

**Organizational changes in Fresenius Medical Cares operating model in the Nordics  
(Denmark, Finland & Sweden)**

Dear Customer,

Fresenius Medical Care has launched an efficiency program called FME25, this program is about preparing the company for the more digitalized future and also reducing our overhead. While FME25 will change the way we operate in the future, our new global operating model is deeply grounded in our longstanding vision to improve the quality of outcomes for our patients.

Serving you better in a future where healthcare needs to serve an ever-growing number of patients with less resources.

Today we announce that we have started our journey in the Nordics and the Nordics will continue to serve you as before, out of each country, however, as of January 1, 2023, there will be one Managing Director for all three countries. The new Managing Director for the Nordics & Baltics is Fredrik Gustafsson.

We would also like to thank Riku Suurmunne, Head of Country in Finland and Estonia and Jørgen Mann Head of Country in Denmark for their contributions to the company over the years and for supporting with the handover in each of the countries.

Please contact your usual customer representative if you have questions regarding this organizational change.

Best regards



Marco Greco  
Vice President Commercial Operations,  
EMEA West & Canada



Fredrik Gustafsson  
Managing Director Commercial Operations  
Nordics & Baltics