



12th Annual Jefferies London Healthcare Conference

November 18, 2021

Safe Harbor Statement

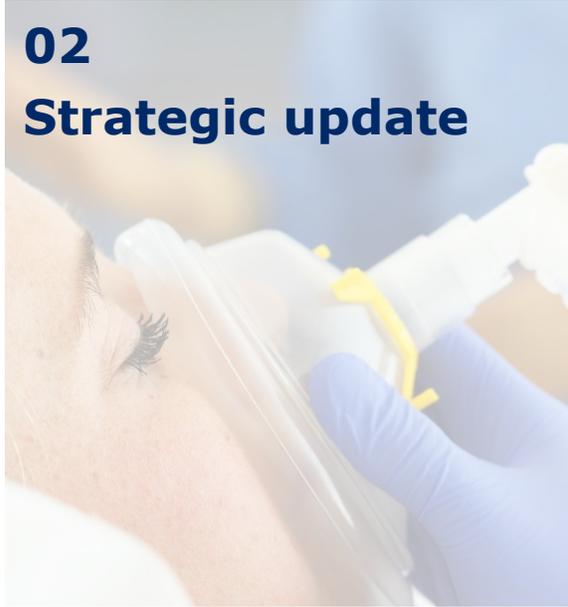
This presentation contains forward-looking statements that are subject to various risks and uncertainties. Future results could differ materially from those described in these forward-looking statements due to certain factors, e.g. changes in business, economic and competitive conditions, regulatory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

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

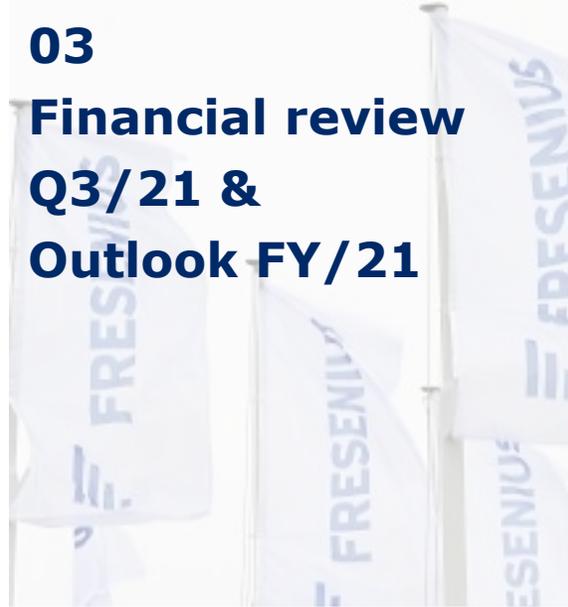
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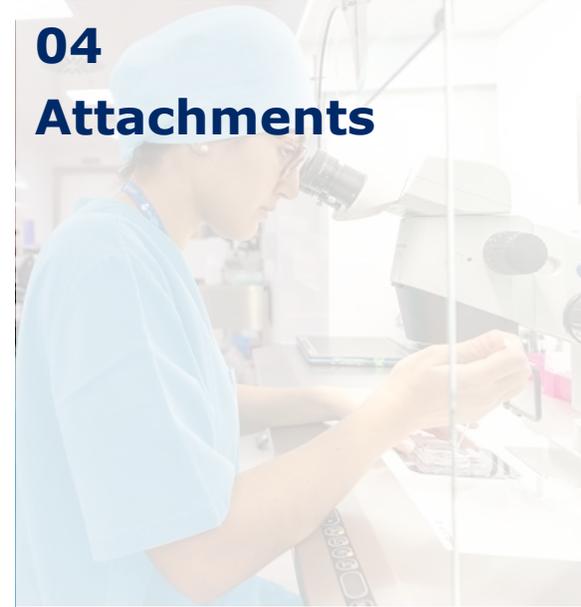
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A Global Leader in Health Care Products and Services



€ 36.3 bn

in **sales**
(FY/2020)

Long-term
opportunities
in **growing,**
non-cyclical
markets



Global
presence
in **100+**
countries



100 +

Strong financial
performance
and **cash flow**
generation



#1

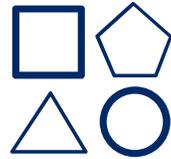
Leading
market
positions

Employees
worldwide
(as of September 30,
2021)



314,000+

Investment Highlights



Diversified healthcare Group
with **four strong business segments**



Leading positions in
growing non-cyclical
markets



Resilient business model
based on megatrends
healthcare and demographics



Purpose-driven business
delivers sustainable
contribution to society



**Strong financial
performance and cash
flow generation**



Reliable
dividend growth

Global Trends offer Growth Opportunities for Fresenius

4x



Increasing national income

GDP per capita quadrupled over last 20 years in emerging markets and developing economies



+6.3%
p.a.

Growing healthcare sector

Growth in emerging markets over the next decade²

Generic drugs

save the US healthcare system⁴



293bn
p.a.

Aging Population

In 2019: 9% of the world population is > age 65¹

by 2050

16%



+48%

Chronically ill patients

Growth of adults with diabetes worldwide 2017–2045³

while the European healthcare system saves⁵

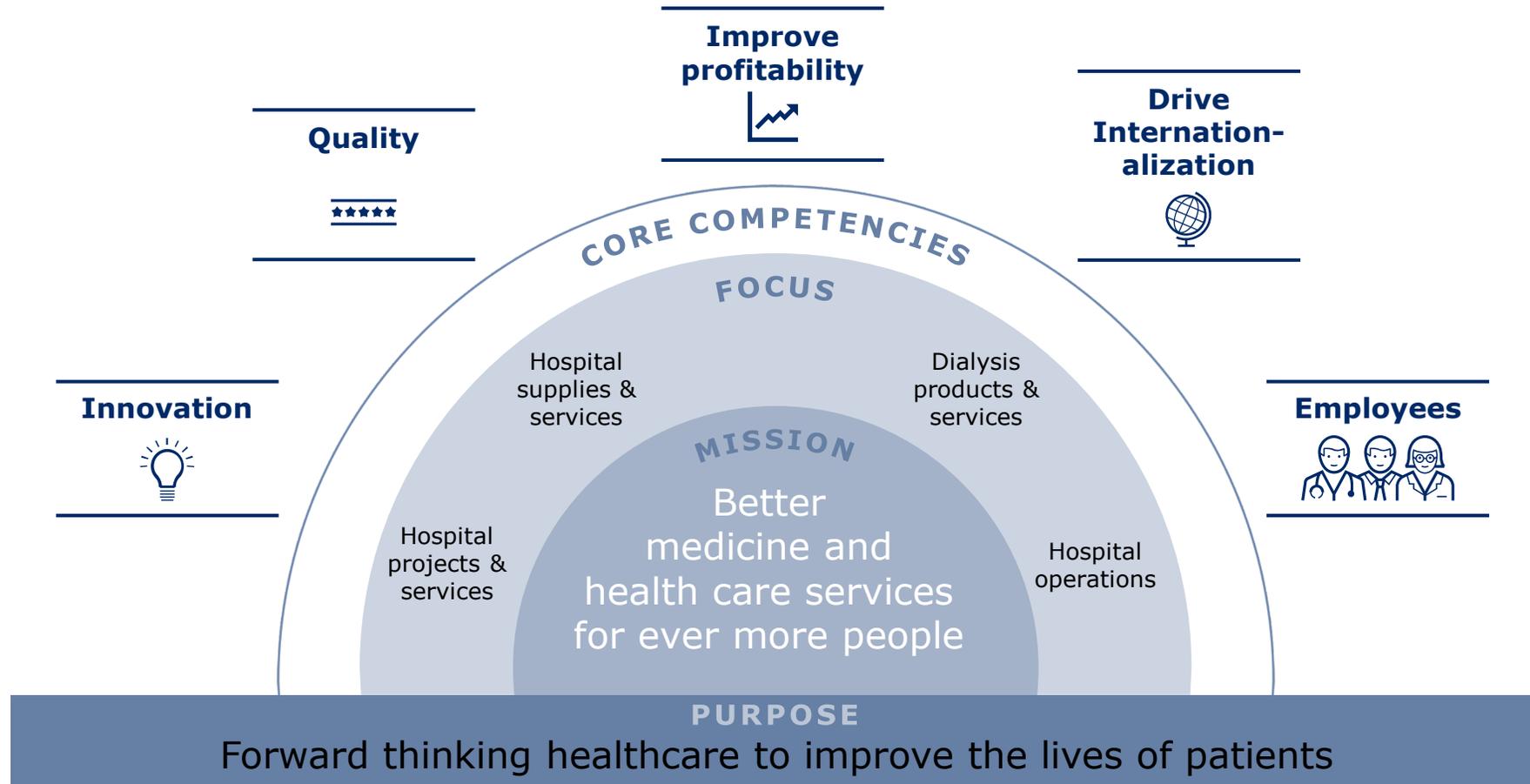
100bn
p.a.



Sources: ¹ UN, 2019 Revision of World Population Prospects (2019) ² UBS, Longer Term Investments: EM healthcare (2018)

³ IDF Diabetes Atlas (2017) ⁴ AAM report (2019) ⁵ UBS, Longer Term Investments: Generics (2018)

The Fresenius Strategy



Strategic Roadmap

- Operational excellence
- Growth drivers
- Capital allocation
- Strategic evaluation

1 Optimize

- Initiate Cost efficiency program
- Further roll-out biosimilars
- Balance sheet focus
- Disciplined capital allocation
- Ongoing strategic evaluation

2 Grow

- First meaningful cost savings
- Continuous progress biosimilars
- Deleverage / Capex reduction
- Value creating capital allocation
- Ongoing strategic evaluation

3 Accelerate

- Significant cost savings
- Launch Idacio in US
- Growth areas: Biosimilars, Fertility, Digital services, Home-hemodialysis
- Balance sheet flexibility
- Value creating capital allocation
- Ongoing strategic evaluation

Earnings growth

Medium-term 2020-2023

Sales: 4% - 7% CAGR¹
EAT: 5% - 9% CAGR¹

2021

2022

2023

¹ Plus ~1% small to mid-sized acquisitions

Growth Areas



Worldwide growing dialysis market



Growing Markets with High Entry Barriers



Attractive markets



Marketing of existing value chain



Standardizing medical procedures



Attractive Product Pipeline



Market consolidation



Strengthening and extension of value chain



Home dialysis strategy



Entry into attractive biosimilars business



Synergies



Development of post-acute care business



Innovating products



Strong Emerging Markets Presence



Greenfield investments in Spain



Expansion of geographic presence



Fertility Services



Further Internationalization

Environment, Social and Governance

Setting the right priorities in a COVID-19 world



ESG priorities confirmed

“Better medicine for more people”

Delivering **access to medicine** and ensuring **quality of products and services**

Protecting **our employees and patients**



Ratings and reporting progress

Rating improvements across the board, **Highlights:** CDP Climate from “C” to “B”, MSCI from “BB” to “BBB”

Alignment with **UN Sustainable Development Goals** published on website

TCFD and SASB Mapping tables released in March 2021.



Continuous improvement

Strategy and KPI alignment program to be continued in 2021 and 2022, driven by **Group Sustainability Board & Management Board Compensation 2021+**

Environment, Social and Governance

Refreshed Materiality analysis - core priorities confirmed

Well-being of the patient

- Access to health care and medicine
- Patient & Product safety



Digital Transformation & Innovation

- Digitalization & Innovation
- Cybersecurity



Employees

- Working conditions, recruitment & employee participation
- Employee development
- Occupational health & safety



Diversity

- Diversity and equal opportunities



Compliance & Integrity

- Compliance
- Data protection
- Human Rights
- Supply Chain



Environment

- Water management
- Waste and recycling management
- Climate protection



ESG Rating Overview

Continuous Improvement through Reporting and Engagement



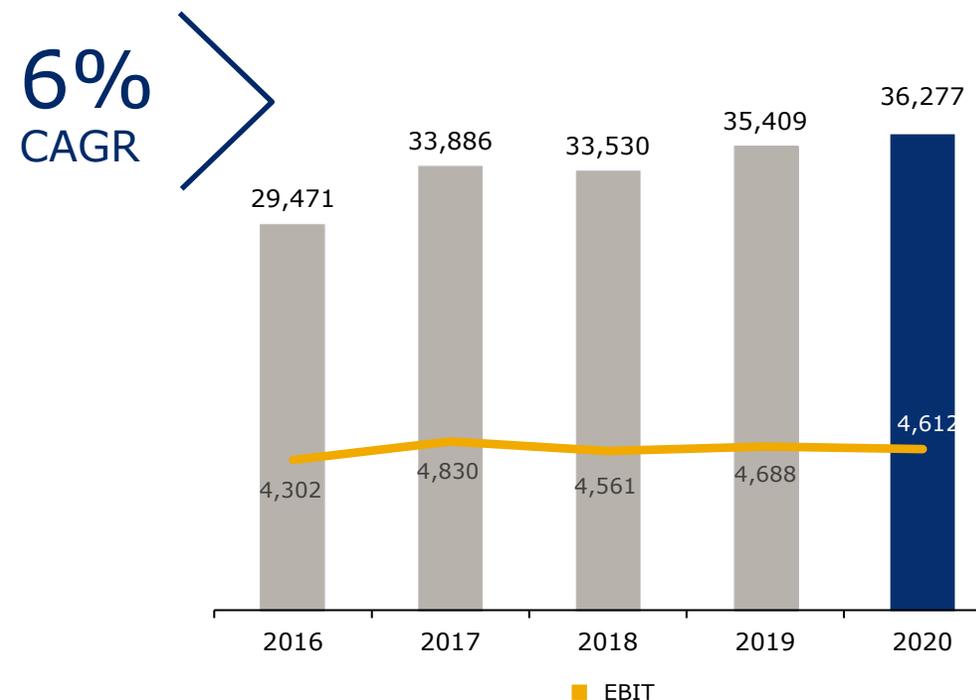
					
Current Score	CDP Climate: B CDP Water: C	Prime C+	BBB	50/100 DJSI Europe	17.8 Low Risk
Sector Average	CDP Climate: C	C-	BBB - A	28 / 100	Rank 6 out of 99 at subindustry level
Previous Score	CDP Climate: C CDP Water: C	Prime C	BB	39/100	19.6 Low Risk

Fresenius Group: Global Sales Base in Growing, Non-Cyclical Markets

2020 Sales by Region



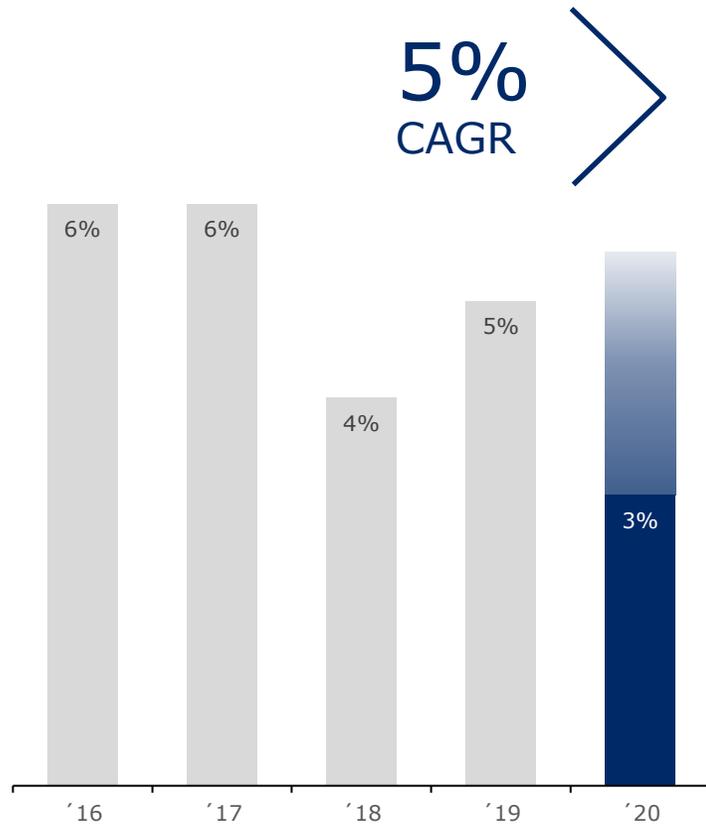
Sales in € bn



Before special items
2016-2018 excluding IFRS 16

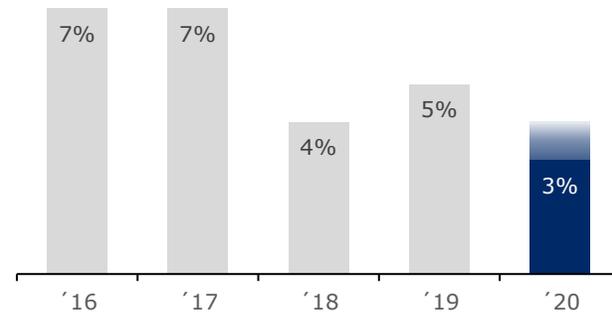
Strong track record of organic sales growth

FRESENIUS

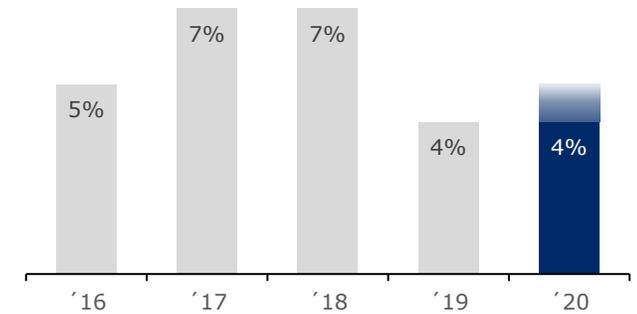


Shaded areas show estimated COVID-19 effects

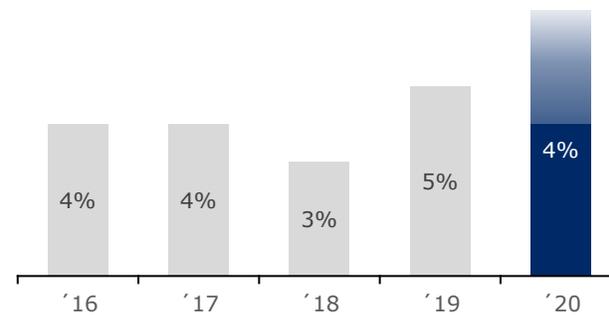
FRESENIUS MEDICAL CARE



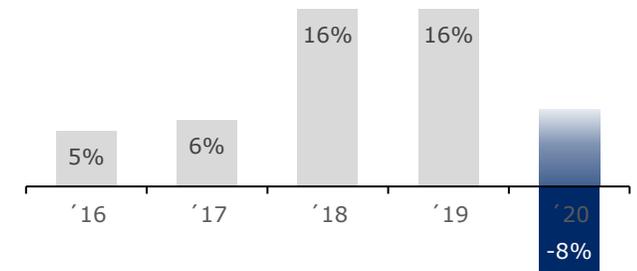
FRESENIUS KABI



FRESENIUS HELIOS



FRESENIUS VAMED



Strong and Balanced Health Care Portfolio



Ownership: ~32%

Dialysis Products Health Care Services

- Dialysis services
- Hemodialysis products
- Peritoneal dialysis products
- Complete therapy offerings

Sales 2020: €17.9 bn



Ownership: 100%

Hospital Supplies

- IV drugs
- Clinical nutrition
- Infusion therapy
- Medical devices/ Transfusion technology
- Biosimilars

Sales 2020: €7.0 bn



Ownership: 100%

Hospital Operation

- Acute care
- Outpatient services
- Occupational Risk Prevention
- Fertility Services

Sales 2020: €9.8 bn



Ownership: 77%

Projects and Services for Hospitals

- Post-acute care
- Project development & Planning
- Turnkey construction
- Maintenance & Technical and total operational management

Sales 2020: €2.1 bn

Fresenius Medical Care: Global Dialysis Market Leader

- The world's leading provider of dialysis products and services treating ~346,000 patients¹ in ~4,100 clinics¹
- Provide highest standard of product quality and patient care

 Dialysis products

 Dialysis services

 Complete therapy offerings

- Expansion of global dialysis services; enter new geographies

Sales by Region



Market Dynamics

Increase in worldwide demand

~ 3% Patient growth in 2020
+ 37% Growth of home hemodialysis treatments in 2020 in the U.S.

Global market for dialysis products and services

~ € 82 bn

Big Data is driving new treatment models

~ 54 million dialysis treatments in 2020 providing sound data basis to further standardize medical setups at Fresenius Medical Care

¹ As of September 30, 2021

Fresenius Kabi: A Leading Global Hospital Supplier

- Comprehensive product portfolio for critically and chronically ill patients
- Strong Emerging Markets presence
- Leading market positions



Generic IV Drugs



Clinical Nutrition



Infusion Therapy



Medical Devices /
Transfusion Technology



Biosimilars

Sales by Region



- Focus on organic growth through geographic product rollouts and new product launches
- Development of biosimilars with a focus on oncology and autoimmune diseases

Market Dynamics

Growing healthcare spending in Emerging Markets

+ 6.3% p.a. growth over the next decade

Aging population

16% of the world population will be > age 65 by 2050 (9% in 2019)

Rising cost consciousness in healthcare spending – significant savings from generics

~ US\$ 293 bn p.a. savings in the US

~ €100 bn p.a. savings in the EU

Fresenius Helios: Europe's Largest Private Hospital Operator

- Market leader in size and quality with excellent growth prospects
- ~5%¹ share in German acute care hospital ~12%¹ share in Spanish private hospital market
- Quality is key: defined quality targets, publication of medical treatment results, peer review processes
- Broad revenue base with public and privately insured patients, PPPs, self-pay and Occupational Risk Prevention

 Acute Care

 Outpatient

 Occupational Risk Prevention

 Fertility Services

¹ Based on sales

Sales by Region



- Development of new business models to foster digitalization and profit from trend towards outpatient treatments

Market Dynamics

Hospital market in Germany
~ € 109 bn

Length of stay below the average of 7.2 days

in Germany provides benefits for hospital operators

(Helios Germany: 5.7 days)

Private hospital market in Spain
~ € 16 bn

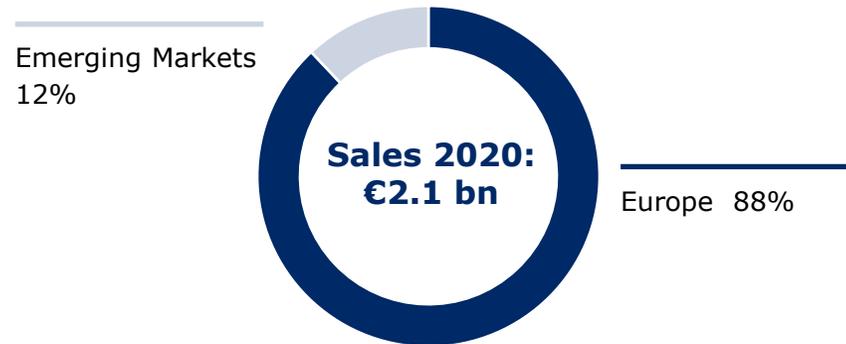
Average increase of private health insurance policies

in Spain of
~2.5% p.a.

Fresenius Vamed: Leading Global Hospital Projects and Services Specialist

- Manages hospital construction/expansion projects and provides services for health care facilities worldwide
- Offers project development, planning, turnkey construction, maintenance as well as technical management, and total operational management
- Strong track record: More than 900 projects in over 90 countries completed

Sales by Region



- Leading European post-acute care provider operating in five European countries
- Sales by product segment shifted in recent years towards the service business:
 - Service business: 69%¹
 - Project business: 31%¹

Market Dynamics

Telemedicine market in Europe is estimated to grow

14.1% p.a. till 2025.

Global preventive health care is estimated to grow

9.5% p.a. till 2025.

Outsourcing of non-medical services provided by public institutions to private providers grew in Germany by

50% from 2013 to 2018.

Emerging markets' share of global health expenditure will grow to

33% by 2022.

 Projects

 Services

 Post-acute care

¹ As of December 31, 2020

Fresenius Group: Medium-term Growth Targets 2020 – 2023 (CAGRs)

Organic sales growth

4 – 7%

(plus ~1% small to mid-size acquisitions)


confirmed

Organic net income¹ growth

5 – 9%

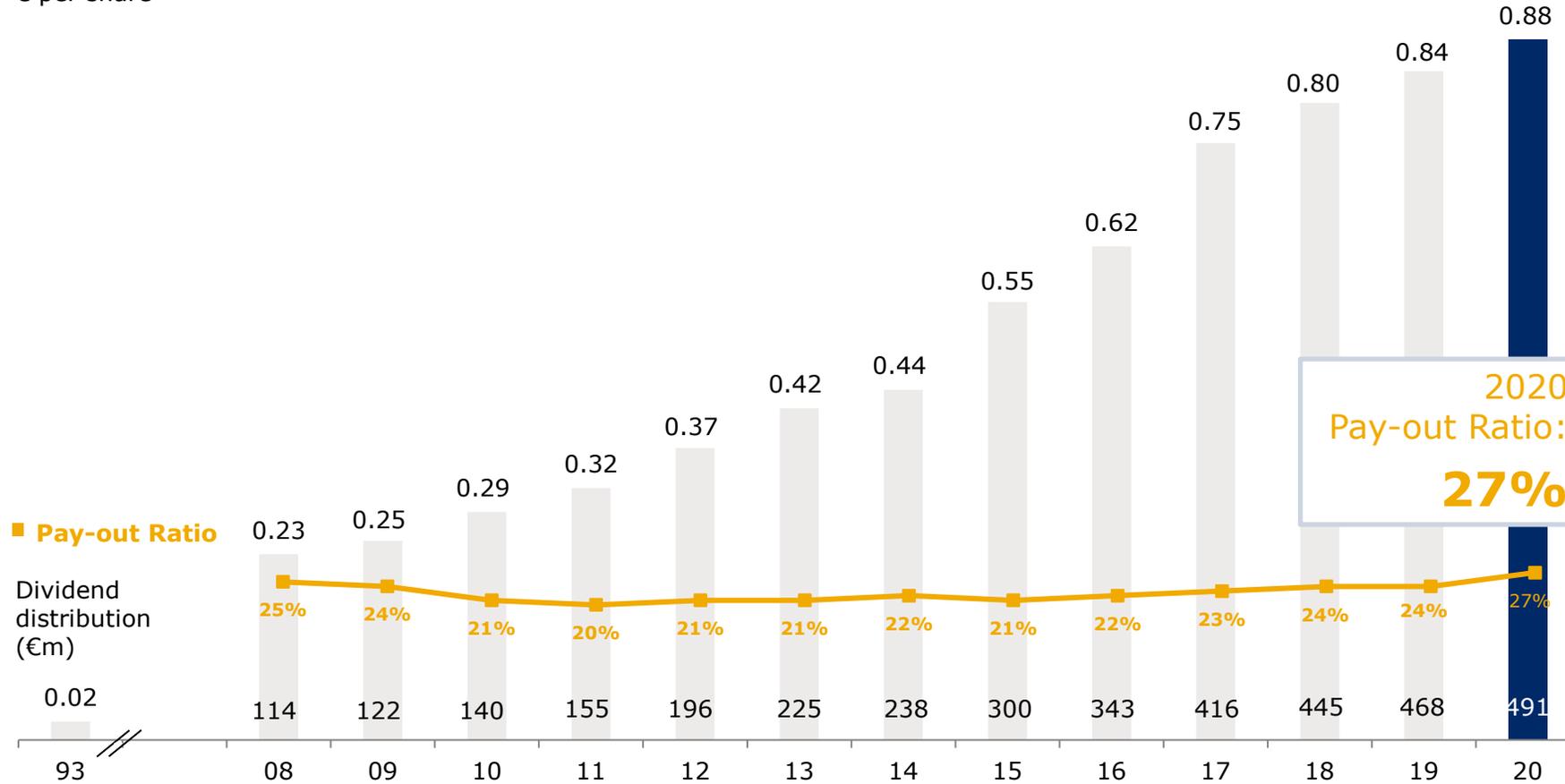
(plus ~1% small to mid-size acquisitions)


confirmed

¹ Net income attributable to shareholders of Fresenius SE & Co. KGaA
Before special items

Fresenius SE: Earnings-Linked Dividend Policy

€ per share



2020
Pay-out Ratio:
27%

Track record

28th consecutive dividend increase
CAGR dividend increase
+15%

Dividend Policy

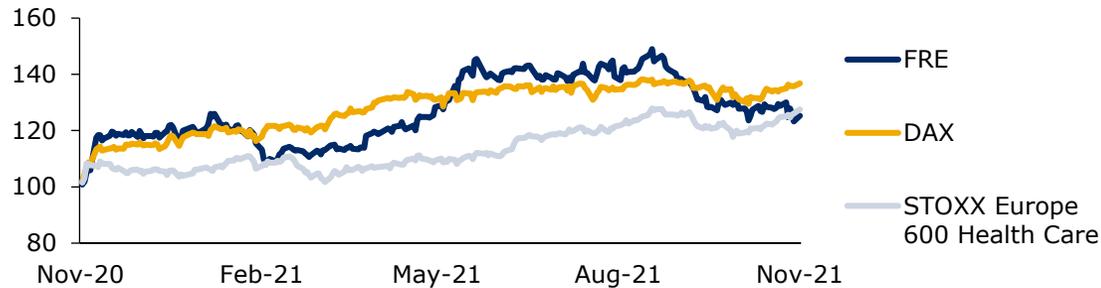
Dividend growth aligned to EPS¹ growth
Pay-out Ratio:
20% to 25%

¹ Before special items

Fresenius Share & Shareholder Structure

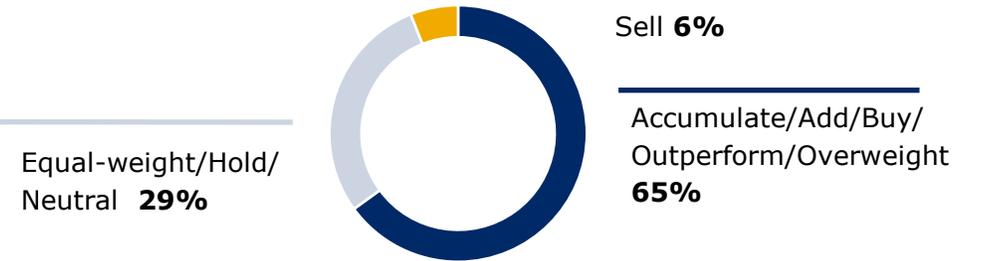
Share price development LTM

 [Click to view our interactive share price tool](#)



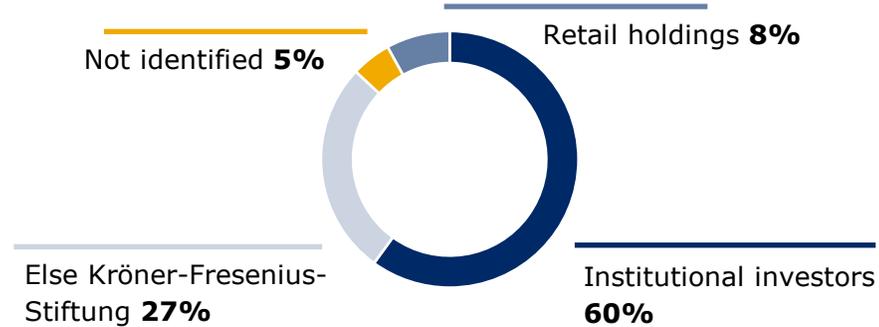
Analyst recommendations

 [Click to view downloadable set of the consensus data](#)



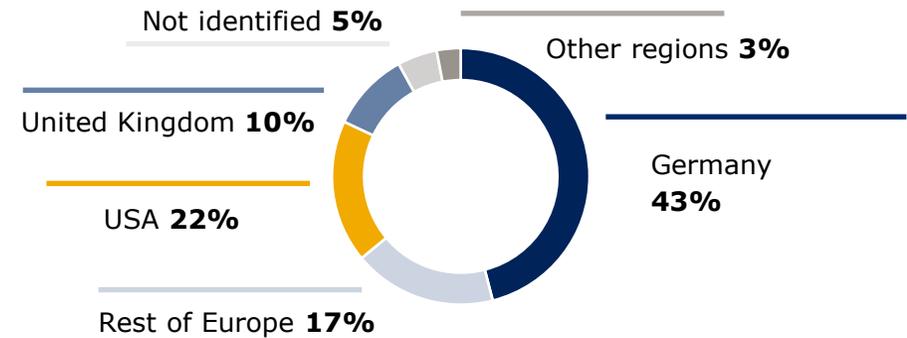
As of September 30, 2021

Shareholder structure by investors



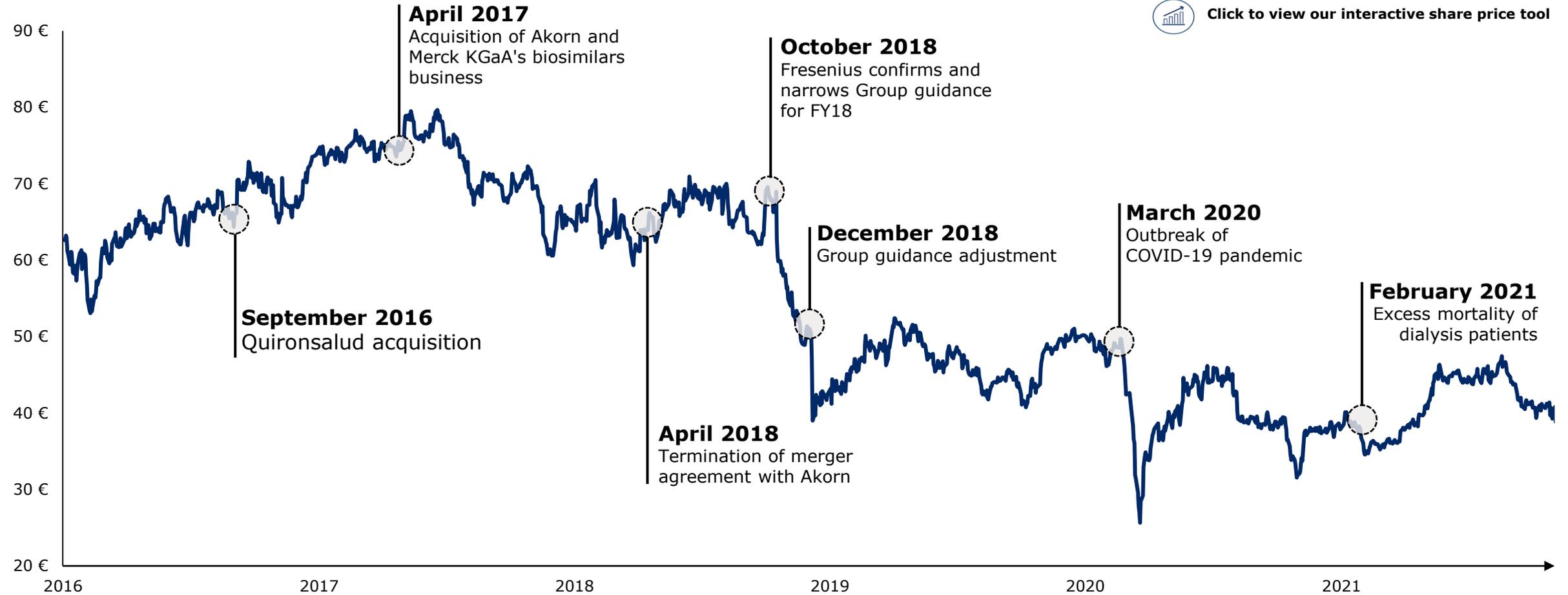
As of June 30, 2021

Shareholder structure by region



As of June 30, 2021

FRE Historical share price performance

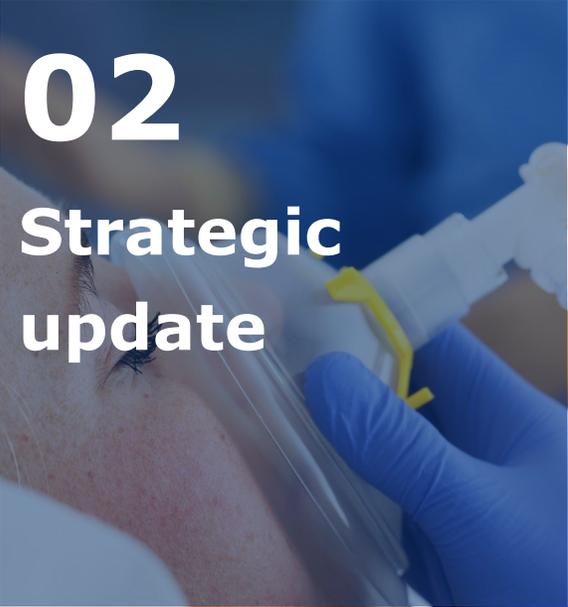


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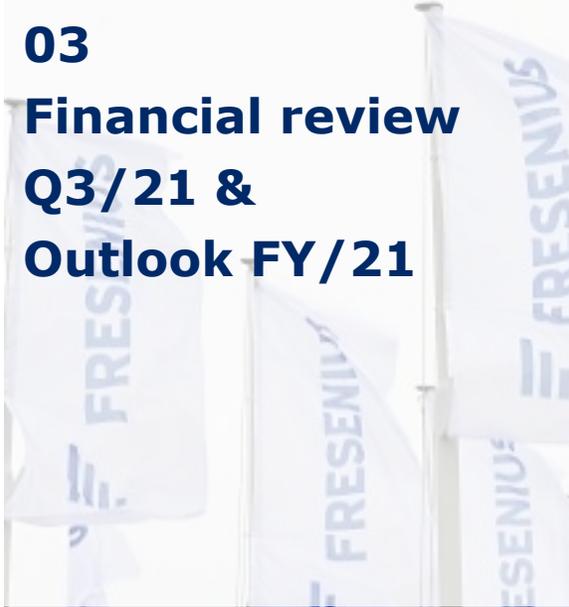
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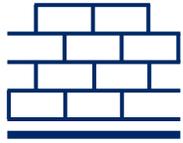
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Key messages Q3/21



Better than anticipated sales and net income growth



Targets for cost & efficiency program confirmed



Group sales guidance raised and net income guidance improved despite cost inflation and ongoing COVID uncertainty



Update on strategic evaluation at FY/21 results



Stronger than projected COVID-19 related headwind



Return to growth in North America; ongoing strong Emerging Markets business



Ongoing upward trend of elective treatments in Germany; summer dip in Spain less pronounced than expected



Continuous growth in service business; order book in project business remains at all-time high

Fresenius Group: Cost & efficiency program on track



- **Update** on **FME25** program by Fresenius Medical Care



- Focus on three **growth vectors**: broaden biopharmaceutical offering, roll-out clinical nutrition, expand MedTech
- **Increase competitiveness**: implementation of a business-led rather than regional organization



- **Divestment** of 40-bed-hospital (2020 sales: ~€9 million) in line with ongoing cluster strategy
- Further **streamlining** of German **hospital portfolio** under evaluation



- Establishment of management and **competence hubs** in Africa and Middle East during Q3/21



- **Initiated** first steps for **new IT operating model**



Savings >€100 million p.a. after tax and minorities from 2023 onwards confirmed

Initiation of Cost & efficiency program



FY20

Detailing

Defined three categories for the various measures



Q1/21

Further identified & defined initiatives;
Implemented first measures



Q2/21

Conception phase **finalized**;
Implementation of Group-wide measures **continued**



Q3/21

First low double-digit €m savings after tax and minorities



FY/21

Fresenius Kabi: North America back to growth; Emerging markets with continued healthy financial performance



North America

Healthy organic sales growth; EBIT growth only hindered by a non-cash one-time effect

Continued mid single-digit price declines in base portfolio

Melrose Park prepared for FDA inspection

Europe

Healthy growth in **Europe** driven by recovery of elective treatments

Latin America

Latin America with **ongoing excellent business development** fueled by extra demand of COVID related products

Asia Pacific

China slowing down due to price effects post successful participation in VBP tenders

APAC ex China with strong organic growth

Biosimilars

Adalimumab expands global market reach; authorizations e.g., in Colombia, Hong Kong and Malaysia; UK tender prolonged

COVID-19 driven delay for **Pegfilgrastim** launches increasingly likely

Tocilizumab shows positive results in two clinical trials

Fresenius Helios: Overall financial performance better than anticipated; in Germany continued rising elective treatments; treatment activity in Spain above pre-pandemic levels in most medical areas



Helios Germany

Hospital operations increasingly normalizing; low level of hospitalized COVID-19 patients

Sequential increase in admissions, although volumes continue to be below pre-pandemic levels

Successful **acquisition of DRK Clinics** in Kassel

DRG inflator for German hospitals set at 2.29% for 2022



Helios Spain

Summer dip noticeable, but **less pronounced than expected**

Activity levels continue to be slightly above pre-pandemic levels; **decreasing COVID-19** hospitalizations

Ongoing **greenfield activities**, e.g., recent openings of a brand-new hospital near Madrid and new facilities in Seville

Strong results in **Latin America;** notably above expectations



Fertility Services

Growing business; financial **performance in line** with expectations despite COVID-related headwinds

Acquisition of a majority stake in one of the **leading Canadian fertility centers** located in Toronto

Further **acquisitions expected** in the next quarters

Fresenius Vamed: Service business with continuous growth in Q3/21; International project business still marked by COVID-19 related headwinds



Ongoing COVID-19 effects weigh on business in Q3/21

International project business continues to be marked by travel/quarantine restrictions

Upward trend in elective treatment activity supports rehabilitation business

Service business shows good performance

Strong contribution from high-end services

Project business – order book remains strong

Order intake further increased in Q3/21; order backlog at all-time high €3.65 bn

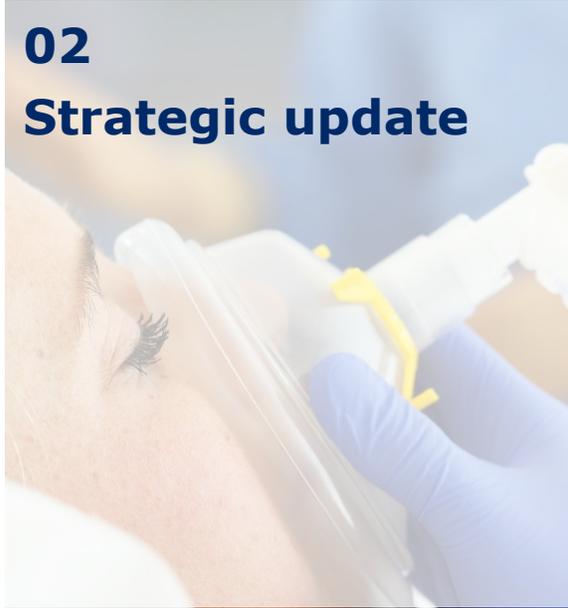
Key order intake in Q3/21:

- Turnkey Project, General Hospital in Papua New Guinea
-

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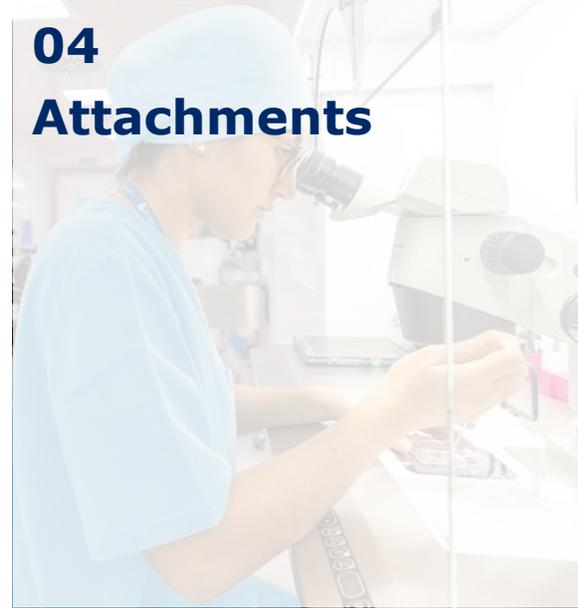
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Q3/21 Profit and Loss Statement

Sales

+5%

Q3/21: €9,324 m

EBIT

-6%

Q3/21: €1,041 m

Income Tax Rate

23.0%

Q3/20: 22.0%

Net Interest

-€126 m

Q3/20: -€154 m

Net Income

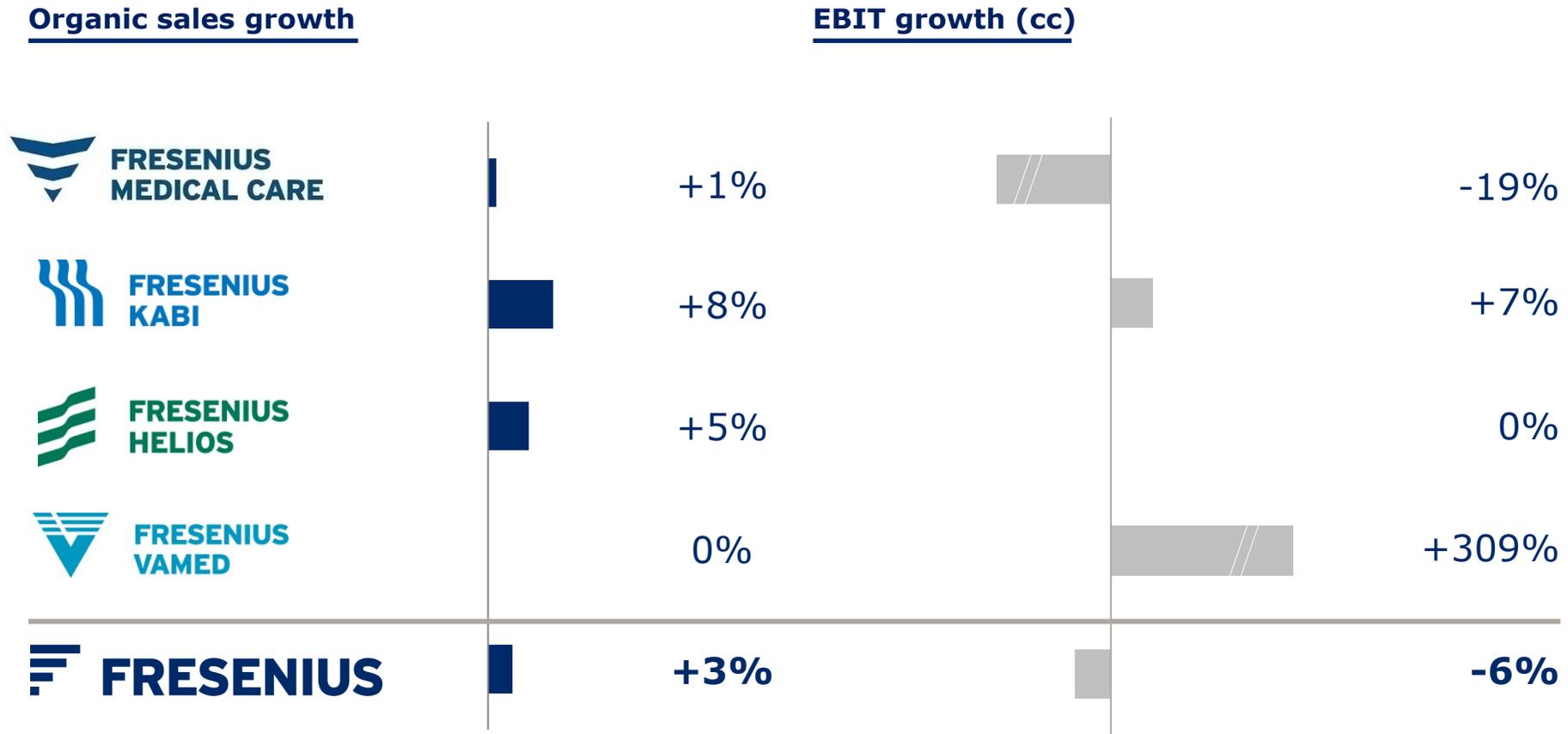
+2%

Q3/21: €435 m



All growth rates in constant currency (cc)
Before special items
Net income attributable to shareholders of Fresenius SE & Co. KGaA

Q3/21 Business Segment Growth



All figures before special items
 For a detailed overview of special items please see the reconciliation tables provided on our website <https://www.fresenius.com/results-center>.

Q3/21 Cash Flow

€m	Operating CF		Capex (net)		Free Cash Flow ¹	
	Q3/2021	LTM Margin	Q3/2021	LTM Margin	Q3/2021	LTM Margin
 FRESENIUS MEDICAL CARE	691	13.8%	-181	-4.9%	510	8.9%
 FRESENIUS KABI	393	16.4%	-128	-8.0%	265	8.4%
 FRESENIUS HELIOS	157	9.7%	-111	-5.9%	46	3.8%
 FRESENIUS VAMED	9	4.6%	-10	-3.3%	-1	1.3%
Corporate/Other	-24	n.a.	-3	n.a.	-27	n.a.
 FRESENIUS Excl. FMC ²	535	12.5%	-252	-6.6%	283	5.9%
 FRESENIUS	1,226	12.8%	-433	-5.8%	793	7.0%

¹ Before acquisitions and dividends

² Including FMC dividends

FY/21 Financial Outlook by Business Segment

€m (except otherwise stated)		FY/20 Base	Q1-3/21 Actual	FY/21e	FY/21e published July 2021	FY/21e New
	Sales growth (org)	6,976	6%	Low-to-mid single-digit %	Confirmed	Confirmed
	EBIT growth (cc)	1,095	5%	Stable-to-low single-digit %	Low single-digit %	Around top-end of low single-digit %
	Sales growth (org)	9,818	7%	Low-to-mid single-digit %	Mid single-digit %	Confirmed
	EBIT growth (cc)	1,025	14%	Mid-to-high single-digit %	High single-digit %	Confirmed
	Sales growth (org)	2,068	4%	Mid-to-high single-digit %	Confirmed	Confirmed
	EBIT	29	€35 m	High double-digit €m	Confirmed	Confirmed

Before special items and including estimated COVID-19 effects

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

FY/21 Financial Guidance

€m (except otherwise stated)		FY/20 Base	Q1-3/21 Actual	FY/21e	FY/21e published July 2021	FY/21e New
FRESENIUS	Sales growth (cc)	36,277	5%	Low-to-mid single-digit %	Confirmed	Mid single-digit %
	Net income growth (cc)	1,796	6%	At least broadly stable	Low single-digit %	Around top-end of low single-digit %

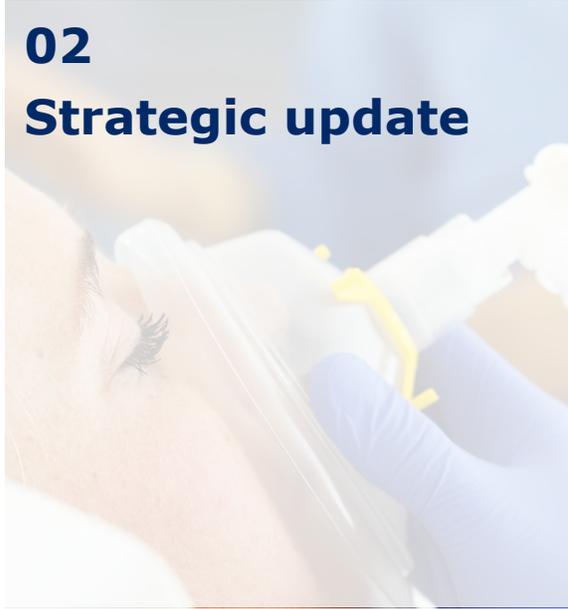
Before special items and including estimated COVID-19 effects
Net income attributable to shareholders of Fresenius SE & Co. KGaA

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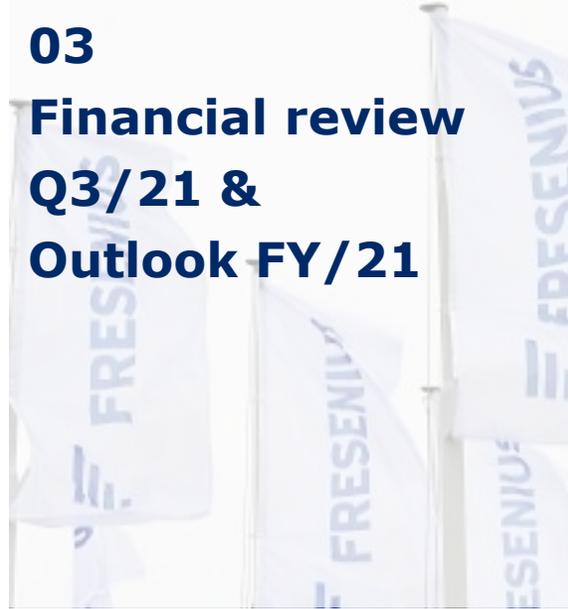
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Fresenius Kabi: Q3 & Q1-3/21 Organic Sales Growth by Regions

€m	Q3/21	Δ YoY organic	Q1-3/21	Δ YoY organic
North America	589	6%	1,669	-4%
Europe	620	5%	1,880	5%
Emerging Markets	645	13%	1,821	19%
Total sales	1,854	8%	5,370	6%

Fresenius Kabi: Q3 & Q1-3/21 Organic Sales Growth by Product Segment

€m	Q3/21	Δ YoY organic	Q1-3/21	Δ YoY organic
IV Drugs	719	4%	2,105	-2%
Infusion Therapy	221	9%	632	8%
Clinical Nutrition	570	12%	1,608	15%
Medical Devices/ Transfusion Technology	344	9%	1,025	11%
Total sales	1,854	8%	5,370	6%

Fresenius Kabi: Q3 & Q1-3/21 EBIT Growth

€m	Q3/21	Δ YoY cc	Q1-3/21	Δ YoY cc
North America	165	-1%	501	-20%
Margin	28.0%	-190 bps	30.0%	-610 bps
Europe	93	7%	310	15%
Margin	15.0%	+20 bps	16.5%	+130 bps
Emerging Markets	165	15%	447	44%
Margin	25.6%	+40 bps	24.5%	+410 bps
Corporate and Corporate R&D	-123	-4%	-384	-1%
Total EBIT	300	7%	874	5%
Margin	16.2%	-20 bps	16.3%	-30 bps

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/results-center>.

Fresenius Helios: Q3 & Q1-3/21 Key Financials

€m	Q3/21	Δ YoY cc	Q1-3/21	Δ YoY cc
Total sales	2,622	5%¹	8,009	7%¹
Thereof Helios Germany	1,640	3% ¹	4,988	2% ¹
Thereof Helios Spain	941	8% ¹	2,937	18% ¹
Total EBIT	222	0%	788	14%
Margin	8.5%	-90 bps	9.8%	+10 bps
Thereof Helios Germany	140	5%	442	-1%
Margin	8.5%	-20 bps	8.9%	-60 bps
Thereof Helios Spain	79	-17%	352	36%
Margin	8.4%	-250 bps	12.0%	+150 bps
Thereof Corporate	3	--	-6	--

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

	Q1-3/21	FY/20	Δ
No. of hospitals Germany	89	89	0%
- Acute care hospitals	86	86	0%
No. of hospitals Spain (Hospitals)	53	52	2%
No. of beds Germany	30,074	29,978	0%
- Acute care hospitals	29,540	29,451	0%
No. of beds Spain (Hospitals)	7,987	7,936	1%
Admissions Germany (acute care)	778,676	1,044,959	
Admissions Spain (including outpatients)	12,902,470	15,037,804	

Fresenius Vamed: Q3 & Q1-3/21 Key Financials

€m	Q3/21	Δ YoY cc	Q1-3/21	Δ YoY cc
Total sales	516	0%	1,549	4%
Thereof organic sales		0%		4%
Project business	106	-24%	384	-10%
Service business	410	9%	1,168	10%
Total EBIT	23	--	35	--
Order intake ¹	120	--	971	--
Order backlog ¹			3,647	19% ²

¹ Project business only

² Versus December 31, 2020

Fresenius Group: Calculation of Noncontrolling Interests

€m	Q1-3/21	Q1-3/20
Earnings before tax and noncontrolling interests	2,696	2,866
Taxes	-604	-651
Noncontrolling interests, thereof	-747	-913
Fresenius Medical Care net income not attributable to Fresenius (Q1-3/21: ~68%)	-508	-670
Noncontrolling interest holders in Fresenius Medical Care	-174	-210
Noncontrolling interest holders in Fresenius Kabi (-€ 46 m), Fresenius Helios (-€12 m), Fresenius Vamed (-€ 3 m) and due to Fresenius Vamed's 23% external ownership (-€4 m)	-65	-33
Net income attributable to Fresenius SE & Co. KGaA	1,345	1,302

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	Q3/21	LTM Margin	Δ YoY
Operating Cash Flow	1,226	12.8%	2%
Capex (net)	-433	-5.8%	16%
Free Cash Flow (before acquisitions and dividends)	793	7.0%	16%
Acquisitions (net)	-124		
Dividends	-75		
Free Cash Flow (after acquisitions and dividends)	594	1.8%	--

Estimated COVID-19 Effects Q3 & Q1-3/21

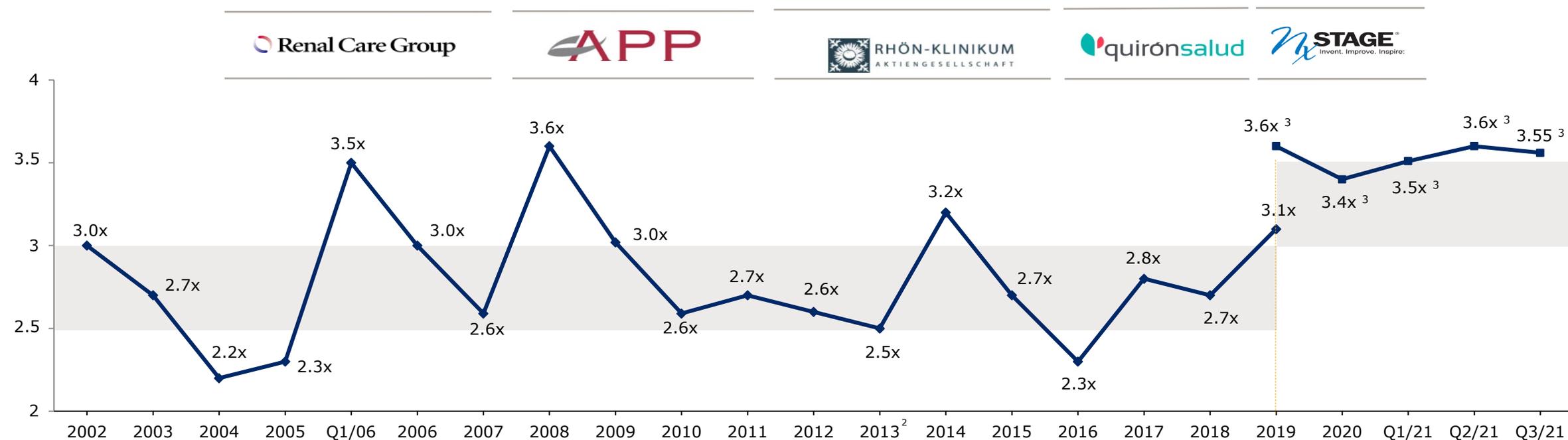
	Growth cc as reported incl. COVID-19		Estimated COVID-19 impact cc		Estimated growth cc excl. COVID-19	
	Q3/21	Q3/20	Q3/21	Q3/20	Q3/21	Q3/20
Sales	5%	5%	-2% to -3%	-1% to -2%	7% to 8%	6% to 7%
Net income ¹	2%	1%	-10% to -14%	0% to -4%	12% to 16%	1% to 5%

	Growth cc as reported incl. COVID-19		Estimated COVID-19 impact cc		Estimated growth cc excl. COVID-19	
	Q1-3/21	Q1-3/20	Q1-3/21	Q1-3/20	Q1-3/21	Q1-3/20
Sales	5%	5%	0% to -1%	-2% to -3%	5% to 6%	7% to 8%
Net income ¹	6%	-4%	-1% to -5%	-6% to -10%	7% to 11%	2% to 6%

¹ Net income attributable to shareholders of Fresenius SE & Co. KGaA

Fresenius Group: Proven Track Record of Deleveraging

Net Debt/EBITDA¹



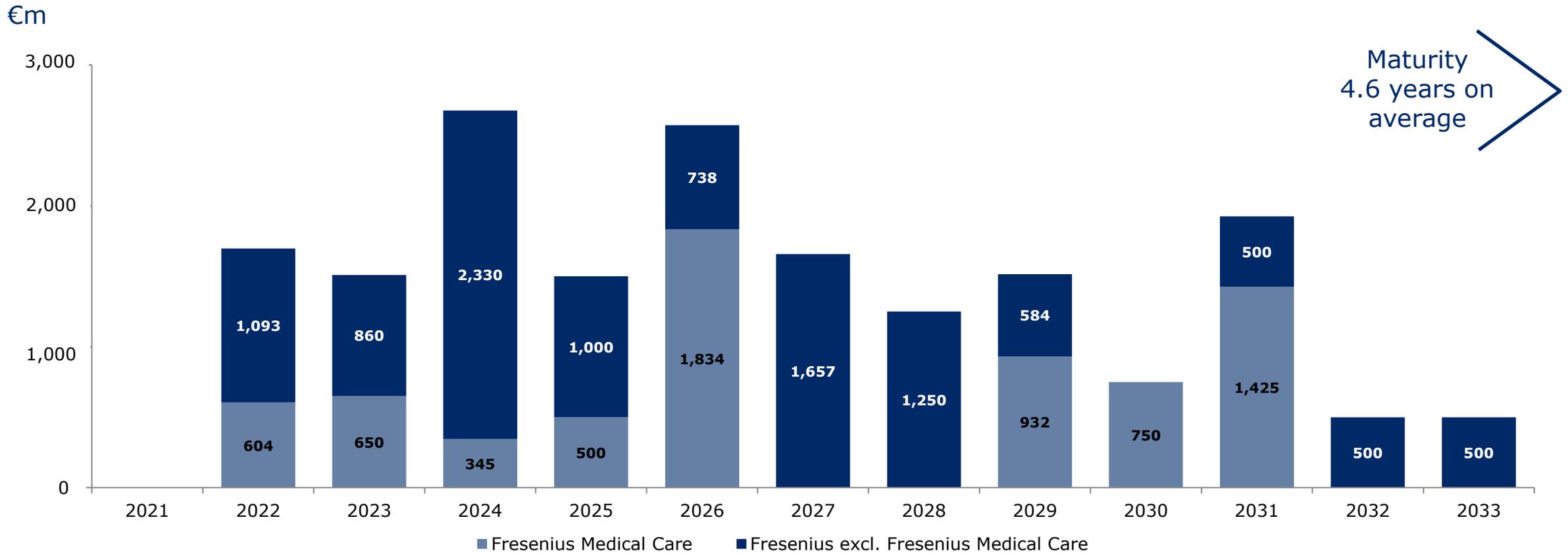
2002-2019 excluding IFRS 16

¹ At actual FX rates from 2002 to 2010 and at average FX rates from 2011 onwards, for both Net Debt and EBITDA; before special items; pro forma closed acquisitions/divestitures

² Pro forma excluding advances made for the acquisition of hospitals from Rhön-Klinikum AG

³ Including IFRS 16

Fresenius Group: Major long-term debt maturities¹



¹ As of September 30, 2021, and based on utilization of major financing instruments, excl. Commercial Paper

Sales by Business Segment – FX, Acquisitions/Divestitures Effects Q3/21

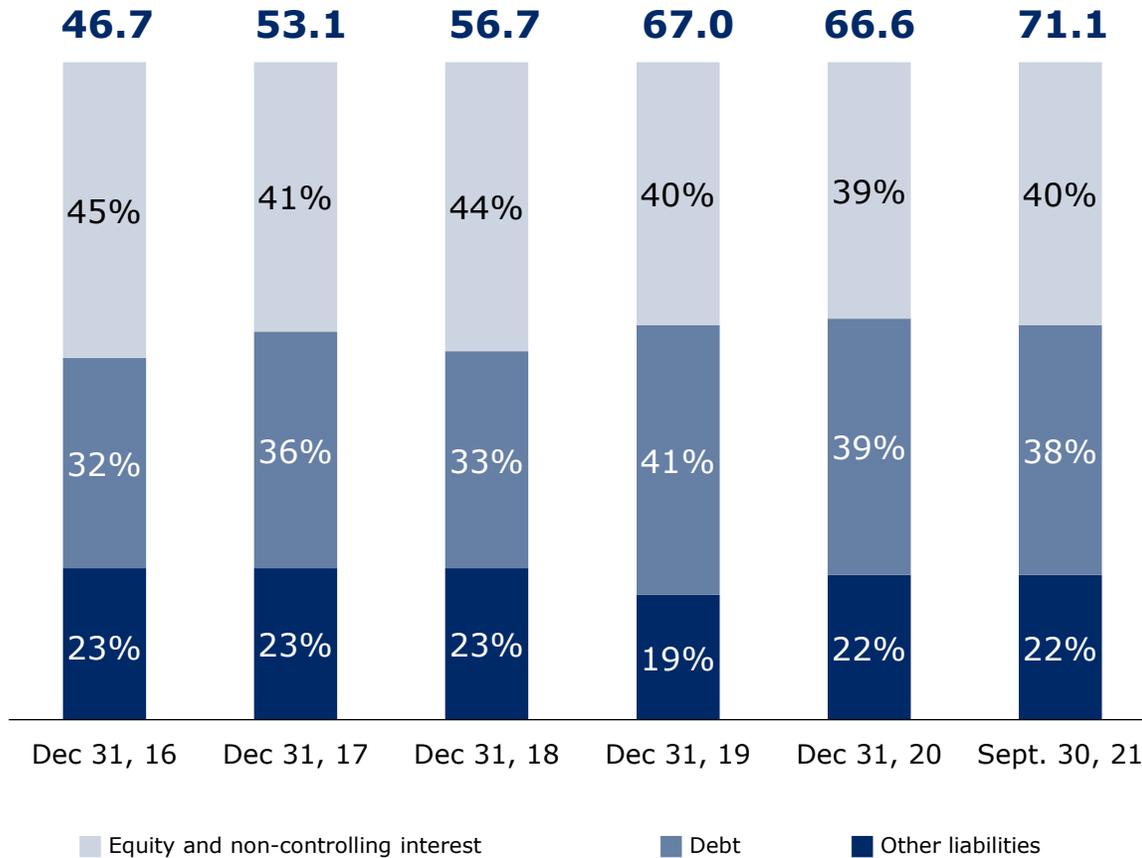
€m	Q3/21	Q3/20	Growth at actual rates	Currency translation effects	Growth at constant rates	Organic growth	Acquisitions	Divestitures/Others
Fresenius Medical Care	4,442	4,414	1%	0%	1%	1%	1%	-1%
Fresenius Kabi	1,854	1,694	9%	1%	8%	8%	0%	0%
Fresenius Helios	2,622	2,400	9%	-1%	10%	5%	5%	0%
Fresenius Vamed	516	517	0%	0%	0%	0%	0%	0%
Total	9,324	8,918	5%	0%	5%	3%	2%	0%

Sales by Business Segment – FX, Acquisitions/Divestitures Effects Q1-3/21

€m	Q1-3/21	Q1-3/20	Growth at actual rates	Currency translation effects	Growth at constant rates	Organic growth	Acquisitions	Divestitures/Others
Fresenius Medical Care	12,972	13,459	-4%	-6%	2%	1%	1%	0%
Fresenius Kabi	5,370	5,161	4%	-3%	7%	6%	0%	1%
Fresenius Helios	8,009	7,181	12%	0%	12%	7%	5%	0%
Fresenius Vamed	1,549	1,491	4%	0%	4%	4%	0%	0%
Total	27,554	26,973	2%	-3%	5%	4%	1%	0%

Fresenius Group: Solid Balance Sheet Structure

B/S total (€bn)



- **Healthy Equity and Liability Split**
- **Strong equity ratio of >40% on average**
- **Equity ratio kept in narrow range despite rapid growth of Fresenius Group**

2019 including IFRS 16

Fresenius Group: Financial Performance Indicators

Growth	Profitability	Liquidity	Capital efficiency	Capital management
<p>Sales growth (in constant currency)</p> <p>Sales growth (organic)</p>	<p>Operating income (EBIT) +/- Financial result</p> <p>- Income taxes</p> <p>- Minority interests</p> <hr/> <p>= Net income</p> <p>EBIT growth (in constant currency)</p> <p>Net income growth (in constant currency)</p>	<p>Operating cash flow ÷ Sales</p> <hr/> <p>= Cash flow margin</p>	<p>EBIT Income taxes</p> <hr/> <p>= NOPAT ÷ Invested capital</p> <hr/> <p>= ROIC</p> <p>EBIT ÷ Operating assets</p> <hr/> <p>= ROOA</p>	<p>Net debt ÷ EBITDA</p> <hr/> <p>= Leverage ratio</p>

Fresenius Group¹: Performance Indicators 5-year overview

	Targets 2020 ²	2020	2019	2018	2017	2016
Sales growth (in constant currency)	+ 3% to + 6%	5%	6%	6%	16%	6%
Net income ³ growth (in constant currency)	-4% to + 1%	-3%	0%	7%	21%	13%
Liquidity and capital management						
Cash flow margin	12% to 14%	18.1%	12.0% / 9.9% ⁴	11.2%	11.6%	12.2%
Net debt / EBITDA ⁵	Around the top-end of 3.0x – 3.5x ⁶	3.44x	3.61x / 3.14x ⁴	2.71x	2.84x	2.33x
Capital efficiency						
Return on invested capital (ROIC) ⁷	At 2019 level	6.5%	6.7% / 7.4% ⁴	8.3%	8.0%	8.5%
Return on operating assets (ROOA) ⁷	At 2019 level	7.3%	7.6% / 8.2% ⁴	9.0%	9.4%	10.0%

¹ Growth rates are based on the assumptions of the respective annual forecasts and are adjusted for special items and, if applicable, other effects affecting the underlying growth (adjustments to new accounting standards, acquisitions / divestments, acquisition costs, or cost-saving programs).

² Including estimated COVID-19 effects (updated October 2020)

³ Net income attributable to shareholders of Fresenius SE & Co. KGaA

⁴ Excluding IFRS 16 effect

⁵ Both net debt and EBITDA calculated at LTM average exchange rates; before special items, pro forma closed acquisitions/divestitures

⁶ Around the top-end of the self-imposed target range of 3.0x to 3.5x; excluding further potential acquisitions

⁷ Before special items, pro forma acquisitions

Business segments¹: Performance Indicators 5-year overview

	Targets 2020 ²	2020	2019	2018	2017	2016
Fresenius Medical Care						
Sales growth (in constant currency)	Mid-to-high single-digit %-range	5%	5%	4%	9%	7%
Net income growth ^{3,4} (in constant currency)	Mid-to-high single-digit %-range	12%	-2%	4%	7%	16%
Fresenius Kabi						
Sales growth (organic)	+ 2% to +5%	4%	4%	7%	7%	5%
EBIT growth (in constant currency)	- 6% to -3%	-6%	3%	2%	8%	5%
Fresenius Helios						
Sales growth (organic)	+ 1% to +4%	4%	5%	3%	4%	4%
EBIT growth (in constant currency)	Broadly stable	0%	-4%	0%	54%	7%
Fresenius Vamed						
Sales growth (organic)	~ - 10%	-8%	16%	16%	6%	5%
EBIT growth (in constant currency)	Positive absolute EBIT	€ 29 million	19%	45%	10%	8%

¹ Growth rates are based on the assumptions of the respective annual forecasts and are adjusted for special items and, if applicable, other effects affecting the underlying growth (adjustments to new accounting standards, acquisitions / divestments, acquisition costs, or cost-saving programs).

² Including estimated COVID-19 effects (updated October 2020)

³ Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA

⁴ Special items are effects (when consolidated at the Fresenius Group: special items), that are unusual in nature and were not foreseeable or not foreseeable in size or impact at the time of giving guidance.

Financial Calendar / Contact



Financial Calendar

22 February 2022	Results FY/21
04 May 2022	Results Q1/22
13 May 2022	Annual General Meeting
02 August 2022	Results Q2/22
01 November 2022	Results Q3/22

Please note that these dates could be subject to change.



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