VISION

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

More than three 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 healthcare system and our investors, who trust in the reliable performance and the future of Fresenius Medical Care.
## Operating data

**Selected key figures**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net revenue (\text{in $M})</td>
<td>13,800</td>
<td>12,571</td>
<td>10%</td>
</tr>
<tr>
<td>Earnings before interest and taxes, depreciation and amortization (EBITDA) (\text{in $M})</td>
<td>2,821</td>
<td>2,632</td>
<td>7%</td>
</tr>
<tr>
<td>Earnings before interest and taxes (EBIT) (\text{in $M})</td>
<td>2,219</td>
<td>2,075</td>
<td>7%</td>
</tr>
<tr>
<td>Net income(^1) (\text{in $M})</td>
<td>1,187</td>
<td>1,071</td>
<td>11%</td>
</tr>
<tr>
<td>Cash flow from operating activities (\text{in $M})</td>
<td>2,039</td>
<td>1,446</td>
<td>41%</td>
</tr>
<tr>
<td>Free cash flow(^2) (\text{in $M})</td>
<td>1,373</td>
<td>876</td>
<td>57%</td>
</tr>
<tr>
<td>Capital expenditures, net (\text{in $M})</td>
<td>666</td>
<td>570</td>
<td>17%</td>
</tr>
<tr>
<td>Acquisitions, net of divestitures (\text{in $M})</td>
<td>1,615</td>
<td>1,775</td>
<td>-9%</td>
</tr>
<tr>
<td>Earnings per ordinary share (\text{in $})</td>
<td>3.89</td>
<td>3.54</td>
<td>10%</td>
</tr>
<tr>
<td>Dividend per ordinary share(^3) (\text{in \€})</td>
<td>0.75</td>
<td>0.69</td>
<td>9%</td>
</tr>
<tr>
<td>EBIT margin (\text{in %})</td>
<td>16.1</td>
<td>16.5</td>
<td>-</td>
</tr>
<tr>
<td>Return on invested capital (ROIC)(^4) (\text{in %})</td>
<td>8.1</td>
<td>8.7</td>
<td>-</td>
</tr>
<tr>
<td>Equity to assets (\text{in %})</td>
<td>41.2</td>
<td>41.3</td>
<td>-</td>
</tr>
</tbody>
</table>

\(^1\) Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA.
\(^2\) Before acquisitions and dividends.
\(^3\) 2012: Proposal to be approved by the Annual General Meeting on May 16, 2013.
\(^4\) Pro forma numbers including the acquisition of Liberty Dialysis Holdings, Inc. and excluding a special charge of \$110 M.
c. 2  
**Revenue by region**

Total: $13,800 M

- 6% Latin America
- 8% Asia-Pacific
- 21% Europe/Middle East/Africa
- 65% North America

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**Revenue by segments**

**North America**

Total: $9,031 M

- 9% Dialysis products
- 91% Dialysis services

**International**

Total: $4,740 M

- 48% Dialysis services
- 52% Dialysis products
patients worldwide

Total: 257,916

- 7% Asia-Pacific
- 10% Latin America
- 19% Europe/Middle East/Africa
- 64% North America

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clinics worldwide

<table>
<thead>
<tr>
<th>Region</th>
<th>2012</th>
<th>2011</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>2,082</td>
<td>1,838</td>
<td>13%</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>608</td>
<td>600</td>
<td>1%</td>
</tr>
<tr>
<td>Latin America</td>
<td>225</td>
<td>218</td>
<td>3%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>245</td>
<td>242</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,160</strong></td>
<td><strong>2,898</strong></td>
<td><strong>9%</strong></td>
</tr>
</tbody>
</table>
Dialysis services worldwide
Number of patients treated

<table>
<thead>
<tr>
<th>Region</th>
<th>Company</th>
<th>Patients Treated</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>Fresenius Medical Care</td>
<td>164,554</td>
</tr>
<tr>
<td></td>
<td>DaVita</td>
<td>151,000</td>
</tr>
<tr>
<td></td>
<td>Dialysis Clinics Inc.</td>
<td>13,700</td>
</tr>
<tr>
<td>Europe</td>
<td>Fresenius Medical Care</td>
<td>48,902</td>
</tr>
<tr>
<td></td>
<td>Kuratorium für Dialyse</td>
<td>18,400</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td>16,500</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>Fresenius Medical Care</td>
<td>17,504</td>
</tr>
<tr>
<td></td>
<td>Showai-Kai</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>Tokushu-Kai</td>
<td>4,800</td>
</tr>
<tr>
<td>Latin America</td>
<td>Fresenius Medical Care</td>
<td>26,956</td>
</tr>
<tr>
<td></td>
<td>Baxter</td>
<td>8,800</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td>3,700</td>
</tr>
</tbody>
</table>

Total: 2.306M

Source: Company data and estimates

Market position in major product groups

<table>
<thead>
<tr>
<th>Product Group</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dialyzers</td>
<td>Fresenius Medical Care</td>
<td>Gambro</td>
<td>Nipro</td>
</tr>
<tr>
<td>Dialysis machines</td>
<td>Fresenius Medical Care</td>
<td>Nikkiso</td>
<td>Gambro</td>
</tr>
<tr>
<td>Concentrates for hemodialysis</td>
<td>Fresenius Medical Care</td>
<td>Fuso</td>
<td>Gambro</td>
</tr>
<tr>
<td>Bloodline systems</td>
<td>Fresenius Medical Care</td>
<td>Gambro</td>
<td>Kawasaki</td>
</tr>
<tr>
<td>Products for peritoneal dialysis</td>
<td>Baxter</td>
<td>Fresenius Medical Care</td>
<td>Terumo</td>
</tr>
</tbody>
</table>

Source: Company data and estimates
America

**Waltham, U.S.** Regional headquarters
North America

01 Ogden, U.S. Dialyzers
02 Walnut Creek, U.S. Dialysis machines
03 Toledo, U.S. Hemodialysis concentrates
04 Livingston, U.S. Hemodialysis concentrates
05 Montreal, CA Hemodialysis concentrates
06 Irving, U.S. Hemodialysis concentrates
07 Reynosa, MX Tubing systems
08 Guadalajara, MX Dialysis solutions
09 Santafé de Bogotá, CO Dialysis solutions
10 Jaguariúna, BR Dialysis solutions
11 Pilar, AR Hemodialysis concentrate & dialysis solutions

Europe

12 Schweinfurt, GER Dialysis machines
13 St. Wendel, GER Dialyzers & bags for peritoneal dialysis
14 L’Arbresle, FR Dialyzers & hemodialysis concentrates
15 Cremona, IT Tubing systems
16 Borisov, BY Dialyzers & tubing systems
17 Krems, AT Adsorbers
18 Vršac, SRB Dialyzers, dialysis solutions & tubing systems
19 Antalya, TR Tubing systems

Asia-Pacific

20 Inukai, JP Fiber bundles
21 Buzen, JP Dialyzers & dialysis solutions
22 Changshu, CN Tubing systems
23 Ipoh, MY Water treatment systems
24 Smithfield, AU Hemodialysis concentrates
25 Scoresby, AU Equipment
Bad Homburg, GER Company headquarters and regional headquarters for Europe, Middle East, Africa and Latin America

12 Schweinfurt, GER Dialysis machines
13 St. Wendel, GER Dialyzers & bags for peritoneal dialysis
14 L’Arbresle, FR Dialyzers & hemodialysis concentrates
15 Cremona, IT Tubing systems
16 Borisov, BY Dialyzers & tubing systems
17 Krems, AT Adsorbers
18 Vršac, SRB Dialyzers, dialysis solutions & tubing systems
19 Antalya, TR Tubing systems

Hong Kong, CN Regional headquarters Asia-Pacific

20 Inukai, JP Fiber bundles
21 Buzen, JP Dialyzers & dialysis solutions
22 Changshu, CN Tubing systems
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24 Smithfield, AU Hemodialysis concentrates
25 Scoresby, AU Equipment

Headquarters ▼ Production
Fresenius Medical Care is the world’s leading provider of dialysis products and services. Worldwide more than 2.3 million patients with chronic kidney failure undergo this vital blood cleansing procedure regularly.

Fresenius Medical Care is listed on the Frankfurt Stock Exchange (FME, FME3) and the New York Stock Exchange (FMS, FMS/P).
FINANCIAL CALENDAR

April 30, 2013
REPORT ON THE
FIRST QUARTER 2013

May 16, 2013
ANNUAL GENERAL MEETING
Frankfurt am Main, Germany

May 17, 2013
PAYMENT OF DIVIDEND
subject to the approval
of the Annual General Meeting

July 30, 2013
REPORT ON THE
SECOND QUARTER 2013

November 5, 2013
REPORT ON THE
THIRD QUARTER 2013

IMPRINT
Subject to change

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, Dr. Emanuele Gatti, Ronald Kuerbitz, Dr. Rainer Runte,
Dr. Olaf Schermeier, Kent Wanzek
Chairman of the Supervisory Board: Dr. Ulf M. Schneider