

Annual General Meeting – Fresenius SE & Co. KGaA

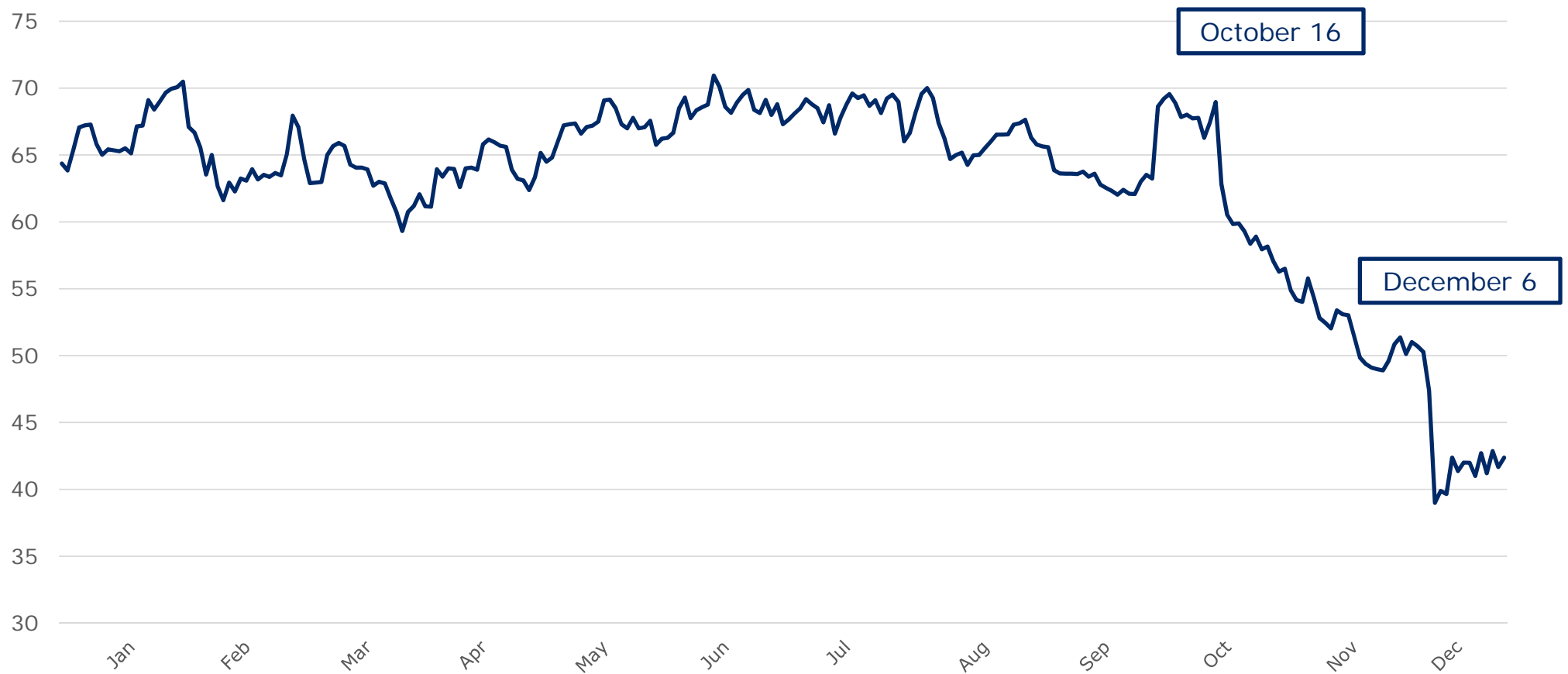


May 17, 2019 | Frankfurt

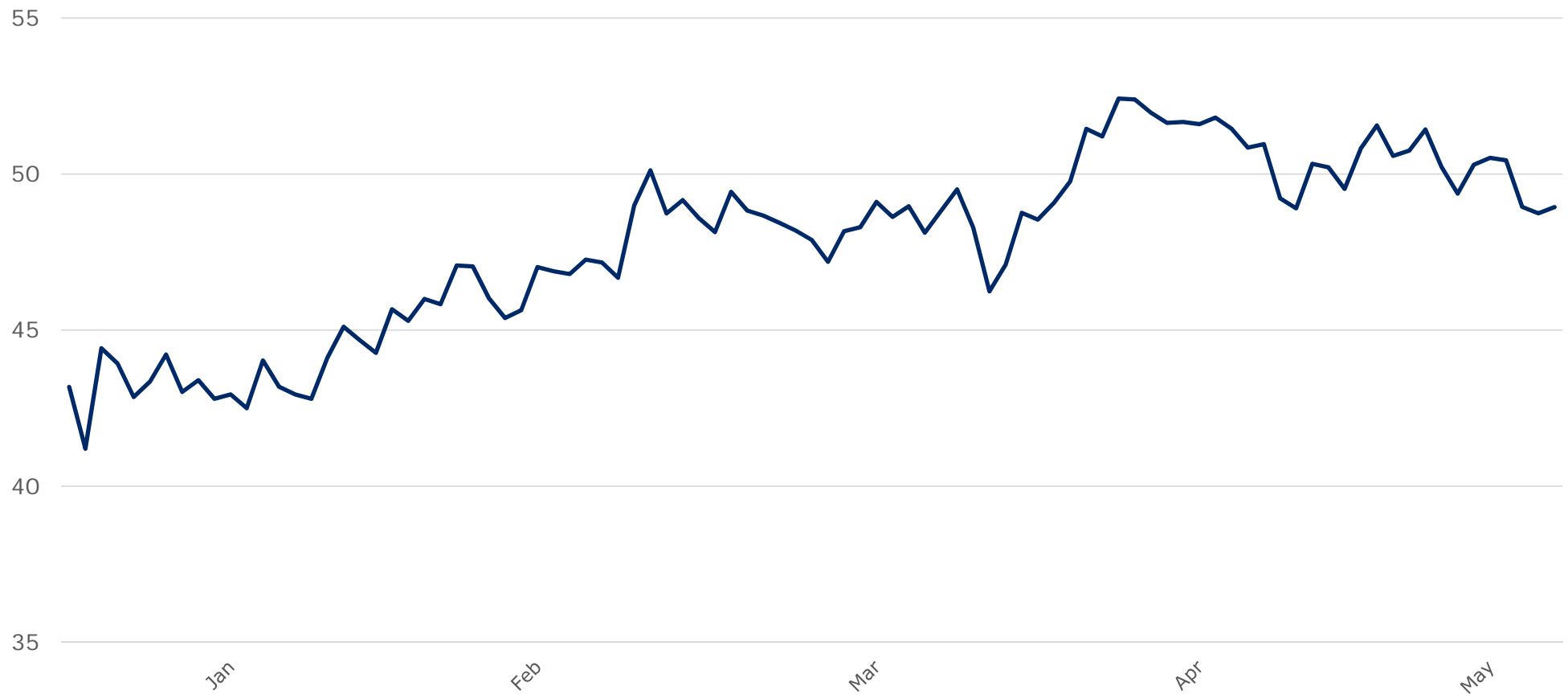
Welcome!



Share price impacted by reductions in earnings targets



Positive development in the share price since the start of the year



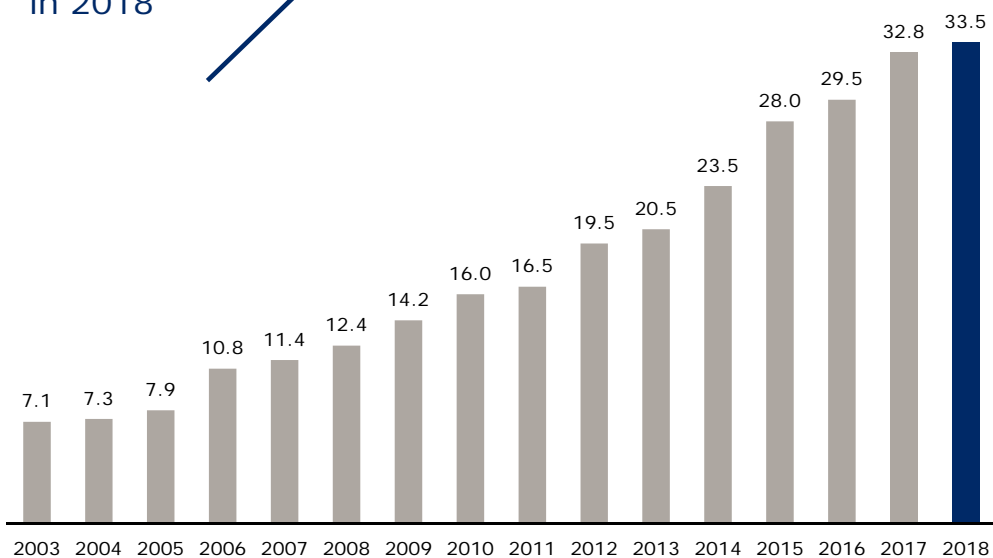
Successful conclusion to legal dispute with Akorn



15th consecutive record year

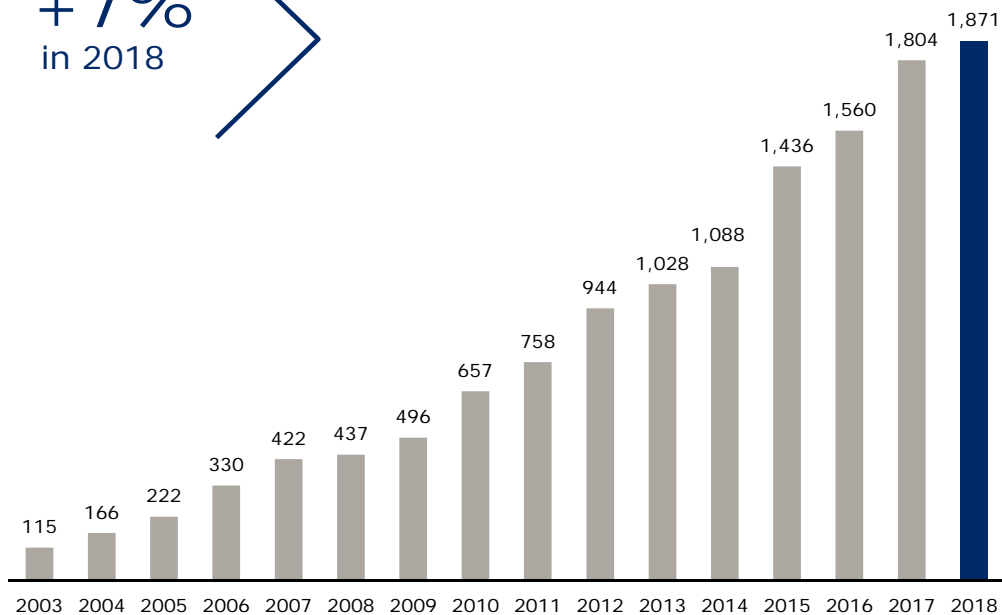
Sales (in €bn)

+6%
in 2018



Net income (in €m)

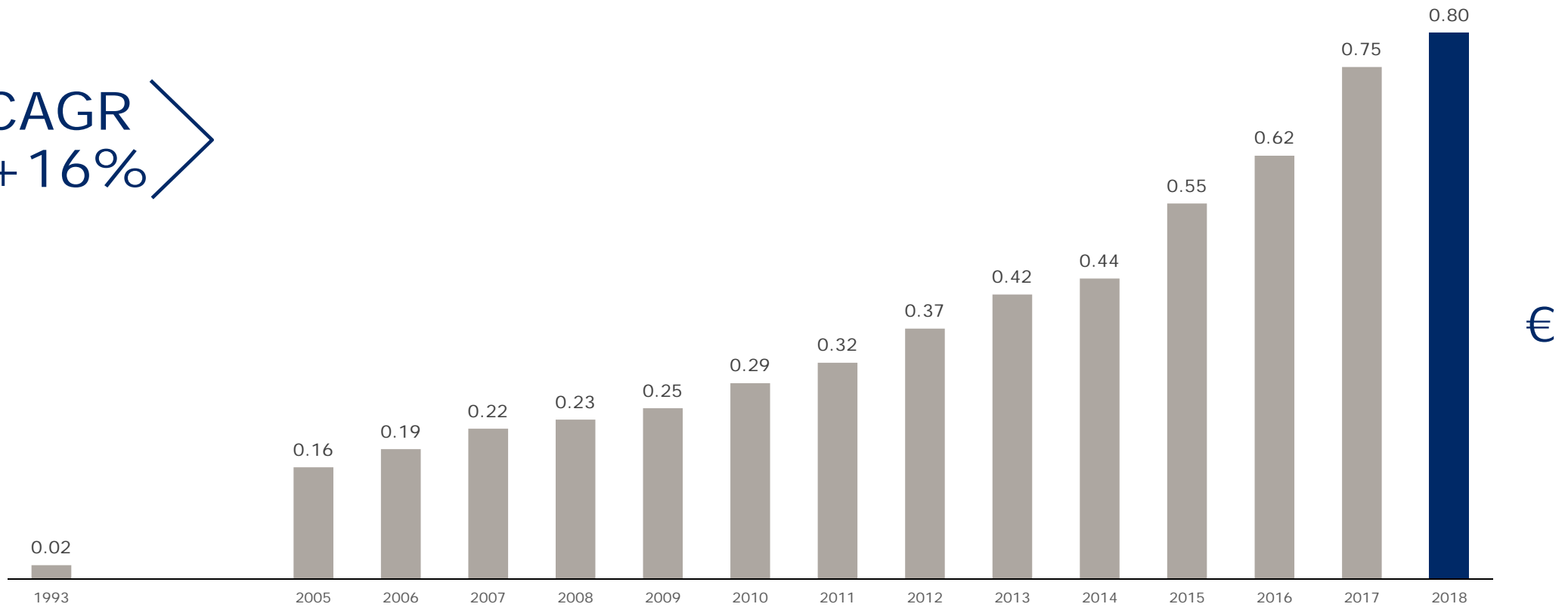
+7%
in 2018



2017 adjusted for IFRS 15 adoption and divestitures of Care Coordination activities; net income adjusted and before special items

26th consecutive dividend increase

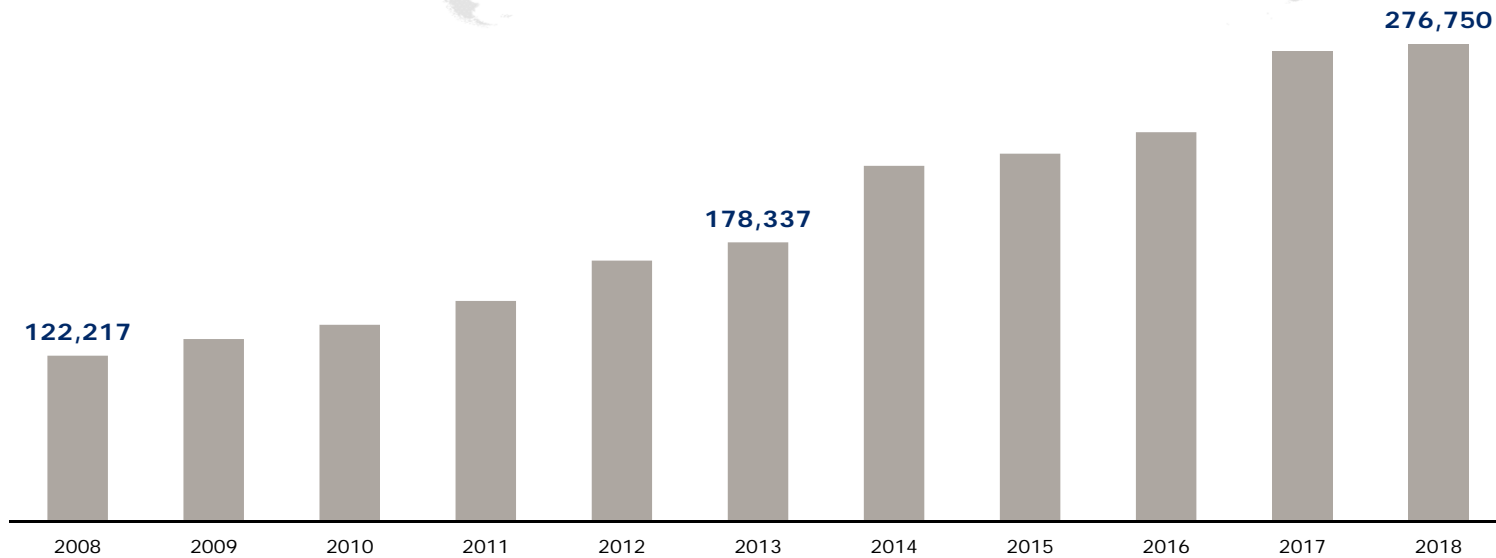
CAGR
+16%



2018: Proposal

Fresenius is ever more people

283,795
Employees worldwide



As of March 31, 2019

New dialysis machine for emerging markets



Investments in production facilities



Expansion of the hospital business internationally



Challenges in Germany



Reorganization of the rehabilitation business



2019: A year of investment



Fresenius Medical Care: Investments in home dialysis



Fresenius Kabi: Investments in all areas



Helios: Investments in expanded offering and additional services



Quirónsalud: Investments in innovative medicine



Vamed: Expansion of the rehabilitation business in Europe



Short- and mid-term outlook

Net income growth 2019

constant currency

~ 0%

Average annual net income growth 2020-2023

organic

+ 5% to + 9%

Sales growth 2019

constant currency

+ 3% to + 6%

Average annual sales growth 2020-2023

organic

+ 4% to + 7%

Net income before special items

2020-2023 plus ~1% p.a. small to mid-size acquisitions

A strong, diversified healthcare group



Cooperating on entry into the North American infusion solutions market



Cooperating on the acquisition of Clinica Medellín



Cooperating in services for hospitals in Europe



Our commitment: Ever better medicine for ever more people



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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