Circular services at work

Factsheet

2025 key figures

€4,797m revenue
€1,700m EBITDA (35.4%)
€767m EBIT (16.0%)
€1.85 headline net income per share (on a fully diluted basis)
€359m free cash-flow

2026 outlook

Organic revenue growth expected slightly below 2025 levels
EBITDA margin and EBIT margin expected to increase slightly
Free cash-flow expected to grow at a mid-single-digit rate
Fully diluted EPS expected to grow at a high-single-digit rate
Financial leverage ratio expected to decrease c. -0.1x as of December 31, 2026

Mid-term trajectory 2025-2028

Revenue growth of +5% / +6% per year
EBITDA growth, EBIT growth and fully diluted EPS growth above revenue growth
Cumulative free cash-flow of c. €1.5bn over 2025-2028

Our activity

A circular business model based on the product as a service approach

Flat Linen 47%
Bedsheet, duvet covers, bathrobes, towels, table clothes

Workwear 37%
From basic uniforms and aprons to ultra-clean garments and other technical clothes

Hygiene & well-being 16%
Washroom appliance, mats, water fountains, espresso machines, pest control & others

4-year contracts: Volume-based or Monthly fixed fee

Industry 25%

Hospitality 27%

Healthcare 30%

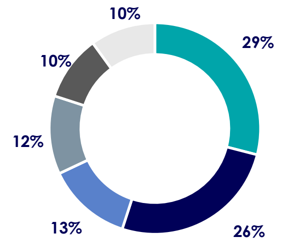
Trade & services 18%

Our footprint

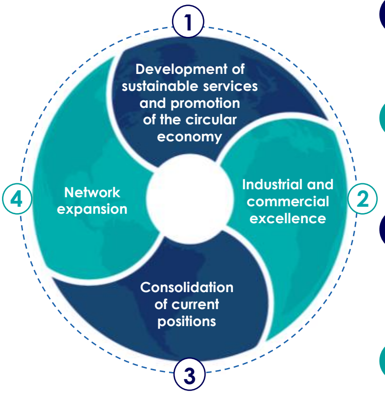
Well-balanced geographical footprint and successful track record in consolidating our positions

- 31 countries
- 58,000 employees
- 400,000 customers
- c. 500 processing and dispatching centers

Breakdown of revenue per geography

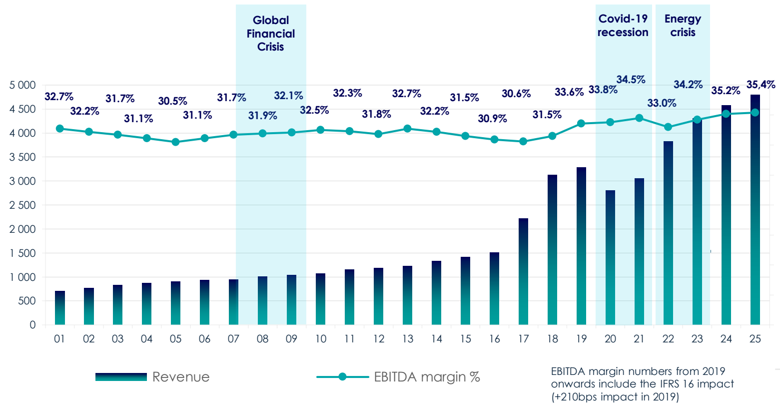


Elis' strategy relies on 4 pillars



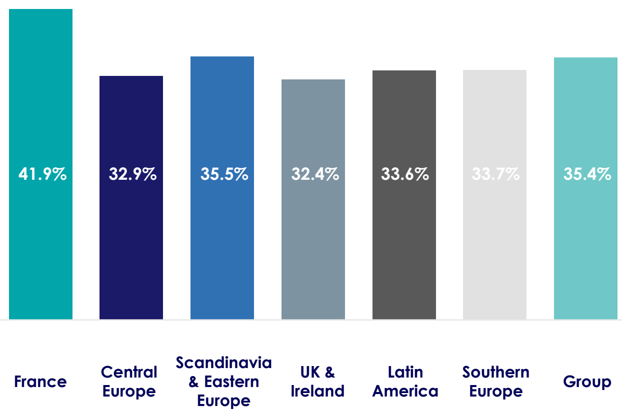
1. **Design ever more sustainable products and circular services**
   Support our clients in the achievement of their ESG objectives
2. **Develop and maintain a privileged commercial relationship with our clients**
   Spread a culture of continuous improvement of industrial and commercial performance
3. **Consolidate the Group's geographic coverage through both organic growth and acquisitions**
   Take advantage of the strong density of Elis' network to roll out the multi-service model and generate cross-selling
4. **Regularly develop the Group's activity in new countries**
   Densify our presence in these new countries and ultimately proposing all Elis' services

A highly resilient business model with high barriers to entry



- **Geographically diversified** portfolio
- **Well-balanced** end-markets mix
- New plants each cost **between €10m and €20m**
- **Value creation** closely linked to network density

2025 Adjusted EBITDA margin by geography



Our financials

Income statement

(In €m)	2025	2024	2023
Revenue	**4,796.8**	**4,573.7**	**4,309.4**
Adjusted EBITDA	**1,700.1**	**1,609.8**	**1,474.8**
As a % of revenue	*35.4%*	*35.2%*	*34.2%*
Depreciation & amortization, including portion of grants transferred to income	(933.5)	(876.8)	(791.7)
Adjusted EBIT	**766.6**	**732.9**	**683.1**
As a % of revenue	*16.0%*	*16.0%*	*15.9%*
Miscellaneous financial items	(1.9)	(1.8)	(1.6)
Non-current operating income and expenses	(3.1)	(18.5)	(67.9)
Expenses related to share-based payments (IFRS 2)	(45.9)	(31.4)	(31.1)
Amortization of intangible assets recognized in a business combination	(85.7)	(85.0)	(85.7)
Operating profit (loss)	**629.9**	**596.3**	**496.8**
Net financial income (expense)	(137.1)	(130.4)	(124.6)
Tax	(126.2)	(128.3)	(110.3)
Net income (loss)	**366.6**	**337.7**	**261.9**
Headline net income	**467.3**	**446.3**	**433.4**

ROCE and Balance Sheet

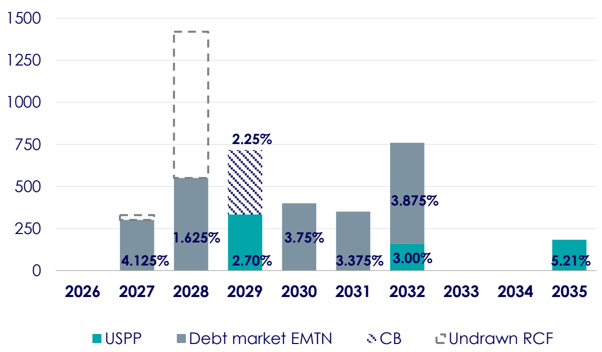
(In €m)	2025	2024	2023
Adjusted EBIT (I)	**766.6**	**732.9**	**683.1**
Capital employed at beginning of period (II)	5,202.4	5,042.4	4,904.0
ROCE (BEFORE TAX) = (I)/(II)	**14.7%**	**14.5%**	**13.9%**
(In €m) - As at January 1	**2025**	**2024**	**2023**
TOTAL ASSETS	**9,392.5**	**9,306.9**	**8,634.3**
Employee benefit assets	(4.5)	(12.3)	(18.7)
Cash and cash equivalents	(622.0)	(665.3)	(286.1)
Intangible assets in the Group's last LOB (net of deferred tax)	(1,537.9)	(1,537.2)	(1,537.0)
SUBTOTAL (III)	**7,228.1**	**7,092.0**	**6,792.4**
TOTAL EQUITY AND LIABILITIES	**9,392.5**	**9,306.9**	**8,634.3**
Equity	(3,598.2)	(3,475.9)	(3,212.3)
Employee benefit liabilities	(108.6)	(90.7)	(69.4)
Borrowings and financial debt	(2,653.1)	(2,717.5)	(3,034.9)
Bank overdrafts and current borrowings	(1,007.0)	(973.2)	(429.3)
SUBTOTAL (IV)	2,025.7	2,049.6	1,888.5
Capital employed at beginning of period (II)=(III)-(IV)	**5,202.4**	**5,042.4**	**4,904.0**

Cash-flow statement

(In €m)	2025	2024	2023
Adjusted EBITDA	**1,700.1**	**1,609.8**	**1,474.8**
Cancellation of capital gains/losses on disposal of fixed assets and changes in provisions	2.4	2.5	9.8
Non-recurring monetary items including in Other operating income and expense	(28.2)	(22.2)	(16.9)
Expenses related to share-based payments (social contributions)	(11.2)	(4.3)	(8.2)
Bank fees recognized in operating income	(1.9)	(1.8)	(1.6)
Cash flows before net financial costs and tax	**1,661.3**	**1,584.0**	**1,457.9**
Net capex	(874.7)	(876.0)	(820.8)
Change in working capital requirement	(4.0)	(6.9)	(5.9)
Net interest paid	(99.4)	(78.9)	(70.5)
Tax paid	(146.7)	(124.9)	(126.4)
Payment of lease liabilities (including interest on lease liabilities)	(177.9)	(150.8)	(130.8)
Free cash-flow	**358.6**	**346.3**	**303.6**
Acquisitions of subsidiaries, net of cash acquired	(117.6)	(183.3)	(82.1)
Gross financial debts from acquired subsidiaries	(9.1)	(22.4)	(4.4)
Other flows related to financing operations	(12.7)	(4.8)	(1.4)
Dividends paid	(105.1)	(101.3)	(61.7)
Equity increase, treasury shares	(139.0)	8.3	9.0
Other	42.7	(55.5)	(10.4)
Net financial debt decrease (increase)	**17.8**	**(12.6)**	**152.7**

Our financing

A well-diversified debt profile with staggered maturities



Ratings
S&P's: **BBB-, positive**
Moody's: **Baa3, stable**
DBRS: **BBB, stable**

Net debt to EBITDA ratio of 1.75x as of Dec 2025

Capital allocation policy framework

Free cash-flow generation

Pursuing our bolt-on acquisition strategy

€50m to €150m in acquisition each year

Maintaining investment grade Further deleveraging the balance sheet

Net debt ratio reduction limited to c. -0.1x annually

Allocating remaining cash to improve returns to shareholders

Regular dividend payment

+

Share buyback

or

Special dividend

In 2026

Cash dividend of €0.48 per share paid in May 2026 (c. +7% year-on-year)

€500m share buyback completed in July 2026 (€150m in 2025)

CSR initiatives and commitments recognized by solid ratings

Rating agencies	Scores	Rating agencies	Scores	Rating agencies	Scores
MSCI	BBB	CDP	A-list	EthiFinance ESG ratings	81/100 Gold
ecovadis	92/100 Platinum	Morningstar Sustainalytics	Low risk	Moody's Analytics	61/100

Ambitious 2030 targets

Science Based Targets

Scope 1 & 2 reduction: **-47.5%**[1]

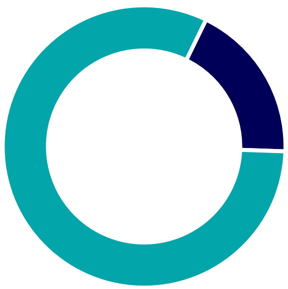
[1] Between 2019 and 2030

Scope 3 reduction: **-28%**[1]

[1] Between 2019 and 2030

Our shareholders

Share capital breakdown at 17 July 2026



Supervisory Board

13 members: 8 independent – 5 women – 2 employees

1-Thierry Morin
Chairman

2-Fabrice Barthélemy
Vice-Chairperson and independent member

3-Kelly Becker
Independent member

4-Antoine Burel
Independent member

5-Anne-Laure Commault-Tingry
Independent member

6-Phillipe Delleur
Independent member

7-Juan Gomez
Observer

8-Cécile Helme-Guizon
Member

9-Alexis Martineau
Member

10-Michel Plantevin
Independent member

11-Isabelle Wege
Independent member

12-Valérie Gandré
Member representing employees

13-Philippe Beaudoux
Member representing employees

Analyst coverage & contacts

Broker	Analysts
Bank of America	T. Ramskill
Berenberg	C. Greulich
Bernstein	S. Blanc
CIC Market Solutions	C. Devismes
Deutsche Bank	B. Wild
Exane BNP Paribas	M. Lahmidi
J.P. Morgan	J. Sparrow
Jefferies	S. Lechipre
Kepler Chevreux	D. Cerdan
TP ICAP Midcap	J. Thomas
Morgan Stanley	A. Vermeulen
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Circular services at work

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