

#FutureFresenius: Accelerating performance

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1 Business update

- 2 Financial review Q3/23
- 3 #FutureFresenius

Q3/23: #FutureFresenius momentum continuing



Kabi and Helios deliver strong performance





Cost savings delivery ahead of schedule





Simplification advanced: FMC deconsolidation effective December





VAMED EBIT positive





Divestment program advancing



#FutureFresenius - 2023 outlook improved

Kabi and Helios: Consistent strong delivery

▼ Within or above structural growth/margin band according to Fresenius Financial Framework

OPERATING CO	OMPANIES	Q1/23	Q2/23	Q3/23
FRESENIUS KABI	REVENUE ORG. EBIT	+7% √ -4% √	+8% V +5% V	+7% √ +6% √
FRESENIUS HELIOS	REVENUE ORG. EBIT	+5% √ +2% √	+7% √ +3% √	+5% √ +8%
INVESTMENT (COMPANY			
FRESENIUS VAMED	REVENUE ORG.	+13%	-7%	+13%
	EBIT	-€27m	-€20m	€10m

Group EBIT outlook improved for FY/23



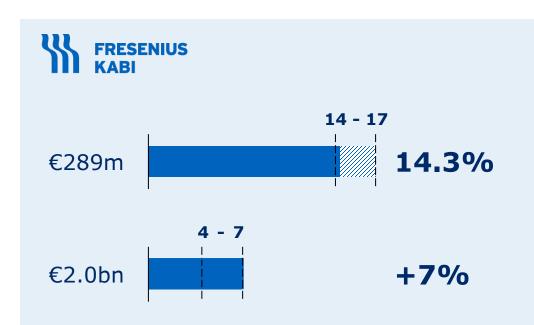
Kabi and Helios at top-end of structural growth band

EBIT (MARGIN)

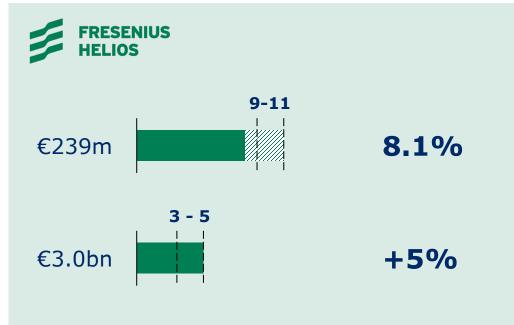
REVENUE (ORG. GROWTH)

KEY MESSAGES

All growth rates in constant currency (cc), before special items



- Strong organic revenue growth driven by outstanding 12% increase in Nutrition, Biopharma and MedTech
- **EBITDA margin** of **20.1%** in Q3/23
- EBIT margin within structural band driven by ongoing strong operating performance and cost savings



- Strong organic revenue growth at top-end of growth band
- EBIT margin solid despite usual summer effect
- Very strong YoY EBIT growth of 8% cc

Improving debt profile: A top priority

MORE FLEXIBILITY

LOWER EXPENSES

HIGHER EPS

Key efforts









Advancing patient care - strong partnerships, launches and recognition

RECENT HIGHLIGHTS





Advancing patient care - Fresenius Kabi Named Vizient Supplier Partner of the Year



Vizient's members include more than half of all U.S. acute care health systems and 97% of U.S. academic medical centers.

This is their most prestigious supplier award.

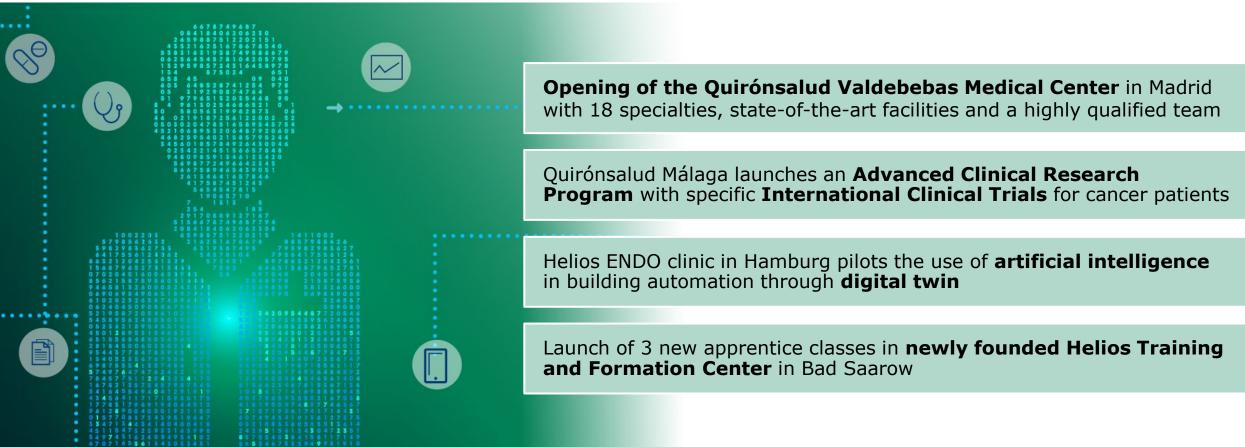
"Fresenius Kabi has demonstrated how suppliers can work differently with Vizient to ensure that together we are delivering on our provider customer's holistic needs relative to cost, quality, and market performance. They have also shown exemplary commitment to quality and service, putting providers and the patients they care for at the center of all they do." — Vizient



Advancing patient care - delivering quality and innovative healthcare

RECENT HIGHLIGHTS





Five Quirónsalud hospitals recognized as "World's Best Specialized Hospitals 2024"



WORLD'S BEST SPECIALIZED HOSPITALS

GASTROENTEROLOGY 2024

Newsweek

statista

HOSPITAL
UNIVERSITARIO
QUIRÓNSALUD
MADRID

Selected specialities shown



WORLD'S BEST SPECIALIZED HOSPITALS

ORTHOPEDICS 2024

Newsweek

statista

HOSPITAL
UNIVERSITARI
DEXEUS



WORLD'S BEST SPECIALIZED HOSPITALS

ONCOLOGY 2024

Newsweek

statista

CENTRO MÉDICO TEKNON



PEDIATRICS

HOSPITALS

2024

Newsweek

statista

HOSPITAL RUBER INTERNACIONAL



WORLD'S BEST SPECIALIZED HOSPITALS

ONCOLOGY 2024

Newsweek

POWERED BY

statista 🗷

HOSPITAL
UNIVERSITARIO
FUNDACIÓN
JIMÉNEZ DÍAZ



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Q3/23 - Strong Group performance paced by Kabi and Helios



- Start of IFRS 5 application in Q3/23 FMC only included below EBIT
- Strong revenue growth driven by Operating Companies and Vamed
- EBIT growth reflects strong performance of Operating Companies; Vamed with operational improvement



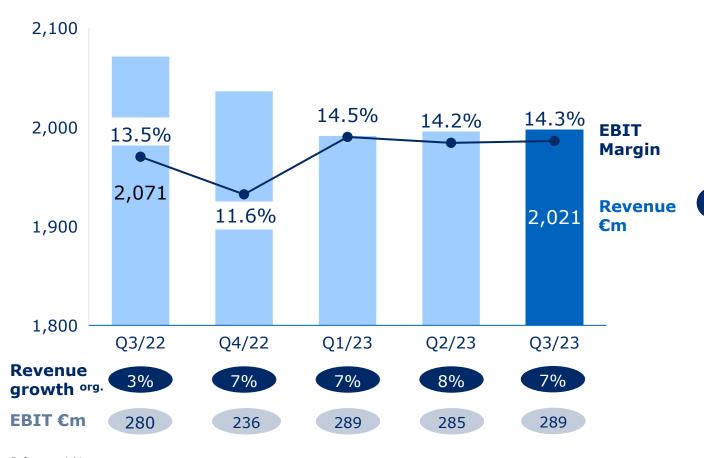
- Higher interest expense at -€109m (Q3/22:
 -€67m) due to rising interest rate environment
- Tax rate of 24.1% in Q3; Q1-3/23 at 25.2% in line with FY/23 expectation (25-26%)
- Healthy operating cash flow
- Leverage ratio 15bps below Q2 at 4.03×; above target range of 3.0x to 3.5x

P&L growth rates in constant currency (cc), before special items Net income attributable to shareholders of Fresenius SE & Co. KGaA Net Debt/EBITDA excluding Fresenius Medical Care

Fresenius Kabi: Strong growth and margin momentum Q3/23 results



QUARTERLY FINANCIALS



MAIN DEVELOPMENTS

- Organic revenue growth of 7% at top-end of structural growth band
- Growth Vectors contributing combined 12% organic revenue growth (MedTech: 8%; Nutrition: 9%; Biopharma: 71%)
- Pharma with robust top-line
- Strong Q3 EBIT margin above 14% with YoY margin expansion in all business units
- EBIT improvement driven by operational leverage and excellent progress on cost and efficiency measures ahead of plan

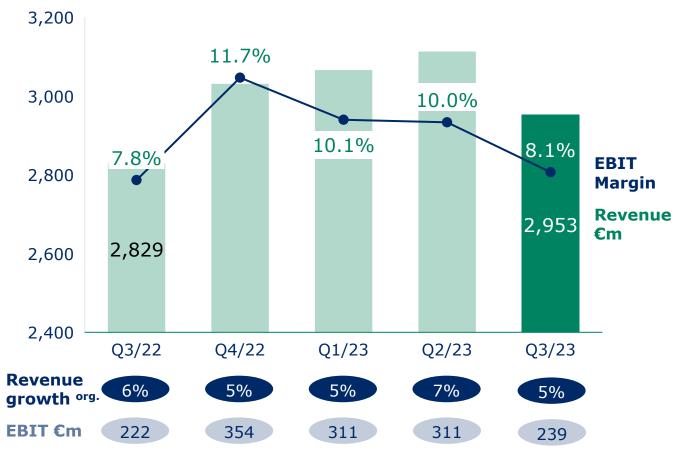
Before special items



Fresenius Helios: Usual summer effect but strong YoY improvement Q3/23 results



QUARTERLY FINANCIALS



MAIN DEVELOPMENTS

- Consistent strong organic revenue growth YTD at top-end of structural growth band
- Performance at Helios Germany driven by solid activity levels and favorable patient mix; Helios Spain with continued healthy activity levels despite seasonal effects
- Strong 8% YoY EBIT growth and nice YoY improvement in EBIT margin – supported by cost savings progress and government relief funds
- Fertility with strong improvement YoY driven by price and mix effects

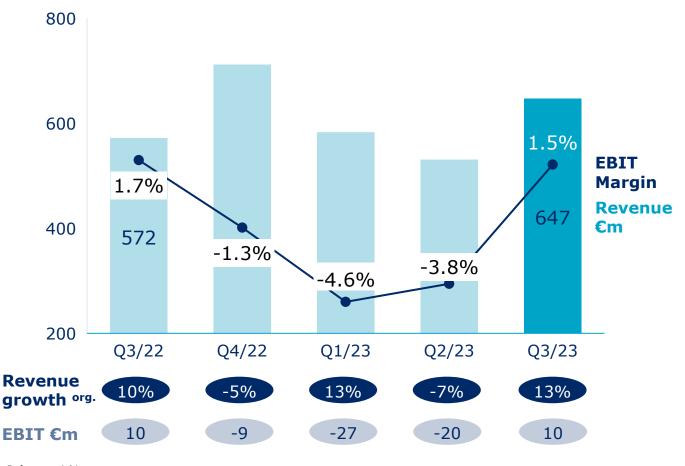
Before special items



Fresenius Vamed: Back to positive operating performance Q3/23 results



QUARTERLY FINANCIALS



TRANSFORMATION UPDATE

- Revenue growth in Q3 driven by both Service as well as Project business
- Turnaround in EBIT led by High-End Services and Health Facility Operations
- Restructuring measures underway, clear implementation roadmap to ensure sustainable operational turnaround
- Special items of €109m booked in Q3/23 (YTD: €441m); predominantly non-cash
- Positive operating earnings expected in Q4/23
- Target to be back in structural EBIT margin band of 4% to 6% by 2025



FMC: Accounting effects in Q3 given IFRS 5 accounting

2023

JULY 14: EGM

- Change of legal form approved by shareholders of FMC
- Trigger for IFRS 5 accounting and initial impairment test
- No P&L valuation effect due to FMC's market capitalization being above consolidated shareholders' equity of FMC

SEP. 30: Q3

- Subsequent measurement under **IFRS 5**
- P&L valuation effect of ~€2 bn given FMC's market capitalization below consolidated shareholders equity of FMC
- Thereof -€0.6 bn attributable to shareholders of Fresenius SE
- Cash-neutral and reported as a special item

REGISTRATION OF LEGAL FORM IN COMMERCIAL REGISTER

- Expected to be effective by December 2023
- At equity accounting under IAS 28 starts
- Likely leading to one-time non-cash P&L effect due to deconsolidation

AT EQUITY ACCOUNTING

- Ongoing at equity accounting under IAS 28 for FMC
- Separate line for at equity result in P&L

Cost savings program delivering more quickly than forecasted

PLANNED UNTIL 2025 FOCUS ON 2023 Cost savings | EBIT view Thereof FMC ~€1,000m √ ~€430m ~€450m delivered - €500m in 01-3 ~€650m ~€250m ~€289m - 300m ~€131m ~€350m ~€200m delivered ~€200m ~€158m in Q1-3 2022A 2025E 2023 Targets One-time ~€700-750m 2/3 of FSE costs ~€90m between 2023-2025, expected to occur in Q1-3 Costs thereof 1/3 FSE in 2023

- Focus on Fresenius Group excl. FMC
- Cost savings program is delivering on 2023 targets and beyond
- FY/23 EBIT savings target already achieved in Q1-3
- Kabi as largest contributor to cost savings
- Only ~€90m of one-time costs spent in Q1-3
- Focus on achieving the full€350m savings by FY/25



Operating cash flow drives Q3/23

€m	Q3/23	Q3/22	Q3/23 LTM	Q3/22 LTM
OCF - continuing operations	648	598	2,084	1,886
% OCF Margin	11.7%	11.1%	9.3%	8.9%
Capex	-272	-223	-1,126	-1,091
Capex in % of revenue	-4.9%	-4.1%	-5.1%	-5.1%
Acquisitions	-181	-484	-237	-770
Dividends	1		-445	-275
Lease liabilities	-75	-46	-233	-150
FCF	121	-155	43	-400

- Q3 OCF from continuing operations (excl. FMC) increased by 8% over prioryear quarter
- Kabi: strong OCF development driven by operating performance and improved Working Capital management
- Helios: impacted by higher working capital and phasing effects in H2/22
- LTM OCF Margin at a healthy 9.3%
- CAPEX in line with FY/23 expectation of around 5%



Strong balance sheet is a key pillar of #FutureFresenius: Debt reduction a priority for 2024 and beyond



Stringent capital allocation and focus on cash flow are key



Improved credit outlook by Fitch is strong testament to successful execution of #FutureFresenius



Clear commitment to Investment Grade rating and 3.0x to 3.5x leverage range



Refinancing of 2024 maturities concluded



Conservative fix/floating mix of ~85%/15%

¹ Promissory note loans

CREDIT RATINGS

Standard & Poor's	ВВВ	Outlook: negative	
Fitch	BBB-	Outlook: stable	\bigcirc
Moody's	Baa3	Outlook: stable	

REFINANCING ACTIVITIES FOR MAJOR 2024 MATURITIES CONCLUDED



Schuldschein Loan¹

- May 2023
- €850m
- 3, 5 and 7 years maturities
- ESG-linked



CHF Bond

- October 2023
- · CHF275m
- 5 years maturity
- Debut bond in CHF



Euro Bond

- October 2023
- €500m
- 7 years maturity



Outlook for FY/23 improved

Fresenius Group

Revenue growth excluding FMC (organic): Mid-single-digit growth

EBIT (cc growth) excluding FMC:

Broadly flat development

(Previous: Broadly flat-to-mid-single-digit decline)

Operating Companies

Investment Companies



- Mid-single-digit
 organic revenue growth
- Around 14%;
 structural EBIT margin band of 14 17%



- With adoption of IFRS 5 outlook is provided ex FMC
- Performance of FMC reflected in FSE's P&L below EBIT



- Mid-single-digit organic revenue growth
- Within structural EBIT margin band of 9 – 11%



- Low-to-mid-single-digit organic revenue growth
- Clearly below structural EBIT margin band of 4 – 6%





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3 #FutureFresenius

#FutureFresenius – Delivering on our promises; quarter on quarter

Deliver 2023 and upgrade performance 2024+	-
FMC deconsolidation approved	 Deconsolidation of FMC created "currency"
Kabi and Helios: Focus, transparency, performance	 Consistent strong performance of Operating Companies Structural cost savings progressing ahead of plan
Investment companies: Financial value management	 Vamed's three distinct attractive assets are resonating well
Manage portfolio exits	 Divestments advancing; hospital exit in Peru signed
Refine Group Operating Model	 Selected functional models revised and approved; ongoing process across key governance functions
Drive cultural change and people strategy	 Close leadership engagement to sustain momentum
(\(\gamma'\)) Advance ESG agenda and roadmap	 New ESG operating model approved and in roll-out

Our purpose for #FutureFresenius - Advancing Patient Care





Appendix

FY/23 - Other financial KPIs for Fresenius Group

With adoption of IFRS 5 – Guidance to be provided ex FMC only:

Q1-3/23 (ex FMC) Profitability **Interest expense** €300m Tax rate 25.2% **CAPEX** Capital Allocation **CCR LTM ROIC**

Around the middle of the €400 to €440m range

Between 25 to 26%

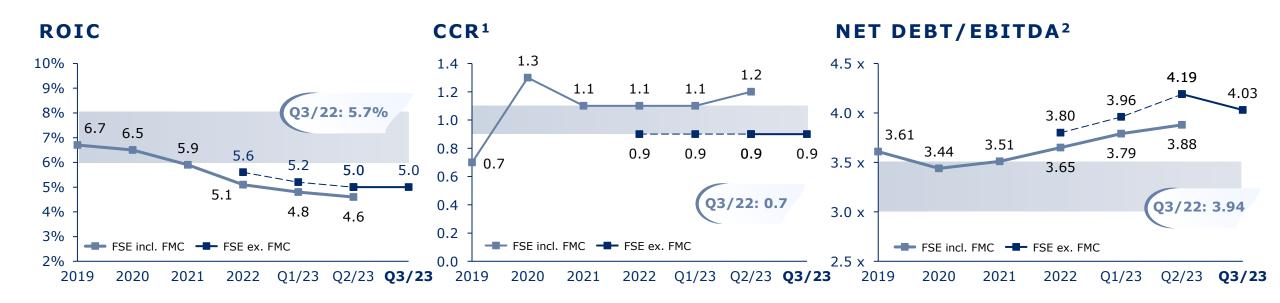
Around 5%

Below 1

Around 5%

Below 4x

Capital efficiency and returns





- Excluding FMC ROIC around 40 bps higher
- Q3/2023 ROIC still below 6-8% target corridor
- FY/23 is inflection point



- Q3/23: CCR stable at 0.9x (excl. FMC)
- YoY improvement from 0.7x in Q3/22 to 0.9x in Q3/23
- Increased focus on cash and cash return in the Group



- Strong commitment to 3.0 to 3.5x leverage corridor and investment grade rating
- Sequential improvement by 16 bps
- Excluding potential divestments

² At LTM average exchange rates for both net debt and EBITDA; pro forma closed acquisitions/divestitures; before special items; after effects from assets held for sale at FMC



¹ LTM

Fresenius Kabi: Q3/23 & Q1-3/23 Organic Revenue Growth by Product Group

€m	Q3/23	Δ YoY organic	Q1-3/23	Δ YoY organic
MedTech	369	8%	1,113	9%
Nutrition	587	9%	1,803	10%
Biopharma	111	71%	264	59%
Growth Vectors ¹	1,067	12%	3,180	11%
Pharma (IV Drugs & Fluids)	941	1%	2,833	3%
Corporate	13		0	
Total revenue	2,021	7%	6,013	7%

¹ consists of MedTech, Nutrition, Biopharma



Fresenius Kabi: Q3/23 & Q1-3/23 EBIT(DA) development

Q3/23	Δ YoY cc	Q1-3/23	Δ YoY cc
406	6%	1,209	4%
20.1%	+90 bps	20.1%	-10 bps
104	25%	288	+4%
9.8%	+180 bps	9.1%	-30 bps
200	9%	603	7%
21.3%	+150 bps	21.3%	+90 bps
-15		-28	
289	6%	863	2%
14.3%	+80 bps	14.4%	-10 bps
	406 20.1% 104 9.8% 200 21.3% -15 289	406 20.1% +90 bps 104 25% 9.8% +180 bps 200 9% 21.3% +150 bps -15 289 6%	406 6% 1,209 20.1% +90 bps 20.1% 104 25% 288 9.8% +180 bps 9.1% 200 9% 603 21.3% +150 bps 21.3% -15 -28 289 6% 863

All figures before special items Margin growth at actual rates

For a detailed overview of special items and adjustments please see the reconciliation tables provided on our website https://www.fresenius.com/financial-results.



¹ consists of MedTech, Nutrition, Biopharma

Fresenius Helios: Q3/23 & Q1-3/23 Key Financials

€m	Q3/23	Δ YoY cc	Q1-3/23	Δ YoY cc
Total revenue	2,953	5% ¹	9,132	6% ¹
Thereof Helios Germany	1,800	4% ¹	5,451	3%1
Thereof Helios Spain	1,088	5% ¹	3,481	9%1
Thereof Helios Fertility	64	13%¹	198	13%1
Total EBIT Margin	239 8.1%	8% +30 bps	861 9.4%	4% -20 bps
Thereof Helios Germany Margin	157 8.7%	11% +60 bps	466 8.5%	4% 0 bps
Thereof Helios Spain Margin	81 7.4%	-2% -60 bps	392 11.3%	3% -60 bps
Thereof Helios Fertility Margin	5 7.8%	50% +130 bps	16 8.1%	13% -10 bps
Thereof Corporate	-4	33%	-13	24%

For a detailed overview of special items and adjustments please see the reconciliation tables provided on our website https://www.fresenius.com/financial-results.



¹ Organic growth

All figures before special items

Fresenius Helios: Key Metrics

	Q1-3/23	FY/22	Δ
Helios Germany			
Hospitals - Acute care hospitals	86 83	87 84	-1% -1%
Beds - Acute care hospitals	29,993 29,427	30,352 29,786	-1% -1%
Admissions - patients treated in hospital - patients treated as outpatient	4,143,525 854,118 3,289,407	5,508,158 1,084,676 4,423,482	
Helios Spain (incl. Latin America)			
Hospitals	58	58	0%
Beds	8,267	8,259	0%
Admissions (including outpatients) - patients treated in hospital - patients treated as outpatient	15,466,307 850,578 14,615,729	18,853,264 1,067,410 17,785,854	



Fresenius Vamed: Q3/23 & Q1-3/23 Key Financials

€m	Q3/23	Δ YoY cc	Q1-3/23	Δ YoY cc
Total revenue Thereof organic revenue	647	+13% +13%	1,761	7% 6%
Project business	191	24%	426	5%
Service business	456	9%	1,335	7%
Total EBIT ¹	10	0%	-37	
Order intake ²	40	-74%	262	-61%
Order backlog ²			2,908 ³	-22%4

⁴ Versus December 31, 2022



Before special itemsProject business only

³ Thereof conditionally agreed order backlog €839 million

Fresenius Group: Calculation of Noncontrolling Interests

€m	Q1-3/23	Q1-3/22
Earnings before tax and noncontrolling interests	1,328	1,470
Taxes	-334	-326
Noncontrolling interests, thereof	-46	-72
Fresenius Kabi	-47	-52
Fresenius Helios	-14	-14
Fresenius Vamed	-2	-3
Fresenius Vamed's 23% external ownership	17	-3
Net income from operations to be deconsolidated	160	212
Net income attributable to Fresenius SE & Co. KGaA	1,108	1,284

Before special items

For a detailed overview of special items and adjustments please see the reconciliation tables provided on our website https://www.fresenius.com/financial-results.



Fresenius Group: Cash Flow

€m	Q3/23	Q3/23 LTM	LTM Margin	Q3 Δ YoY
Operating Cash Flow – continuing operations	648	2,084	9.3%	8%
Capex (net)	-272	-1,126	-5.0%	22%
Free Cash Flow – continuing operations	376	958	4.3%	0%
(before acquisitions, dividends and lease liabilities)				
Acquisitions (net)	-181	-237		
Dividends	1	-445		
Lease liabilities	-75	-233		
Free Cash Flow – continuing operations (after acquisitions, dividends and lease liabilities)	121	43	0.2%	

Fresenius Group: Reconciliation adjusted Free Cash Flow for CCR

€m	Q3/23	Q3/22	Q1-3/23 LTM	Q1-3/22 LTM
Operating Cash Flow	648	598	2,084	1,886
Capex (net)	-272	-223	-1,126	-1,092
Free Cash Flow	376	375	958	794
(before acquisitions and dividends)				
Special items				
(net income before minorities)	+35	+53	+245	+141
Interests	+109	+67	+380	+215
(before special items)				
Taxes	+99	+93	+445	+481
(before special items)				
Adjusted Free Cash Flow for CCR	619	588	2,028	1,631

Cash Flow development Q3/23

	Opera	ting Cash	Flow		Capex (net)				Free Cash Flow ¹			
€m	Q3/23	Q3/22	Q3/23 Margin	Q3/22 Margin	Q3/23	Q3/22	Q3/23 Margin	Q3/22 Margin	Q3/23	Q3/22	Q3/23 Margin	Q3/22 Margin
FRESENIUS KABI	380	301	18.8%	14.5%	-110	-118	-5.4%	-5.7%	270	183	13.4%	8.8%
FRESENIUS HELIOS	208	353	7.0%	12.5%	-143	-90	-4.8%	-3.2%	65	263	2.2%	9.3%
FRESENIUS VAMED	50	-18	7.7%	-3.1%	-18	-10	-2.8%	-1.8%	32	-28	4.9%	-4.9%
Corporate/Other	10	-38			-1	-5			9	-43		
FFFESENIUS	648	598	11.7%	11.1%	-272	-223	-4.9%	-4.1%	376	375	6.8%	7.0%
Operations to be deconsolidated (FMC)	760	658	15.4%	12.9%	-134	-157	-2.7%	-3.1%	626	501	12.7%	9.8%

¹ Before acquisitions, dividends and lease liabilities



Cash Flow development Q3/23 LTM

	Opera	ating Cash	Flow		Capex (net)				Free Cash Flow ¹			
€m	Q3/23 LTM	Q3/22 LTM	Q3/23 Margin	Q3/22 Margin	Q3/23 LTM	Q3/22 LTM	Q3/23 Margin	Q3/22 Margin	Q3/23 LTM	Q3/22 LTM	Q3/23 Margin	Q3/22 Margin
FRESENIUS KABI	879	878	10.9%	11.5%	-472	-492	-5.8%	-6.4%	407	386	5.1%	5.1%
FRESENIUS HELIOS	1,333	1,020	11.0%	8.8%	-590	-553	-4.9%	-4.8%	743	467	6.1%	4.0%
FRESENIUS VAMED	-4	72	-0.2%	3.0%	-28	-50	-1.1%	-2.1%	-32	22	-1.3%	0.9%
Corporate/Other	-124	-84			-36	4			-160	-80		
F FRESENIUS ²	2,084	1,886	9.3%	8.9%	-1,126	-1,091	-5.0%	-5.2%	958	795	4.3%	3.7%
Operations to be deconsolidated (FMC)	2,509	2,237	17.3%	11.7%	-632	-755	-4.4%	-3.9%	1,877	1,482	12.9%	7.8%

¹ Before acquisitions, dividends and lease liabilities

² Including FMC dividends



Revenue by Business Segment – FX, Acquisitions/Divestitures Effects Q3/23

€m	Q3/23	Q3/22	Growth at actual rates	Currency translation effects	Growth at constant rates	Organic growth	Acquisi- tions	Divesti- tures/ Others
Fresenius Kabi	2,021	2,071	-2%	-9%	7%	7%	1%	-1%
Fresenius Helios	2,953	2,829	4%	-1%	5%	5%	0%	0%
Fresenius Vamed	647	572	13%	0%	13%	13%	0%	0%
Total	5,518	5,386	2%	-4%	6%	6%	0%	0%



Revenue by Business Segment – FX, Acquisitions/Divestitures Effects Q1-3/23

€m	Q1-3/23	Q1-3/22	Growth at actual rates	Currency translation effects	Growth at constant rates	Organic growth	Acquisi- tions	Divesti- tures/ Others
Fresenius Kabi	6,013	5,814	3%	-5%	8%	7%	2%	-1%
Fresenius Helios	9,132	8,685	5%	-1%	6%	6%	0%	0%
Fresenius Vamed	1,761	1,647	7%	0%	7%	6%	1%	0%
Total	16,621	15,862	5%	-2%	7%	6%	1%	0%



Financial Calendar / Contact

Financial Calendar

21 February 2024 Results FY/23

08 May 2024 Results Q1/24

17 May 2024 Annual General Meeting

31 July 2024 Results Q2/24

06 November 2024 Results Q3/24

Please note that these dates could be subject to change.

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