

## Five-Year Summary

in € M, except per share data	2019	2018	2017	2016	2015
<b>Statements of income</b>					
Revenue	17,477	16,547	17,784	16,570	15,455
Earnings before interest, taxes, depreciation, amortization and impairment loss ( EBITDA )	3,863	3,827	3,098	3,110	2,777
Operating income	2,270	3,038	2,362	2,409	2,129
Delivered Operating Income <sup>1</sup>	2,031	2,794	2,088	2,133	1,873
Net income (attributable to shareholders of FMC-AG & Co. KGaA)	1,200	1,982	1,280	1,144	955
Basic earnings per share in €	3.96	6.47	4.17	3.74	3.14
<b>Balance sheets</b>					
Current assets	7,165	7,847	6,374	6,884	6,172
Non-current assets <sup>2</sup>	25,770	18,395	17,651	18,620	17,074
Total assets <sup>2</sup>	32,935	26,242	24,025	25,504	23,246
Current liabilities	7,007	6,268	5,300	5,299	4,139
Non-current liabilities <sup>2</sup>	12,701	7,072	7,897	9,154	9,301
Equity	13,227	12,902	10,828	11,051	9,806
Total liabilities and equity <sup>2</sup>	32,935	26,242	24,025	25,504	23,246
Total debt and lease liabilities	13,782	7,546	7,448	8,132	7,943
<b>Cash flow</b>					
Net cash provided by (used in) operating activities	2,567	2,062	2,192	1,932	1,767
Free cash flow (net cash provided by (used in) operating activities after capital expenditures, before acquisitions and investments)	1,454	1,059	1,351	1,017	924
<b>Share data</b>					
Year-end share price Frankfurt, Xetra in €	65.96	56.64	87.78	80.45	77.73
Year-end share price (ADS) New York in \$	36.83	32.39	52.55	42.21	41.84
Weighted average number of shares	302,691,397	306,541,706	306,563,400	305,748,381	304,440,184
Total dividend amount <sup>3</sup>	358	355	325	294	244
Dividend per share <sup>3</sup> in €	1.20	1.17	1.06	0.96	0.80
<b>Employees</b>					
Full-time equivalents	120,659	112,658	114,000	109,319	104,033
<b>Operational ratios in %</b>					
Operating income margin	13.0	18.4	13.3	14.5	13.8
Basic earnings per share growth	-38.7	54.9	11.6	19.3	21.4
Organic revenue growth	5.2	3.9	6.6	7.0	6.5
Return on invested capital (ROIC) <sup>2,4</sup>	6.1	12.4	8.6	7.8	7.1
Net leverage ratio <sup>4</sup>	3.2	1.8	2.1	2.3	2.6
Net cash provided by (used in) operating activities in % of revenue	14.7	12.5	12.3	11.7	11.4
Free cash flow in % of revenue	8.3	6.4	7.6	6.1	6.0
Equity ratio (equity / total assets) <sup>2</sup>	40.2	49.2	45.1	43.3	42.2
<b>Dialysis care data</b>					
Treatments in M	52.1	50.0	48.3	46.5	44.6
Patients	345,096	333,331	320,960	308,471	294,381
Dialysis clinics	3,994	3,928	3,752	3,624	3,418

<sup>1</sup>Operating income less noncontrolling interests.

<sup>2</sup>As a result of deferred tax netting, non-current assets and liabilities were adjusted to conform to the current year's presentation (2015: €154 M).

<sup>3</sup>2019: Proposal to be approved by the Annual General Meeting on May 19, 2020.

<sup>4</sup>See calculation in the Group Management Report, chapter "Overview about the group", section "Performance management system".