

22nd German Corporate Conference

January 17, 2023

Helen Giza, CEO and Chair of the
Management Board



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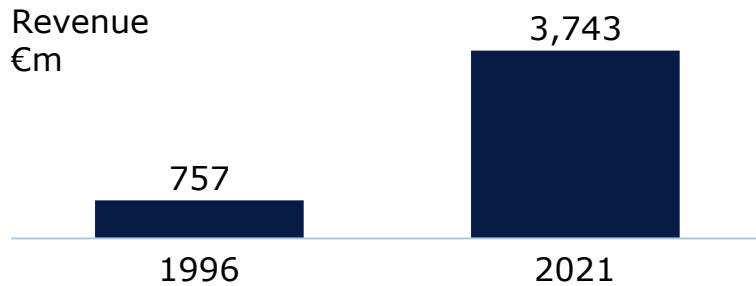
If not mentioned differently the term net income after minorities refers to the net income attributable to the shareholders of Fresenius Medical Care AG Co. KGaA. The term EMEA refers to the region Europe, Middle East and Africa. Amounts are in Euro if not mentioned otherwise.

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.

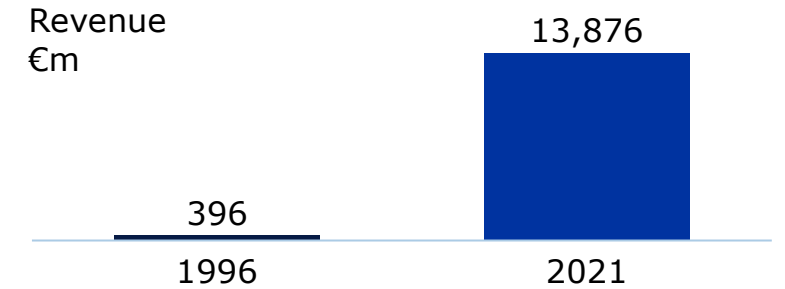


■ Leading vertically integrated dialysis provider

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

■ 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 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	

■ FY 2023 | Indicative Tail- & Headwinds

Tailwinds

Headwinds

Business growth
contribution

FME25 savings

Provider Relief
Funding 2022

Labor costs

Reduced PPE
costs

Ballot costs
2022

Macroeconomic
environment

Other non-
recurring
positive effects
2022

■ Strategic priorities to bring FME back to profitable growth



**Foster unwavering patient
centric mission**



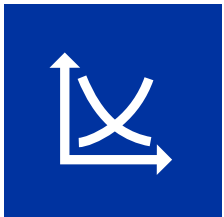
Improve profitability



**Implemented new
operating model**



Portfolio optimization



Fix the foundation



Winning culture



**Your questions
are welcome**

