

# Q4 2020 CONFERENCE CALL FEBRUARY 23, 2021

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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**

**STRATEGY**

**2**

**MEDICAL UPDATE**

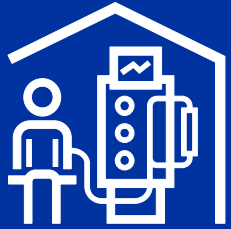
**3**

**BUSINESS UPDATE**

**4**

**FINANCIALS & OUTLOOK**

# ■ FY 2020 | QUALITY ON A CONSISTENTLY HIGH LEVEL



+2% Clinics  
**4,092**



+0% Patients  
**346,553**



+3% Treatments  
**53,575,255**



Quality remains  
on a consistently  
**high level**



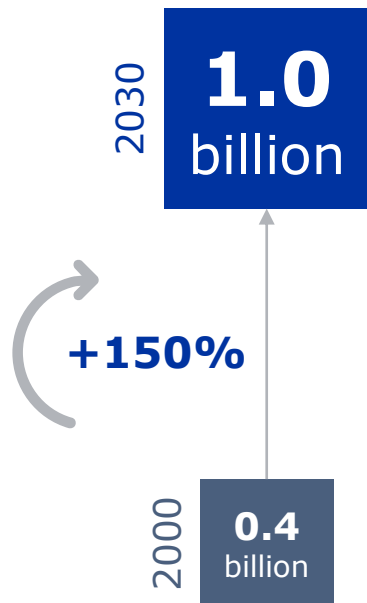
As of December 31, 2020

# ■ KEY DRIVERS FOR OUR CORE DIALYSIS BUSINESS REMAIN INTACT

## ADDRESSING GLOBAL HEALTH CARE CHALLENGES

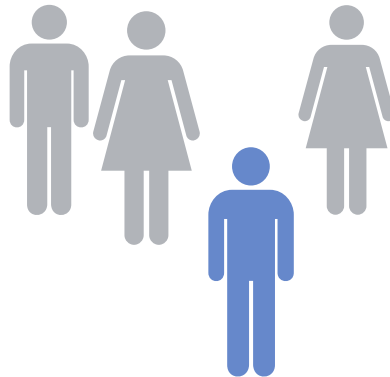
### AGEING GLOBAL POPULATION

Global population aged 65+<sup>1</sup>



### HYPERTENSION

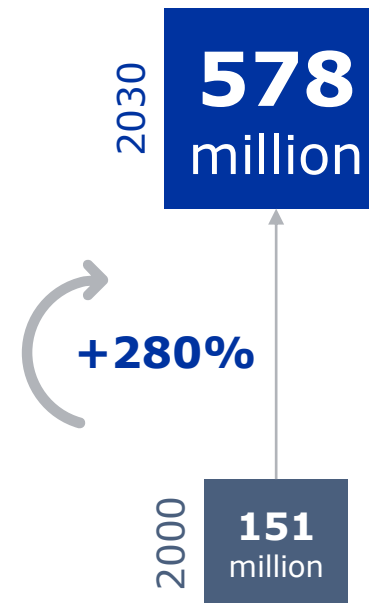
People living with hypertension<sup>2</sup>



One out of four people worldwide has hypertension!

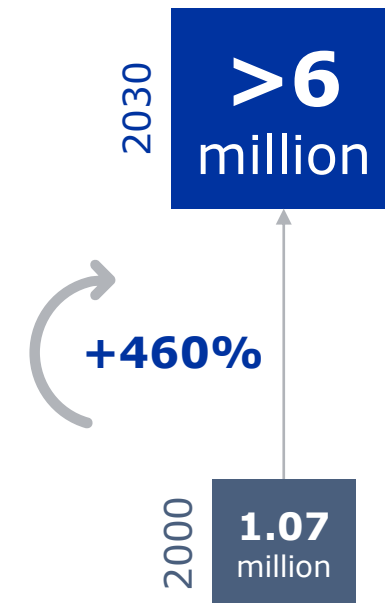
### DIABETES

People living with diabetes<sup>3</sup>



### DIALYSIS PATIENTS

People on maintenance dialysis<sup>4</sup>

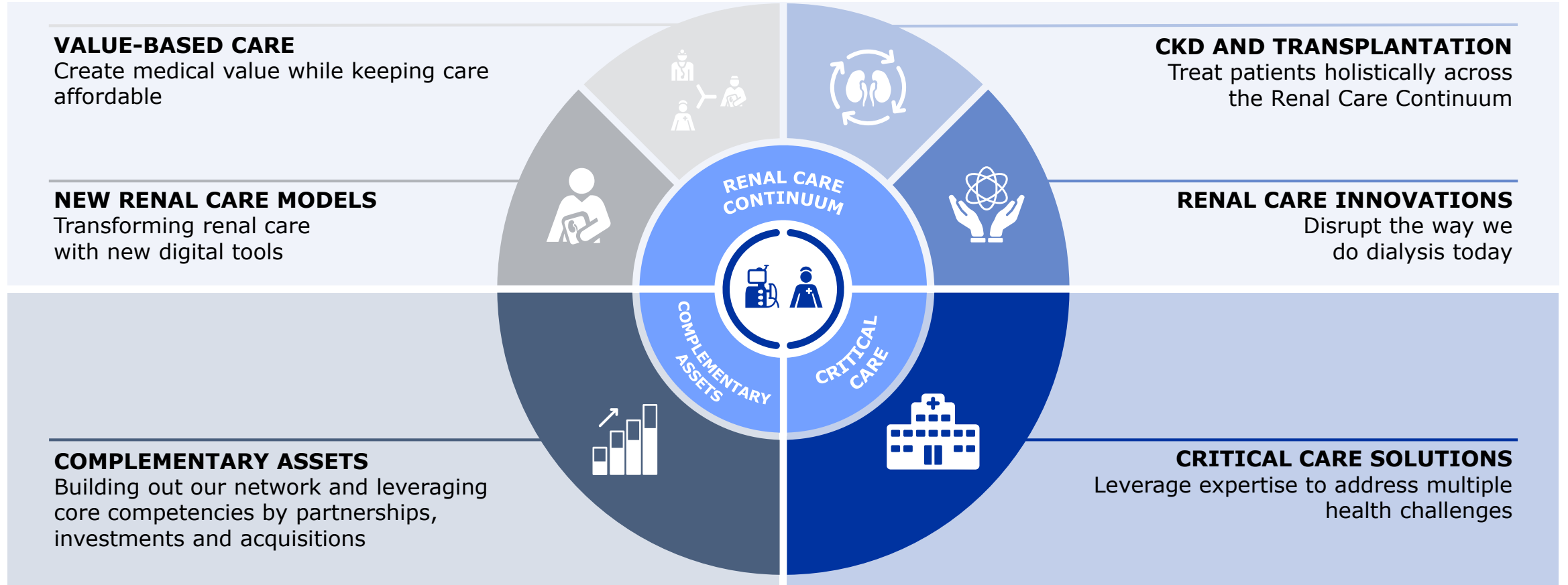


1 United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, Volume II: Demographic Profiles (ST/ESA/SER.A/427)

2 WHO Global Health Observatory (people >18 years of age) | 3 IDF Diabetes Atlas 2019 (9<sup>th</sup> edition) | 4 FME Long Range Patient Projection

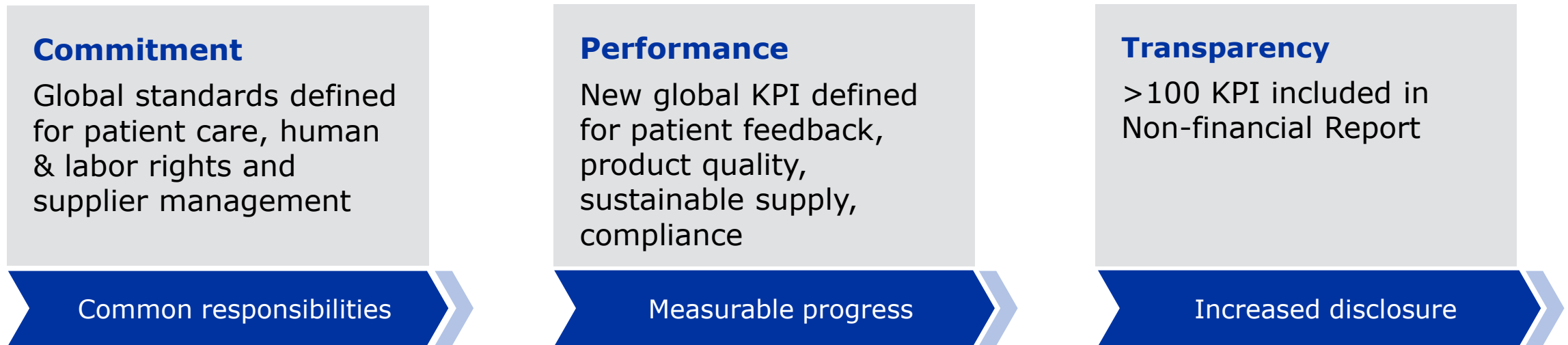
# ■ 2025 | MID-TERM STRATEGY

## LEVERAGING OUR CORE COMPETENCIES



# 2020 SUSTAINABILITY PROGRESS

## ON TRACK TO ACHIEVE CONTINUOUS IMPROVEMENTS



## SUSTAINABILITY HIGHLIGHTS

 <p>&gt; 440 Product improvements implemented</p>	 <p>8 % Increased employee engagement rate</p>	 <p>&gt;70 Green &amp; Lean initiatives to reduce environmental impact</p>	 <p>37,000 Third parties assessed for compliance risks</p>	 <p>Included in Dow Jones Sustainability Index for 11th time</p>
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**MEDICAL UPDATE**

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BUSINESS UPDATE

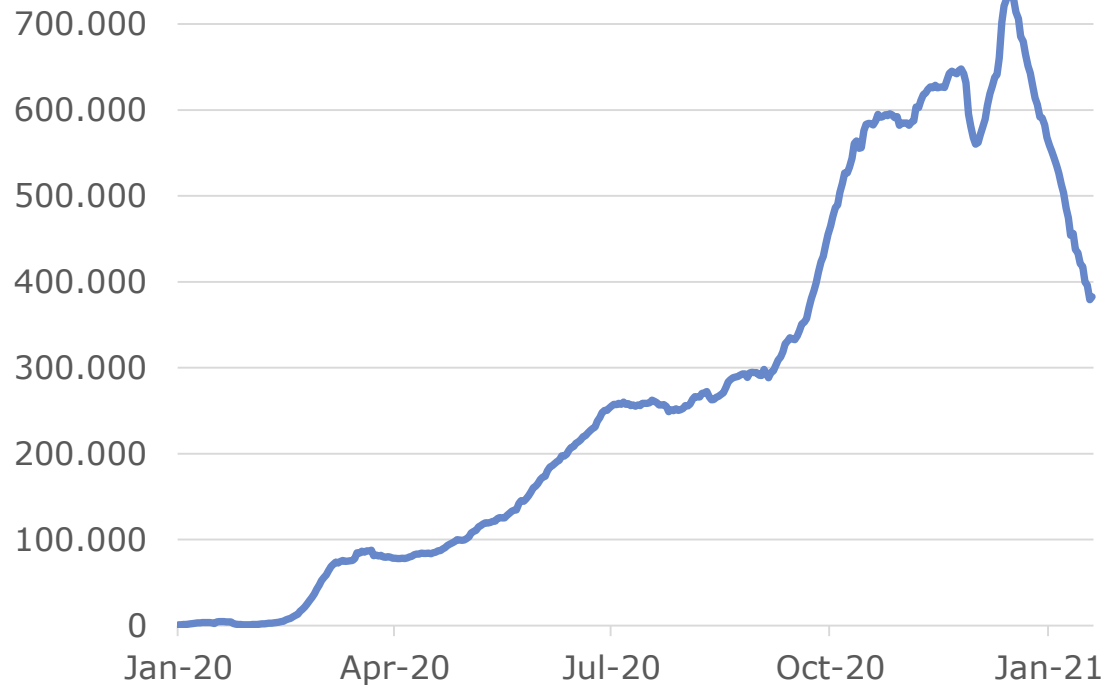
4

FINANCIALS & OUTLOOK



# CONFIRMED COVID-19 CASES THROUGHOUT 2020

## GLOBAL | COVID-19 CASES



## FME | COVID-19 CASES GLOBALLY



Rolling 7-day average of daily new confirmed COVID-19 cases. Left chart: global data of John Hopkins University CSSE COVID-19 Data (February 15, 2021), right chart: FME data based on internal sources

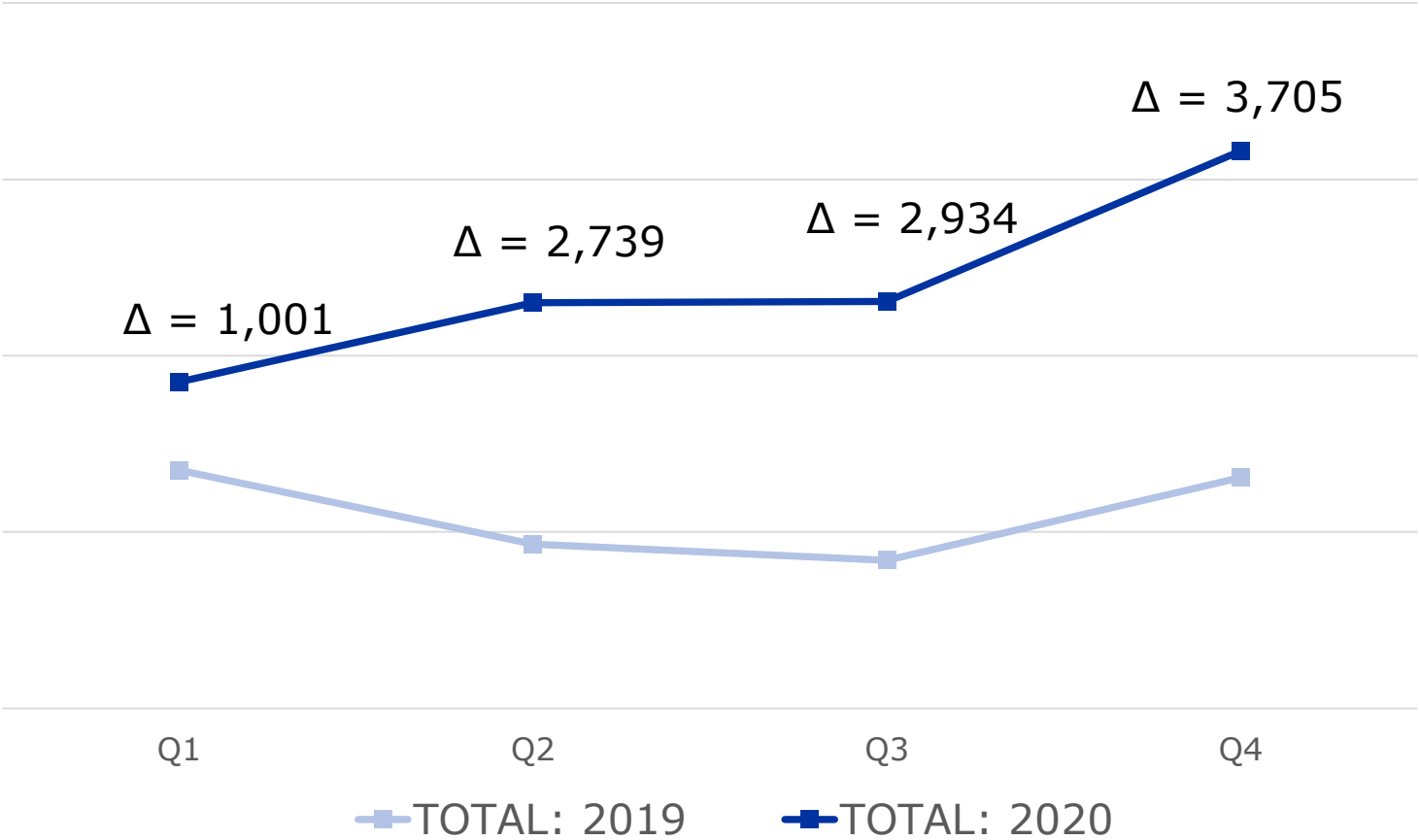
## ■ Q4 2020 | QUALITY OF CARE ON A HIGH LEVEL

	NORTH AMERICA		EMEA		LATIN AMERICA		ASIA-PACIFIC	
% of patients	Q4 2020	Q4 2019	Q4 2020	Q4 2019	Q4 2020	Q4 2019	Q4 2020	Q4 2019
Kt/V $\geq$ 1.2	97	97	93	94	91	91	94	95
Hemoglobin = 10–12 g/dl	71	71	82	82	48	50	52	56
Calcium = 8.4–10.2 mg/dl	81	81	78	79	73	76	72	74
Albumin $\geq$ 3.5 g/dl	80	81	90	89	89	91	91	87
Phosphate $\leq$ 5.5 mg/dl	59	60	80	80	76	76	64	63
Patients without catheter (after 90 days)	79	81	77	78	78	79	81	83
<b>in days</b>								
Days in hospital per patient year	9.7	10.3	7.7	7.5	4.0	4.3	3.5	2.6



Definitions of quality parameters cf. 2019 Annual Report, Section “Non-Financial Group Report”

# ■ PATTERN OF EXCESS DEATHS DUE TO COVID | 2020 VS. 2019



➤ Excess deaths due to COVID-19 were 10,379 in 2020 compared to traditional seasonal trends for 2019

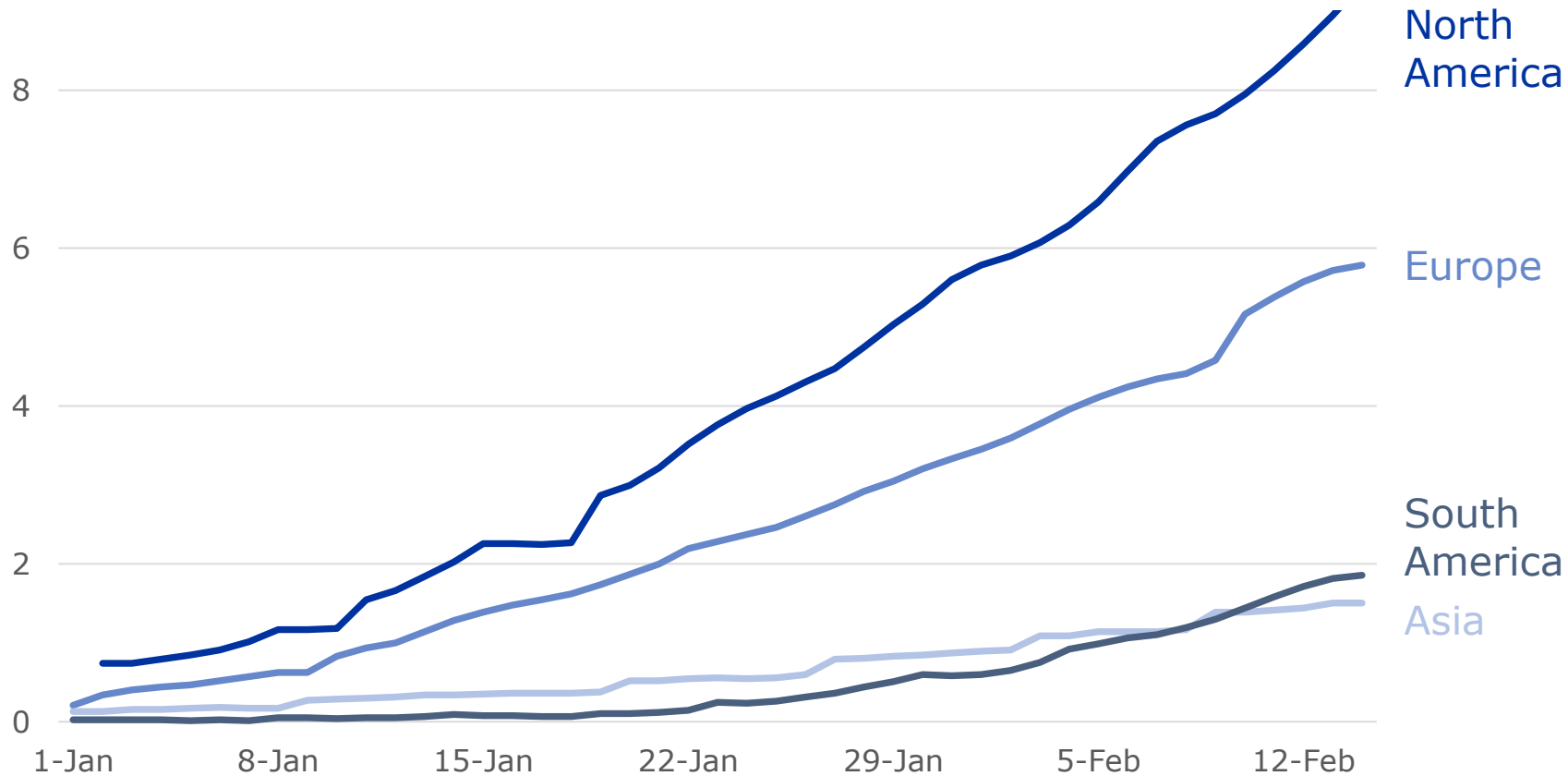
# ■ WHAT WAS THE IMPACT ON THE DEMOGRAPHICS OF OUR PATIENTS?

<b>NORTH AMERICA</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Age (years)	62.8	62.8	62.6
Diabetes %	64.0	63.7	62.9

<b>EMEA</b>	<b>2020</b>	<b>2019</b>	<b>2020</b>
Age (years)	68.6	68.5	68.5
Diabetes %	31.6	32.6	32.7

- This does not yet support a hypothesis that the mortality rate will be less than the pre-pandemic baseline
- The demographics of the population have not changed
- The excess mortality is seen in all age cohorts of our patients

# ■ GENERAL PERCENT OF POPULATION VACCINATED BY REGION



■ Population (or “herd”) immunity requires 70-85% of the population to have immunity from either vaccination or exposure



Cumulative COVID-19 vaccination doses administered per 100 people (Official data by Our World in Data as of February 16, 2020)



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FINANCIALS & OUTLOOK

# ■ FY 2020 | MAINTAINING GROWTH IN A CHALLENGING YEAR



- > Financial targets for 2020<sup>1</sup> achieved
- > Q4 impacted by:
  - > Goodwill impairment in Latin America and
  - > Accelerated COVID-19-related excess mortality in North America and EMEA
- > Growth in home dialysis in the U.S. on track
- > 24<sup>th</sup> consecutive dividend increase planned to be proposed



<sup>1</sup> FY 2020 targets for revenue and net income growth at constant currency excluding special items (Latin America impairment of €195 million) and on an adjusted 2019 basis.

# ■ Q4 2020 | COVID-19 INCREASINGLY BURDENSOME FOR EARNINGS

	<b>Q4 2020</b> € million	<b>Q4 2019</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc
<b>Revenue</b>	<b>4,400</b>	<b>4,580</b>	<b>(4)</b>	<b>4</b>
<b>Operating income</b>	<b>462</b>	<b>616</b>	<b>(25)</b>	<b>(18)</b>
Excl. special items / adjusted	657	663	(1)	5
<b>Net income</b>	<b>177</b>	<b>343</b>	<b>(48)</b>	<b>(43)</b>
Excl. special items / adjusted	372	368	1	6

- COVID-19 negatively affecting top-line growth
- Increased costs for PPE and higher compensation for frontline workers
- Substantial headwinds from FX translation

cc = at constant currency



Q4 2019 excl. effects from: NxStage costs, Cost Optimization Program and Care Coordination Gain/Loss. | Q4 2020 excluding Latin America impairment of goodwill and tradenames (€ 195m).



## ■ FY 2020 | STRONG NET INCOME PERFORMANCE

	<b>2020 Results</b> € million	<b>2019 Basis for Targets 2020</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc	<b>Guidance 2020</b>
<b>Revenue</b>	<b>17,859</b>	<b>17,477</b>	<b>2</b>	<b>5</b>	Mid to high single digit cc growth
Net income	1,164	1,200	(3)	(1)	
<b>Excl. special items / adjusted</b>	<b>1,359</b>	<b>1,236</b>	<b>10</b>	<b>12</b>	Mid to high single digit cc growth

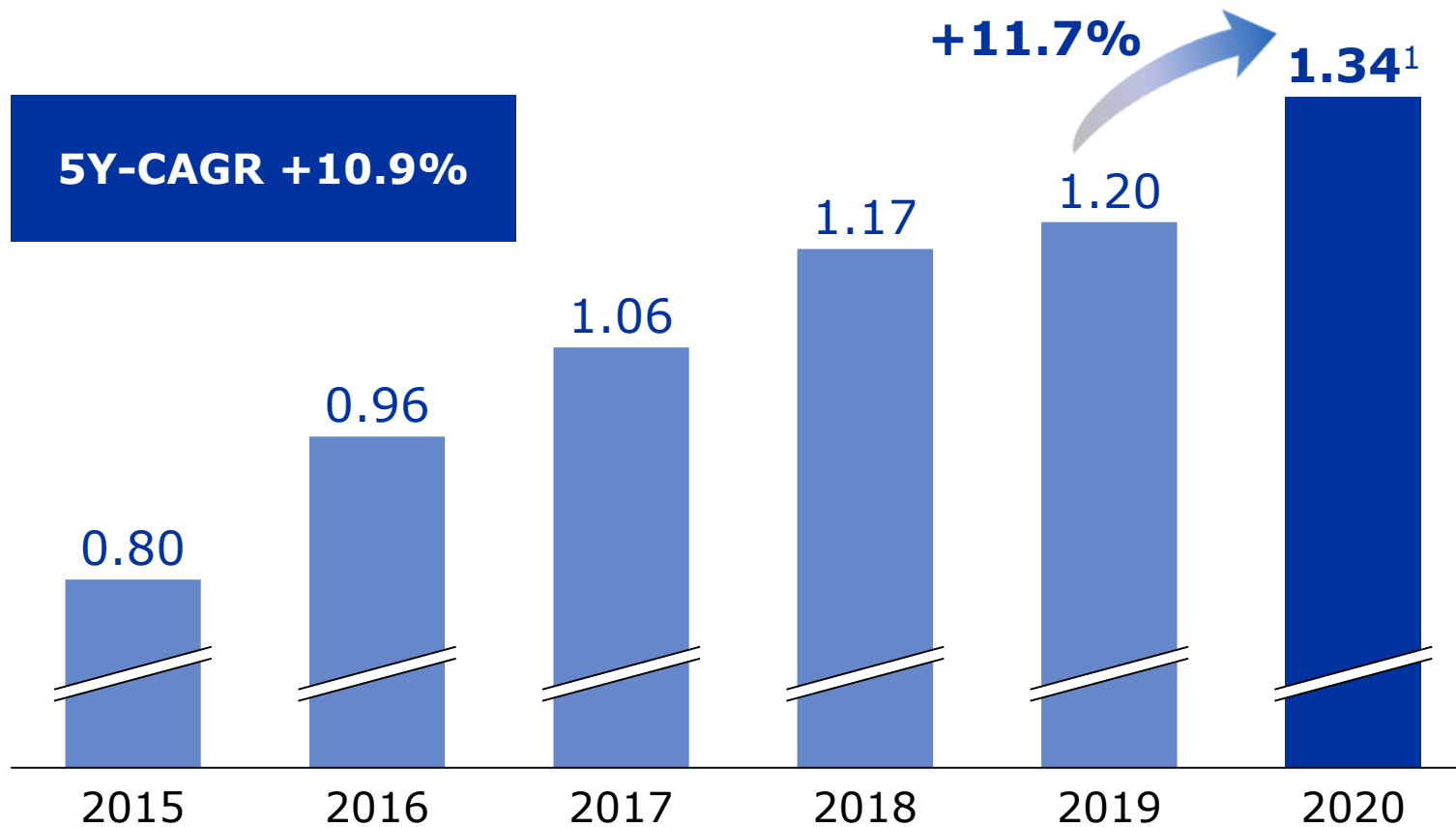
cc = at constant currency



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. | FY 2019 excl. effects from: NxStage costs, Cost Optimization Program and Care Coordination Gain/Loss. | FY 2020 excluding Latin America impairment of goodwill and tradenames (€ 195m).

# ■ DIVIDEND INCREASE PLANNED TO BE PROPOSED

DIVIDEND PER SHARE IN EUR



## DIVIDEND

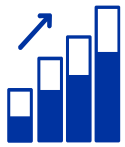
- 24<sup>th</sup> consecutive dividend increase planned to be proposed
- Planned dividend proposal would assure dividend continuity despite COVID-19 challenges



<sup>1</sup> Planned dividend proposal for 2020 of €1.34 to be approved by the AGM on May 20, 2021

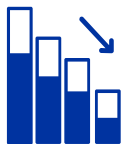
# ■ 2021 | TAIL- AND HEADWINDS

## TAILWINDS



- Growth in value-based care programs
- Medicare Advantage
- Higher adoption of home dialysis
- Effect from completion of cost optimization measures

## HEADWINDS



- Impact from COVID-19 on treatment volumes and increased costs
- Reduced clinic utilization limits ability to absorb:
  - Wage inflation
  - Fixed cost inflation
- COVID-19 related SG&A savings realized in 2020
- Calcimimetics
- Transactional FX losses

# FME<sub>25</sub>

Transformation of global operating model to sustainably reduce the cost base and support our 2025 targets



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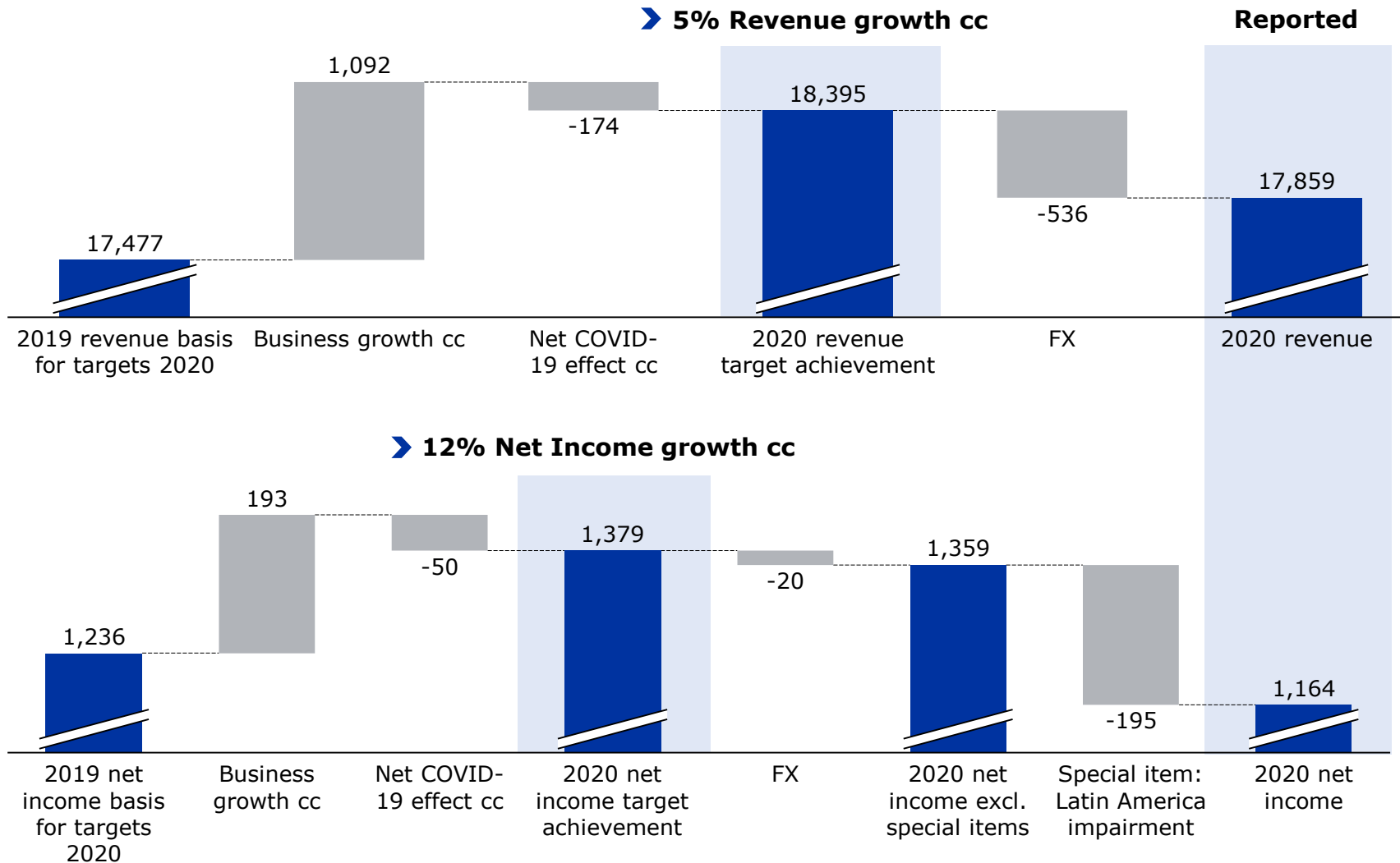
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**FINANCIALS & OUTLOOK**

# 2020 TARGETS ACHIEVED



## Targets 2020

Achieved our target 2020 for revenue and exceeded net income growth at constant currency

# ■ Q4 2020 | ORGANIC GROWTH ON A GLOBAL BASIS

## NORTH AMERICA

€ million

<b>Revenue</b>	<b>2,983</b>	<b>(6%)</b>
Organic growth		(1%)

## EMEA

€ million

<b>Revenue</b>	<b>715</b>	<b>1%</b>
Organic growth		5%

## ASIA-PACIFIC

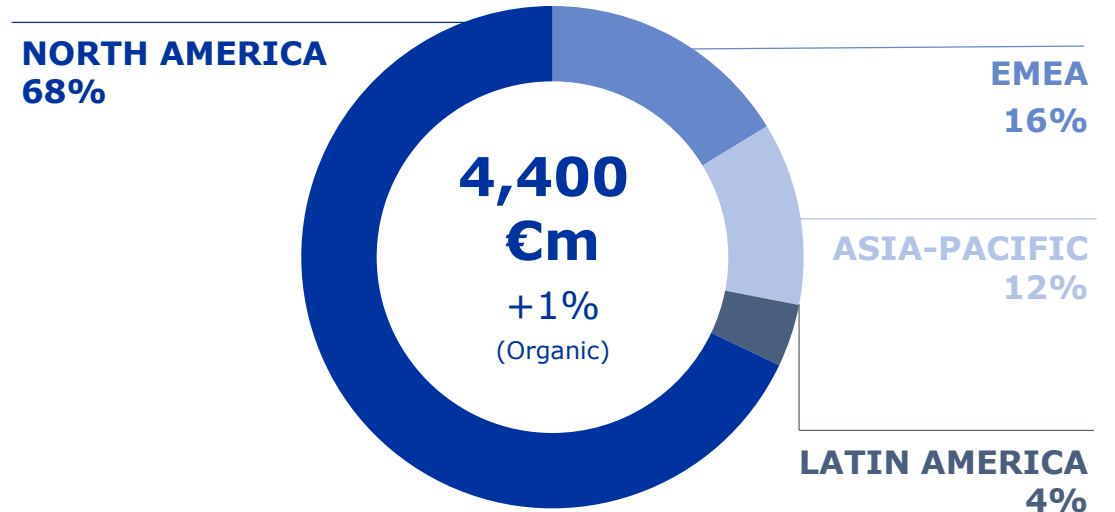
€ million

<b>Revenue</b>	<b>517</b>	<b>4%</b>
Organic growth		8%

## LATIN AMERICA

€ million

<b>Revenue</b>	<b>177</b>	<b>(9)%</b>
Organic growth		9%



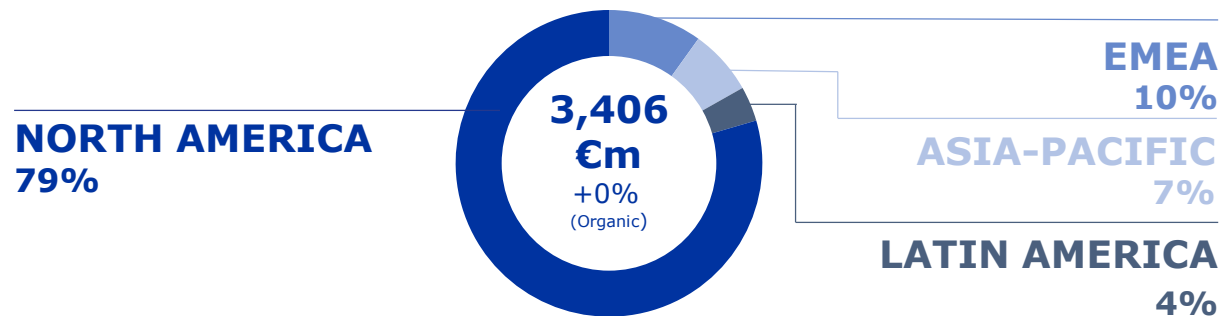
- North America negatively impacted by COVID-19
- Solid organic growth development outside North America
- Unfavorable FX developments in all regions

# ■ Q4 2020 SERVICES | MORE PRONOUNCED IMPACT BY COVID-19

Revenue	Q4 2020 € million	Q4 2019 € million	Growth in %	Growth in %cc	Organic growth in %	Same market treatment growth in %
<b>Health Care Services</b>	<b>3,406</b>	<b>3,607</b>	<b>(6)</b>	<b>2</b>	<b>0</b>	<b>1</b>
North America	2,704	2,893	(7)	1	(1)	0
of which Care Coordination	292	325	(10)	(2)	1	
EMEA	337	352	(4)	1	0	(1)
Asia-Pacific	235	230	2	5	7	9
of which Care Coordination	77	68	14	15	10	
Latin America	125	132	(6)	20	9	(2)

## Drivers

- + Negative prior year revenue effect
- + Reimbursement increases
- + Treatment growth
- Loss of treatments due to COVID-19 in North America and EMEA
- Headwind from calcimimetics
- FX translation

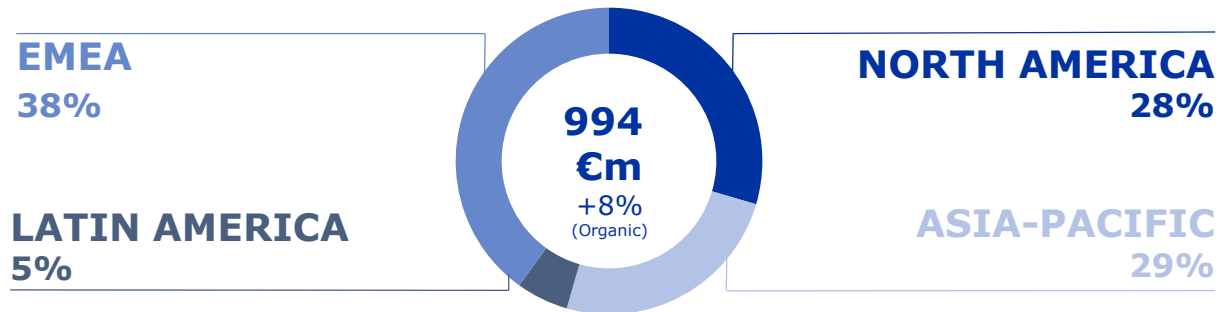


cc = at constant currency

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

# ■ Q4 2020 PRODUCTS | STRONG UNDERLYING ORGANIC GROWTH

Revenue	Q4 2020 € million	Q4 2019 € million	Growth in %	Growth in %cc	Organic growth in %
<b>Health Care Products</b>	<b>994</b>	<b>973</b>	<b>2</b>	<b>9</b>	<b>8</b>
<b>Dialysis Products</b>	<b>968</b>	<b>953</b>	<b>2</b>	<b>8</b>	<b>7</b>
North America	279	281	(1)	7	6
EMEA	353	337	5	11	8
Asia-Pacific	282	269	5	8	8
Latin America	52	61	(15)	8	8
<b>Non-Dialysis Products</b>	<b>26</b>	<b>20</b>	<b>28</b>	<b>30</b>	<b>30</b>



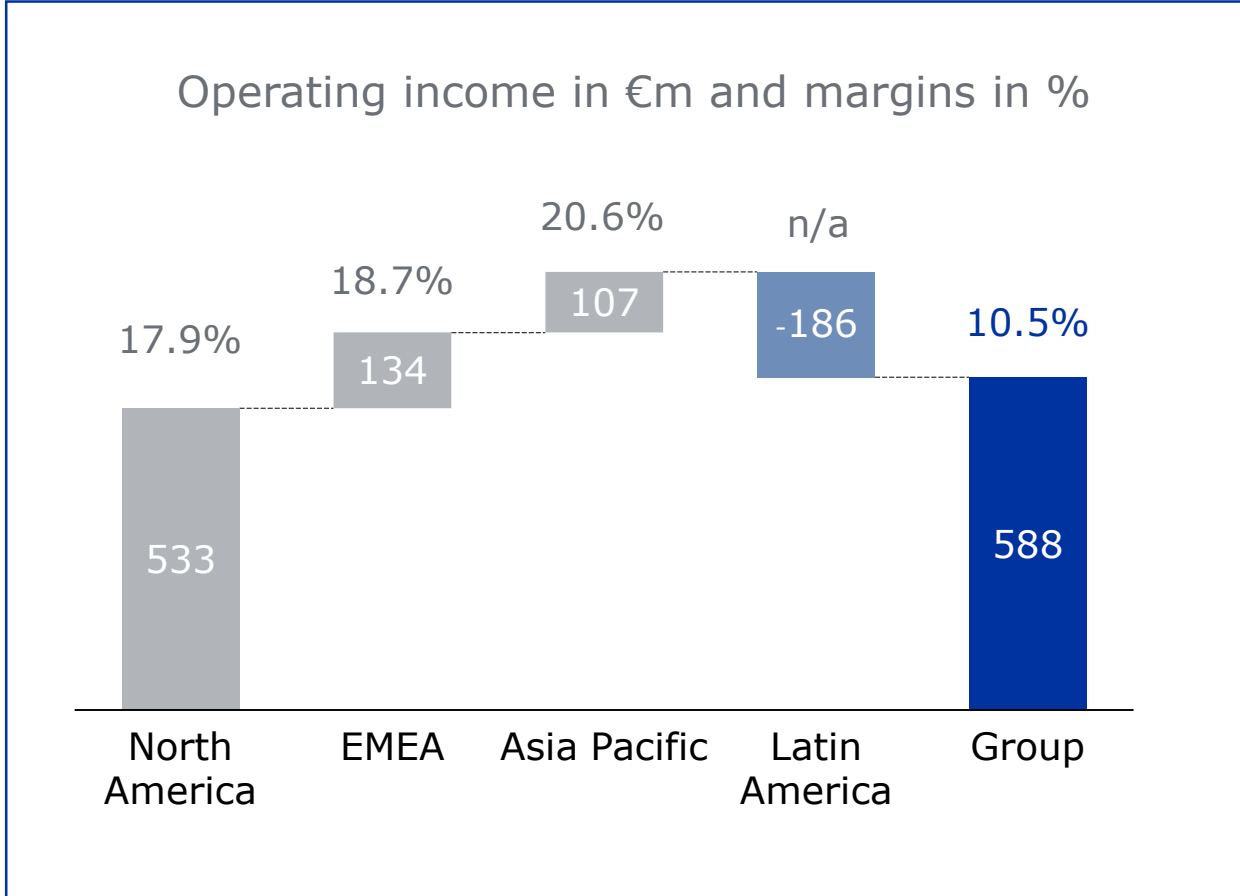
## Drivers

- + Products for acute care treatments
- + In-center disposables
- + PD products
- + Home HD products
- Lower sales of machines for chronic treatment
- FX translation

cc = at constant currency



# ■ Q4 2020 | IMPAIRMENT WEIGHING ON PROFITABILITY



## Q4 margin drivers

- + Negative prior year earnings effect
- + Continued benefit from lower G&A spend
- Impairment loss Latin America
- COVID-19 related excess mortality and additional costs negatively impacted in particular North America and EMEA
- Lower reimbursement for calcimimetics

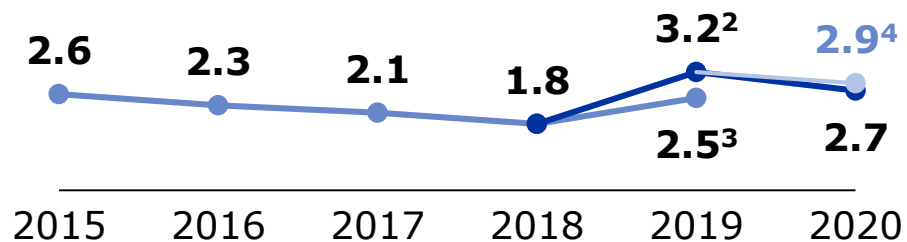


Operating income in €m, excluding Corporate

# ■ Q4 2020 | DECREASING NET LEVERAGE

	Q4 2020 € million	Q4 2019 € million
<b>Operating cash flow</b>	<b>584</b>	<b>771</b>
in % of revenue	13.3	16.8
Capital expenditures, net	(306)	(337)
<b>Free cash flow</b>	<b>283</b>	<b>434</b>
Free cash flow after investing activities	130	230

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

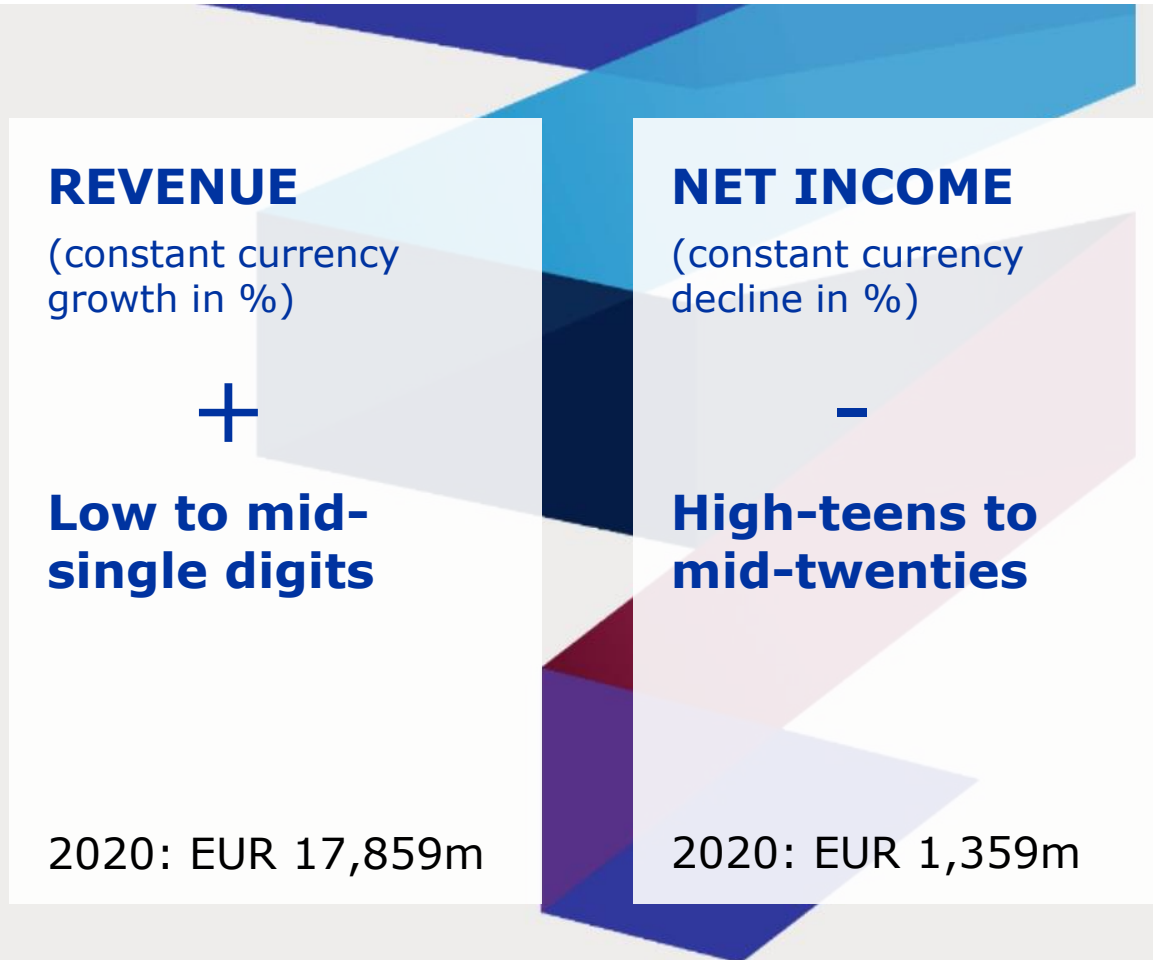


Current ratings <sup>5</sup>	S&P	Moody's	Fitch
Rating	BBB	Baa3	BBB-
Outlook	stable	stable	stable



1 See Chart 37 for a reconciliation of EBITDA | 2 Incl. IFRS 16 | 3 Excl. IFRS 16 | 4 Excl. U.S. federal relief funding and advanced payments under the CARES Act | 5 Latest update: S&P: May 23, 2019; Moody's: May 20, 2020; Fitch: April 9, 2020

# ■ 2021 TARGETS



## Assumptions:

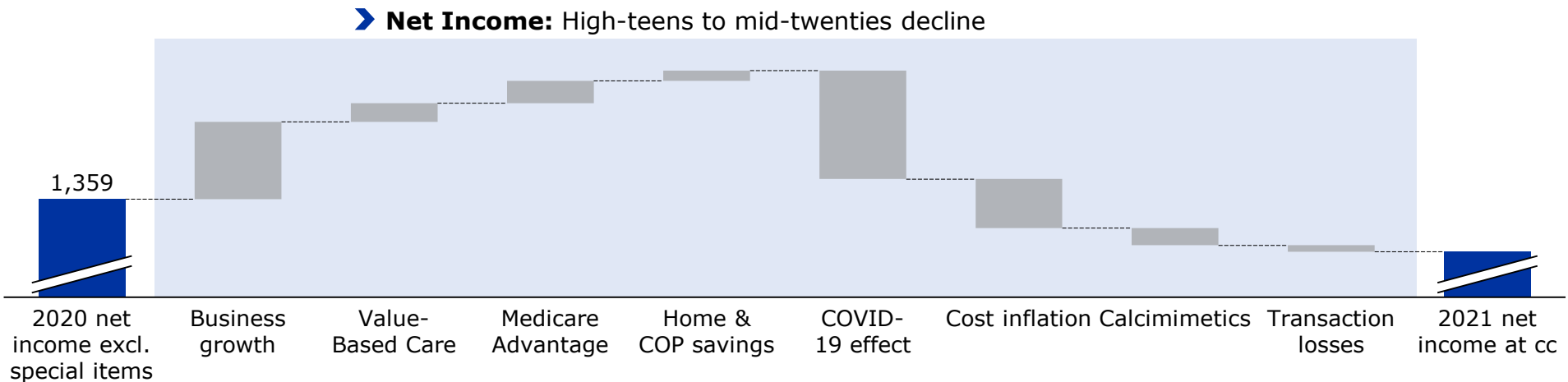
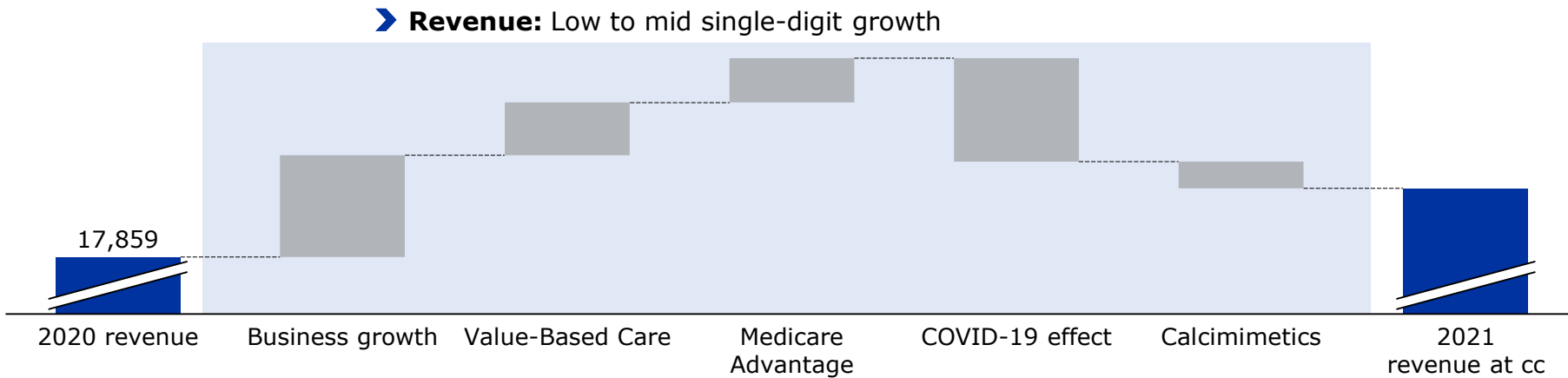
- Excess mortality to continue to accumulate in the first half of 2021
- COVID-19-related additional costs in the Dialysis Services business to remain on high level
- Besides the extended suspension of the Medicare sequestration through March 2021 no further public relief funding assumed



## Excluding special items:

Special items include costs related to FME<sub>25</sub> and effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of giving guidance.

# ■ HEAD- AND TAILWINDS TO OUR TARGETS 2021



► Charts are indicative to illustrate the most important drivers for 2021.

## ■ TRANSFORMATION OF THE OPERATING MODEL | FME<sub>25</sub>

- > To support our 2025 strategy, further strengthen profitability and compensate for the COVID-19 effects, **FME<sub>25</sub>** to be launched in 2021
- > Invest up to €500m by 2025 to sustainably reduce the cost base and minimally improve operating income by the same amount

The logo for FME<sub>25</sub> is displayed in a large, bold, sans-serif font. The letters 'FME' are in a dark blue color, and the subscript '25' is in a dark red color. The logo is centered within a light gray rectangular background.

**FME<sub>25</sub>** addresses the simplification of the Fresenius Medical Care operating model and shall include

- > Simplifying and streamlining the global operating model
- > Apply learnings from the “new normal”
- > Accelerating our digitalization agenda

# ■ MID-TERM TARGETS 2020-2025

## REVENUE

(CAGR, constant  
currency growth in %)

**Mid-single digit**

## NET INCOME

(CAGR, constant  
currency growth in %)

**High-single digit**

### Assumptions:



It is assumed that FME<sub>25</sub> compensates for the anticipated COVID-19 related effects



### Excluding special items:

Special items include costs related to FME<sub>25</sub> and effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of giving guidance.



› **Your Questions  
Are Welcome!**

# ■ Q4 2020 | PROFIT AND LOSS

	<b>Q4 2020</b> € million	<b>Q4 2019</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc
<b>Revenue</b>	<b>4,400</b>	<b>4,580</b>	<b>(4)</b>	<b>4</b>
<b>Operating income</b>	<b>462</b>	<b>616</b>	<b>(25)</b>	<b>(18)</b>
<i>Operating income margin in %</i>	<i>10.5</i>	<i>13.5</i>		
<b>Operating income excl. special items / adjusted</b>	<b>657</b>	<b>663</b>	<b>(1)</b>	<b>5</b>
<i>Operating income margin excl. special items / adj.</i>	<i>14.9</i>	<i>14.5</i>		
Net interest expense	84	102	(18)	(12)
Income before taxes	378	514	(27)	(19)
Income tax expense	139	109	27	39
<i>Tax rate in %</i>	<i>36.7</i>	<i>21.3</i>		
Non-controlling interest	62	62	(1)	8
<b>Net income</b>	<b>177</b>	<b>343</b>	<b>(48)</b>	<b>(43)</b>
<i>Excl. special items / adjusted</i>	<i>372</i>	<i>368</i>	<i>1</i>	<i>6</i>

cc = at constant currency



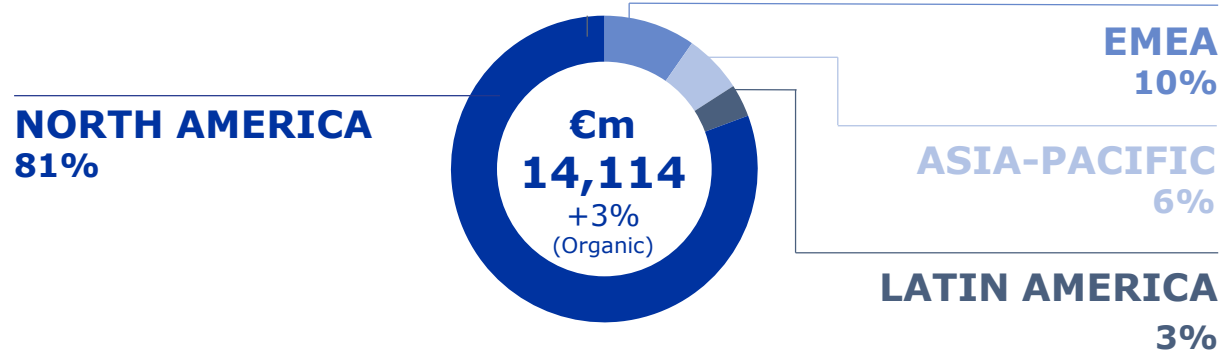
## ■ FY 2020 | PROFIT AND LOSS

	<b>FY 2020</b> € million	<b>FY 2019</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc
<b>Revenue</b>	<b>17,859</b>	<b>17,477</b>	<b>2</b>	<b>5</b>
<b>Operating income</b>	<b>2,304</b>	<b>2,270</b>	<b>2</b>	<b>4</b>
<i>Operating income margin in %</i>	<i>12.9</i>	<i>13.0</i>		
<b>Operating income excl. special items / adjusted</b>	<b>2,499</b>	<b>2,356</b>	<b>6</b>	<b>8</b>
<i>Operating income margin excl. special items / adj.</i>	<i>14.0</i>	<i>13.5</i>		
Net interest expense	368	429	(14)	(12)
Income before taxes	1,936	1,841	5	7
Income tax expense	501	402	25	28
<i>Tax rate in %</i>	<i>25.9</i>	<i>21.8</i>		
Non-controlling interest	271	239	14	16
<b>Net income</b>	<b>1,164</b>	<b>1,200</b>	<b>(3)</b>	<b>(1)</b>
<i>Excl. special items / adjusted</i>	<i>1,359</i>	<i>1,236</i>	<i>10</i>	<i>12</i>

cc = at constant currency

# FY 2020 | SERVICES

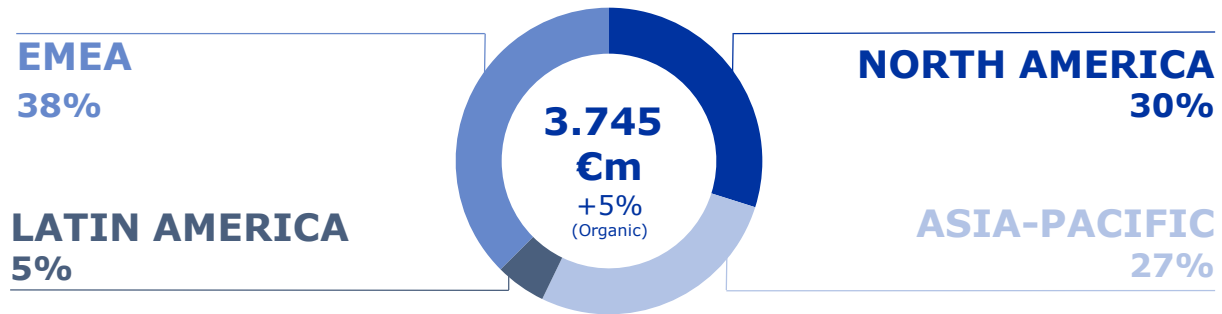
	<b>FY 2020</b> € million	<b>FY 2019</b> € million	<b>Growth</b> in %	<b>Growth</b> in %cc	<b>Organic growth</b> in %	<b>Same market growth</b> in %
<b>Total</b>	<b>14,114</b>	<b>13,872</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>2</b>
North America	11,364	11,157	2	4	2	1
of which Care Coordination	1,307	1,184	10	13	17	
EMEA	1,365	1,354	1	4	3	1
Asia-Pacific	876	862	2	2	3	8
of which Care Coordination	249	241	3	5	(2)	
Latin America	485	499	(3)	23	15	2



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

# FY 2020 | PRODUCTS

	<b>FY 2020</b>	<b>FY 2019</b>	<b>Growth</b>	<b>Growth</b>	<b>Organic growth</b>
	€ million	€ million	in %	in %cc	in %
<b>Total Health Care Products</b>	<b>3,745</b>	<b>3,605</b>	<b>4</b>	<b>7</b>	<b>5</b>
<b>Dialysis Products</b>	<b>3,644</b>	<b>3,529</b>	<b>3</b>	<b>7</b>	<b>4</b>
North America	1,113	1,038	7	9	4
EMEA	1,303	1,263	3	6	4
Asia-Pacific	1,013	997	2	4	4
Latin America	199	210	(5)	17	16
<b>Non-Dialysis Products</b>	<b>101</b>	<b>76</b>	<b>34</b>	<b>34</b>	<b>34</b>



## ■ DEBT

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

	FY 2020 € million	FY 2019 € million	FY 2018 € million
<b>Debt</b>			
Short term debt from unrelated parties	63	1,150	1,205
+ Short term debt from related parties	17	22	189
+ Current portion of long-term debt	1,008	1,447	1,107
+ Current portion of long-term lease liabilities	588	622	
+ Current portion of long-term lease liabilities from related parties	21	17	
+ Long-term debt, less current portion	6,800	6,458	5,045
+ Long-term lease liabilities, less current portion	3,764	3,960	
+ Long-term lease liabilities from related parties, less current portion	119	106	
<b>Total debt and lease liabilities</b>	<b>12,380</b>	<b>13,782</b>	<b>7,546</b>
– Cash and cash equivalents	(1,082)	(1,008)	(2,146)
<b>Total net debt and lease liabilities</b>	<b>11,298</b>	<b>12,774</b>	<b>5,400</b>

## EBITDA

### RECONCILIATION OF ANNUALIZED ADJUSTED EBITDA AND NET LEVERAGE RATIO TO THE MOST DIRECTLY COMPARABLE IFRS FINANCIAL MEASURES

	<b>FY 2020</b> € million	<b>FY 2019</b> € million	<b>FY 2018</b> € million
Net income	1,435	1,439	2,226
+ Income tax expense	501	402	511
– Interest income	(42)	(62)	(147)
+ Interest expense	410	491	448
+ Depreciation and amortization	1,587	1,553	725
+ Adjustments	249	110	(722)
<b>Adjusted EBITDA (annualized)</b>	<b>4,140</b>	<b>3,933</b>	<b>3,041</b>
<b>Net leverage ratio (Net debt/EBITDA)</b>	<b>2.7</b>	<b>3.2</b>	<b>1.8</b>



Adjustments: Acquisitions and divestitures made for the last twelve months with a purchase price above a €50 M threshold as defined in the Amended 2012 Credit Agreement (2019: -€71 M), NxStage related transaction costs (2019: €95 M), non-cash charges, primarily related to pension expense (2020: €50 M; 2019: €46 M) and impairment loss (2020: €199 M; 2019: €40 M).

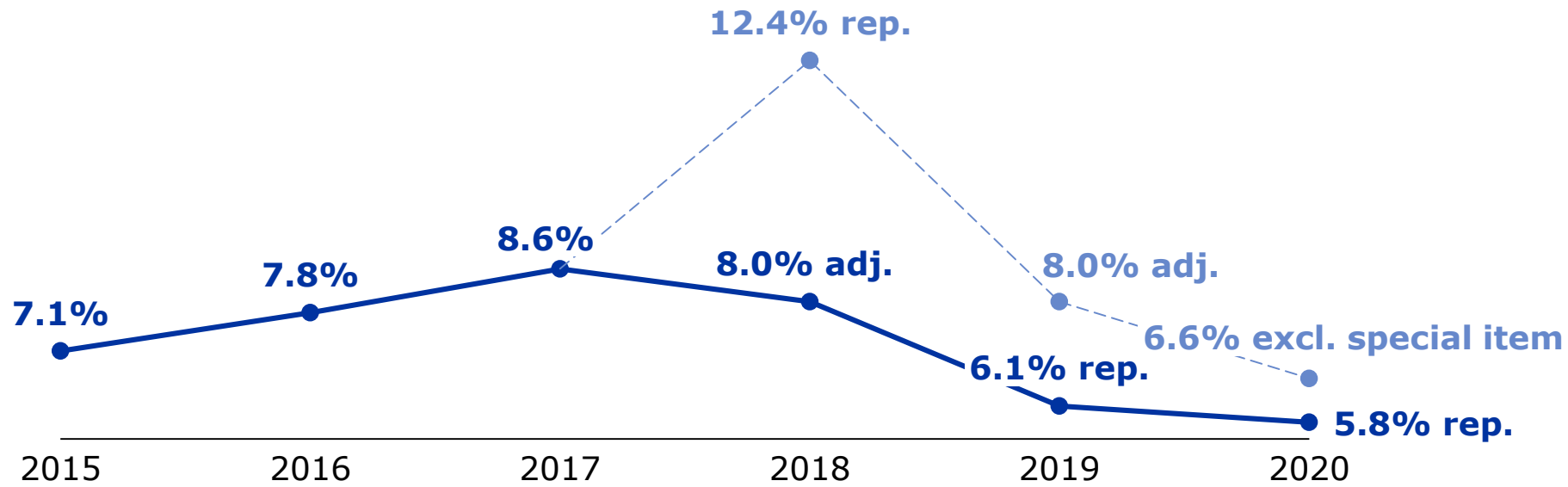
## ■ 2020 BASE FOR TARGETS 2021, RECONCILIATION ADJUSTMENTS

	<b>FY 2020</b> € million	<b>Q1 2020</b> € million	<b>Q2 2020</b> € million	<b>Q3 2020</b> € million	<b>Q4 2020</b> € million
<b>Revenue</b>	<b>17,859</b>	<b>4,488</b>	<b>4,557</b>	<b>4,414</b>	<b>4,400</b>
<b>Net income excl. special items</b>	<b>1,359</b>	<b>283</b>	<b>351</b>	<b>354</b>	<b>372</b>

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

	<b>Q4 2020</b> € million	<b>Q4 2019</b> € million
<b>Revenue</b>	<b>4,400</b>	<b>4,580</b>
<b>Net income</b>	<b>177</b>	<b>343</b>
NxStage costs		1
Cost optimization costs		44
(Gain) loss related to divestitures of Care Coordination activities		(20)
<b>Net income adjusted</b>		<b>368</b>
Special item: Impairment in the Latin America segment	195	
<b>Net income excl. special items</b>	<b>372</b>	

# ■ 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
- 2019 negative impact from Latin America impairment

- 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)
- ROIC for 2020 was 7.5% excl. IFRS 16 and excl. Latin America impairment



# ■ EXCHANGE RATES, U.S. DIALYSIS DAYS PER QUARTER, DEFINITIONS

## EXCHANGE RATES

Euro vs.		2020	2019	2018
<b>€:\$</b>	Period end	1.227	1.123	1.145
	Average	1.142	1.119	1.181
<b>€:CNY</b>	Period end	8.023	7.821	7.875
	Average	7.875	7.735	7.808
<b>€:RUB</b>	Period end	91.467	69.956	79.715
	Average	82.725	72.455	74.026
<b>€:ARS</b>	Period end	102.900	67.212	43.039
	Average	81.042	53.948	32.984
<b>€:BRL</b>	Period end	6.374	4.516	4.444
	Average	5.894	4.413	4.308

## U.S. DIALYSIS DAYS PER QUARTER

	Q1	Q2	Q3	Q4	Full year
<b>2021</b>	77	78	79	79	313
2020	77	78	79	79	313
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

<b>cc</b>	Constant currency
<b>HD</b>	Hemodialysis
<b>PD</b>	Peritoneal dialysis
<b>Net income</b>	Net income attributable to shareholders of FME



# ■ FY 2020 | PATIENTS, TREATMENTS, CLINICS

	<b>Patients</b> as of Dec. 30, 2020	<b>Treatments</b> as of Dec. 30, 2020	<b>Clinics</b> as of Dec. 30, 2020	<b>Patients</b> as of Dec. 30, 2019	<b>Treatments</b> as of Dec. 30, 2019	<b>Clinics</b> as of Dec. 30, 2019
<b>North America</b>	<b>210,260</b>	<b>32,843,592</b>	<b>2,639</b>	<b>211,064</b>	<b>32,138,448</b>	<b>2,579</b>
Growth in %	0	2	2	3	4	2
<b>EMEA</b>	<b>66,008</b>	<b>10,189,373</b>	<b>804</b>	<b>66,217</b>	<b>10,042,109</b>	<b>781</b>
Growth in %	0	1	3	2	3	1
<b>Asia-Pacific</b>	<b>33,106</b>	<b>4,660,875</b>	<b>400</b>	<b>33,005</b>	<b>4,579,220</b>	<b>400</b>
Growth in %	0	2	0	5	5	2
<b>Latin America</b>	<b>37,179</b>	<b>5,881,415</b>	<b>249</b>	<b>34,810</b>	<b>5,388,330</b>	<b>234</b>
Growth in %	7	9	6	6	6	2
<b>Total</b>	<b>346,553</b>	<b>53,575,255</b>	<b>4,092</b>	<b>345,096</b>	<b>52,148,107</b>	<b>3,994</b>
Growth in %	0	3	2	4	4	2

# ■ FINANCIAL CALENDAR 2020

## REPORTING DATES & AGM

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<b>May 6</b>	Q1 2021 Earnings Release and Conference Call
<b>May 20</b>	Annual General Meeting 2021 (Virtual)
<b>July 30</b>	Q2 2021 Earnings Release and Conference Call
<b>November 2</b>	Q3 2021 Earnings Release and Conference Call

## CONFERENCES & MEET THE MANAGEMENT

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<b>March 2</b>	Virtual European MedTech & Services Conference
<b>March 2</b>	Credit Suisse London Healthcare Conference
<b>March 10 &amp; 11</b>	Global Healthcare Conference 2021 (Miami)
<b>March 15</b>	Barclays C-Suite Call Series with CEO Rice Powell
<b>March 29</b>	Expert Call Mapping a Digital Future for Kidney Care with Frank Maddux, MD



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

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