

A Leading Global Health Care Group



7. internationaler RBI Schulscheintag
March 8, 2017 – Stuttgart

Safe Harbor Statement

This presentation contains forward-looking statements that are subject to various risks and uncertainties. Future results could differ materially from those described in these forward-looking statements due to certain factors, e.g. changes in business, economic and competitive conditions, regulatory reforms, results of clinical trials, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, and the availability of financing. Fresenius does not undertake any responsibility to update the forward-looking statements contained in this presentation.

Agenda

1 Company Overview

2 Business Segments

- Fresenius Medical Care
- Fresenius Kabi
- Fresenius Helios
- Fresenius Vamed

3 Financial Overview

4 Financing Facilities and Debt Structure

5 Acquisition of Quirónsalud

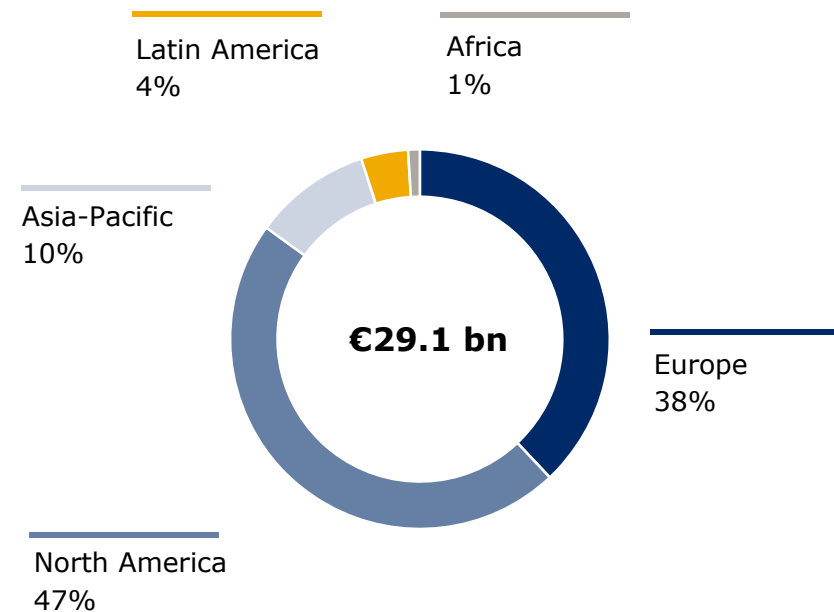
6 Summary and Outlook

Company Overview



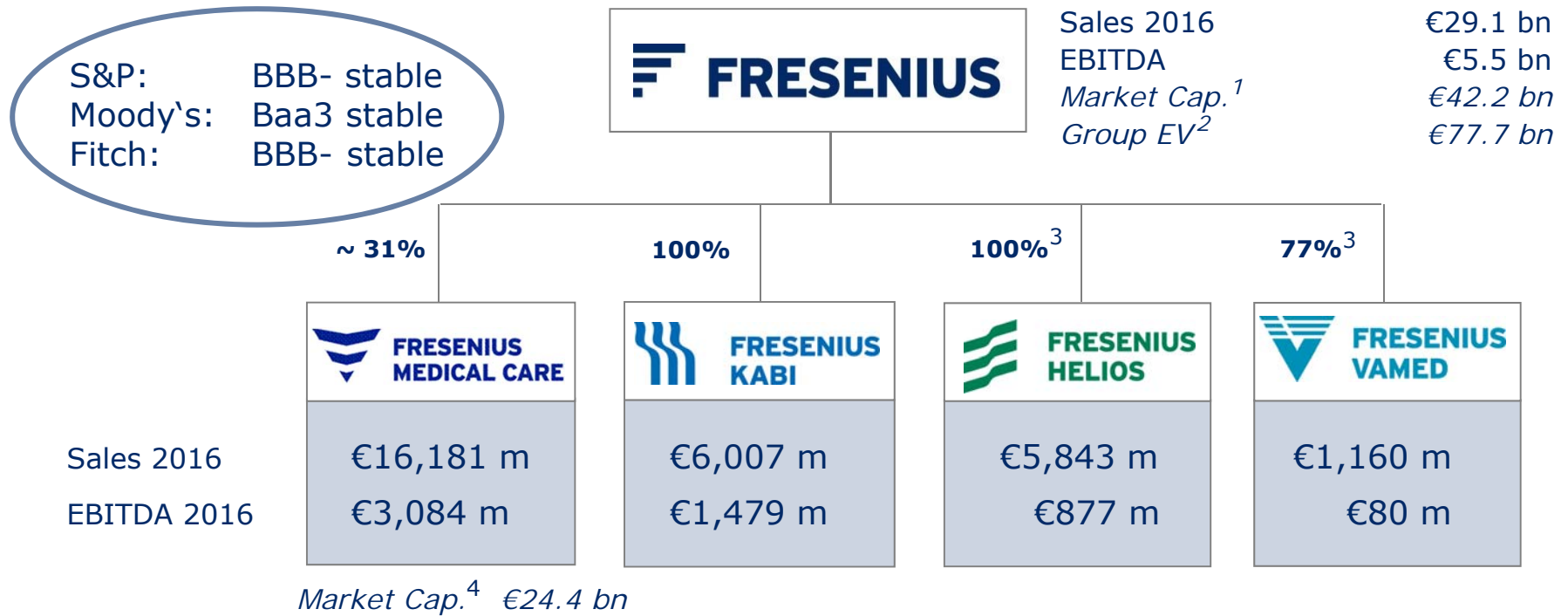
Fresenius Group: A Global Leader in Health Care Products and Services

- Sales €29.1 bn, net income¹ €2.7 bn in 2016
- Strong and well-diversified portfolio
- Leading market positions
- Global presence
- Long-term opportunities in growing, non-cyclical markets



1 – Net income incl. attributable to non-controlling interest

Fresenius Group: Strong and Balanced Health Care Portfolio



1 - Based on market capitalization of FSE as of March 01, 2017

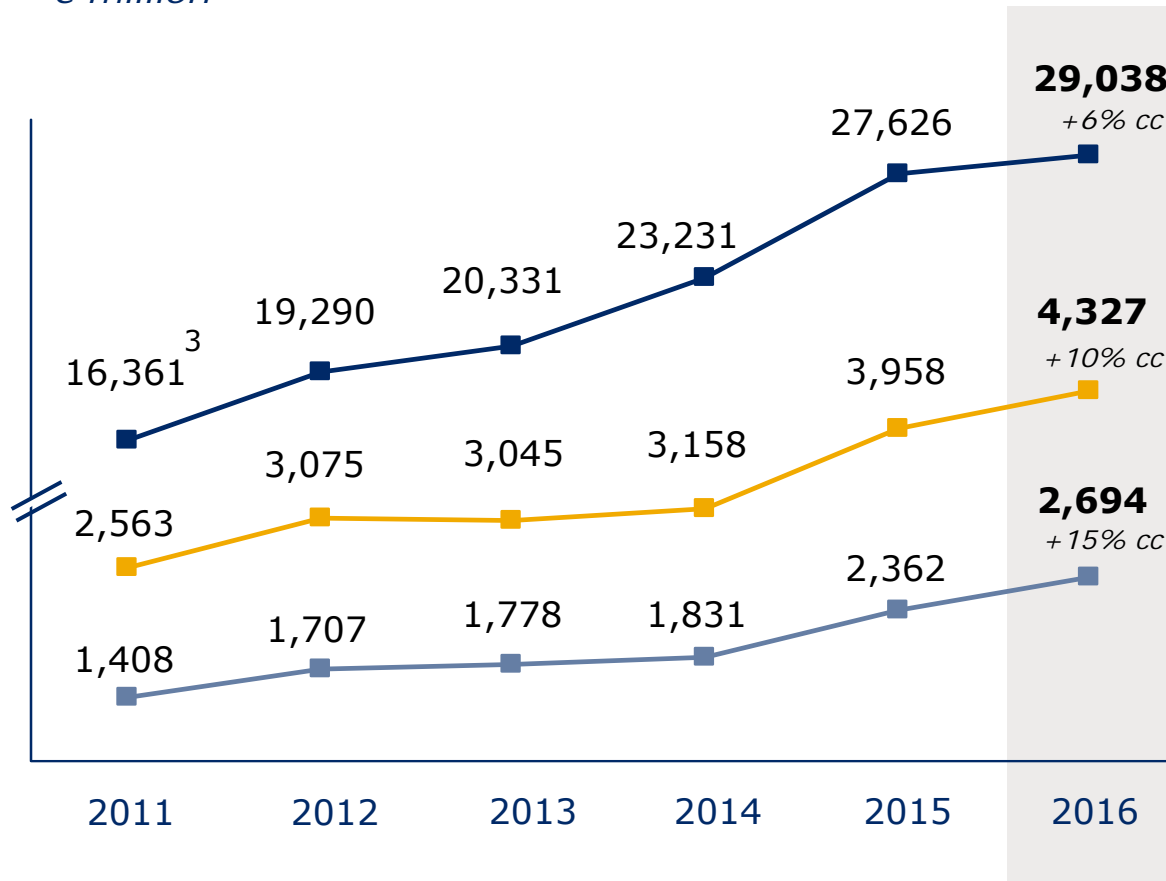
2 - Based on consolidated market capitalization of FSE and FME as of March 01, 2017 and Pro Forma consolidated net debt as of January 31, 2017

3 - Held by Fresenius ProServe GmbH, a wholly owned subsidiary of FSE

4 - Based on market capitalization of FME as of March 01, 2017

Fresenius Group: Financial Results

€ million



5yr CAGR

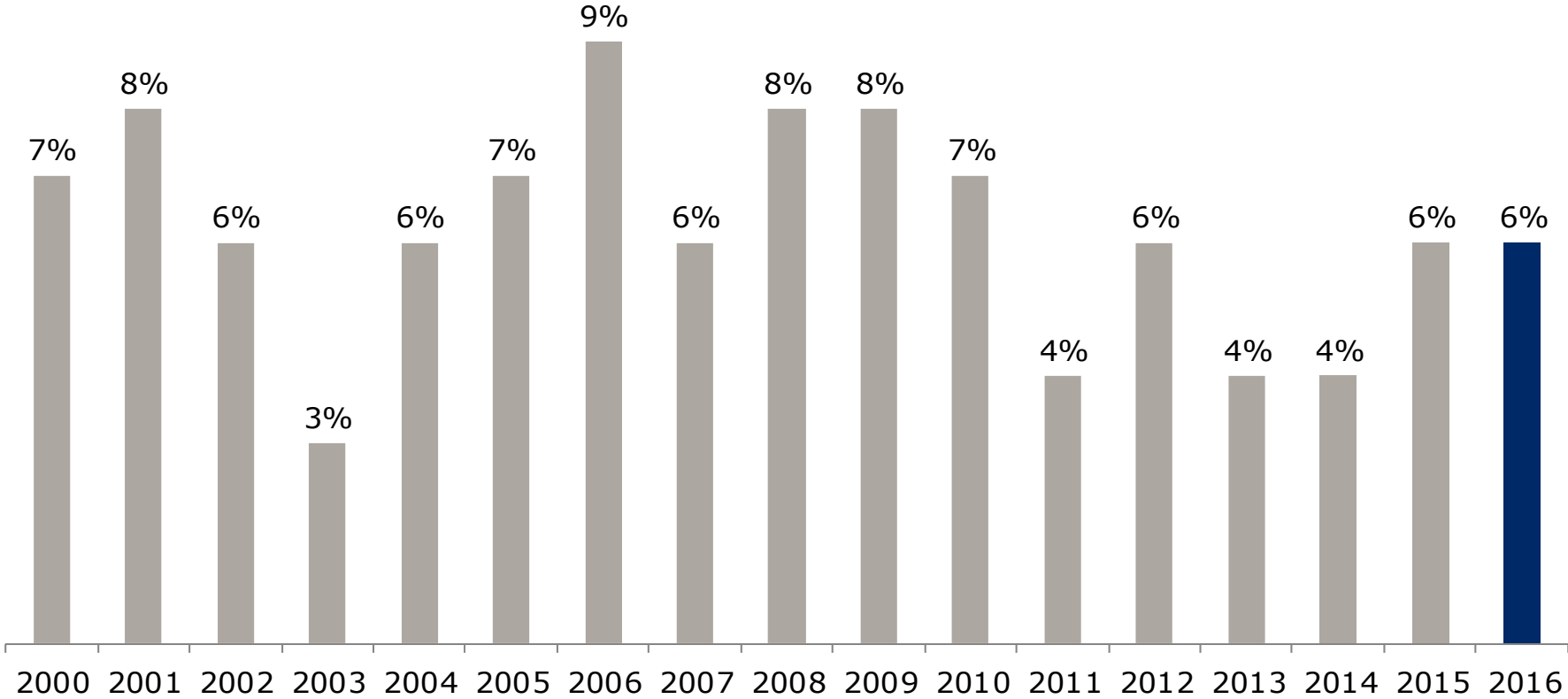
Sales	12%
EBIT¹	11%
Net Income^{1,2}	14%

1 - Before special items

2 - Incl. attributable to non-controlling interest

3 - 2011 sales were adjusted by -€161 m according to a U.S. GAAP accounting change
This solely relates to Fresenius Medical Care North America

Fresenius Group: Sustainable Organic Sales Growth

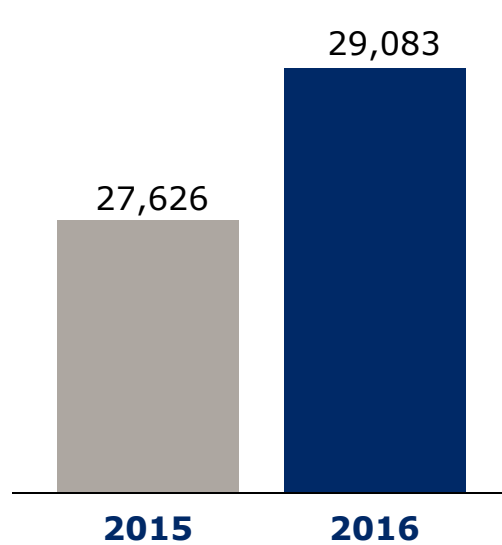


Fresenius Group: Key Financial Results 2016

€ million

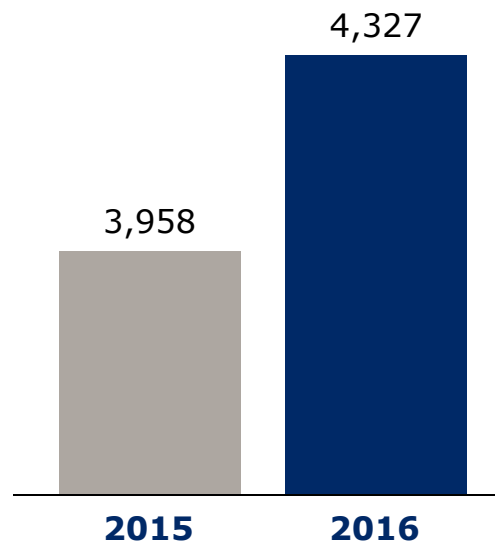
Sales

+6% cc



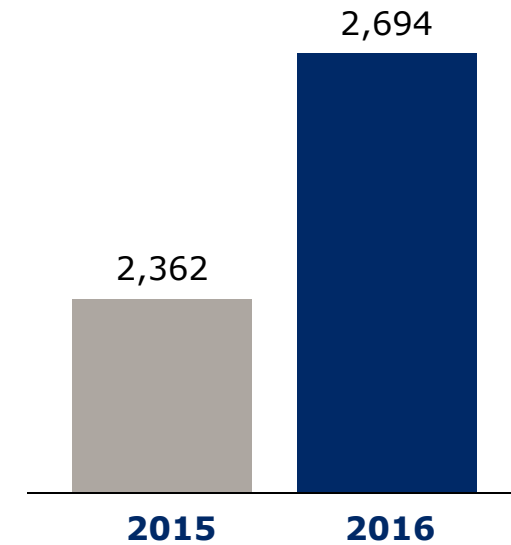
EBIT¹

+10% cc



Net Income^{1,2}

+15% cc



1 - 2015 before special items

2 - Incl. attributable to non-controlling interest, 2015 before special items

Business Segments

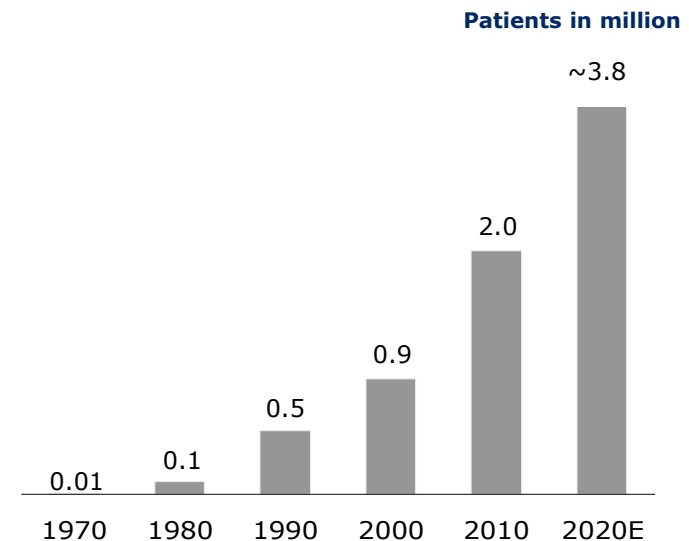


Fresenius Medical Care: Global Market Leader in Dialysis

- World leader in dialysis products and services treating 308,471 patients in 3,624 clinics worldwide¹
- Provides highest standard of patient care
 - Vertical integration
 - High quality products & services
 - Complete therapy offerings
- Leader in growing market
 - Dialysis market growing 4% cc and estimated to reach around \$100 bn by 2023
 - Patient growth driven by age, life style and higher life expectancy
 - Growth opportunities in emerging markets and value-based care

Industry Dynamics






~6% global patient growth p.a.
~3.8 million patients by 2020 expected



¹ – As of December 31, 2016

Fresenius Medical Care: Leading in all Regions¹








North America

Provider	Patients	Countries
 FRESENIUS MEDICAL CARE	189,000	2
 Davita	188,500	1
 U.S. RENAL CARE	24,000 ²	1
 DCI	15,200 ²	1
 AMERICAN RENAL	14,200 ²	1






Latin America

Provider	Patients	Countries
 FRESENIUS MEDICAL CARE	30,400	7
 Baxter	8,600	3
 DIAVERUM	5,100	3
 Davita	5,200	2
 B BRAUN	1,530	2

Europe, Middle East, Africa

Provider	Patients	Countries
 FRESENIUS MEDICAL CARE	59,800	26
 DIAVERUM	22,600	15
 KFH	19,500	1
 B BRAUN	19,200	22
 PHV-Der Dialysepartner	7,000	1
 Davita	4,800	4
 Baxter	2,300	3

Asia Pacific

Provider	Patients	Countries
 FRESENIUS MEDICAL CARE	29,300	12
 B BRAUN	5,600	6
Showai-Kai	5,200	1
 Tokushukai Group Aiming for the society in which anybody	4,100	1
 Davita	3,300	5
 DIAVERUM	610	2

1 - Company data and internal estimates, as of December, 31 2016 (if not stated otherwise)

2 - Company data and internal estimates, as of September, 30 2016

Fresenius Medical Care: Key Figures 2016

<i>\$ million</i>	2016	2015	Growth
Total Sales	17,911	16,738	+7% ¹
EBITDA	3,413	3,044	+12%
<i>margin</i>	<i>19.1%</i>	<i>18.2%</i>	
EBIT	2,638	2,327	+13%
<i>margin</i>	<i>14.7%</i>	<i>13.9%</i>	
Interest, net	-406	-391	-4%
EBT	2,232	1,936	+15%
Taxes	-683	-623	-10%
Non-controlling interest	-306	-284	-8%
Net Income ²	1,243	1,029	+21% ³

1 - 7% organic growth, 1% acquisitions, -1% currency effects

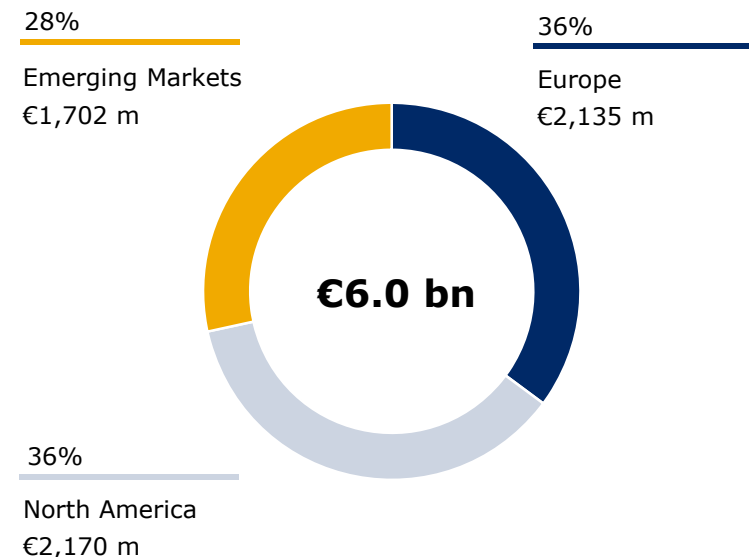
2 - Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA

3 - +16% adjusted by settlement costs for an agreement in principle related to GranuFlo in 2015 and acquisitions effects

Fresenius Kabi: A Worldwide Leading Hospital Supplier

- Comprehensive product portfolio for critically and chronically ill patients:
 - Generic I.V. Drugs
 - Clinical Nutrition
 - Infusion Therapy
 - Medical Devices / Transfusion Technology
- Global addressable market: >€33 bn
- Leading market positions
- Focus on organic growth driven by geographic product rollout and robust product pipeline
- Aim to expand the business through selective acquisitions

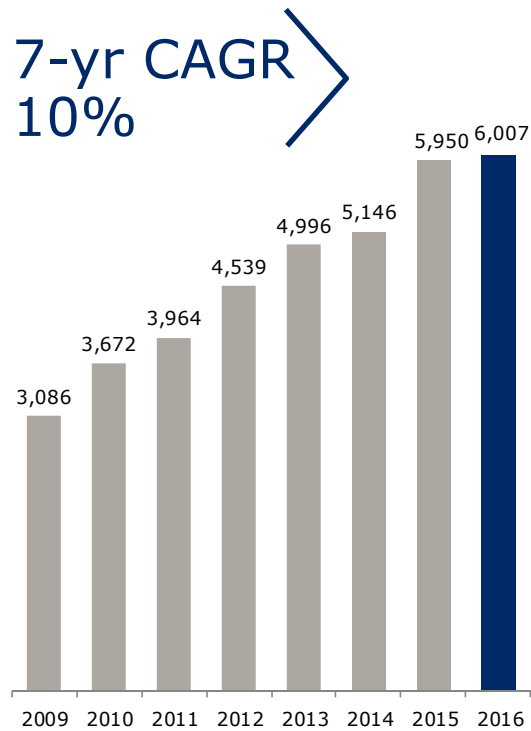
2016 Sales by Region



Fresenius Kabi: Strong Growth Track Record & High Profitability

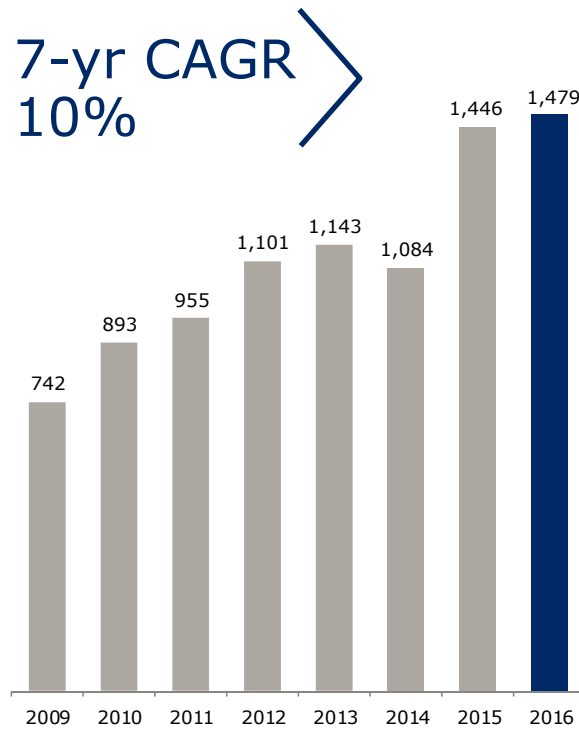
Sales

€ million

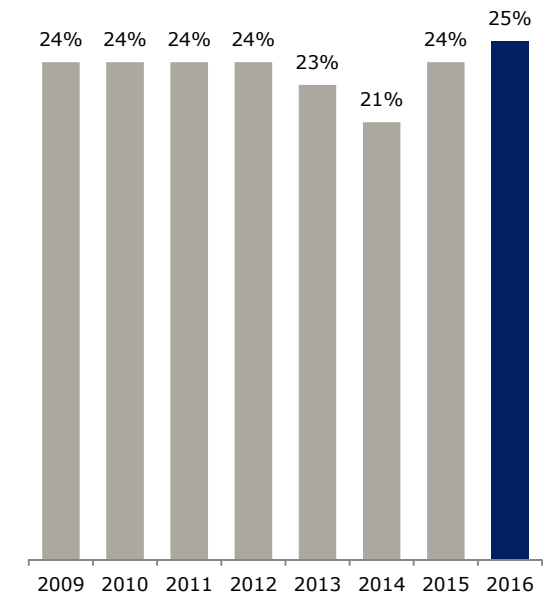


EBITDA¹

€ million



EBITDA¹ Margin



1 - Before special items

Fresenius Kabi: Key Figures 2016

<i>€ million</i>	2016	2015	Growth
Total Sales	6,007	5,950	+1% ¹
EBITDA ³ <i>margin</i>	1,479 24.6%	1,446 24.3%	+2%
EBIT ³ <i>margin</i>	1,224 20.4%	1,189 20.0%	+3%
Interest, net	-149	-184	+19%
EBT ³	1,075	1,005	+7%
Taxes ³	-323	-306	-6%
Non-controlling interest	-36	-30	-20%
Net Income ^{2,3}	716	669	+7%

- 1 - 5% organic growth, -1% divestitures, -3% currency effects
 2 - Net income attributable to shareholders of Fresenius Kabi AG
 3 - 2015 before special items

Fresenius Helios: Leading Hospital Operator in Germany

- German Acute Care Hospital Market:
~€91 bn¹, thereof 18% privatized
- ~6% share in German Acute Care Hospital Market
- High-quality medical care
- Solid organic growth based on growing number of admissions and reimbursement rate increases
- Strong track record in hospital operations and acquisitions: targeting 12 – 15% EBIT margin within 6 years per individual clinic location
- Negligible bad debt ratio due to comprehensive insurance coverage of German population

Largest Network with 112 Hospitals²



1 – German Federal Statistical Office 2015; total costs, gross of the German hospitals less academic research and teaching

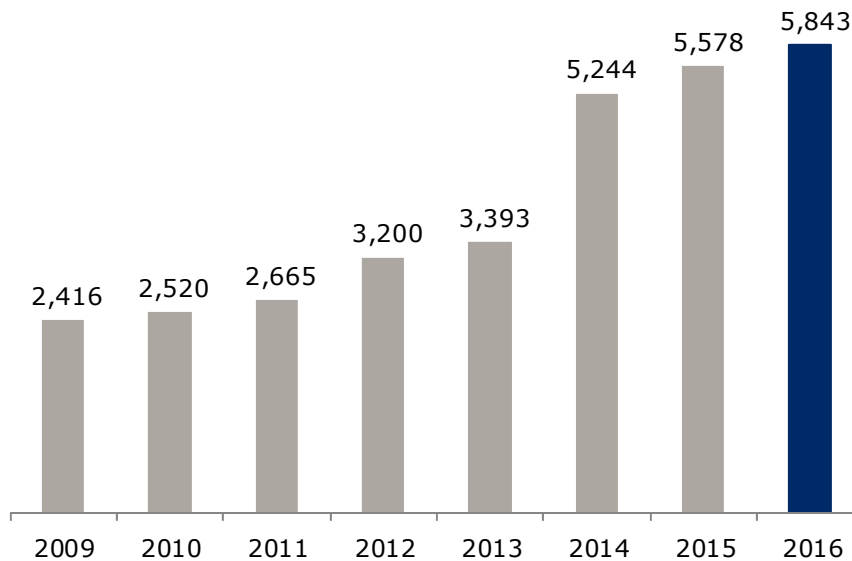
2 – As of December 31, 2016

Fresenius Helios: Strong Growth Track Record & High Profitability

Sales

€ million

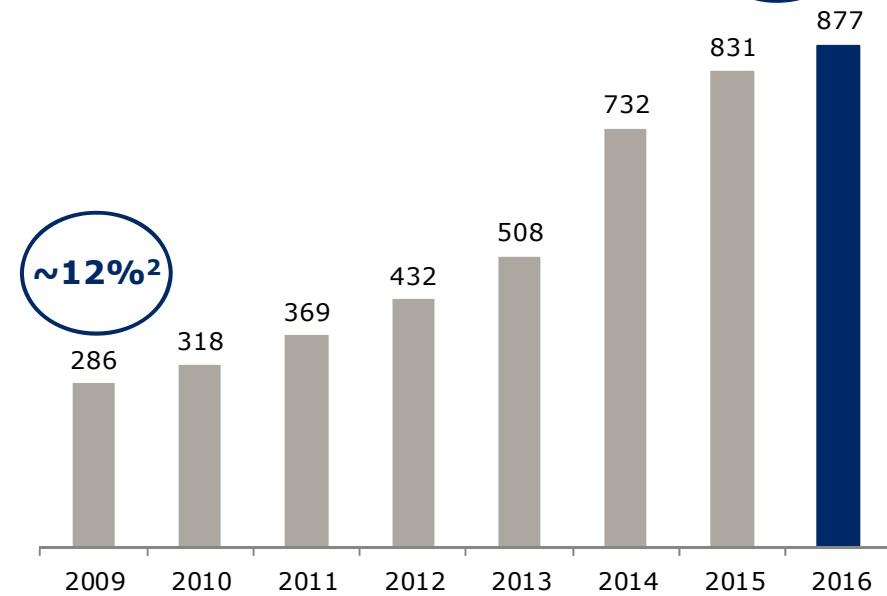
7-yr CAGR
13%



EBITDA¹

€ million

7-yr CAGR
17%



1 - Before special items
2 - EBITDA Margin

Fresenius Helios: Key Figures 2016

<i>€ million</i>	2016	2015	Growth
Total Sales	5,843	5,578	+5%¹
EBITDA³ <i>margin</i>	877 15.0%	831 14.9%	+6%
EBIT³ <i>margin</i>	682 11.7%	640 11.5%	+7%
Interest, net	-37	-48	+23%
EBT³	645	592	+9%
Taxes ³	-100	-108	-7%
Non-controlling interest	-2	-1	-100%
Net Income^{2,3}	543	483	+12%

1 – 4% organic growth, 1% acquisitions

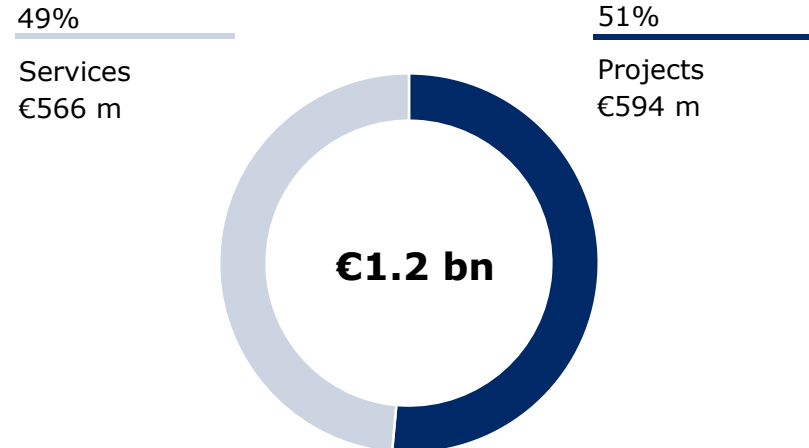
2 – Net income incl. attributable to shareholders of HELIOS Kliniken GmbH

3 – 2015 before special items

Fresenius Vamed: A Leading Global Specialist in Hospital Projects and Services

- Specialized in project development, building hospital infrastructure and providing hospital services (technical services and operational management)
- Track record:
 - >760 health care projects in 78 countries successfully completed
 - Services provided to > 550 hospitals and 135,000 beds globally
- Continuous demand for hospital infrastructure and operating efficiency
 - Key markets: Europe, Asia-Pacific, Africa

2016 Sales by Business



Financial Overview



Fresenius Group: Key Figures 2016

<i>€ million</i>	2016	2015	Growth
Sales	29,083	27,626	+5%¹
EBITDA²	5,500	5,073	+8%
EBIT²	4,327	3,958	+9%
Interest, net	-582	-613	+5%
EBT²	3,745	3,345	+12%
Taxes ²	-1,051	-983	-7%
Net Income^{2,3}	2,694	2,362	+14%
Employees⁴	232,873	222,305	

1 – 6% organic growth, 1% acquisitions, -1% divestitures, -1% currency effects

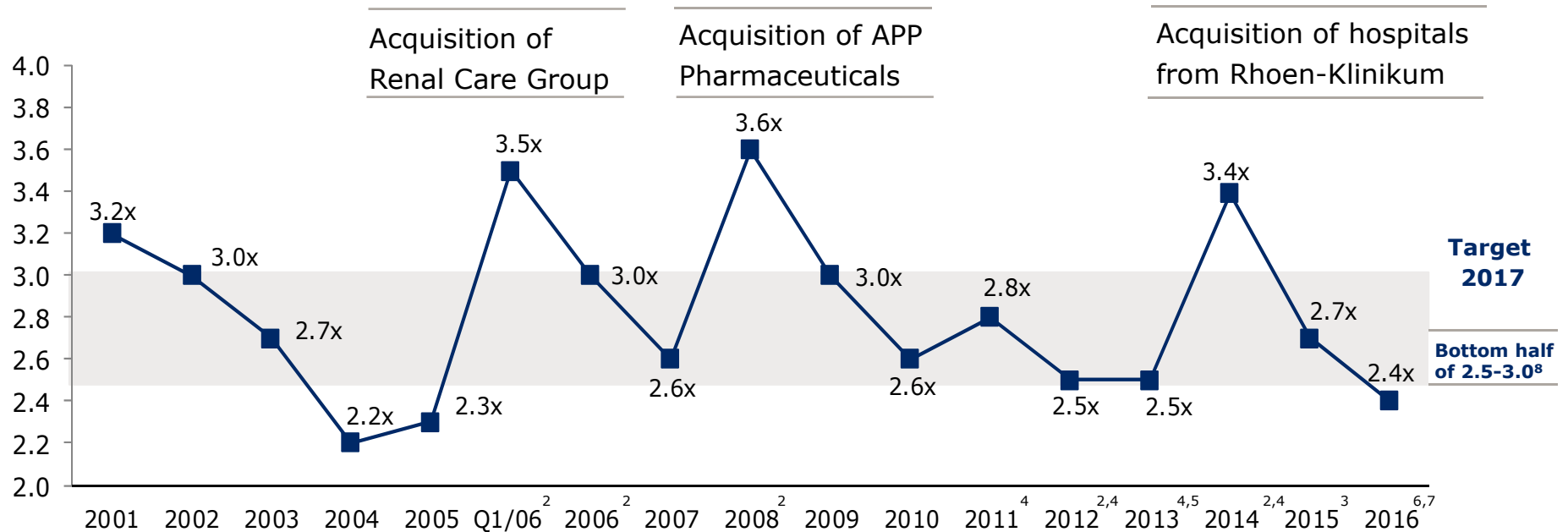
2 – Before special items

3 – Net income incl. attributable to non-controlling interest

4 – As of December, 31

Fresenius Group: Proven Track Record of Deleveraging

Net Debt/EBITDA¹



- 1 – At actual FX rates for both EBITDA and net debt
- 2 – Pro forma acquisitions, before special items
- 3 – Before special items
- 4 – Adjusted due to debt issuance cost restatement (U.S. GAAP standard ASU 2015 – 03)
- 5 – Pro forma excluding advances made for the acquisition of hospitals from Rhoen-Klinikum AG, before special items
- 6 – Pro Forma the acquisition of Quirónsalud: 3.1x (at LTM average FX rates for both net debt and EBITDA)
- 7 – Pro Forma acquisitions
- 8 – Calculated at expected annual average exchange rates, for both net debt and EBITDA; without large unannounced acquisitions

Financing Facilities and Debt Structure



Fresenius Group: Capitalization – December 31, 2016 Pro Forma⁴

	in € million	in \$ million ³	% of total cap	EBITDA LTM x
FSE 2013 Credit Agreement: Revolver (€, US-\$)	300	316	0.4%	
FSE 2013 Credit Agreement: Term Loan A (€, US-\$)	2,487	2,622	3.2%	
Senior Notes (€, US-\$)	5,369	5,659	6.9%	
Convertible Bonds	977	1,030	1.3%	
Schuldschein Loans	2,189	2,307	2.8%	
Commercial Paper	178	188	0.2%	
Other debt less total debt issuance costs, gross	496	523	0.6%	
Total Debt (FSE excl. FMC), gross	11,996	12,645	15.4%	
Cash (excl. FMC)	796	839	1.0%	
Total debt (FSE excl. FMC), net	11,200	11,806	14.4%	
Total FMC debt, net	7,423	7,825	9.6%	
Consolidation Adjustments	(12)	(13)		
Total consolidated debt, net	18,611	19,618	24.0%	3.1x
Market capitalization ¹	59,066	62,215	76.0%	9.9x
Total capitalization	77,677	81,833	100.0%	13.0x
FSE Group EBITDA² Pro Forma				5,958

1 – Based on market capitalization for FSE and FMC as of March 01, 2017

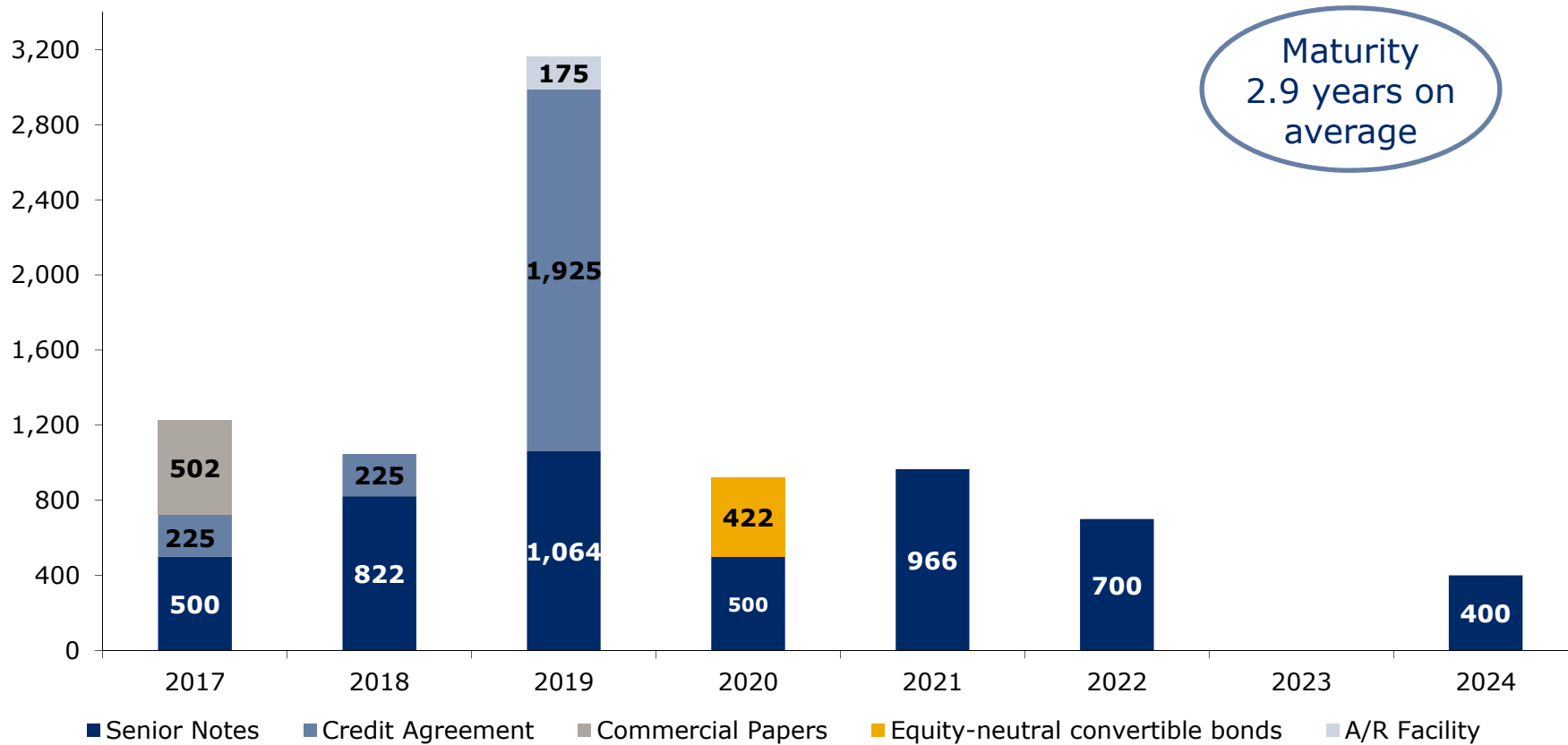
2 – Before special items; pro forma acquisition of Quironsalud and FME acquisitions

3 – Exchange rate of 1.0541 as of December 31, 2016, except for market capitalization which uses exchange rate as of March 01, 2017

4 - Pro Forma the acquisition of Quironsalud: €2.6bn Senior Notes, €1.2bn Incremental credit facilities, €1.0bn Schuldschein loans, €500 million Synthetic Convertible bonds, €110 million cash. Subject to working capital adjustments

Fresenius Medical Care: Debt Maturity Profile¹ December 31, 2016

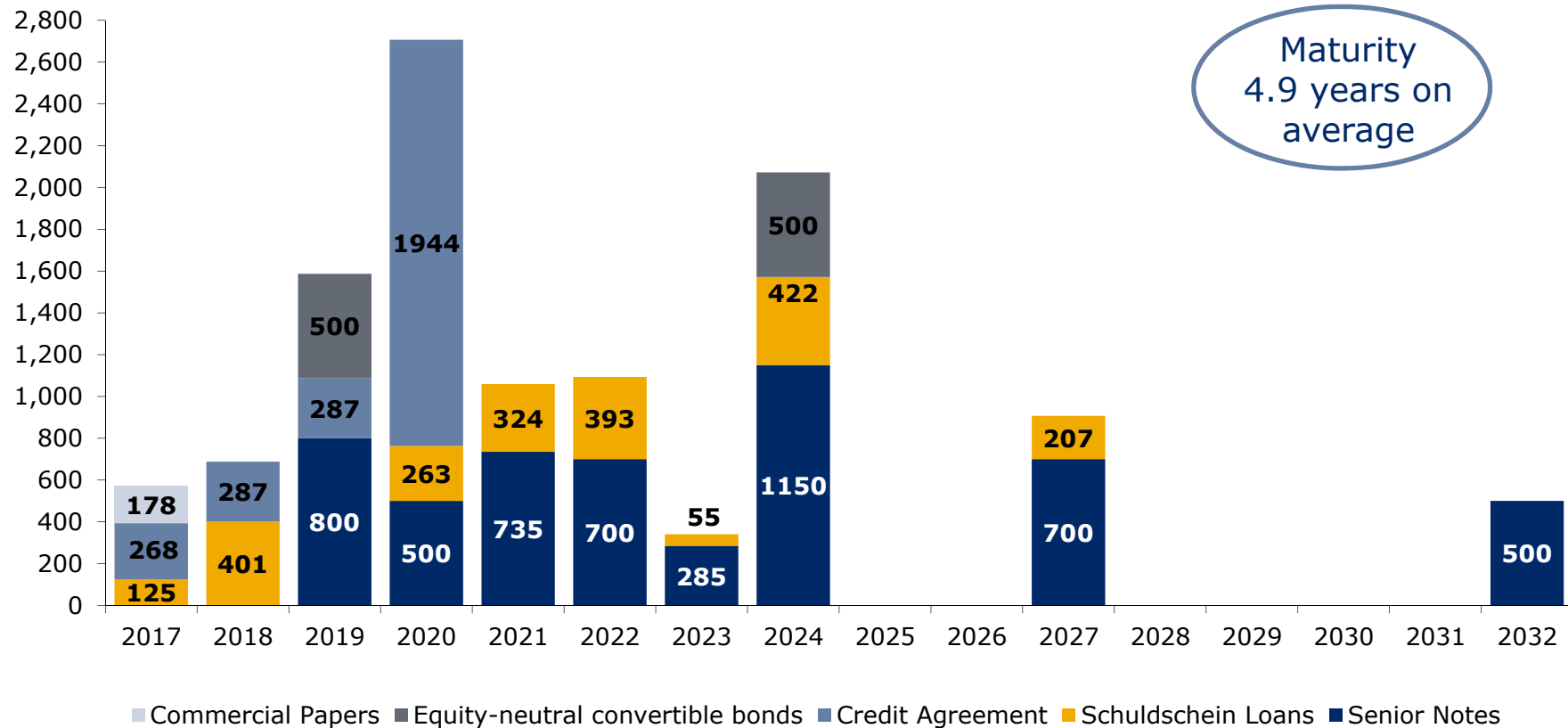
\$ million



1 – Based on utilization of major financing instruments

Fresenius Group excl. Fresenius Medical Care: Debt Maturity Profile¹ December 31, 2016 Pro Forma²

€ million

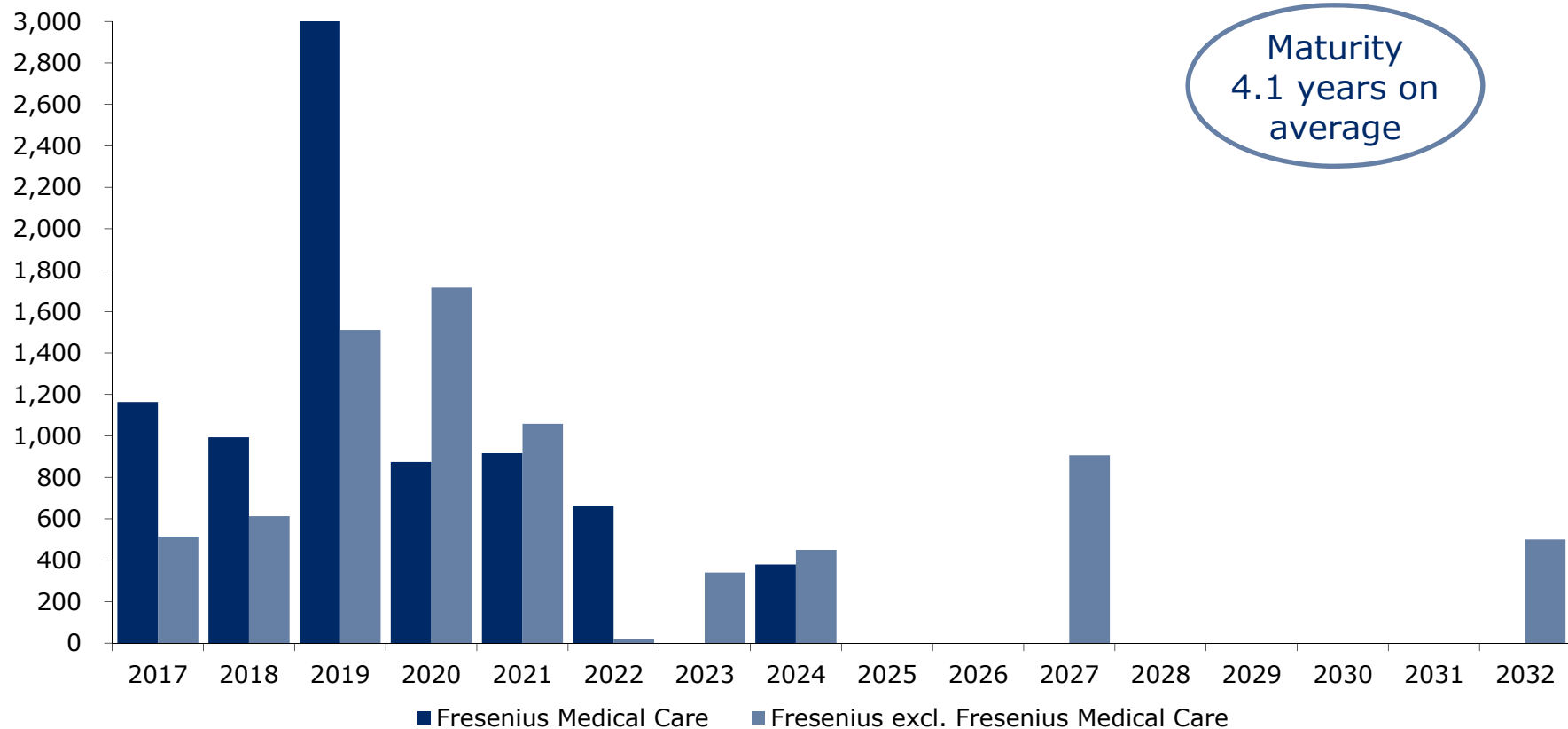


1 – Based on utilization of major financing instruments

2 – Pro Forma the acquisition of Quironsalud: €2.6bn Senior Notes, €1.2bn Incremental credit facilities, € 1.0bn Schuldschein loans and €500 million Synthetic Convertible bonds

Fresenius Group: Debt Maturity Profile¹ December 31, 2016 Pro Forma²

€ million



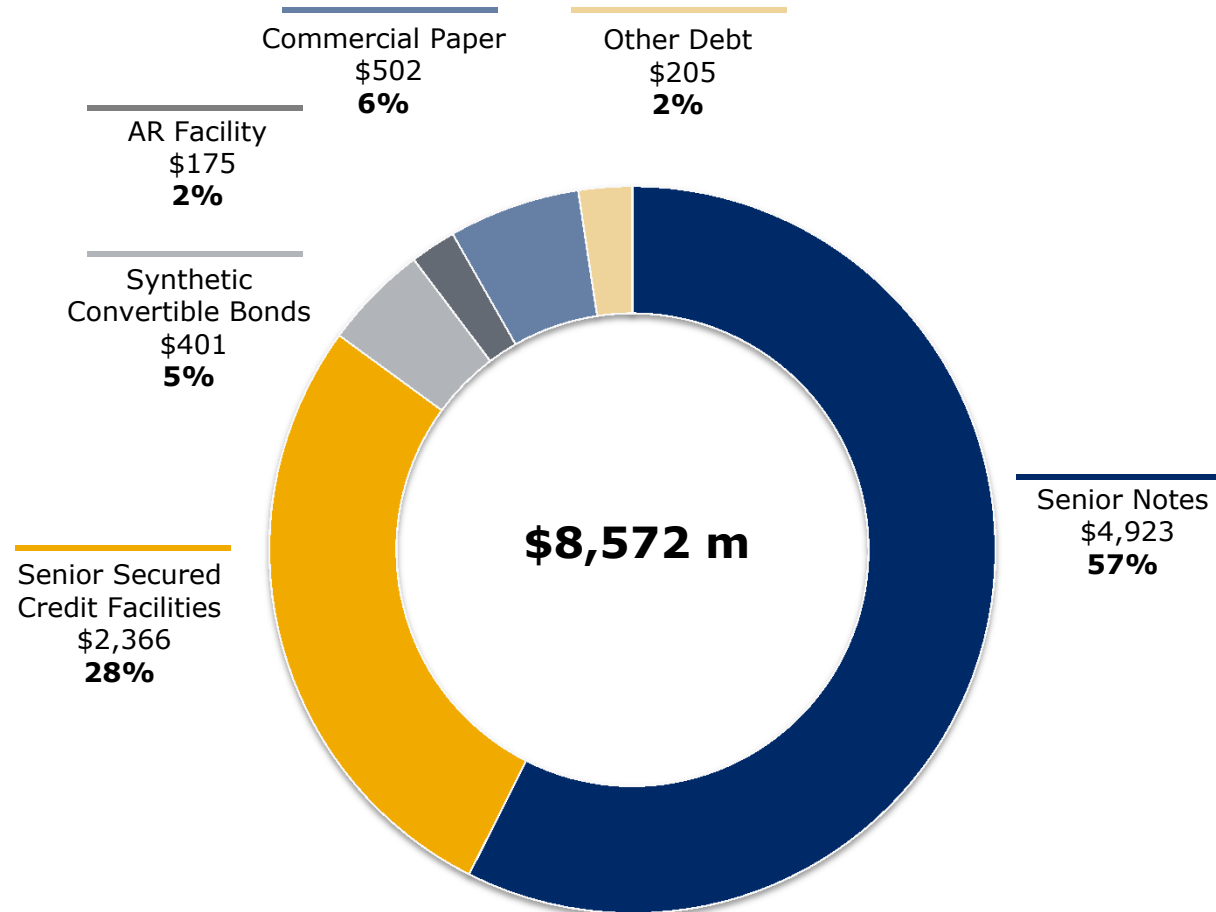
Maturity
4.1 years on
average

1 - Based on utilization of major financing instruments

2 - Pro Forma the acquisition of QuironSalud: €2.6bn Senior Notes, €1.2bn Incremental credit facilities, € 1.0bn Schuldschein loans and €500 million Synthetic Convertible bonds

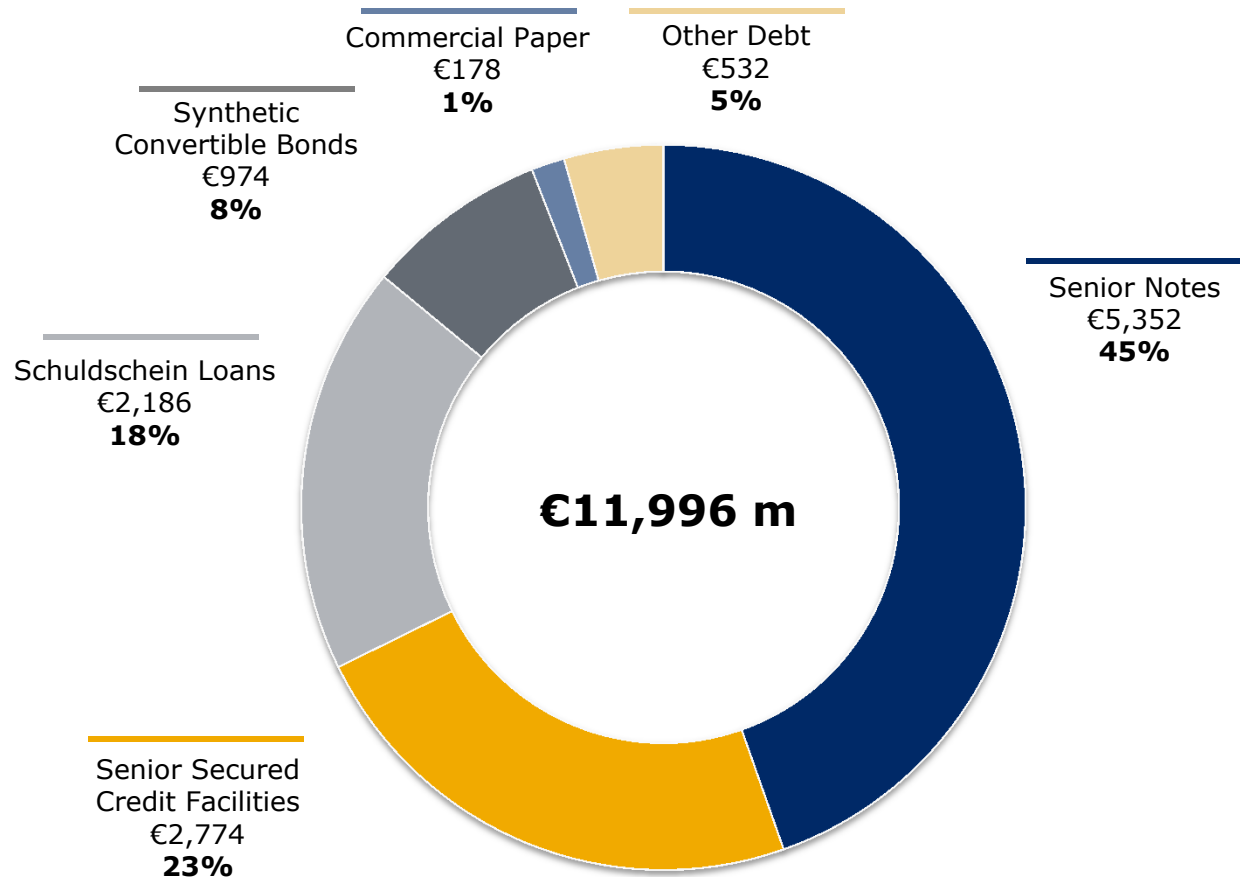
Fresenius Medical Care: Financing Mix – December 31, 2016

\$ million



Fresenius Group excl. Fresenius Medical Care: Financing Mix – December 31, 2016 Pro Forma¹

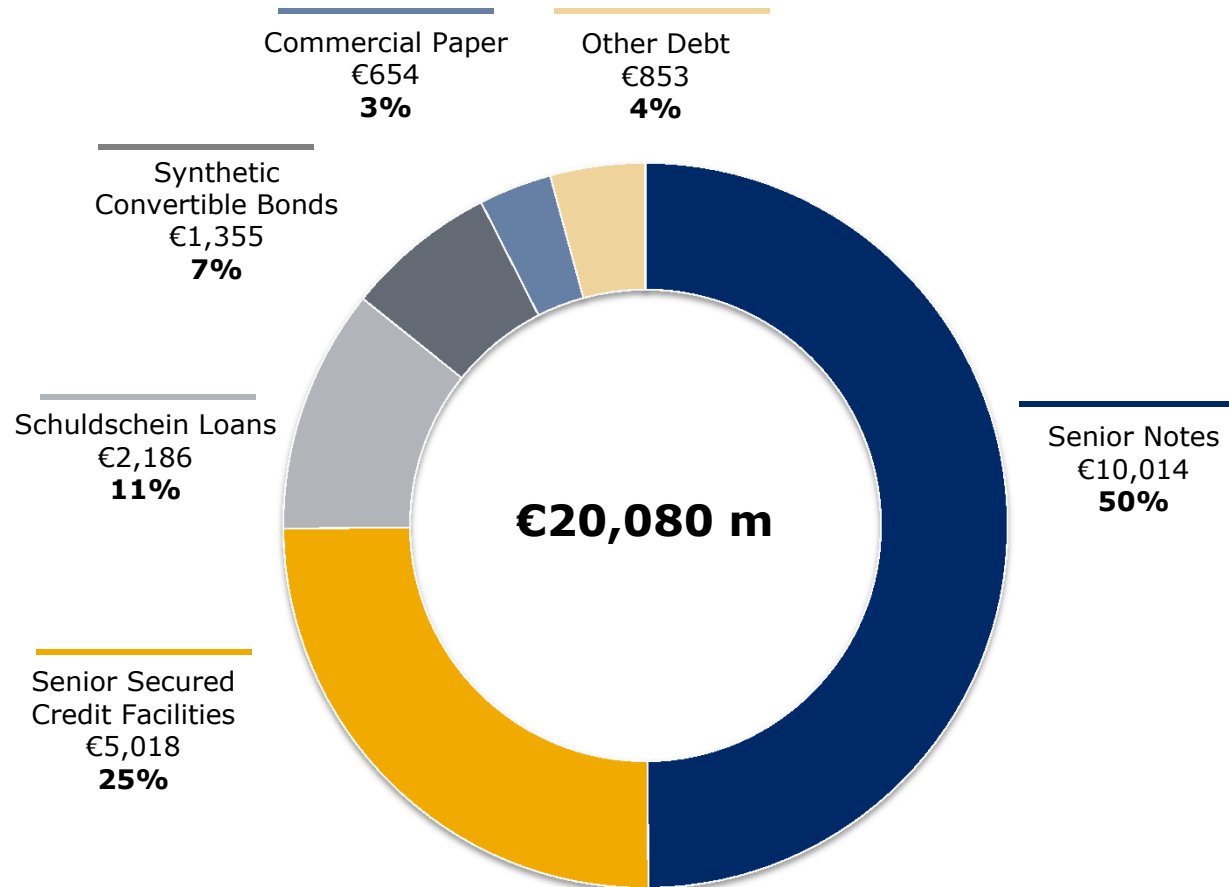
€ million



1 – Pro Forma the acquisition of Quirónsalud: €2.6bn Senior Notes, €1.2bn Incremental credit facilities, € 1.0bn Schuldschein loans and €500 million Synthetic Convertible bonds

Fresenius Group: Financing Mix – December 31, 2016 Pro Forma¹

€ million



1 – Pro Forma the acquisition of Quirónsalud: €2.6bn Senior Notes, €1.2bn Incremental credit facilities, € 1.0bn Schuldschein loans and €500 million Synthetic Convertible bonds

Acquisition of Quirónsalud



Acquisition Highlights



Market leader in size and quality with **excellent growth prospects**



Strong management team with **proven track record** and **ongoing commitment** to Fresenius



Combination forms powerful platform for **knowledge & best practice transfer**



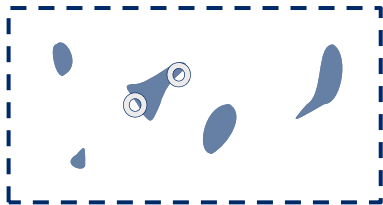
Substantial **cost and growth synergies**



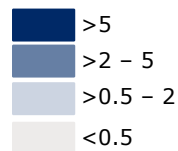
Highly accretive from 2017 – leverage back to current levels after 1.5 years



Hospital Network With Clear Focus on Large Metropolitan Areas



Population per region (in m)



43 hospitals,
39 outpatient centers
~300 ORP centers



€2,540 bn Sales (2016)



€461 m EBITDA (2016)
~18% EBITDA Margin



6,600 beds and
35,000 staff



9.4m outpatient
admissions p.a.



320,000 inpatient
admissions p.a.



Structural Growth Drivers

Health care expenditure per capita in Spain below EU average

Close dovetailing of inpatient and outpatient care

Public – NHS (PPPs)

Expansion of existing facilities

Greenfield projects

Acquisition of private hospitals



Financially Sound Acquisition

Total consideration	<ul style="list-style-type: none">• €5.76bn (on a cash and debt-free basis)• Approx. 10.8x¹ EBITDA 2017e
Financing	<ul style="list-style-type: none">• Issuance of ~6.1m shares valued at €400m to Victor Madera• Balance of the purchase price debt-financed
Net debt/EBITDA	<ul style="list-style-type: none">• 2016 pro forma ~3.1x• 2017e back within bottom half of 2.5 – 3.0x range

1 – Based on mid-point of projected 2017 EBITDA range of €520m – €550m

Acquisition Financing Quirónsalud: Financing Mix

Sources	<i>€ million</i>	Uses	<i>€ million</i>
Equity ¹	400	Purchase Price ²	5,760
Equity-neutral Convertible	500	Transaction Costs	50
Senior Notes	2,600		
Schuldschein Loan	1,000		
Senior Secured Credit Facilities	1,200		
Cash	110		
Total	5,810	Gesamt	5,810

1 – As portion of the purchase price payment





2 – Subject to working capital adjustments

Summary and Outlook



Fresenius Group: 2017 Financial Outlook by Business Segment

€ million except otherwise stated

		2016 ¹ Base	2017e ¹
 FRESENIUS MEDICAL CARE	Sales growth⁴ (cc)	16,750	8% – 10%
	Net income growth^{4,5} (cc)	1,144	7% – 9%
 FRESENIUS KABI	Sales growth (organic)	6,007	5% – 7%
	EBIT growth (cc)	1,171	5% – 7%
 FRESENIUS HELIOS	Sales growth (organic)	5,843 ²	3% – 5%
	Sales (reported)	5,843 ²	~€8.6 billion thereof Quirónsalud ³ ~€2.5 billion
	EBIT	683 ²	1,020 – 1,070 thereof Quirónsalud ³ : EBIT of €300 to €320m (EBITDA €480 to €500m, amortization €80m, depreciation €100m)
 FRESENIUS VAMED	Sales growth (organic)	1,160	5% – 10%
	EBIT growth	69	5% – 10%

1 – All data according to IFRS

2 – Helios Kliniken Germany, excluding Quirónsalud

3 – 11 months consolidated

4 – Excluding effects of the agreement with the U.S. Departments of Veterans Affairs and Justice

5 – Net income attributable to shareholders of Fresenius Medical Care & Co. KGaA

Fresenius Group: 2017 Financial Guidance

€ million except otherwise stated

2016¹ Base

2017e¹

 **FRESENIUS**

Sales growth (cc)

29,471

15% – 17%

Net income² growth (cc)

1,560

17% – 20%

1 – All data according to IFRS

2 – Net income attributable to shareholders of Fresenius SE & Co. KGaA

Aging Population and Increasing Healthcare Spending

60+

- **Aging population** and higher incidence of **chronic diseases**
World population age 60+ will reach >2bn by 2050 (WHO)



- *Increasing health expenditure per capita, 2014 vs. 2004 – **USA \$9,403 (+147%), China: \$420 (+592%), India: \$75 (+277%)**¹*

1/3

- By 2022, one third of all global health expenditure will occur in Emerging Economies²

1 – World Bank: Health expenditure per capita

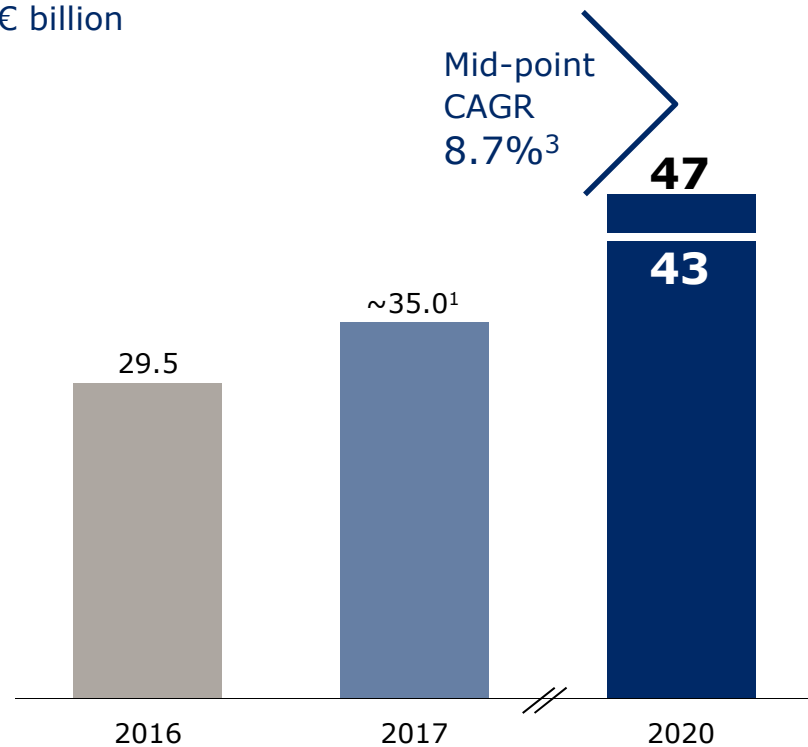
2 – World Economic Forum: Health Systems Leapfrogging in Emerging Economies – Project Paper (2014)

3 – WHO: Global status report on non communicable diseases

Fresenius Group: Ambitious Mid-Term Targets

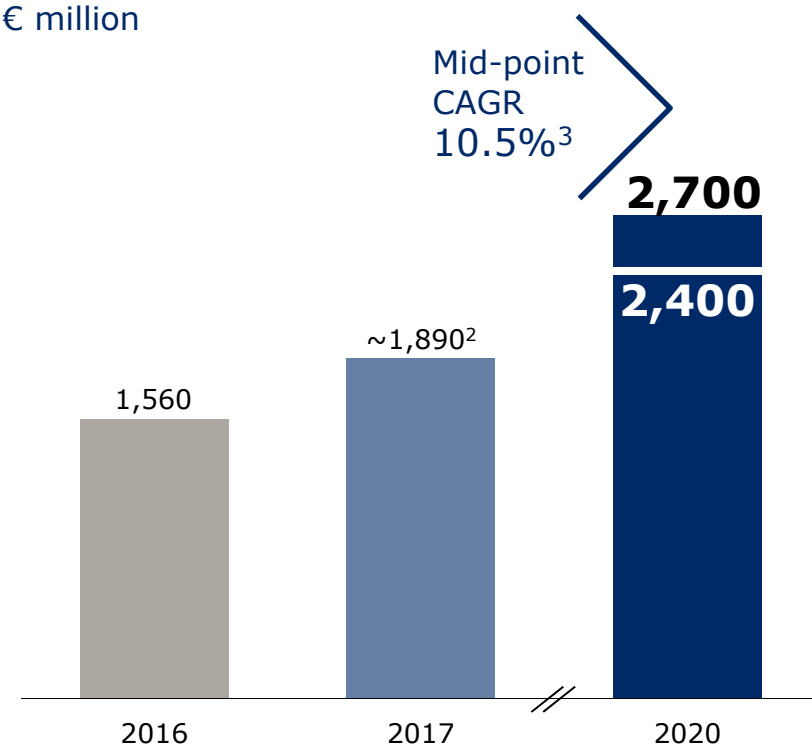
Sales

€ billion



Net Income

€ million



- 1 - Mid-point of the 2017 sales guidance, adjusted for current exchange rates
- 2 - Mid-point of the 2017 net income guidance, adjusted for current exchange rates
- 3 - Calculated on the basis of the mid-point of the 2020 target range

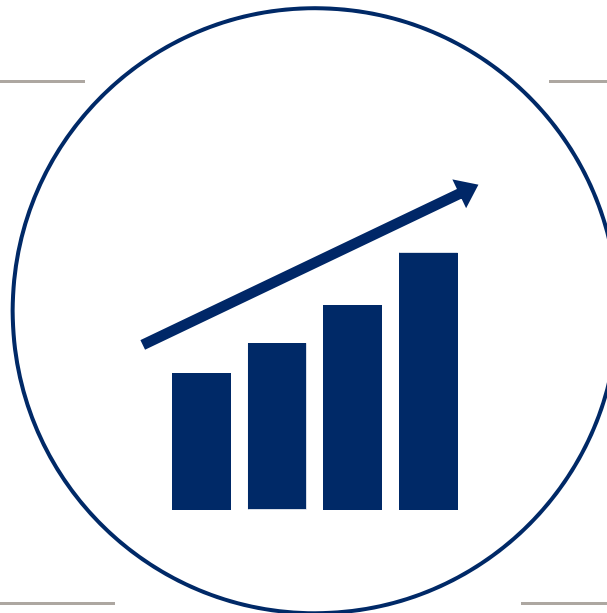
At current exchange rates; excluding strategic acquisitions; at current IFRS rules

Investment Highlights

Diversified revenue and earnings base with four strong business segments

Global presence in growing, non-cyclical markets

Leading market positions



Proven ability to integrate acquisitions

Clear track record of and commitment to de-leveraging

Strong earnings development and cash flow generation

