Fresenius



Sustainability Highlights Magazine Vol. 3 2025

Acting together

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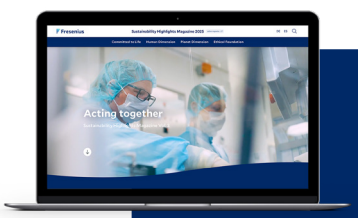
Stories

Insights into our sustainability activities



From page

4 →



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

To the online magazine →

Foreword

“Acting together” – that is the motto of this year’s Sustainability Highlights Magazine. And it perfectly reflects how we understand sustainability at Fresenius: as a shared responsibility. We take responsibility where we have influence: in our hospitals in Germany and Spain, and across our global network of medical device manufacturing sites.”



DR. MICHAEL MOSER
Member of the Management Board

Stories

Insights into the sustainability activities at our hospitals and production sites

When every day counts:

EASYGEN is set to make cell therapy more accessible



In severe cancer cases, time can become a critical factor. However, CAR-T cell therapy, a highly effective form of individually engineered immunotherapy, often takes a very long time to prepare and manage. This is where the EU-funded EASYGEN (Easy workflow integration for gene therapy) project comes in: A consortium of 18 international partners is examining how the complex manufacturing and care processes for this special form of therapy can be simplified and better integrated into everyday hospital operations.

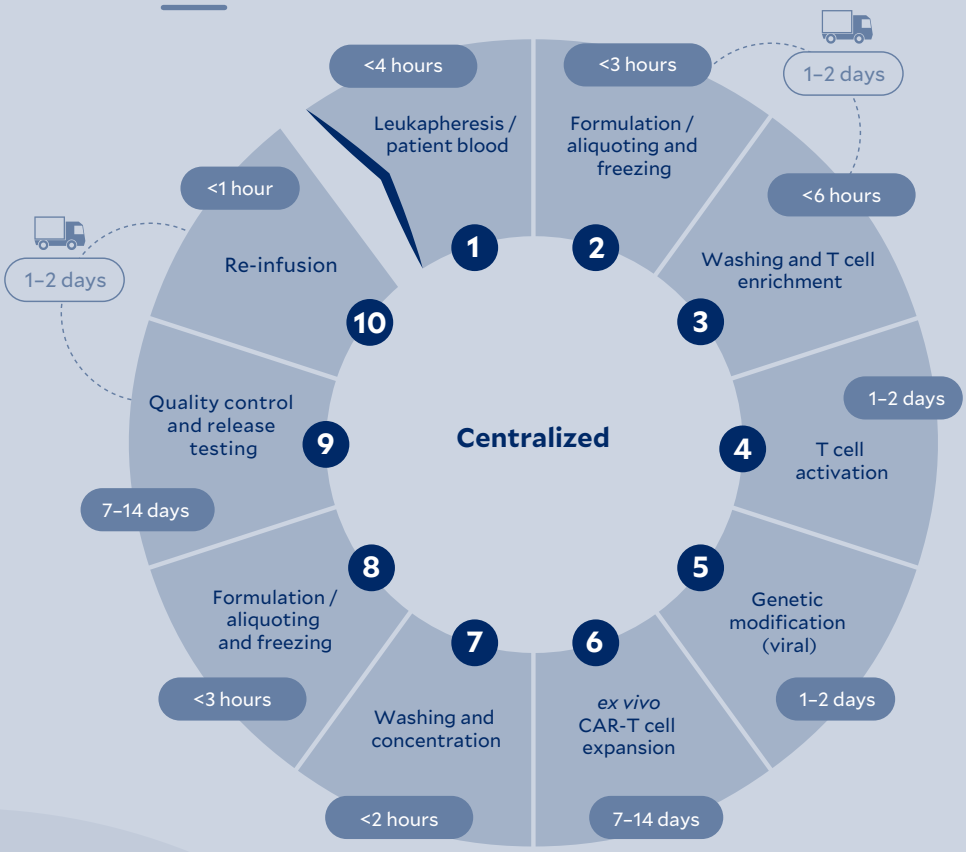
CAR-T cell therapy is a form of immunotherapy whereby T cells are removed from a patient and genetically modified in the laboratory before being returned to the body to detect and destroy certain cancer cells. The manufacturing process is always individual for each person, requiring specialized infrastructure as well as extensive quality controls. This can take up to six weeks. Then there are international transport routes and the currently limited number of centers capable of administering the therapy.

These structural factors mean that only a small proportion of eligible patients have thus far been able to access treatment. To date, around 45,000 people worldwide have received such therapy (as of December 2025), while the majority of patients – around 80% in Europe (according to the IQVIA Report 2025) – still haven't had the treatment.

Up to 6 weeks

The classic manufacturing process:

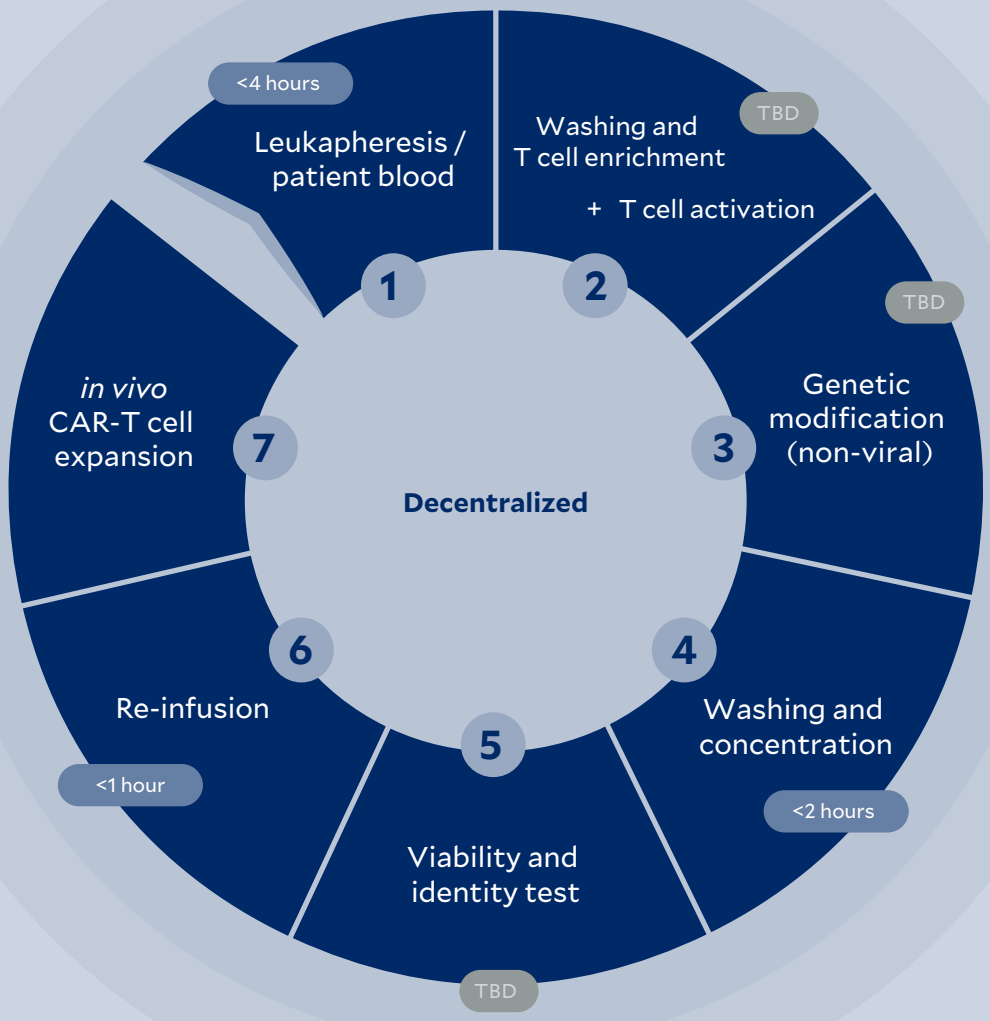
The cells pass through many stages, including transport and laboratory processes, such as freezing and quality testing. It typically takes up to six weeks before the patient receives the CAR-T cells back.



Up to 24 hours

The manufacturing process with EASYGEN:

The cells are processed in the place where they are needed using an automated closed-system approach. This is designed to shorten the entire process – from the collection of the cells to their return to the patient – to less than 24 hours.





Kick-off meeting on May 22, 2025 at the Fresenius Group headquarters in Bad Homburg

The aim of EASYGEN is to better coordinate the many individual work stages in laboratories and hospitals.

Various European companies and scientific institutions are working together under the direction of Fresenius to give patients faster and easier access to the treatment. Standardized modules, digital documentation, clearly defined interfaces, and more automated processes are designed to simplify both the complex cell manufacturing process and the use of the cells to treat patients in the long term. Thanks to EASYGEN, the task of manufacturing personalized cell therapies alone could take a matter of days instead of several weeks.

Various skills come together at Fresenius for this purpose: Fresenius Kabi is supporting the project with its expertise in the field of automated cell processing. Additional functionalities are being added to the existing Cue closed cell washing system for this purpose. Helios and Quirónsalud are helping the project with their experience gained from using CAR-T therapies in German and Spanish hospitals. Over the course of the project, both hospital groups are testing the new manufacturing process under real care conditions. As part of the Corporate Development function, the Research Office is taking the scientific and strategic lead for the European consortium. It designed and initiated the project and now acts as the Principal Investigator under EU rules while managing the overarching governance structures. With the project's targeted approach to the networking of partners, its international positioning, and its continuous focus on scientific and technological developments, EASYGEN is likely to consolidate Fresenius' role in the innovative field of cell and gene therapy.

The project can thus help to deliver more efficient and modern healthcare and create the conditions for innovative therapies to reach more patients in the future.

HeSaMeDa:

Using data securely for better care

With diagnostic and therapeutic information, test samples from the laboratory, and other treatment data – hospitals are sitting on a wealth of data. Evaluating this data can help to better understand the relationships between therapy procedures and treatment outcomes, identify patterns, and develop innovative treatment methods. In addition, a targeted approach can be taken to analyzing and optimizing processes.

Data analysis can thus contribute to quality assurance in patient care on the one hand, while also playing a useful role in answering scientific questions on the other.

At Fresenius Helios in Germany, our approach is to improve the quality of treatment with the aid of data analysis and thus contribute to the “Helios Principle”.

Medical data as part of the **Helios Principle**

- Data analyses can lead to better medicine
- Treatment quality can be improved and better understood with data
- Processes can be analyzed and optimized using data

What part does a diagnostic procedure play in making a diagnosis?

What are the connections between the burden of disease and laboratory values and medicines?

How effective is the treatment in relation to the symptoms / diagnostic methods?

Admission

Diagnostics

Treatment

How well do treatment pathways prevent unnecessary hospital admissions or unnecessarily long stays (e.g. for upper abdominal pain)?

What are the trends and deviations from medical guidelines?

What is the incidence of complications after a change of medicine manufacturer, for example?

What are the complication rates of different procedures (e.g. conventional vs. endoscopic)?

The Helios Principle.

Commitment to providing access to the best possible medical care by

- providing medical care that is fit for the future
- looking at health holistically
- relying on a comprehensive network of experts
- making continuous improvements
- setting up pilot projects and making innovations scalable

Further information on the Helios Principle is available **here**.

Helios Safe Medical Data

HeSaMeDa

The problem is that the data is often not uniformly structured because many different IT systems are being used.

The HeSaMeDa platform (Helios Safe Medical Data) can help by standardizing different kinds of data from the Helios hospitals. HeSaMeDa processes medical data solely in pseudonymized form so that no individual persons can be identified.

The key findings from building the platform are summarized in a **scientific study**.

An overview of the key findings:

- **Agility beats perfection:**
  Since hospitals use different IT systems, a flexible, incremental approach to standardizing data has proven to be more effective than an immediate end-to-end solution.
- **“Raw data first” approach:**
  In order to prevent information loss by incorrectly assigning it or standardizing it too early, data is initially stored unchanged in its raw format and only later processed and standardized.
- **Automation is essential:**
  Automated processes and versioned code – that is to say, software whose modifications are documented and can be tracked – are crucial for being able to work reliably in research areas where there are frequent personnel changes.
- **Interoperability:**
  The task of converting data into a common standard remains complex because important detailed information can be lost during the standardization process.

A focus on consent and data privacy

There are two levels of consent for patients: Firstly, they can choose whether to approve the use of their data for research purposes. Furthermore, they can agree to being contacted for studies at a later date. All data is processed solely by Fresenius Helios.

The use of data is strictly regulated, with high IT and data privacy standards protecting the sensitive information in accordance with the German Good Practice in Secondary Data Analysis (GPS) guidelines, among others. A higher-level committee set up by Fresenius Helios decides who may use the data and for what purpose. All access to the platform is documented and can be tracked.

Data analyses and technologies can support scientific projects and internal quality assurance measures as well as help to deliver efficient and individual treatment for patients in line with recognized medical standards.

SEBASTIAN ORTLEB

Head of Medical Data Strategy and Applied AI at Helios Germany

"We have shown that HeSaMeDa can directly improve everyday clinical practice. Whether identifying redundant diagnostics to reduce the number of unnecessary blood samples taken or contributing to patient safety by promptly analyzing complications in instances where there has been a change of manufacturer, this platform is the tool we want to use to take a targeted approach to enhancing medical evidence and improving operational excellence."



HeSaMeDa can be used to set standards, better assess risks, and plan investments.



"A practical example is the use of robotics in operations. We evaluated data from 2025, which shows how these minimally invasive procedures can improve the quality of care. Compared to conventional surgical procedures performed in the past, smaller incisions and more precise movements have shortened hospital stays and reduced pain. At the same time, the data analyses have helped to organize processes in the operating room more efficiently and make costs transparent. This case shows that HeSaMeDa can be used to set standards, better assess risks, and plan investments."

PROF. DR. JÖRG PÖLITZ,

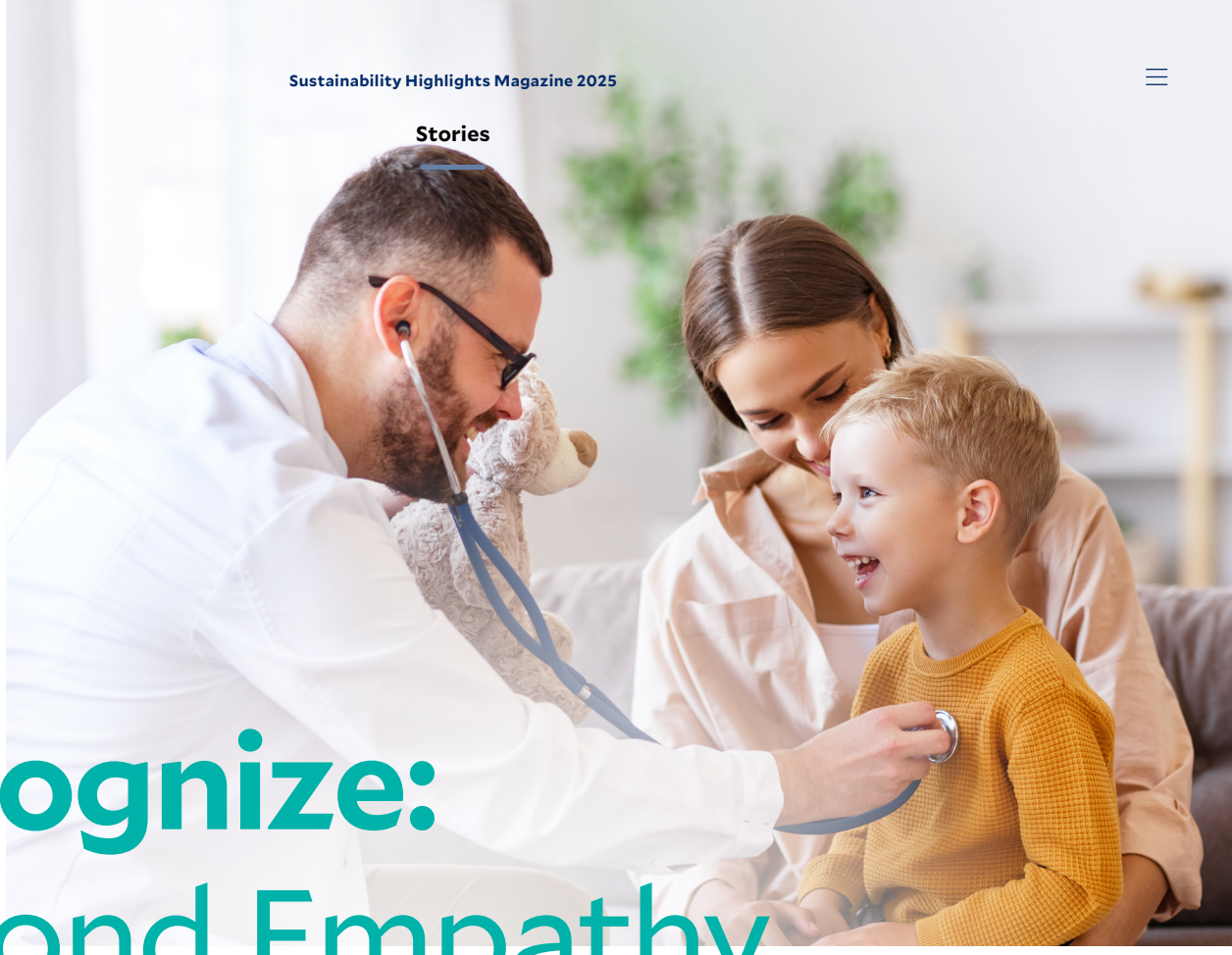
Head of Clinical Research
at the Helios Health Institute

Moments that create impact:

How patient experience takes shape at Quirónsalud

A hospital stay is shaped not only by medical outcomes, but by everyday moments: a nurse who takes time to listen, a doctor who explains the next step clearly, or a team that works well together. These interactions strongly influence how patients and their relatives experience care.

At Quirónsalud, patient experience is understood as the sum of these moments. That is why they introduced several initiatives that focus on human behavior, empathy, and teamwork in daily practice: Beyond Empathy, the Emergency Care Treatment Manual, and the Quirónsalud Olympics.



Recognize: Beyond Empathy

Patients often remember how they are treated just as much as what is done medically. Beyond Empathy was created to make day-to-day moments visible.

The initiative invites patients and colleagues to highlight concrete, positive behaviors that make a difference in their experience.

Patients can share messages of gratitude, and staff members can recognize one another for actions that made a difference via a corporate recognition form or a Recognition Dashboard.

These examples are collected and shared, helping teams see what patient-centered care looks like in practice – and learn from them.

- More than **4,800 professionals** took part in the initiative.
- Over **18,000 recognitions** of positive behavior were submitted by staff members.
- More than **270,000 patient recognition messages** were shared via the Recognition Dashboard.

Humanize: Emergency Care Treatment Manual

Emergency departments are fast-paced, complex environments where patients often feel stressed or uncertain. Clear communication and empathetic behavior can make an important difference to the patient's perceived quality of care. The Emergency Care Treatment Manual offers practical guidance for everyone involved in the emergency patient journey – from admissions and nursing staff to physicians, porters, security, and cleaning teams.

It provides a shared understanding of how patients should be addressed and supported throughout their stay.

More than 2,300 professionals in emergency units were trained and actively involved in developing and using the manual.

In hospitals where it has been implemented, an increase in patient satisfaction of **up to 15 NPS points**[1] was measured. In the next years, similar manuals are planned to be implemented for additional care areas such as outpatient surgery and consultations.

The manual is structured around five simple principles:

- **HEARING (OÍDO)**
  How we listen and explain.
- **SIGHT (VISTA)**
  How we look, observe, and acknowledge.
- **TOUCH (TACTO)**
  A professional and respectful physical approach.
- **HEART (CORAZÓN)**
  Empathy, emotional presence, and compassion.
- **TEAM (EQUIPO)**
  Coordination and shared responsibility.

1 Quirónsalud measures patient satisfaction using the Net Promoter Score (NPS). Further information on the NPS at Quirónsalud can be found in the audited Sustainability Statement 2025.



Gamify: Quirónsalud Olympics

The Quirónsalud Olympics use gamification to encourage teamwork and engagement around patient experience goals.

In the “Summer Olympics”, multidisciplinary hospital teams work together on outpatient challenges such as reducing waiting times, optimizing scheduling, or coordinating handovers. The “Winter Olympics” focus on inpatient experience, including hospitalization NPS, clarity of information, rest, courtesy visits, and safety.

Beyond competition, the Olympics foster continuous improvement.

Teams review results, share success stories, and learn from one another across hospitals and disciplines.

Together, these initiatives show how patient experience can be strengthened through recognition, practical guidance, and collaboration.



How Fresenius Kabi supports access to essential therapies in everyday care

Healthcare progress is not only driven by major medical innovations. In everyday practice, reliable access to essential medicines, medical devices, and nutrition therapies is equally critical. These therapies form the basis for safe and effective care and enable clinicians to deliver treatment consistently day by day. Fresenius Kabi contributes to the stable availability of affordable, high-quality therapies and works closely with healthcare partners to support this effort.

Impact at a glance

Patients reached:

In 2025, we reached

450 million

patients by providing essential medicines, medical devices, and nutritional therapies.

Essential medicines:

In the United States,

67%

of Fresenius Kabi IV drug units shipped in 2025 appear on the Food and Drug Administration (FDA) Essential Medicines List. In Europe, 69% of the total units of Fresenius Kabi generics product range sold in 2025 are part of the **Union list of critical medicines** by the European Medicines Agency.

Affordability and system value:

Access to high-quality generics and biosimilars can support cost-conscious care and help healthcare systems manage treatment needs.

(source: Medicines for Europe[1])

1 Source: Medicines for Europe; IQVIA, "Beneath the Surface: Unravelling the True Value of Generic Medicines", 2024

Impact stories from selected countries

Examples from everyday care demonstrate how reliable supply structures, collaboration, and professional expertise enable patient-focused care across different settings. The following case studies outline the practical impact of Fresenius Kabi's approach to healthcare delivery and illustrate how access to essential therapies makes a meaningful difference for patients and their families, while also supporting the healthcare system.



1 Germany:

Individualized home nutrition supporting continuity of care

When conventional care pathways reach their limits, access to specialized nutrition therapies can offer additional options for patients with complex needs like Sonja. After a long and medically challenging course of treatment, Sonja's health deteriorated to the point that she was placed on an end-of-life care pathway. At that stage, no further nutritional options were available within the existing care framework.



A specialized Fresenius Kabi home-care nursing team reassessed her situation and initiated individualized home parenteral nutrition. The therapy was accompanied by close monitoring, regular dose adjustments, and practical education. Over time, Sonja regained strength, independence, and quality of life. Her example demonstrates how access to specialized nutrition therapies can enable continuity of care and help patients maintain autonomy and dignity during vulnerable phases.

2 United Kingdom:

Delivering complex nutrition care at home

For people who rely on Home Parenteral Nutrition (HPN), daily life can be closely tied to hospital routines, limiting independence and affecting family life.

In the United Kingdom, specialized Fresenius Kabi homecare nurses enable patients to continue HPN safely at home. Through regular visits, monitoring, and hands-on training, patients are supported in managing their therapy outside the hospital setting. For individuals living with conditions such as **Crohn's disease** or recovering from bowel cancer, this approach can help restore routine and autonomy. The example demonstrates how homecare models extend healthcare capacity beyond hospital walls, enabling more accessible and patient-centered care.



3 Austria:

Adapting immune therapy to pediatric needs

Children with severe immune-mediated conditions need therapies adapted to their size and clinical realities – yet many technologies were not originally designed with pediatric needs in mind. For children with severe immune-mediated conditions, extracorporeal photopheresis (ECP) is an essential treatment option, but earlier systems were often associated with long procedures and limited suitability for pediatric use.



With the introduction of **Amicus Blue**, treatment teams were able to better adapt ECP procedures to a child's size and condition. Hospitals have gained an option that aligns more closely with the realities of treating children, helping to reduce treatment burden and support more appropriate care for highly vulnerable young patients. This example underscores how refining established technologies can make complex therapies more feasible in pediatric settings.



4 United States:

Strengthening resilience in oncology supply

Oncology clinics in the United States continue to face intermittent shortages of generic cancer medicines, creating a persistent public health challenge. These disruptions can affect treatment planning, creating uncertainty for both healthcare professionals and patients, and in some cases compromise outcomes.

To help address this risk, Project GOLD (Generic Oncology Lifesaving Drugs) – a multi-stakeholder pilot launched by Angels for Change, with Fresenius Kabi as a founding member and two additional industry partners – aims to protect patient access to life-saving oncology medicines. The initiative aims to prevent shortages by maintaining a strategic buffer supply of essential oncology injectables in the U.S. Integrated with the Angels for Change Drug Crisis Hotline and Global Supply Sharing Network, it enables real-time visibility into urgent needs and rapid deployment during supply constraints.

By reinforcing resilience across the generic oncology supply chain, Project GOLD helps safeguard continuity of care and informs a scalable, long-term model for reducing shortage-related risk nationwide.



5 United States:

Continuity of care in rare immune disorders

For patients with rare immune disorders such as Common Variable Immunodeficiency (CVID), uninterrupted access to intravenous immunoglobulin therapy is essential. Disruptions in plasma supply can quickly create serious health risks.

Cannan lives with CVID. Reliable access to plasma-derived immunoglobulin therapies allows patients like him to continue treatment consistently and maintain a more predictable daily routine. Fresenius Kabi supports this continuity of care by providing medical technologies that enable safe, efficient plasma collection – an essential first step in producing reliable plasma-derived therapies. Strong, dependable plasma collection is a critical foundation for consistent treatment and long-term disease management. Cannan's story underscores the human impact behind plasma-supply reliability: Consistent treatment access keeps patients on therapy, reduces stress for families, and ensures continuous care for people with rare immune disorders.



6 Brazil:

Strengthening health literacy in cancer care

For patients with leukemia or lymphoma and their families, navigating treatment pathways can be complex. Unequal access to reliable information, fragmented care structures, and logistical barriers can further complicate an already demanding situation.

Patient support partnerships can help address these challenges. Through corporate sponsorship of **ABRALE**, Brazil's leading patient association for blood cancers, patients and caregivers gain access to structured information, guidance, and support throughout the disease journey. This contributes to improved health literacy, reduced information gaps, and greater confidence for families managing complex cancer care, showing how partnerships can promote more equitable access to information within healthcare systems.

By the end of 2024, ABRALE has already served approximately 57,000 patients.

7 Colombia:

Supporting access to treatment through biosimilars

Living with a chronic condition can involve ongoing physical strain and uncertainty about access to effective treatment. For patients like Gloria, concerns about long-term affordability and continuity of care affected both her health and sense of security and independence.



With the introduction of a Fresenius Kabi biosimilar, Gloria gained access to a more affordable treatment option that meets the same standards of safety and effectiveness as the reference biologic. The reliable availability of this therapy supported ongoing disease management and reduced concerns about treatment interruptions. Her experience reflects the broader role of biosimilars in improving access to essential therapies, especially for patients with chronic conditions. By improving affordability and continuity of care, biosimilars can generate social value that extends beyond individual patients.

GREAT THINGS START WITH GREAT PEOPLE

/fɹɛmˈbæsədɔɹz/

Frembassadors:

employees as ambassadors

What makes Fresenius so special as an employer? The people who work together here. We want their authentic everyday stories from the workplace to be seen by the outside world, which is why the Employer Branding team launched a special program in 2022: the Frembassadors, a portmanteau word combining Fresenius and ambassadors. Colleagues from all over the world are free to join this community.

The Frembassador Community offers space for dialogue and networking across the boundaries of employees' own departments and business segments.

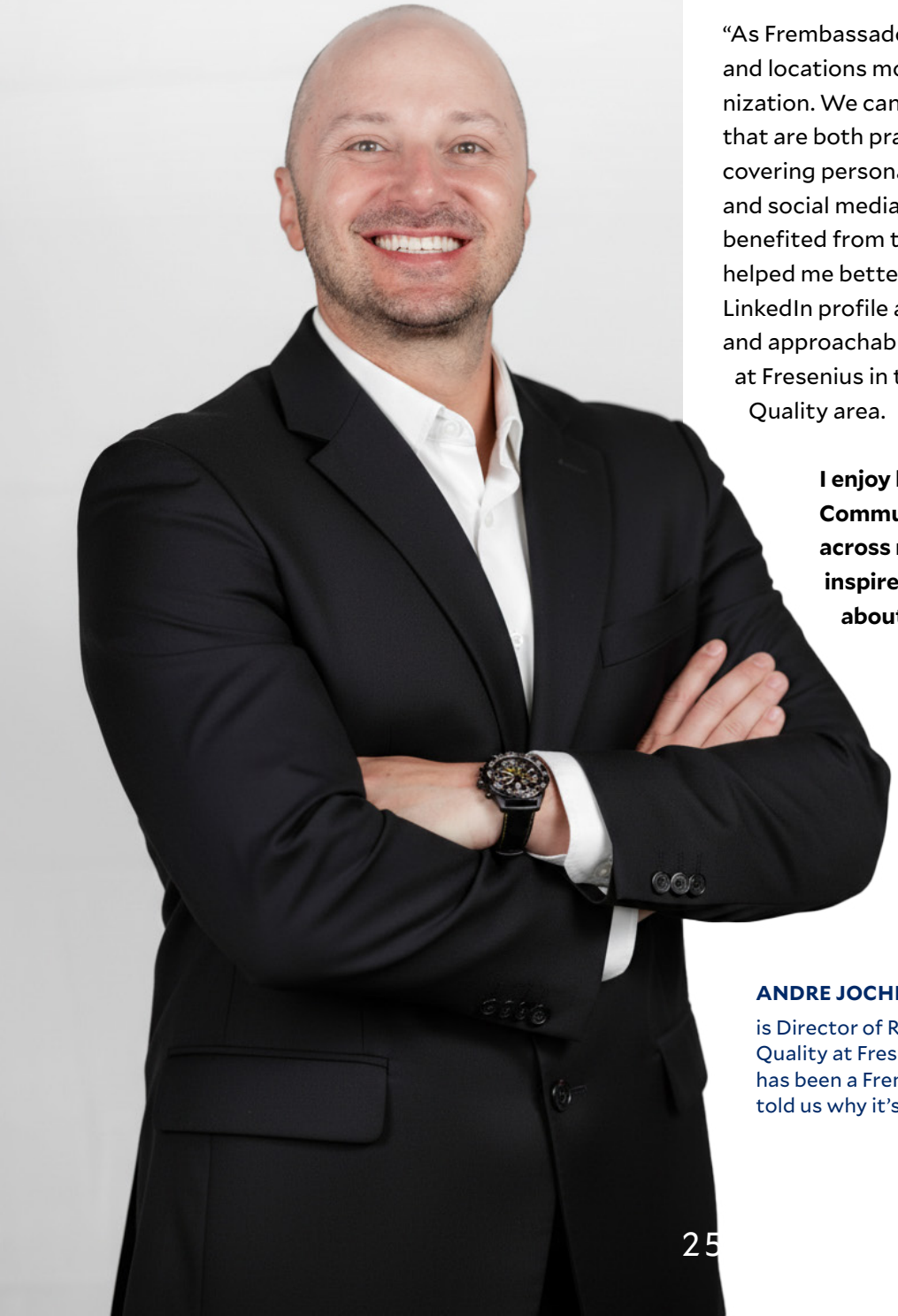
"The Frembassador Community is aimed at anyone who wishes to participate in employer branding activities – by contributing content to social media and the careers website, for example, or by providing support at careers events to present Fresenius as an attractive employer. At the same time, it offers space for dialogue and networking across the boundaries of employees' own departments and business segments.

We have grown into a large, heterogeneous group, with more than 170 Frembassadors in 19 countries on four continents part of the community as of the end of 2025."



SARAH-ANN KRÜGER,
Manager of Employer Branding and University Relations at Fresenius, leads the program and explains the idea to us.

As Frembassadors, we help make our work and locations more visible beyond our organization.



"As Frembassadors, we help make our work and locations more visible beyond our organization. We can take part in digital courses that are both practical and enjoyable, covering personal branding, networking and social media best practices. I especially benefited from the courses because they helped me better position myself on my LinkedIn profile and communicate, in a clear and approachable way, what it is like to work at Fresenius in the Regulatory Affairs & Quality area.

I enjoy being part of the Frembassador Community because it builds bridges across regions, including Brazil, and inspires us to communicate responsibly about our work."

In 2026, the company will assess how the program can be further expanded.

ANDRE JOCHEN

is Director of Regulatory Affairs and Quality at Fresenius Kabi in Brazil and has been a Frembassador since 2022. He told us why it's worth getting involved.

What exactly is … a hospital cluster?

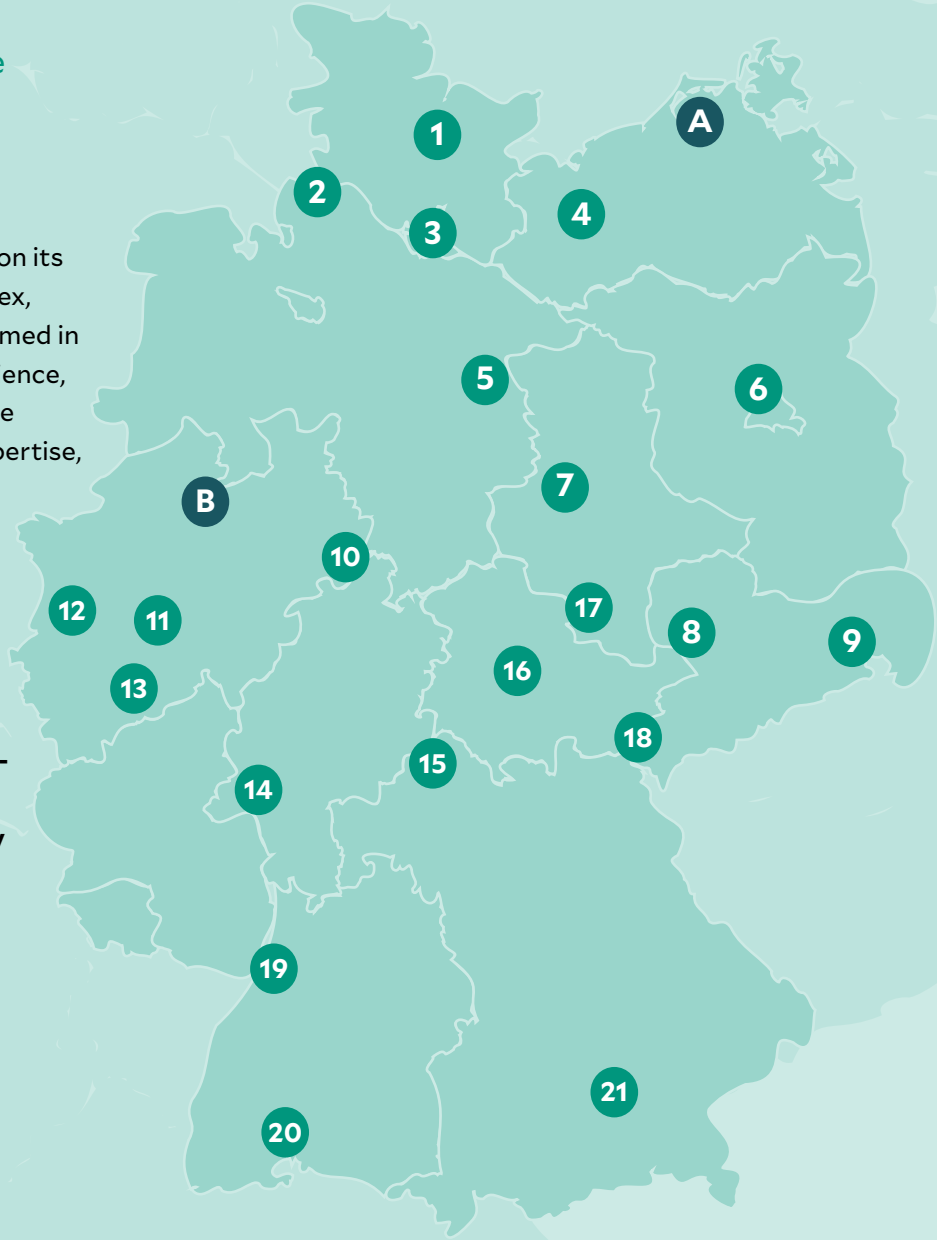
Fresenius Helios has grouped its roughly 80 hospitals in Germany into 21 clusters. A cluster contains an average of three to four hospitals in a region that work closely together. These include smaller local hospitals, specialized hospitals, and large centers for complex treatment.



The aim is to deliver patient care while further enhancing medical quality and efficiency.

Each hospital in a cluster focuses on its own field of specialization. Complex, demanding procedures are performed in centers with a great deal of experience, with other hospitals providing care closer to home. The sharing of expertise, equipment, and infrastructure alongside close cooperation between the medical departments make it possible to provide well-coordinated and high-quality care.

At the same time, duplicate structures are avoided. This allows patients to be treated where they can receive the best care.



21 clusters in Germany

1 Ostsee
2 Nordsee
3 Hamburg
4 West-Mecklenburg
5 Niedersachsen Nord
6 Berlin-Brandenburg
7 Magdeburg
8 Leipzig
9 Dresden
10 Südniedersachsen-Nordhessen
11 Bergisches Land
12 Rhein-Ruhr
13 Rhein-Sieg
14 Wiesbaden-Main-Taunus
15 Mainfranken-Südthüringen
16 Thüringen Mitte
17 Mansfeld-Südharz
18 Südsachsen-Franken
19 Nordbaden
20 Schwarzwald-Bodensee
21 Oberbayern

Not part of a cluster

A Hanseklinikum Stralsund
B Klinik Lengerich

The clusters also include more than

200

medical care centers (known as MVZs in Germany)

managed by Helios. These are outpatient clinics for examinations and treatments that do not require a hospital stay.



Close integration between hospitals and MVZs is designed to enable better coordination of appointments, diagnoses, and therapies while also improving treatment processes.

Digital services, such as video consultations and the electronic sharing of important findings, also make cooperation easier.

By forming clusters, Helios is adopting key elements of hospital reform in Germany at an early stage. The aim of the reform is to connect care structures more closely with one another in order to raise quality and improve efficiency in care settings.

This is designed to ensure that high-quality care is delivered throughout Germany in the long term.

Enhancing patient experience:

Bridging digital care and energy consumption

Enhancing patient experience is one of Fresenius' top priorities – and digitalization plays an important role in achieving this. In 2025, Quirónsalud launched a pilot project at a hospital in Southern Spain to connect our digital platform Casiopea with the hospital's Building Management System. This initiative aims to ensure that air conditioning is supplied only to rooms that are currently in use. If the pilot proves successful, the solution will be rolled out to all hospitals using the same Building Management System.



Watch the video online

Join patient María as she receives treatment for knee pain and discovers the advantages this approach could bring to her care.



RESISTANT PATHOGENS:

Prevention in hospitals and when manufacturing antibiotics

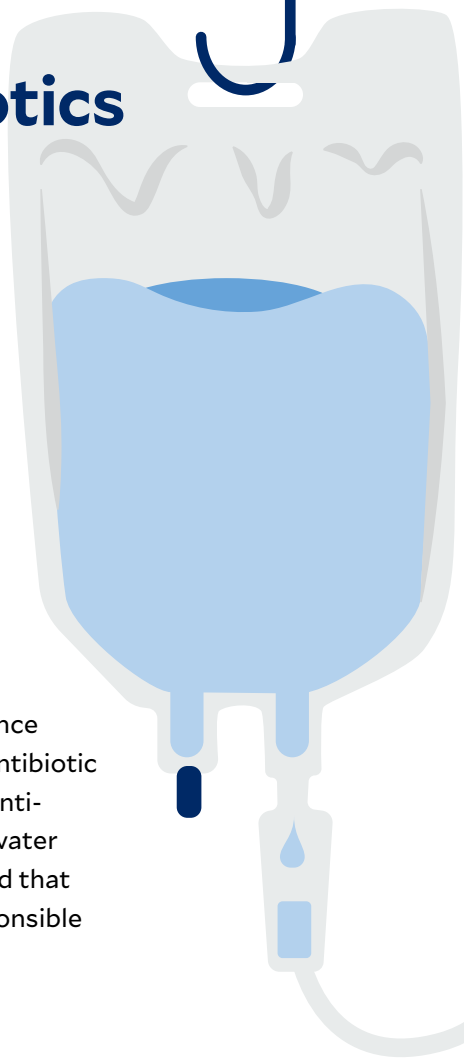
Antibiotics play a key role in modern medicine. They treat bacterial infections and prevent them from spreading. In certain cases, however, their reliability can no longer be relied upon. That's because antimicrobial resistance (AMR) – the incidence of resistant pathogens – is spreading worldwide.

Such bacteria are mainly transmitted from person to person, often in hospitals. If they enter the environment via wastewater, however, they can also spread in this way. As a result, infections that were once easily treatable can now be life-threatening.

The main cause of this development is the incorrect and excessive use of antibiotics in humans, animals, and plants.

As a healthcare company, Fresenius wants to play its part in containing the spread of resistant pathogens. To this end, the Group is taking various measures – both in the manufacture of antibiotics and in everyday clinical practice.

The responsible **manufacture of antibiotics**



Fresenius Kabi makes intravenous antibiotics. Careful monitoring of waste and wastewater is essential to prevent antibiotic residues from entering natural ecosystems in an uncontrolled manner. In 2025, Fresenius Kabi received BSI Kitemark™ certification for Minimized Risk of Antimicrobial Resistance for four antibiotics manufactured across three sites in Austria, Poland, and Portugal.

This certification confirms compliance with the AMR Industry Alliance's Antibiotic Manufacturing Standard and that antibiotic residues in waste and wastewater are appropriately controlled and and that companies therefore promote responsible antibiotic manufacturing.

What is the **AMR Industry Alliance?**

In 2022, the AMR Industry Alliance published the Antibiotic Manufacturing Standard, which Fresenius Kabi as a member helped to develop. This standard is designed to give manufacturers guidance on how to manufacture antibiotics responsibly.

Since 2023, manufacturers have been able to have their compliance with the standard externally certified by the BSI Group in the form of the BSI Kitemark™ for Minimized Risk of Antimicrobial Resistance.

Antibiotic management in hospitals

There is also a focus on ensuring that a consistent approach is taken to antibiotic management in our hospitals. Helios and Quirónsalud use antibiotics to treat bacterial infections in their hospitals. Effective hygiene measures are an important way of preventing AMR and ultimately nosocomial infections, which are infections that can be acquired during a hospital stay. In addition, all Helios hospitals introduced antibiotic reporting back in 2012 to monitor how often and to what extent antibiotics are used. This was followed in 2019 by an antibiotic stewardship (ABS) program, which includes training for medical staff, joint therapy guidelines, digitally managed prescriptions, and a central infection monitoring system.

A similar program was launched in 2020 at the Quirónsalud Hospital in Barcelona, promoting the targeted and responsible use of antibiotics – on the basis of standardized guidelines, interdisciplinary teams, and the continuous review of prescriptions. Quirónsalud has also developed an AI-supported infection control and prevention system.



“The problem of antimicrobial resistance is still a relatively minor one in Germany compared to other countries, but it is expected to increase – which means that fewer antibiotics could be effective here in the future. Only targeted antibiotic management can prevent or at least curb that.”

DR. MED. FELIX GIEBEL

Chief Physician in the Department of Infection Prevention and Hospital Hygiene at Helios University Hospital Wuppertal and Head of the Infectious Diseases Division.



What do anesthetic gases have to do with the climate?

Anesthetic gases are an indispensable part of modern medicine. At the same time, they represent one of the largest direct sources of emissions in hospital operations, with their global warming potential exceeding that of CO_2 many times over. Most of these gases normally reach the outside air in an unfiltered state. Thanks to modern medical technology, special systems can be used to capture anesthetic gases instead of releasing them unimpeded into the atmosphere.

In 2023, a system for capturing these anesthetic gases was introduced across 19 Helios hospitals. Since 2025, all ventilation spaces on intensive care units in Germany have also been equipped with the system.

But how exactly does the system work – and what does it mean for everyday life on the unit? We asked our experts.

How does the system for capturing gases work?

DR. ACHIM LABUHN: “Since 2025, 51 of our intensive care units have been using activated carbon filters fitted to the ventilator. The anesthetic gases exhaled by the patient are captured by these filters to prevent them from being released into the outside air. Once the filters are filled to capacity, they are disconnected from the ventilator. The filter manufacturer can then extract the captured gases from the activated carbon and potentially reuse them.”



DR. ACHIM LABUHN

Lead Physician in Conservative Critical Care at Helios Hospital Krefeld and Head of Critical Care at Helios

DR. STEFAN WIRTZ

Chief Physician in Anesthesiology, Critical Care, and Perioperative Pain Therapy at Helios Hospital Bad Saarow and Head of Anesthesiology at Helios



Does this change any of the processes for the nursing staff and patients?

DR. STEFAN WIRTZ: “The switchover entails only minor changes for the nursing teams and medical technology. The filters are easy to use, and we provide training and digital instructions to make sure that everyone involved is well prepared. Everything also remains unchanged for patients: The systems used are safe, proven, and medically approved. That is why we have decided to switch the anesthesia machines in over 30 more hospitals to the system that collects anesthetic gases in 2026. According to the latest internal evaluations, the selected hospitals have been responsible for about 80% of Helios’ anesthetic gas consumption to date.”



What other measures are used when anesthetizing patients?

CONSTANZE VON DER SCHULENBURG:
„Capturing anesthetic gases is one of several measures we are taking to deal with the issue of emissions in hospital operations. For example, we completely ceased using nitrous oxide for anesthesia in 2024. We also consistently use minimal flow anesthesia, which involves only using as little fresh gas as necessary. In addition, we are substituting the anesthetic gas desflurane, which is particularly harmful to the climate, for sevoflurane, which is less harmful.[1]"

1 Desflurane has a global warming potential more than 2,500 times greater than CO_2. Sevoflurane, meanwhile, has a lower impact with a global warming potential 130 times greater.

In this video, Dr. Wirtz demonstrates how the capturing system works:

Watch the video online



2 Committed to Life

Our Sustainability Framework – thinking about tomorrow today

"Committed to life" is our promise: to save lives and improve patients' health and quality of life. Our Sustainability Framework sets out the Group-wide strategy for our sustainability activities. We have defined nine focus topics across the human dimension, planet dimension, and our ethical foundation – the areas around which our work is centered.

Acting together

The motto of this Highlights Magazine represents an attitude that sees sustainability as a shared task for the people at Fresenius. It emphasizes our desire to take responsibility in the areas where we can make a difference together. The focus here is on our hospital operations and the production of healthcare products.

Our Sustainability Framework



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

Committed to Life

Our Committed to life promise underlines our mission: to save lives and improve patients' health and quality of life. It guides our day-to-day actions and shapes our understanding of how we see sustainability as part of our social responsibility.

Planet Dimension

As a healthcare company, we operate in a unique space where there is a tension between wanting to do our best to minimize any potentially adverse impact on the environment and remembering never to lose sight of the strict requirements governing patient safety. Our aim is to promote human health while continuing to reduce our environmental footprint.

People need a healthy home – now and in the future. By reducing the environmental impact of our activities, we want to play our part in mitigating climate change and conserving natural resources.

Ethical Foundation

We are guided by the Fresenius Principles in everything we do. Together with our quality standards and our clear code of conduct, processes, management systems, and controls, they lay the ethical foundations for helping people to act with integrity within the company. We consider it an integral part of our responsibility to respect human rights.

Human Dimension

At the heart of our business activities are people. We support patients in different stages of their lives – sometimes even for a lifetime. In doing so, we meet them on equal terms, treating them with respect and understanding their needs. Our healthcare products and services give them access to high-quality care. Digital and innovative treatment services help us to support people outside of traditional care structures – at home, for example, or with even more effective and affordable therapies.

At the same time, our attention is focused on those who make all this possible: our employees. They make a valuable contribution day after day with their dedication – whether in direct contact with patients or behind the scenes. We want to offer them a working environment that recognizes their efforts while fostering their development.

Detailed information on our targets, frameworks, measures, and KPIs can be found in our audited **Sustainability Statement 2025**.

How we measure ourselves – our sustainability targets and KPIs

We can only improve the things we understand and control. That is why we have set ourselves specific targets and defined strategic KPIs – both for the company as a whole and for the operating companies Fresenius Kabi and Fresenius Helios.

Sustainability targets are also a factor in the variable remuneration of the Management Board and a key element of our business strategy.

An interactive version of the following graphic is available **online**.

Committed to Life

Human Dimension

Patient Centricity

Quirónsalud

Patient Satisfaction

Fresenius Helios in Spain and Colombia uses the Net Promoter Score (NPS) to measure patient experience in its hospitals and strives to achieve a high score in this metric. The NPS reflects the likelihood of patients recommending the hospital after a hospital contact.

In 2025, the joint NPS was at

68.3

with an increase of 2 points compared to the previous year.

Access & Affordability

Fresenius Kabi

Patients reached

In 2025, we reached about

450 million

patients by providing medicines, medical devices, and nutritional therapies by Fresenius Kabi.

Helios Quirónsalud

Patients treated

In 2025, about

27 million

patients were treated at the hospitals of Fresenius Helios.

Employee Engagement & Development

Fresenius

Employee Engagement Index

Fresenius annually measures how strongly employees identify with the company using the Employee Engagement Index. For 2026, Fresenius aims for an Employee Engagement Index of

↑ 4.12.

Fresenius

Training Hours

Fresenius wants its employees to develop professionally. By 2030, Fresenius aims to increase annual training hours per employee by

↑ 20%

(base year: 2024).

Planet Dimension

Decarbonization

Fresenius

Emission Reduction

By 2030, Fresenius wants to reduce total Scope 1 & 2 greenhouse gas emissions in absolute value by 50%; by 2040, Fresenius wants to achieve greenhouse gas neutrality in its own operations (Scope 1 & 2) (base year: 2020). Fresenius aims to reach

net zero

along the value chain (Scope 1 to 3) by 2050.

Water

Fresenius Kabi

Water Reduction

By 2030, Fresenius Kabi aims to reduce process water withdrawal at production sites in areas with water stress by

↓ 20%

in absolute value (base year: 2023).

Our Ethical Foundation

The graphic continues on the next page.

Our Ethical Foundation

Quality Excellence

Helios Quirónsalud

Medical Outcomes

Fresenius strives to provide high-quality inpatient treatments.

Fresenius Helios in Germany

In 2026, Helios wants to outperform the German national average in more than

88%

of cases.

Fresenius Helios in Spain

In 2026, Quirónsalud aims to be equal or better than the applicable standard of the Agency for Healthcare Research and Quality (AHRQ) or compared to the previous year and aims for a target rate of

75%.

Fresenius Kabi

Product Quality

Status as of December 31, 2025:

2.3 or less

observations in external inspections and audits.

Human Rights

Fresenius

Human Rights Violations

In 2025,

0

severe human rights violations were reported.

Business Ethics

Fresenius

Compliance Management System Maturity

Fresenius tracks the robustness of its Compliance Management System. The company aims to continuously achieve a maturity score of

3 or better

in the annual self-assessment of the system.

Detailed information on the targets and KPIs can be found in our audited **Sustainability Statement 2025**.



Sustainability needs direction – and cooperation

An interview with Sarah Tix, Head of Group Sustainability at Fresenius

Sarah, what were the main topics addressed at Fresenius in 2025?
SARAH TIX: For us, 2025 was mainly a year marked by concretization: Having defined Group-wide sustainability-related priorities and targets for the first time in 2024 in our Sustainability Framework, last year was about making sustainability more manageable and measurable.

We have now defined three focus topics for each of our three dimensions – the human dimension, planet dimension, and our ethical foundation – making nine in total and enabling us to set clear priorities in terms of content. It was vital to assign responsibility more clearly and make any progress transparent.

We work with the relevant divisions within the Group to devise strategic KPIs and targets for each focus topic. In areas where targets were previously lacking we are currently defining appropriate indicators. For example, a new target focusing on compliance was defined at the beginning of 2026. This allows us to lay the foundations for embedding sustainability even more firmly in decision-making processes and management approaches in the future.

What role do employees play in the ongoing development of sustainable solutions within the company?
SARAH TIX: Our employees are the key to making sustainability effective on a daily basis. At Group Sustainability, we set the direction, framework, and targets – but the real impact is achieved where decisions are made and processes are designed.

We are increasingly seeing teams no longer regarding sustainability as an additional issue, but as part of their professional responsibility – when processes are made more efficient, resources are used more consciously, or existing structures are questioned, for example.

This development shows that sustainability at Fresenius is teamwork – but teamwork with clearly allocated roles. The employees' contribution is central to translating our strategic targets into concrete progress.

From strategy to practice: The Sustainability Advisory Board's view

The Sustainability Advisory Board, consisting of Anahita Thoms, Fabian Kienbaum, Dr. Fiona Adshead and Prof. Dr. Judith Walls, accompanied Fresenius in 2025 as the company further integrated sustainability into its core business processes.







During visits to Friedberg, Madrid, and Berlin over the past two years, the members of the Sustainability Advisory Board were able to gain insights into sustainability activities at Fresenius.

Looking back on 2025

In 2025, the Advisory Board observed a clear shift from policy commitments to action priorities. A central milestone was the completion of a structured, Group-wide human rights risk assessment, providing a clearer understanding of the most significant

risks across operations and the supply chain. This is reflected in more granular risk assessments, clearer prioritization of salient risks, and further developed grievance and remediation mechanisms.

Site visits to a production facility in Friedberg, Germany, and a clinic in Madrid, Spain demonstrated how sustainability is embedded in day-to-day operations and how closely human rights, environmental performance and quality of care are linked at Fresenius. Two environmental priorities stood out: reducing greenhouse gas emissions, particularly in Scope 1 and 2 and increasingly also in Scope 3; and lowering water withdrawal at production sites.

What's next

Looking ahead, the Board expects human rights and environmental due diligence to remain central. Success will depend on embedding due diligence processes into procurement, supplier management and operational decision making, rather than treating them as standalone compliance exercises. The Board will continue to provide external perspectives and constructive challenge, supporting Fresenius in translating regulatory and societal expectations into feasible, scalable action – acting together.

Perspectives from the Advisory Board

Anahita Thoms

"'Acting together' means shared responsibility across functions and along the entire value chain. Sustainability becomes effective when legal, procurement, operations, and healthcare professionals work together – and when expectations toward suppliers are combined with dialogue, partnership, and capability building."





Fabian Kienbaum

“Looking back, 2025 marks an important step forward in Fresenius’ sustainability journey. Key priorities were clarified, responsibilities sharpened, and several sustainability topics moved from analysis into practical execution. In this context, I would like to highlight the work accomplished by the HR leadership team who have not only increased operational efficiency significantly, but are also clearly on the right path to elevate HR as a trusted business advisor.”

Prof. Dr. Judith Walls

“Some of the important steps that Fresenius has taken in the last few years include looking more closely at the environmental footprint in its own activities and along the supply chain. Of particular note is the increased focus on reducing Scope 3 emissions, which occur in the areas that make up the largest share of the Group’s GHG emissions.”





Dr. Fiona Adshead

“It has been so inspiring to see the progress made on the key focus areas and with building the Sustainability Framework to resonate and advance Fresenius’s purpose. Underpinned by a real commitment to meaningful and pragmatic performance measures, the approach gives confidence in the organization’s ability to undertake and learn from continual and sustained action.”

Human Dimension

Excellent care – from human to human 47
Patients – focusing on their needs 48
Enabling access to healthcare 55
Promoting individual development and shaping a sense of togetherness 60



Excellent care – from human to human

Our Committed to life promise underlines our mission: to save lives and improve patients' health and quality of life. Our employees work to keep this promise every day – in direct contact with patients or behind the scenes.

At the heart of our business activities are people. We support patients in different stages of their lives – sometimes even for a lifetime. In doing so, we meet them on equal terms, treating them with respect and understanding their needs.

We want to facilitate access to high-quality, integrated health-care and medicine. To this end, we embrace a range of innovative and digital treatment options to enable us to reach as many people as possible.

Our employees play a key role in our success with their commitment. We want to offer them the best possible working environment where they can develop and reach their full potential.



Patients – focusing on their needs

Health is a valuable human asset. When it comes to health matters and during periods of illness, we want to give patients expert support and improve treatment success by providing high-quality care.

Our commitment to patient centricity

Patient centricity at Fresenius means prioritizing multifaceted patient needs and experiences by providing holistic care through leading medical products and services – in inpatient and outpatient settings.

Patient satisfaction

In order to meet our quality and care standards, we have to understand our patients' needs. That is why Fresenius Helios uses the Net Promoter Score (NPS) to gauge patient satisfaction in Spain and Colombia. This metric measures the likelihood of patients recommending us after a hospital contact.



Two days after leaving the hospital, patients who have been treated as inpatients, outpatients, or as emergencies are sent an e-mail asking them whether they would recommend the hospital and its services to others. They can state their experience of communication during the treatment process or the procedures during their time at the hospital. The results are evaluated centrally for each hospital by medical discipline and hospital department.

For 2025, the combined NPS for Spain and Colombia was 68.3, representing a two-point rise on the figure for 2024. This is due in particular to improvements in laboratory tests, outpatient services, and X-rays and other imaging procedures.[1]

Fresenius Helios has also been trialing the NPS at German hospitals since April 2025.

1 Fresenius provides detailed information on the NPS in the audited **Sustainability Statement 2025**.

Quirónsalud



Nuria Díaz
Quality & Patient Experience Director at Quirónsalud

"We have been working on our Emergency Care Treatment Manual to improve the patient experience in one of the most sensitive and complex areas: emergency services. The manual aims to create a common language, standardize behaviors, and strengthen standards for communication, attitude, and empathy. It also supports teamwork by assigning clear responsibilities, improving coordination under pressure, and promoting consistent handovers. This allows patients to experience the service from one connected team. As a result, hospitals that have implemented the manual have seen an increase of up to 15 NPS points."

We have launched various initiatives in our Spanish hospitals to improve the patient experience. Find out more in the **Highlight Story: Moments that create impact: How patient experience takes shape at Quirónsalud**.

Highlight Story



Moments that create impact: How patient experience takes shape at Quirónsalud

Read Highlight Story →

Fresenius Kabi



Sébastien Guery
Head of the Nutrition Business Unit at Fresenius Kabi

"At Fresenius Kabi, we develop products designed to make everyday life easier for patients – from intuitive application to solutions tailored to individual nutritional needs. Regular feedback, for example through surveys, helps us to create products that are not only medically effective but also easy to use on a daily basis and meet the needs of diverse patient groups."

Fresenius Kabi: plant-based tube feed

Fresenius Kabi

Tube feeding plays an important role in supporting patients at risk of malnutrition, such as those undergoing surgical intervention. With the medical nutrition range Fresubin®, Fresenius Kabi provides targeted support through oral nutritional supplements and complete tube feeds.

In 2025, Fresenius Kabi launched **Fresubin® PLANT-BASED**, a high-energy, high-protein tube feed with all vegan sources of vitamins, minerals and trace elements. It is designed to fit dietary choices of patients preferring plant-based options and those who have cow milk allergy or intolerance. Certified by V-Label International, Fresubin® PLANT-BASED meets the standards for vegan and vegetarian products.



Safety in our facilities



Resistant pathogens: Prevention in hospitals and when manufacturing antibiotics

Read Highlight Story →

Hygiene specialists regularly carry out inspections in our health-care facilities to minimize potential hazards for patients. This is how we aim to prevent infections caused by contact with germs.

Substances are also used in the production of medicinal products that can have an impact on the environment. For this reason, Fresenius Kabi has put processes in place when manufacturing antibiotics, for example, to help mitigate the risk of antimicrobial resistance. Find out more in the **Highlight Story: Resistant pathogens: Prevention in hospitals and when manufacturing antibiotics**.

Smart patient care – self-determined and informed

We want to exploit the potential of digital technologies and artificial intelligence (AI) to improve the therapy experience for patients and enhance treatment options – in line with ethical standards, data protection requirements, and the principle of transparency.

Find out how patients in Spain can benefit from the Casiopea digital platform in the **Highlight Story: Enhancing patient experience: Bridging digital care and energy consumption**.



Enhancing patient experience: Bridging digital care and energy consumption

Read Highlight Story →







With the aid of digital solutions, we can improve diagnostics, offer new treatment options, and continue to enhance interaction with our patients.

Forming partnerships to promote digital healthcare

We want to promote digital healthcare innovations with partners like the software company SAP. To this end, the global healthcare expertise of Fresenius is combined with SAP's technologies. The shared aim is to create an open and integrated healthcare ecosystem that will enable hospitals and medical facilities to exchange and use data as well as utilize AI – in compliance with all regulatory requirements. Digital and AI-supported solutions are designed to make processes more efficient, creating more space for patient care.

The partnership is set to be based on various forms of cooperation, including joint investments in start-ups and scale-ups, joint technological developments, and cooperation in line with the coordinated governance structures of both companies.

How digitalization and AI support patient care at Quirónsalud

Quirónsalud

In 2025, Quirónsalud introduced a new digital initiative focused on patient care: Proyecto Salud (Healthcare Project), featuring Trayectorias Asistenciales (Clinical Pathways) – an integrated model that replaces single, isolated actions with a smooth, continuous treatment process. When a specific diagnosis is made, the physician starts a personalized visit plan, which automatically triggers all standardized and appropriate services for that health condition. Patients can access all relevant information about their condition and treatment plan through the digital Patient Portal. This system improves appointment coordination and adapts workflows to expected demand.

Meanwhile, the AI program Scribe supports medical professionals by transcribing consultations and creating reports, freeing up time for what truly matters: direct interaction and meaningful communication with patients.

More than

4

million patients

have had consultations supported by Scribe since Quirónsalud started using it (by year-end 2025).

More than

8,000

physicians

now use Scribe regularly in their clinical practice (by year-end 2025).

Everyday digital companions

In order to ensure that patients get the best possible support – not just in the hospitals, but also in everyday life – we are on hand to assist them when using our products and give them comprehensive information. To this end, Fresenius Kabi offers a range of information and support programs, such as the KetoApp. This helps people with chronic kidney disease to eat a varied diet that is appropriate to their disease.



Enabling access to healthcare

We want to make affordable and innovative healthcare products and high-quality clinical care accessible to as many people as possible. To do so, we are embracing the opportunities afforded by artificial intelligence and digitalization and developing new treatment approaches to reach people.

Our commitment to access & affordability

We strive to provide affordable, high-quality products and services that are accessible and contribute to enhancing the efficiency of healthcare systems.

We work to deliver patient care

Healthcare systems are facing increasingly complex challenges: People are living longer, with diseases increasing as they age. At the same time, treatment should remain affordable and stable supply chains should ensure that care can be provided in the long term.

The availability of our products is critical to delivering patient care. Drawing on our own innovative strength and working in cooperation with strong partners, we want to seize our opportunities and set priorities. We are investing in our global production network, developing integrated care approaches, and taking advantage of the opportunities afforded by digitalization and artificial intelligence because we want to make sure that we can deliver a reliable and resilient supply of vital therapies.

We are also reducing the risk of shortages by diversifying our supply chains. In addition, our local-for-local approach gives us a high degree of vertical integration in our markets, enabling us to reduce dependencies. Our regional presence also ensures that we can operate closer to the needs of the healthcare systems.

Also enabling us to play our part in making sure that care can be delivered is the fact that we are part of the critical infrastructure in Europe with over 130 hospitals and more than 300 medical care centers.

Health and medical education go hand in hand: We are convinced that both should be equally accessible to everyone – regardless of factors such as age, income, ethnicity, or educational attainment.



When every day counts: EASYGEN is set to make cell therapy more accessible

Read Highlight Story →

As part of the EASYGEN project, we are working with international partners to simplify access to a special form of cell therapy for cancer patients. Find out more in the **Highlight Story: When every day counts: EASYGEN is set to make cell therapy more accessible**.

In the 2025 fiscal year:

around

27

million

patients have been treated in our hospitals.

around

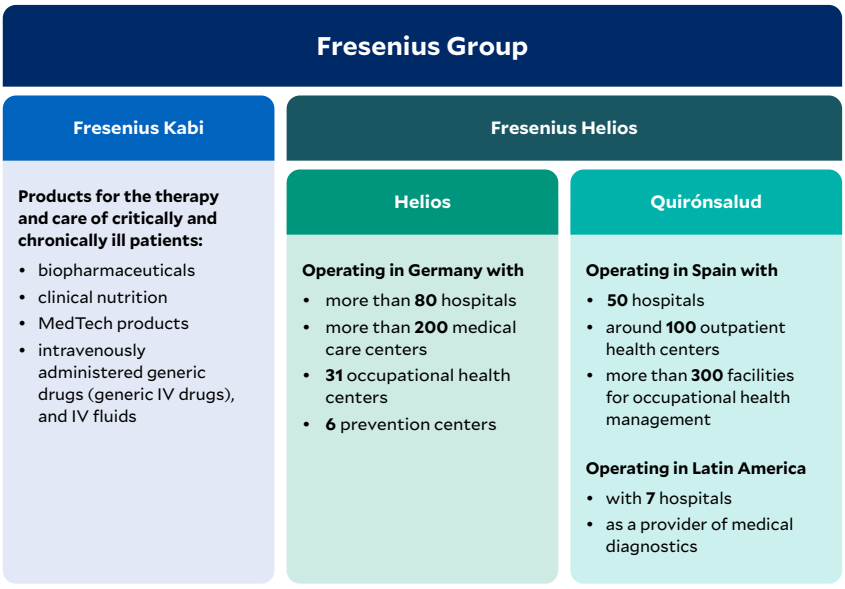
450

million

patients have been reached with our healthcare products.

What we do – an overview of our activities

We provide integrated care services and supply high-quality medicines and healthcare products for the global market – always tailored to different healthcare systems and the needs of patients. When it comes to our healthcare products, we focus on generics and biosimilars, so-called copycat drugs, which are cheaper than the original medicines. They help to cut the cost of treatment. This in turn eases the burden on healthcare systems because they have to spend less money on medicines, and patients because co-payments are lower for therapies.



Access initiatives at Fresenius Kabi

Reliable access to medicines, healthcare products, and nutritional therapies is often essential, especially for critically and chronically ill patients. Fresenius Kabi is undertaking various initiatives to support this access. Find out more in the **Highlight Story: How Fresenius Kabi supports access to essential therapies in everyday care**.

Highlight Story



Highlight Story: How Fresenius Kabi supports access to essential therapies in everyday care

Read Highlight Story →

Well-connected hospitals

Helios has grouped its hospitals and medical care centers into clusters. By creating such regional networks, we want to deliver care for patients on a long-term basis. Find out more in our **Highlight Story: What exactly is … a hospital cluster?**

Highlight Story



What exactly is … a hospital cluster?

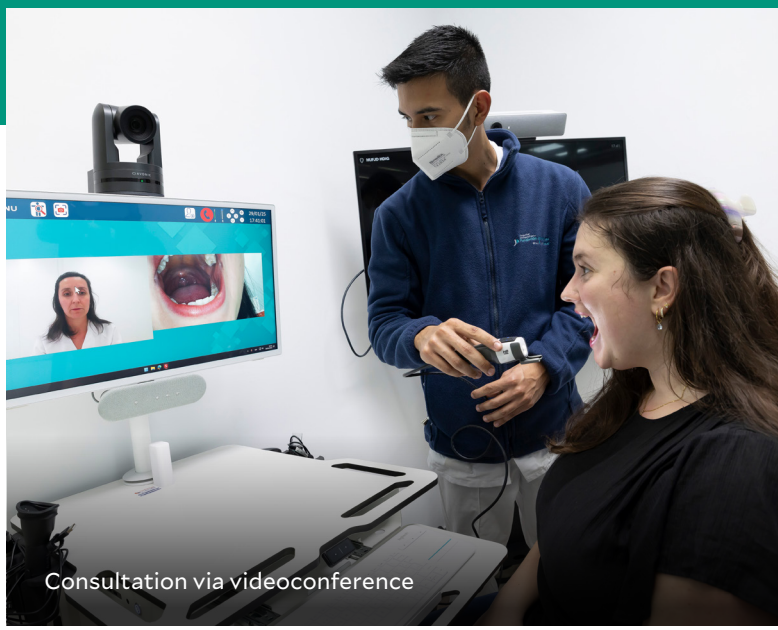
Read Highlight Story →

Helios

Emergency departments at Fresenius Helios – a focus on structures and procedures

When people come to a hospital in exceptional medical circumstances, the emergency room is their first point of contact. The complex and often time-critical processes in an emergency room demand a great deal from medical staff. Helios in Germany wants patients to feel like they are in good hands from the very first moment, while also making sure that employees will continue to enjoy working in this setting in the future. With this in mind, Helios launched a project in 2025 aimed at improving interdisciplinary workflows and structures in emergency departments, raising the quality of organizational and medical aspects, and boosting patient and employee satisfaction levels. The measures include introducing standardized patient admission processes, minimizing waiting times, optimizing shift planning to better cover peak times, and ensuring greater data transparency within the hospital.

One important goal involves being able to provide patients with continuous care, which means that there is a need to prevent situations where emergency rooms are temporarily unable to accept any more emergencies. Interdisciplinary nursing, administration, and medical teams are working together on implementing a solution. Emergency services are also involved, with a digital system enabling emergencies to be registered and assigned to hospitals at an early stage. Overall, the measures are set to be implemented gradually until 2027.


Consultation via videoconference

Digitalization in patient interaction

We use digitalized processes in various interactions with patients, starting with admission preparations – via videoconferences or chats, for example – right through to the daily post-treatment checkup at home via an app. Virtual portals are also in use at both Helios in Germany and Quirónsalud in Spain. Patients can use these to view treatment documents, book appointments, and attend video consultations, for example.



Enhancing patient experience: Bridging digital care and energy consumption

Read Highlight Story →

Find out how patients in Spain can expect to benefit from the Casiopea digital platform in the **Highlight Story: Enhancing patient experience: Bridging digital care and energy consumption**.

Further information on how we use digitalization and artificial intelligence at Fresenius can be found in the **Patient centricity**, **Quality excellence**, and **Business ethics** sections.



Promoting individual development and shaping a sense of togetherness

Committed to life – around 178,000 employees translate this promise into action every day at Fresenius, whether dealing directly with patients, relatives, and business partners or working in administration or production.

Our commitment to employee engagement & development

Strengthening our purpose-driven performance culture to attract, develop, and retain a motivated workforce is a key priority. They are the foundation to deliver medical care day-by-day.

It is our task as an employer to create good and safe working conditions for our employees. We want to give them the best possible support at the various stages of their careers, while fostering their engagement and development.

A total of

178,583

people

were employed by the Fresenius Group as of December 31, 2025.

40.7

years old

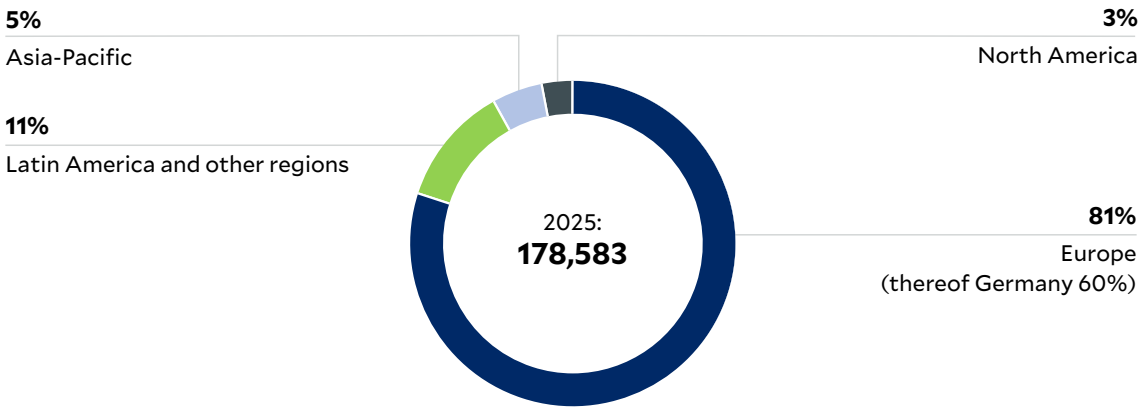
– that was the average age of our employees at the end of 2025.

Women accounted for around

67%

of our workforce at the end of 2025.

Internationally positioned: employees by region



Our targets for retaining and developing the workforce

Understanding what drives our employees

We want to know what our employees appreciate about their working environment and where we as an employer still have some catching up to do. That is why we conduct the Fresenius Pulse employee survey every year, evaluate its findings in detail, and work out concrete measures based on these. We use the Employee Engagement Index (EEI)[1] to gauge how strongly employees identify with Fresenius as an employer and how connected they feel. For us, the EEI is an important indicator of the satisfaction of our workforce.

Fresenius

Employee Engagement Index

Fresenius annually measures how strongly employees identify with the company using the Employee Engagement Index. For 2026, Fresenius aims for an Employee Engagement Index of **4.12.**

↑ **4.12**

The EEI was 4.14 in 2025 (2024: 4.02); the target value of 4.33 was not achieved. The survey reveals that more respondents identify with Fresenius today than last year. Ultimately, however, there is potential for improvement when it comes to striking the right work–life balance. There is some real catching up to do in terms of offering more recognition and providing clearer communication – especially from the management levels. It is also important to the respondents that their feedback leads to concrete improvements.

The new target for 2026 takes into account the sale of shares as part of #FutureFresenius, including the deconsolidation of Fresenius Medical Care.

1 The EEI is a weighted average calculated on the basis of the engagement index of each unit surveyed within the operating companies. The index indicates the employees' average position on three in Fresenius Pulse globally surveyed employee engagement questions on a scale of 1 (strongly disagree) to 6 (strongly agree).
Fresenius reports on the KPI, measures, and the level of progress in the audited **Sustainability Statement 2025**.

Knowledge management – gaining, enhancing, and sharing knowledge

We help our employees to develop as individuals by offering them various learning opportunities, including mandatory training on subjects such as environmental protection, quality management, and integrity. We also improve the digital skills of our workforce – because technology is playing an increasingly important role in our everyday professional lives.

Fresenius

Training Hours

Fresenius wants its employees to develop professionally. By 2030, Fresenius aims to increase annual training hours per employee by **20%** (base year: 2024).

+20%

In the reporting year 2025, the average number of training hours was 19.3 (2024: 17.5), representing a 10.3% rise relative to the 2024 base year.[2] Among other things, the rise is due to the hiring of new employees with higher training needs and the scheduled cycle of mandatory training courses in the area of production (> 1 year). Improvements in data collection methods have also reduced the proportion of estimates.



Yvonne Albert
Chief Human Resources Officer at Fresenius

”At Fresenius, every employee should have the opportunity to develop and reach their potential. Our training courses serve as a catalyst for individual development and innovation.”

2 Fresenius reports on the target, the measures planned to achieve it, and the level of progress in the audited **Sustainability Statement 2025**.



What makes Fresenius so special as an employer? This question is answered by employees who act as “Frembassadors”. Find out more about this program in the **Highlight Story: Frembassadors: employees as ambassadors**.







In our healthcare facilities, in production areas, and in administration roles, our employees’ skills and energy contribute to the success of the company.

Equal treatment and equal opportunities for all

At Fresenius, we want to promote a performance-based culture where employees are treated fairly and without discrimination. Our commitment to equal treatment and equal opportunities is laid down in our Code of Conduct. We have also clearly stated our firm opposition to any form of discrimination in our Human Rights Statement and in the Group Social and Labor Standards Guideline.

Furthermore, the Management Board signed the Diversity Charter on behalf of Fresenius in 2023. The aim of the Diversity Charter initiative is to advance the recognition, appreciation, and inclusion of diversity in the workplace in Germany.

Communication on equal terms between the workforce and management

The #FutureFresenius Chat gives employees the chance to put their questions to the Management Board – in person or via the live webcast. This event is held several times a year with different board members. In addition, board members provide regular updates for employees worldwide via the intranet.

Helios



Lisa-Marie Urban
Head of HR Digital at Helios Germany

“We gear digital HR processes toward the working realities of our employees. To cite but one example, not all employees have access to their own company computer. We introduced our app-based HR self-service concept at Helios Germany in 2025 to make processes such as employment contracts, vacation requests, sick notes, and pay stubs accessible via smartphone or tablet. This is designed to simplify administrative processes and make our employees’ day-to-day working lives easier.”

Quirónsalud

Improving professional experience to close the talent gap

Hospitals today face increasing challenges in attracting and retaining talent. To address this, Quirónsalud is focusing on creating a positive professional experience built on continuous improvement.

Drawing on insights from the Group-wide Fresenius Pulse engagement survey – along with suggestion boxes, in-person feedback sessions, experience committees, and informal coffee chats with management – staff feedback helps shape actionable change. This approach moves the organization away from isolated, one-off initiatives and toward a dynamic culture of ongoing improvement, identifying the levers that have the biggest impact on people's day-to-day experience.

Key actions include strengthened training and professional development opportunities (such as leadership workshops and programs with business schools), as well as expanded recognition and benefit programs – from financial benefits to health and psychological support.

By aligning employee needs with organizational goals, Quirónsalud aims to reinforce a workplace culture where people feel supported and valued.

More than **900**
middle managers
have so far completed the Executive Program in Healthcare Management.

More than
1,300
attendees
at online clinical sessions in 2025.

15%
increase in in-person training
from 2024 to 2025.

4 Planet Dimension

Promoting a healthy environment – and ensuring health in the future 68

A secure energy supply and lower climate impact – climate action at Fresenius 69

Water – fundamental to health and hygiene 75

Guaranteeing hygiene, avoiding waste – the balancing act of conserving resources 80



Promoting a healthy environment – and ensuring health in the future

People need a healthy environment. As a healthcare company, we operate in a unique space where there is a tension between wanting to do our best to minimize any potentially adverse impact on the environment and remembering never to lose sight of the strict requirements governing patient safety and hygiene. Our aim is to promote human health while continuing to reduce our environmental footprint.

To this end, we have introduced environmental management systems across our production sites and hospitals. These form the basis for us to improve step by step and make our activities more environmentally friendly. We can use the management systems to effect changes in various areas. By way of example, we are actively embracing the use of renewable energies to achieve our climate targets and looking closely at how we consume resources. This also includes careful use of water, an indispensable resource.[1]

1 We report in detail on our climate and environmental targets – along with our approaches, measures, and progress – in the audited **Sustainability Statement 2025**.

A secure energy supply and lower climate impact – climate action at Fresenius

As a global healthcare group, Fresenius depends on a reliable energy supply around the clock so that it can provide patients with safe care. At the same time, we want to play our part in mitigating the consequences of climate change.

Our commitment to decarbonization

We have a clear target: net zero emissions from our own operations and along our value chain by 2050.[1]

Reconciling energy demand with climate action ambitions

Fresenius manufactures medical devices and operates healthcare facilities, activities that use energy and generate greenhouse gas emissions. In production areas, for example, the necessary machines and containers need to be constantly sterilized, while in our hospitals, a wide range of technical systems are in continuous operation. This presents us with particular challenges: On the one hand, we want to reduce our energy consumption.

On the other hand, we must guarantee the safety of the patients in our facilities at all times while also making sure that we have a secure energy supply at our production sites.

1 Net zero emissions means that Fresenius will reduce its greenhouse gas (GHG) emissions across Scopes 1 to 3 as much as possible by 2050 and offset the remaining unavoidable GHG emissions (no more than 10%). Fresenius has defined interim targets for the path to net zero and produced a climate transition action plan. Detailed information on our climate targets and our transition action plan can be found in our audited **Sustainability Statement 2025**.

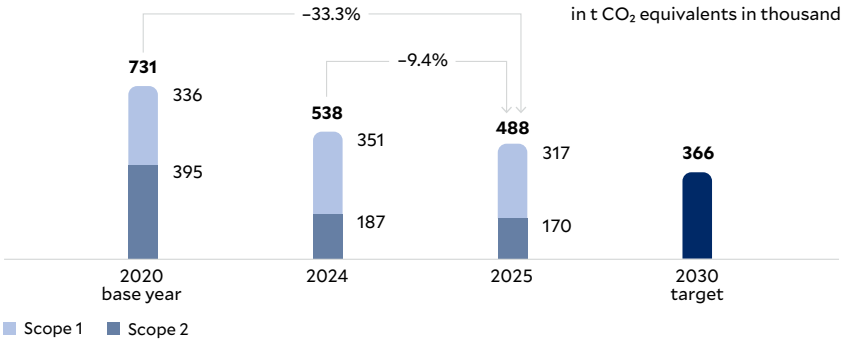
At the same time, we are already noticing that the consequences of climate change, such as extreme weather events, are having an impact on the working and living conditions of our employees and patients. Climate change is also a health matter. That's because heat stress and changing climatic conditions affect particularly vulnerable groups such as the elderly, the chronically ill, and children.

Our climate targets[2]

- Target by 2030: to cut our entire Scope 1 and Scope 2 emissions by 50% in absolute terms (base year: 2020)
- Target by 2040: greenhouse gas neutrality for Scopes 1 and 2 (base year: 2020)
- Target by 2050: net zero emissions across 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.

Scope 1 and Scope 2 target pathway to 2030



Since 2020, we have been able to cut our absolute Scope 1 and Scope 2 emissions by a total of 33.3%.

2 Fresenius plans to eliminate all avoidable GHG emissions (at least a 90% gross reduction) to meet the 2040 target and the net zero target by 2050. Unavoidable emissions (a maximum of 10%) are to be offset in the future by measures aimed at the permanent removal of CO_2. Detailed information on our climate targets and our climate transition action plan can be found in our audited **Sustainability Statement 2025**.

Fresenius Kabi



Marc-Alexander Mahl
President of Pharma, Nutrition & Sustainability at Fresenius Kabi

"We are making good progress towards achieving our target by 2030. We follow an action plan that includes short- and long-term measures. They include continuously improving our energy efficiency in buildings and in processes, and expanding the use of renewable energy. This enables us to track our progress transparently and further develop our efforts each year."

Pulling the right levers – decarbonization at Fresenius

There are various levers that can help us to achieve our climate targets. The focus here is on making greater use of renewable energies, improving energy efficiency, and optimizing production technologies.[3]

Decarbonization levers

LEVER 1
Make greater use of renewable energies

- Purchase electricity from renewable energy sources
- Electrify processes
- Replace fossil fuels with alternatives that cause less climate damage

LEVER 2
Improve efficiency

- Improve the energy efficiency of buildings and processes
- Measure the output of relevant energy consumers
- Optimize, renovate, or convert plants and systems

LEVER 3
Switch fuels, technologies, and processes

- Substitute fossil fuel sources for renewable alternatives
- Switch to low-emission technologies
- Change processes

LEVER 4
Electrify the vehicle fleet

- Replace inefficient and high-carbon vehicles with electric alternatives
- Expand the charging infrastructure

3 Detailed information on our climate transition action plan can be found in our audited **Sustainability Statement 2025**.

Only cooling or heating a room in the hospital when it is actually occupied? A connection between the building management system and Quirónsalud's Casiopea app can make this possible. Find out how the app also simplifies processes for patients and hospital staff in our **Highlight Story: Enhancing patient experience: Bridging digital care and energy consumption**.



Enhancing patient experience: Bridging digital care and energy consumption

Read Highlight Story →

Fresenius Kabi



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

"At Fresenius Kabi, we are working to continuously reduce the environmental footprint of our manufacturing processes. This includes efficiency efforts at our sites as well as rethinking the way we produce key components of our pharmaceutical portfolio. One example is the production of Water for Injection (WFI): It is indispensable, but requires a high amount of energy. In 2025, we therefore launched pilot projects at two sites to test technologies that have the potential to significantly lower both energy and water consumption in the future."



Anesthetic gases are one of the largest direct sources of emissions in hospital operations. Helios has introduced a system for capturing the gases so that they no longer reach the outside air in an unfiltered state in the future. Read all about it in our **Highlight Story: What do anesthetic gases have to do with the climate?**



What do anesthetic gases have to do with the climate?

Read Highlight Story →

Every step counts

Quirónsalud

Cada Paso Cuenta ("Every Step Counts") is an initiative of the Quirónsalud Foundation that brings together various cooperation projects. In spring 2025, "Cada Paso Cuenta: Muévete por el Mediterráneo" ("Every Step Counts: Move for the Mediterranean") was launched to raise awareness for environmental responsibility.

1,243
participants
logging their steps; 80 volunteers participating in the beach clean-up.

121,673
km total distance
logged in the two-week walking challenge (≈ 2,5 laps around the Mediterranean); **160,095,693 step.**

Employees across Spain joined the walking challenge and tracked their steps to support the restoration of Mediterranean ecosystems: Based on the total distance logged, the Quirónsalud Foundation committed funds to local projects.

This support enabled the restoration of 450 m^2 underwater meadows and the planting of 500 native trees in the Valencia region. As an additional measure, volunteers from Quirónsalud as well as local residents took part in a beach clean-up in June, helping an area still affected by severe flooding in 2024.

183.3

kg of waste

collected during the June 2025 beach clean-up.

450 m^2

of underwater Posidonia meadows in the Mediterranean restored.

500

native trees planted.



Water – fundamental to health and hygiene

As a healthcare group, we depend on water. To care for our patients, we need drinking water of the highest quality. We also use water to manufacture our pharmaceutical products.

Our commitment to water

We place particular emphasis on preserving water quality. In water-stressed areas, we are especially committed to reducing our water withdrawal.[1]

1 According to the **World Resources Institute**, baseline water stress measures the ratio of total water demand to available renewable surface and groundwater supplies. Water demand includes domestic, industrial, irrigation, and livestock uses. Available renewable water supplies include the impact of upstream consumptive water users and large dams on downstream water availability. Higher values indicate more competition among users. We report in detail on our reduction target, the measures planned to achieve it, and the level of progress in the audited **Sustainability Statement 2025**.

Water requirements in hospitals and in the production of pharmaceutical products

An adequate supply of fresh water is important in hospital operations for meeting high hygiene standards and thus ensuring patient safety. For this reason, the opportunities to reduce consumption here are limited. Water is also an important component of some pharmaceutical products, such as infusion solutions. The water used for these products must meet even higher quality standards than those governing drinking water. We are unable to reduce the amount we use for this purpose. One of the main ways in which Fresenius can save water therefore lies in the processes used to manufacture its products, such as cooling or sterilization.



Our aim of reducing water consumption in production processes

Fresenius Kabi

Water Reduction

By 2030, Fresenius Kabi aims to reduce process water withdrawal at production sites in areas with water stress by **20%** in absolute value (base year: 2023).

- 20%

In 2025, Fresenius Kabi reduced water withdrawal in water-stressed areas by around 2.6% compared to the base year, which means that we are well on course to achieve our target by 2030.

Fresenius Kabi



Tobias Listmann
Director of Global Water & Project Management at Fresenius Kabi

"Fresenius Kabi is in the process of trying to meet its reduction target. In 2025, for example, conventional vacuum pumps were replaced by models that either do not require water at all or recirculate the water used. In addition, by the end of 2026, we want to precisely record relevant water flow at selected production sites with the aid of so-called water maps. This will enable us to identify areas where water can be saved or reused."

Fresenius Kabi

Site in France – heat pumps instead of water

Until now, the production site in Louviers, France, has used river water, among other things, to cool its plants. From 2026, Fresenius Kabi will be fundamentally changing the system here. The use of heat pumps should reduce the amount of river and groundwater needed for cooling. The heat pumps absorb the waste heat from the production processes and feed it into the municipal heat grid. This waste heat can then be put to good use. At the same time, the plant needs less water for cooling. According to the site's own calculations, it will be able to save around 160,000 m^3 of water per year in the future.

Manufacturing medicine – controlling antibiotics in wastewater

Antibiotics can enter natural ecosystems via wastewater, where they promote the development of antibiotic-resistant bacteria. Find out about the measures we are taking in production plants and hospitals to reduce the risk of antimicrobial resistance in the **Highlight Story: Resistant pathogens: Prevention in hospitals and when manufacturing antibiotics**.

Highlight Story



Resistant pathogens: and when manufacturing antibiotics

Read Highlight Story →

Water in everyday hospital operations – between hygiene and security of supply

Quirónsalud



Leticia Moral
Infrastructure, High Technology Equipment, Maintenance, Electromedicine & Sustainability Director at Quirónsalud

"Even if the savings potential in hospitals is limited, we at Quirónsalud are looking at various ways to use water more efficiently. We have for instance set up a Water Optimization Working Group. The first step is to understand how we use water. That is why we are strengthening our monitoring systems and installing sub-metering to record detailed consumption patterns. We are also exploring solutions to reduce water consumption in sterilization processes and public toilets."

Hospitals as guardians of water quality

Fresenius continuously monitors water quality in its healthcare facilities, making it possible to detect any contaminants and anomalies in drinking water quality. In some German municipalities, Helios hospitals serve as local testing centers for drinking water quality. The hospitals communicate with the authorities and inform them if any critical deviations from the drinking water standard are identified, enabling Fresenius Helios to help protect patients as well as the surrounding population.



Water reserves in case of emergency

All hospitals have emergency plans in place to maintain patient healthcare even in the event of water shortages. In Germany, solutions such as additional modules to treat the water are used in instances of contamination. In most Spanish hospitals, special pipe systems linked to water reserves are designed to bridge the supply gap for a short period of time in the event of loss of drinking water.



Guaranteeing hygiene, avoiding waste – the balancing act of conserving resources

Natural resources are finite, but some raw materials are indispensable to healthcare. Fresenius, for example, relies on metals to manufacture its equipment, crude oil to produce plastic items such as cannulas, and active pharmaceutical ingredients to make medicinal products.

Our commitment to circularity & waste

At Fresenius, we focus on reducing our waste and embedding circular principles into product design and packaging solutions.[1]

1 Fresenius reports on concepts, measures, and the level of progress relating to the use of resources in the audited **Sustainability Statement 2025**.

When it comes to conserving resources, we must always try to strike the right balance between resource efficiency and hygiene requirements. Disposable items are often used in hospitals for hygiene reasons. Our options to save resources are limited here. Strict regulations governing medicine packaging also make it difficult for us to do this. A key way of conserving resources therefore involves developing products that last as long as possible, reusing resources wherever possible, and taking a systematic approach to the disposal of waste.

Infusion bag production – recycling production waste

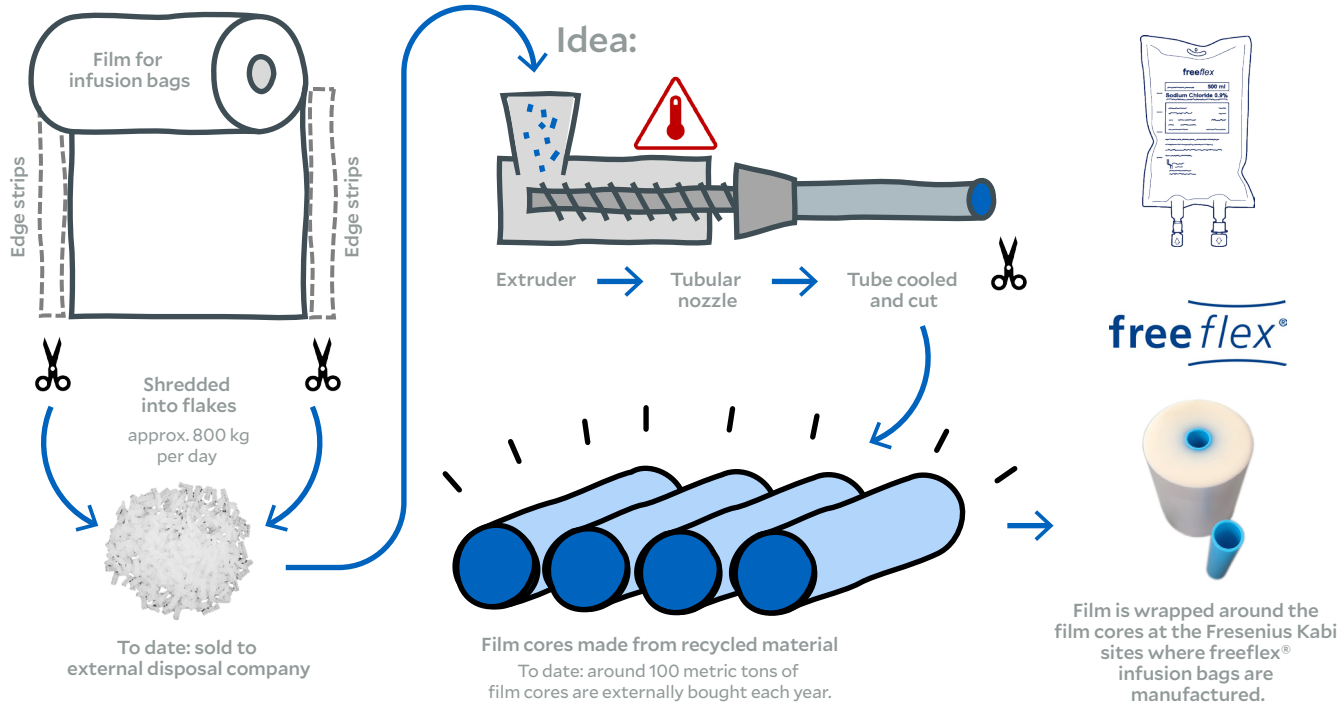
Fresenius Kabi

Fresenius Kabi manufactures infusion bags in line with strict quality standards. The process of cutting the primary film along the edges to make the bags generates waste in the form of offcuts that were previously thrown away. Based on Fresenius Kabi's own calculations, these offcuts alone account for around 800 kg of the production waste generated daily at the Friedberg site.



The team behind the idea at the Friedberg site.

Fresenius Kabi employees have come up with an idea for how they can be recycled in the future. It involves the shredded film being melted down and used to make new film cores. These cores are needed in production anyway, with film wound around them before everything is then used in the plants to make the infusion bags. Until now, we have had to buy the film cores externally.



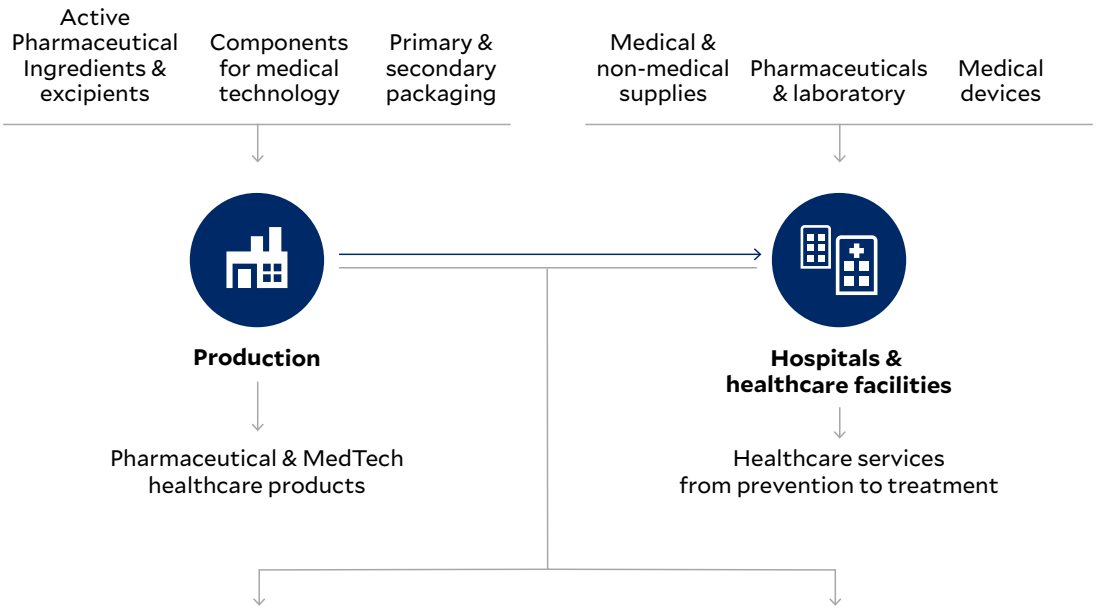
Plans are currently underway to put the idea into practice.

Understanding and managing resource streams

To make sure that we use raw materials as efficiently as possible, we have to keep a close eye on our resource inflows – in other words, all raw materials and other materials that we procure and use. At the same time, resource outflows in the form of waste hold great potential as valuable resources.

Active pharmaceutical ingredients (APIs) play a key role in our production processes, 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

Knee and hip operations – reducing single-use packaging in the operating room

Helios

Around 30,000 metric tons of waste are generated annually at Helios in Germany. The packaging of surgical materials accounts for a significant proportion of this figure. A project set up by the Ortho-Campus in Krefeld is helping to reduce packaging waste associated with knee and hip operations. The surgical materials needed for these procedures are bundled together and delivered in ready-made, standardized, and hygienically packaged medical sets. Besides reducing packaging waste when compared to individually packaged materials, it also saves the time it would otherwise take for the surgical team to open and dispose of the packaging and prepare for each individual operation. An internal evaluation of around 2,000 hip and knee operations performed annually at the Ortho-Campus reveals that the medical sets can reduce the waste generated by the packaging of the surgical materials used for these procedures by around 80%.[2]



Hygienically packaged: Material sets put together for hip and knee operations can reduce packaging waste by around 80%.

The individual consumables packaging needed for the roughly 30,000 hip and knee operations performed annually at Helios currently still generates about seven metric tons of waste across all of the approximately 70 orthopedic departments. This is equivalent to around 3,000 yellow bags. Once the new customized sets are introduced everywhere, we calculate that only around 1.4 metric tons of waste will be generated by consumables packaging. The plan is for the medical sets to be used for all hip and knee operations in the future.

2 In a standard operation, the medical kits generate 80% less waste by reducing the amount of outer packaging. Additional materials may also be needed, however, depending on the circumstances of the operation.

Waste – a focus on safety and hygiene

Systematic waste management is designed to make efficient use of resources and reduce environmental pollution. In some cases, however, corresponding regulations vary by municipality, country, and operating company. We therefore adapt our waste management system depending on the business activity and location.

Helios

Clinical waste – clear labeling designed to simplify disposal

At the Helios hospitals in Germany, the color-coded waste container concept, which was redesigned in 2024, helps to simplify the sorting of waste such as medicines or infectious waste. Accompanied by an awareness campaign and an international guide in six languages, the concept is designed to reduce the improper disposal of waste and make it easier for employees to dispose of it correctly.







The different types of waste are presented in several languages together with pictures to help improve the sorting of waste. There is a need to comply with special regulations governing the disposal of infectious and other hazardous waste in hospitals. Recyclable waste can be recycled if collected correctly.

Quirónsalud

Closed-loop filtration for hazardous waste from surgeries

Surgical procedures demand high levels of precision and safety, but they also produce significant amounts of waste that require careful handling and disposal. For surgeries generating large volumes of fluids, these are typically collected in heavy disposable containers for incineration.

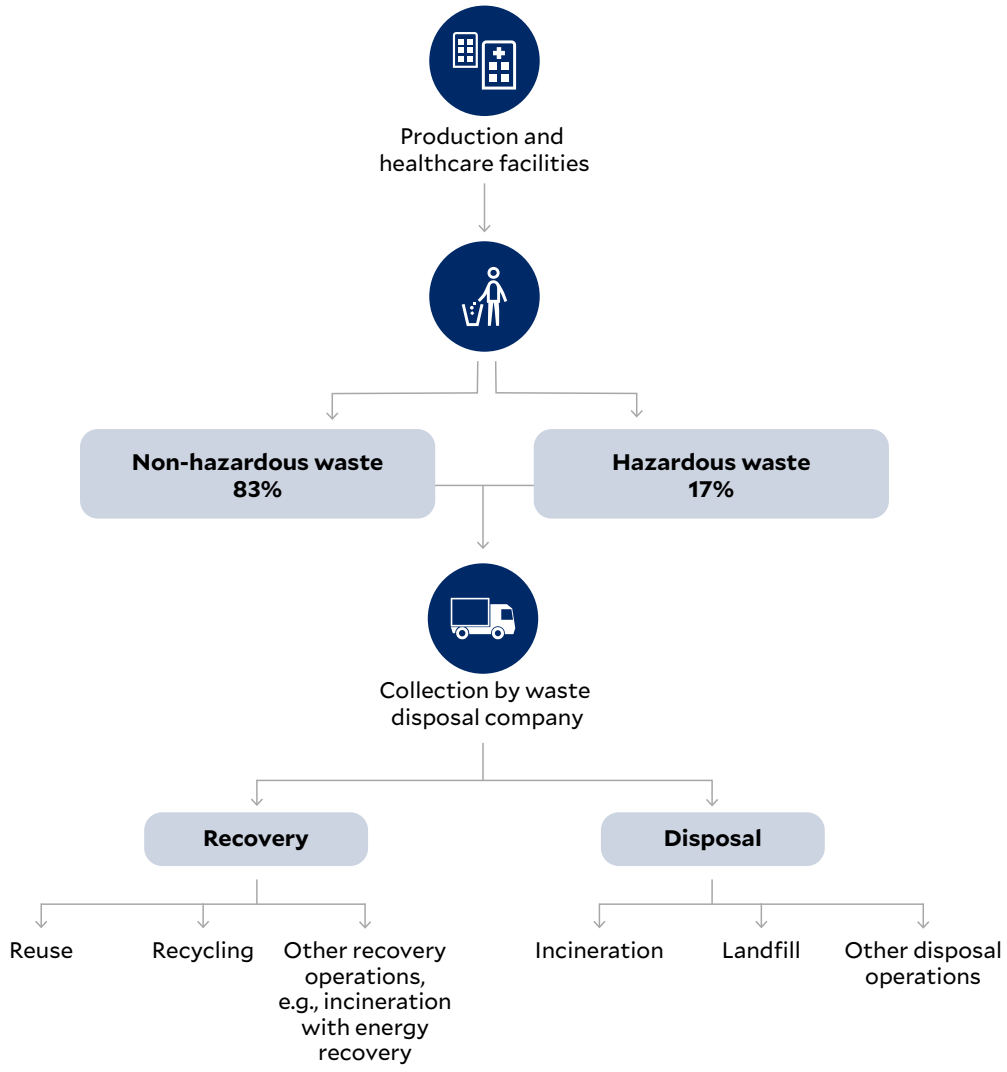
Quirónsalud has tested a closed-loop filtration system for these types of surgeries. The system replaces the traditional containers by filtering the fluids so the now-clean liquid can be discharged into the standard wastewater system, leaving only the filter as waste.

As an additional benefit, the system reduces the risk of hazardous splashes and spills in the operating room by eliminating the need to replace the disposable containers when they become full.

The assessment of the pilot project is planned for completion in the course of 2026.

The waste in our healthcare facilities and production plants undergoes various disposal and recovery processes, depending on the type.

Disposal and recovery processes



Ethical Foundation

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What drives us and what we build on

A fundamental requirement for our future success is a corporate culture that promotes innovation and encourages everyone to make a contribution. With this in mind, we pursue a shared vision: We want to be the leading healthcare company that people trust.

We are guided by the Fresenius Principles in everything we do. They embody what Fresenius represents and make it clear what it means to be part of our company. They are the shared maxims that guide our actions.

The Fresenius **Principles**



01

We serve **patients** beyond **expectations**

Bold in our ambitions. Turning ideas into actions.



02

We care for **excellence**

No compromise on quality. True north in mind.



03

We bring **health-care innovation** to **people**

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



04

We live the power of **one team**

Respectful collaboration. Empowering responsibility.



05

We act **today** for a better **tomorrow**

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

Together with our quality standards and our clear code of conduct, processes, management systems, and controls, the principles lay the ethical foundations for helping people to act with integrity within the company.



Quality for today and tomorrow

Our business activities include healthcare services as well as the production of medicinal products and medical technology. The demands on quality standards are just as diverse. Our quality management systems are designed to meet these standards and satisfy both internal and external requirements.

Our commitment to quality excellence

For us, quality excellence means a commitment to providing leading product and service quality and safety, driven by continuous improvement and effectiveness. We want to bring healthcare innovations to the people and thus provide value for patients.

Our target for medical outcomes

Helios Quirónsalud

Medical Outcomes

Fresenius strives to provide high-quality inpatient treatments.

88 %

Fresenius Helios in Germany
In 2026, Helios wants to outperform the German national average in more than 88% of cases.

75 %

Fresenius Helios in Spain
In 2026, Quirónsalud aims to be equal or better than the applicable standard of the Agency for Healthcare Research and Quality (AHRQ) or compared to the previous year and aims for a target rate of 75%.

Fresenius Helios regularly evaluates the quality of treatment in its German and Spanish hospitals using the recognized "Inpatient Quality Indicator" (IQI) methodology. This comprises a set of standardized quality indicators based on treatment data collected from hospitals. Comparative measurements are used for each indication, based on reference values for the nationwide average published by Germany's Federal Statistical Office or the Agency for Healthcare Research and Quality in Spain. Fresenius Helios uses the results to calculate the extent to which each target has been achieved.

In 2025, the result achieved in Germany was 91.9%[1] (2024: 90.7%), in Spain the figure was 77.4%[1] (2024: 73.3%[2]); accordingly, the target was achieved in each case.

Our target for product quality

Fresenius Kabi

Product Quality

Fresenius Kabi aims to achieve an average number of **2.3 or less** observations in external inspections and audits.

≤ 2.3

The audit and inspection score shows how many deviations were identified on average in the course of official inspections on good manufacturing practice (GMP) and ISO 9001 audits conducted by TÜV.

1 Fresenius provides detailed information on the setting of targets in the area of medical outcomes in the audited **Sustainability Statement 2025**.

2 A new calculation method was introduced for Spain in 2025. Comparability with the 2024 figure is therefore not possible.

Fresenius Kabi's target: an average of no more than 2.3 deviations.

In 2025, Fresenius Kabi achieved this target again, with a figure of 0.9 (2024: 1.7). Any identified deficiencies and deviations should be rectified immediately by taking corrective and preventive measures, the effectiveness of which we regularly review.

Fresenius Kabi and Fresenius Helios have introduced their own quality management processes in their business activities and measure the quality of products and services on the basis of set KPIs.



What exactly is … a hospital cluster?

Read Highlight Story →

Helios has grouped its hospitals and medical care centers into clusters. By creating such regional networks, we want to further enhance medical quality and efficiency. Read all about it in our **Highlight Story: What exactly is … a hospital cluster?**

As part of the EASYGEN project, we are working with international partners to simplify access to a special form of cell therapy for cancer patients. Find out more in the **Highlight Story: When every day counts: EASYGEN is set to make cell therapy more accessible**.



When every day counts: EASYGEN is set to make cell therapy more accessible

Read Highlight Story →

Continuously learning and expanding specialist knowledge

Our employees can only apply the latest medical standards and procedures if they are familiar with them. This in turn will ensure that they deliver high-quality treatment in our hospitals and medical facilities. Our employees therefore undertake regular training. Both online and in person, they receive continuous training on treatment procedures, patient safety, and hygiene management. Training courses for surgical procedures and crisis scenarios are even more rooted in practice: In our hospitals and in three of our own simulation and emergency academies, doctors and nursing professionals run through various situations as they might occur during day and night shifts.



Quirónsalud

Médicos 2030: Shaping the future of medical excellence

Quirónsalud's strategic initiative MÉDICOS 2030 ("Medical Professionals 2030") is aimed at preparing the next generation of medical leadership and professional practice. The program looks at the capabilities doctors need today and in the future across different specialties and hospitals. This includes emerging skills such as literacy related to artificial intelligence (AI), helping our teams stay equipped to deliver the high-quality care over the long term.

The initiative draws on an in-depth analysis of more than 13,000 professionals, covering 36 specialties and 49 hospitals. Based on this data, each center now has a clear set of priority actions, ranging from hiring and retention strategies to succession plans and strengthening a culture of recognition. The result is a roadmap that aims to empower our medical professionals and to elevate the quality of healthcare for years to come.

Using digital solutions to promote progress

Innovations are essential if we are to continue to meet the needs of our patients in the future. Innovative ideas and processes help us to deliver high-quality healthcare solutions, enhance treatment options, and optimize processes. Our integrated approach spans the entire value chain and uses research, telemedicine, and AI to improve therapeutic approaches and the experience of our patients.

Data- and AI-supported analysis methods and processes can play a role in helping to make healthcare and production more efficient. In everyday clinical practice, for example, real-time AI-generated data can help to make prognoses, devise personalized treatment approaches, and take preventive measures – with the final decisions being made by medical staff.

Information on a strategic partnership with the software company SAP to promote digital healthcare can be found on the **Patient centricity** section.

We see a great deal of potential in the AI-based evaluation of images, such as those obtained from ultrasound, MRI, endoscopy, or functional examinations. AI applications can save time when evaluating these examinations, which in turn can be used to make medical decisions. To find out more about the guidelines we have put in place to ensure that AI is used responsibly, see the **Business ethics** section.



Hospitals have large amounts of medical data at their disposal, the analysis of which can help to improve treatment quality and answer research questions. Find out how Helios consolidates this data from different systems and prepares it for evaluation in the **Highlight Story: HeSaMeDa: Using data securely for better care**.



HeSaMeDa: Using data securely for better care

Read Highlight Story →

Robotic surgery – precise and efficient cooperation

Helios

Surgical robots help doctors to perform operations with particular precision. At Helios, doctors across various surgical disciplines have joined forces with technology, IT, and purchasing specialists in the robotics working group. The group tests new equipment, organizes training courses, and develops robot choreography. These are standardized processes that are designed to make sure that all patients receive high-quality treatment. The fixed processes also ensure that the single-use products needed for the procedures can be used as efficiently as possible.









Respecting human rights

We focus on people: patients, doctors, nurses, and administrative staff. Numerous people in our value chain are also committed to delivering reliable healthcare.

Our commitment to human rights

We are committed to respecting human rights.

Respecting human rights is an integral part of our responsibility as a global healthcare group. We acknowledge this responsibility in our **Human Rights Statement** – both in our own line of business and along our value chain.

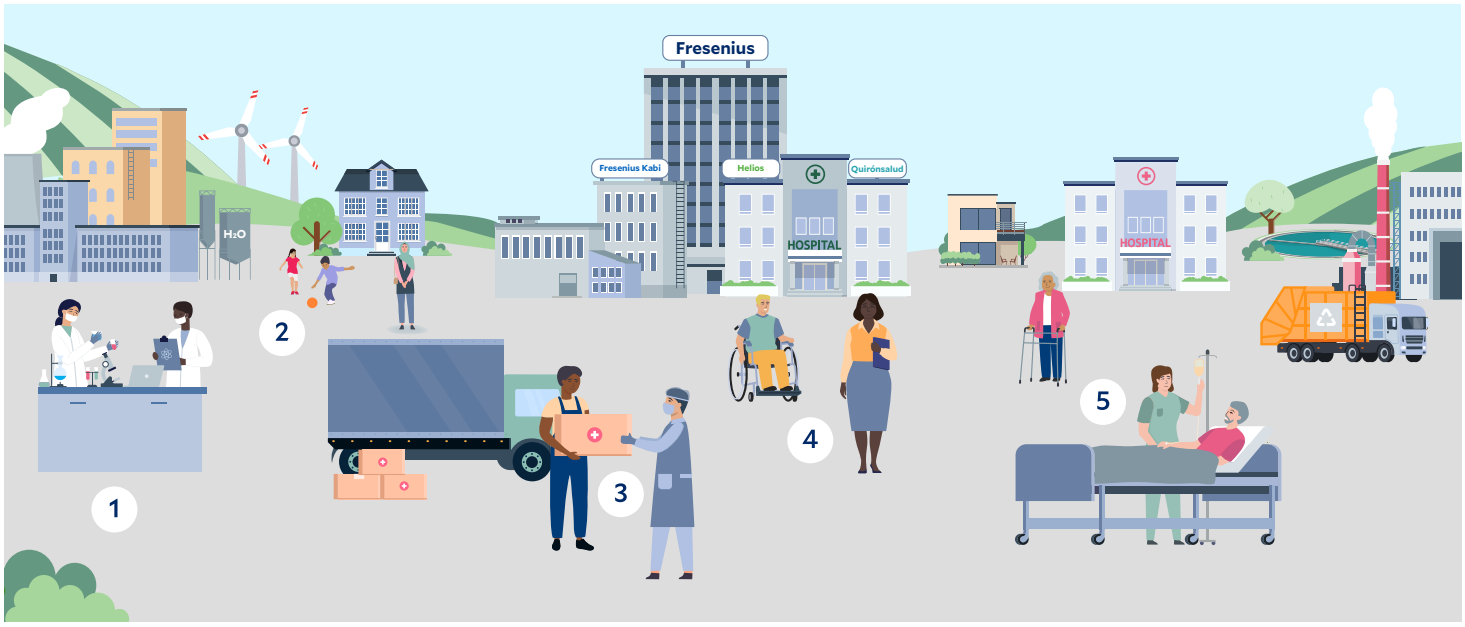
Fresenius

Human Rights Statement

More information →

The following graphic illustrates what this means in practice. It shows 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 – Employees in the value chain
Anjing and Lisa work on preliminary products that we source from our suppliers. We then process these products in our own production facilities – to manufacture medical technology, for example, that helps treat people in hospitals. We expect our suppliers to respect the human rights principles laid down in our Human Rights Statement and our Code of Conduct for Business Partners – in both their own activities and in their value chains. That's because the work done by people like Anjing and Lisa, who are embedded in our value chain, may entail human rights risks or even violations of human rights. We are committed to doing everything within our power to take appropriate preventive or remedial measures.

2 – Residents and neighbors
Dunya lives with her children next to one of our production sites. Even though she is neither working on preliminary products nor employed by Fresenius, her human rights must be respected. For instance, Fresenius is responsible for preventing water and air pollution and excessive noise pollution to support the well-being of people like Dunya and her children.

3 – Our business partners' employees
Alejandro works for a logistics company that helps Fresenius to transport medicinal products and medical technology. As a direct contractual partner, his company is an important part of our value chain. We take a risk-based approach and analyze the potential impact on people like Alejandro. Where necessary, we take additional preventive measures.

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

5 – Patients
We do our best every day to keep millions of patients like Najuk and Valentina healthy. Whether in hospital, at home, or as outpatients, they are part of our value chain. While Najuk is treated in 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 obligations.

Our Human Rights Program at a glance

We aim to put our Human Rights Statement into practice through our Group-wide Human Rights Program, which is based on regular risk assessments that focus on 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, where we investigate potential violations reported to us. We also document our activities and measures and provide transparent reports on our progress.





Watch the video online

Our Human Rights Program is based on internationally recognized standards and frameworks, including the Universal Declaration of Human Rights, the ILO's Core Labor Standards, the UN Guiding Principles on Business and Human Rights, and the OECD Due Diligence Guidance for Responsible Business Conduct.



Lasse Kowalewski
Head of the Fresenius Group Human Rights Office

"Our commitment to human rights is not just about complying with legal regulations and it certainly isn't empty talk. It is closely related to our values and our promise: Committed to life."

Joint commitment to higher standards in supply chains

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

Fresenius Kabi is actively working to meet the requirements for full PSCI membership and continuously develop its cooperation in the supply chain. This especially includes the development of an audit program for sustainability in the supply chain, the rollout of which is planned for 2026.

Fresenius Kabi



Marco Krämer
Director of Supplier Quality Management & Human Rights at Fresenius Kabi

"PSCI membership not only unlocks access to joint supplier audits and training courses for our suppliers – through our involvement in PSCI working groups, we make a tangible contribution to the improvement of global standards. In addition, we are consistently making our own progress when it comes to responsible supply chain management."



Doing the right thing out of conviction

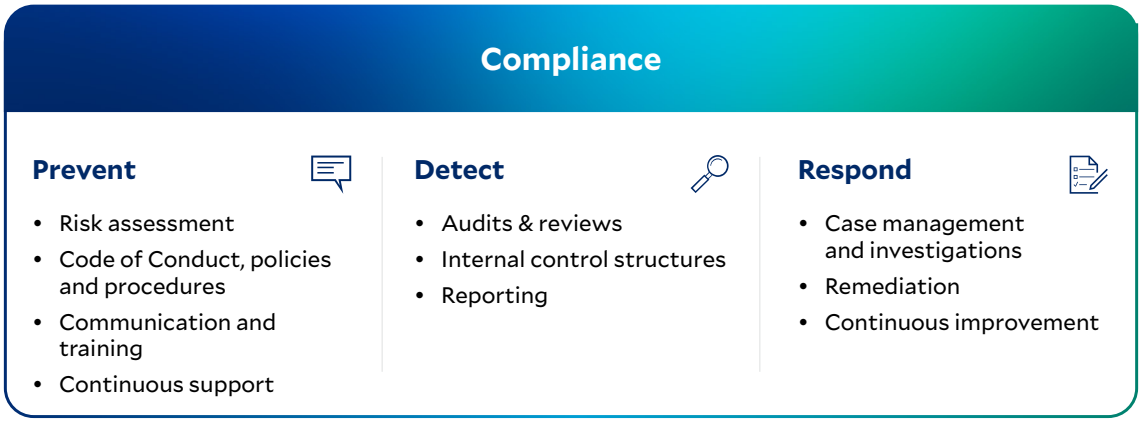
Everyone at Fresenius has a duty to act responsibly and lawfully to ensure the well-being of patients. We believe that integrity and reliability should shape our daily work – and we expect the same from business partners and suppliers.

Our commitment to business ethics

We are committed to high ethical business standards – out of responsibility toward patients, employees, the environment, and society.

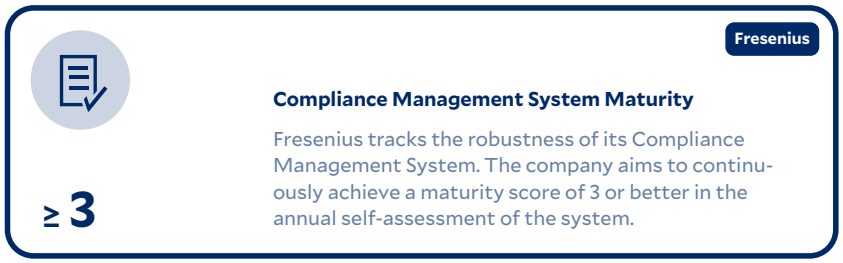
Compliance according to plan

The compliance management system (CMS) at Fresenius is based on three pillars: Prevent, Detect, and Respond.



Every year, we conduct a Group-wide assessment of the maturity level of our CMS. The basis for this is the compliance management system reporting (CMSR) mechanism, which involves all participating units answering questions about how compliance is structured and put into practice in their respective areas of responsibility. We use the individual responses to calculate an overall Group-wide score, known as the compliance maturity score. The Group Compliance Management Team (GCMT) sets an annual reference score for this.

From 2026 onward, we have set ourselves the target of continuously achieving and maintaining a maturity level of 3 or better – on a scale of 1 to 5. We want to provide an update on our progress in relation to achieving the target for the first time in our reporting activities for the 2026 fiscal year.



Embracing integrity

Fresenius

Code of Conduct
More information →

Our understanding of integrity goes beyond mere legal requirements. For us, “doing the right thing” means acting not only lawfully, but also in line with our principles, internal guidelines, and applicable industry codes. We have summarized these rules in our Group-wide **Fresenius Code of Conduct,** which sets out how every employee should conduct themselves, including all managers and board members.

Internal and external controls are designed to ensure that we comply with regulations and are able to live up to the trust placed in us by our patients, employees, customers, suppliers, and investors. We also strive to promote fair and ethical business conduct outside our own operations, which is why we clearly communicate our expectations to everyone who works with Fresenius in our **Code of Conduct for Business Partners.**

Fresenius

Code of Conduct for Business Partners
More information →



Katharina Kneisel
Group Chief Compliance Officer at Fresenius

“The principles laid down in our Code of Conduct should serve as a benchmark for the actions of each and every one of us at Fresenius. We want to clearly state risks and make responsible decisions.”



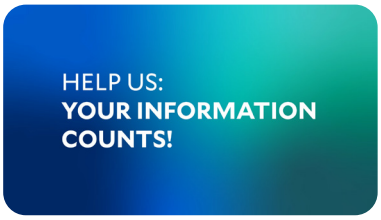




Whether in production plants, in hospitals, or in administration areas, the Fresenius Code of Conduct lays the foundations that guide the actions of all our employees.

AI@Fresenius – a clear framework for its use

Artificial intelligence (AI) is opening up new possibilities. We want to unlock these for ourselves together with partners, among others. This requires solid ethical foundations so that potential risks can be prevented at an early stage. We want to lay these foundations with the Group-wide initiative AI@Fresenius. The Fresenius AI Guidelines give employees practical guidance on how to safely approach AI, from the development stage to actual use. A global AI governance framework is designed to ensure that every AI system is examined in advance in line with criteria that cover ethics, data protection, cybersecurity, and legal aspects. In addition, a special training module informs employees about the opportunities, risks, and obligations in the AI setting.



Watch the video online

Report anything that is incompatible with our values

Our employees can report suspected cases of misconduct in the Fresenius environment via various channels such as our whistleblower system. These channels are also available to external stakeholders, including our patients, customers, suppliers, and partners.

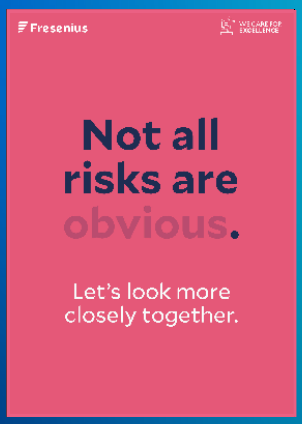


Katharina Bock
Director of Risk Communication and Culture at Fresenius

"Mistakes can happen and are only human. But rather than sweep them under the carpet, we believe that it is important to talk openly about them and learn from them. The new guidelines on the risk culture at Fresenius are designed to raise awareness among our employees. Our overarching communication campaign shows in a memorable and humorous manner how we wish to take a responsible approach to dealing with uncertainty."



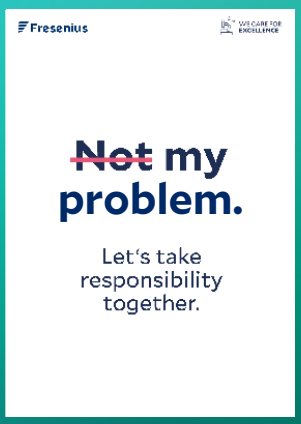
We all are humans and humans make mistakes. It is important that we talk about them. This is how we learn and grow – personally and as a company.



Some risks seem not to be important or big enough to mention. But many small risks can lead to one big risk. So let's make even the small ones obvious.



Sometimes it is hard to know the right way. In case of doubts, reach out for support. Doing the right thing is a team effort.



Be your problem's owner and take action to solve it. Even if it initially is not within your area of responsibility – let's find ways for solution.

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