

Commerzbank German Investment Seminar



New York, 14-15 January 2019

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



~€33.9 bn in Sales

(as of Dec. 31, 2017)

Strong portfolio of products (30% of sales) and services (70% of sales) Total Shareholder Return: 10-year CAGR: ~15% Global presence in 100+ countries

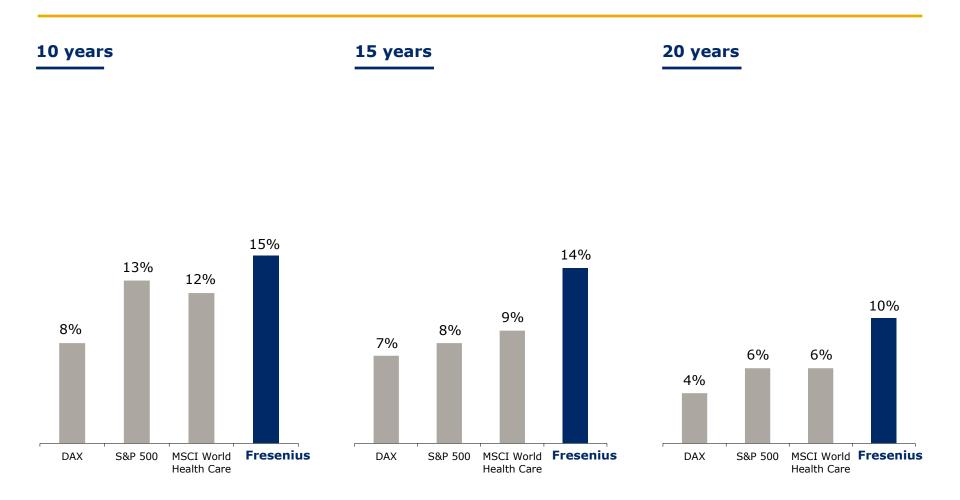
277,000+ employees worldwide

(as of September 30, 2018)

Strong and Balanced Health Care Portfolio



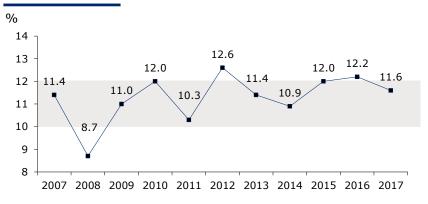
Total Shareholder Return – CAGR, Rounded



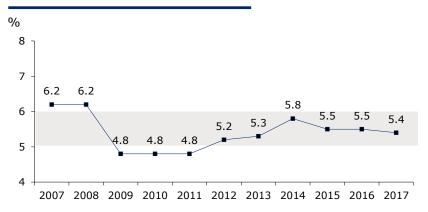
Source: Bloomberg; dividends reinvested, as of Dec 31, 2018

Fresenius Group Consistent Cash Generation

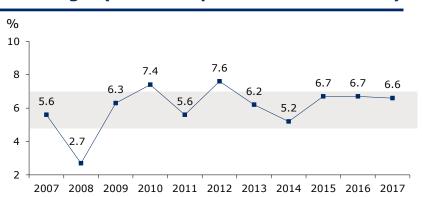
CFFO margin



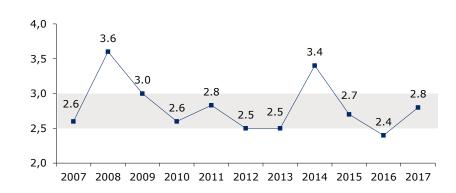
Capex gross, in % of sales



FCF margin (before acquisitions & dividends)



Net Debt / EBITDA¹



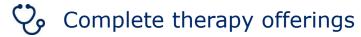
¹ Net debt at year-end exchange rate; EBITDA at LTM average exchange rates; before special items; pro forma acquisitions

Fresenius Medical Care: Global Dialysis Market Leader

- The world's leading provider of dialysis products and services treating more than 329,000 patients¹ in ~3,800 clinics¹
- Provide highest standard of product quality and patient care

ား Dialysis products

Dialysis services



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

Market Dynamics

Global Dialysis Market 2017:

- ~€70 bn
- ~6% patient growth p.a.

Growth Drivers:

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



¹ As of September 30, 2018

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



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

Development of biosimilars with a focus on oncology and autoimmune diseases

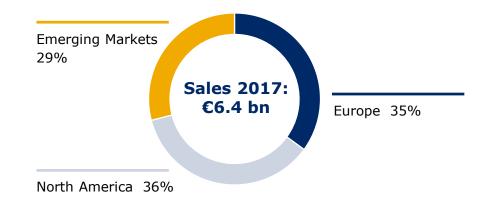
Market Dynamics

Global Addressable Market 2017:

• ~€81 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 Germany

- ~6%¹ share in German acute care hospital market
- Organic growth based on growing number of admissions and reimbursement rate increases
- 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:

• ~€98 bn²

Growth Drivers:

• Aging population leading to increasing hospital admissions

Largest network & nationwide presence



FRESENIUS

Fresenius Helios: Europe's Largest Private Hospital Operator Helios Spain

- ~€2.6bn¹ sales in 2017
- ~11% 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

¹ Eleven months contribution of Helios Spain

² Market data based on company research. Market definition does neither include Public Private Partnerships (PPP) nor Occupational Risk Prevention centers (ORP).

Market Dynamics

Spanish Private Hospital Market:

~€14 bn²

Growth Drivers:

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

Quirónsalud hospitals in every major metropolitan region of Spain



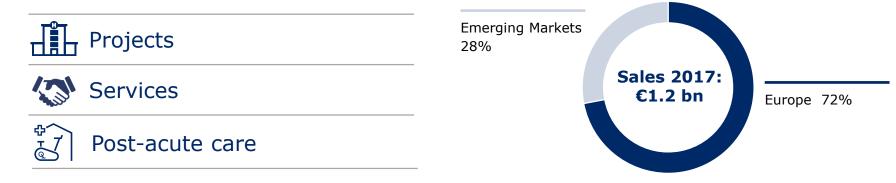
Fresenius Vamed: Leading Global Hospital Projects and Services Specialist

- Manages hospital construction/expansion projects and provides services for health care facilities worldwide
- Offers project development, planning, turnkey construction, maintenance as well as technical management, and total operational management
- Strong track record: More than 800 projects in over 80 countries completed
- Leading European post-acute care provider with 63 inpatient health care facilities in five European countries

Market Dynamics

Growth Drivers:

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



Fresenius Group: 2018 Financial Outlook by Business Segment

€m (except	otherwise stated)		FY/17 Base	Q1-3/18 Actual	FY/18e ¹	FY/18e ¹ New
FRESENIUS KABI		Sales growth (org)	6,358	7%	4% - 7%	(top-end) 🗹
	EBIT growth (cc)	1,177 ²	1% ⁶	-2% to 1% ²	1% - 3%²	
		EBIT growth (cc) excl. biosimilars	1,237 ³	11% ⁶	~6% - 9%³	~9% - 11% ³
FRESENIUS HELIOS	Sales growth (org)	8,668 ⁴	3%	3% - 6% ⁵	(low-end) 🗹	
	EBIT growth	1,0524	1%	5% - 8% ⁷	0% - 2%	
FRESENIUS VAMED	Sales growth (org)	1,228	14%	5% - 10%		
	VAMED	EBIT growth	76	53%	32% - 37% ⁸	

¹ Excluding effects related to the Akorn and NxStage transactions, gains from divestitures of Care Coordination activities and FCPA provision

² Before special items; including expenditures for the further development of the biosimilars business (600 million in P)(17 and C100 million in P)(17)

(€60 million in FY/17 and ~€160 million in FY/18)

³ Before special items; excluding expenditures for the further development of the biosimilars business

(€60 million in FY/17 and ~€160 million in FY/18)

⁴ Helios Spain consolidated for 11 months

⁵ Organic growth reflects 11 months contribution of Helios Spain in 2018

⁶ Before special items

⁷ Before transfer of the German post-acute care business from Helios to Vamed: 7% - 10%

 8 Before transfer of the German post-acute care business from Helios to Vamed: 5% - 10%

For a detailed overview of special items please see the reconciliation tables on slides 37-38.

Fresenius Group: 2018 Financial Guidance

€m (except otherwise stated)		FY/17 Base	Q1-3/18 Actual	FY/18e ¹	FY/18e ¹
F FRESENIUS	Sales growth (cc)	32,842 ²	5%	5% - 8%	(low-end) 🗹
	Net income ³ growth (cc)	1,8044	7%	6% - 9% ⁵	(low-end) 🖌
	Net income ³ growth (cc) excl. Biosimilars	1,8476	12%	~10% - 13%7	(low-end) 🗹

¹ Excluding effects related to the Akorn and NxStage transactions, gains from divestitures of Care Coordination activities and FCPA provision

- ² 2017 base adjusted for IFRS 15 adoption (deduction of €486 million at Fresenius Medical Care) and divestitures of Care Coordination activities
- (deduction of €558 million at FreseniusMedical Care)
- ³ Net income attributable to shareholders of Fresenius SE & Co. KGaA
- ⁴ Before special items, i.e. expenses related to the Akorn and NxStage transactions, gains from divestitures of Care Coordination activities,

book gain from the U.S. tax reform and FCPA provision

⁵ Before special items (i.e. expenses related to the Akorn and NxStage transactions, gains from divestitures of Care Coordination activities and FCPA provision, but including contributions to the campaigns in the U.S. opposing state ballot initiatives at Fresenius Medical Care including expenditures for further development of the biosimilars business at Fresenius Kabi (€43 million after tax in FY/17 and ~€120 million after tax in FY/18))

- ⁶ Adjusted net income: Before special items (i.e. expenses related to the Akorn and NxStage transactions and gains from divestiture of Care Coordination activities, book gain from the U.S. tax reform and FCPA provision), before expenditures for the further development of the biosimilars business at Fresenius Kabi
- ⁷ Before special items (i.e. expenses related to the Akorn and NxStage transactions, gains from divestitures of Care Coordination activities and FCPA provision,

but including contributions to the campaigns in the U.S. opposing state ballot initiatives at Fresenius Medical Care excluding expenditures for the further development of the biosimilars business at Fresenius Kabi (\leq 43 million after tax in FY/17 and \sim \leq 120 million after tax in FY/18))

For a detailed overview of special items please see the reconciliation tables on slides 37-38.

Basis for guidance

€m	FY/17	Targets FY/18 (cc)
Sales reported	33,886	(00)
adjustments from IFRS 15	-486	
divestitures of Care Coordination activities at FMC	-558	
Basis sales guidance	32,842	(low-end) 5-8%
Net income reported	1,814	
Acquistion-related expenses	43	
Book gain from U.S. tax reform	-103	
FCPA provision	62	
divestitures of Care Coordination activities at FMC	-12	
Basis net income before special items guidance	1,804	(low-end) 6-9%
Adjustments for guidance comparison: Expenditures for further development of biosimilars business	43	
Basis net income before special items guidance excluding biosimilars	1,847	(low-end) ~10-13%

Fresenius Group: Q3/18 Highlights

- Delaware Supreme Court upholds Fresenius' termination of merger agreement with Akorn (December 7, 2018)
- Kabi showed an excellent financial performance driven by all regions and product categories
- Decline in admissions and preparatory activities for regulatory requirements weigh on Helios Germany
- FMC adjusts FY/18 outlook due to one-time items & weaker than expected Dialysis Services business
- Continued strong Group earnings growth in constant currency
- Low end of Group guidance ranges expected

Fresenius Group: Current Topics (1/4)

Courts ruled in favor of Fresenius

in Akorn suit

- On October 1, Delaware Chancery Court ruled in favor of Fresenius, affirming the termination of the merger agreement
- The court agreed Akorn had violated terms and conditions of the agreement and suffered material adverse effects
- Delaware Supreme Court upholds Fresenius' termination of merger agreement with Akorn (Dec. 7, 2018)



Fresenius Group: Current Topics (2/4)

Kabi growth initiatives

- Production in new compounding center in Massachusetts has begun
- New pharmaceutical compounding center opened in Canada
- ~€100 million investment in our plant in Emmer-Compascuum, Netherlands
 - SOP for enteral nutrition products planned end of 2020

Biosimilars

- Worldwide licensing agreement with Abbvie for Adalimumab
 - Expected launch in Europe in H1/19
 - Possible commercialization in the US from September 30, 2023
- Pegfilgrastim met primary endpoints in two pivotal clinical studies
 - Marketing authorization in EU and US targeted

IV drugs market in North America

- Continue to see low single-digit price declines for our base portfolio of injectable generics
- Strong launch activity in 2018
 - 12 product launches YTD
 - Confirm 15+ target



Fresenius Group: Current Topics (3/4)

Helios Germany

- Trend towards outpatient treatments was exacerbated by further challenges such as:
 - Higher than usual level of doctor and specialized nurse vacancies
 - Reduction of LOS (length of stay) needs to go hand in hand with incremental admissions or cost measures



- Helios initiated a comprehensive set of measures to master the challenges ahead:
 - New business units "Ambulatory Patients" and "New business models" established
 - Initiatives to fill doctor vacancies reinforced
 - Target: Employer of choice for medical staff
- Superior medical quality combined with enhanced service model
- Accompanying cost management measures initiated

Fresenius Group: Current Topics (4/4)

Helios Spain

- New hospital opened in Córdoba Andalusia on September 17, 2018
 - €50 million investment
 - 100 large private patient rooms, 24 h emergency department, 7 operating rooms, surgical outpatient clinic
- Acquisition of Clínica Medellin, Colombia:
 - Helios Spain successfully enters the attractive private hospital market in Colombia
 - Clínica Medellin operates two hospitals at central locations with approx. 185 beds
 - Annual sales of approx. €50 million; investment of >€50 million
 - Transaction is expected to close in Q1/19

- Construction of Protontherapy Center on schedule
 - €40 million investment
 - Infrastructure has been built in just 12 months



Financial Review Q3/18

















Fresenius Group: Q3/18 & Q1-3/18 Profit and Loss Statement

€m	Q3/18	∆ ҮоҮ сс	Q1-3/18	Δ YoY cc
Sales	8,192	4%1	24,695	5% ¹
EBIT	1,112	0%	3,311	-1%/1% ²
EBIT (excl. biosimilars)	1,153	2%	3,424	2%/4% ²
Net interest	-139	13%	-436	6%
Income taxes	-208	23%	-632	23%
Net income	445	8%	1,367	7%
Net income (excl. biosimilars)	474	13%	1,449	12%

¹ Growth rate adjusted for IFRS 15 adoption

² Excluding VA agreement

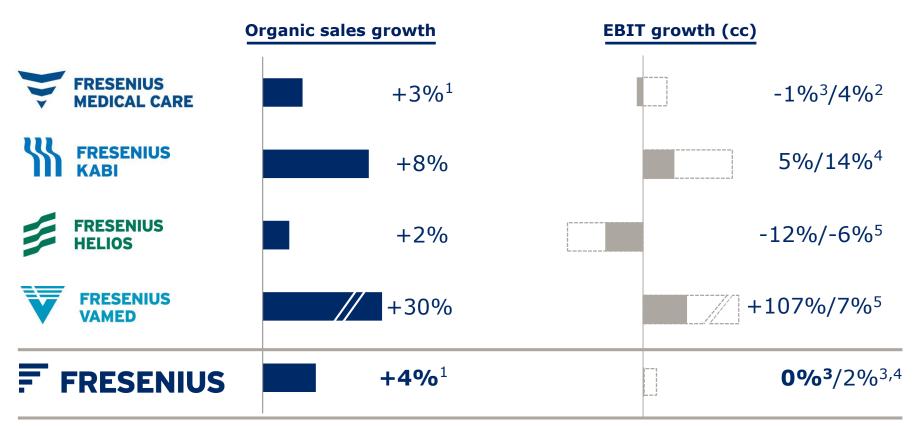
All figures before special items (i.e. the Akorn and NxStage transactions and gains from divestitures of Care Coordination activities and FCPA provision at Fresenius Medical Care) All growth rates in constant currency (cc)

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

2017 base adjusted for divestitures of Care Coordination activities (except net interest and income taxes)

For a detailed overview of special items please see the reconciliation tables on slides 37-38.

Fresenius Group: Q3/18 Business Segment Growth



¹ Growth rates adjusted for IFRS 15 adoption and divestitures of Care Coordination activities

² Excluding gains from divestitures of Care Coordination activities, FCPA provision, ballot initiatives, divested Care Coordination activities Q3/2017;

including Natural disaster costs, VA agreement

³ 2017 base adjusted for divestitures of Care Coordination activities

⁴ Excl. biosimilars

⁵ Adjusted for transfer of German post-acute care business from Helios to Vamed

All figures before special items

For a detailed overview special items please see the reconciliation table on slide 37.

Fresenius Kabi: Q3/18 Regional Highlights (1/2)

North America

- 12% organic sales growth in Q3/18
- 37 Kabi-marketed IV drugs currently designated in shortage (vs. 24 at Q4/17)
- Increase FY/18 outlook: Mid-to-high-single-digit organic sales growth (previously: Mid-singledigit)



Europe

- 1% organic sales growth in Q3/18
- Confirm FY/18 outlook: Low to mid-single-digit organic sales growth



Fresenius Kabi: Q3/18 Regional Highlights (2/2)

Emerging Markets

China: 13% organic sales growth

Asia-Pacific ex China: 3% organic sales growth impacted by phasing within operating business

Latin America/Africa: 13% organic sales growth



Total Emerging Markets

Confirm FY/18 outlook: Double-digit organic sales growth



Fresenius Kabi: Q3 & Q1-3/18 EBIT Growth

€m	Q3/18	Δ YoY cc	Q1-3/18	Δ YoY cc
North America	236	16%	678	10%
Margin	38.1%	110 bps	38.5%	50 bps
Europe	84	8%	258	8%
Margin	15.6%	70 bps	15.6%	70 bps
Asia-Pacific/Latin America/Africa	99	2%	282	11%
Margin	20.1%	-100 bps	19.6%	10 bps
Corporate and Corporate R&D	-122	-26%	-364	-40%
Total EBIT¹	297	5%	854	1%
Margin ¹	18.0%	-10 bps	17.6%	-140 bps
Total EBIT excl. Biosimilars¹	338	14%	967	11%
Margin ¹	20.5%	150 bps	19.9%	60 bps

Margin growth at actual rates ¹ Before special items

For a detailed overview of special items please see the reconciliation tables on slides 37-38.

Fresenius Helios

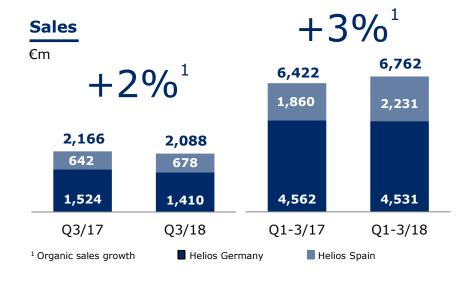
Helios Germany

- Trend towards outpatient treatments was exacerbated by further challenges
- Additional "DRG catalogue effects" and preparatory structural activities for anticipated regulatory measures continue to weigh on earnings development

Helios Spain <u></u>

- Excellent sales growth of 6% in Q3/18
- Additional month of consolidation contributed significantly to 20% sales growth in Q1-3/18
- Excellent organic sales growth
 - 5% in Q3/18
 - 5% in Q1-3/18





Fresenius Helios: Q3 & Q1-3/18 Key Financials

€m	Q3/18	Δ ΥοΥ	Q1-3/18	Δ ΥοΥ
Total sales	2,088	-4%/ 2%²	6,762	5%/ 7% ²
Thereof Helios Germany	1,410	-7%/ 0% ²	4,531	-1%/2% ²
Thereof Helios Spain ¹	678	6%	2,231	20%
Total EBIT Margin	204 9.8%	-12%/ -6% ² -90 bps	775 11.5%	1%/ 3% ² -50 bps
Thereof Helios Germany ^{Margin}	143 10.1%	-25%/-17% ² -240 bps	488 10.8%	-11%/-8% ² -120 bps
Thereof Helios Spain ¹ Margin	59 8.7%	40% +220 bps	286 12.8%	30% +100 bps
Thereof Corporate	2		1	

¹ Consolidated since February 1, 2017

² Adjusted for German post-acute care business transferred to Vamed

Fresenius Vamed

- Excellent organic sales growth of 30% in Q3/18
- Both, service business and project business contributed to strong growth in Q3/18
- Transferred post-acute care business
 - Contributed €117 million to sales growth and €15 million to EBIT growth
 - Integration fully on track



€m	Q3/18	Δ ΥοΥ	Q1-3/18	Δ ΥοΥ
Total sales	476	78% 34% ³	991	32% 17% ³
Project business	161	38%	352	17%
Service business	315	110% 32% ³	639	43% 17% ³
Total EBIT	31	107% 7% ³	49	53% 6% ³
Order intake ¹	112	-61%	567	-19%
Order backlog ¹			2,315	8%²

¹ Project business only

² Versus December 31, 2017

³ Without German post-acute care business transferred from Helios

Fresenius Group: Cash Flow

	Operat	ing CF	Capex	Capex (net)		sh Flow ¹
€m	Q3/18	LTM Margin	Q3/18	LTM Margin	Q3/18	LTM Margin
	366	18.4%	-152	-7.9%	214	10.5%
FRESENIUS HELIOS	128	6.2%	-94	-4.9%	34	1.3% ²
	54	2.2%	-9	-1.2%	45	1.0%
Corporate/Other	-8	n.a.	-14	n.a.	-22	n.a.
FRESENIUS Excl. FMC	540	11.2% ³	-269	-6.1%	271	5.1% ³
	1,149	10.5%	-525	-5.8%	624	4.7%

¹ Before acquisitions and dividends

² Understated: 1.7% excluding €39 million of capex commitments from acquisitions

³ Margin incl. FMC dividend

FRESENIUS

Attachments

















Fresenius Group: Calculation of Noncontrolling Interest

€m	Q1-3/18	Q1-3/17
Earnings before tax and noncontrolling interest	2,875	3,038
Taxes	-632	-855
Noncontrolling interest, thereof	-876	-854
Fresenius Medical Care net income not attributable to Fresenius (Q1-3/18: ~69%)	-651	-612
Noncontrolling interest holders in Fresenius Medical Care	-176	-199
Noncontrolling interest holders in Fresenius Kabi (-€31 m), Fresenius Helios (-€9 m), Fresenius Vamed (-€1 m) and due to Fresenius Vamed's 23% external ownership (-€8 m)	-49	-43
Net income attributable to Fresenius SE & Co. KGaA	1,367	1,329

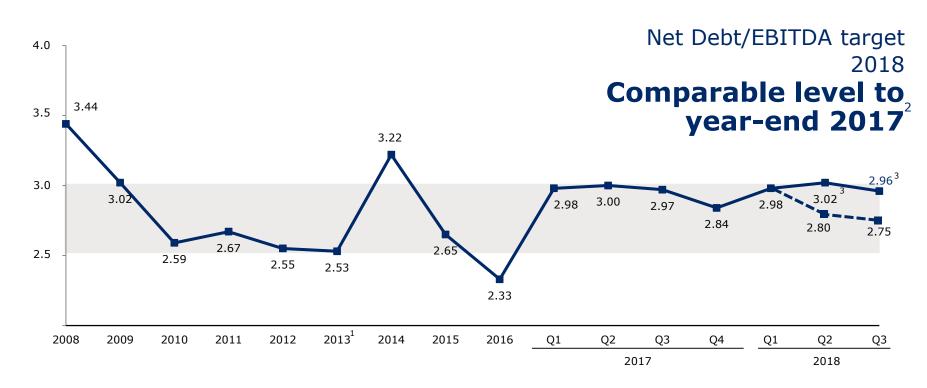
Before special items

For a detailed overview of special items please see the reconciliation tables on slides 37-38.

Fresenius Group: Cash Flow

€m	Q3/18	LTM Margin	Δ ΥοΥ
Operating Cash Flow	1,149	10.5%	1%
Capex (net)	-525	-5.8%	-22%
Free Cash Flow	624	4.7%	-12%
(before acquisitions and dividends)			
Acquisitions (net)	-335		
Dividends	-59		
Free Cash Flow (after acquisitions and dividends)	230	5.5%	-44%

Fresenius Group: Leverage Ratio



Before special items; pro forma closed acquisitions/divestitures At LTM average FX rates for both EBITDA and net debt

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

² Calculated at expected annual average exchange rates, for both net debt and EBITDA; excluding expenses related to (i) the Akorn transaction, (ii) NxStage acquisition;

excluding gains from divestitures of Care Coordination activities; excluding further potential acquisitions; at current IFRS rules

³ Excluding proceeds from divestitures of Care Coordination activities

Fresenius Kabi: Organic Sales Growth by Regions

€m	Q3/18	Δ YoY organic	Q1-3/18	Δ YoY organic
North America	620	12%	1,760	8%
Europe	538	1%	1,658	3%
Asia-Pacific/Latin America/Africa	492	11%	1,439	12%
Asia-Pacific	337	9%	964	12%
Latin America/Africa	155	13%	475	11%
Total sales	1,650	8%	4,857	7%

Fresenius Kabi: Organic Sales Growth by Product Segment

€m	Q3/18	Δ YoY organic	Q1-3/18	Δ YoY organic
IV Drugs	699	8%	2,025	6%
Infusion Therapy	228	6%	703	9%
Clinical Nutrition	458	12%	1,338	12%
Medical Devices/ Transfusion Technology	265	2%	791	3%
Total sales	1,650	8%	4,857	7%

Fresenius Helios: Key Measures

	Q1-3/18	FY/17	Δ
No. of hospitals Germany - Acute care hospitals	87 84	111 88	-22% -5%
No. of hospitals Spain (Hospitals)	46	45	2%
No. of beds Germany - Acute care hospitals	29,253 28,726	34,610 29,438	-15% -2%
No. of beds Spain (Hospitals)	6,803	6,652	2%
Admissions Germany (acute care)	924,703	1,237,068	
Admissions Spain (including outpatients)	9,771,318	11,592,758	

Reconciliation Q3/18

Consolidated results for Q3/18 include special items related to the Akorn transaction. These are mainly transaction costs in the form of legal and consulting fees as well as costs of the financing commitment for the Akorn transaction. Moreover special items arose from gains/losses of divestitures in Care Coordination and the impact of the FCPA related charge at Fresenius Medical Care.

Net income attributable to shareholders of Fresenius SE & Co. KGaA	474	-29	445	-8	-23	5	419
Net income Noncontrolling interest	794 -320	-29	765 -320	-8	-75 52	17 -12	699 -280
Net income before taxes Income taxes	1,016 -222	-43 14	973 -208	-11 3	-75	10 7	897 -198
EBIT Net interest	1,153 -137	-41 -2	1,112 -139	-6 -5	-75	10	1,041 -144
€m Sales	Q3/18 Before special items and before expenses for biosimilars business 8,192	Expenses for the further development of the biosimilars business	Before special items 8,192	Special items (transaction- related effects Akorn)	Special items (provision for FCPA related charge at FMC)	divestitures of Care	Q3/18 After special items (IFRS reported) 8,192

The special items are reported in the Group Corporate/Other segment.

Reconciliation Q1-3/18

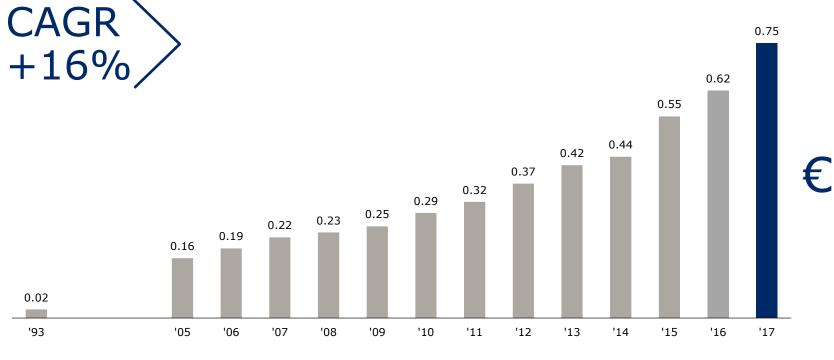
Consolidated results for Q1-3/18 include special items related to the Akorn transaction. These are mainly transaction costs in the form of legal and consulting fees as well as costs of the financing commitment for the Akorn transaction. Moreover special items arose from gains/losses of divestitures in Care Coordination and the impact of the FCPA related charge at Fresenius Medical Care.

Net income attributable to shareholders of Fresenius SE & Co. KGaA	1,449	-82	1,367	-45	-23	212	1,511
Net income Noncontrolling interest	2,325 -876	-82	2,243 -876	-45	-75 52	690 -478	2,813 -1,302
Net income before taxes Income taxes	2,994 -669	-119 37	2,875 -632	-58 13	-75	830 -140	3,572 -759
EBIT Net interest	3,424 -430	-113 -6	3,311 -436	-46 -12	-75	830	4,020 -448
€m Sales	Q1-3/18 Before special items and before expenses for biosimilars business 24,695	Expenses for the further development of the biosimilars business	Before special items 24,695	Special items (transaction- related effects Akorn)	Special items (provision for FCPA related charge at FMC)	divestitures of Care	Q1-3/18 After special items (IFRS reported) 24,695

The special items are reported in the Group Corporate/Other segment.

FRESENIUS

Fresenius Group: 25th Consecutive Dividend Increase



Dividend growth aligned to EPS growth Pay-out ratio: 23%

Financial Calendar / Contact

Financial Calendar

20 February 2019	Results FY/18
02 May 2019	Results Q1/19
17 May 2019	Annual General Meeting
30 July 2019	Results Q2/19
29 October 2019	Results Q3/19

Please note that these dates could be subject to change.

Contact

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