



life goes on with us



## Half-Year 2016 results

28 September 2016

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## Introduction

Comprehensive offering: mid-term and long-term care for physical and mental dependency



Mission statement: provide integrated care solutions for residents and patients

# 10 years of continuous growth to build a European group

2006



174 facilities  
16,003 beds



4 countries  
2 223 beds outside France  
(14%)



10,000 employees

2016

Growth



733 facilities  
74,272 beds

International  
expansion



10 countries  
41,584 beds outside France  
(56%)

Employment



45,000 employees

# First-Half 2016: Further international expansion and value creation



## International expansion

- ✦ Acquisition of a new platform: Medi System in Poland (704 beds)
- ✦ Strengthening existing platforms: Vitalis in Germany (2,487 beds)
- ✦ Doubling of the Spanish network with the acquisition of Sanyres in July (3,300 beds)



## Solid growth and profitability

- ✦ Strong revenue growth: +23% to €1,381m
- ✦ Solid increase in pre-tax profit on ordinary activities: +21.1% to €110.0m
- ✦ Increase in EBITDA margin excluding acquisitions: +60bp to 17.0%



## Strengthening the real-estate portfolio

- ✦ €227m increase in the value of the real-estate portfolio (+7% in 6 months)
- ✦ High-quality properties with secure rental positions, with a value of €3.7b



## Organisation and IT systems

- ✦ Stronger international team consisting of over 30 people
- ✦ Roll-out of IT systems
- ✦ Implementation of ORPEA's monitoring, control and management processes in new countries



## A unique facility in China with 140 beds

- ✦ Opening of China's first upscale nursing home offering care for highly dependent people
  - ⇒ First foreign operator to open a facility by itself (three years of work)
  - ⇒ Increasing ORPEA's **credibility** and expertise in China
  
- ✦ Opening in Q2-2016 followed by gradual ramp-up
  - ⇒ Large numbers of visits (authorities, medical professionals, investors, media) acknowledging ORPEA's expertise
  - ⇒ ORPEA Xianlin International Care Center is regarded as **China's best nursing home**
  
- ✦ Development strategy:
  - ⇒ Continue operating the Nanjing facility and adjust the business model
  - ⇒ Discussions with potential partners to facilitate development (authorisations, real estate) and optimize it



Confirmation of China's long-term growth potential

## Light therapy...

- ✦ First scientific study on the benefits of light on the quality of life of people suffering from neurodegenerative diseases such as Alzheimer's
  - Study carried out with Nice University Hospital and the CIUS (centre for innovation and usage in healthcare)



- ✦ Integration of an innovative dynamic lighting system within protected living quarters
  - Specially designed with the Medical Department
  - Integrated into the structure in all living and circulation spaces, allowing continuous exposure to light
  - Dynamic, with lighting levels varying in accordance with Circadian rhythm
  - Based on the colour / warmth of natural light

## ... convincing results showing improved quality of life for sufferers



- ✦ Improved sleep: 55 minutes more sleep per 24 hours and reduced night-time waking



- ✦ Significant reduction in behavioural problems and anxiety



- ✦ Gradual reduction in prescriptions for sedative medication



- ✦ Effectiveness of occupational and cognitive workshops in maintaining independence

Article released in Journal of the American Medical Association

Several world congress:

10<sup>th</sup> World Conference of Gerontechnology

Clinical Trials on Alzheimer's Disease (USA)

21<sup>st</sup> IAGG World Congress of Gerontology and Geriatrics (USA)



## Acquisition of Sanyres and ORPEA Ibérica

# Spain: a country with fundamentals favourable to selective development



## Ageing population

- ✦ Rapid growth in number of people aged over 80: +3.5m between now and 2050 (+2.4% / year)
- ✦ Urbanisation and sociological change



## Provision poorly distributed and unsuitable

- ✦ 35% of the Spanish population concentrated in 4 cities (Madrid, Barcelona, Seville and Valencia)
- ✦ Geographic distribution of care provision unsuited to demand
- ✦ Relatively new business mainly addressed by property developers



## Favourable social and tax environment

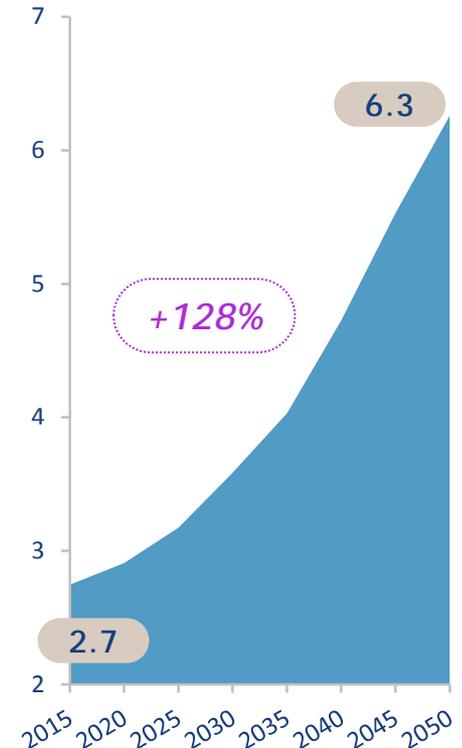
- ✦ Flexible social and tax frameworks suited to growing companies
- ✦ Corporate income tax rate falling steadily: 25% in 2016



## Regulatory environment

- ✦ Subsidised beds: price per day financed partly by the Region and price increases limited
- ✦ Private beds: 100% paid for privately, with flexibility on pricing

People aged over 80 (millions)



Need to select carefully from the numerous opportunities

## Sanyres network



3,300 beds



18 facilities

67%  
private beds

60%  
single rooms

180 beds  
on average per facility

Recently built real  
estate portfolio

(< 10 years) representing  
200,000 sqm  
Value creation potential

40% in Madrid  
Located in major city centres



Sanyres meets all of ORPEA's criteria



## Integration of Sanyres

- ✦ Good geographical fit
- ✦ Value creation:
  - improvements and synergies
  - upgraded residential offering
- ✦ Implementing ORPEA's know-how



ORPEA doubling the size of its network in Spain to 7,334 beds, becoming a Spanish care solutions leader



ORPEA Ibérica



7,334 beds

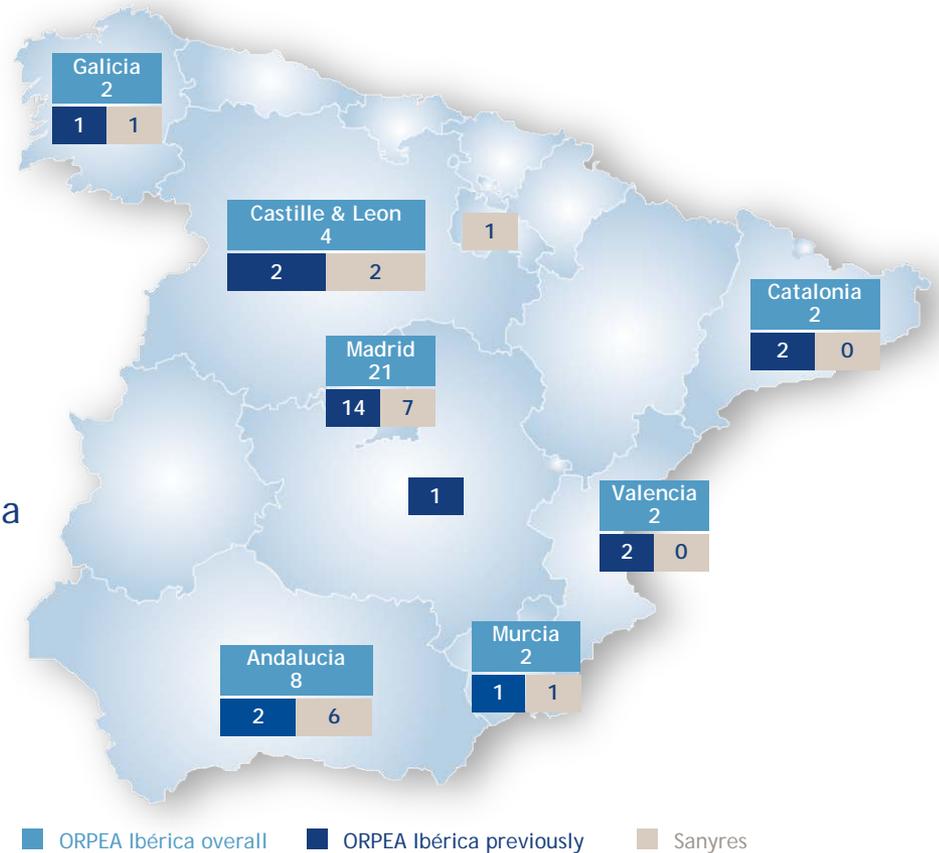


43 facilities



Residencias y Centros de Día para personas mayores

- ✦ **72%** private beds
- ✦ **60%** single rooms
- ✦ **58%** of beds in Madrid, Barcelona and Valencia
- ✦ **50%** of buildings less than 10 years old



## Barcelona



## Málaga



## Madrid





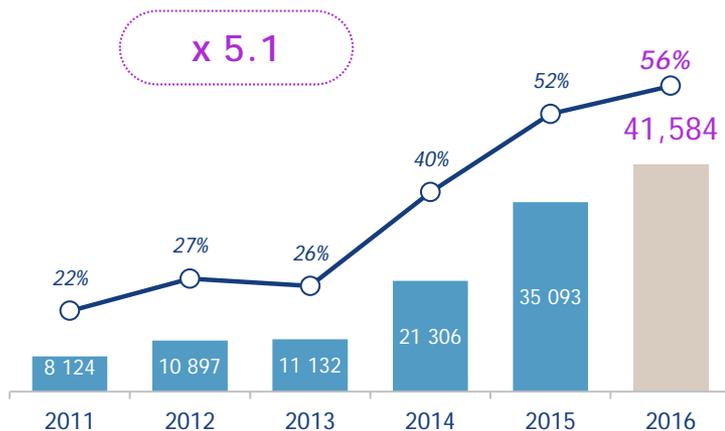
Network and development

## Total network (number of beds)



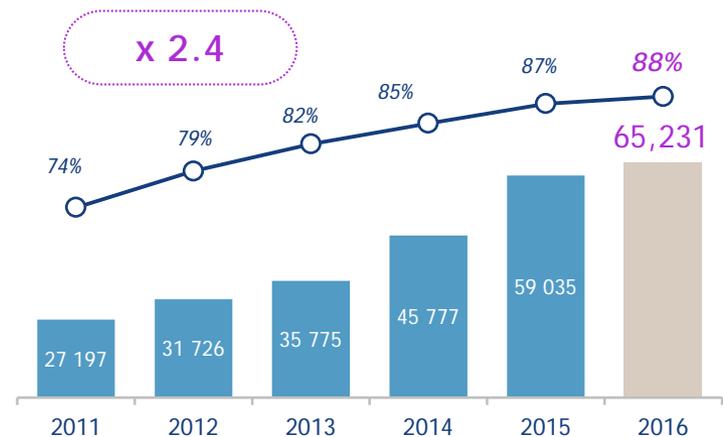
## International network

(Number of beds and % of the total network)

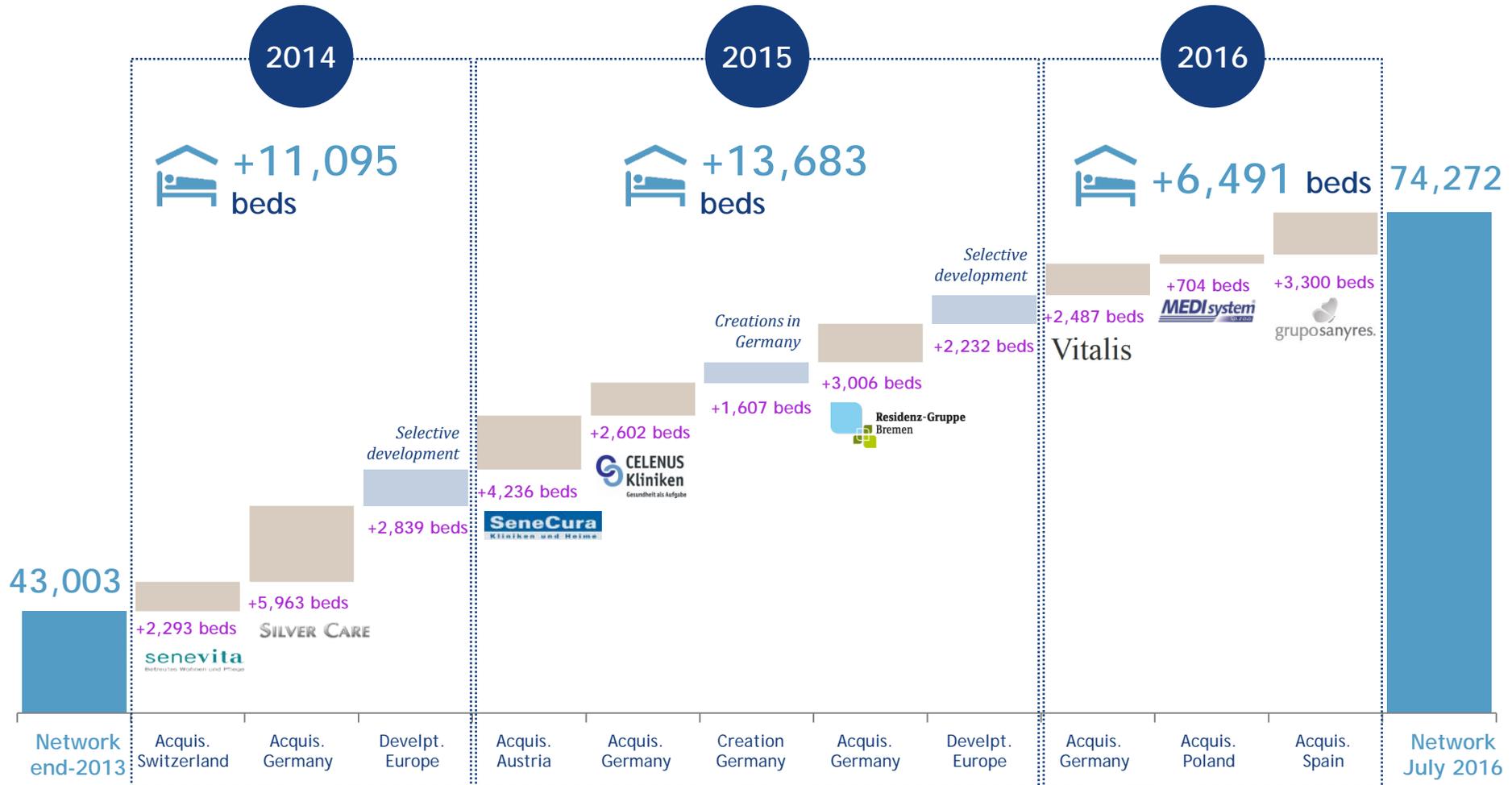


## Network maturity

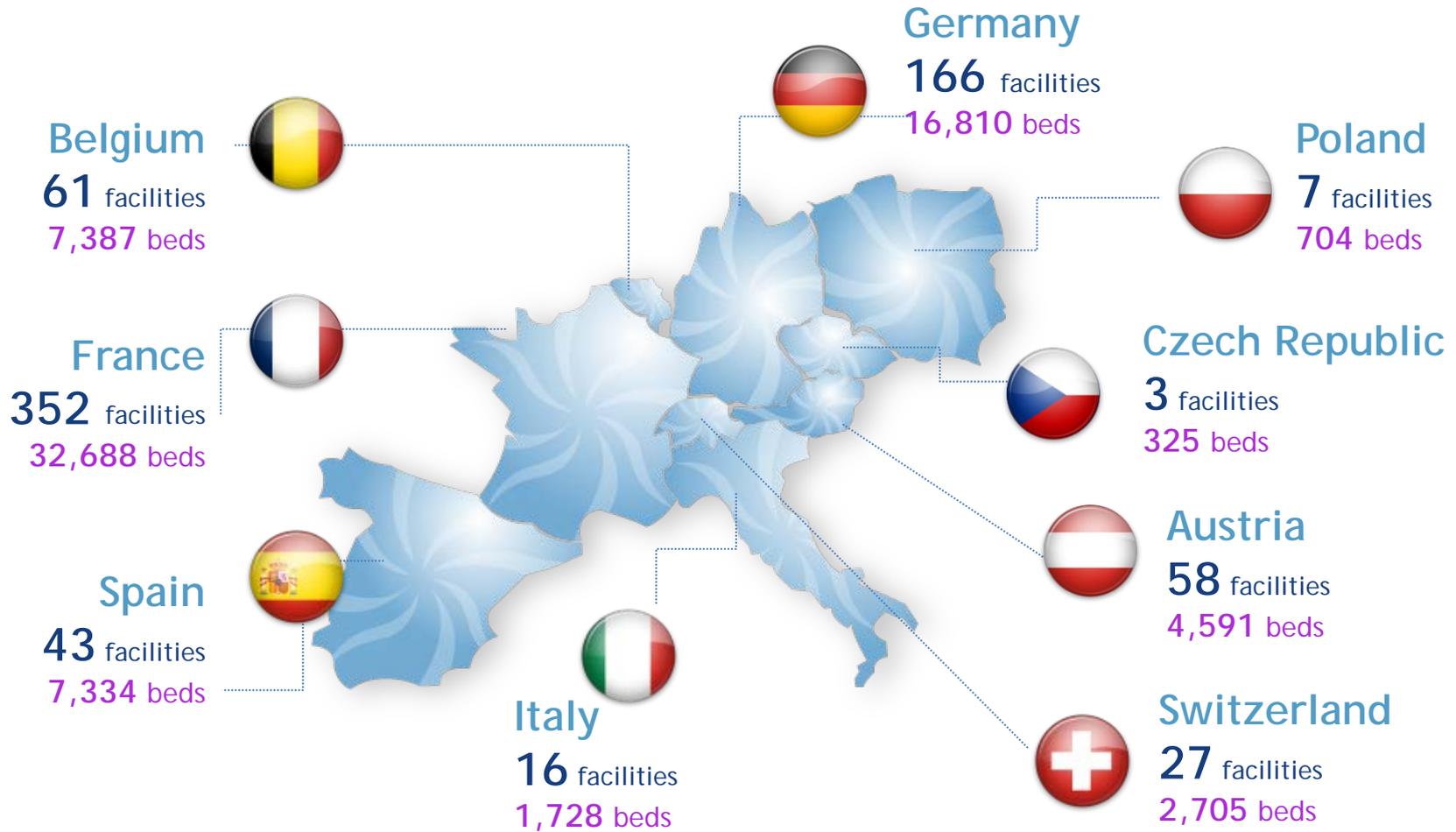
(Number of mature beds and % of the total network)



## Total network: +73% = +31,269 new beds



# A European network of 74,272 beds in 733 facilities



 56% of the network outside France



## Key figures for the international network

9 countries each representing a unique development platform

Recent and modern facilities

70% single rooms

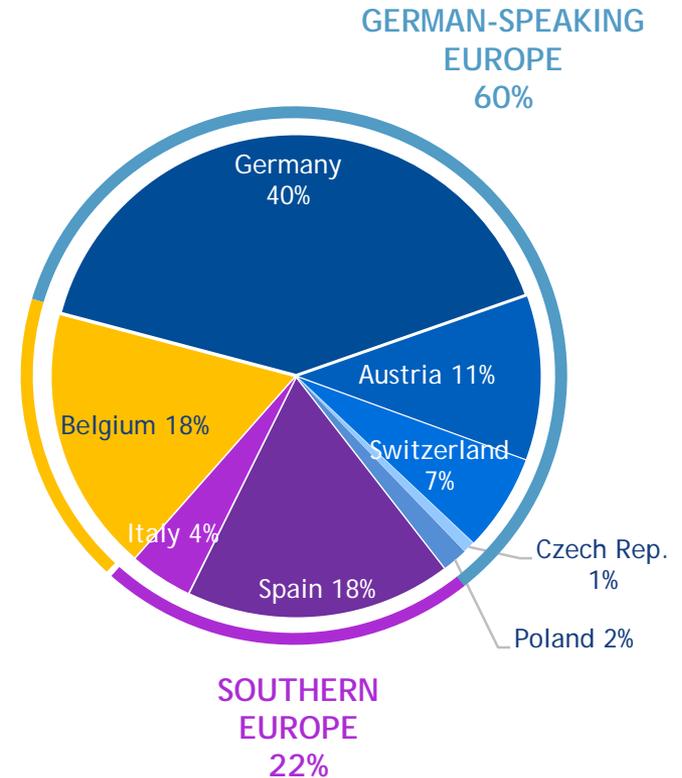


381 facilities  
41,584 beds

Quality of care and residential services

**Attractive locations:**  
Flanders, Zürich, Basel, Dortmund, Berlin, Madrid, Warsaw etc.

## Breakdown of beds by country



Performing development platforms in dynamic countries with strong purchasing power and moderate taxes

## Network

	Open beds	Beds being restructured	Beds under construction	Pipeline (% of beds under development)
FRANCE	29,695	1,140	1,853	9%
BELGIUM	5,538	322	1,527	25%
SPAIN	7,334	0	0	0%
ITALY	1,136	60	532	34%
SWITZERLAND	2,243	0	462	17%
GERMANY	13,914	82	2,814	17%
AUSTRIA	4,462	0	129	3%
CZECH REPUBLIC	205	0	120	37%
POLAND	704	0	0	0%
<b>TOTAL</b>	<b>65,231</b>	<b>1,604</b>	<b>7,437</b>	<b>12%</b>

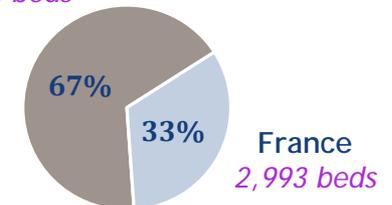
## Breakdown of the pipeline by type

Construction  
7,437 beds



## Geographical breakdown of the pipeline

International  
6,048 beds



Growth pipeline = secured organic growth for the next 3 to 4 years

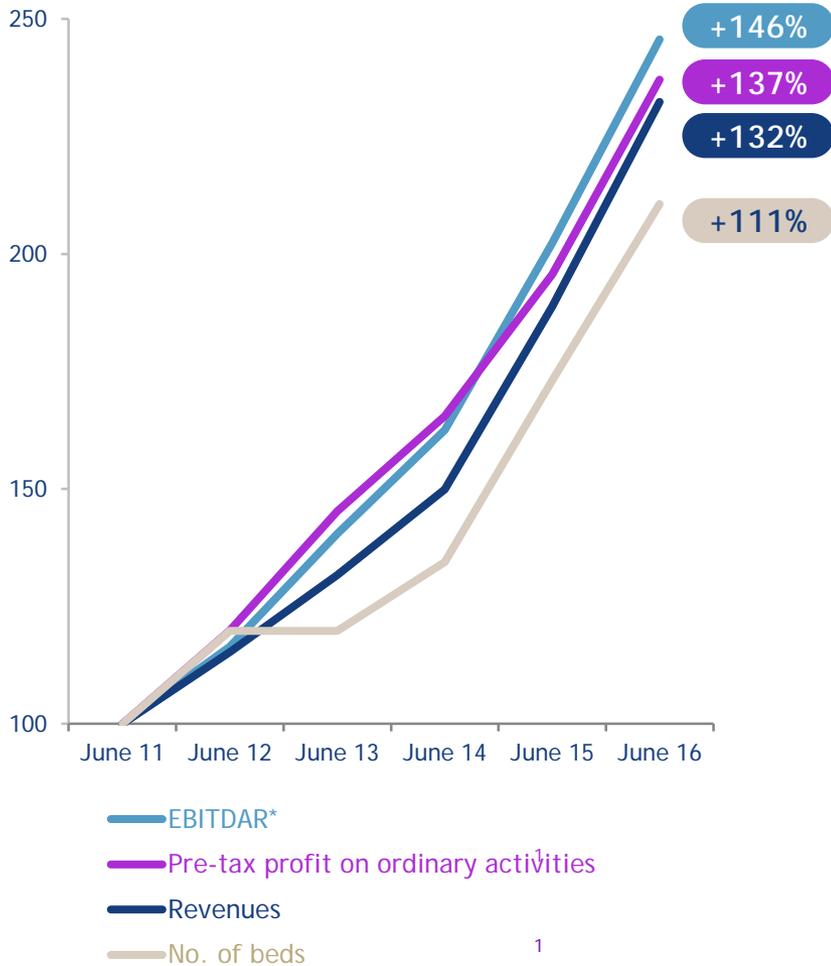
**ORPEA**  
GROUP



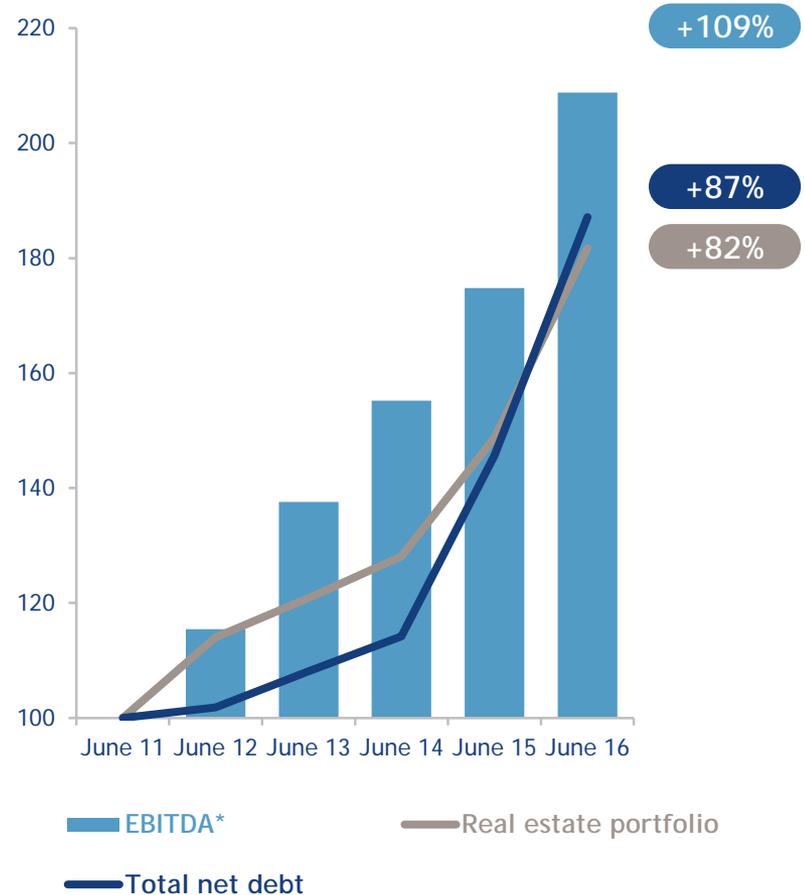
Half-Year 2016 results

# 5-year analysis (H1 2011 - H1 2016): strong profitable growth and rapid business development (+37,272 beds)

## Growth and profitability



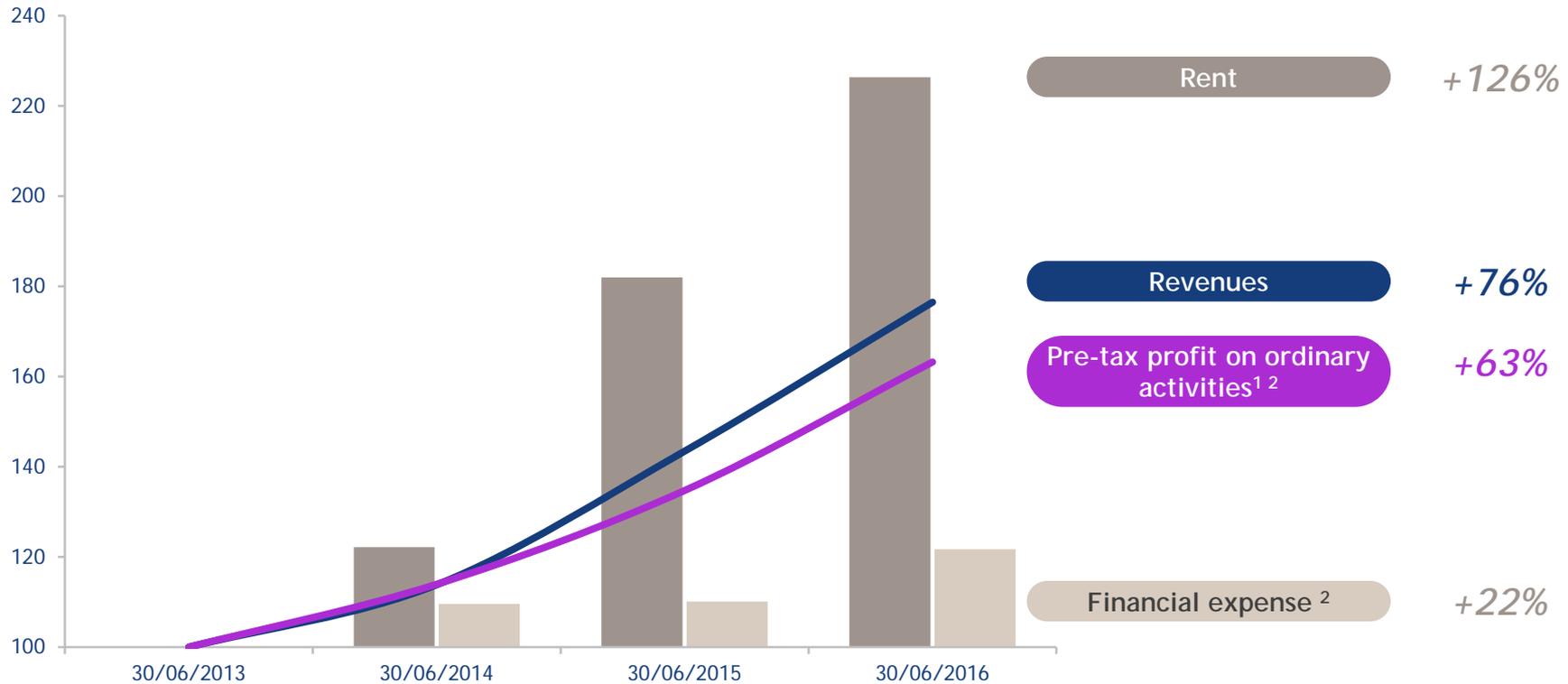
## Strong business model



\* See definitions in the glossary

<sup>1</sup> Pre-tax profit on ordinary activities = Operating profit on ordinary activities - Net financial expense  
 Excluding change in the fair value of share allotment entitlements embedded in ORNANE bonds

# 3-year analysis (H1 2013 - H1 2016): good management of a rapid phase of expansion (+30,000 beds)



Firm grip on profitability despite acquiring over 30,000 beds in 5 countries

<sup>1</sup> Pre-tax profit on ordinary activities = Operating profit on ordinary activities - Net financial expense

<sup>2</sup> Excluding change in the fair value of share allotment entitlements embedded in ORNANE bonds

## 2016 OBJECTIVES

## H1 2016 RESULTS

① Initial revenue growth target: 14%

+23%  
€1,380.5m

② Solid organic growth\*

+5.7%  
> €60m

③ Firm profitability

EBITDA margin\* excluding acquisitions in  
H1 2016: +60bp (17.0%)  
Total EBITDA margin\*: 16.0%

④ Reduction in cost of debt

-40bp

⑤ Strengthening the real-estate portfolio

+€227m  
€3,672m

€ m	H1 2016	H1 2015	Change
France	835.9	788.2	+6.1%
	61%	70%	
International	544.6	334.2	+63.0%
	39%	30%	
Belgium	79.6	77.6	
Spain	34.5	31.4	
Italy	23.8	22.2	
Switzerland	70.6	62.3	
Germany	246.6	105.4	
Austria	83.6	35.3	
Czech Republic	0.6	-	
Poland	5.3	-	
<b>Total</b>	<b>1,380.5</b>	<b>1,122.4</b>	<b>+23.0%</b>

## Firm organic growth\*

- ✦ New openings: 2,050 beds
- ✦ Organic growth\* in H1 2016: 5.7% (excluding positive leap-year effect)

## Contribution of acquisitions

- ✦ Austria (SeneCura): Q1 2016
- ✦ Germany (Celenus Kliniken, Vitalis and Residenz Gruppe Bremen): H1 2016
- ✦ Poland (Medi-System): H1 2016

4 acquisitions consolidated in H1 2016 that were not consolidated in H1 2015



Vitalis



**+8,799 beds**

**€138m of revenues in H1 2016**

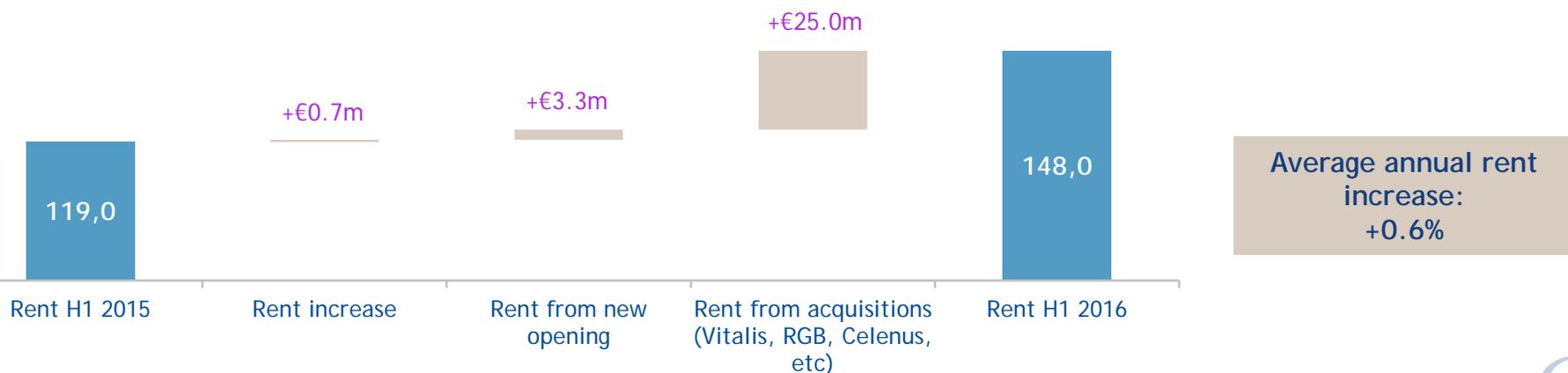
**Limited investment** (mainly asset-light companies)

	H1 2016			H1 2015	Change
	Total	Acquisitions in H1 2016	ORPEA excluding acquisitions in H1 2016	Total	ORPEA excluding acquisitions in H1 2016
EBITDAR margin*	26.7%	23.9%	27.0%	27.0%	=
EBITDA margin*	16.0%	6.8%	17.0%	16.4%	+60bp

\* See definitions in the glossary

€ m	S1 2016	S1 2015	Var.
<b>Revenues</b>	<b>1380.5</b>	<b>1122.4</b>	<b>+23.0%</b>
Staff costs	-710.9	-568.4	+25.1%
Purchases	-253.8	-209.6	+21.1%
Tax expense	-56.8	-49.5	+14.7%
Other income and expense	9.5	8.7	N.A.
<b>EBITDAR* (recurring EBITDA before rental costs)</b>	<b>368.5</b>	<b>303.6</b>	<b>+21.4%</b>
% of revenues	26.7%	27.0%	
Rental costs	-148.0	-119.0	+24.4%
<b>Recurring EBITDA*</b>	<b>220.5</b>	<b>184.6</b>	<b>+19.5%</b>
% of revenues	16.0%	16.4%	

## Rent (€ m)



\* See definitions in the glossary

# Analysis of margins by geographical region

€ m	H1 2016			H1 2015		
	Rev.	EBITDAR*	% of rev.	Rev.	EBITDAR*	% of rev.
 France	835.9	236.9	28.3%	788.2	218.3	27.7%
 Belgium	79.6	13.6	17.1%	77.6	14.0	18.0%
 Spain	34.5	7.4	21.6%	31.4	6.6	21.2%
 Italy	23.8	4.1	17.3%	22.2	3.4	15.1%
 Switzerland <sup>1</sup>	51.1	17.6	34.5%	41.8	14.4	34.4%
 Germany	246.6	62.0	25.1%	105.4	28.3	26.9%
 Austria	83.6	15.7	18.8%	35.3	7.3	20.5%
 Czech Rep.	0.6	-0.4	N.A.			
 Poland	5.3	0.8	14.2%			
International <sup>2</sup>	544.6	131.6	24.2%	334.2	73.9	22.1%
<b>Grand total</b>	<b>1380.5</b>	<b>368.6</b>	<b>26.7%</b>	<b>1122.4</b>	<b>303.5</b>	<b>27.0%</b>

Commentaires
Increasing mature network
Impact of new openings (2,000 beds in 18 months)
Acquisition of 3 new facilities
Ramp-up of newly opened facilities
Good margins despite new openings
Integration of Vitalis and Residenz Gruppe Bremen
Impact of new openings
Rapid ramp-up of 2 newly opened facilities
Investment in developing the Headquarter

<sup>1</sup> Excluding the Independent Living business

<sup>2</sup> Including the Independent Living business in Switzerland

\* See definitions in the glossary

# Pre-tax profit on ordinary activities up 21.4%

€ m	H1 2016	H1 2015	Change
Recurring EBITDA*	220.5	184.6	+19.5%
Depreciation, amortisation and provisions	-57.0	-45.7	+24.7%
Recurring operating profit	163.6	138.9	+17.8%
Net financial expense <sup>1</sup>	-53.5	-48.1	+11.2%
<b>Pre-tax profit on ordinary activities*<sup>1</sup></b>	<b>110.0</b>	<b>90.8</b>	<b>+21.1%</b>
Non-recurring items	4.6	12.5	N.A.
<b>Pre-tax profit<sup>1</sup></b>	<b>114.6</b>	<b>103.3</b>	<b>+11.0%</b>
Tax expense <sup>1</sup>	-40.4	-37.3	+8.3%
Share in income/(loss) from equity affiliate	1.3	1.4	N.A.
<b>Attributable net profit<sup>1</sup></b>	<b>75.5</b>	<b>67.4</b>	<b>+12.1%</b>

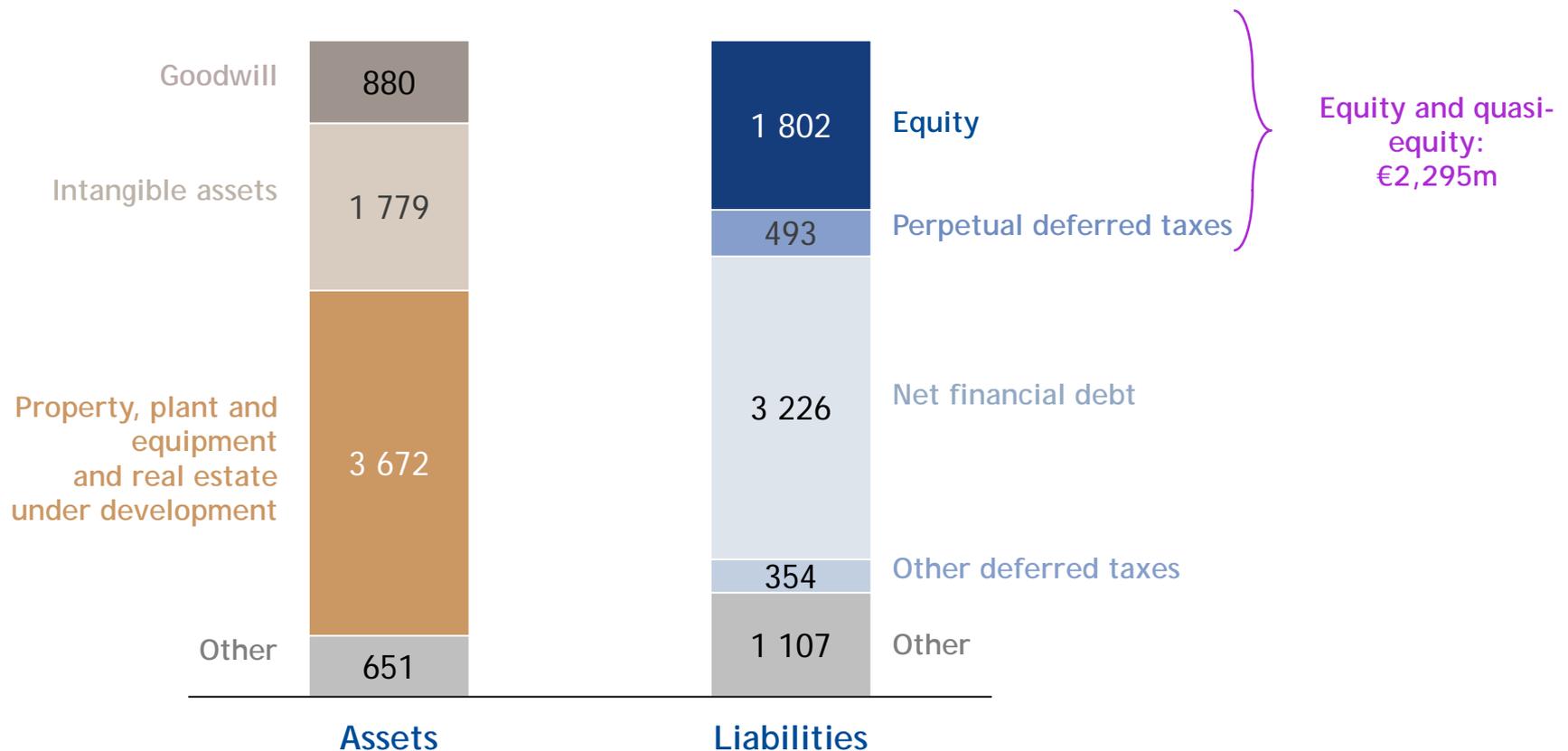


Solid financial performance against a background of strong growth and reduced real-estate disposals

<sup>1</sup> Excluding change in the fair value of share allotment entitlements embedded in ORNANE bonds equal to zero in H1 2016 and -€19.5m in H1 2015

\* See definitions in the glossary

## Simplified balance sheet<sup>1</sup> as at 30.06.16 (€ m)



Total net financial debt up €212m in six months  
Value of real-estate assets up €227m

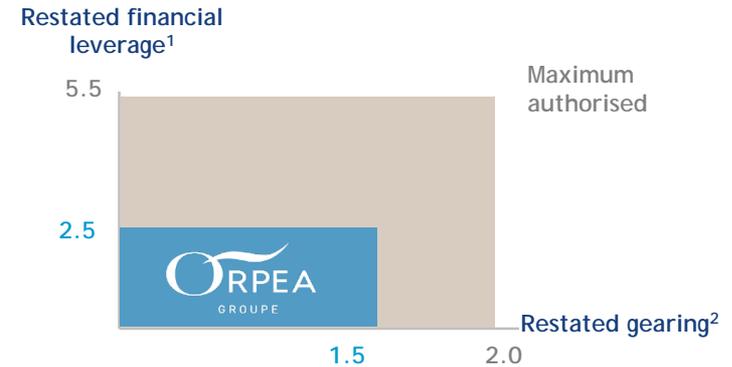
<sup>1</sup> Excluding €172m in assets and debt associated with assets held for sale

Indicators	30 June 2016	31 Dec 2015
Net financial debt* (€m)	3,226	3,014
% real-estate debt	80%	78%
Restated financial leverage <sup>1</sup>	2.5	2.9
Restated gearing <sup>2</sup>	1.5	1.4

<sup>1</sup>  $\frac{\text{Net financial debt} - \text{real-estate debt}}{\text{Ebitda} - (6\% \text{ real-estate debt})}$

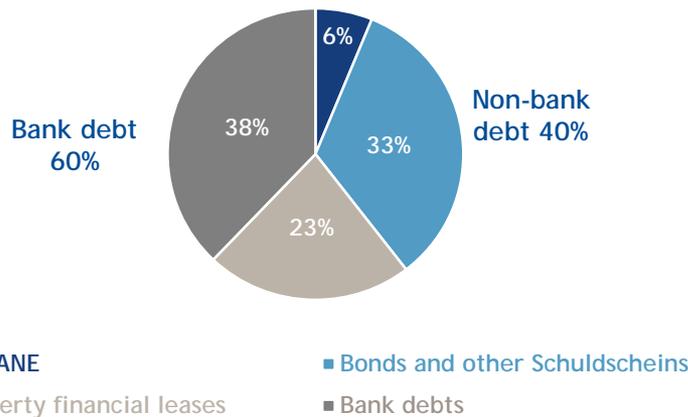
<sup>2</sup>  $\frac{\text{Net financial debt}}{\text{Equity} + \text{quasi-equity}}$

## Covenants comfortably met



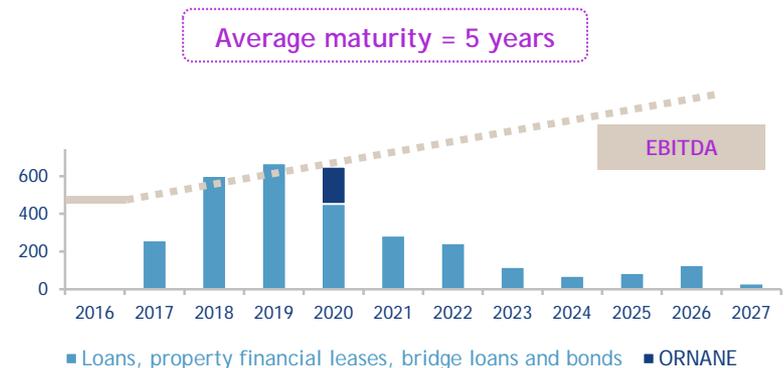
## Diversified net debt\*

before July 2016 Schuldschein issue



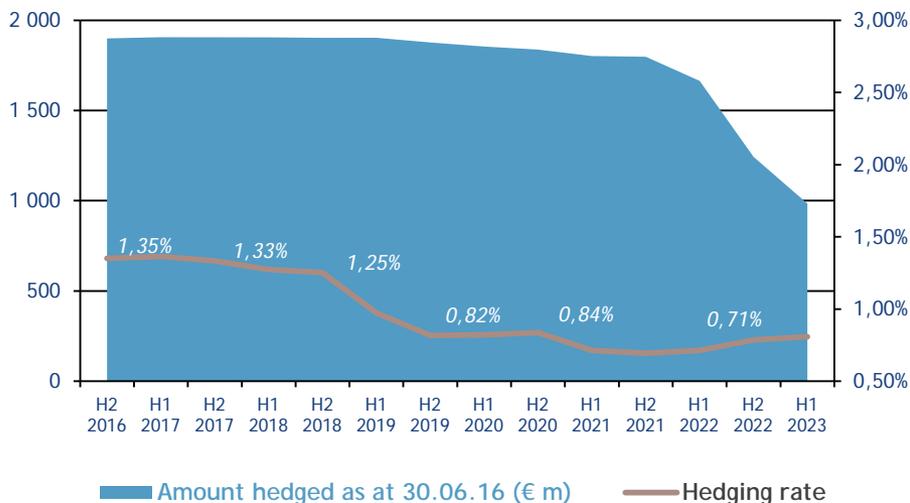
## Maturity profile of net debt\*

before July 2016 Schuldschein issue

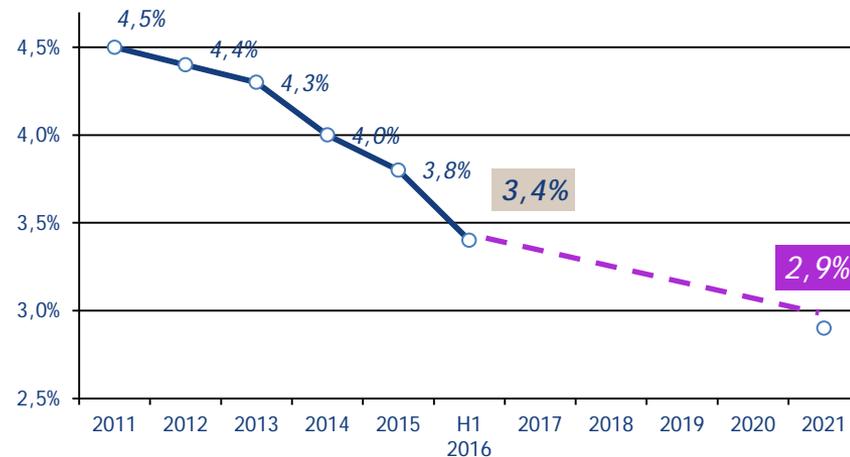


## Hedging of debt

Approx. 95% of the net debt hedged<sup>1</sup>



## Reduction in the cost of debt



## Issue of a new Schuldschein (German-law loan) in July 2016

- ✦ Initial size of €100m, increased to €291.5m
- ✦ Average maturity of 6 years (2022)
- ✦ Very attractive interest rates
- ✦ Diverse investor base: German, European, Asian etc.

Extended maturity  
Lower cost  
Diversification

<sup>1</sup>Excluding debt associated with assets held for sale

## Business

70,972 beds (excluding Sanyres)  
(including 9,041 under development)



Projected annual revenues **€2,810m**

### EBITDA

= H1 2016 EBITDA x 2 - Rent at 5.5%\* of  
real estate operated under ownership  
(€3,225m) **€265m**

Net debt **€612m**

### Financial leverage

**2.3x EBITDA**

2.8x as at 31.12.15



**REDUCTION IN "OPERATIONAL"  
FINANCIAL LEVERAGE**

## Dedicated real-estate portfolio

1.25m sqm



Total value of the portfolio<sup>1</sup> **€3,672m**

- In service **€3,225m**  
- Under construction **€447m**

Total net real-estate debt **€2,614m**

- For properties in service **€2,167m**  
- For properties under construction **€447m**



**ORPEA'S REAL ESTATE:  
HIGH-VALUE, LOW-RISK  
ASSETS**

\* Conservative rental yield. Current market yield around 5% (example: 4.6% for a portfolio of long-term care facilities bought by Primonial REIM for €301m in July 2016)

	30 June 2016	31 Dec 2015
Ownership rate	37%	36%
Constructed area (sqm)	1,250,000	1,155,500
Total value <sup>1</sup> (€m)	3,672	3,444
Average yield on properties valued by DTZ and JLL	6.3%	6.3%

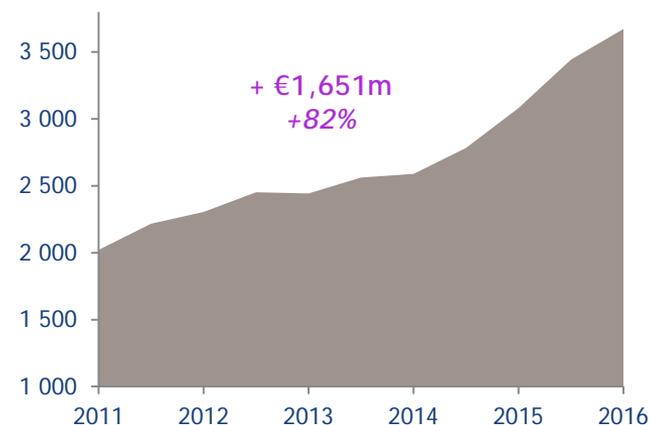
## Quality of the assets

- ✦ Recent buildings: average age of 14 years
- ✦ Buildings built or renovated by ORPEA
- ✦ Strategic locations: cities centre and strong purchasing power areas
- ✦ Low vacancy risk

### Ownership rate on operating buildings

TOTAL Groupe	Ownership rate
France	49%
Belgium	41%
Spain	36%
Italy	36%
Switzerland	5%
Germany	9%
Austria	39%
Czech Rep.	0%
Poland	86%

## Portfolio growth over 5 years



<sup>1</sup> Excluding the impact of €98m in assets held for sale as at 30.06.16

€ m	H1 2016	H1 2015
EBITDA	221	185
<b>Net cash generated by operating activities</b>	<b>140</b>	<b>117</b>
Investments in construction projects	-107	-109
Acquisitions of real estate	-160	-243
Disposals of real estate	54	130
<b>Net real estate investments</b>	<b>-213</b>	<b>-222</b>
Acquisitions of operating assets	-55	-158
Disposals of operating assets	0	0
<b>Net investments in operating assets</b>	<b>-55</b>	<b>-158</b>
<b>Net cash generated/(used) by financing activities</b>	<b>68</b>	<b>104</b>
<b>Change in cash over the period</b>	<b>-60</b>	<b>-159</b>
<b>Cash at end of period</b>	<b>459</b>	<b>452</b>



2016 openings

# Openings in 2016 represent over 3,000 beds and include:



Paris 17<sup>th</sup> (France) - 125 beds



Cannes (France) - 86 beds



Brussels (Belgium) - 112 beds



Basel (Switzerland) - 93 beds



Berlin (Germany) - 180 beds



Knokke-le-Zoute (Belgium) - 130 beds



Prague (Czech Rep.) - 115 beds



Wildbad (Austria) - 103 beds



Venice (Italy) - 120 beds



International development strategy

## Medium- and long-term macroeconomic analysis of the country

- ✦ Political stability
- ✦ Economic and financial environment
- ✦ Structure and price of real-estate market
- ✦ Healthcare policies in place
- ✦ Appeal for foreign investors



## Analysis of the dependency care sector

- ✦ Ageing population
- ✦ Solvency of demand: pensions, assets, market share of the commercial private sector
- ✦ Structure of supply: lack of beds / fragmented private sector
- ✦ Entry barriers: regulations, standards etc.



## Diverse range of prospecting methods

- ✦ Visits by ORPEA teams (development, medical, management etc.)
- ✦ Local contacts and experts
- ✦ International organisations (e.g.: World Bank)

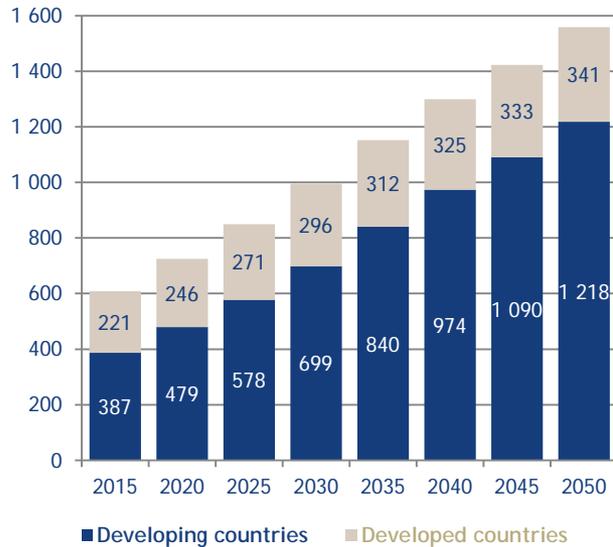


A multi-criteria study involving both an on-the-ground approach and input from international experts

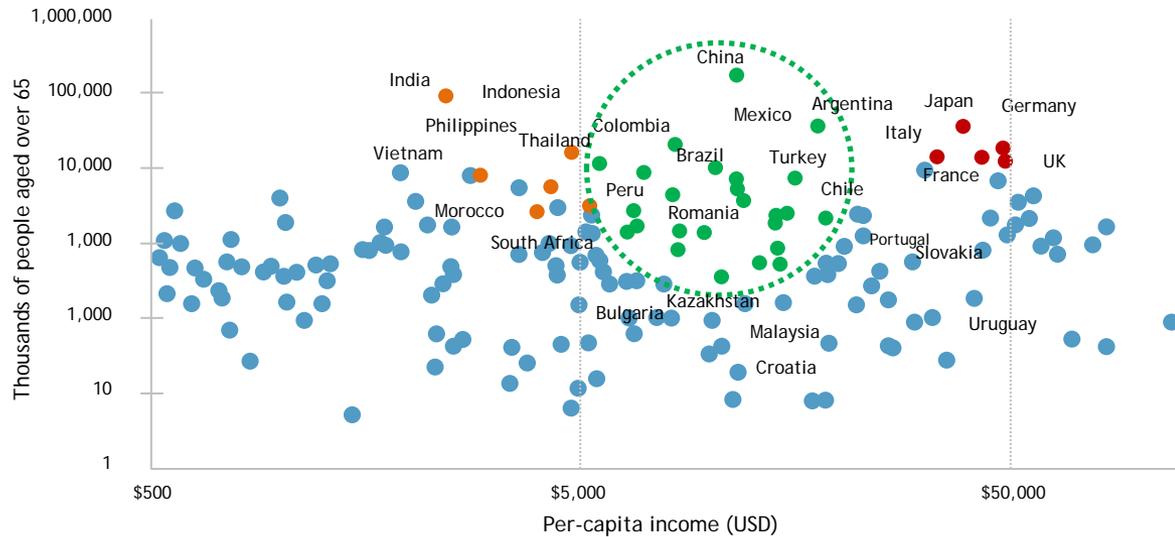
## Examples from the IFC study (World Bank)



Number of people aged over 65 worldwide, 2015-2050



People aged over 65 and their estimated income in 2020



Growth 2015 -2035:

+117% in emerging-market countries

+41% in developed countries

Many countries are showing an increase in numbers of older people and the emergence of an urban middle class

Acquisition of a "platform": existing good-quality network with an expert management team

- + Reach immediately critical size, facilitates integration and development
- Higher investment

Setting up facilities from scratch

- + Limited investment
- Takes time to build a network and gain the authorities' trust

## Network expansion

### Organic growth

*creation and construction of facilities in the best locations*

+

### Selective acquisitions

*Independent facilities or family groups*

*Application of ORPEA's expertise, management method and IT systems by international teams*

### REAL ESTATE

Ownership of around 50% of buildings (particularly newly created facilities) to secure long-term profitability



Development focused on value creation and a long-term approach



## Acquisition of platforms

July 2014

**SILVER CARE**

- ★ 1<sup>st</sup> large nursing home group in terms of quality in 2012, 2013, 2014 and 2015



6,000 beds



€200m of revenues

July 2015

**CELENUS Kliniken**  
Gesundheit als Aufgabe



2,600 beds



€100m of revenues

## Network expansion

**Organic growth**

*2,800 beds under construction in 2016*



**Acquisitions**

*Vitalis + Residenz + independent facilities*

*5,500 beds*

*Application of ORPEA's expertise, management method and IT systems by international teams*

**REAL ESTATE**

Acquisition of €127m of land and buildings in 2015 / 2016



Network has doubled in size in 2 years: 16,810 beds / €500m of revenues



Conclusion

## Offering: quality and innovation



- ✦ Positioned to offer the highest standards of quality (care and residential services)
- ✦ Selecting the best locations
- ✦ Innovation

## Development: further expansion of the network



- ✦ Organic growth: creation and construction of new facilities
- ✦ Selective acquisitions
- ✦ Targeting new countries

## Real estate: increasing the proportion of owned real estate



- ✦ Applying real-estate expertise in all countries
- ✦ Targeted acquisitions of buildings already in operation
- ✦ Ownership of newly built properties

## Profitable growth: revenues and earnings

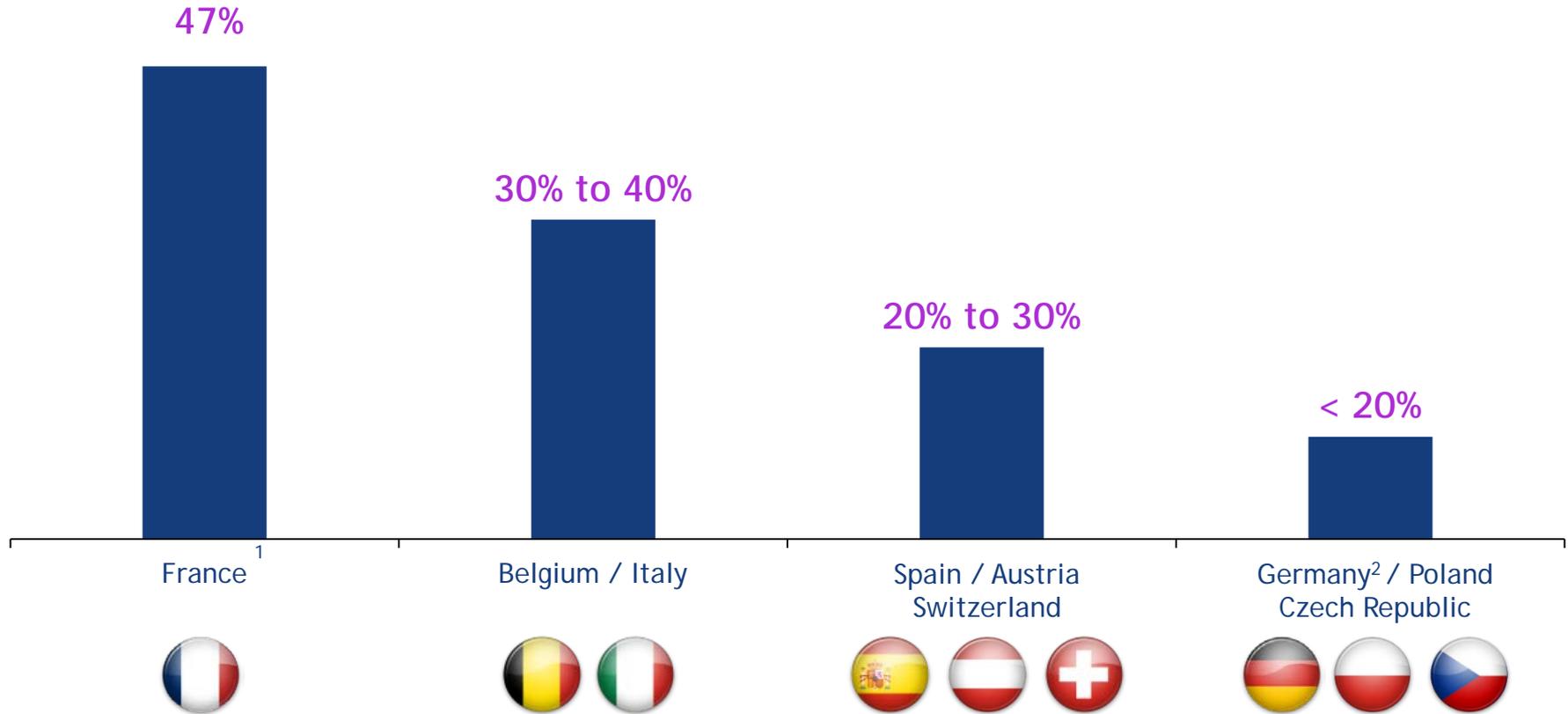


- ✦ 2016 revenue target: €2,810m (+17.5%)
- ✦ Solid profitability
- ✦ Lower financing cost



# Appendices

# Comparison of effective tax rates in Europe



<sup>1</sup> France: Income tax (33.3%) + Additional tax + CVAE (corporate value-added contribution)

<sup>2</sup> Germany: rate specific to the sector

€ m		30-June-16	31-Dec-15
ASSETS	<b>Non-current assets</b>	<b>6,464</b>	<b>6,169</b>
	Goodwill	880	841
	Intangible assets	1,779	1,751
	Property, plant & equipment and property under development	3,672	3,445
	Other non-current assets	134	132
	<b>Current assets</b>	<b>976</b>	<b>1,002</b>
	<i>Of which cash, cash equivalents and marketable securities</i>	<i>458</i>	<i>519</i>
	Assets held for sale	172	200
	<b>TOTAL ASSETS</b>	<b>7,612</b>	<b>7,371</b>
	EQUITY AND LIABILITIES	<b>Equity attributable to equity holders of the parent and permanent deferred taxes</b>	<b>2,295</b>
Equity attributable to equity holders of the parent		1,802	1,810
Deferred taxes on intangible assets		493	493
<b>Non-controlling interests</b>		<b>0</b>	<b>0</b>
<b>Non-current liabilities</b>		<b>4,128</b>	<b>3,788</b>
Other deferred tax liabilities		354	359
Provision for liabilities and charges		150	137
Medium- and long-term financial debt		3,551	3,219
Change in the FV of share allotment entitlements embedded in ORNANE		73	73
<b>Current liabilities</b>		<b>1,017</b>	<b>1,080</b>
<i>Of which short-term debt (bridging loans)</i>	<i>134</i>	<i>314</i>	
Debt linked to assets held for sale	172	200	
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>7,612</b>	<b>7,371</b>	

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<b>Organic growth</b>	<p>The Group's organic revenue growth reflects:</p> <ol style="list-style-type: none"><li>1. The year-on-year change in the revenues of existing facilities as a result of changes in their occupancy rates and daily rates;</li><li>2. The year-on-year change in the revenue of redeveloped facilities or those where capacity has been increased in the current or year-earlier period;</li><li>3. Revenue generated in the current period by facilities created in the current or year-earlier period and the change in revenues at recently acquired facilities by comparison with the previous equivalent period.</li></ol>
<b>EBITDAR</b>	EBITDA before rent, including provisions related to "external charges" and "staff costs"
<b>EBITDA</b>	Recurring operating profit before net additions to depreciation and amortisation, including provisions related to "external charges" and "staff costs"
<b>Pre-tax profit on ordinary activities</b>	Recurring operating profit - Net financial expense

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## Market data (last 12 months)

- ✦ Average daily volume: 200,000 shares (=€14m) across all platforms
- ✦ Share price: €79.62
- ✦ High (12-month): €81.39
- ✦ Low (12-month): €64.08
- ✦ Turnover: 74% in 12 months
- ✦ Market cap.: €4,799m
- ✦ Number of shares: 60,273,691



Data as at 23 September 2016

## Indices

- ✦ Compartment A of Euronext Paris
- ✦ MSCI Small Cap Europe, STOXX Europe 600, CAC Mid 60, SBF 120,
- ✦ Member of SRD

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