

## J.P. Morgan 36<sup>th</sup> Annual Healthcare Conference



San Francisco, 8/9 January 2018

## Safe Harbor Statement

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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.

# A Global Leader In HealthCare Products And Services

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**~€29.5 bn in Sales**  
(as of Dec. 31, 2016)

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**Strong portfolio  
of products** (30% of sales)  
**and services** (70% of sales)

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**Total Shareholder Return:  
10-year CAGR: ~15%**

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**Global presence in  
100+ countries**

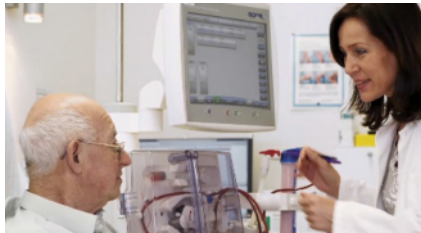
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**270,000+ employees  
worldwide**  
(as of September 30, 2017)

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# Strong, Diversified Product And Service Portfolio



Ownership: 31%

Dialysis Products  
Healthcare Services

**Sales 2016: €16.6 bn**



Ownership: 100%

Hospital Supplies  
and Services

**Sales 2016: €6.0 bn**



Ownership: 100%

Hospital Operations

**Sales 2016: €5.8 bn**

**Sales 2016 pro-forma  
Quirónsalud: ~€8.4 bn**



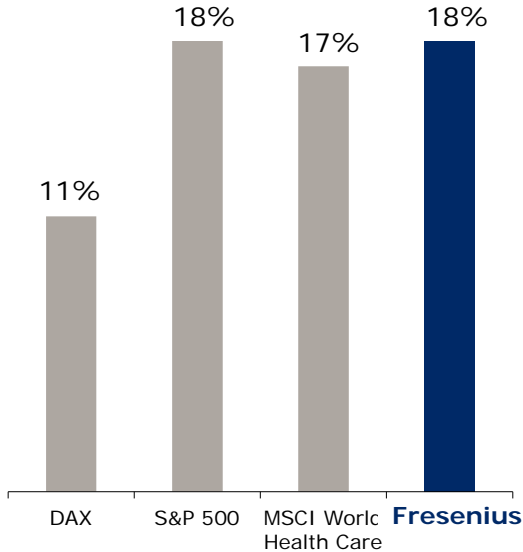
Ownership: 77%

Hospital Projects  
and Services

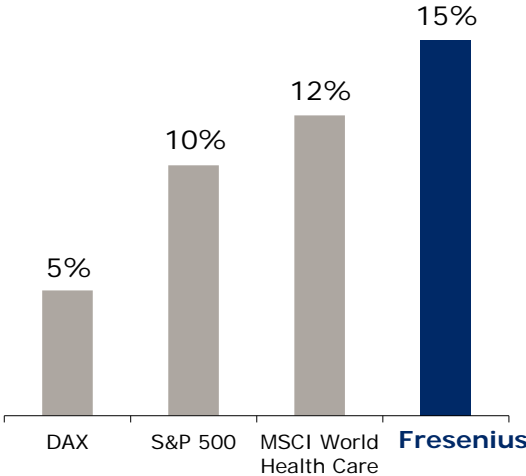
**Sales 2016: €1.2 bn**

# Total Shareholder Return – CAGR, rounded

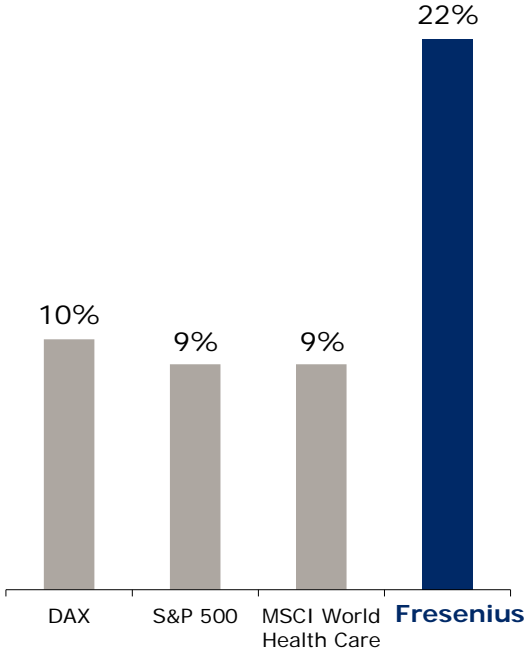
## 5 years



## 10 years



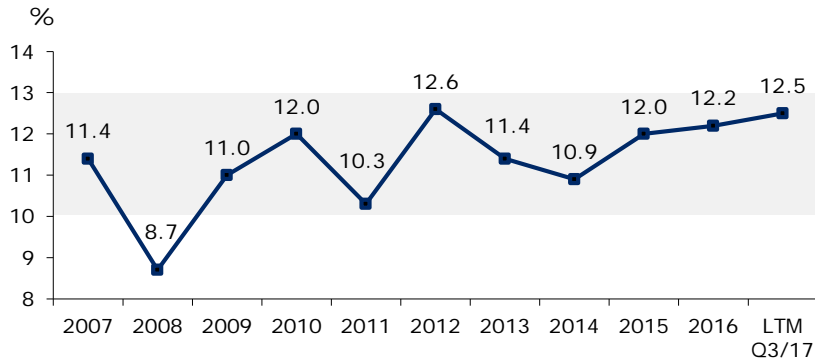
## 15 years



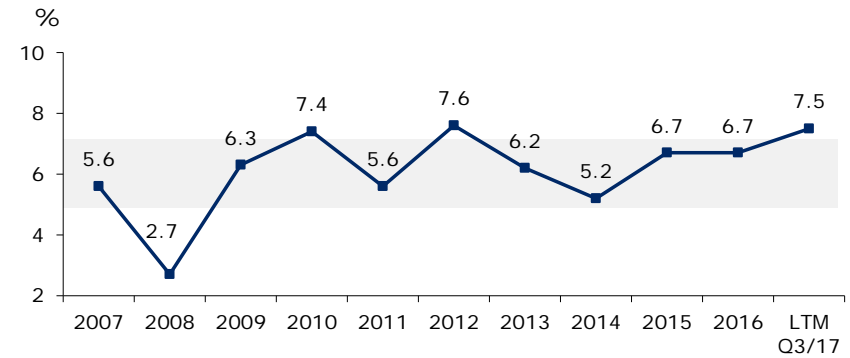
Source: Bloomberg; dividends reinvested

# Fresenius Group Consistent Cash Generation And Proven Track Record of Deleveraging

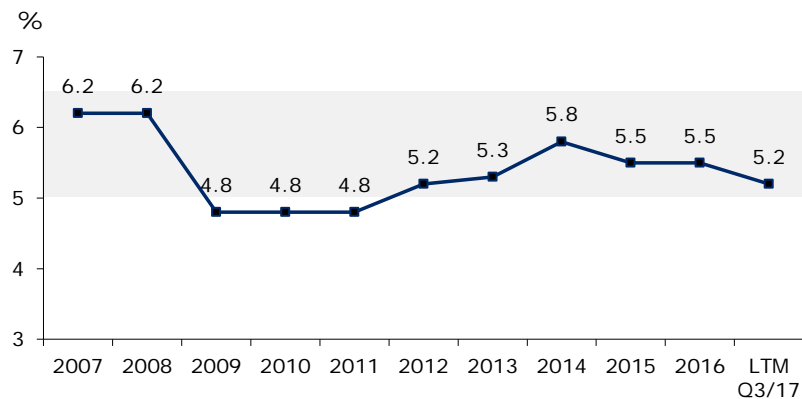
## CFFO margin



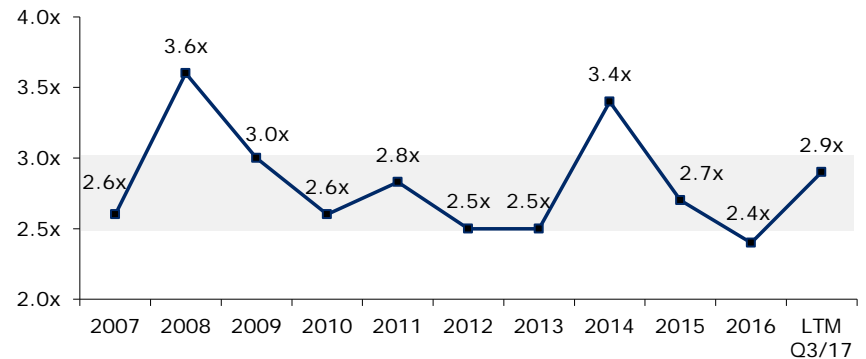
## FCF margin (before acquisitions & dividends)



## Capex gross, in % of sales



## Net Debt / EBITDA<sup>1</sup>



<sup>1</sup> At actual FX rates for both Net Debt and EBITDA; pro forma acquisitions, before acquisition-related expenses

# Fresenius Medical Care: Global Dialysis Market Leader

- The world's leading provider of dialysis products and services treating 317,792 patients<sup>1</sup> in 3,714 clinics<sup>1</sup>
- Provide highest standard of product quality and patient care

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 Dialysis products

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 Dialysis services

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 Complete therapy offerings

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- Expansion in Care Coordination and global dialysis service opportunities; enter new geographies

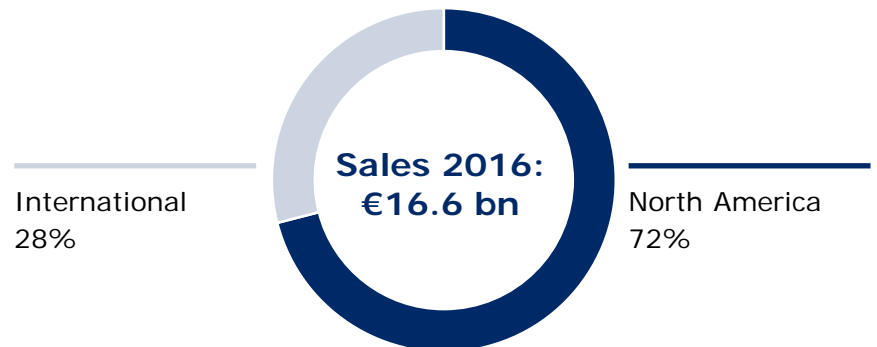
## Market Dynamics

### Global Dialysis Market 2016:

- ~US\$76 bn
- ~6% patient growth p.a.

### Growth Drivers:

- Aging population, increasing incidence of diabetes and high blood pressure, treatment quality improvements



<sup>1</sup> As of September 30, 2017

# Fresenius Kabi: A Leading Global Hospital Supplier

- Comprehensive product portfolio for critically and chronically ill patients
- Strong Emerging Markets presence
- Leading market positions in four product segments



Generic IV Drugs



Clinical Nutrition



Infusion Therapy



Medical Devices /  
Transfusion Technology

- Focus on organic growth through geographic product rollouts and new product launches

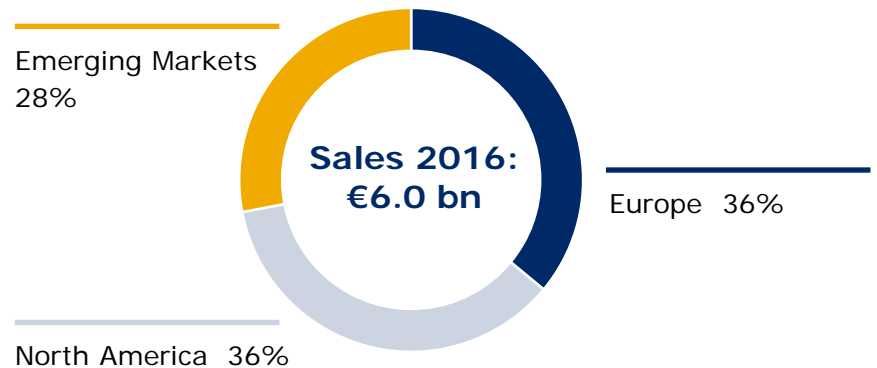
## Market Dynamics

### Global Addressable Market 2016:

- >€48 bn

### Growth Drivers:

- Patent expirations, rising demand for health care services, higher health care spending in Emerging Markets





# Fresenius Helios: Europe's largest private hospital operator

## Helios Kliniken Germany

- ~6% share in German acute care hospital market
- Solid organic growth based on growing number of admissions and reimbursement rate increases
- Strong track record in hospital acquisitions and operation
- Ranks as quality leader in the German hospital sector: defined quality targets, publication of medical treatment results, peer review processes
- Key medical indicators, e.g. mortality rate for heart failure, pneumonia below German average

### Market Dynamics

#### German Acute Care Hospital Market:

- ~€94 bn<sup>1</sup>

#### Growth Drivers:

- Aging population leading to increasing hospital admissions, intermittent selective market consolidation, focus on larger entities, growing transparency of medical quality

### Largest network & nationwide presence



111 hospitals  
 ~35,000 beds  
 ~1.3 million inpatient admissions p.a.  
 ~3.9 million outpatient admissions p.a.

As of October 31, 2017

 Acute Care

 Rehab

 Outpatient

<sup>1</sup> German Federal Statistical Office 2016; total costs, gross of the German hospitals less academic research and teaching

# Fresenius Helios: Europe's largest private hospital operator

## Quirónsalud Spain

- ~€2.5bn sales in 2016
- ~10% share in Spanish private hospital market
- Market leader in size and quality with excellent growth prospects
- Broad revenue base with privately insured patients, PPPs, self-pay and Occupational Risk Prevention (ORP)
- Strong management team with proven track record
- Cross-selling opportunities



Acute Care



Outpatient



Occupational Risk Prevention

### Market Dynamics

#### Spanish Private Hospital Market:

- ~€13 bn<sup>1</sup>

#### Growth Drivers:

- Aging population, increasing number of privately insured patients, greenfield projects, market consolidation

#### Quirónsalud hospitals in every major metropolitan region of Spain



44 hospitals  
6,600 beds  
~ 9.4 m outpatient admissions p.a.  
~ 320,000 inpatient admissions p.a.

As of September 30, 2017

<sup>1</sup> Market data based on company research. Market definition does neither include Public Private Partnerships (PPP) nor Occupational Risk Prevention centers (ORP).

# Fresenius Vamed: Leading Global hospital Projects And Services Specialist

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- Manages hospital construction/expansion projects (51% of sales) and provides services (49% of sales) for health care facilities worldwide



Projects



Services

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- Offers project development, planning, turnkey construction, maintenance as well as technical management, and total operational management
- Strong track record: More than 800 projects in 79 countries completed

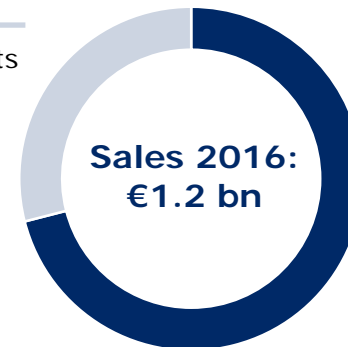
## Market Dynamics

### Growth Drivers:

- Emerging Market demand for building and developing hospital infrastructure
- Outsourcing of non-medical services from public to private operators

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Emerging Markets  
29%



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Europe 71%

# Fresenius Group: 2017 Financial Outlook by Business Segment

€m (except otherwise stated)		FY/16 Base	FY/17e Previous	Q1-3/17 Actual	FY/17e New
 <b>FRESENIUS KABI</b>	<b>Sales growth (org)</b>	6,007	5% – 7%	7%	<input checked="" type="checkbox"/>
	<b>EBIT growth (cc)</b>	1,171	6% – 8% <sup>1</sup>	7% <sup>2</sup>	<input checked="" type="checkbox"/>
 <b>FRESENIUS HELIOS</b>	<b>Sales growth (org)</b>	5,843 <sup>3</sup>	3% – 5% <sup>3</sup>	4% <sup>3</sup>	<input checked="" type="checkbox"/>
	<b>Sales (reported)</b>	5,843 <sup>3</sup>	~8.6bn <sup>4</sup>	6.4bn	<input checked="" type="checkbox"/>
	<b>EBIT</b>	683 <sup>3</sup>	1,020–1,070 <sup>5</sup>	769	<input checked="" type="checkbox"/>
 <b>FRESENIUS VAMED</b>	<b>Sales growth (org)</b>	1,160	5% – 10%	1%	<input checked="" type="checkbox"/>
	<b>EBIT growth</b>	69	5% – 10%	3%	<input checked="" type="checkbox"/>

<sup>1</sup> Before acquisition-related expenses of ~€50 million; before expected expenditures for further development of biosimilars business of ~€60 million

<sup>2</sup> Consistent with scope of original guidance: before acquisition-related expenses, before expenditures for further development of biosimilars business


<sup>3</sup> Helios Kliniken Germany, excluding Quirónsalud

<sup>4</sup> Thereof Quirónsalud (11 months consolidated): ~€2.5 billion

<sup>5</sup> Thereof Quirónsalud (11 months consolidated): €300 to €320 million

For a detailed overview of adjustments please see the reconciliation tables on slides 28-29.

# Fresenius Group: 2017 Financial Guidance

€m (except otherwise stated)	FY/16 Base	FY/17e Previous	Q1-3/17 Actual	FY/17e New
 <b>FRESENIUS</b>				
<b>Sales growth (cc)</b>	29,471	15% – 17%	16%	<input checked="" type="checkbox"/>
<b>Net income<sup>1</sup> growth (cc)</b>	1,560	19% – 21% <sup>2</sup>	20% <sup>3</sup>	<input checked="" type="checkbox"/>

<sup>1</sup> Net income attributable to shareholders of Fresenius SE & Co. KGaA

<sup>2</sup> Before acquisition-related expenses of ~€50 million; before expected expenditures for further development of biosimilars business of ~€60 million

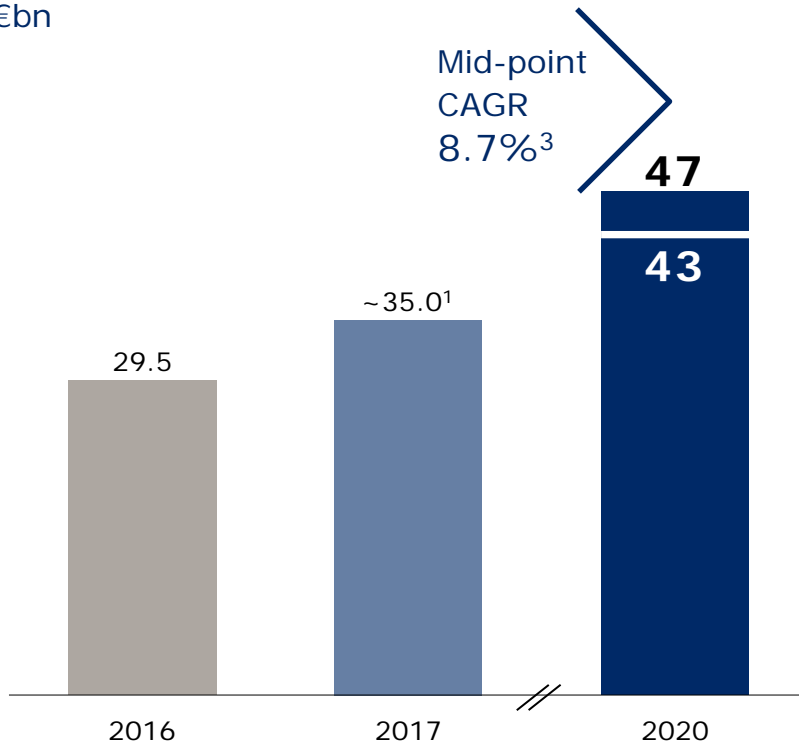
<sup>3</sup> Consistent with scope of original guidance: before acquisition-related expenses, before expenditures for further development of biosimilars business

For a detailed overview of adjustments please see the reconciliation tables on slides 28-29.

# Fresenius Group: Ambitious Mid-Term Targets

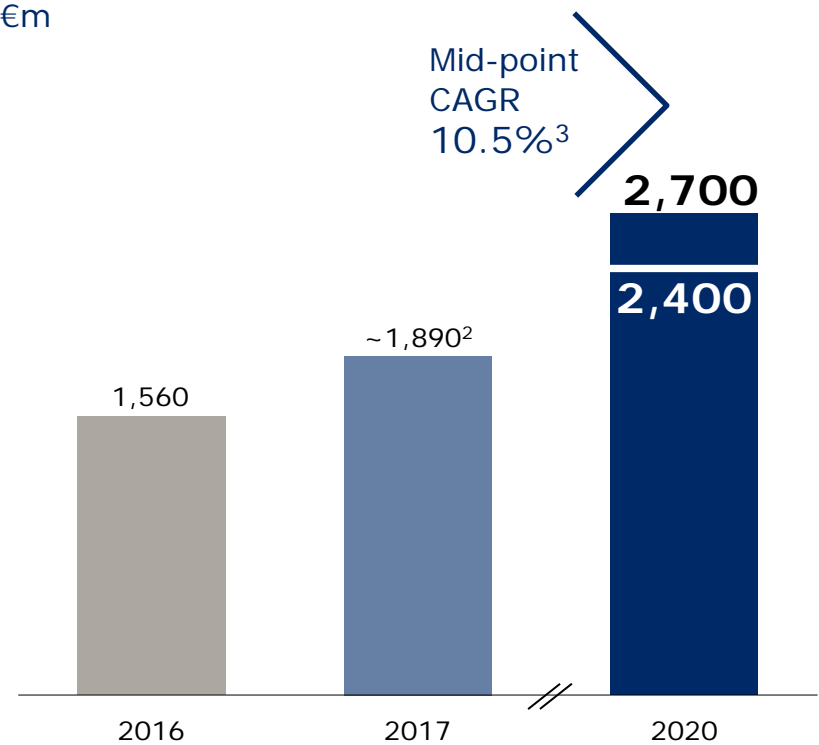
## Sales

€bn



## Net Income

€m



<sup>1</sup> Mid-point of the February 2017 sales guidance, adjusted for exchange rates as of February 2017

<sup>2</sup> Mid-point of the February 2017 net income guidance, adjusted for exchange rates as of February 2017

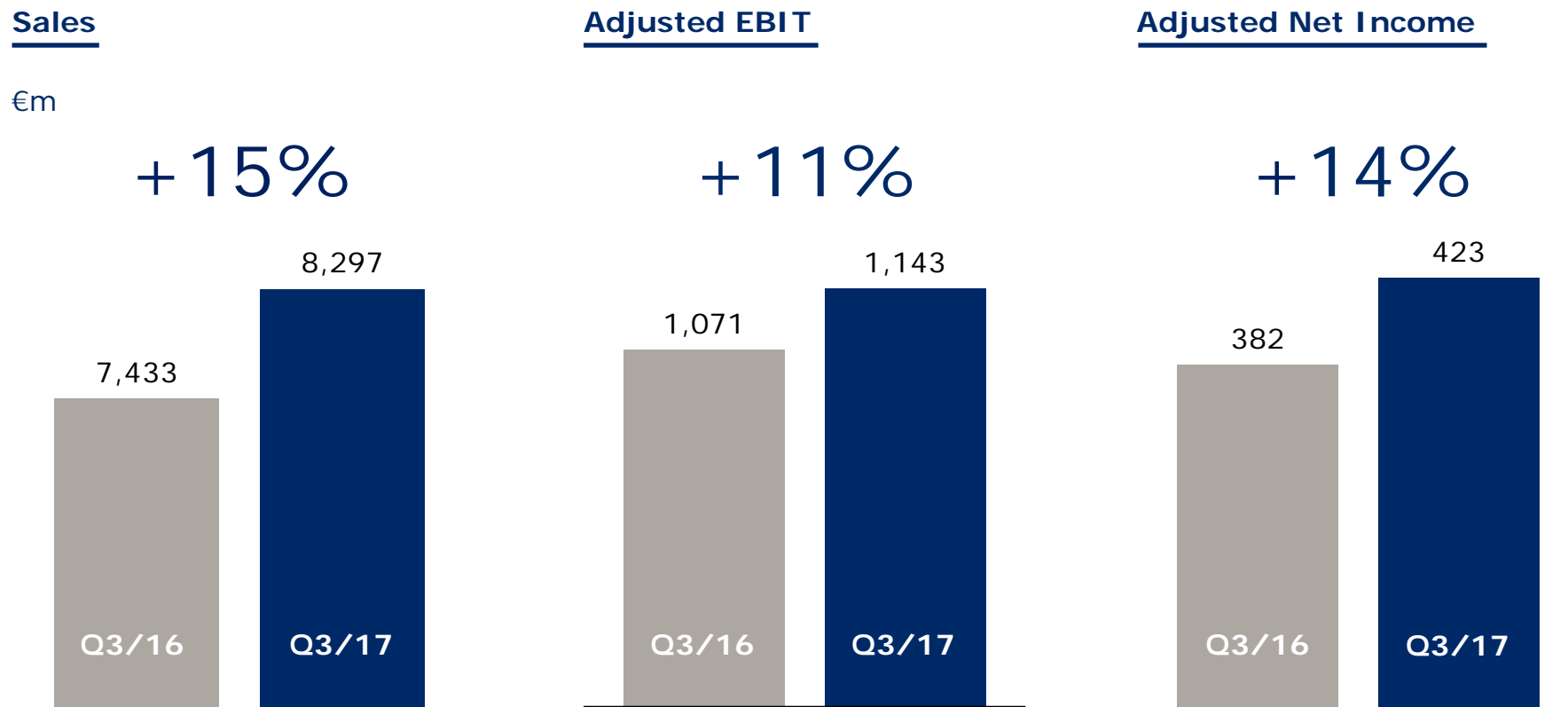
<sup>3</sup> Calculated on the basis of the mid-point of the 2020 target range

At February 2017 exchange rates; excluding strategic acquisitions; at current IFRS rules

# Financial Review Q3/2017



# Fresenius Group: Q3/17 Key Financials

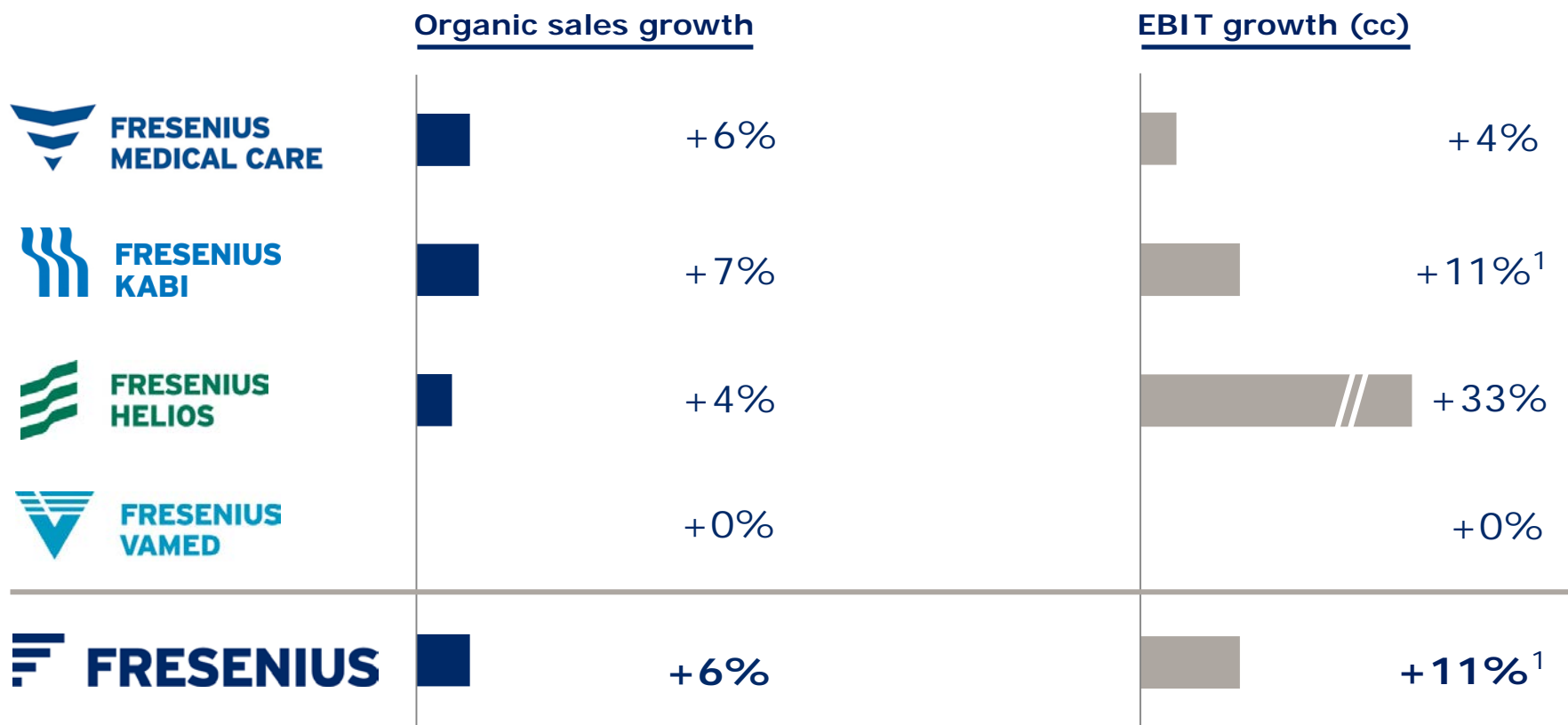


All figures consistent with scope of original guidance: before acquisition-related expenses, before expenditures for further development of biosimilars business  
All growth rates in constant currency (cc)  
Net income attributable to shareholders of Fresenius SE & Co. KGaA

For a detailed overview of adjustments please see the reconciliation tables on slides 28-29.



# Fresenius Group: Q3/17 Business Segment Growth



<sup>1</sup> Growth rate consistent with scope of original guidance: before acquisition-related expenses, before expenditures for further development of biosimilars business

For a detailed overview of adjustments please see the reconciliation tables on slides 28-29.

# Fresenius Kabi: Q3/17 Regional Highlights (1/2)

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## North America

- 7% organic sales growth
- 20 Kabi-marketed IV drugs currently designated in shortage (vs. 17 at Q2/17)
- 6 product launches YTD; confirm 10+ target
- Confirm FY/17 outlook: Mid-single-digit organic sales growth



## Europe

- 4% organic sales growth
- Positive development in virtually all product segments
- Confirm FY/17 outlook: Low to mid-single-digit organic sales growth



# Fresenius Kabi: Q3/17 Regional Highlights (2/2)

## Emerging Markets

### China

- 12% organic sales growth
- New tender rules:
  - 21 of 31 provinces have concluded a tender process; introduction of new tender policy now expected to be completed early 2018
  - Expectation for FY/17 unchanged - low to mid single-digit price impact and continued double-digit volume growth

Asia-Pacific ex China: 12% organic sales growth

Latin America/Africa: 8% organic sales growth



### Total Emerging Markets

Confirm FY/17 outlook: at least 10% organic sales growth



## Fresenius Kabi: Organic Sales Growth by Product Segment

€m	Q3/17	Δ YoY organic	Q1-3/17	Δ YoY organic
IV Drugs	648	9%	2,030	8%
Infusion Therapy	221	4%	676	6%
Clinical Nutrition	427	10%	1,254	9%
Medical Devices/ Transfusion Technology	266	0%	804	3%
<b>Total sales</b>	<b>1,562</b>	<b>7%</b>	<b>4,764</b>	<b>7%</b>

## Fresenius Kabi: Organic Sales Growth by Regions

€m	Q3/17	Δ YoY organic	Q1-3/17	Δ YoY organic
Europe	538	4%	1,635	5%
North America	549	7%	1,736	6%
Asia-Pacific/Latin America/Africa	475	10%	1,393	10%
Asia-Pacific	312	12%	894	11%
Latin America/Africa	163	8%	499	10%
<b>Total sales</b>	<b>1,562</b>	<b>7%</b>	<b>4,764</b>	<b>7%</b>

## Fresenius Kabi: Q3 & Q1-3/17 EBIT Growth

€m	Q3/17	Δ YoY cc	Q1-3/17	Δ YoY cc
North America Margin	203 37.0%	3% -170 bps	659 38.0%	4% -100 bps
Europe Margin	80 14.9%	5% 10 bps	244 14.9%	3% -20 bps
Asia-Pacific/Latin America/Africa Margin	100 21.1%	11% 10 bps	272 19.5%	13% 10 bps
Corporate and Corporate R&D	-100	-4%	-270	-5%
<b>Total EBIT<sup>1</sup></b> Margin <sup>1</sup>	<b>283</b> 18.1%	<b>6%</b> -50 bps	<b>905</b> 19.0%	<b>6%</b> -40 bps
<b>Total adjusted EBIT<sup>2</sup></b> Margin <sup>2</sup>	<b>297</b> 19.0%	<b>11%</b> 40 bps	<b>919</b> 19.3%	<b>7%</b> -10 bps

Margin growth at actual rates

<sup>1</sup> Before acquisition-related expenses


<sup>2</sup> Consistent with scope of original guidance: before acquisition-related expenses, before expenditures for further development of biosimilars business

For a detailed overview of special items please see the reconciliation tables on slides 28-29.

# Fresenius Helios: Q3 & Q1-Q3/17 Highlights

## Helios Kliniken



- Organic growth in line with expectations
- Ongoing favorable reimbursement environment: 2018 DRG inflator set at 2.97%
- Roll-out of new brand image 

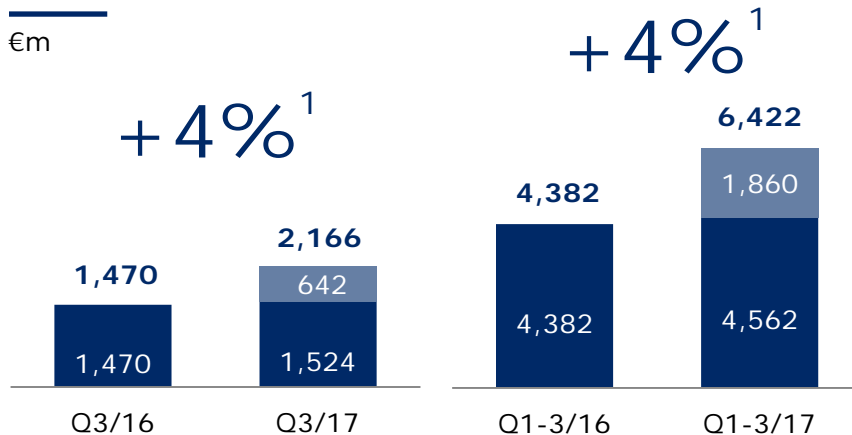
## Quirónsalud



- Soft summer quarter as expected
- Solid YoY growth:
  - 10% sales growth in Q1-Q3/17
  - EBIT growth exceeds sales growth

### Sales

€m



<sup>1</sup> Organic sales growth

■ HELIOS Kliniken

■ Quirónsalud



## Fresenius Helios: Q3 & Q1-3/17 Key Financials

€m	Q3/17	Δ YoY	Q1-3/17	Δ YoY
<b>Total sales</b>	<b>2,166</b>	<b>47%</b>	<b>6,422</b>	<b>47%</b>
Thereof Helios Kliniken	1,524	4%	4,562	4%
Thereof Quirónsalud <sup>1</sup>	642	--	1,860	--
<b>Total EBIT</b>	<b>232</b>	<b>33%</b>	<b>769</b>	<b>52%</b>
Margin	10.7%	-120 bps	12.0%	40 bps
Thereof Helios Kliniken	190	9%	549	8%
Margin	12.5%	60 bps	12.0%	40 bps
Thereof Quirónsalud <sup>1</sup>	42	--	220	--
Margin	6.5%	--	11.8%	--

<sup>1</sup> Consolidated since 1 February 2017



## Fresenius Vamed: Q3 & Q1-Q3/17 Highlights

- 1% organic sales growth YTD reflects typical quarterly fluctuations of project business
- Continued strong order intake; new projects in Germany, Zambia and Equatorial Guinea
- Two acquisitions to strengthen service business








€m	Q3/17	Δ YoY	Q1-3/17	Δ YoY
Project business	117	-10%	301	-7%
Service business	150	9%	447	8%
<b>Total sales</b>	<b>267</b>	<b>0%</b>	<b>748</b>	<b>1%</b>
<b>Total EBIT</b>	<b>15</b>	<b>0%</b>	<b>32</b>	<b>3%</b>
Order intake <sup>1</sup>	285	36%	697	3%
Order backlog <sup>1</sup>			2,345	20% <sup>2</sup>

<sup>1</sup> Project business only

<sup>2</sup> Versus December 31, 2016

## Fresenius Group: Q3/17 & LTM Cash Flow

€m	Operating CF		Capex (net)		Free Cash Flow <sup>1</sup>	
	Q3/17	LTM Margin	Q3/17	LTM Margin	Q3/17	LTM Margin
 <b>FRESENIUS KABI</b>	245 <sup>2</sup>	15.6% <sup>2</sup>	-96	-6.0%	149	9.6%
 <b>FRESENIUS HELIOS</b>	256	9.5%	-102	-5.1%	154	4.4% <sup>3</sup>
 <b>FRESENIUS VAMED</b>	35	1.0%	-3	-0.6%	32	0.4%
<b>Corporate/Other</b>	-10	n.a.	-4	n.a.	-14	n.a.
 <b>FRESENIUS</b> Excl. FMC	<b>526</b>	<b>11.7%<sup>4</sup></b>	<b>-205</b>	<b>-5.2%</b>	<b>321</b>	<b>6.5%<sup>4</sup></b>
 <b>FRESENIUS</b>	<b>1,138</b>	<b>12.5%</b>	<b>-431</b>	<b>-5.0%</b>	<b>707</b>	<b>7.5%</b>

<sup>1</sup> Before acquisitions and dividends

<sup>2</sup> Including the cash prepayment of €45 million for biosimilars business (LTM: 16.3% operating cashflow margin excl. cash prepayment biosimilars)

<sup>3</sup> Understated: 4.9% excluding €37 million of capex commitments from acquisitions

<sup>4</sup> Margin incl. FMC dividend

## Fresenius Group: Cash Flow

€m	Q3/17	LTM Margin	Q3/16	LTM Margin	Δ YoY
<b>Operating Cash Flow</b>	<b>1,138</b>	<b>12.5 %</b>	<b>940</b>	<b>11.9%</b>	<b>21%</b>
Capex (net)	-431	-5.0%	-383	-5.5%	-13%
<b>Free Cash Flow</b> (before acquisitions and dividends)	<b>707</b>	<b>7.5%</b>	<b>557</b>	<b>6.4%</b>	<b>27%</b>
Acquisitions (net)	-227		-40		
Dividends	-68		-58		
<b>Free Cash Flow</b> (after acquisitions and dividends)	<b>412</b>	<b>-14.4%</b>	<b>459</b>	<b>3.0%</b>	<b>-10.0%</b>

## Reconciliation Q3/17

The table below shows the adjustments and the reconciliation from net income according to guidance, i.e. before acquisition-related expenses and before expenditures for further development of biosimilars business to net income according to IFRS.

€m	Q3/17				
	Before acquisition-related expenses and before expenditures for further development of biosimilars business	Expenditures for further development of biosimilars business	Before acquisition-related expenses	Acquisition-related expenses	IFRS reported
<b>Sales</b>	<b>8,297</b>		<b>8,297</b>		<b>8,297</b>
<b>EBIT</b>	<b>1,143</b>	<b>-14</b>	<b>1,129</b>	<b>-15</b>	<b>1,114</b>
Net interest	-158		-158	-5	-163
<b>Net income before taxes</b>	<b>985</b>	<b>-14</b>	<b>971</b>	<b>-20</b>	<b>951</b>
Income taxes	-270	4	-266	3	-263
<b>Net income</b>	<b>715</b>	<b>-10</b>	<b>705</b>	<b>-17</b>	<b>688</b>
Noncontrolling interest	-292		-292		-292
<b>Net income attributable to shareholders of Fresenius SE &amp; Co. KGaA</b>	<b>423</b>	<b>-10</b>	<b>413</b>	<b>-17</b>	<b>396</b>

The acquisition-related expenses are reported in the Group Corporate/Other segment.

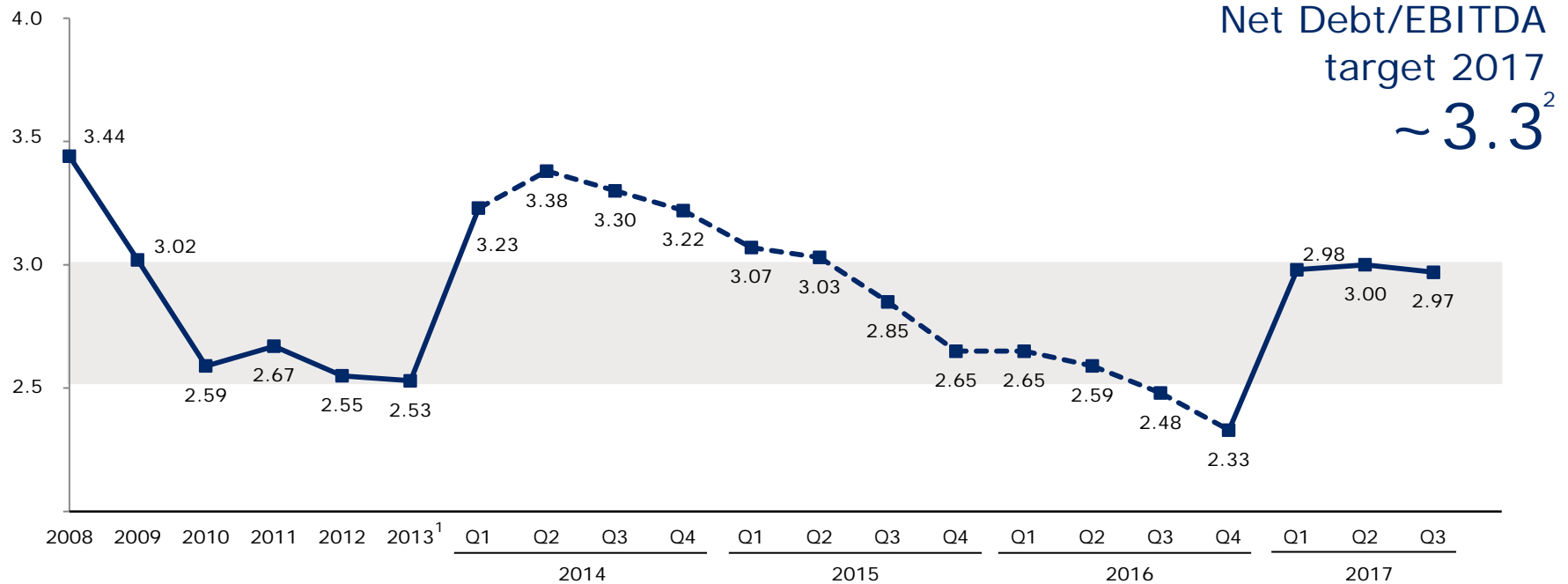
## Reconciliation Q1-3/17

The table below shows the adjustments and the reconciliation from net income according to guidance, i.e. before acquisition-related expenses and before expenditures for further development of biosimilars business to net income according to IFRS.

	Q1-3/17				
€m	Before acquisition-related expenses and before expenditures for further development of biosimilars business	Expenditures for further development of biosimilars business	Before acquisition-related expenses	Acquisition-related expenses	IFRS reported
<b>Sales</b>	<b>25,191</b>		<b>25,191</b>		<b>25,191</b>
<b>EBIT</b>	<b>3,536</b>	<b>-14</b>	<b>3,522</b>	<b>-25</b>	<b>3,497</b>
Net interest	-484		-484	-8	-492
<b>Net income before taxes</b>	<b>3,052</b>	<b>-14</b>	<b>3,038</b>	<b>-33</b>	<b>3,005</b>
Income taxes	-859	4	-855	7	-848
<b>Net income</b>	<b>2,193</b>	<b>-10</b>	<b>2,183</b>	<b>-26</b>	<b>2,157</b>
Noncontrolling interest	-854		-854		-854
<b>Net income attributable to shareholders of Fresenius SE &amp; Co. KGaA</b>	<b>1,339</b>	<b>-10</b>	<b>1,329</b>	<b>-26</b>	<b>1,303</b>

The acquisition-related expenses are reported in the Group Corporate/Other segment.

# Fresenius Group: Leverage Ratio

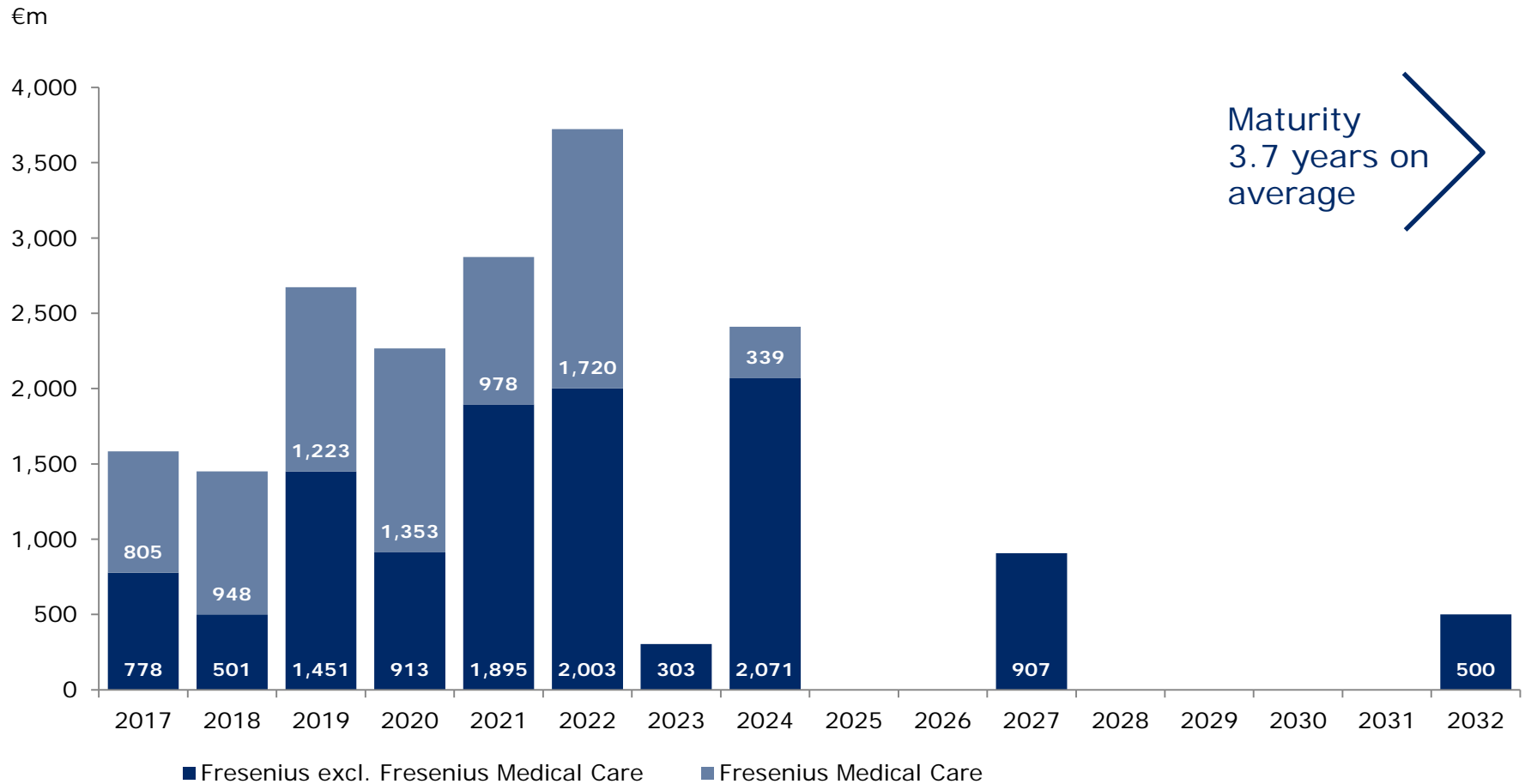


Before special items; pro forma acquisitions  
At annual average FX rates for both EBITDA and net debt

<sup>1</sup> Pro forma excluding advances made for the acquisition of hospitals from Rhön-Klinikum AG

<sup>2</sup> Pro forma acquisitions of Akorn, Inc. and Fresenius Kabi's biosimilars business; before acquisition-related expenses of ~€50 million; excluding further potential acquisitions

# Fresenius Group: Debt Maturity Profile<sup>1</sup>



<sup>1</sup> September 30, 2017; based on utilization of major financing instruments

# Update on Acquisitions





# Quirónsalud: Integration Status and Growth Prospects

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## Integration process

- Procurement analysis phase successfully completed; implementation phase commenced (e.g. lab disposables)
- Openness to learn from the best e.g. compare experience on medical practices

## Growth prospects

- €50m greenfield investment project in Córdoba Andalusia on track:
  - 115 bed hospital provides state-of-the-art medical equipment and care
  - Opening expected for June 2018
- €31m hospital expansion in Pozuelo, Madrid
  - 2 additional operating theatres, 25 new examination rooms, 7 additional intensive care beds, new state-of-the-art MRI

## Strong position

- PPP contracts in place up to 2041
- Four Quirónsalud hospitals ranked in Top 10 of Hospital Excellence Index (HEI)



# Fresenius Kabi: Update on Acquisition Projects

## AKORN

- FTC review: Disposal process fully on track
- Closing targeted for early 2018
- Q3 performance below expectations
- Achievement of 2018 expectation challenging
- Strategic rationale unchanged: Deal offers offensive and defensive merits
- Pre-closing integration preparation progressing well



## BIOSIMILARS

- Consolidated since 1<sup>st</sup> September 2017
- Product pipeline: All studies remain well on track
- Filing (EU) for Adalimumab in Q4 2017
- Regulatory environment further improving



# Akorn: Transaction Highlights

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**Complementary product portfolio and pipeline diversifies Fresenius Kabi's IV generics offering**

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**Access to additional distribution channels: retail, clinics and physicians**

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**Adds growth potential in attractive adjacent segments such as ophthalmology and clinical dermatology**

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**Substantial cost and growth synergies paired with limited integration complexity**

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**Fully debt-financed**

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**Accretive to Group net income<sup>1</sup> from 2018**

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<sup>1</sup> Net income attributable to shareholders of Fresenius SE & Co. KGaA; before integration costs

## Akorn: Financially Sound Acquisition

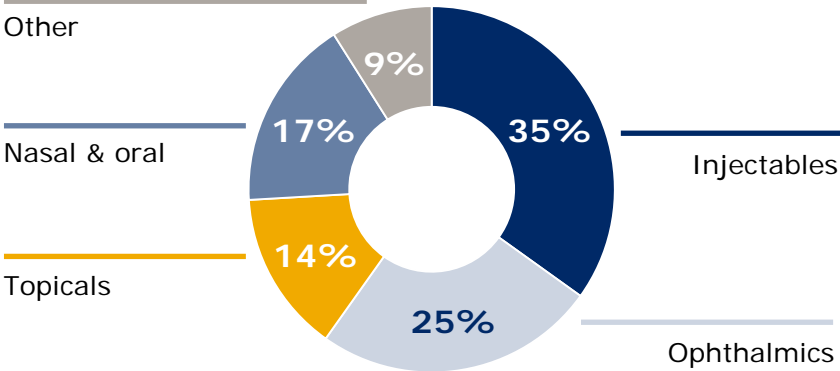
Cash purchase price	US\$4.30 bn for 100% of Akorn shares (US\$34/share)
Assumed net debt <sup>1</sup>	~US\$0.5 bn
Amortization charge	Initially ~US\$130 m p.a.
Synergies	~US\$100 m p.a. before tax mid-term, progressive ramp-up
Integration costs	~US\$140 m before tax in total for 2018 - 2022
Financing	Broad mix of € and US\$ debt instruments at ~4% p.a.
Tax rate	~35%
EPS <sup>2</sup>	Accretive in 2018 (excluding integration costs), from 2019 (including integration costs)
Closing	Targeted for early 2018

<sup>1</sup> Net Debt has been calculated based on the 10-Q filing of Akorn as per September 30, 2017 by deducting cash & cash equivalents (as reported) from long term debt (as reported)

<sup>2</sup> Net income attributable to shareholders of Fresenius SE & Co. KGaA

# Akorn: Complementary Product Portfolio and Distribution Channels

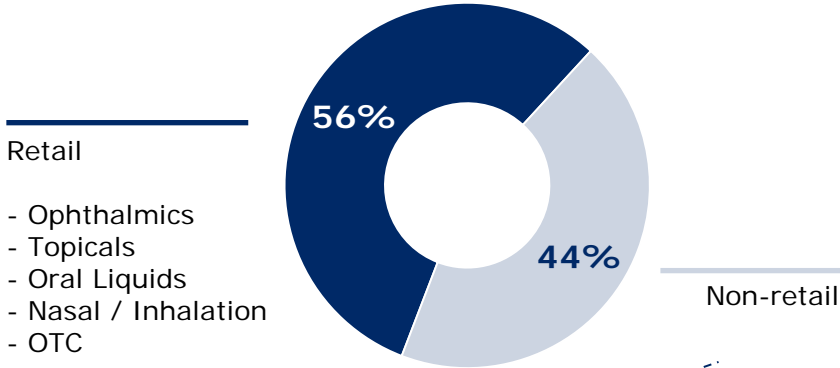
## Dosage forms



### Common characteristics

- Mostly sterile
- Non-solid
- Generic
- Specialized manufacturing

## Distribution channels







- Retail**
- Ophthalmics
  - Topicals
  - Oral Liquids
  - Nasal / Inhalation
  - OTC

- Institutional**
- Injectables
  - Ophthalmics
  - Unit Dose
  - Nasal / Inhalation
- Physician**
- Ophthalmics
  - Animal Health

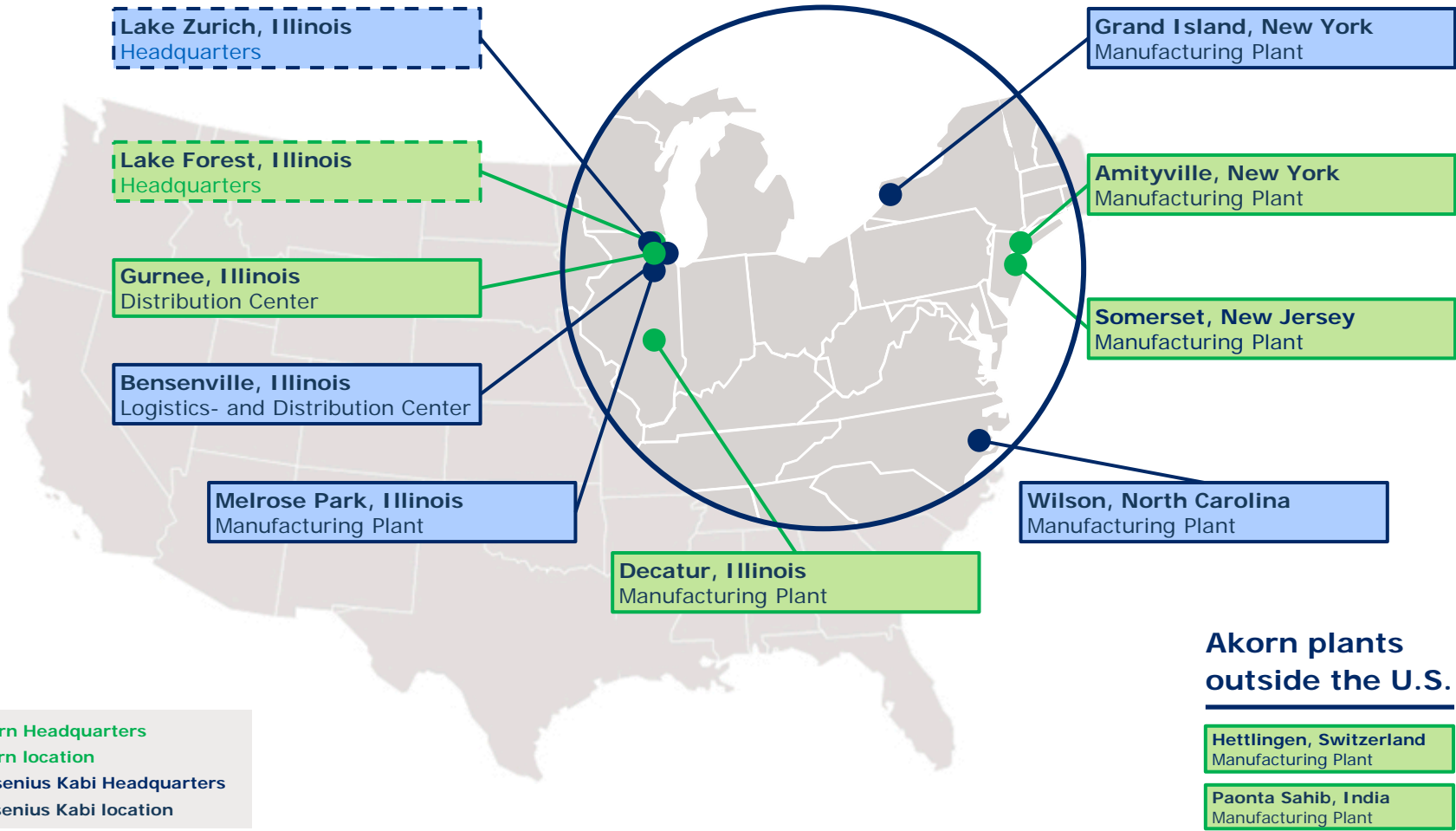
Note: Sales mix based on 2016 data

# Akorn: Diversified U.S. Portfolio

	Current Portfolio		Pipeline	
	 FRESENIUS KABI	 AKORN	 FRESENIUS KABI	 AKORN
<b>Total Products</b>	<b>137</b>	<b>173</b>	<b>55</b>	<b>85</b>
IV Analgesics & Anesthetics	●●●	●	●●	●
IV Anti-Infectives	●●●	●	●	●●
IV Critical Care	●●●	●●	●●●	●●●
IV Oncolytics	●●●	●	●●●	●
Nutrition & IV Solutions	●	●	●●	
<hr/>				
Ophthalmics		●●●		●●●
Topicals		●		●●
Orals	●	●●●		●
Nasal / Otics / Consumer Health		●●		●
Animal Health		●		●

●●● strong    ●● medium    ● light

# Akorn: Concentrated U.S. Footprint



## Akorn plants outside the U.S.

- Hettlingen, Switzerland  
Manufacturing Plant
- Paonta Sahib, India  
Manufacturing Plant

# Akorn: Detailed and Comprehensive Due Diligence

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## Process

- Bilateral exchange with Akorn since 11/2016
- Very comprehensive due diligence over more than two months covering all functional areas
- Virtual data room, management presentations and expert meetings
- Multiple visits of all manufacturing plants
- Detailed bottom-up business plan
- Internal resources supported by external advisers and specialists in new product areas

## Addressed areas

- ANDA pipeline, related regulatory approvals and R&D costs
- New distribution channels and Akorn's strengths
- Sales practices, pricing history and related customer perception
- Competition in key product areas
- Plant status (technical and regulatory) and future manufacturing strategy
- Serialization readiness
- Accounting issues and internal control systems
- Current trading



As of April 2017



# Biosimilars: Transaction Highlights

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- ✓ **Strategic step to enhance Fresenius Kabi's position as a leading player in the injectable pharmaceuticals market**
- ✓ **Direct access to attractive biosimilars development platform**
- ✓ **Experienced team of biosimilars experts with excellent development know-how**
- ✓ **Highly variable consideration strictly tied to development targets**
- ✓ **EBITDA break-even in 2022**
- ✓ **High triple-digit million sales from 2023 onwards**



## Biosimilars: Sound Risk/Reward Ratio

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<b>Purchase price</b>	<b>€156 m upfront payment</b>
<b>Milestone payments</b>	<b>Up to €500 m, strictly tied to achievement of development targets</b>
<b>Sales</b>	<b>First sales in 2019, ramp-up to high triple-digit € million from 2023 onwards</b>
<b>Royalties</b>	<b>Single-digit percentage royalties based on sales</b>
<b>EPS<sup>1</sup></b>	<b>Significantly accretive from 2023 onwards</b>
<b>Self-imposed investment ceiling</b>	<b>€1.4 bn incl. upfront and milestone payments as well as ramp-up of R&amp;D and M&amp;S expenses until EBITDA break-even in 2022</b>
<b>Financing</b>	<b>Mainly free cash flow</b>
<b>Closing</b>	<b>31 August 2017</b>

<sup>1</sup> Net income attributable to shareholders of Fresenius SE & Co. KGaA

# Biosimilars: Highly Attractive Platform

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**Background:** Established in 2012 as a Business Unit within the biopharmaceutical development/production network of Merck KGaA



**Pipeline:** Single-digit number of molecules in oncology and autoimmune diseases



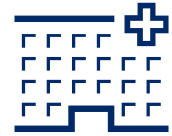
**Organization:** Core team of >70 experts located in Aubonne and Vevey, Switzerland



**Network:** External partners supporting development, documentation and regulatory affairs

Merck Biopharma provides support in manufacturing (one production site reserved for biosimilars), analytics, regulatory, quality, safety and clinical operations.

# Expanding U.S. Market Access



**GPOs**

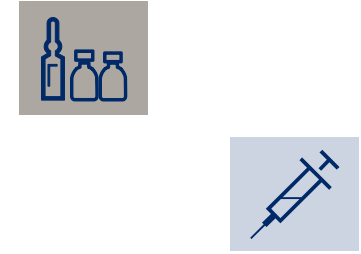
**Institutional**



**Clinics & Physicians**



**Retail Pharmacies**



## BIOSIMILARS



Injectables



Others (e.g. Otics, oral liquid, ophthalmics)

Good market penetration



Infusion solution



Biosimilars

Light market penetration



Clinical nutrition



Pre-filled syringe

Not yet marketed

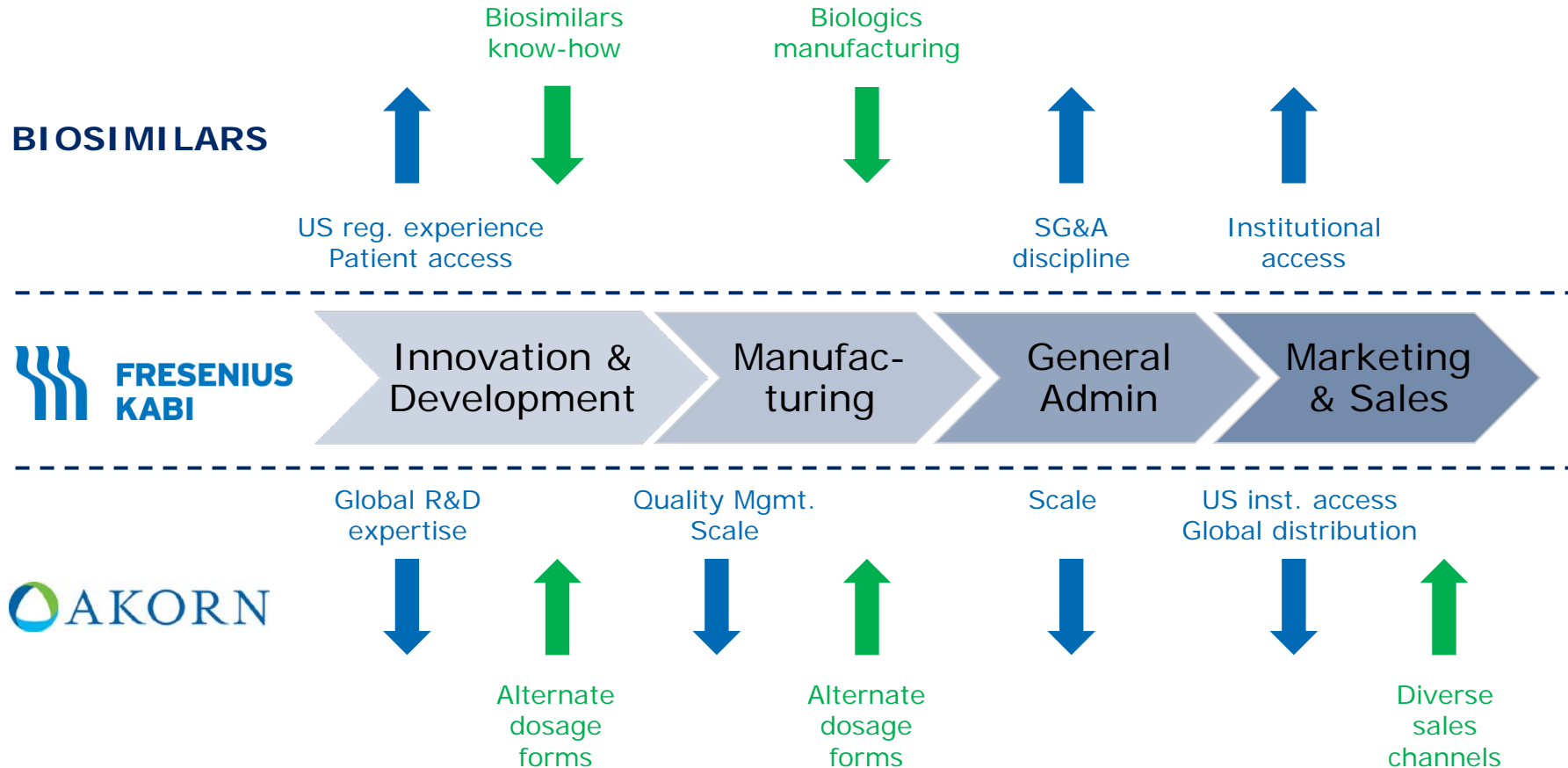


Medical devices



Transfusion technology

# Who Brings What to a Great Party?



# Financial Calendar / Contact

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## Financial Calendar

27 February 2018	Results FY 2017
3 May 2018	Results Q1/2018
18 May 2018	Annual General Meeting
31 July 2018	Results Q2/2018
30 October 2018	Results Q3/2018

Please note that these dates could be subject to change.

## Contact

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