



**FRESENIUS
MEDICAL CARE**



Profile of skills and expertise of the Supervisory Board

Fresenius Medical Care AG

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Profile of skills and expertise and concrete objectives for the composition of the Supervisory Board

The Supervisory Board of Fresenius Medical Care AG determines concrete objectives for its composition and prepared a profile of skills and expertise for the entire Supervisory Board pursuant to recommendation C.1 of the German Corporate Governance Code.

Objectives for the composition of the Supervisory Board and profile of skills and expertise for the entire Supervisory Board

The Supervisory Board of Fresenius Medical Care AG is to be composed in a way that its members in their entirety have the required knowledge, skills and professional experiences for duly observing the tasks. Thereby, it is to differentiate between the requirements for the individual Supervisory Board members and the requirements for the composition of the entire Supervisory Board.

Requirements for the individual Supervisory Board members

The Supervisory Board members shall be professionally as well as personally qualified to advise and supervise the Management Board of a global health care company active in the field of dialysis.

Good corporate management

Each Supervisory Board member shall have the knowledge of good corporate management of a capital market oriented company required for duly observing its tasks. This includes the knowledge of main features of accounting, risk management, internal control mechanisms and of compliance and regulatory and legal matters.

Sector knowledge and internationality

Each Supervisory Board member shall have the general knowledge of the dialysis sector and related sectors as well as sufficient understanding of the global activities of Fresenius Medical Care.

Independence

A minimum of four of the Supervisory Board members shall be independent within the meaning of the German Corporate Governance Code in the version dated December 16, 2019.

When assessing independence, in the view of the Supervisory Board, neither an appointment to the Management Board lapsed for more than two years nor the duration of the membership to the Supervisory Board exclude the classification as independent per se.

Individuals exercising an office in a body of, or an advisory function at, a significant competitor of Fresenius Medical Care or who hold, directly or indirectly, more than 3 % of the voting capital in such competitor shall not be a member of the Supervisory Board.

Time availability and limit to the numbers of offices held

Each Supervisory Board member shall have sufficient time available required for duly observing the office as Supervisory Board member and to comply with the limit to the offices held as recommended by the German Corporate Governance Code. Under the assumption of four meetings annually the expected time expenditure of new members generally amounts to approximately 12 to 24 days a year. This includes the preparation and follow-up of the Supervisory Board's meetings, the review of reports to the Supervisory Board, the participation in the General Meeting and regular trainings. In this context, it is to be considered that the time expenditure also depends on the membership in one or several Supervisory Board committees.

Age limit

The Supervisory Board shall, as a rule, only include persons who have not reached the age of 75 years at the time of their election or appointment. The Supervisory Board will observe this age limit in its election proposals for membership in the Supervisory Board.

Regular maximum tenure

The Supervisory Board shall, as a rule, not include more than two persons who at the time of their election or appointment have been members of the Supervisory Board for more than twelve years.

Command of the English language

Since the Supervisory Board communicates in the meetings in the English language and since also the documents for the preparation of the meetings are drafted in the English language, each Board member shall have a good command of the English language.

Requirements for the entire Supervisory Board

Sector experience

The Supervisory Board in its entirety needs to be familiar with those fields of the health care sector in which the Company is active. At least two Supervisory Board members shall have in-depth knowledge and/or experience in those fields of the health care sector that are important for the Company, if possible in particular in the field of dialysis.

Financial knowledge

The Supervisory Board in its entirety needs to have financial knowledge, in particular in the fields of accounting, reporting and auditing. At least one member needs to have expertise knowledge in the field of accounting and at least one other member needs to have expertise knowledge in the field of auditing.

Knowledge of relevant legal matters as well as relevant regulatory and compliance matters

The Supervisory Board in its entirety shall be familiar with the relevant legal matters as well as relevant compliance matters and regulatory matters, in particular concerning health care reimbursement.

Expertise knowledge of sustainability matters

The Supervisory Board in its entirety shall be familiar with the sustainability matters relevant for the Company, in particular with a view to environmental, social and governance (ESG).

Experience in the field of digitalization

The Supervisory Board in its entirety shall have the required understanding of the requirements from digitalization.

Internationality

Fresenius Medical Care is present in more than 120 countries. Therefore, the Supervisory Board in its entirety shall have knowledge and experience in the regions important for Fresenius Medical Care. The Supervisory Board shall include at least two members having, due to their origin, education or business experience, a particular relation to the international markets relevant for Fresenius Medical Care.

Management experience

The Supervisory Board shall include at least two members having experience with managing or supervising a medium or large company.

Diversity and appropriate representation of women

The Supervisory Board shall rely on as diverse as possible expert knowledge, skills and experiences. Therefore, diversity (*Vielfalt*) shall be appropriately considered for its composition and when making election proposals it shall be paid attention that, in the company's interest, the candidates' profiles reasonably complement each other. Diversity (*Vielfalt*) at Fresenius Medical Care is understood in a broad way and includes various aspects such as cultural and ethnic origin, gender, nationality, education and professional experience.

At least 30 % and in any case not less than two members of the Supervisory Board shall be women and at least 30 % and in any case not less than two members shall be men.

Status: March 2022