Primary care in France and Denmark, public in Norway, PHI in the Nordics)
- **Leverage our existing digital front door** to orchestrate health pathways and generate new revenue streams (CRM & campaigns, new services and offerings...)
- Very good **brand asset**

**QUALITY**

- **Best-in-class in the Nordics and in France for quality valued by patients, physicians and payors**
- Favorable trends towards **increased share of quality-based funding**
- Most advanced **doctors’ recruitment** model for France (internship, clinical research)

**EFFICIENCY**

- Continuous medical plans updates and **clusters development and optimisation**
- **Brownfield roadmap**
- Shared service centers in France and in the Nordics
- Proven track record of **operational excellence** (benchmarking / best practice sharing)
- **Worldwide procurement approach**