

# PROFILE

2014



**FRESENIUS  
MEDICAL CARE**



## Our vision

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

More than four decades of experience in dialysis, innovative research, the global leader in dialysis services and products – that is Fresenius Medical Care.

Patients with kidney disease can now look ahead with much more confidence thanks to our innovative technologies and treatment concepts. We give them a future, one that offers them the best-possible quality of life. We use the increasing demand for modern dialysis methods to our advantage and work consistently to enhance the company's growth. Together with our employees, we focus on pursuing strategies that will enable us to uphold our technological leadership. As a vertically integrated company, we offer products and services for the entire dialysis value chain.

The highest medical standards are our benchmark. This is our commitment to our patients, our partners in the health care system and our investors, who trust in the reliable performance and the future of Fresenius Medical Care.

# PROFILE

2014

**T. 1 OPERATING DATA/KEY FIGURES**
*in \$ M*

	<b>2014</b>	2013	<i>Change</i>
<b>Selected key figures</b>			
Net revenue	15,832	14,610	8%
Earnings before interest, taxes, depreciation and amortization (EBITDA)	2,954	2,904	2%
Operating income (EBIT)	2,255	2,256	0%
Net income <sup>1</sup>	1,045	1,110	-6%
Net cash provided by (used in) operating activities	1,861	2,035	
Free cash flow <sup>2</sup>	941	1,307	
Capital expenditures, net	920	728	
Acquisitions and investments, net	1,770	478	
Basic earnings per share <i>in \$</i>	3.46	3.65	-5%
Dividend per share <i>in €</i>	0.78 <sup>3</sup>	0.77	1%
Operating income margin <i>in %</i>	14.2	15.4	
Return on invested capital (ROIC) <i>in %</i>	6.8	7.7	
Equity ratio (equity/total assets) <sup>4</sup> <i>in %</i>	39.4	41.0	

<sup>1</sup> Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA.

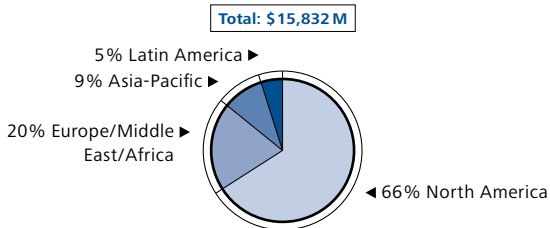
<sup>2</sup> Net cash provided by (used in) operating figures after capital expenditures, before acquisitions and investments.

<sup>3</sup> Proposal to be approved by the annual general meeting on May 19, 2015.

<sup>4</sup> As of December 31 of the respective year.

C. 2

## REVENUE BY REGION



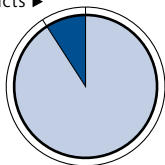
C. 3

## REVENUE BY SEGMENT

### North America

Total: \$10,500 M

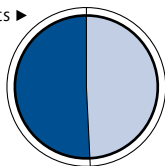
8% Dialysis products ▶



### International

Total: \$5,265 M

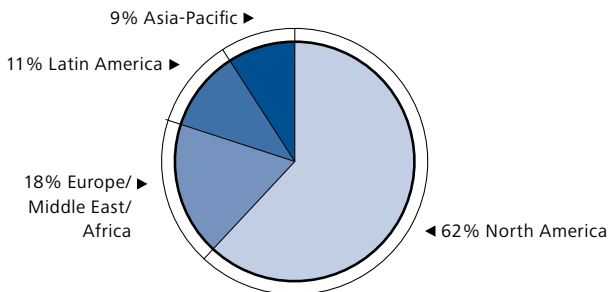
51% Dialysis products ▶



C. 4

## FRESENIUS MEDICAL CARE PATIENTS WORLDWIDE

Total: 286,312



T. 5

## FRESENIUS MEDICAL CARE CLINICS WORLDWIDE

	2014	2013	Change
North America	2,162	2,133	1%
Europe/Middle East/Africa	635	632	0%
Latin America	247	231	7%
Asia-Pacific	317	254	25%
<b>▶ TOTAL</b>	<b>3,361</b>	<b>3,250</b>	<b>3%</b>

## DIALYSIS SERVICES BY REGION

Number of patients treated

Total: 2,665 M

<b>North America</b>	<b>Fresenius Medical Care</b>	<b>176,203</b>
	DaVita	170,000
	Dialysis Clinic Inc.	14,500
<b>Europe</b>	<b>Fresenius Medical Care</b>	<b>52,848</b>
	Diaverum	21,400
	Kuratorium für Dialyse	18,700
<b>Asia-Pacific</b>	<b>Fresenius Medical Care</b>	<b>25,278</b>
	Showai-Kai	5,100
	Tokushu-Kai	4,000
<b>Latin America</b>	<b>Fresenius Medical Care</b>	<b>31,983</b>
	Baxter	9,000
	Diaverum	4,500

Source: Company data and estimates

## MARKET POSITION RELATING TO MAJOR PRODUCT GROUPS

	1 <sup>st</sup> place	2 <sup>nd</sup> place
Dialyzers	Fresenius Medical Care	Baxter
Dialysis machines	Fresenius Medical Care	Nikkiso
Concentrates for hemodialysis	Fresenius Medical Care	Baxter
Bloodline systems	Fresenius Medical Care	Baxter
Products for peritoneal dialysis	Baxter	Fresenius Medical Care

Source: Company data and estimates



### America

#### Waltham, U.S.

Regional headquarters North America

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01 Ogden, U.S. Dialyzers

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02 Concord, U.S. Dialysis machines

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03 Toledo, U.S. Hemodialysis concentrates

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04 Montreal, CA Hemodialysis concentrates

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05 Irving, U.S. Hemodialysis concentrates

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06 Reynosa, MX Bloodline systems

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07 Guadalajara, MX Dialysis solutions

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08 Santafé de Bogotá, CO Dialysis solutions & hemodialysis concentrates

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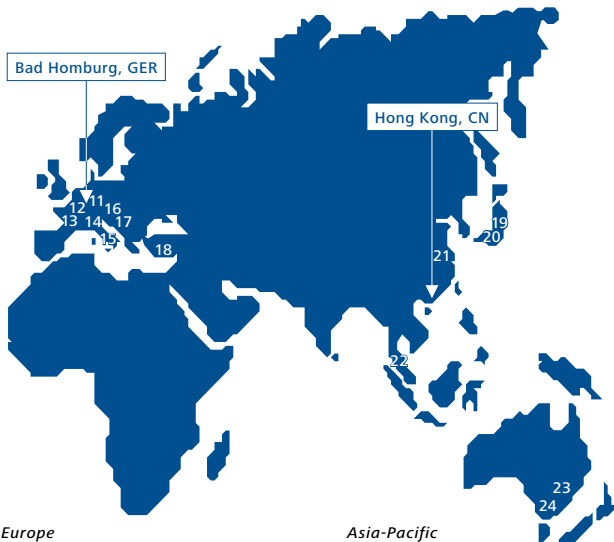
09 Jaguariúna, BR Dialysis solutions & hemodialysis concentrates

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10 Pilar, AR Hemodialysis concentrates

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### Europe

**Bad Homburg, GER**  
Company headquarters and regional headquarters for Europe, Middle East, Africa and Latin America

**11 Schweinfurt, GER** Dialysis machines

**12 St. Wendel, GER** Dialyzers & dialysis solutions

**13 L'Arbresle, FR** Dialyzers & hemodialysis concentrates

**14 Palazzo Pignano, IT** Bloodline systems

**15 Canosa, IT** Dialysis solutions

**16 Krems, AT** Adsorbers

**17 Vršac, SRB** Dialyzers, hemodialysis concentrates & bloodline systems

**18 Antalya, TR** Bloodline systems

### Asia-Pacific

**Hong Kong, CN**  
Regional headquarters Asia-Pacific

**19 Inukai, JP** Fiber bundles

**20 Buzen, JP** Dialyzers & dialysis solutions

**21 Changshu, CN** Bloodline systems, dialyzers & hemodialysis concentrates

**22 Ipoh, MY** Water treatment systems

**23 Smithfield, AU** Hemodialysis concentrates

**24 Scoresby, AU** Dialysis chairs

▽ Headquarters

*Our company profile*

**99,895**

Employees

**40**

Production sites

**286,312**

Patients

**3,361**

Clinics

**~42.7 Million**

Dialysis treatments

Fresenius Medical Care is the world's leading provider of dialysis products and services. Worldwide more than 2.6 million patients with chronic kidney failure undergo this vital blood cleansing procedure regularly.

Fresenius Medical Care is listed on the Frankfurt Stock Exchange (FME) and the New York Stock Exchange (FMS).

## *Financial Calendar*

SUBJECT TO CHANGE

### **April 30, 2015**

Report on the first quarter 2015

### **May 19, 2015**

Annual general meeting

**FRANKFURT AM MAIN,  
GERMANY**

### **May 20, 2015**

Payment of dividend  
subject to the approval of  
the annual general meeting

### **July 30, 2015**

Report on the  
second quarter 2015

### **October 29, 2015**

Report on the  
third quarter 2015

## *Imprint*

Fresenius Medical Care AG & Co. KGaA

Registered seat and commercial register:  
Hof an der Saale (Germany), HRB 4019

Chairman of the supervisory board:  
Dr. Gerd Krick

General partner: Fresenius Medical Care  
Management AG

Registered seat and commercial register:  
Hof an der Saale (Germany), HRB 3894

Management board:  
Rice Powell (chairman),  
Michael Brosnan,  
Roberto Fusté,  
Ronald Kuerbitz,  
Dr. Olaf Schermeier,  
Kent Wanzek,  
Dominik Wehner

Chairman of the supervisory board:  
Dr. Ulf M. Schneider

**FRESENIUS MEDICAL CARE**

61346 Bad Homburg v.d.H., Germany

Tel. + 49 6172 609 0

[www.freseniusmedicalcare.com](http://www.freseniusmedicalcare.com)

<http://career.freseniusmedicalcare.com>

Investor Relations

Tel. + 49 6172 609 25 25

Fax + 49 6172 609 23 01

E-Mail: [ir@fmc-ag.de](mailto:ir@fmc-ag.de)

Corporate Communications

Tel. + 49 6172 609 23 02

Fax + 49 6172 609 22 94

E-Mail: [pr@fmc-ag.de](mailto:pr@fmc-ag.de)