Fresenius Helios CFO Update

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The Best of Both Worlds



Key Take-Aways

- Financials as of December 31, 2017 determined by local structures
- Sales and EBIT growth expected from combining the best of both worlds
- Growth supported by sharpened portfolio and investments

Where We Stand – Financials 2017: 1+1=2

(€ in millions)

Sales

EBIT

Net income

EBIT margin

Income statement

8,668

1,052

12.1%

728

Operating cash flow and Capex

Operating cash flow: 733

Capex: 415

Employees

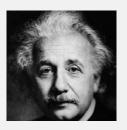
105,927

Meaningful Financial KPIs

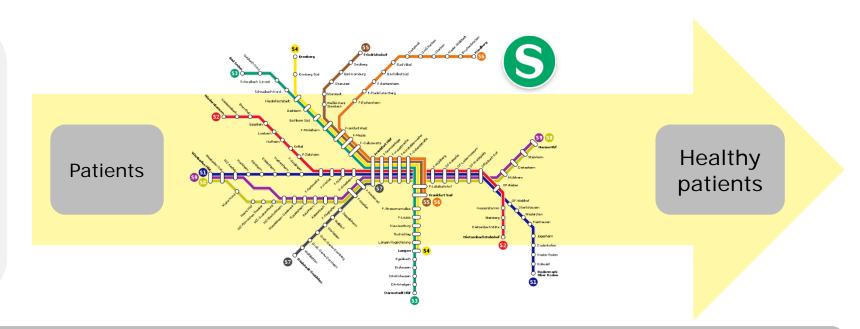
KPIs

Not everything that counts can be counted, and not everything that can be counted counts.

Albert Einstein (1879-1955)



Different Health Care Systems



Meaningful KPIs = KPIs that use **standardization** where possible and allow **differences** where necessary AND allow **inherent limitations** (i.e. patient first)

How Can 1+1 Be >2 in Sales?

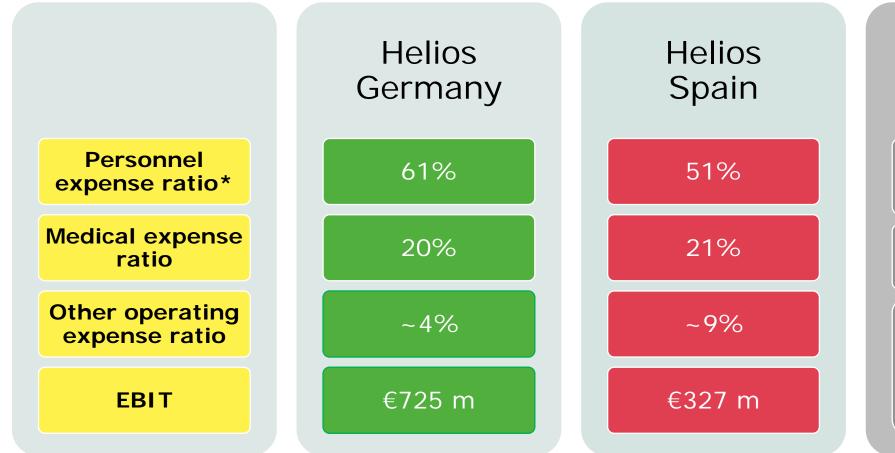
Sales Inpatient/ **Outpatient DRG-alike** revenues **DSO Bad debt expense** ratio (inpatients)

Helios Germany €6.1 bn 1.3 m/4.0 m 81% 52 0.2%

Helios Spain €2.6 bn 0.4 m/11.2 m 17% 138 0.2%

Helios.health Patient number and payor structure are different We use the knowledge of both systems to attract more patients. Sales 7

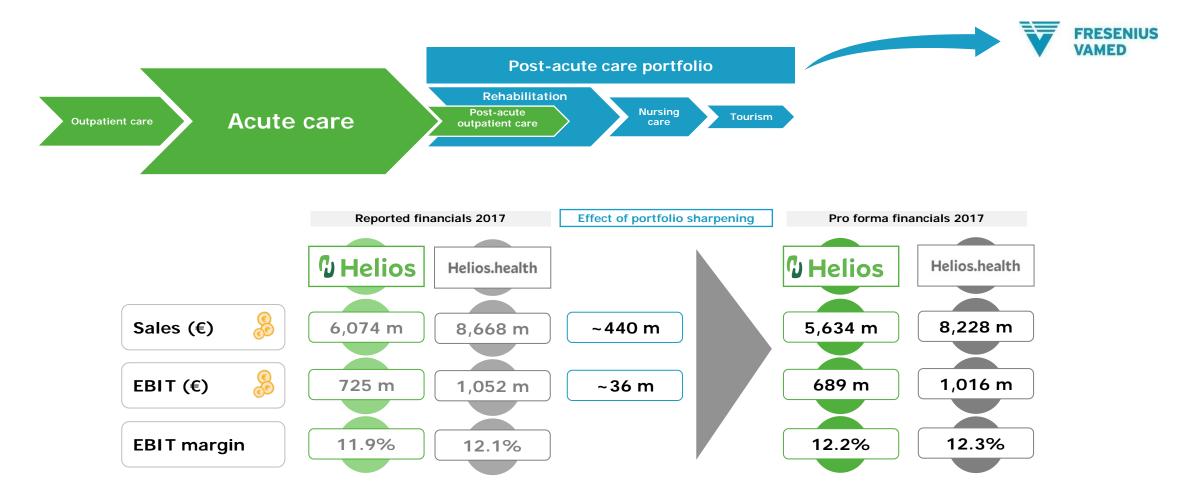
How Can 1+1 Be <2 on the Cost Side?



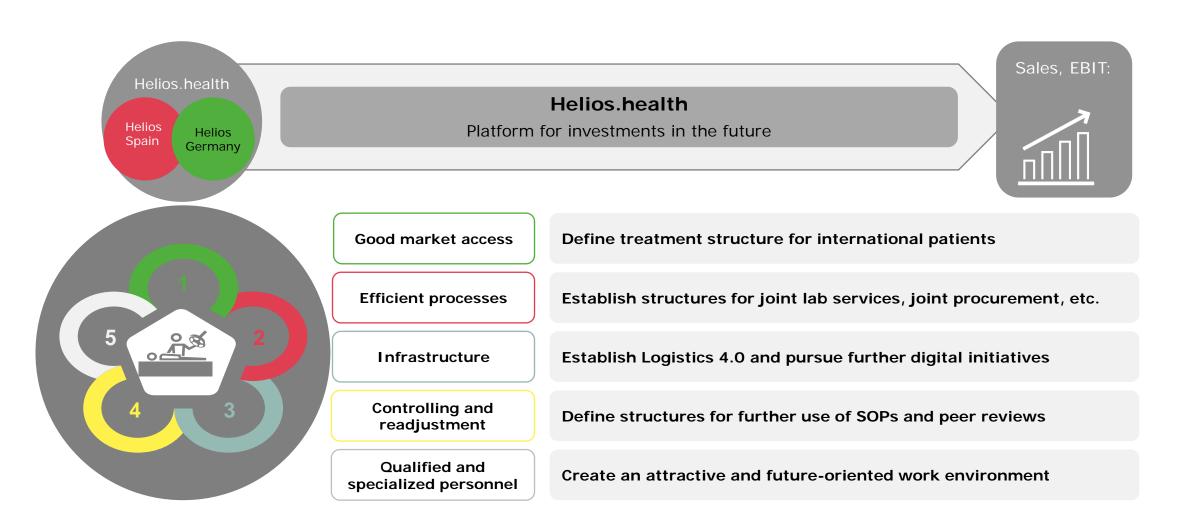
Helios.health Operating expenses amount to ~80-85% of sales These costs are adjustable in arrears only We use **best** practices from both countries to continuously look for synergies and efficiencies

^{*} Adjusted for mercantile doctors to be comparable

New Growth Prospects by Sharpening our Portfolio



1+1 Can Be >2 by Investing in the Future



Thank you