

Company Presentation

June | 2017



**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 current estimates and assumptions made to the best of our knowledge. 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) Annual Report on Form 20-F under the heading "Forward-Looking Statements" and under the headings in that report referred to therein, and in FMC AG & Co. KGaA's other 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. The term EMEA refers to the region Europe, Middle East and Africa. Amounts are in Euro if not mentioned otherwise.

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Outlook

Fresenius Medical Care – global footprint

Every **0.7 seconds**
we provide a dialysis treatment



Numbers as of March 2017, treatments: last 12 month

Our solid revenue profile

Percentage of FY 2016 revenue (€, IFRS)

Health care services

Dialysis Services



Therapies & laboratory services for patients with chronic kidney failure

11.3bn **68%**

Care Coordination



North America -
Businesses supporting dialysis,
e.g. vascular services

2.2bn **14%**

Products

Dialysis Products



e.g., dialysis machines,
dialyzers &
bloodline systems

3.1bn **18%**

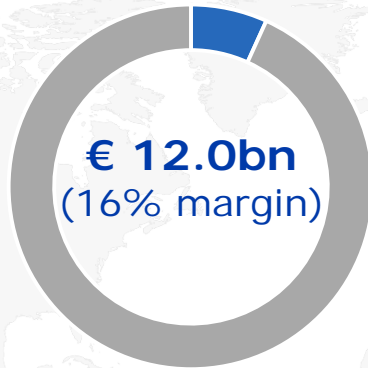
Delivering across all regions

Service revenue  Product revenue

North America

73% of total revenue

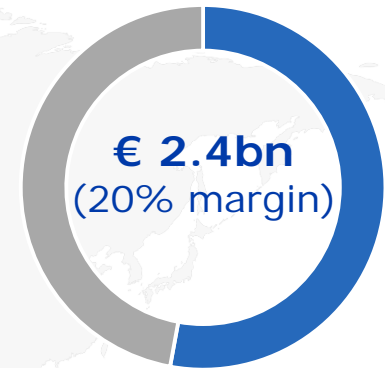
Patients	Clinics
~189,000	~2,300
+3%	+4%



EMEA

14% of total revenue

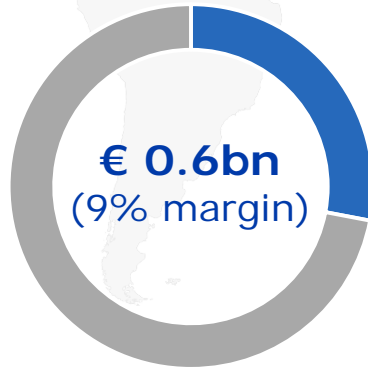
Patients	Clinics
~60,000	~710
+9%	+8%



Latin America

4% of total revenue

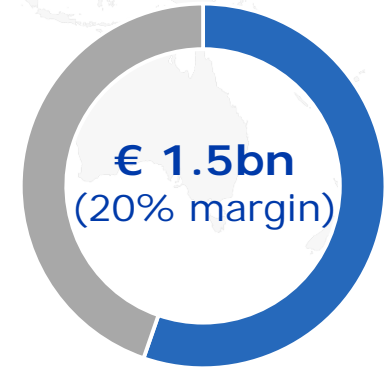
Patients	Clinics
~30,000	~230
+1%	+2%



Asia-Pacific

9% of total revenue

Patients	Clinics
~29,000	~370
+11%	+17%

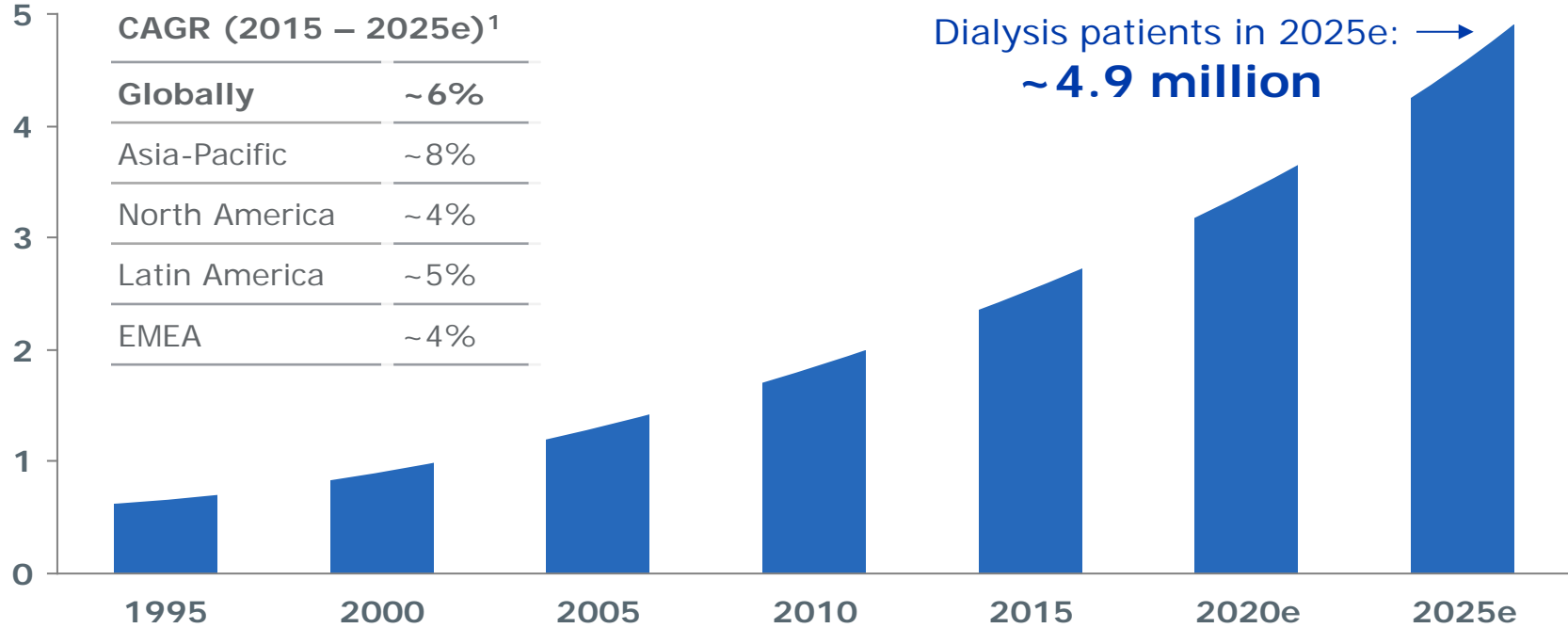


Segment revenue FY 2016, according to IFRS in EUR bn, number of patients and clinics as of YE 2016, yoy change

Organic growth drivers

Patient growth driven by

- ▶ age, lifestyle and higher life expectancy
- ▶ increasing wealth and access to medical treatments



¹ Internal estimates as of Dec. 31, 2015

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Outlook

Strategy – Core competencies

INNOVATING
PRODUCTS

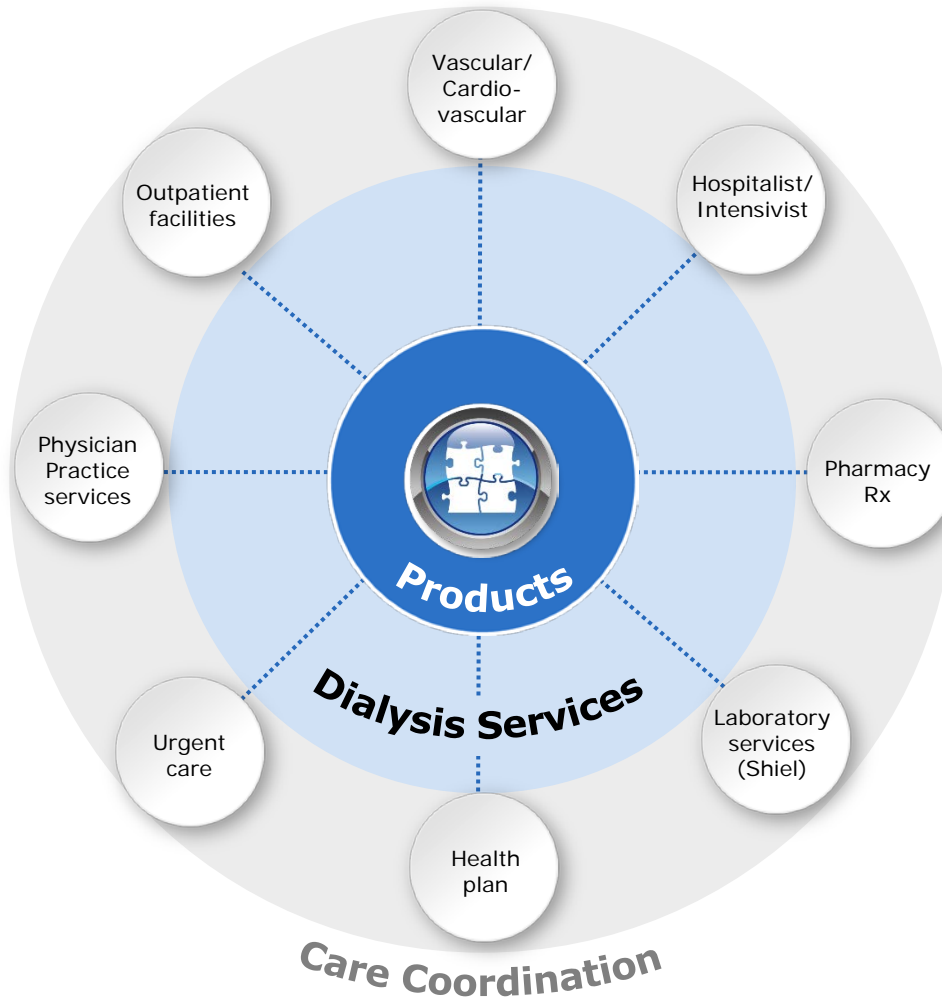
STANDARDIZING
MEDICAL PROCEDURES



COORDINATING
PATIENTS EFFICIENTLY

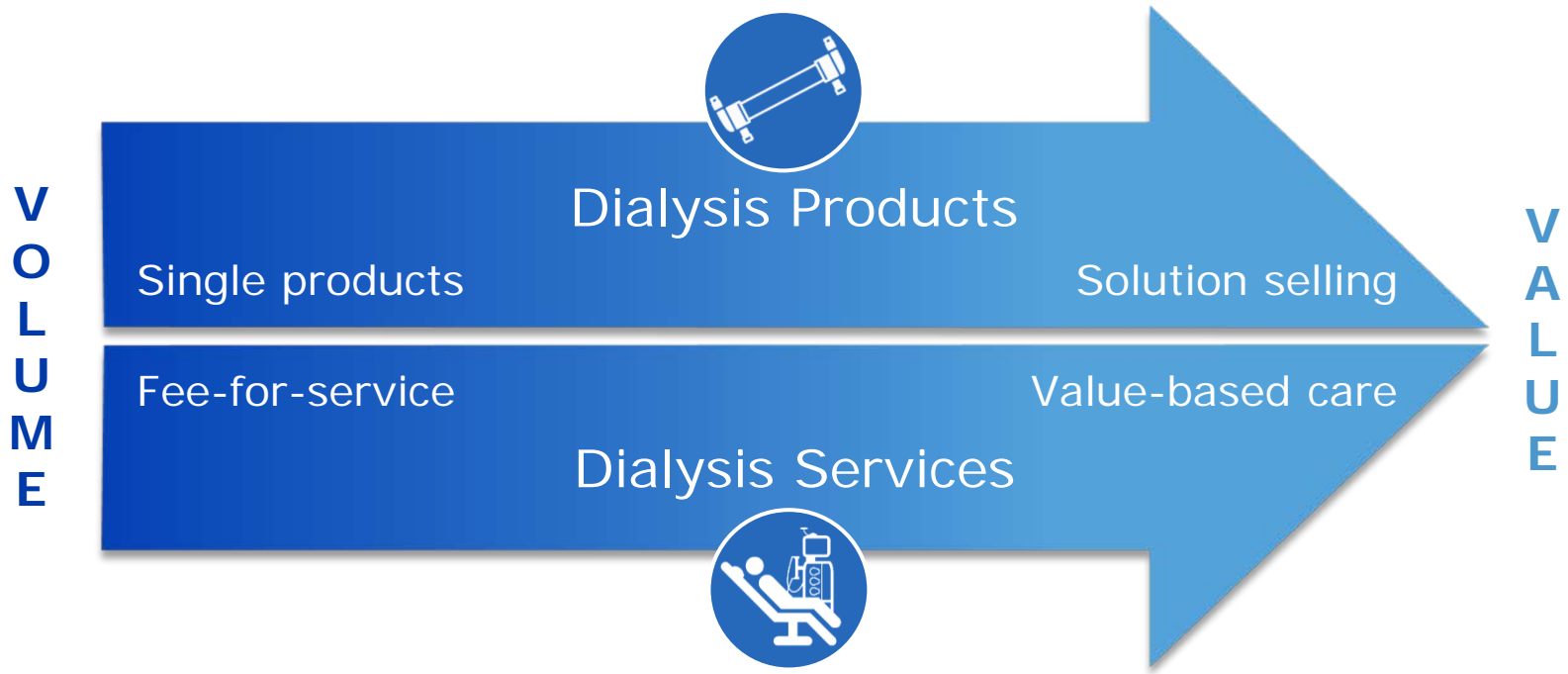
OPERATING
OUTPATIENT FACILITIES

Strategy – Leverage core competencies



Strategy – From volume to value

Tailored offerings according to market maturity



From volume to value – Dialysis Products

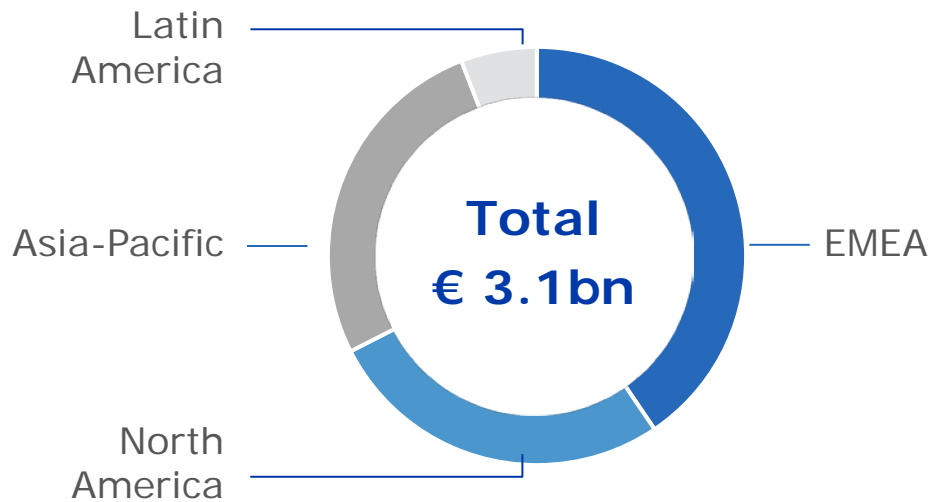
Volume



Value

Product revenue by region

FY 2016



- ▶ Delivering products to more than 120 countries
- ▶ Launch of new 6008 machine
- ▶ Increase R&D spend and close-to-market approach
- ▶ Drive solution selling
- ▶ New extracorporeal applications (e.g., Xenios)

Numbers according to IFRS in EUR bn; EUR-USD FX rates: 0.903 (2016)

Market position by major product groups¹

Dialyzers
Dialysis machines
Hemodialysis concentrates
Bloodlines

Peritoneal dialysis products



#2

Innovating for the patient

R&D 2016

- ▶ Spend 147 Euro million (+14%)
- ▶ 5% of product revenue
- ▶ 7,748 patents
- ▶ 794 employees, FTE (+22%)

6008 - new dialysis machine

- ▶ Innovative and userfriendly
- ▶ Technologies for lower ramp up time, faster cleaning, safer treatments
- ▶ Allow skilled nurses more time with patients

¹ as of Dec. 31, 2016

From volume to value – Dialysis Services

Volume

Fee-for-service

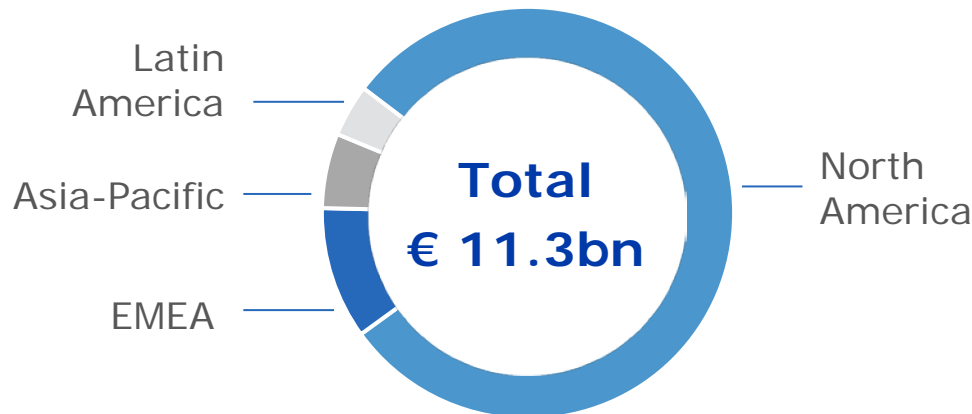
Dialysis Services

Value-based care

Value

Service revenue by region

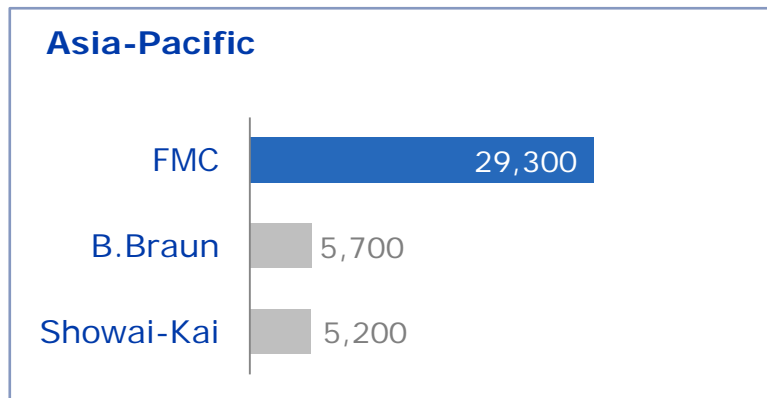
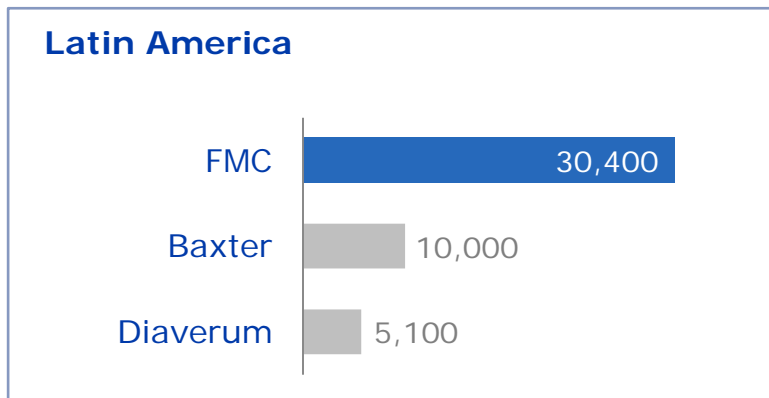
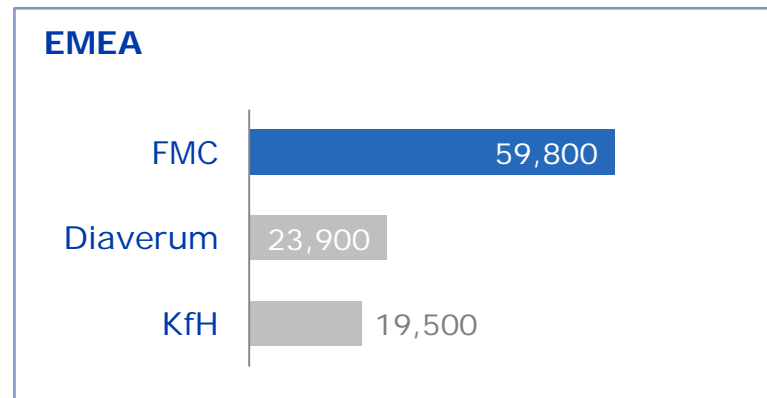
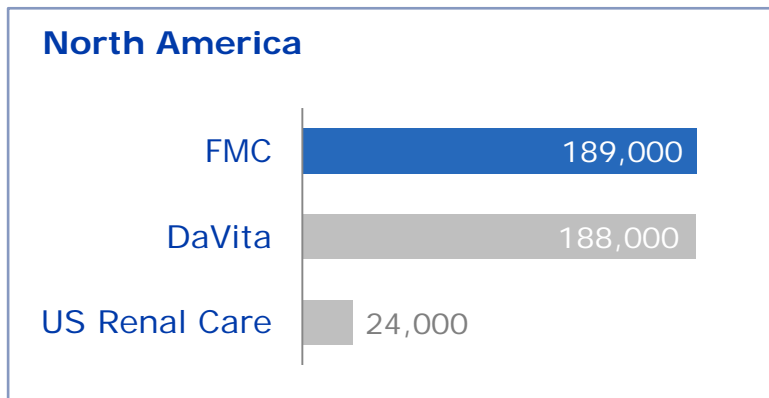
FY 2016



- ▶ Delivering services in more than 45 countries
- ▶ Expand into new markets (e.g., 2nd largest provider in India)
- ▶ Global patient growth projection: +6% CAGR
- ▶ Drive value-based care

Numbers according to IFRS in EUR bn; EUR-USD FX rates: 0.903 (2016)

Dialysis services worldwide: Patients treated¹



USD
~73bn
Market

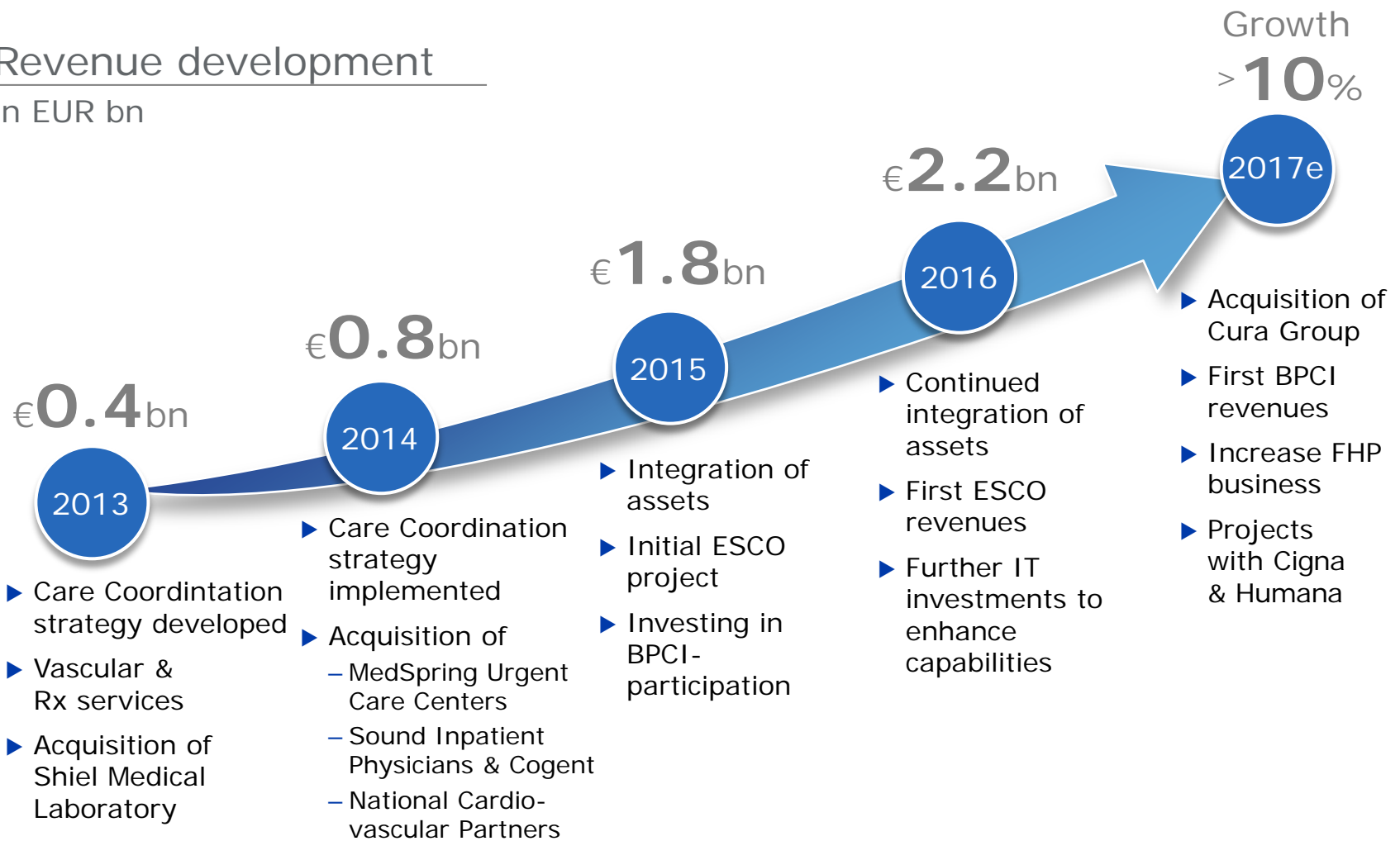
We lead in every major market,
treating > 300,000 patients worldwide

¹ based on company statements and FME estimates as of Dec. 31, 2016

Creating added value – Care Coordination

Revenue development

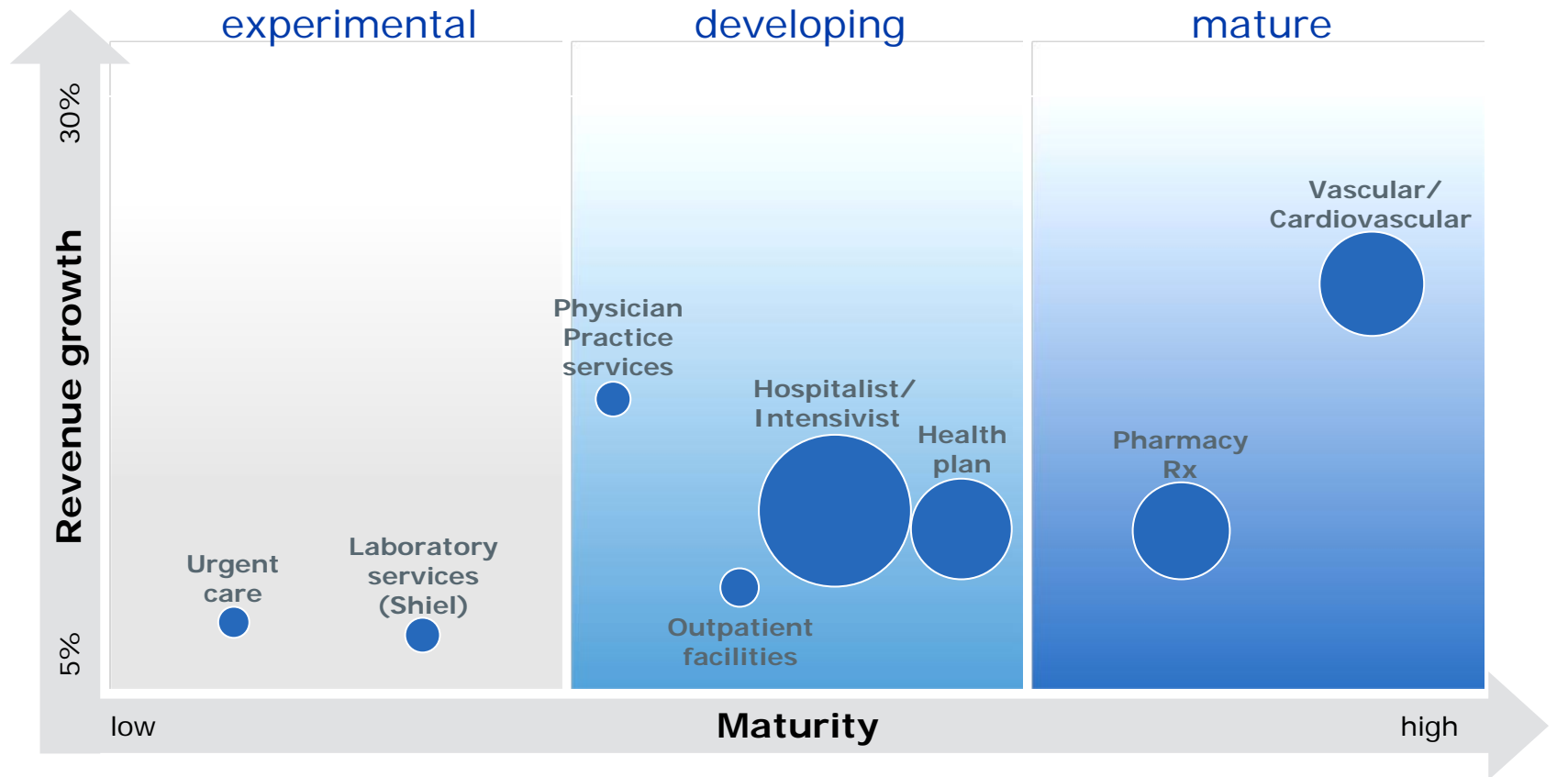
in EUR bn



Numbers according to IFRS in EUR bn (EUR-USD average FX rates of respective fiscal year applied).

Our portfolio of Care Coordination businesses

Mid-term revenue and growth profile



Size of bubble indicates absolute revenue contribution. Positioning of bubble illustrative.

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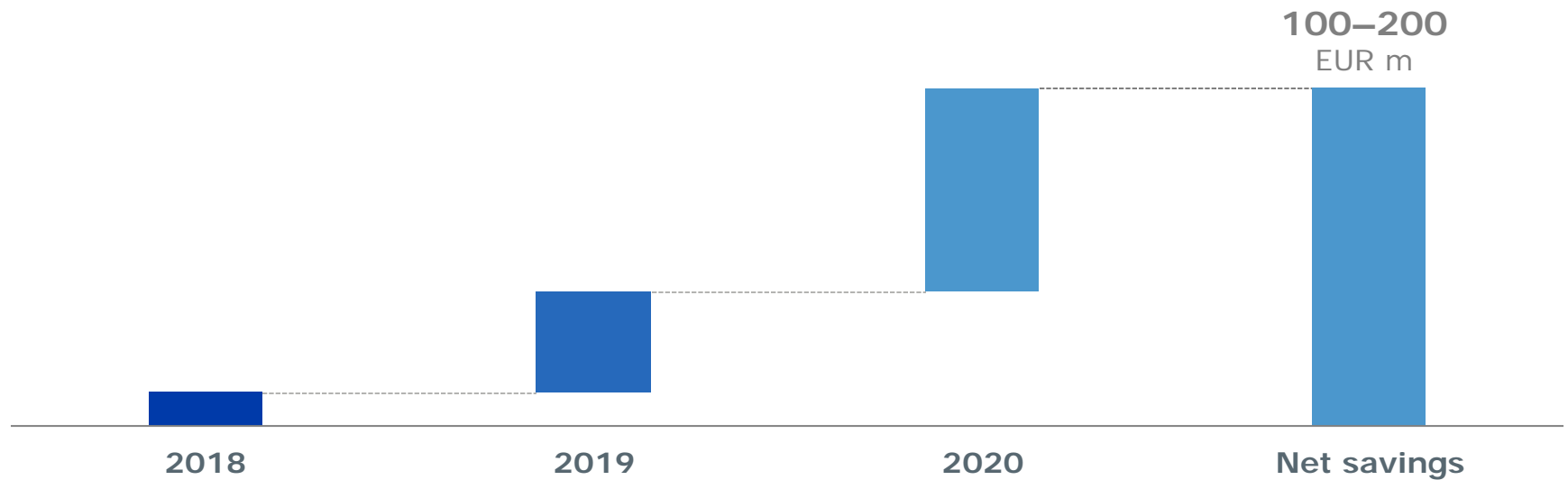
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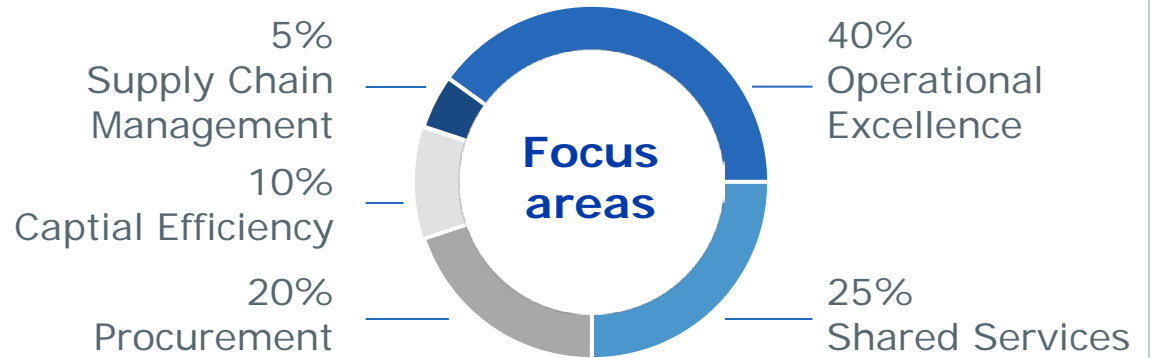
Outlook

Global Efficiency Program II



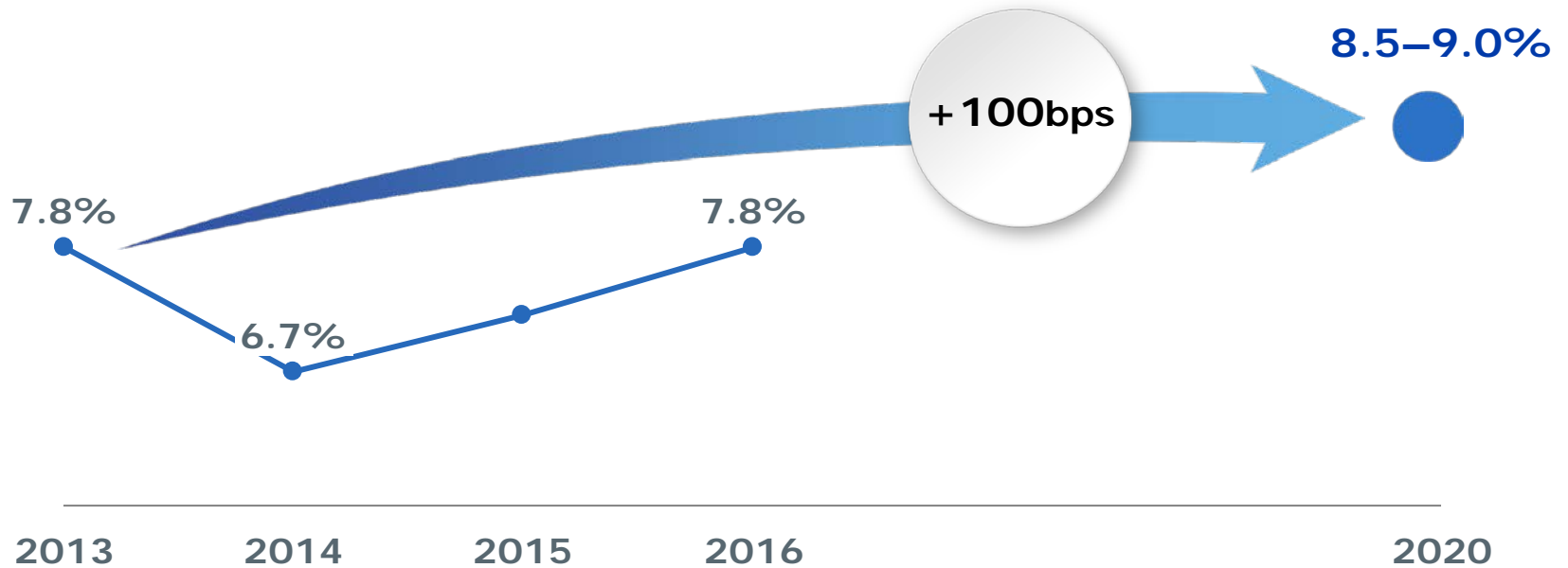
Drivers

- ▶ GEP 2nd harvest
- ▶ Global collaboration
- ▶ Standardization
- ▶ Automation



Commitment to ROIC improvement

Return on Invested Capital¹ (ROIC)



- ▶ Long-term value creation based on accretive acquisitions and organic growth
- ▶ New business segment Care Coordination is capital light

¹ Based on net operating profit after tax and average invested capital. All figures EUR / IFRS.

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Outlook

Excellent start to the year

	Q1 2017 € million	Q1 2016 € million	Growth in %	Growth in %cc
Revenue	4,548	3,916	16	12
Revenue <i>(excl. VA agreement)¹</i>	4,448	3,916	14	10
Operating profit (EBIT)	651	497	31	28
EBIT <i>(excl. VA agreement)¹</i>	552	497	11	8
Net income²	308	213	45	41
Net income² <i>(excl. VA agreement)¹</i>	249	213	17	14
Basic EPS [€]	1.01	0.70	44	41

- ▶ Strong growth in group revenue and net income
- ▶ Additional tailwind through currency effects and agreement with the US Department of Veterans Affairs and Justice (VA agreement)
- ▶ First quarter in line to achieve full year guidance

¹ Excl. VA agreement (€100m revenue, €99m EBIT, €59m net income) | ² Net income attr. to shareholders of FME | cc = constant currency

Strong top-line growth across all regions

North America¹

€ million

Revenue ¹	3,275	+14%
Organic growth		+9%

EMEA

€ million

Revenue	614	+7%
Organic growth		+2%

Asia-Pacific

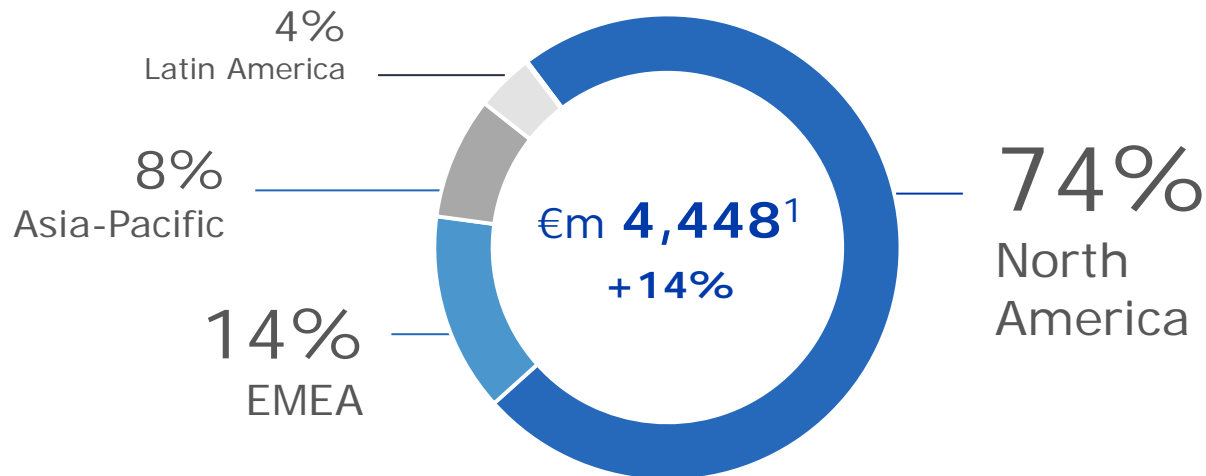
€ million

Revenue	378	+11%
Organic growth		+6%

Latin America

€ million

Revenue	177	+28%
Organic growth		+17%

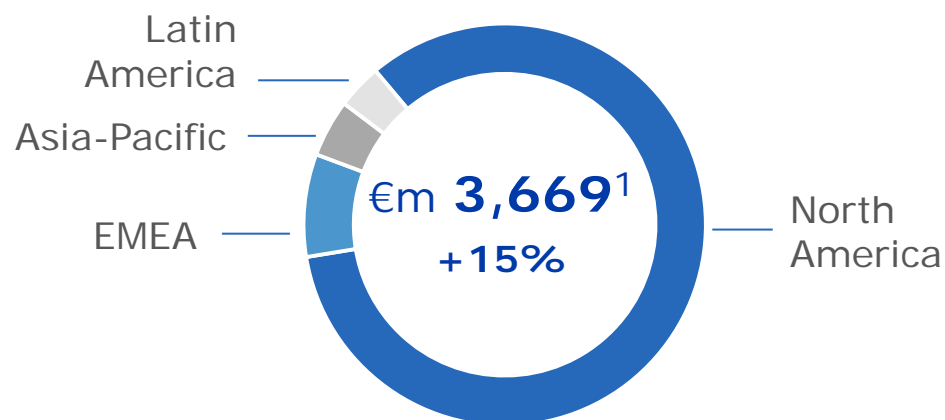


¹ Excl. VA agreement (€100m)

Health Care Services continue to perform well

Revenue	Q1 2017 € million	Q1 2016 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
Total Health Care¹	3,669	3,199	15	11	9	3
North America ¹	3,065	2,671	15	11	10	3
of which Care Coordination	691	499	39	34	27	-
EMEA	303	273	11	9	3	4
Asia-Pacific	169	153	11	5	4	4
Latin America	132	102	29	22	20	2

- ▶ Strong organic revenue growth in North America, mainly driven by higher US revenue per treatment
- ▶ Care Coordination again with significant top-line growth
- ▶ Headwind of one less dialysis day

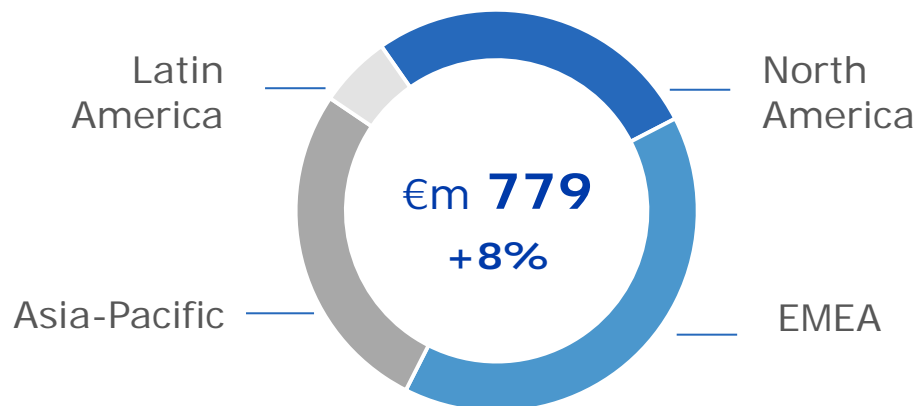


¹ Excl. VA agreement (€100m) | cc = constant currency

Dialysis Products show good demand

	Q1 2017 € million	Q1 2016 € million	Growth in %	Growth in %cc
Total Health Care Products	779	717	8	6
Dialysis Products	758	704	8	5
North America	210	191	9	6
EMEA	290	286	1	1
Asia-Pacific	209	187	11	8
Latin America	45	37	23	6
Non-Dialysis Products	21	13	63	63

- ▶ Solid growth across all regions, especially Asia-Pacific
- ▶ Increased sales of dialyzers, machines and non-dialysis acute products

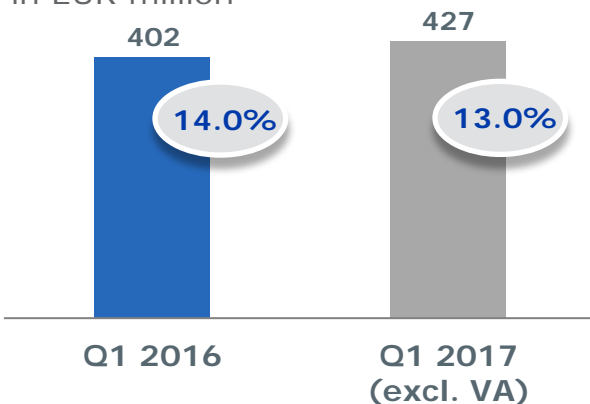


cc= constant currency

Q1 2017 – regional margin profile

North America (71% of EBIT¹)

in EUR million

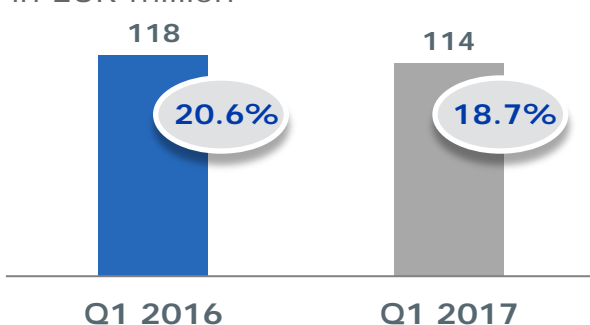


- ▶ Stable margin in dialysis business, despite one dialysis day less in Q1 2017
- ▶ Positive impact from improved payor mix, lower cost for health care supplies and realization of BPCI revenues
- ▶ Positive development affected by typical seasonality of US labour cost
- ▶ Care Coordination margins improved sequentially

Diagrams: different scales applied

EMEA (16% of EBIT¹)

in EUR million



- ▶ EBIT margin decrease mainly due to unfavorable impact from acquisitions and volumes (1 less dialysis day)
- ▶ Lower income from equity method investees (higher development cost)

■ EBIT

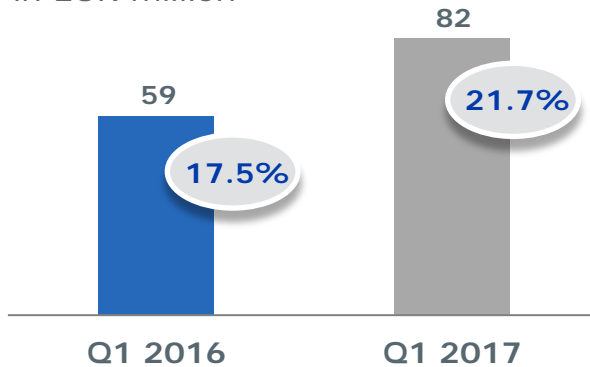
○ EBIT-margin

¹ Excl. Corporate

Q1 2017 – regional margin profile

Asia-Pacific (11% of EBIT¹)

in EUR million

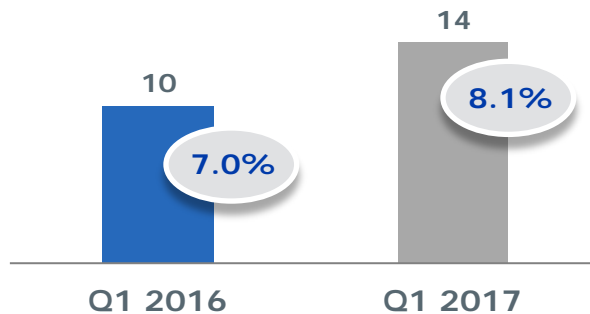


- ▶ EBIT margin increase mainly driven by improved revenue mix
- ▶ Positive base effect (prior year's cost impact from changes in Management Board)

Diagrams: different scales applied

Latin America (2% of EBIT¹)

in EUR million



- ▶ EBIT margin increase mainly driven by higher reimbursement rates in the region
- ▶ Negative impact from higher cost related to inflation and higher bad debt expense

■ EBIT % EBIT-margin

¹ Excl. Corporate

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Outlook¹

	Guidance 2017	2016 base (IFRS/€m)
Revenue growth	8 to 10%	16,570
Net income growth	7 to 9%	1,144

	Vision 2020 (2014-2020, avg. % p.a.)	2020 ² (IFRS/€bn)
Revenue growth	~ 10	24
Net income growth	high single digit	

Assumptions:

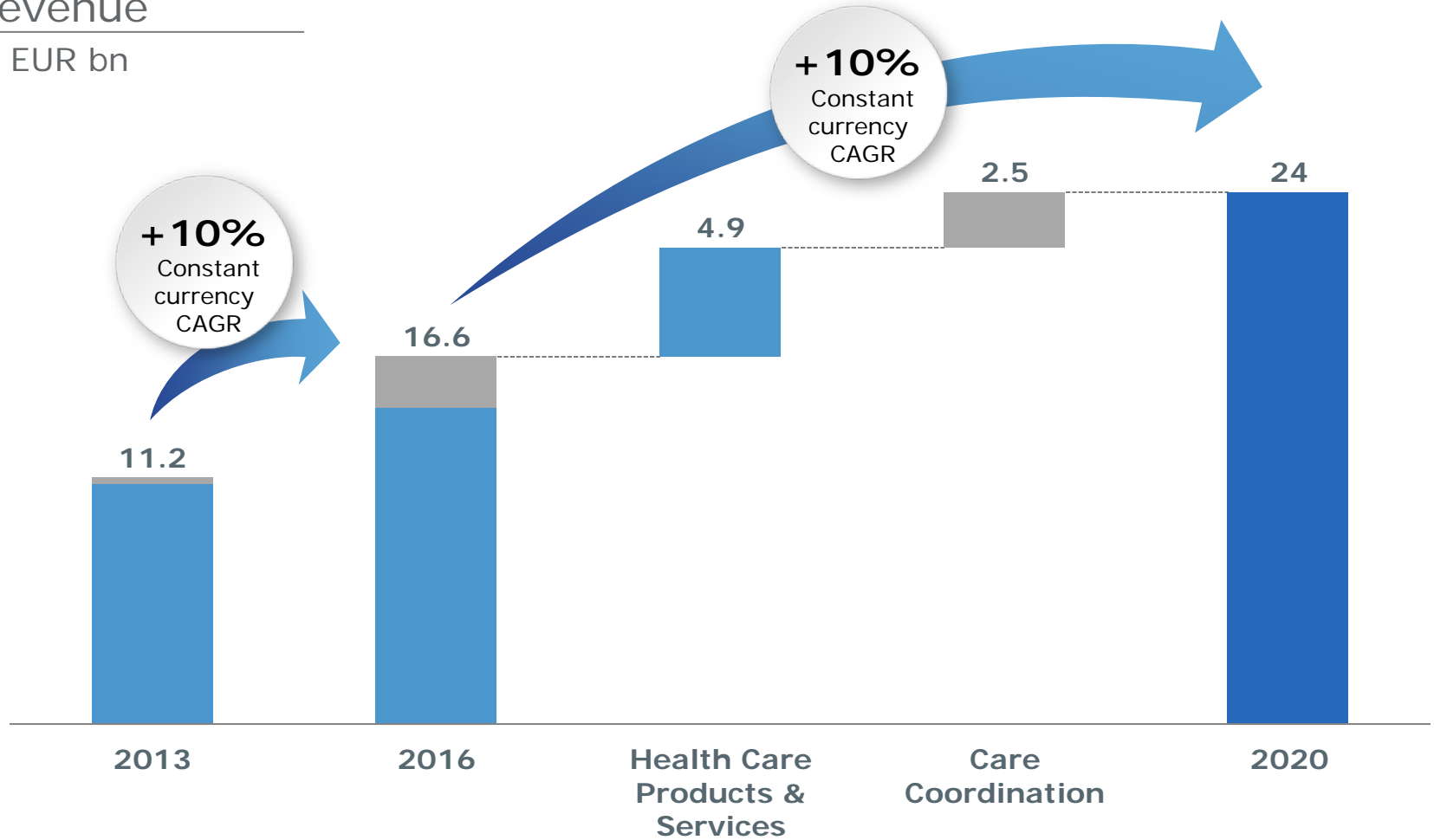
- ▶ Numbers at constant currency, 2017 target excl. effect from agreement with United States Departments of Veterans Affairs and Justice
- ▶ Net income refers to net income attributable to shareholders of FMC AG & Co. KGaA

¹ Outlook based on constant currencies | ² US-GAAP US\$ 28bn target translated to IFRS/€ with fx rates as of the beginning of 2017

Revenue and growth until 2020

Revenue

in EUR bn



All figures and estimates EUR / IFRS.

Back-up



**FRESENIUS
MEDICAL CARE**

Attachment 1

Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

Debt	FY 2015	FY 2016	Q1 2017
Short term debt	101	572	697
+ Short term debt from related parties	18	3	119
+ Current portion of long-term debt and capital lease obligations	610	724	715
+ Long-term debt and capital lease obligations less current portion	7,214	6,833	6,739
TOTAL debt	7,943	8,132	8,270
Cash	516	709	671
Net debt	7,427	7,423	7,599
EBITDA	FY 2015	FY 2016 ¹	Q1 2017 ¹
Last twelve month operating income (EBIT)	2,129	2,397	2,558
+ Last twelve month depreciation and amortization	648	710	733
+ Non-cash charges	47	66	74
EBITDA (annualized)	2,824	3,173	3,365
Total Net Debt ¹⁾ / EBITDA	2.6	2.3	2.3

¹ EBITDA: including largest acquisitions

Attachment 2

Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

Cash Flow

	Q1 2016	Q1 2017
Acquisitions, investments and net purchases of intangible assets	(83)	(160)
+ Proceeds from divestitures	-	-
= Acquisitions and investments, net of divestitures	(83)	(160)

Capital expenditures, net

	Q1 2016	Q1 2017
Purchase of property, plant and equipment	(227)	(197)
- Proceeds from sale of property, plant & equipment	4	2
= Capital expenditure, net	(223)	(195)

Attachment 3

Reconciliation of non IFRS financial measures to the most directly comparable IFRS financial measures

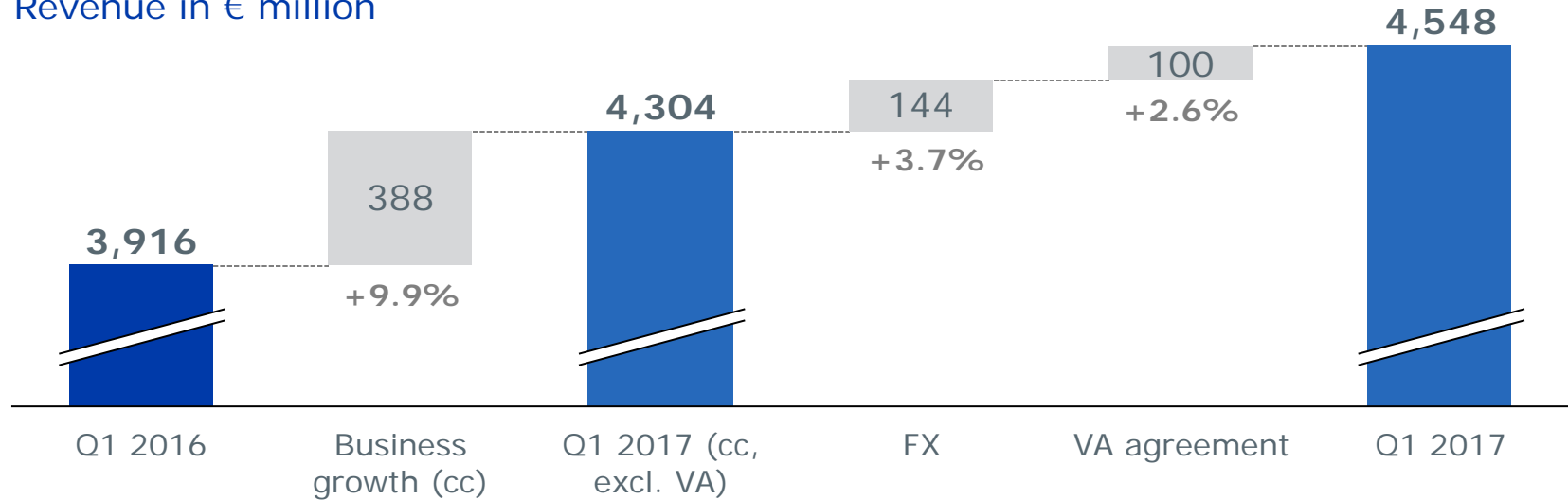
Operating performance excluding VA agreement – basis for guidance 2017

€ million	Q1 2016	Q1 2017
Revenue	3,916	4,548
VA agreement	-	(100)
Revenue excluding VA agreement	3,916	4,448
Operating income (EBIT)	497	651
VA agreement	-	(99)
Operating income (EBIT) excluding VA agreement	497	552
Net income¹	213	308
VA agreement	-	(59)
Net income¹ excluding VA agreement	213	249

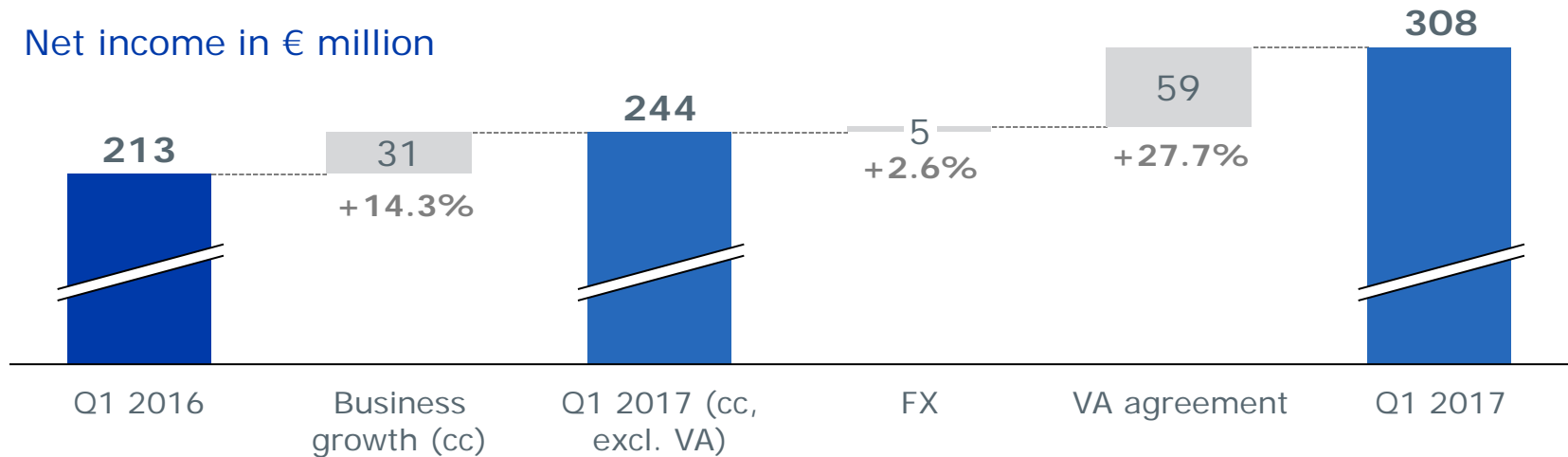
¹ attributable to shareholders of FMC AG & Co. KGaA

Q1 revenue and net income reconciliation

Revenue in € million



Net income in € million



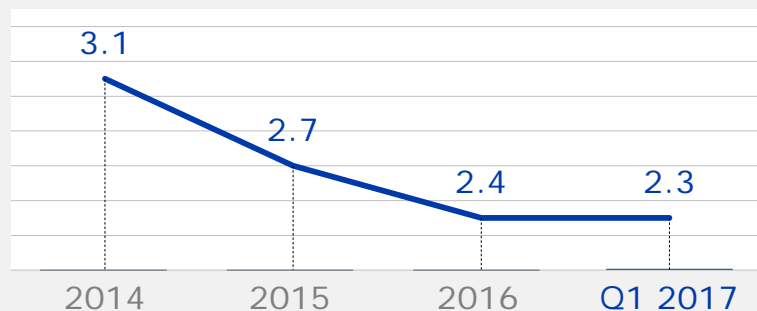
FX = foreign exchange effects | cc= constant currency

Q1 cash flow impacted by seasonality in invoicing

Days sales outstanding (DSO) at 73 days worldwide.

	Q1 2017 ¹ in € million	Q1 2016 in € million
Operating cash flow	170	163
in % of revenue	3.7	4.2
Capital expenditures, net	(195)	(223)
Free cash flow	(25)	(60)
Free cash flow, after acquisitions and investments	(185)	(143)

Net debt/EBITDA



Current ratings

	S&P	Moody's	Fitch
Company	BBB-	Baa3	BBB-
Outlook	stable	stable	stable

¹ Incl. \$205m (€193m) cash contribution from VA agreement

Q1 2017 - patients, treatments, clinics

	Patients as of Mar. 31, 2017	Treatments Q1 2017, in million	Clinics as of Mar. 31, 2017
North America	190,480	7.2	2,323
Growth in %	4	3	4
EMEA	60,168	2.3	722
Asia-Pacific	29,639	1.0	377
Latin America	30,186	1.2	232
Total	310,473	11,744,442	3,654
Growth in %	6	4	6

Financial targets

Revenue growth

Average annual, constant currency

2016

2017¹ – 2020

Products

3.6%

5–7%

Services

6.8%

6–8%

Care Coordination

24.1%

15–20%

Total revenue growth

8.2%

~10%

Net income and EPS²

Average annual, constant currency

2016

2017¹ – 2020

Net Income growth rate

15.9%

High single digit

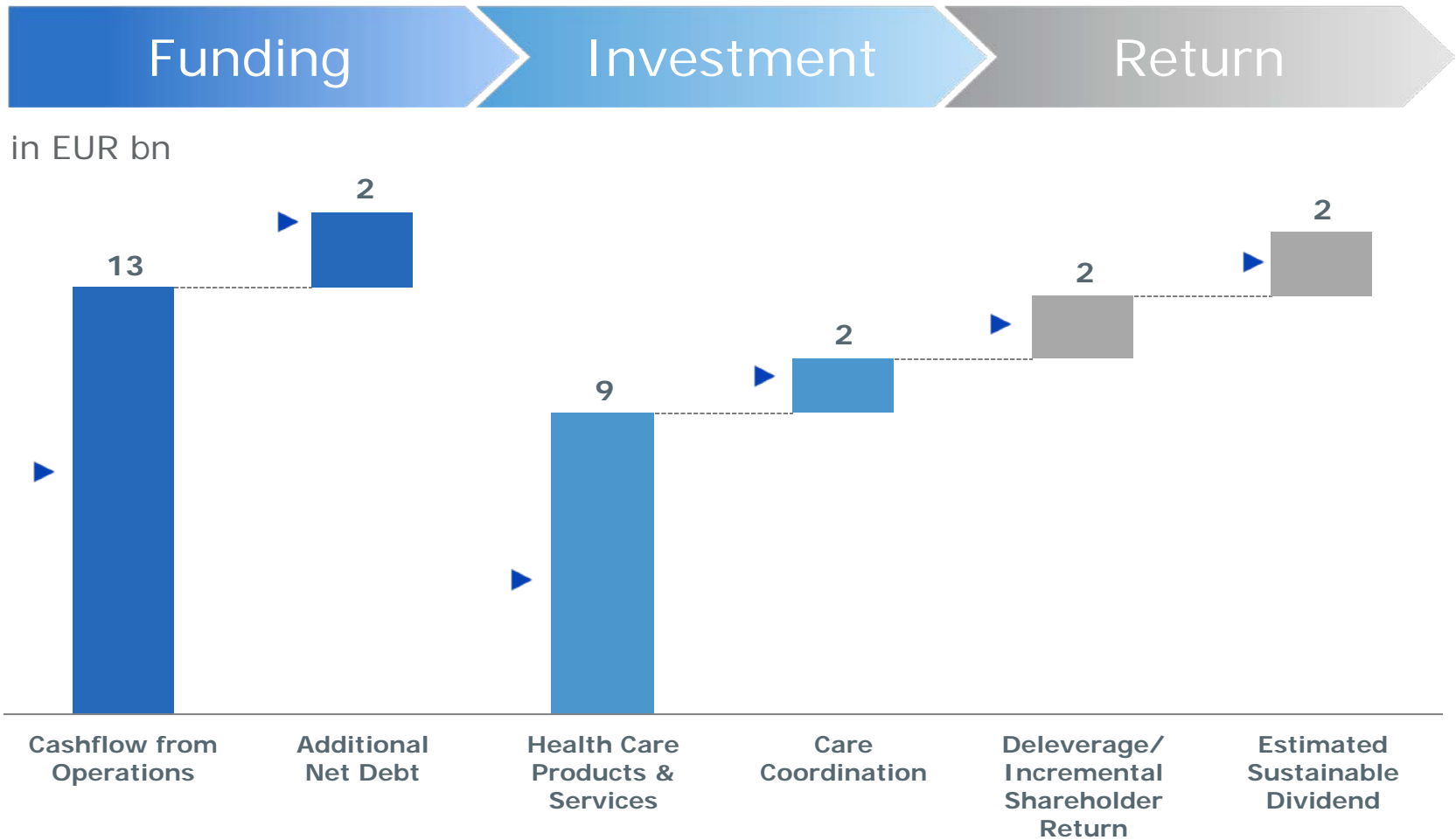
EPS growth rate

15.4%

High single digit

¹ Excluding impact related to an agreement with the United States Department of Veterans Affairs and Justice. ² Excluding settlement costs for an agreement in principle for the GranuFlo case. All figures and estimates EUR / IFRS.

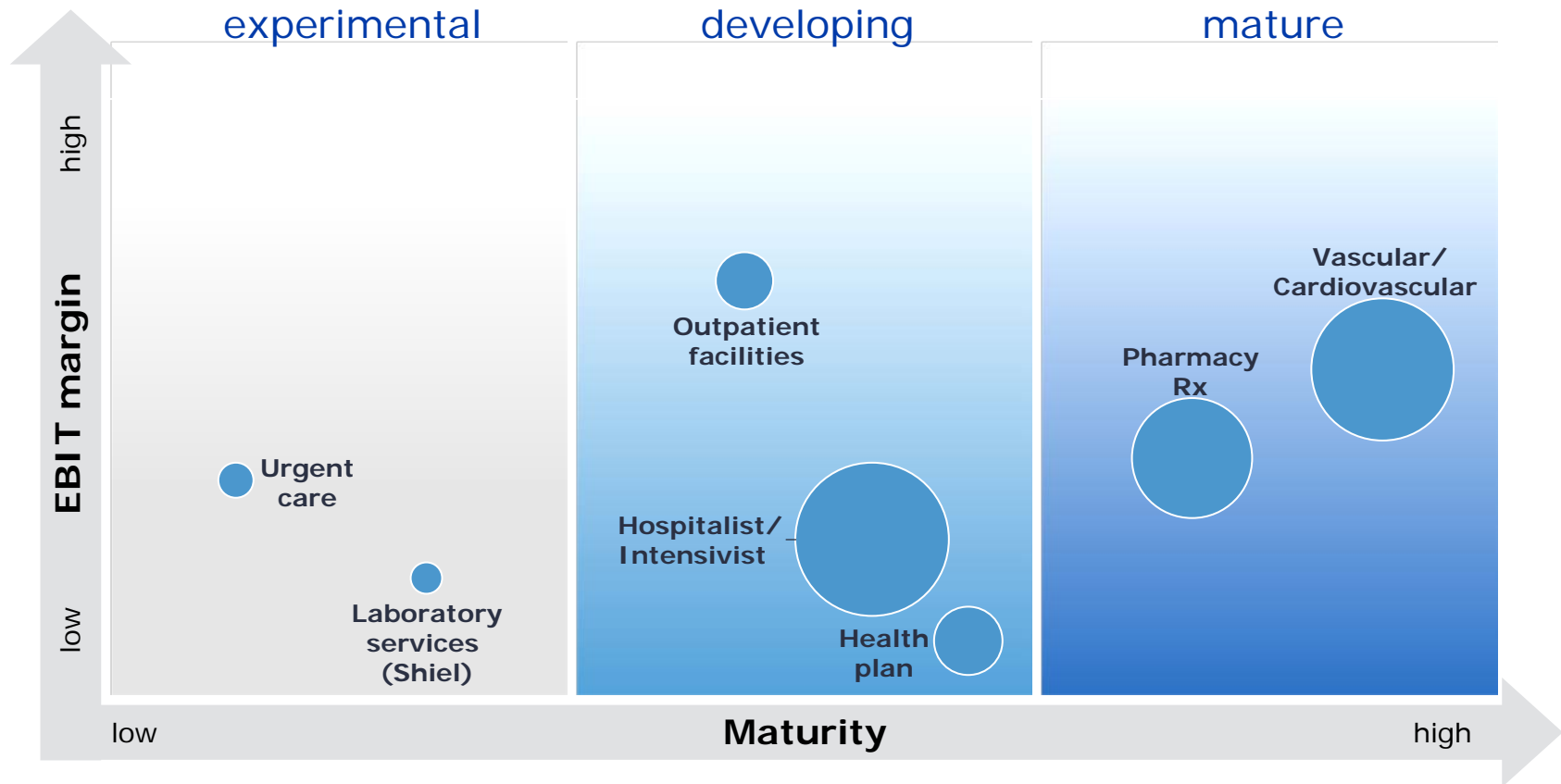
Capital allocation 2014 – 2020



Arrows indicate current picture of capital allocation based on cumulated actuals to date. All figures EUR based under IFRS and round to bn.

Our portfolio of Care Coordination businesses

Mid-term high single-digit EBIT margin average targeted



Size of bubble indicates absolute EBIT contribution. Positioning of bubble illustrative.

Value-based care models

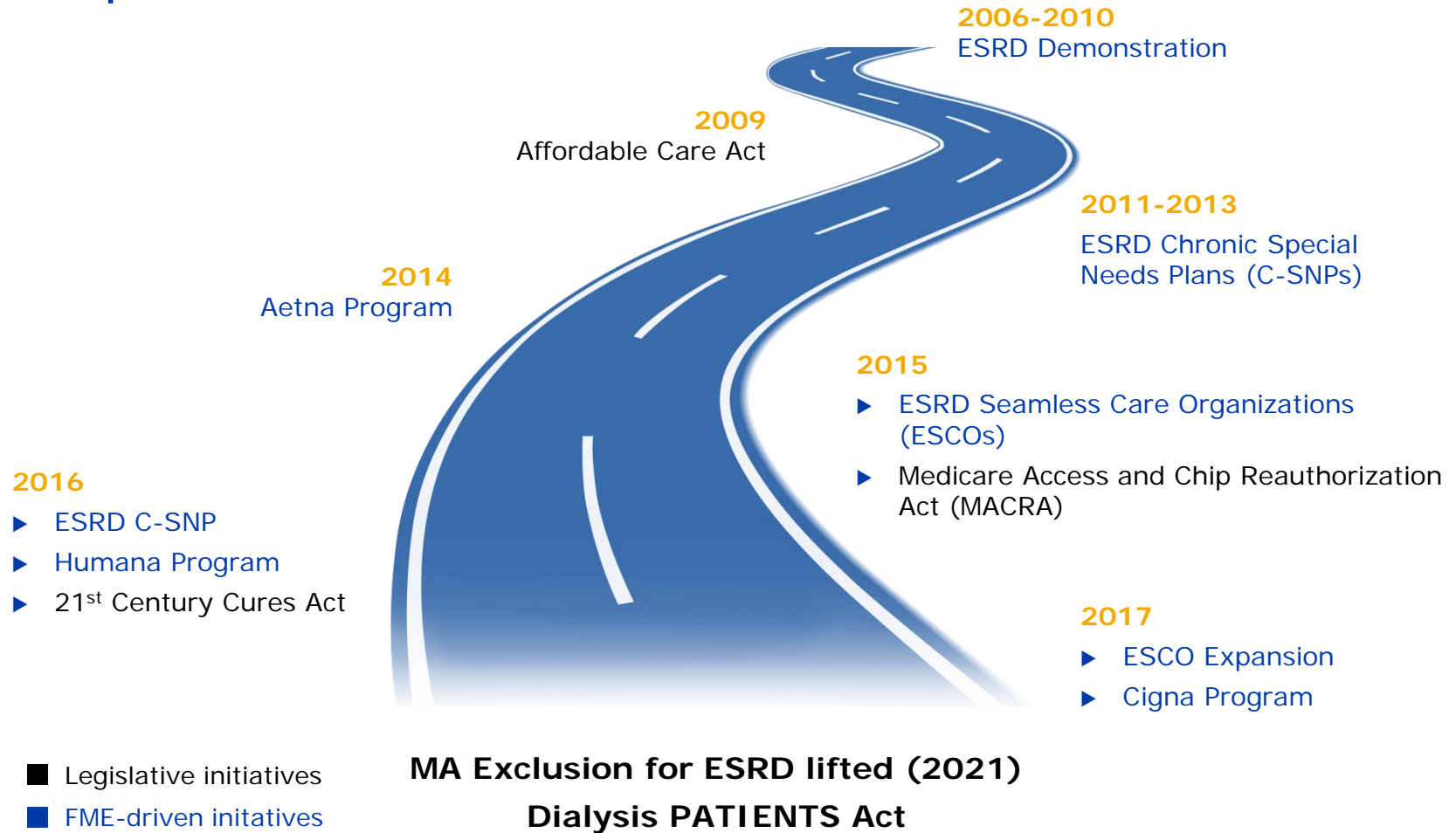
Volume

- ▶ Fee-for-Service
- ▶ Focus on single products/services
- ▶ Networks and coordinated care not incentivized
- ▶ IT mainly used for recording patient data

Value

- ▶ Outcome-based reimbursement
- ▶ Focus on solutions and holistic care
- ▶ Higher connectivity and networks enable better outcomes
- ▶ Advanced analytics: IT and data used for predictive modeling

The path to value



Financial calendar¹

Aug 1, 2017	Report on 2 nd quarter 2017
Nov 2, 2017	Report on 3 rd quarter 2017
Jun 13, 2017	Goldman Sachs Global Healthcare Conference, Rancho Palos Verdes
Jun 14, 2017	Roadshow Chicago
Jun 21, 2017	Citi European Healthcare Conference, London
Jun 22, 2017	JPM European Healthcare Conference, London
Jun 22, 2017	dbAccess Conference, Berlin
Aug 29, 2017	Commerzbank Sector Conference, Frankfurt

* Please note that dates and/or participation might be subject to change

Constant currency: Changes in revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items include the impact of changes in foreign currency exchange rates. We use the non-IFRS financial measure “at constant exchange rates” or constant currency in our filings to show changes in our revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items without giving effect to period-to-period currency fluctuations. Under IFRS, amounts received in local (non-Euro) currency are translated into Euros at the average exchange rate for the period presented. Once we translate the local currency for the constant currency, we then calculate the change, as a percentage, of the current period using the prior period exchange rates versus the prior period. This resulting percentage is a non-IFRS measure referring to a change as a percentage “at constant currency.”

We believe that the non-IFRS financial measure constant currency is useful to investors, lenders, and other creditors because such information enables them to gauge the impact of currency fluctuations on a company's revenue, operating income and other items from period to period. However, we also believe that the usefulness of data on constant currency period-over-period changes is subject to limitations, particularly if the currency effects that are eliminated constitute a significant element of our revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items and significantly impact our performance. We therefore limit our use of constant currency period-over-period changes to a measure for the impact of currency fluctuations on the translation of local currency into Euros. We do not evaluate our results and performance without considering both constant currency period-over-period changes in non-IFRS revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items and changes in revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items prepared in accordance with IFRS. We caution the readers of this report to follow a similar approach by considering data on constant currency period-over-period changes only in addition to, and not as a substitute for or superior to, changes in revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items prepared in accordance with IFRS. We present the growth rate derived from IFRS measures next to the growth rate derived from non-IFRS measures such as revenue, operating income, net income attributable to shareholders of FMC AG & Co. KGaA and other items. Because the reconciliation is inherent in the disclosure, we believe that a separate reconciliation would not provide any additional benefit.

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