

Capital Markets Day, 8 June 2018

Helios.health

Fresenius Helios Business Overview

Francesco De Meo – CEO Helios Health

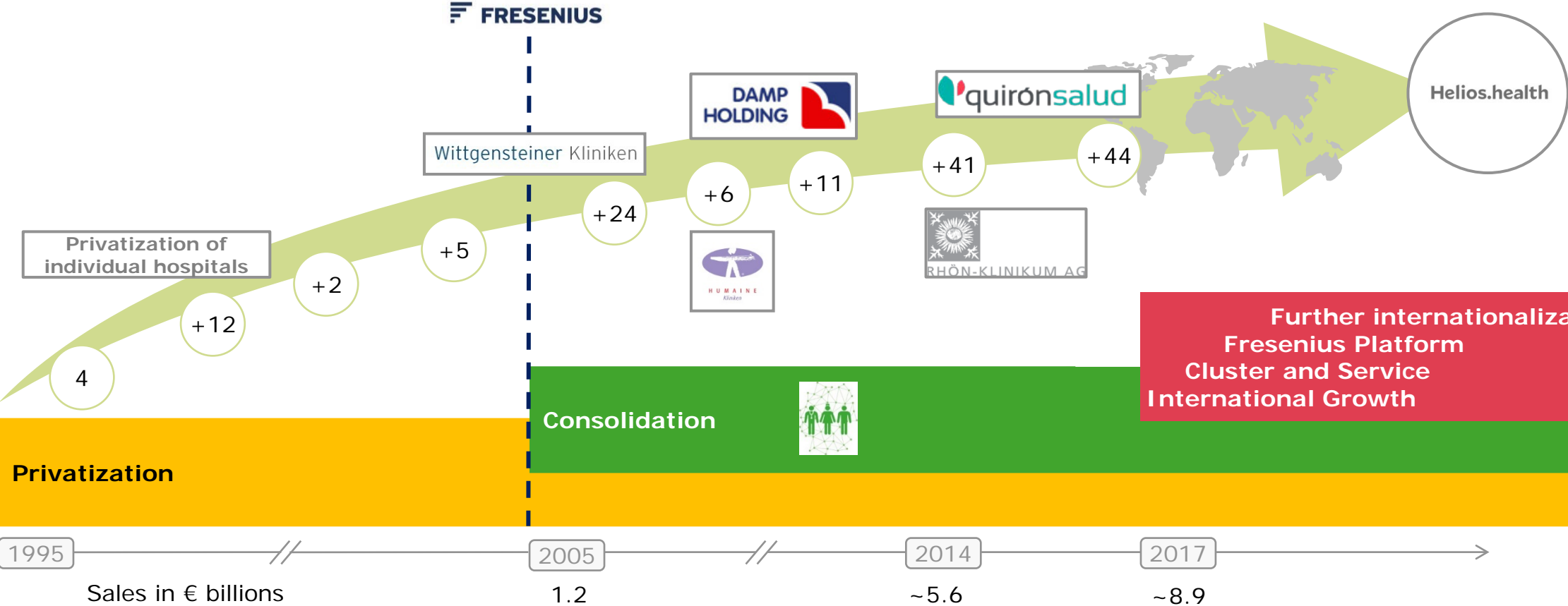
Key Take-Aways

- Successful across different health care markets
- Learn from each other, learn from the best
- Best practice transfers drive international transformation
- Prepared for further regional expansion

Overview Helios

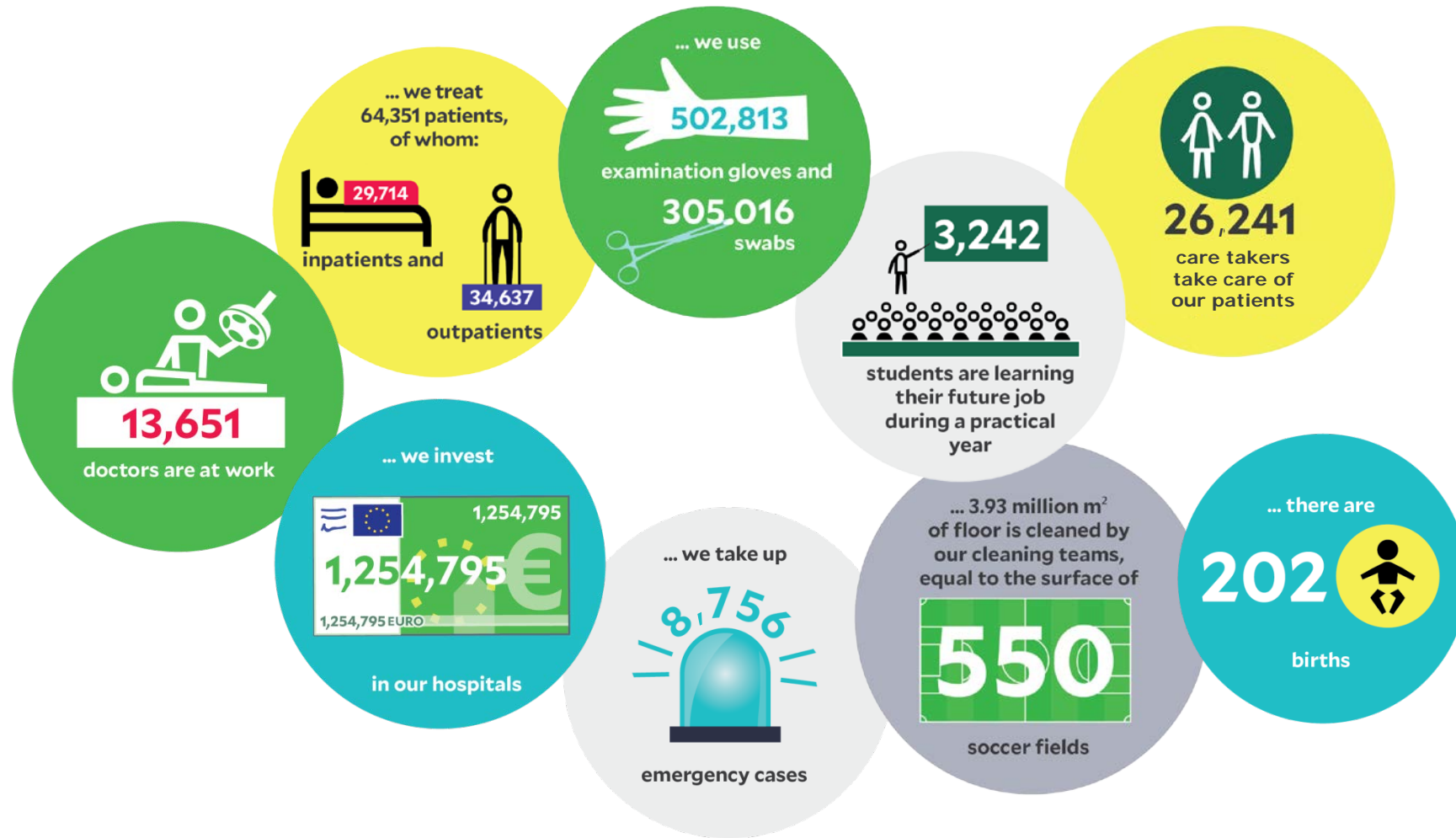


Helios Milestones

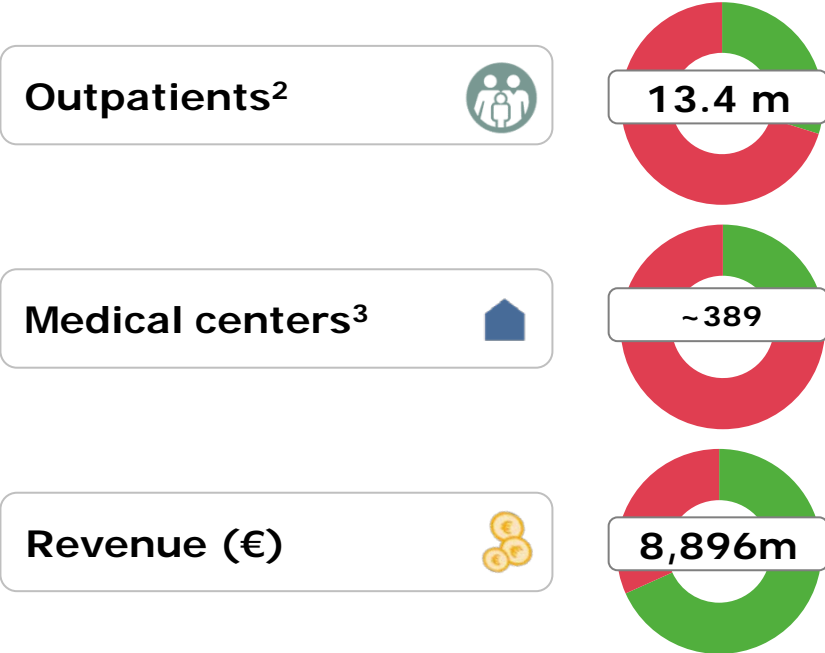
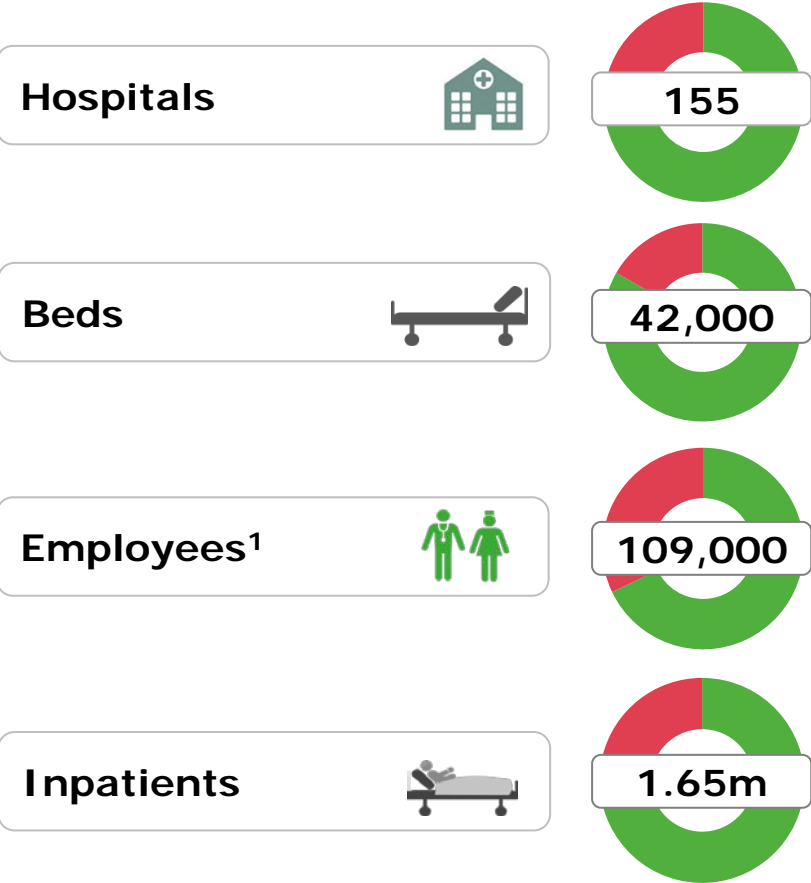


○ Acquired number of hospitals

Any Single Day at Helios in Europe



Helios KPIs



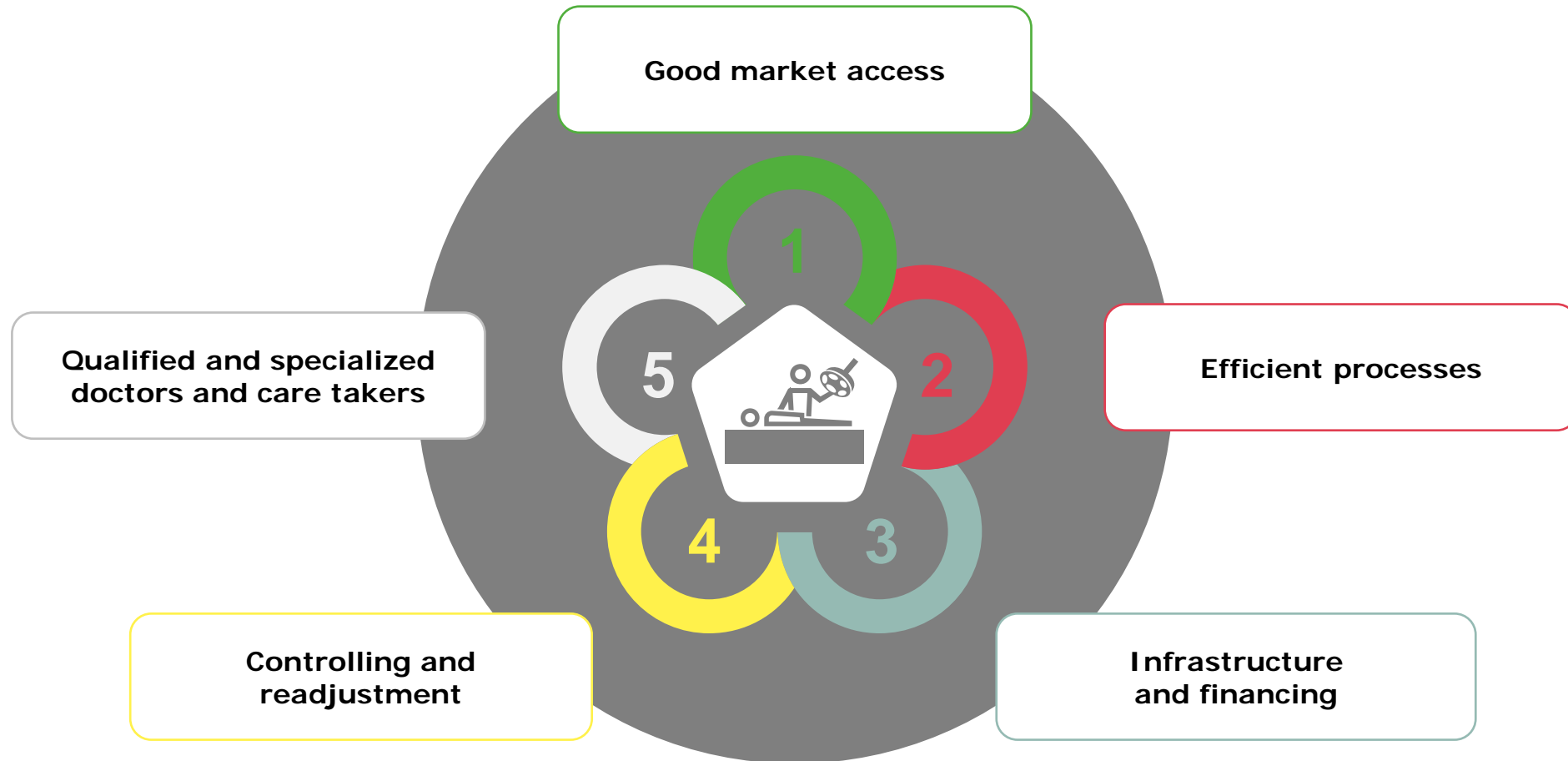
Helios Spain business model allows for significantly higher ratio of outpatients

■ Spain ■ Germany
 ¹ Includes doctors under mercantile relationship
 ² Includes 2.2 million Emergency Room cases
 ³ Includes 89 outpatient clinics (Germany) and ~300 ORPs (Spain)

The Helios Value Approach



Prerequisites to Provide High-Quality and Cost-Efficient Health Care



What Makes the Difference

Business Comparison

Regulation Density

Medium with local variations

- Depending on state-by-state regulations
- Variable health care models (PPP)
- No sector boundaries

Insurance System

- Private full-coverage insurance additional to public insurance
- ~20% of population with private coverage

Financing

Multiple financing models

Growth Opportunities

In a dynamic market

- Consolidation opportunities
- Greenfield and ORP
- Digitalization for services and growth

High and nationwide

- Low flexibility for state-specific regulations
- Uniform health care models
- Strict sector boundaries

Private full-coverage insurance instead of public insurance

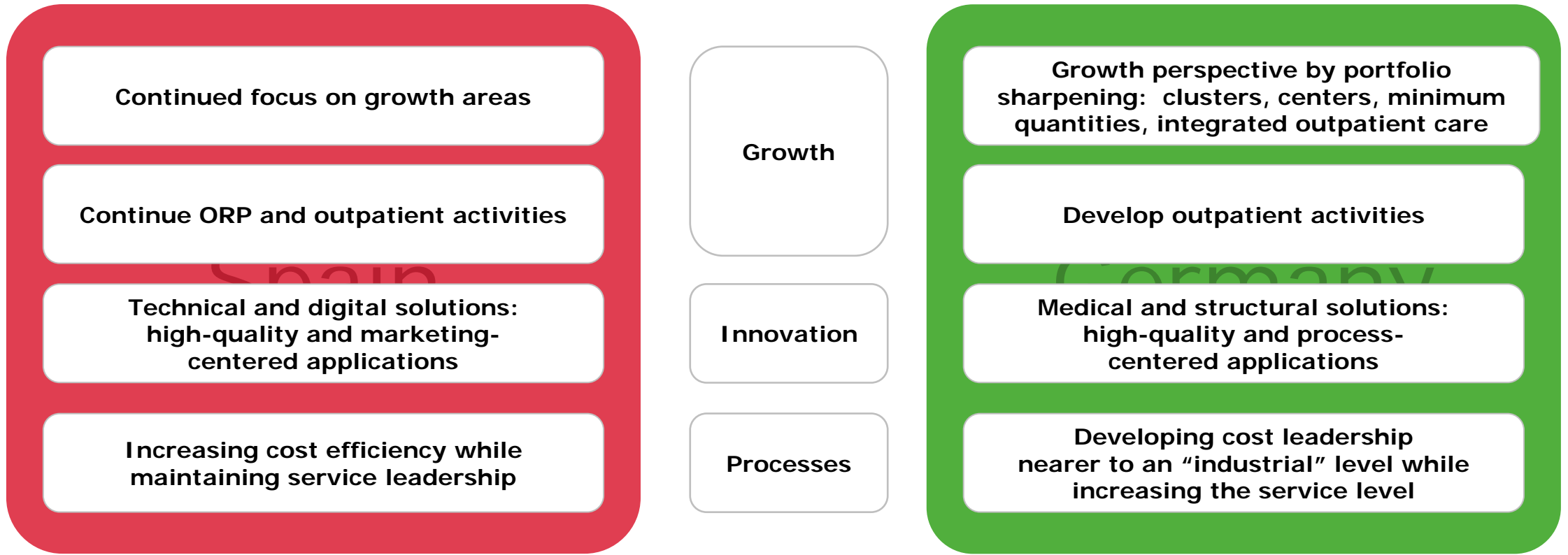
- Complementary private insurance
- ~11% of population with private coverage

Separate financing models

In a largely saturated market

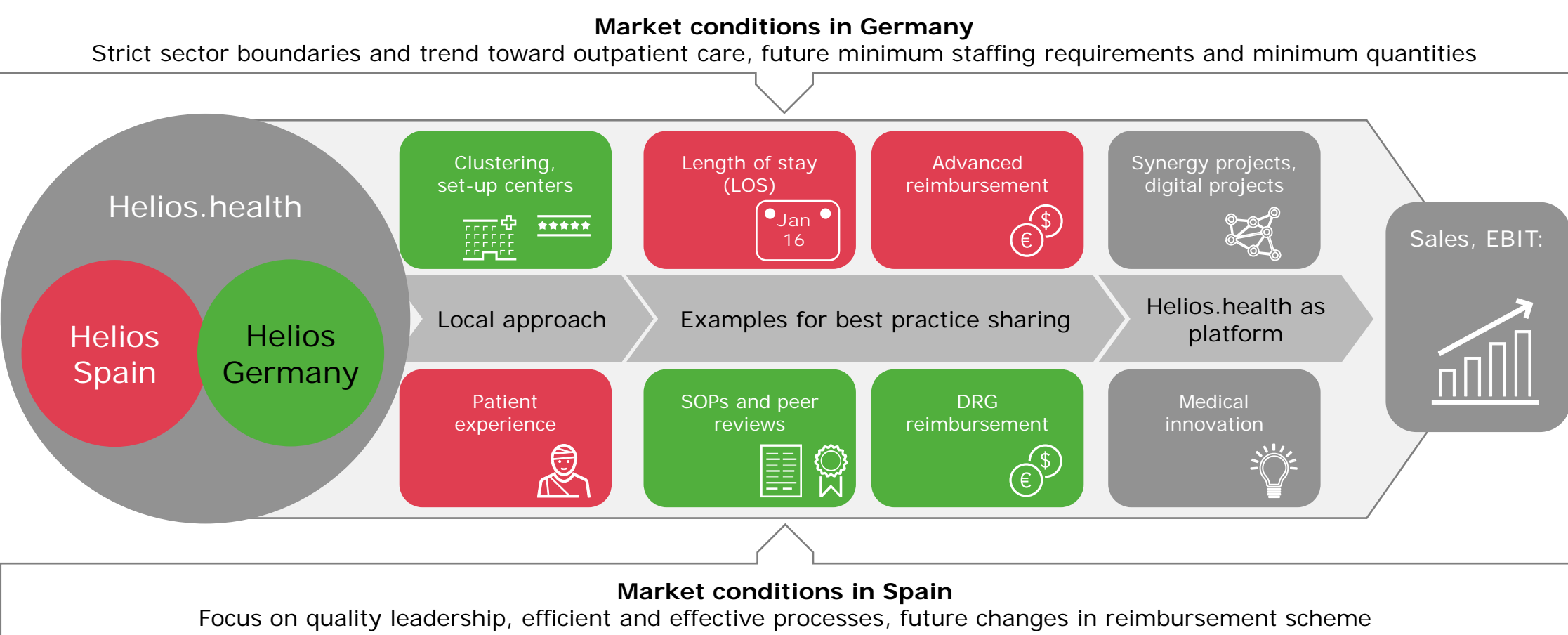
- Rare privatization or consolidation
- Outpatient growth against boundaries
- Process digitalization

Strategy by Country

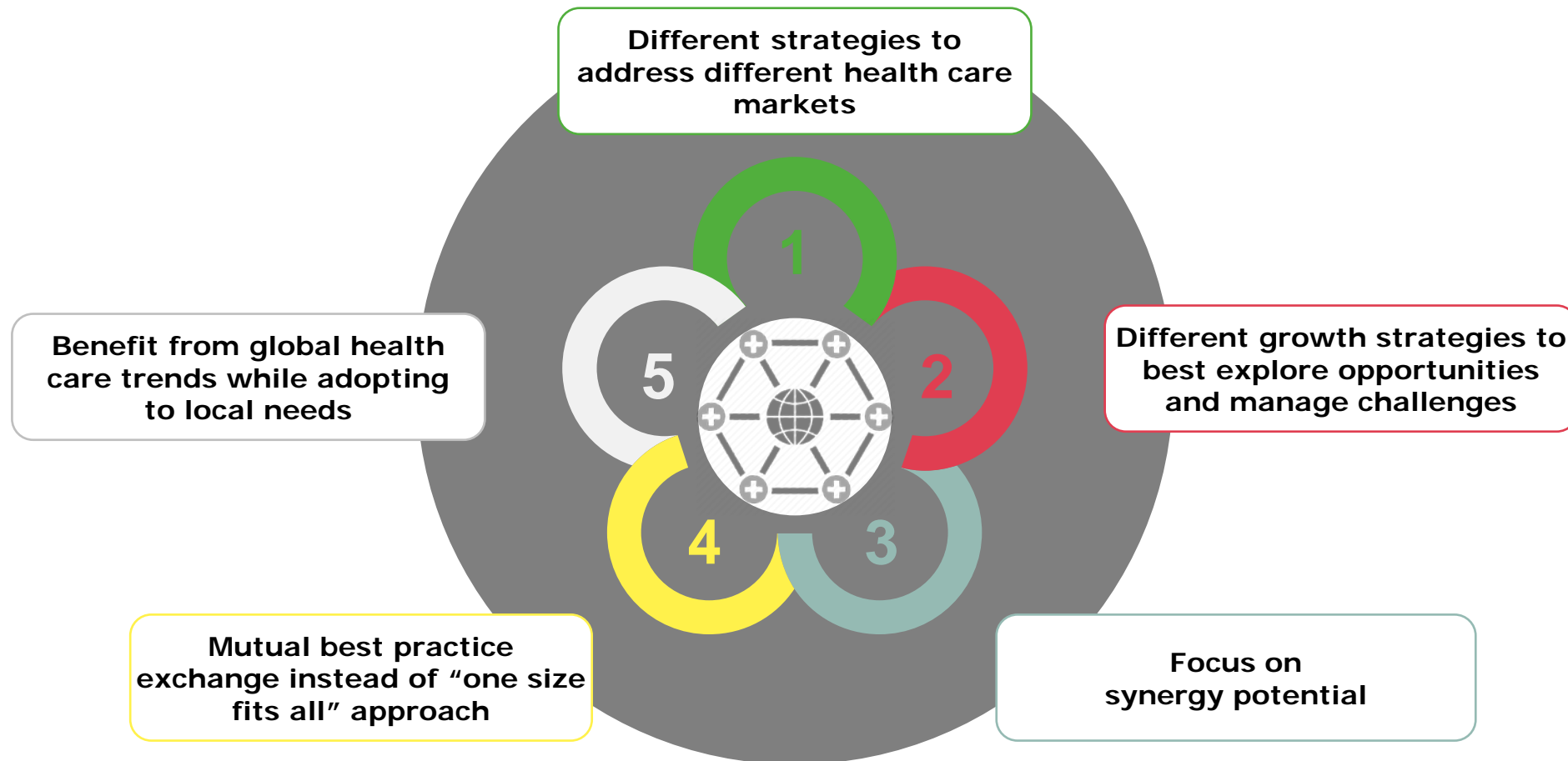


Helios to benefit from experiences of offering its business model in different markets with different conditions, challenges and opportunities

Best Practice Transfer

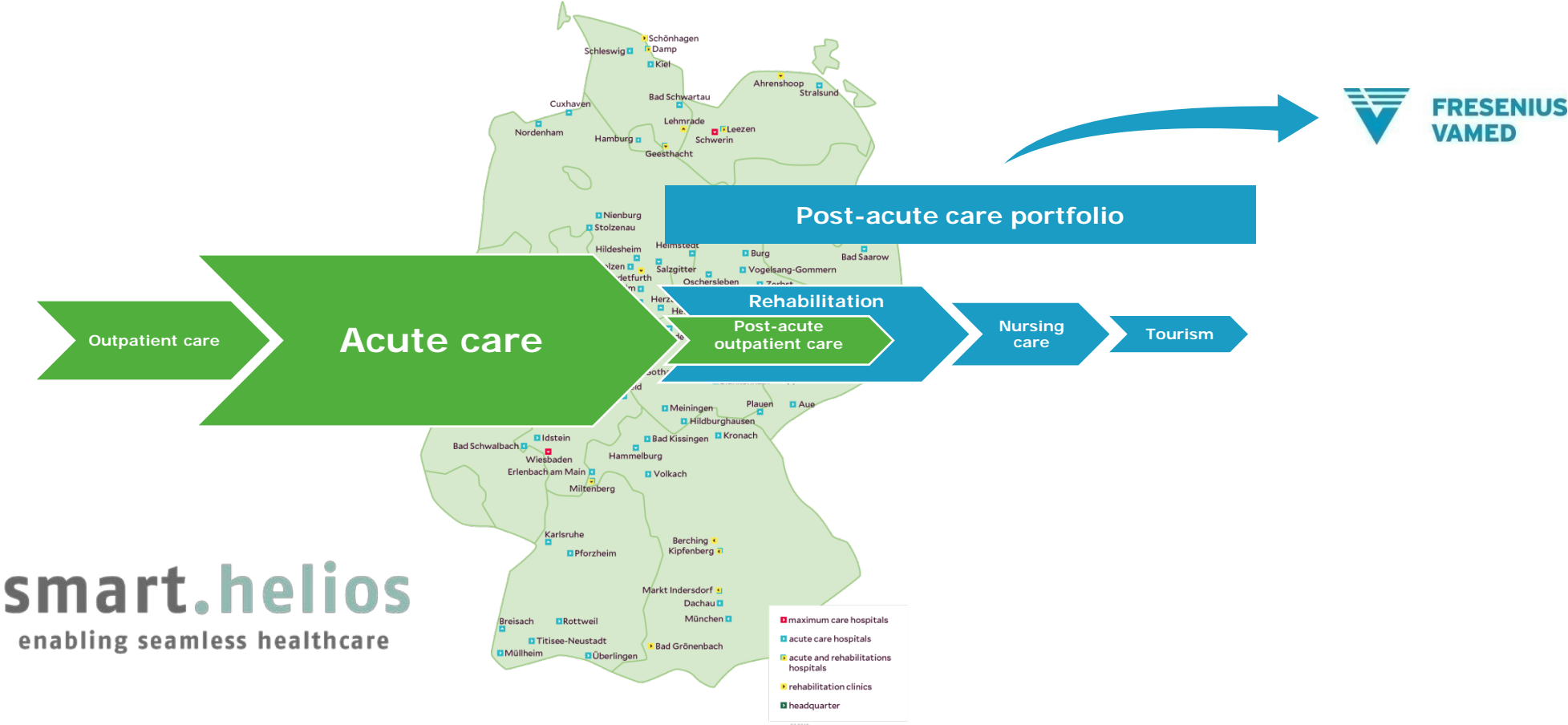


Best in Class: Adopting to Market Specifics and Fostering Know-How Transfer

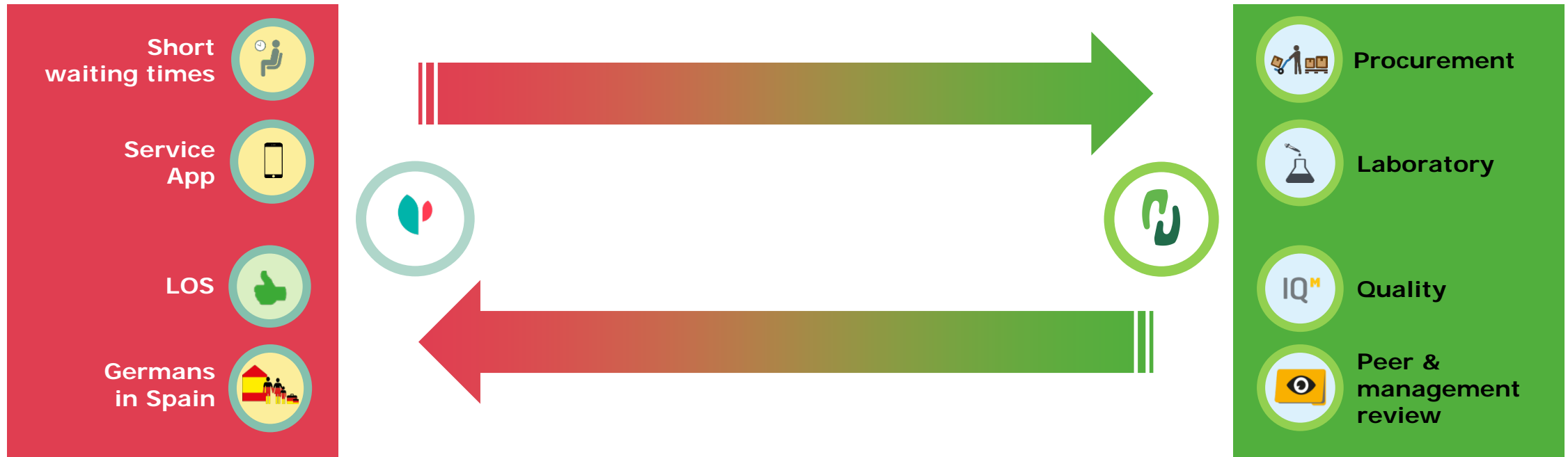


From Best Practice Transfer to an International Transformation

Portfolio Sharpening - New Growth Prospects



Learning by Integration



Constant interaction to develop best practice and achieve synergies across the group

Processes Services Results

The Best of Both Worlds



Thank you