

Analyst Presentation

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November 5, 2024

Q3 2024

IR Conference Call

Safe harbor statement: In this Safe harbor statement, “the Company” and “Fresenius Medical Care” refer to Fresenius Medical Care AG & Co. KGaA, a German partnership limited by shares, prior to its conversion of legal form, and to Fresenius Medical Care AG, a German stock corporation, after its conversion of legal form. This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, many of which cannot be predicted with accuracy or might not even be anticipated. The Company has based these forward-looking statements on current estimates and assumptions which we believe are reasonable and which are made to the best of our knowledge. Actual results could differ materially from those included in the forward-looking statements due to various risk factors and uncertainties, including changes in business, economic or competitive conditions, changes in reimbursement, regulatory compliance issues, regulatory reforms, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, cyber security issues and the availability of financing. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. These and other risks and uncertainties are discussed in detail in the Company’s Annual Report on Form 20-F under the headings “Forward-Looking Statements” and “Risk Factors” and under the headings in that report referred to therein, and in the Company’s other reports filed with the Securities and Exchange Commission (SEC) and the Frankfurt Stock Exchange (Frankfurter Wertpapierbörse).

Forward-looking statements represent estimates and assumptions only as of the date that they were made. The information contained in this presentation is subject to change without notice and the company does not undertake any duty to update the forward-looking statements, and the estimates and assumptions associated with them, except to the extent required by applicable law and regulations.

If not mentioned differently the term net income refers to the net income attributable to the shareholders of Fresenius Medical Care. Amounts are in Euro if not mentioned otherwise.

Implementation of measures as presented herein may be subject to information and consultation procedures with works councils and other employee representative bodies, as per local laws and practice. Consultation procedures may lead to changes on proposed measures.



**FRESENIUS
MEDICAL CARE**

- 1 Execution against strategic plan**
- 2 Q3 Business Update**
- 3 Outlook**

Q3 2024 Highlights | Strong improvement of financial performance with meaningful progress towards 2025 income margin targets

Care Delivery



- Positive underlying same market treatment growth:
 - U.S. turned positive
 - International accelerated to 3% growth
- Effective U.S. disaster preparations and response limited impact from recent hurricanes
- Industry-leading quality outcomes in value-based care business, while financial contributions remain volatile
- Most 4 & 5 star CMS clinic ratings
- Final CMS ESRD PPS 2025 rule to result in a 2.7% reimbursement increase

Care Enablement



- Solid volume growth and continued positive pricing momentum outside China
- Negative price impact from introduction of volume-based procurement in China in line with expectations
- Accelerated progress on FME25 savings
- Optimization of manufacturing and supply chain footprint remain in focus
- HDF launch preparations on track
- Vertical integration benefits with own U.S. manufacturing of PD products and IV solutions

Q3 2024 | Key developments at Group level

- Organic revenue growth of +1.9% supported by Care Enablement and Care Delivery
- Underlying U.S. same market treatment growth turned positive
- Exceeding full year FME25 savings target, with additional EUR 64 million contribution in Q3
- Both segments further increased operating income¹ and operating income margin¹
- Net financial leverage ratio further improved to 2.8x
- FY 2024 operating income growth outlook tightened with 16-18% towards the upper end of the previous range

q3
2024

¹ At constant currency, adjusted for special items and divestments closed in 2023. Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base), to reported growth rates: page 18



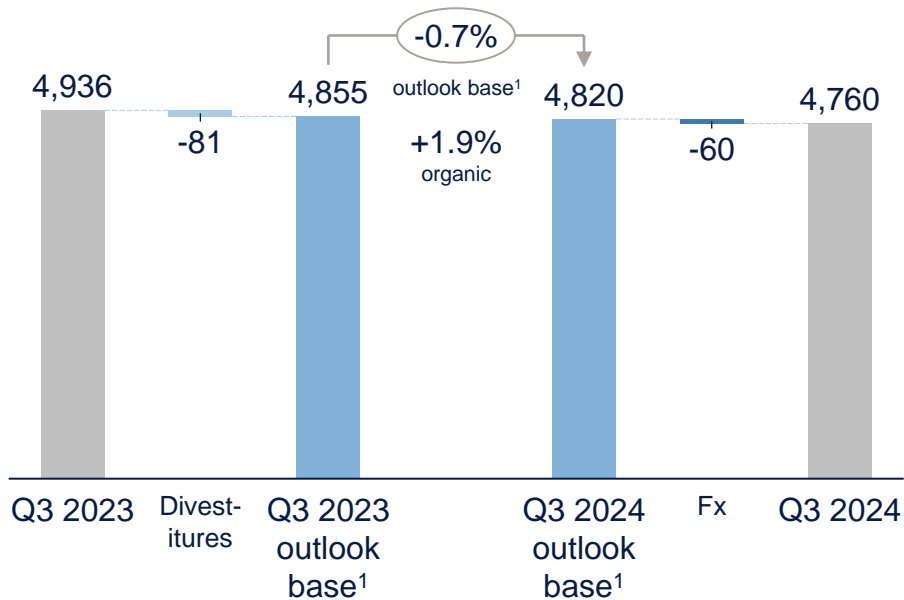
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Q3 2024 | Continued operating margin focus takes effect

Revenue | outlook base¹

in € million

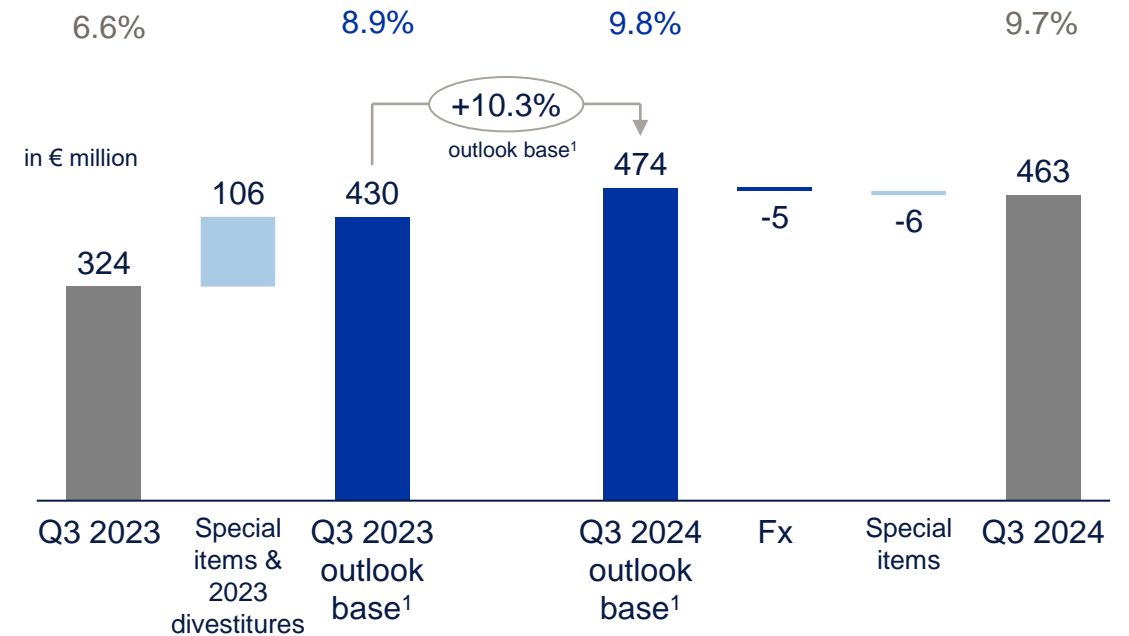


- Solid organic growth¹ with contributions from both segments
- Divestitures negatively impacted development by approx. 230 bps

Operating income | outlook base¹

Margin in %

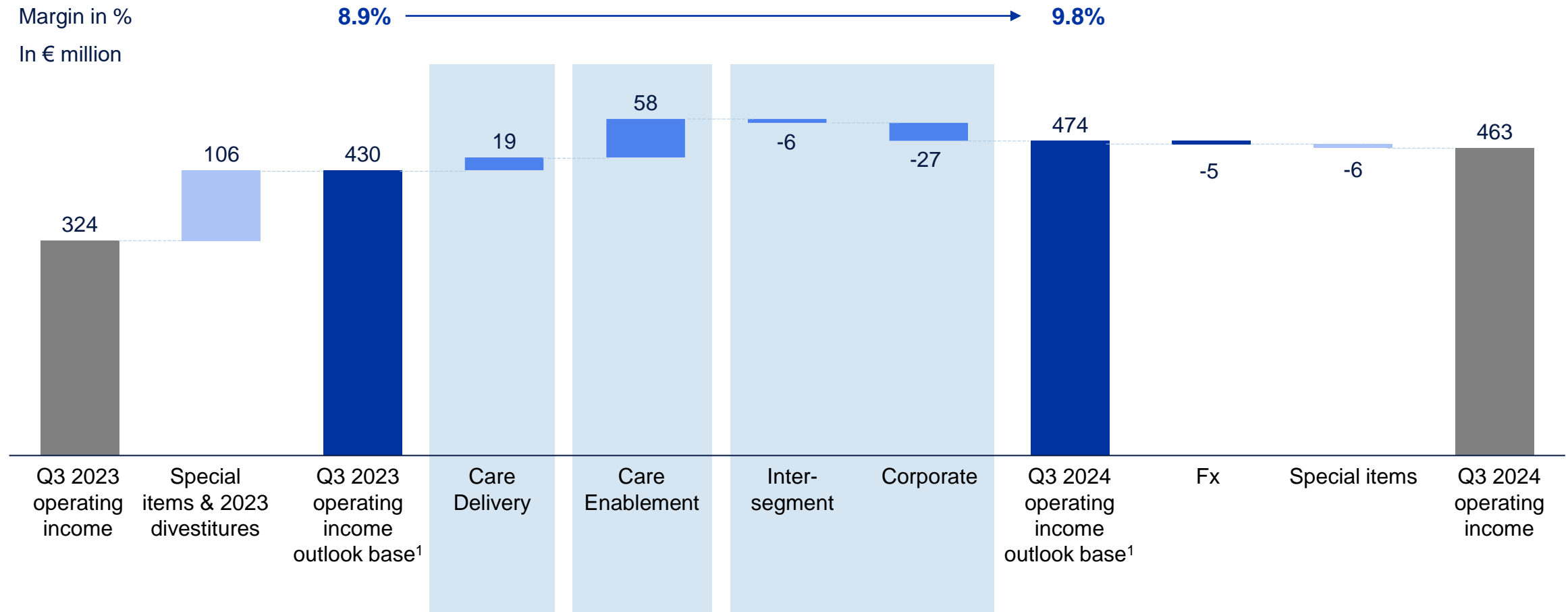
in € million



- Strong operating income¹ growth supported by both segments
- Special items mainly include FME25-related costs as well as positive effects from Humacyte remeasurements and legacy portfolio optimization

¹ At constant currency, adjusted for special items and divestments closed in 2023. Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base), to reported growth rates: page 18

Q3 2024 | Group income margin growth driven by increased operating income in both segments

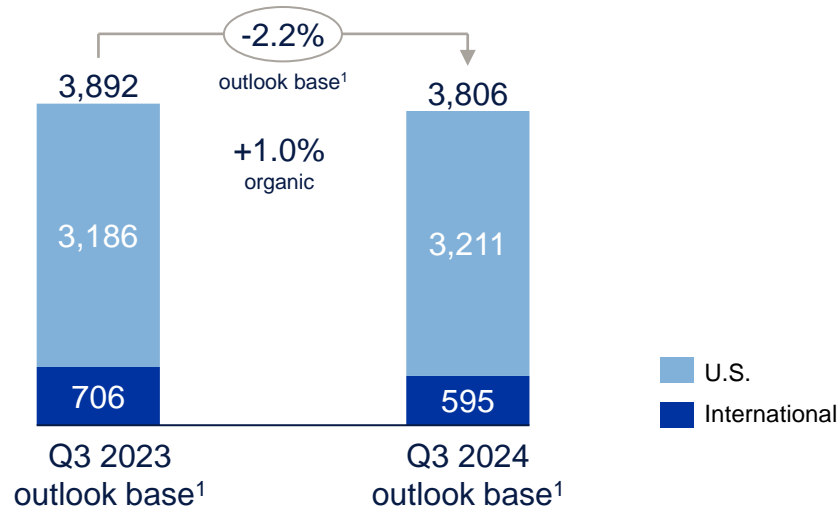


¹ At constant currency, adjusted for special items and divestments closed in 2023. Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base): page 18

Q3 2024 | Care Delivery income driven by higher price and volume

Revenue | outlook base¹

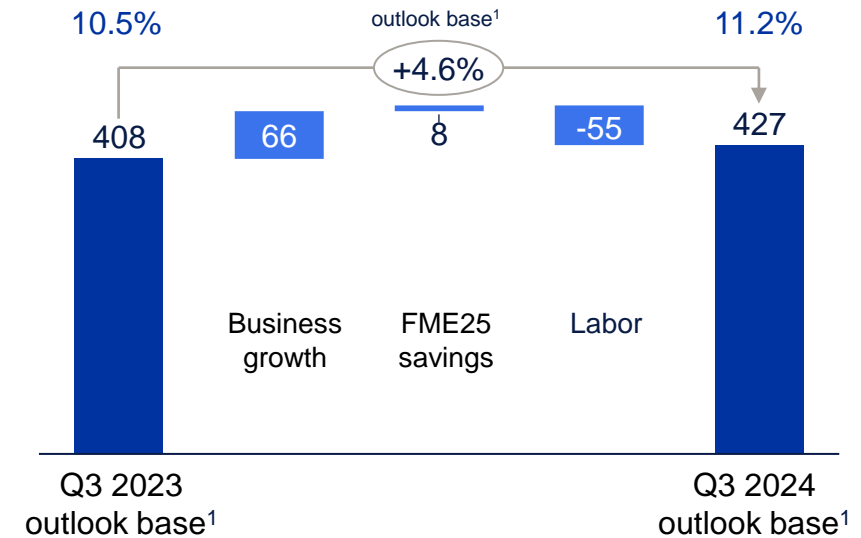
in € million



- U.S. revenue growth driven by the value-based care business, higher treatment volumes, improved rates and payor mix, partially offset by implicit price concessions
- Solid organic growth of 4% in the international business
- Divestitures negatively impacted development by approx. 330 bps

Operating income | outlook base¹

in € million Margin in %



- Business growth
 - mainly driven by positive price and volume effects as well as the phasing of a consent agreement on certain pharmaceuticals
 - partly offset by negative contributions from value-based care business
- Higher labor expenses in line with expectations

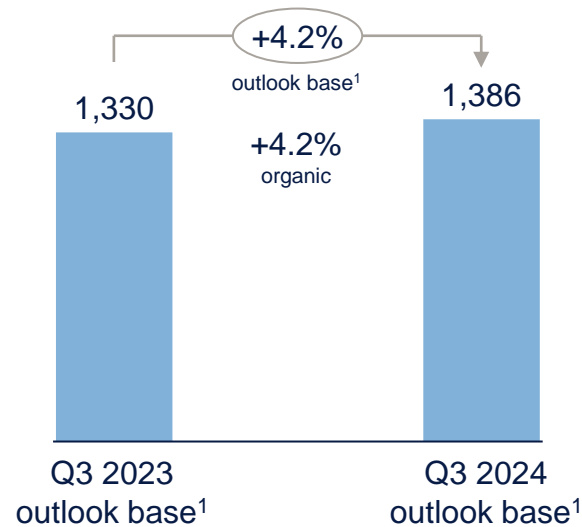
In Q3 2024, revenue was EUR 3,770 million, operating income was EUR 419 million. In Q3 2023, revenue was EUR 3,974 million, operating income was EUR 332 million.

¹ At constant currency, adjusted for special items and divestments closed in 2023. Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base), to reported growth rates: page 18

Q3 2024 | Care Enablement delivers solid growth and structural margin expansion

Revenue | outlook base¹

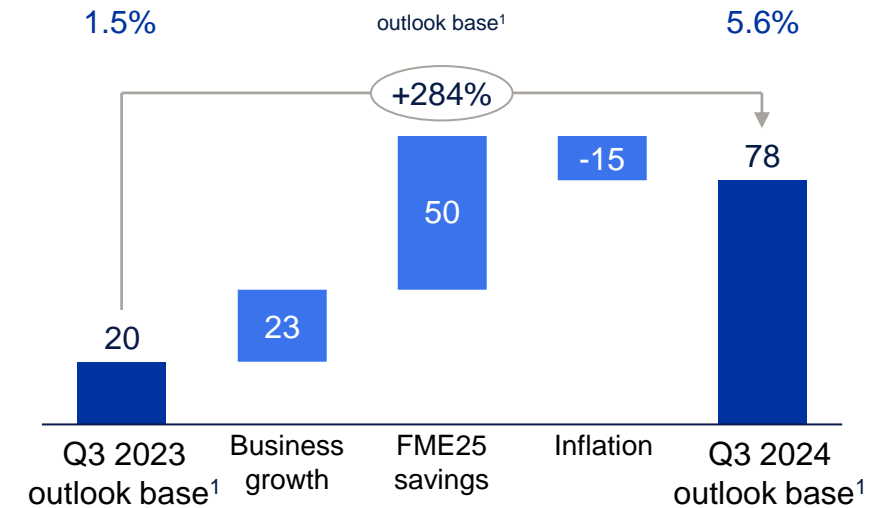
in € million



- Growth driven by solid volume development in all geographical regions, as well as positive pricing momentum outside of China
- Rollout of volume-based procurement in China negatively impacted pricing

Operating income | outlook base¹

in € million Margin in %



- Business growth
 - driven by positive volume and price effects
 - partly offset by negative pricing related to volume-based procurement in China and negative impact from foreign currency transaction
- FME25 program savings accelerated
- Inflationary cost increases in line with expectations

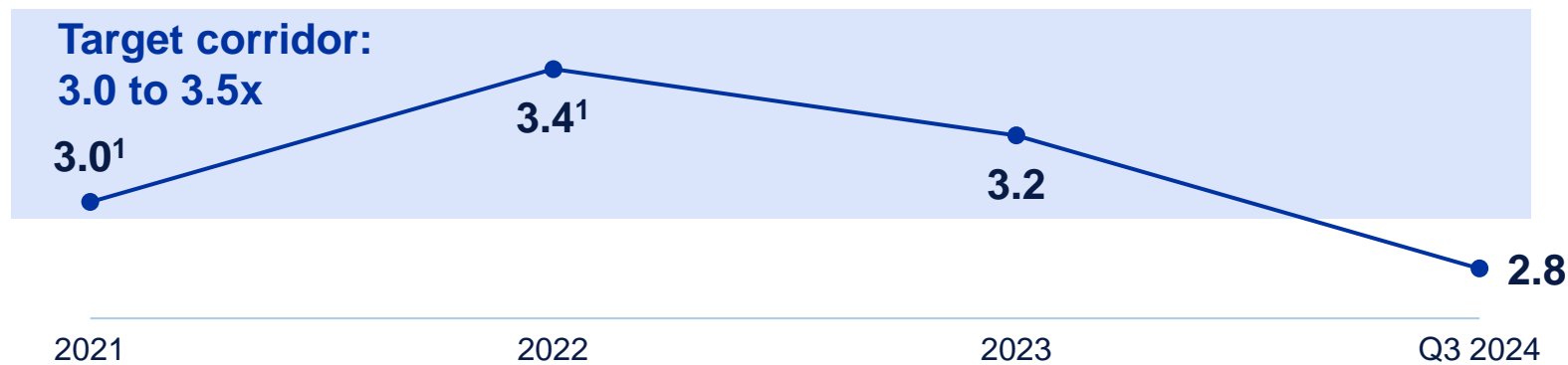
In Q3 2024, revenue was EUR 1,359 million, operating income was EUR 61 million. In Q3 2023, revenue was EUR 1,330 million, operating income was EUR -1 million.

¹ At constant currency, adjusted for special items and divestments closed in 2023. Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base), to reported growth rates: page 18

Q3 2024 | Lower net financial debt and further improved net leverage ratio

in € million	Q3 2024	Q3 2023	9M 2024	9M 2023
Operating cash flow	985	760	1,554	1,910
▪ Capital expenditures, net	-170	-134	-452	-430
Free cash flow	815	626	1,102	1,480
▪ Free cash flow after investing activities	765	609	1,588	1,462
Total net debt and lease liabilities	9,831	11,432	9,831	11,432

Net leverage ratio (Net debt/EBITDA)



¹ Excl. U.S. federal relief funding and advanced payments under the CARES Act

Key developments

- In Q3 2024, operating cash flow increased mainly due to the recovery of cash impact following the cyber incident at Change Healthcare, resulting in a partial catch-up of delayed collection
- In 9M 2024, operating cash flow additionally impacted by the phasing of dividend payments received from equity method investments and of income tax payments
- Total debt and lease liabilities (EUR 11.2bn) as well as total net debt and lease liabilities (EUR 9.8bn) further decreased compared to Q3 2023
- Following a strict financial discipline, net leverage ratio further improved to 2.8x, below the self-imposed target corridor



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FY 2024 | Outlook confirmed

FY 2024 Outlook

Revenue
(outlook base)¹

Low- to mid-single digit
percent growth

FY 2023 basis: EUR 19.0bn

Operating income
(outlook base)¹

16 – 18 percent growth
Before: Mid- to high-teens percent growth

FY 2023 basis: EUR 1.54bn

Mid-term Outlook

Group operating income margin
10% to 14% by 2025

Revenue and operating income, as referred to in the outlook, are both on a constant currency basis, excluding special items, the business impact from closed divestitures in 2023 and settlement agreement with the U.S. government in 2023 (Tricare). Special items will be provided as separate KPI (“Revenue (outlook base)”, “Operating income (outlook base)”) to capture effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of providing the outlook. These items are excluded to ensure comparability of the figures presented with the Company’s financial targets which have been defined excluding special items. See page 18 for reconciliation table for special items.

All changes year-over-year



Your questions are welcome.

Appendix



Q3 2024 | Profit and Loss

	Q3 2024 € million	Q3 2023 € million	Growth in %	Growth in % cc
Revenue	4,760	4,936	-4	-2
Revenue (outlook base) ¹	4,820	4,855		-1
Operating income	463	324	43	43
<i>Operating income margin in %</i>	9.7	6.6		
Operating income (outlook base) ¹	474	430		10
<i>Operating income margin (outlook base)¹ in %</i>	9.8	8.9		
Net interest expense	82	89	-7	-7
Income before taxes	381	235	62	62
Income tax expense	117	88	32	29
<i>Tax rate in %</i>	30.6	37.6		
Non-controlling interest	51	63	-19	-18
Net income	213	84	153	155
Net income (outlook base) ¹	242	168		44

1: Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base), reported growth rates: page 18 | cc = at constant currency

9M 2024 | Profit and Loss

	9M 2024 € million	9M 2023 € million	Growth in %	Growth in % cc
Revenue	14,251	14,466	-1	-1
Revenue (outlook base) ¹	14,385	14,215		1
Operating income	1,133	942	20	21
<i>Operating income margin in %</i>	<i>8.0</i>	<i>6.5</i>		
Operating income (outlook base) ¹	1,323	1,167		13
<i>Operating income margin (outlook base)¹ in %</i>	<i>9.2</i>	<i>8.2</i>		
Net interest expense	256	252	2	2
Income before taxes	877	690	27	28
Income tax expense	255	214	19	20
<i>Tax rate in %</i>	<i>29.1</i>	<i>31.0</i>		
Non-controlling interest	151	165	-8	-7
Net income	471	311	51	53
Net income (outlook base) ¹	646	490		32

1: Reconciliation table for special items, 2023 divestitures and Fx (2024 outlook base), reported growth rates: page 19 | cc = at constant currency

2023 base for 2024 targets, reconciliation adjustments

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with outlook

€ million	Group			Care Delivery			Care Enablement			Corporate		Inter-segment eliminations	
	Q3 2024	Q3 2023	Growth rate	Q3 2024	Q3 2023	Growth rate	Q3 2024	Q3 2023	Growth rate	Q3 2024	Q3 2023	Q3 2024	Q3 2023
Revenue	4,760	4,936	-4%	3,770	3,974	-5%	1,359	1,330	2%	--	--	-369	-368
Divestitures (NCP, Argentina)	--	-81		--	-82		--	0		--	--	--	1
Revenue excl. 2023 divestitures	4,760	4,855		3,770	3,892		1,359	1,330		--	--	-369	-367
Foreign currency translation	60	--		36	--		27	--		--	--	-3	--
Revenue (outlook base)	4,820	4,855	-1%	3,806	3,892	-2%	1,386	1,330	4%	--	--	-372	-367
Operating Income	463	324	43%	419	332	26%	61	-1	n.a.	-13	-8	-4	1
FME25 program	39	49		18	25		21	23		0	1	--	--
Humacyte remeasurements	-18	-1		--	--		-6	--		-12	-1	--	--
Legacy portfolio optimization	-17	53		-15	53		-1	0		--	--	-1	--
Legal form conversion costs	2	6		--	--		0	--		2	6	--	--
Divestitures (NCP, Argentina)	--	-1		--	-2		--	-2		--	3	--	--
<i>Sum of special items & divestitures</i>	<i>6</i>	<i>106</i>		<i>3</i>	<i>76</i>		<i>14</i>	<i>21</i>		<i>-10</i>	<i>9</i>	<i>-1</i>	<i>--</i>
Operating income excl. special items and 2023 divestitures	469	430		422	408		75	20		-23	1	-5	1
Foreign currency translation	5	--		5	--		3	--		-3	--	0	--
Operating income (outlook base)	474	430	10%	427	408	5%	78	20	284%	-26	1	-5	1

2023 base for 2024 targets, reconciliation adjustments

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with outlook

€ million	Group			Care Delivery			Care Enablement			Corporate		Inter-segment eliminations	
	9M 2024	9M 2023	Growth rate	9M 2024	9M 2023	Growth rate	9M 2024	9M 2023	Growth rate	9M 2024	9M 2023	9M 2024	9M 2023
Revenue	14,251	14,466	-1%	11,330	11,602	-2%	4,020	3,965	1%	--	--	-1,099	-1,101
Divestitures (NCP, Argentina)	--	-251		--	-255		--	-11		--	--	--	15
Revenue excl. 2023 divestitures	14,251	14,215		11,330	11,347		4,020	3,954		--	--	-1,099	-1,086
Foreign currency translation	134	--		78	--		61	--		--	--	-5	--
Revenue (outlook base)	14,385	14,215	1%	11,408	11,347	1%	4,081	3,954	3%	--	--	-1,104	-1,086
Operating Income	1,133	942	20%	937	1,001	-6%	196	-24	n.a.	9	-23	-9	-12
FME25 program	107	100		45	50		62	51		0	-1	--	--
Humacyte remeasurements	-79	-16		--	--		-28	--		-51	-16	--	--
Legacy portfolio optimization	141	147		160	64		-12	83		0	--	-7	--
Legal form conversion costs	5	13		--	--		0	--		5	13	--	--
Divestitures (NCP, Argentina)	--	-19		--	-20		--	-7		--	8	--	--
<i>Sum of special items & divestitures</i>	<i>174</i>	<i>225</i>		<i>205</i>	<i>94</i>		<i>22</i>	<i>127</i>		<i>-46</i>	<i>4</i>	<i>-7</i>	<i>--</i>
Operating income excl. special items and 2023 divestitures	1,307	1,167		1,142	1,095		218	103		-37	-19	-16	-12
Foreign currency translation	16	--		11	--		6	--		-1	--	0	--
Operating income (outlook base)	1,323	1,167	13%	1,153	1,095	5%	224	103	119%	-38	-19	-16	-12

Debt

	Q3 2024 € million	FY 2023 € million	FY 2022 € million
Debt			
Short-term debt from unrelated parties	104	457	644
+ Short-term debt from related parties	-	-	4
+ Current portion of long-term debt	943	487	694
+ Current portion of lease liabilities from unrelated parties	574	593	650
+ Current portion of lease liabilities from related parties	25	24	24
+ Long-term debt, less current portion	6,234	6,960	7,171
+ Lease liabilities from unrelated parties, less current portion	3,230	3,419	3,875
+ Lease liabilities from related parties, less current portion	94	110	130
+ Debt and lease liabilities included within liabilities directly associated with assets held for sale	14	137	-
Total debt and lease liabilities	11,218	12,187	13,192
- Cash and cash equivalents ¹	-1,387	-1,427	-1,274
Total net debt and lease liabilities	9,831	10,760	11,918

¹ Includes cash and cash equivalents included within assets held for sale.

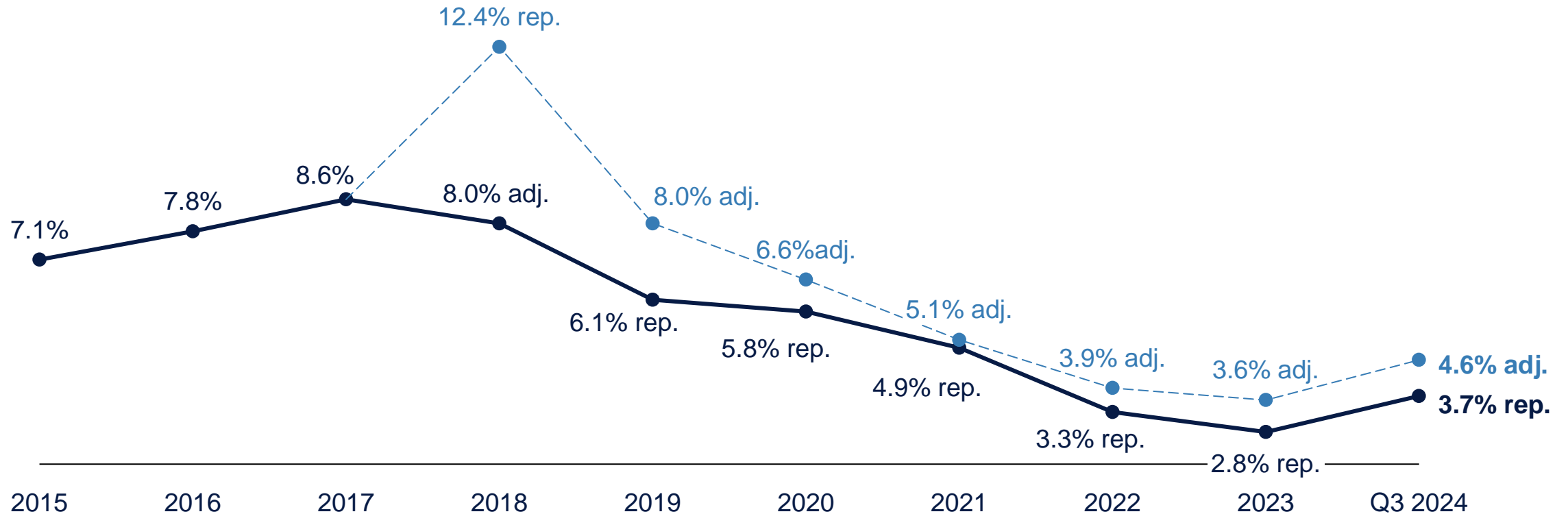
EBITDA

Reconciliation of adjusted EBITDA and net leverage ratio to the most directly comparable IFRS financial measures

	LTM Q3 2024 € million	FY 2023 € million	FY 2022 € million
Net income	879	732	895
+ Income tax expense	342	301	325
– Interest income	-77	-88	-68
+ Interest expense	417	424	360
+ Depreciation and amortization	1,546	1,613	1,718
+ Adjustments ¹	344	409	320
Adjusted EBITDA	3,451	3,391	3,550
Net leverage ratio (Net debt/EBITDA)	2.8	3.2	3.4

¹ Acquisitions and divestitures made for the last twelve months with a purchase price above a €50 M threshold as defined in the Syndicated Credit Facility (2024: €-32 M; 2023: €-35 M), non-cash charges, primarily related to pension expense (2024: €58 M; 2023: €56 M), impairment loss (2024: €145 M; 2023: €139 M) and special items, including costs related to the FME25 Program (2024: €127 M; 2023: €106 M), Legal Form Conversion Costs (2024: €22 M; 2023: €30 M), Legacy Portfolio Optimization (2024: €101 M; 2023: €128 M) and Humacyte Remeasurements (2024: €-77 M; 2023: €15 M).
LTM = Last Twelve Months

Return on Invested Capital (ROIC) continued to be impacted by lower earnings



- For the years 2015-17 ROIC as reported within the Form 20-F.
- ROIC adjusted in 2018 for the divestiture of Care Coordination activities, FCPA-related charge, U.S. Ballot Initiatives, U.S. tax reform / including these effects, ROIC for FY 2018 was 12.4%
- ROIC adjusted in 2019 for the effects of IFRS 16, NxStage, FCPA, Cost optimization costs, divestiture of Care Coordination activities / including these effects, ROIC for FY 2019 was 6.8% (excl. IFRS 16)
- ROIC in 2020 excl. the impact of the Latin America impairment (special item) and in 2021 excluding FME25 (special item)
- ROIC for 2020 and 2021 was 7.5% and 5.5% excl. IFRS 16 and excl. Latin America impairment in 2020
- ROIC in 2022 adjusted for the effects of the FME25 program, the Humacyte Investment Remeasurement, the net gain related to InterWell Health, the effects of hyperinflation in Turkiye and impacts related to the war in Ukraine
- ROIC in 2023 and 2024 adjusted for the effects of the FME25 program, Legal Form Conversion Costs, Legacy Portfolio Optimization and Humacyte Remeasurements

Exchange rates, U.S. dialysis days per quarter, definitions

Exchange rates

		Q3 2024	FY 2023	FY 2022
€:USD	Period end	1.120	1.105	1.067
	Average	1.087	1.081	1.053
€:CNY	Period end	7.851	7.851	7.358
	Average	7.825	7.660	7.079
€:RUB	Period end	103.470	100.215	78.138
	Average	98.193	92.461	73.365
€:BRL	Period end	6.050	5.362	5.639
	Average	5.699	5.401	5.440

U.S. dialysis days per quarter

	Q1	Q2	Q3	Q4	Full year
2024	78	78	79	79	314
2023	77	78	79	78	312
2022	77	78	79	79	313

Definitions

cc	at constant currency
HD	Hemodialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
LTM	Last-Twelve-Months

Continuous monitoring of clinical performance to enhance care

Quality index components

Dialysis effectiveness

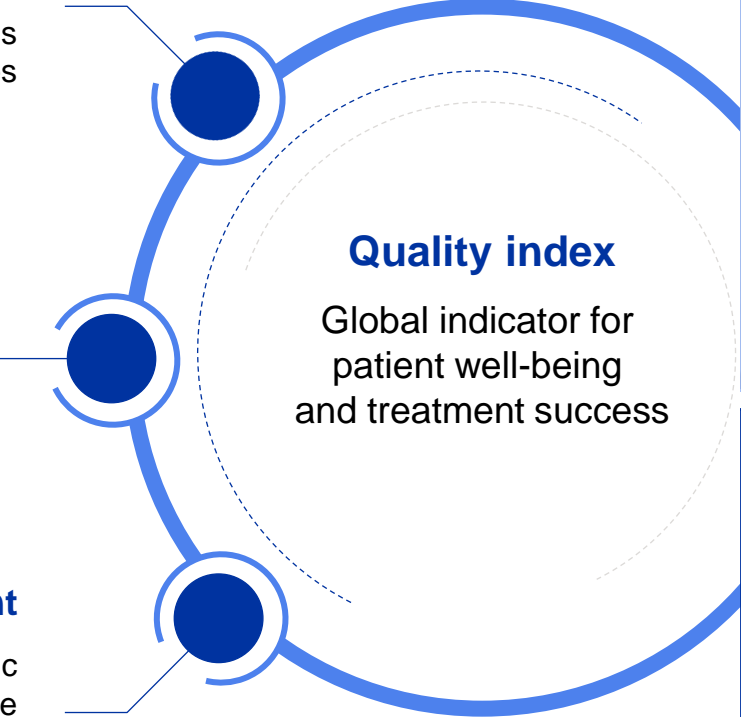
Measures how sufficiently the body is cleansed of waste substances

Vascular access

Measures the share of patients who do not receive dialysis via a dialysis catheter but rather via safer vascular access alternatives that reduce risk of infection and improve outcomes

Anemia management

Measures hemoglobin levels and specific medications given during dialysis to achieve optimum clinical outcomes, such as overall health and well-being



	Q3 2024	Q2 2024
Quality index	81%	81%
Dialysis effectiveness	94%	94%
Vascular access	77%	77%
Anemia management	72%	72%

Patients, treatments, clinics

	as of September 30, 2024			as of September 30, 2023		
	Patients	Treatments	Clinics	Patients	Treatments	Clinics
United States	205,942	23,299,461	2,629	205,887	23,380,747	2,617
Growth in %	0	0	0			
International	102,274	12,651,243	1,103	135,906	15,426,432	1,397
Growth in %	-25	-18	-21			
Total	308,216	35,950,704	3,732	341,793	38,807,179	4,014
Growth in %	-10	-7	-7			

IR event calendar

	Date	Event
Reporting & AGM	February 25, 2025	Report on Q4/FY 2024: Earnings Release and Conference Call
	May 6, 2025	Report on Q1 2025: Earnings Release and Conference Call
	May 22, 2025	Annual General Meeting
	August 5, 2025	Report on Q2 2025: Earnings Release and Conference Call
CMD	June 17, 2025	Capital Markets Day, London
Conferences & Roadshows	November 6, 2024	Q3 2024 CEO Roadshow, London
	November 12, 2024	UBS Flagship European Conference, London
	November 13, 2024	UBS Global Healthcare Conference, Rancho Palos Verdes
	November 12-14, 2024	Q3 2024 CEO Roadshow, U.S.
	November 19, 2024	DZ Equity Conference, Frankfurt
	November 19, 2024	Barclays Roadshow Asia/Middle East, virtual
	November 21, 2024	IR Roadshow, Netherlands
	November 27, 2024	Bernstein SocGen The Premium Review Conference 2024, Paris
	December 2, 2024	BofA EU Medtech CFO Fireside Chat
December 5, 2024	Berenberg European Conference, Pennyhill/London	

Dates and/or participation might be subject to change

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