

**CARE**  
AND **LIVE**

**RBC CAPITAL MARKETS  
GLOBAL HEALTHCARE  
CONFERENCE**

**MAY 21, 2019**

**RICE POWELL - CEO**



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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.





# AGENDA

**1** AT A GLANCE

2 STRATEGY

3 Q1 2019 FINANCIALS

4 OUTLOOK

## ■ 2018: GROWTH CONTINUED



+5% Clinics  
**3,928**



+4% Patients  
**333,331**



+4% Treatments  
**50,027,579**

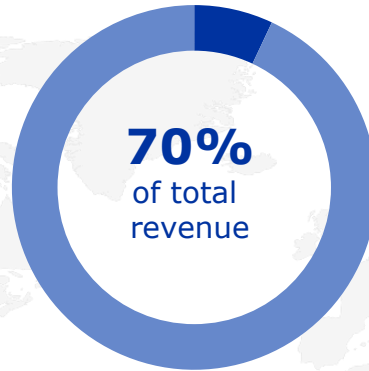


Quality remains  
on a consistently  
**high level**

# ■ 2018: €16.5BN REVENUE

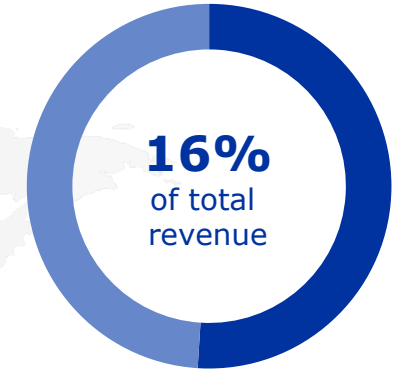
## NORTH AMERICA

Revenue	EBIT <sup>1</sup>	Patients	Clinics
€11.5bn	€2,655m	~204,100	~2,500
(6%cc)	+33%cc	+3%	+6%



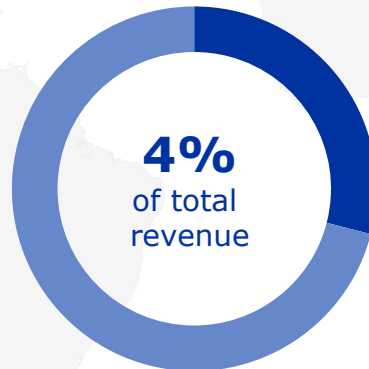
## EMEA

Revenue	EBIT	Patients	Clinics
€2.6bn	€399m	~65,000	~775
+4%cc	(10%cc)	+4%	+4%



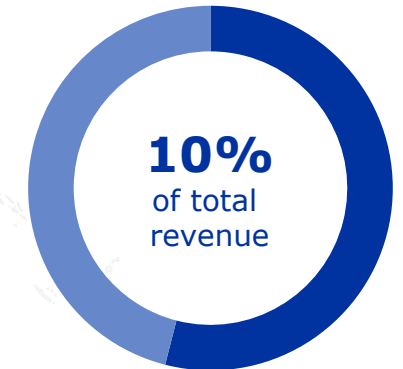
## LATIN AMERICA

Revenue	EBIT	Patients	Clinics
€0.7bn	€29m	~32,700	~230
+22%cc	(65%cc)	+4%	(1%)



## ASIA-PACIFIC

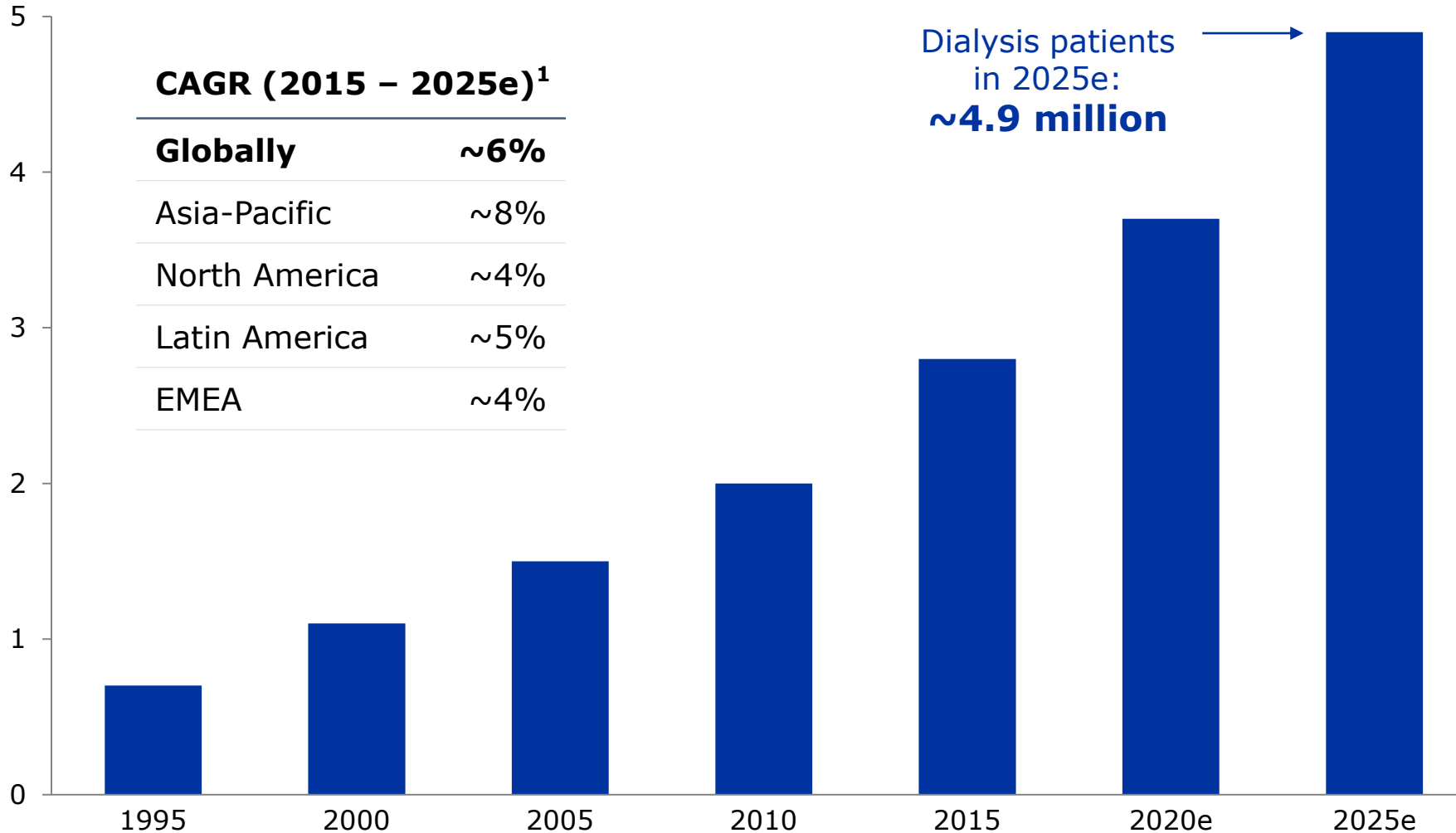
Revenue	EBIT	Patients	Clinics
€1.7bn	€304m	~31,500	~390
+8%cc	(1%cc)	+6%	+3%



Segment revenue FY 2018, number of patients and clinics as of YE 2018, yoy change | 1 Including gain from divestiture of Care Coordination activities

Service revenue  Product revenue

# ORGANIC GROWTH DRIVERS



**PATIENT GROWTH DRIVEN BY:**

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

**2018 global patient number grew by 6%**

<sup>1</sup> Internal estimates as of Dec. 31, 2017



# AGENDA

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# STRATEGY – CORE COMPETENCIES

**INNOVATING  
PRODUCTS**

**COORDINATING  
PATIENTS EFFICIENTLY**



**STANDARDIZING  
MEDICAL PROCEDURES**

**OPERATING  
OUTPATIENT FACILITIES**

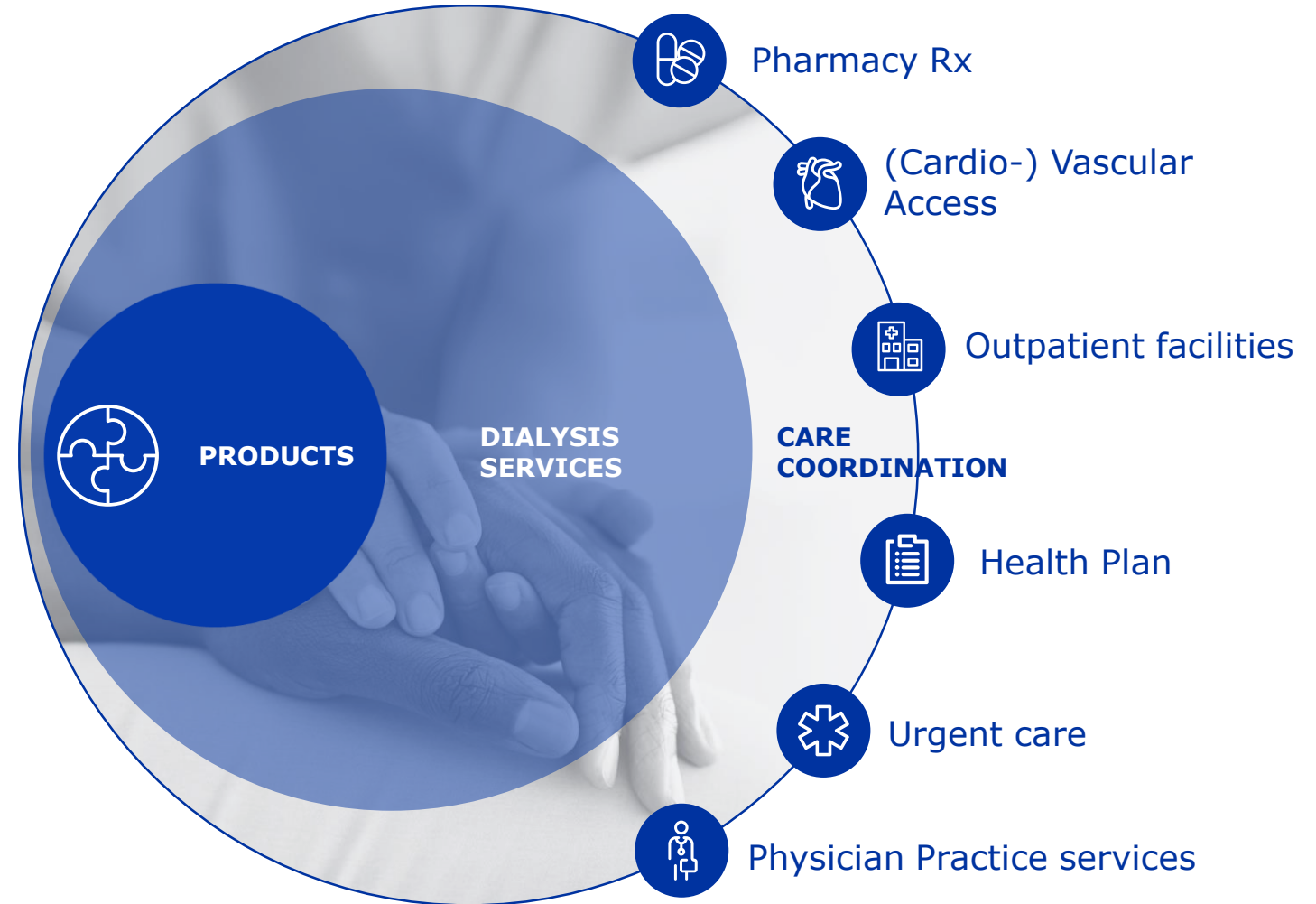


# ■ GLOBAL MARKET LEADER IN DIALYSIS

- Innovate for enhancing patient care
- Market leading high quality products
- Solution selling

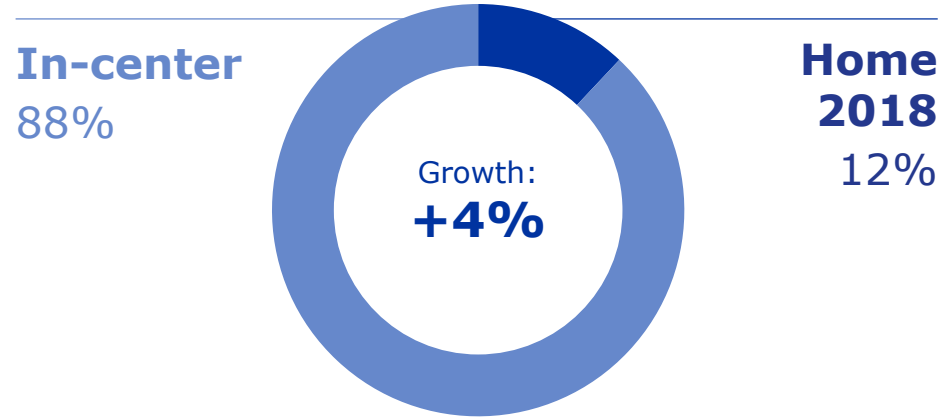
- Standardized medical procedures
- Enable best treatment outcomes
- Capture growth in developing markets

- Coordinating patients efficiently
- Data analytics & predictive modelling
- Develop & enhance value based care

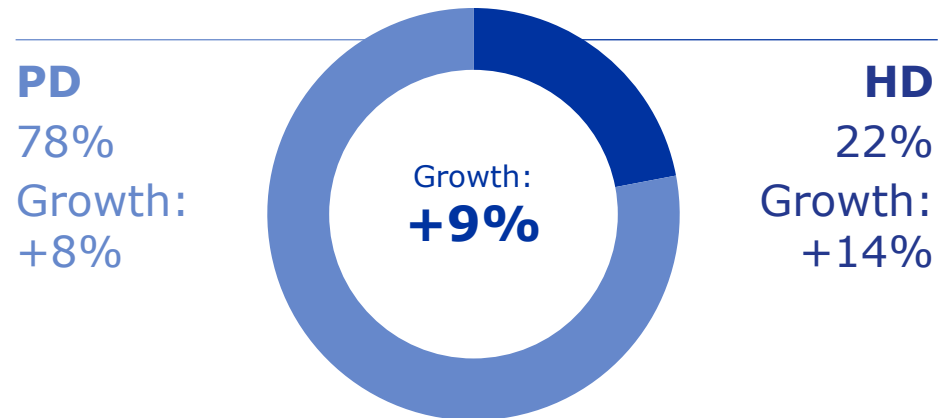


# ■ DELIVERING ON OUR HOME STRATEGY

SPLIT OF  
**TOTAL**  
TREATMENTS  
U.S. 2018



SPLIT OF  
**HOME**  
TREATMENTS  
U.S. 2018



- Target 2022:  
15%+ of treatments performed  
in a home setting
- Investing into expansion of  
home treatments
  - patient education
  - home training clinics
  - distribution infrastructure
  - home machines
- Increasing awareness for early  
recognition of CKD to ensure  
smooth transition to dialysis

# ■ CAPTURE GROWTH IN DEVELOPING ECONOMIES

## DEVELOPING ECONOMIES – EXAMPLE CHINA

HEALTHCARE  
**EXPENDITURE**  
IN % GDP

6%

**\$12.3tr**  
2017



POPULATION  
**DIABETICS**  
IN % TOTAL  
POPULATION

11%

**1.4bn**

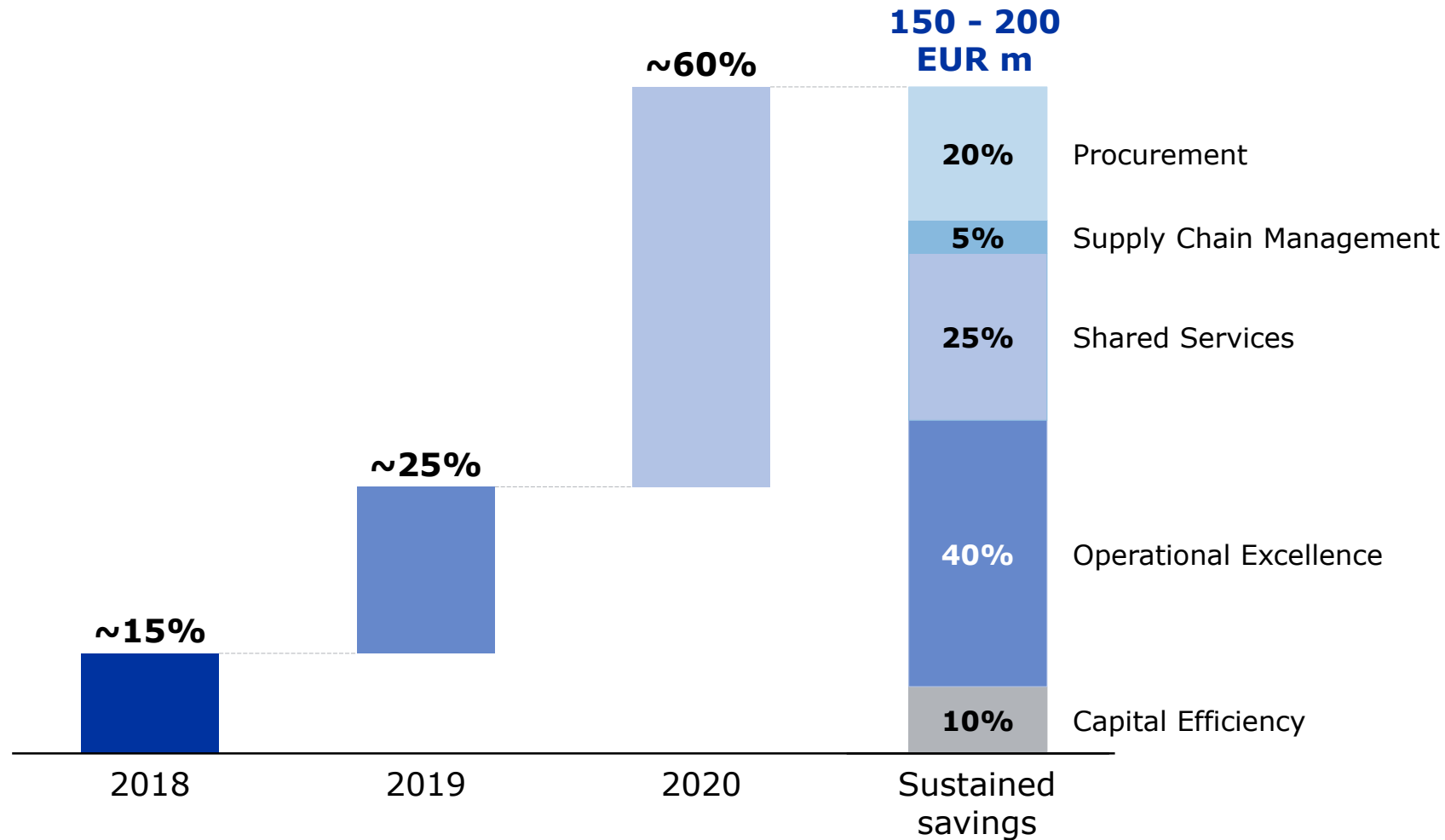


- Early mover in developing economies with products first
- Leverage experience from the products business into the service business – e.g. advancing in the Chinese market with own dialysis clinics and renal hospitals
- Investing in manufacturing capacities in the growing and upcoming markets
- Expand Care Coordination outside North America
- Transfer know-how into new markets

Source: WORLD BANK

# GLOBAL EFFICIENCY PROGRAM II

## SUSTAINED SAVINGS 2018 - 2020

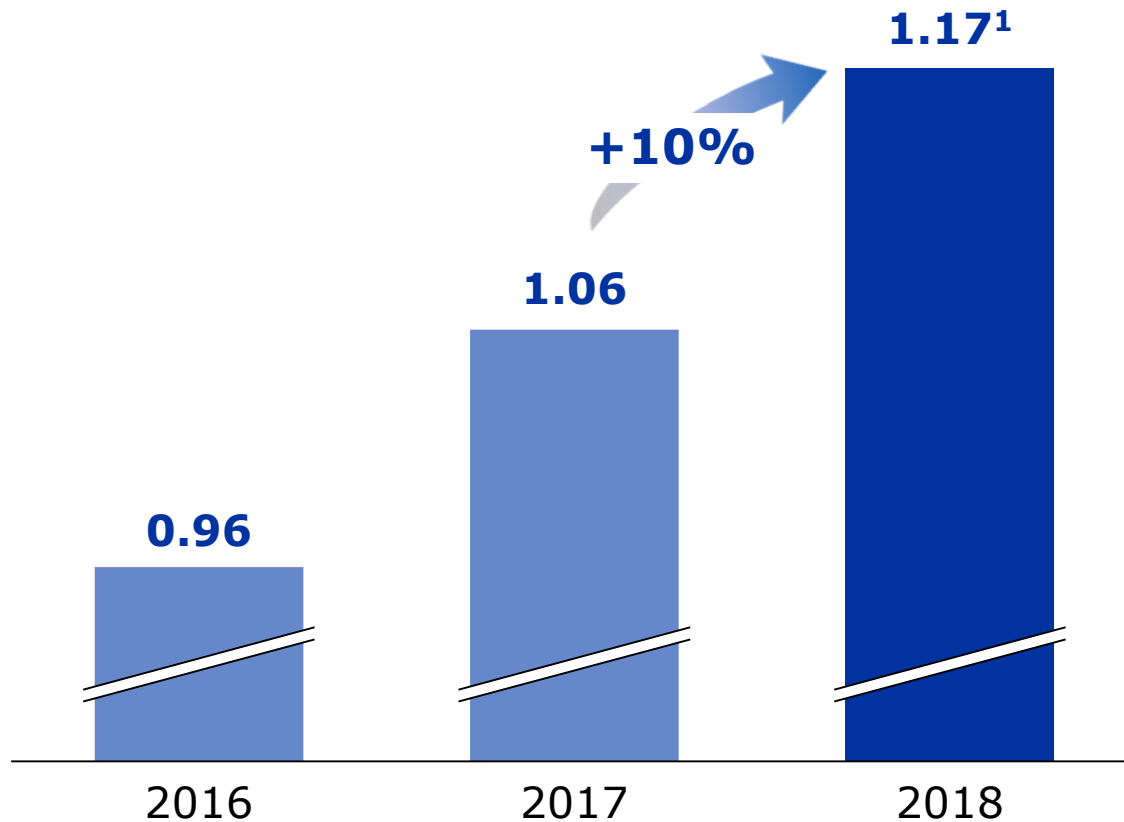


### 2018 AHEAD OF SCHEDULE

- Projects already positively contributed in the first year of the program
- 15% sustained savings generated in 2018 instead of originally targeted 10%

# ■ DIVIDEND INCREASE AND SHARE BUYBACK PROPOSED

## DIVIDEND PER SHARE IN EURO



<sup>1</sup> Proposed dividend for approval at the AGM on May 16, 2019

## DIVIDEND PROPOSAL 2018

- 22<sup>nd</sup> consecutive dividend increase proposed
- Dividend proposal reflects investments in future growth
- We remain committed to our ambitious goal for the dividend development to be closely aligned with our growth in earnings per share, while maintaining dividend continuity.

## SHARE BUYBACK

- Volume: up to EUR 1bn
- Time horizon: 2019-2020

# ■ 2019 WILL BE AN INVESTMENT YEAR

## FOCUS ON

- Resolving identified operational issues
- Invest around €100 million in 2019 cost optimization program
  - Further steps to improve cost base
  - Accretive to net income already in 2020
  - Additional efforts to GEP II
- GEP II with increasing contribution
- Share buyback: create additional shareholder return
- Capturing growth in developing economies
- Investing in growth of U.S. home treatments
- Integration of NxStage and realizing synergies



## OPPORTUNITIES

- Higher contributions from GEP II
- Faster recovery of commercial volumes
- Higher contribution from expansion in developing economies



## RISKS

- Lower than expected contribution from de novo clinics and acquisitions
- Legislative activities
- Unforeseen regulatory changes



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## ■ Q1 2019: UPDATE



**NxStage acquisition** successfully closed and integration started

**Underlying business** development as expected

Earnings **supported by agreements** that materialized earlier than planned

**Cost optimization program** initiated

**Non-prosecution agreement** concluded with U.S. government

**Outlook 2019 and 2020** confirmed



# ■ Q1 2019: SOLID START TO THE YEAR<sup>1</sup>

	<b>Q1 2019</b> € million	<b>Q1 2018</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc
<b>Revenue</b>	<b>4,133</b>	<b>3,976</b>	<b>4</b>	<b>(1)</b>
Revenue adjusted	4,125	3,725	11	6
<b>Operating income (EBIT)</b>	<b>537</b>	<b>497</b>	<b>8</b>	<b>3</b>
EBIT adjusted	551	506	9	4
<b>Net income</b>	<b>271</b>	<b>279</b>	<b>(3)</b>	<b>(6)</b>
Net income adjusted	318	296	8	3

- Tailwind from FX effects
- Revenue adjusted growth in line with outlook
- Growth of net income adjusted ahead of expectations due to timing effects

<sup>1</sup> For a detailed reconciliation please refer to chart 27

# ■ Q1 2019: ORGANIC GROWTH IN ALL REGIONS

## NORTH AMERICA

€ million

<b>Revenue</b>	<b>2,887</b>	(4)% <sup>CC</sup>
Organic growth		+6%

## EMEA

€ million

<b>Revenue</b>	<b>653</b>	+4% <sup>CC</sup>
Organic growth		+4%

## ASIA-PACIFIC

€ million

<b>Revenue</b>	<b>428</b>	+6% <sup>CC</sup>
Organic growth		+6%

## LATIN AMERICA

€ million

<b>Revenue</b>	<b>161</b>	+14% <sup>CC</sup>
Organic growth		+13%

<sup>1</sup> Organic growth

### Latin America

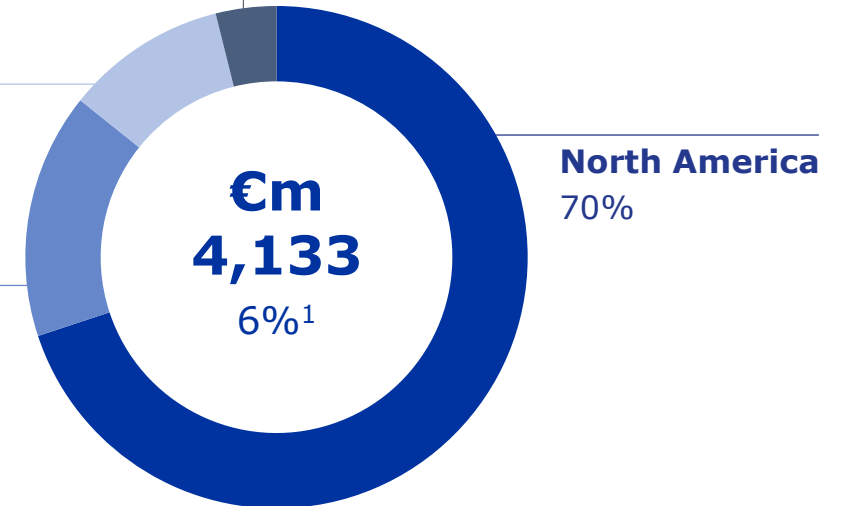
4%

### Asia-Pacific

10%

### EMEA

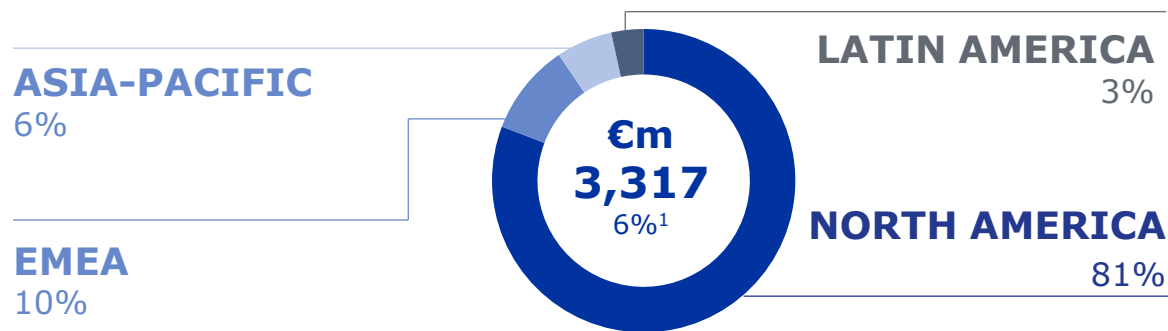
16%



- Organic growth trend continued in all markets
- North America negatively impacted by the divestitures of Care Coordination activities
- Growth in Asia-Pacific and Latin America remains on a high level

# ■ Q1 2019 SERVICES: SOLID ORGANIC GROWTH CONTINUED

	Q1 2019 € million	Q1 2018 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %cc
<b>Total</b>	<b>3,317</b>	<b>3,209</b>	<b>3</b>	<b>(2)</b>	<b>6</b>	<b>3</b>
North America	2,680	2,590	3	(4)	6	3
of which Care Coordination	308	515	(40)	(45)	7	n.a.
EMEA	324	314	3	5	5	4
Asia-Pacific	199	184	8	4	5	7
of which Care Coordination	52	46	14	12	5	n.a.
Latin America	114	121	(5)	20	17	1

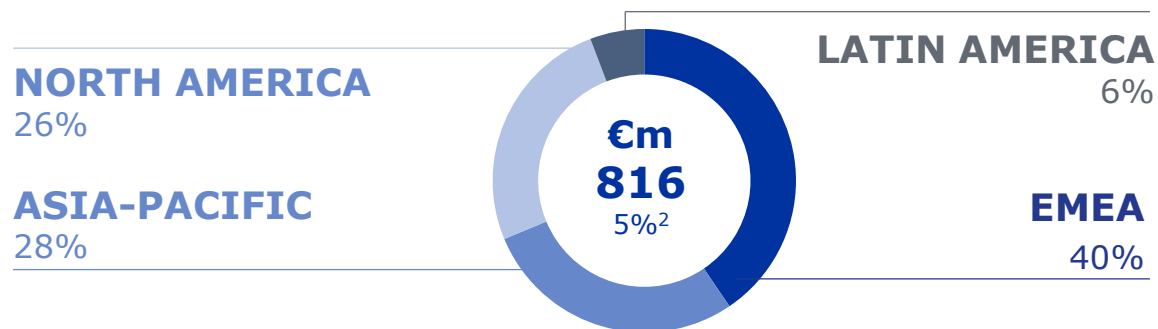


<sup>1</sup> Organic growth

- **North America** growth negatively impacted by Care Coordination divestitures
- **EMEA** positive development due to organic growth and acquisitions
- **Asia-Pacific** growth driven by same market treatment growth and acquisitions

# ■ Q1 2019 PRODUCTS: SOLID ORGANIC GROWTH IN ALL REGIONS

	Q1 2019 € million	Q1 2018 € million	Growth in %	Growth in %cc	Organic growth in %
<b>Total Health Care Products</b>	<b>816</b>	<b>767</b>	<b>6</b>	<b>4</b>	<b>5</b>
<b>Dialysis Products</b>	<b>797</b>	<b>747</b>	<b>7</b>	<b>5</b>	<b>5</b>
North America	207 <sup>1</sup>	184	12	4	5
EMEA	310	302	3	3	4
Asia-Pacific	229	208	10	8	8
Latin America	47	49	(5)	1	1
<b>Non-Dialysis Products</b>	<b>19</b>	<b>20</b>	<b>(3)</b>	<b>(3)</b>	<b>(3)</b>



## PRODUCT REVENUE DRIVEN BY

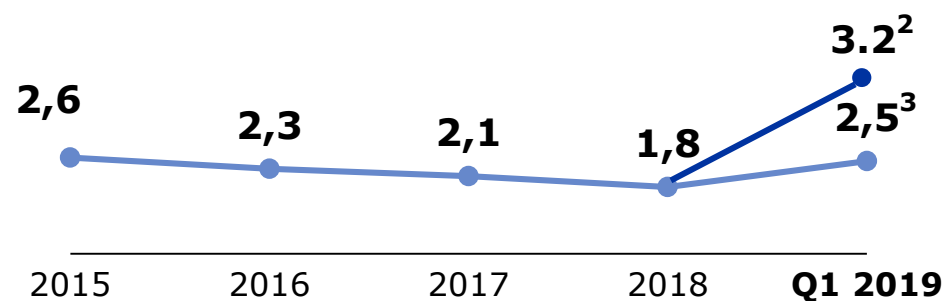
- **EMEA** machines, dialyzers, hemodialysis solutions and concentrates
- **Asia-Pacific** dialyzers, machines, hemodialysis solutions and concentrates
- **North America** stable development

<sup>1</sup> Includes a positive contribution of €29 million from the NxStage acquisition and a negative effect of €22 million from IFRS 16 implementation | <sup>2</sup> Organic growth

# ■ Q1 2019: CASH FLOW, NET LEVERAGE RATIO & CURRENT RATINGS

	Q1 2019 € million	Q1 2018 € million
<b>Operating cash flow</b>	<b>76</b>	<b>(45)</b>
in % of revenue	1.8	(1.1)
Capital expenditures, net	<b>(199)</b>	<b>(218)</b>
<b>Free cash flow</b>	<b>(123)</b>	<b>(263)</b>
Free cash flow, after net acquisitions and investments, incl. net investments in securities	(1,941)	(444)

## NET LEVERAGE RATIO (NET DEBT/EBITDA)<sup>1</sup>



Current ratings <sup>4</sup>	S&P	Moody's	Fitch
Rating	BBB-	Baa3	BBB-
Outlook	positive	stable	stable

<sup>1</sup> EBITDA: including acquisitions & divestitures with a purchase price above €50m and excluding (gain) loss related to divestitures of Care Coordination activities and excluding NxStage related transaction costs |

<sup>2</sup> Incl. IFRS 16 | <sup>3</sup> Excl. IFRS 16 | <sup>4</sup> Latest update: S&P: Jan. 8, 2019; Moody's: May 15, 2018; Fitch: March 8, 2018



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# ■ OUTLOOK<sup>1</sup>

(cc)	TARGETS 2019	2018 BASE (in € million)
Revenue growth adjusted	3 to 7%	16,026
Net income growth adjusted	(2) to 2%	1,341

(cc)	TARGETS 2020
Revenue growth adjusted	Mid to high single digit growth rate
Net income growth adjusted	Mid to high single digit growth rate

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.



**BACKUP**



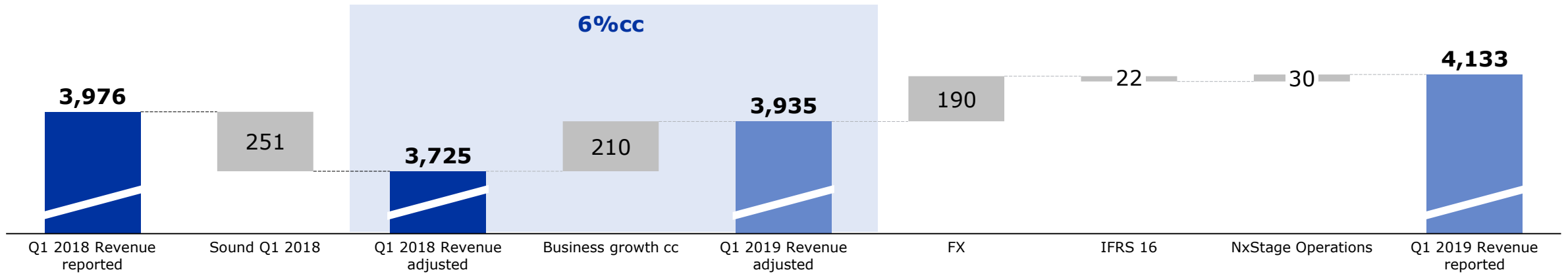
# ■ Q1 2019: PROFIT AND LOSS<sup>1</sup>

	<b>Q1 2019</b> € million	<b>Q1 2018</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc
<b>Revenue</b>	<b>4,133</b>	<b>3,976</b>	<b>4</b>	<b>(1)</b>
Revenue adjusted	4,125	3,725	11	6
<b>EBIT</b>	<b>537</b>	<b>497</b>	<b>8</b>	<b>3</b>
<i>EBIT margin in %</i>	<i>13.0</i>	<i>12.5</i>	<i>(0.5)pp</i>	<i>(0.5)pp</i>
EBIT adjusted	551	506	9	4
<i>EBIT adjusted margin in %</i>	<i>13.4</i>	<i>13.6</i>	<i>(0.2)pp</i>	<i>(0.2)pp</i>
Net interest expense	108	83	30	24
Income before taxes	429	414	4	(1)
Income tax expense	101	84	20	15
<i>Tax rate in %</i>	<i>23.5</i>	<i>20.3</i>	<i>3.2</i>	<i>3.4</i>
Non-controlling interest	57	51	11	3
<b>Net income</b>	<b>271</b>	<b>279</b>	<b>(3)</b>	<b>(6)</b>
Net income adjusted	318	296	8	3

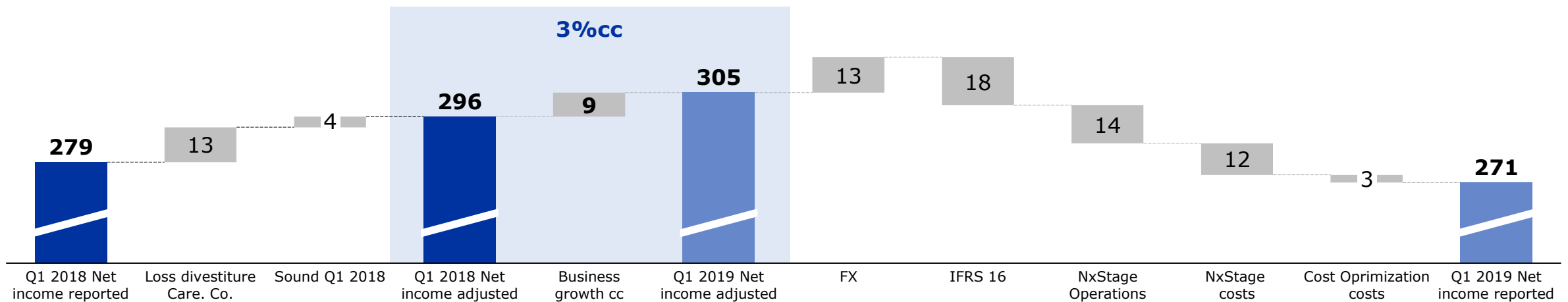
<sup>1</sup> For a detailed reconciliation please refer to chart 27

# ■ Q1 2019: REVENUE AND NET INCOME GROWTH

REVENUE ADJUSTED, € MILLION – TARGET: 3–7%CC GROWTH



NET INCOME ADJUSTED, € MILLION – TARGET: (2)–2%CC GROWTH



# ■ Q1 2019: RECONCILIATION ADJUSTMENTS

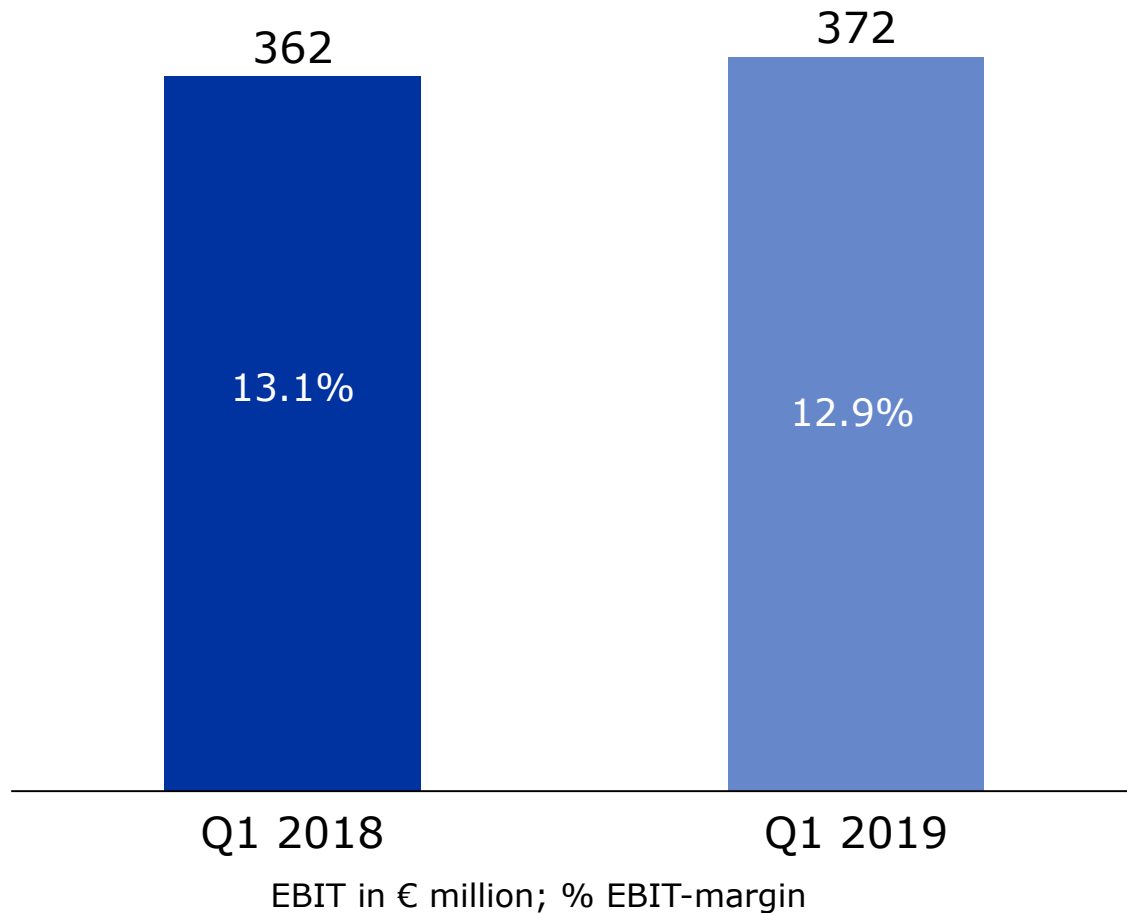
RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

	Q1 2019 € million	Q1 2018 € million
<b>Revenue</b>	<b>4,133</b>	<b>3,976</b>
IFRS 16 Implementation	22	
NxStage operations	(30)	
Sound Q1 2018 <sup>1</sup>		(251)
<b>Revenue adjusted</b>	<b>4,125</b>	<b>3,725</b>
<b>Net income<sup>2</sup></b>	<b>271</b>	<b>279</b>
IFRS 16 Implementation	18	
NxStage operations	14	
NxStage costs	12	
Cost Optimization costs	3	
Sound Q1 2018 <sup>1</sup>		4
(Gain) loss related to divestitures of Care Coordination activities		13
<b>Net income<sup>2</sup> adjusted</b>	<b>318</b>	<b>296</b>

1 Contribution of Sound Physicians | 2 Attributable to shareholders of FMC AG & Co. KGaA

# ■ Q1 2019: REGIONAL MARGIN PROFILE

## NORTH AMERICA (60% OF EBIT<sup>1</sup>)



1 Excl. Corporate | 2 Excl. the effect from IFRS 16

### DIALYSIS BUSINESS MARGIN OF 12.9%

- **Negative:** Higher personnel expense, integration and operational costs associated with NxStage, unfavorable impact from legal settlements
- **Positive:** Contributions from income attributable to a consent agreement on certain pharmaceuticals, favorable effects from the IFRS 16 implementation and from manufacturing
- U.S. revenue per treatment \$355 (Q1 2018: \$348)  
U.S. cost per treatment \$301<sup>2</sup> (Q1 2018: \$289)

### CARE COORDINATION MARGIN OF 13.0%

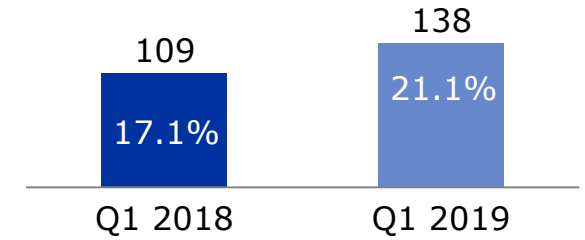
- **Positive:** Prior year loss related to divestiture of Care Coordination activities, increased member months for health plan services, increased volumes for vascular services, a positive IFRS 16 implementation effect

# ■ Q1 2019: REGIONAL MARGIN PROFILE

## EMEA (22% of EBIT<sup>1</sup>)

### Operating income margin development reflects

- **Positive:** Reduction of a contingent consideration liability related to Xenios
- **Negative:** Higher bad debt expense, higher rent expense, impact from one less dialysis day

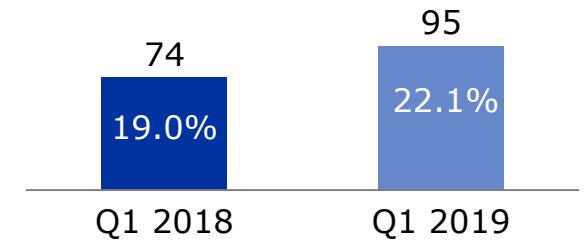


## ASIA-PACIFIC (16% of EBIT<sup>1</sup>)

### Operating income margin development impacted by

- **Positive:** Favorable foreign currency transaction effects, a favorable impact from business growth

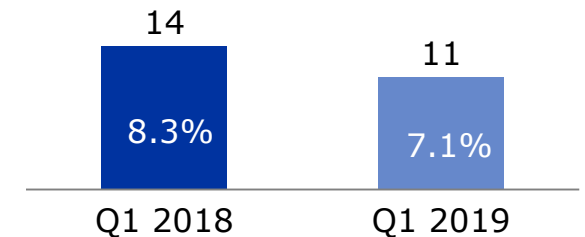
**Care Coordination margin of 11.3%**



## LATIN AMERICA (2% of EBIT<sup>1</sup>)

### Operating income margin development reflects

- **Negative:** Hyperinflation impact in Argentina
- **Positive:** Favorable foreign currency transaction effects



EBIT in € million; % EBIT-margin

Diagrams: different scales applied | 1 Excl. Corporate

# DEBT

## RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

€ million	Q1 2019 excl. IFRS 16	Q1 2019	2018	2017
<b>Debt</b>				
Short term debt	1,320	1,320	1,205	760
+ Short term debt from related parties	107	107	189	9
+ Current portion of long-term debt	1,516	1,512	1,107	884
+ Current portion of long-term lease liabilities	-	615	-	-
+ Current portion of long-term lease liabilities from related parties	-	16	-	-
+ Long-term debt, less current portion	5,690	5,681	5,045	5,795
+ Long-term lease liabilities, less current portion	-	3,864	-	-
+ Long-term lease liabilities from related parties, less current portion	-	117	-	-
<b>Total debt</b>	<b>8,633</b>	<b>13,232</b>	<b>7,546</b>	<b>7,448</b>
Cash and cash equivalents	959	959	2,146	978
<b>Total net debt</b>	<b>7,674</b>	<b>12,273</b>	<b>5,400</b>	<b>6,470</b>

# EBITDA

## RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

€ million	Q1 2019 excl. IFRS 16	Q1 2019	2018	2017
<b>EBITDA<sup>1</sup></b>				
Last twelve month operating income (EBIT)	2,244	2,898	2,215	2,372
+ Last twelve month depreciation and amortization	770	937	716	731
+ Non-cash charges	45	45	45	51
<b>EBITDA (annualized)</b>	<b>3,059</b>	<b>3,880</b>	<b>2,976</b>	<b>3,154</b>
<b>Net leverage ratio (Net debt/EBITDA)</b>	<b>2.5</b>	<b>3.2</b>	<b>1.8</b>	<b>2.1</b>

<sup>1</sup> EBITDA: including acquisitions & divestitures with a purchase price above €50m and excluding (gain) loss related to divestitures of Care Coordination activities and excluding NxStage related transaction costs

# ■ ACQUISITIONS & INVESTMENTS AND CAPITAL EXPENDITURES

RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

€ million	Q1 2019	Q1 2018
<b>Acquisitions and investments</b>		
Acquisitions, investments and net purchases of intangible assets	(1,829)	(181)
- Proceeds from divestitures	11	-
= Acquisitions and investments, net of divestitures	(1,818)	(181)
Thereof investments in securities, net of divestitures	4	(146)
	Q1 2019	Q1 2018
<b>Capital expenditures, net</b>		
Purchase of property, plant and equipment	(201)	(221)
- Proceeds from sale of property, plant & equipment	2	3
= Capital expenditure, net	(199)	(218)



# ■ Q1 2019: EFFECTS ACCORDING TO IFRS 16

## EFFECTS INCLUDING NXSTAGE

Balance Sheet	Q1 2019 € million
<b>Assets</b>	<b>4,228</b>
Right-of-use assets	4,311
Machinery and equipment	(26)
Other assets	(57)
<b>Liabilities</b>	<b>4,228</b>
Lease Liabilities	4,612
Other financial debt	(12)
Other liabilities	(218)
Equity	(154)

Profit and loss statement	Q1 2019 € million
<b>Revenue</b>	<b>(22)</b>
Profit from sale-leaseback transactions	(12)
Rental expenses	(196)
<b>EBITDA</b>	<b>184</b>
Depreciation expense	(167)
<b>EBIT</b>	<b>17</b>
Net interest expenses	42
Taxes	(7)
<b>Net Income</b>	<b>(18)</b>

Cash flow statement	Q1 2019 € million
Cash provided by operating activities	142
Cash used in investing activities	(10)
Cash used in financing activities	(132)
<b>Total</b>	<b>0</b>

- Net leverage ratio increased by 0.7.

# ESTIMATED EFFECTS ACCORDING TO IFRS 16

## ESTIMATED EFFECTS EXCLUDING NXSTAGE

Balance Sheet	Impact 2019e € million
<b>Assets</b>	
Right-of-use assets	~3,950
Machinery and equipment	~30
Other assets	~(20)
<b>Liabilities</b>	
Lease Liabilities	~4,280
Other financial debt	~70
Other liabilities	~(190)
Equity	~(200)

Profit and loss statement	Impact 2019e € million
<b>Revenue</b>	~(110)
Profit from sale-leaseback transactions	~(30)
Rental expenses	~(790)
<b>EBITDA</b>	~760
Depreciation expense	~(680)
<b>EBIT</b>	~80
Net interest expenses	~170
Taxes	~(20)
<b>Net Income</b>	~(70)

Cash flow statement	Impact 2019e € million
Cash provided by operating activities	~580
Cash used in investing activities	~(80)
Cash used in financing activities	~(500)
<b>Total</b>	<b>0</b>

- Net leverage ratio will increase by about 0.6.

# ■ NXSTAGE: EXCLUDED FROM THE TARGETS 2019 AND 2020

## EFFECTS FROM THE NXSTAGE ACQUISITION

- All effects from the NxStage acquisition are excluded from the company's communicated targets 2019 and 2020.
- Total integration costs of around EUR 50 to EUR 75 million over the three years following the closing of the transaction (not reflected in table below).
- Full year effect of incremental intangible assets amortization to be in the range of EUR 70 to 80 million for the first two years, then drop to EUR 45 to 55 million thereafter (reflected in table below).

Estimated effects of the NxStage acquisition excluding integration costs:

EUR million <sup>1</sup>	2019	2020
<b>Revenue</b>	<b>240 to 260</b>	<b>310 to 330</b>
Operating income (EBIT)	(30) to (20)	20 to 30
Interest	(75) to (65)	(85) to (75)
<b>Net income</b>	<b>(75) to (65)</b>	<b>(40) to (30)</b>

<sup>1</sup> The numbers are excluding effects from the implementation of IFRS 16 and excluding integration costs. 2019 estimates cover the period starting on February 21, 2019 (closing date) until year-end 2019.

# ■ 2018: PROFIT AND LOSS<sup>1</sup>

	2018 € million	2017 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>16,547</b>	<b>17,784</b>	<b>(7)</b>	<b>(2)</b>
Revenue on a comparable basis	16,547	16,739	(1)	4
Revenue adjusted	16,547	16,645	(1)	4
<b>EBIT</b>	<b>3,038</b>	<b>2,362</b>	<b>29</b>	<b>33</b>
<i>EBIT margin in %</i>	<i>18.4</i>	<i>13.3</i>	<i>5.1pp</i>	<i>4.8pp</i>
EBIT on a comparable basis	2,346	2,278	3	6
EBIT adjusted	2,346	2,409	(3)	1
<i>EBIT adjusted margin in %</i>	<i>14.2</i>	<i>14.5</i>	<i>(0.3)pp</i>	<i>(0.6)pp</i>
Net interest expense	301	365	(17)	(14)
Income before taxes	2,737	1,997	37	42
Income tax expense	511	443	15	21
<i>Tax rate in %</i>	<i>18.7</i>	<i>22.2</i>	<i>(3.5)pp</i>	<i>(3.3)pp</i>
Non-controlling interest	244	274	(11)	(7)
<b>Net income</b>	<b>1,982</b>	<b>1,280</b>	<b>55</b>	<b>60</b>
Net income on a comparable basis	1,377	1,242	11	14
Net income adjusted	1,185	1,162	2	4

1 For a detailed reconciliation please refer to chart 37

# 2018: RECONCILIATION ADJUSTMENTS

## RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

	2018 € million	2017 € million
<b>Revenue</b>	<b>16,547</b>	<b>17,784</b>
IFRS 15 Implementation		(486)
Sound H2 2017 <sup>1</sup>		(559)
<b>Revenue on a comparable basis</b>	<b>16,547</b>	<b>16,739</b>
VA Agreement <sup>2</sup>		(94)
<b>Revenue adjusted</b>	<b>16,547</b>	<b>16,645</b>
<b>Net income<sup>5</sup></b>	<b>1,982</b>	<b>1,280</b>
(Gain) loss related to divestitures of Care Coordination activities	(673)	
Sound H2 2017 <sup>1</sup>		(38)
2018 FCPA Related Charge	28	
U.S. Ballot Initiatives <sup>3</sup>	40	
<b>Net income<sup>5</sup> on a comparable basis</b>	<b>1,377</b>	<b>1,242</b>
VA Agreement <sup>2</sup>		(51)
Natural Disaster Costs <sup>4</sup>		11
2017 FCPA Related Charge		200
U.S. Tax Reform (excl. Sound H2 2017) <sup>6</sup>	(192)	(240)
<b>Net income<sup>5</sup> adjusted</b>	<b>1,185</b>	<b>1,162</b>

1 Sound H2 2017: contribution of Sound Physicians | 2 VA Agreement: Agreement with the United States Departments of Veterans Affairs and Justice | 3 U.S. Ballot Initiatives: contributions to the opposition to the ballot initiatives in the U.S. | 4 Natural Disaster Costs: three hurricanes and an earthquake | 5 Attributable to shareholders of FMC AG & Co. KGaA | 6 U.S. Tax Reform: impacts from U.S. tax reform

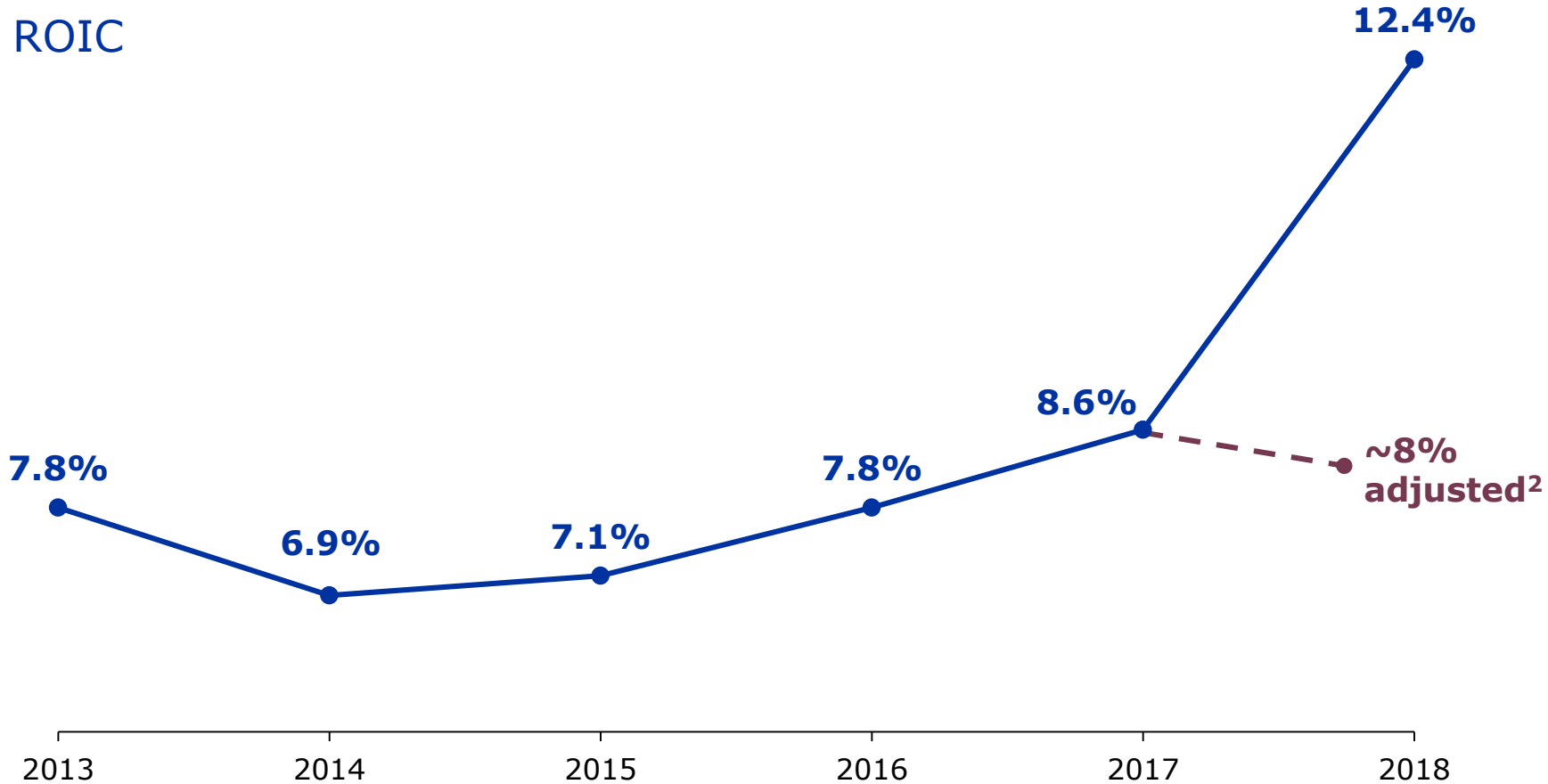
# ■ BASIS FOR TARGETS 2019

## 2018 BASE FOR TARGETS 2019 ON A QUARTERLY BASIS

EUR million	<b>FY 2018</b>	Q1 2018	Q2 2018	Q3 2018	Q4 2018
<b>Revenue</b>	<b>16,547</b>	<b>3,976</b>	<b>4,214</b>	<b>4,058</b>	<b>4,300</b>
Sound H1 2018 <sup>1</sup>	(521)	(251)	(258)	(7)	(5)
<b>Revenue adjusted</b>	<b>16,026</b>	<b>3,725</b>	<b>3,956</b>	<b>4,051</b>	<b>4,295</b>
<b>EBIT</b>	<b>3,038</b>	<b>497</b>	<b>1,401</b>	<b>527</b>	<b>613</b>
Sound H1 2018 <sup>1</sup>	(14)	(4)	(10)	0	0
(Gain) loss related to div. of Care Co.	(809)	13	(833)	(10)	21
2018 FCPA related charge	77	0	0	75	2
<b>EBIT adjusted</b>	<b>2,292</b>	<b>506</b>	<b>558</b>	<b>592</b>	<b>636</b>
<b>Net income<sup>2</sup></b>	<b>1,982</b>	<b>279</b>	<b>994</b>	<b>285</b>	<b>425</b>
Sound H1 2018 <sup>1</sup>	4	4	0	0	0
(Gain) loss related to div. of Care Co.	(673)	13	(686)	(17)	17
2018 FCPA related charge	28	0	0	75	(47)
<b>Net income<sup>2</sup> adjusted</b>	<b>1,341</b>	<b>296</b>	<b>308</b>	<b>343</b>	<b>395</b>

1 Contribution of Sound Physicians | 2 Attributable to shareholders of FMC AG & Co. KGaA

# ■ RETURN ON INVESTED CAPITAL<sup>1</sup> (ROIC)



- Long-term value creation based on accretive acquisitions and organic growth
- ROIC adjusted<sup>2</sup> (esp. for divestitures of Care Coordination activities): around 8.0%

<sup>1</sup> Based on net operating profit after tax & average invested capital; adjusted for largest acquisitions and divestitures |

<sup>2</sup> Adjusted for the divestiture of Care Coordination activities, FCPA related charge, U.S. Ballot Initiatives, U.S. tax reform / including these effects, ROIC for FY 2018 was 12.4%

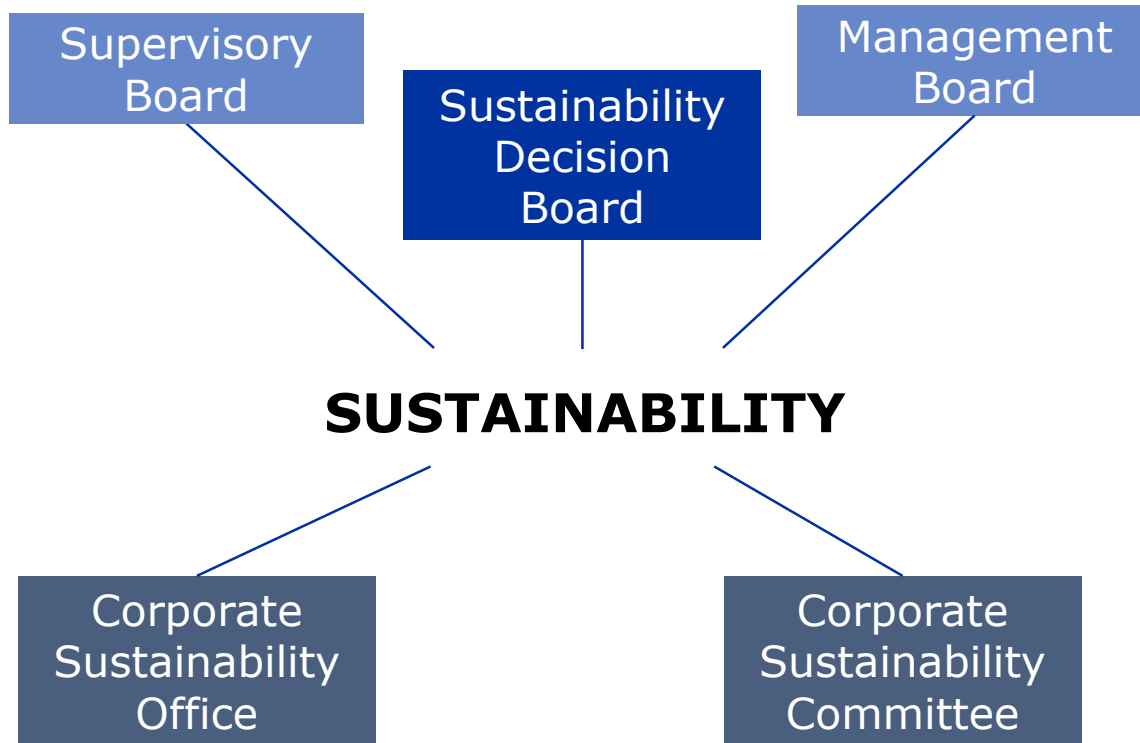
# ■ Q1 2019: QUALITY OUTCOMES REMAIN ON HIGH LEVEL<sup>1</sup>

	NORTH AMERICA		EMEA		LATIN AMERICA		ASIA-PACIFIC	
<b>% of patients</b>	<b>Q1 2019</b>	Q1 2018	<b>Q1 2019</b>	Q1 2018	<b>Q1 2019</b>	Q1 2018	<b>Q1 2019</b>	Q1 2018
Kt/V ≥ 1.2	<b>97</b>	97	<b>94</b>	95	<b>90</b>	92	<b>95</b>	96
Hemoglobin = 10–12 g/dl	<b>70</b>	71	<b>82</b>	83	<b>49</b>	52	<b>56</b>	57
Calcium = 8.4–10.2 mg/dl	<b>85</b>	85	<b>79</b>	80	<b>77</b>	78	<b>74</b>	74
Albumin ≥ 3.5 g/dl	<b>81</b>	80	<b>89</b>	88	<b>91</b>	90	<b>90</b>	89
Phosphate ≤ 5.5 mg/dl	<b>60</b>	62	<b>80</b>	81	<b>76</b>	76	<b>66</b>	68
Patients without catheter (after 90 days)	<b>83</b>	83	<b>79</b>	80	<b>80</b>	80	<b>85</b>	87
<b>in days</b>								
Days in hospital per patient year	<b>10.3</b>	11.0	<b>7.5</b>	7.8	<b>4.3</b>	4.0	<b>3.0</b>	3.6

<sup>1</sup> Definitions of quality parameters cf. 2018 Annual Report, Section “Non-Financial Group Report” page 87



# ■ SUSTAINABILITY GOVERNANCE STRUCTURE



## GLOBAL SUSTAINABILITY GOVERNANCE

- At Fresenius Medical Care, sustainability is firmly established at Board level.
- Responsibility for the Company's sustainability efforts lies with the Sustainability Decision Board (headed by the CEO).
- The Sustainability Decision Board and the Corporate Sustainability Committee enable the Corporate Sustainability Office to manage Fresenius Medical Care's sustainability program.
- The Corporate Sustainability Committee has an advisory and steering role. It consists of senior representatives of all regions and global functions.

# ■ EXCHANGE RATES, U.S. DIALYSIS DAYS PER QUARTER, DEFINITIONS

## EXCHANGE RATES

Euro vs.		Q1 2019	Q1 2018	FY 2018
<b>€:\$</b>	Period end	1.124	1.232	1.145
	Average	1.136	1.229	1.181
<b>€:CNY</b>	Period end	7.540	7.747	7.875
	Average	7.663	7.815	7.808
<b>€:RUB</b>	Period end	72.856	70.890	79.715
	Average	74.909	69.865	74.026
<b>€:ARS</b>	Period end	48.692	24.782	43.039
	Average	44.290	24.219	32.984
<b>€:BRL</b>	Period end	4.387	4.094	4.444
	Average	4.278	3.989	4.308

## U.S. DIALYSIS DAYS PER QUARTER

	Q1	Q2	Q3	Q4	Full year
<b>2019</b>	<b>76</b>	<b>78</b>	<b>79</b>	<b>80</b>	<b>313</b>
2018	77	78	78	80	313
2017	77	78	79	79	313
2016	78	78	79	79	314
2015	76	78	79	79	312

## DEFINITIONS

<b>cc</b>	Constant currency
<b>HD</b>	Hemodialysis
<b>PD</b>	Peritoneal dialysis
<b>Net income</b>	Net income attributable to shareholders of FME
<b>Sound Q1 2018</b>	Contribution of Sound Physicians on the profit and loss statement in the first quarter 2018

# ■ FINANCIAL CALENDAR 2019<sup>1</sup>

## REPORTING DATES & AGM

<b>July 30</b>	Report on 2nd quarter 2019
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<b>October 29</b>	Report on 3rd quarter 2019
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## CONFERENCES & MEET THE MANAGEMENT

<b>May 29</b>	UBS Best of Europe 1on1 Conference, New York
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<b>June 4 &amp; 5</b>	Jefferies Healthcare Conference, New York
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<b>June 5 &amp; 6</b>	dbAccess Berlin Conference, Berlin
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<b>June 12</b>	Goldman Sachs Global Healthcare Conference, Rancho Palos Verdes
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<b>June 18 &amp; 19</b>	SocGen "European Angle Conference", Tokyo
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<b>June 20</b>	JP Morgan European Healthcare Conference, London
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<b>June 27</b>	Site Visit St. Wendel, Meet the Management
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<sup>1</sup> Please note that dates and/or participation might be subject to change

# CONTACTS

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