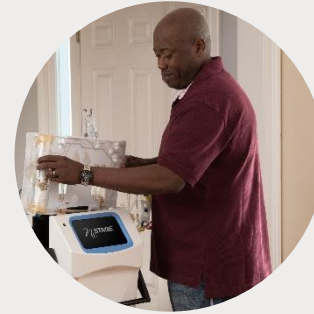


J.P. Morgan Global Healthcare Conference

January 10, 2023

Helen Giza
CEO & Chair of the Management
Board



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

Strategy & FME25

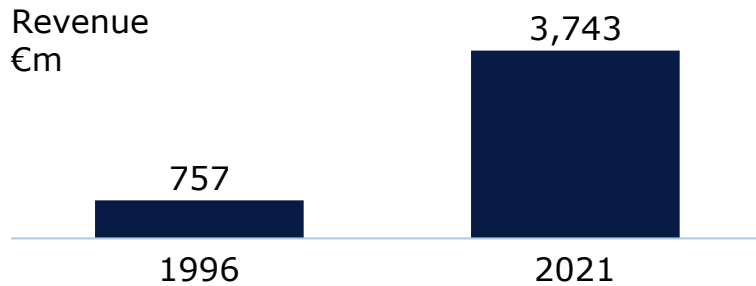
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Q3 business update

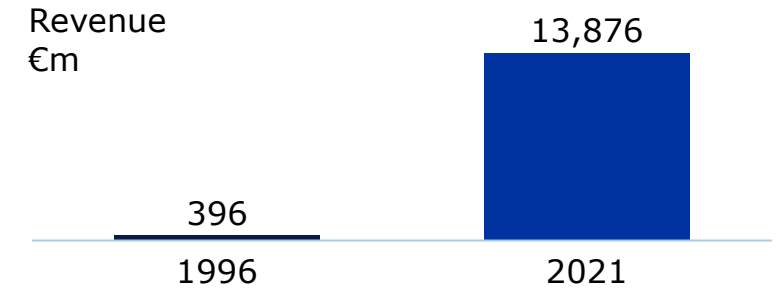


■ Leading vertically integrated dialysis provider

Products serving more than half of the world's dialysis patients



Largest dialysis network worldwide



- >150 m** dialyzers
- ~ 50,000** dialysis machines
- 1 out of 2** HD patients worldwide treated with an FME machine
- Products available in **150** countries worldwide
- >4,000** dialysis centers
- Every **0.6** seconds we provide a dialysis treatment
- ~345,000** dialysis patients
- >50 m** dialysis treatments p. a.
- Dialysis treatments provided in around **50** countries

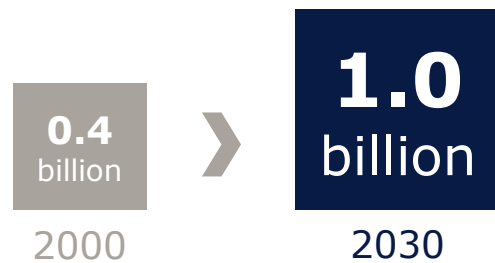
As of December 31, 2021

■ Key growth drivers in our core dialysis business

Addressing global Health Care Challenges



Global population aged 65+¹



HYPERTENSION

One out of four people worldwide has hypertension!

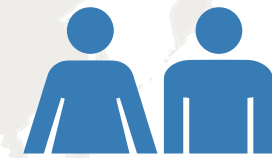
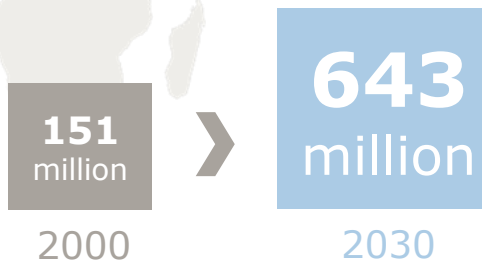
People living with hypertension²



DIABETES

+325%

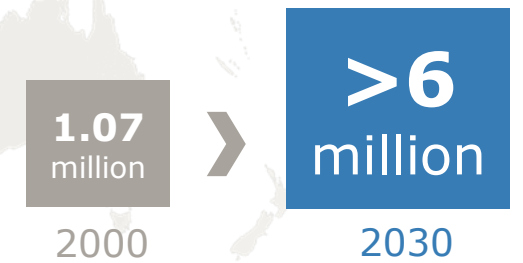
People living with diabetes³



DIALYSIS PATIENTS

+460%

People on maintenance dialysis⁴



¹ United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, Volume II: Demographic Profiles (ST/ESA/SER.A/427)

² WHO Global Health Observatory (people >18 years of age) | ³ IDF Diabetes Atlas 2021 (10th edition) | ⁴ FME Long Range Patient Projection 2021

■ Executing on key strategic priorities



Driving Value-based Care

- **Improve clinical outcomes** and quality of life for patients, **reduce overall costs** for payors and **expand into CKD**
- Leverage **longstanding experience** in Value-based Care and **largest database of CKD patients** in the industry
- For 2022, around **USD 6 billion of Medical Costs Under Management** are expected



Expanding Home dialysis

Aspirational target set:



25% of **dialysis treatments** in the U.S.
to be performed in a home setting **by 2025**

■ FME25 | New operating model

Former operating model



New operating model



FME25 timeline and initiatives

FME25 framework

✓	2021	Alignment of new operating model Transition journey defined & first initiatives started
✓	2022	Transition to new operating model Design further details of new operating model and initiate transformation
●	~2023	Implementation of new operating model Start new external reporting and provide transparency on new segments
○	2025	Identify further growth and efficiency measures ...within the new operating model beyond 2025

Phasing of investments & cost reductions

One-time investments (cumulative)		
€ 175-245m	€ 360-400m	€ 450-500m
2022	2023	2024-2025
€ 40-70m	€ 250m	€ 500m
Cost reductions (cumulative)		
Investments	€ 109m	Progress 9 month 2022
Cost reduction	€ 51m	

Agenda

1

Strategy & FME25

2

Q3 business update



q3
2022

- Business development continues to be strongly impacted by highly uncertain macroeconomic environment driving wage and general cost inflation in all reporting segments
- Impacts of improvements in North American Health Care Services operations delayed
- COVID-19-related excess mortality in line with expectations

■ Q3 2022 | Currency effects support revenue development

HEALTH CARE SERVICES



Revenue: €4,082 M

+16% | +2% cc | +2% organic

- Organic growth in EMEA, Asia-Pacific and Latin America, partially offset by negative organic growth in North America due to COVID-19 and capacity constraints in certain clinics.



HEALTH CARE PRODUCTS



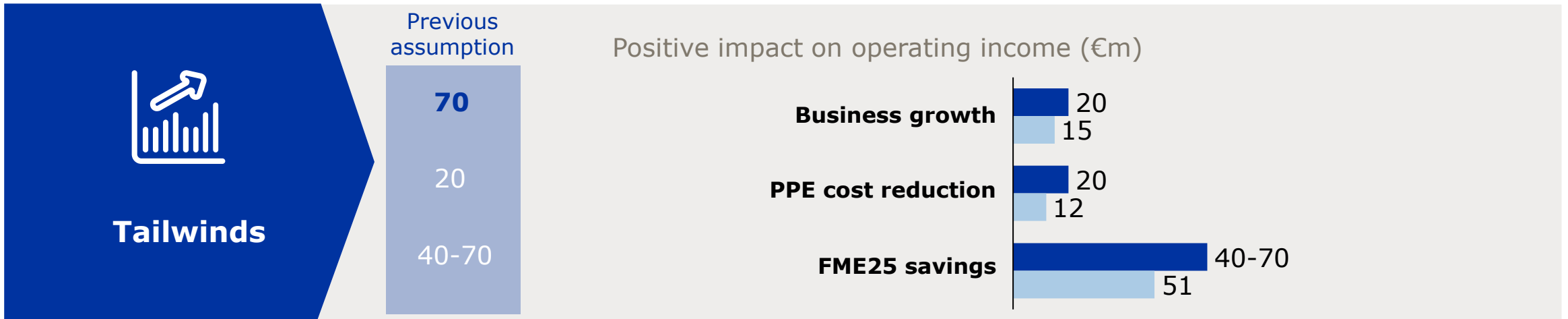
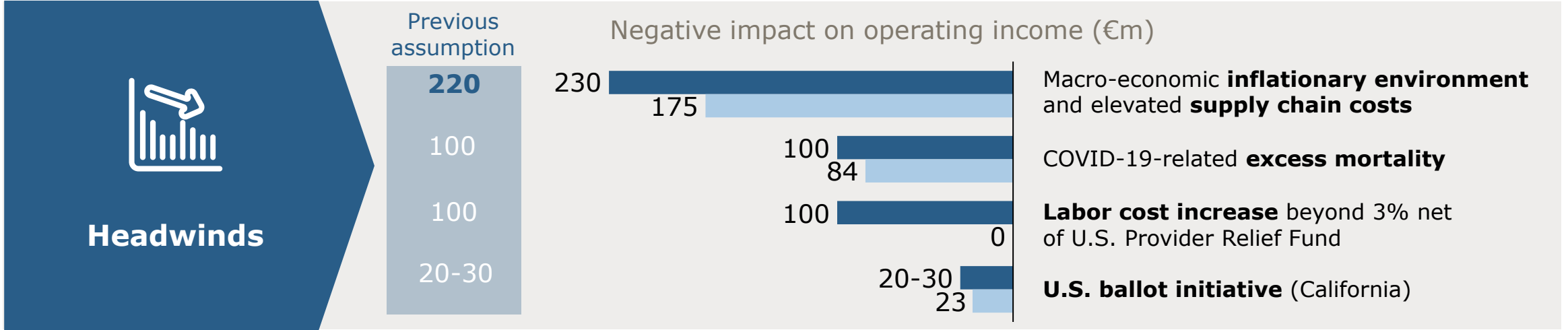
Revenue: €1,014 M

+11% | +4% cc | +4% organic

- Higher sales of in-center disposables and renal pharmaceuticals, partially offset by lower sales of machines for chronic treatment.

cc = constant currency

■ FY 2022 | 9 month development for Tail- & Headwinds



■ FY assumption ■ 9 month achieved

■ FY 2023 | Indicative Tail- & Headwinds

Tailwinds

Business growth contribution	FME25 savings
Reduced PPE costs	Ballot costs 2022

Headwinds

Provider Relief Funding 2022	Labor costs
Macroeconomic environment	Other non-recurring positive effects 2022

■ Strategic priorities to bring FME back to profitable growth



**Foster unwavering patient
centric mission**



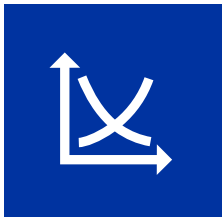
Improve profitability



**Implemented new
operating model**



Portfolio optimization



Fix the foundation



Winning culture



**Your questions
are welcome**

