Agenda

A  Fresenius Medical Care Today - A Global Perspective
B  Market Dynamics
C  Our Global Strategy
FRESENIUS MEDICAL CARE TODAY
A Global Perspective
Fresenius Medical Care Today

- Global Production Network ~40 Sites
- 34% of Dialysis Product Market
- $3.5bn Dialysis Products Revenue
- $10.6bn Services Revenue
- ~$500m Care Coordination
- 3,250 Clinics
- 40.5m Treatments
- 270,000 Patients

Source: 2013 Company data and estimates
We are the World’s Leading Provider of Dialysis Services

<table>
<thead>
<tr>
<th>North America</th>
<th>Europe, Middle East, Africa</th>
<th>Latin America</th>
<th>Asia Pacific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provider</td>
<td>Patients</td>
<td>Countries</td>
<td>Provider</td>
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<td><strong>FRESENIUS MEDICAL CARE</strong></td>
<td>171,440</td>
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<td><strong>FRESENIUS MEDICAL CARE</strong></td>
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<td>Davita.</td>
<td>163,000</td>
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<td>Kfh</td>
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<td>AMERICAN RENAL</td>
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<td>DSI</td>
<td>6,550</td>
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<td>Baxter Davita.</td>
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<td><strong>FRESENIUS MEDICAL CARE</strong></td>
<td>29,270</td>
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<td><strong>FRESENIUS MEDICAL CARE</strong></td>
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<td>Baxter</td>
<td>8,750</td>
<td>2</td>
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</tbody>
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*Source: 2013 Company data and estimates*
Vertical Integration Enables Extension of Renal Care

**Patients by Provider in 2013**
- DaVita: 168,000
- FME: 270,000
- B.Braun: 15,000
- Baxter: 11,500
- Diaverum: 23,000

**Revenue by Business Segment ($bn in 2013)**
- FME: 10.6
  - FME Services: 0.5
  - FME Products: 3.5
  - FME Care Coordination: 6.6
- Baxter/Gambro: 4
  - Baxter/Gambro Products: 0.2
- DaVita: 8

**Revenue by Region ($bn in 2013)**
- FME: 9.6
  - FME NA: 5
  - FME International: 4.6
- Baxter/Gambro: 3.5
  - Baxter/Gambro NA: 0.1
  - Baxter/Gambro International: 3.4
- DaVita: 7.9

*Source: 2013 Company data and estimates*
MARKET DYNAMICS
Development of Dialysis Patient Numbers

CAGR 6.8%

Source: 2013 Company data and estimates
Development of Dialysis Patient Numbers

CAGR 2013-2020

NA 4.5%
EMEA 4.4%
LA 5.2%
AP 8.4%

CAGR 6.8%
CAGR 6.3%

Source: 2013 Company data and estimates
Innovations Shaping the Future

Source: 2013 Company data and estimates
## Global Market Potential (Per Patient/Per Year)

<table>
<thead>
<tr>
<th>Region</th>
<th>HD Product Value ($)</th>
<th>HD service market value (including products &amp; pharmaceuticals) ($)</th>
<th>Multiple</th>
<th>Annual Patient Growth 2013/12</th>
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<tbody>
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<td>USA</td>
<td>4,300</td>
<td>50,000</td>
<td>11.6</td>
<td>3.5</td>
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<tr>
<td>EMEA</td>
<td>5,600</td>
<td>33,000</td>
<td>5.9</td>
<td>3.9</td>
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<tr>
<td>thereof CE/WE/NESEE</td>
<td>6,400</td>
<td>50,000</td>
<td>7.8</td>
<td>2.1</td>
</tr>
<tr>
<td>LA</td>
<td>3,900</td>
<td>16,000</td>
<td>4.1</td>
<td>6.2</td>
</tr>
<tr>
<td>AP ex Japan</td>
<td>2,900</td>
<td>13,000</td>
<td>4.5</td>
<td>17.7</td>
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<td>Japan</td>
<td>5,800</td>
<td>60,000</td>
<td>10.3</td>
<td>2.0</td>
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*Source: 2013 Company data and estimates*
OUR STRATEGY
Driving the Business Forward

Care Coordination

GROWTH  EFFICIENCY
Our Vision of Care Coordination

GROWTH

- Dialysis Services
- Vascular
- Dialysis Products
- Lab
- Nephrology
- Pharmacy
- Post-Acute
- In Patient
- Primary Care
Objectives and Strategy for GEP

OBJECTIVES
- Identify efficiency potential
- Enhance overall competitiveness
- Liberate resources for reinvestment
- Achieved sustained efficiency gains over multiple years

APPROACH
- 18 projects active with monthly results review to ensure execution and delivery
- Owned and led by 2 executives with a dedicated full-time team
2020 Vision

Drivers

- Market consolidation globally
- Introduction of single use therapy in FME clinics
- International expansion
- Starting expansion into Care Coordination

Source: 2013 Company data and estimates
2020 Vision

Drivers

- Compliant, profitable growth
- Pushing our core beyond 128 countries with products; and >40 countries with dialysis care
- Recognize that moving beyond our core brings businesses with different risk and margin profiles
- Reimbursement pressure is a fact of life

Source: 2013 Company data and estimates
2020 Vision

- Focus on quality outcomes through better therapy
- Sustainable patient growth
- Strong cash flow generation

Source: 2013 Company data and estimates
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