RAMSAY SANTÉ

INVESTOR DAY

March 30TH 2023

Ramsay
Santé

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Ramsay Health Care

TODAY'S SPEAKERS

Pascal ROCHÉ

Group CEO

Jérôme BRICE

Group CFO

Henrik BREHMER

Chief Strategy & Public Affairs Officer

INTRODUCTION - RAMSAY SANTÉ OWNERSHIP STRUCTURE

Ramsay Santé has 2 main shareholders:

- **Ramsay Health Care (52.79%)**
- **Prédica (39.82%)**, a subsidiary of Crédit Agricole specialising in insurance
- Other shareholders: 7.39%

Ramsay Santé is listed on the Euronext Paris Eurolist

€4,301 billion

Annual turnover as at 30.06.2022

€658.4 million

EBITDA as at 30.06.2022 (IFRS16)

Ramsay
Santé

RAMSAY SANTÉ, A UNIQUE EUROPEAN HEALTHCARE PLAYER WITH A NON REPLICABLE MODEL

European leader in **integrated** care…

… with unique and **diversified** sources of funding, markets, specialties, patients and **digi-physical solutions**…

… leveraging a wide range of local strengths and **know-how** to increase and accelerate value creation…

… All this proving to be strong assets in a challenging and uncertain environment…

… materialized through **resilient** financial performance.

A Group that continues to develop and transform with a **clear 2025 strategy** and focus on execution.

RAMSAY SANTÉ IN 2022: LEADER IN INTEGRATED CARE IN EUROPE, BASED ON PATIENT CENTRICITY AND MEDICAL OUTCOMES

Leading position in our markets

#1

Not significant

Solid FY22 results

4 301 M€ revenues
(+6,9% vs FY21)

658 m€ EBITDA
(+2,3% vs FY21)

People central to Ramsay Santé

36,000 employees

9,300 doctors

A strong healthcare footprint in Europe

244 hospitals & clinics

167 primary care centres

32 imaging and radiotherapy centres

1,000 Operating Rooms

10 millions patients' visits

32,000 babies' deliveries

1 out of 9 surgeries in our facilities in France

Leader in dialysis inFrance

~9 % of the Swedish population listed within our primary care centers

A modern quality focused provider

> €1,1 bn CAPEX FY17 to FY22

17 robots

98% of our facilities in France certified best in class level*

Medical excellence in Sweden, Norway and Denmark

1st private player in clinical research in France

A trusted partner to the institutionals and payors

FONDATION Ramsay Santé

* Certified A or B (HAS v2014) / Certified and Certified with honours (HAS v2020)

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WE PROVIDE INTEGRATED CARE ALONG THE WHOLE CARE CHAIN IN OUR FOUR MAIN OPERATING COUNTRIES

MEDICINE	✓	✓	✓	✓	✓
SURGERY	✓	✓	✓	✓	✓
OBSTETRICS	✓	✓			
DIALYSIS	✓	✓			
EMERGENCY	✓	✓			
PRIMARY CARE	✓	✓	✓	✓	
HOME CARE	✓	✓			
REHABILITATION	✓	✓	✓	✓	
MENTAL HEALTH	✓	✓	✓		
IMAGING	✓	✓	✓	✓	
ELDERLY & GERIATRIC CARE		✓			
DIGITAL CARE & E-HEALTH	✓	✓	✓	✓	

Ramsay Health Care

WE OPERATE IN DYNAMIC HEALTHCARE MARKETS WITH STRONG FUNDAMENTALS

	France	Sweden	Norway	Denmark
Market size *Healthcare spend as % of GDP and growth vs 2018*	12.4% ↗ +10.5%	11.4% ↗ +4.6%	10.1% ↗ +0.6%	10.8% ↗ +7.4%
Private sector market share for healthcare provision	67% / 23%	85% / 15%	85% / 15%	85% / 15%
Market structure *Funding by type of payors, %*	6% / 85% / 9%	1% / 85% / 14%	1% / 85% / 14%	2% / 85% / 13%
Doctors' employment model	**Self-employed**	**Salaried**	**Self-employed**	**Self-employed**

PHI | Public | OOP | Public sector | Private sector

Source: OECD Health reports, DREES, OECD Health expenditure and financing

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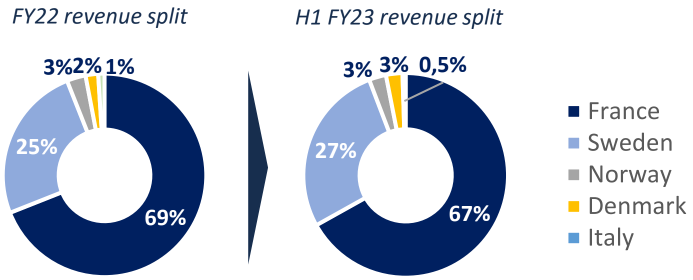
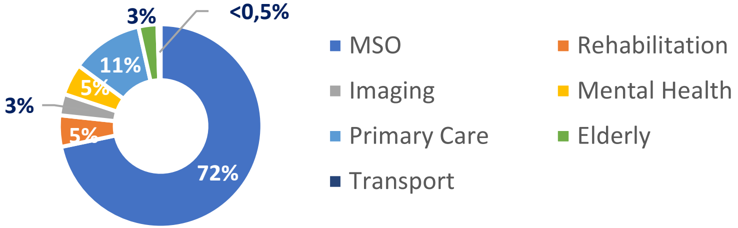
OUR DEVELOPMENT STRATEGY HAS BEEN INSTRUMENTAL IN BALANCING AND DIVERSIFYING OUR PROFILE

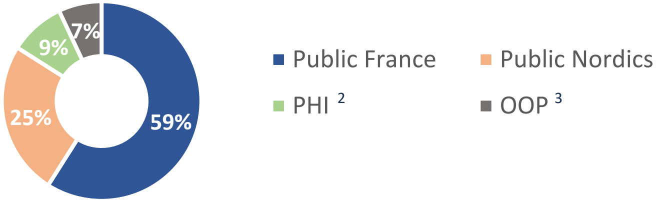
A more balanced revenue split per geography



Extended footprint accross care value chain[1]



Diversified payor mix[1]



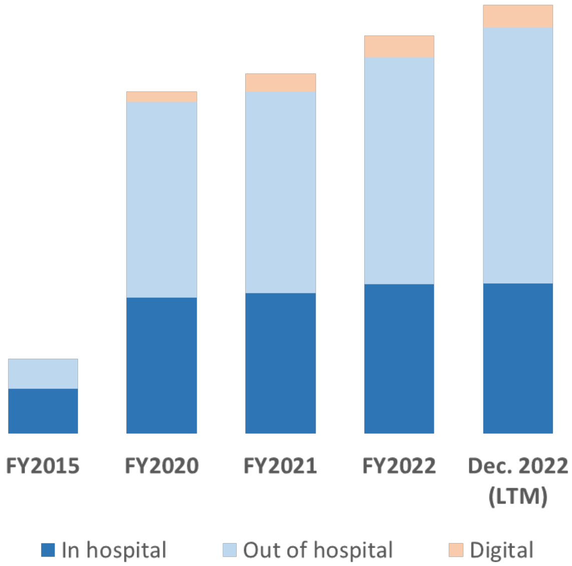
1. FY22 revenus split
2. Private Health Insurance
3. Out-of-pocket

KEY ACHIEVEMENTS AND STRONG DEVELOPMENT RESULTING IN "MORE PATIENTS, MORE SETTINGS AND MORE CONTACTS"

+18% patients' visits*

Total number of visits

1.9m → 8.7m → 9.2m → 10.2m → 11.1m

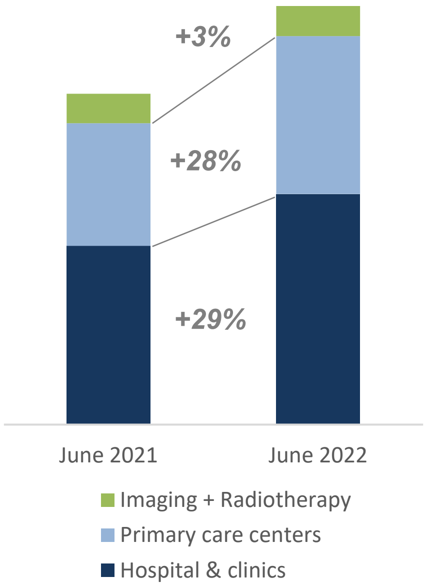


** H1 FY23 vs H1 FY22*

+27% of new settings

Total number of settings

350 → 443



Strong development of contacts with customers

2m — **Emails** sent to our customers for **communication campaigns in FY22**

60k* (France) / **80k** (Sweden) — **Apps download in FY22** → **~1/2** / **~2/3** **of total download volumes since launch**

>15m — **of visits on the websites of the Group in FY22**

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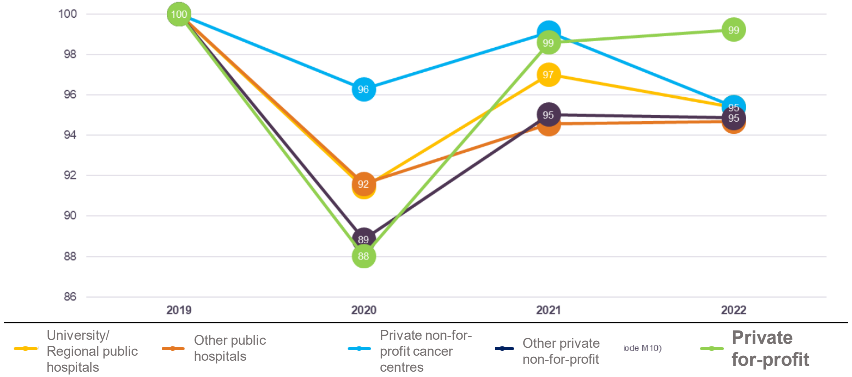
POSITIVE MARKET TRENDS WITH UNDERLYING GROWTH IN ALL OUR MARKETS

French private sector has recovered 2019 level of activity while public face more difficulties

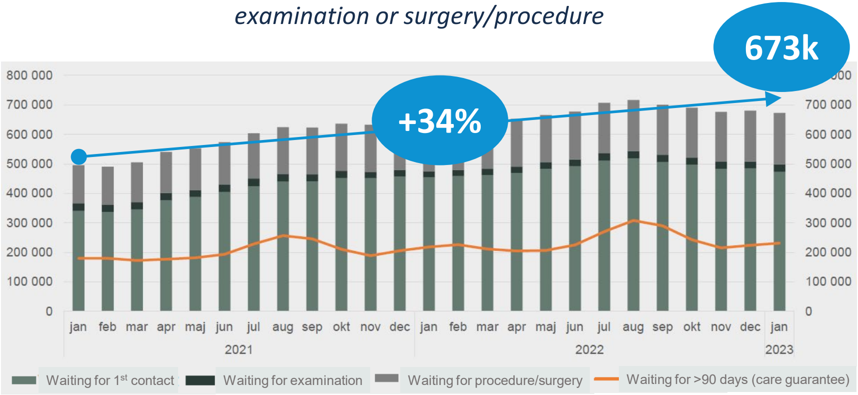
MSO economic volume by type of player Jan. – Oct. period (2019 = basis 100)



Source : Minister of Health

In Sweden, dramatic waiting lists increase confirm the underlying demand

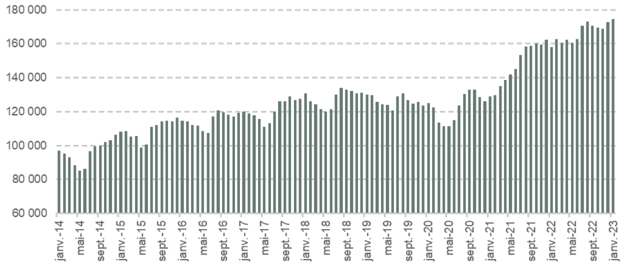
 # patients in specialist care are waiting for a first contact, examination or surgery/procedure



Ramsay Santé surgery volumes in 2022 +0.7% above 2019

 # Ramsay Santé surgery stays

 # patients waiting for surgery/procedure



141

Average waiting time for **surgery/procedure** for all regions in January 2023

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SOME POSITIVE REGULATORY DEVELOPMENTS IN FRANCE AND NORDIC COUNTRIES…

Strong support from Government in 2022… That should continue in 2023

H1 FY23 funding and compensations received in addition to tariff increase (+0.7% in 2022)	2023 perspectives and trends
€28m for COVID costs compensation	*Specific to COVID care; no longer applicable in 2023*
€62m for Revenue Guarantee	**Extension of the revenue guarantee in CY 2023** (adjusted scheme)
€46m for Inflation compensation	Government's commitment to **include 2022 inflation compensation in 2023 new tariffs**
Additional funding including quality, public interest missions…	**Yearly recurring funding** with **increasing trend** (especially quality)

Post-COVID context driving opportunities

- **Waiting lists dramatically increasing…**
- **… Leading public authorities to consider increased share of private** (increased volumes, new specialties)
- **… And driving a strong development of PHI thanks to very short delays commitments**
  - x3 # of Danes covered by PHI between 2018 and 2020
  - +5% p.a since 2017
  - 7% CAGR 2017- 2021

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…HELP COMPENSATE FOR THE HEADWINDS AND UNCERTAINTIES WE FACE

Regulatory uncertainty

French funding reforms:
- PR announcement to reduce the share of activity-based funding from 2024 onwards and put in place funding based on public health objectives
- Rehabilitation funding reform postponed until July 2023 with unclear impacts

Pressure on public tariffs and tendered contracts

Continued discussions, leveraging our trusted partner status

Inflation

Exemple of French Private healthcare sector:

CY2021-CY2023 Gross inflation impact before compensations **+9.4%**

The compensations obtained from the government do not fully offset the impact of inflation

Source: Roland Berger

Active negotiations and hedging strategy help containing costs increases

€46m obtained from the French government in H1 FY2023

Staff shortage

Staff shortage is a global issue, mainly impacting France and Sweden

Example in France: **30k** **nurses positions are vacant** in French hospitals (~6% of global headcounts)

Difficult situation, limiting capacity and requiring temp staff

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

900 **Vacant positions decrease** between Jan. 2022 and Feb. 2023 in France

STAFF SHORTAGE IN FRANCE: IMPROVED SITUATION FOR ENHANCED CAPACITY TO TAKE CARE OF PATIENTS' NEEDS, IN A TOUGH AND COMPLEX CONTEXT

After facing **dramatic situation since COVID outbreak**, particularly critical in FY22 (800 vacant positions in average), situation **improves constantly** since January 2022 to reach 380 vacant positions in January 2023

Ramsay Santé France vacant position follow-up

In a context of:

- **Nurse shortage** at country level
- **Heterogeneous situation** according the regions, the nurse specialties, working hours (night vs day),…
- **Very limited wages increase** over the past years / decades
- **Average nurses' salaries >8% in public vs private**
- **Overall cultural change** accelerated by Covid

Financial measures

Ramsay Santé specific measures, in addition to the Ségur measures (+8% salary increase)

Non financial attractiveness & retention measures

1st

Healthcare group, (public and private), to **sign a Quality of Life at Work agreement with all unions**

Active recruitment plan

- **Foreign countries** recruitment
- **Digital tool** supporting **temp staff** recruitment
- **Financing students' last year**
- Increase number of **apprenticeship**
- **Tens of jobdatings and campaigns**

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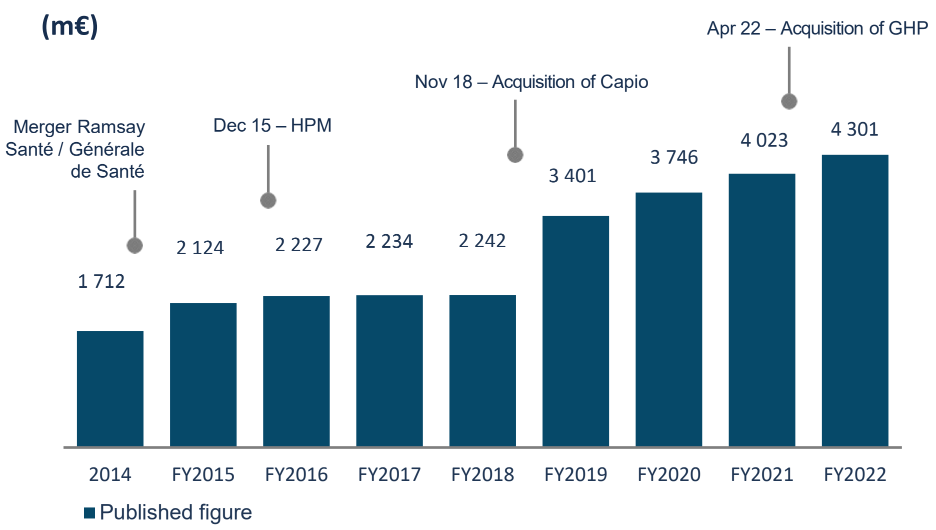
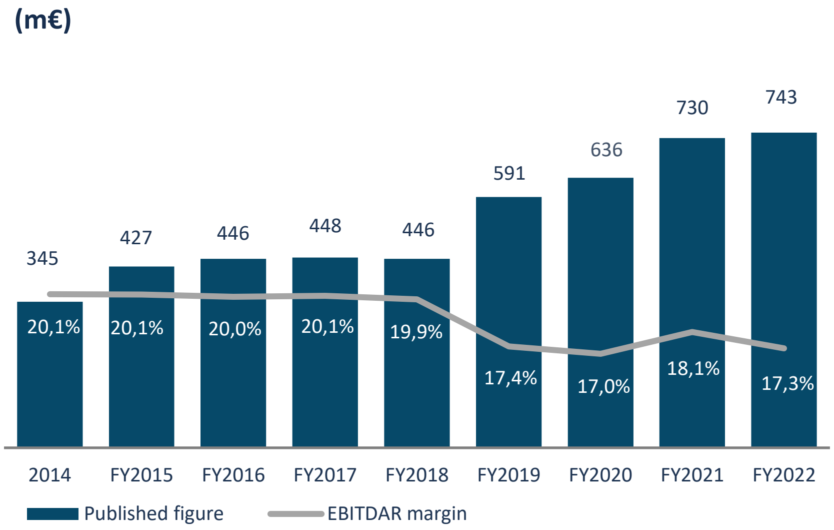
WE PROVED OUR RESILIENCE IN RECENT YEARS; ACQUISITIONS AND SUCCESSFUL INTEGRATION HAVE DRIVEN REVENUE AND EBITDAR GROWTH WITH PROVEN CAPACITY TO MAINTAIN PROFITABILITY

Revenues multiplied by 2.6 since 2014



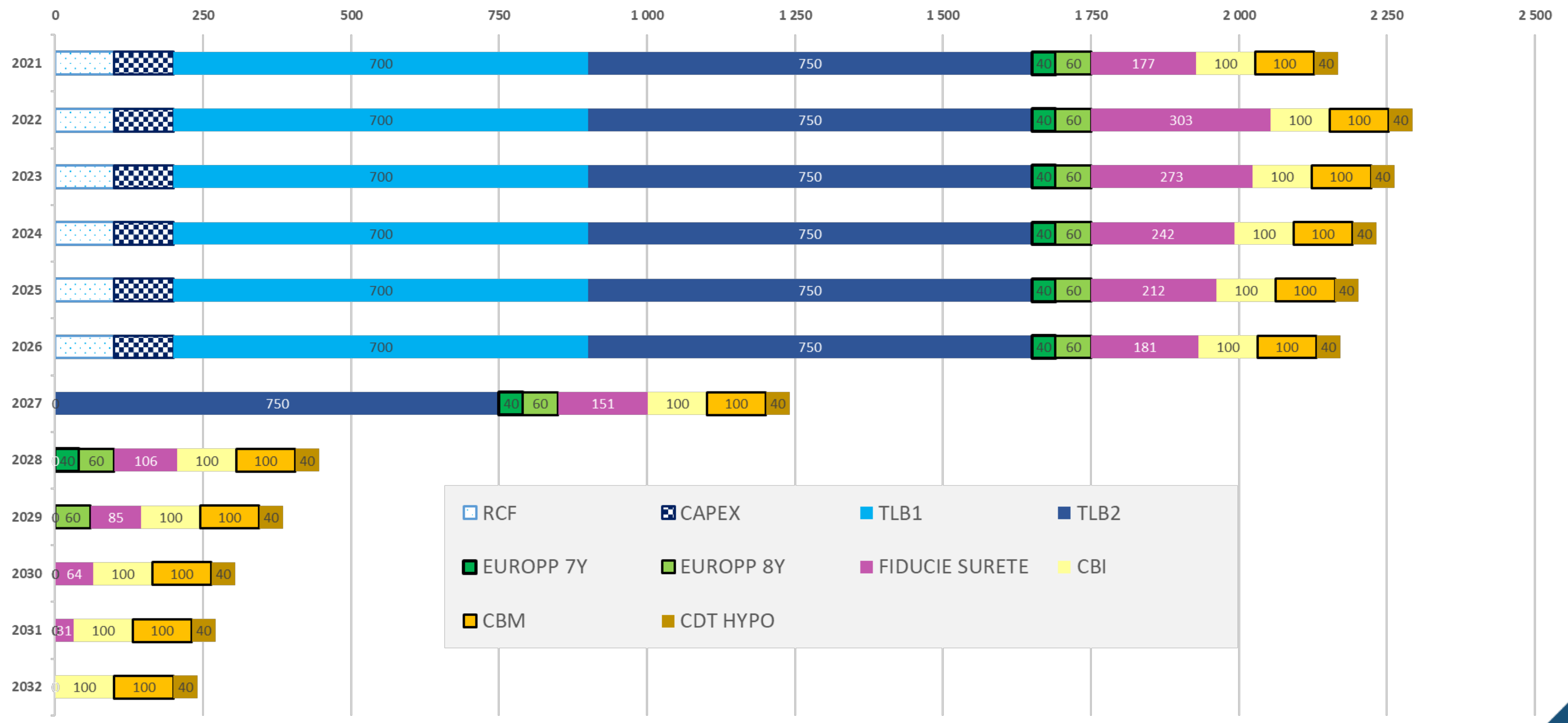
And EBITDAR is multiplied by 2.1



Despite the current very challenging context and high pressure on margins, the expected synergies from recently acquired GHP are on track and should positively contribute to profitability

SECURED LONG-TERM FUNDING PERSPECTIVES

Amortization plan of Ramsay Santé debt



WE PROVED OUR ABILITY TO MAINTAIN A STRONG BALANCE SHEET TOGETHER WITH ACTIVE DEVELOPMENT STRATEGY

FY22 INVESTMENT AND M&A CAPEX

217 € m Investment CAPEX

5.0% of revenues

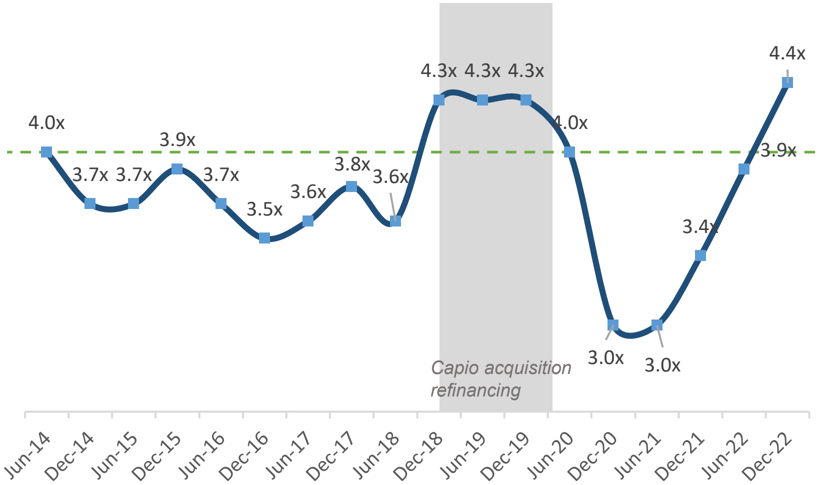
297 € m M&A CAPEX

9 Bolt-on acquisitions

MORE THAN HALF-BILLION € OF INVESTMENT IN THE GROUP

Leveraging profile from Jun-14 to Dec-22

Net leverage historically under 4.0x except following Capio and GHP acquisition



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STATE-OF-THE-ART FACILITIES AND EQUIPMENT THANKS TO A SUSTAINED INVESTMENT AND INNOVATION POLICY

Construction, Modernization and Extension

Clinique Ange Gardien (France)
- Opened on March 1st 2023
- Largest mental health facility in France with 232 beds

Saint Göran's Hospital (Stockholm, Sweden):
- Increased capacity (EDs, OR) and renovation over the past years
- Opening of new maternity ward in April 2023

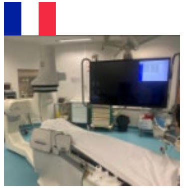
Alborg Hospital (Aalborg, Denmark)
- Relocation into new modern premises, on top of a shopping mall in the city center

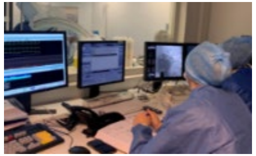
Storo Hospital (Oslo, Norway)
- Opening of a brand new facility grouping activities from acquired Nimi and LHL

New proximity centres

Primary Care centre (Argenteuil, France)
- Opening of fully refurbished primary care centers
- 6 opened in total with the same standards

State-of-the-art equipment





La Croix du Sud Hospital (Toulouse area, France)
- Opening of two new state-of-the art interventional cardiology rooms "Allia IG 5", first set-up outside of a public hospital worldwide

Ramsay Health Care

WE DEMONSTRATED OUR CAPACITY TO CREATE VALUE FROM ACQUISITIONS AND CONSTANTLY MANAGE AND OPTIMIZE OUR PORTFOLIO

Value creation from recent key acquisitions: synergies and strengths leveraged across the Group

Capio — Acquired in **November 2018**

Synergies well above initial objective of **€20m**

Instrumental in our **overall transformation** journey

alles Lægehus — Acquired in **September 2021**

+13% clinics; +18% patients since acquisition

A **model for primary care development** in Norway

GHP — Acquired in **April 2022**

Expected synergies on track

Key asset for **PHI development**, leveraged in all Nordic countries

Continuous improvement within our core hospital business

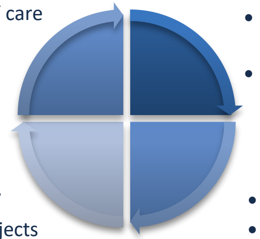
Example of French portfolio management since 2015

	2015-2019		2019-2022		2022-2026	
Optimize	8	8	16	3	30	7
Sell	10	-	4	-	*Tbd*	*Tbd*
Close	4	-	6	3	>4*	1
Brownfield	22	8	31	9	18	3
Acquire	2 + Capio	2	-	-	-	-
Restructure	13	1	21	7	5	1
Greenfield	-	-	-	-	-	>20

x # facilities MSO & Rehab   x # facilities Mental Health and primary care

** Submitted to legal information*

> … based on four pillars



Patient Care
- Better quality of care
- State-of-the art equipment

Medical consistency
- Medical specialisation of facilities
- Active doctors' recruitment

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

Operational Efficiency through clustering strategy
- Common management team
- Mutualisation of support functions
- New multidisciplinary functions
- CAPEX optimisation

Ramsay Health Care

OUR YES WE CARE! 2025 PLAN , 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

One ambition

Deliver advanced care in our hospitals focusing on medical excellence, diversity and proximity of care

Become the preferred primary entry point to the health system with a strong digi-physical footprint

Drive touchpoints & loyalty by supporting people in staying healthy with integrated prevention services

Expand our outpatient services to address the needs of new patient segments

4 strategic pillars

- 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

7 Enablers

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SIGNIFICANT ACHIEVEMENTS OF OUR STRATEGIC PLAN YES WE CARE! 2025 LEVERAGING BEST PRACTICES BETWEEN COUNTRIES

PREVENTION

Drive touchpoints & loyalty by supporting people in staying healthy with integrated prevention services

PRIMARY ENTRY

Become the preferred primary entry point to the health system with a strong digi-physical footprint

HOSPITAL

Deliver advanced care in our hospitals focusing on medical excellence, diversity and proximity of care

OUTPATIENT & AT HOME

Expand our outpatient services to address the needs of new patient segments

By developing our role model as a LEADER

Prevention

- **Kidney failure prevention program**
  - Patients with pre-dialysis CKD
- **Health checks**
  - > 18k consultations performed

Primary entry

- **Expansion of primary care activity**
  - From 183 to 258 settings
  - +120k listed patients (capitation)
  - +1 700k visits (fee-for-service)
- **Imaging:** Going from authorization & M/A projects to **27 new devices**

Hospital

- **Key projects being live**
  - Ange Gardien-Perreuse opened
  - Storo fully operational
  - St Göran maternity ward running
- **Hospital portfolio modelling**

Outpatient & at home

- **Development of advanced care to easy patient life by telemonitoring**
  - 16 sites for cardiology (NEWCARD)
  - 35 sites for oncology (RESILIENCE)
- **Expansion of home-care business** (PRVÅRD)
- **2 new geriatric sites**

By creating NEW offer & services

Prevention

- **Designing a prevention offer**
  - Create dedicated BtoB & BtoC paying package
- **Prevention as 1st step for patients**
  - Launch myPages as a new portal addressing everyone

Primary entry

- **Creation of primary care activity**
  - 1st player with capitation listing in France
  - Fully implemented Primary care 3.0
  - New primary care model with public partnership

Hospital

- **Development of new medicine specialty**
- **Integrate new PHI solutions**

Outpatient & at home

- **Mental Health:** Activation of **5 new day hospital** authorizations + Launch of **digital care offer**
- Assess **mental health** market for **outpatient** & **potential offer**

By strengthening & creating NEW FOUNDATIONS

Integrated digital services

- Moving to **customer approach,** with 1st New Ramsay Services marketplace
- **Digital 1st approach:** P24 & Capioportal, national scale-up

Supporting business transformation

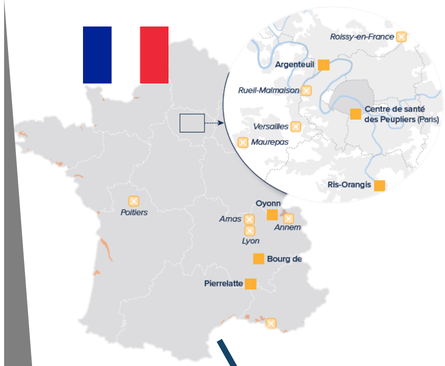
- **Becoming a MISSION COMPANY**
- **12 living labs** active & **4 start-ups** in accelerator
- **Data foundation in place**, enabling operational efficiency projects & digital transformation journey
- **QLW agreement fully live**

Bolt-on acquisitions & investments

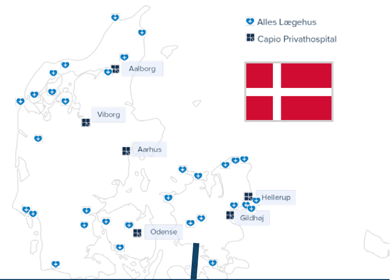
- **Tactical M&A** strengthening existing offerings (no major acquisition)
- **Successful integration,** with synergies & enhancing knowledge sharing

DEVELOPMENT OF PRIMARY CARE IS ONGOING IN ALL COUNTRIES, LEVERAGING CROSS COUNTRY FERTILISATION

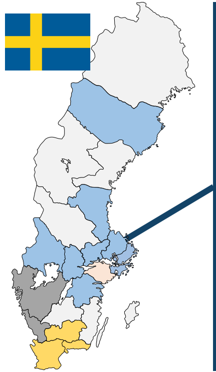
WHERE WE ARE TODAY



5 opened centers covering 5K patients and 9 centers in pipeline



36 clinics covering > 123K patients in 5 regions



136 centres in 13/21 regions covering

925K patients

16 centres providing private primary care, as part of service offering covering in total 300K patients

New model to be tested of public primary care centres, 1 pilot project under way

Capitation and fee for service models

- **Only private player experimenting the capitation model in France**
- **Key advantage** as long as we strongly advocate for the extension of the capitation model
- Concept largely **derived from our experience in Sweden** with multidisciplinary team, task shifts, focus on prevention

Capitation model in free-care choice models

- **Country of reference** with **knowledge sharing**:
  - Fully based on digital pathway (access and referrals),
  - Quality and efficiency KPI's
  - Focus on prevention
  - Multidisciplinary teams and tasks shifts

Partnership with doctors and regions

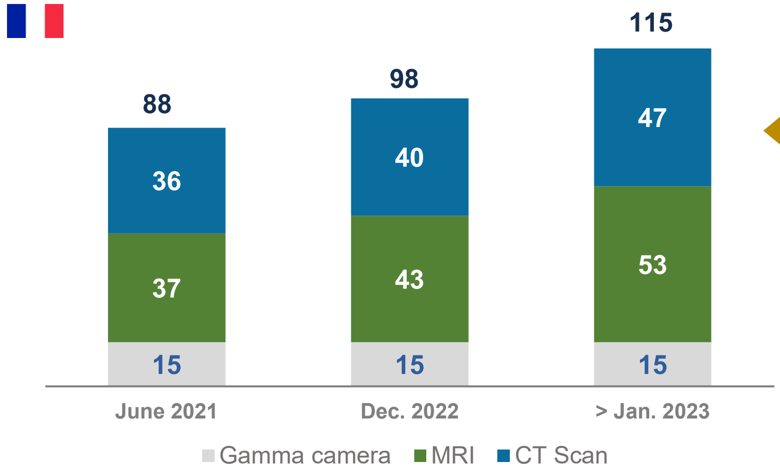
- 2 different types of clinics:
  - **Tender clinics**: where regional authority identify shortages
  - **Partner clinics**: we partner with GPs and operate clinics
- Proven capacity to **scale the model**
- Potential **extension of the model to other segments**

Danish model adjusted to Norwegian regulations

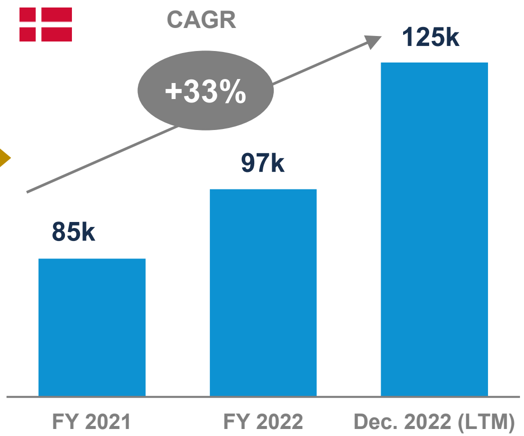
- Create clinics with **independent doctors** where Ramsay takes care of staff and systems as well as rental cost
- The doctors will pay a monthly fee for services focusing only on treating patients

IMAGING SERVICES GROWTH IN FRANCE AND DENMARK IS AN EXAMPLE OF OUR SUCCESSFUL DEVELOPMENT OF ADJACENCIES

Authorizations



Imaging volumes (# exams)



- **Strong growth perspectives with 10 authorizations implemented since June 2021 among the 27 obtained**
- **New opportunities** stemming from the 2023 authorization reform
- **Continued high level of investment: ~€20m in FY23**

- **Leader in Denmark with ~30% of private imaging market**
- **2 centers of excellence** in Aarhus and Copenhagen to be further developed
- **Solid fundamentals for future growth**:
  - **High demand** for CT (e.g. lung cancer) and MRI (e.g. prostate cancer)
  - **OOP customers** to be captured as waiting times are expected to remain long in public

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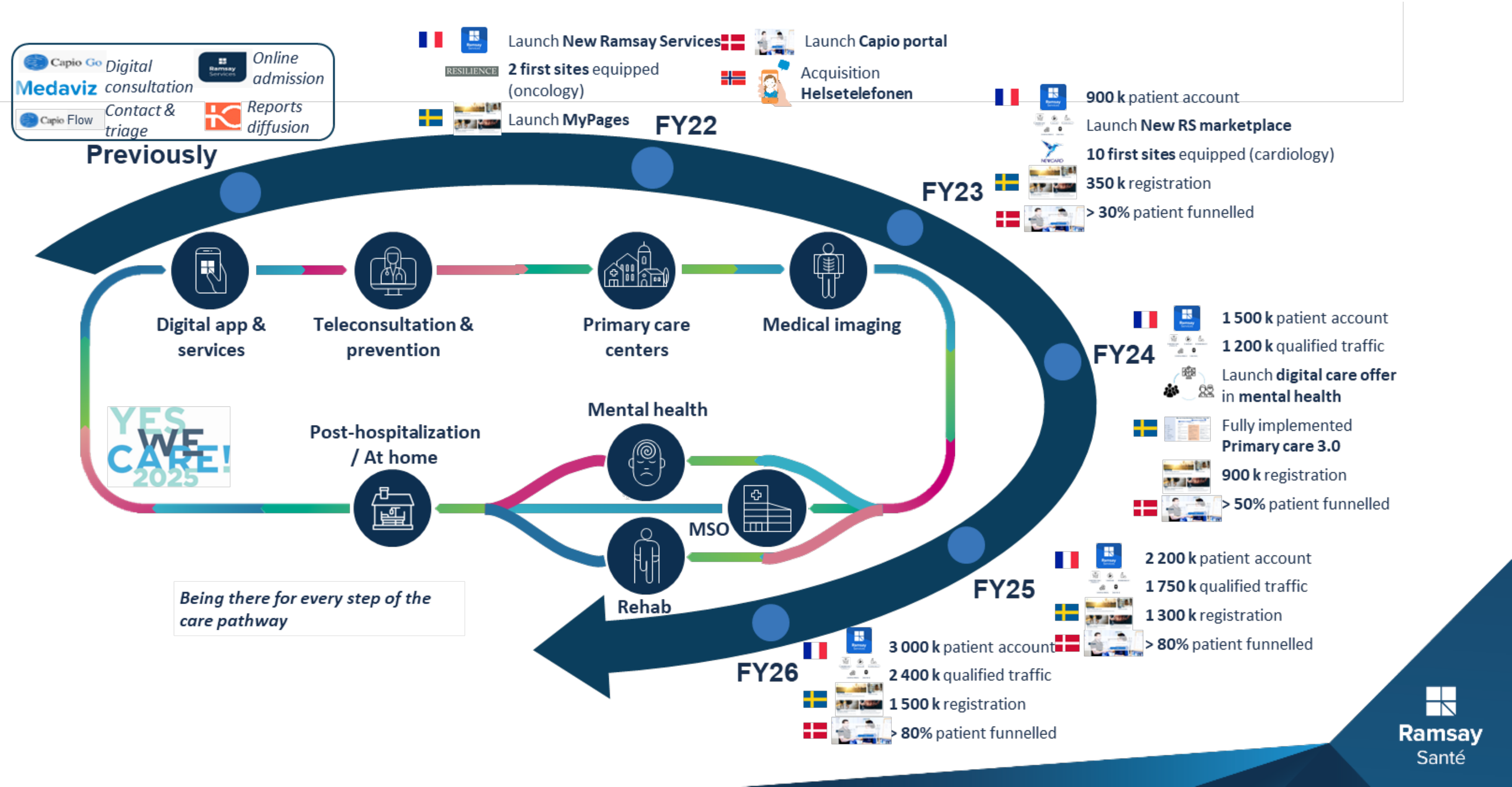
OUR AMBITIOUS DIGITAL ROADMAP AIMS TO PROVIDE A SINGLE ENTRY POINT TO AN INTEGRATED HEALTH ECOSYSTEM, LEVERAGING COUNTRIES BEST PRACTICES



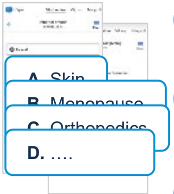
AS AN EXAMPLE, IN SWEDEN, WE FOCUS ON THE DIGITAL ENTRY POINT AND DIGI-PHYSICAL CARE TO BECOME A PREFERRED PARTNER IN HEALTH

Illustrative, simplified overview of the digi-physical pathway

Patients observe new symptoms → **Search, and access Capio** → **Identify contact reason** → **Interact with Capio in multiple digital forums** → **Are directed to relevant care level** → **Care visit** → **Get digital post treatment information services**

Google

Capio App/Capio.se



Capio is present with relevant content (support, info, communities) on e.g., social media with linked information to Capio's webpage

Capio Care Online (chat & video)

Capio Flow (contact and triage platform)

Digital teams direct patients, CPIs

Online listing for primary care

Information and scheduling to specialist care (where applicable)

Primary care

Specialist care

Capio works with digital cross-referrals between primary and specialist care to strengthen pathway

Physical visit

Online visit

Follow ups through chat

Add information/ schools

E-prescriptions (physical and online pharmacies)

Impact

With this digi-physical pathway, we aim to achieve 3 main objectives:

- Increase **patient loyalty** (retention) by **improved access and patient experience**
- **Increase listing base** in primary care and patient **referrals to specialist care** (organic growth)
- Increase **productivity** by more efficient use of internal recourses (cost control)

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AS AN EXAMPLE, IN SWEDEN, OUR « NETWORK » OFFERING IS AN ACHIEVEMENT FOR ADVANCED INTEGRATED DIGITAL CARE PROVISION

One single point of contact for a seamless and personalized pathway

Through our **"Network" offering**, an application for digitally **handing over patients between units** (primary care, specialists), we made a **major step towards integrated care chains**.

Enhanced patient experience and increased satisfaction

- Seamless patient journey
- Significant shortening of lead-time in the care process

Better quality of care

- Complete information follow patient all the way

Improved efficiency

- Load-balance between units, processes and competences

Better accessibility to care

- Extended opening hours
- Shortened lead-time

A successful digital offering

Success of our overall offering, supported by active communication strategy:

Capio App ranked #1 among healthcare apps

Strongly contribute to **care integration** and **referrals** between units:

Example of Stockholm region

34% of patients in specialist clinics come from our primary care units

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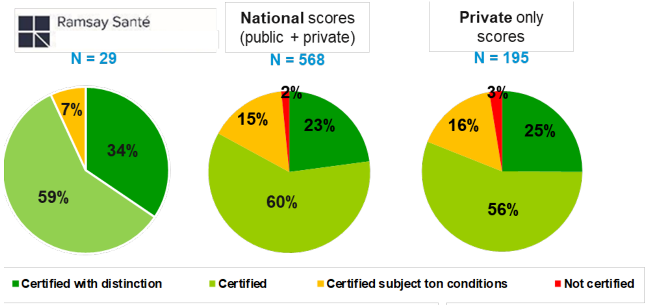
AS A LEADING INTEGRATED HEALTHCARE COMPANY, WE ARE ALWAYS ENGAGED WITH OUR PEOPLE TO DO THE BEST FOR OUR PATIENTS

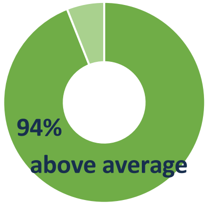
Quality of care tightly monitored with the aim to meet the highest standards

Best-in-class for quality, outperforming public and private scores*



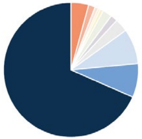
* Results of the most recent assessment framework (v2020) applicable since 2020

Patient satisfaction above national average (inpatient)



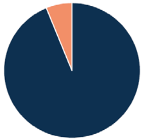
Quality report and Quality work – Capio Proximity Care

How likely would it be for you to recommend us to a friend or colleague?



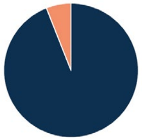
10 to 9: 76%
8 to 7: 12%
6 to 0: 12%

Were you treated with compassion and consideration?



Yes: 94%
No: 6%

Did you receive sufficient information about your care/treatment?



Yes: 94%
No: 6%

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BESIDES, RAMSAY SANTÉ BECOMES A MISSION COMPANY*, A LEVER TO MAKE A DIFFERENCE IN SOCIETY AND ADDRESS OUR STAKEHOLDERS' EXPECTATIONS

What?
Defining Ramsay Santé's unique role in society.

Why?
Providing Ramsay Santé's sustainability plan.

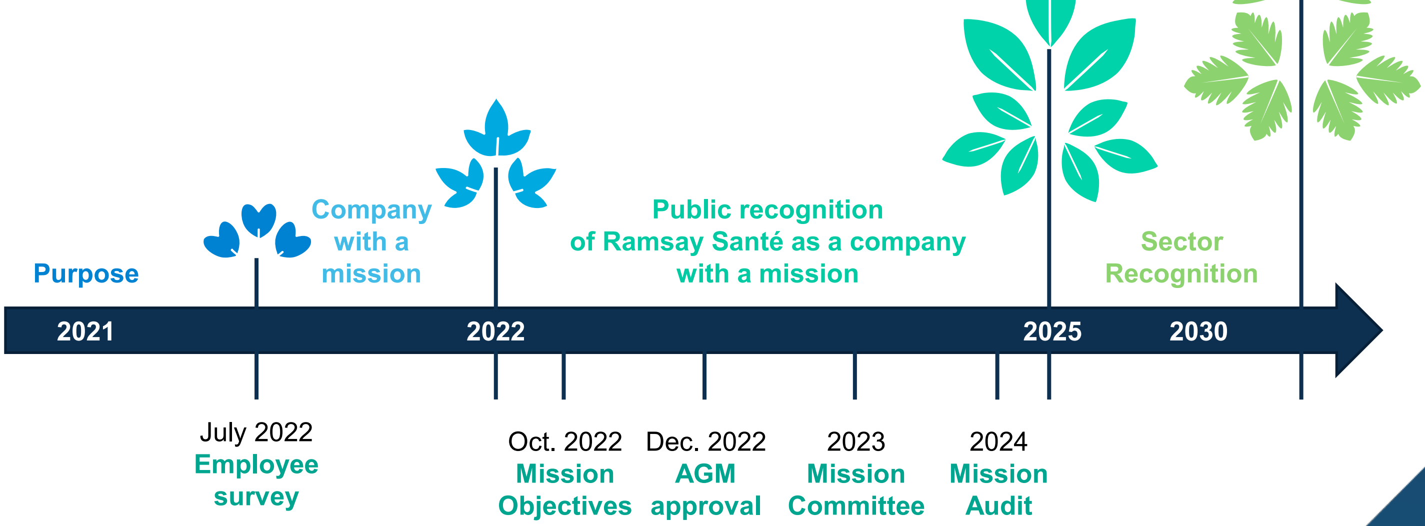
When?
An ongoing commitment since 2020 with a Purpose, and tomorrow the recognition of our uniqueness in healthcare.

How?
By strengthening the dialogue with our ecosystem.

YES WE CARE! 2025

OUR RAISON D'ÊTRE

“ Improve health through constant innovation ”



* *Company status introduced through French law « PACTE »*

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OUR 4 SOCIAL AND ENVIRONMENTAL OBJECTIVES ARE FULLY CONSISTENT WITH BOTH OUR PURPOSE AND OUR YES WE CARE! 2025 STRATEGIC PLAN

Promote access to care for all

To welcome all patients and all pathologies

Ensuring quality of life at work for all employees

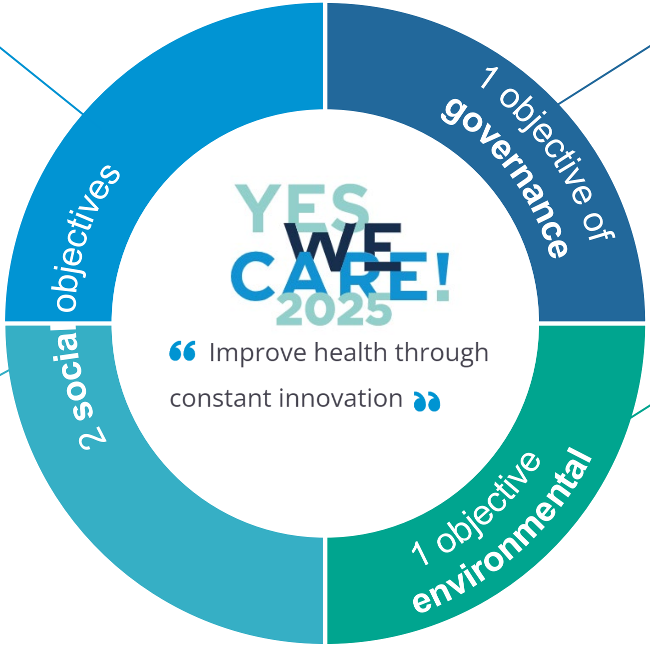
Simplifying the health pathway

Develop medical innovation to provide the best possible care

Actively support clinical research

#supporting the professional development of teams

#Strengthening the innovation strategy through living labs



Systematize the dialogue with our stakeholders

Building stakeholder confidence

Involving local authorities and associations

steering the mission

Protect the planet to improve health

Reducing our impact on climate change

Better waste management and combating waste

Involve our suppliers in our environmental approach

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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 in France**
- Proven track-record of **M&A** and potential for further bolt-on acquisitions
- **Tenders**' management (>50% success rate)
- **Right value pools**

\+

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 (new services and offerings…)
- Very good **brand asset**
- Strong customer experience **(NPS > 70)**

\+

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** 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

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Q&A

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Santé

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