

## Annual General Meeting – Fresenius SE & Co. KGaA



May 21, 2021

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# Welcome!



## In battle against the coronavirus



## Acquisition of Eugin Group



## Acquisition of additional hospitals



## Expanding and advancing home dialysis



## Submission for second biosimilar



## Advancing sustainability

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# Significant restrictions due to COVID-19

Fewer elective procedures



Excess mortality among dialysis patients



Decreased demand for drugs



Cuts in project business



# Stable sales and earnings development

## Sales

Mio €

+5%

35,409

36,277

2019

2020

## EBIT

+0%

4,688

4,612

2019

2020

## Net income

-3%

1,879

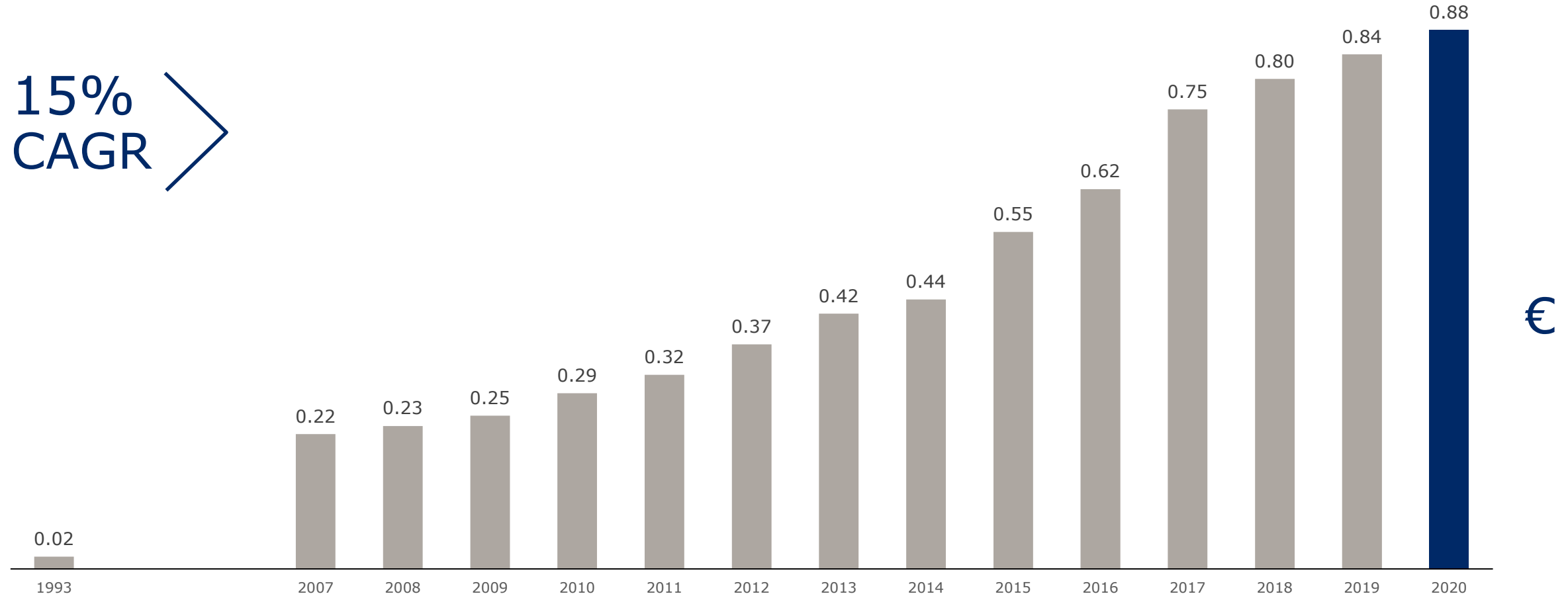
1,796

2019

2020

Constant currency growth rates; EBIT and net income before special items

## 28th consecutive dividend increase proposed



2020: Proposal

# Group outlook 2021: growth despite continuing challenges

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**Sales growth**  
constant currency

**low- to mid-single digit  
percentage rate**

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**Net income growth**  
constant currency

**at least broadly stable**

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Before special items; inclusive of anticipated COVID-19 effects

## Medium-term 2020-23 targets confirmed

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**Average annual sales growth**  
organic

**+4 to +7%**

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**Average annual earnings growth**  
organic

**+5 to +9%**

plus ~1% small to mid-size acquisitions

Before special items

# Strategic roadmap: medium-term

## 1 Optimize

- Initiate cost efficiency program
- Ongoing strategic evaluation
- Further roll-out biosimilars
- Balance sheet focus
- Disciplined capital allocation

## 2 Grow

- First meaningful cost savings
- Ongoing strategic evaluation
- Continuous progress biosimilars
- Deleverage / Capex reduction
- Value creating capital allocation

## 3 Accelerate

- Significant cost savings
- Ongoing strategic evaluation
- Launch Idacio in US
- Balance sheet flexibility
- Value creating capital allocation
- Growth areas: Biosimilars, Fertility, Digital services, Home-hemodialysis

Earnings growth

2021

2022

2023

# Initiatives to increase efficiency and profitability

Purchasing & Service functions



Clustering



Capacity adjustments



New offers



# New areas of growth

Biosimilars



Digital offers



Fertility treatments



Home dialysis





## Our commitment: Ever better medicine for ever more people

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## Safe Harbor Statement

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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.