

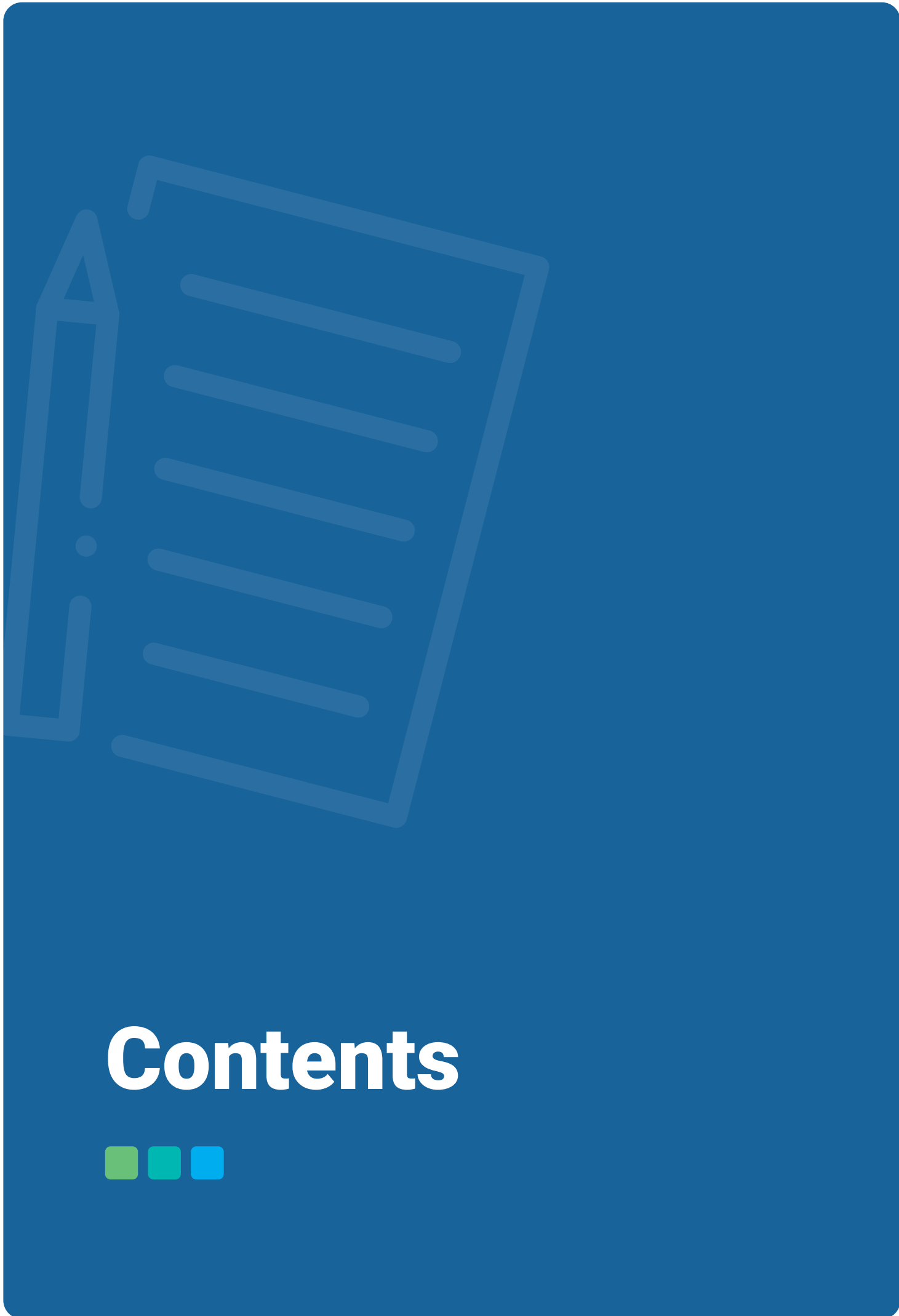


# WinnCare Mission Report

2025-2026



*Improving the lives of people with reduced independence  
and those who care for them.*



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# Editorial



## Winnicare, a mission-driven venture launching in late 2024



This report reflects our ambition to make continuous progress and to have a positive and lasting impact. We take stock of the commitments we have made, measure what we have achieved and identify areas for improvement. This dynamic is essential for moving forward together, because being a mission-driven company means being willing to question ourselves and to move forward with humility and ambition.

Becoming a purpose-driven company is not just a label; it is a responsibility. For Winnicare, this means enshrining our purpose in law and in our strategic decisions across the Group. It means that every project, every innovation and every action is guided by our social mission and by the desire to create a lasting positive impact. It is a collective commitment that gives meaning to our work and reinforces our value to society.

This report is a first step. It will grow, evolve and take shape with you, our employees, partners and customers. Together, we will make this journey a shared success. I would like to thank you for your commitment and your trust: it is thanks to you that Winnicare can continue to make a difference, today and tomorrow.

**For beyond the figures and balance sheets, it is our mission that guides us every day: to make a tangible difference to the daily lives of vulnerable people and those who support them.**



**Laurent FAUGERE**  
*Chairman of Winnicare Group*



For over four decades, Winnicare has been working alongside healthcare professionals and carers to improve the quality of life of people made vulnerable by age, illness or disability. This social mission is at the heart of our DNA: designing innovative solutions that promote independence, health and comfort. It inspires us every day and reminds us that our role goes beyond simply manufacturing products: we contribute to a more inclusive and caring society.

With this first mission report, we wanted to take an honest look at our actions. This is not a public relations exercise, but a commitment to transparency: to show what we have actually done to meet our social and environmental objectives. This document is an accurate snapshot of our approach, with its successes, limitations and challenges.

# Introduction



## INTRODUCTION



**As Director of Human Resources, CSR and Communications, I have a front-row seat to observe just how much this approach gives deep meaning to our daily work.**



While Winncare's mission is to improve the quality of life for vulnerable people, our primary responsibility as an organisation is to empower our teams to deliver on this promise. Becoming a purpose-driven company is not merely an administrative achievement; **it is a genuine cultural transformation that permeates all our business lines.**

As Director of Human Resources, CSR and Communications, I have a front-row seat to observe just how much this approach gives deep meaning to our daily work. Today, employees are no longer just looking for a job; they are seeking meaning.

**Incorporating our mission into our articles of association means offering every one of our employees the assurance that their efforts contribute to a fair and inclusive society.**

This is what we call 'symmetry of care': looking after our teams so that, through our solutions, they can look after patients and carers.

CSR and the quality of a mission-driven company are two sides of the same coin. Our mission is our compass, and our CSR strategy is its driving force.

This first mission report illustrates how we translate our core ideals into tangible and measurable actions. Whether it is reducing our environmental footprint, promoting the eco-design of our products, or fostering diversity and well-being within our factories and offices, every CSR advancement fuels our social mission.

I would like to pay tribute to the exceptional commitment of our teams and our Mission committee, who ensure on a daily basis that our actions live up to our ambitions. It is Winncare's collective intelligence that enables us to rise to this challenge. Becoming a mission-driven company was a promise. Bringing it to life through our employees and our CSR commitments is our daily reality.



**Delphine BLUMEREAU**  
*Group Director for HR,  
Com. & CSR*

# A history of commitment and innovation since 2024 ...



**Winncare is, above all, a collective project with significant human value.**

Founded in 2024, we set ourselves the mission of innovating to bring about lasting improvements in the lives of people with reduced independence and those who care for them. From the very beginning, we chose to position ourselves as a trusted partner for healthcare professionals and carers, developing solutions that improve quality of life and preserve the dignity of vulnerable people.

Over the years, Winncare has succeeded in building a strong network across Europe, drawing on its dedicated teams and complementary expertise. The company is now recognised as a major player in the European market for medical equipment.

This growth has been accompanied by a constant commitment to staying in touch with the needs on the ground, through dialogue with care homes, associations and families. This approach enables us to design products and services that combine performance, safety and comfort in line with patients' needs.

Winncare is also a story of commitment. The values, objectives, ethics, expectations and beliefs shared within our organisation help to build and develop our corporate culture. All these elements determine how decisions are made, actions carried out and the resulting business outcomes.

One of the distinctive features that Winncare has adopted is our strong commitment to Corporate Social Responsibility (CSR), notably with the aspiration to become a purpose-driven company through social and environmental objectives.



## Commitment

*Engage together in our health mission for patients and clinicians, we are also committed to our social responsibility and to reducing our carbon footprint.*



## Ambition

*Pioneering products that positively impact patients at risk of losing their independence.*



## Respect

*Compliance with the highest standards, listening to our ecosystem with humility and respect to continuously improve.*



## Enthusiasm

*A taste for challenging the status quo with enthusiasm, energy and to innovate for patients & caregivers.*

# Winncare



## ... Support ...



Our solutions are organised around four main areas of expertise to fulfil our healthcare mission :

**Improving the lives of people with reduced independence and their caregivers**



### BEDSIDE CARE AND MOBILITY

- Medical Beds
- Patient Transfer
- Bedroom Furnitures



### PRESSURE ULCER PREVENTION

- Therapeutic Mattresses
- Therapeutic Cushions
- Posture Aids



### INDEPENDENCE & WELL-BEING

- Life Care
- Bathing & Hygiene



### FALL MANAGEMENT

- Os'care
- Positioning Cushions

#### Major Care Home Groups



#### Major medical service providers and equipment distributors (PSDM)



#### Major hospital groups & central purchasing



## Winnicare in figures

### 45 years'

experience in medical and social development

Turnover of

### ~150M €

**850**  
employees  
in Europe

**11**  
production  
sites

**5 subsidiaries**  
in Europe

Sales  
in over  
**50 countries**

### 83%

of employees surveyed believe that Winnicare is a great place to work

Every year, there are:

- 4,500 ceiling-mounted hoists
- 500,000 mattresses and cushions
- 5,000 lifting cushions
- 40,000 medical beds
- 1,000 Os'care blankets



**90%**  
of employees  
believe that we are  
a company that embraces  
diversity and inclusion



**30%**  
of managers  
are certified in disability  
management



**7%**  
of employees  
in France have declared  
their disability



**28**  
nationalities  
represented  
at Winnicare



**84%**  
of employees  
believe that Winnicare  
is an employer of choice



**99/100**  
gender equality  
index  
in France



**48%**  
women  
representation  
at Winnicare



**Designed  
& manufactured**  
in Europe



**Strong brand**  
at the service of  
all care settings



**A comprehensive,**  
high-performing  
and innovative product  
and services range



**A certified  
ESG-committed  
company**



## ... But also a mission-driven journey



The concept of a mission-driven company is closely linked to Corporate Social Responsibility (CSR), so it is only natural that the Winncare Group has chosen to commit wholeheartedly to this path, out of respect for our ambition, our staff, our patients and their careers, but also for society and the environment in which we live.

Winncare is taking its ambition a step further by innovating to address the challenges facing the healthcare sector, reduce our environmental footprint and strengthen our responsibility towards future generations. It is within this framework that the company began this process in 2021, notably with the B Corp certification of its UK subsidiary. In 2024, the Winncare holding company then established a purpose and amended its articles of association to become a 'Mission-Driven Company'.

We, the men and women of the Winncare Group, are committed to supporting the 'healthy ageing' of people with reduced independence and their carers. This commitment drives our daily work; we accept and embrace this responsibility with pride. Together, with our employees, our clients, our partners and our communities, we are making progress and continuing our efforts to create an environment where everyone feels responsible, involved and valued.

### Through its position as a mission-driven company, Winncare aims to:

- Drive momentum through the management team
- Mobilise the entire ecosystem
- Highlight Winncare's uniqueness and innovate through our mission
- Align our mission with our business model
- Contribute to addressing societal challenges

# Mission-driven company



Legal Framework

On 22 May 2019, the enactment of the PACTE Act, relating to business growth and transformation, established a new legal framework for companies under French law by introducing the concept of a “mission-driven company”, as defined in Articles L210-10 et seq. of the Commercial Code.

This pioneering new model for France and Europe enables a company to “place its economic performance at the service of a mission (social, societal, environmental or scientific) defined in its corporate purpose and enforceable by its stakeholders”.

In practical terms, the status of a mission-driven company allows a business to incorporate social and environmental objectives into its articles of association alongside its profit-making activities. It reflects a voluntary and structured commitment, accompanied by monitoring mechanisms to ensure these objectives are met.

The company then registers its status as a Mission-Driven Company with the Registry of the Commercial Court after having adopted it at a General Meeting.

Mission phases

Any commercial company may therefore adopt the status of a mission-driven company, provided that the following elements are specified in its articles of association:

- A purpose within the meaning of Article 1835 of the Civil Code
- One or more social and/or environmental objectives that are subject to verification by an Independent Third-Party Body
- The procedures for monitoring the pursuit of its mission, either by the Mission committee or by a mission representative for companies with fewer than 50 employees

Here are the steps followed by Winncare in this process

01.

Define its mission

02.

Adopt the status of a mission-driven company

03.

Live out the mission

04.

Monitor the mission

01.

Step 1  
Defining its purpose

A company's purpose must reflect its contribution to society, its long-term vision and its values. This purpose serves as the company's compass, guiding it towards a more responsible path.

Winncare chose to co-create this purpose in a committed and sincere manner with its stakeholders, whether they be management, employees or external contributors.

Following the formalisation of our status as a mission-driven company in October 2024, we were keen to establish a Mission committee that was gender-balanced and representative of Winncare's stakeholders, bringing together complementary expertise relevant to our statutory objectives or 'pillars'.

The committee comprises four employees and four external members, making a total of eight people, with gender parity maintained at 50% women and 50% men.

The Chairman of the Winncare Group and the Group HR Director are both members of the Mission committee, enabling members of the senior management team to champion our long-term vision and embody the purpose of the mission-driven company.

'Guests' may be called upon to contribute depending on the topics (Head of R&D, Head of Operations, Deputy Head of Operations, Head of Marketing, etc.).

This approach has enabled us to involve employees in the company's transformation whilst maintaining a strong alignment with the values of our corporate culture, which our employees proudly uphold.

02.

Step 2  
Clarify and formalise its mission

To qualify as a mission-driven company, the company must translate its purpose into social and environmental objectives, which will be enshrined in the company's articles of association. These objectives, aligned with the purpose, constitute the mission. They must then be broken down into operational objectives and performance indicators that will be used to steer and monitor the company's commitments.

This purpose is embodied in four statutory objectives, broken down into commitments that we strive to fulfil in our daily work and with the involvement of everyone: **Health, Pioneering, Environment, Team.**

04.

Step 4  
Assessment by an independent third-party body (OTI)

Once a company has become a mission-driven organisation, the assessment must take place after 18 months and be renewed every three years for companies with more than 50 employees.

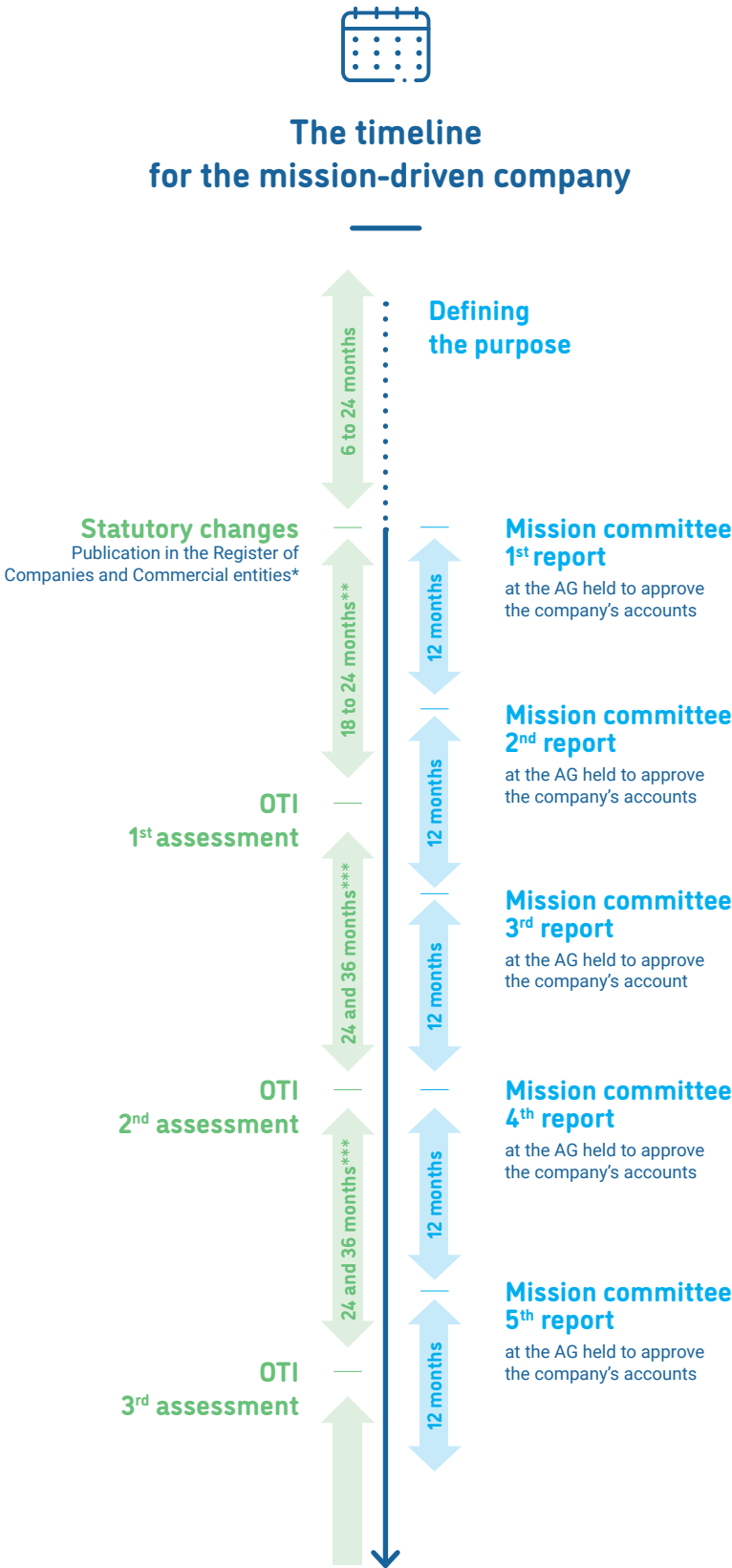
The OTI carefully reviews the dossier submitted by Winncare; an audit and validation will be carried out, following which the OTI issues an opinion that must then be published on the company's website for five years.

This particularly rigorous and controlled process is an excellent tool for Winncare, a company that aims to reaffirm its ambition, high standards and commitment.

03.

Step 3  
Establishment of a Mission committee

The role of a Mission committee is to monitor the proper execution of the mission (effectiveness of actions, relevance of the strategy, etc.) whilst taking into account the interests of stakeholders with a direct link to the company's activities.



\* Vote at the general meeting for mutual societies and cooperatives  
\*\* 18 months for companies with more than 50 employees / 24 months for companies with fewer than 50 employees  
\*\*\* 24 months for companies with more than 50 employees / 36 months for companies with fewer than 50 employees

#### Governance

Following the formalisation of our status as a Mission-Driven Company in October 2024, we were keen to establish a Mission committee that reflects who we are: gender-balanced and representative of Winncare's stakeholders, whilst combining complementary areas of expertise. This gender-balanced Committee represents a new opportunity for Winncare to recommit to the fight against discrimination with a zero-tolerance policy.

By agreeing to form the Mission committee, each member has committed to:

- Impartially assess the effectiveness of the actions undertaken by Winncare as part of its roadmap to achieve these objectives;
- Examine the relevance of the actions and performance indicators in the roadmap whilst contributing to its development;
- Submit an annual mission report to the General Meeting responsible for approving the company's accounts.

The Mission committee met for the first time on 5 November 2024 to define the CSR objectives and vision, discuss local initiatives and identify the next steps, whilst fostering a strong group dynamic. Over the course of working sessions and discussions, priorities were reviewed and refined to ambitiously co-create our commitments for the next three years.



“

Committed to a sustainable future, Winncare places social and environmental responsibility at the heart of its activities. This is a corporate initiative in which everyone's contribution will help create a positive collective impact.

”

**Laurent FAUGERE**  
Chairman of Winncare Group

# Mission committee



## Internal members



**Laurent FAUGERE**  
Chairman of Winncare Group



**Delphine BLUMERAU**  
Group Director for HR, Com. & CSR



**Chloé VENTURI**  
Chief of Staff France



**Éric ROZE**  
Site Manager Nîmes

## External members



**Emmanuelle CANDAS**  
Geriatrician, referral doctor for wounds and scarring at the Public Paris hospital Association



**Jacques-Emmanuel DURAND**  
Manager of a company employing disabled people and supports entrepreneurial projects with an impact on economic and social inclusion



**Loïc BERTRAND**  
KHORS Group Founder, an innovative company providing support services in architecture and design for medico-social, health and social establishments



**Marie KERNEC**  
Expert in hospital and healthcare systems management, member of the SHIFT Project

“

Winncare’s purpose and Mission commitments resonate with my personal convictions; all the pillars of its purpose really speak to me. Firstly, because I chose to work in healthcare and medical devices precisely to feel useful, and to feel that my work and my company contribute to caring for others. And I am convinced that this must involve working on the most effective, high-quality and innovative products to better serve users and patients.

At the same time, addressing the challenges of global warming and protecting the environment are issues that deeply affect and concern me, and which I try as much as possible to champion in my personal life. Knowing that Winncare goes beyond purely financial considerations and incorporates these issues into its vision is extremely motivating.

Finally, I am very interested in and committed to issues of gender equality in the workplace, and to addressing the well-being of employees at work.

For all these reasons, I am proud and grateful to be able to contribute to the Mission committee in my dual role as an internal stakeholder: incorporating the ideas and issues discussed in the Committee into my work, whilst also using my voice as an employee to champion issues I believe in and wish to engage with more deeply.



**In my view, Winncare’s mission-driven business model is a real lever for positively transforming our activities, our practices and our societal impact**

This model aligns us within the company around the importance of the pillars and non-financial criteria. Our mission gives momentum to employees who believe in these values, motivates them on a daily basis, and encourages them to champion the issues close to their hearts and to take courageous decisions, such as prioritising greener designs for our products, using recycled materials.

”

**Chloé VENTURI**  
Chief of Staff France



**I have always based my practice on a holistic approach to the patient, integrating prevention, therapeutic innovation and the improvement of the care pathway. Winncare's stated aim of reconciling industrial performance, clinical utility and social responsibility is fully in line with this vision.**

“

What resonates most strongly with my personal convictions is Winncare's commitment to tangibly improving patients' quality of life, particularly that of the elderly and most vulnerable, through tailored prevention and care solutions.

Having joined Sainte-Périne Hospital in 1991, I gradually focused my work as a geriatrician on wound care, becoming the hospital's lead consultant in this field in 1999. This hands-on experience, working daily with elderly patients who are often multimorbid and vulnerable, has shaped a professional and scientific commitment, but also one that is deeply human and ethical. The quality of care cannot be separated from respect for patients' dignity, comfort and quality of life. This principle guides my involvement on the Mission committee and my assessment of the initiatives undertaken by Winncare.

Furthermore, the focus on prevention—particularly of pressure ulcers—support for healthcare professionals and the evaluation of practices is fully consistent with the views expressed by the learned societies and scientific bodies to which I belong.

In my view, the mission-driven business model is a particularly powerful lever for bringing about lasting change in practices, by aligning economic objectives with clearly identified public health challenges. In the field of wound healing and the prevention of chronic wounds, this model enables us to go beyond simply providing medical devices. It promotes a more holistic approach, incorporating staff training, the evaluation of practices, and the adaptation of solutions to the realities on the ground.

It is my firm belief that this approach encourages a focus on prevention rather than 'repair'. For example, the development and roll-out of solutions tailored to the prevention of pressure ulcers, combined with awareness-raising and training initiatives, can significantly reduce their incidence, improve patients' quality of life and lower costs for the healthcare system. On the ground, these situations are common, complex and have far-reaching consequences, both for patients and for healthcare teams.

**In this context, the approach championed by a mission-driven company such as Winncare can be a genuine catalyst for change by combining several key elements:**

- The provision of suitable, high-performance medical devices (aids for prevention and treatment);
- Supporting teams in selecting and using this equipment;
- Training professionals in best practices for prevention and care;
- Continuous assessment of whether the equipment meets patients' needs.

Beyond the individual benefit to the patient in terms of comfort, dignity and quality of life, the societal impact is significant: a reduction in complications, a decrease in avoidable hospitalisations and the optimisation of healthcare resources. The mission-driven business model provides a structural framework for sustaining this vision over the long term, making it measurable, enforceable and integrated into the company's overall strategy. It thus fosters a genuine transformation of practices, serving the most vulnerable patients, their loved ones and the carers looking after them.

As a geriatrician, I am particularly mindful that the actions undertaken form part of a care approach that is as rigorous as it is humane and ethical for older people, who are often vulnerable and at high risk of complications. My professional commitment aims to promote practices based on the quality of care, respect for patients' dignity and a tangible improvement in their quality of life.

”

**Dr Emmanuelle CANDAS**  
*Geriatrician, referral doctor  
for wounds and scarring at  
the Public Paris hospital  
Association*



“

Winnicare’s mission statement — ‘To innovate in order to improve, in a sustainable way, the lives of people with reduced independence and those who care for them’ — resonates directly with my daily practice. As a specialist in architecture and the built environment for vulnerable people, I am convinced that living spaces and the facilities within them form an inseparable whole. One cannot design a caring environment without incorporating equipment designed to promote dignity, safety and independence.

What particularly strikes me about Winnicare is the ‘Pioneer’ pillar: the ambition to invent solutions to optimise the prevention, management and comprehensive care of loss of independence. This vision goes beyond the simple supply of medical products. It involves rethinking the overall care environment — and that is exactly what I advocate in my profession. The ARTEMYS project, which aims to rethink the hospital bed in its entirety by integrating design, ergonomics, affordability and local manufacturing, perfectly illustrates what innovation can be when it serves care rather than just the market.

I also fully endorse the Group’s environmental commitment, particularly through eco-design and the circular economy. Designing sustainable spaces for vulnerable people requires materials and equipment designed with the long term in mind — this is a value I deeply share with Winnicare’s approach.

For me, the mission-driven business model is, above all, a tool for strategic coherence. It forces the organisation to align its economic decisions with its social and environmental commitments — which, in the healthcare and social care sector, is an absolute necessity.

We cannot claim to improve the lives of vulnerable people whilst focusing solely on optimising costs or production volumes.

A concrete example that strikes me as particularly significant: the EasyDiag assessment process. With 6,659 beds and 13,252 mattresses assessed this year — well above the set target — Winnicare does not simply sell equipment. The company works within care homes to identify unsuitable equipment, reduce the risk of pressure ulcers, and propose concrete action plans. This is exactly the approach I apply in my field: auditing the existing situation as an essential prerequisite for any sustainable transformation.

It is also a powerful driver of attractiveness and purpose for employees. The fact that 84% of staff consider Winnicare to be an excellent place to work is significant in an industrial sector often perceived as detached from human concerns. The mission gives depth to every role, including the most operational ones.

**Loïc BERTRAND**  
*KHORS Group Founder*

”

# CSR Ambassadors



Ambassadors play a central role in the CSR organisation. They are responsible for driving progress on ESG policy at a local level and coordinating local stakeholders to inform the Winnicare Group’s ESG roadmap. It is their voices that carry our mission loud and clear on the international stage.

As true ambassadors of our collective commitment, they embody the values of our mission on a daily basis, transforming global ambitions into concrete actions. Working on the ground, they bridge the gap between the Group’s strategy and the operational reality of each entity, mobilising employees and partners around shared objectives.

Their commitment and local expertise are a major asset in accelerating our ESG transition. By listening to the specific challenges in their regions and sharing best practices, they help build an inclusive, tailored and sustainable approach. It is thanks to their dedication that our mission comes to life and that we move forward together towards a measurable positive impact.



**Martin MAYLAND**  
*Product innovation lead Nordics*



**Veronica PICAZO GUTIERREZ**  
*Production & Purchasing Manager Iberia*



**Sarah GEDDES**  
*Quality & Regulatory Manager UK*



**Fabien GUERIN**  
*Sales Regional Manager France*



**Martyna GORZALCZYNSKA**  
*Marketing & Communication Manager Eastern*



**Katarzyna OSUCHOWKA**  
*Sales & Marketing Specialist Eastern*



**Martin MAYLAND**  
Product innovation  
lead Nordics

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As an ESG Ambassador, I lead sustainability initiatives at Winncare Nordic. My role is to ensure the implementation of our ESG commitments in our day-to-day operations by adopting more sustainable packaging, optimising this packaging to reduce our material consumption and emissions, improving waste sorting, and collaborating with a non-profit organisation dedicated to tree planting.

In addition, I work continuously to strengthen our sustainability culture and internal engagement to make our company more sustainable in the long term. I also chair the staff association, whose aim is to implement initiatives to improve employee wellbeing and strengthen team cohesion within Winncare Nordic.

”

“

As an ESG Ambassador at Winncare, my team and I contribute every day to putting our commitments into practice by integrating them into our decisions, as well as into the processes and procedures of our quality management system, so that this commitment becomes second nature.

**Our direct impacts are as follows:**

- Ensuring the safety of patients and users as well as product performance by ensuring compliance with regulations, the effectiveness of post-market surveillance and vigilance activities, maintaining a robust quality management system, and promoting improvements through CAPA processes;
- Ensuring compliance with environmental regulations, integrating ecological and sustainable development principles into product design, reducing waste, and establishing an ethical supply chain;
- Support R&D teams by providing regulatory guidance from the earliest stages, use internal audits and key

performance indicators (KPIs) to contribute to continuous improvement, and actively monitor and take into account changes in relevant regulatory standards;

- Encourage people to take responsibility and adopt a positive attitude towards improvement, to grow and learn from one another.

”



**Sarah GEDDEZ**  
Quality & Regulatory  
Manager UK



“

As part of my role at Winncare and as an ESG ambassador, I help reduce our carbon footprint by optimising transport between France and Valencia as much as possible, and by sourcing local products for our production wherever possible, whether these are components or raw materials.

I also ensure the quality of the products manufactured in the interests of end users and the Winncare Group.

**Veronica PICAZO GUTIERREZ**  
Production & Purchasing Manager Iberia

”

**Mission purpose**

Against a backdrop of an ageing population and growing care needs, our mission lies at the heart of current and future societal challenges. The Winncare Group has decided to go further to address today's challenges. The Group has adopted a purpose and the status of a Mission-Driven Company.

Winncare has formalised its commitment to CSR through several documents, including a Code of Ethics and Conduct for employees, a Code of Ethics and Conduct for suppliers, and a Social Commitment Charter. These documents enable the company to pursue its economic and social objectives whilst taking into account, on a day-to-day basis, all its stakeholders and the impact of their decisions.

**Our purpose is rooted in a commitment to creating a positive global impact:**

**To innovate in order to improve, in a sustainable way, the lives of people with reduced independence and those who care for them**

Each statutory objective is broken down into operational objectives, then into medium- and long-term trajectories, with the whole process structured around annual deadlines. All are aligned with the medium- and long-term vision defined by the Group, and are consistent with the Universal Declaration of Human Rights, the fundamental conventions of the International Labour Organisation (ILO), the guidelines of the Organisation for Economic Co-operation and Development (OECD), as well as the ten principles of the United Nations Global Compact (UNGP).

Winncare's approach to corporate social responsibility is driven by our entire management team. To ensure the company's ambitions are implemented effectively, we ensure that the objectives stemming from our purpose are integrated into the strategy, culture and day-to-day operations of our entities, and we are committed to advancing them within our sphere of influence.

# Statutory commitments



## The statutory commitments of the mission are as follows



### Health

We produce medical device and deliver services improving the health, wellbeing and dignity of patients and caregivers



### Pioneer

We invent solutions to optimise the prevention, management and overall care of loss of autonomy



We innovate to sustainably improve the lives of dependent people and their caregivers



### Environment

We collectively and globally engage to preserve our planet while favoring a circular economy approach



### Team

We favour a caring environment, a source of fulfilment and personal development for our employees, by being a player in diversity and inclusion

# What our employees say



“ For me, working in a company with a mission is, first and foremost, a quality: It means listening to employees, working together to help the company grow and moving forward in the same direction. Putting things in place for the well-being of employees and innovation.

The impact we make helps build trust with our clients and drives the company forward.



**Béatrice  
FEUILLET**  
*Procurement  
Officer*

“ As regards these two items (Health and Pioneer Pillars), the factory ‘merely’ produces medical devices. There isn’t necessarily any impact on day-to-day operations. Production is always carried out with the same rigour and pride.

This aspect (Team Pillar) aligns with my ‘natural’ management style. I therefore manage my teams with greater ease. This fosters harmonious interpersonal relationships, and thus greater well-being at work, and, ultimately, better operational results. It’s a real contrast to my previous experiences in other industrial sectors, where a ‘brutal’ management style is more or less the norm.

My direct teams also adopt a participatory and supportive management style. (Environment Pillar) We have established reprocessing and recycling streams. We now have a dozen different types of waste that are specifically reprocessed or recycled.



**Vincent  
GILLET**  
*Site Manager  
Miniac-Morvan*

“ Having always been mindful of environmental and social values, I am pleased with the company’s progress as it aligns with my own values, which include contributing to improving the quality of life for people with reduced independence whilst respecting the environment. On a day-to-day basis, this approach encourages us to adhere to the rules and values set out in the company’s charters.

As a sales assistant, I have been able to identify the impacts of this approach, such as:

- Greater respect for the workplace and equipment within the company;
- Changes in working conditions through the development of our tools (e-learning, AI, management, communication) as well as the adaptation of workstations for office-based work;
- Greater team cohesion thanks to improved communication between

sites and with field sales staff. We are now more regularly involved in discussions and various projects, whether industrial or commercial;

- Recognition and acceptance by customers of our efforts and the associated constraints (such as consolidating orders to limit the carbon footprint of transport);
- The selection of local raw material suppliers in accordance with the supplier code of ethics.

All these developments enable us to progress collectively, both professionally and personally.

**Murielle SPINELLI**  
*Sales Administration  
Technician*



“

Working in a purpose-driven company like Winncare changes my daily life, both personally and professionally.

On a personal level, it is important to me to do work that is meaningful and aligns with my own values. Not only because our primary mission is to improve the lives of people with reduced independence and those who care for them, but also because we take environmental issues into account in everything we do and every decision we make. This brings me great satisfaction on a daily basis.

Professionally, as an employee in the Human Resources department, the impact of this approach is very tangible.

Firstly, it provides me with a solid and positive framework for implementing our HR processes. Instead of relying solely on rules, we draw on strong values, organised around various strategic priorities. Part of my role involves communicating on these topics with the teams and ensuring that our employees are aware of and embrace our commitments. Furthermore, the application of a code of ethics reinforces the credibility of our approach.

When it comes to industrial relations, this mission-driven corporate approach acts as a real facilitator. In particular, sharing an inclusive social model that combats discrimination and promotes equal opportunities makes discussions with employees and social partners more constructive.

Finally, being able to highlight our concrete actions—such as quality of life at work, parental support, and skills development—during recruitment is a key asset in making our company more attractive.

In conclusion, I would say that our commitments show that we work in a company that goes far beyond mere regulatory compliance, and which genuinely seeks to combine economic performance with a positive societal impact. This motivates me even more to commit fully to this approach.



**Damien  
ROSSI**  
*HRBP, Payroll and  
Social Management  
Control Lead*

“

Working at Winncare gives me a sense of fulfilment in contributing to society, particularly by helping people who have lost their independence. Indeed, we feel we are doing our bit for the society in which we live by helping those in need. Our work is rewarding because it gives us a sense of purpose.

As a production operator, I’ve noticed that, in terms of the environment, there are constant improvements in waste management, particularly in sorting, waste recovery by third-party companies, and the reprocessing of discarded materials for reuse.

In terms of well-being at work, I find that communication is open and straightforward, whether with management, line managers or colleagues, thanks to shared values such as kindness and respect. The company also prioritises everyone’s safety and physical well-being by offering suggestions and

solutions for managing musculoskeletal disorders.

Even if everything isn’t perfect, it’s a pleasure to work at Winncare. A company must constantly strive for improvement and must continue its efforts through its commitments.



**Matthias  
FLAMENT**  
*Production  
Operator*

## Health

The statutory objective of the health pillar has been defined as follows:

**We manufacture medical devices and provide services that improve the health, well-being and dignity of patients, carers and support staff.**  
**This captures the full complexity involved in the successful care of a person with reduced independence, whether at home or in a care home.**

- Adopting an approach that combines Products & Services
- Improving patients' health, but also their quality of life in general (well-being and dignity)
- Facilitating the work of carers and healthcare professionals by training them in best practice
- Impact the entire value chain, including distributors who ensure the good condition, quality and maintenance of devices, some of which are rented

**The operational objectives were defined in response to these challenges, with the aim of taking action on several levels:**  
preventing the risk of falls (Os'care), strengthening skills (training), improving physical conditions (audits), and scientifically validating our solutions (clinical evidence).

|                                                                                          | Calculation method        | Results 25-26                   | Target 25-26                   | Target 26-27                    | Target 27-28                    |
|------------------------------------------------------------------------------------------|---------------------------|---------------------------------|--------------------------------|---------------------------------|---------------------------------|
| % of falls attended to within 20 minutes in care homes for residents fitted with Os'care | France Annual measurement | 66%                             | 63%                            | 65%                             | 68%                             |
| WinnCare Academy platform: number of people trained per year                             | France Annual figure      | 1 111 trained                   | 1 000 trained                  | 1 250 trained                   | 1 500 trained                   |
| Number of beds and mattresses audited in care homes during EasyDiag assessments          | France Annual measurement | 6 659 beds<br>13 252 mattresses | 4 500 beds<br>9 000 mattresses | 5 000 beds<br>10 000 mattresses | 6 000 beds<br>12 000 mattresses |
| Clinical evidence: total number of clinical trials conducted                             | Group Cumulative measure  | 5 clinical trials               | 5                              | 6                               | 7                               |

### Percentage of falls dealt with in under 20 minutes: 66% (Target 25-26: 63%)

In France, falls are the leading cause of accidents in daily life among older people. In 2024, there were approximately 175,000 hospital admissions related to falls among people aged 65 or over, and 20,148 people died as a result of a fall, an increase of 18% compared to 2019. The response time remains critical: according to our observations, the average time taken to provide care following a fall in France is between 2 and 4 hours. This delay has major consequences for patients. According to the HAS (source), "a fall is serious, particularly when the person remains on the ground for more than 1 hour due to an inability to get up. Prolonged time on the ground following a fall is a factor associated with a poor prognosis, with a six-month mortality rate that is twice as high".

Patients treated within 20 minutes have a full recovery rate of over 75%, compared with just 45% for those waiting more than an hour. Setting a target of 63% of falls attended to within 20 minutes therefore represents much more than an operational indicator: it is a concrete, ambitious commitment to transforming the quality of life and independence of thousands of French people every year.

In practical terms, 66% means that out of 100 falls detected by our Os'care system, a team was able to respond within 20 minutes on 66 occasions. Reducing response times (compared to night-time rounds, which are carried out on average every four hours in care homes) means reducing the risk of serious complications, such as hip fractures. These results prove that the system works and that care homes adopting it derive real value from it.

#### We have worked on several aspects:

- Gradual, supported roll-out: Rather than a mass roll-out, we worked with pilot care homes to understand the real barriers (resistance to change, workload, integration into existing protocols);
- Integrated training: Each new roll-out is accompanied by staff training, which has created a virtuous cycle: trained carers become internal champions of the system.

Os'care is an excellent system, but the 34% of falls not attended to within 20 minutes reminds us that technology is entirely dependent on the organisational context. If a care home is understaffed, if protocols are unclear, or if training has not taken place, Os'care cannot operate to its full potential. We must support the technology with organisational advice and team strengthening.

### Professionals trained via the WinnCare Academy platform: 1,111 (Target 25-26: 1,000 professionals)

We trained 111 more people than planned. Each of these 1,111 professionals acts as an advocate: they use our solutions correctly, recommend them to their peers, and improve outcomes for the patients they care for. They also act as distributors, trained in the proper use of our devices to ensure they remain operational, are well maintained, and provide the best possible service to both patients and carers.

The training courses offer numerous benefits: they enable healthcare staff to be trained on the key conditions they encounter, helping them to better understand them (as standard curricula have not always allowed for detailed coverage of the various conditions); they ensure that healthcare staff have a thorough understanding of the devices and know how to use them correctly, so that all features can be utilised and the benefits for patients and carers maximised; finally, they help service providers to ensure the proper maintenance and long-term functionality of the devices (preventive and corrective maintenance), and to guarantee the compliance of the equipment fleet.

#### These results are based on:

- Growing demand: Care homes that had benefited from our training courses requested additional sessions to cover all their teams, proof that the training creates perceived value;
- Diversification of delivery methods: We offer Qualiopi-certified training courses, both face-to-face and online. We also have a team of state-registered nurses (IDE) in the field, working closely with care homes to provide training on medical conditions and correct usage. Our state-registered nurses (IDE) are also trained in Prap2s-ALM to support carers in adopting correct techniques and postures, and to minimise musculoskeletal disorders, which are currently the leading cause of sick leave in care homes;
- Network effect: Trained professionals tell their colleagues about our approach, creating organic demand.

We have trained over 1,000 people. This means that these professionals rely on us to maintain the quality of our devices and to support them in their use. This is not a problem; it is a responsibility. Training is a powerful tool that we had underestimated, but which is now a real driver. It not only leads to greater adoption of our products, but also fosters a community of committed practitioners. For the coming year, this is an area where we can really step up our efforts and where we will continue to invest with new modules and by strengthening our nursing team with an additional member.

**Number of beds and mattresses audited in care homes during EasyDiag assessments:**  
**6,659 beds / 13,252 mattresses**  
*(Target 25-26: 5 pieces of clinical evidence)*

Each EasyDiag assessment (sometimes referred to as an EasyDiag audit) represents a rigorous evaluation of physical conditions (cleanliness, wear and tear, health and safety compliance, suitability for residents' needs, electrical compliance and entrapment hazards). This data directly informs the recommendations we provide to care homes to improve the quality of life for their residents and carers.

**This year's results are the result of several factors:**

- Increased staffing: We have strengthened our field teams' focus on this area, enabling us to cover more care homes and regions;
- Optimised methodology: Development of a standardised checklist and more intuitive digital tools, reducing time spent in the field without compromising on rigour;
- Growing demand from care homes: managers recognise that these assessments help them identify risks (falls, infections) and prioritise investments with their supervisory bodies;
- Expanded partnerships: Collaboration with nursing home groups to roll out our assessments on a wider scale across all nursing homes within a given group.

These results show that there is a strong need for care homes to have a precise and comprehensive overview of the condition of their beds and mattresses. This creates real challenges in terms of care provision, as care homes need equipment in good condition that is capable of fulfilling its function (e.g. preventing pressure ulcers). We are working alongside care homes to ensure that these assessments lead to clear action plans tailored to the reality of the care home and the needs of its residents.

To complement our approach and help care homes fulfil their healthcare mission, we are also considering supporting them on other issues. For example, with the pressure ulcer prevalence surveys they are required to carry out, on which our team of registered nurses can advise them to help improve their practices.

**Production of clinical evidence: 5**  
*(Target 25-26: 5 completed)*

Historically, Winnicare has been a pioneer in generating clinical evidence. For example, we were the 1st manufacturer to demonstrate the effectiveness of air mattresses compared to static viscoelastic foam mattresses in order to secure reimbursement. As such, Winnicare has already conducted five robust clinical studies. Every piece of clinical evidence is fundamental; it is a demanding and time-consuming process (taking on average at least 18 to 24 months) involving a validated protocol, patient recruitment, data collection, analysis of results and their publication. All of this is done with the aim of demonstrating that our devices are genuinely effective.

**We have not finalised any new studies this year (which is why the target remains at five studies). Nevertheless, we have initiated two clinical studies:**

- One on Os'care, in collaboration with a group of care homes, to demonstrate the effectiveness of our device in managing falls and reducing serious complications;
- Another on our mobility aid system (SAM), which is a bed accessory that can replace the hoist in certain cases and preserve the resident's independence. This study, in collaboration with the Pôle Saint Hellier in Rennes, is also underway.

These studies are supervised by independent third-party organisations. These are time-consuming processes (CNIL approval, patient recruitment, partner validations, etc.) and we are doing our utmost to minimise delays.

Against a backdrop of financial constraints in healthcare budgets, demonstrating the effectiveness of products and their medical and economic benefits is more necessary than ever. We continue to increase our investment in clinical R&D and communicate more widely about our results to differentiate ourselves. As such, we are fully committed to going further and bringing the initiatives we have launched to fruition.

# The Mission committee's view



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**The results presented in the Health section reflect a tangible momentum, in line with the challenges of caring for frail patients, as well as a relevant focus, with a genuine ambition in terms of prevention, training and the evaluation of practices.**

**Several elements strike me as particularly significant:**

- The rapid management of falls (66% vs. a target of 63%) is a very positive sign. On the ground, responsiveness is a key factor in limiting the many complications, particularly skin-related ones (abrasions, wounds, bruises, pressure ulcers). Exceeding the target demonstrates a concrete improvement in organisational processes and the adoption of measures;
- The training momentum (1,111 professionals trained) is also very encouraging. The dissemination of knowledge is a major driver in the prevention of chronic wounds. However, beyond the volume, the challenge will be to ensure a real impact on practice: changes in behaviour, better use of measures, and, ultimately, an objective 'patient benefit';
- The audits of beds and mattresses reflect a key initiative. Identifying unsuitable equipment—a situation that is, unfortunately, far too common in my experience in this field—is essential for the prevention of pressure ulcers;

- Clinical evidence is a key strength. In the healthcare sector, scientific credibility is indispensable. Maintaining an upward trend is consistent, but must be accompanied by high-quality standards (clinical relevance, applicability of results).

Taken together, these indicators reflect an ambition consistent with current public health challenges: prevention, improvement of practices and scientific evaluation. These results demonstrate a positive momentum and a solid structure to the mission-driven business approach.

”

**Dr Emmanuelle CANDAS**

*Geriatrician, referral doctor for wounds and scarring at the APHP*

# Health Conclusion

## The 2025–2026 period provided an opportunity to test our strategy and our holistic approach

(prevention, training, equipment improvements, scientific validation).

In our latest customer satisfaction survey, conducted in March 2026 among 269 customers, the therapeutic efficacy of Winnicare’s products emerged as a real strength (a score of 4.54 out of 5 for Winnicare’s competitiveness in this area), as did the quality of our products (a score of 4.57 out of 5). This is a strong indicator of recognition for our approach.

We also know where we need to improve. Falls not managed within 20 minutes, the issue of the sustainability of training, turning audits into action, and accelerating clinical evidence; these are our priorities for the coming year.

With the commitment of our teams, our attentiveness to our clients, and the synergy of our four pillars, we have the capacity to transform the support provided to people experiencing a loss of independence. This is our mission, our responsibility and our ambition for 2026 and beyond.

### Pioneer

We have made this statutory objective the cornerstone of our pioneering approach, embodying ambition, commitment and, above all, purpose:

We develop solutions to optimise the prevention, management and comprehensive care of loss of independence.

This objective reflects our desire to be a driving force for innovation in our sector, by taking action on several levels:

- Transforming ideas into practical solutions that benefit patients and carers
- Delivering regular, structured and protected innovation
- Being recognised by the market as an innovative and distinctive company

|                                                            | Scope                                              | Results 25-26 | Target 25-26 | Target 26-27 | Target 27-28 |
|------------------------------------------------------------|----------------------------------------------------|---------------|--------------|--------------|--------------|
| Turning ideas into practical solutions                     | Winnicare France + Winninvest                      | 43%           | > 40%        | > 40%        | > 40%        |
| Innovate regularly and protect innovations                 | Group<br>Measured over a rolling three-year period | 6             | > 3          | > 3          | > 3          |
| To be recognised as an innovative company by our customers | France<br>Annual                                   | 4,05/5        | > 4          | > 4          | > 4          |

## Turning ideas into concrete solutions: 43% of R&D hours eligible for tax relief

(Target 25–26: 40%)

This indicator is based on an accounting definition of capitalisable hours, which includes only activities directly linked to the development of assets (design, prototyping, testing, industrialisation). It deliberately excludes upstream or support phases, making it a good reflection of our ability to **turn innovation into reality**. The 43% achieved (approximately 6,400 hours) reflects a strong momentum in transforming ideas into real solutions made available to the market.

### These efforts have notably led to:

- The development of a new bed rail: designed to balance safety and freedom, it addresses a key challenge in care homes: providing protection without restriction. It also improves ergonomics for carers (reducing musculoskeletal disorders) and contributes to a more dignified and less stigmatising approach to the hospital bed;
- The launch of a dynamic all-air mattress: this product strengthens our range with a solution combining patient comfort, ease of use and clinical effectiveness, whilst meeting the operational expectations of care providers;
- The development of a dynamic mattress for the hospital sector: building on our existing expertise, this project marks a strategic expansion into new market segments;
- The launch of the ARTEMYS project (care home bed): this landmark project incorporates key priorities: design, ergonomics, affordability, local manufacturing and versatility. It embodies our ambition to rethink the hospital bed in its entirety;
- A new interface for Os'care: this update aims to improve adoption by care staff and enhance functionality for better resident care, particularly in relation to the risk of falls.

Whilst this indicator confirms our ability to turn ideas into concrete solutions, it also highlights a key challenge for the future: setting aside time for upstream innovation in an environment heavily constrained by operational activities.

In an industrial context where R&D teams are heavily burdened by day-to-day tasks (supporting factories, maintenance, product developments), the challenge is twofold. We must continue to allocate time to bringing projects to fruition, whilst also freeing up dedicated space for exploration, allowing more disruptive ideas—which are sometimes uncertain and not immediately exploitable—to emerge.

The challenge for the coming years will therefore be to find a sustainable balance between these two dimensions, so as not to limit our innovation to incremental improvements, but to continue to foster breakthroughs.

## Innovate regularly and protect innovations: 6 patent applications

(Target 25–26: 3)

With 6 applications filed, we have significantly exceeded our target, reflecting a sustained innovation momentum and an awareness of the importance of protecting our advances.

### Among the innovations filed are:

- Lifting assembly for transfer systems (LUNA X5): an innovation from our Danish R&D team, it simplifies the use of rail-based systems and improves the safety of transfers;
- Medical bed with integrated power socket: a practical solution to a recurring problem in care homes, with a direct impact on safety and ergonomics;
- Optimised transport solution for hospital beds: an innovation driven by real-world use, simplifying logistics for distributors and reducing the risk of damage;
- Soleau Envelopes (Mattress pivot, intuitive bed controls): these applications enable high-potential ideas to be secured, even at an early stage, whilst leaving investment decisions open;
- Utility certificate for the electronic identification of accessories: a key building block for improving the use of devices through digital technology.

## Recognition as an innovative company: 4.05 / 5

(Target 25–26: 4/5)

For the third consecutive year, we have measured our customers' perception of our innovation by sending them a survey comprising several questions designed to gather feedback on their experience.

With a score of 4.05/5, we have achieved our target, with a significant increase in participation (269 respondents, +121 compared to 2025).

This result is particularly encouraging as it reflects genuine external recognition of our efforts. It is worth noting that this result was achieved even before the launch of several major innovations, notably within the Axtair range.

### We have identified several key success factors that we wish to continue to promote:

- Innovation rooted in real-world applications
- Close proximity to customers, enabling us to identify their real needs
- Consistency between product innovation and associated services

This score is a source of real pride for Winnicare and should be seen as a solid foundation upon which we can build further.

The challenge will be to turn this perception into lasting preference, particularly in the face of increasingly fierce competition in the field of innovation.

# The Mission committee's view



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The results for the Pioneer pillar for 2025–2026 are, on the whole, very encouraging, and I view them through the lens of someone committed to the tangible impact of innovation on healthcare environments.

The 43% rate of capitalisable R&D hours — exceeding the 40% target — reflects a genuine ability to turn ideas into real solutions. The resulting projects speak to me directly: the new bed rail designed to 'protect without restricting', the ARTEMYS project which aims to completely rethink the hospital bed, and the evolution of the Os'care interface to improve adoption on the ground. These are innovations rooted in real-world use, not just in laboratories.

The six intellectual property filings—against a target of three—also demonstrate growing maturity in the commercialisation of innovations, including at early stages. This is essential in a highly competitive sector.

External recognition is also evident: a score of 4.05/5 for customers' perception of innovation, achieved even before the launch of several major new products, provides a solid foundation on which to build.

My conviction remains, however, that the challenge for the coming years will be to move from incremental innovation — improving what already exists — to systemic innovation, which rethinks the healthcare environment as a whole. The ARTEMYS project is committed to this. We must ensure it is given the necessary resources and time, shielding R&D teams from day-to-day operational pressures to allow them to explore truly disruptive innovations.

”

**Loïc BERTRAND**  
KHORS Group Founder

# Pioneer Conclusion

## The 2025–2026 period confirms the strength of the Winncare Group's innovation drive,

with a proven ability to turn ideas into concrete solutions, to structure and protect our innovations, and to be recognised by our customers as a leading innovator.

Beyond the results, the company is now engaged in ambitious, transformative projects, such as the ARTEMYS programme or major developments in our product ranges, which aim to fundamentally rethink the management of loss of independence.

At the same time, we are carrying out fundamental work on the organisation of our R&D, with a clear ambition:

**To enable our teams to be ever more available, more competent and better trained so they can focus on what creates the most value: innovation.**

This evolution is essential to strengthen our ability to anticipate needs, accelerate our developments and continue to push the boundaries of our field.

It is by combining technological ambition, operational excellence and skills development that we will be able to continue to fully play our pioneering role.

## Environment

The indicators under the Environment pillar measure the company's environmental impact. They are structured around three complementary areas:

- The Carbon Emissions Index (CEI) or emissions-to-turnover ratio, which covers both direct and indirect emissions
- The supply chain (proportion of local suppliers and integration of HSE criteria)
- Extending product lifespans through maintenance rates

This approach aims to provide a comprehensive view of our environmental footprint, in line with our statutory objective: « **We are collectively and globally committed to preserving the planet, with a focus on the circular economy** ».

Overall, the results show a positive trend.

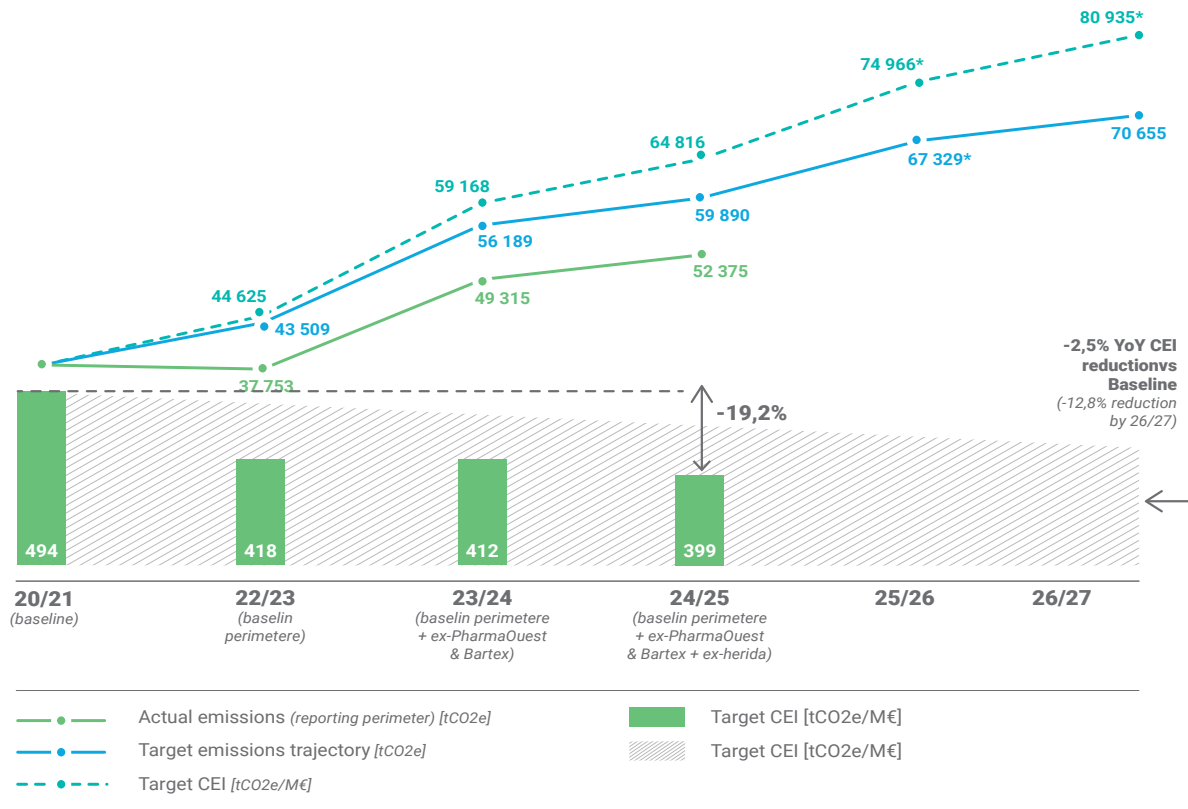
|                                                             | Scope                         | Results 25-26 | Results 25-26 | Results 26-27 | Results 27-28 |
|-------------------------------------------------------------|-------------------------------|---------------|---------------|---------------|---------------|
| Carbon Emissions Index (CEI in tCO2e/€ million of turnover) | Group Cumulative since 20/21  | 399           | 444           | 431           | TBD           |
| Percentage of local suppliers in direct purchases           | Group Cumulative since 23/24  | 87,7%         | ≥80%          | ≥80%          | ≥80%          |
| Percentage of direct suppliers selected using HSE criteria  | France Cumulative since 23/24 | 41%           | ≥25%          | ≥35%          | ≥45%          |
| Retention rate                                              | Group (on Axtair products)    | 22%           | ≥20%          | ≥20%          | ≥20%          |

### Carbon Emissions Index: 399

(Target 25-26: 444)

The Carbon Emissions Index (CEI) stands at 399 for the year 2025–2026, with a trajectory of improvement towards a target of 431 in 2026–2027, reflecting the efforts made to reduce carbon intensity relative to turnover.

This progress since 2020/2021, shown in the graph below, is primarily based on a strengthened structure for carbon management. Reporting is now carried out annually using a consistent and reproducible methodology, enabling changes to be tracked over time and performance to be compared from one financial year to the next. Part of the data collection process has also been automated, to improve the reliability of analyses and focus efforts on reduction measures.



Reduction measures rely on several complementary levers, some of which are already having a visible impact on the CEI trajectory:

- Eco-design:** with work underway on the main product ranges, particularly pressure ulcer prevention devices, beds and transfer equipment, to reduce their impact across the entire life cycle;
- Responsible consumption:** initiatives have been put in place to consume more sustainably, by increasing the use of recycled materials (plastic, metal, etc.) and optimising the sourcing of key components such as foams, textiles and chemicals. Measures to reduce consumption also help to lower overall consumption by reducing metal waste, optimising packaging and transport, and improving the energy efficiency of operations;
- Acquisition strategy:** through the integration of activities that are structurally less carbon-intensive. New acquisitions are now assessed in terms of their impact on the CEI. In this regard, the acquisitions of Scemed and Five Mobility are expected to contribute positively to this trajectory: their activities, focused on installation and maintenance services and equipment hire, are structurally less carbon-intensive than manufacturing.

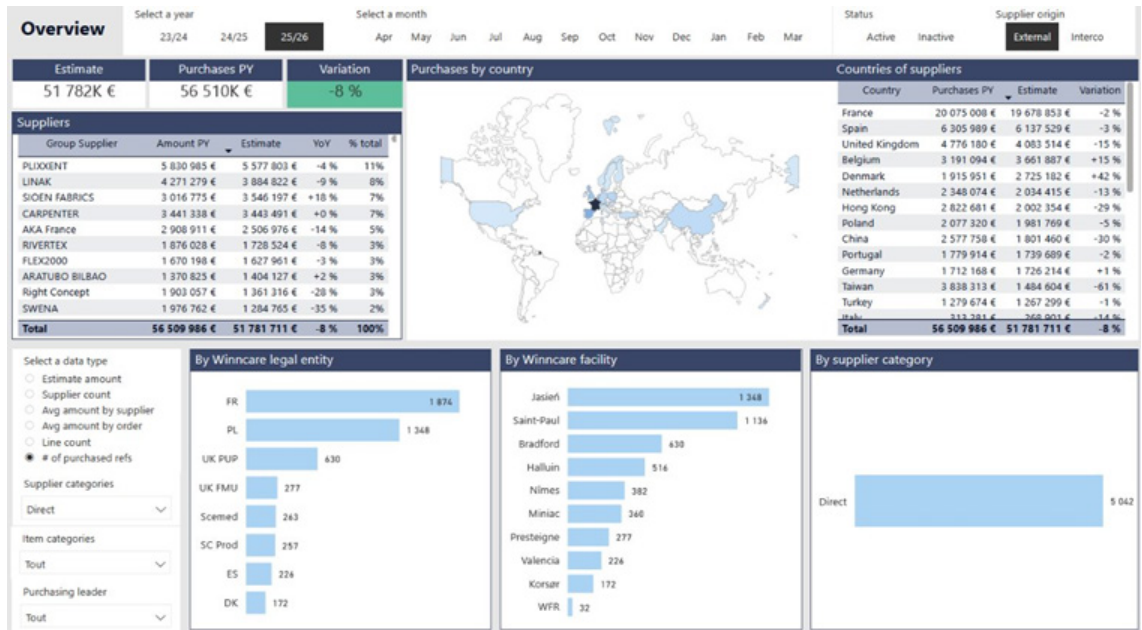
### Percentage of local suppliers in direct purchases: 87.7%

(Target 25-26: ≥80%)

The proportion of local suppliers in direct purchases is a key indicator of our mission-driven approach. For the purposes of this indicator, local suppliers are defined as those located in Europe and the Maghreb.

In 2025–2026, this figure reached 87.7%, significantly exceeding the 80% target set for that financial year, representing an increase of 6.7% compared with the previous financial year. This result reflects the measures taken in recent years to secure and relocate certain supply chains, with a view to reducing transport-related impacts and strengthening the local roots of our operations.

This regional focus is not limited to geographical proximity: it forms part of a comprehensive procurement policy, with high ethical and social standards, implemented across the Winnicare Group. Winnicare's Supplier Code of Ethics and Conduct, applicable to all suppliers and subcontractors across the Group, sets out specific expectations regarding fundamental rights (prohibition of forced labour and child labour, non-discrimination, freedom of association, social dialogue, health and safety) as well as in relation to the environment and business ethics. This framework helps to structure our suppliers' CSR practices, ensure fair treatment of all actors in the supply chain, and avoid any dependence on partners who do not meet these standards.



## Percentage of direct suppliers selected based on HSE criteria: 41%

(Target 25-26: ≥25%)

As part of our responsible procurement approach, we incorporate HSE criteria into the selection and evaluation process for our direct suppliers, in order to better address environmental, social and compliance issues within our supply chain.

To date, 41% of our direct suppliers are selected according to formalised HSE criteria, a level higher than the target set at ≥ 25% for 2025–2026. This indicator reflects the gradual roll-out of our supplier assessment tools and procedures.

### Several measures contribute to this approach:

- **QSMC Questionnaire:** every new direct supplier is required to complete this questionnaire, which includes explicit environmental criteria: environmental policy and objectives, analysis of significant impacts, waste sorting practices and monitoring of hazardous waste tracking forms (BSDD);
- **Supplier Checklist:** this tool, used by the procurement teams, enables each supplier to be assessed against quality, safety and environmental criteria during the selection and validation process;
- **Supplier Code of Ethics:** systematically communicated to all our suppliers as part of the ordering process, this formalises our requirements regarding: regulatory compliance, responsible waste management, reduction of greenhouse gas emissions, carbon footprint management and encouragement of local sourcing.

These measures play a vital educational role: they enable us to actively raise our partners' awareness of social and environmental issues, turning every interaction into an opportunity to enhance HSE competence.

This indicator forms part of a comprehensive and structured CSR governance framework. As a purpose-driven company, certified as a B Corp (UK) and assessed by EcoVadis (FR), Winncare demonstrates its ability to identify, prioritise and manage its CSR challenges rigorously, including within its supply chain.

## Maintenance rate (on Axtair products): 22%

(Target 25-26: ≥20%)

Equipment maintenance is one of the cornerstones of our environmental commitment. By extending the lifespan of products rather than systematically replacing them, we directly reduce the consumption of raw materials, the energy used to manufacture new equipment, and the production of waste. This approach to repair and reuse is fully in line with the principles of the circular economy, which we seek to embed sustainably within our operational model. Every maintenance intervention carried out thus represents a resource saved and waste avoided: a concrete, measurable action in service of our purpose.

It should be noted, however, that this indicator is currently limited to a historical range of products, within a scope for which we have reliable data (i.e. excluding maintenance carried out outside the Winncare system). The challenge now is to gradually extend the scope to other product ranges and to improve the reliability of monitoring maintenance activities.

Our Axtair product retention rate stands at 22%, exceeding the target of 20% set for 2025–2026. This result reflects the efforts made by our teams to structure and develop an effective maintenance offering, capable of meeting our customers' needs whilst supporting our environmental ambitions. It also reflects a growing awareness of the importance of maintaining equipment over the long term, both on our part and on the part of our partners and users.

# The Mission committee's view



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**The results for the Environment pillar for 2025–2026 reflect a very positive momentum and a trajectory that is fully consistent with Winncare's purpose and status as a mission-driven company.**

The selected indicators provide a balanced view of the Group's environmental footprint, combining carbon emissions reduction with a circular economy approach through product maintenance. These indicators are fully aligned with the recommendations of the Shift Project Health reports on the decarbonisation of healthcare products, particularly medical devices and equipment, published in 2025: reducing the carbon footprint throughout the value chain, including prioritising local suppliers committed to an active decarbonisation strategy, and extending the lifespan of medical devices and equipment.

The progress observed far exceeds the targets set for 2026–25, particularly regarding the proportion of local suppliers and the integration of CSR criteria into procurement, which represents a key challenge. It is based on a genuine commitment from Winncare's teams, who find meaning in the eco-design of new products and more responsible procurement. The ecological transformation brings real co-benefits in social terms and has a positive impact on the other pillars of Winncare's mission-driven strategy.

It will be important to embed these developments sustainably and to build on this positive momentum, perhaps with the ambition to revise certain targets that have already been exceeded upwards! Well done to Winncare and its teams for this sincere commitment.

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**Marie KERNEC**  
Expert in hospital  
and healthcare systems management,  
member of the SHIFT Project

# Environment Conclusion

Overall, these results confirm that environmental progress relies on a cross-functional and gradual approach, involving all areas of the business.

The most effective levers combine actions relating to design, procurement and services. The priority going forward will be to accelerate this momentum, particularly in terms of reducing the CEI, systematically integrating environmental considerations into procurement, and strengthening CSR requirements for suppliers, in order to embed these improvements sustainably within a trajectory aligned with our purpose and our status as a mission-driven company.

## Team

As a testament to our strong motivation and social commitment, we have chosen to set a majority of performance targets within the Team pillar that relate to the areas of Engagement and Development. These are also all Group-wide targets, designed to include the more than 850 employees of the Winncare Group within the Team pillar from its inception.

The Team pillar is based on the following statutory objective:  
« We prioritise a supportive environment that fosters fulfilment and personal development for our employees, whilst actively promoting diversity and inclusion ».

It is divided into three dimensions: **Engagement, Development, and Diversity and Inclusion**, thereby defining Winncare's three main priorities in the field of Human Resources. For each of these dimensions, an operational objective has been defined in consultation with the members of the Mission committee.

|                                                                                                                               | Scope                              | Results<br>25-26 | Target<br>25-26 | Target<br>26-27 | Target<br>27-28 |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------|-----------------|-----------------|-----------------|
| <b>Commitment:</b><br>Retention rate Employer<br>of choice                                                                    | Group<br>Annual n-1                | 84%              | 82%             | 84%             | 86%             |
| <b>Development:</b><br>Participation rate<br>Development opportunities                                                        | Group<br>Annual n-1                | 74%              | 72%             | 74%             | 76%             |
| <b>Diversity &amp; Inclusion:</b><br>Percentage of managers<br>trained in disability<br>management or inclusion/<br>diversity | Group<br>Cumulative<br>since 23/24 | 30%              | 25%             | 35%             | 50%             |

## Engagement: 'Employer of Choice' approval rating: 84%

(Target 25–26: 82%)

Winnicare wanted to gauge the extent to which employees consider the company to be an employer of choice. To do this, we drew on the results of Winnicare's annual employee satisfaction survey. This survey takes place every October and covers more than 850 employees. Given that the company operates on an industrial scale, it is easy to imagine employees spread across the Group's various sites, some of whom may not have access to IT tools, particularly factory operators. It is therefore an organisational challenge to successfully conduct this type of survey annually without resorting to sampling, as is often the case in industry.

In a mission-driven company, employee engagement is of particular strategic importance. Beyond mere job satisfaction, it is the employees' ability to identify with the organisation's values and societal objectives that determines collective mobilisation around a shared purpose. Employees' perception of their working environment is a telling indicator of the alignment between the promises of the stated mission and the reality experienced on a daily basis.

**In October 2025, 84% of employees responded positively to the question:**

« All things considered, I would say this is an excellent place to work »

The 84% score is an excellent result of which we are particularly proud. It demonstrates a strong emotional attachment to Winnicare and suggests that the alignment between stated values and lived experience is working. Employees do not merely pay lip service to the purpose; they tangibly feel the benefits in their day-to-day working lives. This confirms that the mission is not merely a statement of principle, but that it is reflected in managerial practices, organisational culture and working conditions.

The Group aims to reach 86% by 2027–2028.

## Development 'Opportunity for development' endorsement rate: 74%

(Target 25–26: 72%)

**For this second performance target under the pillar, Winnicare once again sought employees' views via annual surveys. The question was as follows:**

« I have the opportunity to develop professionally and grow within the company »

Employee engagement and professional development are two closely linked dimensions. An employee who perceives their working environment as excellent is more receptive to opportunities for growth and learning; conversely, access to structured development pathways strengthens organisational commitment and a positive perception of the company as an employer. Employee development at Winnicare takes various forms: coaching by managers or peers, exposure to senior management or to diverse, cross-functional projects, taking on responsibilities, face-to-face or e-learning training, access to and training in new work tools such as AI, etc.

As a purpose-driven company, Winnicare aims to create an environment particularly conducive to employee development. A clear and inspiring purpose gives meaning to every action and every learning experience: employees do not simply develop to advance individually, but to contribute to a collective goal that transcends them. This shared purpose transforms professional development into a vehicle for societal impact.

Furthermore, the company naturally tends to foster a culture of continuous learning and constant improvement, which is necessary to meet the societal and environmental challenges it has set itself. This dynamic creates an environment where development is valued not as a cost, but as a strategic investment in the collective ability to turn intentions into concrete results.

The 74% score obtained for the professional development question reveals a mixed picture and presents challenges for Winnicare as a mission-driven company. Whilst this score remains very positive, it shows a 10-point gap compared to the engagement result (84%), which warrants particular attention. This discrepancy suggests that, although employees value Winnicare as a workplace, 26% of them do not clearly perceive opportunities for professional development and progression. The 74% positive score nevertheless indicates that development initiatives exist and are working for the majority.

For Winnicare, strengthening this aspect is crucial: it determines the ability to retain talent, cultivate a culture of continuous learning, and, above all, transform emotional commitment into lasting and productive commitment to the organisation's mission.

For this reason, the group has set a target of 76% in the long term.

## Diversity & Inclusion Percentage of managers trained in disability management or inclusion/diversity: 30%

(Target 25–26: 25%)

The diversity and inclusion dimension reflects our mission to our clients and patients: to improve the consideration and care of employees in vulnerable situations. The values upheld by Winnicare mean treating every employee with openness and kindness. Our commitment to diversity and inclusion is reflected in the monitoring of a key indicator: the proportion of managers trained in disability management. As managers are agents of change, their training in disability management has a direct impact on the experience of employees with disabilities, reducing unconscious bias and discrimination in everyday life.

**In practical terms, this involves adopting behaviours and procedures that:**

- Value talents and adapt roles (reasonable adjustments, accessibility of spaces and tools, flexible working hours where necessary);
- Reduce unconscious biases and prejudices (training, inclusive language, adapted communication);
- Support the development and careers of people with disabilities (internal mobility, personalised support, clear and fair objectives);
- Ensure a safe and fair working environment, with a recruitment and assessment process free from discrimination.

To enhance the relevance of monitoring this indicator, we also measure the actual impact of these training programmes through the retention rate of our employees with disabilities, satisfaction with the inclusive working environment, and the number of workplace adaptations implemented, thereby ensuring that our approach generates genuine and sustainable behavioural change.

By October 2025, 30% of our managers across the group had been trained in disability management. This figure reflects tangible progress and the company's concrete commitment to the values underpinning disability management. The subject involves legal and cultural sensitivities that vary greatly from country to country, yet the values of disability management remain universal. We aim to have 50% of managers trained in disability management by 2027.

## The Mission committee's view

“ It is now widely accepted that the human dimension is a fundamental source of value creation in every business.



As a deeply committed humanist entrepreneur since 2008, I am firmly convinced that people are not just ONE source of value creation, but THE source of value creation.

Winnicare's operations are built on three human pillars, which is more significant than in most companies: the team dimension, the patient dimension and the carer dimension.

Winnicare's management has recognised that placing the Team at the heart of its day-to-day operations makes a significant contribution to the company's mission: 'To improve the lives of people with reduced independence and their carers'.

Breaking down the statutory objective of the Team pillar into three dimensions allows us to measure just how much the Team matters to the company, both in terms of:

1. Individual level through Engagement: is Winnicare, in all its aspects, a place where I am happy to work? A score of 84% on the demanding NPS metric demonstrates strong employee buy-in and helps identify targeted areas for improvement;
2. Dynamism through Development: does Winnicare offer me opportunities for development? Whilst 74% of employees perceive opportunities for personal development, there remains essential work to be done to clarify these, enabling each employee to better understand not only their own development opportunities but also those of the Team;

3. Respect through Diversity and Inclusion: Do Winnicare managers have the resources and knowledge to play an active role in initiatives promoting the inclusion of people with disabilities or of any other diverse background? Winnicare clearly wishes to go beyond legal requirements – which, incidentally, vary from one country to another – to treat this issue as a universal one. Here, the training target is a medium-term objective, which is easily understood in this context.

If the 2025–2026 results for these three areas meet the targets, Winnicare has a twofold ambition:

- Progress in the coming years;
- To manage complexity by taking into account the growing multicultural dimension resulting from the Group's international expansion.

”

**Jacques-Emmanuel DURAND**

*Manager of a company employing disabled people and supports entrepreneurial projects with an impact on economic and social inclusion*

## Team Conclusion

By revisiting our engagement, development, and diversity and inclusion indicators, we are consolidating a holistic approach where every employee can thrive whilst collectively contributing to our ambitious three-year goal.

This focus will strengthen team cohesion, sustainable performance and the attractiveness of our purpose-driven company.



# Our activities in Europe



## The first chapter of the Winncare Group's international adventure began in 2005

with the acquisition of Virmedic, a Spanish manufacturer of floor lifts, which became the Group's very first foreign subsidiary.

## This was a foundational first step, laying the groundwork for a European development strategy.

The momentum accelerated in 2015 with the integration of Borringia & Ergolet, a Danish manufacturer renowned for its expertise in rail-mounted patient lifts and hygiene equipment, followed by the arrival of Mangar in 2019, a British manufacturer specialising in fall management equipment. These two acquisitions significantly broadened the range of solutions offered to healthcare professionals and carers.

The Group then continued its expansion with Herida Medical in 2022, a British manufacturer of pressure ulcer prevention devices, before welcoming Five Mobility in 2024, a specialist in bariatric equipment.



**Today, the Winncare Group comprises 5 subsidiaries and 11 sites across Europe, forming a robust and complementary network that is closely attuned to the needs of patients and carers.**

**Each of these acquisitions is driven not merely by a growth strategy:** it reflects a deep-seated conviction – that of bringing together complementary areas of expertise to better the challenges of an ageing population and to fulfil our ambition.



“

**At Winncare, we are guided by a strong commitment to transparency, integrity and responsible business practices.**

**We strive to align all our actions with a clear social and environmental objective. In recognition of this commitment, we achieved B Corp certification in 2021, a globally recognised accreditation held by only around 0.05% of UK companies.**

This demonstrates our ongoing commitment to ethical practices, sustainability and making a positive impact.

#### **We have a wide range of initiatives:**

##### **Supporting our employees**

Attracting, supporting and retaining talent is essential to Winncare's success. We actively foster a culture that promotes wellbeing, personal development and work-life balance through a range of initiatives:

- Rewards and recognition: a monthly programme in which employees nominate colleagues who have gone above and beyond in supporting others;
- Management development: quarterly sessions bringing together managers to share best practices, align objectives and strengthen cross-functional collaboration;
- Well-being: an annual calendar of social events and fundraising activities. This year, we are proud to support Alzheimer's UK;
- Policies and governance: a comprehensive employee handbook ensures that all colleagues have access to key policies, including those on whistleblowing, modern slavery and employment rights.

##### **Carbon footprint**

We are committed to achieving carbon neutrality by 2050, in line with NHS requirements, and are actively working to reduce our carbon footprint by 2% per year (based on turnover).

#### **Key initiatives include:**

- A Power BI carbon dashboard providing real-time insights into key emission drivers, including energy, procurement, freight transport, commuting, waste, assets and product usage;
- The ability to track carbon emissions at product level, a market-leading feature;
- A local sourcing strategy, aiming for 70% domestic sourcing and 10% local sourcing (within a 160 km radius of the production site);
- No air freight for goods sourced from abroad;
- The transition of our vehicle fleet to

electric or hybrid models, with 80% of them already meeting this standard;

- Continuous improvements in waste management, including enhanced sorting processes.

##### **Products and sustainable development**

We prioritise total cost of ownership (TCO) in order to offer long-term added value to our customers:

- Eco-design principles aimed at reducing the need for servicing, maintenance and spare parts;
- Collaboration with key partners, such as Medequip, to promote total cost of ownership (TCO) and influence market trends among local authority decision-makers;
- A commitment to significantly reducing plastic packaging throughout our supply chain;
- Increased use of recycled and easily recyclable materials in packaging.

##### **Supplier reliability and quality**

We work closely with our supply chain to ensure high standards of quality and ethical practices. This includes requiring our suppliers to demonstrate either a certified Environmental Management System (EMS) or a clear commitment to implementing one.

##### **Social value**

Creating meaningful social value is a key element of our strategy and a determining factor in winning tenders, particularly in the acute care sector. Our initiatives include:

- Participation in the national apprenticeship scheme, with three apprentices currently in post — an important key performance indicator (KPI) for social value;
- Providing ongoing training for hospital staff, including specialist training on manual handling for those caring for obese patients;
- Encouraging local spending by encouraging colleagues to use local hotels, restaurants and services when working near client sites.

”

**Simon CLARIDGE**  
**CEO UK**



“

**Winncare has a strong ambition to become a 'mission-driven company'.**

**At the heart of this ambition lies a desire to have a positive impact on society, by defining a purpose that describes how our activities contribute to addressing societal challenges, and by implementing this mission strategically at all levels of the organisation.**

Winncare has set itself the group-wide target of reducing its overall carbon footprint by 3% per year. Furthermore, we are B Corp certified in the UK and hold the EcoVadis 2025 Bronze Medal in France. In terms of R&D, we design and develop our innovative products according to the principles of eco-design, which enables us to reduce our carbon footprint from the earliest stages of development.

For example, our state-of-the-art, next-generation ceiling lift weighs a total of 5.2kg, reducing the carbon footprint by 25% compared to the previous generation. We are the only company in the world to offer ceiling-mounted patient lift rails made from at least 75% post-consumer recycled aluminium, which reduces the carbon footprint by 66% under Scope 3.

Integrating social missions enables Winncare to better anticipate societal and regulatory changes, thereby strengthening the company's resilience in the face of future crises. We also aim to stand out from the competition by showcasing our responsible objectives to our customers, who are increasingly mindful of the impact of their purchases.

By becoming a mission-driven company, we aim to attract and retain more talent, particularly younger generations, who are looking for employers who share their personal values and have a broader vision of their purpose. By assessing and monitoring the implementation of this approach, we also aim to foster continuous improvement within the organisation.

Our vision is to create shared value: for shareholders, society, healthcare systems, patients and residents, as well as the environment. By placing a clear mission at the heart of all our activities, we are doing everything we can to be as responsible a company as possible.

This fundamental mission and culture of sustainability are reflected in all our local subsidiaries, and we also help to promote the concepts of shared value on a global scale by supporting our partners in adopting the very same commitment as our own.

To align our local activities with this global vision, we have implemented several initiatives and actions, such as:

- **Local ESG Ambassadors:** Winncare has appointed dedicated ESG ambassadors across all its regions of operation (France, the Nordic countries, the Iberian Peninsula, Poland and the United Kingdom). These ambassadors meet monthly and are responsible for driving the implementation of the ESG policy at a local level and coordinating with local stakeholders to inform the global ESG roadmap;
- **Action and awareness campaigns:** Over the past two years, the company has rolled out specific initiatives at both local and group level, including environmental action campaigns, CSR communication campaigns and a series of online training modules on CSR criteria;
- **We have established a partnership with the NGO 'Plant a Tree',** through which we plant trees with children and schools across Denmark. This partnership forms part of our sustainability approach, coinciding with the launch of our new-generation ceiling-mounted hoist system, LUNA® X5;
- **We have also added the first electric cars to our company fleet,** and we plan to replace the entire current fleet with electric vehicles. We have installed charging points at the office so that employees can charge their cars as soon as they arrive, taking advantage of the lowest rates of the day;
- **Several employees in the area cycle to work every day.** For my part, this summer I am taking part in a cycle race from Copenhagen to Paris to raise funds for charities fighting cancer and lung diseases in children. As part of this initiative, I will cycle 130 km between my home and the office, so that all employees can show their support for children with serious illnesses.

”

**Reza ABADI**  
**CEO Nordics,**  
**Eastern & International**  
**Business Development**

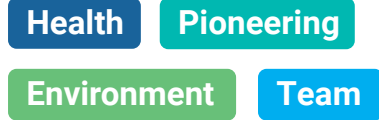
# Mission and committee roadmap

2026-2027



The year 2025–2026, the first year of our mission and CSR roadmap, has been a particularly enriching year of learning for the Winncare Group.

**Driven by our four pillars:**



and guided by our statutory objectives, we have collectively steered the company towards excellence.

**The results of this inaugural year are encouraging; all the targets set have been met, and in some cases exceeded, demonstrating the commitment and dedication of our employees and the Mission committee to our purpose.**

Building on these initial results, we hope that this second year of our roadmap will once again enable us to translate our ambition into concrete and meaningful actions. The 2026–2027 financial year therefore promises to be a year of consolidation for Winncare.

**Employees and the Mission committee will focus on four priority areas:**

- Monitoring progress and achieving objectives across our 14 mission-driven corporate initiatives;
- Consolidating the actions and changes undertaken over the past year;
- Building on the lessons learnt from this first year to use them as a lever for progress;
- Adapting, where necessary, the Committee's working methods in line with our four pillars.

Together, we will continue to embed our purpose at the heart of our daily actions and strategic decisions for the years to come.

We would like to extend our warmest thanks to all Winncare Group employees for their commitment, expertise and spirit of collaboration, which bring the company and our mission to life.

# Opinion on the fulfilment of the statutory objectives constituting the mission



Réf : 2026 WINNCARE

Following the request made to us by WINNCARE (hereinafter the “Company”), we present our reasoned opinion on the information relating to the fulfilment of the statutory objectives constituting the mission (hereinafter the “Objectives”) that the Company has set for itself within the scope of its status as a mission-driven company and relating to the period from 1 April 2025 to 31 March 2026, as set out in particular in the Mission committee report(s) attached to the management report in accordance with the provisions of Article L.210-10 of the French Commercial Code. This information constitutes the “Statement”.

RSE France is a Conformity Assessment Body (CAB) accredited by COFRAC under number 3-1904 (scope available at [www.cofrac.fr](http://www.cofrac.fr)) to carry out validation and verification assignments to ensure compliance with your statutory social and environmental objectives in your capacity as a mission-driven company in accordance with ISO 17029. RSE France acts as a third-party body.



## Conclusions

Based on the procedures we have carried out, as described in the section ‘Nature and scope of the work’, and the evidence we have gathered, we draw the following conclusions.

**We have not identified any material misstatements that would call into question, within the scope of the company’s status as a purpose-driven company and at the end of the period covered by our verification:**

- The link between the purpose set out in its articles of association and the company’s activities;
- The link between the social and environmental objectives set out in its articles of association and the company’s activities;
- The monitoring of the execution of the mission by the Mission committee;
- The Mission committee’s favourable conclusions regarding the relevance of the objectives;
- The ability to verify the achievement of the objectives;
- The lack of monitoring of the execution of the mission by the Mission committee.

**We did not identify any significant anomalies that would call into question, within the scope of the company’s status as a mission-driven company and at the end of the period covered by our audit:**

- The fact that the entity has implemented appropriate measures to achieve the objective “We manufacture medical devices and provide services that improve the health, well-being and dignity of patients, healthcare professionals and carers”, adopted pursuant to Article L. 210-10(2) and set out in its articles of association;
- The fact that the Company achieved the results it had defined at the end of the period covered by the verification, for the objective “We manufacture medical devices and offer services that improve the health, well-being and dignity of patients, healthcare professionals and carers”, adopted pursuant to Article L. 210-10(2) and set out in its articles of association.

# Report by the independent third-party



**We have not identified any significant anomalies that would call into question, within the scope of the Company's status as a mission-driven company and at the end of the period covered by our audit:**

- The fact that the entity has implemented adequate measures to achieve the objective "We are collectively and globally committed to preserving the planet by prioritising the circular economy", adopted pursuant to Article L. 210-10(2) and set out in its articles of association;
- The fact that the Company achieved the results it had defined at the end of the period covered by the verification, for the objective "We are collectively and globally committed to preserving the planet by prioritising the circular economy", adopted pursuant to Article L. 210-10(2) and set out in its articles of association.

**We have not identified any significant anomalies that would call into question, within the scope of the Company's status as a mission-driven company and at the end of the period covered by our verification:**

- The fact that the entity has implemented adequate measures for the objective "We devise solutions to optimise the prevention, management and comprehensive care of loss of independence", adopted pursuant to Article L. 210-10(2) and set out in its articles of association;
- The fact that the Company achieved the results it had defined at the end of the period covered by the verification, for the objective "We devise solutions to optimise the prevention, management and comprehensive care of loss of autonomy" adopted pursuant to Article L. 210-10(2) and set out in its articles of association.

**We have not identified any significant anomalies that would call into question, within the scope of the Company's status as a mission-driven company and at the end of the period covered by our audit:**

- The fact that the entity has implemented adequate measures to achieve the objective "We prioritise a supportive environment that fosters fulfilment and personal development for our employees, whilst actively promoting diversity and inclusion", adopted pursuant to Article L. 210-10(2) and set out in its articles of association;
- The fact that the Company has achieved the results it set at the end of the period covered by the audit, for the objective "We promote a supportive environment that fosters fulfilment and personal development for our employees, by actively promoting diversity and inclusion", adopted pursuant to Article L. 210-10(2) and set out in its articles of association.

**Consequently,**

**The Company complies with the four objectives it has set itself to pursue, in line with its purpose and its business activities in relation to its social and environmental challenges.**

**Comments**

**Without calling into question the conclusions set out above, we offer the following comments.**

**The Company has implemented a comprehensive framework enabling it to:**

- Make the Mission committee a body for governance, research and openness centred on the Group's activities, in particular by promoting the participation of external stakeholders;
  - Break down the Group's challenges by aligning statutory objectives with issues relating to innovation, operational control, team management and, more broadly, engagement and active participation in the healthcare sector;
  - Involve process leaders in the creation of a system for monitoring actions and results.
- This initial phase of successfully establishing the attributes of a mission-driven company should enable the Company to continue its efforts and refine the indicators used to monitor operational objectives, particularly in the field of the circular economy.

**The Company's Responsibility**

**It is the Company's responsibility**

- To establish a Mission committee responsible for producing an annual report in accordance with the provisions of Article L.210-10 of the Commercial Code;
- To select or establish appropriate criteria and procedures for developing a framework for the collection of information;
- To design, implement and maintain internal controls over the information relevant to the preparation of the task force's report, as well as to put in place the internal controls it deems necessary to ensure that the information relating to the achievement of the Objectives is free from material misstatements, whether arising from fraud or error;
- To prepare the information relating to the achievement of the Objectives in accordance with the Framework and make it available to the task force.

It is the responsibility of the Company's task force to prepare its report(s) (hereinafter the "Report(s)") based on the information relating to the achievement of the Objectives provided by the Company and by carrying out any verification it deems appropriate. This report or these reports is or are appended to the management report.

**Regulatory provisions and applicable legislation**

The work described below was carried out in accordance with the provisions of Article R. 210-21 of the French Commercial Code, the requirements of ISO 17029, the current verification programme for mission-driven companies drawn up by RSE France, and the methodological guide for the verification of mission-driven companies drawn up by the Communauté des Entreprises à Mission.

**Independence and quality management system**

Our independence is defined by regulatory texts, our code of ethics and the provisions set out in ISO 17029. Furthermore, we have implemented a quality management system comprising documented policies and procedures designed to ensure compliance with ethical rules, applicable legal and regulatory texts and ISO 17029.

**Responsibility of the Independent Third-Party Body**

In accordance with Decree No. 2020-1 of 2 January 2020 and the Order of 29 May 2021, it is our responsibility, based on our work, to issue a reasoned opinion expressing a moderate assurance conclusion on the Company's fulfilment of the Objectives within the scope relevant to its status as a public interest entity.

**Nature and scope of the work**

- The work described below was carried out in accordance with the Order of 27 May 2021 setting out the procedures under which the independent third-party body conducts its engagement and with our programme for verifying the fulfilment of a mission-driven company's Objectives.
- We planned and performed our work taking into account the risk of material misstatement in the information relating to the achievement of the Objectives that the Company has set itself as its mission within the scope of its status as a mission-driven company.
- We believe that the procedures we have carried out, exercising our professional judgement, enable us to express a moderate assurance conclusion.
- We have reviewed the Company's activities within the scope of its status as a mission-driven company, the formulation of its purpose, its objectives, and its social and environmental challenges.
- Our work focused, on the one hand, on the consistency of the Objectives adopted pursuant to Article L 210-10(2) and set out in its Articles of Association, the Company's purpose as specified in the Articles of Association (hereinafter the "purpose") and its activities in relation to its social and environmental challenges; on the other hand, the implementation of these Objectives.
- We verified that the Objectives cover the scope relevant to the status of a mission-driven company, namely all entities included within this scope [where applicable: subject to the limitations specified in the Report];
- We have verified the existence of operational objectives or key indicators for monitoring or measuring the results achieved by the Company for each statutory objective;
- We assessed the commitment of management and members of the governance body with regard to the expectations of the main internal and external stakeholders affected by the Company's activities;

- We assessed the data collection process put in place by the entity to ensure the completeness and accuracy of the results mentioned in the Report;
- We have reviewed the documents prepared by the Company to report on its commitments as a purpose-driven company, in particular the Report and the provisions setting out the operational objectives and the procedures for monitoring them;
- We enquired about the Mission committee's assessment of the achievement of the Objectives and reviewed the analysis presented in the Report, as well as the results achieved against the operational objectives at the end of their defined timeframes, in order to assess compliance with the Objectives;
- We enquired, in particular with senior management, about the technical, financial and human resources mobilised for the achievement of the Objectives and assessed the adequacy of these resources;
- We assessed the appropriateness of the Framework in terms of its relevance, comprehensiveness, reliability, impartiality and clarity;
- We reviewed the internal control procedures put in place by the Company and assessed the process for collecting data used to inform operational objectives or key indicators for monitoring or measuring results achieved.
- We have implemented the following in relation to the operational objectives or key indicators used to monitor or measure the results achieved:
  - ▶ Analytical procedures consisting of verifying the correct consolidation of the data collected and the consistency of changes therein;
  - ▶ Detailed tests based on sampling, consisting of verifying the correct application of definitions and procedures and reconciling the data with supporting documents. This work was carried out at the sole contributing entity and covers 100% of the consolidated data for the indicators and results selected for these tests.

These procedures enable us to express an opinion on the verification of the Declaration. The verification relates to the accuracy of historical information predating the Declaration, in particular results already achieved. We consider that the sampling methods we have selected, exercising our professional judgement, enable us to express this opinion with a moderate assurance conclusion.

Due to the use of sampling techniques and other limitations inherent in the operation of any information and internal control system, the risk of failing to detect a material misstatement cannot be completely eliminated.

We have reviewed the information provided by the Company relating to events occurring after the Declaration (trajectories, forward-looking objectives, extrapolations and assumptions stated by the Company). These procedures enabled us to assess the plausibility of this information.

Methods and resources

We conducted interviews with the persons responsible for the implementation of the Objectives, including representatives of the task force, the board of directors, and the general management, administration and finance, risk management, quality and compliance, human resources, health and safety, environment and procurement departments. The engagement was carried out between October 2025 and May 2026. We believe that our work provides a reasonable basis for the conclusion expressed below.

Paris, 12 May 2026  
RSE France



Gérard  
SCHOON



Marc-Antoine  
HORENFELD

# Appendices



In the interests of transparency, we have chosen to set out here the calculation methods used for each of the statutory commitments.

| HEALTH PILLAR                                                                                        |                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Percentage of falls attended to within 20 minutes in nursing homes for residents fitted with Os'care | We have taken into account the information derived from the Os'care indicators.<br><u>Calculation:</u> (Number of falls attended to within 20 minutes / Total number of falls recorded) * 100.                                      |
| WinnCare Academy platform:<br>Number of people trained per year                                      | Here we combine training via the WinnCare Academy and training for registered nurses.<br><u>Calculation:</u> Nombre de personnes formées par an au bon usage des produits                                                           |
| Number of beds and mattresses audited in care homes during EasyDiag assessments                      | <u>Calculation:</u> Number of mattresses and beds audited based on EasyDiag reports.                                                                                                                                                |
| Clinical evidence: cumulative number of clinical studies conducted                                   | <u>Calculation:</u> Total number of clinical studies conducted and clinical case series.                                                                                                                                            |
| PIONEERING PILLAR                                                                                    |                                                                                                                                                                                                                                     |
| Turning ideas into concrete solutions                                                                | Measures the ability to turn ideas into concrete solutions.<br><u>Calculation:</u> Billable hours / Total R&D hours per financial year.                                                                                             |
| Innovate regularly and protect innovations                                                           | Measures the protection and exploitation of innovations.<br><u>Calculation:</u> Number of patents, utility certificates and Soleau designs filed over 3 years.                                                                      |
| Being recognised as an innovative company by our customers                                           | Here, we measure the external perception of our capacity for innovation via an annual customer survey.<br><u>Calculation:</u> Weighted average score out of 5.                                                                      |
| ENVIRONMENTAL PILLAR                                                                                 |                                                                                                                                                                                                                                     |
| Carbon Emissions Index                                                                               | Enables us to measure and monitor the direct impact of our activities on the climate.<br><u>Calculation:</u> CEI = tCO2e/Turnover (€m).                                                                                             |
| Percentage of local suppliers in direct purchases                                                    | Favouring local suppliers reduces the carbon footprint associated with transport and supports the local economy.<br><u>Calculation:</u> Turnover (Turnover) Europe + Maghreb / Total Turnover.                                      |
| Percentage of direct suppliers selected based on HSE criteria                                        | Ensures that our partners share our environmental and social values.<br><u>Calculation:</u> Number of tenders incorporating EHS criteria / Total number of tenders.                                                                 |
| Maintenance rate<br>(Axtair products)                                                                | An appropriate maintenance rate helps to extend the product lifespan.<br><u>Calculation:</u> Number of servicing operations carried out / number of expected servicing operations (including maintenance carried out by customers). |
| TEAM PILLAR                                                                                          |                                                                                                                                                                                                                                     |
| Engagement:<br>Employer of choice adherence rate                                                     | <u>Calculation:</u> Percentage of positive responses ("Strongly agree" + "Agree") Q.31 annual survey: "All things considered, I would say this is an excellent place to work" / responses.                                          |
| Development: Learning opportunities adherence rate                                                   | <u>Calculation:</u> Percentage of favourable responses. ("Strongly agree" + "Agree") Q.13 annual survey: "I have the opportunity to develop professionally and grow within the company" / responses.                                |
| Diversity & Inclusion:<br>Rate of Managers trained in Disability Management                          | <u>Calculation:</u> (Number of managers trained in disability management or D&I) / Total number of managers.                                                                                                                        |

## ABBREVIATIONS

HR Director = Head of Human Resources  
 CSR = Corporate Social Responsibility  
 ISO = International Organisation for Standardisation  
 ILO = International Labour Organisation  
 OECD = Organisation for Economic Co-operation and Development  
 UNGP = United Nations Global Compact  
 RN = Registered Nurse  
 CEI = Carbon Emissions Index  
 TCO = Total Cost of Ownership  
 EMS = Environmental Management System



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