**Safe harbor statement:** This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. The Company has based these forward-looking statements on its views with respect to future events and financial performance. Actual results could differ materially from those included in the forward-looking statements due to various risk factors and uncertainties, including changes in business, economic competitive conditions, regulatory reforms, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings and the availability of financing. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. These and other risks and uncertainties are discussed in detail in Fresenius Medical Care AG & Co. KGaA's (FMC AG & Co. KGaA) reports filed with the Securities and Exchange Commission (SEC) and the German Exchange Commission (Deutsche Börse).

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 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

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

1. Market dynamics
2. Value-based care
3. Long-term targets
Expected global dialysis patient growth

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Dialysis patients in 2020:</th>
<th>CAGR (2012 – 2020E)¹</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~3.8 million</td>
<td>Asia Pacific 8.6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>North America 4.6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Latin America 5.3%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EMEA 4.4%</td>
</tr>
</tbody>
</table>

¹ Internal estimates
Dialysis services worldwide: Patients treated\(^1\)

**North America**
- FMC: 182,852
- DaVita: 180,600
- U.S. Renal Care: 23,000

**EMEA**
- FMC: 54,857
- Diaverum: 22,400
- KfD: 18,800

**Latin America**
- FMC: 30,200
- Baxter: 8,000
- Diaverum: 4,500

**Asia-Pacific**
- FMC: 26,472
- Showai-Kai: 5,200
- B. Braun: 5,100

USD ~73bn Market

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

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

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

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>Total</td>
<td><strong>294,381</strong></td>
<td><strong>44.6</strong></td>
<td><strong>3,418</strong></td>
</tr>
</tbody>
</table>

CAGR +7%  

2010 2011 2012 2013 2014 2015

CAGR +7%  

2010 2011 2012 2013 2014 2015

CAGR +4%  

2010 2011 2012 2013 2014 2015
Global presence: products & services

- **US**
  - Concord, Ogden
- **Europe**
  - Germany, France, Italy
- **China**
  - Changshu
- **Japan**
  - Inukai, Buzen
- **Mexico**
  - Guadalajara, Reynosa

**Regional Headquarters**
- Asia-Pacific: Hong Kong, Bad Homburg
- Americas: Waltham, Concord, Ogden

**Clinics by Region**
- **North America**: 2,210 clinics
- **EMEA**: 659 clinics
- **Latin America**: 229 clinics
- **Asia-Pacific**: 320 clinics

Fresenius Medical Care has 37 production sites worldwide.
AGENDA

1. Market dynamics
2. Value-based care
3. Long-term targets
*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...
### Key assets to deliver coordinated care

<table>
<thead>
<tr>
<th><strong>Hospitalist business</strong></th>
<th>using innovative technology and proven clinical processes to improve outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FreseniusRx</strong></td>
<td>Renal specialty pharmacy - providing analytics and insights to guide treatment plans and improve compliance</td>
</tr>
<tr>
<td><strong>(Cardio) Vascular services</strong></td>
<td>provide care for renal and cardiovascular diseases</td>
</tr>
<tr>
<td><strong>Spectra Laboratories</strong></td>
<td>Renal-specific laboratory - improve patients treatments</td>
</tr>
<tr>
<td><strong>Fresenius Health Plans</strong></td>
<td>Medicare Advantage plans for dialysis patients</td>
</tr>
<tr>
<td><strong>MedSpring Urgent Care</strong></td>
<td>Urgent care centers - keep patients in our network</td>
</tr>
</tbody>
</table>

**Improve transparency to manage patient risk**
The Key to success

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

- Experience & expertise
- Care navigation
- Evidence-based protocols
- Research

- Process design
- Data analytics
- Technology & Skills
- Investments
AGENDA

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

Opening up new business areas

Growing in our core business

Enhancing products and treatments

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.
ESN European Conference
Frankfurt | July 1, 2016