

Press Conference – 2016 Results

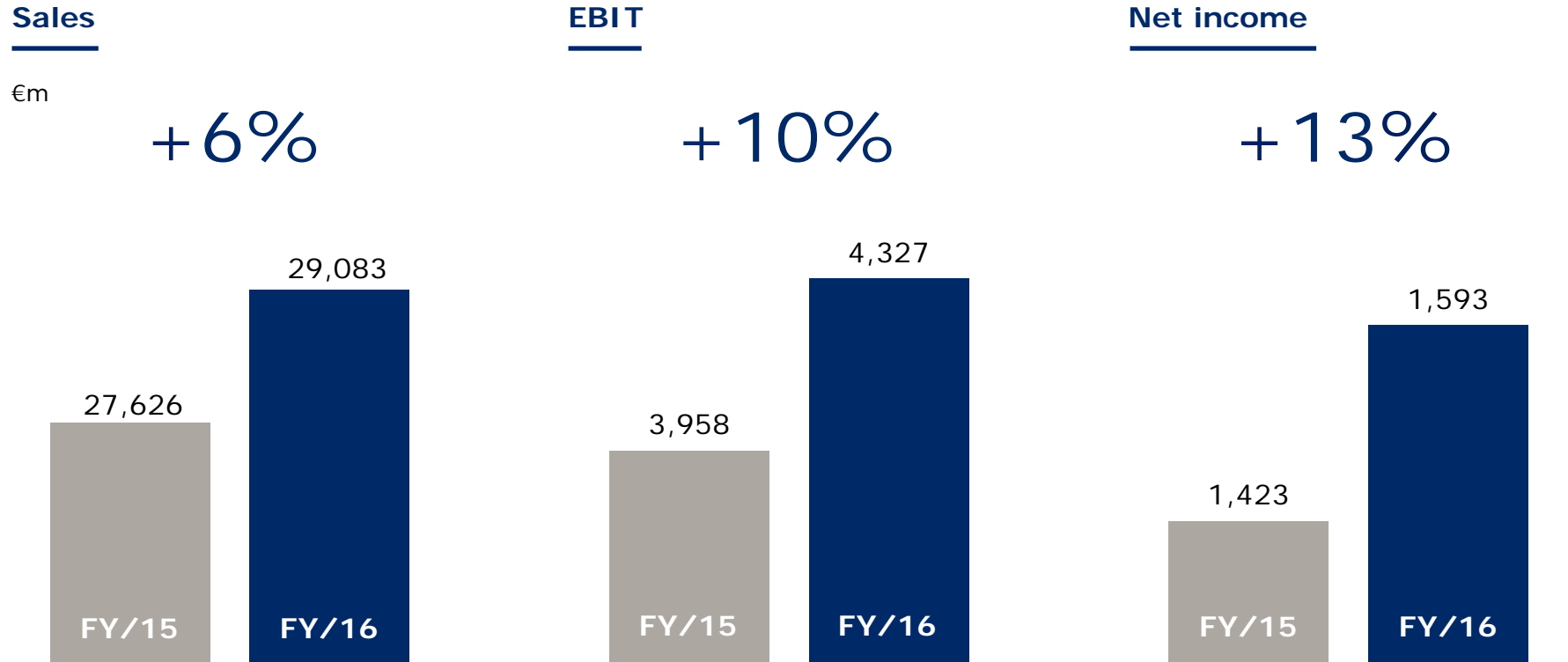


February 22, 2017 | Bad Homburg

2016: An outstanding year for Fresenius

- All targets met – Continued double-digit earnings growth
- All business segments contributed to solid organic growth
- HELIOS internationalization: Acquisition of Quirónsalud
- Positive outlook for 2017
- Ambitious new mid-term targets

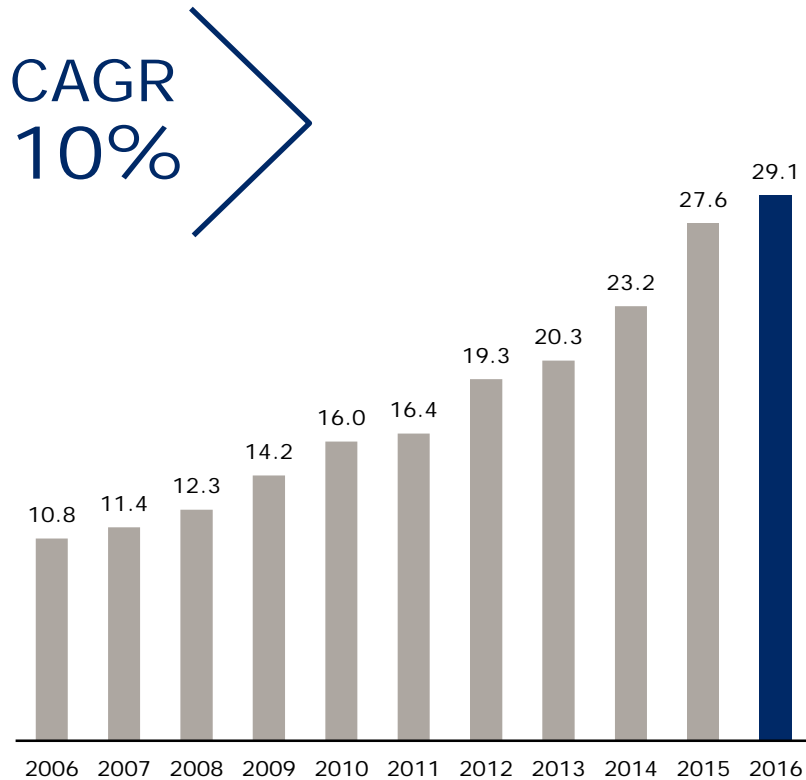
Another year of strong sales and earnings growth



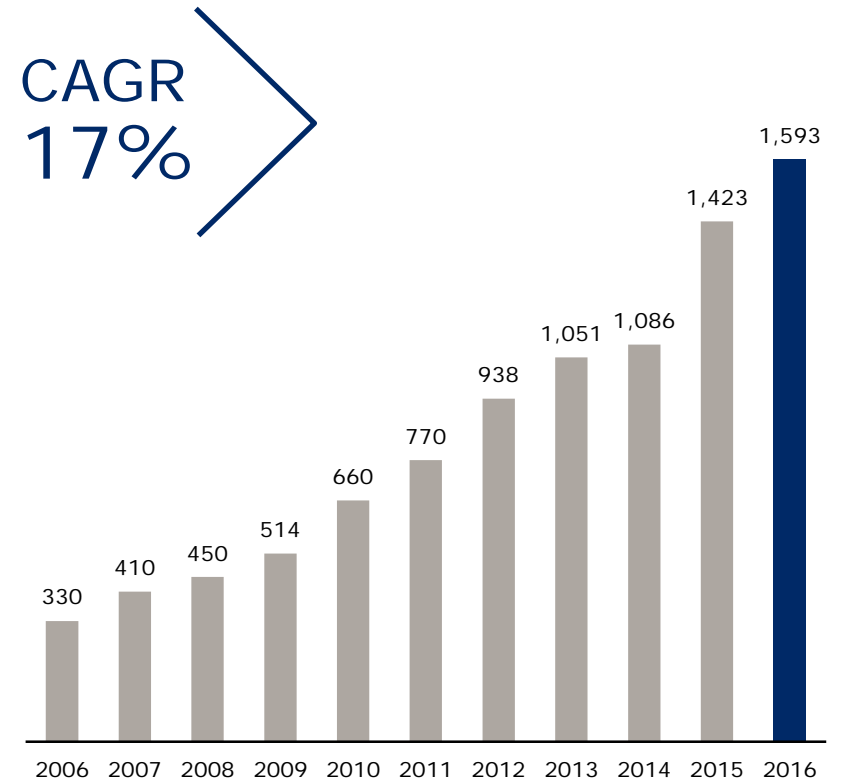
Constant currency growth rates, net income and EBIT in part before special items

13th consecutive record year

Sales (in €bn)

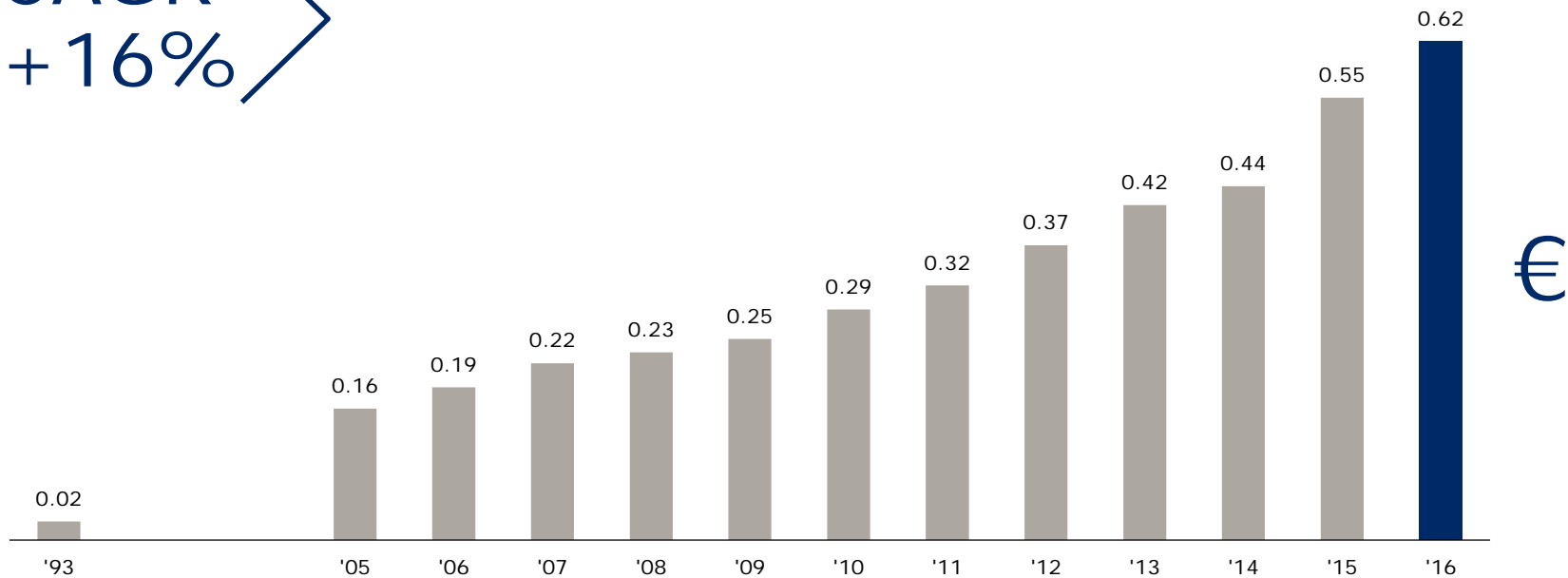


Net income (in €m)



24th consecutive dividend increase proposed

CAGR
+16%

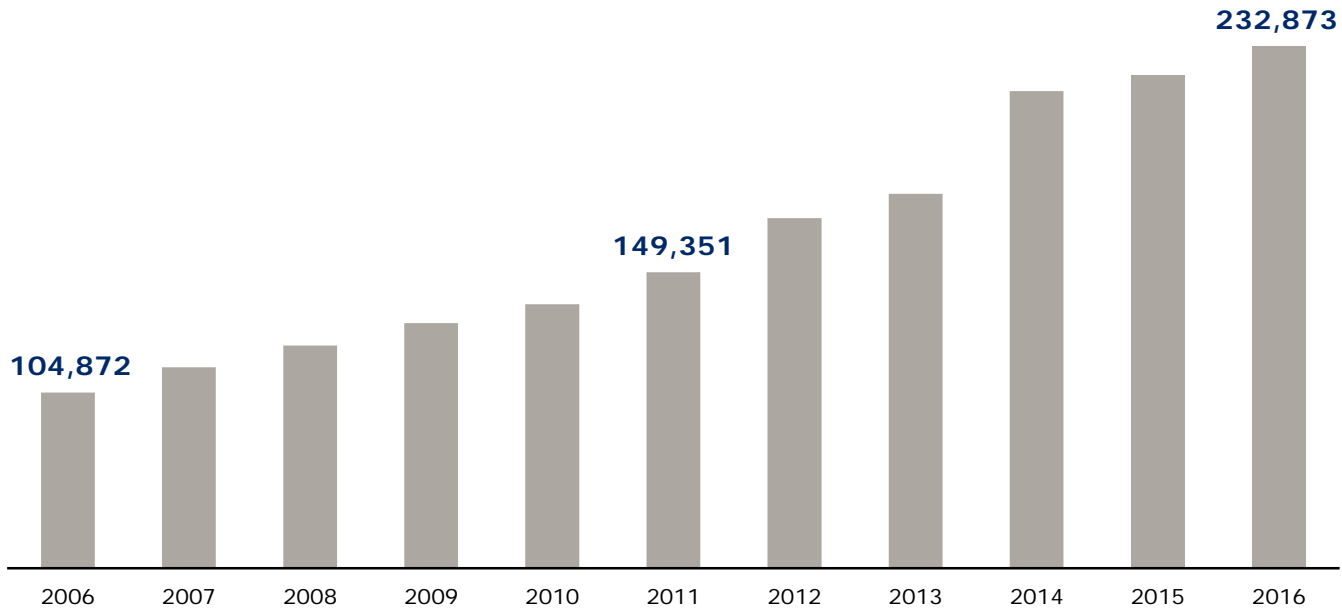


Pay-out ratio: 22%

2016: Proposal




A steadily growing Fresenius workforce

> 260,000
Employees worldwide



As of Jan. 31, 2017

Stable growth in all business segments

		2016	Growth
 FRESENIUS MEDICAL CARE	Sales	US\$17,911 m	+7%
	EBIT	US\$2,638 m	+13%
 FRESENIUS KABI	Sales	€6,007 m	+1%
	EBIT	€1,224 m	+3%
 FRESENIUS HELIOS	Sales	€5,843 m	+5%
	EBIT	€682 m	+7%
 FRESENIUS VAMED	Sales	€1,160 m	+4%
	EBIT	€69 m	+8%

EBIT in part before one-time effects

Quirónsalud: Market and quality leader in Spain

- Excellent reputation in Spanish hospital market
- Clear focus on major metropolitan regions
- Strong revenue base, due to well-diversified payor mix
- Great potential for synergies and knowledge transfers with HELIOS in Germany
- Outstanding growth prospects



43 hospitals



39 outpatient centers



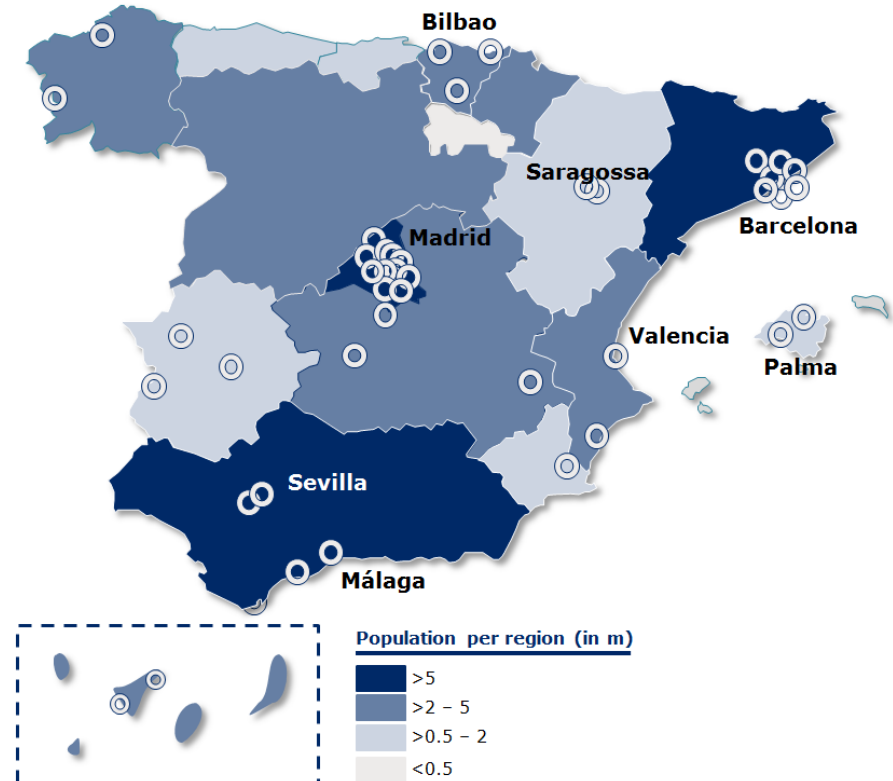
About 6,600 beds



320,000 inpatients



9.4 million outpatients



Fresenius Helios: Continued strong commitment to Germany

- Acquisition of Niederberg hospital in North Rhine-Westphalia; already accretive to earnings in 2016
- Further increase in number of patients treated
- More than €350 million invested in modernization of existing company hospitals
- Continued positive development of cost reimbursement: DRG increase of 2.50%



112 hospitals



78 outpatient clinics



About 35,000 beds



1.3 million inpatients



3.9 million outpatients



Fresenius Kabi: Strong growth in all areas

- Return to strong growth in China and Latin America
- Approximately 80 product launches worldwide in I.V. generics market alone
- Acquisition of production plant for pre-filled syringes in the USA
- Investments in quality and efficiency of production processes



Well-balanced revenue distribution in 2016



Fresenius Vamed: Continued geographic expansion





- Order intake exceeds €1 billion for first time
- Further expansion in project and services businesses
- Expansion of activities, especially in developing and emerging market nations
- More than 800 healthcare projects implemented in about 80 countries



Well-balanced revenue distribution in 2016



Outlook 2017 by business segments

 FRESENIUS MEDICAL CARE	Sales growth (constant currency)	8-10%
	Net income growth (constant currency)	7-9%
 FRESENIUS KABI	Sales growth (organic)	5-7%
	EBIT growth (constant currency)	5-7%
 FRESENIUS HELIOS	Sales growth (organic)	3-5%
	Sales	~€8.6 bn
	EBIT	€1,020-1,070 m
 FRESENIUS VAMED	Sales growth (organic)	5-10%
	EBIT growth	5-10%

according to IFRS

Group outlook 2017: Double-digit sales and earnings growth

Sales growth
constant currency

15-17%

Net income growth
constant currency

17-20%

according to IFRS

Fresenius Kabi: Mid-term growth prospects

Development legacy business

- Organic growth
- Development of I.V. generics and nutrition products
- Leverage on market access
- Filling the blanks: roll-out of existing product portfolio
- Bolt-on acquisitions

Market opportunities

- Enter new geographic markets
- Enteral Nutrition for outpatients (e.g. digital tool)
- Extension of product portfolio via acquisitions: New market segments, (e.g. OTC, Biosimilars), new therapeutic areas



Vertical integration



Value added services



Generics plus

Fresenius Helios: Mid-term growth prospects

HELIOS Kliniken

- Integrated clusters
- Expanded use of telemedicine
- Digital innovations
- Treating patients as consumers
- Selective acquisitions in Germany

Quirónsalud

- Quality and technology leadership
- Cross-selling opportunities with ORPs
- Greenfield projects
- Further market consolidation



Incremental pre-tax synergies of ~€50m p.a.



Building European platform for international patients



Further international expansion

Fresenius Vamed: Mid-term growth prospects

Marketing of existing value chain

- Integrated project and service business model
 - Life cycle models
 - PPP models

Strengthening and extension of value chain

- High-end services
- Total operational management of health care facilities

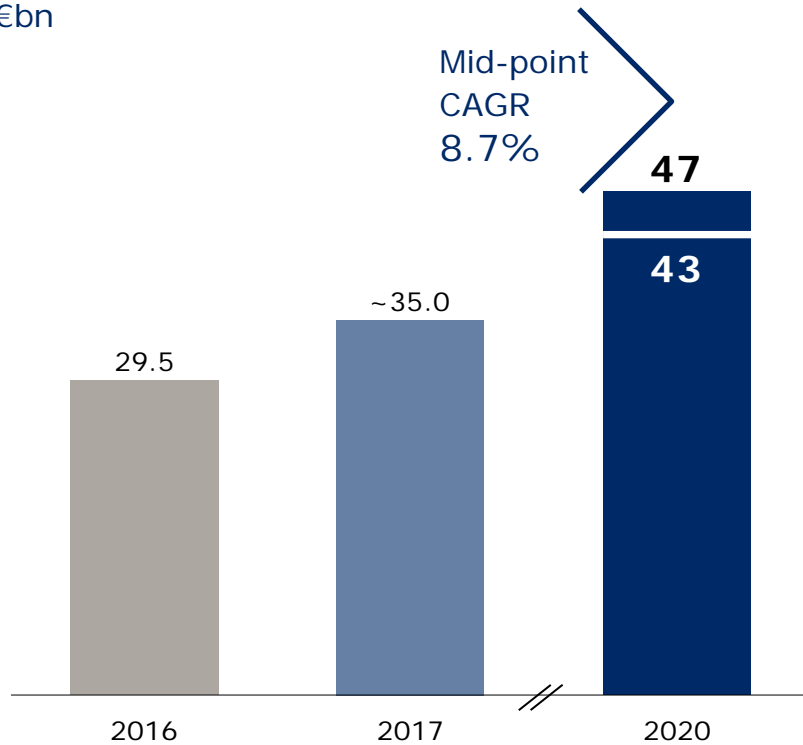
Expansion of geographic presence

- Further market penetration in existing target markets
- New international market entries

Ambitious mid-term targets

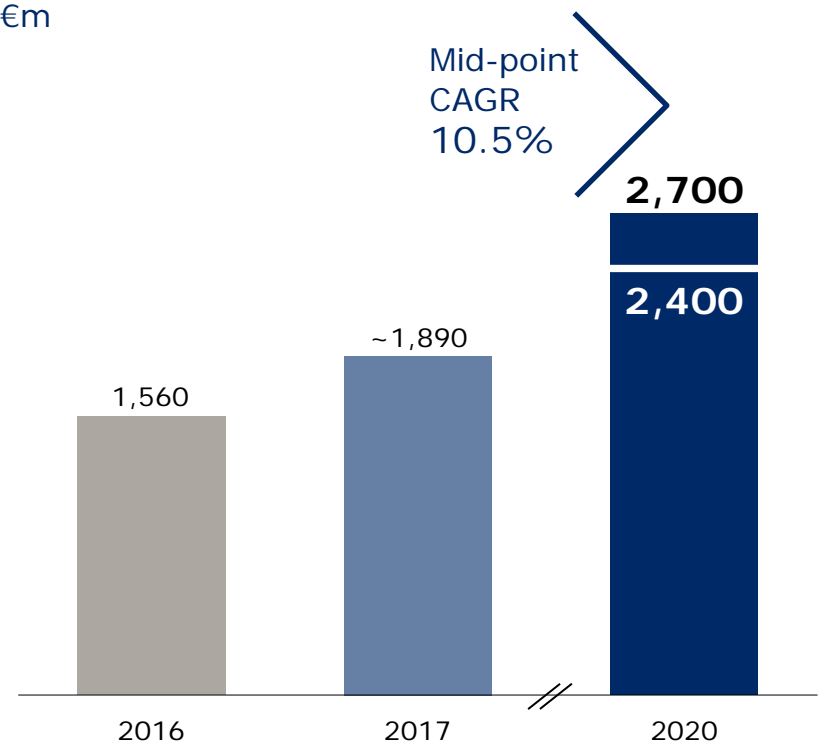
Sales

€bn



Net income

€m



Calculated on the basis of the mid-point of the target ranges; at current exchange rates; excluding strategic acquisitions; according to IFRS

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.

Press Conference – 2016 Results



February 22, 2017 | Bad Homburg
