



2018 Half-Year Results

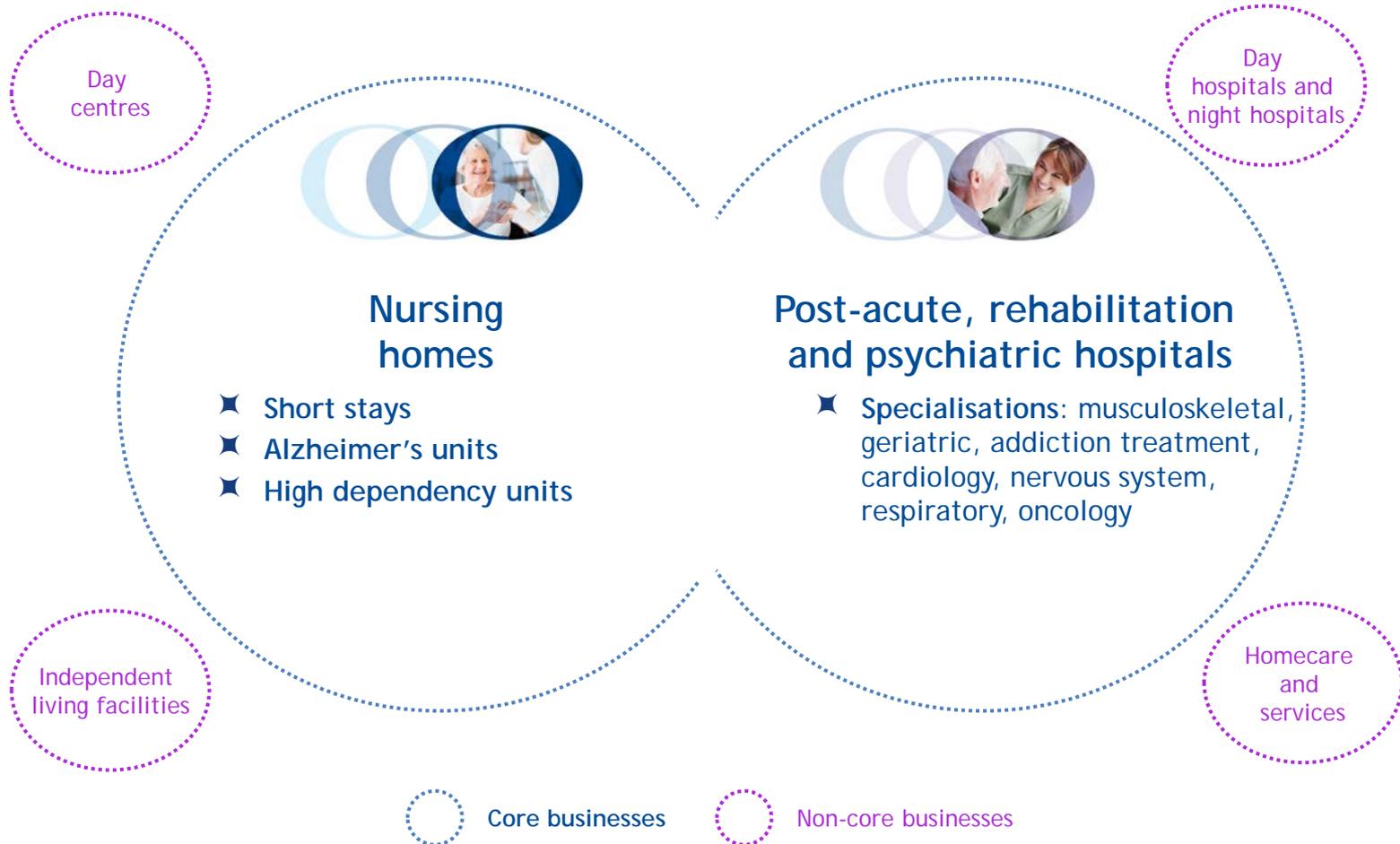
26 September 2018

1. ORPEA Quality and innovation policy
2. Network and development
3. 2018 half-year results
4. Openings in 2018
5. Strategy and outlook

Appendix



Comprehensive offering of mid-term and long-term care for physical and mental conditions



Complementary activities to meet the demand from existing as well as future patients and residents



ORPEA Quality and innovation policy



- ✦ More than **250,000** residents and patients under ORPEA care each year
- ✦ **54,000** employees
- ✦ **50 million** meals cooked and served each year
- ✦ In over **850** facilities located in **13** countries



2017 recommendation rate by families and residents
of **94%**



Monitoring

- ✓ Care and treatment
- ✓ Quality and quality process
- ✓ Safety
- ✓ Catering
- ✓ Health and hygiene
- ✓ Organisation



37 inspections p.a. and per facility



More than **400** aspects checked every quarter in every facility

Satisfaction surveys

- ✦ Independent surveys of families, residents, patients and prescribers

2017 results residents/families:

⇒ Satisfaction rate: 93%

2017 results prescribers (France):

⇒ Satisfaction rate: 95%
⇒ Recommendation rate: 97%

Daily dashboard

- ✦ Reporting and daily analysis of quantitative and qualitative data for all facilities

Internal and external audits

- ✦ Quarterly self-assessments by facility managers and staff, semi-annual assessments by regional departments, and annual audits by regional support services
- ✦ Various external appraisals according to the country and its regulations



- ✔ Continuous quality improvement in a 24/7 service business
- ✔ Implementation of corrective action plans
- ✔ Facility directors incentivised to their facility's assessment

Partnerships with renowned organisations in each area



UNIVERSITÉ
**PARIS
DESCARTES**

Publications and training for professionals in clinical psychology, psychopathology and psychoanalysis



Joint conferences and studies with this authoritative voice in geriatric care



French national agency for high-performance healthcare facilities and nursing homes: partnerships in post-acute and rehabilitation care pathways and studies on how to reorganise the post-acute and rehabilitation sector



French non-profit conducting research and providing support for general psychiatric care



Partnership with Nice University Hospital's elderly care unit



Partnership "Care for reversible cognitive disorders"



Training for facility chefs



ORPEA's expertise recognised by external partners

NUTRITION

62% of new residents are malnourished, and a large number have severe swallowing problems



- ✦ Food texture adapted (normal, minced, pureed) to fit the resident's needs
- ✦ Personalised enrichment of meals (specific protein)
- ✦ Training provided to kitchen and care teams (14 Nestlé information films)
- ✦ Monitoring of daily indicators, kitchen and dining room audits



FALL PREVENTION

50% of the over 80s suffer one fall a year on average in France.

ORPEA's mission: fall prevention

- ✦ Training for ORPEA team
- ✦ Vitamin D prescribed and physiotherapy sessions organised
- ✦ Residents made aware of the falls risk
- ✦ Precise monitoring of falls specifically identification of their causes
- ✦ Work in partnership with the CNRS on predictive analysis of the falls risks and suitable physical activity programmes



la Nouvelle République Mardi 11 septembre 2018

Une brocante pour aider les enfants atteints de cancer

Le personnel des Jardins de Charlotte s'a pas mélangé sa peine. Dimanche, une brocante s'est tenue aux « Jardins de Charlotte ». Une vingtaine d'exposants ont participé à ce vide-greniers organisé par des dignitaires et des équipes de l'établissement. Les fonds récoltés seront intégralement reversés à l'association « Imagine Margo » et affectés à la recherche pour financer des essais cliniques permettant à des enfants atteints de cancer de bénéficier de traitements innovants et plus efficaces. Les résidents ont eu à cœur de participer à la manifestation en préparant notamment des sachets de boissons proposés à la vente. Les visiteurs ont pu, tout en « chiner », contribuer à une bonne cause et profiter des animations de la journée, dont celle de l'association « Chèvres Maisonnières ». Des membres d'Orpea participeront aussi à la course « Enfants sans cancer » qui se déroulera au domaine national de Saint-Cloud le 30 septembre.

ouest france vendredi 22 juin 2018
Éditions : Aranchès, Granville
Page 11-9
139 mots

Orpéa : élèves et résidents ont écrit un livre

Les élèves de seconde bac pro de la Maison familiale rurale (MFR) de Granville ont rendu visite aux résidents, mercredi après-midi 20 juin, pour célébrer la sortie d'un livre écrit en commun intitulé Trente Glorieuses, le grand bouleversement. « Il s'agit de la période de reconstructions après la Seconde Guerre mondiale », explique Thomas. « Nous sommes venus recueillir les témoignages de cinq résidents. Nous les avons enregistrés et avons retravaillé leurs témoignages », précise Enzo. « Les élèves ont eu aussi un travail de mise en forme du document et recherche d'images », souligne Aurélien Tournier, animateur à la MFR et Angélique Lepeu, substitue à l'Orpea. « Nous avons des choses à apprendre aux jeunes », indique Lucienne Avouac qui a apporté un témoignage sur la libération de la femme. « C'est intéressant de revoir une époque que l'on a bien connue, sous l'aspect social et économique », poursuit Mousa Moutar. Emilia Lovisato a apporté un témoignage contrasté sur cette période, « marqué par les genres d'Inochine et d'Alpéris, le premier choc pétrolier le début d'une période de chômage ».

Les élèves de la Maison familiale rurale ont rendu visite aux résidents, mercredi après-midi 20 juin, pour célébrer la sortie d'un livre. Photo : Ouest-France

Saintry-sur-Seine : les seniors de la maison de retraite ont pris goût au graff

Le 14 juin 2018 à 09h30 - 10min - Saintry-sur-Seine (Seine-et-Marne) - 100 mots

LE PETIT JOURNAL N° 649
Jeudi 14 juillet au mercredi 1^{er} août 2018
Éditions : Haute-Garonne Comminges
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176 mots

VIE LOCALE Un chef primé pour la Résidence Athéna de Villeneuve

C'est un fait, les résidents de l'ESPAD ORPEA Athéna se régalaient. Tout au long de l'année entre repas à thème, ordonnés ou repas de fête, l'équipe de cuisine propose aux résidents des plats variés et qualité gustative pour le plaisir des papilles. C'est ainsi que son chef de cuisine, Pascal Bares, a été primé aux trophées culinaires organisés par le groupe ORPEA. En effet, chaque année les chefs des diverses résidences de la région Occitane (14 établissements) s'affrontent autour d'un plan à réaliser et sont jugés. Ainsi le chef de la résidence Athéna a été élu meilleur chef de la région Occitane et avec l'occasion de représenter la résidence et la région lors des finales françaises qui auront lieu en août de novembre pour désigner le meilleur chef de France du groupe ORPEA (voir page plus de 500 établissements).

Le chef primé de la résidence Athéna. par Aglès

ouest france lundi 23 juin 2018
Éditions : Aranchès, Granville
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184 mots

Orpéa : les enfants ont photographié les résidents

Des élèves de CM1-CM2 de l'école Ana-Frank de Saintry-sur-Seine sont venus, durant l'année, à l'occasion d'une fois par semaine à la maison de retraite Orpéa l'Éclaircie rencontrer des résidents. Six enfants différents à chaque fois pour un projet photographique, précise Angélique Lepeu l'animatrice de l'Orpéa. Jeudi, ils présentent l'exposition, une quarantaine de photos, prennent l'annuaire. Les enfants ont eu en outre le bon moment pour photographier, les sourires, la joie de vivre... « C'était bien, complète Lily-Rose, 9 ans, en classe de CM1. J'ai bien aimé faire les photos et faire les montages sur l'ordinateur... »

Patrice Meunier les a encadrés bénévolement sur le temps périscolaire. Il présente le projet. « Les enfants ont effectué le travail de prise de vue mais aussi un travail sur l'ordinateur : recadrage, contraste... ils étaient très motivés, nous espérons pouvoir continuer l'année prochaine... »

Six élèves de CM1-CM2 de l'école Ana-Frank de Saintry-sur-Seine ont été à l'œuvre, mardi, avec Angélique Lepeu. Photo : Ouest-France

Vaucluse mercredi 8 août 2018
Éditions : ARANCHÈS & CARBENTRAS
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B&B COURTINE LA MAISON DE RETRAITE ORGANISE DES "PARENTHÈSES FRAÎCHES", POUR CÉLÉBRER LE CLIM

"Les portes du Luberon" ouvrent leurs portes aux personnes âgées isolées les après-midi

En cette période de canicule, les personnes âgées isolées souffrant de la chaleur sont entendues par la résidence Orpéa Les Portes du Luberon. Les Portes du Luberon vous proposent leurs après-midi à la maison de retraite, de 14h30 à 17h30, pour « une parenthèse fraîche », dans un environnement climatique idéal pour profiter des installations mises en place pour les résidents. Stéphanie Bonazzi, l'animatrice, précise « sous leur direction nous leur offrons un moment de détente, de l'été, la résidence organise deux fois par semaine des après-midi "américains", avec Stéphanie Bonazzi, animatrice.

Les personnes âgées et leur famille participent à l'installer en apéritif, croquent, en sélectionnant les meilleurs des fruits qui seront ensuite passés à la centrifugeuse, pour réaliser de délicieuses jus de fruits. Il s'agit en cette période de faire réaliser à l'actrice les résidents à l'initiative la plus possible. « Les jus de fruits sont tout source de vitamines et apportent de l'eau aux personnes âgées », explique Stéphanie Bonazzi.

Toutes les équipes sont sensibilisées à donner régulièrement à boire aux résidents et avec l'arrivée en ligne, la perception de la chaleur diminue de même que la sensation de soif. Les personnes âgées autonomes, et plus encore les personnes dépendantes, sont volontaires aux épisodes de forte chaleur.

La maison de retraite s'adapte aux conditions climatiques extrêmes en proposant des activités à l'intérieur et en privilégiant aux repas des fruits frais tels la melon ou le pastèque, des glaces et du bonjour blanc.

Les portes du Luberon - 2 avenue de la gare - Zone de Courtine - Tél. 04 90 16 15 00, courtil@portes-du-luberon.fr@orpea.com

Over 650 articles in the regional daily press every year underscore ORPEA's expertise and the role it plays in local life

- Open days
- General public conferences
- Inter-generational interactions

National recognition of the innovative expertise of ORPEA facilities

- Sept à Huit (TF1, 2018) report on a unique psychiatric facility in France that cares for young people who have been cyber-bullied





Network and development

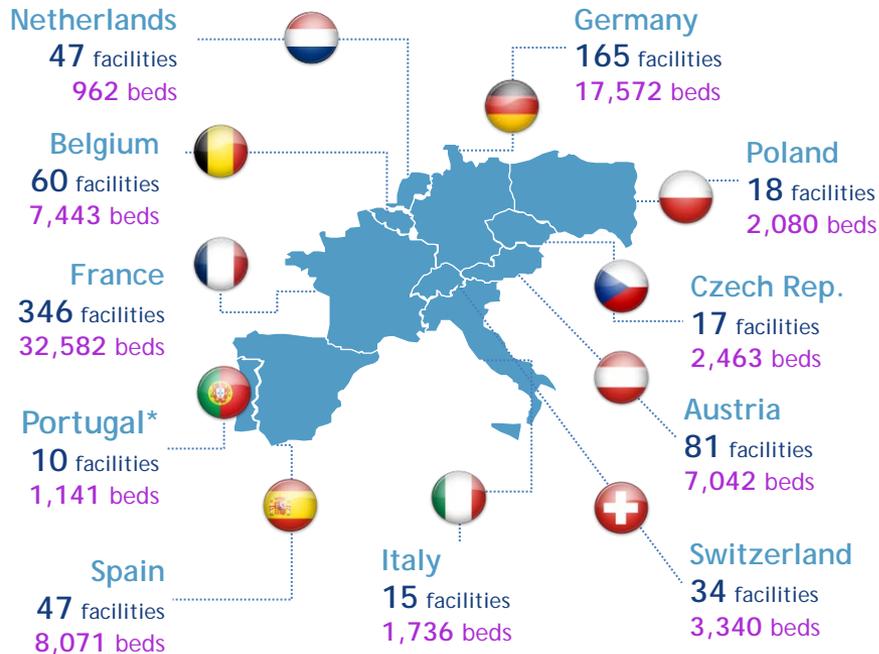
Network of 854 facilities / 86,757 beds in 13 countries

Europe: 11 countries



840 facilities

84,432 beds



Brazil*



13 facilities
2,185 beds

China



1 facility
140 beds

62% of the network outside France

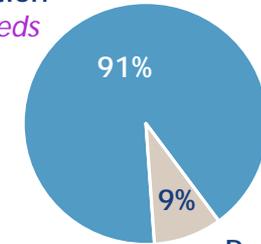
* Joint venture 49%-owned by ORPEA

Growth pipeline of 13,599 beds under construction and being restructured

Country	Beds open	Beds being restructured	Beds under construction	Pipeline (% of beds under development)
Austria	6,858	0	184	3%
Belgium	5,675	134	1,634	24%
Brazil ¹	0	0	2,185	100%
China	140	0	0	0%
Czech Rep.	1,542	0	921	37%
France	30,359	1,130	1,093	7%
Germany	14,997	0	2,575	15%
Italy	1,471	0	265	15%
Netherlands	742	0	220	23%
Poland	972	0	1,108	53%
Portugal ¹	0	0	1,141	100%
Spain	7,764	0	307	4%
Switzerland	2,638	0	702	21%
TOTAL	73,158	1,264	12,335	16%

Breakdown of the pipeline by type

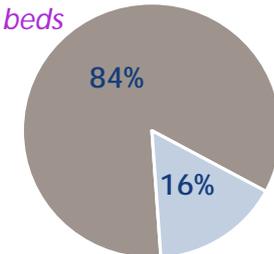
Construction
12,335 beds



Restructuring
1,264 beds

Geographical breakdown of the pipeline

International
11,376 beds



France
2,223 beds



Growth pipeline: +51% in 2 years

¹ Joint venture 49%-owned by ORPEA



Position strengthened in the Netherlands with the acquisition of September and Allerzorg

Expansion through two acquisitions generating more than €50m in additional revenue

✦ Diversification into homecare services: acquisition of Allerzorg

- Nationwide homecare network focused primarily on district nursing services and palliative care
- Excellent reputation with patient satisfaction score of 8.7/10
- Qualified employees: 94% of the 619 employees are qualified nurses

ALLERZORG
THUISZORG.....



✦ Expansion of the Dutch network of nursing homes: acquisition of September

- Established in 2014 by Allerzorg's founders
- 125 beds located across 7 sites, located downtown
- September positioning is complementary to Dagelijks Leven's with an average price of €1,625 paid by residents
- Substantial growth pipeline



Over 1,000 beds in the Netherlands, diversified offering (homecare, nursing homes, psychiatric care), great growth potential



Buoyant fundamentals

- ✦ Growth rate in population of over 80s is one of the biggest in the world: +12m by 2050, double the rate in Europe
- ✦ Low equipment rate: 3% vs. 15 to 20% in Europe
- ✦ Highly fragmented and undeveloped private sector (28% of capacity)

Accelerating developments

- ✦ Creation of 15 facilities / 2,300 beds in prime locations (Rio, São Paulo, etc.)
- ✦ Acquisition of 4 facilities / 465 beds in São Paulo
- ✦ Many other development projects (new builds and selective acquisitions) across the long-term care sector

Acquisition of the 51% interest in the JV

- ✦ Buyout from SIS of the residual 51% stake in the operational joint venture on 1 January 2019
- ✦ Ownership of over 50% of the real estate



Close to 3,000 beds already secured in Brazil





Buoyant fundamentals

- ✦ Strong growth in population of over 80s: to double by 2050 (+650,000)
- ✦ Ageing and limited private sector (21% of capacity)
- ✦ Strict regulatory framework with authorisation-based system
- ✦ Free pricing and paid by residents



Accelerating developments

- ✦ Creation of 12 facilities / 1,380 beds in prime locations (Lisbon, Porto, Sintra, etc.)
- ✦ Acquisition of 4 facilities / 430 beds in Sintra and Coimbra
- ✦ Many other development projects (new builds and selective acquisitions) across the long-term care sector



Acquisition of the 51% interest in the JV

- ✦ Acquisition from SIS of the residual 51% stake in the operational joint venture on 1 January 2019
- ✦ Ownership of over 50% of the real estate



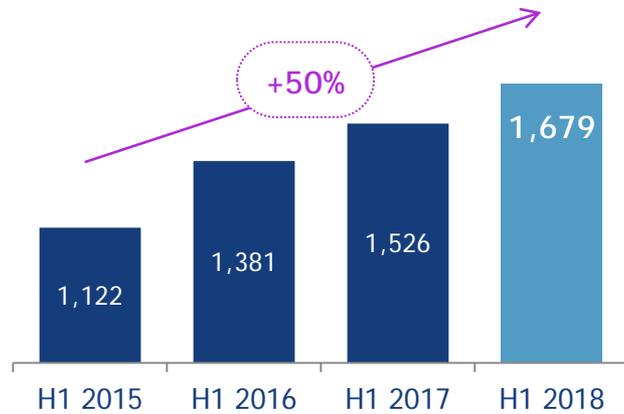
Close to 2,000 beds already secured in Portugal



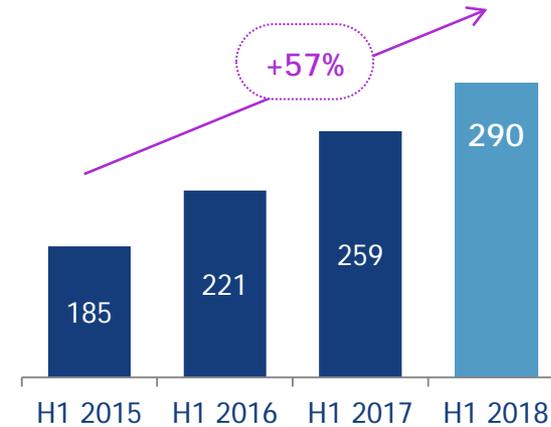
2018 Half-Year Results

Development strategy focused on profitable growth and value creation

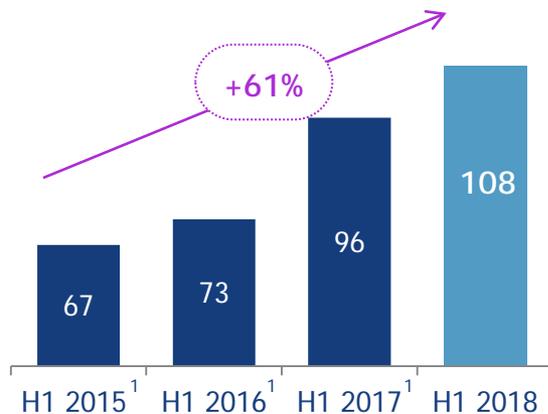
Revenue (€m)



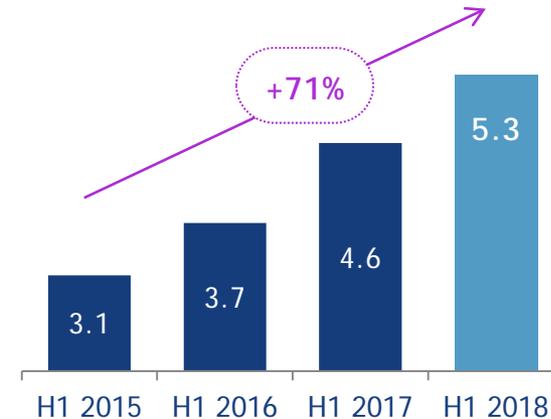
EBITDA* (€m)



Net consolidated profit* (€m)



Real-estate portfolio² (€bn)



¹ Excl. ORNANE impact

² Excl. the impact of assets held for sale

* See definitions in the glossary

Limited review procedures in progress

OBJECTIVES FOR FY 2018

ACHIEVEMENT IN H1 2018

<p>① Revenue growth: +8.3% (€3,400m)</p>	<p>+10.0% €1,679m</p>
<p>② Strong organic growth*</p>	<p>+5.2% €79m</p>
<p>③ EBITDA* margin at least = 2017</p>	<p>+20 bp 17.2%</p>
<p>④ Lower cost of debt</p>	<p>-10 bp 3.00%</p>
<p>⑤ Strengthening of real-estate portfolio¹</p>	<p>+€302m €5,344m</p>

¹ Excl. the impact of the €28m in assets held for sale at 30.06.18

* See definitions in the glossary

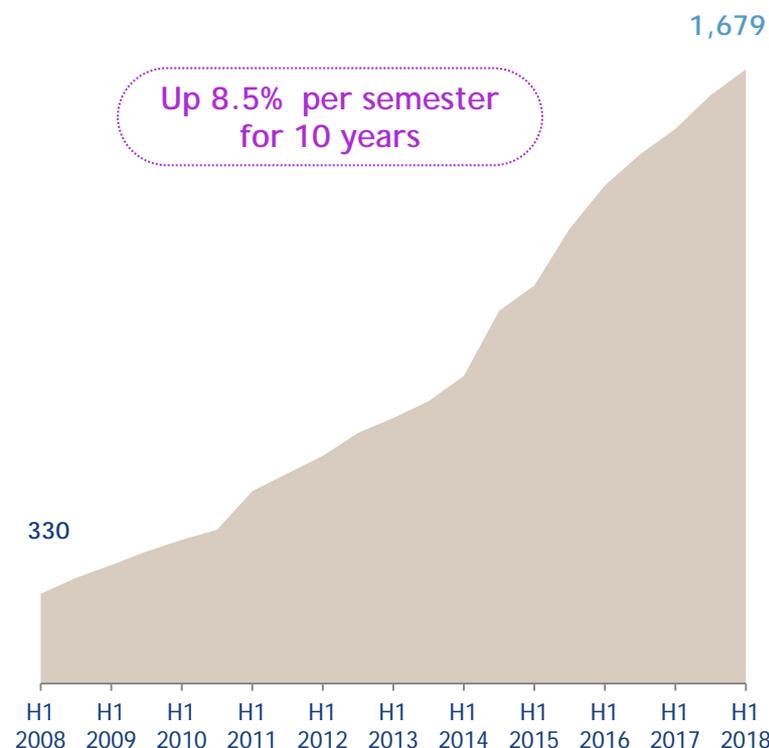
Limited review procedures in progress

Strong growth of 10.0% in H1 2018 revenue to €1,679m

€m	H1 2018	H1 2017	Change
France / Benelux	1,009.3	959.6	+5.2%
Central Europe	429.9	382.9	+12.3%
Eastern Europe	163.0	113.0	+44.3%
Iberia	75.9	69.6	+9.1%
Rest of the world	0.9	0.6	+49.8%
Total	1,679.0	1,525.7	+10.0%

Central Europe: Germany, Italy and Switzerland
 Eastern Europe: Austria, Poland and the Czech Republic
 Iberia: Spain
 Rest of the World: China

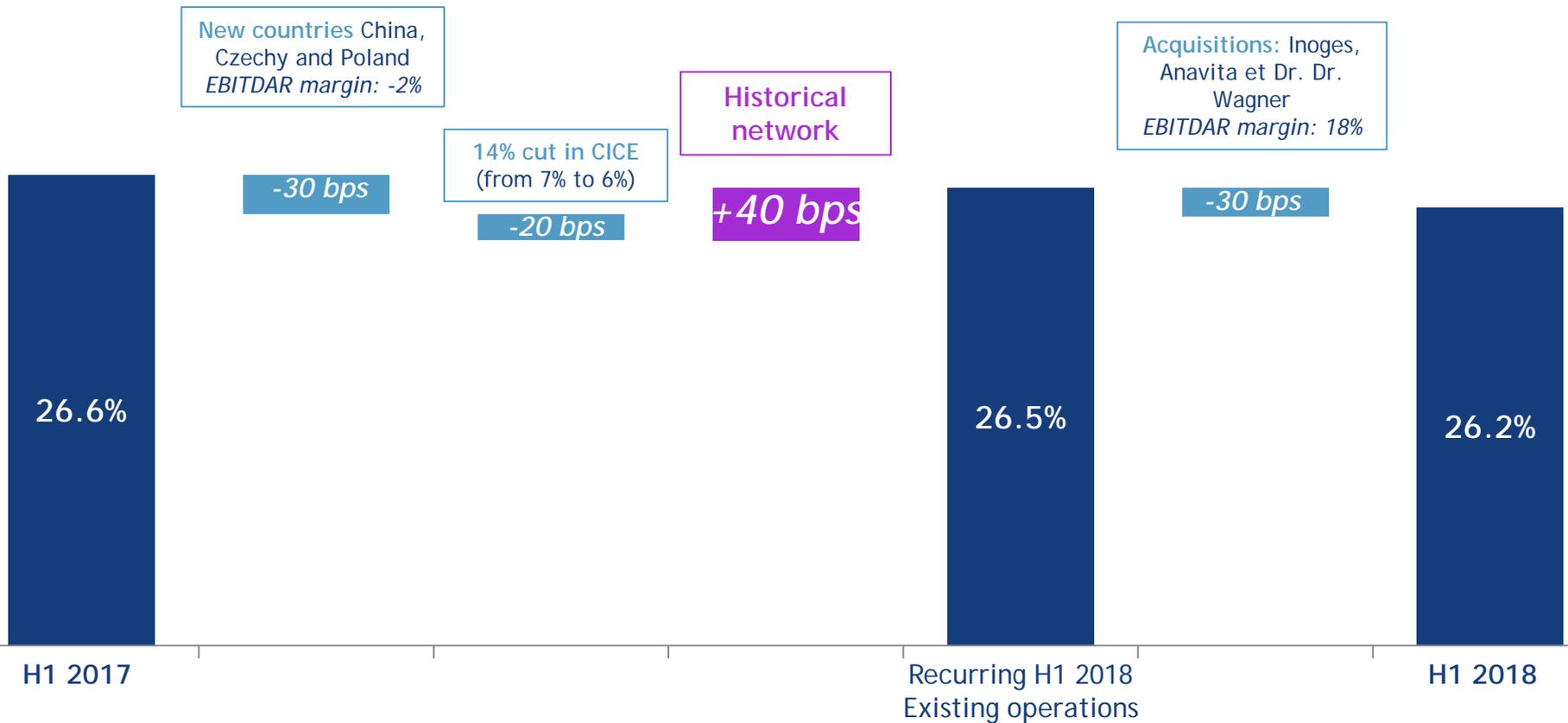
Growth per semester (€m)



Sound organic growth* in H1 2018

- ✦ Openings: 1,600 beds
- ✦ Organic growth: +5.2%

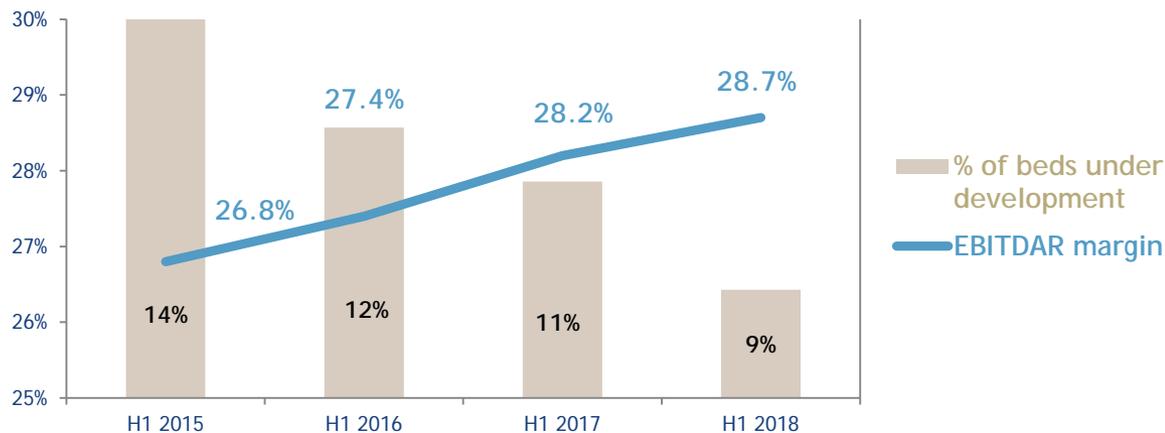
Strong increase in EBITDAR margin for historical network



-  Strong performance in historical footprint
-  Impact of organisational improvements in new countries and acquisitions

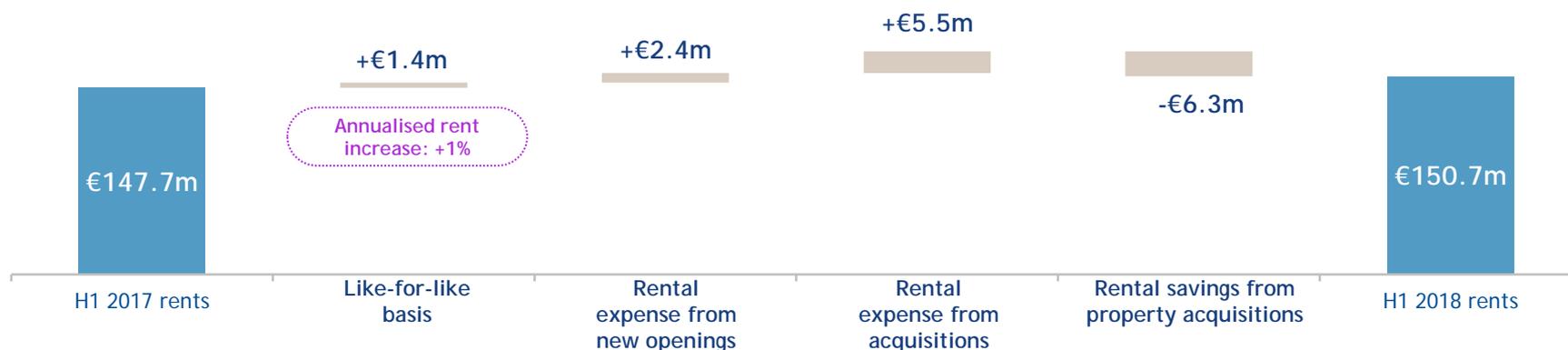
In €m	H1 2018			H1 2017			Commentaires
	Rev.	EBITDAR*	% Rev.	Rev.	EBITDAR*	% Rev.	
France / Benelux	1009.3	289.7	28.7%	959.6	270.3	28.2%	+50 bp: increase in all countries
Central Europe	429.9	106.6	24.8%	382.9	102.3	26.7%	Negative 160 bps impact from development in H1 2018: new openings and acquisitions
Central Europe excl. 2018 dvlpmt			26.4%			26.7%	
Eastern Europe	163.0	28.5	17.5%	113.0	20.5	18.1%	-60 bp: impact of acquisitions (Dr Wagner and Anavita)
Iberia	75.9	16.6	21.9%	69.6	14.8	21.3%	+60 bp: successful integration of Sanyres
Rest of the world	0.9	-1.3	N.A.	0.6	-1.3	N.A.	

Profitability and network maturity case study: France Benelux



<i>In €m</i>	H1 2018	H1 2017	<i>Chg.</i>
Revenue	1,679.0	1,525.7	+10.0%
Staff costs	-886.7	-804.3	+10.2%
Procurement	-296.4	-266.4	+11.3%
Taxes and duties	-64.5	-57.7	+11.8%
Other income and expenses	8.8	9.2	N.A.
EBITDAR* (before rent)	440.2	406.6	+8.3%
<i>% of revenue</i>	26.2%	26.6%	
Rents	-150.7	-147.7	+2.0%
EBITDA*	289.6	258.8	+11.9%
<i>% of revenue</i>	17.2%	17.0%	

Trend in rental expenses (€ m):



Solid increase in net profitability¹

In €m	H1 2018	H1 2017 ¹	Chg.
EBITDA*	289.6	258.8	+11.9%
Depreciation, amortisation and provisions	-87.7	-70.8	+23.9%
Recurring operating profit	201.9	188.0	+7.4%
Net financial cost	-65.2	-66.7	-2.4%
Pre-tax profit on ordinary activities*	136.7	121.3	+12.7%
Non-recurring items	16.1	13.8	N.A.
Pre-tax profit	152.8	135.0	+13.1%
Income tax expense ¹	-49.0	-41.0	+19.5%
Share in profit / (loss) of associates	4.3	2.1	N.A.
Net consolidated profit ¹	107.6	96.1	+11.9%

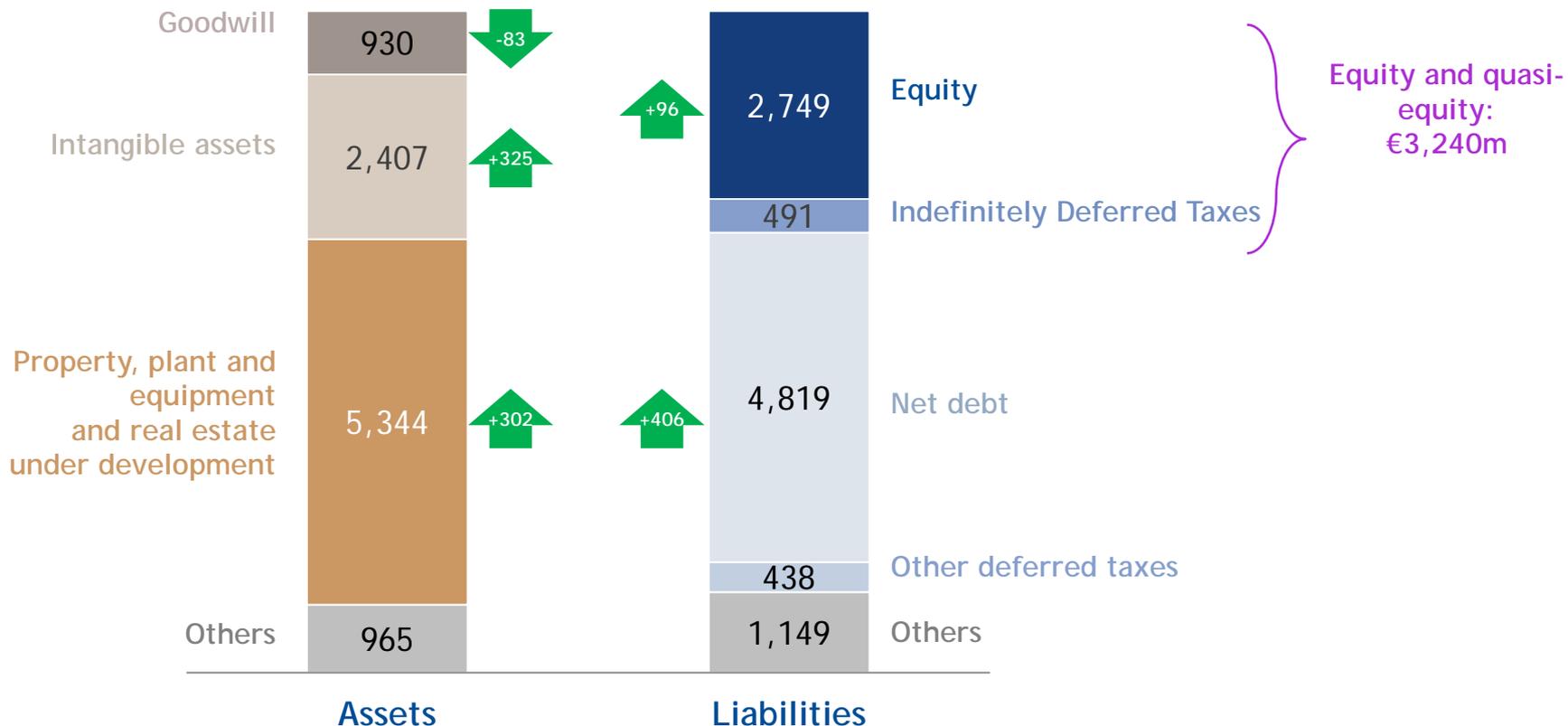
¹ Excl. the cost (non-cash impact) of the early redemption of the ORNANE bonds

* See definitions in the glossary

Limited review procedures in progress

<i>In €m</i>	H1 2018	H1 2017
EBITDA	290	259
Net cash from operating activities	189	167
Investments in construction projects	-219	-155
Acquisitions of real-estate	-175	-483
Disposals of real-estate	19	16
Net real estate investments	-375	-622
Net investments in operating assets	-122	-98
Net cash from financing activities	516	568
Change in cash over the period	208	15
	30.06.18	31.12.17
Cash at end of period	822	614

Condensed balance sheet¹ at 30.06.18 (€m)



Net financial debt: +€406m
 Intangible + Goodwill + Real-estate = +€544m

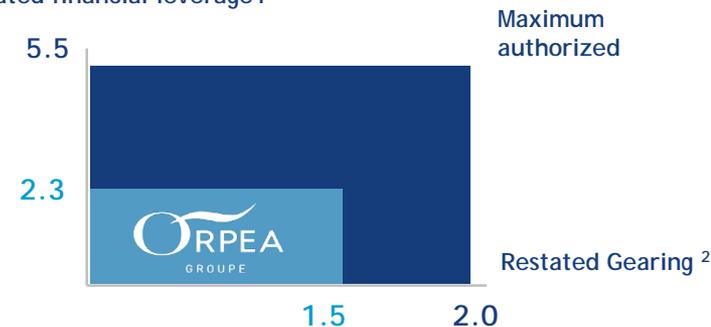
¹ Excluding €28m in assets and debt associated with assets held for sale

Diversified, long-term and real-estate related net debt

Indicators	30.06.18	31.12.17	30.06.17
Net financial debt* (€m)	4,819	4,413	4,366
% real estate debt	85%	85%	85%
Restated financial leverage ¹	2.3	2.1	2.3
Restated gearing ²	1.5	1.4	1.8

Covenants comfortably met

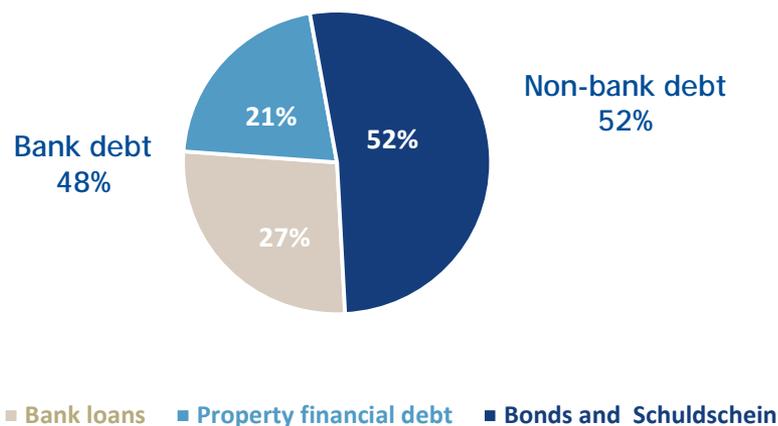
Restated financial leverage¹



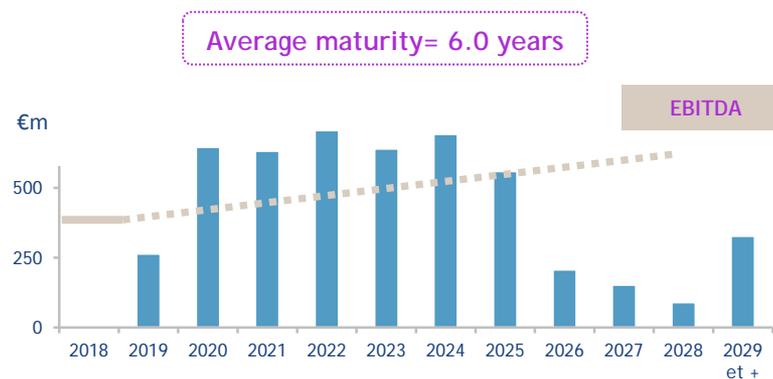
¹ $\frac{\text{Financial liabilities Net} - \text{Real estate debt}}{\text{EBITDA} - (6\% \text{ real est. debt})}$

² $\frac{\text{Net debt}}{\text{equity} + \text{quasi equity}}$

Diversified net debt* (After July 2018 Schuldschein issue)



Maturity profile of net debt* (After July 2018 Schuldschein issue)



* Excl. €28m and €64m in debt associated with assets held for sale at 30.06.18 and 31.12.17 respectively

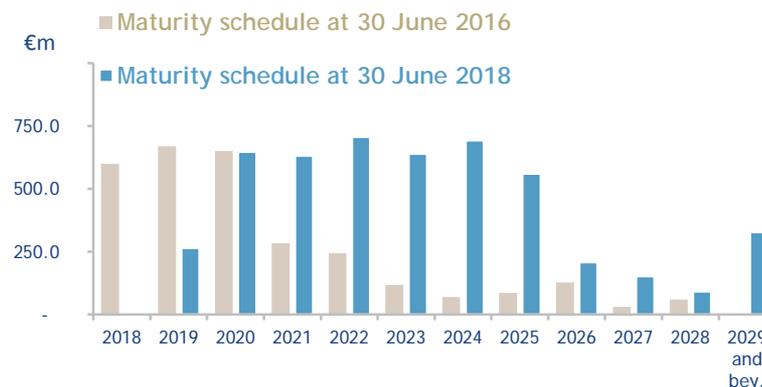
Finances significantly strengthened over the past 2 years

	30 June 2018	30 June 2016	Chg.
% real estate debt	85%	80%	+5 pts
Duration	6 years	5 years	+20%
% debt raised directly on market	52%	40%	+12 pts
Cost of debt	3.00%	3.40%	-40 bp
Percentage of floating-rate debt hedged	110%	95%	+15 pts
Restated financial leverage ¹	2.3x	2.5x	-8%
Restated gearing ²	1.5x	1.5x	=

Lowered borrowing costs



Extended debt maturity



¹ $\frac{\text{Financial liabilities Net debt - real estate debt}^2}{\text{EBITDA} - (6\% \text{ real estate debt})}$

² $\frac{\text{Net debt}}{\text{Equity} + \text{quasi-equity}}$

Real-estate portfolio: €5.34bn (+16% in 1 year)

	30.06.18	31.12.17	Chg.
Real estate ownership rate	47%	45%	+2 pts
Total value ¹ (€m)	5,344	5,042	+6.0%
Surface area (sqm)	1,947,000	1,842,000	+5.7%
Average yield (properties valued by Cushman & Wakefield and JLL)	6.0%	6.0%	=

Real-estate ownership rate by country

	30.06.18	31.12.17	Chg.
Group total	47%	45%	+ 2 pts
France	53%	52%	+ 1 pt
Germany	17%	16%	+ 1 pt
Austria	55%	55%	=
Belgium	47%	45%	+ 2 pts
Spain	69%	69%	=
Italy	69%	67%	+2 pts
Poland	90%	88%	+2 pts
Switzerland	11%	10%	+ 1 pt
Czech Republic	100%	100%	=

Growth in the portfolio (€m) and ownership rate



¹Excluding the impact of the €28m and €33m in assets held for sale at 30.06.18 and 31.12.17 respectively



New openings in 2018

2018: 2,500 new beds opened



Ostend (Belgium) - 157 beds



Paris 16th (France) - 87 beds



Callian (France) - 80 beds



Brussels (Belgium) - 223 beds



Bern (Switzerland) - 226 beds



Milan (Italy) - 120 beds



Praha (Czech Rep.) - 224 beds



Berlin (Germany) - 164 beds



Genoa (Italy) - 141 beds



Strategy and outlook





ORPEA is now a world leader in long-term care

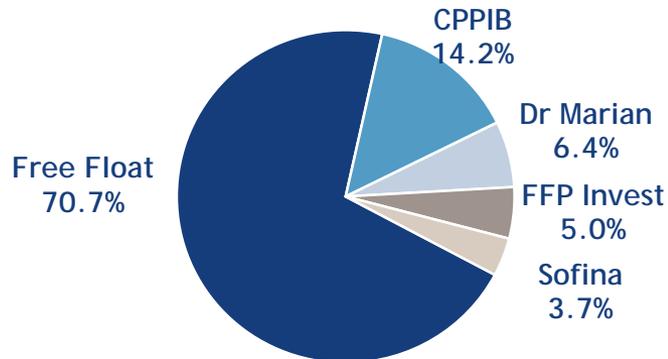


Appendix

Organic growth	<p>Organic growth reflects the following factors:</p> <ol style="list-style-type: none">1. The year-on-year change in the revenue of existing facilities as a result of changes in their occupancy rates and per diem rates2. The year-on-year change in the revenue of redeveloped facilities or those where capacity has been increased in the current or year-earlier period3. Revenue generated in the current period by facilities created in the current or year-earlier period, and the change in revenue at recently acquired facilities by comparison with the previous equivalent period
EBITDAR	EBITDA before rents, including provisions related to external charges and staff costs
EBITDA	Recurring operating profit before net additions to depreciation and amortisation, including provisions related to external charges and staff costs
Pre-tax profit on ordinary activities	Recurring operating profit - Net financial expense

In €m		30-Jun-18	31-Dec-17
ASSETS	Non-current assets	8,865	8,324
	Goodwill	930	1,013
	Intangible assets	2,407	2,082
	Property, plant & equipment and property under development	5,344	5,042
	Other non-current assets	184	187
	Current assets	1,603	1,308
	<i>Of which cash, cash equivalents and marketable securities</i>	<i>822</i>	<i>614</i>
	Assets held for sale	28	64
	TOTAL ASSETS	10,496	9,696
	LIABILITIES	Equity attributable to equity holders of the parent and perm.	3,240
Equity attributable to equity holders of the parent		2,749	2,715
Deferred taxes on intangible assets		491	427
Non-controlling interests		1	0
Non-current liabilities		5,640	5,248
Other deferred tax liabilities		438	431
Provision for liabilities and charges		200	194
Medium- and long-term financial debt		5,002	4,622
Current liabilities		1,588	1,242
<i>Of which short-term debt (bridge loans)</i>		<i>639</i>	<i>405</i>
Debt linked to assets held for sale	28	64	
TOTAL EQUITY AND LIABILITIES	10,496	9,696	

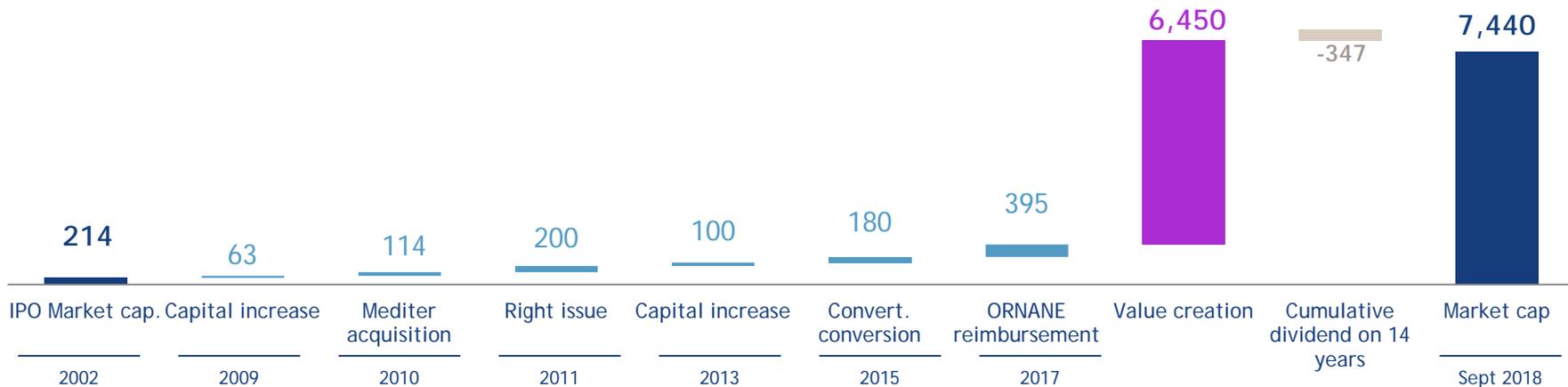
Shareholding structure % of share capital



An 11 Board members with complementary skills

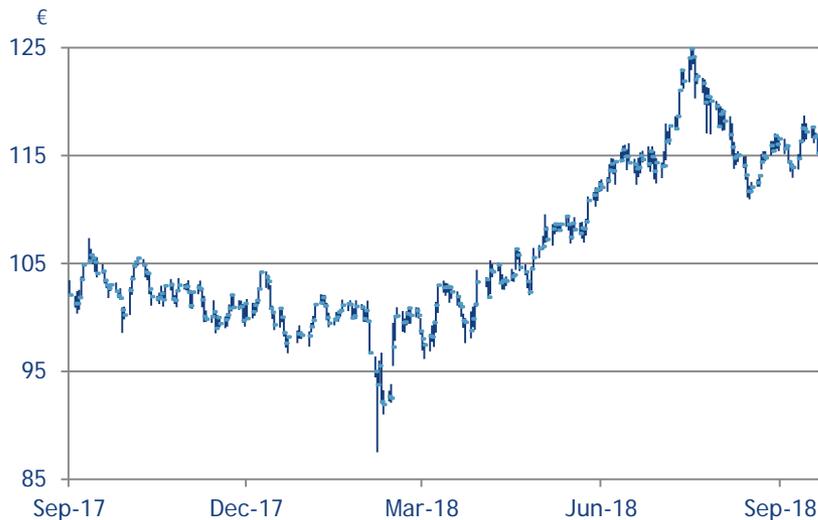
- ✦ Board members:
 - Philippe Charrier - Non-executive Chairman
 - Yves Le Masne - CEO
 - Jean Patrick Fortlacroix
 - FFP Invest (Thierry Mabilille de Poncheville)
 - Xavier Coirbay (appointed on proposal by Sofina)
 - Joy Verlé (appointed on proposal by CPPIB)
 - Christian Hensley (appointed on proposal by CPPIB)
 - Bernadette Chevallier
 - Brigitte Lantz
 - Laure Baume
 - Sophie Kalaidjian (Employees representative)

Strong value creation since the IPO (€m)



Market data (12 months)

- ✦ Average trading volume: **155,000 shares per day** (= €15m) all platforms combined
- ✦ Share price: **€115.20**
- ✦ 12-month high: **€125.20**
- ✦ 12-month low: **€87.50**
- ✦ Turnover: **60% in 12 months**
- ✦ Mkt cap.: **€7,440m**
- ✦ Nbr of shares outstanding: **64,586,323**



Data as of 20 September 2018

Indices

- ✦ Compartment A of Euronext Paris
- ✦ Component of the MSCI Small Cap Europe, Stoxx Europe 600, CAC Mid 60 and SBF 120 indices
- ✦ Member of the SRD (deferred settlement service)

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