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PRESS RELEASE

TURNOVER AND OPERATIONS FOR THE THIRD QUARTER 2026

A third quarter of sustained growth

Operating revenue for the first 9 months : €702.7m, driven by organic growth of +6.7%

Operating revenue stood at €702.7m as at 30 September 2026, up +8.4% year-on-year, including +6.7% organic growth, ahead of the guidance set at +6% for 2026. In the 3rd quarter, operating revenue rose by +9.1% to €237.6m.

Total revenue, including the Real estate division, reached €728.8m, up by 8.7%.

Strong performance in the French Healthcare division's outpatient care (+4.7%) and home care (+21.5%)

Day care admissions in Rehabilitation Care (RC) clinics and psychiatry reached an average of 1,143 patients per day, up by +4.7%. Home hospitalisation (HAH) recorded an average of 1,563 patients per day, up by +21.5%.

Strong performance in the French Medical-Social sector : occupancy rate of 94.4%, up by 1.1 points

The occupancy rate for residential nursing homes (NH) in France stood at 94.4% over the first nine months of 2026, an improvement of 1.1 points compared with the same period in 2025. This increase was seen across both the Elegance (93.9%) and Comfort (95.7%) ranges, against a sector-wide backdrop still marked by the effects of the demographic trough.

Real estate turnover : €26.1m, up 18% thanks to strong bookings

Real estate turnover stood at €26.1m as at 30 September 2026, up 17.6% compared with the same period in 2025. Revenue is set to accelerate in the 4th quarter thanks to a doubling of reservations (165 lots reserved as at 30 September 2026, compared with 87 a year earlier) and the first signed deeds registered at the end of September for the construction programme of the future Cap Ouest Rehabilitation Institute in Nantes.

2026 targets confirmed

Based on these first nine months, LNA Santé confirms all its 2026 targets, including organic growth of over 6.0% for operating revenue of close to €930m, excluding the contribution from external growth, and real estate revenue of €50m.

During the third quarter of 2026, faced with a fragmented national environment and an economic climate characterised by persistent budgetary constraints, LNA Santé has confirmed the resilience of its business model. The depth of the needs met by our activities – driven by an ageing population, changing patterns of chronic diseases and the growth of home hospitalisation – provides a clear direction for our long-term development. The rise in occupancy rates at our care homes and the strong performance of our home hospitalisation business clearly illustrate this.



Our mission-driven family business model, based on a long-term vision and rigorous financial discipline, enables us to move forward with confidence in the transformation of our portfolio and the execution of targeted growth initiatives. The acquisition of five care homes from the Clariane Group demonstrates our momentum for growth and the breadth of our expertise in reshaping the healthcare offering.

The current climate also reinforces the need to better balance the quality of care, the appropriateness of care pathways and the control of healthcare expenditure. This is precisely the aim of our corporate strategy : to develop solutions that are closely aligned with local healthcare needs, delivered through accessible and specialist facilities.

Building on these fundamentals, we approach the remainder of the financial year with confidence and determination. The massive demand for healthcare and our proven ability to deliver sustainable performance form the cornerstones of LNA Santé's future development.

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LNA shares are listed on the B of Eurolist by Euronext Paris.
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ABOUT US

LNA Santé is a family-run business based in Nantes, founded in 1990. Our mission is to provide medical treatment and care for people who are vulnerable or have lost their independence. As a comprehensive healthcare provider, we bring together 10,000 professionals with 92 facilities (surgical, rehabilitation and mental health clinics, home hospitals, nursing homes, health centres and kindergardens). As a mission-driven organisation, we are committed to collectively implementing concrete actions that address health, social and environmental challenges.

For further information, please visit our website :
www.lna-sante.com/en

I. Sustained growth in turnover

In millions of euros	Q3 2025	Q3 2026	Change	9 months 2025	9 months 2026	Var.
Operating revenue	**217.9**	**237.6**	**9.1%**	**648.5**	**702.7**	**8.4%**
Organic growth			*6.0%*			*6.7%*
French Health and Social Care Sector*	**82.4**	**92.5**	***12.2%***	**245.1**	**265.6**	***8.4%***
% of operating turnover	*38%*	*39 %*		*38%*	*38%*	
French Healthcare Sector**	**123.2**	**132.6**	***7.6%***	**366.7**	**399.4**	***8.9%***
% of operating turnover	*57%*	*56 %*		*57%*	*57%*	
International Business Sector***	**10.7**	**10.8**	***1.0%***	**31.5**	**32.0**	***1.6%***
% of operating turnover	*5%*	*5%*		*5%*	*5%*	
Other sectors: Operations	**1.6**	**1.8**	***N/A***	**5.2**	**5.7**	***N/A***
Real estate turnover	**6.4**	**7.2**	**12.1%**	**22.2**	**26.1**	**17.6%**
Total	**224.3**	**244.8**	**9.1%**	**670.8**	**728.8**	**8.7%**

Figures not audited by the statutory auditors

** Medical and Social Care France: Residential nursing homes in France*

*** Healthcare France: Medical and Rehabilitation Care (RC), psychiatric clinics, surgery and home hospital (HAH) care in France*

**** International Business: NH in Belgium and clinics in Poland*

Over the first nine months of the 2026 financial year, LNA Santé's operating revenue stood at **€702.7m,** up **8.4%** compared with the same period in 2025, of which 6.7% was organic growth.

Over the nine-month period, the 6.7% organic growth breaks down as follows :

- a volume effect of +4.5%, driven by strong business momentum in home healthcare and the steady occupancy rate at the Comfort de Meaux nursing home,
- a price effect of +1.3 %,
- a product mix effect of +0.9%.

The scope of consolidation effect, linked to the integration of the facilities acquired from the Clariane Group, contributed to growth by +1.7 points.

In the 3rd quarter, LNA Santé's operating revenue stood at €237.6m, up 9.1% compared with the same period in 2025, of which 6.0% was organic growth.

A. Medical and Social Care revenue in France rose by 8.4% to €265.6m

Revenue from residential **nursing homes (NH**) totalled **€265.6m**, up by **8.4%**, of which 4.2% was organic growth. The scope effect resulting from the full consolidation as at 30 June of the five care homes acquired from the Clariane Group contributed 4.2% to this growth. Organic growth was driven both by a volume effect of +2.1%, stemming in particular from the occupancy of the Comfort nursing home in Meaux, and by a +1.5% increase in care and accommodation fees, supplemented by a mix effect of +0.6%.

Revenue from **the 'Elegance' nursing homes** totalled **€206.8m**, up by 2.2%, with growth being entirely organic. This growth was driven by increases in care and accommodation rates (a price effect of +1.4%) and a slight rise in the occupancy rate (+0.8%), which benefited from the impact of temporary summer stays and the results of marketing initiatives.

The **'Comfort' care homes** recorded a 37.5% increase in turnover to **€58.8m**, of which 13.7% was organic growth. The volume effect accounted for +10.1%, driven mainly by the occupancy of the Meaux care home, which is reaching full capacity, whilst the indexation of care and accommodation rates stood at +1.9%. The scope effect, amounting to +23.9%, reflects the integration of all the nursing homes acquired from the Clariane Group, with the last three sites having been brought within the scope as at 30 June 2026.

B. The French Healthcare business strengthened to €399.4m, up by +8.9%

The French Healthcare business reached **€399.4m** over the nine-month period, with exclusively organic growth of +8.9%, driven mainly by the strong momentum in Home Hospitalisation.

In millions of euros	9 months 2025	9 months 2026	Change	Organic change	% of revenue from operations for 9 months 2025	% of revenue from operations for 9 months 2026
Clinics (RC, surgery, psychiatry)	267.1	272.1	*1.9%*	*1.9%*	*41%*	*39%*
Home Care	99.6	127.3	*27.8%*	*27.8%*	*15%*	*18%*
Total turnover from healthcare operations in France	**366.7**	**399.4**	**8.9%**	**8.9%**	**57%**	**57%**

Revenue from **clinics** (RC, surgery, psychiatry) rose to **€272.1m** (+1.9%). This growth was driven by a volume effect of +1.1%, fuelled by strong momentum in day-case admissions, and a price effect of +1.0%. No tariff indexation was recorded in the 3rd quarter : additional funding for 2026, which had not yet been announced at the time of publication, will be recognised in the 4th quarter.

Hospital At Home continues its strong growth to **€127.3m** (+27.8%). This growth is mainly driven by a volume effect of +21.4%, three-quarters of which stems from increased utilisation rates across existing platforms, with the remaining quarter arising from the ramp-up of recently opened new territories. It also benefited from a price effect of +1.6%, incorporating a 1% tariff increase, and a mix effect of +4.9%, of which 1.5 points were due to a change in the accounting treatment of IFAQ (Financial Incentive for Quality Improvement) funding, previously recorded as operating grants.

C. The International business grew to €32.0m, up by +1.6%

The **International Care** sector, comprising nursing homes in Belgium and clinics in Poland, reported turnover of **€32.0m** over the nine-month period, representing an exclusively organic increase of +1.6%. This growth was driven primarily by tariff increases (price effect of +1.4%) as well as a slight improvement in occupancy rates.

D. The real estate business recorded revenue of €26.1m, up 17.6%

Revenue **from the real estate division** stood at **€26.1m** as at 30 September 2026, compared with €22.2m a year earlier, representing an increase of +17.6%, of which €7.2m was generated in the 3rd quarter (+12.1%). This trend only partially reflects the current sales momentum, as evidenced by 165 units reserved as at 30 September 2026, compared with 87 at the end of September 2025. It will therefore benefit in the 4th quarter from the start of notarised sales for the Cap Ouest Rehabilitation Institute development in Nantes, which contributes to the total pipeline of 140 lots to be formalised. As at the date of this press release, 25 lots from this development had been formalised, representing additional turnover of €5.5m.

The reservations due to be formalised by the end of the year reinforce the achievement of a real estate turnover of €50m.

II. Activity levels by business segment : occupancy rates at NH on the rise

	Unit	9 months 2025	9 months 2026	Var.
Medical and Social Care, France	*Occupancy rate*	**93.3%**	***94.4%***	***1.1 points***
Elegance NH	*Occupancy rate*	*93.2%*	*93.9%*	*0.8 pts*
Comfort NH	*Occupancy rate*	*93.9%*	*95.7%*	*1.8 pts*
Healthcare in France				
RC/PSY – Full Hospital.	*Occupancy rate*	*90.0%*	*90.9%*	*0.9 pts*
RC/PSY – Day Hospital.	*Nb. of patients*	*1,091*	*1,143*	*52 patients*
HAH	*Nb. of patients*	*1,286*	*1,563*	*277 patients*
Surgery	*Nb. of admissions*	*2,656*	*2,738*	*81 stays*
International Business				
Belgium – Full Hospital.	*Occupancy rate*	*95.8 %*	*96.6%*	*0.8 pts*
Poland – Full hospital.	*Occupancy rate*	*83.9%*	*75.2%*	*-8.7 pts*
Poland – Day hospital.	*Nb. of patients*	*33*	*40*	*6 patients*
Total residents/patients *(excluding surgery)*		**9,804**	**10,601**	***797 patients***

Occupancy rate : as a percentage of beds available for booking in nursing homes and for full-time inpatient care in rehabilitation and psychiatric clinics.
Number of patients: average number of patients admitted per day across all facilities.

A. Rise in the occupancy rate of medical-social nursing homes

The occupancy rate for **nursing homes (NH)** in France stood at **94.4%** over the first nine months of 2026, an increase of +1.1 points compared with the same period in 2025, driven by rising occupancy across both categories.

The occupancy rate for the **'Elegance'** category rose by 0.8 points to **93.9%**. Within the 'Comfort' category, the average occupancy rate rose by 1.8 points to 95.7%. Facilities operating at full

capacity recorded an occupancy rate of 97.3%, whilst the 154-bed nursing home in Meaux reached full occupancy just 15 months after opening.

B. Continued momentum in outpatient and home care

RC and psychiatric clinics recorded an increase in outpatient activity, with an average of 1,143 patients per day in day care (+52 patients, or +4.7%). Inpatient admissions also improved, with an occupancy rate of **90.9 %** (+0.9 points). Surgical activity totalled 2,738 stays (+81 stays).

The **HAH** service continues to grow, with an average of 1,563 patients receiving care each day, an increase of 277 patients (**21.5%**) compared with 2025. This increase of 99 patients stems from the ramp-up of services in the new service areas opened in 2025 (Eure-et-Loir, Caen and Rouen), with the remainder attributable to higher utilisation rates at existing centres, confirming their potential for organic growth.

C. International Business Unit : occupancy rising in Belgium

The occupancy rate for **nursing homes in Belgium** improved to **96.6%** over the nine-month period, an increase of 0.8 points, with growth observed across all sites with the temporary exception of one establishment.

In **Poland**, activity showed a slight decline due to a fall in full-time admissions (occupancy rate of 75.2%, down 8.7 points), despite strong momentum in day-case admissions (an average of 40 patients per day). In-patient occupancy also improved by 2.1 points in the 3rd quarter compared with the previous quarter, reaching 77.8%.

III. Outlook and confirmation of 2026 targets

At the end of the first nine months of the financial year, LNA Santé reports business performance in line with its roadmap and confirms all its 2026 targets :

Operating Activity : operating revenue of close to €930m, excluding the contribution from external growth, based on the following organic growth rates ;

- Medical and Social Care in France > +3.5% ;
- Healthcare in France > +8% ;
- International Business > +2%.

resulting in organic growth of over 6.0% for the 2026 financial year ;

Real estate Business : revenue expected to be €50m for the financial year ;

Other guidance : all other targets announced at the time of the half-year results on 16 September 2026 are also confirmed.

Fourth-quarter performance in each sector is expected to benefit from the following key drivers :

- **Medical and Social Care in France** : continued improvement in occupancy rates, particularly across the Elegance range, and the full contribution of the five nursing homes acquired from the Clariane Group ;
- **Healthcare France** : the effective launch of the three HAH centres in Île-de-France, with the first patients now being treated; the target catchment areas represent a potential of over 200 patients in the long term ;
- **International Business :** the continued recovery of the inpatient care business at the Polish clinics, which began in the 3rd quarter ;
- **Real estate :** the sale of reserved lots, notably those for the new RC clinic in the Nantes region, and the sale of a building as a whole, to achieve real estate turnover of €50m for the financial year.

As part of the 'Grandir Ensemble 3' strategic project, LNA Santé will actively continue to implement its roadmap, in line with the objectives set out in its mission-driven business model. It will remain alert to targeted external growth opportunities aimed at strengthening its foothold in its main healthcare regions.

Practical information

Next publication

- Publication of 2026 annual turnover: **4 February 2027**

Financial calendar

- Presentation of the 2026 annual results: **25 March 2027**

Disclaimer

This press release contains forward-looking statements which involve risks and uncertainties relating to the Group's future growth and profitability. This may mean that future results could potentially differ from those indicated in the forward-looking statements. These risks and uncertainties relate to factors that the Company cannot control or estimate with any degree of precision, such as future market conditions, regulatory changes, etc. The forward-looking information contained in this document constitutes indicative expectations regarding future events and should be regarded as such. Actual results, in terms of both turnover and profitability, may differ from those described in this press release due to a number of risks and uncertainties described in Chapter 2 of LNA Santé's 2025 Universal Registration Document, which is available on its website and that of the AMF (www.amf-france.org).

Glossary

'Steady-state operations' refers to beds that comply with LNA Santé's operational plan (quality of care, target facility size, properties in new condition, trained and committed management, efficient organisation).

Organic turnover **growth** refers to the change in turnover:

- between Y-1 and N for facilities existing in Y-1,
- between year Y-1 and year Y for facilities opened in year Y-1 or year Y,
- between year Y-1 and year Y for facilities restructured in line with LNA Santé's specifications or whose capacity increased in year Y-1 or year Y,
- across Y compared with the equivalent period in Y-1 for facilities acquired in Y-1