

EXPERT CALL **SUSTAINABILITY AND PERSON-CENTERED CARE**

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Frank Maddux, MD, Global Chief Medical Officer
Charlotte Stange, Global Head of Sustainability



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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.

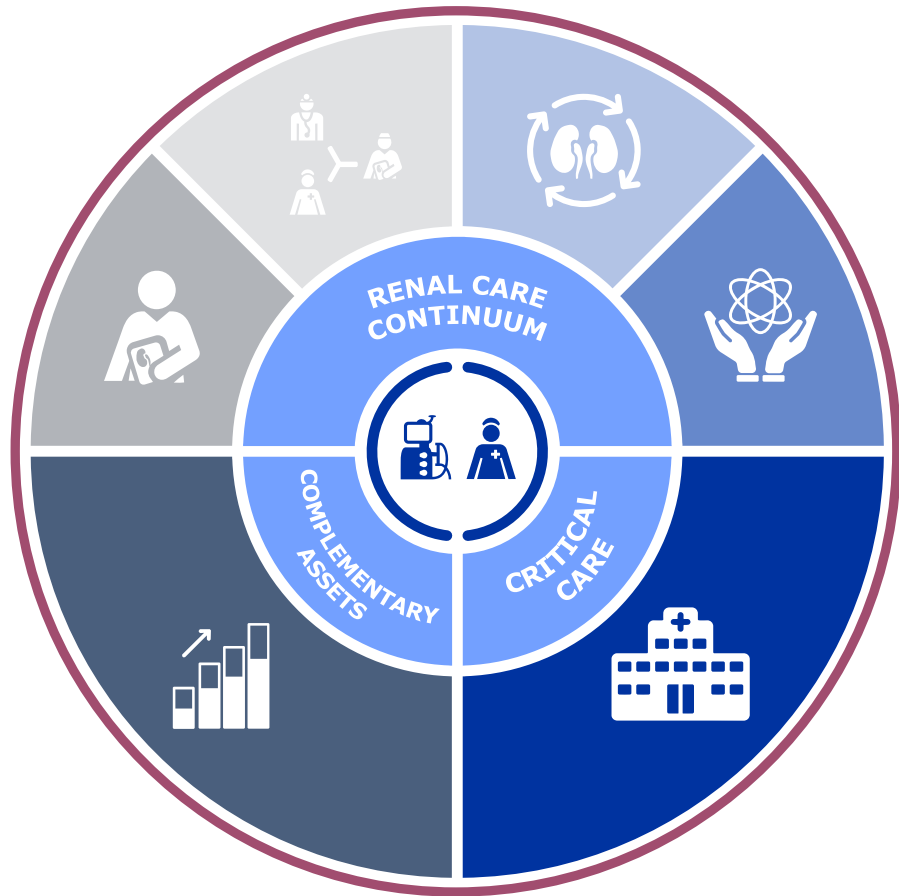




OUR VISION
CREATING A FUTURE
WORTH LIVING.
FOR PATIENTS.
WORLDWIDE.
EVERY DAY.

■ COMMITTED TO SUSTAINABLE DEVELOPMENT

GLOBAL SUSTAINABILITY EFFORTS SUPPORT OUR MISSION AND TRANSFORMATION



ESG INTEGRATION PROGRESS

- ✓ **On track to achieve continuous improvements**
Global Sustainability Program drives strategic efforts to integrate sustainability into our business over three years from 2020–2022; more than 50 aspects measure progress
- ✓ **Global Governance**
Management responsibility with Sustainability Decision Board, headed by CEO; Lead Independent Director role underscores commitment of Supervisory Board
- ✓ **Milestones achieved**
 - New standards define global commitments and processes
 - Global targets developed
 - Advancing digitization for sustainability data collection
 - Disclosure increased along international standards with >100 KPI in non-financial report, reporting along international ESG standards GRI, SASB, TCFD

■ GLOBAL SUSTAINABILITY TRANSFORMATION PROGRAM

DRIVING SUSTAINABILITY INTEGRATION IN OUR BUSINESS

Until 2019

2020 – 2022

2023+

GLOBAL SUSTAINABILITY PROGRAM

Mainly local/
regional
sustainability
initiatives

GLOBAL STANDARDS

Implementation of
global standards,
processes and
governance



PERFORMANCE

Definition of global **KPI**
and **targets** to measure
progress beyond the
program



Annual third-party audit



THE WAY FORWARD:

Global sustainability
management system
established to drive
continuous improvement

OUR PATIENTS



QUALITY OF CARE & PATIENT EXPERIENCE

By 2025, improve patient experience Net Promoter Score (NPS)

by 5%
compared to 2020



ACCESS TO HEALTHCARE

Increase choices for patients with the goal to perform

15+%
of treatments in the U.S.
in a home setting by 2022



QUALITY OF PRODUCTS

Keep audit scores at production sites below

1.0

- Audit scores indicate the ratio of major and critical findings from audits to the total number of external audits
- Maintaining low audit scores is evidence for the effectiveness of our quality management systems and certifications



■ ESG KEY ACHIEVEMENTS

PATIENTS



75% of our patients would highly recommend our services to a friend (2020)

440 product improvements for our dialysis machines (2020)

0.2 quality audit findings score well below maximum target threshold (2020)

EMPLOYEES



1,500 leaders started using new global performance and development platform (2020)

74% of employees participated in 2021 engagement survey – an increase of 6 pp

PLANET



>170 environmental initiatives contributed to reduction of GHG, water use and waste at manufacturing sites (2020)

40 production sites linked with new global environmental reporting IT platform (2021)

RESPONSIBLE BUSINESS



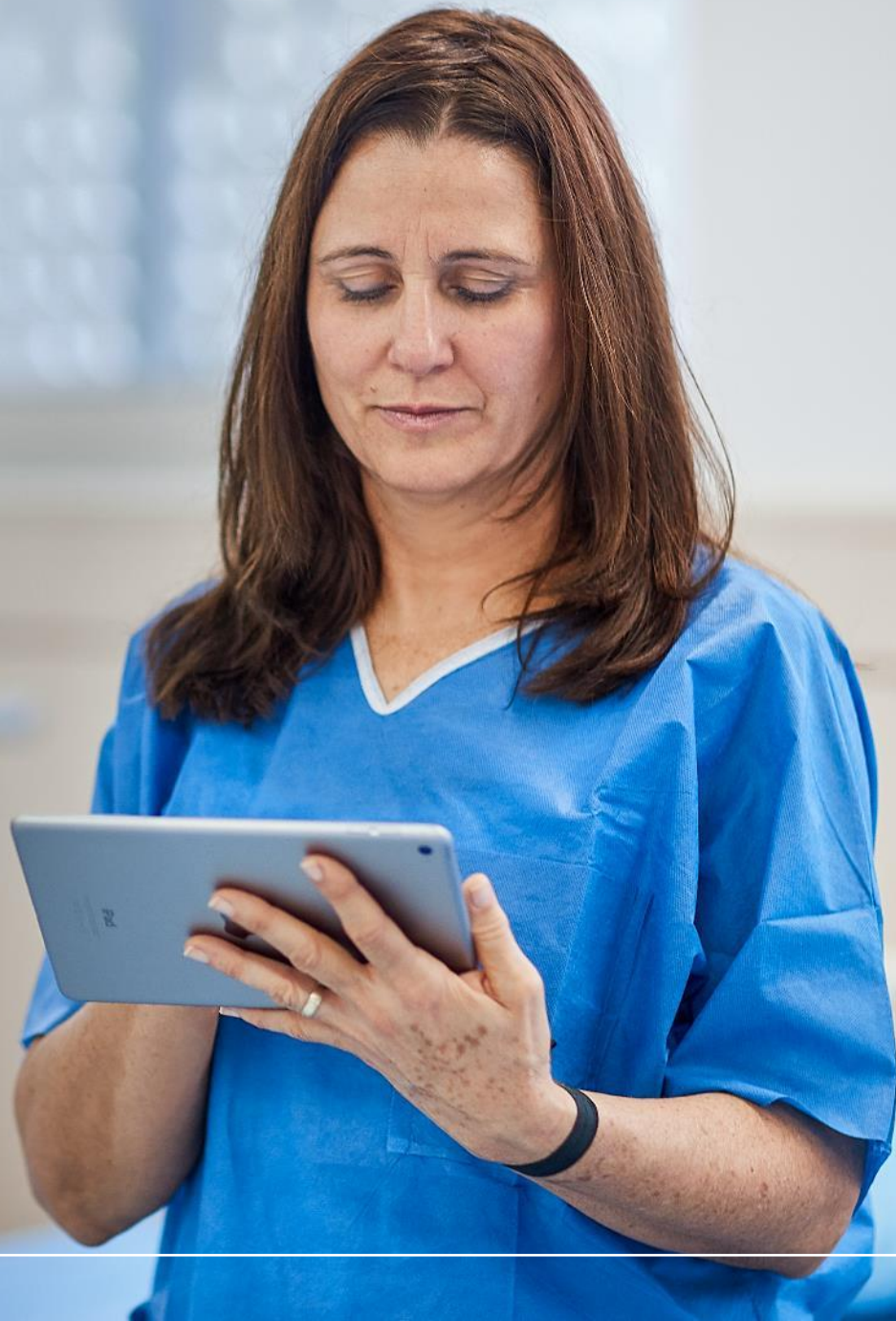
113,000 employees enrolled in Code of Conduct trainings (2020)

>150 new internal controls enhanced financial control infrastructure (2020)

>37,000 third parties assessed for compliance risks by 2020

OUR MISSION

WE PROVIDE THE BEST
POSSIBLE CARE,
SUSTAINABLY IN
DIVERSE HEALTH
CARE SYSTEMS.
FOR A GROWING
NUMBER OF PATIENTS
AROUND THE WORLD.



■ ADDRESSING GLOBAL HEALTH CARE CHALLENGES



Global ageing

Life expectancy as well as population over 65 significantly higher^{1,2}



Chronic diseases

More chronic patients, longer treatment spans³; rising costs of chronic diseases⁴



Fragmented care

One patient – several conditions – numerous physicians



Health care staff shortages

Global health workforce shortage to increase further in coming decades



Cost pressure in health care systems

Health care systems in need of sustainable solutions



System limitations

System designed for acute, lack of concepts for multimorbid, chronic patients



Pandemic management

Covid-19 and the “new normal” affecting health care provision worldwide in many ways

SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS



■ SUSTAINABILITY IN OUR MEDICAL STRATEGY

THREE KEY PRINCIPLES GUIDE OUR GLOBAL STRATEGIC INITIATIVES

CREATE SUSTAINABLE HEALTH CARE SYSTEMS



- Continuous quality improvement
- Patient experience of care
- Access to health care

FOSTER INTEGRITY AND CREDIBILITY



- Clinical vision and leadership in the field
- Reliable partner for patients and stakeholders
- Transparency

PARTNER TO ADVANCE THE FIELD



- Strategic collaborations for innovation and advancement of medicine
- Medical education

■ FOCUS AREAS OF OUR CLINICAL AGENDA

- **CARDIOVASCULAR HEALTH**
Improve patient outcomes by optimizing cardiovascular health
- **PRECISION MEDICINE**
Launch of worldwide genomics registry
- **MEDICAL COMMUNICATIONS AND EDUCATION**
Align and develop medical education and new teaching programs
- **INNOVATION AND TRANSFORMATION**
Invest in innovative therapies
- **GLOBAL RESEARCH**
Expand opportunities for patients



PERSON-CENTERED CARE

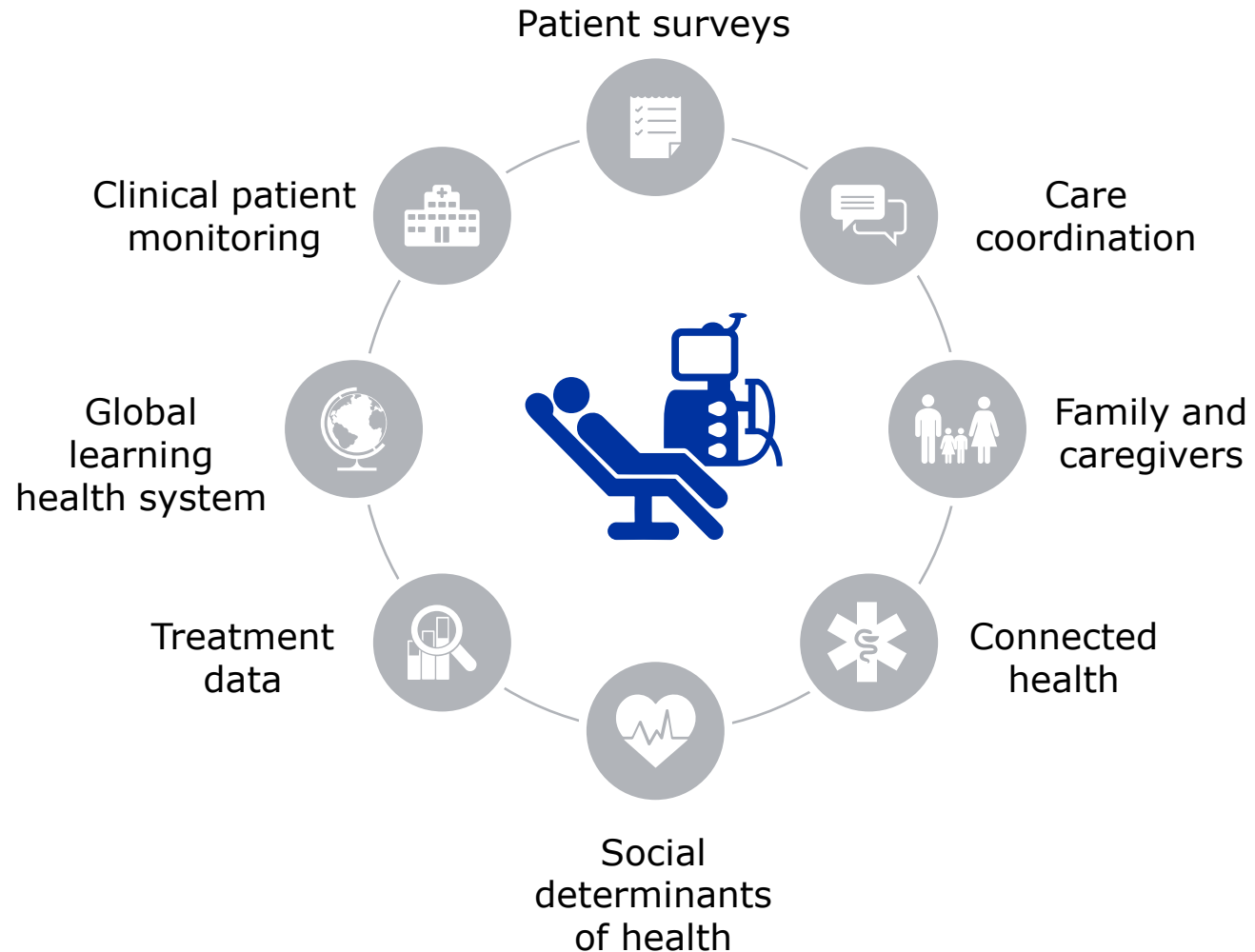
Promote care that includes a focus on quality of life and patient experience



COLLECTIVE ACTION TO SUPPORT OUR CLINICAL AND QUALITY AGENDA
MORE THAN 40 KEY PARTNERSHIPS IN 2020



ENHANCING PATIENT POWER AND CHOICE



Increase patients' treatment availability and choice

Offer opportunities for patient dialog

Provide individualized care

Leverage digitization

Make progress measurable

■ LISTENING TO THE VOICE OF OUR PATIENTS

76%
global patient survey
response rate

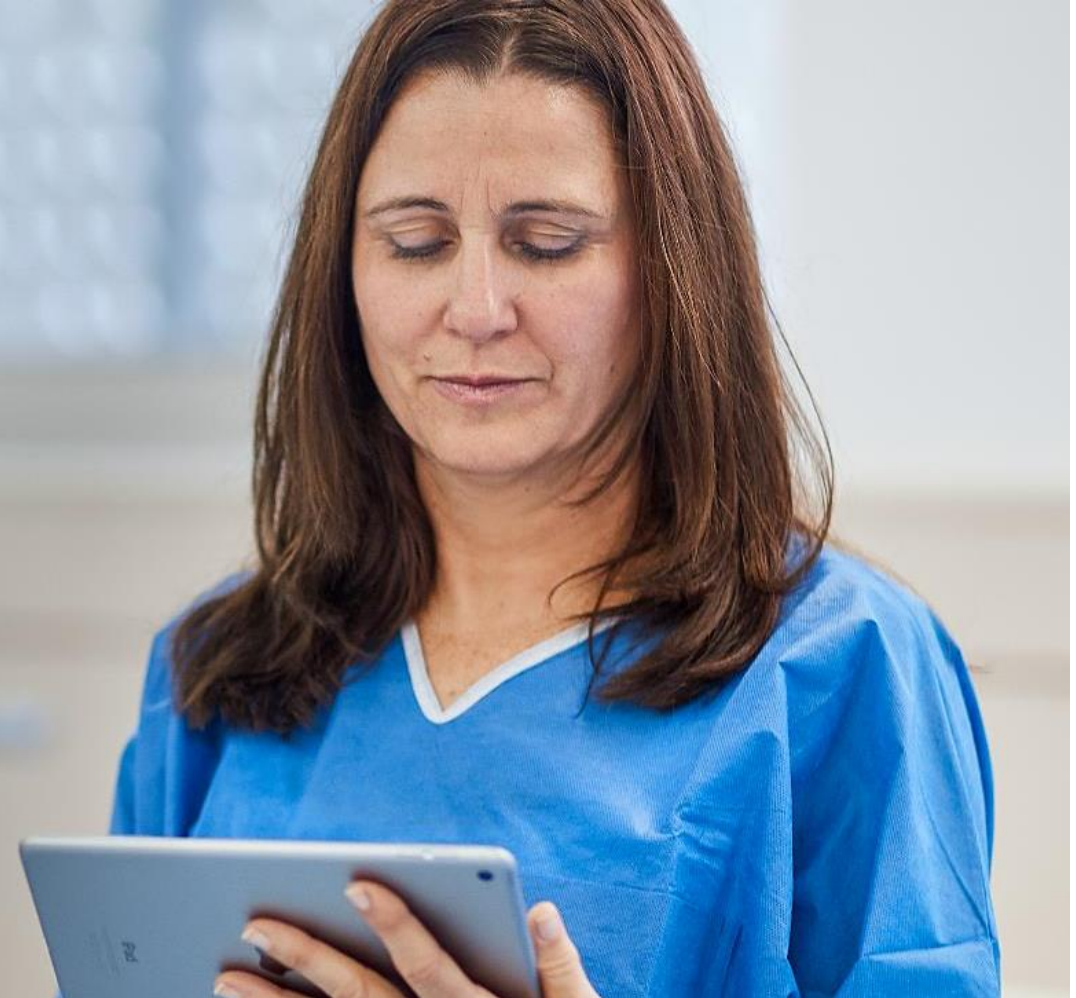
Global patient
Net Promoter Score:
67

Best practice
sharing for continuous
improvement

Global focus
areas defined in
driver analysis

2021 FOCUS AREAS FOR PATIENT EXPERIENCE MEASURES

- Quality of care/education
- Service excellence
- Individualized care



2020 patient survey data

■ PROMOTING ACCESS TO HEALTH CARE

OUR AIM: TO EDUCATE AND TO MAKE TREATMENT AVAILABLE, AND ECONOMICALLY AND PHYSICALLY ACCESSIBLE, FOR ALL PATIENT GROUPS

HOME THERAPY

11%

increase in home patients in 2020¹

DIGITAL SERVICES

More than **1.7M** telehealth sessions on US patient app TheHub

Over **20** countries using mycompanion app

AFFORDABILITY

Most affordable dialysis machine has been introduced to

9²

underserved markets since 2019

HEALTH EQUITY

Ongoing

US patient population analysis

¹ HD and PD patient figures | ² Countries outside of the United States, Canada, Western Europe, Israel, Japan, Korea, Singapore, Australia and New Zealand

■ EXPANDING MEDICAL EDUCATION

PREVENTION AND HEALTH CARE ADVANCEMENT

More than **40,000** e-learnings and **13,000** live seminars for health care professionals¹

Global youth education initiative reached **55,000** children²

Plan to educate more than **200,000** patients through KidneyCare³



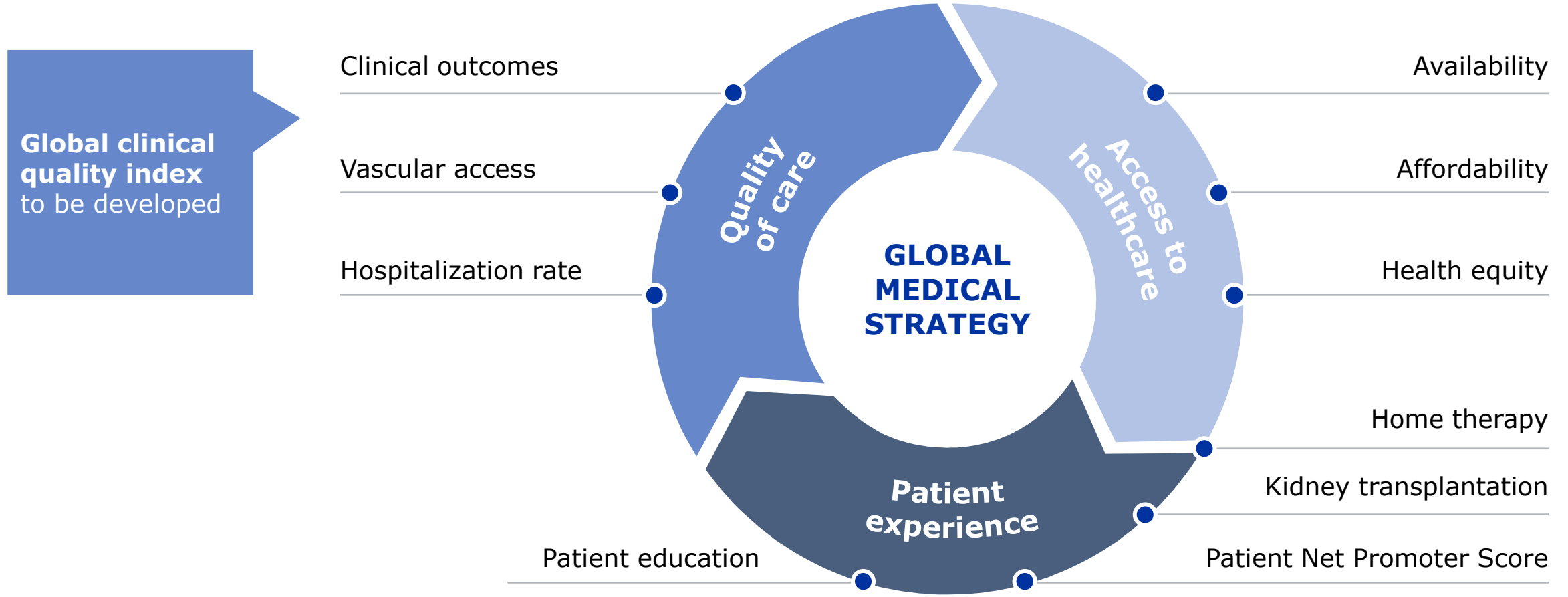
ACCESS TO TRANSPLANTATION

- Appointment of **Global Head of Transplant Medicine** to lead effort to expand access to and understanding of transplant medicine
- **Raising awareness** in medical and regulatory community
- **Collaborations** with Renal Support Network and National Kidney Foundation

¹ In Advanced Renal Education Program | ² Through global Kidney Kid initiative | ³ In the U.S.

OUTLOOK | GLOBAL MANAGEMENT OF QUALITY PERFORMANCE

2022+ FOCUS AREAS



Your questions
are welcome!



■ FINANCIAL CALENDAR 2021

REPORTING DATES

February 22 Q4 2021 Earnings Release and Conference Call

CONFERENCES

November 19 Barclays - European Investment Grade Credit Conference 2021

November 19 Jefferies London Healthcare Conference

December 2 4th Annual Evercore ISI HealthCONx Conference

December 3 Société Générale - The Premium Review Conference

December 7 BofA Securities - Home Care 2021

December 8 Berenberg - European Conference



Please note that dates and/or participation might be subject to change

CONTACTS

FME INVESTOR RELATIONS

Else-Kröner-Str. 1

61352 Bad Homburg v.d.H.
Germany

TICKER:

FME or FMS (NYSE)

WKN:

578 580

ISIN:

DE00057858002

DR. DOMINIK HEGER

Head of Investor Relations, Strategic
Development & Communications | EVP

+49(0) 6172-609-2601
dominik.heger@fmc-ag.com

ROBERT ADOLPH

Vice President
Investor Relations

+49(0) 6172-609-2477
robert.adolph@fmc-ag.com

ALICIA CAHILL

Senior Manager
Investor Relations

+1 860-609-2394
alicia.cahill@fmc-ag.com