



Fresenius Medical Care

**The World's Leading
Renal Therapy Company**

S.C. Bernstein 5th Annual Strategic Decisions Conference

London, September 24, 2008



Fresenius Medical Care



This presentation includes certain forward-looking statements. 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. These and other risks and uncertainties are detailed in the Company's reports filed with the Securities and Exchange Commission and the German Exchange Commission "Deutsche Börse".



1. Business Update

2. Financials and Outlook

3. Midterm Strategy

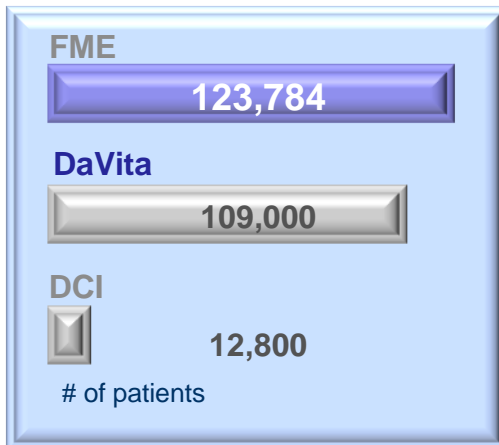
4. Attachments

Dialysis Services Worldwide - Patients

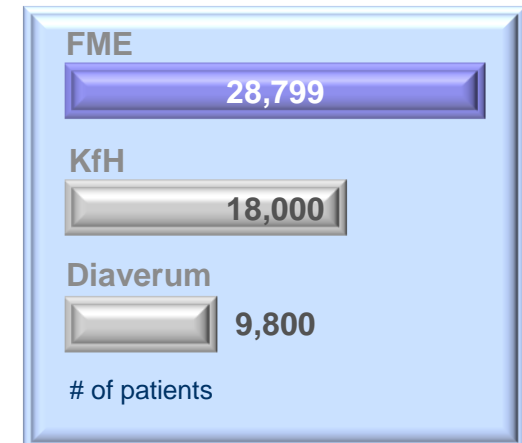


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North America



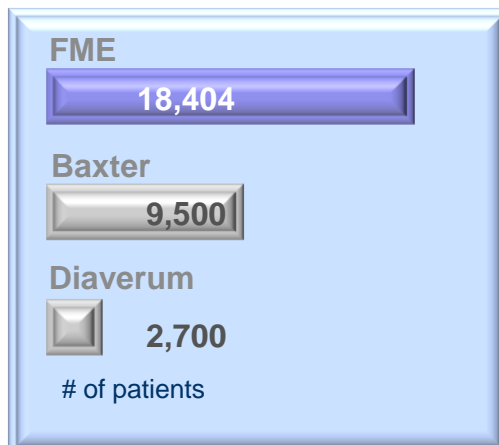
EMEA



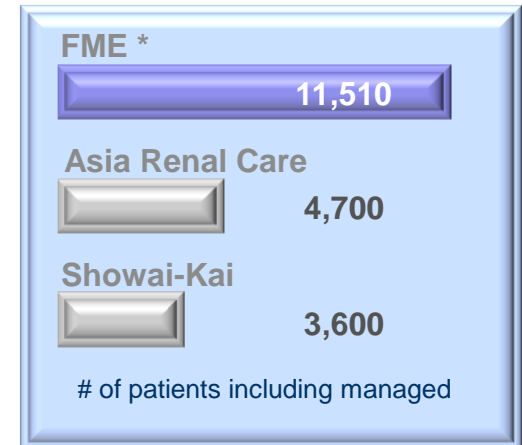
\$48 Billion Market

We Lead in Every Major Market, Treating more than 180,000 Patients Worldwide

Latin America



Asia Pacific



* Including patients treated in clinics where FME has an interest of at least 10%

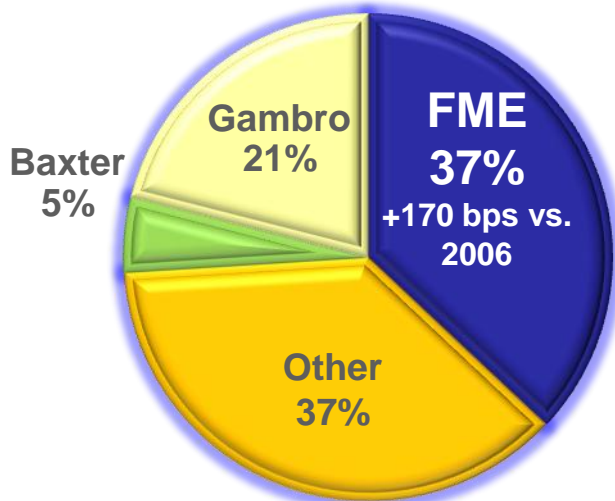
Source: Company data

Dialysis Products Worldwide



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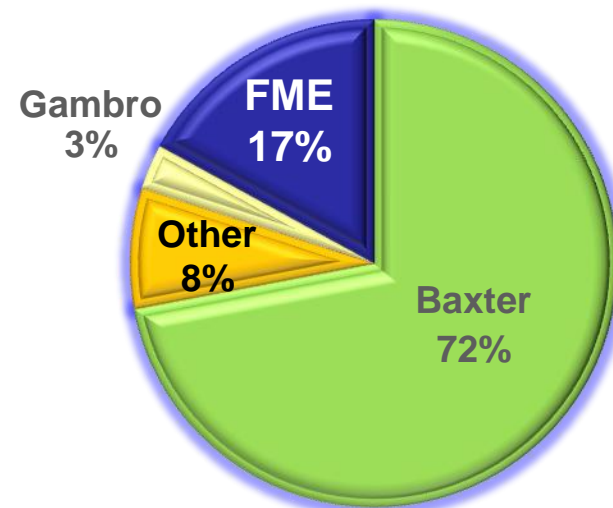
Hemodialysis (HD)



+170 bps vs. 2006

\$10 Billion Market

Peritoneal Dialysis (PD)



- We clearly gained market share in HD
- Produced 75 Million Dialyzers in 2007
- Produced the Company's 500 Millionth Dialyzer
- RSI Acquisition to set standards in future technologies

Source: 2007 Company data / internal estimates



HD

HD Machines

5008



5008S



2008T



Dialyzers

Next Generation

Optiflux



Next Generation FX Series



PD

PD Devices/Solution

Liberty Cycler



Delflex@balanced



Expanded Global Presence Last 12 Months



Fresenius Medical Care



Worldwide #1 Clinics	2,318	North America Clinics	1,647	Latin America Clinics	175	Europe Clinics	382	Asia/Pacific* Clinics	154
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* including clinics where FME has an interest of at least 10%



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Q2 2008 – Strong Quarter



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Revenue	\$ 2,665 m	+ 11%
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Net income	\$ 211 m	+ 18%
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Earnings per share	\$ 0.71	+ 18%
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▶ On track to achieve Full Year Guidance

despite:

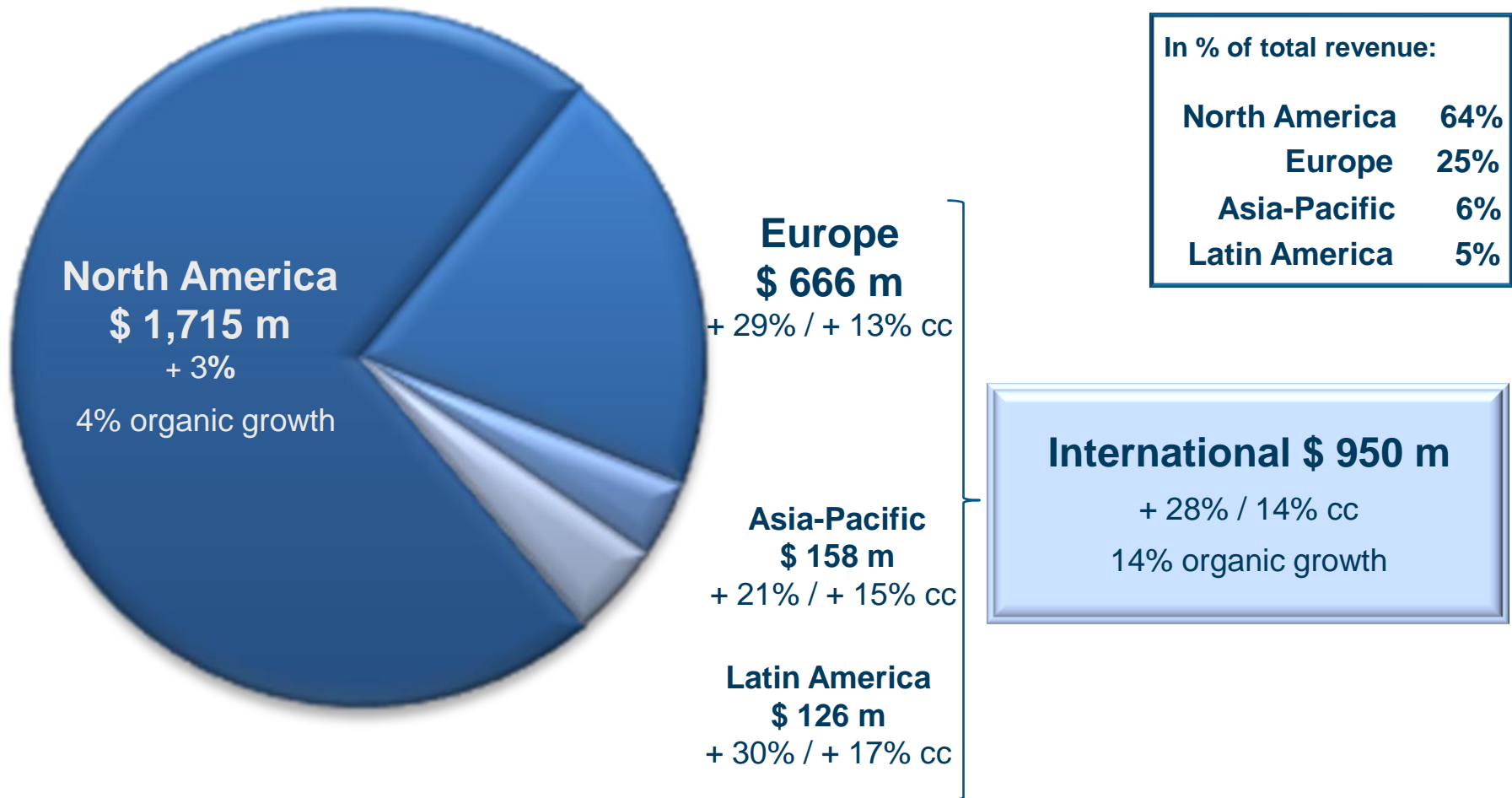
- ▶ EPO reimbursement below previous year
- ▶ Heparin costs in North America significantly higher in the second half of 2008

Q2 2008 – Strong Organic Growth of 7%



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Total Revenue Increased by 11% to \$ 2,665 m *



* 7% growth at constant currency (cc)



- ▶ Continued revenue growth momentum in products of 13%
- ▶ Bundle reimbursement in 2011 with automatic update
- ▶ Anemia Management developing as expected
- ▶ Add IV Iron to the Renal Pharma Portfolio



- ▶ Revenue growth momentum continued of 13%cc
- ▶ Continued strong growth in Eastern Europe +17%
- ▶ Same market treatment growth of 9%
- ▶ Very strong growth in the Acute Renal Business



- ▶ Strong same market treatment growth of 6%
- ▶ Impressive revenue growth in China of 42%cc
- ▶ Continued impressive revenue growth of 38% cc (excl. Japan)
- ▶ Launch of new high performance dialyzer FX-S

Profit & Loss



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US-\$ in millions	Q2 2007	Q2 2008	Growth
Net revenue	2,404	2,665	11%*
Operating income (EBIT)	391	429	10%
EBIT margin in %	16.3	16.1	
Interest expense, net	92	82	
Income before income tax	299	347	16%
Income Tax expense	113	129	
Tax rate	38.0%	37.2%	
Minority interest	7	7	
Net income	179	211	18%

* 7% growth at constant currency, 7% organic growth

Cash Flow



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US-\$ in millions	Q2 2007	Q2 2008	Growth
Net cash provided by operating activities ¹⁾	225	209 8% of revenue	(7%)
Capital expenditures (net) ¹⁾	(130)	(179)	
Free Cash Flow	95	30	(69%)
Acquisitions, net of divestitures ¹⁾	2	(58)	
Free Cash Flow after acquisitions	97	(28)	

1) A reconciliation to the most directly comparable US-GAAP financial measure is provided in the attachment.

Outlook 2008 - Confirmed



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US-\$ in millions

Guidance

Net Revenues

> \$ 10,400

Net Income

\$ 805 - 825

Leverage ratio (Debt/EBITDA)

< 2.8

Capital Expenditure

~ \$ 650 - 750

Acquisitions

~ \$ 150 - 250



1. Business Update

2. Financials and Outlook

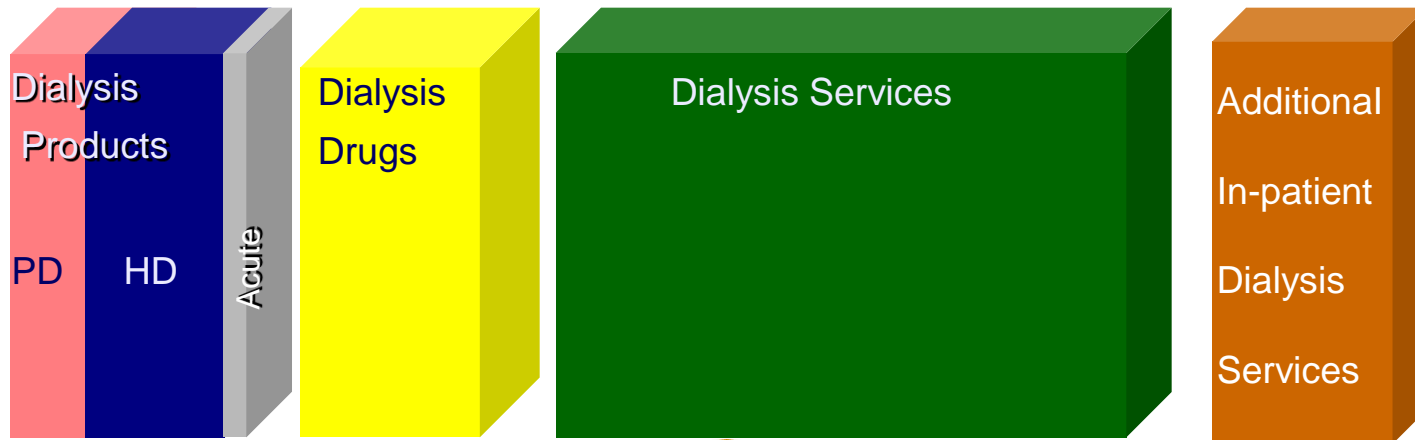
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\$67 billion Dialysis Market 2010



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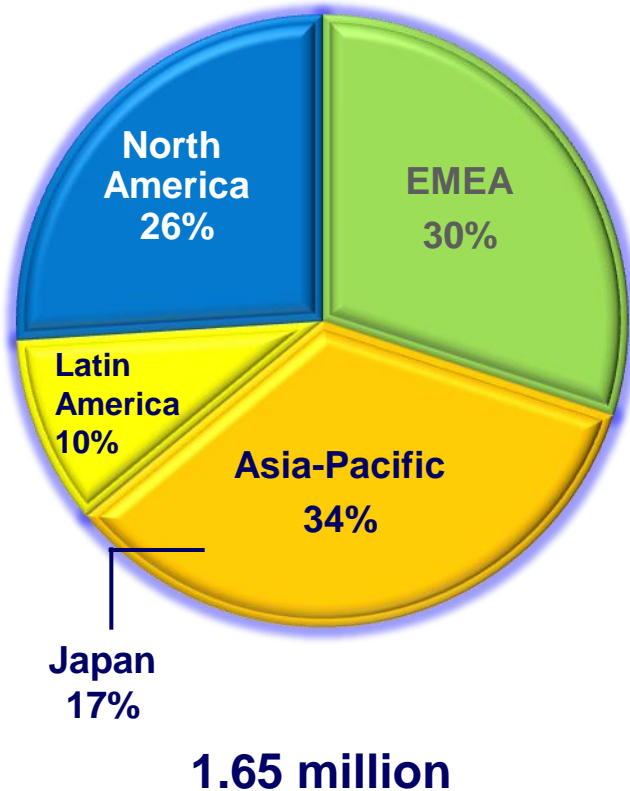


Global Patients by Region



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2007



**Sustainable
Patient Growth of ~ 6% p.a.**

**~ 2 million patients
expected by 2010**

**~ 4 million patients
expected by 2025**

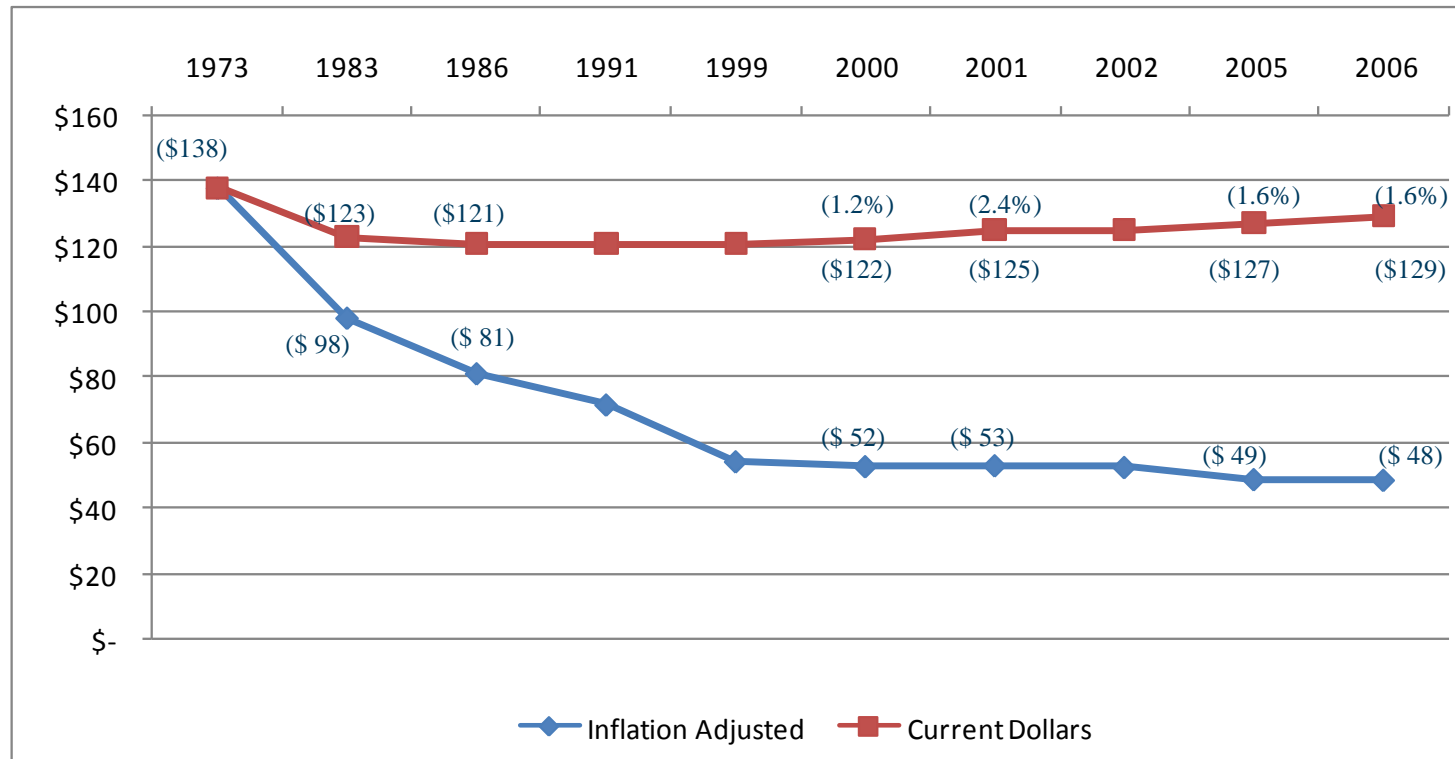
Source: Company estimates

Average Medicare Payment per Dialysis Treatment 1973-2006



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Medicare Allowed Charges



*Payment for dialysis treatment (“composite rate”) is the only procedure which has not had an inflationary adjustment from 1973 till 1999

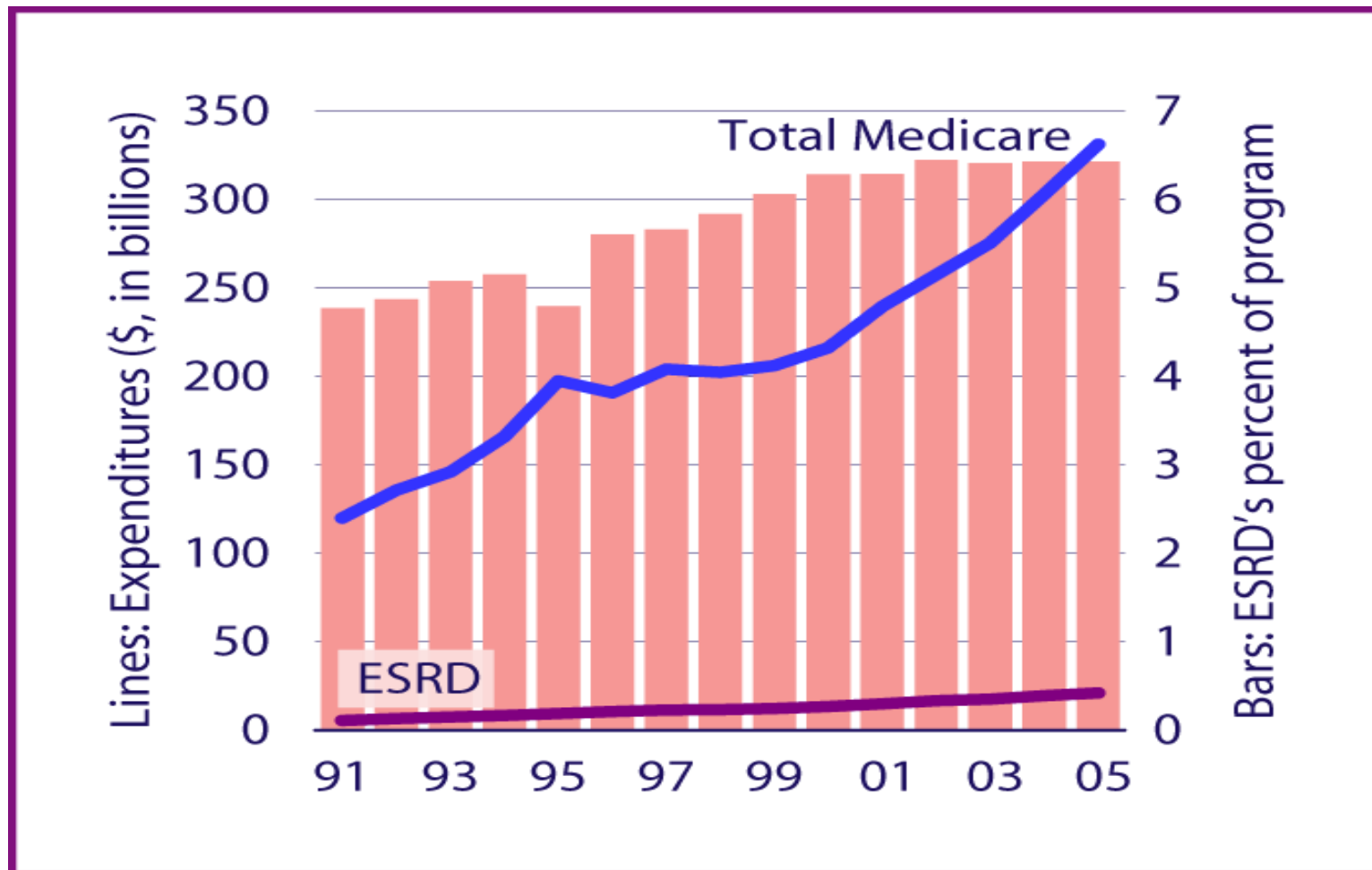
Source: Medicare Payment Advisory Commission

Source: GDP Inflation Calculator

Total Medicare and ESRD Expenditures



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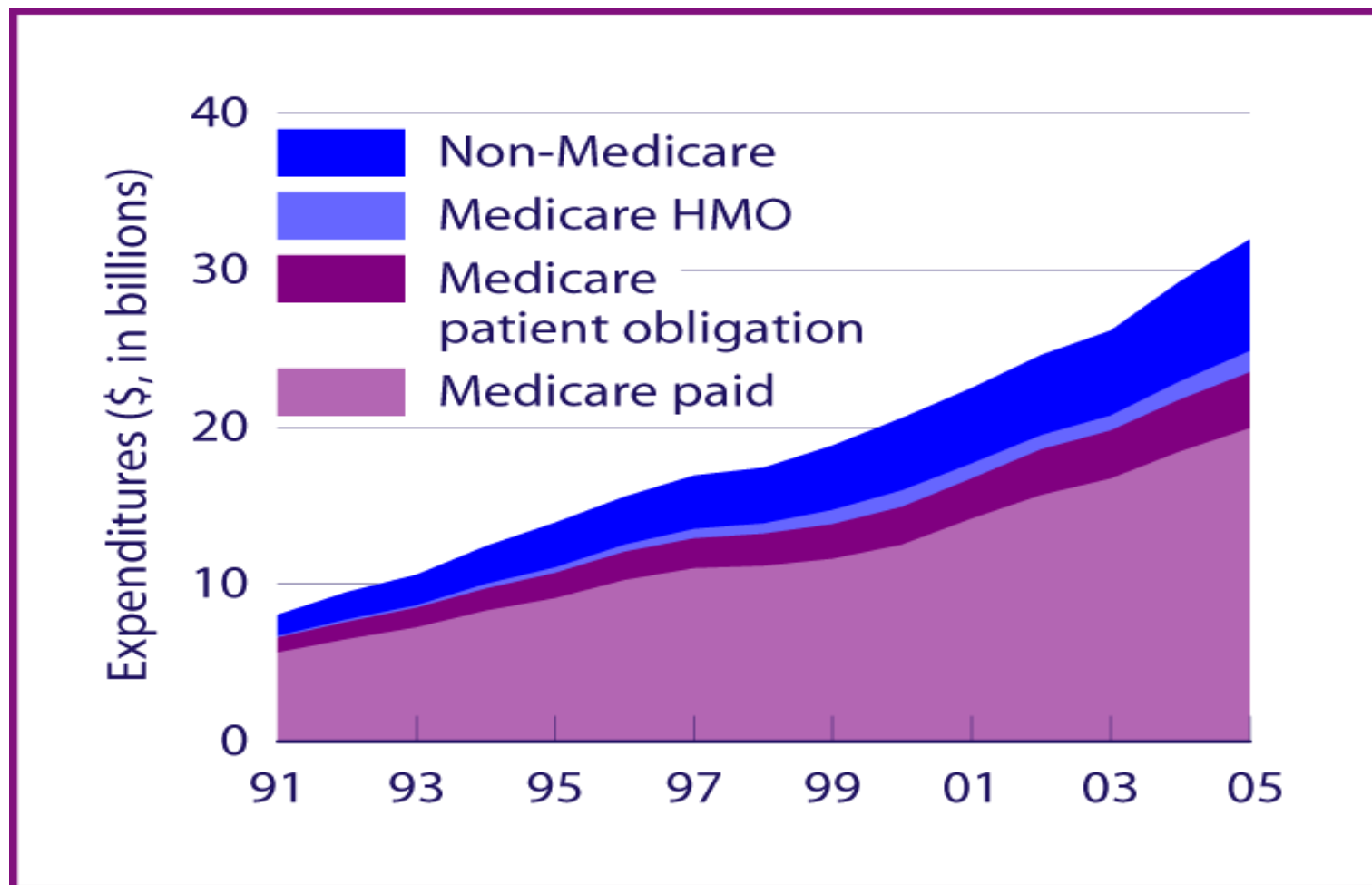


Source: 2007 USRDS Annual Data Report

Medicare ESRD Spending by Payor



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Source: 2007 USRDS Annual Data Report



Medicare Bill was passed on July 14, 2008

Key Dialysis components included are:

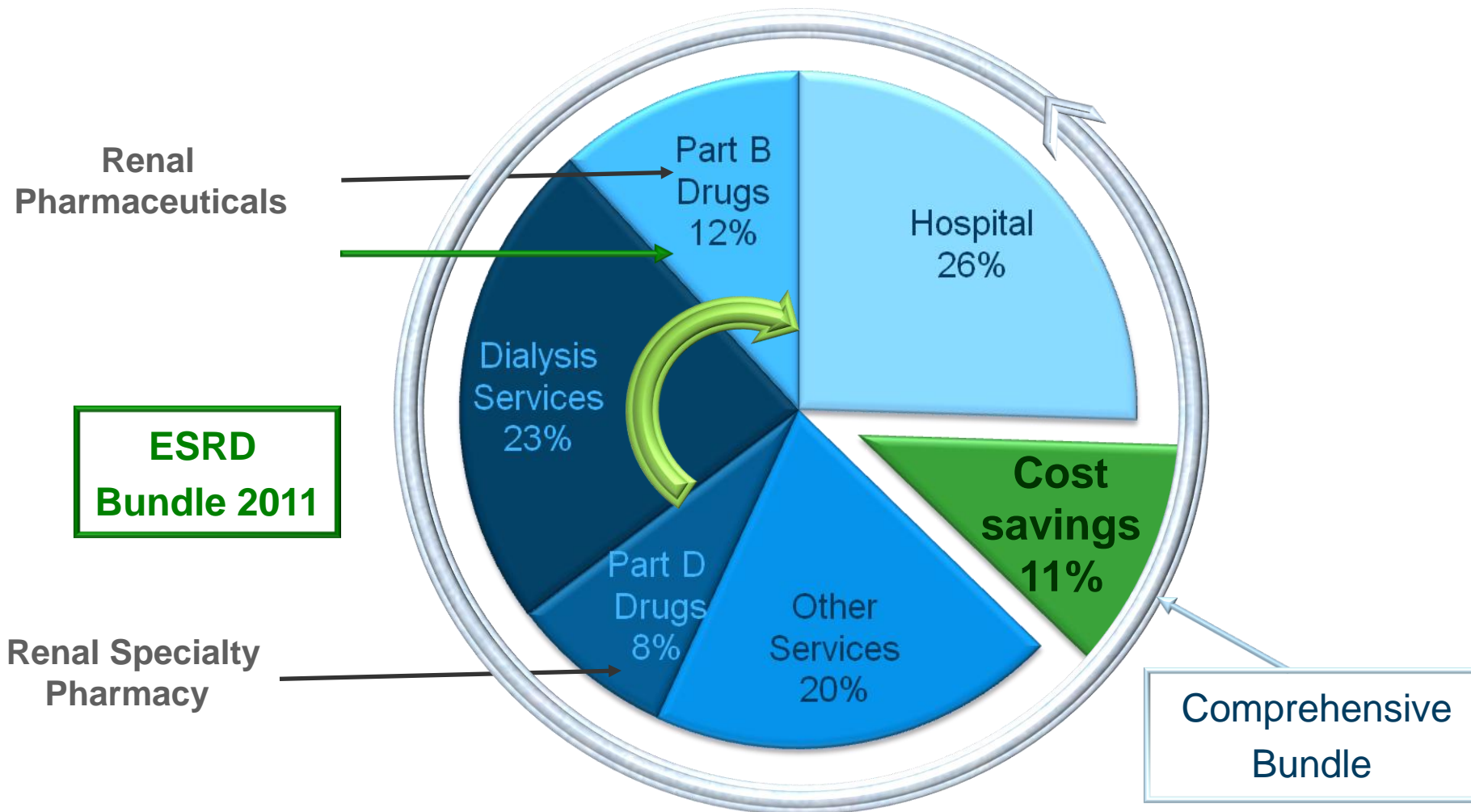
- ▶ Composite rate increase of 1% per annum in 2009 and 2010
- ▶ New law mandates a bundled payment rate at 98% of total non-bundled expenditures starting in 2011
 - Providers may elect to voluntarily phase in over 3 years
- ▶ Permanent market basket increase beginning in 2012, estimated approximately 2% per year
- ▶ Extends authority for Medicare Advantage Special Needs Plan (MA-SNP) through 2011
- ▶ Delays moratorium on new MA-SNP to 2010

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Health Plan 2nd year results



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<i>Medicare Fee For Service</i>	<i>100% of costs per annum</i>
<i>FMC Health Plan (Capitation – Special Needs Plan/SNP)</i>	<i>89% of costs per annum</i>



- Enrollment reached 550 patients by year end 2006 and 900 patients by mid-year 2007
- Medical loss ratio of approximately 89% achieved
- Quality indicators surpassed national averages and generally met improvement targets
- Approximately 50% of patients qualified and received nutritional support
- Hospital admissions below USRDS historical levels and averaged 1.5 admission per patient per year (PPPY) for first eighteen months of the demo project



Focusing on further improving patient therapy and expanding market opportunities globally

North America

- ▶ Exclusive 10 year U.S. manufacturing and distribution sublicense agreement for Venofer[®] and next generation I.V. Iron product for dialysis stage V
- ▶ Venofer[®] is the leading I.V. Iron product worldwide
 - Total U.S. I.V. Iron purchases are ~ \$500 million (Venofer[®] accounts for 55%)

International

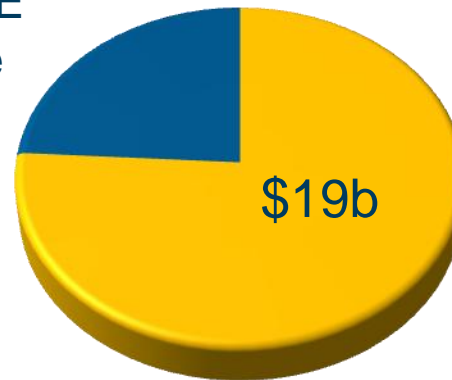
- ▶ Exclusive agreement with Galenica to commercialize I.V. Iron products Venofer[®] and Ferinject[®] for dialysis stage V patients
- ▶ Total market for I.V. Iron in Europe, Middle East, Africa, and Latin America was more than \$120 million in 2007
 - Commercialization expected to become effective no later than January 1, 2009
 - Expected 2010 annual sales to be about \$50 million

Market Opportunity



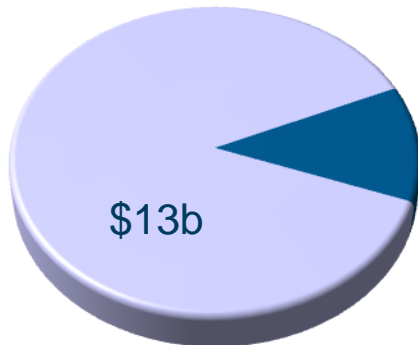
U.S.

\$6 Billion FME
Market Share



• \$25 Billion Total
Market

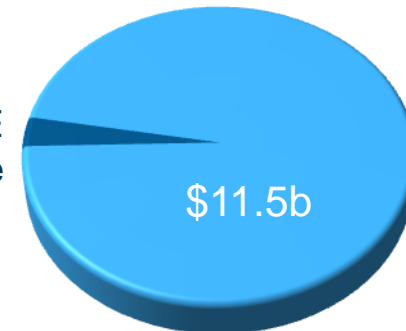
Europe



\$1.8 Billion FME
Market Share

• \$15 Billion Total Market

Asia Pacific



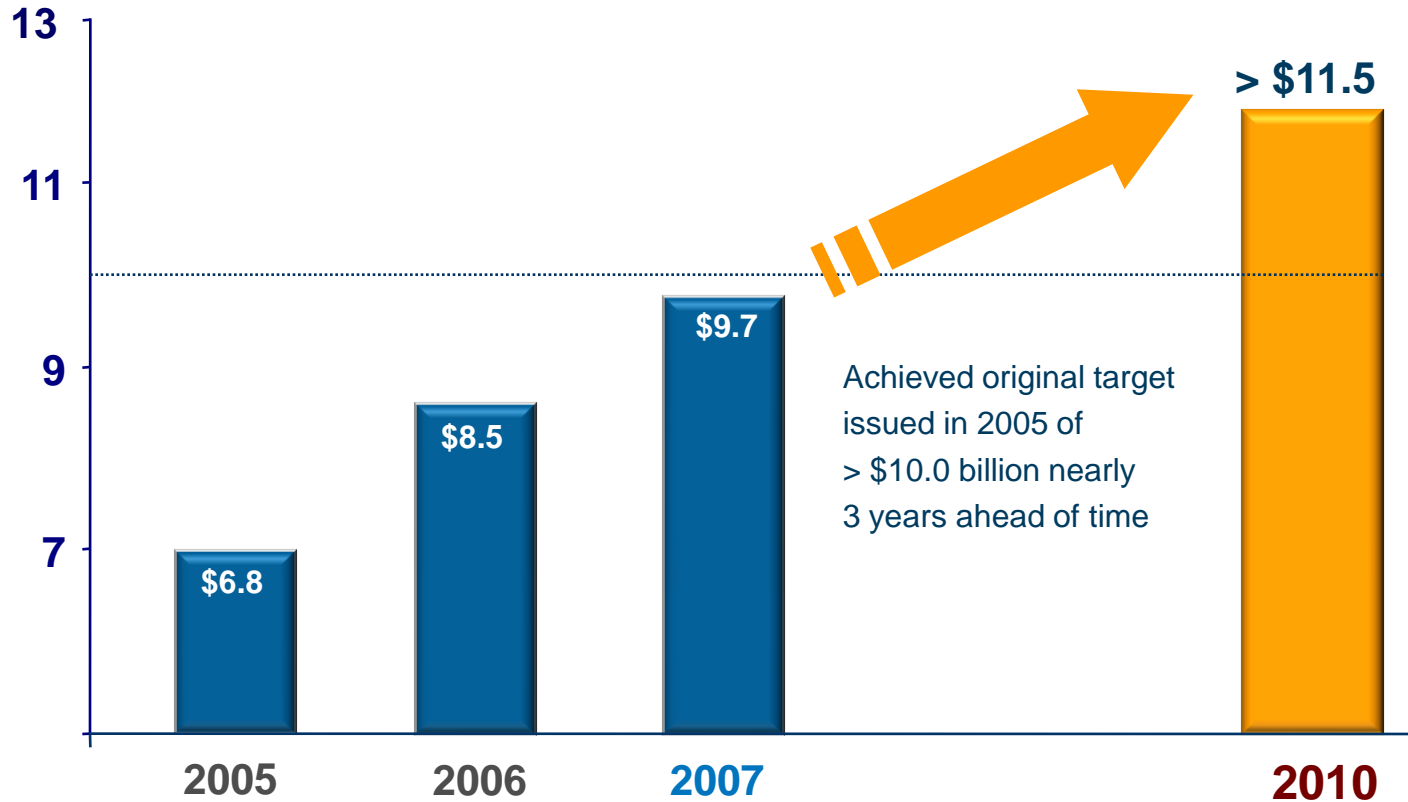
\$0.4 Billion FME
Market Share

• \$12 Billion Total Market

2010 Revenue Target



Revenue
\$ in billions



Sustainable Growth of Earnings After Tax – Low to Mid-Teens per year



Our Growth Drivers

	North America	EMEA/Latin America	Asia-Pacific
Renal Pharma	✓	✓	
Expansion of Clinic Network	✓	✓	✓
Reimbursement Based on Quality	✓	✓	✓
Increased Product Market Share		✓	✓

Targeted Revenue Growth in 2008 >7%



**Thank You
for your interest in
Fresenius Medical Care !**





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2. Financials and Outlook

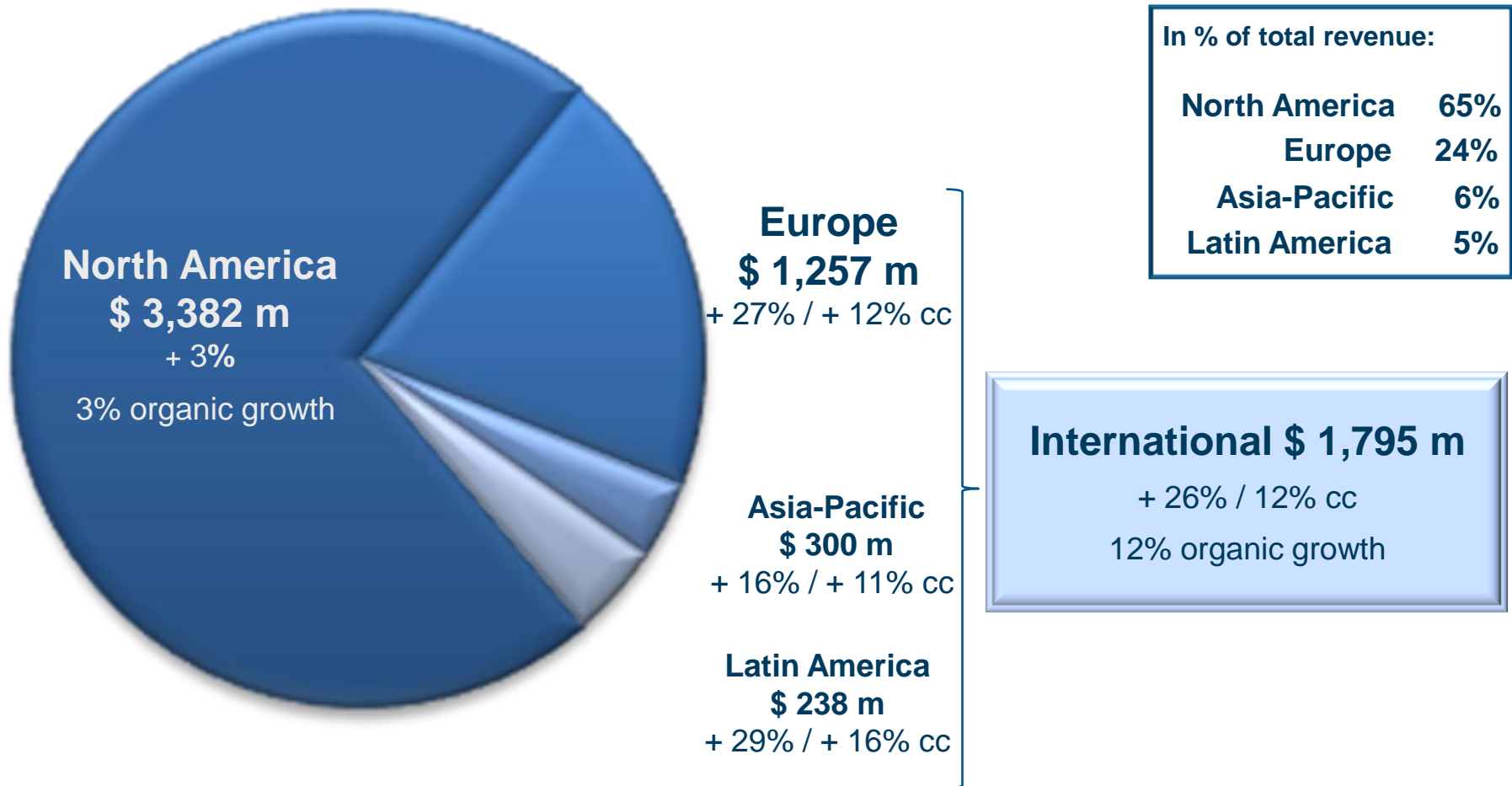
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H1 2008 – Strong Organic Growth



Total Revenue Increased 10% to \$ 5,177 m *



* 6% growth at constant currency (cc)



Strong Organic Revenue growth and improving Revenue per Treatment

Q2 2008	Total	North America	International
Organic revenue growth	+ 5%	+ 3%	+ 19%
Same market treatment growth	+ 4.2%	+ 2.8%	+ 7.9%
Revenue per treatment		\$ 323¹⁾	\$ 183
Growth		-0.1%	+ 10.3% cc
Clinics Q2 2008	2,318	1,647	671
Growth	+ 5%	+ 4%	+ 7%
De novos Q2 (including managed clinics)	26	12	14

1) including Mexico

cc = constant currency

Dialysis Services - Global



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H1 2008	Clinic	Patients	Treatments (in million)
Total	2,318	179,340	13.61
Growth	+ 5%	+ 4%	+ 5%
North America	1,647	123,784	9.39
Growth	+ 4%	+ 3%	+ 3%
International	671	55,556	4.22
Growth	+ 7%	+ 8%	+ 8%
Europe	382	28,799	2.17
Latin America	175	18,404	1.41
Asia-Pacific	114	8,353	0.64



Accelerated International Growth of 19% cc

US-\$ in millions	Q2 2007	Q2 2008	Growth	cc
North America	1,499	1,533	2%	
Adjusted for the sale of the perfusion business			3%	
International	296	391	32%	19%
Total	1,796	1,924	7%	5%
Adjusted for the sale of the perfusion business			8%	6%

cc = constant currency

Accelerated Growth Internationally of 16% cc

US-\$ in millions	H1 2007	H1 2008	Growth	cc
North America	2,983	3,028	2%	
Adjusted for the sale of the perfusion business			3%	
International	573	741	29%	16%
Total	3,556	3,769	6%	4%
Adjusted for the sale of the perfusion business			7%	5%

cc = constant currency



Overall Strong Quality Performance Except for Hemoglobin

% of FME patients	North America		EMEA	
	Q2 2007	Q2 2008	Q2 2007	Q2 2008
Kt/V \geq 1.2	94%	95%	94%	95%
Hemoglobin \geq 11 g/dl	81%	73%	72%	69%
Albumin \geq 3.5 g/dl	79%	80%	86%	85%
Phosphate 3.5-5.5 mg/dl	52%	55%	57%	60%
Hospitalization days	11.2*	10.5*	7.9	8.0

* The hospitalization rates for the US reflects FMS adoption of CMS policy

Excellent External Product Revenue Growth

US-\$ in millions	Q2 2007	Q2 2008	Growth	cc
Total revenue (incl. Internal Revenue)	799	953	19%	10%
External revenue	609	741	22%	12%
↳ North America	161	182	13%	13%
↳ International	448	559	25%	11%

cc = constant currency

Excellent External Product Revenue Growth

US-\$ in millions	H1 2007	H1 2008	Growth	cc
Total revenue (incl. Internal Revenue)	1,539	1,822	18%	10%
External revenue	1,169	1,408	20%	11%
↳ North America	314	354	13%	13%
↳ International	855	1,054	23%	10%

cc = constant currency

Cash Flow



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US-\$ in millions	H1 2007	H1 2008	Growth
Net cash provided by operating activities ¹⁾	508	401 8% of revenue	(21%)
Capital expenditures (net) ¹⁾	(237)	(332)	
Free Cash Flow	271	69	(75%)
Acquisitions, net of divestitures ¹⁾	(90)	(92)	
Free Cash Flow after acquisitions	181	(23)	

1) A reconciliation to the most directly comparable US-GAAP financial measure is provided in the attachment.

Profit & Loss



Fresenius Medical Care

US-\$ in millions	H1 2007	H1 2008	Growth
Net revenue	4,725	5,177	10%*
Operating income (EBIT)	756	818	8%
EBIT margin in %	16.0	15.8	
Interest expense, net	187	165	
Income before income tax	569	653	15%
Income Tax expense	216	243	
Tax rate	38.0%	37.2%	
Minority interest	14	13	
Net income	339	397	17%

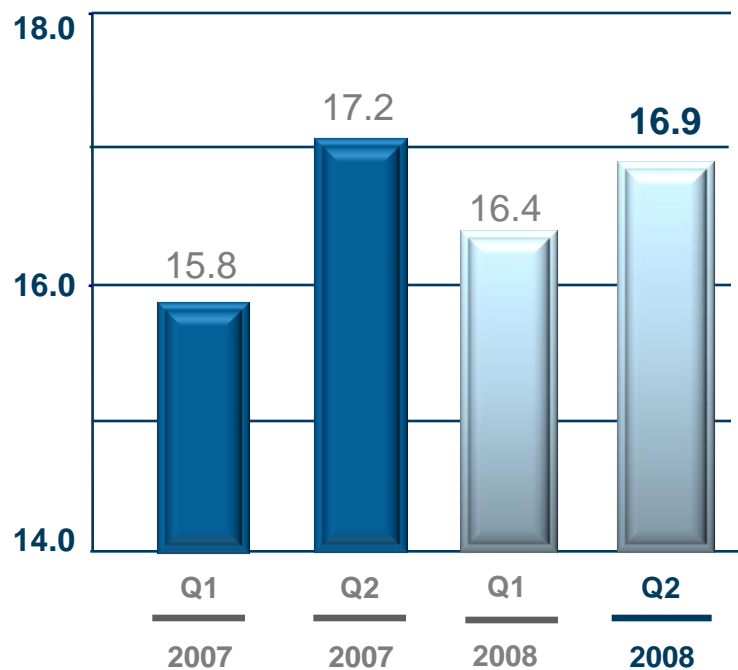
* 6% growth at constant currency, 6% organic growth



Continued Solid Performance in All Segments

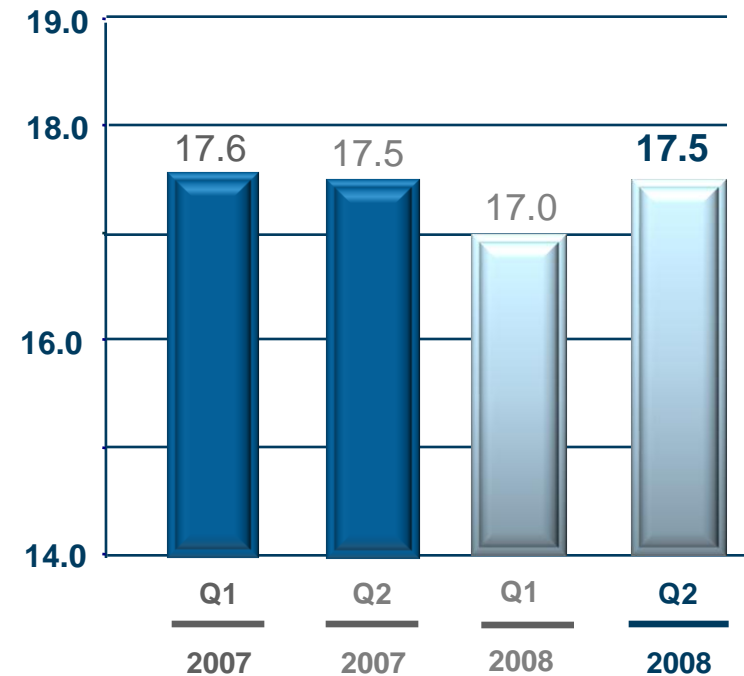
North America

in %



International

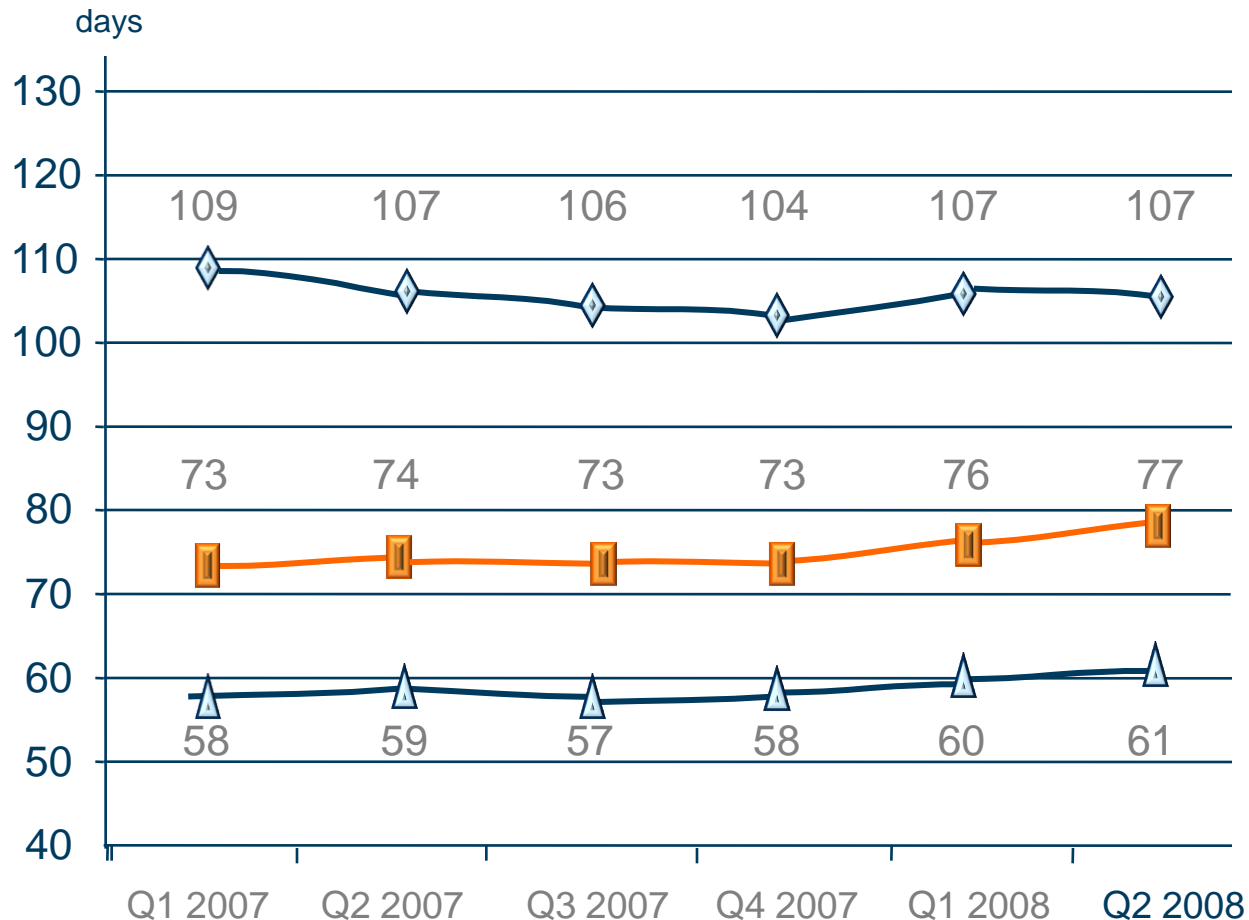
in %



Days Sales Outstanding (DSO)



Overall Slightly Increasing since Beginning of the Year



International

FME Total

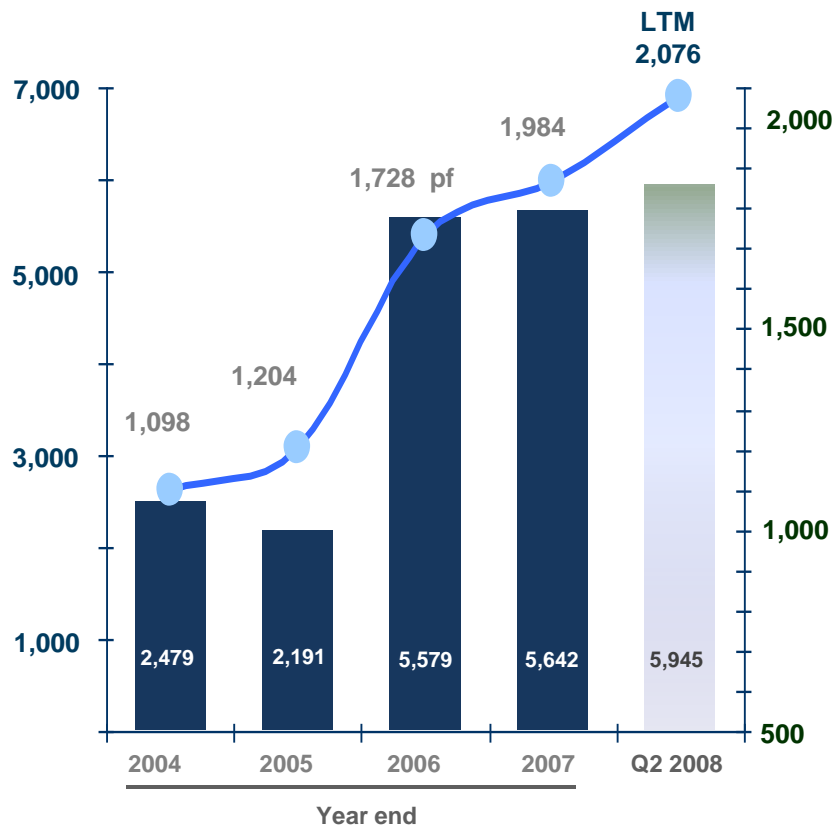
North America



Debt and EBITDA Development

Debt

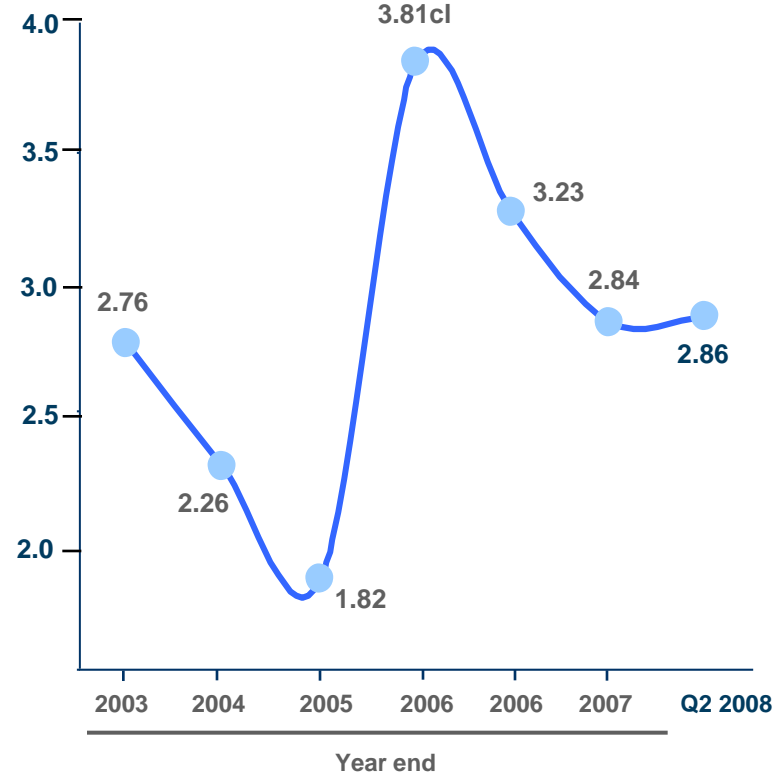
US-\$ in millions



EBITDA *

US-\$ in millions

Leverage Ratio Debt / EBITDA



* including non-cash charges

pf = pro forma excluding restructuring costs, in-process R&D and gain from the sale of dialysis clinics

lrm = last twelve months

cl = closing RCG

A reconciliation to the most directly comparable US-GAAP financial measure is provided in the attachment.

Financial Cushion (as of June 30, 2008)



Fresenius Medical Care

\$ in millions	Facility	Utilization ¹⁾	Cushion
Credit Agreement	4,128	3,347	781
Trust Preferred Securities	698	698	0
Bond 2007 – 2017	500	500	0
Notes (Schuldscheindarlehen)	315	315	0
EIB Facility	348	191	0
Other bank facilities	526	300	226
Subtotal	6,515	5,351	1,007
Accounts Receivable Program			
North America ²⁾	620	599	21
TOTAL	7,135	5,950	1,028

¹⁾ Utilization may differ from Balance Sheet debt due to off-balance sheet items

²⁾ \$ 650 million facility amount, limit represents maximum amount of eligible receivables

Current Debt Maturity

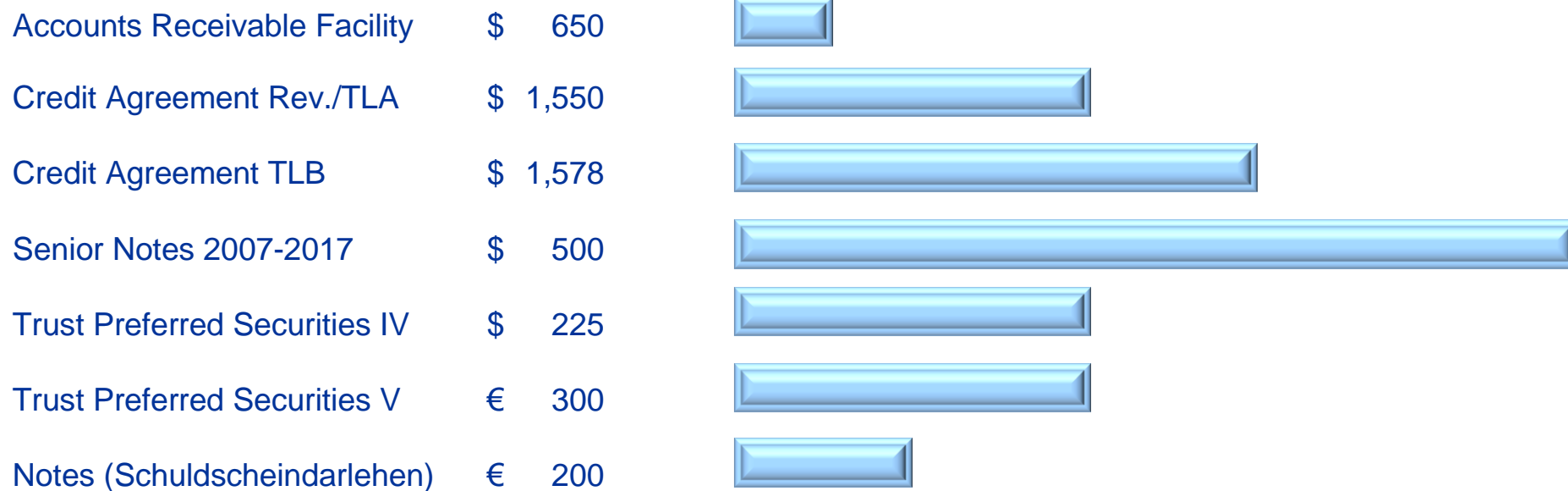


June 30, 2008

Amount
in million

Year

07 08 09 10 11 12 13 14 15 16 17





Reconciliation of non US-GAAP financial measures to the most directly comparable US-GAAP financial measure

All numbers are in US-\$ millions

External Revenue	Q2 2008	Q2 2007	growth	cc
International product revenue	638	508	+ 26%	+ 12%
- Internal revenue	(79)	(61)		
= External revenue	559	447	+ 25%	+ 11%
North America product revenue	315	291	+ 8%	
- Internal revenue	(133)	(130)		
= External revenue	182	161	+ 13%	
TOTAL product revenue	953	799	+ 19%	+ 10%
- Internal revenue	(212)	(191)		
= External revenue	741	608	+ 22%	+ 12%
Capital expenditure (net)	H1 2008	H1 2007	Q2 2008	Q2 2007
Purchase of property, plant and equipment	343	249	184	133
- Proceeds from sale of property, plant and equipment	(11)	(12)	(5)	(3)
= Capital expenditure (net)	332	237	179	130

cc = constant currency



Reconciliation of non US-GAAP financial measures to the most directly comparable US-GAAP financial measure

All numbers are in US-\$ millions

Debt	Q2 2008	FY 2007	FY 2006	FY 2005	FY 2004
Short term borrowings	734	217	331	151	419
+ Short term borrowings from related parties	181	2	5	19	6
+ Current portion of long-term debt and capital lease obligations	151	85	160	126	230
+ Current portion of Trust Preferred Securities	-	670			
+ Long-term debt and capital lease obligations, less current portion	4,183	4,004	3,829	707	545
+ Trust Preferred Securities (net of current portion)	696	664	1,254	1,188	1,279
= Total debt	5,945	5,642	5,579	2,191	2,479

EBITDA	Q2 2008	FY 2007	FY 2006 (pro forma)	FY 2005	FY 2004
Last twelve months operating income (EBIT)	1,642	1,580	1,367	939	852
+ Last twelve months depreciation and amortization	392	363	326	251	233
+ Non-cash charges	42	41	35	14	13
= EBITDA (annualized)	2,076	1,984	1,728	1,204	1,098

Cash Flow	H1 2008	H1 2007	Q2 2008	Q2 2007
Acquisitions and investments and net purchases of intangible assets	(133)	(117)	(60)	(26)
Proceeds from divestitures	41	27	2	28
Acquisitions, net of divestitures	(92)	(90)	(58)	2



Fresenius Medical Care AG & Co. KGaA
Investor Relations
Else-Kröner-Str. 1
61352 Bad Homburg v.d.H.

Ordinary shares

WKN 578 580
ISIN DE0005785802
SEDOL1 5129074 DE

Oliver Maier
Head of Investor Relations & Corporate Communications

Tel.: +49-(0)6172-609-2601
Fax.: +49-(0)6172-609-2301
Email: oliver.maier@fmc-ag.com

Terry L. Morris
Tel.: +1-800-948-2538
Fax.: +1-615-345-5605
Email: terry.morris@fmc-na.com

Gerrit Jost
Tel.: +49-(0)6172-609-5216
Fax.: +49-(0)6172-609-2301
Email: gerrit.jost@fmc-ag.com



November 4th, 2008

Report Q3/9M 2008

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