Fresenius



SUSTAINABILITY HIGHLIGHTS MAGAZINE 2024

CARING FOR TOMORROW

CONTENTS

FOREWORD BY DR. MICHAEL MOSER, MEMBER OF THE MANAGEMENT BOARDS 3

STORIES 4

COMMITTED TO LIFE 30

Our sustainability ambition 31

HUMAN DIMENSION 36

Focus on people – innovative care, uncompromising quality 37

Access to safe healthcare 39

Digitalization and cybersecurity 47

The foundation of our success 53

Our employees 55

PLANET DIMENSION 65

Protecting the environment and safeguarding the health of tomorrow 66

Climate protection: Securing energy supply and reducing emissions 68

Using water responsibly 75

Balancing act of resource conservations 80

OUR ETHICAL FOUNDATION 85

Acting responsibly 86

Committed to Life: What drives us 87

Doing the right thing out of conviction 90

Respecting human rights 94

IMPRINT 100

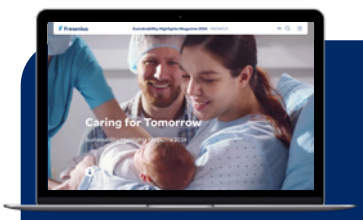
STORIES

Insights into our sustainability activities



From page

4 →



This report is also available online with additional, interactive functions.

TO THE ONLINE REPORT →

FOREWORD

“For us, sustainability is not just a buzzword. Rather, it is our responsibility. And our strength. It makes us competitive and resilient and ensures our success. Both today and tomorrow.”



Dr. Michael Moser
Member of the Management Board

1

STORIES

Insights into the sustainability activities at our hospitals and production sites.

THE SMART FUTURE of healthcare

Artificial intelligence (AI) is driving the healthcare industry – and Fresenius is leveraging its capabilities to enhance the patient experience and broaden treatment options.

Smart automation processes are a key factor and we develop intelligent analysis tools to support medical professionals in areas such as evaluation of diagnostic tests.

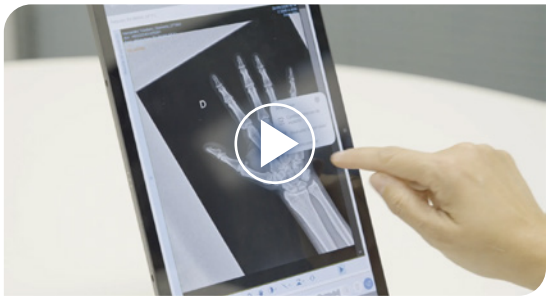
We always protect the sensitive health data of our patients – in line with our guidelines, our Fresenius Principles, and all relevant legislation and regulations.

MORE TIME FOR PATIENTS THANKS TO AI ASSISTANCE

At our Quirónsalud hospitals in Spain, we are optimizing the patient experience with Casiopea. This digital platform bundles important health information. A central pool of information gives doctors rapid access to relevant patient data and enables them to provide more efficient and selective treatment.

The Mobility Scribe AI system was integrated into Casiopea during the summer of 2024. The system was specially developed for clinical operations. It transcribes treatment conversations, creates medical reports, and suggests the prescription of medication and tests to be performed. Our medical professionals then check these suggestions and confirm them. The administrative burden is reduced to allow doctors to focus more on their patients.

In a successful pilot phase, the AI system was trained strategically to recognize complex medical terminology. The aim now is to expand the use of Mobility Scribe throughout our Spanish hospitals.



Watch the video online

AI-SUPPORTED DECISIONS IN EVERYDAY CLINICAL PRACTICE

Professionals at Helios Germany are using artificial intelligence strategically to support medical staff in decision-making. But what is actually behind this? Professor Olaf Kannt is a member of the Helios Executive Leadership Team and Head of Medicine at Helios Germany. He gave us an insight into the background.

> The major advantage of AI-based digital support is real-time analysis of big data.



What are the benefits of using digital assistants for treatments? How do doctors "work together" with AI in their day-to-day work?

PROF. DR. KANNT: The major advantage of AI-based digital support is real-time analysis of big data. Physicians are simply unable to assess this volume of data reliably and at pace. AI can identify unusual or rare presentations more precisely. A key factor here is that AI only makes suggestions and gives advice – the final decision always lies with medical practitioners. AI can help save time in routine activities such as writing clinic letters or evaluating X-ray images. The results can then be used for specialist medical decisions.

Prof. Dr. Olaf Kannt
Member of the Executive Leadership Team and Head of Medicine at Helios

Where is AI already being used?

PROF. DR. KANNT: Using AI in decision-making is a key issue for the future.

The first pilot projects looking at AI support in our hospitals include smart assessment of images (CT images in stroke diagnostics and analyzing mucosal abnormalities in endoscopy), automated generation of doctor's letters, as well as intelligent suggestions in the areas of diagnostics and therapy.

One such example relates to endoscopic bowel examination. AI can simultaneously look for abnormalities not visible to the examining specialist and highlight them for the doctor.

Every important medical decision in our target scenario will be made with digital support in future. Ideally, AI will review all the findings in a patient, link the results with their historical health data, and make suggestions for further diagnostics and treatment.

"At the moment, work is being carried out on a system to support decisions in our emergency departments.

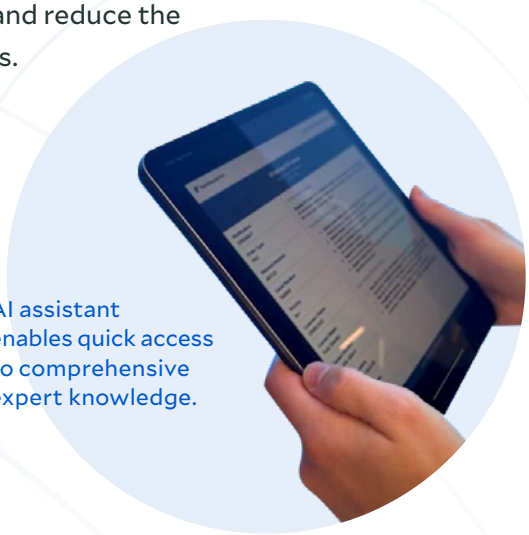
Can you give an overview of the extent to which expansion of AI is being planned? What are the areas of application and development potential?

PROF. DR. KANNT: We are only at the very beginning of our AI journey in the field of medicine. At the moment, work is being carried out on a system to support decisions in our emergency departments. Depending on symptoms, presentation, and findings, AI will make recommendations for further diagnostic and therapeutic measures at every point in the patient pathway. I can see a lot of potential in AI-based evaluation of images of all kinds, regardless of medical specialties and processes, including ultrasound, X-ray, CT, MRI, and endoscopy, and functional examinations such as nerve testing, ECG, and lung function.

MORE EFFICIENT MAINTENANCE WITH AI

Our Fresenius AI Center of Excellence (AI CoE) came into being from the strategic goal to harness the potential of AI in a variety of business areas and operational functions. One of these applications is our AI assistant for supporting technical service. This is our first in-house development. The business unit Kabi MedTech collaborated with the Fresenius Corporate Development Office to create an intelligent system that bundles valuable expertise for our service staff. The system then makes the information accessible during work with customers and contributes to efficient troubleshooting.

Our employees can access manuals, professional publications, and technical instructions quickly, easily and in their preferred language. This aims to significantly increase the quality of potential service repairs and reduce the associated costs.



AI assistant enables quick access to comprehensive expert knowledge.

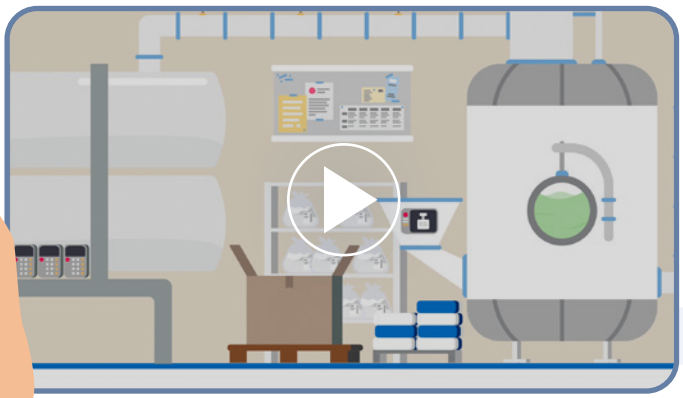
> AI simplifies our daily work and enhances quality and efficiency. Using advanced technologies empowers us to expand our services and help patients and customers in the best possible way. By exploring and applying new AI solutions, we are harnessing the transformative power of AI and shaping the future of healthcare.



Laura Hagen
Vice President, Field Services & Support at Fresenius Kabi USA

A particularly valuable attribute is that AI codifies the knowledge of experienced employees and makes it available for field service staff. The system ensures our service quality over the long term and puts innovation into practice. The tool has already been rolled out in the United States, and other countries will follow soon.

THE JOURNEY OF WATER IN PRODUCTION



Watch the video online

Water is essential for life on earth. As a health-care company, we also rely on clean water being readily available. Curious about the role water plays in manufacturing our healthcare products? Visit a Fresenius Kabi production site to find out!

CLINICAL SESSIONS



ONLINE TRAINING FOR CLINICAL PROFESSIONALS

In 2024, clinical sessions via online conference have acted as key meeting points for professionals at Quirónsalud. In line with Quirónsalud's strategic vectors, these sessions enable continuous learning by specialty, as well as professional development. While contributing to the improvement of patient health and experience, they additionally strengthen the efficiency of healthcare processes.

These gatherings are a valuable opportunity to promote a **culture of online networking** and connect fellow specialists that would not easily be able to interact, due to the distance between hospitals.

Additionally, clinical sessions provide professionals with a digital space that encourages communication and knowledge sharing, allows the exchange of experiences on the use of new technology, fosters innovation, and enables discussions on complex cases – in search of efficiencies and added value for our patients.

TARGET GROUP: WHO TAKES PART?

These clinical sessions are open to those whose line of work falls within one of these five specialties: Gynaecology/ Obstetrics, General Surgery, Paediatrics, Neurology and Traumatology. Management and access happen easily through Quirónsalud University, where professionals can find programmes sorted by specialty along with registration links.

ONE TEAM, ONE FUTURE

This growing project boosts the participation of professionals in the company's progress and connects them with innovation initiatives.

It is a gathering place where all professionals can share their expertise and opinion. The sessions are part of the employee value proposition and align with the purpose of building a sustainable future for people's health and well-being – together, as one team.

Up to now, the clinical sessions have had a good uptake among professionals. Some of them have evolved into annual in-person meetings, allowing for a closer connection between professionals, enhancing the establishment of networks and new projects.

SO FAR:



41

online sessions

with internal speakers addressing complex clinical cases, innovations, digitalization and processes

>1,600

participants



BREAKTHROUGH SUCCESS

IN BREAST CANCER TREATMENT

Interview with Professor Dr. Michael Untch,
Chief Physician and Head of the Breast Cancer Centers in Berlin-Buch



> The breast cancer is no longer detectable in nine out of ten patients who received the ADC drug additionally for a year. This is a real revolution and gives many patients new hope.

Fresenius is committed to researching and developing new therapeutic approaches. One current area of research is a worldwide long-term study on antibody drug conjugates (ADCs) in breast cancer treatment. We find out about the promising results and the potential of this new therapy in an interview with Professor Michael Untch, Chief Physician and Head of the Breast Cancer Centers in Berlin-Buch.

Professor Untch, around 1,500 women worldwide have taken part in the breast cancer study launched ten years ago and you treated some of them in Berlin-Buch. What are the most important findings?

PROF. UNTCH: The results are extremely promising. 90 percent of the women who received an antibody-drug conjugate are still alive after ten years, with no relapses or metastases. This is especially remarkable since these women suffered from a particularly aggressive type of breast cancer.

So, the treatment has helped patients who previously had an increased risk of relapse?

PROF. UNTCH: In fact, many of the women still had active tumor tissue in their breast or in the lymph nodes after conventional chemotherapy, antibody therapy, and

subsequent surgery. The breast cancer is no longer detectable in nine out of ten patients who received the ADC drug additionally for a year. This is a real revolution and gives many patients new hope.

How do the ADC drugs work?

PROF. UNTCH: Contrary to the effect of other drugs, the ADC drug used in our study has a targeted effect on the cancer cells. The special drug consists of three components: an antibody that recognizes the cancer cells, a drug that destroys the cancer cells and a linker that connects the two components.

The active substance is only released once the drug has reached the cancer cells guided by the antibody. This means that the therapy does not exert such a burden on the body as a whole.

You can find more detailed information on the website of Helios (German language only).



Does the ADC drug effectively find the right cells automatically?

PROF. UNTCH: That's correct. The antibody recognizes special features on the surface of the cancer cells and guides the drug directly there. This allows very strong drugs to be used without damaging healthy cells.

What do you see as the next big milestone in cancer therapy?

PROF. UNTCH: We are currently experiencing a competitive race between two therapeutic approaches. The competing therapies are ADC drugs associated with potentially less frequent use of classic chemotherapy and special vaccinations against cancer. Although the eventual outcome is still uncertain, the early detection of breast cancer is constantly improving and therapies are being continuously developed. As a result, we can offer the prospect of a cure to an increasing number of patients.



REVOLUTIONIZING CLEANROOM TRAINING

THE IMPACT OF VR SIMULATIONS AT FRESENIUS KABI

With the introduction of virtual reality (VR) training at Fresenius Kabi, new employees in cleanrooms – a controlled environment designed to minimize airborne particles, microbes, and other contaminants – are able to familiarize themselves with the cleanroom setting in a realistic way before physically entering one. These VR training courses are not just an innovation topic; they also build the confidence needed to protect product quality. Melrose Park, U.S. was the first site to implement the system formally in 2022 followed by Grand Island, U.S. In February 2025, the VR Cleanroom Simulator was also implemented at our site in Graz, Austria.

BRINGING THE CLEANROOM TO LIFE: INITIAL EXPERIENCES WITH VR TRAINING

The VR simulation accurately replicates the cleanroom environment, including machines and equipment, allowing employees to understand important aseptic manufacturing principles in real time. The result is a smoother transition to hands-on work.

“New employees have expressed positive feedback about the VR training experience. The simulation provides them with valuable exposure to the cleanroom environment and equipment. They feel more confident entering the cleanroom after completing VR training”, says Adam Alshaikh, Aseptic Processing Supervisor at Fresenius Kabi USA.

A COMPREHENSIVE TRAINING TOOL

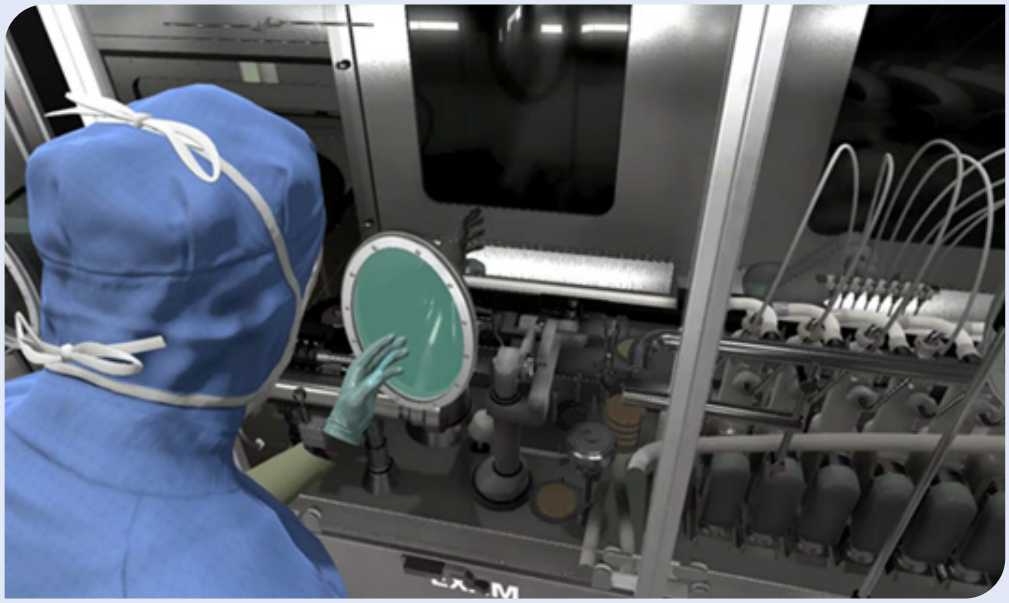
VR serves as an interactive training tool that provides real-time feedback. The system immediately identifies mistakes and provides guidance on how to correct them. To ensure that VR training aligns with real-world cleanroom conditions, the modules reflect authentic manufacturing conditions and procedures used at our Fresenius Kabi facilities.

The VR training program offers, e.g., modules for proper wiping techniques, hand sanitization protocols, microbiology monitoring, and first-air concept. The latter refers to the supply of filtered air that should not be interrupted prior to contacting exposed products. If interrupted, the air could become contaminated again.

One of the most significant advantages of VR training is its impact on learning speed and retention. Compared to traditional training methods, the onboarding period has shortened, allowing new hires to become productive members of the team faster than before. This efficiency translates to reduced errors and a higher overall competency level among new employees.



Adam Alshaikh
Aseptic Processing Supervisor at Fresenius Kabi USA



Thanks to the VR training, new employees get to know the relevant processes and procedures in the cleanroom more quickly.

A RISING POTENTIAL FOR CLEANROOM TRAINING

As VR technology continues to evolve, so does its potential for cleanroom training. The integration of VR training at Fresenius Kabi represents a significant leap forward in cleanroom workforce preparation. The role of VR in training is expected to expand further, making cleanroom education more effective and accessible than ever before.

“I see this technology only getting better and more customized which would really help for more in depth training of the operators; and of course it’s fun to do in my opinion”, states Ina Goebel, Senior Manager, Competence Center Manufacturing Compliance & Sterility Assurance at Fresenius Kabi USA.



Ina Goebel
Senior Manager Competence Center Manufacturing Compliance & Sterility Assurance at Fresenius Kabi USA

NUTRITION

THE KEY TO HUMAN HEALTH

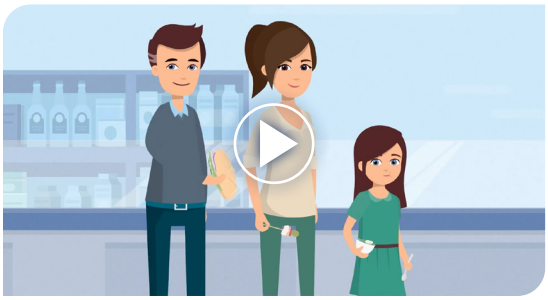


"You are what you eat." This familiar saying highlights the importance of nutrition for human health. Food is our source of energy, nutrients, vitamins and trace elements. These ingredients provide us with everything we need to stay healthy and to recover when we are sick. As a healthcare company, we attach great importance to healthy nutrition – in our product portfolio and our hospitals.

COMBATING DISEASE-RELATED MALNUTRITION WITH CLINICAL NUTRITION

A variety of illnesses change the eating habits of patients and increase the risk of malnutrition. The causes can include lack of appetite, gastrointestinal complaints and altered nutrient requirements.

Fresenius Kabi offers a broad portfolio of clinical nutrition products to prevent and treat malnutrition. The product range undergoes continuous development. The company focuses on the special needs



Watch the video online

of particularly vulnerable groups and people with serious illnesses, including conditions involving the digestive tract, and cancer. We also provide solutions for surgery, intensive care, pediatrics, and elderly care to provide tailor-made concepts for specific nutritional needs.

At the same time, Fresenius Kabi is also driving forward research in the field of clinical nutrition. The company is currently involved in around 30 relevant studies. In addition, the JUMPStart program awards research grants, and we cooperate with leading institutions such as the European Society for Intensive Care Medicine (ESICM). We also work with ESICM to confer the ESICM Fresenius Kabi Clinical Nutrition Award. This promotes research and medical education in clinical nutrition and intensive care medicine.



> The company is currently involved in around 30 relevant studies.

UNITED for clinical nutrition
by Fresenius Kabi

Fresenius Kabi is running the multinational initiative **United for clinical nutrition**. This project is directed toward raising awareness of medical nutrition therapy. Educational measures, data collection, and clinical assessments in various regions are intended to reduce the incidence of malnutrition in hospitals.

In 2024, the award went to a project investigating the effects of enteral nutrition during the day – i.e. food intake through the digestive tract. The project also looked at the impact of ketogenic fasting at night on postoperative delirium in critically ill patients. Delirium of this nature is a common challenge, especially in patients of advanced age in a serious condition.

This state of confusion following surgery can be a traumatic experience for patients and their relatives. It is also associated with more severe health issues and fatal outcomes.

Experts believe that sticking to a regular daily routine of eating and fasting – based on the body's natural 24-hour rhythm – can support a healthy gut and help the body carry out important repair processes. Medical specialists participating in the award-winning study are investigating the role of cyclical enteral nutrition (12 hours during the day) compared to continuous standard enteral nutrition (24 hours). This approach evaluates patient-centered parameters like signs of delirium and status of cognitive functions.



HEALTHY NUTRITION *IN HOSPITALS*

Healthy nutrition also plays an important role in hospital settings. Nutrition is an important companion on the road to recovery. Good nutritional status can exert a positive impact on therapeutic success. It can even shorten the length of a hospital stay. In 2024, Quirónsalud implemented the "Programa de Alimentación Saludable" project, which aims to encourage healthy, mindful and sustainable nutrition in all facilities.

The aim of this program is to improve patient well-being and increase resource efficiency. Interaction with medical staff and suppliers is also to be further improved, as nutrition thus becomes an important aspect of treatment in the hospital. At the same time, relationships with regional producers will be strengthened, with priority given to seasonal, organic and local products.

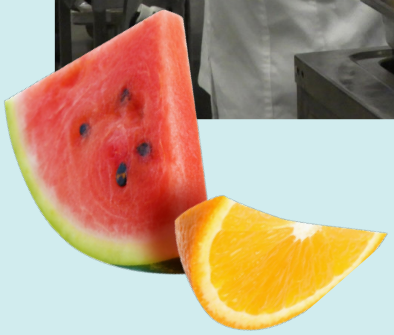
> Good nutritional status can exert a positive impact on therapeutic success. It can even shorten the length of a hospital stay.



Star cook Iván Cerdeño has shared his experience with the kitchen staff in the hospitals.



Our approach: healthy and tasty food in the hospitals.



Patients will be supported by specialized professionals in all processes and questions related to their diet from admission and throughout their stay. The menus are tailored to individual needs. The program is present throughout the food cycle as well as in vending machines and cafeterias.

Quirónsalud has collaborated with the renowned chef Iván Cerdeño, who has been awarded three Repsol Suns and two Michelin stars, to design the various menus and dishes. The innovations include the following aspects: higher variety of fish and vegetables, using pulses and whole grains and seasonal fruit. Opportunities to avoid food waste also play a major role in the composition of the menus.

With this initiative, Quirónsalud is pursuing the goal of meeting its own high-quality standards in the area of nutrition as well — providing holistic care for people.





ELSE KRÖNER AWARD '25

EXCELLENT IDEAS FOLLOWING THE EXAMPLE OF A GREAT ENTREPRENEUR

How are the Fresenius Principles put into practice during our day-to-day work? To show this, we created the Else Kröner Award in 2024. The award recognizes outstanding, innovative, and exceptional initiatives by our employees that go above and beyond their routine tasks – in line with our principles.

Else Kröner (1925–1988), after whom the award is named, was an entrepreneur and played a decisive role in shaping the history of Fresenius. She developed a small pharmaceutical company into the global healthcare company we know today as Fresenius. Her life and work stand for innovation, quality, and responsible, future-oriented action – a legacy that we continue to carry forward in the company today and honor with the award.

More than 180 teams submitted their projects in the first year. They ranged from in-house developed AI tools to increase the quality of treatment to process optimizations and contributions to environmental protection.

The award is presented in the five categories defined by our principles:

WE SERVE **PATIENTS** BEYOND **EXPECTATIONS**

WE CARE FOR **EXCELLENCE**

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

WE LIVE THE POWER OF **ONE TEAM**

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



This year's winners were awarded by the Members of the Management Board at the Top Management Summit in Madrid.

A STRONG TEAM FOR THE FUTURE:

HOW HELIOS GERMANY ATTRACTS NEW TALENT

What would a hospital actually be without nursing staff? There's a clear answer: the hospital would shut down.

Helios is the largest hospital operator in Germany with more than 80 clinics, numerous other medical facilities and approximately 78,000 employees. Nursing staff are the biggest professional group. They contribute to maximizing the quality of treatment and patient safety. They also care for patients in all treatment phases.

The nursing profession involves a great deal of responsibility. It is very demanding and requires a dedicated work ethic, medical expertise, and technical acumen as well as crucial empathy with patients. This isn't just a job, it's a calling with profound significance. Healthcare professionals help fellow human beings get well again, save lives, and restore quality of life. All this provides the meaningful career sought by many individuals in their working lives.

Nevertheless, the market for nursing staff is highly competitive, partly due to demographic change. The demand for junior staff at Helios is high. Every year, over 5,000 people embark on their training pathway in 35 modern educational centers at Helios.

Pop-up store by Helios hospital Emil von Behring in a Berlin shopping mall.

REDISCOVERING CARE: INSPIRING ENTHUSIASM FOR THE PROFESSION

Helios has developed an array of ideas to attract the best candidates for nursing training. The company is keen to give potential applicants a realistic insight into everyday nursing. It is also important for Helios to explain the varied tasks and development opportunities presented by the profession.



Unexpected but engaging: The pop-up store of the Helios Klinikum Emil von Behring in a shopping mall.

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.

Helios also stands apart from other employers in the application process to identify future nursing professionals. Applicants can look forward to a guaranteed job after successful completion of training. They can expect payment in line with collective agreements and targeted support for individual talents from the very beginning. Helios also wants to be close to the target group and easily approachable in its communication.

> “You don’t have to go to the hospital, the hospital comes to you.

POP-UP STORE INSPIRES WITH PROXIMITY

Helios hospital Emil von Behring has 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. This initiative was based on the slogan “You don’t have to go to the hospital, the hospital comes to you”.



To attract new talent and skilled professionals, Helios emphasizes openness and dialogue.

Employees in different roles gave an outline of their profiles and the work they do. An offer like Speed Dating allowed interested individuals to match their aspirations and strengths with the potential roles. If there was a good match, initial interviews were held and the recruitment process was set in motion.

Additionally, at the Helios training centers, more than

700

nursing professionals from various countries also begin targeted training programs for their professional recognition in Germany every year.

INCLUSIVE PART-TIME TRAINING FOR YOUNG PEOPLE WITH A MIGRANT BACKGROUND

With the integrative part-time training program in Hildesheim, Helios is also paving new paths and enabling young people from different countries to train in healthcare and nursing professions. To get prepared for the apprenticeship they receive dedicated language training and

supportive integration services.
The hospital's integration officer assists these trainees for example in dealing with the authorities and finding accommodation. Additionally, at the Helios training centers, more than 700 nursing professionals from various countries also begin targeted training programs for their professional recognition in Germany every year.

CHARTING CAREER PATHS: OPPORTUNITIES FOR FUTURE LEADERS

Recruiting future managers at an early stage is also important to secure the company's viability in the future.
Six trainee programs have been tailored to university graduates. This leadership track prepares the trainees for their professional future as managers at Helios. One program is dedicated to nursing – Helios is recruiting trainees to become nursing managers.

Work shadowing and active involvement in our hospitals gives participants valuable insights on the job right from the start. This experience is extremely popular. Undertaking four to six assignments throughout Germany gives trainees sector-specific specialist knowledge, allows them to carry out projects with responsibility, and enables them to make important networking contacts. Experienced mentors provide them with support.

After successfully completing the trainee program, colleagues gradually take on responsibility and gain in-depth knowledge in the workplace.



Dr. Elke Frank
Chief Human Resources & Chief Sustainability Officer Helios Kliniken GmbH

> At Helios Germany, we rely on the best minds. To find them, we are taking new, even international paths and offering them attractive opportunities with us.

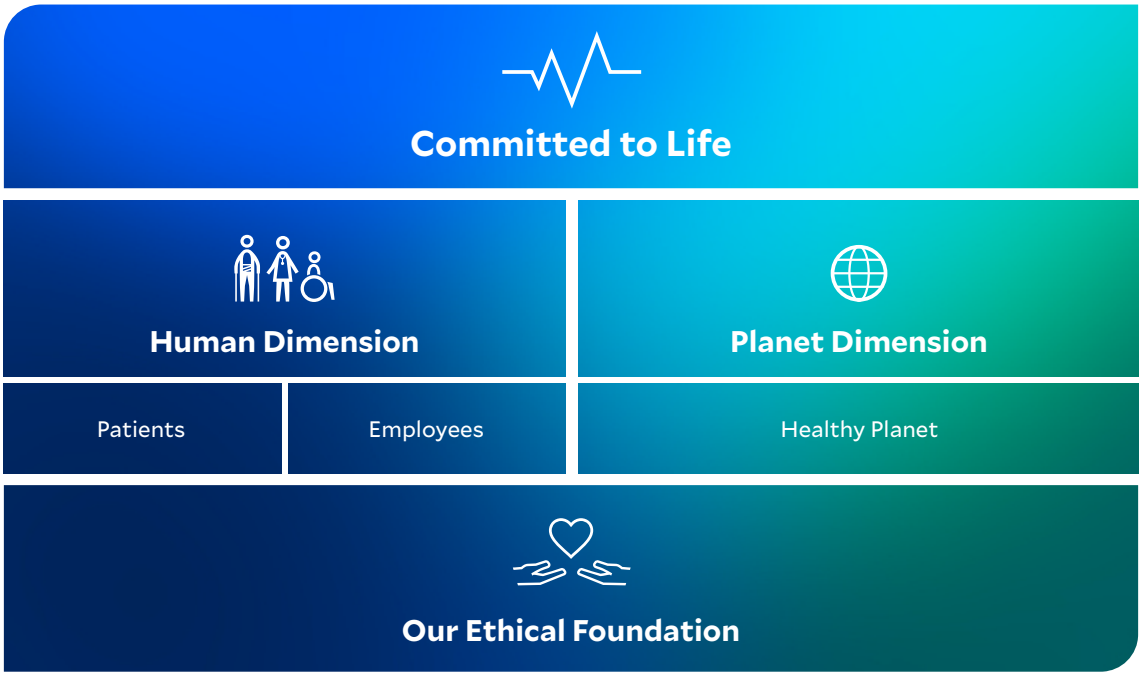
2 COMMITTED TO LIFE

OUR SUSTAINABILITY AMBITION: THINKING ABOUT TODAY AND TOMORROW

We at Fresenius save and improve human lives. We are **Committed to Life**. We focus on opportunities that originate from sustainable business practice. And we use them to achieve measurable progress.

Have we reached our goal yet? No, but we are ambitious and are making progress along the way. And we are prepared to be measured by our results.

This is how we contribute to a more sustainable, healthier future.



An interactive version of this graphic can be discovered **online**

COMMITTED TO LIFE

Our promise, Committed to Life, lends emphasis to our mission: saving lives and improving patients' quality of life and health. It guides our daily actions and shapes our understanding of how we perceive sustainability as part of our social responsibility.

PLANET DIMENSION

People need a healthy home – today and tomorrow. By reducing the environmental impact of our activities, we want to help protect the climate and nature.

We wish to play our part in mitigating climate change and conserving natural resources. At the core of our efforts are cutting emissions, saving water, and reducing waste.

OUR ETHICAL FOUNDATION

It is our responsibility to conduct our business for the benefit of people and the environment – in keeping with our values and legal requirements, and with respect for human rights. This all originates from a unique corporate heritage that is more than a century old: Else Kröner built Fresenius into a successful international healthcare company. She is a true role model for courage, integrity, and humanity.

HUMAN DIMENSION

Millions of people entrust us with their most valuable asset: their health. With our expertise, we accompany patients through their lives. And with our health-care services and products, we give them access to innovative, high-quality treatments.

We are well aware that a person is much more than his or her illness. We therefore want to use our therapies to create a positive experience for the patients in our hospitals: It is important to us to treat them with respect and engage with them as equals and to provide them with comprehensive personal care.

We also focus on the people who make all of this possible: our employees. We want to offer them the best possible working environment, where they can develop and reach their full potential. Attracting and retaining talent is a top priority for us.

OUR BENCHMARK: OUR SUSTAINABILITY GOALS

Since we can only improve what we can understand and control, we have set ourselves goals along our business activities – for the Group as a whole and for the individual business segments.

At Fresenius, sustainability is an important responsibility of the Management Board: As a key component of our business strategy, sustainability targets are also included in the variable compensation of the Management Board.

The current status of goal achievement can be found **online** in the interactive version





THE STRATEGIC DIRECTION OF OUR SUSTAINABILITY ACTIVITIES

Interview with Sarah Tix, Head of Group Sustainability at Fresenius

Sarah, Fresenius has defined a Group-wide approach to sustainability management for the first time in 2024. What was behind this decision?

SARAH TIX: With our Sustainability Ambition, we have defined Group-wide sustainability-related priorities and targets for the first time. This is an important milestone for our sustainability management: Despite all the differences in the business models of our business segments, we now have a common framework for our sustainability activities, which we are constantly developing.

What does this mean in concrete terms?

SARAH TIX: We have defined two key dimensions in our ambition: the Human Dimension and the Planet Dimension. On this basis, we have now derived specific focus topics that we will concentrate on in the coming years. We want to ensure that we can actively manage and transparently measure progress with regard to each individual topic – using strategic key figures and targets. At the same time, we will anchor responsibility for these topics even more firmly in the company's organization and define lighthouse projects. This will also help us to raise awareness of sustainability issues – and make it clear what role they play in the day-to-day work of each and every one of us.

What overarching goal do you have in mind here?

SARAH TIX: As a company, we have an important mission: to improve the quality of life and health of our patients. I am convinced that implementing our sustainability ambition is an essential part of fulfilling this mission. It is therefore very important for us to create a common basis of understanding throughout the organization: What are our sustainability priorities? How are they integrated into our processes? In this way, we ensure that our sustainability activities have the right impact and help us achieve our corporate goals. That's what it's all about for us.



From left to right: Fabian Kienbaum, Fiona Adshead, Michael Moser (Member of the Management Board), Anahita Thoms, and Judith Walls

PERSPECTIVES THAT ENRICH: THE SUSTAINABILITY ADVISORY BOARD

Fresenius has appointed an independent advisory board for sustainability issues. Four leading international experts from science, business, and consulting are supporting us in further developing our sustainability activities:

Anahita Thoms (Chair):
The head of Baker McKenzie's international trade practice in Germany is a member of the EMEA Steering Committee for Compliance & Investigations and Global Lead Sustainability Partner for the Industrials, Manufacturing, and Transportation industry group. She is a member of the National Committee of UNICEF Deutschland and of the Board of Directors of Atlantik-Brücke. She was also a member of the German government's Sustainable Finance Advisory Board and the ABA International Human Rights Steering Committee.

Dr. Fiona Adshead:
The former Deputy Chief Medical Officer of the UK Government is a leading expert on sustainability and health. She is currently Chair of the Sustainable Healthcare Coalition, an organization that brings together partners to promote sustainable healthcare.

Prof. Dr. Judith Walls:
The Chair of Sustainability Management and Director of the Institute for Economy and Ecology (IWÖ) at the University of St. Gallen (HSG) conducts research at the interface of economy and ecological sustainability.

Fabian Kienbaum:
The managing partner at Kienbaum focuses on advising family businesses on governance and succession issues. He is also the author of publications on leadership and modern working environments.

Statements from our Advisory Board members can be found in various places in this magazine.

3 HUMAN DIMENSION

Focus on people – innovative care, uncompromising quality 37
Access to safe healthcare 39
Digitalization and cybersecurity 47
The foundation of our success 53
Our employees 55



Focus on people – innovative care, uncompromising quality

People are at the heart of our business activities. We accompany them through various stages of their lives – sometimes even on a lifelong basis. In doing so, we treat them with respect, as equals, and with an understanding of their needs at different stages of their lives. Since the well-being and safety of our patients are always our top priority, we offer them medical treatments and products that meet strict quality and safety standards.

WE SERVE PATIENTS BEYOND EXPECTATIONS

Bold in our ambitions.
Turning ideas into actions.

We want to promote access to high-quality healthcare and medicine. To this end, we are increasingly focusing on innovative and digital treatment options that enable us to reach even more people.

WE BRING HEALTHCARE INNOVATION TO PEOPLE

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

Comment from the Sustainability Advisory Board





Dr. Fiona Adshead
Expert on sustainability and healthcare

"Sustainable healthcare is designed to provide high-quality care today, without compromising the health of future generations or that of our planet. Research shows this is increasingly what patients want: the best care today with minimal environmental impact, and digitalization is one way of delivering this.

Digital approaches can help in personalizing care, supporting the effective use of products and services, reducing the need for travel, and giving people more control over their own health. The results are often improved patient experience, better health outcomes, and reduced environmental impact by reducing waste and decarbonizing care."

In the following, we explain how we proceed with our central topics in the area of patients.



QUALITY MATTERS: ACCESS TO SAFE HEALTHCARE

Our mission is to save lives and improve the quality of life and health of patients. To achieve this, we provide access to affordable, innovative medical products and high-quality clinical care. We also create the right conditions for safely handling medicinal products.

We believe that therapies and health education must be equally accessible to all people – regardless of their age, income, ethnicity or level of education. It is our task to ensure security of supply – even in crisis situations. We have established strict quality and safety requirements for the operations and outcomes in our clinics and manufacturing facilities, in accordance with applicable laws and recognized frameworks.

We set out to make our treatments more successful by providing high-quality care. This can help to shorten our patients' hospital stays, enhance their quality of life – and improve patient satisfaction.

In 2024:

We treated

around

26

million

patients in our hospitals.

We served

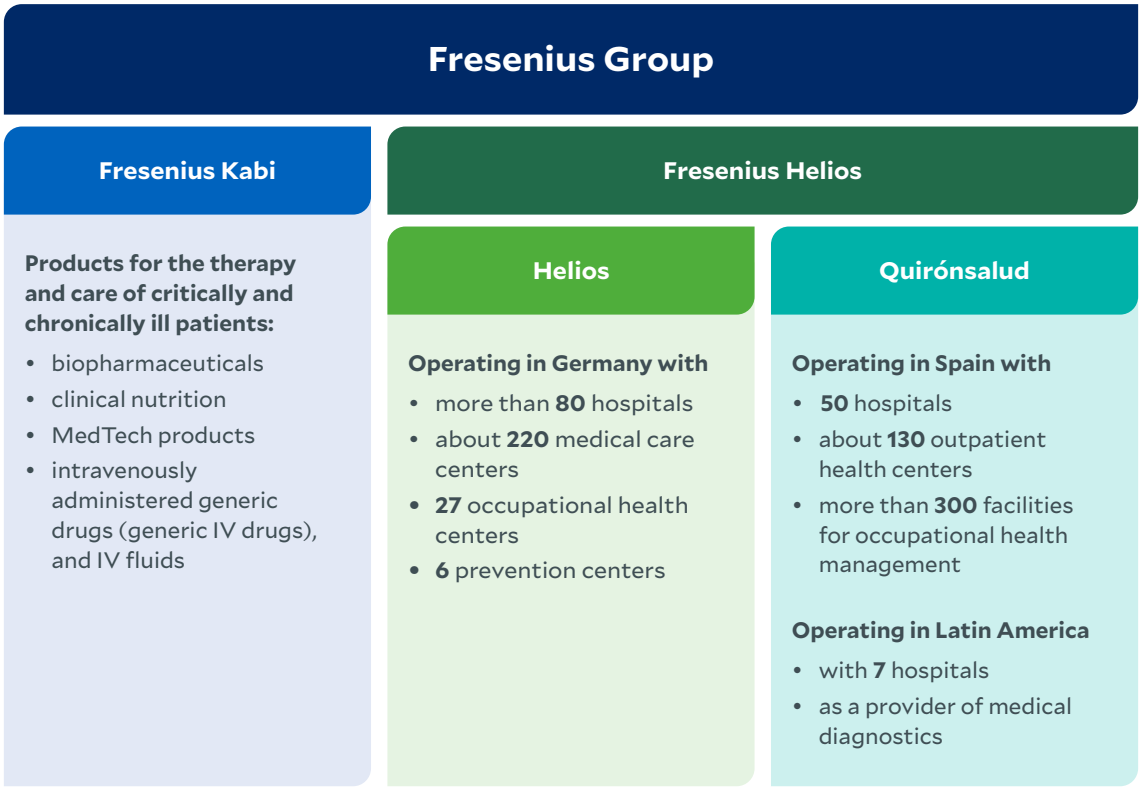
450

million

patients with our healthcare products.

WHAT WE DO: OUR ACTIVITIES AT A GLANCE

We provide a range of healthcare services in hospitals in Germany, Spain, and Colombia and supply high-quality medicines and medical devices for the global market – tailored to different healthcare systems and patients' needs. In our healthcare products, we focus on generics and biosimilars, which are less expensive than original medicines and help to reduce the cost of treatment. This eases the burden on healthcare systems, since they do not have to spend as much on medicines – and relieves patients, who then pay less of their own share for treatment.



STABLE HEALTHCARE – EVEN IN CRISIS SITUATIONS

People should have unrestricted access to comprehensive medical care, even in unpredictable circumstances. We prepare not only for situations such as natural disasters or pandemic outbreaks, but also for technical failures. Back-up systems in our hospitals ensure that treatments can continue in the event of a power or water outage. Special plans define how we should act during an evacuation or a pandemic – and how we can rectify disruptions to our infrastructure. If our business operations are at risk, a crisis team consisting of permanent and ad-hoc members takes immediate actions to manage all measures for maintaining or resuming the processes affected.





WELL-CONNECTED CLINICS: IMPROVING TREATMENT OUTCOMES, REDUCING COSTS

We pursue the approach of establishing regional care clusters, thereby promoting professional exchange across medical specialties and across our clinics. For this purpose, we combine certain services offered by individual hospitals, and work to improve quality by exchanging experiences and cooperating in matters such as the treatment of cancer or stroke. In this way, we can offer treatments that are cost- and personnel-intensive in a network of clinics. As a result, they do not have to be available at all locations individually.

NUTRITION MAKES A DIFFERENCE

We offer clinical nutrition tailored to the individual needs of, for example, chronically and seriously ill people. We also provide patients in our hospitals with a healthy, balanced diet, which can make a significant contribution to their recovery. Read our **Highlight story: Nutrition – the key to human health** to find out howwe address nutrition as a health factor in our business segments.

HIGHLIGHT STORY



NUTRITION – THE KEY TO HUMAN HEALTH
Learn more →

HOW WE LIVE UP TO OUR HIGH QUALITY STANDARDS

We strive to continuously improve patient and product safety by implementing structured processes, training programs, and quality management systems. Our quality management helps us to minimize errors, increase the efficiency of our processes, and strengthen the trust of patients and customers. We also use it to address potential hazards.



Quality requirements – both for our healthcare facilities and the development, production, and distribution of pharmaceuticals and medical technology products – differ depending on the business activity. Our quality management systems are designed to meet these requirements and comply with specific internal and external standards.

We assess the quality of our products and services using indicators and defined targets.

Helios

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.

≥ 88%

Fresenius Kabi

Leading Product Quality

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

≤ 2.3

Details on our goals can be found under **Our sustainability ambition**.

CONSTANTLY LEARNING, AND EXTENDING SPECIALIST KNOWLEDGE

Our employees can only apply the latest medical standards and procedures – and thus ensure a high quality of treatment – if they are familiar with them. Therefore, they regularly attend online and on-site training courses, in which they receive further training on treatment procedures, patient safety, and hygiene management. Training in surgical procedures and crisis scenarios is even more hands-on: In our clinics and in three of our own simulation and emergency academies, doctors and nursing staff play through various situations that might occur during day and night shifts.





HIGHLIGHT STORY

CLINICAL SESSIONS: ONLINE TRAINING FOR CLINICAL PROFESSIONALS

Learn more →

Find out more about the promotion of professional exchange at our Spanish hospitals in the **Highlight story: Clinical sessions: Online training for clinical professionals**.

SAFETY IN OUR FACILITIES

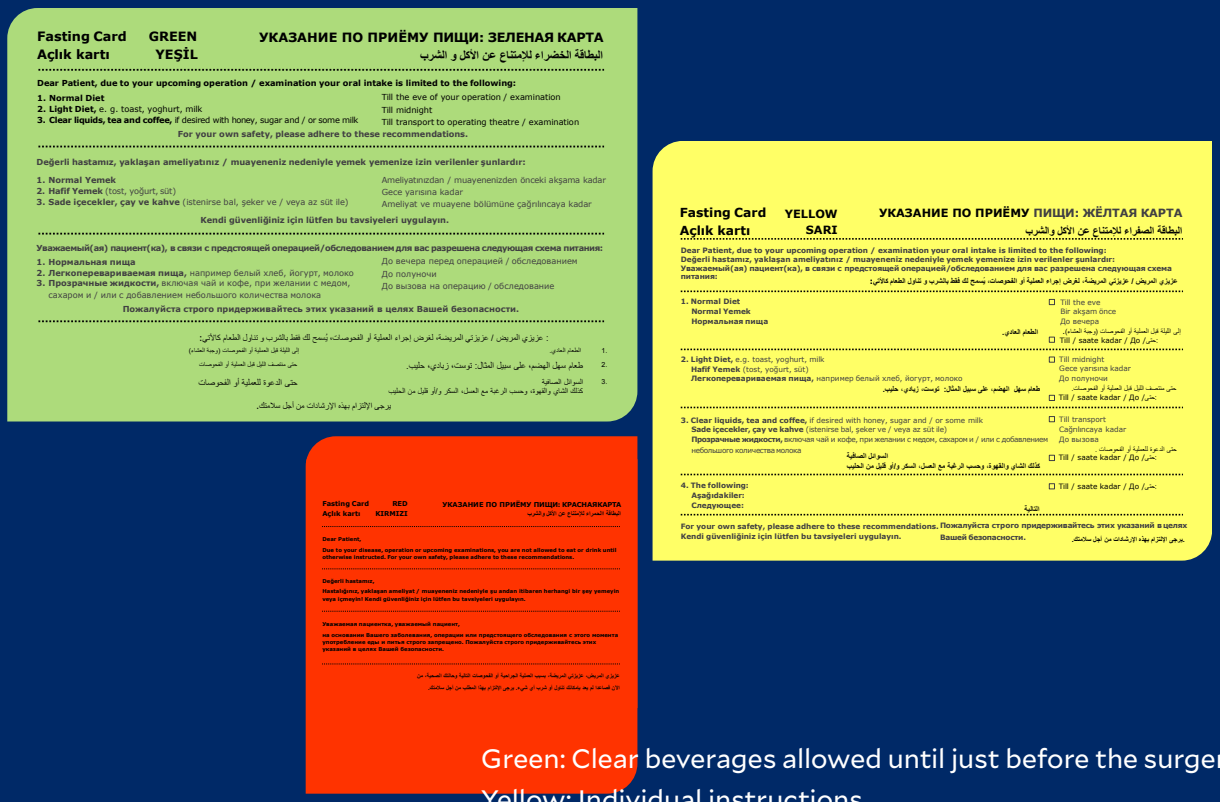
Everything we do is designed to help our patients recover, while providing them with the best possible treatment. For this reason, specialist staff carry out regular inspections in our healthcare facilities to minimize potential risks to patients. For example, we employ hygiene specialists and epidemiologists to prevent and contain infections caused by contact with germs.

UNCOVERING AND LEARNING FROM MISTAKES

If an incident occurs in one of our clinics, we will record it – whether or not anyone has been harmed. Employees must report all incidents; including dangerous situations and near misses. Our error management also includes investigating allegations of faulty treatment, whether justified or not. We record and evaluate adverse events in reporting and learning systems to identify and correct potential errors in our processes. We also conduct peer reviews – specific audits in the medical and nursing areas in which cases are discussed by experts. We also manage our own liability cases so that we can learn from our mistakes and improve for the future.

WELL PREPARED FOR THE OPERATING ROOM – A NEW APPROACH TO SOBRIETY

“Before surgery involving anesthesia or sedation: the more sober you are, the better it is.” This belief is still widespread. As a result, patients abstain from drinking for more than 12 hours before an operation and become dehydrated: This not only causes discomfort but can also lead to serious complications. Helios has developed a three-stage traffic-light system with so-called sobriety cards. These take into account the individual patient’s state of health and are given to the patient before surgery. The sobriety concept was awarded second place in the German Patient Safety Award 2024 from the Patient Safety Action Alliance.



Green: Clear beverages allowed until just before the surgery.
Yellow: Individual instructions.
Red: Do not eat or drink anything from now on.

RECORDING AND IMMEDIATELY REPORTING SIDE EFFECTS

Side effects after taking medication can never be completely ruled out, as different bodies often react in different ways. At the same time, the benefits of a medicine must always outweigh the risk of adverse reactions or events. For this reason, we monitor the effects of medicines: Fresenius Kabi observes the risk-benefit ratio of products according to defined processes, recognizes changes at an early stage, and can react in time. The business segment forwards reports of side effects directly to the authorities and informs the public and customers via defined channels.



Digitalization and cybersecurity: Hand in hand for patient safety

Digitalization offers us crucial opportunities for high-quality, sustainable patient care, for example through the use of artificial intelligence for more efficient therapies. We rely on digital solutions – both to communicate with our patients and to manufacture products. Our priority is to protect sensitive medical data and our systems from cyberattacks.

New technologies and digital treatment methods are advancing day-to-day work in the healthcare sector. Services such as telemedicine are becoming more widespread. AI-supported analysis tools can also bring significant benefits. For example, by identifying diseases more quickly, we can improve our treatment options and contribute to the success of a therapy.

Our aim is to optimize processes both internally and throughout our value chain. Where possible, we digitize existing processes and introduce new digital workflows. We always keep an eye on the risks associated with digitalization, such as cyberattacks, and take necessary measures to protect our processes and data.







By using digital solutions, we can improve diagnostics, offer new treatment options, and enhance interaction with our patients.

SMART PATIENT CARE: SELF-DETERMINED AND INFORMED

Our patient care includes various digitalized processes, from preparing patients for admission – for example via video conferencing or chats with patients – to app-based post-treatment check-ups at home. Both Helios and Quirónsalud have virtual portals for patients. There they can find treatment documentation and recommendations, book appointments and participate in video consultations.

It is important to us to support and educate people in the use of our products. To this end, Fresenius Kabi offers information and support programs, such as the KetoApp, which helps people with chronic kidney disease to plan an appropriate and varied diet in line with their illness.

USING DIGITAL SOLUTIONS TO PREVENT HUMAN ERROR

Digital applications help us to provide better patient care. Integrated software solutions in our clinics in Germany alert our employees of possible interactions between medications, thereby increasing patient safety. Digital products also support us with complex treatments: Digitally controlled infusion systems, in conjunction with information programs and analyses, help our nursing staff avoid infusion-related errors.

Digitalization also plays an important role in training context. Find out more about it in our **Highlight story: Virtual reality training at Fresenius Kabi**.

HIGHLIGHT STORY



VIRTUAL REALITY TRAINING AT FRESENIUS KABI

Learn more →

MORE EFFICIENT PLANNING WITH DIGITALIZED LOGISTICS AND REAL-TIME DATA

The digitalization of logistics processes offers a number of advantages for our production facilities: Fresenius Kabi uses track-and-trace systems for its products, for example. This enables the business segment to track medicines, syringes, and parenteral infusion solutions throughout the delivery process, and makes it possible to see where they are currently located, when they will arrive, and approximately when they will be used up. We are also integrating digital solutions into our manufacturing processes in order to reduce the consumption of materials and energy, while improving production quality. One important initiative is a data platform that collects production- and quality-specific data worldwide. Going forward, this platform will enable real-time analysis to identify production issues at an earlier stage and reduce reject rates.



USING MEDICINES SAFELY AND EFFICIENTLY WITH SMART LABELS

Medical professionals in hospitals often need to be able to administer the right medication quickly. The accuracy of medication can make the difference between life and death. With scannable data matrix barcodes on the packaging of Fresenius Kabi products, hospital staff can quickly and reliably identify medications and integrate them into management systems. This gives them more time for their patients – even in emergency situations. Automatic identification minimizes the risk of human error: it eliminates the possibility of employees making mistakes through manual data entry, medication mix-ups, or the use of expired pharmaceuticals.

TECHNOLOGY PROVIDES SUPPORT, BUT PEOPLE DECIDE: ARTIFICIAL INTELLIGENCE AT FRESENIUS

We can make healthcare and production more efficient by using analysis methods and processes supported by data and AI. In everyday clinical practice, real-time data can help us to make prognoses, develop personalized treatment approaches, and take preventive measures.

At Fresenius, we are closely examining how we can and want to use AI. Our aim is to define uniform rules across the Group for the development and use of AI applications. The AI programs we use must always be compatible with Fresenius' ethical standards and values. An internal guideline helps our employees recognize potential risks.

We use AI in various ways. You can find three examples from our day-to-day work in our **Highlight story: The smart future of healthcare**.



CYBERSECURITY: STRENGTHENING RESILIENCE TO CYBERTHREATS

While digitalization brings many benefits, it also carries risks. Cyberattacks can have consequences, e.g., when sensitive data is exposed, or can cause delays in treatment or production in the event of system failure.

Effective protection against cyberattacks requires the commitment of all employees. Our Cybersecurity Training & Awareness Program (CTAP) helps to raise awareness of threats and to enable a rapid response. Through interactive learning content, regular phishing simulations, and the Phishing Alert Button, we sensitize employees and train them in dealing with potential threats.



We also foster a sustainable security culture with targeted training campaigns, continuous awareness initiatives, and interactive on-site sessions.

Our **Group-wide cybersecurity strategy** includes various measures for strengthening our resilience to cyberattacks, reducing cyber risks, and preventing damage.



The foundation of our success: Our employees

Committed to Life – our nearly 180,000 employees put this promise into practice every day: whether in direct contact with patients, relatives, and business partners or behind the scenes in administration and production. As an employer, it is our responsibility to provide good and safe working conditions for our employees. We seek direct interaction with our employees – because their wide variety of experiences and views help us to constantly improve. After all, we want to remain the employer of choice in future in the highly competitive healthcare market.

WE LIVE THE POWER OF ONE TEAM

Respectful collaboration. Empowering responsibility.

Comment from the Sustainability Advisory Board





Fabian Kienbaum
Expert on corporate governance, leadership, and new work

"As a proud member of the Fresenius Sustainability Advisory Board, I believe that sustainability begins with people – their well-being is the foundation of long-term success.

To build a responsible and future-ready organization, companies must ensure fair working conditions, which include equal opportunities, workplace safety, and comprehensive health and well-being initiatives.

At the same time, fostering a culture of continuous learning, inclusion, and empowerment is key to managing change and driving innovation. Organizations that embrace these principles do not just build strong, resilient, and competitive businesses – they create a sustainable future where economic success, social responsibility, and environmental consciousness go hand in hand."

In the following, we explain how we address these challenges along our central topics.



OUR GREATEST ASSET: OUR EMPLOYEES

With the commitment they demonstrate day and night, our employees are a key factor in our success. In a market environment characterized by staff shortages, we are finding creative ways to attract new talent. To ensure that people enjoy working for us and remain enthusiastic, we offer them more than just an average job. It is important to us that we promote their professional and individual development.

A total of **179,884** people

were employed by the Fresenius Group in 2024.

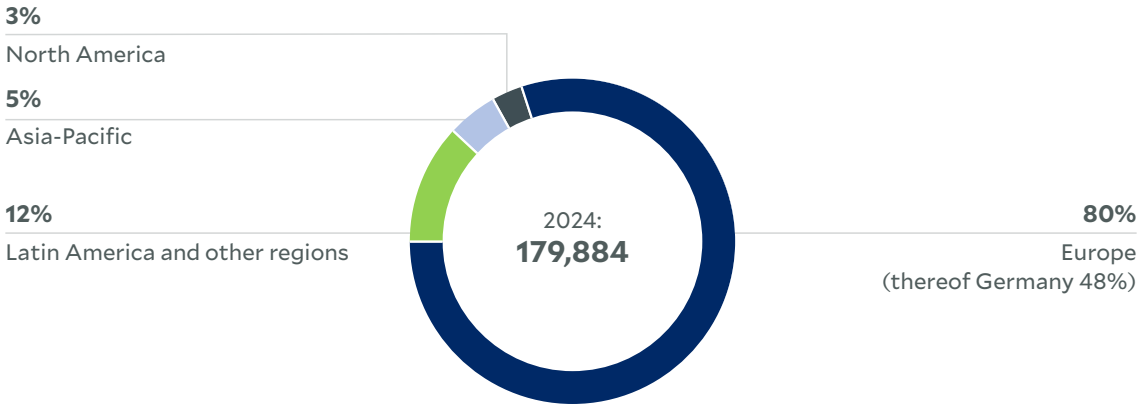
41.1

– was the average age of our employees in 2024.

67%

of our workforce were women in 2024.

INTERNATIONALLY POSITIONED: EMPLOYEES BY REGION



COUNTERING THE STAFF SHORTAGE: HOW WE IDENTIFY TALENT

In many areas of healthcare, particularly nursing, there is a shortage of skilled staff. In our search for the right person to fill a specific role, we approach high potentials in a targeted and appreciative manner. We look for suitable candidates both inside

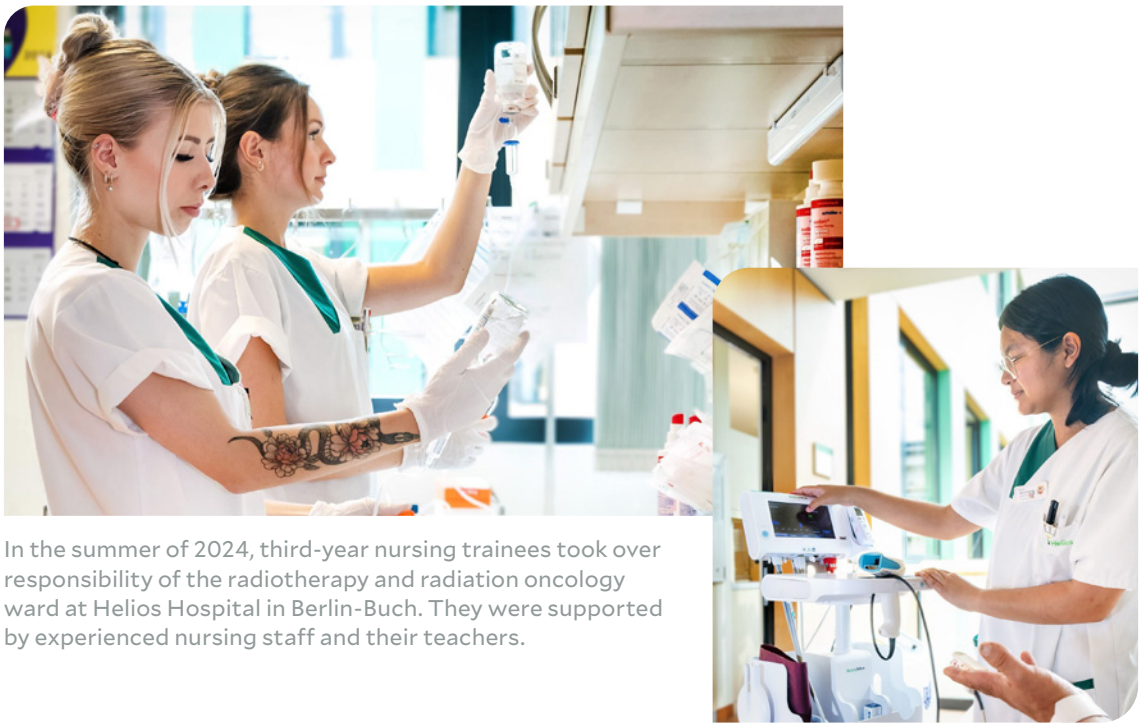
and outside the company, using digital platforms and partnerships, such as with schools, universities and technical colleges. We also support our employees with their career changes. By publishing job vacancies internally, we enable them to move within the Group and internationally. This helps them to develop further and retain their specialist knowledge.







In our healthcare facilities, in production, and in administration, our employees make an important contribution to our company. Their skills and energy are the key to our success.



In the summer of 2024, third-year nursing trainees took over responsibility of the radiotherapy and radiation oncology ward at Helios Hospital in Berlin-Buch. They were supported by experienced nursing staff and their teachers.

STRENGTHENING INDIVIDUAL PROFESSIONAL COMPETENCE



A STRONG TEAM FOR THE FUTURE
Learn more →

We focus on training and development to meet the current and future demand for qualified employees in our hospitals, production, and administration. Throughout the Group, we offer various training and development opportunities, enabling us to train our own nursing staff, for example.

In Germany, employees can undergo basic, advanced, and further training at the Helios Academy and numerous training centers. In Spain, qualified nursing staff can further specialize in various fields, such as occupational health care or obstetrics and gynecology.

We also use creative methods to counter staff shortages. Find out more in our **Highlight story: A strong team for the future**.

EQUAL TREATMENT AND OPPORTUNITIES FOR ALL

At Fresenius, we support equal opportunities for all people and firmly oppose discrimination of any kind: We have clearly stated in our guidelines that we reject all forms of discrimination.

In addition, the Management Board signed the Diversity Charter for Fresenius in 2023. The overall aim of the Diversity Charter Initiative is to promote the recognition, appreciation, and inclusion of diversity in the world of work in Germany.



RETAINING OUR EMPLOYEES – OVER THE LONG TERM

We believe that a good working environment is essential to ensure that our employees stay with us for the long term. That is why we offer appropriate compensation and attractive working conditions, including pension plans and employee participation programs. To help our employees achieve a good work-life balance, we also offer them flexible working hours, working from home, part-time work, and job-sharing wherever possible. These offers may vary depending on country and business segment. For employees approaching retirement, we offer transition programs, for example based on long-term time accounts.

PERSONALIZED BENEFITS FOR OUR HOSPITAL EMPLOYEES

Working from home and flexible working hours are not feasible in our clinics due to the nature of this work. We offer other benefits here, such as private supplementary health insurance and retirement benefits at Helios and Quirónsalud. Helios employees in Germany can also have their children looked after in our own and affiliated kindergartens.

SUPPORTING FAMILIES WHERE LEGAL REGULATIONS ARE LACKING

In the United States, Fresenius Kabi offers employees up to eight weeks paid family leave following the birth or adoption of a child. This also applies to the care of foster children or of seriously ill family members.

THE SOCIAL COMMITMENT OF OUR EMPLOYEES IS IMPORTANT TO US

Volunteering in one's free time calls for a great deal of commitment and empathy, which we value highly. To encourage social commitment among our employees, Helios launched the "Herzenssache" (Matter of heart) program in 2022. "Herzenssache" refers to activities in which our employees support charitable associations or organizations for the benefit of their communities – and which they can submit for consideration in the program. In 2024, a wide range of such activities were supported with a total of €50,000. In addition to supporting important social projects with "Herzenssache", we also want to show our appreciation for the commitment of our employees.

KNOWLEDGE MANAGEMENT: RETAINING, EXTENDING, AND SHARING KNOW-HOW

We support the individual development of our employees with various learning opportunities. These include mandatory training in areas such as environmental protection, quality management or integrity. We also promote digital expertise among our workforce, as technology plays an increasingly important role in our day-to-day work.

Our aim is to increase the average training rate:

Fresenius

Talent Development

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

+ 20%

Details on our goals can be found under **Our sustainability ambition**.

HIGHLIGHT STORY



CLINICAL SESSIONS: ONLINE TRAINING FOR CLINICAL PROFESSIONALS

Learn more →

We believe that internal exchange in specialist groups is essential for the continuous development of our employees. By pooling expertise, we can also take a more holistic approach to patient care. This can help to improve treatment outcomes. Doctors from various **specialist disciplines** come together in, for example, so-called tumor boards, where they discuss the course of cancer patients' illnesses and examine individual treatment options.

Find out more about the promotion of professional exchange in our Spanish hospitals in the **Highlight story: Clinical sessions: Online training for clinical professionals**.

STRENGTHENING FEEDBACK CULTURE AND INITIATING DISCUSSION

We listen to our employees and take their opinions seriously. In regular feedback meetings, we not only plan individual career paths or advanced education and training courses, but also give our staff the opportunity to express their wishes and criticisms. Our Group-wide employee survey also encourages people to give us feedback – either positive or negative. A regular exchange also takes place with employee representatives and works councils.

UNDERSTANDING WHAT DRIVES OUR EMPLOYEES

We want to find out what our employees value about their working environment and where we as an employer can improve. We therefore evaluate the results of our employee survey in detail and derive specific measures. We use the Employee Engagement Index (EEI) to measure how strongly employees identify with Fresenius as an employer and how committed they feel to the company. The EEI serves us as an important indicator of our employees' satisfaction.

Fresenius

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.

↑ **4.33**

Details on our goals can be found under **Our sustainability ambition**.



#FutureFresenius chat with Michael Moser, Member of the Management Board responsible for sustainability.

DIRECT LINE TO THE MANAGEMENT BOARD: COMMUNICATION AT EYE LEVEL

In the #FutureFresenius chat, employees can ask questions directly to the Management Board – either in person or via a live webcast. This format is held several times a year with different members of the Management Board. A dedicated intranet blog The Board Hub, also provides regular updates for employees around the world.

SAFETY FIRST: HOW WE PROTECT OUR EMPLOYEES

We are responsible for the safety of our employees and use management systems to ensure that we comply with legal requirements and internal occupational health and safety guidelines. Our employees are required to report any violations. We use risk assessments to identify potential hazards and to evaluate associated risks, and also assess psychological and psychosocial risks in terms of health and safety.

All business segments carry out training for specific workplace risks. In the clinics, the training courses cover basic safety aspects and special topics such as hand hygiene, safely handling medical

HIGHLIGHT STORY



VIRTUAL REALITY TRAINING AT FRESENIUS KABI

Learn more →

instruments, protection against infection, or dealing with emergencies. The training courses at our production sites cover topics like proper handling of work equipment and chemicals.

Get an insight on how we use innovative methods to prepare employees for specific working environments, in our **Highlight story: Virtual reality training at Fresenius Kabi**.

TAKING HEALTH AND WELL-BEING SERIOUSLY: PHYSICAL AND MENTAL PREVENTIVE CARE

We use various measures to prevent illnesses. Our employees can be vaccinated, for instance, and have check-ups by our company doctors. We also take their mental health very seriously: Hotlines provide a first point of contact for inquiries or support needs. Helios also offers courses in which employees learn how to deal with emotional stress situations in their everyday working lives. When employees return to work after a long period of illness, we support them according to their individual situation, for example by adapting their workplace or offering them new roles.

4 PLANET DIMENSION

Protecting the environment and safeguarding the health of tomorrow ____ 66
Climate protection: Securing energy supply and reducing emissions ____ 68
Using water responsibly ____ 75
Balancing act of resource conservation ____ 80

Protecting the environment today – and safeguarding the health of tomorrow's world

People need a healthy environment. We therefore see it as our responsibility to protect the climate and the environment and to make wise use of natural resources. This is in line with our principle:

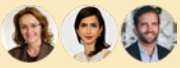
WE ACT TODAY FOR A BETTER TOMORROW

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

As a healthcare company, we operate in a special field of tension. On the one hand, we want to do our best to reduce potentially adverse environmental impacts to a minimum. On the other hand, we must never lose sight of the strict requirements that are placed on patients' safety and hygiene. Our aim is to promote human health while further reducing our ecological footprint. To this end, we have implemented environmental management systems at all locations. These help us to make our activities more environmentally friendly and gradually improve our performance. Our management systems give us a range of levers to pull: For example, we are promoting the use of renewable energies in order to achieve our climate targets and are closely examining our use of resources. This also includes making responsible use of water as a valuable resource.

Comment from the Sustainability Advisory Board





Prof. Dr. Judith Walls
Expert on business and environmental sustainability

"Being 'Committed to Life' means not only the lives of people but also the life of the planet. By taking care of the planet, we also take care of the future and the ability of people to live a healthy, fulfilling life. This is why it is so important that #FutureFresenius considers topics like climate change, natural resources, and water.

Science has shown that human lives will be affected by rising global temperatures, for example, the young, the old, and the poor will be disproportionally affected by rising temperatures, as a result of infectious diseases, heat exposure, and agricultural decline. Similarly, loss of biodiversity, groundwater, and natural resources affect companies' operations and supply chains. By committing to reducing the emission of greenhouse gases, Fresenius is committing to life in the future."

The following texts explain how we are tackling these challenges along our key environmental protection topics.

Securing energy supply and reducing emissions – climate protection at Fresenius

As a global healthcare company, Fresenius also contributes to global greenhouse gas emissions, for example through our energy consumption in production and in our hospitals. A constant supply of energy to our facilities is indispensable for our vital medical and therapeutic products and services. For this reason, we need a reliable energy supply at all times. But we also want to limit the consequences of climate change and are therefore constantly reducing our emissions.

Fresenius manufactures medical products and operates healthcare facilities, which inevitably results in energy consumption and associated greenhouse gas emissions. In production, for example, the machines and containers have to be sterilized regularly, and in our hospitals a wide variety of technical systems are in constant operation. This presents us with special challenges: On the one hand, we want to consume as little energy as possible, but on the other hand, we must guarantee the safety of the patients in our facilities at all times and ensure a stable supply of energy in our production.

Weather extremes caused by climate change are already affecting the working and living conditions of our employees and patients. We are acting now and taking measures both to prepare for these risks and to counteract climate change.

OUR CLIMATE PROTECTION TARGETS

OUR CLIMATE TARGETS

- Target by 2030: a 50% absolute reduction of our total Scope 1 and 2 emissions (base year: 2020)
- Target by 2040: climate neutrality in Scopes 1 and 2
- Target by 2050: net zero emissions in Scopes 1, 2, and 3

Scope 1 comprises direct emissions that we cause through our own business activities. Scope 2 relates to indirect, energy-related emissions that are caused by the consumption of purchased energy. Scope 3 covers other indirect emissions from our value chain.

Details on our goals can be found under **Our sustainability ambition**.

We want to live up to our responsibilities and help achieve the goal of the Paris Climate Agreement: Our climate targets aim to limit global warming to 1.5 °C. All our climate protection activities contribute to our long-term objective of attaining net zero by 2050: This requires a company to reduce its avoidable greenhouse gas emissions, while unavoidable emissions must be offset by removing an equivalent amount of CO_2 from the atmosphere and storing it for the long term.

Scope 3 emissions are a decisive factor on our path to net zero. They include greenhouse gases that we release indirectly in our upstream and downstream value chains – such as when we purchase raw materials or at the end of the life cycle of the products that we sell.



Axel Faupel
Head of Sustainability Fresenius Kabi & Group Sustainability Strategy

"Around 88% of our emissions are generated in our value chain. If we want to achieve our long-term climate targets, we must also effectively reduce these emissions in the future. Collaboration with partners and stakeholders in the healthcare industry is an essential step in this direction."

PULLING THE RIGHT LEVERS – EFFECTIVE DECARBONIZATION AT FRESENIUS

We have identified the most important levers that will help us achieve our climate targets. These focus on the use of renewable energies, improving energy efficiency, and optimizing production technologies.

DECARBONIZATION LEVERS

LEVER 1

Extending the use of renewable energies

- Purchasing electricity from renewable energy sources
- Electrifying processes
- Replacing energy sources with climate-neutral alternatives

LEVER 2

Increasing efficiency

- Increasing energy efficiency in buildings and processes
- Measuring the performance of relevant energy consumers
- Optimizing, renovating or retrofitting equipment

LEVER 3

Changing fuels, technologies, and processes

- Modifying processes
- Replacing fuel sources with renewable alternatives
- Converting technologies

LEVER 4

Electrifying the vehicle fleet

- Replacing inefficient and carbon-intensive vehicles with electric alternatives
- Extending the charging infrastructure

USING RENEWABLE ENERGY TO A GREATER EXTENT

The energy we use to generate electricity causes greenhouse gas emissions. However, electricity from renewable sources such as hydro, solar, and wind power causes significantly lower greenhouse gas emissions than fossil energy sources. Since the source of our electricity is crucial to reaching our climate targets, we strive to source it from renewable sources wherever possible. We also generate our own electricity, for example from biomass obtained from renewable raw materials such as wood chips and pellets. Photovoltaic systems at various production and hospital sites serve to supplement our electricity generation. By 2030, we aim to obtain as much of our electricity as possible from renewable sources.

RELIABLY SUPPLIED WITH POWER DAY AND NIGHT

Energy is indispensable for our products and services – and it is vital for our patients. In all our efforts to save energy, we never lose sight of their safety. To ensure an uninterrupted energy supply for direct patient care at all times, all our hospitals in Germany and Spain have emergency power systems: In the event of a power failure, they ensure the continued operation of important devices and systems within a matter of seconds.

CLEVER USE OF ENERGY

We want to maximize efficiency in all areas. In our buildings and processes, we focus on renewing our infrastructure by constantly optimizing the energy consumption of heating, ventilation, and air conditioning (HVAC) systems and replacing old components with more efficient units.

In production, we reduce energy consumption by various means. We renew technology and pumps, prevent leaks, and additionally insulate pipes and valves. We use steam, for instance, to sterilize pipelines and equipment in the production of medicines, since heat reliably kills germs. We then reuse the condensate.



LINZ: UTILIZING BRAKING ENERGY FROM CENTRIFUGES

Our production site in Linz extracts the active ingredient lactulose for laxatives. Lactose (milk sugar) is separated from the original lactulose solution by centrifuges. The subsequent deceleration process generates energy that is converted entirely into heat but has not yet been utilized. The team in Linz is setting out to change this. The idea: a technical solution that allows the braking energy of one centrifuge to be used to accelerate another. The potential savings in the plant's total electricity consumption with this method amount to as much as 125,000 kWh per year.

TAKING A DIFFERENT APPROACH TO FUELS, TECHNOLOGY, AND PROCESSES

We aim to gradually phase out fossil fuels by replacing them with renewable alternatives and are also looking into the use of new technologies such as hydrogen and industrial heat pumps.

In our hospitals, we give great attention to the anesthetic gases used in operating theaters, which are released into the outside air via the exhaust air system – where they are more harmful to the climate than CO_2. They account for a relevant proportion of a clinic's greenhouse gas emissions. In our hospitals, we are

therefore gradually replacing anesthetic gases detrimental to the climate with more environmentally friendly alternatives or are recycling them.

FRIEDBERG: RETHINKING HEATING PROCESSES

At the Friedberg site, we currently use natural gas to heat the production building. To reduce the associated CO_2 emissions, an alternative method has been developed that reuses heat from the production process.
The heating system is supplied with waste heat from the return flow of the cooling water, and the additional heat required is generated by a heat pump powered by green electricity. Implementation is planned for 2025.

Estimated savings per year:

- 1,118,000 kWh of gas
- 200 tons of CO_2 emissions
- 1,600 m^3 of water

CHARGING INSTEAD OF REFUELING

We are shifting gears on climate protection in our vehicle fleet and also offer electric company cars. We are also replacing some of the vehicles in our company transport fleet with electrically powered alternatives. In addition, we want to promote e-mobility right on our own doorstep by installing charging points at more and more locations for employees' private cars. This is another way we can help reduce emissions and come closer to reaching our climate targets.



CLIMATE PROTECTION MEANS HEALTH PROTECTION

We are aware that climate change requires swift and decisive action. Its impact on our health is already being felt in our everyday lives: Heatwaves can be highly detrimental or even life-threatening to elderly and sick people. That is why our public hospitals in Spain receive alerts from the health authorities when temperatures reach certain levels.

Prolonged periods without rain leave pollutants such as particulate matter in the air, which can cause or aggravate respiratory diseases. Moreover, some insects benefit from the changes in weather and climate and now inhabit more regions than before; the viruses they may carry can cause infectious diseases to spread further. Prevention and treatment of climate-related diseases are therefore essential for us. With our medical care, we are thus also facilitating adaptation to climate change.



WATER – RESPONSIBLE USE OF A VITAL RESOURCE

Water is one of our most valuable resources.
Life on this earth would not be possible without it.
As a healthcare company, we too are dependent on water:
We need drinking water of the highest quality to ensure safe patient care. It is crucial for hygiene and for their well-being.
We also use water to manufacture our pharmaceutical products.

We want to cover our daily water requirements as efficiently as possible. The greatest potential for saving water lies in the processes for the manufacture of our products, for example cooling or sterilization.

Water is also an important component of some pharmaceutical products, such as infusion solutions. We cannot reduce this use.

An adequate supply of fresh water is important in hospital operations in order to meet the highest hygiene standards. We strive to use water as efficiently as possible in our clinics, but the potential for savings here is limited.

VITAL AND PURE: WATER IN PHARMACEUTICAL PRODUCTS

The water used in our products must meet strict quality requirements so that we can guarantee quality and safety for patients. When used in infusion solutions, it must be of an even higher quality than drinking water.



Kirsten Nyland
Senior Vice President, Environmental & Occupational Management at Fresenius Kabi

“Reliable access to clean water is essential for our business. At the same time, we know that only 0.5 percent of the world’s water resources are drinking water. To conserve this scarce resource, we operate a comprehensive water management system.”







We distil water or filter it in a special process to remove germs and other impurities. We use this water for injection (WFI) as an ingredient in medicinal products.

A CLEAR APPROACH: EFFICIENT WATER CONSUMPTION IN PRODUCTION

In order to use water in our processes in a conscious and efficient way, we have implemented water management systems at all our production sites.

Regular analysis shows us which production sites are at high risk of water shortages. Here in particular, we are working to identify potential savings.

To counteract water shortages, we set ourselves a specific target for 2024:

Fresenius Kabi

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).

- 20%

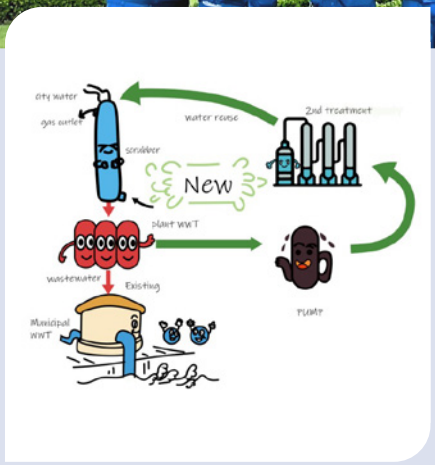
Details on our goals can be found under **Our sustainability ambition**.

You can gain an insight into how we use water in production and what aspects are relevant in our **Highlight story: The journey of water in production**.





The team



The new filter system

CHINA: 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^3 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.

HANDLING ANTIBIOTICS IN WASTEWATER

Handling water in compliance with the law and in a controlled manner is a top priority for us – including when it is returned to the environment from our production processes. One important aspect is how we handle antibiotics: These medicines should help people and not cause harm. However, they can enter the environment via wastewater and enable the development of bacteria that are resistant to antibiotics. To solve this problem, we engage in responsible antibiotic production. We have also been a member of the Antimicrobial Resistance Industry Alliance (AMRIA) since 2020 and are working on solutions together with associations and other companies.

TEST CENTERS FOR DRINKING WATER: CLINICS AS GUARDIANS OF WATER QUALITY

To maintain the highest standards of hygiene in our healthcare facilities, we need sufficient fresh water. We monitor it in all our facilities to detect any contamination or deviations in its quality. In Germany, some of our clinics even serve as test centers for the municipal drinking water supply. We communicate directly with the authorities and inform them if we detect critical deviations from drinking water standards. In this way, we protect not only our patients, but also the population in the areas concerned.

CRISIS MANAGEMENT: WATER TREATMENT AND EMERGENCY SUPPLIES

All hospitals have emergency plans in place to ensure patient care even in the event of supply bottlenecks. If fresh water should become polluted or contaminated with hazardous substances, our hospitals can use water treatment techniques.

In such cases, our German hospitals can for example deploy additional water treatment modules upstream of their own networks and thus use their own treatment systems. Most of our Spanish hospitals use a technology that leaves a reserve of water in the pipes, so that we can maintain a supply in the event of a drinking water outage.

Ensuring hygiene, avoiding waste: A balancing act of resource conservation

Natural resources are under increasing utilization pressure all over the world, but sustainable economic activity would not be possible without them. As a healthcare company, we depend on valuable raw materials – such as metals for the production of medical devices, crude oil for plastic items such as cannulas, or active pharmaceutical ingredients for the manufacture of medicines.

We are committed to conserving natural resources wherever possible. In doing so, we always have to strike a balance between resource efficiency and hygiene requirements. Disposable items are often used in clinics for hygienic reasons. Our options for saving resources are limited here. There are also strict regulations for medication packaging that make this difficult for us. Our most important levers for conserving resources are therefore developing durable and resource-saving products, reusing resources wherever possible, and disposing of waste safely and systematically.

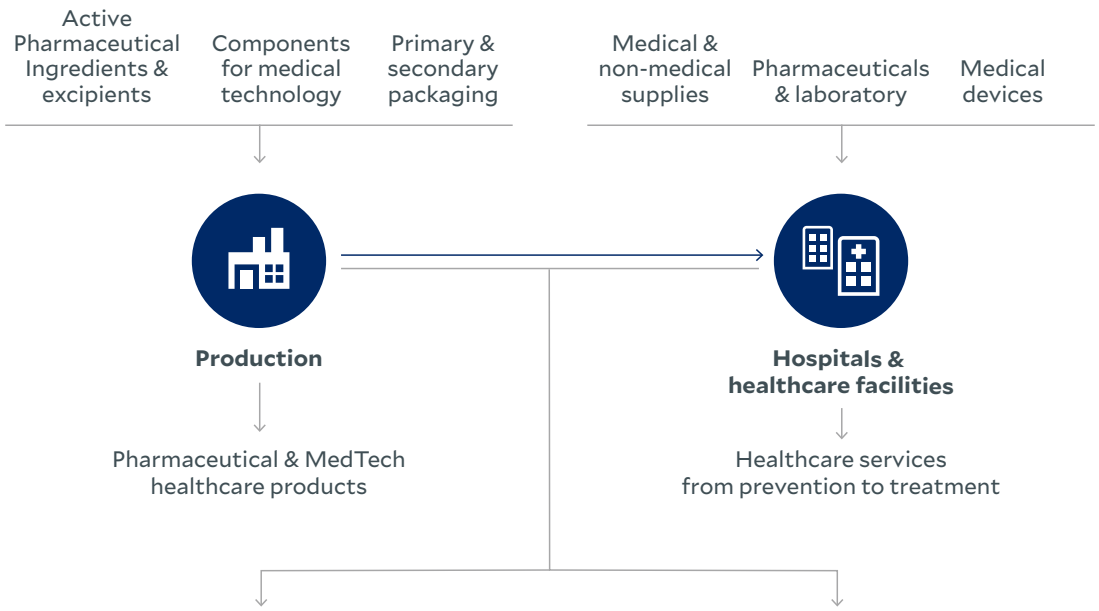
RESOURCE EFFICIENCY AT A GLANCE: FROM PROCUREMENT TO DISPOSAL

To use raw materials efficiently and responsibly, we must closely monitor our resource inflows – in other words, all the raw materials and substances that we procure and use. At the same time, resource outflows in the form of waste offer great potential for the recovery of valuable resources. We strive to minimize

waste and reuse or recycle it wherever possible. Appropriate handling and hygienic disposal of waste are essential.

Active pharmaceutical ingredients (APIs) play a key role in our production, followed by plastic parts and packaging. Consumables for care and medical treatment are indispensable in our healthcare facilities.

Insight into our resource flows



Examples of potentially hazardous waste

- Contaminated syringes & needles
- Infectious samples & tissues
- Biological waste such as blood or cell cultures
- Chemicals for disinfection
- Residues from chemical reactions
- Residues of filtration & cleaning processes
- Waste from chemotherapy
- Sharp & pointed objects such as scalpels

Examples of non-hazardous waste

- Uncontaminated packaging & containers made of paper, plastic, & glass
- Uncontaminated disposable gloves
- Plastic & metal waste from administrative areas & medical devices
- Production waste from non-toxic & non-reactive materials
- Food waste
- Uncontaminated medical devices
- Disposable clothing, bandages & diapers



The AmiCORE apheresis system for blood donations has a service life of 15 years.

LONG-LASTING PRODUCTS: REPAIR AND PROLONGED USE

A long product service life makes it possible to use medical devices for longer and to delay replacement. This conserves resources and reduces waste. The medical devices from Fresenius Kabi, such as infusion pumps, are designed for a service life of several years and can be repaired by trained service personnel. We provide appropriate manuals and manufacture spare parts at our production sites. With regular maintenance, our products currently have a service life of seven to fifteen years. After the end of production, spare parts remain available for a seven- to ten-year period.

PRODUCT DEVELOPMENT: CONSERVING RESOURCES FROM THE OUTSET

We also take environmental considerations into account when designing new healthcare products and improving existing ones. For example, we have reduced the plastic content of our EasyBottle containers for nutritional drinks by more than 30% since 2011. We are also striving to reduce the amount of packaging required for finished products. We also take customer and patient feedback into account to reduce unnecessary waste in our product packaging. However, since we have to meet strict requirements for pharmaceutical products, we can only optimize medicines and their protective packaging to a certain extent in order to conserve resources. After all, safety always comes first.

EFFICIENCY IN EVERYDAY CLINICAL PRACTICE: REUSING PRODUCTS SAFELY

Particularly strict safety and hygiene regulations apply in hospitals; aids such as face masks and syringes must be disposed of after a single use. Nevertheless, we aim to conserve resources and to use products several times wherever possible. For example, medical instruments and aids such as scalpels and clamps can be carefully cleaned, sterilized, and repackaged for reuse. This helps us to save on disposable items.



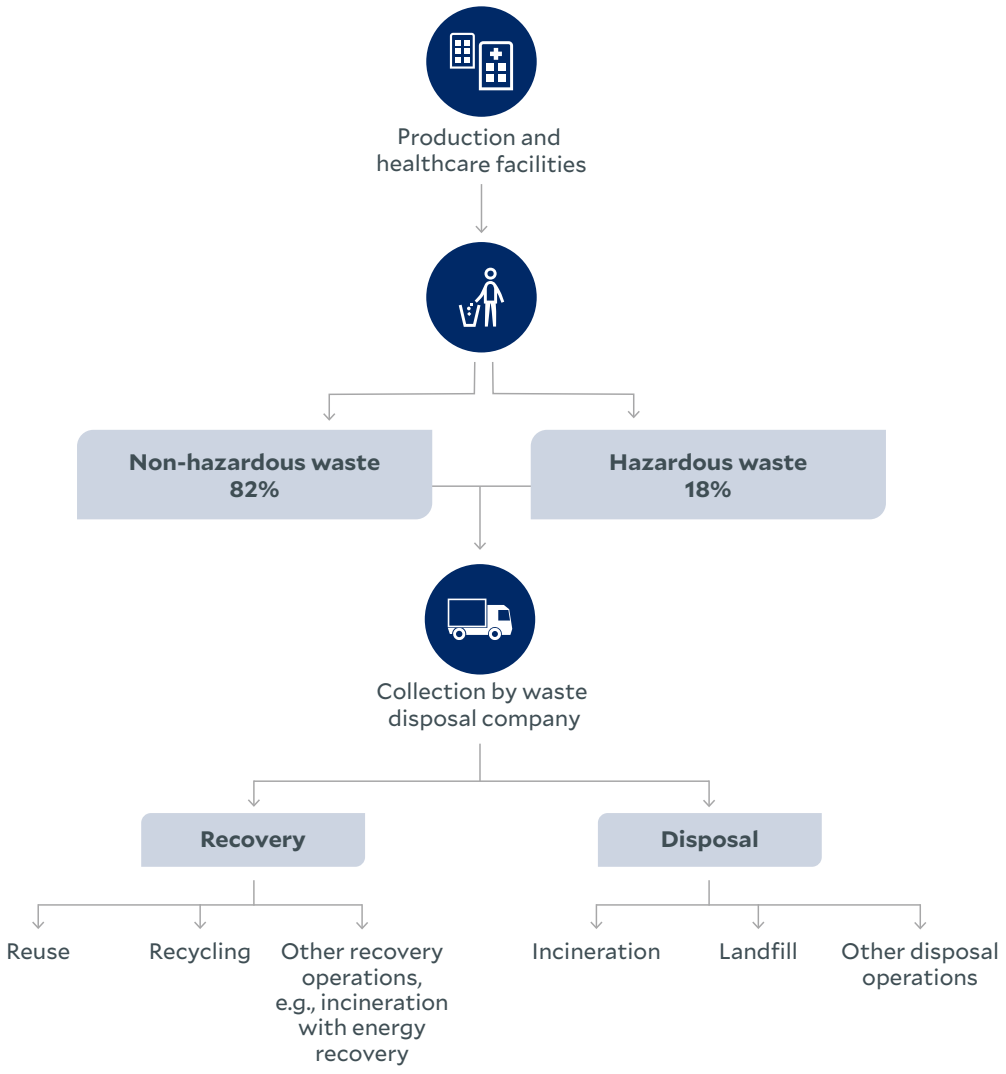
Gloves are among the most frequently used disposable items at Helios in Germany. We use them to ensure the hygienic handling of secretions or blood, for example. In some situations, however, pathogens can be more easily transmitted by gloves than by disinfected hands. With a campaign in our German clinics that includes training courses, posters, and stickers, we are therefore drawing attention to the improper use of disposable gloves – and the associated high consumption of resources. As a result, in 2024, we returned to the pre-COVID-19 pandemic consumption level.

FOCUS ON SAFETY AND HYGIENE: CORRECTLY DISPOSING OF AND RECYCLING WASTE

Systematic waste management helps us live up to our claim of efficiently using resources – while having as little impact on the environment as possible.

Waste disposal is subject to strict regulations that are designed to prevent the environment from being polluted or people from being put at risk. In some cases, these regulations vary depending on the municipality, country, and business segment, which is why we adapt our waste management in line with the respective business activities.

Depending on its type, our waste undergoes various disposal and recycling processes.



5 OUR ETHICAL FOUNDATION

Acting responsibly 86
Committed to Life: What drives us 87
Doing the right thing out of conviction 90
Respecting human rights 94

Acting responsibly – with integrity and reliability

Integrity is the foundation on which we build trust – within our company, but also in our dealings with our patients, business partners, and society as a whole. At Fresenius, we strive to create an environment in which ethical behavior is not just a goal, but a reality. We are guided by our principles in everything we do. Not simply out of necessity, but because it is our aspiration.

WE CARE FOR EXCELLENCE

No compromise on quality. True north in mind.

Comment from the Sustainability Advisory Board





Anahita Thoms

Expert on international trade, supply chain, geoeconomics, human rights, sustainable finance, ethics and compliance

"In times of multiple crises, sustainability management remains crucial for ensuring long-term viability and resilience. Fresenius' commitment – as a leading global healthcare company with nearly 180,000 employees – to ethical principles is foundational to its operations, providing guidance to consistently do the right thing. Upholding human rights is not only a moral imperative but also essential for fostering trust and integrity within the global community. By embedding its principles into business activities, Fresenius ensures it remains a responsible and forward-thinking leader in the healthcare industry."

We explain how we proceed along our central topics in the section Ethical Foundation.

Committed to Life: What drives us

At Fresenius, we live our promise **Committed to Life.** Patients are always in our focus.

In 2022, we launched #FutureFresenius. With this initiative, we want to position ourselves for the future and drive forward the transformation of our Group. As a result of the disciplined implementation of the program, we are now a simpler, stronger, and more focused company. At the same time, we have strengthened our Group identity and the Fresenius brand and developed a shared Vision and Mission.

- Our Vision: We are the trusted, market-leading healthcare company that unites cutting-edge technology and human care to shape next-level therapies.
- Our Mission: We save and improve human lives with affordable, accessible, and innovative healthcare products and the highest quality in clinical care.

In 2024, we also defined the Fresenius Principles.





Christoph Windpassinger
Head of Corporate Transformation at Fresenius

"The Fresenius Principles embody what Fresenius stands for and make clear what it means to be part of our company. These Principles are the common maxims on which we base our actions. They guide us on our way to being the trusted, market-leading company that unites cutting-edge technology and human care."

Find out how we are guided by the Fresenius Principles in our pursuit of progress in our **Highlight story: Else Kröner Award: Excellent ideas following the example of a great entrepreneur**.

The Fresenius Principles reflect the values espoused by Else Kröner, Managing Director for many years and later Chair of the Supervisory Board. Else Kröner's entrepreneurial energy a nd foresight continue to shape our company to this day.



ELSE KRÖNER AWARD: EXCELLENT IDEAS FOLLOWING THE EXAMPLE OF A GREAT ENTREPRENEUR
Learn more →

ELSE KRÖNER: THE VISIONARY BEHIND FRESENIUS



Else Kröner (née Fernau) would have turned 100 this year. We want to celebrate this and remember her impressive legacy and visionary leadership.

After the sudden death of Dr. Eduard Fresenius in 1952, being his foster daughter she took over the management of the Hirsch Pharmacy in Frankfurt am Main and of the company "Dr. Eduard Fresenius chemisch-pharmazeutische Industrie KG" (later Fresenius), founded in 1912. Back then she was only 26 years old and the company was a small business in the midst of reorganization. With courage, discipline, and vision, Else Kröner transformed it into a global healthcare group. Under her leadership, the workforce grew from 30 employees to 400 in the 1960s, and turnover likewise rapidly increased. She made groundbreaking decisions, such as the continuous expansion of the product range in the field of nutritional solutions and production of the company's own dialysis machines, paving the way for the success of Fresenius.

In 1983, she established the Else Kröner-Fresenius-Foundation for the promotion of medical research. This foundation, to which her entire estate was transferred after her unexpected death in 1988, is today one of the largest charitable foundations in Germany and is dedicated to promoting medical research and supporting medical and humanitarian aid projects.

Throughout her life, Else Kröner relied on the power of collaboration, ambition, future orientation, innovation, and quality – values that still characterize the company today:

Embodied in the newly formulated Fresenius Principles, these values drive us and constitute our moral compass.



Doing the right thing out of conviction

Acting responsibly and in compliance with the law is essential to ensure the well-being of patients. The daily work of our employees is characterized by integrity, a sense of responsibility, and reliability. We hold our business partners and suppliers to the same high standards. We constantly work to prevent incidents that might violate these standards.

LIVING INTEGRITY: ACTING IN ACCORDANCE WITH THE LAW AND STANDARDS

Our understanding of integrity goes beyond mere legal requirements. For us, doing the right thing means acting not only lawfully, but also in accordance with applicable industry codes, internal guidelines, and our values. Internal and external controls ensure that we comply with regulations and live up to the trust our patients, employees, customers, suppliers, and investors place in us.

We want to become increasingly better at doing this and thoroughly investigate every report for possible violations of compliance – so that we can remedy them and avoid them in the future.

These include for example the following:



HOW WE COMMUNICATE OUR VALUES

Transparency and ethical business conduct play a key role in the healthcare sector. The **Fresenius Code of Conduct** is the basis for all rules that apply within the Group. It sets out the principles of conduct for all employees, including managers at all levels and members of the Management Board. We also strive to promote fair and ethical business conduct outside our own operations. In our **Code of Conduct for Business Partners**, we clearly communicate our expectations to everyone who works with Fresenius.







Whether in production, in the hospital or in administration – the Fresenius Code of Conduct is the basis for the actions of all our employees.

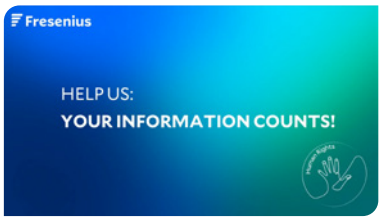
SUPPORT IN EVERYDAY WORKING LIFE

In addition to our mandatory training courses, we also offer extensive information materials to help our employees act with integrity at all times: be it with special topic pages on the intranet, a podcast or a compliance telephone consultation (anonymous if desired). In addition, colleagues from the Compliance organization are available throughout the Group to answer questions at any time.

REPORT ANYTHING THAT IS INCOMPATIBLE WITH OUR VALUES

If our employees or external stakeholders, such as our patients, customers, suppliers, or partners, suspect misconduct in the Fresenius environment – such as violations of laws, regulations or internal guidelines – they can report this through various channels.

Our employees can contact their line manager, the responsible compliance officer or use our **whistleblower system** at any time. The whistleblower system also allows anonymously reporting incidents and is available to external stakeholders as well.



Watch the video online

Our designated employees treat reports confidentially in order to protect the reporting individuals.
All reports are taken seriously. In an initial assessment, we first evaluate the plausibility and possible severity of potential violations. Once we have completed an investigation, we use the results of internal controls and reports to review our business processes. Where necessary, we take measures for correction or improvement to prevent similar misconduct in the future.

COMPLIANCE ACCORDING TO PLAN

Our compliance management system is based on three pillars: Prevent, Detect, and Respond. We have aligned the system and our measures with the applicable international standards for compliance management systems (such as ISO standards, or auditing standards of the Institute of Public Auditors in Germany) and relevant legal frameworks.

Compliance

Prevent

- Risk assessment
- Code of Conduct, policies and procedures
- Communication and training
- Continuous support

Detect

- Audits & reviews
- Internal control structures
- Reporting

Respond

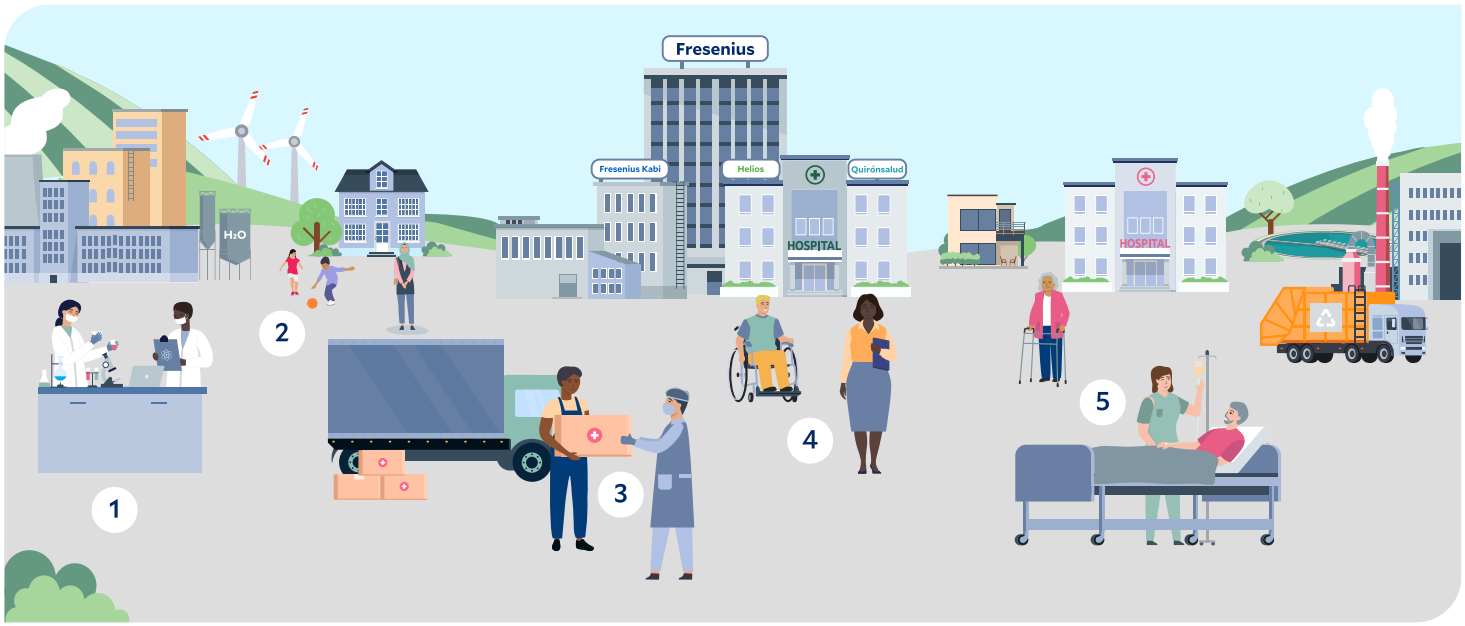
- Case management and investigations
- Remediation
- Continuous improvement

Respecting human rights

We focus on people. Patients, doctors, nursing and administrative staff rely on our products, concepts, and solutions. Around 180,000 employees place their trust in Fresenius as an employer. At the same time, we rely on thousands of people worldwide who work for our suppliers and business partners in our value chain.

Respect for human rights is an integral part of our responsibility as a global healthcare company. As set out in our **Human Rights Statement**, we acknowledge this responsibility – in our own operations and in our value chain. The following graphic illustrates what this means in practice, showing how people come into contact with our company.

POTENTIAL HUMAN RIGHTS IMPACTS IN THE VALUE CHAIN



The people and stories depicted in this image are entirely fictional. Any resemblance to actual individuals is purely coincidental.

1 – Workforce in the value chain
Anjing and Lisa work on preliminary products that we receive from our suppliers. We then process these products in our own production facilities, for example into medical technology that helps treat people in hospitals. We expect our suppliers to respect the human rights principles laid out in our Human Rights Statement and our Code of Conduct for Business Partners – in both their own activities and in their value chains. This is necessary, as the work of people like Anjing and Lisa, who are employed in our upstream value chain, can give rise to risks or even to violations of human rights. Within the scope of our influence, we are committed to taking appropriate preventive or remedial measures.

2 – Residents and neighbors
Dunya lives with her children next to one of our production sites. Even when she is not working on precursor products or at Fresenius, her human rights must be respected. For instance, Fresenius is responsible for avoiding water and air pollution and excessive noise pollution. This helps ensure the well-being of people like Dunya and her children.

3 – Employees of our business partner
Alejandro works for a logistics company that supports Fresenius in transporting pharmaceuticals and medical technology. As a direct contractual partner, his company is an important part of our value chain. We analyze potential risks for people like Alejandro and initiate additional preventive measures where necessary.

4 – Employees
Chi, Benjamín, Shiva, and Carmen work for Fresenius. Despite their different professions and areas of responsibility, they have one thing in common: As their employer, Fresenius is responsible for respecting their human rights in their working environments. This includes ensuring occupational safety by providing appropriate protective equipment when dealing with patients. It also includes ensuring that people like Chi, Benjamín, Shiva, and Carmen are trained in handling equipment or observe, at a minimum, the statutory break and rest periods.

5 – Patients
For our millions of patients – like Najuk and Valentina – we do our best every day to keep them healthy. Whether in the hospital, at home or as outpatients, they are part of our value chain. While Najuk is treated in the hospital, Valentina receives our medication at home. The well-being of Najuk, Valentina, and all our patients is at the heart of our human rights due diligence.

OUR HUMAN RIGHTS PROGRAM AT A GLANCE

We put our Human Rights Statement into practice through our Group-wide Human Rights Program. This is based on regular risk assessments of our own activities and those of our suppliers. After all, we can only take appropriate preventive and remedial measures if we are aware of the risks. Our Human Rights Program also includes a whistleblower system: Here we receive reports of possible violations and follow them up in detail. We also document our activities and measures and report transparently on our progress.





Lasse Kowalewski
Head of Fresenius Group Human Rights Office

"Our commitment to human rights goes beyond legal compliance and rhetoric. It is closely linked to our values and our promise: Committed to Life."

OUR GUIDELINES

Our Human Rights Program is based on internationally recognized standards and frameworks, including the Universal Declaration of Human Rights, the Core Labor Standards of the International Labour Organization, the UN Guiding Principles on Business and Human Rights (UNGPs), and the OECD Due Diligence Guidance for Responsible Business Conduct.

PIVOTAL POINT: CAREFULLY ANALYZING POTENTIAL IMPACTS AND RISKS

To identify and eliminate potentially adverse effects on people in our own company and along our value chain, we carry out an annual risk analysis – and more frequently where necessary. We identify, analyze, and evaluate human rights related risks in a comprehensive process. Our approach consists of three steps:

Review of country- and sector-specific risks
We carefully analyze relevant public sources and indices. In this way, we gain an overview of abstract human rights risks – i.e. risks for which no specific incidents are yet known, but which may indicate human rights violations.

Gap identification and risk specification
We carry out a gap analysis to assess which of the identified potential risks may actually exist. For example, we use standardized questionnaires to capture processes, responsibilities, and procedures for each potential risk area.

Risk evaluation
We assess the potential impact on affected people and estimate the likelihood of occurrence. We prioritize the relevant risk areas according to their severity, taking into account our ability to influence them. We then define remedial and preventive measures for the prioritized risks.



*We have identified this potential risk area in our operations in Columbia only.

ANONYMOUS CONTACT AVAILABLE 24/7

Patients, employees, members of local communities, business partners, and other potentially affected persons can report potential human rights violations via various channels – around the clock, and anonymously if they wish. Specially trained teams process the reports professionally, independently and impartially, carefully and confidentially. You can find out more about our complaint handling mechanism in the section **Doing the right thing out of conviction**.

WE HAVE HIGH EXPECTATIONS – OF OURSELVES AND OF OUR BUSINESS PARTNERS

We set high standards for ourselves – and expect the same from everyone we work with. Accordingly, we require our business partners to respect human rights in line with our principles. These are set out in our Human Rights Statement and in our Codes of Conduct. If we learn of a potential human rights violation, we carefully examine the facts and take appropriate action. In the event of an actual violation, we work to ensure that the business partner concerned takes remedial action and does everything necessary to prevent future violations.

JOINT COMMITMENT TO HIGHER STANDARDS IN SUPPLY CHAINS

Fresenius Kabi is an associate member of the Pharmaceutical Supply Chain Initiative (PSCI), an association of leading pharmaceutical and healthcare companies that aims to promote responsible supply chain management. The PSCI's principles set clear standards and guidelines regarding ethics, labor rights, health and safety, environmental sustainability, and supplier management systems.

FIRST GLOBAL TRAINING COURSE ON HUMAN RIGHTS DUE DILIGENCE

What are human rights? How can I report a possible violation? And what does the term human rights due diligence mean?

Our employees and business partners need to know the answers to these questions if we are to put our commitment to human rights into practice. For this reason, we have developed a global human rights training course – together with colleagues from different parts of our organization. The topics have been prepared to reflect the day-to-day business and cultural aspects of our locations around the world.



This training is mandatory for all our employees. It will also serve as a supporting measure in our collaboration with our suppliers as of 2025. Suppliers will be selected based on their respective risk profile. In this way, we want to actively contribute to the further development of our corporate culture and create a common understanding of due diligence obligations in our value chain.

IMPRINT

Published by:
Fresenius SE & Co. KGaA
Registered Office: Bad Homburg, Germany
Commercial Register Bad Homburg, HRB 11852
Supervisory Board: Wolfgang Kirsch (Chairman)

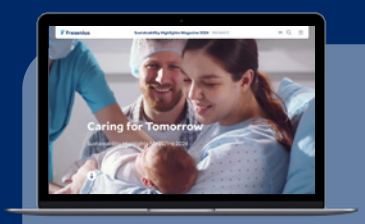
General Partner: Fresenius Management SE
Registered Office: Bad Homburg, Germany
Commercial Register Bad Homburg, HRB 11673
Management Board: Michael Sen (Chairman), Pierluigi Antonelli, Sara Hennicken, Robert Möller, Dr. Michael Moser
Chairman of the Supervisory Board: Wolfgang Kirsch

Value Added Tax Identification Number (VAT ID): DE 114152311

Edited by:
Fresenius SE & Co. KGaA
Group Sustainability
Else-Kröner-Str. 1
61352 Bad Homburg v.d.H.
Germany
sustainability@fresenius.com

Stakeholder Reporting, part of Forvis Mazars, Hamburg

HTML design, concept and realization:
nexxar GmbH, Vienna – Online annual reports and online sustainabilty reports



This report is also available online with additional, interactive functions.

TO THE ONLINE REPORT ⟶