Fresenius Medical Care North America:

Our vision
Creating a future worth living. For people. Worldwide. Every day.
## Top 5 Dialysis Providers Worldwide 2009*

<table>
<thead>
<tr>
<th>Provider</th>
<th>Number of Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresenius Medical Care</td>
<td>195,651</td>
</tr>
<tr>
<td>DaVita</td>
<td>118,000</td>
</tr>
<tr>
<td>Kuratorium für Dialyse</td>
<td>18,000</td>
</tr>
<tr>
<td>Diaverum</td>
<td>15,800</td>
</tr>
<tr>
<td>Baxter</td>
<td>13,100</td>
</tr>
</tbody>
</table>

*Based on company statements and estimates.
Net Revenue
in $ billion

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.7</td>
<td>10.6</td>
<td>11.2</td>
</tr>
</tbody>
</table>

Earnings before Interest and Taxes (EBIT)
in $ millions

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,580</td>
<td>1,672</td>
<td>1,756</td>
</tr>
</tbody>
</table>

Net income*
in $ millions

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>717</td>
<td>818</td>
<td>891</td>
</tr>
</tbody>
</table>

* Net income attributable to Fresenius Medical Care AG & Co. KGaA.
“leadership, entrepreneurship, prudent risk taking, candid discussions, innovation, and flexibility define a constructive Level 3 culture” – John Kotter
Give me a lever long enough and a fulcrum on which to place it, and I shall move the world.

Archimedes
Center for Leadership & Professional Development

Shaping the Future
Building Blocks for Strategic Positioning

UltraCare®
InPatient Services

UltraCare®
Experience Excellence

Center for Leadership & Professional Development
Shaping the Future of FMS

eCure
experience excellence everywhere
Leadership Development System

- Talent Identification
- Talent Tracking/Succession Planning
- Career Track/Planned Job Rotation
- Talent/Leadership Development Programs
- Mentoring/Coaching
- External Programs
TALENT RESOURCE REVIEW DEVELOPMENT PLAN

DEVELOPMENT PLAN

Self Review
Supervisor Assessment & Recommendations
Sharing with Employee
Senior Team Review & Assessment
Employee Feedback
Development Plan

Internal Programs
New Career Opportunities
Leadership Excellence Program
External Programs
Fresenius Medical Care
TALENT RESOURCE REVIEW

PERFORMANCE SCORE
- FMS Mission
- Values and Behaviors
- Operational
- Strategic
- Financial

LE²AD SCORE
- Lifelong learning
- Energy
- Energizes Others
- Authenticity
- Delivers Results
LEADERSHIP EXCELLENCE PROGRAM (LEP)

A TWELVE-MONTH PROGRAM FOR HIGH POTENTIAL LEADERS

- Strategies for Innovation and Growth
  - Babson College
- Team Project
- Team Building w/ Outward Bound
- 360 Review
- Mentor
- Developing the Leader Within
- Advanced Corporate Strategy
- Strategic and Financial Management
- Leadership to the Seventh Power
CONTINUOUSLY STRENGTHENING THE ORGANIZATION
CHANGES FROM 2002 THROUGH 2009

<table>
<thead>
<tr>
<th>2002 FMS Leadership</th>
<th>2009 FMS Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>New hires from outside the organization</td>
<td>58%</td>
</tr>
<tr>
<td>Promotion from within the organization</td>
<td>21%</td>
</tr>
<tr>
<td>In similar position</td>
<td>21%</td>
</tr>
<tr>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Metric</td>
<td>2002</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>MORTALITY RATE</td>
<td>19.9%</td>
</tr>
<tr>
<td>EMPLOYEE TURNOVER</td>
<td>28%</td>
</tr>
<tr>
<td>REVENUES</td>
<td>$3.2 billion</td>
</tr>
<tr>
<td>EBIT</td>
<td>$360 million</td>
</tr>
<tr>
<td>EBIT MARGIN</td>
<td>11.3%</td>
</tr>
<tr>
<td>DSO’s</td>
<td>78 days</td>
</tr>
</tbody>
</table>
Relative Share Price in US$