

# Corporate Governance Roadshow

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# Safe Harbor Statement

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This presentation contains forward-looking statements that are subject to various risks and uncertainties. Future results could differ materially from those described in these forward-looking statements due to certain factors, e.g. changes in business, economic and competitive conditions, regulatory reforms, results of clinical trials, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, the availability of financing and unforeseen impacts of international conflicts.

Fresenius does not undertake any responsibility to update the forward-looking statements contained in this presentation.



**01**

Management Summary

**02**

Governance

**03**

Sustainability Update



# 01

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## Management Summary

Management Summary **01**

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Governance **02**

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Sustainability Update **03**

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# Today's participants

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## Wolfgang Kirsch



**Chairman of the Supervisory Board**

Former CEO of DZ BANK AG

## Florian Feick



**Vice President Investor Relations**

Fresenius SE & Co. KGaA

## Sebastian Schlagwein



**Vice President Board Office**

Fresenius SE & Co. KGaA

# Key Developments

## #FutureFresenius

- Deconsolidation of FMC completed
- Strategic portfolio measures concluded (Vamed, Eugin)
- Operating companies delivering well, and deleveraging continues

## Continuous Governance Improvements

- New Management Board working seamlessly as #OneTeam
- Comprehensive Supervisory Board self-assessment performed
- Update of Supervisory Board's competence profile and skills matrix planned

## Management Board Compensation

- Management Board has not received variable compensation payments for FY 2023 due to statutory bans tied to the "Energy Relief Package" ("Entlastungspaket Energiehilfen")
- Compensation system unchanged, reevaluation of sustainability KPIs with CSRD

## Sustainability Update

- First Sustainability Highlights Report released showing sustainability progress
- Scope 3 climate data released and net zero target set
- ESG Advisory Board to support further development of its sustainability strategy

# Annual General Meeting

Following shareholder preferences we held a physical AGM in 2024

## AGM 2024

### Key agenda items

- Approval of the Compensation Report
- No elections / no capital authorizations

Agenda items passed with high approval rates, e.g. for the remuneration report >93%.

All members of the Executive Board and the Supervisory Board attended the entire AGM. All Board members appreciated the direct exchange with the shareholders.



## AGM 2025

### Key agenda items

- Election of supervisory board members (4 year term)
- Authorization of virtual AGM in special situations
- Supervisory Board compensation

Based on the positive feedback, the AGM 2025 to be held as a physical meeting (formal decisions pending) on Friday 23 May 2025 at the CongressCenter Frankfurt







# This is Fresenius

## OUR MISSION

We save and improve human lives with affordable, accessible and innovative healthcare products and highest quality in clinical care

## OUR VISION

We are the trusted, market-leading healthcare company that unites cutting-edge technology and human care to shape next-level therapies







# Healthcare: Strong needs underpinning secular sector growth



## Ageing global population

**+40%** to 1.4B people >60 years worldwide by 2030<sup>1</sup>



## Increasing healthcare spend

Health expenditures rise to **>10%** of global GDP by 2030<sup>2</sup>



## Higher prevalence of chronic diseases

**84%** of 67M deaths globally in 2030 due to chronic diseases<sup>3</sup>

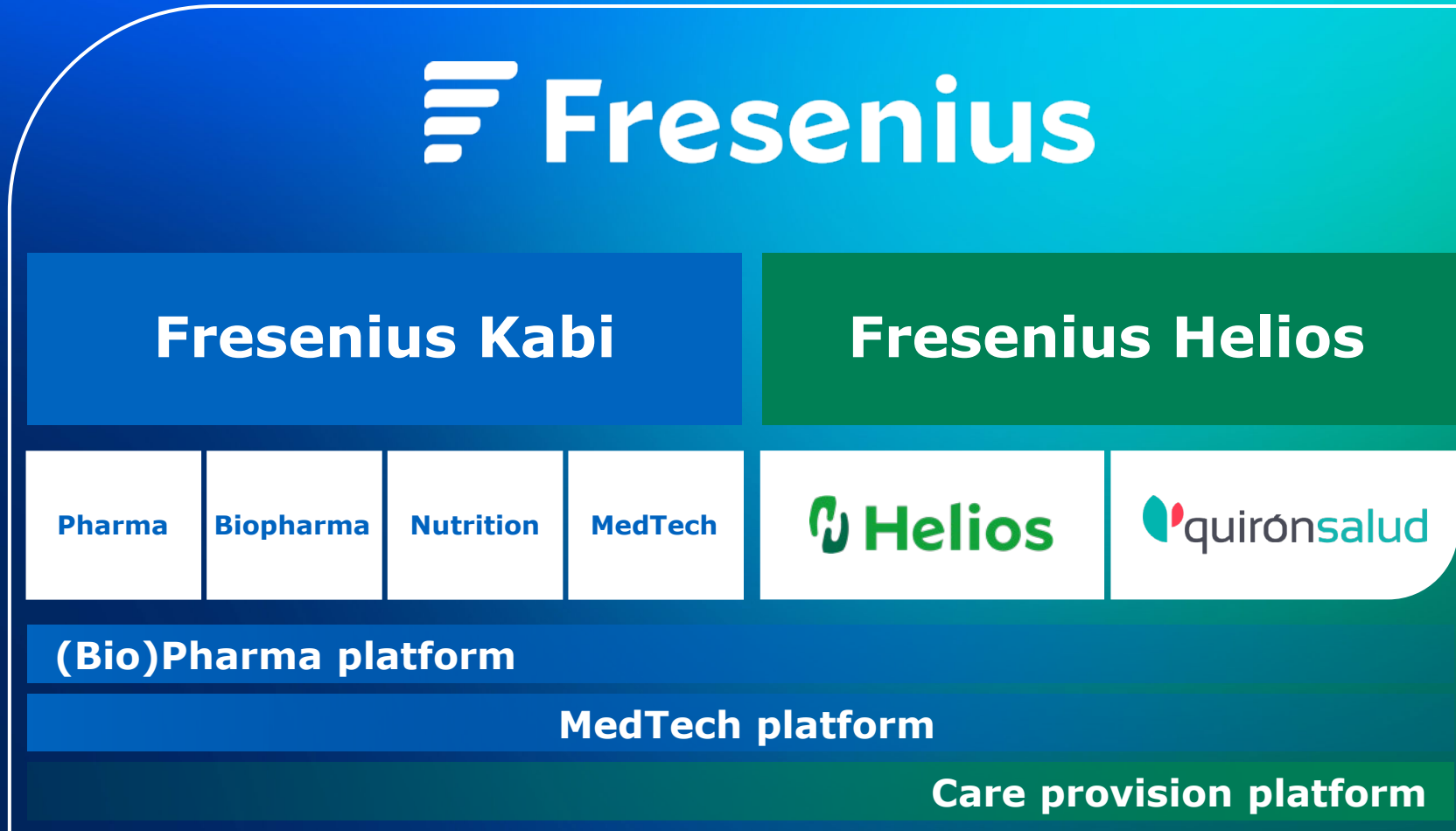


## Demand for health workforce

**10M** gap of health and care workers globally by 2030<sup>4</sup>

<sup>1</sup> UN Ageing & Health (2021) | <sup>2</sup> OECD Health at a Glance (2019) | <sup>3</sup> Global Burden of Disease, Institute for Health Metrics and Evaluation (2022) | <sup>4</sup> WHO Health Workforce (2023)

# Simpler and focused



# #FutureFresenius

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**REVITALIZE**  
Optimize portfolio &  
refine operating model

**REJUVENATE**  
Pursue platform-driven  
growth opportunities

**REIMAGINE**  
Shape the future  
of healthcare

**Focus + Simplification + Performance = VALUE**

# #FutureFresenius

RESET delivered, now focusing on REVITALIZE

*Structural  
simplification*

*Sharpen  
focus*

*Accelerate  
performance*

## Deconsolidation of FMC completed



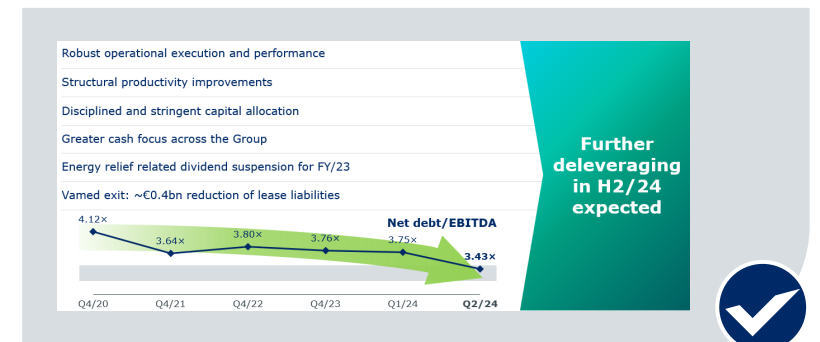
## Strategic portfolio measures concluded



## Dynamic financial progression



## Deleveraging continues



# #FutureFresenius

## Operating Companies set up for value-accretive growth

### F<sup>3</sup> - Fresenius Financial Framework



**EBIT margin**

**14 – 17%**

**10 – 12%**

**Organic revenue growth**

**4 – 7%**

**4 – 6%**

CAPITAL EFFICIENCY  
**ROIC**  
**6 – 8%**

CAPITAL STRUCTURE  
**Leverage ratio**  
**3.0x – 3.5x**

CASH  
**CCR<sup>1</sup>**  
**~1**

**FY/23 organic revenue growth**

Pharma **3%**

Nutrition **8%**

MedTech **8%**

Biopharma **57%**

Helios Germany **4%**

Quirónsalud **8%**

✓ **F<sup>3</sup> ambitions**  
geared for  
substantial earnings  
growth

✓ Strong balance  
across growth and  
stable cash flow

✓ Committed to drive  
down leverage to  
target range

<sup>1</sup> Cash conversion rate – defined as adjusted FCFbIT / EBIT  
(before special items)  
All figures before special items



# #FutureFresenius

## Delivering on our promises and driving change

### 2024 – Strong performance, improved growth momentum



Drive down **leverage**



Reach next level of **cost savings**



Kabi: Sustain **growth and margin** delivery



Helios: **Capital efficient growth** and **digitization**



Vamed: **Exit** plans **set**



**Refine** Group **Operating Model**



**Drive cultural change** and **people strategy**

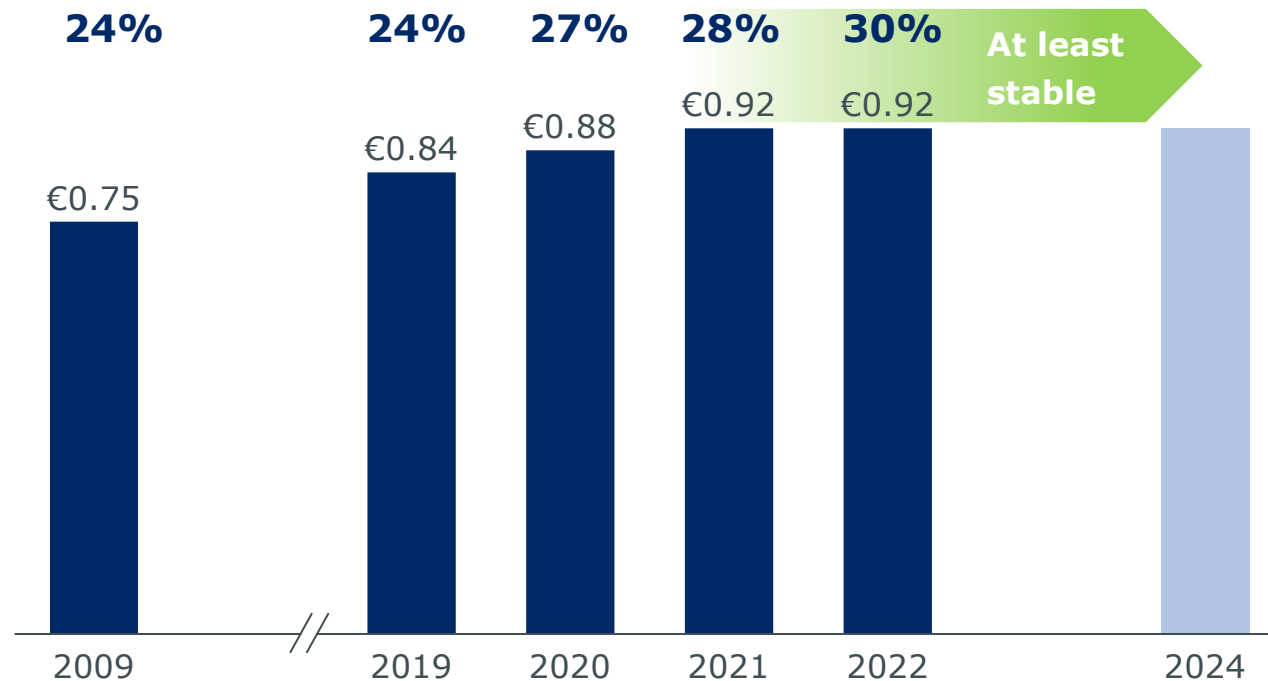


**Advance ESG agenda** and **roadmap**

# Progressive dividend policy

## Dividend

Payout ratio<sup>1</sup>



<sup>1</sup> Based on total dividend paid and group net income before special items



**Commitment to delivering attractive and predictable shareholder return**



**Dividend to grow in line with EPS cc growth, but at least stay on prior year level**

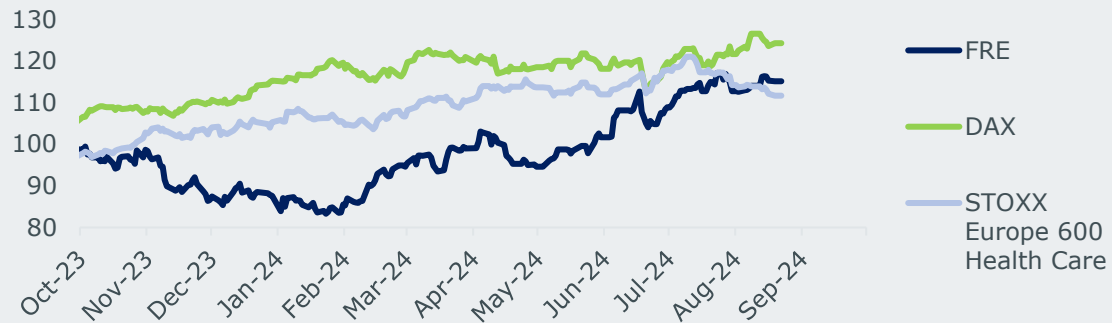
Due to legal restrictions resulting from the utilization of state compensation and reimbursement payments for increased energy costs in the hospital sector, no dividend was distributed for the FY/23

# Fresenius share & shareholder structure

## Share price development LTM (%)



Click to view our interactive share price tool



## Analyst recommendations (%)

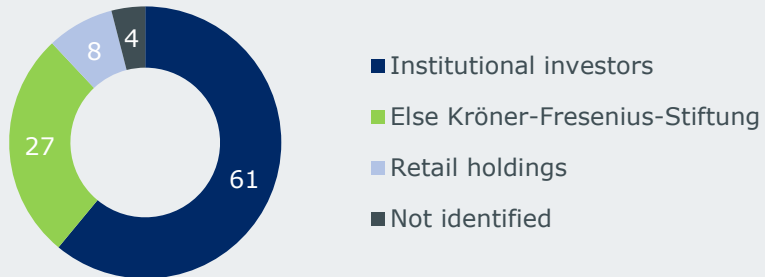


Click to view downloadable set of the consensus data



As of Sep 2024

## Shareholder structure by investors type (%)



As of June 30, 2024

## Shareholder structure by region (%)



As of June 30, 2024



# 02

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## Governance

Management Summary **01**

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**Governance** **02**

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Sustainability Update **03**

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# Corporate Governance Key Developments

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## Self-assessment and Trainings

- Self-assessment with positive results, Supervisory Board work improved with strong focus on collaboration
- Training needs identified, Focus in 2024 on sustainability and IT

## Updated skills matrix

- Skills matrix currently under evaluation to reflect structural and cultural changes of #FutureFresenius
- Simplification and focus on most relevant competencies

## Supervisory Board elections AGM 2025

- Nomination process ongoing, based on profile of skills and expertise
- Term will remain 4 years



# Self-Assessment: Supervisory Board work improved

## Regular self-assessment conducted by the Supervisory Board members of Fresenius SE & Co. KGaA to assess the effectiveness of the Supervisory Board and its committees

Self-assessment in line with the German Corporate Governance Code

Detailed questionnaires filled out by each Supervisory Board Member

Assessment was conducted with the support of an external service provider

## Outcomes from self-assessment and measures to be taken

Overall, the Supervisory Board positively evaluates the quality of its work, highlighting transparency, constructive discussions and a broad engagement of all members.

The Supervisory Board wants to deepen its engagement with transformation topics such as sustainability, cybersecurity and IT

Stronger reflection of customer and market appreciation of the company



**The Supervisory Board is characterized by its professional oversight role while increasingly acting as an active partner to the management board, with positive evaluations of its collaboration, committee work, and focus on financial reporting, risk management, and control systems.**

# Supervisory Board Fresenius SE & Co. KGaA

## Profile of skills and expertise

The Supervisory Board of Fresenius SE & Co. KGaA has determined **concrete objectives** for its composition and **defined requirements** for the individual Supervisory Board members as well as for the entire Supervisory Board. The current board composition meets these requirements.

### Requirements for the individual Supervisory Board members

<b>Good corporate governance</b>	e.g., knowledge of accounting, risk management & internal control mechanisms, compliance
<b>Sector experience and internationality</b>	Knowledge of healthcare sector and global activities of Fresenius
<b>Independence</b>	50%+ of the members and 50%+ of the shareholder representatives to be independent within the meaning of the GCGC
<b>Time availability and limit to the numbers of offices</b>	Sufficient time available: approx. 15 to 30 days a year for new members
<b>Age limit and duration limit on the term of membership</b>	Balanced ratio, age limit of 75 years (as a rule), duration limit of 15 years (subject to any particular reasons)

### Requirements for the entire Supervisory Board

<b>Sector experience</b>	Healthcare sectors relevant to the Company's operations
<b>Financial knowledge</b>	Accounting, reporting and auditing
<b>Sustainability</b>	Expertise in ESG aspects of importance to the company
<b>Knowledge of relevant legal, regulatory and compliance matters</b>	Relevant legal issues, regulatory and compliance matters
<b>Experience in the field of digitalization</b>	Understanding of digitalization requirements
<b>Internationality</b>	Particular relation to relevant international markets
<b>Management experience</b>	Managing or supervising a medium-sized or large company
<b>Diversity and appropriate representation of women</b>	At least 30% of women and at least 30% of men

The full skills matrix is published in the Corporate Governance Declaration.

\* See website: [Corporate Governance | FSE \(fresenius.com\)](https://www.fresenius.com/corporate-governance/fse)

# Supervisory Board Fresenius SE & Co. KGaA

## Nomination process for shareholder representatives

### Step 1

#### Definition of required profile

#### Skills

- Industry knowledge
- Financial knowledge
- Legal, regulatory compliance expertise, risk management
- Sustainability
- Digitalization

#### Diversity

- International work experience
- Professional background
- Gender diversity
- Age diversity

#### Experience

- Work experience
- Different functions
- Leadership roles

#### Other

- Independence
- Sufficient time
- Good knowledge of corporate governance
- etc.

### Objectives for the composition profile of skills and expertise, Diversity concept

### Step 2

**Nomination Committee** assesses potential candidates based on required profile

### Step 3

**Selection results** are presented to all Supervisory Board Members

### Step 4

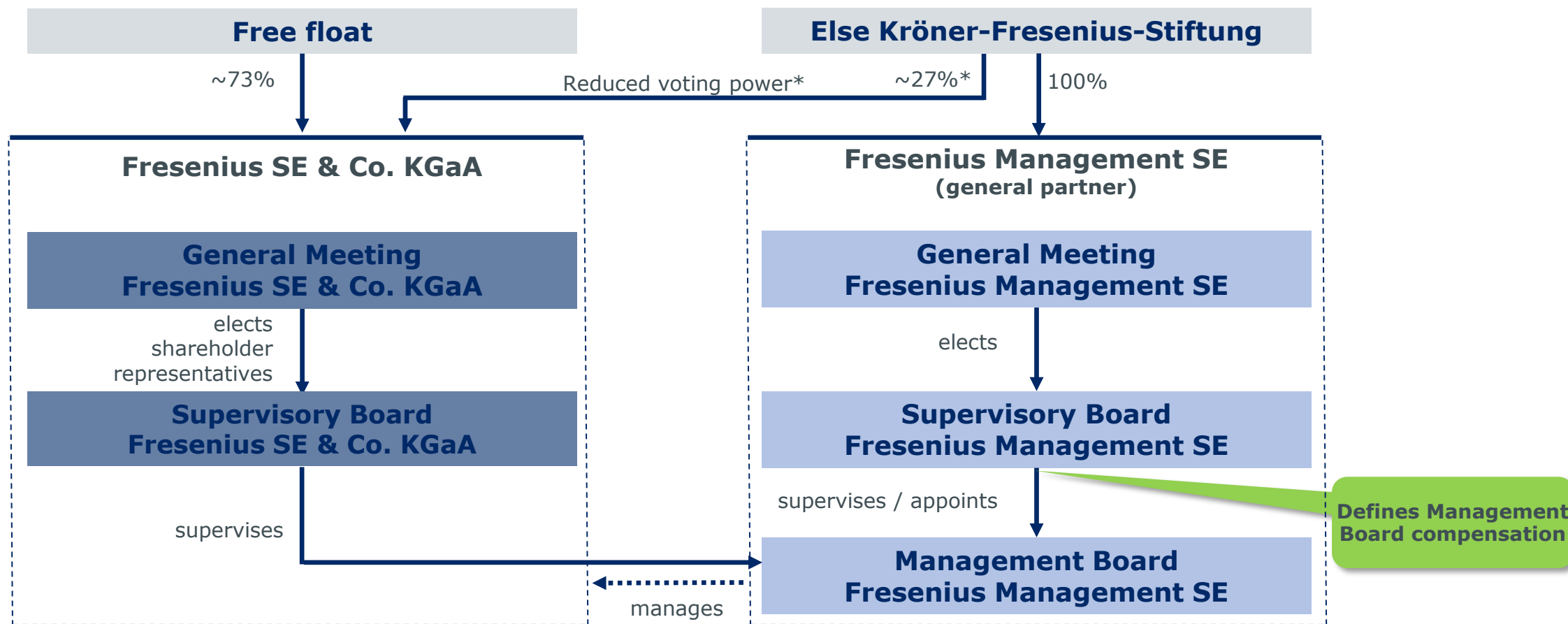
**Supervisory Board presents proposal** to shareholders, shareholders vote on candidates at Annual General Meeting\*



**Employee representatives are elected by the European Works Council**

\*Else-Kröner-Fresenius-Foundation has no voting right in elections of shareholder representatives.

# Corporate Structure



\* For selected items no voting power, e.g. election of Supervisory Board of Fresenius SE & Co. KGaA, discharge of General Partner and Supervisory Board of Fresenius SE & Co. KGaA, election of auditor.

# Fresenius Management SE Management Board

A diverse and experienced team reflecting #FutureFresenius

## Michael Sen



**Chief Executive Officer (CEO),  
Chairman of the Management Board**

- Joined: 04/2021; Term expires: 2027  
Most recent reappointment as CEO: 10/2022
- Nationality: German

## Robert Möller



**CEO Fresenius Helios**

- Joined: 09/2023; Term expires: 2026
- Nationality: German

## Pierluigi Antonelli



**CEO Fresenius Kabi**

- Joined: 03/2023; Term expires: 2026
- Nationality: Italian

## Michael Moser



**Legal, Compliance, Risk Management, ESG,  
Human Resources and Fresenius Vamed**

- Joined: 07/2023; Term expires: 2026
- Nationality: German

## Sara Hennicken



**Chief Financial Officer (CFO)**

- Joined: 09/2022; Term expires: 2027
- Nationality: German



# Supervisory Board Fresenius Management SE

## Current members

### CHAIR: Wolfgang Kirsch



#### Professional Director

Former CEO of DZ BANK AG

Personnel Committee

### DEPUTY CHAIR: Dr. Dieter Schenk



#### Professional Director

Attorney and Tax Advisor

Personnel Committee

### Dr. Frank Appel



#### Professional Director

Former CEO of Deutsche Post DHL Group

### Michael Diekmann



#### Professional Director

Former CEO of Allianz SE

Personnel Committee

### Dr. Heinrich Hiesinger



#### Professional Director

Former CEO of thyssenkrupp AG

### Susanne Zeidler



#### Professional Director

Former CFO of Deutsche Beteiligungs AG

Member of the Supervisory Boards of Fresenius Management SE and Fresenius SE & Co. KGaA

# Supervisory Board Fresenius SE & Co. KGaA

## Current members

### SHAREHOLDER REPRESENTATIVES

#### Wolfgang Kirsch



##### Chair

Professional Director  
Former CEO of  
DZ BANK AG

#### Michael Diekmann



##### Deputy Chair

Professional Director  
Former CEO of Allianz  
SE

#### Prof. Dr. med. D. Michael Albrecht



Medical Director  
Management Board  
University Hospital  
Dresden

#### Prof. Dr. med. Iris Löw-Friedrich\*



Professional Director  
Former Chief Medical  
Officer / EVP UCB S.A.

#### Susanne Zeidler



Professional Director  
Former CFO of  
Deutsche Beteiligungs  
AG

#### Dr. Christoph Zindel



Professional Director  
Former Member of the  
Executive Board of  
Siemens Healthineers  
AG

### EMPLOYEE REPRESENTATIVES

#### Grit Genster



##### Deputy Chair

Trade Union Secretary  
Ver.di

#### Bernd Behlert



Works Council Member  
Helios Germany

#### Holger Michel



Works Council Member  
Fresenius Kabi

#### Frauke Lehmann



Works Council Member  
Helios Germany

#### Oscar Romero de Paco



Production staff  
Fresenius Kabi

#### Harald Steer



Works Council Member  
Vamed

Member of the Supervisory Boards of Fresenius Management SE and Fresenius SE & Co. KGaA; Detailed CVs for all members available on the website <https://www.fresenius.com/supervisory-board>

None of the members is considered overboarded under the provisions of the German Corporate Governance Code

\* Update as of October 2024

# Supervisory Board Fresenius SE & Co. KGaA

## Committees

	Nomination Committee	Audit Committee	Joint Committee
Tasks	Proposes suitable candidates to the Supervisory Board for election as shareholder representatives in the Supervisory Board at the Annual General Meeting.	Prepares the approval for financial and non-financial (sustainability) statements and the appointment of the auditor. Reviews the accounting process, internal control & risk management systems, the internal audit system, and the compliance.	Meets to approve particularly important matters reaching defined thresholds*, such as, for example, the divestiture and acquisition of large investments and business units.
Members	<ul style="list-style-type: none"> <li>Wolfgang Kirsch (Chair)</li> <li>Michael Diekmann</li> <li>Susanne Zeidler</li> </ul>	<ul style="list-style-type: none"> <li>Susanne Zeidler (Chair)</li> <li>Grit Genster</li> <li>Wolfgang Kirsch</li> <li>Bernd Behlert</li> <li>Dr. Christoph Zindel</li> </ul>	<p><b>Comprises members of both, the Supervisory Board of Fresenius SE &amp; Co. KGaA and the Supervisory Board of Fresenius Management SE.</b></p> <ul style="list-style-type: none"> <li>Dr. Dieter Schenk (Chair)</li> <li>Wolfgang Kirsch</li> <li>Michael Diekmann</li> <li>Susanne Zeidler</li> </ul>

Shareholder Representative  
 Employee Representative

Fresenius Management SE Representative  
 Fresenius SE & Co. KGaA Representative

\* 13c (1) articles of association of Fresenius SE & Co. KGaA. The General Partner requires approval of the Joint Committee if 40% of consolidated sales, consolidated balance sheet total, and consolidated profit are affected.

# Compensation System Overview

## Compensation System 2023+

- The latest update to the compensation system ("Compensation System 2023+") for members of the Management Board was presented at the Annual General Meeting in May 2023 and the shareholders approved it by a large majority of 93%.
- At the Annual General Meeting in May 2024 shareholders approved the compensation report again by a large majority of more than 93%.

## Guardrails and Key Elements

- The Compensation System 2023+ takes into account prior feedback from investors and is aligned with the company's success due to its high proportion of variable, pay-for-performance compensation.
- Next to strong financial KPIs, it also reinforces the company's commitment to environmental, social and governance (ESG) issues through performance targets.
- STI ESG KPIs will likely remain for 2025, a re-evaluation with the new set of CSRD KPIs is expected.

## Bonus Payments

- Management Board has not received variable compensation payments for FY 2023 due to the Energy Relief Package.

# Key adjustments to Management Board Compensation System 2023+

## Long-Term Incentive Plan



Redesign of  
Performance Share Plan



**Alignment with  
Fresenius's global strategy**

## Sustainability



Implementation of  
ESG targets in LTIP (and STI)



**Strengthening the long-term and  
sustainable development of Fresenius**

## Share Ownership Guidelines



Redesign of share  
ownership guidelines



**Better alignment with  
shareholders' interests**

## Pension



Implementation of a pension  
substitute in cash for own provisions

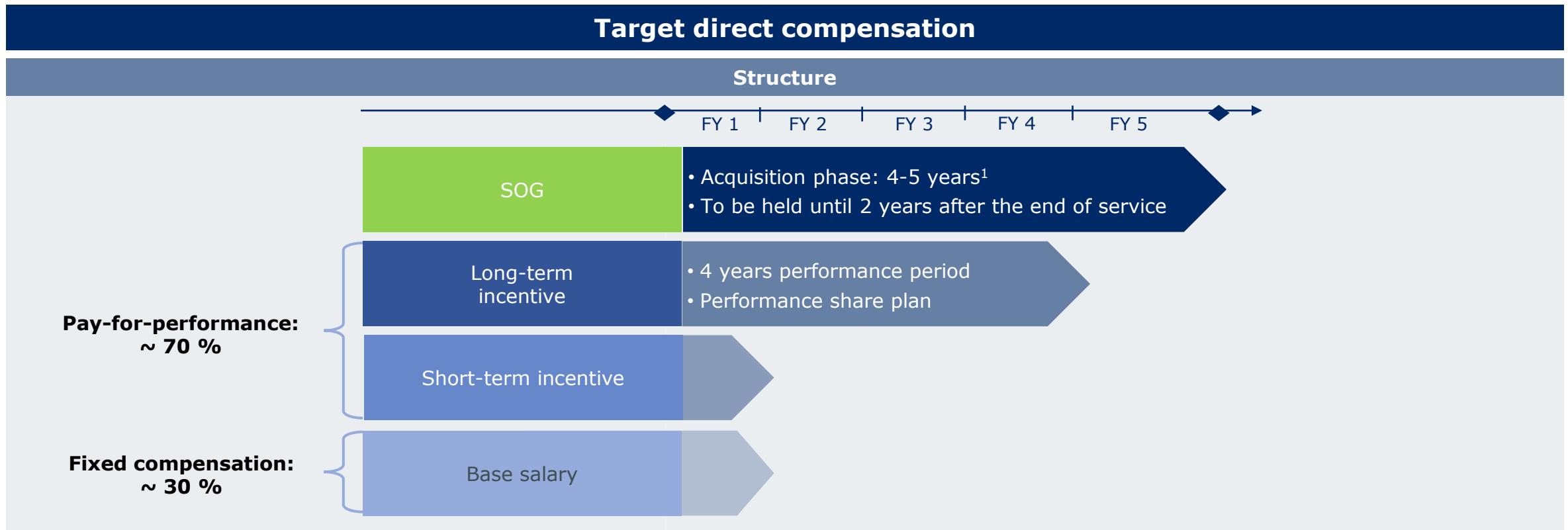


**Less complex and in line with  
market trend**



# Management Board Compensation System 2023+

## Structure of target direct compensation



- **High variable proportion (~ 70 % of target direct compensation<sup>2</sup>)**
- **Majority of variable compensation is share-based**

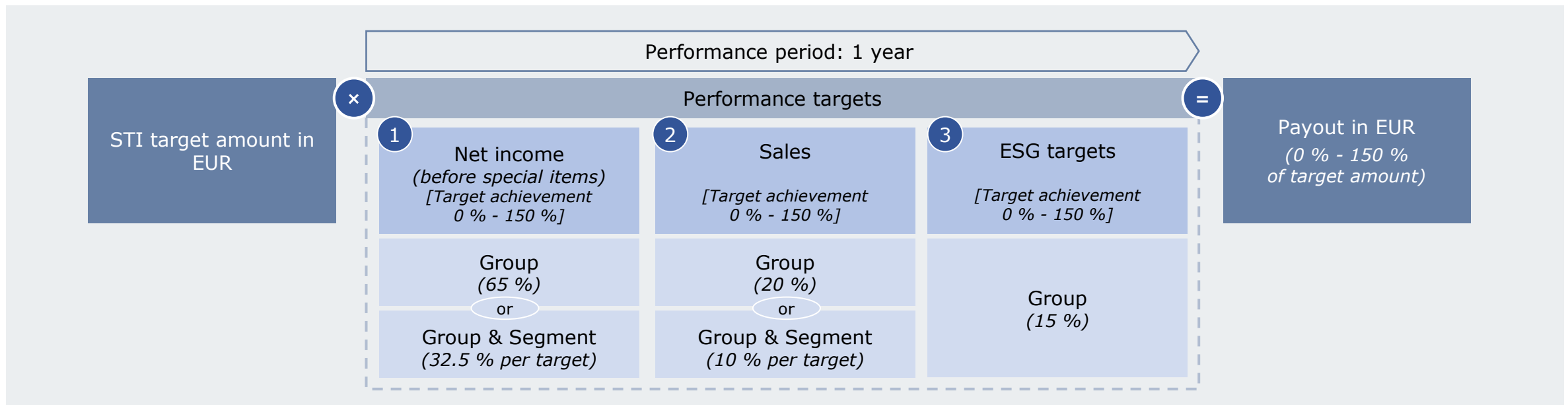
<sup>1</sup> Newly appointed Management Board members with an initial period of three years must meet the SOG target after five years in the event of a follow-up service agreement

<sup>2</sup> The target direct compensation comprises the fixed compensation and the variable compensation

# Management Board Compensation System 2023+

## Overview of the Short-term Incentive Plan (STI)

### Short-term Incentive (STI)

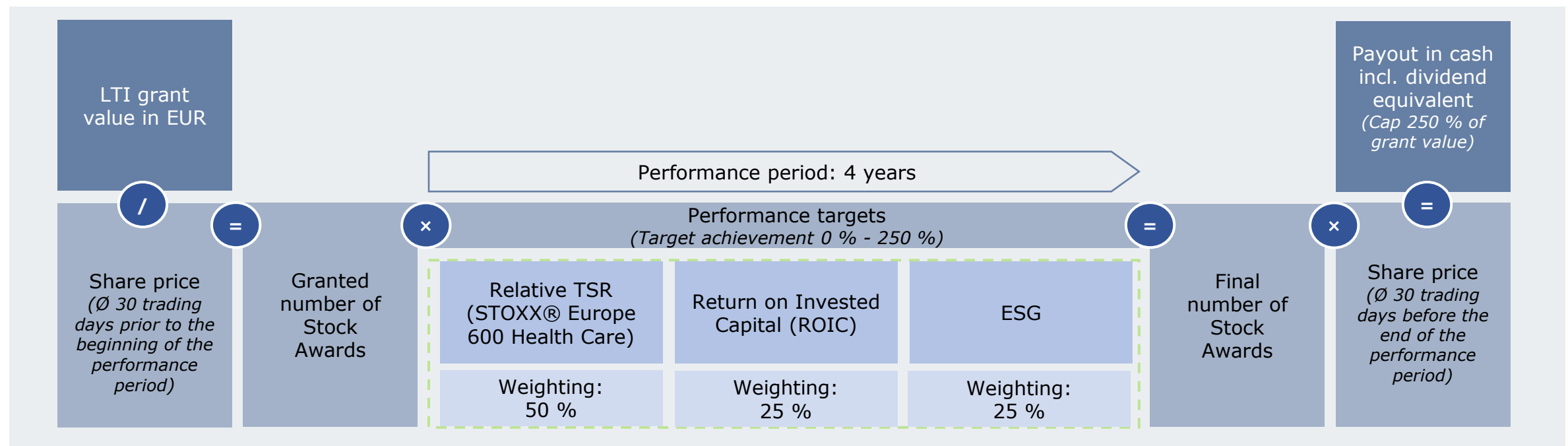


- The STI is structured as a target bonus model
- Net income (before special items), sales and ESG targets are used as financial and non-financial KPIs
- The financial performance targets are measured against the annual budget at group as well as at business segment level
- Full ex-post reporting on target values, thresholds and on the target achievement

# Management Board Compensation System 2023+

## Overview of the Long-term Incentive Plan (LTIP)

### Long-term Incentive Plan (LTIP)



- Performance share plan based on ROIC, relative TSR performance and ESG targets
- A reduction in CO<sub>2</sub> emissions will be set as an ESG target. For future tranches, another ESG target or several other ESG targets can be integrated
- Full ex-post reporting on target values, thresholds and on the target achievement

# Management Board Compensation System 2023+

## Major components

Components	Compensation System 2023+
Short-term variable compensation	<ul style="list-style-type: none"> <li>• <b>Performance criteria:</b> <ul style="list-style-type: none"> <li>• 65 % Net Income (before special items)</li> <li>• 20 % Sales</li> <li>• 15 % ESG<sup>1</sup> (<b>focus on employment and customer satisfaction</b>)</li> </ul> </li> <li>• <b>Cap of payout:</b> 150 % of target amount</li> </ul>
Long-term variable compensation	<ul style="list-style-type: none"> <li>• <b>Performance Share Plan</b> with a term of four years</li> <li>• <b>Performance criteria:</b> <ul style="list-style-type: none"> <li>• 50 % Relative TSR<sup>2</sup></li> <li>• 25 % ROIC</li> <li>• 25 % ESG</li> </ul> </li> <li>• <b>Cap of payout:</b> 250 % of grant value</li> </ul>
Share ownership guidelines	<ul style="list-style-type: none"> <li>• <b>Amount:</b> 200 % / 100 % (Chief Executive Officer of the Management Board / Management Board members) of the gross base salary</li> <li>• <b>Build-up phase:</b> Four resp. five years<sup>3</sup></li> </ul>
Pension	<ul style="list-style-type: none"> <li>• <b>Definition:</b> Pension substitute in cash for own provisions</li> <li>• <b>Amount:</b> 40 % of the gross base salary in cash for self-provisioning</li> </ul>
Malus / Clawback	<ul style="list-style-type: none"> <li>• <b>STI and LTI</b></li> <li>• Performance and Compliance Clawback</li> </ul>

<sup>1</sup> ESG Targets = Environmental, Social, Governance targets

<sup>2</sup> Total Shareholder Return

<sup>3</sup> Newly appointed Management Board members for a period of three years must meet the SOG target after five years in the event of a follow-up service agreement



**03**

# Sustainability Update

Management Summary **01**

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**Sustainability Update 03**

# Our sustainability ambition: Taking care of people and planet

## Committed to life

### Human Dimension

### Planet Dimension

Patients

Employees

Healthy Planet

## Our ethical foundation



S&amp;P Global

**Current score:**  
(Aug '24)

**Climate: B**  
**Water: B-**

**Prime**  
**B-<sup>1</sup>**

**A**

**13.6**  
**Low Risk**

**53/100<sup>2</sup>**

<sup>1</sup> as of May 24, 2023 | <sup>2</sup> Score date: October 27, 2023

- We aim to ensure **patient well-being**, to be **employer of choice** and to create **sustainable value** for our company and the communities in which we operate
- We **focus** on:
  - Providing **excellent quality** of our products and services – from human to human
  - Creating a **best possible working environment**, where people can thrive and reach their full potential. Gaining and retaining diverse top talent is our key priority.
  - Ensuring **resource efficiency** and **reducing** our **environmental footprint**, because healthy people need a healthy home
- Our **commitment to** respect **human rights** and to **compliance** with all applicable legislation forms the basis of our approach.
- Our **sustainability performance** is regularly **acknowledged by leading ESG rating agencies**.

# Our sustainability ambition

## We measure what we care for

### Committed to Life

#### Human Dimension

Excellent Human-to-Human Care

#### Planet Dimension

Healthy Planet

Fresenius Helios

##### Leading Medical Outcomes

≥88%

We provide high-quality inpatient treatments. In 2024 we want to outperform the German national average in more than 88% of cases.

##### Employee Engagement

↑ 4.33

We want to be employer of choice and listen to our employees' feedback. For 2024, we are aiming for an Employee Engagement Index of 4.33.

##### Decarbonization

Net zero

By 2030, we will reduce Scope 1 & 2 emissions by 50%; by 2040, we want to achieve climate neutrality in our own operations (baseline: 2020). We will reach net zero by 2050.

##### Future Action

We develop a holistic approach to a healthy planet and will address further environmental topics.



Circularity and waste management



Environmental impacts in supply chains

Fresenius Kabi

##### Leading Product Quality

≤2.3

We aim for continuous improvement and limit the average number of observations in external inspections/audits to 2.3 in 2024.

##### Talent Development

+20%

We want our employees to develop professionally. By 2030, we will increase annual training hours per employee by 20%.

##### Water Reduction

-20%

Efficient use of water is among our priorities. By 2030, we will reduce process water consumption at production sites in water stressed areas by 20% (baseline: 2023).

Fresenius Kabi



# CSRD materiality assessment corresponds well with Fresenius sustainability strategy

ENVIRONMENT		SOCIAL	GOVERNANCE	FRESENIUS-SPECIFIC	
E1.1 Energy	E3.1 Water	S1.1 Working conditions	G1.1 Corruption and bribery	FSE1 Access to medicine & healthcare	
E1.2 Climate change mitigation	E3.2 Marine resources ✖	S1.2 Equality / Non-discrimination	G1.2 Anti-competitive behavior and political involvement or lobbying	FSE2 Bioethical Issues in R&D	
E1.3 Climate change adaptation	E4 Biodiversity and ecosystems ✖	1.3 Other work-related rights		FSE3 Digitalization	
E2.1 Air, water and soil pollution	E5.1 Use of resources	S2 Workers in the value chain	G1.3 Business conduct culture	FSE4 Innovation	
E2. Hazardous substances ✖	E5.2 Circular economy	S3 Local communities ✖		FSE5 Cybersecurity	
E2.3 Microplastic ✖		S4 Consumers / (End) users		FSE6 Data protection	
				Material	Mandatory for CSRD reporting
				Not material	Not mandatory for CSRD reporting



- Group-wide CSRD implementation project across operating companies and all central functions
- Strong #OneTeam approach, living the new #FutureFresenius principles
- Sustainability accounting set up within Finance organization to reflect increasing audit requirements

# ESG STI and LTI target achievement for 2024 on track

## Short-term Incentive (weighting: 15 %)

### Quality / Patients

### Status



**Fresenius Kabi**

**Audit & Inspection Score**



**Fresenius Helios**

**Inpatient Quality Indicator**



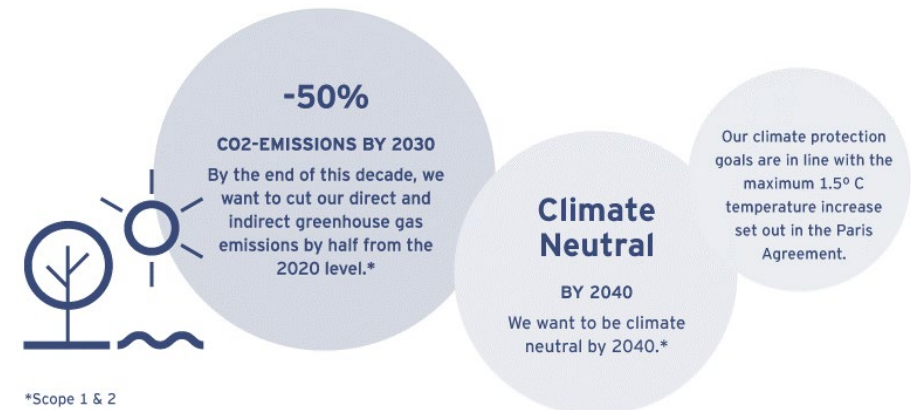
## Group Employee Engagement Index



- Employee Engagement Index measured only once annually
- Group-wide survey **in 09/2024**
- Results available with ESG KPI Update in Q4/24**

## Long-term Incentive (weighting: 25 %)

### CO<sub>2</sub>e emissions reduction



- Group on track** on linear reduction path of at least 4.2% GHG reduction p.a. compared to base year 2020 **in line with SBTi; switch to green energy** single largest lever
- New Sustainability Operating Model** will **drive definition and alignment** of Group carbon reduction pathway
- Our **long-term goal is to reach net zero by 2050**. We will further intensify our management of emissions stemming from the upstream and downstream supply chain (Scope 3).

# ESG External Advisory Board to support sustainability program

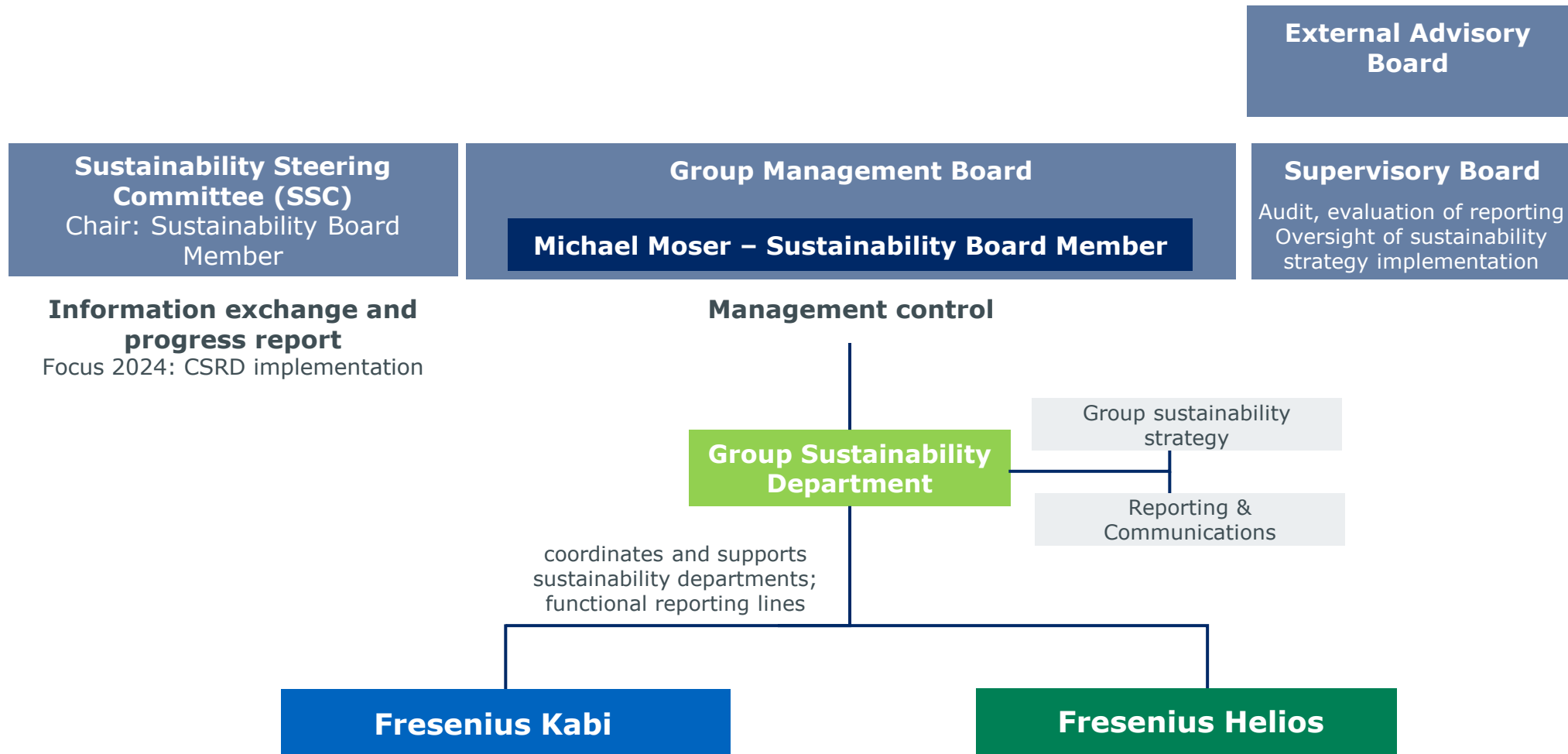


(from left to right): Fabian Kienbaum, Fiona Adshead, Michael Moser, Anahita Thoms, Judith Walls

- **Anahita Thoms (Chair)** leads Baker McKenzie's international trade practice in Germany and is a member of the EMEA Steering Committee for Compliance & Investigations. She is Global Lead Sustainability Partner for the Industrials, Manufacturing & Transportation industry group.
- **Fiona Adshead** is the former Deputy Chief Medical Officer in the UK Government and a leading expert on sustainability and health. She currently chairs the Sustainable Healthcare Coalition, an organization that brings partners together to promote sustainable healthcare.
- **Fabian Kienbaum** has been a managing partner in third generation at Kienbaum since 2014 and has co-lead the company together with Dr. Bibi Hahn since 2021. His focus is on advising family businesses on corporate governance and succession planning, accompanied by many publications on leadership and new work.
- **Judith Walls** is Chair of Sustainability Management and Director of the Institute for Business and the Environment (IWÖ) at the University of St. Gallen (HSG). She conducts research at the intersection of business and environmental sustainability.

# Fresenius Group Sustainability Organization

## Clearly assigned responsibility and controls



# Financial Calendar / Contact

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## Financial Calendar

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06 November 2024	Results Q3/24
26 February 2025	Results FY/24
07 May 2025	Results Q1/25
23 May 2025	Annual General Meeting

Please note that these dates could be subject to change.

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## Contact

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