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.
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
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

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
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 productions 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 spans\(^3\); rising costs of chronic diseases\(^4\)

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

2021 FOCUS AREAS FOR PATIENT EXPERIENCE MEASURES

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

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

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

<table>
<thead>
<tr>
<th>HOME THERAPY</th>
<th>DIGITAL SERVICES</th>
<th>AFFORDABILITY</th>
<th>HEALTH EQUITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11%</strong></td>
<td><strong>1.7M</strong></td>
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</tr>
<tr>
<td>increase in home patients in 2020(^1)</td>
<td>More than telehealth sessions on US patient app TheHub</td>
<td>Most affordable dialysis machine has been introduced to 9 underserved markets since 2019</td>
<td>Ongoing US patient population analysis</td>
</tr>
<tr>
<td></td>
<td>Over 20 countries using mycompanion app</td>
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</tbody>
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\(^1\) 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

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¹ In Advanced Renal Education Program  
² Through global Kidney Kid initiative  
³ In the U.S.
2022+ FOCUS AREAS

Global clinical quality index to be developed

- Clinical outcomes
- Vascular access
- Hospitalization rate
- Quality of care
- Access to healthcare
- Global clinical quality index
- Patient experience
- Patient education
- Availability
- Affordability
- Health equity
- Home therapy
- Kidney transplantation
- Patient Net Promoter Score
Your questions are welcome!
# Financial Calendar 2021

## Reporting Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 22</td>
<td>Q4 2021 Earnings Release and Conference Call</td>
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## Conferences

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>November 19</td>
<td>Barclays - European Investment Grade Credit Conference 2021</td>
</tr>
<tr>
<td>November 19</td>
<td>Jefferies London Healthcare Conference</td>
</tr>
<tr>
<td>December 2</td>
<td>4th Annual Evercore ISI HealthCONx Conference</td>
</tr>
<tr>
<td>December 3</td>
<td>Société Générale - The Premium Review Conference</td>
</tr>
<tr>
<td>December 7</td>
<td>BofA Securities - Home Care 2021</td>
</tr>
<tr>
<td>December 8</td>
<td>Berenberg - European Conference</td>
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</table>

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