**OUR PURPOSE**

Creating a future worth living. For patients. Worldwide. Every day.

**Fresenius Medical Care**

Fresenius Medical Care is the world’s leading provider of dialysis products and services. We care for people with chronic kidney failure, of whom around 3.5 million worldwide depend on dialysis treatment. Thanks to our decades of experience in dialysis, our innovative research and our value-based care approach, we can help them to enjoy the very best quality of life.

**WHO WE ARE**

We care for over 345,000 dialysis patients. Their well-being always comes first. Our top priority is to offer them the best possible treatment. To this end, our portfolio encompasses a comprehensive range of high-quality health care products and services as well as various dialysis treatment options for both in-center and home dialysis that are individually tailored to our patients’ needs.

**WHAT WE DO**
“There are regions in the world where people with chronic kidney disease still do not have direct access to dialysis. We aim to change this.”

RICE POWELL
CEO and Chairman of the Management Board
There are three options for treating chronic kidney failure: hemodialysis, peritoneal dialysis or transplantation.

**Various forms of infection**

People with kidney failure are not able to remove excess water and toxins from the body through their kidneys and urine.

**High blood pressure**

**Diabetes**

**Chronic kidney failure**

There are three options for treating chronic kidney failure: hemodialysis, peritoneal dialysis or transplantation.

**Dialysis**

The process of filtering blood and removing waste products and excess fluid from the body.

**Hemodialysis**

Hemodialysis is the most common procedure in renal replacement therapy. It usually takes three to six hours and is performed at least three times a week, usually in a dialysis center – but there are options for home hemodialysis.

**Peritoneal dialysis**

Peritoneal dialysis is typically administered several times a day by patients themselves at home or at work and using a machine, a so-called cycler, at night.

**Around**

3.5 million people worldwide depend on dialysis treatment.

**In-center dialysis**

88%

**Home dialysis**

12%
Our Portfolio

1 of 52 million dialysis treatments in 2019

Around 167 million dialyzers produced in 2019

Health Care Services
- End-Stage Renal Disease-related treatments
- End-Stage Renal Disease-related laboratory testing services
- Acute dialysis services
- Pharmacy services
- Vascular, cardiovascular and endovascular specialty services
- Ambulatory surgery center services
- Value and risk based arrangements
- Urgent care services
- Physician nephrology services
- Ambulant treatment services

Health Care Products
- Hemodialysis machines
- Peritoneal dialysis cyclers
- Dialyzers
- Peritoneal dialysis solutions
- Hemodialysis concentrates, solutions and granulates
- Bloodlines
- Systems for water treatment
- Renal pharmaceuticals
- Other equipment and medical devices
- Acute cardiopulmonary products
- Apheresis products

Around 3,994 dialysis centers in around 50 countries

Every 0.6 s we provide a dialysis treatment

345,096 patients
## Selected Key Figures

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>2,270</td>
<td>3,038</td>
<td>–28 % cc</td>
</tr>
<tr>
<td>Operating income adj.</td>
<td>2,296</td>
<td>2,292</td>
<td>–4 % cc</td>
</tr>
<tr>
<td>Basic earnings per share</td>
<td>3.96</td>
<td>6.47</td>
<td>–41 % cc</td>
</tr>
<tr>
<td>Basic earnings per share adj.</td>
<td>4.52</td>
<td>4.37</td>
<td>–1 % cc</td>
</tr>
<tr>
<td>Net cash provided by (in) operating activities</td>
<td>2,567</td>
<td>2,062</td>
<td>24 %</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>1,454</td>
<td>1,059</td>
<td>37 %</td>
</tr>
<tr>
<td>Capital expenditures, net</td>
<td>(1,113)</td>
<td>(1,003)</td>
<td>11 %</td>
</tr>
<tr>
<td>Acquisitions and investments (excluding investments in debt securities), net</td>
<td>(2,178)</td>
<td>1,088</td>
<td></td>
</tr>
<tr>
<td>Operating income margin adj. in %</td>
<td>13.2</td>
<td>14.3</td>
<td></td>
</tr>
<tr>
<td>Return on invested capital (ROIC) adj. in %</td>
<td>6.8</td>
<td>12.4</td>
<td></td>
</tr>
<tr>
<td>Net leverage ratio adj. in %</td>
<td>2.5</td>
<td>1.8</td>
<td></td>
</tr>
<tr>
<td>Equity ratio (equity/total assets) adj. in %</td>
<td>47.0</td>
<td>49.2</td>
<td></td>
</tr>
</tbody>
</table>

1 cc = constant currency
2 2019 adjusted for the effect of the IFRS 16 implementation and the contribution of NxStage; 2018 adjusted for the contribution of Sound Physicians in H1 2018.
3 2019 adjusted for the effect of the IFRS 16 implementation, the effects of the NxStage acquisition, expenses for the cost optimization program and the gain related to divestitures of Care Coordination activities; 2018 adjusted for the contribution of Sound Physicians in H1 2018, the gain related to divestitures of Care Coordination activities and the FCPA related charge.
4 Net cash provided by (used in) operating activities after capital expenditures, before acquisitions and investments.
5 See calculation in form 20-F 2019, operating and financial review and prospects, performance management system.
6 Adjusted for the effect of the IFRS 16 implementation.
7 As of December 31 of the respective year.
Our Regions

North America 2019

Revenue € 12.2 BN
- Health care services € 11.2 BN
- Health care products € 1.0 BN
Employees 1 160,478
Patients 211,064
Treatments 32 M
Clinics 2,579

Revenue € 0.7 BN
- Health care services € 0.5 BN
- Health care products € 0.2 BN
Employees 1 10,469
Patients 34,810
Treatments 5 M
Clinics 234

Revenue € 1.9 BN
- Health care services € 0.9 BN
- Health care products € 1.0 BN
Employees 1 11,836
Patients 33,005
Treatments 5 M
Clinics 400

Revenue € 2.7 BN
- Health care services € 1.4 BN
- Health care products € 1.4 BN
Employees 1 20,103
Patients 66,217
Treatments 10 M
Clinics 781

1 Full-time equivalents.
2 Inclusive Mexico.

Average annual growth rate of dialysis patients (2019–2025) based on Company data and estimates.
Company headquarters and regional headquarters.
Regional headquarters.

EUROPE, MIDDLE EAST AND AFRICA 2019

Latin America 2019

Bad Homburg DE

Waltham US

Hong Kong CN

Rio de Janeiro BR

+3 – 4%

+3 – 4%

+3 – 4%

+7 – 9%
**FINANCIAL CALENDAR 2020**

- **Report on first quarter 2020**
  - **May 6**

- **Annual General Meeting, Frankfurt am Main (Germany)**
  - **May 19**

- **Payment of dividend**
  - **May 25**
  - Subject to the approval by the Annual General Meeting

- **Report on second quarter 2020**
  - **July 30**

- **Report on third quarter 2020**
  - **October 29**
  - Subject to change.

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**SHARE PRICE PERFORMANCE – 2019**

**IN €**

- **Dividend per share in €**
  - **2019: 1.20**
  - **Change +3%**
  - **2018: 1.17**

**SHARE PRICE PERFORMANCE – 2019**

**IN €**

![Graph showing share price performance from January to December 2019.](graph)

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**BASIC SHARE DATA**

**Ticker symbols**
- Frankfurt Stock Exchange/Prime Standard: FME
- New York Stock Exchange (NYSE): FMS
- Reuters: XETRA/ADR NYSE: FMEG.DE/FMS.N
- Bloomberg: XETRA/ADR NYSE: FMEGY/FMS.US

**Security identification codes**
- WKN: 578580
- ISIN: DE0005785802
- CUSIP No. (NYSE): 358029106