

# Annual General Meeting 2013

## Welcome

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Rice Powell

Chief Executive Officer and Chairman of the Management Board  
Frankfurt | May 16, 2013



**FRESENIUS  
MEDICAL CARE**

# 2012 – A record year

	FY 2012 in \$ millions	Growth
Net revenue	13,800	+10%
Net income	1,187	+11%
Net income, adjusted for special items	1,118	+ 4%
Operating cash flow	2,039	+41%

## Achieved targets for 2012

- ▶ Strong growth in Dialysis Services as well as Dialysis Products
- ▶ Expanded our global market share – organically and with acquisitions

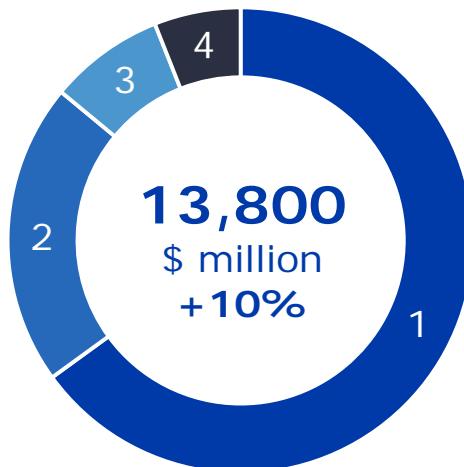
# Strong growth across the group in each region

## North America

Revenue	<b>\$ 9,031 m</b>	+14%
Organic growth		+ 4%

## International

Revenue	<b>\$ 4,740 m</b>	+ 9%cc
Organic growth		+ 6%
Europe	<b>\$ 2,893 m</b>	+ 6%cc
Asia-Pacific	<b>\$ 1,043 m</b>	+ 7%cc
Latin America	<b>\$ 804 m</b>	+24%cc



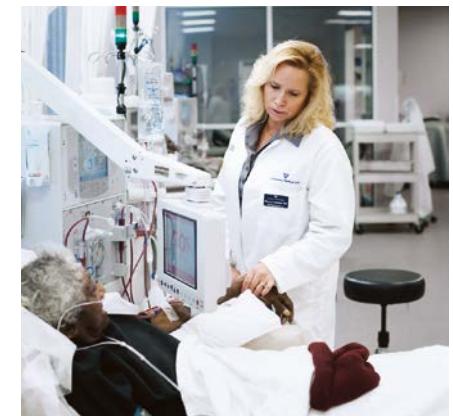
cc = constant currency

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

# Dialysis Services – Global market leader

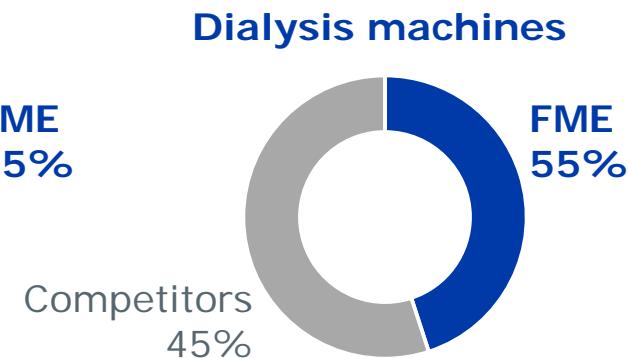
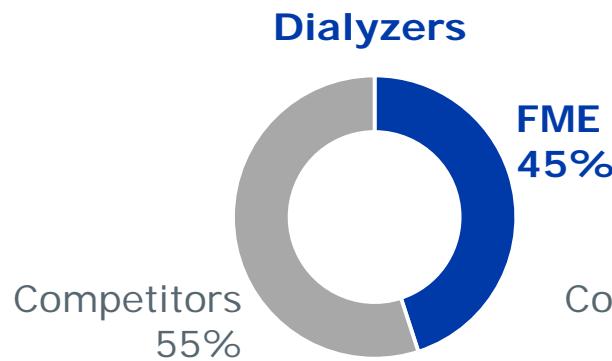
	Patients 2012	Treatments 2012 in millions	Clinics 2012
<b>Total</b> Growth	<b>257,916</b> + 11%	<b>38.6</b> + 12%	<b>3,160</b> + 9%
North America Growth	<b>164,554</b> +16%	<b>24.4</b> +13%	<b>2,082</b> +13%
International Growth	<b>93,362</b> + 3%	<b>14.2</b> + 11%	<b>1,078</b> + 2%

- We are the leading dialysis provider in each region of the world
- We perform a dialysis treatment for a patient every 0.7 second somewhere in the world
- Dialysis services represent 76% of our total revenues



# Dialysis Products – Leader in every major product group

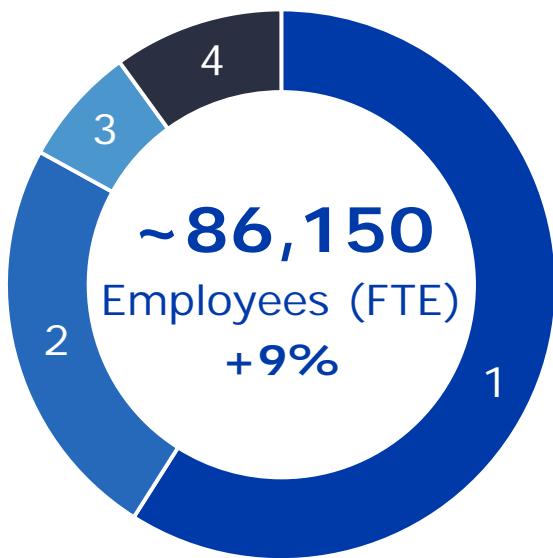
	Rank 1	Rank 2
Dialyzers	FME	Gambro
Dialysis machines	FME	Gambro
Hemodialysis concentrates	FME	Fuso
Bloodlines	FME	Gambro
Peritoneal dialysis products	Baxter	FME



~100,000,000  
dialyzers

produced in 2012

# We added 7,000 jobs globally



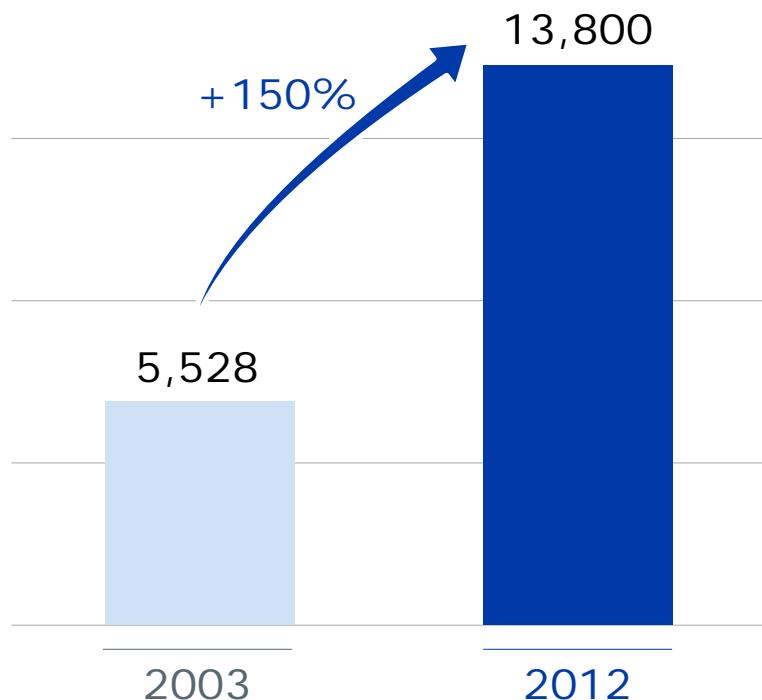
1	North America	59%
2	Europe/Middle East/Africa	24%
3	Asia-Pacific	7%
4	Latin America	10%

- More than doubled the number of employees over the last 10 years (2003: ~41,100)
- Dialysis Services ~77% and Dialysis Products ~23%

# Decade of impressive growth

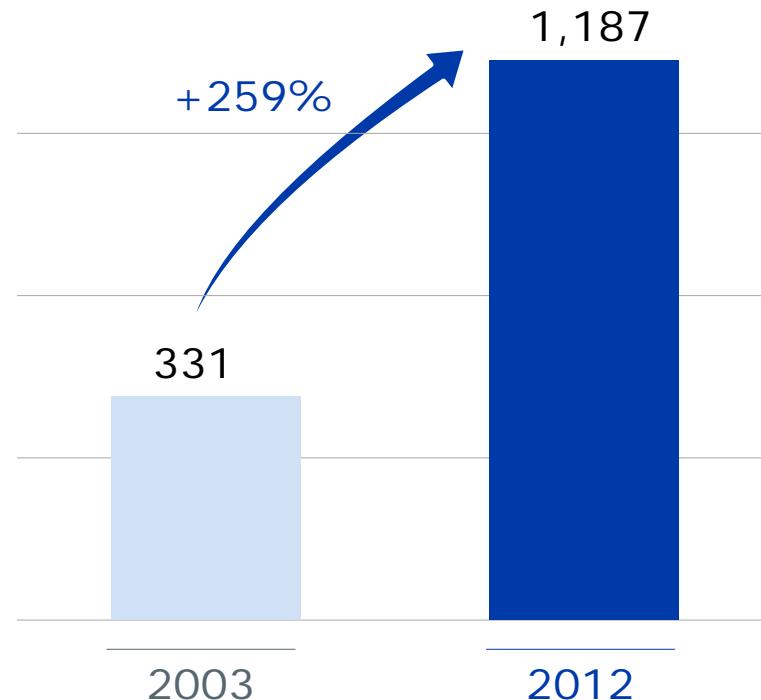
**Revenue** in \$ millions

**11% CAGR** 2003–2012



**Net income** in \$ millions

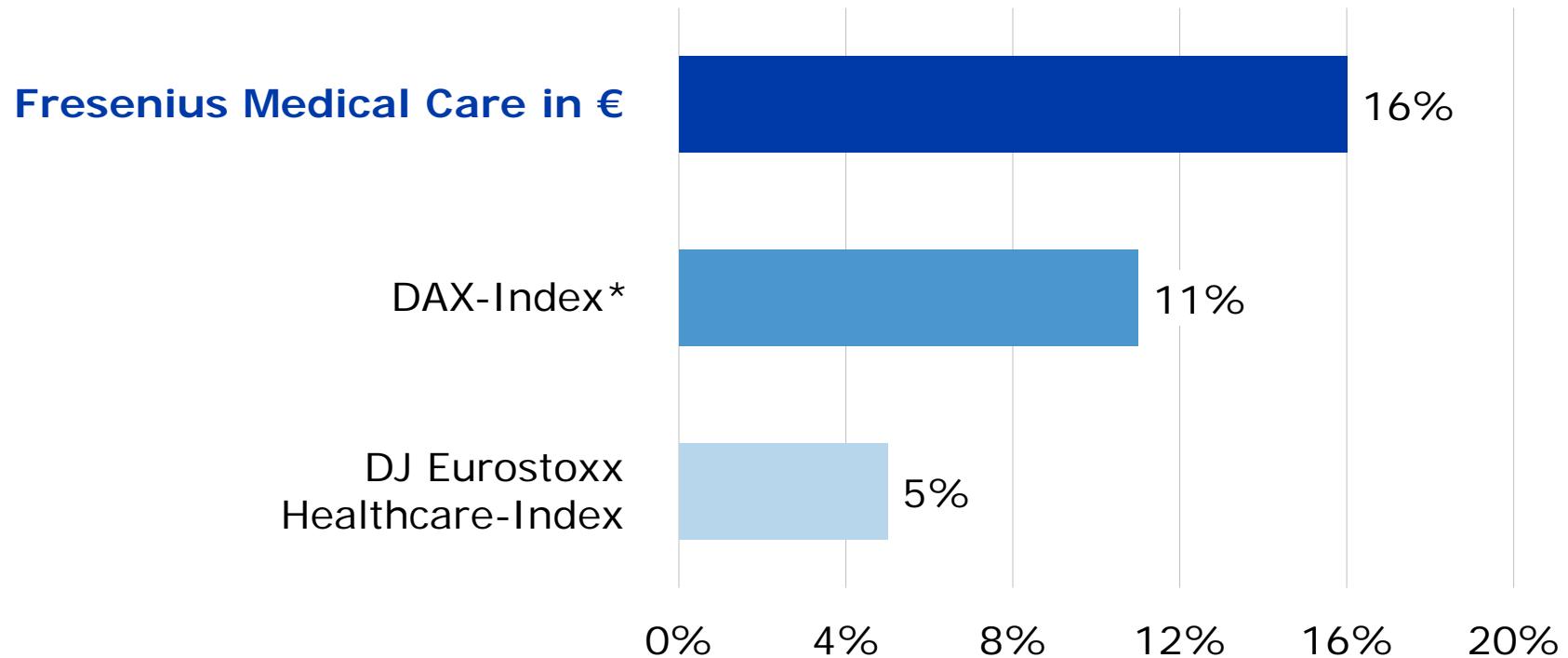
**15% CAGR** 2003–2012



CAGR = Compounded Annual Growth Rate

# Delivering long-term value

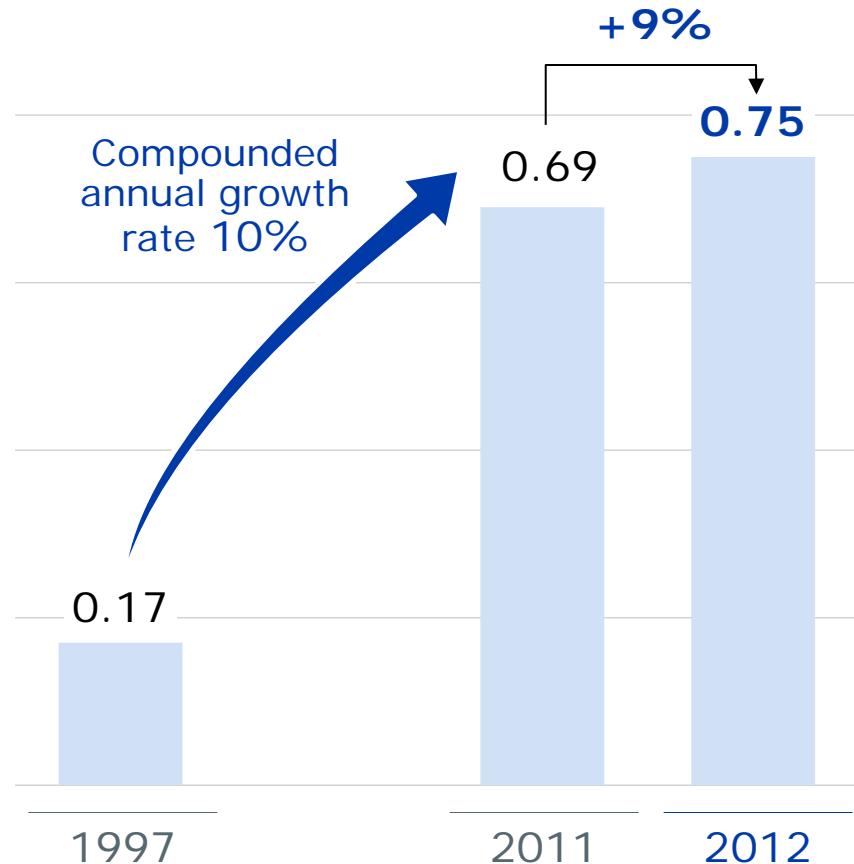
Total Return 2003 to 2012 – Average annual performance



\* no dividends or coupons

# 2012 – 16th consecutive dividend increase and change of mid-term dividend policy

Dividend per ordinary share  
in €



- ▶ 2012 net income growth of 11%
- ▶ We will revise our mid-term dividend policy

Current:  
dividend per share growing at approx. 50% of the growth rate of the net income

**New:**  
dividend per share growing approx. in line with the growth in earnings per share

## Topic 6 of today's agenda

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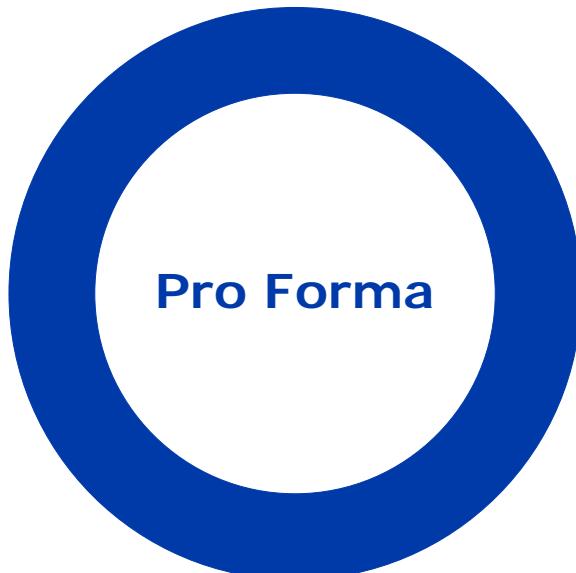
■ Preference shares	3,973,333
■ Ordinary shares	302,739,758

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■ Ordinary shares	306,713,091
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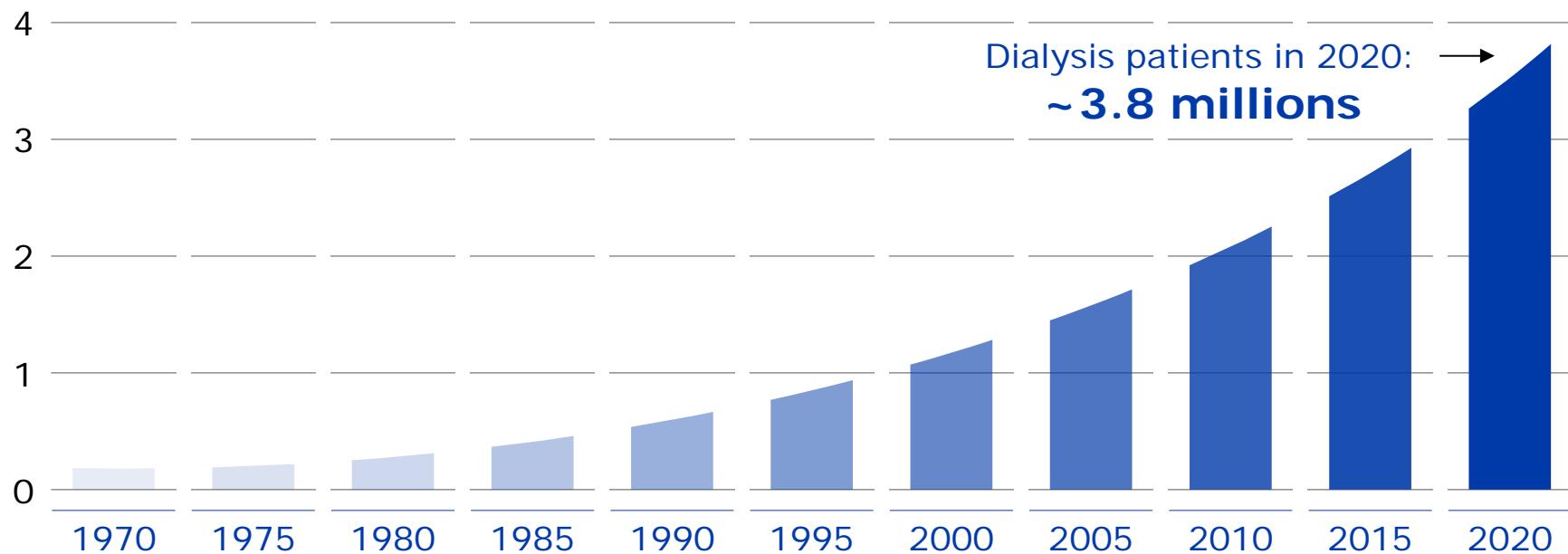
# 2013 – Outlook

In \$ millions	2012	2013 E	Growth
	Reported		
Revenue	13,800	> 14,600	> 6%
EBIT	2,219	2,300-2,500	4-13%
Net income	1,187		
Investment gain	-140		
Net income adjusted for investment gain	1,047	1,100-1,200	5-15%

# Expected development of global dialysis patient population

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

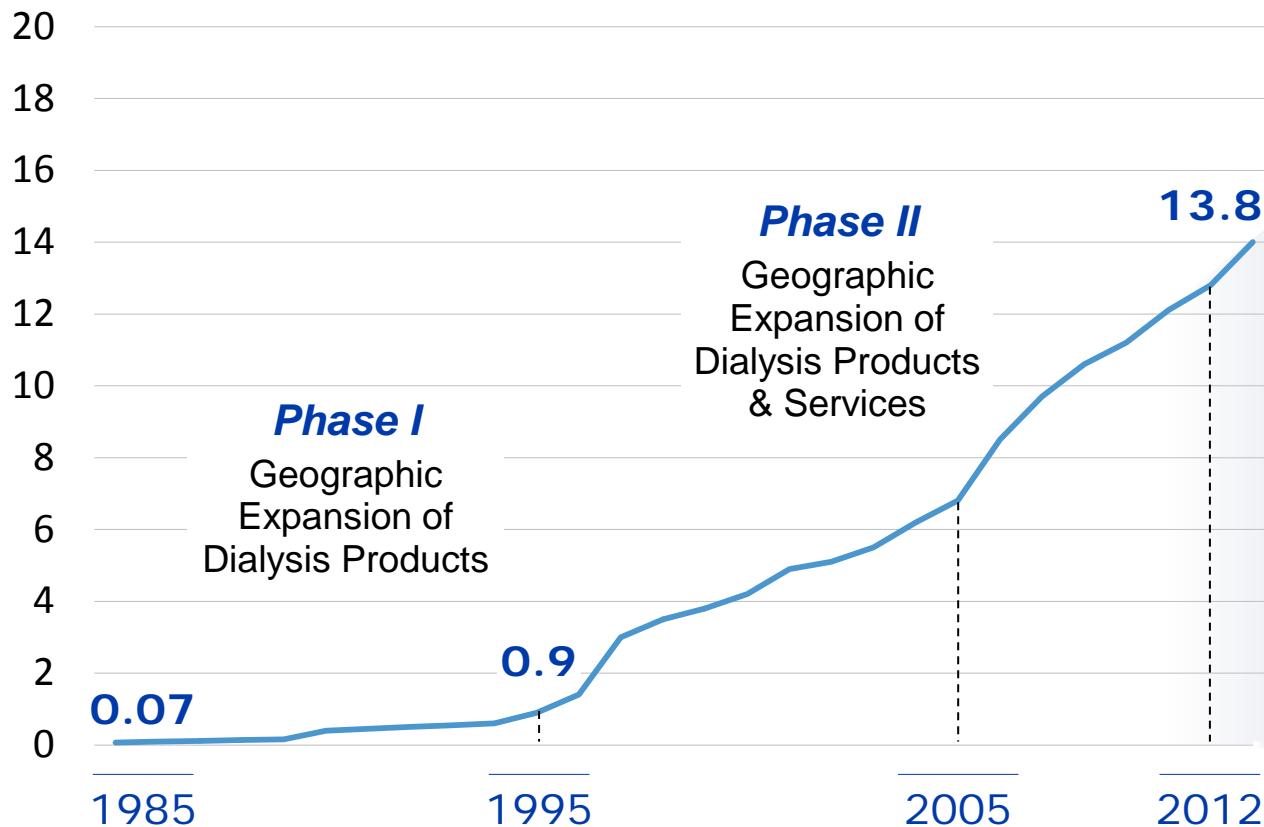
Number of dialysis patients worldwide – Forecast to 2020<sup>1</sup>  
in millions



<sup>1</sup> Internal estimates

# Market opportunities for Fresenius Medical Care

Revenue  
in \$ billions



## Entering into Phase III

Continued  
Expansion of  
Dialysis Products  
& Services

### + Additional Services

Vascular Access

Oral Pharmaceuticals

Distribution

Comprehensive Care

# Growth strategy to ensure continued success

## ► Leader in growing market

- Dialysis market growing 4%cc and estimated to reach \$ 100 billion by 2020
- Patient growth driven by age, life style and mortality reduction

## ► Provide highest standard of patient care

- Vertical integration
- High quality products & services
- Complete therapy offerings

## ► Consolidate position as global market leader

- Invest in our people
- Continue to innovate
- Global clinic acquisitions and service portfolio expansion
- Expand into new geographies

## Deliver shareholder value

- Ensure continuous development of company
- Deliver profitable growth
- Control financial risks

cc = constant currency

# FRESENIUS MEDICAL CARE. THE RENAL COMPANY. A LIFELONG COMMITMENT.

Thank you very much for your attention, your continued interest and your support!

# Annual General Meeting 2013

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Rice Powell

Chief Executive Officer and Chairman of the Management Board

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**FRESENIUS  
MEDICAL CARE**

**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).

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If not mentioned differently the term net income 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. Numbers mentioned are in US-\$.