

# GHC – STAR Conference March 2025



# The GHC Group: one of the leading healthcare operators in Italy and the only one publicly listed

## Garofalo Health Care Group (GHC)<sup>(1)</sup>

- Leader in accredited private healthcare in Italy, founded and controlled by the Garofalo family
- > 65 years of history
- Geographical and sector diversification:
  - Present in 8 of the most attractive regions of Central and Northern Italy
  - Wide spectrum of services in the acute, post-acute, outpatient and social care sectors

**37 Healthcare facilities  
in 8 Regions**

**~55,000 admissions per year**

**~2.7 million outpatient services  
per year**

**~2,500 beds**

**~5,500 employees  
and collaborators**

## Financial results FY 2024 Actual

**470.7€M Revenues**  
**78.5€M Op. EBITDA Adj.**

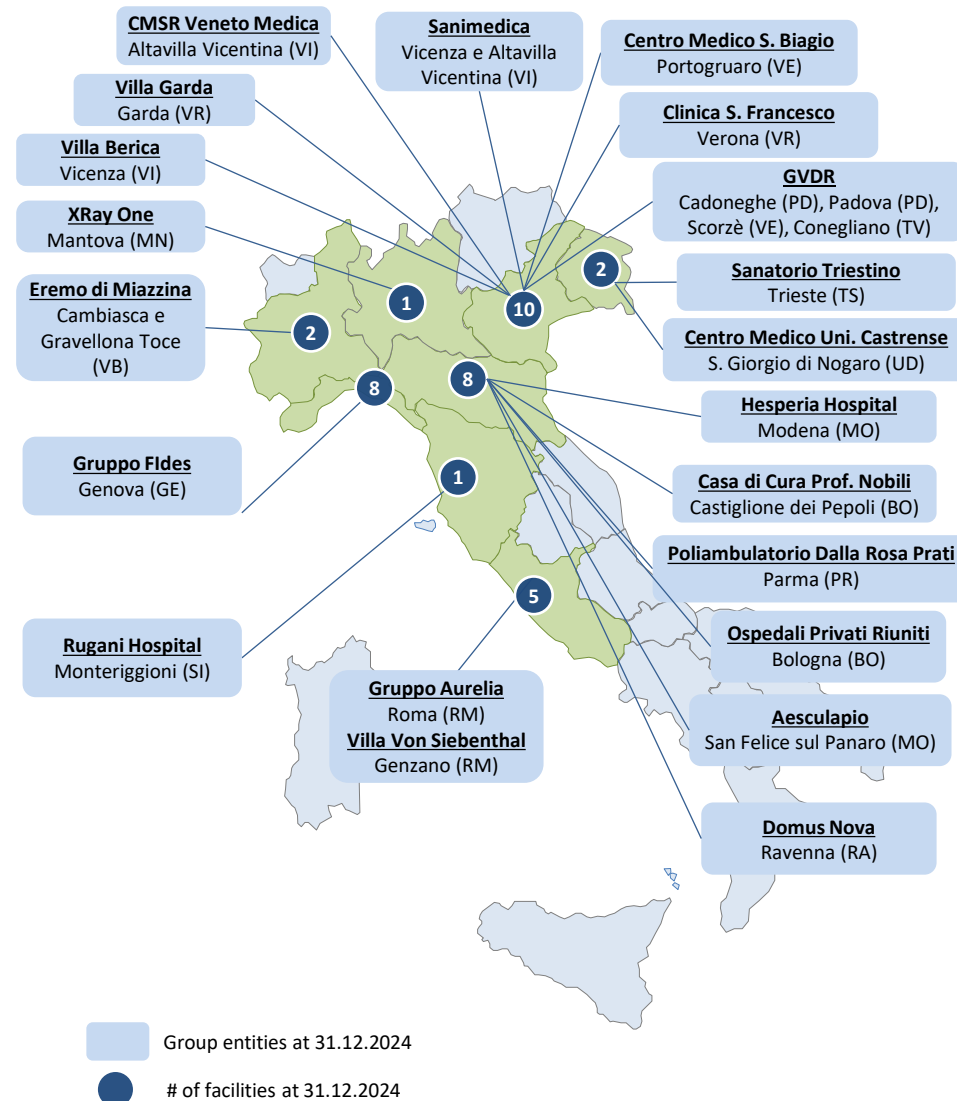
**16.7%**  
**Op. EBITDA Adj. Margin**

**Like-for-Like Growth vs. '23**  
**Revenues: ca. +4.7%**  
**Op. EBITDA Adj.: ca. +6.3%**



**78.9% Cash Conversion<sup>(2)</sup>**  
**2.5x Financial Leverage<sup>(3)</sup>**

## Diversified geographical positioning in the most virtuous Regions



(1) Figures referred to 31.12.2024

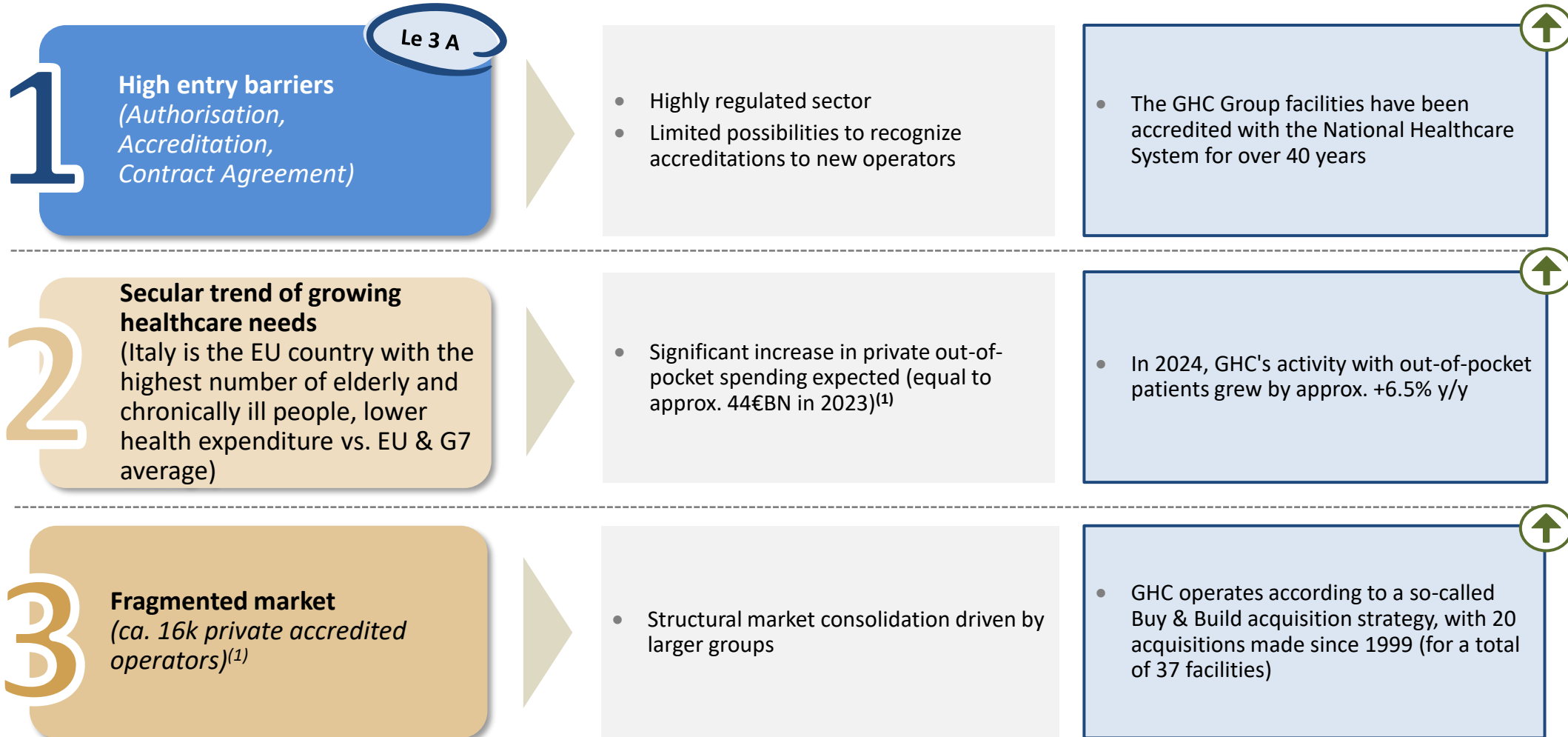
(2) Cash conversion defined as (Op. EBITDA Adjusted – Maintenance Capex) / Op. EBITDA Adjusted

(3) Calculated as the ratio between NFP and Operating EBITDA Adj.

# GHC operating in a regulated market growing organically and undergoing consolidation

## MARKET DISTINCTIVE ELEMENTS

## GHC POSITIONING

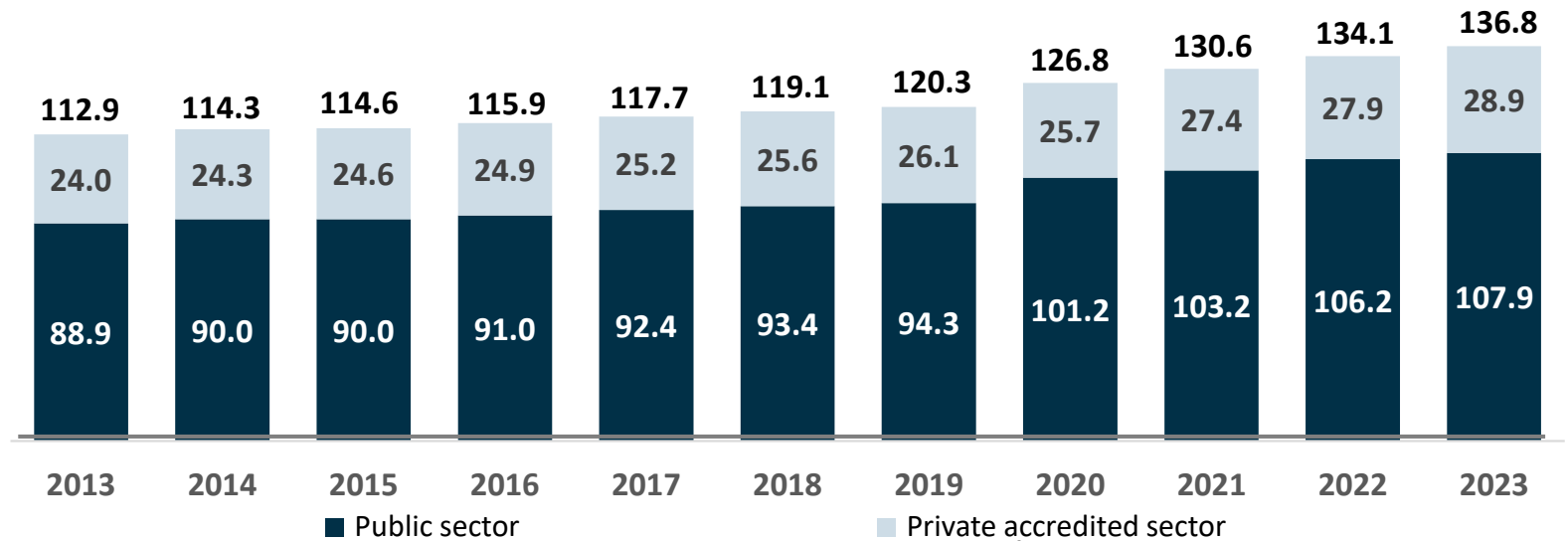


(1) OASI Report 2024 (figures related to 2023 data)

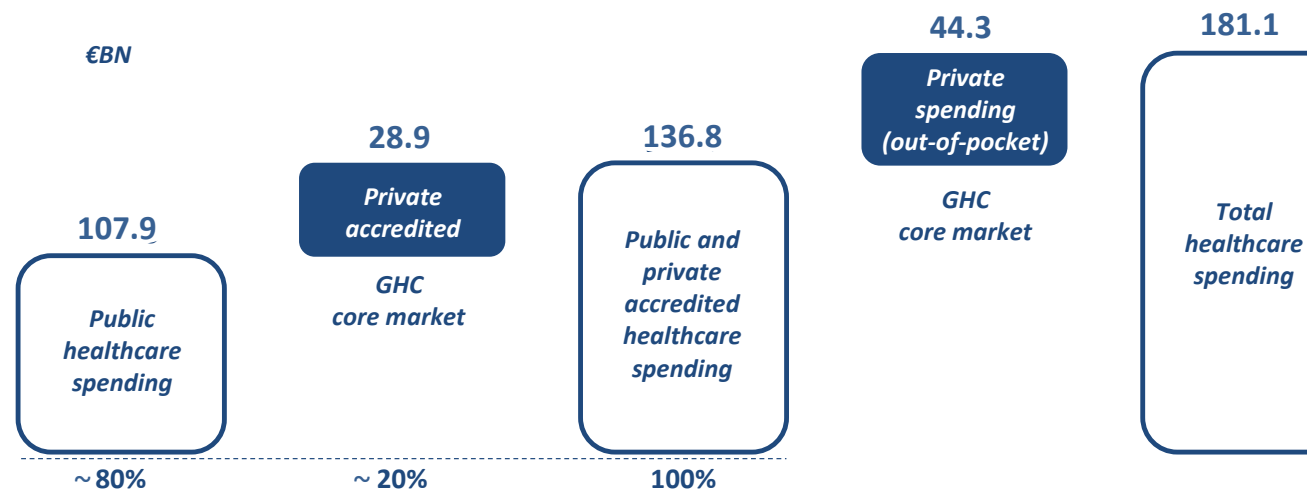
(2) Annuario Statistico del Servizio Sanitario Nazionale, 2020 (published in July 2022)

# Italian healthcare spending growing but not sufficiently to address increasing healthcare needs

## PUBLIC AND PRIVATE ACCREDITED HEALTH EXPENDITURE<sup>(1)</sup>



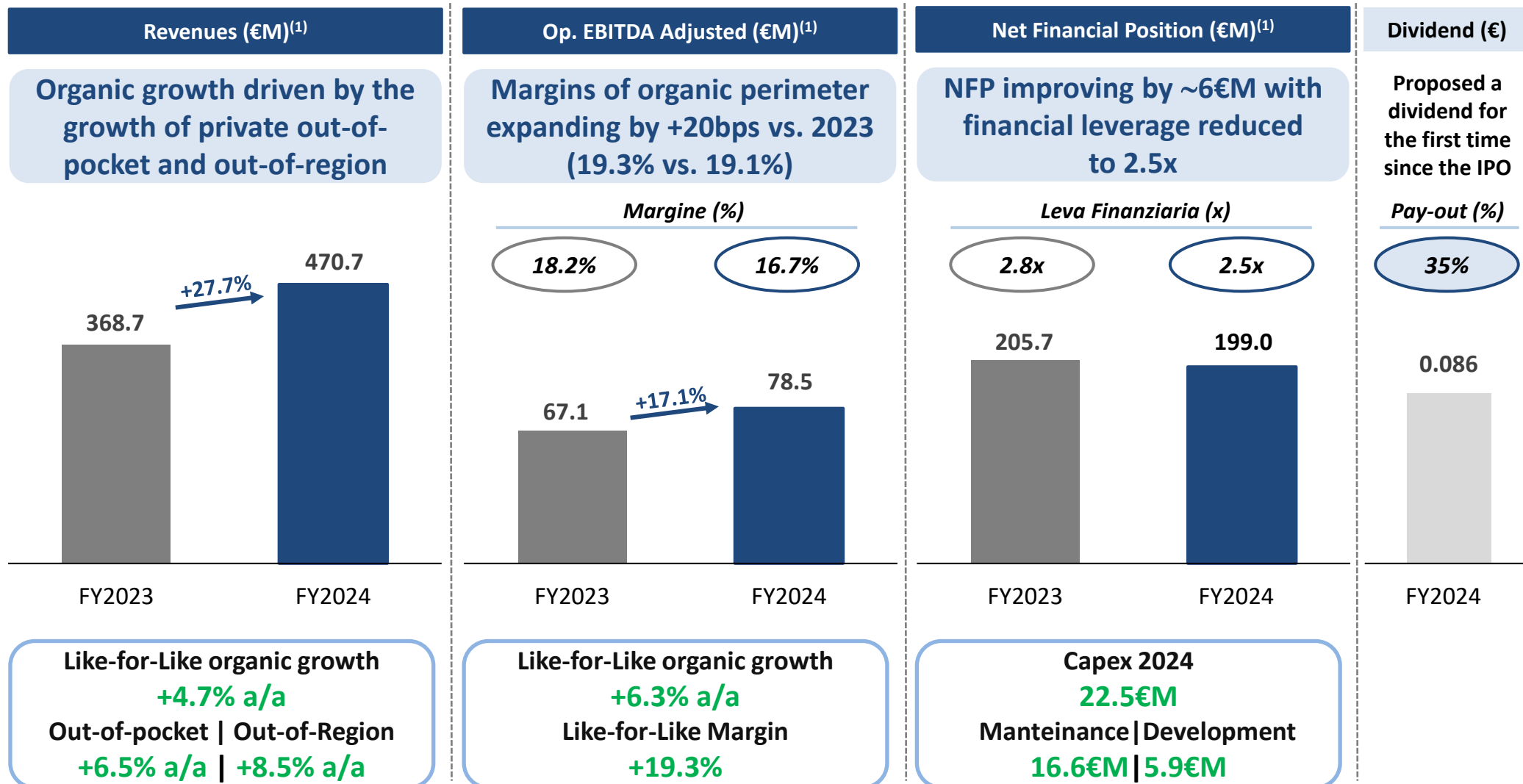
## TOTAL NATIONAL HEALTHCARE EXPENDITURE<sup>(1)</sup>



(1) Elaborations on OASI Report 2024 (related to 2023 figures)

# FY2024 Results: performance growth driven by private out-of-pocket and out-of-region activity

**2024 figures include the full contribution of Sanatorio Triestino and the Aurelia Hospital Group, only partially included in 2023**



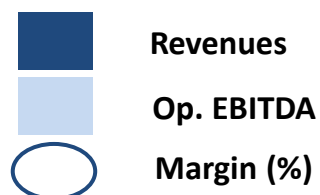
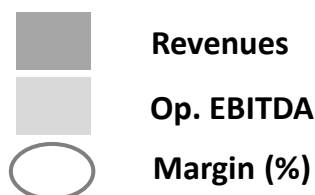
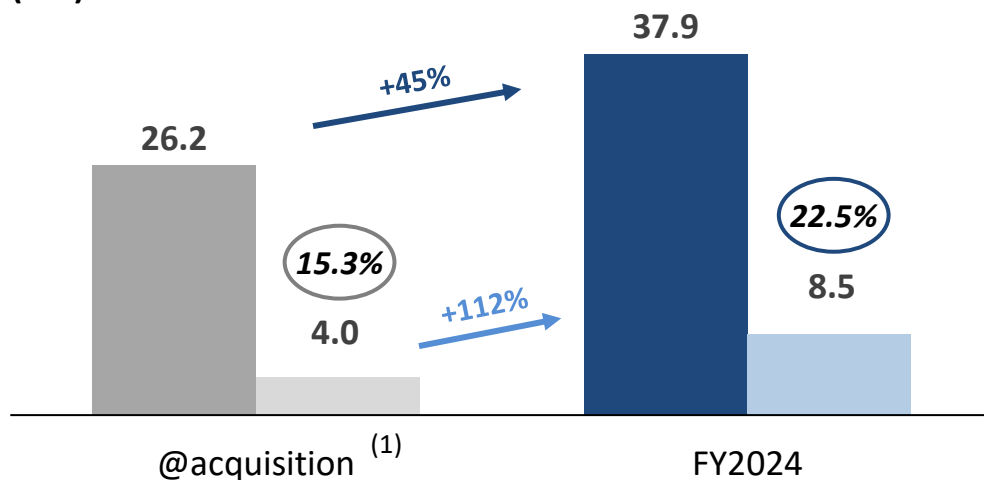
(1) The data reported in this slide were communicated by the Company on the occasion of the approval of the economic-financial results relating to FY2024 (which took place on March 14, 2025). The detailed documentation can be consulted on the Company's website ([www.garofalohealthcare.com](http://www.garofalohealthcare.com)) in the sections "Investor Relations / Price Sensitive Press Releases".

### FY2024 results confirm the Group's ability to develop and increase the efficiency of the acquired Targets

#### CASE STUDY: OSPEDALI PRIVATI RIUNITI (hospital)

Enterprise Value (EV)	~50€M
EV / EBITDA @ acquisition (FY2019)	12.5x
EV / EBITDA @ FY2024	5.9x

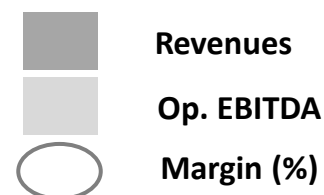
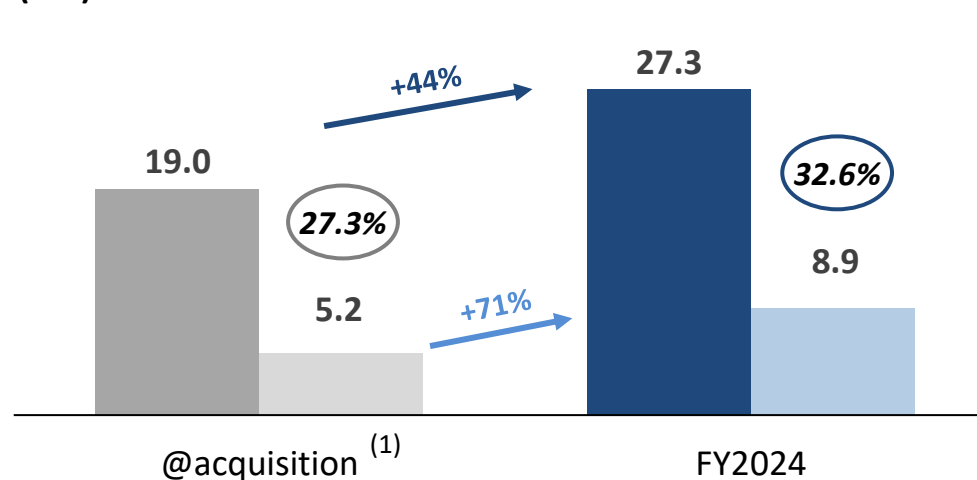
(€M)



#### CASE STUDY: S. BIAGIO E UNI. CASTRENSE (outpatient)

Enterprise Value	51.2€M
EV / EBITDA @ acquisition (FY2019)	9.8x
EV / EBITDA @ FY2024	5.7x

(€M)



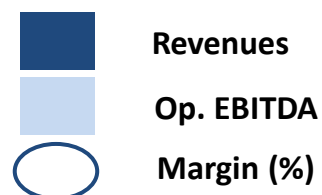
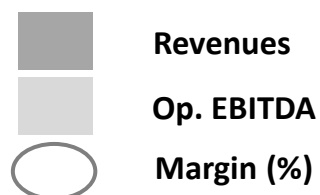
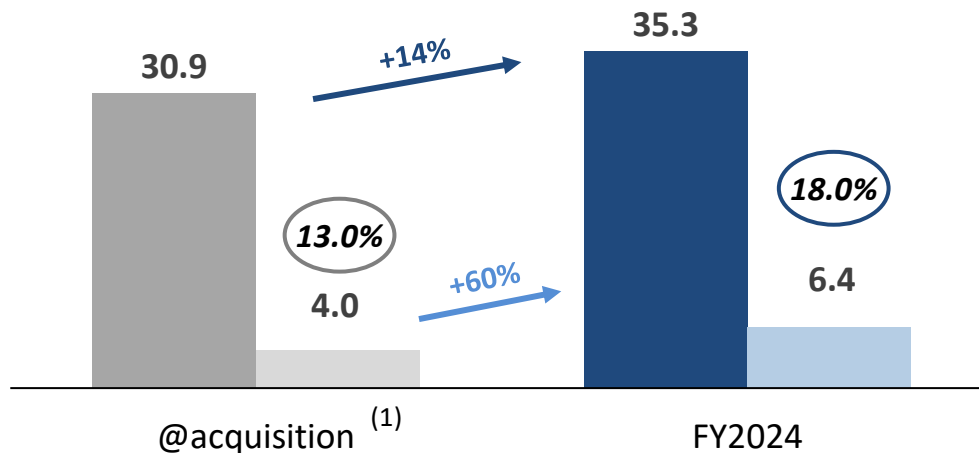
(1) For OPR: values communicated by GHC at the time of acquisition in May 2019, for Centro Medico S. Biagio and Centro Medico Uni. Castrense: values communicated by GHC at the time of acquisition in July and September 2019

### FY2024 results confirm the Group's ability to develop and increase the efficiency of the acquired Targets

#### CASE STUDY: DOMUS NOVA (hospital)

Enterprise Value (EV)	~41.9€M
EV / EBITDA @ acquisition (FY2021)	10.5x
EV / EBITDA @ FY2024	6.5x

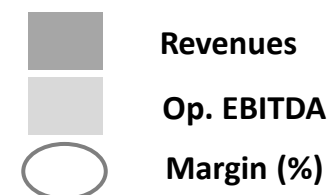
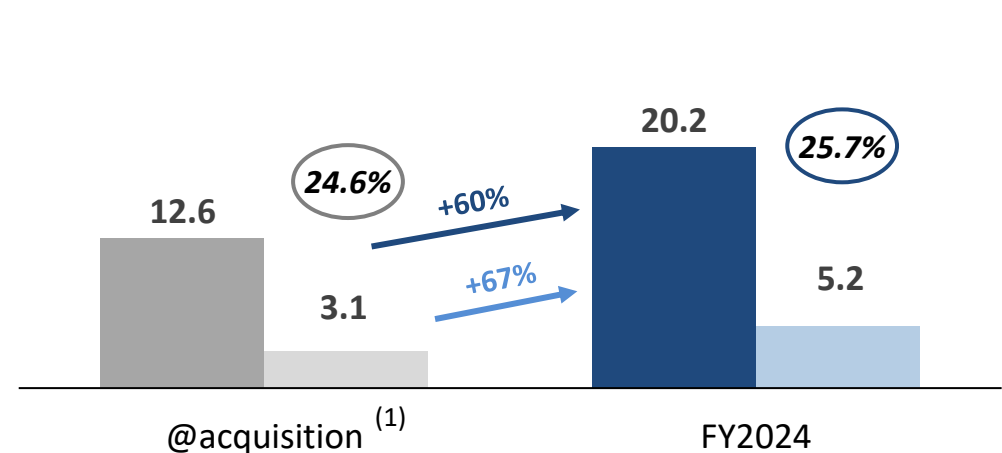
(€M)



#### CASE STUDY: DALLA ROSA PRATI (outpatient)

Enterprise Value	27.8€M
EV / EBITDA @ acquisition (FY2019)	9.0x
EV / EBITDA @ FY2024	5.3x

(€M)



(1) For Domus Nova: values communicated by GHC at the time of acquisition in June 2021, for Poliambulatorio Dalla Rosa Prati: values communicated by GHC at the time of acquisition in February 2019

# Focus Aurelia Hospital Group: normalized 2024 performance in clear growth thanks to the development of healthcare activities and cost efficiency measures

*Data referring to the 12 months of 2024 of the Aurelia Hospital Group (acquired in November 2023)*

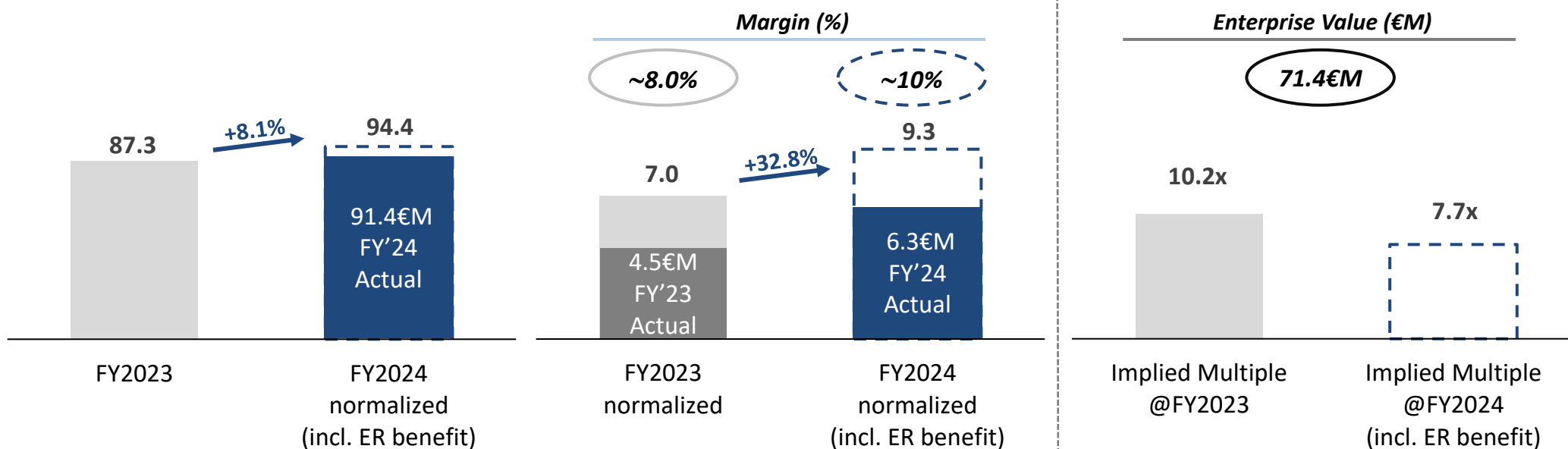
Revenues (€M)

Op. EBITDA Normalized (€M)<sup>(1)</sup>

Implied Multiplier  
EV/EBITDA normalized (x)

Including the benefit associated with the new emergency room financing mechanism (postponed from 4Q24 to 2025), the Aurelia Hospital Group would have recorded a margin close to 10%

EV recognized lower than the market value of the real estate assets



### Directions of value creation:

- ✓ Healthcare business development and cost efficiency actions
- ✓ Reorganization of internal processes
- ✓ Recognition of extra-budget for 1.6€M on General Medicine

Enterprise Value includes ownership of Real Estate assets  
~32,000smq in total

(1) Normalized EBITDA includes the benefit associated with the new emergency room financing mechanism defined by the Lazio Region, equal to 3€M



## DRIVERS OF VALUE CREATION

**1.**

### ORGANIC GROWTH

Driven by the exponential growth of healthcare needs

**2.**

### AURELIA GROUP PERFORMANCE ALIGNMENT

Supported by the development project for the Heart Center

**3.**

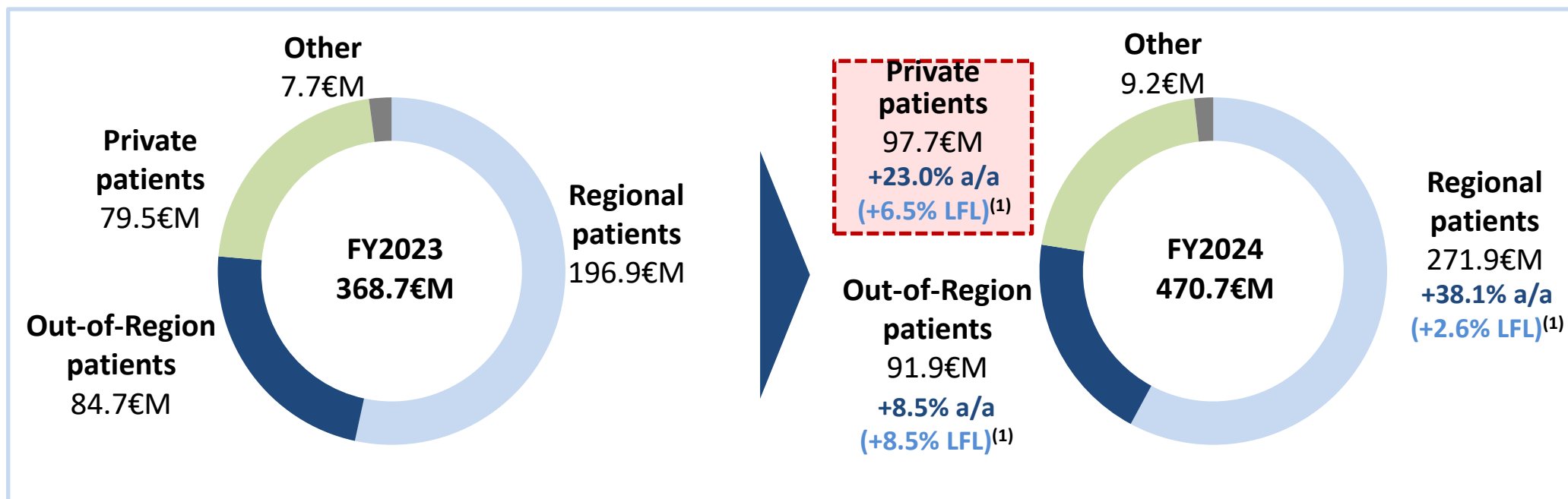
### M&A

Continuation of the Buy & Build strategy thanks to a firepower of approx. 100-120€M and a rich pipeline of targets

# Organic growth: structurally growing business on a stand-alone basis

## 1.

### ORGANIC GROWTH



### DRIVERS OF VALUE CREATION

#### Activity vs. Regional Patients

- Already recognized significant extra-budget for the Rugani Hospital (for approx. 5€M) and Aurelia Hospital (for a total of 3.1€M of which: 2€M outpatient specialist, 0.7€M General Medicine, 0.4€M rehabilitation)

#### Activity vs. Private out-of-pocket Patients

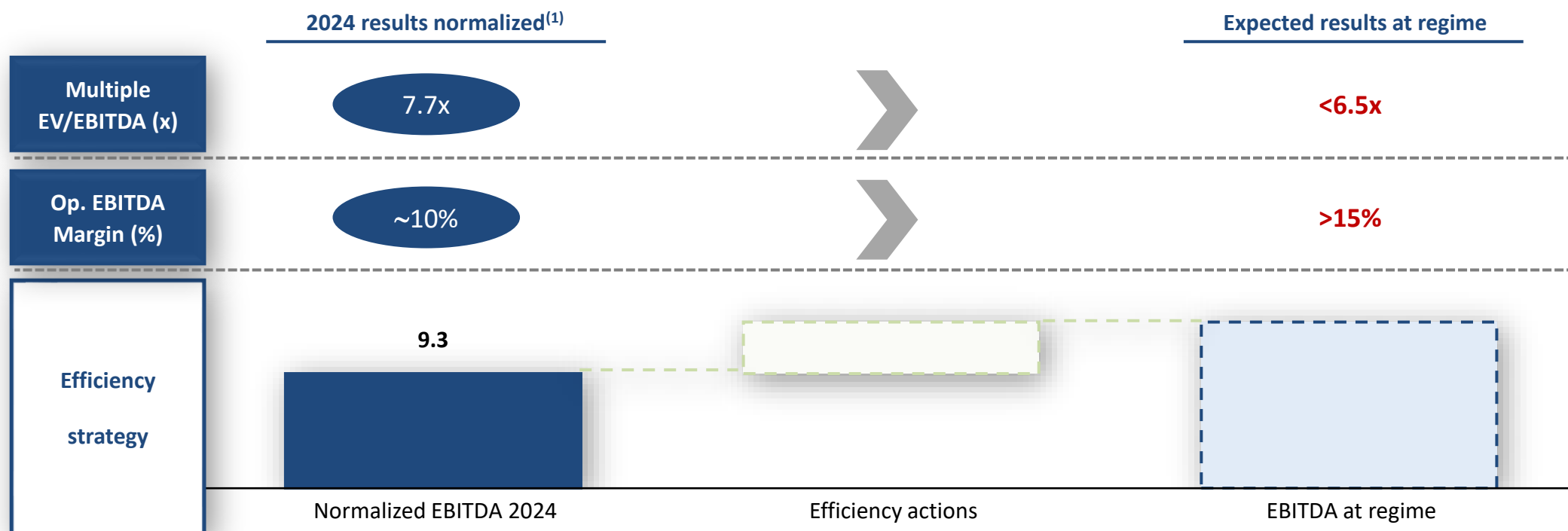
- Further development of private “out-of-pocket” activity, favored by the availability of cutting-edge facilities and top-level personnel

(1) Like-for-like growth obtained by not considering the contribution of Sanatorio Triestino and the Aurelia Hospital Group for 2024

# Aurelia Hospital Group performance alignment: at regime, margins are expected to be in line with the Group's complex hospital facilities

## 2.

### AURELIA GROUP PERFORMANCE ALIGNMENT



#### DRIVERS OF VALUE CREATION

- Recognition of additional extra-budget (Outpatient Specialty, General Medicine, Rehabilitation)
- Increase in private activity for acute care
- Efficiencies in operating costs
- “Heart Centre” project (Capex plan equal to ~28€M in the 2Y 2025-2026)

(1) Normalized EBITDA includes the benefit associated with the new emergency room financing mechanism defined by the Lazio Region, equal to 3€M

## 3.

## M&amp;A

## M&amp;A DISCIPLINE

Transaction of strategic relevance

Diagnostic centres: Revenues >5€M  
Acute care facilities: Revenues >10€M

Op. EBITDA Margin non dilutive in perspective  
High “cash conversion”

Flexibility to evaluate “case by case” opportunities

- Facility accredited with National Healthcare System
- Significant portion of revenues from private patients
- Relevant potential synergies
- Favorable ownership structure (e.g. generational transition, etc)
- Excellent reputation
- Localization in virtuous regions and with favorable regulatory framework

## DRIVERS OF VALUE CREATION

## Bolt-on M&amp;A

- Continuation of the Buy&Build strategy, favoured by the availability of a Capex Line of up to 70€M (firepower of 100-120€M in the short term)

## Trasformational M&amp;A

- Possibility of evaluating significant dimensional expansion through “Transformational M&A” (with internal resources), also with the possibility of enhancing the Real Estate assets (BV: 218€M @FY'24)