



# Forward Thinking Healthcare

Fresenius is a **global healthcare group** offering high-quality products and services for dialysis, hospitals, and outpatient treatment. With over 200,000 employees in more than 100 countries around the globe, and annual sales exceeding €25 billion, Fresenius is one of the world's leading healthcare companies.

At Fresenius, **the patient always comes first**. For more than 100 years now we have been working to save lives and improve the quality of life of our patients. A clear focus on innovation and efficiency has helped us to **make high-quality healthcare accessible** to a steadily increasing number of people. Yet we never get complacent about our successes, and never stop looking for better solutions: this is how Fresenius is contributing to **medical progress** and better patient care.

**Success in our businesses** is the foundation for everything we do. Only an economically strong company can afford to make the continuing investments essential to providing high-quality yet affordable healthcare. This is how we are meeting our social responsibility and our commitment to patients, while ensuring that Fresenius remains successful over the long term.

We will continue to look ahead, finding new ways to help our patients even more and to help even more patients around the world. That is why Fresenius is **Forward Thinking Healthcare**.

## FRESENIUS GROUP IN FIGURES (U.S. GAAP)

€ millions	2016	2015	2014
<b>Sales and Earnings</b>			
Sales	<b>29,083</b>	27,626	23,231
EBIT	<b>4,327</b>	3,958	3,158
EBIT margin	<b>14.9 %</b>	14.3 %	13.6 %
Net income	<b>1,593</b>	1,423	1,086
Operating cash flow	<b>3,574</b>	3,327	2,585
<b>Balance sheet</b>			
Total assets	<b>46,447</b>	42,959	39,788
Equity ratio	<b>44 %</b>	42 %	39 %
Debt ratio <sup>1</sup>	<b>2.34</b>	2.68	3.24
Investments	<b>2,547</b>	2,029	3,795
Employees (Dec. 31) <sup>2</sup>	<b>232,873</b>	222,305	216,275
<b>Share</b>			
Number of shares	<b>547,208,371</b>	545,727,950	541,532,600
Market capitalization	<b>40,636</b>	36,002	23,373
Per share in €:			
Dividend	<b>0.62<sup>3</sup></b>	0.55	0.44
Earnings	<b>2.92</b>	2.61	2.01

Some figures adjusted for special items

<sup>1</sup> Net debt/EBITDA

<sup>2</sup> Following the closing of the Quirónsalud acquisition in January 2017, Fresenius has more than 260,000 employees.

<sup>3</sup> Subject to approval by the Annual General Meeting on May 12, 2017



## SALES BY BUSINESS SEGMENT

€ millions	2016	2015	Change
Fresenius Medical Care	<b>16,181</b>	15,086	7 %
Fresenius Kabi	<b>6,007</b>	5,950	1 %
Fresenius Helios	<b>5,843</b>	5,578	5 %
Fresenius Vamed	<b>1,160</b>	1,118	4 %



DIALYSIS PRODUCTS,  
HEALTH CARE SERVICES  
(DIALYSIS SERVICES  
AND CARE COORDINATION)

Fresenius Medical Care is the world's largest provider of **products and services** for individuals with **renal diseases** of which around 3 million patients worldwide regularly undergo dialysis treatment. Through its network of more than 3,500 dialysis clinics, Fresenius Medical Care provides dialysis treatments for over 300,000 patients around the globe. Fresenius Medical Care is also the leading provider of dialysis products such as dialysis machines or dialyzers. Along with the core business, the company focuses on expanding the range of additional medical services in the field of Care Coordination.

## KEY FIGURES

	2016 US\$ millions	2015 US\$ millions	Change
Sales	17,911	16,738	7 %
EBIT	2,638	2,327	13 %
Net income	1,243	1,029	21 %
Operating cash flow	2,140	1,960	9 %
Capital expenditure/acquisitions	1,887	1,380	37 %
R & D expenses	162	140	16 %
Employees (December 31)	116,120	110,242	5 %

Some figures adjusted for special items

Net income = Net income attributable to the parent company of the respective business segment

Fresenius Kabi is a global healthcare company that specializes in medicines and technologies for **infusion, transfusion** and **clinical nutrition**. The company's products and services are used to help care for critically and chronically ill patients. Fresenius Kabi's product portfolio comprises a comprehensive range of I.V. generic drugs, infusion therapies and clinical nutrition products as well as the medical devices for administering these products. Within transfusion technologies, Fresenius Kabi offers products for collection and processing of blood components and for therapeutic treatment of patient blood by apheresis systems.

## KEY FIGURES

	2016 € millions	2015 € millions	Change
Sales	<b>6,007</b>	5,950	1 %
EBIT	<b>1,224</b>	1,189	3 %
Net income	<b>716</b>	669	7 %
Operating cash flow	<b>991</b>	913	9 %
Capital expenditure/acquisitions	<b>436</b>	389	12 %
R & D expenses	<b>353</b>	336	5 %
Employees (December 31)	<b>34,917</b>	33,195	5 %

Fresenius Helios is **Europe's leading private hospital operator**, with more than 100,000 employees. Fresenius Helios owns and operates HELIOS hospitals in Germany and Quirónsalud hospitals in Spain. Both HELIOS and Quirónsalud are the largest private hospital operators in their respective national markets. HELIOS owns more than 100 hospitals across Germany – including maximum care facilities in Berlin, Duisburg, Erfurt, Krefeld, Schwerin, Wiesbaden and Wuppertal. Quirónsalud operates over 40 hospitals, about 40 outpatient centers and some 300 occupational risk prevention centers.

## KEY FIGURES

	2016 € millions	2015 € millions	Change
Sales	5,843	5,578	5 %
EBIT	682	640	7 %
Net income	543	483	12 %
Operating cash flow	622	618	1 %
Capital expenditure/acquisitions	390	376	4 %
Employees (December 31) <sup>1</sup>	72,687	69,728	4 %

<sup>1</sup> Following the closing of the Quirónsalud acquisition in January 2017, Fresenius Helios has more than 100,000 employees.



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PROJECTS AND SERVICES  
FOR HOSPITALS AND  
OTHER HEALTH CARE FACILITIES

Fresenius Vamed is a global provider of services in **planning, constructing** and **managing health care facilities**. With its approach of “everything from one source,” the company offers a complete value chain to achieve and maintain efficiency at every stage: from project development, planning and turnkey construction to facility and total operational management. Headquartered in Vienna, Austria, Fresenius Vamed boasts a track record of more than 800 completed health care projects in around 80 countries since its founding in 1982.

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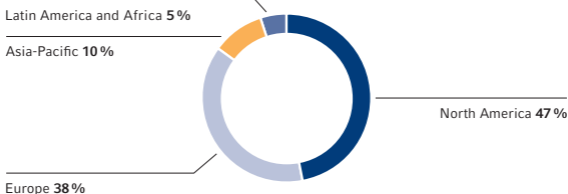
## KEY FIGURES

	2016 € millions	2015 € millions	Change
Sales	1,160	1,118	4 %
EBIT	69	64	8 %
Net income	45	44	2 %
Operating cash flow	27	53	-49 %
Capital expenditure/acquisitions	11	15	-27 %
Order intake	1,017	904	13 %
Employees (December 31)	8,198	8,262	-1 %

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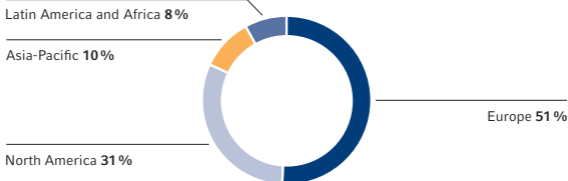
## SALES BY REGION



2016: €29.1 billion

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## EMPLOYEES BY REGION



2016: 232,873



### Corporate Headquarters

Else-Kröner-Strasse 1  
Bad Homburg  
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