



Annual General Meeting 2016

Rice Powell, Chief Executive Officer and
Chairman of the Management Board

Frankfurt | May 12, 2016



AGENDA



Looking back at the year 2015

1

Growth strategy

2

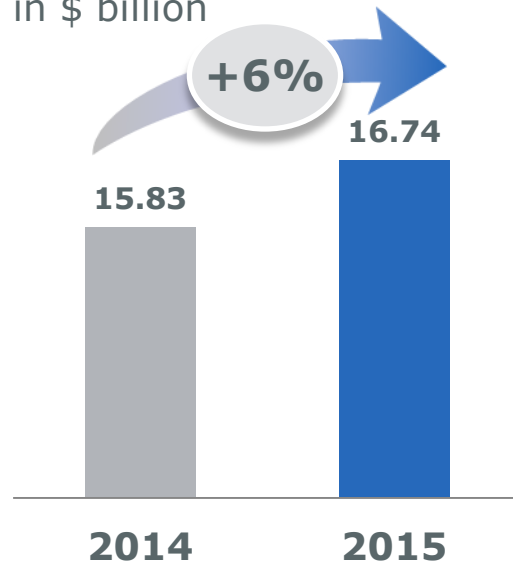
Outlook 2016 and long-term goals

3

We achieved our targets for 2015

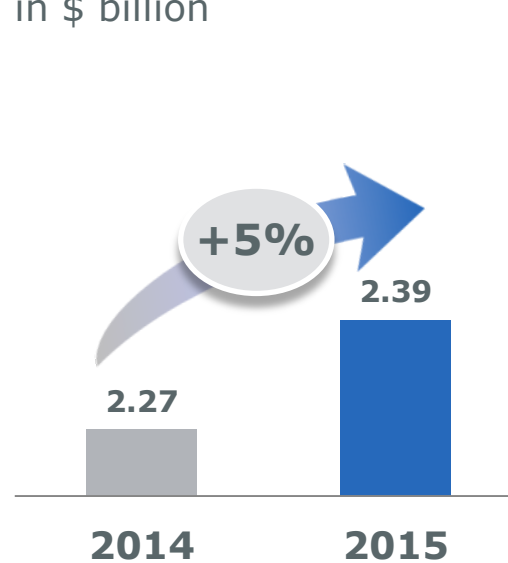
Revenue

in \$ billion



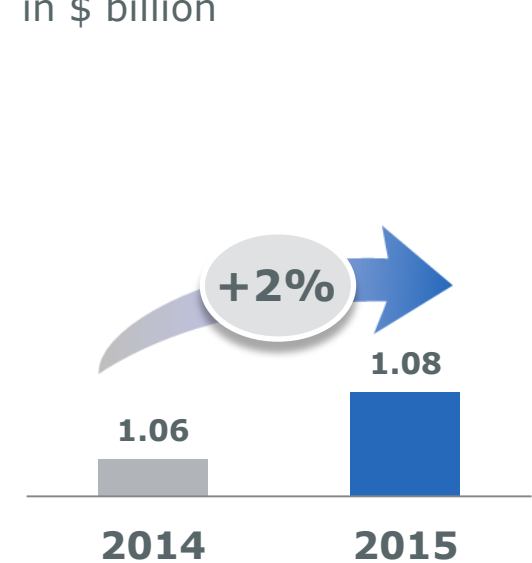
EBIT*

in \$ billion



Net income*

in \$ billion



- ▶ Outstanding business development in North America
- ▶ Strong organic revenue growth in Care Coordination
- ▶ Improved cost structure due to Global Efficiency Program

* excl. special items

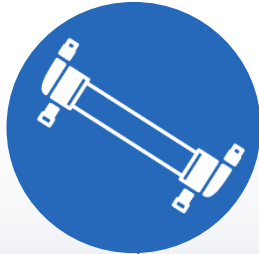
Diagrams: different scales applied

Fresenius Medical Care today

Every **0.7** seconds we **provide**
a **dialysis treatment**
somewhere on the globe



37
production sites



120,000,000
sold dialyzers



3,418
clinics



294,381
patients



44,596,446
dialysis treatments



104,033
employees



Our company profile

Health care services

Dialysis services



Therapies & laboratory services for patients with chronic kidney failure

\$11.5bn **69**%*

Care Coordination



Businesses supporting dialysis, e.g. vascular services

\$1.9bn **11**%*

Products

Dialysis products



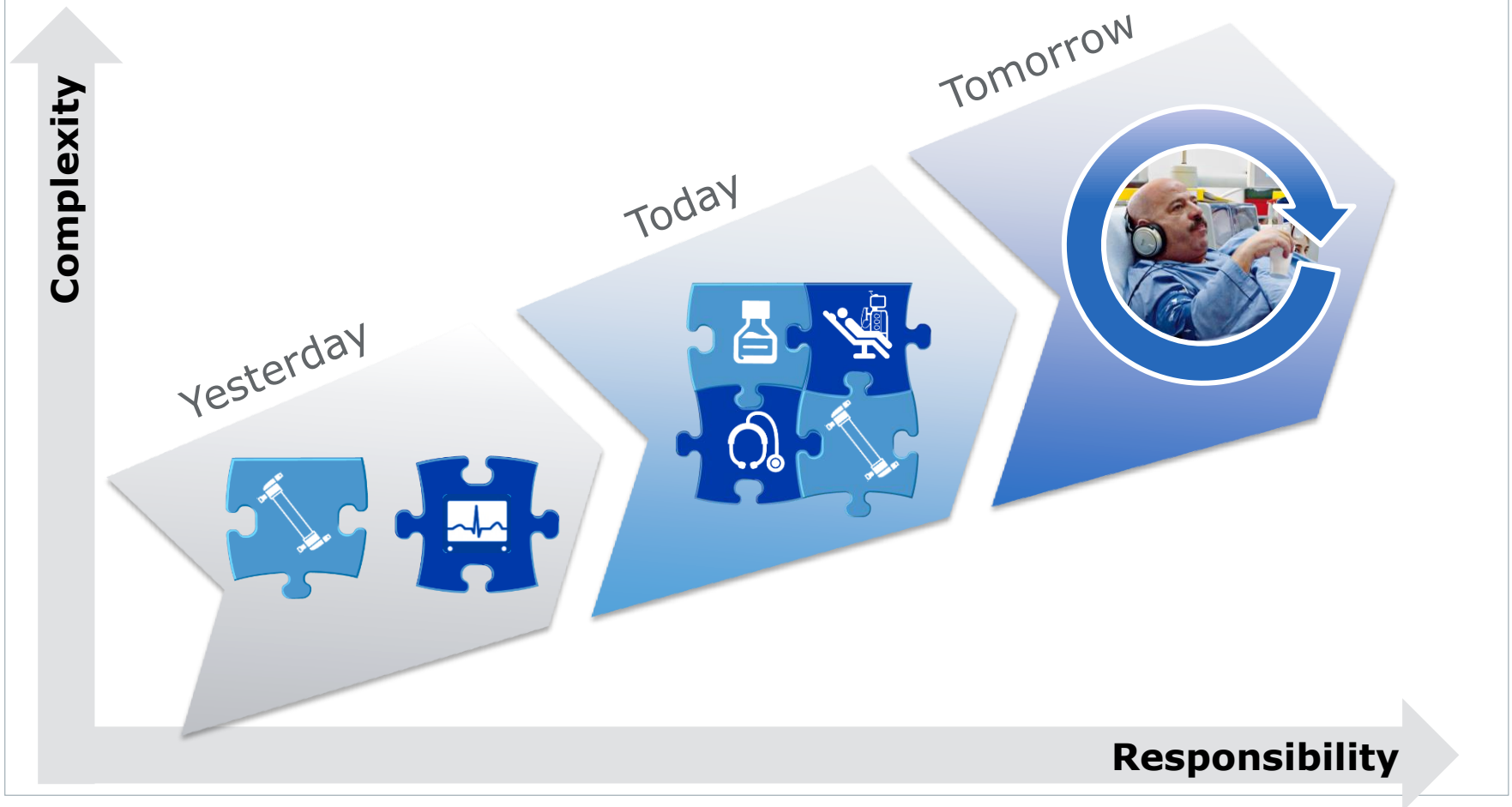
e.g., dialysis machines, dialyzers & bloodline systems

\$3.3bn **20**%*

* in % of 2015 revenue

Changing health care systems

Example: Reimbursement in the U.S. health care system



AGENDA



Looking back at the year 2015

1

Growth strategy

2

Outlook 2016 and long-term goals

3

2020 growth strategy

**Opening up
new business
areas**

**Growing in our
core business**

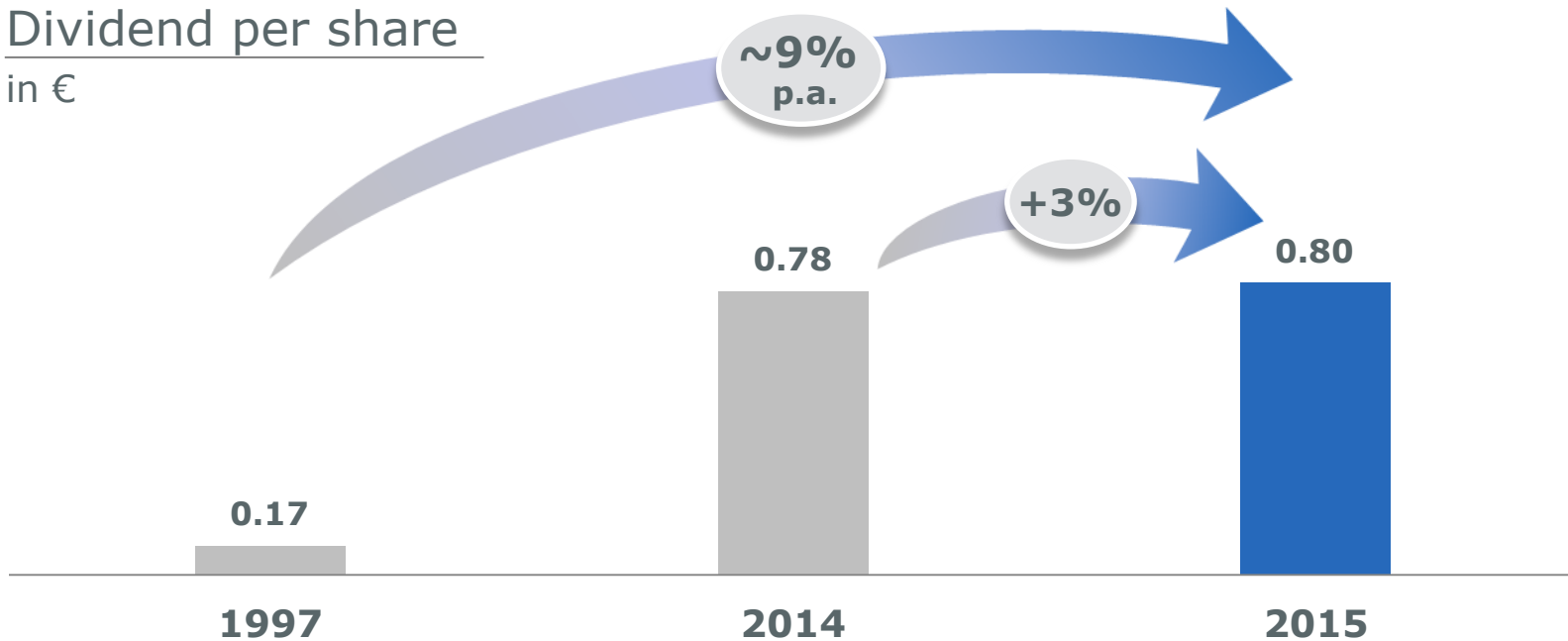


**Enhancing
products and
treatments**

**Increasing
flexibility and
efficiency**

19th consecutive dividend increase

Dividend per share
in €



- ▶ Proposal for 2015: Dividend of 80 €-cents per share
- ▶ Dividend payout-ratio of ~26% for 2015 (€244 million)
- ▶ Average annual dividend increase of 9% since 1997

Excellent share price performance

Share price & index performance 2015

indexed, in %



- ▶ Fresenius Medical Care among the best-performing stocks on the DAX in 2015 (+26%)
- ▶ Share price more than tripled over the past 10 years (average annual return of 12% with dividends reinvested)

AGENDA



Looking back at the year 2015

1

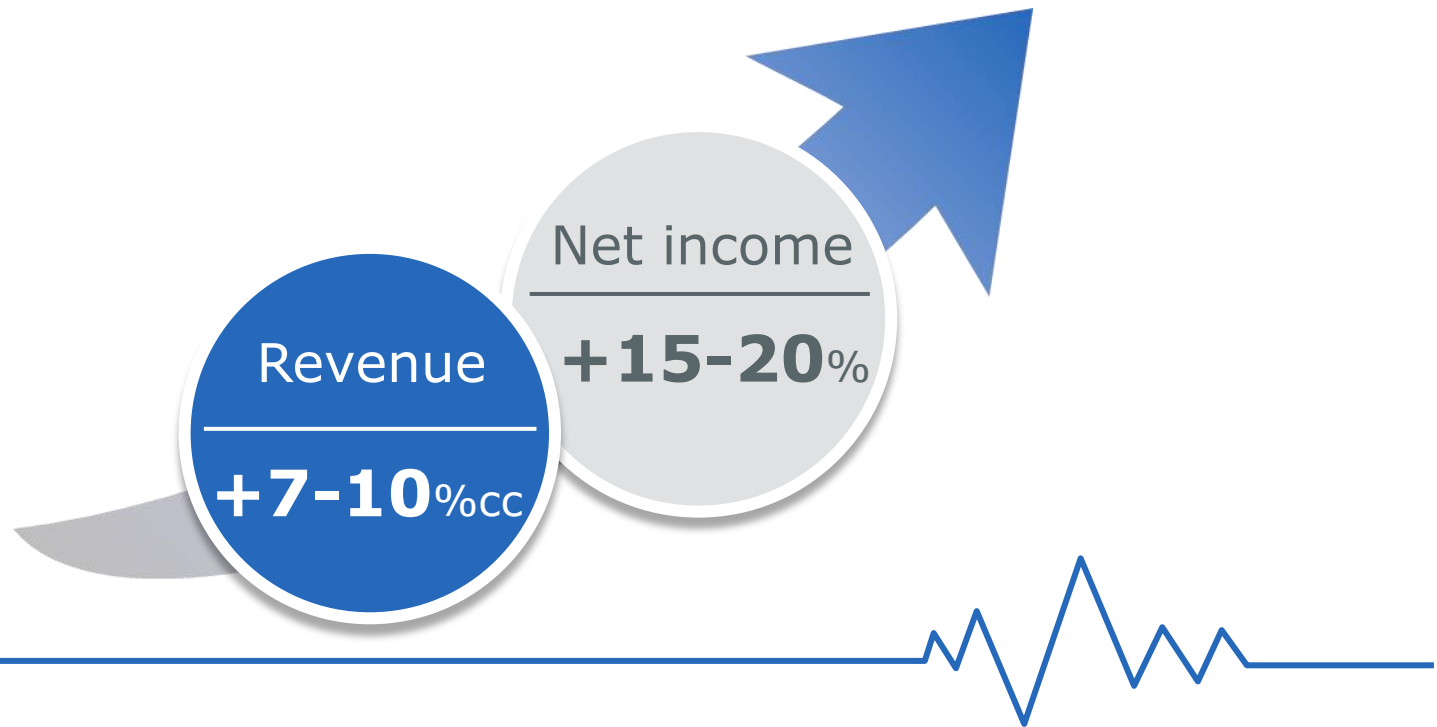
Growth strategy

2

Outlook 2016 and long-term goals

3

Outlook 2016: off to a new record year

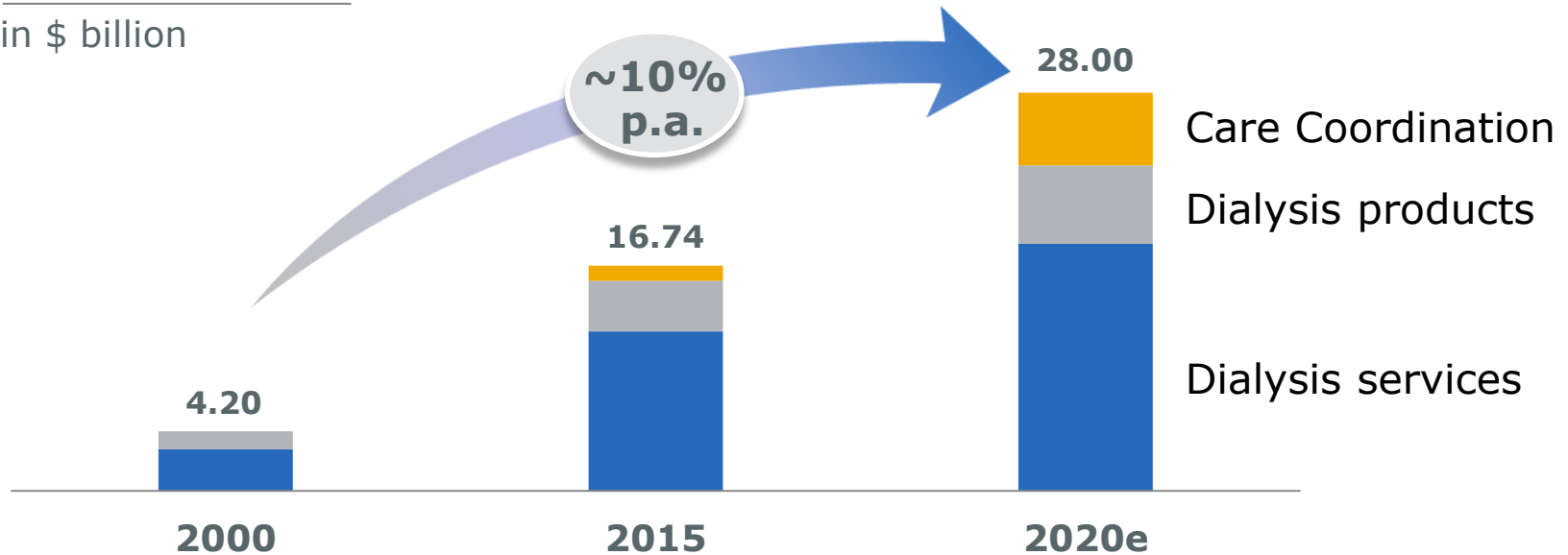


- ▶ 2016 net income growth outlook is based on current exchange rates
- ▶ Savings from the Global Efficiency Program are included
- ▶ Acquisitions 2015/2016 are not included

cc = constant currency

Looking ahead: long-term goals up to 2020

Revenue
in \$ billion



- ▶ We expect an average increase in net income in the high single-digit percentage range for the same period.
- ▶ We will continue to grow our dialysis services and products business.
- ▶ We plan to further expand our Care Coordination activities.

Agenda of the Annual General Meeting

9 Authorization to purchase and use treasury shares

10 Approval of the amendment of the Pooling Agreement

11 Modification of the existing authorization to grant options to managerial staff members and members of the management

20 YEARS

CREATING A FUTURE
WORTH LIVING

Legal notice:

This presentation contains statements on the future that are subject to certain risks and uncertainties. The actual results can differ significantly from the results currently expected on account of a variety of risk factors and uncertainties, such as changes in the business, economic and competitive situation, legislative changes, results of clinical studies, exchange rate fluctuations, uncertainties related to legal disputes or investigations and inquiries as well as the availability of financial resources. Fresenius Medical Care assumes no responsibility of any kind for updating the statements on the future that are contained in this presentation.