



# COMMITTED TO LIFE

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Introducing a leading healthcare company

Company presentation | May 2025



# WE ARE **FRESENIUS**

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



**WE ARE  
COMMITTED  
TO LIFE**



# Five principles guide our commitment

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## **WE CARE FOR EXCELLENCE**

No compromise on quality.  
True north in mind.

## **WE LIVE THE POWER OF ONE TEAM**

Respectful collaboration.  
Empowering responsibility.

## **WE SERVE PATIENTS BEYOND EXPECTATIONS**

Bold in our ambitions.  
Turning ideas into actions.

## **WE BRING HEALTH- CARE INNOVATION TO PEOPLE**

Learning with our customers  
and partners. Pushing therapies  
to the next level.

## **WE ACT TODAY FOR A BETTER TOMORROW**

Over 100 years of heritage.  
Mindful of future needs and  
resources.

“We are redefining the future of healthcare. Our focus is on delivering patient-centered care that is consistent, accessible, and, above all, high-quality.

With our deep expertise and innovative approach, we ensure that our most precious resources are protected: health and life itself.

**MICHAEL SEN**

Chief Executive Officer, Fresenius





# Our Management Board



**Pierluigi Antonelli**  
Business Segment  
Fresenius Kabi

**Sara Hennicken**  
Chief Financial Officer

**Michael Sen**  
Chief Executive Officer

**Dr. Michael Moser**  
Legal, Compliance, Risk  
Management, Sustainability,  
Human Resources, Corporate  
Audit, Fresenius VAMED

**Robert Möller**  
Business Segment  
Fresenius Helios



A global healthcare team

176,000

EMPLOYEES WORLDWIDE

80 150+

COUNTRIES

NATIONALITIES







## **Our impact**

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# **450m**

LIVES TOUCHED

# **26m**

PATIENTS TREATED

# Three major challenges facing healthcare systems

## LONGEVITY GAP

**10+ disease-burdened life years**

BY 2030, 1.4BN PEOPLE WILL BE OVER 60; 84% OF 67M DEATHS WILL BE FROM CHRONIC DISEASE.

“People are living longer, but spending more years in poor health

## WORKFORCE GAP

**>10m health-care worker shortfall**

THE WORLD HEALTH ORGANIZATION ESTIMATES A PROJECTED SHORTFALL OF 10 MILLION HEALTH WORKERS BY 2030

“There are too few health workers to meet a growing demand for care

## EFFICIENCY GAP

**>10% GDP on health expenditure**

HEALTH EXPENDITURES WILL RISE TO MORE THAN 10% OF GLOBAL GDP BY 2030

“Healthcare spending is outpacing what's financially sustainable in the long term

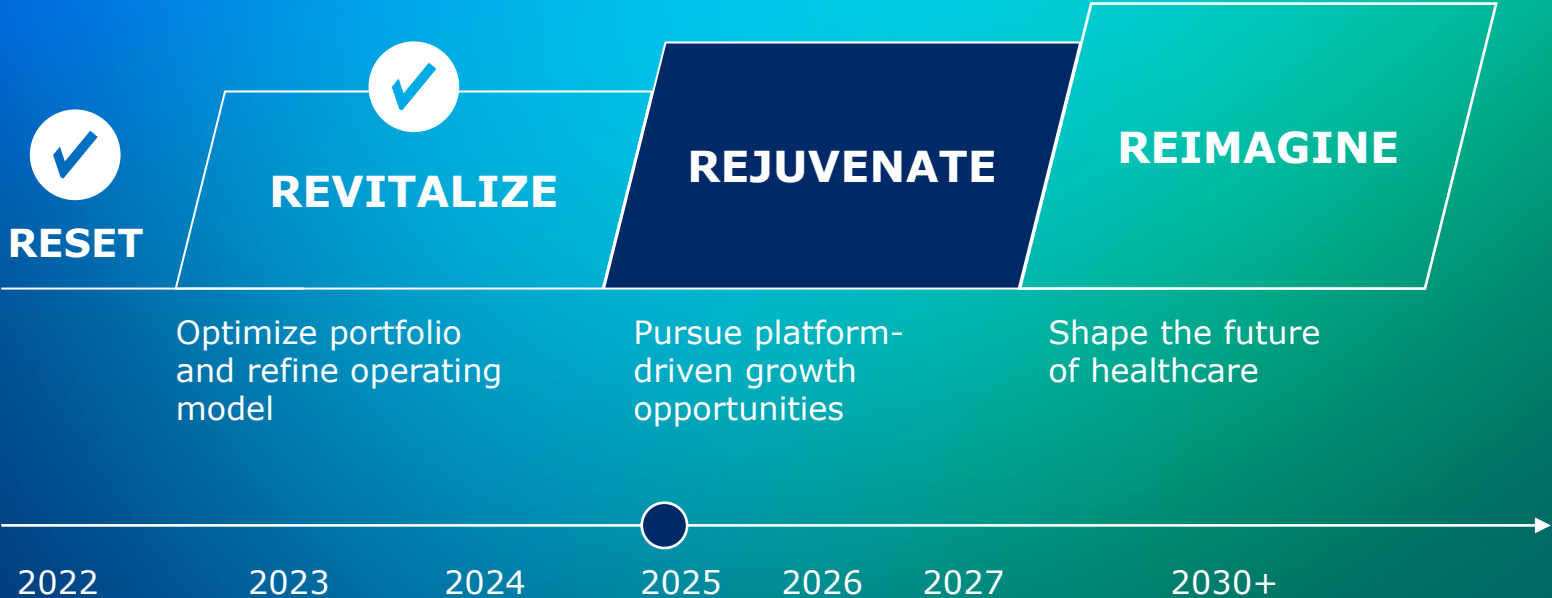
# Our strategy: #FutureFresenius

## #FutureFresenius

In 2022, we launched #FutureFresenius to embark on a transformation journey and provide a clear direction for the decades ahead.

Since then, we added focus, simplified the structure, and delivered significantly better financial performance. All stakeholders benefit from the new strength of Fresenius.

MORE →





# Our agenda for the Rejuvenate phase

**Rejuvenate** will make Fresenius even more innovative and relevant

Having now completed **Reset** and **Revitalize**, **Rejuvenate** is the latest phase of **#FutureFresenius**.

Rejuvenate is about taking Fresenius to the next level. We will do this by upgrading our core, scaling our platforms and, hence, elevating our performance.



**Upgrade core –**  
keep doing what we  
are doing and do it  
even better.

**Scale platforms –**  
Innovate (Bio)Pharma  
Expand MedTech  
Digitize Care Provision.

And ultimately,  
by doing both, we'll  
**elevate performance.**

# Three platforms drive our strategy

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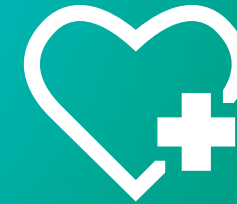
## **Specialized (BIO)PHARMA PLATFORM**

Clinical nutrition and affordable “latest gen” of pharma products in critical and chronic care



## **Targeted MEDTECH PLATFORM**

Technology solutions anchored in ER, OR, ICU



## **Holistic CARE PROVISION PLATFORM**

Digitally enabled, patient-centric care journeys

# We are shaping therapies across three growth platforms

## FRESENIUS

### FRESENIUS KABI

Products for critically and chronically ill patients

PHARMA

MEDTECH

NUTRITION

BIOPHARMA

### FRESENIUS HELIOS

Europe's leading private healthcare provider

HELIOS  
GERMANY

QUIRÓNSALUD

We shape therapies across three growth platforms

**(BIO)PHARMA PLATFORM**

**MEDTECH PLATFORM**

**CARE PROVISION PLATFORM**



# A leading provider of essential patient care

**Fresenius Kabi specializes in lifesaving medicines and technologies for infusion, transfusion, and clinical nutrition.**

Our product portfolio comprises a range of highly complex biopharmaceuticals, clinical nutrition, medical technologies, and IV generic drugs.

The products and services are used for the therapy and care of critically and chronically ill patients.

Fresenius Kabi is a world market leader in intravenous drugs and parenteral nutrition.

 **FreseniusKabi**

**€8.4bn**  
REVENUE  
IN 2024

**1.4bn**  
INFUSION  
UNITS SOLD  
IN 2024

**25%**  
OF BLOOD  
BAGS  
WORLDWIDE

**65**  
PRODUCTION  
SITES AND  
20+ R&D  
LOCATIONS



Awarded **Top Employer status** in 12 different countries from the United States to China.



**We are there for patients when  
and where they need us most**

**ER**

**OR**

**ICU**

# Fresenius Kabi

## Our daily impact in numbers

**1**

**DAY AT  
FRESENIUS  
KABI**



**~3M units of generic drugs**  
sold daily



**~7,700 biosimilars**  
sold daily



**~110,000 blood bag units**  
sold daily



**Over 100,000 plasma donations** conducted using our devices daily



**~3.7M units of IV fluids**  
sold daily



**>1M of our infusion systems**  
(INS pumps) are in use worldwide



**>69,000 patients** receive oral nutritional supplements (ONS)



**>120,000 patients** benefit from total parenteral nutrition (TPN)



# FRESENIUS KABI PHARMA

## A global leader in hospital-based generic intravenous (IV) drugs and fluids

Fresenius Kabi offers an expansive portfolio comprising over 160 IV medications. They support healthcare professionals in delivering effective treatments across numerous medical fields.

**ANESTHESIA AND PAIN MANAGEMENT** – medications used during and after surgeries

**ONCOLOGY** – therapies and treatments for cancer patients

**ANTI-INFECTIVES** – antibiotics and antifungals

**CRITICAL CARE** – fluids and medications for managing life-threatening conditions in ICUs

**EMERGENCY MEDICINE** – IV drugs and fluids for rapid intervention in acute medical emergencies

**FLUID THERAPY** – hydration, maintenance, replacement, resuscitation fluids, and drug carrier solutions for fluid balance and support

**#1**

GLOBAL  
INTRAVENOUS  
DRUGS\*  
(\*addressable market)



**#4**

GLOBAL  
INTRAVENOUS  
FLUIDS

**€3.8bn**

REVENUE  
AS OF 2024

# FRESENIUS KABI NUTRITION

## A global leader in clinical nutrition

Fresenius Kabi offers patients an extensive range of enteral and parenteral nutritional products to support their diverse medical needs.

### ENTERAL NUTRITION

For patients who can digest nutrients but cannot meet their nutritional requirements from a normal diet alone.

### PARENTERAL NUTRITION

For patients with impaired digestion or insufficient nutritional intake from enteral nutrition, providing essential nutrients directly into the bloodstream.

**#1**

PARENTERAL  
NUTRITION



**#2**

ENTERAL  
NUTRITION  
EUROPE AND  
CHINA

**€2.4bn**

REVENUE  
AS OF 2024



# FRESENIUS KABI MEDTECH

## Providing innovative solutions for Infusion and Nutrition Systems (INS) and Transfusion Medicine and Cell Therapies (TCT)

Fresenius Kabi MedTech has a broad portfolio designed to meet diverse medical needs in hospital and homecare settings.

**INS** – delivers precise infusion therapies for critical care, oncology, and emergency use. Highlights:

- **Smart pumps** with pneumatic technology for accurate delivery
- Mobile pumps for enteral and parenteral nutrition

**TCT** – specializes in blood and plasma collection, therapeutic apheresis, and cell processing. Highlights:

- **Automating small-volume cell processing** for cell and gene therapy
- Systems for whole blood collection, apheresis, and autotransfusion

**#1**

GLOBAL  
PROVIDER  
FOR BLOOD  
COLLECTION



**#2**

INFUSION  
SYSTEMS  
EUROPE AND  
LATAM

**€1.6bn**

REVENUE  
AS OF 2024



# FRESENIUS KABI BIOPHARMA

## Specializing in providing high- quality biosimilars for autoimmune diseases, ophthalmology, and oncology

Fresenius Kabi is dedicated to expanding patient access to affordable and effective biologic therapies. As one of the company's key growth areas, significant progress has been made in recent years to address patient needs and strengthen our position in this vital field.

**mAbxience ACQUISITION** – in 2022, Fresenius Kabi acquired a majority stake, enhancing biologic production capabilities and strengthening its biosimilars pipeline to deliver cost-effective therapies.

### IMMUNOLOGY

- **Adalimumab biosimilar** – FDA-approved for chronic autoimmune diseases.
- **Tocilizumab biosimilar** – first FDA-approved biosimilar with both IV and SC options for autoimmune conditions.
- **Ustekinumab biosimilar** – approved in 2024 (United States + European Union) with licensing partner Formycon; treats Crohn's disease, plaque psoriasis, and psoriatic arthritis.

### ONCOLOGY

Our **pegfilgrastim biosimilar** launched in 2023, reduces infection risk during chemotherapy.

**10+**  
ASSETS IN  
THE PIPELINE



**+76%**  
Y-O-Y ORGANIC  
REVENUE  
GROWTH IN  
2024

**€0.6bn**  
REVENUE  
AS OF 2024

# A leading private hospital provider in Europe

## Fresenius Helios is Europe's leading private healthcare provider

It consists of the Helios Group in Germany and Quirónsalud in Spain and Latin America.

- Every year about **26 million patients** choose Fresenius Helios for their medical treatment
- In 2024, the company's sales totaled **more than €12.7 billion**
- The patient satisfaction reached **>90%**

 **Helios**

**#1**

PRIVATE  
HOSPITAL  
PROVIDER  
IN GERMANY

**79k**

EMPLOYEES

**€7.7bn**

REVENUE  
AS OF 2024

 **quirónsalud**

**#1**

PRIVATE  
HOSPITAL  
PROVIDER IN  
SPAIN

**50k**

EMPLOYEES

**>€5bn**

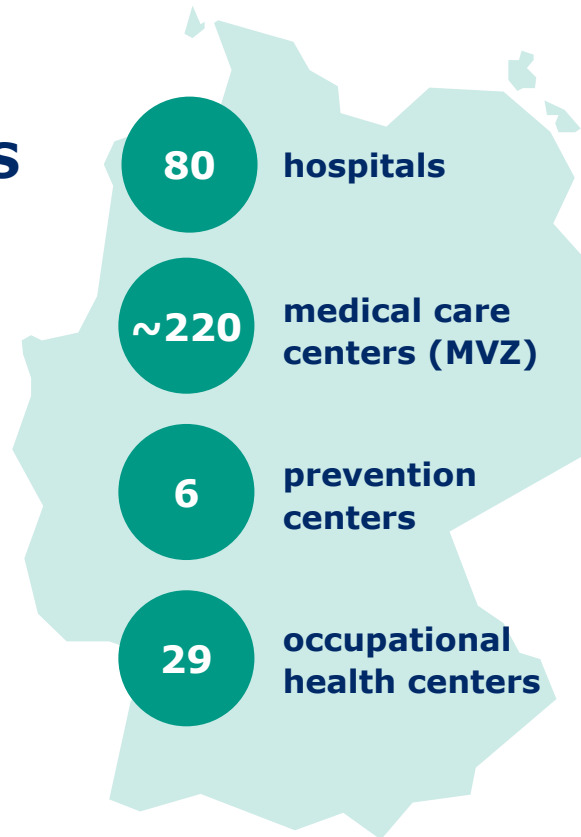
REVENUE  
AS OF 2024



# Helios Germany

## LEADING HOSPITAL CARE PROVIDER IN GERMANY WITH OVER 80 HOSPITALS

Operating with a cluster strategy for better treatments.



**~6%**  
MARKET  
SHARE

**89%**  
CASE  
PERFORMANCE  
ABOVE MARKET  
AVERAGE

**96%**  
PATIENT  
SATISFACTION



# Helios Germany

## Our daily impact in numbers

**1**

**DAY AT  
HELIOS  
GERMANY**



Emergency cases:  
**over 3,500 treated daily**



Doctors at work:  
**over 10,000 physicians  
providing care**



Care team:  
**more than 30,000 carers  
supporting patients daily**



Newborns: **around 100 babies  
delivered daily**



Meals served: **approximately  
50,000 distributed to patients  
each day**



Education: **over 1,000 students  
in their practical training  
phase**

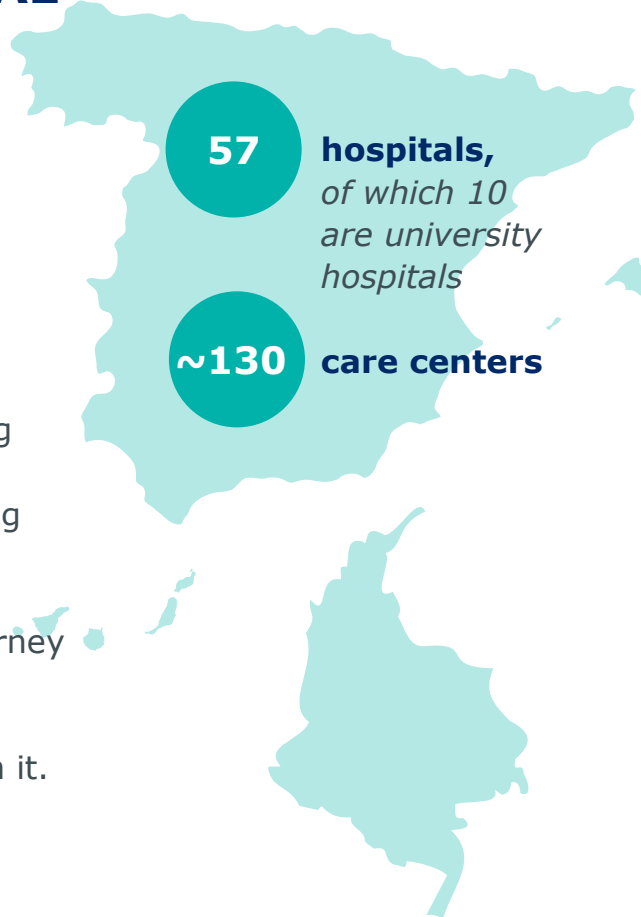


Childcare: **540 children cared  
for in kindergartens daily**

# Quirónsalud

## LEADING HOSPITAL CARE PROVIDER IN SPAIN AND LATIN AMERICA

It's the first hospital group globally to receive Joint Commission International accreditation at corporate level (world's most demanding framework for healthcare quality). Quirónsalud is leading the way in digital healthcare: with its Casiopea app, it has revolutionized the patient journey through full digitalization and simplification – today, over 7 million patients benefit from it.



~12%  
MARKET  
SHARE

#1  
REPUTATION  
WITHIN  
SPANISH  
HEALTHCARE  
SECTOR



# Quirónsalud

## Our daily impact in numbers

---

**1**

**DAY AT  
QUIRÓNSALUD**



Medical consultations:  
**39,000 consultations daily**  
(14.2m annually)



Medical checkups:  
**5,500 checkups daily**  
(2.0m annually)



Emergencies: **9,600 medical emergencies treated daily**  
(3.6m annually)



Surgeries: **2,000 surgical procedures performed daily**  
(720k annually)

# Fiscal year 2024

	FRESENIUS GROUP		FRESENIUS KABI	FRESENIUS HELIOS
REVENUE	€21.5bn	+8% <sup>1</sup>	€8.4bn	€12.7bn
EBIT	€2.5bn	+10% <sup>2</sup>	€1.3bn	€1.29bn
EBIT MARGIN	11.6%		15.7%	10.1%
OPERATING CASH FLOW	€2.4bn	+16%	–	–

Before special items

<sup>1</sup> Organic growth rate adjusted for accounting effects related to Argentina hyperinflation.

<sup>2</sup> Growth rate in constant currency and adjusted for Argentina hyperinflation.



# Q1/2025

	FRESENIUS GROUP		FRESENIUS KABI	FRESENIUS HELIOS
REVENUE	€5.6bn	+7% <sup>1</sup>	€2.15bn	€3.39bn
EBIT	€654m	+4% <sup>2</sup>	€360m	€333m
EBIT MARGIN	11.6%		16.8%	9.8%
OPERATING CASH FLOW	€74m <sup>3</sup>		–	–

Before special items

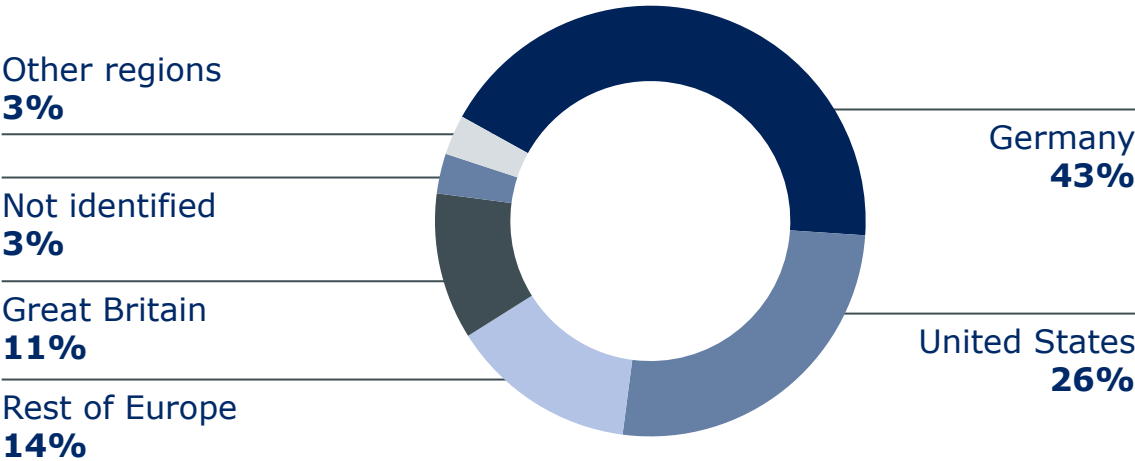
<sup>1</sup> Organic growth rate adjusted for accounting effects related to Argentina hyperinflation.

<sup>2</sup> Growth rate in constant currency and adjusted for Argentina hyperinflation.

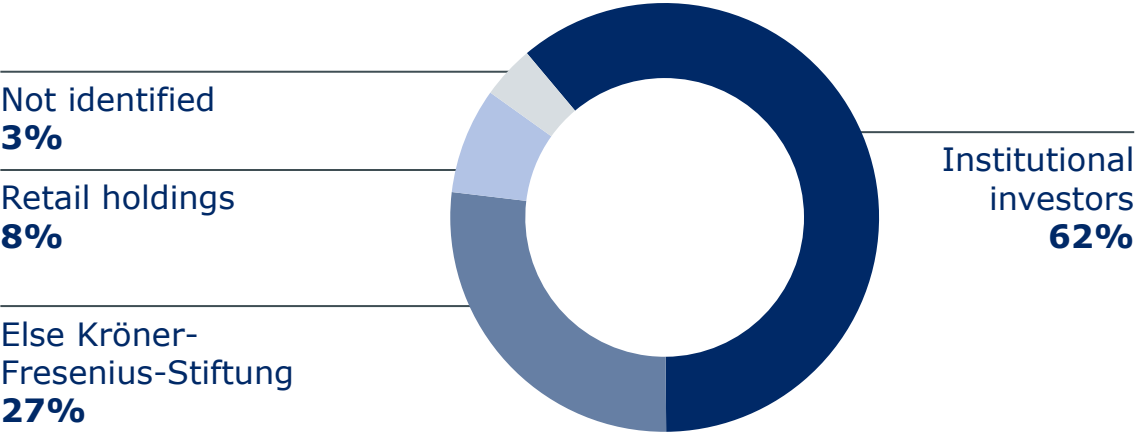
<sup>3</sup> From continuing operations.

# Our shareholders

## SHAREHOLDER STRUCTURE BY REGION



## SHAREHOLDER STRUCTURE BY INVESTORS



Total number of shares in 2024:

**563,237,277**

# Regional split

## REVENUE BY REGION

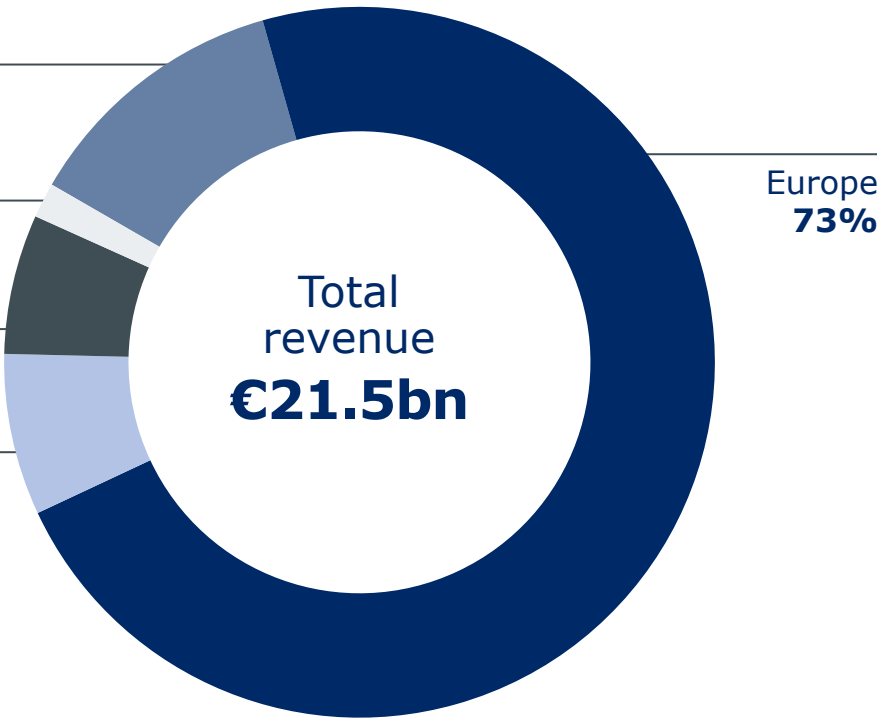
AS OF 2024

North America  
**13%**

Africa  
**1%**

Latin America  
**6%**

Asia-Pacific  
**7%**



## INVESTMENTS

AS OF 2024

North America **10%**

Other regions **6%**

Asia-Pacific **3%**



## EMPLOYEES

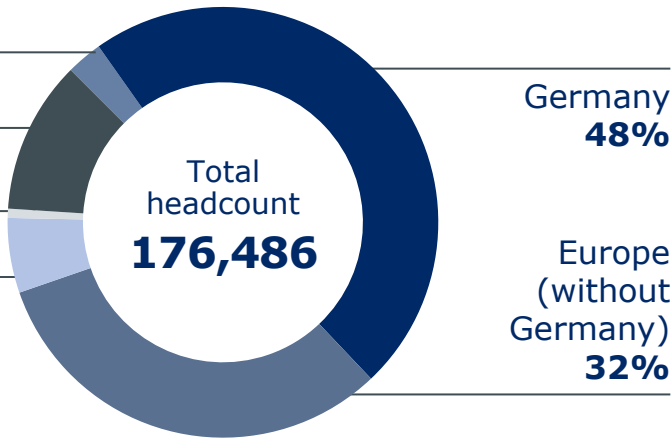
AS OF 2024

North America **3%**

Latin America **11%**

Africa **1%**

Asia/Pacific/Middle East **5%**



## Research and development

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*“By combining our industry expertise and clinical insights from our vast hospital network, we deliver patient-driven innovation that directly addresses their needs.”*

**PROF. DR.  
RALF KUHLEN**  
Chief Medical Officer



# Innovations Robotics

## SURGICAL ROBOTS

Fresenius Helios uses advanced robotic technology to make surgery less invasive and gentler for patients – one example is Helios Hospital Erfurt in Germany.

For example, prostate surgery previously required abdominal incisions of up to several centimeters. The new technology manages with small, millimeter-sized openings. This significantly accelerates recovery after surgery.

[MORE →](#)



# 30+

DA VINCI SURGICAL  
ROBOTS IN USE AT  
FRESENIUS HELIOS  
HOSPITALS



# Innovations Cell and gene therapy

## CAR T-CELL THERAPY

Besides the well-known treatment options for cancer such as surgery, chemotherapy, and radiotherapy, there are now also highly advanced new methods.

One of the innovative approaches is known as CAR T-cell therapy, which is used at Helios Hospital Berlin-Buch, among other places.

This is a form of immunotherapy that uses the patient's defense cells to target and destroy malignant cells. Unlike standard chemo, it leaves healthy tissues and organs largely intact. CAR T-cell is a potential basis for personalized medicine.

**MORE →**

**≤80%**

OVERALL RESPONSE  
RATE FOR CERTAIN  
MALIGNANT  
DISEASES OF THE  
IMMUNE SYSTEM



# Innovations Digitalization

## DIGITAL INFORMATION SYSTEMS

You may be familiar with this: you fill out the same form half a dozen times at a clinic. It's a waste of time and resources.

To improve processes, we developed the **digital platform Casiopea** in-house. Patients use it to communicate with the clinic online 24/7.

Treatment pathways for strokes, hip replacement operations, and many other conditions are managed via the platform. We digitalize the patient journey for the benefit of patients and healthcare professionals. One in seven inhabitants of Spain uses Casiopea actively.

MORE →

# 7.5m+

ACTIVE USERS OF  
DIGITAL PLATFORM  
CASIOPEA IN SPAIN





# Innovations Generative AI

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## **AMBIENT LISTENING FOR ENHANCED CARE**

The Scribe project enhances patient care by enabling automatic transcription and interpretation of doctor-patient conversations using generative AI.

This technology identifies key details, guides healthcare professionals through requests and prescriptions, and simplifies documentation with minimal user input.

Fully integrated into the Casiopea Mobility ecosystem, it reduces administrative burden, improves efficiency, and ensures focus remains on the patient.

The semi-automatic process streamlines workflows, enhancing care quality and creating a barrier-free consultation experience for both patients and healthcare professionals.

# Innovations

## Infusion therapy

### SMART INFUSION PUMP

An estimated 90% of hospitalized patients receive infusion therapy, yet today's smart pumps continue to rely on outdated technology. In 2024, the ECRI Institute cited infusion pump damage as a top-10 health technology hazard. The estimated cost of caring for patients with IV infusion medication errors is US\$22.4 billion, driven by missed medication and incorrect dosing.

Smartphone-like user interface: Large full-color display with clear infusion details displayed on the screen allows for quick infusion assessment.<sup>1</sup>

Automatic drug library and real-time dose guidance during programming provide immediate feedback on drug library compliance that may help to reduce medication errors.<sup>1</sup>

**MORE →**

# 1st

AND ONLY SMART  
INFUSION PUMP THAT USES  
PNEUMATIC TECHNOLOGY  
TO MEASURE AND CONTROL  
FLOW REGARDLESS OF BAG  
HEIGHT, BACKPRESSURE,  
PATIENT MOVEMENT, AND  
FLUID VISCOSITY.\*,\*\*,1-5

1. Ivenix Infusion System Large Volume Pump (LVP) Instructions for Use. Bad Homburg, Germany: Fresenius Kabi; 2024.
2. BD Alaris™ System with Guardrails™ Suite MX User Manual. CareFusion. 2020.
3. Plum 360 som 1520 IFU Page 11-10 Delivery Accuracy requirements.
4. Sigma Spectrum Operator's Manual. Sigma, LLC. 2011.
5. Data on file.

Please see the full list of [warnings and cautions](#) associated with this device

\* First and only in U.S. market as of 9/24.

\*\* Overall accuracy +/- 5% under the following conditions: 0.5-1000 mL/hr; 5°C to 35°C ambient temperature; 10 PSIA-15.5 ambient pressure; -100 mmHg backpressure; +/- 24" inlet head height; viscosities up to 70% dextrose solution; up to 96-hour duration; microbore and macrobore sets.





## FROM 10 HOURS TO JUST 2

PROCESS OPTIMIZATION  
HAS REVOLUTIONIZED  
CANCER TREATMENT TIMES,  
CUTTING THEM BY 80%  
FOR IMPROVED EFFICIENCY  
AND PATIENT CARE



## Innovations Digitalization

### HOPE GIVES HOPE

In 2018, the hospital management team and leading doctors of the Jiménez Díaz hospital in Madrid, Spain, launched the HOPE initiative. The acronym HOPE stands for Hospital Oncológico Personalizado.

Its goal: To bundle as many steps of the cancer diagnosis and treatment offered as possible and to coordinate them more closely.

[MORE →](#)

# Innovations Artificial Intelligence

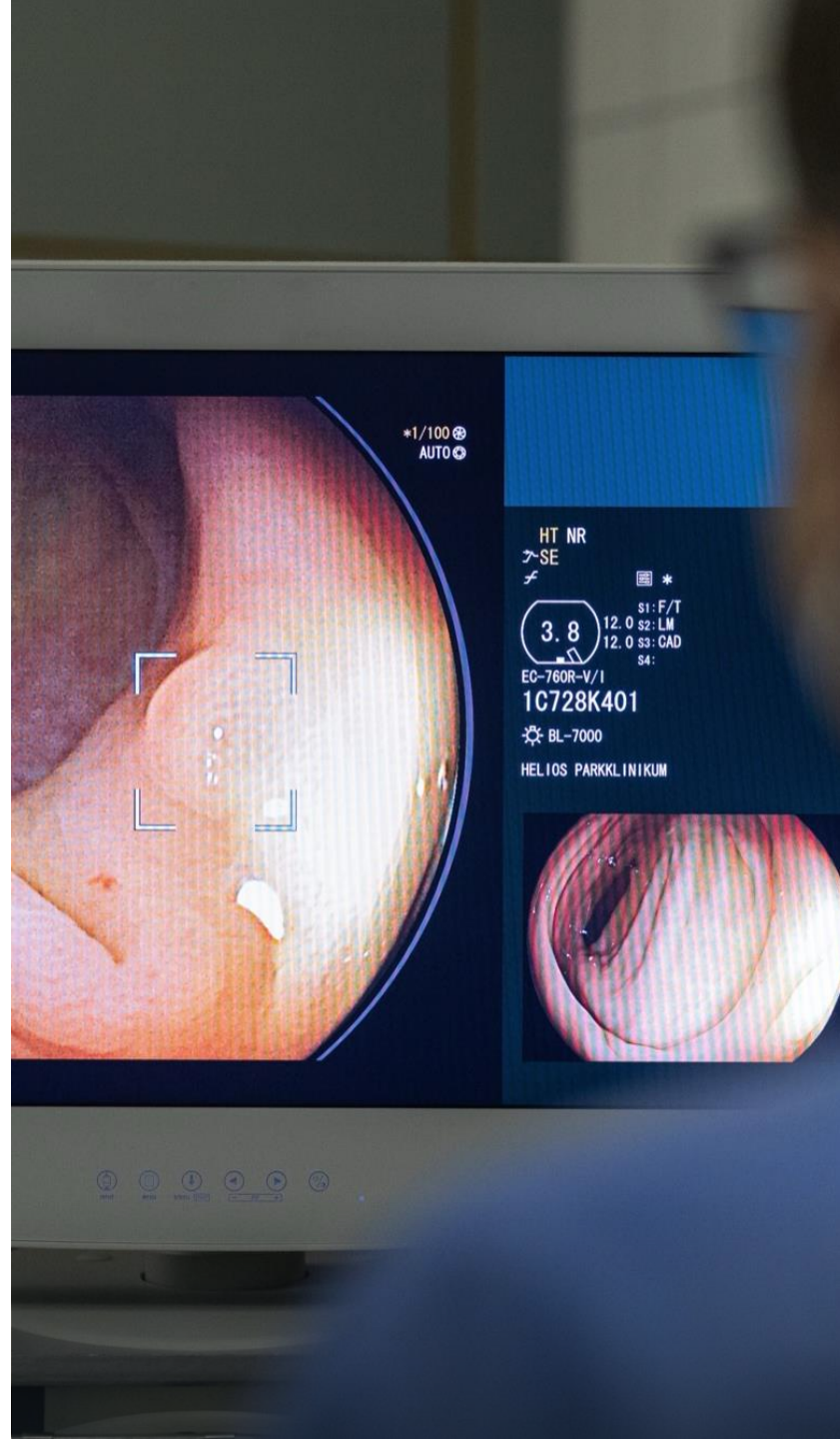
## COLON CANCER SCREENING WITH AI

Colon cancer is the second most common form of cancer in men and women. However, the risk of developing colon cancer can be reduced by regular screening.

The latest development in colonoscopies is the use of AI. An algorithm recognizes polyps in the intestinal mucosa during the endoscopy. AI does not replace doctors, but supports their diagnostics. It provides additional information that the human eye would miss.

Among other Fresenius Helios clinics, the Colon Cancer Center at Helios HSK in Wiesbaden is routinely using AI in the diagnosis of intestinal polyps.

**MORE →**



**The use of AI  
in preventive  
colonoscopies  
significantly  
increases the rate  
of polyp detection.**

**PROF. DR.  
INGMAR MEDERACKE**

Director of the Clinic for  
Gastroenterology,  
Hepatology, and Endocrinology





“With biosimilars like Tyenne, we’re taking important steps to expand access to advanced therapies — helping more patients benefit from high-quality, affordable treatment options.

**DR. SANG-JIN PAK,**  
President of Biopharma  
and Member of the  
Fresenius Kabi Board



# Innovation Biosimilars


## TYENNE

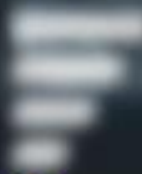
Fresenius is expanding access to advanced therapies through a growing biosimilars portfolio in oncology and autoimmune care. These cost-effective, high-performance alternatives support long-term sustainability in healthcare systems.

One example is Tyenne®, our tocilizumab biosimilar, which is used to treat autoimmune diseases such as rheumatoid arthritis and systemic juvenile idiopathic arthritis. It blocks the interleukin-6 (IL-6) receptor to reduce inflammation and prevent joint damage. Following an excellent launch in the U.S. and EU, Tyenne reinforces our commitment to deliver high-quality biologics at scale.

We now have 10+ biosimilar assets in the pipeline. In 2024, our biosimilars business achieved +76% organic growth and generated €0.6 billion in revenue.

**MORE →**

The image features a blurred background of a building with the 'Fresenius' logo. In the foreground, there is a field of white chamomile flowers with yellow centers. A blue, wavy, translucent graphic element overlays the flowers and the building.

 Fresenius

# SUSTAINABILITY



# Sustainability ambition **WE CARE FOR ...**

## **PEOPLE**

Millions trust us with their most valuable asset: their health. Fresenius' patient journey combines high-quality medical products and treatments with a holistic understanding of the patient's well-being: from human to human. Our employees drive this excellence, and we nurture a workplace where talent thrives. This ensures the best for our patients and our teams.

## **PLANET**

A healthy planet is essential for human health. Our commitment to life means continuously reducing our environmental footprint, using resources like water efficiently, and protecting ecosystems. We are committed to cutting carbon emissions across our value chain and achieving net zero by 2050.

## **ETHICAL FOUNDATION**

Our commitment to integrity and respect for human rights forms the ethical foundation of our sustainability approach.



# Sustainability highlights **Water – responsible use**


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## **Wastewater reclamation for more sustainable water use**

At our site in Beijing, China, we produce medicines for the treatment of chronic kidney disease.

A new filter system enables us to reuse water that has previously absorbed an organic solvent, rather than sending it to the wastewater treatment plant. We thereby save 20,000 m<sup>3</sup> of water per year, reduce the need for fresh tap water, and lower the costs of water procurement and treatment. This improves the availability of water for the local community.

**MORE →**



**“Reliable access to  
clean water is essential  
for our business.  
To conserve this scarce  
resource, we operate  
a comprehensive water  
management system.”**

**KIRSTEN NYLAND**

Environmental & Occupational  
Management at Fresenius Kabi





# Sustainability highlights **Attracting talent**

## **Rediscovering care: inspiring enthusiasm for the profession**

In 2024, a creative nursing bet was launched on social media to attract more people to nursing. The aim was to generate at least 500 applications within six weeks. As part of the “Ask the Docs” video format, Helios published a short report on YouTube presenting trainees in their day-to-day work at the hospital. The objective was to get people of different ages interested in training for a career in nursing. The result far exceeded the target set: more than 1,600 candidates applied.

In line with this, Helios hospital Emil von Behring launched the “Hallo Behring” pop-up store in a Berlin shopping mall. Anyone interested in healthcare professions could drop by the pop-up store to learn more about job opportunities in a relaxed setting.

**MORE →**

# Doing the right thing

## COMPLIANCE

For us, it means doing the right thing. We not only act in accordance with the law, but also according to applicable sector codices, our internal guidelines, and our principles.

Internal and external controls ensure that we adhere to the requirements and live up to the trust of our patients, employees, customers, suppliers, and investors.

The Fresenius Code of Conduct forms the framework for all rules applicable within the Fresenius Group.

**MORE →**

# 79%

OF ALL EXPOSED  
(AT-RISK) EMPLOYEES  
HAVE COMPLETED ANTI-  
CORRUPTION TRAINING  
(Q1-Q3 2024)

EY HONORED  
FRESENIUS WITH THE  
**Risk  
Transformation  
Award in 2024**

“**Integrity,  
responsibility, and  
transparency are a  
must – they are the  
ethical foundation  
of everything we do.**

**DR. MICHAEL MOSER**  
Member of the Management Board






# Doing the right thing

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## HUMAN RIGHTS

We regard respect for human rights as an integral component of our responsibility. Among others, these are our focus areas:

-  We ensure the well-being of over 175,000 employees
-  We take human rights into account in supplier and partner selection
-  We enhance transparency and take responsibility across our complex supply chains with thousands of suppliers

## DATA PROTECTION

Our highly digitalized work requires particularly careful handling of personal data and sensitive medical data.

-  We have clearly regulated data processing procedures
-  We foster comprehensive awareness among all employees
-  We have established a secure IT infrastructure

# Inspired by a strong heritage

“**IF NOT US,  
THEN WHO?**”

Else Kröner

Else Kröner (1925–1988) developed Fresenius into a successful and international healthcare group. She is a role model for courage, integrity, and humanity.

She entrusted her entire estate to the Else Kröner-Fresenius-Stiftung, which today numbers among the largest non-profit foundations in Germany.

**MORE →**



**1912**

Foundation of the pharmaceutical company Dr. E. Fresenius

**1952**

Else Kröner takes over and develops Fresenius into a global healthcare company

**1982**

The company is converted into a joint stock company

**1983**

Foundation of the Else Kröner-Fresenius-Stiftung

**TODAY**

Fresenius SE & Co. KGaA is a leading global healthcare group



# Committed to Life

## HUMAN DIMENSION

Excellent human-to-human care

### LEADING MEDICAL OUTCOMES

We provide high-quality inpatient treatments. In 2025, we want to outperform the German national average in more than 88% of cases.

HELIOS GERMANY

>88%



### EMPLOYEE ENGAGEMENT

We want to be employer of choice and listen to our employees' feedback. For 2025, we are aiming for an Employee Engagement Index of 4.33.

FRESENIUS GROUP

>4.33



### LEADING PRODUCT QUALITY

We aim for continuous improvement and want to limit the average number of observations in external inspections/audits to 2.3 in 2025.

FRESENIUS KABI

<2.3



### TALENT DEVELOPMENT

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

FRESENIUS GROUP

+20%



## PLANET DIMENSION

Healthy planet

### DECARBONIZATION

By 2030, we will reduce Scope 1 and 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.

FRESENIUS GROUP

Net zero



### WATER REDUCTION

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

FRESENIUS KABI

-20%



# Else Kröner-Fresenius-Stiftung

## ADVANCING RESEARCH. HELPING PEOPLE.

The Else Kröner-Fresenius-Stiftung (EKFS) is dedicated to advancing medical research as well as humanitarian aid.

Since its establishment in 1983, the foundation has donated approximately €660 million to around 2,600 medical research and humanitarian projects.

Funding of more than €71.85 million was authorized in 2023.

As a major shareholder of the healthcare group Fresenius, the foundation's income consists of dividends from these shares.

[MORE →](#)



# 27%

EKFS IS THE LARGEST  
SHAREHOLDER OF  
FRESENIUS SE & CO.  
KGAA.

# DIGITAL CAREERS AT FRESENIUS

FOCUS ON DATA  
SCIENCE, IT SECURITY,  
CYBERSECURITY,  
INDUSTRIAL IOT,  
CLOUD SERVICES

## Employer of choice

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Jobs with a purpose, prospects,  
and personal benefits:

# 6,700

APPRENTICES AND  
DUAL STUDENTS

# 60+

DUAL STUDY AND  
APPRENTICESHIP PROGRAMS



## OUR MISSION

We save and improve human lives with affordable, accessible, and innovative healthcare products and the 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.

## OUR PRINCIPLES

We serve patients beyond expectations

We care for excellence

We bring healthcare innovation to people

We live the power of ONE team

We act today for a better tomorrow

## OUR WORLD: THE DRIVING FORCES OF FUTURE HEALTHCARE



Multifaceted health equity



Human-to-human care



Integrated therapies



AI-powered clinical decisions

## OUR STRATEGY: #FUTUREFRESENIUS

### OUR OBJECTIVES

- **Advancing patient care:**  
new products, highest quality, the best service
- **Creating more value for shareholders:**  
deliver F<sup>3</sup>, grow EPS
- **Building a better company:**  
best people, effective operating model

### OUR GROWTH PLATFORMS

**Specialized (BIO)PHARMA**

**Targeted MEDTECH**

**Holistic CARE PROVISION**

### OUR UNIQUE STRENGTHS

- Medical expertise meets technology know-how
- Patient access creates new clinical insights
- Careers with purpose attract committed talent
- Global scale amplifies operational excellence





**WE LOOK  
FORWARD TO  
HEARING  
FROM YOU**

# 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.

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