
Presentation of the 2020 annual results

April 2021



Summary

1. **LNA SANTÉ, a strong identity**
2. COVID: 2020, a year like no other
3. Activities and Annual Results 2020
4. Growing Together 2022: an enhanced strategic project
5. Prospects



LNA Santé, Treating and Providing care

An inviolable mission and values at the heart of our project

5 BASIC AND MEANINGFUL VALUES



► LNA Santé's Mission

- ◆ Treating and providing care
 - ◆ Improving the **quality of life** for temporarily or permanently **dependent people**, in a **welcoming and caring environment**, adapted to individual needs, regardless of age
- A commitment to contribute to the development of health policies

Distinctive features of our company



Vision



Time



Providing care

FAMILY-OWNED

We are a family business because we bring together families, teams and founding members, in order to be a responsible player with a long-term vision and **CARING** and **LOCAL** management

HUMANIST

We are a humanist company because **WE TREAT EVERYONE WITH RESPECT** and provide care for dependent people and our teams

ENTERPRISING

We encourage enterprise by enabling everyone to **TAKE PART IN DECISIONS AND TO INNOVATE** in their job



Autonomy



Innovation



Operational effectiveness

5 DISTINCTIVE FEATURES



DEMANDING

Rigour is central to our choices, our organisational model, our **QUESTIONING AND THE EXPERTISE** of our businesses

ABLE TO TRANSFORM

We are a health player that is able to transform, as we know how to integrate establishments over time, to **IMPROVE THE HEALTH CARE OFFERING** in our zone



A responsible and humanistic management culture



Proximity management organised in living or care units



Methodology which encourages involvement, the direction of actions and decision making



Inter-establishment meetings organised throughout the year around common themes

Professional days



2020 survey



The Boson Project

LNA Santé is a great place to work

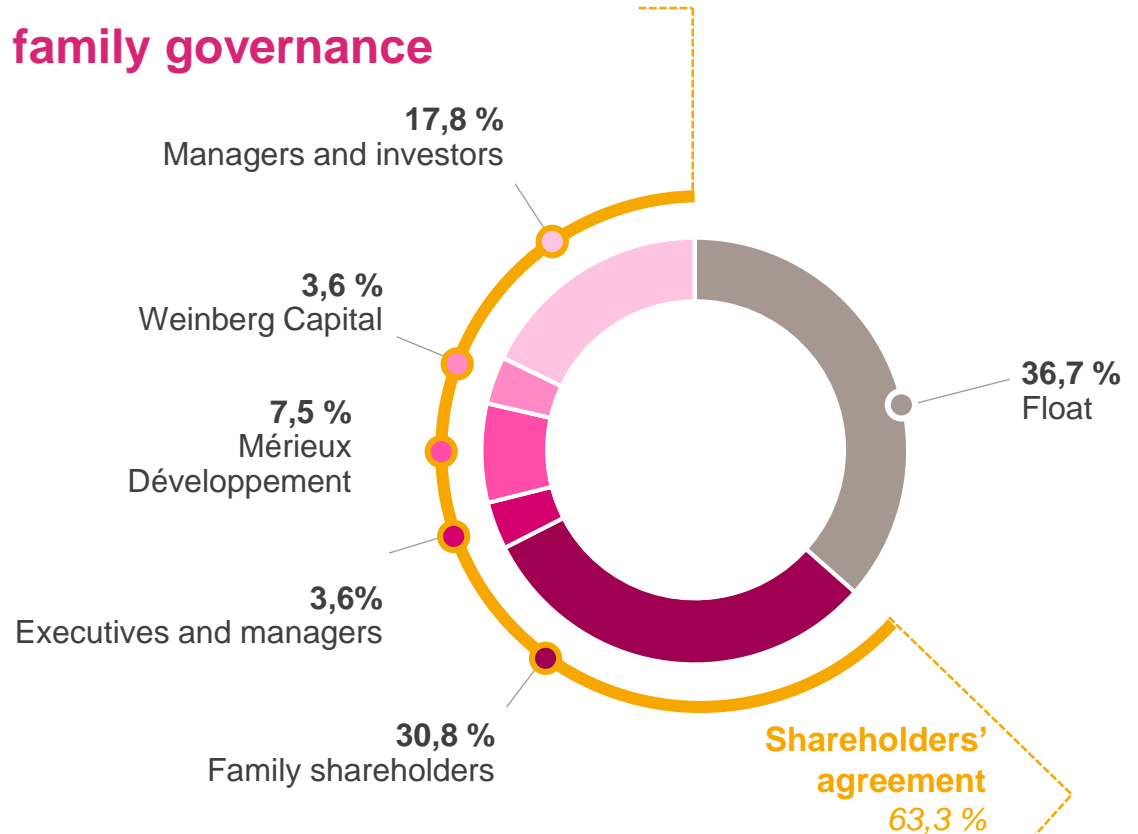
Average 3.8 /5

Previous year: 3.7/5



LNA Santé, Treating and Providing care

Stable and entrepreneurial family governance



% of voting rights on December 31, 2020

LNA SANTÉ

Leading actor

in the care of vulnerable people

80

establishments

7 500

employees

+ 9 000

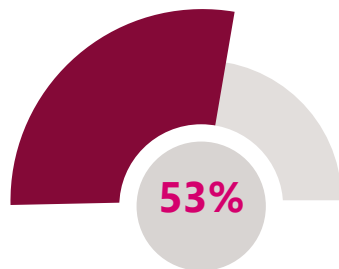
patients/residents per day

30 years

of expertise and innovation in the service of residents and patients

521.5 M€

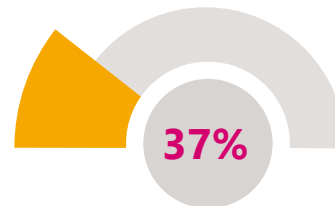
Operation Turnover



Medico-social

EHPAD and MRS

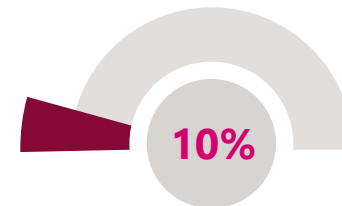
45 EHPAD 4 MRS



Health

Aftercare and rehabilitation
Psychiatry

19 SSR 1 Psy



Hospital at Home: Hospital care at home

3 SUR 8 HAT

Data 12/31/20

Summary

1. LNA SANTÉ, a strong identity
2. **COVID: 2020, a year like no other**
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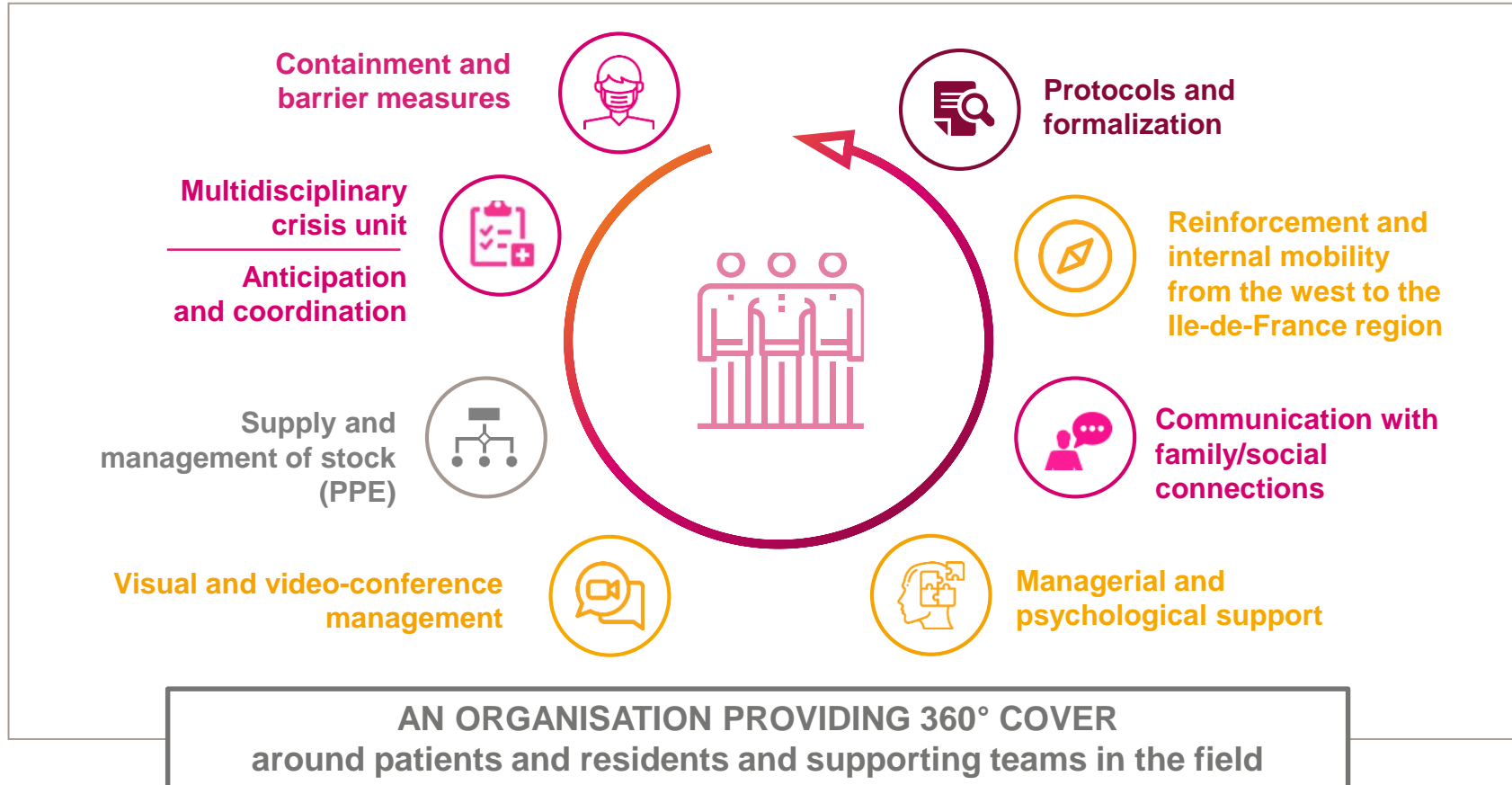
COVID

Thanks to everyone

- ▶ **To our staff**, for their commitment, their courage and their exceptional mobilization
- ▶ **To the patients, residents and families**, for the many messages of support
- ▶ **To our suppliers**, for maintaining their services, and thus playing a part in the safety of our patients and residents
- ▶ **To our local partners, municipalities, Regional Health Authorities, departments** for their support and the assistance measures put into place
- ▶ **To our investors, shareholders and lenders**, for their loyalty and support

COVID: a full mobilized Group

► Strong measures to anticipate, protect and support



To date: continual vigilance

- ▶ **1st April 2021:** no EHPAD infection
- ▶ **Vaccination campaign**
 - ◆ 87% of residents vaccinated
- ▶ **Formalized protocol for re-opening EHPADs**
 - ◆ In partnership with Social Life Councils and management committees at each site
 - ◆ Building on the film “1st line”, filmed in our establishments at the height of the health crisis
- ▶ **Active support for the resilience of employees**
 - ◆ 46 LNA resilience workshops (486 people)
 - ◆ Resumption of training and professional days (by distance learning)

2020 survey



The Boson Project

Support for LNA Santé
regarding
communication and
reassurance

76%

Generally welcomed / useful



Summary

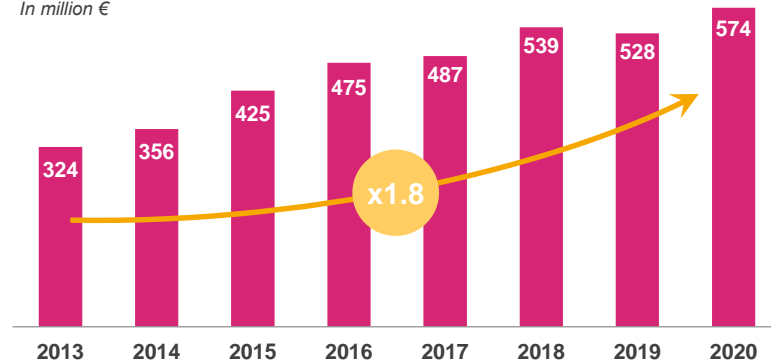
1. LNA SANTÉ, a strong identity
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A regular and sustainable growth dynamic founded on the entrepreneurial and family project LNA Santé

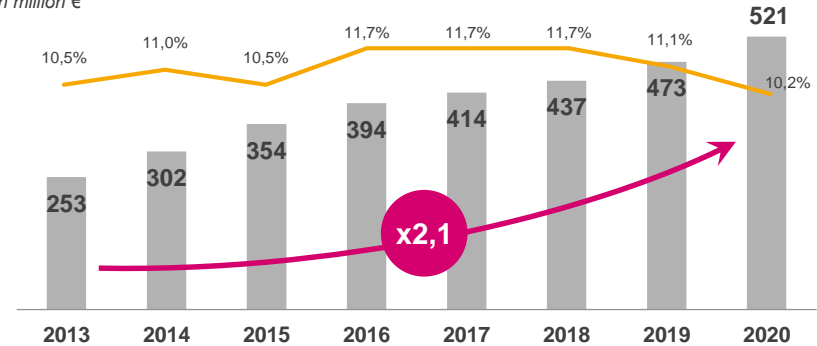
Consolidated turnover

In million €

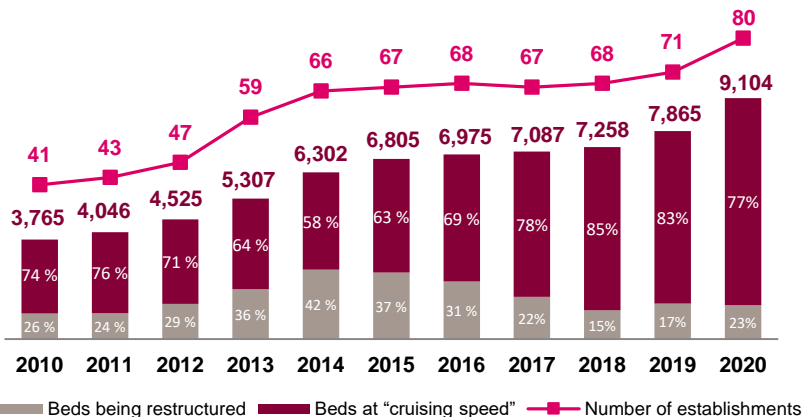


Revenue & EBITDA margin Earnings before IFRS 16

In million €

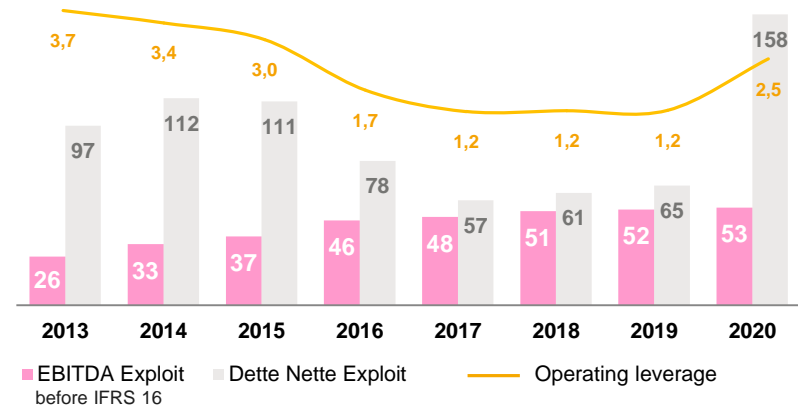


Steady growth in the stock of beds



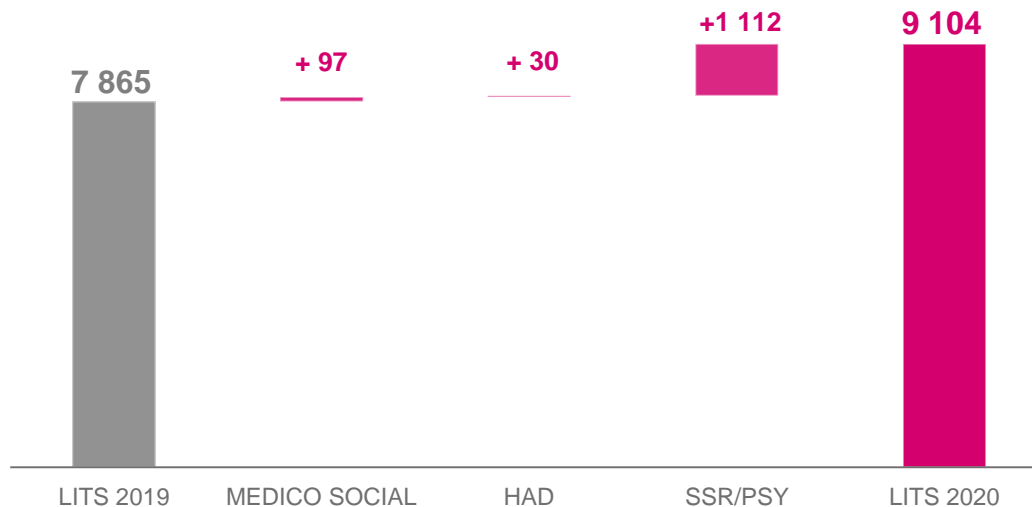
Optimised operating net debt before IFRS 16

In million €



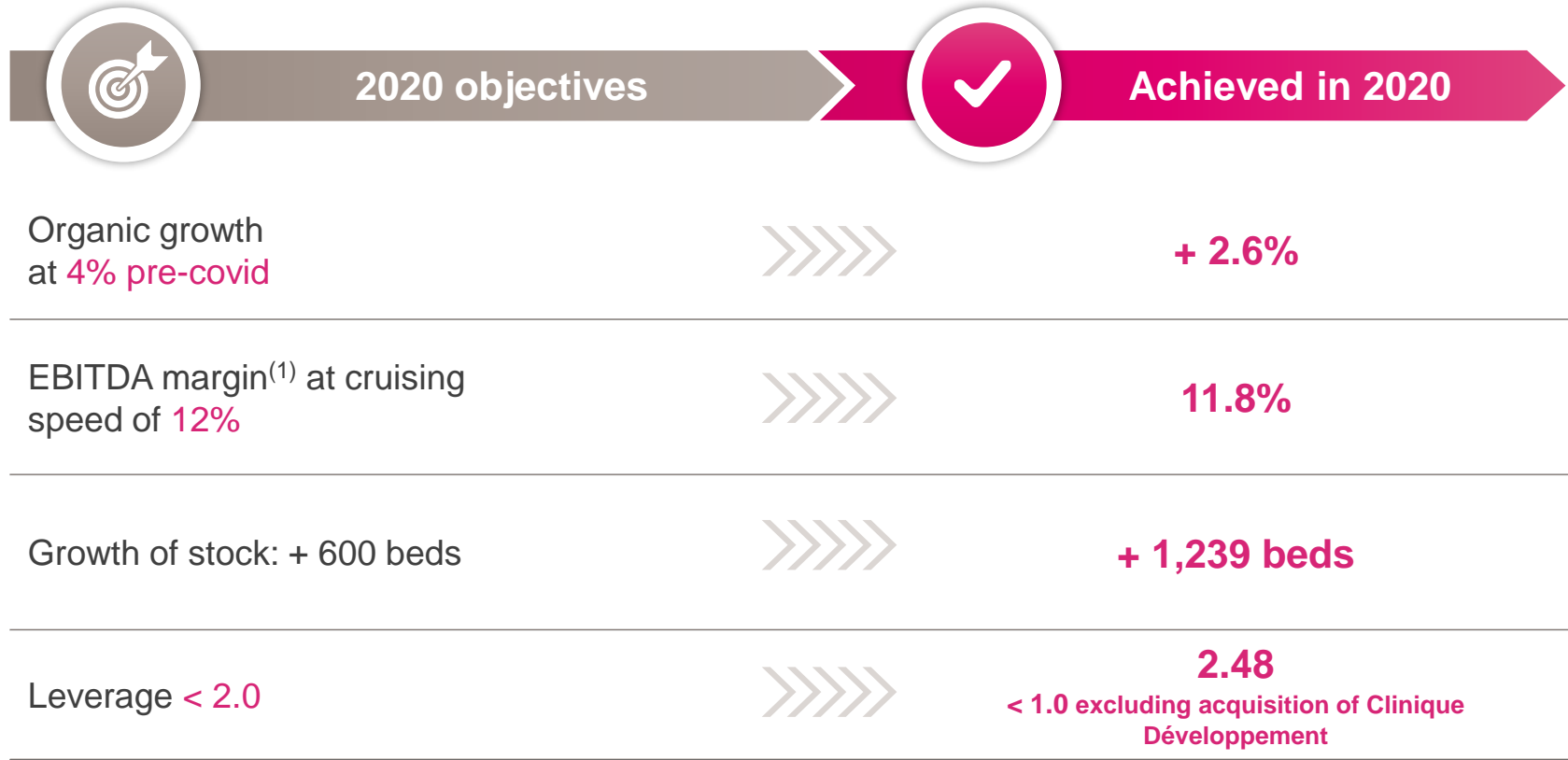
Dynamic extension of the LNA Santé network

► Growth of operated network of **+ 1,239 beds** in 2020



A landmark year in the development of the Group

Key achievements in a period of crisis



⁽¹⁾ Before IFRS 16 and covid-19 surcharges classified under other operating costs

Solid and qualitative growth of activity

Medical France		
S1	S2	2020

Turnover	115.0	130.2	245.2
Growth in turnover	+ 17.7%	+ 21.5%	+ 19.7%
of which organic	+ 4.5%	+ 5.5%	+ 5.0%

Dynamic acquisition and transformation of the range

Operation		
S1	S2	2020

Turnover	252.1	269.3	521.5
Growth in turnover	+ 9.4%	+ 11.1%	+ 10.3%
of which organic	+ 2.8%	+ 2.5%	+ 2.6%

Solid growth in turnover

Medico-social France		
S1	S2	2020

Turnover	122.4	124.4	246.8
Growth in turnover	+ 3.5%	+ 3.5%	+ 3.5%
of which organic	+ 1.6%	+ 0.4%	+ 1.0%

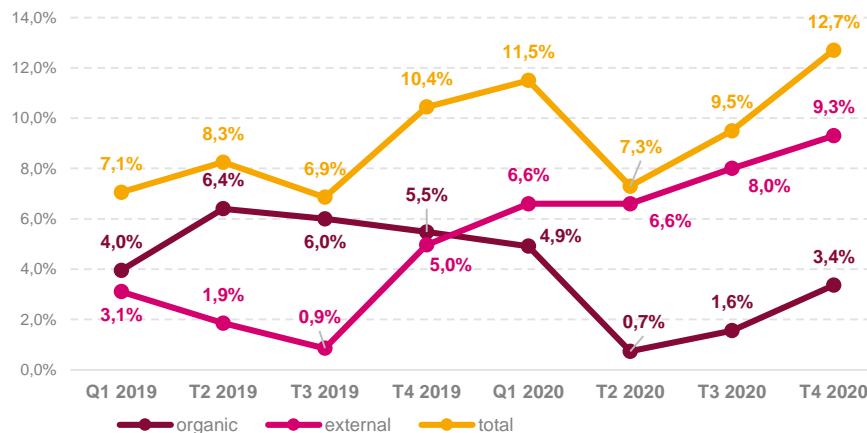
Growth in turnover led by the Comfort range

Medico-social Belgium		
S1	S2	2020

Turnover	13.5	13.2	26.8
Growth in turnover	+ 0.8%	- 4.6%	- 2.0%
of which organic	+ 0.8%	- 4.6%	- 2.0%

Under-activity of 2 sites in S2 in Brussels

Quarterly organic growth



Increase in Operating Turnover from + 10.3% founded on a solid organic basis (+ 2.6%) and targeted acquisitions (+ 7.7%)

COVID impacts due to an unprecedented crisis

► Loss of business, surcharges and compensation

COVID IMPACTS			
In million €	Gross impact	Compensation	Net impact
Overall impact	(54.3) ¹	31.2	(23.1) ²
Loss of business	(33.2)	17.4	(15.8) ¹
Surcharges by type	(21.1)	13.9	(7.3) ^{**}
Protective equipment	(2.0)	1.8	(0.2)
Staff increases	(6.3)	3.5	(2.8)
COVID-19 allowances State	(6.3)	6.3	0.0
COVID-19 allowances LNA	(3.6)	-	(3.6)
Transport, hotel, tests	(2.9)	2.3	(0.7)

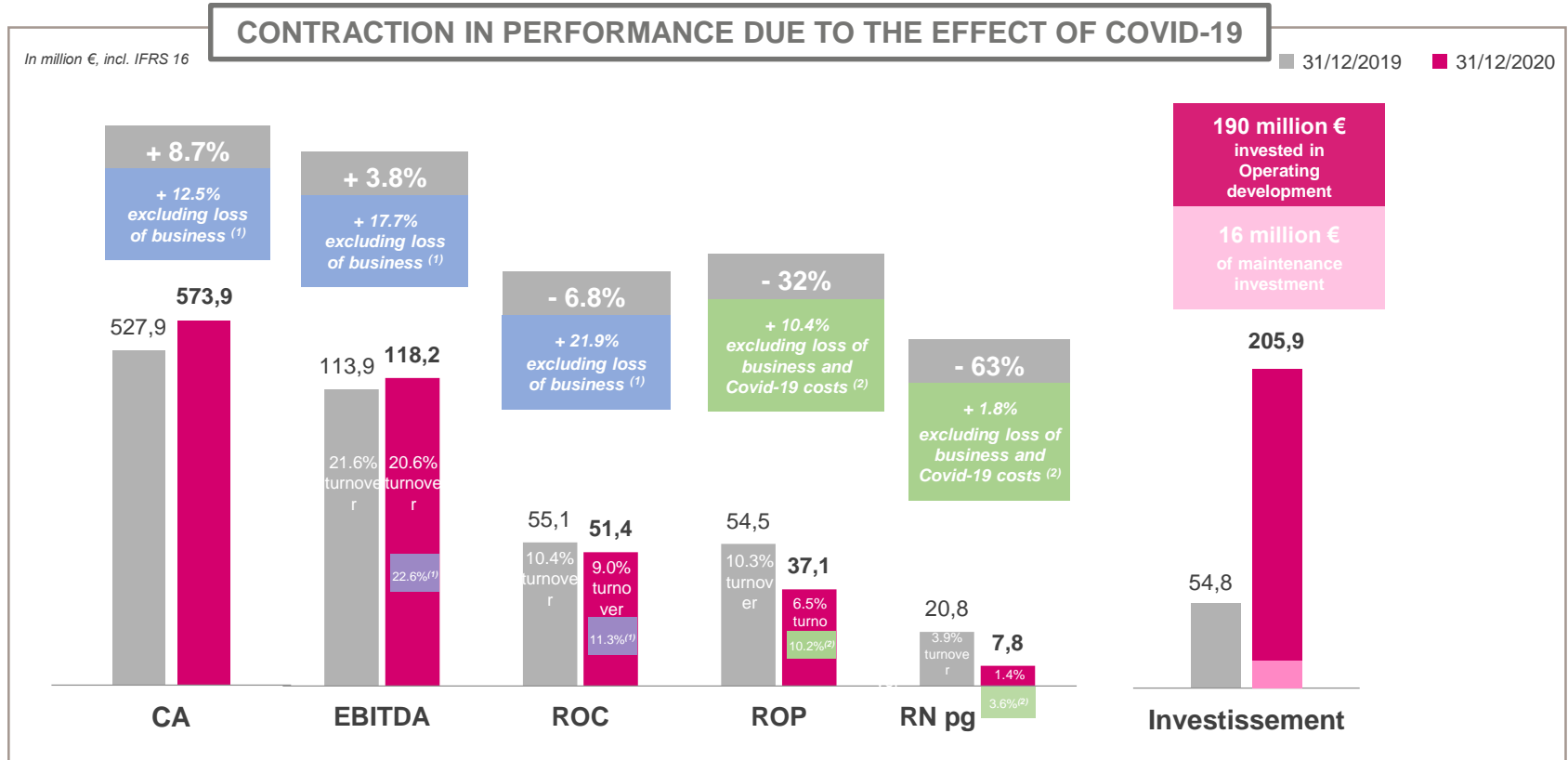
¹Loss of business after deduction of costs saved impacting on EBITDA

^{**}Exceptional surcharges impacting on Operating Income

IMPACT ON MARGINS								
Operation In million €, incl. IFRS 16	2019	% turnover	2020	Covid surcharges	Under-activity	2020 adjusted for covid	% turnover	Difference in margin adjusted
Turnover	472.8		521.5		- 20.0	541.5		n/a
EBITDA	111.5	23.6%	116.5		- 15.8	132.4	24.4%	+ 86 bp
EBITDA before IFRS 16	52.3	11.1%	53.2		- 15.8	69.0	12.7%	+ 169 bp
ROC	53.7	11.3%	51.4		- 15.8	67.2	12.4%	+ 107 bp
ROP	55.4	11.7%	37.9	-7.3	- 15.8	61.0	11.3%	-35 bp

 Impact of 54.3 million €¹ gross and 23.1 million €² net

Overview of 2020: efforts, resilience, transparency



(1) Loss of business represents the turnover deficit linked to unrealized admissions for the portion not compensated by the state, i.e. an EBITDA impact of -15.8 million €

(2) COVID surcharges are presented as non-current items in ROP, amounting to -7.3 million €



... and confidence in our choices and future investments

Resilience of EBITDA and the Current Operating Income

<i>In million €, incl. IFRS 16</i>	31/12/2020	31/12/2019	Variation
Turnover	573.9	527.9	+ 8.7%
EBITDA	118.2	113.9	+ 3.8%
<i>EBITDA margin</i>	20.6%	21.6%	- 98 bp
EBITDA before IFRS 16	57.1	56.7	+ 0.6%
<i>EBITDA margin before IFRS 16</i>	9.9%	10.7%	- 81 bp
Current Operating Income	51.4	55.1	- 6.8%
<i>Current Operating margin</i>	9.0%	10.4%	- 149 bp

 **EBITDA rose by + 3.8%, accelerating during the second semester**

Turnover rose by + 8.7%, driven by medico-social and healthcare business

- ◆ Operation: + 10.3%
- ◆ Turnover property: - 4.7% slowed by COVID-19

EBITDA rose by + 3.8%, accelerating into S2

- ◆ **Contribution of second semester rose by + 8.2% vs 1st semester**
- ◆ **Operating EBITDA resilient (+ 4.5%)** in spite of the COVID-19 pandemic and the partial compensation of loss of business by the authorities

Resilience of ROC in limited decline to -6.8%:

- ◆ Contraction of Operating ROC of -2.2 million € (-4.2%)
- ◆ ROC Property fell by -1.5 million €, in the absence of contribution in 2020 following the postponement of building projects

Current Operating margin solid at 9.0%, down by -149 bp **due to the effects** of the COVID-19 pandemic

Decrease in net result linked to uncompensated under-activity

A COVID-19 EFFECT AND TAXATION

<i>In million €, incl. IFRS 16</i>	31/12/2020	31/12/2019	Variation (%)
Operating result	37.1	54.5	- 32.0%
Net financial result	(18.4)	(18.1)	+ 2.1%
Pre-tax result	18.6	36.4	- 48.9%
Tax charge	(10.2)	(14.8)	- 30.9%
<i>Apparent corporate tax rate</i>	- 54.7%	- 40.5%	- 14.2 pts
Overall net earnings	8.4	21.7	- 61.1%
Net income - Group share	7.8	20.8	- 62.5%
<i>Net margin as % of turnover</i>	1.36%	3.95%	- 259 bp

Group tax focus	2020/12	2019/12
Theoretical tax rate	32.0%	34.4%
Apparent tax rate	54.7%	40.5%
Rate differential	22.7%	6.1%
Permanent differences	22.7%	6.1%
Effects of CVAE [company value-added contribution]	21.6%	9.8%
Change of rate	2.8%	- 2.1%
Other differences	- 1.7%	- 1.6%

- ◆ **Financial burden well controlled at + 2%**, following rigorous management of the financial structure, against a background of growth in activity of + 8.7%
- ◆ Pre-tax result fell by - 49%, further to the fluctuation in the Operating Result
- ◆ **Corporate tax rate at 55 points incorporating the exceptional effect of the company value-added contribution**, reduced by the 50% decrease in the tax rate on 1st January 2021 in the context of the “France Relance” recovery plan
- ◆ **Net income - Group share fell by -62%**, linked to the impact of COVID-19 (loss of business, COVID-19 surcharges and cost of CVAE), resulting in a net margin of 1.36%, recovering to 1.8% in S2 2020 compared to 0.9% in S1 2020

- ◆ **CVAE represented 21.6 points in the corporate tax rate** on 31 December 2020 compared to 9.8 points on 31 December 2019; the exceptional surcharge arose from the low sensitivity of this production tax to fluctuations in income

Turnover and operating EBITDA: solid growth

In million €, incl. IFRS 16	31/12/2020	31/12/2019	Variation (%)
Turnover	521.5	472.8	+ 10.3%
External purchases and expenses	(110.0)	(94.4)	+ 16.6%
Personnel expenses*	(277.4)	(253.5)	+ 9.4%
Taxes and duties	(20.7)	(18.8)	+ 10.6%
Other income and expenses	3.2	5.3	- 38.7%
EBITDA	116.5	111.5	+ 4.5%
EBITDA margin	22.3%	23.6%	- 124 bp
Rents	(71.3)	(66.7)	+ 6.8%
EBITDA before IFRS16	53.2	52.3	+ 1.7%
Margin before IFRS16	10.2%	11.1%	- 86 bp

*Excluding COVID support allowances

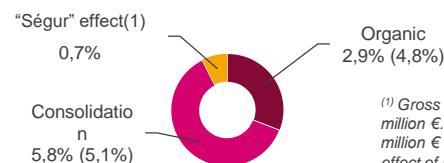
FROM TURNOVER TO OPERATING EBITDA: CONTROLLED COSTS

- ◆ Growth in turnover distributed between the organic effect (+ 2.6%) and acquisitions (+ 7.7%), with a sharp rebound in the 2nd semester of 2020
- ◆ Increase in external purchases and expenses linked to additions to the group
- ◆ EBITDA margin declined by -124 bp due to COVID-19 loss of business

Changes in rents (reminder N-1)



Changes in personnel costs (reminder N-1)



⁽¹⁾ Gross cost of Ségur [healthcare reform] 7.7 million €. Net of compensations, impact of -1.7 million € of which -1.5 million € is linked to the effect of revaluation of the provision for paid holidays

Operating EBITDA IFRS 16: tension and resilience of margins

EBITDA margin	S1	S2	2020	2020 adjusted*	2019
EHPAD France	26.0%	25.1%	25.6%	27.9%	28.2%

Reduction in employment in Q2 2020

MRS Belgium	21.4%	19.4%	20.4%	22.6%	21.2%
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Stronger reduction in employment in S2 2020

Healthcare	16.4%	20.3%	18.5%	20.5%	18.2%
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Increase in hospital admissions in Q3 2020
Robust growth in homecare activity in 2020

Operation	22.4%	22.3%	22.3%	24.4%	23.6%
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Margins including -200 bp of the effect of loss of business

* adjusted for loss of business for the portion not compensated by the state, i.e. an overall operating EBITDA impact of -15.8 million €

◆ EBITDA margin of EHPADs fell by -260 bp, limited to -35 bp excluding loss of business

◆ Belgian EBITDA margin declined by -75 bp

◆ Firmness of the healthcare EBITDA margin thanks to homecare activity, with a sharp rebound of the margin in S2 2020

◆ Resilient operating EBITDA margin from one half of 2020 to the other, with a good potential for rebound in 2021

“Cruising speed” 2020: a fundamental contribution

<i>In million €, incl. IFRS 16</i>	"cruising speed"		Other establishments	
	31/12/2020	31/12/2019	31/12/2020	31/12/2019
Stock				
Number of establishments / Total	63/80	60/71	17/80	11/71
Number of beds	7,041	6,519	2,063	1,346
Operating turnover	444.5	405.8	74.2	64.7
EBITDA of establishments	110.1	104.1	3.8	6.2
EBITDA / Turnover	24.8%	25.7%	5.1%	9.6%
EBITDA before IFRS 16 of establishments	52.3	52.4	-0.3	0.04
EBITDA before IFRS 16 / Turnover	11.8%	12.9%	-0.4%	0.1%
Capex	10.3	6.5	3.3	1.7
Capex rate / EBITDA before IFRS 16	19.7%	12.5%	NS	NS

12 points

- ◆ The cruising margin absorbs the shock of COVID-19 and maintains a margin differential of 12 points with the restructuring: i.e. a result reserve at the end of the changes
- ◆ Maintenance capexes preserved to support the restarting of business in 2021
- ◆ Ratio of Capex to EBITDA in the guidance of the Strategic Plan (< 20%)

A solid and sustainable model for transforming the range

Result and net margin integrating the effects of COVID-19 without drama

Operation <i>In million €, incl. IFRS 16</i>	31/12/2020	31/12/2019	Variation (%)
Current Operating Income	51.4	53.7	- 4.2%
Current Operating margin	9.9%	11.3%	- 149 bp
Operating result	37.9	55.4	- 31.6%
Financial Result	(17.6)	(17.2)	- 2.2%
Pre-tax result	20.3	38.2	- 46.9%
Tax charge	(10.5)	(15.0)	- 30.5%
Net earnings 100%	9.8	23.2	- 57.6%
Net margin	1.89%	4.9%	- 3.0 pts
Net income - Group share	9.2	22.4	- 58.8%
Net margin - Group share	1.77%	4.74%	- 3.0 pts

- ◆ **Current operating income slightly down by -4.2%**
- ◆ **Operating result down by -32%** taking account of the exceptional COVID-19 surcharges of -7.3 million € and acquisition costs of -3.0 million € in 2020
- ◆ **Financial Result stable** thanks to rigorous management
- ◆ **Tax charge high** due to **increasing CVAE**, decorrelated from the development of the pre-tax result
- ◆ **Net income - Group share down by -59% to 9.2 million €**, i.e. a net margin - Group share of 1.77%, improving in S2 to 2.35% vs a margin of 1.15% in S1 2020

► Fall in Net Result linked to the effects of Covid-19 and to an exceptional tax burden

Operating net margin - Group share	2019	Turnover	EBITDA	Other operational costs	Rfin	Corporate tax	Minorities	2020
Net earnings (Group share) in million €	22.4	2.6	- 2.2	- 8.9	- 0.2	- 4.7	0.2	9.2
<i>Operating net margin (Group share)</i>	4.74%	0.6%	- 0.5%	- 1.9%	0.0%	- 1.0%	0.0%	1.77%
				- 3.0%				

Cash flow statement 2020: solid cash generation and financial discipline

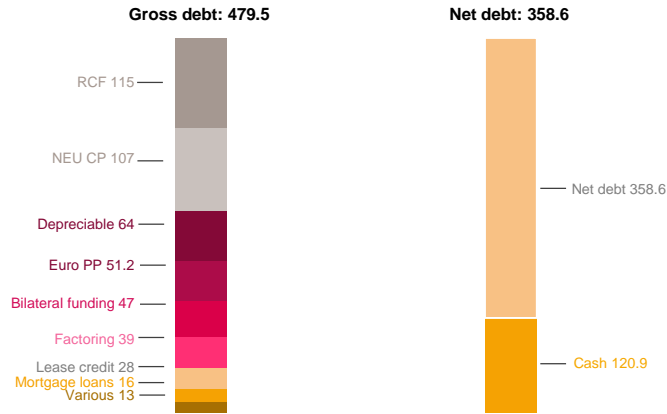
In million €, before IFRS 16		2020	2019	Change in value
Opening cash position N-1		140.1	121.6	18.4
NET CASH FLOWS FROM ACTIVITIES		84.7	60.9	23.8
EBITDA		57.1	56.7	0.3
	<i>Of which operating</i>	53.2	52.3	0.9
Other cash elements		(13.0)	(4.6)	(8.3)
Change in working capital requirements and corporate tax disbursed		40.6	8.8	31.8
NET CASH FLOWS FROM INVESTMENT		(205.9)	(54.8)	(151.1)
Development investments - Operation		(190.1)	(33.5)	(156.7)
Net maintenance investments - Operation		(13.7)	(5.9)	(7.8)
Net investments - Property		(3.7)	(13.7)	10.0
Net financial investments		1.6	(1.8)	3.3
NET CASH FLOWS FROM FINANCING ACTIVITIES		102.0	12.4	89.6
Change in financial debts - Operating		129.7	17.0	112.7
Change in financial debts - Property		(13.0)	5.8	(18.7)
Net financial cost paid		(6.1)	(5.9)	(0.1)
Dividends paid		(5.1)	(4.4)	(0.7)
Net purchase of treasury stock		(3.5)	0.0	(3.5)
Closing cash position on 31/12/N		120.9	140.1	(19.2)
<i>Of which operating</i>		116.1	136.6	(20.5)
Free Cash Flows		62.8	33.6	+ 87%
apart from other cash elements (2) and change in working capital requirements (3)		35.1	29.4	+ 19%

- ◆ (1) Cash-flows from activities of 84.7 million € based on a solid EBITDA (57.1 million €)
- ◆ (2) Before exceptional cost impact associated with COVID-19 (-7.3 million €)
- ◆ (3) Positive change in working capital requirements comprising cash advances received from the authorities
- ◆ (4) Development investments amounting to 190 million €, such as the acquisition of the Clinique Développement group ...
- ◆ (5) ... funded by borrowing totalling 121 million €
- ◆ (6) Rigorous management of financial expenses
- ◆ Cash flow of 121 million € at the end of 2020
- ◆ **Solid cash flow generation**

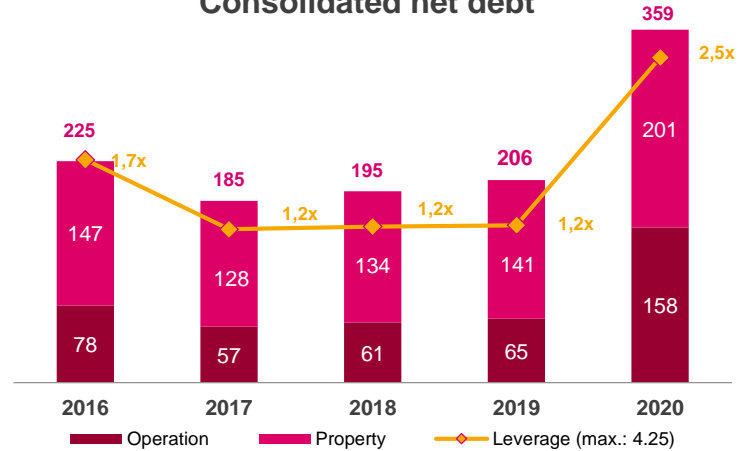
Cash flows benefiting from a resilient EBITDA and good management of working capital requirements

An optimised and diversified financial structure

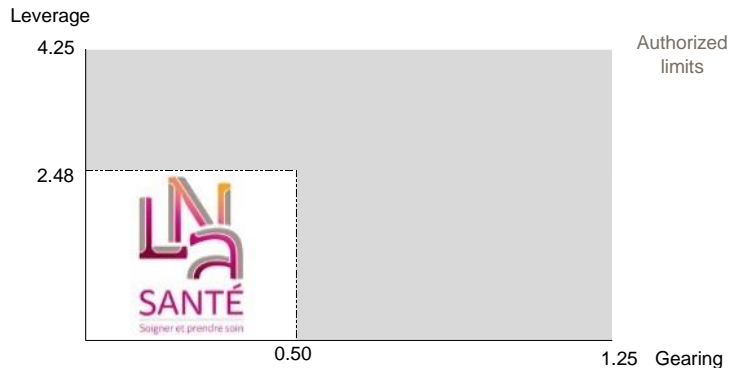
Structure of debt (31/12/2020)



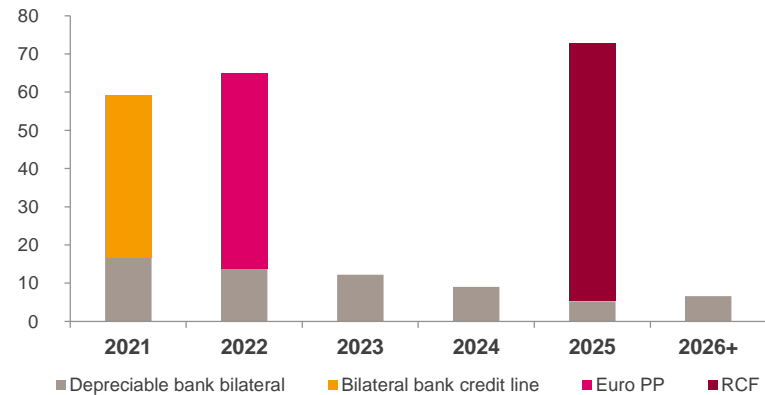
Consolidated net debt



Covenants largely respected



Timetable of Operation financial debt



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An enhanced strategic project

Growing Together

2022 

In 2022, we want to be ...

 An independent and committed family business, including one hundred establishments and over 8 000 professionals 



 A key player in the healthcare sector recognised for the quality of our services, our medical expertise and our capacity for innovation



 A group where establishments work in synergy with each other and engage with their region



 An employer recognised for its professionalism, its corporate culture and its quality of life at work

 The 1st independent player to transform healthcare services



Focus 1

Reinforce the attractiveness of the company
and retain teams, in particular by building on a
policy of CSR [Corporate Social Responsibility]

Dynamic social dialogue in 2020



- ▶ **Group agreement on quality of life and diversity at work**
 - ◆ Route map 2020-2022
 - ◆ Gradual rollout to all establishments



- ▶ Agreement signed with **AGEFIPH regarding disability**
 - ◆ Procedure for keeping workers in employment
 - ◆ Extension of aid for recruitment (specific needs of disabled workers)



- ▶ **LNA COVID allowance agreement signed**
 - ◆ 3.6 million € paid

Support measures for teams

- ◆ **Toll-free number** for psychological support
- ◆ **Support group** with psychologists (internal or external)
- ◆ **E-coaching**
- ◆ Mini-site **Prendresoindetoi.com**
- ◆ **Videos and messages** for teaching and support
- ◆ Procedures to follow and **formalized protocols**
- ◆ **Scientific monitoring** and internal publications from the clinical research centre



**Continuation of the arrangements
set up since February 2020**



Focus 2

Improve steering and the managerial dynamic
to cope flexibly with the economic challenges
of the healthcare sector

Strong support for the managerial dynamic

2020 survey



The Boson Project

1,364 professionals responded to the questionnaire

I receive support from my manager...

77%



Yes

I have enough autonomy to organise myself and do my work

90%

Yes, probably / Yes, absolutely

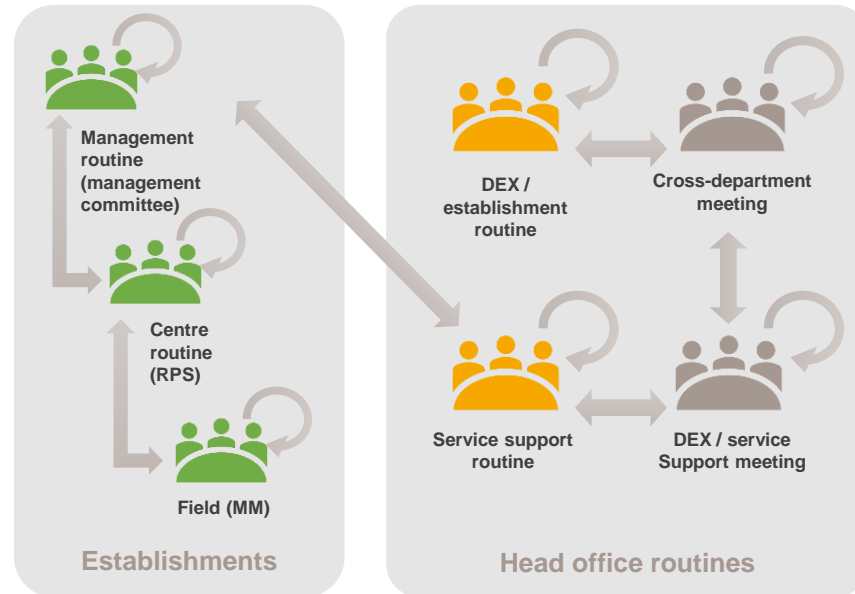
I feel encouraged to take initiatives

78%

Yes, probably / Yes, absolutely

Visual management rooted in routines for coordinating our teams

- ▶ Routine of short and frequent exchanges enable **everyone to speak out**
- ▶ Readable and simple media encourage the **steering of activities and decision-making**
- ▶ Collaborative managerial stance emphasizes **involvement**





Focus 3

**Improve the customer experience and innovate
in the range of medical services**

A centre for clinical research and therapeutic programmes

- ▶ **A dedicated team** (referring doctor, manager, clinical research associate) **in close coordination with the expert networks**
- ▶ **15 research projects in progress or completed** (EHPAD, SSR and HAD), 1 934 patients included
- ▶ **Development of therapeutic programmes**
 - ◆ Modelling the patient's treatment process (facilitate management via a single tool)
 - ◆ Palliative care via homecare, digestive cancer care in SSR, stroke, complex obesity in adults



▶ **Scientific monitoring and bimonthly literature review**

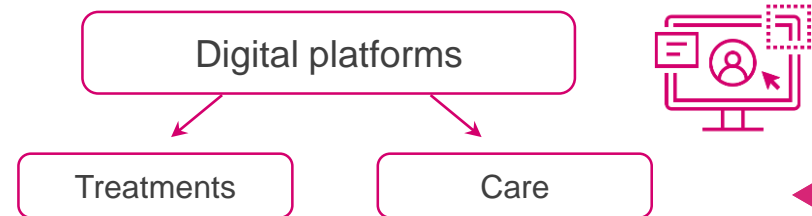
- ◆ Targeted topics doctors, carers, therapists
- ◆ Published scientific data (biological tests, vaccines, post-COVID sequelae, etc.)
- ◆ Publications in homecare, SSR and EHPAD



Opening of a 1st e-centre for preventive health awareness in Strasbourg

- ◆ Support and ambulatory follow-up
- ◆ Patients with chronic illnesses (diabetes) or at risk

- ◆ Innovative treatment processes

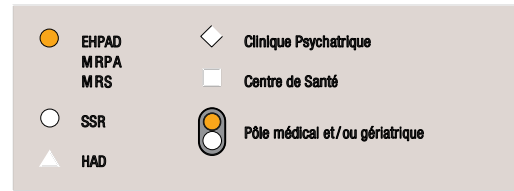
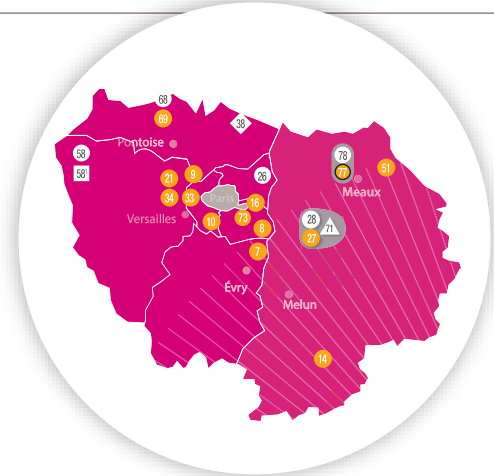
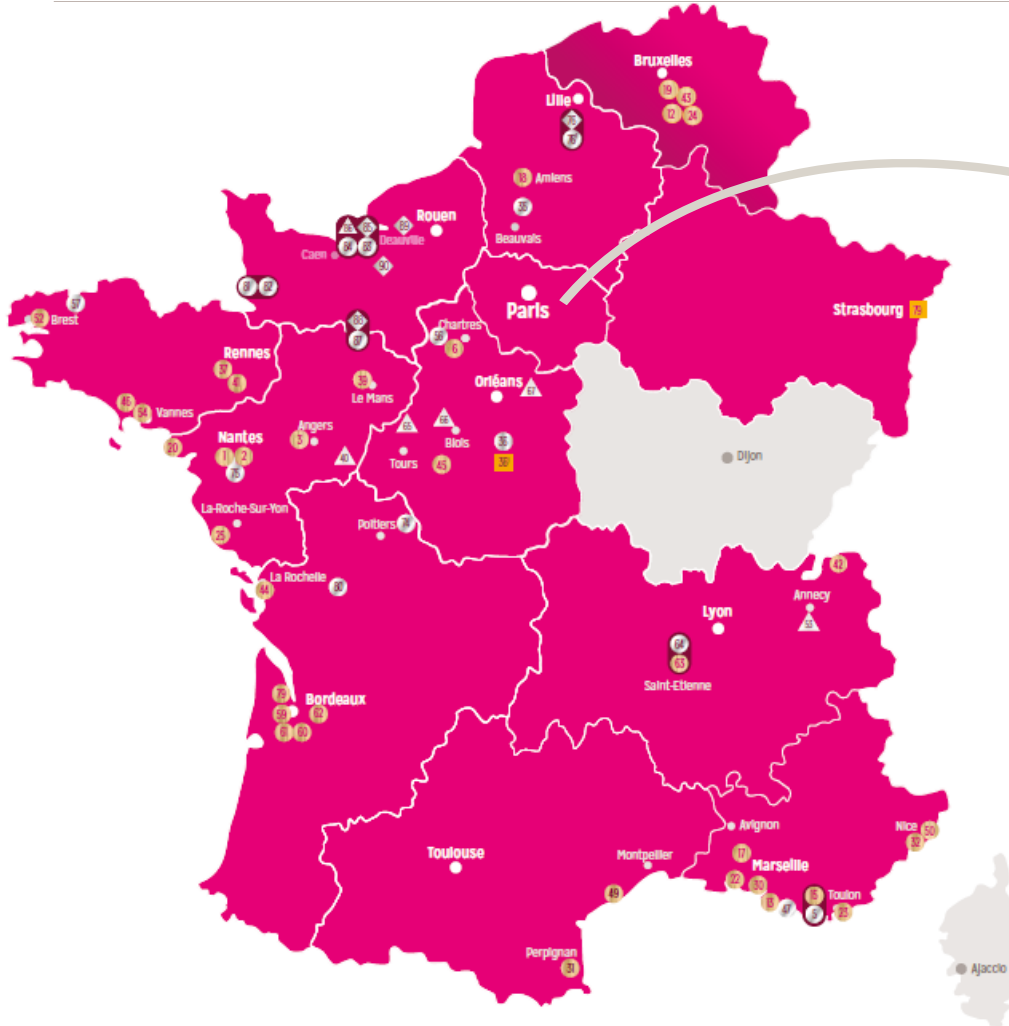




Focus 4

Strengthen subsidiaries and inter-establishment synergies in the territories

Strengthen the territorial structure



10 new
establishments
in 2020



CLINIQUE DÉVELOPPEMENT: SIGNIFICANT DEPLOYMENT IN NORMANDY

- ▶ Acquisition of the operating and property assets of the **Clinique Développement** Group
 - ◆ 6 establishments
 - ◆ 830 beds and places
 - ◆ 22 operating theatres



A structurally important deal, combining territorial anchorage and development of services offered

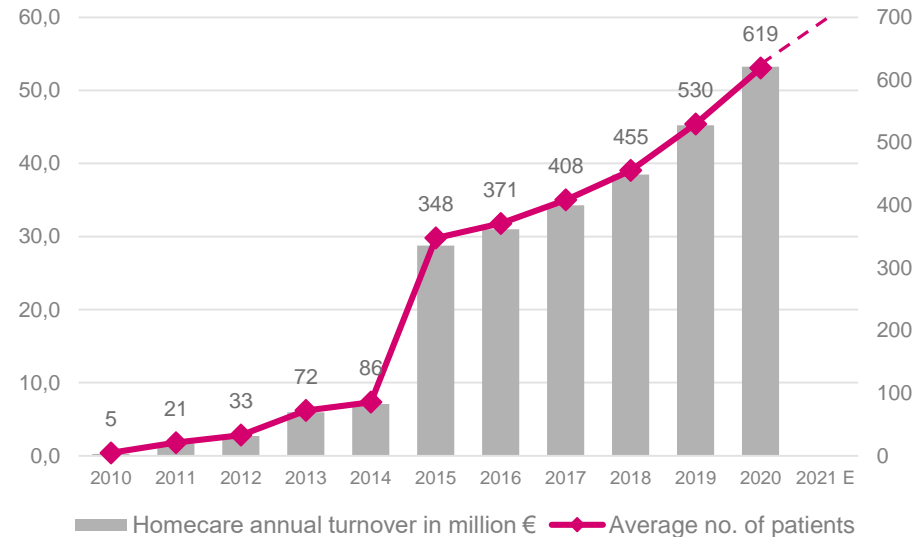
Continued growth of homecare activities

► An effective plan for conquering each territory

- ◆ Formalized homecare standard, currently being deployed
- ◆ Strong EHPAD partnership: treatment of 15 - 20 % of LNA SANTE patients vs 8.2 % (national average)

► Medical expertise and multidisciplinary teams available 24/7

- ◆ Palliative care, complex dressings, nutrition, respiratory assistance, intravenous therapy, neurological rehabilitation, cancer treatment, etc.





Focus 5

**Strengthen awareness of the Group as a
recognized player in the transformation
of the healthcare sector**

Transformations in SSR [sub-acute care and rehabilitation] which consolidate their medical expertise and territorial anchorage

- ▶ **L'Institut de Réadaptation d'Achères [Achères Rehabilitation Institute] (78)** opened its doors in June 2020
 - ◆ SSR:
 - ▶ 160 patients in SSR (neurology, musculoskeletal, geriatric and pneumology)
 - ◆ CDS [Healthcare Commission]
 - ▶ 15 medical consultancy offices (general practitioners, midwives, geriatricians, pulmonologists, cardiologists, etc.)
 - ▶ 5 dental units (general practice, implantology, etc.)

A suitable environment for recovery and regaining a better level of autonomy (day hospital and inpatient care)



From a take-over on 1st January 2020...

Take-over of a public hospital:
implementation of the
healthcare cooperation
consortium (GCS) of the
Eastern Ile-de-France
region

Organisation to ensure the sector's full
endorsement of the Grand Hôpital de l'Est
Francilien in Meaux (SSR, USLD [long-term
care], EHPAD)



An establishment which
has successfully made it
through the COVID
crisis with strong
activity

A take-over with LNA staff ... and 120
civil servants working daily for our
patients

A transition from public to private
which is still under way (HR,
financing, invoicing, etc.)

... to a project in the North Seine et Marne region (SSR/USLD/EHPAD)



A prime example of a major transformation in partnership with the public sector



Focus 6

Improve and ensure the reliability of the IT systems serving business and customer relations

Increased use of tools during the COVID pandemic

▶ Virtual visits for every EHPAD, accessible to all



▶ SuperSaaS

- ◆ Agenda allowing on-line appointment booking offered to establishment management to manage the visits of families to their loved ones



CRM Theo pour la commercialisation en EHPAD



Summary

1. LNA SANTÉ, a strong identity
2. COVID: 2020, a year like no other
3. Activities and Annual Results 2020
4. Growing Together 2022: an enhanced strategic project
- 5. Prospects**

Transformation of the supply of services by LNA - A network of 81 establishments

In March 2021, excluding new developments

* 80 establishments at the end of December 2021 +
Clinique de la Brière

EHPAD / MRS*



Beds at "cruising speed"*
4,908
4353 / 555

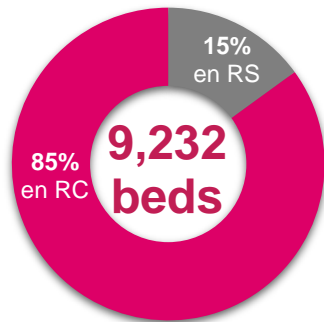


Beds being restructured
302
302 / 0

5,210

* RC: "cruising speed"

* MRS: Maison de Repos et de Soins [nursing home]



HAD



Beds at "cruising speed"*
513



Beds being restructured
30

543

SSR/PSY/MCO



Beds at "cruising speed"*
2,436



Beds being restructured
1,043

3,479

7,857 beds
at "cruising speed"

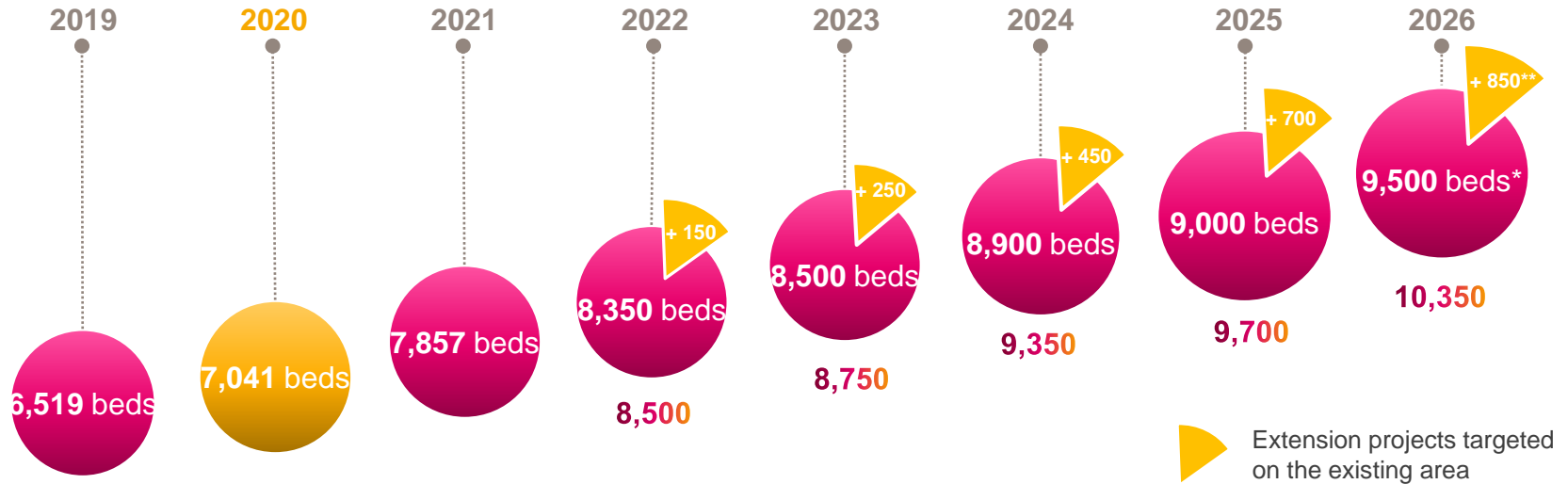
7,041 in 2019
+ 816 beds

A reservoir of organic growth

Growth has already begun

► Transformation of existing stock at “cruising speed”

excluding new establishments



* Our projects in progress: + 1,650 beds at “cruising speed” (vs. 2021)

** Our extension projects: + 850 beds

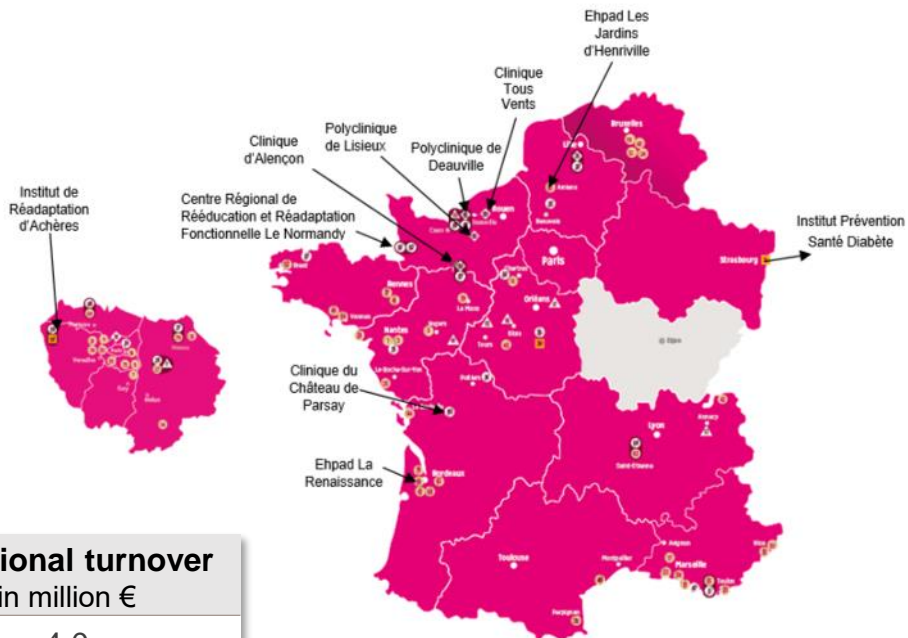
= A mature stock target of 10,350 beds (+ 2,500 beds)

Growth has already begun



growth by 1,100 beds

100 million € of business



	Additional beds	Additional turnover in million €
Medico social	+ 63	4.0
HAD	+ 30	
SSR	+ 797	95.0
CHIR	+ 193	
Medical Centre	-	5.8
Total	1,083 beds	104.8 million €

Ambitions streamlined to the Group's new scope

2021

CONSOLIDATE THE FINANCIAL STRUCTURE TO:

- ◆ **Continue the transformation of the existing range of services**
- ◆ **Anticipate the funding requirements in connection with growth**
- ◆ **Seize opportunities for development** building on a recognised *track-record* in the rigorous selection and integration of acquisitions
- ◆ Secure the liquidity and **increase the average maturity of the financial debt**
- ◆ Arrange credit documentation in order to adapt them to the Group's new scope and its development ambitions

DEVELOP NEW AMBITIONS FROM 2021

- ◆ **Achieve operating turnover of 625 million € (+/-20%) in 2021**, thanks to the expected upturn in organic growth and additions to the Group
- ◆ **Transform the existing reservoir of 1 650* beds** in preparation for "cruising speed"
- ◆ **Undertake targeted acquisitions** to meet challenges in territorial healthcare services
- ◆ **Pay a dividend of 20 € cents / share** as proof of the Group's independence and financial discipline (distribution rate of 25%)

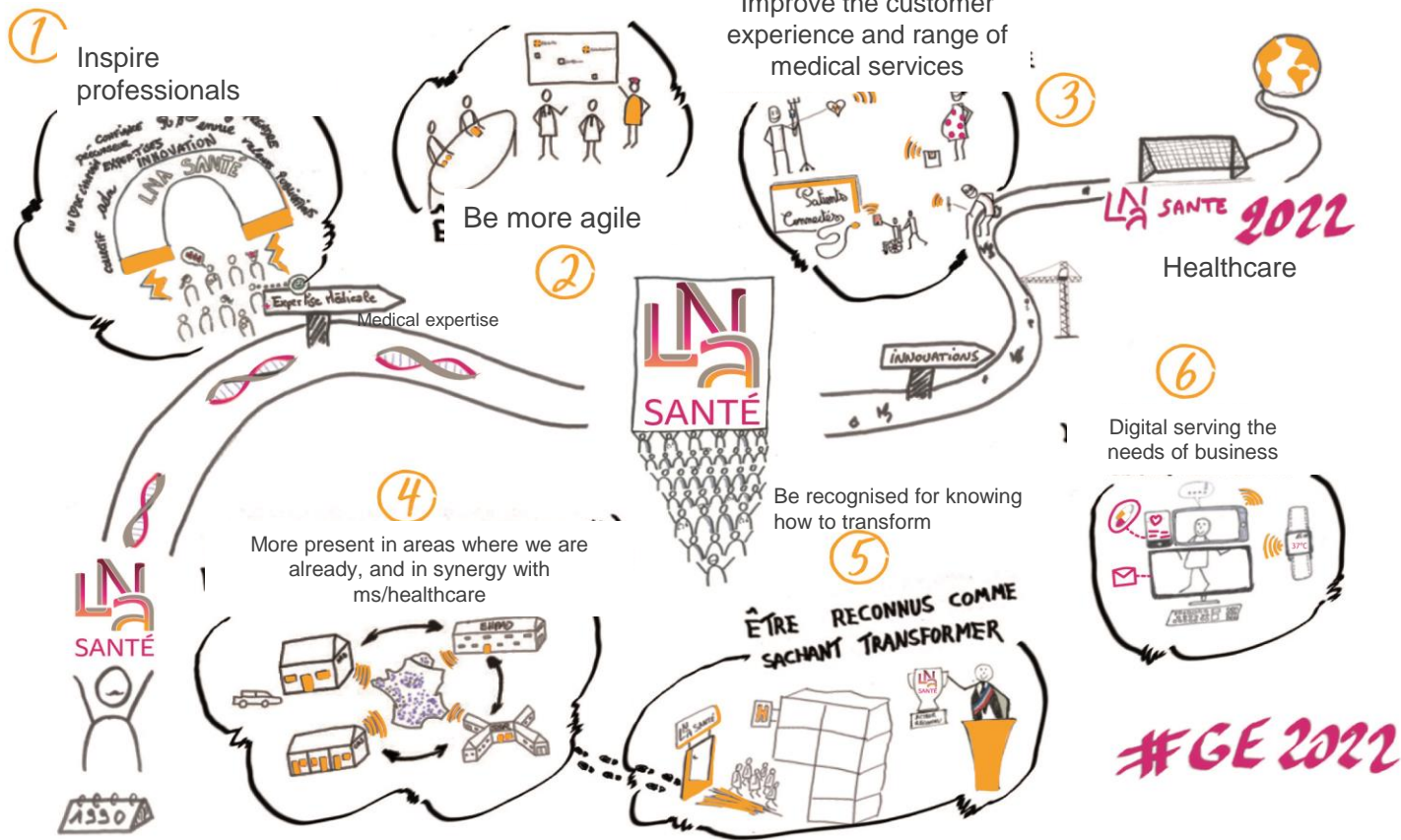
* 1,650 beds at 31/03/2021, including 1,375 beds used and to be brought to "cruising speed" and 275 beds to be installed

Thank you



Appendices

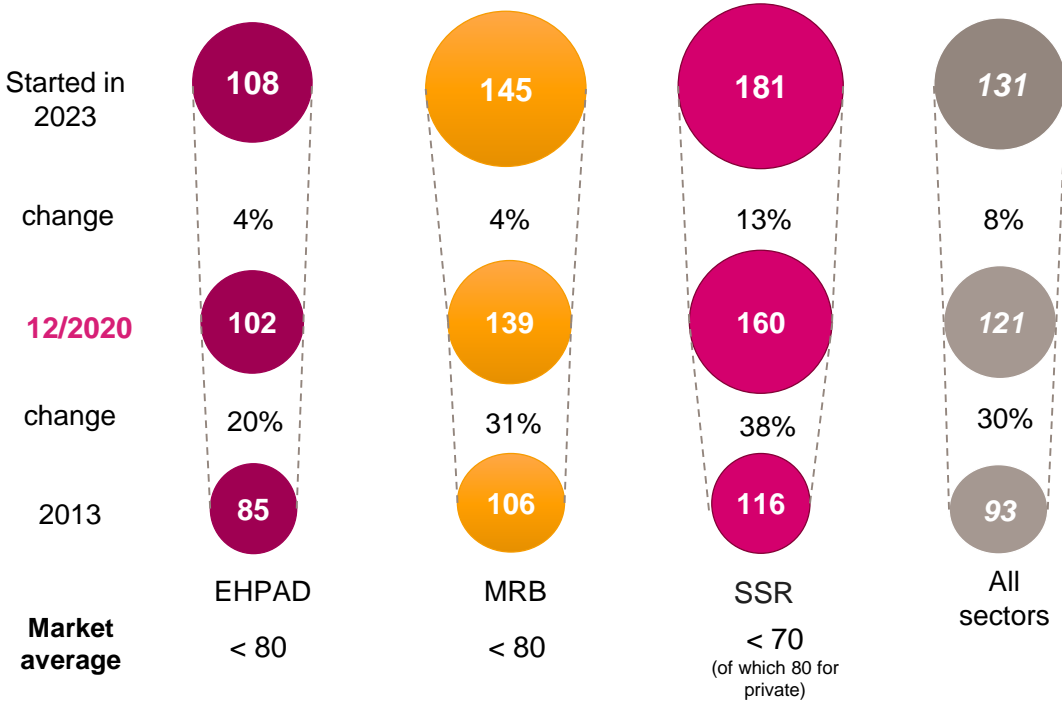
Growing Together 2022: 6 foci for a central project



Large establishments

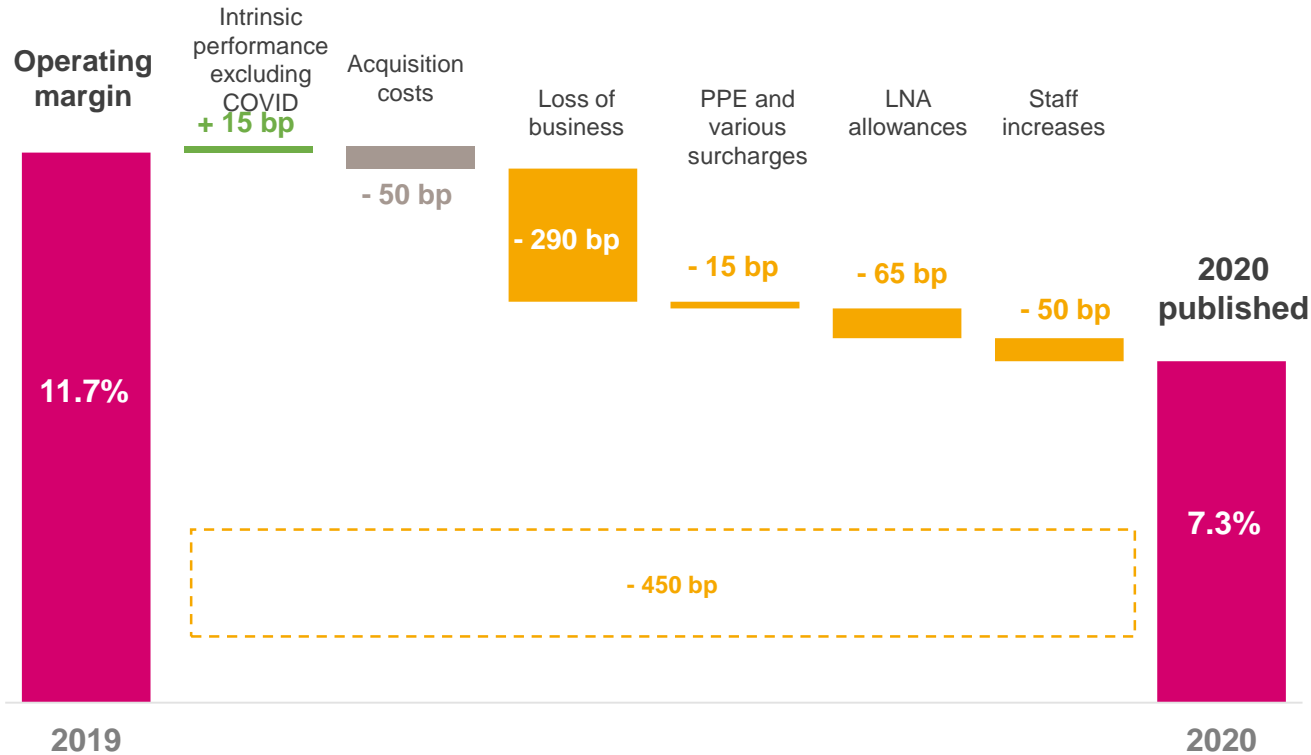
Synonymous with quality and efficiency

Evolution of the average size of the stock in use at 31/12/2020



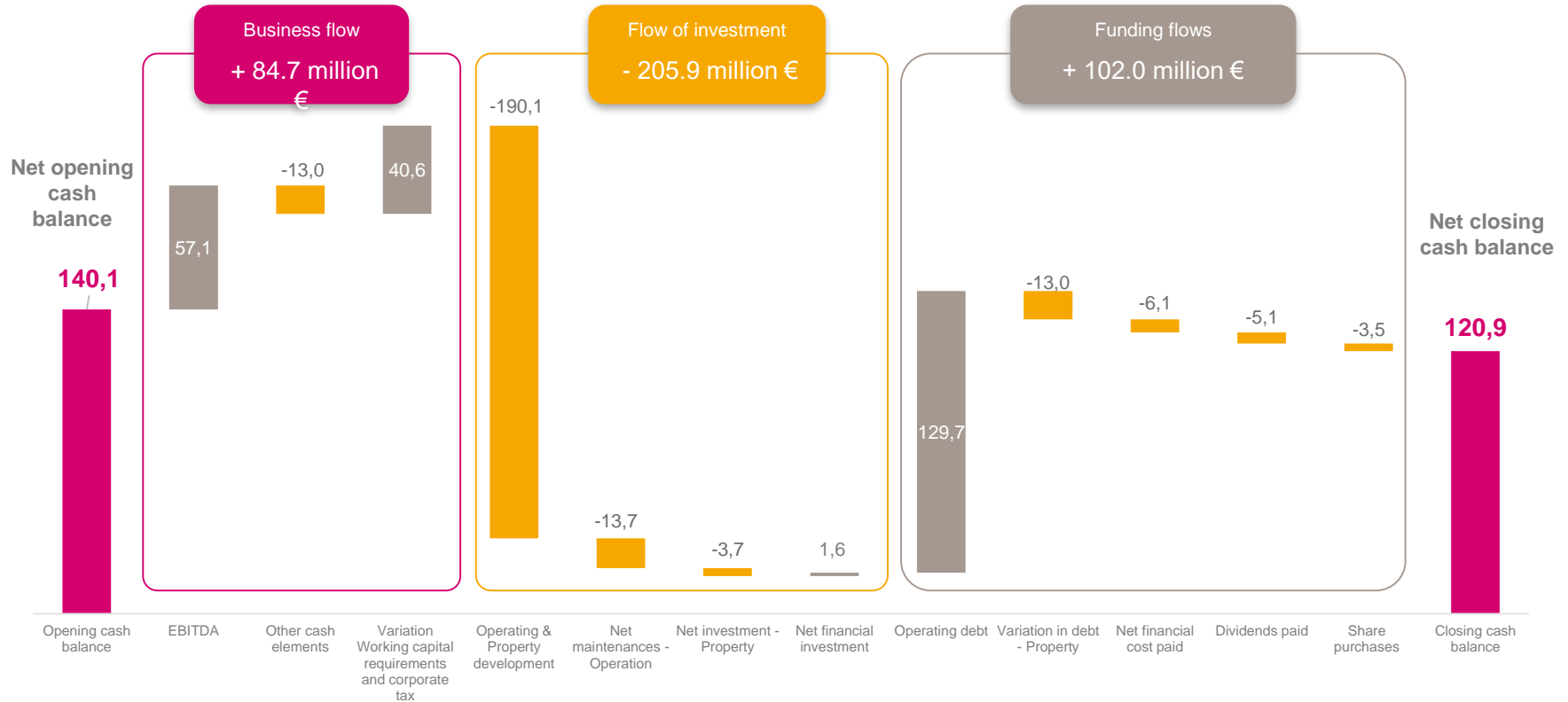
A major choice for economy of scale and critical size

COVID impacts due to an unprecedented crisis



Powerful and generous “shock absorbers” activated by LNA Santé, to withstand the economic shock, accelerate the recovery of its business and continue transforming its services...

Cash flow statement 2020: solid cash generation and financial discipline



Cash flows benefiting from a resilient EBITDA and good management of working capital requirements

Glossary

Glossary

BFR

- Besoin de Fonds de Roulement [working capital requirements]

CA

- Chiffre d’Affaires [turnover]

CPAM

- Caisse Primaire d’Assurance Maladie [local sickness insurance fund]

Organic growth

Corresponds to the variation in turnover:

- between N-1 and N of the establishments existing in N-1,
- between N-1 and N of the establishments open in N-1 or N,
- between N-1 and N of the establishments restructured to the specifications of LNA Santé or whose capacity has increased in N-1 or N,
- over N compared to the equivalent period in N-1 of the establishments acquired in N-1.

CVAE

- Cotisation sur la Valeur Ajoutée des Entreprises [company value-added contribution]

Net financial debt

- Gross financial debt excluding lease obligations introduced by the IFRS 16 standard, less cash and cash equivalents

Net operating financial debt

- Represents the gross operating financial debt excluding lease obligations introduced by the IFRS 16 standard, less cash and cash equivalents and the equity contributed to the property activity

EBITDA (Earnings Before Interest, Taxes, Depreciations and Amortization)

- Operating result before other income and operating expenses, depreciation allowances and provisions, after allowances and reversals of impairment of property stocks

EBITDAR (Earnings Before Interest, Taxes, Depreciations and Amortization and Rents)

- Operating result before tax, financial costs, rents, depreciation allowances and provisions, and after allowances and reversals of impairment of property stocks

EHPAD

- Etablissement d’Hébergement pour Personnes Agées Dépendantes [residential home for the elderly]

PPE

- Personal Protective Equipment

Establishments at “cruising speed”

- Property expanded (if necessary) and renovated, operating at 100% of its authorised capacity
- Human organisation and management practice meet the standards of the Group
- Establishments undergoing restructuring or in the process of opening
- Establishments taken over or open for about 1 year
- Renovation and/or expansion works in progress
- Implementation of Group standards

FCF or Free Cash Flow

- Cash flow generated by business, excluding impact of the IFRS 16 standard, net of investment flows not linked to development and the net financial cost paid

Glossary

Operational Gearing

- Ratio of the Net Operating Financial Debt to adjusted Operating equity. Adjusted Operating equity represents the consolidated equity of the Operation activity, excluding impacts of IFRS 16, plus the deferred Operating tax liabilities, excluding impacts of IFRS 16, linked mainly to the valuation of the intangible Operating assets

Operating leverage

- Ratio of the Net Operating Financial Debt to Operating EBITDA excluding impacts of IFRS 16.

Beds to be installed

- Beds authorised but not yet in use.

MCO

- Medical, surgical and obstetric hospital

MOC

- Current Operating Margin: ratio of the Current Operating Income to turnover

MRB

- Nursing home in Belgium, the Belgian equivalent of an EHPAD

MRPA

- Maison de Repos pour Personnes Agées [nursing home for the elderly], the Belgian equivalent of an EHPAD

MRS

- Maison de Repos et de Soins [rest and care home], the Belgian equivalent of an EHPAD

NEU-CP

- *Negotiable European Commercial Paper*: short-term marketable securities formerly known as commercial papers

“Cruising speed”

- See ‘Establishments at “cruising speed”’

Taken over during the financial year

- Establishments which were not present on 1st January N
- New creations opened during the financial year

Restructuring, RST

- See “Establishments undergoing restructuring or in the process of opening”

RCF

- Revolving Credit Facility: syndicated loan functioning by drawdowns

ROC

- Current Operating Income

ROP

- Operating result

SSR

- Sub-acute care and rehabilitation

Net cash balance

- Cash and cash equivalents less outstanding bank overdrafts.