

#FutureFresenius – Consistent delivery and accelerating performance

HSBC Milan Day, Milan, 18 April 2024

Safe Harbor Statement

This presentation contains forward-looking statements that are subject to various risks and uncertainties. Future results could differ materially from those described in these forward-looking statements due to certain factors, e.g. changes in business, economic and competitive conditions, regulatory reforms, results of clinical trials, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, the availability of financing and unforeseen impacts of international conflicts.

Fresenius does not undertake any responsibility to update the forward-looking statements contained in this presentation.



1 Performance in FY/23

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

FY/23: Simplification + Focus = Consistent performance



Organic revenue growth; EBIT growth in constant currency (cc) Before special items

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Consistently strong performance at Kabi and Helios

OPERATING COMPANIES		Q1 YTD	Q2 YTD	Q3 YTD	FY/23
	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% 🗸

INVESTMENT COMPANY

REVENUE ORG.	+13%	3%	+6%	1% ²
EBIT	-€27m	-€47m	-€37m	-€16m

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

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

#FutureFresenius: Accelerating performance in 2024



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Group Outlook FY/24: Accelerating performance



Revenue (org.)

3 – 6% **GROWTH**

EBIT (cc)

4 – 8% **GROWTH**

7



Advancing patient care: Fresenius Kabi's product successes continue

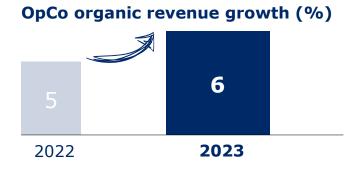


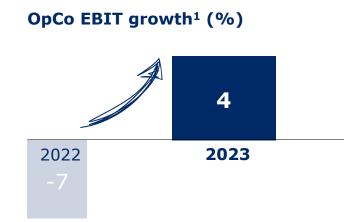


Advancing patient care: Fresenius Helios leader in quality and innovation



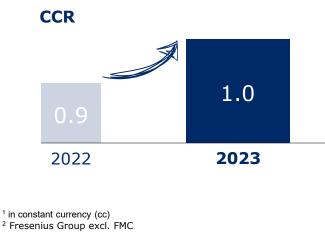
Strong execution - targeting accelerated growth in FY/24



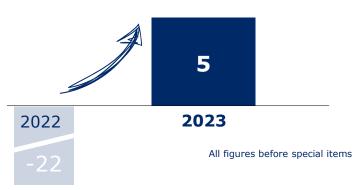








Operating Cashflow² (change yoy %)



 Ongoing portfolio
optimization to spur success

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1 Performance in FY/23

2 Financial update & Outlook FY/24

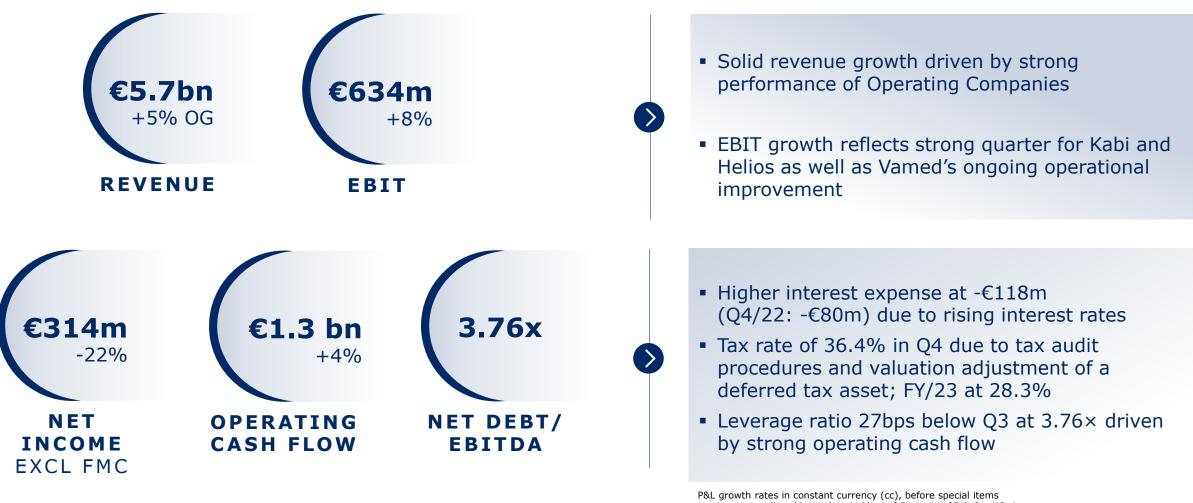
3 #FutureFresenius: Re-VITALIZE

FY/23: Created a strong performance platform

Fresenius Financial Framework 2023 Actuals Focus in 2023 AMBITION LEVEL **Operating Companies Investment Companies** FSE expectation as major shareholder **Increase focus** 1 and transparency FRESENIUS HELIOS FRESENIUS **FRESENIUS** FRESENIUS **MEDICAL CARE** VAMED KABI EBIT 10.0% 14.3% -0.7% 8.9% margin AMBITION LEVEL (14-17%)(9-11%) (4-6%) (10-14%)**Drive structural** 2 Organic 5% productivity 7% rev. growth (4 - 7%)(3-5%)AMBITION LEVEL DIVIDEND CAPITAL EFFICIENCY CAPITAL STRUCTURE CASH **Progressive Dividend Improve capital** ROIC CCR¹ Leverage ratio efficiency and 3 Suspended for FY/23 5.2% **3.8X** returns (making use of energy (3.0 - 3.5X)(6-8%)(~1) related relief funding)

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

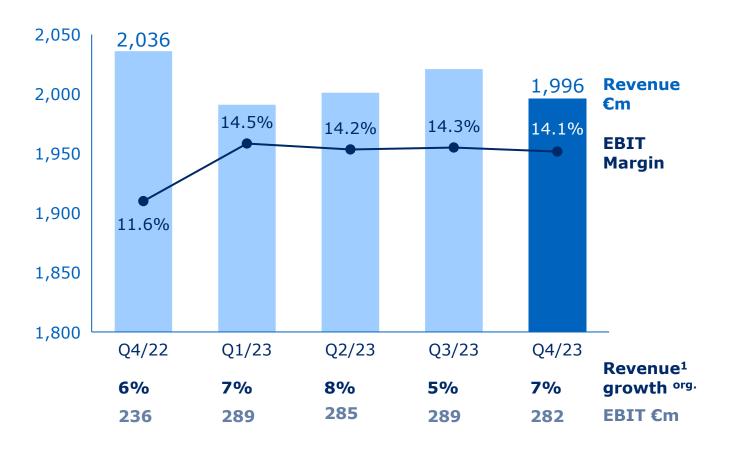
Q4/23: Strong finish to the year





Fresenius Kabi: Growth vectors pace performance

QUARTERLY FINANCIALS



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

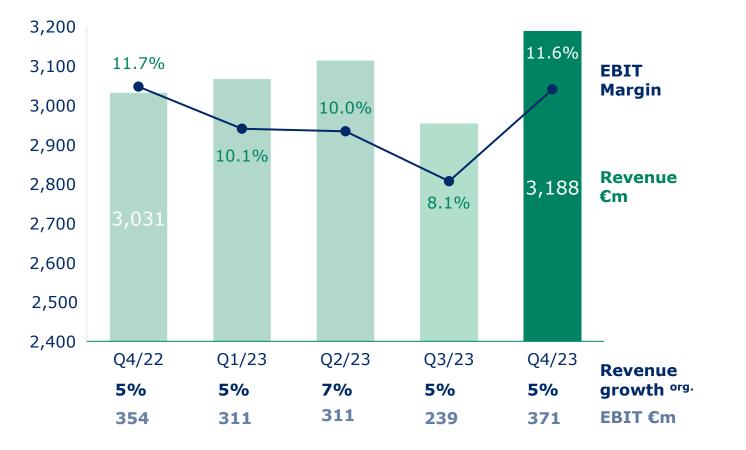
Before special items

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



MAIN DEVELOPMENTS

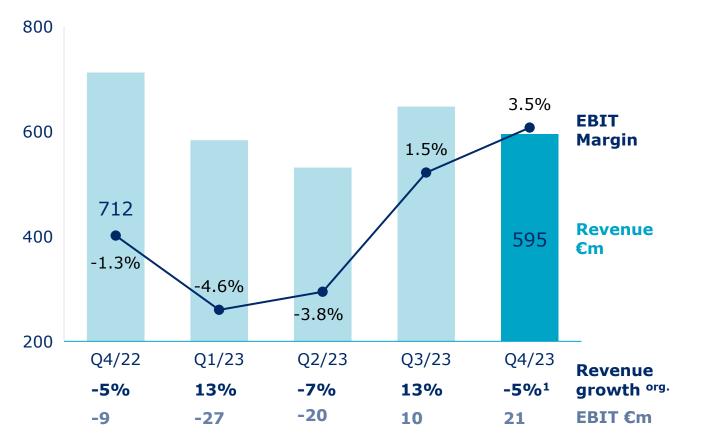
- Organic revenue growth at top-end of structural growth band, driven by healthy activity levels at both Germany (5% organic growth) and Spain (5% organic growth)
- Excellent EBIT margin well above structural margin band in Q4/23 driven by Helios Spain (EBIT margin: 14.6%)
- Strong EBIT growth of 5%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

Before special items



Fresenius Vamed: Turnaround progressing well

QUARTERLY FINANCIALS



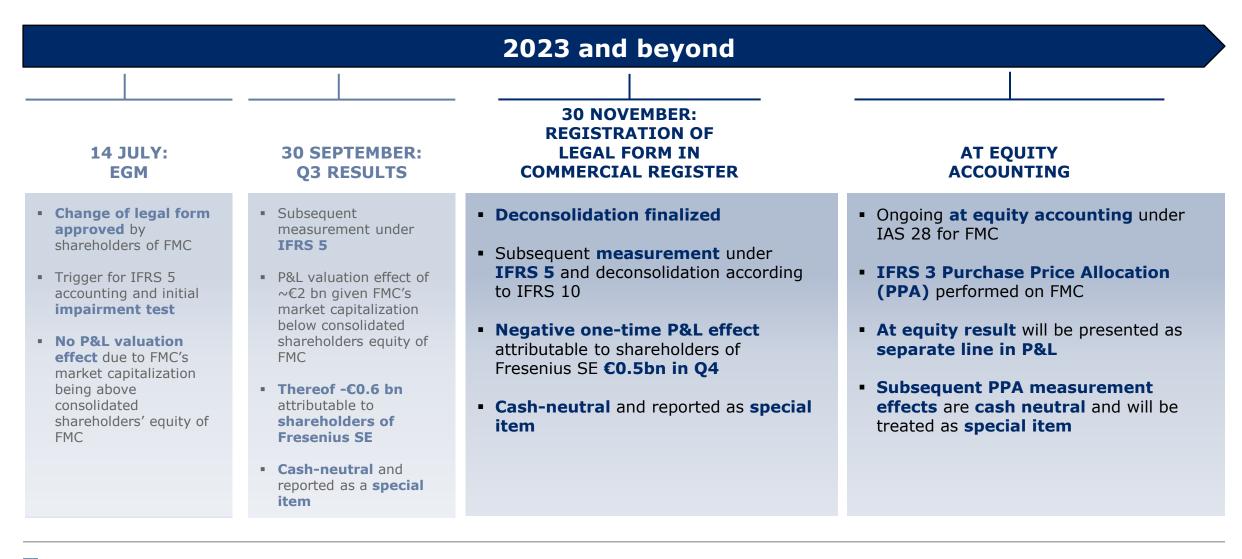
Before special items

¹ Organic growth of continuing business

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

FMC: Deconsolidation finalized



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

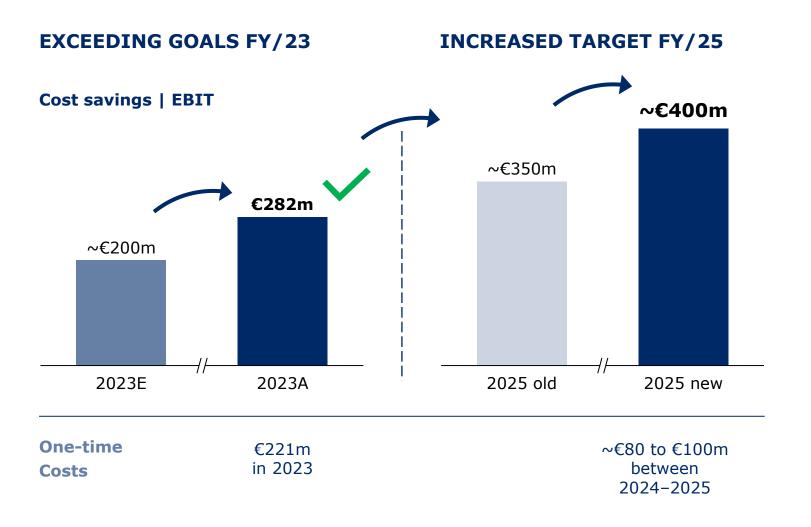
Cash flow from continuing operations, i.e. ex FMC

- 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

FY/24: Focus on execution



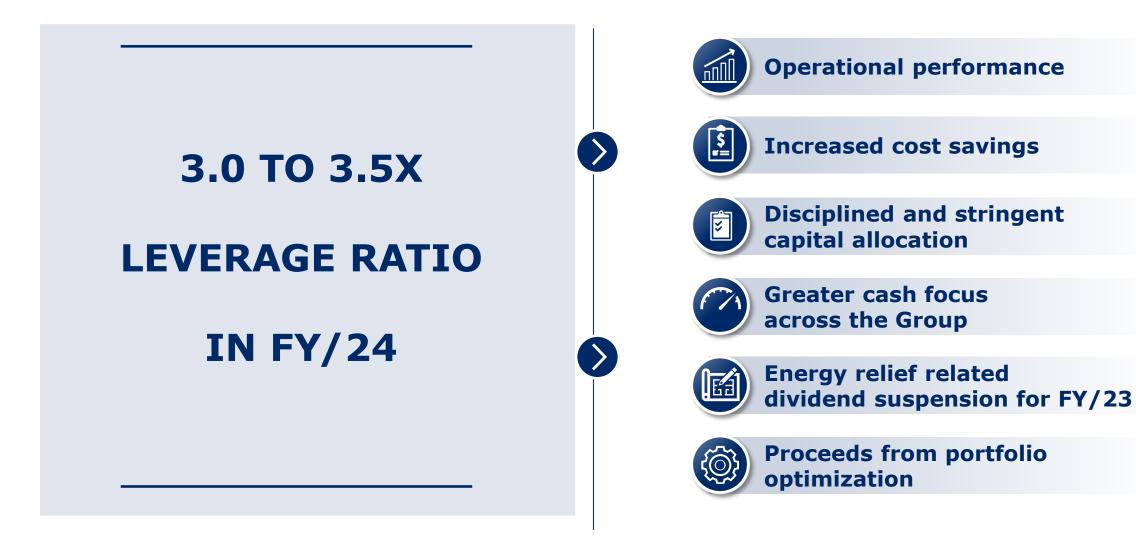
1 Raising FY/25 target: Cost savings upgrade



- 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

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2 Improving debt profile a top priority



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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

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Outlook for FY/24: Consistent delivery on higher targets

OPERATING COMPANIES	FY/23 base ¹	FY/24 outlook	F FRESENIUS
FRESENIUS KABI	€8,009m €1,145m	Mid-single-digit organic revenue growth Around 15% EBIT margin; structural EBIT margin band of 14–17%	Revenue growth (organic): 3-6% growth
FRESENIUS HELIOS	€11,952m €1,190m	Low-to mid-single-digit organic revenue growth Within structural EBIT margin band of 9–11%	2023: €21,776m ¹
INVESTMENT COMPANY			EBIT growth (cc):
¹ Please refer to slide 34 for a reconciliation of the FY/2023	€2,201m -€16m guidance base	Mid-single-digit organic revenue growth ² 1–2%-points below structural EBIT margin band of 4–6%	4–8% growth 2023: €2,220m ¹



- 1 Performance in FY/23
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3 #FutureFresenius: Re-VITALIZE

Balancing the driving forces of Advancing Patient Care



#FutureFresenius: Becoming a therapy-focused healthcare company

Specialized (BIO)PHARMA PLATFORM Leverage at-scale capabilities and capacities for leading (bio-) pharmaceutical & nutrition products Global value pool¹

€350-450bn

Advancing Patient Care Targeted MEDTECH PLATFORM Empower cutting-edge medical technology solutions in critical care **€70-100bn** & beyond

Holistic CARE PROVISION PLATFORM Provide an expandable offering of holistic care services with in- and outpatient settings

€350-450bn

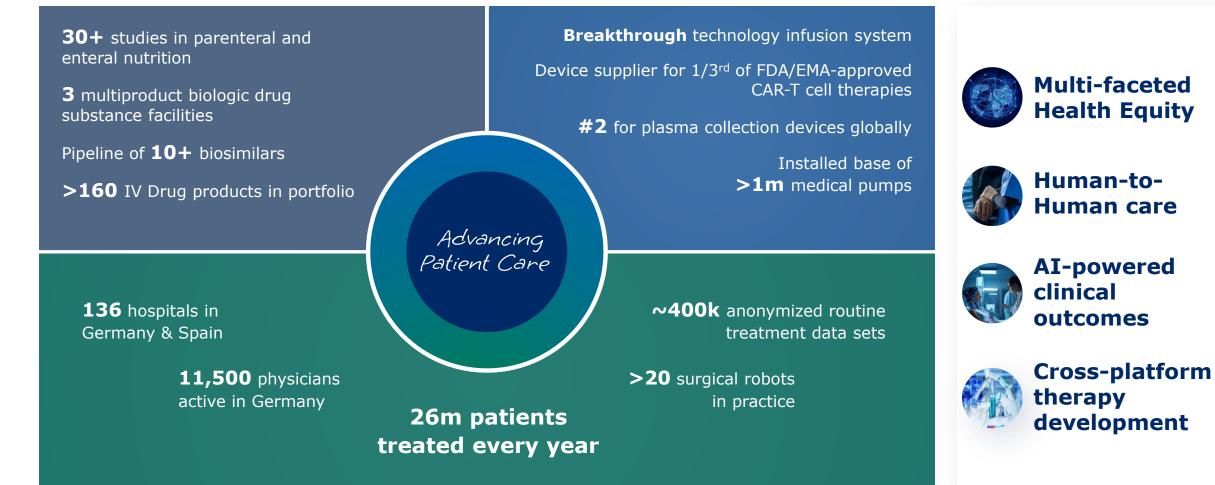
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Note: 1.Global value pool = Market size x Avg. Industry EBIT margin Directional estimate based on various healthare spend assessments, market and company reporting

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Unique set-up of mutually reinforcing healthcare platforms

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SELECTED HIGHLIGHTS FOR 2024 AND BEYOND

• ...

Broaden **Biopharma**

- 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

Roll-out Nutrition

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



• ...

in Pharma

- New generic molecule launches
- More differentiated products
- Operational excellence in global manufacturing and R&D network



• ...

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• ...

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

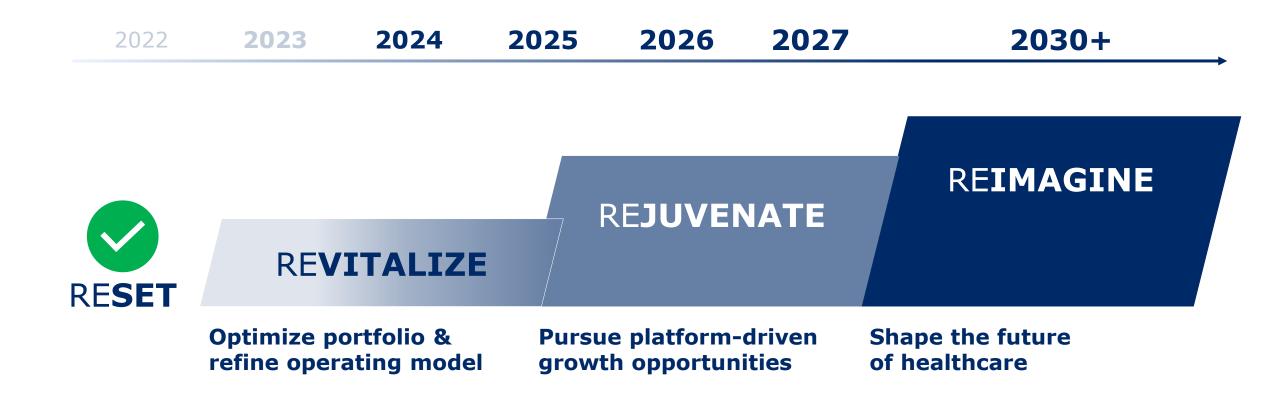


Next-level patient care from integration of digital and AI capabilities into core business



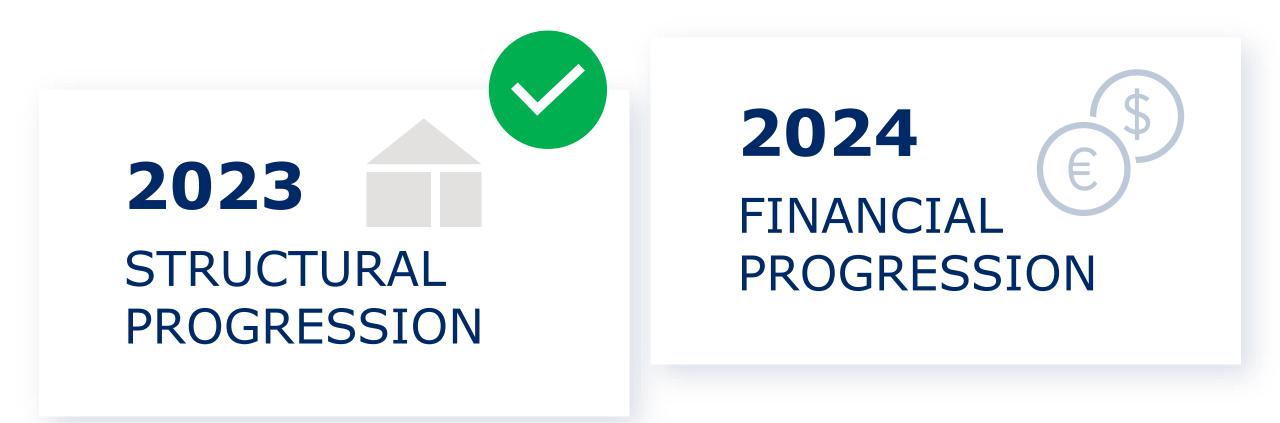
Capital Market Day in London on June 6, 2024

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Focus + Simplification + Performance = VALUE

#FutureFresenius - 2024 the year of Financial Progression



Re-VITALIZE



Attachments

Creating #FutureFresenius: Pacing change



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Guidance base

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

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FY/24 – Other financial KPIs for Fresenius Group

		FY/23	FY/24 expectation
ability	Interest expense	€418 m	€420 to €440m
Profitability	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%
Ŭ	Leverage ratio	3.76x	Within target range of 3.0 to 3.5x net debt/EBITDA

Before special items

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

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

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

Q4/23	Δ YoY cc	FY/23	∆ YoY cc
425	0%	1,634	3%
21.3%	+150 bps	20.4%	+30 bps
102	12%	390	+6%
10.2%	+430 bps	9.3%	+80 bps
189	2%	792	6%
18.9%	+10 bps	20.7%	+70 bps
-9		-37	
282	6%	1,145	3%
14.1%	+250 bps	14.3%	+50 bps
	425 21.3% 102 10.2% 189 18.9% -9 282	425 0% 21.3% +150 bps 102 12% 10.2% +430 bps 189 2% 18.9% +10 bps -9 282 6%	425 0% 1,634 21.3% +150 bps 20.4% 102 12% 390 10.2% +430 bps 9.3% 189 2% 792 18.9% +10 bps 20.7% -9 -37 282 6% 1,145

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

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

€m	Q4/23	Δ YoY cc	FY/23	Δ YoY cc
Total revenue Thereof continued business	595	-17%	2,356	0%
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

 $^{\rm 1}\,{\rm Calculated}$ 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 <u>https://www.fresenius.com/results-center</u>.

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	888	1,024
(before acquisitions, dividends, and lease liabilities)		
Special items (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

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Cash Flow development Q4/23

		Operating	Cash Flow			Capex	(net)			Free Cas	sh 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
	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%
	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		
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%

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Cash Flow development Q4/23 LTM

		Operating	Cash Flow			Capex	(net)			Free Cas	h 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		
F FRESENIUS	2,131	2,031	9.6%	9.4%	-1,107	-1,089	-5.0%	-5.0%	1,024	942	4.6%	4.4%

 $^{\mbox{\scriptsize 1}}$ 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		/	9%	7%	0%	2%
Fresenius Helios	3,188	3,031	5%	0%	5%	5%	0%	0%
Fresenius Vamed	595	712			-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	2%	-7%	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		Social Media
08 May 2024	Results Q1/24	Follow Fresenius Investor Relations on LinkedIn:
17 May 2024	Annual General Meeting	
31 July 2024	Results Q2/24	EN 2506 VIEI EN 1
06 November 2024	Results Q3/24	

Please note that these dates could be subject to change.



Contact

Investor Relations Fresenius SE & Co. KGaA phone: +49 6172 608-2485 e-mail: ir-fre@fresenius.com For further information and current news: <u>www.fresenius.com</u>



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