

# Wells Fargo Securities Healthcare Conference

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Boston

Sept 06, 2018

**Safe harbor statement:** This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, many of which cannot be predicted with accuracy or might not even be anticipated. The Company has based these forward-looking statements on current estimates and assumptions which we believe are reasonable and which are made to the best of our knowledge. Actual results could differ materially from those included in the forward-looking statements due to various risk factors and uncertainties, including changes in business, economic or competitive conditions, changes in reimbursement, regulatory compliance issues, regulatory reforms, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, cyber security issues and the availability of financing. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. These and other risks and uncertainties are discussed in detail in Fresenius Medical Care AG & Co. KGaA's (FMC AG & Co. KGaA) Annual Report on Form 20-F under the heading "Forward-Looking Statements" and under the headings in that report referred to therein, and in FMC AG & Co. KGaA's other reports filed with the Securities and Exchange Commission (SEC) and the Frankfurt Stock Exchange (Frankfurter Wertpapierbörse).

Forward-looking statements represent estimates and assumptions only as of the date that they were made. The information contained in this presentation is subject to change without notice and the company does not undertake any duty to update the forward-looking statements, and the estimates and assumptions associated with them, except to the extent required by applicable law and regulations.

If not mentioned differently the term net income after minorities refers to the net income attributable to the shareholders of Fresenius Medical Care AG Co. KGaA. The term EMEA refers to the region Europe, Middle East and Africa. Amounts are in Euro if not mentioned otherwise.

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# FY 2017 - Growth trend continued



+4% Clinics: 3,752



+4% Patients: 320,960



+4% Treatments: 48,269,144



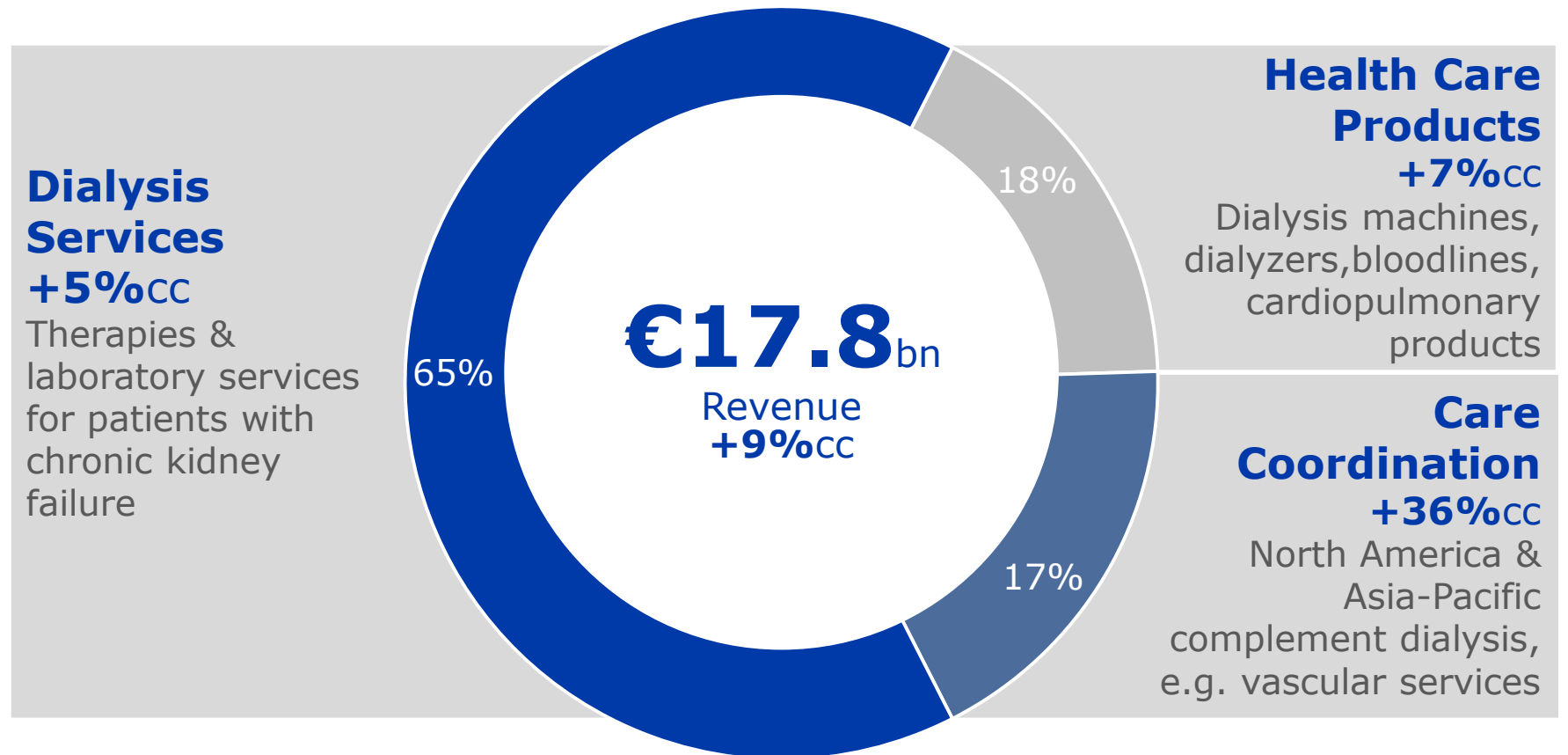
2018: 13% to 15% net income growth targeted<sup>1</sup>



2014-2020: High single digit net income growth CAGR<sup>1</sup>

<sup>1</sup> Details see chart 23 "Outlook"

# FY 2017: All business areas fueled our growth



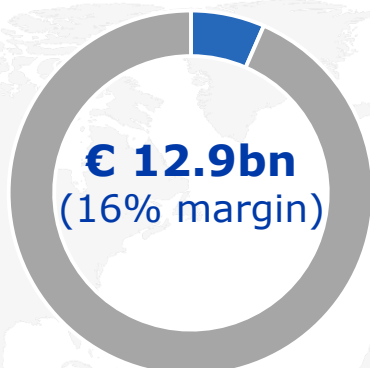
# FY 2017: Delivering across all regions

Service revenue  Product revenue

## North America

73% of total revenue

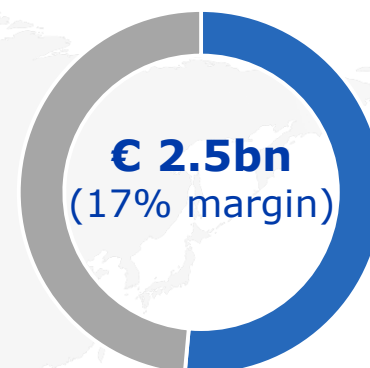
Patients	Clinics
~197,400	~2,400
+4%	+4%



## EMEA

14% of total revenue

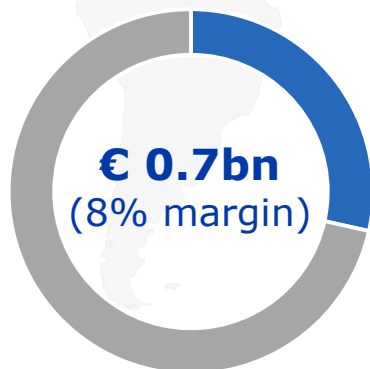
Patients	Clinics
~62,500	~750
+5%	+5%



## Latin America

4% of total revenue

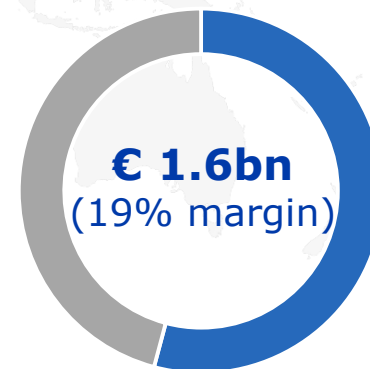
Patients	Clinics
~31,400	~232
+3%	+1%



## Asia-Pacific

9% of total revenue

Patients	Clinics
~29,700	~381
+1%	+2%

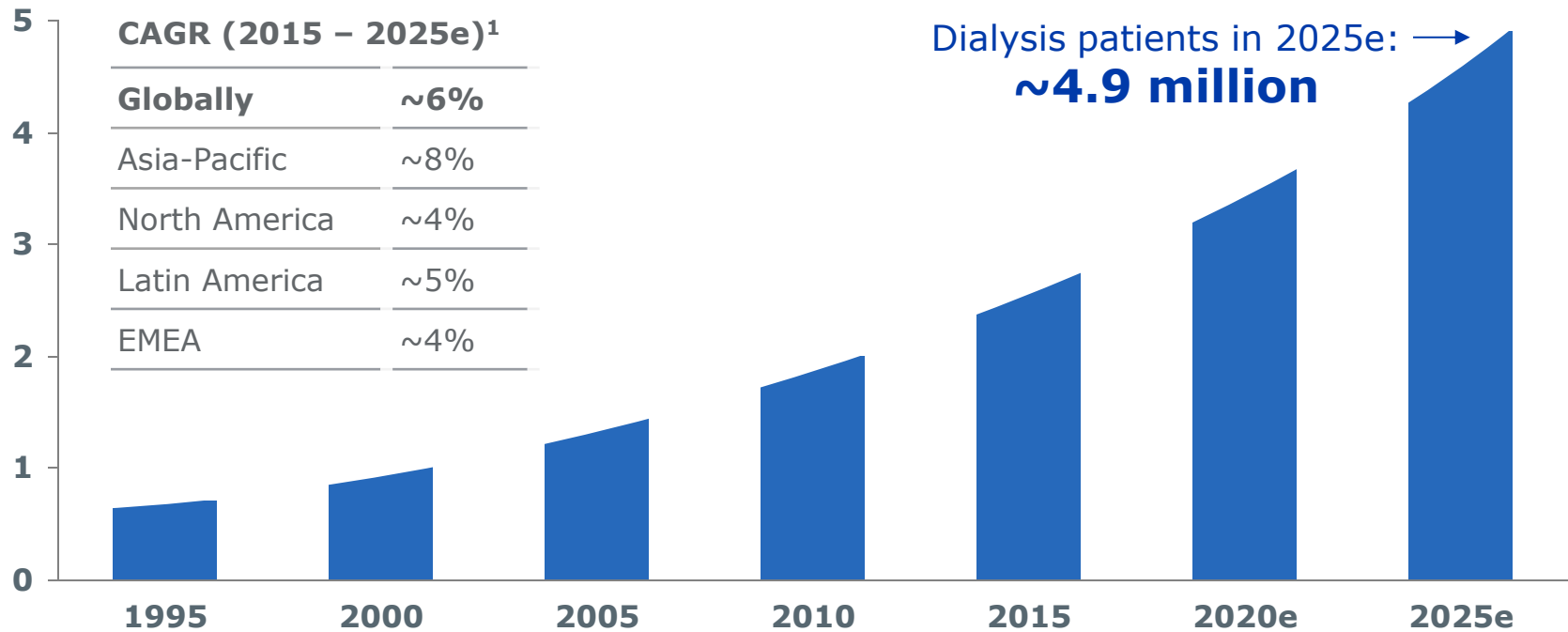


Segment revenue FY 2017, according to IFRS in EUR bn, number of patients and clinics as of YE 2017, yoy change

# Organic growth drivers

## Patient growth driven by

- ▶ age, lifestyle and higher life expectancy
- ▶ increasing wealth and access to medical treatments



<sup>1</sup> Internal estimates as of Dec. 31, 2017

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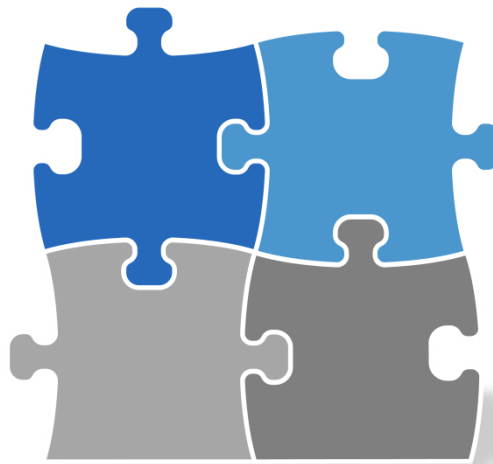




# Strategy – Core competencies

INNOVATING  
PRODUCTS

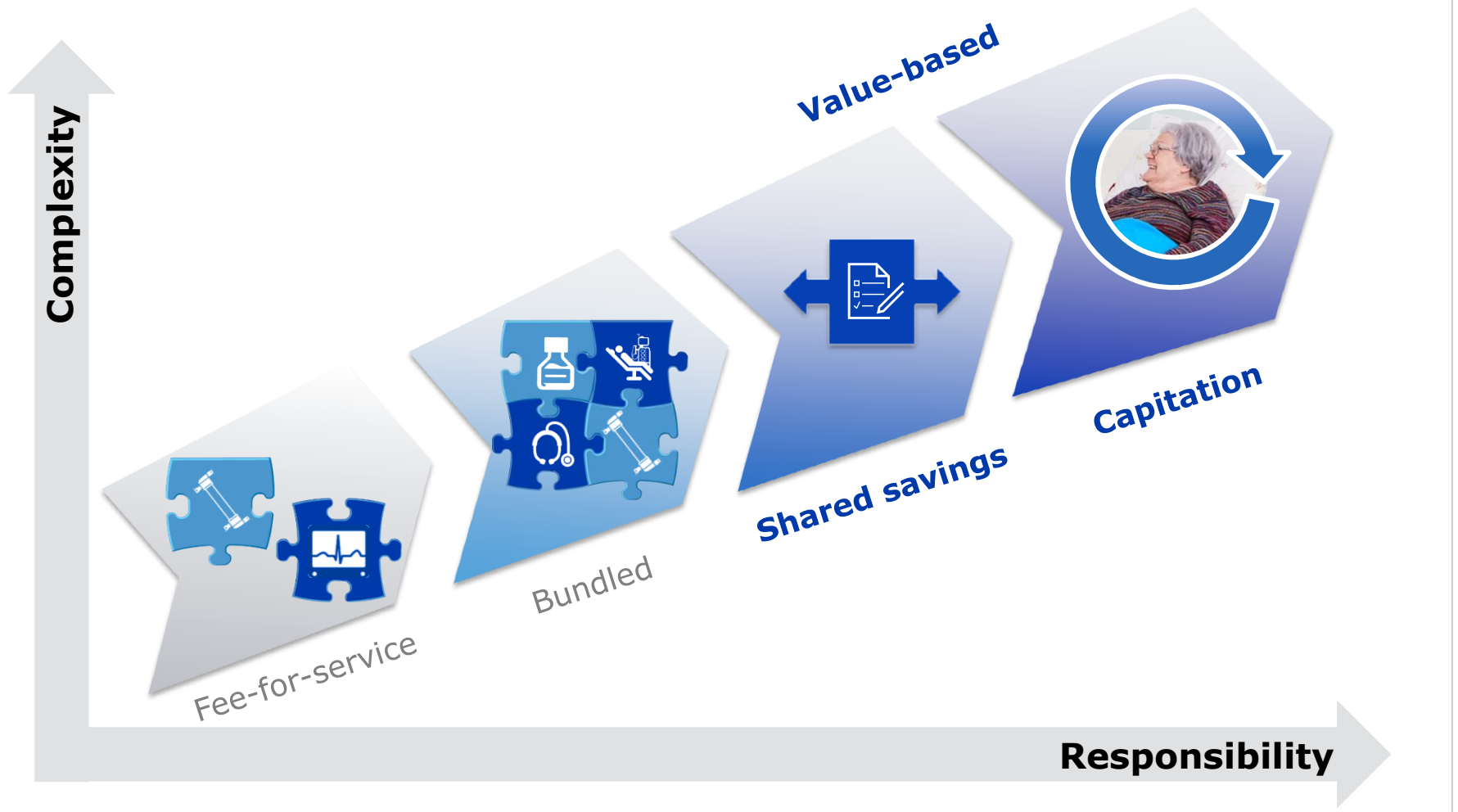
STANDARDIZING  
MEDICAL PROCEDURES



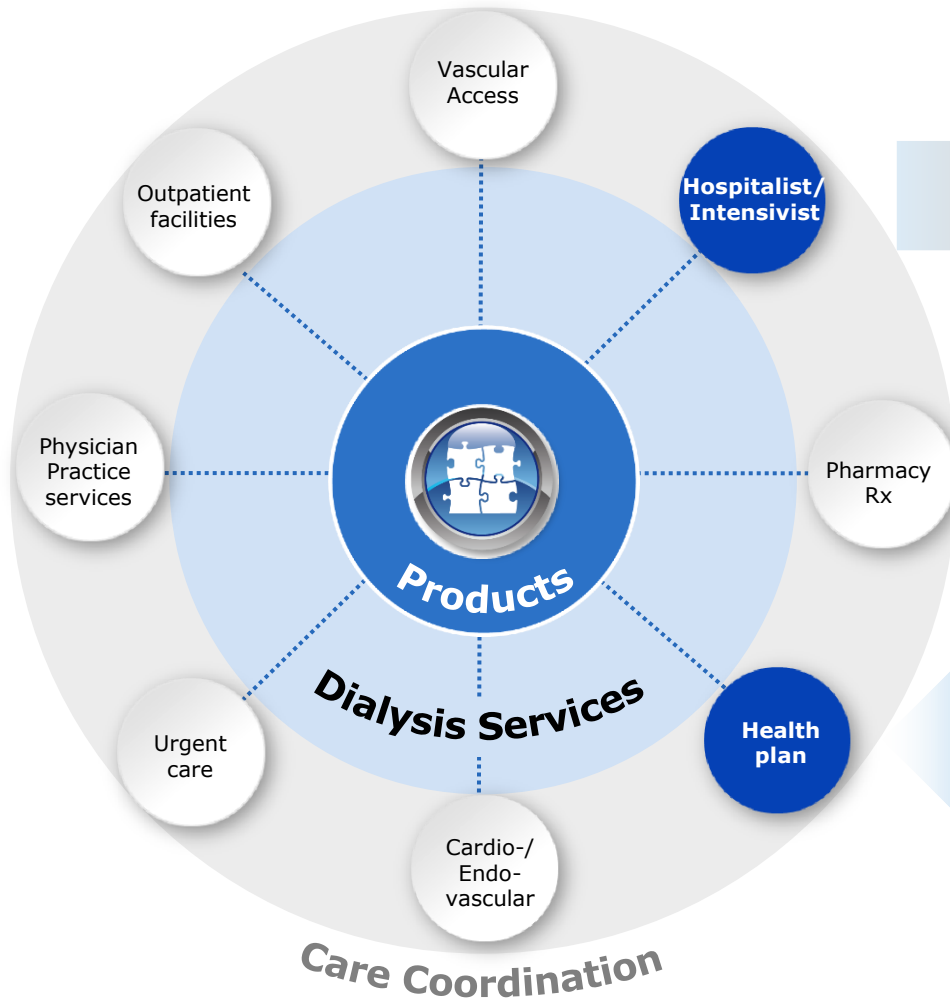
COORDINATING  
PATIENTS EFFICIENTLY

OPERATING  
OUTPATIENT FACILITIES

# Best-positioned for value-based future



# Focusing of Care Coordination strategy



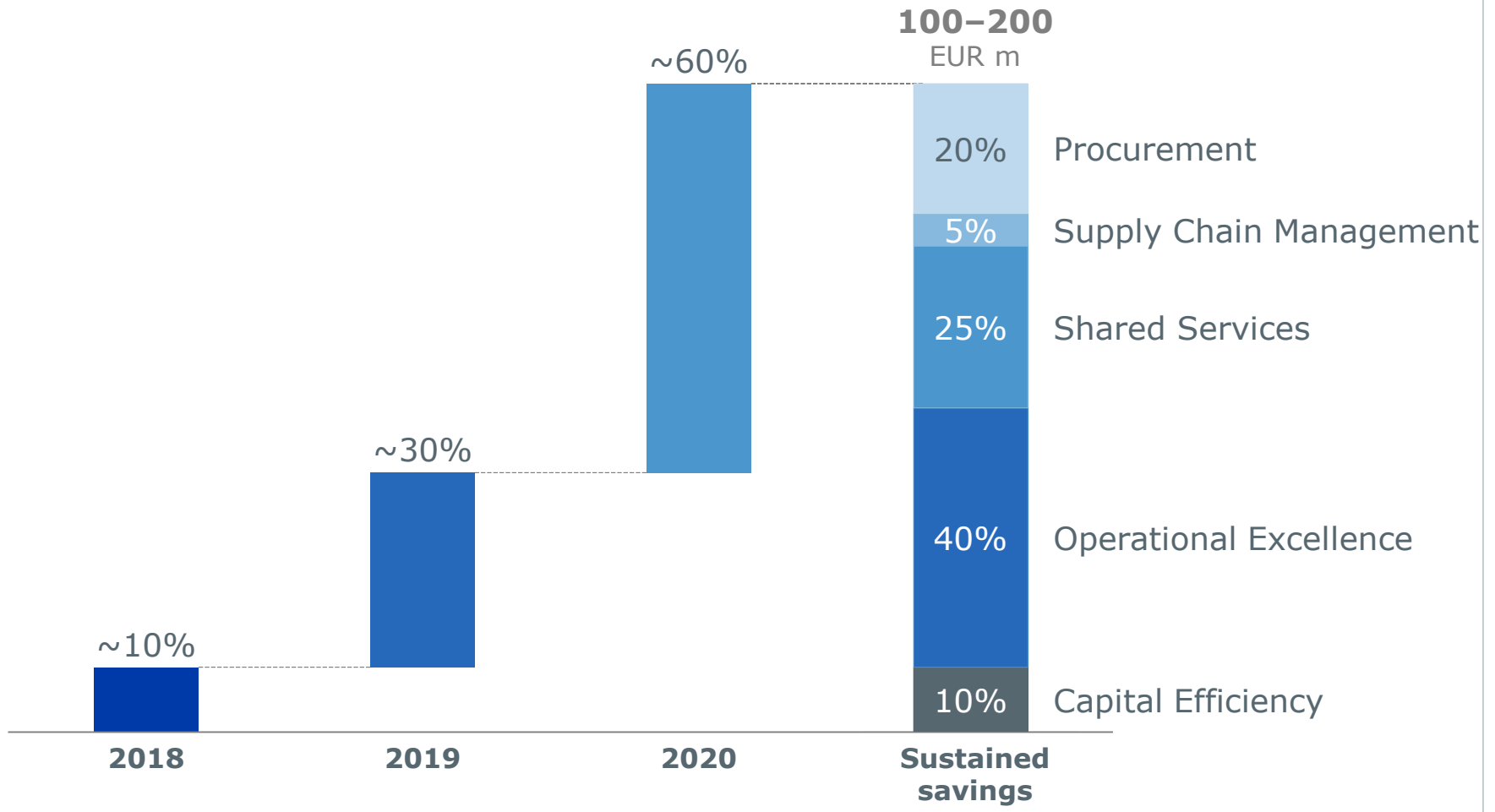
- ▶ Broadened expertise in value-based care programs
- ▶ First participation in shared savings program (BPCI)
- ▶ Gained experience in hospital patient coordination

## Applied knowledge

- ▶ Best positioned for value-based future
- ▶ 40,000 ESCO patients providing significant insight in health care treatments also outside dialysis
- ▶ Own Medicare Advantage Plan
- ▶ Sub-capitated agreements

# Global Efficiency Program

## GEP II – sustained savings 2018 - 2020



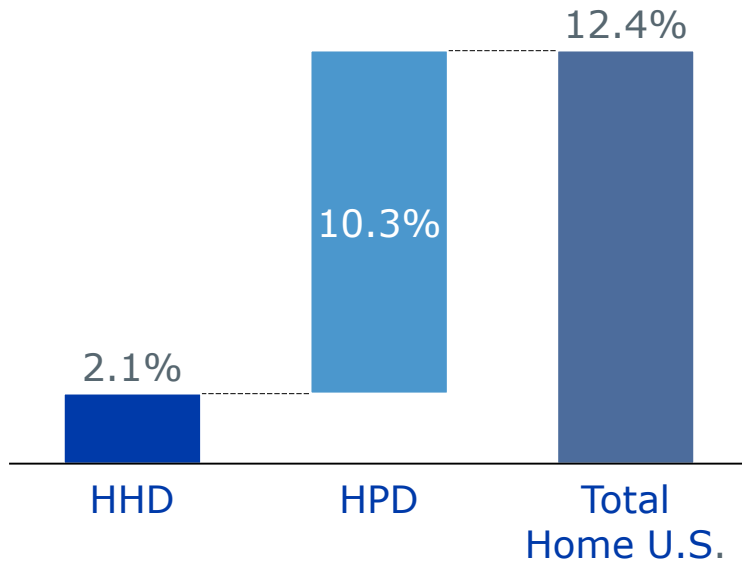
# Home Dialysis Segment: Opportunity



▶ Significant growth opportunity in home modalities

## Home dialysis treatment by modality in 2017

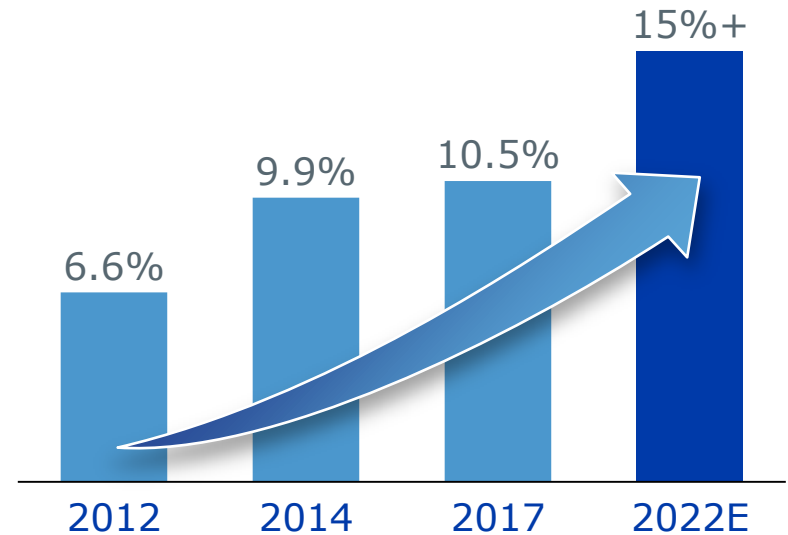
(in % of ESRD cases)



Data Source: Fresenius Medical Care

## FME home dialysis patients in the U.S.

(in % of FME patients in the U.S.)



Data Source: Fresenius Medical Care

# Home Dialysis Segment: Increasing Penetration

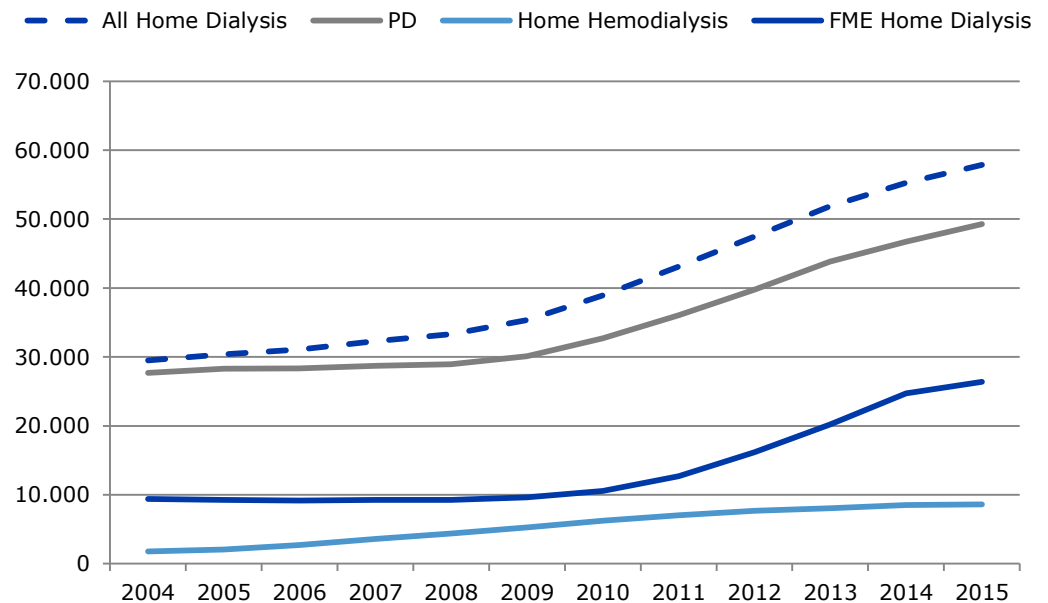


- ▶ Address the evolving needs and expectations of patients
- ▶ 82% of patients and families fully educated on their treatment options would select a home modality<sup>1</sup>

## Home dialysis advantages

- ▶ More engaged patients, taking responsibility for their wellbeing while reducing cost of care supporting our value based strategy
- ▶ Flexibility to tailor the therapy around the patient's lifestyle while delivering positive clinical results
- ▶ Higher patient satisfaction in home environment

## Trends in home dialysis in the U.S. (number of ESRD cases in thousands) 2004-2015<sup>2</sup>



Data Source: [https://www.usrds.org/2017/view/v2\\_01.aspx](https://www.usrds.org/2017/view/v2_01.aspx) (figure 1.15)

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## Q2 2018: Highlights

- ▶ Results continue to be impacted by strong currency headwinds
- ▶ Solid organic growth across the board, North America products business continues strong performance
- ▶ Care Coordination margin improvement and revenue decline as expected
- ▶ Calcimimetics continue to evolve
- ▶ Efficient divestment of Sound Physicians
- ▶ ESRD PPS draft rule for 2019 proposes increase of 1.7%



## Q2 2018: Net income growth as expected<sup>1</sup>

	Q2 2018 € million	Q2 2017 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>4,214</b>	<b>4,471</b>	<b>(6)</b>	<b>2</b>
Revenue on a comparable basis	4,214	4,340	(3)	5
Revenue adjusted	4,214	4,342	(3)	5
<b>EBIT</b>	<b>1,401</b>	<b>583</b>	<b>140</b>	<b>162</b>
EBIT on a comparable basis	568	583	(3)	4
EBIT adjusted	568	591	(4)	2
<b>Net income</b>	<b>994</b>	<b>269</b>	<b>270</b>	<b>303</b>
Net income on a comparable basis	308	269	15	22
Net income adjusted	273	274	0	6

- ▶ Revenue growth on a comparable basis accelerated in Q2 to 5%cc
- ▶ Net income growth on a comparable basis further improved in Q2 to 22%cc

<sup>1</sup> For a detailed reconciliation please refer to chart 30

# Q2 2018: Organic growth across all regions

## North America

€ million

Revenue	2,971	0%cc
Organic growth		+3%

## Asia-Pacific

€ million

Revenue	422	+7%cc
Organic growth		+6%

## EMEA

€ million

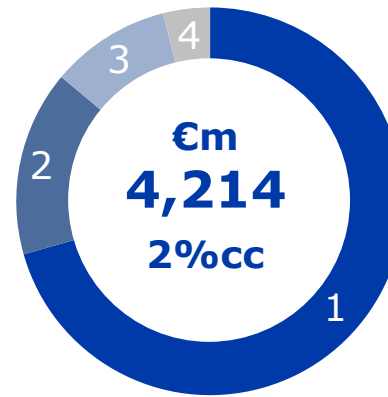
Revenue	652	+5%cc
Organic growth		+4%

## Latin America

€ million

Revenue	164	+11%cc
Organic growth		+10%

- ▶ Contributions from all regions to organic growth
- ▶ North America growth impacted by currency headwinds and expected lower Care Coordination revenue

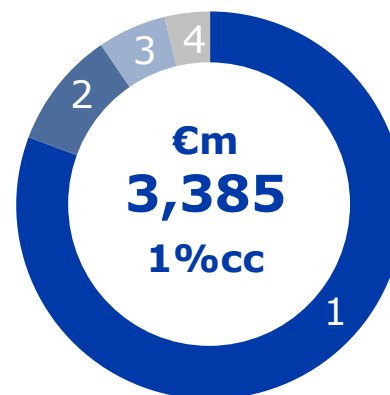


1	North America	71%
2	EMEA	15%
3	Asia-Pacific	10%
4	Latin America	4%

# Q2 2018 Services: Organic growth accelerated

Revenue	Q2 2018 € million	Q2 2017 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
<b>Total</b>	<b>3,385</b>	<b>3,649</b>	<b>(7)</b>	<b>1</b>	<b>3</b>	<b>3</b>
North America	2,761	3,017	(8)	(1)	2	2
of which Care Coordination	529	698	(24)	(18)	(22)	-
EMEA	315	310	2	5	3	3
Asia-Pacific	191	191	0	7	6	7
of which Care Coordination	49	39	24	32	12	-
Latin America	118	131	(10)	15	12	1

- ▶ North American Care Coordination business impacted by decline in the pharmacy business and implementation of IFRS 15
- ▶ Growth in Asia-Pacific strongly supported by organic growth

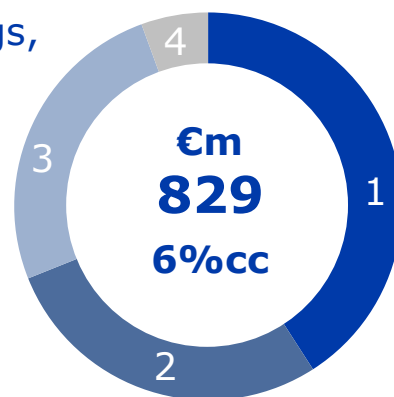


1	North America	82%
2	EMEA	9%
3	Asia-Pacific	6%
4	Latin America	3%

# Q2 2018 Products: Solid growth continued

	Q2 2018 € million	Q2 2017 € million	Growth in %	Growth in %cc
<b>Total Health Care Products</b>	<b>829</b>	<b>822</b>	<b>1</b>	<b>6</b>
<b>Dialysis Products</b>	<b>811</b>	<b>801</b>	<b>1</b>	<b>6</b>
North America	210	208	1	10
EMEA	319	311	2	5
Asia-Pacific	231	226	2	6
Latin America	46	52	(12)	2
<b>Non-Dialysis Products</b>	<b>18</b>	<b>21</b>	<b>(8)</b>	<b>(8)</b>

- ▶ North America: Higher sales of renal drugs, machines and HD solutions/concentrates
- ▶ EMEA: Increased sales of dialyzers, machines, bloodlines, products for acute care and renal pharmaceuticals
- ▶ Asia-Pacific: Growth in sales of chronic HD products



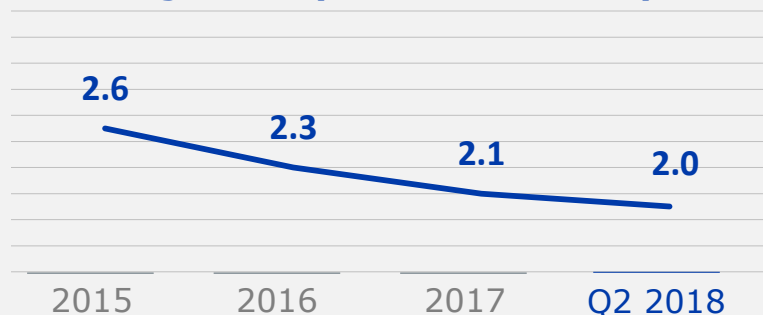
1	EMEA	41%
2	Asia-Pacific	28%
3	North America	25%
4	Latin America	6%

# Q2 2018: Cash flow & net leverage ratio

	Q2 2018 in € million	Q2 2017 in € million
<b>Operating cash flow</b>	<b>656</b>	<b>883</b>
in % of revenue	15.6%	19.7%
Capital expenditures, net	(227)	(193)
<b>Free cash flow</b>	<b>429</b>	<b>690</b>
Free cash flow, after acquisitions and investments	1,927	508

Days sales outstanding (DSO) at 82 days worldwide.

## Net leverage ratio (Net debt/EBITDA) <sup>1</sup>



## Current ratings<sup>2</sup>

	S&P	Moody's	Fitch
Rating	BBB-	Baa3	BBB-
Outlook	positive	stable	stable

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**Outlook**



# Outlook<sup>1</sup>

	<b>Targets 2018</b>	<b>2017 base</b> (in € million)
Revenue growth on a comparable basis	<b>5 to 7%</b>	16,739
Net income growth on a comparable basis	<b>13 to 15%</b>	1,242
Net income growth adjusted	<b>7 to 9%</b>	1,162
	<b>Targets 2020</b> (2014-2020, avg. % p.a.)	<b>2020</b> (in € billion)
Revenue growth	<b>~10%</b>	<b>24</b>
Net income growth	<b>high single digit</b>	

<sup>1</sup> Outlook based on constant currencies, excl. effects from NxStage acquisition and (gain) loss related to divestitures of Care Coordination activities. For a detailed reconciliation of 2017 & H1 2018 figures please refer to charts 28 & 36. Targets 2020 exclude the effects from IFRS 15 implementation, NxStage acquisition, Sound Physicians divestment and impacts from U.S. tax reform.

# Backup

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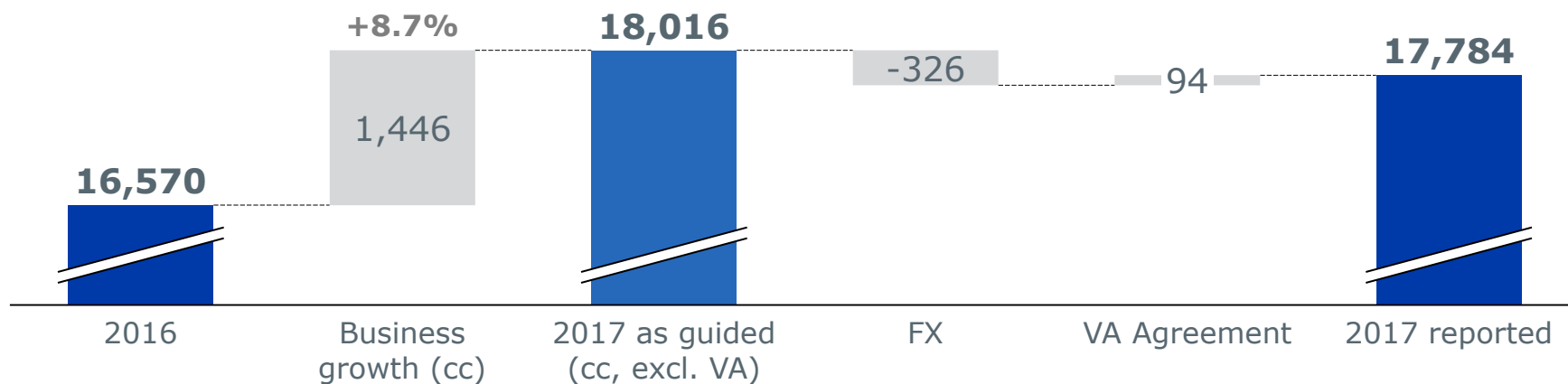
# FY 2017: Solid growth delivered

				Adjusted <sup>2</sup>			
	2017 € million	2016 € million	Growth in %	2017 € million	2016 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>17,784</b>	<b>16,570</b>	<b>7</b>	<b>17,690</b>	<b>16,570</b>	<b>7</b>	<b>9</b>
<b>Operating income (EBIT)</b>	<b>2,362</b>	<b>2,409</b>	<b>(2)</b>	<b>2,493</b>	<b>2,409</b>	<b>4</b>	<b>5</b>
<i>EBIT margin in %</i>	<i>13.3</i>	<i>14.5</i>	<i>(1.2)pp</i>	<i>14.1</i>	<i>14.5</i>	<i>(0.4)pp</i>	<i>(0.4)pp</i>
Net interest expense	354	366	(3)	354	366	(3)	(2)
Income before taxes	2,008	2,043	(2)	2,139	2,043	5	7
Income tax expense	454	623	(27)	663	623	6	9
<i>Tax rate in %</i>	<i>22.6</i>	<i>30.5</i>	<i>(7.9)pp</i>	<i>31.0</i>	<i>30.5</i>	<i>0.5pp</i>	<i>0.5pp</i>
Non-controlling interest	274	276	0	272	276	(1)	1
<b>Net income<sup>1</sup></b>	<b>1,280</b>	<b>1,144</b>	<b>12</b>	<b>1,204</b>	<b>1,144</b>	<b>5</b>	<b>7</b>

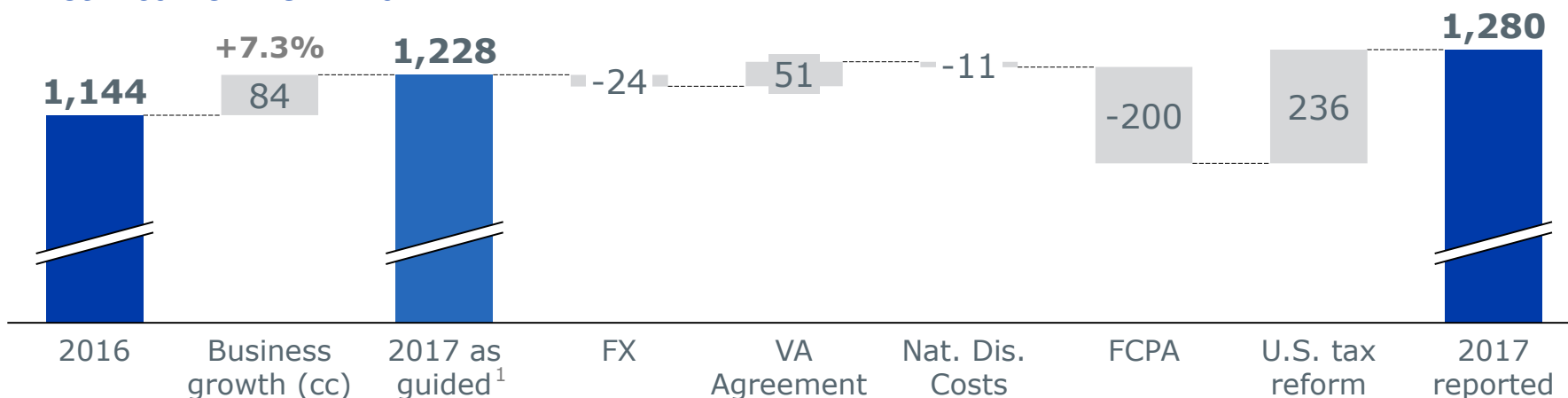
- ▶ Net interest expense decreased mainly driven by the replacement of interest bearing bonds and by debt instruments at lower interest rates
- ▶ Income tax expense decrease mainly resulted from the re-measurement of deferred tax balances following the U.S. tax reform

# FY 2017: Revenue and net income reconciliation

Revenue in € million



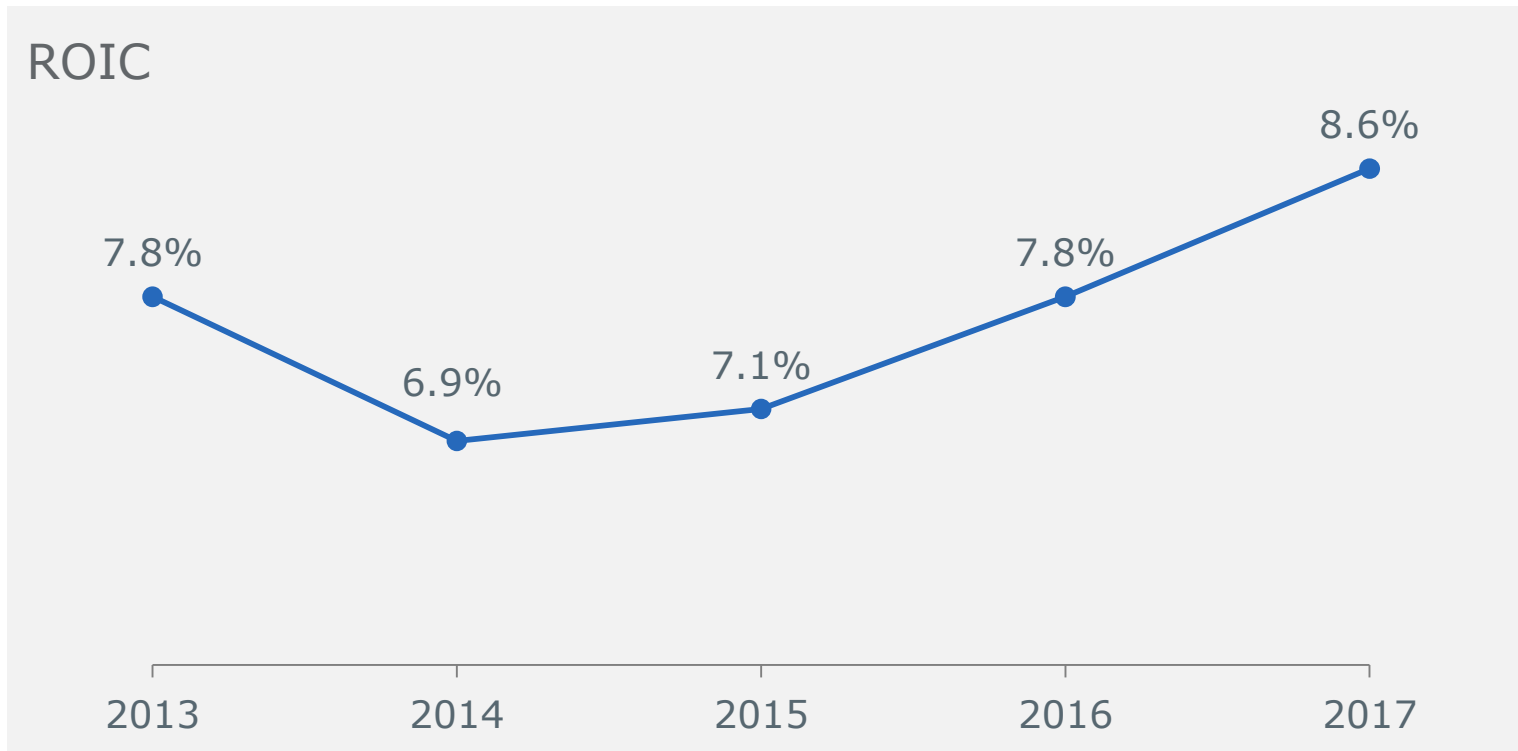
Net income in € million



<sup>1</sup> cc, excluding special items: VA agreement, Natural Disaster Costs, FCPA related charge & 2017 book gain from U.S. tax reform (details chart 27) | FX = translational foreign exchange effects | cc= constant currency

# Return on Invested Capital<sup>1</sup> (ROIC)

- ▶ ROIC to improve by 100 basis points from 2013 to 8.5–9.0% in 2020<sup>2</sup>



- ▶ Long-term value creation based on accretive acquisitions and organic growth

# Basis for targets 2018

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures.

€ million	2017	Targets 2018
<b>Revenue</b>	<b>17,784</b>	
Effect from IFRS 15 implementation	(486)	
Sound H2 2017 <sup>1</sup>	(559)	
<b>Revenue on a comparable basis</b>	<b>16,739</b>	<b>Growth: 5-7%cc</b>
<b>Net income<sup>2</sup></b>	<b>1,280</b>	
Sound H2 2017 <sup>1</sup>	(38)	
<b>Net income<sup>2</sup> on a comparable basis</b>	<b>1,242</b>	<b>Growth: 13-15%cc</b>
VA agreement <sup>3</sup>	(51)	
Natural Disaster Costs <sup>4</sup>	11	
FCPA related charge	200	
U.S. tax reform <sup>5</sup> (excl. Sound H2 2017 <sup>1</sup> )	(240)	
<b>Net income<sup>2</sup> adjusted</b>	<b>1,162</b>	<b>Growth: 7-9%cc</b>

<sup>1</sup> Contribution of Sound Physicians | <sup>2</sup> Attributable to shareholders of FME | <sup>3</sup> Agreement with the United States Departments of Veterans Affairs and Justice | <sup>4</sup> Three hurricanes and an earthquake | <sup>5</sup> Remeasurement of deferred tax balances as a result of U.S. tax reform

# Q2 2018: Profit and loss<sup>1</sup>

	Q2 2018 € million	Q2 2017 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>4,214</b>	<b>4,471</b>	<b>(6)</b>	<b>2</b>
Revenue on a comparable basis	4,214	4,340	(3)	5
Revenue adjusted	4,214	4,342	(3)	5
<b>EBIT</b>	<b>1,401</b>	<b>583</b>	<b>140</b>	<b>162</b>
<i>EBIT margin in %</i>	<b>33.3</b>	13.0	20.3pp	20.6pp
EBIT on a comparable basis	568	583	(3)	4
EBIT adjusted	568	591	(4)	2
<i>EBIT adjusted margin in %</i>	<b>13.5</b>	13.6	(0.1)pp	(0.3)pp
Net interest expense	84	95	(11)	(6)
Income before taxes	1,317	488	170	194
Income tax expense	262	150	74	91
<i>Tax rate in %</i>	<b>19.9</b>	30.8	(10.9)pp	(10.8)pp
Non-controlling interest	61	69	(12)	(4)
<b>Net income</b>	<b>994</b>	<b>269</b>	<b>270</b>	<b>303</b>
Net income on a comparable basis	308	269	15	22
Net income adjusted	273	274	0	6

<sup>1</sup> For a detailed reconciliation please refer to chart 29

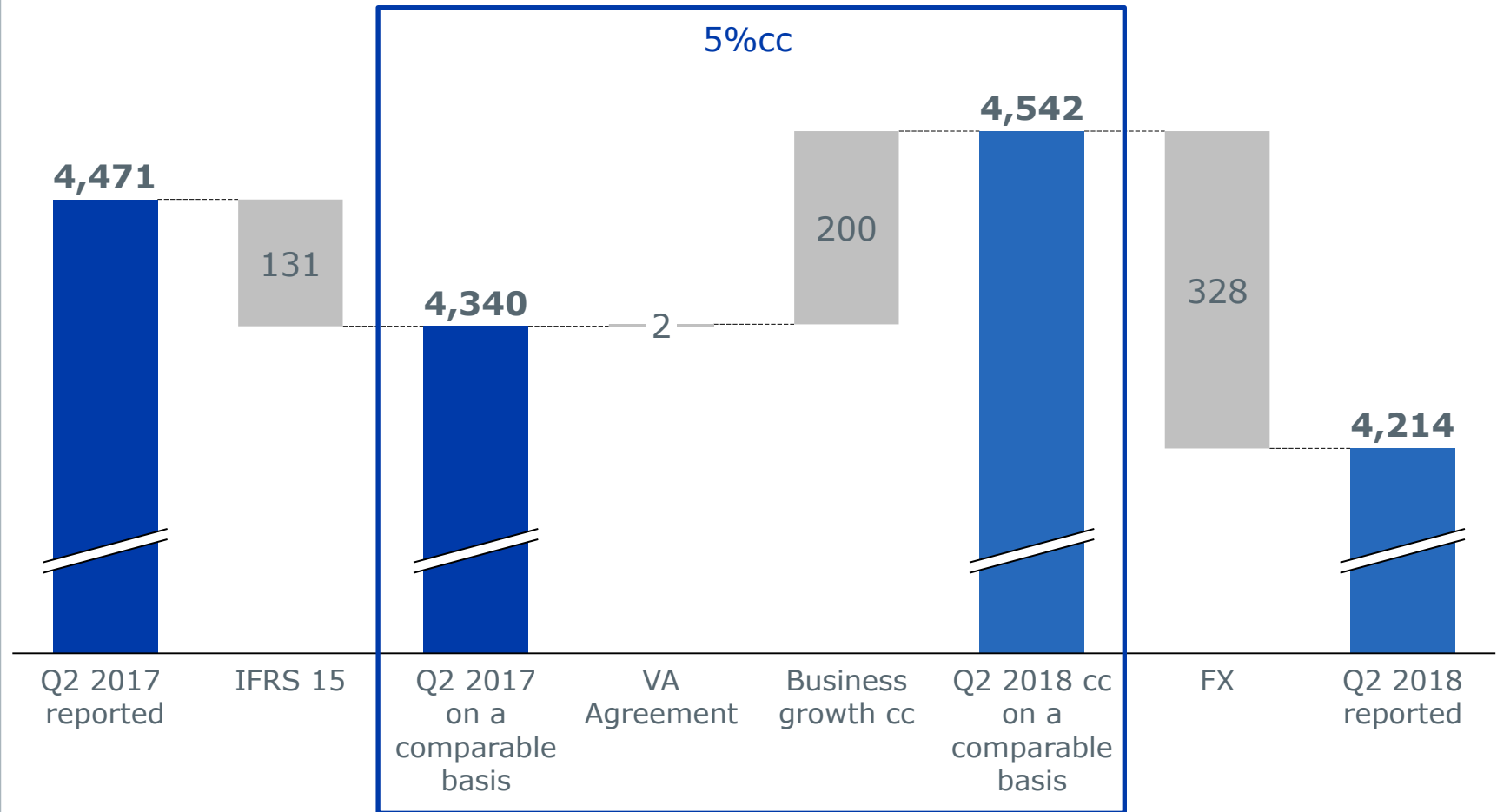
# Q2 2018: Reconciliation adjustments

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures

€ million	Q2 2017	Q2 2018	Growth in %	Growth in %cc
<b>Revenue</b>	<b>4,471</b>	<b>4,214</b>	<b>(6)</b>	<b>2</b>
Effect from IFRS 15 implementation	(131)			
<b>Revenue on a comparable basis</b>	<b>4,340</b>	<b>4,214</b>	<b>(3)</b>	<b>5</b>
VA Agreement	2			
<b>Revenue adjusted</b>	<b>4,342</b>	<b>4,214</b>	<b>(3)</b>	<b>5</b>
<b>Operating income (EBIT)</b>	<b>583</b>	<b>1,401</b>	<b>140</b>	<b>162</b>
(Gain) loss related to divestitures of Care Coordination activities		(833)		
<b>EBIT on a comparable basis</b>	<b>583</b>	<b>568</b>	<b>(3)</b>	<b>4</b>
VA Agreement	8			
<b>EBIT adjusted</b>	<b>591</b>	<b>568</b>	<b>(4)</b>	<b>2</b>
<b>Net income</b>	<b>269</b>	<b>994</b>	<b>270</b>	<b>303</b>
(Gain) loss related to divestitures of Care Coordination activities		(686)		
<b>Net income on a comparable basis</b>	<b>269</b>	<b>308</b>	<b>15</b>	<b>22</b>
VA Agreement	5			
U.S. tax reform		(35)		
<b>Net income adjusted</b>	<b>274</b>	<b>273</b>	<b>0</b>	<b>6</b>

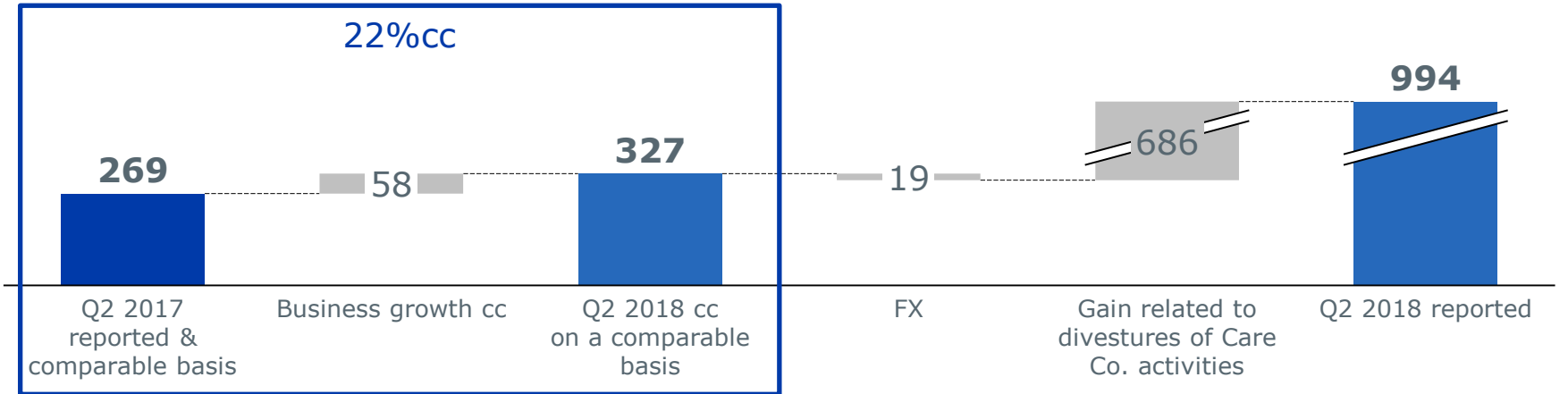
# Q2 2018: Revenue growth on track

Revenue on a comparable basis, € million – target: 5-7%cc growth

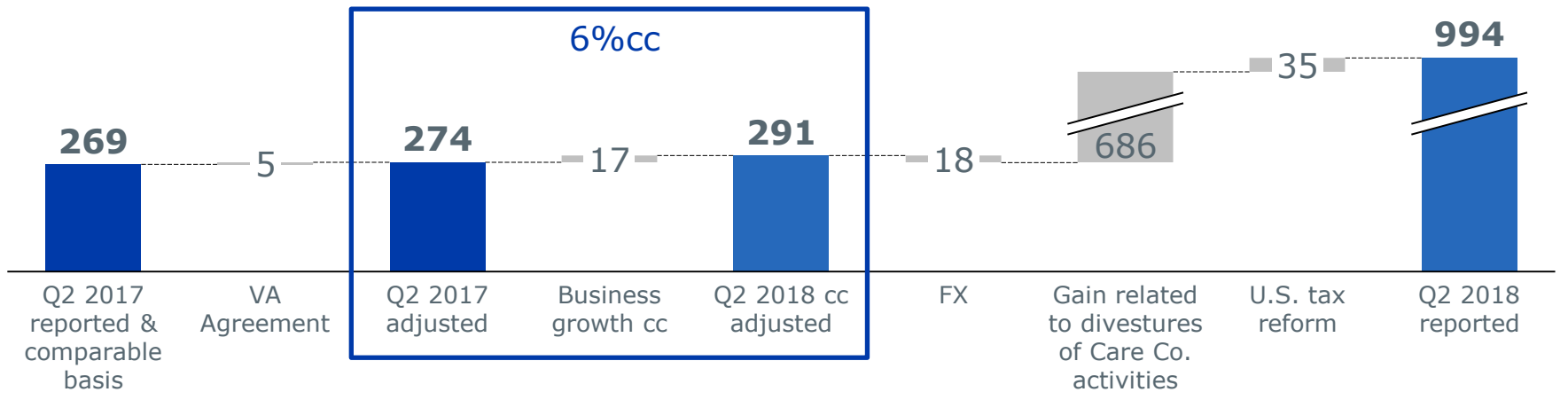


# Q2 2018: Net income growth

Net income on a comparable basis, € million – target: 13–15%cc growth



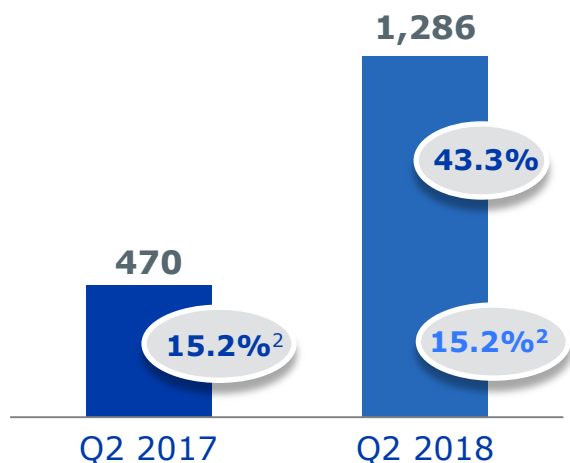
Net income adjusted, € million – target: 7–9%cc growth





# Q2 2018: Regional margin profile

North America (70% of EBIT<sup>1,2</sup>)



## ► Solid Dialysis business margin of 17.1% reflects

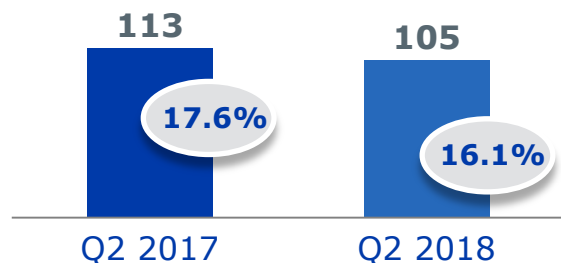
- Negative: lower revenue from commercial payors, higher implicit price concessions (IFRS 15), the implementation of the PAMA oral-only provision as well as increased property and other occupancy related costs
- Positive: lower costs for Health Care supplies and implementation of IFRS 15
- U.S. revenue per treatment, adj. for IFRS 15, increased to \$354 (Q2 2017: \$341); U.S. cost per treatment, adj. for IFRS 15, increased to \$286 (Q2 2017: \$272)

## ► Care Coordination margin of 6.7%<sup>2</sup> reflects

- Positive: prior year change in fair value of subsidiary share-based compensation, pharmacy services, the implementation of the PAMA oral-only provision and lower bad debt expense
- Negative: lower reimbursement for cardiovascular and endovascular services

# Q2 2018: Regional margin profile

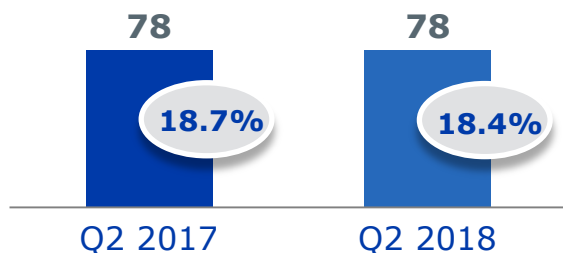
## EMEA (16% of EBIT<sup>1,2</sup>)



### ▶ Operating profit margin development reflects

- Negative: lower income from equity method investees, higher personnel costs in certain countries, increased bad debt expense

## Asia-Pacific (12% of EBIT<sup>1,2</sup>)

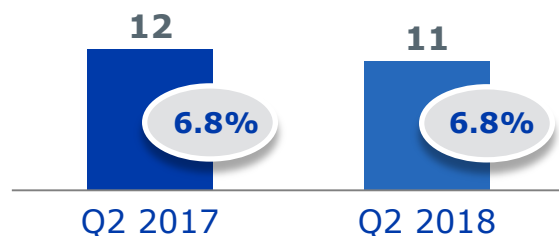


### ▶ Operating profit margin development impacted by

- Negative: foreign currency transaction effects and increased costs related to business growth (mainly China)

### ▶ Care Coordination margin of 11.8% positively impacted by acquisitions

## Latin America (2% of EBIT<sup>1,2</sup>)



### ▶ Operating profit margin development reflects

- Positive: foreign currency translation effects
- Negative: higher bad debt expense

# H1 2018: Profit and loss<sup>1</sup>

	H1 2018 € million	H1 2017 € million	Growth in %	Growth in %cc
<b>Revenue</b>	<b>8,189</b>	<b>9,019</b>	<b>(9)</b>	<b>0</b>
Revenue on a comparable basis	8,189	8,749	(6)	3
Revenue adjusted	8,189	8,651	(5)	4
<b>EBIT</b>	<b>1,898</b>	<b>1,235</b>	<b>54</b>	<b>68</b>
<i>EBIT margin in %</i>	<i>23.2</i>	<i>13.7</i>	<i>9.5pp</i>	<i>9.3pp</i>
EBIT on a comparable basis	<b>1,078</b>	1,235	(13)	(5)
EBIT adjusted	<b>1,078</b>	1,144	(6)	3
<i>EBIT adjusted margin in %</i>	<i>13.2</i>	<i>13.2</i>	<i>0.0pp</i>	<i>(0.2pp)</i>
Net interest expense	<b>164</b>	188	(12)	(5)
Income before taxes	<b>1,734</b>	1,047	66	82
Income tax expense	<b>349</b>	332	5	15
<i>Tax rate in %</i>	<i>20.1</i>	<i>31.7</i>	<i>(11.6)pp</i>	<i>(11.5)pp</i>
Non-controlling interest	<b>112</b>	138	(19)	(9)
<b>Net income</b>	<b>1,273</b>	<b>577</b>	<b>121</b>	<b>141</b>
Net income on a comparable basis	<b>599</b>	577	4	13
Net income adjusted	<b>517</b>	523	(1)	7

<sup>1</sup> For a detailed reconciliation please refer to chart 35

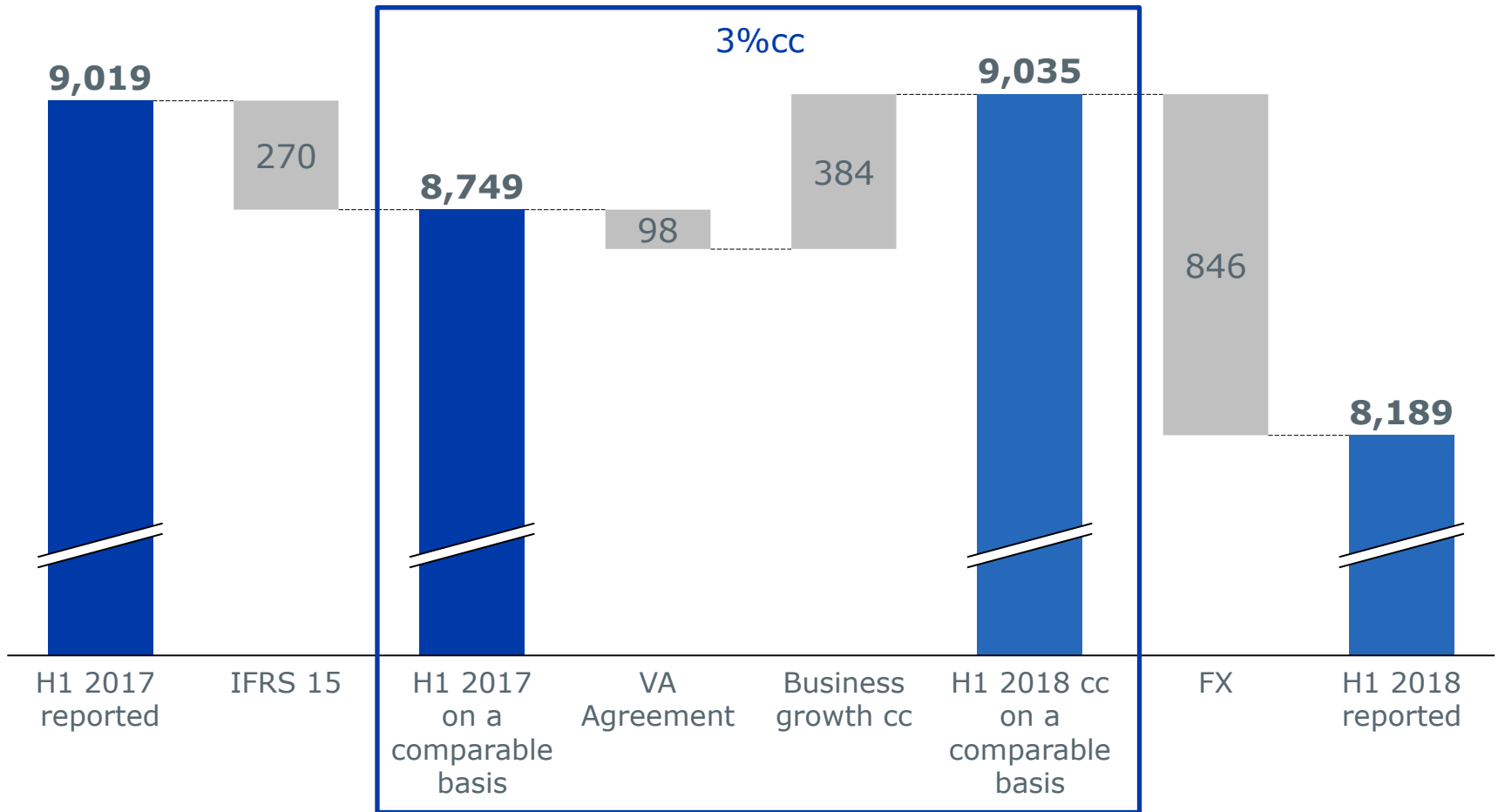
# H1 2018: Reconciliation adjustments

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures

€ million	H1 2017	H1 2018	Growth in %	Growth in %cc
<b>Revenue</b>	<b>9,019</b>	<b>8,189</b>	<b>(9)</b>	<b>0</b>
Effect from IFRS 15 implementation	(270)			
<b>Revenue on a comparable basis</b>	<b>8,749</b>	<b>8,189</b>	<b>(6)</b>	<b>3</b>
VA Agreement	(98)			
<b>Revenue adjusted</b>	<b>8,651</b>	<b>8,189</b>	<b>(5)</b>	<b>4</b>
<b>Operating income (EBIT)</b>	<b>1,235</b>	<b>1,898</b>	<b>54</b>	<b>68</b>
(Gain) loss related to divestitures of Care Coordination activities		(820)		
<b>EBIT on a comparable basis</b>	<b>1,235</b>	<b>1,078</b>	<b>(13)</b>	<b>(5)</b>
VA Agreement	(91)			
<b>EBIT adjusted</b>	<b>1,144</b>	<b>1,078</b>	<b>(6)</b>	<b>3</b>
<b>Net income</b>	<b>577</b>	<b>1,273</b>	<b>121</b>	<b>141</b>
(Gain) loss related to divestitures of Care Coordination activities		(674)		
<b>Net income on a comparable basis</b>	<b>577</b>	<b>599</b>	<b>4</b>	<b>13</b>
VA Agreement	(54)			
U.S. tax reform		(82)		
<b>Net income adjusted</b>	<b>523</b>	<b>517</b>	<b>(1)</b>	<b>7</b>

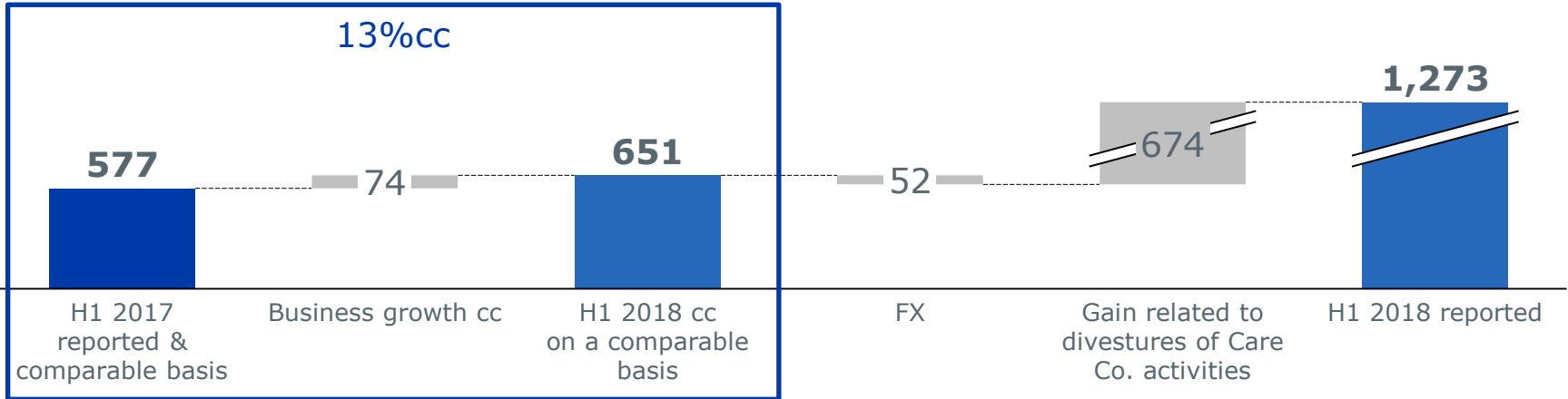
# H1 2018: Revenue reconciliation

Revenue on a comparable basis, € million – target: 5-7%cc growth

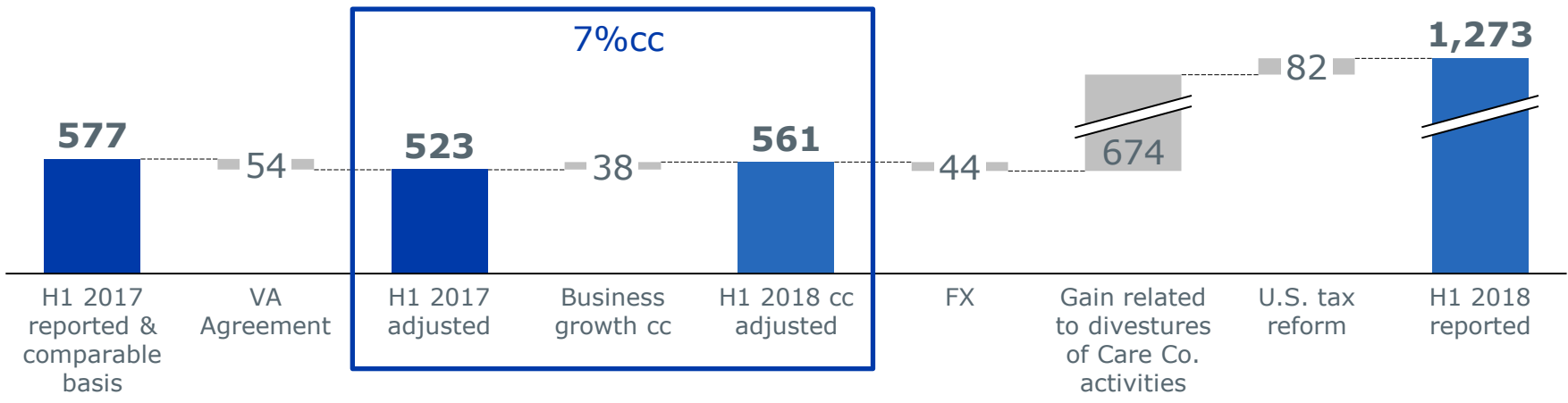


# H1 2018: Net income reconciliation

Net income on a comparable basis, € million – target: 13–15%cc growth

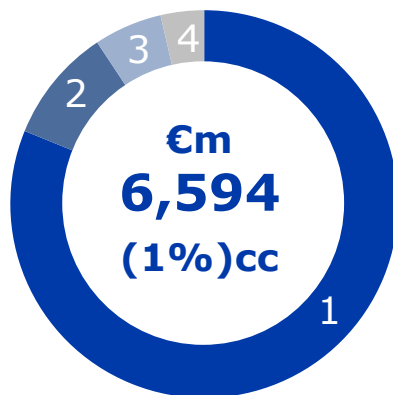


Net income adjusted, € million – target: 7–9%cc growth



# H1 2018 Services

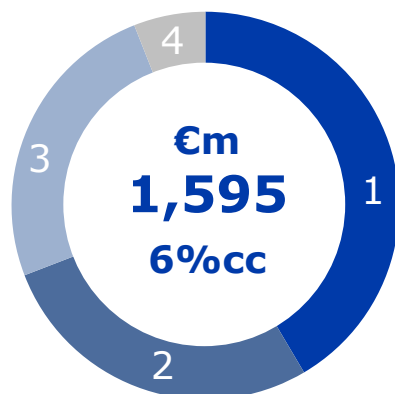
Revenue	H1 2018 € million	H1 2017 € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
<b>Total</b>	<b>6,594</b>	<b>7,418</b>	<b>(11)</b>	<b>(1)</b>	<b>2</b>	<b>3</b>
North America	5,351	6,182	(13)	(3)	2	2
of which Care Coordination	1,045	1,389	(25)	(16)	21	-
EMEA	629	613	3	5	2	3
Asia-Pacific	375	360	4	13	6	5
of which Care Coordination	94	59	59	73	14	-
Latin America	239	263	(9)	15	12	1



1	North America	81%
2	EMEA	9%
3	Asia-Pacific	6%
4	Latin America	4%

# H1 2018 Products

	<b>Q2 2018</b> € million	<b>Q2 2017</b> € million	Growth in %	<b>Growth</b> in %cc
<b>Total Health Care Products</b>	<b>1,595</b>	<b>1,601</b>	<b>0</b>	<b>6</b>
<b>Dialysis Products</b>	<b>1,557</b>	<b>1,560</b>	<b>0</b>	<b>7</b>
North America	395	418	(5)	6
EMEA	621	601	3	6
Asia-Pacific	439	435	1	7
Latin America	95	97	(2)	13
<b>Non-Dialysis Products</b>	<b>38</b>	<b>41</b>	<b>(7)</b>	<b>(7)</b>



- 1 EMEA 41%
- 2 Asia-Pacific 28%
- 3 North America 25%
- 4 Latin America 6%



# Debt and EBITDA

Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

<b>Debt</b>	FY 2016	FY 2017	<b>H1 2018</b>
Short term debt	572	760	873
+ Short term debt from related parties	3	9	3
+ Current portion of long-term debt and capital lease obligations	724	884	898
+ Long-term debt and capital lease obligations less current portion	6,833	5,795	5,490
<b>Total debt</b>	<b>8,132</b>	<b>7,448</b>	<b>7,264</b>
Cash and cash equivalents	709	978	1,657
<b>Total net debt</b>	<b>7,423</b>	<b>6,470</b>	<b>5,607</b>
<b>EBITDA</b>	FY 2016 <sup>1</sup>	FY 2017 <sup>1</sup>	<b>H1 2018<sup>1</sup></b>
Last twelve month operating income (EBIT)	2,398	2,372	2,095
+ Last twelve month depreciation and amortization	710	731	694
+ Non-cash charges	65	51	50
<b>EBITDA (annualized)</b>	<b>3,173</b>	<b>3,154</b>	<b>2,839</b>
<b>Net leverage ratio (Net debt/EBITDA)</b>	<b>2.3</b>	<b>2.1</b>	<b>2.0</b>

<sup>1</sup> EBITDA: including acquisitions & divestitures with a purchase price above €50m and in 2018 excluding (gain) loss related to divestitures of Care Coordination activities

# Cash Flow and Capital Expenditures

Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

## Cash Flow

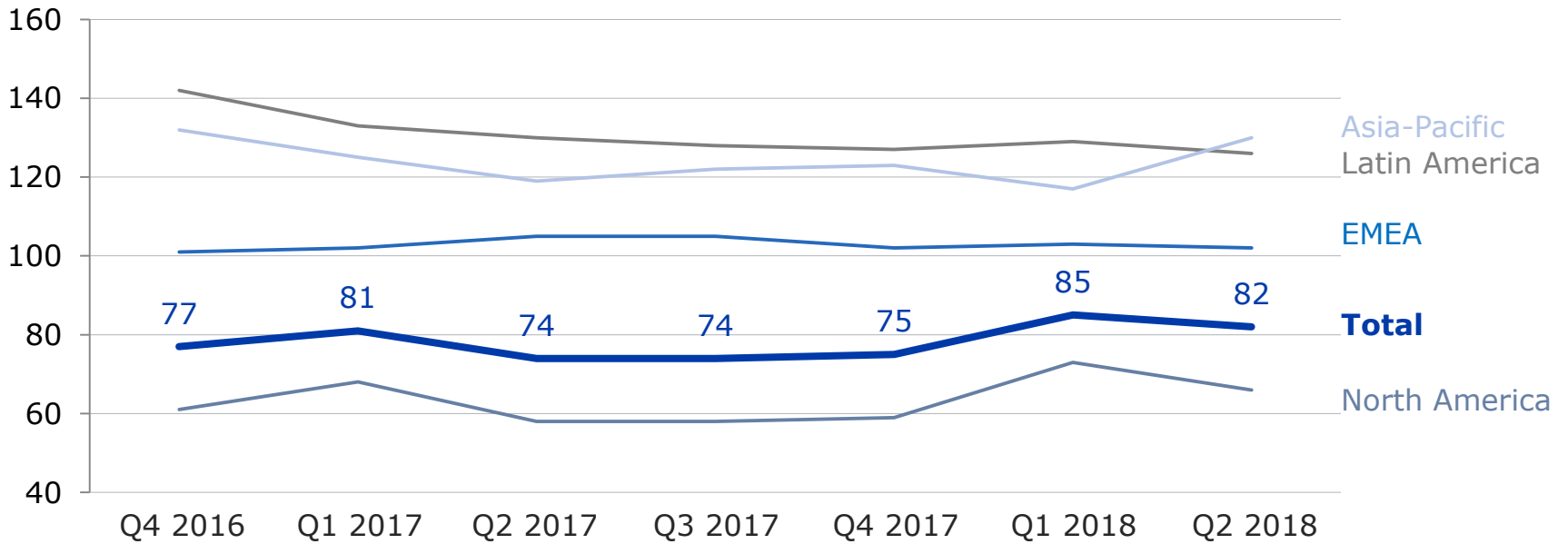
	Q2 2017	Q2 2018	H1 2017	H1 2018
Acquisitions, investments and net purchases of intangible assets	(191)	(164)	(352)	(345)
- Proceeds from divestitures	9	1,662	10	1,662
= Acquisitions and investments, net of divestitures	(182)	1,498	(342)	1,317

## Capital expenditures, net

	Q2 2017	Q2 2018	H1 2017	H1 2018
Purchase of property, plant and equipment	(206)	(244)	(404)	(466)
- Proceeds from sale of property, plant & equipment	13	17	16	20
= Capital expenditure, net	(193)	(227)	(388)	(446)

# Day sales outstanding (DSO)

in days



# Q2 2018: Quality outcomes remain on high level<sup>1</sup>

	North America		EMEA		Latin America		Asia-Pacific	
% of patients	Q2 2018	Q2 2017	Q2 2018	Q2 2017	Q2 2018	Q2 2017	Q2 2018	Q2 2017
Kt/V > 1.2	<b>98</b>	98	<b>95</b>	95	<b>91</b>	93	<b>96</b>	96
Hemoglobin = 10–12 g/dl	<b>73</b>	73	<b>82</b>	78	<b>52</b>	51	<b>57</b>	58
Calcium = 8.4–10.2 mg/dl	<b>85</b>	84	<b>79</b>	74	<b>78</b>	78	<b>74</b>	74
Albumin ≥ 3.5 g/dl	<b>80</b>	78	<b>90</b>	86	<b>91</b>	91	<b>89</b>	87
Phosphate ≤ 5.5 mg/dl	<b>61</b>	62	<b>78</b>	75	<b>76</b>	77	<b>66</b>	69
Patients without catheter (after 90 days)	<b>83</b>	84	<b>80</b>	81	<b>80</b>	81	<b>87</b>	88
<b>in days</b>								
Days in hospital per patient year	<b>10.1</b>	10.1	<b>7.6</b>	7.5	<b>4.1</b>	3.9	<b>3.6</b>	3.9

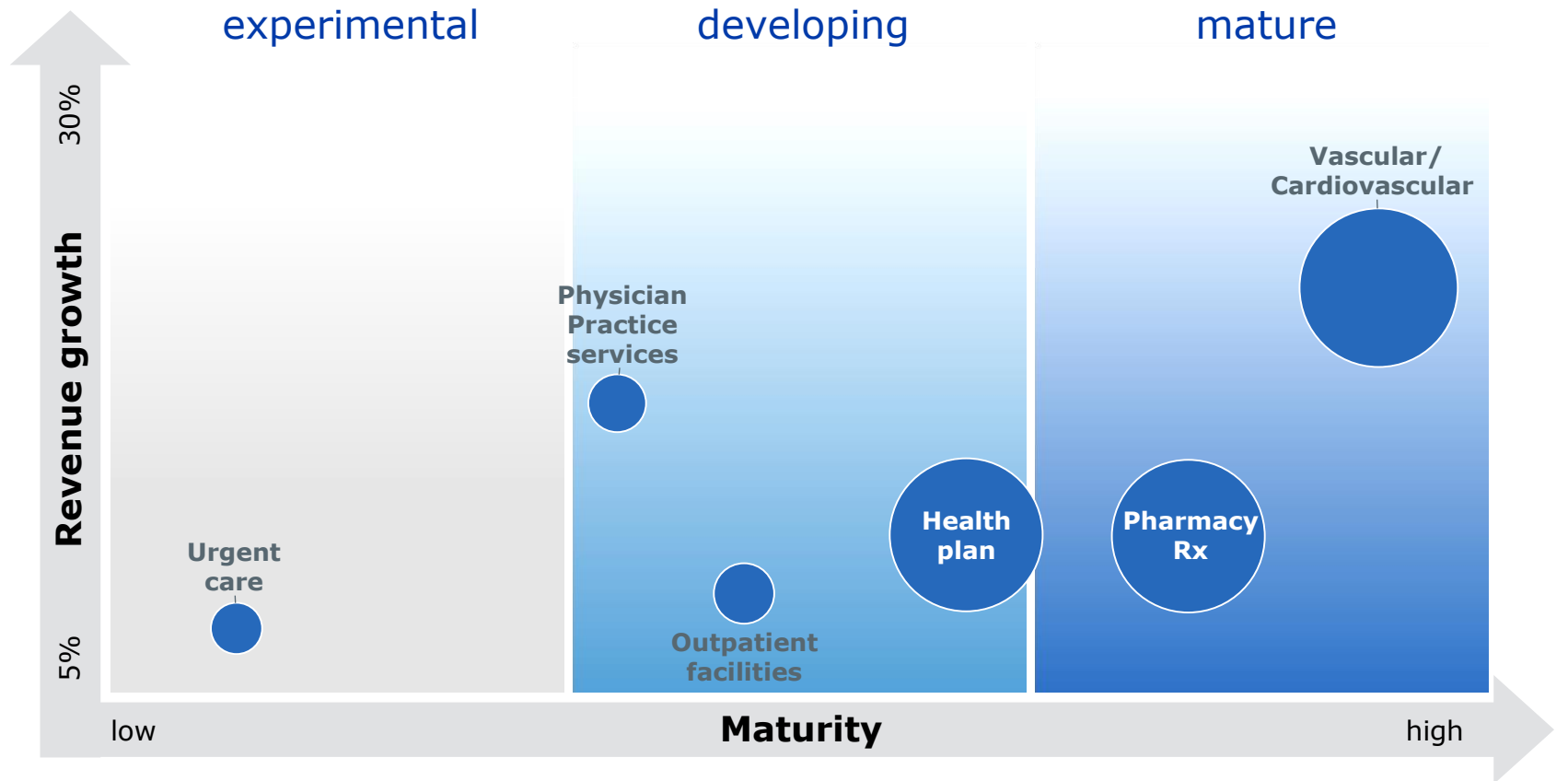
<sup>1</sup> Definitions cf. Annual Report 2017, Section “Non-Financial Group Report”

# H1 2018: Patients, treatments, clinics

	<b>Patients</b> as of June 30, 2018	<b>Treatments</b> H1 2018, in million	<b>Clinics</b> as of June 30, 2018
North America	199,527	15,134,388	2,439
<i>Growth in %</i>	3	3	4
EMEA	63,589	4,794,593	758
<i>Growth in %</i>	4	4	4
Asia-Pacific	30,578	2,143,059	385
<i>Growth in %</i>	2	2	(1)
Latin America	31,494	2,492,959	233
<i>Growth in %</i>	4	4	1
<b>Total</b>	<b>325,188</b>	<b>24,564,999</b>	<b>3,815</b>
<b><i>Growth in %</i></b>	<b>3</b>	<b>3</b>	<b>3</b>

# Our portfolio of Care Coordination businesses

Mid-term revenue and growth profile – 2020e



Size of circle indicates absolute revenue contribution in 2020e. Positioning of bubble illustrative.

## U.S. dialysis days per quarter

	Q1	Q2	Q3	Q4	Full year
2015	76	78	79	79	<b>312</b>
2016	78	78	79	79	<b>314</b>
2017	77	78	79	79	<b>313</b>
2018	77	78	78	80	<b>313</b>

## Exchange rates

		H1 2017	FY 2017	H1 2018
<b>€:\$</b>	Period end	1.141	1.199	1.166
	Average	1.083	1.130	1.210
<b>€:CNY</b>	Period end	7.739	7.804	7.717
	Average	7.445	7.629	7.709
<b>€:RUB</b>	Period end	67.545	69.392	73.158
	Average	62.806	65.938	71.928
<b>€:ARS</b>	Period end	18.956	22.639	33.603
	Average	17.028	18.754	26.103
<b>€:BRL</b>	Period end	3.760	3.973	4.488
	Average	3.443	3.605	4.141



# Definitions

cc	Constant currency
HD	Hemo dialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
Sound H2 2017	Contribution of Sound Physicians on the profit and loss statement in the second half year 2017
U.S. Tax Reform	U.S. Tax Reform: impacts from U.S. tax reform
VA Agreement	Agreement with the United States Departments of Veterans Affairs and Justice

# Financial calendar 2018<sup>1</sup>

Oct 30	Report on 3 <sup>rd</sup> quarter 2018
Sep 12	Bank of America Merrill Lynch Global Healthcare Conference, London
Sep 14	Morgan Stanley Global Healthcare Conference, New York
Sep 24	Berenberg & Goldman Sachs German Corporate Conference, Munich
Sep 25	Baader Investment Conference, Munich
Sep 26	Bernstein Strategic Decision Conference, London
Sep 27	JP Morgan Milan Forum, Milan

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