

# A Leading Global Health Care Group



For detailed financial information please see our annual/quarterly reports and/or conference call materials on our website.

**Frankfurt stock exchange (DAX30): FRE**  
**US ADR program (OTC): FSNUY**

## Fresenius At a Glance

### A Global Leader in Health Care Products and Services

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- Sales >€20 bn, net income >€1 bn in 2013e
- Strong and well-diversified portfolio
- Global presence in approx. 100 countries
- Long-term opportunities in growing markets
- Attractive total shareholder return: 10-year annual average of 24%



# Strong and Balanced Health Care Portfolio



Ownership: 31%

Dialysis products and services



Ownership: 100%

Hospital supply



Ownership: 100%

Hospital operations



Ownership: 77%

Hospital projects and services

## 2012 Group Net Income Contribution

29%

47%

22%

3%

## Evolving Industry Dynamics



### Aging population and higher incidence of chronic diseases

*World population age 60+ will more than double by 2050 to >2 bn (OECD)*



### Increasing health care spending in emerging markets

*Increasing health care coverage and per capita spending (e.g. India: US\$59, China: US\$278, vs. USA: US\$8,608; WHO)*



### Continuing growth of generics

*Approx. US\$18 bn branded IV drug sales (base: 2011) go off-patent in the U.S. by 2022*



### Rise of private providers in health care services

*Further privatization of German hospital market  
Global opportunity to provide dialysis services (e.g. China, India)*

# Well Positioned for Future Growth



Global infrastructure

- Global reach and scale
- >170,000 employees in ~100 countries
- ~90 production sites/compounding centers; ensure cost leadership



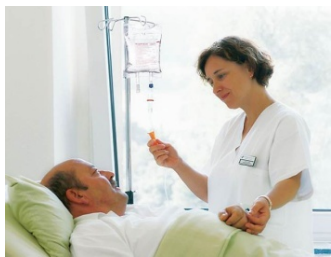
R&D / Technology Expertise

- R&D and production technology are key for long-term growth
- ~1,900 scientists worldwide



Emerging markets presence

- €3.3 bn sales in emerging markets in 2012
- Early market entry e.g. Brazil 1977, China 1982



Services

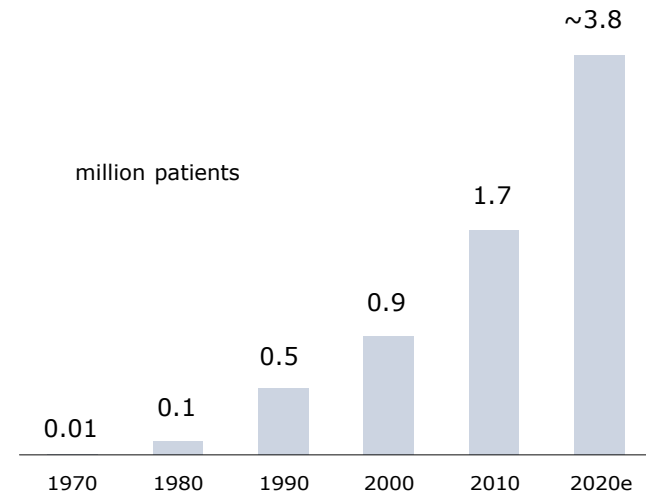
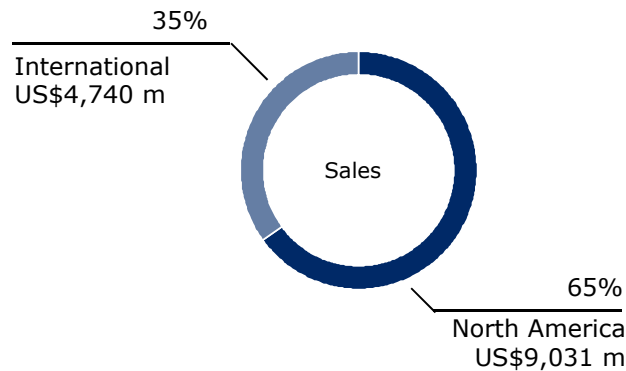
- Treating ~265,000 dialysis patients; ~11% global market share
- ~20% share in German private hospital market

# Fresenius Medical Care: Global Market Leader in Dialysis

- Provide highest standard of patient care
  - High quality dialysis products & services
  - Complete therapy offerings
  - Vertical integration
- Service portfolio expansion and global clinic acquisitions; expand into new geographies

## Industry Dynamics

Expected global patient growth: ~6% p.a.  
2020e: ~3.8 million patients

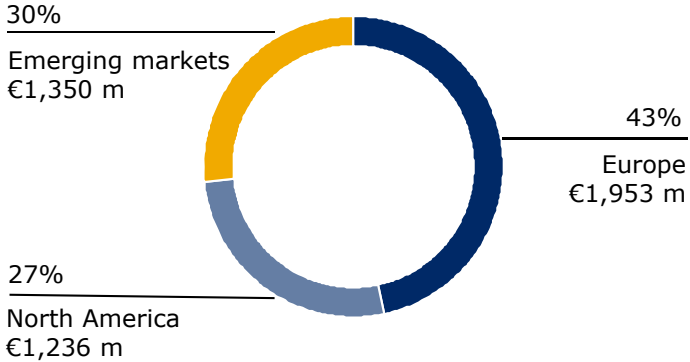


2012 Sales: US\$13,800 m; EBIT: US\$2,329 m

# Fresenius Kabi: A Worldwide Leading Hospital Supplier

- Comprehensive product portfolio for critically and chronically ill patients:
  - IV Drugs
  - Clinical Nutrition
  - Infusion Therapy
  - Medical Devices / Transfusion Technology
- Leading market positions; global market: >€25 bn<sup>1</sup>
- Focus on organic growth driven by geographic product rollout and robust product pipeline
- Aim to expand the business through selective acquisitions

## 2012 Sales by Region



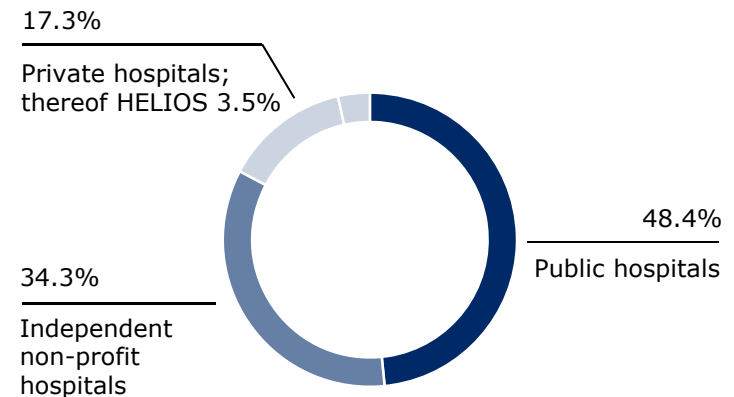
2012 Sales: €4,539 m; EBIT: €934 m

<sup>1</sup> Addressable market

## Fresenius Helios: Leading Private Hospital Operator in Germany

- Acute and post-acute care in 74 proprietary hospitals
- High-quality medical care (e.g., mortality rate for heart failure and pneumonia >30% below German average)
- Two-pronged growth strategy: 3 – 5% organic sales growth, privatization growth opportunity
- Strong track record in hospital operations and acquisitions: targeting 12 – 15% EBIT margin within 6 years per individual clinic location

### Acute Care Hospital Beds by Operator



Market Value: ~€81 billion



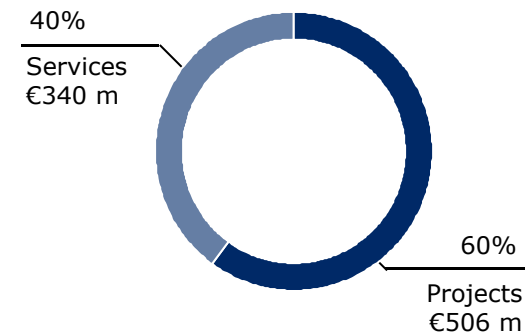
2012 Sales: €3,200 m; EBIT: €322 m



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

- Specialized in project development building hospital infrastructure and providing hospital services (technical services and operational management)
- Track record:
  - >600 health care projects in 70 countries successfully completed
  - Services provided to 140 hospitals and 50,000 beds globally
- Continuous demand for hospital infrastructure and operating efficiency; key markets Europe, Asia-Pacific, Africa

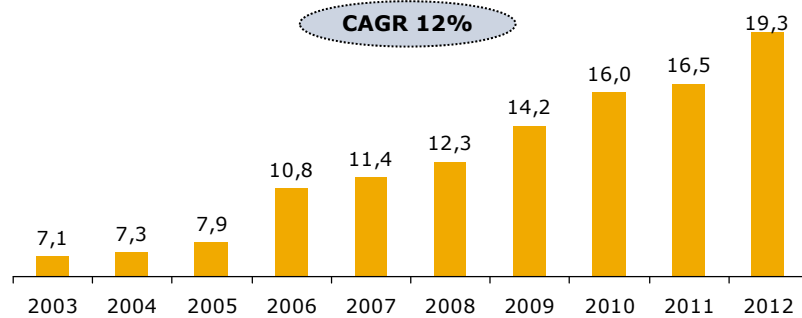
## 2012 Sales



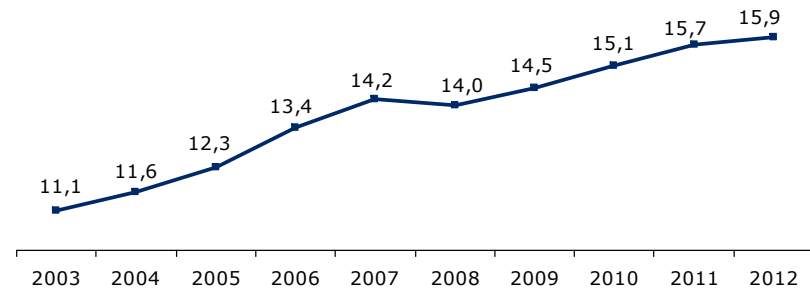
2012 Sales: €846 m; EBIT: €51 m

# Excellent Financial Performance Driven by Strong Organic Growth and Acquisitions

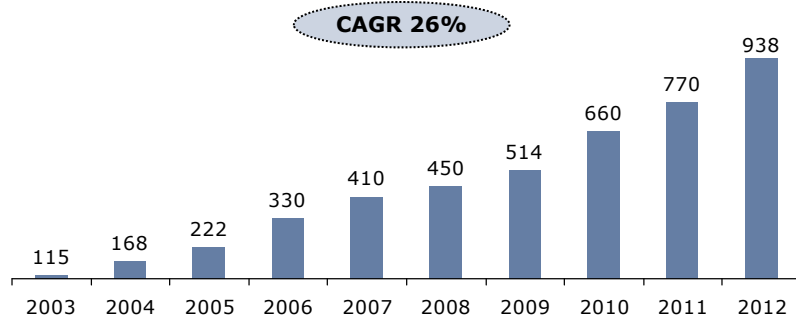
### Sales (€ billion)



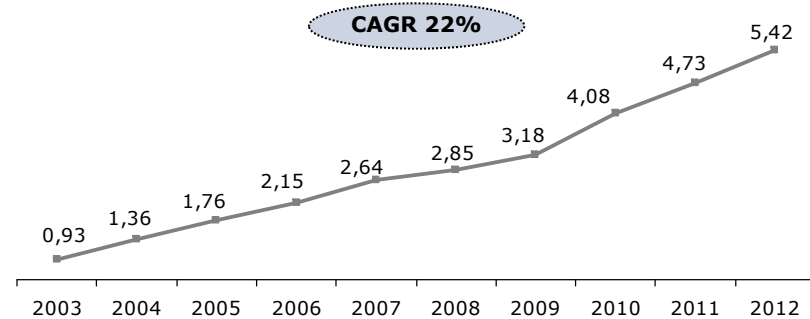
### EBIT margin (%)



### Net income (€ million)

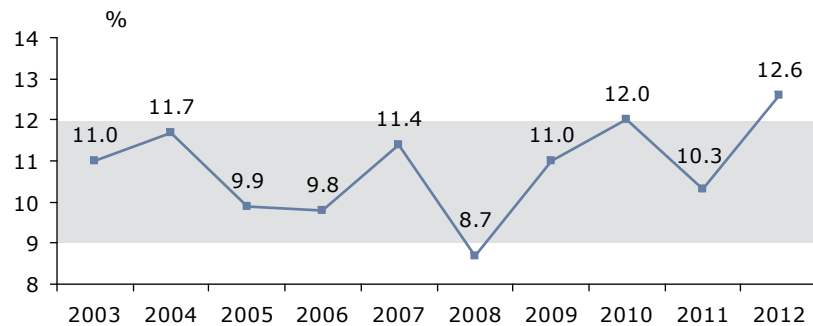


### Earnings per share (€)

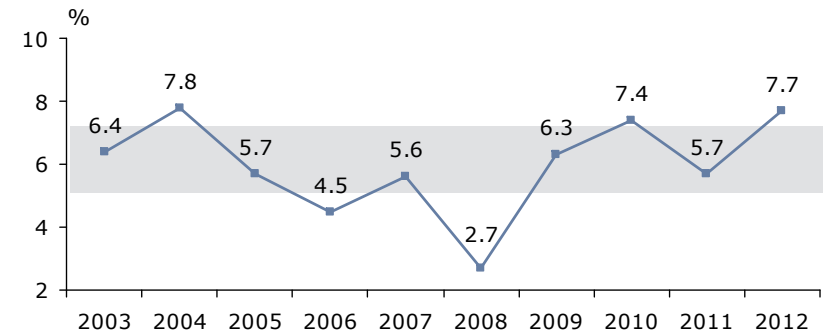


# Consistent Cash Generation and Proven Track Record of Deleveraging

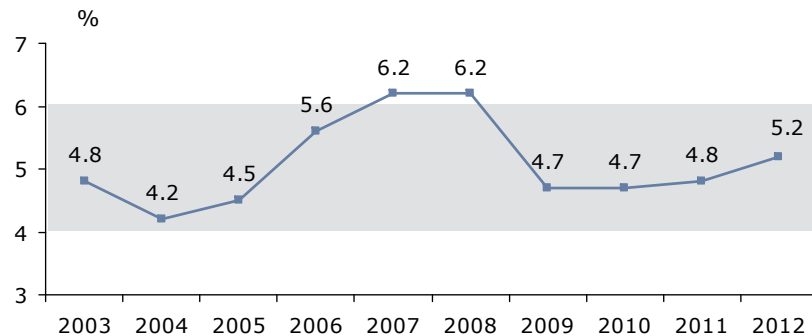
### CFFO margin



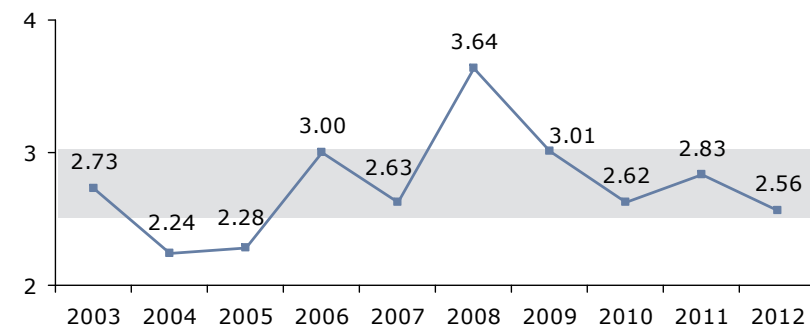
### FCF margin (before acquisitions & dividends)



### Capex in % of sales

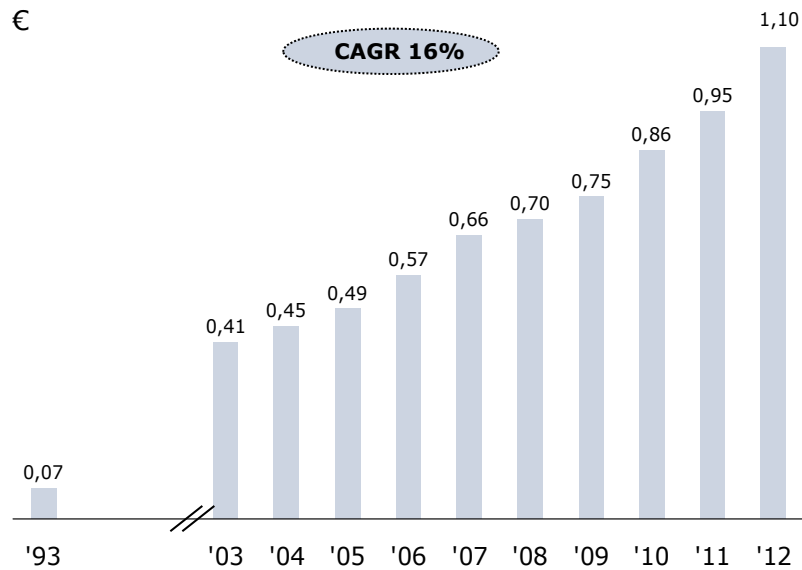


### Net Debt / EBITDA



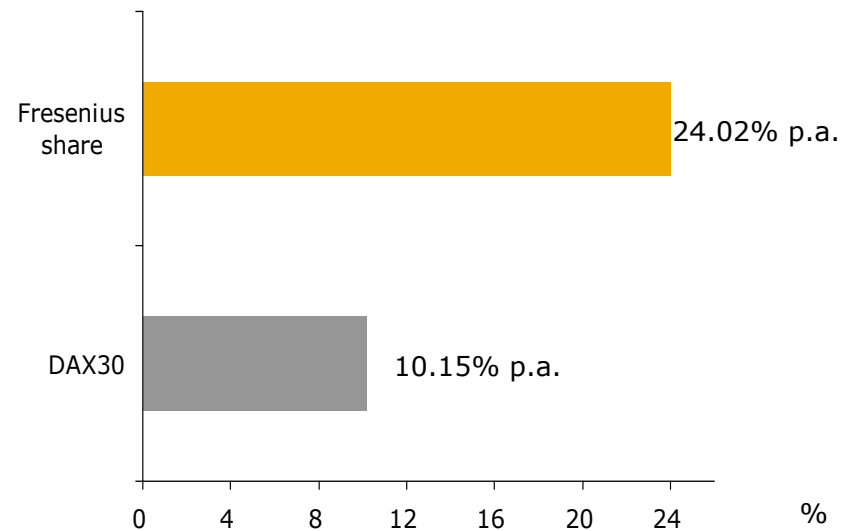
# Attractive Long-term Shareholder Returns

## 20<sup>th</sup> Consecutive Dividend Increase



**Dividend growth aligned with EPS growth (before one-time items)**

## Fresenius Outperforms Index



**Compounded annual total return Dec 31, 2002 – Dec 31, 2012**

Source: Bloomberg; dividends reinvested

## Successful First Half 2013 – Earnings Outlook Raised

	<b>H1 2013</b>	<b>Growth</b>
Sales	€9,987 m	9%
EBIT	€1,448 m	2%
Net income (before one-time items)	€482 m	12%

### **OUTLOOK 2013**

Sales growth

at constant currency

7% – 10%

Net income growth (before one-time items)

at constant currency

11% – 14%

## Investment Highlights

- Diversified revenue and earnings base with four strong business segments
- Leading positions in non-cyclical markets with predictable growth
- Industry-leading organic growth in all business segments
- Strong earnings performance and cash flow generation
- Attractive shareholder returns
- Prudent financial management

# Fresenius: 100 Years of Forward Looking Healthcare

Oct. 1 - the day it all began



**1912**

Introduction of dialysis machines and dialyzers



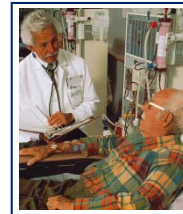
**1966**

IPO



**1986**

No. 1 in dialysis worldwide



**1996**

No. 1 in German hospital operations



**2005**

No. 1 in Transfusion Technology worldwide



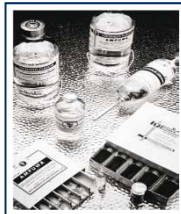
**2012**

**1994:**  
Sales >€1 bn

**2006:**  
Sales >€10 bn

**2013e:**  
Sales >€20 bn

**1955**



Expansion of the infusion solutions product range

**1977**



Entry into emerging markets (Brazil)

**1996**



Expansion into hospital projects and services



**1999**



No. 1 in Infusion and Nutrition Therapy in Europe



**2008**



Top 5 in generic IV drugs worldwide

## Share Information

### Share key facts

Number of shares <sup>1</sup>	178,763,259
WKN / ISIN	578560 / DE0005785604
Ticker symbol	FRE
Bloomberg symbol (XETRA)	FRE GY
Reuters symbol (XETRA)	FREG.DE

### ADR key facts

Ratio	8 ADRs = 1 ordinary share
ADR CUSIP / ISIN	35804M105 / US35804M1053
Ticker symbol	FSNUY
Exchange	OTC-market
Structure	Sponsored Level I ADR
Depository bank	Deutsche Bank

<sup>1</sup> as of August 30, 2013



## 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.