

# Deutsche Bank Healthcare Conference

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May 08, 2018 Boston

Michael Brosnan – CFO

**Safe harbor statement:** This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, many of which cannot be predicted with accuracy or might not even be anticipated. The Company has based these forward-looking statements on current estimates and assumptions which we believe are reasonable and which are made to the best of our knowledge. Actual results could differ materially from those included in the forward-looking statements due to various risk factors and uncertainties, including changes in business, economic or competitive conditions, changes in reimbursement, regulatory compliance issues, regulatory reforms, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, cyber security issues and the availability of financing. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. These and other risks and uncertainties are discussed in detail in Fresenius Medical Care AG & Co. KGaA's (FMC AG & Co. KGaA) Annual Report on Form 20-F under the heading "Forward-Looking Statements" and under the headings in that report referred to therein, and in FMC AG & Co. KGaA's other reports filed with the Securities and Exchange Commission (SEC) and the Frankfurt Stock Exchange (Frankfurter Wertpapierbörse).

Forward-looking statements represent estimates and assumptions only as of the date that they were made. The information contained in this presentation is subject to change without notice and the company does not undertake any duty to update the forward-looking statements, and the estimates and assumptions associated with them, except to the extent required by applicable law and regulations.

If not mentioned differently the term net income after minorities refers to the net income attributable to the shareholders of Fresenius Medical Care AG Co. KGaA. The term EMEA refers to the region Europe, Middle East and Africa. Amounts are in Euro if not mentioned otherwise.

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# FY 2017 - Growth trend continued



+4% Clinics: 3,752



+4% Patients: 320,960



+4% Treatments: 48,269,144



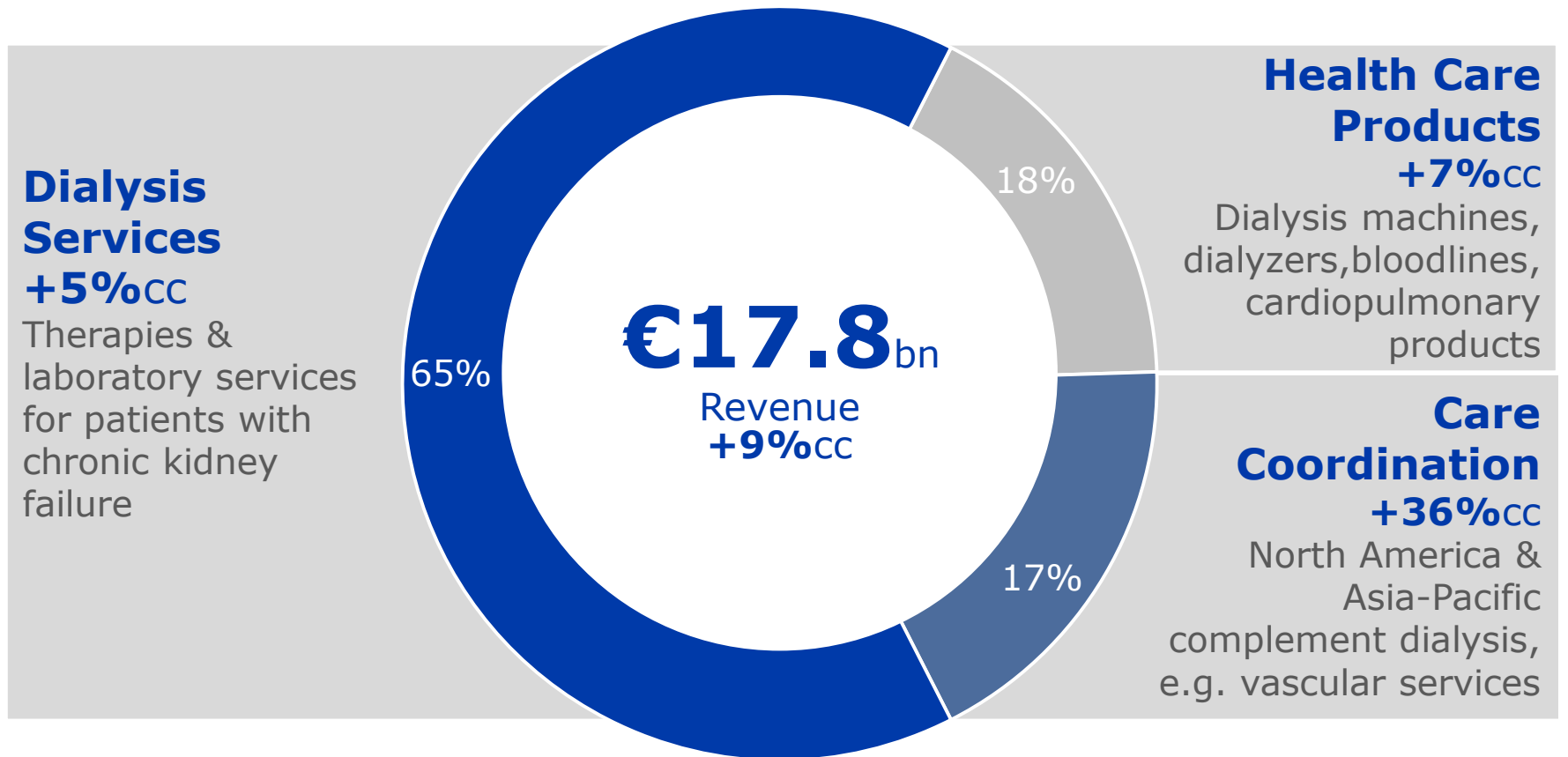
2018: 13% to 15% net income growth targeted<sup>1</sup>



2014-2020: High single digit net income growth CAGR<sup>1</sup>

<sup>1</sup> Details see chart 32 "Outlook"

# FY 2017: All business areas fueled our growth



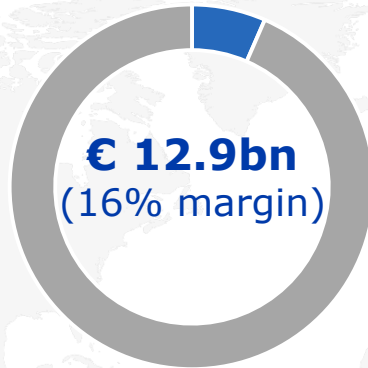
# FY 2017: Delivering across all regions

Service revenue  Product revenue

## North America

73% of total revenue

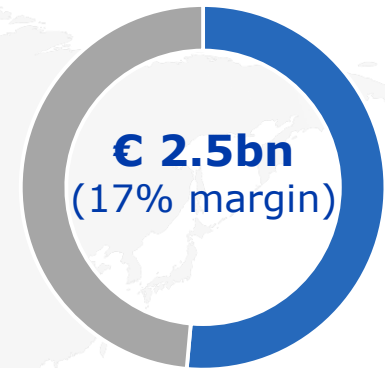
Patients	Clinics
~197,400	~2,400
+4%	+4%



## EMEA

14% of total revenue

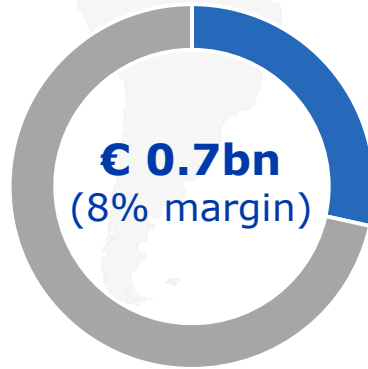
Patients	Clinics
~62,500	~750
+5%	+5%



## Latin America

4% of total revenue

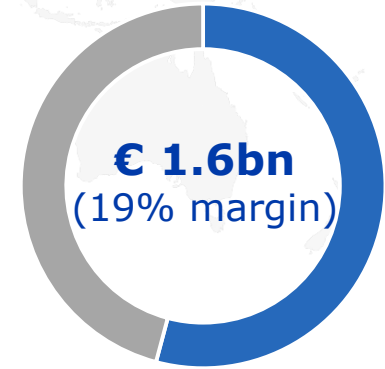
Patients	Clinics
~31,400	~232
+3%	+1%



## Asia-Pacific

9% of total revenue

Patients	Clinics
~29,700	~381
+1%	+2%

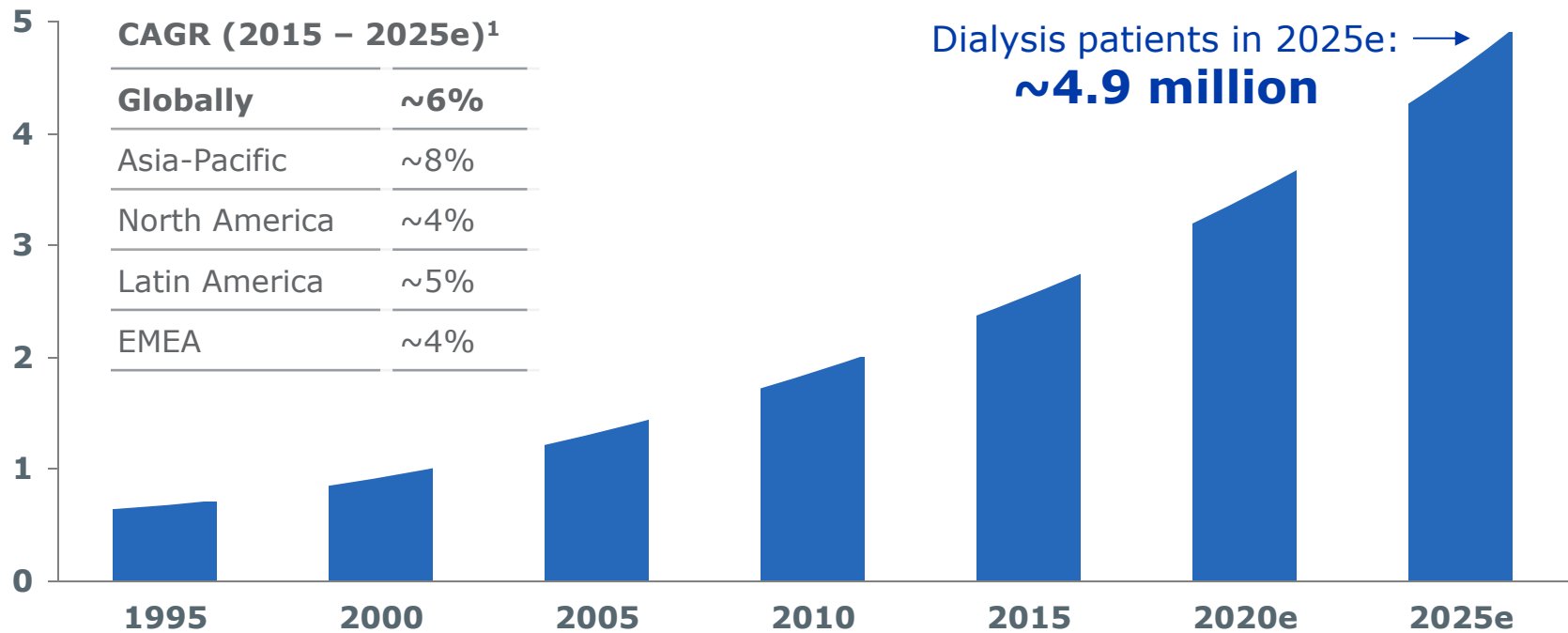


Segment revenue FY 2017, according to IFRS in EUR bn, number of patients and clinics as of YE 2017, yoy change

# Organic growth drivers

## Patient growth driven by

- ▶ age, lifestyle and higher life expectancy
- ▶ increasing wealth and access to medical treatments



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# Strategy – Core competencies

INNOVATING  
PRODUCTS

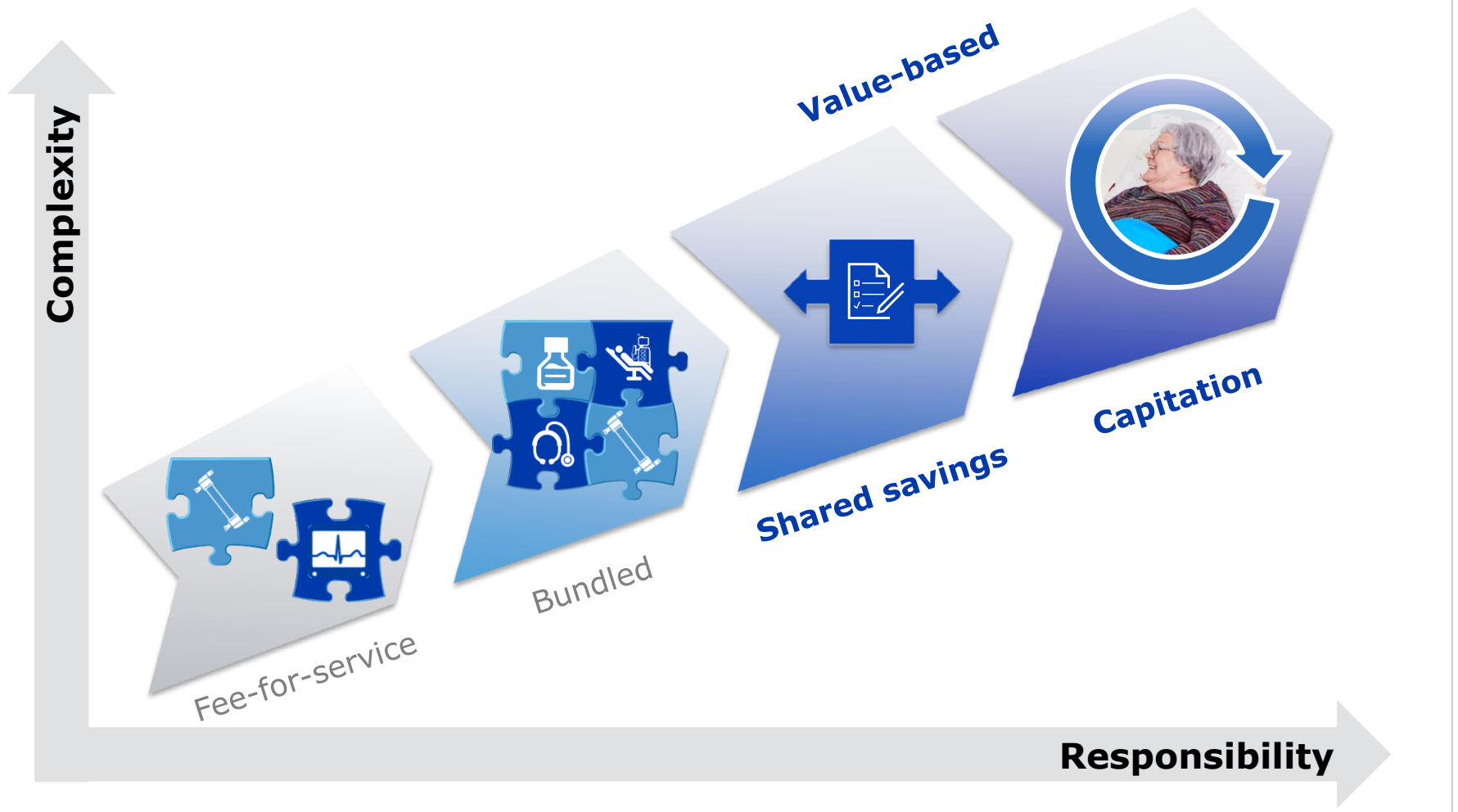
STANDARDIZING  
MEDICAL PROCEDURES



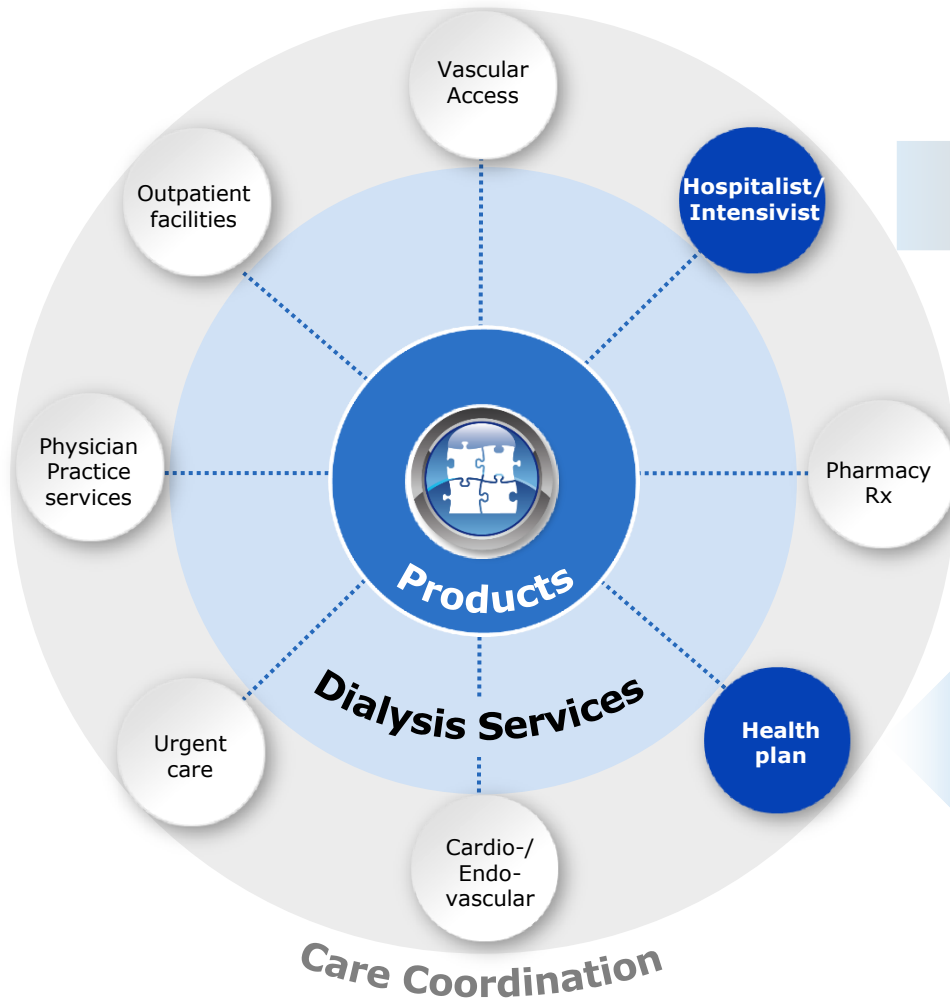
COORDINATING  
PATIENTS EFFICIENTLY

OPERATING  
OUTPATIENT FACILITIES

# Best-positioned for value-based future



# Focusing of Care Coordination strategy



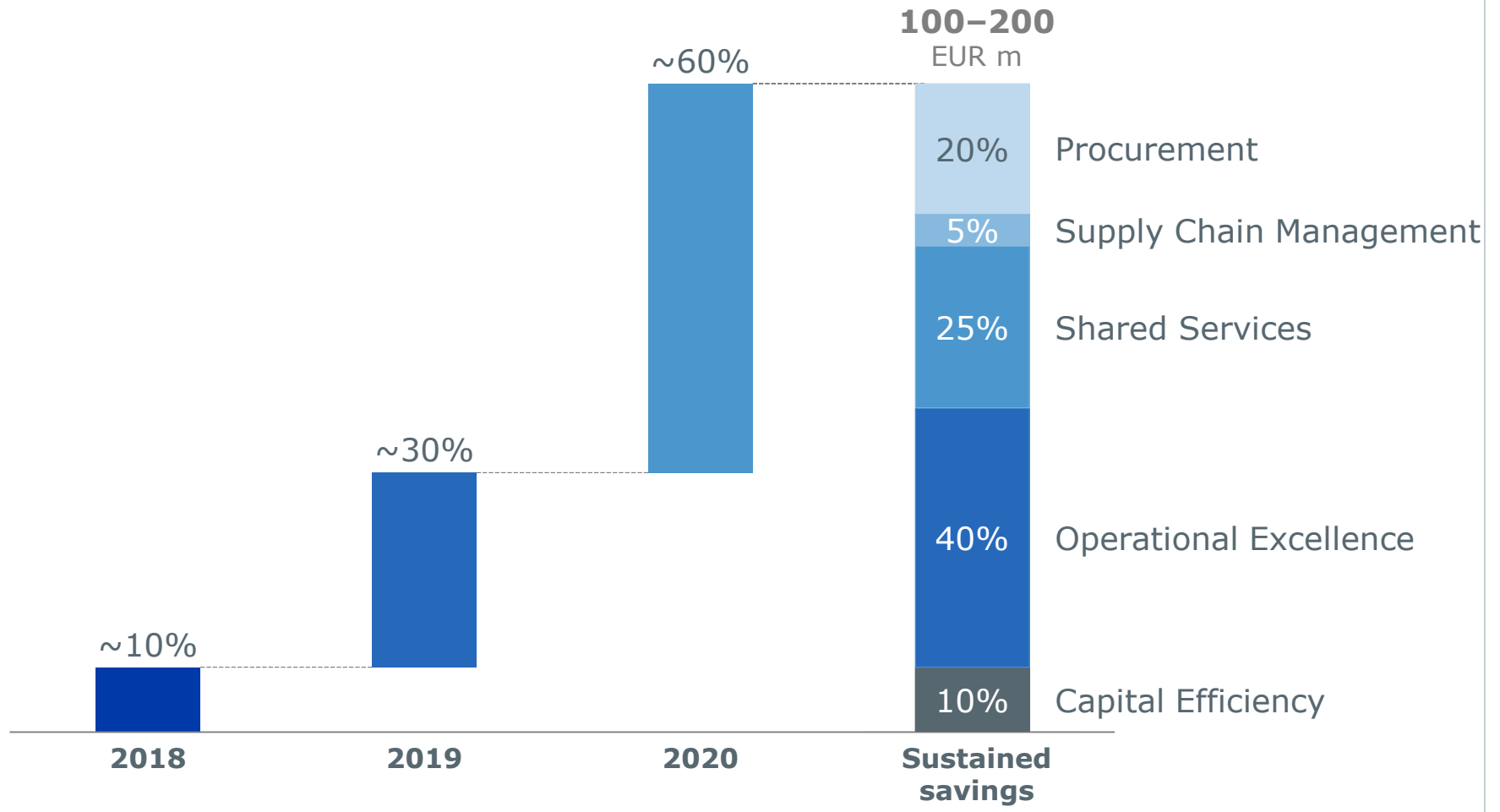
- ▶ Broadened expertise in value-based care programs
- ▶ First participation in shared savings program (BPCI)
- ▶ Gained experience in hospital patient coordination

## Applied knowledge

- ▶ Best positioned for value-based future
- ▶ 40,000 ESCO patients providing significant insight in health care treatments also outside dialysis
- ▶ Own Medicare Advantage Plan
- ▶ Sub-capitated agreements

# Global Efficiency Program

## GEP II – sustained savings 2018 - 2020



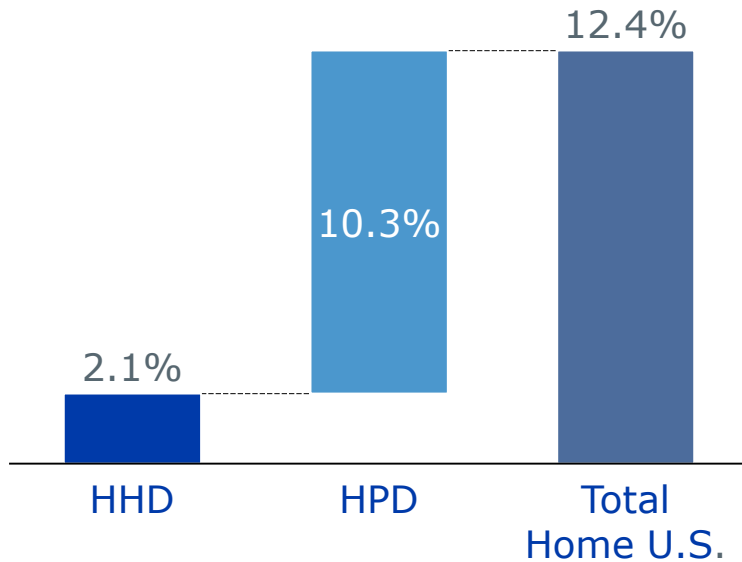
# Home Dialysis Segment: Opportunity



▶ Significant growth opportunity in home modalities

## Home dialysis treatment by modality in 2017

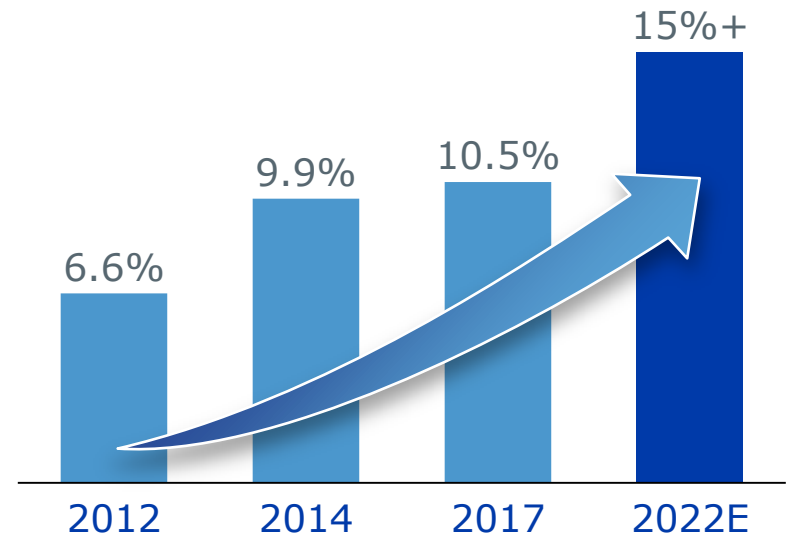
(in % of ESRD cases)



Data Source: Fresenius Medical Care

## FME home dialysis patients in the U.S.

(in % of FME patients in the U.S.)



Data Source: Fresenius Medical Care

# Home Dialysis Segment: Increasing Penetration

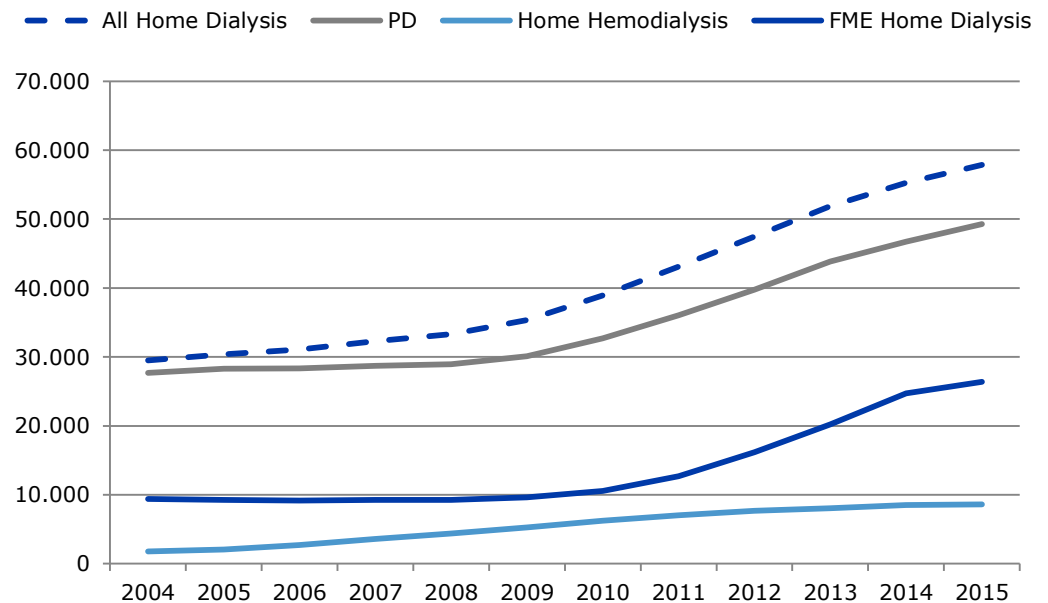


- ▶ Address the evolving needs and expectations of patients
- ▶ 82% of patients and families fully educated on their treatment options would select a home modality<sup>1</sup>

## Home dialysis advantages

- ▶ More engaged patients, taking responsibility for their wellbeing while reducing cost of care supporting our value based strategy
- ▶ Flexibility to tailor the therapy around the patient's lifestyle while delivering positive clinical results
- ▶ Higher patient satisfaction in home environment

## Trends in home dialysis in the U.S. (number of ESRD cases in thousands) 2004-2015<sup>2</sup>



Data Source: [https://www.usrds.org/2017/view/v2\\_01.aspx](https://www.usrds.org/2017/view/v2_01.aspx) (figure 1.15)

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# Q1 2018: Solid underlying growth trend continued<sup>1</sup>

	Q1 2018 € million	Q1 2017 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>3,976</b>	<b>4,548</b>	<b>(13)</b>	<b>(1)</b>
Revenue adjusted	<b>3,976</b>	4,409	(10)	2
Revenue adjusted and excl. special items	<b>3,976</b>	4,309	(8)	4
<b>EBIT</b>	<b>497</b>	<b>651</b>	<b>(24)</b>	<b>(15)</b>
EBIT adjusted	<b>510</b>	651	(22)	(13)
EBIT adjusted and excl. special items	<b>510</b>	552	(8)	3
<b>Net income</b>	<b>279</b>	<b>308</b>	<b>(10)</b>	<b>0</b>
Net income adjusted	<b>292</b>	308	(5)	5
Net income adj. and excl. special items	<b>244</b>	249	(2)	8
<b>Basic EPS [€]</b>	<b>0.91</b>	<b>1.01</b>	<b>(10)</b>	<b>0</b>
Basic EPS adj. [€]	<b>0.95</b>	1.01	(5)	5

- ▶ Prior year contribution from the VA Agreement
- ▶ Headwinds from foreign exchange rates affected reported growth
- ▶ Calcimimetic drugs moved from Part D to Part B

<sup>1</sup> Details for adjustments and special items see chart 32



# Q1 2018: Organic growth across all regions

## North America

€ million

Revenue	2,774	(5%)cc
Organic growth		+1%

## Asia-Pacific

€ million

Revenue	392	+14%cc
Organic growth		+7%

## EMEA

€ million

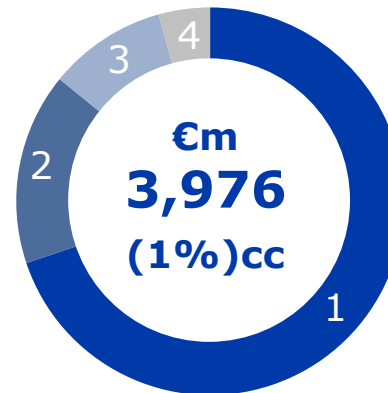
Revenue	636	+6%cc
Organic growth		+4%

## Latin America

€ million

Revenue	170	+17%cc
Organic growth		+16%

- ▶ Contributions by all regions to organic growth rates
- ▶ North America growth impacted by lower Care Coordination and prior year VA Agreement effect

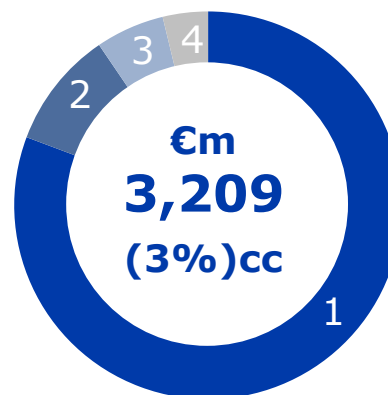


1	North America	70%
2	EMEA	16%
3	Asia-Pacific	10%
4	Latin America	4%

# Q1 2018 Health Care Services: Soft start into the year

Revenue	Q1 2018 € million	Q1 2017 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
<b>Total</b>	<b>3,209</b>	<b>3,769</b>	<b>(15)</b>	<b>(3)</b>	<b>2</b>	<b>2</b>
North America	2,590	3,165	(18)	(6)	1	2
of which Care Coordination	515	691	(25)	(14)	(9)	-
EMEA	314	303	4	6	2	2
Asia-Pacific	184	169	9	20	5	4
of which Care Coordination	46	20	130	154	16	-
Latin America	121	132	(8)	15	12	1

- ▶ North American Care Coordination business impacted by decline in the pharmacy business
- ▶ Growth in Asia-Pacific strongly supported by acquisitions

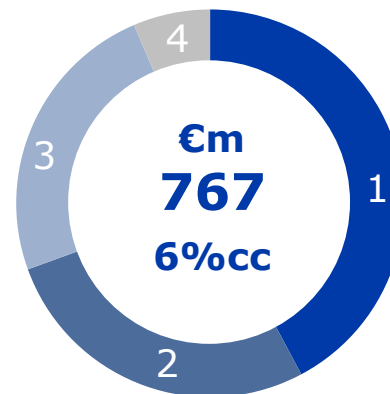


1	North America	81%
2	EMEA	10%
3	Asia-Pacific	5%
4	Latin America	4%

# Q1 2018 Products: Strong start into the year

	Q1 2018 € million	Q1 2017 € million	Growth in %	Growth in %cc
<b>Total Health Care Products</b>	<b>767</b>	<b>779</b>	<b>(2)</b>	<b>6</b>
<b>Dialysis Products</b>	<b>747</b>	<b>758</b>	<b>(1)</b>	<b>7</b>
North America	184	210	(12)	1
EMEA	302	290	4	7
Asia-Pacific	208	209	0	8
Latin America	49	45	9	25
<b>Non-Dialysis Products</b>	<b>20</b>	<b>21</b>	<b>(6)</b>	<b>(6)</b>

- ▶ North America: Higher sales of renal drugs and PD products
- ▶ EMEA: Increased sales of products for acute care, machines and PD as well as drugs
- ▶ Asia-Pacific: Increased sales of chronic HD products and products for acute care



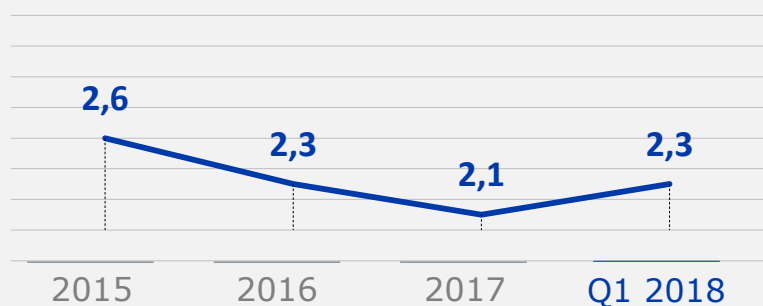
1	EMEA	42%
2	Asia-Pacific	27%
3	North America	24%
4	Latin America	7%

# Q1 2018: Cash flow & net leverage ratio

	Q1 2018 in € million	Q1 2017 in € million
<b>Operating cash flow</b>	<b>(45)</b>	<b>170<sup>1</sup></b>
in % of revenue	(1.1%)	3.7%
Capital expenditures, net	(218)	(195)
<b>Free cash flow</b>	<b>(263)</b>	<b>(25)</b>
Free cash flow, after acquisitions and investments	(444)	(185)

Days sales outstanding (DSO) at 85 days worldwide.

## Net leverage ratio (Net debt/EBITDA)

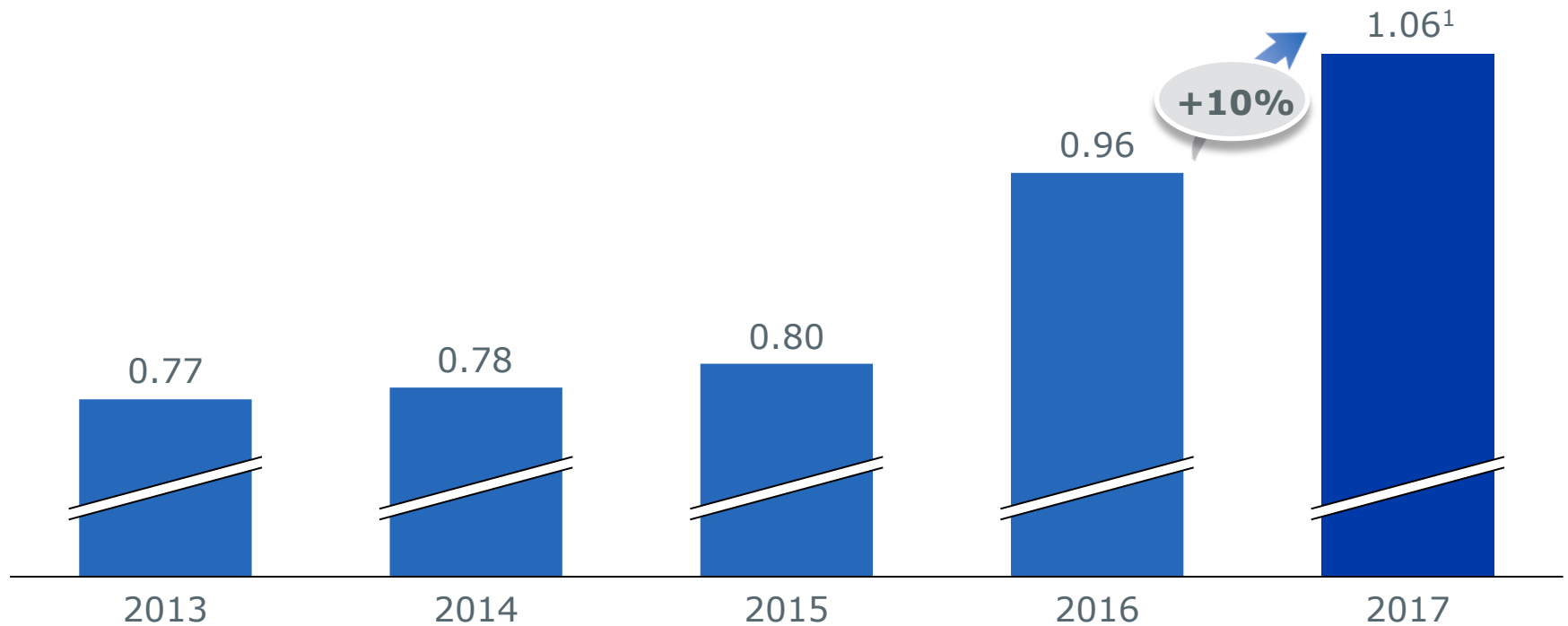


## Current ratings<sup>2</sup>

	S&P	Moody's	Fitch
Company	BBB-	Baa3	BBB-
Outlook	positive	stable	stable

# 21<sup>th</sup> consecutive dividend increase proposed

Dividend per share in EUR



- ▶ Continuously delivering returns to shareholders
- ▶ Dividend proposal in line with net income growth

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# Outlook<sup>1</sup>

	<b>Targets 2018</b>	<b>2017 base</b> (in € million)
Revenue growth adjusted <sup>2</sup>	<b>5 to 7%</b>	17,298
Net income growth adjusted <sup>3</sup>	<b>13 to 15%</b>	1,280
Net income growth adjusted and excl. special items <sup>4</sup>	<b>7 to 9%</b>	1,204
	<b>Targets 2020</b> (2014-2020, avg. % p.a.)	<b>2020<sup>5</sup></b> (in € billion)
Revenue growth	<b>~10%</b>	<b>24</b>
Net income growth <sup>6</sup>	<b>high single digit</b>	

<sup>1</sup> Outlook based on constant currencies and excl. effects from NxStage acquisition and Sound Physicians divestment (Details see charts 27 & 32) | <sup>2</sup> Revenue 2017 adjusted for effect from IFRS 15 implementation | <sup>3</sup> Targets 2018 excl. Sound Valuation impact | <sup>4</sup> Special items: VA Agreement, Natural Disaster Costs, FCPA related charge and U.S. tax reform | <sup>5</sup> excluding the effect from IFRS 15 implementation | <sup>6</sup> Excl. recurring impacts from U.S. tax reform

# Backup

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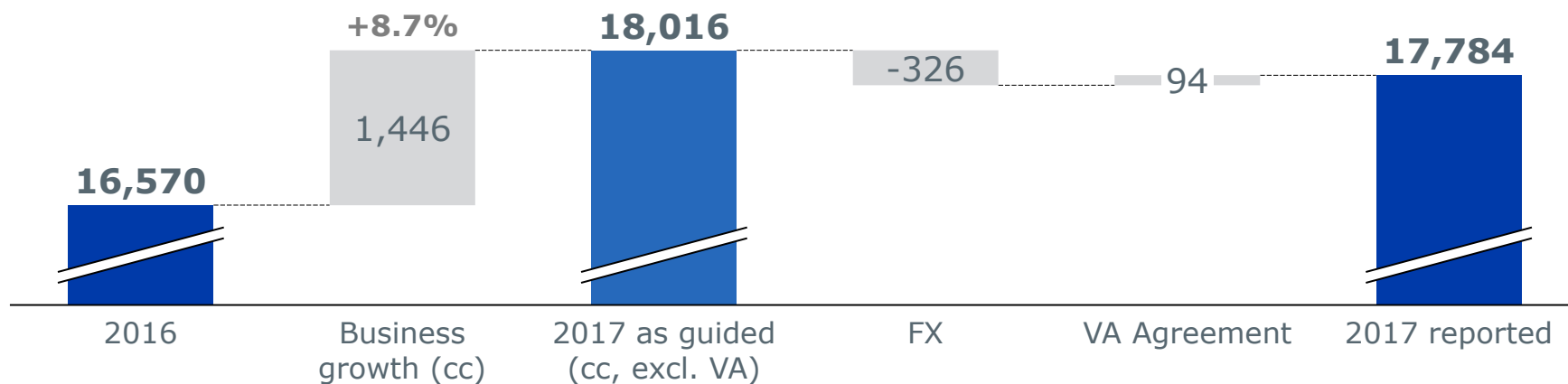
# FY 2017: Solid growth delivered

				<b>Adjusted<sup>2</sup></b>			
	<b>2017</b> € million	2016 € million	Growth in %	<b>2017</b> € million	2016 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>17,784</b>	<b>16,570</b>	<b>7</b>	<b>17,690</b>	<b>16,570</b>	<b>7</b>	<b>9</b>
<b>Operating income (EBIT)</b>	<b>2,362</b>	<b>2,409</b>	<b>(2)</b>	<b>2,493</b>	<b>2,409</b>	<b>4</b>	<b>5</b>
<i>EBIT margin in %</i>	<i>13.3</i>	<i>14.5</i>	<i>(1.2)pp</i>	<i>14.1</i>	<i>14.5</i>	<i>(0.4)pp</i>	<i>(0.4)pp</i>
Net interest expense	354	366	(3)	354	366	(3)	(2)
Income before taxes	2,008	2,043	(2)	2,139	2,043	5	7
Income tax expense	454	623	(27)	663	623	6	9
<i>Tax rate in %</i>	<i>22.6</i>	<i>30.5</i>	<i>(7.9)pp</i>	<i>31.0</i>	<i>30.5</i>	<i>0.5pp</i>	<i>0.5pp</i>
Non-controlling interest	274	276	0	272	276	(1)	1
<b>Net income<sup>1</sup></b>	<b>1,280</b>	<b>1,144</b>	<b>12</b>	<b>1,204</b>	<b>1,144</b>	<b>5</b>	<b>7</b>

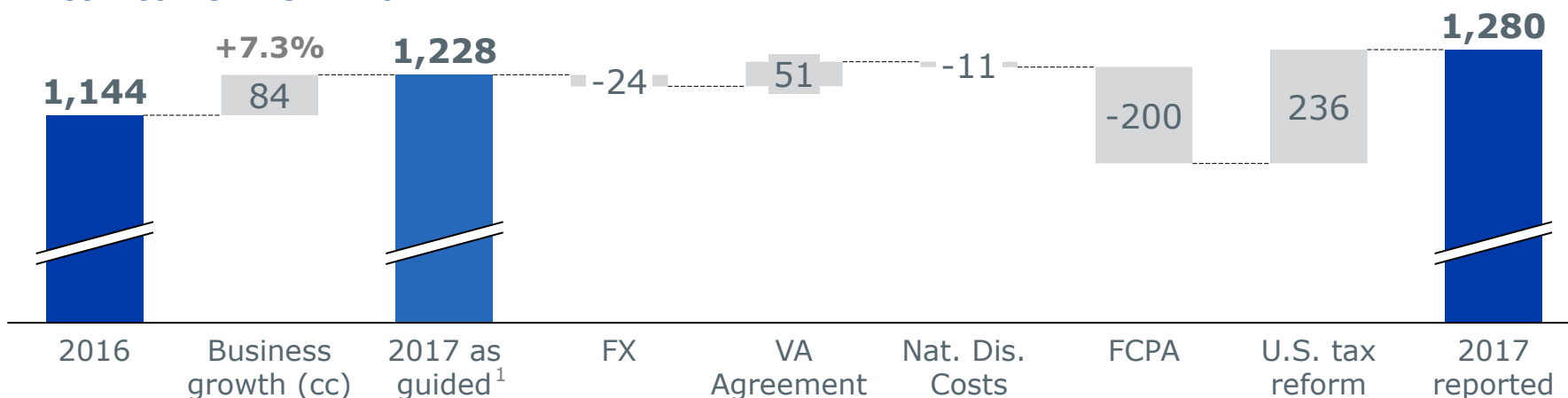
- ▶ Net interest expense decreased mainly driven by the replacement of interest bearing bonds and by debt instruments at lower interest rates
- ▶ Income tax expense decrease mainly resulted from the re-measurement of deferred tax balances following the U.S. tax reform

# FY 2017: Revenue and net income reconciliation

Revenue in € million



Net income in € million



<sup>1</sup> cc, excluding special items: VA agreement, Natural Disaster Costs, FCPA related charge & 2017 book gain from U.S. tax reform (details chart 28) | FX = translational foreign exchange effects | cc= constant currency

# Basis for target 2018

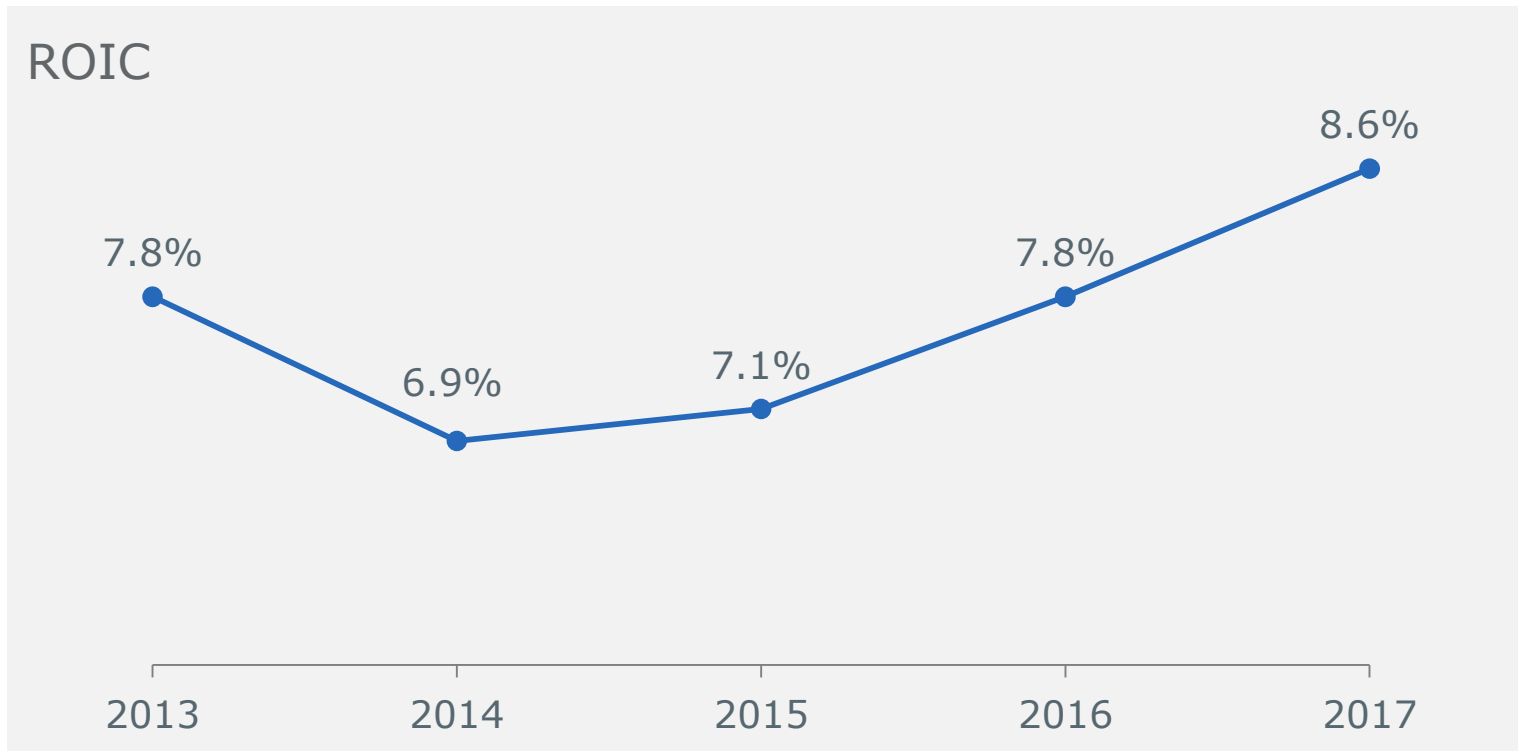
Reconciliation of non IFRS financial measures to the most directly comparable IFRS financial measures

Revenue excluding IFRS 15, net income excluding VA Agreement and adjusted for the cost effects, net of anticipated recoveries from Natural Disasters in North America, FCPA charges and also excluding 2017 book gain from the U.S. tax reform.

€ million	2017
<b>Revenue</b>	<b>17,784</b>
Effects from IFRS 15 implementation	(486)
<b>Revenue adjusted (basis for revenue adjusted target 2018)</b>	<b>17,298</b>
<b>Net income (basis for net income adjusted target 2018)</b>	<b>1,280</b>
VA agreement	(51)
Natural Disaster Costs	11
FCPA related charge	200
U.S. tax reform	(236)
<b>Net income excluding special items (basis for net income adjusted and excl. special items target 2018)</b>	<b>1,204</b>

# Return on Invested Capital<sup>1</sup> (ROIC)

- ▶ ROIC to improve by 100 basis points from 2013 to 8.5–9.0% in 2020<sup>2</sup>



- ▶ Long-term value creation based on accretive acquisitions and organic growth

## Q1 2018: Patients, treatments, clinics

	<b>Patients</b> as of March 31, 2018	<b>Treatments</b> Q1 2018, in million	<b>Clinics</b> as of March 31, 2018
North America	197,339	7,473,764	2,419
<i>Growth in %</i>	4	3	4
EMEA	63,114	2,387,160	754
<i>Growth in %</i>	5	5	4
Asia-Pacific	30,194	1,060,114	385
<i>Growth in %</i>	2	2	2
Latin America	31,606	1,233,126	232
<i>Growth in %</i>	5	4	0
<b>Total</b>	<b>322,253</b>	<b>12,154,164</b>	<b>3,790</b>
<b><i>Growth in %</i></b>	<b>4</b>	<b>3</b>	<b>4</b>

# Debt and EBITDA

Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

<b>Debt</b>	FY 2016	FY 2017	<b>Q1 2018</b>
Short term debt	572	760	1,011
+ Short term debt from related parties	3	9	41
+ Current portion of long-term debt and capital lease obligations	724	884	872
+ Long-term debt and capital lease obligations less current portion	6,833	5,795	5,797
<b>Total debt</b>	<b>8,132</b>	<b>7,448</b>	<b>7,721</b>
Cash and cash equivalents	709	978	846
<b>Total net debt</b>	<b>7,423</b>	<b>6,470</b>	<b>6,875</b>
<b>EBITDA</b>	FY 2016 <sup>1</sup>	FY 2017 <sup>1</sup>	<b>Q1 2018<sup>1</sup></b>
Last twelve month operating income (EBIT)	2,398	2,372	2,199
+ Last twelve month depreciation and amortization	710	731	717
+ Non-cash charges	65	51	51
<b>EBITDA (annualized)</b>	<b>3,173</b>	<b>3,154</b>	<b>2,967</b>
<b>Net leverage ratio (Net debt/EBITDA)</b>	<b>2.3</b>	<b>2.1</b>	<b>2.3</b>

<sup>1</sup> EBITDA: including acquisitions & divestitures with a purchase price above €50m

# Cash Flow and Capital Expenditures

Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

## Cash Flow

	Q1 2017	Q1 2018
Acquisitions, investments and net purchases of intangible assets	(160)	(181)
- Proceeds from divestitures	-	-
= Acquisitions and investments, net of divestitures	(160)	(181)

## Capital expenditures, net

	Q1 2017	Q1 2018
Purchase of property, plant and equipment	(197)	(221)
- Proceeds from sale of property, plant & equipment	2	3
= Capital expenditure, net	(195)	(218)

# Q1 2018: Reconciliation special items

Reconciliation of non IFRS financial measures to the most directly comparable IFRS financial measures

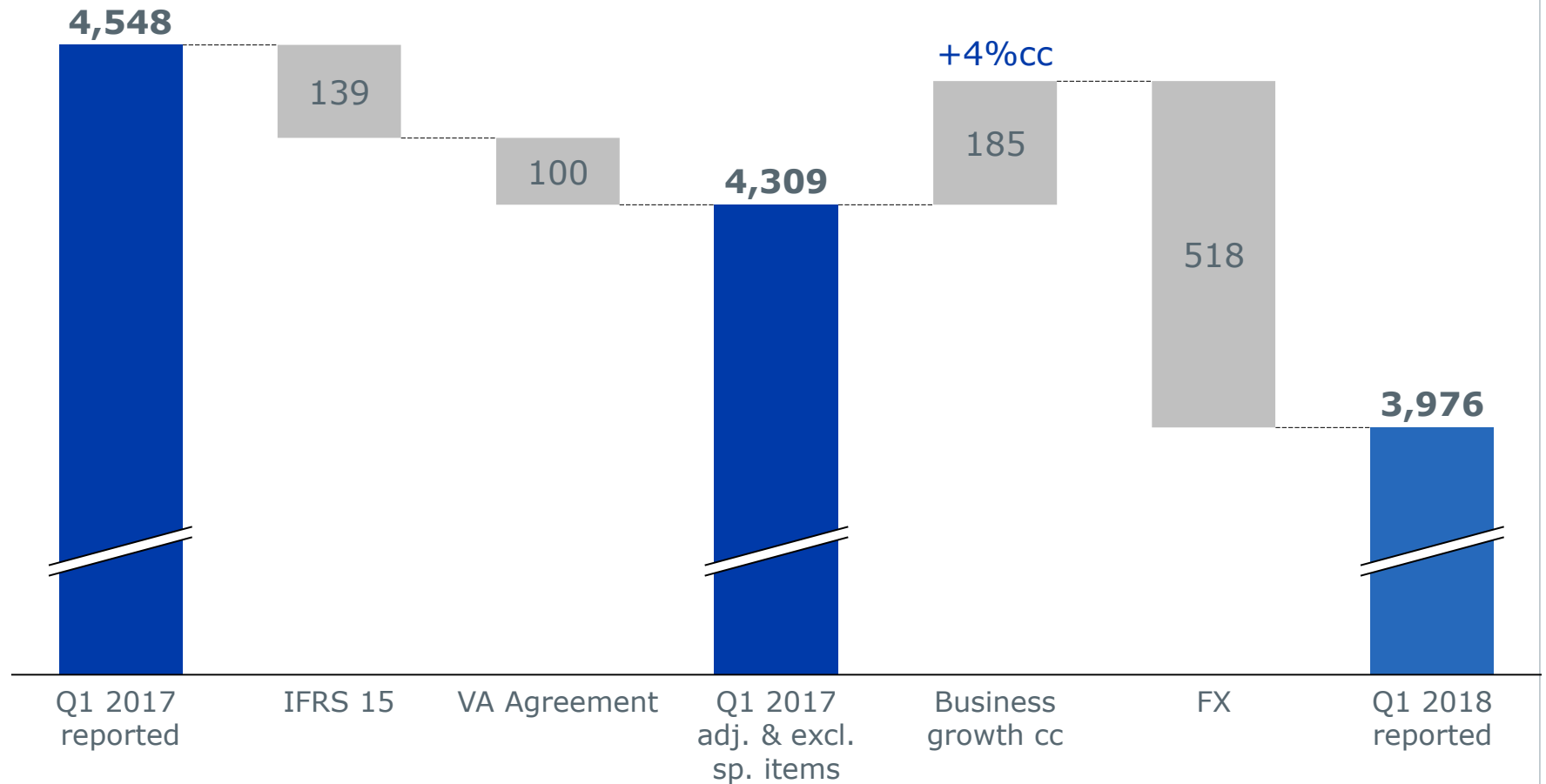
Revenue excluding VA Agreement and adjusted for IFRS 15, operating performance excluding VA Agreement and adjusted for initial Sound Valuation impact and for net income also excluding gain from the U.S. tax reform.

€ million	Q1 2017	Q1 2018	Growth in %	Growth in %cc
<b>Revenue</b>	<b>4,548</b>	<b>3,976</b>	<b>(13)</b>	<b>(1)</b>
Effect from IFRS 15 implementation	(139)			
<b>Revenue adjusted</b>	<b>4,409</b>	<b>3,976</b>	<b>(10)</b>	<b>2</b>
VA Agreement	(100)			
<b>Revenue adjusted and excluding special items</b>	<b>4,309</b>	<b>3,976</b>	<b>(8)</b>	<b>4</b>
<b>Operating income (EBIT)</b>	<b>651</b>	<b>497</b>	<b>(24)</b>	<b>(15)</b>
Initial Sound valuation impact		13		
<b>EBIT adjusted</b>	<b>651</b>	<b>510</b>	<b>(22)</b>	<b>(13)</b>
VA Agreement	(99)			
<b>EBIT adjusted and excluding special items</b>	<b>552</b>	<b>510</b>	<b>(8)</b>	<b>3</b>
<b>Net income</b>	<b>308</b>	<b>279</b>	<b>(10)</b>	<b>0</b>
Initial Sound valuation impact		13		
<b>Net income adjusted</b>	<b>308</b>	<b>292</b>	<b>(5)</b>	<b>5</b>
VA Agreement	(59)			
U.S. tax reform		(48)		
<b>Net income adjusted and excluding special items</b>	<b>249</b>	<b>244</b>	<b>(2)</b>	<b>8</b>



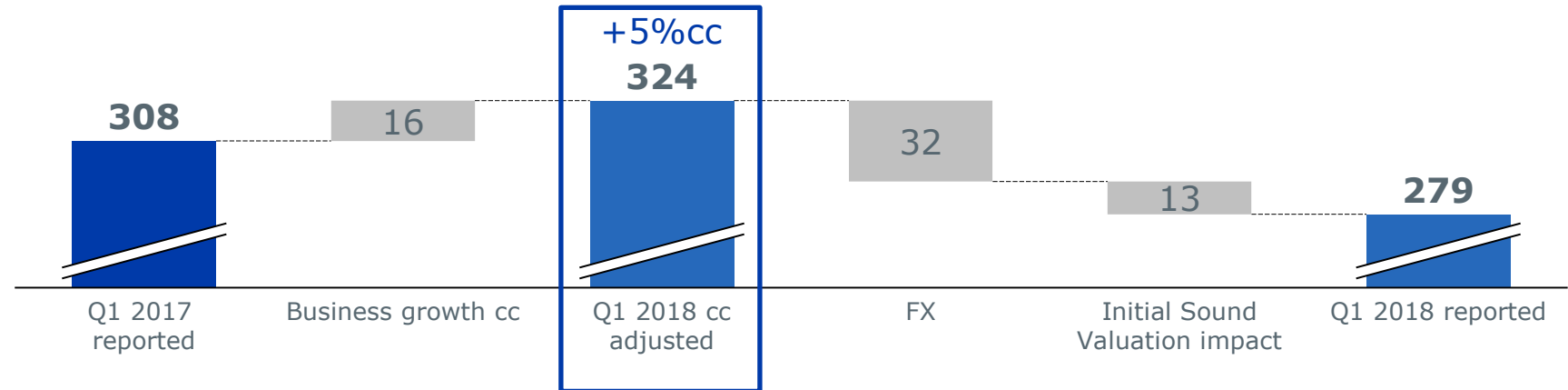
# Q1 2018: Revenue reconciliation

Revenue € million

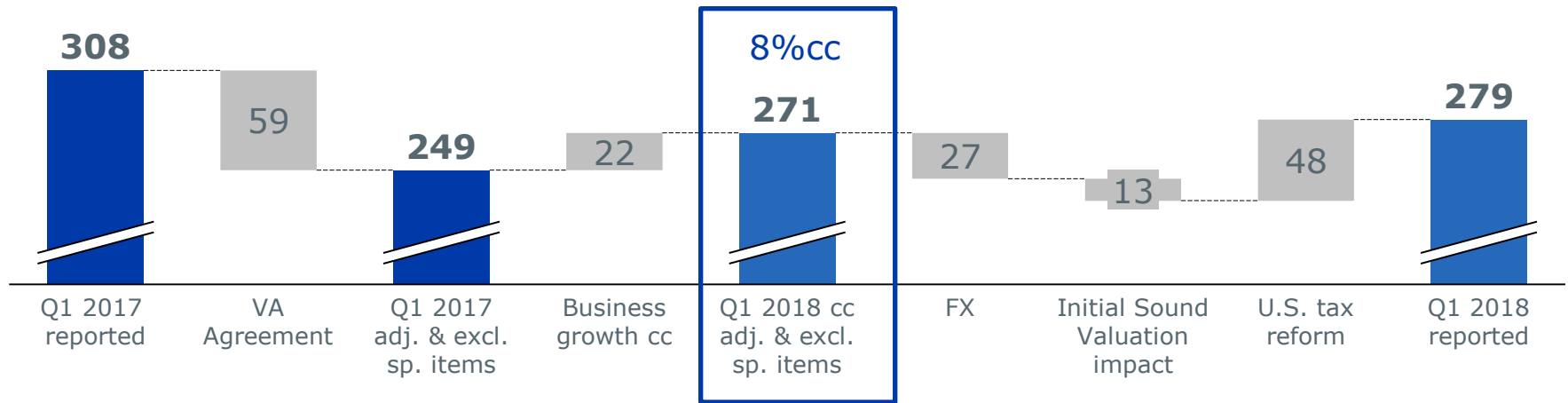


# Q1 2018: Net income reconciliation

Net income adjusted, € million – targets: 13 – 15%cc growth

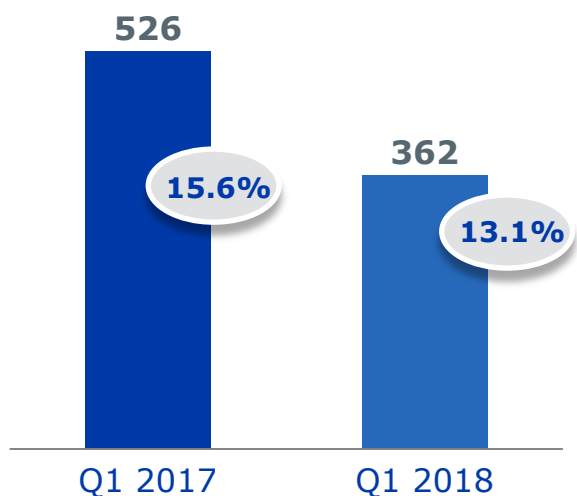


Net income adjusted and excl. special items, € million – targets: 7 – 9%cc growth



# Q1 2018: Regional margin profile

North America (65% of EBIT<sup>1</sup>)



## ► Solid Dialysis business margin of 15.4% reflects

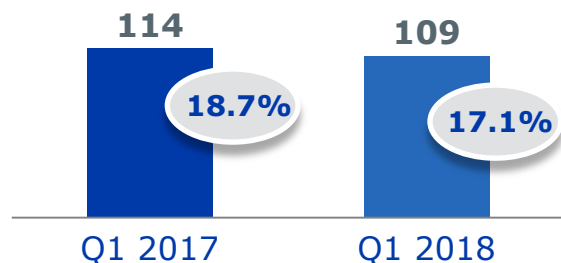
- Negative: prior year impact of the VA Agreement, higher implicit price concessions (IFRS 15), lower revenue from commercial payors and shift of calcimimetic drugs
- U.S. revenue per treatment, adj. for IFRS 15, decreased to \$348 (Q1 2017: \$357). Excluding the VA Agreement and IFRS 15, the RPT increased by \$6. U.S. cost per treatment, adj. for IFRS 15, increased to \$288 (Q1 2017: \$276).

## ► Care Coordination margin of 2.6% reflects

- Positive: pharmacy services, lower bad debt expense, the prior year change in fair value of subsidiary share-based compensation and increased earnings recognized related to ESCOs
- Negative: lower earnings from the BPCI initiative due to the initial revenue recognition in the prior year and the valuation of Sound Physicians share-based payment program

# Q1 2018: Regional margin profile

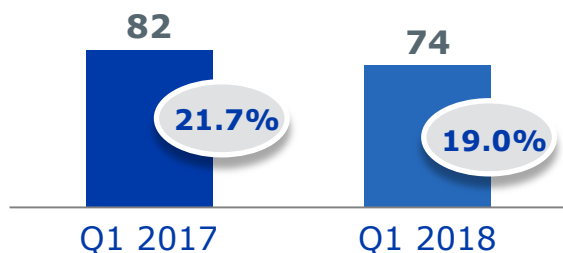
## EMEA (19% of EBIT<sup>1</sup>)



### ▶ Operating profit margin development reflects

- Negative: unfavorable foreign currency transaction effects
- Positive: one additional dialysis day

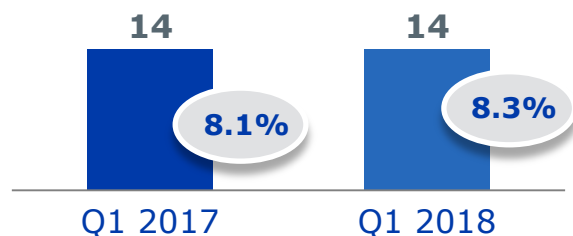
## Asia-Pacific (13% of EBIT<sup>1</sup>)



### ▶ Operating profit margin development impacted by

- Negative: foreign currency transaction effects and unfavorable impact from delayed product sales
- ▶ Care Coordination margin of 13.7% positively impacted by acquisitions

## Latin America (3% of EBIT<sup>1</sup>)



### ▶ Operating profit margin development reflects

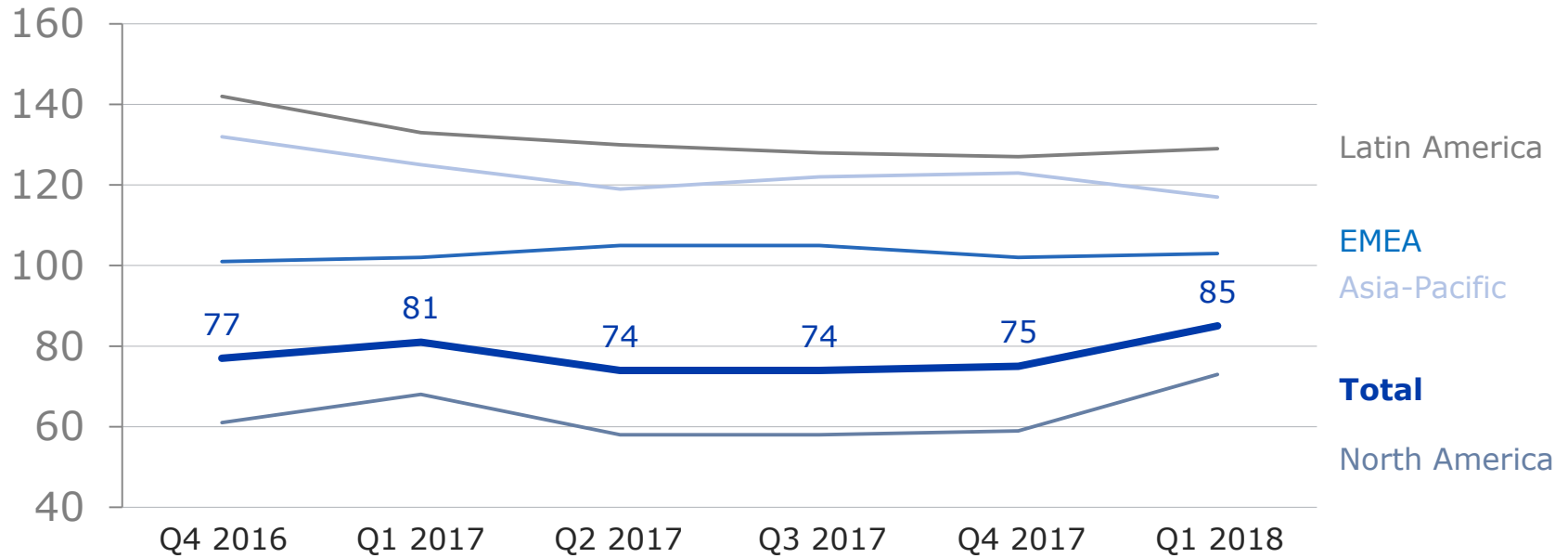
- Positive: foreign currency translation effects
- Negative: higher costs related to inflation

# Q1 2018: Quality outcomes remain on high level<sup>1</sup>

	North America		EMEA		Latin America		Asia-Pacific	
% of patients	Q1 2018	Q1 2017	Q1 2018	Q1 2017	Q1 2018	Q1 2017	Q1 2018	Q1 2017
Kt/V > 1.2	98	98	95	95	92	93	96	96
Hemoglobin = 10–12 g/dl	72	72	83	82	52	52	57	59
Calcium = 8.4–10.2 mg/dl	85	84	80	77	78	78	74	75
Albumin ≥ 3.5 g/dl	79	78	88	88	90	90	89	87
Phosphate ≤ 5.5 mg/dl	62	63	81	79	76	75	68	67
Patients without catheter (after 90 days)	82	83	80	81	80	81	87	89
<b>in days</b>								
Days in hospital per patient year	10.2	10.2	7.6	7.9	4.0	4.0	3.6	4.0

# Day sales outstanding (DSO)

in days



Previous quarters adjusted for IFRS 9 & 15 implementation

## U.S. dialysis days per quarter

	Q1	Q2	Q3	Q4	Full year
2015	76	78	79	79	<b>312</b>
2016	78	78	79	79	<b>314</b>
2017	77	78	79	79	<b>313</b>
2018	77	78	78	80	<b>313</b>

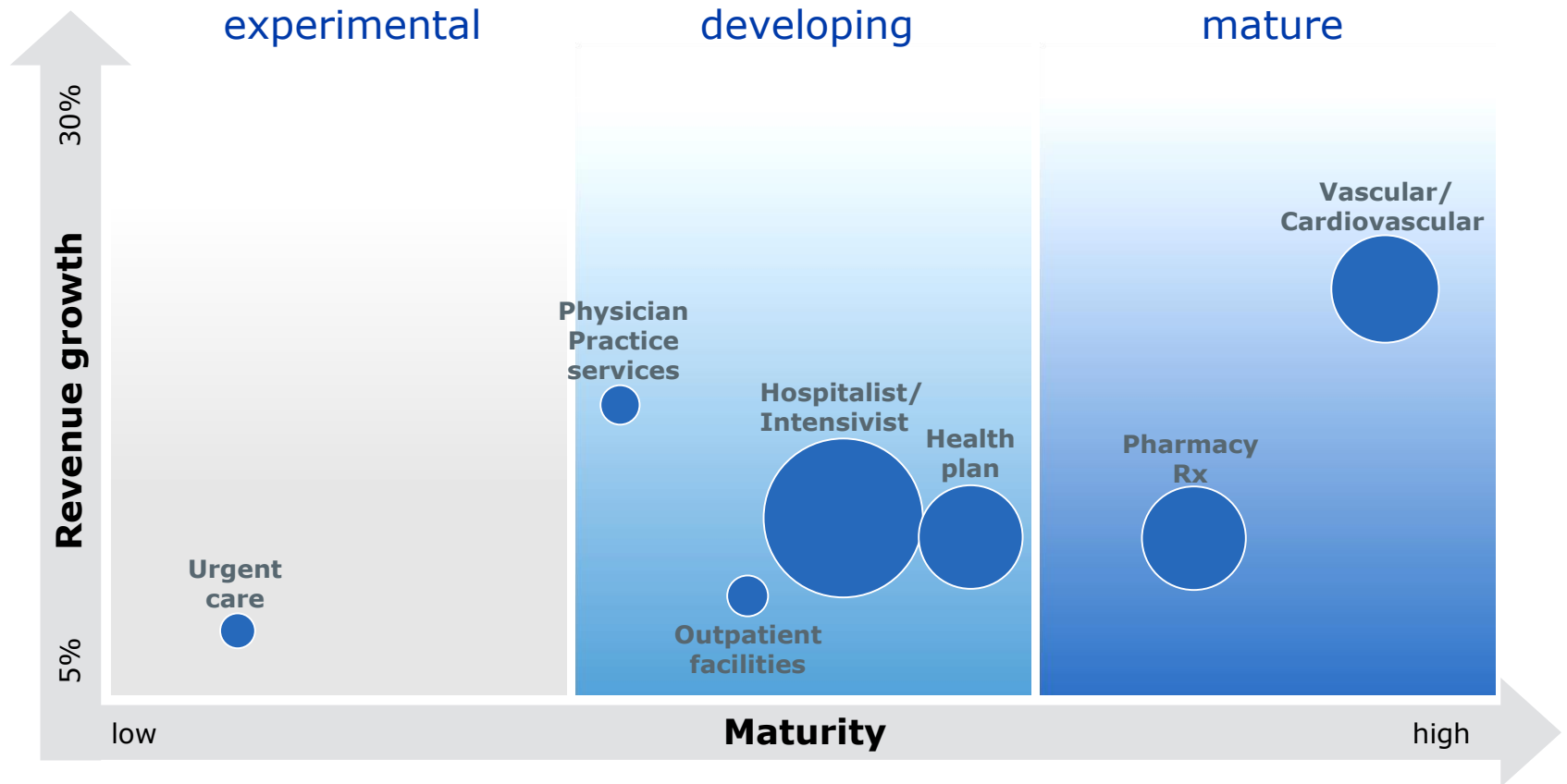
## Exchange rates

		Q1 2017	FY 2017	Q1 2018
<b>€:\$</b>	Period end	1.069	1.199	1.232
	Average	1.065	1.130	1.229
<b>€:CNY</b>	Period end	7.364	7.804	7.747
	Average	7.335	7.629	7.815
<b>€:RUB</b>	Period end	60.313	69.392	70.890
	Average	62.522	65.938	69.865
<b>€:ARS</b>	Period end	16.419	22.639	24.782
	Average	16.694	18.754	24.219
<b>€:BRL</b>	Period end	3.380	3.973	4.094
	Average	3.347	3.605	3.989



# Our portfolio of Care Coordination businesses

Mid-term revenue and growth profile – 2020e



Size of circle indicates absolute revenue contribution in 2020e. Positioning of bubble illustrative.

# Definitions

cc	Constant currency
PD	Peritoneal Dialysis
Net income	Net income attributable to shareholders of FME
Initial Sound Valuation impact	Initial increase in valuation of Sound Physicians' share based payment program caused by sale of Sound Physicians
U.S. Tax Reform	U.S. Tax Reform: impacts from of U.S. tax reform
VA Agreement	Agreement with the United States Departments of Veterans Affairs and Justice

# Financial calendar 2018<sup>1</sup>

May 17	Annual General Meeting, Frankfurt
July 31	Report on 2 <sup>nd</sup> quarter 2018
May 22	UBS Global Healthcare Conference, New York
June 6-7	dbAccess Berlin Conference, Berlin
June 12	Goldman Sachs Global Healthcare Conference, Rancho Palos Verdes
June 20	Citi European Healthcare Conference, London
June 21	JP Morgan European Healthcare Conference, London
June 27	Credit Suisse European Medtech & Healthcare Services Day, Zurich

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