

# Q3 2023 Conference Call November 2, 2023

Helen Giza, CEO & Chair of the Management Board  
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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. Amounts are in Euro if not mentioned otherwise.

Implementation of measures as presented herein may be subject to information and consultation procedures with works councils and other employee representative bodies, as per local laws and practice. Consultation procedures may lead to changes on proposed measures.







# Agenda



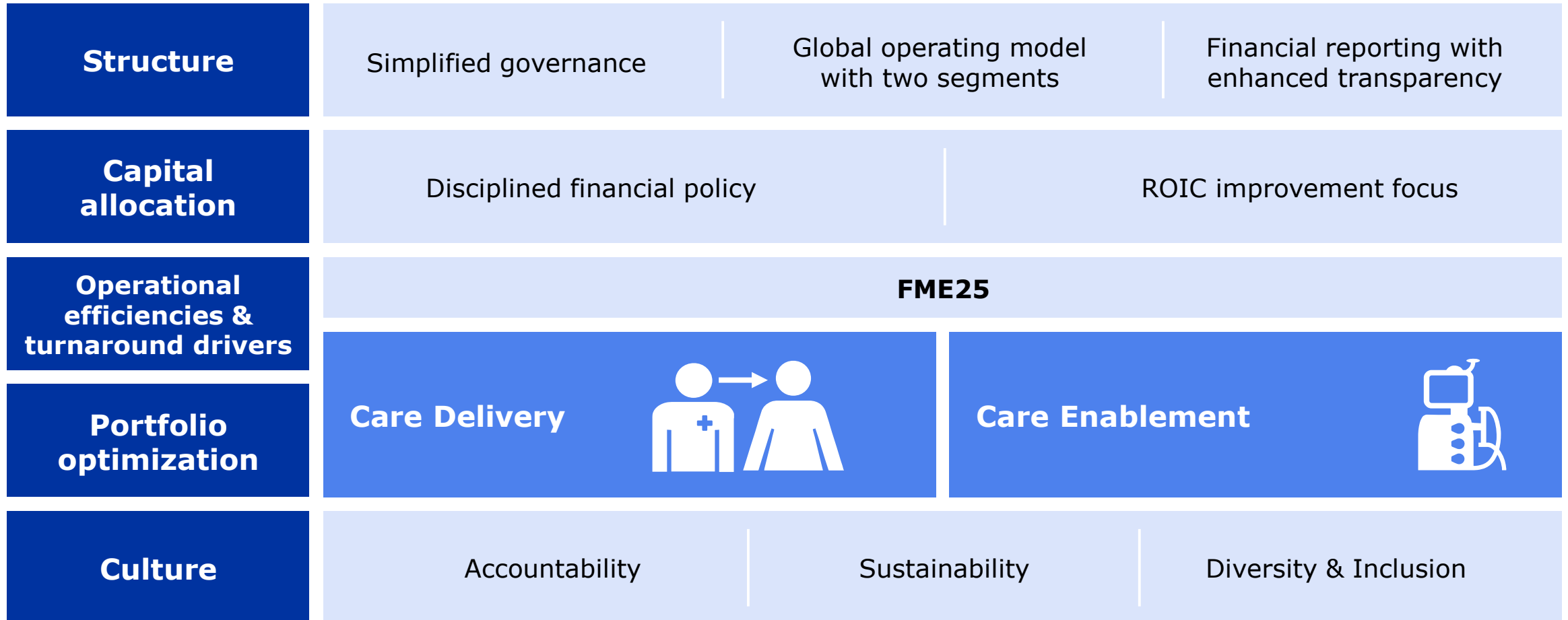
**1** Execution against strategic plan

**2** Q3 Business Update

**3** Outlook

# ■ Executing on our strategic plan

## *Unlock value as the leading kidney care company*



# ■ GLP-1 medications' assumed effects on the kidney disease population

Overall, GLP-1 medications are expected to have a balanced impact on ESRD patient volumes

## Expected long-term impact

- GLP-1 help control T2D with proven benefits for cardiovascular health
- More CKD patients surviving to progress toward ESRD and healthier ESRD patients to dialyze longer
- GLP-1 assumed to have a positive impact on slowing the progression of kidney disease
- Impact will be driven by many factors including adoption rate, long term adherence, side effects and comorbidities
- Effects as well as side effects still evolving and may take many years to develop

## ESRD patients with significant co-morbidity burden

Cardio-vascular



Diabetes



Obesity



Behavioral health



Hypertension



**10-12 average co-morbidities per patient**

Note: Assessment based on limited available information; GLP-1 = Glucose-like peptide 1 receptor agonist; T2D = Type 2 diabetes; CKD = chronic kidney disease; ESRD = end-stage renal disease

# ■ Continuous monitoring of clinical performance to enhance care

## Quality index components

### Dialysis effectiveness

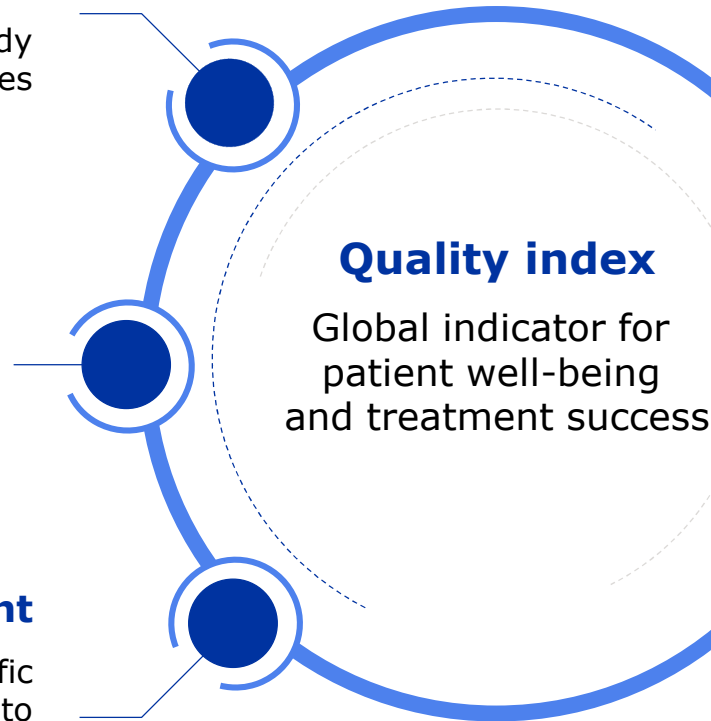
Measures how sufficiently the body is cleansed of waste substances

### Vascular access

Measures the share of patients who do not receive dialysis via a dialysis catheter but rather via safer vascular access alternatives that reduce risk of infection and improve outcomes

### Anemia management

Measures hemoglobin levels and specific medications given during dialysis to achieve optimum clinical outcomes, such as overall health and well-being



	Q3 2023	Q2 2023
<b>Quality index</b>	<b>81%</b>	<b>81 %</b>
<b>Dialysis effectiveness</b>	94%	94%
<b>Vascular access</b>	78%	78%
<b>Anemia management</b>	71%	72%





# Agenda



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## ■ Q3 2023 | Earnings outlook raised

- Continued solid organic growth driven by both operating segments, sequentially stable same market treatment growth in the U.S.
- Successful execution on turnaround plan driving productivity improvements in Care Delivery and pricing in Care Enablement
- FME25 savings fully on track
- Continued execution on portfolio optimization plan
- FY 2023 earnings outlook raised
- Final ESRD PPS rate in line with expectations
- CMS star rating | FME outpaces industry for 3-/4-/5-star clinics

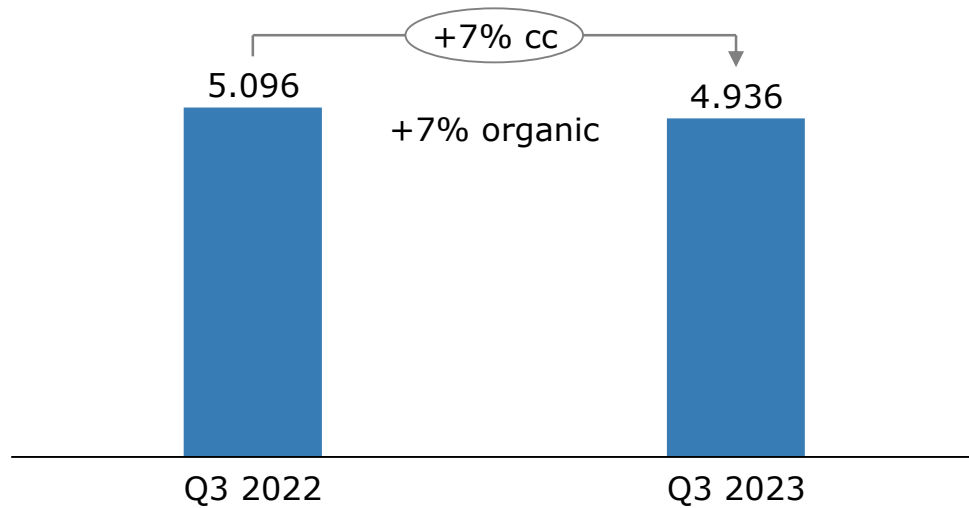
Q3  
2023



# ■ Q3 2023 | Organic growth momentum continues

## Revenue | guidance base<sup>1</sup>

in € million

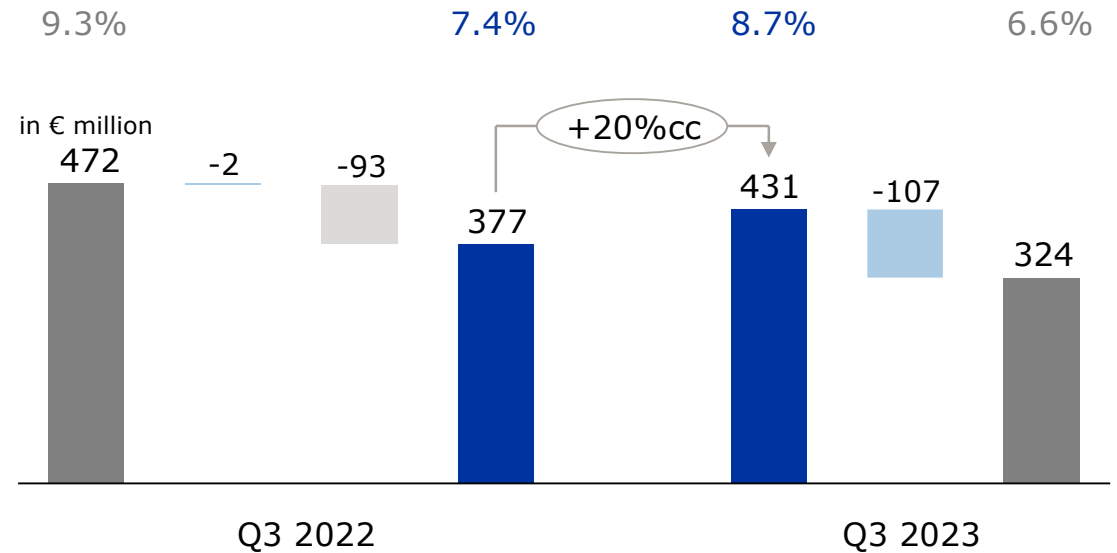


### Organic growth

- in Care Delivery driven by price including hyperinflation
- in Care Enablement driven by both volume and price

## Operating income | guidance base<sup>1</sup>

Margin in %

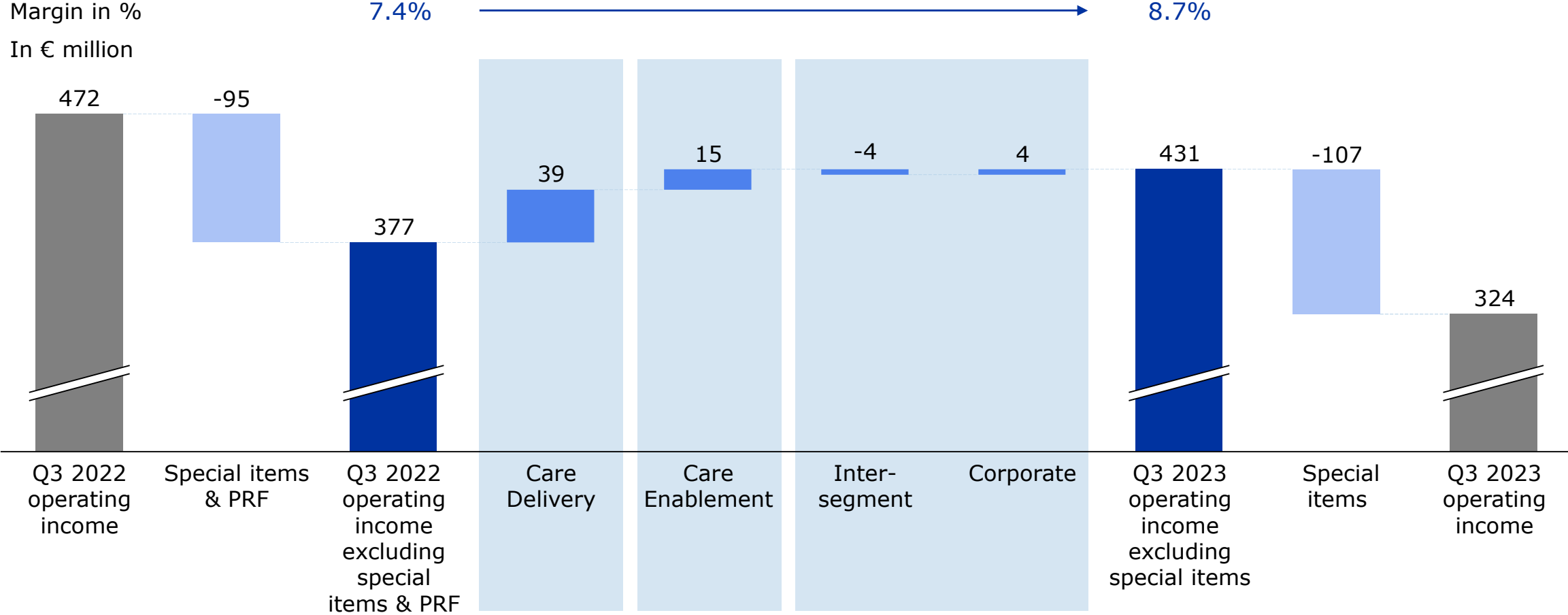


- Operating Income (guidance base)
- Operating Income (reported)
- Special items
- Provider Relief Funding (PRF)

- Improved business performance supported by FME25 savings
- Productivity-driven reduced personnel expenses
- Negative impacts from inflation and lower income from a non-recurring consent payment on certain pharmaceuticals

1: Q3 2023 €451 million Operating Income at cc (guidance base); reconciliation table for special items (guidance base), reported growth rates: page 22 | cc = at constant currency

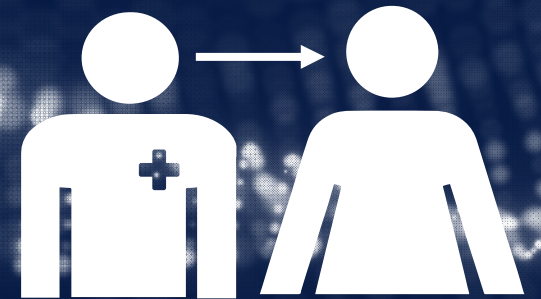
# Q3 2023 | Operating margin further improving



Reconciliation table for special items (guidance base): page 22

## ■ Q3 2023 | Key developments in Care Delivery

- Organic revenue growth supported by InterWell Health, reimbursement rate and mix
- Positive U.S. same market treatment growth when adjusted for exits from less profitable acute care contracts
- CD International revenue growth driven by hyperinflation while negatively impacted by exchange rate effects
- Positive earnings development supported by business growth, productivity-driven lower personnel expenses and FME25 savings
- InterWell Health earnings contribution positive but with lower-than-expected CKCC contributions
- Execution on portfolio optimization | agreement to divest NCP

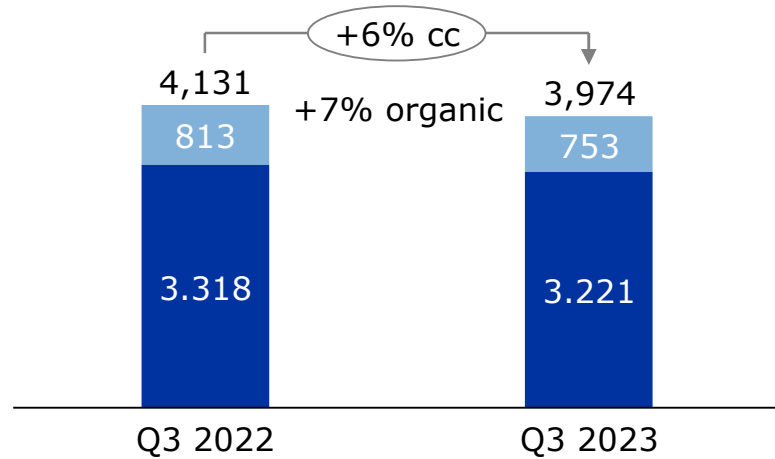




# ■ Q3 2023 | Care Delivery earnings driven by improved productivity

## Revenue | guidance base<sup>1</sup>

in € million

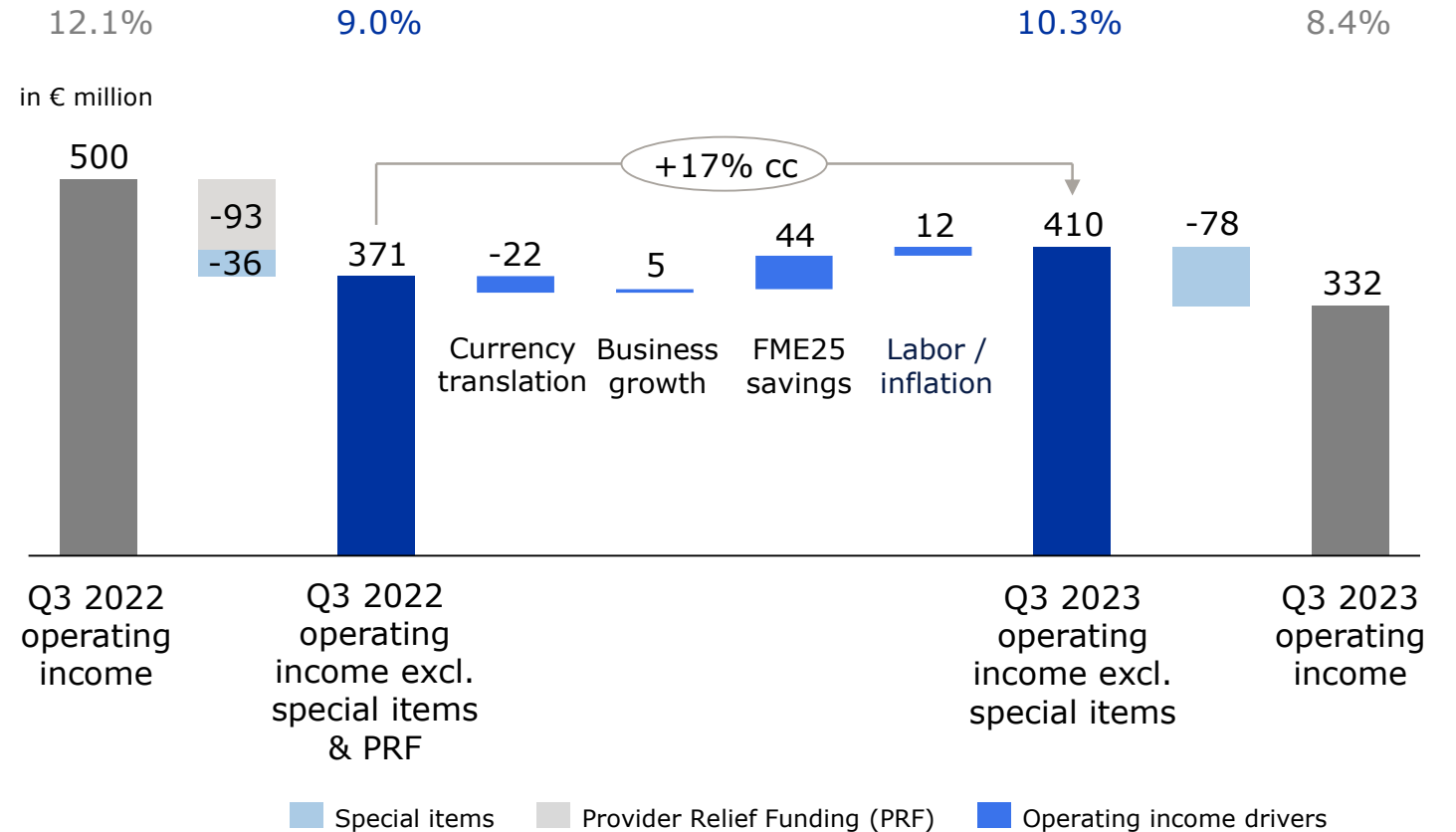


■ U.S. ■ International

## Operating income | guidance base<sup>1</sup>

Margin in %

in € million



1: Q3 2023 €432 million Operating Income at cc (guidance base); reconciliation table for special items (guidance base), reported growth rates: page 22 | cc = at constant currency

## ■ Q3 2023 | Key developments in Care Enablement

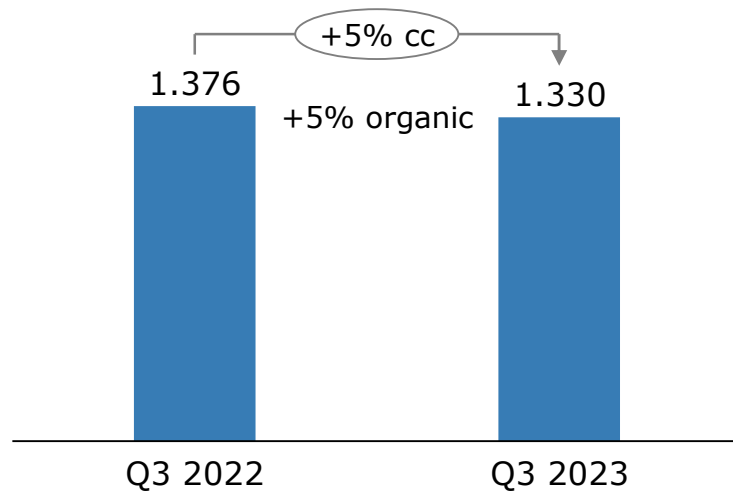
- Revenue development driven by
  - negative impact from foreign currency translation
  - higher sales of in-center disposables, machines for chronic treatment and home hemodialysis products
  - positive impact from pricing measures
- Earnings improved year-over-year driven by
  - increased volumes, prices and FME25 savings, offsetting cost inflation
  - negative impact from currency transaction effects
- Continued execution of FME25 transformation and turnaround measures



# ■ Q3 2023 | Care Enablement earnings driven by growth and savings

## Revenue | guidance base<sup>1</sup>

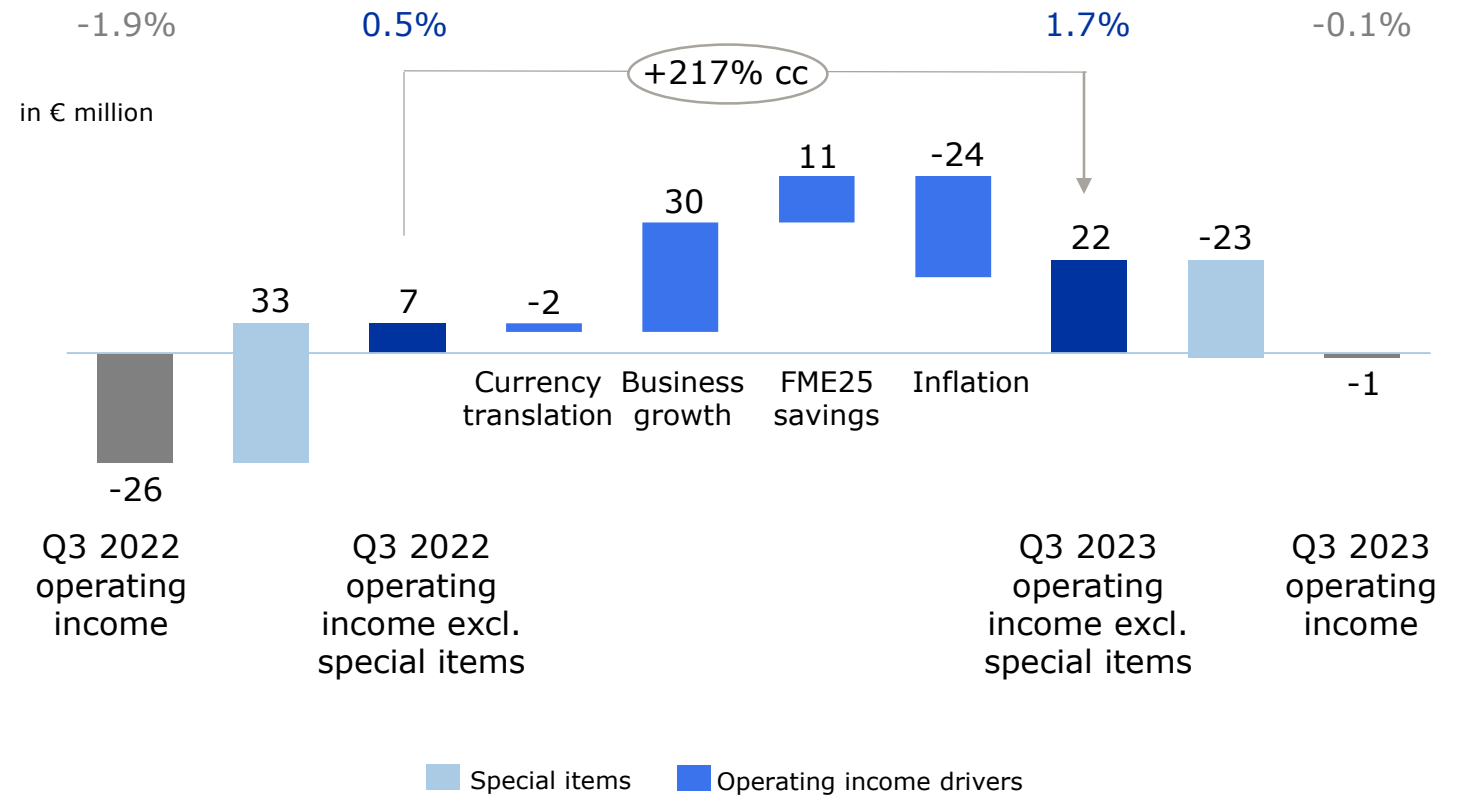
in € million



## Operating income | guidance base<sup>1</sup>

Margin in %

in € million



1: Q3 2023 €24 million Operating Income at cc (guidance base); reconciliation table for special items (guidance base), reported growth rates: page 22 | cc = at constant currency

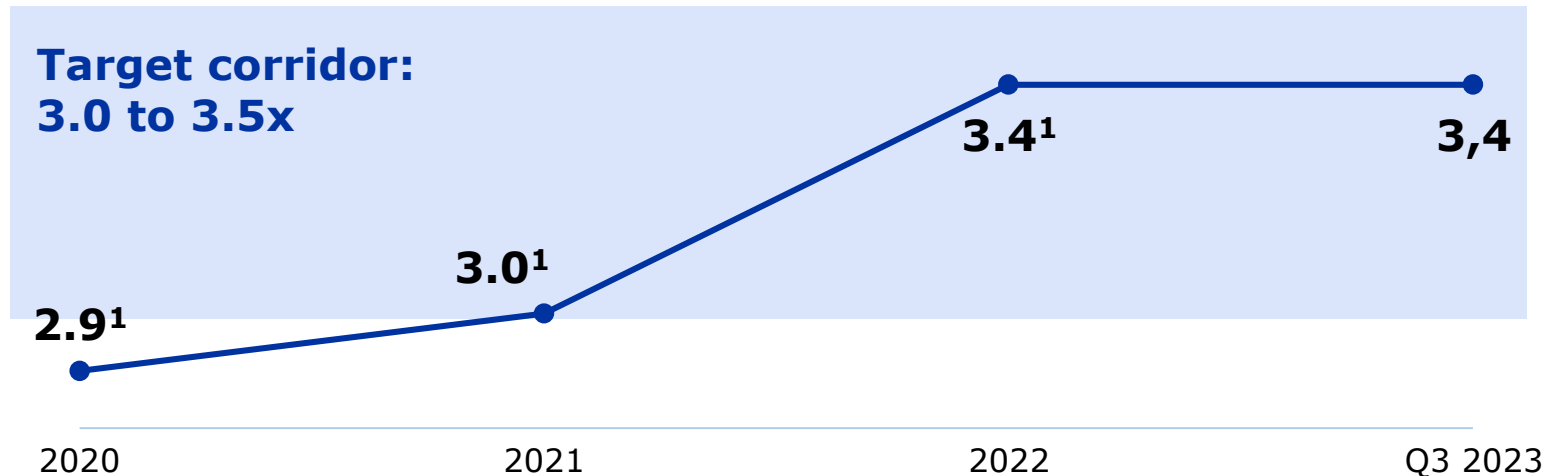


# ■ Q3 2023 | Strong cash flow development

in € million

	Q3 2023	Q3 2022
<b>Operating cash flow</b>	<b>760</b>	<b>658</b>
▪ Capital expenditures, net	(134)	(157)
<b>Free cash flow</b>	<b>626</b>	<b>501</b>
▪ Free cash flow after investing activities	609	557

Net leverage ratio (Net debt/EBITDA)



<sup>1</sup> Excl. U.S. federal relief funding and advanced payments under the CARES Act

## Key developments

- Operating cash flow improved mainly due positive working capital contribution resulting from recoupment of COVID-19 related relief funding in 2022
- Free cash flow conversion accelerated in line with operating cash flow
- €650m Euro bond, maturing in Nov. 2023, successfully refinanced by mix of long-term bank loans, cash and short-term debt





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# ■ Outlook | Earnings guidance upgraded

## FY 2023

### Revenue [%]

Low- to mid-single digit percentage growth

FY 2022 basis: EUR 19.4bn

### Operating income [%]

Low-single digit percentage growth

*Prev.: flat to low-single digit percentage decline*

FY 2022 basis: EUR 1.54bn

## Further outlook

By 2025 an improved operating income margin of 10 to 14% is targeted

Revenue and operating income, as referred to in the outlook, are both on a constant currency basis and excluding special items. Special items will be provided as separate KPI ("Revenue excluding special items", "Operating income excluding special items") to capture effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of giving guidance. These items are excluded to ensure comparability of the figures presented with the Company's financial targets which have been defined excluding special items. See page 22 for reconciliation table for special items.



**Your questions  
are welcome.**

Q3 2023



# Appendix

Q3 2023



## ■ Q3 2023 | Profit and Loss

	<b>Q3 2023</b> € million	<b>Q3 2022</b> € million	<b>Growth</b> in %	<b>Growth</b> in % cc
<b>Revenue</b>	<b>4,936</b>	<b>5,096</b>	<b>(3)</b>	<b>7</b>
<b>Operating income</b>	<b>324</b>	<b>472</b>	<b>(31)</b>	<b>(28)</b>
<i>Operating income margin in %</i>	<i>6.6</i>	<i>9.3</i>		
Operating income excl. special items & PRF	431	377	14	20
<i>Operating income margin in % excl. special items &amp; PRF</i>	<i>8.7</i>	<i>7.4</i>		
Operating income excl. special items & PRF in cc (guidance base) <sup>1</sup>	451	377		20
<i>Operating income margin in % excl. special items &amp; PRF in cc</i>	<i>8.3</i>	<i>7.4</i>		
Net interest expense	89	76	16	19
Income before taxes	235	396	(40)	(37)
Income tax expense	88	112	(21)	(18)
<i>Tax rate in %</i>	<i>37.6</i>	<i>28.4</i>		
Non-controlling interest	63	54	19	27
<b>Net income</b>	<b>84</b>	<b>230</b>	<b>(63)</b>	<b>(61)</b>
Net income excl. special items & PRF	168	168	0	5

1: Reconciliation table for special items (guidance base), reported growth rates: page 22 | cc = at constant currency



## ■ 9M 2023 | Profit and Loss

	9M 2023 € million	9M 2022 € million	Growth in %	Growth in % cc
<b>Revenue</b>	<b>14,466</b>	<b>14,401</b>	<b>0</b>	<b>5</b>
<b>Operating income</b>	<b>942</b>	<b>1,160</b>	<b>(19)</b>	<b>(18)</b>
<i>Operating income margin in %</i>	<i>6.5</i>	<i>8.1</i>		
Operating income excl. special items & PRF	1,186	1,052	13	14
<i>Operating income margin in % excl. special items &amp; PRF</i>	<i>8.2</i>	<i>7.3</i>		
Operating income excl. special items & PRF in cc (guidance base) <sup>1</sup>	1,200	1,052		14
<i>Operating income margin in % excl. special items &amp; PRF in cc</i>	<i>7.9</i>	<i>7.3</i>		
Net interest expense	252	217	16	16
Income before taxes	690	943	(27)	(26)
Income tax expense	214	242	(11)	(11)
<i>Tax rate in %</i>	<i>31.0</i>	<i>25.7</i>		
Non-controlling interest	165	166	(1)	1
<b>Net income</b>	<b>311</b>	<b>535</b>	<b>(42)</b>	<b>(41)</b>
Net income excl. special items & PRF	497	481	3	5

1: Reconciliation table for special items (guidance base), reported growth rates: page 23 | cc = at constant currency

## ■ 2022 base for 2023 targets, reconciliation adjustments

in € million	<b>FY 2022</b>	<b>Q1 2022</b>	<b>Q2 2022</b>	<b>Q3 2022</b>	<b>Q4 2022</b>
<b>Revenue</b>	<b>19,398</b>	<b>4,548</b>	<b>4,757</b>	<b>5,096</b>	<b>4,997</b>
<b>Operating income</b>	<b>1,540</b>	<b>390</b>	<b>284</b>	<b>377</b>	<b>489</b>

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with guidance (€ million)

	Group			Care Delivery			Care Enablement			Corporate	
	<b>Q3 2023</b>	<b>Q3 2022</b>	<b>Growth rate</b>	<b>Q3 2023</b>	<b>Q3 2022</b>	<b>Growth rate</b>	<b>Q3 2023</b>	<b>Q3 2022</b>	<b>Growth rate</b>	<b>Q3 2023</b>	<b>Q3 2022</b>
<b>Operating Income</b>	<b>324</b>	<b>472</b>	<b>-31%</b>	<b>332</b>	<b>500</b>	<b>-34%</b>	<b>(1)</b>	<b>(26)</b>	<b>-95%</b>	<b>(8)</b>	<b>(7)</b>
FME25 program	49	53		25	20		23	33		1	--
Ukraine war	--	--		--	1		--	(1)		--	--
Humacyte investment remeasurement	(1)	1		--	--		--	--		(1)	1
Hyperinflation Turkiye	--	--		--	(1)		--	1		--	--
Legacy portfolio optimization	53	--		53	--		--	--		--	--
Legal form conversion costs	6	--		--	--		--	--		6	--
Net gain related to Interwell Health	--	(56)		--	(56)		--	--		--	--
U.S. Provider Relief Funding	--	(93)		--	(93)		--	--		--	--
<b>Operating income excl. special items and PRF</b>	<b>431</b>	<b>377</b>	<b>14%</b>	<b>410</b>	<b>371</b>	<b>11%</b>	<b>22</b>	<b>7</b>	<b>197%</b>	<b>(2)</b>	<b>(6)</b>
Foreign currency translation	20	--	--	22	--	--	2	--	--	(4)	--
<b>Operating income excl. special items and PRF in cc</b>	<b>451</b>	<b>377</b>	<b>20%</b>	<b>432</b>	<b>371</b>	<b>17%</b>	<b>24</b>	<b>7</b>	<b>217%</b>	<b>(6)</b>	<b>(6)</b>

Inter-segment elimination effect on operating income: €1m in Q3 2023, €5m in Q3 2022 | cc = at constant currency

## ■ 2022 base for 2023 targets, reconciliation adjustments

in € million	<b>FY 2022</b>	<b>Q1 2022</b>	<b>Q2 2022</b>	<b>Q3 2022</b>	<b>Q4 2022</b>
<b>Revenue</b>	<b>19,398</b>	<b>4,548</b>	<b>4,757</b>	<b>5,096</b>	<b>4,997</b>
<b>Operating income</b>	<b>1,540</b>	<b>390</b>	<b>284</b>	<b>377</b>	<b>489</b>

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with guidance (€ million)

	Group			Care Delivery			Care Enablement			Corporate	
	<b>9M 2023</b>	<b>9M 2022</b>	<b>Growth rate</b>	<b>9M 2023</b>	<b>9M 2022</b>	<b>Growth rate</b>	<b>9M 2023</b>	<b>9M 2022</b>	<b>Growth rate</b>	<b>9M 2023</b>	<b>9M 2022</b>
<b>Operating Income</b>	<b>942</b>	<b>1,160</b>	<b>-19%</b>	<b>1,001</b>	<b>1,230</b>	<b>-19%</b>	<b>(24)</b>	<b>33</b>	<b>n.a.</b>	<b>(23)</b>	<b>(101)</b>
FME25 program	100	109		50	55		51	54		(1)	--
Ukraine war	--	24		--	11		--	13		--	--
Humacyte investment remeasurement	(16)	79		--	--		--	--		(16)	79
Hyperinflation Turkiye	--	6		--	(1)		--	7		--	--
Legacy portfolio optimization	147	--		64	--		83	--		13	--
Legal form conversion costs	13	--		--	--		--	--		--	--
Net gain related to Interwell Health	--	(56)		--	(56)		--	--		--	--
U.S. Provider Relief Funding	--	(270)		--	(270)		--	--		--	--
<b>Operating income excl. special items and PRF</b>	<b>1,186</b>	<b>1,052</b>	<b>13%</b>	<b>1,115</b>	<b>969</b>	<b>15%</b>	<b>110</b>	<b>107</b>	<b>3%</b>	<b>(27)</b>	<b>(22)</b>
Foreign currency translation	14	--	--	15	--	--	0	--	--	(2)	--
<b>Operating income excl. special items and PRF in cc</b>	<b>1,200</b>	<b>1,052</b>	<b>14%</b>	<b>1,130</b>	<b>969</b>	<b>17%</b>	<b>110</b>	<b>107</b>	<b>3%</b>	<b>(29)</b>	<b>(22)</b>

Inter-segment elimination effect on operating income: €-12m in 9M 2023, €-2m in 9M 2022 | cc = at constant currency



# ■ Debt

## Reconciliation of non-IFRS financial measures to most directly comparable IFRS financial measures

	<b>Q3 2023</b> € million	<b>FY 2022</b> € million	<b>FY 2021</b> € million
<b>Debt</b>			
Short-term debt from unrelated parties	547	665	1,178
+ Short-term debt from related parties	3	4	78
+ Current portion of long-term debt	707	694	668
+ Current portion of long-term lease liabilities from unrelated parties	627	650	640
+ Current portion of long-term lease liabilities from related parties	24	24	21
+ Long-term debt, less current portion	7,264	7,171	6,647
+ Long-term lease liabilities from unrelated parties, less current portion	3,687	3,875	3,990
+ Long-term lease liabilities from related parties, less current portion	116	130	98
+ Debt and lease liabilities included within liabilities directly associated with assets held for sale	31	-	-
<b>Total debt and lease liabilities</b>	<b>13,006</b>	<b>13,213</b>	<b>13,320</b>
– Cash and cash equivalents	(1,574)	(1,274)	(1,482)
<b>Total net debt and lease liabilities</b>	<b>11,432</b>	<b>11,939</b>	<b>11,838</b>

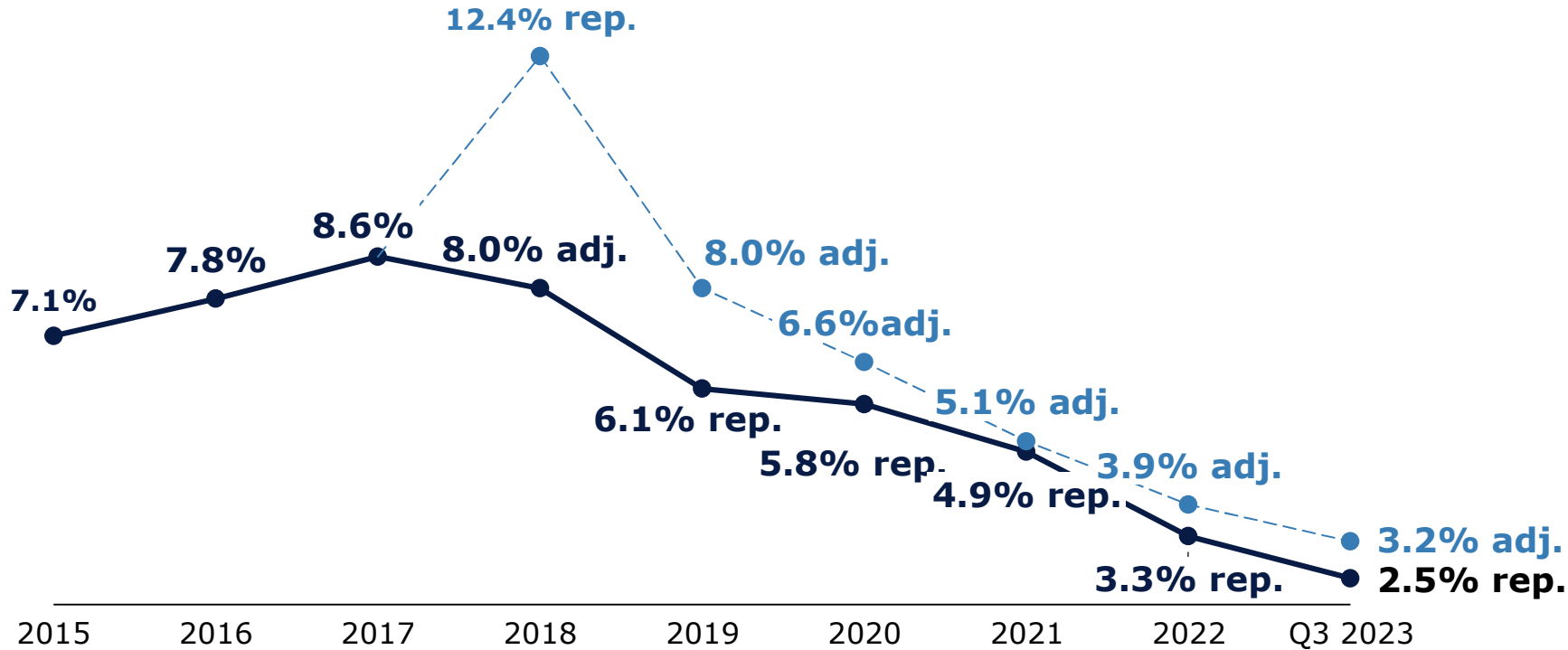
Includes cash and cash equivalents included within assets held for sale.

## Reconciliation of annualized adjusted EBITDA and net leverage ratio to the most directly comparable IFRS financial measures

	LTM Q3 2023 € million	FY 2022 € million	FY 2021 € million
Net income	670	895	1,219
+ Income tax expense	297	325	353
– Interest income	(86)	(68)	(73)
+ Interest expense	413	360	353
+ Depreciation and amortization	1,651	1,718	1,586
+ Adjustments <sup>1</sup>	434	320	125
<b>Adjusted EBITDA (annualized)</b>	<b>3,379</b>	<b>3,550</b>	<b>3,563</b>
<b>Net leverage ratio (Net debt/EBITDA)</b>	<b>3.4</b>	<b>3.4</b>	<b>3.3</b>

<sup>1</sup> Adjustments: Acquisitions and divestitures made for the last twelve months with a purchase price above a €50 M threshold as defined in the Syndicated Credit Facility (2022: -€22 M), non-cash charges, primarily related to pension expense (2023: €50 M; 2022: €54 M), impairment loss (2023: €170 M; 2022: €120 M) and special items, including costs related to the FME25 Program (2023: €128 M; 2022: €155 M), Legal Form Conversion Costs (2023: €13 M), Legacy Portfolio Optimization (2023: €71 M), Net Gain Related to InterWell Health (2023: -€1 M; 2022: -€114 M), Humacyte Investment Remeasurement (2023: €7 M; 2022: €103 M), Hyperinflation in Turkiye (2023: -€1 M; 2022: €5 M) and the Impacts Related to the War in Ukraine (2023: -€3 M; 2022: €19 M).

# Return on Invested Capital (ROIC) continued to be impacted by lower earnings



- 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)
- ROIC in 2020 excl. the impact of the Latin America impairment (special item) and in 2021 excluding FME25 (special item)
- ROIC for 2020 and 2021 was 7.5% and 5.5% excl. IFRS 16 and excl. Latin America impairment in 2020
- ROIC in 2022 adjusted for the effects of the FME25 program, the Humacyte Investment Remeasurement, the net gain related to InterWell Health, the effects of hyperinflation in Turkiye and impacts related to the war in Ukraine
- ROIC in 2023 adjusted for the effects of the FME25 program, Legal Form Conversion Costs, Legacy Portfolio Optimization and Humacyte Investment Remeasurement

- Long-term value creation based on accretive acquisitions and organic growth
- 2020 negative impact from Latin America impairment
- 2021 negative impact from FME25
- 2022 negative impact from FME25 and the Humacyte investment remeasurement
- 2023 with effects from FME25 and Legacy Portfolio Optimization



# ■ Exchange rates, U.S. dialysis days per quarter, definitions

## Exchange rates

		9M 2023	FY 2022	FY 2021
<b>€:USD</b>	Period end	1.059	1.067	1.133
	Average	1.083	1.053	1.183
<b>€:CNY</b>	Period end	7.735	7.358	7.195
	Average	7.624	7.079	7.628
<b>€:RUB</b>	Period end	103.184	78.138	85.300
	Average	90.025	73.365	87.153
<b>€:ARS</b>	Period end	370.355	189.201	116.780
	Average	267.155	137.041	112.522
<b>€:BRL</b>	Period end	5.307	5.639	6.310
	Average	5.425	5.440	6.378
<b>€:TRL</b>	Period end	29.051	19.965	15.234
	Average	24.149	17.409	10.512

## U.S. dialysis days per quarter

	Q1	Q2	Q3	Q4	Full year
<b>2023</b>	77	78	79	79	313
2022	77	78	79	79	313
2021	77	78	79	79	313
2020	77	78	79	79	313
2019	76	78	79	80	313

## Definitions

<b>cc</b>	At constant currency
<b>HD</b>	Hemodialysis
<b>PD</b>	Peritoneal dialysis
<b>Net income</b>	Net income attributable to shareholders of FME
<b>LTM</b>	Last-Twelve-Months

## ■ Patients, treatments, clinics

	as of September 30, 2023			as of September 30, 2022		
	<b>Patients</b>	<b>Treatments</b>	<b>Clinics</b>	<b>Patients</b>	<b>Treatments</b>	<b>Clinics</b>
<b>United States</b>	<b>205,887</b>	<b>23,380,747</b>	<b>2,617</b>	<b>205,985</b>	<b>23,491,632</b>	<b>2,687</b>
Growth in %	0	0	(3)	0	(3)	1
<b>International</b>	<b>135,906</b>	<b>15,426,432</b>	<b>1,397</b>	<b>138,608</b>	<b>15,660,512</b>	<b>1,466</b>
Growth in %	(2)	(1)	(5)	0	2	(1)
<b>Total</b>	<b>341,793</b>	<b>38,807,179</b>	<b>4,014</b>	<b>344,593</b>	<b>39,152,144</b>	<b>4,153</b>
Growth in %	(1)	(1)	(3)	0	(1)	0

# ■ Financial calendar

## Reporting & AGM

Date	Event
February 20, 2024	Report on 4 <sup>th</sup> quarter 2023: Earnings Release and Conference Call
May 7, 2024	Report on 1 <sup>st</sup> quarter 2024: Earnings Release and Conference Call
May 16, 2024	Annual General Meeting 2024
July 30, 2024	Report on 2 <sup>nd</sup> quarter 2024: Earnings Release and Conference Call
November 5, 2024	Report on 3 <sup>rd</sup> quarter 2024: Earnings Release and Conference Call

## Conferences & Roadshows

November 3, 2023	Roadshow in London, Goldman Sachs
November 7-9, 2023	Roadshow in U.S. West Coast / Canada, ODDO
November 8, 2023	Societe Generale European ESG Conference, Paris
November 13, 2023	Roadshow in Edinburgh, Barclays
November 14, 2023	UBS Flagship European Conference, London
November 29, 2023	Societe Generale The Premium Review Conference, Paris
December 5, 2023	Bank of America Home Care Conference, virtual
December 5-6, 2023	Berenberg European Conference, Pennyhill
December 13, 2023	Roadshow in Tokyo, Societe Generale

Dates and/or participation might be subject to change



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