

Operating Companies

Investment Companies



Ownership: 100%

Health products for critically and chronically ill patients

- Biopharmaceuticals
- Clinical Nutrition
- MedTech:
Infusion and Nutrition Systems /
Transfusion and Cell Technologies
- IV Drugs & Solutions

Revenue 2022: €7.9 bn



Ownership: 100%

Health services along the care continuum

- Acute care
- Outpatient services
- Occupational risk prevention
- Fertility services

Revenue 2022: €11.7 bn



Ownership: 32%

Dialysis services and products

- Dialysis services
- Products for hemodialysis and peritoneal dialysis
- Critical care solutions
- Complementary assets to establish holistic treatment approach

Revenue 2022: €19.4 bn



Ownership: 77%

Project business and services

- Post-acute care
- Project development & planning, turnkey construction
- Maintenance, technical and total operational management

Revenue 2022: €2.4 bn