

Group presentation





The fundamentals

2025 Our key Group figures

Leader in private
hospitalisation
and primary care



No. 1
private health care provider
in France, Sweden, Denmark and Norway

5,2 B €
in sales

+4,7%
growth
1.7% net profit,
group share



At 30 June 2025



40,000
employees,
including
28,000 in France
11,000 in Sweden
600 in Norway
500 in Denmark
200 in Italy

10,000
Practitioners



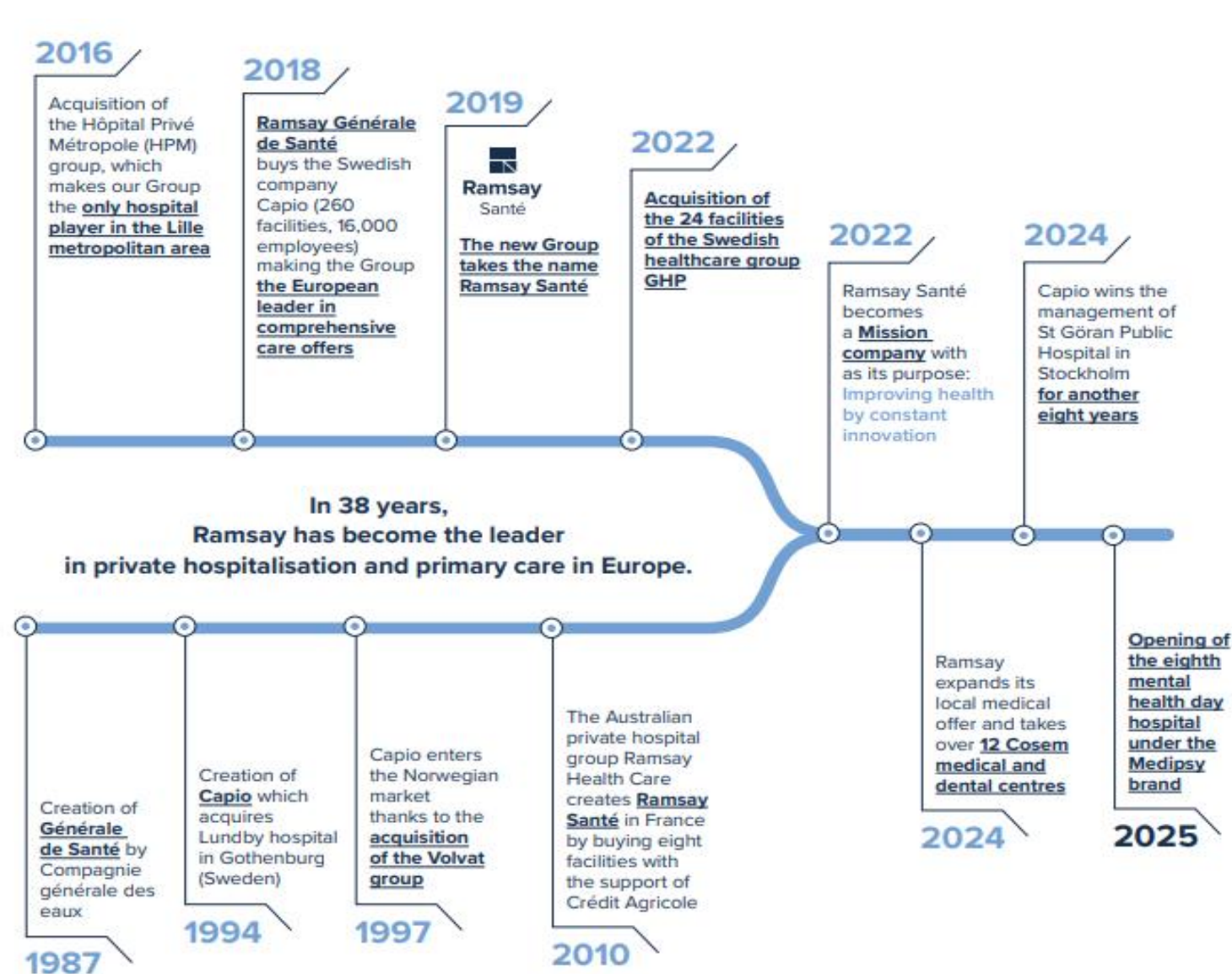
13 million
Patient visits



492
health care
facilities
including
260 hospitals
and clinics
195 primary care
centres
37 imaging and
radiotherapy
centres



From French company to European health care leader



An integrated health care offering

							Breakdown of activities
	Medicine / Surgery / Obstetrics / Dialysis						70 %
	Medical and rehabilitation care						5 %
	Imaging						4 %
	Mental Health						6 %
	Community care						11 %
	Elderly care						3 %
	Home care						< 1 %
	Telemedicine E-Health						< 1 %

A Mission-driven company



2022: Modification of the Company status.
Ramsay Santé becomes a mission-driven company.

- To place the general interest at the heart of our day-to-day actions and position our development within a framework that reinforces our responsibility towards everyone: patients, employees, practitioners, the planet and society.
- Our mission and purpose **“Improving health through constant innovation”** are based on **4 fundamental social and environmental objectives.**

**Our mission –
Improve health
by constantly
innovating**

**MISSION
4
OBJECTIVES
COMPANY**

- Promote access to care for all
- Develop medical innovation to provide the best possible care
- Systematize the dialogue with our stakeholders
- Protect the planet to improve health

More info

Mission-driven company: the objectives



4 SOCIAL AND ENVIRONMENTAL OBJECTIVES

MISSION
1
COMPANY

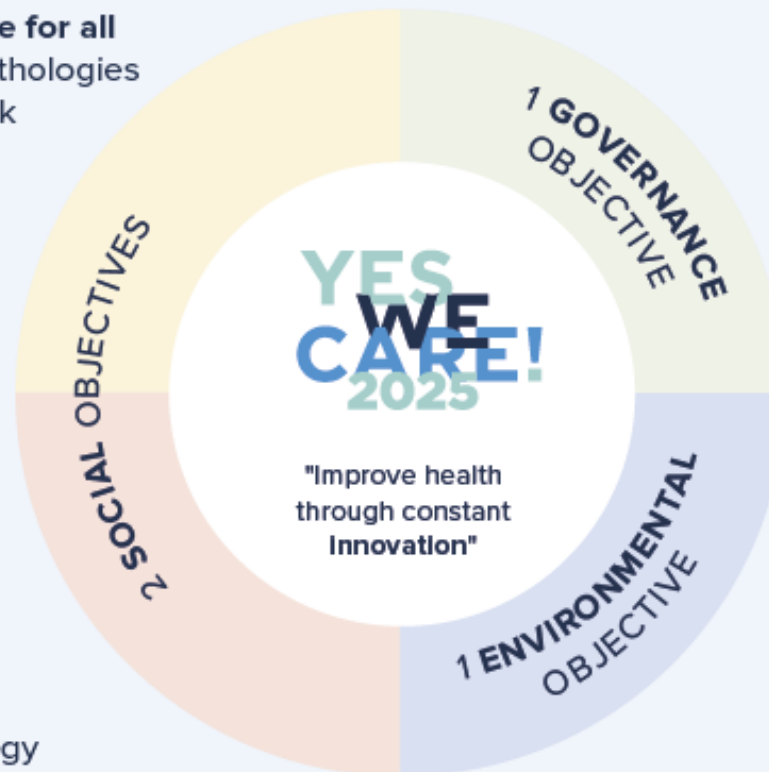
Promote access to healthcare for all

- # Treat all patients and all pathologies
- # Ensure quality of life at work for all employees
- # Simplify the health care pathway

MISSION
2
COMPANY

Develop medical innovation to provide the best possible care

- # Actively support clinical research
- # Support the professional development of our teams
- # Boost our innovation strategy through living labs



MISSION
3
COMPANY

Systematize the dialogue of our stakeholders

- # Reinforce stakeholder confidence
- # Involve local authorities and non-profits
- # Implement our mission

MISSION
4
COMPANY

Protect the planet to improve health

- # Reduce our impact on climate change
- # Improve waste management and combat wastage
- # Involve our suppliers in our environmental approach

A status that enhances the attractiveness of the company

Mission-driven company: usefulness and impact



Reconciling the quest for results with achieving a positive impact on society and the environment.

Maintaining a long-term vision of our role and our usefulness to society.



Informing and reassuring **patients** about our role



Reinforcing **authorities'** confidence in our **public service undertaking**



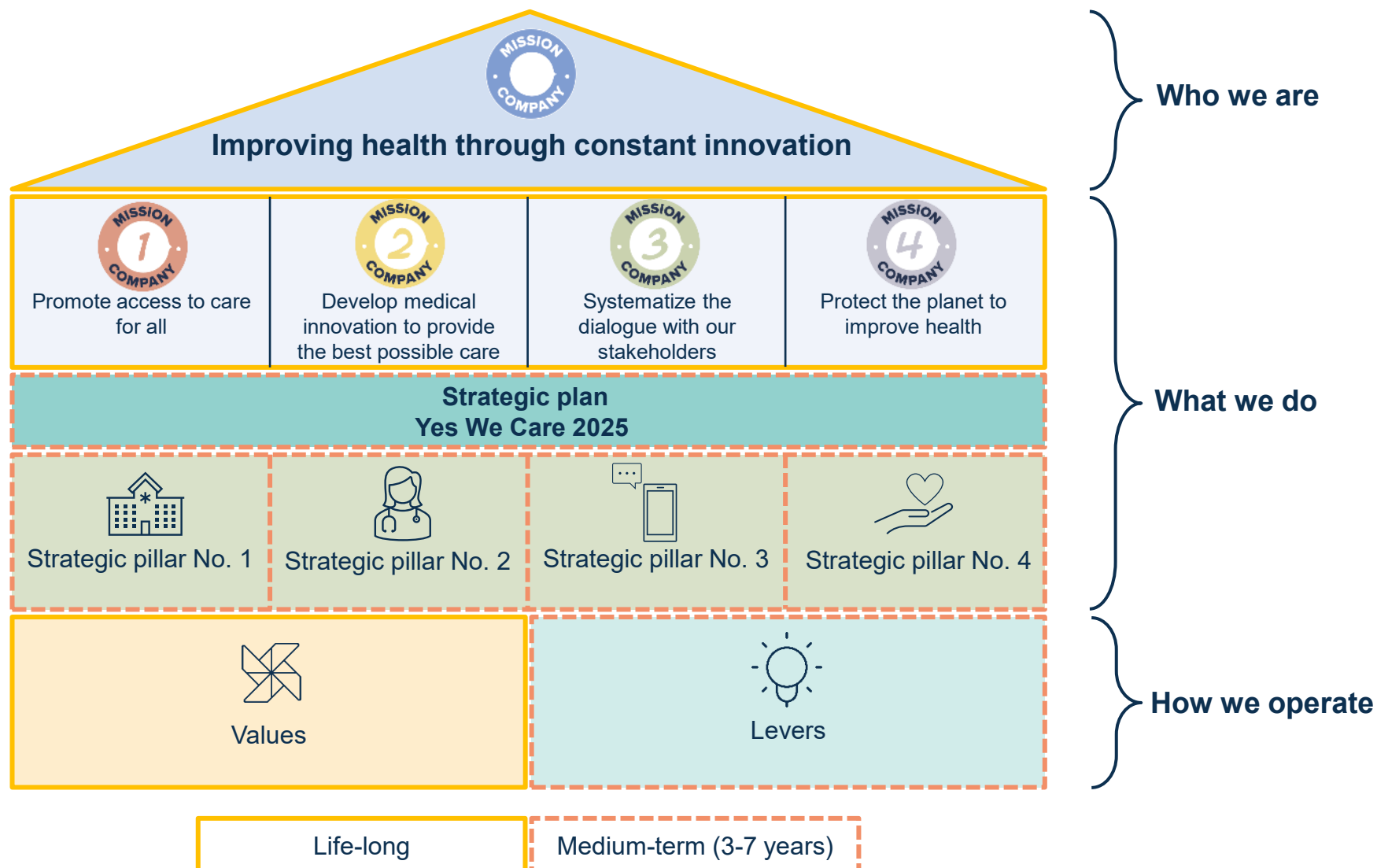
Supporting our **partners and suppliers**



Attracting and retaining **staff and doctors**
Developing the commitment of our **teams**

- Nearly 1,000 Mission-driven Companies have been launched since 2019
- Fewer than 15 major companies (including Danone, Crédit Mutuel, Banque Postale, Groupe Rocher, Maif, Korian and... Ramsay Santé)

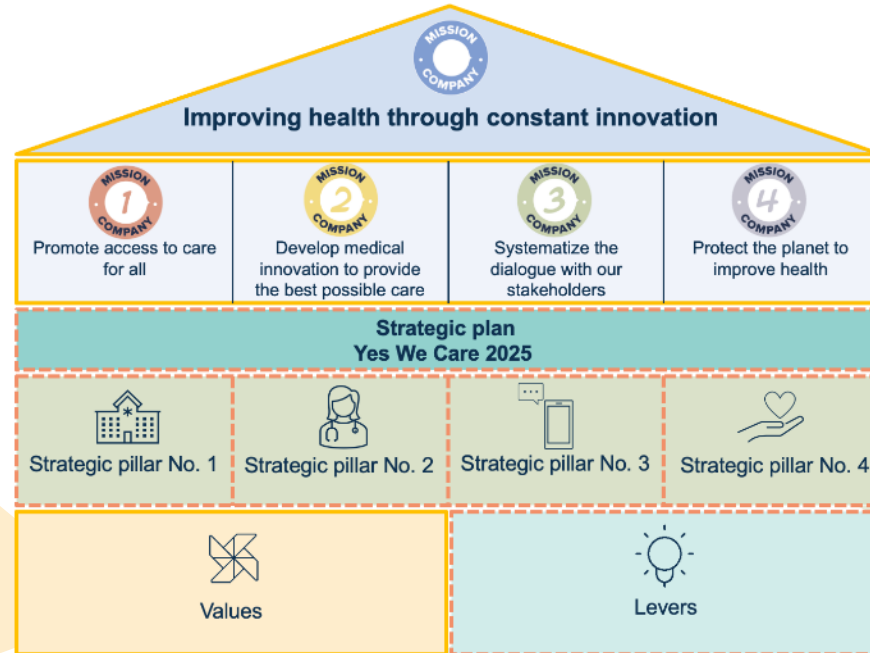
A mission-driven company, a strategic plan and corporate values



YES
WE
CARE!
2025

4 corporate values How we operate

- Commitment
- Quality
- Responsibility
- Innovation



4 strategic pillars What we do

- Excellent hospital care
- Primary digi-physical care
- Preventive health services
- Innovative care offer

7 levers How we do it

- Stand out from the competition: **Patient Experience**
- Be a benchmark employer: **Organising Talent**
- Aim for excellence in our care: **Quality of care**
- Enable our business to grow: **Doctors of tomorrow**
- Better analyse our data: **Data usage**
- Prepare for tomorrow's health care: **Innovation / Creativity**
- Make a collective commitment: **Corporate social responsibility**

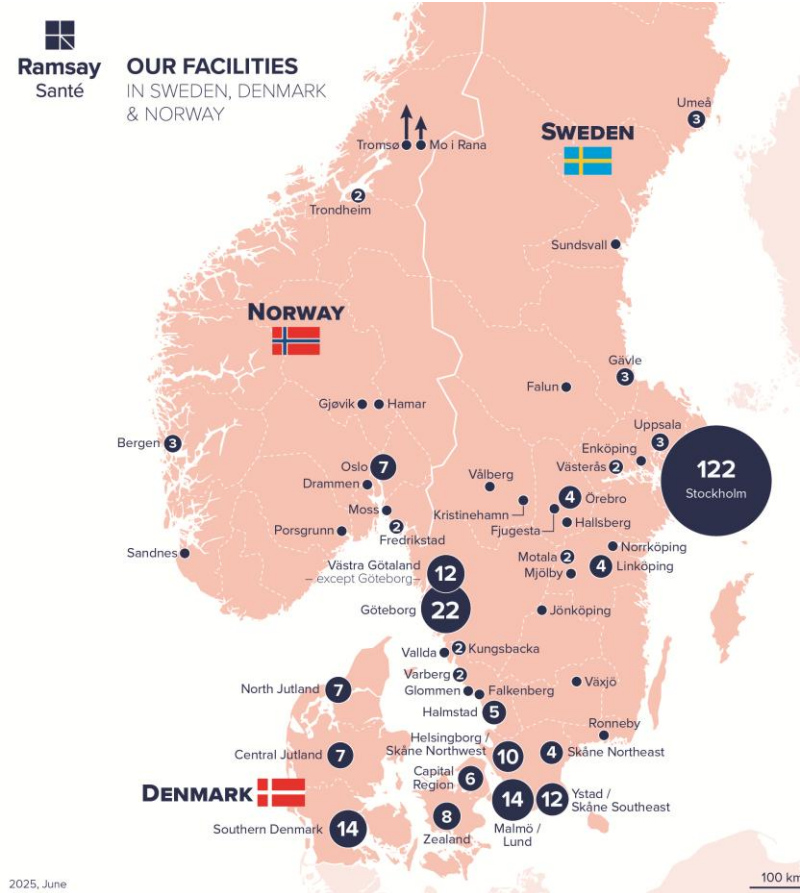


Our sites

European leader

European coverage in 5 countries:
France, Sweden, Denmark,
Norway and Italy:

- in line with the needs of the population
- in liaison with health authorities in each country.



Our place in each country's
private sector: **1st**



In Italy, management of the Cadra orthopaedic centre in Omegna on behalf of the Piedmont authorities.

Ramsay
Santé

OUR FACILITIES
IN FRANCE



Our key figures in France

Leader in private
hospitalisation and
primary care



No. 1
private provider
of cardiac,
neurological and
orthopaedic surgery

-
in cancerology

Leader
in dialysis in France
No. 2 private player
in mental health

1 in 9 French people
operated on in our
facilities



28 000

employees

-

7 700

practitioners

**No .1 private
provider
In research in
France**



29,000
births



193

health care
facilities

including
65 hospitals and clinics
50 mental health clinics
30 medical imaging
centres
25 medical centres
18 MRC (Medical
and Rehabilitation Care)
5 radiotherapy centres





Capio

Del af Ramsay Santé

Sweden

A wide range of medical, surgical and psychiatric care offered by hospitals, specialist clinics and primary care centres.

Community health centres: More than 100 community health centres throughout the country, with almost 900,000 registered patients (**10% of the population**).

Specialist clinics: 30 clinics offering a wide range of specialities, mainly on an outpatient basis: ophthalmology, psychiatry, gynaecology, maternity, ENT, urology and digestive surgery.

Orthopaedics (6 specialised clinics): comprehensive care, from surgery to rehabilitation.

Care for the elderly: geriatrics, palliative care for hospitalised patients, advanced home care, rehabilitation, home visits by doctors.



St Göran Hospital: a leading hospital

- Sweden's largest hospital (in terms of patient numbers)
- University hospital since 2020
- Voted best hospital in Sweden in 2019 (Small hospital category)
- The only private emergency department in the heart of Stockholm
- Sweden's largest maternity hospital





Volvat

Del av Ramsay Santé

Norway

- **Volvat is Norway's largest private health care provider**
- Founded in **1985**
- App **500.000** patient visits per year
- 70% of the total business is out of pocket, 20% is insurance and 10% is public tenders
- **15** local health centres with general practitioners and specialists
- **2** ophthalmology clinics - **expertise in the field of vision** and eye surgery
- **4 hospitals**, mainly **outpatient**, but also inpatient
- **1** centre specialising in **eating disorders**
- **2** centre specialising in **fertility**



Denmark



- **No. 1 in private health care**
- **32 local health centres** - Alles lægehus
- **National presence** with 5 specialist clinics in 4 of Denmark's 5 health regions
- One of the **leading players in imaging diagnostics**
- **Oncology**: 40% of mammograms in the Copenhagen region
- A range of specialised treatments, including **imaging, orthopaedics** and **orthopaedics**
- Outpatient and inpatient care



Our strengths



Ramsay
Santé

Digitalisation

for services that make care and life easier for our patients and practitioners



Preventive health care
to maintain the health capital of each individual



Primary care centres
To tackle the problem of medical deprivation



Medical imaging
for better diagnosis and more effective treatment



Every citizen's health care partner



Post-hospitalisation

to support patients in the follow-up to their treatment:
day hospital, remote monitoring, telerehabilitation, hospitalisation at home

MCR (medical care and rehabilitation) to help patients recover and become more independent.



Hospitalisation
Our core business



Mental health
to meet the challenges of treating mental illnesses





The Group's women and men

With 40,000 employees, including 19,800 nursing staff, our Group is one of the leading employers in the regions where it operates, and one of the largest private-sector recruiters in the health care sector in France and Sweden.

In order to offer our patients high-quality care, we aim to:



Attract, recruit and retain the best talent



Develop the loyalty of our employees through professional fulfilment, the development of each person's skills and good working conditions.



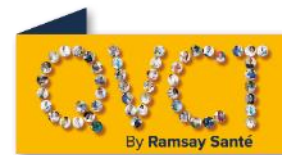
Develop our managers to ensure that they behave in a way that is respectful of all, and that fosters our commitments and the use of our skills to serve our patients.



The Group's women and men

Quality of life and working conditions

- Engagement surveys are conducted to identify areas for improvement
- A landmark agreement and **initiatives in preventive health, safety and improved working conditions**
- Counselling and psychological support services available 24 hours a day, 7 days a week
- Managers trained to support their teams to collectively improve day-to-day working conditions



Skills development

A culture of assessment and benevolent feedback helps to identify the skills that need to be developed, depending on the requirements of the job or as part of career development.

71%

Group commitment rate
(2023 survey)



Disability

Our Group is committed to developing the employment and integration of people with disabilities.

6%

In France, more than half of our sites have already reached or exceeded the target of 6% of employees with disabilities.



Practitioners

10,000 doctors
one of the largest
private practice
communities
in France



*We have chosen to work
in a private hospital. It's a
choice we're totally
committed to and proud
of.*



Practitioners' tribune
Le Figaro

1,400 interns
since 2017



Specialities

Orthopaedics, neurology, cardiology, anaesthesia-intensive care, urology, gynaecology-obstetrics, gastro-enterology, oncology, general medicine, emergency medicine, psychiatry, etc.

Medical researchers

- **1 in 6 doctors** publishes in some of the most prestigious specialist journals
- **Clinical research for the benefit of patients:** AI and cancer diagnosis, endometriosis, transgender surgery, hyper-preparation before surgery, etc.



Quality

offering the highest level
of service and care to our patients



91% of facilities certified* to the highest standards** vs. 86% for the private healthcare sector and 87% for public sectors.

* At 30/06/2025

** "High quality of care" and "Confirmed quality of care".



Capio Performance

Proportion of patients with high blood pressure who reach target levels:

73% vs. 55,5% (Swedish average)



Patient satisfaction

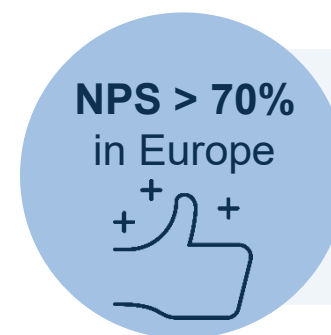
Leader in PREMs* scores average 4,56 (scale 1-5) vs. 4,27 private and public sector combined in DK

* Patient-Reported Experience Measures: satisfaction surveys



Patient satisfaction

NPS Score per Feb.2026 : 73,3%
(conventional and outpatient surgery)



NPS > 70%
in Europe

The **Net Promoter Score** measures the proportion of our patients who are prepared to recommend our facilities.

Using a range of measures, we monitor all aspects of quality, including medical outcomes and patient satisfaction.



Investment

State-of-the-art facilities, equipment and innovations

Construction, modernisation and extension



Clinique Ange Gardien
(France)



Saint Göran Hospital
(Stockholm, Sweden)



Capio Hellerup
(Hellerup, Denmark)



Majorstuen Medical Clinic
(Oslo, Norway)

State-of-the-art equipment



- **6,8 million €** including new **robots** and **hybrid rooms (2025)**
- 20 surgical robots

Digital investment



190 million € per year to restructure, improve, secure and develop IT and digital services.

3,65% of annual sales



Research and innovation



We are the leading private research player in France

1,300
doctors (1/5)
involved in a
research
programme

11,500
patients
included in
770 studies
(2022)

45%
of public
funding
devoted to the
private sector

1,000
scientific
publications per
year

50%
of publications
at A+, A or B
level

Teaching
1,400 interns
since 2017
(and 480
fellows)

Innovation

- Detecting pathologies with AI
- Identifying rhythm abnormalities and preventing the onset of atrial fibrillation
- Using smart watches to monitor patients' cardiac activity
- Developing virtual reality techniques

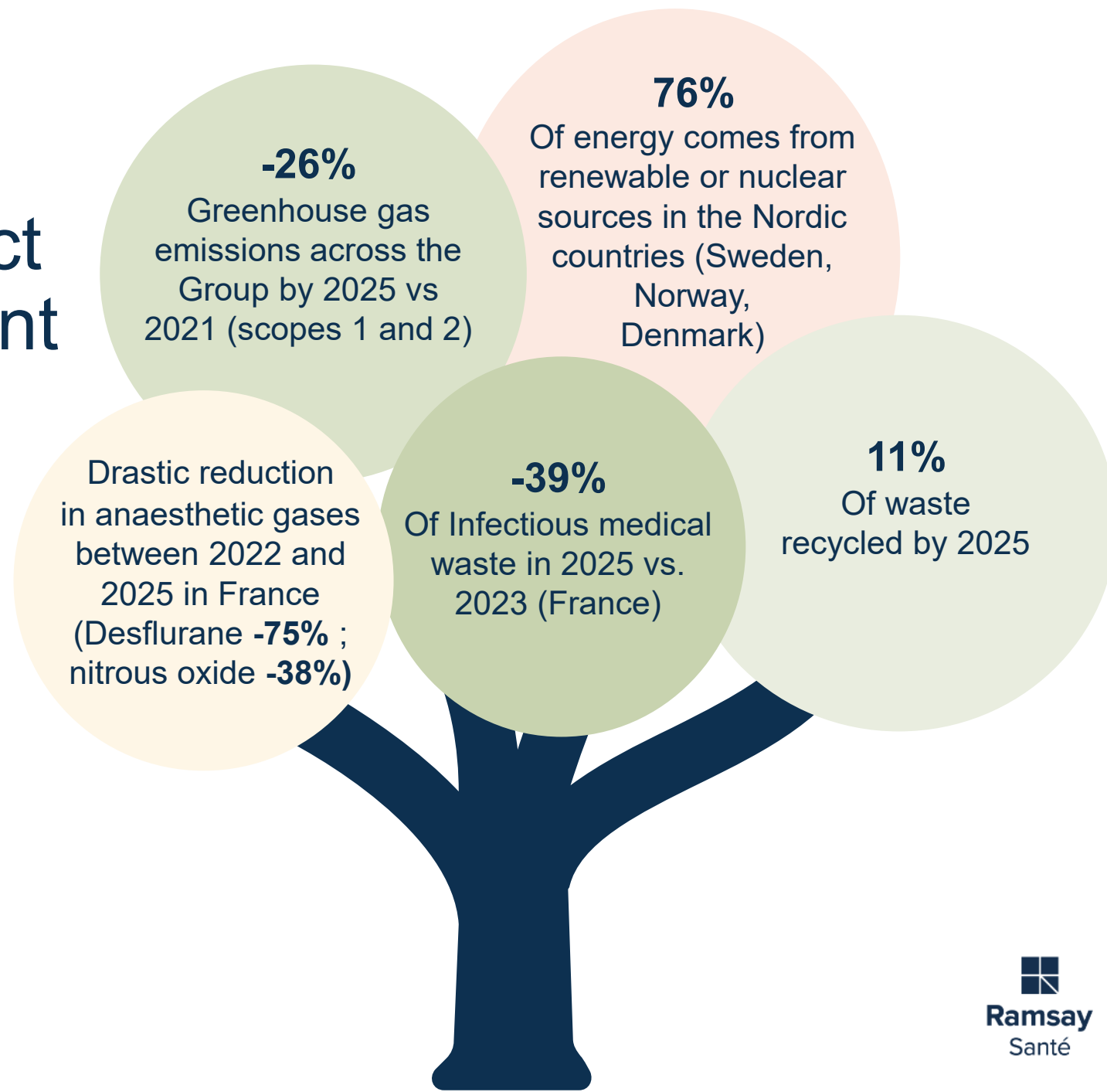
In Sweden

- Implementation of AI scribes (primarily Tandem)
- Strategic collaboration between AstraZeneca and Capio St. Göran's Hospital to increase the number of clinical trials
- Chronic care patients in primary care



CSR reinforcing our positive impact on the environment

Targets for reducing CO₂ emissions





Our expertises



Primary care centres

Nordic know-how



- The benchmark country
- **130 centres looking after 965,000 patients, i.e. 9,1% of the population**
- The Swedish model functions with half the number of GPs per inhabitant compared to France. This efficiency is partly achieved through streamlined working methods that incorporate a wider range of professionals—such as rehabilitation specialists, nurses, and psychologists—into our workflows. Combined with effective digital tools, this creates a more efficient system overall.



- 32 clinics **looking after 115,000** patients in 5 regions



- 15 centres **looking after 300,000** patients



Moving from a “**one-man band**” approach (a doctor in the front line providing consultations, paramedical follow-up and administration) to a “**conductor**” approach.





Primary care centres in France: a response to problems of access to care

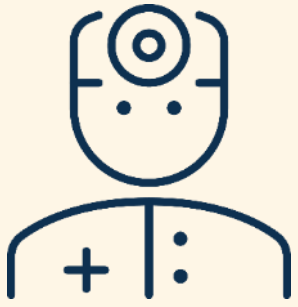
- The **23 Ramsay Santé medical centres** in France offer comprehensive, coordinated care, fully covered by the national health service (sector 1), with no additional fees. Patients can benefit from medical, specialist or dental consultations, with or without an appointment, as well as imaging and analysis services (in certain centres)
- Ramsay Santé is trialling an annual flat-rate payment system in five centres, paid by the French national health insurance system and tailored to each patient's profile. Inspired by Scandinavian models (Article 51), this system facilitates access to care in areas with a shortage of medical professionals, **improves coordination and the management of chronic diseases, and enables the development of preventive measures and therapeutic education initiatives.**
- The multidisciplinary organisation of Ramsay Health Care medical centres promotes teamwork and task delegation, allowing doctors to focus on their expertise and improve their work-life balance. Prevention and patient follow-up are at the heart of the model.



Dr Alexis
ROULLAUD,
Medical Coordinator –
General Practitioner

Prevention, care and patient relations : genuine community healthcare thanks to team cohesion and a suitable working environment.





Medicine-Surgery-Obstetrics (MSO)

248
specialised
hospitals and
clinics

900
operating
theatres

over 73%
of surgical
procedures are
performed on an
outpatient basis

**Pioneers
in ERAS**
(enhanced
recovery after
surgery)



Excellence in our hospitals and clinics, based on:

- the expertise of our practitioners and nursing staff
- high standards of care quality and safety
- personalised treatment and support
- our ability to innovate in terms of care and patient pathways, in particular through the development of outpatient surgery and Enhanced Recovery After Surgery (ERAS).



Imaging at the heart of diagnosis and treatment



20 M €

a year invested in
imaging

More than **100 machines**, including:

- 62 MRI scanners
- 50 scanners
- 8 PET scanners
- 16 gammas cameras
- 27 interventional radiology rooms
- 16 hybrid rooms



Medical and rehabilitation care (MRC) for specialised post-operative care

Increasingly specialised (cardiology, oncology, neurology, etc.) to offer support and a programme (medical care, physiotherapy, rehabilitation, reintegration, etc.) adapted to pathologies.



33
clinics or units
in France

3
Specialised
“**Rehab**”
facilities in
Sweden and Italy

2
European sports rehabilitation
centres dedicated to top-level
athletes:
CERS Capbreton
CERS Saint-Raphaël



Mental health and addiction

A comprehensive range of care services for all patients, working with them to build their health care pathway:

- including consultation, full hospitalisation, day centres and follow-up at home to help maintain social connections
- paying particular attention to young people, health care professionals and the elderly, who are cared for in dedicated units
- in conjunction with general practitioners, psychiatric emergency services, public facilities, non-profits and all those working in the field of mental health and addiction.

Leaving plenty of room for therapeutic innovations and non-medicated therapies:

- Chromotherapy, cognitive-behavioural therapies, transcranial magnetic resonance, mindfulness-based cognitive therapy, virtual reality therapy, seismotherapy, etc.
- Each patient receives individual or group care, through mediation and psychotherapy, therapeutic education, adapted physical activity or discussion groups.



- **No. 2** in private psychiatry
- **36** full inpatient facilities
- **36** day hospitals

Centres specialising in addictology and care for carers



Labels



- **Very high health and environmental quality** Exemplary in the introduction and implementation of a policy of social responsibility and environmental health
- **Baby-Friendly Maternity Unit** A guarantee of quality in terms of staff training, organisation of care and parental support.
- **Dad-Friendly Maternity Unit** Development of initiatives aimed at giving spouses their rightful place with their partner and their newborn child.



25,000
births in 2024

24 maternity
units



Wellness birth **Maternity units**

Thanks to our many projects, we can guarantee expectant mothers high-quality medical care and personalised support from the very first months of pregnancy.



MyNea is a personalised programme that offers future parents simplified procedures (visit to the maternity unit to meet the nursing team, online registration) and support in their birth plans (personalised monthly newsletter) as well as in the first few weeks of their baby's life.

MyNea conferences or workshops: babywearing, nutrition, prenatal singing, relaxation therapy, sport, fatherhood, etc.

In Sweden

Opening of Sweden's largest private maternity hospital with almost **4,000 births** a year



31 emergency departments

+ 900,000
emergency department visits/year

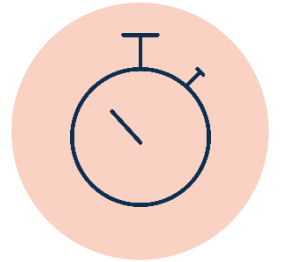
20 “SOS Emergency Care”

facilities providing unscheduled care to:

Offer rapid and complementary care to all and relieve emergency services

- walk-in consultations
- Specialist doctors
- Technical facilities (radiology, ultrasound, etc.)
- Specialised examinations and treatment programmes (SOS hands, SOS Lumbago, SOS Stones, SOS Fistulas, etc.)

Emergency services a public service undertaking



In France

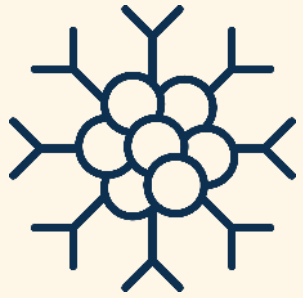


- **Real-time display of waiting times** and throughput times in its emergency departments, on their websites and mobile app.
- **Less than 30 minutes** = average waiting time between admission and the start of treatment for 85% of our patients.

In Sweden



- Our group manages the only private hospital with an emergency department, **St Göran** in Stockholm.
- 90,000 visits per year
- Average waiting time to see a doctor: 48 minutes



Oncology

the fight against cancer,
one of our priorities



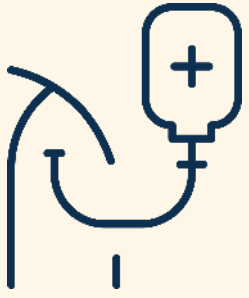
In France, Ramsay Santé is the leading private hospital player in the field of cancer care.

- Innovative care
- Offering **targeted and personalised treatments**
- Providing 360° support for patients
- Advancing **research**



Coordinated care pathways

Diagnosis	Imaging
	Nuclear medicine
Treatment	Oncogenetics 19 facilities
	Surgery 19 robots
	Systemic drug therapy for cancer Remote monitoring in oncology 21 centres
Aftercare and support	Radiotherapy 5 centres
	Supportive care Psychologist, social worker, dietician, adapted physical activity specialist, stoma therapist, socio-aesthetician, etc.
	Medicine, oncology, cancer MCR, Palliative care



Dialysis and chronic kidney disease

**No. 1 private
player
in dialysis
in France**

**26 centres
providing almost
512,000
sessions/year**



- **All types of dialysis:**
in-centre, at home, independent.
- Our patients with chronic kidney disease benefit from a truly **coordinated care pathway**.
- **Multidisciplinary care:** medical and nursing consultations, therapeutic and dietary education sessions, support care (psychologist, social worker).



The Corporate Foundation

The Ramsay Health Foundation promoting and educating in preventive health care

Its aim: to promote preventive health by supporting initiatives in the field to encourage as many people as possible to adopt healthy habits, particularly those who practice them the least.

170

start-ups and
non-profits supported

6 million

informed about prevention

70 m €

of funds raised

3,300

employees involved in
the #1pas1don solidarity
challenge



The Ramsay Health Foundation



Innovate



- **Prevent2Care Lab**, the only incubator for start-ups and non-profits in the field of preventive health care.
- **Prevent2Care Tour**: call for projects reserved for non-profits in 6 major regions of France.
- **Prevent2Care Nordics**: supporting start-ups in Denmark, Norway and Sweden.
- **Creation of the 1st university diploma (U.D.)** in preventive health with the University of Brest.

Contribute

- **Preventive Health Care Meetings**: an annual debate on a preventive health topic, sponsored by the French Ministry of Labour, Health and Solidarity. 6 editions.
- **White paper** to pursue and promote the debate more widely



Take action

- **Supporting or co-creating preventive health care programmes with non-profits**, as closely as possible to people's needs: Agir pour le cœur des femmes, VoisinMalin, Sport dans la ville, Cité internationale universitaire de Paris, etc.

Raising awareness

- Answering preventive health questions, with a dedicated website Mes Questions Prévention Santé.
- **8 topics covered**: nutrition, sleep, exercise, giving up smoking, screen addiction, STDs, sex addiction, environmental health, etc.