



# Capital Markets Day 2023

London, May 25, 2023

# Agenda

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10:30 – 10:35	<b>Welcome/Opening Remarks</b>	Markus Georgi
10:35 – 10:50	<b>#FutureFresenius</b>	Michael Sen
10:50 – 11:20	<b>Introduction to Fresenius Kabi &amp; Vision 2026</b>	Pierluigi Antonelli
11:20 – 11:40	<b>Financials &amp; Cross-cutting initiatives</b>	Andreas Duenkel
11:40 – 12:10	<b>Q&amp;A</b>	
12:10 – 12:20	<b>Coffee Break</b>	
12:20 – 12:50	<b>Focus on Nutrition</b>	Dr. Marc-Alexander Mahl
12:50 – 13:20	<b>Focus on MedTech</b>	Dr. Christian Hauer
13:20 – 13:40	<b>Q&amp;A</b>	
13:40 – 14:40	<b>Lunch</b>	
14:40 – 15:10	<b>Focus on Pharma</b>	Dr. Marc-Alexander Mahl
15:10 – 15:40	<b>Focus on Biopharma</b>	Dr. Michael Schönhofen
15:40 – 16:10	<b>Q&amp;A</b>	
16:10 – 16:15	<b>Key take aways</b>	Pierluigi Antonelli
16:15 – 16:30	<b>Closing Remarks</b>	Michael Sen

# Today's Presenters

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## Michael Sen

**Chairman of the Management Board  
Fresenius Management SE**

Michael Sen, became Chairman of the Management Board of Fresenius (equivalent to President and CEO) on October 1, 2022.

He joined Fresenius in April 2021 as Chairman of the Management Board of Fresenius Kabi. Before joining Fresenius Kabi, Michael Sen was a member of the Management Board of Siemens AG, where he was responsible for the healthcare business Siemens Healthineers and for Siemens' energy business. Prior to that, he was Chief Financial Officer of E.ON SE. At the start of his professional career, Michael Sen completed an apprenticeship at Siemens in Berlin and then studied business administration at the Technical University of Berlin.

# Today's Presenters

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**Pierluigi Antonelli**

**President and CEO  
Fresenius Kabi**

Pierluigi Antonelli is the President and CEO of Fresenius Kabi since March 2023.

Pierluigi Antonelli has extensive operational expertise in the pharmaceutical industry, with a focus on product development, launch of new products in key international markets, business & strategy development, and their implementation. In his previous position, he served as CEO of Angelini Pharma, a company within the Italian Angelini Group specialized in Brain Health and Consumer Health, since 2019. Prior to that, he held senior positions at companies such as Novartis Oncology, Sandoz, Merck & Co, and Bristol-Myers Squibb in the United States and Europe, after working few years in McKinsey & Company.

He holds an MBA from Kellogg School of Management and a degree in Economics from L.U.I.S.S..



**Andreas Duenkel**

**Chief Financial Officer  
Fresenius Kabi**

Andreas Duenkel, is Chief Financial Officer at Fresenius Kabi since the beginning of June 2022.

Prior to his appointment to the Management Board, he was Chief Finance Officer for the North America region. Before joining Fresenius Kabi, Andreas held international Finance leadership positions within Siemens Healthineers AG and Siemens AG. Andreas is a qualified Chartered Accountant having previously worked for Ernst & Young and Arthur Andersen in the UK.



# Today's Presenters

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**Dr. Marc-Alexander Mahl**

**President Pharma and Nutrition  
Fresenius Kabi**

Marc Mahl, is the President of Pharma and Nutrition of Fresenius Kabi since May 2023 and a new entrant to the Fresenius Kabi Board.

Marc Mahl has broad experience in the pharmaceutical and nutrition industry with a focus on strategy, development, production, M&A and reorganization management. In his previous position Marc served as Head of BU Generics and IV Fluids of Fresenius Kabi. Prior to that he was COO of DMK Group, Bremen, to manage the turn-around of the global Babyfood business, and managed from 2011-2020 the Global Generics portfolio of Fresenius Kabi as BU Head. Marc was the President of the European Generics Industry Association in Brussels from 2017-19 and Member of the Executive committee of the German Industry Association for Specialty Food Producers from 2021-2022.

He holds an eMBA from INSEAD, a MD degree from University Essen, a medical doctorate from University Bochum and a specialization degree in Transfusion medicine.



**Dr. Christian Hauer**

**President MedTech  
Fresenius Kabi**

Christian Hauer, became Member of the Fresenius Kabi Management Board in January 2013 and President of Fresenius Kabi MedTech in January 2022 after serving several years as President Medical Devices and President Transfusion Medicine and Cell Therapies.

Before joining Fresenius Kabi in 2012 as Head of GBS Medical Devices, he worked for more than 13 years for Drägerwerk AG, where he held various management positions including VP Services USA, President global Sales & Marketing, President Dräger Medical and member of the Executive team of Drägerwerk AG.

Christian Hauer holds a masters degree in business administration and industrial engineering (Wirtschaftsingenieur) and a PhD in industrial engineering from the Technical University Hamburg-Harburg.

# Today's Presenters

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## **Dr. Michael Schönhofen**

**President Biopharmaceuticals  
Fresenius Kabi**

Michael Schönhofen, became Member of the Fresenius Kabi Management Board in January 2004, responsible for Operations and Technology. Since then and throughout the years, he has been responsible for different segments and businesses within Fresenius Kabi including having been the COO of Fresenius Kabi. Since May 2023, he is serving as the President Biopharmaceuticals.

Before joining Fresenius Kabi in 2004 he worked 13 years for Fresenius Medical Care AG, where he held various management positions including VP Artificial Kidneys and EVP Disposables EU, Latam and Middle East.

Michael Schönhofen holds a Diploma degree in Physics and a PhD in Theoretical Nuclear and Elementary Particle Physics from the Technical University Darmstadt.



## Safe Harbor Statement

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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 a variety of 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.

Financial figures on profit and profitability throughout this presentation, especially EBIT, EBITDA, and related margins, are generally reported "before special items". Hence, these figures exclude certain one-time effects. Regarding the definition of financial performance indicators, these refer to the most recent financial publications available on the Fresenius corporate website.

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

## Notice on the use of photographs and video recordings

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During this event, photos and video recordings of participants will be made. Some photos and/or recordings may possibly be used for future publication purposes of Fresenius Group and Fresenius Kabi. These include the Fresenius Group and the Fresenius Kabi websites as well as Social Media.

If you do not want to be displayed in any of these media, please inform our colleagues at the registration desk.

**#FutureFresenius**





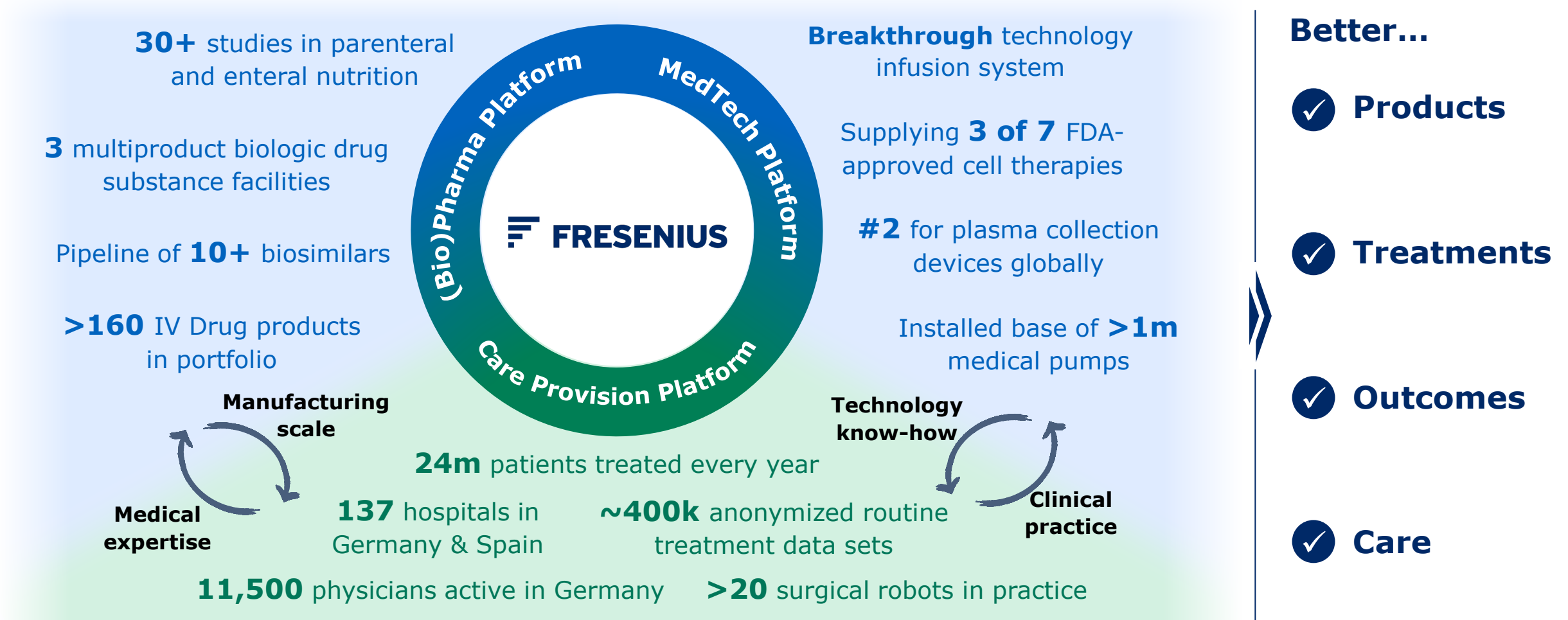
# Our mission for #FutureFresenius – Advancing Patient Care



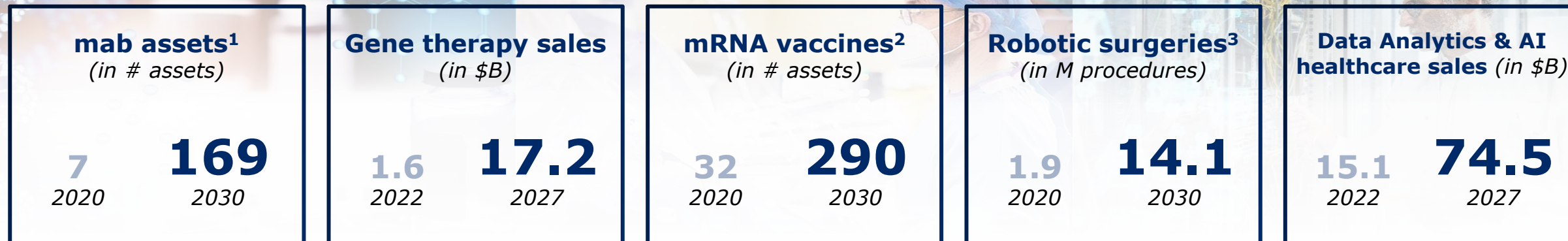
*Advancing Patient Care*



# Scale and impact across a broad range of therapies



# Serving fast growing markets along the key paradigm shifts in healthcare



## Bio paradigm

Specialization...  
 Personalization...  
 Diversification...  
**...of medicines**

## Tech paradigm

Automation...  
 Digitalization...  
 Connection...  
**...of solutions**

## Data paradigm

Consumerization...  
 Individualization...  
 Integration...  
**...for patients**

**+** **Sociodemographics** – increasing need for high-quality, affordable patient care

1. Monoclonal antibodies, commercial phase only 2. Across all (pre-)clinical phases, including commercial phase 3. Robotic surgeries using da Vinci Surgical Systems  
 Sources: Intuitive Surgical, Evaluate Pharma, BIS Research Analysis, selected industry reports

# #FutureFresenius – ReSet delivered, now moving to ReVitalize

Structural simplification

Sharpen focus

Accelerate performance

## ✓ FMC deconsolidation on track

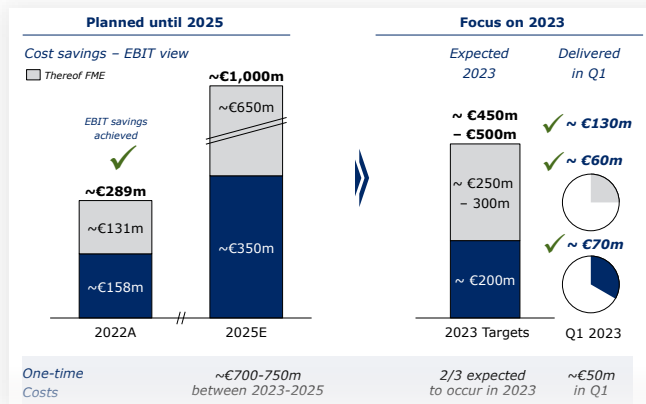


## ✓ New F<sup>3</sup> - Fresenius Financial Framework

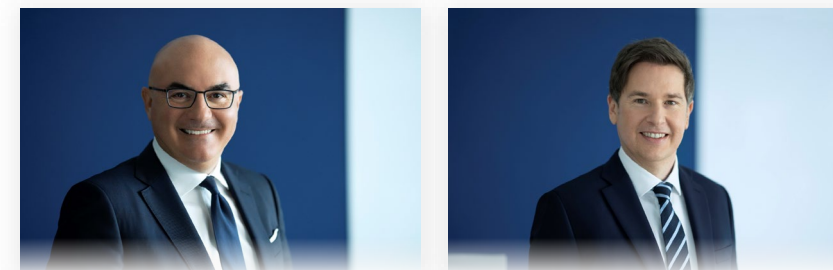
Fresenius Group				
Operating Companies			Investment Companies <i>FSE expectation as major shareholder</i>	
	FRESENIUS KABI	FRESENIUS HELIOS	FRESENIUS MEDICAL CARE	FRESENIUS VAMED
EBIT margin	14 – 17%	9 – 11%	10 – 14%	4 – 6%
Organic revenue growth	4 – 7%	3 – 5%		
<b>CAPITAL EFFICIENCY</b>				
ROIC	Leverage ratio		CASH	
6 – 8%	3.0x – 3.5x		Cash Conversion Rate <sup>1</sup>	
			Around 1	
			<b>DIVIDEND</b>	
			Progressive dividend	
			In line with EPS cc growth but at least on prior year level	

<sup>1</sup> Cash Conversion Rate – defined as adjusted FCFIT / EBIT before special items. All figures before special items.

## ✓ Cost savings ramping up



## ✓ New management team formed





# #FutureFresenius – Operating Companies and Investment Companies

## #FutureFresenius *Advancing Patient Care*

### Operating Companies

Profitability optimization and growth



**Healthcare products**  
for critically and chronically ill patients



**Healthcare services**  
along the care continuum

*World-class therapies through system-critical healthcare products and services*

**(Bio)Pharma Platform**

**MedTech Platform**

**Care Provision Platform**

### Investment Companies

Financial value management



Dialysis provision and products



Project business and services


*Deconsolidation during 2023 intended*

# Fresenius Helios – Powerful set of care provision assets






**FRESENIUS KABI**

**Healthcare products**  
for critically and chronically ill patients




**FRESENIUS HELIOS**

## Leading healthcare services delivering value for >24 million patients yearly

 <b>Helios</b>	€7.0B	 <b>quirónsalud</b>	€4.4B	 <b>eugin</b>	€0.3B
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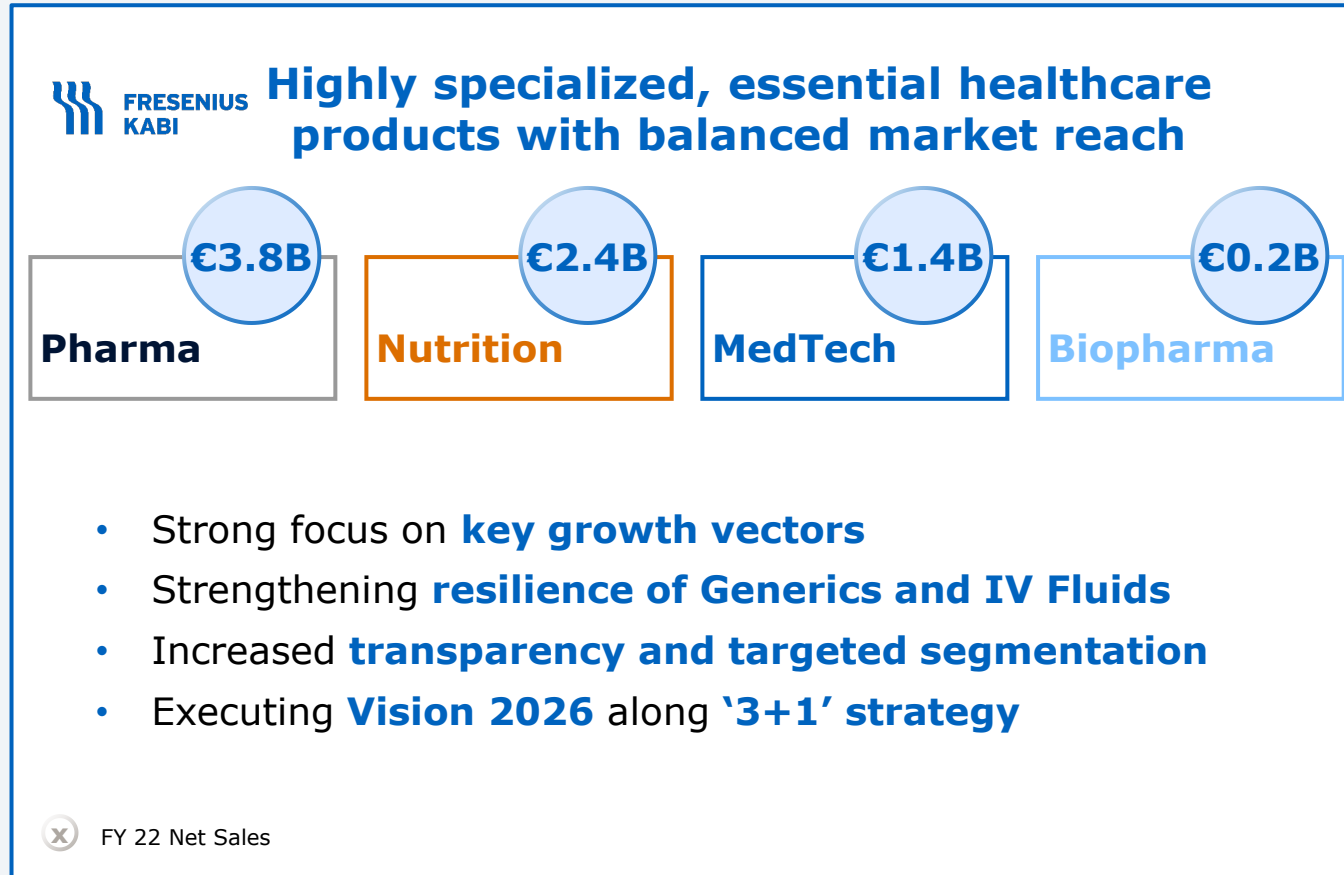
- Continuing **stable margin delivery**
- Increased **focus on return on capital** and **cash flow**
- Clear **strategy** for **value creation** across portfolio
- CMD envisaged for 1Q2024

 FY 22 Net Sales





# Fresenius Kabi – Accelerating our growth, driving performance



**FRESENIUS HELIOS**

**Healthcare services**  
along the care continuum



# Fresenius Kabi – Outstanding customer and manufacturing capabilities

**Unique channel access  
and customer proximity**



**Broad industrial base with  
manufacturing excellence**



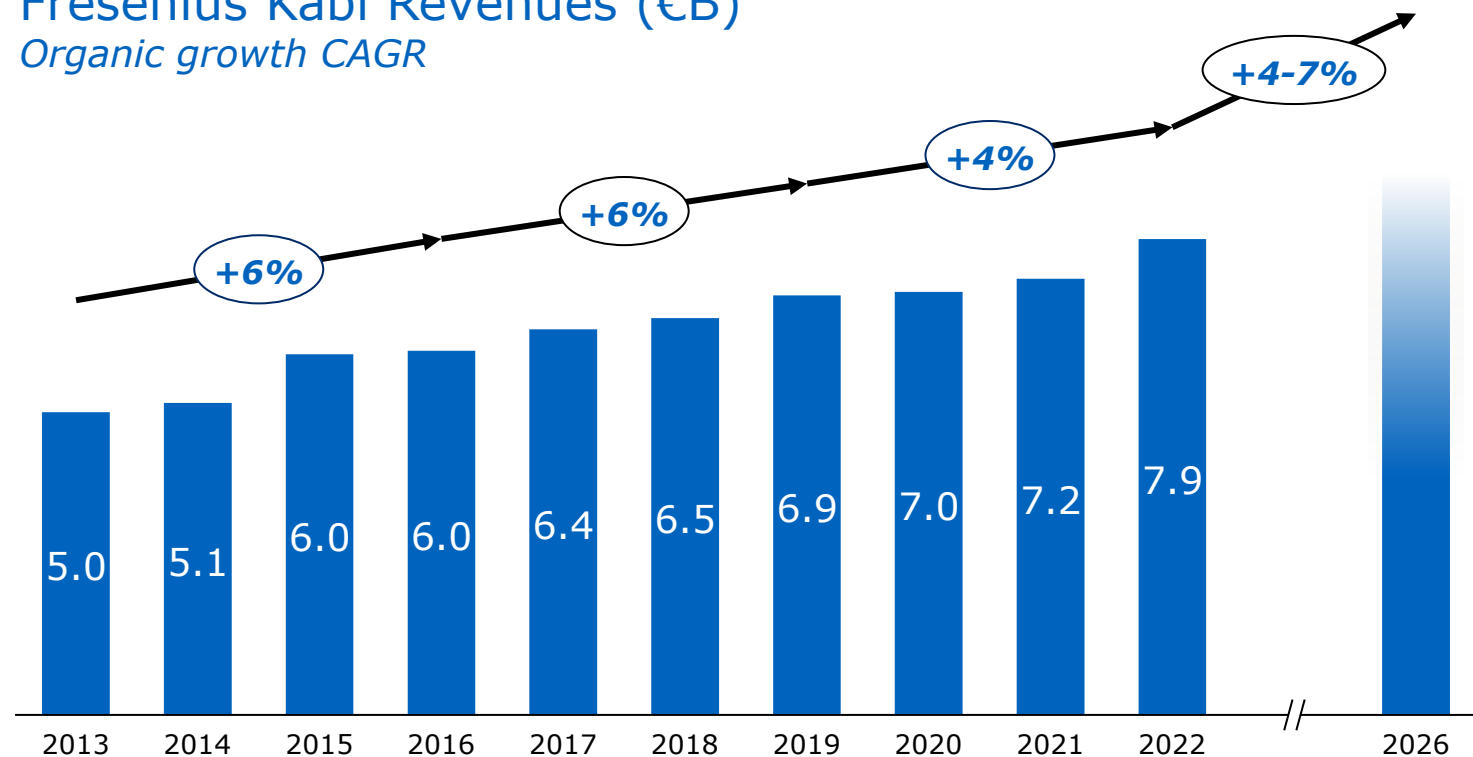
**Entrepreneurial  
spirit & commitment**



**Trusted partner for our customers**  
**Quality and reliability to the benefits of patients**  
**Access and affordability for healthcare systems**

# Fresenius Kabi – Consistent, long-term growth driver

Fresenius Kabi Revenues (€B)  
Organic growth CAGR



- ✓ >10 years of consecutive organic growth
- ✓ Adding ~€1B of Group revenue every ~3 years

# Fresenius Kabi – Performance delivery gaining speed

## Operating Companies



**FRESENIUS  
KABI**

**EBIT  
margin**

**14 – 17%**

**Organic  
revenue growth**

**4 – 7%**



**FRESENIUS  
HELIOS**

**9 – 11%**

**3 – 5%**

## Investment Companies

*FSE expectation as major shareholder*



**FRESENIUS  
MEDICAL CARE**

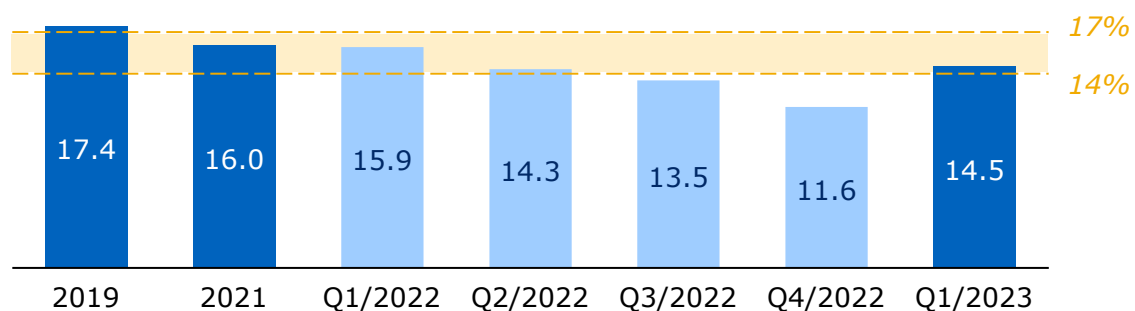
**10 – 14%**



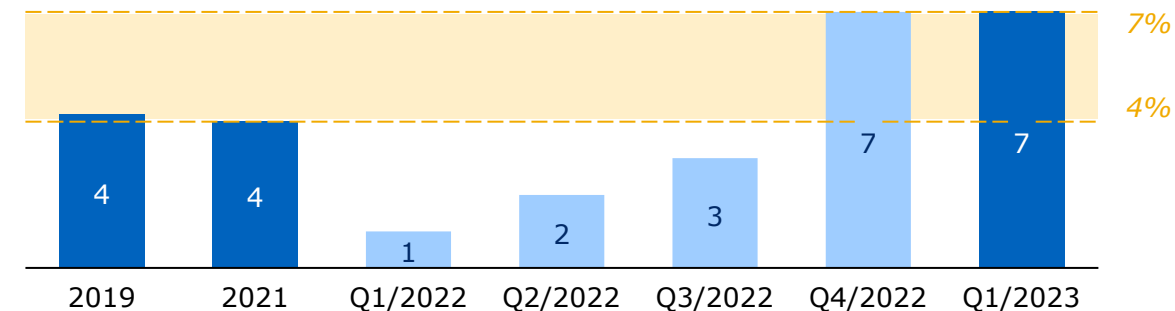
**FRESENIUS  
VAMED**

**4 – 6%**

## EBIT margin (%)



## Organic revenue growth (%)



# Fresenius Kabi – Skilled, focused and incentivized management team

## Today's presenters...

### Pierluigi Antonelli



#### President & Chief Executive Officer

- CEO of Fresenius Kabi since 2023
- > 25 years of experience in management roles across pharma companies
- Strong track record in operations

### Andreas Duenkel



#### Chief Financial Officer

- CFO of Fresenius Kabi since 2022
- >20 years in senior financial roles across healthcare businesses
- Strong track record in Finance transformations

### Marc-Alexander Mahl



#### President, Pharma and Nutrition

- First joined Fresenius in 2001
- Held management roles in portfolio, development and operations of generic drugs and nutrition

### Christian Hauer



#### President, MedTech

- First joined Fresenius in 2012
- Held various management roles in MedTech
- Pivotal role in successful TCT transformation

### Michael Schönhofen



#### President, Biopharma

- First joined Fresenius in 1991
- Held management roles in various Kabi businesses
- Pivotal in development of Fresenius Kabi Biopharma since first acquisition in 2017

# Fresenius Kabi – Strong investment thesis to support #FutureFresenius

 **Platform business benefitting from new dynamics in healthcare**

 **Industry-leading market positions aimed at advancing patient care globally**

 **Driver of Group growth based on Vision 2026 strategy**

 **Committed to strong margin expansion**

 **Experienced management team focused on delivery**



**#FutureFresenius – clear momentum**



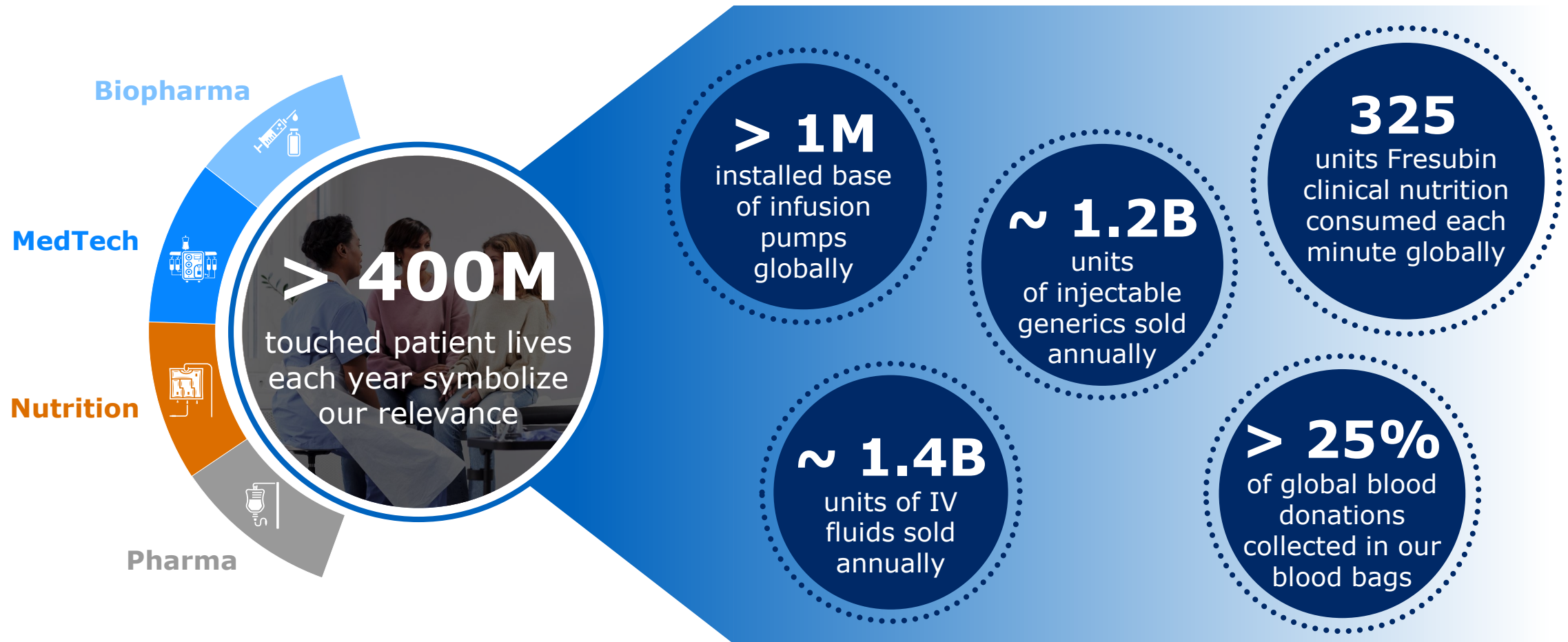
# **Introduction to Fresenius Kabi and Vision 2026**









## Highlights of today's meeting

- 1** Financial performance and ambition
- 2** Portfolio, pipeline, and positioning
- 3** Strategy and path forward
- 4** Execution and performance delivery

# We are a unique healthcare company



# Increased ambitions building on strong performance in Q1

	Q1 2023 Actuals	FY 2023 Guidance		2026 Ambition
		<i>Previous</i>	<i>New</i>	
<b>Organic sales growth</b> p.a.	 <b>7%</b>	<b>Low- to mid-single digit % growth</b>	<b>Mid-single digit</b>	 <b>4-7% p.a. 2022-26</b>
<b>EBIT margin</b> % of sales	 <b>14.5%</b>	<b>~ 1pp below margin band</b>	<b>Around 14%</b>	 <b>Upper end of 14-17% margin band</b>
	 Target band achieved/confirmed	 Ambition increased		

# Clear path to accelerate value creation

## Unique portfolio

- ⌚ Full-range, system-critical healthcare portfolio
- ⌚ Exciting pipeline with high-value launches

## Attractive fundamentals

- ⌚ Essential, attractive end markets
- ⌚ Leading market positions

## Clear strategy

- ⌚ Driving profitable growth from latest investments
- ⌚ Double down on efficiency levers

## High-performing team

- ⌚ New leadership with revised governance
- ⌚ Focus on performance delivery and execution

## Four

complementary business units for essential patient care

## #1

positions in Nutrition, Pharma, and MedTech segments

## ~ 10%

organic YoY sales growth in our Growth Vectors<sup>1</sup> in Q1 2023

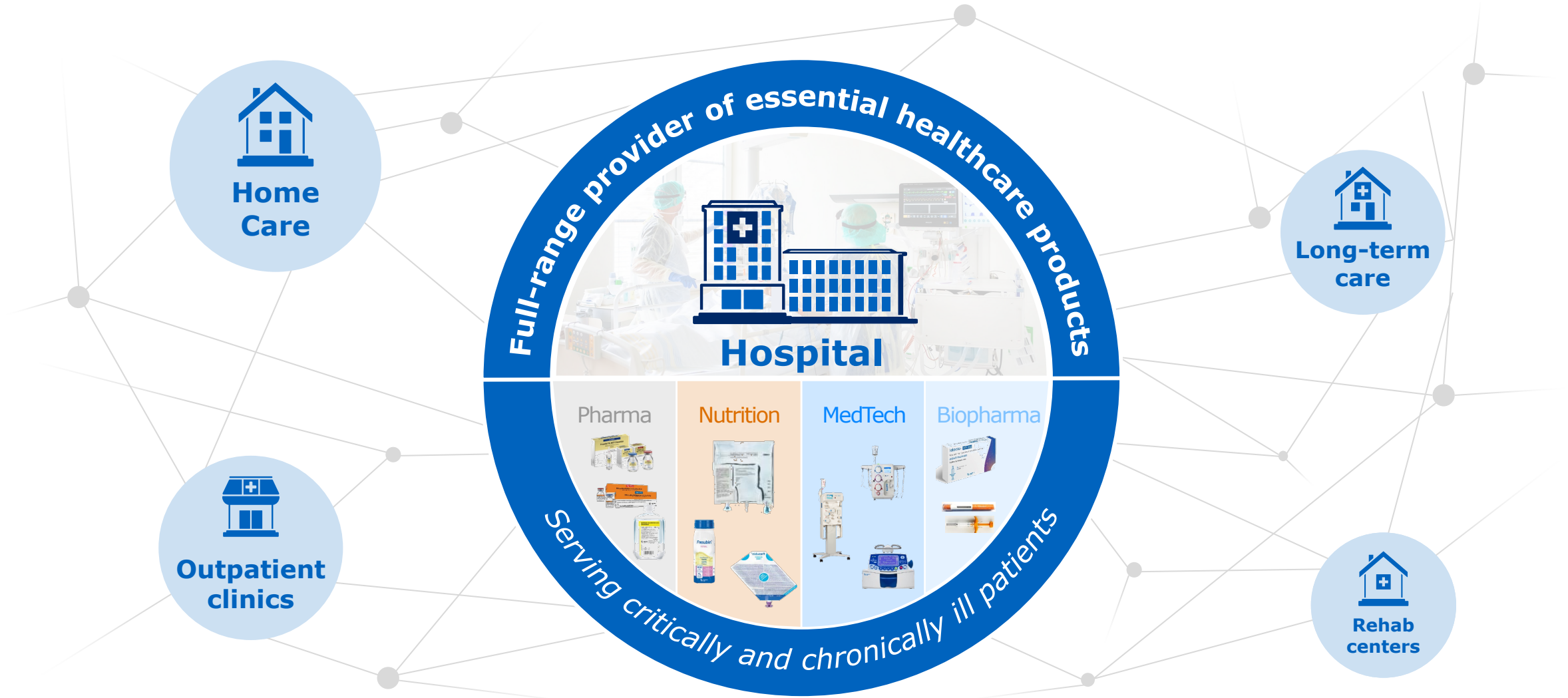
## > 200 years

of cumulated healthcare experience

1. Nutrition, MedTech, Biopharma

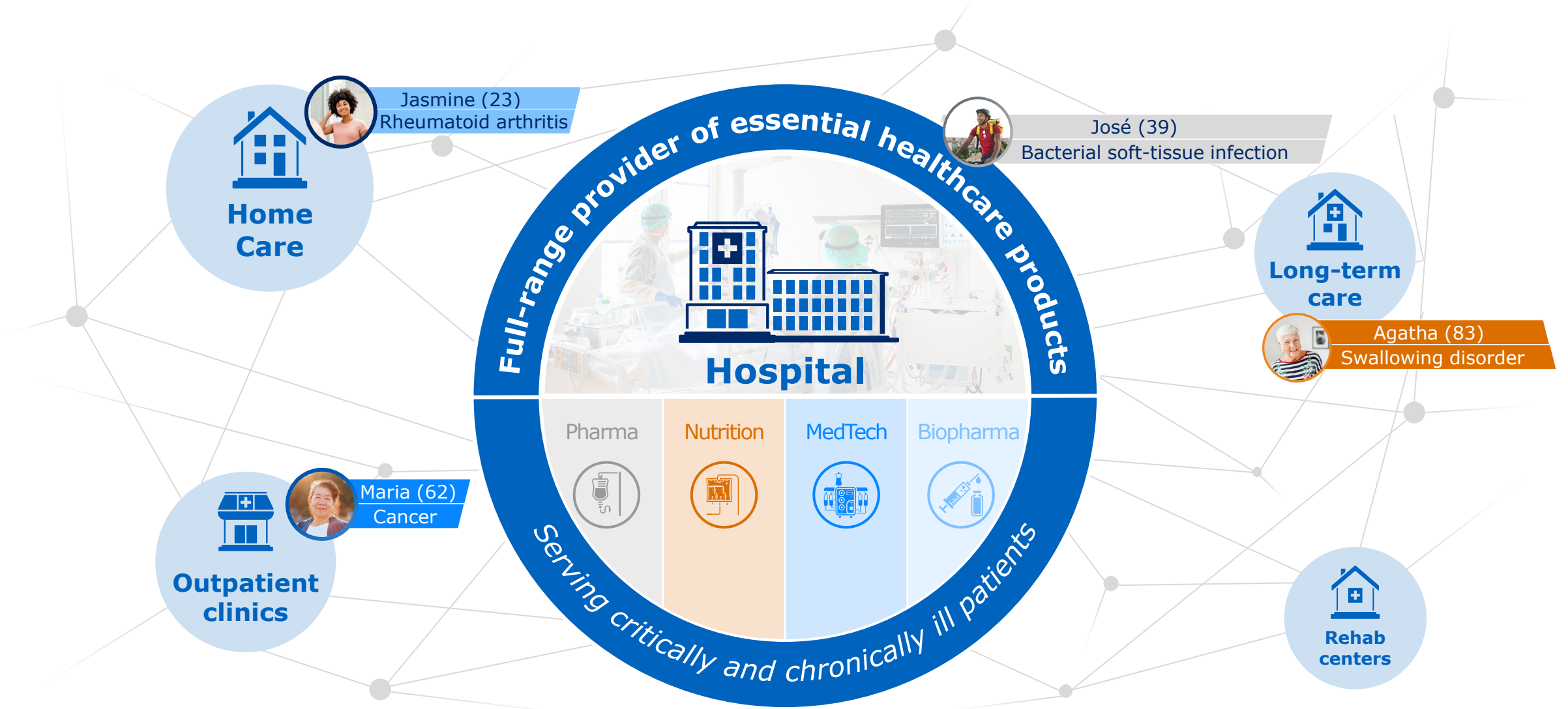


# Full-range provider for essential patient care centered around hospitals

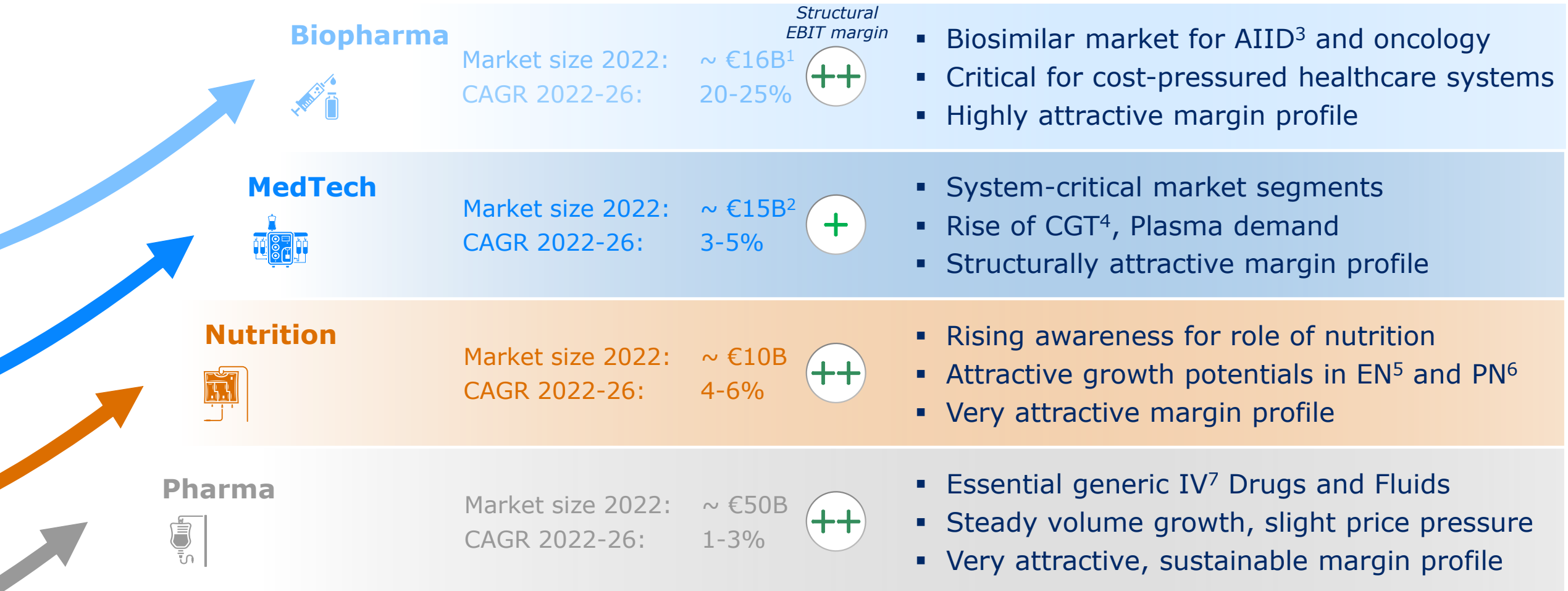




# Full-range provider for essential patient care centered around hospitals



# Focus on sizeable, attractive and growing healthcare markets



Estimated structural EBIT margin in the market: (+) 10–20% (++) > 20%

1. Not including contract development and manufacturing services (~ €20B), total biopharmaceuticals (originator products and biosimilars) ~ €170B 2. Including non-dedicated disposables 3. Autoimmune and inflammatory disorders 4. Cell & Gene Therapy 5. Enteral Nutrition 6. Parenteral Nutrition 7. Intravenous Source: IQVIA, Fresenius Kabi internal analysis; market data refers to Fresenius Kabi's addressable markets

# Portfolio is well positioned for key industry trends

## Macroenvironment

### Supporting factors

- Demographic shift
- Increased treatment volume
- Access to healthcare

### Underlying challenges

- Cost inflation
- Tightening regulation
- Budget scrutiny

1. Contract development manufacturing organization  
2. Large-volume pump 3. Transfusion Medicine & Cell Therapies

## Key industry trends

### Therapy shift

- Biologics
- Individualized therapy
- New modalities

*Fresenius Kabi examples*  
Biosimilars and  
mAbxience CDMO<sup>1</sup>

### Treatment shift

- Homecare
- Integrated services
- Consumerization

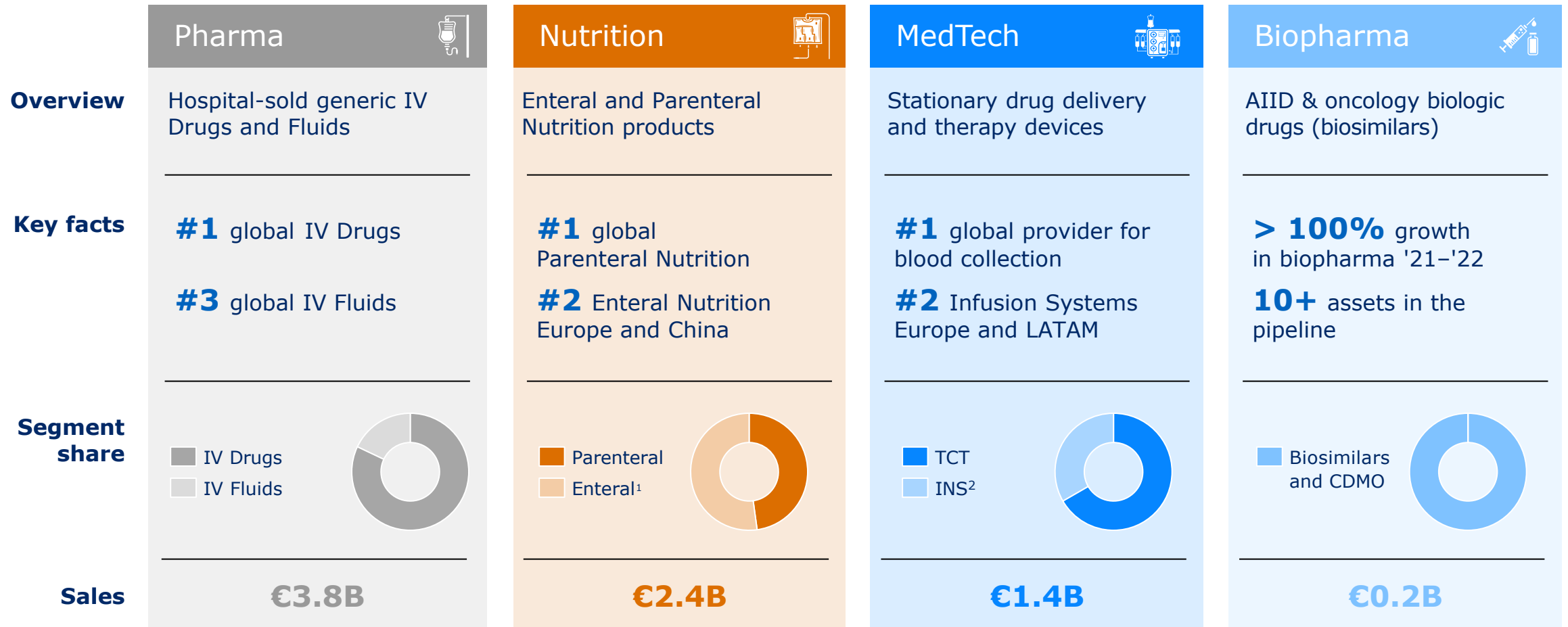
*Fresenius Kabi examples*  
Homecare products and  
services like KabiCare

### Technology shift

- Connected devices
- Digital & data
- Automation

*Fresenius Kabi examples*  
Ivenix smart LVP<sup>2</sup>  
and TCT<sup>3</sup> software

# Strong leading positions across our businesses



1. Including ketoanalogues 2. Infusion & Nutrition Systems

Source: IQVIA, Fresenius Kabi internal analysis; market data refers to Fresenius Kabi's addressable markets

# Our four complementary businesses are relevant for our customers



**Essential for treatment** of chronically and critically ill patients across treatment settings

> **70%**

**IV Drug units** shipped in US listed on **FDA's Essential Medicines List**



**Interlink with one another** to provide full-range portfolio of system-critical healthcare products

> **90%**

**of our customers** buy from **more than one BU**



**Enable excellence in patient care** and improved access to essential products

~ **1/3**

**sales split among key regions** (North America, Europe, RoW)

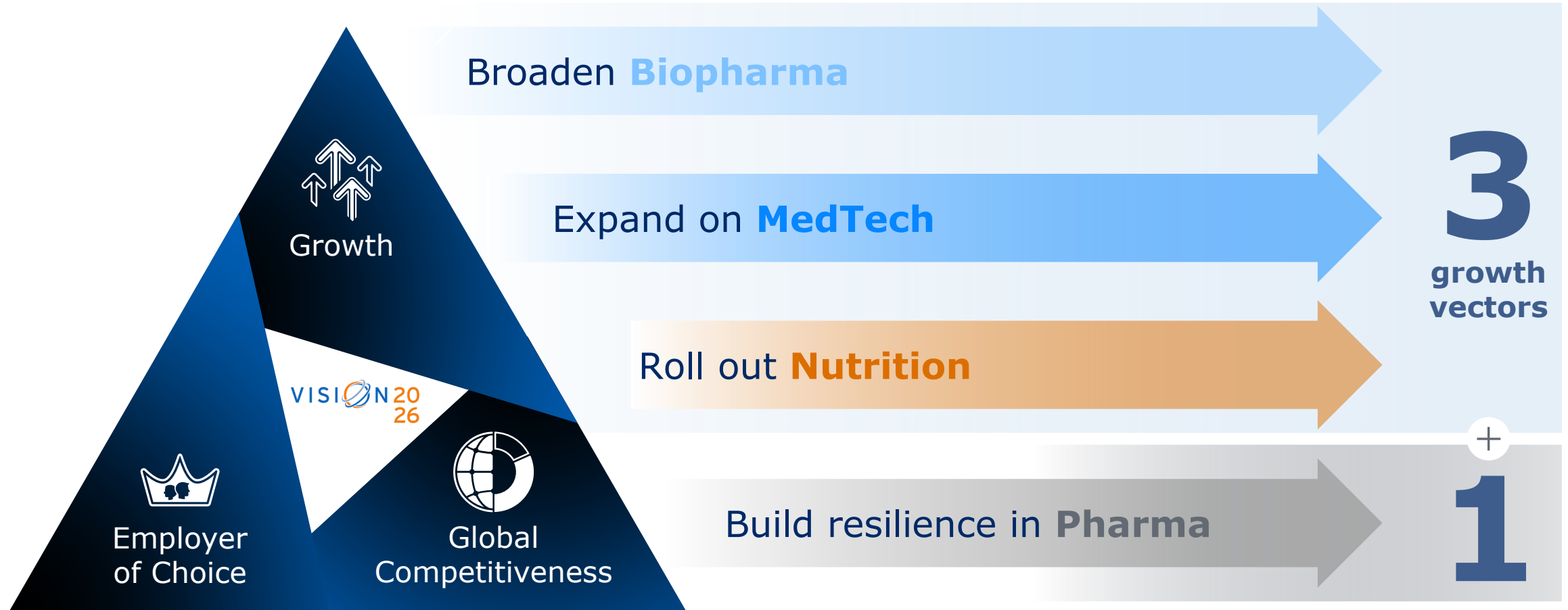


**Build on operational excellence** to deliver highest quality with world-class efficiency

> **35%**

**European plants** produce for **more than one BU**

# We are executing on our Vision 2026 strategy





# Unlocking strong growth based on organic and inorganic initiatives



## Delivering strong organic sales growth

### Nutrition



**+4%**  
YoY 2021-22

Commercial excellence, rollout of new products, and geographic expansion

### MedTech



**+4%**  
YoY 2021-22

New product launches and strong market positions in growing segments

### Biopharma



**+107%**  
YoY 2021-22

Rollout of strong biosimilars pipeline across attractive geographies

## Leveraging synergistic acquisitions

**mAbxience**  
From lab to life

~ **€500M**  
*invested in acquisition*

- Complementary portfolio
- Synergistic operations setup
- New business model biologic CDMO

**IVENIX**  
INFUSING INNOVATION

> **\$200M**  
*sales ambition by 2026*

- Fast US market entry
- Leading product platform
- Operational synergies

# Driving global competitiveness through efficiency initiatives



## Initiatives driving structural savings

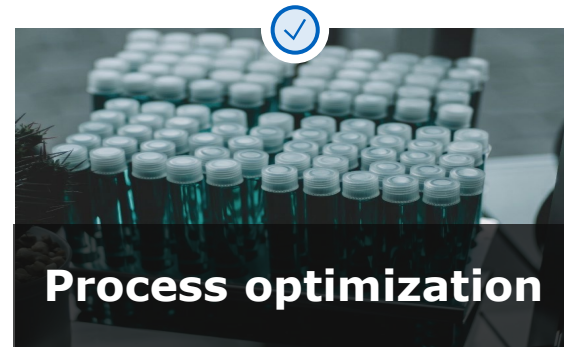


**Footprint & portfolio**

Push targeted divestments and continue location consolidation & offshoring

Savings potential by 2024

**€140M**



**Process optimization**

Simplify organizational structures and eliminate redundant processes

Savings potential by 2024

**€110M**



**Procurement**

Centralize contracts and standardize procurement functions & processes

Savings potential by 2024

**€190M**

### Deep dive



*Innovation and network optimization in Pharma*



*Tech transfer and network optimization in MedTech*

Accumulative structural **€440M** cost savings potential by 2024

**Overall 500+ cost saving measures identified across all areas**



# Becoming the employer of choice



## Organizational structure

Flexible, fit-for-purpose organizational structure with flat hierarchies



**Up to 3**

layers reduction in target operating model versus status quo



## Governance & processes

Lean processes and clear accountability to enable fast decision-making



**4**

distinct Business Units with end-to-end P&L accountability



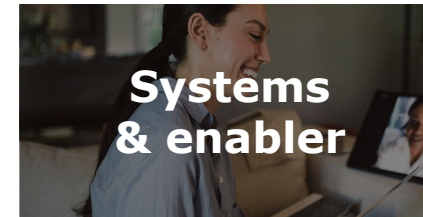
## Culture & behavior

Promotion of collaborative working mode and performance focus



**700+**

managers' bonus schemes will include our values and stronger pay for performance



## Systems & enabler

State-of-the-art digitally enabled HR offering and talent service



**> 75%**

of core HR services enabled digitally in the medium term



## Clear ESG ambitions

Ambitious targets and clear execution path for our ESG agenda



**ZERO**

scope-1 and -2 emissions by 2040

# Our executive leadership team is incentivized for performance

## CEO & CFO



**Pierluigi Antonelli**  
CEO



**Andreas Duenkel**  
CFO

## Business Units



**Marc-Alexander Mahl**  
Pharma & Nutrition



**Christian Hauer**  
MedTech



**Michael Schönhofen**  
Biopharma

## Commercial Regions



**Marc Crouton**  
Europe



**John Ducker**  
US



**Ulf Jansson**  
Asia Pacific



**Alain Mollard**  
International

## Central Functions



**Vera Lehmann**  
CHRO (*ad interim*)



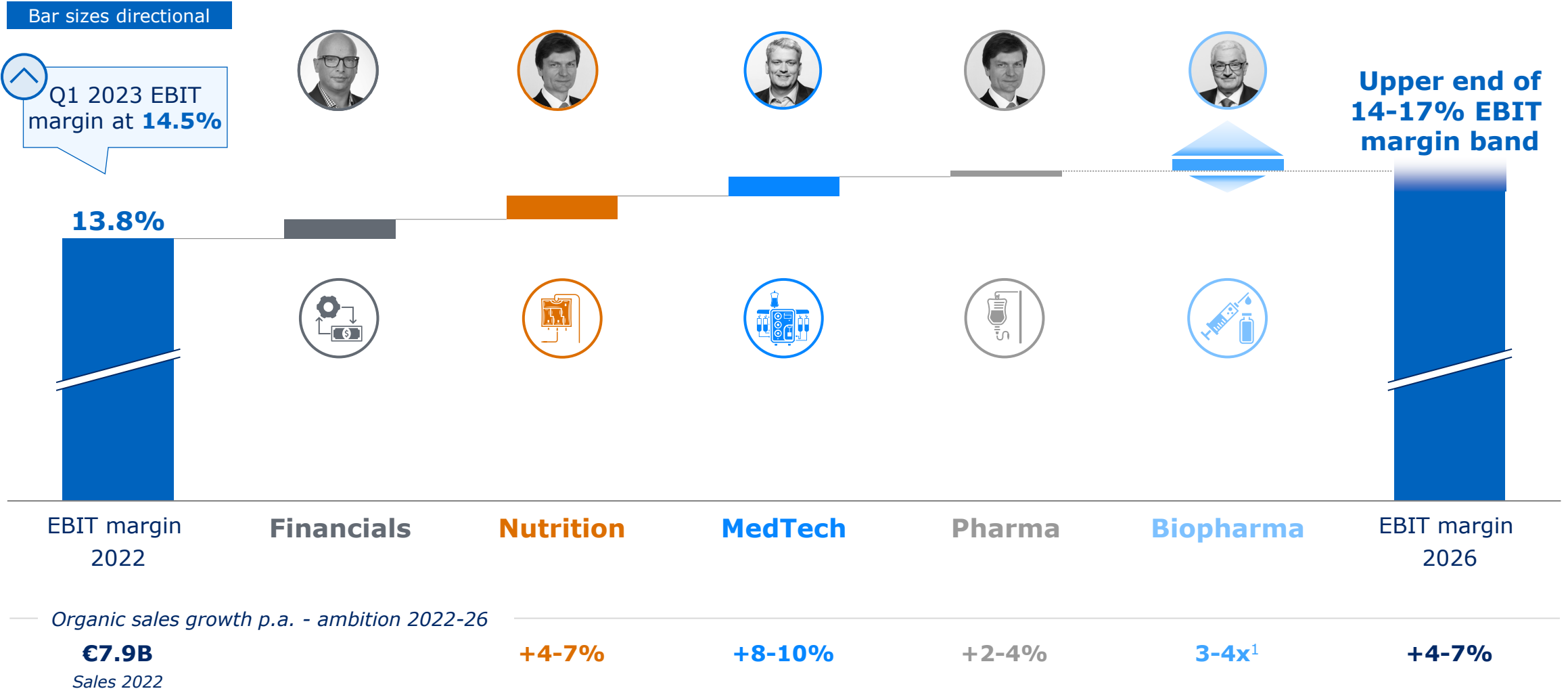
**Matthias Tyssen**  
Corp. Development



N.N.  
TechOps

Fully committed to  
**performance** with  
clear **accountabilities**  
and **incentives**

# We focus on clear value drivers across our businesses



1. Sales multiple ambition 2026 vs. 2022

# Executing a clear roadmap to reach our 2026 ambition



- ⦿ **Launch biosimilars** successfully in the US
- ⦿ Launch **15+ new generic molecules**

- ⦿ Ramp-up in **Wilson & Melrose Park**
- ⦿ Achieve **Biopharma EBITDA breakeven**

- ⦿ Deliver ~ **€440M accumulative savings**
- ⦿ Complete **integration of Ivenix and Biopharma**

- ⦿ **Expand Nutrition** in US, leading with PN
- ⦿ Launch **next era of profitable growth** vectors

*Today*

**2026**



## Clear path to performance delivery ahead

- ✓ **Strong Q1 2023 and increased short- and mid-term guidance**
- ✓ **Compelling value creation plan across all BUs with focus on disciplined execution to accelerate performance**
- ✓ **Executive team with clear accountabilities and performance focus**

# **Financials & Cross-cutting initiatives**



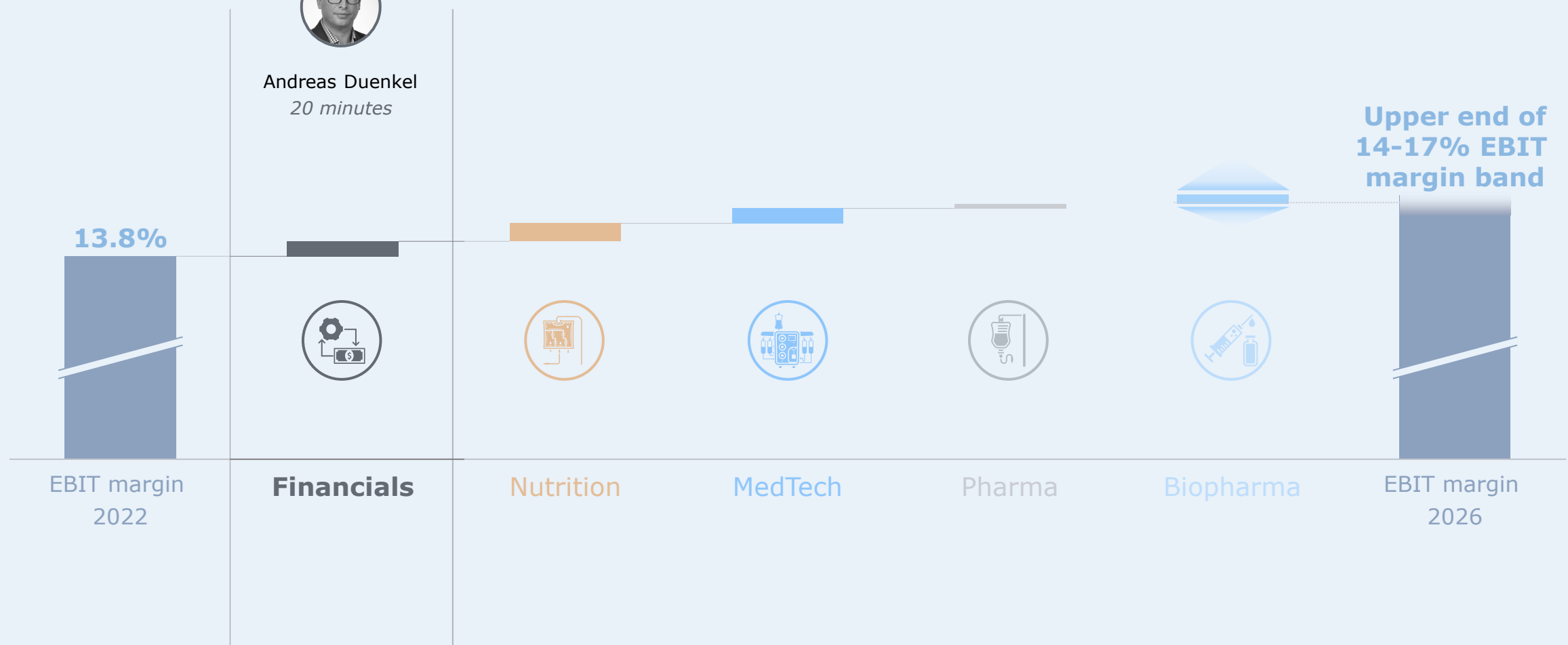


# Focus on **Financials and cross-cutting initiatives**

Bar sizes directional



Andreas Duenkel  
20 minutes



# CFO agenda: clear focus on value creation & returns

- 1 Increase focus & transparency**  
▼
- 2 Drive structural productivity**  
▼
- 3 Improve capital efficiency & returns**

## Kabi ambition for 2026

*Organic sales growth p.a.*  
**4-7%**

*EBIT margin*  
**14-17%**

▼  
**Upper end of EBIT margin band by 2026**

# New reporting structure enables better decision-making

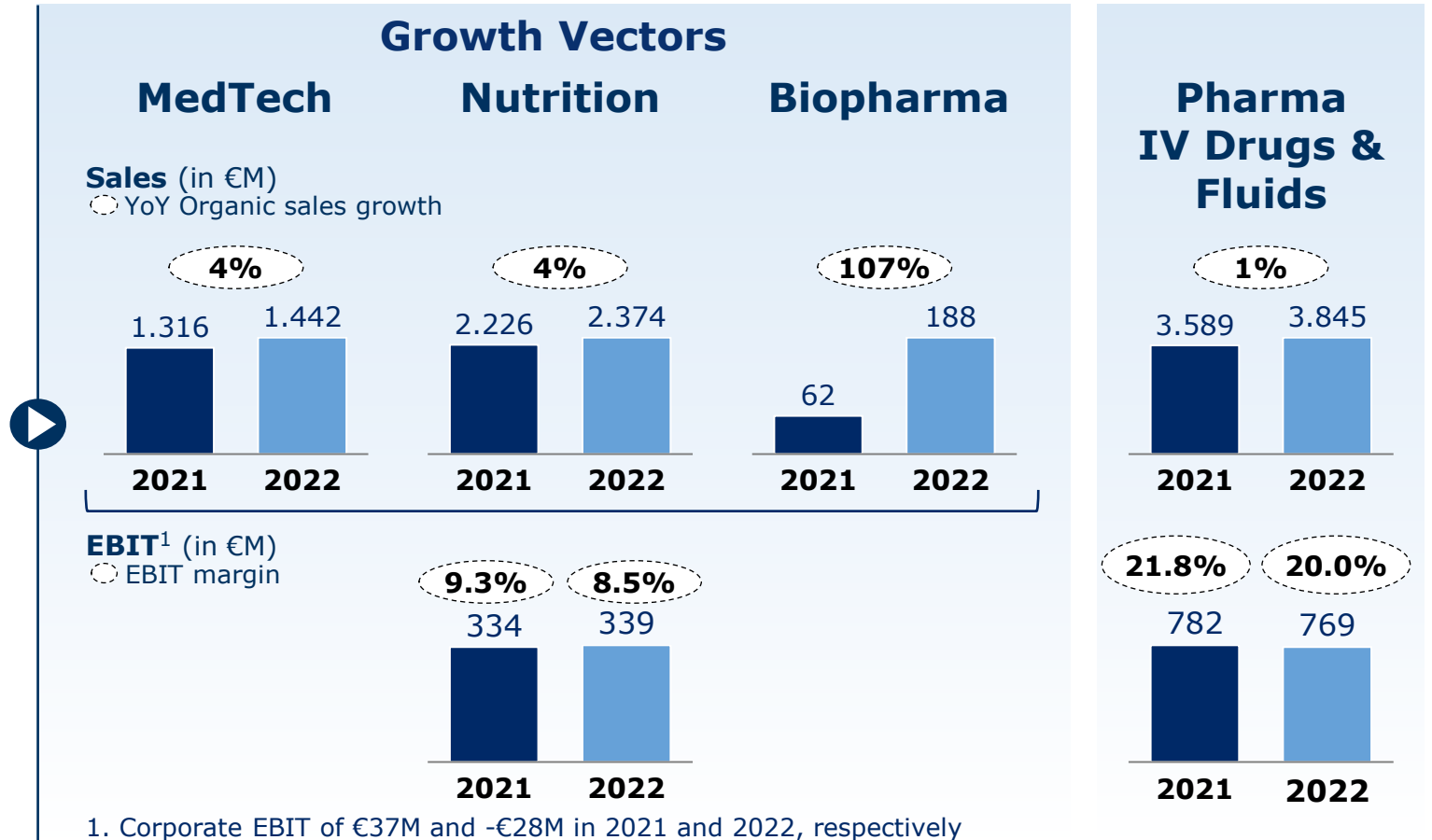
- 1 Increase focus & transparency
- 2 Drive structural productivity
- 3 Improve capital efficiency & returns

## Sales & EBIT in 3+1 Structure

Verticals **ensure end-to-end accountability** for business and financials

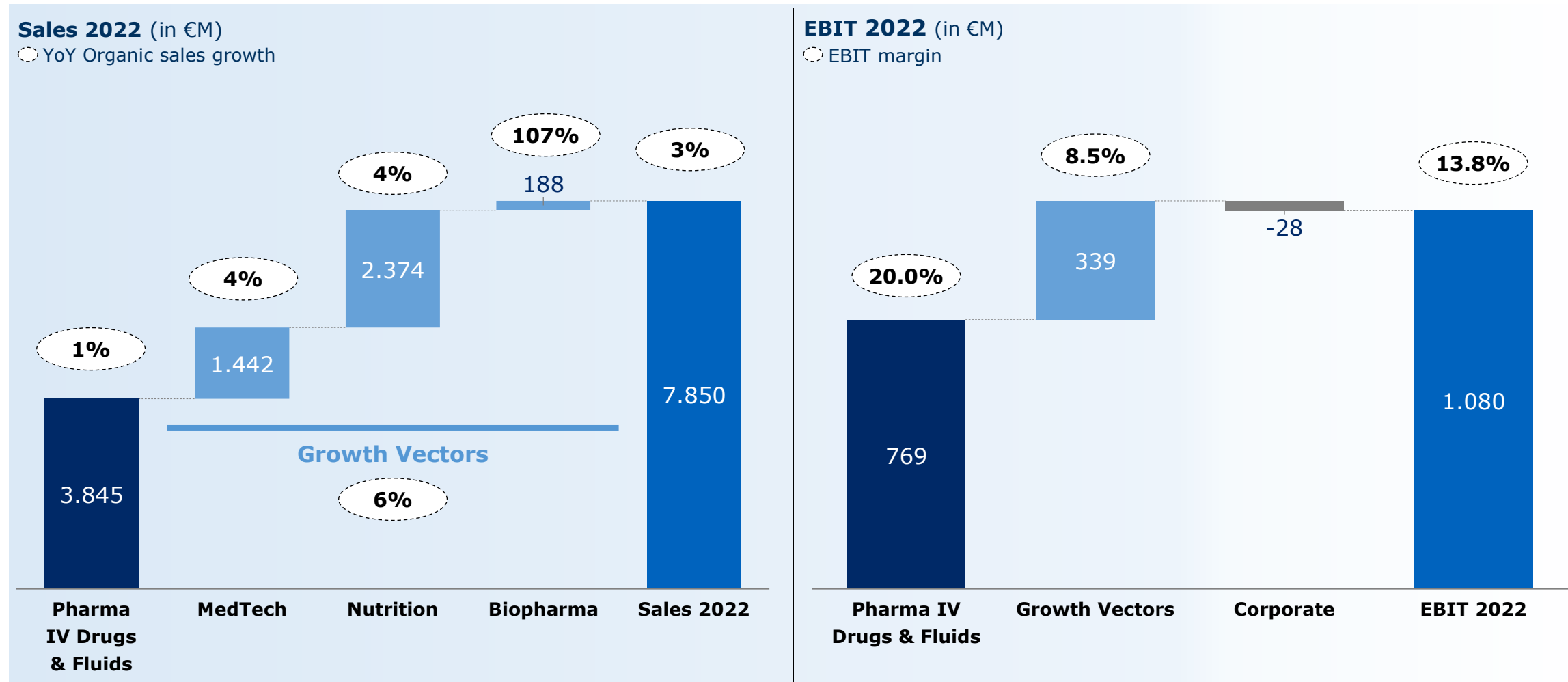


Allows **end-to-end steering** of different business dynamics



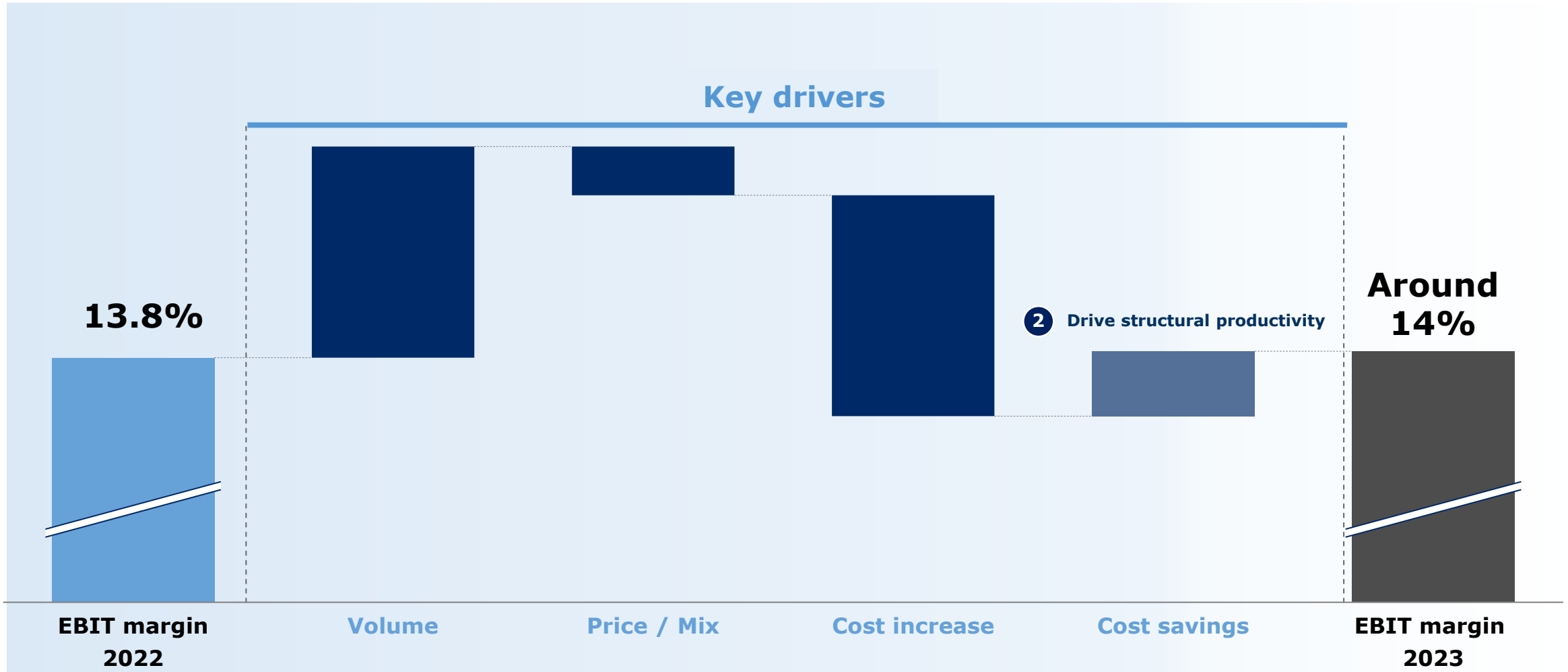
# Kabi portfolio with strong potential

- 1 Increase focus & transparency
- 2 Drive structural productivity
- 3 Improve capital efficiency & returns



# Targeted actions benefit 2023 EBIT performance

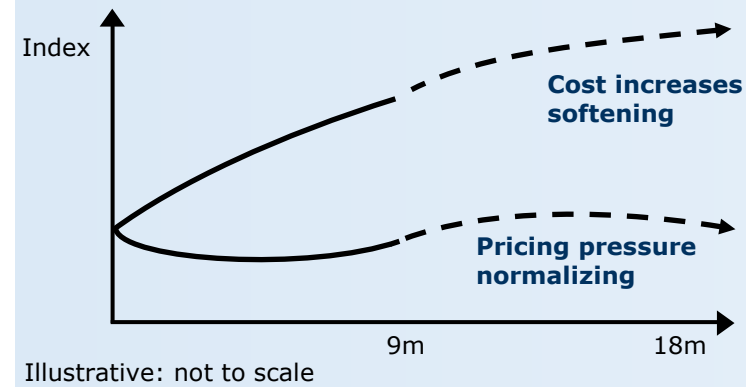
- 1 Increase focus & transparency
- 2 Drive structural productivity
- 3 Improve capital efficiency & returns



# Acceleration of measures to drive 2023 performance

- 1 Increase focus & transparency
- 2 Drive structural productivity
- 3 Improve capital efficiency & returns

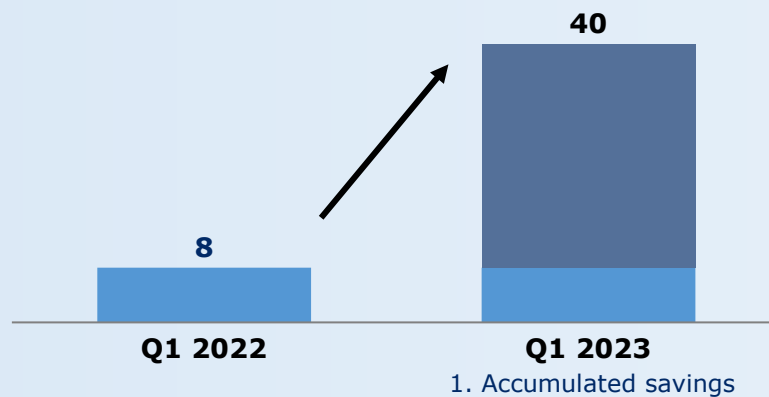
## Cost inflation vs. pricing development



- ✓ Cost inflation expected **to persist** but **less pronounced** YoY from **H2 2023**
- ✓ **Pricing** discipline with positive results



## YoY short term structural savings<sup>1</sup> (in €M)



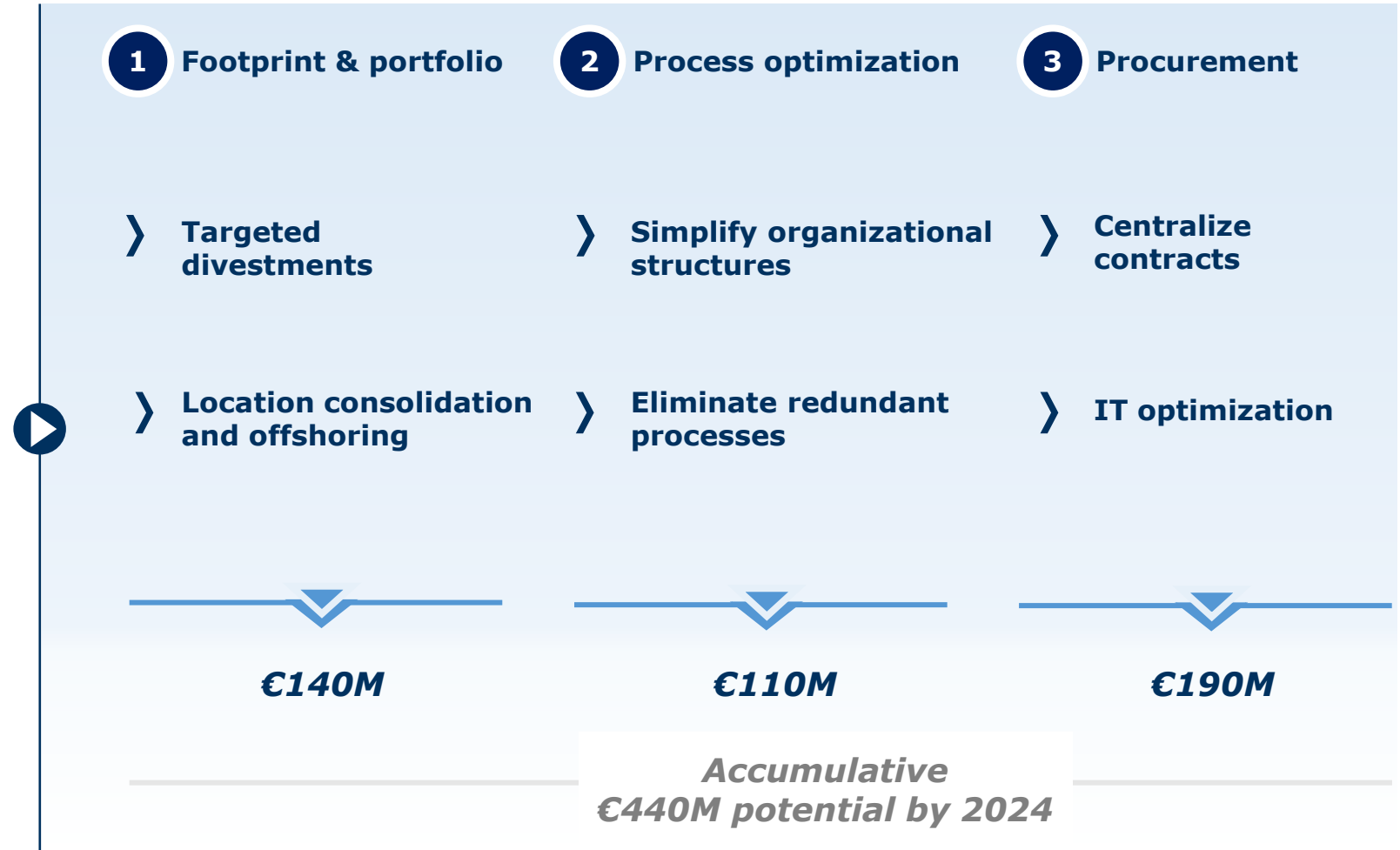
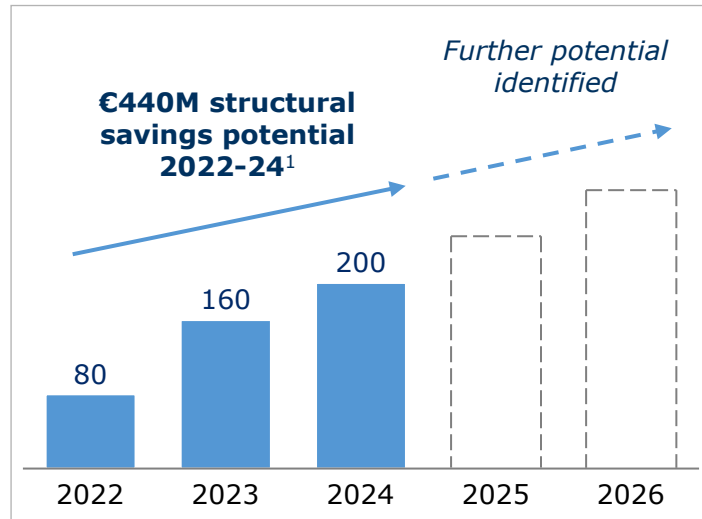
- ✓ **Cost savings** enabled by Vision 2026 efficiency program
- ✓ Further **cost-saving momentum** in 2023 - ahead of the curve





# Structural cost savings to drive performance

- 1 Increase focus & transparency
- 2 Drive structural productivity
- 3 Improve capital efficiency & returns



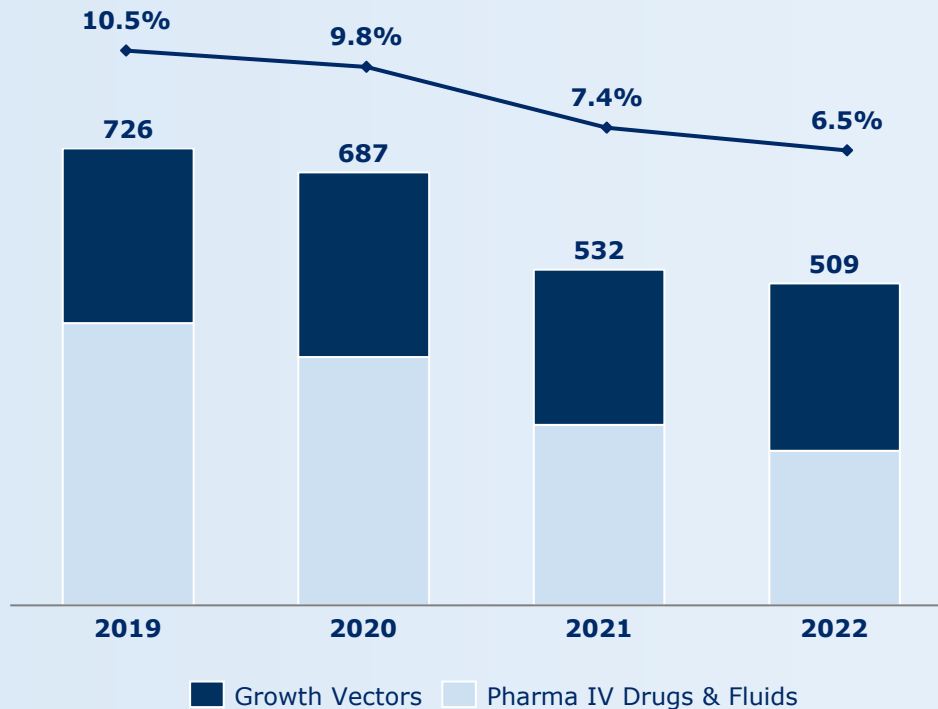
1. Status May 2023

# Assets largely in place for future growth: lower capex ahead

- 1 Increase focus & transparency 2 Drive structural productivity 3 Improve capital efficiency & returns

## Increased focus on cash & capital efficiency

Capex in €M (in % sales)



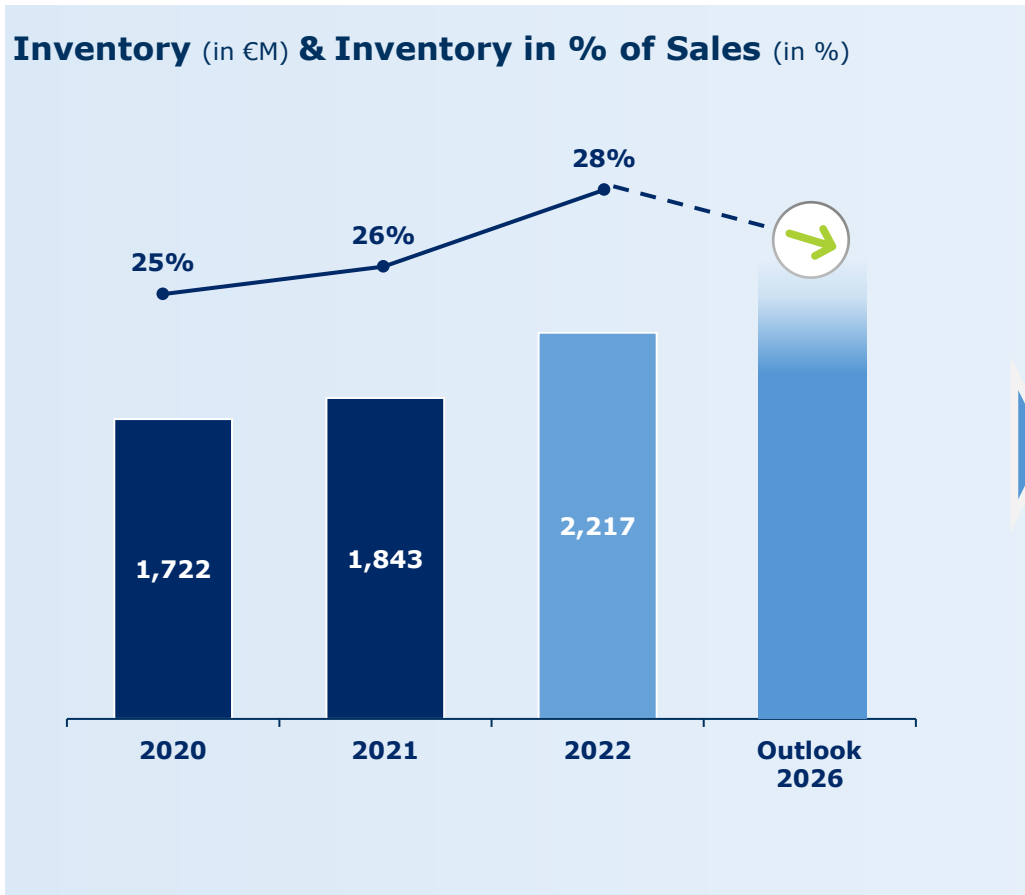
- ✓ **High historic capex levels** support growth ambition and drive automation and efficiency
- ✓ **New 3+1 strategy** allows for optimized capital allocation decisions
- ✓ **Capital intensity for Pharma IV Drugs & Fluids business** adjusted

**Target capex range  
around 5%**  
(from 2024)

# Inventory optimization as part of capital efficiency focus

- 1 Increase focus & transparency 2 Drive structural productivity 3 Improve capital efficiency & returns

## Measures initiated to improve net working capital



- ✓ **Investment in inventory** to ensure customer supply
- ✓ **Longer supply lead times** and **increase in input prices** driving up inventory levels in 2022
- ✓ **Inventory optimization** measures initiated

# Capital efficiency focus will untap full potential

- 1 Increase focus & transparency 2 Drive structural productivity 3 Improve capital efficiency & returns

CCR<sup>1</sup> (times)



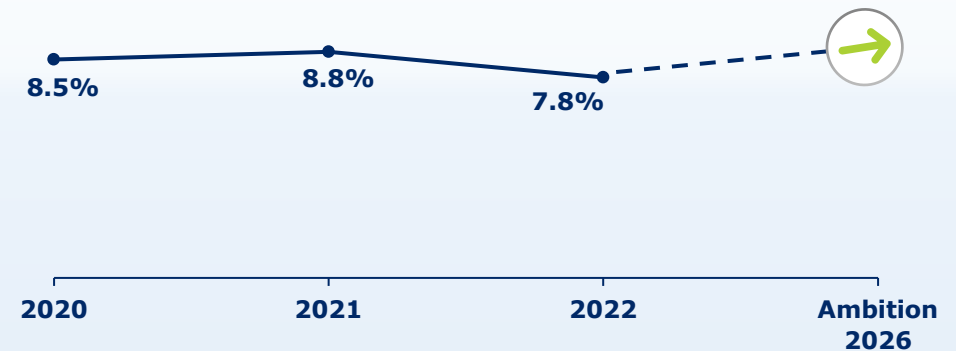
Increased focus to **contribute to Fresenius SE ambition of around 1**

New KPI to more actively **track and report progress on cash**

**CCR** reflects **past growth** initiatives

1. Cash conversion rate before special items

ROIC<sup>2</sup> (in %)



Commitment to earn **cost of capital**

Focus to **contribute to Fresenius SE target of 6-8%**

Targeted **capital allocation:**  
*Along strategic pillars*  
*Clear focus on return KPIs*

2. Return on invested capital

# After a strong Q1 2023 we are confident on the 2023 outlook

1 Increase focus & transparency 2 Drive structural productivity 3 Improve capital efficiency & returns

	Target range	Status Q1 2023	Previous Guidance 2023	Updated Guidance 2023 <span style="border: 1px solid orange; padding: 2px;">new</span>
<b>Organic sales growth p.a.</b>	<b>4-7%</b>	✓ <b>7%</b>	<i>Low- to mid-single digit percentage growth</i>	<b>Mid-single digit percentage growth</b>
<b>EBIT margin</b>	<b>14-17%</b>	✓ <b>14.5%</b>	<i>Around 1 pp below the structural margin band of 14% - 17%</i>	<b>Around 14%</b>

# New disclosure and financial ambition 2026

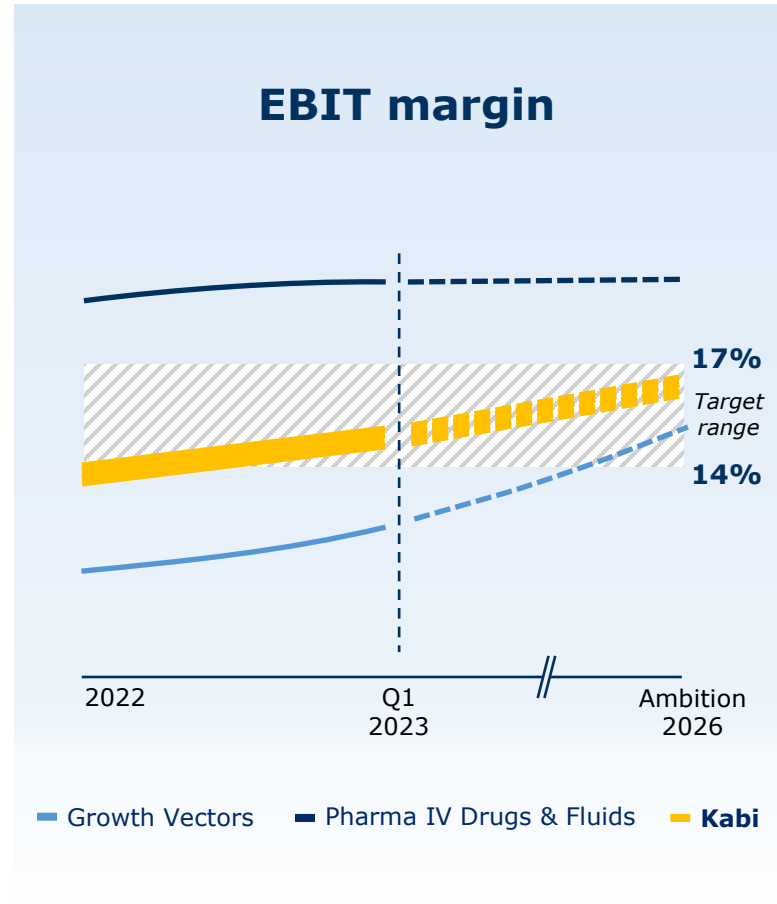
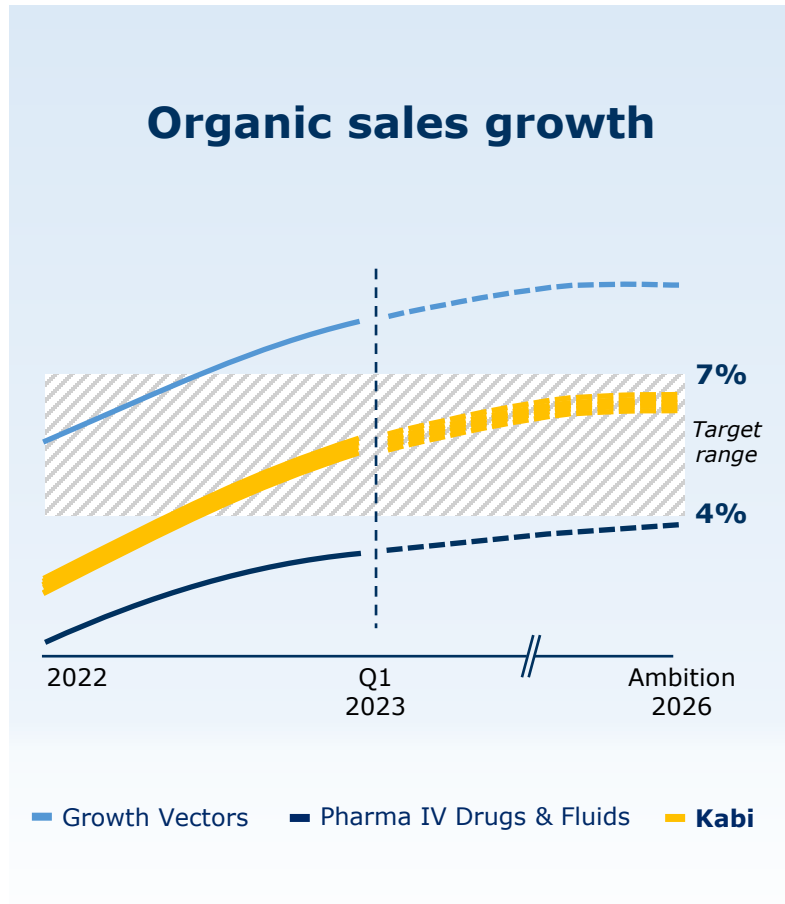
- 1 Increase focus & transparency
- 2 Drive structural productivity
- 3 Improve capital efficiency & returns

✓ Verticals allow for **end-to-end steering**

	Organic sales growth p.a. 2022-26	EBIT margin ambition for 2026	EBIT development ambition for 2026
› <b>MedTech</b>	8-10%	↗	↗
› <b>Nutrition</b>	4-7%      7-10% <i>Growth Vectors</i>	↗      ↗	↗      ↗
› <b>Biopharma</b>	3-4x 2022	↕	↕
› <b>Pharma IV Drugs &amp; Fluids</b>	2-4%	→	→
› <b>Total Kabi</b>	4-7%	↗	↗



# Committed to deliver our financial targets for 2026



## Kabi ambition for 2026

*Organic sales growth p.a.*  
**4-7%**

*EBIT margin*  
**14-17%**

**Upper end of EBIT margin band by 2026**

Graph shows expected directional outlook through to 2026

**Focus on Nutrition**

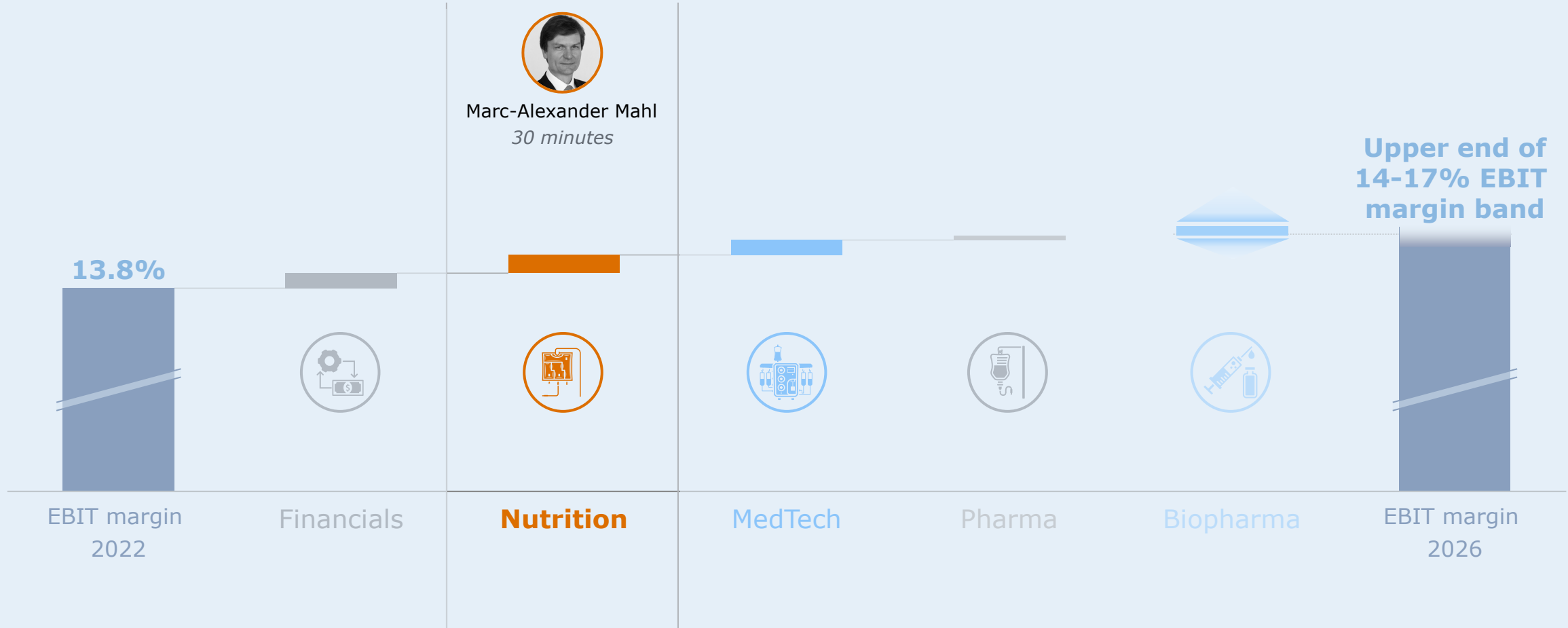


# Nutrition

Bar sizes directional



Marc-Alexander Mahl  
30 minutes



Upper end of  
14-17% EBIT  
margin band

# Nutrition business at a glance



Agatha (83)

**Diagnosis** Swallowing disorder after radiotherapy with cancer

**Our products used**



Tube Feed (Fresubin)



Tube set (Freka PEG)



Nutrition pump (Amika)



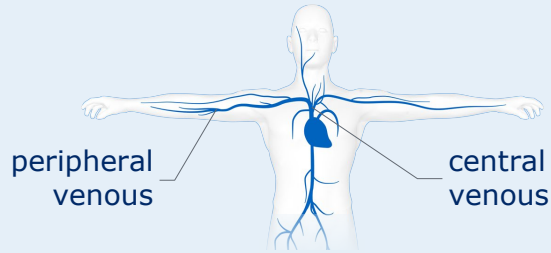
IV fluid (Jonosteril)

**Outcome** Higher quality of life during cancer therapy due to improved nutrition

○ Nutrition ○ MedTech ○ Pharma

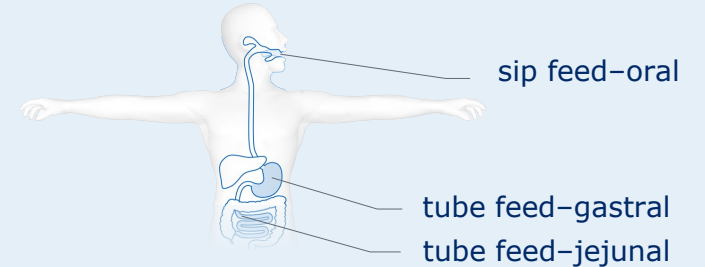
## Parenteral Nutrition

Feeding of nutritional products intravenously, bypassing the GI-tract<sup>1</sup>



## Enteral Nutrition

Delivery of nutrients via the GI-tract, orally administered, or via a tube



Our portfolio (sample)

Multi-chamber bags	Lipids/AA <sup>2</sup> /Additives	Compounding	Sip feed / powder	Tube feeds	Nutritional drugs
Two- and three-chamber bags	Lipid emulsions, AA, additives (e.g., vitamins, trace elements)	Compounding devices, systems and services	Oral medical nutrition	Tube medical nutrition	Oral nutritional drugs (e.g., ketoanalogues)

**+** Nutritional pumps and tailored digital and on-site services

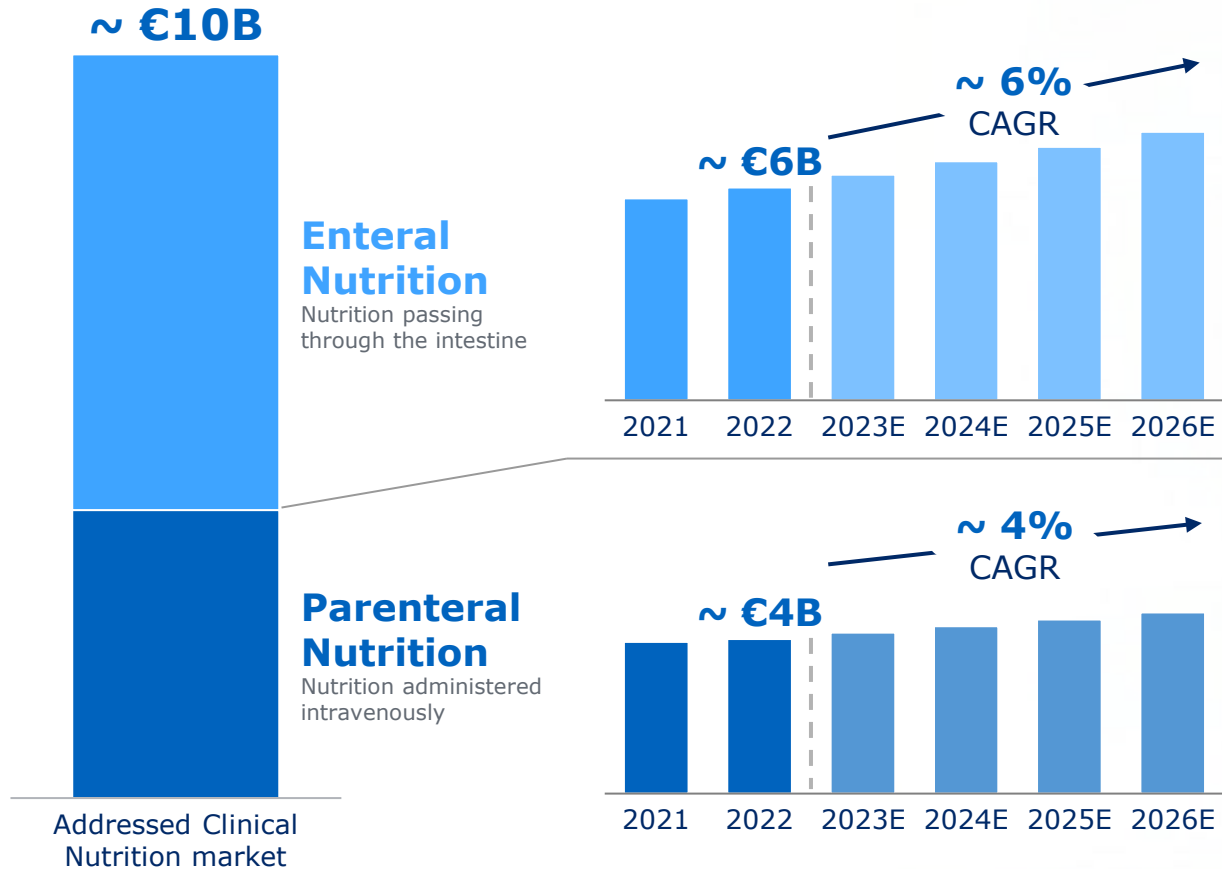
# World-class business getting even better

- **Fundamentally attractive markets** with strong growth dynamic and accretive margin profile
- **Leading portfolio** driven by innovation; extended into growing channels, such as Homecare
- **Scaled production and R&D network** with optimized geo footprint
- **Significant geographic expansion opportunities** (e.g., US PN) and Clinical Nutrition awareness globally



1. Organic sales growth p.a.

# Nutrition – Fundamentally attractive market



## Demographic developments

Growth in elderly population, chronic-disease prevalence, and surgical procedures



## Rise of Homecare

Expansion of the Homecare and out-of-hospital segments for clinical nutrition



## Innovation and disease specifics

Rise of disease-specific and need-specific products (incl. trial-confirmed development)



## Regulation and access

Increasing reimbursement for nutritional products and improved access to care



## Budget scrutiny

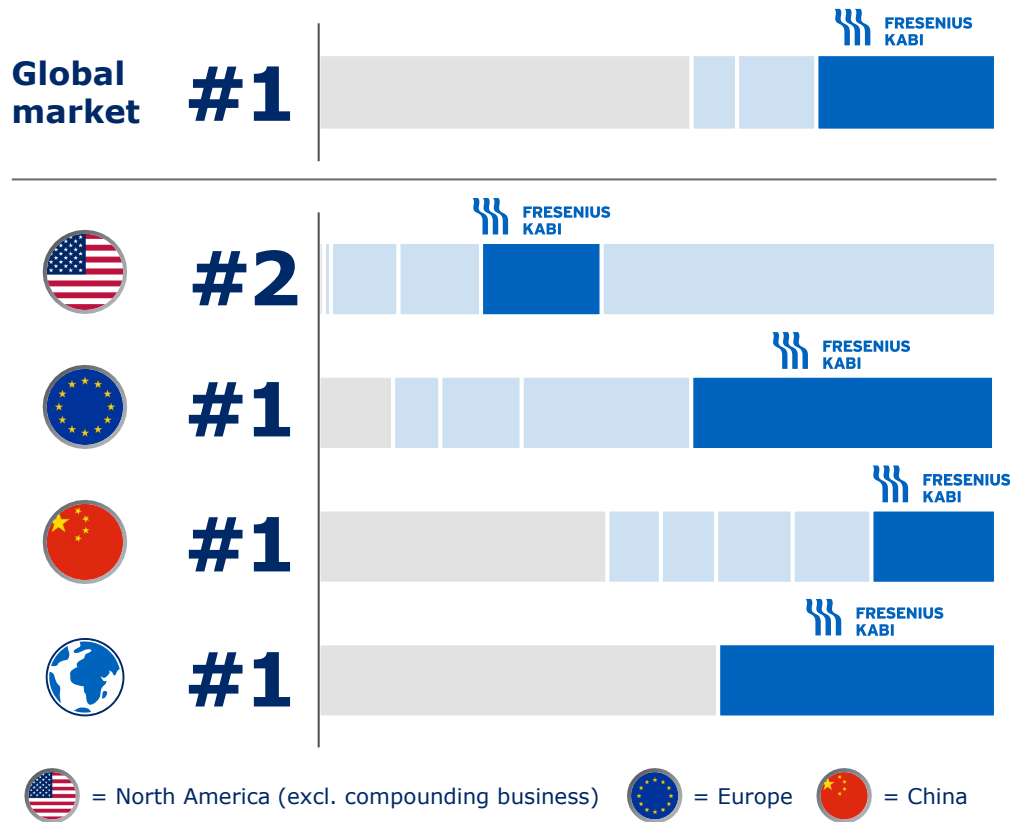
Increased cost awareness, e.g., volume-based procurement policies in China

Source: IQVIA, Fresenius Kabi internal analysis

# Global leader in Parenteral Nutrition

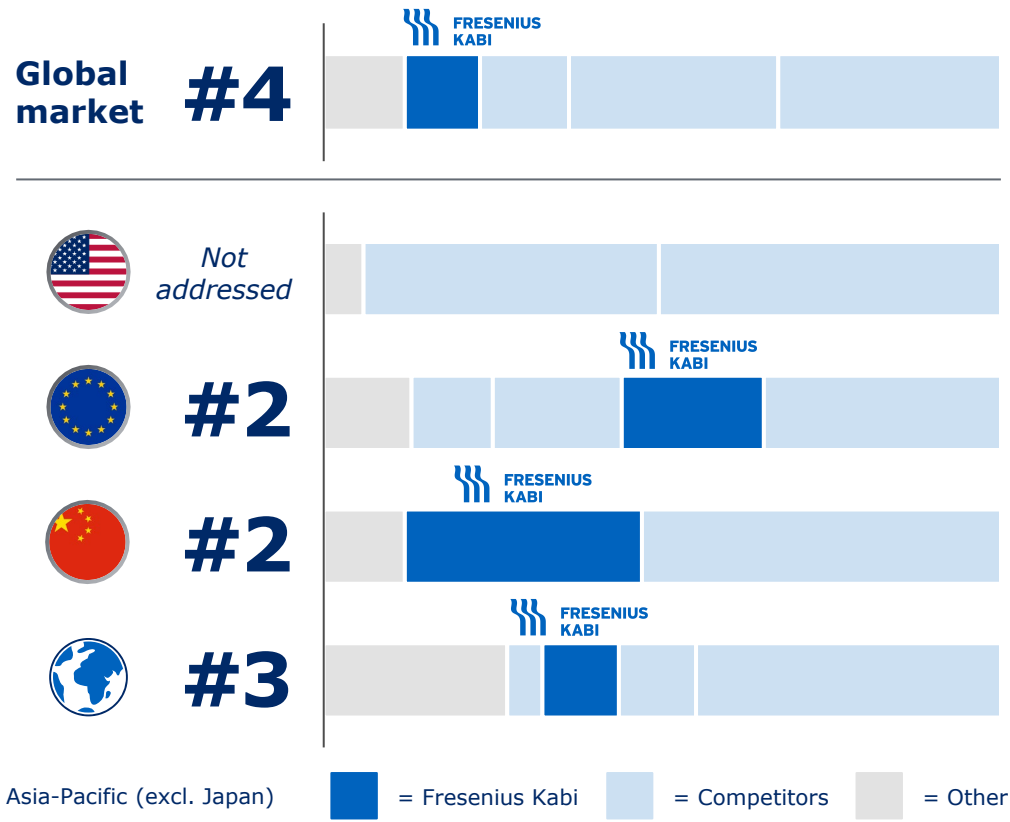
## Parenteral Nutrition

Position by major geography



## Enteral Nutrition

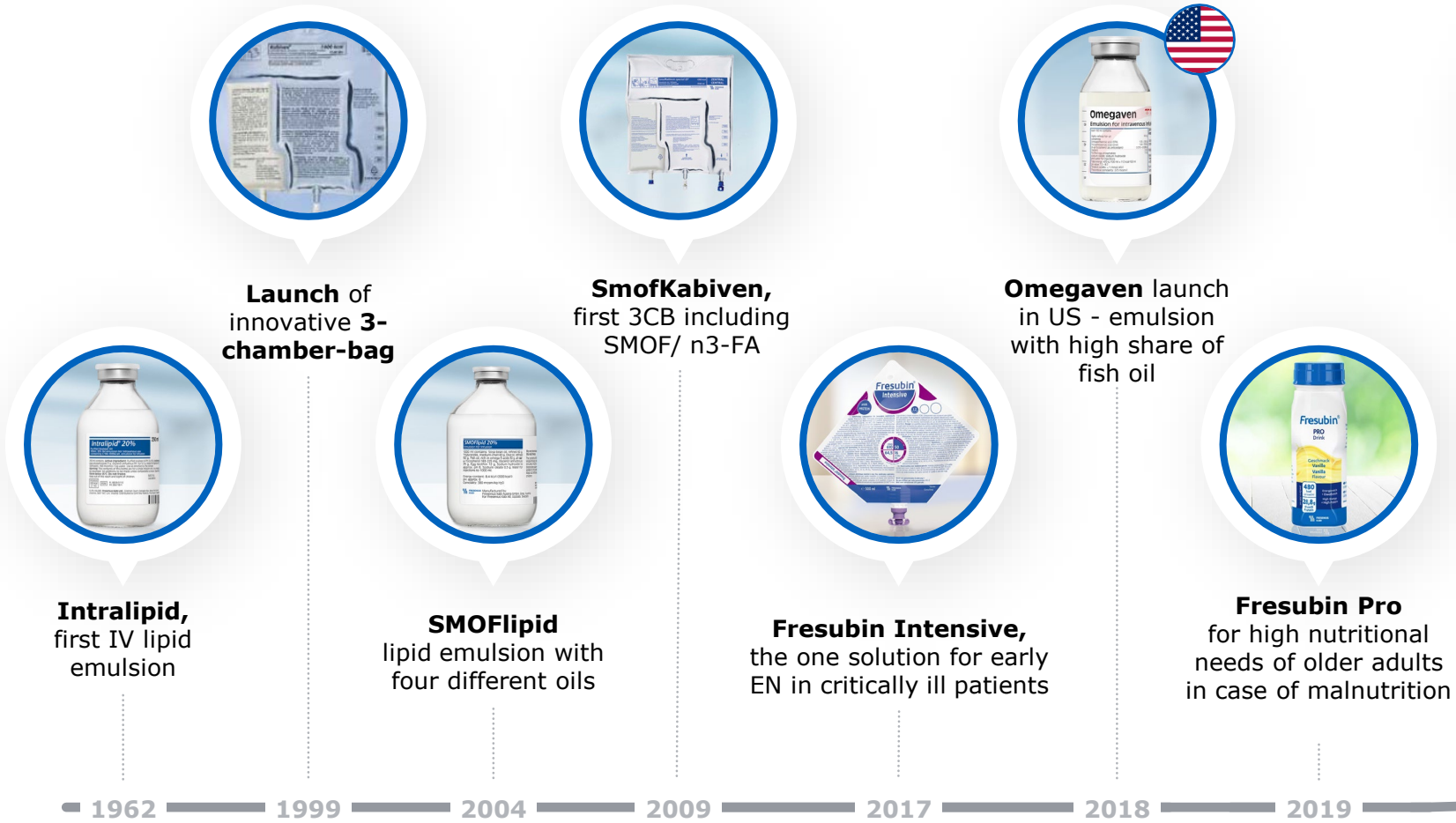
Position by major geography



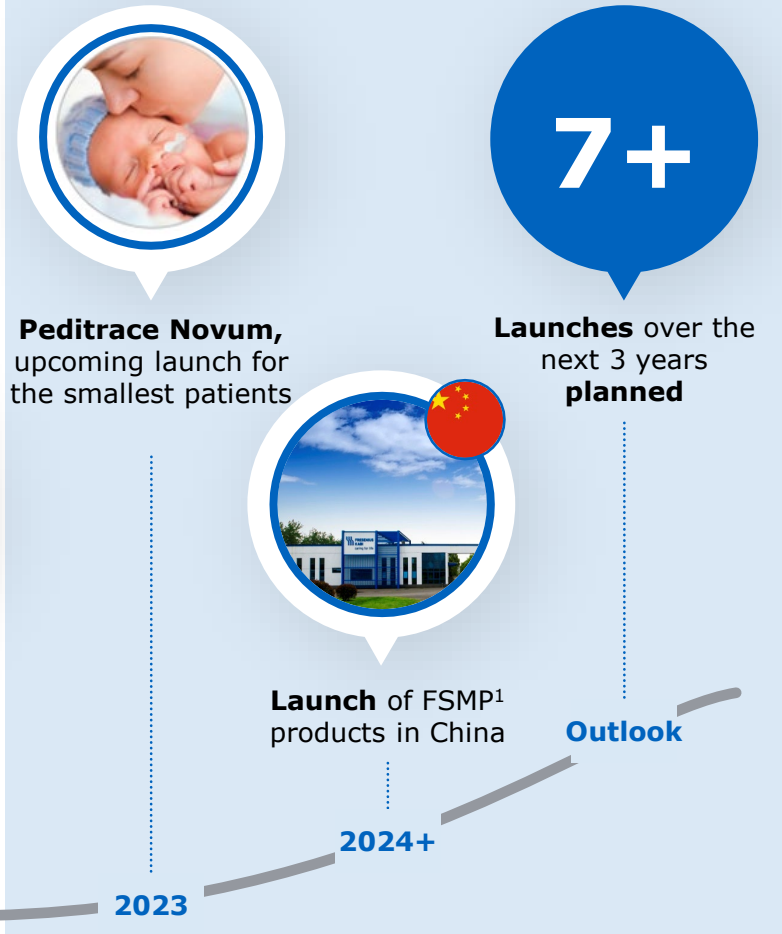
Source: IQVIA, Fresenius Kabi internal analysis



# Innovating Nutrition since 1962



## Future launches





1. Food for special medical purposes

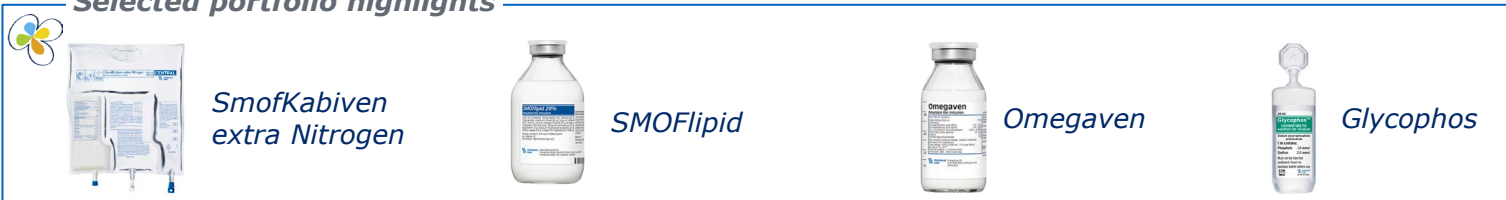
# Expanding our leading portfolio in Parenteral Nutrition

## We offer the most comprehensive portfolio in PN

Benchmarking of relevant PN sub-segments (sample)

	 FRESENIUS KABI	Competitor 1	Competitor 2	Competitor 3	Competitor 4
 <b>Multi-chamber bags</b>	++	++	++	++	+
 <b>Lipids</b>	++	+	+	+	+
 <b>Amino acids</b>	++	++	++	++	+
 <b>Additives</b>	++	+	++	-	-
 <b>Compounding services</b>	++	++	++	-	-

### Selected portfolio highlights



++ Substantial portfolio with state of the art products    + Selected relevant products    - Not addressed or very few products

## Constant product innovation

- **> 15 ongoing clinical studies** in PN, ~ 10 more in preparation
- **Continuous portfolio updates**, improving product quality, safety and convenience
- **Focus on sustainability** via new packaging or alternative source materials
- **Key product innovations underway**, e.g., for multi-chamber bags or additives

# Offering strong products in Enteral Nutrition

Selected examples

## Highly differentiated portfolio in EN



Wide variety of styles & tastes



High energy & protein versions



Disease-specific products



Infant nutrition & feeding systems

## Portfolio highlights

- **Broad portfolio** to address individual customer needs and preferences
- **Strong growth trajectory** (> 10% CAGR 2020-22)
- Portfolio **continuously updated in short cycles** (avg. time to market < 2 years)
- **Differentiation and innovation** to address market trends (e.g., plant-based) and specific local/cultural tastes



# We are creating awareness and expanding the Nutrition market

## Nutrition integral for clinical care

~ **1 in 4** hospital patients worldwide is **malnourished**<sup>1</sup>

~ **€120B** cost in the EU per year for treatment of disease-related malnutrition<sup>2</sup>

**3-4x** treatments costs of **malnourished patients** vs non-malnourished patients<sup>3</sup>

## We support healthcare professionals and communities

We work with partners **in Latin America, Europe, and Asia** to **undertake research, create awareness,** and **educate healthcare professionals**



### Selected examples

#### EuroPN

- ✓ Study on clinical nutrition **in ICUs**
- ✓ ~ **1,200 patients** in 11 countries
- ✓ Early caloric and protein intake associated with **better outcomes**

#### LATAM & Asia

- ✓ **Screening day in Latin America** with > 1,000 patients in 8 countries
- ✓ **Nutrition Insights Day in Asia** with > 500 patients in seven countries

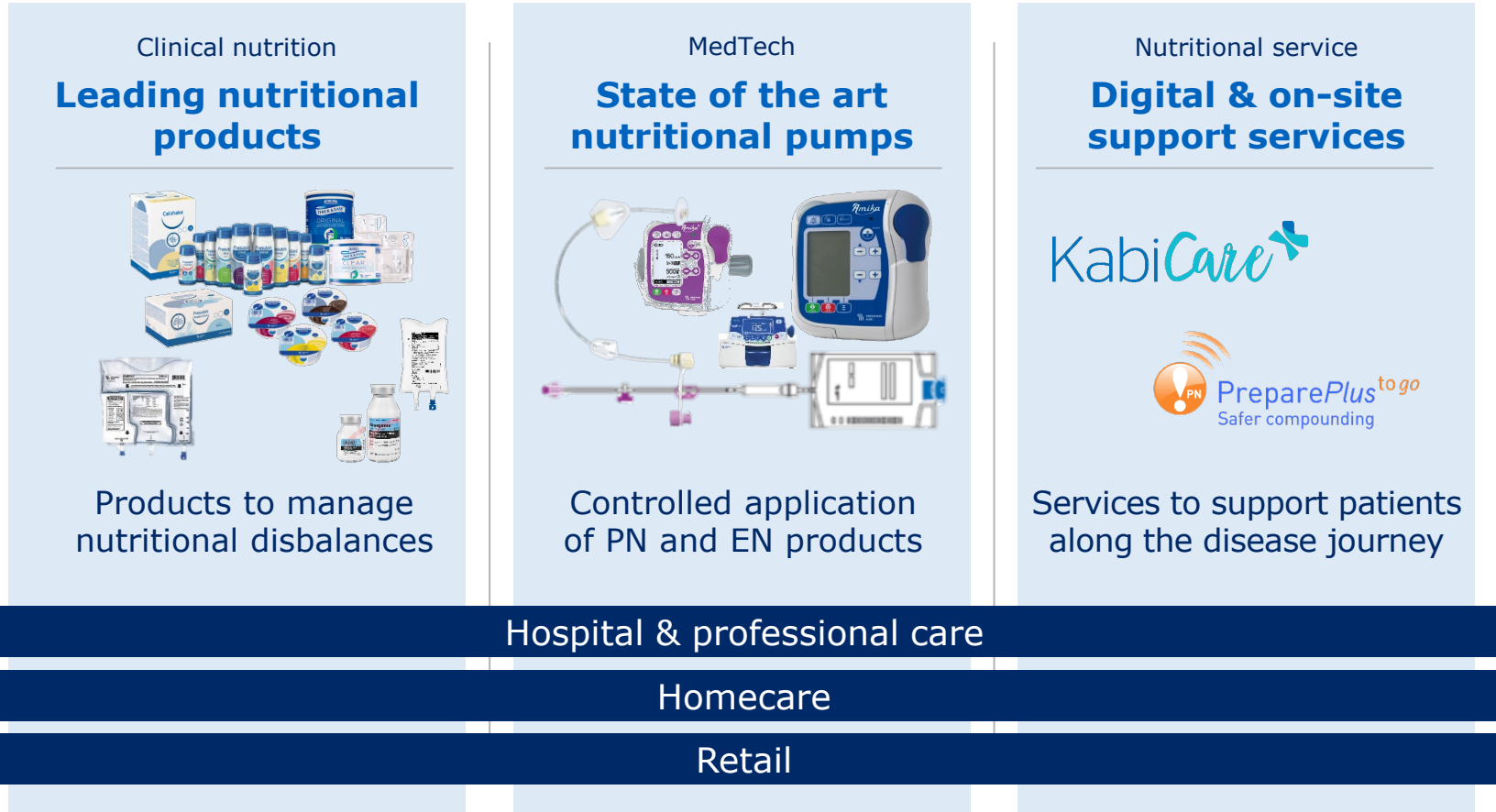
#### JUMPSTART

- ✓ **Research support** for young scientists
- ✓ Independent jury awards a **grant of €250K**
- ✓ **Mentoring program** on clinical trials

1. Medical Nutrition Industry Dossier 2018 2. Ljungqvist O. Clin Nutr. 2010;29:149-50  
3. Elia M. The cost of malnutrition in England 2015

# Most integrated portfolio across channels

Fresenius Kabi portfolio



> 20%

of our sales are generated in the Homecare segment



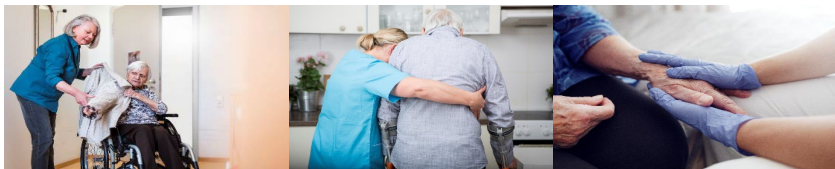
> 30%

of at-home tube-feeding patients cared for in addressed markets

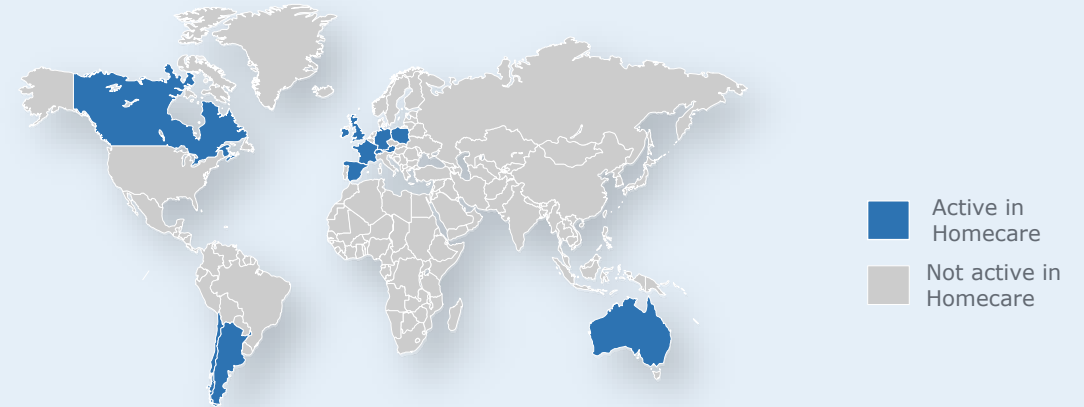
# Succeeding in the growing Homecare segment

## Homecare is key in nutrition

- **Homecare is on the rise** globally both in EN and PN
- General underlying **shift towards outpatient settings**
- Rising awareness of healthy diets and consumer services **drive adaptation**
- Includes **product delivery and service**, offering room for differentiation



## Fresenius Kabi is a leader in the Homecare segment



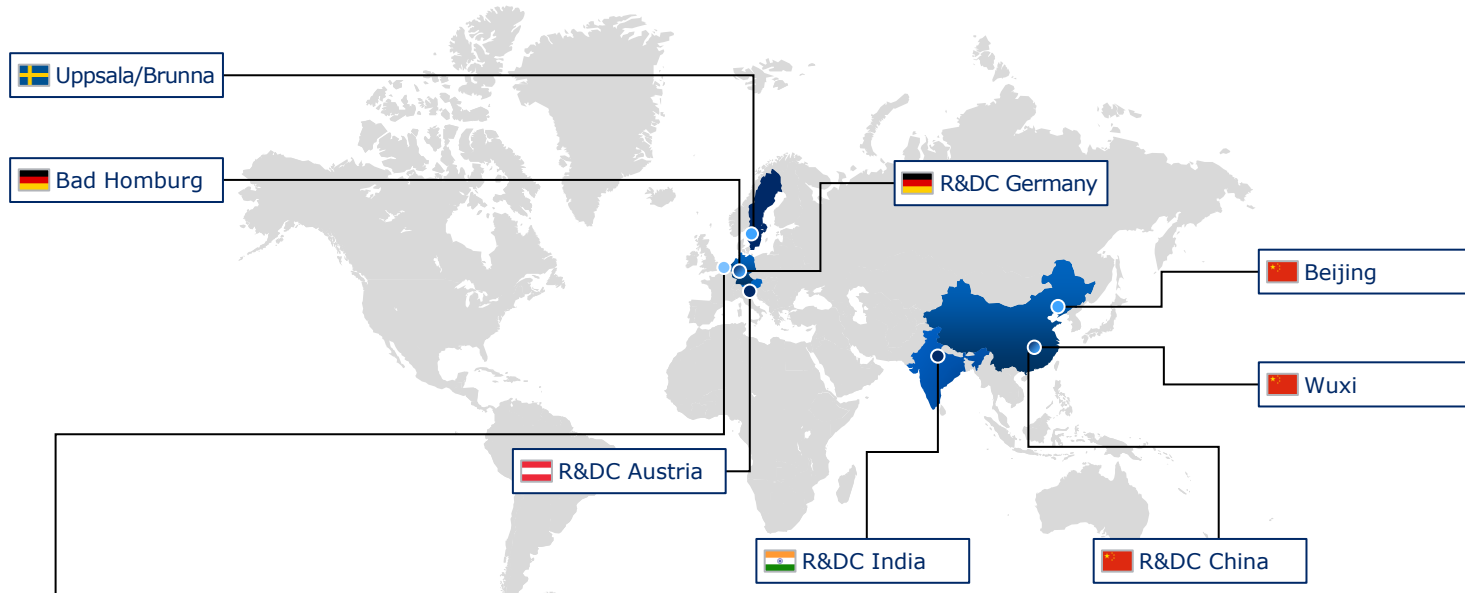
We have a **comprehensive portfolio** and a **proven market entry template** for Homecare

- ✓ **> €500M** sales generated in 2022
- ✓ **> 10** markets already served with Homecare products
- ✓ **Balanced** portfolio split between EN and PN



# Strong operational network leveraging global scale

## Production unit and R&D network



Example  
**New line Emmer-Compascuum**



~ **€160M**  
investment

### Highlights

- Built leading edge production lines for EasyBag tube feeds
- Ramping up CMO business opportunity
- Consolidation of support functions for EN business



● R&D center      ● Production Unit

1. Contract manufacturing organization

## Setup highlights

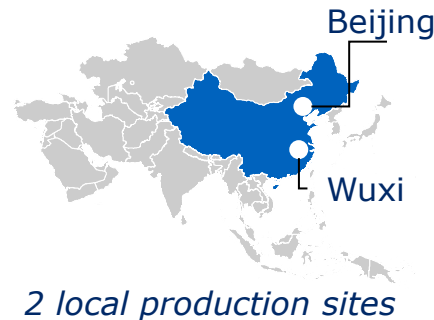
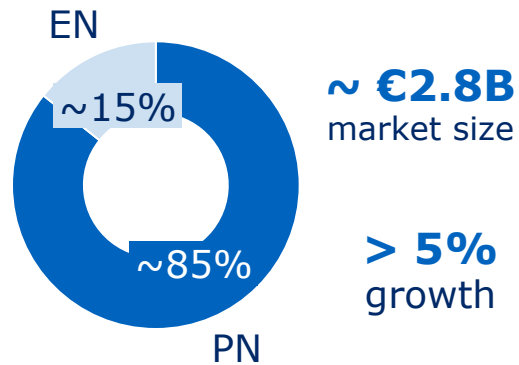
- **Globally scaled production network** of five state of the art plants
- **Four powerful R&D hubs** with optimized geo footprint
- **Local production in China** to leverage cost advantages for major market
- Current **scale-up of CMO<sup>1</sup> business** in Netherlands

# Plans to further unlock growth opportunities in China

## China is a crucial market for nutrition and we have a leading position

- We are **#1 in PN** with double-digit market share

China hospital nutrition market 2022, in %



- **Solid organic growth** in both segments
- Some challenges from centralized procurement (VBP<sup>1</sup>) and rising (local) competition

1. Volume-based procurement 2. Out-of-pocket payment  
Source: IQVIA, Fresenius Kabi internal analysis

## FSMP – A potential new attractive segment in which we are well positioned

- **Emerging segment** initiated by recent regulatory changes
- **OOP payment<sup>2</sup>**, robust against VBP-induced margin pressure

**5+** | FSMP product launches in coming ~ 2-3 years

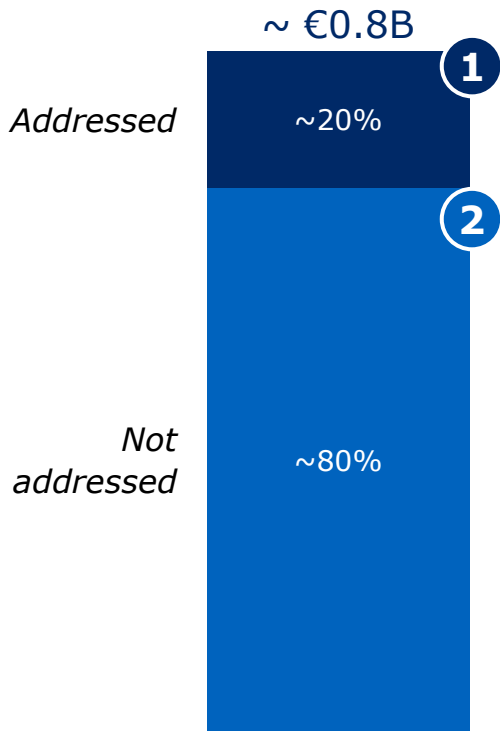
**55M+** | Bottles FSMP production capacity at new plant

**~ €100M** | Invested in a new local FSMP site in Wuxi, CN

# We aim to offer a comprehensive PN portfolio in US

## Most of PN market currently not addressed

Total US PN market 2022



1. Full PN market excluding compounding services  
Source: IQVIA, Fresenius Kabi internal analysis

### 1 Today

We have **greatly expanded our position** in recent years

- ⌚ Achieved **15% CAGR** 2018-22 (10% 2020-22)
- ⌚ Generated **> €60M** revenues in 2022
- ⌚ Became **market leader in Lipids in 2022** (~ €0.1B market)



Lipids



Multi-chamber bags



Amino acids



Additives



Automatic compounding devices & disposables

### 2 Future

#### Bringing a full portfolio to the US

- ⌚ Addressing **~70% of US PN market<sup>1</sup>**
- ⌚ Cross-selling to **> 1,500 customers** (hospitals, pharmacies, etc.)
- ⌚ Expanding **innovation leadership** (pioneered fish oil for PN in the US)
- ⌚ **Increasing sales force** and using go-to-market synergies with IV Fluids

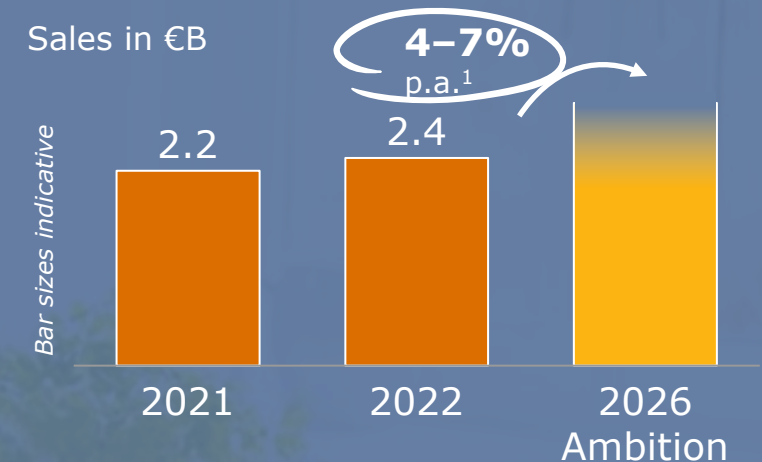
# World-class business getting even better

- **Fundamentally attractive markets** with strong growth dynamic and accretive margin profile
- **Leading portfolio** driven by innovation; extended into growing channels, such as Homecare
- **Scaled production and R&D network** with optimized geo footprint
- **Significant geographic expansion opportunities** (e.g., US PN) and Clinical Nutrition awareness globally

## Sales

YoY organic growth 2021–22: 4% (Q1 2023: 8%)

Sales in €B



## EBIT margin



Stable margins at high level targeted with upside potential

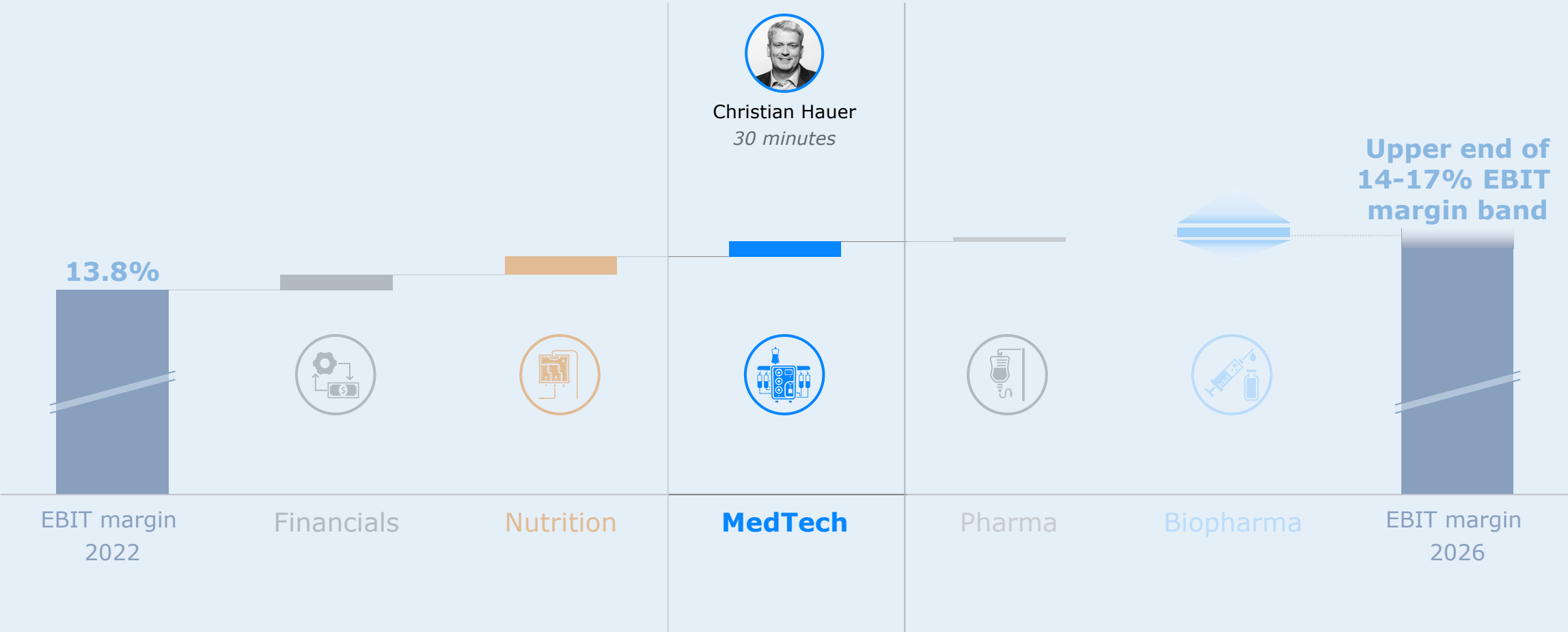
1. Organic sales growth p.a.

**Focus on MedTech**



# MedTech

Bar sizes directional



Christian Hauer  
30 minutes

Upper end of  
14-17% EBIT  
margin band



# MedTech business at a glance

Illustrative

Our portfolio (sample)

## Transfusion Medicine & Cell Therapies (TCT)

## Infusion & Nutrition Systems (INS)

Broad portfolio of products for blood collection and blood processing incl. apheresis, autotransfusion, and cell therapies

Drug delivery devices, e.g., infusion pumps, IV access systems, EN/PN systems, and feeding tubes

### Sample products

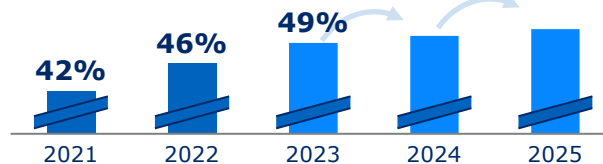


Installed base  
**> 100,000 TCT devices**



Installed base  
**> 1M infusion and nutrition pumps**

Sales share recurring business



✓ ~ 1/3 from customer **contracts** with **> 5 years** duration

✓ ~ **50% recurring business** in dedicated disposables combined with large and growing installed base



Maria (62)

**Diagnosis** Cancer

**Our products used**



Cell processing (Lovo)



3-chamber bag (SmofKabiven)



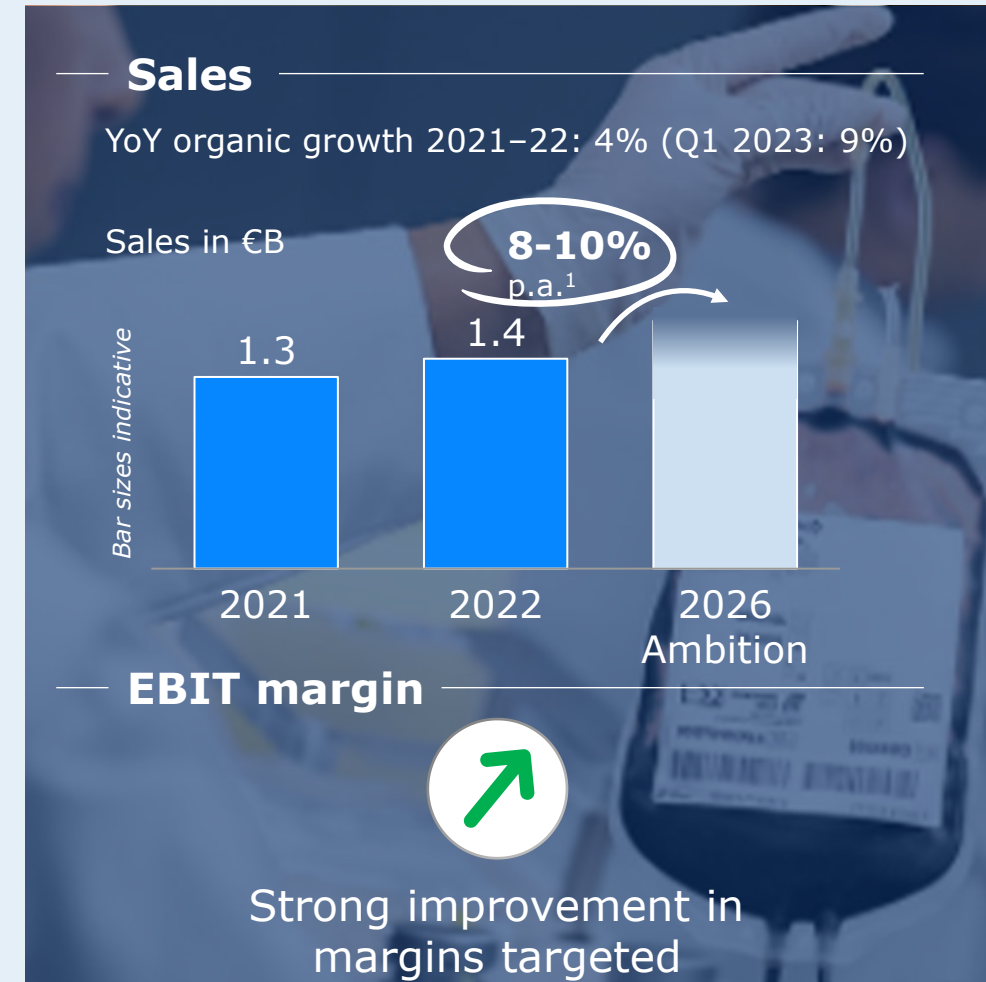
Antiemetic (granisetron)

**Outcome** Cutting-edge treatment (cell therapy) and nutritional benefits

○ Nutrition ○ MedTech ○ Pharma

# Driving performance and value in MedTech

- **Leading TCT position** with strong growth segments Plasma and Cell & Gene Therapy (CGT)
- **Strong infusion business** with additional momentum from Ivenix
- Rigorous focus on **further network optimization and insourcing**
- **New software solutions** gaining traction

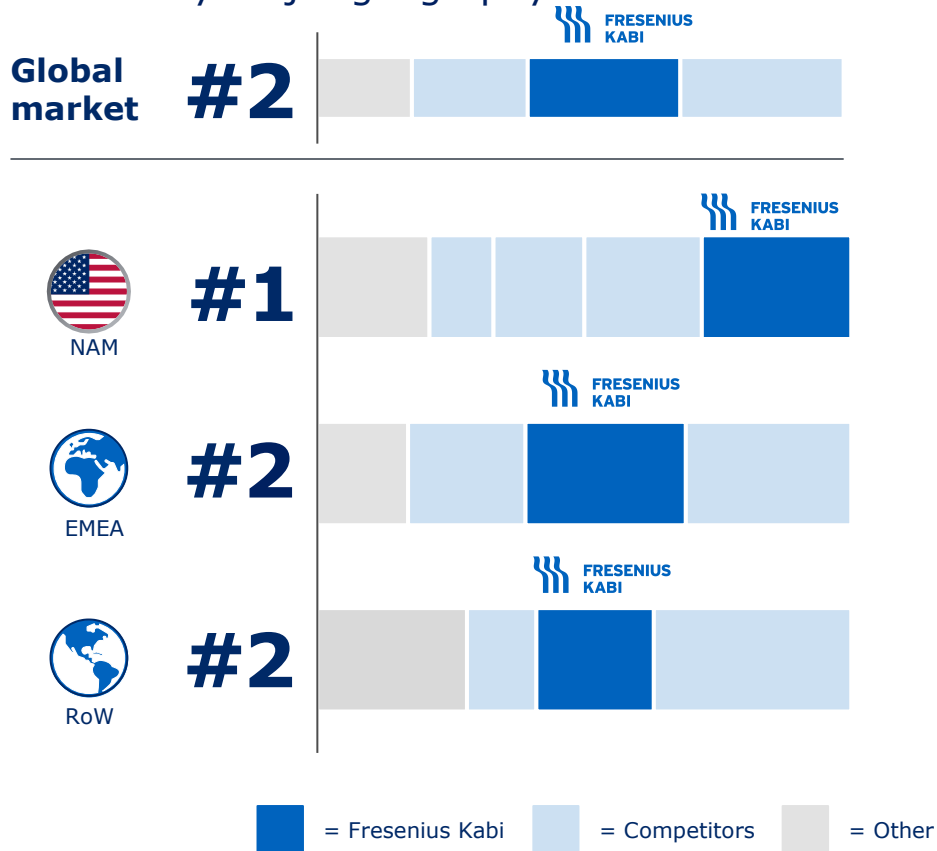


1. Organic sales growth p.a.

# Leader in blood collection and growth in Plasma and CGT

## Transfusion Medicine & Cell Therapies

Position by major geography



Source: Fresenius Kabi internal analysis

### Sub-segments

**Blood collection**

**Plasma**

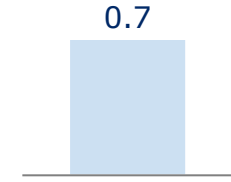
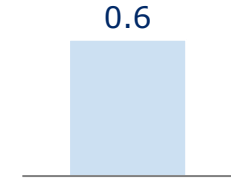
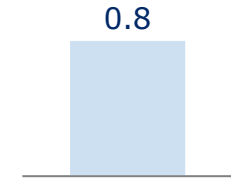
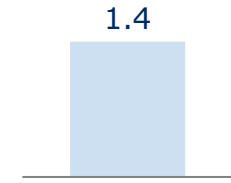
**Cell & Gene Therapy**

**Hospitals (auto-transfusion, therapeutics)**

### Customers (excerpt)



### Market size in €B



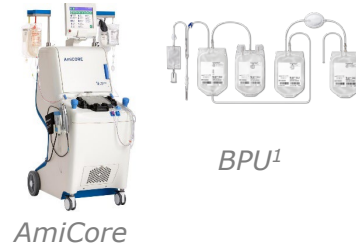
### Market growth



# Positioning MedTech for performance today and tomorrow

## TCT segment

### Blood collection



## Segment attractiveness

- ✓ #1 in blood collection globally
- ✓ MedTech's strongest and biggest segment
- ✓ Stable and continuous market growth expected

## MedTech strategy

**Defend and expand** global market-leading position

## Plasma

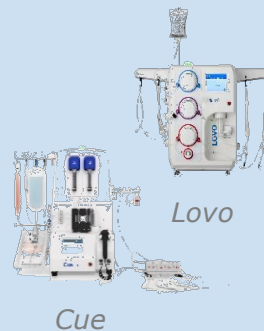


- ✓ ~ 7% market growth expected due to high IVIG demand
- ✓ Kabi Plasma segment grew in double-digits over last 3 years
- ✓ Steady double-digit growth expected going forward

**Grow and increase software offerings** and bundling with IV solutions

## Cell & Gene Therapies

Recent launch of Cue end of 2022



- ✓ > 20% market growth projected
- ✓ Steady above-market revenue growth expected, as delivered in past 3 years
- ✓ Three out of seven FDA-approved cell therapies that use Lovo in manufacturing
- ✓ > 250 customers, of which 33 filed for FDA

**Grow with ScaleReady joint venture** with Wilson Wolf and Bio-Techne and combined comprehensive product offering along CGT value chain



1. Blood pack unit

# Innovation drives sales and margins

Recent product launches with **above average margins**



**Cue**, a new-generation small-volume cell processing device



**Amicus Blue** to enhance ECP<sup>1</sup> capabilities



**Lovo**, a cutting-edge cell washing device



**Aurora Xi** to improve Plasma extraction

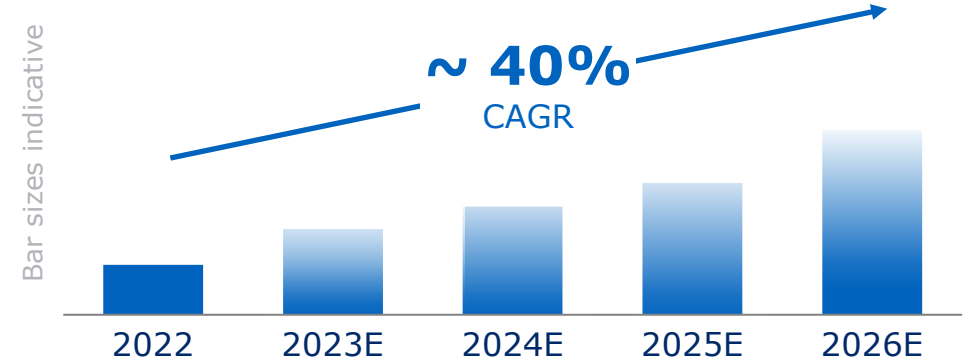


**AmiCore** to supplement platelet collection

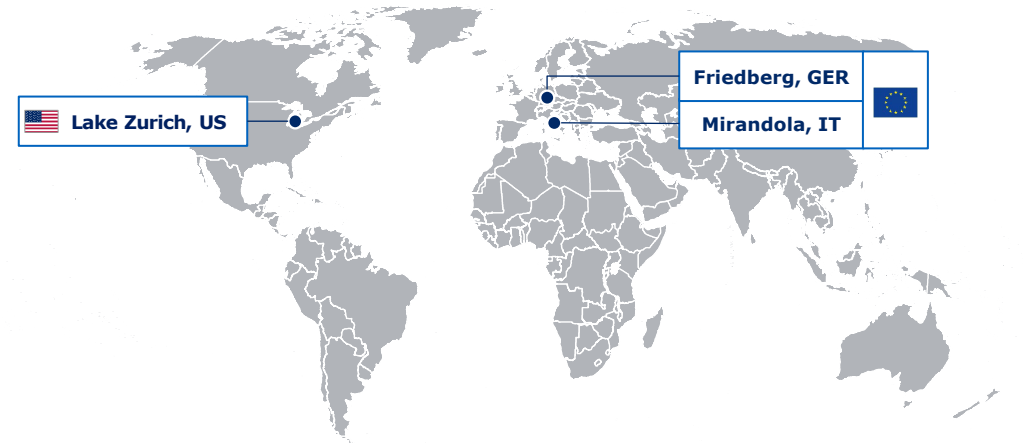
**Strong, innovative launch pipeline in combination with software solutions until 2026**

1. Extracorporeal photopheresis

## Net sales from new product launches €M



Experienced R&D network and product management with customer proximity and high competence



# Replicating the TCT success story in Infusion & Nutrition Systems

## Operational setup for TCT as E2E unit ...

Initiated to improve performance delivery

- Ensuring customer proximity
- Strengthening accountability

## ... achieved tangible outcomes

**> 6%**

2016–21

**Global sales  
CAGR**

**~ 4pp**

2016–21

**Gross profit  
margin expansion**

**VISION 20  
26**

**TCT**



**INS**



**Applying  
integration  
approach  
to INS**

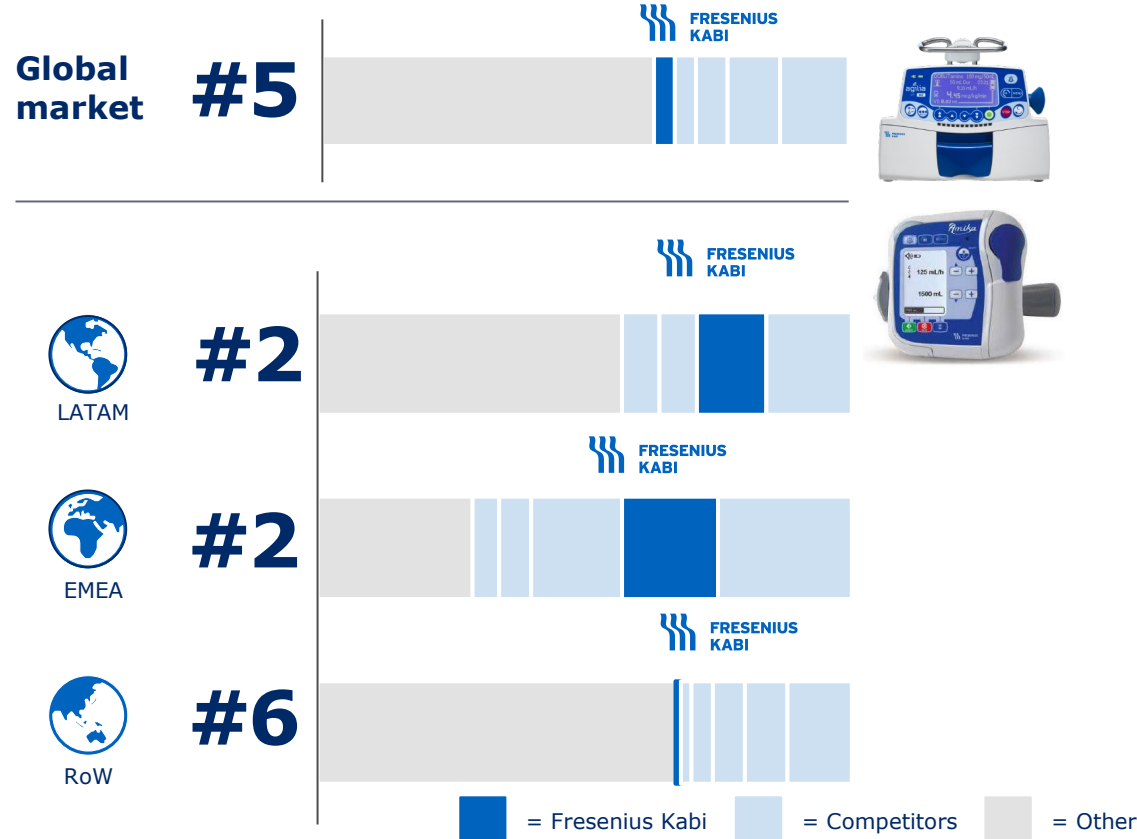
- ✓ **Sharing production capacities** and technological expertise
- ✓ **Combining direct procurement** for key components
- ✓ **Leveraging joint R&D set-up** for joint development projects



# Targeting a market leading position in the US

## Infusion & Nutrition Systems

Position by major geography



Source: Fresenius Kabi internal analysis



## US IV therapy, a highly attractive market

- ✓ ~ €4B market for IV therapy
- ✓ ~ 4% mid-term market growth expected
- ✓ **Unique workflow** and interoperability requirements

## Successful market entry initiated

- ✓ Entering US market with **acquisition of leading-edge Ivenix system**
- ✓ Investment in IV Fluids plants in the US

# Ivenix is a game changer for our INS business in the US



*FDA-approved infusion system since 2019*

## Seamless interoperability

Built-in integration with EMR devices

## Reduced infusion-related errors

Smartphone-like touch display and guided workflows

## Reduced total cost of ownership

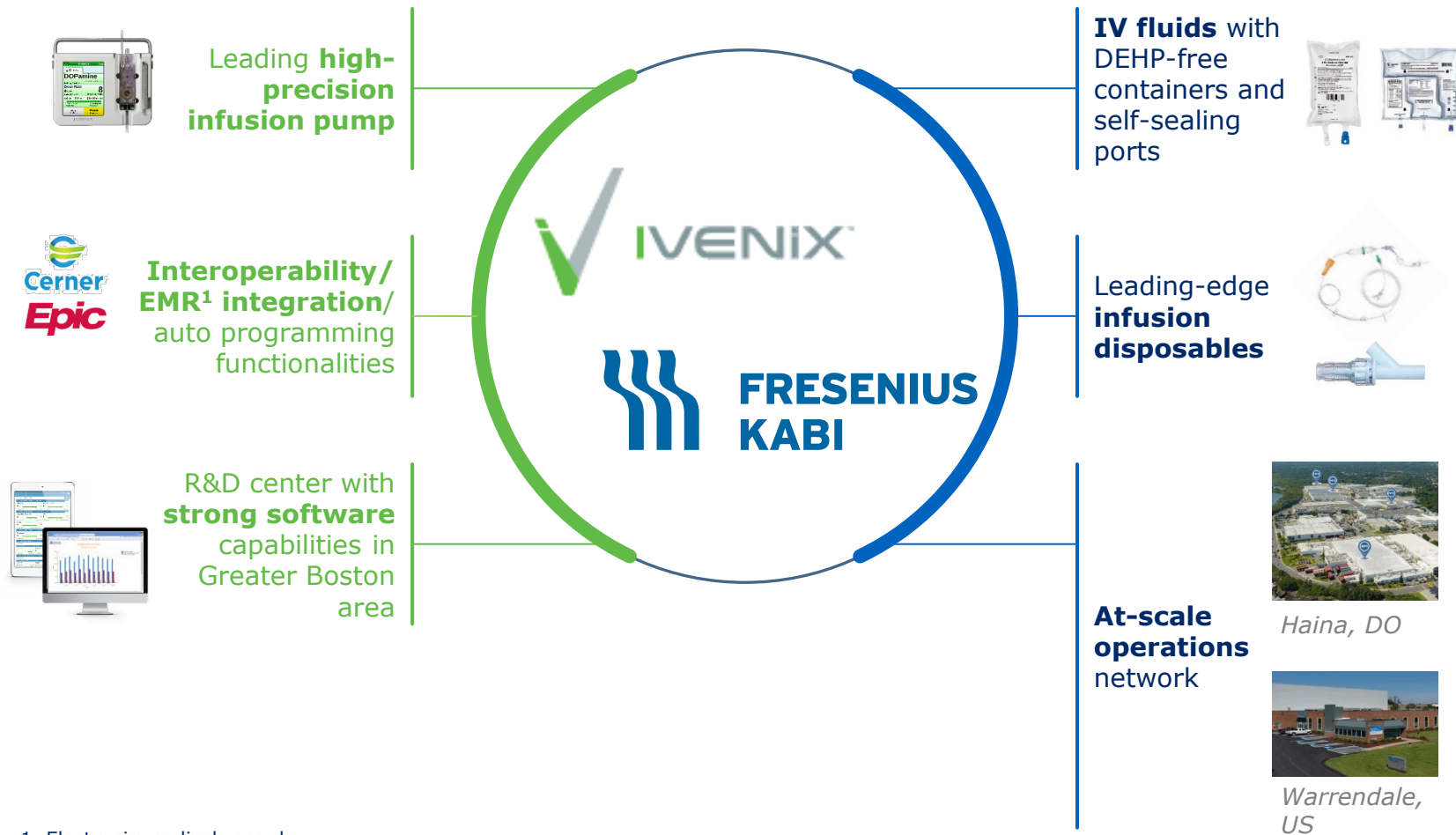
Advanced efficiency estimated at 40% in savings

## Accurate under all clinical conditions

Best-in-class flow rate accuracy due to pneumatic pumping mechanism

## Unmatched performance, patient safety, and clinical intelligence

# Building a unique infusion ecosystem with Ivenix



1. Electronic medical records

- ✓ **Advanced, market-leading products**

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- ✓ **Strong contract bundling offering**

---

- ✓ **Leading digital and software capabilities**

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- ✓ **At-scale manufacturing and commercial operations**

# Delivering a margin-accretive \$200M+ IV therapy business by 2026

## IV therapy sales ambition

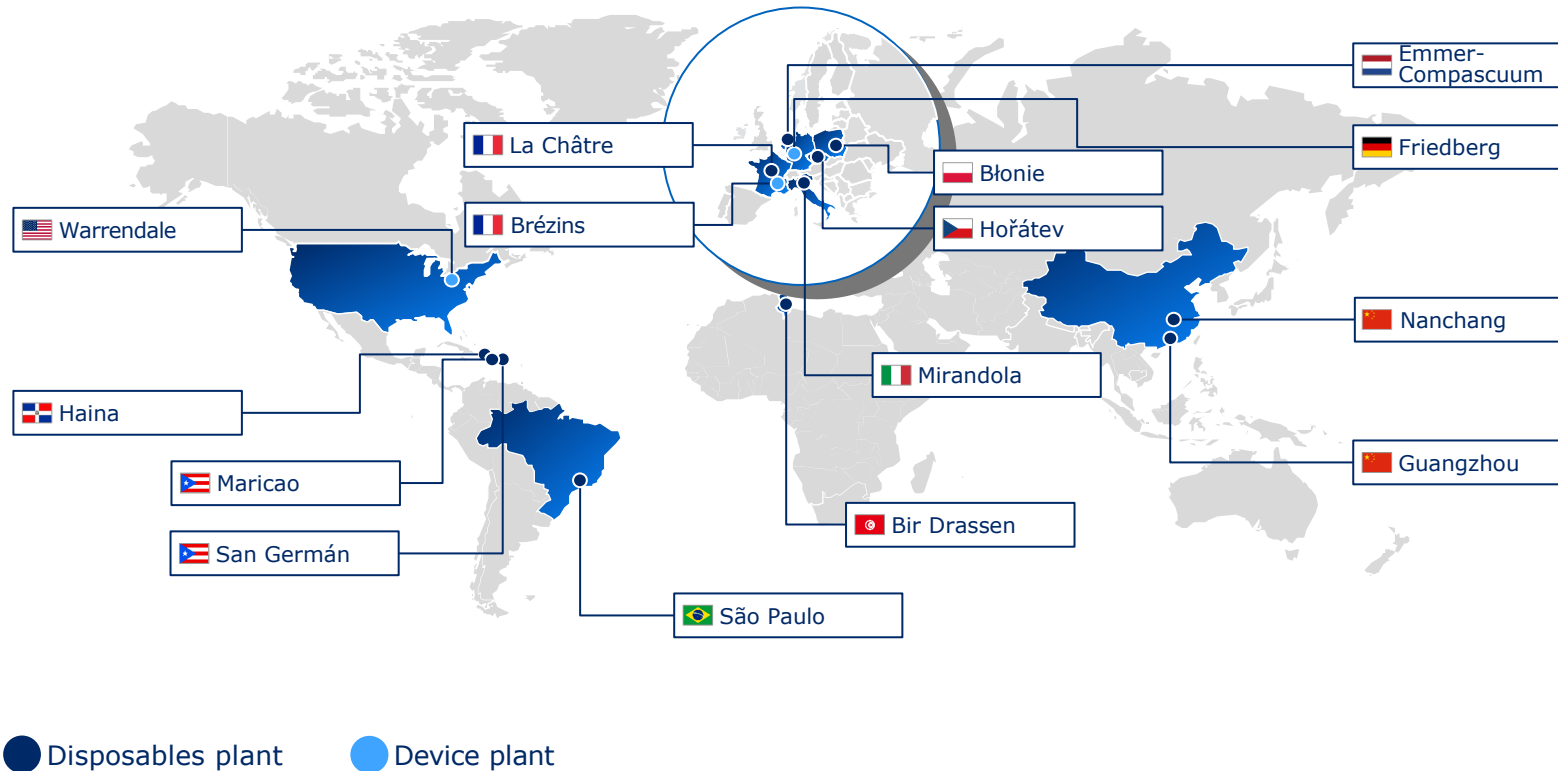


## Achievements to date

- ✓ Glowing review by **AKLAS** (A+ in 3 of 4 categories)
- ✓ **vizient**. GPO-awarded "innovative technology"
- ✓ **PREMIER** GPO-awarded "breakthrough technology"
- ✓ **10** providers already contracted
- ✓ **50+** leads in pipeline and growing

# Improving our global manufacturing/assembly network

## Production sites

















## Setup highlights

- **Contingency and customer proximity** within plant network
- **> €200M investment** in leading-edge plants in the last 5 years for automation, capacity increase, transfers, and insourcing
- **Production line transfer** to best plants to optimize capacity utilization, complexity, and COGS
- Production optimization (e.g., site closures, automation, insourcing) led to **medium-double-digit €M annual savings** within last years

# Improving our operational performance worldwide

## Production network

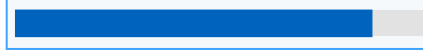
-  Emmer-Compascuum
-  Mirandola
-  **Haina**  
Dominican Republic
-  Brezins
-  La Châtre
-  Friedberg
-  Itapericica da Serra/São Paulo
-  Guangzhou
-  Nanchang
-  **San Germán**  
Puerto Rico
-  Błonie
-  Hořátev
-  Bir Drassen
-  Warrendale





## Objective

- Transfer TCT's disposable production from E.-Co. to Haina
- Insourcing of Ivenix IV sets to Haina and scaling up production

Progress



## Next steps

-  **TCT disposable** transfer finished Q2 '24
-  **Ivenix IV set** transfer and scale up finished Q4 '24

## Savings

**Low-double-digit €M impact (2025)**

## Advantages



**Overhead & complexity reduction**



**Eliminate internal logistics costs**





**Labor**



- Transfer US solutions and BPU production to San Germán
- Close down Maricao plant

Progress

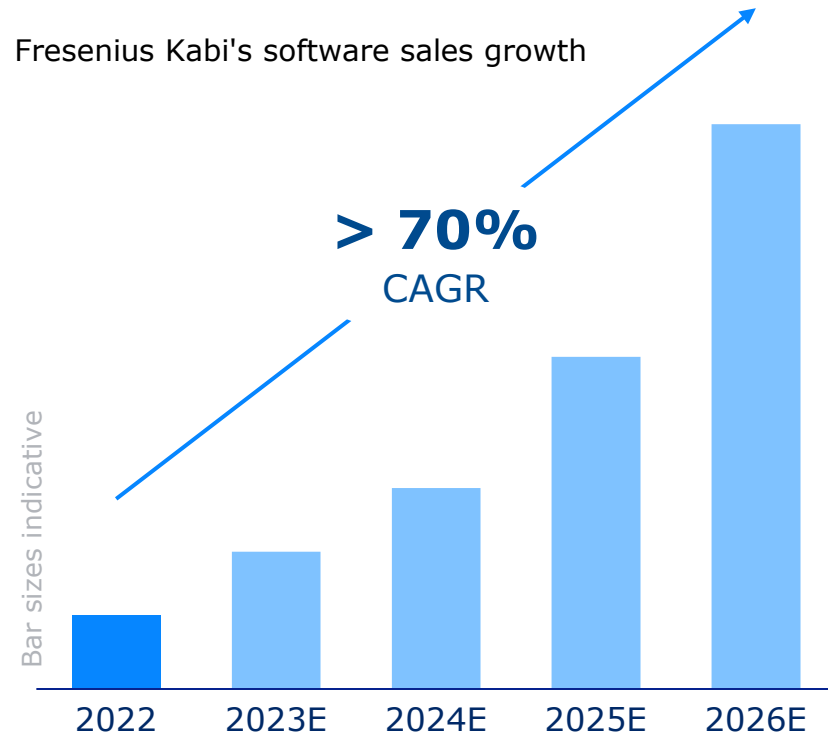


-  **Production start** in Q1 '24
-  **Maricao closure** planned for '26

**Low-double-digit €M impact (2026)**



# Expanding into new, highly attractive data-based business



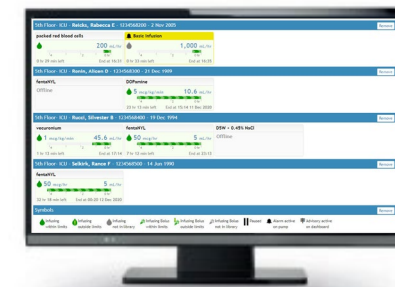
Highly **profitable sales growth** expected

## Highlights

- **High EBIT margin** in software
- **High value add** (patient safety/process efficiency) for device users (i.e., nurses, pharmacists, healthcare professionals)
- **INS: Vigilant Software Suite and Ivenix IMS** to integrate clinical applications
- **TCT: Blood plasma volume collection optimization software**



*Vigilant Sentinel*



*Ivenix IMS Infusions Dashboard*

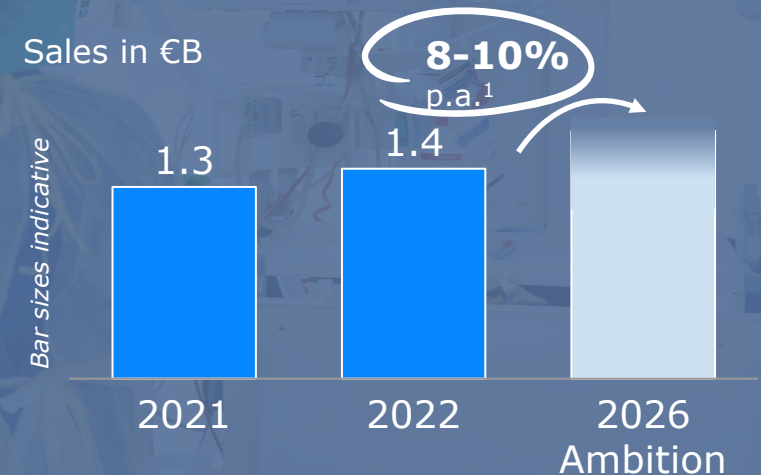
# Driving performance and value in MedTech

- **Leading TCT position** with strong growth segments Plasma and CGT
- **Strong infusion business** with additional momentum from Ivenix
- Rigorous focus on **further network optimization and insourcing**
- **New software solutions** gaining traction

## Sales

YoY organic growth 2021-22: 4% (Q1 2023: 9%)

Sales in €B



## EBIT margin



Strong improvement in margins targeted

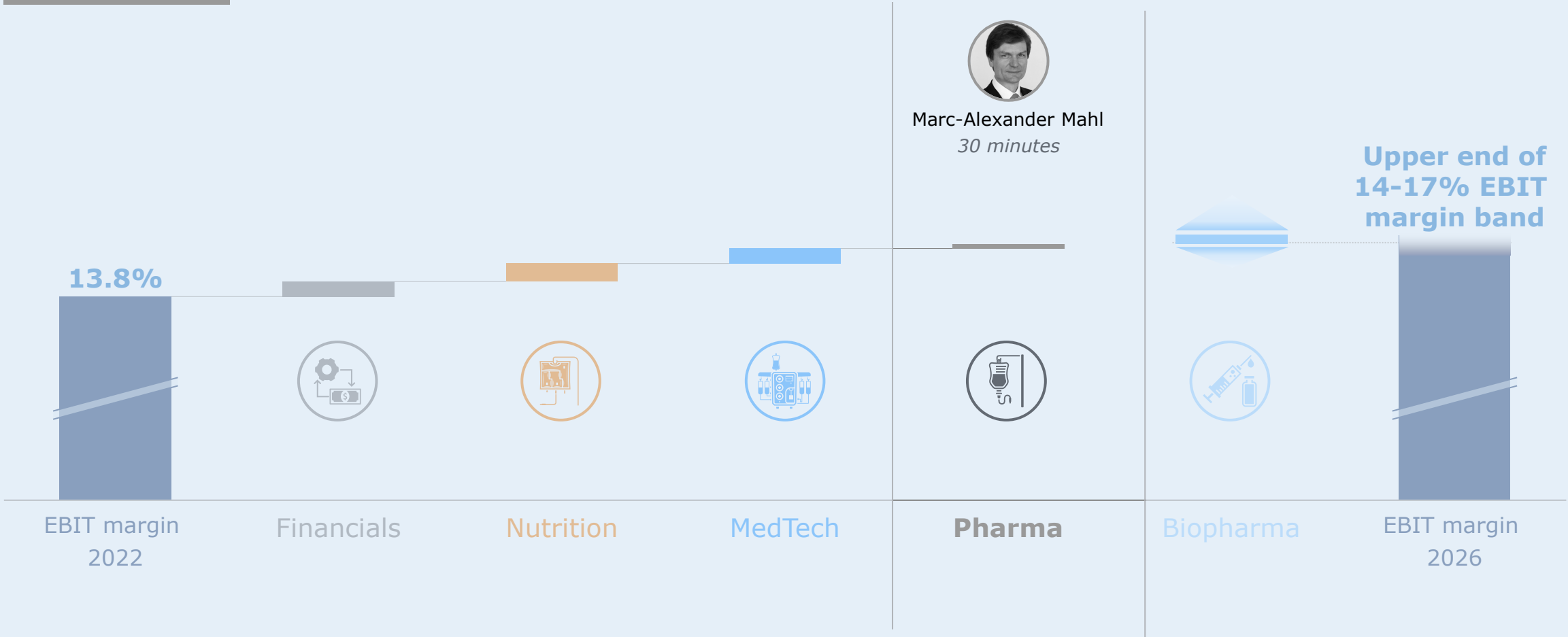
1. Organic sales growth p.a.

**Focus on Pharma**



















# Pharma

Bar sizes directional



# Pharma business at a glance

Our portfolio (sample)

IV Drugs				IV Fluids	
Intravenously administered drugs in vials, syringes, or ampoules for different purposes				Intravenously administered standard solutions and fluids	
Anesthetics & Analgesics	Anti-Infectives	Critical Care	Oncology	Crystalloids	Colloids
Pain relief and anesthesia	Infection prevention and treatment	Drugs for use in ICU/ER <sup>1</sup>	Cancer treatments	Fluid resuscitation & drug administration	Fast volume expansion
 Propofol	 Piperacillin/Tazobactam	 Heparin	 Paclitaxel	 Ringer Solution	 Volulyte
 Rocuronium	 Ampicillin	 Calcium Gluconate	 Carboplatin	 NaCl 0.9%	 Voluven
 Fentanyl	 Penicillin G	 Atropine	 Methotrexate		

1. Intensive care unit/Emergency room



José (39)

**Diagnosis** Bacterial soft-tissue infection after traumatic injury

**Our products used**



Antibiotic (cefoxitin)



IV Fluid (NaCl 0.9%)



IV pump and set (Agilia Connect)

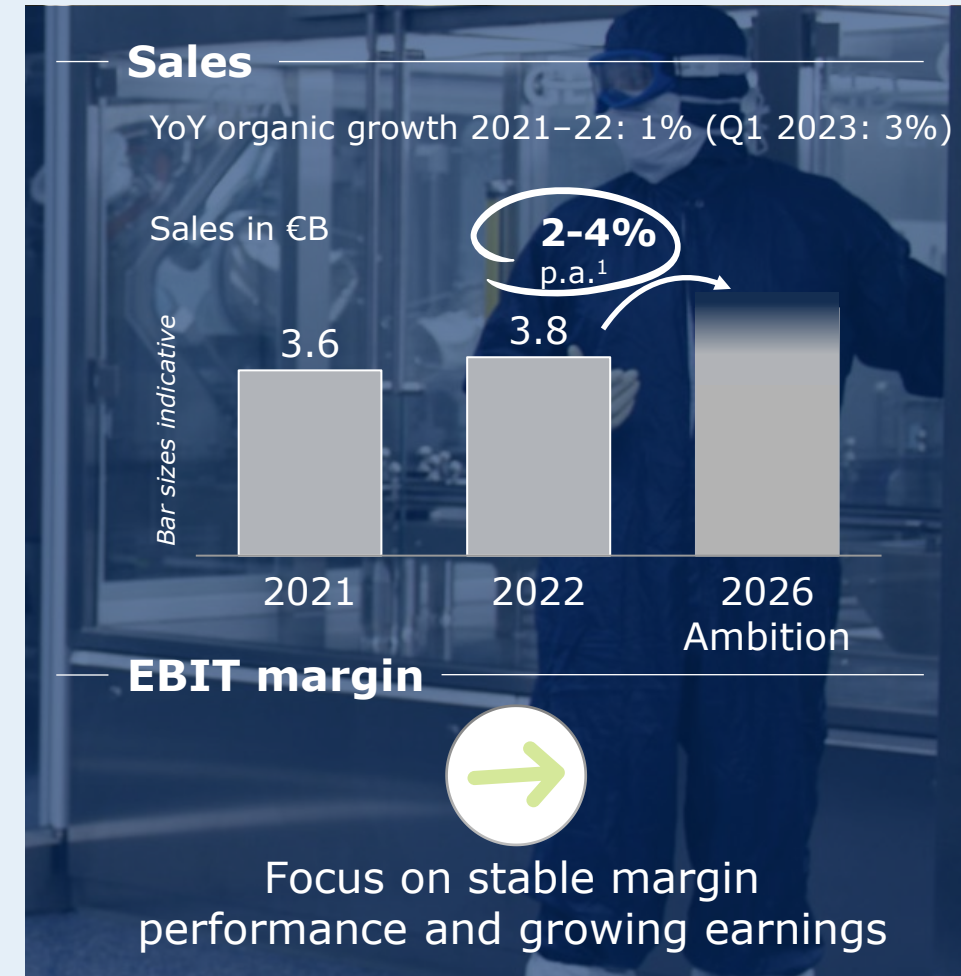
**Outcome** Recovered from infection and back into his active lifestyle

Pharma  MedTech



# Consistent, stable value generation – in the past and in the future

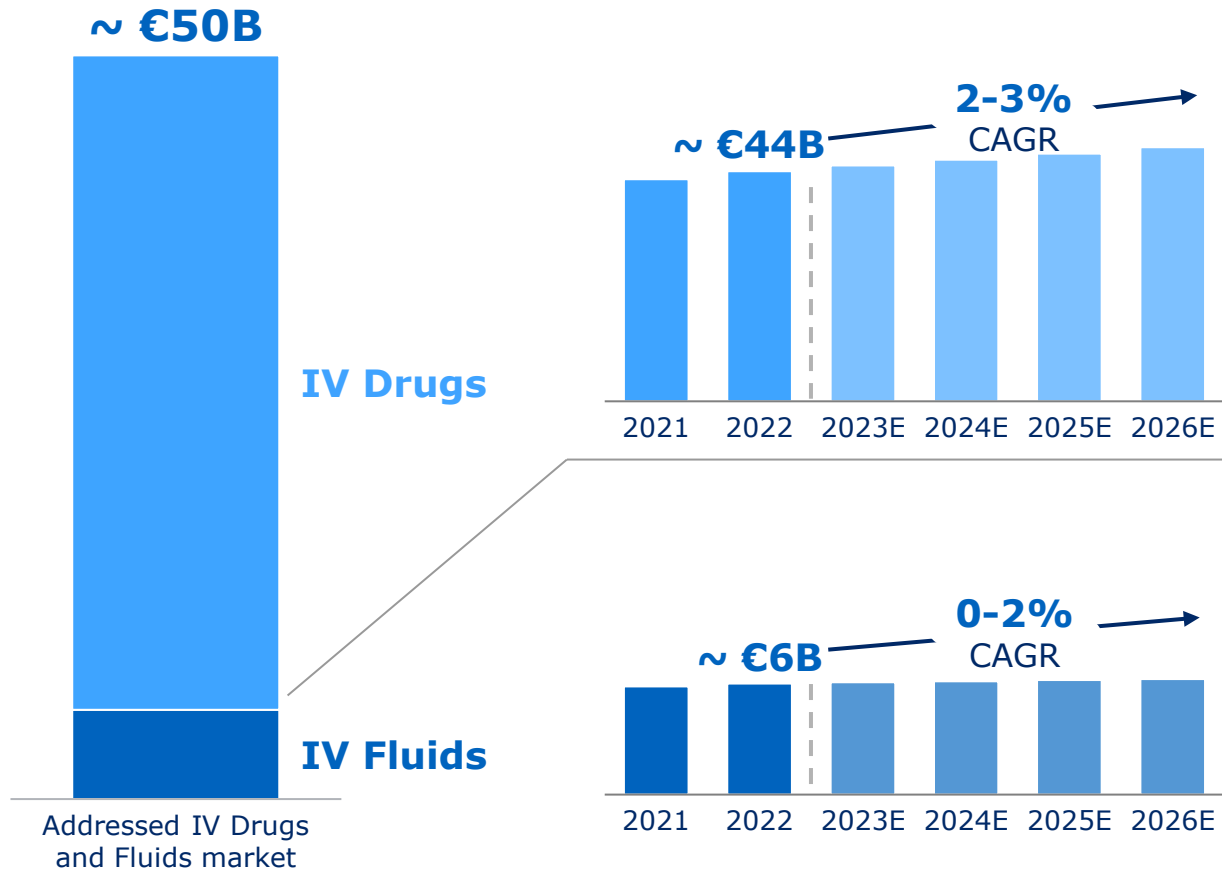
- **Full-range supplier for system-critical IV Drugs and Fluids** with leading positions across geographies
- **Strong footprint in attractive markets** with long-standing customers and contracting expertise
- **Broad launch pipeline** with product differentiations and new molecules, covering ~ 80% of relevant LoEs in US
- **At-scale operations network** for efficient, high-quality production and strong focus on further optimization



1. Organic sales growth p.a.



# Essential products, mature market with headwinds and tailwinds



- Demographic developments**  
 Supportive volume trends through rise in population and chronic-disease prevalence
- Global growth trends**  
 Developing markets across the globe with increasing access to healthcare
- Pricing pressure**  
 Rising budget scrutiny in developed healthcare systems
- Competitive pressure**  
 Increase in competition from new market entrants
- Reduced patent expiry**  
 Slowing LoE dynamic in small molecules, but rising interest in differentiated products

Source: IQVIA, Fresenius Kabi internal analysis

# Case study: Propofol supplied through COVID-19 crisis

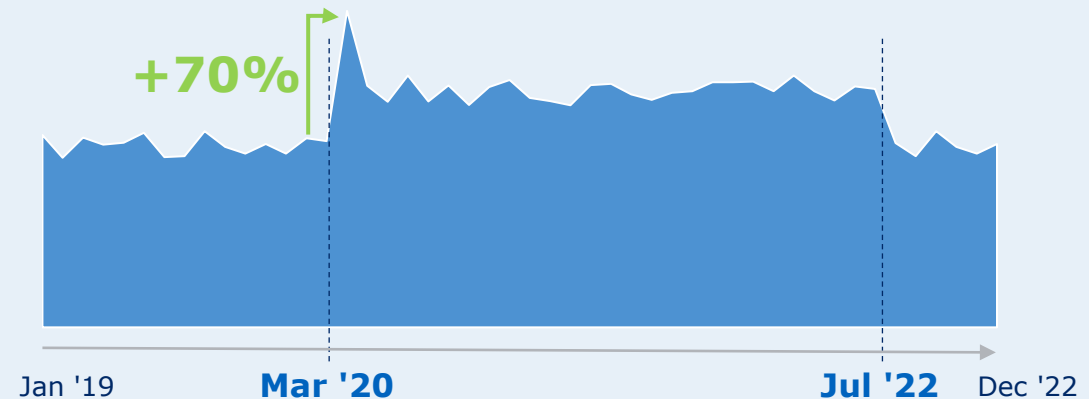
## COVID-19 disrupted Propofol demand

- **Anesthesia treatments skyrocketed** with ventilation needs due to COVID-19 outbreak
- **Propofol is #1 used anesthetic drug** worldwide, commonly used for ventilation
- **We responded to > 50% of global demand** for Propofol units
- **Rapid scale-up of production required** to ensure sufficient supply with Propofol



## Kabi supplies, when others struggle

Illustrative Propofol production output in mg at Graz production site

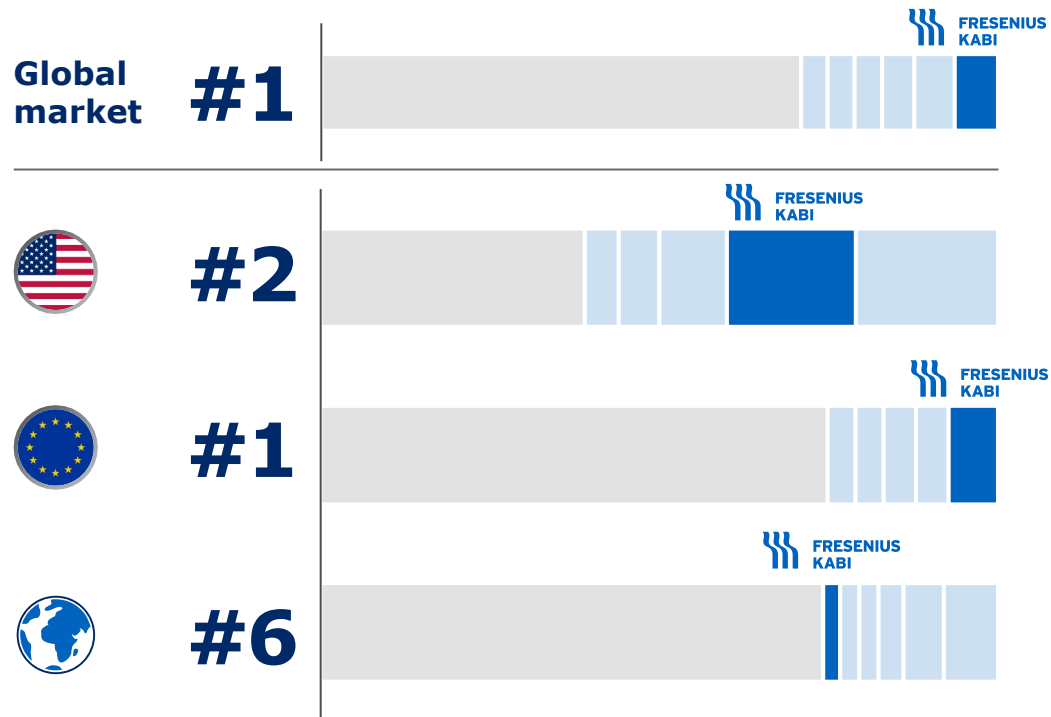


- ✔ **~ 70% output increase** of Propofol production within weeks, despite being at 100% capacity before
- ✔ **> 35% constant output increase** throughout the pandemic
- ✔ **3 weeks to implement** production of a 100ml 2% vial

# Leading our addressed markets in major geographies

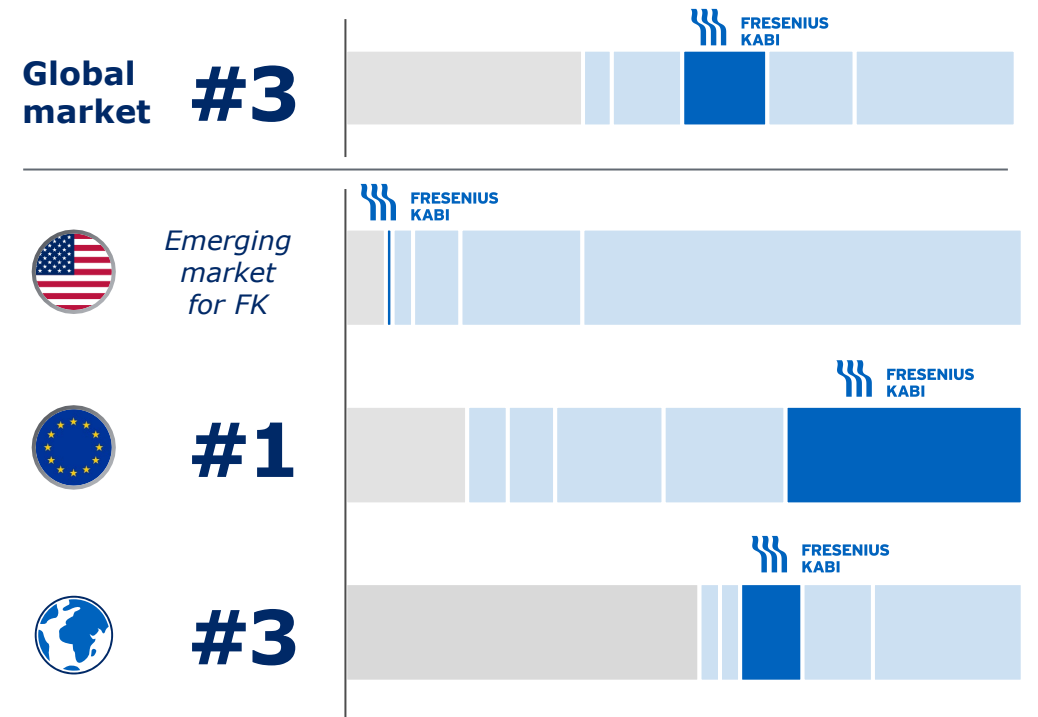
## IV Drugs

Position by major geography



## IV Fluids

Position by major geography



= North America    
 = Europe    
 = Latin America and Asia-Pacific (excl. Japan)

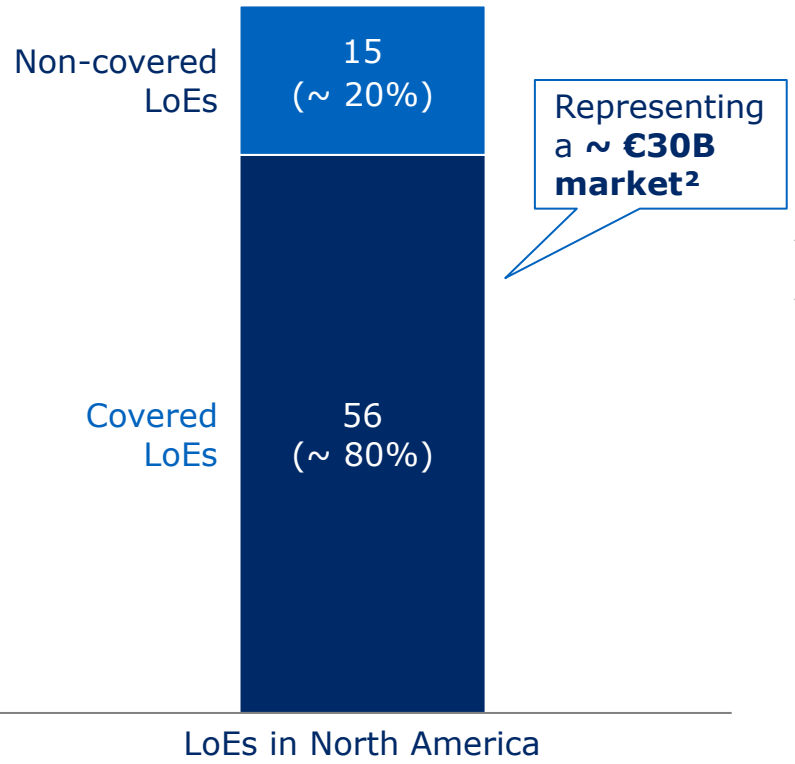
= Fresenius Kabi    
 = Competitors    
 = Other

Source: IQVIA, Fresenius Kabi internal analysis


# Differentiated and broad Gx portfolio – a one-stop-shop for customers

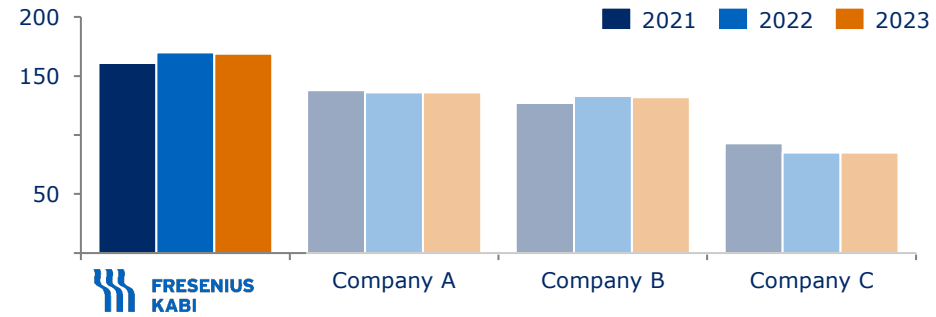
## 80% of relevant LoEs covered<sup>1</sup>

 **LoE coverage 2023-40**



## Well-positioned to succeed in the future

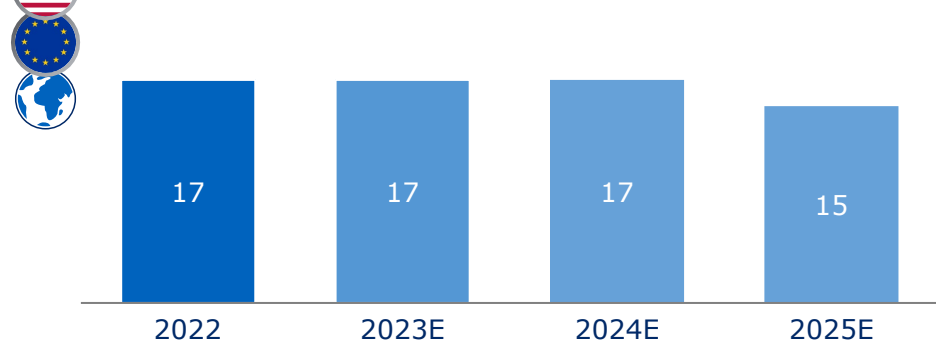
 **#1 portfolio** with > 160 IV Drugs in the US



**> 70%**

of the units shipped by Fresenius Kabi are **drugs listed on the FDA's Essential Medicines List**

 **1<sup>st</sup> time molecule/product launches globally**



**> 130**

launches in total across markets and products in 2023, **thereof 25% differentiated products**

1. List of molecules per IPD Analytics database, excl. ~80 LoEs of minor size or outside Kabi's core markets 2. Pre-LoE originator market value. Target market after LoE significantly smaller

# Differentiation through product upgrades and pre-filled product range

## We continuously upgrade our products in ...



### Strength

Different dosage strength to become product of choice for select indications



### Dosage form

Prediluted RTA/RTU<sup>1</sup> dosages to increase ease of use for medical staff



### Formulation

Increasing patient safety and ease of use through improved formulation

## Our pre-filled products yield significant benefits

### Pre-filled syringes



✓ Improved safety

✓ Ease of use

### Pre-mixed container



✓ Dosage accuracy

✓ Differentiated offering

1. Ready-to-administer / Ready-to-use

# Committed to the needs of US customers

## Melrose Park, Illinois



**> €400M**

Capex invested in expansion in the past four years

### Expansion highlights

- Multiproduct **fill-finish facility**
- One **cytotoxic line** and one **high-potency line**
- **Capacity of > 250M vials** per year



## Wilson, North Carolina

**> €350M**

Capex invested for expansion in the past four years

### Expansion highlights

- **Multiproduct facility** producing > 20 molecules
- **Fully automated lines** for IV solution bags
- Capacity of **~ 150M IV solution bags** per year
- Support for IVENIX launch + **pump/IV Fluid bundle**

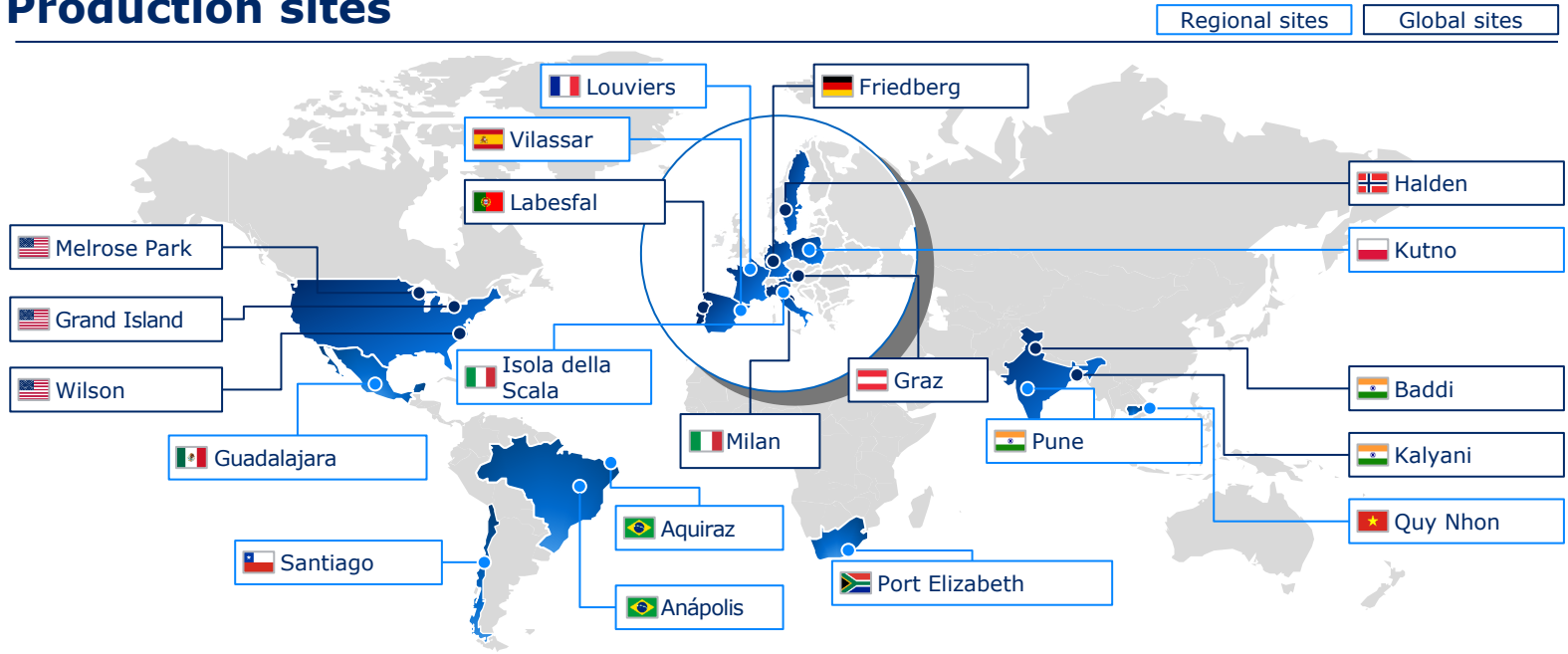
### Setup for success

- ✓ **Close collaboration with the FDA** in recurring review cycles
- ✓ **Advanced quality assurance** setup as response to FDA review
- ✓ **Setup to significantly expand US production** within the next five years
- ✓ **> 70% of products for the US** filled and packaged in the US
- ✓ **High degree of automation** by recent large-scale investment



# Global operations network with regional footprint for reliable supply

## Production sites



## Commercial setup with global scale & local reach

**> 125**  
markets served across the globe

- ✓ **Globally scaled** production network with **local reach**
- ✓ **Vertically integrated API<sup>1</sup> plants**
- ✓ **Network optimization/consolidation** to improve utilization & reduce complexity
- ✓ **Shared technology platforms** for increased production efficiency

### Recently divested sites



1. Active pharmaceutical ingredient

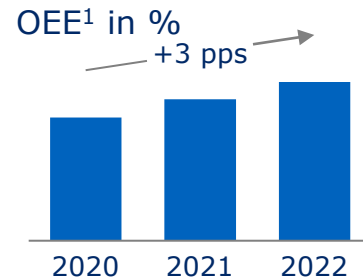
# Driving excellence and streamlining of our operations



> **€50M**

of Vision 2026 savings  
in the coming years  
allocable to optimization  
across our plants

## Overall manufacturing improvements



 **Louviers**

- ✓ Produce same capacity p.a. on **2 vs. 3 lines**
- ✓ COGS advantage of **10-30% per unit**
- ✓ Leading-edge **digital monitoring** technology

## Plastic material reduction in packaging technology

Up to  
**-45%**  
use of plastics  
per new product  
container



 **Kutno**  **Friedberg**

- ✓ Proprietary **new technology** rollout
- ✓ **Double output vs. old technology**
- ✓ More **eco-friendly** polypropylene bottle

1. Overall Equipment Effectiveness

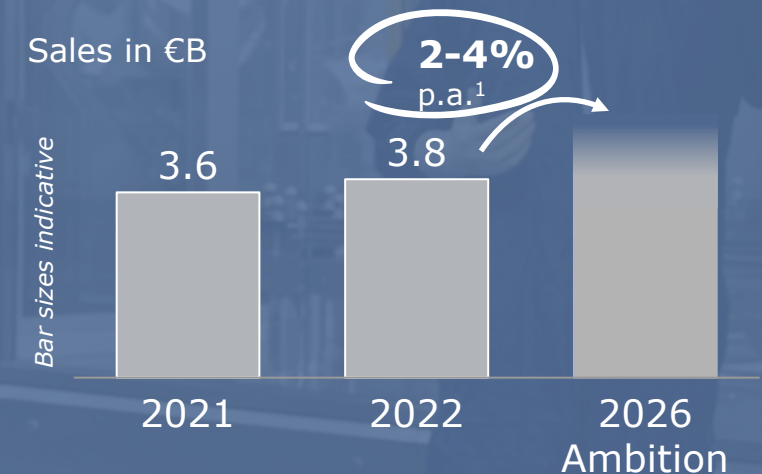
# Consistent, stable value generation – in the past and in the future

- **Full-range supplier for system-critical IV Drugs and Fluids** with leading positions across geographies
- **Strong footprint in attractive markets** with long-standing customers and contracting expertise
- **Broad launch pipeline** with product differentiations and new molecules, covering ~ 80% of relevant LoEs in US
- **At-scale operations network** for efficient, high-quality production and strong focus on further optimization

## Sales

YoY organic growth 2021–22: 1% (Q1 2023: 3%)

Sales in €B



## EBIT margin



Focus on stable margin performance and growing earnings

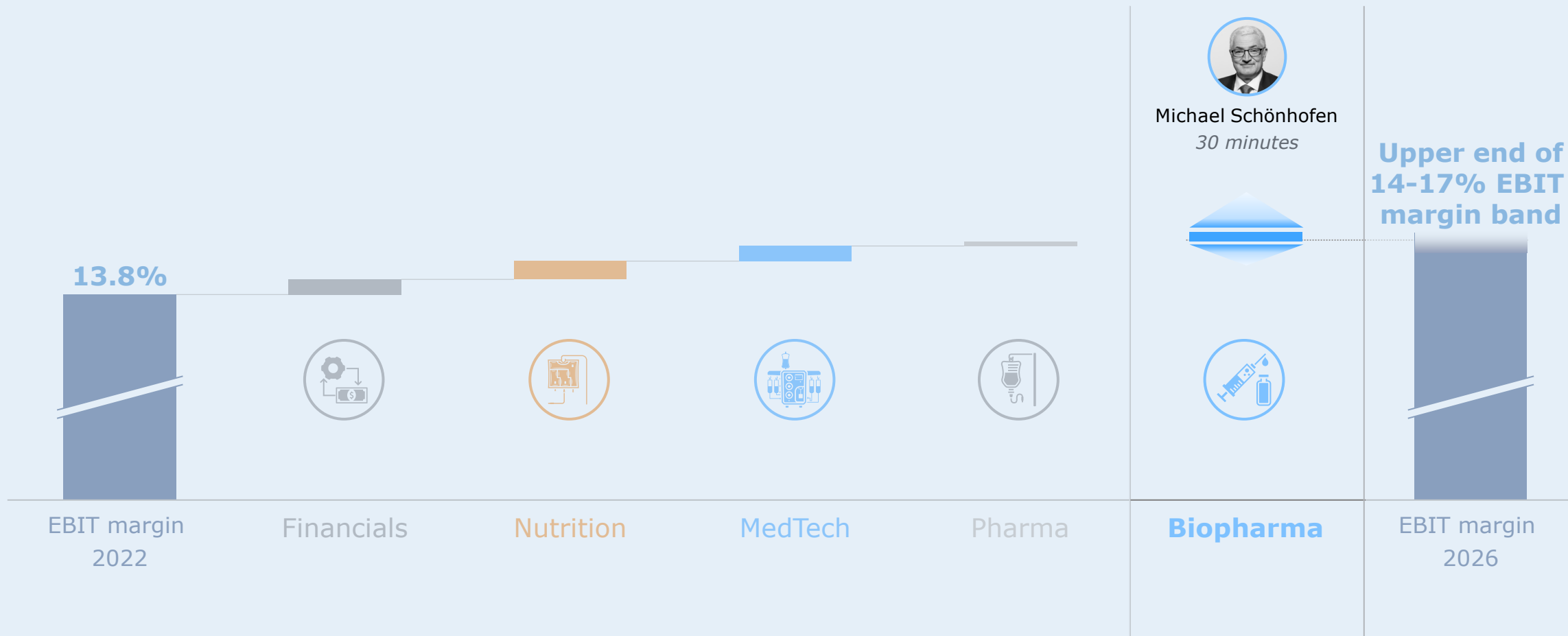
1. Organic sales growth p.a.

**Focus on Biopharma**



# Biopharma

Bar sizes directional





# Biopharma business at a glance



Illustrative

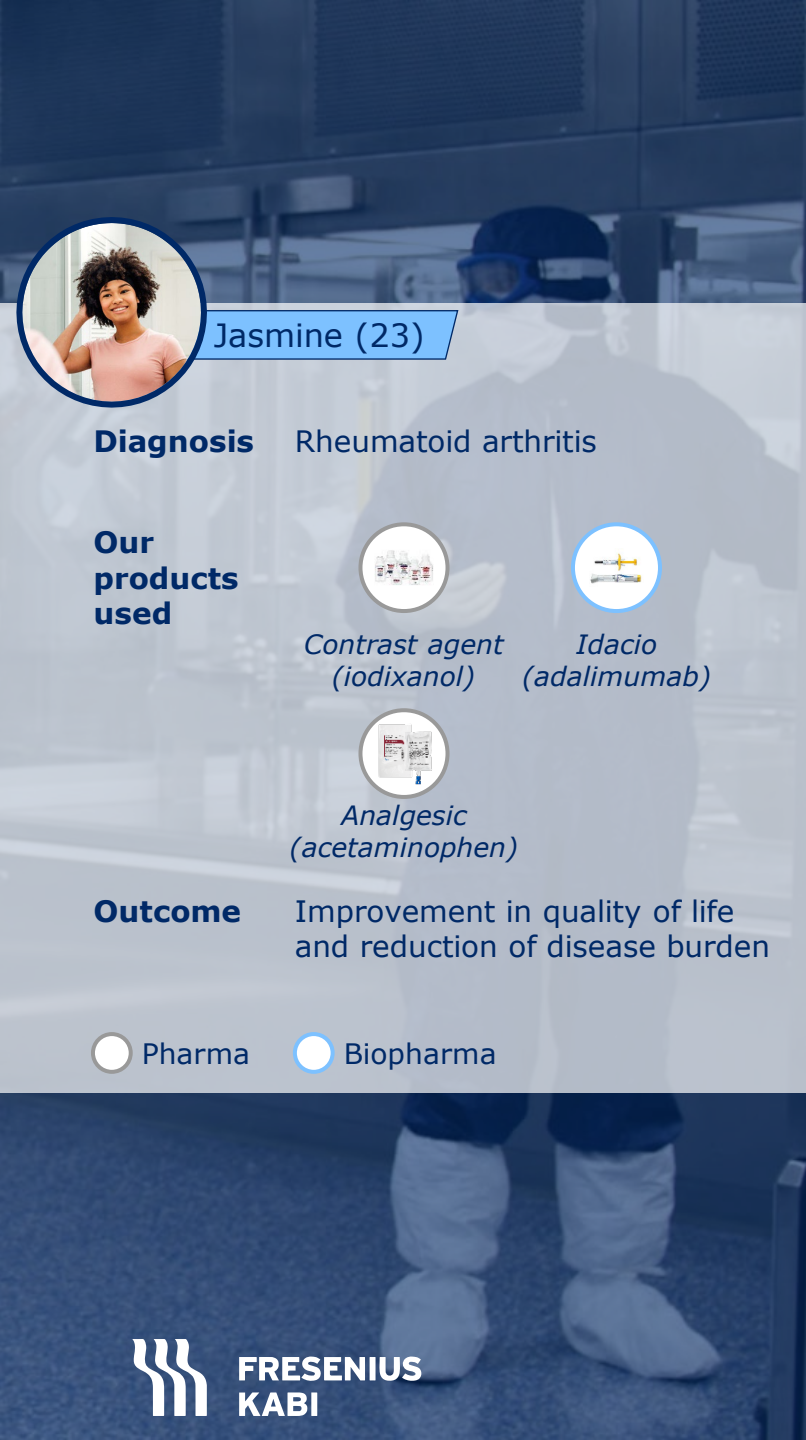
Our portfolio

## Biosimilars and CDMO

Biosimilars (biologic drugs with proven similarity to a patent-expired compound) as well as contract development and manufacturing services (CDMO) for other clinical and commercial stage biologic drug companies

### Key segments

Biosimilars	CDMO
 <p>Adalimumab</p> <p>Pegfilgrastim</p> <p>Tocilizumab</p>	 <p>Biologic B2B (contract leads)</p> <p>Covid-19 vaccines (past contracts)</p>



**Jasmine (23)**

**Diagnosis** Rheumatoid arthritis

**Our products used**

- Contrast agent (iodixanol)
- Idacio (adalimumab)
- Analgesic (acetaminophen)

**Outcome** Improvement in quality of life and reduction of disease burden

○ Pharma   ● Biopharma

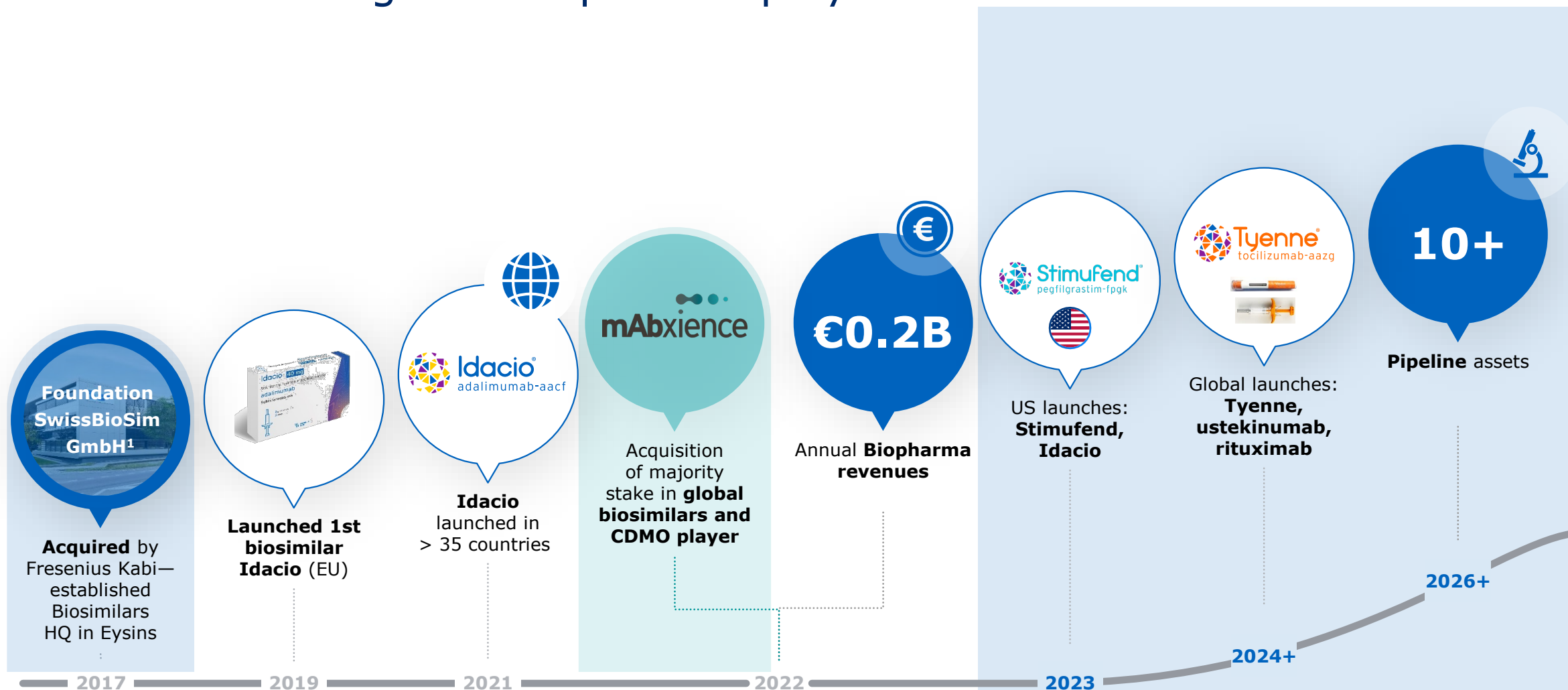


# Aiming for powerful sales and margin performance

- **Investments in Biosimilars** starting to pay off; track record of successful market entries
- **Strong AIID/oncology portfolio and pipeline;** ambition to outgrow market
- **Synergistic setup for margin improvement;** scaling and driving vertical integration with mAbxience
- **Additional business model** based on strong technological and commercial capabilities in B2B (mAbxience)



# Established as a global biopharma player



1. Merck KGaA created biosimilars business unit in 2011

# Aiming to outgrow the market with a strong portfolio

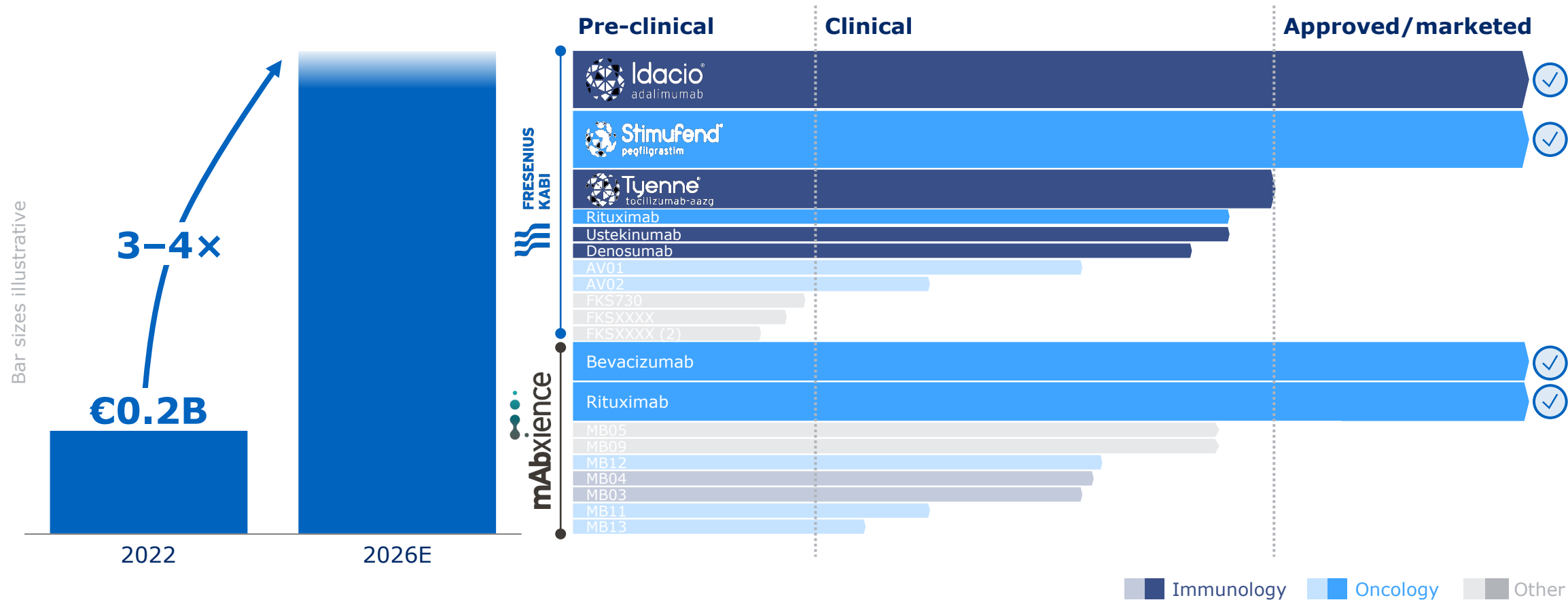
Segments	Sub-segments	Market size and growth <sup>1</sup>	Market highlights	Kabi's medium-term ambition and growth rationale
Bio-similars	<b>Autoimmune and inflammatory disorders (AIID)</b>	~ €16B <sup>2</sup> 20-25%	<b>€70B+</b> market of AIID biologics with upcoming <b>LoE until 2030</b>	<ul style="list-style-type: none"> <li>▪ <b>Strong market entry position</b> in global key markets</li> <li>▪ <b>Attractive products</b> to address customer needs</li> <li>▪ <b>Synergies with sales and launch experience</b> of established Pharma business</li> <li>▪ <b>Broad and attractive pipeline</b>, leveraging Kabi's and mAbxience's development capabilities</li> </ul>
	<b>Oncology</b>		<b>€80B+</b> market of oncology biologics with upcoming <b>LoE until 2030</b>	
CDMO	<b>Biologics CDMO</b>	~ €20B 10-15%	<b>15-20% outsourcing share</b> in biologics manufacturing today, growing stronger than overall biologics market	<ul style="list-style-type: none"> <li>▪ <b>Extensive capabilities</b> in large-molecule CGMP<sup>3</sup> manufacturing at mAbxience</li> <li>▪ <b>Suitable facilities</b> for a variety of modalities</li> <li>▪ <b>Expertise</b> in small-molecule contract manufacturing, including global recognition</li> </ul>

1. CAGR 22-26 2. Total biopharmaceuticals ~ €170B 3. Current good manufacturing practice  
Source: IQVIA, Fresenius Kabi internal analysis

Growth compared to market:  Above  In-line  Below

# Expanding our footprint with a broad pipeline of assets

## Indicative biosimilar sales development



# Delivering commercial success in the US with a strong launch setup

Molecule	Originator Sales 22	LoE	BioS Uptake <sup>1</sup>	Status	Launch highlights	On track
 Idacio <sup>®</sup> adalimumab	~ €21.2B (~ €19B US sales)	2023	 66% <sup>2</sup>	<ul style="list-style-type: none"> <li>▪ FDA approved</li> <li>▪ Expected launch Jul 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competitive offering in variety of application forms</li> <li>▪ Highest commercial potential in US Biosimilars market</li> <li>▪ Top tier launch position</li> </ul>	✓
 Tylene <sup>®</sup> tocilizumab-aazg	~ €2.7B (~ €1B US sales)	2022	N/A <sup>3</sup>	<ul style="list-style-type: none"> <li>▪ Filed with FDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competitive offering of both IV &amp; SC<sup>4</sup> formulations</li> <li>▪ No Biosimilar launched in US market yet</li> <li>▪ Top 1 US launch position targeted</li> </ul>	✓
 Stimufend <sup>™</sup> pegfilgrastim	~ €1.1B (~ €0.9B US sales)	2015	 42% <sup>6</sup>	<b>PFS<sup>5</sup></b> <ul style="list-style-type: none"> <li>▪ FDA approved</li> <li>▪ Launched Feb 2023</li> </ul> <b>OBI<sup>7</sup></b> <ul style="list-style-type: none"> <li>▪ Targeted launch in 2024</li> </ul>	<ul style="list-style-type: none"> <li>▪ Competitive offering of both PFS &amp; OBI option</li> <li>▪ 50% originator sales with OBI – no Biosimilars approved</li> <li>▪ Top-3 OBI US launch position targeted</li> </ul>	✓

1. Biosimilar volume data 2. Based on EU data 3. No biosimilar approved to date 4. SC = Subcutaneous 5. PFS = Pre-filled syringe 6. Based on US data 7. OBI = On-body injector

# Engaging through comprehensive omnichannel & digital capabilities

## Full personal and non-personal promotion

- Payer and access communication tool
- Interactive visual sales
- Medication instructions of use video
- Speaker programs
- HCP<sup>1</sup> leave behinds
- Demonstration device kits



## Channel enablement

- Media/digital drivers
- Direct rep. triggered e-mails
- HCP website
- Banner ads



### Healthcare Stakeholders



- Physicians
- HCP staff
- Payers

## Digital enabler

Search engine optimization

Third-party digital advertising

E-mail automation

Search engine advertising

World-class CRM system

1. Healthcare professional

# International markets hold strong growth opportunities

**We delivered against expectations and are positioned to succeed in international markets beyond Idacio**

From Idacio's success...


...to success across biosimilars



**> 35**  
countries  
launched

**10%**  
market share  
in Europe

*Selected countries launched*



*Illustrative products*



**> 30%**  
of medium-term sales  
in internat. markets  
(Total Fresenius Kabi Biopharma)

**Leveraging proven go-to-market expertise**

Established **relationships with relevant stakeholders** (e.g., payers, regulators, patient groups)

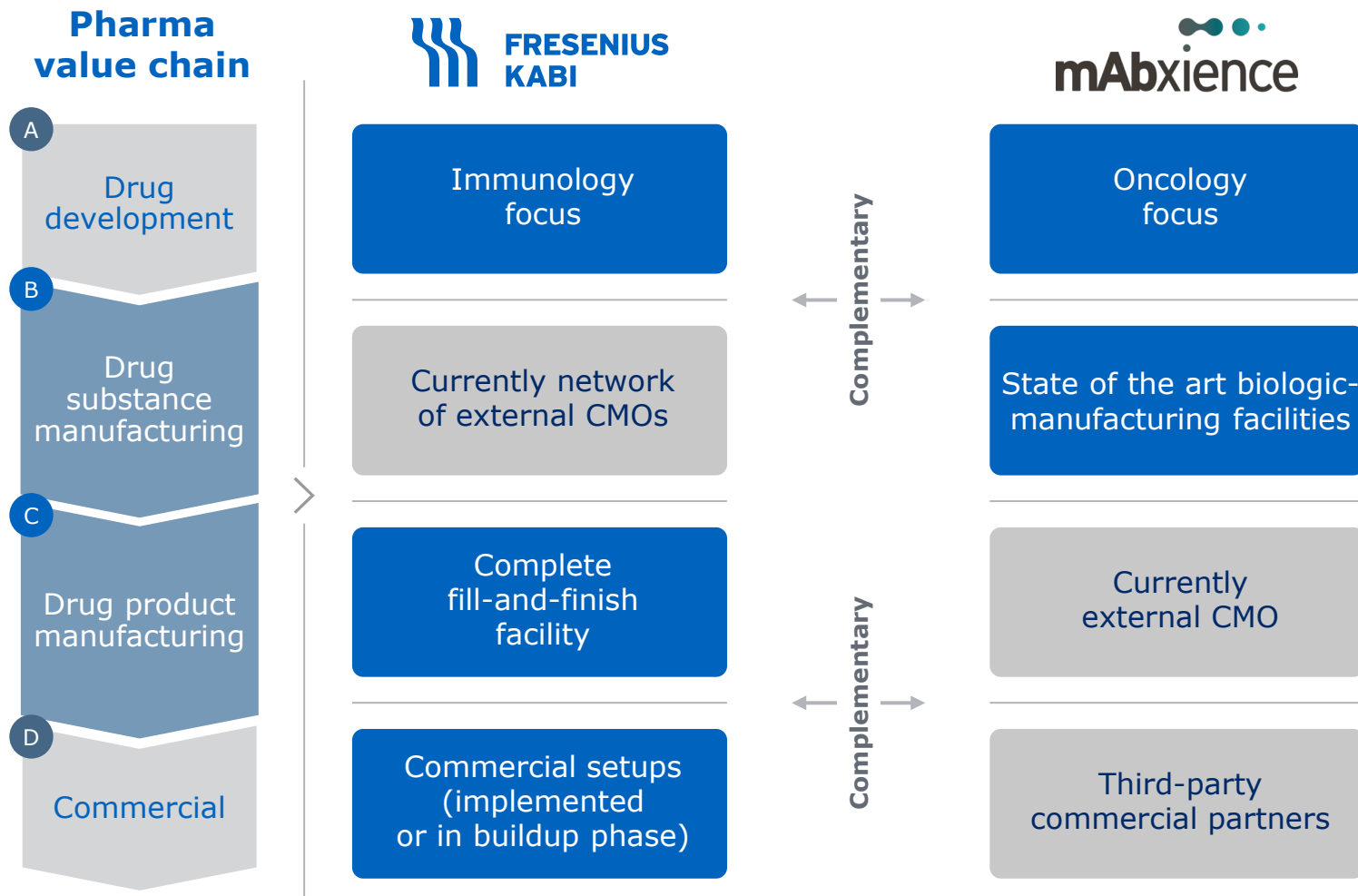
Developed **commercial & tender excellence**, incl. sales forces & key account management

Built **therapeutic area expertise** with medical teams across countries

Founded dedicated **patient support programs** (KabiCare)



# Unlocking synergies from complementary know-how and skills



Legend: **Internal** **External**

## Integrated biopharma offering based on vertical integration



### Biosimilars

- Immunology
- Oncology



### Biologic CDMO

- Development
- Scale-up
- Commercial manufacturing

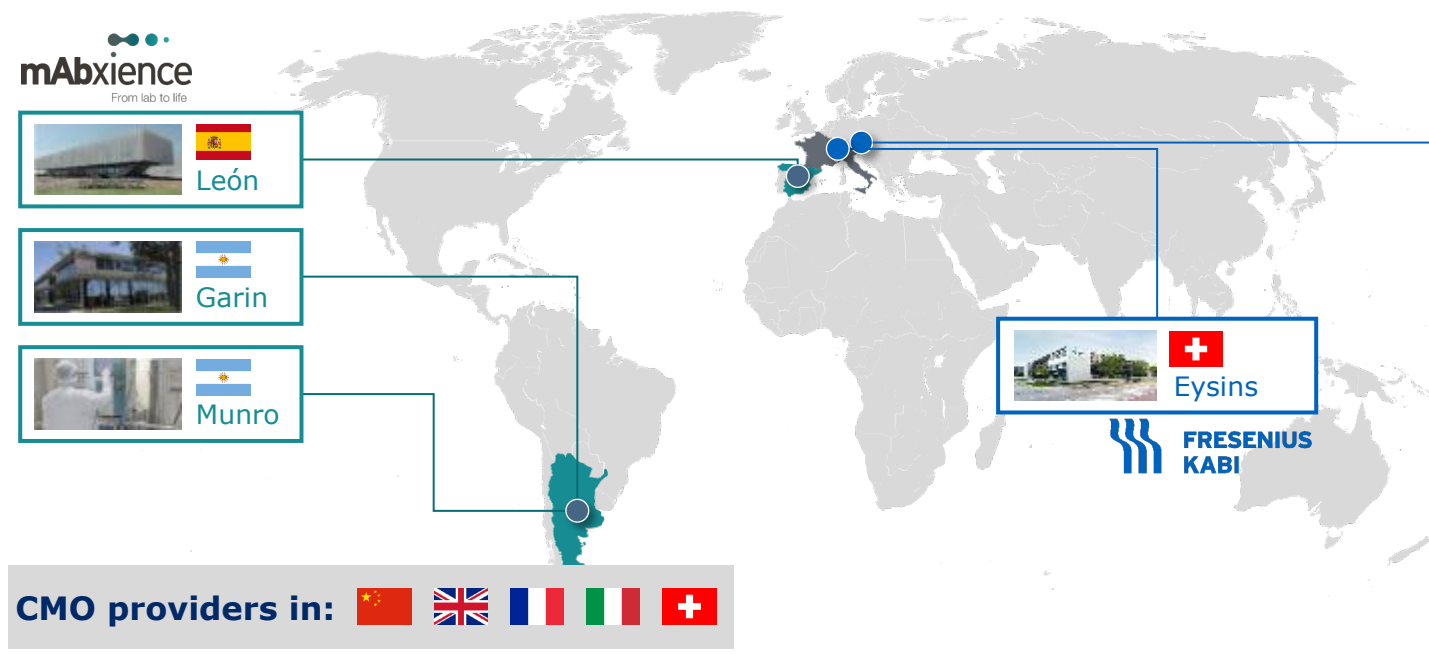


### Optimized cost

- In-house value chain

# Evolving our in-house operations network

## Production unit and R&D network



<p>Example <b>New line investment Graz</b></p>	<p>~ <b>€30M</b> investment</p>	<p><b>Highlights</b></p> <ul style="list-style-type: none"> <li>▪ Built a leading-edge fill-and-finish line for biologics</li> <li>▪ Successful ramp-up and insourcing of capacities ongoing</li> <li>▪ Significant base utilization of line also from contract manufacturing units</li> </ul>	
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## Setup highlights


- **Securing supply reliability and sustainability** with insourcing of value chain
- Leading-edge production with **multiple lines for drug substance**
- **Capacity availability** for additional scale-up of production
- Strong R&D setup with **mRNA and viral capabilities** in-house for broader offerings

# Progressing vertical integration


## Steps along the value chain




## Status of integration

-  Technology transfer from Merck KGaA to mAbxience ongoing<sup>1</sup>


---

-  Technology transfer from Merck KGaA to Fresenius Kabi ongoing<sup>1</sup>

---

-  Technology transfer to Fresenius Kabi completed

---

-  Technology transfer to Fresenius Kabi completed

## Value outlook



cost reduction potential per unit produced

### Additional benefits

- Improvements in quality control
- Flexibility to address changes in demand or regulatory requirements
- Process optimization and on-demand planning

1. Technology transfer of Adalimumab and Tocilizumab

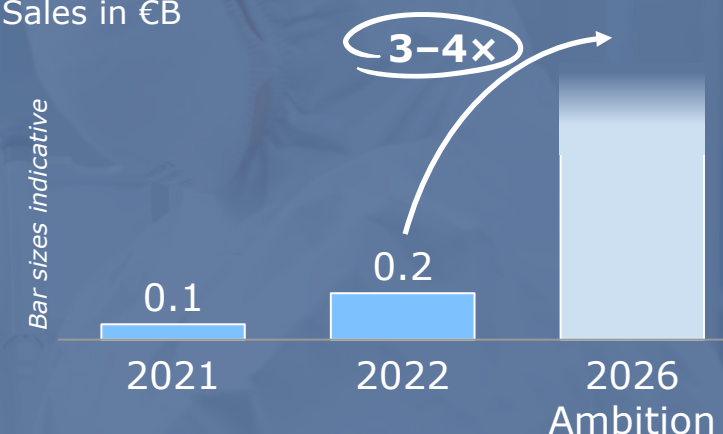
# Aiming for powerful sales and margin performance

- **Investments in biosimilars starting to pay off;** track record of successful market entries
- **Promising AIID/oncology portfolio and pipeline;** ambition to outgrow market
- **Synergistic setup for margin improvement;** scaling and driving vertical integration with mAbxience
- **Additional business model** based on strong technological and commercial capabilities in B2B (mAbxience)

## Sales

YoY organic growth 2021-22: 107% (Q1 2023: 57%)

Sales in €B



## EBIT margin



Significantly improving margins and committed to EBITDA breakeven in 2024

**Key take aways**



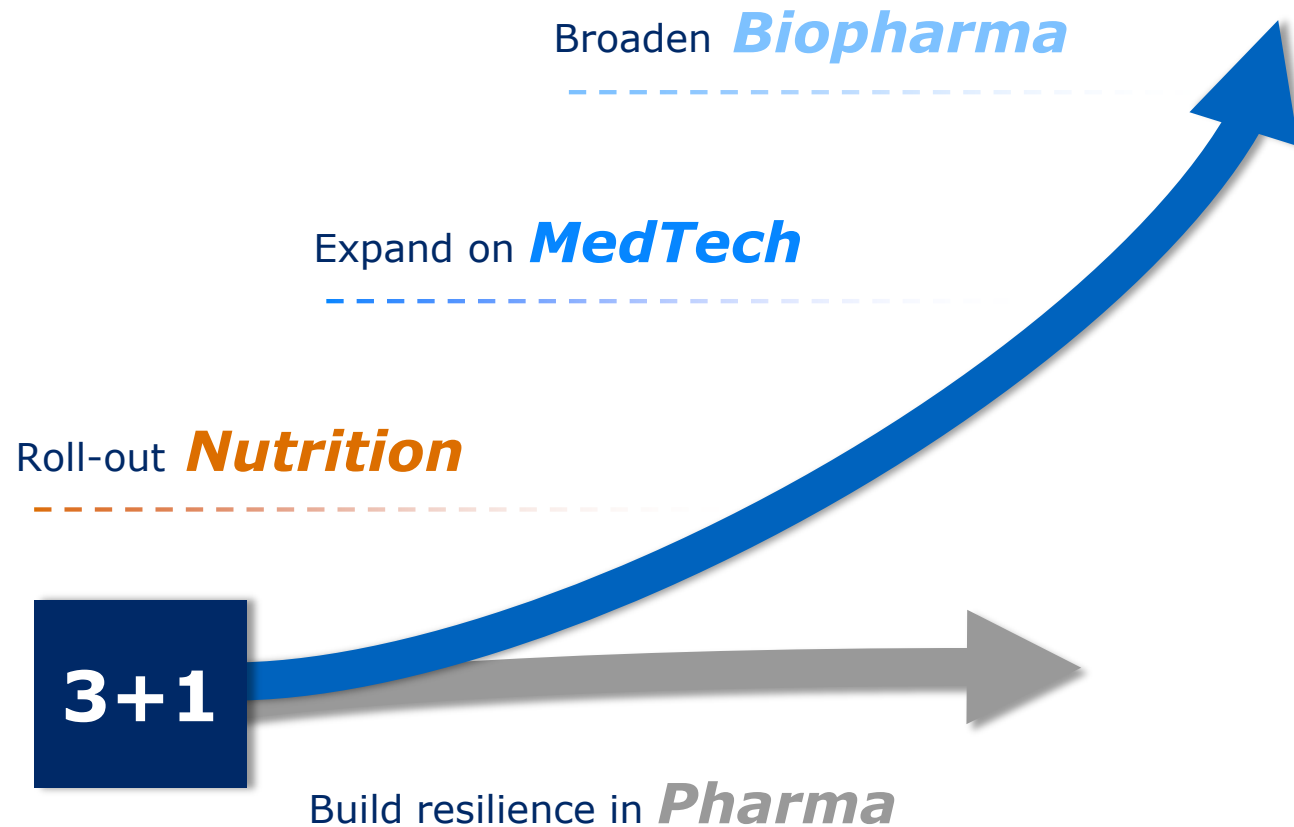


## Three key messages to take home from today

- ✓ **Strong Q1 2023 and increased short- and mid-term guidance**
- ✓ **Compelling value creation plan across all BUs with focus on disciplined execution to accelerate performance**
- ✓ **Executive team with clear accountabilities and performance focus**



# Delivering on our financial ambitions to 2026



**Kabi performance in Q1 2023**

**7%** Organic sales growth

**14.5%** EBIT margin

---

**Kabi outlook for 2023**

**Mid single digit** Organic sales growth

Around **14%** EBIT margin

---

**Kabi ambition for 2026**

**4-7%** Organic sales growth p.a.

**Upper end of 14-17%** EBIT margin band

# Appendix



# Glossary

<b>AA</b>	Amino acids	<b>FDA</b>	Food and Drug Administration	<b>mRNA</b>	Messenger ribonucleic acid
<b>AIID</b>	Autoimmune inflammatory disease	<b>FSE</b>	Fresenius SE	<b>OBI</b>	On-body injector
<b>API</b>	Active pharmaceutical ingredient	<b>FSMP</b>	Food for special medical purposes	<b>OEE</b>	Overall equipment effectiveness
<b>BPU</b>	Blood pack unit	<b>GI-tract</b>	Gastrointestinal tract	<b>OEM</b>	Original equipment manufacturer
<b>CCR</b>	Cash conversion rate	<b>GPO</b>	Group purchasing organization	<b>OOP</b>	Out of pocket
<b>C(D)MO</b>	Contract (development) manufacturing organization	<b>GtM</b>	Go-to-market	<b>PFS</b>	Pre-filled syringe
<b>CGMP</b>	Current good manufacturing practice	<b>Gx</b>	Generic drugs	<b>PN</b>	Parenteral Nutrition
<b>CGT</b>	Cell & Gene Therapy	<b>G&amp;A</b>	General & administrative	<b>P&amp;L</b>	Profit and loss statement
<b>E2E</b>	End-to-end	<b>HCP</b>	Healthcare professional	<b>RoW</b>	Rest of world
<b>EBIT</b>	Earnings before interest and taxes	<b>ICU</b>	Intensive care unit	<b>RTA/RTU</b>	Ready-to-administer / Ready-to-use
<b>ECP</b>	Extracorporeal photopheresis	<b>INS</b>	Infusion & Nutrition Systems	<b>ROIC</b>	Return on invested capital
<b>ELT</b>	Executive leadership team	<b>IV</b>	Intravenous	<b>SC</b>	Subcutaneous, i.e., injection under the skin
<b>EMR</b>	Electronic medical records	<b>JV</b>	Joint venture	<b>TCT</b>	Transfusion Medicine & Cell Therapies
<b>EN</b>	Enteral Nutrition	<b>LATAM</b>	Latin America	<b>VBP</b>	Volume based procurement
<b>EoC</b>	Employer of Choice	<b>LoE</b>	Loss of exclusivity	<b>V'26</b>	Vision 2026
<b>ER</b>	Emergency room	<b>LVP</b>	Large-volume pump		
<b>ESG</b>	Environmental, social, governance	<b>mAb</b>	Monoclonal antibody		



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