

A Leading Global Health Care Group



Barclays - High Yield Bond and Syndicated Loan Conference
June 8, 2017 – Colorado Springs

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.

If not stated otherwise, all financials are based on U.S. GAAP until end of 2016. Q1/2017 financials and Q1/2017 LTM figures are based on IFRS.

Agenda

1 Company Overview

2 Business Segments

- Fresenius Medical Care
- Fresenius Kabi
- Fresenius Helios
- Fresenius Vamed

3 Financial Overview

4 Financing Facilities and Debt Structure

5 Acquisition of Akorn, Inc. & Merck KGaA's Biosimilars Business

6 Summary and Outlook

Company Overview



Fresenius Group: A Global Leader in Health Care Products and Services



€30.8 bn Sales¹
€2.8 bn Net Income^{1,2}

**Global presence in
100+ countries**

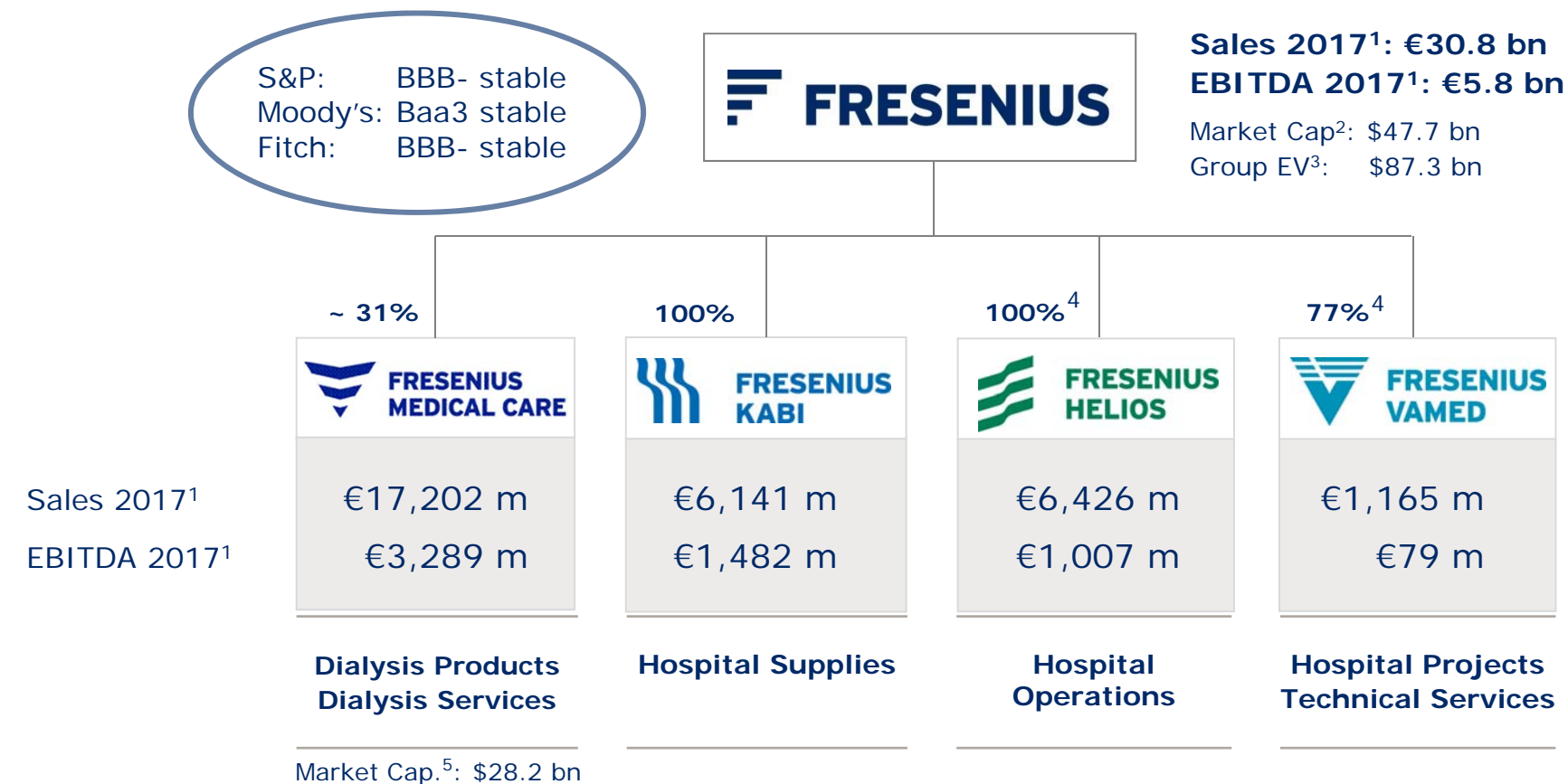
**Long-term opportunities
in growing, non-cyclical
markets**

**Leading market
positions**

**Strong and well
diversified portfolio**

1 – LTM March 31, 2017
2 – Incl. attributable to non-controlling interest

Fresenius Group: Strong and Balanced Health Care Portfolio



1 – LTM March 31, 2017

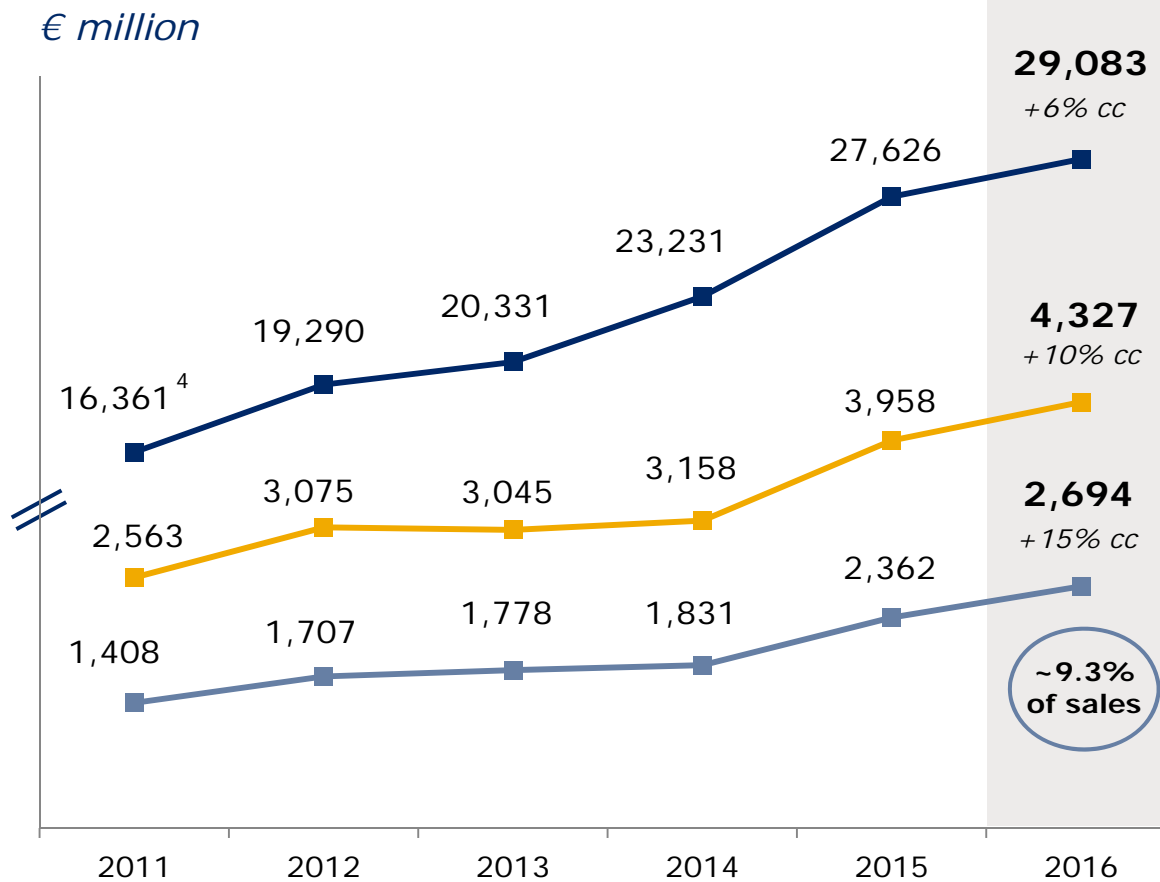
2 – Based on market capitalization of FSE as of May 17, 2017

3 – Based on consolidated market capitalization of FSE and FME as of May 17, 2017 and consolidated net debt as of March 31, 2017

4 – Held by Fresenius ProServe GmbH, a wholly owned subsidiary of FSE

5 – Based on market capitalization of FME as of May 17, 2017

Fresenius Group: Strong Financial Results¹



5yr CAGR

Sales 12%

EBIT² 11%

Net Income^{3,4} 14%

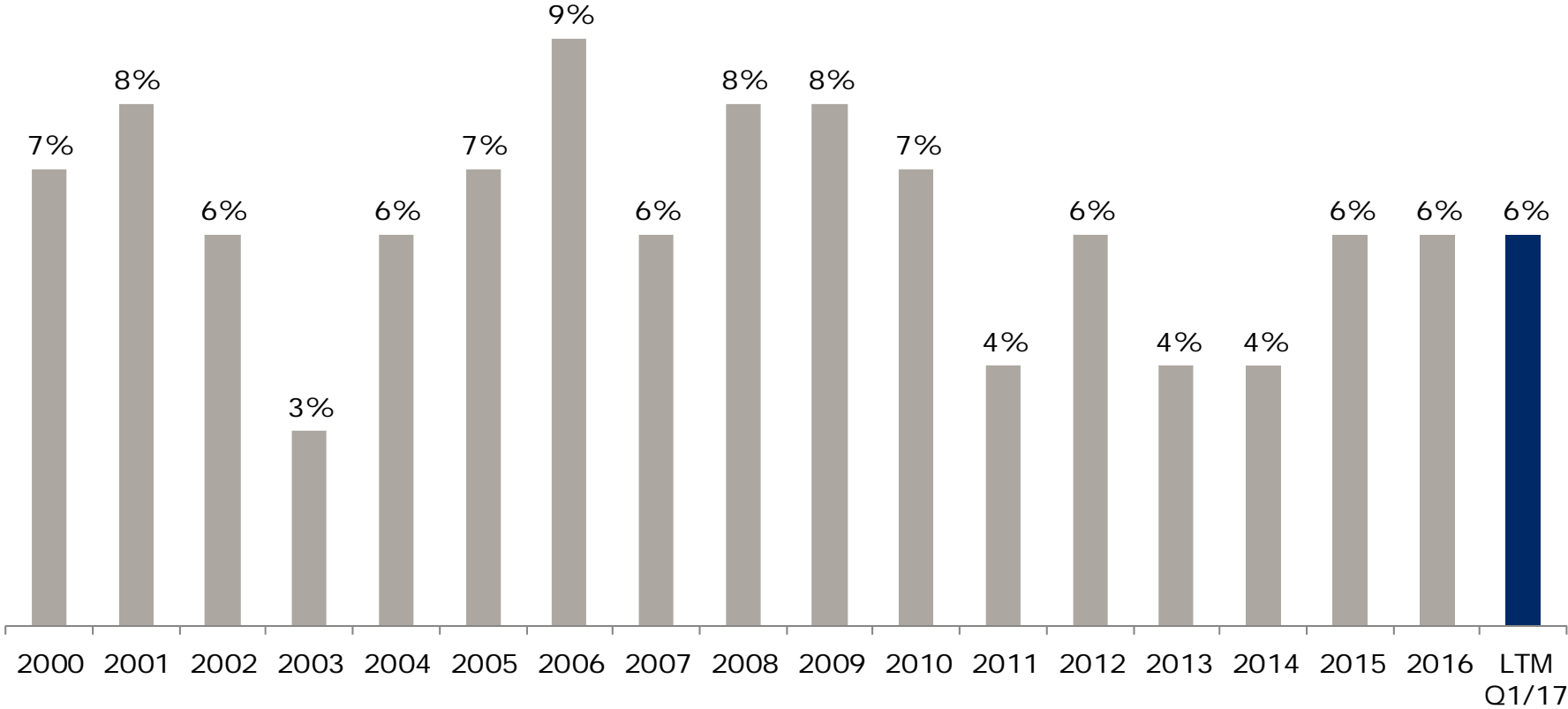
1 – All data according to U.S. GAAP

2 – Before special items

3 – Incl. attributable to non-controlling interest

4 – 2011 sales were adjusted by -€161 m according to a U.S. GAAP accounting change. This solely relates to Fresenius Medical Care North America

Fresenius Group: Sustainable Organic Sales Growth

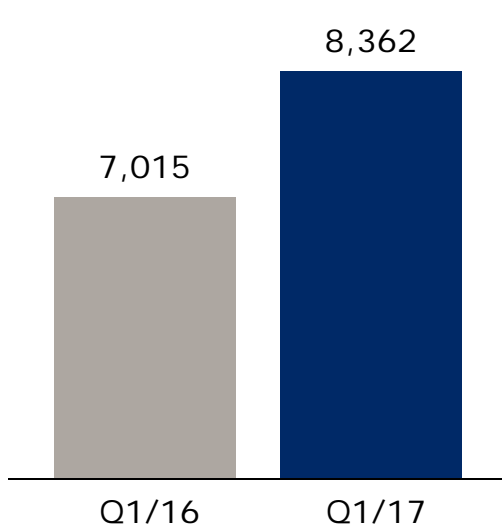


Fresenius Group: Key Financial Results Q1/2017

€ million

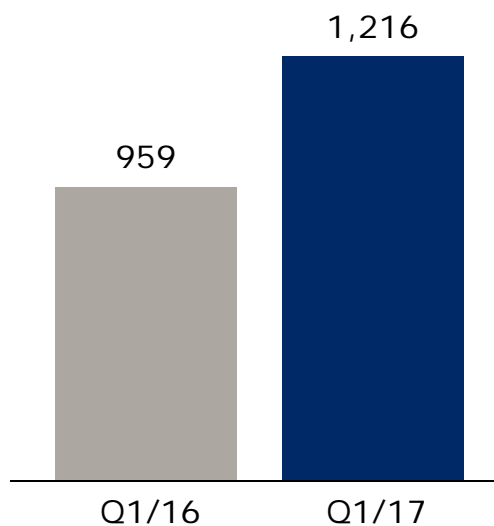
Sales

+ 17% CC



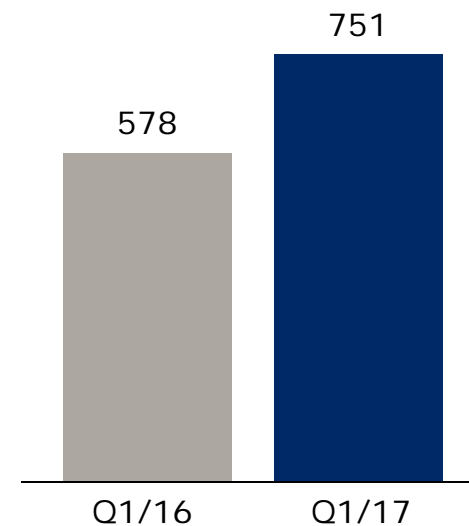
EBIT

+ 25% CC



Net Income¹

+ 30%²



1 – Net income incl. attributable to non-controlling interest

2 – 20% excluding the VA-agreement which increased net income in Q1/17 by €59 million

Business Segments



Fresenius Medical Care: Global Dialysis Market Leader



- The world's leading provider of dialysis products and services treating **310,473 patients** in **3,654 clinics**¹
- Provide highest standard of product quality and patient care



Dialysis products



Dialysis services



Complete therapy offerings



Market Dynamics

Global Dialysis Market 2016:

- ~\$76 billion
- ~6% global patient growth p.a.

Growth Drivers:

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

International
28%



North America
72%

1 – As of March 31, 2017

2 – LTM March 31, 2017

Fresenius Medical Care: Leading in all Regions¹



North America

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	189,000	2
Davita	188,500	1
U.S. RENAL CARE	24,000 ²	1
DCi	15,200 ²	1
AMERICAN RENAL	14,200 ²	1

Europe, Middle East, Africa

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	59,800	26
DIAVERUM	22,600	15
KFH	19,500	1
B BRAUN	19,200	22
PHV-Der Dialysepartner	7,000	1
Davita	4,800	4
Baxter	2,300	3

Latin America

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	30,400	7
Baxter	8,600	3
DIAVERUM	5,100	3
Davita	5,200	2
B BRAUN	1,530	2

Asia Pacific

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	29,300	12
B BRAUN	5,600	6
Showai-Kai	5,200	1
Tokushukai Group Aiming for the society in which anybody	4,100	1
Davita	3,300	5
DIAVERUM	610	2

1 – Company data and internal estimates, as of December, 31 2016

2 – Company data and internal estimates, as of September, 30 2016

Fresenius Medical Care: Key Figures 2016¹



<i>\$ million</i>	2016	2015	Growth
Total Sales	17,911	16,738	+7%²
EBITDA <i>margin</i>	3,413 19.1%	3,044 18.2%	+12%
EBIT <i>margin</i>	2,638 14.7%	2,327 13.9%	+13%
Interest, net	-406	-391	-4%
EBT	2,232	1,936	+15%
Taxes	-683	-623	-10%
Non-controlling interest	-306	-284	-8%
Net Income³	1,243	1,029	+21%⁴

1 – All data according to U.S. GAAP

2 – 7% organic growth, 1% acquisitions, -1% currency effects

3 – Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA

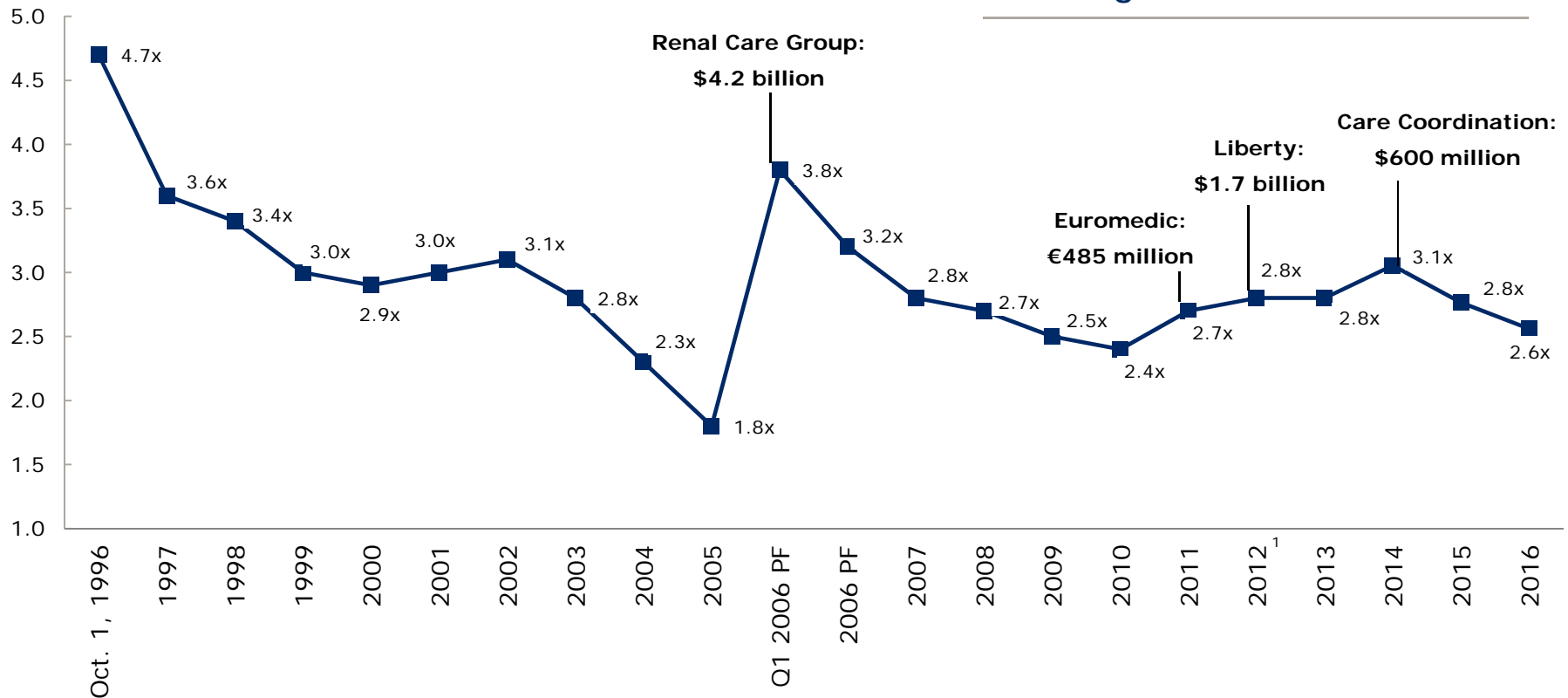
4 – +16% adjusted by settlement costs for an agreement in principle related to GranuFlo in 2015 and acquisitions effects

Fresenius Medical Care: Successful Deleveraging after Large Acquisitions



Debt/EBITDA

Clear commitment to keep leverage ratio at or below 3.0x



¹ – Excluding strategic charges

Fresenius Kabi: A Worldwide Leading Hospital Supplier



- Comprehensive product portfolio for critically and chronically ill patients
- Leading market positions in four product segments



Generic IV Drugs



Clinical Nutrition



Infusion Therapy



Medical Devices /
Transfusion Technology

Growth Drivers:

- Patent expirations, rising demand for health care services, higher health care spending in Emerging Markets

Sales by Region

Emerging Markets
29%

Europe
35%



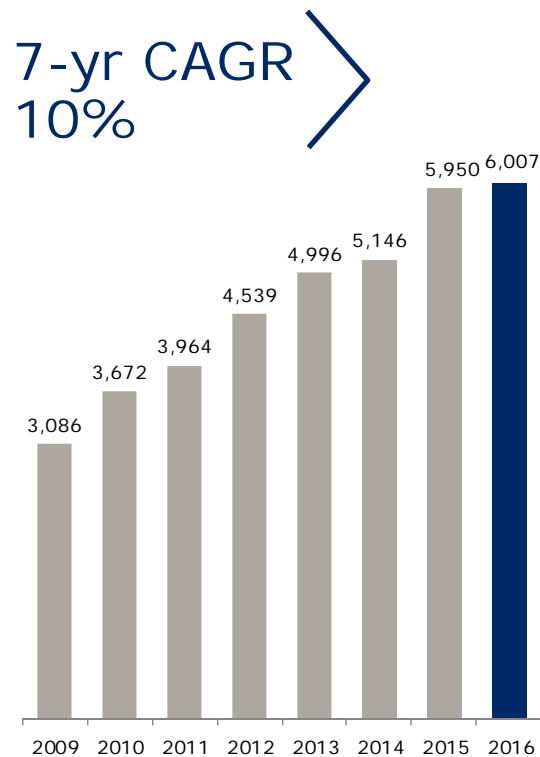
North America
36%



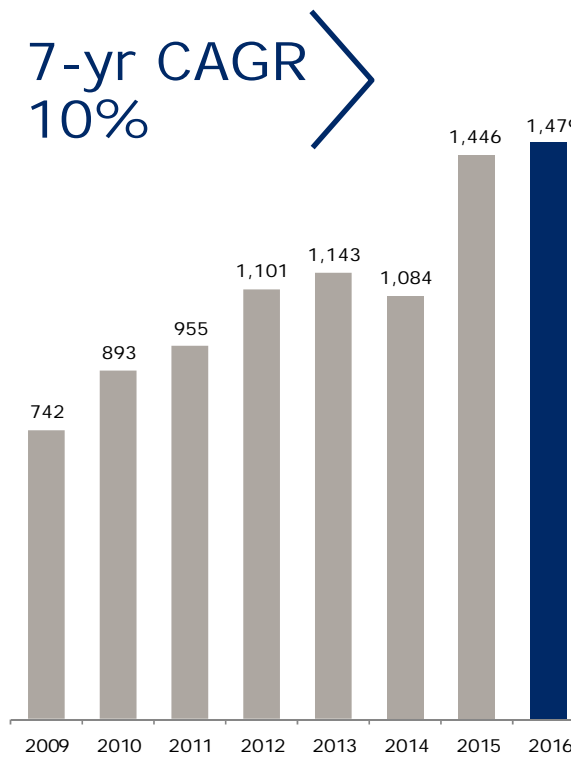
Fresenius Kabi: Strong Growth Track Record & High Profitability¹



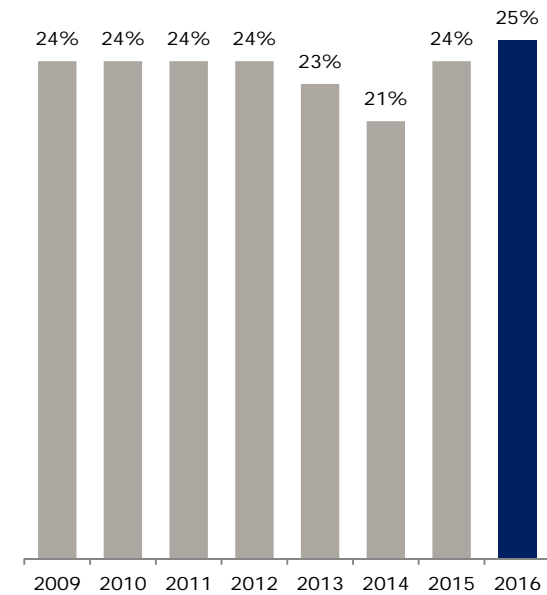
Sales
€ million



EBITDA²
€ million



EBITDA² Margin



1 – All data according to U.S. GAAP
2 – Before special items

Fresenius Kabi: Key Figures 2016¹



<i>€ million</i>	2016	2015	Growth
Total Sales	6,007	5,950	+1% ²
-IV Drugs	2,531	2,429	+4%
-Clinical Nutrition	1,576	1,560	+1%
-Infusion Therapy	861	914	-6%
-Medical Devices/Transfusion Techn.	1,039	1,047	-1%
EBITDA⁴	1,479	1,446	+2%
<i>margin</i>	<i>24.6%</i>	<i>24.3%</i>	
EBIT⁴	1,224	1,189	+3%
<i>margin</i>	<i>20.4%</i>	<i>20.0%</i>	
Interest, net	-149	-184	+19%
EBT⁴	1,075	1,005	+7%
Taxes ⁴	-323	-306	-6%
Non-controlling interest	-36	-30	-20%
Net Income^{3,4}	716	669	+7%

1 – All data according to U.S. GAAP

2 – 5% organic growth, -1% divestitures, -3% currency effects

3 – Net income attributable to shareholders of Fresenius Kabi AG

4 – 2015 before special items

Fresenius Helios: Europe's largest private hospital operator

Helios Kliniken Germany



- ~6% share in German acute care hospital market
- Solid organic growth based on growing number of admissions and reimbursement rate increases
- Strong track record in hospital acquisitions and operation
- **Quality leader** in the German hospital sector
- Negligible bad debt ratio due to comprehensive insurance coverage of German population

Market Dynamics

German Acute Care Hospital Market:

- ~€94 billion¹, thereof 18% privatized

Growth Drivers:

- Further market consolidation

Largest Network & Nationwide Presence²



1 – German Federal Statistical Office 2016; total costs, gross of the German hospitals less academic research and teaching

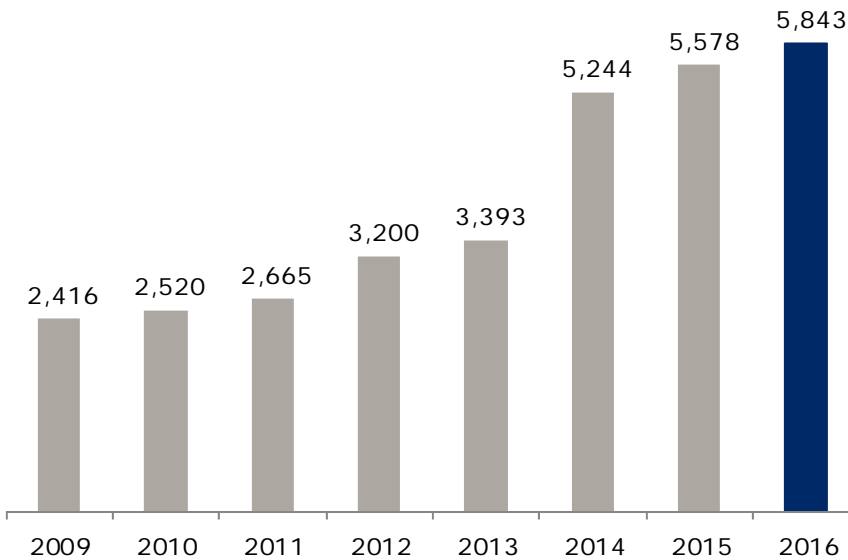
2 – As of December 31, 2016

Fresenius Helios: Impressive Growth and Profitability¹



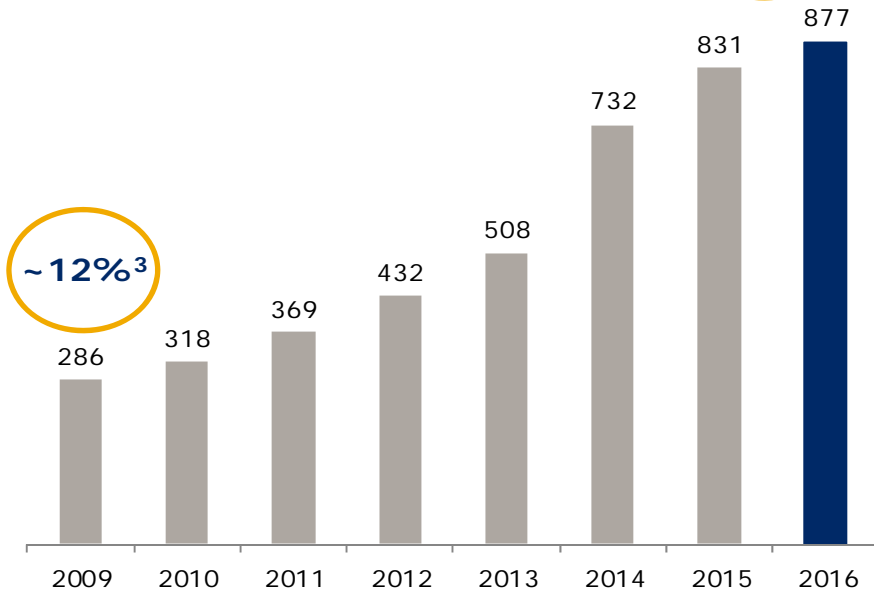
Sales
€ million

7-yr CAGR
13%



EBITDA²
€ million

7-yr CAGR
17%



1 – All data according to U.S. GAAP
2 – Before special items
3 – EBITDA Margin

Fresenius Helios: Key Figures 2016¹



<i>€ million</i>	2016	2015	Growth
Total Sales	5,843	5,578	+5% ²
EBITDA⁴	877	831	+6%
<i>margin</i>	<i>15.0%</i>	<i>14.9%</i>	
EBIT⁴	682	640	+7%
<i>margin</i>	<i>11.7%</i>	<i>11.5%</i>	
Interest, net	-37	-48	+23%
EBT⁴	645	592	+9%
Taxes ⁴	-100	-108	+7%
Non-controlling interest	-2	-1	-100%
Net Income^{3,4}	543	483	+12%

1 – All data according to U.S. GAAP

2 – 4% organic growth, 1% acquisitions

3 – Net income attributable to shareholders of HELIOS Kliniken GmbH

4 – 2015 before special items

Fresenius Helios: Europe's largest private hospital operator

Quirónsalud Spain



2016 Financial Highlights

- €2,540 bn Sales
- €461 m EBITDA, ~18% Margin
- ~10% 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 ORPs

Market Dynamics

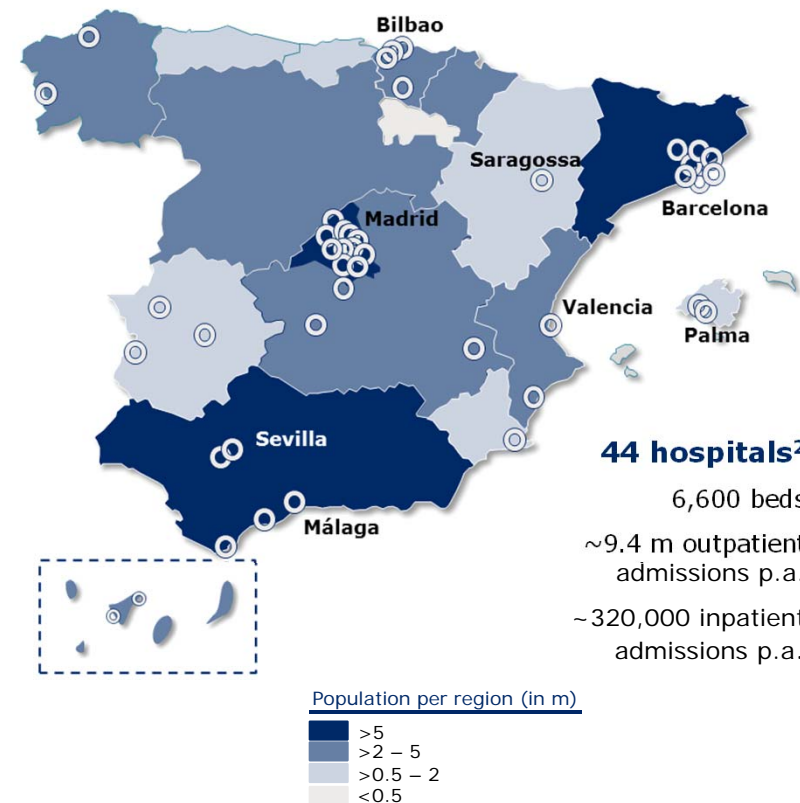
Spanish Private Hospital Market:

- ~€13 billion¹

Growth Drivers:

- Increasing number of privately insured patients, greenfield projects, market consolidation

Quirónsalud Hospitals in Every Major Metropolitan Region of Spain²



1 – Market data based on company research. Market definition does neither include PPPs nor ORP centers

2 – As of December 31, 2016 (including 1 hospital in Peru)

Fresenius Vamed: A Leading Specialist in Hospital Projects and Services



- Specialized in project development, building hospital infrastructure and providing hospital services (technical services and operational management)
- Manages hospital construction/expansion projects and provides services for health care facilities



Projects



Services

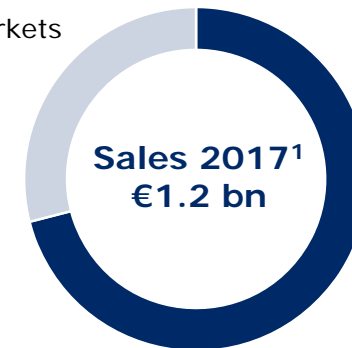
• Strong track record:

- ✓ More than 800 projects in 79 countries completed
- ✓ Services provided to >600 hospitals and 143,000 beds globally

Growth Drivers:

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

Emerging Markets
29%



Europe 71%



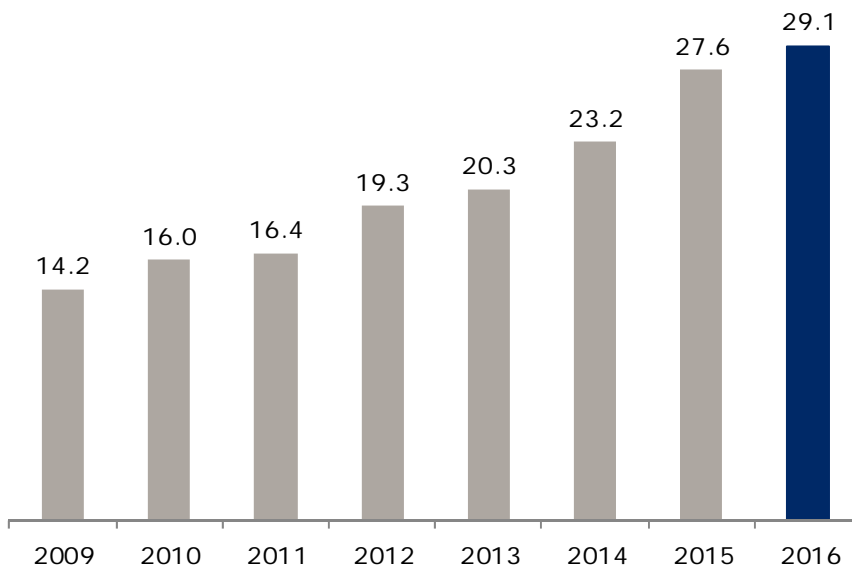
Financial Overview



Fresenius Group: Demonstrating Strong Sales and EBITDA Growth¹

Sales
€ million

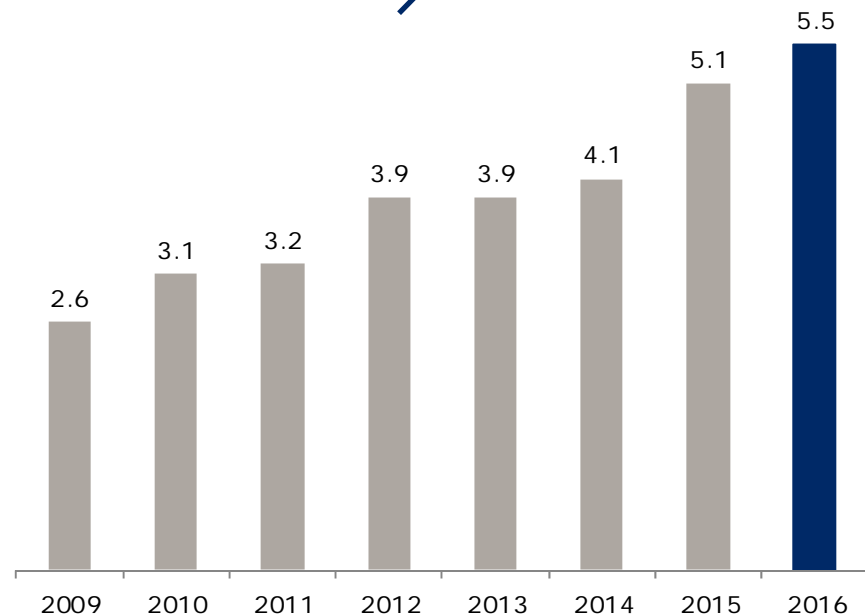
7-yr CAGR
11%



EBITDA²
€ million

7-yr CAGR
11%

~19%³



1 – All data according to U.S. GAAP
2 – Before special items
3 – EBITDA Margin

Fresenius Group: Key Figures 2016¹

<i>€ million</i>	2016	2015	Growth
Sales	29,083	27,626	+5% ²
EBITDA ³	5,500	5,073	+8%
<i>Margin</i>	<i>18.9%</i>	<i>18.4%</i>	
EBIT ³	4,327	3,958	+9%
<i>Margin</i>	<i>14.9%</i>	<i>14.3%</i>	
Interest, net	-582	-613	+5%
EBT ³	3,745	3,345	+12%
Taxes ³	-1,051	-983	-7%
Net Income ^{3,4}	2,694	2,362	+14%
Employees	232,873	222,305	

1 – All data according to U.S. GAAP

2 – 6% organic growth, 1% acquisitions, -1% divestitures, -1% currency effects

3 – Before special items

4 – Net income incl. attributable to non-controlling interest

Fresenius Group: Key Figures Q1/2017

<i>€ million</i>	Q1/2017	Q1/2016	Growth
Total Sales	8,362	7,015	+19%¹
EBITDA <i>margin</i>	1,560 <i>18.7%</i>	1,241 <i>17.7%</i>	+26%
EBIT <i>margin</i>	1,216 <i>14.5%</i>	959 <i>13.7%</i>	+27%
Net Income²	751³	578	+30%⁴
Employees	263,957	223,704	

1 – 7% organic growth (excluding effects of VA-agreement), 10% acquisitions, 2% currency effects

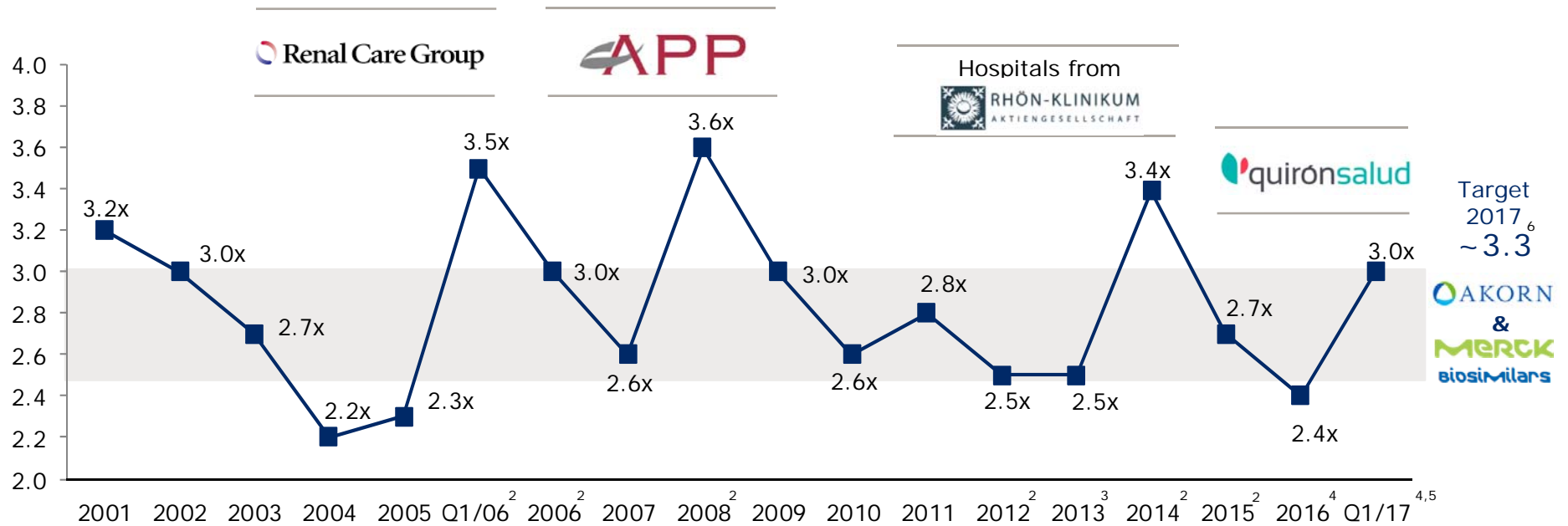
2 – Net income incl. attributable to non-controlling interest

3 – The VA-agreement increased net income by €59 million

4 – 20% excluding the VA-agreement

Fresenius Group: Proven Track Record of Deleveraging after Large Acquisitions

Net Debt/EBITDA¹



1 – At actual FX rates for both Net Debt and EBITDA

2 – Pro Forma acquisitions, before special items

3 – Pro forma excluding advances made for the acquisition of hospitals from Rhoen-Klinikum AG, before special items

4 – Pro Forma acquisitions

5 – EBITDA LTM March 31, 2017

6 – Pro forma acquisitions of Akorn, Inc. and Merck KGaA's biosimilars business; before transaction costs of ~€50 million; excluding further potential acquisitions and at annual average FX rates for both EBITDA and net debt

Financing Facilities and Debt Structure



Fresenius Group: Capitalization – March 31, 2017

Instrument per Book Value	in € million	in \$ million ³	% of total cap	EBITDA LTM x
FSE 2013 Credit Agreement: Revolver (€, US-\$)	300	321	0.4%	
FSE 2013 Credit Agreement: Term Loan A (€, US-\$)	2,409	2,575	3.0%	
Senior Notes (€, US-\$)	5,300	5,666	6.7%	
Convertible Bonds	918	981	1.2%	
Schuldschein Loans	2,178	2,328	2.7%	
Commercial Paper	128	137	0.2%	
Other debt	834	892	1.1%	
Total Debt (FSE excl. FMC), gross	12,067	12,901	15.2%	
Cash (excl. FMC)	809	865	1.0%	
Total debt (FSE excl. FMC), net	11,258	12,036	14.1%	
Total FMC debt, net	7,599	8,124	9.6%	
Consolidation Adjustments	(127)	(136)		
Total consolidated debt, net	18,730	20,024	23.5%	3.0x²
Market capitalization ¹	60,836	67,278	76.5%	9.8x
Total capitalization	79,566	87,302	100.0%	12.8x
FSE Group EBITDA²				6,235

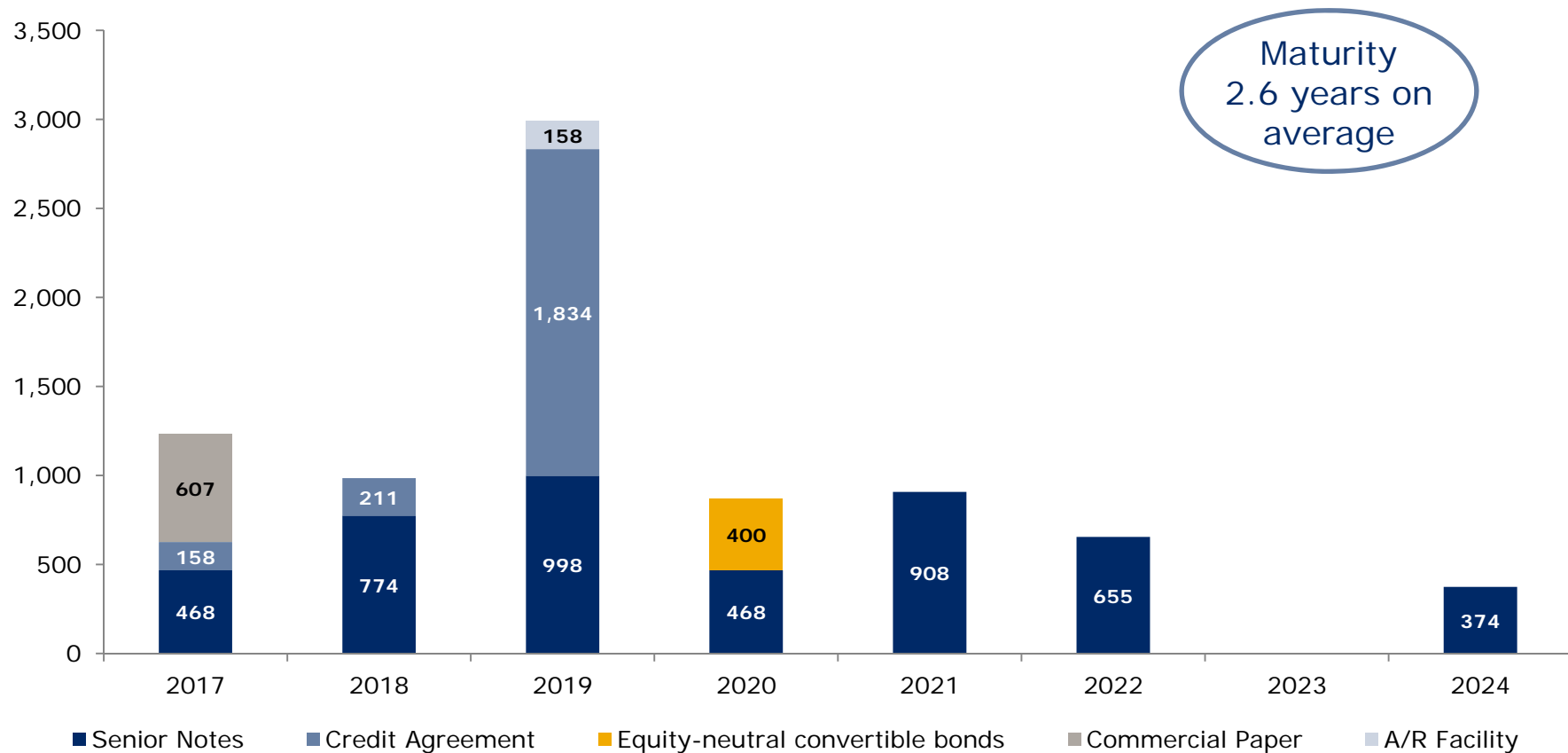
1 – Based on market capitalization for FSE and FMC as of May 17, 2017

2 – Before special items; Pro Forma acquisitions (Quirónsalud and acquisitions of Fresenius Medical Care)

3 – €/€ exchange rate as of March 31, 2017, except for market capitalization which uses current exchange rates

Fresenius Medical Care: Debt Maturity Profile – March 31, 2017¹

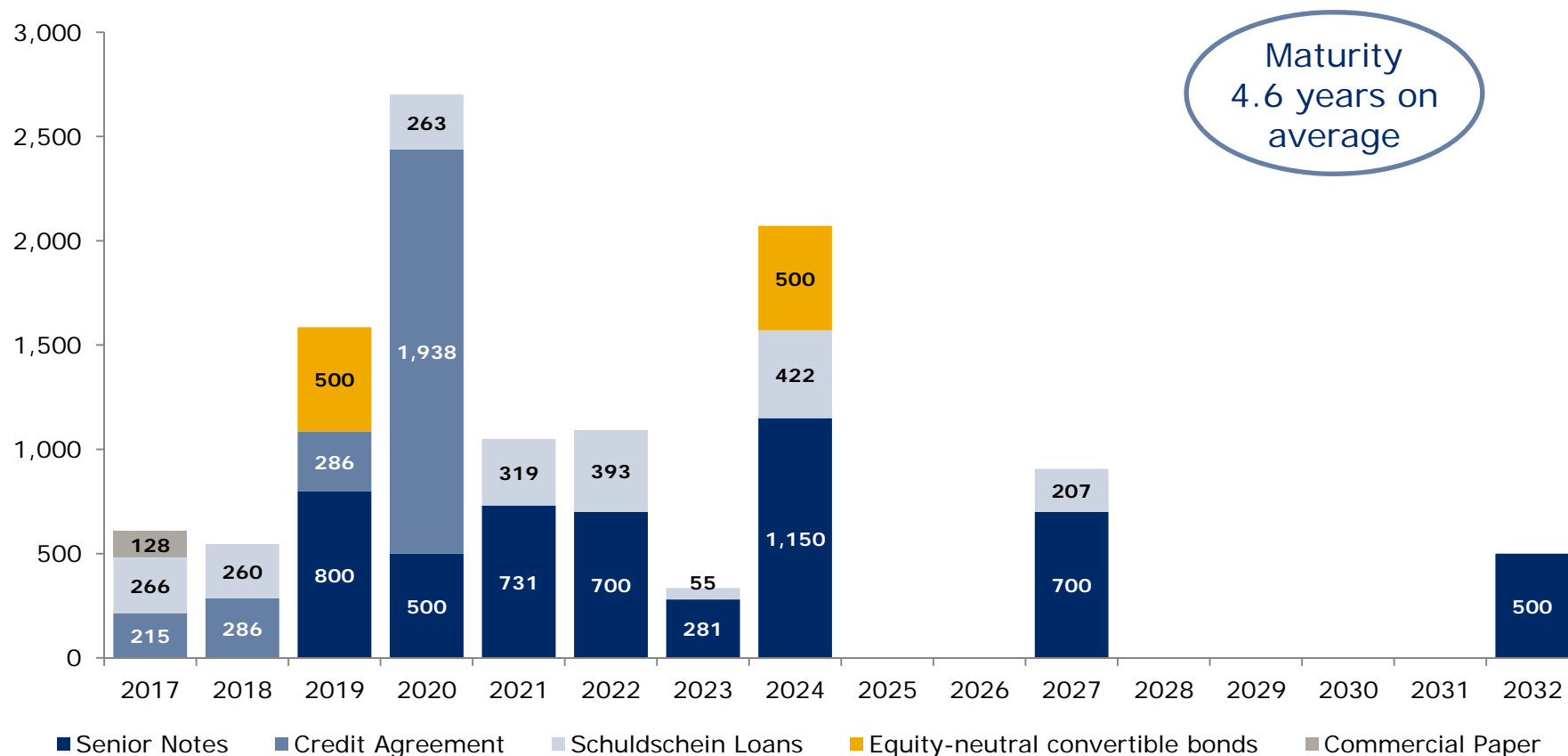
€ million



¹ – Based on utilization of major financing instruments

Fresenius Group excl. Fresenius Medical Care: Debt Maturity Profile – March 31, 2017¹

€ million



1 – Based on utilization of major financing instruments

Acquisition of Akorn & Merck's Biosimilars Business: Fresenius Kabi to Strengthen and Diversify its Product Portfolio

 AKORN



MERCK biosimilars



Acquisition of Akorn & Merck's Biosimilars Business: Strategic acquisitions for further growth



- Provider of generic pharmaceuticals
- Plants in the USA, Switzerland and India
- New dosage forms such as eye-drops, creams and sprays
- New treatment areas, for example ophthalmology and dermatology



- "Similar" to its already approved biologic originator drug, a biosimilar is produced using living cells
- Much less expensive than original preparations
- Ideal time to enter biosimilars
- Importance in medicine has been growing steadily
- Many similarities to conventional generics



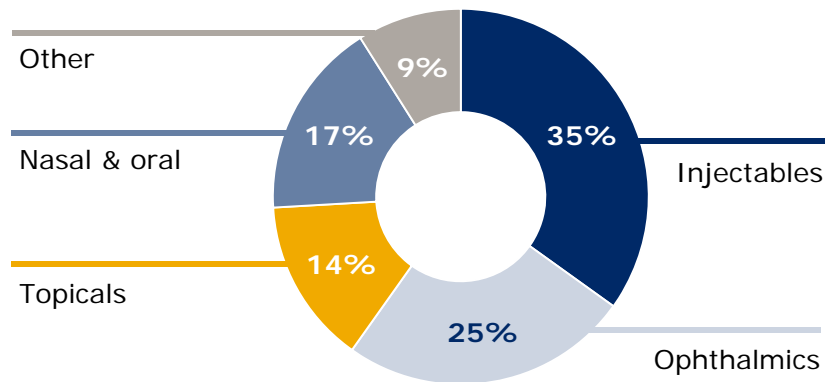
Acquisition of Akorn: Strategic Rationale



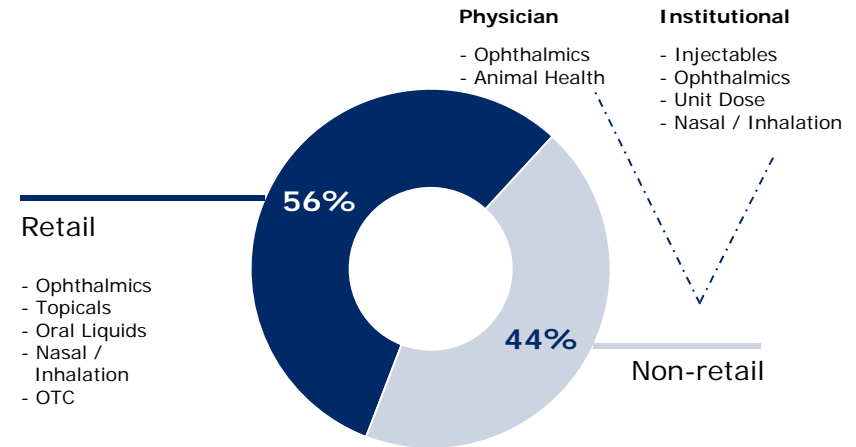
-  Expands existing U.S. market access
-  Diversifies product portfolio into adjacent areas such as ophthalmology and clinical dermatology
-  Enhances and complements current franchise
-  Increases market penetration via additional distribution channels: retail, clinics and physicians



Dosage forms



Distribution channels



Note: Sales mix based on 2016 data

Acquisition of Akorn: Financially Sound Acquisition



Cash purchase price	\$34 per share or \$4.3 billion in total
Assumed net debt¹	~\$0.45 billion
Synergies	~\$100 million p.a. before tax in mid-term by integration and modernization of production network, improvement of supply chain and a combination of other functions
Integration costs	~\$140 million before tax in total for 2018 - 2022
Amortization charge	Initially ~\$130 million p.a.
Accretion	Accretive in 2018 excluding integration costs, from 2019 onwards including integration costs
Closing	Expected by early 2018

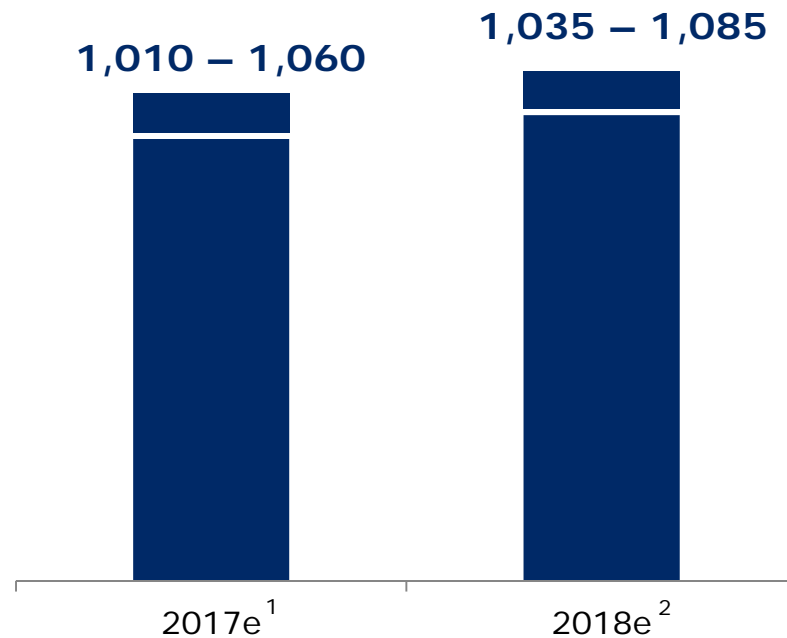
1 – Projected net debt as of December 31, 2017

Acquisition of Akorn: Financial Outlook



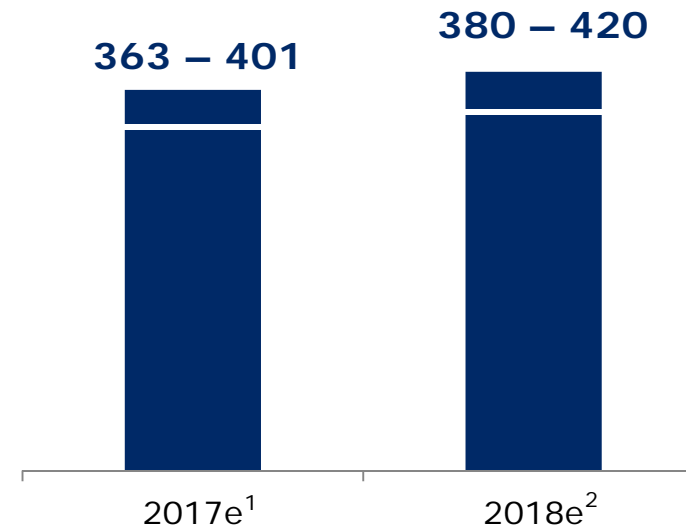
Sales

US\$ million



Adj. EBITDA

US\$ million



1 – Akorn announced on April 24, 2017, that based on a preliminary review of Q1 results, it is reaffirming its previously announced 2017 guidance (including revenue of US\$1,010 to 1,060 million and adjusted EBITDA of US\$363 to 401 million), excluding any one-time costs related to the transaction with Fresenius Kabi

2 – Fresenius Kabi business plan

Acquisition of Merck's Biosimilars Business: Strategic Rationale



Strategic step to enhance Fresenius Kabi's position as a leading player in the injectable pharmaceuticals market



Direct access to attractive biosimilars development platform with a pipeline of a single-digit number of molecules in oncology and autoimmune diseases



Experienced team of >70 biosimilars experts with excellent development know-how and a network of external partners supporting documentation, development and regulatory affairs



Support from Merck Biopharma in manufacturing, analytics, regulatory, quality, safety and clinical operations



Acquisition of Merck's Biosimilars Business: Sound risk/reward ratio



Purchase price	€170 million upfront payment
Milestone payments	Up to €500 million, strictly tied to achievement of development targets
Sales	First sales in 2019, ramp-up to high triple-digit € million from 2023 onwards
EPS¹	Significantly accretive from 2023 onwards
Self-imposed investment ceiling	€1.4 billion incl. upfront and milestone payments as well as ramp-up of R&D and M&S expenses until EBITDA break-even in 2022
Financing	Mainly free cash flow
Closing	Expected in H2/2017

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



Summary and Outlook



Fresenius Group: 2017 Financial Outlook by Business Segment¹

€ million

2017e

	Sales growth (cc)	8% – 10% ⁶	<input checked="" type="checkbox"/>
	Net income (cc)	7% – 9%	<input checked="" type="checkbox"/>
	Sales growth (org)	5% – 7%	<input checked="" type="checkbox"/>
	EBIT growth (cc)	6% – 8% ²	<input type="checkbox"/>
	Sales growth (org)	3% – 5% ³	<input checked="" type="checkbox"/>
	Sales (reported)	~8.6 bn ⁴	<input checked="" type="checkbox"/>
	EBIT	1,020–1,070 ⁵	<input checked="" type="checkbox"/>
	Sales growth (org)	5% – 10%	<input checked="" type="checkbox"/>
	EBIT growth	5% – 10%	<input checked="" type="checkbox"/>

1 – All data according to IFRS

2 – Before transaction costs of ~€50 million for the acquisitions of Akorn, Inc. and Merck KGaA's biosimilars business; before expected expenditures for the further development of Merck KGaA's biosimilars business of ~€50 million

3 – Helios Kliniken Germany, excluding Quirónsalud

4 – Thereof Quirónsalud (11 months consolidated): ~€2.5bn




5 – Thereof Quirónsalud (11 months consolidated): EBIT of €300 to €320m

6 – Excluding effects from the VA-agreement

Fresenius Group: 2017 Financial Guidance¹

€ million

2017e

	Sales growth (cc)	15% – 17%	
	Net income growth (cc)	19% – 21% ²	
	Net debt / EBITDA ³	3.3x ⁴	

1 – All data according to IFRS

2 – Before transaction costs of ~€50 million for the acquisitions of Akorn, Inc. and Merck KGaA's biosimilars business; before expected expenditures for the further development of Merck KGaA's biosimilars business of ~€50 million (expected closing H2/17)

3 – At annual average FX rates for both EBITDA and net debt

4 – Pro Forma acquisitions

Strong Growth Fundamentals: Aging Population and Increasing Healthcare Spending

60+

- **Aging population** and higher incidence of **chronic diseases**
World population age 60+ will reach >2bn by 2050¹
-



- **Increasing health expenditure** per capita,
*2014 vs. 1999 – USA \$9,403 (+108%),
China: \$420 (+977%), India: \$75 (+317%)²*
-

1/3

- By 2022, **one third of all global health expenditure** will occur in **Emerging Economies³**
-

1 – WHO: 10 facts on aging and the life course

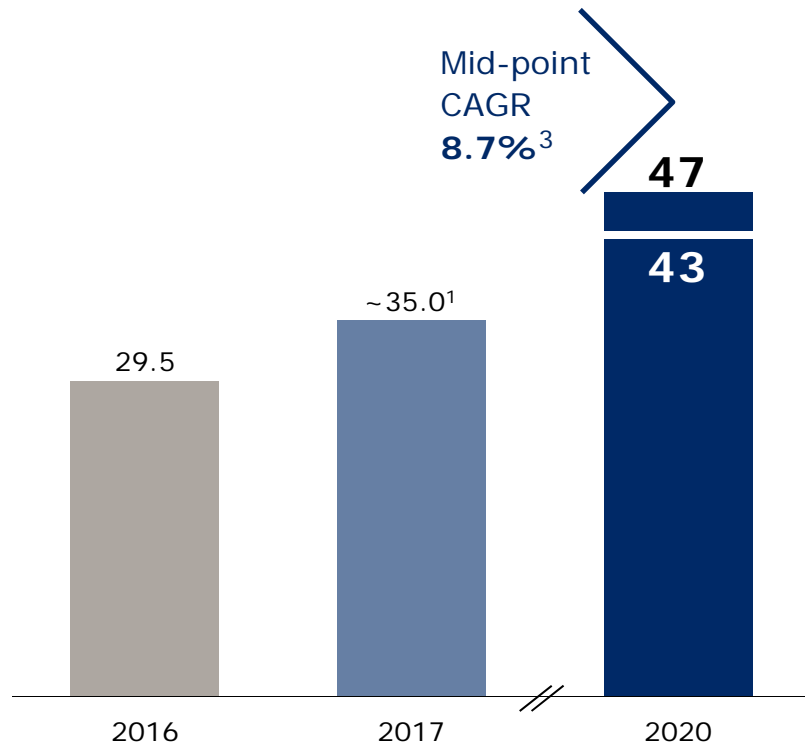
2 – World Bank: Health expenditure per capita

3 – World Economic Forum: Health Systems Leapfrogging in Emerging Economies – Project Paper (2014)

Ambitious Mid-Term Targets

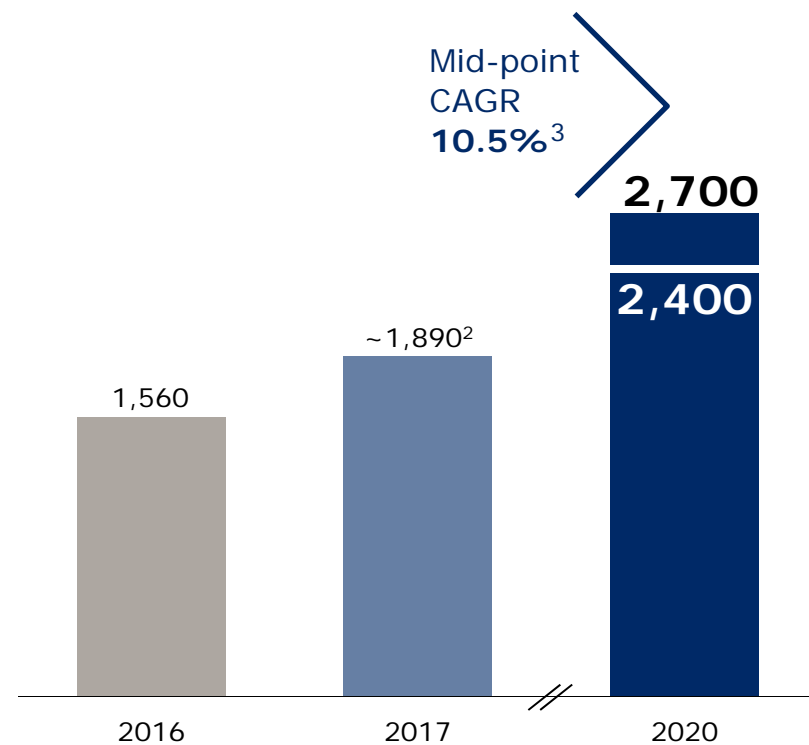
Sales

€ billion



Net Income

€ million



- 1 – Mid-point of the 2017 sales guidance, adjusted for current exchange rates
- 2 – Mid-point of the 2017 net income guidance, adjusted for current exchange rates
- 3 – Calculated on the basis of the mid-point of the 2020 target range

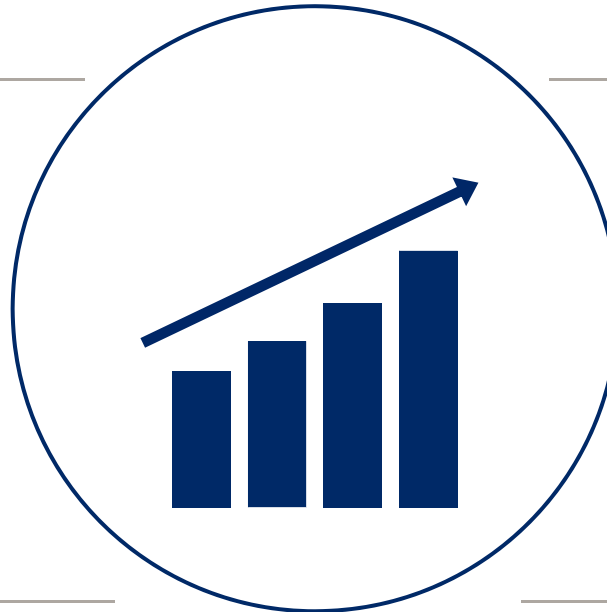
At current exchange rates; excluding strategic acquisitions; at current IFRS rules

Investment Highlights

Diversified revenue and earnings base with four strong business segments

Global presence in growing, non-cyclical markets

Leading market positions



Proven ability to integrate acquisitions

Clear track record of and commitment to de-leveraging

Strong earnings development and cash flow generation

