



/ Kai Hankeln,
Chief Executive Officer (CEO)




Ladies and Gentlemen,

**We treated more than
2.5 million patients
in the past financial year.**



healthcare provider with around 160 facilities can deliver this level of service only if everyone pulls together. I would like to take this opportunity to extend my personal thanks to our employees: Only by working together with you can we overcome the challenges in our industry. I would also like to thank you on behalf of my colleagues on the Management Board for your tireless and outstanding dedication. It is for this reason that the guiding theme of this year's annual report, "COHESION", is particularly important to me.

Tireless cohesion was also the foundation of our business development in 2019. Despite even stricter regulatory interventions, we have succeeded in growing our revenues. Outpatient services and new business segments accounted for a greater share than in the previous year. One thing is clear: Just like all stakeholders in healthcare, the core business of Asklepios is increasingly influenced by legislators. The consequence of these well-intentioned but frequently impractical regulatory requirements are encountered daily on the ground in hospitals. The most prominent example is the looming threat of gaps in care personnel due to the new lower limits, which is putting the operation of entire departments at risk especially in smaller hospitals.

Asklepios recognized this challenged early on and has put sensible measures in place. In the past financial year, we hired almost 800 new employees for the medical service and are therefore well equipped to meet new requirements. At the same time, we are healthcare pioneers and trailblazers campaigning for the valuable and sensible migration of international nurses and have been in contact with leading politicians many times in relation to this. 

BUSINESS DEVELOPMENT INVESTMENTS

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—> We have not only invested in our personnel, but also in our hospitals, in cutting-edge equipment and innovative technologies. We are also helped in this regard by the increasing momentum behind the digitalisation of our processes. With digital solutions along the entire value-added chain such as the patient-friendly provision of medical services via *samedi*, the digital hospital based on the M-KIS platform, or optimum aftercare provided by the Care-Bridge discharge management system, we are progressively reducing the administrative workload for doctors and nurses. This is freeing up more of their time, which they can devote to patients. At the same time, the digital transformation makes it possible to open up entirely new business segments. In short: Asklepios is progressively transforming itself into an integrated healthcare provider that supports its patients throughout the treatment cycle from prevention to medical treatment and all the way to aftercare.

Cohesion is also the guiding principle behind the ongoing development of our investment in the RHÖN hospitals. At the end of February, we reached an agreement with RHÖN founder Eugen Münch to bundle the respective interests in a joint venture, thereby pooling strengths of both companies directly. Our goal once the transaction is complete is to influence the further development RHÖN from a majority shareholding position. We firmly believe that we can continue to expand the potential of RHÖN in the interests of patients and employees.

There is good reason to consider the new type of Asklepios healthcare. We want to continue to grow profitably and are taking a solution-driven approach to our preparations for the impending changes in our sector. Driven by population growth and demographic change, health is and will remain a robust growth market. At the same time, there are unmistakable shifts in the hospital market: advances in technology and the expansion of outpatient treatments are fundamentally changing the character of medical care. It is foreseeable that ever-stricter regulatory requirements will lead to further consolidation in the healthcare sector. This presents new opportunities for strong and forward-looking players.

Asklepios will also continue to develop consistently in the interests of patients in the financial year 2020, and will initiate measures to sustain our medical excellence, innovative strength and profitability into the future.

Best regards



Kai Hankeln
Chief Executive Officer (CEO)

