Danske German Corporate Day
Copenhagen | May 30, 2016

FRESENIUS MEDICAL CARE
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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 independent of being the reported or the adjusted number. The term EMEA refers to the region Europe, Middle East and Africa. Amounts are in US-$ if not mentioned otherwise.
Fresenius Medical Care today

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

- **~294,400** patients
- **~3,400** clinics
- **~294,400** dialysis treatments
- **120mn** sold dialyzers
- **37** production sites
- **104,033** employees
- **44.6mn** dialysis treatments

May 2016
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

$3.3bn 20%*
e.g., dialysis machines, dialyzers & bloodline systems

* in % of 2015 revenue
Expected global dialysis patient growth

- Expected patient growth of around 6% p.a.
- Driven by age, lifestyle and higher life expectancy

CAGR (2012 – 2020E)¹

- Asia Pacific: 8.6%
- North America: 4.6%
- Latin America: 5.3%
- EMEA: 4.4%

Dialysis patients in 2020: ~3.8 million

¹ Internal estimates
### Dialysis services worldwide: Patients treated

<table>
<thead>
<tr>
<th>Region</th>
<th>Company</th>
<th>Patients (Q1 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>North America</strong></td>
<td>FMC</td>
<td>182,852</td>
</tr>
<tr>
<td></td>
<td>DaVita</td>
<td>180,600</td>
</tr>
<tr>
<td></td>
<td>U.S. Renal Care</td>
<td>23,000</td>
</tr>
<tr>
<td><strong>EMEA</strong></td>
<td>FMC</td>
<td>54,857</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td>22,400</td>
</tr>
<tr>
<td></td>
<td>KfD</td>
<td>18,800</td>
</tr>
<tr>
<td><strong>Latin America</strong></td>
<td>FMC</td>
<td>30,200</td>
</tr>
<tr>
<td></td>
<td>Baxter</td>
<td>8,000</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td>4,500</td>
</tr>
<tr>
<td><strong>Asia-Pacific</strong></td>
<td>FMC</td>
<td>26,472</td>
</tr>
<tr>
<td></td>
<td>Showai-Kai</td>
<td>5,200</td>
</tr>
<tr>
<td></td>
<td>B. Braun</td>
<td>5,100</td>
</tr>
</tbody>
</table>

**USD ~73bn Market**

We lead in every major market, treating > 290,000 patients worldwide

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1 as of December 31, 2015, based on company statements and own estimates.
## Market position by major product groups 2015

<table>
<thead>
<tr>
<th>Product Group</th>
<th>Position 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dialyzers</td>
<td>FMC</td>
</tr>
<tr>
<td>Dialysis machines</td>
<td>FMC</td>
</tr>
<tr>
<td>Hemodialysis concentrates</td>
<td>FMC</td>
</tr>
<tr>
<td>Bloodlines</td>
<td>FMC</td>
</tr>
<tr>
<td>Peritoneal dialysis products</td>
<td>Baxter</td>
</tr>
</tbody>
</table>

**Dialyzers**

- FME: 45%
- Competitors: 55%

**Dialysis machines**

- FME: 43%
- Competitors: 57%

Sold around 120 million dialyzers in 2015
## Patients, treatments, clinics – our global footprint

<table>
<thead>
<tr>
<th>FY 2015</th>
<th>Patients</th>
<th>Treatments (mn)</th>
<th>Clinics</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>182,852</td>
<td>27.7</td>
<td>2,210</td>
</tr>
<tr>
<td>EMEA</td>
<td>54,857</td>
<td>8.2</td>
<td>659</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>26,472</td>
<td>3.8</td>
<td>320</td>
</tr>
<tr>
<td>Latin America</td>
<td>30,200</td>
<td>4.9</td>
<td>229</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>294,381</strong></td>
<td><strong>44.6</strong></td>
<td><strong>3,418</strong></td>
</tr>
</tbody>
</table>

- **Patients**: 294,381
- **Treatments (mn)**: 44.6
- **Clinics**: 3,418

### CAGR Growth
- **Patients**: CAGR +7%
- **Treatments (mn)**: CAGR +7%
- **Clinics**: CAGR +4%
Global presence: products & services

Fresenius Medical Care has 37 production sites worldwide.

Company Headquarters
Regional Headquarters Asia-Pacific
Hong Kong

Regional Headquarters America
Waltham

US
Concord, Ogden

Europe
Germany, France, Italy

China
Changshu

Japan
Inukai, Buzen

North America
2,210 clinics

EMEA
659 clinics

Latin America
229 clinics

Asia-Pacific
320 clinics

Mexico
Guadalajara, Reynosa
AGENDA

1. Market dynamics
2. Value-based care
3. Long-term targets
Patients want organized support for managing care

The healthcare system needs specialized integrated networks to better meet the needs of the chronically ill.

- 90% of patients say that they are prepared to take care of their needs arising from their disease.
- 66% of physicians say they would treat patients more effectively if they had more access to integrated care networks.
- 86% of the general population says that a coordinated treatment experience is important.
- 66% of patients are non-compliant which is a significant obstacle for two-thirds of physicians.

Source: FMC North America Survey Results 2015
US Health care system

CMS launched ESRD Managed Care Demo
Affordable Care Act (ACA) signed into law
BPCI Initiative
Start of ESCOs

CMS ESRD Demo (5 years)
Aetna CKD Management Project
HC provider networks

Medicare Modernization Act
ESRD Medicare Advantage (MA) Plan
Shared savings and full risk plans
Sylvia Burwell, US Secretary of Health*

MACRA reform

*…our target is to have 30% of Medicare payment tied to quality or value through alternative payment models by the end of 2016 and 50% of payments by the end of 2018...
The Key to success

- Experience & expertise
- Care navigation
- Evidence-based protocols
- Research
- Process design
- Data analytics
- Technology & Skills
- Investments

- National provider network
- Geography
- Diversified participation in value-based care

Focus & Scale

Quality Systems

Innovation
AGENDA

1. Market dynamics
2. Value-based Care
3. Long-term targets
2020 growth strategy

- Opening up new business areas
- Enhancing products and treatments
- Growing in our core business
- Increasing flexibility and efficiency
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.