



2023

# Annual Report

CLINICS IN FRANCE



VIVALTO  
SANTÉ

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The **2022 Report from the Mission Committee** is available online at **[www.vivalto-sante.com](http://www.vivalto-sante.com)**



**Emmanuel de Geuser**  
Group Managing Director



**Emmanuel Prin**  
Group Managing Director

# Editorial

**T**he year 2022 marks a milestone in the development of the Vivalto Santé Group, as it expands into five new European countries: Switzerland, Spain, Slovakia, the Czech Republic and Portugal.

The strength of our Shared Governance model, our status as a Public Benefit Corporation and our recent opening up to other healthcare systems, are so many assets that we must leverage to face up to the major transformations our business is undergoing.

As in many Western countries, the French healthcare sector remains under intense pressure, impacted by the challenges of emerging from the pandemic, working conditions, a shortage of caregivers, and a lack of attractiveness in nursing training. This means fewer beds, and reduced emergency services at night in the face of growing care needs.

In this context, we would like to thank all our medical, paramedical, operational and administrative support teams for their tireless daily commitment and dedication to our patients. Our recruitment campaigns bear witness to the energy and team spirit that are driving us forward. These campaigns, along with the many other initiatives carried out in the regions, have resulted in the recruitment of almost 1,600 people in 2022 who have come to "team up" at our clinics.

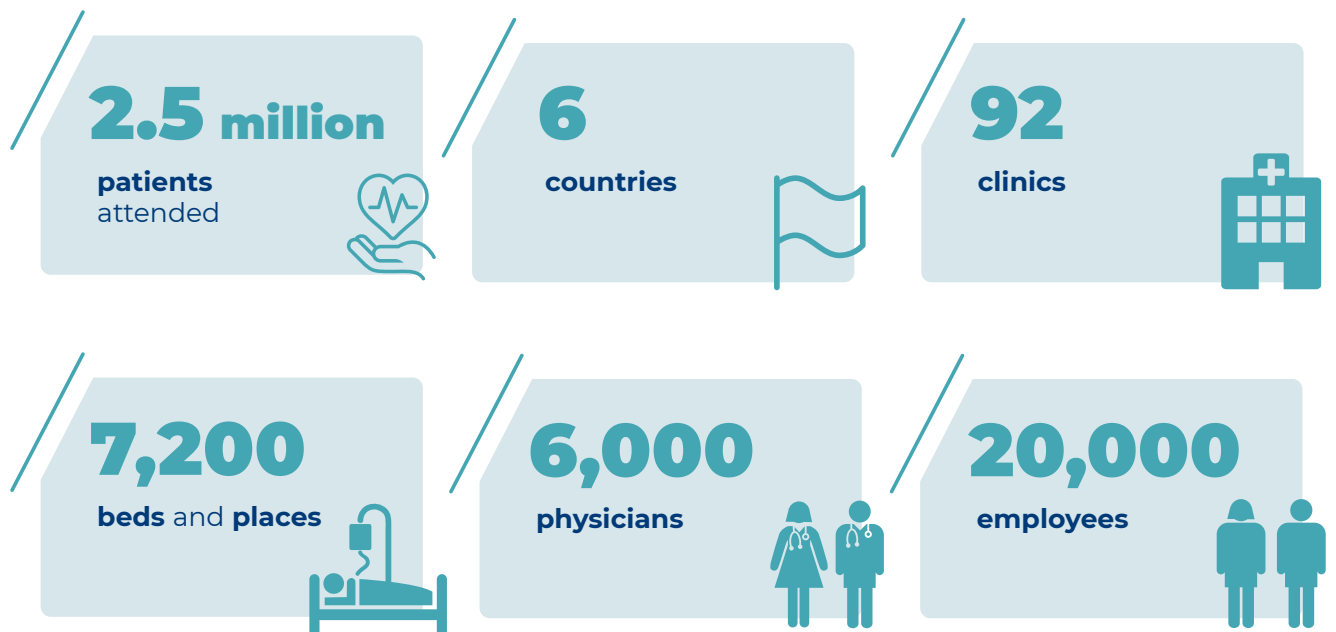
Our enthusiasm is as intense as the challenges we are facing, for our teams, our patients and our clinics. Our Regional Medical Projects are taking shape, bringing together a network of advanced consultations across the region. We're further strengthening the town-hospital link, improving patient care and developing a comprehensive range of diagnostic and therapeutic equipment, in close collaboration with our physicians.

Innovation is at the heart of our transformation, with a number of experiments underway. Whether we're talking about organizational solutions to improve the quality of life and working conditions of our caregivers, the deployment of cutting-edge technologies, or the launching of innovative projects to ensure the best possible patient experience, we can only be enthusiastic about the new opportunities that are opening up before us.

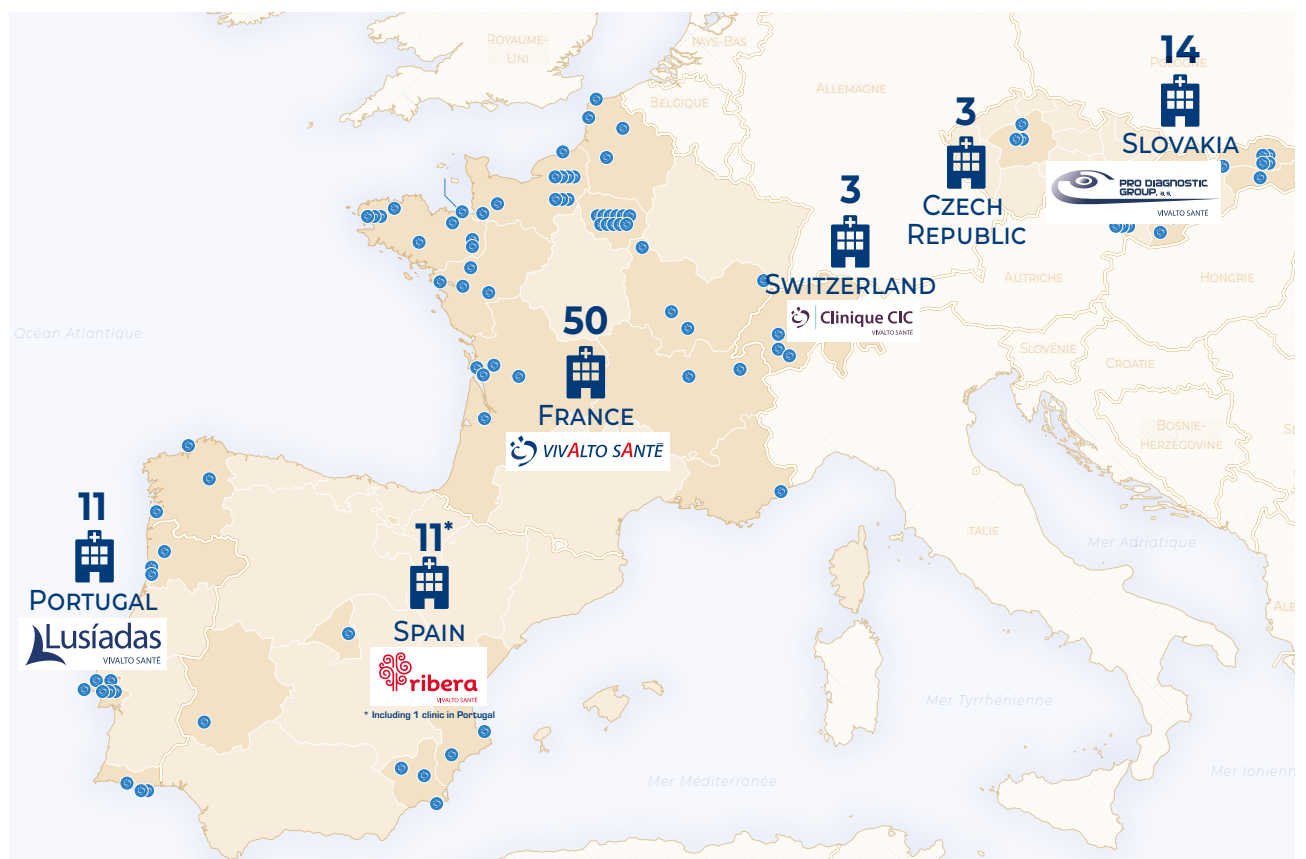
It is in this spirit of exchanging ideas and promoting synergies between our international teams that we will continue to move forward together in the service of our patients.

# Vivalto Santé Group

## key figures



## Our European presence



\* Source: Vivalto Santé Group Financial and Administrative Department – Situation on 12/31/2022 – 92 clinics.



# Our 50 healthcare clinics in France

## NORMANDIE REGION

Hôpital Privé de la Baie - Avranches - 50  
 Clinique Notre-Dame - Vire - 14  
 Clinique Mégival - Saint-Aubin-sur-Scie - Dieppe Maritime - 76  
 Hôpitaux Privés Rouennais - Saint-Antoine  
 - Bois-Guillaume - Métropole Rouen Normandie - 76  
 Hôpitaux Privés Rouennais - Europe - Rouen - 76  
 Centre Méridienne - Rouen - 76  
 Hôpitaux Privés Rouennais - Mathilde - Rouen - 76  
 Hôpital Privé Pasteur - Evreux - 27  
 Clinique Bergouignan - Evreux - 27  
 Centre de Radiothérapie Marc Ramioul - Evreux - 27  
 Centre de Radiothérapie de Seine-et-Marne - Melun - 77

## BRETAGNE REGION

Hôpitaux Privés Rennais - Saint-Grégoire  
 - Rennes Métropole - 35  
 Hôpitaux Privés Rennais - Cesson-Sévigné  
 - Rennes Métropole - 35  
 Clinique de la Côte d'Emeraude - Saint-Malo - 35  
 Polyclinique de Kério - Pontivy - 56  
 Clinique du Pays de Rance - Dinan - 22  
 Clinique Sainte-Marie - Châteaubriant - 44  
 Clinique de la Baie - Morlaix - 29  
 CHP Brest Pasteur - Brest - 29  
 CHP Brest Keraudren - Brest - 29  
 CHP Brest Grand-Large - Brest - 29

## PAYS DE LA LOIRE REGION

Hôpital Privé du Confluent - Nantes - 44  
 Polyclinique de l'Europe - Saint-Nazaire - 44  
 Polyclinique du Parc - Cholet - 49

## NOUVELLE-AQUITAINE REGION

Clinique Saint-Joseph Angoulême  
 - Angoulême - 16  
 Clinique Richelieu - Saintes - 17  
 Clinique Pasteur - Royan - 17  
 Polyclinique Saint-Georges  
 - Saint-Georges-de-Didonne - 17  
 Clinique du Sport - Bordeaux-Mérignac - 33

## ÎLE-DE-FRANCE REGION

Centre Hospitalier Privé Sainte-Marie - Osny - 95  
 Centre Hospitalier Privé de l'Europe - Le Port-Marly - 78  
 Clinique de Maisons-Laffitte - Maisons-Laffitte - 78  
 Clinique Saint-Germain - Saint-Germain-en-Laye - 78  
 Clinique du Val d'Or - Saint-Cloud - 92  
 Clinique de la Région Mantaie - Mantes-la-Jolie - 78  
 Centre Hospitalier Privé du Montgardé - Aubergenville - 78  
 Centre Cardiologique d'Evecquemont - Evecquemont - 78  
 Centre d'Imagerie Médicale Sainte-Marie - Osny - 95  
 Clinique Victor Hugo - Paris - 75

## HAUTS-DE-FRANCE REGION

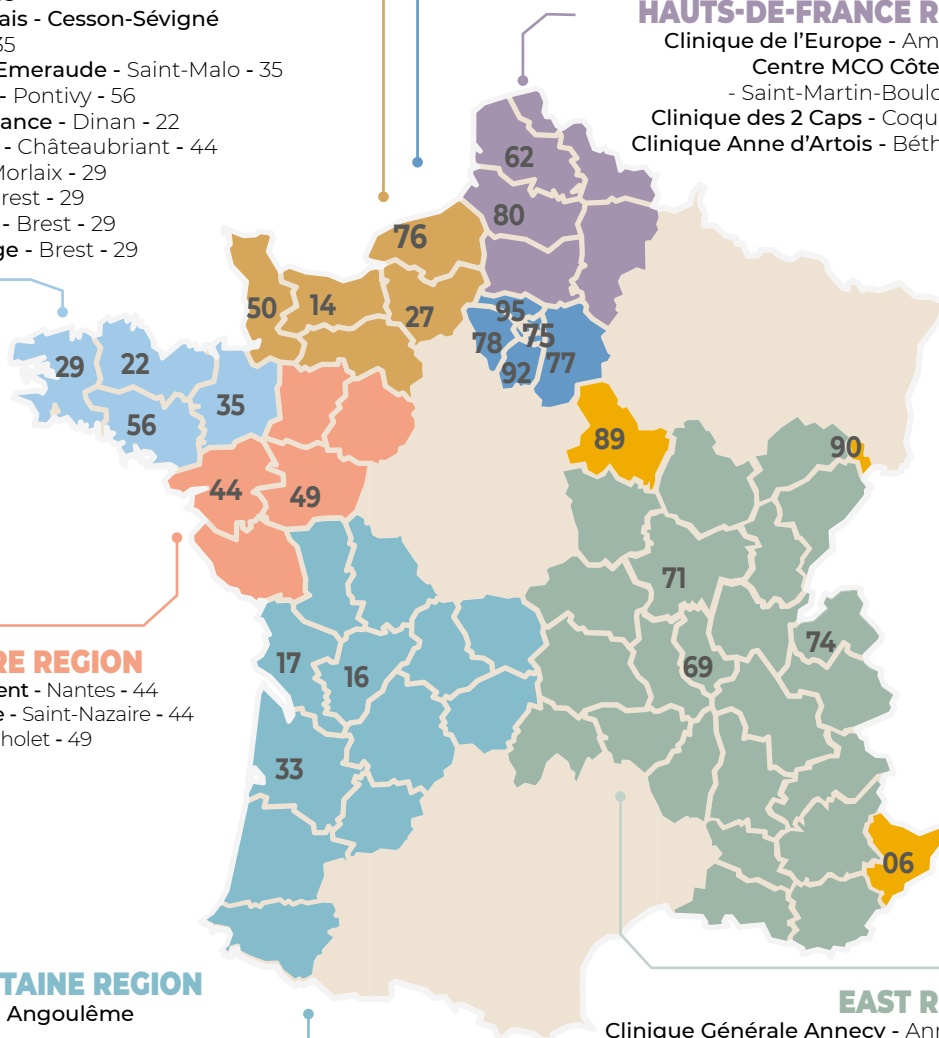
Clinique de l'Europe - Amiens - 80  
 Centre MCO Côte d'Opale  
 - Saint-Martin-Boulogne - 62  
 Clinique des 2 Caps - Coquelles - 62  
 Clinique Anne d'Artois - Béthune - 62

## EAST REGION

Clinique Générale Annecy - Annecy - 74  
 Polyclinique Lyon Nord - Rillieux-la-Pape - 69  
 Clinique du Parc - Autun - 71  
 Centre Orthopédique de Dracy-le-Fort - Dracy-le-Fort - 71

## OTHER CLINICS

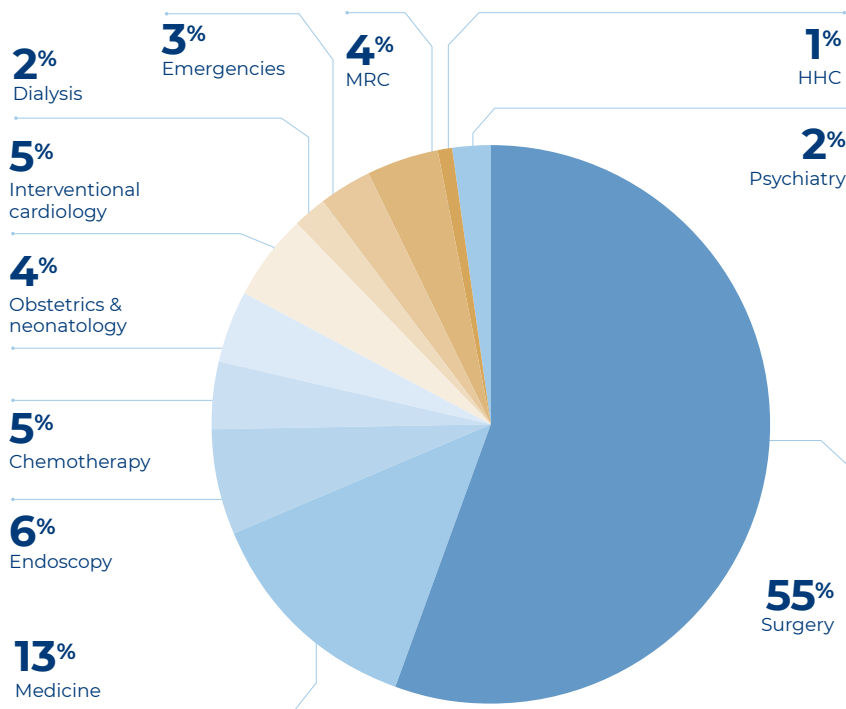
Hôpital Privé de la Miotte - Belfort - 90  
 Clinique Ker Yonnec - Champigny-sur-Yonne - 89  
 Clinique Saint François - Nice - 06



# Care pathway, life pathway

## Our clinics provide care to more than 1 million patients every year in France

The Vivalto Group is constantly expanding its regional coverage and healthcare services to meet the needs of the population. The continuous opening of Urgent Care units and the development of mental health services are good examples. With three out of four patients now receiving outpatient care (entering and leaving the clinic on the same day), Vivalto Santé clinics demonstrate their ability to modernize their practices by aiming for the highest standards of quality and safety of care.



Source: NMIS on 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC, PSY, HHC and Emergencies (with population-based provision).

## Breakdown of 2022 Emergencies and Urgent Care activities\*

EMERGENCIES in number of visits	URGENT CARE in number of visits
328,000	109,500
13 clinics	14 clinics

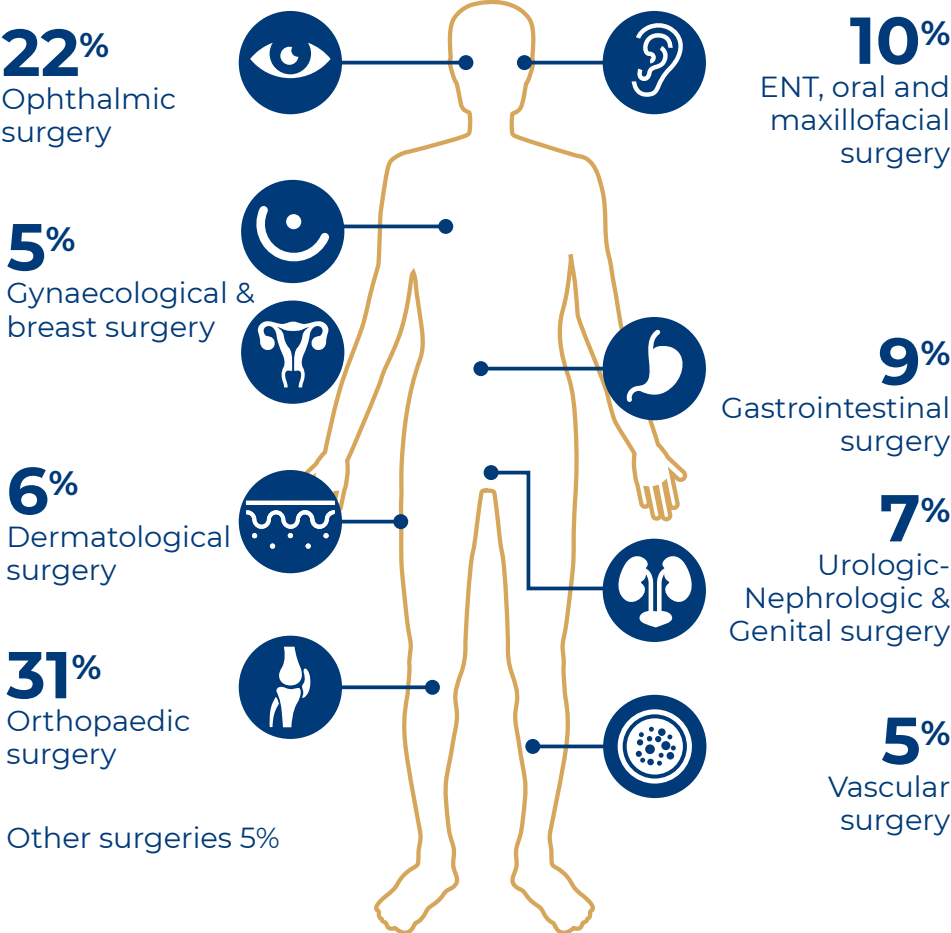
**54%**  
of the clinics include an  
Emergency department  
or Urgent Care unit

\* For better understanding by the general public, Unscheduled Care Units are now called *Urgent Care Units*.



# Focus on...

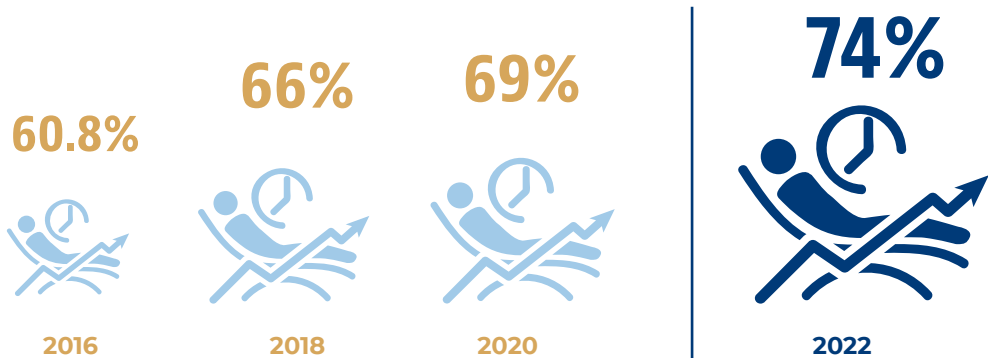
## Surgical activities



Source: National Medical Information Systems Data – Situation on 12/31/2022

## Outpatient surgery

Increase in outpatient surgery rate



Outpatient surgery rate in France in 2021: 61%  
Source: dataviz.atih.sante.fr

# Innovating in clinics to serve our patients and caregivers

## Creating a “Patient Experience” benchmark for Vivalto Santé

In addition to the quality of medical care provided to our patients, we must also ensure the highest standards of patient experience throughout the entire healthcare pathway.

According to the e-Satis criteria defined by HAS, the French National Authority for Health, Vivalto Santé enjoys the highest level of patient satisfaction after hospitalization (76.8% patient satisfaction vs. 76.5% for all public and private clinics at the end of 2022). Vivalto Santé intends to further improve this level of satisfaction and make the Patient Experience a structuring theme for all its clinics and hospitals. A project has been launched with seven pilot clinics (one in each region): Clinique du Sport (Nouvelle-Aquitaine) – Polyclinique de l'Europe (Pays de la Loire) – Clinique de la Baie (Bretagne) – Hôpitaux Privés Rouennais – Mathilde (Normandie) – Centre Hospitalier Privé du Montgardé (Île-de-France) – Centre MCO Côte d'Opale (Hauts-de-France) – Polyclinique Lyon Nord (East).



A series of workshops involving patients, employees, caregivers, physicians and medical secretaries helped to define a set of key requirements for our patients' outpatient experience. Our clinics will be implementing specific improvement plans based on continuous feedback from our patients and their carers. The ultimate objective of this experiment is to offer a consistent, high-level patient experience across all our clinics.

## Medical innovation Cureety, enhanced support for monitoring cancer patients

Cureety is a software platform for remote monitoring of oncology patients, whatever the treatment (oral or intravenous chemotherapy, immunotherapy, etc.). It offers real benefits for patients and healthcare professionals.

Its main advantages are early detection and rapid management of potentially severe adverse effects. From a smartphone or tablet, the application also allows patients to actively participate in their own care, providing them with reassurance, therapeutic learning content and digital support to improve their quality of life and help them cope better with their treatments.



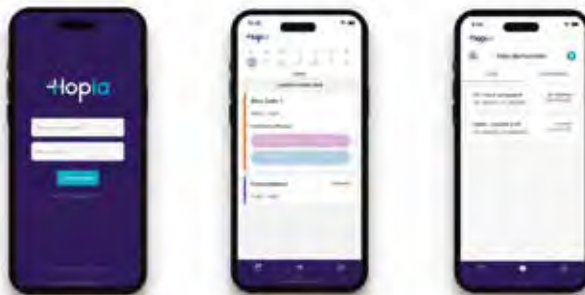
The solution is available for all patients, regardless of age. It is also very popular with family members and caregivers. Cureety has been tested in two of the Group's clinics: Hôpitaux Rouennais – Mathilde and CHP Brest Pasteur, and has incorporated feedback from patients, physicians and caregivers. Following the outstanding results at these two sites, Vivalto Santé has decided to roll out Cureety to all its oncology centres.

## Hopia

### A technology to improve care and well-being in the workplace

The intricacies of managing the schedules and resources of OR nursing staff account for 15% to 80% of the working hours of healthcare managers, and an average of 4 working days per month for department heads.

Hôpitaux Privés Rennais - Saint-Grégoire has deployed Hopia, an artificial intelligence-enhanced scheduling solution to automate and facilitate the scheduling of caregivers and the anaesthesia team in the 28 rooms of its operating theatre, which can accommodate between 220 and 230 procedures per day. By managing schedules at an early stage, Hopia reduces the number of last-minute requests that affect the quality of personal and professional life. It also frees up physicians and caregivers to devote more time to patient care.



## Viv'Agile

### Improving the day-to-day experience of caregivers through innovative solutions

The Viv'Agile program provides our caregivers with digital solutions to help improve their quality of life and working conditions. The current priority is to reduce the mental workload associated with the many interruptions to their daily tasks. A first application currently being deployed in our clinics was designed to improve the exchange of information between teams. From their cell phones, caregivers benefit from:

- faster exchange of information between professionals, with the possibility of identifying different levels of urgency
- greater anticipation of treatment and therefore less stress for clinic staff
- increased availability for patient care

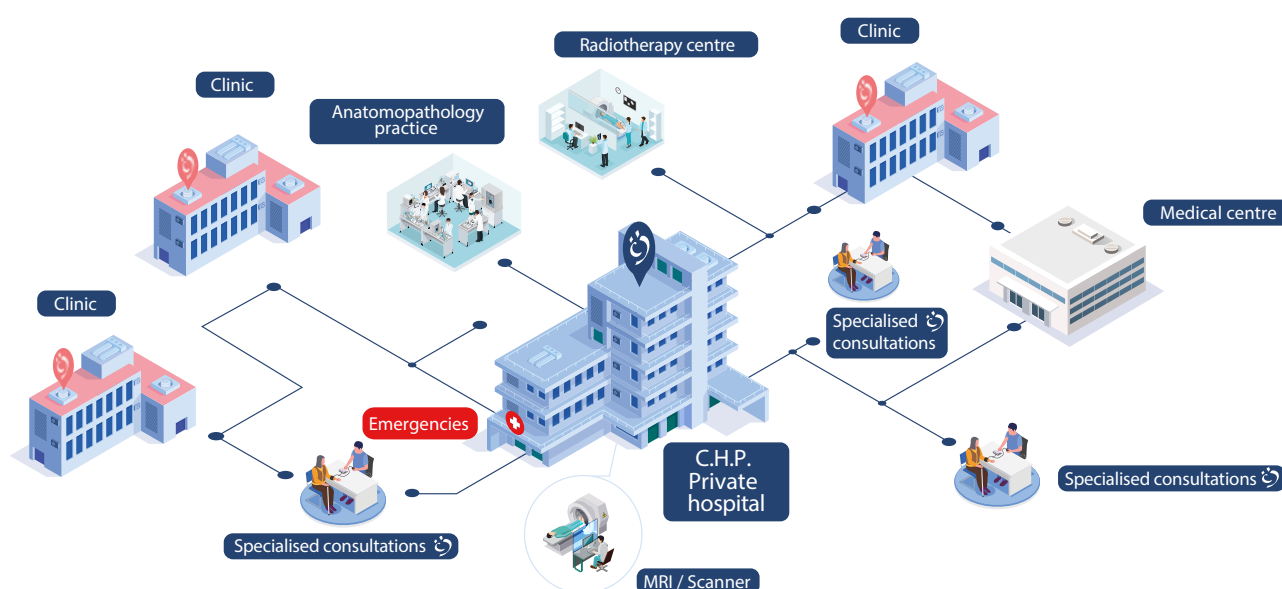
Ten clinics in the Group have already integrated this technology in their business operations.





# A region-based organization to address the needs of patients

Our regional organization takes on its full meaning with the Regional Medical Projects (RMP) co-constructed with physicians. Based on a study of the needs of the region's population in terms of care provision, the RMPs define the healthcare sectors or specialties to be developed within the network of regional clinics to meet the most pressing needs. They are responsible for organizing the gradation of care between the clinics in each regional area. This means allocating their activities and equipment in such a way as to offer patients clear care pathways, structured in liaison with local professionals and the other hospital players in the region.





BRETAGNE

NORMANDIE

HAUTS-DE-FRANCE

ÎLE-DE-FRANCE

PAYS DE LA LOIRE

NOUVELLE-AQUITAINE

EAST

OTHER CLINICS



# Bretagne

## REGION



**Nicolas Bioulou**  
Regional Managing Director



**Dr Jean-François Gautier**  
Anaesthesiologist  
President of the Bretagne-Est  
Region Committee



**Dr Jean-Philippe Ingués**  
ENT Surgeon  
President of the Bretagne-Ouest  
Region Committee

24

Advanced  
consultation  
centres



97,196

Visits to  
Emergencies



3,150

Cancers treated



## Priorities of the Regional Medical Project

- Regional medical cooperation and supply chains: developing activity and maintaining our authorizations
- Structuring medical pathways: connecting with emergency departments, comprehensive medicine and day hospitals
- Building a common identity for the clinics of Hôpitaux Privés Rennais
- Promoting collaborative medical projects between clinics through decision-making bodies
- Developing town-hospital links and partnerships (advanced consultations, tele-expertise, professional health communities).

## Achievements and key initiatives

- OMNIDOC: Development of specialty advisory lines under a local entity (e.g. Hôpitaux Privés Rennais). This not only raises the profile of expertise in the region, but also facilitates access to specialty physicians for general practitioners (easy, rapid referral and return). This regional initiative is beneficial to the patient's care pathway, and often facilitates treatment.







## Les Hôpitaux Privés Rennais Saint-Grégoire

ACQUIRED IN DECEMBER 2009

### 2022 Milestones

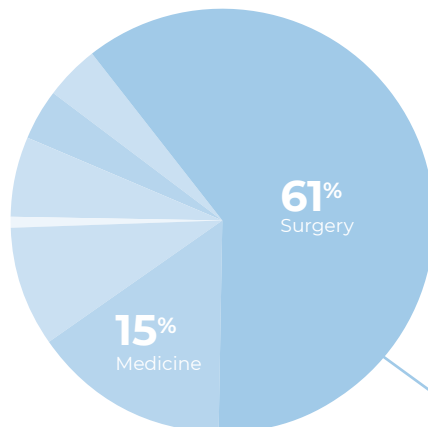
- Founding of Hôpitaux Privés Rennais, Saint-Grégoire and Cesson-Sévigné
- Started the construction of the "Onze Journaux" building, to house the addictology unit, the child psychiatry day hospital (new authorization), and consultation activities
- Created a geriatric medicine department
- Development of medical day hospitals (geriatric oncology, bariatrics, diabetology...)
- Expanded isotope/nuclear medicine capabilities (3 PET scanners and 3 gamma camera scanners)
- Rollout of HOPIA to manage the operating theatre workforce
- Development of advanced consultations.

### Revenue\*

€95M

#### T2A revenue breakdown\*\*

- 4% Emergencies
- 4% Endoscopy
- 1% Interventional cardiology
- 6% Chemotherapy
- 9% Obstetrics & neonatology



#### Emergencies in number of visits

38,972

#### Chemotherapy in number of sessions

11,652

#### Diagnostic and therapeutic equipment

- 28 rooms in the main building, including:
  - 1 hybrid operating room
  - 1 3D neuronavigation room
- 4 gastrointestinal endoscopy rooms
- Surgical robot
- Urology laser
- 3 scanners, 2 MRI
- 3 PET scanners
- 3 gamma camera scanners
- Radiotherapy centre
- Maternity ward with "Nature" room
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

BRETAGNE  
RENNES MÉTROPOLIS



426

beds and  
places



282

physicians



812

employees



Artus de Saint-Pern  
Managing Director



Dr Jonathan Benoist  
President of CME

#### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

67%

11%  
Ophthalmic  
surgery



9%  
ENT, oral and  
maxillofacial  
surgery

6%  
Gynaecological &  
breast surgery



10%  
Gastrointestinal  
surgery

5%  
Dermatological  
surgery



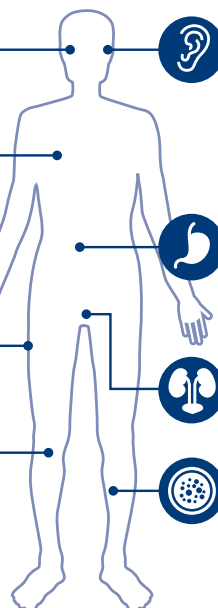
7%  
Urologic-  
Nephrologic &  
Genital surgery

41%  
Orthopaedic  
surgery



4%  
Vascular  
surgery

Other surgeries 7%



STG



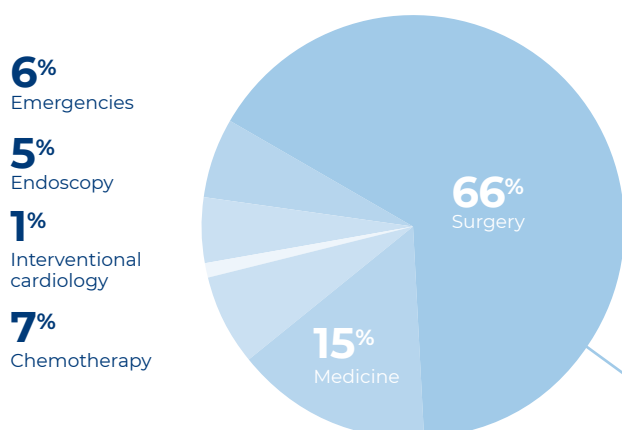
## 2022 Milestones

- Founding of Hôpitaux Privés Rennais, Saint-Grégoire and Cesson-Sévigné
- Received HAS certification with the Confirmed Quality of Care distinction
- Arrival of 5 physicians (2 ophthalmologists, 2 orthopaedists and 1 anesthesiologist)
- Opening an advanced consultation service at Rennes Sud
- Continued modernization of the hospitalization floors (2nd floor)
- Creation of a Hospital Hotel
- Implementation of the Viv'Agile-Quarress solution
- Development of the Hublo platform for managing caregiver substitution and recruitment
- Test site for the Vivalto Santé Patient Area platform
- Winner of a tender for a local bed management project.

## Revenue\*

€52M

## T2A revenue breakdown\*\*



## Emergencies in number of visits

25,432

## Chemotherapy in number of sessions

6,371

## Diagnostic and therapeutic equipment

- 14 operating rooms
- 2 endoscopy rooms
- Urology laser
- Scanner
- 2 MRI
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

BRETAGNE  
RENNES MÉTROPOLÉ



202

beds and  
places



132

physicians



367

employees



Yann Béchu  
Managing Director



Dr Christine Tison  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

75%

26%  
Ophthalmic  
surgery



8%  
ENT, oral and  
maxillofacial  
surgery

5%  
Gynaecological &  
breast surgery



6%  
Spine surgery

6%  
Dermatological  
surgery



9%  
Gastrointestinal  
surgery

23%  
Orthopaedic  
surgery



9%  
Urologic-  
Nephrologic &  
Genital surgery



5%  
Vascular  
surgery

Other surgeries 3%

HPS



# Clinique de la Côte d'Émeraude Saint-Malo

ACQUIRED IN DECEMBER 2009

## 2022 Milestones

- Opened new premises for the Urgent Care Unit (formerly known as Unscheduled Care Unit)
- Development of neurosurgery (spine)
- Arrival of a new plastic surgeon
- New ENT activity: surgery of the salivary glands
- Development of day hospitalization to prepare for prosthetic surgery
- Implementation of tele-expertise in diabetology and chronic wounds
- Creation of a new regional network for wounds and healing
- Creation of a lounge in full hospitalization with catering, relaxation, information and pre-discharge waiting areas.

## Revenue\*

€20M

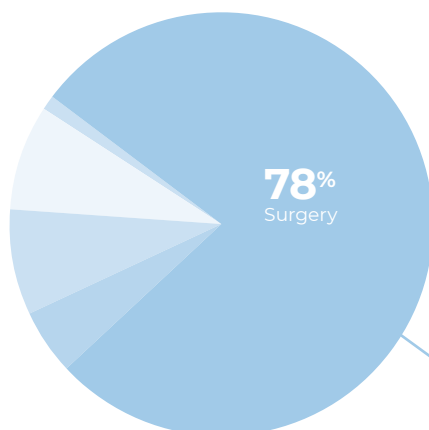
### T2A revenue breakdown\*\*

**1%**  
Interventional  
cardiology

**8%**  
Endoscopy

**8%**  
Chemotherapy

**5%**  
Medicine



**Urgent Care\*\*\***  
in number of visits

**8,885**

**Chemotherapy**  
in number of sessions

**3,470**

### Diagnostic and therapeutic equipment

- 7 operating rooms
- 2 endoscopy rooms
- Urology laser
- MRI
- 2 gamma camera scanners
- Scanner
- Radiotherapy centre
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

BRETAGNE



**89**

beds and  
places



**53**

physicians



**157**

employees



**Brice Lévrier**  
Managing Director

### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**74%**

**29%**  
Ophthalmic  
surgery



**8%**  
ENT, oral and  
maxillofacial  
surgery

**4%**  
Dermatological  
surgery



**8%**  
Gastrointestinal  
surgery

**24%**  
Orthopaedic  
surgery

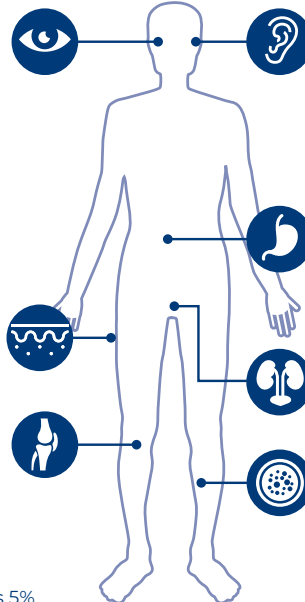


**16%**  
Urologic-  
Nephrologic &  
Genital surgery



**6%**  
Vascular  
surgery

Other surgeries 5%



CDE

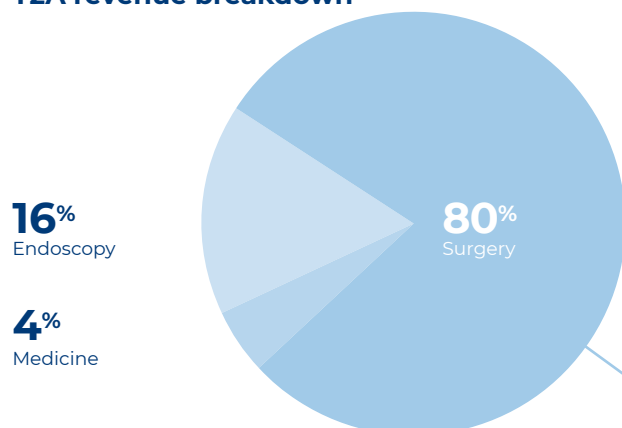
## 2022 Milestones

- Mutual practice of ENT surgeons (oncology) within the scope of the Regional Medical Project
- Opened a "Breast centre" in April 2022, with a sharp increase in senology activity over the past 2 years.
- Development of gynaecological surgery activity
- Offering advanced consultations in Lamballe for orthopaedic, digestive, visceral and obesity surgery, since the end of September 2022
- Recognized as a GRACE centre (Groupe francophone de Réhabilitation Améliorée après Chirurgie) for bariatric, colorectal, hip and knee surgery
- Leading the way on carbon footprint reduction in accordance with the Public Benefit Corporation initiative. The clinic is committed to sustainable development, notably through a SCOPE 1, 2, 3 carbon assessment.

## Revenue\*

€12M

## T2A revenue breakdown\*\*



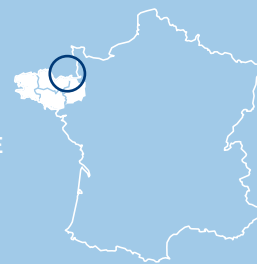
## Diagnostic and therapeutic equipment

- 6 operating rooms
- 2 endoscopy rooms
- 2 MRI
- 2 scanners

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

BRETAGNE



71

beds and places



37

physicians



96

employees



**Stéphanie Briantais**  
Managing Director



**Dr Thomas Guilan**  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient surgery rate

72%

38%  
Ophthalmic surgery



5%  
ENT, oral and maxillofacial surgery

9%  
Dermatological surgery



16%  
Gastrointestinal surgery



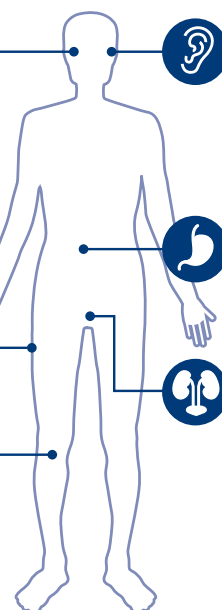
16%  
Orthopaedic surgery



10%  
Urologic- Nephrologic & Genital surgery



Other surgeries 6%



PPR

ACQUIRED IN DECEMBER 2013  
 VIVALTO SANTÉ / ELSAN PARTNERSHIP

## 2022 Milestones

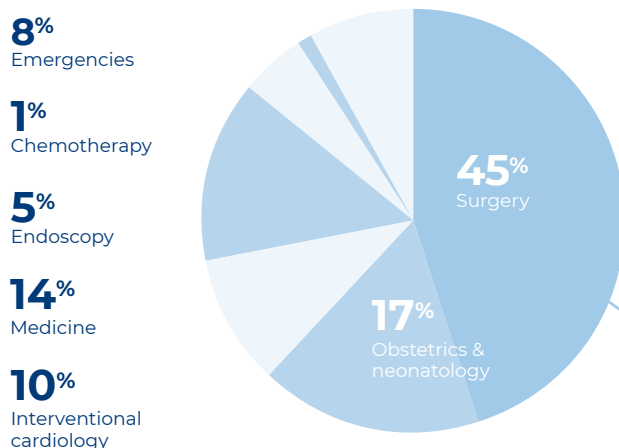
- Development of new day hospital stays for Medical Support Service (MSS): day hospital for gestational diabetes, MSS synacthen (endocrinology), MSS nutrition, MSS vascular wounds, MSS pre-coronary artery bypass surgery
- Creation of a short pathway in the outpatient surgery unit
- Publication of the book "Ma cuisine bretonne", written by Dr De Wailly, bariatric surgeon at the CHP Brest and Nicolas Conraux, Michelin-starred chef, to offer people suffering from excess weight a recipe book designed specifically for them, which will restore their interest in food in a positive and constructive way.

### Revenue\*

Including Brest Keraudren and Grand Large

€36M

### T2A revenue breakdown\*\*



**Emergencies**  
in number of visits

**32,792**

**Chemotherapy**  
in number of sessions

**414**

### Diagnostic and therapeutic equipment

- 11 operating rooms
- Urology laser
- Echopulse
- Mammotome
- 3 Micro-surgical microscopes
- Scanner
- MRI
- Maternity ward with a "Nature" room + 8 delivery rooms
- MAP (Medically Assisted Reproduction) center

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022. 100% of revenue, including 49% from Vivalto Santé KER

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

BRETAGNE



**210**

beds and places



**109**

physicians



**441**

employees



**Anthony Monnier**  
Managing Director

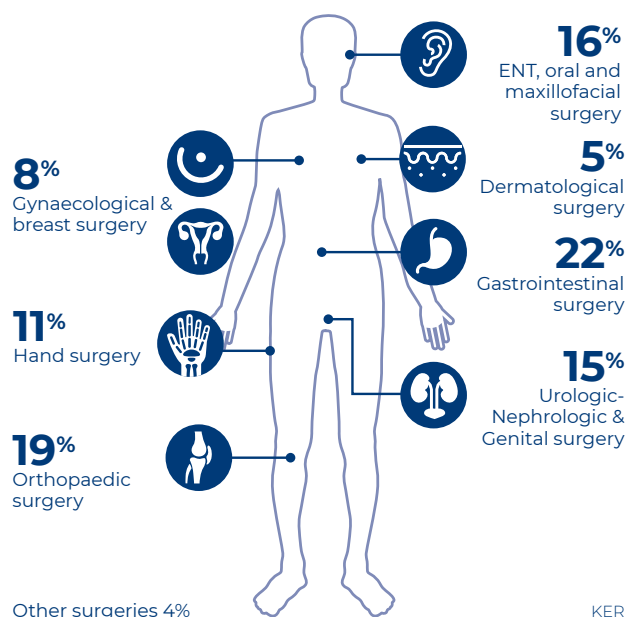


**Dr Pascal Remoué**  
President of CME

**Breakdown of surgical activities**  
in number of stays

**Outpatient surgery rate**

**67%**



ACQUIRED IN DECEMBER 2013  
VIVALTO SANTÉ / ELSAN PARTNERSHIP

## 2022 Milestones

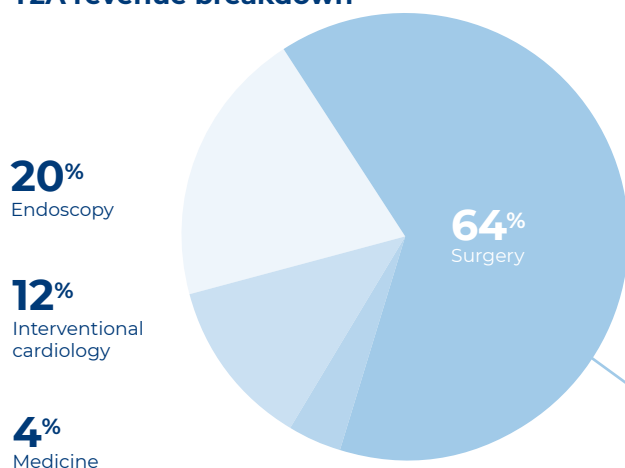
- Improved reception of the youngest patients with a new electric buggy, a local partnership to provide each child with a book and a special ambulatory passport designed for their understanding.
- Partnership with the association "Les petites mains des légendes" to offer breast cancer patients (post-op) a heart-shaped cushion and a Redon drainage bag.

### Revenue\*

Including Brest Keraudren and Grand Large

€11M

### T2A revenue breakdown\*\*



### Chemotherapy in number of sessions

160

### Diagnostic and therapeutic equipment

- 5 operating rooms
- 1 flat plane sensor
- 1 powered table
- 1 laser for varicose veins
- 2 endoscopy rooms
- Urology laser
- Scanner
- 2 MRI
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022. 100% of revenue, including 49% from Vivalto Santé.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

BRETAGNE



69

beds and  
places



40

physicians



97

employees



**Anthony Monnier**  
Managing Director



**Dr Gérard Valette**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

59%

24%

Gynaecological &  
breast surgery



7%

Thoracic  
surgery

46%

Vascular  
surgery



Other surgeries 9%

GRL





**CHP  
BREST**  
— ELSAN —  
VIVALTO SANTÉ PASTEUR

ACQUIRED IN DECEMBER 2009  
VIVALTO SANTÉ / ELSAN PARTNERSHIP

## 2022 Milestones

- Completion of phase 1 ARVEZ: ophthalmology short-stay pathway
- Winner of the FHP (Fédération Hôpitaux Privés) trophies in the Attractiveness and Promotion of Professions category for the Daskemm project
- New medical support pathways for day hospital: pain management, palliative care, oral therapies
- Opening of temporary accommodations.

### Revenue\*

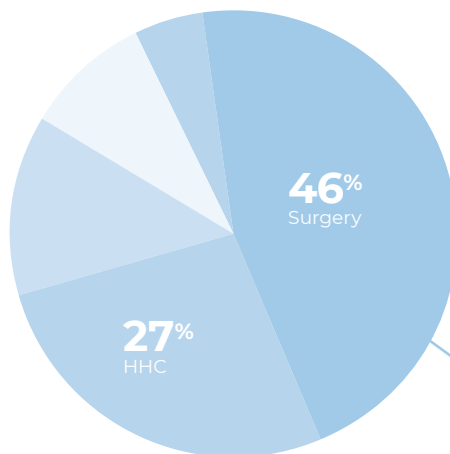
€45M

### T2A revenue breakdown\*\*

**5%**  
Endoscopy

**9%**  
Chemotherapy

**13%**  
Medicine



**HHC**  
in number of days

**33,554**

**Chemotherapy**  
in number of sessions

**7,866**

### Diagnostic and therapeutic equipment

- 9 operating rooms
- 2 endoscopy rooms
- Scanner
- CFRO radiotherapy centre

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022. 100% of revenue, including 51% from Vivalto Santé.  
\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC, HHC and Emergencies (with population-based provision).

BRETAGNE



**139**

beds and  
places



**95**

physicians



**326**

employees



**Anthony Monnier**  
Managing Director



**Dr Guy l'Helgoual'ch**  
President of CME

### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**72%**

**51%**  
Ophthalmic  
surgery



**12%**  
ENT, oral and  
maxillofacial  
surgery



**5%**  
Spine surgery

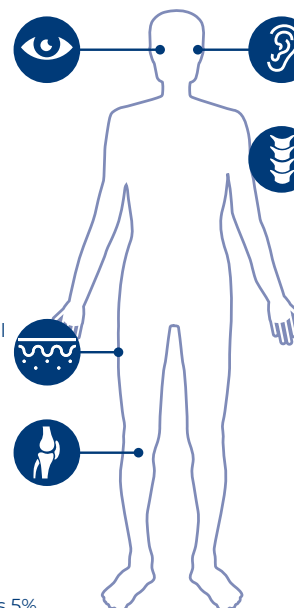
**6%**  
Dermatological  
surgery



**21%**  
Orthopaedic  
surgery



Other surgeries 5%



CPL

## 2022 Milestones

- Opening of the comprehensive medicine and palliative care department
- Expansion of our anaesthetics, ophthalmology and ENT teams
- Partnership for outpatient snacks with Grain de Sais, a Morlaix-based chocolate maker whose values are Flavour, Adventure and Sustainable Development.

### Revenue\*

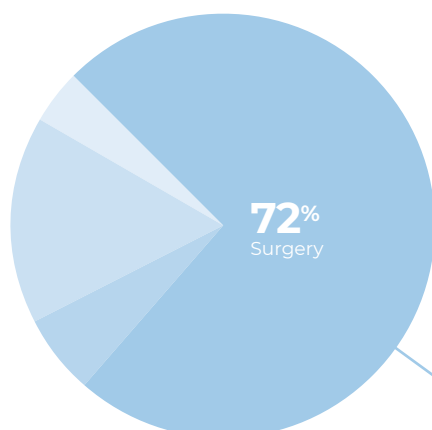
€9M

### T2A revenue breakdown\*\*

**3%**  
Chemotherapy

**16%**  
Endoscopy

**9%**  
Medicine



**Urgent Care\*\*\***  
in number of visits

**5,906**

**Chemotherapy**  
in number of sessions

**771**

### Diagnostic and therapeutic equipment

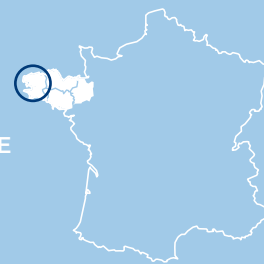
- 5 operating rooms
- 2 endoscopy rooms
- MRI
- Scanner

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

BRETAGNE



**81**

beds and places



**48**

physicians



**97**

employees



**Guillaume Thomas**  
Managing Director



**Dr Ruddy Borg**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient surgery rate

**76%**

**31%**  
Ophthalmic surgery



**13%**  
ENT, oral and maxillofacial surgery



**11%**  
Dermatological surgery



**12%**  
Gastrointestinal surgery



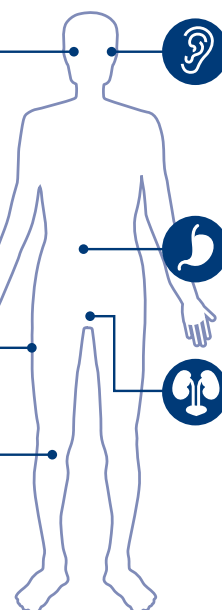
**22%**  
Orthopaedic surgery



**6%**  
Urologic-Nephrologic & Genital surgery



Other surgeries 5%



CBM



**Polyclinique de Kério**

**Pontivy**

ACQUIRED IN JUNE 2012

## 2022 Milestones

- Opening advanced consultations in Baud (Urology, Gastrointestinal, ENT)
- Arrival of a new physician to ensure the continuity of the Urgent Care Service (formerly known as Unscheduled Care Unit)
- Installation of the Hospital Hotel: 134 overnight stays in 2022
- Project to set up a multi-professional health centre on the premises (physician, dentist and paramedical staff)
- Project to set up an on-site nuclear medicine centre (PET scanner, gamma camera).

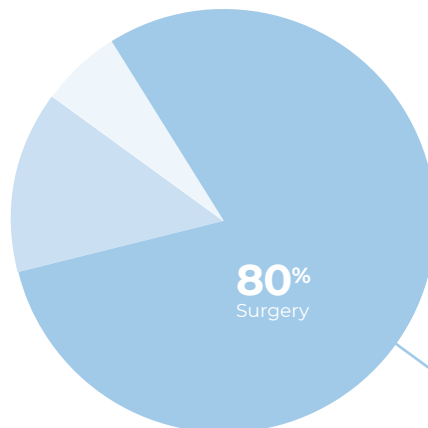
### Revenue\*

€9M

#### T2A revenue breakdown\*\*

**5%**  
Medicine

**15%**  
Endoscopy



#### Urgent Care\*\*\* in number of visits

**3,323**

#### Diagnostic and therapeutic equipment

- 5 operating rooms
- 1 outpatient operating room
- 1 endoscopy room

#### On site

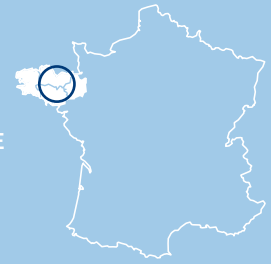
- 2 scanners
- MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

BRETAGNE



**54**

beds and  
places



**35**

physicians



**71**

employees



**Bertrand Desprets**  
Managing Director



**Dr Louis Le Golvan**  
President of CME

#### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**73%**

**25%**  
Ophthalmic  
surgery



**12%**  
ENT, oral and  
maxillofacial  
surgery

**19%**  
Dermatological  
surgery



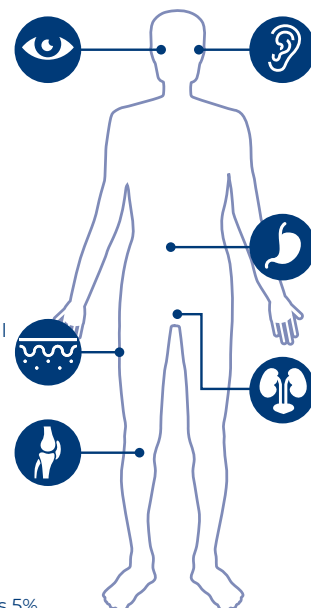
**9%**  
Gastrointestinal  
surgery

**15%**  
Orthopaedic  
surgery



**15%**  
Urologic-  
Nephrologic &  
Genital surgery

Other surgeries 5%



PDK

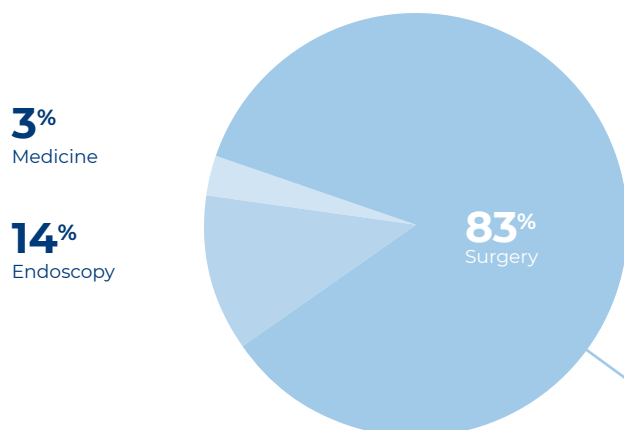
## 2022 Milestones

- Taking part in national prevention campaigns: pink october, blue march, tobacco-free month
- Setting up partnerships with a dietitian and a social worker to improve patient care
- Reinforced ERAS procedures to include all orthopaedic surgeons
- Arrival of an anaesthetist
- Appointment of a new quality manager and a healthcare unit manager
- Streamlining the integration process for new arrivals
- Implementation of participative visual management with our employees.

## Revenue\*

€8M

### T2A revenue breakdown\*\*



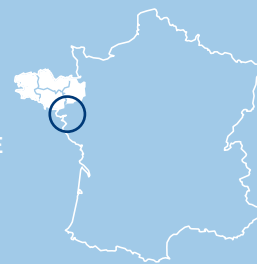
## Diagnostic and therapeutic equipment

- 5 operating rooms
- 1 endoscopy room
- Medical biology laboratory
- On-site scanner and MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

BRETAGNE



51

beds and places



24

physicians



70

employees



**Claire Colombel**  
Acting director



**Dr Barrera-Bustos**  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient surgery rate

70%

36%  
Ophthalmic surgery



33%  
Orthopaedic surgery



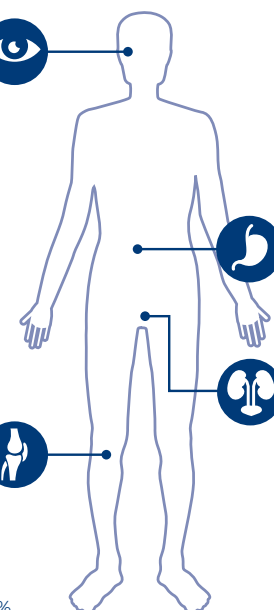
11%  
Gastrointestinal surgery



5%  
Urologic-  
Nephrologic &  
Genital surgery



Other surgeries 15%



SMC

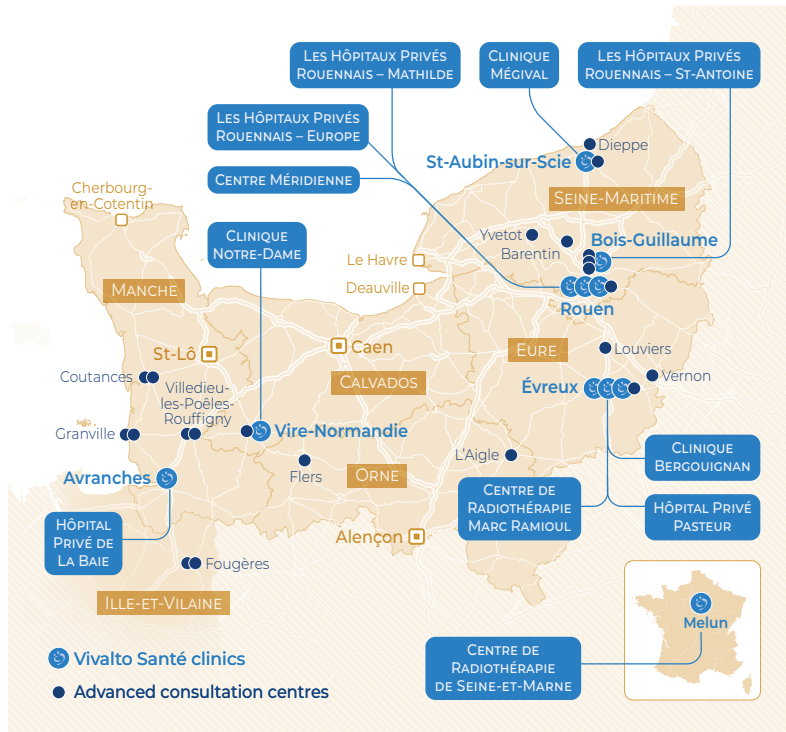






# Normandie

## REGION



**Delphine Chastan Guigou**  
Regional Managing Director



**Dr Marc Durand-Réville**  
Obstetric gynaecologist  
President of the Normandie  
Region Committee

**22**

**Advanced  
consultation  
centres**



**68,218**

**Visits to  
Emergencies**



**17,289**

**Chemotherapy  
sessions**



## Priorities of the Regional Medical Project

- Consolidate the Evreux clinics within the Hôpital Privé Pasteur site by building an ambitious medical and architectural project
- Strengthen the leading position of Vivalto Santé clinics for surgical services in Rouen
- Offering a clear, progressive cancer treatment service in Rouen
- Expanding medical care pathways in Rouen's clinics
- Reinforce the position of the Clinique Mégival in the region.

## Achievements and key initiatives

- Creating a strong identity with "Hôpitaux Privés Rouennais"
- Consolidating all the chemotherapy activities at the Clinique Mathilde (Rouen)
- Opening an Urgent Care Unit at the Clinique Saint-Antoine (Bois Guillaume)
- Completed the architectural project of merging the two Evreux clinics on the Hôpital Privé Pasteur site (building permit granted)



## 2022 Milestones

- Arrival of 2 bariatric surgeons to set up a new specialty and create a bariatric surgery pathway
- Purchase of a state-of-the-art ZEISS ARTEVO 800® operating microscope with integrated Rescan® 700 for ophthalmic surgery
- Renovation of hotel accommodations with the remodelling of 11 private rooms in the surgery department
- Innovative job dating: crossing the Bay of Mont-Saint-Michel.

## Revenue\*

€24M

## T2A revenue breakdown\*\*

11%

MRC

7%

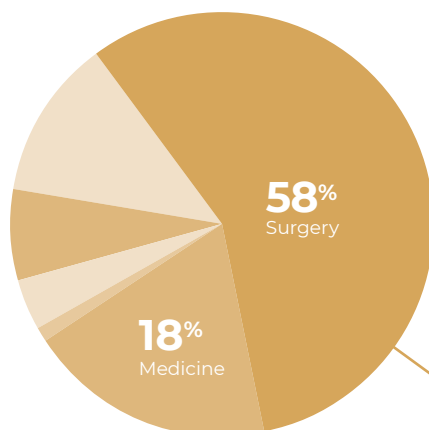
Chemotherapy

4%

Endoscopy

2%

Interventional cardiology



## Urgent Care\*\*\* in number of visits

6,163

## MRC in number of days

10,337

## Chemotherapy in number of sessions

3,568

## Diagnostic and therapeutic equipment

- 7 operating rooms
- 1 Fast Track unit for hand surgery
- 2 endoscopy rooms

## On site

- Scanner
- MRI
- Gamma camera scanner
- Radiotherapy centre
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

NORMANDIE



169

beds and places



65

physicians



175

employees



Vincent Gervaise  
Managing Director



Dr Pierre Bonnemason  
President of CME

## Breakdown of surgical activities in number of stays

## Outpatient surgery rate

84%

47%

Ophthalmic surgery



8%

ENT, oral and maxillofacial surgery

7%

Dermatological surgery



5%

Gastrointestinal surgery

11%

Hand surgery

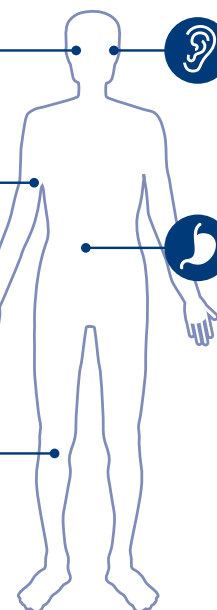


10%

Orthopaedic surgery



Other surgeries 12%



PDB

ACQUIRED IN JULY 2018

## 2022 Milestones

- Recruitment of a fourth orthopaedist
- Implementing a soft mobility policy.

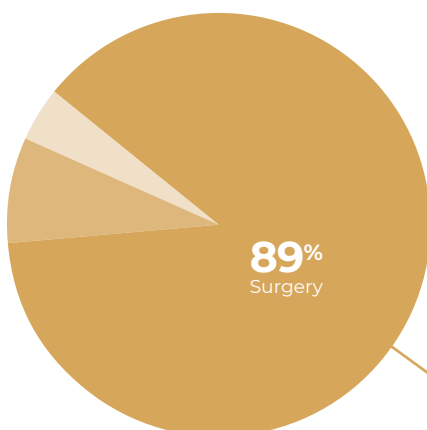
### Revenue\*

€7M

#### T2A revenue breakdown\*\*

3%  
Medicine

8%  
Endoscopy



#### Urgent Care\*\*\* in number of visits

6,138

#### Diagnostic and therapeutic equipment

- 5 operating rooms
- 1 endoscopy room

#### On site

- Scanner
- MRI
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

NORMANDIE



48

beds and  
places



21

physicians



75

employees



**Vincent Gervaise**  
Managing Director



**Dr Thierry Lochu**  
President of CME

#### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

78%

32%  
Ophthalmic  
surgery



5%  
ENT, oral and  
maxillofacial  
surgery



5%  
Gynaecological &  
breast surgery



11%  
Gastrointestinal  
surgery



6%  
Dermatological  
surgery



4%  
Urologic-  
Nephrologic &  
Genital surgery



35%  
Orthopaedic  
surgery



Other surgeries 2%



NDA

## 2022 Milestones

- Founding of Hôpitaux Privés Rouennais – Europe, Mathilde and Saint-Antoine
- Hiring medical and surgical staff to strengthen the oncology department
- Received HAS certification with the High Quality of Care distinction
- New recruiting campaign signed by Hôpitaux Privés Rouennais
- Replacement of a refrigeration unit with a heat recovery system to reduce the clinic's energy consumption
- Remodelling the private rooms in the maternity ward
- Pilot clinic for establishing a new patient experience benchmark.

## Revenue\*

€51M

### T2A revenue breakdown\*\*

**10%**

Endoscopy

**1%**

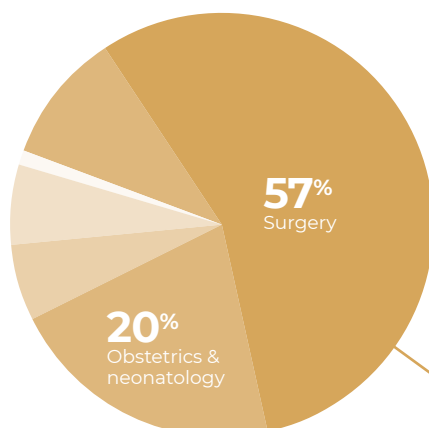
Interventional cardiology

**6%**

Chemotherapy

**6%**

Medicine



## Chemotherapy in number of sessions

**6,653**

## Diagnostic and therapeutic equipment

- 17 operating rooms (including 4 dedicated to ophthalmology)
- 4 endoscopy rooms
- Surgical robot
- MRI
- Scanner
- Women's imaging centre
- Maternity ward: Seven birthing rooms, a physiological area and a Kangaroo Unit for premature babies.
- Physiotherapy unit
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NORMANDIE



**297**

beds and places



**125**

physicians



**518**

employees



**Éric Jarlaud**  
Managing Director



**Dr Samer Nafes**  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

**79%**

**41%**

Ophthalmic surgery



**10%**

ENT, oral and maxillofacial surgery

**13%**

Gynaecological & breast surgery



**5%**

Gastrointestinal surgery

**15%**

Orthopaedic surgery



**6%**

Urologic-Nephrologic & Genital surgery

**4%**

Vascular surgery



Other surgeries 6%

CMR

ACQUIRED IN SEPTEMBER 2016

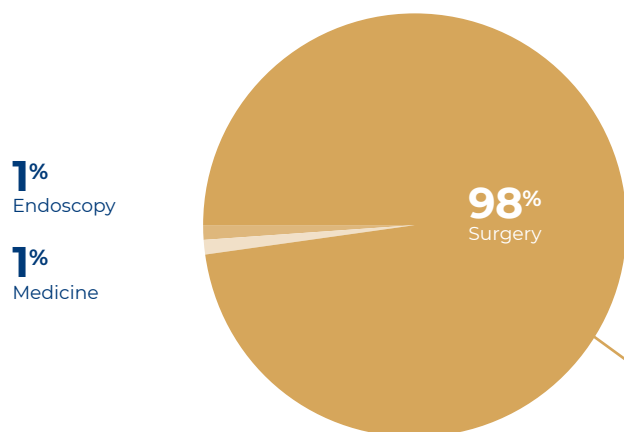
## 2022 Milestones

- Founding of Hôpitaux Privés Rouennais – Europe, Mathilde and Saint-Antoine
- New recruiting campaign signed by Hôpitaux Privés Rouennais
- Setting up Vivalto Check-Up service to provide health check-ups
- Renovation of the operating theatre to provide a warm and welcoming environment for patients and staff alike
- Creation of an Urgent Care Unit
- Creation of a healthcare cooperation group (in-house pharmacy at CER and STA)
- Completion of the CORE MODEL with SAGE and PHARMA WEB.

## Revenue\*

€5M

### T2A revenue breakdown\*\*



### Urgent Care\*\*\* in number of visits

2,987

### Diagnostic and therapeutic equipment

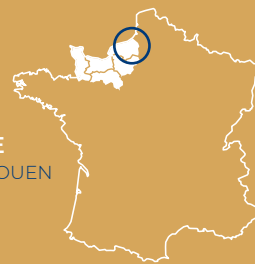
- 4 operating rooms

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

NORMANDIE  
MÉTROPOLE ROUEN  
NORMANDIE



55

beds and  
places



61

physicians



48

employees



**Isabelle Anfray-Vasselin**  
Operations Director



**Dr Yves Surlemont**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

71%

19%  
Ophthalmic  
surgery



35%  
ENT, oral and  
maxillofacial  
surgery

15%  
Gynaecological &  
breast surgery



3%  
Cosmetic and  
comfort surgery

11%  
Dermatological  
surgery



10%  
Spine surgery

3%  
Urologic-  
Nephrologic &  
Genital surgery



3%  
Vascular  
surgery



Other surgeries 1%

STA



ACQUIRED IN JANUARY 2016

## 2022 Milestones

- Founding of Hôpitaux Privés Rouennais – Europe, Mathilde and Saint-Antoine
- Received HAS certification with a score of 97.6%.
- New recruiting campaign signed by Hôpitaux Privés Rouennais
- Replacement of the refrigeration unit and installation of a heat recovery system to reduce energy consumption and meet our commitment to controlling our environmental footprint
- Ongoing renovation work (rooms, healthcare services, etc.).

## Revenue\*

€42M

### T2A revenue breakdown\*\*

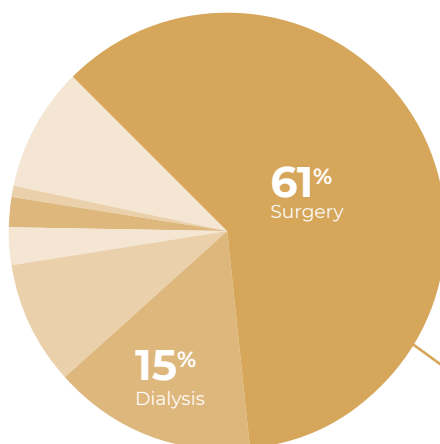
**9%**  
Emergencies

**1%**  
Chemotherapy

**2%**  
Endoscopy

**3%**  
Interventional cardiology

**9%**  
Medicine



**Emergencies**  
in number of visits **41,831**

**Dialysis**  
in number of sessions **19,633**

**Chemotherapy**  
in number of sessions **807**

### Diagnostic and therapeutic equipment

- 15 operating rooms
- 1 hybrid operating room

### On site

- MRI
- Scanner
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NORMANDIE



**266**  
beds and  
places



**115**  
physicians



**389**  
employees



**Jean-Pierre Danau**  
Managing Director

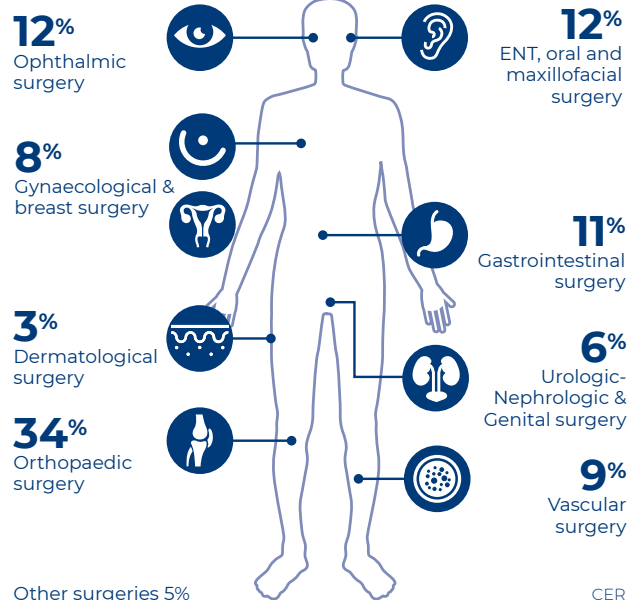


**Dr Alexandre Gray**  
President of CME

### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**68%**



ACQUIRED IN JANUARY 2016

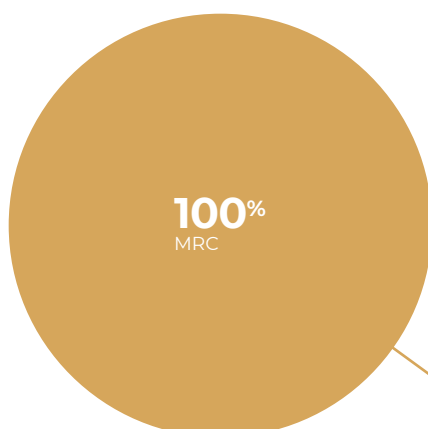
## 2022 Milestones

- Received HAS certification with a score of 97.6%.
- Setting up a monitoring committee with the members of the Medical and Rehabilitation Care (MRC) as part of the reform of the Follow-up and Rehabilitation Care (FURC), which will soon become part of the MRC services.
- Development of the beneficiary's project
- Implementation of new hospital information systems
- New partnerships for bio-cleaning and catering.

### Revenue\*

€9M

### T2A revenue breakdown\*\*



### MRC in number of days


37,331

### Diagnostic and therapeutic equipment


- Two floors of full hospitalization:  
93 beds – Convalescence, follow-up care and functional physiotherapy ward (post orthopaedic surgery, neurology and amputated patients, functional restoration of the spine)
- A chronic vegetative state unit – Minimally conscious state: 16 beds
- Outpatient diagnostic and therapeutic equipment:
  - Post surgical orthopaedic physiotherapy
  - 4-week intensive training course (Parkinson's)
  - Before surgery physiotherapy (orthopaedic pre-surgery)
- Balneotherapy


\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2021.

\*\* Source: NMIS to date 12/31/2021 – Breakdown of activity in MRC revenue




NORMANDIE







121  
beds and places




5  
physicians



92  
employees

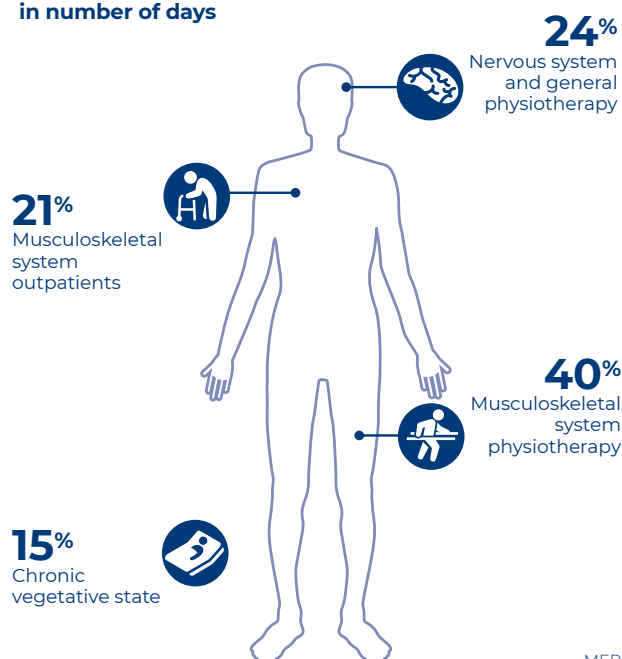


**Jean-Pierre Danau**  
Managing Director



**Dr Alexandre Gray**  
President of CME

### Breakdown of MRC activity in number of days



MER

ACQUIRED IN JANUARY 2018

## 2022 Milestones

- Received authorization from ARS Normandie to operate a Position Emission Tomography scanner (PET scanner).
- Deployment of Médiboard
- Submission of the building permit for the future Hôpital Privé de l'Eure, combining the Hôpital Privé Pasteur and the Clinique Bergouignan.

### Revenue\*

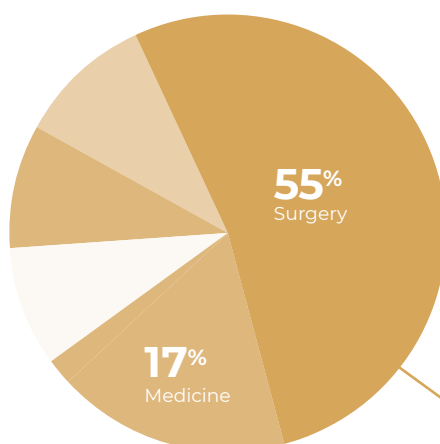
€23M

#### T2A revenue breakdown\*\*

**10%**  
Emergencies

**9%**  
Endoscopy

**9%**  
Chemotherapy



**Emergencies**  
in number of visits

**26,387**

**Chemotherapy**  
in number of sessions

**4,625**

#### Diagnostic and therapeutic equipment

- 7 operating rooms
- Endoscopy room
- Urology laser

#### On site

- 2 MRI
- 2 scanners (including 1 for obese patients)
- Radiotherapy centre
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NORMANDIE



**144**

beds and  
places



**47**

physicians



**215**

employees



**Gwenaëlle Ropars**  
Managing Director

**Dr Hubert de Moulins**  
President of CME

#### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**67%**

**15%**  
Ophthalmic  
surgery



**16%**  
ENT, oral and  
maxillofacial  
surgery

**4%**  
Gynaecological &  
breast surgery



**15%**  
Gastrointestinal  
surgery

**6%**  
Dermatological  
surgery



**11%**  
Urologic-  
Nephrologic &  
Genital surgery

**26%**  
Orthopaedic  
surgery



**6%**  
Vascular  
surgery

Other surgeries 1%

CPE

## 2022 Milestones

- Received authorization from ARS Normandie to operate a Position Emission Tomography scanner (PET scanner)
- Submission of the building permit for the future Hôpital Privé de l'Eure, combining the Hôpital Privé Pasteur and the Clinique Bergouignan.

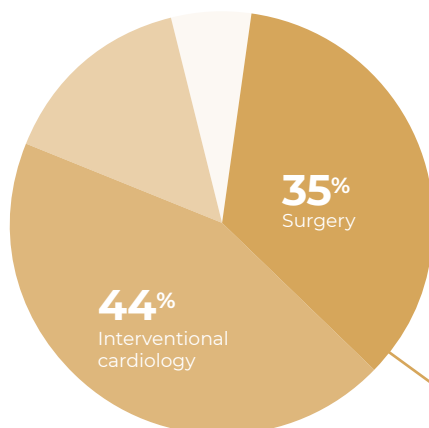
### Revenue\*

€10M

#### T2A revenue breakdown\*\*

6%  
Endoscopy

15%  
Medicine



### Diagnostic and therapeutic equipment

- 5 operating rooms
- 1 endoscopy room
- Cardiac intensive care unit
- Coronary angiography equipment

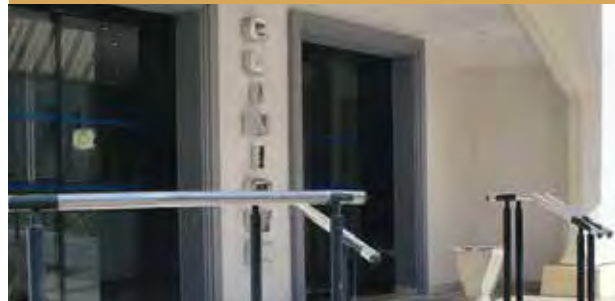
### On site

- Gamma camera scanner
- Scanner
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NORMANDIE



33

beds and  
places



47

physicians



85

employees



**Gwenaëlle Ropars**  
Managing Director



**Dr Fares Djebrouni**  
President of CME

### Breakdown of surgical activities in number of stays

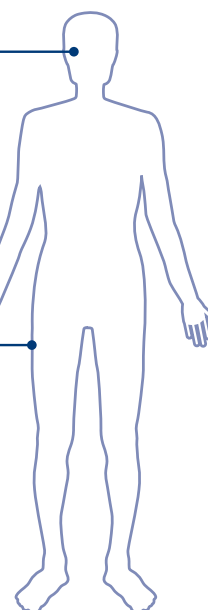
Outpatient surgery rate

97%

80%  
Ophthalmic surgery



11%  
Dermatological surgery



Other surgeries 9%

CBE

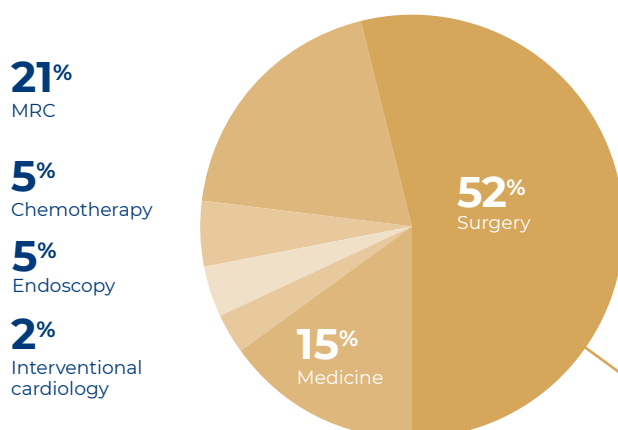
## 2022 Milestones

- Deployment of Médiboard-Bloc (surgical planning)
- Deployment of Viv'Agile-Quariness (for QWL)
- Opening of the addictology MRC (day hospital)
- Opening of the day hospital for wounds and healing (no request for authorization).

### Revenue\*

€15M

### T2A revenue breakdown\*\*



### Urgent Care\*\*\* in number of visits

23,878

### MRC in number of days

13,435

### Chemotherapy in number of sessions

1,636

### Diagnostic and therapeutic equipment

- 8 operating rooms
- Scanner
- MRI
- Medical biology laboratory
- Musculoskeletal MRC: Balneotherapy and rehabilitation therapeutic equipment

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

NORMANDIE



167

beds and places



49

physicians



156

employees



**Pierre Cresson**  
Managing Director

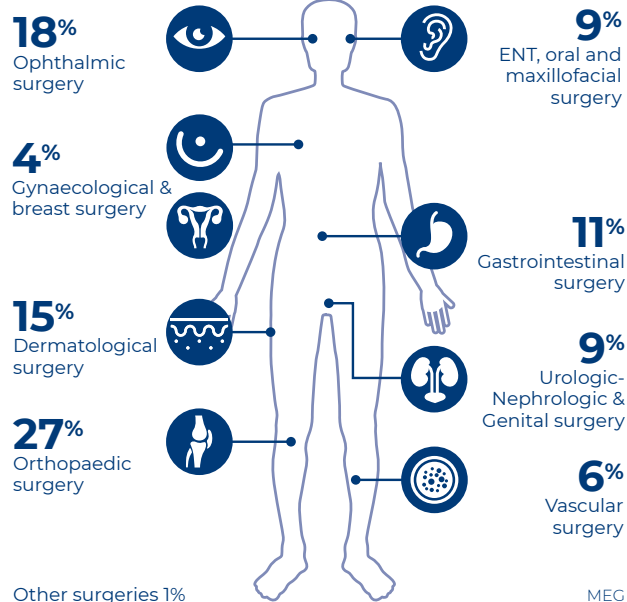


**Dr Jean-Pierre Gaillard**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient surgery rate

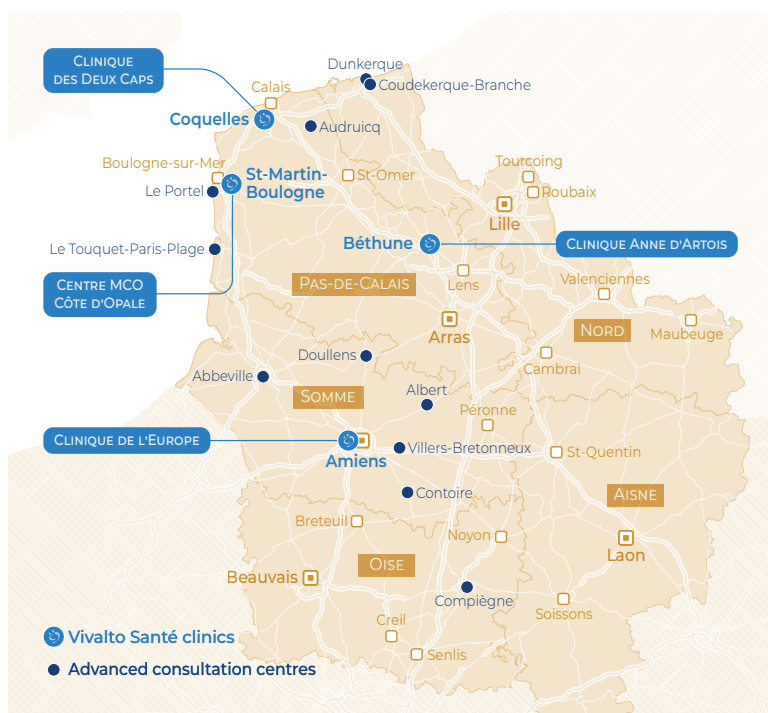
76%





# Hauts-de-France

## REGION



**Christophe Chaumeil**  
Regional Managing Director



**Dr Carine Poleszczuk**  
President of the Hauts-de-France  
Region Committee

11

**Advanced  
consultation  
centres**



40,998

**Visits to  
Emergencies  
and Urgent Care**



1,026

**Cancers  
treated**



## Priorities of the Regional Medical Project

- Côte d'Opale: define a joint Boulogne-Calais medical project to strengthen our leadership position
- Béthune: develop geriatric and oncology activities to meet demand for care (patient attrition rate > 50%)
- Amiens: create a Cancer Institute at the Clinique de l'Europe and develop surgical activities, particularly in carcinology, at the Polyclinique de Picardie
- Create regional synergies in chronic pain management, haematology and sterilization.

## Achievements and key initiatives

- Installation of new robotic equipment in Boulogne, used by joint surgical teams from the Centre MCO Côte d'Opale and the Clinique des 2 Caps
- Relocation of MRC activities from the Clinique Mahaut in Termonde (70 beds and places) to the Clinique Anne d'Artois in Béthune
- Opening of a brand new day hospital for oncology at the Clinique de l'Europe in Amiens
- Management authority for the Polyclinique de Picardie.



ACQUIRED IN JULY 2021

## 2022 Milestones

- Expansion of the operating theatre with 2 additional operating rooms
- Opening of a Fast Track unit for ophthalmology and hand surgery
- Renewal of ISO 9001 certification
- Renewal of the GRACE label for Enhanced Recovery After Surgery in orthopaedics, bariatrics and colorectal surgery, and award of the label in urology
- Improved reception of chemotherapy patients after relocating the department.

### Revenue\*

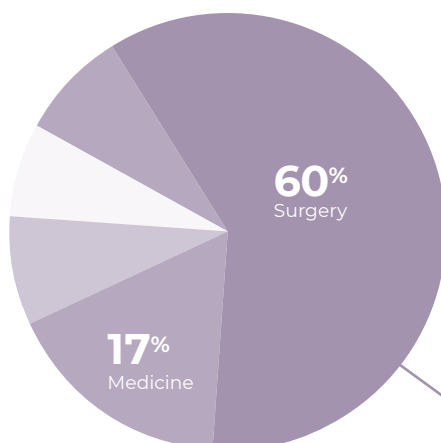
€22M

#### T2A revenue breakdown\*\*

8%  
MRC

7%  
Endoscopy

8%  
Chemotherapy



**Urgent Care\*\*\***  
in number of visits

14,533

**MRC**  
in number of days

7,460

**Chemotherapy**  
in number of sessions

3,900

#### Diagnostic and therapeutic equipment

- 8 operating rooms
- 1 outpatient Fast Track pathway
- 1 endoscopy room
- Urology laser
- SOS Mains (hand emergency) accredited by FESUM

#### On site

- Scanner
- MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

HAUTS-DE-FRANCE



180

beds and  
places



63

physicians



178

employees



**Benjamin Roussier**  
Managing Director



**Dr Simon Van Agt**  
President of CME

#### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

77%

12%  
Ophthalmic  
surgery



7%  
ENT, oral and  
maxillofacial  
surgery

7%  
Dermatological  
surgery



23%  
Hand surgery



21%  
Orthopaedic  
surgery



9%  
Gastrointestinal  
surgery



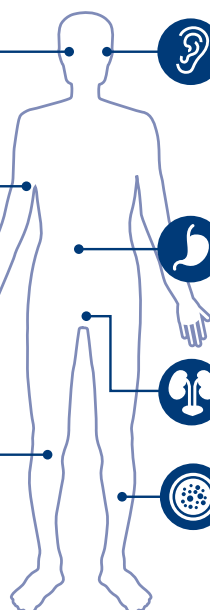
8%  
Urologic-  
Nephrologic &  
Genital surgery



6%  
Vascular  
surgery



Other surgeries 7%



CAP

ACQUIRED IN JULY 2021

## 2022 Milestones

- Received HAS Certification with the Confirmed Quality of Care distinction (overall score of 92%)
- Renewal of our ISO 9001 certification (in force for 20 years), in respect to patient care, vigilance management, risk management...
- Commitment to an eco-friendly approach in the maternity ward
- Return to standard full-hospitalization operation at the MRC
- New functions added to the operating theatre, with a quality assurance logistician and pharmacy technician.

### Revenue\*

€42M

#### T2A revenue breakdown\*\*

6%

MRC

4%

Endoscopy

8%

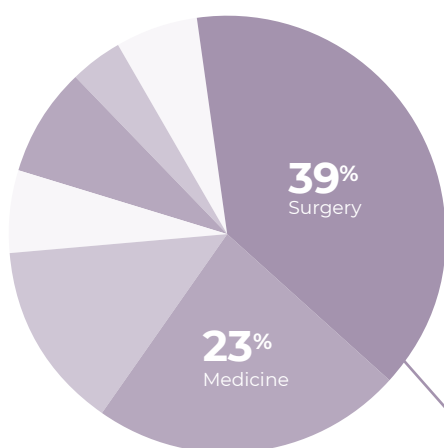
Obstetrics & neonatology

6%

Chemotherapy

14%

Interventional cardiology



### Urgent Care\*\*\* in number of visits

12,967

### MRC in number of days

6,679

### Chemotherapy in number of sessions

5,842

### Diagnostic and therapeutic equipment

- 11 operating rooms, including 2 hybrid cardiovascular rooms
- 1 surgical robot
- 1 birthing ward with 4 delivery rooms
- 1 critical clinical pathway (extended care, cardiovascular intensive care, comprehensive intensive care)
- 1 MAR (Medically Assisted Reproduction) centre
- 1 outpatient Fast Track pathway

#### On site

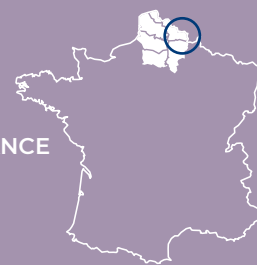
- Medical imaging (with 2 scanners and 1 MRI)
- Radiotherapy (with 1 CyberKnife)
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

HAUTS-DE-FRANCE



240  
beds and  
places



102  
physicians



390  
employees



Patrick Bossu  
Managing Director

Pending appointment  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

65%

16%  
Ophthalmic  
surgery



7%  
Gynaecological &  
breast surgery



20%  
Orthopaedic  
surgery



23%  
ENT, oral and  
maxillofacial  
surgery



10%  
Gastrointestinal  
surgery



7%  
Urologic-  
Nephrologic &  
Genital surgery



9%  
Vascular  
surgery



Other surgeries 8%

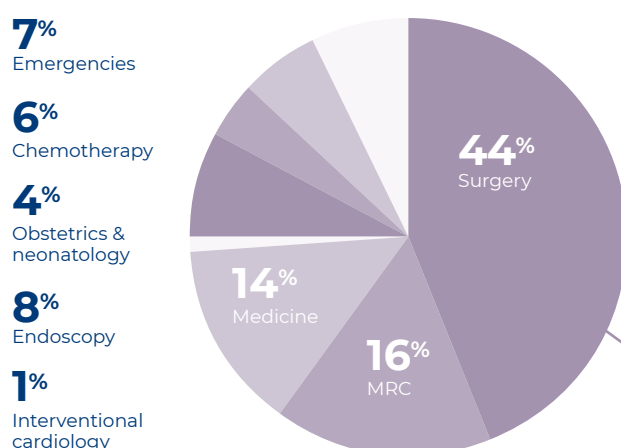
COB

## 2022 Milestones

- Integration of MRC activities from the Clinique Mahaut in Termonde to the Clinique Anne d'Artois
- Arrival of a new urologist and a new geriatrician
- Revision of surgical department capacity: full hospitalization vs outpatient care
- Proposed restructuring of surgical capacity with the conversion of the obstetrical unit and the reallocation of the maternity ward following the transfer of the maternity service to the Centre Hospitalier de Béthune
- Development of medicine
- Strengthened partnership with SMUCA (emergency physicians)
- Negotiation to incorporate the Centre Ophtalmologique des Flandres by Q2 2023
- Creation of the Medical Steering Committee.

**Revenue\*** €30M

### T2A revenue breakdown\*\*



**Emergencies**  
in number of visits **13,498**

**Chemotherapy**  
in number of sessions **3,409**

**MRC**  
in number of days **13,651**

### Diagnostic and therapeutic equipment

- 11 operating rooms
- 70-bed MRC department

#### On site

- Medical biology laboratory, Radiology, Scanner, MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

HAUTS-DE-FRANCE



**155**

beds and places



**68**

physicians



**252**

employees



**Thomas Ballenghien**  
Managing Director



**Dr Yassine Brahimi**  
President of CME

### Breakdown of surgical activities in number of stays

**Outpatient surgery rate**

**69%**

**20%**  
Ophthalmic surgery



**6%**  
ENT, oral and maxillofacial surgery

**16%**  
Gynaecological & breast surgery



**13%**  
Gastrointestinal surgery

**6%**  
Dermatological surgery



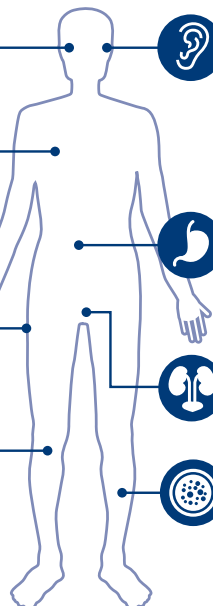
**10%**  
Urologic-Nephrologic & Genital surgery

**19%**  
Orthopaedic surgery



**8%**  
Vascular surgery

Other surgeries 2%



AAB

ACQUIRED IN JUNE 2020

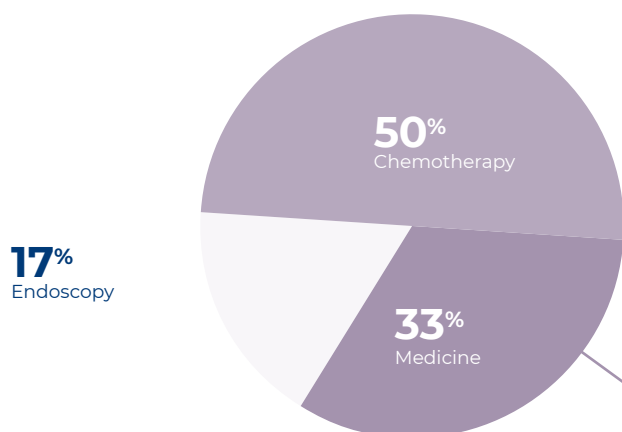
## 2022 Milestones

- New chemotherapy unit: restructuring the oncology day hospital to increase capacity from 22 to 33 seats
- Implementation of new hospital information systems
- Revision of medicine capacity in 3 sectors: 1 Medicine-1 sector with 16 beds for conventional hospitalization, including 4 beds designated for palliative care; 1 Medicine-2 sector with 16 beds for weekday hospitalization; and 1 ICU sector with 7 beds for intensive care.

### Revenue\*

€29M

#### T2A revenue breakdown\*\*



### Chemotherapy in number of sessions

12,323

### Diagnostic and therapeutic equipment

- 3 rooms for bronchial and digestive endoscopy
- 1 interventional endoscopy room with BRIVO OEC mobile image intensifier

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

HAUTS-DE-FRANCE



88

beds and  
places



21

physicians



90

employees

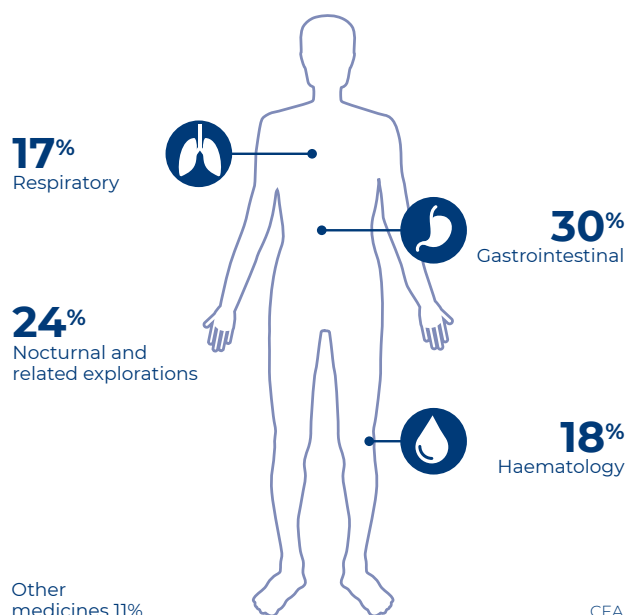


**Yannick Le François**  
Deputy Managing Director



**Dr Henri Thiebault**  
President of CME

### Breakdown of medicine in number of stays



CEA





# Île-de-France

## REGION



**Atika Alami**  
Regional Managing Director



**Dr Patrick Le Bars**  
Hepato-gastroenterologist  
President of the Île-de-France  
Region Committee

14

new dialysis seats  
at the Clinique  
Saint-Germain



5

urologists  
recruited



1,191

Cancers  
treated



## Priorities of the Regional Medical Project

- Becoming the leading player in urology in the Yvelines area
- Organizing cancer care networks
- Strengthening and developing the organization and delivery of nephrology care
- Developing and certifying care pathways in medicine, especially geriatrics
- Organizing and developing the cardiovascular and pneumology sectors around two main facilities: the Centre Cardiologique and the Clinique du Val d'Or.

## Achievements and key initiatives

- Expansion and consolidation of dialysis operations in Mantes-la-Jolie and opening of a new centre in Saint-Germain-en-Laye
- Strong commitment to robotic surgery in a highly competitive environment with the replacement of one surgical robot and the acquisition of two new robots in 2022
- Opening of the 2nd regional Urgent Care Unit at Mantes-la-Jolie



ACQUIRED IN APRIL 2019

## 2022 Milestones

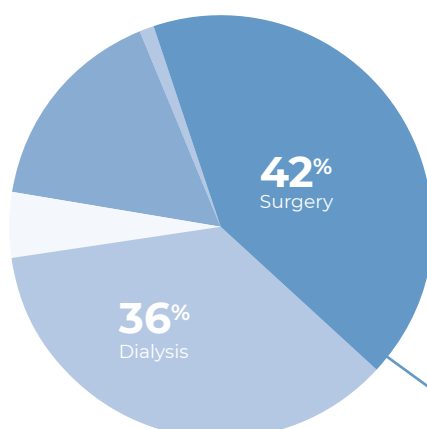
- Consolidated the Centre d'Hémodialyse on the Clinique site
- Acquired the new Vinci surgical robot
- Opened a Fast Track unit
- Opened the Urgent Care Service\*\*\*

### Revenue\*

€17M

#### T2A revenue breakdown\*\*

- 1%  
Interventional  
cardiology
- 5%  
Medicine
- 16%  
Endoscopy



#### Urgent Care\*\*\* in number of visits

2,305

#### Dialysis in number of sessions

22,092

#### Diagnostic and therapeutic equipment

- 5 operating rooms
- 2 endoscopy rooms
- Surgical robot
- 38 haemodialysis stations

#### On site

- Scanner
- MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

ÎLE-DE-FRANCE



120

beds and  
places



45

physicians



150

employees



Elsa Grunfeld  
Managing Director



Dr M.L. Mac Donald  
President of CME

#### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

70%

10%  
Ophthalmic  
surgery



4%  
ENT, oral and  
maxillofacial  
surgery

9%  
Dermatological  
surgery



21%  
Orthopaedic  
surgery



19%  
Gastrointestinal  
surgery



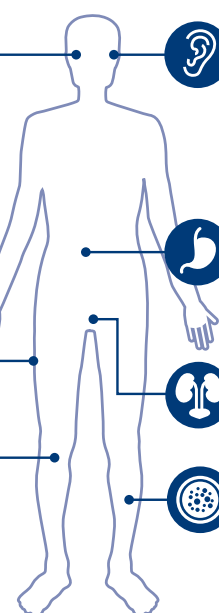
29%  
Urologic-  
Nephrologic &  
Genital surgery



4%  
Vascular  
surgery



Other surgeries 4%



MLJ

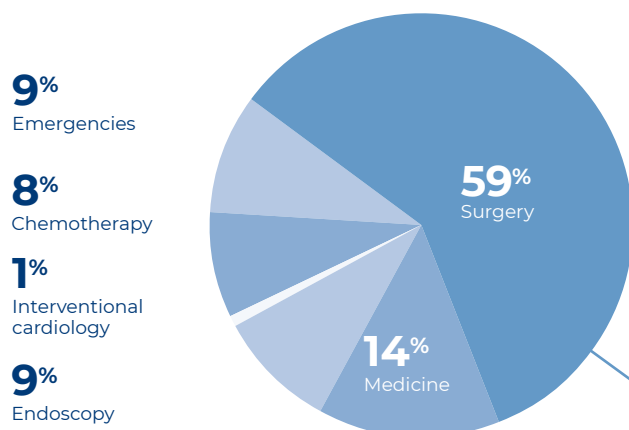
## 2022 Milestones

- Received HAS certification with Confirmed Quality of Care distinction, with a score of 91.5%.
- Development of SOS Mains (hand emergency) service
- Increased number of emergency room visits
- Expanded shoulder surgery activities
- Renewed authorization for the in-house pharmacy
- Arrival of new physicians: 1 urologist, 1 diabetologist, 1 emergency physician, 1 ophthalmologist, 1 anaesthetist.

### Revenue\*

€39M

### T2A revenue breakdown\*\*



### Emergencies in number of visits

37,169

### Chemotherapy in number of sessions

6,512

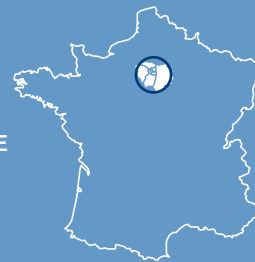
### Diagnostic and therapeutic equipment

- 10 operating rooms
- 1 hybrid operating room
- 2 endoscopy rooms
- 1 outpatient urology room
- 1 DaVinci surgical robot
- Urology laser
- 2 MRI
- 2 scanners
- Radiotherapy centre
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



191

beds and  
places



101

physicians



281

employees



**Éric Berregard**  
Managing Director



**Dr Fabien Lefebvre**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

87%

32%  
Ophthalmic  
surgery



11%  
ENT, oral and  
maxillofacial  
surgery

4%  
Gynaecological &  
breast surgery



11%  
Gastrointestinal  
surgery

6%  
Dermatological  
surgery



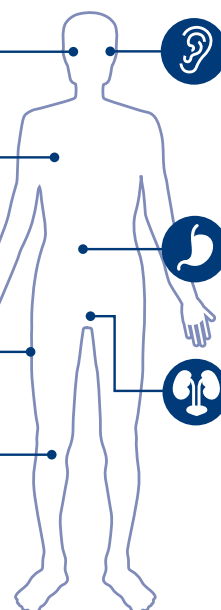
11%  
Urologic-  
Nephrologic &  
Genital surgery



17%  
Orthopaedic  
surgery



Other surgeries 8%



SMO



## 2022 Milestones

- Reopening of 2 entire units of medical beds
- Opening of a new Fast Track section
- Construction of a new parking lot underway and renovation of existing ones.

### Revenue\*

€47M

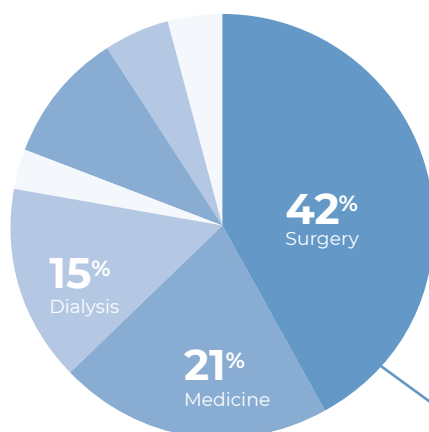
#### T2A revenue breakdown\*\*

**4%**  
Emergencies

**5%**  
Chemotherapy

**10%**  
Endoscopy

**3%**  
Interventional  
cardiology



**Emergencies**  
in number of visits **17,156**

**Chemotherapy**  
in number of sessions **4,288**

**Dialysis**  
in number of sessions **17,349**

#### Diagnostic and therapeutic equipment

- 8 operating rooms
- 2 Fast Track rooms
- 1 vascular radiology room
- 4 endoscopy rooms
- 2 MRIs and 2 scanners (including 1 for obese patients)
- 1 PET scanner and 1 gamma camera scanner
- Medical biology laboratory
- Cardiac Intensive Care Unit
- Critical Care Unit: extended care and comprehensive intensive care unit
- Physiotherapy with balneotherapy

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



**253**  
beds and  
places



**105**  
physicians



**306**  
employees



**Olivier Peliks**  
Managing Director



**Dr Ann Williot**  
President of CME

#### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**69%**

**15%**  
Ophthalmic  
surgery



**11%**  
ENT, oral and  
maxillofacial  
surgery

**4%**  
Dermatological  
surgery



**19%**  
Gastrointestinal  
surgery

**18%**  
Orthopaedic  
surgery



**8%**  
Urologic-  
Nephrologic &  
Genital surgery



**19%**  
Vascular  
surgery

Other surgeries 6%

EPM

ACQUIRED IN FEBRUARY 2017

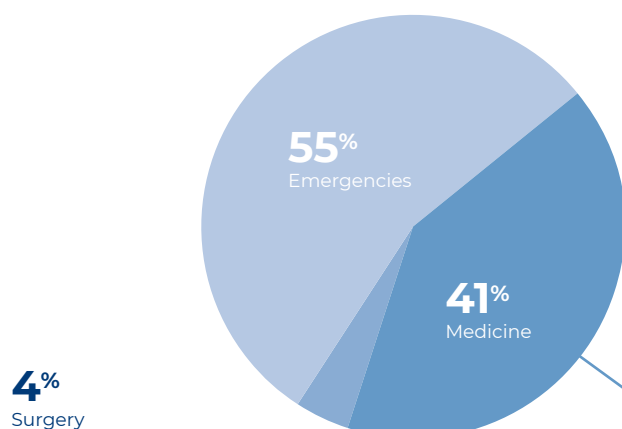
## 2022 Milestones

- Partial opening of second floor for weekday hospitalization
- Setting up the sleep laboratory in its new premises on the second floor.

### Revenue\*

€5M

### T2A revenue breakdown\*\*



### Emergencies in number of visits

14,205

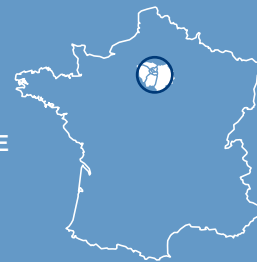
### Diagnostic and therapeutic equipment

- Conventional radiology and scanner
- Physiotherapy

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



75

beds and  
places



23

physicians



44

employees



**Olivier Peliks**  
Managing Director



**Dr Ann Williot**  
President of CME

### Breakdown of medicine in number of stays

6%  
Neurology



6%  
Post-operative care

11%  
Respiratory



5%  
Cardiology



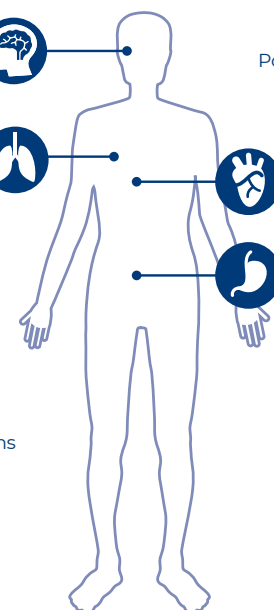
5%  
Change in  
general condition

7%  
Gastrointestinal



37%  
Nocturnal and  
related explorations

Other 29%



MLA

## 2022 Milestones

- Arrival of a new emergency physician
- Renewal of the medical team in general medicine
- Production of tailor-made knee prosthesis
- Introduction of direct medical admissions for patients over the age of 75
- Renovation of an operating room to ISO 5 standard
- Strong commitment alongside the region's public hospitals in the face of severe hospital tensions
- SOS Mains celebrated 25 years of expertise in the service of patients
- Quality of Work Life: creation of a steering committee following the Open Expression survey, and appointment of a QWL coordinator
- Deployment of new industry-specific software
- Introduction of waste sorting systems.

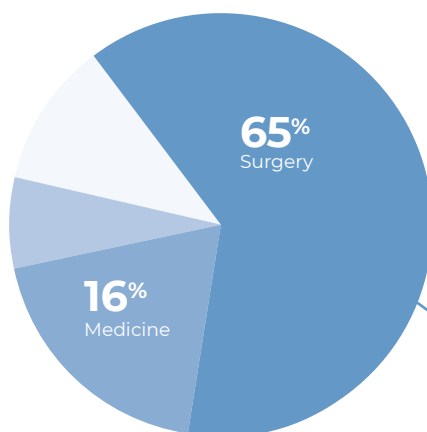
## Revenue\*

€17M

### T2A revenue breakdown\*\*

**12%**  
Emergencies

**7%**  
Endoscopy



## Emergencies in number of visits

22,274

### Diagnostic and therapeutic equipment

- 5 operating rooms
- 1 endoscopy room
- MRI
- Scanner
- SOS Mains (hand emergency)

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



94

beds and  
places



54

physicians



133

employees



**Christelle Rivoal**  
Managing Director



**Dr Violaine Beauthier**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

90%

**11%**  
Ophthalmic  
surgery



**15%**  
Dermatological  
surgery



**25%**  
Hand surgery



**24%**  
Orthopaedic  
surgery



**3%**  
Gastrointestinal  
surgery



**7%**  
Urologic-  
Nephrologic &  
Genital surgery



Other surgeries 15%



CMA

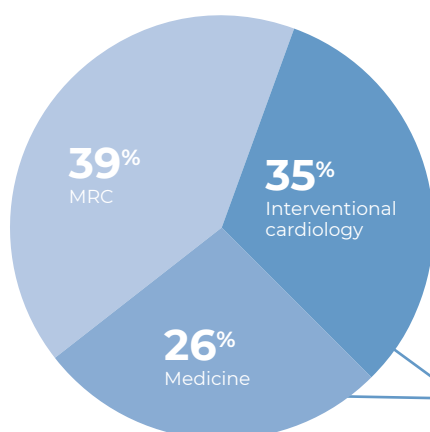
## 2022 Milestones

- Launch of the MRI in February
- Opening of a day hospital medical service for heart failure in November
- Recruitment of an Advanced Practice Nurse (APN)
- Arrival of a rhythmologist
- Launch of the Sustainable Development Committee.

### Revenue\*

€19M

### T2A revenue breakdown\*\*



### MRC in number of days

18,080

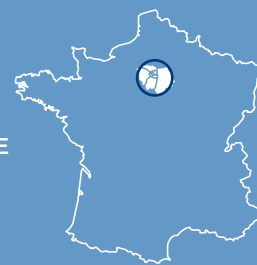
### Diagnostic and therapeutic equipment

- 2 operating rooms
- Scanner
- Cardiac Intensive Care Unit – CICU
- Sleep disorder screening and management unit
- Interventional Cardiology Unit (coronary angiography – arteriography)
- Extended Care Unit
- MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



140

beds and  
places



25

physicians



150

employees



Axel Kühne  
Managing Director



Dr Olivier Merceron  
President of CME

ÎLE-DE-FRANCE

### Breakdown of cardiology and medicine in number of stays

21%

Cardiology medicine,  
including:

Rhythm/conduction  
disorder 29%

Heart disease, heart  
valve disease 33%

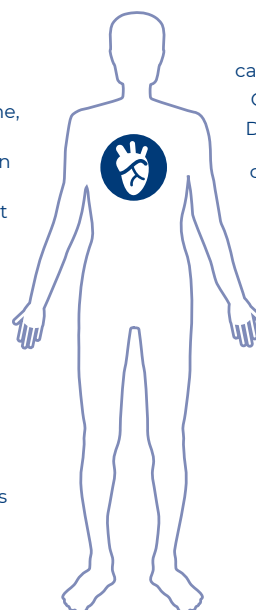
Coronary artery  
disease 12%

Other 26%

31%

Nocturnal and  
related explorations

Other edicines 11%



37%

Interventional  
cardiology, including:

Coronary stent 49%

Diagnostic coronary  
and cardiac  
catheterization 32%

Pacemakers 15%

Other 4%

CCE

## 2022 Milestones

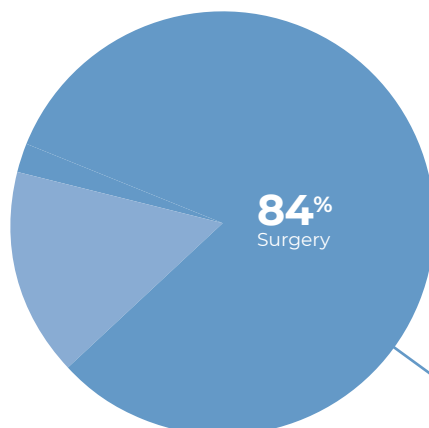
- Reopening of a Fast Track surgery unit specialized in ophthalmology and varicose vein surgery (Vivalto Vein Center), with the recruitment of 15 physicians.

### Revenue\*

€7M

#### T2A revenue breakdown\*\*

16%  
Endoscopy



#### Diagnostic and therapeutic equipment

- 4 operating rooms
- 1 endoscopy operating room and service
- 1 Fast Track operating room and service (ophthalmology and Vivalto Vein Center)
- SOS Mains (hand emergency)
- Radiology centre

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



29

beds and places



60

physicians



51

employees



**Valentine Assier de Pompignan**  
Managing Director



**Dr Aurélien Jacquemod**  
President of CME

#### Breakdown of surgical activities in number of stays

Outpatient surgery rate

95%

5%

Ophthalmic surgery



7%

Dermatological surgery



12%

Orthopaedic surgery



Other surgeries 8%

11%

Upper limb surgery



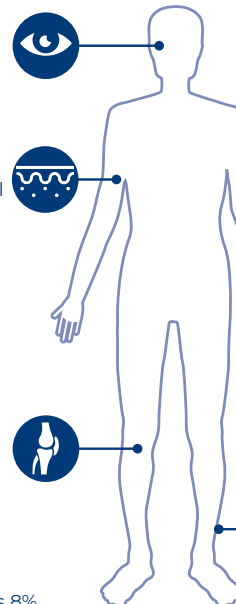
31%

Hand surgery



26%

Foot surgery



CVH



ACQUIRED IN OCTOBER 2014

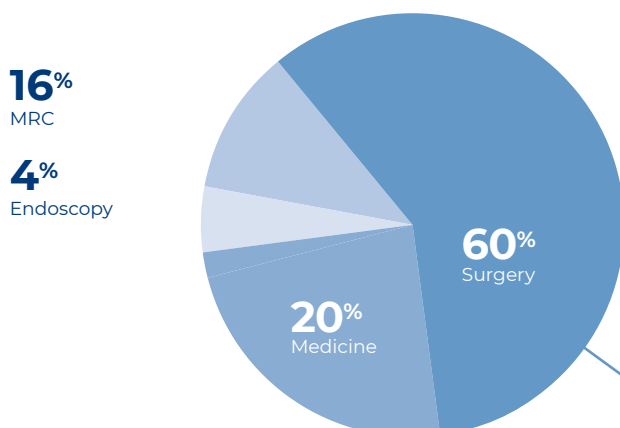
## 2022 Milestones

- Opening of the MRC (Medical and Rehabilitation Care) diagnostic and therapeutic platform
- Opening of all MRC beds: 25 beds in full hospitalization and 5 places in day hospital
- Opening the Opale service, a newly created 12-bed surgical unit
- Opening the last 5 outpatient beds in the surgical unit
- Complete refurbishing of Service Diamant (17 beds)
- Recruiting 4 surgeons: thoracic, vascular, urology and ENT.

### Revenue\*

€20M

### T2A revenue breakdown\*\*



### MRC in number of days

8,958

### Diagnostic and therapeutic equipment

- 6 operating rooms
- 1 endoscopy room
- Critical Care Unit: Intensive Care and Intermediate Care Units

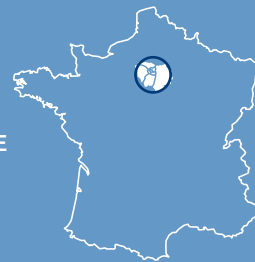
### On site

- MRI
- Scanner
- 2 gamma camera scanners
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ÎLE-DE-FRANCE



130

beds and places



70

physicians



129

employees



**Corinne Delpuech**  
Managing Director

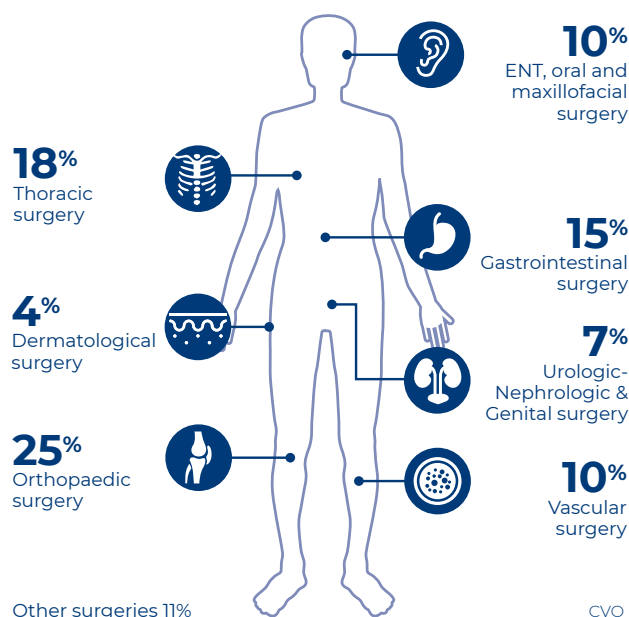


**Dr Bruno Guignard**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

53%



ACQUIRED IN JULY 2017

## 2022 Milestones

- Post-construction opening of:
  - 6 places in Medicalized Dialysis Unit
  - 8 self-dialysis stations
- 2<sup>nd</sup> edition of the "Tour de France en dialyse"
- Recruited new physicians: 3 urologists, 2 gynaecologists obstetricians, 1 gastroenterologist
- Launched a program to refurbish and modernize patient rooms.

## Revenue\*

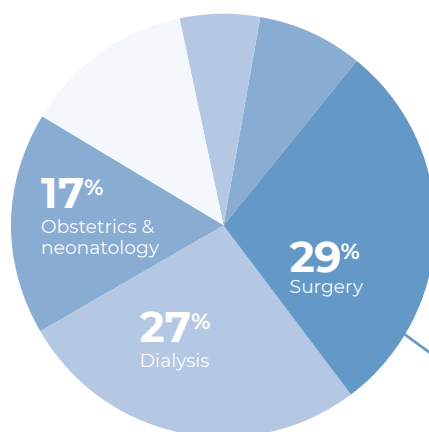
€17M

### T2A revenue breakdown\*\*

8%  
MRC

6%  
Endoscopy

13%  
Medicine



**Urgent Care\*\*\***  
in number of visits

6,222

**MRC**  
in number of days

5,396

**Dialysis**  
in number of sessions

13,837

### Diagnostic and therapeutic equipment

- 6 operating rooms
- 1 endoscopy room
- 4 delivery wards
- 30 dialysis places

### On site

- Radiology department with MRI and Scanner

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

ÎLE-DE-FRANCE



157

beds and places



66

physicians



128

employees



**Marie-Charlotte Brousse**  
Managing Director



**Dr Cyril Neuilly**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient surgery rate

75%

27%  
Ophthalmic surgery



7%  
ENT, oral and maxillofacial surgery

19%  
Gynaecological & breast surgery



7%  
Gastrointestinal surgery

7%  
Dermatological surgery

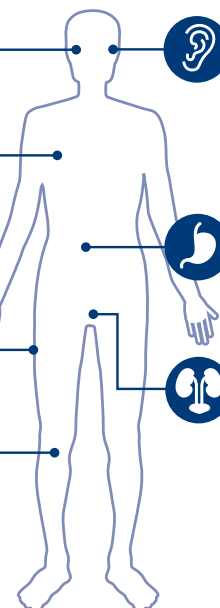


11%  
Urologic-Nephrologic & Genital surgery

17%  
Orthopaedic surgery



Other surgeries 5%



SGL

# Pays de la Loire

## REGION



**Didier Delavaud**  
Regional Managing Director



**Dr Michel Bourgade**  
Orthopaedic surgeon  
President of the Pays de la Loire  
Region Committee

**13**

**advanced  
consultation centres**



**6,790**

**interventional  
cardiology  
procedures**



**28,680**

**chemotherapy  
sessions**



### Priorities of the Regional Medical Project

- Develop regional medical teams
- Create a regional cancer institute
- Develop a regional centre of excellence in cardiology
- Develop outpatient medical care
- Organize a specialized MRC downstream network in the regional area
- Cover the region with advanced consultations.

### Achievements and key initiatives

- Organized the chronic pain management services provided by the 3 clinics in our area as part of a regional continuum of care: a referring centre at the Hôpital Privé du Confluent, consultations and day hospital services at the Polyclinique du Parc in Cholet and the Polyclinique de l'Europe in St Nazaire

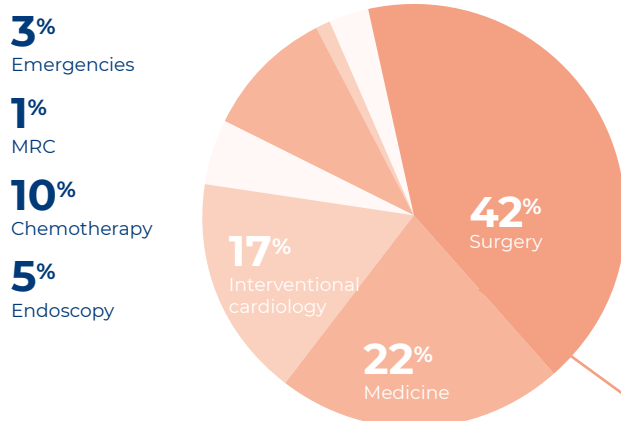


## 2022 Milestones

- Inauguration of the new Emergency Department
- Received HAS certification with the Confirmed Quality of Care distinction
- Radiotherapy: acquisition of a new accelerator and the Vision RT system
- Oncology: opening of a day hospital dedicated to supportive oncology care
- Launch of two new advanced consultations: gastroenterology in Montaigu (85) and hand surgery in Challans (85)
- Opening of a non-medicalized short-stay accommodation facility
- faireequipe.fr: launch of a vast recruiting campaign across the Pays de la Loire region
- Arrival of 17 new physicians in 2022.

**Revenue\*** €144M

### T2A revenue breakdown\*\*



**Emergencies**  
in number of visits **30,934**

**MRC**  
in number of days **6,998**

**Chemotherapy**  
in number of sessions **25,577**

### Diagnostic and therapeutic equipment

- 24 operating rooms
- 3 intervention rooms (coronary angiography, rhythmology)
- 1 hybrid room (rhythmology, vascular, radiology)
- 1 O-Arm image intensifier
- 1 PET scanner
- 3 gamma camera scanners
- 4 accelerators and 1 simulation scanner (radiotherapy)

### On site

- 2 MRI and 1.3T MRI
- 3 scanners

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

PAYS DE LA LOIRE



**542**  
beds and  
places



**205**  
physicians



**1,054**  
employees



**Caroline Berthet**  
Managing Director

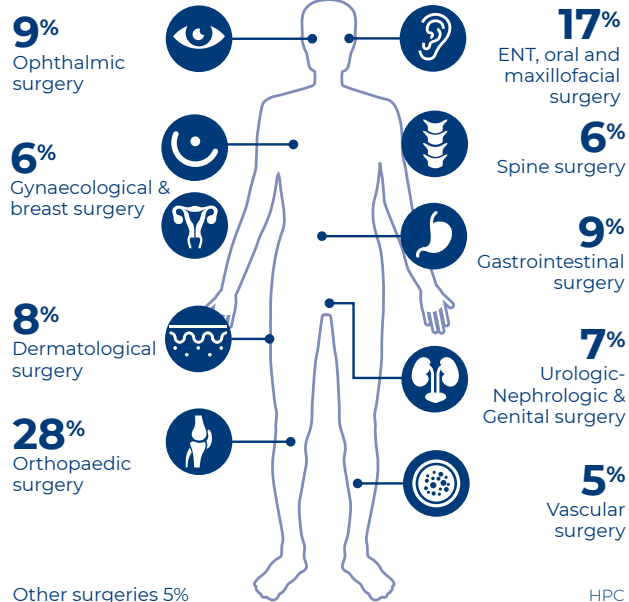


**Dr Benoît Burin**  
President of CME

### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

**68%**





ACQUIRED IN NOVEMBER 2019

## 2022 Milestones

- Increased the number of beds for general medicine (from 18 to 30)
- Introduction of a new specialty: chronic pain management in consultation, day hospitalization and conventional hospitalization.
- Medical innovation: shoulder arthroscopy performed under local anaesthesia only
- Received HAS certification with High Quality of Care distinction, overall score of 99.11%
- Took part in the Vivalto Santé "Patient Experience" study
- Arrival of 5 new physicians
- Support for Advanced Practice Nurse training
- faireequipe.fr: launch of a vast recruiting campaign across the Pays de la Loire region
- 20-year anniversary of the Polyclinique de l'Europe

## Revenue\*

€24M

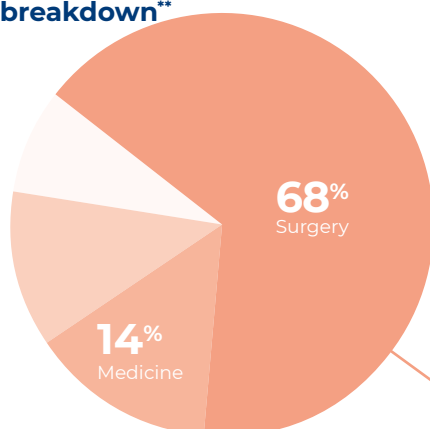
### T2A revenue breakdown\*\*

7%

Endoscopy

11%

Interventional cardiology



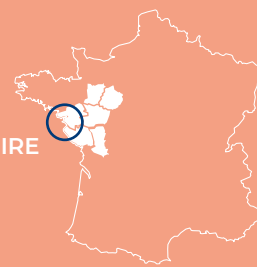
## Diagnostic and therapeutic equipment

- 7 operating rooms
- 2 rooms for endoscopy and outpatient care
- A coronary angiography and angioplasty room, shared with the Centre Hospitalier de Saint-Nazaire as part of a Grouping of Healthcare Cooperation
- Urology laser
- MRI
- Scanner
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

PAYS DE LA LOIRE



139

beds and places



76

physicians



193

employees



Véronique Tessier  
Managing Director



Dr Christophe Saliou  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient surgery rate

81%

34%

Ophthalmic surgery



10%

ENT, oral and maxillofacial surgery

4%

Gynaecological & breast surgery



4%

Dermatological surgery

9%

Hand surgery



6%

Gastrointestinal surgery

18%

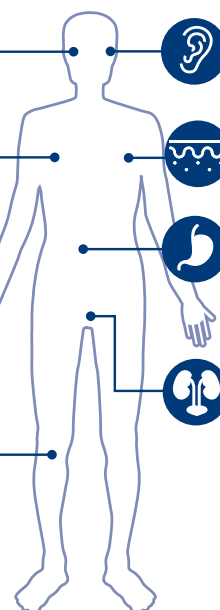
Orthopaedic surgery



8%

Urologic- Nephrologic & Genital surgery

Other surgeries 7%



ESN



## 2022 Milestones

- Development of comprehensive medicine (arrival of physicians and structuring of care pathways)
- Start of construction work and selection of equipment for interventional cardiology in collaboration with Centre Hospitalier de Cholet (shared diagnostic and therapeutic platform)
- Renewed authorization for 10 MRC Day Hospital beds
- Received HAS team certification for urological surgeons
- Renewed our BFHI (Baby-Friendly Hospital Initiative) certification
- New momentum in our ERAS programs
- [faireequipe.fr](https://faireequipe.fr): launch of a vast recruiting campaign across the Pays de la Loire region.

### Revenue\*

€36M

#### T2A revenue breakdown\*\*

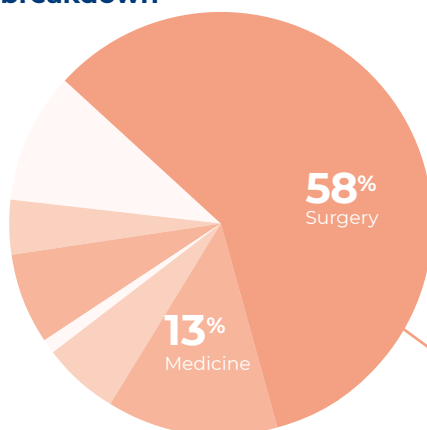
**11%**  
MRC

**4%**  
Chemotherapy

**7%**  
Endoscopy

**1%**  
Interventional cardiology

**6%**  
Obstetrics & neonatology



#### Urgent Care\*\*\* in number of visits

9,764

#### MRC in number of days

21,950

#### Chemotherapy in number of sessions

3,103

#### Diagnostic and therapeutic equipment

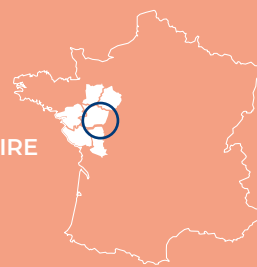
- 10 operating rooms, including one reserved for C-sections
- 2 outpatient care rooms
- Scanner
- MRI
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

PAYS DE LA LOIRE



**267**  
beds and places



**92**  
physicians



**343**  
employees



**Mathieu Verger**  
Managing Director



**Dr Karim Gacem**  
President of CME

#### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

**72%**

**27%**  
Ophthalmic  
surgery



**18%**  
ENT, oral and  
maxillofacial  
surgery

**4%**  
Gynaecological &  
breast surgery



**6%**  
Gastrointestinal  
surgery

**3%**  
Dermatological  
surgery



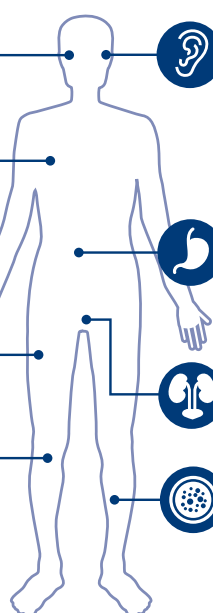
**17%**  
Urologic-  
Nephrologic &  
Genital surgery

**17%**  
Orthopaedic  
surgery



**4%**  
Vascular  
surgery

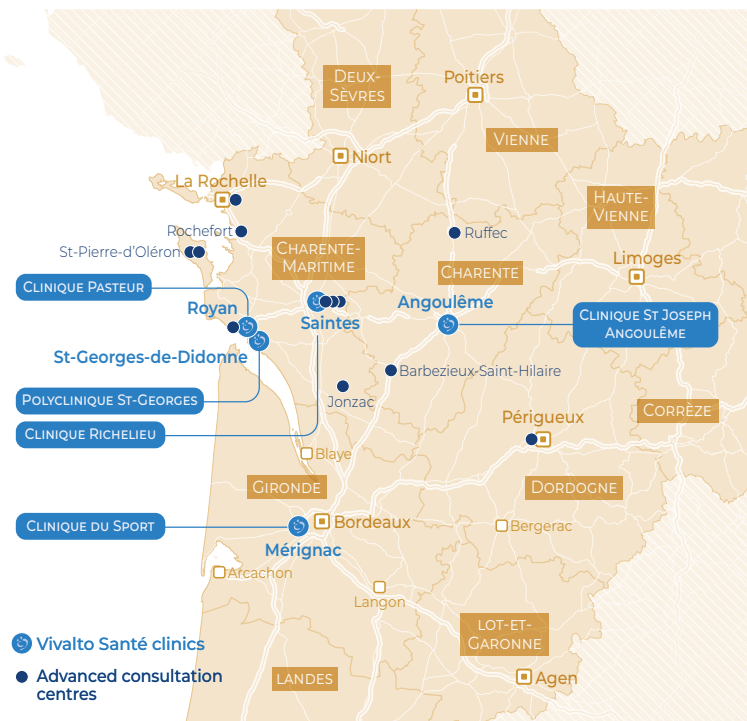
Other surgeries 7%



PPC

# Nouvelle-Aquitaine

## REGION



**Didier Delavaud**  
Regional Managing Director



**Dr Pierre-Henri Flurin**  
Orthopaedic surgeon  
President of the Nouvelle-Aquitaine  
Region Committee

**12**

**advanced  
consultation  
centres**



**4,061**

**major  
orthopaedic  
surgeries**



**2,893**

**hand and wrist  
surgeries**



## Priorities of the Regional Medical Project

- Build an orthopaedic project in Royan by expanding the activities of the Clinique Pasteur and the Polyclinique Saint-Georges in St Georges-de-Didonne
- Gain a regional lead in hand surgery, from the Clinique Saint-Joseph in Angoulême to the Clinique du Sport in Bordeaux
- Centralize major surgery and oncology at the Clinique Pasteur in Royan and develop advanced consultations for bariatric surgery, thyroid surgery and urology at the Clinique Richelieu in Saintes.
- Carry out the specialization of the MRC at the Polyclinique Saint-Georges.

## Achievements and key initiatives

- Advanced urology consultations at the Clinique Richelieu in Saintes
- Development of robot-assisted surgery at the Clinique Pasteur in Royan.



ACQUIRED IN JUNE 2021

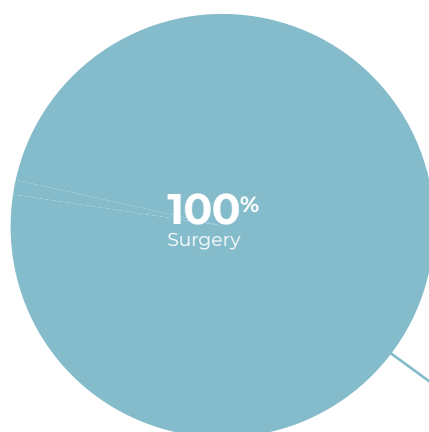
## 2022 Milestones

- Public health initiatives, with 11,500 patients receiving our care and treatment in 2022 (9,600 in 2021)
- Extensive participation in the employee shareholding plan
- Development of an action plan following the Expression Ouverte survey (76% response rate)
- Arrival of a new foot surgeon
- Launch of a telepresence initiative in the operating theatre
- Dr Graveleau elected to the Group Supervisory Board
- 83.1% overall satisfaction for patients in full hospitalization and 83.4% overall satisfaction for outpatients.

**Revenue\***

€20M

**T2A revenue breakdown\*\***



### Diagnostic and therapeutic equipment

- 14 operating rooms
- 1 room for stress tests, stress echocardiography and VO2
- 1 postoperative radiology room

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NOUVELLE-AQUITAINE



84

beds and places



55

physicians



87

employees



**Cyril Dufourcq**  
Managing Director



**Dr Damien Edouard**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient surgery rate

74%

31%

Arthroscopic surgery

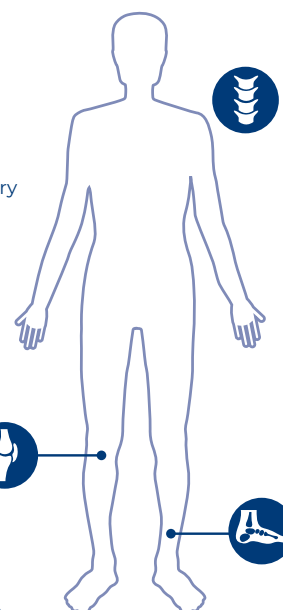
18%

Ortho Prosthesis surgery

13%

Orthopaedic surgery

Other surgeries 4%



5%

Spine surgery

15%

Leg surgery

14%

Foot surgery

SBM

## 2022 Milestones

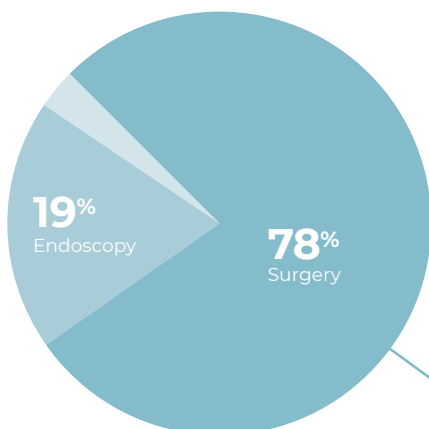
- Opened the Urgent Care Unit (formerly known as Unscheduled Care Unit) in March 2022
- Opened advanced consultations for urological, bariatric, thyroid and visceral surgery by the Clinique Pasteur surgeons
- Replacement of the business software suite.

### Revenue\*

€7M

#### T2A revenue breakdown\*\*

**3%**  
Medicine



#### Diagnostic and therapeutic equipment

- 7 operating rooms
- 1 endoscopy room

#### On site

- Medical imaging
- Scanner

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NOUVELLE-AQUITAINE



**48**

beds and places



**31**

physicians



**66**

employees



**Marie Di Battista**  
Managing Director



**Dr. Giovanni Bianchi**  
President of CME

#### Breakdown of surgical activities in number of stays

Outpatient surgery rate

**80%**

**31%**  
Ophthalmic surgery



**17%**  
ENT, oral and maxillofacial surgery



**10%**  
Hand surgery



**7%**  
Gastrointestinal surgery



**22%**  
Orthopaedic surgery



**8%**  
Vascular surgery



Other surgeries 5%

CRS

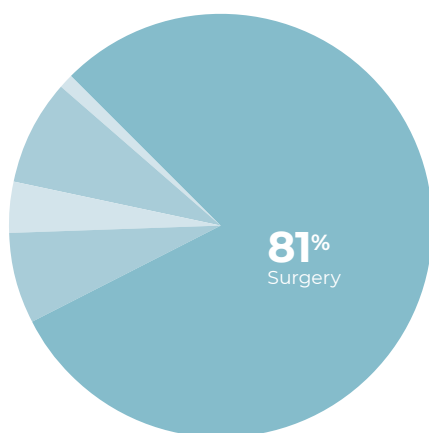
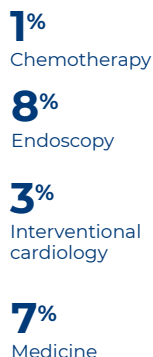
## 2022 Milestones

- Received HAS Certification with the Confirmed Quality of Care distinction (overall score of 97%)
- Purchased the Da Vinci X robot
- Launched a Fast Track unit in ophthalmology
- Deployment of the Regional Medical Project
- Introduction of online pre-admissions
- Synergy and pooling of resources with the Polyclinique Saint-Georges
- Quality of Work Life: launching working groups following the results of the Expression Ouverte survey
- 10,000 visits to Emergencies (service open 7 days a week from 8:00 a.m. to 8:00 p.m.) within the framework of the health cooperation group "Urgences du Pays Royannais", formed in collaboration with the Centre Hospitalier de Royan, the Clinique Pasteur and the Polyclinique Saint-Georges
- A premium room available for our patients and the introduction of gourmet menus
- Deployment of advanced consultations in urology and gastroenterology at the Clinique Richelieu in Saintes.

## Revenue\*

€19M

### T2A revenue breakdown\*\*



## Chemotherapy in number of sessions

356

## Diagnostic and therapeutic equipment

- 10 operating rooms
- 1 lithotripsy room
- 1 digital angiography room
- Surgical robot
- Scanner
- MRI

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NOUVELLE-AQUITAINE



127

beds and places



52

physicians



164

employees



Jérémy Graziani  
Managing Director



Dr Denis Prunet  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

69%

**28%**  
Ophthalmic  
surgery



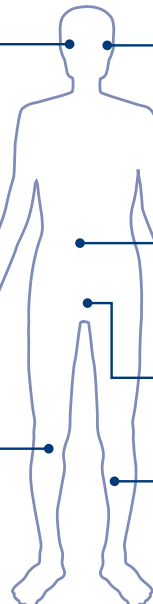
**11%**  
ENT, oral and  
maxillofacial  
surgery

**15%**  
Gastrointestinal  
surgery

**17%**  
Urologic-  
Nephrologic &  
Genital surgery

**6%**  
Vascular  
surgery

**17%**  
Orthopaedic  
surgery



Other surgeries 6%

CPR



ACQUIRED IN OCTOBER 2020

## 2022 Milestones

- Deployment of the Regional Medical Project
- Continued pooling of practices at the Clinique Pasteur and the Polyclinique Saint-Georges for 2 orthopaedists, 2 gastroenterologists and 1 stomatologist
- Arrival of an orthopaedic surgeon
- Ensuring compliance of the in-house pharmacy and sterilization department. Renewal of authorizations
- Quality of Work Life: launching working groups following the results of the Expression Ouverte survey
- A premium room available for our patients and the introduction of gourmet menus
- 5,600 visits to Emergencies (service open 7 days a week from 8:00 a.m. to 8:00 p.m.) within the framework of the health cooperation group "Urgences du Pays Royannais", formed in collaboration with the Centre Hospitalier de Royan, the Clinique Pasteur and the Polyclinique Saint-Georges
- New authorization for 10 geriatric day hospital places.

## Revenue\*

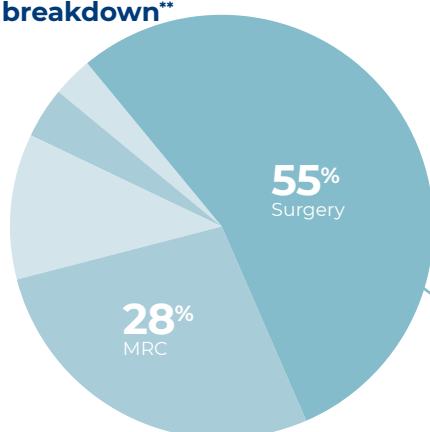
€11M

### T2A revenue breakdown\*\*

**3%**  
Interventional  
cardiology

**4%**  
Medicine

**11%**  
Endoscopy



**MRC**  
in number of days

**15,273**

### Diagnostic and therapeutic equipment

- 5 operating rooms

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

NOUVELLE-AQUITAINE



**126**  
beds and  
places



**39**  
physicians



**122**  
employees



**Jérémy Graziani**  
Managing Director



**Dr Christine Lautridou**  
President of CME

### Breakdown of surgical activities in number of stays

**Outpatient  
surgery rate**

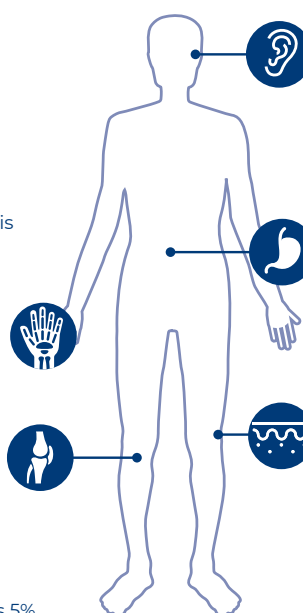
**56%**

**26%**  
Ortho Prosthesis  
surgery

**9%**  
Hand surgery

**26%**  
Orthopaedic  
surgery

Other surgeries 5%



**10%**  
ENT, oral and  
maxillofacial  
surgery

**7%**  
Gastrointestinal  
surgery

**17%**  
Dermatological  
surgery

SGD

## 2022 Milestones

- Creation of a dedicated "standing patient" reception area in the operating theatre
- Purchase of a CIOS ALPHA Planar Sensor and a GE carbon table (mobile hybrid room)
- Drafting of the 2022-2026 Clinic Project
- Launch of the Quality of Work Life initiative (Open expression)
- Commitment to the CSR approach
- Preparing teams for HAS certification
- Implementing new and innovative solutions to meet the challenges posed by the shortage of caregivers
- Deployment of SIMANGO virtual training for all staff.

## Revenue\*

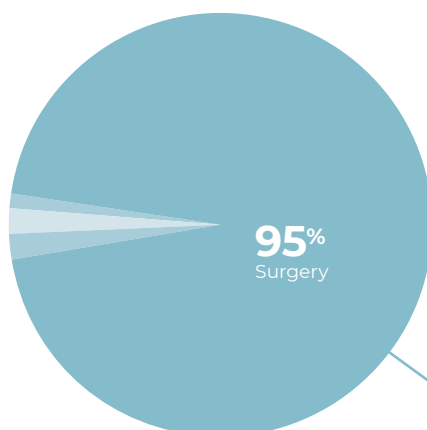
€12M

### T2A revenue breakdown\*\*

1%  
Endoscopy

2%  
Interventional  
cardiology

2%  
Medicine



### Urgent Care\*\*\* in number of visits

**2,666**  
(incl. 2,110 hands, 20 of which were reimplants)

### Diagnostic and therapeutic equipment

- 8 operating rooms
- 1 endoscopy / fibroscopy room
- SOS Mains (since December 2019) accredited by FESUM

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

\*\*\* Formerly known as Unscheduled Care Unit

NOUVELLE-AQUITAINE



83

beds and  
places



29

physicians



104

employees



**Antoine Sailhan**  
Managing Director



**Dr Laurent Schneider**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

**79%**

32%  
Ophthalmic  
surgery



20%  
Hand surgery



29%  
Orthopaedic  
surgery



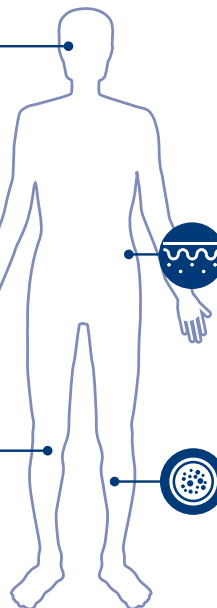
5%  
Dermatological  
surgery



5%  
Vascular  
surgery



Other surgeries 9%

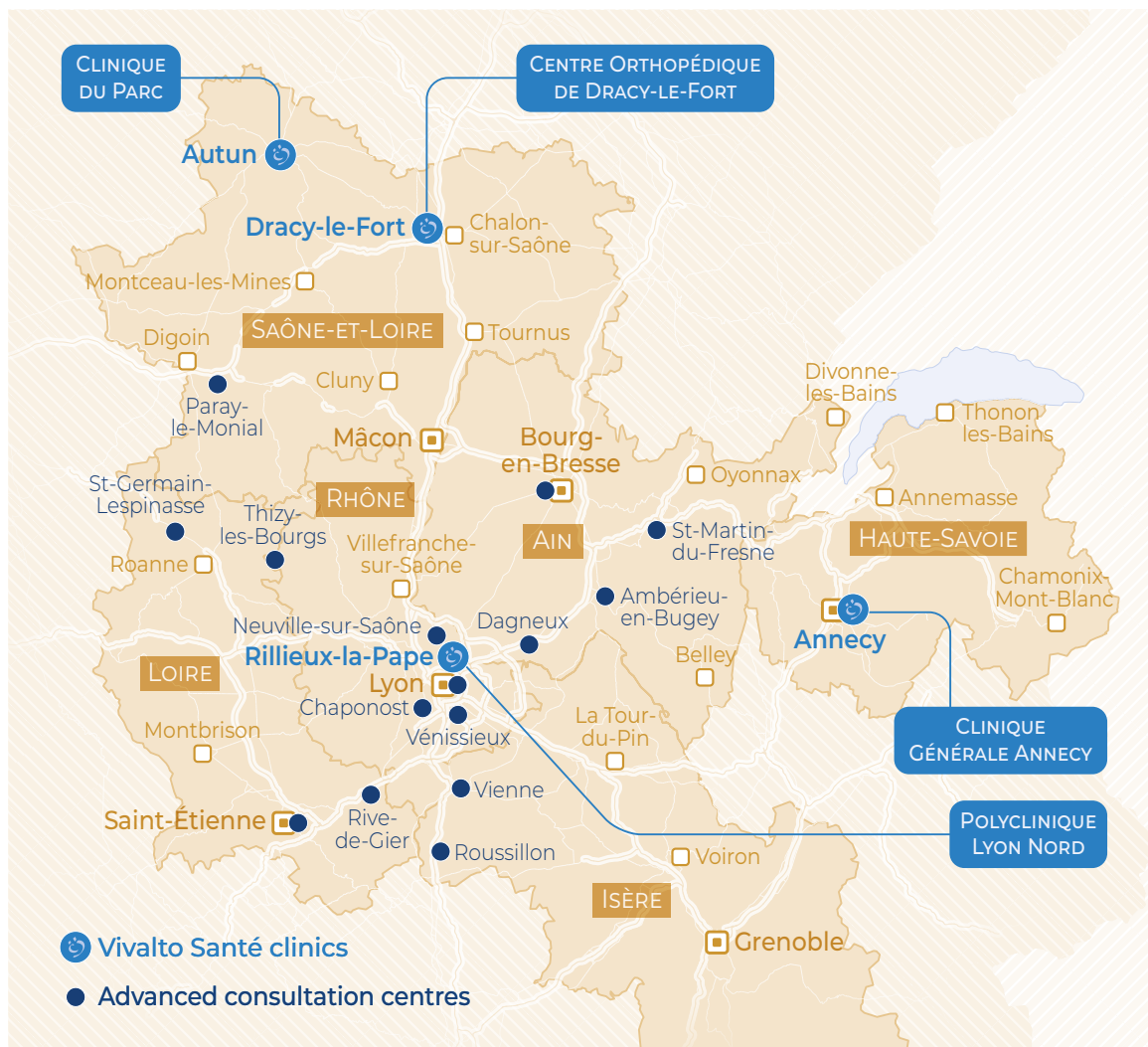


SJA

# East REGION



**Barbara Getas-Jaskula**  
Regional Managing Director



**27,680**

visits to  
**Emergencies**  
(2 services)



**1**

maternity ward



**2**

MRC



## Achievements and key initiatives

- . Regional Medical Projects underway
- . Introduction of 15 advanced consultations

ACQUIRED IN MAY 2013

## 2022 Milestones

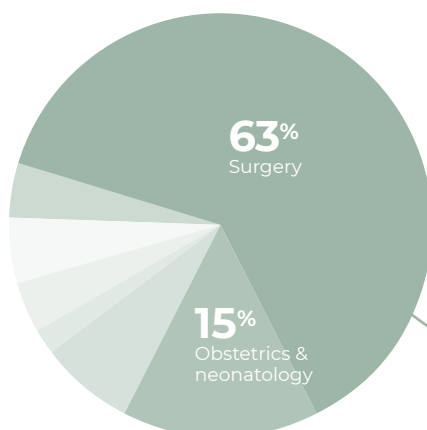
- Significant increase in outpatient activity (82% in 2022 vs. 72% in 2021) thanks to changes in medical, surgical and operational practices, resulting in growing use of outpatient care for more complex procedures.
- Expansion of Day-0 pathway: almost 100% of operations are now performed on the day of admission. Only major procedures requiring specific preparation of the patient admit patients the day before their operation.
- Arrival of a new orthopaedist, bringing the team up to 13 orthopaedists
- Enhanced QWL through the Open Expression survey and the joint development of a QWL action plan with employee representatives.

### Revenue\*

€39M

### T2A revenue breakdown\*\*

- 5% Emergencies
- 5% Chemotherapy
- 4% Endoscopy
- 2% Medicine interventionnelle
- 6% Medicine



### Emergencies in number of visits

12,457

### Chemotherapy in number of sessions

3,793

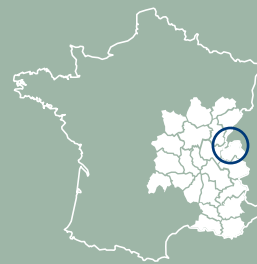
### Diagnostic and therapeutic equipment

- 14 operating rooms
- 1 hybrid operating room
- 2 urology lasers
- 2 MRI
- Scanner
- Radiotherapy centre
- Maternity ward

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

EAST



177

beds and places



83

physicians



315

employees



Alexandre Coste  
Managing Director

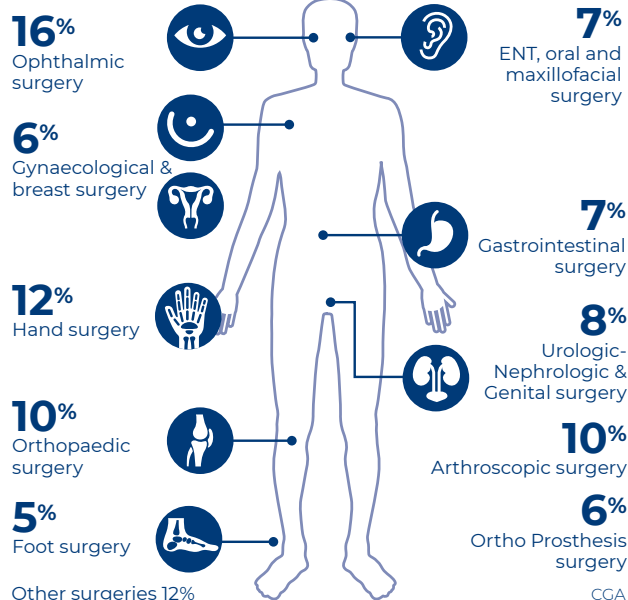


Dr Claire Philippe  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient surgery rate

82%





## 2022 Milestones

- Installation of a second MRI unit
- Arrival of 11 new physicians: 2 cardiologists, 3 rhythmologists, 2 gynaecological surgeons, 1 oncologist, 1 gastroenterologist, 1 dental surgeon, 1 neurologist
- Involvement in the creation of the Lyon-Nord Regional Health-Professional Community (CPTS).

### Revenue\*

€28M

### T2A revenue breakdown\*\*

7%

Emergencies

2%

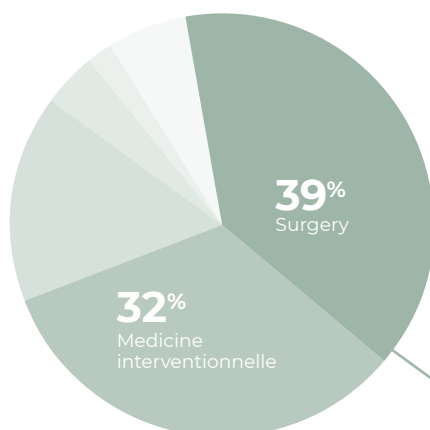
Chemotherapy

5%

Endoscopy

15%

Medicine



### Emergencies in number of visits

15,223

### Chemotherapy in number of sessions

1,427

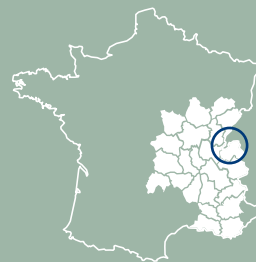
### Diagnostic and therapeutic equipment

- 7 operating rooms
- 2 hybrid operating rooms
- 3 endoscopy rooms
- 2 outpatient care rooms
- 2 MRI
- 2 scanners
- Senology department (mammography, breast stereotaxis)
- Medical biology laboratory

\* Source: Vivalto Santé Group Financial and Administrative Department – Revenue to date 12/31/2022.

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

EAST



170

beds and  
places



121

physicians



193

employees



**Bérengère Olivier**  
Deputy Managing Director



**Dr Guillaume Pic**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

68%

18%  
Ophthalmic  
surgery



8%  
Gynaecological &  
breast surgery



5%  
Dermatological  
surgery



18%  
Orthopaedic  
surgery



12%  
ENT, oral and  
maxillofacial  
surgery



17%  
Gastrointestinal  
surgery



8%  
Urologic-  
Nephrologic &  
Genital surgery



12%  
Vascular  
surgery



Other surgeries 2%

PLN

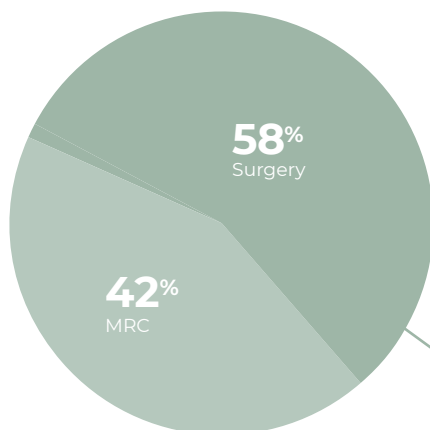
## 2022 Milestones

- Two "Comman'DOS" events organized during the year: discussions and experience-sharing sessions between the clinic's surgeons and the physiotherapy team on the management of chronic low-back pain. These evening events combined both the theory and practice of adapted physical activity between professionals.
- Booth representing the ARCANIA programme at the Châlon-sur-Saone Hospital as part of the Pink October campaign. This rehabilitation program is based, among other activities, on progressive exercise reconditioning, nutritional education and psychological support. It helps breast cancer survivors regain hope for the future by teaching them to reclaim their bodies.
- Telethon: diving initiation sessions organized in the clinic's swimming pool/balneotherapy room, with all proceeds going to the fund-raising campaign.

## Revenue\*

€19M

## T2A revenue breakdown\*\*



## MRC

in number of days

32,062

## Diagnostic and therapeutic equipment

- 7 operating rooms
- 1 diagnostic and therapeutic equipment for rehabilitation
- 1 isokinetics room
- 1 balneotherapy

## On site

- 1 radiology service and 1 MRI unit

EAST



192

beds and  
places



21

physicians



178

employees



**Sophie Schevingt**  
Managing Director



**Dr Philippe Deroche**  
President of CME

## Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

44%

30%

Ortho Prosthesis  
surgery

14%

Hand surgery

16%

Orthopaedic  
surgery

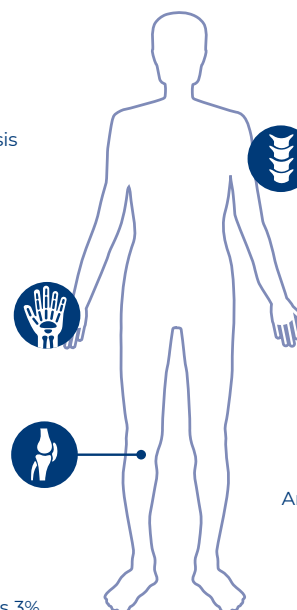
Other surgeries 3%

11%

Spine surgery

26%

Arthroscopic surgery



\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

ACQUIRED IN JUNE 2021

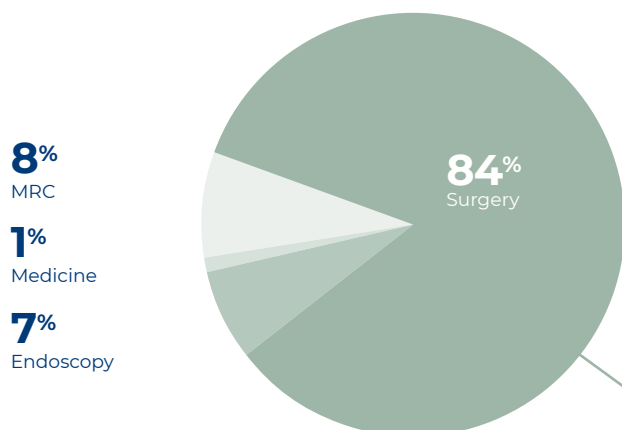
## 2022 Milestones

- Start of works including renovation of all rooms, creation of a new 16-place outpatient department (opening September 2023) and completion of the 24-bed MRC department (January 2024)
- Start of non-differentiated MRC activity with 15 beds and appointment of a part-time physician
- Recruitment of a new pharmacist
- Pooling of NMSI and accounting services at the Centre Orthopédique de Dracy-le-Fort.

### Revenue\*

€7M

#### T2A revenue breakdown\*\*



### MRC in number of days

1,994

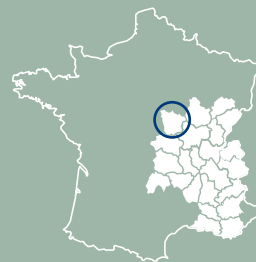
### Diagnostic and therapeutic equipment

- 5 operating rooms (including 1 room reserved for the maternity ward)
- 1 endoscopy room

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2021

\*\* Source: NMIS to date 12/31/2021 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

EAST



58

beds and places



18

physicians



77

employees



Valérie Leroy  
Managing Director



Dr Pieter Ten Broecke  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient surgery rate

61%

7%  
Ophthalmic surgery

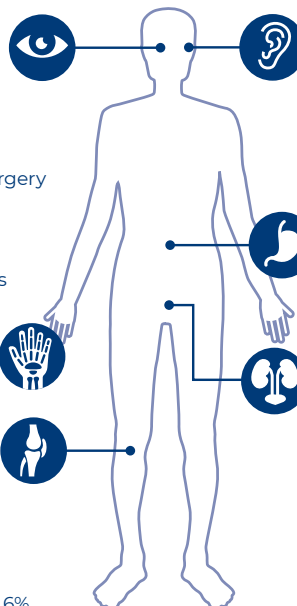
7%  
Arthroscopic surgery

25%  
Ortho Prosthesis surgery

16%  
Hand surgery

14%  
Orthopaedic surgery

Other surgeries 6%



8%  
ENT, oral and maxillofacial surgery

12%  
Gastrointestinal surgery

5%  
Urologic-Nephrologic & Genital surgery

EAST

PAU

# OTHER CLINICS



## 2022 Milestones

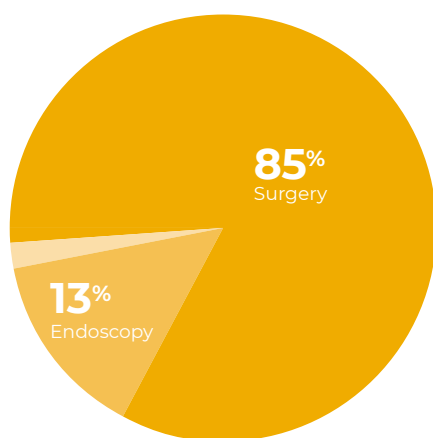
- Dedicated time and place for outpatient care on the ground floor
- Launch of a cardiology and hypnosis consultation by a liberal hypnotherapist
- Signing of a strengthened partnership and agreement with the Hôpital Nord Franche-Comté in vascular surgery, with the provision of 2 vascular surgeons
- Joined the Regional Health Professional Community – CPTS Nord Franche-Comté
- Creation of the clinic's Medical Steering Committee
- Renovation of lobbies on 2nd, 3rd and 4th floors and creation of a herbal tea room and outpatient lounge
- Obtained authorization for cosmetic surgery
- Agreement signed with the Regional Health Office (ARS) and Grand Belfort for the opening of an Urgent Care unit in 2023
- Approval of the construction budget of over 7 million euros.

## Revenue\*

€12M

### T2A revenue breakdown\*\*

**2%**  
Medicine



## Diagnostic and therapeutic equipment

- 9 operating rooms

### On site

- Imaging and scanner

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

### OTHER CLINICS



**71**

beds and places



**50**

physicians



**134**

employees



**Olivier Decoster**  
Managing Director



**Dr Pierre-Bastien Rey**  
President of CME

### Breakdown of surgical activities in number of stays

**Outpatient surgery rate**

**80%**

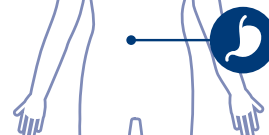
**23%**  
Ophthalmic surgery



**14%**  
ENT, oral and maxillofacial surgery



**13%**  
Ortho Prosthesis surgery



**15%**  
Gastrointestinal surgery

**21%**  
Orthopaedic surgery



**5%**  
Vascular surgery

Other surgeries 9%

HMB



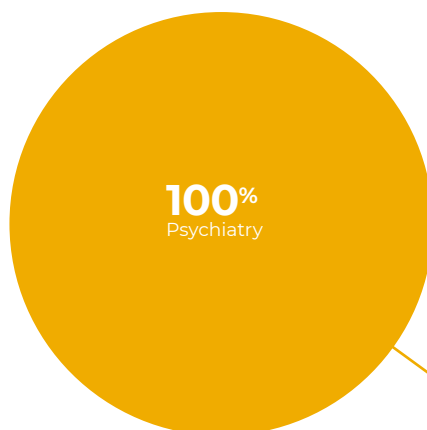
## 2022 Milestones

- This clinic, France's leading independent psychiatric clinic and 4th largest private mental health provider, joined the Vivalto Santé Group.

**Revenue\***

**€13M**

**T2A revenue breakdown\*\***



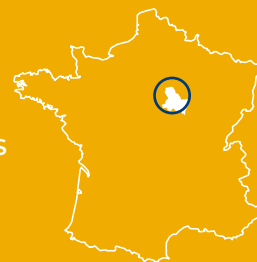
**Psychiatry**  
in number of days

**59,383**

### Diagnostic and therapeutic equipment

- Electroconvulsive therapy (also known as seismotherapy) service with an anaesthesia-intensive care unit for the treatment of severe depressive states
- Psycho-geriatric unit
- Balneotherapy, Art therapy, Occupational therapy

OTHER CLINICS



**220**

beds and places



**9**

physicians



**111**

employees



**Céline Barbosa**  
Managing Director



**Dr Joseph Hachem**  
President of CME

### Breakdown of psychiatry activities in number of days

**82%**

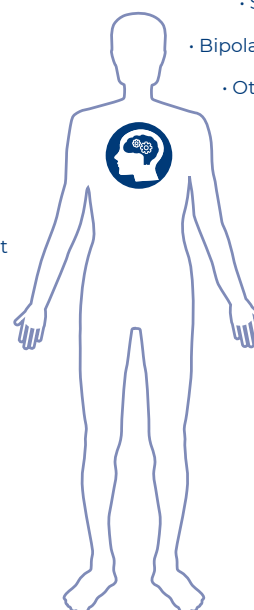
Full-time hospitalization

**17%**

Part-time day hospitalization

**1%**

Part-time overnight hospitalization



- Depressive episodes
- Mental and behavioural disorders linked to alcohol and cocaine use
- Recurring depressive disorder
- Specific personality disorders
- Bipolar affective disorder
- Schizophrenia
- Other anxiety-related disorders

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

## 2022 Milestones

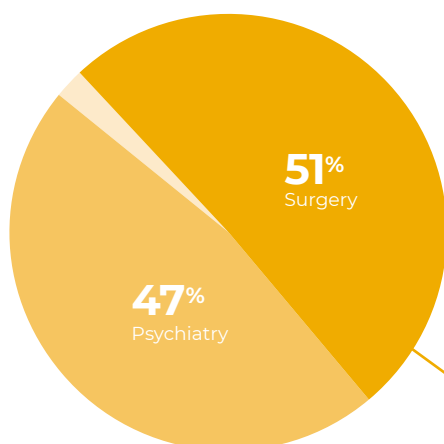
- Arrival of a new orthopaedic hand surgeon to consolidate the Hand Surgery Department
- Arrival of a new anaesthetist specializing in ERAS (Enhanced Recovery After Surgery), who will support our GRACE accreditation for total hip replacement (THR).
- Deployment of Médiboard in July 2022
- Validation of the Quality of Work Life plan.

### Revenue\*

€10M

### T2A revenue breakdown\*\*

2%  
Medicine



**Psychiatry**  
in number of days

24,901

### Diagnostic and therapeutic equipment

- 6 operating rooms
- 1 radiology department

\* Source: Vivalto Santé Group Financial and Administrative Department – Proforma consolidated revenue – Situation on 12/31/2022

\*\* Source: NMIS to date 12/31/2022 – Breakdown of activity in revenues for T2A MSO, MRC and Emergencies (with population-based provision).

### OTHER CLINICS



121

beds and  
places



48

physicians



106

employees



**Valentine Lammens**  
Managing Director



**DR FRÉDÉRIC BRACCINI**  
President of CME

### Breakdown of surgical activities in number of stays

Outpatient  
surgery rate

78%

38%  
Ophthalmic  
surgery



11%  
ENT, oral and  
maxillofacial  
surgery



15%  
Cosmetics and  
comfort surgery



12%  
Hand surgery



10%  
Orthopaedic  
surgery



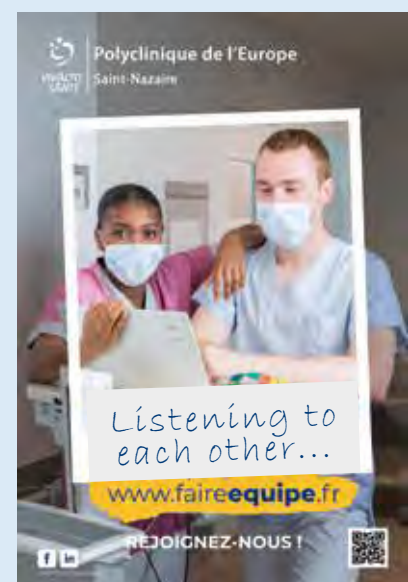
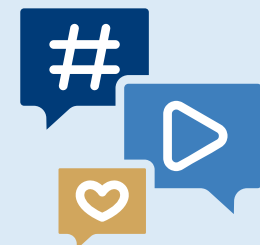
11%  
Dermatological  
surgery

Other surgeries 3%



SFN

# Many thanks to all our teams dedicated to the key priority of recruitment







**The 2023 Annual Report** was designed and created by the Vivalto Santé Group Communications Department.

We would like to thank everyone who contributed to the articles and agreed to be photographed. Most of the photos in this report were taken in Vivalto Santé Group clinics.

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**Vivalto Santé**

61-63 rue des Belles-Feuilles  
75016 Paris, France

**Vivalto Santé Management**

9, boulevard de la Boutière  
35760 Saint-Grégoire, France

**[www.vivalto-sante.com](http://www.vivalto-sante.com)**

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