

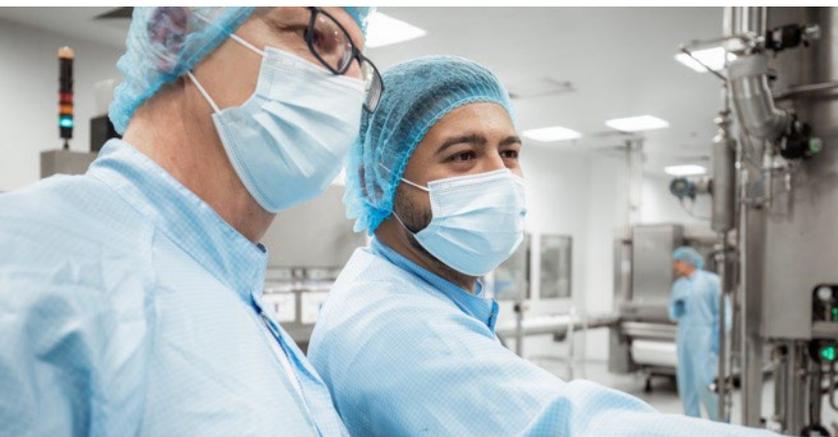
Fresenius Annual General Meeting

Frankfurt am Main, May 17, 2024

Presentation of Michael Sen, CEO of the Management Board

The logo icon consists of four horizontal white bars of varying lengths, stacked vertically and slightly offset to the right, creating a stylized 'F' shape.

Fresenius



Every fourth blood bag worldwide comes from Fresenius

27 million
blood bags sold in 2023



#FutureFresenius

#FutureFresenius

Four phases to becoming the leading healthcare company

RESET ✓

REVITALIZE

REJUVENATE

REIMAGINE

#FutureFresenius

Four phases to becoming the leading healthcare company

RESET ✓

REVITALIZE

REJUVENATE

REIMAGINE

Share price: continuous improvement since turnaround



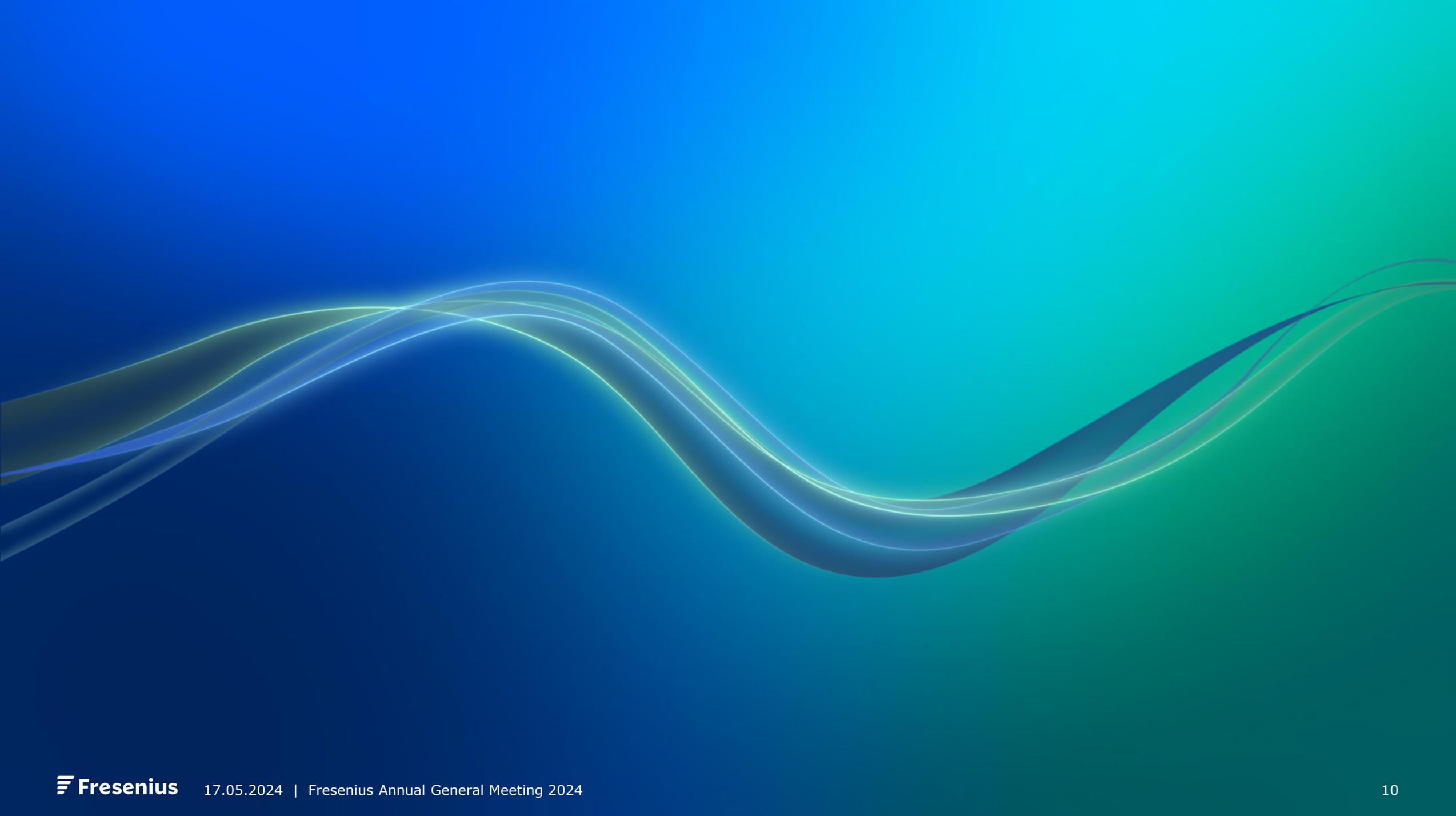
Raised outlook for 2024 fiscal year

~~3 - 6 %~~
4 - 7 %

Organic
revenue growth

~~4 - 8 %~~
6 - 10 %

EBIT growth
before special items
in constant currency



Historic step through deconsolidation For greater freedom and responsibility



**FRESENIUS
MEDICAL CARE**



Simplified structure, sharper focus



2023 fiscal year a success



Revenue	€22.3bn	+6 %*
EBIT	€2.3bn	+2 %**
EBIT margin	10.1 %	
Operating cash flow	€2.1bn	+5 %

* Organic growth

** EBIT growth rate in constant currency

Consistently good performance Fresenius Kabi and Fresenius Helios

		Q1 23	Q2 23	Q3 23	FY 23
Fresenius Kabi	Revenue*	+7 %** 	+7 %** 	+7 %** 	+7 %** 
	EBIT	-4 % 	+1 % 	+2 % 	+3 % 
Fresenius Helios	Revenue*	+5 % 	+6 % 	+6 % 	+5 % 
	EBIT	+2 % 	+3 % 	+4 % 	+4 % 

Before special items; EBIT growth rates in constant currency

* Organic growth

** Excluding the significant inflationary effects in Argentina

Growth on a broad basis

2023 fiscal year at Fresenius Kabi

Fresenius Kabi

Revenue*	€8bn	+7 %**	Ambition level: 4 - 7 %
EBIT	€1.15bn	+3 %***	
EBIT margin	14.3 %		Ambition level: 14 - 17 %

* Organic growth

** Excluding the significant inflationary effects in Argentina

*** EBIT growth rates in constant currency

Digitalization paying off 2023 fiscal year at Fresenius Helios

Fresenius Helios

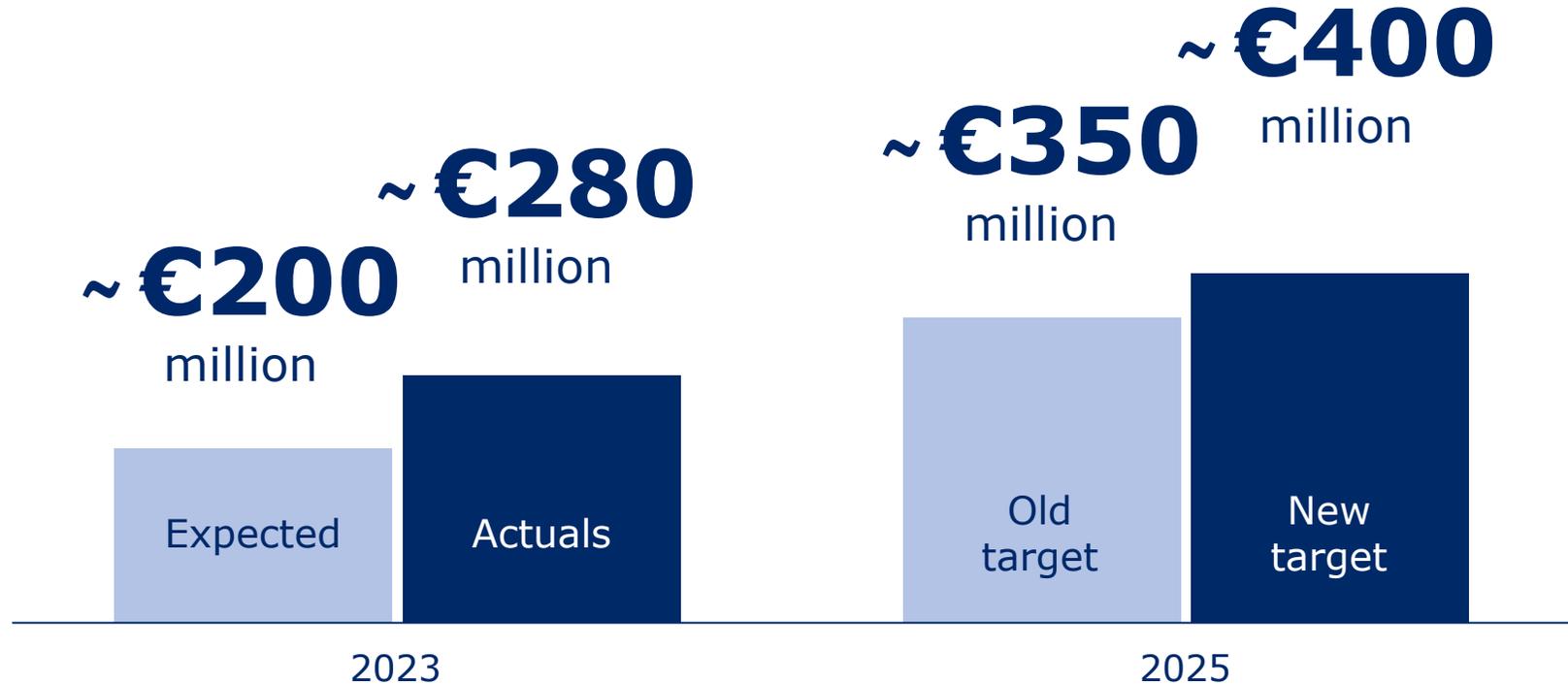
Revenue*	€12.3bn	+5 %	Ambition level: 3 - 5 %
EBIT	€1.2bn	+4 %**	
EBIT margin	10.0 %		Ambition level: 9 - 11 %

* Organic growth

** EBIT growth rates in constant currency

On track to achieve ambitious savings targets

Cost and efficiency program leading to greater competitiveness



Fresenius Kabi



Fresenius Kabi



mAbxience
From lab to life

Innovative **development**
and production platform.

Strong network
for biopharmaceuticals.



Fresenius Kabi

Biopharma

Cost-efficient and highly effective alternatives for treating cancer and autoimmune diseases.

Excellent start with biosimilar Tyenne® in USA and EU.



Fresenius Helios



Fresenius Helios



Modern technologies in daily clinical practice for optimized patient care.

20 DaVinci surgical robots in use at Helios hospitals in Germany.



Fresenius Helios



Casiopea digital healthcare platform simplifies clinical processes.

6 million active users in Spain (approx. 12.5% of population).



Portal del Paciente Mi Quirónsalud

Un espacio privado para gestionar online tu salud y la de tu familia.

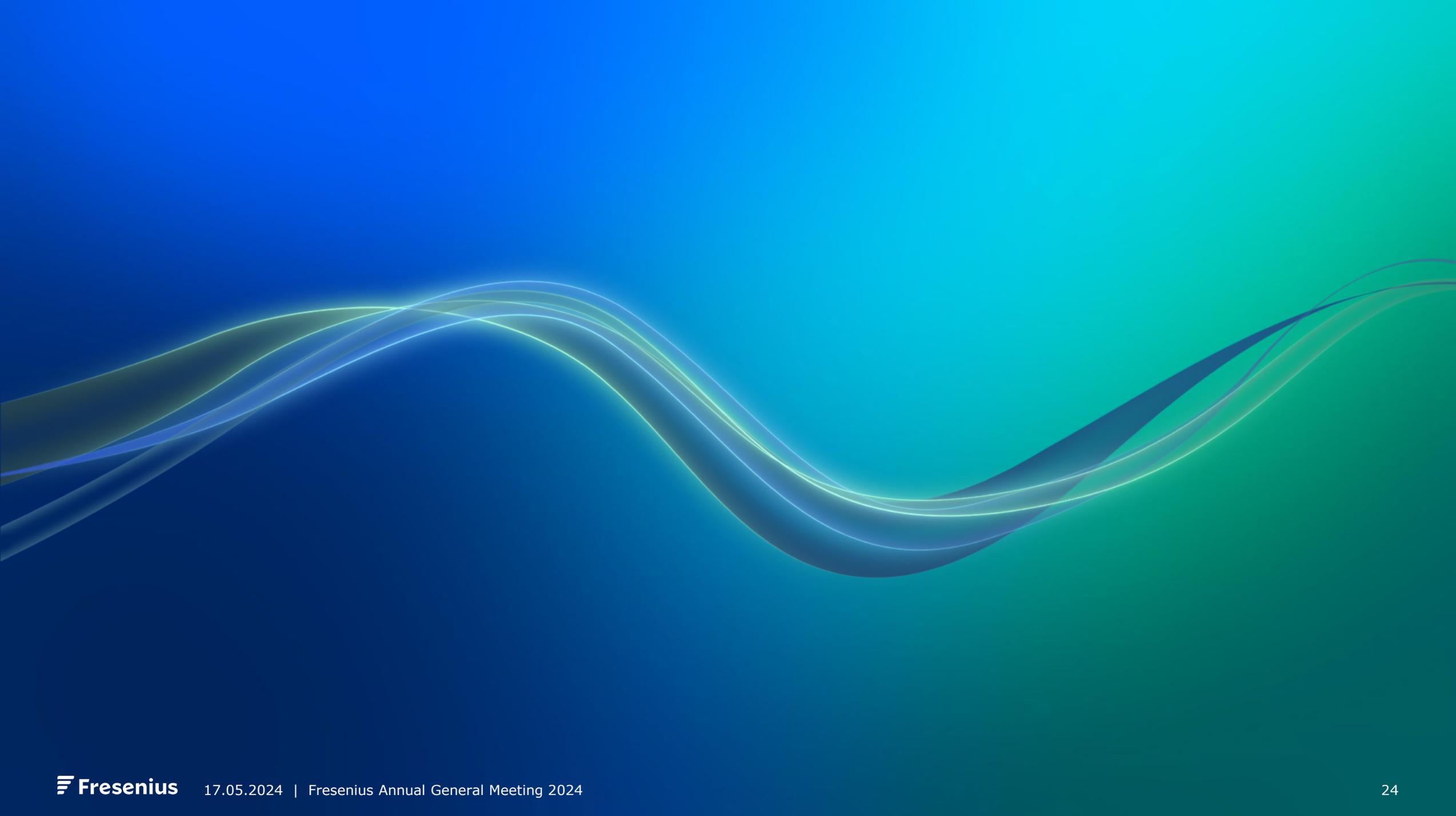
Toda tu salud y tus citas médicas, aquí.



DESCARGA LA APLICACIÓN
App Store



DESCARGA LA APLICACIÓN
Google Play



Robust and dynamic growth

The global market for healthcare services

~ \$8
trillion

market volume
in 2023

~ \$10
trillion

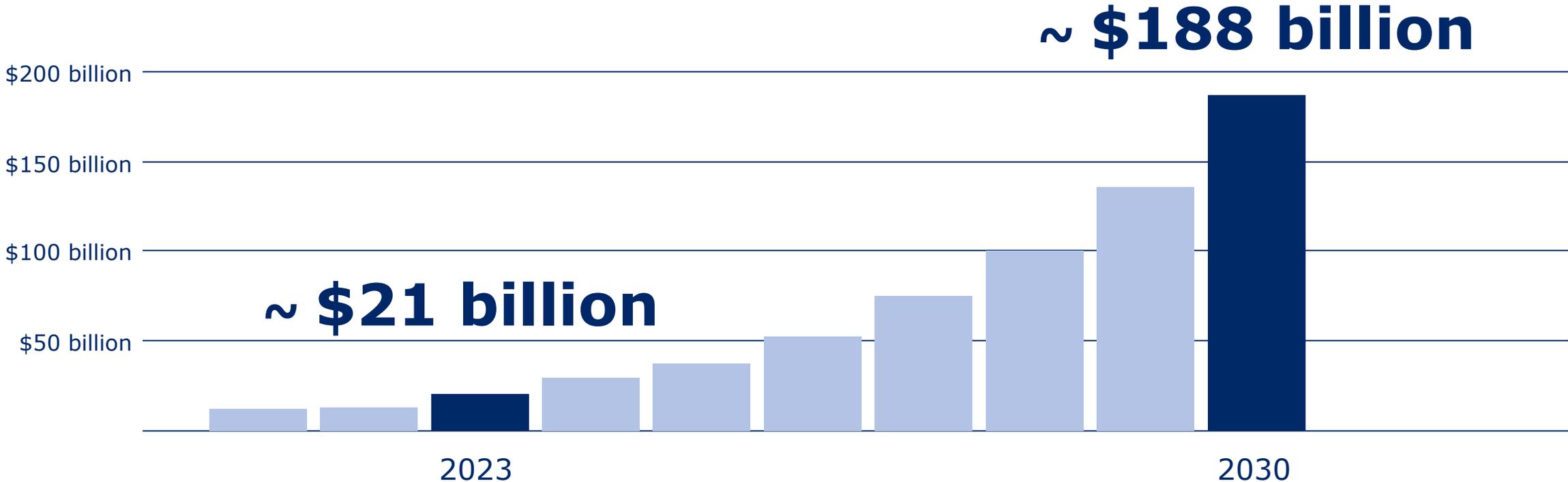
market volume
in 2027

Source: Projections for the International Healthcare Sector, 2023 (The Business Research Company)

Driver of the healthcare industry: technology



Artificial intelligence in healthcare Market size in US dollars



Source: Artificial Intelligence (AI) in Healthcare Market Size Worldwide from 2021 to 2030 (Statista)

Driver of the healthcare industry: data

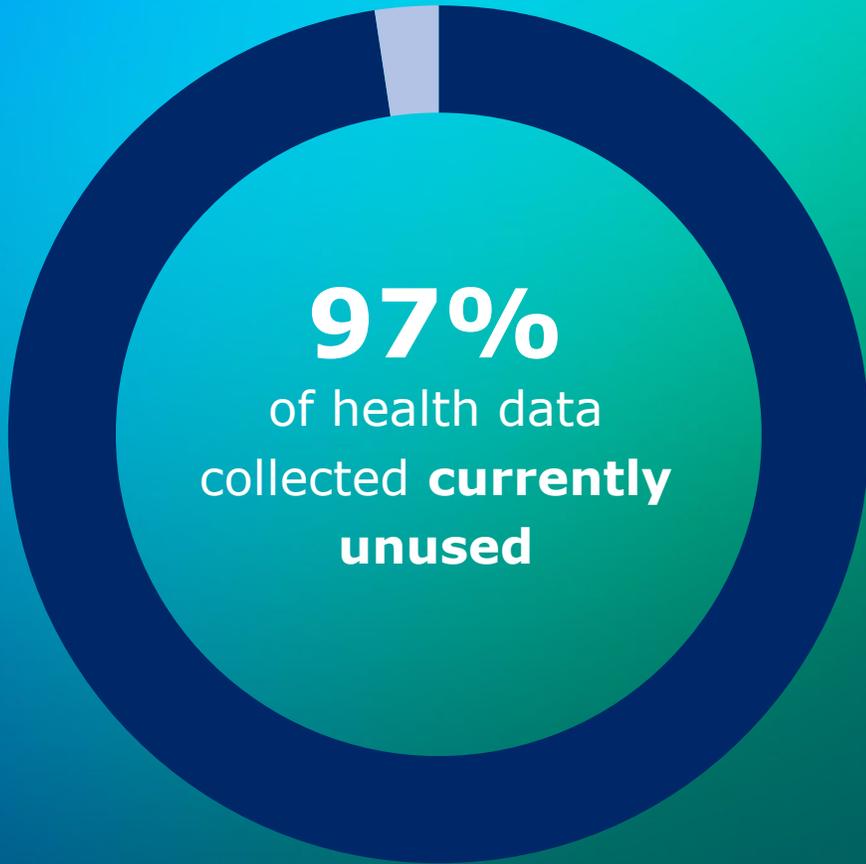


Digitalization of healthcare



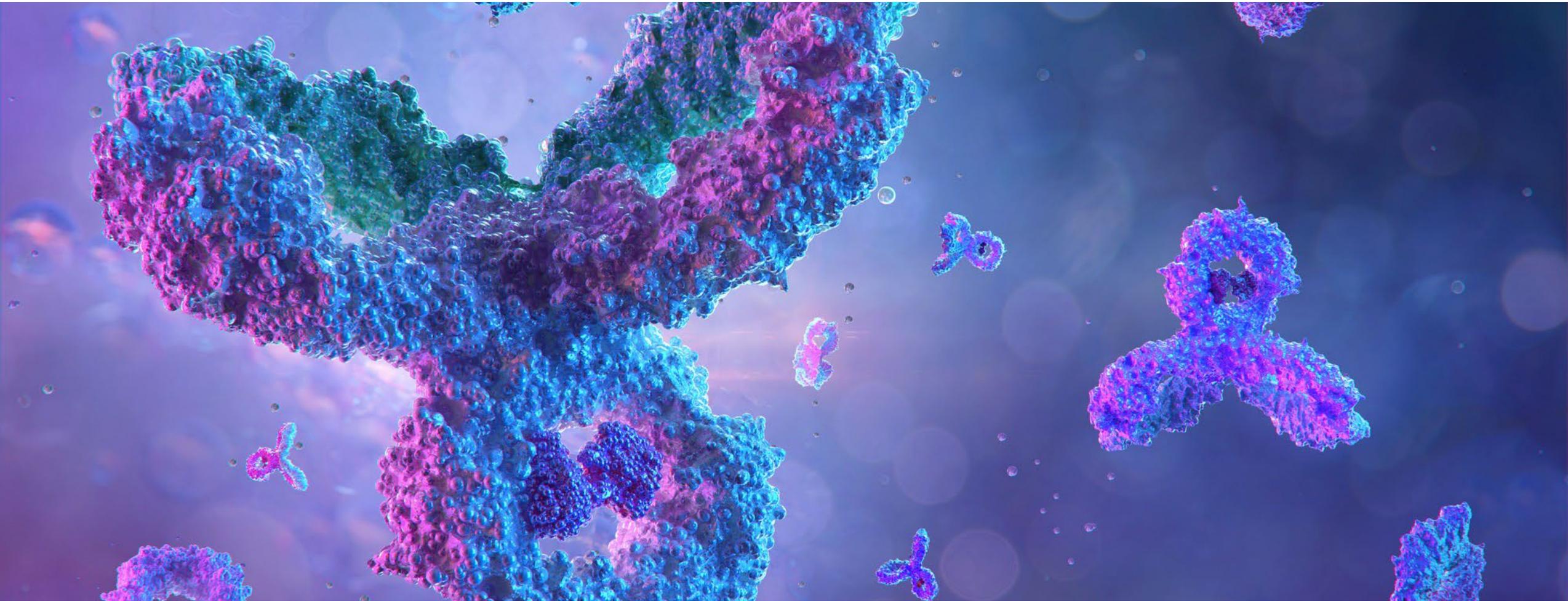
“Digitizing the patient healthcare journey offers a wide range of benefits and solutions to healthcare system challenges by **enhancing efficiency, improving patient outcomes, and increasing access to healthcare.**”

World Economic Forum, Transforming Healthcare 2024 Report



97%
of health data
collected **currently
unused**

Driver of the healthcare industry: biomedical research

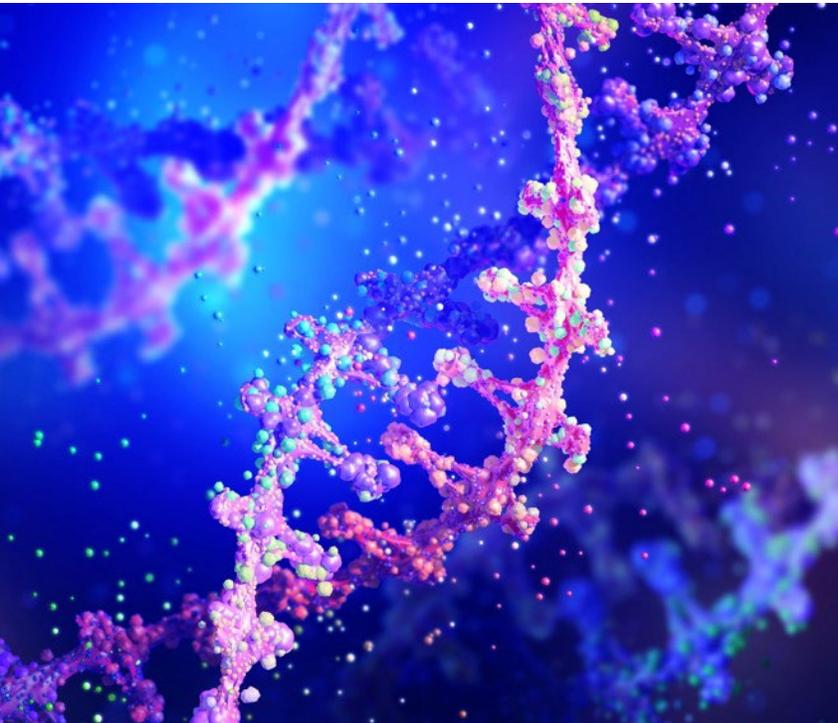


Focus on people



3 platforms for profitable growth

(Bio)Pharma



MedTech



Care Provision

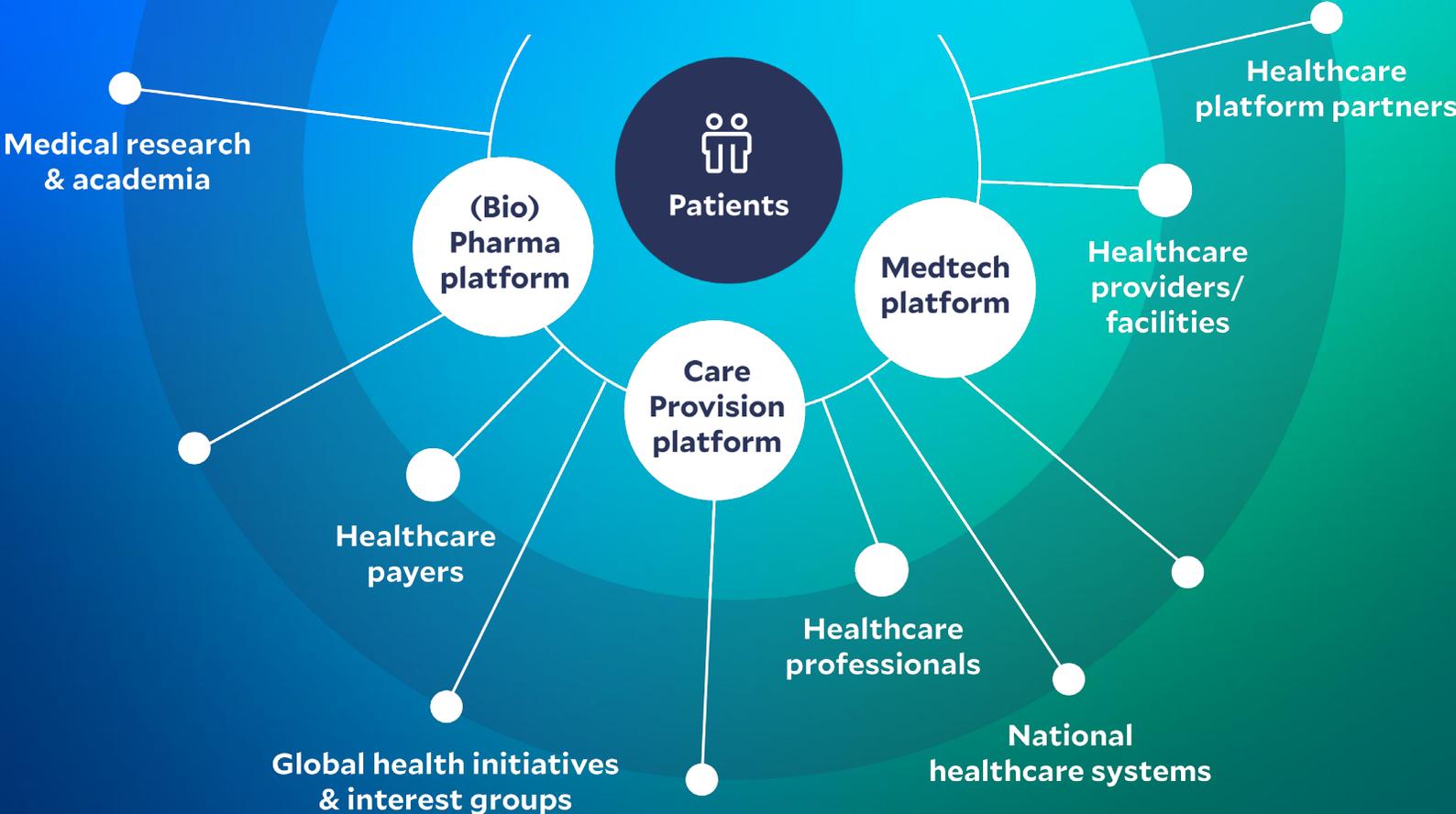


Market potential of the 3 platforms

€1 trillion

The Fresenius ecosystem

A strong global network



Team Fresenius is growing

+5,000

employees in 2023

6,700

apprentices and dual students

40

apprenticeships

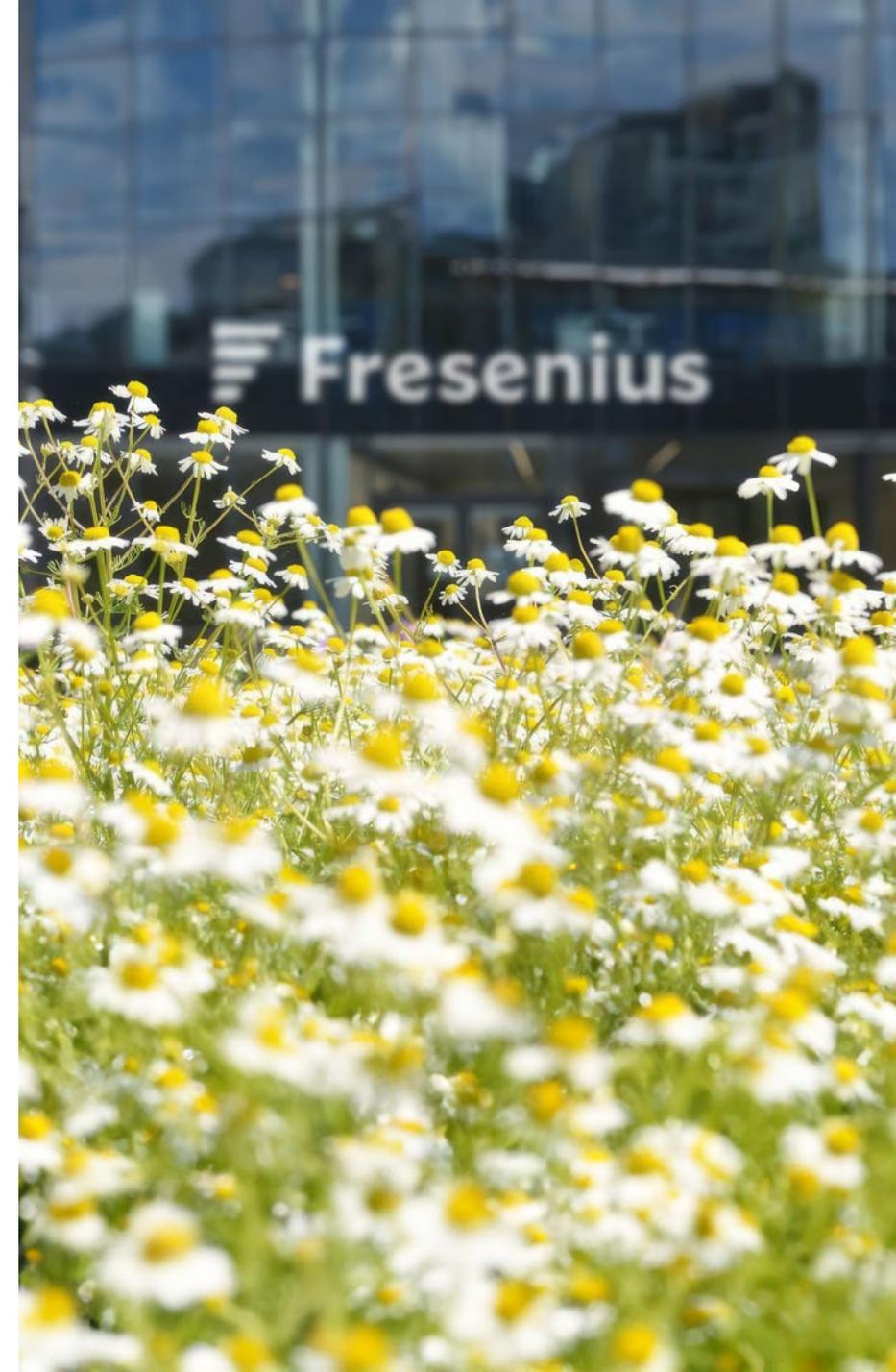
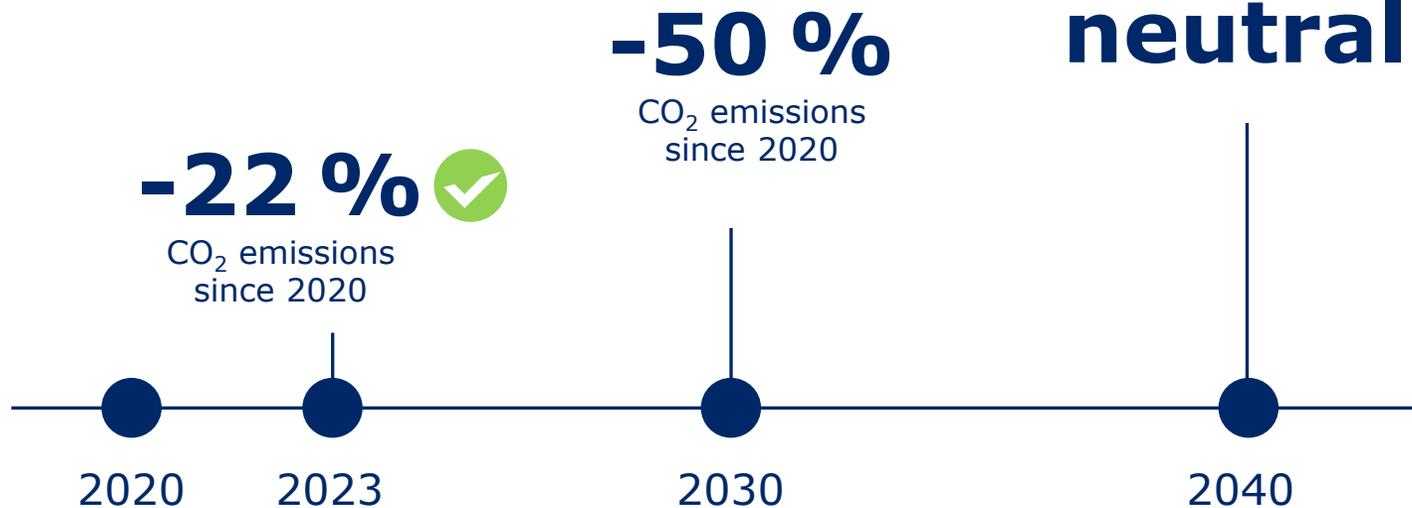
30

dual study programs



ESG influences our actions

On course for climate neutrality



A leading global company

80 countries

190,000+ colleagues

150 nationalities

Active for our patients worldwide



26 million patients
450 million lives touched



COMMITTED TO LIFE