Our vision


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.
### Selected key figures

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net revenue</td>
<td>15,832</td>
<td>14,610</td>
<td>8%</td>
</tr>
<tr>
<td>Earnings before interest, taxes, depreciation and amortization (EBITDA)</td>
<td>2,954</td>
<td>2,904</td>
<td>2%</td>
</tr>
<tr>
<td>Operating income (EBIT)</td>
<td>2,255</td>
<td>2,256</td>
<td>0%</td>
</tr>
<tr>
<td>Net income¹</td>
<td>1,045</td>
<td>1,110</td>
<td>−6%</td>
</tr>
<tr>
<td>Net cash provided by (used in) operating activities</td>
<td>1,861</td>
<td>2,035</td>
<td></td>
</tr>
<tr>
<td>Free cash flow²</td>
<td>941</td>
<td>1,307</td>
<td></td>
</tr>
<tr>
<td>Capital expenditures, net</td>
<td>920</td>
<td>728</td>
<td></td>
</tr>
<tr>
<td>Acquisitions and investments, net</td>
<td>1,770</td>
<td>478</td>
<td></td>
</tr>
<tr>
<td>Basic earnings per share in $</td>
<td>3.46</td>
<td>3.65</td>
<td>−5%</td>
</tr>
<tr>
<td>Dividend per share in €</td>
<td>0.78³</td>
<td>0.77</td>
<td>1%</td>
</tr>
<tr>
<td>Operating income margin in %</td>
<td>14.2</td>
<td>15.4</td>
<td></td>
</tr>
<tr>
<td>Return on invested capital (ROIC) in %</td>
<td>6.8</td>
<td>7.7</td>
<td></td>
</tr>
<tr>
<td>Equity ratio (equity/total assets)⁴ in %</td>
<td>39.4</td>
<td>41.0</td>
<td></td>
</tr>
</tbody>
</table>

¹ Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA.
² Net cash provided by (used in) operating figures after capital expenditures, before acquisitions and investments.
³ Proposal to be approved by the annual general meeting on May 19, 2015.
⁴ As of December 31 of the respective year.
C. 2

**REVENUE BY REGION**

- Total: $15,832 M
- 5% Latin America
- 9% Asia-Pacific
- 20% Europe/Middle East/Africa
- 66% North America

C. 3

**REVENUE BY SEGMENT**

**North America**
- Total: $10,500 M
- 8% Dialysis products
- 92% Health care services

**International**
- Total: $5,265 M
- 51% Dialysis products
- 49% Health care services
PATIENTS WORLDWIDE

Total: 286,312

- 62% North America
- 18% Europe/Middle East/Africa
- 11% Latin America
- 9% Asia-Pacific

<table>
<thead>
<tr>
<th>Region</th>
<th>2014</th>
<th>2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>2,162</td>
<td>2,133</td>
<td>1 %</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>635</td>
<td>632</td>
<td>0 %</td>
</tr>
<tr>
<td>Latin America</td>
<td>247</td>
<td>231</td>
<td>7 %</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>317</td>
<td>254</td>
<td>25 %</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>3,361</td>
<td>3,250</td>
<td>3 %</td>
</tr>
</tbody>
</table>
### DIALYSIS SERVICES BY REGION

**Number of patients treated**

<table>
<thead>
<tr>
<th>Region</th>
<th>1st place</th>
<th>2nd place</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>Fresenius Medical Care 176,203</td>
<td>DaVita 170,000</td>
</tr>
<tr>
<td></td>
<td>DaVita</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dialysis Clinic Inc. 14,500</td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>Fresenius Medical Care 52,848</td>
<td>Diaverum 21,400</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kuratorium für Dialyse 18,700</td>
<td></td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>Fresenius Medical Care 25,278</td>
<td>Showai-Kai 5,100</td>
</tr>
<tr>
<td></td>
<td>Showai-Kai</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tokushu-Kai</td>
<td></td>
</tr>
<tr>
<td>Latin America</td>
<td>Fresenius Medical Care 31,983</td>
<td>Baxter 9,000</td>
</tr>
<tr>
<td></td>
<td>Baxter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td></td>
</tr>
</tbody>
</table>

**Total:** 2,665 M

*Source: Company data and estimates*

---

### MARKET POSITION RELATING TO MAJOR PRODUCT GROUPS

<table>
<thead>
<tr>
<th>Product Group</th>
<th>1st place</th>
<th>2nd place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dialyzers</td>
<td>Fresenius Medical Care</td>
<td>Baxter</td>
</tr>
<tr>
<td>Dialysis machines</td>
<td>Fresenius Medical Care</td>
<td>Nikkiso</td>
</tr>
<tr>
<td>Concentrates for hemodialysis</td>
<td>Fresenius Medical Care</td>
<td>Baxter</td>
</tr>
<tr>
<td>Bloodline systems</td>
<td>Fresenius Medical Care</td>
<td>Baxter</td>
</tr>
<tr>
<td>Products for peritoneal dialysis</td>
<td>Baxter</td>
<td>Fresenius Medical Care</td>
</tr>
</tbody>
</table>

*Source: Company data and estimates*
America

Waltham, U.S.
Regional headquarters North America

01 Ogden, U.S. Dialyzers
02 Concord, U.S. Dialysis machines
03 Toledo, U.S. Hemodialysis concentrates
04 Montreal, CA Hemodialysis concentrates
05 Irving, U.S. Hemodialysis concentrates
06 Reynosa, MX Bloodline systems
07 Guadalajara, MX Dialysis solutions
08 Santafé de Bogotà, CO Dialysis solutions & hemodialysis concentrates
09 Jaguariúna, BR Dialysis solutions & hemodialysis concentrates
10 Pilar, AR Hemodialysis concentrates
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
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