



**FRESENIUS
MEDICAL CARE**



SUSTAINABILITY 2021 PROGRESS HIGHLIGHTS

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ABOUT THIS PROGRESS UPDATE

In this progress update, we provide a snapshot of significant developments and achievements, focusing especially on relevant key performance indicators and initiatives.

For a full overview of our sustainability activities and results, please refer to our [NON-FINANCIAL REPORT 2021](#).



OUR VISION

**Creating a future
worth living.
For patients. Worldwide.
Every day.**

At Fresenius Medical Care, our focus is on serving patients. This shapes how we integrate sustainability into our business and tackle global health care challenges.



OUR MISSION

**We provide the
best possible care.
Sustainably in diverse
health care systems.
For a growing number
of patients around
the world.**

Our long-term focus is on sustainability activities that support our mission to provide the best possible care for a growing number of patients in diverse health care systems. It is also reflected in our strategy to deliver sustainable solutions with innovative products and services of the highest quality at a reliable cost.

2021 KEY FIGURES



345,425
patients

€17.62 bn
revenue



>161 m
produced
dialyzers



4,171
dialysis
centers

52.9 m
treatments

€1.85 bn
Operating
income



122,909
employees



We offer
dialysis products
and services
in around

150
countries

~49,000
produced
hemodialysis
machines

42
production
sites world-
wide



ENVIRONMENT



SOCIAL



GOVERNANCE

Through our Green & Lean initiative, in 2021 we managed to:

recycle or reuse almost **700 tons** of waste

save **20,000 MWh** of energy

prevent almost **5,500 tons** of CO₂ equivalent emissions

save **200,000 m³** of water

More than **1,000 tons** of plastic waste were diverted from landfill



78%

of our patients would highly recommend our services

71% of our employees feel a sense of belonging at work

17 new global sustainability policies and other standards approved

Almost **90%** of employees completed compliance training

More than **50** aspects of our Global Sustainability Program were evaluated to measure its success

COVID-19 RESPONSE

During the ongoing COVID-19 pandemic, the health and safety of our patients, employees, their families, and the communities in which we work has been the focus of our response activities.

We have implemented various measures to protect our employees and patients against exposure to the virus, and have stepped-up infection control practices. We introduced various measures to support our employees during this health crisis.

In addition, we have set up isolation centers and treated more than 17,000 patients infected with COVID-19 in North America. In the U.S. we also established an initiative to recruit and register volunteers to assist in areas most in need.

We assessed their competencies, provided the necessary training, assisted with applying for licenses, and made travel arrangements for more than 200 volunteers. We also provided hundreds of acute dialysis devices and further supplies to hospitals for emergency treatment.

Our ongoing COVID-19 research focuses on ways to identify patients with the virus, as well as vaccination effectiveness and response.

We supported UNICEF's vaccination initiative in about 140 countries with a

**€250,000
donation**

We treated more than

**17,000
patients infected
with COVID-19 in
North America**



STRATEGY AND MANAGEMENT

STRATEGY

During 2021, we took further steps to embed sustainability in our operations, business development, and finances.

We developed new global targets and policies across our Global Sustainability Program's eight focus areas, for example. We also included a sustainability component in our €2bn Syndicated Credit Facility. Our Acquisitions and Investment Committee started to include defined sustainability criteria in its decision making, considering for instance the environmental impact of investments, as well as access to health care and education.

SUSTAINABLE DEVELOPMENT GOALS



SUSTAINABLE DEVELOPMENT GOALS

Our business activities touch upon various aspects of the UN Sustainable Development Goals (SDGs). In line with our corporate purpose, we particularly support **SDG 3**, which focuses on good health and well-being.

In addition, we seek to make further meaningful contributions to **SDG 4** (Quality Education), **SDG 8** (Decent Work and Economic Growth), and **SDG 12** (Responsible Consumption and Production) in particular.

SUSTAINABILITY GOVERNANCE

The highest internal governing body for our sustainability activities is our Sustainability Decision Board. Headed by the CEO, it is responsible for integrating sustainability into our strategy and business. Together with the Sustainability Decision Board, the Management Board decides on strategic initiatives. The Management Board and the Supervisory Board review the progress of our sustainability management. The Corporate Sustainability Committee is an advisory committee for global sustainability activities.

It comprises senior representatives nominated by the Management Board to represent the interests of our business and corporate functions. The Corporate Risk Committee analyzes and discusses sustainability risks as part of our enterprise risk management. The Global Sustainability department drives our strategic sustainability activities. In 2021, a member of the Supervisory Board was appointed to the position of Lead Independent Director. Her responsibilities include addressing matters relating to ESG aspects of the Company.



17

new global sustainability policies and other standards approved

More than

90%

of internal audits included an ESG aspect

€2bn

credit agreement with an embedded sustainability component

MATERIAL TOPICS

We regularly carry out a comprehensive materiality analysis. This analysis identifies and prioritizes the sustainability topics that have the biggest impact on our business, and those that are affected most by our business.

In the years between, we review the results of the analysis. Our latest review in 2021 confirmed that the topics identified in our analysis in 2019 were still the most relevant for our business.

LIST OF MORE THAN 100 POTENTIALLY RELEVANT TOPICS
based on our enterprise risk management framework, ESG ratings and rankings, benchmarks, international sustainability reporting standards, trend analysis, media analysis

IMPACT OF FRESENIUS MEDICAL CARE

We use three criteria to determine which sustainability topics are impacted by our organization:

- > Likelihood that we will have a meaningful impact on the topic
- > Our ability to influence how we impact the topic
- > The extent to which we impact the topic

IMPACT ON FRESENIUS MEDICAL CARE

We evaluate the extent to which sustainability topics are relevant to Fresenius Medical Care by looking at their financial, strategic, regulatory, and reputational impact.

RELEVANCE FOR STAKEHOLDERS

We conduct interviews with external experts to confirm that our materiality assessment is complete and correct.

MATERIAL TOPICS

FOCUS AREAS

Our Global Sustainability Program reflects the increasing requirements for sustainability management, as well as our commitment to continuously improving our performance. It defines global company targets for eight focus areas in the period between 2020 and 2022, based on the materiality of the topics.

The success of our Global Sustainability Program is measured annually using an audited control and calculation model that evaluates more than 50 aspects.

For example, in 2021, we established 17 new global policies and other standards, in areas such as environment, occupational health and safety, human and labor rights, and working conditions.



PATIENTS



**DATA PROTECTION
AND PRIVACY**



**OCCUPATIONAL
HEALTH AND
SAFETY**



ENVIRONMENT



**SUSTAINABLE
SUPPLY**

- People
- Planet
- Responsible Business



**HUMAN AND
LABOR RIGHTS**



EMPLOYEES



**ANTI-BRIBERY AND
ANTI-CORRUPTION**



PATIENTS



EMPLOYEES



SHAREHOLDERS



COMMUNITIES



POLITICS



SUPPLIERS



**(INTER-)NATIONAL
ORGANIZATIONS**



MEDIA



**ACADEMIC
REPRESENTATIVES**

STAKEHOLDER INCLUSION

As a company with global operations, our business activities affect many stakeholder groups. Engaging with relevant stakeholders is essential to understand their expectations of our Company.

In 2021, we continued to participate in several expert groups such as Kidney Care Partners and the Dialysis Patient Citizens Education Foundation in the U.S. We also participated in technical expert panels for the Centers for Medicare and Medicaid Services, the national federal public health care authority. Sustainability-related topics were discussed in more than 100 investor meetings. Topics included climate impact, sustainability initiatives, and governance matters.

PATIENTS

As part of our commitment to delivering safe, high-quality care to patients with chronic illnesses, we continually monitor the performance of our products and services. Our focus is on quality, safety, accessibility, and patient experience. We invest in innovations and new technologies, and leverage insights from scientific research and collaboration with partners.

Patient experience

We measure patient experience and customer loyalty using the Net Promoter Score (NPS). The NPS reflects patients' overall satisfaction with our services. In 2021, our NPS was 71, compared with 67 in 2020. We are aiming for a NPS score of at least 70.

78% *of our patients would highly recommend our services*

Access to health care

We recognize the importance of improving access to health care and are working to provide affordable treatment to a growing number of patients worldwide. We consider, for example, barriers to access such as cost and ease of travel to our dialysis clinics, lack of education on kidney disease, and unsustainable health care systems in developing countries. We aim to increase the number of patients on home dialysis and have improved our digital offering to make it easier for patients to access our services.

Treatment in the home

In 2021, we provided home therapy to more than 54,000 peritoneal and hemodialysis patients globally. In 2017, we set ourselves the goal of performing over 15% of treatments in the U.S. in a home setting by 2022. We achieved this in the third quarter of 2021 and set a new target in 2022. We intend to carry out 25 percent of all treatments in the U.S. in patients' homes by 2025.

TARGET:
HIGH PATIENT
SATISFACTION
Achieve a Net Promoter
Score of at least

70

Target:

25%

home treatments in
the U.S. by 2025

75%

response rate for patient
experience survey



Supporting patients in underserved communities

We consider health equity in our efforts to increase access to care worldwide and to support the development of sustainable health care systems. Demand for affordable health care products and services is increasing in emerging markets. To facilitate access to dialysis treatment, we developed the 4008A dialysis machine series. These machines meet high therapy standards while reducing costs for health care systems. This series represents more than 35% of all our dialysis machines brought to market between 2017 and 2021.

Crisis and emergency response

To allow us to continue treating our patients in extreme conditions, we have developed an emergency response system comprising regional disaster response teams. For example, in February 2021, a team assisted patients affected by extreme weather in Texas that caused a water shortage. More than 160 of our dialysis clinics were forced to temporarily close as a result, affecting about 5,000 patients. Our disaster response teams brought in generators and water tankers to assist in getting clinics operational. Additionally, we provided hospitals with dialysis equipment and supplies to help manage the surge of patients seeking treatment.

Collaborating to improve health care

We work with external organizations to facilitate scientific progress and explore new ways of improving quality of care. In 2021, we were involved in more than 60 key partnerships with academia, research institutes, and peers. Our focus areas included cardio-protection, personalized and precise medicine, public health, and the impact of COVID-19 on vulnerable patient populations.

A further focus area is expanding access to and understanding of transplant medicine. The Fresenius Medical Care Foundation collaborates with several leading organizations to raise awareness and provide support to people living with kidney disease. As an example of our collaboration, in 2021 we finalized a \$106,000 grant to the United Network of Organ Sharing (UNOS). Through our investment, we are helping UNOS learn more about ways to improve transportation and logistics for organ donation.

MORE THAN

60

*key partnerships with
academia, research institutes,
and peers in 2021*



We finalized a

\$106,000

grant to the United Network of Organ Sharing

Digitalization and innovation

We aim to develop innovative, safe, and user-friendly digital products and systems that meet high quality standards. Our goal is to further improve the quality and efficiency of treatments.

For example, we have extended our digital options to facilitate better access to information for the patients under our care. Our digital platforms enable virtual contact, which has, for example, reduced the risk of infection for patients and staff during the pandemic. We use digital platforms in more than 20 countries to overcome the challenges presented by COVID-19. In the U.S., we recorded over 410,000 remote visits between patients, care teams, and physicians by the end of 2021.

Our Frenova Renal Research division provides research services to third parties and has also started enrolling patients in a new initiative to develop the largest renal-focused genomic registry in the world. We aim to enroll over 100,000 patients by 2025. This new registry will contain genetic data from chronic kidney disease patients worldwide, which will help researchers improve their understanding of kidney disease.

We are building the world's largest
genomic registry
targeting kidney disease



10,048

PATENTS

€221m

R&D EXPENDITURES

410,000

REMOTE VISITS
IN THE U.S.

WE AIM TO ENROLL OVER
100,000
PATIENTS IN OUR GENOMIC
REGISTRY BY 2025

1,187
employees
in R&D

Product safety and quality

We manage quality and safety in our product business over the entire product life cycle, from design and development to operation and application. Our production sites are subject to regular external quality audits and reviews in accordance with local requirements.

MORE THAN

2,000

improvements to our dialysis machines, dialyzers, filters, and solution products

We have defined KPIs to monitor our quality objectives and prevent adverse events. In 2021, more than 50 certification audits were performed. The audit score was 0.1. This score indicates the ratio of major and critical findings to the number of external audits. We target an average global audit score not exceeding 1.0 to maintain the effectiveness of our quality management systems and certifications.

We continuously strive to enhance the quality and safety of our products. Improvements are defined as changes that focus on at least one of the following: patient safety and quality, product performance and delivery capability, or customer service. In 2021, we made more than 2,000 improvements to our dialysis machines, dialyzers, filters, and solution products.

TARGET:

Keep global key performance indicator for critical and major

AUDIT FINDINGS BELOW 1.0



OUR PEOPLE

Our people have always been key to our success. We aim to remain an attractive employer and recruit, engage, and retain excellent employees. In 2021, we started to set various internal targets to help us achieve this aim. These relate to, for example, employee engagement, survey participation, and voluntary turnover.

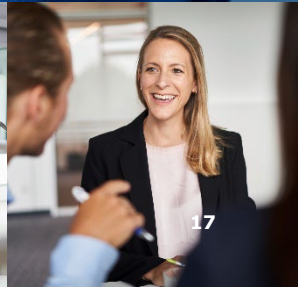
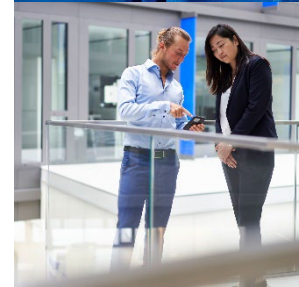
122,909

employees worldwide

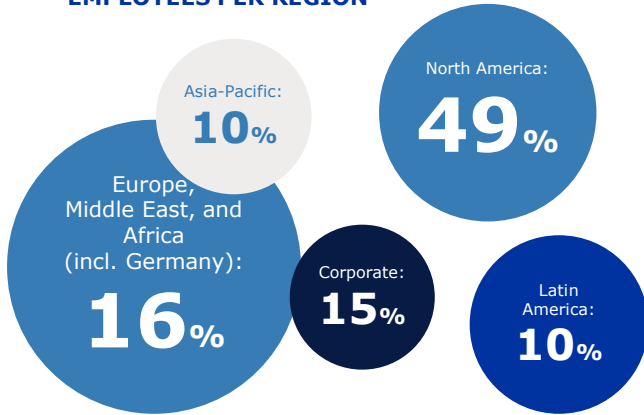
In 2021, we were named one of Newsweek's Most Loved Workplaces in North America, ranking among the top-100 companies recognized for employee happiness and satisfaction at work.

Developing talent

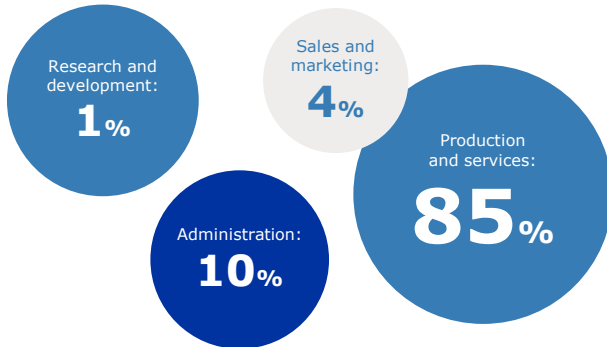
We are committed to supporting the learning and development of our employees around the world. In this context, we provide learning opportunities to all employees irrespective of their location or position in the Company. For example, in 2021, we expanded our digital learning platform globally in third-quarter 2021. Since then, more than 16,000 employees have participated in training via this platform.



EMPLOYEES PER REGION*



EMPLOYEES PER FUNCTIONAL AREA*



* Employees calculated as full-time equivalents (FTEs) 2021.

Employee engagement

The primary objective of our employee engagement activities is to give every employee the opportunity to provide feedback and engage with us in an ongoing and open dialogue.

In 2021, we conducted a global engagement survey. Almost 90,000 employees worldwide responded. The latest survey revealed that 56% of employees who participated are actively engaged — the same rate as in 2019. The employee engagement score is based on three aspects: how many employees would speak positively about Fresenius Medical Care, how many intend to stay at Fresenius Medical Care, and how many feel motivated to perform at Fresenius Medical Care. We trained about 10,000 managers on how to read and act upon the results from our global engagement survey.

EMPLOYEE ENGAGEMENT SURVEY 2021:

Participation rate of

74%

— up from 68% in the last full survey in 2019

Employee engagement

56%

Average training hours per employee:

17.2

69%

female employees

28%

women at second management level

18%

women at first management level

31%

ethnically diverse managers in U.S.

51%

of U.S. workforce are ethnically diverse

22%

in the first level below the Management Board

32%

in the second level below the Management Board

TARGET:

Achieve proportion of

WOMEN IN LEADERSHIP POSITIONS

by 2025:

Creating a diverse, equitable, and inclusive culture

We place great value on inclusion and diversity. Our goal is to promote a culture where our employees' different perspectives, ideas, and skills can contribute to our success, irrespective of their age, gender identity, nationality, cultural and ethnic origin, sexual orientation, ability, educational background, or work experience. We strive to make everyone feel safe, welcome, and valued, and to foster a sense of belonging. Based on the results of our global employee survey, in 2021 71% of our employees felt a sense of belonging at work.

We further developed our global inclusion and diversity initiatives. For instance, our Asia-Pacific Women's Leadership Initiative was launched in 2021 as a catalyst to continue driving diversity and inclusion among our 13,000-strong workforce in the region. One of the ways we foster a diverse and supportive environment is by providing employees the opportunity to form and join employee resource groups. ERGs enable employees with similar interests, goals, social and cultural backgrounds, or experiences to come together for professional and personal development, discussion, activities, and/or peer support.

In the U.S. alone, we have 14 ERGs dedicated to different employee interests and aspects of diversity.

Employee health, safety and wellbeing

We are committed to providing a safe and healthy work environment for our employees and contractors. In 2021, we established our new global Occupational Health and Safety Policy, which outlines our key principles in this area.

As part of the Global Sustainability Program, we began a global risk assessment in 2021. We identified the biggest physical risks as injuries from needlesticks, slips, trips, and falls. We are working to identify and prioritize high-risk areas and plan to develop specific risk mitigation measures in the coming years. We have also piloted an initiative in our production sites in Europe, Middle East, and Africa. It aims to facilitate the sharing of information concerning significant accidents, near misses, and occupational health and safety best practices. In recognition of the success of our safety programs and initiatives, in 2021 we won the national CNA Safety in Excellence Award in North America for the 20th time.

New Global

Occupational Health and Safety Policy

established

More than

48,000

*U.S. employees completed
health and safety training
in 2021*

20th

*national CNA Safety
in Excellence Award in
North America*



ENVIRONMENT

Climate and energy

We are committed to developing measures to reduce our energy consumption and greenhouse gas (GHG) emissions across our business. We have set new global targets: We plan to be climate neutral by 2040. By 2030, we aim to reduce Scope 1 (direct) and Scope 2 (indirect) emissions by 50% compared with 2020. In addition, we will assess the impact of Scope 3 emissions in the future so that they can be included in our targets.

In 2021, we introduced measures to reduce energy consumption at several of our sites. For example, we have started piloting an energy management system in some of our dialysis clinics in the U.S. that aims to improve energy efficiency by centralizing the control of energy use. The system is expected to be rolled out in 2022 across some 800 locations.

Further reducing our environmental impact

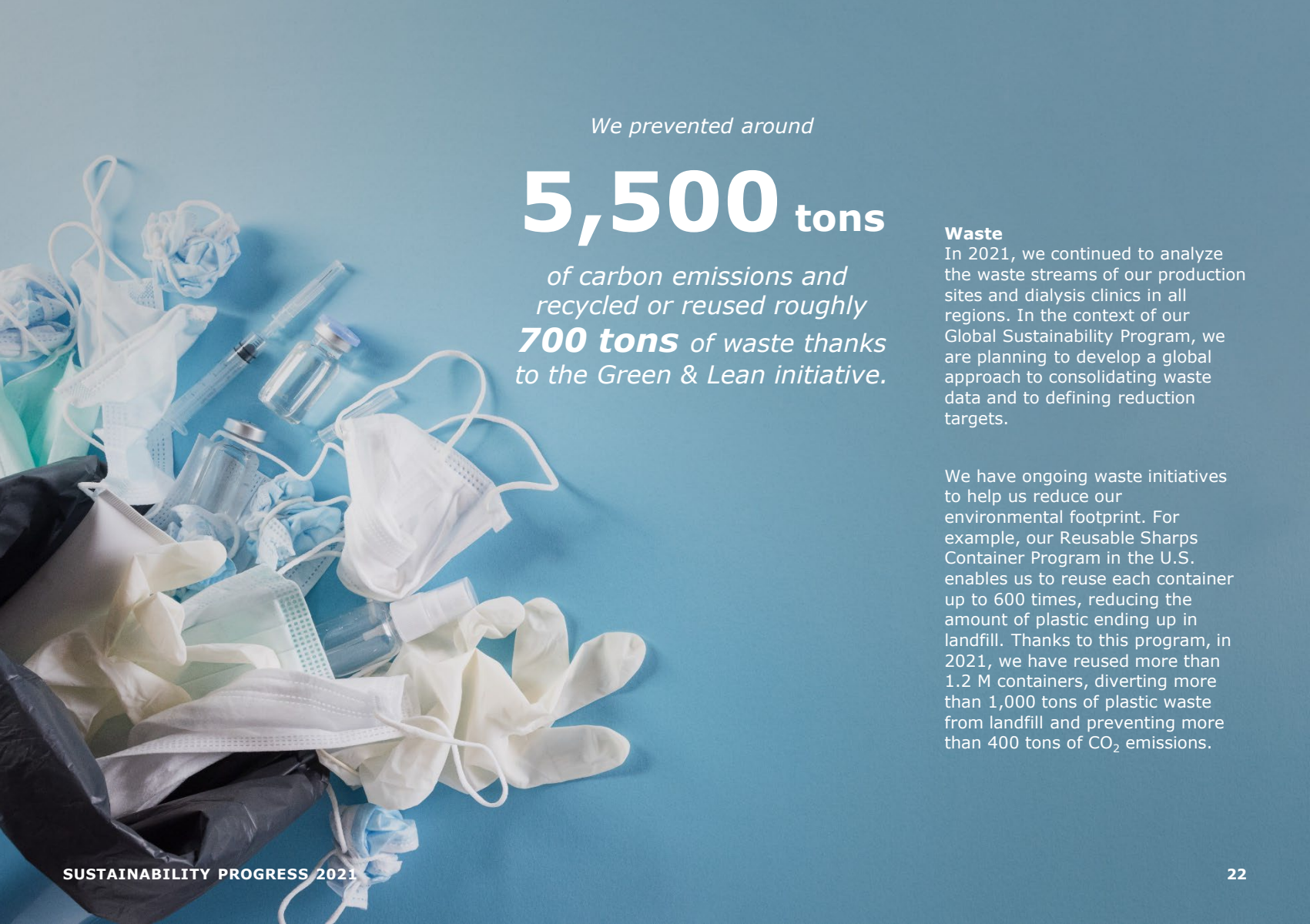
In 2021, we launched our Global Environmental Policy. It provides a framework for environmental management at a global level and will serve as a basis for developing improvement targets.

At our production sites, we are involved in local environmental projects that we report as part of our global Green & Lean initiative. Our objective is to reduce emissions, promote the efficient use of natural resources, and increase recycling rates. By the end of 2021, more than 100 projects were reported. They were aimed at, for example, improving processes and recycling. As a result of these projects, per year we expect to save more than 20,000 MWh of energy (0.8% of our total energy consumption), prevent nearly 5,500 tons of CO₂ equivalent emissions (0.7% of our total Scope 1 and 2 emissions), save more than 220,000 m³ of water (0.5% of our total water consumption), and recycle or reuse roughly 700 tons of waste.

TARGETS

By 2030,
reduce our Scope 1
and Scope 2
emissions by
50%
compared with
2020

Achieve
**climate
neutrality**
for Scope 1 and
Scope 2 emissions
by 2040



We prevented around

5,500 tons

*of carbon emissions and recycled or reused roughly **700 tons** of waste thanks to the Green & Lean initiative.*

Waste

In 2021, we continued to analyze the waste streams of our production sites and dialysis clinics in all regions. In the context of our Global Sustainability Program, we are planning to develop a global approach to consolidating waste data and to defining reduction targets.

We have ongoing waste initiatives to help us reduce our environmental footprint. For example, our Reusable Sharps Container Program in the U.S. enables us to reuse each container up to 600 times, reducing the amount of plastic ending up in landfill. Thanks to this program, in 2021, we have reused more than 1.2 M containers, diverting more than 1,000 tons of plastic waste from landfill and preventing more than 400 tons of CO₂ emissions.

SUSTAINABLE BUSINESS

COMPLIANCE

We continued to strengthen our global compliance program. In 2021, we rolled out our updated compliance training, which included topics recently added to the Code of Ethics and Business Conduct. Globally, almost 90% of employees completed compliance training in 2021.

We also enhanced our global internal audit activities by expanding our resources and focusing on anti-corruption in high-risk areas. More than 80% of internal audits in 2021 included a compliance focus. Prior to entering new business relationships, and as part of our continuous monitoring of existing business relationships, we assess third parties for compliance risks.

In 2021, we assessed and approved about 29,000 third parties. In addition, we implemented our third-party training approach at global level. We also continued to conduct anti-corruption-related audits of third-party business partners.



100,099

employees in compliance training

We assessed and approved about

29,000

third parties.

We undertook

17

anti-corruption-related audits of third-party business partners.

DATA PROTECTION AND CYBERSECURITY

Our patients, employees, customers, business partners, and other stakeholders entrust us with their personal data. We are committed to respecting their privacy and protecting their information.

In 2021, we intensified our efforts to reduce cybersecurity risks along the value chain and mature information security practices. We initiated a global transformation program to centralize our IT and cybersecurity teams and establish a unified global technology and innovation organization.

We have also defined a three-year program roadmap until 2024, which underpins a global information security strategy to harmonize our activities across the organization. To measure the program's effectiveness, we have developed three performance indicators: the number of security incidents; the number of audit findings; and the mean time to respond to incidents.

In 2021, we offered more than 60 training classes on data privacy to our employees and contractors around the world. More than 93,000 employees participated in training on data privacy and security globally and combine general training with targeted measures for specific employee groups.

93,082

**DATA PRIVACY
TRAINING
PARTICIPANTS**



TARGET:

Train procurement staff in all countries with a global

e-learning course

on **SUSTAINABLE SUPPLIER MANAGEMENT** by the end of 2022



SUPPLIER MANAGEMENT

We are working with suppliers to increase transparency around the environmental and social impact associated with our supply chain. In 2021, we developed a new onboarding process for suppliers to inform them of our sustainability requirements.

We screened social media for negative reports on

100%

of our most important suppliers. These suppliers represented more than 80% of our total external spend in 2021.

More than 230 employees working in Procurement, as well as those in Legal, Finance, and Compliance, participated in internal training courses on our Global Supplier Code of Conduct. We also developed a global e-learning course on sustainable supplier management, with the goal of reaching procurement staff in all countries by the end of 2022.

In the context of our Global Sustainability Program, we launched an initiative to evaluate suppliers based on sustainability risks. We continued to screen social media for negative reports regarding our suppliers' business conduct related to sustainability. 100% of our most important suppliers were screened based on relevant spend. These suppliers represented more than 80% of our total external spend in 2021.

More than

230 employees

working in Procurement, as well as those in Legal, Finance, and Compliance, participated in internal training courses on our Global Supplier Code of Conduct.

HUMAN RIGHTS

Respecting human rights and upholding labor and employment standards is part of our corporate responsibility. Our goal is to embed awareness of and respect for human rights in our day-to-day work, and to continuously improve our human rights due diligence processes. We consider the possible impact of our activities on our patients, employees, local communities, our suppliers' employees, and other rightsholders.

In 2021, we developed a Global Social and Labor Standards Policy. This will be our leading document concerning human rights topics related to our employees. It outlines, among other things, our global commitments regarding fair and transparent working conditions, a discrimination and harassment-free workplace, freedom of association, and the right to collective bargaining.

We continue to further develop our risk monitoring, mitigation, and prevention measures and processes. These include human and labor rights trainings, which we aim to roll out to all relevant managers and employees in support functions by the end of 2022. We also included information on human rights in our mandatory Code of Ethics and Business Conduct training, as well as in our Global Supplier Code of Conduct training.

TARGET:
Provide managers and support functions with

HUMAN AND LABOR RIGHTS TRAINING

by the end of 2022



COMMUNITIES

CORPORATE CITIZENSHIP

Through our Corporate Citizenship activities, we offer even more support to those in the communities we serve. We especially focus on kidney disease prevention and education and access to healthcare. Over 160 corporate citizenship activities were reported in our company in 2021. These included donations to charitable causes, the donation of products and supplies, and volunteering activities.



DATA AND STANDARDS

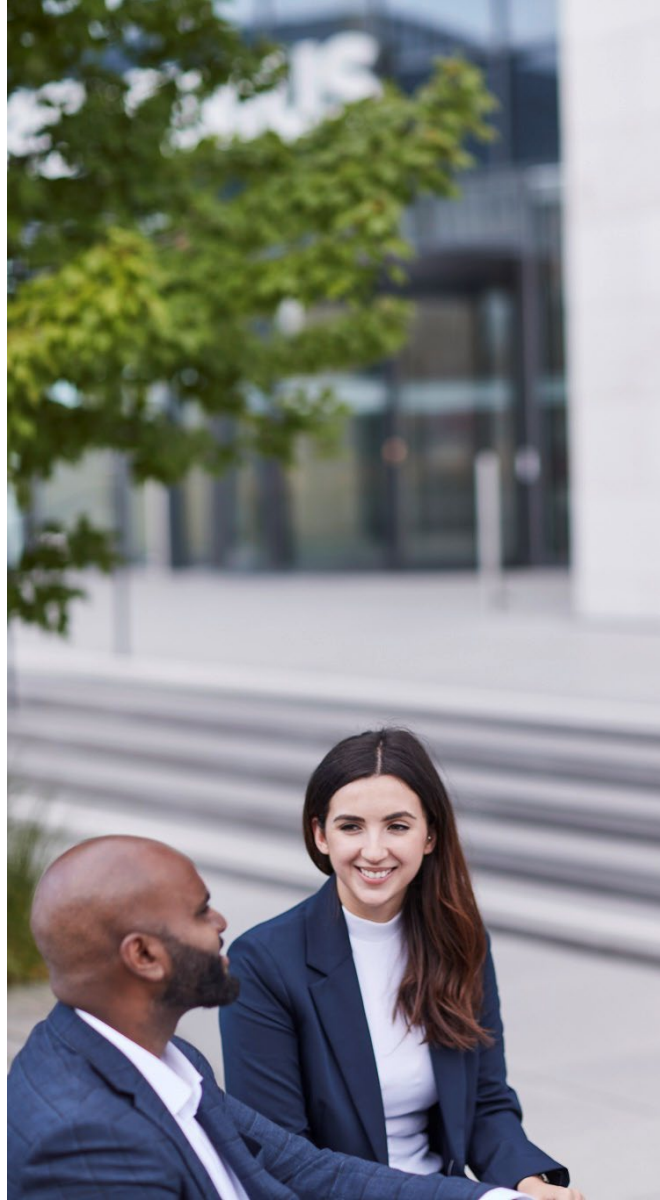
→ [ESG DATA TABLES](#)



INTERNATIONAL STANDARDS

Sustainability Accounting Standards Board (SASB) Index

Our Sustainability Accounting Standards Board Index discloses information in alignment with SASB's Health Care Delivery and Medical Equipment and Supplies Standards. This is part of our commitment to provide transparent and relevant information on our economic, environmental, and social performance to our stakeholders.



Global Reporting Initiative (GRI) Index

Our Global Reporting Initiative Index was prepared in accordance with the GRI Standards: Core option. This disclosure is part of our commitment to provide transparent and relevant information on our economic, environmental and social performance to our stakeholders.

Task Force on Climate-related Financial Disclosures (TCFD) Index

Using the disclosure recommendations from the Task Force on Climate-related Financial Disclosures, the table provides information on climate-related risks and opportunities.

Find more information on our website: [RATINGS AND INDICES | PRESENIUS MEDICAL CARE](#)

FULL 2021 SUSTAINABILITY REPORT

Each year, we disclose information on our sustainability activities as part of our Non-Financial Report. The report is our opportunity to share how we create value for all stakeholders, including our patients, employees, investors, and others. The report covers different focus areas. These include our patients and employees, the environment, combating bribery and corruption, and respect for human rights. The information included in this report reflects what we stand for as a company and what actions we take to advance in our focus areas.

Read our full 2021 Sustainability Report [HERE](#).



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