

DIAVERUM



*Shaping  
the future  
of renal care*

A presentation of Diaverum

Competent  
Inspiring  
Passionate



*Ten per cent of the worldwide population is suffering from kidney diseases. More than three million people have kidney failure and are in need of renal replacement therapy.*

*The question we ask ourselves every day is: “How can we improve the health and quality of life for these people? How can we give them, despite their illness, a revitalising experience?”*

*Diaverum is one of the world’s leading independent renal care providers. We devote all our efforts to developing the best services focused around the renal patient. We know our patients, their needs and we help them to live a normal life, making care as easy as possible for them.*

*Our work at Diaverum is driven by our core values: competent, inspiring and passionate. Our aim is that our patients can experience a warm and friendly atmosphere when visiting our kidney centres, and when leaving we hope they feel revitalised.*

## CEO statement

### Leading healthcare integration

In many ways, we are reaching crossroads in healthcare. On one side, we have a global population which is more demanding in terms of how much their healthcare should improve their quality of life; on the other side are the healthcare authorities being confronted with these expectations. How can healthcare systems extract the maximum value out of the budgets available to them while delivering care that meets the expectations of today's and even tomorrow's world?

As a private provider, we believe that with our expertise we have a central role to play in delivering a solution. That solution is to integrate the care.

Integrated renal patient care is Diaverum's strategy to coordinate all the healthcare needs of our patients, renal and non-renal services, into a package built around the renal patient. But what is 'integrated renal patient care' and who benefits from this approach?

Integrated care for patients with end stage renal disease (ESRD) comprises their dialysis treatment and treatment of any co-morbidities, i.e. total healthcare management. It also features preventive measures for patients in the early stages of renal disease. These measures will prolong the ability of the kidney to function. Finally, integrated renal patient care helps with early diagnosis and treatment as the health of the general population is as important to us as the treatment quality we provide to our patients.

#### The patient in the centre

With integrated care, patients are at the centre of a healthcare system wherein all their treatments are coordinated and quality controlled for them by Diaverum. We know that the lifestyle changes demanded of the renal patient are stressful enough for them and their families without the added pressure of trying



to navigate complex healthcare systems. With integrated renal patient care, we assume that responsibility, enabling the patient to focus their energies on getting the most out of life.

Integrated care is also one of the innovations required for healthcare systems to address future challenges. With the projected patient numbers that we are facing globally — by 2025, it is estimated that 380 million people will suffer from diabetes, 1.56 billion people will have high blood pressure and the number of ESRD patients is estimated to climb to 4 million — the costs associated with not taking an integrated approach will be astronomical.

Our focus on quality, our commitment to clinical excellence, and our ability to consistently deliver ever-improving medical outcomes in a cost-efficient way is the value that will sustain healthcare systems today and in the future.

#### Where we are today

At Diaverum, we are leading the industry in developing the solutions to meet the challenges facing healthcare.

We are at an early stage on this journey but we are already making great progress. We operate Nephrology wards in Poland; in one of our key centres in Germany we have Diabetology as a second discipline; in Spain we offer Vascular Access surgery at our Malaga centres; and we operate one of the leading renal transplant facilities in Argentina.

This ever-increasing operational know-how will enable Diaverum to truly complete its expertise with integrated care. This is already proving crucial as we look to emerging markets where healthcare systems are not stuck in legacy processes. Together with local partners we are already tailoring integrated healthcare solutions as a product for market entry. It is my belief that these new markets, as early adopters of integrated models, will become the reference point for the more established markets in the future.

#### Our recent achievements

During 2013 we signed a cooperation agreement to construct our first centre in Brazil. We will partner with the Houses of Mercy institution, with which we have great experience in Portugal, and will share our vast expertise on renal disease and clinic management.

In 2014 we signed the contract for the provision of dialysis services in Saudi Arabia to fifty per cent of their dialysis patients. This contract, when at full capacity, will see more than

5,000 additional patients being treated by Diaverum in more than 90 centres, making Saudi Arabia our biggest market. In Russia, we expanded our partnership with Unona Holding, a producer and distributor of medical equipment for haemodialysis, to cover an additional nine centres.

Each acquisition and every move to broaden our global footprint provides

Diaverum with more momentum in our vision to become the first choice in renal care.

We have been able to achieve this against a backdrop of continued global financial uncertainty — and we will continue to grow. In the future, however, it will be our ability to integrate new services (renal and non-renal) to our core business of haemodialysis while we grow that will truly differentiate us.

This is increasingly what healthcare systems are asking of us. And it is what patients will demand from their providers.

In Diaverum, we are ready to lead this change.

Dag Andersson  
CEO Diaverum

*"Our strategy is to coordinate all healthcare needs of the renal patient."*

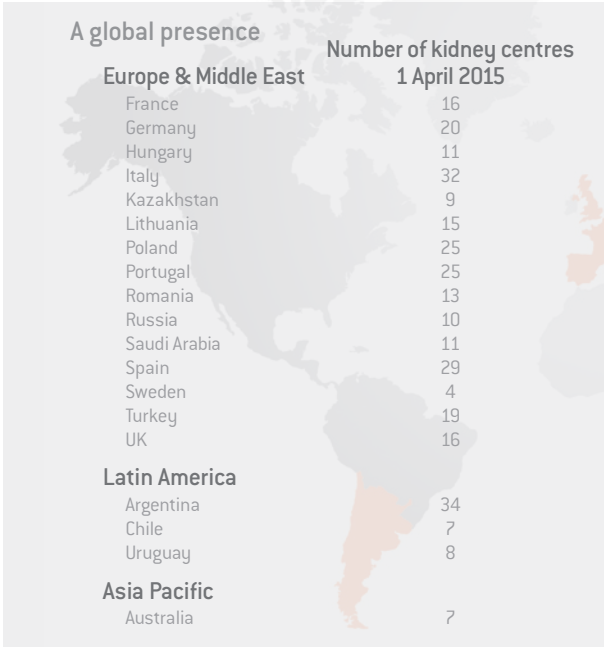
# This is Diaverum

## Facts and figures

Diaverum is a global integrated renal patient care provider with a clear patient focus. We stand for excellent medical quality, renal care services and a patient-centred research. Being product-independent also gives us the flexibility to offer individual treatments for the individual needs of our patients, and by coordinating our patients' healthcare needs we are improving their quality of life.

### More than 20 years' experience

Our experience in renal care dates back more than 20 years, when the first dialysis clinic was established, under our former name Gambro Healthcare, defining our Swedish roots. Today 8,500 employees care for more than 26,000 patients and more than 8,500 outpatients in 20 countries in Europe, Latin America, Middle East/Asia and Australia/New Zealand. The corporate office is located in Munich, Germany.



### Global perspective and local presence

Diaverum's global perspective and local experience is reflected in our organisation, where central functions provide such support as medical expertise, quality follow-ups, education, training and other best practices, while the manager of each centre has far-reaching responsibility and the freedom to make decisions. Together with the local staff the clinic manager shapes the services offered to each individual patient.



# Revitalising renal care

## The patient at the heart of everything we do

Diaverum is fully focused on providing the world's best renal care. Our aim is to be first choice for the patients and the preferred partner for high-quality care and clinic management. To achieve this we want to give our patients a revitalising experience and enhance their quality of life.

### We focus on renal care

We are a service only provider. We focus solely on renal care. Unlike other renal care companies, Diaverum does not produce or sell dialysis equipment or related products. Instead, we are free to choose from all available manufacturers of machines and consumables in order to find the combination that will allow us to provide the highest quality care and most convenient service at the best possible price. Our aim is to give patients a revitalising experience with individualised treatment caring for individual needs (page 10), a patient-focused research (page 12) and a consistent improvement of medical performance (page 14).

### We are quality-focused

To ensure the highest safety, processes and treatments that generate the best possible medical outcome for the patients, we follow thorough and comprehensive clinical policies and procedures and continuous internal audits on top of the national regulatory demands (page 16). Our medical practices are evidence-based and secured through standardised education

and training and our unique Competence in Practice education programme (page 18).

### We deliver integrated healthcare solutions

We are an integrated renal patient care provider. We are focusing on the whole patient, on both their physical and emotional well-being. We are starting to innovatively coordinate renal and non-renal services around the renal patient (page 22), making care as easy and accessible for them as possible.

### We create value in the healthcare system

We are a trusted partner to health authorities and payers as we help authorities to optimise the use of limited healthcare budgets by delivering quality care with a patient centred focus. More patients treated by Diaverum means a reduced total expenditure on renal care by health authorities and best value for money for health authorities (page 28). Our aim is to develop sustainable, long-term solutions that put the patient in the centre.



*“Diaverum is the largest independent dialysis provider in Europe. We can devote all our energy to developing and delivering the best care for our patients.”*

*We focus on renal care*



## A revitalising experience for our patients

### *Warm and friendly atmosphere*

*Diaverum has a profound understanding of the impact of chronic kidney disease on patients' lives. Healthcare professionals at our kidney centres not only provide optimised individual treatment, but also revitalising patient care and support in a warm and friendly atmosphere. We are committed to improving medical outcomes, but we never lose sight of the emotional and psychological needs of our patients and their families – since more than 20 years.*

In all our kidney centres, patients are treated with state-of-the-art equipment in a pleasant, comfortable and modern environment. The kidney centres reflect our core values – competent, passionate and inspiring – as well our Scandinavian roots. Diaverum was formerly part of Gambro, a global medical device company based in Sweden. The renal care history of Gambro started with the first dialysis machines in hospitals in 1964, completed by the first clinics and start of renal care services in 1991. In 2007 Gambro Healthcare was divested and re-launched worldwide as Diaverum giving start to an ever-increasing focus on the patient.

The Diaverum kidney centres reflect a positive optimism and a family feel. This is all geared towards securing patient well-being and satisfaction. The facilities are divided into four areas: a customer welcoming area, a customer treatment area, a staff area and technical facilities. Each area is equipped differently to reflect the diverse functions. Key aim is to avoid the 'cold' hospital feel and instead create a warm environment, providing patients with a revitalising experience. The setup certainly differs slightly from country to country depending on local premises and conditions, but the look and feel is always the same.

Our medical activities are evidence-based and secured through standardised, continuous education and training, policies and procedures and quality audits of clinical practice. We have developed a sophisticated quality assurance system to measure the medical results of our centres and thus quantify how well we are able to live up to our patients needs. We systematically gather medical outcome data on a monthly basis from each Diaverum centre around the globe to ensure that we keep on delivering renal services that meet all relevant benchmarks. By doing so, we also challenge ourselves to improve beyond our targets.

We are specifically training our staff, offering innovative services and aiming for building our patients' confidence, mental strength and determination. We strive to create a spirit of competence, learning, sharing and teamwork in our centres, encouraging creative initiatives and solutions. As engaged and committed employees are the basis of putting the patient in the centre, we constantly measure our employee engagement and derive immediate actions from the feedback generated.



# World-class scientific activities

## Understanding the needs of renal patients

Diaverum’s scientific research philosophy is based on the needs and the demands of the patients. Led by Scientific Director, Giovanni FM Strippoli, we are increasingly active in world-class clinical research with a strong patient focus to improve our practices and understanding of the complex needs of renal patients.

Studies have found that the main areas which renal patients consider as research priorities are related to the normalisation of their daily lives, despite their illness. Patients demand research on prevention, complications and symptoms, dialysis and transplantation, and, particularly, research that takes into consideration psychological factors and the well-being of the entire body. Diaverum’s patient-centred research focuses on preventing or minimising the risks for dialysis, making dialysis more effective, finding solutions to minimise risks of dialysis side effects, and finding proof that dialysis related drugs have a real positive effect.

### Current studies

#### Anaemia

CEDOSE is a comparative multicentre randomised trial which compares two fixed doses of erythropoiesis stimulating agents (ESA), drugs used for the management of anaemia, in people who are on dialysis. This study will enrol 900 people on haemodialysis and follow them for approximately for one year, to measure the benefits and harms of a high and a low dose of these drugs. It is performed in Italy and funded by the Italian Agency for Drugs, a governmental body which funds independent research on drugs.



#### Cardiovascular risk

LIRICO is a comparative multicentre randomised trial which compares the use of ACE-inhibitors, angiotensin receptor blockers and their combination in people with microalbuminuria (leakage of small amounts of the protein albumin from the kidney into the



urine) and one or more cardiovascular risk factors. These people, if not treated, are at risk of major cardiovascular events, death or end-stage kidney disease requiring dialysis or transplantation. This study has enrolled 1,300 people with microalbuminuria and cardiovascular risk and is currently following them for a total follow-up of four years to measure the benefits and harms of these drugs. This study is also performed in Italy and funded by the Italian Agency for Drugs.



#### Sexual dysfunction and depression

CDS is the largest worldwide cross-sectional study which looks at the prevalence of depression and sexual dysfunction in people on haemodialysis. The study also looks at factors in dialysis clinical performance and socio-economic circumstances that can indicate that a patient may have a depression or a sexual dysfunction. The study is now completed and data on erectile dysfunction and female sexual dysfunction have been published in major international renal journals. Additional analyses of other results are going to be published in the forthcoming years. More than 3,000 people on haemodialysis participated in the study, which was primarily funded by Diaverum.

#### Oral diseases

ORAL-D is the largest worldwide cross-sectional and prospective cohort study which looks at the prevalence of dental, periodontal, oral mucosa and salivary gland abnormalities in people on haemodialysis. The study also evaluated the



association of these lesions with hospitalisations and mortality in haemodialysis. It is currently completed at a multinational level in Diaverum clinics and data on prevalence are being analysed. Follow-up was completed in 2013 and data on association with major adverse vascular outcomes will also be analysed. Approximately 5,000 people on haemodialysis have been involved in the study, which represents a major public health effort in the interest of prevention of oral lesions and associated risk of adverse events. The study is primarily funded by Diaverum.

#### Nutrition

The Diaverum nutrition study is the largest worldwide prospective cohort study exploring the nutritional patterns of people with end-stage kidney disease, and their association with mortality and major adverse cardio-cerebrovascular events. The study is

currently starting. More than 5,000 people on haemodialysis will participate in the study, which is a major public health effort in the interest of prevention of major adverse vascular events in these patients. The study is primarily funded by Diaverum.

#### Publications

Diaverum studies have been published in numerous distinguished medical publications, both nephrology journals and internal medicine journals. The former include the Journal of the American Society of Nephrology, Kidney International, American Journal of Kidney Diseases and Nephrology Dialysis and Transplantations. We are also featured in the New England Journal of Medicine, Lancet, Annals of Internal Medicine, British Medical Journal, the Cochrane Database of Systematic Reviews and Plos Medicine.

### A patient-focused research agenda

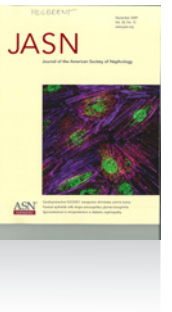
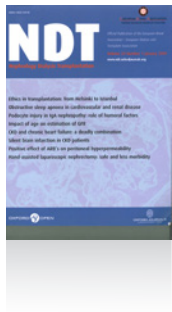
Diaverum’s research activities are built upon our knowledge, through studies and clinical experience, of what are the priorities of patients. Our purpose is to improve the life of patients according to those priorities:

- Prevention – finding ways to prevent or minimise the risk of end-stage renal disease is a top priority for patients with chronic renal disease.
- Enhanced quality of life – dialysis patients want to live their lives as normal as possible, which in turn relates to the medical outcome of the treatment.
- Caring for the whole patient – negative social and psychological side effects are common when living a life with dialysis.
- Efficiency of the treatment – Diaverum evaluates and conducts systematic reviews of the efficacy of drugs, dialysis modalities and other interventions to prevent adverse outcomes.



### Diaverum studies in distinguished publications

Key journals where we publish: the proof of our success within scientific research.







*“We provide first-class renal care with  
the highest safety standards.”*

*We are quality-focused*



# Securing the best quality and safety

## Optimised care delivery

*Diaverum operates reliable, efficient and environmentally friendly kidney centres with the purpose of providing first-class dialysis care with the highest safety standards. Our aim is to maximise medical outcome per money spent for the well-being of all stakeholders.*

Our operations benefit from our position as a global company with the ability to secure transfer of knowledge between kidney centres and countries. Improving clinical excellence is also highly dependent on clear targets and guidelines and on continuous quality checks and follow-ups. Diaverum applies a number of tools and processes to promote safety and to optimise care delivery. These tools are also aimed at empowering our employees, to stimulate teamwork on excellence and quality issues and to encourage innovative and creative ideas that lead to improvements. In addition, an internationally accredited external third-party body is conducting yearly Management System Audits in increasing numbers of Diaverum countries.

### Clinical policies and procedures

Diaverum's clinical policies define what a Diaverum kidney centre is and what it represents from a medical point of view. How the standards are put into practice is defined in the Policies and Procedures manual, which documents Diaverum's best-practice processes. The manual provides each employee with guidelines on the course of action to be taken in any given situation, such as meeting a patient for the first time or dealing with an emergency situation. The policies and procedures also serve to ensure compliance with international and national standards and to enhance efficiency and reliability. The Diaverum policies are continuously updated to reflect the latest in terms of regulatory changes and scientific discoveries.

### Audits of clinical practice

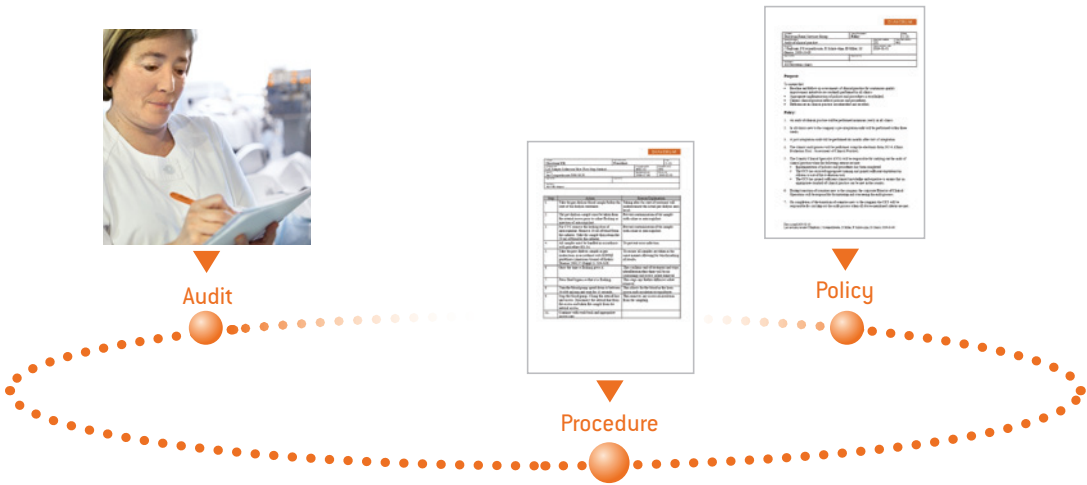
Diaverum applies a Clinical Audit Tool, which is created by the corporate Medical Office and used to perform an internal audit of all kidney centres at least once a year. The auditing process is very important to ensure that policies and procedures are being put into practice.

### Management System Audits

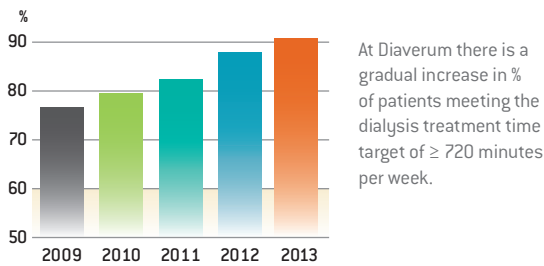
In addition to internal clinical audits, almost 60 per cent of all Diaverum kidney centres worldwide are continuously and regularly undergoing external third-party inspections. An international certification body assesses conformity with international standards such as ISO 9001 and ISO 14001 during numerous Management System Audits. A continuous roll-out programme is ongoing to achieve global coverage. Several countries, such as France, Argentina and Australia are, in parallel, completing local accreditation for legislative demands. Environmental and ethical aspects are of increasing importance for society and for Diaverum – with global commitment.

Measuring, monitoring and improving outcome of management processes in Diaverum is fundamental to increase the safe and efficient performance of our organisations, meaning within the service delivery to the patients as well as when connected to supplier performance or control of other supporting processes.

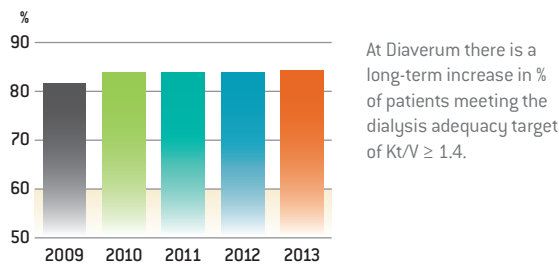
The Continuous Quality Improvement (CQI) circle



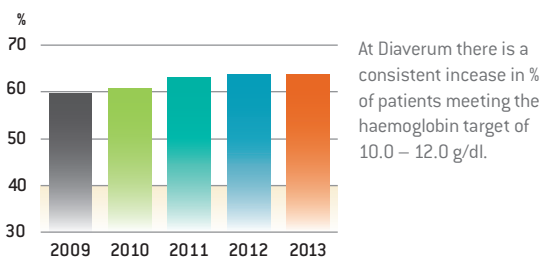
More patients receive adequate dialysis treatment times



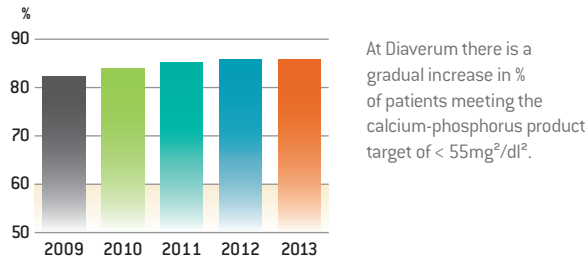
Long-term improvement of dialysis adequacy



Consistent improvement of anaemia management



Gradual improvement of calcium-phosphorus control



# Competence in Practice

## Superior staff education

*The nursing care of the patient and the dialysis therapy in particular places great demands on nurses' knowledge and skills; the care given must be competent, efficient, safe and effective. In order to achieve this, nurses must have the necessary knowledge and competence to manage and direct their practice. For other clinical staff it is also essential to understand the basic clinic operations and general clinic safety practices.*

In order to promote patient safety and a high standard of patient care, Diavium provides a unique education package – the Competence in Practice (CiP) programme. This programme aims to standardise skills and develop a common competence level throughout the organisation. The CiP programme is the only one of its kind in the independent dialysis sector and has received a three-year accreditation by EDTNA/ERCA\*.

The CiP programme comprises four levels. The Orientation Programme is designed to ensure that all staff are able to foster a safe work environment and promote patient safety. The Orientation Programme's two modules provide education on the subjects of workplace safety and infection control. All new staff regardless of their role in the clinic will complete this programme.

The Basic Dialysis Programme, once completed, verifies that the caregiver is competent to provide dialysis treatments in a safe manner. Activities include practical components such as machine handling, vascular access and dialysis delivery, and theory sessions on various aspects including kidney failure, the dialysis treatment, patient assessment and management of emergencies.

The Clinical Mentorship Programme prepares mentors for the task of supporting learning in the practice setting. Participants in the Mentorship Programme are experienced nephrology nurses and are often Head Nurses with an overall responsibility for the staff and supervision of day-to-day activities in the clinic. At present, more than 4,200 employees have completed the Orientation Programme. In 15 countries all existing staff has completed this programme.

The Basic Dialysis Programme has been completed by more than 4,000 employees. In 16 countries all existing staff has completed this education programme.

In 2011 the Water Education Programme was introduced and has by now been rolled out in 11 countries. The aim of this programme is to ensure that everyone with responsibility for any aspect of the water treatment system is able to identify hazards which may create a risk to the patient's health and safety and take appropriate corrective actions.

\*European Dialysis & Transplant Nurses Association/European Renal Care Association.







*“We coordinate care for our patients and enhance quality of life by providing the therapies that best fit their medical condition and lifestyle.”*

*We deliver integrated healthcare solutions*



# Shaping the future of renal care

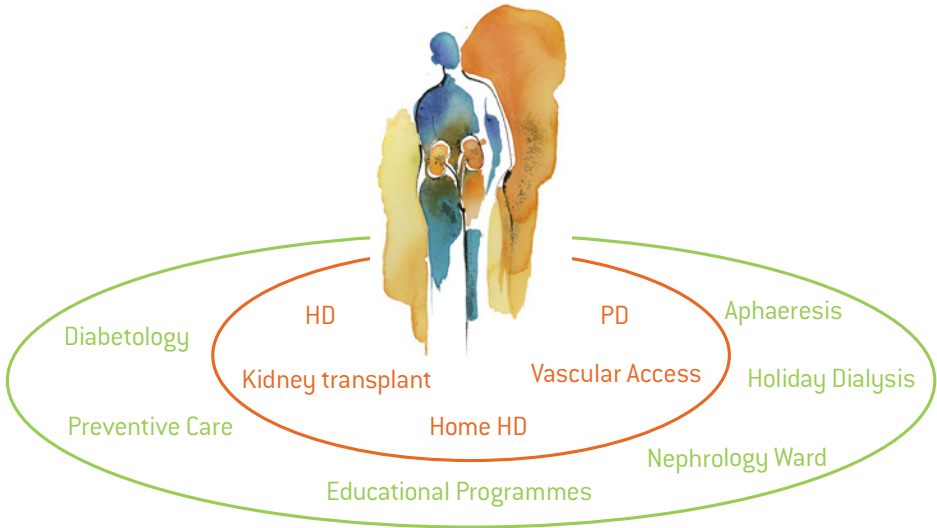
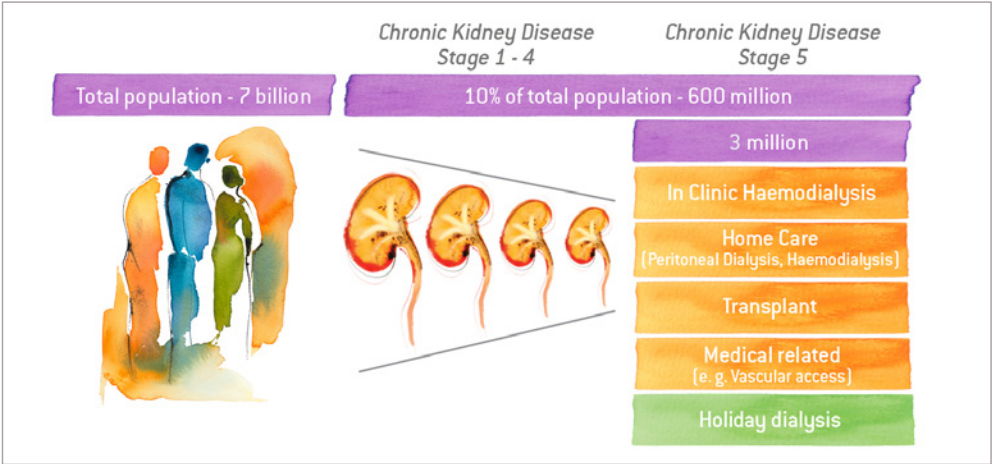
## Integrated Care — the only way forward

At Diaverum our aim is to improve the quality of life for renal patients. To meet the future needs of patients and societies, we are convinced that Integrated Care is the only way forward. To us, Integrated Care is the coordination of several types of renal and non-renal services into a package, built around the renal patient.

Every patient is unique. We know that there is no 'one size fits all' approach. At the same time, at Diaverum we are aware that we need to understand just what constitutes an improved quality of life for each patient. To us, it is crucial to look at the patient as a whole, including life circumstances, disease, co-morbidities and emotional status. And, we need to empower patients and their caregivers to take a more active and better informed role in their disease management. Based on our long-term, international experience and interaction with thousands of patients, Diaverum has developed its Integrated Care approach which will allow us to tailor our treatment to patients' individual needs.

**Improving quality of life for patients**  
After being diagnosed with chronic kidney disease (CKD), a normal life seems far away. CKD and related co-morbidities are not only challenging in a medical sense, but but also place an enormous burden on patients and their relatives' shoulders. Dealing with CKD and up to twenty co-morbidities means that patients regularly have to attend a variety of treatment appointments. An average CKD patient, for example, spends one third of their lifetime in clinics.  
The current structure of most healthcare systems around the world makes it difficult for any one caregiver to take overall

The holistic care approach ranges from primary prevention to all forms of dialysis care and transplant



responsibility for their patients and this makes care inefficient. A significant lack of coordination between different healthcare providers, a lack of involvement of the patient and a generally very reactive system is putting strains especially on chronic patients with complex needs.

By developing Integrated Care, Diaverum is shaping the future of treating people with CKD. We take responsibility in assisting patients with their illness through every stage of CKD and we improve patients' quality of life through empowering them to choose to live a life as close a possible to normality.

**Partnering with healthcare systems**  
With a coordinated and integrated approach to care, Diaverum supports the healthcare systems in setting the foundations for addressing the future needs of society. Chronic diseases represent the largest share of the burden of disease worldwide and by 2020, chronic diseases are expected to account for 7 of every 10 deaths in the world. The costs associated with this trend will put healthcare systems under enormous pressure. Growing economic, personal and societal challenges will be the key drivers for change and which will

demand a clear, more cost-effective and people-centered solution.

**A tailored and patient focused service offering**  
Together with healthcare systems, partners and patients, we are co-creating solutions and coordinating several types of renal and non-renal services into a package built around the renal patient. These services will engage patients as well as caregivers and healthcare societies enabling them to have a better experience in patient care.

**Prevention**  
As part of preventive care, Diaverum is managing Nephrology wards in different countries in order to enable early involvement and referral, which will lead to better disease management for our patients. The onset of kidney failure and the need for regular in-centre dialysis can be significantly postponed with this 'secondary prevention'. In addition, Diaverum is also stressing the importance of 'primary prevention'. Our aim is to raise awareness amongst the public of CKD as a 'silent disease' and educate them on how a healthy lifestyle helps to minimise health risks.

***A treatment range that suits individual demands***

Diaverum understands the need to make life for patients suffering from CKD as easy as possible. When considering the individual medical status of patients, we know there are options available other than dialysis treatment only. We can coordinate the treatment for CKD and any co-morbidities for patients to make the most out of a visit to a Diaverum centre.

- Nocturnal dialysis

As an addition to the general haemodialysis treatment in centres, Diaverum offers nocturnal dialysis in many locations. Patients visit the kidney centre overnight and sleep while their blood is being cleaned. They regain valuable time during the day while at the same time benefit from a longer dialysis session, with a better medical outcome.

- Home haemodialysis ( Home HD)

Home HD means freedom and flexibility enabling patients with end-stage kidney disease to dialyse longer and/or more frequently, thereby improving their clinical status, medical results and their quality of life. The dialysis therapy is usually conducted overnight in order to facilitate patients' pursuit of a normal life during the day. In addition, home HD is a cost-efficient option for the healthcare payers as it reduces costs, such as labour and infrastructure, involved in institutional HD therapy as well as hospitalisation. Diaverum offers Home HD in France, Germany, Sweden and Turkey.

- Peritoneal dialysis (PD)

PD is a home therapy alternative to haemodialysis for patients with end-stage kidney diseases. During PD, waste products and

excess water are removed from the circulatory stream into the dialysis solution using the patient's peritoneum membrane in the abdominal cavity as a filter. PD requires a catheter (tube),

which is placed permanently in your abdominal cavity (tummy) in order to infuse fresh dialysis solution and drain used dialysis solution. The therapy can either be performed overnight for 8-10 hours or in four to five manual exchanges carried out over the day, again improving quality of life for the patients compared to in-clinic HD. Currently, Diaverum offers PD in nine countries (Argentina, Poland, Hungary, Germany,

Romania, Uruguay, Chile, France, Sweden) to close to 600 patients.

- Shared Care

Shared Care means the patients can participate in their treatment doing as much or as little as they want themselves, supported by the nurses. As they gain confidence they may choose to learn more skills whilst remaining on a dialysis unit. This can include anything from taking their blood pressure, setting up the dialysis machine to starting, monitoring and finishing the dialysis. Examples show that patients who understand their treatment and condition feel better and healthier.

- Vascular Access

Treatment time is life time. Vascular Access is the 'gold status' in dialysis treatment and is key to achieving best treatment results. The arterio-venous (AV) fistula, which is the preferable type of vascular access for haemodialysis patients, is surgically created by connecting an artery to a vein. Diaverum has broad experience in the management and coordination of vascular access in several countries. In 2013 we established a Vascular Access surgery in partnership with doctors in Malaga, Spain.

*“Since I have started with Home HD, I am almost back to normal life. I am working and spending quality time with my family.”*

***A patient treated with home HD in Turkey***

The global aim is to reach an AV fistula rate of more than 75 per cent across the Diaverum centres to improve quality of treatment and quality of life for patients.

- Transplant

Only a fraction of all patients with end stage renal disease can get a kidney transplant — for either medical reasons or due to the lack of organ donations. We very much endorse any activities to increase commitment to organ donation. With a transplant centre in Argentina, Diaverum has broad knowledge of the challenges and chances of kidney transplantation and actively supports patients in applying to be listed for a transplant.

- Holiday Dialysis

Taking a vacation is an important element of enjoying life. We firmly believe that this should also be an option for patients feeling restricted by their medical treatment, aiming for their greater empowerment. Diaverum aims at offering easy access to

high quality treatment — anytime and anywhere. Most of the Diaverum centres worldwide are receiving holiday patients and are making sure they are treated according to Diaverum's highest medical standards while they enjoy their vacation. Dialysis patients and their relatives benefit from the free dialysis booking service and complete holiday packages which Diaverum offers in partnership with specialised travel agencies.

- Cardiology / Diabetes Care

The prevalence of diabetes, hypertension and cardiovascular disease is increasing at a fast pace. Renal patients suffering from these co-morbidities require specific care. Wherever possible, we coordinate these services for our patients or offer them directly in our kidney centres. Excellence in diabetes care is the foundation to prevent hospitalisation and reduce mortality rates. We endeavour to prevent cardiovascular disease with the aim to prolong the life of renal patients.





*“By empowering our patients we give them the opportunity to continue playing an active role in society.”*

*We create value  
in the healthcare system*



# Creating value

## A patient-centric organisation

*We are a trusted partner to health authorities and payers as we help optimise the use of limited healthcare budgets by delivering quality care with a patient-centred focus. Our aim is to develop sustainable, long-term solutions that put the patient in the centre.*

The demographic change with an ageing population, an increase in chronic disease, patients having higher expectations on healthcare delivery and the pressure on public finances are challenging healthcare systems around the world. Decision makers and payers need partners that co-create solutions together with them and that have a holistic view on the patient, not only on their specific area of expertise. Especially for chronic kidney diseases, where patients suffer from up to 20 co-morbidities, the healthcare systems need solutions that combine cost efficiency with a strong focus on the patient and deliver value.

Diaverum can add that value from day one – through how the kidney centres are organised and equipped, how we manage the different treatment modalities and treatment times, how we introduce quality measurement scores and other measures and how much we focus on our patients. This is where Diaverum is special: an independent service provider, focusing on care only. The organisation is patient-centric; it is built around the patients and the people who care for them. And we have a proven expertise

in partnering with the public sector to optimise renal care delivery.

Payers and authorities may benefit from Diaverum setting up structured initiatives to reduce vascular catheter rates. Haemodialysis treatments with artero-venous fistulas or grafts as opposed to vascular catheters result in improved quality of life, with less hospitalisation and a lower morbidity and mortality. When acquiring a new kidney center, Diaverum uses a structured approach and investments to reduce vascular catheter rates, which in turn reduces hospitalisation days gradually, meaning better quality of life for the patients and lower costs for the healthcare systems. By coordinating care, we are able to achieve excellent medical performances and outcomes, with better buying conditions and less overhead costs. With outcome-based measures, we are securing transparency. In addition, the more localised delivery of care reduces transportation costs. All in all, more patients treated by Diaverum means a reduced total expenditure.

### More patients treated by Diaverum = reduced total expenditure

#### Less interventions

- Lower rates of hospitalisation
- Lower rates of related morbidities
- Reduced overall need for dialysis in society

#### Lower pharmaceutical costs

- Reduced drug bill due to optimised use

#### Lower overall costs

- Best value use of taxpayers money
- More opportunities for patients to remain economically active
- Lower levels of public sector investment required
- More localised delivery of care reduces transportation costs



# Empowering our patients

## The touch that makes the difference

Studies have shown that patients who are fully involved in their treatment suffer less co-morbidities, accept their disease much better, are generally healthier and engage better in the society. At Diaverum, we empower our patients by giving them a choice, a comprehensive patient education programme and by how we train and empower our staff to serve patients medically and emotionally in their treatment.

Putting our patients at the heart of everything we do means focusing on their total well-being. We develop trustful relationships with patients, and we empower them to take an active role in their treatment. This is how we improve their quality of life.

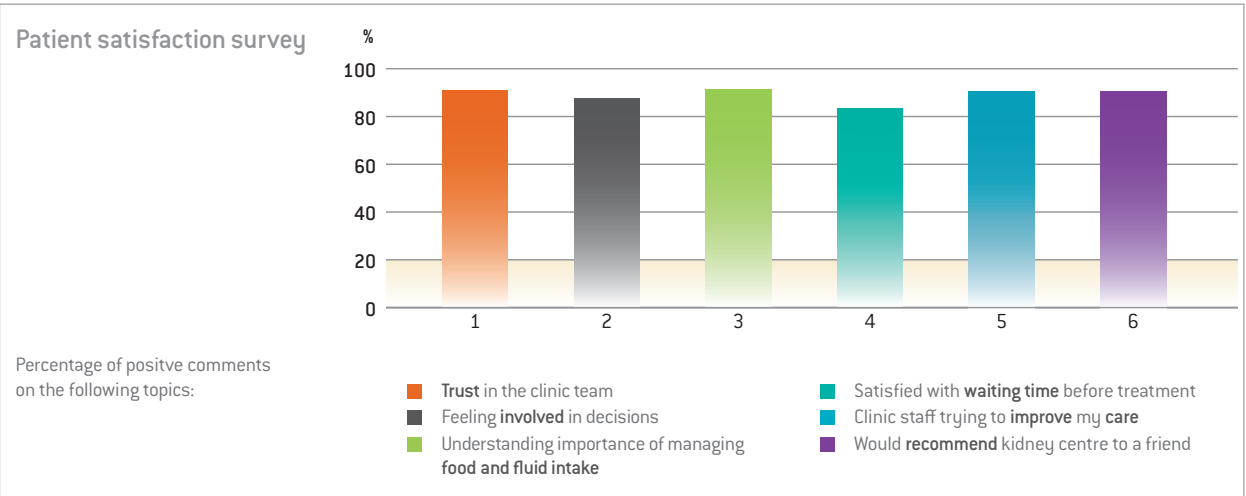
### The Choice

Every patient has a different approach to their illness and how to live their life despite it. We empower our patients and want them to be able to choose the treatment that best fits their lifestyle. For this reason, Diaverum has designed a self-decision-making guide to enable patients to make an informed choice based on broad information about treatment alternatives and modalities such as

haemodialysis, peritoneal dialysis, self care and home care. Going through this process with their nephrologist is truly empowering for a patient.

### The art of living

Another way to empower renal patients is help them understand more about their illness. The Diaverum education programme, *The art of living*, increases patients' understanding of their situation and how they can take an active role in deciding how to live their life with CKD. The programme, unique in the market, comprises eight learning modules, a patient handbook, an e-learning tool and a multi-channel tool box – all designed to empower patients to live a more normal life.



### Giving the patient a voice

Diaverum aims to provide the best renal care possible. That is why we encourage our patients to give feedback across our entire service. Valuing the patient's voice is key to getting a better understanding of their priorities and concerns. A new survey, in partnership with the patient feedback service *IWantGreatCare*, asks all patients four times a year to share their thoughts and experiences. Compared to its predecessor, the new survey is shorter yet still covers the six topics most important to our patients: trust, involvement, understanding the treatment (diet), waiting time, care improvement and recommending the clinic.

### The Touch

The Touch programme aims at improving and developing the interaction between our patients and staff, and between our colleagues. The programme gathers feedback from staff and

patients in the four areas they deem the most important in clinic life: open communication, a warm and friendly atmosphere, empowered people and continuous improvement. An important factor for the well-being of patients is to receive attention and to be both seen and heard, particularly as they spend a large amount of time in our centres. Our medical staff regard this as one of the most rewarding parts of their job. Through the continuity of following the same patients for many years, several times a week, a foundation is laid for a trustful and personalised relationship between patients, nurses and doctors.

Helping our patients make an informed choice about their treatment, teaching them the art of living, improving our service to them through encouraging their feedback, and a programme dedicated to holistic improvements: that is patient empowerment – and that is the touch that makes the difference.







*"Nature is  
revitalised  
every spring.  
I'm revitalised  
every week"*



*"It's more than  
a visit to a clinic.  
It's a revitalising  
experience"*



*"My body is  
revitalised.  
So is my spirit"*





# Markets and trends

## Safeguarding the future

*Today and even more so in the future, enterprises that do not operate in a responsible manner will not be considered as suitable partners. ESG (environmental, social and governance) is a structured way to measure a company’s sustainability and the ethical impact of their operations.*

Environmental, social and governance is a set of standards for a company's operations that socially conscious investors use to screen investments. Environmental criteria look at how a company performs as a steward of the natural environment and at its energy use, waste, pollution, natural resource conservation and carbon footprint. Social criteria examine how a company manages relationships with its employees, suppliers, customers and the communities where it operates. Governance deals with a company's leadership, executive pay, audits and internal controls, and shareholder rights.

### Taking a wider responsibility

In the healthcare industry, developing a culture that focuses on the ‘societal good’ means taking a wider responsibility when partnering with patients, authorities and suppliers. This wider responsibility includes aspects that are not directly related to the

medical treatment (e.g. environmental sustainability or societal stakeholder involvement) to address the quality of more areas of patients’ lives and not just their treatment. In addition, employees and potential employees should feel an even stronger connection to a company that truly wants to make a difference. In short: a focus on ESG safeguards the future.

Diaverum has committed itself to measurable and audited targets related to ESG with the ambition to embed true societal sustainability into the company culture. Diaverum’s mission is to improve the quality of life for renal patients. By embedding environmental, social and governance elements into the way of working, Diaverum is increasing the scope of what it means to really improve the quality of life for renal patients. ESG is a good fit to Diaverum’s Integrated Care strategy. In both cases, the aim is to develop sustainable, long-term solutions that put the patient in the centre.

# Executive Team

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Chief Financial Officer

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SVP, Chief Strategy & Health Policy Affairs  
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SVP, Chief Medical Officer

**Snjezana Spajic**  
SVP, Chief Human Resources Officer

**Christina Waller Sterner**  
SVP, Chief Marketing & Communications Officer

**Måns Olsson**  
SVP, Head of Area Middle East / Asia &  
Chief Business Development Officer

**Boris Zjadic**  
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