



A Leading Global Health Care Group

Crédit Agricole – Global High Yield Conference
March 10, 2016 – London



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.

Agenda

- Company Overview
- Business Segments
 - Fresenius Medical Care
 - Fresenius Kabi
 - Fresenius Helios
 - Fresenius Vamed
- Financial Overview
- Financing Facilities and Debt Structure
- Summary and Outlook

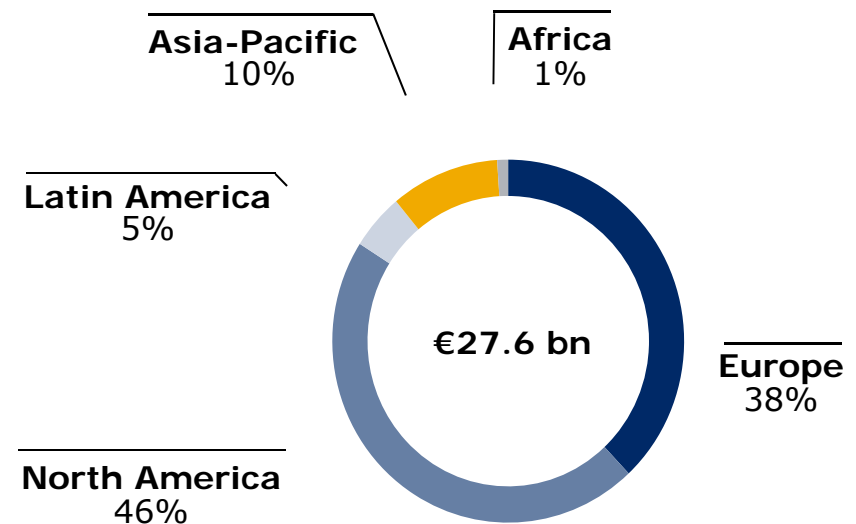


Company Overview



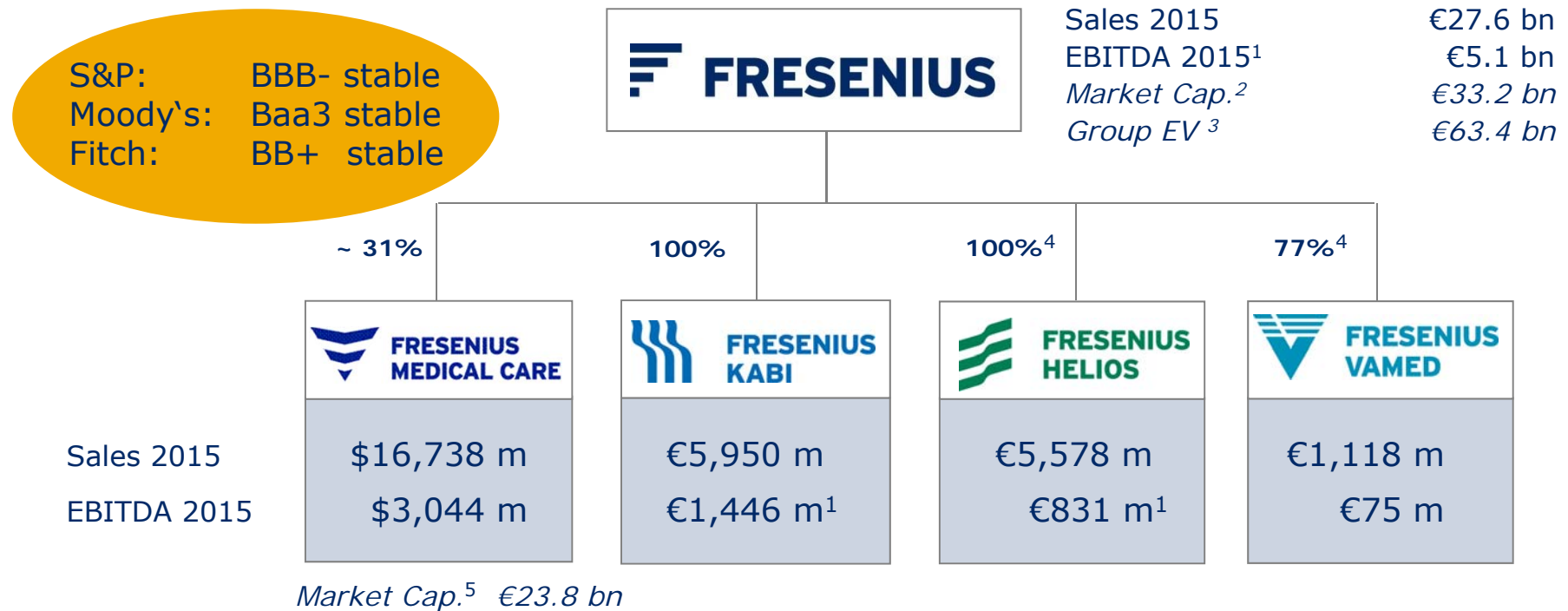
Fresenius Group: A Global Leader in Health Care Products and Services

- Sales €27.6 bn, net income¹ €2.4 bn for 2015
- Strong and well-diversified portfolio
- Leading market positions
- Global presence in approx. 100 countries
- Long-term opportunities in growing, non-cyclical markets



¹ – Net income incl. attributable to non-controlling interest, before special items but including **GranuFlo®/NaturaLyte®** settlement costs (-€54 million before tax, -€10 million after tax)

Fresenius Group: Strong and Balanced Health Care Portfolio



1 – Before special items

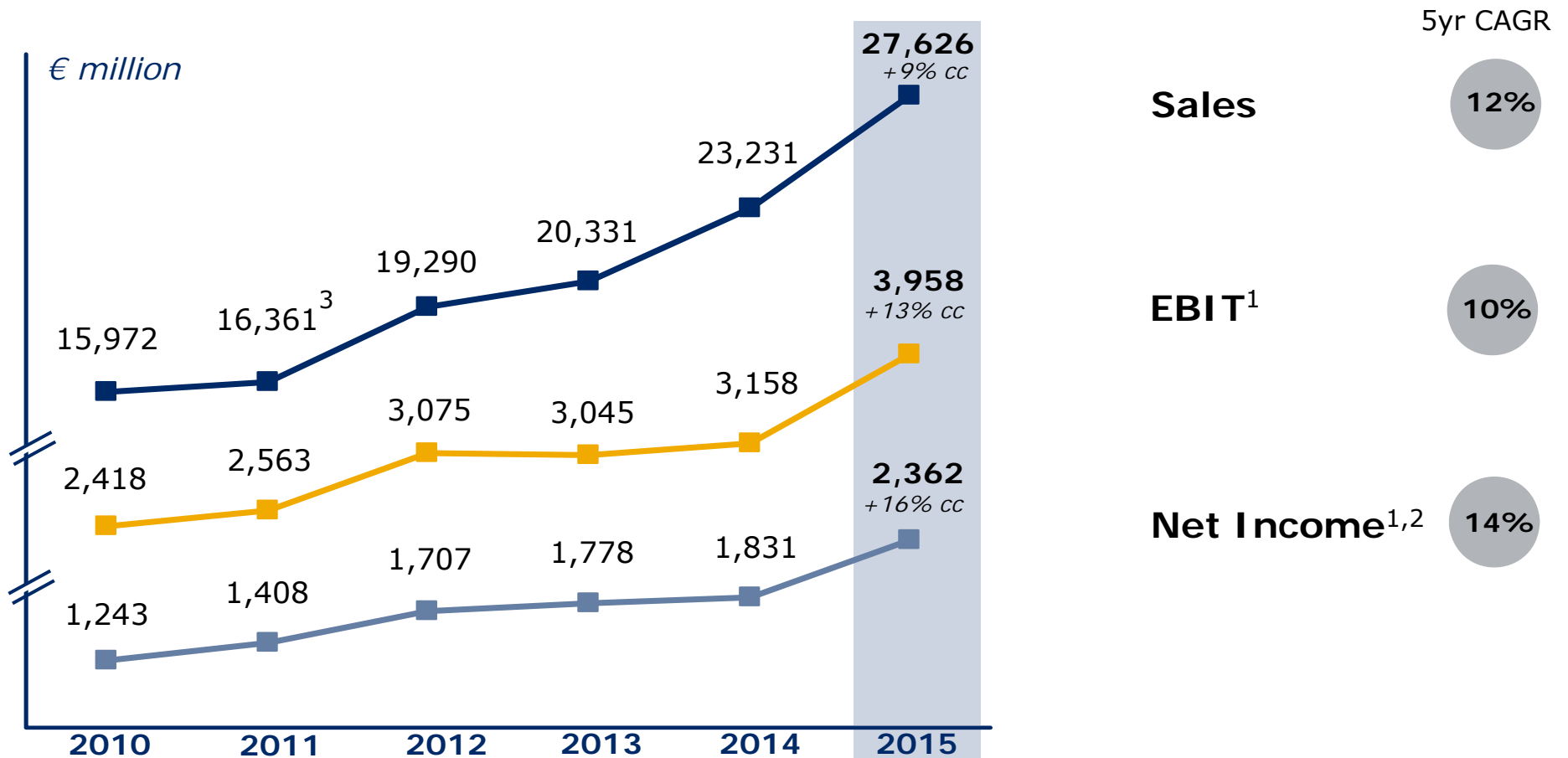
2 – Based on consolidated market capitalization of FSE as of February 29, 2016

3 – Based on consolidated market capitalization of FSE and FME as of February 29, 2016 and consolidated net debt as of December 31, 2015

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

5 – Based on market capitalization of FME as of February 29, 2016

Fresenius Group: Financial Results

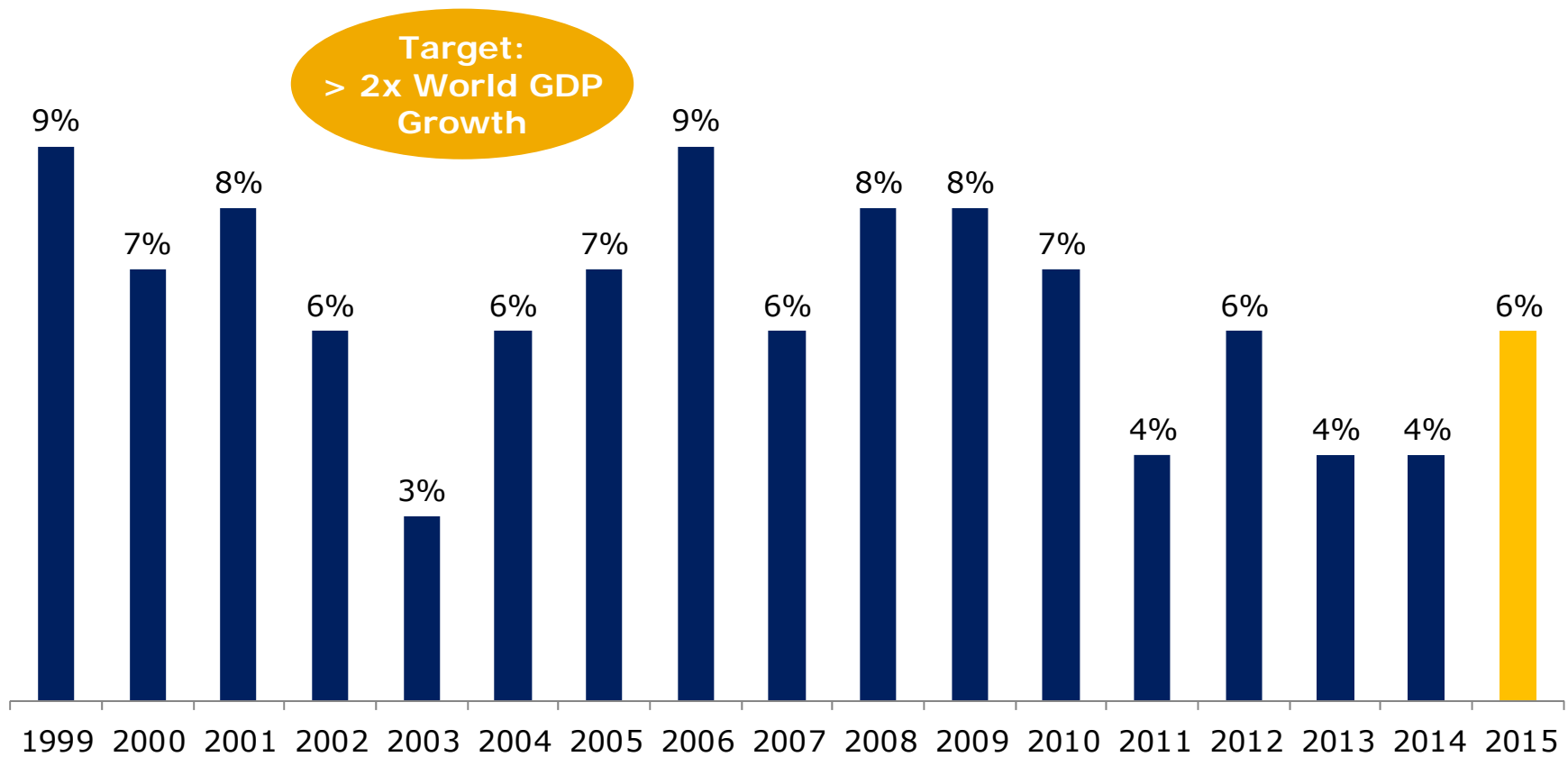


1 - Before special items but including **GranuFlo®/NaturaLyte®** settlement costs (-€54 million before tax, -€10 million after tax)

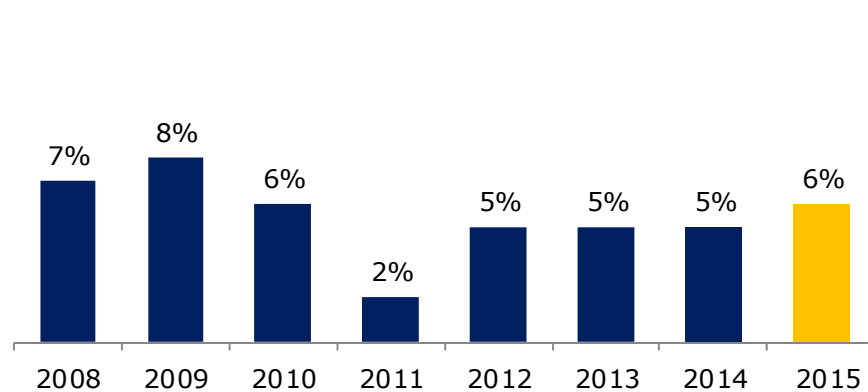
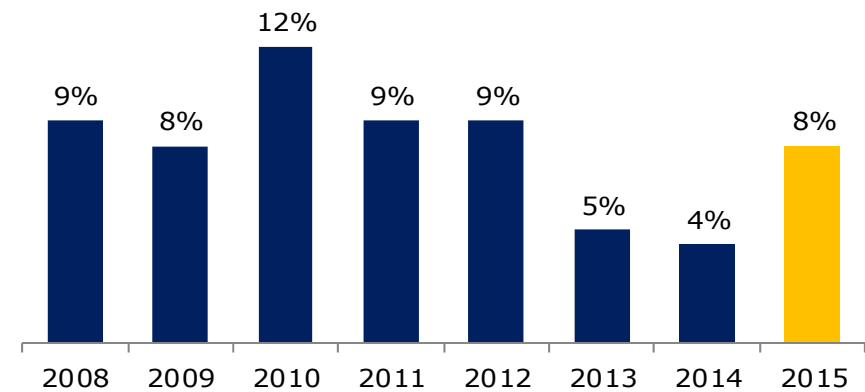
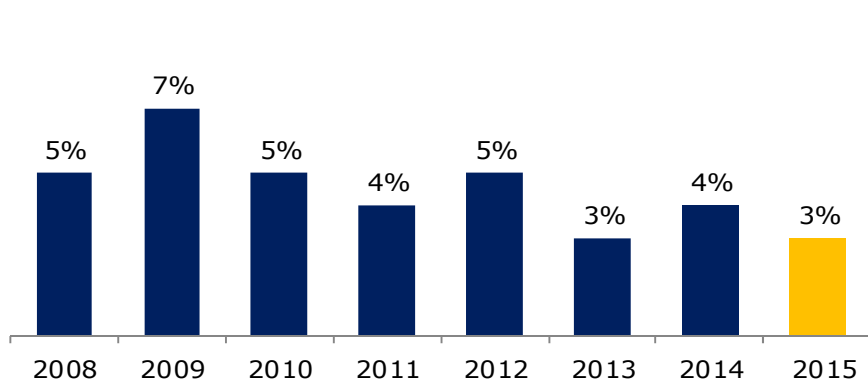
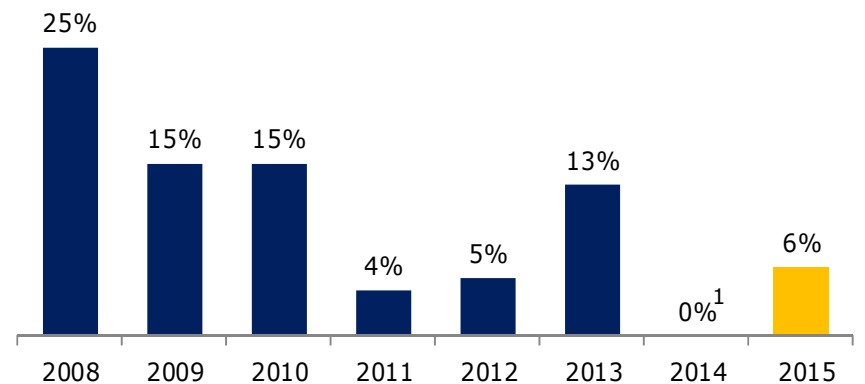
2 - Incl. attributable to non-controlling interest

3 - 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: Organic Growth 1999 – 2015



Fresenius Group: Sustainable Organic Sales Growth in all Business Segments

Fresenius Medical Care

Fresenius Kabi

Fresenius Helios

Fresenius Vamed


1 – Due to project delays in Russia and Ukraine

Fresenius Group: Financial Results

		2015	2014
Sales		€27,626 m	€23,231 m
	Growth cc	9%	
	Growth actual rates	19%	
EBIT¹		€3,958 m	€3,158 m
	Growth cc	13%	
	Growth actual rates	25%	
Net income^{1,2}		€2,362 m	€1,831 m
	Growth cc	16%	
	Growth actual rates	29%	

1 – Before special items but including **GranuFlo®/NaturaLyte®** settlement costs (-€54 million before tax, -€10 million after tax)

2 – Incl. attributable to non-controlling interest

Fresenius Group: Financial Results by Business Segment

2015	Fresenius Medical Care	Fresenius Kabi	Fresenius Helios	Fresenius Vamed
Sales Growth	\$16,738 m 6%	€5,950 m 16%	€5,578 m 6%	€1,118 m 7%
EBIT Growth	\$2,388 m ¹ 5%	€1,189 m ² 36%	€640 m ² 16%	€64 m 8%

1 – Excluding FMC special items: divestiture of dialysis business in Venezuela (-\$26 m), sale of the European marketing rights to Vifor (\$25 m) and settlement costs for an agreement in principle for the GranuFlo® case in 2015 (-\$60 m)

2 – Before special items



Business Segments

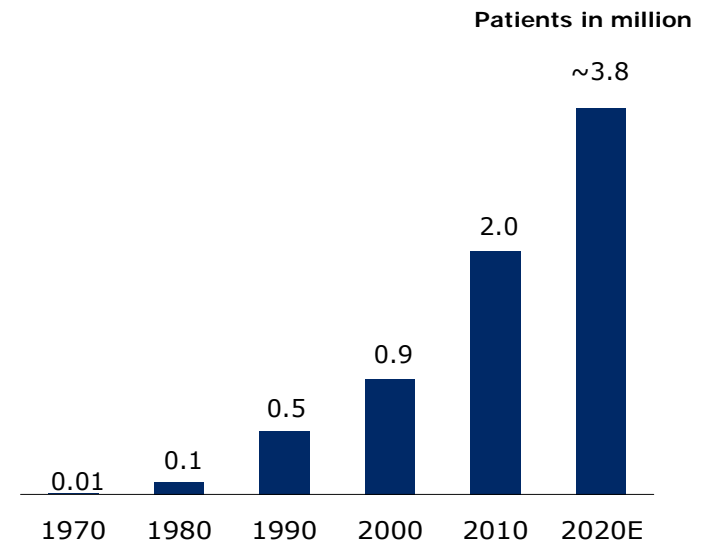


Fresenius Medical Care: Global Market Leader in Dialysis

- World leader in dialysis products and services treating 294,381 patients in 3,418 clinics worldwide¹
- Provide highest standard of patient care
 - Vertical integration
 - High quality products & services
 - Complete therapy offerings
- Leader in growing market
 - Dialysis market growing 4% cc and estimated to reach around \$100 bn by 2020
 - Patient growth driven by age, life style and mortality reduction
 - Growth opportunities in emerging markets

Industry Dynamics

~6% global patient growth p.a.
~3.8 million patients by 2020 expected



¹ - As of December 31, 2015

Fresenius Medical Care: Market Leader in All Regions¹

North America

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	183,000	2
DaVita.	181,000	1
U.S. RENAL CARE	23,000	1
DCi	15,000	1
AMERICAN RENAL ASSOCIATION	12,250	1
DSI	7,000	1

Latin America

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	30,200	7
Baxter	8,040	3
DIAVERUM	4,540	3
DaVita.	3,250	1
B BRAUN	1,410	2

Europe, Middle East, Africa

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	54,900	25
DIAVERUM	22,400	15
KFH	18,800	1
B BRAUN	18,500	20
PHV - Der Dialysepartner	6,860	1
DaVita.	3,750	4
Baxter	2,660	3

Asia Pacific

Provider	Patients	Countries
FRESENIUS MEDICAL CARE	26,500	13
医療法人社団 松和会 Medical Corporation SHIMAZU	5,150	1
B BRAUN	5,100	5
Tokushukai Group Aiming for the society in which anybody	4,030	1
DaVita.	2,400	5
DIAVERUM	450	1

1 – Company data and internal estimates, as of December 31, 2015

Fresenius Medical Care: Key Figures 2015

<i>\$ million</i>	2015	2014	Growth
Total Sales	16,738	15,832	+6% ¹
EBITDA	3,044	2,954	+3%
<i>EBITDA margin</i>	<i>18.2%</i>	<i>18.7%</i>	
EBIT, excluding special items ²	2,388	2,271	+5%
<i>EBIT margin</i>	<i>14.3%</i>	<i>14.4%</i>	
Net Income, excluding special items ³	1,082	1,058	+2%

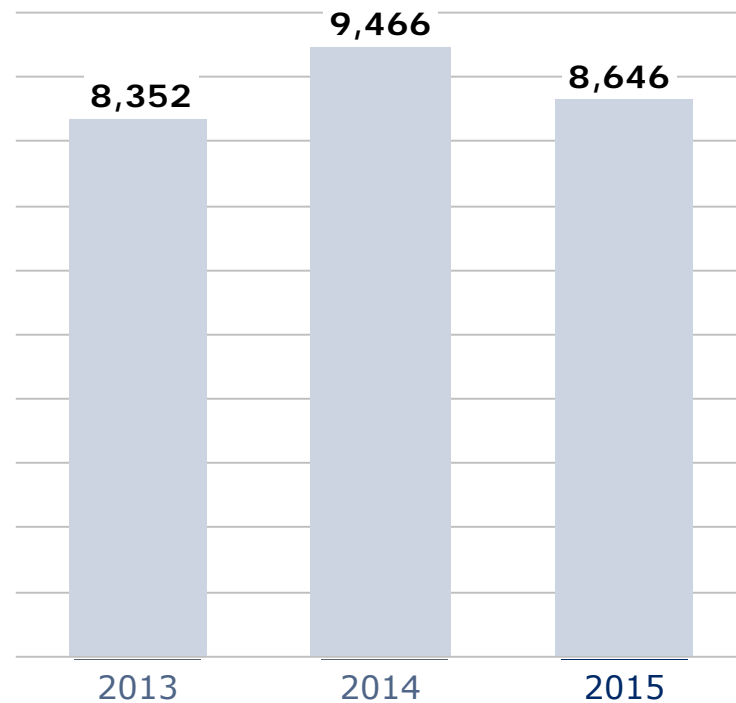
1 – 6% organic growth, 6% acquisitions, -1% divestitures, -5% currency effects

2 – Divestiture of dialysis business in Venezuela (-\$26 m), sale of the European marketing rights to Vifor (\$25 m) and settlement costs for an agreement in principle for the GranuFlo® case (-\$60 m) in 2015 as well as closing of manufacturing plants in 2014 (-\$16 m)

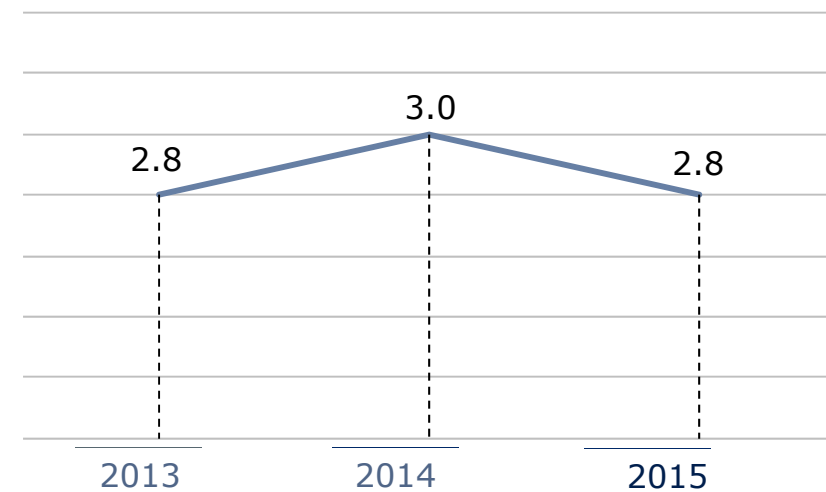
3 – Net Income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA, divestiture of dialysis business in Venezuela (-\$27 m), sale of the European marketing rights to Vifor (\$11 m) and settlement costs for an agreement in principle for the GranuFlo® case (-\$37 m) in 2015 as well as closing of manufacturing plants in 2014 (-\$13 m)

Fresenius Medical Care: Leverage Ratio and Ratings

Total debt¹
\$ million



Total Debt¹/EBITDA



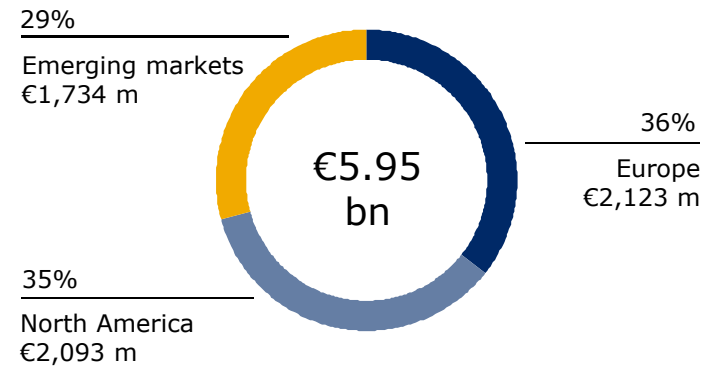
Current Ratings	S&P	Moody's	Fitch
Company	BBB-	Ba1	BB+
Outlook	stable	stable	stable

1 – Adjusted due to debt issuance cost restatement (U.S. GAAP standard ASU 2015-03)

Fresenius Kabi: A Worldwide Leading Hospital Supplier

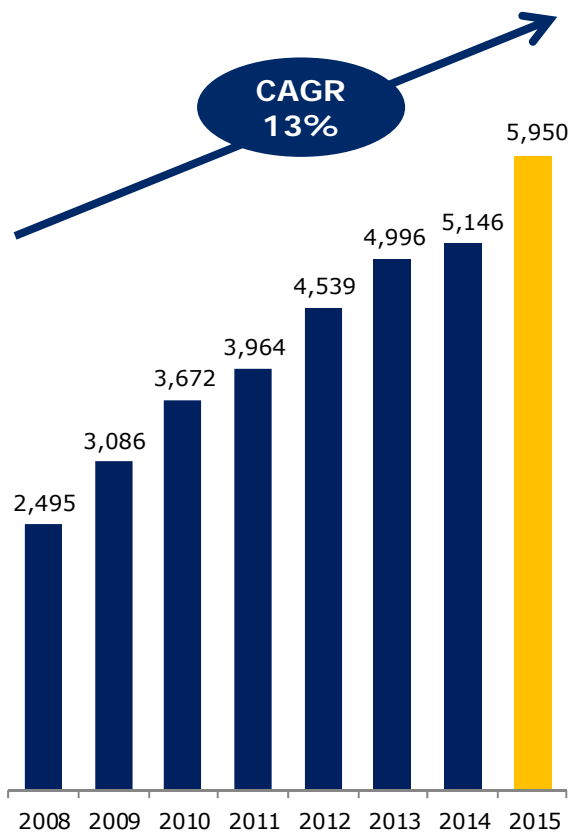
- Comprehensive product portfolio for critically and chronically ill patients
 - Generic I.V. Drugs
 - Clinical Nutrition
 - Infusion Therapy
 - Medical Devices / Transfusion Technology
- Global addressable market: >€33 bn
- Leading market positions
- Focus on organic growth driven by geographic product rollout and robust product pipeline
- Aim to expand the business through selective acquisitions

2015 Sales by Region

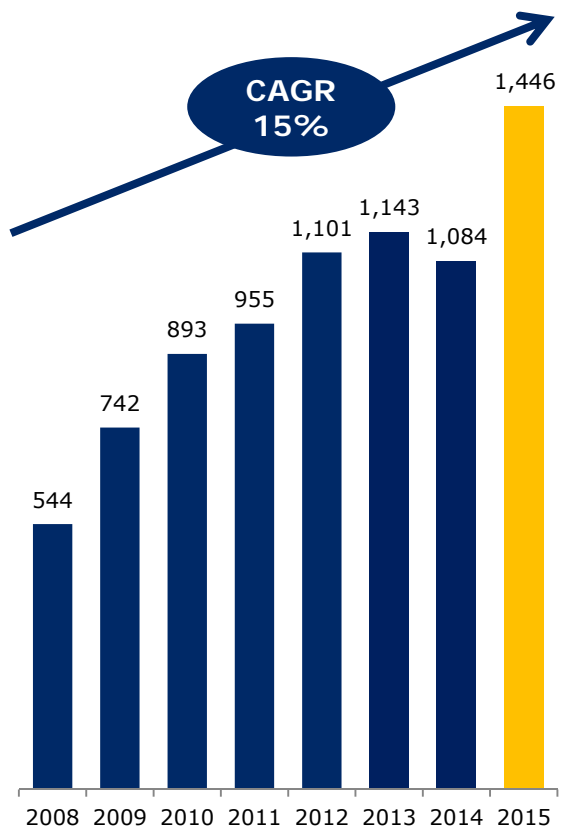


Fresenius Kabi: Strong Growth Track Record & High Profitability

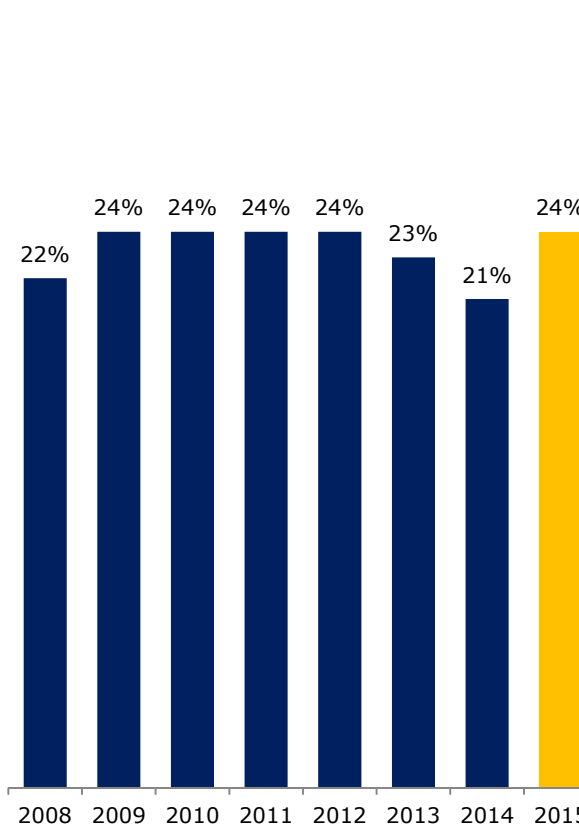
Sales in € m



EBITDA¹ in € m



EBITDA Margin (in %)



1 - Before special items

Fresenius Kabi: Key Figures 2015

<i>€ million</i>	2015	2014	Growth
Sales	5,950	5,146	+16% ¹
- I.V. Drugs	2,429	1,813	+34%
- Clinical Nutrition	1,560	1,384	+13%
- Infusion Therapy	914	977	-6%
- Medical Devices/ Transfusion Technology	1,047	972	+8%
EBITDA ²	1,446	1,084	+33%
<i>EBITDA margin</i>	<i>24.3%</i>	<i>21.1%</i>	
EBIT ²	1,189	873	+36%
<i>EBIT margin</i>	<i>20.0%</i>	<i>17.0%</i>	
Net Income ³	669	468	+43%

1 – 8% organic growth, 1% acquisitions, -2% divestitures, 9% currency effects

2 – Before special items (€105 million expenses for efficiency program)

3 – Net income attributable to shareholders of Fresenius Kabi AG, before special items (€89 million expenses for efficiency program)

Fresenius Helios: Leading Hospital Operator in Germany

- German Acute Care Hospital Market:
~€91 bn¹, thereof 18% privatized
- ~ 6% share in German Acute Care Hospital Market
- High-quality medical care
- Solid organic growth based on growing number of admissions and reimbursement rate increases
- Strong track record in hospital operations and acquisitions: targeting 12 – 15% EBIT margin within 6 years per individual clinic location
- Negligible bad debt ratio (0.2% in 2015, 0.3% in 2014) due to comprehensive insurance coverage of German population

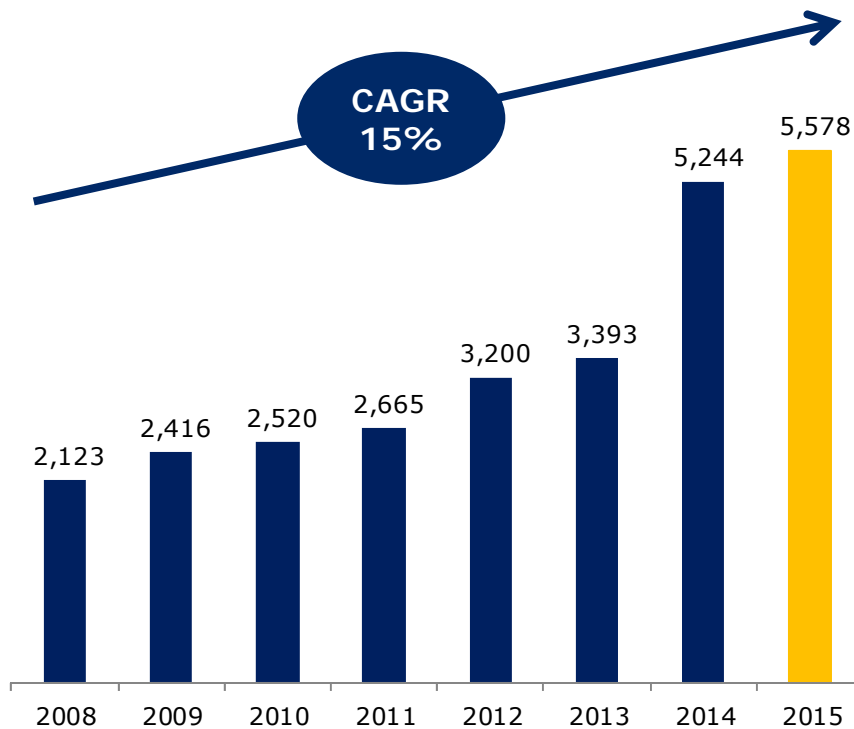
1 – German Federal Statistical Office 2015; total costs, gross of the German hospitals less academic research and teaching
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Largest Network with 111 Hospitals

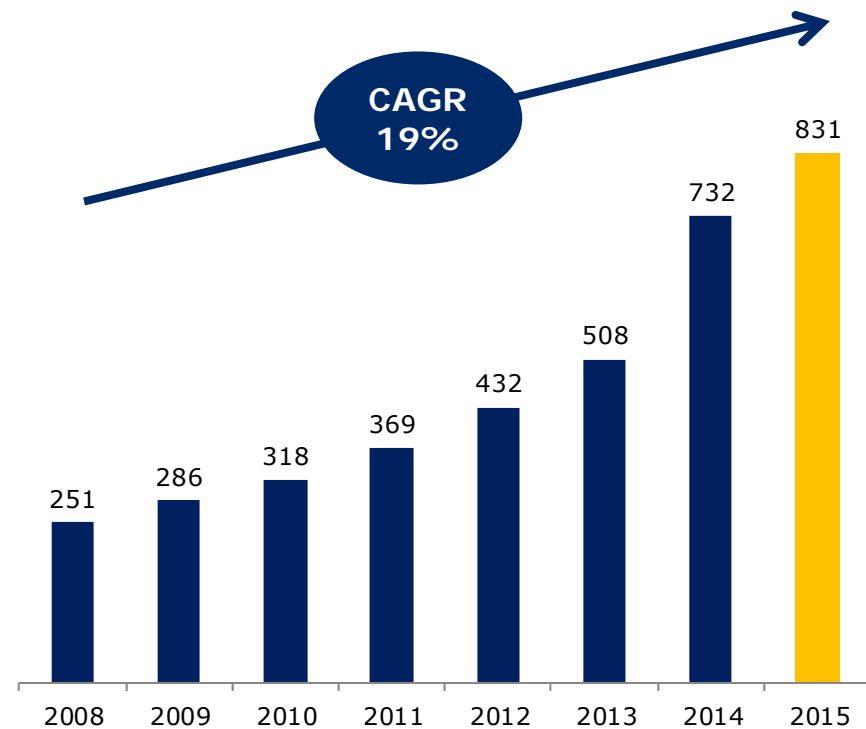


Fresenius Helios: Strong Growth Track Record & Increased Profitability

Sales in € m



EBITDA¹ in € m



1 – Before special items

Fresenius Helios: Key Figures 2015

<i>€ million</i>	2015	2014	Growth
Total Sales	5,578	5,244	+6% ¹
EBITDA ²	831	732	+14%
<i>EBITDA margin</i>	<i>14.9%</i>	<i>14.0%</i>	
EBIT ²	640	553	+16%
<i>EBIT margin</i>	<i>11.5%</i>	<i>10.5%</i>	
Net Income ³	483	400	+21%

1 - 3% organic growth, 4% acquisitions, -1% divestitures

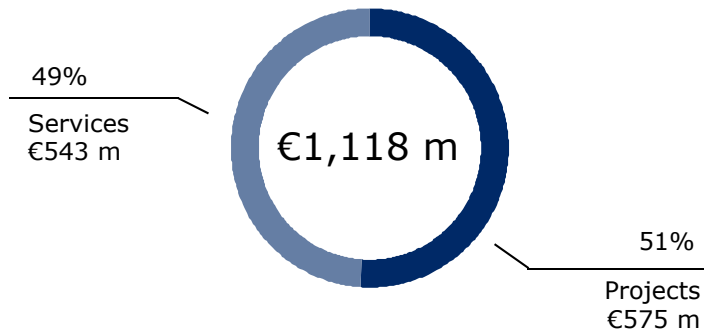
2 - Before special items (-€12 million integration costs of Rhoen hospitals, €34 million disposal gains from two Helios hospitals)

3 - Net income attributable to shareholders of HELIOS Kliniken GmbH, before special items (-€10 million integration costs of Rhoen hospitals, €34 million disposal gains from two Helios hospitals)

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:
 - >760 health care projects in 78 countries successfully completed
 - Services provided to > 550 hospitals and 135,000 beds globally
- Continuous demand for hospital infrastructure and operating efficiency; key markets Europe, Asia-Pacific, Africa

2015 Sales by Business

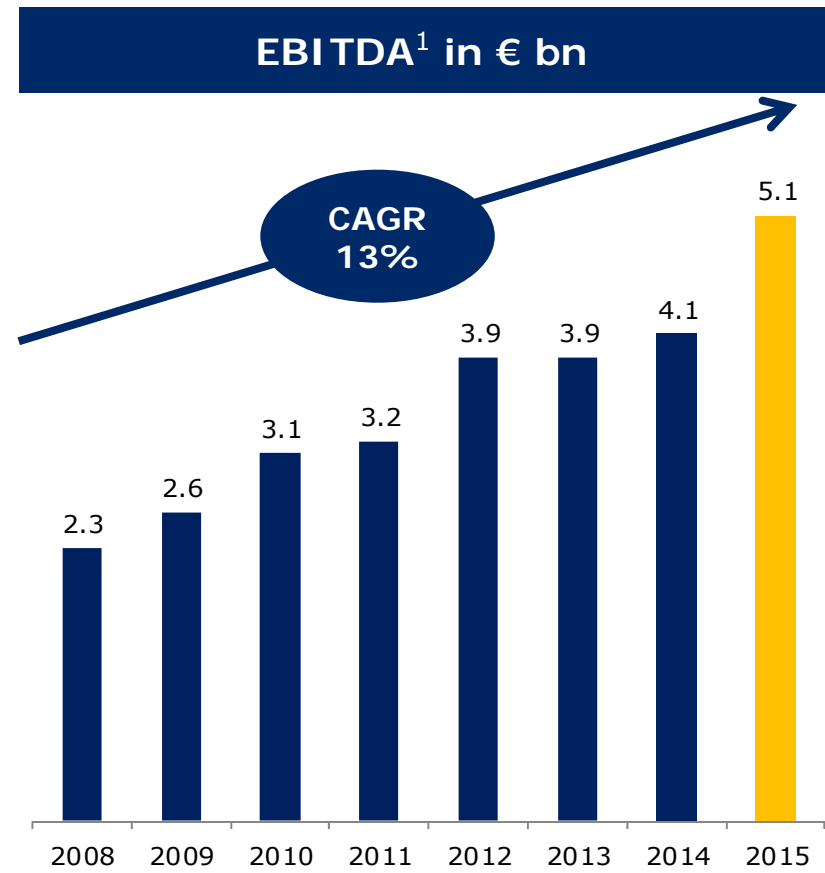
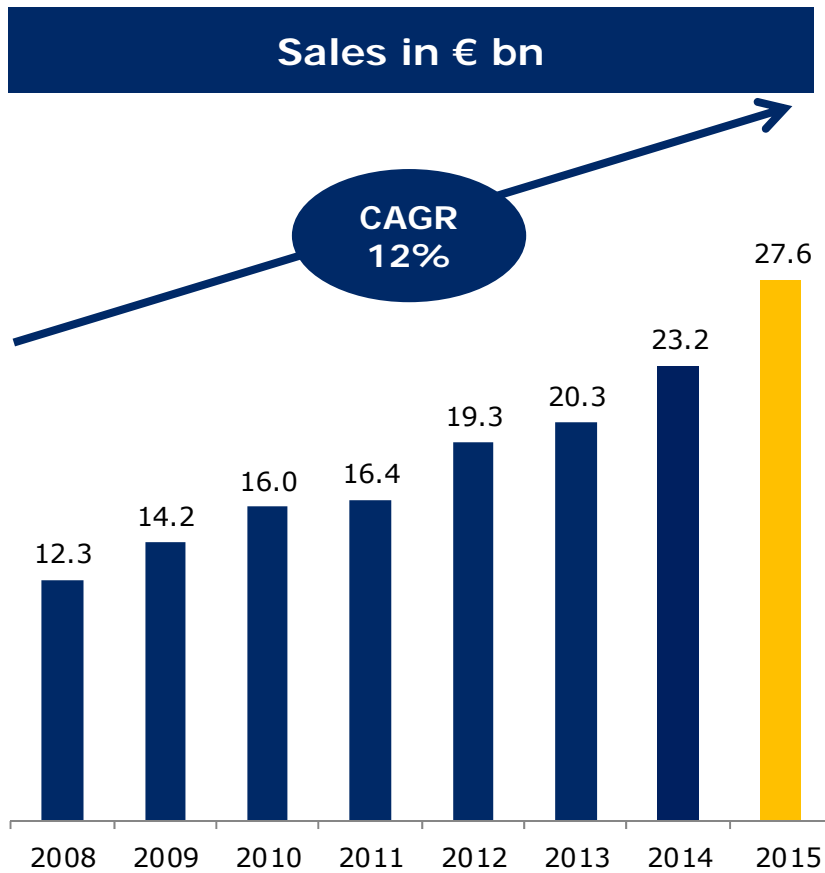




Financial Overview



Fresenius Group: Demonstrated Strong Sales and EBITDA Growth



1 – Before special items

Fresenius Group: Key Figures 2015

<i>€ million</i>	2015	2014	Change actual rates	Change constant rates
Sales	27,626	23,231	+19% ¹	+9%
EBITDA ²	5,073	4,095	+24%	+12%
EBIT ^{2,4}	3,958	3,158	+25%	+13%
Interest, net	-613	-602	-2%	+8%
EBT	3,345	2,556	+31%	+17%
Taxes ²	-983	-725	-36%	-21%
Net Income ^{3,4}	2,362	1,831	+29%	+16%
Employees	222,305	216,275		

1 – 6% organic growth, 4% acquisitions, -1% divestitures, 10% currency effects







2 – Before special items (-€105 million expenses for Kabi efficiency program, -€12 million integration costs of Rhoen hospitals, €34 million disposal gains from two Helios hospitals)

3 – Net income incl. attributable to non-controlling interest, before special items (-€89 million expenses for Kabi efficiency program, -€10 million integration costs of Rhoen hospitals, €34 million disposal gains from two Helios hospitals)

4 – Including GranuFlo®/NaturaLyte® settlement costs (-€54 million before tax, -€10 million after tax)

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Fresenius Group: Cash Flow Development 2015

€ million	Operating CF		CAPEX (net)		Free Cash Flow ¹	
	913	15.3%	-324	-5.4%	589	9.9%
	618	11.1%	-271	-4.9%	347	6.2% ³
	53	4.7%	-11	-0.9%	42	3.8%
Corporate/ Other	-24	n.a.	-12	n.a.	-36	n.a.
	1,560	13.0% ²	-618	-4.9%	942	8.1% ²
	1,767	11.7%	-844	-5.6%	923	6.1%
	3,327	12.0%	-1,462	-5.2%	1,865	6.8%

Margin = in % of sales

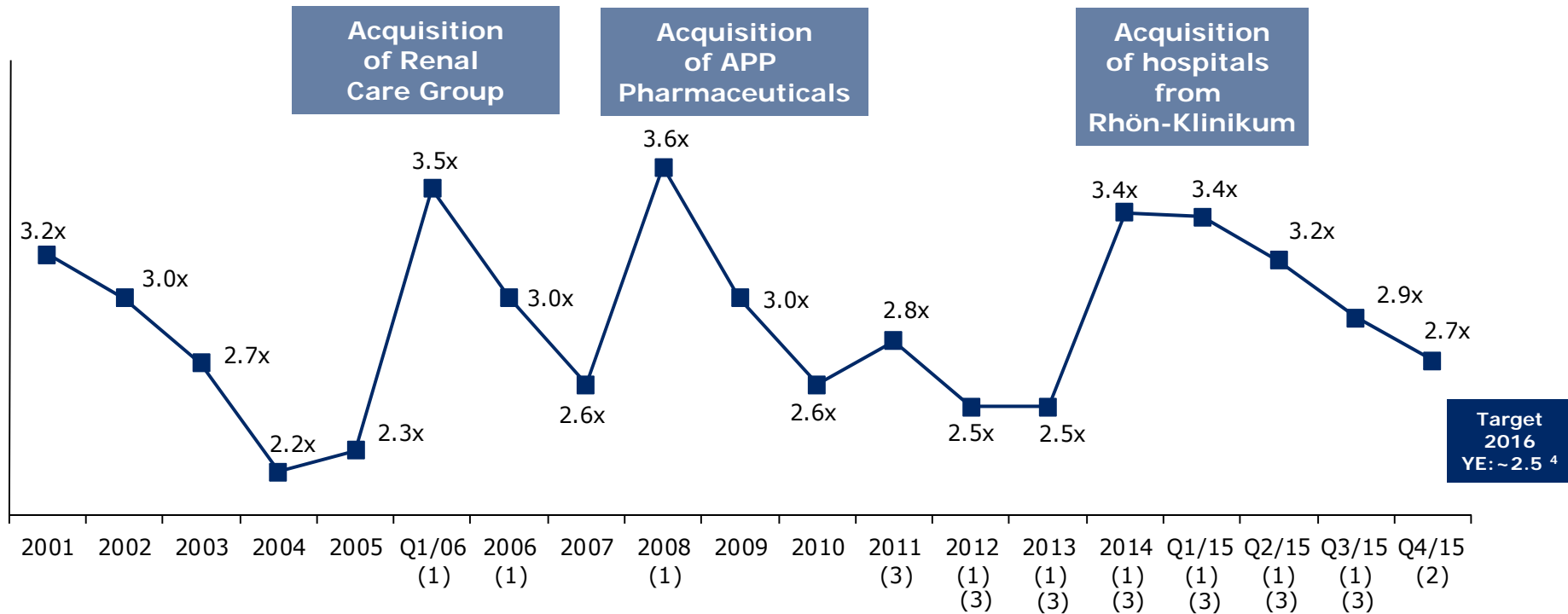
1 – Before acquisitions and dividends

2 – Margin incl. FMC dividend

3 – Understated: 7.0% excluding €44 million of capex commitments from acquisitions

Fresenius Group: Proven Track Record of Deleveraging

Net debt/EBITDA



1 – Pro forma acquisitions, before special items

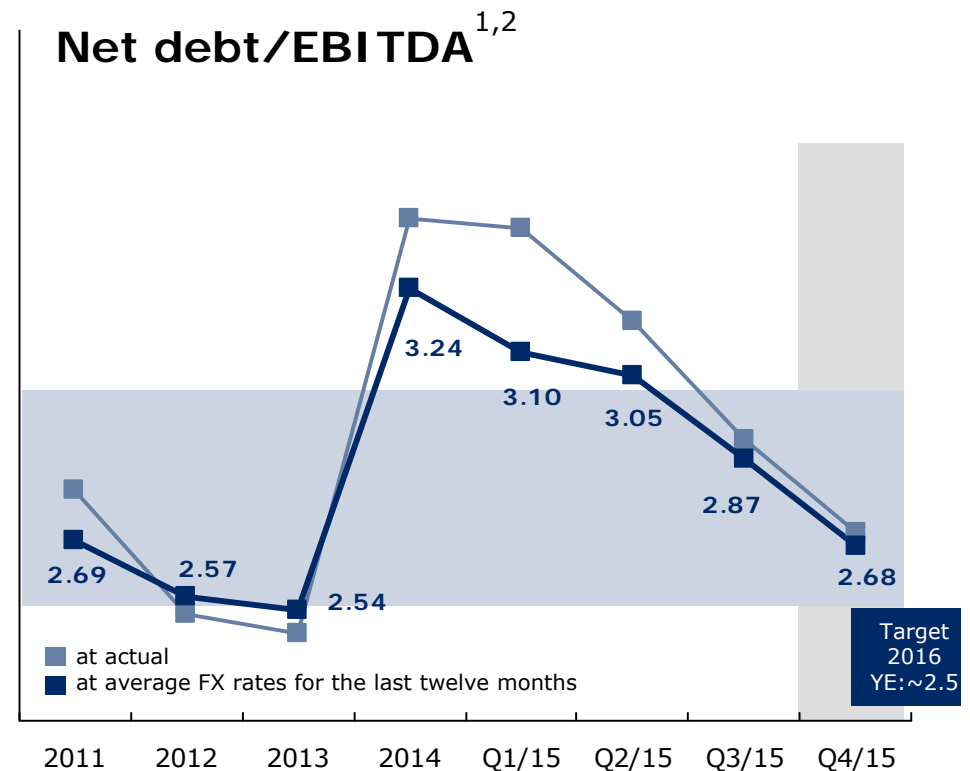
2 – Before special items

3 – Adjusted due to debt issuance cost restatement (U.S. GAAP standard ASU 2015 – 03)

4 – At average annual FX rates for both net debt and EBITDA, before special items

Fresenius Group: Debt and Interest Ratios

	Dec 31, 2015	Dec 31, 2014
Debt (€m) thereof 52% \$ denominated	14,769	15,345 ²
Net debt (€m)	13,725	14,170 ²
Net debt/EBITDA ^{1,2,3}	2.68	3.24 ⁴
EBITDA/Interest ³	8.4	6.8



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

2 – Adjusted due to debt issuance cost restatement (U.S. GAAP standard ASU 2015-03)

3 – Before special items

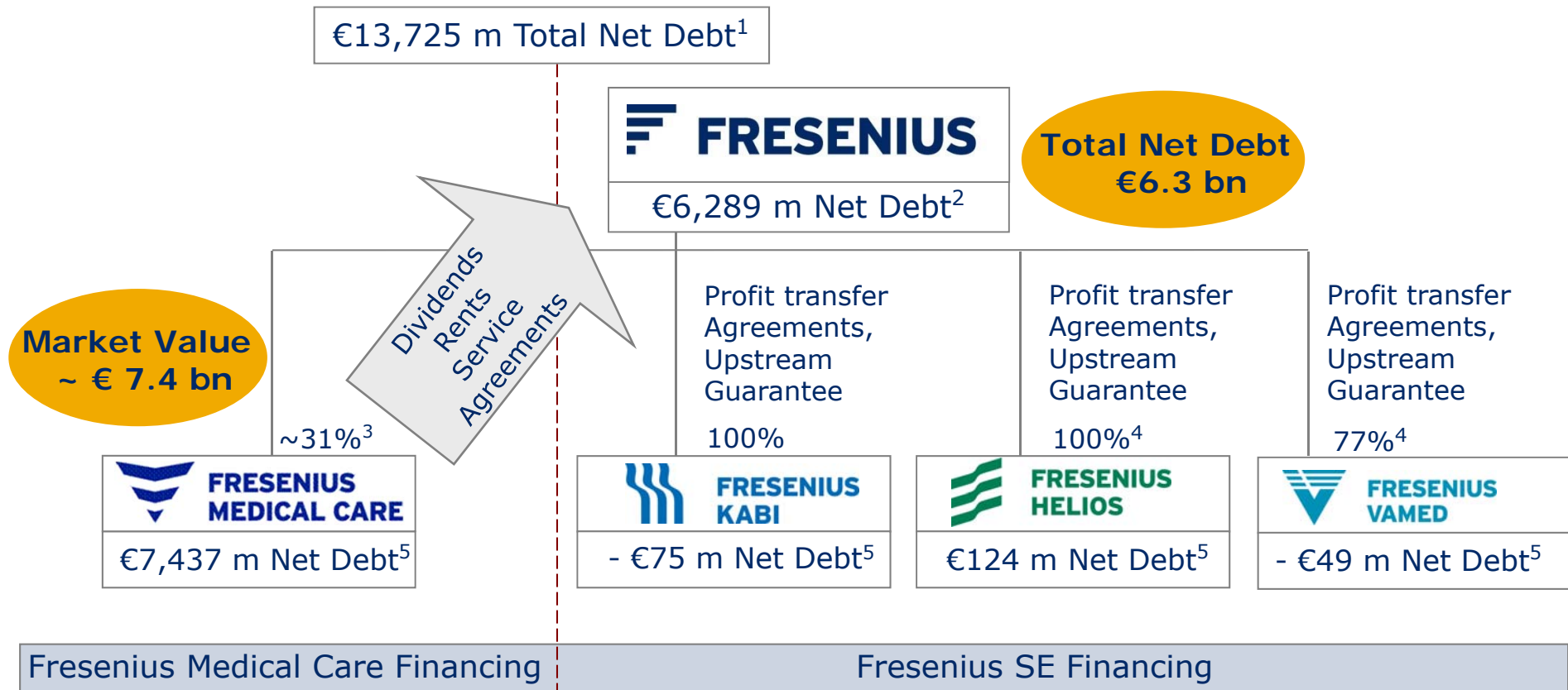
4 – Proforma including acquired Rhoen hospitals and FME acquisitions, excluding two Helios hospitals



Financing Facilities and Debt Structure



Fresenius Group: Current Debt and Cash Flow Structure – December 31, 2015



1 – External debt as of December 31, 2015

2 – Incl. Fresenius Finance B.V. and other financing subsidiaries

3 – Controlling stake

4 – As held by Fresenius ProServe GmbH, a wholly owned subsidiary of Fresenius SE & Co. KGaA, which provides the guarantees

5 – Incl. subsidiaries

Fresenius Group: Capitalization – December 31, 2015

	in € million	in \$ million ⁴	% of total cap	EBITDA LTM x
FSE 2013 Credit Agreement: Term Loan A (€, US-\$)	1,774	1,932	2.8%	
FSE 2013 Credit Agreement: Term Loan B (US-\$)	449	489	0.7%	
Senior Notes (€, US-\$)	2,750	2,994	4.3%	
Convertible Bonds	469	511	0.7%	
Schuldschein Loans	917	998	1.4%	
Other debt less total debt issuance costs, gross	492	536	0.8%	
Total Debt (FSE excl. FMC), gross	6,852	7,459	10.7%	
Cash (excl. FMC)	539	587	0.8%	
Total debt (FSE excl. FMC), net	6,313	6,872	9.9%	
Total FMC debt, net ¹	7,412	8,069	11.7%	
Total consolidated debt, net	13,725	14,942	21.6%	2.7x ³
Market capitalization ²	49,708	54,122	78.4%	9.7x
Total capitalization	63,432	69,064	100.0%	12.4x
FSE Group EBITDA³				5,127

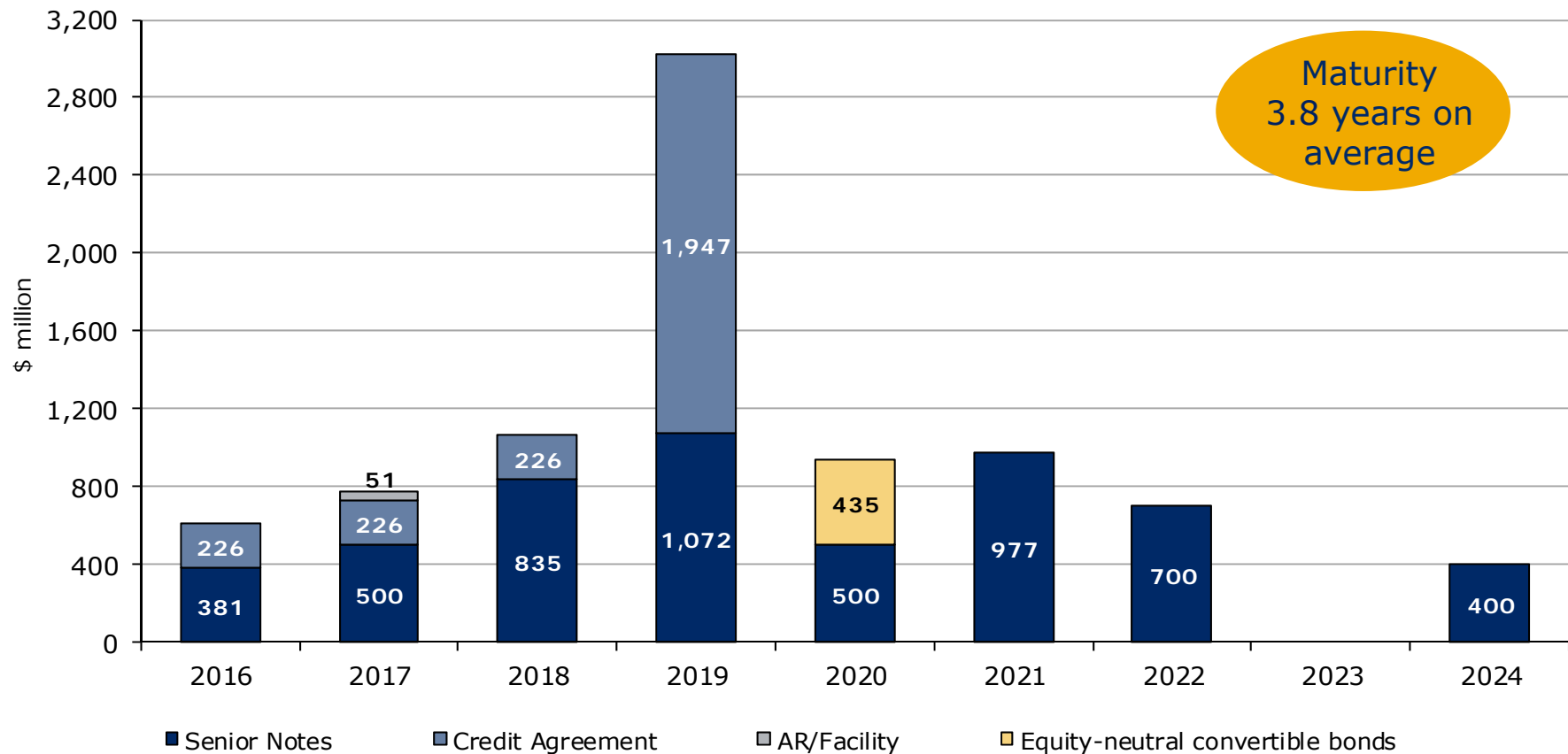
1 - Net of Cash and intercompany adjustments

2 - Based on market capitalization for FSE and FMC as of February 29, 2016

3 - Before special items

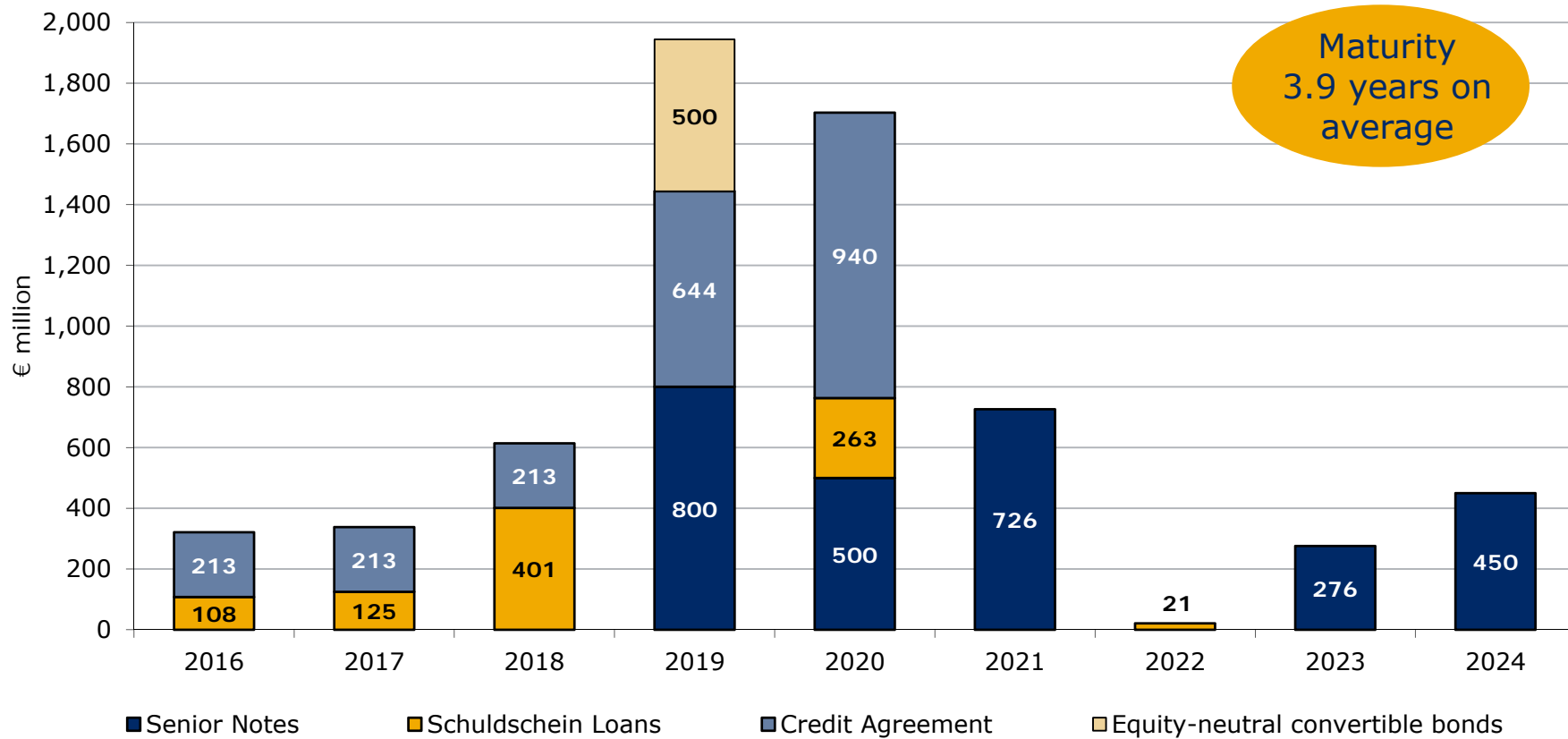
4 - Exchange rate as of December 31, 2015, except for market capitalization which uses exchange rate as of February 29, 2016

Fresenius Medical Care: Debt Maturity Profile¹ – December 31, 2015



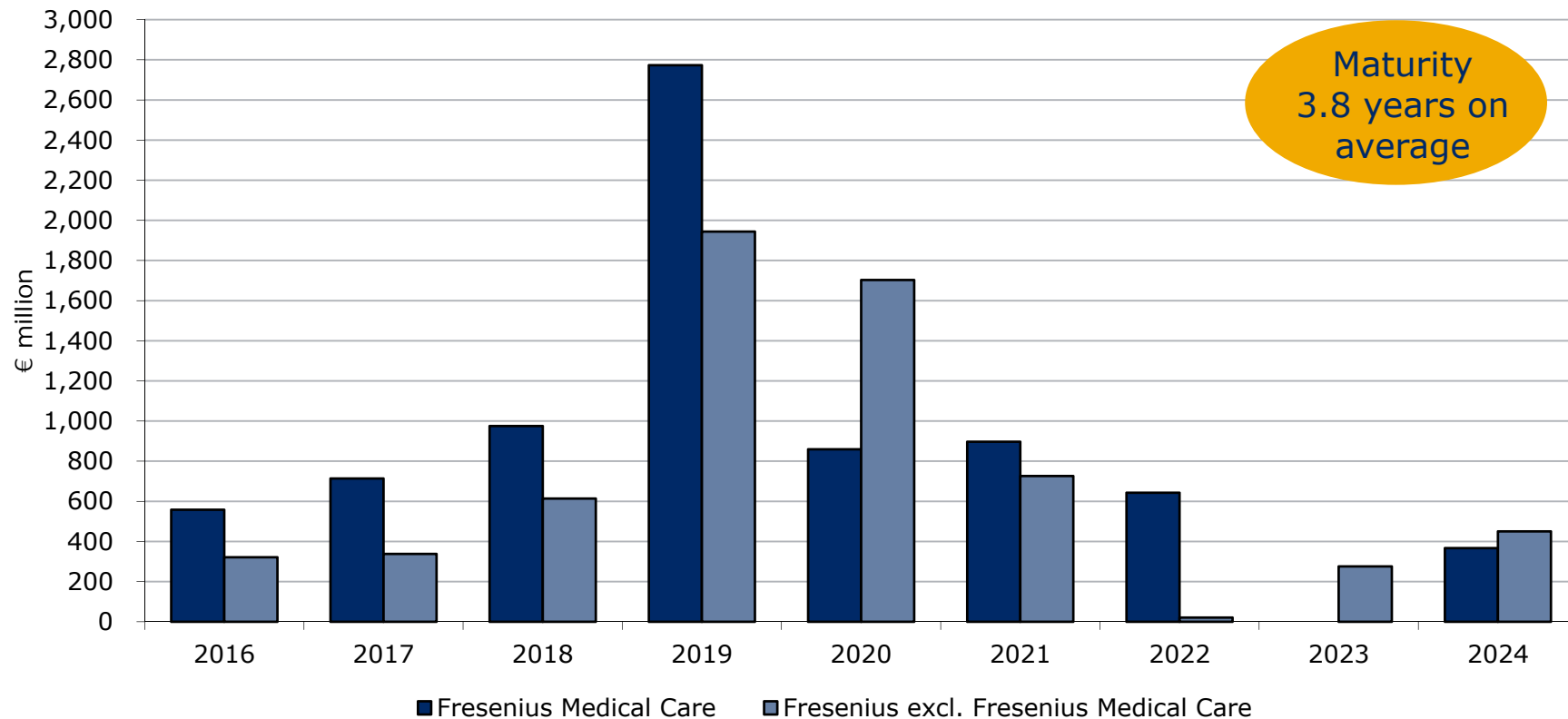
1 – Based on utilization of major financing instruments

Fresenius Group excl. FMC: Debt Maturity Profile¹ – December 31, 2015



1 – Based on utilization of major financing instruments

Fresenius Group: Debt Maturity Profile¹ – December 31, 2015



1 – Based on utilization of major financing instruments



Summary and Outlook



Fresenius Medical Care: 2016 Financial Guidance

Revenue growth at constant currency	7% – 10%
Net income growth at current exchange rates	15% – 20%
Operating cash flow in % of revenue	>10%
Debt/EBITDA ratio	≤3.0

- Including savings from the Global Efficiency Program
- Potential acquisitions not included
- Net income growth based on US\$ 1,057 million in 2015¹

1 - Net income attributable to shareholders of Fresenius Medical Care AG & Co. KGaA (US\$ 1,029 million), including **GranuFlo®/NaturaLyte®** agreement in principle (+US\$ 37 million) and excluding acquisitions in 2015 of US\$ 9 million

Fresenius Group: 2016 Financial Outlook by Business Segment

Fresenius Kabi	Sales growth _{organic} EBIT _{constant currency}	low single-digit roughly flat
Fresenius Helios	Sales growth _{organic} EBIT	3% – 5% €670 – 700 m
Fresenius Vamed	Sales growth _{organic} EBIT growth	5% – 10% 5% – 10%

Fresenius Group: 2016 Financial Guidance

Sales growth
at constant currency

6% – 8%

Net income growth¹
at constant currency

8% – 12%

Net Debt/EBITDA²

~2.5

1 - Net income attributable to shareholders of Fresenius SE&Co. KGaA, 2015 before special items but including **GranuFlo®/NaturaLyte®** settlement costs (-€54 million before tax, -€10 million after tax)

2 - At average annual FX rates for both net debt and EBITDA, before special items

Fresenius Group: Ideal Strategic Posture to Benefit from Major Healthcare Trends



Aging population and higher incidence of chronic diseases

World population aged 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: \$215, China: \$646, vs. USA: \$9,146; WHO)



Continuing growth of generics

Approx. \$19 bn branded IV drug sales (base: 2013) go off-patent in the U.S. by 2023



Rise of private providers in health care services

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

Fresenius Group: New Mid-Term Growth Targets

FY 2019¹

~ €36-40 billion sales

€2.0 to €2.25 billion net income²



Strong and Balanced Health Care Portfolio

- 1 – At comp. FX rates, including small and mid-size acquisitions, EAT CAGR at mid-point of guidance: 10.5%. Previous implied EAT CAGR of mid-term target: 8.4%
- 2 – Excl. attributable non-controlling interest

Fresenius Group: Investment Highlights

Diversified revenue 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 financial performance and cash flow generation



A Leading Global Healthcare Group

