FRESENIUS MEDICAL CARE

Analyst Presentation

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CEO & Chair of the Management Board

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November 4, 2025

Q3 2025
IR Conference Call

Safe harbor statement: In this Safe harbor statement, “the Company” and “Fresenius Medical Care” refer to Fresenius Medical Care AG & Co. KGaA, a German partnership limited by shares, prior to its conversion of legal form, and to Fresenius Medical Care AG, a German stock corporation, after its conversion of legal form. This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, many of which cannot be predicted with accuracy or might not even be anticipated. The Company has based these forward-looking statements on current estimates and assumptions which we believe are reasonable and which are made to the best of our knowledge. Actual results could differ materially from those included in the forward-looking statements due to various risk factors and uncertainties, including changes in business, economic or competitive conditions, changes in reimbursement, regulatory compliance issues, regulatory reforms, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, cyber security issues and the availability of financing. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. These and other risks and uncertainties are discussed in detail in the Company’s Annual Report on Form 20-F under the headings “Forward-Looking Statements” and “Risk Factors” and under the headings in that report referred to therein, and in the Company’s other reports filed with the Securities and Exchange Commission (SEC) and the Frankfurt Stock Exchange (Frankfurter Wertpapierbörse).

Forward-looking statements represent estimates and assumptions only as of the date that they were made. The information contained in this presentation is subject to change without notice and the company does not undertake any duty to update the forward-looking statements, and the estimates and assumptions associated with them, except to the extent required by applicable law and regulations.

If not mentioned differently the term net income refers to the net income attributable to the shareholders of Fresenius Medical Care. Amounts are in Euro if not mentioned otherwise.

Implementation of measures as presented herein may be subject to information and consultation procedures with works councils and other employee representative bodies, as per local laws and practice. Consultation procedures may lead to changes on proposed measures.

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1 Q3 Highlights

2 Q3 2025 Business update

3 Outlook 2025

Q3 2025 | Key developments at Group level

- Strong organic revenue growth[1] of 10% driven by all operating segments
- Positive U.S. same market treatment of +0.1% in line with expectations
- Accelerated operating income[2] growth of 28% at constant currency
- Step-change in operating margin expansion to 11.7%
- FME25+ savings of EUR 47 million continued momentum
- Value creation reignited: 3.6 million shares repurchased
- FY 2025 outlook confirmed

Q3
2025

1 Organic growth represents growth in revenue, adjusted for certain reconciling items including revenue from acquisitions, closed or sold operations and differences in dialysis days and presented at constant currency.
2 Adjusted for special items; Reconciliation table for special items and currency to reported growth rates: page 21.

ASN Kidney Week 2025 | FME highlights real-world advances in HVHDF and AI

FME to present new research on:

- How hemodiafiltration (HDF) is associated with improved outcomes for kidney patients
- How innovations in artificial intelligence (AI) can support clinicians in daily care

Reduced risk of cardiovascular and fluid-related hospitalization

Highlighting how HDF may lower these critical risk

Supporting clinician adoption of HDF: A real-time AI chatbot with verified clinical sources

Introducing a clinician-facing AI chatbot designed to educate and support clinicians implementing HDF

Implementation of online High-Volume HDF in a chronic hemodialysis center in the U.S.

Describing the first chronic dialysis unit to introduce high-volume HDF in the U.S.

Note: ASN Kidney Week 2025 in Houston, Texas, on November 5-9, 2025; visit www.asn-online.org

Care Delivery | Enhancing quality and patient safety to Reignite Growth

Patient growth through leading clinical outcomes

FMEReignite

Progress on quality and patient safety initiatives in U.S.

Treatment adherence

Alignment between physicians, patients, and clinicians drove improvement in missed treatments

Reduction in blood stream infections

Launched program further increasing antimicrobial catheter treatments to eligible patients in August

Prioritizing flu vaccines

Earlier start of vaccinations at clinics compared to this time last year

Q3 2025 Highlights | Strong execution accelerates operational improvements

Care Delivery

- Same market treatment growth:
  - U.S. slightly positive at +0.1%
  - International at +1.2%
- Favorable U.S. rate and payor mix development accelerated
- Continued positive impact from phosphate binders
- Portfolio optimization further executed
- Roll-out of HVHDF/5008X in U.S. clinics initiated

Value-Based Care

- Higher number of member months due to continued contracting growth
- Growing provider network
- Enhanced care models through increased use of AI
- Ownership increase in our Value-Based Care entity Interwell Health

Care Enablement

- Volume growth continued
- Positive pricing
- FME25+ execution on track with further manufacturing and supply chain footprint optimizations
- Continued operating income growth[1] and year-on-year margin expansion
- 5008x machine and consumables delivery in the U.S.

1 Adjusted for special items; Reconciliation table for special items and currency to reported growth rates: page 21.

1 Q3 Highlights

2 Q3 2025 Business update

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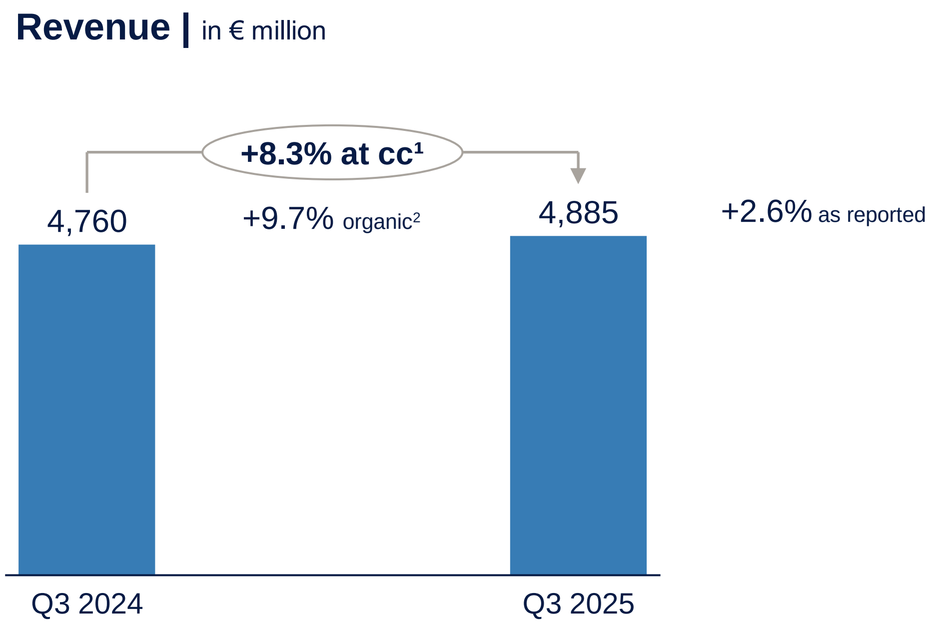
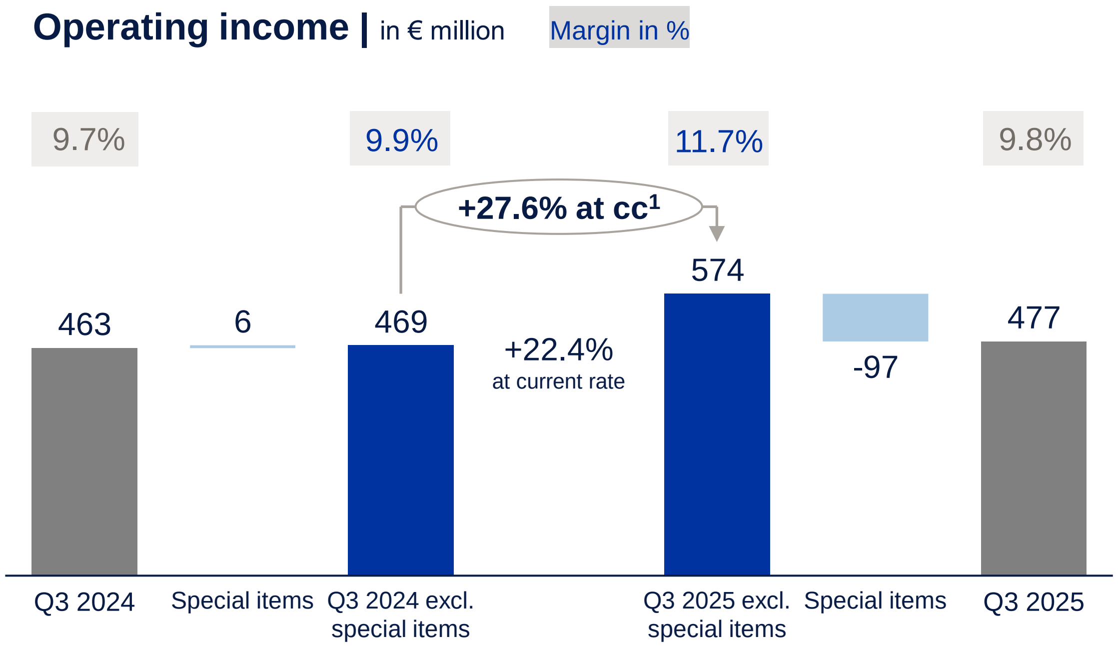
Q3 2025 | Acceleration in organic revenue growth and inflection in earnings



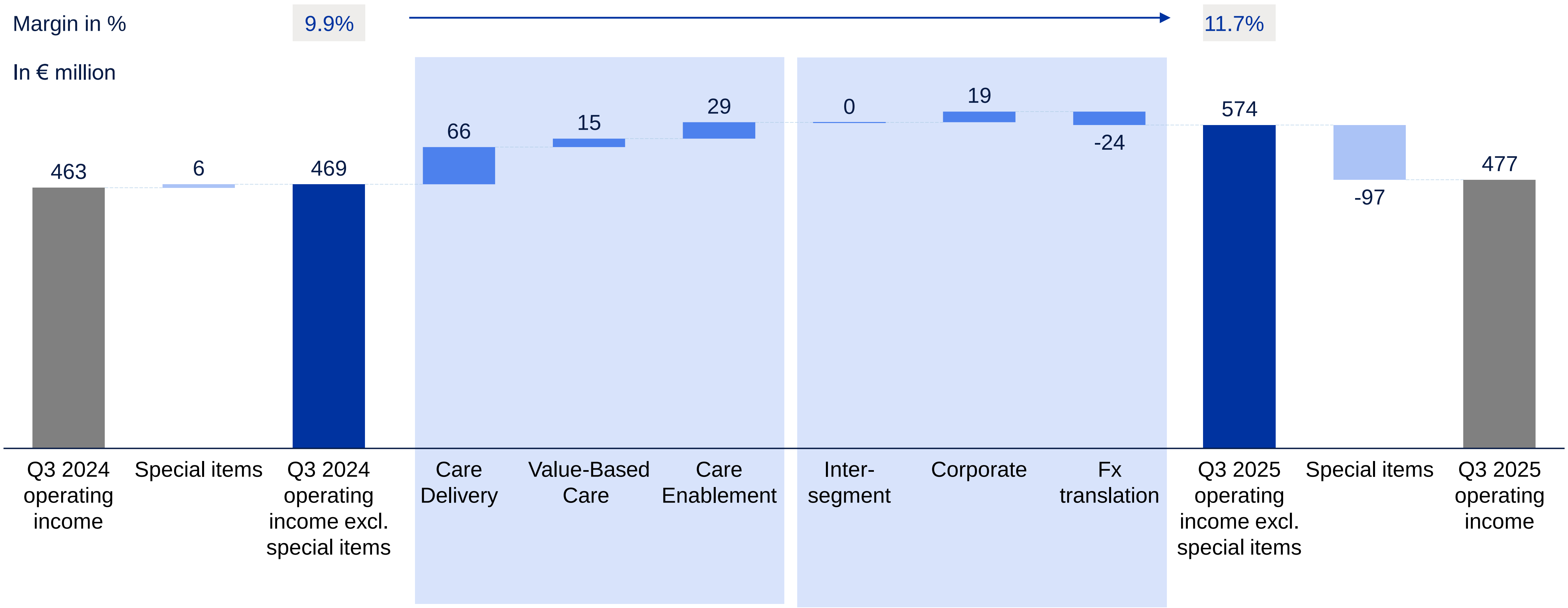


- Strong organic revenue growth of 9.7% supported by all three operating segments
- Divestitures negatively impacted development by approx. 60 bps

- Acceleration of operating income growth[1] led to a step-change in margin expansion to 11.7%
- Special items mainly include costs related to legacy portfolio optimization, FME25+ program and effects from Humacyte remeasurements

1 At cc = at constant currency; operating income (growth) excluding special items | Q3 2025 €598 million operating income excl. special items at cc | Reconciliation table for special items and currency to reported growth rates: page 21.
2 Organic growth represents growth in revenue, adjusted for certain reconciling items including revenue from acquisitions, closed or sold operations and differences in dialysis days and presented at constant currency.

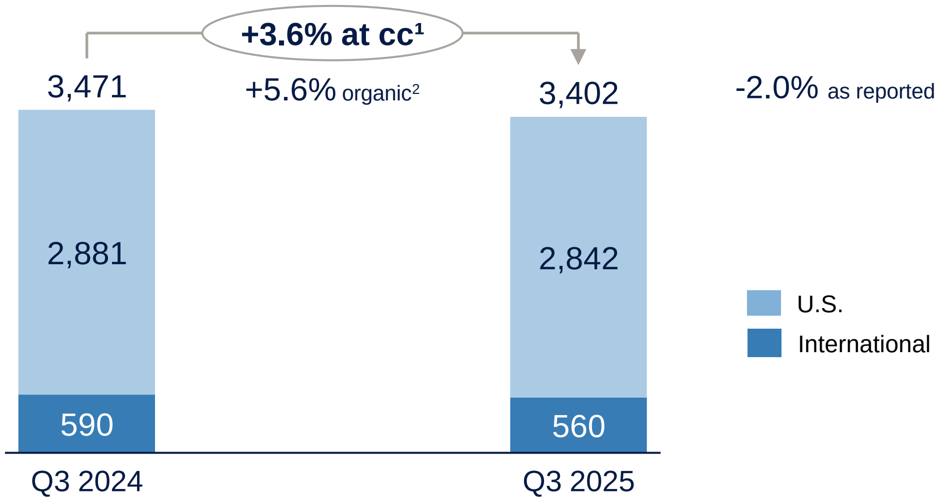
Q3 2025 | Group operating income and margin bridge



Reconciliation table for special items and currency to reported growth rates: page 21

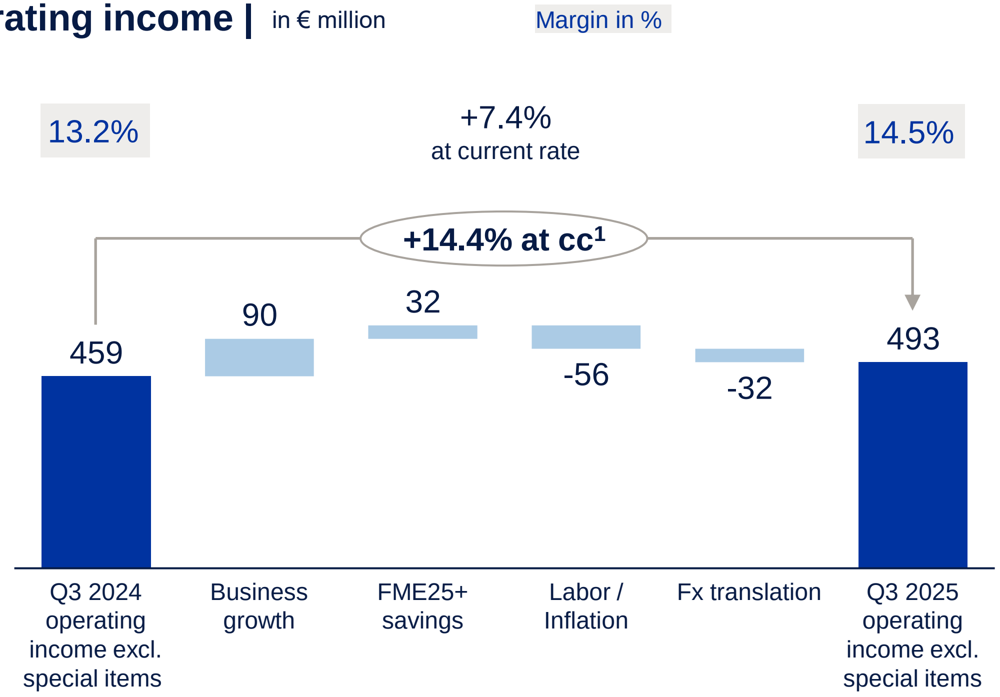
Q3 2025 | Care Delivery significantly improved profitability

Revenue | in € million



- U.S. organic growth of 5.8% driven by favorable rate/mix effects, positive impacts from phosphate binders and reduced implicit price concessions
- Strong organic growth internationally of 4.3%
- Divestitures negatively impacted growth by approx. 120 bps

Operating income | in € million

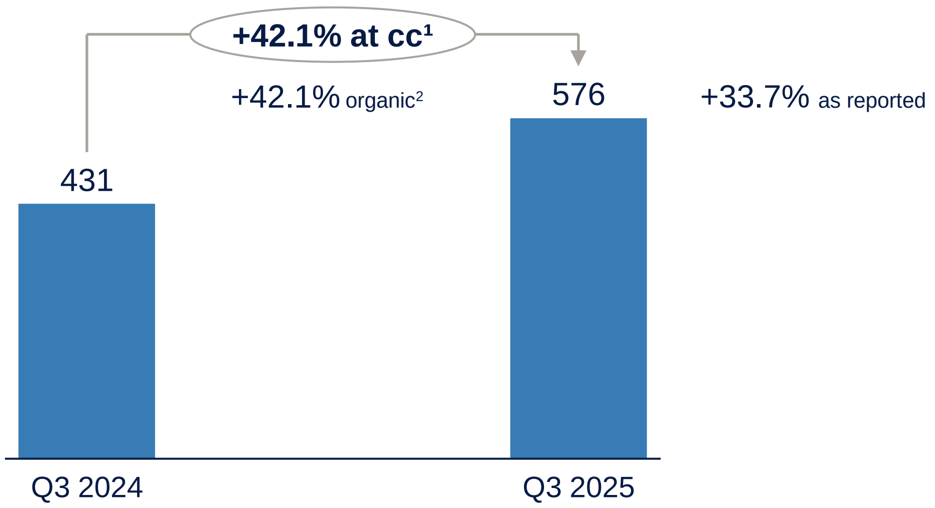


- Business growth supported by phosphate binders and positive rate/mix effects, compensating absence of contributions from a consent agreement on certain pharmaceuticals due to phasing
- Higher labor cost partially offset by FME25+ savings

1 At cc = at constant currency; operating income (growth) excluding special items | Q3 2025 €525 million operating income excl. special items at cc | Reconciliation table for special items and currency to reported growth rates: page 21
2 Organic growth represents growth in revenue, adjusted for certain reconciling items including revenue from acquisitions, closed or sold operations and differences in dialysis days and presented at constant currency.

Q3 2025 | Value-Based Care further accelerated revenue growth

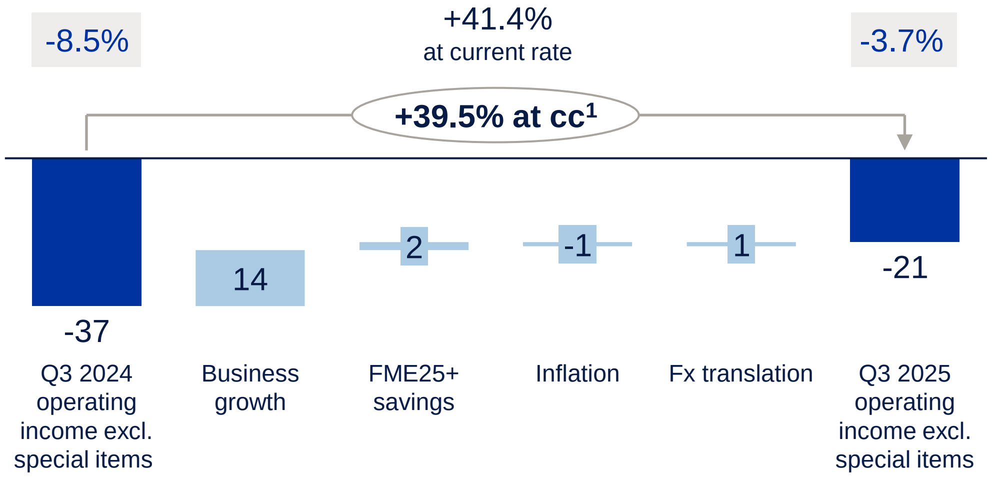
Revenue | in € million



- Organic revenue growth driven by significantly higher number of member months mainly due to contract expansion

Operating income | in € million

Margin in %

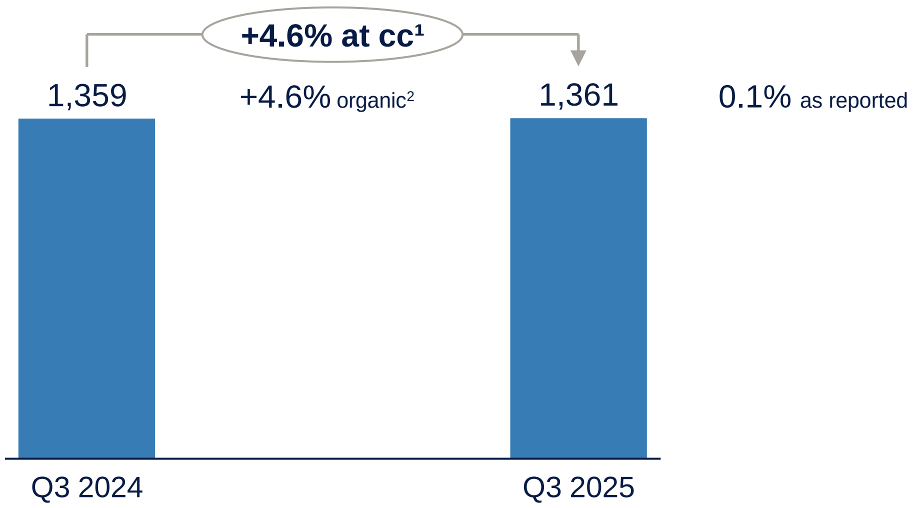


- Business growth mainly driven by a favorable savings rate
- Business growth was negatively impacted by delayed CKCC reporting from CMS

1 At cc = at constant currency; operating income (growth) excluding special items | Q3 2025 €-22 million operating income excl. special items at cc | Reconciliation table for special items and currency to reported growth rates: page 21
2 Organic growth represents growth in revenue, adjusted for certain reconciling items including revenue from acquisitions, closed or sold operations and differences in dialysis days and presented at constant currency.

Q3 2025 | Care Enablement operating income growth and margin expansion

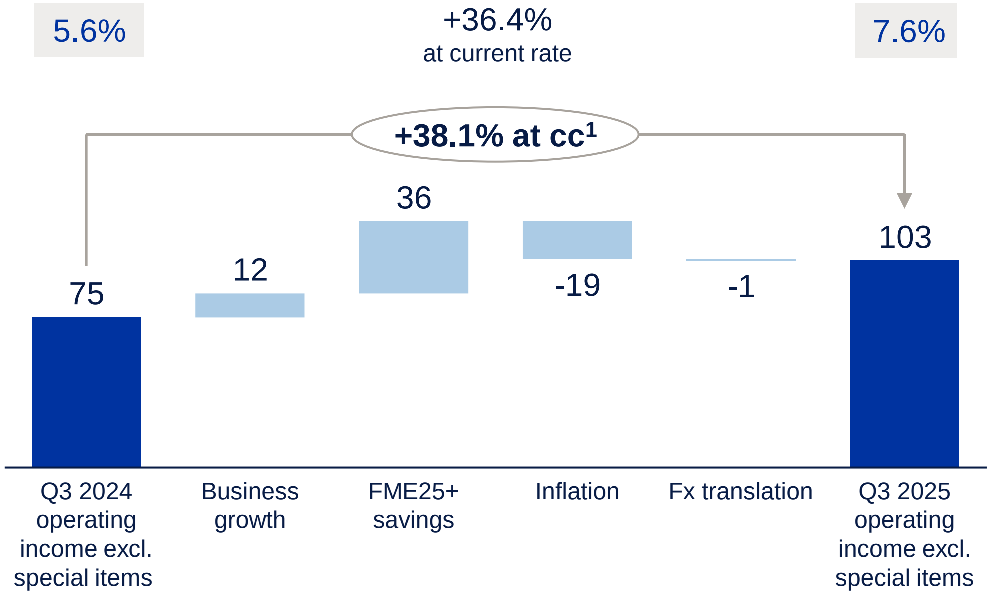
Revenue | in € million



- Organic growth driven by solid volume growth and continued positive pricing

Operating income | in € million

Margin in %



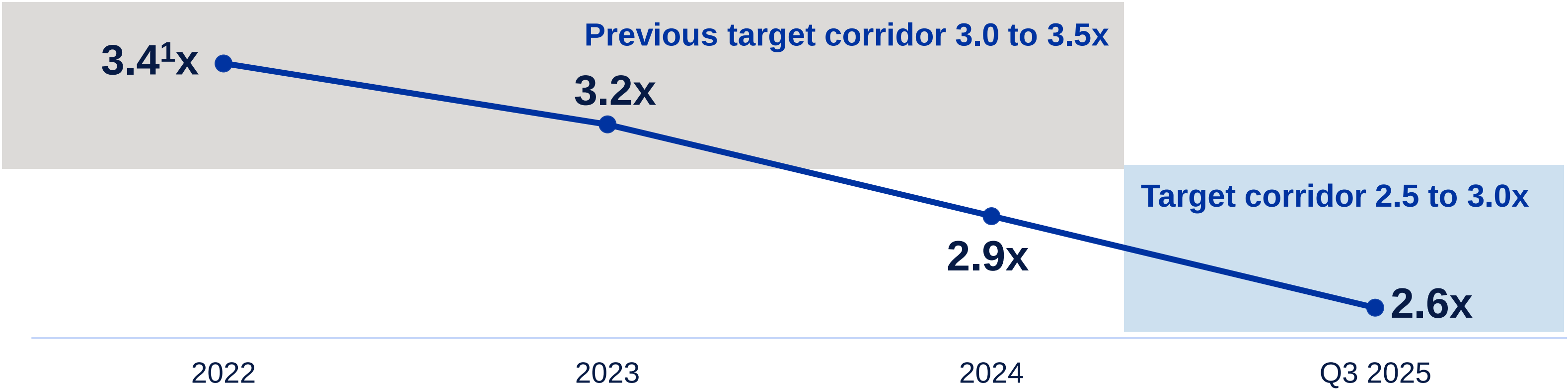
- Business growth supported by volume growth and positive pricing, partially offset by higher-than-expected currency transaction effects
- Positive contributions from FME25+ savings were overcompensating inflationary cost increases, that developed as expected

1 At cc = at constant currency; operating income (growth) excluding special items | Q3 2025 €104 million operating income excl. special items at cc | Reconciliation table for special items and currency to reported growth rates: page 21
2 Organic growth represents growth in revenue, adjusted for certain reconciling items including revenue from acquisitions, closed or sold operations and differences in dialysis days and presented at constant currency.

Q3 2025 | Lower net financial debt and further improved leverage ratio

in € million	Q3 2025	Q3 2024	Δ in %	9M 2025	9M 2024	Δ in %
Operating cash flow	**742**	**985**	**-25**	**1,679**	**1,554**	**8**
▪ Capital expenditures, net	-192	-170	13	-480	-452	6
Free cash flow	**550**	**815**	**-33**	**1,199**	**1,102**	**9**
▪ Free cash flow after investing activities	688	765	-10	1,375	1,588	-13
Total net debt and lease liabilities	**9,218**	**9,831**	**-6**	**9,218**	**9,831**	**-6**

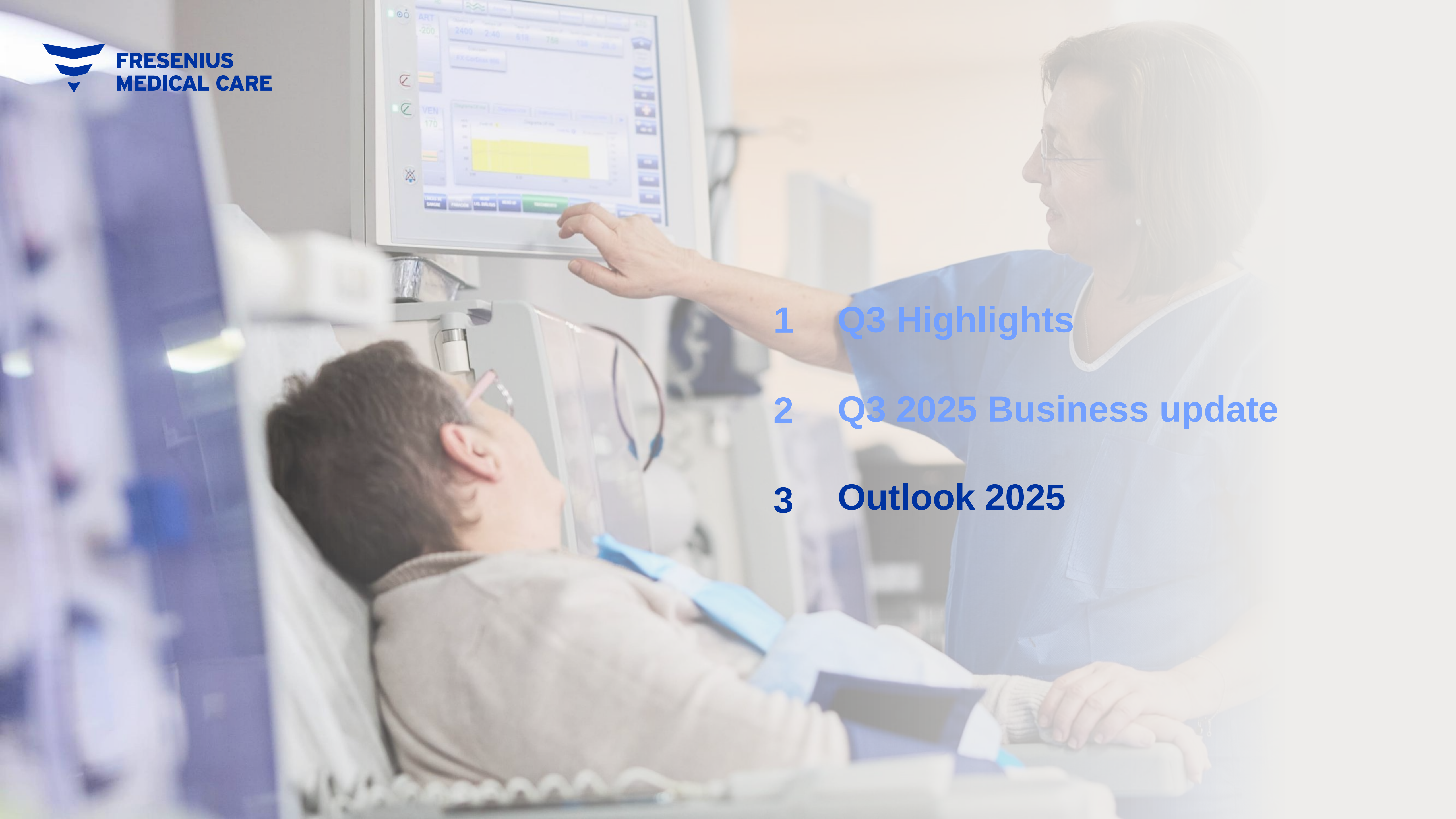
Net leverage ratio (Net debt/EBITDA)



1 Excl. U.S. federal relief funding and advanced payments under the CARES Act

Key developments

- Operating cash flow declined compared to prior year, which was inflated by around EUR 400 million following the cyber incident at Change Healthcare; favorable working capital development contributed positively
- Total debt and lease liabilities (EUR 10.5bn) as well as total net debt and lease liabilities (EUR 9.2bn) decreased compared to Q3 2024
- 3.6m shares or 1.2% of share capital bought back for EUR 151 million
- Ownership increase in Interwell Health by investment of EUR 312 million reflected in financing cash flow
- Net leverage ratio further improved



1 Q3 Highlights

2 Q3 2025 Business update

3 **Outlook 2025**

FY 2025 | Outlook confirmed

FY 2025 Revenue & Operating Income

Revenue	Positive to a low-single digit percent growth FY 2024 basis: EUR 19,336 million
Operating income	High-teens to high-twenties percent growth FY 2024 basis: EUR 1,797 million

Implied Group operating income margin

around 11% to 12%

Revenue and operating income, as referred to in the outlook, are both on a constant currency basis and excluding special items. Special items will be provided as separate KPI ("Operating income excl. special items") to capture effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of providing the outlook. These items are excluded to ensure comparability of the figures presented with the Company's financial targets which have been defined excluding special items. See page 21 for reconciliation table for special items.

Growth rates as shown above are year-on-year basis

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Your questions are welcome.

Appendix

Q3 2025 | Profit and Loss

	Q3 2025 € million	Q3 2024 € million	Growth in %	Growth in % cc
Revenue	**4,885**	**4,760**	**3**	**8**
Operating income	**477**	**463**	**3**	**8**
Operating income margin in %	*9.8*	*9.7*		
Operating income excl. special items	574	469	22	28
Operating income margin excl. special items in %	*11.7*	*9.9*		
Net interest expense	74	82	-10	-6
Income before taxes	403	381	6	10
Income tax expense	75	117	-35	-32
Tax rate in %	*18.7*	*30.6*		
Non-controlling interest	53	51	3	9
Net income	**275**	**213**	**29**	**34**
Net income excl. special items	322	237	36	41

Reconciliation table for special items and currency to reported growth rates: page 21

9M 2025 | Profit and Loss

	9M 2025 € million	9M 2024 € million	Growth in %	Growth in % cc
Revenue	**14,558**	**14,251**	**2**	**5**
Operating income	**1,233**	**1,133**	**9**	**11**
Operating income margin in %	*8.5*	*8.0*		
Operating income excl. special items	1,507	1,307	15	18
Operating income margin excl. special items in %	*10.3*	*9.2*		
Net interest expense	229	256	-10	-8
Income before taxes	1,004	877	14	17
Income tax expense	215	255	-16	-14
Tax rate in %	*21.4*	*29.1*		
Non-controlling interest	138	151	-9	-7
Net income	**651**	**471**	**38**	**41**
Net income excl. special items	836	637	31	34

Reconciliation table for special items and currency to reported growth rates: page 22

Q3 2025 | 2024 base for 2025 targets, reconciliation adjustments

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with outlook

	Group			Care Delivery			Value-Based Care			Care Enablement			Corporate		Inter-segment eliminations	
€ million	Q3 2025	Q3 2024	in %	Q3 2025	Q3 2024	in %	Q3 2025	Q3 2024	in %	Q3 2025	Q3 2024	in %	Q3 2025	Q3 2024	Q3 2025	Q3 2024
Revenue	**4,885**	**4,760**	**3**	**3,402**	**3,471**	**-2**	**576**	**431**	**34**	**1,361**	**1,359**	**0**	**--**	**--**	**-454**	**-501**
Operating Income	**477**	**463**	**3**	**419**	**456**	**-8**	**-22**	**-37**	**-40**	**87**	**61**	**43**	**-4**	**-13**	**-3**	**-4**
FME25+ program	41	39		23	18		1	--		17	21		0	0	--	--
Humacyte remeasurements	6	-18		--	--		--	--		1	-6		5	-12	--	--
Legacy portfolio optimization	50	-17		51	-15		--	--		-2	-1		2	0	-1	-1
Legal form conversion costs	0	2		--	--		--	--		--	0		0	2	--	--
Sum of special items	*97*	*6*		*74*	*3*		*1*	*--*		*16*	*14*		*7*	*-10*	*-1*	*-1*
Operating income excl. special items	**574**	**469**	**22**	**493**	**459**	**7**	**-21**	**-37**	**-41**	**103**	**75**	**36**	**3**	**-23**	**-4**	**-5**
Foreign currency translation	24			32			-1			1			-7		-1	
Operating income excl. Special items at cc	**598**			**525**			**-22**			**104**			**-4**		**-5**	

9M 2025 | 2024 base for 2025 targets, reconciliation adjustments

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with outlook

	Group			Care Delivery			Value-Based Care			Care Enablement			Corporate		Inter-segment eliminations	
€ million	9M 2025	9M 2024	in %	9M 2025	9M 2024	in %	9M 2025	9M 2024	in %	9M 2025	9M 2024	in %	9M 2025	9M 2024	9M 2025	9M 2024
Revenue	**14,558**	**14,251**	**2**	**10,229**	**10,433**	**-2**	**1,611**	**1,269**	**27**	**4,075**	**4,020**	**1**	**--**	**--**	**-1,357**	**-1,471**
Operating Income	**1,233**	**1,133**	**9**	**1,086**	**958**	**13**	**-28**	**-21**	**29**	**270**	**196**	**38**	**-78**	**9**	**-17**	**-9**
FME25+ program	122	107		62	45		2	--		56	62		2	0	--	--
Humacyte remeasurements	71	-79		--	--		--	--		8	-28		63	-51	--	--
Legacy portfolio optimization	79	141		78	160		--	--		0	-12		2	0	-1	-7
Legal form conversion costs	2	5		--	--		--	--		--	0		2	5	--	--
Sum of special items	*274*	*174*		*140*	*205*		*2*	--		*64*	*22*		*69*	*-46*	*-1*	*-7*
Operating income excl. special items	**1,507**	**1,307**	**15**	**1,226**	**1,163**	**5**	**-26**	**-21**	**23**	**334**	**218**	**53**	**-9**	**-37**	**-18**	**-16**
Foreign currency translation	30			40			-1			3			**-11**		**-1**	
Operating income excl. Special items at cc	**1,537**			**1,266**			**-27**			**337**			**-20**		**-19**	

Debt

	Q3 2025 € million	FY 2024 € million	FY 2023 € million
Debt			
Short-term debt from unrelated parties	67	2	457
+ Current portion of long-term debt	476	575	487
+ Current portion of lease liabilities from unrelated parties	568	616	593
+ Current portion of lease liabilities from related parties	26	25	24
+ Long-term debt, less current portion	6,323	6,261	6,960
+ Lease liabilities from unrelated parties, less current portion	2,942	3,412	3,419
+ Lease liabilities from related parties, less current portion	71	88	110
+ Debt and lease liabilities included within liabilities directly associated with assets held for sale	1	9	137
Total debt and lease liabilities	**10,474**	**10,988**	**12,187**
– Cash and cash equivalents[1]	-1,256	-1,185	-1,427
Total net debt and lease liabilities	**9,218**	**9,803**	**10,760**

1 Includes cash and cash equivalents included within assets held for sale.

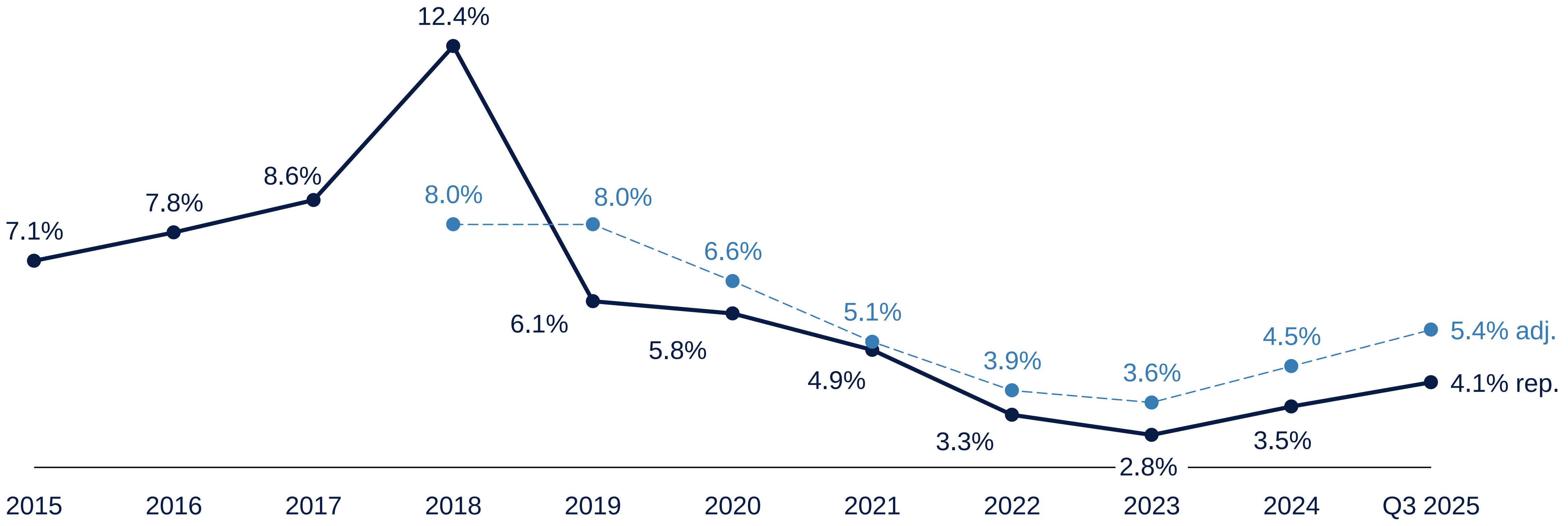
EBITDA

Reconciliation of adjusted EBITDA and net leverage ratio to the most directly comparable IFRS financial measures

	LTM Q3 2025 € million	FY 2024 € million	FY 2023 € million
Net income	907	741	732
+ Income tax expense	276	316	301
− Interest income	-77	-72	-88
+ Interest expense	386	407	424
+ Depreciation and amortization	1,495	1,536	1,613
+ Adjustments[1]	565	450	409
Adjusted EBITDA	**3,552**	**3,378**	**3,391**
Net leverage ratio (Net debt/EBITDA)	**2.6**	**2.9**	**3.2**

1 Acquisitions and divestitures made for the last twelve months with a purchase price above a €50 M threshold as defined in the Syndicated Credit Facility (2025: 1 M; 2024: -€23 M), non-cash charges, primarily related to pension expense (2025: €52 M; 2024: €52 M), impairment loss (2025: €109 M; 2024: €207 M) and special items, including costs related to the FME25+ Program (2025: €185 M; 2024: €164 M), Legacy Portfolio Optimization (2025: €134 M; 2024: €113 M), Legal Form Conversion Costs (2025: €6 M; 2024: €9 M) and Humacyte Remeasurements (2025: €78 M; 2024: -€72 M).

Return on Invested Capital (ROIC)



- For the years 2015-17 ROIC as reported within the Form 20-F.
- ROIC adjusted in 2018 for the divestiture of Care Coordination activities, FCPA-related charge, U.S. Ballot Initiatives, U.S. tax reform / including these effects, ROIC for FY 2018 was 12.4%
- ROIC adjusted in 2019 for the effects of IFRS 16, NxStage, FCPA, Cost optimization costs, divestiture of Care Coordination activities / including these effects, ROIC for FY 2019 was 6.8% (excl. IFRS 16)
- ROIC in 2020 excl. the impact of the Latin America impairment (special item) and in 2021 excluding FME25+ (special item)
- ROIC for 2020 and 2021 was 7.5% and 5.5% excl. IFRS 16 and excl. Latin America impairment in 2020
- ROIC in 2022 adjusted for the effects of the FME25+ program, the Humacyte Investment Remeasurement, the net gain related to InterWell Health, the effects of hyperinflation in Turkiye and impacts related to the war in Ukraine
- ROIC in 2023-2024 adjusted for the effects of the FME25+ program, Legal Form Conversion costs, Legacy Portfolio Optimization and Humacyte Remeasurements
- ROIC in 2025 adjusted for the effects of the FME25+ program, Legal Form Conversion costs, Legacy Portfolio Optimization, Humacyte Remeasurements and Interwell Health Deferred Tax Reversal

Exchange rates, U.S. dialysis days per quarter, definitions

Exchange rates

		9M 2025	FY 2024	FY 2023
€:USD	Period end	1.174	1.039	1.105
	Average	1.119	1.082	1.081
€:CNY	Period end	8.359	7.583	7.851
	Average	8.074	7.788	7.660
€:RUB	Period end	96.742	115.968	100.215
	Average	94.943	100.458	92.461
€:BRL	Period end	6.243	6.425	5.362
	Average	6.318	5.830	5.401

U.S. dialysis days per quarter

	Q1	Q2	Q3	Q4	Full year
2025	76	78	79	79	312
2024	77	78	79	80	314
2023	77	78	79	79	313

Definitions

cc	at constant currency
HD	Hemodialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
LTM	Last-Twelve-Months

Key metrics for Care Delivery and Value-Based Care

Care Delivery	as of September 30, 2025			as of September 30, 2024		
	Patients	Treatments	Clinics	Patients	Treatments	Clinics
United States	**205,846**	**23,183,666**	**2,621**	**205,942**	**23,299,461**	**2,629**
Growth in %	0	0	0			
International	**87,774**	**10,377,890**	**1,007**	**102,274**	**12,627,805**	**1,103**
Growth in %	-14	-18	-9			
Total	**293,620**	**33,561,556**	**3,628**	**308,216**	**35,927,266**	**3,732**
Growth in %	-5	-7	-3			

Value-Based Care	as of September 30, 2025		as of September 30, 2024	
	Member Months	Membership	Member Months	Membership
United States	**1,347,196**	**161,957**	**1,133,093**	**131,254**
Growth in %	**19**	**23**		

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Continuous monitoring of clinical performance to enhance care

Quality index components

Dialysis effectiveness

Measures how sufficiently the body is cleansed of waste substances

Vascular access

Measures the share of patients who do not receive dialysis via a dialysis catheter but rather via safer vascular access alternatives that reduce risk of infection and improve outcomes

Anemia management

Measures hemoglobin levels and specific medications given during dialysis to achieve optimum clinical outcomes, such as overall health and well-being

Quality index

Global indicator for patient well-being and treatment success

	Q3 2025	Q2 2025
Quality index	**81%**	**81%**
Dialysis effectiveness	94%	94%
Vascular access	76%	76%
Anemia management	73%	72%

Segment information for FY 2021, 2022, 2023 and 2024

€ million; % change year-over-year	FY 2024	Growth	Growth at cc	Organic growth	FY 2023	FY 2022	FY 2021
Total							
Revenue	19,336	-1	0	4	19,454	19,398	17,619
Operating income	1,392	2	3		1,369	1,512	1,852
Operating income excl. special items	1,797	15	16		1,560[1]	1,540	1,915
Operating income margin in % excl. special items	*9.3*				*8.1[1]*	*7.9*	*10.9*
Care Delivery segment[2]							
Revenue	14,003	-5	-5	1	14,749	15,593	14,031
Operating income	1,218	-24	-24		1,612	1,686	1,643
Operating income excl. special items	1,593	0	0		1,597[1]	1,478	1,693
Operating income margin in % excl. special items	*11.4*				*11.0[1]*	*9.5*	*12.1*
Value-Based Care segment							
Revenue	*1,752*	*37*	*37*	*37*	*1,277*		
Operating income	*-28*	*-71*	*-71*		-96		
Operating income excl. special items	*-28*	*-71*	*-71*		-96[1]		
Operating income margin in % excl. special items	*-1.6*				*-7.5[1]*		
Care Enablement segment							
Revenue	5,557	4	5	5	5,345	5,353	5,086
Operating income	267	n.a	n.a		-67	-30	315
Operating income excl. special items	336	174	181		122[1]	103	327
Operating income margin in % excl. special items	*6.0*				*2.3[1]*	*1.9*	*6.4*
Inter-segment elimination[2]							
Revenue	-1,976	3	3		-1,917	-1,548	-1,498
Operating income	-17	30	25		-13	0	7
Operating income excl. special items	-24	90	90		-13[1]		
Corporate							
Operating income	-48	-29	-28		-67	-144	-113
Operating income excl. special items	-80	57	58		-50[1]	-41	-112

1) 2023: excluding the Tricare settlement; New VBC Segmentation applicable from FY 2023; cc = constant currency; n.a. = not applicable; FY 2021 and FY 2022 as published on Feb 22, 2023
2) Care Delivery excl. Value-Based Care in 2024 and 2023; Care Delivery incl. Value-Based Care in 2022 and 2021

IR event calendar

	Date	Event
Reporting	November 4, 2025	Report on Q3 2025: Earnings Release and Conference Call
	February 24, 2026	Report on Q4/FY 2025: Earnings Release and Conference Call
	May 21, 2026	Annual General Meeting 2026
Conferences & Roadshows	November 5, 2025	Q3-2025 C-Level Roadshow, London
	November 6, 2025	Q3-2025 C-Level Roadshow, Frankfurt
	November 11, 2025	UBS Global Healthcare Conference, Palm Beach
	November 11, 2025	UBS European Conference, London
	November 12, 2025	C-Level Roadshow, San Francisco
	November 12, 2025	C-Level Roadshow, Paris
	November 18, 2025	DZ Bank Equity Conference, Frankfurt
	November 18-19, 2025	IR Roadshow, Geneva & Zurich
	November 20, 2025	IR Roadshow, Milano
	November 20 & 24, 2025	Debt Roadshow, New York & Boston
	November 24, 2025	Kepler Cheuvreux Virtual C-Level Tour, Virtual
	December 2 & 3, 2025	Citi Global Healthcare Conference, Miami
	December 2, 2025	Berenberg European Conference, London
	December 3, 2025	Bernstein Pan-European Strategic Decision Premium Review Conference, Paris

Dates and/or participation might be subject to change

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