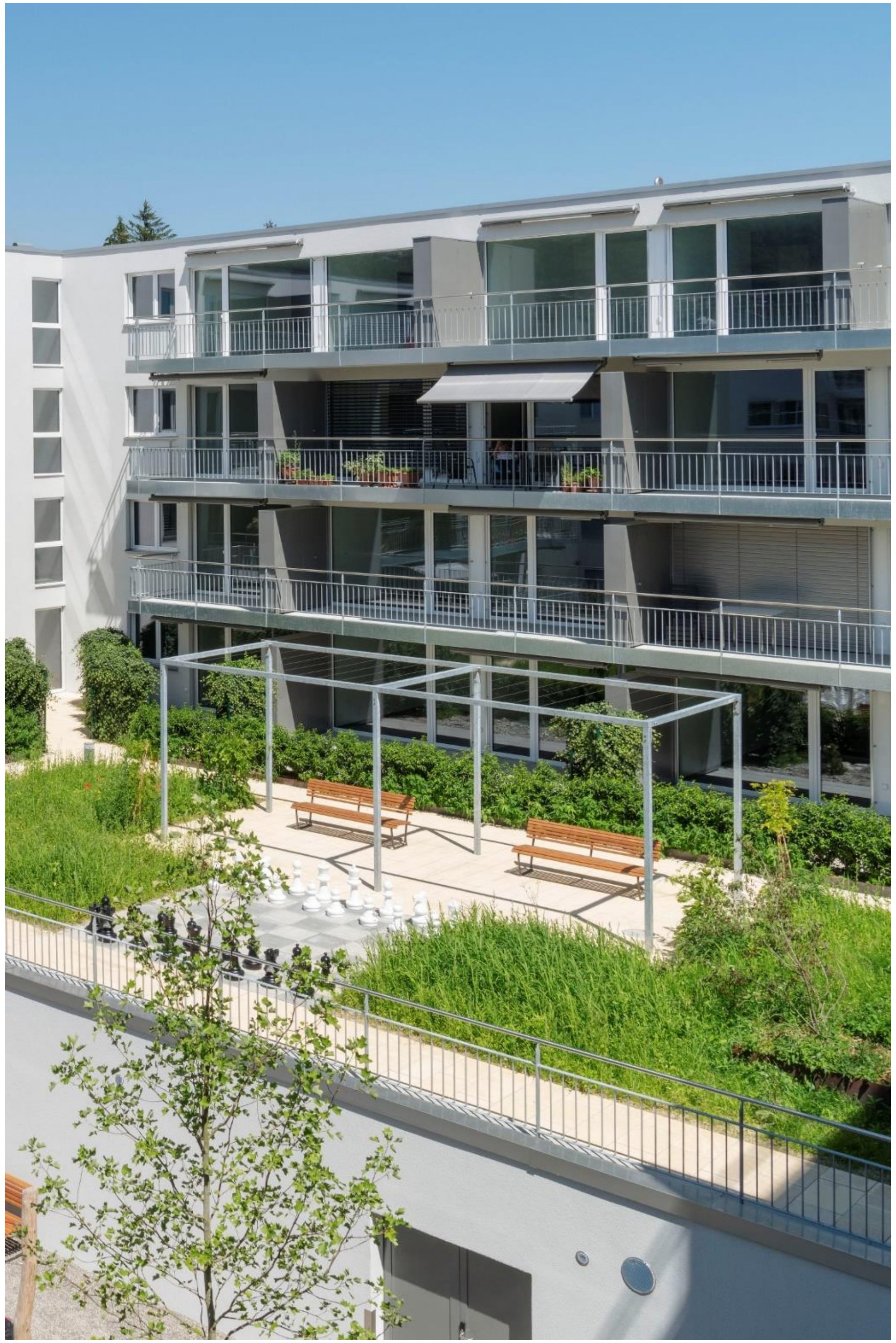
New developments:
6 acquisitions in
3 countries

30 June 2021



3 acquisitions in Ireland:

ORPEA becomes no. 1

Acquisition of FirstCare*

A long-standing player in long-term care

- Founded in 1994, 4th largest private nursing home operator
- A total of 8 facilities (857 beds)
  - 6 open (551 beds)
  - 2 under construction (306 beds)
- A high-quality network: first-class reputation, single rooms make up over 90% of capacity, excellent locations, mainly in Dublin and neighbouring counties of Wicklow and Kildare
- 2020 revenue: €32 million (at maturity: €50 million)
- Acquisition of 50% of the real estate (2 opened facilities and 2 greenfield sites)

Great potential for development and complementary care offerings

- Complements TLC and Brindley Healthcare geographically and in terms of synergies
- Possibilities for expansion and specialisation in post-acute and rehabilitation
- High growth potential taken on board with embedded revenue growth of over 55%

Attractive locations, close to the centre of Dublin,
that complement TLC and Brindley Healthcare locations

* subject to the agreement of competition authorities

Facilities in excellent locations

Beneavin House
Dublin
150 beds

Mountpleasant Lodge
Kildare
81 beds

Beneavin Manor
Dublin
115 beds

Blainroe Lodge
Wicklow
71 beds

Acquisition of Belmont House and of the remaining stake (50%) in Brindley Healthcare

Acquisition of the remaining stake in Brindley Healthcare

- ORPEA acquired 50% of Brindley in September 2020, with a buyout option on the horizon for 2022
- A total of 10 facilities (574 beds), with expansion possibilities
- Acquisition of 9 buildings
- The takeover will enable the acceleration of synergies with TLC, then FirstCare

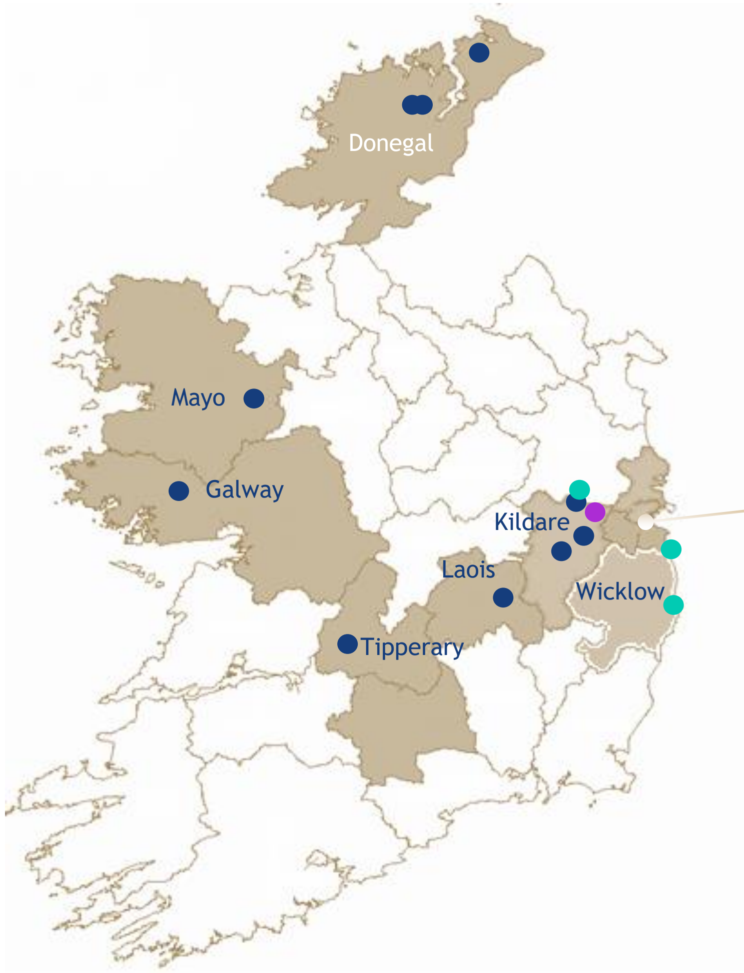
Simultaneous acquisition of the flagship facility in Dublin: Belmont House

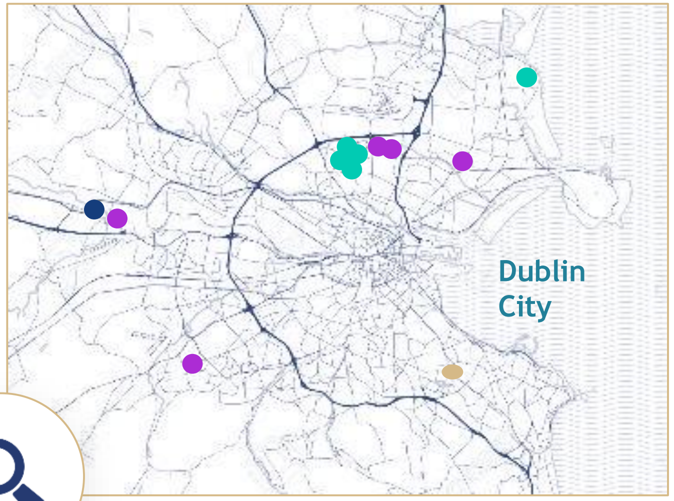
- Dublin's most beautiful facility with 157 beds and one of the best reputations in the country
- A reputation for excellence in care, recognised by the Health Information and Quality Authority (HIQA)
- Acquisition of the real estate

Belmont House

Dublin's most prestigious flagship facility

A network of 25 facilities, 2,284 beds with future revenue of over €135 million





- FirstCare facilities
- Brindley facilities
- TLC facilities
- Belmont House

ORPEA becomes no. 1 in Ireland

A solid development base in a growing market [> 10,000 beds to be built by 2030]

Switzerland:
acquisition
of Sensato AG

Acquisition of Sensato AG, 4th largest Swiss operator

A very-high-quality network

- Founded in 2008, 4th largest Swiss operator, offering a mix of senior assisted-living facilities and nursing homes
- A total of 7 facilities (443 beds), a third of which opened recently, in ramp-up phase
- Excellent reputation, modern facilities less than 5 years old, located in the north and northwest of the country
- 2020 revenue: €20 million

Great potential for value creation

- ORPEA strengthens its position as the no. 2 in Switzerland
- High upside potential
- Complements Senevita geographically and in terms of synergies

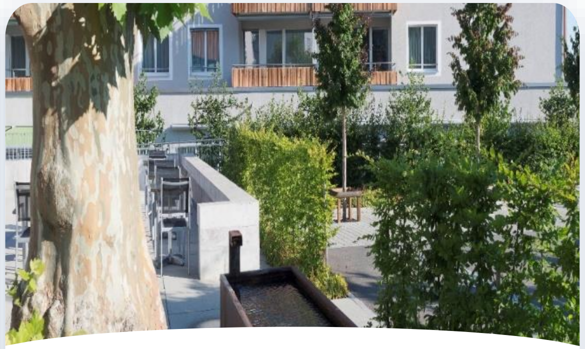
ORPEA strengthens its position as the no. 2 in the Swiss market
with great potential for value creation

A network of modern, good-quality **facilities**

Sensato AG

Casa Hubpuent
Lenzburg (Aargau)

Casa Tulip
Biel (Bern)



Casa Sunnwies
Islikon (Thurgau)

Casa Guepf
Wohlen (Aargau)

Casa Giesserei
Arbon (Thurgau)

Casa Vivimius
Zurich

Spain:
ORPEA is no. 1 in post-acute care and rehabilitation and mental health

Strategic acquisition* of Hestia, no. 1 group in post-acute care and rehabilitation and in psychiatry

An excellent reputation in medical care

- Founded in 1992, the Hestia Group is the leader in the post-acute and rehabilitation and the psychiatry sectors in Spain
- 14 facilities (2,131 beds) with a wide range of services: post-acute care and rehabilitation, palliative care, medium and long-term psychiatry, outpatient
- A team that has received recognition from the supervisory authorities
- Excellent locations: 64% of facilities in Madrid and Barcelona and 2 on the Balearic Islands
- Acquisition of 7 buildings. 3 franchises
- 2020 revenue: €70 million

ORPEA becomes no. 1 in post-acute care and rehabilitation and in psychiatry in Spain

- Management teams will continue to support the Group to ensure its development
- A unique base for accelerating progress in post-acute care and rehabilitation and in mental health in Spain
- Complements the existing network well geographically and in terms of business activity

* subject to the agreement of competition authorities

High-quality facilities

in excellent locations

Barcelona
98 beds

Barcelona
372 beds

Lleida
120 beds

Madrid
184 beds

An opportunity to strengthen the Premium offering

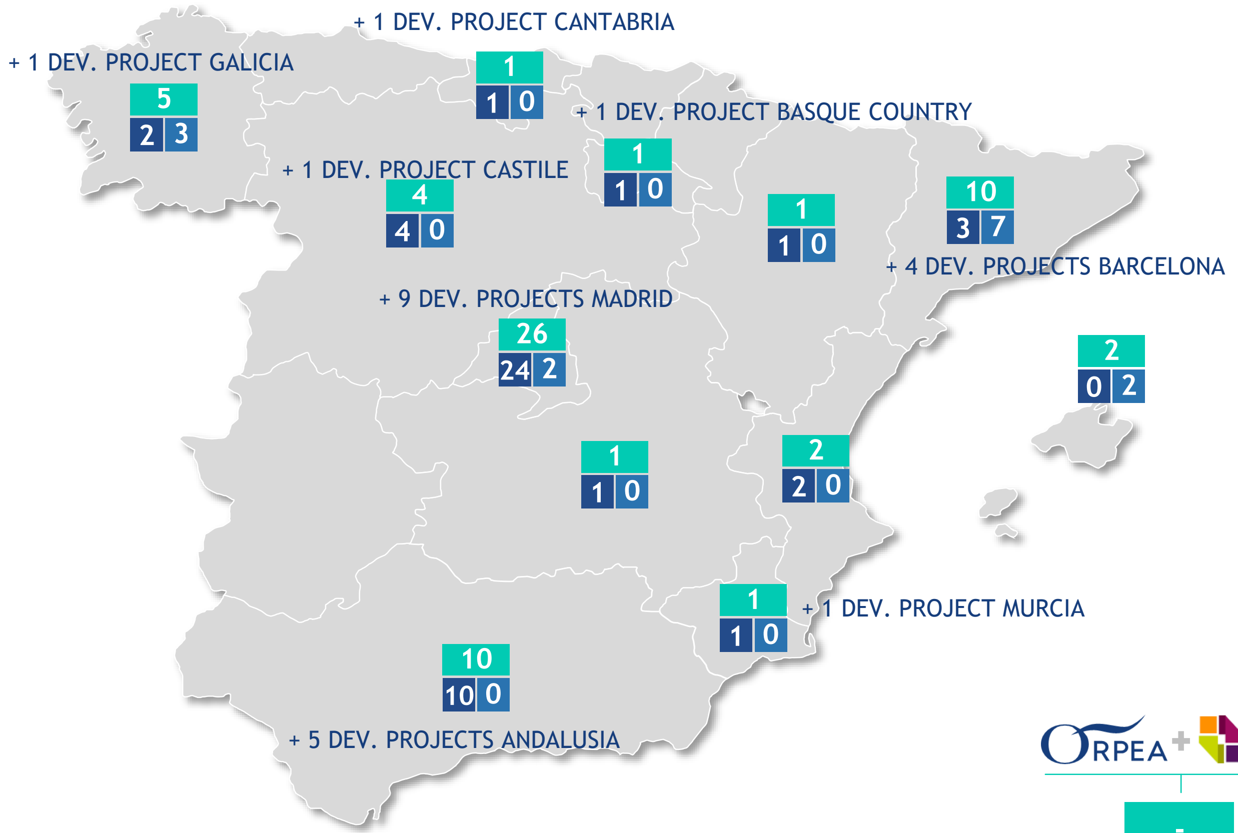
- Acquisition of 7 nursing homes (838 beds) from Sanitas (part of the Bupa Group)
- 2 open facilities
- 5 redeployment and construction projects in excellent locations in Madrid, Barcelona, Logroño and San Sebastián
- Revenue at maturity of €25 million

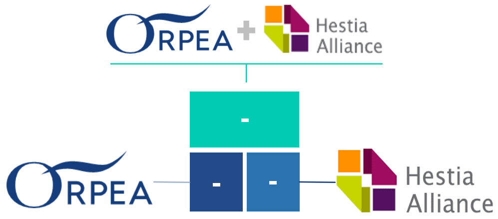
Acquisition
of 7 Sanitas facilities

Selective acquisitions of nursing homes
to complete the ORPEA network across Iberia

ORPEA + Hestia Alliance + Sanitas

Improved **geographical coverage**





87 facilities
> 14,300 beds
3 complementary businesses

6 complementary acquisitions
in 3 countries

6 acquisitions illustrating the uniqueness of ORPEA's M&A strategy

Our M&A strategy

- Medium-sized groups: revenues of €30–40 million
- A good reputation in terms of care quality
- Investment criteria met
- Geographical and business complementarity
- Strategic locations, at the heart of large cities
- Modern real-estate assets < 10 years old

6 acquisitions in 3 countries
42 additional facilities / 4,700 additional beds
€210 million in future additional **revenue**
A good boost for profitability

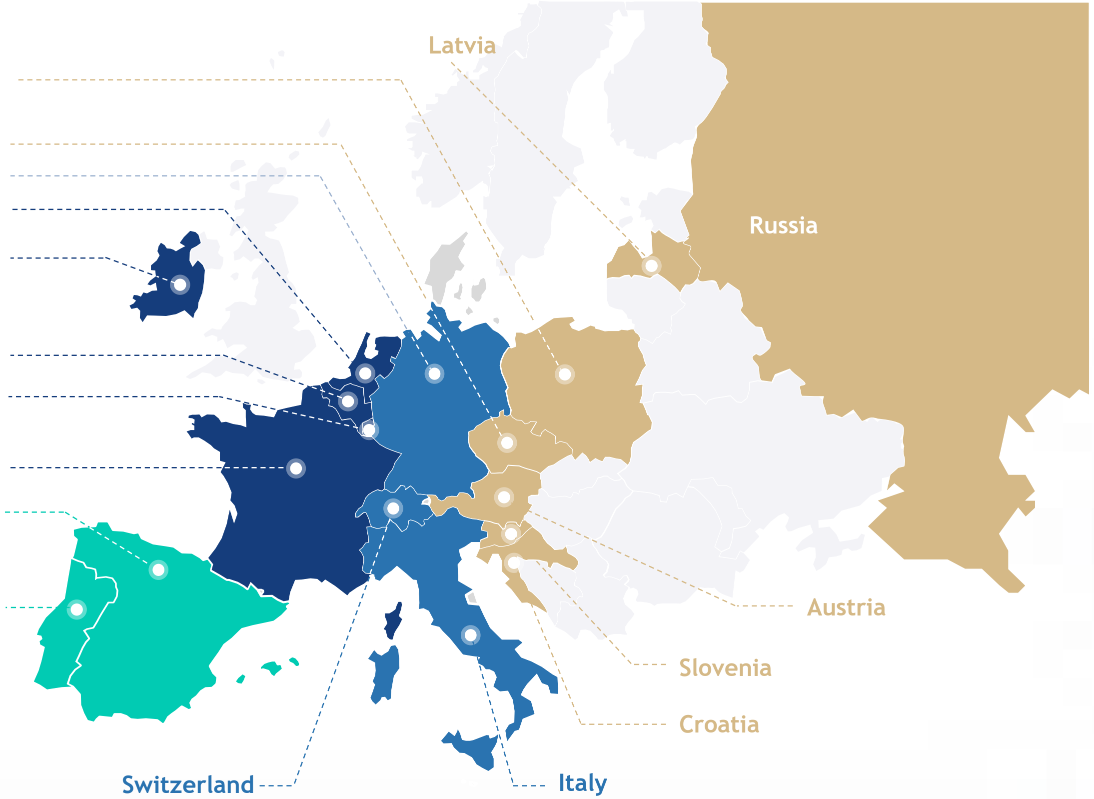
An improved global network

23 countries

1,156 facilities

116,514 beds

EUROPEAN NETWORK



France Benelux	Central Europe	Eastern Europe	Iberian Peninsula + Latin America	Other country
586 fac.	268 fac.	142 fac.	158 fac.	2 fac.
49,207 beds	**28,419 beds**	**15,255 beds**	**23,108 beds**	**525 beds**

OUTSIDE EUROPE

LATIN AMERICA

34 fac.

4,744 beds

CHINA

2 fac.

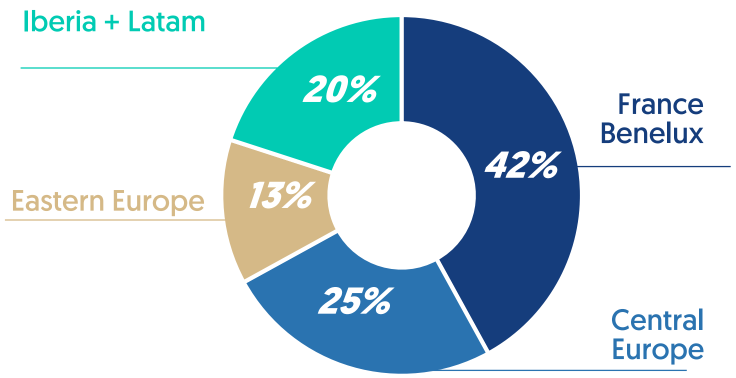
525 beds

Breakdown of beds and pipeline

by geographical area

	Nb. countries	Nb facilities	Opened beds	Pipeline	Total beds
France Benelux	5	586	43,535	5,672	49,207
Central Europe	3	268	22,591	5,828	28,419
Eastern Europe	7	142	11,154	4,101	15,255
Iberia + Latam	7	158	12,735	10,373	23,108
New Countries	1	2	140	385	525
Total	23	1,156	90,155	26,359	116,514

NETWORK BREAKDOWN
BY GEOGRAPHICAL REGION



The most important pipeline
within the industry

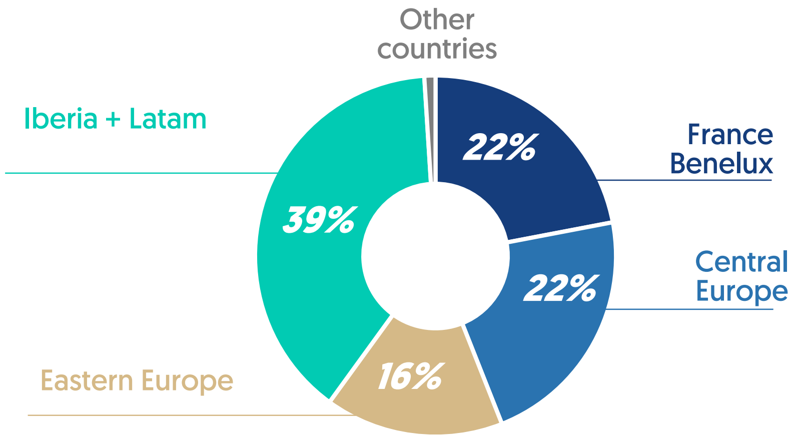
	Nb. of facilities	Opened beds	Pipeline
France Benelux	**586**	**43,535**	**5,672**
France	372	32,673	3,543
Netherlands	116	1,676	1,168
Belgium	71	7,230	268
Luxemburg	2	-	365
Ireland	25	1,956	328
Central Europe	**268**	**22,591**	**5,828**
Germany	191	17,105	3,452
Switzerland	47	3,509	858
Italy	30	1,977	1,518
Eastern Europe	**142**	**11,154**	**4,101**
Austria	87	7,041	954
Poland	23	1,190	1,696
Czech Rep.	20	2,044	784
Slovenia	9	551	467
Latvia	1	202	
Croatia	1	126	
Russia	1		200
Iberia + Latam	**158**	**12,735**	**10,373**
Spain	87	11,311	2,989
Portugal	37	728	3,336
Brasil	22	471	2,487
Uruguay	3	100	209
Colombia	4	-	641
Mexico	5	125	711
Other countries	**2**	**140**	**385**
China	2	140	385

Growth pipeline doubled in 3 years

Beds under construction
26,359

% pipeline vs. opened beds
30%

PIPELINE BREAKDOWN
PER GEOGRAPHICAL AREA



2021 objective: revenue growth target raised

2021 March revenue target

> €4,155 million

> +6%

Acquisitions

Strong upward trend in occupancy rates

New 2021 revenue target

> €4,215 million

> +7.5%