SPEAKERS
Yann Coléou
Chief Executive Officer
Jean-Brieuc Le Tinier
Group CFO

27 March 2014
KORIAN: 2013. a year of great change
A structural corporate initiative
2013: A year of great change

Performance
All objectives set for 2013 were exceeded

<table>
<thead>
<tr>
<th></th>
<th>2013 SFAF March</th>
<th>2013 SFAF sept</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€1.3 billion</td>
<td>€1.35 billion</td>
<td>€1.37 billion</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>26 %</td>
<td>27 %</td>
<td>27.3 %</td>
</tr>
<tr>
<td>Restated debt ratio</td>
<td>3x</td>
<td>3x</td>
<td>2.7x</td>
</tr>
</tbody>
</table>
Substantial improvement in performance

Performance

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>EBITDAR (1)</th>
<th>EBITDA</th>
<th>Net Income (Group Share)</th>
<th>Net Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>In €M 1.081</td>
<td>In €M 1.371</td>
<td>In €M 12.5</td>
<td>In €M 28.3</td>
<td>In €M 619</td>
</tr>
<tr>
<td>2013</td>
<td>In €M 1.371</td>
<td>In €M 374</td>
<td>In €M 13.3</td>
<td>In €M 28.6</td>
<td>In €M 716</td>
</tr>
</tbody>
</table>

Current net income (Group share) (2) up

- +23.7% in 2012
- +35.2% in 2013
- +31.4% in 2012
- +46.2% in 2013

Restated leverage (3)

- 25.0% in 2012
- 27.3% in 2013

Growth +24%
Margin up by 230bp

(1) EBITDAR is the interim management balance sheet measurement preferred by the Korian Group to monitor the performance of its facilities. It consists of gross operating surplus of the operating sectors before leasing expenses.
(2) Current net income (Group share) represents net income (Group share) - (other operating income and expenses + gains and losses on acquisitions and disposals of subsidiaries) x (1 - standard corporate income tax of 35%), or restated net income (Group share) for non-recurring items.
(3) (Net debt – Real estate debt) / (EBITDA – 7%* Real estate debt)

2013 full-year results 27 March 2014
Profitability up significantly in all countries

Performance

<table>
<thead>
<tr>
<th>In millions of euros</th>
<th>Conso</th>
<th>France</th>
<th>Germany</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2013</td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td>Revenues</td>
<td>1.108</td>
<td>1.371</td>
<td>762</td>
<td>766</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>277</td>
<td>374</td>
<td>188</td>
<td>202</td>
</tr>
<tr>
<td>% of revenues</td>
<td>25.0%</td>
<td>27.3%</td>
<td>24.7%</td>
<td>26.5%</td>
</tr>
<tr>
<td>Change in margin</td>
<td>+230bp</td>
<td>+180bp</td>
<td>+210bp</td>
<td>+90bp</td>
</tr>
</tbody>
</table>

Changes in the scope of consolidation:
- Sale of the psychiatry division complete by the end of H1
- Acquisition of Curanum integrated on 1 March 2013
A solid financial structure

Performance

Net debt trends

<table>
<thead>
<tr>
<th>Year</th>
<th>Net debt in millions of euros</th>
<th>Syndicated credit</th>
<th>Commitments</th>
<th>Real estate debts</th>
<th>Other payables</th>
<th>Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2011</td>
<td>619</td>
<td>465</td>
<td>0</td>
<td>154</td>
<td>34</td>
<td>(34)</td>
</tr>
<tr>
<td>December 2012</td>
<td>562</td>
<td>465</td>
<td>37</td>
<td>173</td>
<td>45</td>
<td>(158)</td>
</tr>
<tr>
<td>December 2013</td>
<td>716</td>
<td>315</td>
<td>105</td>
<td>282</td>
<td>65</td>
<td>(51)</td>
</tr>
</tbody>
</table>

**Reduced leverage**

Net debt – Real estate debt

\[
\frac{\text{Net debt} - \text{Real estate debt}}{\text{EBITDA} - 7\% \text{ Real estate debt}} = 2.7 \times
\]

Default covenant at 4.75x

**Continued debt diversification with the issue of a €67.5m private placement in August 2013**
Innovation at the core of the corporate initiative

Innovation

Innovation in research and at the service of facilities

Role

- Societal research
- Applied research through mining of our data
- Korian’s scientific research and sharing (e.g. Medication booklet)

In practice

- A booklet containing 20 case studies to help improve the care given to our residents
- Competitions to create competition
- National campaigns to develop temporary and respite accommodation

Official launch on 11 December 2013 in the presence of the French Minister for the Elderly and Dependent Care. Michèle Delaunay

INSTITUT DU BIEN VIEILLIR KORIAN
Creating the European leader

Development

Milestones:

- March 2013: 78% acquisition of Curanum
- Sept. 2013: Acquisition by Medica of Senior Living Group
- March 2014: Completion of merger with Medica

Objectives:

- Creating a market leader in Germany with some 15,000 beds
- Acquisition of the leader in Belgium
- Strengthening of our positions in France and Italy

A strong lead in the four largest private markets in Europe
02
Creating the leader in healthy ageing
A leading presence in four European countries

593 facilities in Europe:
- **FRANCE**: 363 facilities, 29,398 beds
- **ITALY**: 59 facilities, 6,398 beds
- **BELGIUM**: 47 facilities, 5,483 beds
- **GERMANY**: 124 facilities, 15,816 beds

- 506 nursing homes
- 87 specialist follow-up care and rehabilitation clinics
- Accommodation capacity of more than 2,400 people in assisted living facilities
- 9,000 people receiving homecare services

More than 57,000 beds in use
As well as additional activities

Note: Scope of consolidation as at 31 December 2013
Korian-Medica, providing additional geographic coverage

2013 pro forma revenues⁽¹⁾ by country

KORIAN
- Germany: 33%
- Italy: 14%
- France: 53%

MEDICA
- France: 71%
- Belgium: 21%
- Italy: 8%

KORIAN-MEDICA
- Germany: 19%
- Belgium: 9%
- Italy: 11%
- France: 61%

2013 data including 100% of the scope of consolidation of Korian, Medica, Senior Living Group, Curanum and excluding the Korian Psychiatry Division from 1 January 2013
A leading player in four markets with solid fundamentals

**France**
- 62% increase in the number of people over 80 by 2035
- Increase in the number of people suffering from age-related diseases
- ~35% of the nursing home tariff\(^{(1)}\) and 80% of the clinic tariff\(^{(1)}\) reimbursed by public authorities

**Germany**
- 55% increase in the number of people over 80 by 2035
- The main European market: 2.3m dependent persons
- 200,000 beds in nursing homes to be created in the next ten years.
- ~50% of the total cost of one day’s stay reimbursed by social security

**Italy**
- 47% increase in the number of people over 80 by 2035
- Public authorities wish to turn clinics/hospitals into nursing homes
- ~50% of the total cost of one day’s stay reimbursed by social security

**Belgium**
- 47% increase in the number of people over 80 by 2035
- The population living in nursing homes is set to grow by 2,500 residents per annum until 2025

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Source: INSEE, DREES, World Bank, Pflegestatistik, Istat, Euromonitor, (1) Korian data

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2013 full-year results 27 March 2014
### Growth

Potential for development by adding to our offer on a country-by-country basis

<table>
<thead>
<tr>
<th>Follow-up care and rehabilitation clinics</th>
<th>France</th>
<th>Germany</th>
<th>Italy</th>
<th>Belgium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homecare</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intermediate facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nursing homes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Develop through the transfer of business models

- Emerging activity
- Average activity
- High activity
- Opportunity for entry
A strong brand in the domain of healthy ageing

Making the most of the Korian brand: a brand strong, dynamic, international and unifying, able to transform the market and support our societies as they age.

A strong symbol representing the excellence and know-how of the leading European company specialising in healthy ageing.

A brand set to roll out over the network, to display and share this emblem of excellence with families, care providers, partners, prescribers, service providers, investors and so on.
03
A group ready for action
New governance

Half of the members of the Board of Directors are independent

Jacques Baïlet
Chairman

Christian Chautard
Vice-Chair

Jacques Ambonville
Independent Director

Martin Hoyos
Independent Director

Anne Lalou
Independent Director

Guy de Panafieu
Independent Director

Catherine Soubie
Independent Director

Prédica
Permanent representative:
Françoise Debrus

Jérôme Grivet
Director appointed
by Prédica

Batipart Invest SA
Permanent representative:
Charles Ruggieri

MAAF Assurances SA (Covéa)
Permanent representative:
Sophie Beuvaden

Malakoff Médéric Assurances
Permanent representative:
Hugues du Jeu

18
Committees and Observer

Audit committee
Guy de Panafieu
Chairman

Appointments and Compensation committee
Anne Lalou
Chairwoman

Investment committee
Jérôme Grivet
Chairman

Ethics and Risks committee
Jacques Ambonville
Chairman

Jean-Claude Georges-François
Observer
Long-term Shareholders – Capitalisation of €2 billion

- Capitalisation of €2 billion
- With a float that represents some 40% of share capital

KORIAN - MEDICA included in the SBF 120

Notes: Based on the Korian Medica share price on 14 March 2014
Number of shares: 78,388,873
Five Covéa entities are individual shareholders in Korian – Medica: GMF Vie, MMA Vie, MAAF SA, MAAF Vie and Covéa Risks
Organisation that takes into account the Group’s international dimension

Executive Committee

Chief Executive Officer
Yann Coléou

GROUP

VP France
O. Derycke

VP Germany
W. Wever

VP Italy
M. Rossini

VP Belgium
B. Bots

VP Strategy
N. Lundqvist

VP Finance
JB Le Tinier

VP P. Denormandie

COUNTRY

CODIR France

CODIR Germany

CODIR Italy

CODIR Belgium

International recruitment under way
Regional divisions in France operational the day after the merger

Organisation of nursing homes in France

Map of healthcare business in France
The organisation will seek out new development opportunities

Example of health facilities restructured in 20123

Before

52 beds in LYON (69) specialising in the nervous system
65 beds in Haute-Savoie Nutritional clinic

Total annual revenues = €9.5m

After

Full hospitalisation: 115 beds
Day care: 2,300 days
Specialising in: dialysis, the digestive system, obesity, the nervous system, etc.
Annual pro forma revenues: €12m
EBITDAR margin: +1,000 bps

102 beds in Nans les Pins specialising in respiratory care
90 beds in Marseille

Total annual revenues = €12.1m

Full hospitalisation: 205 beds
Day care: 7,300 days
Specialising in: respiratory care, ENT, etc.
Annual pro forma revenues: €17m
EBITDAR margin: +600 bps
Sharing best practices

New sources of development

Takeover by Medica of 3 associative facilities to be restructured

- 90 beds in Mulhouse. Haut-Rhin
- 122 beds in Poitiers. Vienne

Expertise in a market with high growth potential
(associative facilities represent 29% of the market in France)

Takeover by Medica of two homecare facilities

- Normandy: new territory covered
- Vosges: extension of territory

A growing activity that meets the public authorities’ needs
Key stages in the merger

18 November 2013: Merger announced

March 2014

• 18 March: Date of the shareholders' meetings approving the merger
• Governance in place
• Operational teams

Q4 2014

• Analysis and optimisation of our organisations and resources from Group level down to local level
• Review of development pipeline

1 January 2015

• New, fully operational organisation

At the beginning of 2015, integration will be complete, and the first synergies will be seen
04

Results:
Korian-Medica
## Korian stand alone Performance 2013

### 2013 full-year results

<table>
<thead>
<tr>
<th>In millions of euros</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>1371</td>
<td>1108</td>
<td>23.7%</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>(656)</td>
<td>(531)</td>
<td>23.6%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>47.9%</td>
<td>47.9%</td>
<td></td>
</tr>
<tr>
<td>Other external purchases and external expenses</td>
<td>(295)</td>
<td>(256)</td>
<td>15.3%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>21.5%</td>
<td>23.1%</td>
<td></td>
</tr>
<tr>
<td>Tax and duties</td>
<td>(45)</td>
<td>(44)</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>EBITDAR</strong></td>
<td>374</td>
<td>277</td>
<td>35.2%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>27.3%</td>
<td>25.0%</td>
<td>230 pb</td>
</tr>
<tr>
<td>External rents</td>
<td>(191)</td>
<td>(138)</td>
<td>39.0%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>183</td>
<td>139</td>
<td>31.4%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>13.3%</td>
<td>12.5%</td>
<td>80 pb</td>
</tr>
</tbody>
</table>
### Medica stand alone Performance 2013

Medica’s income statements are reclassified to be comparable with Korian’s accounting methods. Specifically, external rents include VAT on rents.

#### In millions of euros

<table>
<thead>
<tr>
<th></th>
<th>31/12/2013</th>
<th>31/12/2012</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>834</td>
<td>719</td>
<td>16.1%</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>(389)</td>
<td>(329)</td>
<td>18.0%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>46.6%</td>
<td>45.8%</td>
<td></td>
</tr>
<tr>
<td>Other external purchases and external expenses</td>
<td>(171)</td>
<td>(154)</td>
<td>10.8%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>20.5%</td>
<td>21.5%</td>
<td></td>
</tr>
<tr>
<td>Tax and duties</td>
<td>(38)</td>
<td>(33)</td>
<td>14.2%</td>
</tr>
<tr>
<td><strong>EBITDAR</strong></td>
<td>236</td>
<td>201</td>
<td>17.3%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>28.3%</td>
<td>28.0%</td>
<td>30 pb</td>
</tr>
<tr>
<td>External rents</td>
<td>(100)</td>
<td>(84)</td>
<td>19.4%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>136</td>
<td>118</td>
<td>15.9%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>16.3%</td>
<td>16.4%</td>
<td>- 10 pb</td>
</tr>
</tbody>
</table>

*Of which 7.4% is organic growth

*Of which +0.8% is indexing
The pro forma income statements were prepared using the following assumptions:

- Sale of the KORIAN Psychiatry Division on 30/06/2013 ► removal of impact of Korian psych. div. 2013 and 2012
- Acquisition of CURANUM on 01/03/2013 ► integration of Curanum in January and February 2013 and 2012
- Acquisition of SENIOR LIVING GROUP on 01/10/2013 ► integration of SLG over 9 months in 2013 and 2012
- Merger between KORIAN and MEDICA in 2014 ► KORIAN and MEDICA consolidation 2013 and 2012

<table>
<thead>
<tr>
<th>In millions of euros</th>
<th>Pro forma TOTAL 31/12/2013</th>
<th>Korian stand alone</th>
<th>- Psych. clinics</th>
<th>+ Curanum 2 months</th>
<th>Medica stand alone</th>
<th>+ SLG 9 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>2,376</td>
<td>1,371</td>
<td>(27)</td>
<td>48</td>
<td>834</td>
<td>150</td>
</tr>
<tr>
<td>Ext. purchases &amp; expenses</td>
<td>(499)</td>
<td>(295)</td>
<td>5</td>
<td>(7)</td>
<td>(171)</td>
<td>(30)</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>(1,138)</td>
<td>(656)</td>
<td>14</td>
<td>(25)</td>
<td>(389)</td>
<td>(83)</td>
</tr>
<tr>
<td>Taxes and duties</td>
<td>(85)</td>
<td>(45)</td>
<td>2</td>
<td>(3)</td>
<td>(38)</td>
<td>(1)</td>
</tr>
<tr>
<td>EBITDAR</td>
<td>655</td>
<td>374</td>
<td>(6)</td>
<td>13</td>
<td>236</td>
<td>37</td>
</tr>
<tr>
<td>EBITDAR margin rate</td>
<td>27,6%</td>
<td>27,3%</td>
<td>20,8%</td>
<td>28,0%</td>
<td>28,3%</td>
<td>24,6%</td>
</tr>
<tr>
<td>External rents</td>
<td>(320)</td>
<td>(191)</td>
<td>2</td>
<td>(9)</td>
<td>(100)</td>
<td>(21)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>335</td>
<td>183</td>
<td>(4)</td>
<td>4</td>
<td>136</td>
<td>16</td>
</tr>
</tbody>
</table>
## Korian-Medica pro forma Performance 2013

### 2013 full-year results

**30 March 2014**

<table>
<thead>
<tr>
<th>In millions of euros</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2,376</td>
<td>2,252</td>
<td>5.5%</td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>1,138</td>
<td>1,082</td>
<td>5.1%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>47.9%</td>
<td>48.1%</td>
<td></td>
</tr>
<tr>
<td>Other external purchases and external expenses</td>
<td>499</td>
<td>489</td>
<td>2.0%</td>
</tr>
<tr>
<td>% of revenues</td>
<td>21.0%</td>
<td>21.7%</td>
<td></td>
</tr>
<tr>
<td>Tax and duties</td>
<td>85</td>
<td>80</td>
<td>6.2%</td>
</tr>
<tr>
<td></td>
<td><strong>EBITDAR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>655</td>
<td>601</td>
<td>8.9%</td>
</tr>
<tr>
<td>% of revenues</td>
<td><strong>27.6%</strong></td>
<td><strong>26.7%</strong></td>
<td></td>
</tr>
<tr>
<td>External rents</td>
<td>320</td>
<td>301</td>
<td>6.5%</td>
</tr>
<tr>
<td></td>
<td><strong>EBITDA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
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<td>300</td>
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</tr>
<tr>
<td>% of revenues</td>
<td><strong>14.1%</strong></td>
<td><strong>13.3%</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Limited rent increases of 0.8% due to indexing**

**Control of expenses**
# Profitability analysis by country – pro forma

## Revenues

<table>
<thead>
<tr>
<th>Country</th>
<th>31/12/2013</th>
<th>Change (%)</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>1,441</td>
<td>6.3%</td>
<td>1,356</td>
</tr>
<tr>
<td>Germany</td>
<td>461</td>
<td>3.5%</td>
<td>446</td>
</tr>
<tr>
<td>Italy</td>
<td>271</td>
<td>1.4%</td>
<td>268</td>
</tr>
<tr>
<td>Belgium</td>
<td>202</td>
<td>10.6%</td>
<td>183</td>
</tr>
</tbody>
</table>

## EBITDAR

<table>
<thead>
<tr>
<th>Country</th>
<th>31/12/2013</th>
<th>Change (%)</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>402</td>
<td>27.9%</td>
<td>361</td>
</tr>
<tr>
<td>Germany</td>
<td>138</td>
<td>29.9%</td>
<td>131</td>
</tr>
<tr>
<td>Italy</td>
<td>65</td>
<td>24.0%</td>
<td>64</td>
</tr>
<tr>
<td>Belgium</td>
<td>50</td>
<td>24.7%</td>
<td>45</td>
</tr>
</tbody>
</table>
### Strong improvement in net income Korian – Medica pro forma

<table>
<thead>
<tr>
<th></th>
<th>31/12/2013</th>
<th>31/12/2012</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBITDA(^{(1)})</strong></td>
<td>335</td>
<td>300</td>
<td>11.4%</td>
</tr>
<tr>
<td>Amortisation and provisions</td>
<td>(102)</td>
<td>(89)</td>
<td>15.0%</td>
</tr>
<tr>
<td><strong>EBIT (OPERATING INCOME)</strong></td>
<td>233</td>
<td>212</td>
<td>9.9%</td>
</tr>
<tr>
<td>Non-recurring items</td>
<td>(2)</td>
<td>(1)</td>
<td></td>
</tr>
<tr>
<td>Operating income</td>
<td>231</td>
<td>211</td>
<td>9.7%</td>
</tr>
<tr>
<td>Financial income</td>
<td>(71)</td>
<td>(70)</td>
<td>0.8%</td>
</tr>
<tr>
<td>Income before taxes</td>
<td>160</td>
<td>140</td>
<td>14.2%</td>
</tr>
<tr>
<td>Income tax</td>
<td>(63)</td>
<td>(60)</td>
<td>5.2%</td>
</tr>
<tr>
<td>% income before taxes</td>
<td>39.3%</td>
<td>42.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Net income (Group share)</strong></td>
<td>96</td>
<td>78</td>
<td>23.8%</td>
</tr>
<tr>
<td><strong>Current net income (Group share)(^{(2)})</strong></td>
<td>97</td>
<td>78</td>
<td>24.0%</td>
</tr>
<tr>
<td>Current EPS</td>
<td>€1.24 per share</td>
<td>€1.00 per share</td>
<td>24.0%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) EBITDA is equivalent to EBITDAR as defined above. less rental expenses

\(^{(2)}\) Current net income (Group share) represents net income (Group share) - (other operating income and expenses + gains and losses on acquisitions and disposals of subsidiaries) x (1 - standard corporate income tax of 35%), or restated net income (Group share) for non-recurring items.
Debt of Korian-Medica pro forma

Gross debt by type (in millions of euros)

- Crédit syndiqué: 788
- Dette immobilière: 492
- Autres dettes: 86
- Obligations: 145

Korian – Medica net debt of €1.376m as at 31 December 2013

A diversified financing structure
High-quality real estate assets

A high-quality asset base valued at €847 million, representing an owning rate of 20%
Debt of Korian-Medica

Solid recurring cash flow
Managed financial leverage of under 3.0x

* EBITDA – financial income – income tax
Refinancing of syndicated credits

Refinancing: the first synergies following the merger

- Refinancing of Korian and Medica syndicated credits of €800m in March 2014
  - 5-year maturity (March 2019)
  - covenant 4.5x
  - attractive margins (impact of €2m before tax)

- A revolving credit line of €300m
- Additional debts authorised
  - real estate debt for €700m
  - other debts: €150m

Over €550m available

- An average residual maturity extended to 6.1 years
- A financing cost of 4.3% expected to fall from 2014 onwards

Significant financial flexibility with over €550m available
Prospects
Korian: a history of profitable growth

Korian has met its targets in terms of growth, improved profitability and reducing financial leverage.

- Revenues (in millions of euros):
  - 2011: 1,015
  - 2012: 1,108
  - 2013: 1,371

- Margin rate (EBITDAR as a % of revenues):
  - 2011: 24.4%
  - 2012: 25.0%
  - 2013: 27.3%

- Leverage restated:
  - 2011: 3.9x
  - 2012: 3.1x
  - 2013: 2.7x
**Secure growth**

<table>
<thead>
<tr>
<th>Type of beds</th>
<th>Number of beds</th>
<th>France</th>
<th>Germany</th>
<th>Italy</th>
<th>Belgium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beds to be constructed</td>
<td>3 391</td>
<td>1 277</td>
<td>570</td>
<td>288</td>
<td>1 256</td>
</tr>
<tr>
<td>Beds to be restructured</td>
<td>4 510</td>
<td>3 257</td>
<td>179</td>
<td>1 074</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7 901</td>
<td>4 534</td>
<td>749</td>
<td>1 362</td>
<td>1 256</td>
</tr>
</tbody>
</table>

Korian – Medica : major inherent potential for growth with a pipe line of 7 901 beds
Two clear priorities for 2014

1 - Operational objective

**FRANCE**

Objective of finalised integration by 1 January 2015

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**INTERNATIONAL**

Managerial organisation on a country-by-country basis allows the Group to remain agile in terms of its international development

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INTEGRATION

POTENTIAL FOR GROWTH

FINANCIAL CAPACITY TO DEVELOP
Two clear priorities for 2014

2 - Financial Targets

2014 Objectives
- Pro forma revenue of €2.5 billion*
- EBITDAR margin rate slightly up

2017 Objectives
- Revenues of €3 billion

* For consolidated account of Korian – Medica in 2014, Medica perimeter will be integrated as of 1 of April 2014
Economic balance sheet of Korian Medica Pro forma as at 31 December 2013

In millions of euros

**Actifs**

- Goodwill: 1,805 million euros
- Assets (intangible): 1,369 million euros
- Property, plant and equipment: 1,024 million euros
- Other: -2 million euros

**Passifs**

- Shareholders' equity (Group share): 1,893 million euros
  - Minorities: 76 million euros
  - Provisions: 450 million euros
  - Deferred taxes (net): 371 million euros
- Net debt: 1,376 million euros

Total assets: 4,196 million euros
Total liabilities: 4,196 million euros
Net assets: 0 million euros
## Net income Korian

<table>
<thead>
<tr>
<th>In millions of euros</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
<th>Variations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EBITDA</strong>(1)</td>
<td>183</td>
<td>139</td>
<td>31.4%</td>
</tr>
<tr>
<td>Amortisation and provisions</td>
<td>(63)</td>
<td>(45)</td>
<td>40.3%</td>
</tr>
<tr>
<td><strong>EBIT (OPERATING INCOME)</strong></td>
<td>120</td>
<td>94</td>
<td>27.2%</td>
</tr>
<tr>
<td>Non-recurring items**(2)**</td>
<td>(20)</td>
<td>(8)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>100</td>
<td>87</td>
<td>15.9%</td>
</tr>
<tr>
<td>Financial income</td>
<td>(45)</td>
<td>(34)</td>
<td>31.9%</td>
</tr>
<tr>
<td><strong>Income before taxes</strong></td>
<td>56</td>
<td>53</td>
<td>5.5%</td>
</tr>
<tr>
<td>Income tax</td>
<td>(24)</td>
<td>(27)</td>
<td>(9.8%)</td>
</tr>
<tr>
<td>% income before taxes</td>
<td>43.5%</td>
<td>50.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Net income (Group share)</strong></td>
<td>29</td>
<td>23</td>
<td>22.8%</td>
</tr>
<tr>
<td><strong>Current net income (Group share)****(3)</strong></td>
<td>41</td>
<td>28</td>
<td>46.2%</td>
</tr>
</tbody>
</table>

(1) EBITDA is equivalent to EBITDAR as defined above, less rental expenses
(2) Non-recurring items mainly include costs related to development operations: merger with Medica (€6m), acquisition costs of Curanum stocks (€4m), integration costs in Germany (€2m) and restructuring costs for residual activities of €4m in Germany.
(3) Current net income (Group share) represents net income (Group share) - (other operating income and expenses + gains and losses on acquisitions and disposals of subsidiaries) x (1 - standard corporate income tax of 35%), or restated net income (Group share) for non-recurring items.
Appendices – key markets

France - Nursing homes market

**Market presentation**
- Population: 65.7 million
- ~17% aged over 65
- 684,000 beds in nursing homes
- 127 beds for 1,000 people aged over 75
- Korian-Medica market share: 3.4%

**Breakdown of French nursing home market**
- Public: 49%
- Associatif: 29%
- 10 opérateurs privés leaders: 15%
- Autres opérateurs privés: 7%

**Attractiveness factors**
- Ageing population: 62% increase in the number of people over 80 by 2035
- Operating licenses
- Increase in the number of people suffering from age-related diseases
- ~35% of the nursing home tariff\(\text{II}\) and 80% of the clinic tariff\(\text{I}\) reimbursed by public authorities

**Solid market fundamentals**

# of facilities as at 30 December 2013
Source: INSEE, DREES, World Bank

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Germany - Nursing home market

Market presentation
- Population: 81.9m
- ~21% aged over 65
- 876,000 beds in nursing homes
- 114 beds for 1,000 people aged over 75
- Korian-Medica market share: 1.8%

Attractiveness factors
- Main European market: 2.3m dependent persons
- 55% increase in the number of people over 80 by 2035
- 200,000 beds in nursing homes to be created in the next ten years
- ~50% of the total cost of one day’s stay reimbursed by social security

Breakdown of German nursing home market
- 10 leading private operators: 11%
- Other private operators: 26%
- Charity/Voluntary: 57%
- Public: 6%

A growing market supported by secure public funding

# of facilities as at 31 December 2013
Source: Pflegestatistik, World Bank
Appendices – key markets

Italy - Nursing home market

Market presentation
- Population: 60.9 million
- ~21% aged over 65
- 340,000 beds in nursing homes
- 64 beds for 1,000 people aged over 75
- Korian-Medica market share: 1.4%

Breakdown of Italian nursing home market

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>47%</td>
</tr>
<tr>
<td>Voluntary</td>
<td>35%</td>
</tr>
<tr>
<td>Other private operators</td>
<td>13%</td>
</tr>
<tr>
<td>6 leading private operators</td>
<td>5%</td>
</tr>
</tbody>
</table>

Attractiveness factors
- 47% increase in the number of people over 80 by 2035
- ~50% of the total cost of one day’s stay reimbursed by social security
- Public authorities wish to turn clinics/hospitals into nursing homes
- Operating licenses

Positioning of the new entity focused on the most attractive regions of the market

# of facilities as at 31 December 2013
Source: Istat, Euromonitor, World Bank

59 facilities
6,398 beds

2013 full-year results 27 March 2014
Belgium - Nursing home market

Market presentation

• Population: 11.1m
• ~18% aged over 65
• 135,000 beds in nursing homes
• 139 beds for 1,000 people aged over 75
• Korian-Medica market share: 4.0%

Breakdown of Belgian nursing home market

<table>
<thead>
<tr>
<th>Operator Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>31%</td>
</tr>
<tr>
<td>Voluntary</td>
<td>25%</td>
</tr>
<tr>
<td>Other private operators</td>
<td>31%</td>
</tr>
<tr>
<td>5 leading private operators</td>
<td>13%</td>
</tr>
</tbody>
</table>

Attractiveness factors

• The population living in nursing homes should grow by 2,500 residents per annum by 2025
• 47% increase in the number of people over 80 by 2035
• Operating licenses
• 44% of the total cost of one day’s stay reimbursed by social security

A market with a high potential for organic growth and market consolidation

# of facilities as at 31 December 2013
Source: LEK, Medica, World Bank
Appendices - key markets

Typical structure of the daily nursing home tariff

**FRANCE**
- Medical care: 25%
- Dependency: 10%
- Accommodation + services: 65%
- Real estate: 15%
- Residents and PAA

**GERMANY**
- Breakdown of tariff:
  - Medical care: 60%
  - Services: 25%
  - Real estate: 15%
- Pflegekasse: ~50%
- Residents or Social Aid: ~50%

**ITALY**
- Breakdown of payment:
  - Medical care: 50%
- Regional social security: 50%
- Residents: 50%
- Fixed tariff on entry (+ subsequent inflation)

**BELGIUM**
- Resident: 44%
- Medical care: 44%
- Others: 7%
- Accommodation + services: 49%

Source: Korian, Medica and LEK

(1) Personalised autonomy allowance (PAA)