

#FutureFresenius – Consistent delivery and accelerating performance

Roadshow Boston, 6 March 2024

Safe Harbor Statement

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1 Performance in FY/23

- 2 Financial update & Outlook FY/24
- 3 #FutureFresenius: Re-VITALIZE

FY/23: Simplification + Focus = Consistent performance

REVENUE



€22.3 bn

+6%

Guidance:

Mid-single-digit growth

EBIT



€2,262 m

+2%

Guidance:

Broadly flat development





Consistently strong performance at Kabi and Helios

OPERATING COMPANIES		Q1 YTD	Q2 YTD	Q3 YTD	FY/23
FRESENIUS KABI	REVENUE ORG.	+7% ¹	+7% ¹	+7% ¹	+7%¹ ✓
	EBIT	-4%	+1% 🗸	+2% 🗸	+3% 🗸
FRESENIUS HELIOS	REVENUE ORG.	+5% 🗸	+6% 🗸	+6% 🗸	+5% 🗸
	EBIT	+2%	+3%	+4%	+4% 🗸



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

INVESTMENT COMPANY



REVENUE ORG. +13%

3%

+6%

1%²

EBIT

-€27m

-€47m

-€37m

-€16m

¹ Excluding significant inflation accounting effects in Argentina ² Calculated for continued business



Before special items; EBIT growth in constant currency (CC)

#FutureFresenius: Accelerating performance in 2024

2023

- Operating Company focus
- OpCo consistent strong performance
- Costs out
- Structures simplified
- Stronger management team

2024

- Accelerated earnings growth
- Cost programs extended
- **Debt reduction** a priority
- Invigorated innovation



Over-delivered

Re-VITALIZE

Group Outlook FY/24: Accelerating performance



Revenue (org.)

3 - 6% **GROWTH**

EBIT (cc)

4 - 8% **GROWTH**



Advancing patient care: Fresenius Kabi's product successes continue



Broaden Biopharma

- **Tyenne** launched in first countries in **Europe**
- mAbxience and Intas enter strategic partnership to target autoimmune diseases

Expand MedTech

 Fresenius Kabi signs agreement with Mayo to deliver 10,000 Ivenix large-volume infusion pumps

Roll-out Nutrition

Fresenius Kabi launches
 Fresubin plant-based to
 address growing demand
 for alternatives in
 nutritional care

Resilience in Pharma

 Kabi introduces Smart Labels for **Diprivan** with Embedded **Fully** Interoperable +RFID



Advancing patient care: Fresenius Helios leader in quality and innovation



Strong market reputation

Five Quirónsalud centers in the 'top 10' private hospitals with the best reputation in Spain (Monitor de Reputación Sanitaria 2023)

State-of-the-art medical technology

Quirónsalud brings innovation to patients with Spain's first two CT scanners with Photon Counting technology

Operational Excellence

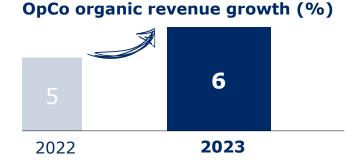
Helios Germany successfully completed the re-certification of its energy management system

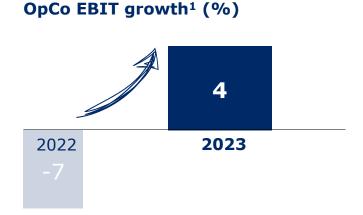
Strategic workforce management

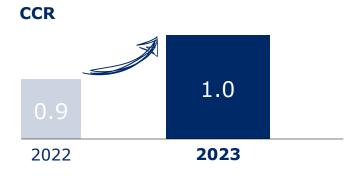
International recruiting in full swing (200+ Brazilian nursing professionals are working for Helios)

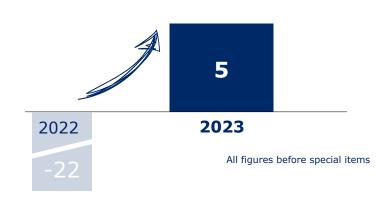


Strong execution - targeting accelerated growth in FY/24









Operating Cashflow² (change yoy %)

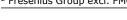
Consistent execution:

Delivering results

Focus on Operating
Companies
as a platform for
even stronger results

Ongoing portfolio optimization to spur success

F FRESENIUS



¹ in constant currency (cc) ² Fresenius Group excl. FMC



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FY/23: Created a strong performance platform

Fresenius Financial Framework 2023 Actuals

AMBITION LEVEL

Operating Companies Investment Companies FSE expectation as major shareholder **FRESENIUS FRESENIUS FRESENIUS** MEDICAL CARE **EBIT** 10.0% 14.3% **-0.7%** 8.9% margin AMBITION LEVEL (14-17%)(9-11%)(4-6%)(10-14%)**Organic** rev. growth (4-7%)(3-5%)AMBITION LEVEL DIVIDEND CAPITAL EFFICIENCY CAPITAL STRUCTURE CASH **Progressive Dividend** ROIC CCR¹ Leverage ratio Suspended for FY/23 5.2% 3.8X (making use of energy

related relief funding)

(3.0-3.5X)

Focus in 2023





Improve capital efficiency and returns

(6-8%)

 $^{^{\}rm 1}\,\text{Cash}$ conversion rate – defined as adjusted FCFbIT / EBIT (before special items) All figures before special items

Q4/23: Strong finish to the year





- Solid revenue growth driven by strong performance of Operating Companies
- EBIT growth reflects strong quarter for Kabi and Helios as well as Vamed's ongoing operational improvement



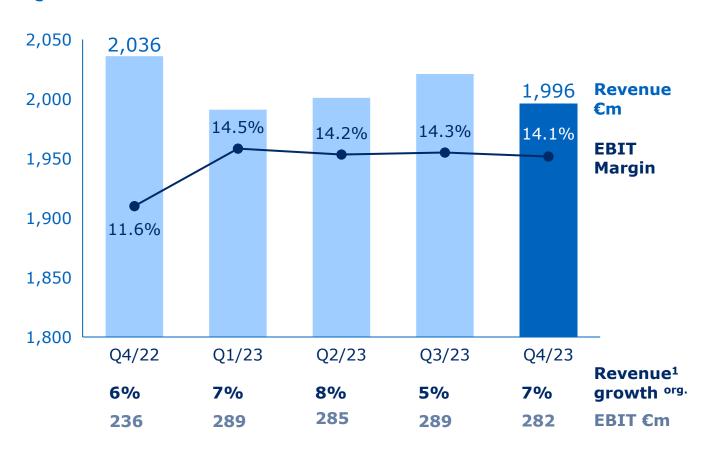
- Higher interest expense at -€118m (Q4/22: -€80m) due to rising interest rates
- Tax rate of 36.4% in Q4 due to tax audit procedures and valuation adjustment of a deferred tax asset; FY/23 at 28.3%
- Leverage ratio 27bps below Q3 at 3.76× driven by strong operating cash flow

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: Growth vectors pace performance

QUARTERLY FINANCIALS



Before special items

MAIN DEVELOPMENTS

- Excellent organic revenue growth of 7%¹ yet again at top-end of structural growth band
- Growth Vectors fueling top-line with excellent 11%¹ organic revenue growth (MedTech: 8%¹; Nutrition: 6%¹; Biopharma: 66%¹)
- Pharma posted solid 3%¹ organic revenue growth based on ability to capture market opportunities
- EBIT margin for Q4/23 at 14.1% driven by strong top-line development and cost and efficiency measures well ahead of plan
- Significant margin expansion at Growth Vectors YoY; strong contribution from Biopharma

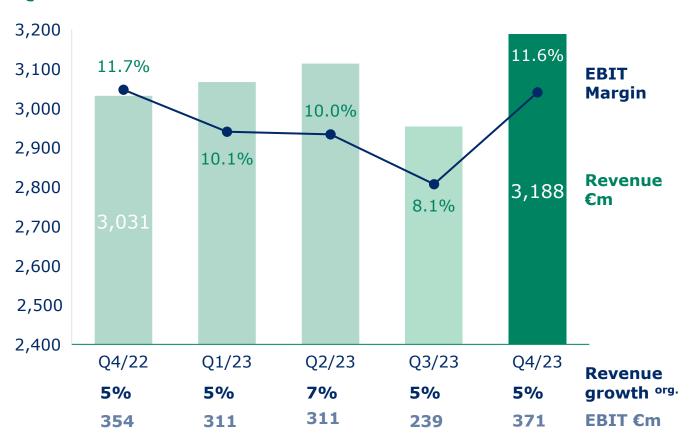


¹ To show the underlying business development, the organic growth definition was adjusted to fully exclude the significant inflation accounting effects in Argentina; according to old methodology organic growth for Fresenius Kabi overall would have been Q1: 7%, Q2: 8%, Q3: 7%, Q4: 14%



Fresenius Helios: Strong finish to the year

QUARTERLY FINANCIALS



Before special items

MAIN DEVELOPMENTS

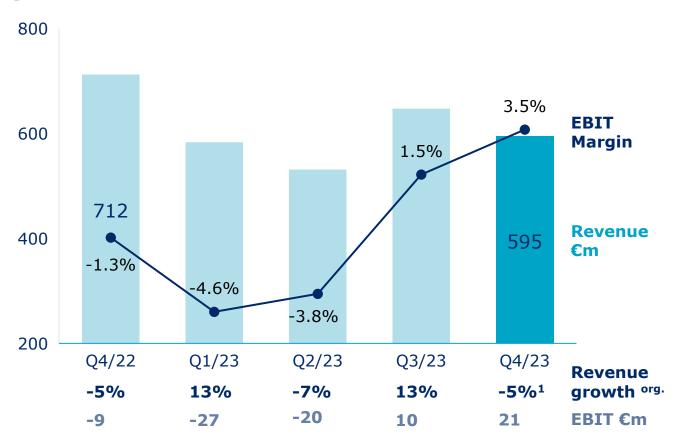
- Organic revenue growth at top-end of structural growth band, driven by healthy activity levels at both Germany (5% organic growth) and Spain (5% organic growth)
- Excellent EBIT margin well above structural margin band in Q4/23 driven by Helios Spain (EBIT margin: 14.6%)
- Strong EBIT growth of 5% supported by strong top-line, cost savings progress and energy related government relief funding
- Eugin divestment successfully completed in January 2024





Fresenius Vamed: Turnaround progressing well

QUARTERLY FINANCIALS



Before special items

TRANSFORMATION UPDATE

- Restructuring measures progressing well along clear implementation roadmap
- Revenue development in Q4/23 impacted by phasing and more rigorous vetting in the Project business; Service business with solid organic growth of 4%
- Further good sequential improvement in EBIT; two consecutive quarters with positive EBIT
- Transformation resulted in special items of €113m booked in Q4/23 (YTD: €554m); mainly non-cash
- Ongoing positive operating performance trend expected in FY/24
- Target to be back in structural EBIT margin band of 4% to 6% by 2025



¹ Organic growth of continuing business

FMC: Deconsolidation finalized

2023 and beyond

14 JULY: 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.

30 SEPTEMBER: Q3 RESULTS

- 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

30 NOVEMBER: REGISTRATION OF LEGAL FORM IN COMMERCIAL REGISTER

- Deconsolidation finalized
- Subsequent measurement under IFRS 5 and deconsolidation according to IFRS 10
- Negative one-time P&L effect attributable to shareholders of Fresenius SE €0.5bn in Q4
- Cash-neutral and reported as special item

AT EQUITY ACCOUNTING

- Ongoing at equity accounting under IAS 28 for FMC
- IFRS 3 Purchase Price Allocation (PPA) performed on FMC
- At equity result will be presented as separate line in P&L
- Subsequent PPA measurement effects are cash neutral and will be treated as special item



Strong operating cash flow in Q4/23

€m	Q4/23	Q4/22	Q4/23 LTM	Q4/22 LTM
OCF	1,272	1,225	2,131	2,031
% OCF Margin	22.4%	21.6%	9.6%	9.4%
Capex (net)	-384	-403	-1,107	-1,089
Capex in % of revenue	-6.8%	-7.1%	-5.0%	-5.0%
Acquisitions (net)	-12	-16	-233	-783
Dividends	-6	-7	-444	-276
Lease liabilities	-56	-57	-232	-200
FCF	814	742	115	-317
Cash flow from continuing operations i.e. ov EMC				

- Q4 OCF increased by 4% over strong prior-year quarter
- Kabi: strong OCF development driven by intense Working Capital focus
- Helios: strong OCF development driven by good cash generation
- CAPEX in FY/23 tightly managed at 5% level
- Good improvement in FCF for FY/24

Cash flow from continuing operations, i.e. ex FMC



FY/24: Focus on execution



More cost savings

2 Drive down leverage

Rigorous focus on capital efficiency and returns

Re-VITALIZE

1 Raising FY/25 target: Cost savings upgrade



- FY/23 cost savings exceed target by >40%
- Kabi was largest contributor to these cost savings
- In FY/24, approx. €330-350m (incremental ~€50-70m) of cost savings expected
- Ongoing targeted cost reduction programs:
 - Procurement
 - SG&A
 - Process optimization
 - Digitalization

2 Improving debt profile a top priority

3.0 TO 3.5X

LEVERAGE RATIO

IN FY/24



















3 ROIC improvements to drive value creation

OPERATING PERFORMANCE

Strong underlying growth at Kabi and Helios

Steady improvement at **Vamed**

Improved **structural productivity** and efficiency

Increased profitability

INVESTED CAPITAL

Targeted and disciplined capital allocation

Focused investments along strategic growth pillars and portfolio optimization

Deconsolidation of FMC

Outlook for FY/24: Consistent delivery on higher targets

OPERATING COMPANIES	FY/23 base ¹	FY/24 outlook
FRESENIUS KABI	€8,009m	Mid-single-digit organic revenue growth
	€1,145m	Around 15% EBIT margin; structural EBIT margin band of 14–17%
FRESENIUS HELIOS	€11,952m	Low-to mid-single-digit organic revenue growth
	€1,190m	Within structural EBIT margin band of 9-11%
INVESTMENT COMPANY		
FRESENIUS VAMED	€2,201m	Mid-single-digit organic revenue growth ²
	-€16m	1-2%-points below structural EBIT margin band of 4-6%



Revenue growth (organic):

3-6% growth

2023: €21,776m¹

EBIT growth (cc):

4-8% growth

2023: €2,220m¹

² Calculated for continued business



¹ Please refer to slide 34 for a reconciliation of the FY/2023 guidance base



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- 2 Financial update & Outlook FY/24

3 #FutureFresenius: Re-VITALIZE

Balancing the driving forces of Advancing Patient Care

Multi-faceted health equity

Securing broad access and affordable healthcare



Cross-platform therapy development

Enabling therapeutic integration and optionality

Human-to-human care

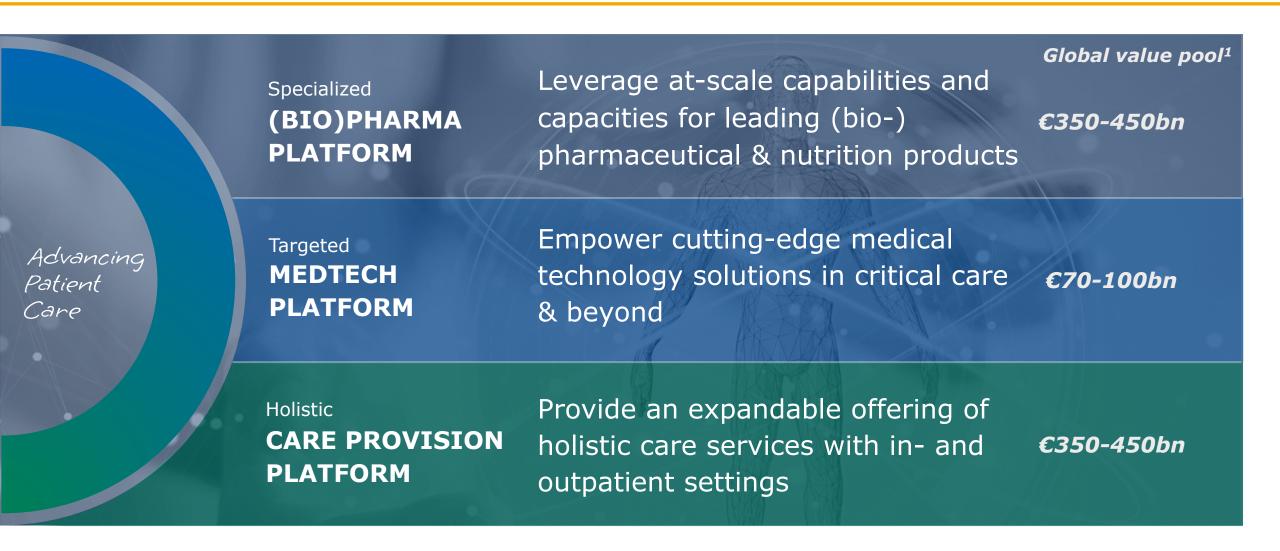
Executing end-to-end clinical pathways with empathic care staff

AI-powered clinical decisions

Supporting efficient, personalized clinical decisions



#FutureFresenius: Becoming a therapy-focused healthcare company





Unique set-up of mutually reinforcing healthcare platforms

Advancing Patient Care

26m patients

treated every year

30+ studies in parenteral and enteral nutrition

3 multiproduct biologic drug substance facilities

Pipeline of **10+** biosimilars

>160 IV Drug products in portfolio

136 hospitals in Germany & Spain

11,500 physicians active in Germany

Breakthrough technology infusion system

Device supplier for 1/3rd of FDA/EMA-approved CAR-T cell therapies

#2 for plasma collection devices globally

Installed base of >1m medical pumps

~400k anonymized routine treatment data sets

>20 surgical robots in practice



Multi-faceted Health Equity



Human-to-Human care



AI-powered clinical outcomes



Cross-platform therapy development



Re-VITALIZE: Kabi 3+1 strategy delivering



SELECTED HIGHLIGHTS FOR 2024 AND BEYOND

Broaden Biopharma



Expand on MedTech



Roll-out Nutrition



Build Resilience in Pharma



- Tyenne launch in attractive markets globally
- Strong AIID*/oncology portfolio and pipeline
- COGS reduction on vertical integration with mAbxience
- ...

- Broad-based volume and price growth
- Global network transformation
- Strong launch pipeline incl. software solutions
- ...

- Gradual PN roll-out in USA
- Roll-out China FSMP upon market development
- Innovative product expansion
- ...

- More differentiated products

New generic molecule launches

- Operational excellence in global manufacturing and R&D network
- ...

3



1

^{*} Autoimmune and inflammatory disorders



Re-VITALIZE: Helios a consistent performer



SELECTED HIGHLIGHTS FOR 2024 AND BEYOND

Moving ahead from leading positions in Germany and Spain



Strong footprints in both markets with clear opportunities for market share expansion



Continued best-in-class medical quality levels



Efficiency focus in core operations Germany and Spain, with mutual best-practice sharing



Targeted capital deployment for market-specific capacity and technology upgrades



Next-level patient care from integration of digital and AI capabilities into core business





#FutureFresenius

2022

2023

2024

2025

2026

2027

2030+

REIMAGINE



REJUVENATE

Pursue platform-driven growth opportunities

Shape the future of healthcare

Optimize portfolio & refine operating model

REVITALIZE

Focus + Simplification + Performance = VALUE

#FutureFresenius - 2024 the year of Financial Progression



2024
FINANCIAL
PROGRESSION

Re-VITALIZE



Attachments

Creating #FutureFresenius: Pacing change



Guidance base

		FY/2023			
€m		Actual	Portfolio Adjustments Helios	Discontinued business Vamed ¹	Base for Guidance FY/24
FRESENIUS KABI	Revenue	8,009			8,009
	EBIT	1,145			1,145
FRESENIUS HELIOS	Revenue	12,320	-368		11,952
	EBIT	1,232	-42		1,190
FRESENIUS VAMED	Revenue	2,356		-155	2,201
	EBIT	-16		0	-16
Corporate	Revenue	-386			-386
	EBIT	-99			-99
FRESENIUS	Revenue	22,299	-368	-155	21,776
	EBIT	2,262	-42	0	2,220
¹ Existing projects in respective countries will continu	ue for a certain time period				



FY/24 - Other financial KPIs for Fresenius Group

		FY/23	FY/24 expectation
Profitability	Interest expense	€418 m	€420 to €440m
	Tax rate	28.3%	Between 25 to 26%
Capital Allocation	CAPEX % of revenue	5.1%	Around 5%
	CCR LTM	1.0	Around 1
	ROIC	5.2%	In the range of 5.4 to 6.0%
	Leverage ratio	3.76x	Within target range of 3.0 to 3.5x net debt/EBITDA

Before special items



Fresenius Kabi: Q4 & FY/23 Organic Revenue Growth by Product Group

€m	Q4/23	Δ YoY organic	FY/23	Δ YoY organic
MedTech	397	8%	1,510	8%
Nutrition	501	6%	2,304	8%
Biopharma	99	66%	363	57%
Growth Vectors ¹	997	11%	4,177	10%
Pharma (IV Drugs & Fluids)	1,000	3%	3,832	3%
Corporate	0		0	
Total revenue	1,996	7 %²	8,009	7 %³

¹ Consists of MedTech, Nutrition, Biopharma



² Excluding hyperinflation Argentina, including: 14%

³ Excluding hyperinflation Argentina, including: 9%

Fresenius Kabi: Q4 & FY/23 EBIT(DA) development

€m	Q4/23	Δ YoY cc	FY/23	Δ YoY cc
Total EBITDA Margin	425 21.3%	0% +150 bps	1,634 20.4%	3% +30 bps
Growth Vectors ¹ Margin	102 10.2%	12% +430 bps	390 9.3%	+6% +80 bps
Pharma (IV Drugs & Fluids) Margin	189 18.9%	2% +10 bps	792 20.7%	6% +70 bps
Corporate	-9		-37	
Total EBIT Margin	282 14.1%	6% +250 bps	1,145 14.3%	3% +50 bps

All figures before special items Margin growth at actual rates

¹ consists of MedTech, Nutrition, Biopharma

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 Helios: Q4 & FY/23 Key Financials

€m	Q4/23	Δ YoY cc	FY/23	Δ YoY cc
Total revenue	3,188	5% ¹	12,320	5% ¹
Thereof Helios Germany	1,828	5%¹	7,279	4%1
Thereof Helios Spain	1,289	5%¹	4,770	8%1
Thereof Helios Fertility	71	22%1	269	15%¹
Total EBIT Margin	371 11.6%	5% -10 bps	1,232 10.0%	4% -10 bps
Thereof Helios Germany Margin	164 9.0%	-6% -90 bps	630 8.7%	1% -20 bps
Thereof Helios Spain Margin	188 14.6%	8% +40 bps	580 12.2%	5% -30 bps
Thereof Helios Fertility Margin	10 14.1%	100% +500 bps	26 9.7%	38% +130 bps
Thereof Corporate	9		-4	

¹ Organic growth

All figures 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/results-center.



Fresenius Helios: Key Metrics

	FY/23	FY/22	Δ
Helios Germany			
Hospitals	86	87	-1%
- Acute care hospitals	83	84	-1%
Beds	29,976	30,352	-1%
- Acute care hospitals	29,410	29,786	-1%
Admissions	5,470,871	5,508,158	-1%
 patients treated in hospital 	1,136,446	1,084,676	5%
- patients treated as outpatient	4,334,425	4,423,482	-2%
Helios Spain (incl. Latin America)			
Hospitals	59	58	2%
Beds	8,299	8,259	0%
Admissions (including outpatients)	20,301,158	19,360,634	5%
 patients treated in hospital 	1,153,240	1,093,858	5%
- patients treated as outpatient	19,147,918	18,266,776	5%



Fresenius Vamed: Q4/23 & FY/23 Key Financials

€m	Q4/23	Δ YoY cc	FY/23	Δ YoY cc
Total revenue	595	-17%	2,356	0%
Thereof continued business Organic revenue ¹	589	-5%	2,201	1%
Project business	132	-51%	558	-17%
Service business	463	4%	1,798	6%
Total EBIT ²	21		-16	
Order intake ³	74	-76%	336	-66%
Order backlog ³			1,955 ⁴	-24% ⁵

¹ Calculated for continued business



² Before special items

³ Project business only; reflects only unconditional order intake

⁴ In addition conditionally agreed order backlog of €704m

⁵ vs. December 31, 2022

Fresenius Group: Calculation of Noncontrolling Interests

€m	FY/23	FY/22
Earnings before tax and noncontrolling interests	1,844	1,949
Taxes	-522	-437
Noncontrolling interests, thereof	-60	-78
Fresenius Kabi	-54	-56
Fresenius Helios	-22	-17
Fresenius Vamed	-1	-6
Fresenius Vamed's 23% external ownership	17	1
Net income from deconsolidated operations	243	295
Net income attributable to Fresenius SE & Co. KGaA	1,505	1,729

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/results-center.



Fresenius Group: Cash Flow

€m	Q4/23	Q4/23 LTM	LTM Margin	Q4 Δ YoY
Operating Cash Flow – continuing operations	1,272	2,131	9.6%	4%
Capex (net)	-384	-1,107	-5.0%	5%
Free Cash Flow – continuing operations	888	1,024	4.6%	8%
(before acquisitions, dividends, and lease liabilities)				
Acquisitions (net)	-12	-233		
Dividends	-6	-444		
Lease liabilities	-56	-232		
Free Cash Flow – continuing operations (after acquisitions, dividends and lease liabilities)	814	115	0.5%	10%

Fresenius Group: Reconciliation adjusted Free Cash Flow for CCR

€m	Q4/23	FY/23
Operating Cash Flow	1,272	2,131
Capex (net)	-384	-1,107
Free Cash Flow (before acquisitions, dividends, and lease liabilities) Special items	888	1,024
(net income before minorities)	+167	+253
Interests (before special items)	+118	+418
Taxes (before special items)	+188	+522
Adjusted Free Cash Flow for CCR	1,361	2,217

Cash Flow development Q4/23

	Operating Cash Flow				perating Cash Flow Capex (net)				Free Cash Flow ¹			
€m	Q4/23	Q4/22	Q4/23 Margin	Q4/22 Margin	Q4/23	Q4/22	Q4/23 % sales	Q4/22 % sales	Q4/23	Q4/22	Q4/23 Margin	Q4/22 Margin
FRESENIUS KABI	434	298	21.7%	14.6%	-167	-196	-8.3%	-9.6%	267	102	13.4%	5.0%
FRESENIUS HELIOS	867	956	27.2%	31.5%	-190	-227	-6.0%	-7.4%	677	729	21.2%	24.1%
FRESENIUS VAMED	36	12	6.1%	1.7%	-12	47	-2.1%	+6.6%	24	59	4.0%	8.3%
Corporate/Other	-65	-41			-15	-27			-80	-68		
F FRESENIUS 1 Before acquisitions, dividends and lease	1,272	1,225	22.4%	21.6%	-384	-403	-6.8%	-7.1%	888	822	15.6%	14.5%

¹ Before acquisitions, dividends and lease liabilities



Cash Flow development Q4/23 LTM

	Operating Cash Flow				Operating Cash Flow Capex (net)						Free Cash Flow ¹			
€m	Q4/23 LTM	Q4/22 LTM	Q4/23 LTM Margin	Q4/22 LTM Margin	Q4/23 LTM	Q4/22 LTM	Q4/23 LTM % sales	Q4/22 LTM % sales	Q4/23 LTM	Q4/22 LTM	Q4/23 LTM Margin	Q4/22 LTM Margin		
FRESENIUS KABI	1,015	841	12.7%	10.7%	-443	-518	-5.6%	-6.6%	572	323	7.1%	4.1%		
FRESENIUS HELIOS	1,244	1,367	10.1%	11,7%	-553	-554	-4.5%	-4.8%	691	813	5.6%	6.9%		
FRESENIUS VAMED	20	-44	0.8%	-1.9%	-87	19	-3.6%	-0.8%	-67	-25	-2.8%	-1.1%		
Corporate/Other	-148	-133			-24	-36			-172	-169				
FFFESENIUS	2,131	2,031	9.6%	9.4%	-1,107	-1,089	-5.0%	-5.0%	1,024	942	4.6%	4.4%		

¹ Before acquisitions, dividends and lease liabilities



Revenue by Business Segment – FX, Acquisitions/Divestitures Effects Q4/23

€m	Q4/23	Q4/22	Growth at actual rates	Currency translation effects	Growth at constant rates	Organic growth	Acquisi- tions	Divesti- tures/ Others
Fresenius Kabi	1,996	2,036		-11%	9%	7%	0%	2%
Fresenius Helios	3,188	3,031	5%	0%	5%	5%	0%	0%
Fresenius Vamed	595	712	-16%	1%	-17%	-5%	0%	-12%
Total	5,678	5,670	0%	-4%	4%	5%	0%	-1%



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

€m	FY/23	FY/22	Growth at actual rates	Currency translation effects	Growth at constant rates	Organic growth	Acquisi- tions	Divesti- tures/ Others
Fresenius Kabi	8,009	7,850			9%	7%	1%	1%
Fresenius Helios	12,320	11,716	5%	0%	5%	5%	0%	0%
Fresenius Vamed	2,356	2,359	0%	0%	0%	1%	1%	-2%
Total	22,299	21,532	4%	-2%	6%	6%	0%	0%



Financial Calendar / Contact

Financial Calendar

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.

Social Media

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