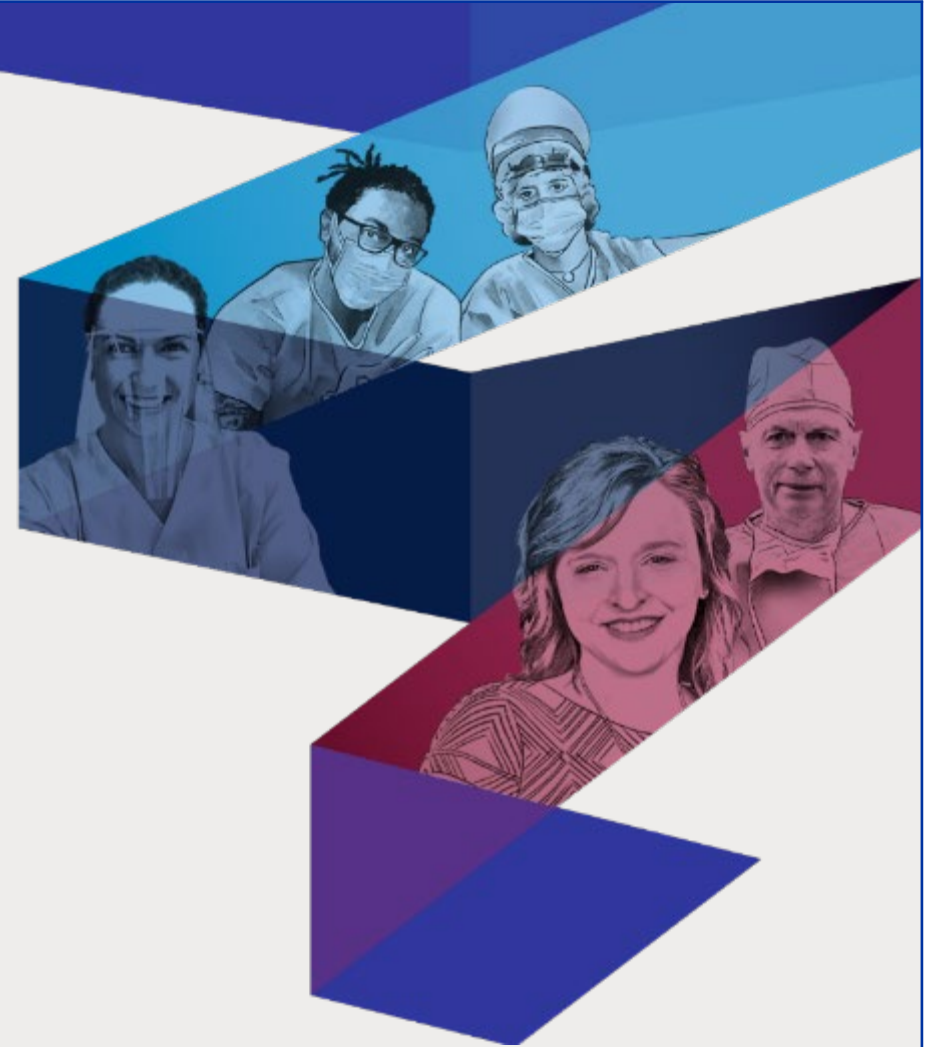


FME25
CONFERENCE CALL
NOVEMBER 2, 2021

Rice Powell – CEO & Chairman
Helen Giza – CFO & CTO

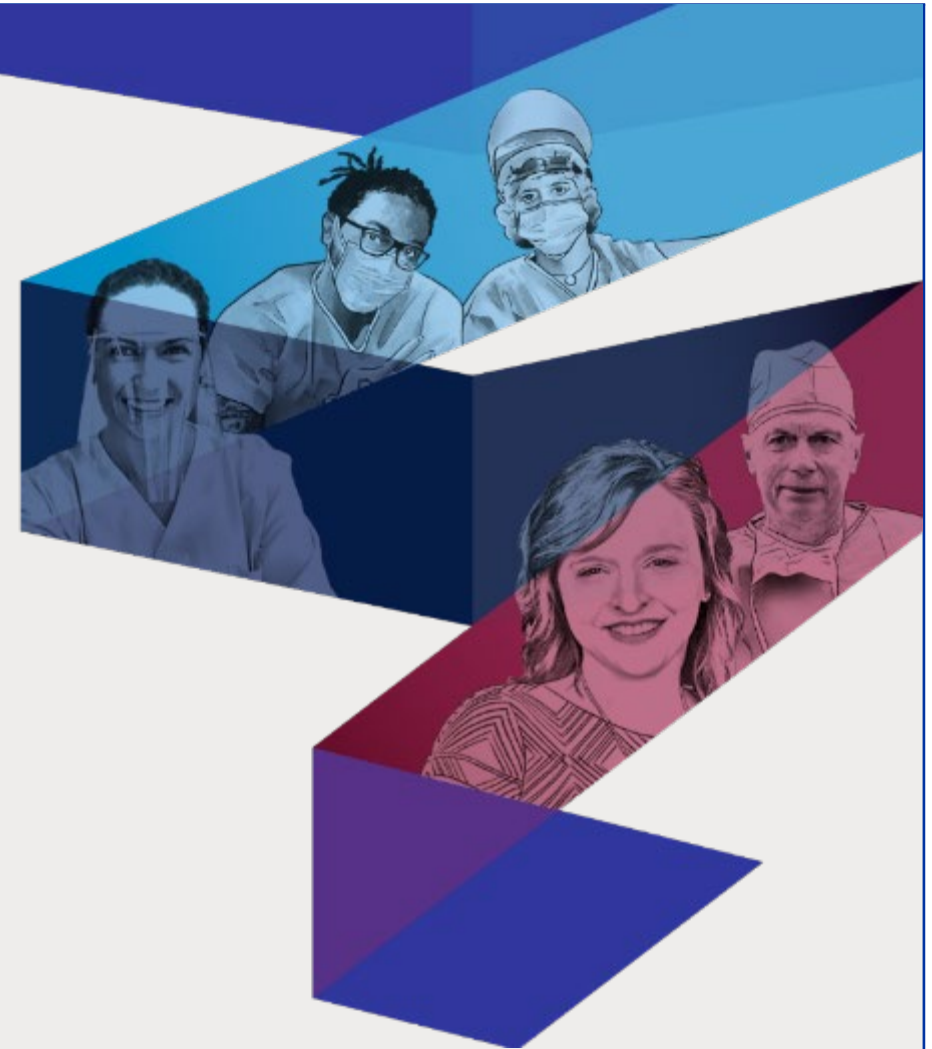


Safe harbor statement: This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, 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.

Implementation of measures as presented herein may be subject to information & consultation procedures with works councils and other employee representative bodies, as per local laws and practice. Consultation procedures may lead to changes on proposed measures.





AGENDA

1

MID-TERM STRATEGY

2

FME25

■ FME25 | EXECUTION ON STRATEGY 2025

RENAL CARE CONTINUUM

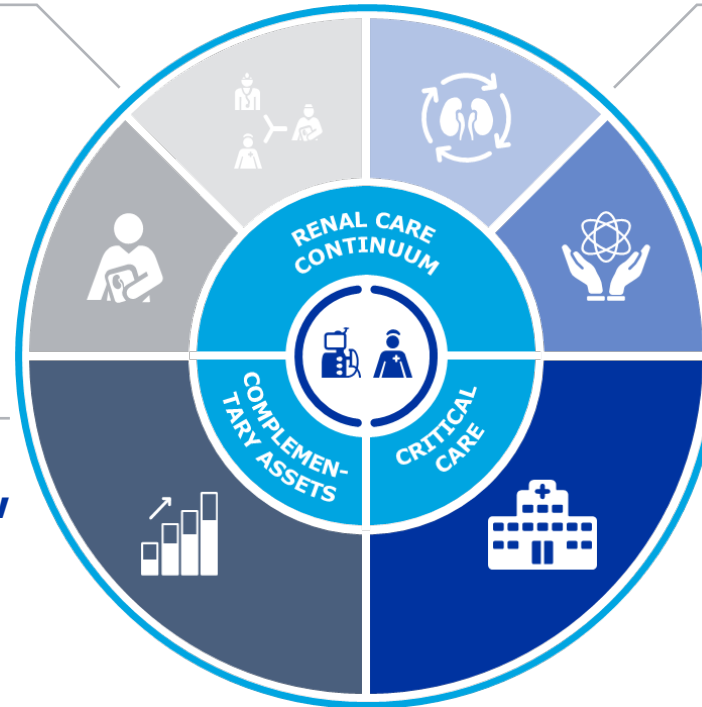
Dialysis Business, Value-Based Care models, expansion along the renal patient journey in CKD and transplant to further enhance patient experience

Expand Service and Product portfolio and establish digital care models

COMPLEMENTARY ASSETS

Leverage competencies and build new capabilities for the future of medical care models

New patient-focused therapy offerings in renal care and beyond



CORE – DIALYSIS PRODUCTS AND SERVICES

Dialysis Services, Dialysis Products

Leverage expertise in Services, MedTech and Pharma to maximize impact of vertical integration

CRITICAL CARE

Leverage expertise to address critical acute health challenges

Build on Extracorporeal physiological multi-organ support

SUSTAINABILITY

Continuous improvements

Embedded in strategy execution

STRATEGY 2025



**CREATING THE FUTURE
OF HEALTH CARE FOR
CHRONICALLY AND CRITICALLY
ILL PATIENTS ACROSS THE
RENAL CARE CONTINUUM BY
LEVERAGING OUR CORE
COMPETENCIES.**

OUR CORE COMPETENCIES

COORDINATING PATIENTS
EFFICIENTLY

STANDARDIZING MEDICAL
PROCEDURES

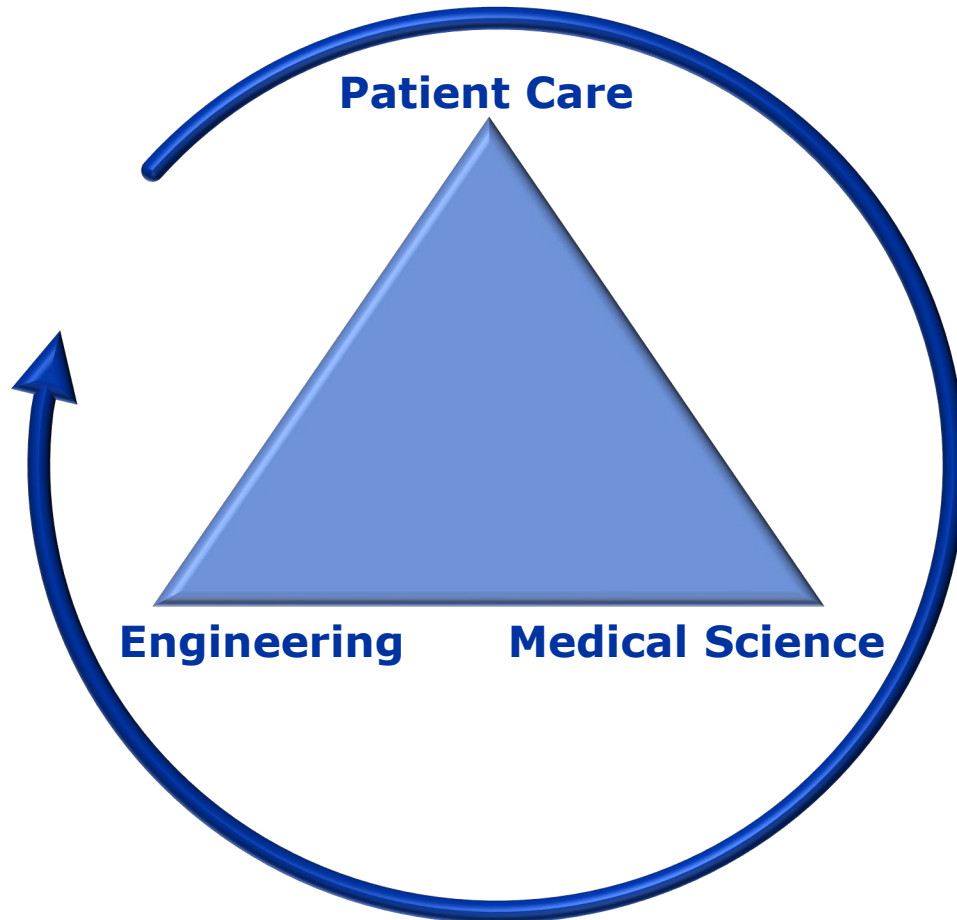
OPERATING OUTPATIENT
FACILITIES

INNOVATING PRODUCTS

DRIVING GROWTH & VALUE

- Creating value for patients, payors and FME while keeping care affordable by expansion of leading value-based care business in dialysis and into new patient groups along their renal disease journey
- Transforming the future of renal care with innovation - new digital tools and medical science enabling therapeutic and product innovations for holistic renal patient care
- Focused innovation and expansion of critical care portfolio to enhance growth in our MedTech business
- Enhance value by investing in new operating model

Vertical Integration

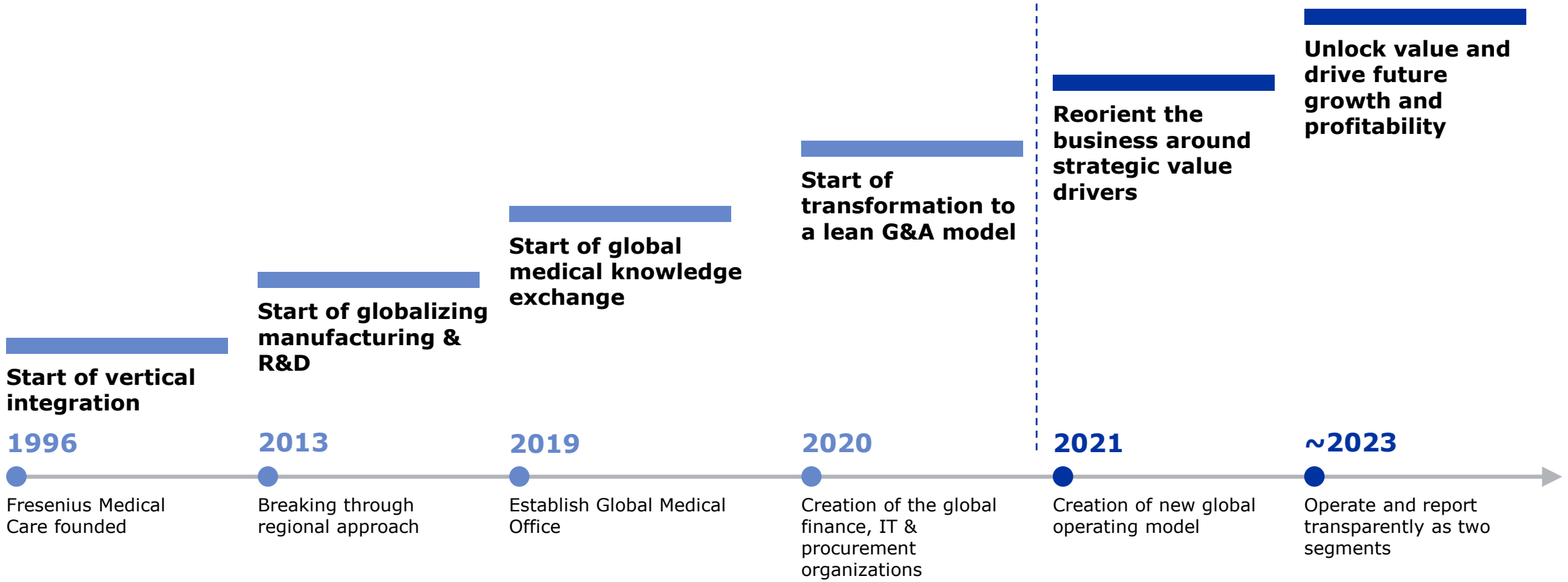


Globalized Operating Model

Further leverage advantages of vertical integration in a globalized operating model that

- enables capturing the identified growth opportunities
- leverages expertise to accelerate value creation
- enhances capital allocation
- increases transparency internally and externally
- reduces administrative burden regarding cost and speed
- advances a culture of clarity, agility and innovation

■ FME25 | EXECUTION ON STRATEGY 2025





AGENDA

1

MID-TERM STRATEGY

2

FME25

■ FME25 | GOALS OF FME25 TO CREATE SHAREHOLDER VALUE

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

Support execution of our 2025 strategy and deliver on mid-term targets



Strengthen profitability and compensate for the COVID-19 effects

Create the base for sustainable profitable growth beyond 2025

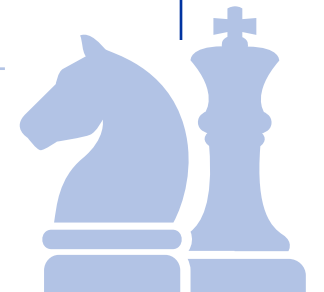
Invest up to €500m by 2025 to sustainably reduce the cost base

For each euro one-time investment improve annual operating income by at least the same amount

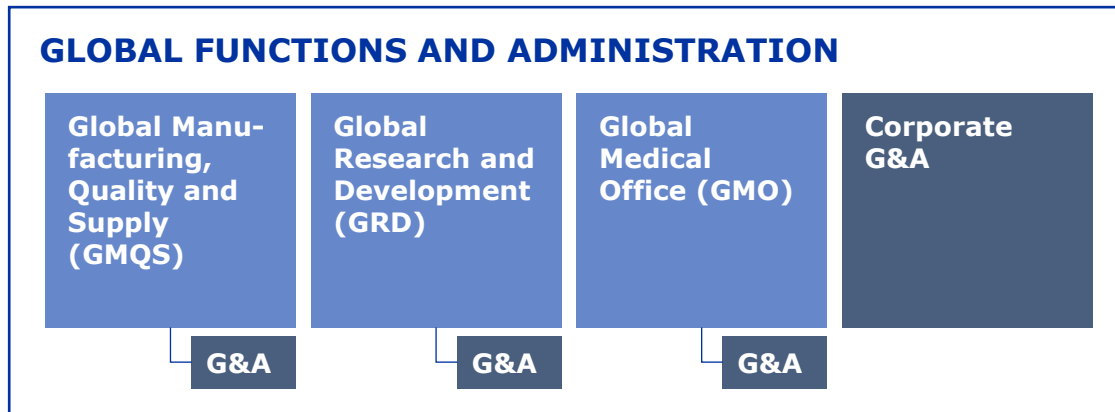
Simplification and streamlining of global operating model

Accelerating digitalization agenda

Apply learnings from the “new normal”



■ FME25 | CURRENT OPERATING MODEL AND LIMITATIONS



Decentralized regional approach during **geographic expansion and market consolidation phase**

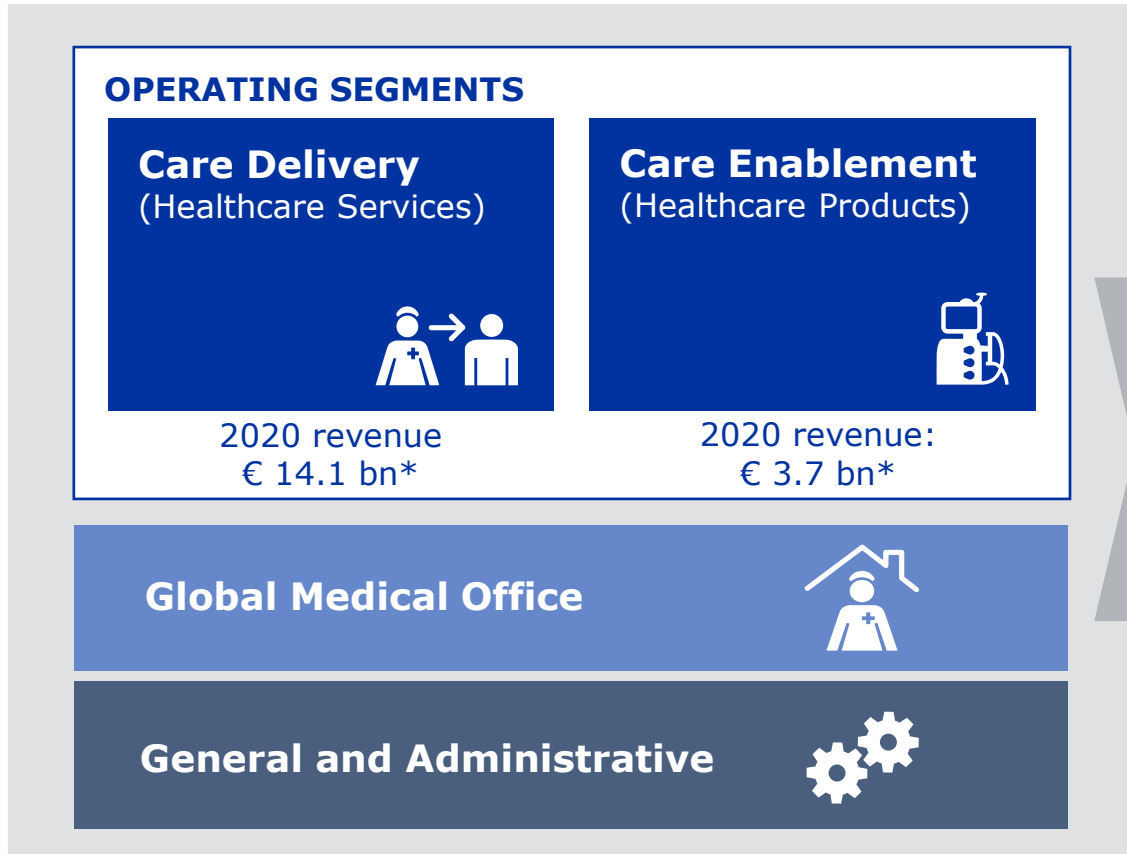
- Vertical integration on a regional basis limits leveraging benefits to full extent
- Redundancies in G&A-functions due to geographical organization
- Separated responsibility for R&D, product manufacturing and product sales

To reach **next level of value generation** in an evolving payor environment and mitigate effects of the pandemic

- Orient the business around strategic value drivers
- Unlock value by increasing reporting transparency of new operating segments
- Transform to a lean G&A model
- Leverage new opportunities of digitalization

■ FME25 | FUTURE OPERATING MODEL TO STRENGTHEN CORE

GLOBALIZED OPERATING MODEL

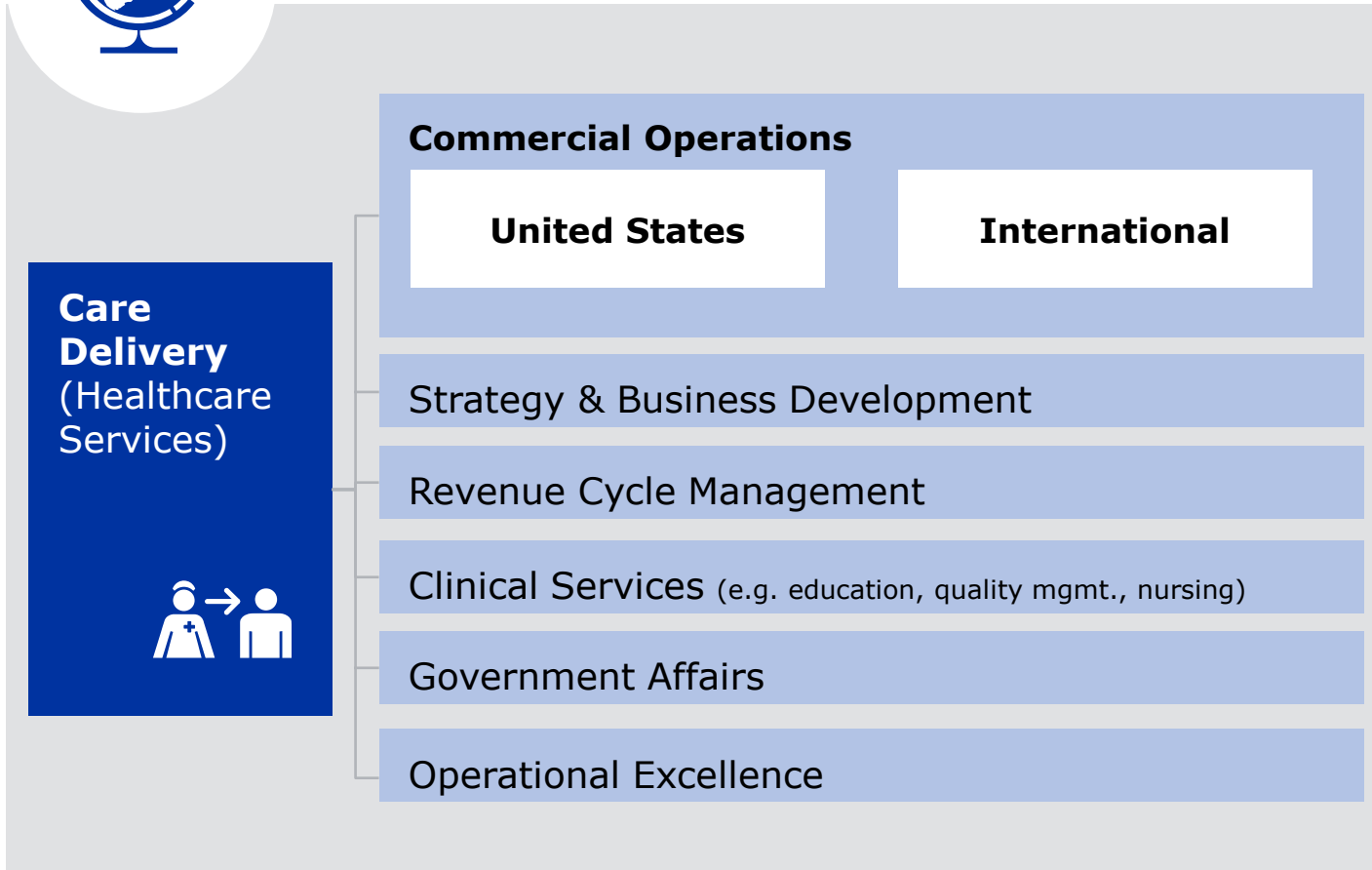


DRIVING GROWTH & VALUE

- **Simplified globalized organization with end-to-end accountability** drives transparency, enhances capital allocation, increases operational agility, enables enhanced growth and returns
- **Two Operating Segments with full P&L responsibility**
 - **Care Delivery** strategically optimizing services offering in a value-based care future while driving home growth and improving operating leverage
 - **Care Enablement** to enhance global footprint, with end-to-end focus on highest market growth potential and global return opportunities
- **Globalized operating model enables sustainably lean cost base**, in particular, in G&A by simplification, standardization and eliminating duplications, automation and optimizing shared service solutions



Operating Segment Care Delivery



- **One global healthcare services operating segment** implementing latest medical and scientific developments at global scale, enhancing profitable growth while improving quality of care and affordability
- **Consolidation of operations in one unit**
 - Leverage global **scale, expertise and standards** as well as digitalization to improve profitability
 - Continue to invest in **value-based care** to address new patient groups across the renal care continuum
- **Reduction of organizational complexity**
- Supported by **shared platforms such as revenue cycle management, clinical services and operational excellence**
- **Vertical financial accountability** to enhance transparency, profitability and capital allocation in healthcare services



Operating Segment Care Enablement

Care Enablement
(Healthcare Products)



Product Business Units

In-Center

Home

Critical Care

Supply Chain, Quality Management,
Manufacturing, Regulatory Affairs

Business Services (i.e. marketing communication)

Commercial Operations (U.S., International)

- **Fully integrated MedTech segment focused on:**
 - Accelerated innovation
 - Cost leadership
 - Commercial excellence
 - Strategic capital allocation
- **Organized around P&L-accountable business units: In-Center, Home and Critical Care**, encompassing specific strategy, R&D and product management
- Supported by **shared platforms of supply chain, quality management, manufacturing and regulatory**
- Go-to-market strategy enabled by shared business services and executed by commercial operations structure



General & Administrative

Global G&A



- Finance
- IT
- HR
- Procurement
- Legal
- Compliance

Business Partnering

Functional Centers of Excellence

Global Shared Services

- **New globalized operating model** enables globalization of G&A functions HR, IT, Procurement, Legal, Compliance
- **Reduced organizational complexity, drive consistency via global standards and streamlined processes, increased functional performance, clear cost accountability and increased efficiency via automation**
- **Business Partnering** delivering high value add by reducing operational burden for business and being a strategic partner to the business
- **Centers of Excellence** with focused specific expertise / functional know-how
- **Global Shared Services** leveraging resources and driving efficiency at scale

■ FME25 | TRANSITION TO NEW OPERATING MODEL

Q4 2021

Finalize operating model and detail implementation plan

- Define and finalize governance structure and management reporting model
- Finalize implementation roadmap to transition to new operating model
- Detailing cost savings initiatives

2022

Transition to new operating model

Care Delivery & Care Enablement

- Design further details of new operating model
- Map old to new structure
- Identify growth opportunities
- Execute on efficiency measures

G&A

- Initiate transformation to globally centralized shared services model
- Begin infrastructure modifications to support new operating model

~2023

Start new operating model and new external reporting

Revenue and operating income responsibility

with Care Delivery and Care Enablement

- Operating segments to become primary reporting units
- Start new external reporting
- Transparency Segment profitability
- Identify further growth and efficiency measures within the new operating model beyond 2025

Advancing culture of agility, innovation and accountability

* Transition to new operating model may be subject to information & consultation procedures with works councils and other employee representative bodies as per local laws and practice.

■ FME25 | IN NUMBERS

KEY FINANCIAL METRICS



- **Sustainable reduction** of 2025 annual cost base by **€500m**
 - 50% of annual savings realized by 2023
- **One-time costs** (special item) of approximately **€450-500m**
 - 80% invested by 2023
- Reach **net positive savings** by end of 2023
- **FTE reduction** of up to 5,000 in a socially responsible way

SAVINGS CATEGORIES (EXAMPLES)

Care Delivery

~20%



- Clinic operations efficiency
- Standardize delivery models globally
- Leverage best-in-class practices
- Real estate optimization

Care Enablement

~30%



- Standardize product offerings globally
- Footprint optimization
- Productivity improvements
- Cost of product improvement

G&A

~50%



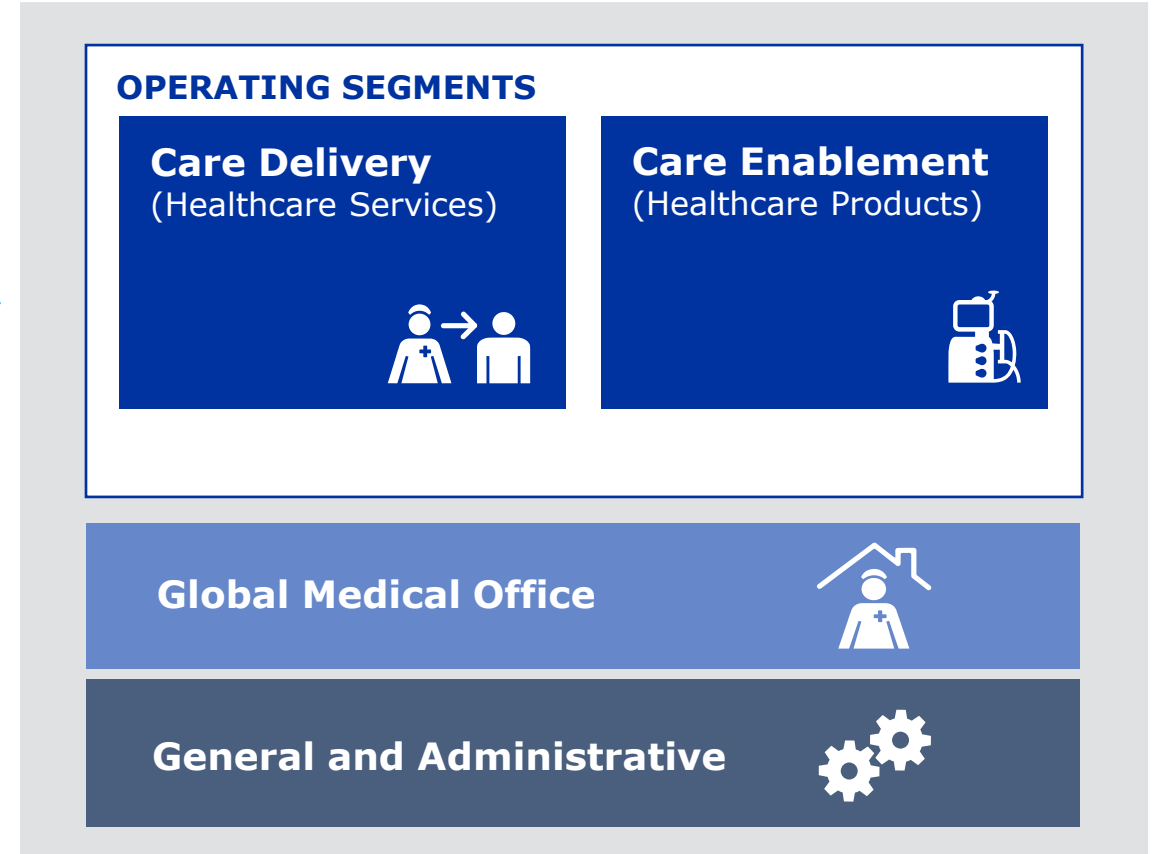
- Eliminate duplications
- Leverage global shared services
- Roll-out of global standards and end-to-end processes
- Harmonization and standardization of IT infrastructure and leverage benefits of further digitalization

■ FME25 | EMBEDDED IN STRATEGY TO CREATE VALUE

STRATEGY 2025



GLOBAL OPERATING MODEL





**YOUR QUESTIONS
ARE WELCOME.**