

J.P. Morgan European Healthcare Conference



21 June 2018

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



~€33.9 bn in Sales
(as of Dec. 31, 2017)

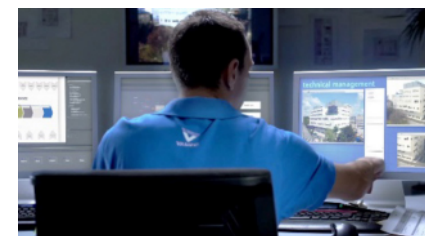
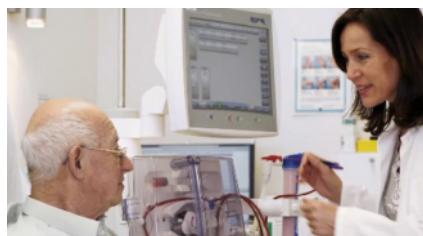
**Strong portfolio
of products** (30% of sales)
and services (70% of sales)

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

**Global presence in
100+ countries**

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

Strong and Balanced Health Care Portfolio



Ownership: ~31%

Ownership: 100%

Ownership: 100%

Ownership: 77%

Dialysis Products Health Care Services

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

Hospital Supplies

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

Hospital Operation

- Acute care
- Outpatient services

Projects and Services for Hospitals

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

Sales 2017: €17.8 bn

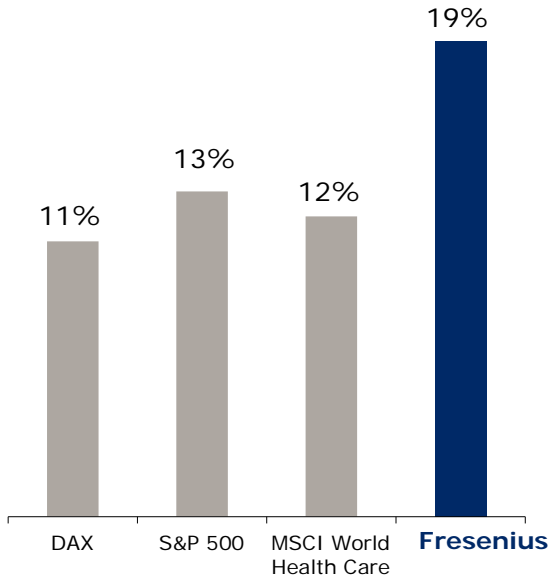
Sales 2017: €6.4 bn

Sales 2017: €8.7 bn

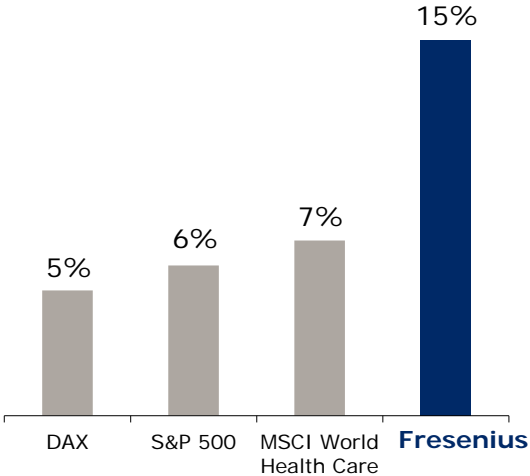
Sales 2017: €1.2 bn

Total Shareholder Return – CAGR, rounded

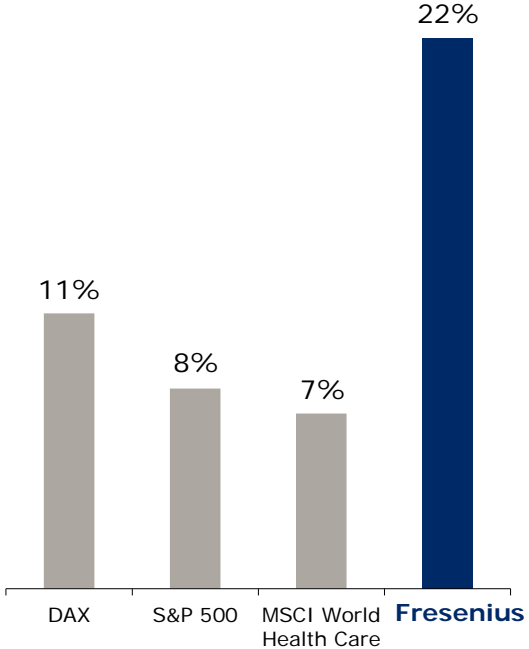
5 years



10 years



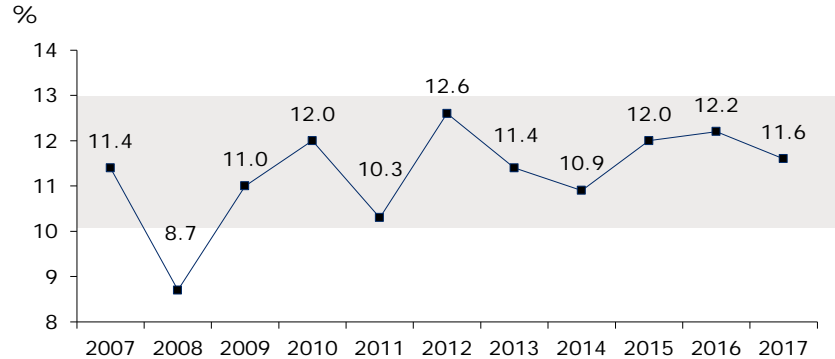
15 years



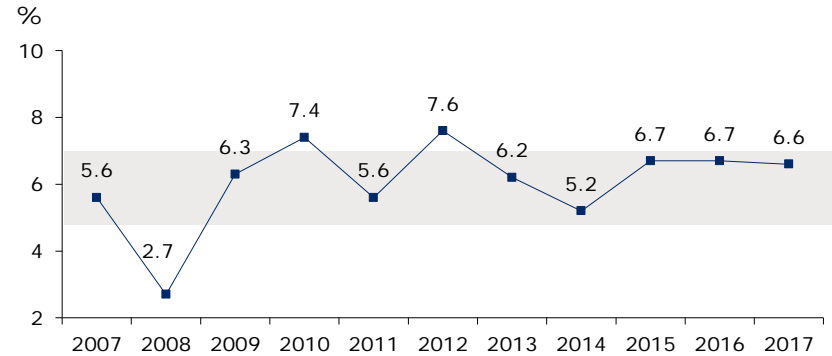
Source: Bloomberg; dividends reinvested, as of Dec 31, 2017

Fresenius Group Consistent Cash Generation

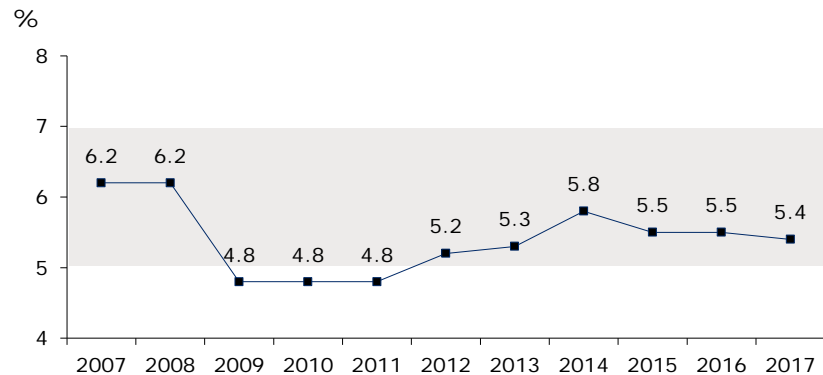
CFFO margin



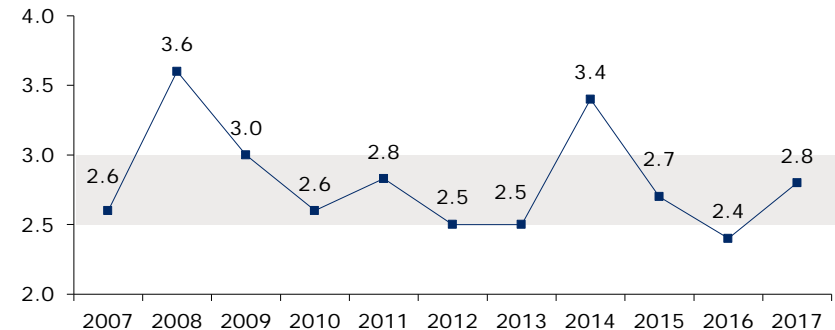
FCF margin (before acquisitions & dividends)



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 acquisitions

Fresenius Medical Care: Global Dialysis Market Leader

- The world's leading provider of dialysis products and services treating more than 320,000 patients¹ in ~3,750 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 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 December 31, 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
- Development of biosimilars with a focus on oncology and autoimmune diseases

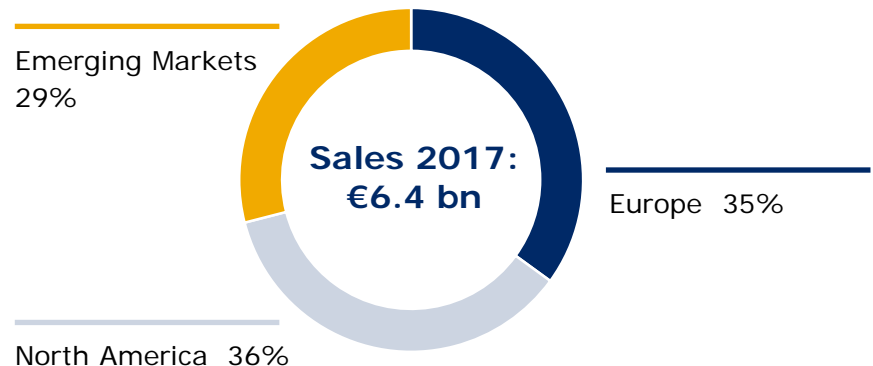
Market Dynamics

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



92 hospitals
 ~30,200 beds
 ~1.2 million inpatient admissions p.a.
 ~3.9 million outpatient admissions p.a.

As of June 2018



Acute Care



Outpatient

¹ Based on sales

² German Federal Statistical Office 2017; total costs, gross of the German hospitals less academic research and teaching

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



45 hospitals
 6,650 beds
 ~ 11.2 m outpatient admissions p.a.
 ~ 350,000 inpatient admissions p.a.

As of December 31, 2017

Fresenius Vamed: Leading Global hospital Projects And Services Specialist

- Manages hospital construction/expansion projects (49% of sales) and provides services (51% of sales) 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



Projects



Services



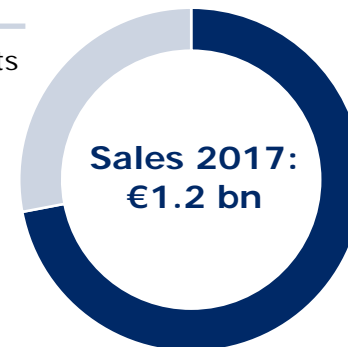
Post acute Care

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
28%



Europe 72%

Portfolio Sharpening: Highlights



Both business units to focus on core competencies



Pure play strategy

- **Helios to concentrate on acute care and outpatient services**
 - **Vamed to strengthen position in post-acute care in Europe**
-



Helios well positioned to foster international growth in acute care






Fresenius Platform - intensified cooperation

Portfolio Sharpening: Transaction Details

Transaction	<ul style="list-style-type: none">• 38 facilities in Germany to be transferred to Vamed, including<ul style="list-style-type: none">• 24 health care facilities focused on post-acute care with ~4.800 beds• 12 nursing homes with ~900 beds• 2 hotels• 13 service companies• ~7,700 employees
Transaction volume	€485 million incl. €15 million net debt
Sales	~€460 million for FY/18e
EBIT	~€37 million for FY/18e
Financing	internally
Closing	Consolidation 1 July 2018

Fresenius Group: 2018 Financial Outlook by Business Segment

€m (except otherwise stated)		FY/17 Base	Original FY/18e ¹	After portfolio sharpening FY/18e ¹
	Sales growth (org)	6,358	4% - 7%	<input checked="" type="checkbox"/>
	EBIT growth (cc)	1,177 ²	-3% to -6 % ²	<input checked="" type="checkbox"/>
	EBIT growth (cc) excl. biosimilars	1,237 ³	~2% - 5% ³	<input checked="" type="checkbox"/>
	Sales growth (org)	8,668 ⁴	3% - 6% ⁵	<input checked="" type="checkbox"/>
	EBIT growth	1,052 ⁴	7% - 10%	5% - 8%
	Sales growth (org)	1,228	5% - 10%	<input checked="" type="checkbox"/>
	EBIT growth	76	5% - 10%	32% - 37%

¹ Excluding effects of the Akorn, NxStage and Sound Physicians transactions

² Before special items (i.e., transaction-related effects); including expenditures for further development of biosimilars business (€60 m in FY/17 and expected expenditures of ~€160 m in FY/18)

³ Before special items (i.e., transaction-related effects); excluding expenditures for further development of biosimilars business (€60 m in FY/17 and expected expenditures of ~€160 m in FY/18)

⁴ Helios Spain consolidated for 11 months

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

Fresenius Group: 2018 Financial Guidance Confirmed

€m (except otherwise stated)	FY/17 Base	Original FY/18e ¹	After portfolio sharpening FY/18e ¹	
FRESENIUS	Sales growth (cc)	33,400 ²	5% - 8%	<input checked="" type="checkbox"/>
	Net income³ growth (cc)	1,816 ⁴	6% - 9% ⁵	<input checked="" type="checkbox"/>
	Net income ³ growth (cc) excl. Biosimilars	1,859 ⁶	~10% - 13% ⁷	<input checked="" type="checkbox"/>

¹ Excluding effects of the Akorn, NxStage and Sound Physicians transactions

² 2017 base adjusted for IFRS 15 adoption (deduction of €486 m at Fresenius Medical Care)

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

⁴ Before special items (before transaction-related effects, book gain from the U.S. tax reform and FCPA provision)

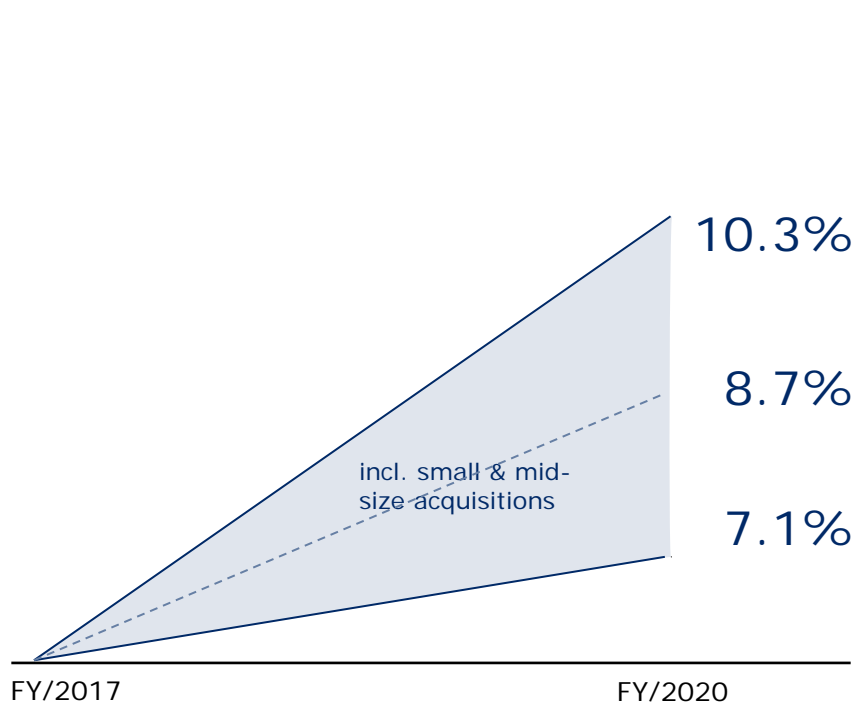
⁵ Before special items (i.e., transaction-related effects); including expenditures for further development of biosimilars business (€43 m after tax in FY/17 and expected expenditures of -€120 m after tax in FY/18)

⁶ Adjusted net income: before transaction-related effects, expenditures for further development of biosimilars business, book gain from the U.S. tax reform and FCPA provision

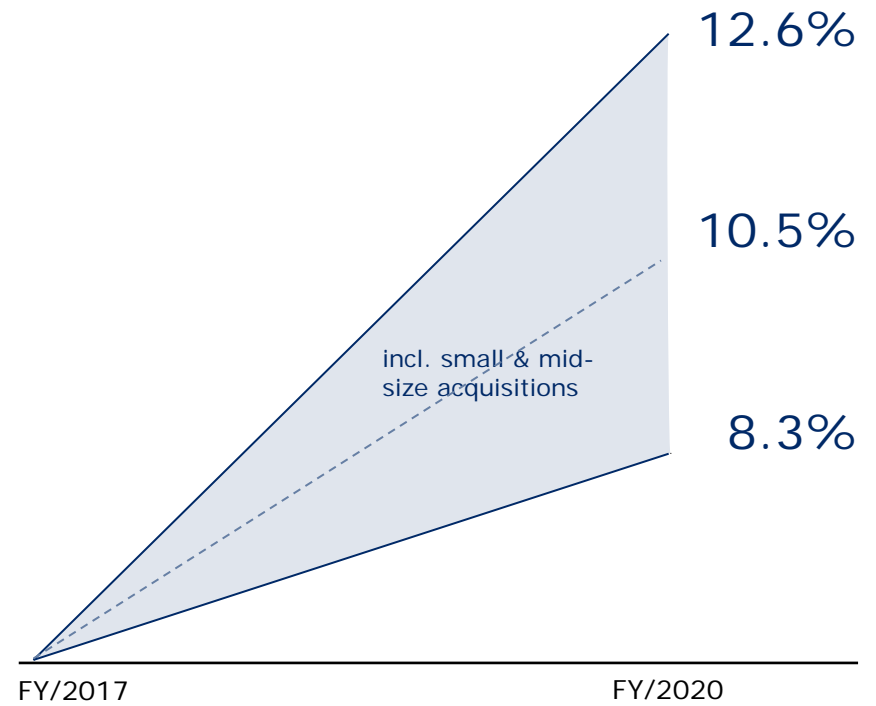
⁷ Before special items (i.e., transaction-related effects); excluding expenditures for further development of biosimilars business (€43 m after tax in FY/17 and expected expenditures of -€120 m after tax in FY/18)

Fresenius Group: 2020 Mid-Term Growth Targets Confirmed

Sales CAGR



Net Income CAGR



At constant exchange rates and IFRS rules as of Feb 2017
Net income attributable to shareholders of Fresenius SE & Co. KGaA

Financial Review Q1/18



Fresenius Group: Q1/18 Highlights



Strong start to the year despite very tough prior-year comp



Healthy earnings growth in constant currency - Fresenius Kabi's performance standing out



FMC optimizes U.S. Care Coordination portfolio and strengthens vertically integrated dialysis business



Group guidance confirmed

Fresenius Group: Current Topics (1/2)

AKORN

- Fresenius terminated merger agreement with Akorn, due to Akorn's failure to fulfill several closing conditions
- Akorn filed a lawsuit against Fresenius in Delaware, USA, for consummation of the merger agreement
- Fresenius filed a counterclaim on April 30, 2018
- Strategic rationale for expanding product offering in North America was and remains valid



HES

- EU Commission (EC) suspended decision to withdraw HES from the market in Europe
- Several Member States raised concerns on draft decision of EC due to lack of full consideration of all medical & technical arguments
- The procedure has now been referred back to PRAC for further consideration
- Kabi's FY/18 outlook still considers meaningful risk adjustment



Fresenius Group: Current Topics (2/2)

Pricing Environment North America

- Strong Q1/18 financial performance of Fresenius Kabi NA
- Continued low single-digit price decline for base business in 2018
- Nothing 'out of the ordinary' in generic injectables market

Biosimilars

- Improving political environment:
 - France aims to have 80% biosimilars penetration by 2022
 - US: All biosimilars of reference product will now be eligible for pass-through status as part of the 340b program

Helios

- Preparatory measures for minimum nursing staff levels
- Clustering and digitalization efficiencies will have a more mid-term effect



Fresenius Group: Q1/18 Profit and Loss Statement

€m	Q1/18	Δ YoY cc
Sales	8,121	7% ¹
EBIT	1,054	-5%/3% ²
EBIT (excl. biosimilars)	1,089	-2%/6% ²
Net interest	-146	-1%
Income taxes	-191	32%
Net income	450	7%
Net income (excl. biosimilars)	476	12%

¹ Growth rate adjusted for IFRS 15 adoption

² Excluding VA agreement

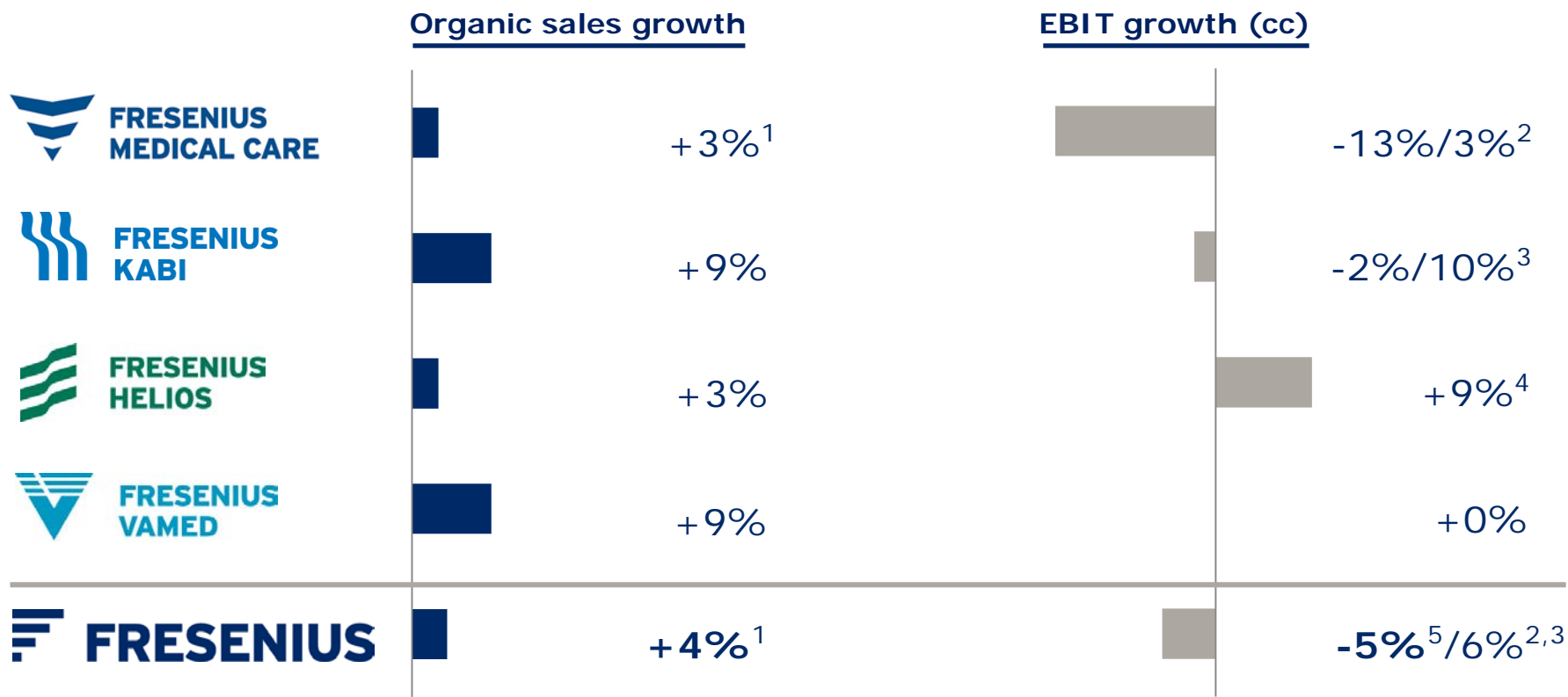
All figures before special items (i.e., expenses related to (i) the Akorn transaction, and (ii) the re-valuation of Sound Physicians' share-based payment program caused by its announced divestiture)

All growth rates in constant currency (cc)

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

For a detailed overview of special items please see the reconciliation table on slide 36.

Fresenius Group: Q1/18 Business Segment Growth



¹ Growth rates adjusted for IFRS 15 adoption

² Excl. VA agreement

³ Excl. biosimilars

⁴ Helios Spain only consolidated for two months in Q1/17

⁵ Excl. biosimilars: -2%

All figures before special items

For a detailed overview special items please see the reconciliation table on slide 36.

Fresenius Kabi: Q1/18 Regional Highlights (1/2)

North America

- 10% organic sales growth
- 32 Kabi-marketed IV drugs currently designated in shortage (vs. 24 at Q4/17)
- 3 product launches YTD; confirm 15+ target
- Confirm FY/18 outlook: Mid-single-digit organic sales growth



Europe

- 3% organic sales growth
- Enteral nutrition continues to drive growth
- Confirm FY/18 outlook: Low to mid-single-digit organic sales growth



Fresenius Kabi: Q1/18 Regional Highlights (2/2)

Emerging Markets

China

- 16% organic sales growth
- New tender rules:
 - Introduction of new tender policy expected to be completed mid 2018
 - Expectation for FY/18 unchanged - low to mid single-digit price decline and continued double-digit volume growth

Asia-Pacific ex China: 13% organic sales growth

Latin America/Africa: 10% organic sales growth



Total Emerging Markets

Confirm FY/18 outlook: likely double-digit organic sales growth



Fresenius Kabi: Q1/18 EBIT Growth

€m	Q1/18	Δ YoY cc
North America Margin	222 37.6%	8% -50 bps
Europe Margin	85 15.3%	8% 60 bps
Asia-Pacific/Latin America/Africa Margin	87 19.1%	12% -40 bps
Corporate and Corporate R&D	-126	-45%
Total EBIT¹ Margin ¹	268 16.7%	-2% -280 bps
Total EBIT excl. Biosimilars¹ Margin ¹	303 18.9%	10% -60 bps

Margin growth at actual rates

¹ Before special items

For a detailed overview of special items please see the reconciliation table on slides 36.

Fresenius Helios

Helios Germany

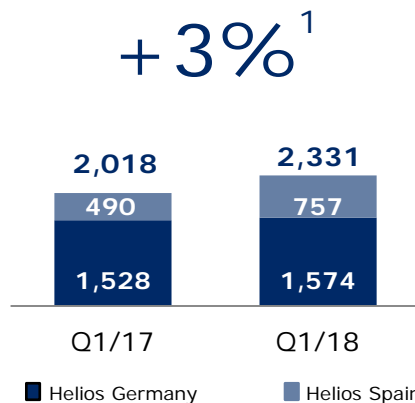
- Solid organic sales growth
- Additional “DRG catalogue effects”, minimum nursing staff levels and lack of privatization opportunities impact financial performance

Helios Spain

- One additional month of consolidation in Q1/18
- Softer start to the year driven by a pronounced Easter effect
- Acceleration of organic growth expected in Q2

Sales

€m



Fresenius Helios: Q1/18 Key Financials

€m	Q1/18	Δ YoY
Total sales	2,331	16%
Thereof Helios Germany	1,574	3%
Thereof Helios Spain ¹	757	54%
Total EBIT	278	9%
Margin	11.9%	-70 bps
Thereof Helios Germany	177	-2%
Margin	11.2%	-60 bps
Thereof Helios Spain ¹	103	39%
Margin	13.6%	-150 bps
Thereof Corporate	-2	--

¹ Consolidated since 1 February 2017

Fresenius Vamed






- Strong Q1/18: Organic sales growth of 9%
- Excellent order intake of €260m
- Order backlog at all-time high



€m	Q1/18	Δ YoY
Total sales	249	12%
Project business	92	19%
Service business	157	8%
Total EBIT	6	0%
Order intake ¹	260	18%
Order backlog ^{1,2}	2,391	11%

¹ Project business only
² Versus December 31, 2017

Fresenius Group: Cash Flow

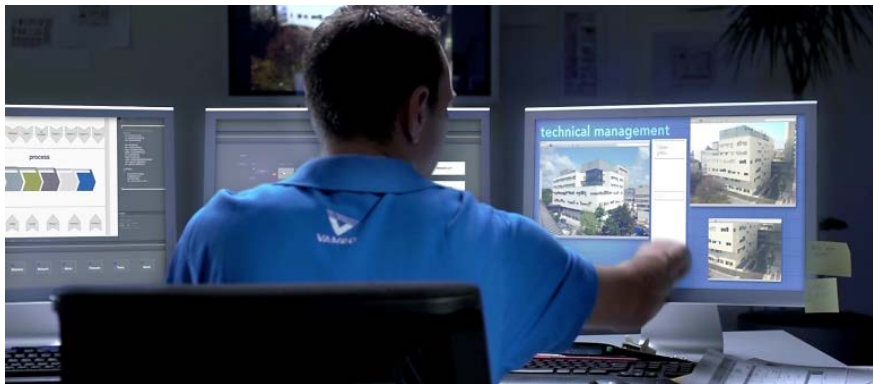
€m	Operating CF		Capex (net)		Free Cash Flow ¹	
	Q1/18	LTM Margin	Q1/18	LTM Margin	Q1/18	LTM Margin
 FRESENIUS KABI	226	16.4%	-96	-6.8%	130	9.6%
 FRESENIUS HELIOS	97	7.2%	-65	-4.8%	32	2.4% ²
 FRESENIUS VAMED	-42	3.5%	-2	-0.6%	-44	2.9%
Corporate/Other	0	n.a.	-10	n.a.	-10	n.a.
 FRESENIUS Excl. FMC	281	11.0% ³	-173	-5.5%	108	5.5% ³
 FRESENIUS	236	11.0%	-391	-5.3%	-155	5.7%

¹ Before acquisitions and dividends

² Understated: 2.9% excluding €45 million of capex commitments from acquisitions

³ Margin incl. FMC dividend

Attachments



Fresenius Group: Calculation of Noncontrolling Interest

€m	Q1/18	Q1/17
Earnings before tax and noncontrolling interest	908	1,059
Taxes	-191	-308
Noncontrolling interest, thereof	-267	-294
Fresenius Medical Care net income not attributable to Fresenius (Q1/18: ~69%)	-204	-212
Noncontrolling interest holders in Fresenius Medical Care	-51	-69
Noncontrolling interest holders in Fresenius Kabi (-€9 m), Fresenius Helios (-€2 m), and due to Fresenius Vamed's 23% external ownership (-€1m)	-12	-13
Net income attributable to Fresenius SE & Co. KGaA	450	457

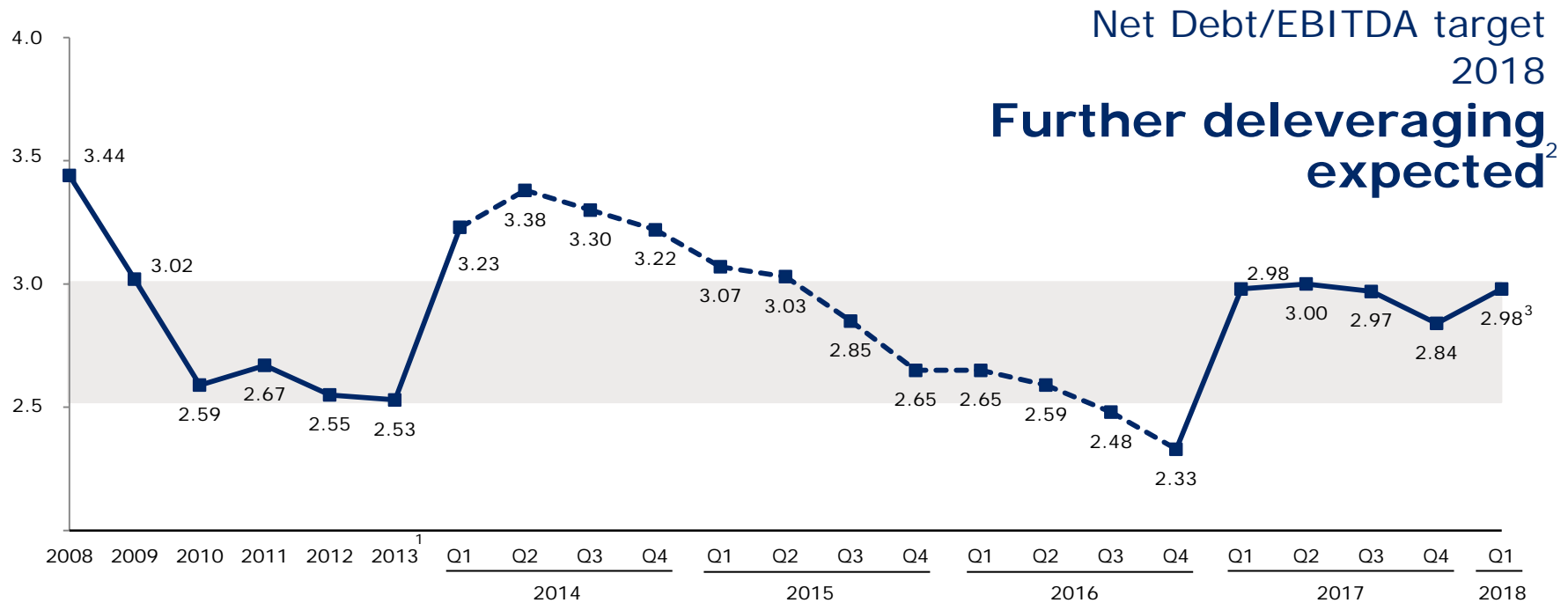
Before special items

For a detailed overview of special items please see the reconciliation table on slide 36.

Fresenius Group: Cash Flow

€m	Q1/18	LTM Margin	Δ YoY
Operating Cash Flow	236	11.0%	-50%
Capex (net)	-391	-5.3%	-19%
Free Cash Flow (before acquisitions and dividends)	-155	5.7%	--
Acquisitions (net)	-189		
Dividends	-45		
Free Cash Flow (after acquisitions and dividends)	-389	1.3%	93%

Fresenius Group: Leverage Ratio



Before special items; pro forma closed acquisitions
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 effects of the Akorn, NxStage and Sound Physicians transactions; excluding further potential acquisitions; at current IFRS rules

³ Excluding Akorn, NxStage and Sound Physicians transactions

Fresenius Kabi: Organic Sales Growth by Regions

€m	Q1/18	Δ YoY organic
North America	591	10%
Europe	557	3%
Asia-Pacific/Latin America/Africa	455	13%
Asia-Pacific	301	15%
Latin America/Africa	154	10%
Total sales	1,603	9%

Fresenius Kabi: Organic Sales Growth by Product Segment

€m	Q1/18	Δ YoY organic
IV Drugs	679	8%
Infusion Therapy	236	11%
Clinical Nutrition	435	14%
Medical Devices/ Transfusion Technology	253	1%
Total sales	1,603	9%

Reconciliation Q1/18

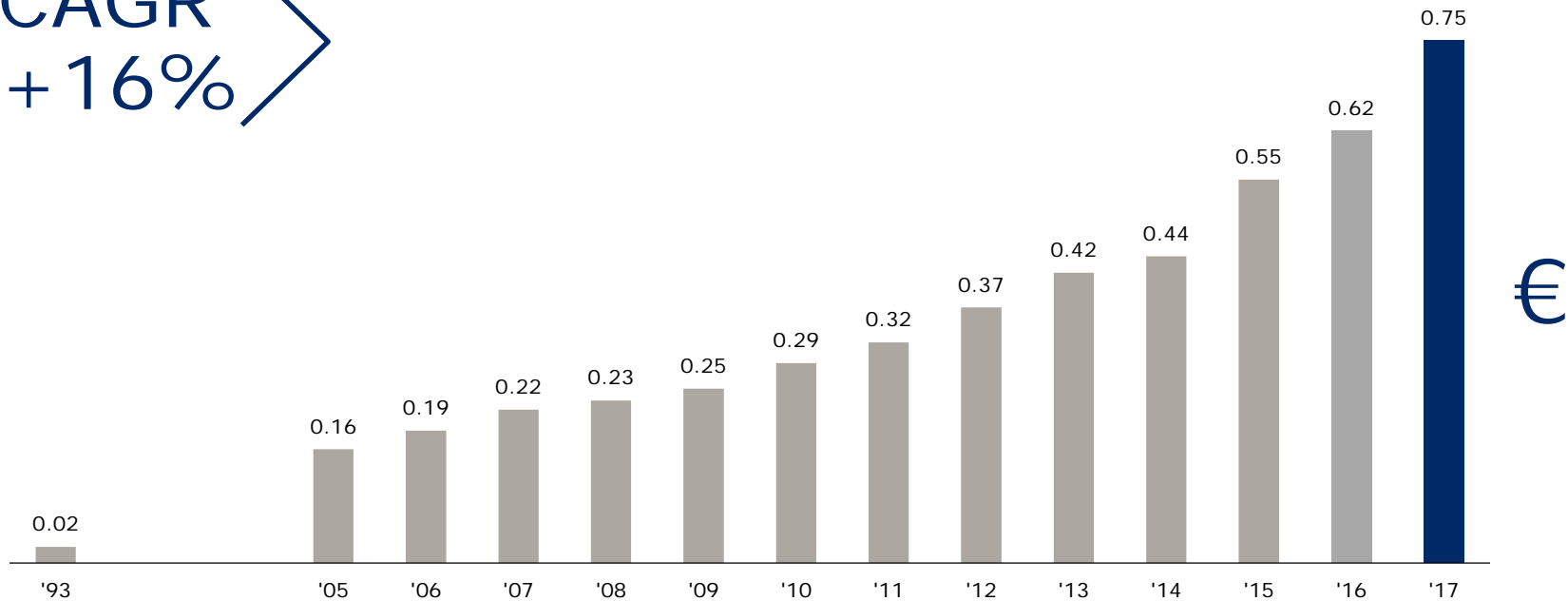
Consolidated results for Q1/2018 include special items related to the Akorn transaction. These are mainly transaction costs in the form of legal and consulting fees as well as costs of the financing commitment for the Akorn transaction. Moreover special items arose from the announced divestiture of Sound Physicians due to the initial increase in valuation of the Sound Physicians' share based payment program. The following presentation shows the corresponding reconciliation to the IFRS values. There were no special items in Q1/2017.

€m	Q1/2018 Before special items and before expenses for biosimilars business	Expenses for the further development of the biosimilars business	Before special items	Special items (transaction-related effects Akorn)	Special items (transaction-related effects Sound Physicians)	After special items (IFRS reported)
Sales	8,121		8,121			8,121
EBIT	1,089	-35	1,054	-5	-13	1,036
Net interest	-144	-2	-146	-3		-149
Net income before taxes	945	-37	908	-8	-13	887
Income taxes	-202	11	-191	2		-189
Net income	743	-26	717	-6	-13	698
Noncontrolling interest	-267		-267		9	-258
Net income attributable to shareholders of Fresenius SE & Co. KGaA	476	-26	450	-6	-4	440

The transaction-related effects are reported in the Group Corporate/Other segment.

Fresenius Group: 25th Consecutive Dividend Increase

CAGR
+16%



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

