

FOR OUR  
PATIENTS

# ROADSHOW LONDON Q4 2019

FEBRUARY 25, 2020

RICE POWELL – CEO  
HELEN GIZA - 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 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.

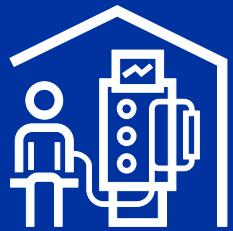




# AGENDA

- 1 AT A GLANCE**
- 2 STRATEGY**
- 3 Q4 2019 FINANCIALS**
- 4 OUTLOOK**

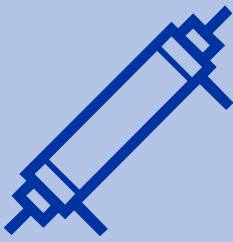
## ■ FY 2019 | GROWTH CONTINUED



+2% Clinics  
**3,994**



+4% Patients  
**345,096**



+4% Treatments  
**52,148,107**



Quality remains  
on a consistently  
**high level**

# ■ FY 2019 | €17.5BN REVENUE

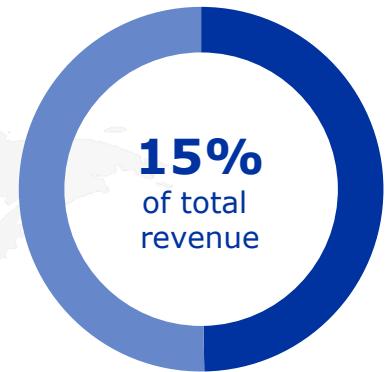
## NORTH AMERICA

Revenue	Operating Income	Patients	Clinics
<b>€12.2bn</b>	€1,794m	~211,000	~2,600
0%cc	(36%)cc	+3%	+2%



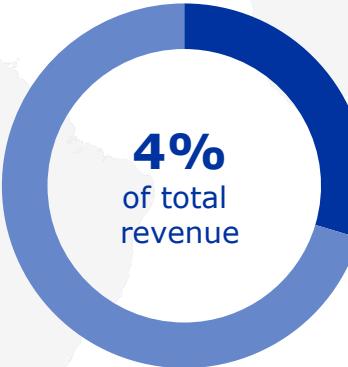
## EMEA

Revenue	Operating Income	Patients	Clinics
<b>€2.7bn</b>	€448m	~66,000	~800
+4%cc	+13%cc	+2%	+1%



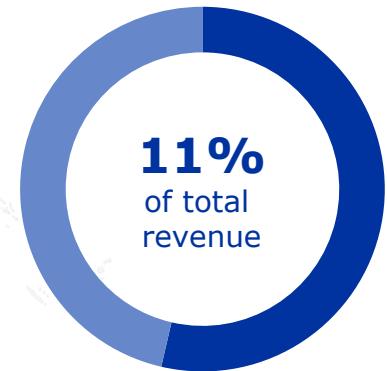
## LATIN AMERICA

Revenue	Operating Income	Patients	Clinics
<b>€0.7bn</b>	€43m	~34,800	~230
+21%cc	+35%cc	+6%	+2%



## ASIA-PACIFIC

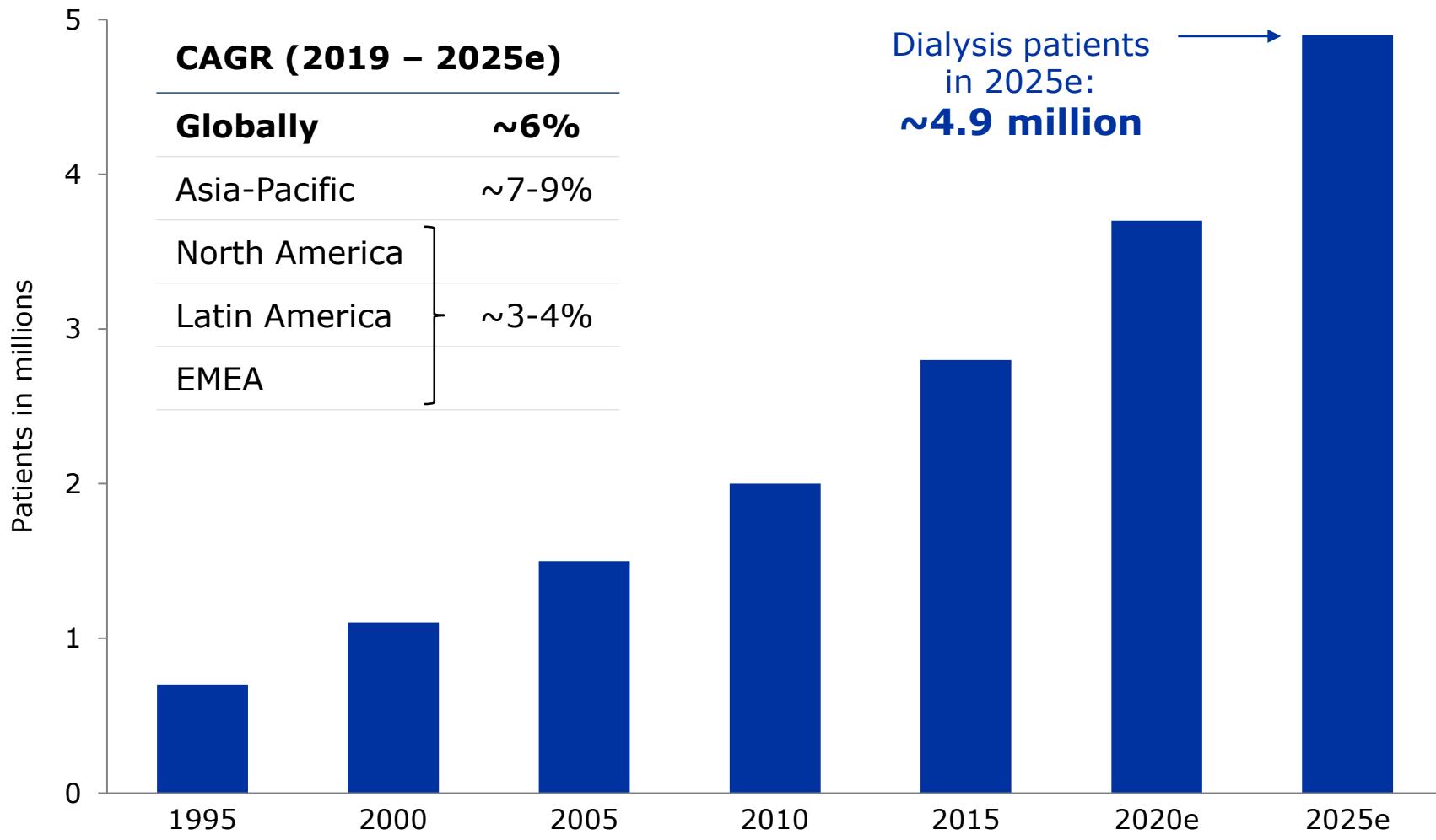
Revenue	Operating Income	Patients	Clinics
<b>€1.9bn</b>	€329m	~33,000	~400
+7%cc	+6%cc	+5%	+2%



cc = at constant currency

► Segment revenue and operating income FY 2019, number of patients and clinics as of YE 2019, yoy change

# ■ ORGANIC GROWTH DRIVERS INTACT



Internal estimates as of Dec. 31, 2019

**Global patient number grew by 6% in 2019**

**Patient growth driven by:**

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



# AGENDA

**1** AT A GLANCE

**2** STRATEGY

**3** Q4 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

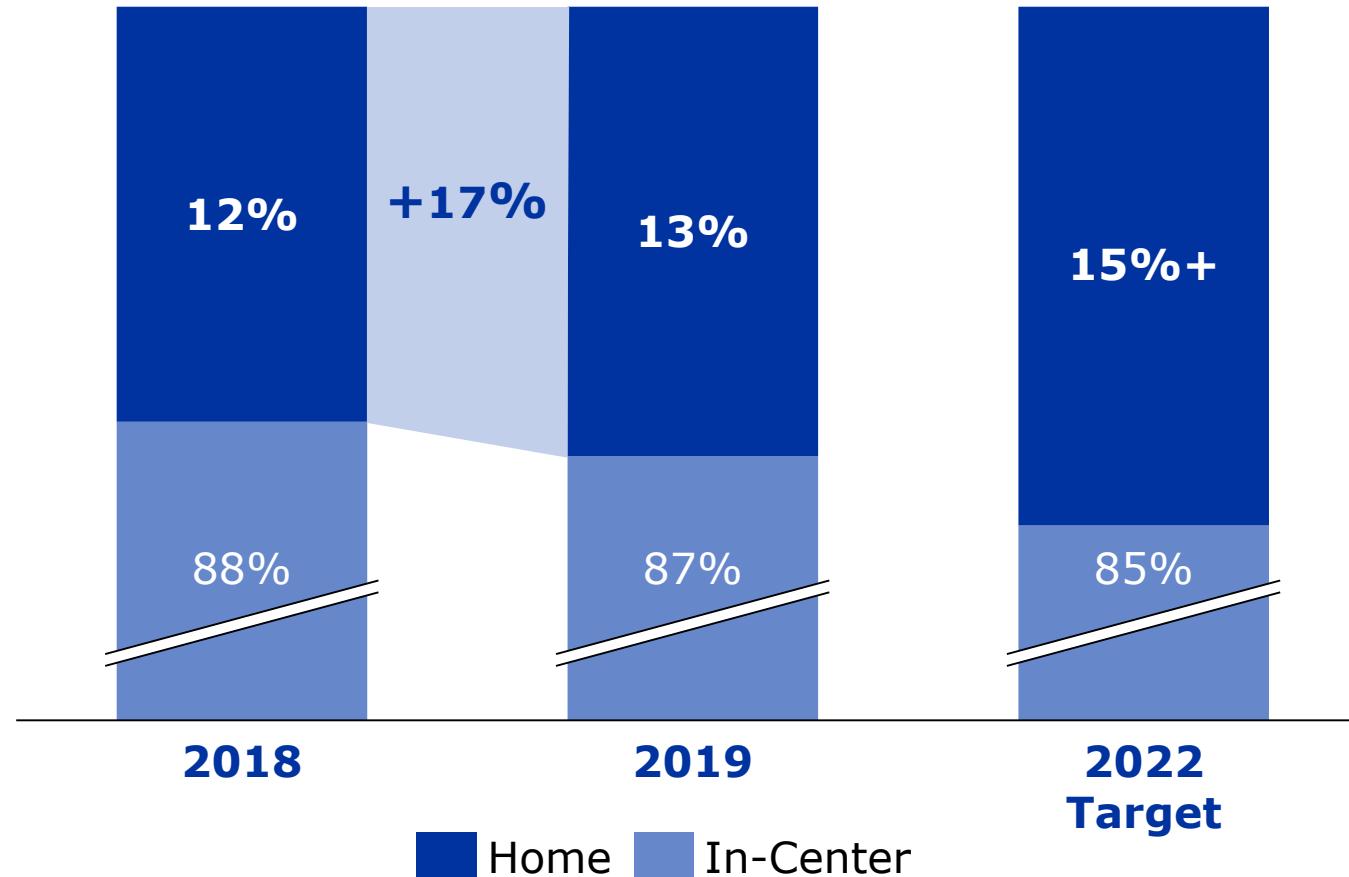
- Standardized medical procedures
- Enable best treatment outcomes
- Capture growth in developing markets

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



## ■ HOME STRATEGY ON TRACK

### DIALYSIS TREATMENTS U.S.



Numbers as per Q4 of the respective year

**Target 2022:**  
**15%+ of treatments in the U.S. performed in a home setting**

- Invested into expansion of home treatments: Home training facilities, educational staff and materials along with scaling the distribution infrastructure
- Reducing Capex for De novo clinics
- Increasing awareness for early recognition of CKD to ensure smooth transition to dialysis

# ■ GLOBAL SUSTAINABILITY PROGRAM

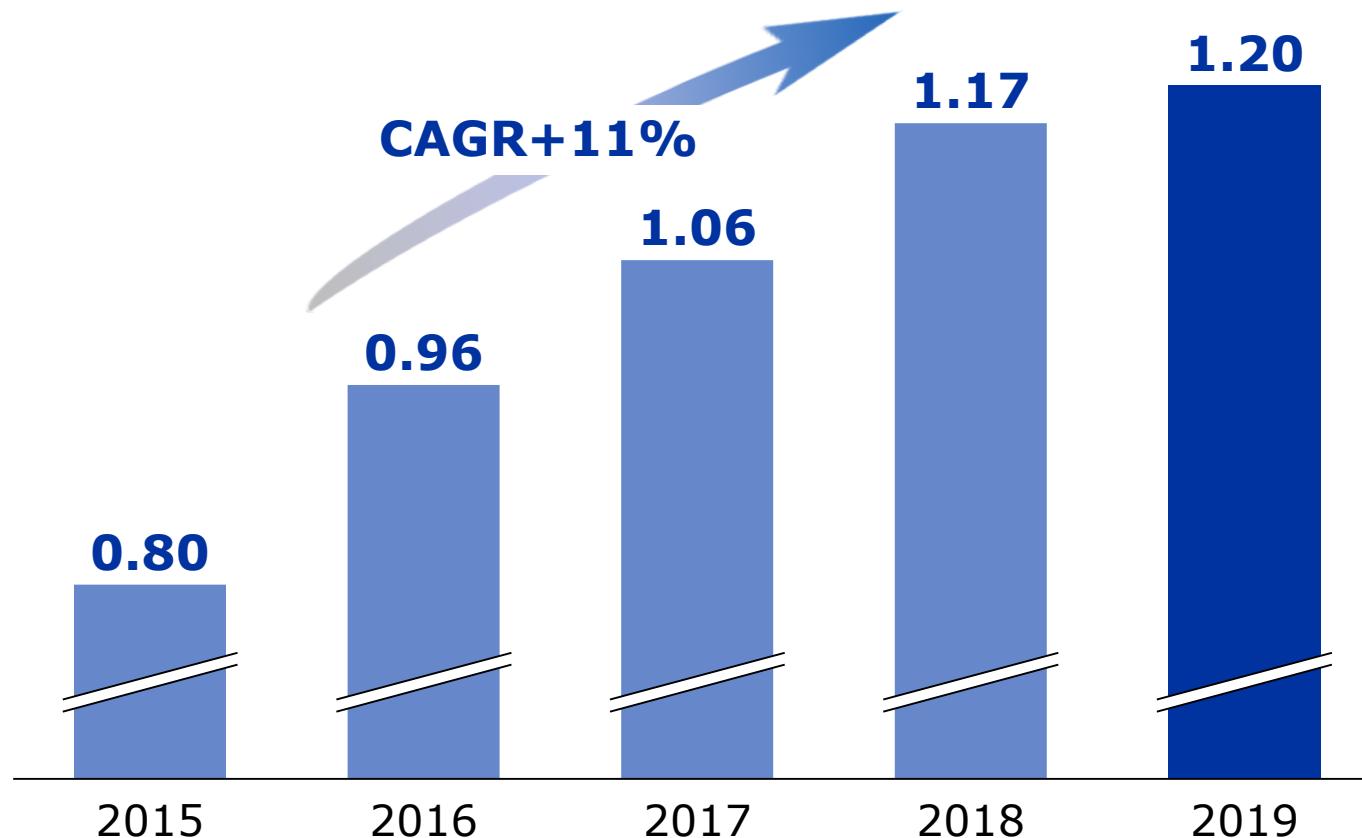


## GLOBAL ENVIRONMENTAL & SOCIAL GOVERNANCE

- 8 materiality areas identified and will be addressed
- Responsibility with the Sustainability Decision Board, headed by the CEO
- Involvement of senior representatives in all regions and global functions

# ■ DIVIDEND INCREASE PROPOSED

## DIVIDEND PER SHARE IN EUR



➤ Proposed dividend for 2019 of €1.20 to be approved by the AGM on May 19, 2020

## DIVIDEND PROPOSAL 2019

- 23<sup>rd</sup> consecutive dividend increase proposed
- Dividend proposal with focus on dividend continuity despite lower net income

## SHARE BUYBACK ON TRACK

- Volume up to €1bn
- Shares repurchased with a volume of €600m by the end of 2019

## FOCUS ON

- > Leverage on our investments in home dialysis and developing markets
- > U.S. President's Executive Order
- > Prepare for Medicare Advantage opportunity in 2021
- > Implementation of a Global Sustainability Program



## OPPORTUNITIES

- Faster shift to home dialysis
- Faster rollout of 4008A
- Beneficial reimbursement environment



## RISKS

- Legislative activities
- Regulatory changes
- Lower growth contribution from acquisitions



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# ■ Q4 2019 | THE GROWTH STORY CONTINUES

	Q4 2019 € million	Q4 2018 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>4,580</b>	<b>4,300</b>	<b>7</b>	<b>4</b>
Revenue adjusted	4,546	4,294	6	4
<b>Operating income</b>	<b>616</b>	<b>613</b>	<b>1</b>	<b>(2)</b>
Operating income adjusted	655	636	3	0
<b>Net income</b>	<b>343</b>	<b>425</b>	<b>(19)</b>	<b>(21)</b>
Net income adjusted	408	395	3	0

- 5.2% organic revenue growth
- Continued tailwind from FX effects
- Revenue and net income in Q4 contributed to achieve FY 2019 guidance as planned

cc = at constant currency



For a detailed reconciliation for revenue and net income please refer to chart 28

# ■ Q4 2019 | ALL REGIONS CONTRIBUTE TO GROWTH

## NORTH AMERICA

€ million

Revenue	3,174	3%cc
Organic growth		5%

## EMEA

€ million

Revenue	709	4%cc
Organic growth		3%

## ASIA-PACIFIC

€ million

Revenue	499	7%cc
Organic growth		6%

## LATIN AMERICA

€ million

Revenue	193	24%cc
Organic growth		19%

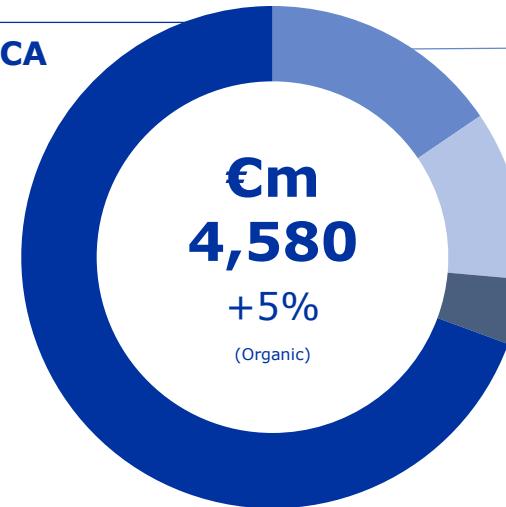
cc = at constant currency

NORTH AMERICA  
69%

EMEA  
16%

ASIA-PACIFIC  
11%

LATIN AMERICA  
4%

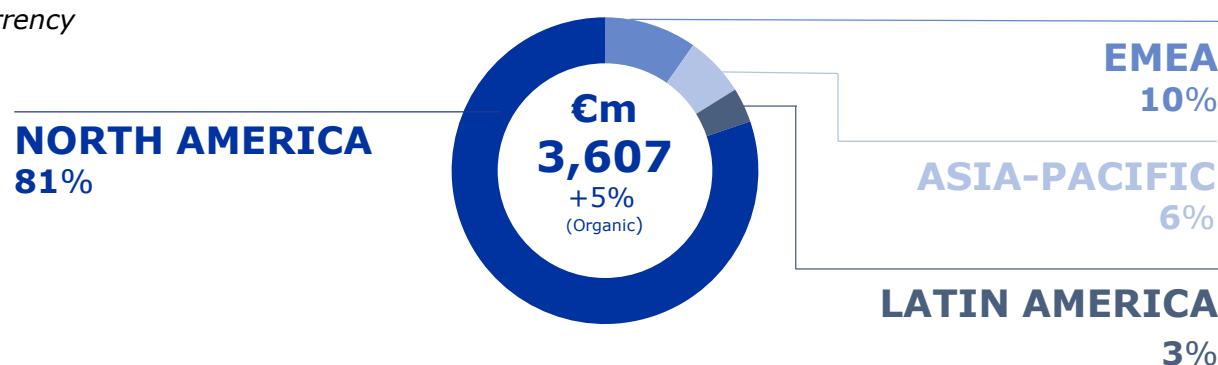


- Strong organic revenue growth in all regions
- North America and Asia-Pacific with highest growth contribution

# ■ Q4 2019 SERVICES | STRONG UNDERLYING GROWTH CONTINUED

Revenue	Q4 2019 € million	Q4 2018 € million	Growth in %	Growth in %cc	Organic growth in %	Same market treatment growth in %
<b>Health Care Services</b>	<b>3,607</b>	<b>3,413</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>3</b>
North America	2,893	2,746	5	2	5	3
of which Care Coordination	325	291	12	8	9	
EMEA	352	331	6	5	5	3
Asia-Pacific	230	207	11	7	6	7
of which Care Coordination	68	60	13	10	7	
Latin America	132	129	3	25	21	4

cc = at constant currency



➤ North America: same market treatment growth relates to growth in the U.S.

## Drivers

- + Same market treatment growth
- + Organic revenue per treatment
- + Acquisitions
- Revenue recognition adjustment for accounts receivable in legal dispute
- Closed and sold clinics

# ■ Q4 2019 PRODUCTS | STRONG UNDERLYING GROWTH CONTINUED

Revenue	Q4 2019 € million	Q4 2018 € million	Growth in %	Growth in %cc	Organic growth in %
<b>Health Care Products</b>	<b>973</b>	<b>887</b>	<b>10</b>	<b>8</b>	<b>4</b>
<b>Dialysis Products</b>	<b>953</b>	<b>869</b>	<b>10</b>	<b>8</b>	<b>4</b>
North America	281	235	20	16	4
EMEA	337	330	2	2	2
Asia-Pacific	269	247	9	6	6
Latin America	61	53	14	20	15
<b>Non-Dialysis Products</b>	<b>20</b>	<b>18</b>	<b>9</b>	<b>9</b>	<b>9</b>



## Drivers

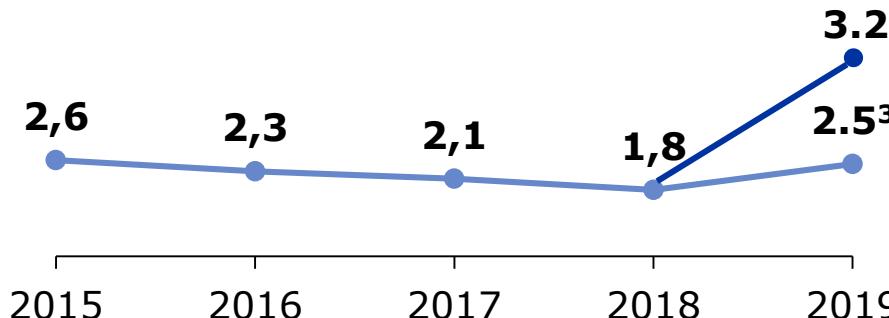
- + Home HD products
- + HD solutions and concentrates
- + Renal drugs
- + Dialyzers and bloodlines
- Machines

cc = at constant currency

# FY 2019 | CASH FLOW, NET LEVERAGE RATIO & CURRENT RATINGS

	Q4 2019 € million	Q4 2018 € million	2019 € million	2018 € million
<b>Operating cash flow</b>	<b>771</b>	<b>698</b>	<b>2,567</b>	<b>2,062</b>
in % of revenue	16.8	16.2	14.7	12.5
Capital expenditures, net	(337)	(301)	(1,113)	(1,003)
<b>Free cash flow</b>	<b>434</b>	<b>397</b>	<b>1,454</b>	<b>1,059</b>
Free cash flow after investing activities	230	296	(719)	1,817

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



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



1 See Chart 31 for a reconciliation of EBITDA | 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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# ■ TARGETS 2020

## REVENUE

(constant currency)

**Mid to high  
single digit**

growth rate

2019: EUR 17,477m

## NET INCOME

(constant currency)

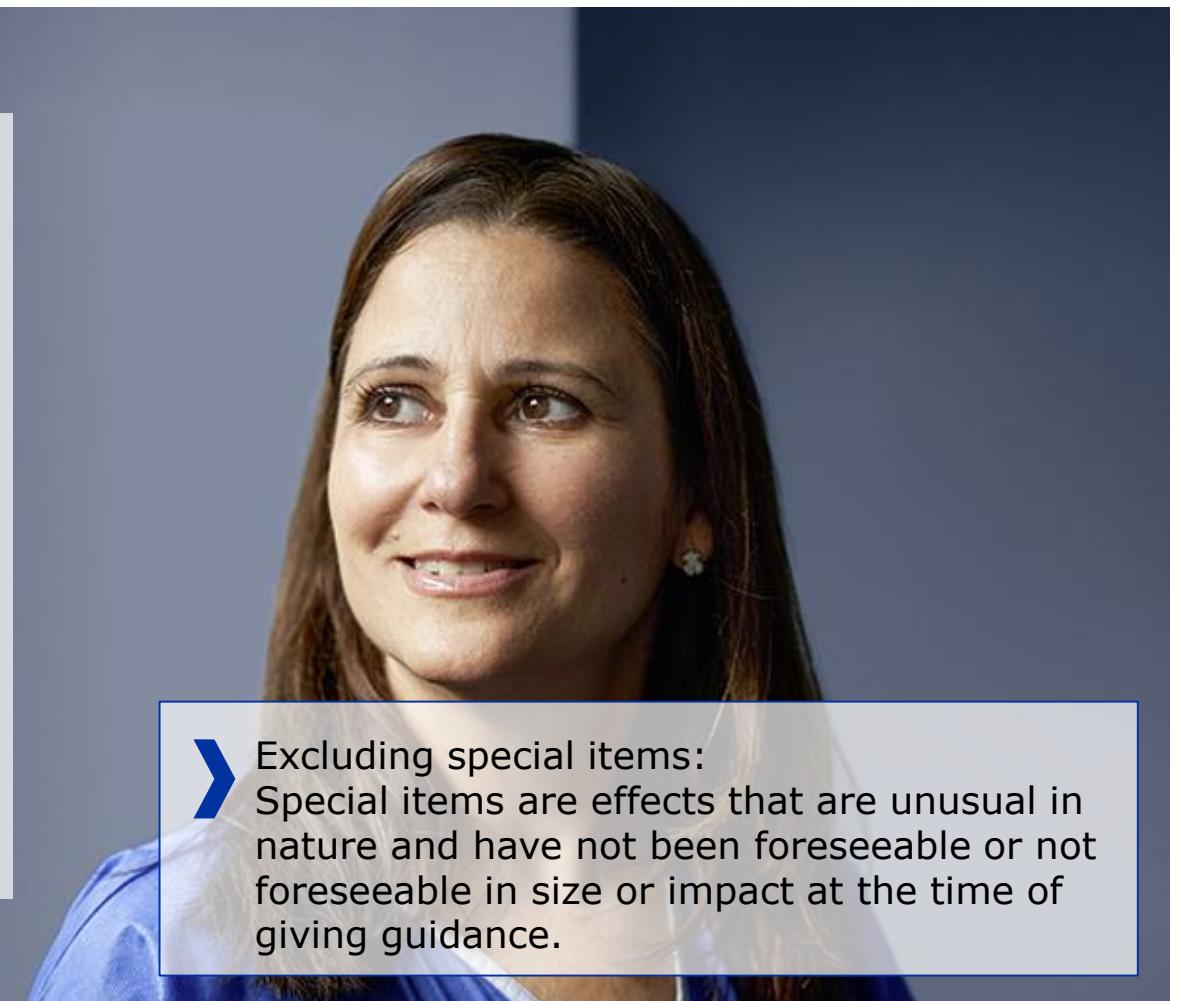
**Mid to high  
single digit**

growth rate

2019: EUR 1,236m



Excluding special items:  
Special items are effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of giving guidance.





BACKUP

# ■ Q4 2019 | PROFIT AND LOSS

	Q4 2019 € million	Q4 2018 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>4,580</b>	<b>4,300</b>	<b>7</b>	<b>4</b>
Revenue adjusted	4,546	4,294	6	4
<b>Operating income</b>	<b>616</b>	<b>613</b>	<b>1</b>	<b>(2)</b>
<i>Operating income margin in %</i>	13.5	14.3	(0.8)pp	(0.9)pp
Operating income adjusted	655	636	3	0
<i>Operating income margin in %</i>	14.4	14.8	(0.4)pp	(0.5)p
Net interest expense	102	58	78	74
Income before taxes	514	555	(8)	(10)
Income tax expense	109	63	73	68
<i>Tax rate in %</i>	21.3	11.4	9.9pp	9.9pp
Non-controlling interest	62	67	(8)	(11)
<b>Net income</b>	<b>343</b>	<b>425</b>	<b>(19)</b>	<b>(21)</b>
Net income adjusted	408	395	3	0

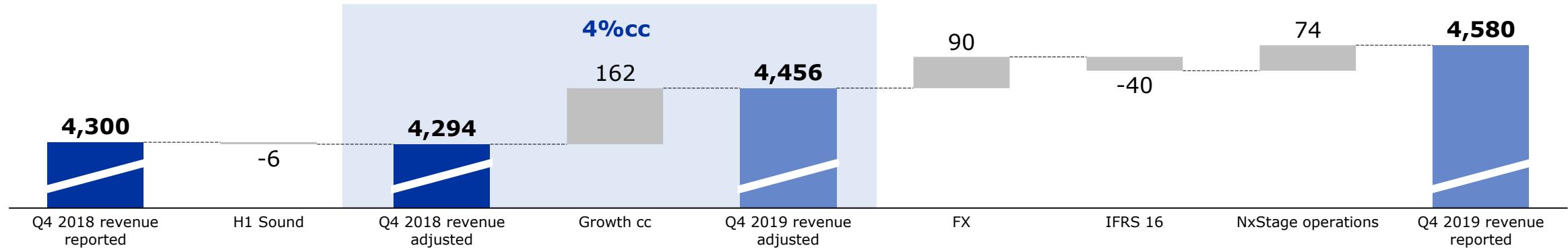
➤ For a detailed reconciliation for revenue and net income please refer to chart 28

pp = percentage point

cc = at constant currency

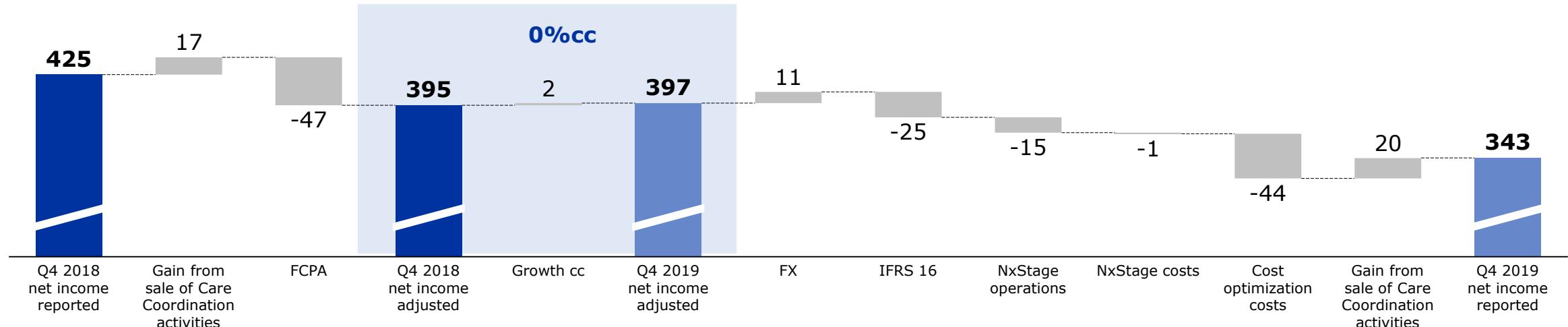
# ■ Q4 2019 | REVENUE AND NET INCOME GROWTH

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



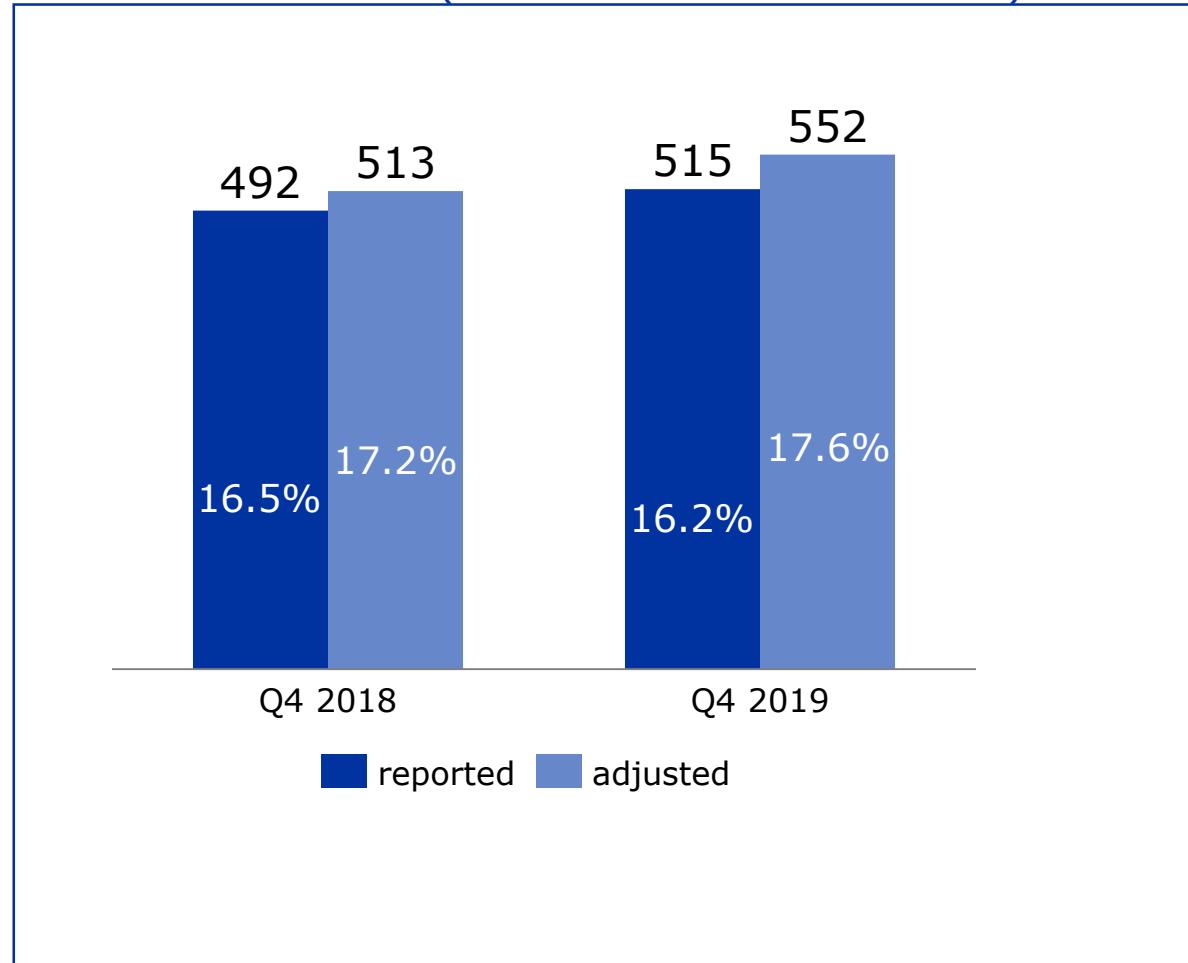
NET INCOME ADJUSTED, € MILLION – TARGET: (2%) TO 2%CC GROWTH

cc = at constant currency



## ■ Q4 2019 | REGIONAL MARGIN PROFILE

### NORTH AMERICA (72% OF OPERATING INCOME)



Operating income excluding Corporate

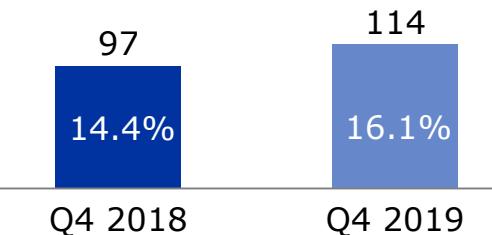
Operating income in €m; % Operating income margin

# ■ Q4 2019 | REGIONAL MARGIN PROFILE

**EMEA**  
(16% of Operating income)

## Operating income margin development reflects

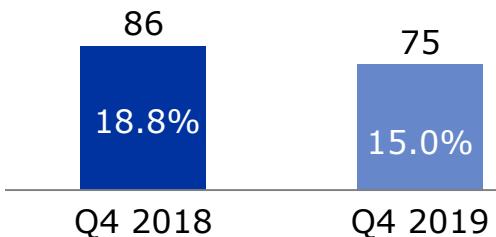
- + Reduction of a contingent consideration liability (Xenios)
- Higher personnel expense



**ASIA-PACIFIC**  
(10% of Operating income)

## Operating income margin development reflects

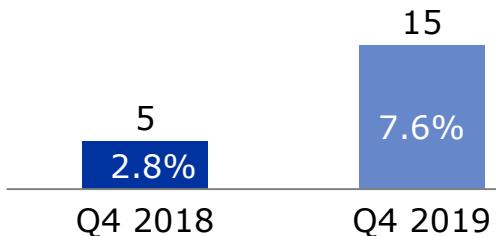
- Impact from business growth
- Cost optimization costs
- Higher personnel expense



**LATIN AMERICA**  
(2% of Operating income)

## Operating income margin development reflects

- + Reimbursement rate increases
- Foreign currency transaction effects



Operating income excluding Corporate

Operating income in €m; % Operating income margin

# ■ FY 2019 | PROFIT AND LOSS

	2019 € million	2018 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>17,477</b>	<b>16,547</b>	<b>6</b>	<b>2</b>
Revenue adjusted	17,329	16,026	8	5
<b>Operating income</b>	<b>2,270</b>	<b>3,038</b>	<b>(25)</b>	<b>(28)</b>
Operating income margin in %	13.0	18.4	(5.4)pp	(5.5)pp
Operating income adjusted	2,296	2,292	0	(4)
Operating income adjusted margin in %	13.2	14.3	(1.1)pp	(1.2)pp
Net interest expense	429	301	43	37
Income before taxes	1,841	2,737	(33)	(35)
Income tax expense	402	511	(21)	(24)
Tax rate in %	21.8	18.7	3.1pp	3.2pp
Non-controlling interest	239	244	(2)	(7)
<b>Net income</b>	<b>1,200</b>	<b>1,982</b>	<b>(39)</b>	<b>(42)</b>
Net income adjusted	1,369	1,341	2	(2)

➤ For a detailed reconciliation for revenue and net income please refer to chart 28

pp = percentage point

cc = at constant currency

# RECONCILIATION ADJUSTMENTS

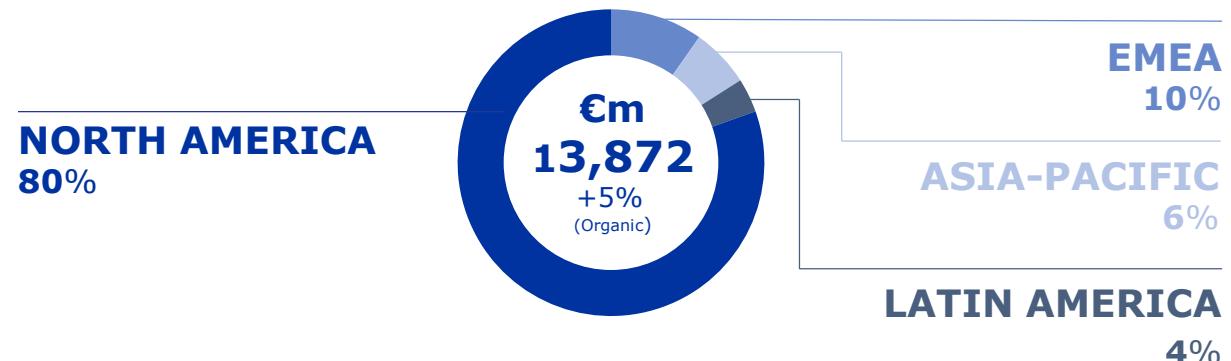
RECONCILIATION OF NON-IFRS FINANCIAL MEASURES TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

	Q4 2019 € million	Q4 2018 € million	2019 € million	2018 € million
<b>Revenue</b>	<b>4,580</b>	<b>4,300</b>	<b>17,477</b>	<b>16,547</b>
IFRS 16 implementation	40		115	
NxStage operations	(74)		(263)	
H1 Sound		(6)		(521)
<b>Revenue adjusted</b>	<b>4,546</b>	<b>4,294</b>	<b>17,329</b>	<b>16,026</b>
 <b>Net income</b>	 <b>343</b>	 <b>425</b>	 <b>1,200</b>	 <b>1,982</b>
IFRS 16 implementation	25		70	
NxStage operations	15		63	
NxStage costs	1		18	
Cost optimization costs	44		67	
H1 Sound				4
(Gain) loss related to divestitures of Care Coordination activities	(20)	17	(49)	(673)
FCPA		(47)		28
<b>Net income adjusted</b>	<b>408</b>	<b>395</b>	<b>1,369</b>	<b>1,341</b>

➤ H1 Sound relates to the contribution of Sound Physicians

# ■ FY 2019 | SERVICES

Revenue	FY 2019 € million	FY 2018 € million	Growth in %	Growth in %cc	Organic growth in %	Same market treatment growth in %
<b>Health Care Services</b>	<b>13,872</b>	<b>13,264</b>	<b>5</b>	<b>1</b>	<b>5</b>	<b>4</b>
North America	11,157	10,725	4	(1)	4	4
of which Care Coordination	1,184	1,636	(28)	(31)	(1)	
EMEA	1,354	1,274	6	7	6	3
Asia-Pacific	862	776	11	7	6	7
of which Care Coordination	241	208	16	13	7	
Latin America	499	489	2	25	20	2



# ■ FY 2019 | PRODUCTS

Revenue	FY 2019 € million	FY 2018 € million	Growth in %	Growth in %cc	Organic growth in %
<b>Total Health Care Products</b>	<b>3,605</b>	<b>3,283</b>	<b>10</b>	<b>8</b>	<b>5</b>
<b>Dialysis Products</b>	<b>3,529</b>	<b>3,209</b>	<b>10</b>	<b>8</b>	<b>5</b>
North America	1,038	845	23	16	6
EMEA	1,263	1,239	2	2	2
Asia-Pacific	997	913	9	8	8
Latin America	210	197	6	12	10
<b>Non-Dialysis Products</b>	<b>76</b>	<b>74</b>	<b>3</b>	<b>3</b>	<b>3</b>



# EBITDA

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

	2019 € million, excl. IFRS 16	2019 € million	2018 € million	2017 € million
Net income	1,509	1,439	2,226	1,554
+ Income tax expense	429	402	511	443
- Interest income	(62)	(62)	(147)	(51)
+ Interest expense	319	491	448	416
+ Depreciation and amortization	854	1,553	725	736
+ Adjustments	110	110	(722)	56
<b>Adjusted EBITDA (annualized)</b>	<b>3,159</b>	<b>3,933</b>	<b>3,041</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>

➤ Adjustments for acquisitions & divestitures with a purchase price above €50m, non-cash charges primarily related to pension expense, impairment losses, (gain) loss related to divestitures of Care Coordination activities with a sales price above €50m and NxStage related transaction costs

# ■ ACQUISITIONS & INVESTMENTS AND CAPITAL EXPENDITURES

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

	Q4 2019 € million	Q4 2018 € million	2019 € million	2018 € million
<b>Acquisitions and investments</b>				
Acquisitions and investments, net of cash acquired, and purchases of intangible assets	(208)	(117)	(2,233)	(925)
– Proceeds from divestitures	4	16	60	1,683
= Acquisitions and investments, net of divestitures	(204)	(101)	(2,173)	758
Thereof investments in securities, net of divestitures	3	(8)	5	(330)
<b>Capital expenditures, net</b>				
Purchase of property, plant and equipment	(337)	(325)	(1,125)	(1,057)
– Proceeds from sale of property, plant & equipment	0	24	12	54
= Capital expenditure, net	(337)	(301)	(1,113)	(1,003)

# ■ EFFECTS ACCORDING TO IFRS 16

## EFFECTS INCLUDING NXSTAGE

Balance Sheet	Dec 31, 2019 € million	Profit and loss statement	Q4 YTD 2019 € million	Cash flow statement	Q4 YTD 2019 € million
<b>Assets</b>	<b>4,356</b>	<b>Revenue</b>	<b>(115)</b>	Cash provided by operating activities	620
Right-of-use assets	4,361	Profit from sale-leaseback transactions	(55)	Cash used in investing activities	(61)
Machinery and equipment	36	Rental expenses	(829)	Cash used in financing activities	(559)
Other assets	(41)	<b>EBITDA</b>	<b>774</b>	<b>Total</b>	<b>0</b>
<b>Liabilities</b>	<b>4,356</b>	Depreciation expense	(699)		
Lease liabilities	4,705	<b>Operating Income</b>	<b>75</b>		
Other financial debt	92	Net interest expenses	172		
Other liabilities	(232)	Taxes	(27)		
Equity	(209)	<b>Net Income</b>	<b>70</b>		

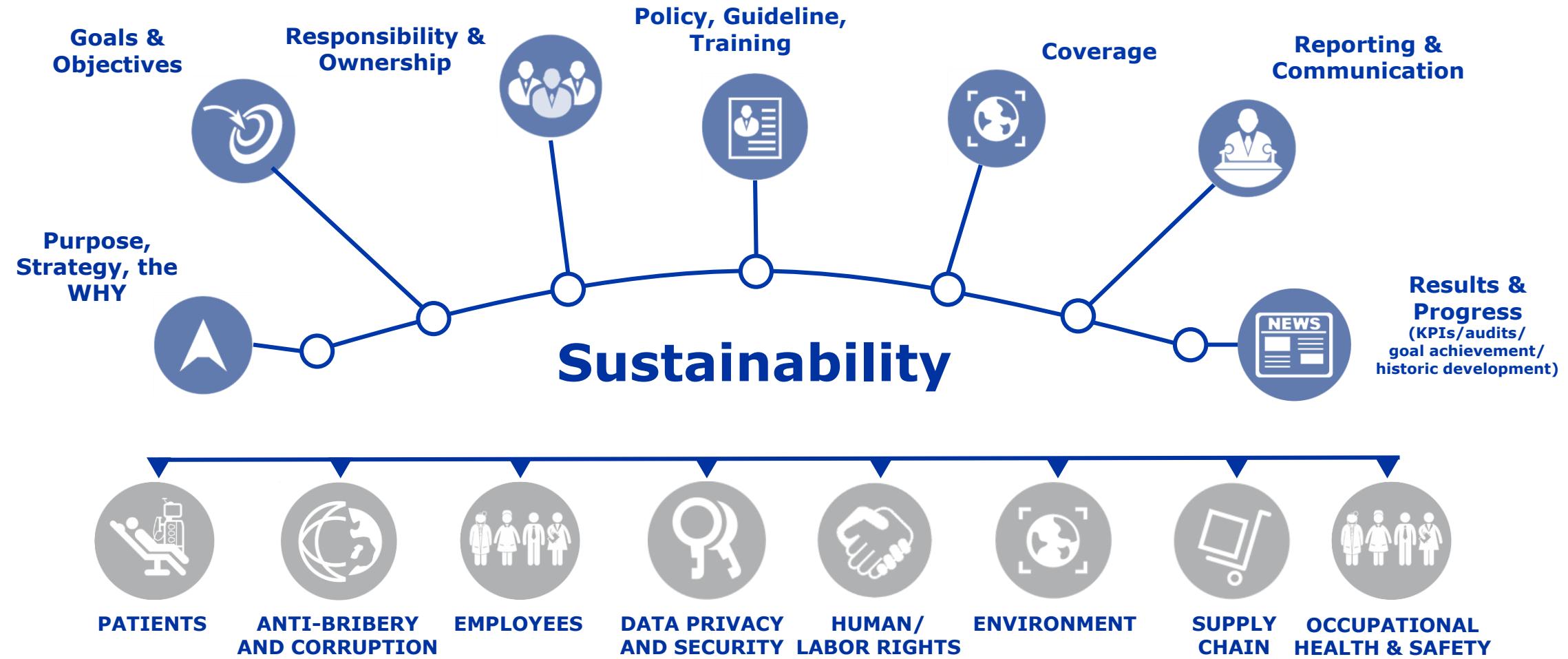
Net leverage ratio increased by 0.7.

## ■ 2019 BASE FOR TARGETS 2020

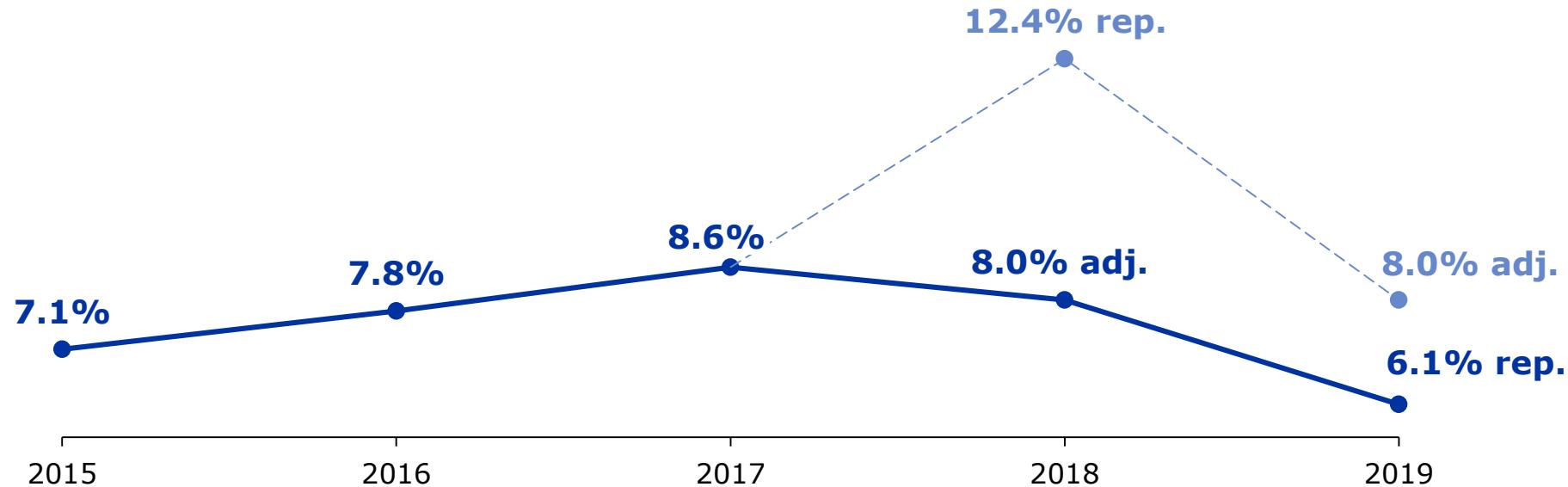
	<b>FY 2019</b> € million	<b>Q1 2019</b> € million	<b>Q2 2019</b> € million	<b>Q3 2019</b> € million	<b>Q4 2019</b> € million
<b>Revenue before special items</b>	<b>17,477</b>	<b>4,133</b>	<b>4,345</b>	<b>4,419</b>	<b>4,580</b>
<b>Net income before special items</b>	<b>1,236</b>	<b>286</b>	<b>250</b>	<b>332</b>	<b>368</b>

# ■ OUR ESG GOAL - MANAGEMENT CONCEPTS FOR ALL MATERIAL AREAS

A MANAGEMENT CONCEPT INCLUDES THE FOLLOWING ELEMENTS



## ■ RETURN ON INVESTED CAPITAL (ROIC)



- Long-term value creation based on accretive acquisitions and organic growth
- 2018 positive impact from Sound divestiture
- 2019 negative impact from NxStage acquisition

- For the years 2015-17 ROIC as reported within the Form-20-F.
- ROIC adjusted in 2018 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%
- ROIC adjusted in 2019 for the effects of IFRS 16, NxStage, FCPA, Cost optimization costs, divestiture of Care Coordination activities / including these effects, ROIC for FY 2019 was 6.8% (excl. IFRS 16)

## ■ Q4 2019 | QUALITY OUTCOMES REMAIN KEY

% of patients	NORTH AMERICA		EMEA		LATIN AMERICA		ASIA-PACIFIC	
	Q4 2019	Q4 2018	Q4 2019	Q4 2018	Q4 2019	Q4 2018	Q4 2019	Q4 2018
Kt/V ≥ 1.2	<b>97</b>	97	<b>94</b>	95	<b>91</b>	91	<b>95</b>	96
Hemoglobin = 10–12 g/dl	<b>71</b>	72	<b>82</b>	82	<b>50</b>	53	<b>56</b>	58
Calcium = 8.4–10.2 mg/dl	<b>81</b>	86	<b>79</b>	81	<b>76</b>	75	<b>74</b>	74
Albumin ≥ 3.5 g/dl	<b>81</b>	81	<b>89</b>	90	<b>91</b>	90	<b>87</b>	89
Phosphate ≤ 5.5 mg/dl	<b>60</b>	62	<b>80</b>	81	<b>76</b>	75	<b>63</b>	67
Patients without catheter (after 90 days)	<b>81</b>	83	<b>78</b>	79	<b>79</b>	80	<b>83</b>	86
<b>in days</b>								
Days in hospital per patient year	<b>10.3</b>	10.8	<b>7.5</b>	7.8	<b>4.3</b>	4.2	<b>2.6</b>	3.3

► Definitions of quality parameters cf. 2019 Annual Report, Section "Non-Financial Group Report"

# ■ FINANCIAL CALENDAR 2020

## REPORTING DATES & AGM

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<b>May 6</b>	Q1 Earnings Release and Conference Call
<b>May 19</b>	Annual General Meeting, Frankfurt am Main
<b>July 30</b>	Q2 Earnings Release and Conference Call
<b>October 29</b>	Q3 Earnings Release and Conference Call

## CONFERENCES & MEET THE MANAGEMENT

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<b>March 4</b>	Credit Suisse 2020 Global Healthcare Conference, London
<b>March 6</b>	Jefferies Swiss Summit, Zurich
<b>March 11-12</b>	Barclays Global Healthcare Conference, Miami
<b>March 19</b>	Kepler Cheuvreux European Gems Seminar, New York
<b>March 24</b>	Bankhaus Lampe German Conference, Baden-Baden
<b>October 8</b>	Capital Markets Day 2020, Frankfurt am Main



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

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