

# Fresenius Annual General Meeting

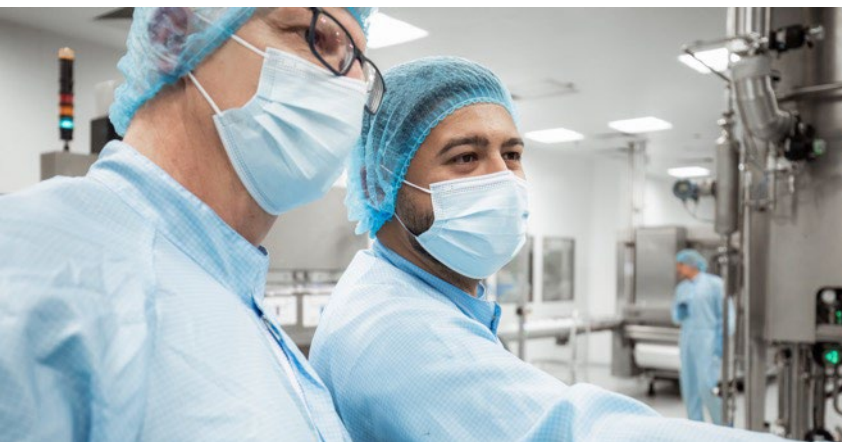
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Frankfurt am Main, May 17, 2024

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

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**RESET** ✓

REVITALIZE

REJUVENATE

REIMAGINE

# #FutureFresenius

## Four phases to becoming the leading healthcare company

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**RESET** ✓

REVITALIZE

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# Share price: continuous improvement since turnaround





# Raised outlook for 2024 fiscal year

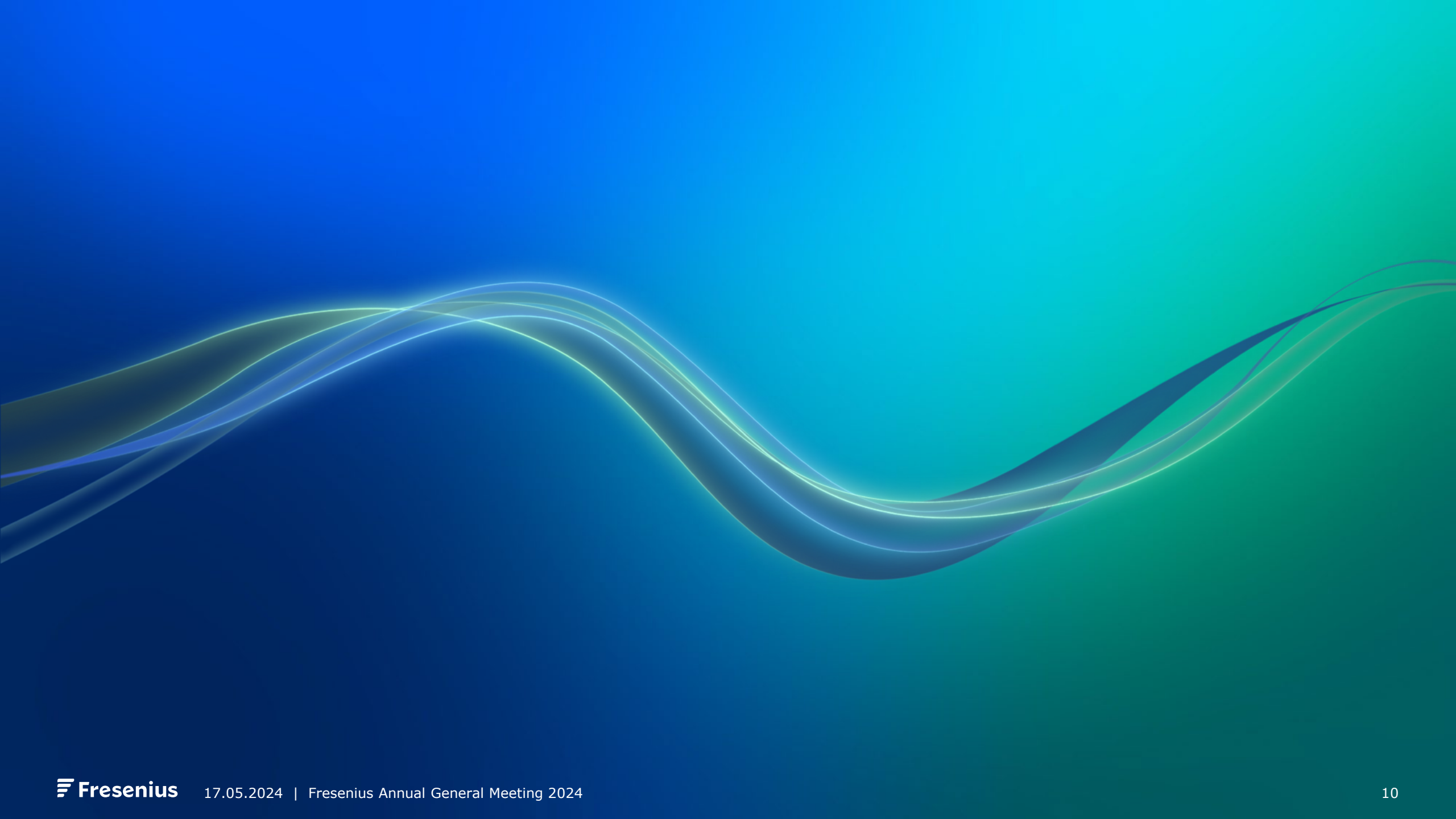
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~~3 - 6 %~~  
**4 - 7 %**

Organic  
revenue growth

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

EBIT growth  
before special items  
in constant currency



# Historic step through deconsolidation For greater freedom and responsibility

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**FRESENIUS  
MEDICAL CARE**



NEW YORK STOCK EXCHANGE

# Simplified structure, sharper focus



## 2023 fiscal year a success

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

\* Organic growth

\*\* EBIT growth rate in constant currency

# Consistently good performance Fresenius Kabi and Fresenius Helios

		Q1 23	Q2 23	Q3 23	FY 23
<b>Fresenius Kabi</b>	<b>Revenue*</b>	+7 %** 	+7 %** 	+7 %** 	+7 %** 
	<b>EBIT</b>	-4 % 	+1 % 	+2 % 	+3 % 
<b>Fresenius Helios</b>	<b>Revenue*</b>	+5 % 	+6 % 	+6 % 	+5 % 
	<b>EBIT</b>	+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*	<b>€8bn</b>	<b>+7 %**</b>	Ambition level: 4 - 7 %
EBIT	<b>€1.15bn</b>	<b>+3 %***</b>	
EBIT margin	<b>14.3 %</b>		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*	<b>€12.3bn</b>	<b>+5 %</b>	Ambition level: 3 - 5 %
EBIT	<b>€1.2bn</b>	<b>+4 %**</b>	
EBIT margin	<b>10.0 %</b>		Ambition level: 9 - 11 %

\* Organic growth

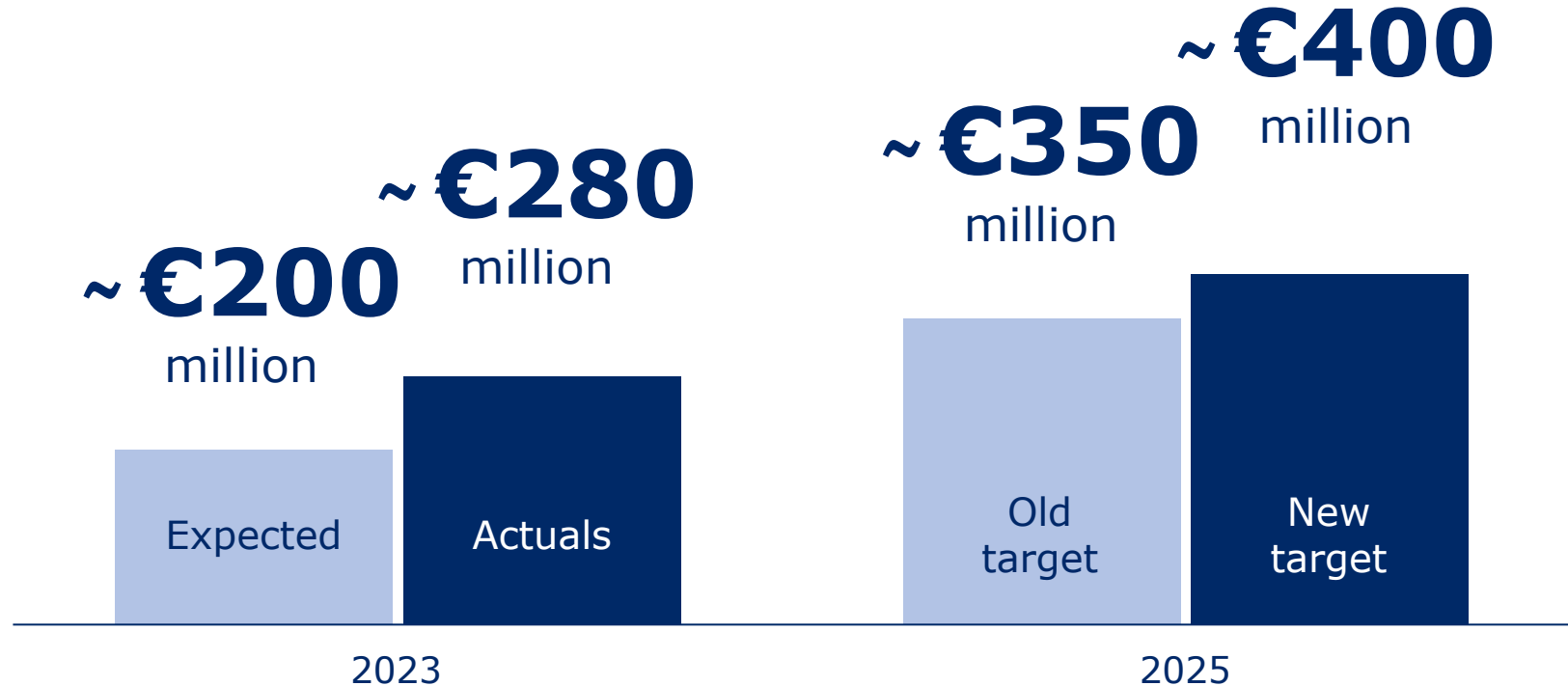
\*\* EBIT growth rates in constant currency



# On track to achieve ambitious savings targets

## Cost and efficiency program leading to greater competitiveness

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# Fresenius Kabi

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# Fresenius Kabi



**mAbxience**  
From lab to life

Innovative **development**  
**and production platform.**

**Strong network**  
for biopharmaceuticals.



# Fresenius Kabi

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## 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.

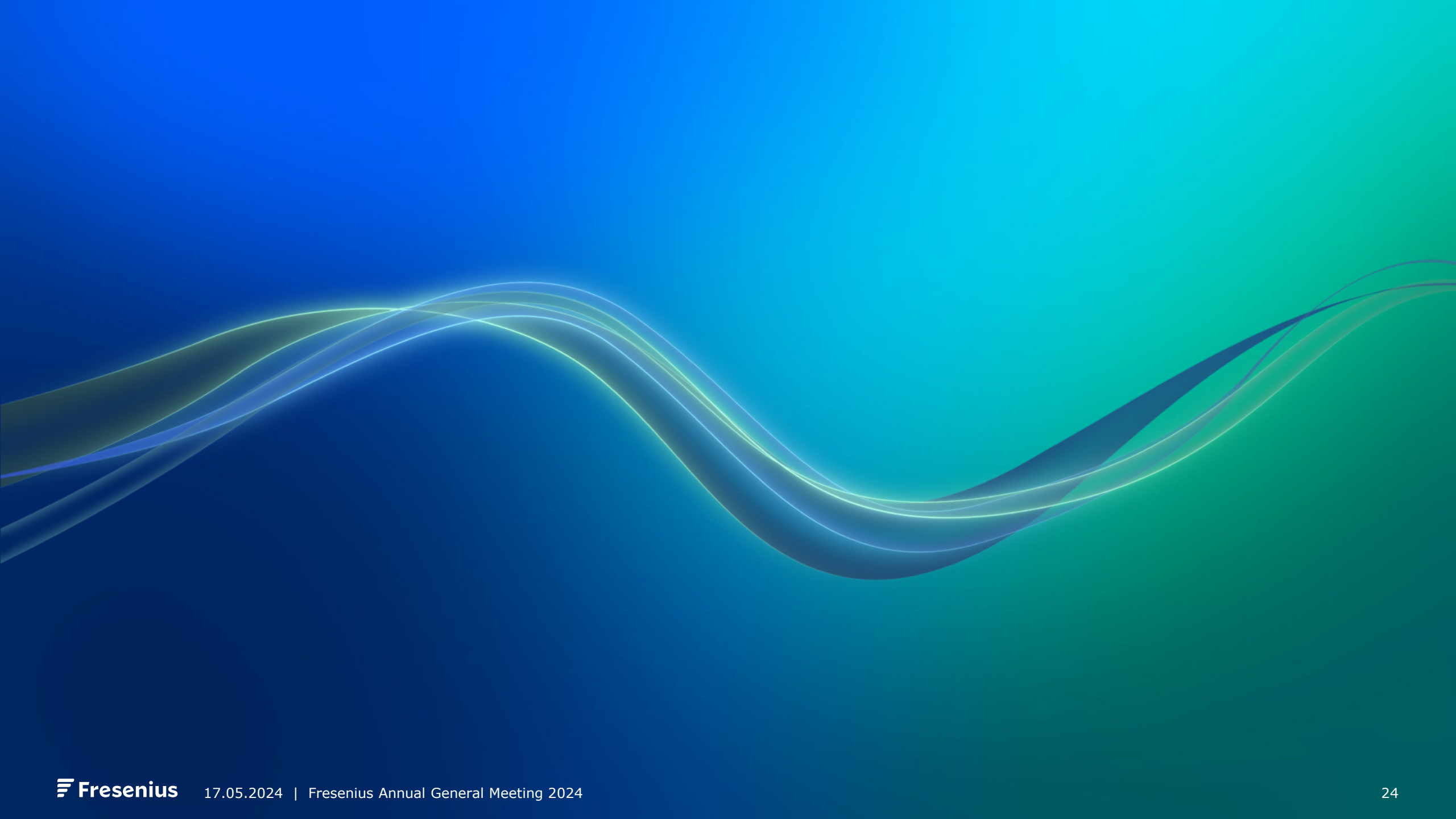
Toda tu salud y tus citas médicas, aquí.



DESCARGA LA APLICACIÓN  
App Store



DESCARGA LA APLICACIÓN  
Google Play





# Robust and dynamic growth

## The global market for healthcare services

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~ \$8  
**trillion**

market volume  
in 2023

~ \$10  
**trillion**

market volume  
in 2027

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

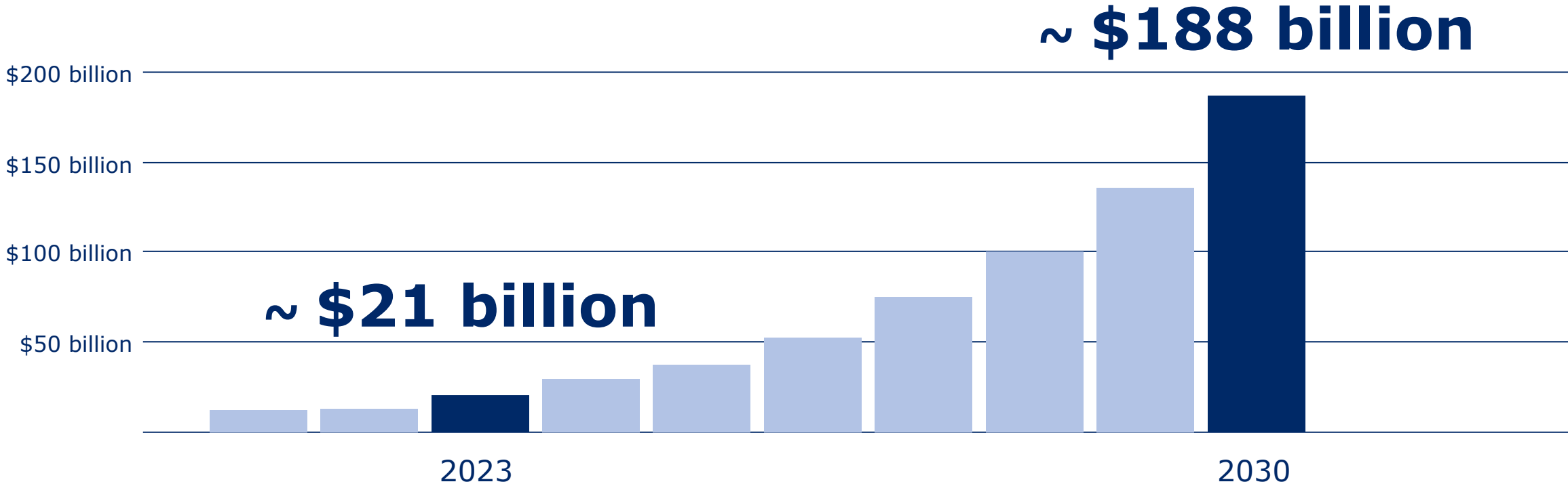
# Driver of the healthcare industry: technology

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# 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

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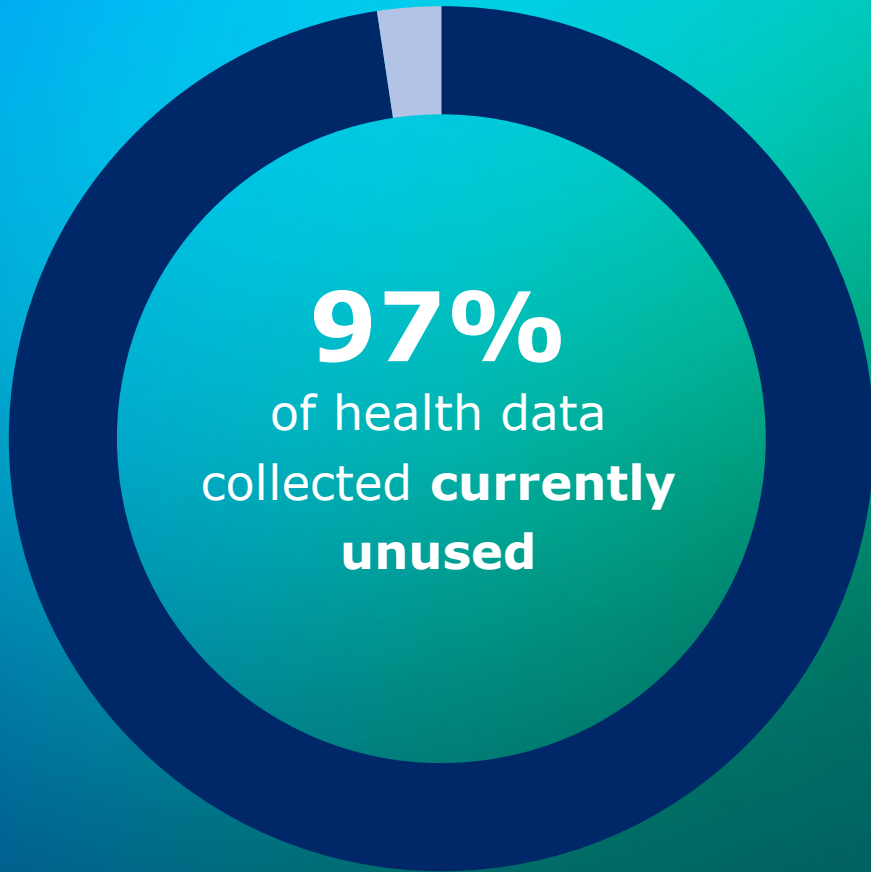
# Digitalization of healthcare

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“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.**”

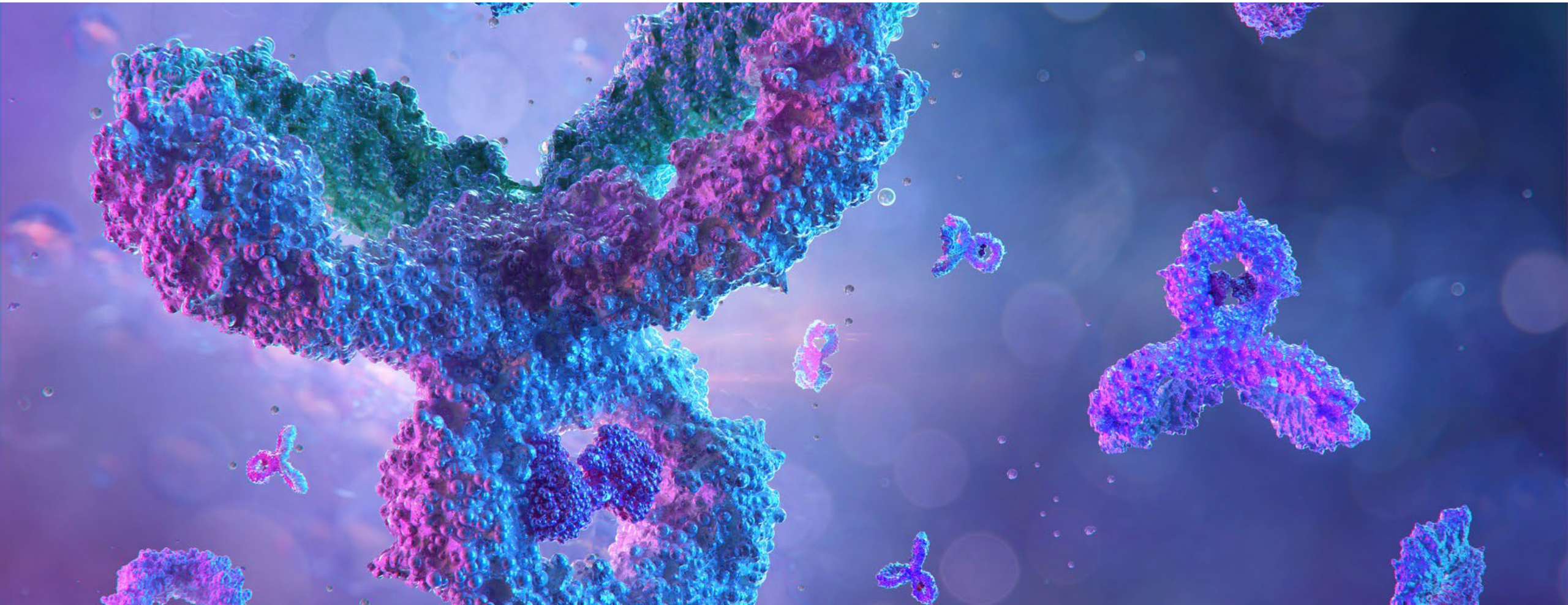
World Economic Forum, Transforming Healthcare 2024 Report



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

# Driver of the healthcare industry: biomedical research

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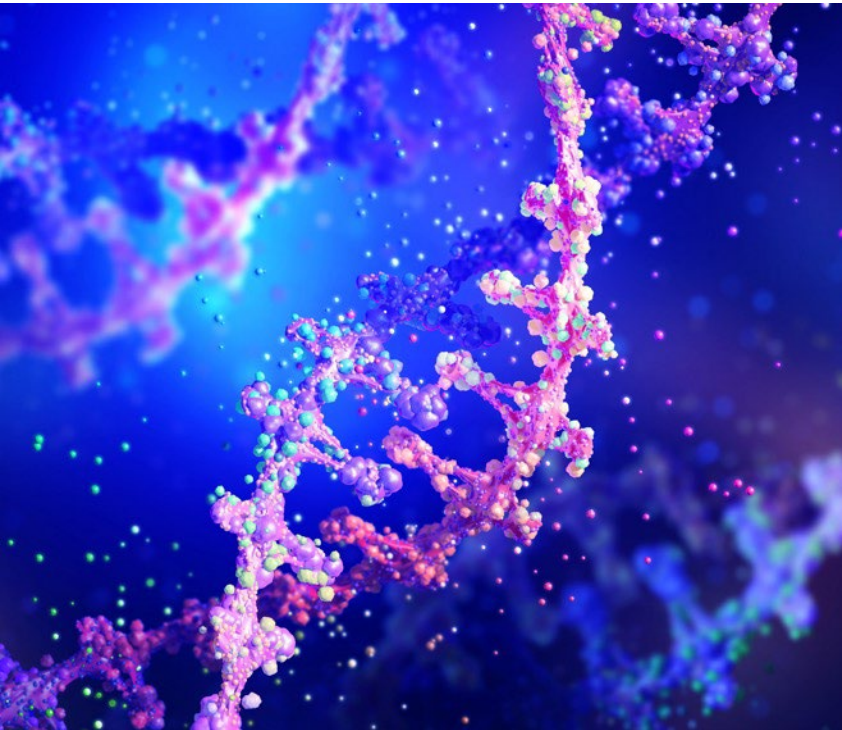
# Focus on people

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# 3 platforms for profitable growth

**(Bio)Pharma**



**MedTech**



**Care Provision**





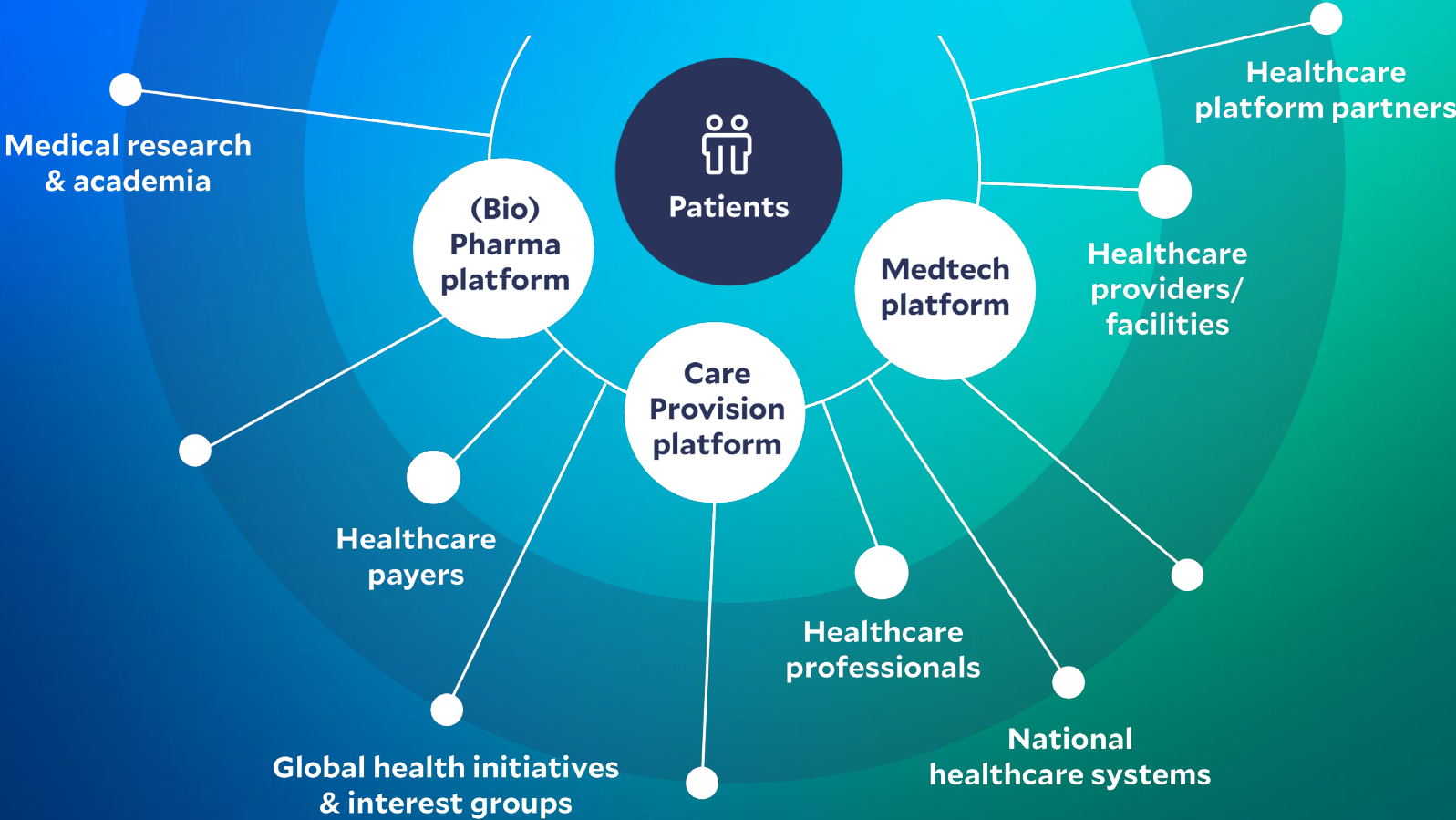
# Market potential of the 3 platforms

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**€1 trillion**

# The Fresenius ecosystem

## A strong global network



# Team Fresenius is growing

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**+5,000**

employees in 2023

**6,700**

apprentices and dual students

**40**

apprenticeships

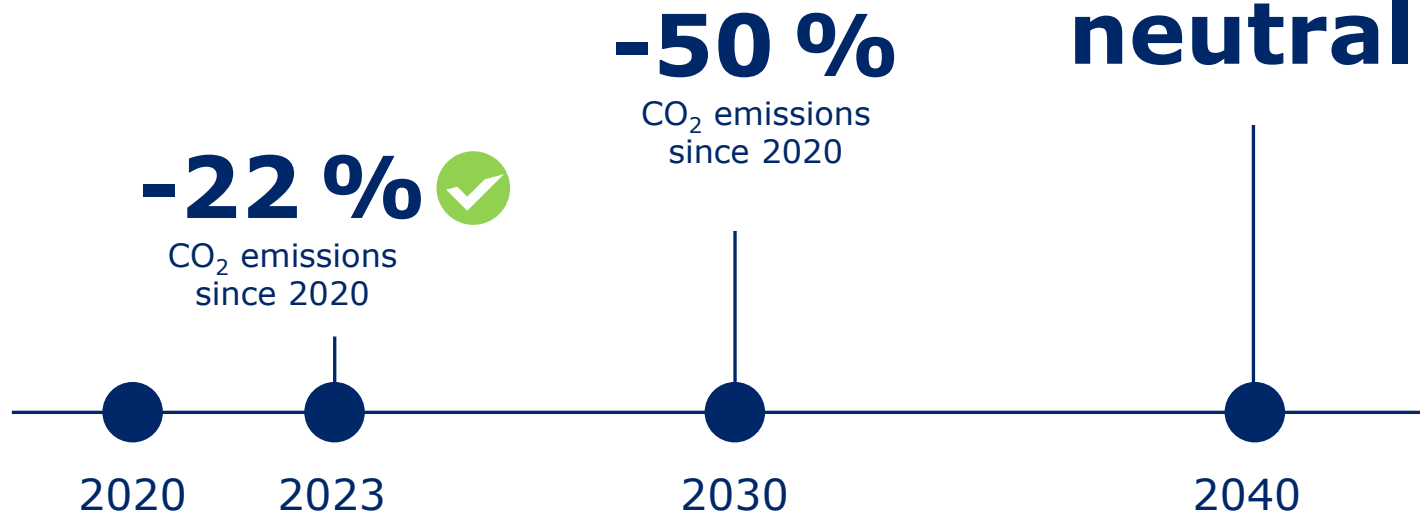
**30**

dual study programs



# ESG influences our actions

## On course for climate neutrality



## A leading global company

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**80** countries

**190,000+** colleagues

**150** nationalities

## Active for our patients worldwide

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**26 million** patients  
**450 million** lives touched



# COMMITTED TO LIFE