
**Global Procurement
No Purchase Order (PO) No Pay Policy
Frequently Asked Questions (FAQs)**

Purpose of this document

This document provides clear and concise answers to FAQ related to the **No PO No Pay** guidance. Its purpose is to support our suppliers in understanding the policy requirements, expectations, and good practices associated with No PO No Pay interactions within Fresenius Medical Care (FME).

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1. What is “No PO, No Pay” Policy

The “No PO, No Pay” policy means that all goods and services procured from 3rd party external suppliers **must have an approved PO** in place **before delivery or work begins**. This policy supports a controlled and efficient purchasing process by ensuring that all transactions are properly approved, invoices are handled accurately and efficiently, and payments are completed on time in line with agreed terms, with reduced manual effort. Exceptions apply only to approved non-PO (exempted) categories.

Effective 1 August 2026, suppliers are required to:

- Request a Purchase Order from Fresenius Medical Care
- Include the PO number on invoices submitted for payment for goods and services accepted by Fresenius Medical Care
- Note that invoices submitted without a valid PO number may be subject to payment delays

For further details, please refer to the No PO, No Pay section available under the Invoicing & Payments page on our supplier portal.

2. Does this policy apply to all invoices?

In general, invoices must reference a valid Purchase Order (PO). However, there are specific non-PO purchasing categories that are exempt from this requirement. The list of exempt categories is available on the No PO, No Pay section under the *Invoicing & Payments page* on our supplier portal. If you are unsure whether your invoice falls under an exempt category, please contact your FME business contact before submitting the invoice.

3. What constitutes a valid PO number?

At Fresenius Medical Care, valid PO numbers are 10-digit numbers beginning with **36, 38, 40, or 45**.

4. Can I invoice Fresenius Medical Care without receiving a PO first?

No. Suppliers must not commence work or deliver goods/services without first receiving a valid Fresenius Medical Care Purchase Order (PO). If you have not received a PO, please contact your Fresenius Medical Care business contact before proceeding.

However, certain approved non-PO purchasing categories are exempt from this requirement. A list of these exempt categories is available in the **No PO, No Pay** section of the **Invoicing & Payments** page on our supplier portal. If you are unsure whether your invoice qualifies for an exemption, please contact your Fresenius Medical Care business contact before submitting the invoice.

5. Will I be paid faster if I include a PO number?

Invoices with a valid PO number will be paid according to existing contract terms. The likelihood of on-time payment is significantly higher for PO-based invoices, as the expense has already been approved at the time of order creation. Invoices without a valid PO often require additional clarification and approval steps, which may result in delays or rejection.

6. How should I submit my invoices to FME?

Suppliers can submit invoices to Fresenius Medical Care through the following channels, depending on the agreed setup and local legal requirements:

1. **SAP Business Network (Ariba Network)** *(where enabled)*
Suppliers connected via the SAP Business Network are required to submit invoices electronically through the platform, in line with the instructions provided within the network
2. **Non-SAP Business Network suppliers:** Please continue to submit invoices using the invoice submission details provided in your purchase order or provided by your designated contact point. If you are unsure where to send your invoice, please contact your usual business representative. You will be notified directly from FME of any changes affecting the entity you are invoicing.

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3. Government / e-Invoicing Portals *(where legally required)*

In countries with mandatory e-invoicing regulations, invoices must be submitted via the respective government portal in accordance with local legal requirements.

7. How can I obtain a valid PO number if my invoice is returned?

If your invoice is returned, it means a valid, approved Purchase Order (PO) was not referenced. Suppliers must not deliver goods or services without an approved PO. To obtain a valid PO number, please contact your FME business contact—the person who requested the goods or services—and ask them to issue or confirm the correct PO before resubmitting your invoice.

8. Does this policy affect suppliers using e-Invoicing through the SAP Business Network (Ariba)?

Yes, the policy also applies to suppliers using the SAP Business Network. However, because Purchase Orders are issued and received through the Ariba process before invoicing, these suppliers are already aligned with the policy requirements. Suppliers must still ensure they have a valid PO before delivering goods or services.

9. What happens if I receive the No PO No Pay communication, but I am not a supplier?

If you received the communication in error, please disregard it. Some individuals previously paid by FME may have been incorrectly identified as suppliers.

10. Global Supplier Portal & Contact

Our [Global Supplier Portal](#) has been launched on the official FME website as part of our knowledge Hub. The portal provides suppliers with clear, up-to-date guidance and resources, including:

1. Understanding our ESG, responsible sourcing, and compliance expectations
2. Learning about our sourcing approach and RFP process
3. Guidance on supplier onboarding and the SAP Business Network (Ariba)
4. Information on invoicing requirements and payment processes
5. A dedicated Contact Us section for queries and support