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.
## Selected key figures

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net revenue</td>
<td>12,795</td>
<td>12,053</td>
<td>6 %</td>
</tr>
<tr>
<td>Earnings before interest and taxes, depreciation and amortization (EBITDA)</td>
<td>2,632</td>
<td>2,427</td>
<td>8 %</td>
</tr>
<tr>
<td>Earnings before interest and taxes (EBIT)</td>
<td>2,075</td>
<td>1,924</td>
<td>8 %</td>
</tr>
<tr>
<td>Net income(^1)</td>
<td>1,071</td>
<td>979</td>
<td>9 %</td>
</tr>
<tr>
<td>Net cash flow from operating activities</td>
<td>1,446</td>
<td>1,368</td>
<td>6 %</td>
</tr>
<tr>
<td>Free cash flow(^2)</td>
<td>876</td>
<td>861</td>
<td>2 %</td>
</tr>
<tr>
<td>Capital expenditure, net</td>
<td>570</td>
<td>507</td>
<td>12 %</td>
</tr>
<tr>
<td>Acquisitions, investments and purchases of intangible assets, net</td>
<td>1,775</td>
<td>618</td>
<td>188 %</td>
</tr>
<tr>
<td>Earnings per ordinary share (in $)</td>
<td>3.54</td>
<td>3.25</td>
<td>9 %</td>
</tr>
<tr>
<td>Dividend per ordinary share(^3) (in \€)</td>
<td>0.69</td>
<td>0.65</td>
<td>6 %</td>
</tr>
<tr>
<td>EBIT margin (in %)</td>
<td>16.2</td>
<td>16.0</td>
<td>–</td>
</tr>
<tr>
<td>Return on invested capital (ROIC) (in %)</td>
<td>8.7</td>
<td>8.8</td>
<td>–</td>
</tr>
<tr>
<td>Equity to assets (in %)</td>
<td>41.0</td>
<td>44.0</td>
<td>–</td>
</tr>
</tbody>
</table>

\(^1\) Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA.

\(^2\) Before acquisitions and dividends.

\(^3\) 2011: Proposal to be approved by the Annual General Meeting on May 10, 2012.
**REVENUE BY REGION**

*Chart 2*

- **Total: $12,795 M**
- 5% Latin America
- 8% Asia-Pacific
- 23% Europe/Middle East/Africa
- 64% North America

**REVENUE BY SEGMENT**

*Chart 3*

**North America**

- **Total: $8,150 M**
- 10% Dialysis products
- 90% Dialysis services

**International**

- **Total: $4,628 M**
- 47% Dialysis services
- 53% Dialysis products
**FRESENIUS MEDICAL CARE**  
**PATIENTS WORLDWIDE**  
*Chart 4*

Total: 233,156

- **North America**: 1,838 (2011), 1,810 (2010), 2%
- **Europe/Middle East/Africa**: 600 (2011), 499 (2010), 20%
- **Latin America**: 218 (2011), 193 (2010), 13%
- **Asia-Pacific**: 242 (2011), 242 (2010), –

**TOTAL**: 2,898 (2011), 2,744 (2010), 6%

**FRESENIUS MEDICAL CARE**  
**CLINICS WORLDWIDE**  
*Table 5*
### MARKET POSITION IN MAJOR PRODUCT GROUPS

**Table 7**

<table>
<thead>
<tr>
<th>Product Group</th>
<th>Rank 1</th>
<th>Rank 2</th>
<th>Rank 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dialyzers</td>
<td>Fresenius Medical Care</td>
<td>Gambro</td>
<td>Nipro</td>
</tr>
<tr>
<td>Dialysis machines</td>
<td>Fresenius Medical Care</td>
<td>Nikkiso</td>
<td>Gambro</td>
</tr>
<tr>
<td>Concentrates for hemodialysis</td>
<td>Fresenius Medical Care</td>
<td>Fuso</td>
<td>Gambro</td>
</tr>
<tr>
<td>Bloodline systems</td>
<td>Fresenius Medical Care</td>
<td>Gambro</td>
<td>Kawasumi</td>
</tr>
<tr>
<td>Products for peritoneal dialysis</td>
<td>Baxter</td>
<td>Fresenius Medical Care</td>
<td>Terumo</td>
</tr>
</tbody>
</table>

*Source: Company data and estimates*

---

### DIALYSIS SERVICES WORLDWIDE

**NUMBER OF PATIENTS TREATED**

*Chart 6*

**Total: 2.158 M**

<table>
<thead>
<tr>
<th>Region</th>
<th>Operator</th>
<th>Patient Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>North America</strong></td>
<td>Fresenius Medical Care</td>
<td>142,319</td>
</tr>
<tr>
<td></td>
<td>DaVita</td>
<td>138,000</td>
</tr>
<tr>
<td></td>
<td>Liberty Dialysis Holdings Inc.</td>
<td>19,500</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>Fresenius Medical Care</td>
<td>48,346</td>
</tr>
<tr>
<td></td>
<td>Kuratorium für Dialyse</td>
<td>18,500</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td>16,000</td>
</tr>
<tr>
<td><strong>Asia-Pacific</strong></td>
<td>Fresenius Medical Care</td>
<td>17,110</td>
</tr>
<tr>
<td></td>
<td>Showai-Kai</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>Zenjin-Kai</td>
<td>4,600</td>
</tr>
<tr>
<td><strong>Latin America</strong></td>
<td>Fresenius Medical Care</td>
<td>25,381</td>
</tr>
<tr>
<td></td>
<td>Baxter</td>
<td>8,800</td>
</tr>
<tr>
<td></td>
<td>Diaverum</td>
<td>3,800</td>
</tr>
</tbody>
</table>

*Source: Company data and estimates*
MAJOR LOCATIONS

Chart 8

America

Waltham, US
Regional headquarters North America

01 Ogden, US Dialyzers
02 Walnut Creek, US Dialysis machines
03 Toledo, US Hemodialysis concentrate
04 Livingston, US Hemodialysis concentrate
05 Montreal, CA Hemodialysis concentrate
06 Irving, US Hemodialysis concentrate
07 Reynosa, MX Tubing systems
08 Guadalajara, MX Dialysis solutions
09 Santafé de Bogotá, CO Dialysis solutions
10 Jaguariúna, BR Dialysis machines
11 Pilar, AR Hemodialysis concentrate
<table>
<thead>
<tr>
<th>#</th>
<th>Location</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Schweinfurt, GER</td>
<td>Dialysis machines</td>
</tr>
<tr>
<td>13</td>
<td>St. Wendel, GER</td>
<td>Dialyzers</td>
</tr>
<tr>
<td>14</td>
<td>L’Arbresle, FR</td>
<td>Dialyzers &amp; dialysis solutions</td>
</tr>
<tr>
<td>15</td>
<td>Cremona, IT</td>
<td>Tubing systems</td>
</tr>
<tr>
<td>16</td>
<td>Borisov, BY</td>
<td>Dialyzers &amp; tubing systems</td>
</tr>
<tr>
<td>17</td>
<td>Krems, AT</td>
<td>Adsorber</td>
</tr>
<tr>
<td>18</td>
<td>Vrsac, SRB</td>
<td>Dialyzers &amp; dialysis solutions</td>
</tr>
<tr>
<td>19</td>
<td>Antalya, TR</td>
<td>Adsorber</td>
</tr>
<tr>
<td>20</td>
<td>Inukai, JP</td>
<td>Dialyzers</td>
</tr>
<tr>
<td>21</td>
<td>Buzen, JP</td>
<td>Dialyzers</td>
</tr>
<tr>
<td>22</td>
<td>Jiangsu, CN</td>
<td>Tubing systems</td>
</tr>
<tr>
<td>23</td>
<td>Ipoh, MY</td>
<td>Water treatment systems</td>
</tr>
<tr>
<td>24</td>
<td>Smithfield, AU</td>
<td>Hemodialysis concentrate</td>
</tr>
<tr>
<td>25</td>
<td>Victoria, AU</td>
<td>Dialysis chairs</td>
</tr>
</tbody>
</table>

**Europe**

- **Bad Homburg, GER**
  - Company headquarters
- **12 Schweinfurt, GER**
  - Dialysis machines
- **13 St. Wendel, GER**
  - Dialyzers
- **14 L’Arbresle, FR**
  - Dialyzers & dialysis solutions
- **15 Cremona, IT**
  - Tubing systems
- **16 Borisov, BY**
  - Dialyzers & tubing systems
- **17 Krems, AT**
  - Adsorber
- **18 Vrsac, SRB**
  - Dialyzers & dialysis solutions
- **19 Antalya, TR**
  - Adsorber

**Asia-Pacific**

- **Hong Kong, CN**
  - Regional headquarters Asia-Pacific
- **20 Inukai, JP**
  - Dialyzers
- **21 Buzen, JP**
  - Dialyzers
- **22 Jiangsu, CN**
  - Tubing systems
- **23 Ipoh, MY**
  - Water treatment systems
- **24 Smithfield, AU**
  - Hemodialysis concentrate
- **25 Victoria, AU**
  - Dialysis chairs
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 two 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).
MAY 3
Report on the first quarter 2012

MAY 10
Annual General Meeting
Frankfurt/Main

MAY 11
Payment of dividend
subject to the approval
of the Annual General Meeting

AUGUST 1
Report on the second quarter 2012

OCTOBER 31
Report on the third quarter 2012

Imprint
Subject to change

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), Rice Powell,
Michael Brosnan, Roberto Fusté, Dr. Emanuele Gatti,
Dr. Rainer Runte, Kent Wanzek
Chairman of the Supervisory Board: Dr. Ulf M. Schneider