SEPARATE GROUP NON-FINANCIAL REPORT

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SEPARATE GROUP NON-FINANCIAL REPORT.

Our innovations enable us to offer products and services that provide high-quality and affordable therapies to critically and chronically ill patients. We make a difference with our international expertise and interdisciplinary collaboration, which help us to optimize these offers.

STRATEGY AND MANAGEMENT

OUR RESPONSIBILITY

As a healthcare Group with more than 190,000 employees, Fresenius plays an important role in society. For more than 100 years, our motivation has been to preserve life, promote health, and improve the quality of life for people who are ill.

We aim to provide innovative products and services, and work proactively to enable a growing number of people to have access to high-quality, affordable healthcare. Our common goal is to improve healthcare quality and efficiency. The well-being of patients is always our top priority. It is our point of reference for all our business decisions.

For Fresenius, economic success is not an end in itself, but a means of continuously investing in medical progress and thus creating added value for society.

THE BUSINESS MODEL

Fresenius is a global healthcare Group and one of the leading companies in its respective markets. The Fresenius Group comprises three independently operating, fully consolidated business segments, managed by Fresenius SE & Co. KGaA as the operationally active Group holding company: **Fresenius Kabi** specializes in products for the treatment and care of critically and chronically ill patients. **Fresenius Helios** is Europe's leading private healthcare provider. The company includes Helios Germany and Helios Spain, the largest hospital operators in their respective home markets, as well as the Eugin Group, which was sold on January 31, 2024. **Fresenius Vamed** delivers projects and services to hospitals and other healthcare facilities internationally and is a leading post-acute provider in Central Europe. The **Corporate / Other** segment comprises the holding functions of Fresenius SE & Co. KGaA and Fresenius Digital Technology GmbH, which provides information technology services.

The Group Management Report starting on page 26 contains additional information on the Group's business model and ownership structure, in particular on legal and economic factors as well as key sales markets and competitive positions.

HEALTHCARE MARKETS

The business activities of the Fresenius Group are divided into the **market segments healthcare products** (Fresenius Kabi) and **healthcare services** (Fresenius Helios and Fresenius Vamed). The majority of revenue (around 64%) is attributable to the area of healthcare services in the context of patient care in the healthcare facilities of Fresenius Helios and Fresenius Vamed. In the area of healthcare products, Fresenius Kabi offers innovative solutions for critically and chronically ill patients.

GROUP REVENUE SPLIT 2023

Material topics are presented as Group approaches. Further, the material topics are presented by market segment, if their specific business activities require this. Information on the Fresenius Helios business segment includes all operating and administrative units of the business segment, unless otherwise stated. This allows us to emphasize country-specific market conditions.

REVENUE BY MARKET SEGMENT 2023

in %	Fresenius Kabi	Fresenius Helios	Fresenius Vamed
Share of Group revenue	36	55	9
Thereof healthcare services	0	100	100
Thereof healthcare products	100	0	0

In February 2023, Fresenius announced its intention to work towards a change in the legal form of Fresenius Medical Care AG & Co. KGaA to a stock corporation and to deconsolidate the business segment in this way. On July 14, 2023, an Extraordinary General Meeting of Fresenius Medical Care AG & Co. KGaA approved the change of legal form to a stock corporation. Since the financial statement for the third quarter of 2023, Fresenius Medical Care has therefore no longer been included in the reporting on the operating activities. On November 30, 2023, the change of legal form of Fresenius Medical Care to a stock corporation became effective.

Further details can be found on pages 272 ff. in the Notes to the Consolidated financial statements. Further changes in the scope of consolidation of Fresenius SE & Co. KGaA's scope of consolidation in the fiscal year 2023 are explained in the Group Management Report in the section Investment and acquisitions on pages 73 ff. and in the section Acquisitions, divestments and investments starting on page 292 of the Notes to the Consolidated Financial Statements.

With the announcement of the change in legal form in February 2023, steps were also taken to structurally implement the separation of the business segment of the Group. However, due to the stock exchange listing of both Fresenius and Fresenius Medical Care, both companies were already subject to strict requirements before the change of legal form, particularly in the area of compliance, and were highly independent.

To improve transparency for our stakeholders, both the historical ESG (Environmental, Social, and Governance) reporting data and the figures for 2023 within this report have been adjusted for the corresponding data from Fresenius Medical Care. Furthermore, the change of legal form and deconsolidation have not changed the material topics for ESG reporting. The management approaches to these material topics are also not affected, as Fresenius Medical Care pursued its own governance approach in each case even before the change of legal form. Where Group approaches are described, they relate to the operating units of the business segments Fresenius Kabi, Fresenius Helios, and Fresenius Vamed, and the corporate functions of Fresenius SE & Co. KGaA.

Fresenius Medical Care publishes an Annual Report as well as a separate Non-financial Group Report. Further information can be found on the company's website: www.freseniusmedicalcare.com.

GUIDELINES AND REGULATIONS

The Fresenius Group's business activities are subject to a wide range of regulatory requirements. These are supplemented, for example, by internal guidelines, management manuals, and process documentation. For units that are subject to external certification, the catalog of requirements resulting from the respective certifications, e. g., ISO (International Organization for Standardization), JCI (Joint Commission International), or GMP (Good Manufacturing Practice), is applied accordingly. The internal processes and related documentation are continuously reviewed by the relevant specialist functions to determine whether an update to the internal guidelines is required due to changes in regulatory requirements or adjustments to the certification criteria. Where references to specific regulations are useful for a better understanding of the material topics, process, and reporting structures, these are listed in the Group Non-financial Report. A comprehensive list of all relevant regulations is not provided. The implementation and monitoring of compliance with relevant legal requirements and internal guidelines is within responsibility of the respective specialist functions.

Our **ethical values** go beyond legal requirements. For us, this means acting not only in accordance with the law, but also in accordance with applicable industry codes and our values. We are also guided by the following internationally recognized principles:

- Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights (UNGPs)
- International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises
- German Corporate Governance Code

Key figures relevant to management and compensation

At Group level and at business segment level, various key performance indicators (KPIs) are used for the internal management and control of our key non-financial topics. If they are part of the remuneration of the Management Board, they are additionally explained in the Compensation Report on pages 222 ff. The Non-financial Report is audited with limited assurance, as explained in the independent practicioner's report starting on page 201. Non-financial KPIs which are part of the remuneration of the Management Board, are additionally audited with reasonable assurance and are marked separately by footnote. In the Group Non-financial Report, additional key figures are reported that serve better understanding of the management approaches, control, or evaluation of the key non-financial topics. A comprehensive presentation of all internally recorded key figures is not intended.

OUR VALUE CHAIN

Fresenius has subsidiaries in more than 60 countries, maintains an international distribution network and operates more than 50 production sites. In the Fresenius Group, all purchasing processes are managed by central coordination offices in the business segments. Competence teams pool requirements, conclude framework agreements, and constantly monitor current market and price developments. They also coordinate global procurement for individual production sites or healthcare facilities and initiate quality and safety checks on raw materials and procured goods.

In an environment characterized by ongoing cost-cutting efforts on the part of healthcare payers and price pressure in the revenue markets, security and quality of supply play an important role. We are therefore constantly optimizing our purchasing processes, standardizing procurement materials, tapping into new purchasing sources, and negotiating the best possible price agreements. In doing so, it is important to maintain a high degree of flexibility and to meet our strict quality and safety standards. A broad supplier portfolio reduces potential procurement or raw material bottlenecks in both the product and service business. Further information on this can be found in the Group Management Report from page 26 onwards.

SUSTAINABILITY RISKS AND CONTROLS

The identification and assessment of potential sustainability risks (non-financial risks) initially takes place at both Group level and in the three business segments as part of the risk management system. Sustainability risks are covered by the Fresenius Group's existing risk catalogs and risk reporting.

As part of our risk management and the internal control cycle, key issues are regularly reviewed as described in the relevant sections of the Non-financial Report of the Fresenius Group. External partners, regulators, and internal audit experts conduct audits at least every two years, or more frequently. As explained in the Fresenius Group Opportunities and Risk Report on pages 87 ff., there were no deviations from the Group's ethical standards in 2023. Information on audits can also be found in the respective chapters of this report.

As part of a Group-wide project to implement the requirements of the Corporate Sustainability Reporting Directive[1] (CSRD), an analysis was also conducted in the 2023 reporting year to determine whether there are any further potential sustainability risks for material topics. Further information on this can be found in the Our materiality analysis section on page 109.

Overall, taking into account **risk-mitigating measures** (net risk assessment), we have not identified any material non-financial risks during the reporting period that are related to our business activities, business relationships, products, or services and that are very likely to have or will have a serious negative impact on the aforementioned non-financial aspects, or our business activities. The Group Management Report contains further information on opportunities and risks as well as a detailed presentation of the risk management and internal control system from page 87 onwards.

In addition to identifying potential risks, the responsible functions are also tasked with designing internal processes to ensure that business operations can be quickly resumed or, at best, not disrupted in the event of an incident. At Group level, the **Corporate Business Continuity** function is responsible for corporate security, corporate crisis management, and travel security worldwide. Due to the international nature of the Group and the wide range of security-related tasks, those responsible deal with issues relating to the continuation or resumption of business operations during or after crisis situations and also provide support in an operational context where necessary. Further information on business continuity is provided in the relevant chapters, if necessary.

INTERNAL CONTROLS

The internal control system is an important component of Fresenius' risk management. It covers all critical processes, such as financial reporting, quality and patient safety management, cybersecurity, data protection, and sustainability management. Fresenius has documented the corresponding key control objectives in a Group-wide framework, thus bringing together the various management systems in the internal control system in a holistic manner. Fresenius ensures the security and reliability of its processes with a large number of internal control measures, as well as their structured monitoring. Furthermore, the monitoring and evaluation by management help to ensure that process inherent risks are identified and that controls are in place to minimize these risks.

INTERNAL AUDIT

The regular internal and external controls, analyses and quality audits by the responsible specialist functions, topic-specific management systems or external audit bodies are supplemented by the audit activities of the Internal Audit Group function. Its activities focus on increasing and protecting the corporate value of the Fresenius Group and

[1] The CSRD is an EU directive on sustainability reporting that requires companies within its scope to disclose their strategy, objectives, and measures on material sustainability issues in a comprehensive and detailed manner. It will replace the Non-Financial Reporting Directive (NFRD) in future and will come into force gradually from the 2024 fiscal year onwards.

improving Fresenius' business activities. To this end, Internal Audit conducts independent, objective audits to enhance the appropriateness and effectiveness of risk management, control and governance processes at all levels of the Group. Aspects such as ESG, cybersecurity and compliance are also taken into account in a risk-oriented manner.

In 2023, 36 audit engagements with different focus points and organizational topics were carried out. The audit results were analyzed by the responsible specialist functions and incorporated into the continuous improvement of existing measures.

If business segments conduct their own internal audits they review material topics, which is not under the control of the Group Internal Audit function. This encompasses, for example, audits of quality management provisions in the area of production.

OUR SUSTAINABILITY GOALS AND PROGRAMS

Advancing patient care is key to our daily work. It inspires us in how we understand our social responsibility, and how to act responsibly. We want to make a difference in healthcare and thus drive changes for the benefit of people, especially our patients.

At the level of Fresenius SE & Co. KGaA and the three business segments, we therefore pursue specific sustainability goals, set ambitions, and implement corresponding sustainability projects. Progress is regularly reviewed and evaluated. From this, we determine the extent to which the targets can be further developed and optimized. Further details on the respective targets are explained in the following chapters.

In May 2023, the Fresenius Annual General Meeting approved the adjustment of the compensation system for the members of the Management Board of Fresenius Management SE. As part of the short-term variable compensation (short-term incentive – STI) with an assessment period of one year, ESG targets will continue to be included with a weighting of 15%. The focus here is on the areas of **medical quality / patient satisfaction** and **employees**. Medical quality / patient satisfaction is measured for the three business segments on the basis of different key figures. Further information on this can be found in the Patient and product safety section starting on page 118.

In the area of employees, employee satisfaction is measured on the basis of the Employee Engagement Index (EEI) for the Group. Further information on the EEI can be found in the Employees chapter starting on page 146.

ESG criteria account for 25% of the target achievement for the long-term variable remuneration of the Management Board (long-term incentive – LTI) with an assessment period of four years. ESG target achievement in the LTI is measured on the basis of **CO_2 reduction**. The target corridor is aligned with Fresenius' long-term goals of reducing its own direct (Scope 1) and indirect (Scope 2; market-based) CO_2 emissions (calculated as CO_2 equivalents) by 50% in total by 2030 (base year 2020) and achieving climate neutrality by 2040. Further information on our climate target can be found in the Environment chapter on pages 190 ff.

In the reporting year, not all ESG targets for the members of the Management Board were achieved. A detailed presentation can be found in the Compensation Report in the 2023 Annual Report from page 222 onwards. The ESG methodology for determining target achievement is published on the Fresenius SE & Co. KGaA website.

OUR SUSTAINABILITY ORGANIZATION

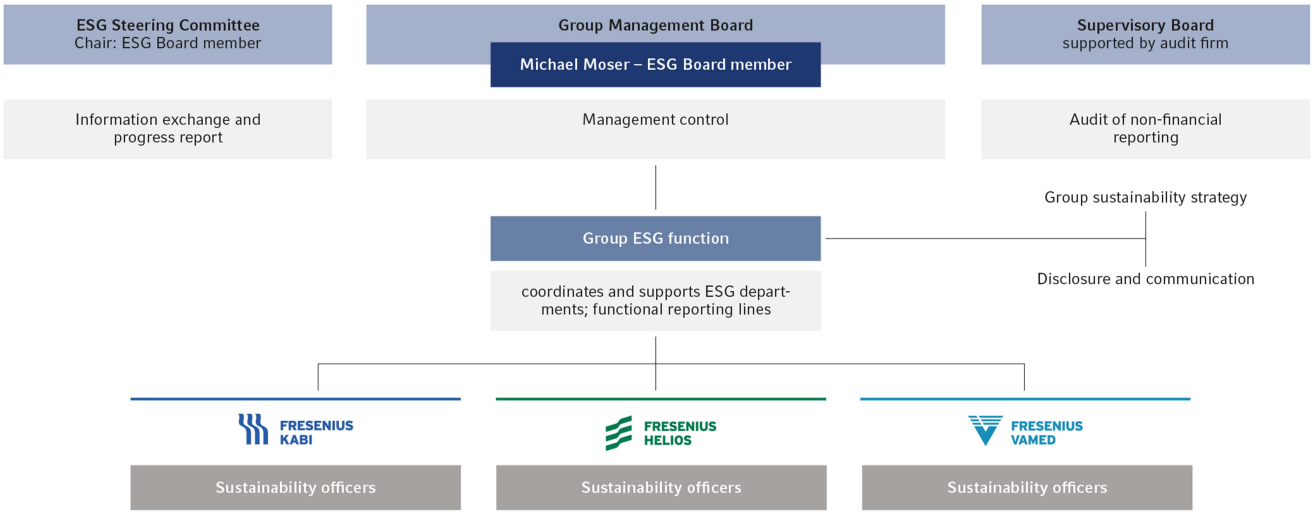
Fresenius Management SE is the general partner of Fresenius SE & Co. KGaA. At Fresenius, sustainability was within the responsibility of the Chairman of the Management Board of Fresenius Management SE until June 30, 2023. The Group Management Board was informed about sustainability issues by the Investor Relations & Sustainability department at least monthly. Due to the increasing importance of sustainability, the organizational anchoring has been adjusted as of July 1, 2023. The Group Management Board member responsible for Legal, Compliance, Risk Management, ESG, Human Resources and for the business segment Fresenius Vamed (subsequently ESG Board member) has overall responsibility for sustainability. The topic of sustainability has been separated from the Investor Relations & Sustainability Group function and the Group ESG function has been established.

The **Group ESG** function acts as a competence center within the Fresenius Group. The function monitors regulatory developments, identifies key issues, and defines priorities and opportunities for the implementation of the ESG strategy. It supports Group-wide implementation and reviews progress as part of the annual reporting. Throughout the year, it aligns repeatedly with all Group functions and the ESG officers in the business segments to consider the respective business models and ensure the feasibility of measures. The Group ESG function is also responsible for internal and external stakeholder communication and, together with the Group Controlling function, for non-financial reporting.

The **ESG Steering Committee**, which was newly created at the end of 2023, consists of the ESG Board member (Chair), the Group ESG function, defined functions at Group level, and the ESG officers of the business segments. The committee will meet quarterly in the future starting in 2024 and will be tasked with providing information on current developments, deciding on appropriate measures to improve ESG performance, and monitoring the progress of implementation. The measures proposed by the ESG Steering Committee are submitted to the Fresenius Group Management Board for approval by the ESG Board member.

The Management Board and the Supervisory Board review the progress and results of sustainability management, which are then published in the separate Group Non-financial Report. The Supervisory Board is supported in this process by the audit performed by the external auditors. The key figures that form part of the remuneration components of the Executive Board are audited with reasonable assurance. The other key figures in the Group Non-financial Report and the report itself are subject to a limited assurance review. The Audit Committee of the Supervisory Board has special responsibility for reviewing the Group Non-financial Report. The Supervisory Board as a whole is also responsible for monitoring Fresenius' sustainability performance. Changes in the committees are presented in the 2023 Annual Report in the corporate governance statement on pages 205 ff. and in the overview of the boards on pages 370 ff.

FRESENIUS GROUP SUSTAINABILITY ORGANIZATION[1]



The departments and functions of Fresenius SE & Co. KGaA support the business segments in the development of guidelines and management concepts for the respective sustainability issues. The business segments have also each defined departments and persons responsible – often in the form of sustainability officers who coordinate all sustainability issues within the business segment.

Other committees at segment level are explained in the respective sections on governance structures in this report where applicable.

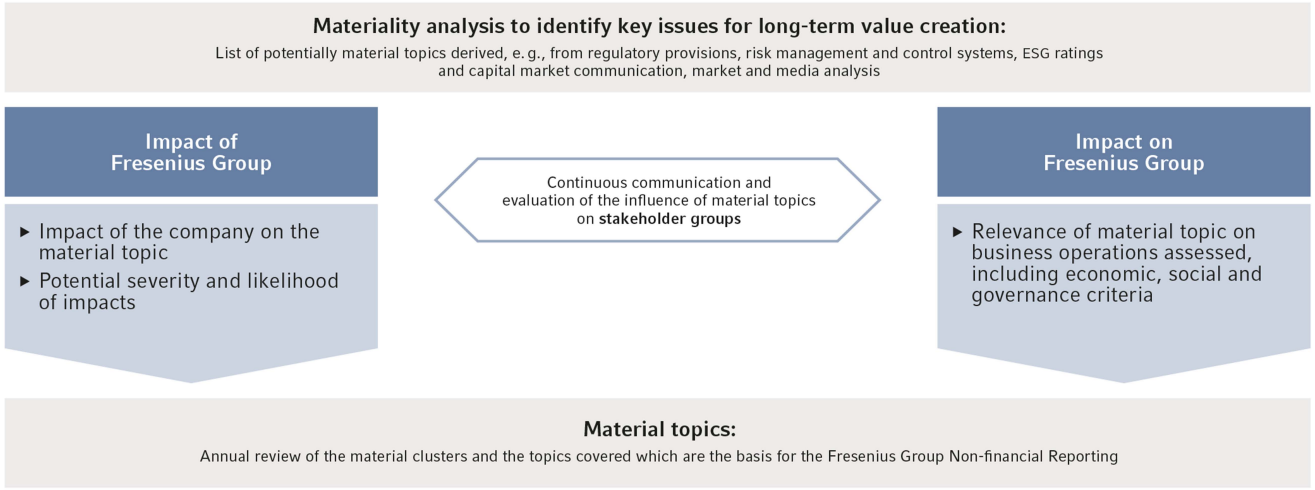
[1] The overall structure shown in the graphic is valid as of January 1, 2024.

OUR MATERIALITY ANALYSIS

Since 2017, we have been identifying the material topics for the Fresenius Group in a comprehensive materiality analysis. This is carried out every two to three years, depending on possible changes in the corporate structure and operating business performance. In addition, we review the material topics annually to ensure that they are up to date. Material are those aspects that are relevant for understanding Fresenius' business performance, results of operations, and position, as well as for understanding the effects of its business activities on non-financial aspects.

We conducted our last comprehensive materiality analysis in the 2020 reporting year. A review was carried out in the reporting year. Based on the results of this review and the strategic changes initiated in the reporting year throughout the Group, the following changes have been made to the reporting: innovation and digital transformation are presented in separate chapters in order to highlight the strategic importance of both key topics and the respective governance approaches. The section on tax compliance has also been included in the reporting, and the chapters on human rights and supply chain have been summarized in the human rights chapter. However, these measures have not changed the fundamental process of identifying material topics. Rather, they confirm the effectiveness and improved transparency of the reporting.

MATERIALITY REVIEW



Material issues also include environmental issues, among others. We also take into account the results of our communication with our stakeholders, as described in the following section.

In the reporting year, a **Group-wide project** was initiated to implement the requirements of the **CSRD**, with the aim of preparing the basis for non-financial reporting from 2024. Among other things, the project included a new materiality analysis based on the principle of double materiality to identify the material topics for the Fresenius Group.

We will apply the results of the analysis to our non-financial reporting from the 2024 fiscal year. Based on the double materiality analysis, a gap analysis was conducted to identify the areas in which additional data and information must be collected in the future in order to fully meet the requirements of the CSRD. The projects required for data collection were launched in the reporting year. All relevant Group functions as well as departments at the business segment level are involved in the implementation.

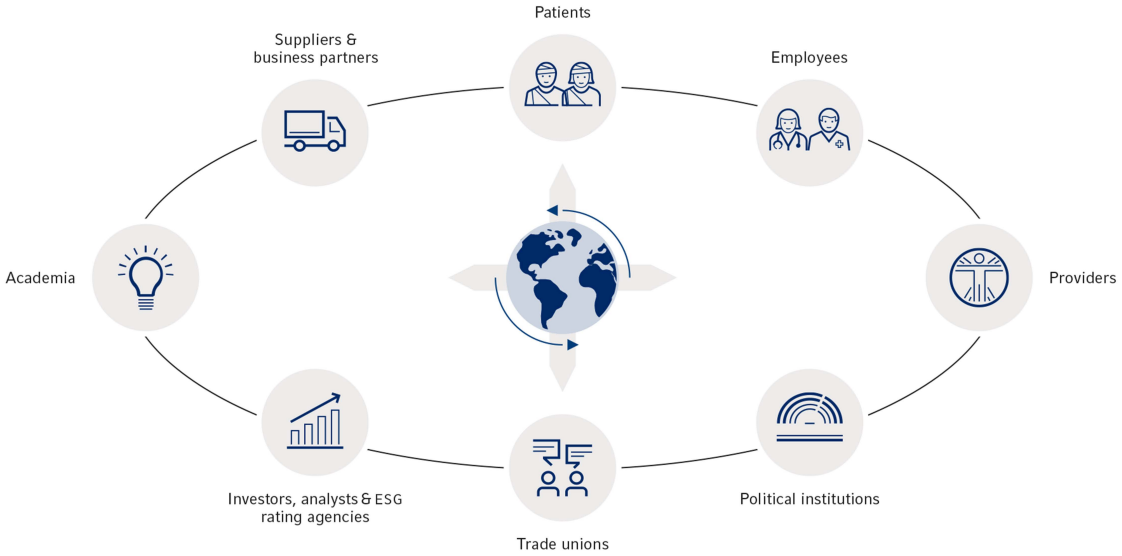
STAKEHOLDERS AND PARTNERSHIPS

Fresenius is involved in a diverse network of stakeholder groups. We gain valuable insights from this exchange, which we use to continuously develop the management of material topics as well as our reporting procedures. Our main stakeholders are presented in the graph aside. Our exchange with political institutions and external organizations is focused on the fields of healthcare and patient care.

In addition to these stakeholders, other third parties, such as patients' families and professional groups related to our products and services, may also be important stakeholders in certain circumstances. To improve the readability of this report, we have refrained from listing all relevant stakeholder groups for individual topics and have used the term third parties as a collective term where appropriate.

Fresenius has signed the World Economic Forum's **Zero Health Gaps Pledge** ahead of the 2024 World Economic Forum in Davos. This commitment to promoting equal opportunities in healthcare is part of the Global Health Equity Network (GHEN), which brings together key players from the public and private sectors to advance a shared vision of equitable healthcare in line with the UN Sustainable Development Goals (SDGs). In early 2024, more than 80 companies have signed the world's first voluntary commitment of this kind. By signing the pledge, Fresenius commits to acting responsibly and working together for equal opportunities in healthcare.

STAKEHOLDERS & PARTNERSHIPS



STAKEHOLDER DIALOG IN ALL AREAS

We communicate with our stakeholders through various channels: Fresenius' corporate functions focus on those that are relevant to the Group as a whole. The business segments are in active contact with patients, customers, and regulatory authorities, among others. In particular, Fresenius SE & Co. KGaA is in constant contact with investors and analysts due to its stock market listing and clarifies information requests. Further information can be found on pages 22 ff.

We plan to expand our stakeholder outreach. For the reporting year, we again took into account the requirements of rating agencies and regulatory requirements. The specialist and corporate functions contributed the views of their respective stakeholders.

We submit information on emissions and water to the international non-profit organization CDP (Carbon Disclosure Project). At the request of some stakeholders, we also report ESG information in accordance with the TCFD (Task Force on Climate-related Financial Disclosures) reporting standard as well as an overview of material information and indicators in accordance with the requirements of the U.S. reporting standard SASB (Sustainability Accounting Standards Board). This additional information is not part of the Group Non-financial Report and its business audit, but is made available on the website with a time delay, latest in the second quarter of the following year.

Transparency in the healthcare sector

In the healthcare sector, transparency with regard to business conduct, patient information, and the quality of care is of great importance. Further information can be found in the Patient and product safety section starting on page 118.

Fresenius Group companies must comply with sector-specific laws and our ethical principles, which, for example, regulate the handling of payments to healthcare professionals and organizations, determine the disclosure of data from clinical or patient studies, or require transparency in pricing and reimbursement procedures for pharmaceutical products.

We undertake to comply with the codes and principles associated with membership of various associations. In addition, we disclose all benefits to healthcare professionals in the companies of the Fresenius Group in accordance with the disclosure requirements that apply to us.

OUR WORK IN ASSOCIATIONS AND INITIATIVES

Our employees contribute their expertise to national and international bodies, committees, and associations. In some cases, this is accompanied by industry agreements or commitments. The following initiatives and memberships are currently of particular strategic importance for the business segments:

- BAH – German Medicines Manufacturers Association, Member: Fresenius SE & Co. KGaA
- BVMed – Business Association of the Medical Technology Industry – Member: Fresenius SE & Co. KGaA, represented on the Board by Fresenius Kabi; voluntary commitment to comply with the Code of Conduct
- DAI – Deutsches Aktieninstitut – Member: Fresenius SE & Co. KGaA
- DIN – German Institute for Standardization – Member: Fresenius Kabi
- DIRK – German Investor Relations Association – Member: Fresenius SE & Co. KGaA
- ENHA – The European Nutrition for Health Alliance – Member: Fresenius Kabi
- IQM – Initiative Qualitätsmedizin – Founding and board member: Helios Germany; active management of expert committees; voluntary commitment to quality principles
- Medicine for Europe – Member: Fresenius Kabi; Commitment to the Code of Conduct
- MedTech Europe – Member: Fresenius SE & Co. KGaA; voluntary commitment to comply with the Code of Conduct
- Pro Generika – Member: Fresenius Kabi
- VCI – German Chemical Industry Association – Member: Fresenius SE & Co. KGaA

Further information about Fresenius memberships can be found on our website.

EU TAXONOMY

In the reporting year 2022, we reported on the EU Taxonomy eligibility and, for the first time, on the EU Taxonomy alignment of our economic activities for the environmental objectives of climate change mitigation and adaptation.

For the fiscal year 2023, mandatory reporting is extended to the EU Taxonomy eligibility of the economic activities of the four remaining environmental objectives, namely sustainable use and protection of water and marine resources, transition to a circular economy, pollution prevention and control, and protection and restoration of biodiversity and ecosystems as well as the new activities that have been added to the environmental objectives climate change mitigation and climate change adaptation. The assessment of EU Taxonomy alignment of those activities will be mandatory as of the reporting year 2024.

The EU Taxonomy reporting is conducted in accordance with the mandatory disclosures required by the EU Taxonomy Regulation (EU) 2020/852 of June 18, 2020 and the supplementing delegated acts.

In the reporting year 2023, the deconsolidation of Fresenius Medical Care impacts the EU Taxonomy reporting. In accordance with the FAQ (Commission Notice C/2023/305) published in the Official Journal of the European Union on October 20, 2023, revenue of Fresenius Medical Care is not included in the revenue KPIs, as revenue from discontinued operations must be presented separately from continuing operations (IFRS 5.33) and is

therefore not included in the revenue line item as required by IAS 1.82(a). From the FAQ and its reference to IFRS 5.33, it can be implied that Opex from Fresenius Medical Care is also not part of the Opex KPIs as Opex from discontinued operations must also be presented separately. In contrast, investments of Fresenius Medical Care are part of the Capex KPIs for the period from January 1, 2023 to June 30, 2023. Capex are therefore presented in line with the financial details. Further information can be found in the Notes on pages 272 ff.

We again compared the descriptions of economic activities from Annex I (climate change mitigation) and Annex II (climate change adaptation) to the Climate Delegated Act with our products and services, investment expenditures and expenses. Additionally, we assessed whether our business activities correspond to the new economic activities listed in Annex I (sustainable use and protection of water and marine resources), Annex II (transition to a circular economy), Annex III (pollution prevention and control) and Annex IV (protection and restoration of biodiversity and ecosystems) to the Environmental Delegated Act.

For this purpose, further information on the revenue, Capex, and Opex KPIs has been discussed, collected and consolidated at business segment level and their divisions in a multi-stage process. The determination of the EU Taxonomy KPIs was based on our financial reporting system to ensure a complete and unambiguous reconciliation to the corresponding items in the annual financial statements and to avoid double counting.

This process confirmed that, as in the previous years, we can focus on analysing the requirements relating to the environmental objective climate change mitigation. Analysis has confirmed that none of the activities is considered an enabling activity under climate change adaptation, as only specific investments for so-called adapted activities are relevant, which have not been made in the reporting period. Further, due to the reasons mentioned before, the activities are treated as non-eligible under climate change adaptation because no such specific Capex has been incurred and turnover cannot be shown under climate change adaptation for adapted activities. Furthermore, economic activities from the new environmental objectives must only be assessed regarding their EU Taxonomy alignment as of the reporting year 2024.

In contrast to previous years, parts of our core business activities performed by Fresenius Kabi are now covered by the EU Taxonomy due to the extension of environmental objectives to be applied to date. This is reflected in the increased EU Taxonomy-eligible revenue share. However, as a global healthcare Group with products and services for dialysis, hospital and outpatient care, some of our core business activities are still not covered by the environmental objectives.

Our EU Taxonomy-eligible investments cover assets and processes that are directly related to EU Taxonomy-eligible revenue activities as well as the purchase of output of from EU Taxonomy-eligible activities such as existing and new building infrastructure. For our Opex, EU Taxonomy-eligible shares solely relate to assets and processes associated with EU Taxonomy-eligible revenue activities at Fresenius Kabi (especially research and development (R & D) expenses).

RELEVANT ECONOMIC ACTIVITIES

Economic activity	Environmental objective	Annex	Delegated Act
1.1 Manufacture of active pharmaceutical ingredients	Pollution prevention and control	Annex III	Environment
1.2 Manufacture of medicinal products	Pollution prevention and control	Annex III	Environment
1.2 Manufacture of electrical and electronic equipment	Transition to a circular economy	Annex II	Environment
3.1 Construction of new buildings	Transition to a circular economy	Annex II	Environment
3.2 Renovation of existing buildings	Transition to a circular economy	Annex II	Environment
7.1 Construction of new buildings	Climate change mitigation	Annex I	Climate
7.2 Renovation of existing buildings	Climate change mitigation	Annex I	Climate
7.7 Acquisition and ownership of buildings	Climate change mitigation	Annex I	Climate

In addition, we again assessed our EU Taxonomy-eligible economic activities for the environmental objective of climate change mitigation regarding their compliance with the alignment criteria, consisting of technical screening criteria for a substantial contribution to one of the environmental objectives and the avoidance of significant harm to the other environmental objectives, as well as the minimum safeguards. For this purpose, current construction projects of the business segments were analysed with the relevant technical experts to determine the applicability and level of compliance with the EU Taxonomy requirements. Substantial contribution criteria for building activities under the environmental objective of climate change mitigation focus on energy efficiency. Some of these criteria exceed current legal requirements substantially and are also not adjusted to the healthcare sector and the operational requirements for hospitals and healthcare facilities.

Compliance with the EU Taxonomy criteria would therefore be partly contradictory to adherence with the hygiene and quality standards applicable to Fresenius. As a result, even the most energy-efficient hospitals and healthcare facilities do not currently meet the criteria of substantial contribution and Do No Significant Harm (DNSH) (e.g., primary energy demand lower than that of nearly zero-energy buildings, thresholds for water flow rates of water appliances, etc.). As in the reporting year 2022 and 2023, our analyses thus showed that the substantial contribution and DNSH criteria cannot yet be implemented or substantiated at the current time in the economic activities applicable to us, namely new construction of buildings, renovation of buildings and acquisition of buildings.

In the future, we will continue to review and implement the EU Taxonomy alignment criteria in our construction projects, where feasible. EU Taxonomy alignment for the new economic activities of the Environmental Delegated Act must be initially reported for the fiscal year 2024.

Compliance with the minimum safeguards is assessed for all activities by using a Group-wide approach. The criteria for minimum safeguards are applied on the basis of the Final Report on Minimum Safeguards of the Platform on Sustainable Finance from October 2022. Key topics are human and labour rights, bribery and corruption, fair competition, and taxation. Information on these topics can be found in the Group Non-financial Report and in the Notes on pages 179 ff., 169 ff. and 278 f.

For the detailed tables in accordance with the EU Taxonomy Regulation, please refer to the Further key figures chapter on page 194.

EU TAXONOMY KPIS 2023[1]

in %	Taxonomy-aligned	Taxonomy-eligible but not aligned	Taxonomy non-eligible
Revenue	0.0	26.1	73.9
CCM 7.1/CE 3.1 Construction of new buildings		1.8	
CCM 7.2/CE 3.2 Renovation of existing buildings		0.0	
PPC 1.1 Manufacture of active pharmaceutical ingredients (API) or active substances		0.7	
PPC 1.2 Manufacture of medicinal products		22.8	
CE 1.2 Manufacture of electrical and electronic equipment		0.8	
Capex	0.0	44.3	55.7
CCM 7.2/CE 3.2 Renovation of existing buildings		9.6	
CCM 7.7 Acquisition and ownership of buildings		20.8	
PPC 1.1 Manufacture of active pharmaceutical ingredients (API) or active substances		0.3	
PPC 1.2 Manufacture of medicinal products		10.3	
CE 1.2 Manufacture of electrical and electronic equipment		3.3	
Opex	0.0	52.2	47.8
PPC 1.1 Manufacture of active pharmaceutical ingredients (API) or active substances		2.3	
PPC 1.2 Manufacture of medicinal products		45.8	
CE 1.2 Manufacture of electrical and electronic equipment		4.2	

[1] CE: transition to a circular economy, CCM: climate change mitigation, PPC: pollution prevention and control

REVENUE

Total revenue in fiscal year 2023 forms the denominator of the revenue KPIs and can be taken from the consolidated Group's income statement prepared in accordance with IAS 1. The EU Taxonomy-eligible revenue in 2023 (26.1%)

relates to external revenue generated by Fresenius Kabi with the manufacture of medicinal products, manufacture of active pharmaceutical ingredients and medical electronic equipment as well as Fresenius Vamed in the project business with healthcare facilities (according to IFRS 15). Of the Group's total amount €5,822 million, the majority of €5,088 million are related to the economic activity manufacture of medicinal products (1.2 pollution prevention and control) performed by Fresenius Kabi. In addition, €147 million are associated with the manufacture of active pharmaceutical ingredients (1.1 pollution prevention and control) and €170 million with the manufacture of electrical and electronic equipment (1.2 transition to a circular economy). At Fresenius Vamed, €411 million are related to the economic activity construction of new buildings (7.1 climate change mitigation) and the remaining part to renovation of buildings (7.2 climate change mitigation). For the reporting year 2023, no further EU Taxonomy-eligible economic activities are relevant for Fresenius. The EU Taxonomy-eligible economic activities of Annex I to the Climate Delegated Act do not currently meet the substantial contribution criteria and are therefore not EU Taxonomy-aligned. For the mentioned EU Taxonomy-eligible economic activities of the Environmental Delegated Act, the assessment of EU Taxonomy-alignment is not necessary in fiscal year 2023.

CAPEX

The amounts used to calculate the Capex KPI (denominator) are based on the capital expenditures reported in the consolidated financial statements resulting from additions in the fiscal year to property, plant, and equipment (IAS 16) and intangible assets (IAS 38) excluding goodwill. In addition, the EU Taxonomy KPI takes into account right-of-use assets (IFRS 16). That also includes the additions from business combinations. This information can be found in the Notes on pages 305, 307, and 329.

For the identification of the EU Taxonomy-eligible share (numerator), the Capex projects of the business segments were examined in more detail on the basis of this definition. This was done by allocating the value-based components to the relevant economic activities. In accordance with the Capex definitions of the EU Taxonomy Regulation, we determined production-related Capex directly allocable to an EU Taxonomy-eligible revenue activity as well as Capex associated with the purchase of products and services from an EU Taxonomy-eligible economic activity as applicable. Production-related EU Taxonomy-eligible Capex relate in particular to the manufacture of medicinal (1.2 pollution prevention and control) as well as active pharmaceutical ingredients (1.1 pollution prevention and control) and electrical and electronic equipment (1.2 transition to a circular economy). Capex associated with the purchase of products and services from a EU Taxonomy-eligible economic activity relate essentially to the renovation of buildings (7.2 climate change mitigation) and the construction of new buildings, as well as for leasing projects, the acquisition of buildings (7.7 climate change mitigation).

In accordance with the FAQ (Commission Notice C/2023/267) published in the Official Journal of the European Union on October 20, 2023, Capex in the construction of new buildings for own use can be covered under the economic activity construction of new buildings (7.1 climate change mitigation) or under the economic activity acquisition and ownership of buildings (7.7 climate change mitigation). As of the reporting year 2023, investments in the construction of new buildings for own use are reported under economic activity acquisition and ownership of buildings (7.7 climate change mitigation) instead of construction of new buildings (7.1 climate change mitigation). This change to an economic activity whose alignment criteria better reflect Fresenius' hospital business in particular creates the prerequisite for possible future EU Taxonomy alignment.

The EU Taxonomy-eligible Capex share 2023 (44.3%) essentially relates to investments of all business segments in new construction and renovation of buildings, such as clinics or production facilities. In 2022, the share was 36.7%. The increase in the reporting year is mainly due to the additional EU Taxonomy-eligible economic activities of the manufacture of medicinal products and active pharmaceutical ingredients as well as the manufacture of electrical and electronic equipment at Fresenius Kabi for which associated Capex now also qualify as EU Taxonomy-eligible.

Of the total amount €843 million in 2023, €196 million are related to the economic activity manufacture of medicinal products (1.2 pollution prevention and control), €5 million are associated with the manufacture of active pharmaceutical ingredients (1.1 pollution prevention and

control) and €63 million with the manufacture of electrical and electronic equipment (1.2 transition to a circular economy). For Capex associated with the purchase of products and services from an EU Taxonomy-eligible economic activity, €183 million relate to the renovation of buildings (7.2 climate change mitigation), consisting entirely of additions to buildings and additions to assets under construction. Furthermore, €396 million relate to the construction and acquisition of buildings (7.7 climate change mitigation), also consisting of additions to buildings and additions to assets under construction in the amount of €193 million and additionally of right-of-use assets (IFRS 16) in the amount of €203 million. Of the total EU Taxonomy-eligible Capex share €0 million resulted from business combinations. For the reporting year 2023, no further EU Taxonomy-eligible economic activities are relevant for Fresenius. The EU Taxonomy-eligible economic activities of Annex I to the Climate Delegated Act do not currently meet the alignment criteria and are therefore not EU Taxonomy-aligned. For the mentioned EU Taxonomy-eligible economic activities of the Environmental Delegated Act, the assessment of EU Taxonomy-alignment is not necessary in fiscal year 2023.

OPEX

The amounts used to calculate the Opex KPI (denominator) are based on the direct costs of research and development reported in the consolidated financial statements (Notes, page 298) and the costs of short-term leases (Notes, page 329). In addition, the cost of maintenance and repair including repair materials, were queried from the local management reporting systems for all business segments.

For the identification of EU Taxonomy-eligible shares (numerators), the above line items were matched with the descriptions of the economic activities. After analysing the Opex definitions of the EU Taxonomy Regulation, we determined the portion of operating expenses related to assets and processes associated with EU Taxonomy-eligible revenue as well as the portion of operating expenses related to the purchase of products and services from an EU Taxonomy-eligible economic activity to be applicable. As part of the analysis, we identified that material EU Taxonomy-eligible Opex components relate in particular to non-capitalized R&D costs as well as costs of short-term leases and costs of maintenance and repair which are directly attributable to EU Taxonomy-eligible revenue. The main expenditures for the maintenance of our building infrastructure, however, are capitalized and are thus reflected in the EU Taxonomy-eligible Capex share.

Of the total Opex amount €641 million in 2023, €562 million are related to the economic activity manufacture of medicinal products (1.2 pollution prevention and control), while €28 million are associated with the manufacture of active pharmaceutical ingredients (1.1 pollution prevention and control) and €52 million with the manufacture of electrical and electronic equipment (1.2 transition to a circular economy). For the mentioned EU Taxonomy-eligible economic activities of the Environmental Delegated Act, the assessment of EU Taxonomy-alignment is not necessary in fiscal year 2023.

FOSSIL GAS RELATED ACTIVITIES

Fresenius Kabi and Fresenius Helios operate gas turbines, and combined heat and power plants to generate electricity, heat, and steam from fossil fuels for own use. Fresenius' activities in the area of the operation of combined heat, cool and power generation facilities using fossil gaseous fuels are not material. Fresenius does not carry out any other nuclear and fossil gas related activities.

WELL-BEING OF THE PATIENT

Rising life expectancy and the growing global population make access to high-quality medical care increasingly important. Fresenius is committed to providing access to high-quality and affordable therapies to as many people as possible worldwide. We believe equal opportunity in healthcare is a moral obligation and an economic benefit to society.

Reporting in this chapter encompasses two categories that we deem essential:

- Access to healthcare and medicine
- Patient and product safety

ACCESS TO HEALTHCARE AND MEDICINE

Every year, we assume responsibility for the well-being of millions of patients. We offer lifesaving products and therapies. In their development, we consider different social and regulatory requirements and adapt them to different healthcare systems. This enables us to meet the growing global demand for innovative, high-quality and affordable therapies. Numerous research projects and studies are carried out in our business segments. In this way, we investigate and develop new treatment standards, improve current standards, e. g., by studying side effects by biological sex or age group, and facilitate best practice exchange between our healthcare professionals. Further, in our hospitals in Spain and Germany, various approval studies for pharmaceuticals are conducted. We report on our clinical study management in the Innovation chapter from page 132 onwards.

Our range of products and services includes the services of a comprehensive network of hospitals, post-acute care solutions – such as rehabilitation – and high-quality drugs and medical products. We also embrace digitalization and develop advanced therapies, and measures designed to expand primary care in emerging and developed countries.

OUR GOALS AND AMBITIONS

Our products are often used to treat people with serious or chronic diseases. Our task is to ensure the **safety** and **quality** of our products and services and to meet the highest safety and quality standards for all processes and therapies. In 2023, we treated nearly 26 million patients at our hospitals, of which more than 23 million were outpatients and more than 2 million were inpatients. We achieved our quality targets. Further details can be found on page 118 in the Patient and product safety section.

We want to simplify access to healthcare and medicine through, for example, digital processes and applications. In this way, we aim to reduce long waiting times for appointments in our facilities. Fresenius Helios in Spain, for example, is pursuing the ambition of providing 70% of patients with an initial consultation within seven days. In the reporting year, we surpassed this goal with a rate of 78%. In addition, more patients are to be treated in less time in future. In order to achieve this, Helios Spain places diagnostic examinations before medical consultations whenever possible. Further details can be found on page 137 in the Digital transformation chapter.

All people should be able to benefit from our healthcare services – and not experience any disadvantage due to a lack of financial resources or their geographical location. The goal of our healthcare services market segment is therefore to improve access to medical care, for example, by expanding the medical infrastructure and collaborating with organizations and initiatives.

OUR APPROACH

Fresenius' long-term goal is to further develop its position as one of the leading international providers of healthcare products and services. In recent years, we have expanded our company along our value chain – increasing the global availability of our products and services. The #FutureFresenius transformation was launched in February 2023 with the aim of positioning the company with a clear focus for future growth.

With our comprehensive range of products, which also includes generics and biosimilars, we provide access to modern, high-quality, and affordable therapies for patients. Generics and biosimilars are cost-effective alternatives to originator drugs. They help to lower the price of treatments

and thus reduce the burden on healthcare systems. To promote accessibility and affordability of healthcare products in a resilient way, we support various programs and work together with other companies in industry associations.

As many people as possible worldwide should have the chance to participate in this progress. We therefore want to help make access to health services more equitable worldwide and support the development of stable health systems. This means we want to make treatment and health education available to everyone who needs them, irrespective of age, income, race or ethnicity, or education. This ambition is particularly reflected in our commitment to society. In January 2024, Fresenius signed the **Zero Health Gaps Pledge** to promote equal opportunities in healthcare. Further information can be found in the chapter Strategy and management on page 110.

Among others, we cooperate with international organizations such as Médecins Sans Frontières (Doctors without Borders). A collaboration with Friedensdorf International, for example, makes it possible for Helios Germany to treat children from crisis regions free of charge in its clinics. In 2023, more than 40 children benefited from this engagement in our German hospitals and received either inpatient or outpatient treatment.

Ensuring the availability of our products and access to our services is an important concern for us, including beyond crisis areas: avoiding bottlenecks in the supply of important medications is also a priority. This also includes our own facilities.

Integrated healthcare concepts

In recent years, healthcare providers, regulatory authorities, and insurance companies around the world have been working to improve treatment outcomes for patients while simultaneously reducing healthcare costs. This benefits- and results-oriented concept is known as value-based healthcare.

This scientific approach confirms our long-standing strategy: systematic establishment of regional care clusters and interdisciplinary knowledge sharing among experts, from which all hospitals in our network can benefit. Patients should benefit from the focus on technological advances, innovative treatment options, and our investments in high-level healthcare infrastructure and technical equipment. With this approach, we want to help to tackle the increasing cost pressure for insurers and relieve the burden on healthcare systems.

We firmly believe that combining healthcare facilities, known as **cluster formation**, can prove beneficial both for the quality of healthcare and when it comes to the potential for reducing costs. In the hospital sector, one of the ways we are pursuing this approach is through our choice of acquisitions in recent years. The aim with these choices is to link together the special care offerings of the individual hospitals, and to jointly improve quality, e. g., in oncology care or stroke treatment, through cluster conferences. This type of networking makes it possible to offer expensive and labor-intensive treatments within a hospital cluster without having to provide them at every location.

Helios Germany, for example, supports certain projects that involve deploying multidisciplinary teams following surgical interventions in order to help speed up and improve patients' recovery. One focus is on rapid mobilization after operations. This includes, for example, the Ortho-Campus model, in which surgery and rehabilitation are brought closer together. Further examples include Helios Germany's Enhanced Recovery After Surgery (ERAS) initiatives and the certification of endoprosthetic centers in accordance with the ENDO-Klinik standards.

Another consequence of demographic change is the shortage of skilled workers. The ageing of society requires extensive, longer-lasting medical care for the population. This poses major challenges for the limited resources on the market for medical professionals.

In order to counter the specific effects on healthcare, Helios Spain is pursuing the goal of significantly optimizing care processes. For example, the structured medical information already obtained with the help of digitalized processes is to be linked to a newly generated healthcare model. This should give doctors more capacity to provide valuable care to an increasing number of patients. Further details can be found on pages 137 ff. in the Digital transformation chapter.

PATIENT SUPPORT IN CRISIS AND EMERGENCY SITUATIONS

As a healthcare Group, we have to be crisis-proof in all areas and respond flexibly to unforeseeable challenges: it is our task to provide patients with unrestricted access to our services and seamless care even under difficult conditions. To ensure this, we have established high-performance and resilient emergency systems and programs in our business segments.

Crisis situations are unforeseen events that may have an impact on the company or society, for example. In the healthcare products market segment, we have a **crisis team for emergency situations** that is summoned immediately after an event that could lead to a crisis. The crisis team comprises members of the Fresenius Kabi Management Board, key staff units, and other relevant functions of the business segment. It coordinates the activities to maintain business operations and monitors the measures specifically defined and initiated to deal with a crisis. Members of the crisis team and representatives of the business units are also responsible for coordinating product donations if these are requested by affected countries, e. g., in the event of a natural disaster or war.

Fresenius Kabi has a long-standing partnership with action medeor e. V. This non-governmental organization transports our product donations to crisis areas and delivers them on-site. In the reporting year, one truck with vital medical supplies drove to Syria to support the medical treatment and care for patients after the earthquake in February 2023.

In the healthcare services market segment, there are legal requirements for how care is to be organized in the event of an emergency. Accordingly, we have dedicated emergency plans to respond immediately to incidents that might be critical for patients. They encompass, among other aspects, evacuation plans, emergency systems in case of interruption of power or water supply, and plans to respond to impacts on local infrastructure, e. g., due to flooding. Emergency power generators ensure that operations or vital therapies, such as artificial respiration, can continue even in the event of a power failure.

PATIENT AND PRODUCT SAFETY

The safety of our patients is our priority, and it plays a central role in our management approaches. Patient safety and the unrestricted operation of healthcare facilities can be at risk from various factors. For example, disruptions in the process flow, such as natural disasters or technical failure, pose a risk to patients and the healthcare facilities. In addition, there are operational risks, for example potential hygiene deficiencies, that could jeopardize product safety and the health of patients. We counter these risks through structured processes, training, and quality management systems, among other things, and work to continuously improve patient and product safety. Transparent information for the public is also part of our safety and quality commitment. The potential consequences that non-financial risks can have for Fresenius are described in our Opportunities and Risk Report on page 87 onwards.

In the following, we explain our approach to patient and product safety. In addition, this section covers specific information from the market segments healthcare products (Fresenius Kabi) and healthcare services (Fresenius Helios and Fresenius Vamed).

OUR GOALS AND AMBITIONS

The application of the highest possible quality and safety standards, the effectiveness of products and service offerings, and adherence to regulatory assessment and compliance requirements are essential prerequisites to support our ambition: to secure long-term corporate success and enable the care of patients. To achieve this, we set ourselves specific targets in the business segments.

These targets are part of the short-term variable compensation of the Management Board. Further information can be found in this chapter as well as in the Compensation Report in the Annual Report 2023, pages 222 ff.

OUR APPROACH

At Fresenius, our aspiration is to provide patients with the best possible care. Therefore, we offer medical treatments and products that meet our strict requirements for quality and safety. It is essential for the safety and well-being of our patients that we appropriately label our products, describe our services in a transparent manner, and provide all relevant information to patients or their relatives in our healthcare facilities. For healthcare professionals, relevant information on pharmaceutical products or medical equipment is provided through dedicated communication channels, for example websites, and trained experts from our business segments. Training also encompasses acting with integrity and responsibility with third parties, if required for an individual function or an area of responsibility.

Organization and responsibilities

Within the Group Management Board, the Board member responsible for Legal, Compliance, Risk Management, ESG, Human Resources and for the business segment Fresenius Vamed steers strategic Group-wide provisions within his responsibilities. The Chief Executive Officers (CEOs) of the business segments are responsible for operational management. The responsibility for patient and product safety or quality management and quality assurance, respectively, is regulated by the respective Management Board committees or managements, e. g., via a business allocation plan. The business allocation plan of the Group Management Board does not provide for a separate department for this purpose. As part of **risk reporting**, the Group Management Board is informed quarterly. The effectiveness of the quality management systems is discussed, if risks were identified or incidents occurred that could have a significant impact on the operating business, the reputation, or the value chain of the Group and its business segments. The Audit Committee of the Supervisory Board is informed about developments on a half-year basis, the Supervisory Board on an annual basis. For further information, please refer to the Opportunities and Risk Report on page 87 onwards and to the Compliance section on page 169 onwards.

In the business segments, employees must ensure that the applicable quality and safety regulations are always applied in their areas of responsibility. The employees in the production facilities, outpatient centers, and hospitals have a special obligation to exercise due care. The organizational structures and controls are adapted to the requirements of the individual business segments.

In the area of quality management, we monitor, manage, and improve processes with the support of performance indicators. Our quality management systems meet and are based on various standards or are adapted to them, because the requirements differ for healthcare facilities and for the development, production, and distribution of pharmaceuticals or even medical-technical products. We use different applications, such as externally provided IT systems or self-developed applications, to support our quality management systems.

PATIENT AND PRODUCT SAFETY GOALS

	Timeframe	Status 2023[1]	Further information
Audit & Inspection Score: 2.3 or better	2023	1.9	Pages 122 f.
Quality Indicator Achievement Rate:	2023		Page 126 f.
G-IQI (Germany, German Inpatient Quality Indicators): 88% E-IQI (Spain, España Inpatient Quality Indicators): 55%		G-IQI: 88.7% E-IQI: 76.7%	
Patient Satisfaction: 1.65 or better	2023	1.56	Page 131

[1] The KPIs as part of the short-term variable remuneration (STI) of the Management Board are audited with reasonable assurance, as explained on pages 201 ff. in the independent practitioner´s report.

Training courses for our employees, which are an essential part of guaranteeing the safety of our patients, interacting respectfully with them, and the safety of our products, are an important component of our quality management systems. Further information on employee training can be found in the Employees chapter under Employee development on page 150 onwards.

Product developments or their improvements are explained in the Research and development section of the Group Management Report on pages 42 ff. and the Innovation chapter starting on page 132.

Guidelines and regulations

We comply with the applicable laws within quality management. Internationally applicable frameworks are particularly important for **product quality** at our production sites and distribution centers and subsequently also for **product safety**. We assess the effectiveness of our management systems based on key performance indicators (KPIs) which are explained on pages 121 ff.

In our clinics and healthcare facilities, we apply internationally recognized standards from the hospital sector and local regulatory requirements and laws for the outpatient and inpatient care of patients, e. g., the Fifth Book of the Social Code (SGB V) in Germany, which regulates basic requirements for quality assurance. We measure the **quality of patient care**, **patient safety** and, **patient satisfaction** with various indicators. In addition, **hygiene provisions** in our healthcare facilities are monitored based on specific parameters.

Depending on the business area and market, we are subject to further specific regulatory requirements and standards. This includes legislation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), the Restriction of Hazardous Substances (RoHS), and the Medical Device Regulation (MDR), among other standards. In addition, we have to adhere to regulations that specify products used in patient treatments, e. g., product safety provisions with regard to hazardous materials in single-use products in hospitals.

In addition, the business segments follow their own guidelines, which contain concrete instructions for specific processes. Responsible marketing, advertising, and sales in our product segments are controlled via internal guidelines and external regulatory provisions applicable to healthcare companies. For our healthcare services business, ethical marketing regulation applies based on regulatory provisions regarding reimbursement schemes by healthcare authorities and insurance providers. These provisions are also incorporated into our compliance guidelines in our business segments. Information on this is provided in the Compliance section on pages 169 ff. and our Opportunities and Risk Report on pages 87 ff.

Our commitment to patients' health and well-being is reviewed and certified by external partners or regulatory bodies. We are continuously expanding the number of sites certified to ISO 9001 standard, applicable internationally acknowledged care or hospital standards, or quality standards provided for centers of expertise for certain areas of treatment. All new hospitals are subject to this certification process in the year following their opening or takeover. In Spain, 94% of hospitals were certified according to ISO 9001 in the reporting year. Further clinics have also implemented reporting in accordance with this standard.

Not all locations have the same scope of certifications, as the coverage at business segment level depends on the standards or specifications to be applied. However, at the very least they adhere to internal quality standards, which

consider the applicable regulatory provisions. In addition to the standards of the International Organization for Standardization (ISO), we use the following quality principles or standards, among others:

- the methodology of the Initiative for Quality Medicine (IQM), the model of the European Foundation for Quality Management (EFQM), the standards of the Joint Commission International (JCI), and the Spanish Association for Standardisation UNE, for **healthcare facilities**, and
- Good Manufacturing Practice (GMP), current Good Manufacturing Practice (cGMP), Good Distribution Practice (GDP), Guideline on Good Pharmacovigilance Practices (GVP), MDR, the Code of Federal Regulations (CFR) of the U.S. Food and Drug Administration (FDA), and
- the ISO 13485 quality management standard for medical devices in our **production business**.

CERTIFICATION OVERVIEW

Certification or standard, in %	Coverage[1]
External standards	99
Thereof ISO 9001 / ISO 13485	97
Thereof IQM (healthcare services, Germany)	100
Regulatory requirements (e.g., national law)	100
Internal standards or policies	100

[1] Coverage applies to entities already certified or for which a certification is planned, depending on the applicability of standards or policies. The certification issuance from the individual certification companies may extend into the following year.

GOALS OF FRESENIUS KABI

	Timeframe	Status	Further information
Benefit-risk ratio surveillance of our products:	Ongoing	Goals for 2023 partially achieved	Page 123
Compliance rates of 100% based on quality-related reporting:			
Individual Case Safety Reports			
Reporting of periodic safety reports			
Transmission of vigilance data			

The Fresenius Group quality management approach is controlled by internal specialists or dedicated functions within the business segments. Relevant data is reviewed regularly, in some cases daily. If deviations occur, our specialists initiate root cause analyses or **peer reviews**; they evaluate deviations and, if necessary, determine corrective or preventive actions. Regular internal **audits and self-inspections** – at least annually – as well as **external reviews and audits**, support data verification and management approaches, for certified and non-certified entities. In this way, we ensure that patient health activities comply with internal guidelines and regulatory provisions. The overarching ambition is to enhance the efficiency and coverage of our quality management systems and, ultimately, the credibility of the procedures and systems in place.

HEALTHCARE PRODUCTS MARKET SEGMENT: FRESENIUS KABI

Goals and ambitions

An important goal of the quality management at Fresenius Kabi is to monitor the applicability, efficacy, and safety of products and services, as well as the success of therapies, and their continuous improvement. To ensure this, the company has established an integrated quality management system, a monitoring and reporting system, and product risk management.

Organization and responsibilities

Since December 2023, the central function Quality Management reports directly to the member of the extended leadership team of Fresenius Kabi (Executive Leadership Team – ELT), which is responsible for the function Technical Operations & Quality. This function defines overarching standards and requirements for the business segment's

quality management. Further quality assurance functions are defined throughout the business segment to ensure adherence and compliance with the business-segment-wide standards and requirements.

Guidelines and regulations

Fresenius Kabi's quality management system is organized in accordance with the ISO 9001 standard and is binding for all organizations of the business segment. Compliance with the standard is reviewed by TÜV SÜD in annual audits at a global level and covers 123 Fresenius Kabi organizations through a matrix certification; one further organization holds a local ISO 9001 certificate. In addition, numerous manufacturing plants have supplementary certifications, such as ISO 13485 for medical devices, a food safety management system according to ISO 22000, or GMP in general for pharmaceuticals.

QUALITY STANDARDS FRESENIUS KABI

Quality standard	ISO 9001	ISO 13485	GMP/ cGMP
Number of certified entities	124	26	46
Number of certified entities, in %[1]	98	100	100

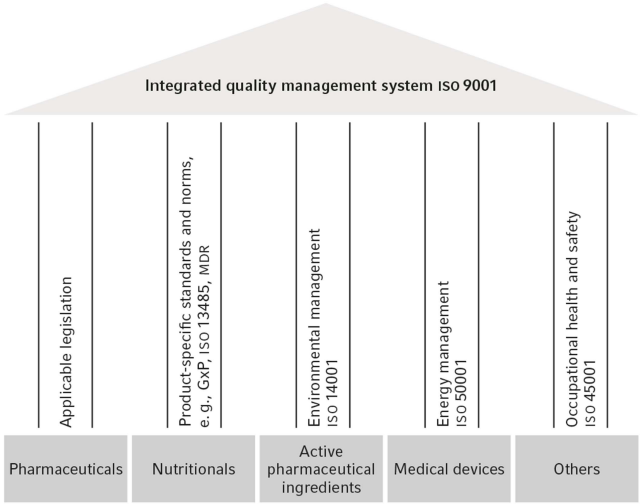
[1] Coverage target 100% of relevant entities, variation due to organizational changes, e. g., opening, closing of locations; % coverage subject based on entities for which the standard is of relevance.

Fresenius Kabi regularly conducts internal quality audits to ensure the effectiveness of the quality management system and compliance with internal and external standards and requirements. Suppliers are subject to a qualification process based on the relevance of the delivered material or service. Also, the supplier's qualification and their recertification are audited every three to five years. Inspections by regulatory authorities and audits by independent organizations are performed along the value chain at Fresenius Kabi. Fresenius Kabi promptly takes steps to deal with any weaknesses or deficiencies discovered during inspections.

In 2023, Fresenius Kabi performed 58 **internal audits**. The **external audits and inspections** in the reporting year amounted to 111 (2022: 87), of which 22 were regarding GMP by the FDA, the Australian Therapeutic Goods Administration (TGA), Health Canada, and European pharmaceutical authorities, and 15 were regarding the Quality Management System audits from TÜV SÜD (notified body for ISO 9001).

Based on the respective deviations, an **audit and inspection score** is calculated by Fresenius Kabi. The score is calculated by addition of the number of critical and major observations identified during GMP inspections by the authorities mentioned above and the number of non-conformities identified during TÜV SÜD ISO 9001 audits, divided by the overall number of these inspections and audits. Critical observations or deviations, if any, or certification status withdrawal are weighted with a defined multiplier. The score shows the average number of major deviations identified during the inspections and audits considered.

INTEGRATED QUALITY MANAGEMENT FRESENIUS KABI



The **audit and inspection score**[1] was 1.9[2] in 2023 (2022: 2.3). Observations have been and will continue to be addressed by corrective and preventive actions (CAPAs) and effectiveness checks have been and will continue to be defined. The observations neither impacted the GMP certification nor the ISO 9001 certificate.

In 2023, no events with a material adverse impact were recorded that conflict with our aforementioned quality management goals.

AUDITS AND INSPECTIONS

	2023	2022	2021
Audit and inspection score[1]	**1.9[2]**	2.3	1.9
Internal audits	**58**	45	58
External audits and inspections	**111**	87	94

Monitoring and reporting systems

The monitoring of adverse reactions or events (side effects) associated with the use of medicinal products is referred to as **pharmacovigilance** (drug safety). The statutory pharmacovigilance commitments relate to our medicinal products for human use. Similar regulations exist for medical devices. Fresenius Kabi has established various standard operating procedures for the continuous monitoring of the benefit-risk ratio of its products and assesses their successful implementation based on specific indicators. The companies vigilance activities are designed to ensure the safety of its products: in this way, the company can identify any changes in the benefit-risk ratio of its products at an early stage and react in a timely manner. Fresenius Kabi's Corporate Safety Officers are responsible for the global vigilance system. These functions help to ensure that the company can respond quickly to safety-relevant events. Fresenius Kabi promptly informs its customers and the public about matters or measures concerning product and patient safety; this may be done directly or through appropriate public channels, if applicable.

These early-warning systems are designed in such a way that trained complaints and safety officers worldwide record complaints and side effects in IT systems and forward the respective information to experts for review.

Fresenius Kabi collects and assesses reports about individual **side effects** and reports them to health authorities worldwide in accordance with regulatory requirements. The business segment aims to submit all safety reports in accordance with the applicable regulations and therefore strives to report 100% of the Individual Case Safety Reports (ICSRs) to the authorities in time.

In addition, Fresenius Kabi regularly evaluates the **benefit-risk ratio** of its products based on safety-related information from various sources (e. g., adverse event reports, medical literature). The results of these analyses are submitted to authorities as periodic safety reports. Fresenius Kabi aims to submit all periodic safety reports worldwide to authorities in due time. In 2023, the benefit-risk ratio of all pharmaceutical products remained unchanged.

According to regulatory requirements, Fresenius Kabi, as a pharmaceutical company, is obliged to describe its vigilance system in a Pharmacovigilance System Master File (PSMF). Fresenius Kabi uses a global database to collect and evaluate **vigilance data** on a quarterly basis from all local marketing and sales units for the PSMF. The goal is to receive timely data from all marketing and sales units worldwide.

COMPLIANCE RATES QUALITY

in %	**2023**	2022
Side effects: Individual Case Safety Reports reported in time (globally)	**99.9**	99.3
Benefit-risk ratio: in-time transmission of periodic safety reports (globally)	**99.1**	100
Internal in time transmission of vigilance data	**100**	100

[1] The calculation of the audit and inspection indicator takes into account all audits and inspections carried out in the reporting year for which information on deviations is available by the end of January of the following year.
[2] The KPI as part of the short-term variable remuneration (STI) of the Management Board is audited with reasonable assurance, as explained in the independent practitioner´s report starting on page 201.

In addition to the timely evaluation and reporting of single side effects to authorities, cumulative evaluations on side effects are carried out to guarantee the safety of the products (signal detection). These include important events, e. g., reports about side effects with a fatal outcome, to evaluate if new information is available about a known side effect profile or a new side effect of a product leading to a changed benefit-risk profile. No such information became known for the business segment's products in the reporting year.

In the reporting year 2023, Fresenius Kabi accomplished very good compliance ratios for the quality-related reporting. In cases where targets were not achieved, measures were internally initiated to ensure that a timely submission of reports will be conducted in future.

Product risk management

Globally responsible safety officers react promptly when Fresenius Kabi becomes aware of potential quality-related issues. They initiate and coordinate necessary actions worldwide, such as product recalls. With its **early-warning system**, Fresenius Kabi evaluates any quality-related information from various risk areas to identify risks early and take corrective and preventive actions. Information is obtained from databases for complaints and side effects, internal and external audits, and from key performance indicators used for internal control and optimization of quality processes. With these systems, Fresenius Kabi evaluates the safety profile of its products at a global level.

We ensure through internal procedures that we can react promptly and adequately, if new adverse drug reactions are identified for one of Fresenius Kabi's products. These new side effects are communicated to healthcare professionals via a specified format called a Dear Health Care Professional Letter in a timely manner. We thus help to ensure that patients are treated with products that meet our safety standards. In the reporting year, the benefit-risk ratio of no product changed due to new side effects.

COMMUNICATION OF NEW SIDE EFFECTS

	2023	2022
Number of communications to healthcare professionals regarding new adverse reactions to a product	**1**	1

Labeling and product information

Fresenius Kabi's products are classified, e. g., as pharmaceuticals, nutritional products, active pharmaceutical ingredients, or medical devices, based on global or national regulations and standards. The marketing of these products is subject to various laws and regulations to ensure complete and fact-based product information. Fresenius Kabi has a global policy and global standard operating procedures for its product information to ensure that it is in accordance with applicable laws and regulations and that the product information for correct use is clear, accurate, and not misleading.

The products of Fresenius Kabi are also subject to certain **labeling requirements**. The labeling of the products is checked regularly as part of the regulations and vigilance activities – e. g., compliance with laws relating to side effects of medicinal products – and updated if necessary. For example, product labeling is updated if competent authorities, e. g., the Pharmacovigilance Risk Assessment Committee (PRAC) of the European Medicines Agency (EMA), publish relevant information. The dedicated function at Fresenius Kabi uses an electronic management system for product labeling to manage the information necessary for labeling or printed packaging material and to ensure its correctness. The requirements of the European Falsified Medicines Directive or the U.S. Drug Supply Chain Security Act (DSCSA) lead the way in this context. Fresenius Kabi takes into account their specifications and has introduced appropriate processes for serialization, testing, and traceability for the relevant products. Further information on transparency in healthcare can be found in the Strategy and management chapter on page 111.

HEALTHCARE SERVICES MARKET SEGMENT: FRESENIUS HELIOS

Goals and ambitions

In our healthcare facilities, we focus on targets that consider quality of treatment and care, as well as patient satisfaction.

Besides quality of treatment, we also measure and control KPIs related to patient safety. Helios Germany has anchored the implementation of measures derived from liability cases in a focus target on patient safety for hospital management as well as chief physicians. This aims to promote the processing of patient-safety-related incidents and the development of preventive measures.

Helios sets company goals to measure the **quality of treatment** in its hospitals, using the España Inpatient Quality Indicator (E-IQI) methodology in Spain and the G-IQI methodology in Germany. These indicators are collected as metrics and are a quantitative measure that can be used to assess and evaluate medical quality. Each inpatient hospital treatment (inpatient case) is evaluated by making use of comparative measurements, with the benchmark being the German national average as calculated by the Federal Statistical Office or comparable national benchmarks in Spain. The target is in each case to be better than the national average for the respective indication. Further quality targets in our hospitals in Spain relate to **patient satisfaction** and are measured via the Net Promoter Score (NPS), among other methods.

In the reporting year 2022, Helios Spain updated its patient safety strategy for the period 2023 to 2026, which is fundamental to various objectives and their improvement. It was expanded from seven to eight strategic line topics. It thus covers the most important fields of action of Fresenius Helios in Spain and Latin America to ensure that high-quality care is provided in the hospitals and that patient safety is guaranteed. New targets are: patient safety and digitalization, qualification and safety of specialists, as well as patient safety in specific health processes (pregnancy, birth, and postpartum period; time-dependent pathologies; fragile patients). The objectives add strategic relevance to the measures and processes already established for all the hospitals we manage in Spain.

Organization and responsibilities

The business segment Fresenius Helios is managed by the holding company Helios Health. Due to the different national regulatory frameworks and standards as well as differences in the business models, the responsibility for patient and product safety lies with the management of the individual divisions. The structure of the management approaches of the divisions is regulated within the respective managements, for example via a business allocation plan.

The task of the **quality management steering committee** in Germany is to coordinate the central steering processes of medical quality management and patient safety measures on a quarterly basis. Also on a quarterly basis, the medical management committees of the hospitals evaluate all reportable key figures together with the medical consultants. Reporting meetings are subsequently held with the steering committee on those facilities which report deviations such as suspicious quality indicators or reported cases relating to patient safety, in order to determine measures that still need to be implemented during the course of the year. These range from peer reviews at the hospital level, for example, to location-wide quality management measures at the corporate level, if necessary.

The leading physicians in their respective fields come together to form the total of 30 Helios **specialist groups**. They ensure that the knowledge of their medical specialty is anchored in all hospitals and represent this internally and externally. They also advise and decide on the introduction of standard processes, the selection of medical products, sensible innovations, and on campaigns. Furthermore, they discuss results from clinical trials and derive possible changes in treatment approaches from them.

The **Chief Medical Officer** (CMO) function at Helios Spain is responsible for the coordination of patient care and safety, as well as research. The function is supported by the Corporate Operations department, whose focus is on improving therapies and other healthcare offerings, as well as developing and marketing digital applications in the outpatient sector.

The CMO is also responsible for defining annual targets in the area of quality, as well as patient safety and satisfaction. These targets are included in the contracts both for directly employed doctors as well as contract doctors. As part

of the annual performance evaluation, the responsible managers at Helios Spain assess whether and how the targets have been achieved.

Furthermore, the Corporate Risk Unit in Spain has been created to improve risk management within the Spanish clinic group. Measures are implemented and monitored by the **Corporate Patient Safety Committee**. It is responsible for implementing the central strategy for patient safety, which is supported by the aforementioned targets.

The medical departments of Helios Germany and Helios Spain exchange ideas and information on specific topics. For example, the German hospitals benefit from Helios Spain's very close networking of outpatient and inpatient care, and can take advantage of this experience.

The CMO of Helios Health also coordinates synergy projects between the divisions in this area, as well as in the fields of medical quality and research.

Guidelines and regulations

In Germany, we had been engaged in the development of a quality management system in recent years with the aim of creating transparency regarding the quality of treatment results in the clinics and making them comparable. In 2008, Helios clinics joined forces with 14 other hospital operators to form the Initiative Qualitätsmedizin (IQM – Initiative for Quality Medicine). IQM is now the largest voluntary quality initiative in the German healthcare system.

Helios Germany applies the IQM management system and the related G-IQI in all German clinics. Newly acquired entities are integrated into this management system from the start of the acquisition. Further certifications encompass acknowledgment as centers of medical expertise, e. g., for oncology, diabetes, endoprosthetics, or other areas.

All hospitals and centers of **Helios Spain** are certified according to the ISO 9001 standard. They are also certified according to the Spanish Association for Standardization UNE, (e. g., for surveillance, prevention, and control of infections as well as for patient safety) or according to other standards recognized in the hospital sector (e. g., according to JCI and the EFQM model).

QUALITY STANDARDS FRESENIUS HELIOS

	ISO 9001	IQM
Number of certified entities	49	86
Number of certified entities, in %[1]	94	100

[1] % coverage based on entities for which the standard is of relevance. ISO 9001 applies to Spain only. IQM applies to Germany only.

Moreover, Helios Spain received the Gold Seal of the Joint Commission International Enterprise in 2022. This makes the company the first private hospital group in the world and the first operator of healthcare facilities in Europe to receive this award. In October 2023, Helios Spain's certification was presented as best practice at the JCI Global Leadership Summit.

Treatment quality

The quality management system at Helios Germany is based on administrative data (routine data) from patient treatments. The hospitals document each treatment step for later billing with the health insurance companies. This routine data shows whether the healing process took longer than expected, and whether complications or even a death occurred. It also indicates whether a treatment took a normal course or if mistakes were made. Mistakes are then reviewed in peer reviews, for more information, please refer to page 127. In addition, patients can access the publicly available information how often certain treatments are performed, among other things. This gives them important information on the doctors' experience and routine and helps them to make their own decisions about their treatment.

Each clinic and each department receives a monthly report on the results of medical treatment quality. In this way, key quality parameters can continuously be monitored and, if necessary, countermeasures can be taken at an early stage. This data illustrates how the hospitals perform compared to the national average, to other Helios hospitals, or to IQM member hospitals.

NUMBER OF PATIENTS

in millions	**2023**	2022	2021
Germany	**5.5**	5.5	5.4
Thereof inpatient	**1.2**	1.1	1.0
Thereof outpatient	**4.3**	4.4	4.4
Spain	**20.3**	19.4	17.1
Thereof inpatient	**1.2**	1.1	1.0
Thereof outpatient	**19.1**	18.3	16.1

In 2023, the number of patients in Germany remained at the previous year's level. In Spain, the number increased by around 5% in the outpatient sector and by more than 5% in the inpatient sector.

Considering the individual G-IQI results of the clinics in Germany, 88.7%[1] of the targets were achieved (2022: 87.0%). Around 21% of the clinics achieved a rate of 100%, a further 40% achieved a rate of 90% or betterIn Spain, 23 targets were achieved.In Spain, a target rate of 55.1% was achieved, based on the 45 total targets set.

HELIOS QUALITY INDICATORS

	2023	2022	2021
Germany, G-IQI targets	**2,099**	2,223	2,228
Thereof achieved	**1,862**	1,933	1,935
Targets achieved, in %	**88.7**[1]	87.0	86.8
Spain, E-IQI targets	**45**[3]	45	45
Thereof achieved	**23**	26[2]	28[2]
Targets achieved, in %	**76.7**[1,3]	60.0[2]	62.2[2]

Peer reviews

Fresenius Helios analyzes the cases – including treatments and medical routines – in hospitals that fail to meet individual quality targets, in order to identify and implement improvements. Particularly important are the specific audit procedures in the medical and nursing sectors, and the peer reviews – expert discussions of cases. In Germany, trained physicians from the hospitals of Helios Germany and from the IQM network in particular cooperate in the peer review, and question statistical abnormalities. Their insights are translated into concrete recommendations for action in the hospital with the aim of increasing patient safety.

PEER REVIEWS

	2023	2022	2021
Germany	**22**	9	7
Spain	**1**	4	4

Patient safety and reporting systems

Fresenius Helios uses a reporting and learning system for critical events and near-misses of patients in all hospitals in Germany and Spain (Critical Incident Reporting System – CIRS). This is anonymous, can be used in all areas of a hospital site, and primarily serves the preventive protection of both patients and employees. Based on the information collected via the reporting system, potential errors in processes and workflows can be identified. Measures for improvement can be derived accordingly. In addition, one clinic at a time is subject to a safety inspection every quarter. In this way, risks relevant for the overall division are identified and can be avoided.

PATIENT SAFETY REPORTS

	2023	2022	2021
CIRS reports	**12,442**	12,066	9,055
Thereof Germany	**955**	767	547
Thereof Spain[1]	**11,487**	11,299	8,508

[1] All types of incidents are recorded via the Helios Spain reporting system, i. e., both risks and near misses as well as sentinel events.

Furthermore, a dedicated system is used to regularly measure patient safety at its hospitals. Fresenius Helios also has an obligation to report certain incidents of harm, which are categorized using **Patient Safety Indicators (PSI)**. These include both internationally established and Helios' own patient safety indicators. Examples of such reporting cases are mix-ups during an operation or unintentionally left foreign objects.

An important part of Fresenius Helios **error management** is the recording of allegations of treatment errors, justified or unjustified. These allegations include, to varying degrees, all specialties and all stages of treatment, from patient information, diagnostics, surgery, and therapy to aftercare. In our hospitals, we actively encourage reporting incidents, including dangerous or unsafe conditions and near misses, as a way of promoting patient safety. Helios Spain uses an online reporting system for all types of incidents, from near misses to sentinel events. Based on the definition from JCI, these are serious patient safety events that result in death, permanent harm, or severe temporary harm. The system is accessible for all healthcare professionals and hospital employees. The reported events are analyzed at least quarterly by each hospital Patient Safety Commission. Trends and causes are identified in order to

[1] The KPIs as part of the short-term variable remuneration (STI) of the Management Board are audited with reasonable assurance, as explained on pages 201 ff. in the independent practitioner´s report.
[2] Not audited.
[3] The calculation of the success rate for the compensation is based on 30 of the overall 45 targets.

implement the necessary improvements. This analysis is also recorded in the reporting system, and feedback is provided to the notifier. In 2023, a total of 11,487 incidents[1] were reported (2022: 11,299). In addition, there were 17 of what are known as never events in the reporting year, which have a negative impact on the corporate goal of zero never events. These are easily preventable adverse events that can lead to particularly serious harm to patients. They include patient and lateral mix-ups, or foreign bodies left in the body after operations.

Clinical alerts are also an important tool used by the Medical Directorate of Helios Spain to prevent patient safety incidents. These are designed to inform hospitals of important information related to adverse events and the implementation of timely interventions. In 2023, four clinical alerts were sent to hospitals.

In Spain, we also worked intensively on the implementation of measures resulting from liability cases and reported incidents where there was room for improvement from a clinical practice and safety perspective. The aim is to promote the introduction of preventive measures in all hospitals in order to avoid the recurrence of such incidents. In this context, the Medical Directorate of Helios Spain organized sevenmeetings on patient safety and risk management in 2023 to share experiences. There is also a Corporate Medical Claims Committee that meets quarterly to analyze high-impact claims together with the medical directors of the hospitals involved.

Hygiene management in hospitals

Hygiene management focuses on close monitoring of infections and pathogens, regular hygiene training for hospital staff, for example on correct hand disinfection, monitoring antibiotic consumption, and training physicians as **antibiotic stewardship (ABS) specialists**. The implementation of and compliance with hospital hygiene measures in the clinics is accompanied and monitored by our specially trained staff – e. g., hygiene specialist nurses, hospital hygienists, and hygiene officers.

Training

Helios Germany has three simulation and emergency facilities in Erfurt, Krefeld, and Hildesheim. Among other things, surgical procedures or crisis scenarios in the operating room are trained there. In addition, such training courses take place in the clinics directly. In the fields of emergency medicine, anesthesia, intensive care medicine, and obstetrics, decisions on the content and number of participants in the mandatory training courses are based on resolutions of the respective specialist groups.

In Spain, training is provided on patient safety, quality management, and on topics that are essential in hospital routine. In 2023, various patient safety and risk management sessions were conducted in the hospital network of Helios Spain, over 1,500 people were trained. Furthermore, Helios Spain offers several online training courses on patient safety. They are mandatory for new employees and for those whose work is directly related to care. The exchange of knowledge amongthe hospital network should be promoted through interhospital clinical training and meetings, which cover the field of gynecology and obstetrics.

Patient information

Fresenius Helios provides information within its hospitals to its patients and their relatives about the patient admission process, if needed, with the help of the treatment contract, as well as special information documents and privacy statements. The therapeutic objective is discussed during admission and discharge discussions with the treating physicians. Throughout a hospital stay, nurses are an important point of contact and mediator for patients, their relatives, and medical staff.

Fresenius Helios communicates general focus topics via an online magazine, social media, its website, and in its communication campaigns for interested parties. In addition, information events on specific medical topics are held in all hospitals (known as patient academies). Further details on transparency in healthcare can be found in the Strategy and management chapter on page 111.

[1] Data excluding public hospitals in Spain, which are legally required to report to the respective district authority.

Patient satisfaction measurement and grievance processes

The business segment uses the Helios Service Monitor to measure the satisfaction of inpatients in its German hospital locations once a week. Employees on-site conduct short interviews on care and service. The anonymized results can currently be viewed individually by each clinic in a daily, weekly, or monthly cycle. The respective management of the hospital and other authorized persons receive the monthly survey results to obtain a general picture of satisfaction and to be able to identify areas of criticism. In addition, Helios Germany publishes the results of patient surveys, further data on medical treatment quality, and hygiene figures on its corporate website www.helios-gesundheit.de, see the menu item "Qualität bei Helios" (German language only).

Typical points of criticism relate, for example, to food supply and cleaning, but also to issues such as communication between individual professional groups or departments. Statistically conspicuous results are examined by local management and measures are taken if necessary.

In Spain, Fresenius Helios uses the NPS to get specific feedback from patients who have been treated as inpatients, outpatients, or in emergencies. 48 hours after a hospital stay, an email is sent to patients asking if they would recommend the hospital and its services. The results are analyzed centrally and at a hospital level by type of treatment and treatment area. The goal is to continuously improve the NPS results.

SERVICE MONITOR GERMANY

	2023	2022[1]	2021[1]
Number of patients surveyed	**719,025**	739,660	713,382
Share of all patients treated, in %	**64**	70	70
Satisfaction, in %	**96**	96	96

[1] Not audited.

NET PROMOTER SCORE (NPS) SPAIN

	2023	2022	2021
Global NPS	**60.1**	56.3	49.9
Total reports	**818,485**	652,269	534,930

At the end of 2023, the growth of the NPS compared to the previous year was more than 5%, influenced by increases in the emergency departments.

HEALTHCARE SERVICES MARKET SEGMENT: FRESENIUS VAMED

In accordance with the Federal Association for Rehabilitation (Bundesarbeitsgemeinschaft für Rehabilitation e. V. – BAR) guidelines, Fresenius Vamed implements all relevant measures to increase patient safety at its post-acute care facilities – including patient surveys, complaint management, and regular internal audits of all segments. The company receives feedback on the quality of the structure, process, and outcomes from the insurers, e. g., as part of the quality assurance of the German pension insurance or the statutory health insurance providers. In all Fresenius Vamed healthcare facilities, patients receive relevant information material and patient training to ensure long-term treatment success. Reporting systems for complaints are also available in some healthcare facilities. In Fresenius Vamed's project business, the lead companies establish guidelines for all subsidiaries, which are reviewed in annual audits.

Goals and ambitions

Fresenius Vamed defines its quality goals annually with the aid of additional KPIs. The findings from complaint, case, and risk management are also incorporated. Target achievement, with special focus on the Patient Satisfaction KPI, is reviewed on a quarterly basis and is part of the short-term variable remuneration of the Group Management Board (short-term incentive – STI). A high satisfaction and recommendation rate is crucial to ensuring that patients return and new patients are acquired. Measuring patient satisfaction is also relevant for contracts with insurance providers.

Organization and responsibilities

Within the Management Board of Fresenius Vamed, the Management Board division responsible for the service business is responsible for patient and product safety.

In order to raise awareness of quality requirements among employees, Fresenius Vamed employs staff for quality and risk management. These employees report directly to management. Quality assurance officers carry out training courses, thus integrating all employees into the quality management systems of their facilities. The quality assurance officers can thus ensure that employees comply with their obligation to exercise due care. Fresenius Vamed informs its employees about its understanding of quality early in the initial training and introductory events. Guidelines are communicated in writing to the relevant divisions and departments and documented for them (e. g., via work instructions from the respective management).

The Vamed International Medical Board (IMB) ensures the exchange of information between Fresenius Vamed physicians from various countries. Within Fresenius Vamed, medical specialist groups and executive conferences coordinate on quality and safety.

Guidelines and regulations

Fresenius Vamed sets ethical standards through its mission statement as well as through its Code of Conduct, the Clinical Code of Conduct, and the Code of Conduct for Business Partners.

Fresenius Vamed's internal guidelines are based on regulatory requirements established throughout Europe, e. g., for rehabilitation. In care, Fresenius Vamed follows the renowned methodological concept of salutogenesis. In addition to the statutory requirements and the requirements of the insurers, Fresenius Vamed also adheres to international standards such as ISO and EFQM, expert standards, and medical guidelines. All internal guidelines are regularly reviewed and updated as necessary. Employees can obtain information on the guidelines via the intranet.

In addition, Fresenius Vamed has certified several healthcare facilities according to international standards such as JCI, ISO, or the German QMS-REHA (Qualitätsmanagementsystem der Deutschen Rentenversicherung Bund für Reha-Kliniken). The certifications form the basis for the continuous improvement of the processes at Fresenius Vamed.

In total, 100% of the entities of Fresenius Vamed are covered by an external quality standard, based on the various aforementioned applicable certifications and regulatory provisions.

QUALITY STANDARDS FRESENIUS VAMED

	ISO 9001	ISO 13485	JCI / Other
Number of certified entities	30	14	3
Number of certified entities, in %[1]	77	100	8

[1] % coverage based on entities for which the standard is of relevance.

To ensure adherence to quality standards, Fresenius Vamed performs regular internal audits as well as external recertifications. Quality management audits in accordance with ISO regulations are carried out once a year in the certified healthcare facilities as well as in other Fresenius Vamed facilities. Internal audits are carried out systematically and cover all business segments, and at a minimum, those topics that are required by the certified standards – e. g., all quality management processes. Besides ISO certifications, audits are also conducted by the external regulatory bodies, listed in the Patient and product safety section, under Guidelines and regulations on pages 120 f.

In addition, the findings on treatment quality are published, for example by Fresenius Vamed Germany on the website Qualitaetskliniken.de. This allows patients to find out about key quality parameters of the various clinics before they are admitted.

Hygiene management

Fresenius Vamed's hygiene standards in Germany are based on the recommendations of the Robert Koch Institute's Commission for Hospital Hygiene and Infection Prevention (KRINKO). These recommendations take into account all legal requirements for hygiene.

In the German facilities, the central Head of Hygiene coordinates the hygiene specialists and establishes overarching standards, together with the CMO. One of the most important hygiene measures is hand disinfection. Fresenius Vamed follows the guidelines of the World Health Organization (WHO) in this regard. Hygiene specialists, doctors, and nurses with special hygiene responsibilities implement hospital hygiene measures.

In Austria, the Federal Hospitals Act forms the basis for the management of hygiene plans, hygiene inspections, the use of hygiene specialists, and doctors with special hygiene responsibilities.

Measurement of patient satisfaction and grievance processes

Fresenius Vamed measures patient satisfaction in its healthcare facilities in a continuous and structured process. It is measured on a scale from 1 (very satisfied) to 5 (not satisfied). The evaluation is locally conducted on a weekly and a monthly basis, and consolidated on a quarterly basis. The company collects data, evaluates it internally, and implements appropriate measures, if necessary. Patient surveys are conducted either while the patient is in the clinic or after their rehabilitation. In this way, the facilities receive comprehensive feedback with regard to patient satisfaction.

In 2023, patient satisfaction was 1.56[1], which is well below the target of 1.65, which is an excellent result. The patients surveyed showed a high level of satisfaction. The overall ambition is to integrate the feedback process into the treatment plan as this provides patients with the opportunity to address feedback directly or raise questions, and thus improve the experience of patients in our healthcare facilities.

[1] The KPI as part of the short-term variable remuneration (STI) of the Management Board is audited with reasonable assurance, as explained on pages 201 ff. in the independent practitioner´s report.

INNOVATION

The Fresenius Group sees innovations as a driver for aligning products and services with the changing needs of patients, for consistently improving them, and for continuously adapting them to the respective market conditions. The aim is to offer patients high-quality, safe, and innovative products on a global basis.

We pursue an integrated approach to innovation: it takes place along our value chain on key topics. Innovation leads to:

- Improved access to healthcare
- Modernization and digitalization in healthcare
- Improving treatment options through research, telemedicine, and artificial intelligence

In this way, we aim to strengthen our position with a focus on innovation in the healthcare sector, recognizing the importance of the services of our employees they provide to society.

We increasingly focus on the opportunities offered by digital solutions. Through innovative, safe, and user-friendly products and systems, we can further improve the quality and efficiency of treatments.

In the following section, we describe our **goals and ambitions** with regard to innovation and research and development (R&D). In addition, this report covers the following topics:

- Product innovations
- Digital healthcare structures
- Innovative treatment concepts

OUR GOALS AND AMBITIONS

We strive for innovations in our existing products and care services as well as the development of new therapeutic approaches in the healthcare services and healthcare products market segments. In this way, we give patients access to innovative treatments.

In our daily dealings with patients and healthcare professionals, we are confronted with questions that arise from the use of products and devices or therapies. Successful clinical studies are the basis of our products and services because they guarantee safety and effectiveness. They drive development and implementation of innovative technologies and treatment concepts and can help us to find solutions to many challenges in the healthcare sector, adding value for customers and patients. The success of an innovation in medicine is measured by whether it prevails over the existing standard of care.

The Fresenius Group focuses its activities on expanding its competencies and develop new business areas to offer solutions, including digital ones, to the ever-new challenges faced by the healthcare sector. Many of our stakeholders, especially our patients and our employees, are directly affected by the changes resulting from the advance of digitalization. For more information see the Digital transformation chapter from page 137 onwards. Our R&D activities are closely linked to digitalization and are an integral part of our growth strategy. Our aim here is to develop innovative therapies and integrated healthcare services. However, we do not conduct fundamental research. Further information on our strategy can be found on pages 31 ff. of the Group Management Report.

OUR APPROACH

To drive innovation at Fresenius and simultaneously take into account each specific market's situation, we take different approaches in our business segments – from independent R&D strategies to active innovation management, as described in the Research and development chapter of our Group Management Report on page 42 onwards. In this context, we also involve external partners such as research institutions and start-ups. One of our priorities is developing innovative products that meet stringent requirements regarding both quality and affordability. In doing so, we are responding to the growing global demand for high-quality yet cost-effective products and outcome-based services. In the care of critically ill patients, there is increasing demand to provide transparency on treatment quality. We will also face rising demand for effective therapies alongside intelligent applications and medical engineering devices. Our product innovations are described in more detail on pages 43 ff. of the Group Management Report 2023. Risks that derive from product innovations or of not conducting innovation, are described on pages 87 ff. in the Opportunities and Risk Report.

Our products and therapies are designed to help promote human health. Benefits and risks must be carefully evaluated. Whether in registration studies or in clinical research projects, the Fresenius Group strives to create opportunities to improve the quality of treatments, especially in the area of acute illnesses and chronic diseases.

All new or improved products and services are subject to internal quality requirements as well as external regulations and legal requirements. In the case of digital developments, we pay particular attention to the requirements of the European Union's General Data Protection Regulation (EU-GDPR); for more information see the Data protection section from page 176 onwards. We also observe European directives for the medical technology sector such as the EU Medical Devices Regulation (MDR). We address potential risks such as hacker attacks on sensitive data and systems by implementing comprehensive cybersecurity concepts, as described in the Cybersecurity chapter on page 142 onwards.

ORGANIZATION AND RESPONSIBILITIES

Within the Group Management Board, the chairperson is responsible for the Group's strategy. The Chief Executive Officers (CEOs) of the business segments are responsible for operational management. The segments' respective Management Board committees design their respective management approaches and manage responsibilities for innovation and R&D, e.g., via business allocation plans. Within the Group function Corporate Development, the Technology & Innovation division is responsible for the strategic framework in which innovation takes place globally. Corporate Development reports to the chairperson on a daily basis and informs the Group Management Board via various internal committees. Those responsible for Corporate Development and the responsible business segments' managers align if required or on specific topics. In the context of Management Board meetings, the entire Group Management Board is informed monthly about relevant developments from the business segments, or receives resolutions for approval.

Interdepartmental committees take responsibility for Group-wide innovation projects. The Innovation Council, for example, develops and steers a joint innovation roadmap on the topic of Connected Hospitals. Representatives of Fresenius Kabi, Fresenius Helios, and Group Technology & Innovation work on integrating new digital possibilities into medical treatment concepts, further optimizing patient care in the process.

PRODUCT INNOVATION

In the healthcare products market segment, we are continuously working on expanding our product portfolio, e.g., in the field of biopharmaceuticals, clinical nutrition, and MedTech, as well as IV (intravenous) generics. Innovation is defined as new substances, devices, software, containers, or services, to be introduced on the market, reformulations of existing substances for a new market, or the registration and launch of established products in new countries.

In 2023, an agreement was signed with Virginia Oncology Associates (VOA) to further develop the innovative Ivenix Infusion System. VOA is an oncology and hematology practice group with multiple locations across the United States with more than 35 years of experience. VOA is part of the U.S. Oncology Network, a network of more than 1,200 independent physicians and more than 500 cancer treatment centers in the United States. This collaboration looks to integrate the Ivenix Infusion System into VOA's Electronic Medical Record (EMR). In the field of oncology, there is high demand for reminder functions related to safety checks and standards of care at the treatment site. Nurses are supported in their daily routine, e.g., by means of the interactive medication library system. This way, treatment risks can be reduced.

In 2023, Fresenius Kabi launched Tyenne®, the first approved tocilizumab biosimilar in the European Union. It is available in Europe for both subcutaneous and intravenous administration and designed for the treatment of various inflammatory and immune diseases.

In its core business of generic IV drugs and IV fluids, Fresenius Kabi has entered additional segments of its global addressable market, expanding its product portfolio in areas such as complex formulations, differentiated generics, contrast agents, and prefilled syringes, among others.

Clinical studies in pharmaceutical approval processes

In the healthcare products market segment, approval processes require support from trials due to official regulations. Depending on the specific requirements, approvals can encompass patient studies or animal trials.

As a producer, Fresenius Kabi conducts clinical studies by commissioning qualified external contract research organizations (CROs), as well as university scientific institutions and physicians. For existing products, further studies are conducted regarding patient safety and to gain new medical-scientific insights or comparative clinical studies with other products available on the market. The clinical studies commissioned by Fresenius Kabi are always carried out in accordance with strict legal requirements, including

guidelines from the International Council of Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH), Good Clinical Practice (GCP), requirements of relevant pharmaceutical regulatory authorities such as the U.S. Food and Drug Administration (FDA), the European Medicines Agency (EMA), as well as the Declaration of Helsinki, and the EU-GDPR. The primary goal is the protection of patients and the quality of the data obtained.

The Chief Medical Officer and the **Global Trial Committee**, an internal scientific expert committee, review, evaluate, and approve clinical trials before they begin. Responsibility for clinical study management is aligned with Fresenius Kabi's product groups and is anchored in the Management Board areas. Compliance with applicable regulations and guidelines prior to, during, and after clinical studies is ensured by a risk-based auditing program. Here, study participants' safety and the validity of study data are considered the most important criteria. No clinical trials are conducted without a positive vote by the responsible ethics committee and approval from the respective competent authority, where required.

Delegated CROs are audited by the Quality Assurance department to ensure that applicable regulations and standards are followed throughout the duration of the clinical studies; internal processes are also reviewed through audits. Each employee involved in clinical research receives regulatory training via online training courses to ensure a uniform understanding of GCP requirements. In addition, employees receive training on the procedures applicable to clinical studies at Fresenius Kabi.

When selecting study participants, Fresenius Kabi also takes diversity into account, e. g., with regard to the population group for which the product in question is intended. Fresenius Kabi does not conduct studies without a prior positive benefit-risk assessment. Furthermore, safety events occurring during a clinical study are constantly monitored and evaluated. Study participants are fully informed prior to the start of the study and are enrolled only with their consent. Internally, clinical studies are documented in a central database and the results are published in accordance with applicable regulations.

Fresenius Kabi's research and development activities are focused on biosimilars, clinical nutrition, and generic drugs that are already well-established in markets and consequently need no, less, or limited animal studies. These are conducted if required by national and international laws or regulations. Animal studies are only conducted according to respective animal welfare legislations. The business segment cooperates with professional non-clinical CROs or academic institutions that are accredited according to the standards of the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC) or a similar standard and follow the 3R principle (Reduce, Replace, Refine) regarding the use of laboratory animals. Moreover, non-clinical CROs are audited by the Fresenius Kabi Quality Assurance department and requalified every three to five years based on the underlying risk.

In 2023, Fresenius Kabi also underwent an inspection by the local regulatory authority. The focus was on a clinical study. In cases of non-compliances identified during these inspections, the business segment initiates or implements appropriate measures.

No critical events with a significant impact on the safety of study participants or compliance with the applicable requirements and standards became known at Fresenius Kabi in the reporting year.

In 2023, we started marketing of various new products, as explained on pages 43 ff. in the Group Management Report. If clinical studies were conducted for the approval of these products, those were designed according to the aforementioned criteria.

DIGITAL HEALTHCARE STRUCTURES

In our Spanish hospitals, the Casiopea project was launched in 2020 with the aim of implementing a system platform through which all processes can be digitally controlled centrally. A high level of digitalization has already been achieved in recent years, which is to be improved by further innovative applications. Potential additional training requirements will be assessed and implemented.

The overarching goals of Casiopea are:

- Standardize and digitize processes as comprehensively as possible
- Improve patient safety through digitally supported standard procedures
- Avoid those measures that do not add value to patients' well-being and can be replaced by digital alternatives
- Ensure comprehensive care for patients before and after hospitalization, supported by digital applications

Full project implementation is planned for the year 2024. Details of the digital processes already implemented can be found from page 139 onwards in the Digital transformation chapter.

Findings from the Casiopea project that can lead to an improvement in process quality for the German hospital sites are discussed. In the long term, findings can also contribute to the DigitalRadar. Further information can be found on page 139.

INNOVATIVE TREATMENT CONCEPTS

Innovative treatment concepts are key to our daily work in our clinics. The combination of clinical studies and knowledge gained through daily routines provides information on how established treatment schemes can be changed. These options are discussed with experts both from the medical departments and from care. We focus on oncology and cardiovascular diseases in our acute care hospitals, but health services research is also an important area. Improved treatment concepts can also result in lower mortality ratios, leading to better quality of treatment in our clinics.

We conduct clinical trials at many sites, partly in cooperation with CROs, for example, to determine how effective and safe medicines are and whether medical products are suitable for approval in accordance with internationally applicable ethical and scientific standards. In addition, clinical data is collected, analyzed, and published to evaluate new and already-approved technologies and treatments in everyday care. Based on a clear commitment to evidence-based medicine, the business segment encourages its employees to engage in scientific and technological research activities. The aim is for them to grow personally and use their insights to improve the well-being of patients.

Projects funded by public grants focus on the development of new forms of care and process plans (treatment pathways) for medical treatments. In cooperation with manufacturers, the focus is on testing new technologies in clinical application and thus assessing their benefit. Such clinical data on usage in day-to-day patient care is important for evaluating technologies and determining their market price (HTA – health technology assessment). Helios Germany also provides the Robert Koch Institute (RKI) with data on severe acute respiratory infections (ICOSARI) such as influenza virus and COVID-19 incidents.

The Helios Health Institute (HHI) is responsible for the central study audit. The HHI ensures that all regulatory requirements applicable to research activities, including contractual or data protection requirements, are met as part of the study review. This enables clinics to ensure that scientific, ethical, and legal requirements are met and that the project complies with applicable guidelines or quality standards. The respective **Group guideline on research** (Helios Konzernregelung Forschung) mandatorily provides that every research project, including all necessary documents, must be submitted to the HHI for review in order to protect its patients. With the final legal, regulatory and data protection assessment, a recommendation for the medical research project is made to the applicant and the management of Helios clinic.

HHI maintains a continuously developing quality management system, aiming for certification according to ISO 9001 in 2024, so that it can also operate externally as a CRO.

The **Helios Group regulation on research funding** further specifies the framework conditions within which Helios specifically promotes research projects that are conducted by its own employees and expected to have a high level of benefit for patients.

Departments or clinics have special certifications, e. g., as certified organ cancer centers or as oncology centers of the German Cancer Society. Certification is based, for example, on the quality of treatments or sufficient participation of patients in clinical trials. If an external sponsor

selects a Helios clinic for a study, audits are conducted in accordance with the sponsor's respective guidelines. Likewise, individual Helios clinics are inspected according to the respective selection procedures for gaining a license as a specialized center of the state authorities.

Conducting clinical studies is subject to strict requirements. These include the internal **Group guideline on research** as well as numerous external guidelines, national regulatory requirements, the Declaration of Helsinki issued by the World Medical Association, and the requirements of GCP. For both medical and non-medical staff conducting central study reviews, regular GCP training organized by HHI is mandatory.

Monitoring is ensured by audits as well as inspections by state, higher, and regulatory authorities. In case of complaints, appropriate corrective actions are initiated by the respective clinic and reported to the inspecting authority. In 2023, no external inspections and audits took place at HHI.

A prerequisite for any study to begin is a vote or consultation from an **independent ethics committee** established under state law. In this sense, all clinical studies are reviewed by independent experts who are responsible for each respective German state (Bundesland) or the local state medical association (Landesärztekammer). For research projects of Helios physicians with university affiliation, the ethics committee of the university involved is responsible for the review of a study, depending on each state's regulations. In experimental studies, investigations can be carried out in the laboratory,for example using tissue samples or blood material; these studies are also reviewed by an ethics committee. All studies using sample material from patients must be evaluated by the ethics committee.

If patients are interested in participating in a clinical trial, they discuss all questions in advance with the responsible investigators. These discussions follow a guideline that includes study-specific, ethics-committee-approved patient information and a declaration of consent. External sponsors are responsible for preparing these documents themselves. Only after evaluation by the ethics committee, and in accordance with the Helios Group guideline on research,may investigators use the documents. The patients' consent is obtained in writing after sufficient reflection time and the patient information consultations are documented for the protection of patients. The data protection requirements must be complied with.

In 2023, a total of 1,873 studies were conducted or reviewed in Germany and Spain, the majority of which had the goal of improving therapies for patients. In Germany, 300 studies were initiated at 36 German sites, thereof 46 on the initiative of employees of Helios clinics. The focus was on oncology, hematology as well as cardiology.

CLINICAL STUDIES IN 2023 BY INITIATOR

Initiator	Number
Employees as initiators[1]	46
Participation in academically managed studies, publicly funded[2]	216
Participation in academically managed studies without financing	177
Participation in academically led or publicly funded studies with industry support, trial medication generally provided[3]	93
Industry-sponsored studies[4]	1,341
Total[5]	**1,873**

[1] Only Germany, data for Spain not reported separately.
[2] The majority of these studies are led by universities, mostly with public research funding.
[3] The majority of these studies are led by universities/professional societies, but are supported by drug/medical device manufacturers, which usually extends to the provision of the drugs/medical devices.
[4] The majority of these studies are supported by the pharmaceutical industry, less than 20% are medical device manufacturers.
[5] Total sum includes studies with employees as initiators at Helios Spain, which were counted in other categories.

In 2023, 36 hospitals in the division **Helios Spain** were involved in scientific projects in Spain, Colombia, and Peru. 79% of the more than 1,500 studies were industry-sponsored; around 6% of them were publicly funded. 11% were studies without additional funding. The most important area of research has been oncology, with approximately 55% of all clinical trials performed.

In 2023, we received a total of around €6 million in public funding (2022: around €9 million) for our clinical research activities in Spain, Colombia, and Peru.

DIGITAL TRANSFORMATION

Digitalization holds great promise in the areas of automation, big data and artificial intelligence (AI).The MedTech market is shifting towards a focus on connectivity and integration, moving beyond product-centric approaches. The tech paradigm shift is driven by advancements in technologies like AI, Internet of Medical Things (IoMT), and predictive analytics. The rise of new technologies is accompanied by the generation of a vast amount of real-time health data, leading to a paradigm shift in data. Health data combined with advanced analytics are key elements for the implementation of predictive, personalized, preventive, and participative medicine, an approach that will leave a mark on health delivery and significantly improve treatment outcomes.

OUR GOALS AND AMBITIONS

We aim to optimize and accelerate our internal processes with the help of digital processes and applications throughout the entire Group. Therefore, all business segments have defined digitalization ambitions for their respective markets:

- In the **healthcare products market segment**, we want to provide our customers with the best possible products and related services at all times in order to further improve the quality of medical care. Also, we aim to create value and efficiency in the daily use of products or services. Thanks to data-driven insights and digitalized processes, Fresenius Kabi can improve production, sales, and logistics, and thus patiente care.
- Increasing digitalization in the **healthcare services market segment** is streamlining processes and improving treatment cycles in our hospitals. This increases employee and patient satisfaction and also reduces costs.

The goals and ambitions we are explaining here aim not only at driving digitalization in the Group. They also help us to achieve the goals of other relevant topics, such as patient satisfaction and treatment results. Further information can be found in the Patient and product safety section starting on page 118.

OUR APPROACH

Our markets are changing rapidly. This is particularly true with regard to digital trends in healthcare, which have been further accelerated in response to the COVID-19 pandemic. We are seeing increasing demand for new digital services along the entire value chain. Patients increasingly want to receive remote diagnosis and healthcare services on demand. Data-driven decision-making is increasingly integrated into everyday clinical practice, and the proportion of digital components in medical devices is growing. The associated cybersecurity risks also highlight the need for standardized and resilient IT infrastructures.

DIGITAL TRANSFORMATION GOALS

	Timeframe	Status 2023	Further information
Helios Germany: Digitize all documents and services and offer them online:		In progress	Page 139
For patients	By 2024		
For employees	By 2025		
Helios Germany: Make material medical decisions that lead to medical treatment with digital assistance	By 2026	In progress	Page 139
Helios Spain: Increase the usage rate of the digital care management system and patient portal Casiopea to 80%	By 2024	In progress	Page 139
Fresenius Vamed: Further development of the digitalization of business activities through the implementation of digital applications	Ongoing	In progress	Pages 139 f.

ORGANIZATION AND RESPONSIBILITIES

Within the Group Management Board, the Chief Financial Officer (CFO) is responsible for Cybersecurity and the Fresenius Digital Technology segment. She oversees the IT transformation of the Fresenius Group. The Chief Executive Officers (CEOs) of the business segments are responsible for operational management. Digital transformation is the responsibility of the respective Management Boards, committees, or management functions of the business segments. They organize the management approaches and regulate the responsibilities within the Management Board, e. g., via a business allocation plan. The business allocation plan of the Group Management Board does not provide for a separate department for this purpose.

Special IT working groups are set up across the Group, consisting of executives from the business segments and the Group division Fresenius Digital Technology. They work on topics that directly contribute to the corporate goals. In this way, they jointly develop the global IT transformation for Fresenius. The IT working groups have replaced the global IT Board as of 2023. The development process of our further strategic IT orientation is steered by our subsidiary Fresenius Digital Technology and by the Chief Information Officer of the Fresenius Group.

As part of risk reporting, the Group Management Board is informed quarterly. The effectiveness of the various IT-based management systems is discussed if risks were identified or incidents occurred that could have a significant impact on the operating business, the reputation, or the value chain of the Group and its business segments. The Audit Committee of the Supervisory Board is informed about developments on a half-year basis. the Supervisory Board itself is informed on an annual basis. For further information, please refer to pages 87 ff. in the Opportunities and Risk Report. We further report on cybersecurity governance in the Cybersecurity chapter starting on page 142 and on data protection governance in the Data protection section on page 177.

Ethics in digitalization

Within the Fresenius Group, a working group for AI was established in 2023. In addition to the Group functions Cybersecurity and Risk & Integrity, representatives of the business segments also participate. It is led by the Corporate Development Group function.

The aim of the working group is to create a Group-wide framework for the use of AI and to develop corresponding guidelines. This also includes ensuring that the ethical standards and values of Fresenius are taken into account in the development and implementation of applications in which AI is used at Fresenius.

In the reporting year, we also published a guideline on the responsible use of AI on the intranet to sensitize employees to possible risks and to define key points to watch out for. Business segments also informed employees about this topic in written form.

GROUP-WIDE IT TRANSFORMATION

In recent years, the system infrastructure within the Fresenius Group has been characterized by a high degree of diversification, primarily due to the numerous acquisitions. The goal of the central IT function was therefore to reduce this degree of heterogeneity and fragmentation and optimize the IT structures. Fresenius continued this IT transformation in the reporting year. The main changes in 2023 include two major migration initiatives to the ISO/IEC 27001:2022-certified cloud: the most important SAP systems to SAP Rise cloud and non-SAP systems from our own data centers to the Azure cloud, the consolidation of the various service support teams into a global service desk, and the expansion of IT security.

By using cloud technologies, we are striving to improve performance and efficiency in the areas of finance, supply chain, production, human resources, sales, and customer engagement.

With these strategic steps, Fresenius laid the foundation for future innovation and growth ambitions. This not only improves scalability, but also enhances the security of IT systems and their application and drives the digitalization of global business processes. The migrated systems show improved performance in general and thus also support the maintenance of key processes. The Cloud migrationg was completed in 2023. The plan is to start implementing the SAP S4/HANA-strategy in the 2024 reporting year.

DIGITALIZATION STRATEGIES

The digitalization of processes in the **healthcare products market segment** is important in two respects: on the one hand, for the effective care for critically and chronically ill patients and, on the other hand, for compliance with regulatory requirements.

We are undergoing a digital transformation and rethinking our approaches to innovation, production, delivery, sales, and customer support. We are leveraging insights from generated data and digital processes. Our goal is to improve and streamline operations with digital capabilities that are both cohesive and efficient. We rely on business intelligence and analytics to optimize decision-making. Our strategy also includes creating new offerings through the introduction of innovative digital products and services.

We focus on using data from interactions with customers to understand and improve their experience with our services. The data helps us to improve customer communication through both digital and non-digital channels, helping to support the use of our products, and thereby patient safety. With this in mind, Fresenius Kabi launched several initiatives in 2023 to harmonize the IT and digital landscape.

In the **healthcare services market segment**, the expansion of digitalization is of central importance. On the one hand, to ensure the future viability of our own clinics and outpatient facilities, and on the other hand, to continuously improve the quality of healthcare and the service for patients.

Helios Germany has the ambition to become a digital pioneer in the German healthcare sector. To this end, the division has set itself gradual targets for the automation of processes by 2026. We measure the degree of digitalization in German **Helios clinics** using the **DigitalRadar Score** introduced by the legislator in Germany in 2021. 1,624 hospitals took part in the initial survey and the average DigitalRadar score was 33.3 out of a possible 100 points. The average DigitalRadar score in Helios facilities was 45.1 in the initial survey in 2021. For 2024, the survey will be updated and the improvement evaluated.

Helios Spain has also set corporate goals for all hospitals – including for digitalization. Each hospital implements these goals and assesses the extent to which they are achieved. The results are presented to the Helios Spain steering committee. To support this, Helios Spain has developed a new digitalization path for its hospitals consisting of four phases: 1. the introduction of new tools, 2. the digital transformation, 3. the transformation of the healthcare model, and 4. liquid healthcare. In each phase, Helios Spain measures several key performance indicators (KPIs) to define when a hospital is ready to pass to the next phase. The overarching goal is to expand the digital care management system and patient portal Casiopea. For further information, please refer to the Innovation chapter starting on page 134. By 2024, Helios Spain wants to make the following processes 80% digital:

- Arrangements for medical tests, appointments and surgeries (2023: 74.1%)
- Signing of consent forms (2023: 51.6%)
- Surgical checklists (2023: 66.0%)
- Independent entry of patients' medical histories (ongoing, no interim results)

Fresenius Vamed manages digitalization goals as part of its Vamed strategy. The implementation of this strategy and the continuous improvement of digital processes are company-wide objectives. In this way, the business segment aims to achieve digital excellence in the area of medical care to increase patient benefit and operational efficiency. Fresenius Vamed is also working on establishing a digital-first culture to create the environment and enablement for digital innovation. To this end, the business segment implemented a Digital Board in 2023. Interdisciplinary teams conduct digitalization workshops, for example, and work together with external partners on the further development of the digitalization strategy.

DIGITAL PROCESSES AND APPLICATIONS

We develop devices and applications in various medical fields to support ongoing digitalization, for example, in hospitals. These solutions not only have to be optimized in their core functions, but need to be embedded into the specific IT systems of healthcare facilities. To this end, we will continue to focus on increasing the share of software in medical technology and its application area.

Digital solutions are continuously being developed along the entire value chain to make internal work processes more efficient and simplify them. In various areas, such as compliance, supply chain, purchasing, and production, we are increasingly relying on intelligent automation and AI to improve business processes in administrative functions, e. g., by using chatbots, intelligent document

processing, or recommendation and prediction applications. We have already implemented various solutions and identified potential savings that can be successively realized. Since September 2023, a chatbot has been supporting the global IT service desk, through which IT problems can be reported and, in some cases, resolved directly.

In the reporting year, we continued to work on developing overarching approaches to support the increasing automation of complex processes, for example in commercial areas such as sales and customer service processes. In production and quality management, Fresenius Kabi, for example, is using digital platforms to implement process control systems for industrial production plants, monitor equipment efficiency, and manage data and support workflows in laboratories. In this way, the business segment can also use the data to analyze and automate decision-making processes.

We also use digital solutions for what are known as **track-and-trace systems** for the traceability of products. These applications enable us to share information with customers, for example regarding the safety of products. They also support, for example, the monitoring of inventories in hospitals. For example, Fresenius Kabi uses radio frequency identification (RFID) technology, known as smart labels, for some of its drugs in the United States. The smart label enables hospitals to automatically manage their inventories.

In 2023, Fresenius Kabi launched the new digital application, PreparePlus, which supports customers in the parenteral, i. e., artificial, nutrition of patients. Pharmacists and pharmacy technicians use PreparePlus to prepare the physico-chemically stable formulations.

Following the acquisition of Ivenix Inc. in 2022, Fresenius Kabi now offers healthcare providers a broad portfolio of advanced infusion pumps and solutions to meet healthcare needs across the continuum of care. In 2023, Fresenius Kabi further expanded its offerings to meet increased customer demand in geographies such as the United States. At the same time, the business segment is improving clinical workflows by integrating its products into the digital hospital environment. In this way, Fresenius Kabi helps to reduce the risk of medication errors and improve patient safety.

The KetoApp, by contrast, supports patients with chronic kidney disease. Information on nutrition and the nutritional values of foods is intended to enable them to eat a varied diet appropriate to their disease. The application has now been rolled out in Chile, Colombia, Ecuador, Mexico, and Peru.

In order to further optimize the treatment of patients, Fresenius Vamed is working on digital assistance systems such as apps that support a healthy and independent life, as well as on digital rehabilitation services.

In the project business, Fresenius Vamed relies on what are known as building information modeling (BIM) systems for the planning and operation of healthcare facilities. These enable digital mapping and optimization of the entire life cycle – from planning, design, construction, and operation to maintenance – of a healthcare facility. AI can be used to optimize staff scheduling in clinics, for example.

Digital patient care

We develop digital applications as well as new IT and process strategies for medical professionals and patients with various objectives: they are intended to support the quality of treatment, improve care and the quality of life of patients, open up new areas of business, and ensure compliance with regulatory requirements. This is achieved, for example, through video conferences and chats in which patients can present their medical history, but also through protocols and automated tests for certain diagnoses. The result is digital patient care, known as the Digital Patient Journey. It requires the digitalization of a large number of interdependent processes, as well as digital applications such as the Helios patient portal and the electronic patient file (EPF).

Helios Spain has digitized various treatment processes as part of the Digital Patient Journey. These ensure that necessary laboratory examinations are initiated and appointments made for patients prior to a treatment consultation, depending on their individual health status. They follow established protocols. It is also ensured that the responsible physician receives all diagnoses and information prior to the consultation. The availability of real-time test results or existing patient data makes it possible for 30% of patients to be discharged directly after an initial consultation. In addition, they only spend around two hours in a clinic instead of an average of eight. Meetings, e. g., in the oncological and dermatological outpatient clinic, have also decreased significantly as a result of digitalization. Helios Spain aims to reduce overcrowding in emergency departments through a **Virtual Urgent Care Program**. Patients with low levels of suffering are cared for via video conference. In this way, both the clinical burden and the waiting times for those being treated are reduced, and the overall treatment time is reduced on average by 9 minutes.

Via our digital patient portals, our patients can access treatment documents such as findings, book appointments online, or attend video consultations around the clock and from home. The clinics benefit from central data storage and improved data transmission, as well as coordination between medical staff.

At the majority of workstations in the Helios clinics in Germany and Spain, an EPF with doctor's letters, findings, and complete clinical imaging, as well as nursing documentation and medication, is available. It contains all the essential information needed for the treatment of patients.

In about half of the Helios clinics, integrated software solutions already issue warnings of possible interactions with other drugs. This further increases patient safety. The expansion of the Germany-wide telematics infrastructure, ordered by the government, into which the EPF will be integrated in the future, will also lead to better quality of care.

CYBERSECURITY

As a leading healthcare Group, digital transformation forms an enabler of our worldwide business. This is because innovative technological and therapeutic approaches improve the treatment paths of our patients. Fresenius is continuously digitizing its processes and entering new markets with digital product solutions while always acknowledging the associated cyber risks.

OUR GOALS AND AMBITIONS

It is our ambition that both our patients as well as our customers can rely on the cybersecurity of our products and services. Our stakeholders have a high level of trust in the cybersecurity of our products and services. We permanently strive to meet their expectations by strengthening our resilience towards cyberattacks, reducing our cyber risks and thus preventing harm to our patients, customers, or the company.

To do this, we evaluate the ever-changing threat landscape, define minimum security standards for our cyber risk domains, and implement appropriate security measures in a risk-based and cost-effective manner. The Fresenius Group adopted a **cybersecurity strategy** to be implemented by 2025 that sets targets for the Group and the individual business segments. The main focus areas are reducing risks, increasing resilience to cyberattacks, standardizing the organization, processes, and technologies, and improving the Group-wide level of maturity.

OUR APPROACH

At the Fresenius Group, we pursue a holistic approach for the management of cybersecurity. To this end, we bring cybersecurity and business decision-makers in the Group together to execute a joint approach aligned with our strategic objectives. The core of our approach is to determine the right level of protection that balances the added value of cybersecurity with the needs of the business as well as the cost.

We derive our activities based on maturity assessments and cyber-risk analyses, which help us to prioritize the most relevant measures to buy-down risk and carefully track both the progress as well as the effectiveness of implemented measures through our **CARE program** (Cybersecurity Approach, Roadmap and Execution).

The Opportunities and Risk Report contains further information on cybersecurity and the impact on risk management at Fresenius in 2023 in the Risk areas section from page 99 onwards.

ORGANIZATION AND RESPONSIBILITIES

The Chief Financial Officer (CFO) of the Group Management Board oversees cybersecurity governance and receives direct reports – weekly and as needed – from the Group Head of Cybersecurity. The latter acts as the Group-wide Chief Information Security Officer (CISO), has overall responsibility for the governance of cybersecurity within the Fresenius Group, and leads the Group Cybersecurity Office (GCSO). In this role, he defines the Group-wide cybersecurity strategy and coordinates this strategy with the respective cybersecurity heads in order to ensure a consistent approach across all business segments. The Group Head of Cybersecurity reports quarterly to the Group Management Board and at least annually to the Supervisory Board.

The GCSO enables and governs cybersecurity across the Fresenius Group. It ensures that cybersecurity is considered and coordinated holistically from a Group perspective, defines the baseline, and monitors its compliance. In addition, it controls the execution of the measures to combat risk. Where necessary, the GCSO advises and supports the business segments in their activities.

Within the Group, overarching committees complement the existing organizational structure. The **Cybersecurity Board** meets on a monthly basis. It ensures the exchange of information on Group-wide cybersecurity, defines criteria for evaluating and monitoring the development of cybersecurity across the Group, and reviews the progress and results of cybersecurity measures and initiatives. The Cybersecurity Board monitors the adoption and implementation of the Group-wide cybersecurity policies. It ensures that the baseline requirements of the measures to combat risk are met.

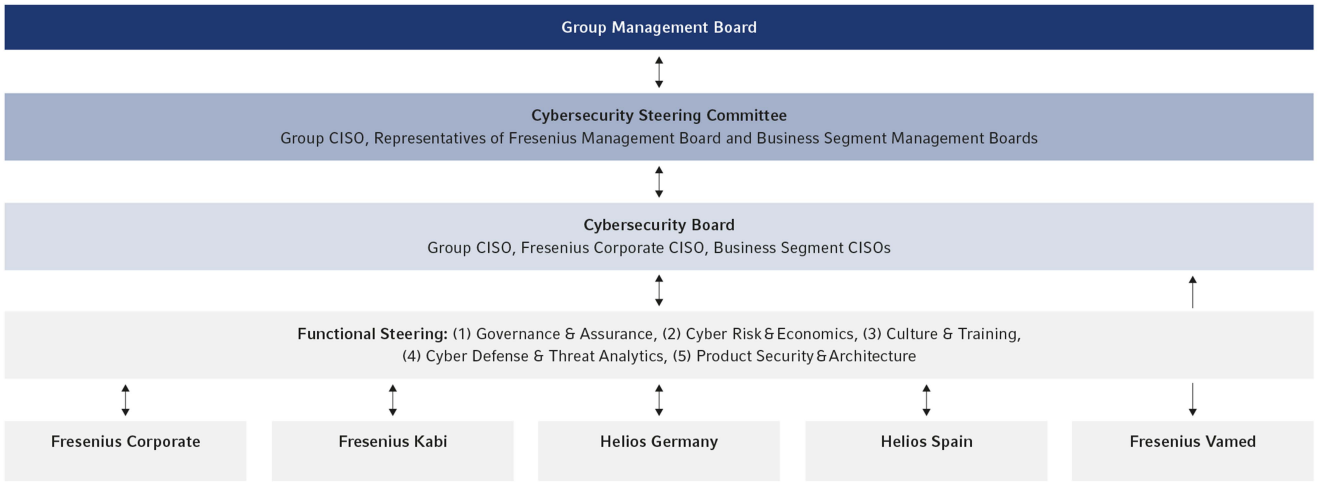
The responsible Management Board members of the business segments form the **Cybersecurity Steering Committee**, formerly CARE Steering Committee, which meets quarterly. The steering committee formally enacted the CARE Governance Charta to emphasize the strategic objectives, the scope, and the responsibilities of the CARE Program.

Accordingly, the Cybersecurity Steering Committee acts as a governance body and as an escalation and decision-making authority for various overarching measures. These include, for example, those for identifying and protecting critical, highly relevant information assets or those for optimizing the development of an appropriate cybersecurity structure.

At business segment level, cybersecurity insurance policies are in place where they were available on the insurance market and where they cover the risks appropriately. In the reporting year, cybersecurity insurance at Group level was evaluated again, but has not yet been taken out, as the transformation process #FutureFresenius is leading to structural changes in the Group. In addition, there are certifications such as ISO/IEC 27001 for our information security management system at Group and business segment level.

We regularly evaluate the strategic cybersecurity risks along the value chain. As part of these bi-annual assessments, we analyze the evolving cyber threat landscape to consider arising threats in order to derive our cybersecurity measures and effectively mitigate our risks.

CYBERSECURITY ORGANIZATIONAL STRUCTURE



As part of the Group-wide #FutureFresenius transformation, the Group Management Board decided to further develop the organizational structure of cybersecurity in line with the Group and cybersecurity strategy, starting in the fourth quarter of 2023. The focus here is on strengthening the cybersecurity functions in the business segments and at Group level, as well as on standardizing the process organization.

SECURITY CONCEPT

To manage Group-wide cybersecurity and associated risks, we have determined five risk domains. These are managed by the respective Risk Domain Managers. Facilitated by the GCSO, the Risk Domain Managers form Special Interest Groups (SIGs) that define tailored cybersecurity requirements and coordinate risk management activities based on applicable best practices. They exchange expertise and knowledge across all cybersecurity areas throughout the Group. Neither the security concept nor the risk domains have changed compared to 2022.

Our **Cybersecurity Policy Framework** consists of a set of policies, requirements, and procedures. It forms the foundation for cybersecurity in all business segments and Group functions. Within this framework, the protection requirements of confidentiality, integrity, and availability of digital information, technologies, and systems form the central objective of Fresenius' cybersecurity efforts along the risk domains. In 2023, the GCSO together with the business segments have defined additional cybersecurity requirements which were adopted in various areas, supplementing the existing framework.

We have initiated and rolled out effectiveness metrics in accordance with the designed cybersecurity metrics system in recent years. We use these key figures to determine whether security controls are operating as intended. This helps us understand cybersecurity risks and how well prepared or resilient we are against cyberattacks. Metrics are collected across all the Group's cybersecurity environments and are regularly reported to the Cybersecurity Board and Cybersecurity Steering Committee. In addition, they are visualized in a scorecard that allows cybersecurity management to steer Group-wide cybersecurity efforts. The scorecard is also shared with relevant stakeholders such as the Group Management Board and the Supervisory Boards to enhance transparency regarding the overall cyber-risk exposure and inform decision-making.

Our main objective is to prevent cyber risks from materializing. This is where our investments into the early detection of cyber threats are paying off. Recurring analyses and defense processes are automated in order to react even more efficiently. Every incident is thoroughly investigated in order to derive additional measures to improve our overall safety.

TRAINING

At Fresenius, we seek to imbed a human-centered risk model, combining this with our already-implemented **Cybersecurity Training & Awareness Program (CTAP)**. We aim to share knowledge about emerging trends immediately. To this end, we introduce different cybersecurity activities at Fresenius, as well as providing helpful tips on the secure use of devices, be that in the office or at home.

In addition to mandatory training on cybersecurity fundamentals, CTAP offers various courses, videos, and other learning content, for example via, the different digital CTAP learning platforms and intranets. For example, we regularly simulate phishing attacks to internalize the required behavior to be triggered if phishing is suspected. We calculate a personal risk score for all employees enrolled in these training courses, based on their behavior in phishing tests and the number of cybersecurity training sessions they have completed. All CTAP activities are tailored toward Fresenius' specific risks and are available in several languages. The success of the CTAP activities is measured using predefined success criteria (e. g., the target phishing simulation click rate).

We inform our employees through various channels about current cyber risks and new types of cyber threats. In doing so, we use the knowledge derived from daily phishing attempts, for example, which is analyzed and evaluated by the Cyber Emergency Response Team (CERT). With their help, we can design customized awareness content and roll out training campaigns.

In 2023, 73 new training modules were offered to about 179,000 employees. 25% of the training courses were mandatory. The training focus was on raising employee awareness of social engineering, phishing, new threats related to the use of mobile devices, acceptable use policy, and strengthening fundamental cybersecurity knowledge. On average, 6.7 simulated phishing attempts were sent to employees via email. Overall, 88% of employees were successful in detecting our phishing simulations. Continuous training on cybersecurity is also part of the variable compensation of all employees who participate in Fresenius' SHARE profit-sharing program. The program is explained in the Employees chapter on page 152.

REPORTING PATHS

If Fresenius employees suspect cyber threats, they can contact CERT@fresenius.com, CyberAware@fresenius.com, or any cybersecurity employee. To improve reporting efficiency, suspicious emails may be reported through the Phish Alert Button, which starts an automated analysis and involves the CERT, if required. Our CERT investigates possible threats and incidents in our IT, manufacturing, and health facility environments, as well as suspected violations. If a malicious phishing attempt is detected, the sender is blocked and the security protocols are adapted accordingly.

Overall, our **resilience metrics** indicate that we experienced only a few severe incidents during the reporting period. From a Group perspective, these did not have a material impact on our business operations.

CYBER INCIDENTS

	2023	2022	2021
Number of serious cyber incidents from a Group perspective	**0**	0	0
Number of patients affected as a result	-	-	-

We abstain from reporting any cybersecurity specifics externally to avoid targeted attacks on our infrastructure.

AUDITS AND MONITORING

The Internal Audit departments perform independent audits to improve the effectiveness of the risk management, control and governance processes at Fresenius SE & Co. KGaA and in the divisions of the business segments. This was also the case in 2023, taking into account risk-oriented measures in the area of cybersecurity, such as policies and procedures and their implementation. In 2023, Internal Audit conducted nine audits with a focus on information security.

If weaknesses are identified during the audits, the implementation of the corrective actions defined by management is monitored by Internal Audit as part of the quarterly reviews. For findings with a high potential for damage, the first review takes place after already two months.

EMPLOYEES

The commitment of our more than 190,000 employees worldwide forms the basis of our success. Their achievements, skills, and dedication help our business segments to hold leading positions in their respective markets.

We have identified the following topics as material for the Fresenius Group, on which we report on the following pages:

- Working conditions
- Recruitment
- Employee development
- Employee retention
- Dialog and feedback formats
- Employee participation

Employee figures can be found on pages 155 f. Furthermore, we report separately on the key topics of occupational health and safety, starting on page 157, and diversity and equal opportunities, starting on page 164. Occupational health and safety affects both employees and patients in our healthcare facilities. Diversity and equal opportunities have been identified as material to our company, and demonstrate their relevance in our Human Rights Statement and in the Human rights section starting on page 179.

OUR GOALS AND AMBITIONS

Fresenius SE & Co. KGaA and its business segments pursue segment-specific ambitions. We want to build on the position of our business segments which focus on innovation in the healthcare sector and take account of the importance of the services they provide for society. Our aim in doing so is to attract new employees who contribute to the company's success through their willingness to perform, their expertise, their experience, and their willingness to work together as a team. As a Group-wide goal, we have integrated the engagement of our employees as an indicator in the short-term variable compensation of the Management Board.

EMPLOYEES GOALS

	Timeframe	Status 2023	Further information
Employee Engagement Index: ≥ 4.33	2023	4.13[1]	Page 153

[1] The Employee Engagement Index is subject to an audit with reasonable assurance, as it is part of the short-term incentive (STI) of the Management Board compensation, as stated on pages 201 ff. of the independent practitioner´s report.

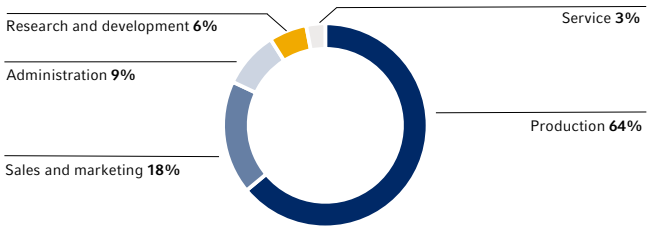
OUR APPROACH

We want to continue attracting, retaining, and integrating talents at Fresenius. To this end, we need to consolidate and build on our position as an attractive employer in a market environment characterized by a shortage of personnel. Employee-friendly working conditions, attractive benefits, and a dialog-oriented corporate culture all help us to achieve this.

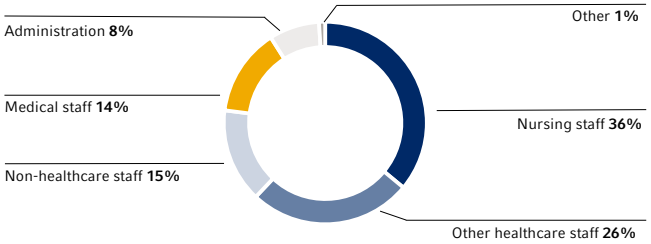
ORGANIZATION AND RESPONSIBILITIES

Within the Group Management Board, the Group Management Board member responsible for, Legal, Compliance, Risk Management, ESG, Human Resources and the business segment Fresenius Vamed (subsequently ESG Board member) is responsible for steering strategic Group-wide goals and projects in human resources (HR). The Chief Executive Officers (CEOs) of the business segments are responsible for the operating tasks of their business segment. The management boards of the business segments define the management approaches and regulate responsibility for HR topics, for example, via a business allocation plan. In the **Fresenius Group HR Steering Committee**, the HR managers or responsible functions of the business segments and of the Group function Corporate HR Management align on a monthly basis on HR topics and decide on Group-wide projects and initiatives. The ESG Board member participates in the meetings. As part of **risk reporting**, the Management Board of the Fresenius Group is informed quarterly. It discusses the effectiveness of measures in the area of HR, if risks were identified or incidents occurred, that could have a material adverse effect on the operating business, reputation, or the value chain of the Group and its business segments. In 2023, for example, this related to the shortage of personnel in the healthcare sector. The Audit Committee of the Supervisory Board is informed about developments on a half-year basis, the Supervisory Board on an annual basis. Further explanations can be found on pages 87 ff. in the Opportunities Risk Report and on pages 169 ff. in the Group Non-financial Report in the Compliance section.

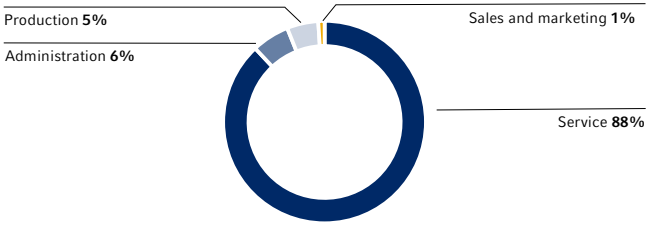
FRESENIUS KABI: EMPLOYEES BY FUNCTION



FRESENIUS HELIOS: EMPLOYEES BY FUNCTION



FRESENIUS VAMED: EMPLOYEES BY FUNCTION[1]



[1] The category service relates to nurses and other specialized personnel in healthcare.

We explain the interaction between the Management Board, the Supervisory Board, and the employee representatives, e. g., the European Works Council, in the Employee participation section starting on page 153.

Reporting systems

Violations of regulations with reference to employees can be reported via the complaint channels described in the Compliance section starting on page 170. Furthermore, there is the possibility of informing the local employee representative body (works council), as far as they are established. How this is done is explained in the Employee participation section from page 153 onwards.

In the reporting year, no violations of internal policies with reference to employees were reported via our reporting channels whose impact would have been material for the financial position or reputation of the company. For more information on opportunities and risks, please refer to the Opportunities and Risk Report on page 87 onwards.

GUIDELINES AND REGULATIONS

At Group level, the Code of Conduct forms the basis for day-to-day activities. Further segment-specific guidelines are derived from it. Within the Fresenius Group, there are a large number of guidelines that determine the working environment and the scope of activities of our employees. The respective content is the responsibility of the business segments and specialist areas. **Collective bargaining agreements** set further provisions regarding wage levels and further specifications for functions, as well as tariff groups. Apprentices, student trainees, and interns generally work on the basis of employment contracts, specified for their internship or apprenticeship. Our **Group Policy on Social and Labour Standards** is based on internationally recognized human and labour rights, namely the Universal Declaration of Human Rights and the two most important human rights instruments derived from it, the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR), as well as the Declaration on Fundamental Principles and Rights at Work of the International Labour Organization (ILO). The standards described in this guideline are our global social and labor law minimum standards. We expect our employees and managers in all business areas to fully comply with this guideline. Lower standards are not acceptable. If national laws or practices restrict or contradict the standards set out in this policy, we will nevertheless apply the policy to the extent permitted by local laws. Further information is provided in the Human rights section starting on page 179.

Within the Fresenius Group, applications are used to help us manage, evaluate, and control personnel data. We collect and analyze selected personnel data globally every quarter. The evaluations serve as information for various internal stakeholders, such as employee representatives. In this way, we create transparency with regard to the most important key figures. Furthermore, the key performance

indicators (KPIs) in the HR Steering Committee enable joint decision-making, the derivation of measures where necessary, and an exchange of best practice examples in order to further develop HR management in our business segments.

WORKING CONDITIONS

Global working conditions are defined on the basis of guidelines and regulations at Group level, as already explained. Within the business segments, there are internal guidelines for employees covered by collective agreements and non-tariff employees with regard to working hours, jobs, and benefits. Occupational health and safety regulations apply to all persons in our healthcare facilities and operating sites, regardless of their employment relationship, but also to visitors and patients.

The **remuneration** is based on requirements set by law or, where applicable, specified by the salary structures negotiated with the respective trade unions. Remuneration is usually based on local market standards and should be fair and appropriate. The Group compensates employees on both permanent and temporary employment contracts according to specific rates that meet or exceed local industry conditions, but at least match local minimum wages. Any discrimination on the basis of gender or other criteria, as described in the Diversity and equal opportunities chapter starting on page 164, must be prevented. As an international healthcare Group, we create various incentives for employees, depending on the country and location. These include, for example, the chance to participate in the company's success via variable and performance-based compensation models. Benefits for full-time employees of the organization are also provided proportionally to part-time employees. In Germany, benefits can be based on joint agreements between employer and works councils. We describe our variable compensation models in detail on pages 348 ff. in the Notes.

Collective agreements

In some European countries, Fresenius is subject to industry-related collective agreements, e. g., in France, which are binding by law due to the industry to which we are affiliated. Where this is not the case, country-specific collective bargaining agreements can be negotiated with local trade unions or comparable social partners. Employees are informed by trade unions (collective bargaining partners) or employee representatives about tariff agreements, tariff negotiations, and their results. This is regulated differently in the individual countries.

General conditions for non-tariff employees are based on the provisions of the applicable collective agreement or local regulations. Further, depending on the function, additional agreements can be part of the employment contract. For executives, regulations are agreed in the employment contract. Salary transparency in the different countries is granted according to legal requirements and tariff contracts.

The Fresenius Helios hospitals in **Germany** are subject to a Helios Group collective agreement, the collective agreement for public service (TVöD), or company-specific collective agreements. At Helios Germany, there are regular compensation negotiations within the framework of collective agreements that generally take place every two years. The locations in Germany are subject to the regulations of the applicable working time legislation, which in some cases provides for opening clauses for supplementary tariff regulations. The Works Constitution Act, which grants the works councils co-determination rights and control, also has a regulatory effect. The framework with regard to working hours for the individual companies is regularly agreed by the respective company parties on-site. In Germany, the majority of workers are represented by the trade union ver.di.

Employees in our **Spanish** clinics are covered by legally binding tariff agreements. Further, the trade unions Comisiones Obreras, Unión General de Trabajadoras y Trabajadores (UGT) and the Sindicato de Enfermería (SATSE) care workers' union are predominantly represented in the works councils.

In 2023, 74% of our global employees were covered by a collective bargaining agreement. The reduction compared to the previous year is due to the extension to a global scope since 2023.

COLLECTIVE AGREEMENTS: APPLICATION RATE

in %	**2023**	2022[1]	2021[1]
Coverage by collective agreement globally	**74**	80	80
Europe	**84**	83	83
Outside Europe	**31**	34	15

[1] Coverage outside Europe excluding Fresenius Kabi. In 2021 also without Fresenius Vamed.

In 2023, for example, a new collective agreement in Germany was negotiated.

The collaboration with unions and works councils in various countries globally is explained on page 153 in the Employee participation section.

Flexible working models

The feasibility of **flexible or mobile working models** depends to a large extent on both operational requirements and local conditions. In recent years, part-time and flextime models, job sharing, and mobile working models, among other things, have been further developed or introduced for employees in administrative areas in particular.

Increasing **digitalization** of collaboration and work processes is supporting the implementation of more flexible working models. In order to acquire the necessary digital skills, employees receive training tailored to their needs. For more information on the digitalization of Fresenius' products and services, please refer to the Digital transformation chapter on pages 137 ff.

The respective applicable legal regulations on **parental leave** are applied throughout the Group. To promote the compatibility of work and family, mothers or fathers can use our flexible working models to re-enter the workforce or, for example, work part-time during parental leave.

At Fresenius Kabi in the United States, the extended paid family leave introduced in October 2022 was continued in the reporting year. Eligible employees may take up to eight weeks of paid leave for qualifying family reasons. Qualifying reasons include time away after the birth or adoption of a child, including a child placed for foster care, or for the care of an immediate family member with a serious health condition.

The Fresenius Group also supports employees during career changes. Intra-Group transfers, including across national borders, are made possible by the internal publication of vacancies in the business segments. This is intended to retain employees within the Group. This is partly complemented by transition programs for people entering retirement, e. g., long-term accounts or reconciliation of interests negotiations in the event of terminations. The respective programs and measures are based on local requirements. There are individual agreements with employees or collective measures.

RECRUITMENT

In order to meet our future demand for qualified specialists, we use a variety of different tools to recruit staff. We monitor our working environment and competitive surroundings closely to identify potential. Furthermore, we use digital personnel marketing, organize our own recruitment events, and present the company at career fairs. In recent years, we have significantly broadened our range of personnel marketing activities. We also want to be perceived as a reliable employer that values integrity. Further information is provided in the Compliance section on pages 169 ff.

Temporary workers are deployed in the business segments to compensate for short-term staff shortages, particularly in the area of care or in the event of temporary fluctuations in capacity utilization in production. Temporary workers are also partially hired for temporary replacements such as parental leave or long-term illness, or for interim support in projects.

In 2023, more than 2,700 people worked for us as temporary employees[1]. In relation to the total number of employees, the figure is around 4% (2022: more than 3,200 persons; 5%).

The search for employees focuses on the following fields of action: training of qualified personnel internally, advertising for skilled workers, and searching the international labor market. For example, Helios Germany participates in government-led campaigns to recruit personnel on the international labor market. In addition, employees who have qualified as nurses abroad are supported, for example with applications or in their searches for language schools in Germany. Many international nursing professionals have completed academic training at universities. This also applies to Spain, where prospective nurses complete their training at a university. These forms of vocational training are mainly aimed at complex medical activities and an often strongly cooperative collaboration in medical teams. The German vocational training system is a generalist training, which enables its participants to care for people of all ages. Specialization in care is possible during and after vocational training. Bringing together the strengths of the different training systems is a great advantage and offers an opportunity to advance the overall quality of medical care in the hospitals.

[1] Fresenius Helios and external consulting services excluded.

In Spain, nurses can specialize through a specific program after graduation – choosing between occupational health nursing, family and community health, obstetrics and gynecology, geriatrics, pediatrics, and mental health. Helios Spain has established partnerships with universities to provide classroom training there or in hospitals, in order to develop the professional skills of nursing staff and to raise its attractiveness for potential candidates. The company's own nursing schools complement the offering by expanding their training portfolio and adapting it to new market requirements.

It is also assumed that the vocational training situation in Germany and Austria may worsen in 2024. This supports our ambition to set the focus on training junior staff and specialists in the company's own training facilities.

In fiscal year 2023, the Fresenius Group continued to face strong competition for personnel in the healthcare markets. Particularly in the hospital sector, it became apparent that positioning as an attractive employer, good working conditions, and flexible working models are essential in order to be perceived as an interesting company. The staff shortages continued, but were minimized by our focus on in-house training and development of own employees, as explained in the following section Employee development. Human capital development programs will further support this progress.

As part of its business strategy Vision 2026, Fresenius Kabi is further developing its HR organization with the aim of becoming an Employer of Choice and enhancing its strategies for talent retention and development. Through the technological advancement of tools for global recruitment and strengthening employee orientation, the company is seeking to increase its attractiveness as an employer.

The **rate of new hires**[1, 2] in relation to the overall number of employees in each business segment is evidence of our efforts within recruitment. The length of service[1] within the Group can vary with acquisitions in the business segments. In 2023, the average was 8.8 years (2022: 8.8 years). Further information is provided in the section Employee retention on page 152.

NEW HIRES[2]

in %	**2023**	2022	2021
Fresenius Kabi	**17.0**	16.9	17.1
Fresenius Helios[1]	**19.3**	20.0	22.9
Fresenius Vamed	**22.0**	23.6	18.4
Corporate/Other	**16.0**	14.5	11.0

AVERAGE LENGTH OF SERVICE

in years	**2023**	2022	2021
Fresenius Kabi	**7.9**	7.9	7.9
Fresenius Helios[1]	**9.1**	9.2	9.3
Fresenius Vamed	**8.6**	8.5	7.8
Corporate/Other	**7.7**	7.8	7.8
Total	**8.8**	**8.8**	**8.8**

EMPLOYEE DEVELOPMENT

We offer our employees the opportunity to develop professionally in a dynamic international environment. To this end, we use different concepts and measures for personnel development – depending on their own customer and market structures. We constantly adapt our approaches to current trends and requirements. In addition to Group-wide mandatory training courses on the respective Codes of Conduct and on integrity, there are mandatory training courses on environmental management, occupational health and safety in the business segments, and, where appropriate, quality management. Digitalization is also playing an increasingly important role in the daily work done by our employees. Therefore, we integrate digital skills in alignment with the digitalization grade of the respective function. Segment-specific talent management and individual further training offerings for employees and managers are our other personnel development measures.

All employees who are directly involved in production, as well as employees who work in a supporting role (e. g., technical maintenance, IT) receive mandatory training in job-related good manufacturing, control, and distribution practice and in occupational health and safety and environmental protection.

[1] The data from Fresenius Helios includes all employees from its divisions, expect for the Eugin Group, which only covers the Spanish entities in 2022 and 2023.
[2] Calculated as the number of external hires in a business segment within the reporting period, relative to the number of employees in the business segment at year-end.

In 2023, every employee within the **healthcare products market segment** spent an average of almost 21 hours on quality management training. In addition to mandatory training, the KPI includes targeted training on communication and social skills for quality experts. The production area comprises the following employee groups: operation/manufacturing, quality control, quality assurance, maintenance/technical support and warehouse.

AVERAGE HOURS OF TRAINING

	2023	2022	2021
Production (training hours/average)	**20.6**	28.8	25.9
Number of employees included in the calculation (FTE)	**28,900**	23,800	23,700

In the **healthcare services market segment**, a total of 537 training sessions were held in Germany in 2023 in the fields of emergency medicine, anesthesia, intensive care medicine, obstetrics, and pediatrics at our own simulation and emergency facilities. More than 4,300 doctors and nurses were trained. In Switzerland, more than 1,100 professionals were trained by Fresenius Vamed in over 80 training sessions in fields such as emergency management, delirium therapy, care documentation, hygiene, resuscitation, gerontotraumatology, and depression.

In addition, all certified sites conduct occupational health and safety and environmental and energy management training. Further training supplements this and serves to support the introduction, further development, and improvement of the corresponding management systems and measures.

Especially in the nursing sector, the demand for skilled workers has continued to increase over the past few years. For this reason, Fresenius Helios plans to acquire a large proportion of the necessary nursing personnel through in-company training or training cooperations. In Germany, the business segment has 34 of its own training centers. At the Helios Academy, in the training centers, and in other country-specific training programs offered by Fresenius Helios, employees can learn, train, and further develop their expertise – in professional and personal skills.

In Spain, Fresenius Helios focuses on cooperations with universities and also operates university hospitals and training facilities itself. More than 5,000 students are trained annually by experts; they acquire practical skills during their undergraduate and postgraduate training. In its two nursing schools, Helios Spain covers classroom and hands-on training as well as vocational training; for example to qualify students as Imaging Technicians for Diagnosis and Nuclear Medicine and Technicians in Radiation Therapy and Dosimetry. The division also has eight university hospitals where the classroom-based content of a medical school is taught and more than 400 medical staff are fully trained each year.

TRAINEES AND TRAINING RATIO FOR GERMANY

	2023	2022	2021
Trainees[1]	**6,655**	6,159	6,109
Training programs	**37**	40	42
Dual degree programs	**31**	32	29
Training ratio	**7.19**	6.76	6.74

[1] Includes vocational training and university students.

For explanations of vocational training in Spain, see the Recruitment section on page 149 f.

Employees in Germany, Austria, Switzerland, and the Czech Republic who do not have their own computer or laptop, or who do not have a quiet work environment, can take the training courses they need at specially set up learning locations. The platforms enable documentation of participation in training measures and success checks, for example through final tests.

Leadership development

We offer two Group-wide programs to our executives. In the reporting year, we fundamentally revised the Maximizing Leadership Impact program, which is directed at upper management levels exclusively. A first execution of the program together with the Harvard Business School is planned for 2024. In conjunction with the University of St. Gallen, we target middle management with a leadership program that focuses on strategy implementation, change management, and collaboration. In the reporting year 2023, a total of 26 people participated in the St. Gallen program, of which 31% were women.

Additionally, the individual business segments offer their own development programs for their executives. The Corporate/Other segment and Fresenius Kabi, for example, offer management programs aimed at both new and advanced executives. In the reporting year, 55 executives took part, 30 of whom were women. In our clinics in Spain, 398 employees participated in executive training programs, of which 69% were women.

Succession planning

In 2023, structured, Group-wide succession planning was carried out for the first time. The focus was on a total of 92 key positions up to two levels below the Group Management Board. Members of the Group Management Board were not included in the succession planning. Both successors who can assume the corresponding role in a timely manner in the event of an emergency and potential successor candidates were named. The key positions will be revised in 2024 to reflect the Group's future portfolio.

In the reporting year 2023, there were changes in the Group Management Board as well as in the management boards of the business segments. In the process, around half of the positions were filled internally by executives.

EMPLOYEE RETENTION

Fresenius offers employees at corporate and business segment level a fair and appropriate basic compensation. This is defined, for example, on the basis of collective agreements or internal remuneration guidelines. In addition, we offer various benefit components, for example employee benefit programs, profit-sharing bonuses, pension plans, compensatory time accounts, and tariff-based future payments. Not all elements are implemented equally within the Fresenius Group, but can, however, be accompanied by local benefits depending on the market and employee requirements and regulatory provisions.

The focus of development is for the rewards to reflect the relative value of each job and support career progression in line with market trends and local requirements.

Due to the ongoing reorganization measures within the Group, the management approaches to employee retention focus on creating structures that support the long-term success of the company. After successful implementation of the planned measures within the framework of #FutureFresenius, further employee retention activities can be implemented as needed. In addition, Fresenius is working intensively on positioning and strengthening its employer brand.

In the reporting year, the new employee participation program Fresenius SHARE was introduced in Germany. It applies equally to all employees of the participating companies: The segment Corporate/Other, including Fresenius Digital Technology GmbH and Fresenius Versicherungsvermittlungs GmbH, as well as all German companies of the business segment Fresenius Kabi – regardless of whether collectively agreed or non-tariff employees, executives, or trainees and temporary staff. The program consists of two components: on the one hand, participants can annually purchase a share package with ordinary shares of Fresenius SE & Co. KGaA at a significant discount. Secondly, four targets have been set, upon achievement of which a certain amount will be issued in ordinary shares of Fresenius SE & Co. KGaA. In addition to increasing the Group's net income, the targets include the topics of cybersecurity (training and internal rating) and quality. The first shares will be issued in 2024, corresponding to the achievement of the targets in the 2023 fiscal year.

Our efforts in employee development and retention should also lead to improved employee KPIs in the long term. To achieve this, we will continue to invest in our employees. The average employee expense was €51.9 thousand in 2023, compared to €50.1 thousand in 2022.

In 2023, the proportion of employees who **voluntarily left**[1, 2] the company decreased to 10.4% (2022: 11.1%). This KPI was positively influenced by the transformation processes at Group and business segment level, the need for qualified personnel while the stressful labor conditions in the healthcare sector impacted the development in voluntary turnover.

VOLUNTARY TURNOVER[2]

in %	2023	2022	2021
Fresenius Kabi	**10.2**	11.4	11.3
Fresenius Helios[1]	**10.6**	11.1	10.1
Fresenius Vamed	**9.5**	10.7	9.3
Corporate/Other	**6.1**	14.2	3.5
Total	**10.4**	**11.1**	**10.1**

DIALOG AND FEEDBACK FORMATS

In recent years, we have established various **dialog formats** to strengthen communication between management and employees – both at Group level and in the individual business segments. This allows the Management Board to provide employees with information on important issues personally. In addition, we promote our feedback culture and the constructive exchange of ideas.

[1] The data from Fresenius Helios includes all employees from its divisions, expect for the Eugin Group, which only covers the Spanish entities in 2022 and 2023.
[2] Calculated as the number of employees who left the organization voluntarily in relation to the number of employees at the end of the year.

Employees at the level of the corporate functions as well as our global locations have the opportunity to provide feedback and engage openly and directly with the company. In 2022, we introduced an annual Group-wide employee survey for this purpose. In this way, we regularly collect feedback from our employees on their working environment in the business segments. We inquire about the strengths as well as about opportunities to improve. The aim is to obtain a picture of opinion and sentiment about working at Fresenius based on the survey results. The survey divides employee engagement into three aspects: would employees speak positively about Fresenius or its subsidiaries? Do employees intend to stay with Fresenius? And how motivated are employees to perform at Fresenius? In addition, the business segments can include their own questions, e. g., on teamwork, feedback culture, or appreciation.

In the reporting year, more than 80% of our employees were invited to participate in the annual survey. Those excluded from participation are, for example, in entities engaged in ongoing transformation processes. The participation rate was 44%[1]. Once the survey is completed, a Group-wide Engagement Index is created from the three globally collected Employee Engagement questions. The index is the weighted average of engagement scores derived from a business segment's entities included in the survey. The initial evaluation at the end of 2023 revealed an engagement index of 4.13[2] within the range of 1 (strongly disagree) to 6 (strongly agree). Thus, we did not achieve our target under the short-term variable Executive Board compensation – an engagement index of at least 4.33.

Based on the overall results of the employee survey, follow-up measures can be derived and implemented for each business segment to increase employee engagement. Fresenius Helios in Spain, for example, has set up committees for dialog between management and employee groups in order to incorporate their direct feedback into improvement measures. The Corporate/Other segment has used focus groups to gather new insights on the topic of recognition and feedback frommanagers. The employee survey and the assessment of the Employee Engagement Index are important tools for developing as an employer, attracting new talents, and retaining our employees in the long term. Employee engagement is also related to relevant HR KPIs such as absenteeism, turnover, productivity, and customer care.

Further information on compensation can be found on pages 222 ff. in the Compensation Report of the Annual Report 2023.

EMPLOYEE ENGAGEMENT INDEX

	2023	2022
Fresenius Kabi	**4.7**	4.4
Fresenius Helios	**3.9**	3.7
Fresenius Vamed	**4.1**	n.a.
Corporate/Other	**4.0**	3.7
Total[2]	**4.13**	**3.9**

To support dialog between management and employees, video messages from the CEO on relevant topics, for example, are published on the global intranet to encourage lively discussions. The other board members also communicate on new developments in their departments. In addition, digital formats and on-site meetings foster the exchange between the CEO and top executives. Various dialog formats are used within the Fresenius Group. We offer a standardized feedback discussion between supervisors and employees on performance, competencies, and development potential for the majority of ouremployees every year. It serves to strengthen the exchange on the individual development planning and promotion of the employees. In addition, it is intended to strengthen employee loyalty and reduce staff turnover. Furthermore, non-tariff employees agree their annual targets as part of the appraisal interview and carry out the associated assessment of the target achievement.

EMPLOYEE PARTICIPATION

Exchange with employee representatives

Trust and cooperation between management, employees, and employee representatives is well established at Fresenius and is an integral part of our corporate culture. Open and ongoing dialog between management and employee representatives, as well as unions, is important to us.

[1] Share of engagement based on the eligible headcount as of June 30, 2023. In case of exceptions, these entities will be taken into account in future employee surveys.
[2] Audited with reasonable assurance, as stated on pages 201 ff. of the independent practitioner´s report. In 2022, audit performed with limited assurance.

At Group level, the ESG Board member is in exchange with the European Works Council (EWC) of Fresenius SE & Co. KGaA. At the regional or local level, the responsible specialist functions conduct the discussions with employee representatives as well as the trade unions.

Existing internal codes and guidelines include the commitment to respect international working and social standards. Fresenius SE & Co. KGaA respects freedom of association and recognizes the right to collective bargaining. Employees have the right to join or not to join a union in accordance with local laws. We do not tolerate discrimination based on trade union membership and act accordingly. We are committed to an open and solution-oriented dialog between employees and their representatives, and our management within the relevant legal and operational frameworks. For more information, see pages 179 ff. in the Human rights section.

Employees liaise with their supervisors in this regard, but they can also turn to their HR or compliance officers, as well as to the works council, their union representatives, or other employee representatives for assistance.

In European countries, workplace representation bodies are organized according to national law. The business segments have overall responsibility for dealing with local employee representatives and trade unions at country or site level. Our discussions with these representatives focus on local and regional circumstances. Together with the employee representatives, we aim to find tailored solutions to the challenges in the different locations. Further information is included in the business segment sections.

Fresenius has reached an agreement with the EWC, establishing a **structured dialog** with the global unions. On this basis, meetings are held once a year between representatives of the business segments, the employee representatives of the Supervisory Board, and representatives of the international trade union associations. In the reporting year, the meeting took place in November. The exchange was about activities relating to human rights due diligence and reorganization processes and their impacts on employees in the Group.

Dialog at European level

The EWC of Fresenius SE & Co. KGaA comprised 15 employee representatives from 9 countries as of December 31, 2023. These individuals come from the European Union (EU) and EEA (European Economic Area) member states in which Fresenius employs personnel. In total, the Fresenius Group employs 155,883 people in Europe, which corresponds to 80% of the total number of employees. Of the employees in Europe, Germany alone accounts for 60%.

The EWC represents all employees in the EU and the EEA. It is responsible for the participation of Fresenius employees in cross-border measures, insofar as these have a significant impact on the interests of Fresenius personnel and affect at least two countries within their area of responsibility, such as the relocation or closure of companies or collective redundancies. The management informs and consults with the EWC on the following topics, for example: the structure as well as the economic and financial situation of the Group, its anticipated growth, employment situation, investments, organizational changes, and the introduction of new work and production processes. The EWC meets once a year, while its executive committee convenes three times a year, partially in hybrid form. There were also two extraordinary meetings of the Executive Committee in the reporting year. The European trade union federations IndustriALL and the European Federation of Public Service Unions (EPSU) attend the meetings at the invitation of the EWC.

The focus topics of the EWC in the past fiscal year were projects in the Group's business segments for reorganization, e. g., measures in connection with the Vision 2026 strategy, the effects of the Fresenius Medical Care deconsolidation, the digital transformation, the Group-wide cost and efficiency program, and compliance matters relating to the Group's human rights declaration, sustainability, and corporate social responsibility (CSR). The EBR also discussed the global engagement survey as well as international projects, such as those in logistics or the supply chain.

At its annual meeting, the EWC entered into dialog with the Management Boards of Fresenius Kabi, Fresenius Vamed, and Fresenius Medical Care.

Regular training courses are held for the members of the EWC, for example in the reporting on the topic of corporate due diligence for human rights. Through company

visits, the members of the EWC regularly gain an impression of the various locations and interact with employer and employee representatives. In the reporting year, the EWC visited a Helios clinic in Germany. The Executive Committee was on site at a Fresenius Kabi location in Portugal.

In 2021, the EWC elected six employee representatives to the Supervisory Board of Fresenius SE & Co. KGaA, including one representative of the trade unions. Due to the change in the legal form of Fresenius Medical Care, one employee representative left the Supervisory Board of Fresenius SE & Co. KGaA. Her successor from Fresenius Kabi was appointed to the Supervisory Board of Fresenius SE & Co. KGaA. For more information, please refer to page 208 in the Annual Report 2023.

EMPLOYEE FIGURES

At the end of the 2023 fiscal year, the Fresenius Group had 193,865 employees, which was above the previous year's level (December 31, 2022: 188,876). In terms of full-time equivalents (FTE), this represented a slight increase of 3%.

The regional distribution is as follows: about 50% of employees are employed in Germany, 32% in the rest of Europe, and 11% in Latin America.

The **average age**[1] of Group employees in the reporting year was 41.3 years (2022: 41.4 years). The majority (52%) of our employees are between 30 and 50 years of age. We aim to maintain a well-balanced age structure within our Group. The distribution again reflects the demand for a high proportion of skilled and experienced employees in our business segments. The average age also corresponds to a stage in life marked by stability and professional growth. This circumstance encourages the development of internal talent and the professional career growth of people, as explained on pages 150 f.

EMPLOYEES (HEADCOUNT) BY BUSINESS SEGMENT

	2023	2022	2021
Fresenius Kabi	**43,269**	42,063	41,397
Fresenius Helios	**129,439**	125,700	123,484
Fresenius Vamed	**20,265**	20,184	19,721
Corporate/Other	**892**	929	1,225
Total as of Dec. 31	**193,865**	**188,876**	**185,827**

EMPLOYEES (FTE) BY BUSINESS SEGMENT

	2023	2022	2021
Fresenius Kabi	**41,381**	40,286	39,579
Fresenius Helios[1]	**108,208**	104,509	101,652
Fresenius Vamed	**16,430**	16,182	15,730
Corporate/Other	**815**	831	1,141
Total (FTE) as of Dec. 31	**166,834**	**161,808**	**158,102**

[1] FTE: For Helios Kliniken Germany, the number of employees converted to the full collectively agreed working time on monthly average (Vollkräfte).

EMPLOYEES (HEADCOUNT) BY REGION

	2023	2022	2021
Europe	**155,883**	152,510	151,025
Therof Germany	**93,095**	91,093	90,655
Europe excl. Germany	**62,788**	61,417	60,370
North America	**5,410**[1]	11,306	10,508
Asia-Pacific	**9,646**	10,029	10,744
Latin America	**21.762**[1]	13,913	12,557
Africa	**1,164**	1,118	993
Total as of Dec. 31	**193,865**	**188,876**	**185,827**

[1] Regional distribution adjusted in business segment Fresenius Kabi based on reporting provisions. No impact on headcount.

EMPLOYEES (HEADCOUNT) IN THE BUSINESS SEGMENTS, BY REGION (2023)

	Fresenius Kabi	Fresenius Helios	Fresenius Vamed	Corporate/ Other
Germany	3,503	78,038	10,664	890
Europe excl. Germany	12,326	41,004	9,456	2
North America	4,523[1]	887	0	0
Asia-Pacific	9,581	0	65	0
Latin America	12,255[1]	9,507	0	0
Africa	1,081	3	80	0
Total	**43,269**	**129,439**	**20,265**	**892**

[1] Regional distribution adjusted in business segment Fresenius Kabi based on reporting provisions. No impact on headcount.

AVERAGE AGE

	2023	2022	2021
Fresenius Kabi	**39.5**	39.5	39.2
Fresenius Helios[1]	**41.5**	41.6	41.5
Fresenius Vamed	**44.3**	44.1	44.3
Corporate/Other	**39.0**	38.9	39.7
Total	**41.3**	**41.4**	**41.3**

[1] The data from Fresenius Helios includes all employees from its divisions, except for the Eugin Group, which only covers the Spanish entities in 2022 and 2023.

[1] The data from Fresenius Helios includes all employees from its divisions, except for the Eugin Group, which only covers the Spanish entities in 2022 and 2023.

AGE STRUCTURE

	2023			2022			2021		
Dec. 31, in %	**Below 30**	**Between 30 and 50**	**Above 50**	Below 30	Between 30 and 50	Above 50	Below 30	Between 30 and 50	Above 50
Fresenius Kabi	**23**	**59**	**18**	22	59	19	21	60	19
Fresenius Helios[1]	**21**	**51**	**28**	20	52	28	20	52	28
Fresenius Vamed	**16**	**47**	**37**	16	47	37	16	47	37
Corporate/Other	**28**	**49**	**23**	28	48	24	25	51	24
Total	**21**	**52**	**27**	**20**	**53**	**27**	**20**	**53**	**27**

[1] The data from Fresenius Helios includes all employees from its divisions, except for the Eugin Group, which only covers the Spanish entities in 2022 and 2023.

OCCUPATIONAL HEALTH AND SAFETY

As a healthcare Group, we are responsible not only for the well-being of our patients, but also for the health and safety of our employees. We have implemented numerous Group-wide management systems and measures to protect employees from accidents and work-related illnesses. Creating a safe and healthy working environment is our priority, and prevention is our guiding principle: this is why we offer our employees comprehensive programs that aim to promote their health and prevent occupational diseases.

OUR GOALS AND AMBITIONS

We consider occupational health and safety (OHS) highly relevant. Our Group-wide ambition is to prevent all work-related accidents, both for direct employees and third parties, and to continuously improve workplace safety. In the healthcare products and healthcare services market segments, we manage our occupational health and safety measures in line with specific targets and ambitions, which are mainly defined at local level. We are guided by, for example, data collection on preventive occupational health and safety, which we are successively expanding.

OCCUPATIONAL HEALTH AND SAFETY GOALS

	Timeframe	Status 2023	Further information
Definition of a **Group-wide KPI (Lost Time Injury Frequency Rate - LTIFR)**, which will serve and be reported on as a long-term performance indicator.	Ongoing	Fresenius Kabi, Fresenius Vamed, and Fresenius Helios in Spain already use LTIFR as a performance indicator. Process at Fresenius Helios in Germany ongoing.	Page 159 Compensation Report page 222
Fresenius Kabi: LTIFR < 3.0	Ongoing	The target was achieved. In the reporting year, the rate was 2.8.	Page 159
Fresenius Kabi: Integration[1] of all **production sites** into the ISO 45001 **management system by the end of 2023.**	End of 2023	The goal was achieved. 100% of the production sites have been integrated. The next step will be certification at the sites integrated in 2023.	Page 160

[1] Implementation is concluded at all Fresenius Kabi production sites. The certification issuance from the individual certification companies may extend into 2024.

OUR APPROACH

Ensuring the health and safety of our employees is an essential part of our corporate responsibility. The Fresenius Code of Conduct states that we must take all necessary measures to protect our employees and to prevent work-related accidents. All business segments focus on preventive measures and promote employees' responsible conduct when it comes to occupational health and safety. Occupational safety concepts are adapted to the specific business models of each business segment. Our concepts focus on occupational health and safety within production, as well as occupational health management for employees in our healthcare facilities or administration.

We promote the health of our employees with various programs and offers. The return of employees to work after an illness is governed by the workplace reintegration management system. For more information, see page 162.

ORGANIZATION AND RESPONSIBILITIES

Occupational health and safety within the Fresenius Group is organized on a decentralized and country-specific level. Within the Group Management Board, the Chief Executive Officers (CEOs) of our business segments are responsible for operational management. Responsibility and management for occupational health and safety is regulated by the respective Management Boards of the business segments, their committees, or management functions and is embedded in the local organizations. They decide on the management approaches and responsibilities, e. g., via a business allocation plan. The business allocation plan of the Group Management Board does not provide for a separate department for this purpose.

Occupational safety specialists in the business segments advise and support on all issues relating to occupational health and safety. This includes, for example, determining the need for risk assessments as well as monitoring their preparation, implementation, and effectiveness. At local level, we work closely with responsible accident

insurance providers and local authorities – always in the interests of our employees and temporary workers.

In addition, ISO 45001-certified sites as well as all clinics, subsidiaries and service companies of Fresenius Helios in Germany have an **occupational health and safety committee**. In addition, national requirements are to be applied, which may include the provision to establish health and safety committees. At their regular, e. g., quarterly meetings, these committees discuss identified risks and possible measures and review the effectiveness of the defined measures. At clinic locations in Germany and Spain, local employee representatives have introduced similar committees. At Fresenius Vamed, staff from temporary employment agencies can also participate in occupational health and safety committees or are informed about decisions.

In the **healthcare services market segment**, various committees monitor compliance with occupational health and safety regulations as part of their regular meetings. They also monitor potential incidents in the different divisions and countries.

We record and report data on occupational health and safety – such as health-related absences, occupational diseases, or accidents – for example on a monthly or quarterly basis, to identify deviations. If deviations occur, our specialists initiate root cause analyses and evaluations; corrective or preventive actions are implemented where necessary.

The risk reporting process ensures that the Group Management Board is informed about occupational health and safety, i. e., about risks or incidents that could have a significant impact on business operations, the reputation, or the value chain of the Group and its business segments.

Consolidation takes place at Group level as part of our annual non-financial reports. The Supervisory Board is informed at least annually about the results. Further information can be found on pages 87 ff. in the Opportunities and Risk Report and on page 169 ff. in the Compliance section.

Reporting and systems

We use notification systems or reporting processes for accidents at work to document and analyze all work-related accidents and incidents for our own employees and partly for temporary workers or other third parties working on our premises. Local management assesses these incident investigation reports. At Fresenius Kabi, global OHS management is responsible for these assessments. The goal is to decide whether technical improvements, additional working equipment, instructions, or further training are required to avoid reoccurrence in future and to improve occupational health and safety for employees. We also document first aid cases and unsafe situations, including near misses. These are taken into account in the occupational health and safety analysis.

Work-related fatal accidents

In accordance with legal requirements, all business segments document work-related fatal accidents in their respective internal risk management systems. They use locally defined reporting channels to inform the safety specialists directly responsible. Depending on process design and severity, regional or global OHS management functions may be notified as well. HR departments also immediately report serious and fatal accidents to the competent authorities and accident insurance organizations. Furthermore, as soon as work-related accidents with fatalities occur, we immediately review existing work processes and initiate a risk assessment.

In the reporting year 2023, no work-related fatalities occurred among employees in the Fresenius Group that were attributable to misconduct or inadequate occupational health and safety. In one case, there was an incident involving a third-party fatality. The official investigations have not yet been completed.

WORK-RELATED FATAL ACCIDENTS

	2023	2022	2021[1]
Own employees	**0**	0	5
Temporary workers[2]	**0**	0	0
Third-party fatality incidents at own sites[3]	**1**	0	2

[1] Data without the business segment Fresenius Vamed.
[2] Recording only in the business segment Fresenius Kabi.
[3] Only recorded in the business segments Fresenius Kabi and Helios Germany; incidents with official investigation.

Other work-related accidents and incidents

Work-related accidents are reported immediately in the respective systems as soon as they are known of. Central functions are subsequently informed about accidents. Furthermore, we collect Lost Time Injury Frequency Rate (LTIFR) data for internal reporting or are in the process of calculating this indicator at all Fresenius Helios locations in Germany.

In the **healthcare products market segment**, occupational accidents are categorized according to their severity and reported to the responsible central OHS function – and to other relevant functions depending on the severity of an incident. This is how, for example, work-related accidents that result in at least one day of absence are reported to the central OHS function within two working days; other, less severe accidents without or with less than one day of absence are reported on a quarterly basis. Accidents that lead to at least one calendar day absence from work are investigated, and the results are documented in bespoke reports. We calculate LTIFR[1] from data collected on occupational accidents and their severity and use it as an indicator to measure performance; the LTIFR decreased to 2.8 in 2023, due to a lower number of minor lost-time cases compared to the previous year In 2023, slip, trip, and fall accidents and cuts occurred most frequently. We also consider the lost time injury severity rate (LTISR)[2] in the analysis. Occupational health and safety reports are submitted to the Management Board and other relevant functions of Fresenius Kabi on a quarterly basis.

LTIFR AT BUSINESS SEGMENTS

LTIFR[1]	2023	2022
Fresenius Kabi	**2.8**	2.9
Helios Spain	**14.6**	16.2
Fresenius Vamed	**12.5**	16.7

In the **healthcare services market segment**, we have a Critical Incident Reporting System (CIRS) for critical incidents and near misses at all hospitals. Based on ISO 45001 and regulatory requirements, our hospitals are required to report work-related accidents and their causes, absences, illnesses and absenteeism, as well as other key performance indicators (KPIs), for example in an SAP system, and to transmit them to the social security authorities. Regular, i. e., at least semi-annual, time management reports that document absences and absenteeism and their development are recorded and evaluated locally in hospitals.

In 2023, Fresenius Helios introduced a comprehensive system for recording accidents at work and commuting accidents in Germany. For this purpose, a data tool for determining the LTIFR was implemented in all Helios clinics in Germany. At Fresenius Helios in Spain and Fresenius Vamed, the LTIFR is already being recorded. In the reporting year, the LTIFR decreased compared to the previous year. This is partly due to the reinforcement of OHS training and the improved follow-up processes following accidents.

In addition, on-site coordination serves the purpose of checking the effectiveness of risk assessments and of local management approaches to occupational safety and health protection. In the **healthcare services market segment**, occupational safety and hygiene specialists as well as occupational physicians monitor compliance with occupational medicine, occupational safety, and occupational health requirements and their management in accordance with public regulations. They cooperate continuously and across segments and develop improvement processes.

The most common types of injuries, accidents, and illnesses in the hospital sector were needlestick and cut injuries, musculoskeletal injuries such as contusions or fractures resulting from falls, and commuting accidents, as well as assaults by patients or relatives on our employees. Typical occupational illnesses in the post-acute area relate to the intervertebral discs, back, or shoulder.

To prevent injuries in the future, Fresenius Helios, for example, updated its central instructions on the prevention of needlestick injuries, radiation protection, and handling tuberculosis in the reporting year.

In the Fresenius Group, no violations of internal health and safety policies whose impact would have been material for the financial position or reputation of the company were reported via our reporting channel. Further information can be found in the Opportunities and Risk Report starting on page 87.

GUIDELINES AND REGULATIONS

In occupational health and safety, all sites are subject to the respective local laws and regulations. Compliance with these regulations is ensured at local level. In addition to legal requirements, internal guidelines and directives such as

[1] LTIFR: Number of work-related accidents resulting in at least one day of absence from work in relation to 1,000,000 working hours. In 2023, Fresenius Vamed adjusted the scope of reporting.
[2] LTISR: Number of days absent due to work-related accidents in relation to 1,000,000 working hours.

management manuals and standard operating procedures also play a significant role in occupational health and safety. The Group-wide Fresenius Code of Conduct is complemented by business segments' own guidelines governing occupational health and safety, such as the Clinical Code of Conduct for the areas of rehabilitation and nursing as well as for medical personnel in the healthcare services market segment.

The internal requirements are supplemented by corresponding internationally recognized standards for management systems such as ISO 45001 at some sites and other certifications in accordance with ISO or national standards, e.g., SwissReha. The overarching goal of the ISO 45001 management system is to continuously improve occupational health and safety management, to align it with internationally recognized methods, and to ensure the effectiveness of existing procedures and systems. To drive this forward, we are consistently expanding the number of entities certified with this standard. We have the ambition to create a uniform occupational health and safety management system in all areas of the company in order to optimize occupational health and safety in a standardized manner.

The management systems as well as applicable occupational health and safety regulations and instructions for employees of the Fresenius Group also apply to individuals with temporary employment contracts. This ensures that people performing work on a company site or in our buildings are protected to the necessary extent.

Our commitment in the market segments regarding OHS is supported, monitored, and certified by external partners or regulatory bodies.

MANAGEMENT SYSTEMS AND CERTIFICATIONS

in %	Coverage[1]
External standards (ISO 45001)	91
In the healthcare products market segment[2]	100
In the healthcare services market segment	89
Regulatory standards (e.g., local requirements)	100
Internal standards	100

[1] Coverage applies to entities already certified or for which a certification is planned, depending on the applicability of standards or policies. The certification issuance from the individual certification companies may extend into the following year.
[2] For ten entities, the certification process was finalized, the certificates were not submitted, yet.

Local managers review our approach to occupational health and safety e.g. once a year for continued suitability, appropriateness, and effectiveness, and to identify potential for improvement. Regular, in some cases annual, internal audits support the verification of data and management approaches for entities certified in accordance with ISO 45001 and for those without certification. In this way, we ensure compliance with internal guidelines and regulatory provisions. The management system of our production sites, for example, is audited and certified annually by TÜV Rheinland. If other external institutions conduct audits, these are coordinated with local management.

In 2023, we conducted more than 50 internal reviews to verify compliance with applicable requirements, consistently analyze existing procedures, validate processes, and effectively optimize occupational health and safety management.

The number of health and safety audits depends on the size of the individual sites and the range of activities carried out there. More than 30 certification audits were performed by external organizations.

RISK ASSESSMENTS

The OHS system includes processes for identifying hazards and deficiencies, assessing risks for potential incidents, and determining control, correction, or mitigation as well as prevention and improvement measures. These risk assessments are an important part of our occupational health and safety management.

Physical as well as mental or psychosocial **health and safety risks** are identified, analyzed, and evaluated at workplace level and reduced to an acceptable level through targeted measures, or even eliminated completely. The assessments include hazards that arise from work-related activities in the immediate vicinity of the workplace, as well as those that exist outside of the workplace but that may still affect workplace health and safety and health for employees. Risk assessments include all employees who perform or have access to routine and non-routine activities at workplaces. All current and planned workplaces, workflows, (OHS) processes, and tasks and their design are

assessed – as are human factors such as individual behavior. The design of workplace infrastructure, equipment, and materials, whether provided by us or by third parties, is also included.

Corresponding risk assessments are carried out regularly – usually annually, but at least every three years – and in close consultation with the respective department heads and local experts responsible. In the production sector as well as in the hospital sector, employees are included in the risk assessment. Documentation is recorded in relevant safety and health protection documents. Key risk areas are identified via accident reports or employee input and undergo rigorous assessment. In addition, risk areas in clinics and in production are also examined preventively for potential hazards. Our assessments are implemented in accordance with applicable legal requirements for risk assessments as well as the requirements for ISO 45001 certification and the implementation of necessary controls. In Spain, for example, sexual violence is part of the risk assessments as required by Spanish regulations.

In addition, processes are in place for dealing with particularly vulnerable employees. These include pregnant women, women who have recently given birth or are breastfeeding, employees with recognized impairments or disabilities, minors, and employees who are particularly susceptible (temporarily or permanently) to the risks associated with their work due to personal or socio-occupational characteristics or their physical constitution. The purpose is to take special preventive and protective measures through the health monitoring service tailored to their positions or activities – for example, by adapting their workplace or transferring their activity to another one.

If an entity, be it in production or in clinical settings, uses **biological agents**, these substances are evaluated in accordance with applicable legal regulations. The corresponding internal risk assessment is recorded in a health and safety document and preventive measures are established before the respective process is initiated. In addition, hazardous materials inventories are maintained in the clinical area.

TRAINING

The Fresenius Group conducts regular occupational health and safety training to prevent incidents in its fields of operation. To prevent work-related injuries and occupational accidents, all new employees receive safety training at the very beginning of their employment, and standard training at least annually thereafter. For incident scenarios with high risks, training takes place more frequently. Helios Germany, for example, conducts quarterly drills on power failure scenarios, in different parts of the building each time.

Our standardized approach to occupational health and safety is complemented by training modules for specific workplace risks. In our clinics, employee health and safety training courses cover, besides general topics, specific areas such as hand hygiene, safely handling work equipment, and hazardous chemicals, as well as emergency prevention and response. Training provided at production sites focuses on, among other topics, safely handling work equipment and chemicals, and emergency prevention and response.

All business segments employ specialists or representatives for (occupational) safety. Vamed Technical Services, for example, runs a dedicated safety center. It is responsible for the safety-related operational support. In order to maintain and further develop their competence, all safety specialists are subject to an area-specific training program adapted to the respective needs of the organization. In addition, the manager of the safety center is certified as quality, safety, risk, and environmental manager and as lead auditor.

At Fresenius Kabi, the global OHS function checks not only compliance with applicable standards during internal audits, but also, for example, the training matrix and whether relevant training has been carried out. Any relevant deviations will be included into the local and global Corrective and Preventive Action (CAPA) list, to ensure any potential gaps are closed systematically. In 2023, all health and safety specialists of Fresenius Kabi were offered one global training session. Furthermore, all sessions are available at the global EHS and OHS Intranet page.

In the reporting year, Fresenius Helios in Spain evaluated its occupational health and safety training in the hospital. Based on this content review, Helios Spain updated its training on specific workplace risks to meet new regulations and make the courses more user-friendly. More than 30,000 training sessions were offered in which around 16,000 employees participated. The increase in the number of trainings in Spain is a requirement of the JCI accreditation. The segment is preparing the JCI accreditation of additional centers and also the reaccreditation in 2024.

WORKPLACE REINTEGRATION MANAGEMENT

Statutory workplace reintegration management programs are in place at Fresenius sites in Germany and Austria.

In **Germany**, employees who were unable to work for more than six weeks within a year (either one prolonged absence or multiple absences) are entitled to a reintegration procedure. In close cooperation with the person concerned, local site management coordinates with relevant employee representatives to assess the options for overcoming an employee's inability to work. They also assess which services or assistance can prevent future instances of extended health-related absences. The aim is to make workplace reintegration flexible and as needs-oriented as possible, thereby ensuring that employees can return to work long-term. In a first step, affected employees are informed in writing about their options as well as about the structure and participants of an initial return-to-work conversation. In this context, it is also important to transparently communicate the goals of workplace reintegration management as well as the type and scope of data collected and used for this purpose.

Potential further measures resulting from this initial conversation can also involve additional groups and individuals – as agreed upon with the person concerned.

In **Austria**, affected employees receive what is known as a reintegration allowance from responsible social insurance agencies. This allowance is granted for the duration of part-time employment and in addition to an employee's salary. As in the case of partial retirement, the allowance should compensate for a large share of financial losses.

In **Spain**, a medical examination of the employees concerned is carried out by the Risk Prevention Service after longer periods of sick leave involving extended hospitalization. This examination reassesses the returning employee's fitness for the workplace, which supports a quick return-to-work process. Furthermore, subsequent tailored measures to protect an employee's health and well-being can be coordinated and implemented. The services provided by each respective local occupational health management unit also support the reintegration measures, e. g., sports and health offers.

In the **United States**, we provide a Short-Term Disability program for sick leaves. Eligible employees are granted up to 25 weeks' leave of absence and receive between 60% and 100% of their normal wage. Upon their return, employees are retrained to facilitate their reintegration.

In the **Dominican Republic**, our internal medical unit provides physical and emotional support to employees on long-term sick leave when needed in accordance with legal requirements. If employees are able to return to work, we offer them a position with the lowest possible health risk considering business needs and personal qualifications. In addition, affected employees are supported by the internal medical unit and labor relations for a certain period of time.

PATIENT SAFETY

In addition to employee health and safety, patient and user safety at our facilities is also of great importance. For information on patient safety in the context of medical treatment, please refer to the Patient and product safety section on pages 118 ff. In the hospital sector, we have also implemented various measures to protect patients from hazardous situations outside of medical treatment. Such hazardous situations can be, for example, fires, power outages, or weather-related circumstances, such as ice on parking lots or hospital access ramps in winter. If such situations occur, appropriate emergency and fire protection plans are in place, for example to ensure the evacuation of patients. Hospital staff are prepared for such crisis situations through annual mandatory training. Business continuity plans for crisis situations complement existing safety measures.

PROMOTING HEALTH AND WELL-BEING

Complementing our comprehensive occupational health and safety measures, we have developed further voluntary country-specific offers that promote employee health, well-being, and healthy lifestyles. These offers are organized on a decentralized basis so that they can be tailored to the needs of our employees as precisely as possible. On the one hand, our offers are aimed at promoting and maintaining physical health and include, for example, vaccination programs and preventive medical check-ups by our company doctors. On the other hand, there are contacts, hotlines, and information focusing on mental health issues. In Germany and Spain, Fresenius provides courses on nutrition and physical activity, as well as on emotional management. In addition, employees and their families receive external and anonymous psychological counseling if needed.

DIVERSITY AND EQUAL OPPORTUNITIES

At Fresenius, we promote international and interdisciplinary cooperation as well as diversity and inclusion throughout the Group. The diversity of our markets and locations is also reflected in our workforce. In Germany, we have employees of more than 140 nationalities. We attach great importance to equal opportunities for all employees in the workplace as well as in the application, selection, and development procedures. In order to integrate equal opportunities into all processes and workflows and to overcome barriers or unconscious bias, the business segments develop diversity concepts that are adapted to the requirements of their respective business models and regions. With this approach, we want to provide a framework that enables our employees to integrate into a workplace that supports them in pursuing their individual professional ambitions.

DIVERSITY AND EQUAL OPPORTUNITIES GOALS

	Timeframe	Status 2023	Further information
Implementation of our diversity concept for the Group Management Board and Supervisory Board	Ongoing	Goal achieved	Page 167
Diversity targets for the first and second management levels below the Management Board	Until 2025	Ongoing; status 2023:	Page 167
30% share of women at the first management level		30.0%	
30% share of women at the second management level		24.1%	

OUR GOALS AND AMBITIONS

The Group Management Board welcomes the efforts within the business segments to further expand and make greater use of activities for more diversity and inclusion in future. It is our ambition to continuously develop our corporate culture and attract, promote, and retain talent. Different backgrounds, experiences, and perspectives can lead to better decision-making and outcomes and drive progress on all levels of an organization. In the business segments, we want to improve diversity management, e. g., with diversity training for employees and management. As part of the corporate culture, measures to strengthen diversity management are being developed and implemented. The promotion of women in management positions is also an important concern for us. We are developing new measures to this end.

By setting diversity targets and reporting on them transparently, we aim to drive forward diversity in our leadership positions. A clear goal also directs the focus to areas where action is needed. This enables us to implement effective diversity-related measures.

OUR APPROACH

At Fresenius, we support equal opportunities for all and consciously oppose discrimination of all kinds. No one may be discriminated against on the basis of skin color, ancestry, faith, political views, age, gender, ethnicity, nationality, cultural background, sexual orientation, physical condition, social background, appearance, or other personal characteristics. This extends equally to employees, business partners, and patients. Our dealings with each other are characterized by mutual respect: open, fair, and appreciative. We do not tolerate insults, humiliation, or harassment in our daily work, neither internally nor externally. Our managers have a special responsibility in this respect and act as role models. These values and our aspirations with regard to diversity are laid down in the Fresenius Code of Conduct, which is binding for all employees. This lays the foundation of our cooperation and corporate culture. Further information on our approach to equal opportunities is provided in the Human rights section on page 179 onwards, and on our diversity concept for the Group Management Board and the Supervisory Board in the Corporate Governance Declaration on pages 211 ff. Information about fair compensation can be found in the Employees chapter on page 148 onwards.

In 2023, the Group Management Board signed the German "Charta der Vielfalt" (Diversity Charter) for Fresenius. The healthcare Group is thus taking a strong stance for diversity and inclusion in its own company. The aim of the initiative is to advance the recognition, appreciation, and inclusion of diversity in the working world in Germany.

ORGANIZATION AND RESPONSIBILITIES

The Group Management Board member responsible for Legal, Compliance, Risk Management, ESG, Human Resources and the business segment Fresenius Vamed (subsequently ESG Board member) assumes responsibility for steering strategic Group-wide projects regarding diversity, equity, and inclusion (DEI). The Chief Executive Officers (CEOs) of the business segments are responsible for operational management. The management boards of the business segments define the management approaches and regulate responsibility for DEI topics, e. g., via a business allocation plan. In the Fresenius Group Human Resources (HR) Steering Committee, the HR managers or responsible functions of the business segments and of the Group function Corporate HR Management also align on HR topics, approve group-wide projects and initiatives and exchange information on diversity-related issues on a monthly basis. The ESG Board member participates in the meetings. As part of risk reporting, the Management Board of the Fresenius Group is informed quarterly. The effectiveness of DEI measures is discussed, if risks were identified or incidents occurred that could have a material adverse effect on the operating business, reputation, or the value chain of the Group and its business segments. The Audit Committee of the Supervisory Board is also informed of developments on a half-year basis, the Supervisory Board on an annual basis. Further information can be found in the Opportunities and Risk Report on pages 87 ff. and in the Group Non-financial Report in the Compliance section starting on page 169.

In order to be able to address existing and potential challenges in connection with diversity and equal opportunities on a context-specific basis, responsibilities at regional level have been defined. Either the HR functions, diversity and gender representatives, or, e. g., the medical director, are responsible for the implementation of approaches and country-specific regulations are. In the **Corporate / Other** segment, the Group function Corporate HR Management is responsible for topics related to DEI. Experts in various divisions develop training courses, communication material, and programs in discussion with other Group functions.

At Group level, data on diversity and inclusion is collected as needed, but at least annually, and communicated to internal stakeholders, e. g., employee representatives or the respective representatives of the severely disabled. In addition, the business segments have supplementary reporting processes, e. g., on a monthly or quarterly basis, to identify deviations from internal targets or objectives. If deviations occur, the responsible persons initiate a root cause analysis, evaluate the results, and, if necessary, implement corrective or preventive measures.

A key component of reporting is communication on the intranet and social media. These communication formats provide the Group Management Board with the opportunity to draw specific attention to initiatives in the area of DEI and to strengthen employee awareness of these issues. It is particularly important to include affected employee groups in this communication and to show them that we take their interests into account.

In addition, we also want to address potential new employees with our initiatives. For example, Fresenius Vamed's German sites are reaching out specifically to people with disabilities and chronic illnesses through the MyAbility job board with an employer profile.

Reporting systems and dealing with incidents of discrimination

Information about violations of the principles of the Fresenius Code of Conduct and other possible misconduct can be reported via various notification systems, e. g., online and in various languages – anonymously, if necessary, as described in the Compliance section on pages 170 f.

In addition, employees have the option of confiding in an ombudsperson in the event of conflicts or misconduct. At Helios Spain, incidents involving sexual and gender-based harassment can be recorded via a dedicated complaint protocol.

Within the Group, incidents involving discrimination are processed via the responsible function and, depending on the severity of the incident, escalated, e. g., to regional or central level. All information is carefully examined, and appropriate action taken in accordance with the results of the investigation. Sanctions such as actions under employment, civil, or criminal law can be imposed. After finishing the investigation, measures that prevent future misconduct, or at least make it more difficult, are implemented.

In 2023, 274 reports related to HR/workplace, including incidents of discrimination or sexual harassment were reported across the Group. The reports were documented, investigated, and evaluated in accordance with the applicable compliance regulations. We also take reports that are not substantiated by the investigation as an opportunity to review existing structures and, if necessary, adjust measures as a precaution. In 2023, this was not the case.

No violations of internal policies on diversity and equal rights were reported whose impacts would have been material for the financial position or reputation of the company. Further information on opportunities and risks can be found in the Opportunities and Risk Report starting on page 87 and in the Compliance section starting on page 169.

GUIDELINES AND REGULATIONS

At Group level, the business segments are subject to the requirements arising from internal guidelines, e. g., the Code of Conduct, or external requirements, e. g., collective agreements. Collective agreements and works agreements also stipulate that all employees covered by these agreements are entitled to defined benefits. Due to varying local legislation, these internal guidelines are important frameworks for enabling a tolerant and appreciative working environment. In this way, we ensure that local law is taken into account. In addition, as part of our business activities, we make sure that people can work for us or are supplied with our products without fear of discrimination.

In addition, all locations are subject to respective local regulations – in Germany, for example, the General Equal Treatment Act (Allgemeines Gleichbehandlungsgesetz), the Remuneration Transparency Act (Entgelttransparenzgesetz), and the Works Constitution Act (Betriebsverfassungsgesetz).Compliance with these regulations is ensured at local level.

In some locations, we are required by national law to establish equality plans to promote equal opportunities and wage transparency between men and women, and also guarantee non-discrimination in the workplace. In 2023, more than 70% of Helios Spain's employees were covered by equality plans.

DIVERSITY AMONG EMPLOYEES AND IN GOVERNANCE BODIES

In the reporting year, the proportion of female employees in the Fresenius Group was 68%. The proportion of females in services or care is traditionally higher than in the area of production. This is reflected in the proportion of female employees in our business segments: our business segment Fresenius Helios has the highest proportion of female employees within the Group, with around 75%.

We want to support employees in all phases of life and especially promote the compatibility of family and career – in the spirit of equity. That is why we offer them a variety of options for flexible working. The country- and location-specific offer depends on the applicable collective agreements and – if available – equality plans. Further information on flexible working models can be found in the Employees chapter starting on page 149.

GENDER BY BUSINESS SEGMENT

	2023				2022			
	Female	Male	Other[1]	Undisclosed	Female	Male	Other[1]	Undisclosed
Fresenius Kabi	22,450	20,810	9	0	21,489	20,574	0	0
Fresenius Helios	96,837	32,599	3	0	94,236	31,464	0	0
Fresenius Vamed	12,668	7,597	0	0	12,645	7,539	0	0
Corporate/Other	422	470	0	0	425	504	0	0
Group	132,377	61,476	12	0	128,795	60,081	0	0

[1] First structured survey of the Other category for the 2023 fiscal year.

At the end of the reporting year, the majority of our employees were employed in Europe. We illustrate the diversity of our employees based on nationalities. We do not collect employee data split by ethnicity. Following data is based on about 70%[1] of global employees. Our employees come from more than 150 different nations. Around 57% of them have German citizenship, followed by Spanish citizenship (2023: 27%) and Colombian citizenship (2023: 6%).

FIVE MOST FREQUENT NATIONALITIES[1]

Employees (Headcount)	2023	2022
German	**80,369**	79,905
Spanish	**37,629**	36,605
Colombian	**8,191**	7,489
Peruvian	**1,474**	1,451
Turkish	**980**	959

Fresenius aims to increase diversity on the Group Management Board and the Supervisory Board of Fresenius SE & Co. KGaA in terms of age, gender, education, professional background, and international experience. To achieve this, the **diversity concept for the Group Management Board and Supervisory Board** defines criteria to be implemented when nominating candidates. In addition, on page 216 of the Annual Report, we list the individual skills and competencies of the members of the Supervisory Board in a qualification and competency matrix, which also includes the implementation of the diversity concept. The diversity concept and its current application can be found on pages 211 ff. in the Annual Report 2023.

DIVERSITY IN THE SUPERVISORY BOARD

	2023	2022	2021
Nationalities	**3**	3	3
Number of women	**4**	5	5
Average age	**61.6**	60.7	60.7
Average term of office in years	**5.8**	5.3	6.0

DIVERSITY IN THE GROUP MANAGEMENT BOARD

	2023	2022	2021
Nationalities	**2**	3	5
Number of women	**1**	2	1
Average age	**51.6**	53.2	57.1
Average term of office in years	**0.6**	5.2	7.9

In addition, the Fresenius Group has developed diversity goals for the first and second management levels below the Group Management Board at the segment Corporate/Other in accordance with legal requirements: by 2025, the proportion of women there should be over 30%. In 2023, the proportion of women at the first management level was 30.0%, at the second management level 24.1%.

To further determine the proportion of women in management positions in the Fresenius Group, we evaluate the participants in the Group-wide variable compensation program (Long-Term Incentive Plan 2023 – LTIP). The LTIP is primarily aimed at management positions no more than two levels below the Executive Board.

SHARE OF WOMEN IN MANAGEMENT POSITIONS

	2023	2022
Managers	**501**	522
Share of women in management positions, in %	**27**	28

EMPLOYEES WITH DISABILITIES

The Fresenius Group also employs people with impairments, some of which are severe disabilities – such as people in wheelchairs or with mental disabilities, as well as those who survived cancer or, e. g., live with diabetes, rheumatism, or depression. Fresenius is committed to the **inclusion** of these people. We want to enable our employees to apply their knowledge and skills as fully as possible. In doing so, the respective local legal requirements must be implemented. As these differ significantly in some cases, management is decentralized and local.

In Germany, elections for representatives of the severely disabled are held every four years at Fresenius facilities where at least five severely disabled persons are employed on a more than temporary basis. All members of the company can stand for election to this office. We also have corresponding committees in our clinics in Spain.

Helios Germany concluded an overall inclusion agreement with the division's representative body for persons with severe disabilities. It strengthens the participation of (severely) disabled people and employees at risk of disability and promotes equal opportunities. Furthermore, it aims to prevent employees with (severe) disabilities from being discriminated against or socially excluded. In addition, two online training courses on the topics of severe disability law and the Corporate Inclusivity Agreement are available to senior executives of Fresenius Helios in Germany and Fresenius Vamed via the training catalog of the management academy. In 2023, around of 1,200 people completed one of these training courses.

[1] Excluding employees from Fresenius Kabi and Fresenius Vamed outside of Germany as well as few international administrative offices.

Helios Spain has dedicated recruiting, training, and inclusion protocols for disabled people. The segment thus complies with the legal requirement in Spain to employ at least 2% of people with disabilities relative to the total workforce. Exceptions are possible and must be explained by the companies concerned before being accepted by the competent authority. In addition, Helios Spain has signed an agreement from the representative foundation Fundación DKV Integralia to promote diversity in the division.

EMPLOYEES WITH DISABILITIES

	2023	2022	2021
Germany	**4,668**	4,614	5,051
Share of employees, in %	**5.1**	5.0	5.1
Europe without Germany[1]	**749**	600	480
Share of employees, in %	**1.5**	1.2	1.2
Total Europe	**5,417**	5,214	5,531
Share of employees, in %	**3.8**	3.7	4.0

[1] Until 2021, hospitals of Helios Spain; without Fresenius Kabi.

DIVERSITY LIVED IN THE WORKING ENVIRONMENT

At Fresenius, the international and interdisciplinary work environment leads to intercultural teams coming together to drive improvements in patient care, optimize internal processes, and convince potential applicants of our corporate culture. An international and intercultural composition of teams – especially in our corporate functions – can facilitate cooperation. In many central functions, for example, there are employees who are responsible for different regions and are expected to provide the best possible support across different segments internationally.

In order to sustainably promote tolerance and appreciation within these teams in the long term, it is not only necessary to have a corresponding culture that is exemplified by the management bodies; employees are also taught through training and continuing education programs. For example, in 2023, Fresenius Vamed implemented a course on intercultural cooperation at the Austrian sites as part of the leadership program and conducted DEI training on generation management in some areas. In addition, an online training course on anti-discrimination has been available in the business segment since November 2023. The employees of Helios Germany were also able to take advantage of an online learning program on diversity in 2023.

Our aim is to increase employees' awareness of diversity and equal opportunities. Showing appreciation for all people and offering equal opportunities is at the core of diversity and inclusion. However, current research shows that we make our decisions largely unconsciously. This can be helpful in some situations. But it is also possible that we overlook or misjudge something as a result. This is because people are influenced by cognitive bias, known as unconscious bias, when making decisions. This can lead to person-related decisions – such as performance appraisals – being disadvantageous for individual employees. To raise awareness of this, we offer online training on the topic of unconscious bias for employees and especially for managers in the Corporate/Other segment. Unconscious bias training was also carried out in individual areas of Fresenius Vamed. This gives our employees the opportunity to learn how to question decisions and recognize unconscious thought patterns, stereotypes, and prejudices.

EMPLOYEE NETWORKS

Within the Fresenius Group, various employee groups have been formed, such es employee impact groups or employee resource groups (ERGs) in the North America region. The Women's Initiative is committed to networking, mentoring, and supporting of women. The initiative was established in 2022, initially with a focus on Europe, and now has members worldwide, e. g., in Australia, Taiwan, and the United States. These networks are central for the DEI strategy and support the Group's aspiration to develop a work environment in which diversity and appreciation go hand in hand. This aim is also reflected in the Diversity Charter.

At Fresenius Kabi in the United States, there are currently five Employee Impact Groups (EIGs): Voices of African Descent, Women's Voice, Pride, Alliance of Asians and Pacific Islanders, and iHOLA! (Hispanic/Latin employees). Detailed information can be found on the Fresenius Kabi website.

In 2023, the segment Corporate/Other, Fresenius Digital Technology, and Fresenius Kabi again conducted a joint learning program on Leadership for Women – Boost your Self-Positioning. The 114 female participants were able to strengthen their self-positioning using various topic modules and network across divisions by means of peer group coaching.

COMPLIANCE AND INTEGRITY

Responsible and lawful behavior is embedded in our ethical principles and guidelines. It forms the basis of all activities at Fresenius. For our employees, this is the foundation of their daily activities. For our business partners and suppliers, it is the standard Fresenius sets for cooperation.

In the following sections, we report on how we anchor this in our day-to-day business:

- Compliance
- Data protection
- Human rights

Further information on changes in the reporting of material topics can be found on page 109 in the Strategy and management chapter.

COMPLIANCE

For Fresenius, compliance means doing the right thing. Our ethical values are based on more than just regulatory requirements. This means that we not only act in accordance with the law, but also according to applicable sector codices, our internal guidelines and values, and using internal controls to ensure that we adhere to the requirements. For our employees, this is the foundation of all our activities. In this way, we want to help ensure that everyone can rely on us as a partner of trust and integrity. Compliance should also ensure what is most important to us: the well-being of the patients we care for.

COMPLIANCE GOALS

	Timeframe	Status 2023	Further information
Reorganization of the existing Compliance organization with a functional reporting line	Internal timeline set	In progress	Pages 170 f.
Group-wide Human Rights organization with functional reporting	2023	Implemented	Pages 180 f.

Our risk-oriented compliance management system is aligned with the activity of our business segments. Our key ambition is to prevent corruption and bribery in our business environment. Beyond that, prohibiting violations of antitrust law, data protection regulations, trade restrictions, and anti-money-laundering laws, preventing the financing of terrorism, and protecting human rights are also key areas, which we address with dedicated compliance measures.

OUR GOALS AND AMBITIONS

Our aspiration is to integrate our comprehensive understanding of compliance into our daily business. The aim is to prevent violations, continuously improve our compliance management system, and to further evolve a living compliance culture, especially among our employees and the stakeholders we interact with. Exchange on best practices between our business segments plays a key role here. The business segments develop operational goals and measures on an annual basis to continuously strengthen the compliance management system.

In addition, we aim to ensure that we can comply with all applicable sanctions and requirements for export controls, even in the event of short-term changes in legislation, such as those experienced in 2023. We have no evidence that Fresenius has not complied with applicable sanctions and export control requirements.

Key performance indicators (KPIs) and goals are being defined as part of our ongoing compliance monitoring process. Reporting is planned from the 2024 reporting year.

OUR APPROACH

Integrity, responsibility, and reliability form the core of our understanding of compliance.

As stated in our Fresenius Code of Conduct, we are fully committed to adhering to statutory regulations, internal guidelines, and voluntary commitments, as well as acting in accordance with ethical standards. Violations are not to be tolerated. If a violation is detected, we perform an investigation, initiate the necessary remediation measures, and impose sanctions if applicable. In addition, incidents prompt us to sharpen our compliance programs and prevention mechanisms.

We set up a dedicated risk-oriented **compliance management system**. It is based on three pillars: prevention, detection, and response. Our compliance measures are primarily aimed at using preventive measures to avoid compliance violations.

At the first and second management level below the Group Management Board, as well as below the management of the business segments, responsible compliance officers can also be evaluated according to defined compliance targets. Targets are components of the individual variable remuneration. The performance discussions of employees in the area of compliance are also based on compliance criteria, among other things.

Organization and responsibilities

Responsibility for compliance within the Fresenius Group lies with the Group Management Board and has been assigned to the Board member responsible for Legal, Compliance, Risk Management, ESG, Human Resources and the business segment Fresenius Vamed (subsequently ESG Board member). The **Group Chief Compliance Officer** of the Fresenius Group has a direct reporting line to this Member of the Group Management Board.

Within the executive boards of the business segments or their management, the responsibility for compliance is regulated by business allocation plans. The business segments also established their own compliance organizations, which reflect the requirements of the business organization, regulatory requirements, and the associated internal controls. The Group function Risk & Integrity advises the corporate functions, sets minimum standards for the compliance management system Group-wide, and manages the Group-wide compliance reporting.

Risk Steering Committee

The Risk Steering Committee (RSC) – under the management of the ESG Board member – discusses internal and external developments regarding the risk management and internal control system as an advisory body. This includes, for example, developments relevant for the compliance management system. In addition, the RSC advises on significant risks and prepares decision proposals for the Group Management Board. The meetings of the RSC are scheduled regularly, at least once per quarter. The members of the RSC are managers with functional responsibility within Group functions and representatives of the business segments.

In addition to the updates in the RSC, the Group Chief Compliance Officer of Fresenius SE & Co. KGaA regularly provides the Group Management Board with comprehensive information on all Group-wide compliance initiatives and policies. The Supervisory Boards of Fresenius SE & Co. KGaA and Fresenius Management SE (FMSE) are informed about the progress of the compliance measures at least once a year, most recently in December 2023.

Functional reporting lines in the compliance organization

Since the beginning of 2023, all compliance representatives of the business segments have reported functionally to the Group Chief Compliance Officer of Fresenius SE & Co. KGaA. In 2023, we started to implement corresponding functional reporting lines in the business segments. Once the restructuring has been completed, all compliance officers will report to the respective Heads of Compliance of the business segments. The Group Chief Compliance Officer, the Chief Compliance Officers, or Heads of Compliance of each business segment and the Head of Group Reporting and Monitoring form the Group Compliance Management Team (GCMT). This management team meets on a monthly basis and sets the governance standards for compliance at Fresenius and supports the effective implementation of the compliance management system. The GCMT regularly examines the results of the compliance risk analysis, the compliance figures, the further development of the compliance management system and the results of monitoring measures.

The management teams of the business segments receive regular reports on compliance from their Chief Compliance Officers or Heads of Compliance.

Reporting paths

If Fresenius employees suspect misconduct, e. g., violations of laws, regulations, or internal guidelines, they can report the potential compliance incident to their supervisors or the responsible compliance officers. In addition, employees and third parties can report potential compliance incidents anonymously, where legally permitted, e. g., by telephone in more than 30 languages or online via whistleblower systems available in up to 8 languages and email addresses set up specifically for this purpose.

Incoming reports are treated confidentially as described in the respective guidelines to protect persons reporting. We take all potential compliance violations seriously. An initial assessment focuses on the plausibility and possible severity level of the potential violation. For this purpose, ombudsperson panels are also set up at Group level as well as

in the business segments. The compliance departments or, depending on the severity of the cases, the ombudspanels, carry out preliminary assessments of reports received and initiate risk-appropriate investigations on a case-by-case basis. The severity of the compliance violation determines who is responsible for further investigation. If necessary, a dedicated team takes over the investigation, which may include internal experts, but can also comprise external support. Measures are implemented in a timely manner by the responsible management in close cooperation with the compliance officers. Depending on the type and severity of the misconduct, disciplinary sanctions or remedies under civil or criminal law may be imposed. After completion of the investigation, we use the results of internal reviews and reports to review our business processes. We implement corrective or improvement measures where necessary to prevent similar misconduct in the future.

Compliance cases are evaluated based on **the Group-wide policies** as well as on those of the business segments, which comply with the Group-wide policies. The Group Chief Compliance Officer informs the responsible board member immediately about compliance cases, which could lead to a potential high impact, based on an internal assessment. The Group Management Board also receives an annual overview of reported cases by category and business segment from the Group Chief Compliance Officer of Fresenius SE & Co. KGaA and is informed in detail about the investigations relevant to the Group.

In 2023, a total of 806 **compliance reports** (2022: 375) were received via the incident databases at Fresenius SE & Co. KGaA, and the business segments. They were recorded via various reporting paths.

We received the most complaints in the area of misuse of corporate assets and HR/Workplace, topics, which are part of this non-financial Group report. The increase in reports is, among others, due to the introduction of automated fraud prevention systems, and internal communication campaigns, which have proven to be efficient. Further information is provided on pages 165 f. in the Diversity chapter.

262 of the total reports received were not classified as relevant compliance reports following a detailed assessment by our responsible compliance teams. Such reports mainly concerned the areas of HR and patient satisfaction and were further processed by the relevant departments.

COMPLIANCE REPORTS

	2023	2022
Business Integrity	**51**	88
Data Protection	**25**	26
HR/Workplace	**274**	155
Misuse of company assets	**225**	35
Accounting/Reporting	**3**	8
Environment/Health/Safety	**34**	23
Human Rights	**47**	n.a.[1]
Other	**147**	40
Total	**806**	**375**

[1] This category was not reported as separate category in 2022.

Guidelines and regulations

The Fresenius Code of Conduct forms the framework for all rules applicable in the Fresenius Group. The Code of Conduct lays out the principles of conduct for all employees, including managers at all levels and members of the Group Management Board. The Code is aligned with recognized international regulations and was adopted by the Group Management Board. In addition, the business segments implemented their own Codes of Conduct, which are adapted to the individual characteristics of each business segment. The applicable Code of Conduct is part of the employment contracts and is available to all employees. Guidelines, organizational directives, and process descriptions supplement and further define the rules of the Codes of Conduct.

The design and implementation of our compliance management system is based on international regulations and guidelines, such as the ISO standards on the setup of compliance management systems and applicable audit standards of the Institute of Public Auditors in Germany, Incorporated Association IDW (PS 980). When implementing measures, we take into account the respective national or international legal frameworks. In addition, a law firm reviewed the design of the Corporate/Other's segments compliance management system and concluded that it is organizationally effectively anchored and programmatically appropriately designed.

In the reporting year 2023, a new guideline for handling compliance incidents has been applied in the Group. Standard operating procedures (SOPs) define the related documentation for the case management, such as templates for investigation plans and investigation reports. Furthermore, they are revised on an ad-hoc basis to take into account the requirements of recent legislation updates and to further improve the quality and consistency of case management work across the globe.

In addition, we revised the Fresenius Code of Conduct for Business Partners and incorporated human rights aspects and requirements from the German Act on Corporate Due Diligence Obligations in Supply Chains (Lieferkettensorgfaltspflichtengesetz – LkSG).

Risk management

By using standardized methods, we regularly record, analyze, and evaluate compliance risks in the business segments and at Fresenius SE & Co. KGaA. As part of integrated risk reporting, defined core compliance risk subgroups are regularly reported and assessed, including, for example, bribery, corruption, and antitrust law. The compliance representatives exchange information on key findings from the respective risk assessments, which may result in additional compliance risk subgroups to reflect new risk areas or risk clusters.

The internal control system is an important part of Fresenius' risk management. In addition to internal controls regarding the financial reporting, it includes control objectives for further critical processes, such as quality management and patient safety, cybersecurity and data protection, and sustainability. Fresenius documented relevant critical control objectives in a Group-wide framework, integrating the various management systems into the internal control system in a holistic manner.

We adapted our Group-wide integrated risk management tool as well as our risk methodology to implement applicable regulatory requirements and to further improve the reporting quality of risks. Risk entries are validated by subject matter experts, i. e., the Compliance function, in order to ensure the consistency and quality of these entries. Risk mitigation plans will be tracked and monitored to ensure a steady mitigation effect.

Due to the constantly changing external and internal requirements and environment, our risk management and internal control system is being continuously developed. 27 out of 153 **control objectives** are currently related to compliance processes, in particular in the areas anti-corruption, trade compliance, anti-money-laundering, and antitrust/competition compliance. In 2023, the internal control system was further expanded by the business segments, including structured training and communication measures.

In the reporting year, there were no incidents from the topics explained below that could have materially affected the reputation or financial position.

Audits and inspections

The Internal Audit departments conduct independent and risk-based audits to improve the effectiveness of compliance and anti-corruption. If weaknesses are identified, Internal Audit monitors the implementation of remediation actions taken by the respective management. In 2023, 11 internal audits with audit reference corruption were conducted at operating sites of the business segments. The audit engagement results were analyzed by the compliance organizations and incorporated into the continuous improvement of existing measures. Structural changes to the processes related to the compliance organizations were not required.

Dealing with stakeholders

Our Code of Conduct and the related guidelines for Fresenius Group employees also regulate our relations with business partners and suppliers. We expect them to comply with applicable laws and standards, as well as ethical standards of conduct, in daily business and specified this in our Fresenius Code of Conduct for Business Partners. Among other topics, the Codes explicitly prohibit corruption and bribery and oblige our partners to comply with relevant and applicable national and international anti-corruption laws. Business segments with significant exposure to interaction with healthcare professionals have specific rules for these interactions, as explained in the Transparency in the healthcare sector section on page 111 in the Strategy and management chapter. We inform our business partners about these requirements before entering a business relationship and perform a risk-based business partner due diligence. The Codes of Conduct of the Fresenius Group are publicly accessible. An overview of the most relevant stakeholder groups is provided on pages 110 f. in the Strategy and management chapter.

Fresenius' **government relations activity** is managed by a dedicated Political Affairs department. Our representative office in Berlin and an EU Relations Office in Brussels are available as contact points for politicians and the representatives. The primary task of the department is to advise policy makers on policy initiatives that require expertise in medicine and the healthcare industry. Any political activity by Fresenius' employees and representatives is governed by our Code of Conduct, as well as by the applicable legal standards regarding our relations with external partners and the public. Information on lobbying expenditures is published as required by law in the business segments and countries concerned.

Business partner and investment due diligence

All business segments and Fresenius SE & Co. KGaA conduct risk-based due diligence on business partners before entering into a business relationship. This also includes human rights aspects, as detailed on pages 181 f. The business partners to be screened are selected on a risk-based basis according to defined criteria. A risk profile of the partner is drawn up and targeted measures are initiated: accordingly, the compliance contract clauses are based on the partner's risk profile to prevent corrupt actions. We also reserve the right to terminate the contract in the event of misconduct. In 2023, we conducted various audits of business partners, of which 939 alone related to human rights risks. Further information can be found in the Human rights section on pages 181 f.

All business segments and Fresenius SE & Co. KGaA perform regular checks of all business partners against the applicable sanctioned party lists.

Whenever we decide on potential acquisitions and investments, we take compliance risks into account in due diligence measures, among other things via the Acquisition and Investment Council (AIC), which reviews planned acquisitions and investments in a defined process for the business segments and Fresenius SE & Co. KGaA. Every acquisition and investment proposal submitted to the Group Management Board must first be discussed, reviewed, and evaluated by the AIC. If necessary, we initiate safeguarding measures and include, for example, compliance declarations and guarantees in the contracts. Following an acquisition, we integrate the new company into our compliance management system as quickly as possible.

Dealing with conflicts of interest

We want to avoid potential conflicts of interest and assure patients of appropriate treatment options. In this context, integrity also means that our employees clearly separate private interest from that of the company. They make decisions for Fresenius based on objective criteria. Our employees are obliged to make potential conflicts of interest transparent to their supervisors as soon as they have identified the conflict and before the business action is taken. The affected employee and his or her supervisor have to discuss the exact circumstances. The supervisor will derive a risk analysis from these circumstances and initiate the appropriate measures.

Fresenius supports its employees in dealing responsibly with conflicts of interest by defining clear requirements and providing guidance, as well as answers to the most frequent questions, on the intranet. Training and regular updates of information complement the activities at the Group level and within the business segments. Our Compliance departments are also available as a contact partner for all related questions.

Our Guidelines for Dealing with Business Partners and Customers regulate the handling of donations. They state that Fresenius donates for scientific or charitable purposes and without expecting any consideration, on a voluntary basis only. Donations and other contributions to political organizations are provided in accordance with applicable legislation. Fresenius Helios prohibits unilateral monetary allocations and sponsorships from industry.

Financial transactions

Controls for cash transactions and banking transactions are part of our Internal Controls Framework and will be regularly tested and adjusted, if required. For more information, please refer to the Opportunities and Risk Report starting on page 87.

Money laundering

Fresenius has established appropriate measures to address money laundering risks. These measures include internal controls, such as the prohibition of certain cash payments, as well as risk analysis and review processes for relevant transactions. We report suspicious transactions to the authorities. The controls implemented are embedded in policies and appropriate training is provided.

Trade restrictions

To provide people worldwide with access to lifesaving medicine and medical equipment, Fresenius also supplies products to countries that are subject to trade restrictions. However, appropriate sanction mechanisms typically provide exemptions for such deliveries, and Fresenius expects that the scope of such exemptions will remain unchanged. It is particularly important to us to comply with all currently applicable legal provisions, e. g., with regard to sanctions or export controls. To this end, we introduced various measures, such as special IT system checks for deliveries that are subject to import or export restrictions. In our responsible central Group function and in our business segments, we have dedicated experts for trade compliance and a trade compliance program in place.

In order to be able to react appropriately to the rapidly changing sanctions situation, the Group Management Board implemented additional **monitoring and approval processes** to ensure that trade compliance approvals and the review of all involved business partners are mandatory for each delivery into a country subject to such sanction program. In addition, automated IT-based checks for each transaction at Fresenius Kabi are an integral part of the trade compliance program.

Training

Compliance training is a high priority for Fresenius. Our employees are offered training on compliance issues via various formats – such as in-house training, live webinars, and on-demand video training – covering basic topics such as our Code of Conduct and corporate guidelines. Depending on the employee group, more specific topics such as anti-corruption, antitrust law, anti-money-laundering, data protection, and information security are also included – especially for particularly high-risk areas.

Participation in essential basic training, such as on the Code of Conduct, is mandatory. Mandatory e-learnings will be distributed to all employees of the defined target group. Employees are prompted and reminded to participate in mandatory training courses. To promote a risk-conscious and value-oriented corporate culture, we train executives using a dialog-based approach.

To support the development of the Fresenius compliance program, **focus training topics** were set in 2023: the Group function Risk & Integrity developed and provided various training materials regarding the Code of Conduct, fraud, human rights, and internal control systems for all business segments.

In the reporting year 2023, the Group function Risk & Integrity rolled out three training modules on the topics of Business Integrity, Financial Compliance, and Finance Integrity across the Group for the first time.

Furthermore, all new employees of Fresenius SE & Co. KGaA who started work by December 1, 2023, have been assigned to mandatory training on the Code of Conduct.

Training is a key component of our compliance culture that is continuously developed further and is designed and implemented in a practical manner.

Tax compliance

As a global healthcare Group, we implement projects in more than 60 countries, distribute healthcare products and provide services to hospitals and healthcare facilities. Due to our business activities, we are subject to various local tax obligations.

In the countries in which we operate, we not only support the development of healthcare systems, but also create jobs that contribute to local tax revenue. This enables us to make a significant contribution to preserving the macroeconomic stability of national economies. At the same time, we want our business activities and the contributions we make to be accompanied by compensation for the demands on resources, infrastructure, services, labor, and administration.

Our approach

The basis for paying taxes are the business activities of Fresenius SE & Co. KGaA or one of our subsidiaries in a country. When choosing a location, other aspects such as the availability of qualified personnel, or political, economic, legal, and regulatory framework conditions play a role in addition to strategic business issues. In the course of an overall assessment, the possibility of minimizing currency risks as well as tax considerations can also influence the choice of location.

Adhering to all globally applicable tax obligations is the central principle of our understanding of compliance. This applies firstly to the Group's income taxes, which must be regularly explained as part of IFRS (International Financial

Reporting Standards- IFRS) financial reporting, and secondly to sales and wage taxes, which we pay in the various countries. Our goal is to fulfill all tax obligations seamlessly and punctually, and to always work within the legal framework. We refrain from implementing tax structures without business purpose or commercial reason.

Organization and responsibilities

The chief responsibility for the tax affairs of Fresenius lies with the Group Management Board. The functional responsibility for tax affairs is delegated by the Chief Financial Officer (CFO) to the management of the Corporate Tax department of Fresenius SE & Co. KGaA.

The Corporate Tax department is generally responsible for the tax affairs of Fresenius SE & Co. KGaA. In addition, it provides various services for the individual business segments and advises decision-makers in the departments at Group and subsidiary level on the fulfillment of their tax obligations. The department also actively proposes ways in which corporate structures and business transactions and processes can be implemented. This approach is intended to minimize risks and promote corporate objectives through forward-looking tax planning.

At the level of the business segments and their subsidiaries, the respective division or local CFOs are generally responsible for tax affairs. These are supported either by the local tax departments, external advisers, or the Corporate Tax department.

Information on ways to report suspected acts of non-compliance can be found in the Reporting paths section on page 170 onwards. We have published our Group Tax Policy on our website.

Tax transparency

Fresenius does not specifically settle in certain countries in order merely to generate tax benefits or create tax structures: the focus is always on the business activities of our companies. A few subsidiaries are located in countries known as tax havens. The Fresenius Group took over the majority of these companies as a result of acquisitions. The maintenance of these structures is always examined and evaluated in detail in the course of acquisitions.

Relations with tax authorities

The Fresenius Group maintains a cooperative, honest, and respectful relationship with the tax authorities and other public institutions. To achieve this, regional and cultural differences in the respective countries are always taken into account.

Control system

The Fresenius Group has internal control systems in place in order to meet its tax compliance objectives. Globally, these are subject to the requirements of our Group-wide Fresenius Code of Conduct and Group Internal Controls Framework. Based on this, the respective organizations have their own standards. In this way, we ensure that the Fresenius Group complies with the tax and reporting requirements in all legal systems in which it operates. At the same time, the tax processes are also subject to review by external auditors.

Risk management

In all business segments and at Group level, we implemented risk-management systems that also cover tax risks. These are constantly identified, systematically recorded and assessed, taking into account the probability of occurrence and the possible financial risk. The risks identified through this process are reported in the external financial reporting. Emphasis is placed on preventing any acts of non-compliance regarding taxes before they occur.

The Group Management Board is responsible for the Group's risk management system. Further details on the risk management system can be found in the Opportunities and Risk Report on page 87 onwards.

Transfer pricing

We aim to make our business operations as efficient as possible. We therefore bundle requirements, map central business structures where it makes strategic sense, and produce locally wherever possible to ensure that patients receive the care they need quickly. This global distribution of business activities also leads to transactions between the individual companies of the Fresenius Group worldwide. The pricing of these intercompany transactions is based on the internationally recognized arm's length principle and is in line with the OECD transfer pricing guidelines (Organization for Economic Cooperation and Development – OECD)

and the respective local transfer pricing rules. This ensures that profits are generated and taxed where value is created. In addition, we undertake to comply with the relevant transfer pricing documentation requirements in the countries in which the Fresenius Group units operate. We follow a three-tiered coordinated approach consisting of:

- master file (master documentation)
- local (country) file (country-specific, company-related documentation)
- Country-by-Country Report (country-specific report)

Cooperation with initiatives

We support initiatives such as the initiatives of the OECD regarding Base Erosion and Profit Shifting (BEPS) and Co-operative Compliance. Co-operative Compliance is an initiative to promote better tax compliance, whereby tax authorities and taxpayers benefit equally from more transparency.

DATA PROTECTION

Networked data and globalized corporate activities open up decisive opportunities for high-quality and future-proof patient care. At the same time, the highly digitalized work within the Fresenius Group requires particularly careful handling of personal data, especially sensitive medical data.

A Group-wide, holistic, and robust data protection concept is therefore of the utmost importance for the comprehensive protection of personal data. It is our task to ensure a secure IT infrastructure, clearly regulated data processing procedures, and comprehensive awareness of all employees in all organizations.

OUR GOALS AND AMBITIONS

It is our ambition to raise our employees' awareness of data-protection-compliant handling of personal data as much as possible through our data protection activities. They should be enabled to avoid data protection violations through extensive knowledge and careful handling of personal data and be able to identify any data protection violations immediately in order to take the necessary measures without delay. We report on data protection incidents on pages 170 f.

We are also supported in this by internal guidelines and documented processes, such as responding to requests from data subjects in a timely manner, reporting data breaches to the relevant authority within the specified timeframe, and providing appropriate documentation.

OUR APPROACH

As a healthcare provider, we bear responsibility in a sensitive environment on which the lives and health of many people depend. Accordingly, we know how to reconcile high quality standards with economical, efficient IT-supported processes in our regulated markets. In doing so, we are always aware of the sensitivity and increasing need for protection of the data and information we process.

The Fresenius Group and its operating entities process, e. g., personal and other data of

- our patients,
- our employees,
- customers,
- suppliers, and other business partners.

We are committed to respecting and protecting the rights and freedoms of all data subjects and personal data is processed only for purposes specified in each case, in accordance with legal requirements. We also require third parties with whom data is shared for specified purposes, e. g., for service provisioning, to comply with applicable data protection requirements. This is also verified by external audits, as explained on pages 106 f. in the Strategy and management chapter. Data protection is core to our operating business and embedded in our Fresenius Group Code of Conduct. To meet new requirements or to accommodate new technologies, we are constantly developing our data protection management systems and the accompanying data protection measures.

Organization and responsibilities

Within the Group Management Board the ESG Board member assumes responsibility for data protection. The Data Protection Officer[1] of Fresenius SE & Co. KGaA reports directly to this person.

The Management and Management Boards of the business segments are responsible for the implementation of data-protection-related governance systems in their business segment. The business segments have defined responsibility for data protection, e. g., via a business allocation plan.

In addition, data protection is a regular topic for the **Risk Steering Committee**, which includes the ESG Board member, among other members. The Data Protection Officers of the business segments act independently regarding the exercising of their tasks and report to their respective Management. Further information on the Risk Steering Committee can be found in the Compliance section starting on page 170.

Fresenius SE & Co. KGaA and all business segments maintain data protection organizations in line with their organizational and business structure, including the aforementioned independent Data Protection Officers. The data protection organizations support the management and specialist departments of the assigned companies in operational data protection issues and in complying with and adhering to the applicable data protection requirements in the respective countries. The respective Data Protection Officers are responsible for monitoring compliance with these requirements. They are the contact persons for national and international supervisory authorities and are supported internally by other specialists. Depending on the business segment, the data protection advisors and specialists are organized centrally, regionally, and/or locally. The data protection advisors have the task of advising the Business Process Owners (BPOs) and other employees on the Group in data protection matters and coordinating data protection activities. A BPO is a natural person in the company who is responsible for processes in which, among other things, data processing takes place.

Responsibility for operating data protection tasks lies with the respective expert functions, supported by processes of the data protection management system. In certain topics, our compliance management system provides additional support, e. g., risk analysis.

Regular alignment meetings of experts, not only from data protection, but also from other departments such as IT, in dedicated **committees** ensure that IT security, information security, and data protection topics are discussed. Based on the outcomes of these meetings, measures may be derived, or strategic decisions formulated and proposed to the respective management.

In addition, the data protection experts regularly exchange information on best practices and initiatives, including at Group Coordination Meetings and conferences, jours fixes, and in other formats.

Reporting systems

External parties and all employees of the Fresenius Group may raise concerns regarding data protection via the existing reporting systems or dedicated email addresses. We investigate and evaluate all reported indications of potential infringements as quickly as possible and, where necessary, question and adjust our corporate processes. When required, we report privacy breaches to the relevant authorities and inform those affected without undue delay and in accordance with legal requirements. The data protection organizations conduct their own investigations and document possible violations.

In 2023, no data breach was reported via the reporting channels that had a direct impact on the financial position or reputation of the company. A total of 25 reports were submitted in the reporting year, as explained on pages 170 f. in the Compliance section.

Audits and risk assessments took place at segment or local level, as described below. Findings of these audits are remediated on the respective level, if necessary. For further information on opportunities and risks, please refer to the Opportunities and Risk Report on page 87 onwards.

The Data Protection Officers prepare reports on the number, type, and processing status of data protection incidents and data subject inquiries, which are communicated in accordance with the organizational structure explained.

In the event of data protection breaches, additional protective measures or the adaptation of contractual clauses may be necessary to improve the protection of rights and freedoms, depending on the degree of severity identified.

[1] The term Data Protection Officer is used in the following chapter as a synonym for the various functions and designations for those responsible for data protection.

Guidelines and regulations

The realization of data protection is a joint task of all employees of the Fresenius Group. At the core of this is the joint commitment of all business segments and Fresenius SE & Co. KGaA to data protection, as specified in their Codes of Conduct. In the Fresenius Code of Conduct, we clearly commit ourselves to the careful handling of data and the right to informational self-determination. The privacy statements are publicly available, for example on the website of Fresenius SE & Co. KGaA.

We have also implemented mandatory internal policies for data protection and the handling of personal data, known as Binding Corporate Rules (BCR). In the reporting year, we rolled out the BCR as a new data protection guideline at the Corporate/Other segment and Fresenius Kabi. The BCR are complemented by further standard operating procedures and working instructions guidelines. These support the employees in implementing the BCR in their areas of responsibility.

To ensure compliance with data protection regulations, several functions in the Group perform regular checks with different focuses in all business segments. Internal Audit departments carry out independent audits to improve the effectiveness of risk management, control, and governance processes in all business segments. Aspects of data protection are also taken into account on a risk basis. The data-protection-related results of performed audits are analyzed by the respective Data Protection Officers and are incorporated into the continuous improvement of existing measures. Furthermore, Data Protection Officers, among others, perform regular specific data protection audits. We are also subject to external controls and, if necessary, use third parties to carry out audits of business partners who implement data processing activities for us.

In addition, data protection controls and data protection risk assessments are an integral part of various internal control frameworks in the business segments. Findings on potential improvements from data privacy audits, risk assessments, and reviews are used to continuously develop our data protection processes.

Risk assessment

We regularly assess risks related to data protection, IT security, and information security using standardized methods. All business segments and Fresenius SE & Co. KGaA record their data processing activities in central IT applications and subject them to a data protection review, including a risk assessment, as early as possible in the implementation or adaptation process. In this context, the data protection officers support those responsible in preparing a data protection impact assessment if required. Among other things, this enables us to implement the data protection requirements through the use of appropriate technical and organizational measures in processing person-related data and to minimize potential risks. Regular reviews are conducted to ensure that they are up to date, e. g., with regard to technical developments. Further, it is the responsibility of the respective process owner to provide notification of relevant planned changes in data processing activities in order to subsequently enable a new data protection review to be carried out if necessary. For more information on IT security, please refer to the Cybersecurity chapter starting on pages 142 ff.

The regular internal and external controls, analyses and audits by the responsible data protection advisors, data protection management systems or external audit functions are supplemented by the audit activities of the Group Internal Audit function. In this juncture data protection measures such as guidelines and their implementation are also considered in a risk-oriented manner. In 2023, eight audits with the audit reference data protection were carried out. The results of the audits are analyzed by the data protection organisations and incorporated into the continuous improvement of existing measures.

Training

We train employees on current requirements and threats in connection with data protection and data security, using an extensive range of e-learning courses, face-to-face training, and other training measures. Therein, we differentiate between specialist functions and responsibilities, the scope of training, and between voluntary and mandatory training. We supplement general training with training measures for specific employee groups. In this way, we ensure that employees entrusted with processing data are informed about the current legal situation and the corresponding internal requirements. In principle, basic training on data protection is mandatory for all employees.

We inform new employees about the appropriate handling of sensitive data and oblige them to maintain confidentiality. Newly hired employees also receive online mandatory instruction in data protection within a defined period. When and how often evidence has to be provided regarding the instruction of employees in data protection is also determined. Within our Group, this ranges between eight weeks for initial training courses to at least every two years for update training courses thereafter.

Data subject rights

All business segments and Fresenius SE & Co. KGaA are committed to safeguarding the rights of data subjects by adequately informing them and by having established processes and tools in place to ensure that requests are answered sufficiently and in a timely manner. Fresenius informs data subjects – whether employees or external parties – about the processing, e. g., collecting and storing, of their data via privacy notices. We inform employees via internal communication channels of any amendments to the data protection information that affect them.

Our technical and organizational measures, including the implementation of corresponding applications, serve to safeguard the rights of data subjects in accordance with the European Union's General Data Protection Regulation (EU-GDPR). We provide data subjects with information in a concise, transparent, intelligible, and easily accessible way for them to find out what personal data about them we process. The requests can be evaluated and responded to at corporate or segment level in our Group, or both, or in the local language.

With these solutions, we aim to support data subjects in exercising their rights to access, rectification, restriction, objection, portability, and deletion of their personal data in a timely manner. We comply with such data subject requests or rights in compliance with legal requirements.

International data transfer

As a globally operating company, we assign high priority to ensuring an appropriate level of data protection in all international data transfers as defined by the EU-GDPR and all other international legal requirements relating to international data transfer. These include our BCR, accompanied by mandatory internal company policy and guidelines. BCR ensure the participating companies establish a uniform level of data protection aligned with the standards of the EU-GDPR and contribute to the lawful processing of personal data internationally within the companies. The latest developments in the area of international data transfer are closely monitored and taken into account in risk assessments and when concluding contracts. The internally published templates are subsequently adapted. When data is processed in another country by third parties, the contractor is subjected to a careful review. We take measures, such as additional safeguards like pseudonymization, to ensure compliance with privacy regulations and maintain an appropriate data protection level. The data protection departments are involved in any negotiation relating to data protection contracts.

HUMAN RIGHTS

As a global healthcare company, Fresenius views respect for human rights as an integral part of our responsibility. Human rights areas of particular concern to the Group include, for example, working conditions at our own sites and in the supply chain.

OUR GOALS AND AMBITIONS

Fresenius is committed to respecting human rights. Our Group-wide ambition is to regularly analyze human rights impacts, prevent violations, minimize risks, and take necessary remedial action in the event of violations – in our supply chain and in our own companies, as well as in connection with our products and services.

OUR APPROACH

Medical care for patients and the well-being of our more than 190,000 employees are among the most important engagement areas of our human rights due diligence. Our commitment to human rights extends beyond our own company operations and core business. In line with our human rights due diligence program (Human Rights Program), we take human rights aspects into account when selecting and cooperating with our suppliers and business partners, too. We expect them, among other requirements, to respect human rights in their value chain as well. We specify and communicate these expectations in our Code of Conduct for Business Partners. Further details on our Human Rights Program can be found on pages 181 ff.

We are constantly working on increasing the transparency of our supply chains. The knowledge gained by doing so helps us to ensure secure supplies while addressing human rights risks in the procurement of important raw materials and supplies.

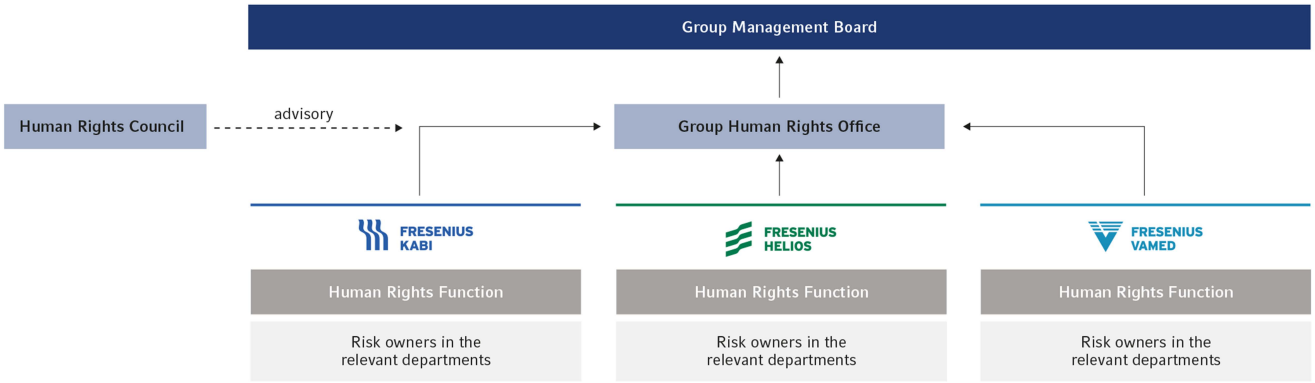
Organization and responsibilities

The Group Management Board oversees our Group-wide Human Rights Program. The Group function Risk & Integrity reports directly to the ESG Board member. Within this Group function, the **Group Human Rights Office** established in 2023 is responsible for the Group-wide human rights due diligence approach, such as the Human Rights Risk Assessment methodology. It supports the business segments in implementing requirements that serve to fullfil their human rights due diligence obligations.

Operational implementation is ensured through Group-wide governance and clear responsibilities within the business segments and at Group level:

- **Group Human Rights Office:**
  The Group Human Rights Office is responsible for the overall management of the Human Rights Program. It supports the business segments in the implementation and monitors the activities to implement their human rights due diligence obligations. The Group Human Rights Office consists of employees from the Risk & Integrity function of the Fresenius Group.

GROUP-WIDE HUMAN RIGHTS GOVERNANCE



- **Human Rights function in the business segments:**
  Each business segment has appointed a Human Rights function. This Human Rights function is responsible for the operational implementation of the Group-wide human rights strategy in its own business segment and in companies directly affected by the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz – LkSG).
- **Risk owners:**
  We have defined risk owners for relevant specialist areas. As subject matter experts, the risk owners are responsible for appropriate risk management and the implementation of risk analyses in their area of responsibility – for example in Human Resources, Procurement, or Occupational Health and Safety.

The members of the Group Human Rights Office, besides the Human Rights functions, participate in the **Human Rights Council** with other persons from specialist departments of the business segments. It meets quarterly and is the advisory body to the Group Human Rights Office. The approximately 20 members of the Human Rights Council are active in various functions within the Group, including compliance, legal, sustainability, communication, and procurement, and thus cover the many perspectives of the topic. The participants discuss Group-wide initiatives and present new concepts and methods. The four meetings in the reporting year focused on the further implementation of the Human Rights Program, the development of support materials for carrying out risk analysis, measures in the business segments, and the presentation of a guidance document for dealing with human rights violations.

Reports on the **Human Rights Program** are submitted to the Group Management Board and other bodies at least once a year and on an ad hoc basis. In 2023, this included, e. g., the results of the risk analysis as well as reporting on the status of the implementation of the Human Rights Program.

For further information on possible risks relevant to human rights, please refer to the Opportunities and Risk Report on pages 87 ff., to the Group Non-financial Report on pages 169 ff. (Compliance section), or to the report submitted to the Federal Office for Economic Affairs and Export Control (Bundesamt für Wirtschaft und Ausfuhrkontrolle, BAFA) on the LkSG. The publication of the BAFA report is planned for the first half of 2024.

Guidelines and regulations

Our Human Rights Statement adopted by the Group Management Board is based on the United Nations Guiding Principles on Business and Human Rights (UNGP) and relevant internationally recognized human rights standards and frameworks, as set out in the Human Rights Statement.

It covers our fundamental principles on human rights as a commitment for the Fresenius Group. It includes, among other things, that we do not tolerate any use of force, threat of force, or other forms of coercion. We strictly prohibit the use, support, or toleration of exploitative, child, or forced labor. Discrimination must be prevented, equal opportunities promoted, and safe working conditions created. We position ourselves on various topics both with regard to Fresenius' employees and with regard to our suppliers.

A revised version of the Human Rights Statement was published in 2023 and reflects the requirements of the LkSG. We update it on the basis of the human rights focus topics that we identify, e. g. as part of the risk analysis. A revised Human Rights Declaration will be published in 2024.

Where applicable, topics such as the handling of conflict minerals, developing technologies, or ethical issues in research, development, and clinical studies are prepared and considered by the business segments or specialist areas concerned.

Before the EU Conflict Minerals Regulation came into force, we already addressed this relevant topic. We do not purchase conflict minerals directly. However, it cannot be completely ruled out that they have been processed in components and semifinished products that we purchase and further process or use in our products. In this case, the relevant Group and business segment Codes of Conduct for dealing with suppliers and other business partners apply. In the reporting year 2023, no violation of the applicable requirements was detected.

Our **Codes of Conduct for Business Partners and Suppliers** take into account the respective business models of the business segments. The Codes of Conduct are used in purchasing contracts and contracts with other business partners, e. g., distributors and sales representatives – as annexes or references. Explicit human rights and environmental clauses are also included in contracts on a risk basis.

Furthermore, in the reporting year 2023, a **Social & Labour Standards Policy** was adopted. This sets minimum social standards for the entire Group and specifies the content of our Code of Conduct. Further details can be found on page 147 in the Employees chapter.

Human Rights Program

Through our Human Rights Program, we establish preventive measures helping Fresenius to identify and address human rights risks in its business processes and include human rights risks in our Group-wide risk management. An important component of risk management, as explained on pages 89 f. in the Annual Report, are internal controls. Findings from the processes of the internal control system (ICS) will be incorporated into the regular review of our Human Rights Program for appropriateness and effectiveness.

Human rights risk management and assessment

The Fresenius Group has identified human rights areas and fields of action in all business segments that are particularly relevant to our value chains. In doing so, we consider various factors, including business models of the business segments, and current public debates and regulatory developments such as the LkSG. A Group-wide standard operating procedure (gSOP) defines a framework for human rights risk management. It describes the pillars of the Human Rights Program at Fresenius and contains explanations on responsibilities, the performance of risk analyses,

the handling of human rights risks in our own business and the supply chain, the documentation of measures, and reporting.

Our Human Rights Risk Assessment methodology is integrated into our Group-wide risk management. We consider potential risks based on country-, industry- and business-segment-specific aspects. We assess them based on their potential impact and likelihood. This also takes into account what influence we as a company have on the probability of the risk occurring. Building on our assessment we define preventive and, if necessary, remedial measures. The responsible functions in the business segments are closely involved in carrying out risk analyses. In addition to the annual risk analysis, we also conduct event-related risk analyses.

In 2023, a total of 939 multi-step risk analyses were conducted on human rights risks within the Fresenius Group. Where necessary, we use the results to adjust processes.

We are continuously developing the processes of human rights risk assessment, e. g., by adapting it to regulatory requirements such as the LkSG or by optimizing internal department-specific processes. If we suspect human rights to be violated, we respond accordingly. In the reporting year, we established a Remediation Toolbox. This handout is intended to support our business segments in dealing with human rights violations.For more information on opportunities and risks, please refer to the Opportunities and Risk Report on page 87 onwards.

HUMAN RIGHTS RISK ASSESSMENTS CONDUCTED

	Number of human rights risk analyses	Number of prioritized human rights risks	Prioritized human rights risk areas
Own operations (including joint ventures where the company has management control)	81	7	Disregard for occupational health and safety and safety and work-related health hazards Disregard for freedom of association and the right to collective bargaining
Contractors and Tier-1 suppliers with a potentially high human rights risk	858	4	Disregard for freedom of association, and the right to collective bardgaining Environmental pollution

Complaint mechanisms and reporting channels

To make it as easy as possible for potentially affected people, we offer internal and external reporting systems. Employees of the Fresenius Group as well as external stakeholders – including those in the supply chain – can submit their information via existing reporting systems or use designated email addresses to draw attention to possible human rights and environmental violations, along with others.

In the reporting year, we received reports via the existing reporting channels, which we also examined for human rights aspects.

REPORTS RECEIVED

	2023
Human-rights-related reports received	47
Thereof substantiated	3

All information is processed by specially trained staff within a team of experts. Depending on the circumstances, it may be necessary for us to involve other specialist departments to clarify an incident. More information on our reporting channels and how we are dealing with potential compliance violations can be found in the Compliance section on page 170 onwards and in the Data protection section on page 177.

Human rights training

Human rights areas are addressed in different training sessions throughout the Fresenius Group. For example, mandatory training for employees on the respective Code of Conduct includes human rights aspects. Additionally, in 2023, 61 training sessions were held on the Human Rights Program, risk analysis, dealing with human rights violations, and human rights due diligence. In addition to the central contact persons for human rights activities in the business segments, these training sessions were also directed at other persons from specialist departments.

In addition, we developed a human rights training course in the reporting year 2023, which will be gradually rolled out globally from 2024.

Supplier evaluation

Transparency in our supply chains is important to us, for example, to identify and address human rights risks. Additional information on procurement activities can be found in the Group Management Report on page 50.

We expect our suppliers to comply with applicable laws as well as ethical standards of conduct in their day-to-day operations. We conduct risk-based business partner reviews before entering into new business relationships. If high risks are identified based on risk analysis results or the business partner due diligence, we contact the supplier and evaluate the situation in more detail using another questionnaire on a risk-based approach.

Based on the risk analyses results, we initiate preventive measures where necessary. Information on risk analysis and prioritized risks in the supply chain can be found on pages 181 f. in this section. If we become aware of a human rights violation in our supply chain, the goal is to take remedial action and avoid a future violation in our business operations.

In the Fresenius Group, we maintained business relationships with more than 58,000 suppliers in 2023. Currently we do not collect data on the proportion of spend with local suppliers at Group level.

ENVIRONMENT

As a healthcare Group, Fresenius feels a responsibility to protect the environment and use natural resources carefully, because only a healthy environment can be a home for healthy people. It is important to avoid possible negative effects on the environment and health. To this end, we identify and evaluate potential hazards and take the necessary measures to protect the environment. In our Group-wide materiality analysis, we identified the following topics for our internal environmental management strategy as particularly relevant to our core business:

- Water management
- Waste and recycling management
- Climate protection – energy and emissions

ENVIRONMENTAL MANAGEMENT

We aim to develop an integrated environmental approach for the Fresenius Group and foster a balanced view across all functions with regard to relevant environmental aspects. In its business operations, Fresenius is subject to numerous guidelines and regulatory requirements that must be applied and complied with at all times. We integrate national requirements into our internal guidelines, which are defined in ISO-based or ISO-oriented management systems.

We aim to analyze our impact on the material environmental aspects in both the manufacturing and services areas, as the risks of financial or reputational costs linked to environmental litigation are expected to increase. Also, reducing in-process material is essential for many industries affected by growing natural resource scarcity. Dedicated monitoring of natural resource consumption and waste-generating activities can lead to lower costs and, in some cases, new business opportunities. This is why we assess trends and adapt our activities if deemed essential to support the sustainable, long-term growth of our business.

The focus of the environmental management system in production is to improve environmental performance and prevent environmental incidents. Key opportunities arising from this include, e. g., reducing energy and water usage, as well as wastewater, waste, and emissions, in relation to production activities. We leverage these opportunities to optimize resource utilization and prevent overconsumption. Key figures are reported on pages 187 and 192 f. in this chapter.

The water withdrawal, energy consumption and related emissions reported in this section are subject to the following requirements, unless otherwise stated: New acquisitions are included in the reporting from the second year at the latest. Where divisional data is not available due to different reporting periods, it is extrapolated based on existing data. An adjustment will be made in the next report. Prior year figures have been reclassified to conform to the current year presentation. Due to rounding, numbers and percentages in this report may not add up to absolute figures. The figures for the Eugin Group of Fresenius Helios only include the Spanish sites in 2023 and 2022. The figures for Fresenius Vamed only include fully consolidated units that are operationally active, i.e. in the field of production or healthcare services.

OUR GOALS AND AMBITIONS

It is our ambition to further promote environmental action, awareness, and sensitivity throughout the entire organization. Our efforts are embedded in the environmental policies of business segments. At Group level, total Scope 1 and Scope 2 emissions are part of the long-term variable remuneration of the Management Board, as we explain starting on page 190 in this chapter.

ENVIRONMENTAL MANAGEMENT GOALS

	Timeframe	Status 2023	Further information
Implementation of an environmental management system according to ISO 14001 at all production sites.	Until 2026[1]	Coverage of production sites: 94%	Page 186

[1] Implementation will be concluded at all Fresenius Kabi production sites in 2026. The certification issuance from the individual certification companies may extend into the following year. Coverage applies to entities already certified or for which a certification is planned.

In order to continuously improve environmental performance, e. g., in waste, water, wastewater, and energy consumption, our ISO 14001 and 50001-certified organizations set themselves local targets in addition to Group-wide targets.

Fresenius Helios in Spain sets its own annual ambitions together with the segment functions involved. These are derived from the analysis of new regulatory requirements, the most important environmental aspects for the hospitals, the analysis of environmental risks, and the results of previous audits. The hospitals are informed of the ambitions and implement measures to achieve them; they also carry out quarterly inspections. In addition, Helios Spain's quality department checks compliance with the targets every six months. The results are reported annually to the management. In 2023, the focus was on the following six environmental aspects: consumption of electricity, natural gas, water, and paper, and recycling of cardboard and light packaging waste.

OUR APPROACH

As a healthcare Group, we have a special responsibility that requires all business segments to implement local, regional, or global management systems to take into account the respective business models and adapt processes accordingly. The common foundation of environmental management approaches in our business segments is the ISO 14001 standard. For further information on the energy management system according to ISO 50001, please refer to the Climate protection – energy and emissions section on page 191.

Organization and responsibilities

The Group Management Board member responsible for Legal, Compliance, Risk Management, ESG, Human Resources and the business segment Fresenius Vamed is responsible for steering strategic Group-wide targets, e. g., the Group-wide climate target. The Chief Executive Officers (CEOs) of the business segments are responsible for operational management. The management boards of the business segments define the management approaches and regulate responsibility for environmental topics, e. g., via a business allocation plan.

Since the requirements in our **healthcare products** and **healthcare services market segments** differ, environmental management is decentralized and organized according to the business model of the business segments. Each business segment has functions that monitor and control the respective environmental impacts. They analyze environmentally relevant vulnerabilities, develop suitable standard procedures, and implement appropriate measures. They also support their certified local entities in effective, directed environmental goal-setting, monitoring these goals as well as developing and implementing mandatory guidelines for all entities.

Relevant environmental data, e. g., on consumption, is reported regularly, e. g., quarterly, to the responsible central function for performance control. If significant deviations from previous performance occur, our specialists initiate a root cause analysis that is evaluated, and corrective or preventive actions are implemented where necessary.

As part of **risk reporting**, the Group Management Board is informed quarterly. The effectiveness of the environmental management systems is discussed if risks were identified or incidents occurred that could have a significant impact on the operating business, the reputation, or the value chain of the Group and its business segments. The Audit Committee of the Supervisory Board is informed about developments on a half-year basis, and the Supervisory Board as a whole is informed annually. For further information, please refer to the Opportunities and Risk Report starting on page 87 of the Annual Report, and the Compliance section from page 169 onwards.

Reporting systems

In the production area, a reporting process is implemented for environmental incidents such as violations of environmental regulations, pollution caused by uncontrolled spills, or complaints from third parties. Environmental incidents are recorded internally and categorized into five levels – depending on the impact of an environmental incident. Environmental incidents are reported to the global EHS (Environmental, Health, and Safety) function responsible for production, by local managers. Where necessary, environmental incidents are immediately reported to the relevant authorities. Environmental incidents are analyzed to determine the cause and to prevent future incidents.

In the hospital segment, there is a reporting process for incidents that require immediate communication to the local community, such as the release of hazardous substances or accidents in the areas of energy or water. In addition to rectifying an incident, internal and external communication takes place immediately, depending on the situation, followed by an investigation into the cause.

In the reporting year, no environmental incidents were reported via the reporting channels whose impact would have been material to the financial position or reputation of the company. Furthermore, no incidents were recorded in

which the respective environment or the general public were directly harmed due to default. Further information on opportunities and risks can be found in the Opportunities and Risk Report on page 87 onwards.

In the reporting year 2023, local environmental incidents were documented in the internal reporting system. Where necessary, local authorities were informed of the incidents immediately after an incident became known of. Necessary measures were implemented to reduce the environmental impact of the respective incidents. We have also taken the environmental incidents at the affected sites as an opportunity to implement preventive measures, such as training courses, in order to avoid future incidents. No incident led to a severe impact on the environment, biodiversity, or the communities nearby.

Guidelines and regulations

In terms of environmental management, all locations are subject to the respective local regulations and laws. In addition, internal guidelines on environmental protection are implemented – e. g., specific regulations on how employees should handle hazardous substances or waste. Management manuals and standard operating procedures provide the framework for the local environmental and energy management system. These can include detailed checklists for evaluating environmental protection measures and forms for assessing environmental risks.

For the healthcare products market segment, we published a corresponding environmental policy in 2023. The guidelines include general principles on how to address and mitigate environmental risks, as well as how to prevent environmental incidents. We also expect careful and responsible handling of nature and its resources from our suppliers; this is set out in the Suppliers' Code of Conduct. In addition, we take sustainability criteria into account in decision-making processes for new projects, such as the development of products or capacity expansions.

Our environmental commitment is reviewed or certified by external partners and regulatory bodies. We are continuously expanding the number of sites certified according to ISO 14001. In this way, we want to ensure the effectiveness of existing procedures and systems. The overarching ambition is also to improve the efficiency of our management systems. In 2023, further entities were added on a Group level and the scope of entities for which the standard applies was extended.

CERTIFICATIONS AND STANDARDS[1]

in %	Coverage[2]
External standards: ISO 14001	55
Within the healthcare products market segment	94
Within the healthcare services market segment	42
Regulatory frameworks (e. g., local specifications)	100
Internal standards	100

[1] Scope applies to the entities for which environmental data is consolidated.
[2] Coverage applies to entities already certified or for which a certification is planned, depending on the applicability of standards or policies. The certification issuance from the individual certification companies may extend into the following year.

In 2023, no systematic non-compliances were detected during the global ISO 14001 internal audits and by TÜV Rheinland with regard to the certification of environmental management in accordance with ISO 14001.

Environmental protection includes protection of marine resources, especially with regard to product development. For example, in the healthcare products market segment, fish oil suppliers certified by the label Friends of the Sea are selected for SMOFlipid® and Omegaven® lipid emulsions for infusion.

Identification and management of environmental risks

Our production sites and our clinics in Germany and Spain must identify environmental protection measures associated with environmental aspects of their activities and services. This can relate to emissions into air, water, or soil, consumption of natural resources and raw materials, waste and wastewater, packaging, transport, or other local environmental impacts. Environmental impacts of organizations are evaluated and, where necessary, environmental protection measures are implemented and reviewed for effectiveness.

Furthermore, using our internal audits, we identify further improvement opportunities and develop appropriate measures with locally responsible managers to tap that potential. In addition, internal audits cover preparedness for emergencies including heavy weather events, floods, earthquakes, or hurricanes, depending on relevance or location. The frequency of global internal audits depends on audit observations from previous audits, environmental incidents, certification status, or the evaluation of the management review, and can vary between one and four years.

WATER MANAGEMENT

For decades, water consumption has been increasing worldwide and water shortages are occurring in more and more regions. We, too, need this resource at our production plants and in our healthcare facilities and want to handle it responsibly. We work with management systems and control systems globally to ensure that water quality meets internal and external regulatory requirements.

OUR GOALS AND AMBITIONS

It is our ambition that water in any area of our business can be used safely and not harm the health of our patients and employees, and that it is sufficiently available at all times. We further aim to avoid unnecessarily polluting the sources from which we obtain water or into which we discharge our wastewater.

OUR APPROACH

We use local management systems, process owners, and operating procedures to ensure that the respective local guidelines on water and wastewater are strictly adhered to. Water management measures consider a reduction in water and wastewater volumes, and monitor the quality and authorized withdrawal of water and discharge of wastewater.

Fresenius continuously reviews national and international regulations on water management. The internal principles, guidelines, and standard operating procedures – which contain instructions for the responsible handling of water, including the control of wastewater – are adapted to the applicable regulatory requirements. Our water management is closely linked to our hygiene management. Depending on the business unit, either environmental or hygiene experts ensure that internal guidelines and external regulations are adhered to.

Water usage and withdrawal

In **production**, water is used for sterilization and cooling processes, as a component in the production of medical products, and for hygiene procedures. The water used for our products, e. g., for infusion solutions such as sodium chloride, must meet stringent quality requirements to ensure product quality and patient safety.

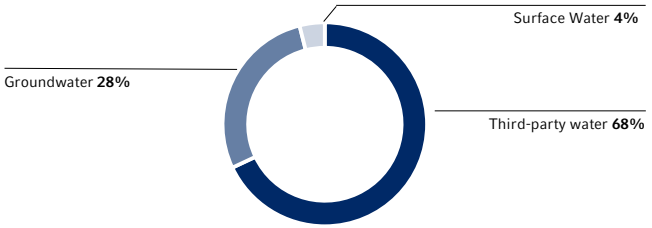
For our **healthcare facilities**, a sufficient supply of fresh water is central to patient well-being and hygiene. Most of the water withdrawal is from municipal water supplies. The largest freshwater users are rehabilitation clinics with therapy pools, e. g., in the orthopedics department, and facilities that sterilize used medical instruments.

ABSOLUTE WATER WITHDRAWAL

m^3 in millions	**2023**	2022	2021
Healthcare products market segment	**9.9**	10.4	10.1
Healthcare services market segment	**5.2**	5.2	4.9
Total	**15.1**	**15.6**	**15.0**

In 2023, Fresenius withdrew a total of 15.1 million m^3 of water (2022: 15.6 million m^3). Over the last years, a relative reduction in water withdrawal was achieved, both in relation to sales and to full-time equivalents (FTE). In our healthcare facilities, water withdrawal depends on the number of patients treated in hospitals. The previous years were further impacted by an increased demand for sterilization and hygiene. Reduction in water withdrawal compared to last year is based on water saving measures.

WATER WITHDRAWAL BY SOURCE



RELATIVE WATER WITHDRAWAL

in m^3	**2023**	2022	2021
Water withdrawal / €1 million sales	**671**	718	797
Water withdrawal / FTE	**92.0**	98.1	97.0

Measures to reduce water consumption

Some manufacturing sites are reusing water, e. g., by using condensate water from installed air handling units or in steam condensate recovery systems. In the reporting year, implementation of several projects to save water was started at the production sites. Wastewater treatment systems and recycling programs, for example, aim to minimize

wastewater and use resources more sustainably. We have also optimized cleaning and sterilization processes at several locations. Positive effects on water consumption are expected in 2024.

Due to the material significance of fresh water use for compliance with hygiene measures and thus patient safety in our healthcare facilities, no significant reductions in water withdrawal are made. Due to internal requirements regarding drinking water quality, we do not reuse water or use gray water – i. e., treated water from showers or washbasins.

Water quality

We have implemented applicable risk management procedures in all facilities that come into action if impurities are detected or if the quality of water is not compliant with standards set – and established dedicated reporting lines. The local government is informed of any detected critical deviations from local drinking water provisions. In Germany, some of our clinics are designated as testing centers for local drinking water quality. In this way, we support not only the safety of our patients, but also that of the surrounding population and the municipalities that supply us with drinking water.

In the case of contaminated fresh water from the public network, our clinics have the option of connecting additional water treatment modules upstream of the hospital's own network in addition to its own treatment facilities. All hospitals have contingency plans in place in the event of supply bottlenecks to ensure healthcare for patients.

Water discharge

Water discharges are locally managed at the sites in accordance with applicable local regulations. In production, water discharge by quantity is regularly reported to global EHS in accordance with internal standards and guidelines. In addition, Fresenius Kabi has been a member of the Antimicrobial Resistance (AMR) Industry Alliance (AMRIA) since 2020 and has been actively involved in the association's governing bodies since 2021. The business segment is working on the introduction of the AMR Industry Alliance's Common Antibiotic Manufacturing Framework (CAMF). For further information, please refer to the Group Non-financial Report 2022 on page 208.

In 2022, AMRIA and BSI Standards Limited released the Antibiotic Manufacturing Standard, providing guidance to manufacturers on responsible antibiotic production. The goal of this standard is to minimize the risk of developing antibiotic resistance and reduce aquatic ecotoxicity in the environment resulting from the manufacturing of human antibiotics. The standard complements the already high production quality and safety management at our production sites. A pivotal component of the approach involves the use of a risk-based methodology to evaluate and control the waste streams generated during antibiotic manufacturing.

The implementation, which began in 2022, involved the introduction of a comprehensive quantification mass balance template by Fresenius Kabi. The template's function is to assist antibiotic manufacturing sites in determining antibiotic concentrations in manufacturing wastewater discharge and conducting gap analyses, with the overarching goal of aligning with the Predicted No-Effect Concentrations (PNEC) set forth by the AMRIA. PNEC represents the concentration level of a substance in the environment below which no adverse effects are expected.

Furthermore, a dedicated communication channel has been established to connect local sites with the global EHS team. This initiative fosters continuous alignment with the Antibiotic Manufacturing Standard, ensuring ongoing adherence and improvement in the future.

Identification and management of water risks

We analyze water availability using the World Resources Institute's Aqueduct Water Risk Atlas, which contains information on current and future water risks at specific locations. We have identified manufacturing sites that are in areas with extremely high or high risk of water scarcity. At these sites, efficient water management is especially important to ensure water availability for production and to prevent negative impact on the local water situation as far as possible.

Manufacturing plants are requested to conduct a climate risk assessment including water risks such as floods, droughts, or heavy rain and set up measures in case a risk is identified.

In the **hospital sector**, evaluation of water risks is carried out as part of Group risk management.

WASTE AND RECYCLING MANAGEMENT

Natural resources are becoming increasingly scarce all over the world. We can only operate sustainably if we use the raw materials available to us efficiently. This also includes the responsible handling of waste – because it contains valuable resources that can be returned to production. In the health sector, strict hygiene requirements apply to the materials used and to the safe disposal of hazardous waste. With clear internal guidelines and comprehensive controls, we ensure that these are complied with.

OUR GOALS AND AMBITIONS

Through systematic waste management, we aim to reduce our material consumption and minimize the amount of waste produced. To this end, Helios Spain, for example, is pursuing the ambition of increasing the recycling rate of packaging materials in the clinics by primarily using paper and lightweight packaging. The aim is to prevent metal, plastic, or brick packaging from ending up in the waste mix in order to promote the recycling of these materials.

OUR APPROACH

For Fresenius, as a healthcare Group, professional, safe waste disposal goes hand in hand with the requirements of hygiene and sterility in production processes and treatments in hospitals. Our approach extends from the selection of suitable disposal containers to cleaning and sterilization procedures and the occupational safety of our employees in the professional disposal of hazardous, e. g., infectious, waste. The waste must not pose a danger to our patients or the environment, either.

The handling of waste in the health sector is strictly regulated. All locations are subject to the respective local regulations and laws. In addition, internal requirements for waste management are included in our environmental standard operating procedures. As the business models of our business segments are different, Fresenius conducts waste management on a decentralized basis. Responsibility for that lies with the management of the production sites, local EHS managers, or dedicated waste managers. Individual risks are assessed independently and, where necessary, internal guidelines for dealing with waste are established. The responsible persons provide training to their employees and carry out checks to ensure that the standards contained therein are adhered to.

Where necessary, local training courses on waste management are conducted. Internal and external audits of our waste management systems and of the commissioned waste disposal companies can be conducted by the local organizations to ensure compliance with the applicable regulations.

Waste disposal

Responsibility for the disposal of waste in accordance with the applicable local regulations lies with local organizations and healthcare facilities. All sites are required to separate their waste according to local, national, and industry-specific regulations and to store the waste under consideration of measures to protect the environment, e. g., to avoid contamination. Non-recyclable waste is disposed of by composting or incineration or is sent to landfill.

In the **healthcare products market segment**, we record waste volumes generated at our production sites, logistics centers, compounding centers, and the further ISO 14001-certified organizations and categorize them by waste type and disposal method. Waste is mainly generated as a by-product of production processes or in the downstream value chain as packaging material of the product containers in hospitals, private households, or nursing homes. This includes both non-hazardous and hazardous waste, i. e., solvents, cytostatics, or antibiotics.

Plastic waste represents the largest portion of classified non-hazardous waste in production. Hazardous waste is, to a large extent, processed and reused for a different or similar purpose. To a large extent, the internally generated waste is recycled. Non-recyclable hazardous waste is mainly incinerated and a large part of it is led into energy recovery.

In the **healthcare services market segment**, we differentiate between (non-hazardous) hospital-specific waste and (potentially) hazardous waste. No special requirements are placed on the collection and disposal of the former from an infection prevention perspective. Together with wound and plaster dressings, underwear, disposable clothing, and diapers, for example, they make up the largest proportion of the total waste generated. Hazardous waste is specially disposed of by professionals.

Waste reduction and recycling

If the design of a product is under the control of an ISO 14001-certified organization, as part of the life cycle perspective, the design phase must take environmental aspects into account, for instance, sustainable, e.g., recycled components or packaging. The influence of the organization on pharmaceutical products can be limited due to the importance of patient safety and product quality requirements.

The **healthcare products market segment** takes environmental aspects into account during the development phase and is increasingly placing its strategic focus on more environmentally friendly products.

There are also various projects in our hospitals to improve the reduction, recycling, avoidance, and reuse of waste. In Germany, for example, reusable crockery can be borrowed free of charge from all Helios-owned canteens, double-sided printing has been introduced as standard and the use of recycled paper in printing devices in the administration. We were able to reduce food waste at 15 pilot locations in Spain in the reporting year by implementing efficiency measures.

CLIMATE PROTECTION – ENERGY AND EMISSIONS

Climate change and its effects are also impacting Fresenius: in healthcare facilities, we have to prepare for rising temperatures and the increase in severe weather events in order to continue to protect the health of patients in the best way possible.

Another current challenge is that energy is becoming more and more expensive, especially if it is obtained from dwindling fossil resources. Our production processes and the operation of healthcare facilities require a high level of energy input. Energy-efficiency measures can lead to short- and long-term cost savings. In addition, through the increased usage and generation of renewable energies, we also want to make an important contribution to climate protection.

OUR GOALS AND AMBITIONS

We survey our Scope 1 and Scope 2 emissions annually in order to identify emissions-intensive activities and derive reduction measures. For example, we are introducing new technologies with a lower environmental impact which can improve the energy efficiency of our processes and thus lead to lower greenhouse gas emissions. We are also working on recording our Scope 3 emissions so that we can also include emissions from the upstream and downstream supply chain in our climate goals.

CLIMATE PROTECTION GOALS

	Timeframe	Status 2023	Further information
Expansion of the coverage of energy management systems: Introduction of ISO 50001 at all production sites.	By 2026[1]	Coverage of manufacturing plants: 74%	Page 191
Group climate target: - Reduction of total Scope 1 and Scope 2 emissions by 50% in absolute terms (base year 2020) - Climate neutrality by 2040 - Assessment of Scope 3 emissions for inclusion in the targets as well	 By 2030 By 2040 Ongoing	Reduction of total Scope 1 and 2 emissions by about 22% in absolut terms. The assessment of Scope 3 emissions will be completed during the 2024 reporting year.	Page 193
Reduction of energy consumption of German Helios clinics by 20% (base year: 2021).	By 2023	Target not achieved.	Page 192
Fresenius Kabi: Reduction of emissions (Scope 1 and 2) at our production sites by a single digit percentage annually.	Annually	Goal achieved.	Page 192

[1] Implementation will be concluded at all Fresenius Kabi production sites in 2026. The certification issuance from the individual certification companies may extend into the following year. Coverage applies to entities already certified or for which a certification is planned.

OUR APPROACH

In energy management and climate protection, our aim is to go beyond the legal framework to identify ways of minimizing the impact on the climate and the environment and to implement these in our management approaches. In the reporting year, we focused primarily on the topics of energy saving, purchasing green electricity, and thus the corresponding reduction of respective CO_2 emissions.

Uninterrupted energy supply, see the following explanations, is a top priority for Fresenius in order to ensure patient safety and reliable production or care. Within this context, we implement energy-saving measures wherever possible.

Guidelines and regulations

The energy management system is geared to the requirements of our business models and is certified according to ISO 50001. We aim to expand the number of certified sites.

ENTITIES CERTIFIED ACCORDING TO ISO 50001[1]

ISO 50001, in %	Coverage[2]
Entities, total	82
Within the healthcare products market segment	74
Within the healthcare services market segment	84

[1] Scope applies to the entities for which environmental data is consolidated.
[2] Coverage applies to entities already certified or for which a certification is planned, depending on the applicability of standards or policies. The certification issuance from the individual certification companies may extend into the following year.

We review the effectiveness of our management systems through internal audits and carry out independent audits, as presented in the Environmental management section on pages 184 ff. These external certification audits are carried out using a multi-site model, for example. The model foresees the audit of a representative sample of sites.

In 2023, prescribed audits were carried out in the business segments. No systematic deviations were identified.

Uninterrupted power supply in healthcare facilities

In recent years, refrigeration technology, which serves to cool technical equipment and hospital rooms, has become more important for hospital operations than heat generation. In addition, more frequent severe weather events may pose a threat to the smooth healthcare services of hospitals.

In order to ensure an uninterrupted energy supply at all times, every hospital has a mains backup system: in the event of a power outage, this system guarantees a secure supply of electricity for the principal energy consumers in the clinics within a few seconds. To safeguard this protection, these emergency power systems are inspected and tested regularly – monthly in Germany and at least once a year in Spain. In addition, we increase the security of the energy supply through self-generated electricity – Helios Germany, for example, covers 25% of its total electricity consumption through self-generated electricity.

Energy consumption

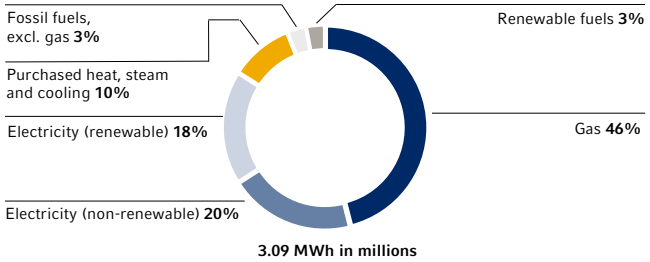
In 2023, Fresenius consumed a total of 3.09 million MWh of energy, a decrease of 3% compared to the previous year. In the reporting year, we again focused our activities on energy efficiency measures and increasing our renewable energy usage across the Fresenius Group. Our main energy sources remain gas and electricity.

ABSOLUTE ENERGY CONSUMPTION[1]

MWh in millions	**2023**	2022	2021
Fresenius Kabi	**1.76**	1.80	1.77
Fresenius Helios	**1.15**	1.19	1.26
Fresenius Vamed	**0.18**	0.19	0.19
Total	**3.09**	**3.18**	**3.22**

[1] Data of Fresenius Helios expanded in 2022 and 2023 to further entities.

GROUP ENERGY CONSUMPTION BY SOURCE



RELATIVE ENERGY CONSUMPTION

in MWh	**2023**	2022	2021
Energy consumption / €1 million sales	**140**	149	163
Energy consumption / FTE	**19.6**	20.7	21.7

Expansion of renewable energies

We derive energy to 99.7% from external providers. This includes the purchase of renewable energy such as hydropower, solar, or wind power. We are exploring the use of renewable energies and already generate our own electricity at numerous production sites and clinics, e. g., via combined heat and power systems or solar panels.

In 2023, we purchased around 551,260 MWh of renewable electricity. We also use energy from photovoltaic and biomass plants or from thermal and electrical cogeneration and pellet boilers.

Fresenius Kabi, for the first time, purchased green electricity for seven production sites in 2023. We intend to achieve a 6% annual reduction in Scope 1 and Scope 2 emissions. We plan to continue theses activities for the following years. Fresenius Kabi also operates photovoltaic systems at six of its production sites, and two more were approved for operation in 2023. These will be completed in 2024.

Helios Spain commissioned three new photovoltaic systems on the roofs of hospitals in Málaga, Marbella and Toledo in 2023, bringing the total number to 23. Fresenius Helios switched to 100% certified green electricity in Germany in 2022. With these efforts, we increased the share of renewable electricity consumption across the Group from about 12% in 2022 to about 18% in 2023.

Increase in energy efficiency

To increase energy efficiency in buildings, the performance of relevant energy consumers is measured, compared with more energy-efficient systems, and finally a decision is made about retrofitting. In this way, efficient as well as economically sensible solutions are used – such as LED lamps or heating, ventilation, and air conditioning systems (HVAC). In the healthcare products market segment, we are gradually retrofitting the fans in a total of 21 HVACs at one of our production sites. In 2023, five systems were retrofitted. Fresenius further invests in new buildings and modernizations that meet the latest energy standards and legal requirements.

The air conditioning systems in our hospitals in Spain are responsible for a large proportion of the total energy consumption of Helios Spain. Since 2011, we have been working on automating the management of these devices and have implemented this mode of operation in ten hospitals already. For example, when outside temperatures drop, the systems adjust their output automatically. This allows us to better adapt to increasingly frequent, abrupt, and extreme temperature changes and save energy through more efficient use.

Greenhouse gas emissions

To achieve our Group-wide climate targets, we have established a group of experts who are working on the implementation of appropriate reduction measures across all business segments.

In the reporting year, Fresenius generated a total of 531[1] thousand t CO_2e (2022: 641 thousand t CO_2e). Our Scope 1 emissions account for 308 thousand t CO_2e and could be decreased by 2% compared to the previous year (2022: 315 thousand t CO_2e). This decrease was due to overall lower energy consumption this fiscal year, achieved partly as a result of our energy efficiency measures. Our Scope 2 emissions (market-based) of 223 thousand t CO_2e already reflect the emission reduction from the increased share of renewable electricity. Scope 2 emissions calculated according to the location-based approach amounted to 431 thousand tons of CO_2e.

In comparison to the 2020 base year, we reduced our total Scope 1 and 2 emissions by about 22% in absolut terms. This puts us on track to meet our Group climate target.

An overview of total emissions according to the location-based approach can be found on page 198 in the Further key figures chapter.

We have launched a project to reduce Scope 1 emissions at five production sites which will serve as pilot sites. The first step is to examine the technical conditions for reduction potential. Subsequently derived measures are expected for 2024.

GHG EMISSIONS SCOPE 1 AND 2 (MARKET-BASED APPROACH)[2]

t CO_2 equivalents in thou.	**2023[3]**	2022[3]	2021[3]	2020[3]
Fresenius Kabi	**324**	425	416	396
Scope 1	**168**	169	172	160
Scope 2	**155**	256	243	237
Fresenius Helios	**181**	189	305	253
Scope 1	**120**	126	132	125
Scope 2	**60**	63	173	128
Fresenius Vamed	**27**	27	44	32
Scope 1	**19**	20	21	19
Scope 2	**7**	7	22	13
Total	**531[1]**	641	764	681
Scope 1	**308**	315	326	305
Scope 2	**223**	326	438	377

RELATIVE GHG EMISSIONS SCOPE 1 AND 2[4]

t CO_2 equivalents	**2023**	2022	2021	2020
t CO_2 equivalents/ €1 million sales	**24**	30	39	37
t CO_2 equivalents/FTE	**3.4**	4.2	5.2	4.7

[1] The KPIs as part of the long-term variable remuneration (LTI) of the Management Board are audited with reasonable assurance, as explained on pages 201 ff. in the independent practitioner´s report.
[2] The Scope 2 emissions are calculated in accordance with the Greenhouse Gas Protocol, following the market-based emission calculation approach for all business segments. Due to improved data availability, the total Scope 1 and Scope 2 values differ from the values published in 2022.
[3] The Scope 1 and 2 emissions from 2020 to 2023 were audited with limited assurance.
[4] The calculation is based on market-based emissions.

FURTHER KEY FIGURES

EU TAXONOMY

Proportion of **turnover** from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2023

				Substantial contribution criteria						DNSH criteria („Does no significant harm")								
ECONOMIC ACTIVITIES	Codes	Absolute Turnover	Proportion of Turnover	Climate change mitigation (CCM)	Climate change adaptation (CCA)	Water (WTR)	Pollution (PPC)	Circular Economy (CE)	Biodiversity (BIO)	Climate change mitigation (CCM)	Climate change adaptation (CCA)	Water (WTR)	Pollution (PPC)	Circular Economy (CE)	Biodiversity (BIO)	Minimum safeguards	Taxonomy-aligned (A.1.) or eligible (A.2.) proportion of Turnover year 2022	Category enabling activity	Category transitional activity
		€ in mio	in %	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	in %	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**0.0**	**0.0**	**0.0**													**0.0**		
Of which enabling		0.0	0.0	0.0													0.0	E	
Of which transitional		0.0	0.0	0.0													0.0		T
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Construction of new buildings	CCM 7.1/ CE 3.1	411.4	1.8	EL	N/EL	N/EL	N/EL	EL	N/EL								1.9		
Renovation of existing buildings	CCM 7.2/ CE 3.2	5.3	0.0	EL	N/EL	N/EL	N/EL	EL	N/EL								0.1		
Manufacture of active pharmaceutical ingredients (API) or active substances	PPC 1.1	147.3	0.7	N/EL	N/EL	N/EL	EL	N/EL	N/EL										
Manufacture of medicinal products	PPC 1.2	5,088.1	22.8	N/EL	N/EL	N/EL	EL	N/EL	N/EL										
Manufacture of electrical and electronic equipment	CE 1.2	170.2	0.8	N/EL	N/EL	N/EL	N/EL	EL	N/EL										
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.)		**5,822.2**	**26.1**														**2.0**		
A. Turnover of Taxonomy-eligible activities (A.1.+A.2.)		**5,882.2**	**26.1**														**2.0**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities (B.)		16,477.1	73.9																
Total (A.+B.)		**22,299.3**	**100.0**																

Due to the deconsolidation of Fresenius Medical Care during the reporing year 2023, these comparative figures present the EU Taxonomy-eligible proportion of Revenue in the financial year 2022 excluding the Revenue of Fresenius Medical Care.

Proportion of **CapEx** from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2023

ECONOMIC ACTIVITIES	Codes	Absolute CapEx	Proportion of CapEx	Substantial contribution criteria: Climate change mitigation (CCM)	Climate change adaptation (CCA)	Water (WTR)	Pollution (PPC)	Circular Economy (CE)	Biodiversity (BIO)	DNSH criteria („Does no significant harm"): Climate change mitigation (CCM)	Climate change adaptation (CCA)	Water (WTR)	Pollution (PPC)	Circular Economy (CE)	Biodiversity (BIO)	Minimum safeguards	Taxonomy-aligned (A.1.) or eligible (A.2.) proportion of CapEx year 2022	Category enabling activity	Category transitional activity
		€ in mio	in %	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	in %	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**0.0**	**0.0**	**0.0**													**0.0**		
Of which enabling		0.0	0.0	0.0													0.0	E	
Of which transitional		0.0	0.0	0.0													0.0		T
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Renovation of existing buildings	CCM 7.2/ CE 3.2	182.6	9.6	EL	N/EL	N/EL	N/EL	EL	N/EL								7.6		
Acquisition and ownership of buildings	CCM 7.7	395.9	20.8	EL	N/EL	N/EL	N/EL	N/EL	N/EL								29.1		
Manufacture of active pharmaceutical ingredients (API) or active substances	PPC 1.1	5.0	0.3	N/EL	N/EL	N/EL	EL	N/EL	N/EL										
Manufacture of medicinal products	PPC 1.2	196.5	10.3	N/EL	N/EL	N/EL	EL	N/EL	N/EL										
Manufacture of electrical and electronic equipment	CE 1.2	63.5	3.3	N/EL	N/EL	N/EL	N/EL	EL	N/EL										
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.)		**843.4**	**44.3**														**36.7**		
A. CapEx of Taxonomy-eligible activities (A.1.+A.2.)		**843.4**	**44.3**														**36.7**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities (B.)		1,058.7	55.7																
Total (A.+B.)		**1,902.1**	**100.0**																

Since as of reporting year 2023, EU Taxonomy-eligible CapEx in the construction of new buildings for own use is Taxonomy-eligible under actitvity CCM 7.7 instead of activity CCM 7.1, this restated comparative figure comprises the sum of the EU Taxonomy-eligible proportion of activities CCM 7.1 and CCM 7.7 of financial year 2022.

Proportion of **OpEx** from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2023

ECONOMIC ACTIVITIES	Codes	Absolute OpEx	Proportion of OpEx	Substantial contribution criteria: Climate change mitigation (CCM)	Climate change adaptation (CCA)	Water (WTR)	Pollution (PPC)	Circular Economy (CE)	Biodiversity (BIO)	DNSH criteria („Does no significant harm"): Climate change mitigation (CCM)	Climate change adaptation (CCA)	Water (WTR)	Pollution (PPC)	Circular Economy (CE)	Biodiversity (BIO)	Minimum safeguards	Taxonomy-aligned (A.1.) or eligible (A.2.) proportion of OpEx year 2022	Category enabling activity	Category transitional activity
		€ in mio	in %	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	Y; N	in %	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		**0.0**	**0.0**	**0.0**													**0.0**		
Of which enabling		0.0	0.0	0.0													0.0	E	
Of which transitional		0.0	0.0	0.0													0.0		T
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Manufacture of active pharmaceutical ingredients (API) or active substances	PPC 1.1	27.7	2.3	N/EL	N/EL	N/EL	EL	N/EL	N/EL										
Manufacture of medicinal products	PPC 1.2	561.7	45.8	N/EL	N/EL	N/EL	EL	N/EL	N/EL										
Manufacture of electrical and electronic equipment	CE 1.2	51.7	4.2	N/EL	N/EL	N/EL	N/EL	EL	N/EL										
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.)		**641.0**	**52.2**																
A. OpEx of Taxonomy-eligible activities (A.1.+A.2.)		**641.0**	**52.2**														**0.0**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities (B.)		586.3	47.8																
Total (A.+B.)		**1,227.3**	**100.0**																

Due to the deconsolidation of Fresenius Medical Care during the reporing year 2023, these comparative figures present the EU Taxonomy-eligible proportion of OpEx in the financial year 2022 excluding the OpEx of Fresenius Medical Care.

Proportion of turnover/Total turnover

in %	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0	1.9
CCA	0.0	0.0
WTR	0.0	0.0
CE	0.0	0.8
PPC	0.0	23.5
BIO	0.0	0.0

Proportion of CapEx/Total CapEx

in %	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0	30.4
CCA	0.0	0.0
WTR	0.0	0.0
CE	0.0	3.3
PPC	0.0	10.6
BIO	0.0	0.0

Proportion of OpEx/Total OpEx

in %	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.0	0.0
CCA	0.0	0.0
WTR	0.0	0.0
CE	0.0	4.2
PPC	0.0	48.0
BIO	0.0	0.0

ANNEX XII

Standard templates for the disclosure referred to in Article 8(6) and (7)

The information referred to in Article 8(6) and (7) shall be presented as follows, for each applicable key performance indicator (KPI).

Template 1 Nuclear and fossil gas related activities

Row	Nuclear energy related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
	Fossil gas related activities	
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

ENVIRONMENT

GHG EMISSIONS SCOPE 1 AND 2 (LOCATION-BASED APPROACH)[1]

t CO_2 equivalents in thou.	**2023[2]**	2022[2]	2021[2]	2020[2]
Fresenius Kabi	**445**	441	443	421
Scope 1	**168**	169	172	160
Scope 2	**276**	272	271	261
Fresenius Helios	**258**	264	289	302
Scope 1	**120**	126	132	125
Scope 2	**138**	138	156	176
Fresenius Vamed	**36**	37	39	39
Scope 1	**19**	20	21	19
Scope 2	**17**	16	18	19
Total	**740**	742	771	761
Scope 1	**308**	315	326	305
Scope 2	**431**	427	445	456

[1] The Scope 2 emissions are calculated in accordance with the Greenhouse Gas Protocol, following the location-based emission calculation approach for all business segments. Due to improved data availability, the total Scope 1 and Scope 2 values differ from the values published in 2022.
[2] The Scope 1 and 2 emissions from 2020 to 2023 were audited with limited assurance.

REPORT PROFILE

We want to inform our stakeholders transparently about our sustainability activities through this report. The report meets the regulatory requirements for a separate Group Non-financial Report. It was prepared in accordance with Section 315c in connection with Sections 289c to 289e of the German Commercial Code (HGB). The EU taxonomy disclosures included were prepared in accordance with REGULATION (EU) 2020/852 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2020 on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy Regulation). For the preparation of the Group Non-financial Report, we considered the Sustainability Code (Deutscher Nachhaltigkeitskodex) and the standards of the Global Reporting Initiative (GRI) as possible frameworks. Due to our global business activities, we decided to use the globally recognized GRI standards as a framework. In accordance with Section 289d HGB, Fresenius SE & Co. KGaA uses the GRI Standards for the structured description of management approaches based on Disclosure 3-3 in GRI 3: Material Topics 2021. Furthermore, this report contains a review of the materiality analysis we conducted in 2020 in accordance with the then-applicable standard GRI 102-46 (determination of report content and topic delimitation) from GRI 102: General Disclosures 2016 and the legal requirements. This materiality analysis did not include an impact assessment in accordance with Disclosure 3-1 in GRI 3: Material Topics 2021. Accordingly, the management approaches of our material topics (Disclosure 3-3 in GRI 3: Material Topics 2021) do not include a description of how we manage actual and potential positive and negative impacts. We will take this into account in the next materiality analysis, which will be conducted in accordance with the requirements of the Corporate Sustainability Reporting Directive (CSRD) for the 2024 Report, and derive appropriate measures for managing our impacts.

Further, we also report ESG (Environment, Social, Governance) information in accordance with the Sustainability Accounting Standards Board (SASB) Index and the Task Force on Climate-related Financial Disclosures (TCFD). These additional indices, outside of the Group Non-financial Report, include information provided in the audited Group Non-financial Report, but are neither part of the Group Non-financial Report nor subject of the audit.

REPORT FRAMEWORK

This separate Group Non-financial Report covers the fiscal year (calendar year) 2023 and relates to the Group including its business segments, i. e., all fully consolidated companies that are subject to the legal or actual control of Fresenius SE & Co. KGaA, Bad Homburg, Germany. The business segment Fresenius Medical Care changed legal form as of November 30, 2023, and thus deconsolidated. It is therefore not part of the separate Group Non-financial Report 2023. Explanations can be found on pages 103 ff. in The business model section in the Strategy and management chapter. The Notes to the consolidated financial statements in the Annual Report contain further information on the consolidated entities, see pages 274 ff.

Deviations from this reporting framework are marked in the appropriate place. References to data or information outside of the Group Management Report or the Notes are considered further information and are not part of the separate Group Non-financial Report and its audit. Additional information that is included exclusively in the online version of the separate Group Non-financial Report was not part of the audit and is marked as unaudited information. Further information on the audit can be found in the External audit section on page 200. The report is published annually as a separate Group Non-financial Report and is part of the Annual Report. The last separate Group Non-financial Report was published in March 2023.

The separate Group Non-financial Report is available in German and English. In the event of deviations between the versions, the German version shall prevail.

DETERMINATION OF THE CONTENTS OF THE REPORT

We base our choice of report content on the GRI standards, the principles of materiality, and the requirements of our stakeholders, especially the capital market. In addition, the United Nations' Sustainable Development Goals (SDGs) serve as a framework for identifying and aligning our sustainability activities. In 2020, we conducted a comprehensive materiality analysis, see pages 110 f. of the Group Non-financial Report 2020 for more information. Experts from the business segments and relevant Group functions have reviewed and validated the results. In 2023, a review confirmed the identified materials topics as still valid. Based on the results of the review and the strategic changes initiated in the reporting year throughout the Group, some structural changes were made to the reporting. Further information can be found in the Our materiality analysis section on page 109. The content of this separate Group Non-financial Report was defined in accordance with Sections 289c (2) and (3) HGB for the principle of dual materiality. The Management Board has reviewed and approved this report. The content has also been examined by the Supervisory Board of Fresenius SE & Co. KGaA in accordance with Section 171 (1) of the German Stock Corporation Act (AktG). The Supervisory Board made use of the option pursuant to Section 111 (2) of the AktG to commission an external audit by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft.

EXTERNAL AUDIT

Auditors PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft submitted the information in the separate Group Non-financial Report to an audit according to ISAE 3000 (Revised) to obtain limited assurance against the relevant legal requirements and issued an independent audit certificate. Certain disclosures in the separate Group Non-financial Report were audited with reasonable assurance. This applies to:

- Total Scope 1 and Scope 2 emissions (market-based)
- Employee Engagement Index (Fresenius Group, without particular companies)
- Audit and Inspection Score (Fresenius Kabi), Inpatient Quality Indicator (Fresenius Helios, without Latin America), Patient Satisfaction (Fresenius Vamed)

The independent practitioner's report can be found from page 201 onwards in the separate Group Non-financial Report.

INDEPENDENT PRACTITIONER'S REPORT ON A LIMITED AND REASONABLE ASSURANCE ENGAGEMENT ON NON-FINANCIAL REPORTING[1]

To Fresenius SE & Co. KGaA, Bad Homburg

We have performed an assurance engagement on the separate non-financial group report of Fresenius SE & Co. KGaA, Bad Homburg, (hereinafter the "Company") for the period from 1 January 2023 to 31 December 2023 (hereinafter the "Separate Non-financial Group Report").

In accordance with our engagement, we have divided the level of assurance to be obtained by us and

- performed a reasonable assurance engagement on the Indicators presented in the Separate Non-financial Group Report and denoted by footnote as "(reasonable assurance)"
  - Total Scope 1 and Scope 2 (market-based approach) in thousand tonnes of CO_2 equivalents for 2023
  - Employee Engagement Index for 2023
  - Audit & Inspection Score (Kabi) for 2023
  - Quality Indicator Achievement Rates G-IQI and E-IQI (Helios) for 2023
  - Patient satisfaction (Vamed) for 2023

  (hereinafter the "Indicators") and
- performed a limited assurance engagement on all disclosures other than the Indicators in the Separate Non-financial Group Report.

Not subject to our assurance engagement are the external sources of documentation or expert opinions mentioned in the Separate Non-financial Group Report.

RESPONSIBILITY OF THE EXECUTIVE DIRECTORS

The executive directors of the Company are responsible for the preparation of the Separate Non-financial Group Report in accordance with §§ (Articles) 315c in conjunction with 289c to 289e HGB ("Handelsgesetzbuch": "German Commercial Code") and Article 8 of REGULATION (EU) 2020/852 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 June 2020 on establishing a framework to facilitate sustainable investment and amending Regulation (EU) 2019/2088 (hereinafter the "EU Taxonomy Regulation") and the Delegated Acts adopted thereunder, as well as for making their own interpretation of the wording and terms contained in the EU Taxonomy Regulation and the Delegated Acts adopted thereunder, as set out in section "Strategy and management - EU-Taxonomy" of the Separate Non-financial Group Report.

This responsibility includes the selection and application of appropriate non-financial reporting methods and making assumptions and estimates about individual non-financial disclosures of the Group that are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal controls as the executive directors consider necessary to enable the preparation of a Separate Non-financial Group Report that is free from material misstatement whether due to fraud or error.

The EU Taxonomy Regulation and the Delegated Acts issued thereunder contain wording and terms that are still subject to considerable interpretation uncertainties and for which clarifications have not yet been published in every case. Therefore, the executive directors have disclosed their interpretation of the EU Taxonomy Regulation and the Delegated Acts adopted thereunder in section "Strategy and management - EU-Taxonomy" of the Separate Non-financial Group Report. They are responsible for the defensibility of this interpretation. Due to the immanent risk that indeterminate legal terms may be interpreted differently, the legal conformity of the interpretation is subject to uncertainties.

AUDIT FIRM'S INDEPENDENCE AND QUALITY MANAGEMENT

We have complied with the German professional provisions regarding independence as well as other ethical requirements.

Our audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP") as well as the Standard on Quality Management 1 published by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW): Requirements to quality management for

[1] PricewaterhouseCoopers GmbH has performed a limited and reasonable assurance engagement on the German version of the separate non-financial group report and issued an independent practitioner`s report in German language, which is authoritative. The following text is a translation of the independent practitioner`s report.

audit firms (IDW Qualitätsmanagementstandard 1: Anforderungen an das Qualitätsmanagement in der Wirtschaftsprüferpraxis - IDW QMS 1 (09.2022)), which requires the audit firm to design, implement and operate a system of quality management that complies with the applicable legal requirements and professional standards.

RESPONSIBILITY OF THE ASSURANCE PRACTITIONER

Our responsibility is to express a conclusion with reasonable assurance on the Indicators in the Separate Non-financial Group Report and a conclusion with limited assurance on all disclosures other than the Indicators in the Separate Non-financial Group Report based on the assurance procedures we have performed.

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. This Standard requires that we plan and perform the assurance engagement to

- obtain reasonable assurance about whether the Indicators presented in the Company's Separate Non-financial Group Report for the period from 1 January 2023 to 31 December 2023, other than the external sources of documentation or expert opinions mentioned in the Separate Non-Financial Group Report, have been prepared, in all material respects, in accordance with §§ 315c in conjunction with 289c to 289e HGB, and
- obtain limited assurance about whether any matters have come to our attention that cause us to believe that all disclosures other than the Indicators in the Company's Separate Non-Financial Group Report for the period from 1 January 2023 to 31 December 2023, other than the external sources of documentation or expert opinions mentioned in the Separate Non-financial Group Report, are not prepared, in all material respects, in accordance with §§ 315c in conjunction with 289c to 289e HGB and the EU Taxonomy Regulation and the Delegated Acts issued thereunder as well as the interpretation by the executive directors disclosed in section "Strategy and management - EU Taxonomy" of the Separate Non-financial Group Report.

The procedures performed for the limited assurance engagement part are less extensive than those performed for the reasonable assurance engagement part, and accordingly a substantially lower level of assurance is obtained. The selection of the assurance procedures is subject to the professional judgement of the assurance practitioner.

In the course of our assurance engagement, we have, amongst other things, performed the following assurance procedures and other activities:

- Gain an understanding of the structure of the Group's sustainability organisation and stakeholder engagement.
- Inquiries of the executive directors and relevant employees involved in the preparation of the Separate Non-financial Group Report about the preparation process, about the internal control system relating to this process and about disclosures in the Separate Non-financial Group Report.
- Identification of likely risks of material misstatement in the Separate Non-financial Group Report.
- Evaluation of the implementation of central management requirements, processes, and specifications regarding data collection through targeted sample testing at selected sites.
- Analytical procedures on selected disclosures in the Separate Non-financial Group Report.
- Reconciliation of selected disclosures with the corresponding data in the consolidated financial statements and group management report.
- Evaluation of the presentation of the Separate Non-financial Group Report.
- Evaluation of the process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Separate Non-financial Group Report.
- Inquiries on the relevance of climate-risks and water stress.
- Evaluation of CO_2 compensation certificates exclusively with regard to their existence, but not with regard to their impact.

In the course of our reasonable assurance engagement part on the Indicators in the Company's Separate Non-financial Group Report, we have performed the following assurance procedures and other activities in addition to those described above:

- Inquiries of relevant personnel involved in the preparation of the Indicators regarding the preparation process, the internal control system relating to this process and disclosures in the Separate Non-financial Group Report.
- Evaluation of the internal control system in relation to the Indicators.
- Examination of processes for recording, controlling, analysing and aggregating selected data from various locations on a sample basis.

In determining the disclosures in accordance with Article 8 of the EU Taxonomy Regulation, the executive directors are required to interpret undefined legal terms. Due to the immanent risk that undefined legal terms may be interpreted differently, the legal conformity of their interpretation and, accordingly, our assurance engagement thereon are subject to uncertainties.

ASSURANCE OPINION

In our opinion, the Indicators in the Company's Separate Non-financial Group Report for the period from 1 January 2023 to 31 December 2023 have been prepared, in all material respects, in accordance with §§ 315c in conjunction with 289c to 289e HGB.

Based on the assurance procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that all disclosures other than the Indicators in the Company's Separate Non-financial Group Report for the period from 1 January 2023 to 31 December 2023 are not prepared, in all material respects, in accordance with §§ 315c in conjunction with 289c to 289e HGB and the EU Taxonomy Regulation and the Delegated Acts issued thereunder as well as the interpretation by the executive directors disclosed in section "Strategy and management - EU-Taxonomy" of the Separate Non-financial Group Report.

We do not express an assurance opinion on the external sources of documentation or expert opinions mentioned in the Separate Non-financial Group Report.

RESTRICTION OF USE

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. Consequently, it may not be suitable for any other purpose than the aforementioned. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company. We do not accept any responsibility to third parties. Our assurance opinion is not modified in this respect.

Frankfurt am Main, 20 February 2024

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

[Original German version was signed by:]

Nicolette Behncke	ppa. Felix Wandel
Wirtschaftsprüfer	Wirtschaftsprüfer
German public auditor	German public auditor