



Annual General Meeting of Fresenius SE & Co. KGaA on May 17, 2013

Speech of Dr. Ulf M. Schneider, Chairman of the Management Board

The spoken word has precedence.

Slide: Welcome

Good morning, ladies and gentlemen. On behalf of the Management Board, I wish you a warm welcome to the Annual General Meeting of Fresenius SE & Co. KGaA. We are delighted to see so many of you here today. Thanks so much for your interest in Fresenius. I would also like to welcome the members of the press, our guests, and everyone who has joined us on the Internet.

Slide: 100 Years of Fresenius

Ladies and gentlemen, in October we celebrated our company's centennial. Fresenius now stands at the start of its second century. Over the past 100 years Fresenius has grown from a small pharmaceutical enterprise into the global health care company you know today.

These 100 years were marked by bold entrepreneurial decisions dating back to the very start of the company: Dr. Fresenius could have contented himself with running a well-established local pharmacy. But he wanted to do more. So he decided to expand his business. Else Kröner continued in this spirit: As a young woman in 1946 she inherited a company lying in ruins from the war. She could have just walked away. But she chose to take up the challenge, and along with Hans Kröner laid the foundation of a multinational company.

Whether it was entering the dialysis business, the hospital industry, or the field of generic drugs: again and again, individuals with entrepreneurial spirit at Fresenius have taken the calculated risks needed to seize opportunities. It is because of their courage that we are where we are today.

Yet for all the enormous change and tremendous growth of the past 100 years, it was also a century of continuity. Indeed, the fundamental values of our company have never changed: Quality, reliability, innovation and, above all, a commitment to the well-being of our patients. Our approach is long-term, forward-thinking, and guided by commercial prudence. We know that we cannot succeed without taking risks, but they are always carefully weighed. Our continuity can also be seen in top management. I am only the fifth CEO in the company's history. Our history is characterized by significant contributions to advancing medical progress. Helping seriously ill people is at the heart of everything we do, and is the most important thing to us. And I am confident this will not change for the next 100 years.

Slide: Forward Thinking Healthcare

Everything that Fresenius stands for can be summed up in a simple motto: Forward Thinking Healthcare. It is an unwavering commitment to medical progress. It means never staying satisfied with what we have achieved, however important or successful. And it means always trying to find better solutions for the patients who rely on us. At the same time, we know that medicine must remain accessible and affordable. We are dedicated to improving health care for a constantly growing number of people. That is what we mean when we say, 'Forward thinking.'

Let me give you four specific examples:

Slide: Fresenius Medical Care – Hemodiafiltration

First: Fresenius Medical Care is the clear market leader in dialysis, but we are not going to rest there. For years now, we have built into all of our dialysis machines the capability to carry out hemodiafiltration. Hemodiafiltration, known as HDF, is an improvement over hemodialysis, now the most commonly used dialysis therapy. Compared with hemodialysis, HDF significantly lowers the mortality rate and reduces complications for patients. They need fewer drugs and fewer hospital stays. Our goal is to make HDF the standard in dialysis treatment. Its slight additional cost will largely be recovered through lower follow-up costs. HDF improves patients' survival rates and quality of life, and is essentially cost-neutral for the health care system.

Slide: Fresenius Kabi – Needle-Free Infusions

My second example is needle-free infusions. Millions of infusion bags are used daily in hospitals around the world. When medication needs to be injected into one of these bags it is usually by means of a needle. But a hospital is a busy place and the risk of injury from needles is high: About one million needle injuries occur in European hospitals every year. Those injuries can be especially dangerous when the needles are being used for toxic substances such as chemotherapy drugs. In addition, there is the risk that a needle will damage the bag and cause contamination. Finally, using a needle is time-consuming: With so many infusions being administered in hospitals, the costs add up.

For all these reasons Fresenius Kabi developed an infusion bag system with a needle-free injection port. It reduces the injury rate for hospital employees. It also ensures infusions stay contamination-free. And, last but not least, infusions without needles are simpler and quicker. In short, it is a small innovation with big advantages.

Slide: Fresenius Helios – Hospital Hygiene

The important subject of hospital hygiene provides our third example: We have all seen news reports about the serious problem of hospital-acquired infections – in Germany alone some 600,000 hospital infections are reported every year. Yet a third of them could be prevented with

better hygiene. That is why we give hygiene top priority in our HELIOS hospitals. Our commitment extends to posting data online on how often each of the most important 17 pathogens have been found in each HELIOS acute-care hospital. Why? Because we believe transparency is the best driver for improvement. If we see that one hospital's results are worse than the others, we investigate and find ways to improve. Hospitals with the best results provide useful lessons for the others. We put ourselves under pressure to benefit our patients.

Slide: Fresenius Vamed – A Modular Hospital Concept

My last example derives from the film we just saw. Think back to the hospital in Ghana. One of the biggest challenges we face is bringing modern medicine to people who have had little access to high-quality health care. It led Fresenius Vamed to develop an innovative modular hospital concept for rural areas in developing and emerging countries. In Ghana, VAMED has been working with the government for more than a decade to address the top priority of nationwide access to basic health care. This requires a network of complementary facilities – large hospitals in the cities and polyclinics dispersed throughout the countryside. VAMED's modular hospital concept is like using building blocks. The size of hospitals and their equipment can be individually adapted using various standard modules. Construction and equipping of these facilities becomes faster and simpler. And – crucially – makes them much cheaper.

Ladies and gentlemen, these were four examples showing how Fresenius always looks for ways to be even better. These were four examples of Forward Thinking Healthcare.

Slide: 2012 Group Results

Let's take a look back at fiscal 2012, which was another record year. We once again achieved higher sales and earnings. This is the ninth straight Annual General Meeting where I have been able to tell you that, and it is a pleasure every time!

In constant currency, sales increased 13 percent to €19.3 billion in 2012, operating profit – EBIT – grew 14 percent to €3.1 billion, and net income before special items climbed 17 percent, to €938 million. Our EBIT margin reached an all-time high of 15.9 percent. Over the course of the year we raised our outlook several times, yet still managed to narrowly beat it with our final results.

This outstanding performance was only possible through the tremendous efforts of our employees. I am continually impressed by their dedication. In the name of the Management Board I would like to express to them our deepest appreciation and thanks.

Slide: 2012 Results – Business Segments

I am very pleased that in 2012 our growth extended across the entire group: Last year marked the first time that all four business segments reported double-digit sales and earnings growth. Also, the share of Group net income contributed by the individual business segments was much more balanced than just a few years ago.

Slide: Distribution and Development of Net Income

It has been an important strategic goal for us to reduce our earlier dependence on the earnings of Fresenius Medical Care, which in 2004 contributed 71 percent of Group net income. Last year, the contribution was 29 percent, the first time it has fallen below 30 percent. And yet Fresenius Medical Care has shown dynamic growth over this period, with earnings tripling in the last decade. In order to raise their share of Group net income, therefore, our other three business segments had to grow even faster.

Slide: Successful Acquisitions

All four business segments grew organically in 2012, but they also strengthened their market position through acquisitions. Fresenius Medical Care closed its acquisition of Liberty Dialysis, significantly expanding its network of dialysis clinics in the United States. After the acquisition of the U.S.-based company Fenwal, Fresenius Kabi is now the world leader in the field

of transfusion technology products for blood collection, separation and processing. Fresenius Helios closed the acquisition of the Damp Group and significantly boosted its presence in northern Germany. Fresenius Vamed acquired H.C. Hospital Consulting, entering the Italian hospital services market.

Still, to our regret, we fell short of reaching one major goal – the acquisition of RHÖN-KLINIKUM and the combination of this hospital company with Fresenius Helios. At our Annual General Meeting last year I explained the logic behind this plan. Combining the two companies would have enabled us to realize new, forward-looking concepts in health care in Germany. We still believe in these concepts, and will pursue their realization long-term, whether or not there is a transaction. HELIOS will in any event continue to grow organically and to seize future opportunities in the German hospital market.

At the end of last year, we decided to discontinue our Fresenius Biotech subsidiary, which markets the antibodies Removab and ATG-Fresenius S. We are now in talks with several parties about a sale of Fresenius Biotech, while assessing the equally viable alternative option of continuing ATG within the Fresenius Group. ATG is an immunosuppressive drug used to prevent rejections during organ transplants. It has been well established on the market for decades. Fresenius will divest Removab, which is used in cancer treatment. Removab's approval was a significant accomplishment. Nonetheless, we believe it is in the best interests of our shareholders to focus on expanding our four established business segments.

Slide: New Management Board Members

As Dr. Krick has already mentioned, the New Year brought important changes in the top management of our two biggest business segments. Rice Powell has taken over as Chief Executive Officer of Fresenius Medical Care from Dr. Ben Lipps. Mats Henriksson has succeeded Rainer Baule as CEO of Fresenius Kabi. Both are well prepared for their new positions, because these

leadership transitions were planned well in advance. As you can see, our long-term thinking also extends to management appointments. This ensures continuity and a seamless transition in these leadership roles.

Slide: First-Quarter 2013 Results

Ladies and gentlemen, fiscal 2012 was an excellent one for Fresenius, and we are off to an excellent start in 2013. We improved on last year's outstanding sales and earnings and had the best first quarter in the company's history. Fresenius Kabi and Fresenius Helios recorded particularly strong growth. Fresenius Group's quarterly sales rose 12 percent in constant currency to €4.9 billion. EBIT increased 6 percent to €696 million and net income rose 12 percent to €224 million, both in constant currency and before special items.

Slide: Outlook for 2013

We expect this positive trend to continue in the current business year. Fresenius projects sales growth of 7 to 10 percent in constant currency. Net income is expected to increase by 7 to 12 percent in constant currency and before special items. This would result in two important "firsts" for our company: sales above the 20-billion-euro mark, and net income of more than €1 billion. Previously, we had targeted €1 billion in net income in 2014. Accordingly, we now expect to reach our mid-term target a year early.

Slide: Share Price

The steady rise in our share price reflects the company's success. Fresenius shares rose 22 percent in 2012, and this very positive trend has continued so far this year. On April 23 our share price reached an all-time high of €99.09. Since the start of the year, our shares have gained 13 percent. Over that same period Germany's benchmark DAX30 index has risen 10 percent.

Slide: Long-Term Development of the Share Price / Dividend

Fresenius shares have also been an excellent long-term investment: If you had bought €1,000 worth of Fresenius shares at the end of 2002 and continuously reinvested the dividends, at the end of 2012 you would have held shares worth €8,600. This means an annualized average return of 24 percent. Investing €1,000 in Germany's DAX index would have given you a value of about €2,600 – less than a third of the Fresenius investment.

We are proposing to this meeting our 20th consecutive dividend increase. With your approval, the dividend for 2012 will increase 16 percent to €1.10 per share. This reflects the new dividend policy of aligning the dividend development with the growth in earnings per share before special items. Until now, the dividend has risen only half as fast. We are hereby maintaining our payout ratio in the 20 to 25 percent range, and enabling you to calculate the dividend that you can likely expect well in advance. It is a further step toward transparency and predictability for you.

I would like to turn your attention to two other items on our agenda. We are requesting your approval of an authorized capital. The previous authorized capital was cancelled; the company had utilized part of the original authorization in a capital increase in 2012. The new authorized capital will ensure our continuing flexibility to finance future growth. We are also requesting that you allow us to continue our successful, long-term incentive system. This proposal links the interests of managers with those of the shareholders: Fresenius is competing with other international companies to attract and keep the best managers, and for this we require a competitive compensation structure.

Slide: Growth Prospects

Finally, I'd like to take a look ahead at our prospects. With the experience gained from 100 years of Forward Thinking Healthcare, Fresenius is superbly positioned to seize the opportunities ahead and to meet coming challenges. Demand for high-quality health care continues to rise around the world. This creates huge growth prospects for Fresenius. Consider these four examples:

First, we see extraordinary opportunities in the emerging markets. The number of dialysis patients, to use just one example, is growing there at a double-digit rate. We will continue to expand our product business and our network of dialysis clinics. And these countries offer above-average growth prospects not only for Fresenius Medical Care: There are also opportunities for Fresenius Kabi and Fresenius Vamed. Health systems in the emerging markets are developing rapidly, and the demand for our products and services is growing fast.

Second, Fresenius will also benefit from the growing worldwide demand for generics. Less expensive than original drugs, they are making an essential contribution to affordable, secure health care.

Third, we plan to boost our leading position in the German hospital market with further acquisitions. An increasing number of hospitals are being privatized, offering us long-term growth opportunities.

And last but not least, the demand for efficient hospital infrastructure is rising around the world. Fresenius offers the expertise essential for planning and operating hospitals that are successful both in medical and economic terms.

Fresenius enters its second century with energy and optimism. I thank you for your commitment and loyalty to Fresenius. And I look forward to your continued trust and support.

Thank you for your attention.