

WELCOME TO THE ANNUAL GENERAL MEETING 2019

Rice Powell
Chief Executive Officer



CREATING
A FUTURE
WORTH LIVING.
FOR PATIENTS.
WORLDWIDE.
EVERY DAY.

■ OUR PASSION

**Patients
treated**

> 330,000

**~ 50
million**

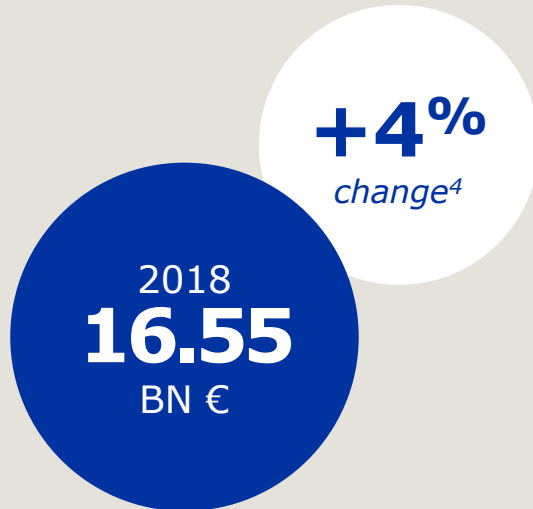
**Dialysis
treatments**

**Dialysis
centers**

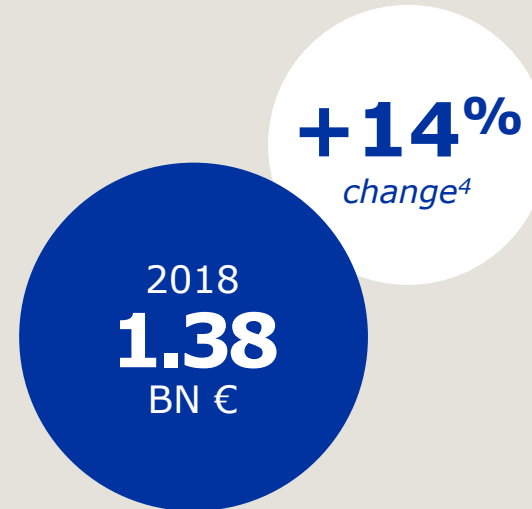
> 3,900

■ OUR SUCCESS IN NUMBERS: KEY FIGURES 2018

Revenue
on a comparable basis¹



Net income²
on a comparable basis³

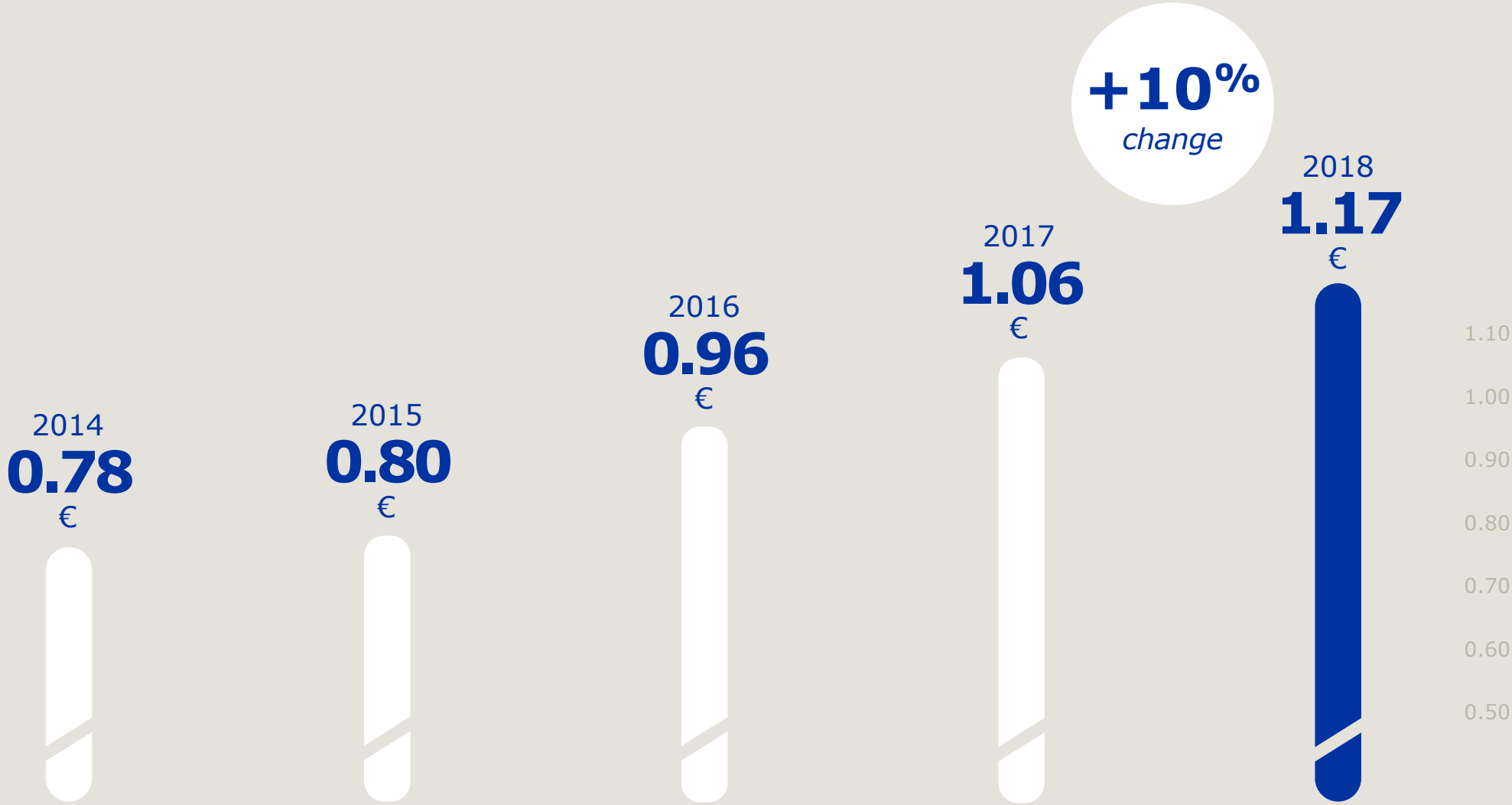


Basic earnings per share
on a comparable basis³



1) 2017 adjusted for the effect of IFRS 15 implementation and the contribution of Sound Physicians in H2 2017 | 2) Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA | 3) Adjusted for the contribution from Sound Physicians in H2 2017 and in 2018 for the gain related to divestitures of Care Coordination activities, the FCPA related charge and contributions to the opposition to the ballot initiatives in the U.S. | 4) at constant currency

CONTINUING THE HISTORY: 22ND CONSECUTIVE DIVIDEND INCREASE



■ HOLISTIC CARE FOR AN INCREASING NUMBER OF PATIENTS



■ FOR YOUR BENEFIT: SHARE BUY-BACK PROGRAM



over the next two
years

■ DRIVING THE CHANGE: VALUE-BASED CARE

ESCO program in the U.S. (ESRD Seamless Care Organization)

- State-run health care program
- Seamless care for dialysis patients
- We are the largest provider in this program

We care
for
80%
of all ESCO
patients

6%
decrease
in
hospital
days

**Improved
treatment
outcomes**

■ DRIVING THE CHANGE: HOME DIALYSIS

GOAL



**Improve
quality of
life**

Wide
range of
**therapy
options**

Self-
determined

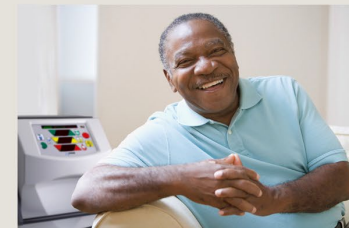
Patients'
choice of
treatment
location

Adapt
to
**patients'
needs**

■ THRIVING ON HOME CARE WITH NXSTAGE



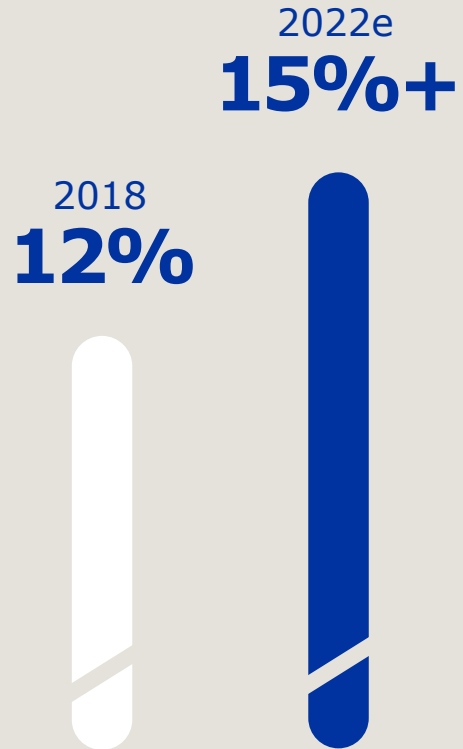
NXSTAGE



■ OUR HOME DIALYSIS PATIENTS IN THE U.S.

Higher satisfaction

More flexibility



Increased autonomy

Lower cost

FURTHER ENHANCING OUR PRODUCT PORTFOLIO

4008A



ENTERING NEW MARKETS: SPOTLIGHT ON CHINA

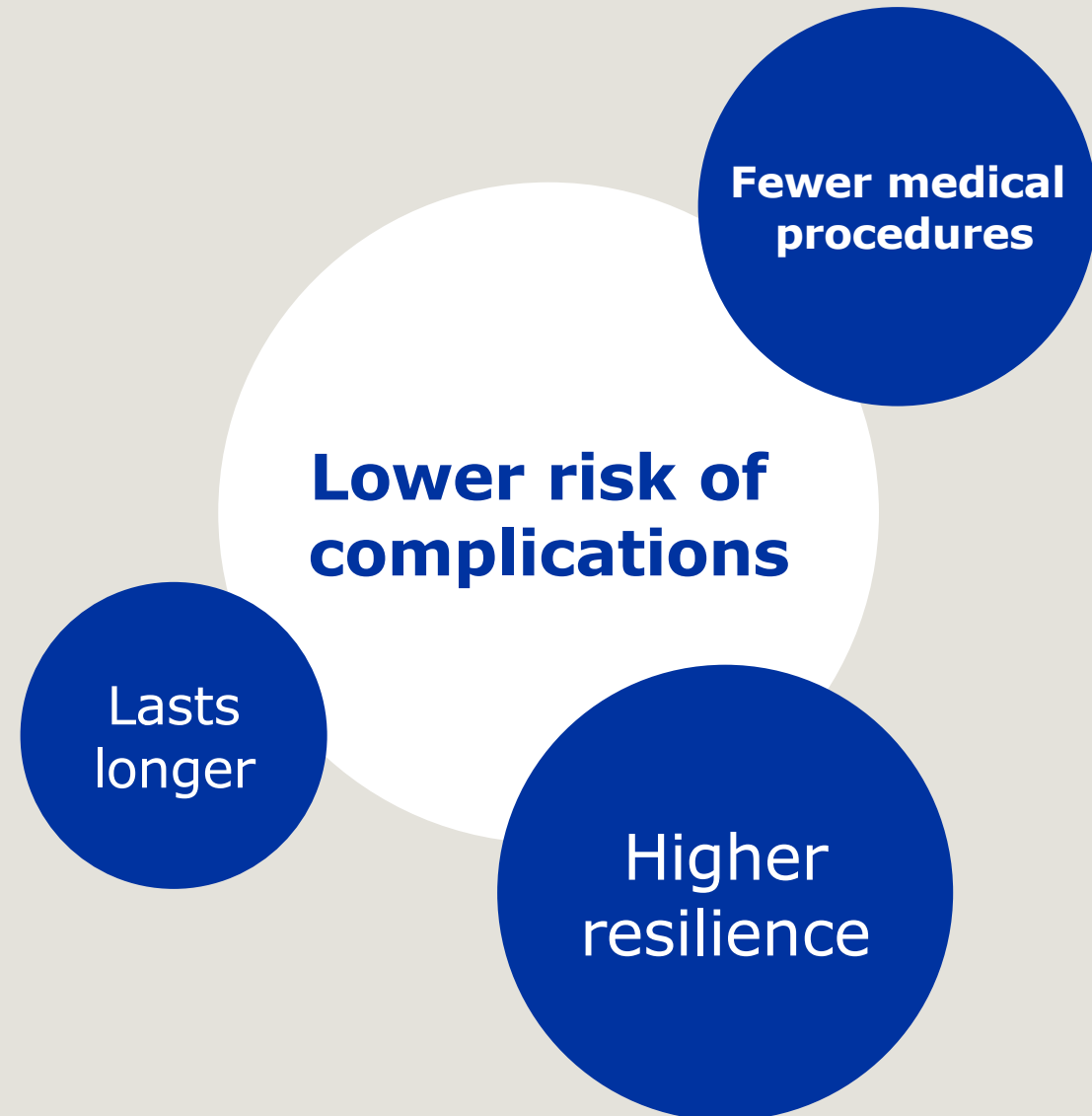
CHINA



■ PIONEERING INNOVATIONS: REGENERATIVE MEDICINE

Cooperation with Humacyte

- U.S. biotech company developing an artificially engineered blood vessel based on human cells
- Available to more hemodialysis patients upon approval



113,000 REASONS FOR SUCCESS: OUR EMPLOYEES

CAARE



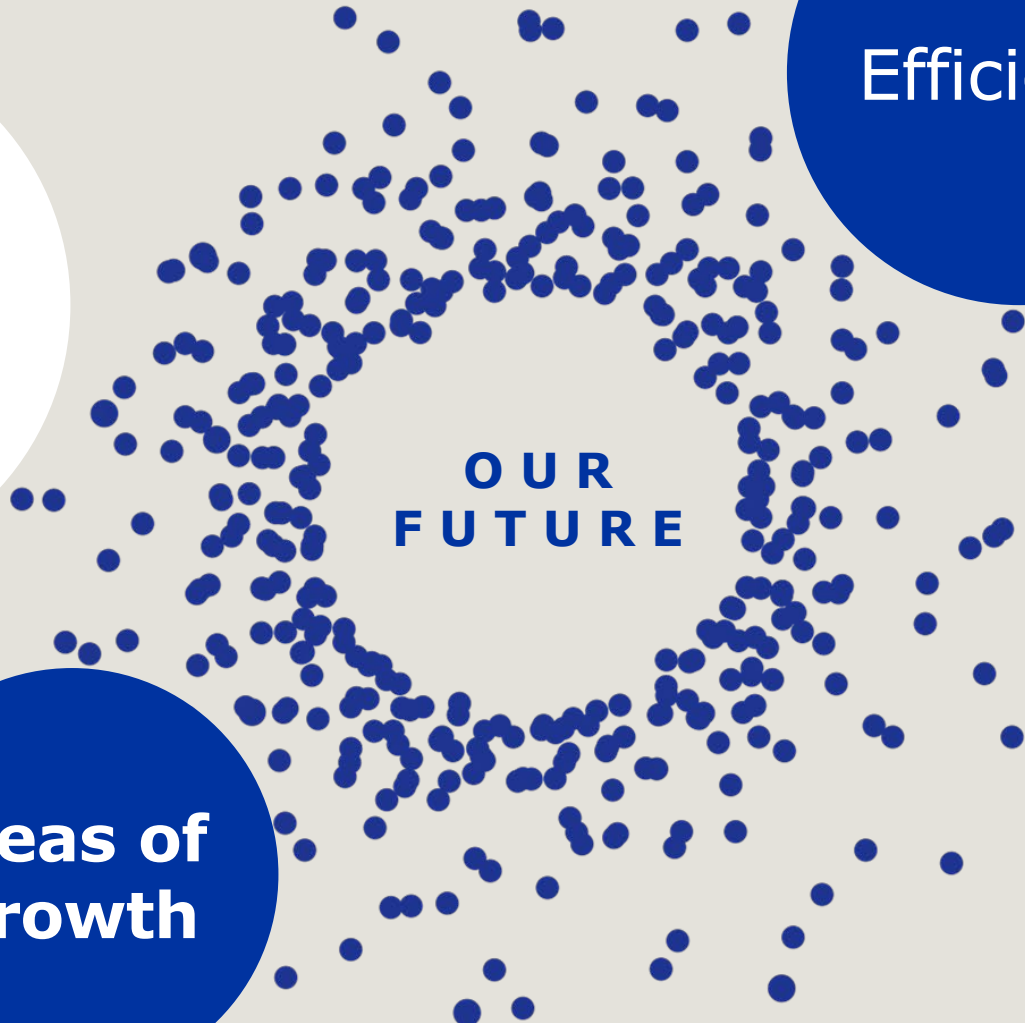
■ INVESTING IN OUR FUTURE

**Benefit
of our
patients**

Efficiency

**Areas of
growth**

Innovation



**OUR
FUTURE**

■ SPOTLIGHT: OUR NEW GLOBAL MEDICAL OFFICE

Launched
**March
2019**

Coordinate and
evaluate data from
clinical research and
medical practice



**For the benefit
of our patients
and the health care
system**

Develop
improved
treatments

Better
outcomes

■ OUTLOOK¹

(cc)	Targets 2019	2018 Base in M €
Revenue growth adjusted	3 to 7%	16,026
Net income growth adjusted	(2) to 2%	1,341
Targets 2020		
(cc)		
Revenue growth adjusted	Mid-to-high single-digit growth rate	
Net income growth adjusted	Mid-to-high single-digit growth rate	

cc = constant currency

1) Targets for 2019 and 2020 are in constant currency. These targets as well as the 2018 base are and will be adjusted in order to make the business performance in the respective periods comparable for items such as: FCPA related charges, the IFRS 16 implementation, the contributions from Sound in H1 2018, the gain (loss) related to divestitures of Care Coordination activities and expenses for the cost optimization program. All effects from the NxStage acquisition are excluded from the targets for 2019 and 2020.

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Thank you.

