

# MOVEMENT

MAGAZINE 2014



**FRESENIUS  
MEDICAL CARE**

## Keep moving

When exercising with the loop, keep your abdominal muscles tight and adopt a back-friendly posture. Repeat each exercise 2 x 15 times.

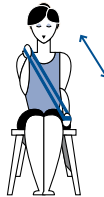
### Making a tent

Hold the loop above your head with your hands stretched; build up the tension and extend the loop; hold for 5 seconds. Note: Keep the thoracic spine straight and your shoulders relaxed.



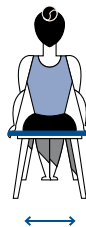
### Pull and push

Hold the loop with both hands: One palm is facing upwards and the other downwards; bend the upper arm and extend the lower arm; keep the upper arm bent, while slowly releasing the tension in the lower arm and building it up again.



### Stretching

Hold the loop behind your back with your hands open; keep your shoulders down and back, extend your arms and tense outwards; keep your abdominal muscles tight.



# ← MOVEMENT →

Read our *company profile* to find out who Fresenius Medical Care is and what moves us. 4 — 11

We provide dialysis-related products in more than 120 countries. Find out how our dialysis machine travels *17,962 miles halfway around the world* to provide dialysis patients with their vital treatment. 12 — 23

With our unique experience as a provider of dialysis services, we can also overcome local challenges in emerging countries, thus enabling access to the best possible medicine. *A vast island nation* reports on the commitment of our employees in Indonesia. 24 — 37

For Fresenius Medical Care, *the patient comes first*. To enable our patients to enjoy a high quality of life, we are committed to coordinated treatment. Find out how “care coordination” contributes to this. 38 — 47

At Fresenius Medical Care, we are constantly moving forward and evolving. That is why 99,895 employees in more than 50 countries are working day in, day out to improve our patients' lives. We provide products and services along the entire dialysis value chain from a single source.

Thanks to our wide range of products, we are the world's leading provider of dialysis products. Our network of 3,361 dialysis clinics enables us to offer comprehensive care to 286,312 patients with chronic kidney failure.

Building on this strong network, we aim to bring different medical service providers together to support our patients with a holistic treatment approach and coordinated care.

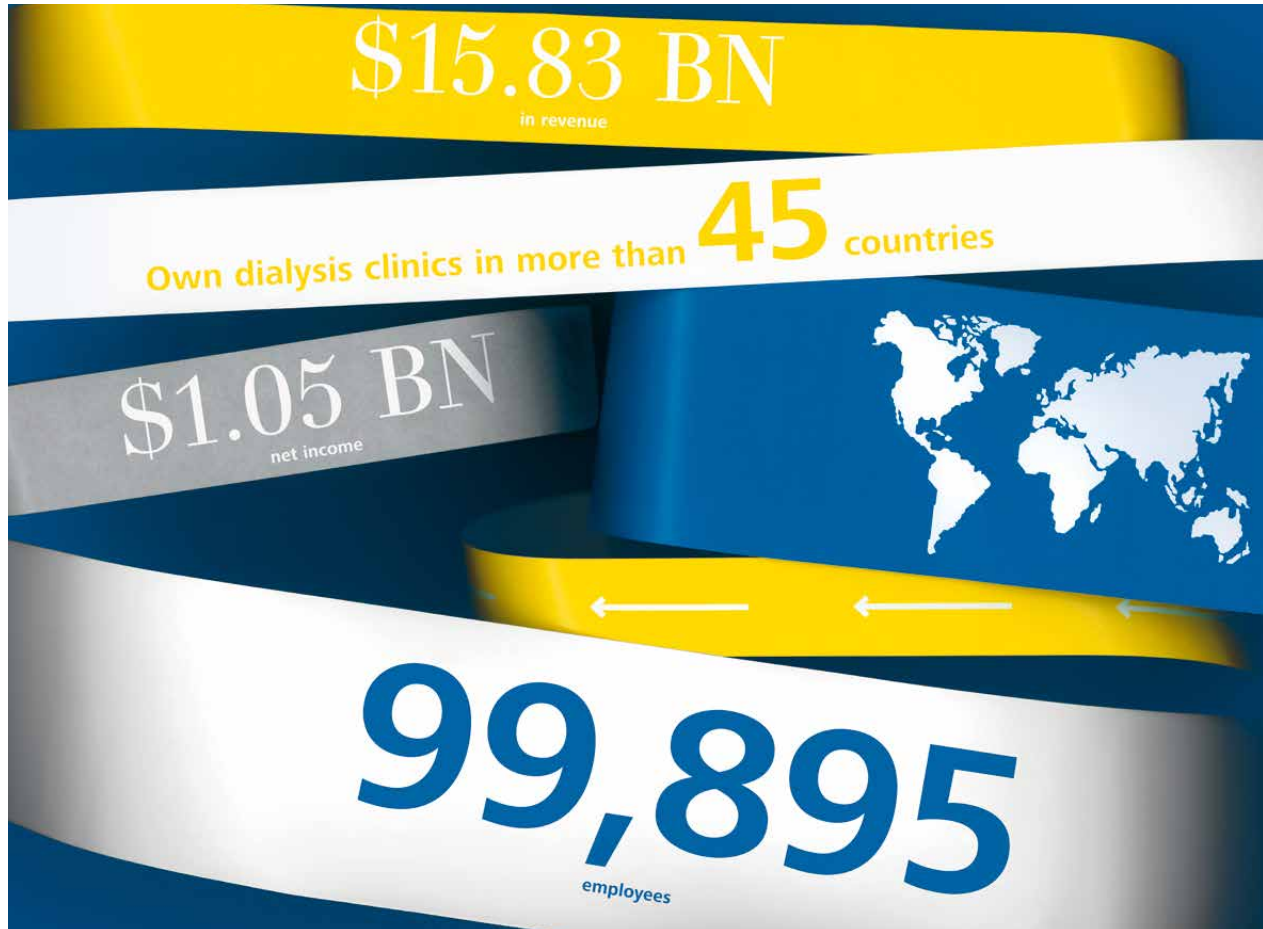
Who we are



# PROFILE



# WE ARE FRESENIUS MEDICAL CARE



## Unique

As the world number one in dialysis, we provide products and services for people with chronic kidney failure in more than 120 countries. With around four decades of experience in dialysis, we are able to develop innovative products and treatments of the highest quality, thus continuously improving the quality of life of patients with kidney disease.

1979 Production of dialysis machines started in Schweinfurt

1983 Production of synthetic polysulfone fiber dialyzers began

1996 Entered into the dialysis services business



2005 New dialysis therapy system 5008 launched

2012 500,000<sup>th</sup> dialysis machine produced

2014 Consolidated and merged our activities in the field of care coordination

### Our journey

As the global market leader, we have developed and shaped revolutionary technologies and ideas in dialysis. After initially selling and maintaining dialysis machines, we began developing our own dialysis machines in the 1970s. Another milestone was the launch of synthetic polysulfone fibers for dialyzers in the 1980s. They remain the quality benchmark in our industry to this day. We entered the dialysis services segment in the 1990s by purchasing the U.S. company National Medical Care. We are currently expanding our health care business beyond dialysis treatment, thus paving the way for a promising future.



### *We provide dialysis products*

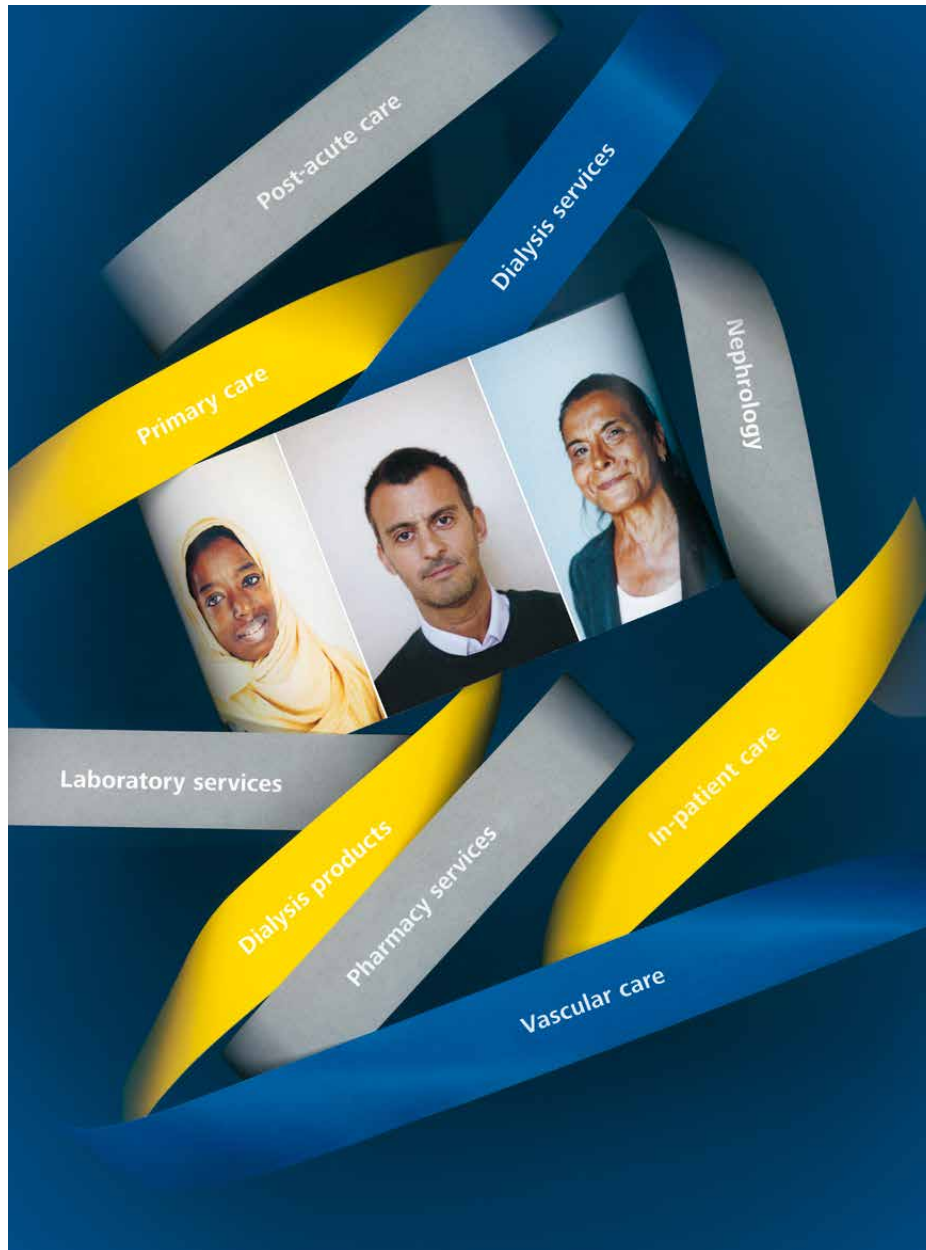
Our main considerations in developing and manufacturing our dialysis products are their quality and safety. Based on our technical expertise, we aim to constantly optimize the success of dialysis treatment, minimize the risk factors and continuously improve the quality of life of dialysis patients with innovative therapies and technologies. Our success shows that we are on the right track: In 2014, Fresenius Medical Care sold 115 M dialyzers – almost half of the global sales volume. In addition, one in two dialysis machines sold are made by Fresenius Medical Care.





### *We provide dialysis treatments*

Our unrivaled experience as a provider of both dialysis services and dialysis products makes us a valued partner in the health care system. We care for over 286,000 dialysis patients in our network of 3,361 dialysis centers in more than 45 countries. Our teams of physicians and specialist dialysis staff provide high-quality patient care at our dialysis centers.



### *The patient comes first*

Better treatment outcomes for patients combined with lower costs for the health care system – that is the idea behind the strategic expansion of our business, which we call care coordination. Building on our strong dialysis network, we aim to bring together different providers of medical services to provide our patients with an integrated treatment approach. We believe that coordinated care of each individual patient is the key to even higher treatment quality.



→ COMBINE

→ GROW

→ MOVE

→ CHANGE

→ SHAPE

→ EXPAND

→ MOTIVATE

→ TRUST

→ UNDERSTAND

*We keep moving forward ...*

... continuing to set new quality standards in the future, take responsibility and never stop learning. We intend to keep on actively shaping the development of the health care market with new ideas. To this end, we want to enter into a partnership-based dialog with patients and specialist clinic staff – always with the shared aim of making dialysis treatment even more efficient and tolerable and ensuring integrated care for our patients in the long run.

Our product range includes dialysis machines, dialyzers and other supplies for chronic and acute dialysis as well as other *blood cleansing procedures* such as apheresis.

We are continuously enhancing our products with the aim of constantly optimizing the success of dialysis treatments, minimizing the risk factors for cardiovascular diseases, making the daily routine easier for dialysis patients and improving their quality of life. Our main considerations in developing and manufacturing our dialysis products are their quality and safety.

As well as high-quality dialysis products, Fresenius Medical Care provides integrated therapy systems comprising perfectly coordinated components and software solutions. These provide a wide range of treatment options for gentle and effective dialysis.



*What we do*



# PRODUCTS

17,962  
miles halfway  
around  
the world

*The amazing journey of a dialysis machine*

More than one in two dialysis machines used worldwide is made by Fresenius Medical Care. The machines are produced to order – and delivered to more than 120 countries around the world. A dialysis machine involves precision work. Its modular design allows for customization to the needs of our patients. Delivery Down Under is therefore just a minor obstacle.

Here is the log of a dialysis machine's journey from our plant in Schweinfurt to its destination in the Australian Outback.

Day 1



Schweinfurt, 50°2'57' N, 10°13' E



### SAFELY PACKED

A machine weighs  
120 to 150 kg.

Around 25 kg is the weight  
of the special packaging.

We've thought of everything, including all the climate zones on the sea route. Each machine easily withstands frost and air humidity – a basic requirement. Even so, the dialysis machine is carefully packaged for transportation to protect it against falls, moisture and heat. The 8,000 components of a dialysis machine must all be well protected. Better safe than sorry.

*Ordered, produced and ready to  
go halfway around the globe*

*On the road. The first and by far the shortest part of the journey is by road.*

*It is just 1.7 miles from the plant in Schweinfurt to the railway container terminal.*



### LOADING

Dialysis machines have been produced at the plant in Schweinfurt since 1979.

The item is ready for dispatch just one to two weeks after ordering.

All set and ready for departure: One dialysis machine is going to Nepal, and last week a shipment was sent to Brazil. Ours is in line for Australia. It is loaded together with 45 other machines, as each container holds precisely 46 items.

The journey can begin.



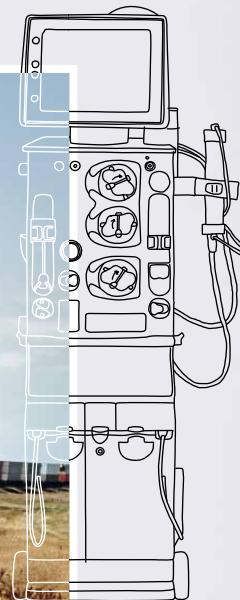
Schweinfurt, 50°2'57' N, 10°13' E



## TRAIN TRANSFER

309 miles  
northwards by train

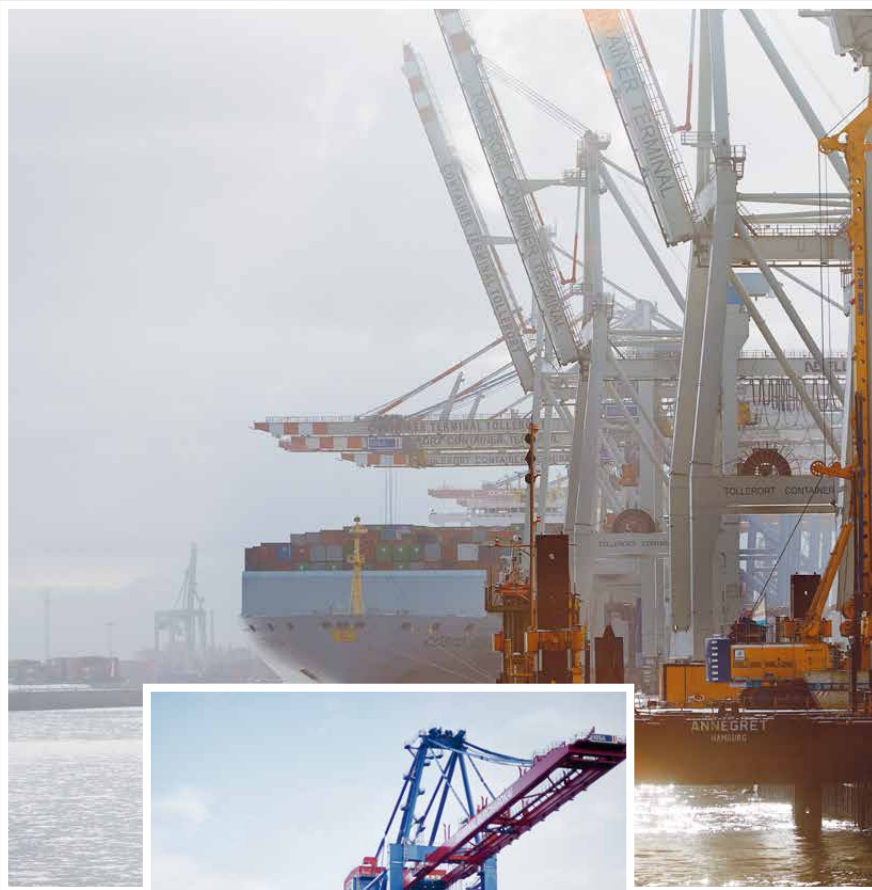
From asphalt to the railtrack. Nearly all international exports go through the Port of Hamburg. There's no hanging about. The workers at Schweinfurt's container terminal guarantee that every container delivered to Schweinfurt by 5 p.m. can be loaded onto a ship at the Elbe the very next day. Also our dialysis machine continues its journey that same evening. The freight train reaches the Port in Hamburg early in the morning, one of 200 trains transporting thousands of containers there every day.



*Onto the connecting train. Next stop: Port of Hamburg*

*The containers are loaded.  
Ships sail from Hamburg to more  
than 950 harbors worldwide.*

Port of Hamburg, 53° 32' 24" N, 9° 58' 58" E



## OCEAN TRANSPORT

**9,300,000 containers  
a year are handled at the  
Port of Hamburg.**

Loading at the gigantic logistics hub. The Port of Hamburg is the biggest transshipment point for rail containers in the whole of Europe. The port railway alone has a track network of 124 miles. On the other side of the transshipment point, 5,000 container ships call at the port each year. Our container is loaded onto the NYK Vesta. The ship, built in 2007, sails back and forth between Tokyo and Hamburg. The NYK Vesta, one of the biggest container ships in the world, has a capacity of around 7,000 containers. We are traveling part of the way on it, 8,562 nautical miles, to be precise. As far as Singapore. Ahoy!







*On board the NYK Vesta. The ship is 340 meter long and weighs 100,000 metric tons without containers. Fully laden, it weighs twice as much. We set sail.*

*Day 9 at sea. We slow down: There's a speed limit of 13 knots in the Strait of Gibraltar.*



Strait of Gibraltar, 35°58'9" N, 5°30'9" W



*Each day, 300 ships pass through the strait.*

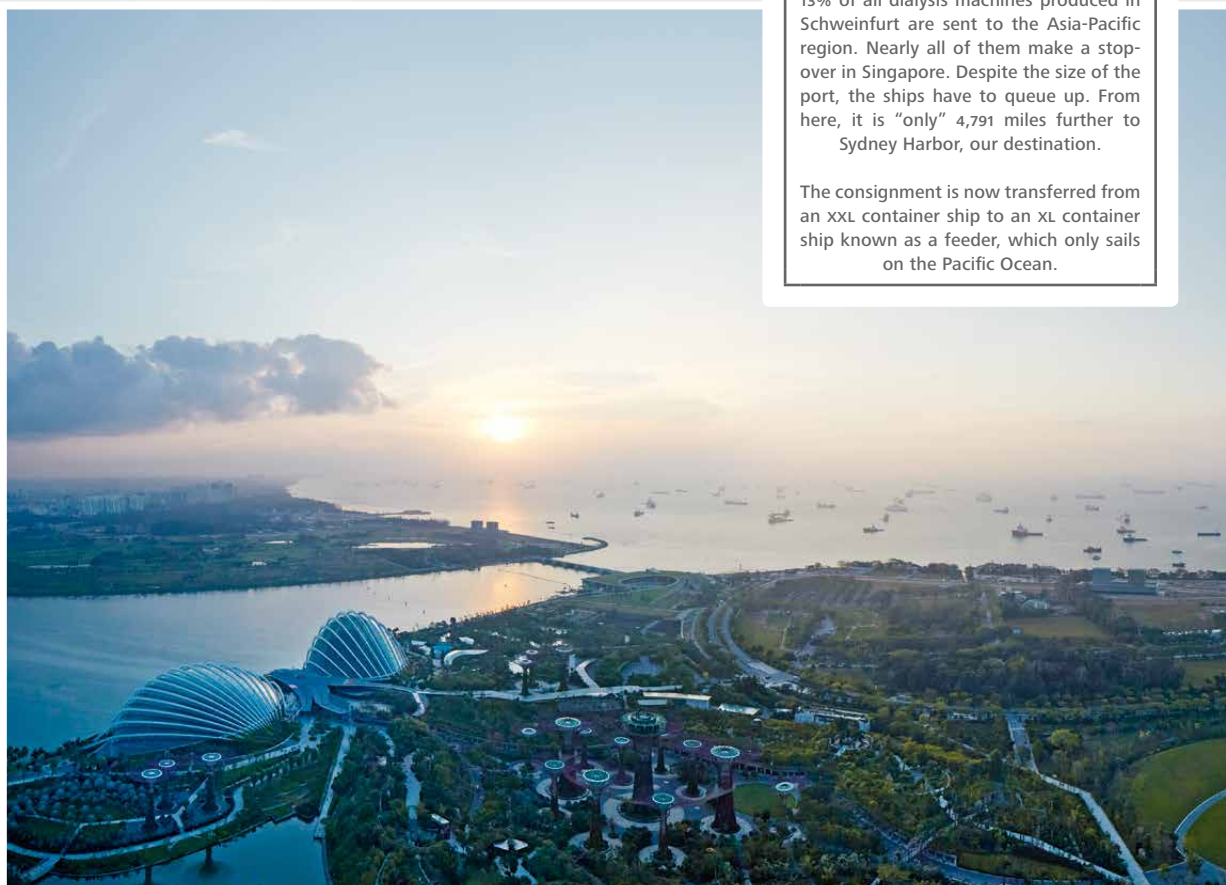


## RELOADING ONTO FEEDER

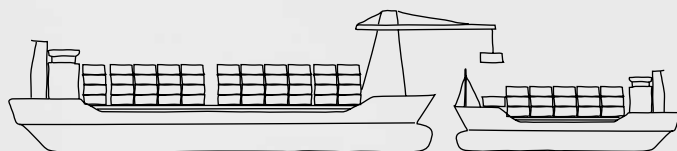
**At the world's largest port.  
It is 18.6 miles long and has  
more than 1,000 berths.**

After 25 days at sea, we return to land for the first time – at the Port of Singapore. 13% of all dialysis machines produced in Schweinfurt are sent to the Asia-Pacific region. Nearly all of them make a stop-over in Singapore. Despite the size of the port, the ships have to queue up. From here, it is “only” 4,791 miles further to Sydney Harbor, our destination.

The consignment is now transferred from an XXL container ship to an XL container ship known as a feeder, which only sails on the Pacific Ocean.



Port of Singapore, 1° 15' 56" N, 103° 50' 6" E



*Feeders are smaller container ships  
that mainly serve intra-continental routes.*

## DELIVERY ON-SITE

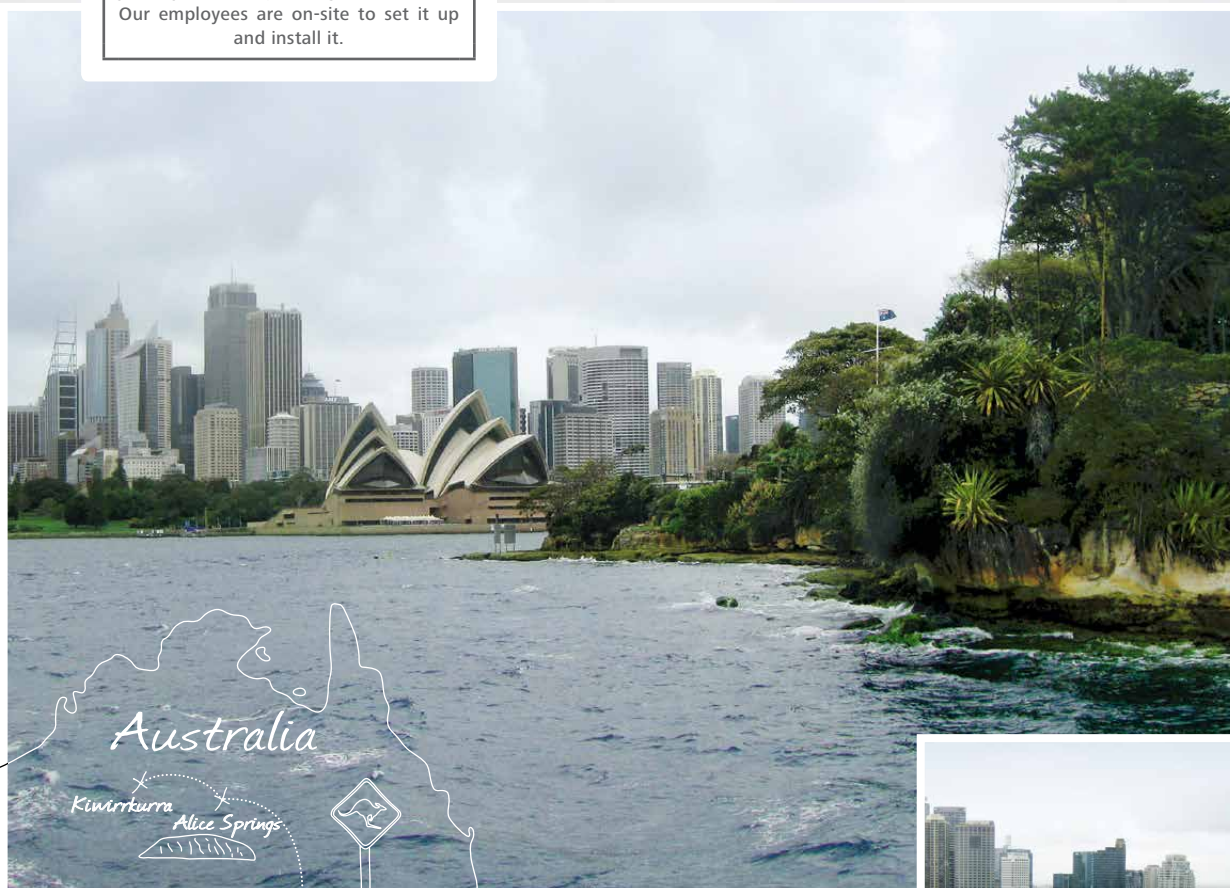
### Service by Fresenius Medical Care before the last leg of the journey

There's one important thing left to do: Before the dialysis machine reaches the customer, it has to make another stop in Sydney. At Fresenius Medical Care in Australia, it is completely unpacked and all functions are checked – only then does it embark on the final stage of its journey: a road trip through the Outback. Our employees are on-site to set it up and install it.

*Day 39 – arrival Down Under!*

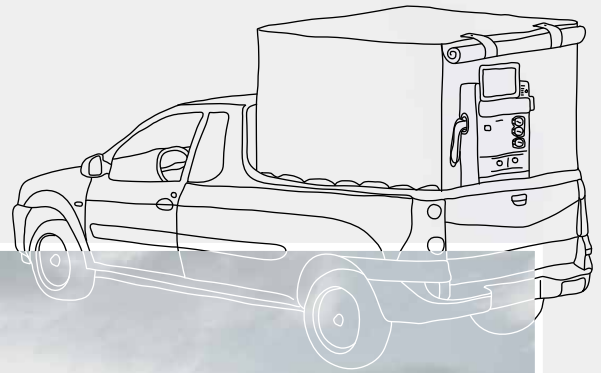
*We receive the customs code for import of the new dialysis machine: ID 689148712014.*

Port Jackson, Sydney, 33°51'30"S, 151°14'00"E



*Now it's time for the last leg of the epic journey: The machine will be transported overland to its final destination. From Sydney to Adelaide, via Alice Springs to Kiwirrkurra, a small village in an endless desert, thousands of miles apart from Sydney, Melbourne and Perth.*





Kiwirrkurra, 22°49'00"S, 127°46'45"E



*Journey's end – 17,962 miles after leaving Schweinfurt! Six weeks after dispatch, the dialysis machine is in operation. It improves the quality of life of dialysis patients even here, in the middle of the Gibson Desert in the Australian Outback, in a community with just over 200 inhabitants.*

Every 0.8 seconds, our employees treat a patient with dialysis at one of our 3,361 dialysis centers around the world. *Experienced physicians and highly trained nursing staff* care for a total of 286,312 patients.

As well as using innovative therapy concepts and state-of-the-art technologies, we have shifted the focus of our work toward a holistic, coordinated treatment approach. In addition to the dialysis treatment itself, we now offer various other medical services: Specialist physicians coordinate outpatient and inpatient services as well as intensive-care treatments for our patients; we also provide services in the field of vascular surgery, offer emergency medicine and coordinate our laboratory and pharmacy business.

By offering our health care services, we aim to ensure the best possible quality of life for our patients and keep costs for health care systems in check.



What we offer



# HEALTH CARE SERVICES

# A VAST ISLAND NATION



Indonesia's health care system is still relatively undeveloped compared to those of other emerging countries in Asia. However, a new universal health insurance program signals a historic turning point. Fresenius Medical Care employees are helping to promote the expansion of this health care system – even in remote parts of the island nation.



# STASIUN JAKARTAKOTA

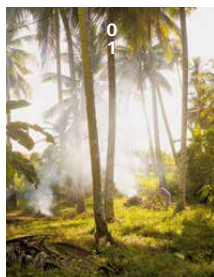


## TEN HOURS ON THE BUS

It is still very early in the morning when Amirul Mukminin kisses his wife goodbye and leaves the house. The newly married couple moved into their first shared home a few weeks ago. The streets of Banda Aceh are just coming to life. Cars, pickup trucks and the ubiquitous mopeds provide the soundtrack to the city. Carrying a box full of spare parts and a small collection of tools, Amirul looks for the bus that will take him to Blang Pidie in Aceh Barat Daya. Minibuses, designed for around ten passengers, are the vehicle of choice for long-distance travel in this remote region of Indonesia.

This particular morning, the bus is full. Travelers loaded down with baggage are squeezed into the seats. But Amirul is not in a rush. He knows that sitting in the bus in the tropical heat for ten hours or more will be tough. That's how long the 350-kilometer journey to the hospital in Blang Pidie takes. The evening before, the hospital had called to say there were technical problems with one of the dialysis machines. For Amirul, this meant off to work. The 28-year-old has been employed with Fresenius Medical Care Indonesia for just over a year, but his expertise is already indispensable. The technician has sole responsibility for the maintenance of 120 dialysis machines throughout the Aceh region. In total, Amirul covers eight hospitals, some of which are in extremely remote towns.

The journey to Blang Pidie takes Amirul through the tropical landscape of the Indonesian island of Sumatra. In many places, the coastal road borders on idyllic beaches stretching for kilometers. Amirul looks longingly out of the window; he'd love to go swimming in the sea every day. But since taking on responsibility for the machines, it is



Baiturrahman Grand Mosque in Banda Aceh is one of the most famous mosques in Southeast Asia.

## 01 – 02

The rural roads in the north of the island of Sumatra wind through mountains and along the ocean. By day, the landscape is absolutely stunning. When it gets dark, the roads are dangerous.

increasingly rare that he gets the chance to do so. He undertakes lengthy journeys like this several times a month. For trips to hospitals closer to home, he uses his motorbike. "Not long ago, I had a lucky escape when a vehicle ran into the back of my moped," Amirul recalls. He got away with a few scratches. Although the roads in Indonesia are mostly well constructed, they are very busy. It gets particularly dangerous at night: Lots of vehicles drive without headlights, herds of cattle wander around, and careless pedestrians walk in the middle of the road.

Today, the trip passes without incident. After the long, arduous journey on the overcrowded minibus, Amirul finally reaches his destination. The hospital staff are waiting for him and give him a warm welcome. The technician does not take time for a break, but gets straight to work. After all, he knows how urgently every machine is needed here.

## THERE ARE ONLY A FEW PHYSICIANS

The care network for dialysis patients in Indonesia is very patchy. Only 25,000 of an estimated 100,000 patients with kidney disease receive adequate treatment. The poor level of care reflects the state of the country's health care system: On average, there are only six hospital beds and one physician for every 10,000 inhabitants. Health care spending accounts for around three percent of gross domestic product. That is low even for an emerging country.

## HELP FOR THE POOREST

Since the turn of the millennium, Indonesia has been trying to improve health care provision for its 240 million inhabitants. A growing number of small health care centers provide basic care in remote areas. However, compared with Asian states such as





## FROM BANDA ACEH

03 – 05

Amirul Mukmini lives in Banda Aceh. His wife also works as a medical technician.

The minibuses – a common mode of transport in this country – run on the main roads along the coast. Every now and then, the view opens up to take in the ocean. Amirul's trips to the remote hospitals of the Aceh region take up to twelve hours.

## TO BLANG PIDIE





# 25,000

## DIALYSIS- PATIENTS

are currently being treated in Indonesia.  
Three times as many people are waiting for  
treatment.



06

On arrival, Amirul the technician  
has to make do with the resources  
he brought with him on the bus.

07 – 08

Demand for dialysis stations is  
high. The same applies to well-  
trained nurses and physicians.



Vietnam or Malaysia, the country is still badly off. Many poor people have hardly had any access to treatment so far. Public hospitals are unable to provide many services, and most private specialist clinics do not have sufficient capacity. Those who can afford to do so travel to Singapore or Malaysia for more complex examinations and operations.

In 2014, the country took a huge step forward by introducing a health insurance program for all Indonesians. Even the 60 to 70 million people who live in poverty and in the most

basic circumstances can now afford medical help. In the next few years, the country aims to open up this care to all 240 million inhabitants of the island nation – a gigantic project for this multiethnic state. This requires expanding the infrastructure, particularly in rural areas. One of the biggest challenges is Indonesia's geography: The country comprises 17,500 islands, more than 6,000 of which are inhabited. Whereas 60 percent of Indonesians live on the relatively small main island of Java with its capital city Jakarta, many other islands are very sparsely populated – and isolated.



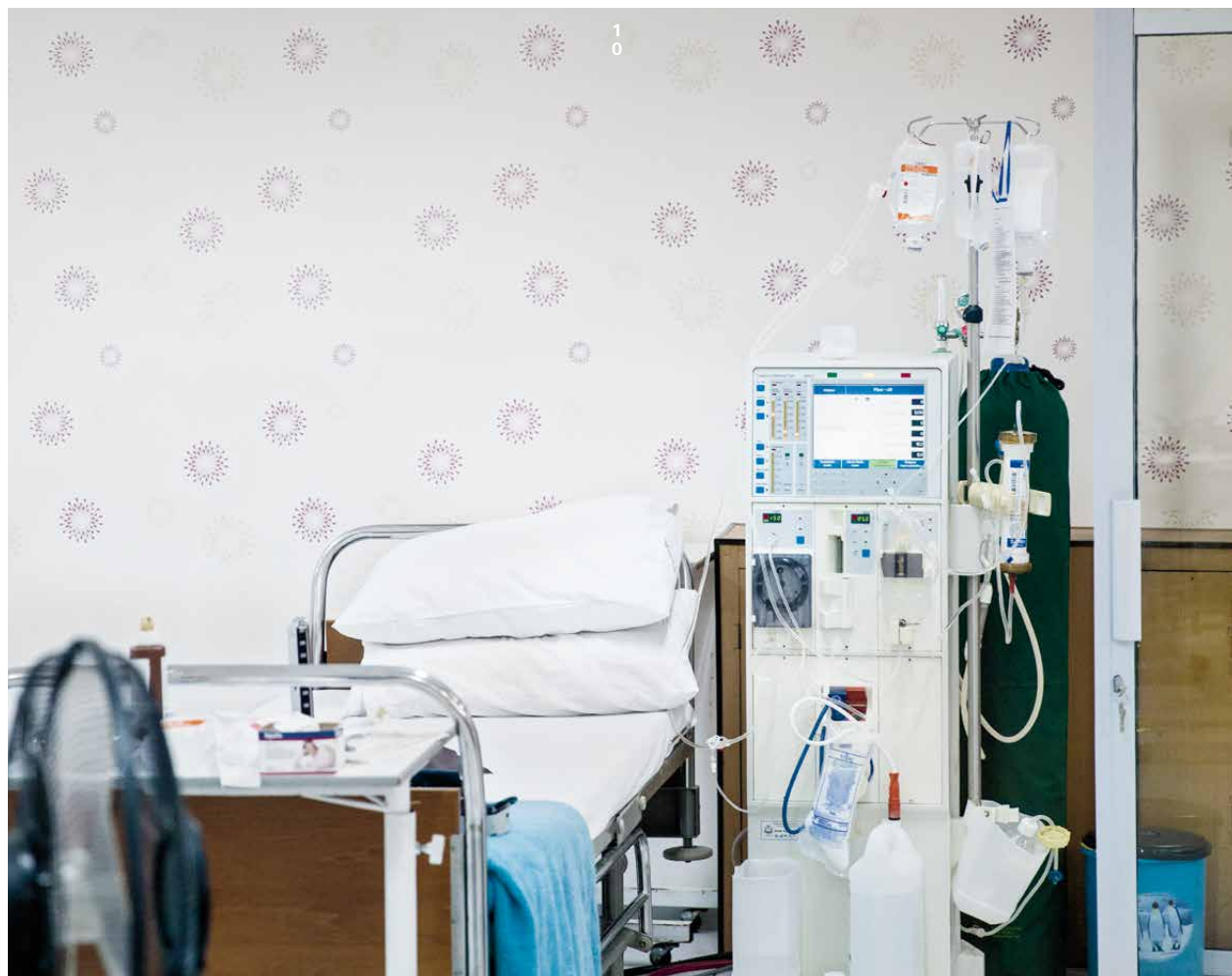
## ACROSS THE OCEAN

Kundur Island in the Strait of Malacca is one of these remote islands. Two or three times a week, Husin Maidin waits outside his house in the early morning, standing under palm trees by the roadside, just a few meters from the beach. The 59-year-old dialysis patient is on the lookout for his neighbor, who comes to pick him up with his scooter. Their journey to the harbor takes 45 minutes. From here, Husin has to catch the ferry to the neighboring island of Karimun, where the nearest dialysis clinic is located.

Until 2010, Husin Maidin worked at the harbor in Sekupang, a major Indonesian city near Singapore. However,



since developing kidney failure, he has been unable to do hard labor. So he moved back to his home island. Initially, he had to commute as far as Sekupang, at least two hours each way by boat, for treatment. Fortunately, a new clinic then opened on the neighboring island, just half an hour away. Even so, the long journeys are a strain. In stormy and choppy conditions, the ferry doesn't run, and he has to wait a day or two before he can go to the clinic again. When he gets back home after a long day of treatment, he is tired and exhausted. "I would love to spend more time at home, as my wife needs help since she had a stroke," says Husin Maidin.





## 09 – 11

Many of Indonesia's islands have very little medical infrastructure. The new state health insurance program is set to improve care for patients; it will also benefit dialysis patients.

## 12 – 13

Fresenius Medical Care employees also travel to far-flung regions of the country to train medical staff. Nurse Triningsih regularly provides training on correct dialysis treatment.

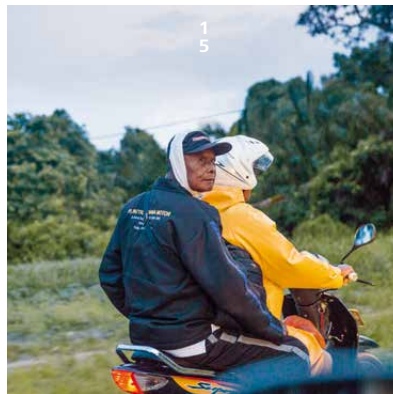


## FROM KUNDUR ISLAND



### 2000 MARKET ENTRY IN INDONESIA

Fresenius Medical Care has been present in Indonesia since 2000 – and is now the market leader for dialysis products.



### 2014 HEALTH INSURANCE

The country took an important decision by introducing a health insurance program for all Indonesians.

14 – 15

Husin Maidin relies on his neighbor to get from home to the harbor.



# TO KARIMUN



The fourth most populous country in the world is spread across 17,500 islands. 6,000 of them are inhabited.



1  
6

16

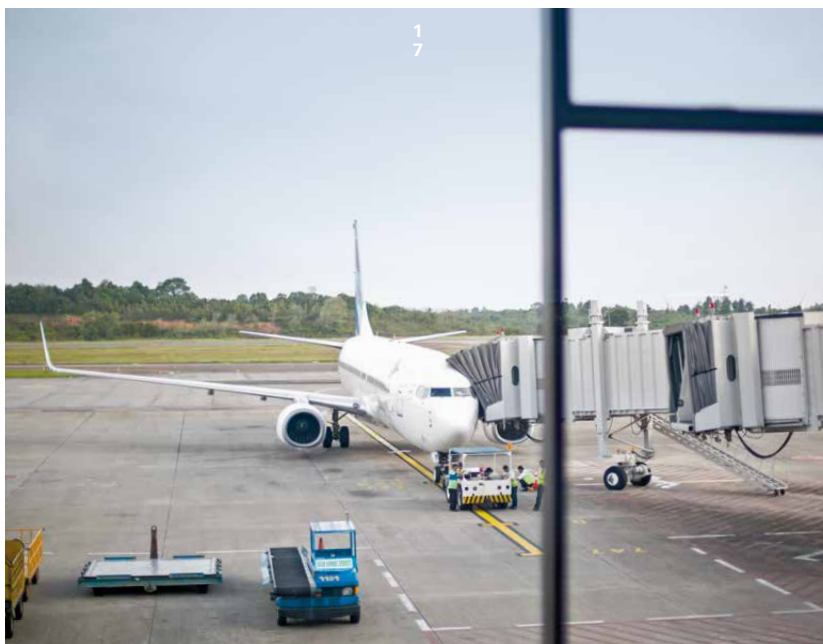
In stormy and choppy conditions, the ferry stays in the harbor. This means that Husin Maidin doesn't get to the dialysis clinic.

Fresenius Medical Care has been active in Indonesia since 2000 and is now the market leader for dialysis products in the country. The company has installed over a thousand modern hemodialysis systems there to date as well as dialyzers, water treatment systems and accessories. The company supplies around half of all the clinics. In the Greater Jakarta area, Fresenius Medical Care runs a dialysis center as part of a public-private partnership. Demand for medical technology is expected to rise in general as a result of the new universal health insurance program. The Indonesian government has decided to significantly increase the capacity of its hospitals and to make it easier to build private clinics. Dialysis patients are also set to benefit from this. The number of patients being treated is already rising sharply each year.

In view of this situation, a major task for Fresenius Medical Care is training clinic staff to handle dialysis technology. That's why Triningsih is on the dialysis ward at the hospital on the island of Karimun at the same time as Husin Maidin. The nurse, who everyone calls Tri, has been working for Fresenius Medical Care since 2007. The 46-year-old became a clinical manager in 2012 and is now responsible for teaching employees how to perform dialysis and passing on the practical skills needed to handle the machines.

#### MISSED CONNECTION

Tri is a core member of Fresenius Medical Care's team in Jakarta, where she is mainly based. However, her job also involves regular visits to other clinics, such as Karimun Island, where she is now. She covers almost the whole of Indonesia, by airplane, bus, car or ship, depending on where she is needed. This isn't always easy for her, as she discovered just the



## FROM KARIMUN

17 – 18

Homeward bound: By ferry to Sumatra, then by plane to the capital, where Triningsih prefers to make her way through the traffic on two wheels.

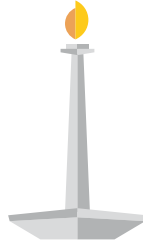


## TO JAKARTA

day before when she set out on her journey to the island. One of the ferries was late, so she missed the last connecting boat. Late in the evening, she managed to organize a private crossing, otherwise she would have had to arrange an unscheduled overnight stay. But Tri has long become an old hand at dealing with day-to-day travel problems like this in Indonesia. She even shares some of her experience with other users on an online travel platform. "My favorite place is Bali, I enjoy going there," she reveals. She is less fond of traveling by water. "I can't actually swim," the nurse admits.

#### A TASTE OF THE FUTURE

In addition to her job, Tri is also very socially committed. When the tsunami struck in 2006, she traveled to the badly affected city of Padang to work as a volunteer. As a member of the Taiwanese aid organization Tsu Chi International Medical Association, she has also helped out in the aftermath of several severe earthquakes. In view of her professional experience, also gained in such extreme situations, she is certain that the new national health insurance program is a key step towards improving the situation for people in Indonesia. A functioning health care system would benefit everyone in this country which is increasingly characterized by its aspiring middle class, to which Tri also belongs. In 2014, she gained another nursing qualification to enable her to advance her career.



The 132-meter-high National Monument in Jakarta, symbol of independence. The flame is covered with gold.

Amirul has similar ambitions for the future. Through his hard work, he has long finished repairing the dialysis machine in Blang Pidie. An electronic component had to be replaced, but that posed no problem for the young technician. With great dedication, he has familiarized himself with the workings of the high-tech machines. "But I still don't know enough. I want to learn much more about them," he says, describing his ambition to be involved in developing a better health care system – also to give his wife and himself better prospects in life. "I hope we will have our first child next year," he says before getting back on the minibus to Banda Aceh, another ten to twelve hours on the hazardous roads of North Sumatra ahead of him.



19

The health care system provides good employment prospects for specialists. Fresenius Medical Care is confident that there will be positive development in Indonesia.



Fresenius Medical Care provides more people than ever with access to life-saving dialysis. We will keep on working to expand our core business with dialysis products and the treatment of dialysis patients.

Along with strong growth in our core business, we aim to expand our range of additional medical services, so-called care coordination.

To meet the global rise in demand for high-quality yet cost-efficient products, we are consistently striving to further improve our profitability.  
Trust in the quality of our products and services makes us a reliable partner for patients, health care systems and investors.

What we plan



# STRATEGY

# THE PATIENT COMES FIRST

Our company provides medical services such as dialysis treatments reliably and at the highest possible level. Our day-to-day experience has taught us that coordinated treatment is particularly important for patients with concomitant diseases. That is why we advocate a holistic approach that focuses even more on the patient.



## BETTER COORDINATION: IMPROVING INTEGRATION OF MEDICAL SERVICES

Based on our strong dialysis network built around dialysis products and services, we aim to bring together different medical service providers. To this end, we have combined our strategic business expansion measures to provide a holistic treatment approach for our patients under the heading “care coordination”. We believe that coordinating the treatment of each individual patient is the key to even higher treatment quality.



## AS THINGS STAND: ONE PATIENT, MANY DISEASES

Patients with chronic kidney failure often suffer from various concomitant diseases. These are usually treated by several specialists in parallel: A nephrologist takes care of kidney disease, while diabetes is treated by an endocrinologist, high blood pressure by a cardiologist and vascular diseases by a vascular specialist. Often, the individual therapies are not coordinated, which can reduce the patient's quality of life and result in suboptimal treatment results or unnecessary stays in hospital.

In our view, integrating these concomitant diseases in a coordinated and holistic treatment approach is essential to ensure that individual treatment is of the highest possible quality.



Cardiovascular  
diseases

Anemia

Obesity



## DURING TREATMENT: MORE COMMUNICATION NEEDED

In the treatment of chronic kidney disease, there is often no coordination between the individual service providers. Usually, the nephrologist is not called in until the start of dialysis treatment, and therefore has only very few options to slow down the progression of the disease and delay or prevent dialysis. This increases the risk of the patient starting dialysis treatment without being adequately prepared.

Holistic treatment taking all concomitant diseases into account often cannot be guaranteed once treatment has started either. Yet it would be in the patient's best interest if the respective specialists and other service providers communicated with each other. However, many health care systems do not provide for this. Consequently, patients are generally left to their own devices when it comes to coordinating their treatment.



## OUR PLEDGE: THE PATIENT COMES FIRST

By expanding our network, we aim to cover our patients' medical needs on a broader basis: in the dialysis clinic, in outpatient care and in hospital. That is why we are also increasingly committed to detecting kidney disease at an early stage. The objective is to delay dialysis as long as possible and, in the event that it does become necessary, ease the transition to dialysis for patients as much as possible.

In addition, we intend to integrate the treatment of kidney disease and the treatment of associated chronic diseases more closely to significantly improve treatment outcomes for a large number of patients. Our pledge is to further improve the quality of treatment and, consequently, that of our patients' lives.



## THE ADVANTAGES:

#1 *Holistic treatment  
of patients with all  
concomitant diseases*

#2 *Less need for patients  
to coordinate their own treatment*

#3 *Reduced  
mortality rates*

#4 *Fewer days in hospital possible*

#5 *Better treatment outcomes  
combined with lower costs for  
health care systems*

#6 *Improved quality of life*

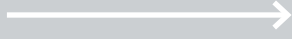


# THE GOAL: EFFICIENT CARE

By linking the various areas of medical expertise, we want to treat our patients comprehensively and therefore even more effectively in the future. This also benefits the wider public, as it helps to keep costs for health care systems in check.



We would like to thank our patients and partners  
for their confidence in our company and our employees for their  
dedication and commitment in the past year.



THANK  
YOU

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