

#FutureFresenius: REJUVENATE kicked-off with excellent momentum – strong start to 2025

Q1 2025 results
Conference call and webcast for investors and analysts



Safe Harbor Statement

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.

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Strategy and Business Update

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Q1/25: A strong start to the year

Excellent momentum with very strong 12% EPS¹ growth – driven by operating strength and significantly lower interest expense



Kabi delivering very strong 16.8% EBIT margin; Biopharma moving close to structural EBIT margin range



Helios Performance Programme gaining traction and delivering on schedule



Leverage within new target corridor



Executing on value-enhancing capital allocation strategy with sale of stake in FME



Outlook confirmed

#Future Fresenius

Before special items; at constant currency | 1 Excl. FMC





Q1/25 highlights

PHARMA



Transfer of Brazilian production site to EMS

Secured a **significant 5-year award** with a **major GPO** in the U.S

€946m

01/25

REVENUE

ORGANIC GROWTH

NUTRITION



Key milestone achieved in clinical trials for oncology product in APAC

Manufacturing licenses received for key product in China

€612m

REVENUE

Q1/25 OR

+7%

0%

ORGANIC GROWTH

MEDTECH



Signed multi-year full line contract with major U.S. health institution expected to purchase 7k Ivenix pumps,

IV solutions and parenteral nutrition

FDA clearance for Adaptive Nomogram and **expected completion** of rollout in >160 U.S. plasma collection centers by end of 2025

€399m

Q1/25 REVENUE **+7%**

ORGANIC GROWTH

BIOPHARMA



Launch of **Ustekinumab biosimilar** Otulfi®; Q-Code granted

FDA approval for **Denosumab biosimilar**

€190m

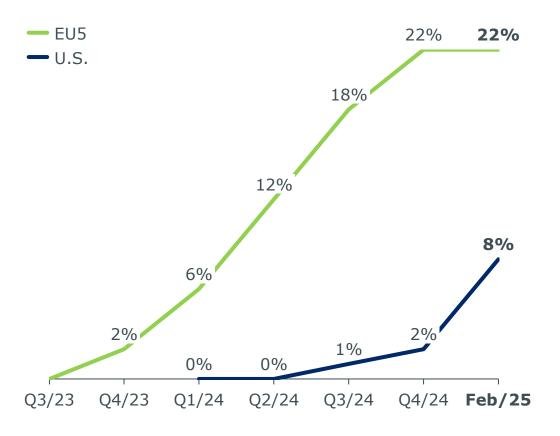
Q1/25 REVENUE +40%

ORGANIC GROWTH



Tyenne progress continues

TYENNE MARKET SHARES



TYENNE U.S. – KABI PAYER ACCESS Units



Source: IQVIA Data

- 8% market share in the U.S.; dynamic increase sequentially
- Momentum driven by exclusive IL6/Tocilizumab contracting; majority of contracts exclusive
- Pull-through to be executed over the course of FY/25
- Continuing to add new customers
- Advancing with tech transfer to mAbxience

Source: IQVIA Data







Q1/25 highlights



German coalition agreement a positive:

Continuation of hospital reform, strengthening of cross-sectoral care and reduction of bureaucracy

Uncompromising quality focus:

Outperforming the German national average for more than 90% of our medical targets

Advancing

digitalization:

digital care

€2,046m

Q1/25 **REVENUE** **ORGANIC GROWTH**

+8%

SPAIN



Outstanding patient care:

13 Quirónsalud hospitals ranked as "World's Best Hospitals 2025" by Newsweek



WORLD'S BEST HOSPITALS

management platform Casiopeia

€1,348m

+8%

Q1/25 **REVENUE** **ORGANIC GROWTH**



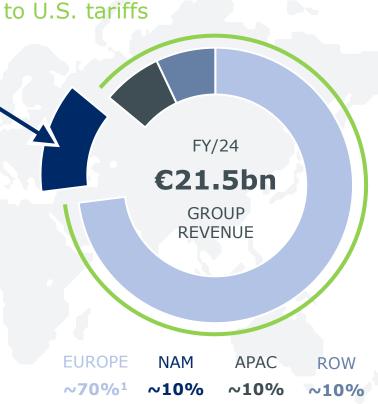
A resilient business with global footprint and broad, diverse source of revenues

~70% of medicines sold in the U.S. are produced in the U.S.

~90% of Group revenues
NOT exposed



- > ***\$1bn invested** in expansion of manufacturing and supply capacity
- Aiming to increase the number of employees in the U.S.
- U.S. a **strategic priority** for all Kabi business units



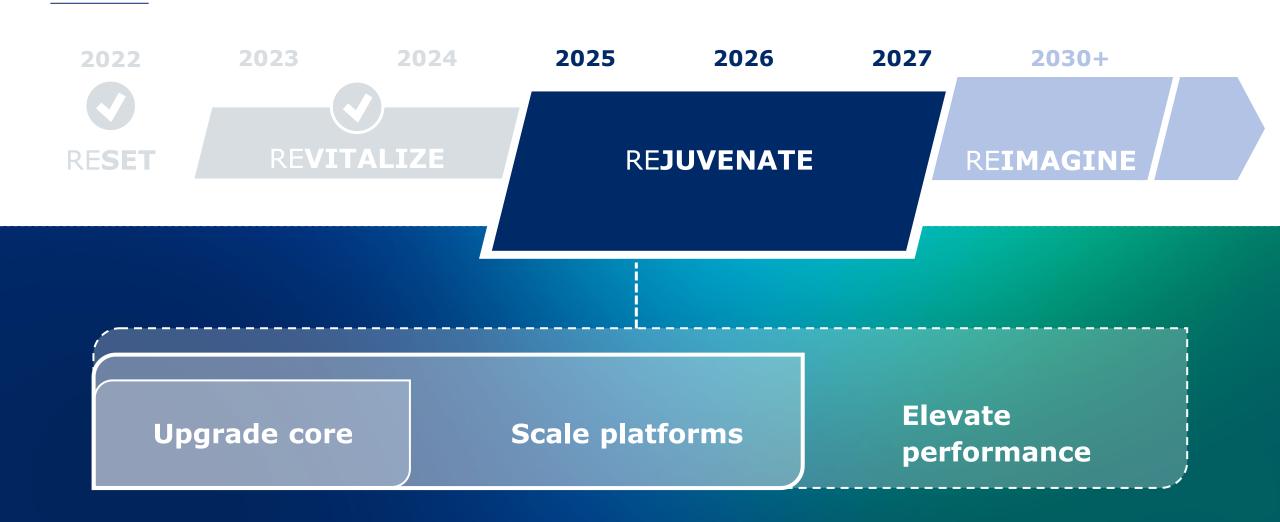
- Diversified
 portfolio:
 Strong European
 hospital business
- Local-for-Local manufacturing
- #FutureFresenius:
 Improved agility
 and flexibility
 thanks to sharpened
 focus

¹ Including Helios and Kabi revenues; Helios contributing ~60% of Group revenue





Kicked off REJUVENATE phase with strong momentum



F Fresenius

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Financials

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Appendix

Q1/25: Excellent bottom-line momentum

€0.74 +12%

EPS²

€74m

3.0x

Operating Cash Flow

Net Debt / EBITDA³

Special items Q1/25 (EAT): €261m⁴; thereof €221m exit of Vamed Project business

¹ Organic growth rate adjusted for accounting effects related to ARG hyperinflation | ² Excl. FMC | ³ Excl. FMC; at average exchange rates for both net debt and EBITDA; before special items; pro forma closed acquisitions/divestitures, including lease liabilities, including Fresenius Medical Care dividend; Net debt adjusted for valuation effect of equity-neutral exchangeable bond | ⁴ Excluding FMC: €205m

Strong revenue growth driven by consistent delivery of Kabi and strong performance at Helios

EBIT growth of 4% on the back of continued strong operating performance at Kabi; ceased energy relief payments weighing on Helios' performance

Excellent EPS growth of 12% demonstrating **bottom-line delivery** based on operational strength and improved interest expenses

Interest expense at -€81m (Q1/24: -€112m) significantly improved driven by deleveraging based on strong Cash Flow in FY/24

Tax rate of 25.0% in line with expectations (Q1/24: 24.5%)

Operating Cash Flow significantly improved yoy (Q1/24: -€42m)

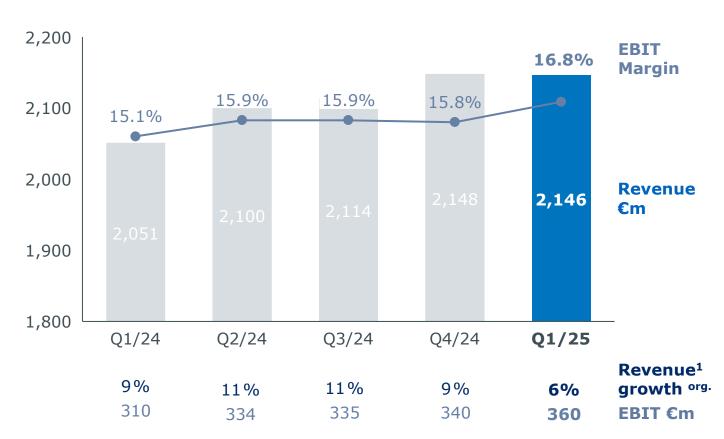
Leverage ratio within target corridor: $3.0 \times$ in Q1/25; yoy improvement of 80 bps

Before special items; P&L growth rates at constant currency (cc) and adjusted for ARG hyperinflation Net income attributable to shareholders of Fresenius SE & Co. KGaA Cash Flow from continuing operations



Fresenius Kabi **Q1/25 highlights**

QUARTERLY FINANCIALS



Before special items | ¹ Organic growth rate adjusted for accounting effects related to Argentina hyperinflation | ² Growth rate adjusted for accounting effects related to Argentina hyperinflation

F Fresenius

Main developments

Strong organic revenue growth of 6%¹ in the upper half of the structural growth band; less pronounced Argentina pricing effects

Growth Vectors with strong $11\%^1$ organic revenue growth (MedTech: $7\%^1$; Nutrition: $7\%^1$; Biopharma: $40\%^1$)

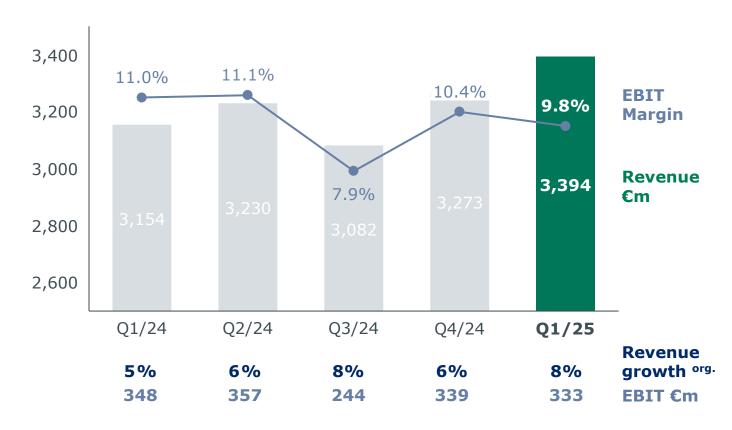
Pharma with flat organic revenue growth against a strong prior-year base; strong growth in Europe offset by softer development in U.S. and China

Strong EBIT margin at 16.8%:

- Significant margin expansion (170 bps) and 16%²
 EBIT growth (constant currency) driven by volume effects and continued improvements of cost base; all business units with yoy margin improvements
- Growth Vectors with 390 bps margin expansion to 15.3%; broad-based positive development with Biopharma moving close to Kabi's structural margin band

Fresenius Helios Q1/25 highlights

QUARTERLY FINANCIALS



Main developments

Strong 8% organic revenue growth above structural growth band, driven equally by Helios Germany and Helios Spain; support from positive Easter effect

Helios EBIT margin solid at 9.8%; expected softness at Helios Germany partially offset by excellent profitability at Helios Spain

Helios Germany

Strong 8% organic revenue growth mainly driven by price effects; good admissions growth and case mix

EBIT margin and growth affected by absence of energy relief payments; Performance Programme delivering in line with expectations with ramp-up expected in H2/25

Helios Spain

Strong 8% organic revenue growth driven by activity growth and price effects

Excellent EBIT margin (13.1%; +160 bps yoy) and growth (+23% at constant currency)

Before special items



Cash Flow

Cash Flow¹

Continued strengthening of Free Cash Flow

CASH FLOW €m 2,554 -96 2,114 -169 -903 616 112 incl. ~€500m proceeds from **FME** share sale 224 **Q1/25 LTM** 01/24 LTM **Q1/25 LTM CAPEX FME** Acquisitions, Minority Leases **Operating** dividend Free interest Free net

Rigorous focus on cash conversion reflected in substantially improved Operating Cash Flow

Free Cash Flow supported by FME share sale and FY/24 dividend suspension

~€1.1bn total proceeds from FME transactions in Q1/25:

- ~€500m share sale
- ~€600m exchangeable bond (in Cash Flow from Financing Activities)

From continuing operations; Q1/25 LTM Free Cash Flow from discontinued operations amounted to -€308m, mainly due to the disposals from the Vamed exit ¹ After acquisitions, dividends and lease liabilities



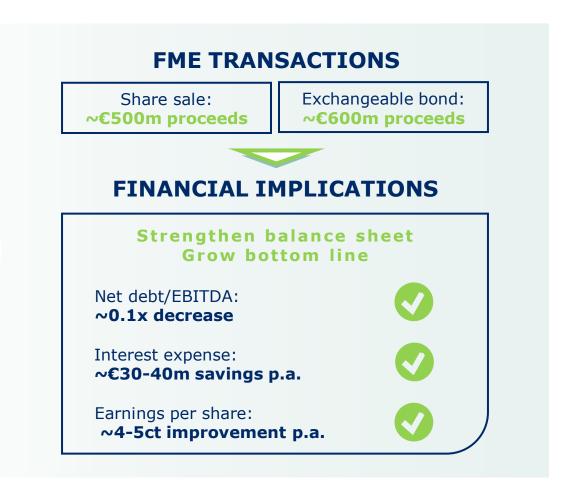
Cash Flow¹

Successful FME transactions in line with value-enhancing capital allocation strategy

Financials

RE**JUVENATE**CAPITAL ALLOCATION PRIORITIES

- Growth
- Attractive shareholder returns
- Strong balance sheet





FY/25 guidance: Continued performance momentum

	FY/24 base	FY/25 guidance ¹	F Fresenius
FRESENIUS KABI	€8,414m	Mid- to high-single-digit organic revenue growth	REVENUE GROWTH ORGANIC
		Organic revenue growth	4-6%
	€1,319m	EBIT margin of 16–16.5%	FY/24 base: €21,526m Q1/25: 7%
FRESENIUS HELIOS	€12,739m	Mid-single-digit organic revenue growth	EBIT GROWTH AT CONSTANT CURRENCY 3-7%
	€1,288m	EBIT margin of ~10%	FY/24 base: €2,489m Q1/25: 4%

¹ Guidance given in February reflected the fast-moving macro-economic and geopolitical environment, resulting in a higher level of operational uncertainty. Guidance continues to reflect current factors and known uncertainties, such as potential impacts from tariffs, to the extent they can currently be assessed. It does not take into account potential extreme scenarios.



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Appendix



REJUVENATE: Providing an excellent setup for...

- **Resilient business** with strong and consistent revenue growth supported by secular growth trends
- Strong balance sheet and valueenhancing capital allocation
- Continued margin expansion at Kabi
- **Helios Performance Programme** setting strong base for coming years



...further bottom-line growth



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Fresenius Financial Framework

	III KABI	HELIOS
EBIT MARGIN	16-18%	10-12%
ORGANIC REVENUE GROWTH	4-7%	4-6%
CAPITAL EFFICIENCY	CAPITAL STRUCTURE	
ROIC	Leverage ratio	
6-8%	2.5-3.0x	~1

- Ambitions geared for substantial earnings growth
- Strong balance
 across growth and
 stable cash flow
- Strong balance sheet

¹ Cash conversion rate – defined as adjusted FCFbIT / EBIT (before special items) | ² Before special items; excl. FMC



All figures before special items

endix

FY/25 outlook **Earnings phasing and assumptions**



Q1/25

Q2/25

Q3/25

Q4/25



Ongoing growth momentum based on expected product launches and rollouts

Ketosteril®¹ expected to be included in VBP process in China starting Q2/25



Headwind from **prior-year energy relief payments**

Expected ramp-up of **Performance Programme** at Helios Germany

Easter effect FY/24: Holidays in Q1

Easter effect FY/25: Holidays in Q2

Expected **soft Q3** – as part of usual seasonality

Indicative

¹ Alpha Ketoanalogues of essential amino acids for treatment of patients with Chronic Kidney Disease



FY/25 outlook **Other financial KPIs**



€m		FY/24	FY/25 expectation
Doe Chalailine	Interest expense	€433m	€370m to €390m (previously: €400m to €420m)
Profitability	Tax rate	25.9%	25 to 26%
	CAPEX (% of revenue)	4.3%	Around 5%
	CCR LTM	1.0	Around 1
Capital Allocation	ROIC	6.2%	Above 6%
	Leverage ratio	3.0x	Within the new target corridor of 2.5 to 3.0x Net debt / EBITDA





Q1/25

Statement of income (Summary, IFRS, unaudited)



€m	Q1/25	Q1/24 restated	Q1/24 previous	Growth
Revenue	5,651	5,350	5,704	6%
Costs of revenue	-4,240	-3,936	-4,298	-8%
Gross profit	1,411	1,414	1,406	0%
Selling, general and administrative expenses	-643	-670	-702	4%
Research and development expenses	-140	-139	-139	-1%
Other operating result	59	-6	-6	
Operating income (EBIT)	687	599	559	15%
Income from investments accounted for using the equity method	18	-30	-30	160%
Interest result	-81	-111	-115	27%
Other financial result	-13	-	-	
Income before income taxes	611	458	414	33%
Income taxes	-140	-136	-125	-3%
Net income from continuing operations	471	322	289	46%
Noncontrolling interests in continuing operations	15	19	11	-21%
Net income from continuing operations ¹	456	303	278	50%
Net income from discontinued operations ¹	-227	-25	n.a.	
Net income	244	289	289	
Noncontrolling interests in net income	15	11	11	
Net income¹	229	278	278	
Earnings per ordinary share (€)	0.41	0.49	0.49	

After Special Items

¹ Net income attributable to shareholders of Fresenius SE & Co. KGaA





Q1/25 **Reconciliation**



				Growth rate at constant
€m	Q1/25	Q1/24	Growth rate	currency
Revenue reported (after special items)	5,651	5,350	6%	6%
Legacy portfolio adjustments	0	-30		
Fresenius transformation	-20	-37		
Revenue (before special items)	5,631	5,283	7%	7%
EBIT reported (after special items)	687	599	15%	15%
Cost and efficiency programs	15	15		
Legacy portfolio adjustments	4	7		
Reduction of participation in Fresenius Medical Care	-76	-		
Fresenius transformation	24	10		
EBIT (before special items)	654	631	4%	4%
Net income reported (after special items) ¹	229	278	-18%	-19%
Cost and efficiency programs	14	12		
Legacy portfolio adjustments	3	12		
Fresenius transformation	245	39		
Reduction of participation in Fresenius Medical Care	-57	_		
Special items Fresenius Medical Care	56	90		
Net income (before special items) ¹	490	431	14%	13%

 $^{^{\}rm 1}$ Net income attributable to shareholders of Fresenius SE & Co. KGaA Growth rates adjusted for Argentina hyperinflation

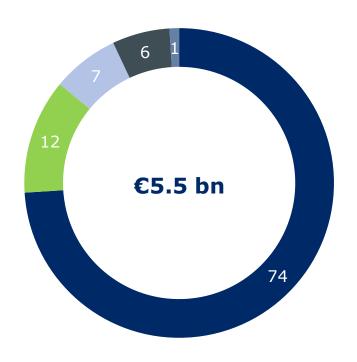


Q1/25 Revenue



REVENUE BY REGION

in %



REVENUE BY BUSINESS SEGMENT

in %



■ Europe ■ North America ■ Asia-Pacific ■ Latin America ■ Africa

■ Fresenius Kabi ■ Fresenius Helios ■ Corporate/Other

Before special items





Q1/25

Revenue growth by business segment



€m	Q1/25	Q1/24	Growth at actual rates	Currency translation effects	Growth at constant rates ¹	Organic growth ¹	Acquisitions	Divestitures/ Others
Fresenius Kabi	2,146	2,051	5%	0%	5%	6%	0%	-1%
Fresenius Helios	3,394	3,154	8%	0%	8%	8%	0%	0%
Corporate/ Other	91	78	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Total	5,631	5,283	7%	0%	7%	7%	0%	0%

 $^{^{\}rm 1}\,\mathrm{Growth}$ rate adjusted for accounting effects related to Argentina hyperinflation





Q1/25

Calculation of noncontrolling interests



€m	Q1/25	Q1/24
Earnings before tax and noncontrolling interests	573	519
Taxes	-143	-127
Noncontrolling interests, thereof	-14	-21
Fresenius Kabi	-11	-18
Fresenius Helios	-3	-1
Corporate	0	-2
Net income from discontinued operations Vamed	0	0
Net income from Fresenius Medical Care	74	60
Net income attributable to Fresenius SE & Co. KGaA	490	431

For a detailed overview of special items and adjustments please see the reconciliation tables provided on our website https://www.fresenius.com/results-center.



Q1/25 & Q1/25 LTM Cash flow development



€m	Q1/25	Q1/24	Q1/25 LTM	Q1/24 LTM
OCF	74	-42	2,554	1,951
thereof Kabi	110	157	1,131	1,151
thereof Helios	-8	-117	1,684	1,019
% OCF Margin	1.3%	-0.8%	11.7%	9.5%
Capex (net)	-178	-190	-903	-1,035
Capex in % of revenue	-3.2%	-3.6%	-4.1%	-5.0%
Dividends received from FME	-	-	112	106
Acquisitions (net)	450	148	616	-57
Dividends paid (Minority interest)	-96	0	-96	-551
Lease liabilities	-32	-43	-169	-190
FCF	218	-127	2,114	224

Cash flow from continuing operations





Q1/25 LTM

Reconciliation: Adjusted Free Cash Flow for CCR



€m	Q1/25 LTM	Q1/24 LTM
Operating Cash Flow	2,554	1,951
Capex (net)	-791	-929
Free Cash Flow (before acquisitions, dividends, and lease liabilities)	1,763	1,022
Special items (net income before minorities)	148	208
Interests (before special items)	402	424
Taxes (before special items)	548	519
Adjusted Free Cash Flow for CCR	2,861	2,173





Q1/25



Cash Flow development by business segment

	Operating Cash Flow				Capex (net)				Free Cash Flow ¹			
€m	Q1/25	Q1/24	Q1/25 Margin	Q1/24 Margin	Q1/25	Q1/24	Q1/25 % rev.	Q1/24 % rev.	Q1/25	Q1/24	Q1/25 Margin	Q1/24 Margin
FRESENIUS KABI	110	157	5.1%	7.7%	-76	-65	-3.5%	-3.2%	34	92	1.6%	4.5%
FRESENIUS HELIOS	-8	-117	-0.2%	-3.7%	-98	-121	-2.9%	-3.8%	-106	-238	-3.1%	-7.5%
Corporate/Other	-28	-82			-4	-4			-32	-86		
F Fresenius	74	-42	1.3%	0.8%	-178	-190	-3.1%	-3.6%	-104	-232	-1.8%	-4.4%

Cash flow from continued operations

¹ Before acquisitions, dividends and lease liabilities





Q1/25 LTM



Cash Flow development by business segment

	Op	perating (Cash Flow	1		Capex ((net)¹			Free Cas	h Flow ²	
€m	Q1/25 LTM	Q1/24 LTM	Q1/25 LTM Margin	Q1/24 LTM Margin	Q1/25 LTM	Q1/24 LTM	Q1/25 LTM % rev.	Q1/24 LTM % rev.	Q1/25 LTM	Q1/24 LTM	Q1/25 LTM Margin	Q1/24 LTM Margin
FRESENIUS KABI	1,131	1,151	13.3%	14.3%	-391	-425	-4.6%	5.3%	740	726	8.7%	9.0%
FRESENIUS HELIOS	1,684	1,019	13.0%	8.4%	-491	-579	-3.8%	4.8%	1,193	440	9.2%	3.6%
Corporate/Other	-261	-219			91	75			-170	-144		
F Fresenius	2,554	1,951	11.7%	9.5%	-791	-929	-3.6%	-4.5%	1,763	1,022	8.1%	5.0%

Cash flow from continued operations

² Before acquisitions, dividends and lease liabilities

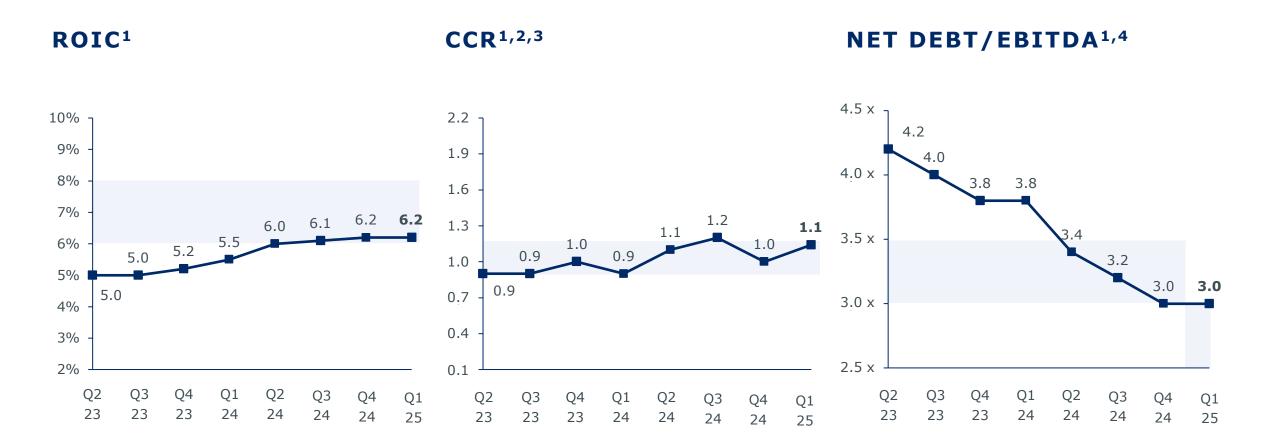


¹ Total incl. FME dividend





Capital efficiency and returns

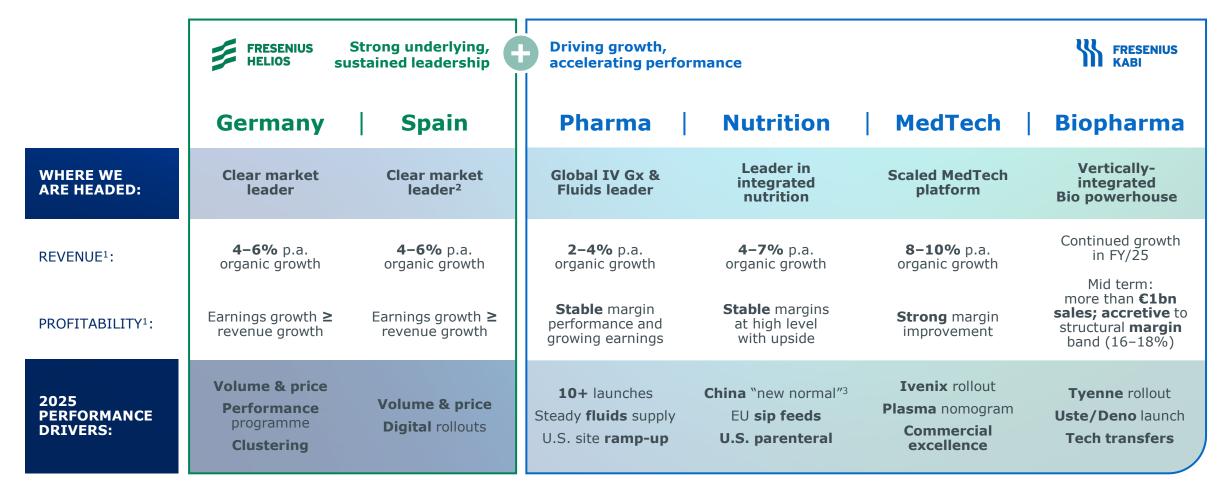


¹ Prior-year figures have been adjusted due to the deconsolidation of Fresenius Medical Care operations | ² LTM | ³ Q2/23-Q3/23 CCR figures not restated (FMC deconsolidation)

⁴ At average exchange rates for both net debt and EBITDA; pro forma closed acquisitions/divestitures, including lease liabilities, including Fresenius Medical Care dividend; Net debt adjusted for valuation effect of equity-neutral exchangeable bond



Business overview



¹ As stated at respective Capital Market Day | ² Relates to private hospital market in Spain | ³ Ketosteril expected to be in volume-based procurement starting Q2/25



Q1/25

Organic revenue growth by product group



€m	Q1/25	Δ YoY organic ²
MedTech	399	7%
Nutrition	612	7%
Biopharma	190	40%
Growth Vectors ¹	1,201	11%
Pharma (IV Drugs & Fluids)	946	0%
Corporate	0	
Total revenue	2,146	6%

² Organic growth rate adjusted for accounting effects related to Argentina hyperinflation



¹ Consists of MedTech, Nutrition, Biopharma



Q1/25 **EBIT(DA) development**



€m	Q1/25	Δ YoY cc ²
Total EBITDA	479	8%
Margin	22.3%	+80 bps
Total EBIT	360	16%
Margin	16.8%	+170 bps
Growth Vectors ¹	184	45%
Margin	15.3%	+390 bps
Pharma (IV Drugs & Fluids)	216	+4%
Margin	22.9%	+150 bps
Corporate	-40	

All figures before special items Margin growth at actual rates

For a detailed overview of special items and adjustments please see the reconciliation tables provided on our website https://www.fresenius.com/financial-results.



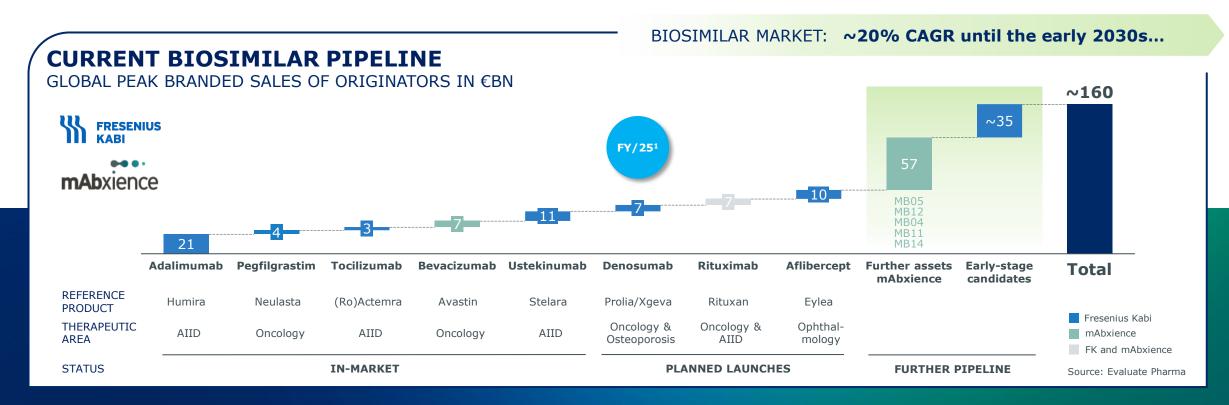
¹ Consists of MedTech, Nutrition, Biopharma

² Growth rate adjusted for Argentina hyperinflation



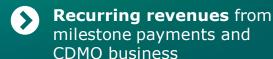


Biosimilar portfolio and pipeline

















Biosimilar portfolio and pipeline

	Candidate & TA	Pre-clinical	Clinical trials	Approval	Launch
FRESENIUS KABI	Adalimumab Autoimmune			EU: Apr 2019 / US: Dec 2022	EU: May 2019 / US: Jul 2023
	Pegfilgrastim Oncology Stimufend			EU: Mar 2022 / US: Sep 2022	EU PFS: Oct 2022 / US PFS: Feb 2023
	Tocilizumab Autoimmune			EU: Sep 2023 / US: Mar 2024	EU: Nov 2023 US: Apr 2024 (IV); Jul 2024 (SC)
	Rituximab Oncology & AI			Filed for approval (US only)	
ESE	Ustekinumab Autoimmune			EU: Sep 2024 / US: Sep 2024	EU: Mar 2025 / US: Mar 2025
FRE	Denosumab Osteoporosis & Oncology			US: Mar 2025 EU: Filed for approval	
	Early-stage candidates				
	Rituximab Oncology			ARG: Oct 2014	ARG: Feb 2015
	Bevacizumab Alymsys® Oncology			EU: Mar 2021 / US: Apr 2022	EU: Apr 2021 / US: May 2022
NCE	Denosumab Osteoporosis & Oncology			ARG: July 2024 EU/US: filed for approval	ARG: July 2024 EU/US TBC
MABXIENCE	MB05 Infectious disease				
	MB12 Oncology			ARG: Dec 2024	ARG: Dec 2024 EU/US TBC
	MB04 Autoimmune				
	MB11 Oncology				
	MB14				



Hematology



Q1/25 **Key financials**



€m	Q1/25	Δ YoY cc
Total revenue	3,394	8% ¹
Thereof Helios Germany	2,046	8%1
Thereof Helios Spain	1,348	8%1
Total EBIT Margin	333 9.8%	-4% -120 bps
Thereof Helios Germany Margin	157 7.7%	-23% -310 bps
Thereof Helios Spain Margin	176 13.1%	
Thereof Corporate	0	

All figures before special items

For a detailed overview of special items and adjustments please see the reconciliation tables provided on our website https://www.fresenius.com/results-center



¹ Organic growth



Fresenius Helios: Key Metrics

	Q1/25	ΔΥοΥ	FY/24
Helios Germany			
Hospitals	85	0%	85
- Acute care hospitals	82	0%	82
Beds	29,806	-1%	30,025
- Acute care hospitals	29,240	-1%	29,459
Admissions	1,413,638	2%	5,509,409
 patients treated in hospital 	304,648	2%	1,162,999
- patients treated as outpatient	1,108,990	2%	4,346,410
Helios Spain (incl. Latin America)			
Hospitals	57	-2%	57
Beds	8,112	-2%	8,131
Admissions (including outpatients)	5,561,424	5%	20,837,047
 patients treated in hospital 	315,486	3%	1,171,666
 patients treated as outpatient 	5,245,938	5%	19,665,381





Financial Calendar & Contact

Financial Calendar

Please note that these dates could be subject to change.

07 May 2025 Results Q1/25

23 May 2025 Annual General Meeting

06 Aug 2025 Results Q2/25

05 Nov 2025 Results Q3/25

Events

Please note that these dates could be subject to change.

13 May 2025	Berenberg Madrid Seminar 2025, Madrid/ESP
13 May 2025	BofA Securities 2025 Health Care Conference, Las Vegas/USA
13 May 2025	UBS Best of Europe One-on-One Virtual Conference
20 May 2025	Berenberg European Conference 2025, New York/USA
21 May 2025	RBC Capital Markets Global Healthcare Conference, New York/USA
27 May 2025	dbAccess European Champions Conference 2025, Frankfurt/GER

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