

CARE
AND
LIVE

ODDO BHF FORUM 2020

JANUARY 9, 2020
LYON



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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

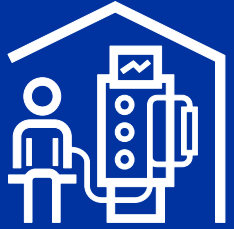
1 AT A GLANCE

2 STRATEGY

3 Q3 2019 FINANCIALS

4 OUTLOOK

■ 2018: GROWTH CONTINUED



+5% Clinics
3,928



+4% Patients
333,331



+4% Treatments
50,027,579

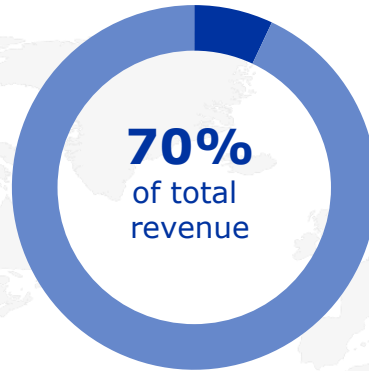


Quality remains
on a consistently
high level

■ 2018: €16.5BN REVENUE

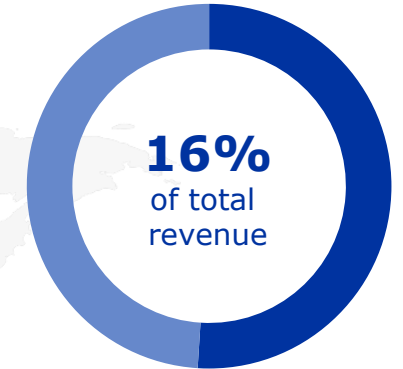
NORTH AMERICA

Revenue	EBIT ¹	Patients	Clinics
€11.5bn	€2,655m	~204,100	~2,500
-6%cc	+33%cc	+3%	+6%



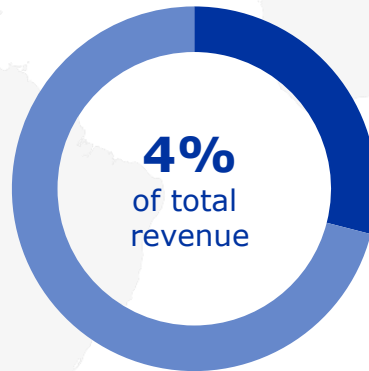
EMEA

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



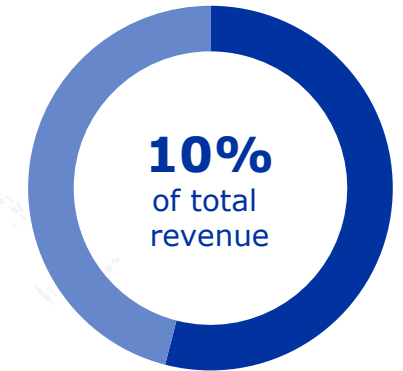
LATIN AMERICA

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



ASIA-PACIFIC

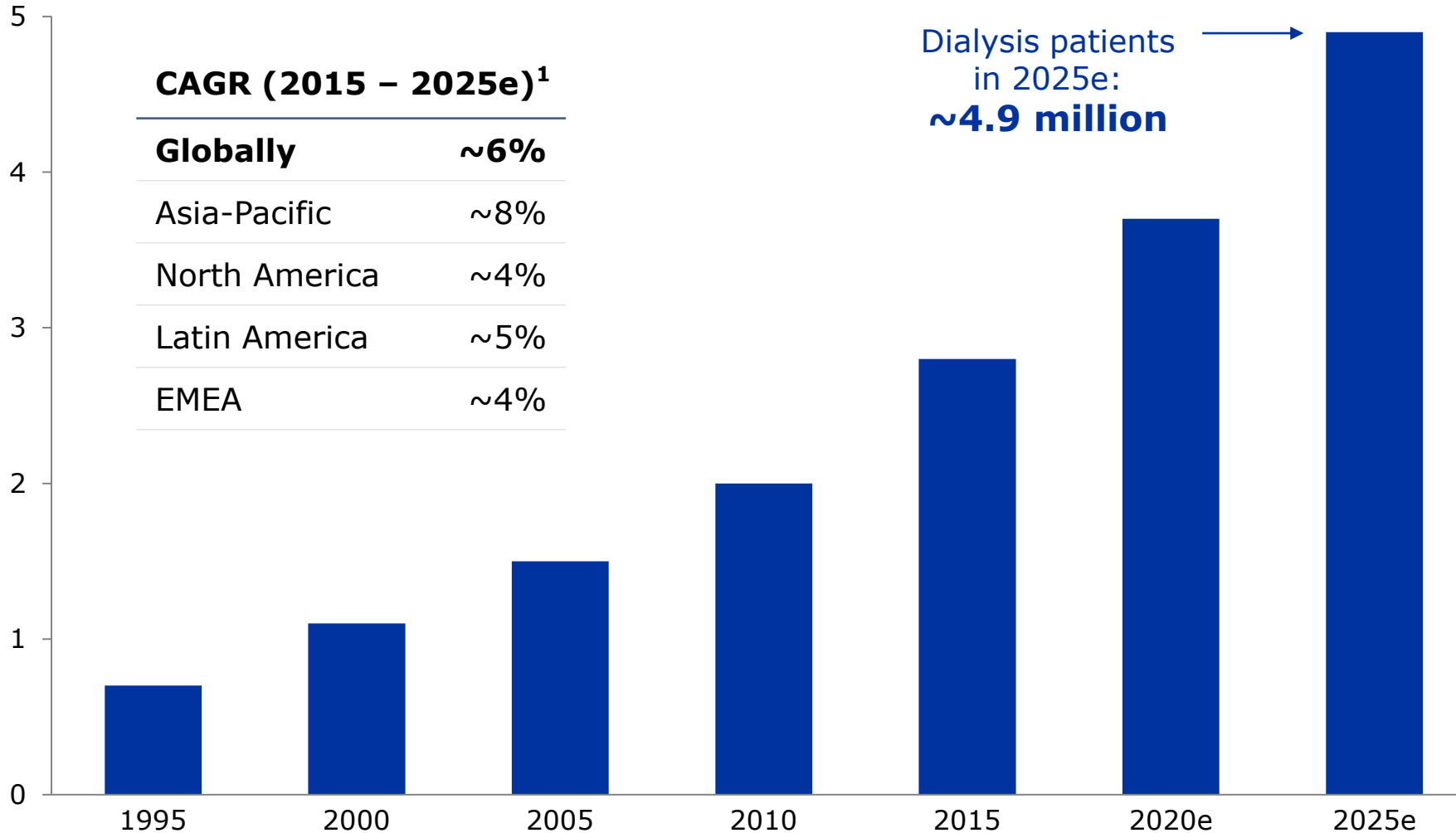
Revenue	EBIT	Patients	Clinics
€1.7bn	€304m	~31,500	~390
+8%cc	-1%cc	+6%	+3%



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%

¹ Internal estimates as of Dec. 31, 2017



AGENDA

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3 Q2 2019 FINANCIALS

4 OUTLOOK

STRATEGY – CORE COMPETENCIES

**INNOVATING
PRODUCTS**

**COORDINATING
PATIENTS EFFICIENTLY**

**STANDARDIZING
MEDICAL PROCEDURES**

**OPERATING
OUTPATIENT FACILITIES**

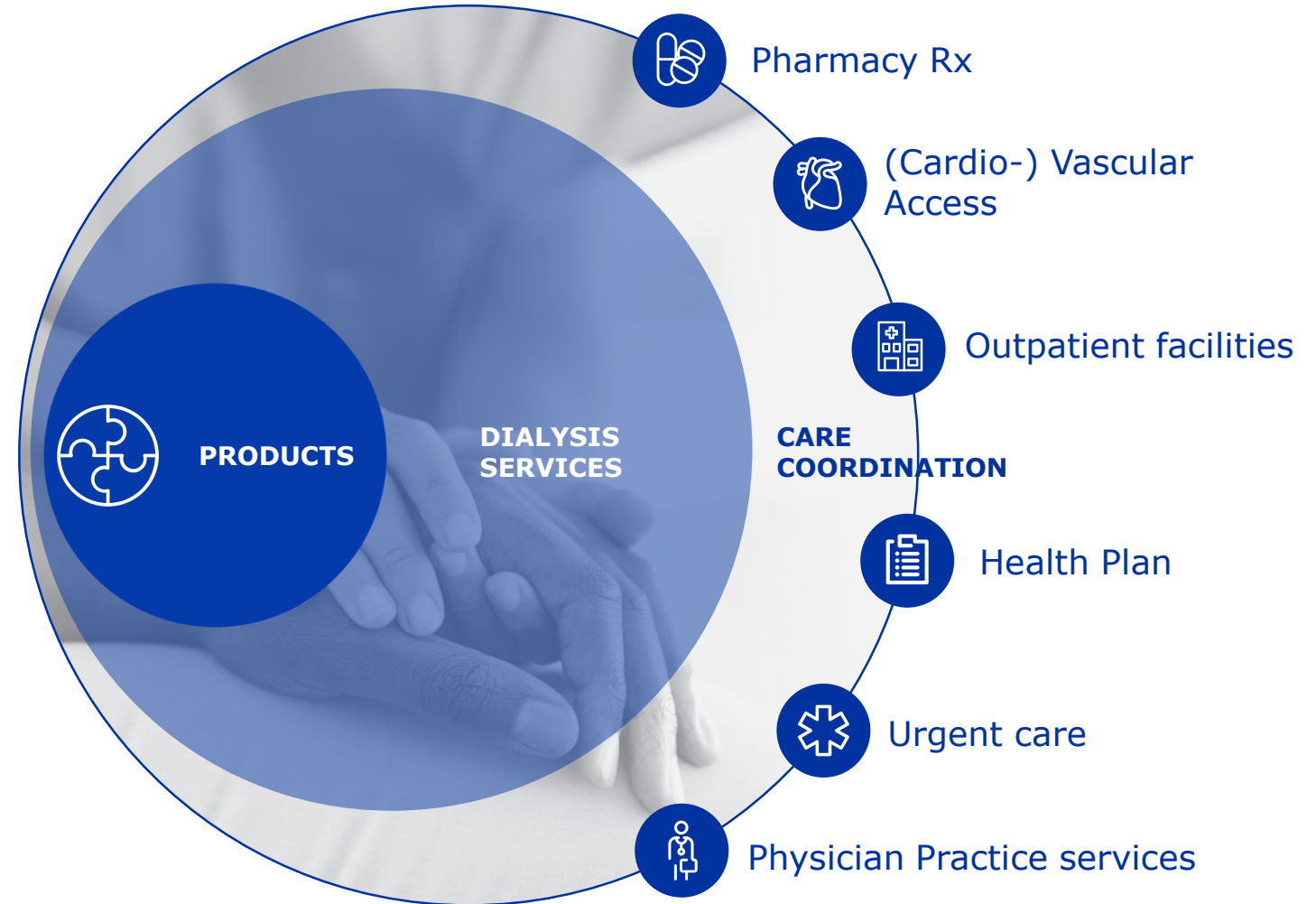


■ GLOBAL MARKET LEADER IN DIALYSIS

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

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

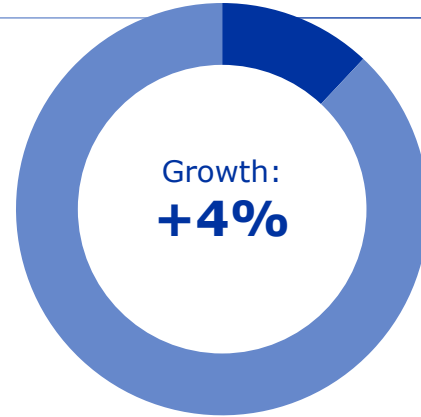
- Coordinating patients efficiently
- Data analytics & predictive modelling
- Develop & enhance value based care



■ DELIVERING ON OUR HOME STRATEGY

SPLIT OF
TOTAL
TREATMENTS
U.S. 2018

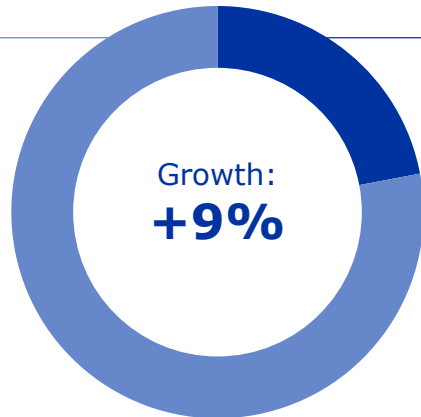
In-center
88%



Home
2018
12%

SPLIT OF
HOME
TREATMENTS
U.S. 2018

PD
78%
Growth:
+8%



HD
22%
Growth:
+14%

- 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
2017

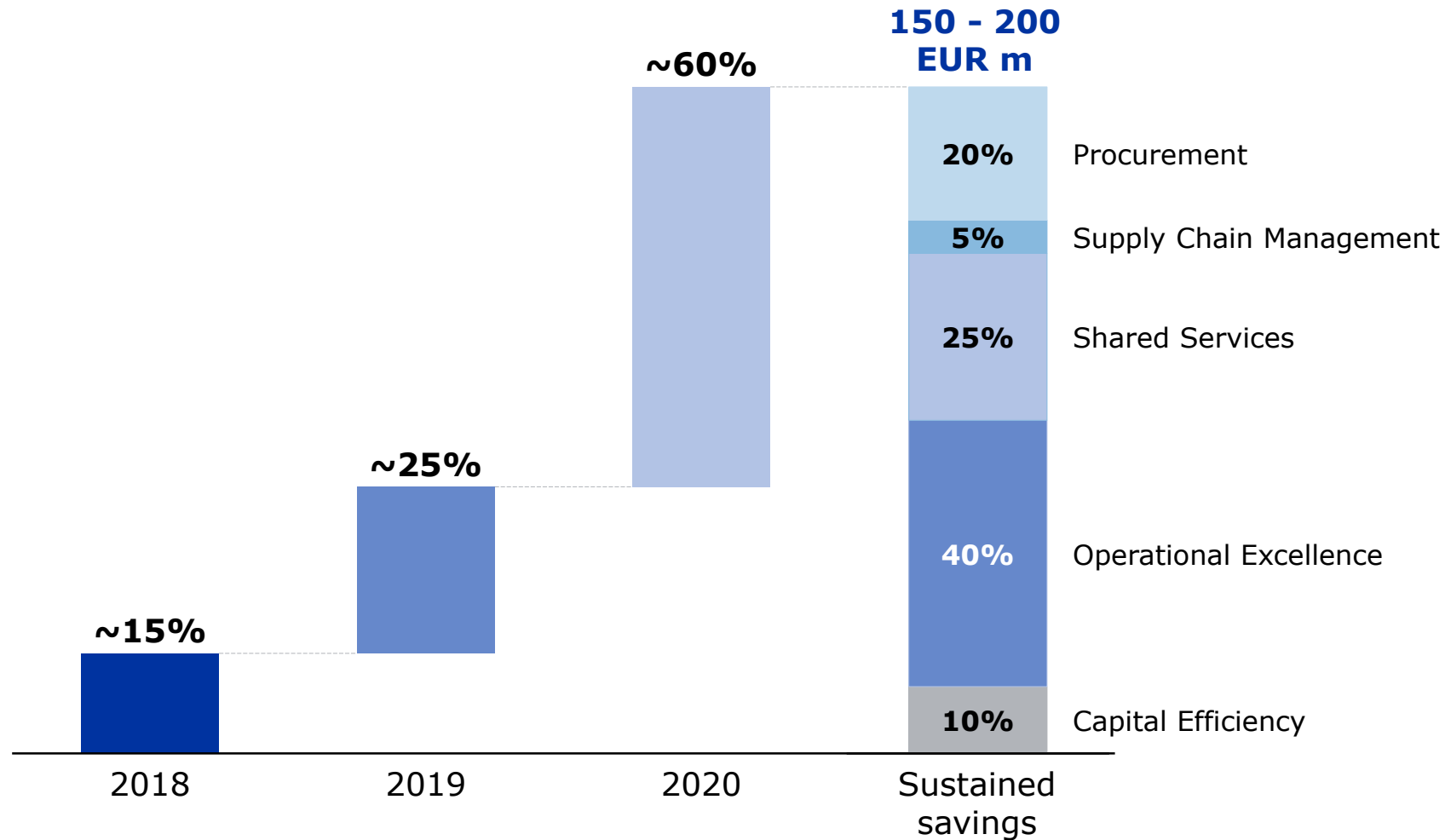


- Early mover in developing economies with products first
- Leverage experience from the products business into the service business – e.g. advancing in the Chinese market with own dialysis clinics and renal hospitals
- Investing in manufacturing capacities in the growing and upcoming markets
- Expand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

Source: WORLD BANK

GLOBAL EFFICIENCY PROGRAM II

SUSTAINED SAVINGS 2018 - 2020

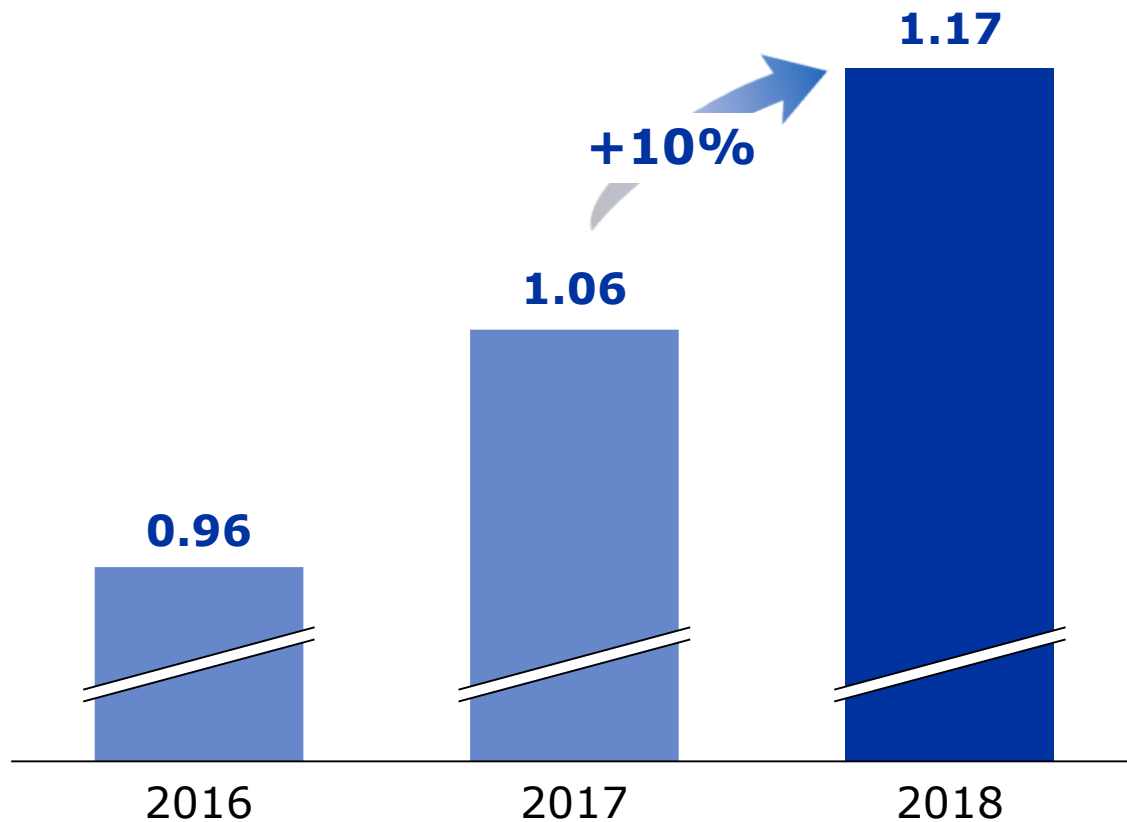


2018 AHEAD OF SCHEDULE

- 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

DIVIDEND PER SHARE IN EURO



DIVIDEND 2018

- 22nd consecutive dividend increase
- Dividend 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



AGENDA

1 AT A GLANCE

2 STRATEGY

3 Q3 2019 FINANCIALS

4 OUTLOOK

■ Q3 2019: FORWARD MOMENTUM



- Continued strong organic growth across all regions
- North America:
 - Robust growth of dialysis business with record growth in home
 - Strong product growth supported by NxStage
 - Care Coordination with negative effect from ESCOs
- Asia-Pacific: 4008A launched in China in September
- Cost Optimization initiatives on track

■ Q3 2019: GROWTH CONTINUED¹

	Q3 2019 € million	Q3 2018 € million	Growth in %	Growth in %cc
Revenue	4,419	4,058	9	6
Revenue adjusted	4,375	4,051	8	5
Operating income (EBIT)	595	527	13	9
EBIT adjusted	599	592	1	-3
Net income²	333	285	17	12
Net income ² adjusted	363	343	6	2

- 5.2% organic revenue growth
- Continued tailwind from FX effects
- Adjusted revenue and net income growth in line with guidance

cc = at constant currency

¹ For a detailed reconciliation for revenue and net income please refer to chart 27 | ² Attributable to shareholders of Fresenius Medical Care AG & Co KGaA

■ Q3 2019: ROBUST GROWTH ACROSS ALL REGIONS

NORTH AMERICA

€ million

Revenue	3,073	3% ^{cc}
Organic growth		3%

EMEA

€ million

Revenue	683	9% ^{cc}
Organic growth		9%

ASIA-PACIFIC

€ million

Revenue	475	9% ^{cc}
Organic growth		8%

LATIN AMERICA

€ million

Revenue	182	20% ^{cc}
Organic growth		15%

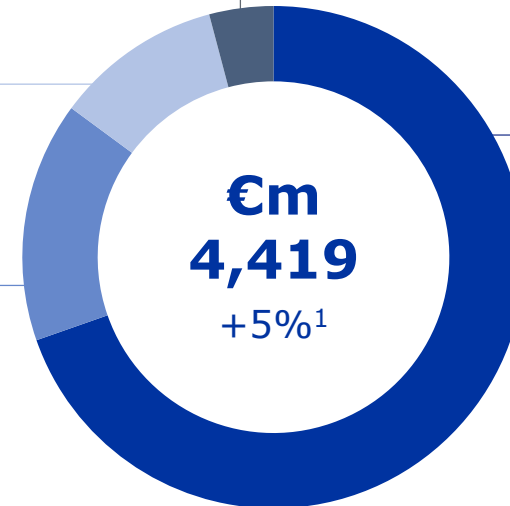
1 Organic growth | 2 "ESCO effect"

cc = at constant currency

Latin America
4%

Asia-Pacific
11%

EMEA
15%

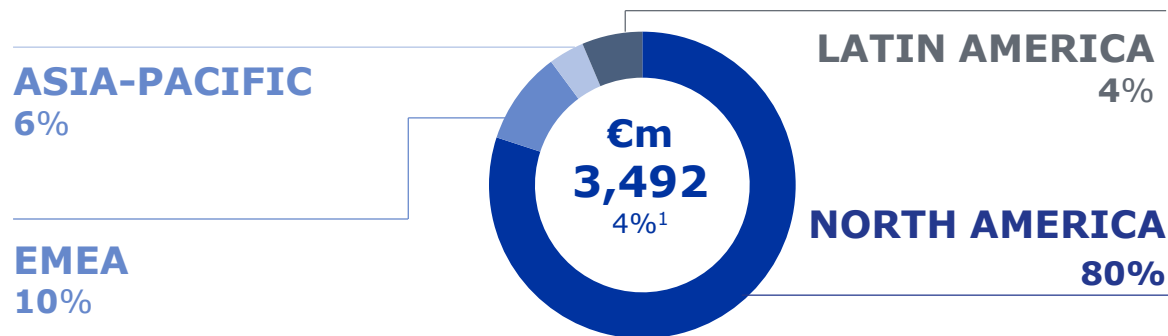


North America
70%

- Organic business growth across all regions
- North America negatively affected by the reduction in patient attribution and a decreasing savings rate for ESCOs based on recent reports under discussion for current and prior plan years²
- High growth in EMEA and Asia-Pacific

■ Q3 2019 SERVICES: CONTINUED SOLID GROWTH

Revenue	Q3 2019 € million	Q3 2018 € million	Growth in %	Growth in % ^{cc}	Organic growth in %	Same market treatment growth in %
Health Care Services	3,492	3,258	7	4	4	4
North America	2,795	2,628	6	2	3	4 ²
of which Care Coordination	273	300	-9	-13	-12	
EMEA	343	314	9	8	7	4
Asia-Pacific	223	194	15	9	8	7
of which Care Coordination	64	54	20	16	9	
Latin America	131	122	8	26	20	3



1 Organic growth | 2 U.S. (excl. Mexico)

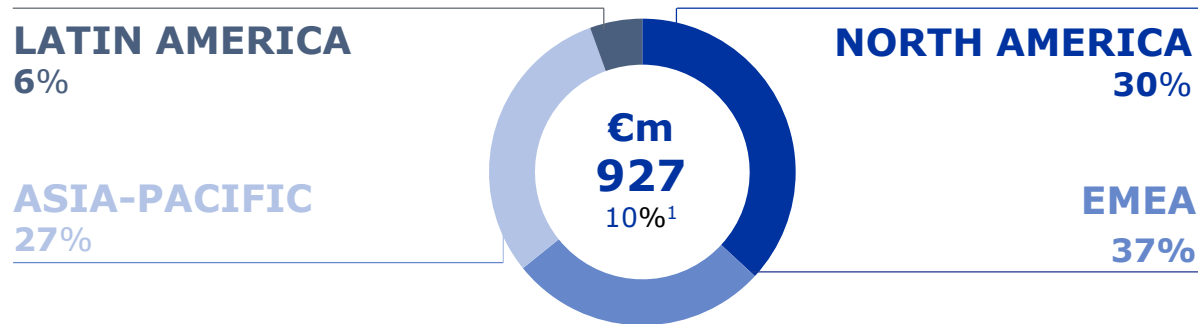
cc = at constant currency

- North America**
 Growth driven by same market treatment growth but negatively affected by adjustments for accounts receivable in legal dispute
- EMEA**
 Positive development due to same market treatment growth and organic revenue per treatment growth
- Asia-Pacific**
 Growth driven by same market treatment growth and contributions from acquisitions

Q3 2019 PRODUCTS: STRONG CONTRIBUTIONS FROM ALL SEGMENTS

Revenue	Q3 2019 € million	Q3 2018 € million	Growth in %	Growth in %cc	Organic growth in %
Health Care Products	927	800	16	13	10
Dialysis Products	907	782	16	13	9
North America	278	215	30	24	10
EMEA	320	288	11	10	11
Asia-Pacific	252	227	11	9	9
Latin America	51	49	3	5	4
Non-Dialysis Products	20	18	14	14	14

- **North America**
NxStage acquisition drives dialysis product revenues
- **EMEA**
Higher sales of dialyzers and bloodlines
- **Asia-Pacific**
Growth triggered by increased sales of dialyzers and bloodlines



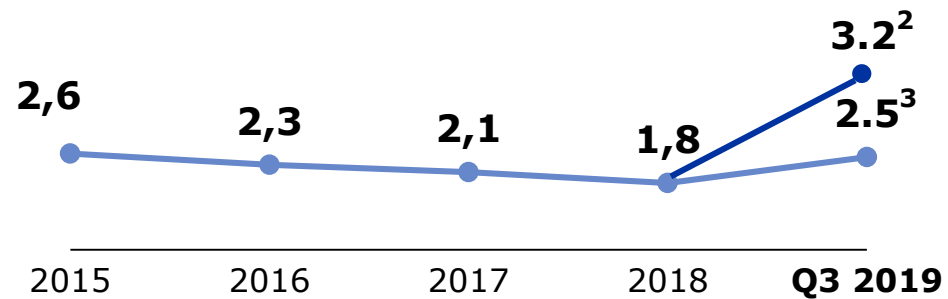
1 Organic growth

cc = at constant currency

■ Q3 2019: CASH FLOW, NET LEVERAGE RATIO & CURRENT RATINGS

	Q3 2019 € million	Q3 2018 € million
Operating cash flow	868	753
in % of revenue	19.7	18.6
Capital expenditures, net	-284	-257
Free cash flow	584	496
Free cash flow, after net acquisitions and investments, incl. net investments in securities	516	39

NET LEVERAGE RATIO (NET DEBT/EBITDA)¹



Current ratings ⁴	S&P	Moody's	Fitch
Rating	BBB	Baa3	BBB-
Outlook	stable	stable	stable

1 EBITDA: including acquisitions & divestitures with a purchase price above €50m and excluding (gain) loss related to divestitures of Care Coordination activities with a sales price above €50m and excluding NxStage related transaction costs | 2 Incl. IFRS 16 | 3 Excl. IFRS 16 | 4 Latest update: S&P: May 23, 2019; Moody's: October 7, 2019; Fitch: March 8, 2018



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4 **OUTLOOK**

■ OUTLOOK¹

(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

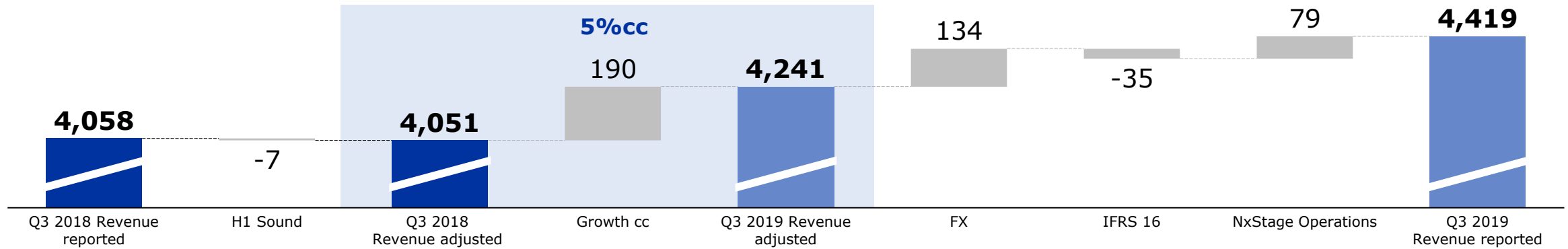
■ Q3 2019: PROFIT AND LOSS¹

	Q3 2019 € million	Q3 2018 € million	Growth in %	Growth in %cc
Revenue	4,419	4,058	9	6
Revenue adjusted	4,375	4,051	8	5
EBIT	595	527	13	9
<i>EBIT margin in %</i>	<i>13.5</i>	<i>13.0</i>	<i>0.5pp</i>	<i>0.4pp</i>
EBIT adjusted	599	592	1	-3
<i>EBIT adjusted margin in %</i>	<i>13.7</i>	<i>14.6</i>	<i>-0.9pp</i>	<i>-1.0pp</i>
Net interest expense	105	76	38	33
Income before taxes	490	451	9	5
Income tax expense	98	102	-3	-7
<i>Tax rate in %</i>	<i>20.2</i>	<i>22.7</i>	<i>-2.5pp</i>	<i>-2.4pp</i>
Non-controlling interest	59	64	-8	-12
Net income²	333	285	17	12
Net income adjusted	363	343	6	2

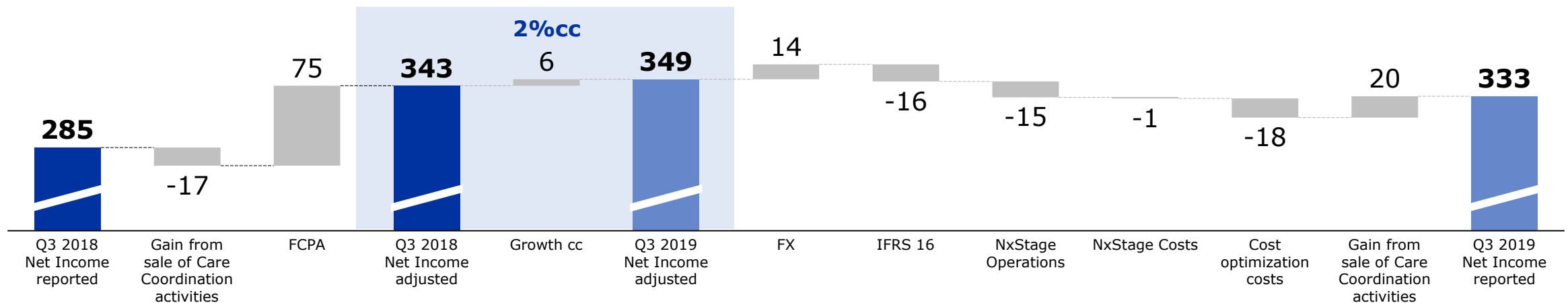
¹ For a detailed reconciliation for revenue and net income please refer to chart 27 | ² Attributable to shareholders of Fresenius Medical Care AG & Co KGaA

■ Q3 2019: REVENUE AND NET INCOME GROWTH

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



NET INCOME ADJUSTED, € MILLION – TARGET: -2 TO 2%CC GROWTH



■ Q3 2019: RECONCILIATION ADJUSTMENTS

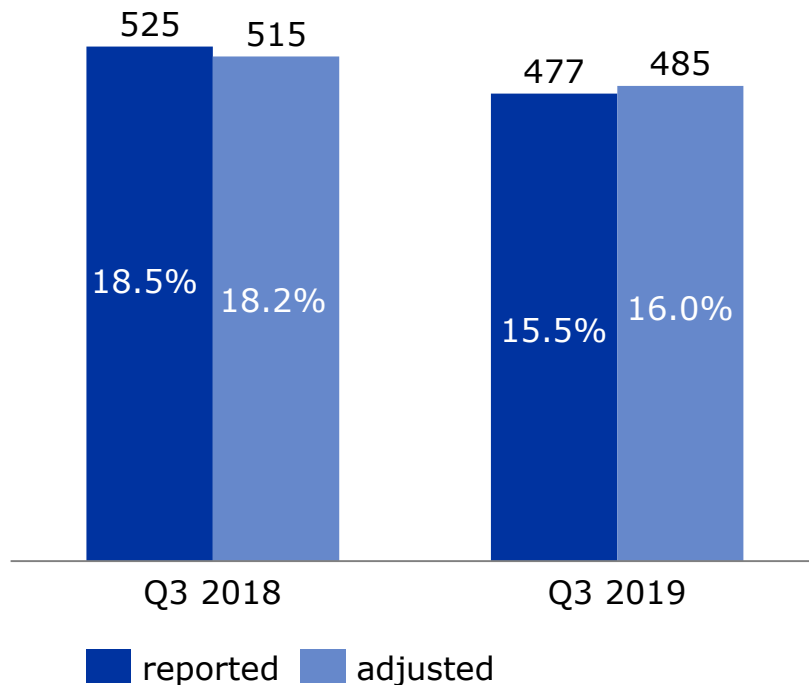
RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

	Q3 2019 € million	Q3 2018 € million
Revenue	4,419	4,058
IFRS 16 implementation	35	
NxStage operations	-79	
H1 Sound ¹		-7
Revenue adjusted	4,375	4,051
Net income²	333	285
IFRS 16 implementation	16	
NxStage operations	15	
NxStage costs	1	
Cost Optimization costs	18	
H1 Sound ¹		0
(Gain) loss related to divestitures of Care Coordination activities	-20	-17
FCPA		75
Net income² adjusted	363	343

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

■ Q3 2019: REGIONAL MARGIN PROFILE

NORTH AMERICA (70% OF EBIT¹)



EBIT in € million; % EBIT-margin

DIALYSIS BUSINESS MARGIN OF 17.9%

- **Positive:** Remeasurement effect on the fair value of Humacyte, Inc., higher utilization of oral based ancillaries with favorable margins
- **Negative:** Higher personnel expense, revenue recognition adjustment for accounts receivable in legal dispute, impact from income attributable to a consent agreement on certain pharmaceuticals in 2018, Cost optimization costs, NxStage integration and operational costs
- U.S. revenue per treatment \$347 (Q3 2018: \$356)
U.S. cost per treatment \$292² (Q3 2018: \$290)

CARE COORDINATION MARGIN OF -8.3%

- **Positive:** Higher volumes for vascular services
- **Negative:** ESCO effect, lower gains from the divestiture of Care Coordination activities and unfavorable margin effect for oral based ancillaries

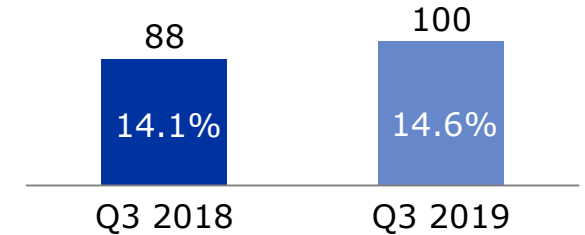
¹ Excl. Corporate | ² Excl. the effects from IFRS 16 implementation

■ Q3 2019: REGIONAL MARGIN PROFILE

EMEA (15% of EBIT¹)

Operating income margin development reflects

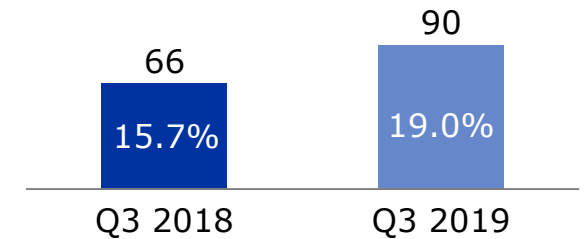
- **Positive:** Higher product sales, favorable foreign currency transaction effects
- **Negative:** Higher bad debt expense, higher personnel expense in certain countries



ASIA-PACIFIC (13% of EBIT¹)

Operating income margin development reflects

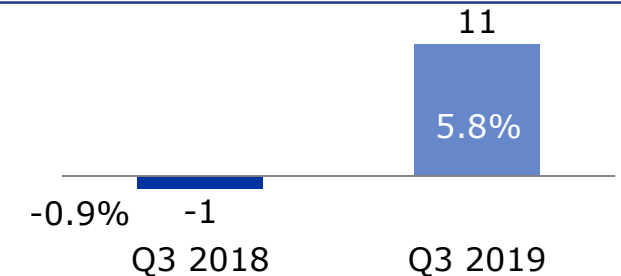
- **Positive:** Business growth, favorable foreign currency transaction effects
- **Negative:** Unfavorable mix effect from acquisitions with lower margins, higher start-up and operating costs in Care Coordination



LATIN AMERICA (2% of EBIT¹)

Operating income margin development reflects

- **Positive:** Reimbursement rate increases mitigating inflationary cost increases



EBIT in € million; % EBIT-margin

Diagrams: different scales applied | 1 Excl. Corporate

■ 9M 2019: PROFIT AND LOSS¹

	9M 2019 € million	9M 2018 € million	Growth in %	Growth in %cc
Revenue	12,897	12,247	5	1
Revenue adjusted	12,784	11,731	9	5
EBIT	1,653	2,425	-32	-35
<i>EBIT margin in %</i>	<i>12.8</i>	<i>19.8</i>	<i>-7.0pp</i>	<i>-7.1pp</i>
EBIT adjusted	1,641	1,656	-1	-5
<i>EBIT adjusted margin in %</i>	<i>12.8</i>	<i>14.1</i>	<i>-1.3pp</i>	<i>-1.4pp</i>
Net interest expense	327	244	34	29
Income before taxes	1,326	2,181	-39	-42
Income tax expense	292	448	-35	-37
<i>Tax rate in %</i>	<i>22.0</i>	<i>20.5</i>	<i>1.5pp</i>	<i>1.6pp</i>
Non-controlling interest	177	176	0	-5
Net income²	857	1,557	-45	-47
Net income adjusted	961	946	2	-3

1 For a detailed reconciliation for revenue and net income please refer to chart 31 | 2 Attributable to shareholders of Fresenius Medical Care AG & Co KGaA

■ 9M 2019: RECONCILIATION ADJUSTMENTS

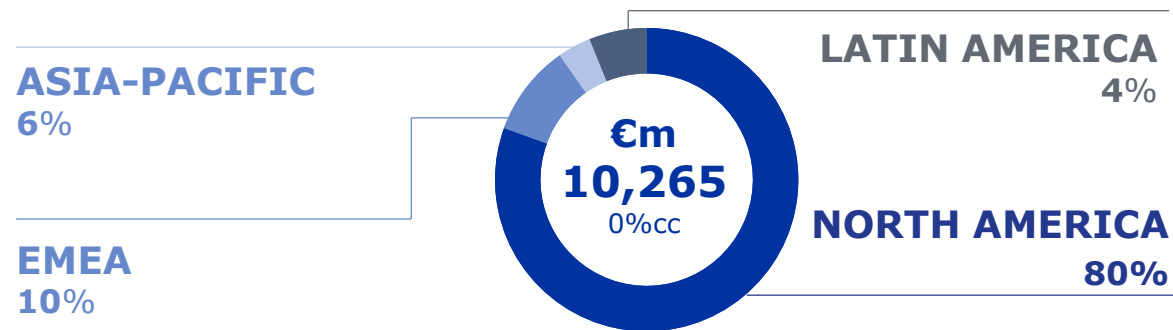
RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

	9M 2019 € million	9M 2018 € million
Revenue	12,897	12,247
IFRS 16 implementation	75	
NxStage operations	-188	
H1 Sound ¹		-516
Revenue adjusted	12,784	11,731
Net income²	857	1,557
IFRS 16 implementation	45	
NxStage operations	49	
NxStage costs	16	
Cost Optimization costs	23	
H1 Sound ¹		4
(Gain) loss related to divestitures of Care Coordination activities	-29	-690
FCPA		75
Net income² adjusted	961	946

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

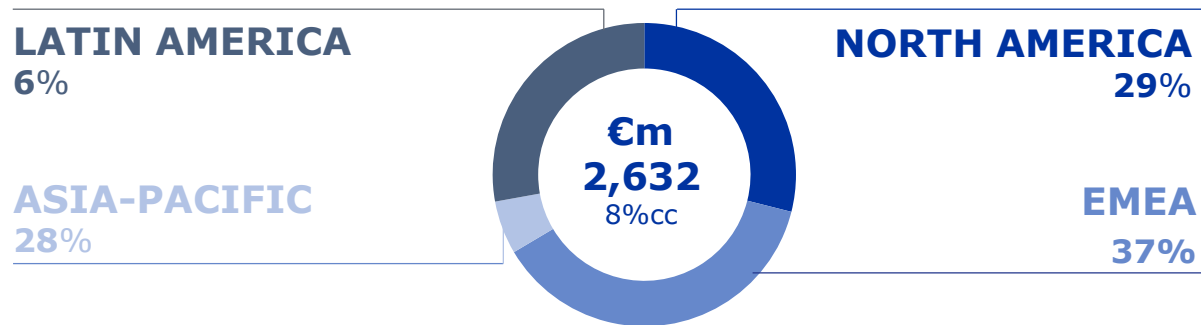
■ 9M 2019 SERVICES

Revenue	9M 2019 € million	9M 2018 € million	Growth in %	Growth in %cc	Organic growth in %	Same market treatment growth in %
Total	10,265	9,852	4	0	5	4
North America	8,264	7,979	4	-3	4	4
of which Care Coordination	859	1,345	-36	-40	-4	
EMEA	1,002	943	6	7	6	4
Asia-Pacific	632	569	11	7	6	7
of which Care Coordination	173	148	17	14	7	
Latin America	367	361	2	24	21	2



■ 9M 2019 PRODUCTS

Revenue	9M 2019 € million	9M 2018 € million	Growth in %	Growth in %cc	Organic growth in %
Total Health Care Products	2,632	2,395	10	8	5
Dialysis Products	2,576	2,339	10	8	5
North America	757	610	24	17	7
EMEA	926	909	2	2	2
Asia-Pacific	728	666	9	8	8
Latin America	149	144	4	8	7
Non-Dialysis Products	56	56	1	1	1



DEBT

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

€ million	Q3 2019 excl. IFRS 16	Q3 2019	2018	2017
Debt				
Short term debt	1,566	1,566	1,205	760
+ Short term debt from related parties	358	358	189	9
+ Current portion of long-term debt	965	971	1,107	884
+ Current portion of long-term lease liabilities	-	628	-	-
+ Current portion of long-term lease liabilities from related parties	-	16	-	-
+ Long-term debt, less current portion	6,030	6,086	5,045	5,795
+ Long-term lease liabilities, less current portion	-	3,936	-	-
+ Long-term lease liabilities from related parties, less current portion	-	108	-	-
Total debt	8,919	13,669	7,546	7,448
Cash and cash equivalents	965	965	2,146	978
Total net debt	7,954	12,704	5,400	6,470

EBITDA

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

€ million	Q3 2019 excl. IFRS 16	Q3 2019	2018	2017
EBITDA¹				
Last twelve month operating income (EBIT)	2,233	2,523	2,215	2,372
+ Last twelve month depreciation and amortization	849	1,365	716	731
+ Non-cash charges	46	46	45	51
EBITDA (annualized)	3,128	3,934	2,976	3,154
Net leverage ratio (Net debt/EBITDA)	2.5	3.2	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 with a sales price above €50m 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	Q3 2019	Q3 2018
Acquisitions and investments		
Acquisitions, investments and net purchases of intangible assets	-101	-462
- Proceeds from divestitures	33	5
= Acquisitions and investments, net of divestitures	-68	-457
Thereof investments in securities, net of divestitures	-3	-180

	Q3 2019	Q3 2018
Capital expenditures, net		
Purchase of property, plant and equipment	-291	-266
- Proceeds from sale of property, plant & equipment	7	9
= Capital expenditure, net	-284	-257

■ Q3 2019: EFFECTS ACCORDING TO IFRS 16

EFFECTS INCLUDING NXSTAGE

Balance Sheet	September 30, 2019 € million
Assets	4,319
Right-of-use assets	4,362
Machinery and equipment	15
Other assets	-58
Liabilities	4,319
Lease liabilities	4,689
Other financial debt	61
Other liabilities	-236
Equity	-195

Profit and loss statement	Q3 2019 € million
Revenue	-35
Profit from sale-leaseback transactions	-21
Rental expenses	-220
EBITDA	199
Depreciation expense	-178
EBIT	21
Net interest expenses	43
Taxes	-6
Net Income	-16

Cash flow statement	Q3 2019 € million
Cash provided by operating activities	153
Cash used in investing activities	-14
Cash used in financing activities	-139
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	Profit and loss statement	Impact 2019e ~ € million	Cash flow statement	Impact 2019e ~ € million
Assets		Revenue	-110	Cash provided by operating activities	620
Right-of-use assets	4,220	Profit from sale-leaseback transactions	-40	Cash used in investing activities	-90
Machinery and equipment	100	Rental expenses	-820	Cash used in financing activities	-530
		EBITDA	780	Total	0
Liabilities		Depreciation expense	-680		
Lease liabilities	4,570	EBIT	100		
Other financial debt	100	Net interest expenses	170		
Other liabilities	-170	Taxes	-20		
Equity	-180	Net Income	-50		

- Net leverage ratio will increase by about 0.6.

■ 2018: PROFIT AND LOSS¹

	2018 € million	2017 € million	Growth in %	Growth in %cc
Revenue	16,547	17,784	-7	-2
Revenue on a comparable basis	16,547	16,739	-1	4
Revenue adjusted	16,547	16,645	-1	4
EBIT	3,038	2,362	29	33
<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>-0.3pp</i>	<i>-0.6pp</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>-3.5pp</i>	<i>-3.3pp</i>
Non-controlling interest	244	274	-11	-7
Net income	1,982	1,280	55	60
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 40

2018: RECONCILIATION ADJUSTMENTS

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

	2018 € million	2017 € million
Revenue	16,547	17,784
IFRS 15 Implementation		-486
Sound H2 2017 ¹		-559
Revenue on a comparable basis	16,547	16,739
VA Agreement ²		-94
Revenue adjusted	16,547	16,645
Net income⁵	1,982	1,280
(Gain) loss related to divestitures of Care Coordination activities	-673	
Sound H2 2017 ¹		-38
2018 FCPA Related Charge	28	
U.S. Ballot Initiatives ³	40	
Net income⁵ on a comparable basis	1,377	1,242
VA Agreement ²		-51
Natural Disaster Costs ⁴		11
2017 FCPA Related Charge		200
U.S. Tax Reform (excl. Sound H2 2017) ⁶	-192	-240
Net income⁵ adjusted	1,185	1,162

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

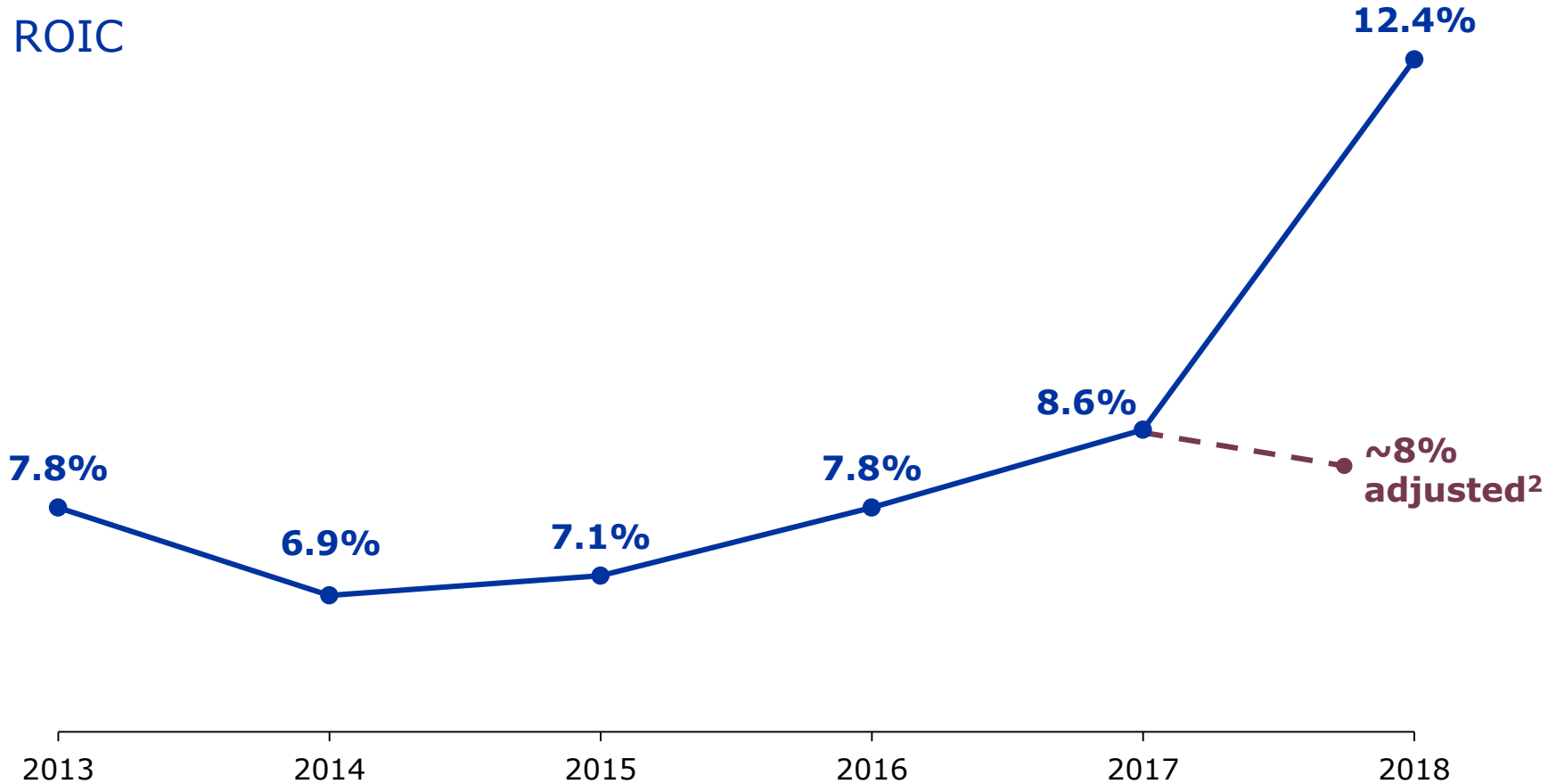
■ BASIS FOR TARGETS 2019

2018 BASE FOR TARGETS 2019 ON A QUARTERLY BASIS

EUR million	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 income²	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 income² adjusted	1,341	296	308	343	395

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

■ RETURN ON INVESTED CAPITAL¹ (ROIC)



- Long-term value creation based on accretive acquisitions and organic growth
- ROIC adjusted² (esp. for divestitures of Care Coordination activities): around 8.0%

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

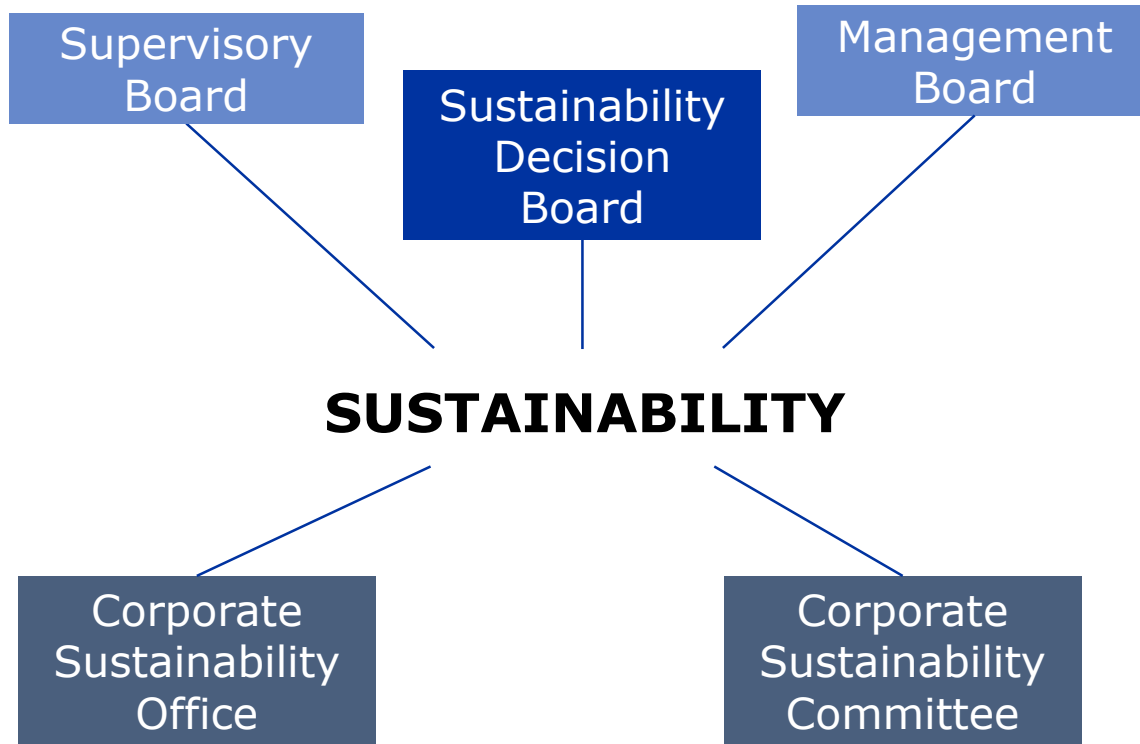
² Adjusted for the divestiture of Care Coordination activities, FCPA related charge, U.S. Ballot Initiatives, U.S. tax reform / including these effects, ROIC for FY 2018 was 12.4%

■ Q3 2019: QUALITY OUTCOMES REMAIN ON HIGH LEVEL¹

	NORTH AMERICA		EMEA		LATIN AMERICA		ASIA-PACIFIC	
% of patients	Q3 2019	Q3 2018	Q3 2019	Q3 2018	Q3 2019	Q3 2018	Q3 2019	Q3 2018
Kt/V ≥ 1.2	97	97	94	94	91	91	95	96
Hemoglobin = 10–12 g/dl	71	72	82	82	50	53	52	58
Calcium = 8.4–10.2 mg/dl	82	85	79	80	77	75	71	73
Albumin ≥ 3.5 g/dl	80	80	90	90	90	91	88	89
Phosphate ≤ 5.5 mg/dl	60	61	80	79	76	76	65	67
Patients without catheter (after 90 days)	82	83	78	79	80	80	83	87
in days								
Days in hospital per patient year	10.1	10.8	7.5	7.7	4.2	4.2	2.4	3.5

¹ 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.		9M 2019	9M 2018	FY 2018
€:\$	Period end	1.089	1.158	1.145
	Average	1.124	1.194	1.181
€:CNY	Period end	7.778	7.966	7.875
	Average	7.713	7.779	7.808
€:RUB	Period end	70.756	76.142	79.715
	Average	73.085	73.395	74.026
€:ARS	Period end	62.609	47.423	43.039
	Average	50.014	29.845	32.984
€:BRL	Period end	4.529	4.654	4.444
	Average	4.365	4.297	4.308

U.S. DIALYSIS DAYS PER QUARTER

	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

cc	Constant currency
HD	Hemodialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
H1 Sound	Contribution of Sound Physicians on the profit and loss statement in 2018

■ FINANCIAL CALENDAR 2019 AND 2020¹

REPORTING DATES & AGM

February 20, 2020	Report on FY 2019
May 6, 2020	Report on 1st quarter 2020
May 19, 2020	Annual General Meeting, Frankfurt
July 30, 2020	Report on 2nd quarter 2020
October 29, 2020	Report on 3rd quarter 2020

CONFERENCES

January 13, 2020	J.P. Morgan Healthcare Conference, San Francisco
January 15, 2020	Commerzbank Investment Seminar, New York
January 16, 2020	Oddo BHF Forum, Lyon
January 20-21, 2020	UniCredit & Kepler Cheuvreux German Corporate Conference, Frankfurt

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

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