

Roadshow Hong Kong



Hong Kong, 28 March 2019

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.

A Global Leader In HealthCare Products And Services



~€33.5 bn in Sales
(as of Dec. 31, 2018)

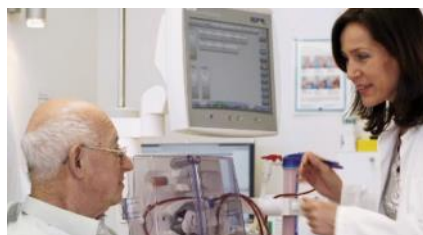
**Strong portfolio
of products** (30% of sales)
and services (70% of sales)

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

**Global presence in
100+ countries**

**275,000+ employees
worldwide**
(as of December 31, 2018)

Strong and Balanced Health Care Portfolio



Ownership: ~31%

Dialysis Products Health Care Services

- Dialysis services
- Hemodialysis products
- Peritoneal dialysis products
- Care coordination

Sales 2018: €16.5 bn



Ownership: 100%

Hospital Supplies

- IV drugs
- Biosimilars
- Clinical nutrition
- Infusion therapy
- Medical devices/
Transfusion technology

Sales 2018: €6.5 bn



Ownership: 100%

Hospital Operation

- Acute care
- Outpatient services

Sales 2018: €9.0 bn¹



Ownership: 77%

Projects and Services for Hospitals

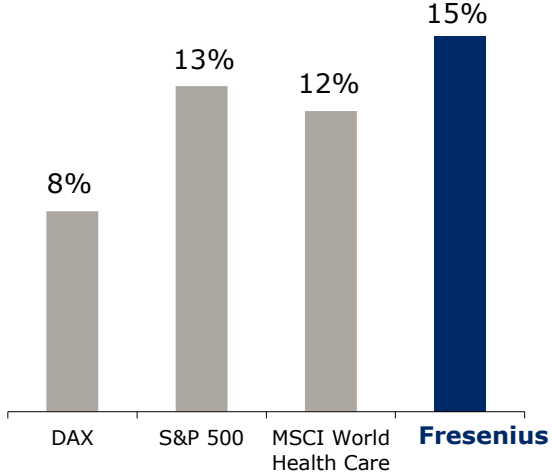
- Post-acute care
- Project development & Planning
- Turnkey construction
- Maintenance & Technical and total operational management

Sales 2018: €1.7 bn¹

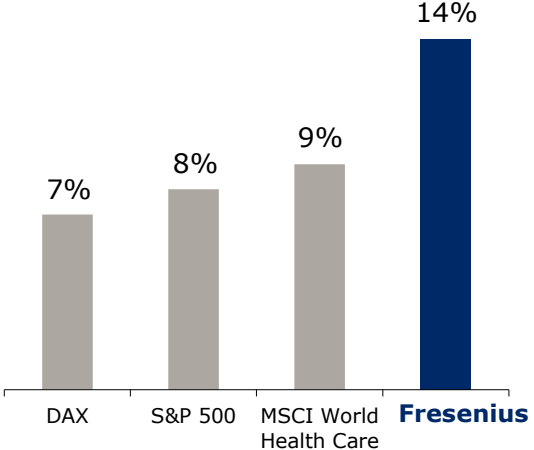
¹ Reflects the transfer of German post-acute care business from Fresenius Helios to Fresenius Vamed as of July 1, 2018

Total Shareholder Return – CAGR, Rounded

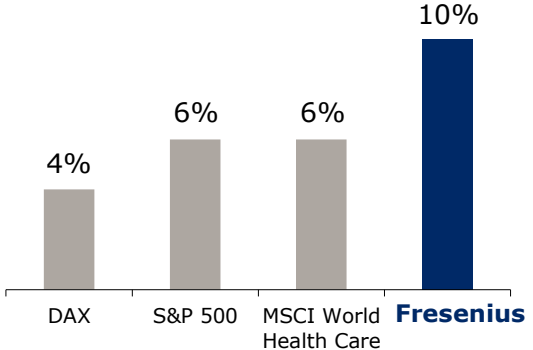
10 years



15 years



20 years



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

Fresenius Medical Care: Global Dialysis Market Leader

- The world's leading provider of dialysis products and services treating more than 330,000 patients¹ in ~3,900 clinics¹
- Provide highest standard of product quality and patient care

 Dialysis products

 Dialysis services

 Complete therapy offerings

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

Market Dynamics

Global Dialysis Market 2018:

- ~€71 bn
- ~6% patient growth p.a.

Growth Drivers:

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



¹ As of December 31, 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



Generic IV Drugs



Clinical Nutrition



Infusion Therapy



Medical Devices /
Transfusion Technology



Biosimilars

- Focus on organic growth through geographic product rollouts and new product launches
- Development of biosimilars with a focus on oncology and autoimmune diseases

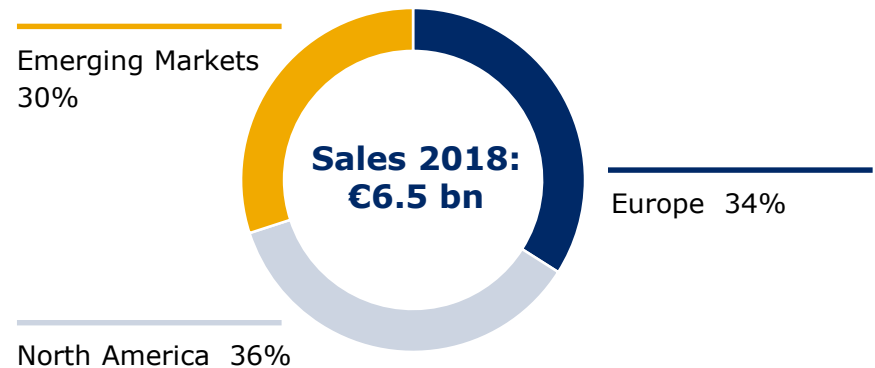
Market Dynamics

Global Addressable Market 2018:

- ~€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

- ~5%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



Acute Care



Outpatient

Market Dynamics

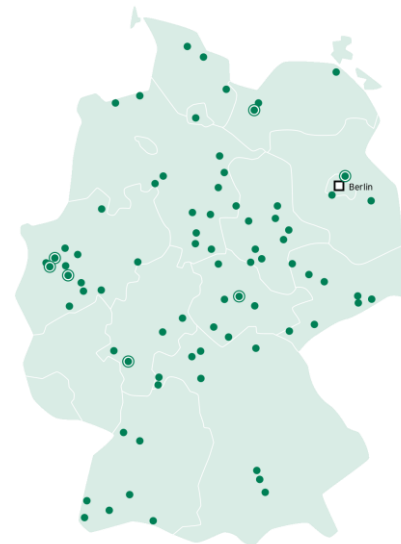
German Acute Care Hospital Market:

- ~€102 bn²

Growth Drivers:

- Aging population leading to increasing hospital admissions

Largest network & nationwide presence



86 hospitals
~29,000 beds
~1.2 million inpatient admissions p.a.
~4.1 million outpatient admissions p.a.

As of December 31, 2018

¹ Based on sales

² German Federal Statistical Office 2018; total costs, gross of the German hospitals less academic research and teaching

Fresenius Helios: Europe's Largest Private Hospital Operator

Helios Spain

- ~€3.0 bn sales in 2018
- ~12%¹ 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 Based on sales

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

Market Dynamics

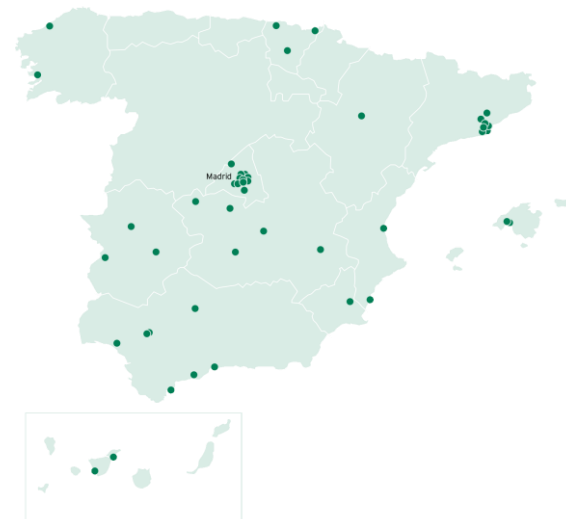
Spanish Private Hospital Market:

- ~€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



47 hospitals
~7,000 beds
~12.9 m outpatient admissions p.a.
~0.4 m inpatient admissions p.a.

As of December 31, 2018

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 900 projects in over 90 countries completed
- Leading European post-acute care provider operating in five European countries



Projects



Services



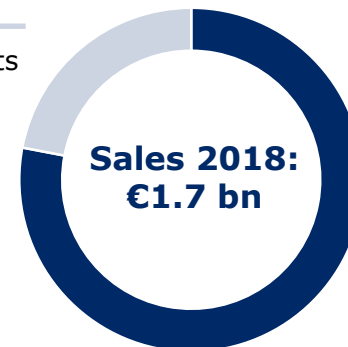
Post-acute care

Market Dynamics

Growth Drivers:

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

Emerging Markets
22%



Europe 78%

Fresenius Group

- **Delivered on FY/18 Group targets**
- **26th consecutive dividend increase proposed**
- **Significant investments into medium-term growth in FY/18 and FY/19**
- **Fresenius Kabi expected to show continued growth in FY/19**
- **Helios Germany impacted by regulatory changes and initiatives to secure medium-term growth; Helios Spain with continued dynamic growth**
- **Healthy growth targets for 2020 - 2023**

Fresenius Kabi: Significant investments

IV Generics

- ~US\$350 million investment in Melrose Park, USA
 - Installation of state-of-the-art sterile pharmaceutical production, packaging technologies and related laboratories
- ~ US\$120 million investment in Grand Island, USA,
 - New production lines and other infrastructure improvements to foster automation and increase capacity

Infusion Solutions

- ~US\$350 million investment in Wilson, USA
 - Construction of manufacturing facility on existing site

Biosimilars

- Expected launch of Adalimumab in EU
- Further development of product pipeline



Clinical Nutrition

- ~€150 million investment in Enteral Nutrition plant in Wuxi, China
 - New building and production lines for enteral nutrition products
- ~€100 million investment in Emmer-Compascuum, Netherlands,
 - New production lines for enteral nutrition products

Fresenius Kabi: US Generic IV Drug Market in FY/19

2019 pricing environment expected to be in line with recent years

- Key molecules to see more competition, however broadly unchanged pricing environment in large base business
- Healthy volume growth projected to more than offset price decline
- Continued low single-digit price decline for core portfolio anticipated in 2019

Excellent competitive position - strong customer relationships and pipeline

- FDA accelerated approvals of generics – especially for drugs with limited number of approvals
- Excellent customer relationships and strong pipeline mitigate risk
- Similar level of launches expected as in FY/18



Helios Germany: Improved visibility

Active management of regulatory challenges by adjusting structures

- Clustering (to fulfill minimum number of indications)
- Setting up regional centers
- Increased regional cooperation between clinics

Being attractive for nurses

- Central, regional and local recruiting measures
- Impact of minimum staffing levels on FY/19 financials benign
- "Pflegetarifvertrag" – collective bargaining for nurses

Profit from trend towards outpatient services

- Attractive network of ~125 MVZs (polyclinics)
- Leverage and scaling of outpatient services

New business models

- Develop internationally scalable business models
- New business areas for Germany (e.g. video consulting, occupational health)
- Digitization for comprehensive cross-sector care

DRG change from 2020 onwards

- We expect that the impact on FY/20 financials is manageable



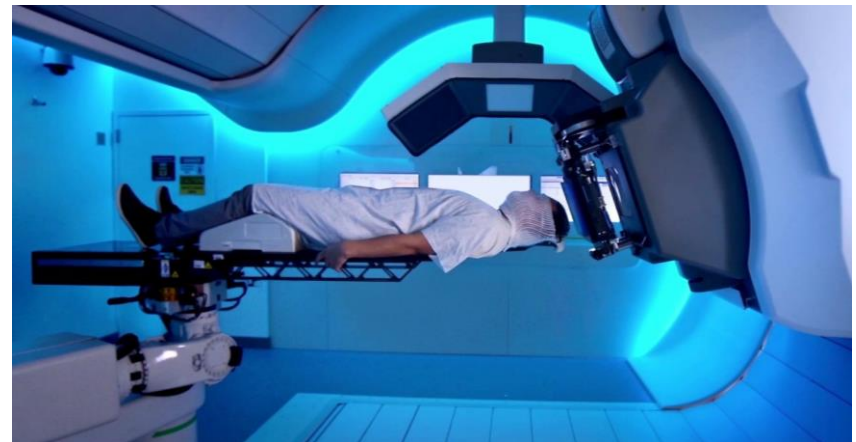
Helios Spain: Continued dynamic growth

Growth projects

- **Acquisition Clínica Medellín, Colombia**
 - Closing expected in Q1/19
 - ~€50 million investment
- **Acquisition in Huelva**
 - Entrance into a new region
 - Hospital Costa de la Luz, €15 million sales, 50 beds, 7 operating rooms
- **Greenfield project in Torrejón**
 - 60 beds, 4 operating rooms, total investment of ~€30 million
 - Expected opening in 2021
- **Expansion Madrid hospital**
 - +50 additional beds and 2 additional ambulatory operating rooms
 - Opening end of 2019 expected

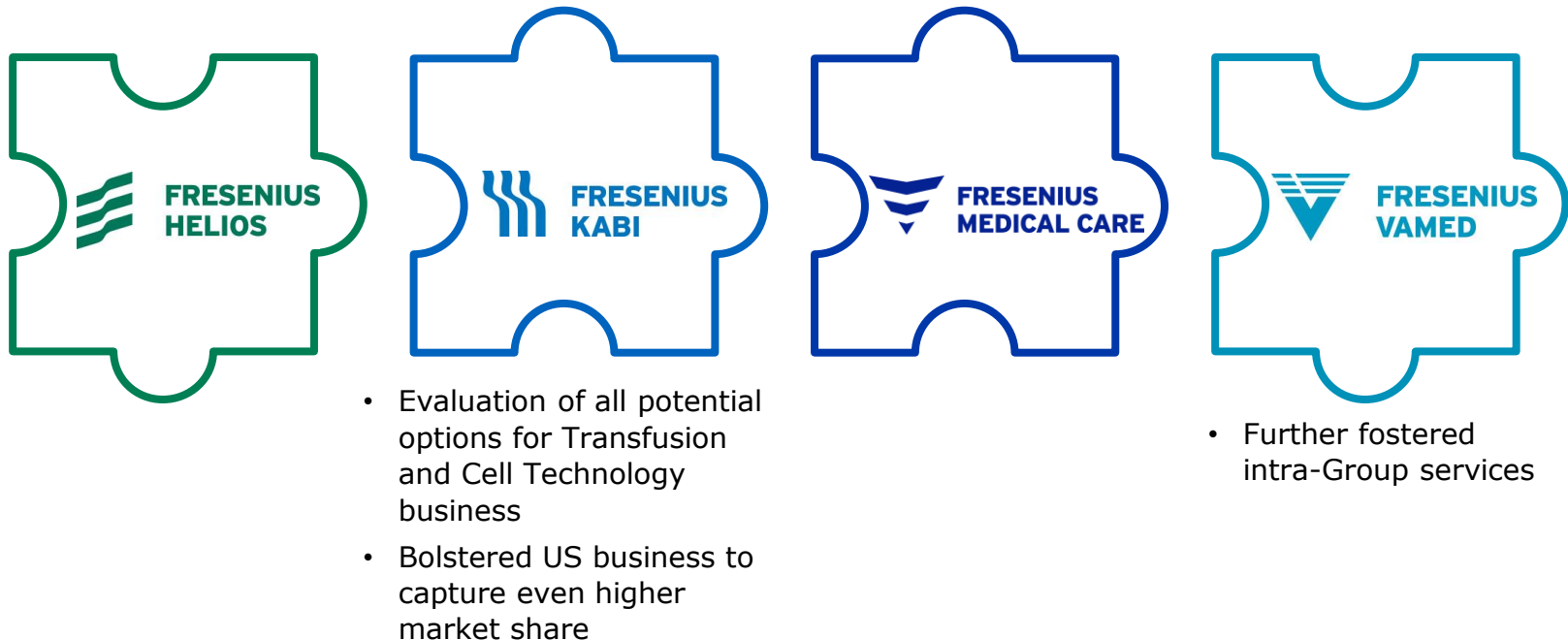
Innovative projects

- **Proton Therapy Center**
 - First proton therapy center in Spain with a total investment of €40 million
 - Construction project is on track, equipment is already installed and under commissioning process
 - Expected opening by the end of 2019



Fresenius Group: Portfolio alignment and cost savings to improve profitability and fuel growth trajectory

- Reshaping German hospital network to lead regulatory changes
- Focus on process optimization and improved patient service
- Cost optimization program on top of GEP II initiated
- Strategic review of apheresis business



Allocating capital to higher-margin segments and business lines

Fresenius Group: Capital deployment centers on sustainable long-term value creation



Re-investments in own business

Fuel organic growth with low-risk high-return investments



Strategic acquisitions

Short-term focus on small bolt-on acquisitions; long-term rigorous pursuit of inorganic growth trajectory



Dividends

26 years of consecutive dividend increases; CAGR of ~16%



Share buy backs

Currently more attractive growth opportunities in operating investments

Fresenius Group: Healthy Growth Targets 2020 - 2023



 **Growing Markets with High Entry Barriers**

 **Attractive markets**

 **Marketing of existing value chain**

 **Attractive Product Pipeline**

 **Market consolidation**

 **Strengthening and extension of value chain**

 **Entry into attractive biosimilars business**

 **Synergies**

 **Development of post-acute care business**

 **Strong Emerging Markets Presence**

 **Greenfield investments in Spain**

 **Expansion of geographic presence**

 **Further Internationalization**

Financial Review FY/18



Fresenius Group: Q4/18 & FY/18 Profit and Loss Statement

| €m | Q4/18 | Δ YoY cc | FY/18 | Δ YoY cc |
|---------------------------------------|--------------|-----------------|---------------|---------------------|
| Sales | 8,835 | 7% ¹ | 33,530 | 6% ¹ |
| EBIT | 1,250 | 0% | 4,561 | -1%/1% ² |
| EBIT (excl. biosimilars) | 1,303 | 0% | 4,727 | 1%/3% ² |
| Net interest | -129 | 12% | -570 | 7% |
| Income taxes | -253 | 17% | -880 | 21% |
| Net income | 504 | 5% | 1,871 | 7% |
| Net income (excl. biosimilars) | 542 | 6% | 1,991 | 11% |

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

² Excluding VA agreement

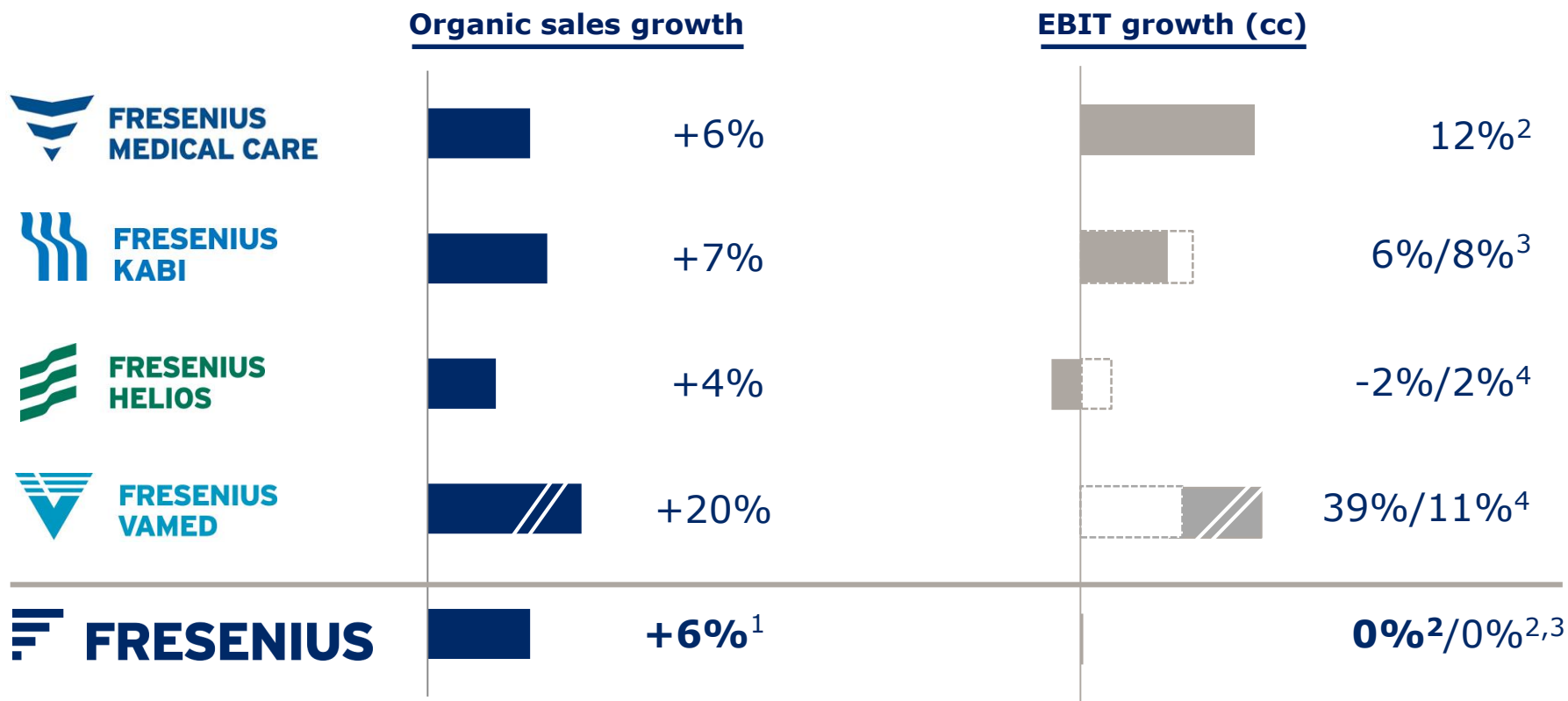
All growth rates in constant currency (cc)

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

All figures before special items

For a detailed overview of special items and adjustments please see the reconciliation tables on slides 59-66.

Fresenius Group: Q4/18 Business Segment Growth



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

² EBIT reported

³ Excl. biosimilars

⁴ Adjusted for transfer of German post-acute care business from Helios to Vamed

All figures before special items

For a detailed overview of special items and adjustments please see the reconciliation tables on slides 59-66.

Fresenius Kabi: Organic Sales Growth by Regions

| €m | Q4/18 | Δ YoY organic | FY/18 | Δ YoY organic |
|-----------------------------------|--------------|---------------|--------------|---------------|
| North America | 599 | 5% | 2,359 | 8% |
| Europe | 590 | 3% | 2,248 | 3% |
| Asia-Pacific/Latin America/Africa | 498 | 15% | 1,937 | 12% |
| Asia-Pacific | 336 | 13% | 1,300 | 12% |
| Latin America/Africa | 162 | 18% | 637 | 13% |
| Total sales | 1,687 | 7% | 6,544 | 7% |

Fresenius Kabi: Q4 & FY/18 EBIT Growth

| €m | Q4/18 | Δ YoY cc | FY/18 | Δ YoY cc |
|--|---------------------|----------------------|-----------------------|-----------------------|
| North America Margin | 216 36.1% | 9% 110 bps | 894 37.9% | 10% 70 bps |
| Europe Margin | 97 16.4% | -9% -210 bps | 355 15.8% | 3% -10 bps |
| Asia-Pacific/Latin America/Africa Margin | 116 23.3% | 22% 140 bps | 398 20.5% | 14% 40 bps |
| Corporate and Corporate R&D | -144 | -10% | -508 | -30% |
| Total EBIT¹ Margin ¹ | 285 16.9% | 6% -20 bps | 1,139 17.4% | 2% -110 bps |
| Total EBIT excl. Biosimilars¹ Margin ¹ | 338 20.0% | 8% 10 bps | 1,305 19.9% | 10% 40 bps |

Margin growth at actual rates

¹ Before special items

For a detailed overview of special items and adjustments please see the reconciliation tables on slides 59-66.

Fresenius Kabi: Expected Organic Sales Growth 2019

North America

Low to mid-single-digit growth

- Growth in 2019 mainly driven by new drug launches and further ramp-up of pre-filled syringe business
- More competition for key molecules; broadly unchanged pricing environment in base business
- Continued significant launch activity in 2019



Europe

Low to mid-single-digit growth

- Enteral nutrition with dynamic growth momentum
- Launch of biosimilar Adalimumab expected

Fresenius Kabi: Expected Organic Sales Growth 2019

Emerging Markets

Likely double-digit growth

China:

- Attractive growth prospects
- Growth particularly driven by Clinical Nutrition and IV drugs

Asia-Pacific ex China:

- Very positive sentiment
- Strong growth momentum expected



Latin America/Africa:

- Continued strong growth expected

Fresenius Helios

Helios Germany

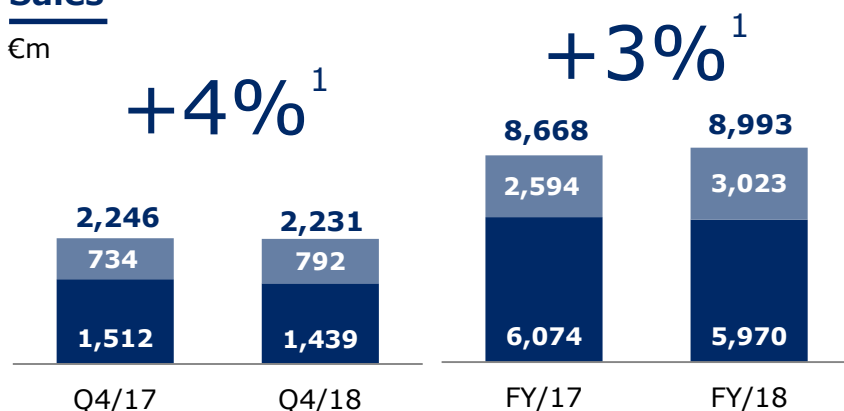
- Organic sales growth of 3% in Q4/18 – DRG price increases and better results from the negotiations with our payors offset decline in admissions
- DRG catalogue effects, preparatory structural activities and vacancies for doctors and specialized nurses continue to weigh on earnings development

Helios Spain

- Strong sales growth of 8% in Q4/18
- Additional month of consolidation contributed significantly to 17% sales growth in FY/18
- Excellent organic sales growth
 - 7% in Q4/18
 - 6% in FY/18

Sales

€m



¹ Organic sales growth

■ Helios Germany

■ Helios Spain



Fresenius Helios: Q4 & FY/18 Key Financials

| €m | Q4/18 | Δ YoY | FY/18 | Δ YoY |
|-----------------------------------|--------------|---------------------------|--------------|--------------------------|
| Total sales | 2,231 | -1%/4%² | 8,993 | 4%/6%² |
| Thereof Helios Germany | 1,439 | -5%/3% ² | 5,970 | -2%/2% ² |
| Thereof Helios Spain ¹ | 792 | 8% | 3,023 | 17% |
| Total EBIT | 277 | -2%/2%² | 1,052 | 0%/3%² |
| Margin | 12.4% | -20 bps | 11.7% | -40 bps |
| Thereof Helios Germany | 137 | -22%/-15% ² | 625 | -14%/-10% ² |
| Margin | 9.5% | -210 bps | 10.5% | -140 bps |
| Thereof Helios Spain ¹ | 127 | 19% | 413 | 26% |
| Margin | 16.0% | +140 bps | 13.7% | +110 bps |
| Thereof Corporate | 13 | -- | 14 | -- |

¹ Consolidated since February 1, 2017

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

Fresenius Vamed

- Both business segments contributed to the excellent organic sales growth of 16% in FY/18
- Sales share of more stable and high margin service business clearly outstrips project business
- €1,227 m order intake at all-time high; strong foundation for future growth









| €m | Q4/18 | Δ YoY | FY/18 | Δ YoY |
|-------------------------------|------------|--------------------------------|--------------|--------------------------------|
| Total sales | 697 | 45% 22% ¹ | 1,688 | 37% 19% ¹ |
| Thereof organic sales | | 20% | | 16% |
| Project business | 360 | 18% | 712 | 17% |
| Service business | 337 | 93% 28% ¹ | 976 | 57% 20% ¹ |
| Total EBIT | 61 | 39% 11% ¹ | 110 | 45% 9% ¹ |
| Order intake ² | 660 | 65% | 1,227 | 12% |
| Order backlog ² | | | 2,420 | 13% |

¹ Without German post-acute care business acquired from Helios

² Project business only

Fresenius Group: Cash Flow

| €m | Operating CF | | Capex (net) | | Free Cash Flow ¹ | |
|---|--------------|--------------------------|---------------|--------------|-----------------------------|-------------------------|
| | Q4/18 | LTM Margin | Q4/18 | LTM Margin | Q4/18 | LTM Margin |
|  FRESENIUS KABI | 220 | 15.9% | -201 | -8.5% | 19 | 7.4% |
|  FRESENIUS HELIOS | 167 | 6.2% | -176 | -4.9% | -9 | 1.3% ² |
|  FRESENIUS VAMED | 108 | 6.3% | -15 | -1.7% | 93 | 4.6% |
| Corporate/Other | 0 | n.a. | -28 | n.a. | -28 | n.a. |
|  FRESENIUS Excl. FMC | 495 | 10.4%³ | -420 | -6.3% | 75 | 4.1%³ |
|  FRESENIUS Q4/18 | 1,193 | 11.2% | -721 | -6.2% | 472 | 5.0% |
|  FRESENIUS FY/18 | 3,742 | 11.2% | -2,077 | -6.2% | 1,665 | 5.0% |




¹ Before acquisitions and dividends

² Understated: 1.7% excluding €30 million of capex commitments from acquisitions

³ Margin incl. FMC dividend

Fresenius Group: 2019 Financial Outlook by Business Segment

€m (except otherwise stated)


| | | FY/18 Base | FY/19e ¹ |
|--|---------------------------|--------------------|---------------------|
|  | Sales growth (org) | 6,544 | 3% - 6% |
| | EBIT growth (cc) | 1,139 ² | 3% - 6% |
|  | Sales growth (org) | 8,993 | 2% - 5% |
| | EBIT growth | 1,052 | -5% to -2% |
|  | Sales growth (org) | 1,688 | ~10% |
| | EBIT growth | 110 | 15% - 20% |

¹ Excluding transaction-related expenses, revaluations of biosimilars contingent liabilities, adjusted for IFRS 16 effects

² Before special items

For a detailed overview of adjustments and special items please see the reconciliation tables on slides 59-66 and for the bases for FY/19 guidance please see slides 34-36.

Fresenius Group: 2019 Financial Guidance

| €m (except otherwise stated) | | FY/18 Base ¹ | FY/19 ² |
|--|---|-------------------------|--------------------|
|  | Sales growth (cc) | 33,009 | 3% - 6% |
| | Net income³ growth (cc) | 1,872 | ~0% |

¹ Before special items and after adjustments

² Excluding transaction-related expenses, expenses associated with the cost optimization program at FMC, revaluations of biosimilars contingent liabilities, effects of NxStage transaction, adjusted for IFRS 16 effects

³ Net income attributable to shareholders of Fresenius SE & Co. KGaA

For a detailed overview of adjustments and special items please see the reconciliation tables on slides 59-66 and for the bases for FY/19 guidance please see slides 34-36.

Fresenius Group: Healthy Growth Targets 2020 – 2023 (CAGRs)



Organic sales growth

4 – 7% (plus ~1% small to mid-size acquisitions)

Organic net income¹ growth

5 – 9% (plus ~1% small to mid-size acquisitions)

¹ Net income attributable to shareholders of Fresenius SE & Co. KGaA

Before special items

Attachments



FY/18 base for Fresenius Group Guidance FY/19

€m

| | |
|---|---------------|
| Sales reported | 33,530 |
| Divestitures of Care Coordination activities at FMC (H1/18) | -521 |
| Sales basis for growth rates | 33,009 |
| Net Income reported | 2,027 |
| Transaction Costs, Akorn, Biosimilars | 25 |
| Bridge Financing Costs Akorn | 12 |
| Revaluations of Biosimilars contingent liabilities | 5 |
| Impact of FCPA related charge | 9 |
| Gain related to divestitures of Care Coordination activities | -207 |
| Net income (before special items) | 1,871 |
| Divestitures of Care Coordination activities at FMC (H1/18) | 1 |
| Net income basis for growth rates (before special items and after adjustments) | 1,872 |

FY/18 base for Fresenius Medical Care Outlook FY/19

€m

| | |
|---|---------------|
| Sales reported | 16,547 |
| Divestitures of Care Coordination activities at FMC (H1/18) | -521 |
| Sales basis for growth rates | 16,026 |
| Net Income reported | 1,982 |
| Impact of FCPA related charge | 28 |
| Gain related to divestitures of Care Coordination activities | -673 |
| Net income (before special items) | 1,337 |
| Divestitures of Care Coordination activities at FMC (H1/18) | 4 |
| Net income basis for growth rates (before special items and after adjustments) | 1,341 |

FY/18 base for Fresenius Kabi Outlook FY/19

€m

| | |
|---|--------------|
| Sales basis for growth rates | 6,544 |
| Transaction Costs Akorn, Biosimilars | 34 |
| Revaluations of Biosimilars contingent liabilities | 7 |
| EBIT (before special items = base for Kabi guidance) | 1,139 |

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

IFRS 16: Profit and Loss - Implications

| €m | | Expected IFRS 16 effect on 2019 |
|-------------------------------|---|--|
| Sales | ➔ | - ~€0.1 bn (discontinuation of sale-leaseback transactions at FMC NA) |
| EBITDA | ➔ | + ~€1.0 bn (fewer rent expenses) |
| Depreciation and amortization | ➔ | - ~€0.9 bn (additional depreciation) |
| EBIT | ➔ | + ~€0.1 bn |
| Interest | ➔ | - ~€0.2 bn (additional interest) |
| Net Income | ➔ | - ~€30 m |

Rent-expenses will be replaced by **depreciation** and **interest-expenses** :

- Increase of EBITDA and EBIT
- Neutral or slightly negative impact on EAT (depending on life-phase of contracts because of higher interests in the first years of contract)

IFRS 16: Balance Sheet

€m

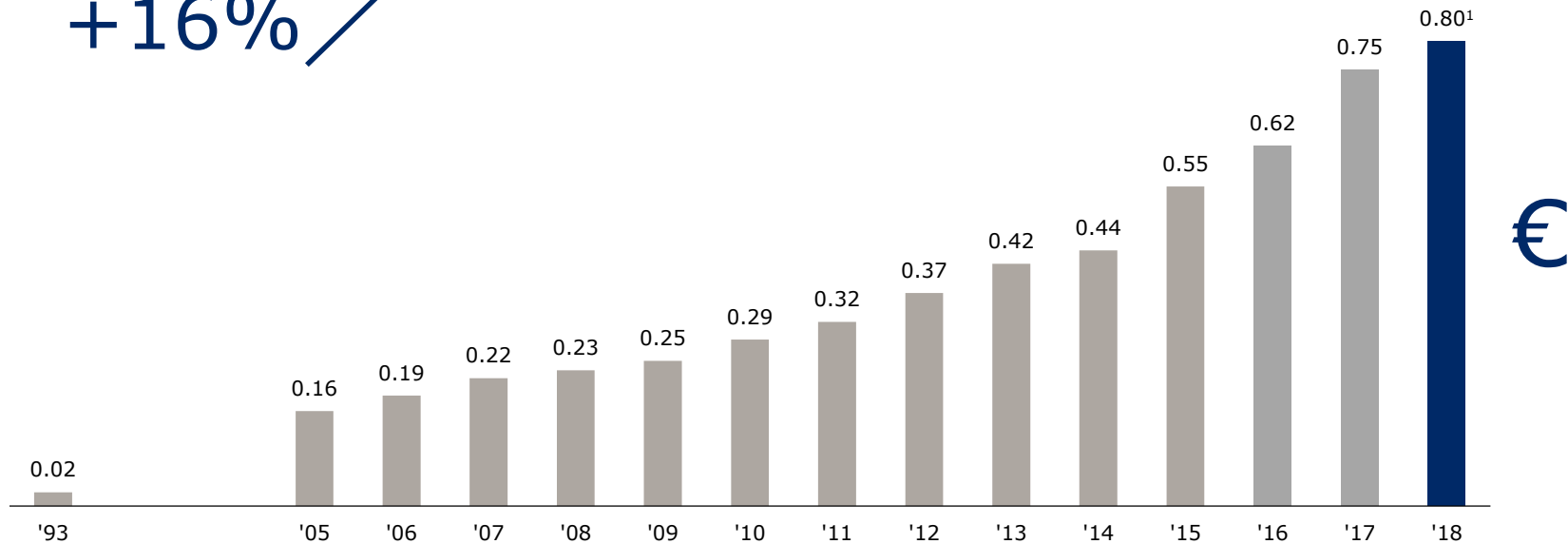
Expected IFRS 16 effect on 2019

| | | |
|---------------------------|---|---------------------|
| Right-of-use-asset | ➔ | ~€5.2 bn |
| Lease liability | ➔ | ~€5.5 bn |
| Equity | ⬇ | ~-€0.3 bn |
| Leverage | ➔ | + ~30-40 bps |

Leases have to be recognized as a **right-of-use-asset** and **corresponding liability**

Fresenius Group: 26th Consecutive Dividend Increase

CAGR
+16%



Dividend growth aligned to EPS growth
Pay-out ratio: 24%

¹ Proposal

Fresenius Group: Profit and Loss Statement

| €m | Q4/2018 | Growth Q4 YoY | | FY/2018 | Growth FY YoY | |
|-------------------------|--------------|-----------------|-----------------|---------------|-----------------|-----------------|
| | | actual rates | constant rates | | actual rates | constant rates |
| Sales | 8,835 | 7% ¹ | 7% ¹ | 33,530 | 2% ¹ | 6% ¹ |
| EBIT | 1,250 | 0% | 0% | 4,561 | -4% | -1% |
| Net interest | -129 | 12% | 12% | -570 | 10% | 7% |
| Income taxes | -253 | 18% | 17% | -880 | 23% | 21% |
| Net income ² | 504 | 6% | 5% | 1,871 | 4% | 7% |

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

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

All figures before special items, 2017 base adjusted for divestitures of Care Coordination activities

For a detailed overview of special items and adjustments please see the reconciliation tables on slides 59-66.

Fresenius Group: Calculation of Noncontrolling Interest

| €m | FY/18 | FY/17 |
|---|--------------|--------------|
| Earnings before tax and noncontrolling interest | 3,991 | 4,178 |
| Taxes | -880 | -1,168 |
| Noncontrolling interest, thereof | -1,240 | -1,194 |
| Fresenius Medical Care net income not attributable to Fresenius (FY/18: ~69%) | -925 | -864 |
| Noncontrolling interest holders in Fresenius Medical Care | -244 | -274 |
| Noncontrolling interest holders in Fresenius Kabi (-€43 m), Fresenius Helios (-€10 m), Fresenius Vamed (-€1 m) and due to Fresenius Vamed's 23% external ownership (-€17 m) | -71 | -56 |
| Net income attributable to Fresenius SE & Co. KGaA | 1,871 | 1,816 |






Before special items

For a detailed overview of special items please see the reconciliation tables on slides 59-66.

Fresenius Group: Cash Flow

| €m | Q4/18 | LTM Margin | Δ YoY |
|--|--------------|--------------|-------------|
| Operating Cash Flow | 1,193 | 11.2% | 7% |
| Capex (net) | -721 | -6.2% | -22% |
| Free Cash Flow (before acquisitions and dividends) | 472 | 5.0% | -10% |
| Acquisitions (net) | -198 | | |
| Dividends | -72 | | |
| Free Cash Flow (after acquisitions and dividends) | 202 | 4.1% | -70% |

Fresenius Group: FY/18 & LTM Cash Flow

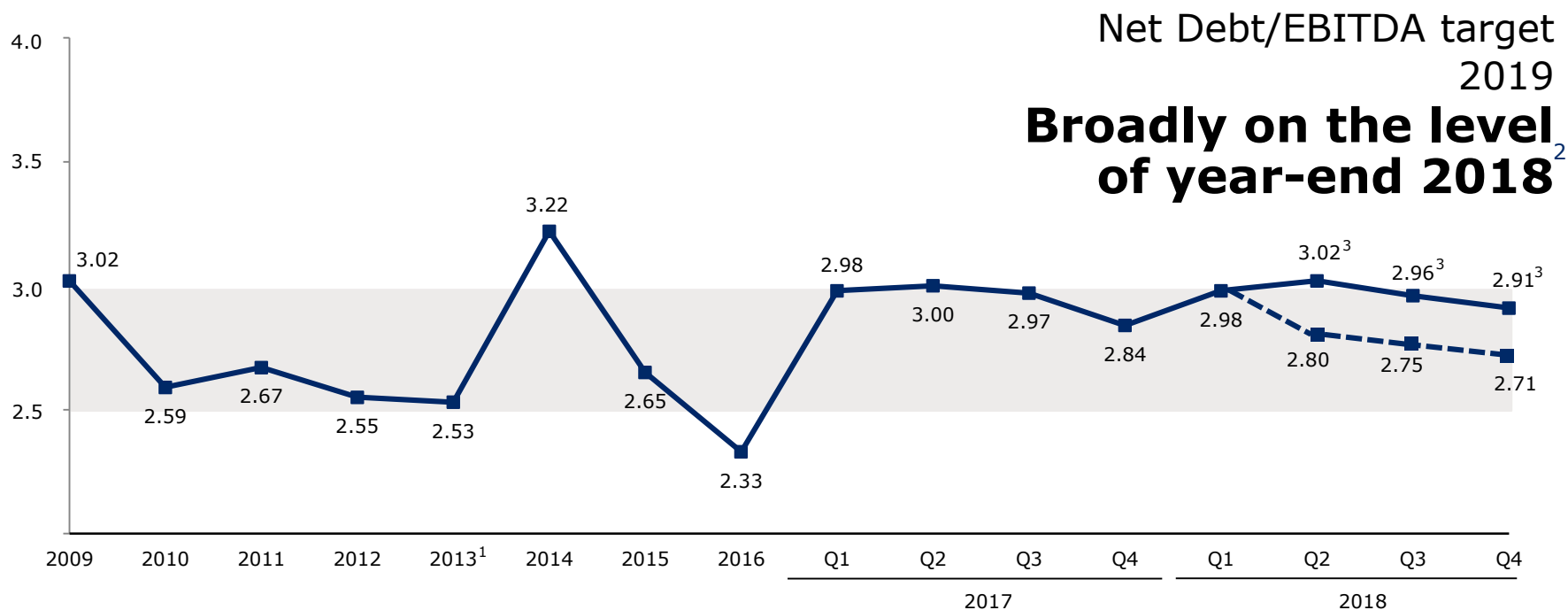
| €m | Operating CF | | Capex (net) | | Free Cash Flow ¹ | |
|---|--------------|--------------------|-------------|------------|-----------------------------|-------------------|
| | FY/2018 | LTM Margin | FY/2018 | LTM Margin | FY/2018 | LTM Margin |
|  FRESENIUS KABI | 1,040 | 15.9% | -553 | -8.5% | 487 | 7.4% |
|  FRESENIUS HELIOS | 554 | 6.2% | -434 | -4.9% | 120 | 1.3% ³ |
|  FRESENIUS VAMED | 106 | 6.3% | -29 | -1.7% | 77 | 4.6% |
| Corporate/Other | -20 | n.a. | -58 | n.a. | -78 | n.a. |
|  FRESENIUS Excl. FMC | 1,680 | 10.4% ² | -1,074 | -6.3% | 606 | 4.1% ² |
|  FRESENIUS | 3,742 | 11.2% | -2,077 | -6.2% | 1,665 | 5.0% |

¹ Before acquisitions and dividends

² Margin incl. FMC dividend

³ Understated: 1.7% excluding €30 million of capex commitments from acquisitions

Fresenius Group: Leverage Ratio



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

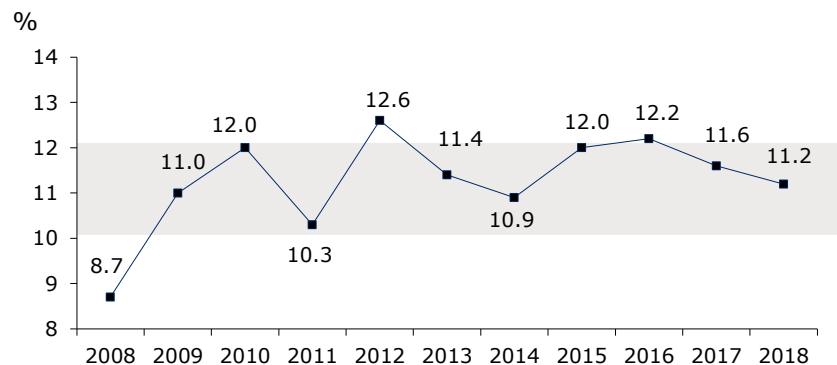
¹ Pro forma excluding advances made for the acquisition of hospitals from Rhön-Klinikum AG

² Calculated at expected annual average exchange rates, for both net debt and EBITDA; excluding pending acquisition of NxStage; without potential unannounced acquisitions; adjusted for IFRS 16 effects

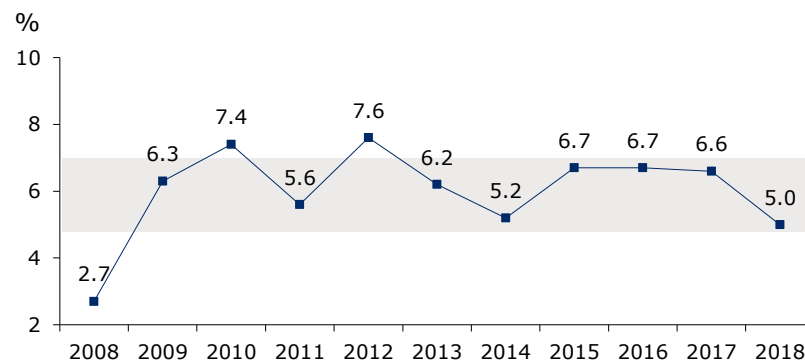
³ Excluding proceeds from divestitures of Care Coordination activities

Fresenius Group Consistent Cash Generation

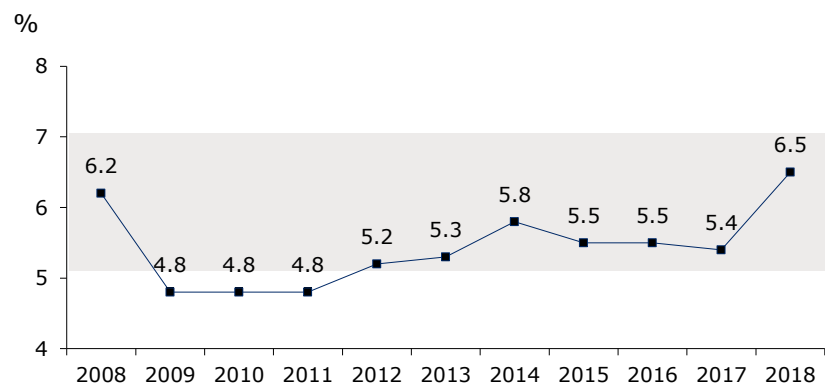
CFFO margin



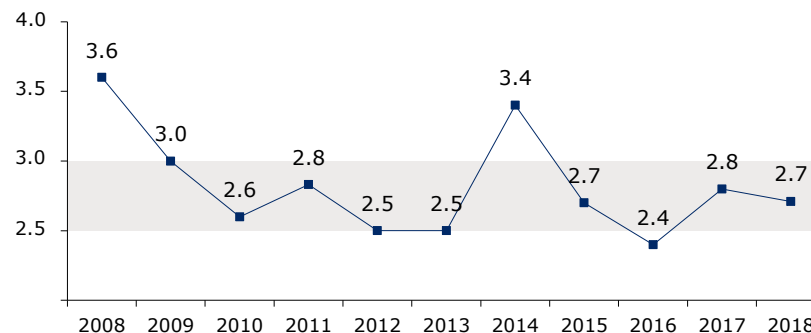
FCF margin (before acquisitions & dividends)



Capex gross, in % of sales

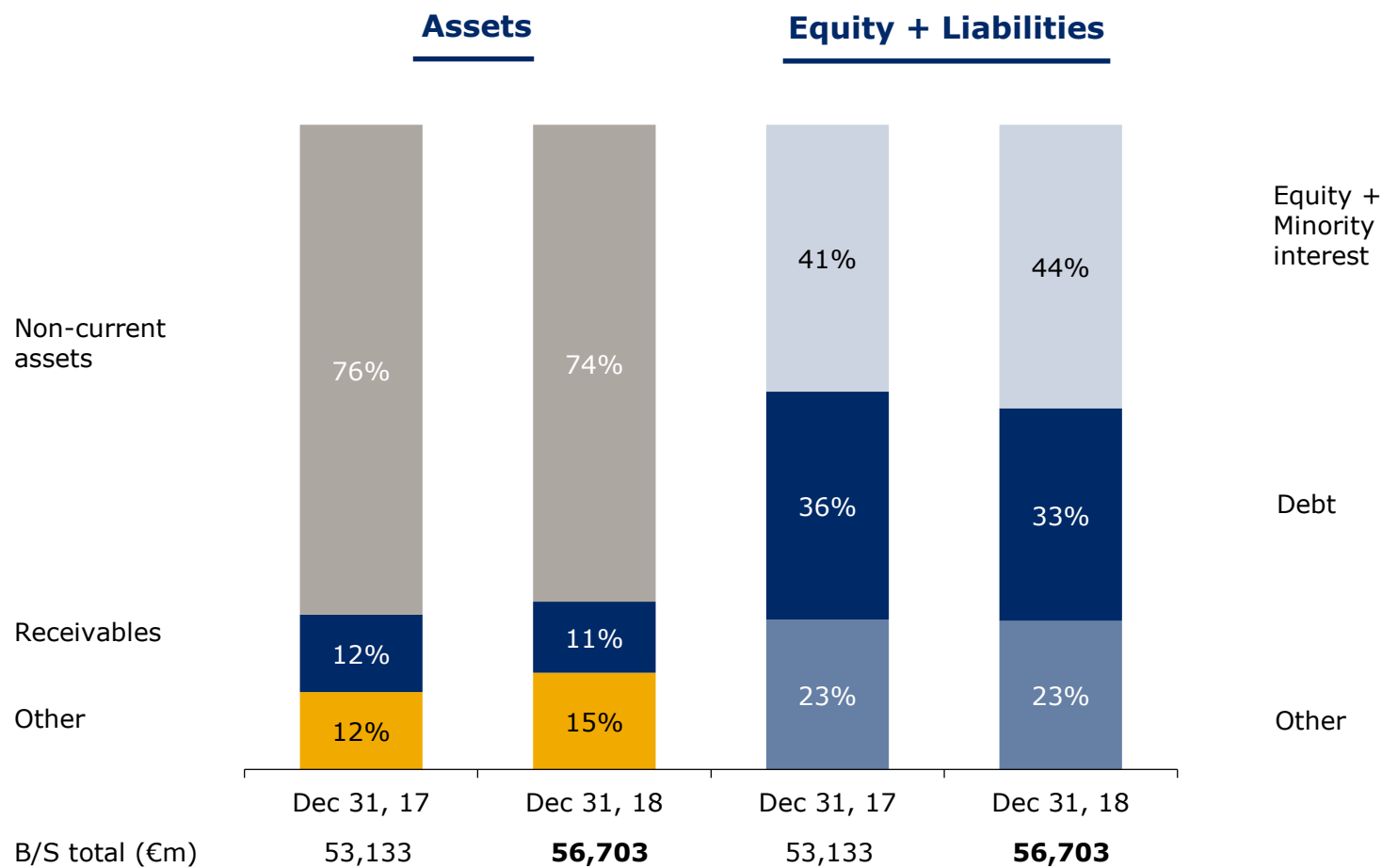


Net Debt / EBITDA¹



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

Fresenius Group: Solid Balance Sheet Structure



Fresenius Group: Well Balanced Financing Mix and Maturity Profile

Financing mix

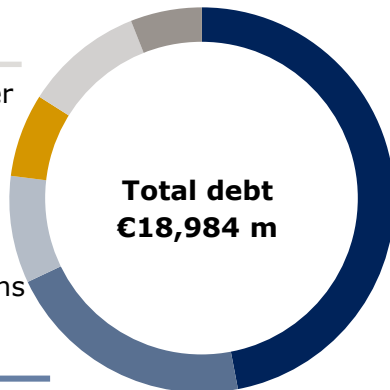
Other Debt
6%

Commercial Paper
10%

Equity neutral
convertible bond
7%

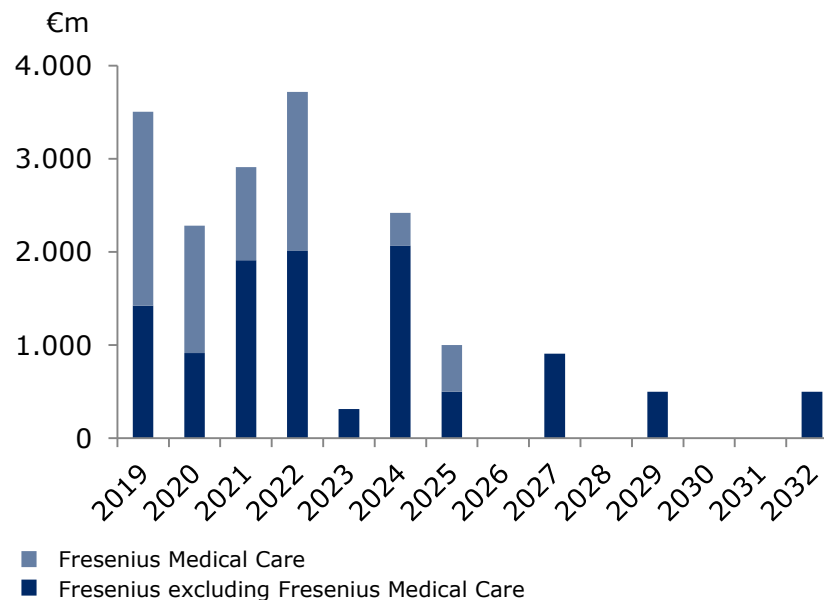
Schuldschein loans
9%

Syndicated
credit facilities
21%



**Average interest
rate/cost of debt
2.6% p.a.**

Maturity profile^{1,2}



**Average maturity
3.3 years**

¹ Based on utilization of major financing instruments

² Pro Forma incl. New issued FSE €500 million and €500 million Bonds maturing in 2025 and 2029, excl. €300 million and €500 million bonds, maturing February and April 2019 and € 200 million Commercial Papers

Fresenius Kabi: Organic Sales Growth by Product Segment

| €m | Q4/18 | Δ YoY organic | FY/18 | Δ YoY organic |
|--|--------------|---------------|--------------|---------------|
| IV Drugs | 710 | 5% | 2,735 | 5% |
| Infusion Therapy | 226 | 1% | 929 | 7% |
| Clinical Nutrition | 458 | 15% | 1,796 | 13% |
| Medical Devices/ Transfusion Technology | 293 | 5% | 1,084 | 4% |
| Total sales | 1,687 | 7% | 6,544 | 7% |

Fresenius Kabi: Profit and Loss Statement

| €m | FY/18 | FY/17 |
|---------------------------------|-----------------------------|---------------|
| Sales | 6,544 | 6,358 |
| EBITDA margin % | 1,434 21.9 | 1,483 23.3 |
| EBIT margin % | 1,139 17.4 | 1,177 18.5 |
| Net interest | -108 | -119 |
| EBT and noncontrolling interest | 1,031 | 1,058 |
| Income taxes Tax rate % | -246 23.9 | -317 30.0 |
| Noncontrolling interest | -43 | -39 |
| Net income ¹ | 742 | 702 |

Before special items

¹ Attributable to shareholders of Fresenius SE & Co. KGaA

Fresenius Kabi: Cash Flow Statement

| €m | FY/18 | FY/17 |
|---|-----------------------------|---------------|
| Net income (incl. noncontrolling interest) | 756 | 739 |
| Depreciation / amortization | 295 | 306 |
| Change in working capital | -11 | -35 |
| Cash flow from operations Margin % | 1,040 15.9 | 1,010 15.9 |
| CAPEX, net | -553 | -420 |
| Free Cash flow (before acquisitions and dividends) | 487 | 590 |
| Acquisitions, net | -43 | -152 |
| Free cash flow (before dividends) | 444 | 438 |

Fresenius Kabi: Balance Sheet

| €m | FY/18 | FY/17 |
|---|---------------|---------------|
| Accounts receivable | 883 | 841 |
| Inventories | 1,521 | 1,361 |
| Fixed assets | 8,593 | 8,092 |
| Other assets | 1,641 | 1,498 |
| Total assets | 12,638 | 11,792 |
| Debt | 3,867 | 4,806 |
| Other liabilities | 3,279 | 2,997 |
| Equity (incl. noncontrolling interest) | 5,492 | 3,989 |
| Total liabilities and shareholders' equity | 12,638 | 11,792 |

Fresenius Helios: Key Measures

| | FY/18 | FY/17 | Δ |
|--|------------|------------|------|
| No. of hospitals Germany | 86 | 111 | -23% |
| - Acute care hospitals | 83 | 88 | -6% |
| No. of hospitals Spain (Hospitals) | 47 | 45 | 4% |
| No. of beds Germany | 29,329 | 34,610 | -15% |
| - Acute care hospitals | 28,802 | 29,438 | -2% |
| No. of beds Spain (Hospitals) | 7,019 | 6,652 | 6% |
| Admissions Germany (acute care) | 1,218,199 | 1,237,068 | |
| Admissions Spain (including outpatients) | 13,318,066 | 11,592,758 | |

Fresenius Helios: Profit & Loss Statement

| €m | FY/18 | FY/17 |
|------------------------------------|-------|-------|
| Sales | 8,993 | 8,668 |
| EBITDA | 1,429 | 1,426 |
| Margin % | 15.9 | 16.5 |
| Depreciation / amortization | -377 | -374 |
| EBIT | 1,052 | 1,052 |
| Margin % | 11.7 | 12.1 |
| Net interest | -167 | -155 |
| EBT and noncontrolling interest | 885 | 897 |
| Income taxes | -189 | -164 |
| Tax rate % | 21.4 | 18.3 |
| Noncontrolling interest | -10 | -5 |
| Net income ¹ | 686 | 728 |

Reflects transfer of German post-acute care business to Vamed as of July 1, 2018

¹ Attributable to shareholders of Fresenius SE & Co. KGaA

Fresenius Helios: Cash Flow

| €m | FY/18 | FY/17 |
|--|-------|--------|
| Net income (incl. noncontrolling interest) | 696 | 733 |
| Depreciation / amortization | 377 | 374 |
| Change in working capital | -519 | -374 |
| Cash flow from operations | 554 | 733 |
| Margin % | 6.2 | 8.5 |
| CAPEX, net | -434 | -411 |
| Cash flow before acquisitions and dividends | 120 | 322 |
| Acquisitions, net | 379 | -5,945 |
| Free cash flow (before dividends) | 499 | -5,623 |

Reflects transfer of German post-acute care business to Vamed as of July 1, 2018

Fresenius Helios: Balance Sheet

| €m | FY/18 | FY/17 |
|---|---------------|---------------|
| Accounts receivable | 2,110 | 1,840 |
| Property, plant and equipment (net) | 3,922 | 4,113 |
| Goodwill | 7,857 | 7,902 |
| Other assets | 2,615 | 2,728 |
| Total assets | 16,504 | 16,583 |
| Debt | 6,219 | 6,665 |
| Other liabilities | 2,526 | 2,529 |
| Equity (incl. noncontrolling interest) | 7,759 | 7,389 |
| Total liabilities and shareholders' equity | 16,504 | 16,583 |

Reflects transfer of German post-acute care business to Vamed as of July 1, 2018

Fresenius Vamed: Profit & Loss Statement

| €m | FY/18 | FY/17 |
|---------------------------------|--------------|-------|
| Sales | 1,688 | 1,228 |
| EBITDA | 133 | 87 |
| Margin % | 7.9 | 7.1 |
| EBIT | 110 | 76 |
| Margin % | 6.5 | 6.2 |
| Net interest | -9 | -2 |
| EBT and noncontrolling interest | 101 | 74 |
| Income taxes | -28 | -23 |
| Tax rate % | 27.3 | 31.1 |
| Noncontrolling interest | -1 | -1 |
| Net income ¹ | 72 | 50 |
| ROE (before taxes) % | 16.4 | 19.0 |

Reflects acquisition of German post-acute care business from Helios as of July 1, 2018

¹ Attributable to shareholders of Vamed AG

Fresenius Vamed: Cash Flow

| €m | FY/18 | FY/17 |
|---|-------------|-------|
| Net income (incl. noncontrolling interest) | 73 | 51 |
| Depreciation / amortization | 23 | 11 |
| Change in working capital | 10 | -20 |
| Cash flow from operations | 106 | 42 |
| Margin % | 6.3 | 3.4 |
| CAPEX, net | -29 | -7 |
| Free Cash flow (before acquisitions and dividends) | 77 | 35 |
| Margin % | 4.6 | 2.9 |
| Acquisitions, net | -442 | -19 |
| Free cash flow (before dividends) | -365 | 16 |

Reflects acquisition of German post-acute care business from Helios as of July 1, 2018

Fresenius Vamed: Balance Sheet

| €m | FY/18 | FY/17 |
|---|--------------|--------------|
| Accounts receivable | 392 | 238 |
| Property, plant and equipment | 411 | 80 |
| Intangible assets | 308 | 127 |
| Other assets | 1,049 | 837 |
| Total assets | 2,160 | 1,282 |
| Debt | 535 | 245 |
| Other liabilities | 959 | 648 |
| Equity (incl. noncontrolling interest) | 666 | 389 |
| Total liabilities and shareholders' equity | 2,160 | 1,282 |

Reflects acquisition of German post-acute care business from Helios as of July 1, 2018

Fresenius Group: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|--|---------------|---------------|-------------|---------------------|
| Sales reported | 33,530 | 33,886 | -1% | 2% |
| Adjustments from IFRS 15 | - | -486 | | |
| Divestitures of Care Coordination activities (H2/2017) at Fresenius Medical Care (FMC) | - | -559 | | |
| Sales basis for growth rates | 33,530 | 32,841 | 2% | 6% |
| EBIT reported (after special items) | 5,251 | 4,589 | 14% | 18% |
| Transaction Costs Akorn, biosimilars | 35 | 41 | | |
| Revaluations of biosimilars contingent liabilities | 7 | | | |
| Impact of FCPA related charge | 77 | 200 | | |
| Gain related to divestitures of Care Coordination activities | -809 | - | | |
| EBIT (before special items) | 4,561 | 4,830 | -6% | -3% |
| Divestitures of Care Coordination activities at FMC (H2/2017) | - | -84 | | |
| EBIT basis for growth rates (before special items and after adjustments) | 4,561 | 4,746 | -4% | -1% |
| Expenditures for further development of biosimilars business | 166 | 60 | | |
| EBIT basis for growth rates (before special items and after adjustments; excluding biosimilars) | 4,727 | 4,806 | -2% | 1% |
| Net interest reported (after special items) | -587 | -667 | 12% | 10% |
| Bridge Financing Costs Akorn | 17 | 15 | | |
| Net interest (before special items) | -570 | -652 | 13% | 10% |
| Divestitures of Care Coordination activities at FMC (H2/2017) | - | 22 | | |
| Net interest (before special items and after adjustments) | -570 | -630 | 10% | 7% |
| Expenditures for further development of biosimilars business | 7 | 2 | | |
| Net interest (before special items and after adjustments; excluding biosimilars) | -563 | -628 | 10% | 8% |

Fresenius Group: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|---|---------------|---------------|-------------|---------------------|
| Income taxes reported (after special items) | -950 | -889 | -7% | -11% |
| Transaction Costs Akorn, biosimilars | -10 | -9 | | |
| Bridge Financing Costs Akorn | -5 | -4 | | |
| Revaluations of biosimilars contingent liabilities | -2 | - | | |
| Impact of FCPA related charge | -49 | - | | |
| Gain related to divestitures of Care Coordination activities | 136 | - | | |
| Book gain from U.S. tax reform | - | -266 | | |
| Income taxes (before special items) | -880 | -1,168 | 25% | 22% |
| Divestitures of Care Coordination activities at FMC (H2/2017) | - | 20 | | |
| Income taxes (before special items and after adjustments) | -880 | -1,148 | 23% | 21% |
| Expenditures for further development of biosimilars business | -53 | -19 | | |
| Income taxes (before special items and after adjustments; excluding biosimilars) | -933 | -1,167 | 20% | 17% |
| Noncontrolling interest (after special items) | -1,687 | -1,219 | -38% | -43% |
| Impact of FCPA related charge | -19 | -138 | | |
| Gain related to divestitures of Care Coordination activities | 466 | - | | |
| Book gain from U.S. tax reform | - | 163 | | |
| Noncontrolling interest (before special items) | -1,240 | -1,194 | -4% | -7% |
| Divestitures of Care Coordination activities at FMC (H2/2017) | - | 30 | | |
| Noncontrolling interest (before special items and after adjustments) | -1,240 | -1,164 | -7% | -10% |

Fresenius Group: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|--|--------------|--------------|-------------|---------------------|
| Net income reported (after special items) | 2,027 | 1,814 | 12% | 15% |
| Transaction Costs Akorn, biosimilars | 25 | 32 | | |
| Bridge Financing Costs Akorn | 12 | 11 | | |
| Revaluations of biosimilars contingent liabilities | 5 | - | | |
| Impact of FCPA related charge | 9 | 62 | | |
| Gain related to divestitures of Care Coordination activities | -207 | - | | |
| Book gain from U.S. tax reform | - | -103 | | |
| Net income (before special items) | 1,871 | 1,816 | 3% | 6% |
| Divestitures of Care Coordination activities at FMC (H2/2017) | - | -12 | | |
| Net income basis for growth rates (before special items and after adjustments) | 1,871 | 1,804 | 4% | 7% |
| Expenditures for further development of biosimilars business | 120 | 43 | | |
| Net income basis for growth rates (before special items and after adjustments; excluding biosimilars) | 1,991 | 1,847 | 8% | 11% |

Fresenius Medical Care: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|--|---------------|---------------|-------------|---------------------|
| Sales reported | 16,547 | 17,784 | -7% | -2% |
| Effect from IFRS 15 implementation | - | -486 | | |
| Divestitures of Care Coordination activities (H2/2017) | - | -559 | | |
| Revenue on a comparable basis | 16,547 | 16,739 | -1% | 4% |
| VA Agreement ¹ | - | -94 | | |
| Sales adjusted | 16,547 | 16,645 | -1% | 4% |
| EBIT reported | 3,038 | 2,362 | 29% | 33% |
| Gain related to divestitures of Care Coordination activities | -809 | - | | |
| Divestitures of Care Coordination activities (H2/2017) | - | -84 | | |
| 2018 FCPA ² related charge | 77 | - | | |
| U.S. Ballot Initiatives | 40 | - | | |
| EBIT on a comparable basis | 2,346 | 2,278 | 3% | 6% |
| VA Agreement ¹ | - | -87 | | |
| Natural Disaster Costs | - | 18 | | |
| 2017 FCPA ² related charge | - | 200 | | |
| EBIT adjusted | 2,346 | 2,409 | -3% | 1% |
| Net income reported | 1,982 | 1,280 | 55% | 60% |
| Gain related to divestitures of Care Coordination activities | -673 | - | | |
| Divestitures of Care Coordination activities (H2/2017) | - | -38 | | |
| 2018 FCPA ² related charge | 28 | - | | |
| U.S. Ballot Initiatives | 40 | - | | |
| Net income on a comparable basis | 1,377 | 1,242 | 11% | 14% |
| VA Agreement ¹ | - | -51 | | |
| Natural Disaster Costs | - | 11 | | |
| 2017 FCPA ² related charge | - | 200 | | |
| U.S. tax reform (excl. divestitures of Care Coordination activities (H2/2017)) | -192 | -240 | | |
| Net income adjusted | 1,185 | 1,162 | 2% | 4% |

¹ Effects from the agreement with the United States Departments of Veterans Affairs and Justice

² FCPA-Foreign Corrupt Practices Act

Fresenius Medical Care: Reconciliation to Fresenius Group

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|--|--------------|--------------|-------------|---------------------|
| EBIT reported (after special items) | 3,038 | 2,362 | 29% | 33% |
| Gain related to divestitures of Care Coordination activities | -809 | - | | |
| Impact of FCPA ¹ related charge | 77 | 200 | | |
| EBIT (before special items) | 2,306 | 2,562 | -10% | -7% |
| Net income reported (after special items) | 1,982 | 1,280 | 55% | 60% |
| Gain related to divestitures of Care Coordination activities | -673 | - | | |
| Impact of FCPA ¹ related charge | 28 | 200 | | |
| Impact from U.S. tax reform | - | -236 | | |
| Net income (before special items) | 1,337 | 1,244 | 7% | 10% |

¹ FCPA-Foreign Corrupt Practices Act

Fresenius Kabi: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|--|--------------|--------------|-------------|---------------------|
| Sales reported | 6,544 | 6,358 | 3% | 7% |
| Transaction Costs Akorn, biosimilars | 34 | 41 | | |
| Revaluations of biosimilars contingent liabilities | 7 | - | | |
| EBIT (before special items) | 1,139 | 1,177 | -3% | 2% |
| Expenditure for further development of biosimilars business | 166 | 60 | | |
| EBIT basis for growth rates (before special items; excluding biosimilars) | 1,305 | 1,237 | 5% | 10% |
| Transaction Costs Akorn, biosimilars | 24 | 32 | | |
| Revaluations of biosimilars contingent liabilities | 5 | | | |
| Book gain from U.S. tax reform | - | -30 | | |
| Net income (before special items) | 742 | 702 | 6% | 12% |
| Expenditures for further development of biosimilars business | 120 | 43 | | |
| Net income basis for growth rates (before special items; excluding biosimilars) | 862 | 745 | 16% | 21% |

Fresenius Helios: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|---|--------------|--------------|-------------|---------------------|
| Sales reported | 8,993 | 8,668 | 4% | - |
| German post-acute care business transferred from Fresenius Helios to Fresenius Vamed | 230 | - | | - |
| Sales adjusted | 9,223 | 8,668 | 6% | - |
| EBIT reported | 1,052 | 1,052 | 0% | - |
| German post-acute care business transferred from Fresenius Helios to Fresenius Vamed | 27 | - | | - |
| EBIT adjusted | 1,079 | 1,052 | 3% | - |

Fresenius Vamed: Reconciliation

| €m | FY/18 | FY/17 | growth rate | growth rate (cc) |
|---|--------------|--------------|-------------|---------------------|
| Sales reported | 1,688 | 1,228 | 37% | - |
| German post-acute care business transferred from Fresenius Helios to Fresenius Vamed | -230 | - | | - |
| Sales adjusted | 1,458 | 1,228 | 19% | - |
| EBIT reported | 110 | 76 | 45% | - |
| German post-acute care business transferred from Fresenius Helios to Fresenius Vamed | -27 | - | | - |
| EBIT adjusted | 83 | 76 | 9% | - |

Financial Calendar / Contact

Financial Calendar

| | |
|-----------------|------------------------|
| 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

Investor Relations

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