



forward...

# ...thinking:

reflects our commitment to pursuing medical progress for the patient's benefit.

Fresenius is a health care Group with products and services for dialysis, the hospital and the medical care of patients at home. In addition, Fresenius focuses on hospital management as well as on engineering and services for hospitals and other health care facilities. About 114,000 employees work with dedication in the service of health in around 100 countries of the globe.



## SALES BY BUSINESS SEGMENT

in € m	2007	2006	Change
Fresenius Medical Care	7,093	6,768	5 %
Fresenius Kabi	2,030	1,893	7 %
Fresenius Helios	1,841	1,673	10 %
Fresenius Vamed	408	392	4 %

## FRESENIUS GROUP IN FIGURES

in € m

	2007	2006	2005
<b>Earnings</b>			
Sales	11,358	10,777	7,889
EBIT	1,609	1,444	969
EBIT margin	14.2 %	13.4 %	12.3 %
Net income	410	330	222
Operating cash flow	1,296	1,052	780
<b>Balance sheet</b>			
Total assets	15,324	15,024	11,594
Equity ratio <sup>1)</sup>	40 %	38 %	44 %
Acquisitions	613	3,714	1,894
Investments <sup>2)</sup>	705	600	353
<b>Employees (Dec. 31)</b>	<b>114,181</b>	104,872	91,971

<sup>1)</sup> Equity including minority interests

<sup>2)</sup> Investments in property, plant and equipment and intangible assets

## KEY DATA OF THE FRESENIUS SHARES

	2007	2006	2005
Number of shares	155,164,770	51,451,292	50,722,280
Market capitalization <sup>1)</sup>	8,759	8,091	5,596
Per share in €			
Dividend ordinary share	0.66 <sup>3)</sup>	0.57	0.49 <sup>2)</sup>
Dividend preference share	0.67 <sup>3)</sup>	0.58	0.50 <sup>2)</sup>
Earnings ordinary share	2.64	2.15 <sup>2)</sup>	1.76 <sup>2)</sup>
Earnings preference share	2.65	2.16 <sup>2)</sup>	1.77 <sup>2)</sup>

<sup>1)</sup> in million €, total number of ordinary and preference shares multiplied by the respective Xetra year-end quotations on the Frankfurt Stock Exchange

<sup>2)</sup> Adjusted for share split

<sup>3)</sup> Proposal

## FRESENIUS MEDICAL CARE



Dialysis products,  
Dialysis care,  
Extracorporeal therapies

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 1.6 million patients worldwide. Through its network of 2,238 dialysis clinics in North America, Europe, Asia-Pacific, Latin America and Africa, Fresenius Medical Care provides dialysis treatment to 173,863 patients (as of Dec. 31, 2007). The company also provides a wide range of products for **hemodialysis** and **peritoneal dialysis** such as hemodialysis machines, dialyzers and related disposable products (see also "At a Glance" flyer of Fresenius Medical Care).

### KEY FIGURES

	2007 in US\$m	2006 in US\$m	Change
Sales	9,720	8,499	14 %
EBIT	1,580	1,318	20 %
Net income	717	537	34 %
Operating cash flow	1,200	908	32 %
Capital expenditure/acquisitions	932	4,783	-81 %
R & D expenses	67	51	31 %
Employees (December 31)	64,662	59,996	8 %

## FRESENIUS KABI



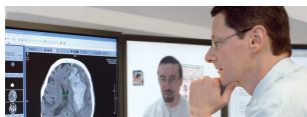
Infusion therapy,  
Clinical nutrition,  
Transfusion technology

Fresenius Kabi is the market leader in **infusion therapy** and **clinical nutrition** in Europe and holds leading positions in important countries of Latin America and the Asia-Pacific region. The company offers infusion therapies and clinical nutrition for critically and chronically ill patients in and outside the hospital. In infusion therapy, Fresenius Kabi offers products for fluid and blood volume replacement, intravenously administered generic drugs as well as the related medical devices. The clinical nutrition portfolio comprises parenteral and enteral nutrition products. To administer these products, Fresenius Kabi offers a wide range of nutrition pumps and disposables.

### KEY FIGURES

	2007 in € m	2006 in € m	Change
Sales	2,030	1,893	7 %
EBIT	332	291	14 %
Net income	183	143	28 %
Operating cash flow	179	202	-11 %
Capital expenditure/acquisitions	294	127	--
R & D expenses	86	77	12 %
Employees (December 31)	16,964	15,591	9 %

## FRESENIUS HELIOS



Hospital operation

Fresenius Helios is one of the largest **private hospital operators** in Germany. The company provides expertise in all areas and at all levels of clinical care, including maximum care. Fresenius Helios owns 60 clinics, including five maximum-care hospitals in Berlin-Buch, Erfurt, Krefeld, Schwerin and Wuppertal (as of Dec. 31, 2007). The HELIOS Group also comprises postacute care clinics.

### KEY FIGURES

	2007 in € m	2006 in € m	Change
Sales	1,841	1,673	10 %
EBIT	155	133	17 %
Net income	64	59	8 %
Operating cash flow	202	141	43 %
Capital expenditure/acquisitions	323	214	51 %
Employees (December 31)	30,043	26,368	14 %

## FRESENIUS VAMED



Engineering and Services  
for hospitals and  
other health care facilities

Fresenius Vamed provides **engineering and services for hospitals and other health care facilities** worldwide. The portfolio ranges from project development, planning and turnkey construction as well as facility management to total operational management.

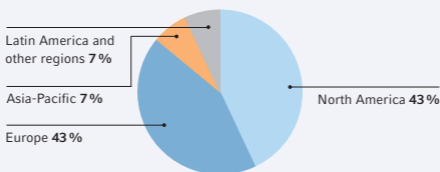
VAMED AG headquartered in Vienna, Austria, has completed approximately 450 health care projects in 47 countries since its foundation in 1982. According to the philosophy “all out of one hand”, the VAMED group is a competent partner in health care.

### KEY FIGURES

	2007 in € m	2006 in € m	Change
Sales	408	392	4 %
EBIT	26	23	13 %
Net income	23	20	15 %
Operating cash flow	72	34	112 %
Capital expenditure/acquisitions	10	5	100 %
Order Intake	395	337	17 %
Employees (December 31)	1,767	1,768	0 %

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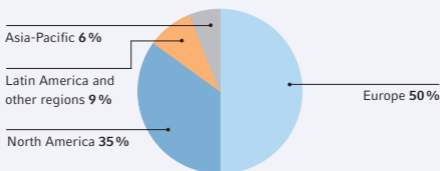
## SALES BY REGION



2007: € 11.4 billion

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## EMPLOYEES BY REGION



2007: 114,181



### Corporate Head Office

Else-Kröner-Straße 1  
Bad Homburg  
Germany

### Postal address

Fresenius SE  
61346 Bad Homburg  
Germany

[www.fresenius.com](http://www.fresenius.com)

### Contact for shareholders

Investor Relations  
Phone: ++49 61 72 608-24 85/-26 37  
Fax: ++49 61 72 608-24 88  
E-mail: [ir-fre@fresenius.com](mailto:ir-fre@fresenius.com)

### Contact for journalists

Corporate Communications  
Phone: ++49 61 72 608-23 02  
Fax: ++49 61 72 608-22 94  
E-mail: [pr-fre@fresenius.com](mailto:pr-fre@fresenius.com)