

# FRESENIUS MEDICAL CARE

*Profile 2009*

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Fresenius Medical Care



## VISION OF FRESENIUS MEDICAL CARE

# CREATING A FUTURE WORTH LIVING. FOR PEOPLE. WORLDWIDE. EVERY DAY.

More than three 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 healthcare system and our investors, who trust in the reliable performance and the future of Fresenius Medical Care.

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**OPERATING DATA**

*in \$ millions*

*Table 1*

	2009	2008	Change
<b>Selected key figures</b>			
Net revenue	11,247	10,612	6 %
Earnings before interest and taxes, depreciation and amortization (EBITDA)	2,213	2,088	6 %
Earnings before interest and taxes (EBIT)	1,756	1,672	5 %
Net income <sup>1</sup>	891	818	9 %
Net cash flow from operating activities	1,339	1,016	32 %
Free Cash Flow <sup>2</sup>	777	343	127 %
Capital expenditures (net)	562	673	-17 %
Acquisitions, investments and purchases of intangible assets (net)	136	218	-38 %
Earnings per ordinary share <i>in \$</i>	2.99	2.75	9 %
Dividend per ordinary share <sup>3</sup> <i>in €</i>	0.61	0.58	5 %
EBIT margin <i>in %</i>	15.6	15.8	-
Return on invested capital (ROIC) <i>in %</i>	8.5	8.6	-
Equity to assets <i>in %</i>	44.4	41.0	-

<sup>1</sup> Net income attributable to Fresenius Medical Care AG & Co. KGaA.

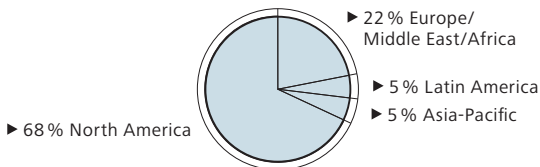
<sup>2</sup> Before acquisitions and dividends.

<sup>3</sup> 2009: Proposal for approval at the Annual General Meeting on May 11, 2010.

## REVENUE BY REGION

Chart 2

**Total: \$ 11,247 mil.**



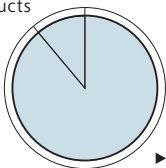
## REVENUE BY SEGMENT

Chart 3

North America

**Total: \$ 7,612 mil.**

▶ 11% Dialysis products

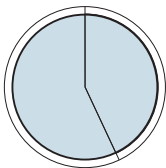


▶ 89% Dialysis services

International

**Total: \$ 3,635 mil.**

▶ 57% Dialysis products



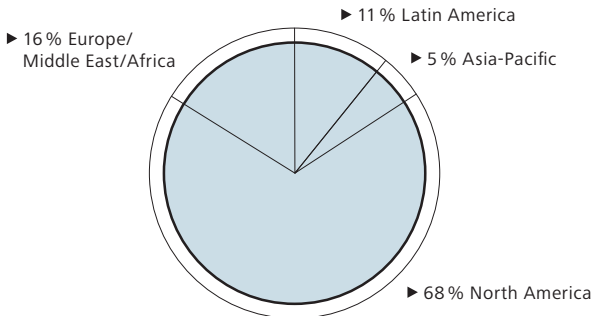
▶ 43% Dialysis services

FRESENIUS MEDICAL CARE'S  
PATIENTS WORLDWIDE

Chart 4

Patients

**Total: 195,651**



FRESENIUS MEDICAL CARE'S  
CLINICS WORLDWIDE

Table 5

Number

	2009	2008	Change
North America	1,784	1,686	6%
Europe/Middle East/Africa	435	400	9%
Latin America	191	177	8%
Asia-Pacific	143	125	14%
<b>▶ TOTAL</b>	<b>2,553</b>	<b>2,388</b>	<b>7%</b>

## DIALYSIS SERVICES WORLDWIDE 2009<sup>1</sup>

Chart 6

Patients

**Total: 1.895 mil.**

North America

**Fresenius Medical Care 132,262**

DaVita 118,000

DCI 13,000

Europe

**Fresenius Medical Care 32,409**

KfH 18,000

Diaverum 12,200

Asia-Pacific

**Fresenius Medical Care 10,007**

Show-Kai 7,000

Asia Renal Care 6,200

Latin America

**Fresenius Medical Care 20,973**

Baxter 9,250

Diaverum 3,300

<sup>1</sup> Based on company statements and estimates

## MARKET POSITION IN MAJOR PRODUCT GROUPS 2009

Table 7

	Rank 1	Rank 2	Rank 3
Dialyzers	Fresenius Medical Care	Gambro	Nipro
Dialysis machines	Fresenius Medical Care	Gambro	Nikkiso
Hemodialysis concentrates	Fresenius Medical Care	Fuso	Gambro
Bloodlines	Fresenius Medical Care	Gambro	Kawasumi
Peritoneal dialysis products	Baxter	Fresenius Medical Care	Pisa

## MAJOR PRODUCTION SITES

Chart 8



### America

- |                       |                    |
|-----------------------|--------------------|
| 01 Walnut Creek, U.S. | Dialysis machines  |
| 02 Ogden, U.S.        | Dialyzers          |
| 03 Guadalajara, MX    | Dialysis solutions |
| 04 Reynosa, MX        | Tubing systems     |

### Europe

- |                     |                                |
|---------------------|--------------------------------|
| 05 St. Wendel, GER  | Dialyzers                      |
| 06 Schweinfurt, GER | Dialysis machines              |
| 07 L'Arbresle, FR   | Dialyzers & dialysis solutions |
| 08 Cremona, IT      | Tubing systems                 |

### Asia

- |                |                |
|----------------|----------------|
| 09 Jiangsu, CN | Tubing systems |
| 10 Buzen, JP   | Dialyzers      |
| 11 Inukai, JP  | Dialyzers      |

## OUR COMPANY PROFILE

*in brief*

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Fresenius Medical Care is the world's largest integrated provider of products and services for individuals undergoing dialysis because of chronic kidney failure, a condition that affects more than 1.89 million individuals worldwide.

Fresenius Medical Care is also the world's leading provider of dialysis products such as hemodialysis machines, dialyzers and related disposable products. Fresenius Medical Care is listed on the Frankfurt Stock Exchange (FME, FME3) and the New York Stock Exchange (FMS, FMS/P).

67,988

EMPLOYEES WORLDWIDE

over 30

PRODUCTION SITES WORLDWIDE

195,651

PATIENTS WORLDWIDE

2,553

CLINICS WORLDWIDE

round about 29.4 millions

DIALYSIS TREATMENTS

**OUR FINANCIAL CALENDAR**

*May 4, 2010*

**REPORT ON THE  
FIRST QUARTER 2010**

*May 11, 2010*

**ANNUAL GENERAL MEETING,  
FRANKFURT/MAIN**

*May 12, 2010*

**PAYMENT OF DIVIDEND**  
*subject to the approval of the Annual General Meeting*

*August 3, 2010*

**REPORT ON THE  
SECOND QUARTER 2010**

*November 2, 2010*

**REPORT ON THE  
THIRD QUARTER 2010**

## **IMPRINT**

*Subject to change.*

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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: Dr. Ben J. Lipps (Chairman),

Roberto Fusté, Dr. Emanuele Gatti, Rice Powell,

Michael Brosnan, Dr. Rainer Runte, Kent Wanzenk

Chairman of the Supervisory Board: Dr. Ulf M. Schneider

