

Q2 2019 CONFERENCE CALL JULY 30, 2019

Rice Powell – CEO Mike Brosnan – CFO

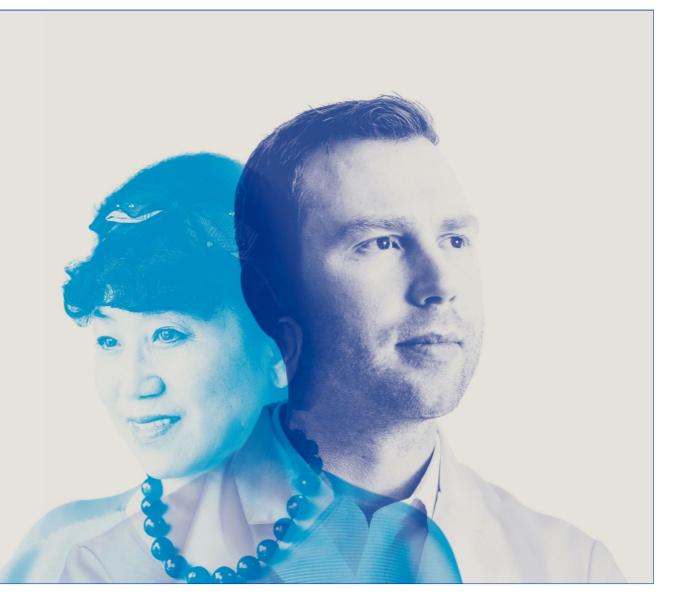




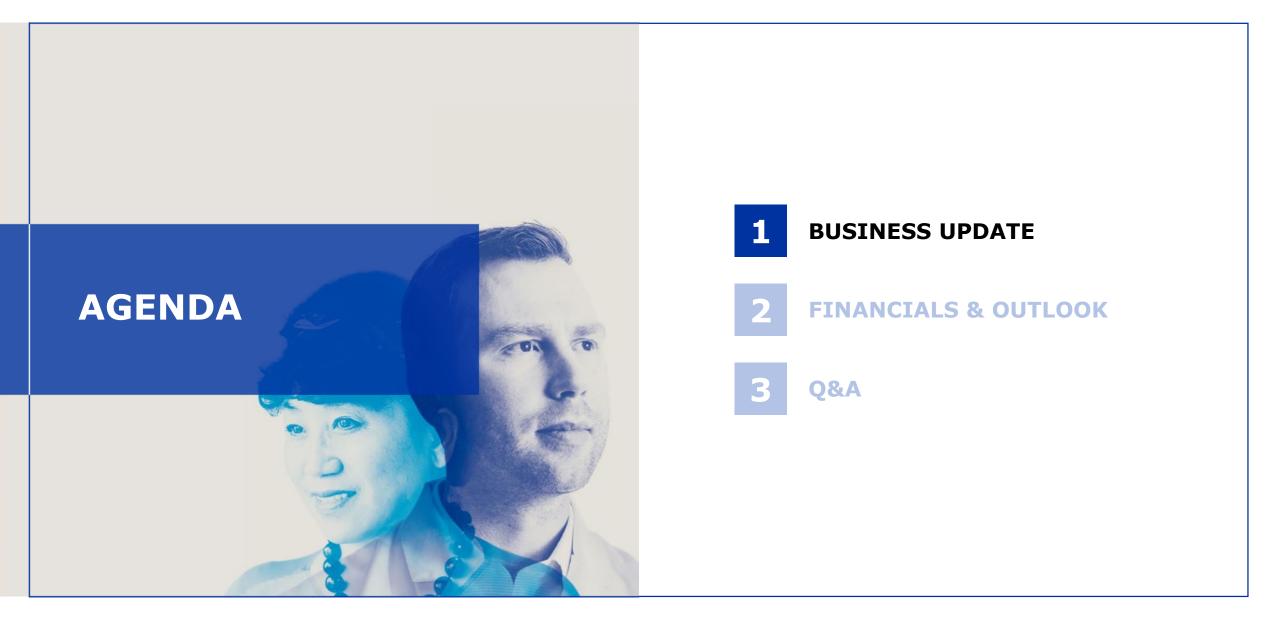
Safe harbor statement: This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, 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.







Q2 2019: GROWTH CONTINUED



FRESENIUS — MEDICAL CARE

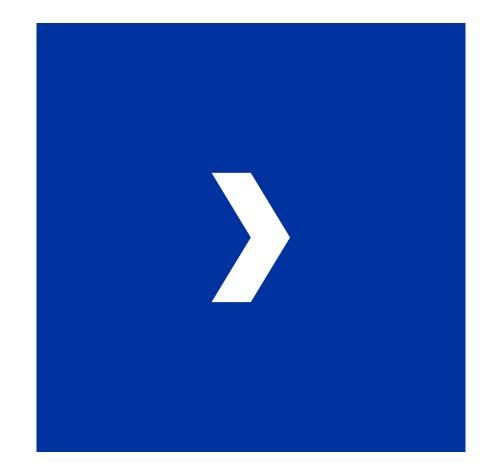
Q2 2019: QUALITY OUTCOMES REMAIN ON HIGH LEVEL¹

	NORTH A	MERICA	EM	EA	A LATIN AMERICA		ASIA-PACIFIC	
% of patients	Q2 2019	Q2 2018	Q2 2019	Q2 2018	Q2 2019	Q2 2018	Q2 2019	Q2 2018
$Kt/V \ge 1.2$	97	98	94	95	90	91	96	96
Hemoglobin = $10-12 \text{ g/dl}$	71	73	82	83	50	52	56	57
Calcium = $8.4-10.2$ mg/dl	84	85	79	79	77	78	73	74
Albumin \geq 3.5 g/dl	81	80	89	90	92	91	90	89
Phosphate \leq 5.5 mg/dl	60	62	79	78	76	76	64	66
Patients without catheter (after 90 days)	82	83	79	80	79	80	85	87
in days								
Days in hospital per patient year	10.3	10.9	7.6	7.8	4.2	4.1	2.7	3.6

1 Definitions of quality parameters cf. 2018 Annual Report, Section "Non-Financial Group Report" page 87



Q2 2019: UPDATE



- Underlying Q2 business development in line with expectations
- Healthy growth of U.S. dialysis business
- Negative effect from ESCOs, based on reports for prior plan years
- Execution of investment plan for home dialysis, cost optimization program, GEP II and expansion in China on track

Q2 2019: SOLID SECOND QUARTER¹

	Q2 2019 € million	Q2 2018 € million	Growth in %	Growth in %cc
Revenue	4,345	4,214	3	0
Revenue adjusted	4,284	3,956	8	5
Operating income (EBIT)	521	1,401	-63	-65
EBIT adjusted	491	558	-12	-17
Net income ²	254	994	-74	-76

cc = *at constant currency*

 Tailwind from FX effects

- Strong adjusted revenue growth continued
- Development of net income impacted by a reduction in patient attribution and a decreasing savings rate for ESCOs, based on recent reports for prior plan years

1 For a detailed reconciliation for revenue and net income please refer to chart 19 | 2 Attributable to shareholders of Fresenius Medical Care AG & Co KGaA | The effect of a reduction in patient attribution and a decreasing savings rate for ESCOs, based on recent reports for prior plan years ("ESCO effect") in Q2 2019 was: revenue EUR -41 million (EUR -38 million cc), EBIT EUR -41 million (EUR -38 million cc) and net income EUR -26 million (EUR -24 million cc).



Q2 2019: STRONG ORGANIC GROWTH CONTINUED

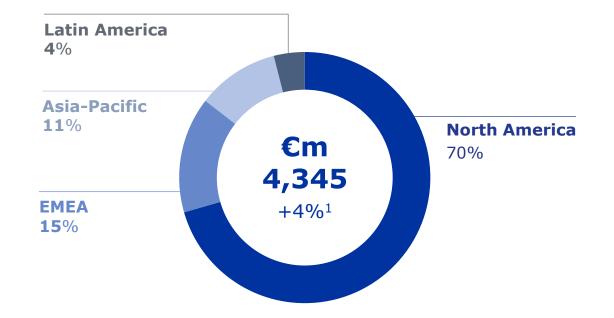
NORTH AMERICA	€ million	
Revenue	3,061	-3%сс
Organic growth		4%
EMEA	€ million	
Revenue	648	0%cc
Organic growth		-1%

ASIA-PACIFIC	€ million	
Revenue	458	7%сс
Organic growth		7%

LATIN AMERICA	€ million	
Revenue	172	26%cc
Organic growth		24%

1 Organic growth

cc = at constant currency



- North America negatively impacted by the divestitures of Care Coordination activities in 2018
- Growth in Asia-Pacific and Latin America remains on a high level

Q2 2019 SERVICES: HEALTHY ORGANIC GROWTH CONTINUED

	Q2 2019 € million	Q2 2018 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
Total	3,455	3,385	2	-2	5	4
North America	2,789	2,761	1	-5	4	42
of which Care Coordination	278	529	-47	-50	-7	
EMEA	335	315	6	7	5	3
Asia-Pacific	210	191	10	7	6	7
of which Care Coordination	57	49	16	15	7	
Latin America	121	118	2	28	25	2



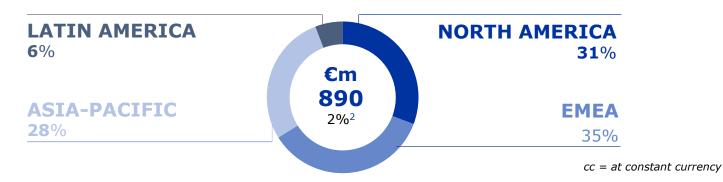
 North America growth negatively impacted by Care Coordination divestitures

- EMEA positive development due to organic growth and acquisitions
- Asia-Pacific growth driven by same market treatment growth and acquisitions

Q2 2019 PRODUCTS: STRONG GROWTH

FRESENIUS — MEDICAL CARE

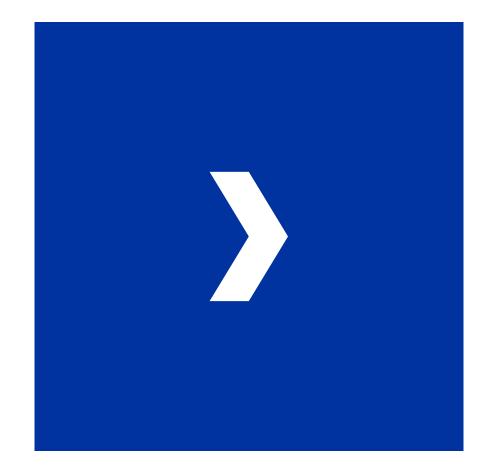
	Q2 2019 € million	Q2 2018 € million	Growth in %	Growth in %cc	Organic growth in %
Total Health Care Products	890	829	7	6	2
Dialysis Products	873	811	8	6	2
North America	272 ¹	210	29	21	4
EMEA	296	319	-7	-7	-6
Asia-Pacific	248	231	7	7	7
Latin America	51	46	14	20	21
Non-Dialysis Products	17	18	-8	-8	-8



1 Includes a positive contribution of €79 million from the NxStage acquisition and a negative effect of €18 million from IFRS 16 implementation | 2 Organic growth

- North America supported by NxStage acquisition
- EMEA lower revenue mainly due to lower sales of dialyzers to North Africa and
- the Middle East
- Asia-Pacific dialyzers, acute care products, bloodlines, machines, hemodialysis solutions

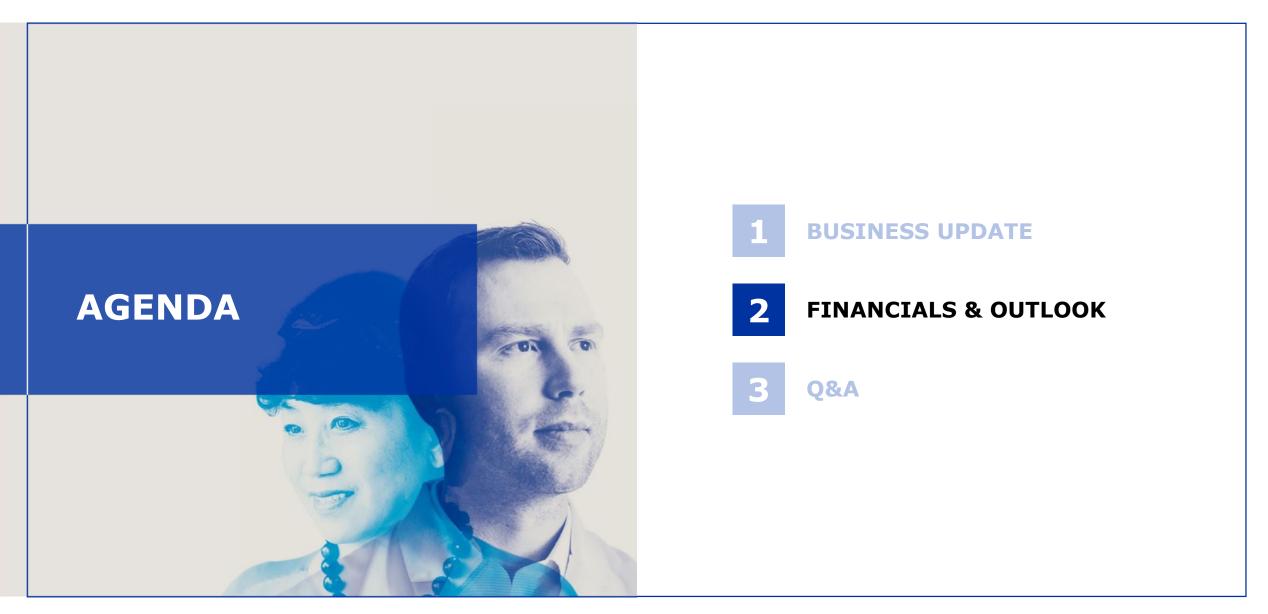
PRESIDENT TRUMP'S EXECUTIVE ORDER



- Executive Order confirms company strategy for
 - increasing home treatments and
 - value-based compensation models
- One mandatory and four voluntary models
- Some very relevant details have not been disclosed yet
- We will use the lessons learned from our ESCO experience with the lack of claims transparency and moving benchmark targets in our discussions with the U.S. government on future models

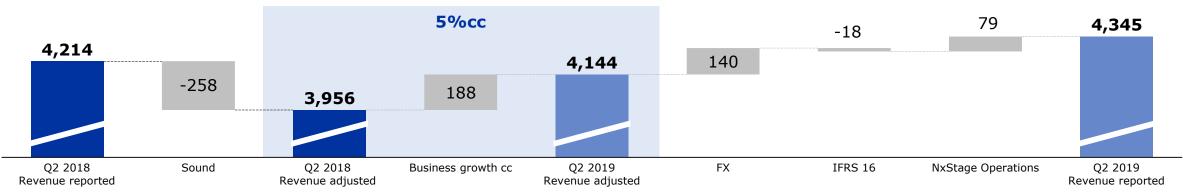




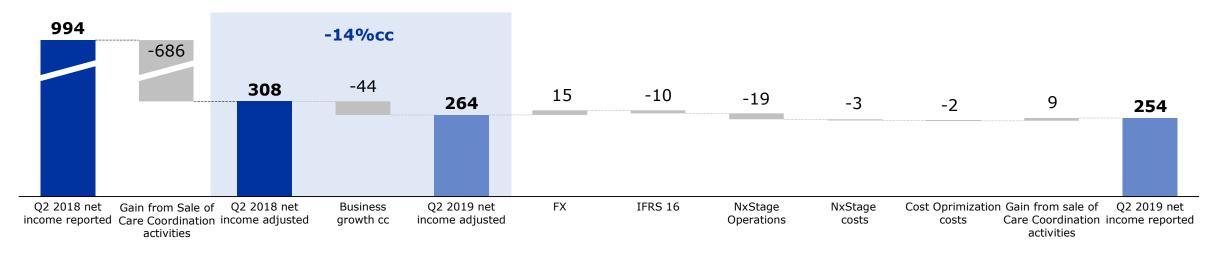


Q2 2019: REVENUE AND NET INCOME GROWTH

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

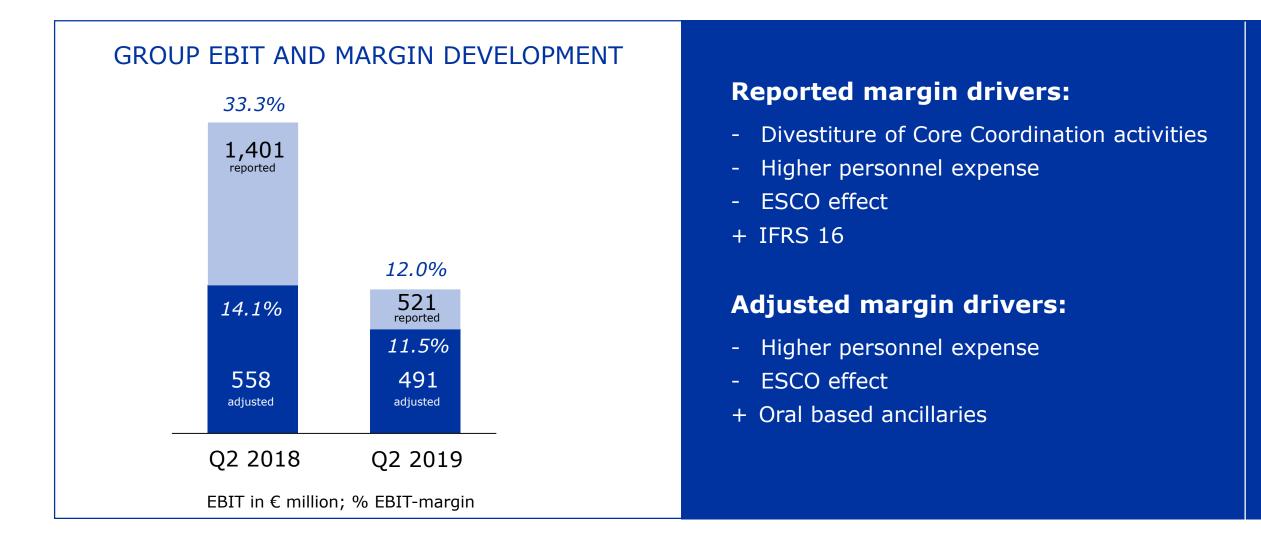


NET INCOME ADJUSTED, € MILLION – TARGET: (2)–2%CC GROWTH



FRESENIUS — MEDICAL CARE

Q2 2019: INVESTMENT YEAR





Q2 2019: CASH FLOW, NET LEVERAGE RATIO & CURRENT RATINGS

	Q2 2019 € million	Q2 2018 € million
Operating cash flow	852	656
in % of revenue	19.6	15.6%
Capital expenditures, net	-293	-227
Free cash flow	559	429
Free cash flow, after net acquisitions and investments, incl. net investments in securities	476	1,927

NET LEVERAGE RATIO (NET DEBT/EBITDA)¹



1 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 | 2 Incl. IFRS 16 | 3 Excl. IFRS 16 | 4 Latest update: S&P: May 23, 2019; Moody's: May 15, 2018; Fitch: March 8, 2018



OUTLOOK CONFIRMED¹

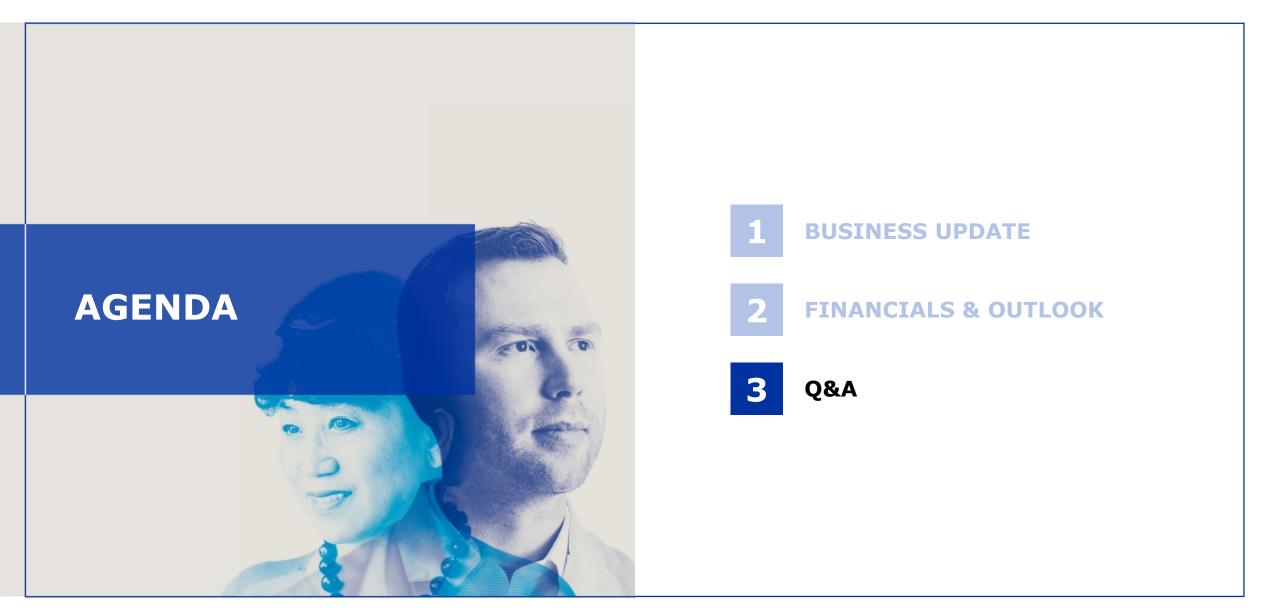
(cc)	TARGETS 2019	2018 BASE (in € million)
Revenue growth adjusted	3 to 7%	16,026
Net income growth adjusted	(2) to 2%	1,341

(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.

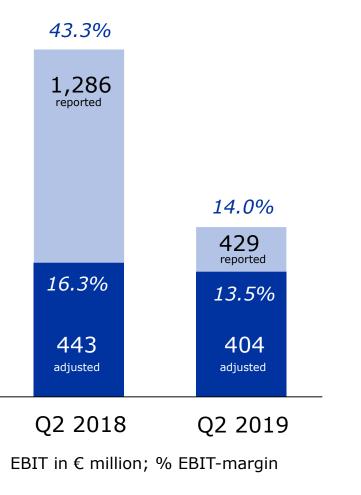






Q2 2019: REGIONAL MARGIN PROFILE

NORTH AMERICA (71% OF EBIT¹)



1 Excl. Corporate | 2 Excl. the effects from IFRS 16 implementation

FRESENIUS — MEDICAL CARE

DIALYSIS BUSINESS MARGIN OF 15.4%

- Positive: Higher utilization of oral based ancillaries, favorable effects from the IFRS 16 implementation
- Negative: Higher personnel expense, costs associated with NxStage, prior year effect from consent agreement
- U.S. revenue per treatment \$358 (Q2 2018: \$354)
 U.S. cost per treatment \$297² (Q2 2018: \$289)

CARE COORDINATION MARGIN OF 0.3%

 Negative: Prior year effect related to divestiture of Care Coordination activities, effect of a reduction in patient attribution and a decreasing savings rate for ESCOs, based on recent reports for prior plan years and unfavorable margin effect for oral based ancillaries

Q2 2019: REGIONAL MARGIN PROFILE

EMEA (16% of EBIT ¹)	 Operating income margin development reflects Positive: IFRS 16 implementation, favorable outcome from legal proceedings and impact from acquisitions Negative: Lower product sales, unfavorable impact from inventory revaluation, higher personnel expense 	105 16.1% Q2 2018	96 14.9% Q2 2019
ASIA-PACIFIC (12% of EBIT ¹)	 Operating income margin development impacted by Positive: IFRS 16 implementation Negative: Unfavorable impact from growth in lower margin businesses, unfavorable foreign currency transaction effects 	78 18.4% Q2 2018	69 15.1% Q2 2019
LATIN AMERICA (<1% of EBIT ¹)	 Operating income margin development reflects Positive: IFRS 16 implementation, favorable foreign currency transaction effects Negative: Hyperinflation impact in Argentina and higher bad debt expense 	11 6.8% Q2 2018	6 3.4% Q2 2019

EBIT in € million; % EBIT-margin

Diagrams: different scales applied | 1 Excl. Corporate



Q2 2019: PROFIT AND LOSS¹

	Q2 2019 € million	Q2 2018 € million	Growth in %	Growth in %cc
Revenue	4,345	4,214	3	0
Revenue adjusted	4,284	3,956	8	5
EBIT	521	1,401	-63	-65
EBIT margin in %	12.0	33.3	-21.3pp	-21.5pp
EBIT adjusted	491	558	-12	-17
EBIT adjusted margin in %	11.5	14.1	-2.6pp	-2.9pp
Net interest expense	114	85	35	30
Income before taxes	407	1,316	-69	-71
Income tax expense	92	261	-65	-67
Tax rate in %	22.7	19.8	2.9	2.9
Non-controlling interest	61	61	-1	-6
Net income	254	994	-74	-76
Net income adjusted	279	308	-9	-14

1 For a detailed reconciliation for revenue and net income please refer to chart 19



Q2 2019: RECONCILIATION ADJUSTMENTS

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

	Q2 2019 € million	Q2 2018 € million
Revenue	4,345	4,214
IFRS 16 implementation	18	
NxStage operations	-79	
Sound Q2 2018 ¹		-258
Revenue adjusted	4,284	3,956
Net income ²	254	994
IFRS 16 implementation	10	
NxStage operations	19	
NxStage costs	3	
Cost Optimization costs	2	
Sound Q2 2018 ¹		0
(Gain) loss related to divestitures of Care Coordination activities	-9	-686
Net income ² adjusted	279	308

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



H1 2019: PROFIT AND LOSS

	H1 2019 € million	H1 2018 € million	Growth in %	Growth in %cc
Revenue	8,478	8,189	4	(1)
Revenue adjusted	8,409	7,680	9	5
EBIT	1,058	1,898	-44	-47
EBIT margin in %	12.5	23.2	-10.7pp	10.8рр
EBIT adjusted	1,042	1,064	-2	-7
EBIT adjusted margin in %	12.4	13.9	-1.5pp	-1.6pp
Net interest expense	-222	-168	33	27
Income before taxes	836	1,730	-52	-54
Income tax expense	193	345	-44	-47
Tax rate in %	23.1	20.0	3.1pp	3.2рр
Non-controlling interest	118	112	5	-2
Net income	525	1,273	-59	-61
Net income adjusted	597	604	-1	-6



H1 2019: RECONCILIATION ADJUSTMENTS

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

	H1 2019 € million	H1 2018 € million
Revenue	8,478	8,189
IFRS 16 implementation	40	
NxStage operations	-109	
Sound H1 2018 ¹		-509
Revenue adjusted	8,409	7,680
Net income ²	525	1,273
IFRS 16 implementation	28	
NxStage operations	33	
NxStage costs	15	
Cost Optimization costs	5	
Sound H1 2018 ¹		5
(Gain) loss related to divestitures of Care Coordination activities	-9	-674
Net income ² adjusted	597	604

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



H1 2019 SERVICES

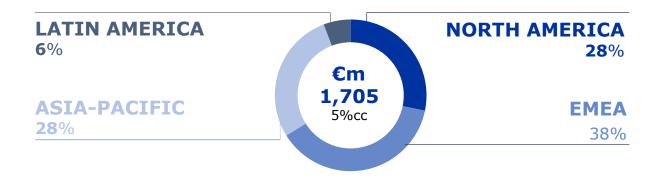
	H1 2019 € million	H1 2018 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
Total	6,773	6,594	3	-2	6	4
North America	5,469	5,351	2	-5	5	4
of which Care Coordination	586	1,045	-44	-48	0	
EMEA	659	629	5	6	5	4
Asia-Pacific	409	375	9	5	5	7
of which Care Coordination	109	94	15	14	6	
Latin America	236	239	-2	24	21	2





H1 2019 PRODUCTS

	H1 2019 € million	H1 2018 € million	Growth in %	Growth in %cc	Organic growth in %
Total Health Care Products	1,705	1,595	7	5	3
Dialysis Products	1,669	1,557	7	5	3
North America	479	395	21	13	5
EMEA	642	659	-3	-2	-2
Asia-Pacific	477	439	9	7	8
Latin America	98	95	4	10	10
Non-Dialysis Products	36	38	-6	-5	-5







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

€ million	Q2 2019 excl. IFRS 16	Q2 2019	2018	2017
Debt				
Short term debt	1,358	1,358	1,205	760
+ Short term debt from related parties	77	77	189	9
+ Current portion of long-term debt	1,516	1,509	1,107	884
+ Current portion of long-term lease liabilities	-	603	_	-
+ Current portion of long-term lease liabilities from related parties	-	16	-	-
+ Long-term debt, less current portion	5,895	5,923	5,045	5,795
+ Long-term lease liabilities, less current portion	-	3,810	-	-
+ Long-term lease liabilities from related parties, less current portion	-	114	-	-
Total debt	8,846	13,410	7,546	7,448
Cash and cash equivalents	922	922	2,146	978
Total net debt	7,924	12,488	5,400	6,470

EBITDA

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

€ million	Q2 2019 excl. IFRS 16	Q2 2019	2018	2017
EBITDA ¹				
Last twelve month operating income (EBIT)	2,178	2,653	2,215	2,372
+ Last twelve month depreciation and amortization	802	1,141	716	731
+ Non-cash charges	45	45	45	51
EBITDA (annualized)	3,025	3,839	2,976	3,154
Net leverage ratio (Net debt/EBITDA)	2.6	3.3	1.8	2.1

1 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	Q2 2019	Q2 2018
Acquisitions and investments		
Acquisitions, investments and net purchases of intangible assets	-94	-164
- Proceeds from divestitures	11	1,662
= Acquisitions and investments, net of divestitures	-83	1,498
Thereof investments in securities, net of divestitures	-8	-2

	Q2 2019	Q2 2018
Capital expenditures, net		
Purchase of property, plant and equipment	-296	-244
- Proceeds from sale of property, plant & equipment	3	17
= Capital expenditure, net	-293	-227

Q2 2019: EFFECTS ACCORDING TO IFRS 16

EFFECTS INCLUDING NXSTAGE

Balance Sheet	June 30, 2019 € million
Assets	4,172
Right-of-use assets	4,227
Machinery and equipment	1
Other assets	-56
Liabilities	4,172
Lease liablities	4,543
Other financial debt	20
Other liablities	-217
Equity	-174

Profit and loss statement	Q2 2019 € million
Revenue	-18
Profit from sale-leaseback transactions	-5
Rental expenses	-206
EBITDA	201
Depreciation expense	-171
EBIT	30
Net interest expenses	43
Taxes	-3
Net Income	-10

Cash flow statement	Q2 2019 € million
Cash provided by operating activities	151
Cash used in investing activities	-13
Cash used in financing activities	-138
Total	0

• Net leverage ratio increased by 0.7.



UPDATE: ESTIMATED EFFECTS ACCORDING TO IFRS 16

ESTIMATED EFFECTS INCLUDING NXSTAGE

Balance Sheet	Impact 2019e ~ € million
Assets	
Right-of-use assets	4,010
Machinery and equipment	80
Liabilities	
Lease liablities	4,290
Other financial debt	90
Other liablities	-90
Equity	-200

Profit and loss statement	Impact 2019e ~ € million
Revenue	-110
Profit from sale-leaseback transactions	-40
Rental expenses	-820
EBITDA	780
Depreciation expense	-700
EBIT	80
Net interest expenses	170
Taxes	-20
Net Income	-70

Cash flow statement	Impact 2019e ~ € million
Cash provided by operating activities	620
Cash used in investing activities	-90
Cash used in financing activities	-530
Total	0

• 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 ¹	2019	2020
Revenue	240 to 260	310 to 330
Operating income (EBIT)	-30 to -20	20 to 30
Interest	-75 to -65	-85 to -75
Net income	-75 to -65	-40 to -30

1 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.



BASIS FOR TARGETS 2019

2018 BASE FOR TARGETS 2019 ON A QUARTERLY BASIS

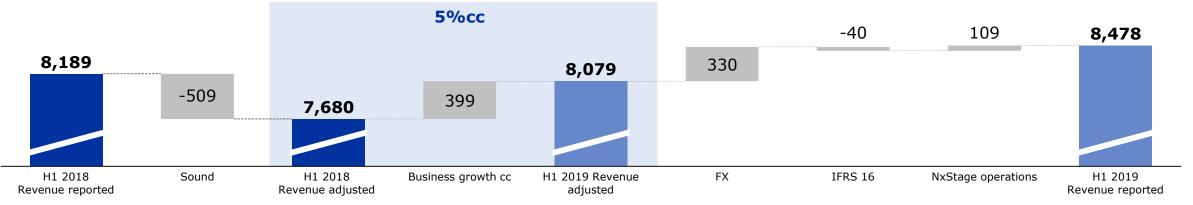
EUR million	FY 2018	Q1 2018	Q2 2018	Q3 2018	Q4 2018
Revenue	16,547	3,976	4,214	4,058	4,300
Sound H1 2018 ¹	-521	-251	-258	-7	-5
Revenue adjusted	16,026	3,725	3,956	4,051	4,295
EBIT	3,038	497	1,401	527	613
Sound H1 2018 ¹	-14	-4	-10	0	0
(Gain) loss related to div. of Care Co.	-809	13	-833	-10	21
2018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

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

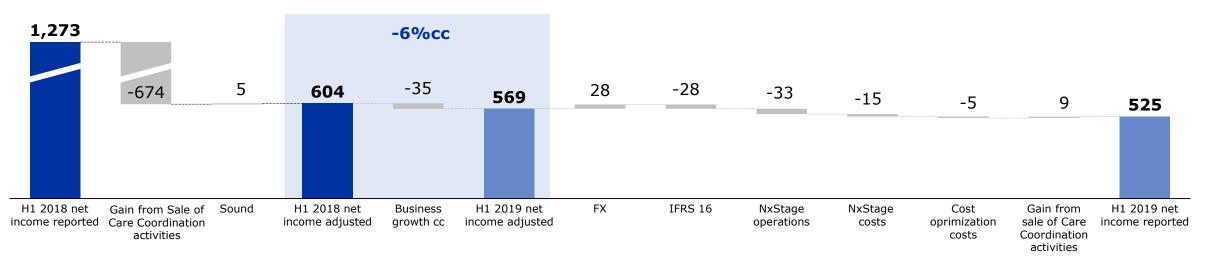


H1 2019: REVENUE AND NET INCOME GROWTH

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



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



FRESENIUS — MEDICAL CARE

EXCHANGE RATES

U.S. DIALYSIS DAYS PER QUARTER

	H1 2019	H1 2018	FY 2018
Period end	1.138	1.166	1.145
Average	1.130	1.210	1.181
Period end	7.819	7.717	7.875
Average	7.668	7.709	7.808
Period end	71.597	73.158	79.715
Average	73.744	71.928	74.026
Period end	48.226	33.603	43.039
Average	46.839	26.103	32.984
Period end	4.351	4.488	4.444
Average	4.342	4.141	4.308
	Period end Average Period end Average Period end Average Period end Average	Period end 1.138 Average 1.130 Period end 7.819 Average 7.668 Period end 7.668 Period end 71.597 Average 73.744 Period end 48.226 Average 46.839 Period end 4.351	Period end 1.138 1.166 Average 1.130 1.210 Period end 7.819 7.717 Average 7.668 7.709 Period end 71.597 73.158 Average 73.744 71.928 Period end 48.226 33.603 Average 46.839 26.103 Period end 4.351 4.488

	Q1	Q2	Q3	Q4	Full year
2019	76	78	79	80	313
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

сс	Constant currency
HD	Hemodialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
Sound Q2 2018	Contribution of Sound Physicians on the profit and loss statement in the second quarter 2018

H1 2019: PATIENTS, TREATMENTS, CLINICS

	Patients as of June 30, 2019	Treatments H1 2019	Clinics as of June 30, 2019	Patients as of June 30, 2018	Treatments H1 2018	Clinics as of June 30, 2018
North America	208,019	15,698,880	2,583	199,527	15,134,388	2,439
Growth in %	4	4	6	3	3	4
ЕМЕА	65,871	4,976,025	783	63,589	4,794,593	758
Growth in %	4	4	3	4	4	4
Asia-Pacific	31,845	2,237,630	399	30,578	2,143,059	385
Growth in %	4	4	4	2	2	(1)
Latin America	33,815	2,607,728	231	31,494	2,492,959	233
Growth in %	7	5	(1)	4	4	1
Total	339,550	25,520,263	3,996	325,188	24,564,999	3,815
Growth in %	4	4	5	3	3	3



FINANCIAL CALENDAR 2019¹

REPORTING DATES & AGM

July 30	Report on 2nd quarter 2019
October 29	Report on 3rd quarter 2019
November 14	Quarterly financial report within the 2nd half-year (Q3)

CONFERENCES & MEET THE MANAGMENT

August 27	Commerzbank Sector Conference, Frankfurt
September 04	Goldman Sachs European Medtech and Healthcare Services Conference, London
September 09	Morgan Stanley Global Healthcare Conference, New York
September 19	Bank of American Merrill Lynch Global Healthcare Conference, London
September 23	Berenberg & Goldman Sachs German Corporate Conference, Munich
September 25	Bernstein Strategic Decision Conference, London

1 Please note that dates and/or participation might be subject to change





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