

UBS Best of Germany Conference



14 September 2016

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Acquisition of Quirónsalud: Transaction Highlights

✓ **Market leader** in size and quality with **excellent growth prospects**

✓ Strong management team with **proven track record** and **ongoing commitment** to Fresenius

✓ Combination forms powerful platform for **knowledge & best practice transfer**

✓ Substantial **cost and growth synergies**

✓ **Highly accretive from 2017** – leverage back to current levels after 1.5 years

✓ **New mid-term targets** for **Fresenius Group** as part of its FY 2016 reporting



Excellent Reputation in the Spanish Hospital Market

Market leader

Quality leader

Nationwide footprint



Economies of scale

Strong revenue
growth potential

Payor diversity /
strong revenue base

Quirónsalud – Corporate History

CVC



- #1 private hospital group in Spain
- €926 m revenue in 2014
- 70% of revenue from NHS

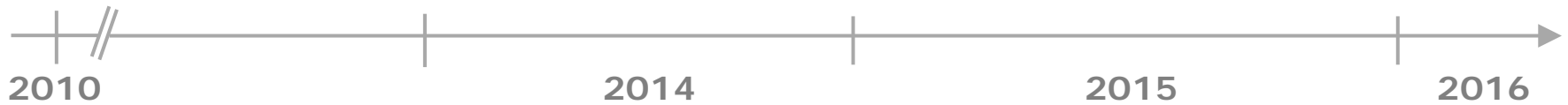


- #2 private hospital group in Spain
- €823 m revenue in 2014
- 95% of revenue from HIC

Further acquisitions of hospitals

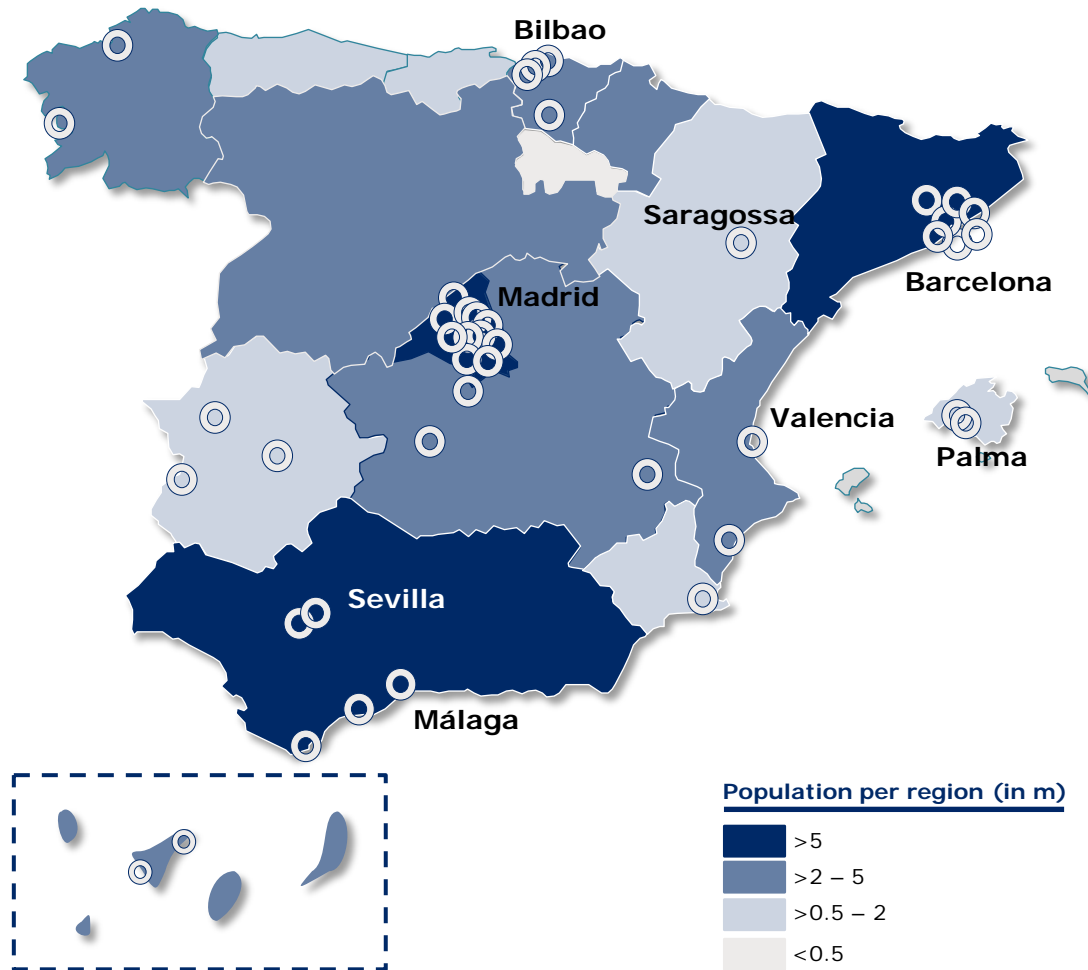


New business segment "ORP"



NHS = National Health Care System; HIC = Health Insurance Companies; ORP = Occupational risk prevention

Hospital Network With Clear Focus on Large Metropolitan Areas



43 hospitals,
39 outpatient centers
~300 ORP centers



~€2.5 bn Sales (2016e)



€460 – 480 m EBITDA
(2016e)



6,600 beds and
35,000 staff



9.4 m outpatient
admissions p.a.



320,000 inpatient
admissions p.a.

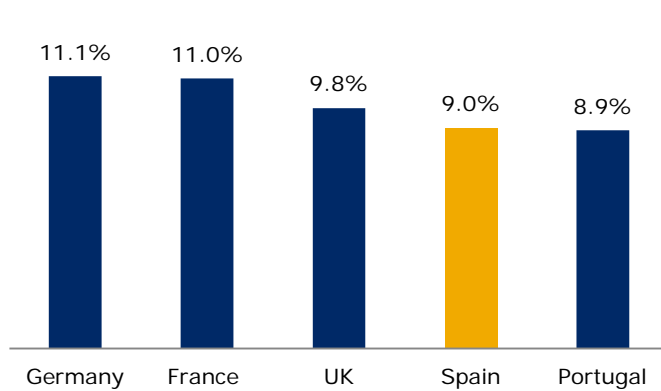


Spanish Health Care Market – Key Facts



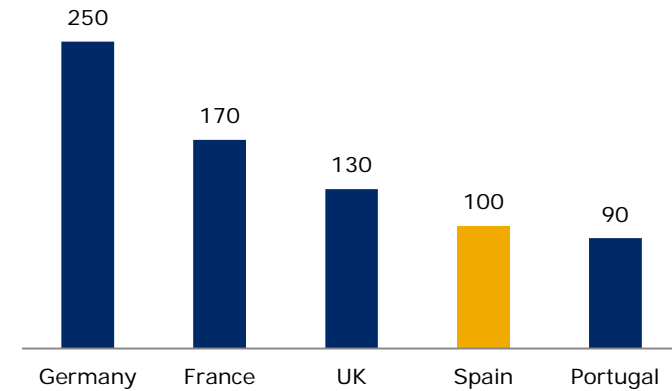
Total health care expenditure

(% of GDP)



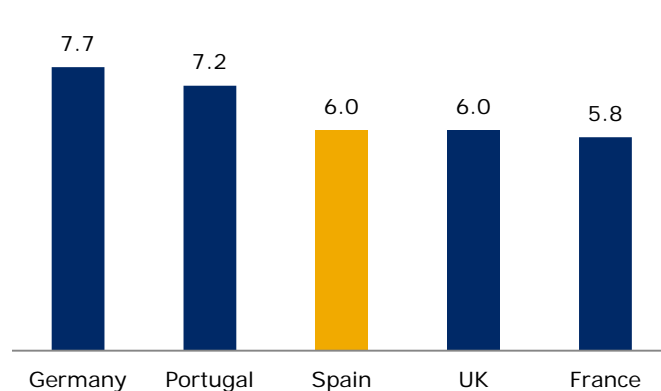
Hospital discharges

(per 1,000 inhabitants)



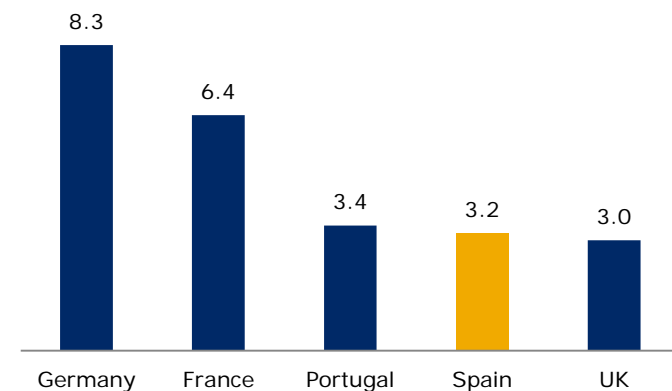
Average length of stay

(days)



Hospital beds

(per 1,000 inhabitants)



Source: OECD

Private Health Care System in Spain



NHS	Public insurance tax-funded	Public insurance funded by social security contributions	
HIC	Private full coverage insurance additional to public insurance	Private full coverage insurance instead of public insurance	Complement- ary private insurance
ACCESS	Available for everyone	Employees with annual salary > ~€56,000 civil servants, self employed	
DURATION	Short-term contracts (1y), facilitate termination and switch	Switch from private to other private or public insurance complicated	
QUANTITY	9.4 million insurance holders ~20% of total population*	8.8 million insurance holders ~11% of total population	
PREMIUM Ø	€70 per month	€240 per month	

NHS = National Health Care System; HIC = Health Insurance Companies

* Expectation: mid-term CAGR +1.5%

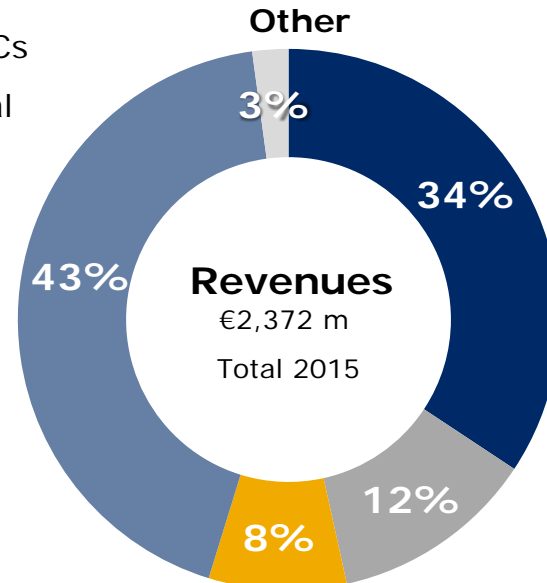
Broad Revenue Base of Quirónsalud Driven by Diversified Payor and Patient Split

Private - HIC

- **Agreements with all** relevant HICs
- **Full reimbursement** of all medical services

Self pay

- **Treatments not covered by HIC/NHS** (e.g. plastic surgery, dental and drugs)
- **Medical tourism**



Public – NHS (PPPs)

- **5 long-term concession hospitals** 4 in Madrid and 1 in Barcelona
- **Remuneration per capita** within assigned coverage area, **additional remuneration** for “free-choice” patients

Occupational Risk Prevention

- **Only private hospital provider with ORP services** in Spain
~300 centers:
>4m employees contracted;
>1.7 m check-ups p.a.
- **Cross-selling opportunities**

HIC = Health Insurance Companies; NHS = National Health Care System

Structural Growth Drivers

Health care expenditure per capita in Spain below EU average

Close dovetailing of inpatient and outpatient care

Public – NHS (PPPs)

Expansion of existing facilities

Greenfield projects

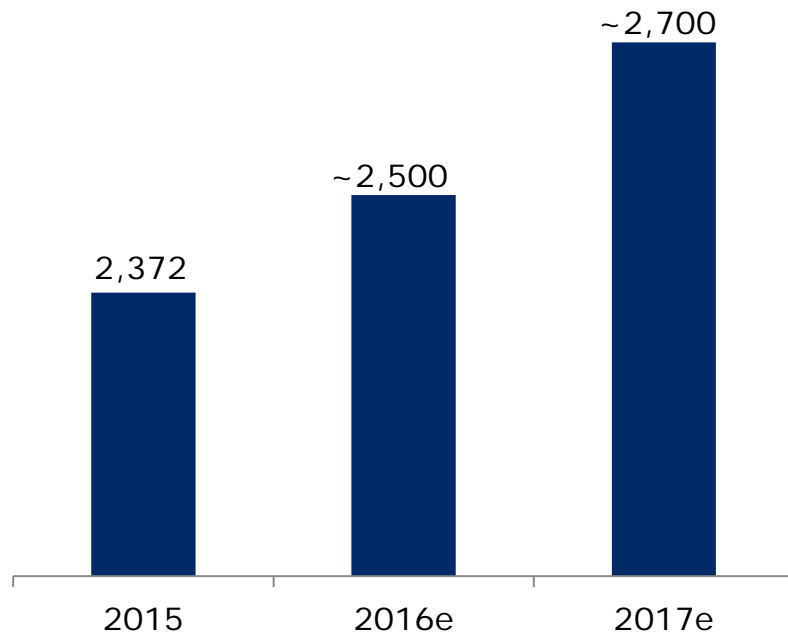
Acquisition of private hospitals



Financial Outlook

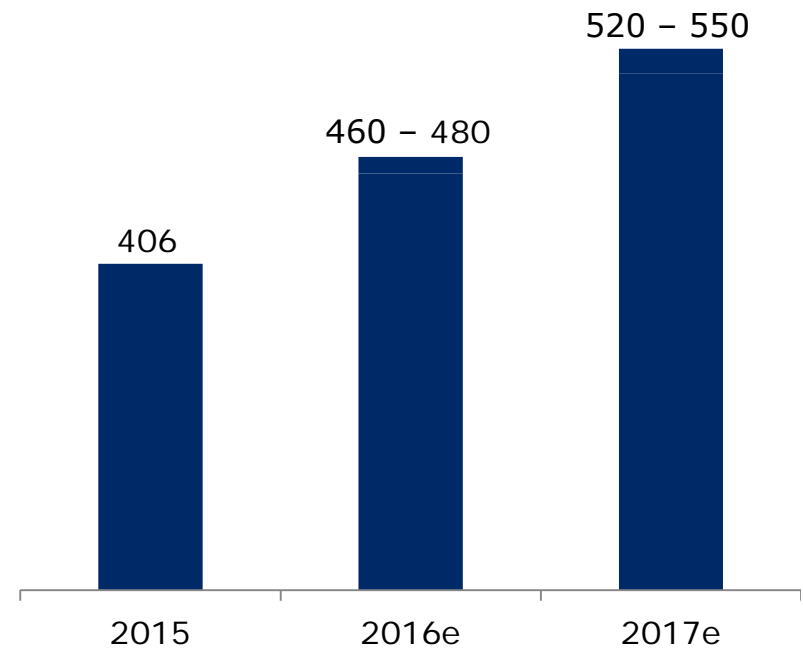
Sales

€m



EBITDA

€m



Financially Sound Acquisition (I)

Depreciation	<ul style="list-style-type: none">• ~4% of sales in FY16; good proxy for following years
Amortization	<ul style="list-style-type: none">• Initially ~€150 m¹ p.a.
Cost of Debt	<ul style="list-style-type: none">• ~2.0%
Tax rate	<ul style="list-style-type: none">• 25%
EAT bef. amortization	<ul style="list-style-type: none">• 2017e >€200 m
CAPEX	<ul style="list-style-type: none">• ~4% of sales in FY16; good proxy for following years

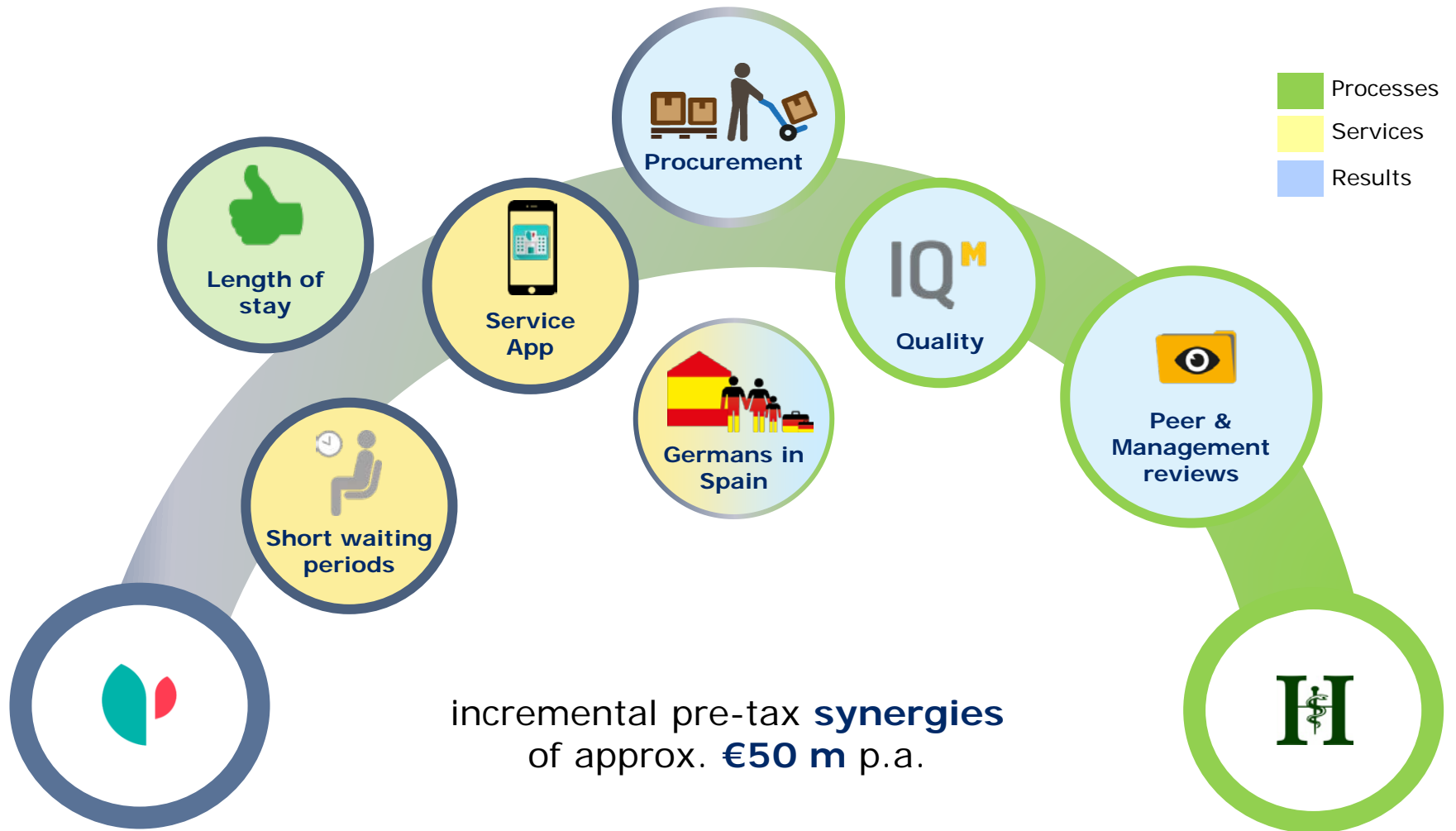
¹ Preliminary, before final PPA

Financially Sound Acquisition (II)

Total consideration	<ul style="list-style-type: none">• €5.76 billion (on a cash and debt-free basis)• Approx. 10.8x¹ EBITDA 2017e
Financing	<ul style="list-style-type: none">• Issuance of ~6.1 m shares valued at €400 million to Victor Madera• Balance of the purchase price debt-financed
Net debt/EBITDA	<ul style="list-style-type: none">• 2016 pro forma ~3.1x• 2017e back within 2.5 – 3.0x range

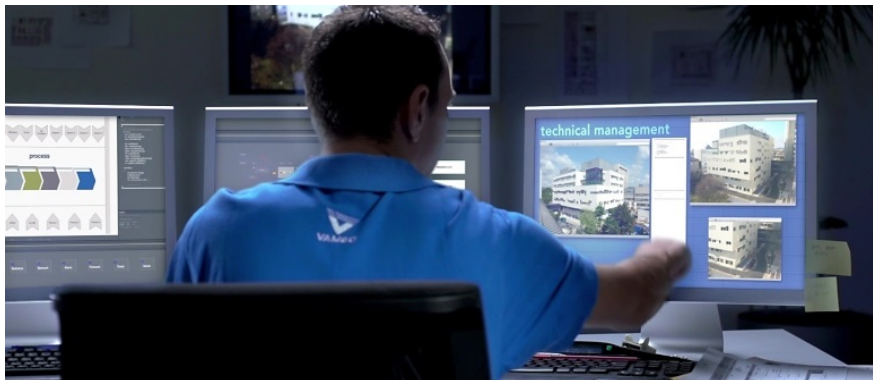
¹ Based on mid-point of projected 2017 EBITDA range of €520 – €550m

Integration by Interaction

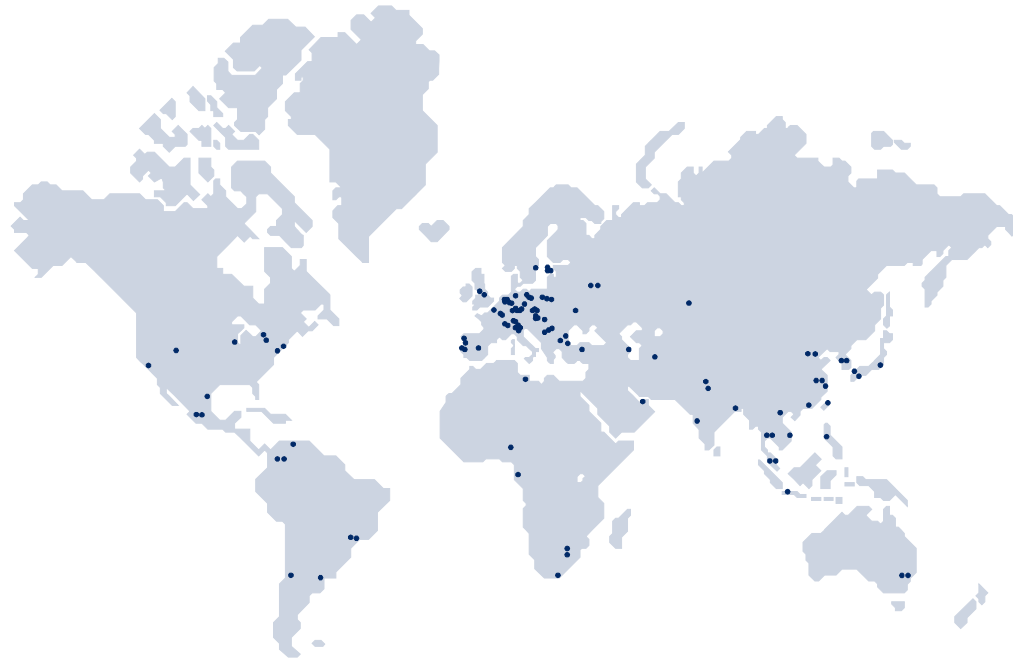


Fresenius

A Global Leader In HealthCare Products And Services



A Global Leader In HealthCare Products And Services



~€27.6 bn in Sales
(as of Dec. 31, 2015)

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

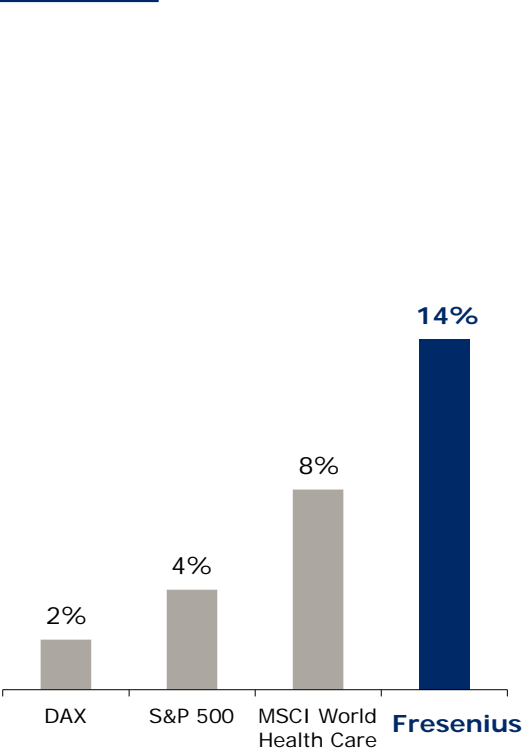
**Total Shareholder Return:
10-year CAGR: ~20%**

**Global presence in
100+ countries**

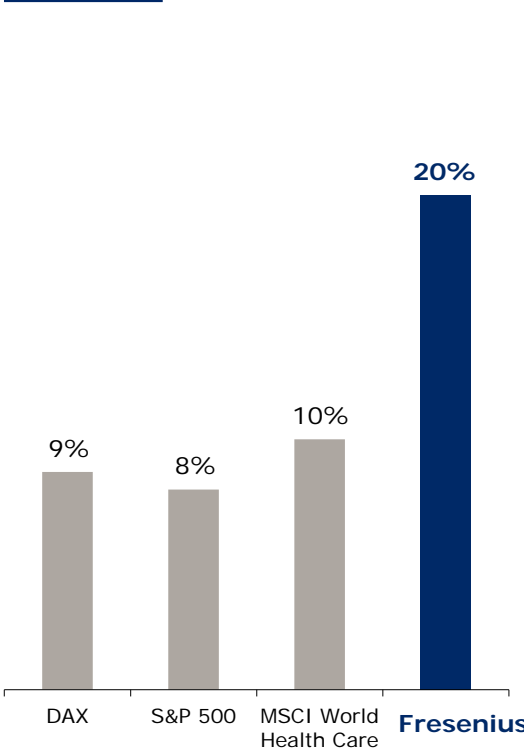
**222,000+ employees
worldwide**
(as of Dec 31, 2015)

Total Shareholder Return – CAGR, rounded

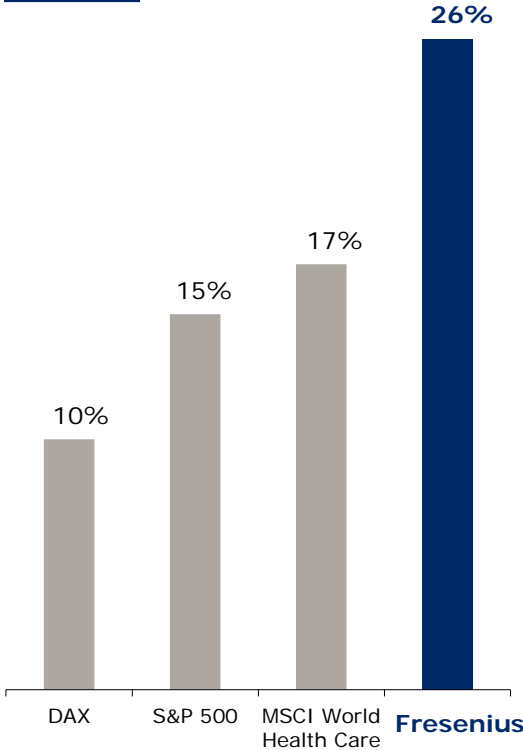
15 years



10 years



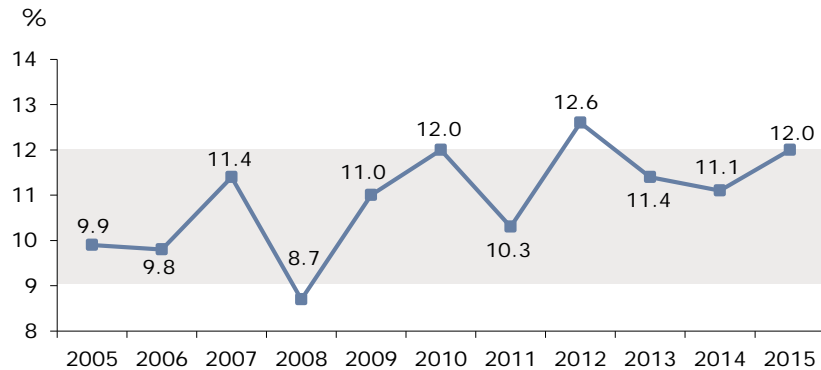
5 years



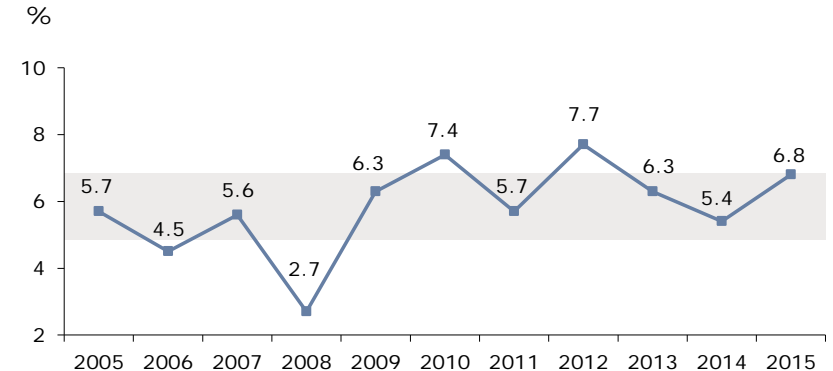
Source: Bloomberg; dividends reinvested

Fresenius Group: Consistent Cash Generation And Proven Track Record of Deleveraging

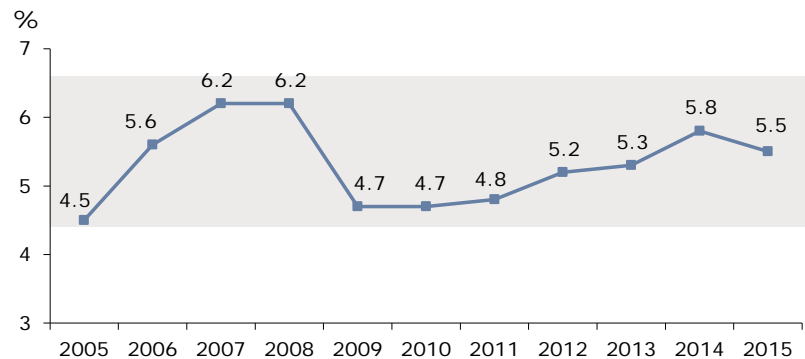
CFFO margin



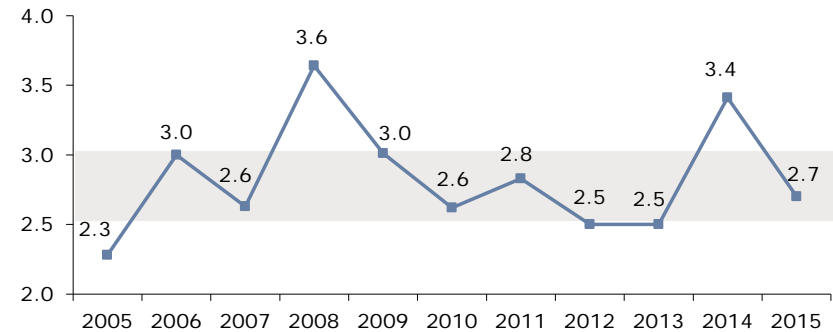
FCF margin (before acquisitions & dividends)



Capex in % of sales

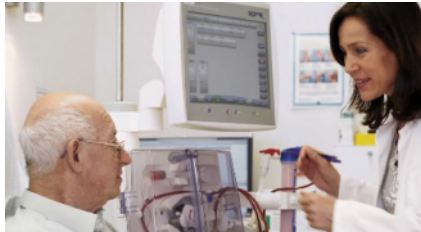


Net Debt / EBITDA¹



¹ 2011 - 2015 adjusted due to debt issuance cost restatement (U.S. GAAP standard ASU 2015-03)

Strong, Diversified Product And Service Portfolio



Ownership: 31%

Dialysis Products
Healthcare Services

Sales 2015: US\$16.7 bn



Ownership: 100%

Hospital Supplies
and Services

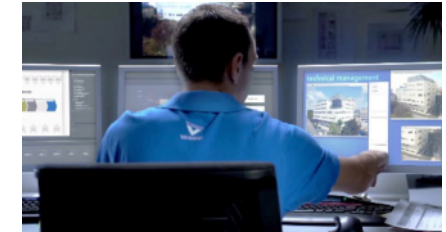
Sales 2015: €6.0 bn



Ownership: 100%

Hospital Operations

Sales 2015: €5.6 bn



Ownership: 77%

Hospital Projects
and Services

Sales 2015: €1.1 bn

Fresenius Medical Care: Global Dialysis Market Leader

- The world's leading provider of dialysis products and services treating 301,548 patients in 3,504 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 2015: ~US\$73 bn;
~6% patient growth p.a.

Growth Drivers: Aging population, increasing incidence of diabetes and high blood pressure, treatment quality improvements



¹ As of Jun 30, 2016

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



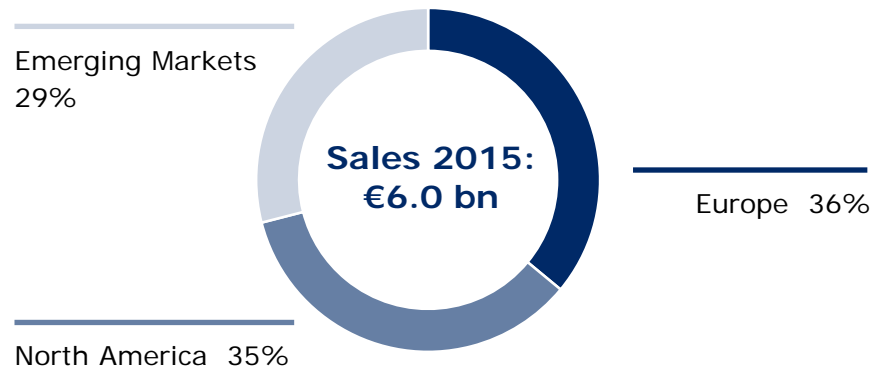
Medical Devices / Transfusion Technology

- Focus on organic growth through geographic product rollouts and new product launches

Market Dynamics

Global Addressable Market 2015: >€33 bn

Growth Drivers: Patent expirations, rising demand for health care services, higher health care spending in Emerging Markets



Fresenius Helios: Leading German Hospital Operator

- ~6% share in German acute care hospital market
- Strong track record in hospital acquisitions and operations
- High-quality medical care, e.g., mortality rate for heart failure and pneumonia below German average
- Comprehensive healthcare services coverage

 Acute Care

 Rehab

 Outpatient

Market Dynamics

German Acute Care Hospital Market: ~€91 bn¹

Growth Drivers: Aging population leading to increasing hospital admissions, further market consolidation

Majority of population has access to a HELIOS hospital within one hour's drive²



112 hospitals

>34,000 beds

~1.3 million inpatient admissions

~3.4 million outpatient admissions

¹ German Federal Statistical Office 2015; total costs, gross of the German hospitals less academic research and teaching

² As of June 30, 2016

Fresenius Vamed: Leading Global hospital Projects And Services Specialist

- Manages hospital construction/expansion projects (51% of sales) and provides services (49% of sales) for health care facilities worldwide



Projects



Services

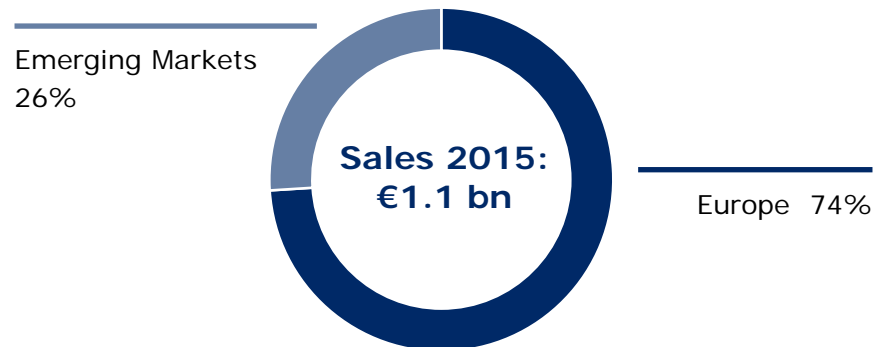
- Offers project development, planning, turnkey construction, maintenance as well as technical management, and total operational management
- Strong track record: More than 760 projects in 78 countries completed

Market Dynamics




Growth Drivers:

Emerging Market demand for building and developing hospital infrastructure




Outsourcing of non-medical services from public to private operators



Fresenius Group: 2016 Financial Outlook by Business Segment

		Old	New	
 FRESENIUS KABI	Sales growth organic	low single-digit	3% – 5%	⬆️
	EBIT constant currency	roughly flat	3% – 5%	⬆️
 FRESENIUS HELIOS	Sales growth organic	3% – 5%	unchanged	☑️
	EBIT	€670 – 700 m	unchanged	☑️
 FRESENIUS VAMED	Sales growth organic	5% – 10%	unchanged	☑️
	EBIT growth	5% – 10%	unchanged	☑️

Fresenius Group: 2016 Financial Guidance

		2015	2016		
		Actual	Old	New	
 FRESENIUS	Sales growth constant currency	€27.6 bn	6% – 8%	unchanged	
	Net income¹ growth constant currency	€1,423 m	8% – 12%	11% – 14%	

¹ Net income attributable to shareholders of Fresenius SE & Co. KGaA; 2015 before special items

Fresenius Group: Confirming mid-term growth targets

2019:

- ☑ €36 - 40 billion in sales
- ☑ €2.0 - 2.25 billion in net income

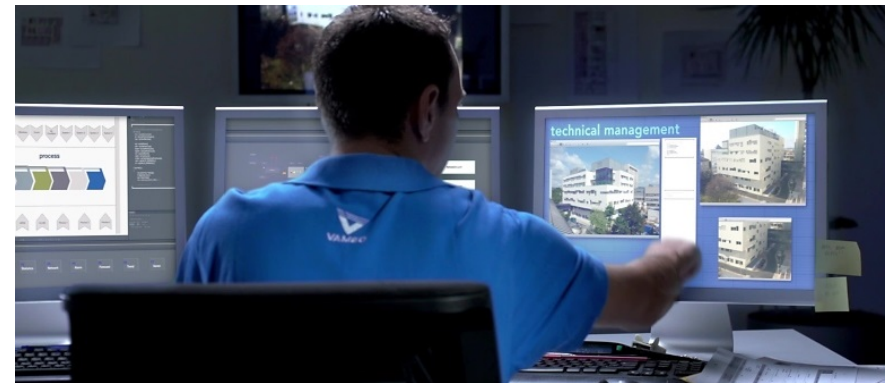
At **comparable exchange rates**

Includes **small** and **mid-size acquisitions**





EAT CAGR at mid-point of mid-term target: **10.5%**
(Previous implied EAT CAGR of mid-term target: 8.4%)

Net income attributable to shareholders of Fresenius SE & Co. KGaA; 2015 before special items

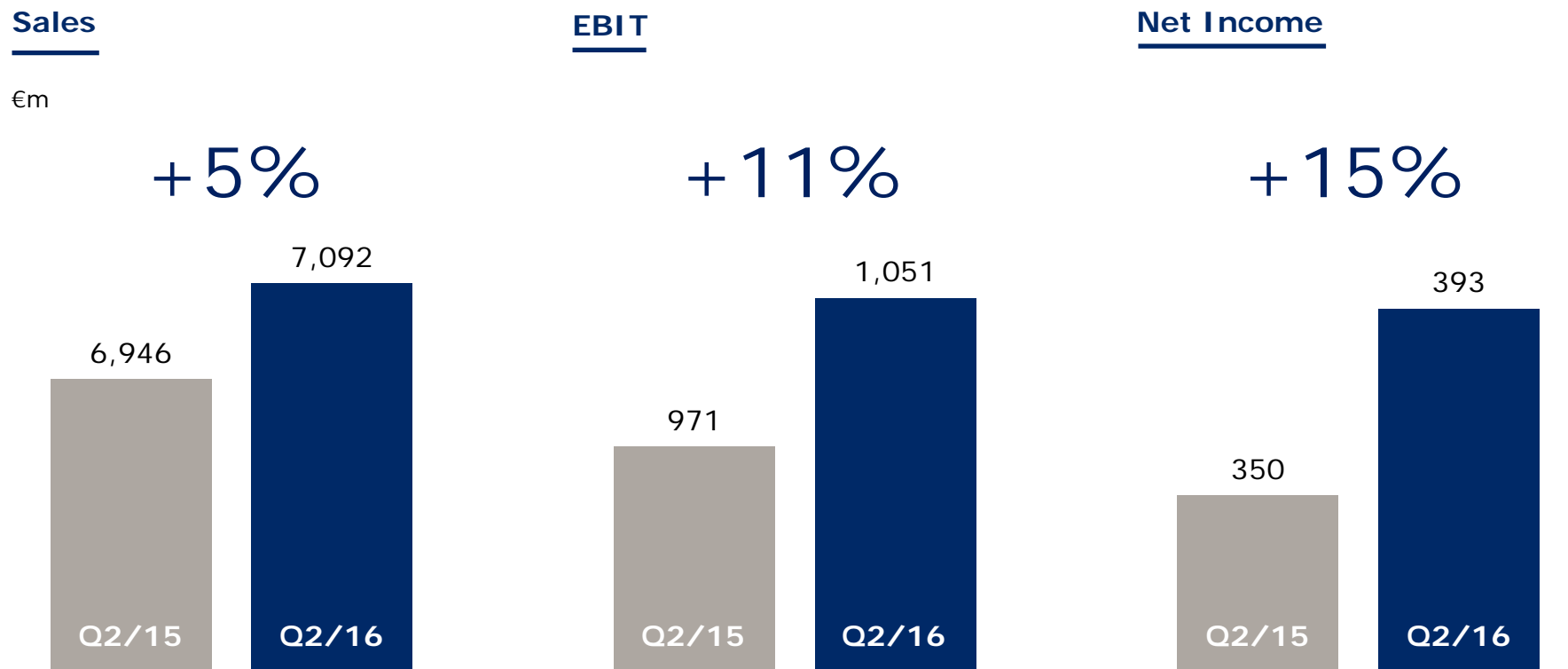
Financials Q2/16



Fresenius Group: Q2/16 Highlights

-  **50th consecutive quarter of earnings growth YoY**
-  **Double-digit earnings growth** in constant currency
-  **All four business segments** contributed to **organic growth**
-  **Group earnings guidance** raised to **11 to 14 %**
-  **Mid-term growth targets confirmed**

Fresenius Group: Key Financials Q2/16



Constant currency growth rates
2015 EBIT before special items
Net income attributable to shareholders of Fresenius SE & Co. KGaA; 2015 before special items

Fresenius Group: Profit and Loss Statement

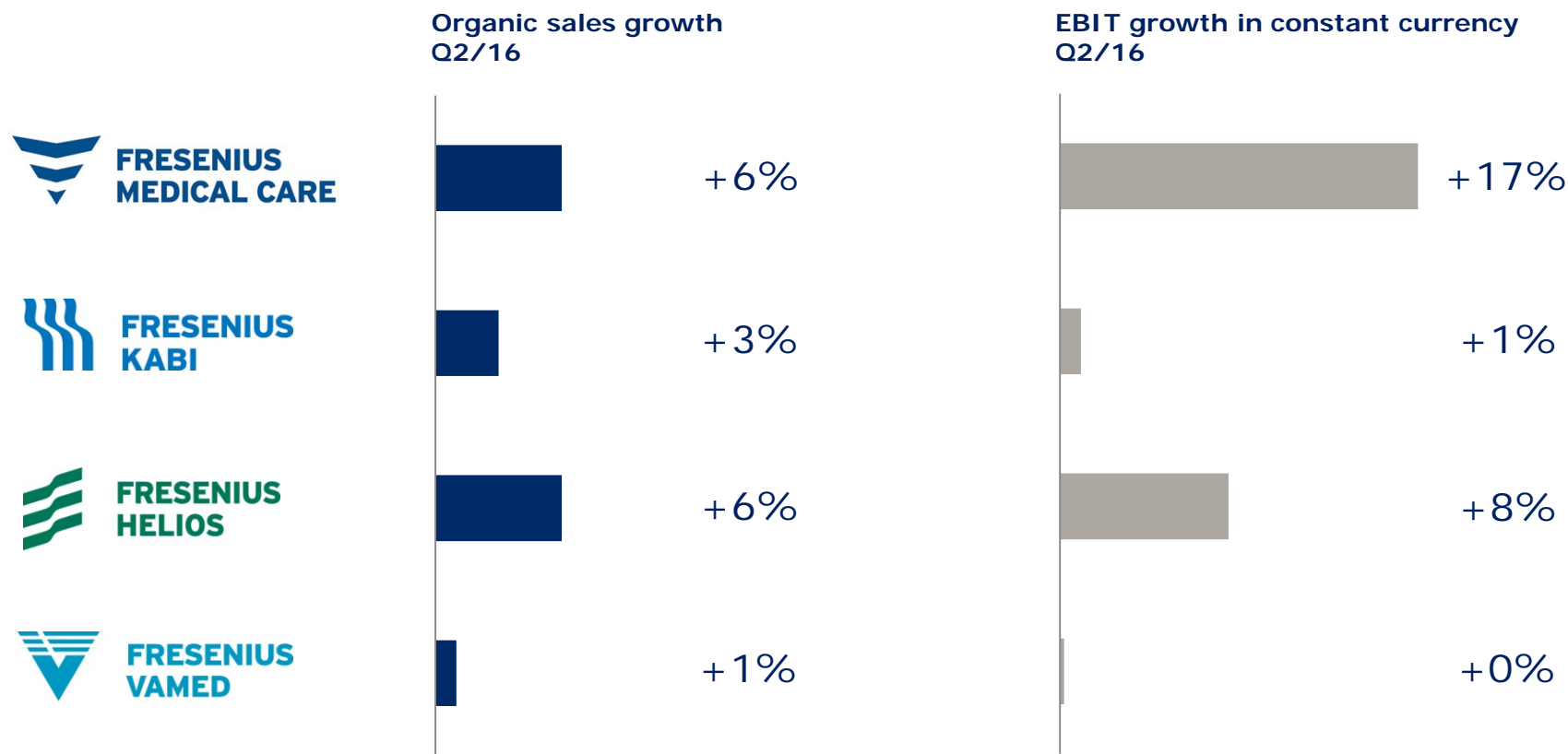
€m	Q2/2016	Growth Q2 YoY constant rates	H1/2016	Growth H1 YoY constant rates
Sales	7,092	5%	14,006	6%
EBIT ¹	1,051	11%	2,010	11%
Net interest	-139	14%	-291	11%
Income taxes ¹	-262	-15%	-491	-12%
Net income ²	393	15%	755	18%

¹ 2015 before special items

² Net income attributable to shareholders of Fresenius SE & Co. KGaA; 2015 before special items





For a detailed overview of special items please see the reconciliation tables on slides 36 - 37.

Fresenius Group: Key Financials Q2/16



Sales, EBIT FMC in US\$
2015 EBIT before special items

Financial results by business segment

		Q2/2016	Growth Q2 YoY
 FRESENIUS MEDICAL CARE	Sales	US\$4,420 m	5%
	EBIT	US\$641 m	17%
 FRESENIUS KABI	Sales	€1,476 m	-4%
	EBIT ¹	€307 m	-2%
 FRESENIUS HELIOS	Sales	€1,477 m	7%
	EBIT ¹	€173 m	8%
 FRESENIUS VAMED	Sales	€254 m	0%
	EBIT	€9 m	0%

¹2015 before special items

For a detailed overview of special items please see the reconciliation tables on slides 36 – 37.

Fresenius Kabi: Key Topics Q2/2016

North America

- **Gradual easing of IV drug shortages;** 17 Kabi-marketed products currently designated in shortage vs. 20 at the end of Q1/16
- **New product launches** expected to be **back-end loaded** in FY/16; confirm top end of 6 to 10 target range for FY/16
- **Increase outlook: Low single-digit growth** for **FY/16** (previous: roughly flat)



Europe

- **Ongoing lower contract manufacturing** sales volume **expected**
- **Confirm FY/16 outlook** of **low to mid single-digit** organic sales growth

Fresenius Kabi: Key Topics Q2/2016

Emerging Markets

- **China:** 8% organic sales growth in Q2; new tender rules: slower progress than anticipated; continued **double-digit** volume growth
- **Asia Pacific ex China: Accelerating growth,** 8% organic sales growth in Q2
- **Latin America/Africa standing out** with **22%** organic sales growth
- **Increase outlook: Likely low double-digit organic growth** for **FY/16** (previous: mid to high single-digit)



Fresenius Kabi: Organic Sales Growth by Regions

€m	Q2/2016	Organic Growth	H1/2016	Organic Growth
Europe	536	2%	1,048	2%
North America	510	-6%	1,086	6%
Asia-Pacific	277	8%	531	7%
Latin America/Africa	153	22%	281	21%
Total sales	1,476	3%	2,946	6%

Fresenius Kabi: Organic Sales Growth by Product Segment

€m	Q2/2016	Organic Growth	H1/2016	Organic Growth
IV Drugs	606	-2%	1,251	7%
Infusion Therapy	217	8%	419	6%
Clinical Nutrition	392	6%	770	6%
Medical Devices/ Transfusion Technology	261	6%	506	4%
Total sales	1,476	3%	2,946	6%

Fresenius Kabi: EBIT Growth

€m	Q2/2016	Growth Q2 YoY constant rates	H1/2016	Growth H1 YoY constant rates
Europe Margin	85 15.9%	-3% -110 bps	163 15.6%	-3% -90 bps
North America Margin	220 43.1%	0% 210 bps	453 41.7%	13% 240 bps
Asia-Pacific/Latin America/Africa Margin	82 19.1%	31% 360 bps	151 18.6%	23% 300 bps
Corporate and Corporate R&D	-80	-19%	-151	-17%
Total EBIT Margin	307 20.8%	1% 40 bps	616 20.9%	10% 140 bps

2015 before special items
Margin growth at actual rates

For a detailed overview of special items please see the reconciliation tables on slides 36 - 37.

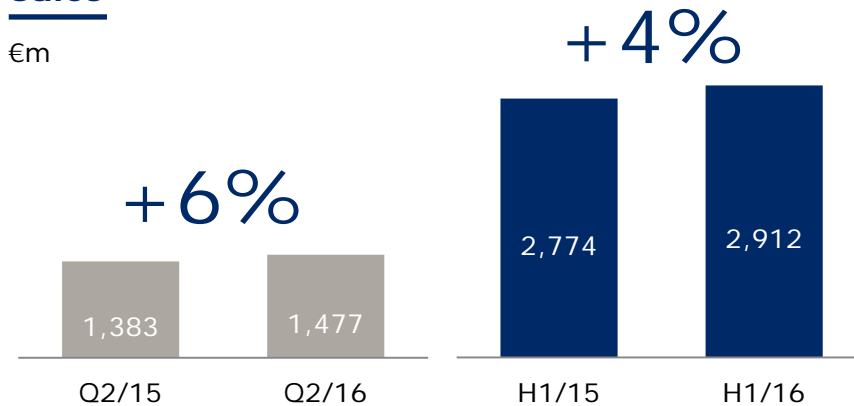
Fresenius Helios: Key Topics Q2/2016

- **Excellent organic sales growth** (+6%) in Q2 driven by **admission increase**
- **Further sequential margin expansion** (60 bps) reflects continued operational improvements
- **Acquisition** of 500-bed Niederberg hospital **closed**; consolidated as of May 1, 2016; €69 m sales in FY/15
- **On track** to meet **FY/16** outlook



Sales¹

€m



¹ Organic sales growth

Fresenius Helios: Strong Sales Growth

€m	Q2/2016	Growth Q2 YoY	H1/2016	Growth H1 YoY
Established clinic portfolio	1,465	6%	2,898	4%
Acquisitions (consolidation <1 yr)	12	n.a.	14	n.a.
Total Sales	1,477	7%	2,912	5%

2015 before special items

For a detailed overview of special items please see the reconciliation tables on slides 36 - 37.

Fresenius Helios: EBIT Growth

€m	Q2/2016	Growth Q2 YoY	H1/2016	Growth H1 YoY
Total sales	1,477	7%	2,912	5%
EBIT	173	8%	332	8%
Established clinic portfolio Margin	11.8%	20 bps	11.5%	40 bps
Acquisitions / Divestitures (consolidation / deconsolidation <1 yr) Margin	0 - %	0% - bps	0 - %	0% - bps
Total EBIT	173	8%	332	8%
Margin	11.7%	10 bps	11.4%	30 bps

2015 before special items

For a detailed overview of special items please see the reconciliation tables on slides 36 - 37.

Fresenius Helios: 2015 Clinic Development Plan

	Years in Portfolio								
	<1	1	2	3	4	5 ¹	6	>6	Total ¹
No. of clinics	1	-	-	12	3	40	-	55	111
Revenue (€m)	7	-	-	410	173	2,002	-	2,837	5,429
Target									
EBIT margin (%)	-	2.0	4.0	6.0	8.0	10.0	12.0	12.0 – 15.0	
EBIT (€m)	-	-	-	24.6	13.8	200.2	-	340.5	579.1
Reported									
EBIT margin (%)	6.2	-	-	9.8	6.9	10.4	-	13.2	11.7
EBIT (€m)	0.4	-	-	40.1	11.9	207.9	-	373.3	633.6
No. of clinics > target	-	-	-	8	1	19	-	25	53
No. of clinics < target	-	-	-	4	2	21	-	30	57

¹ Includes all hospitals acquired from Rhön Klinikum, €12 m integration costs allocated to individual hospitals.

Fresenius Helios: Performance Indicators

	H1/2016	H1/2015	Change
No. of hospitals¹	112	111	1%
- Acute care clinics	88	87	1%
- Post-acute care clinics	24	24	0%
No. of beds¹	34,766	34,076	2%
- Acute care clinics	29,654	28,914	3%
- Post-acute care clinics	5,112	5,162	-1%
Admissions			
- Acute care (inpatient)	618,444	597,820	3%
Occupancy			
- Post-acute care	80%	81%	
Average length of stay (days)			
- Acute care ²	6.4	6.5	
- Post-acute care	26.3	26.7	

¹ December 31, 2015

² German average (2014): 7.4

Fresenius Vamed: Key Topics Q2/16

- **Organic sales growth** (+1%) in Q2 reflects typical quarterly fluctuations of project business
- **Continued strong order intake** in Q2/16
- **On track** to meet **FY/16** outlook



€m	Q2/ 2016	Growth	H1/ 2016	Growth
Project business	110	-10%	195	-3%
Service business	144	8%	277	6%
Total sales	254	0%	472	2%
Total EBIT	9	0%	16	0%
Order intake ¹	228	148%	465	64%
Order backlog ¹			1,917	16% ²






¹ Project business only

² versus December 31, 2015

Fresenius Group: Overview – Calculation of Noncontrolling Interest

€m	H1/2016	FY/2015
Earnings before tax and noncontrolling interest	1,719	3,262
Taxes	-491	-965
Noncontrolling interest, thereof	-473	-939
Fresenius Medical Care net income not attributable to Fresenius (Q2/16: ~69%)	-322	-641
Noncontrolling interest holders in Fresenius Medical Care (H1/16: US\$145 m according to Fresenius Medical Care's Financial Statements)	-130	-256
Noncontrolling interest holders in Fresenius Kabi (-€17 m), Fresenius Helios (-€1 m), Fresenius Vamed (-€1 m) and due to Fresenius Vamed's 23% external ownership (-€2 m)	-21	-42
Net income attributable to Fresenius SE & Co. KGaA	755	1,358

Cash Flow Development

€m	Operating CF		Capex (net)		Free Cash Flow ¹	
	Q2/2016	LTM Margin	Q2/2016	LTM Margin	Q2/2016	LTM Margin
 FRESENIUS KABI	211	15.0%	-58	-5.1%	153	9.9%
 FRESENIUS HELIOS	164	10.8%	-65	-5.1%	99	5.7% ³
 FRESENIUS VAMED	19	8.7%	-2	-0.7%	17	8.0%
Corporate/Other	-3	n.a.	0	n.a.	-3	n.a.
 FRESENIUS Excl. FMC	391	13.3% ²	-125	-4.8%	266	8.5% ²
 FRESENIUS Group	996	12.1%	-348	-5.5%	648	6.6%

¹ Before acquisitions and dividends






² Margin incl. FMC dividend

³ Understated: 6.6% excluding €55 million of capex commitments from acquisitions

Fresenius Group: Cash Flow

€m	Q2/2016	LTM Margin	Q2/2015	LTM Margin	Growth YoY
Operating Cash Flow	996	12.1%	720	11.9%	38.3%
Capex (net)	-348	-5.5%	-332	-5.4%	-4.8%
Free Cash Flow (before acquisitions and dividends)	648	6.6%	388	6.5%	67.0%
Acquisitions (net)	-68		-61		
Dividends	-545		-476		
Free Cash Flow (after acquisitions and dividends)	35	3.1%	-149	0.1%	123.5%

Cash Flow Development

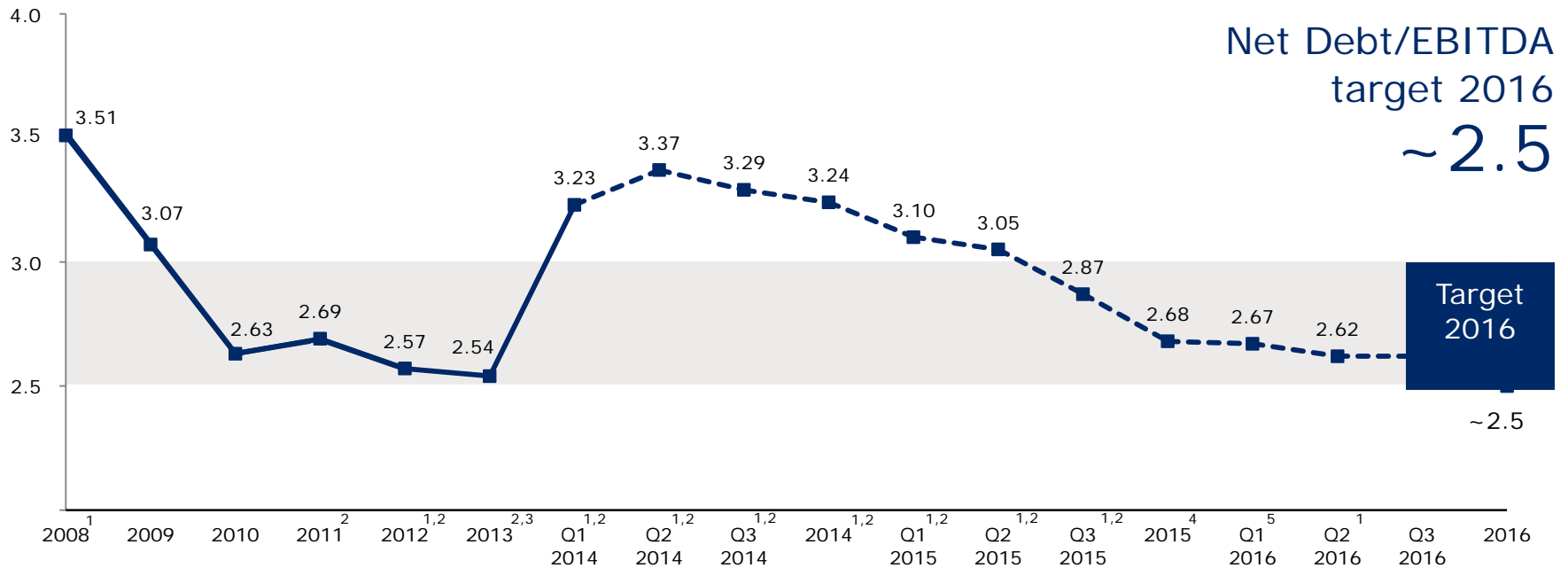
€m	Operating CF		Capex (net)		Free Cash Flow ¹	
	H1/2016	LTM Margin	H1/2016	LTM Margin	H1/2016	LTM Margin
 FRESENIUS KABI	335	15.0%	-125	-5.1%	210	9.9%
 FRESENIUS HELIOS	230	10.8%	-102	-5.1%	128	5.7% ³
 FRESENIUS VAMED	1	8.7%	-4	-0.7%	-3	8.0%
Corporate/Other	-4	n.a.	-3	n.a.	-7	n.a.
 FRESENIUS Excl. FMC	562	13.3% ²	-234	-4.8%	328	8.5% ²
 FRESENIUS Group	1,330	12.1%	-680	-5.5%	650	6.6%

¹ Before acquisitions and dividends

² Margin incl. FMC dividend

³ Understated: 6.6% excluding €55 million of capex commitments from acquisitions

Fresenius Group: Leverage Ratio



¹ Pro forma acquisitions; before special items

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

³ Pro forma excluding advances made for the acquisition of hospitals from Rhön-Klinikum AG; before special items

⁴ Before special items

⁵ 2015 before special items

At annual average FX rates for both EBITDA and net debt

Reconciliation according to U.S. GAAP Q2 2016 / Q2 2015

The Group's U.S. GAAP financial results as of June 30, 2016 do not include special items, whereas the U.S. GAAP financial results as of June 30, 2015 include special items. Net income attributable to shareholders of Fresenius SE & Co. KGaA was adjusted for these special items. The table below shows the special items and the reconciliation from net income (before special items) to earnings according to U.S. GAAP.

€m	Q2/2015 before special items	efficiency program KABI	integration costs for acquired Rhön hospitals	disposal gains from two HELIOS hospitals	Q2/2015 according to U.S. GAAP (incl. special items)
Sales	6,946				6,946
EBIT	971	-30	-6	0	935
Interest result	-165				-165
Net income before taxes	806	-30	-6	0	770
Income taxes	-234	9	2		-223
Net income	572	-21	-4	0	547
Noncontrolling interest	-222				-222
Net income attributable to shareholders of Fresenius SE & Co. KGaA	350	-21	-4	0	325

The special items are reported in the Group Corporate/Other segment.

Reconciliation according to U.S. GAAP H1 2016 / H1 2015

The Group's U.S. GAAP financial results as of June 30, 2016 do not include special items, whereas the U.S. GAAP financial results as of June 30, 2015 include special items. Net income attributable to shareholders of Fresenius SE & Co. KGaA was adjusted for these special items. The table below shows the special items and the reconciliation from net income (before special items) to earnings according to U.S. GAAP.

€m	H1/2015 before special items	efficiency program KABI	integration costs for acquired Rhön hospitals	disposal gains from two HELIOS hospitals	H1/2015 according to U.S. GAAP (incl. special items)
Sales	13,429				13,429
EBIT	1,822	-40	-8	34	1,808
Interest result	-330				-330
Net income before taxes	1,429	-40	-8	34	1,478
Income taxes	-441	12	2		-427
Net income	1,051	-28	-6	34	1,051
Noncontrolling interest	-409				-409
Net income attributable to shareholders of Fresenius SE & Co. KGaA	642	-28	-6	34	642

The special items are reported in the Group Corporate/Other segment.

Share Information

Share key facts

Number of shares ¹	546,355,326
WKN / ISIN	578560 / DE0005785604
Ticker symbol	FRE
Bloomberg symbol	FRE GR
Reuters symbol	FREG.de

ADR key facts

Ratio	4 ADRs = 1 ordinary share
ADR CUSIP / ISIN	35804M105 / US35804M1053
Ticker symbol	FSNUY
Exchange	OTCQX International Premier
Structure	Sponsored Level I ADR
Depository bank	Deutsche Bank

¹ As of June 30, 2016

Financial Calendar / Contact

Financial Calendar 2016

27.10.2016 Report on 3rd quarter 2016

Please note that these dates could be subject to change.

Contact

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