

Barclays Global Healthcare Conference

March 14 & 15, 2023



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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



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At a Glance

2

Strategy & FME25

3

Financials & Outlook

■ Investment highlights

Business & Strategy

Leading vertically integrated global dialysis provider

- Largest **dialysis network** worldwide
- **Products** serve more than half of the world's dialysis patients
- Leveraging core competencies to **expand along the Renal Care Continuum**

Growth drivers

Benefitting from solid underlying trends

- **Growing and ageing** global population
- Increase in **chronic diseases**
- Transformation of **health care systems**
- Leading position in **Value-based Care** and **Home dialysis**
- Leading internal and external **innovation pipeline**

Sustainability

Embedded in vision, mission and strategy

- **Commitment:** global standards defined
- **Performance:** global KPIs and targets for material focus areas
- **Transparency:** reporting along international standards

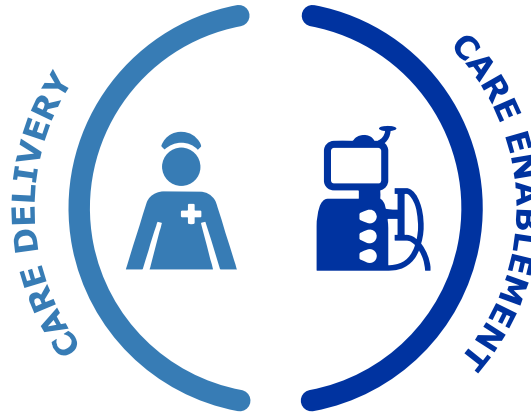
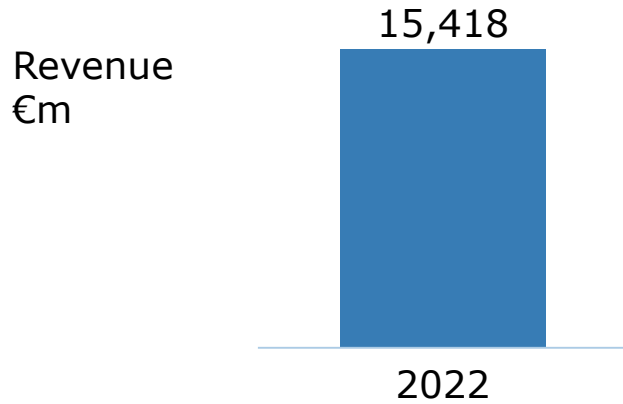
FME25

Transformation program enables execution on strategy

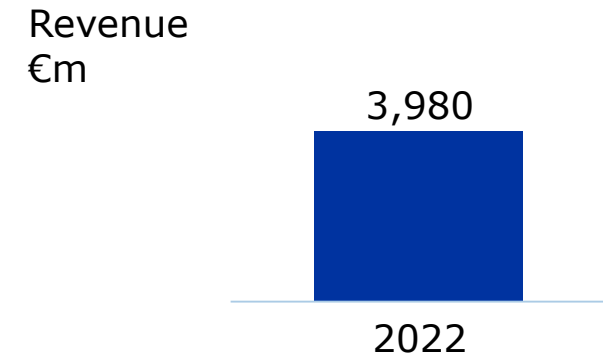
- **New global operating model** provides strategic clarity, accountability and simplification
- Basis for **further sustainable growth**
- **External reporting** to be aligned in 2023
- Sustainable **reduction of annual cost base** by €650m until 2025

■ Leading vertically integrated dialysis provider

Largest dialysis network worldwide



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



> **160 m**
dialyzers



~ **42,000**
dialysis machines



1 out of 2
HD patients
worldwide
treated with an
FME machine



Products
available
in ~ **150**
countries
worldwide



> **4,100**
dialysis
centers



Every **0.6**
seconds we pro-
vide a dialysis
treatment



> **344,000**
dialysis patients



> **52 m**
dialysis
treatments
p. a.



Dialysis treat-
ments provided
in around **50**
countries

As of December 31, 2022



Agenda



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At a Glance

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Strategy & FME25

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Financials & Outlook

■ Enhancing patients' lives is what drives Fresenius Medical Care

Our Vision

Creating a future worth living.
For patients. Worldwide.
Every day.

Our Mission

Providing the best possible care.
Sustainably in diverse Health Care systems.
For a growing number of patients around the world.

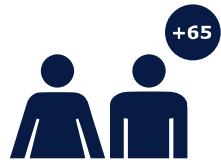
Our Strategic Aspiration

Unlock value
as the leading kidney care company.



■ Key growth drivers in core dialysis business remain intact

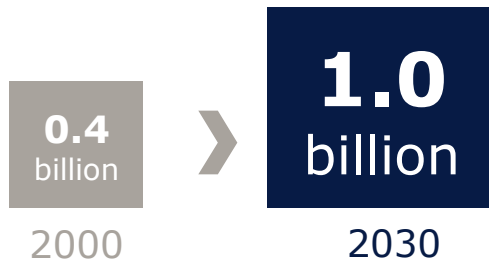
Addressing global Health Care Challenges



AGEING GLOBAL POPULATION

+150%

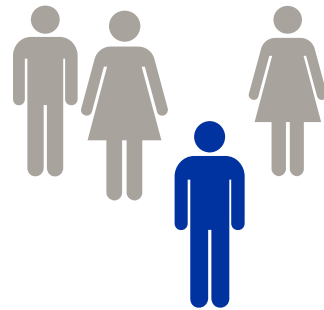
Global population aged 65+¹



HYPERTENSION

One out of four people worldwide has hypertension!

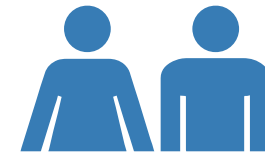
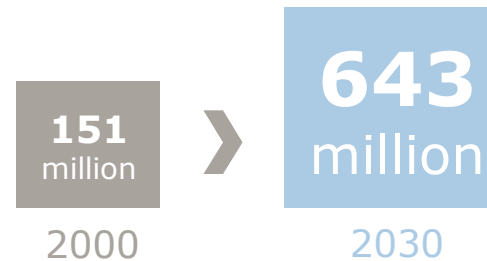
People living with hypertension²



DIABETES

+325%

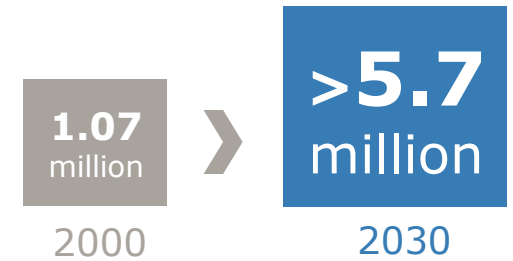
People living with diabetes³



DIALYSIS PATIENTS

+440%

People on maintenance dialysis⁴



1 United Nations Department of Economic and Social Affairs, Population Division (2022). World Population Prospects 2022: Summary of Results. UN DESA/POP/2022/TR/NO. 3

2 WHO Global Health Observatory (2019), adjusted for population aged >18 (population data from United Nations, Department of Economic and Social Affairs, Population Division (2022) World Population Prospects 2022, Online Edition (POP/F01-1) | 3 IDF Diabetes Atlas 2021 (10th edition) | 4 FME Long Range Patient Projection

■ Capturing growth potential



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
- 2022: around **USD 6 billion of Medical Costs Under Management** achieved
- 2025: increase to **USD 11 billion** expected



Expanding Home dialysis

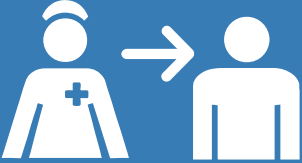

Aspirational target:



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

■ Creating a future worth living. For patients. Worldwide. Every day.

Unlock value as the leading kidney care company.

Structure	Global operating model with two segments	Financial reporting with enhanced transparency	Simplified governance
Capital allocation	Disciplined financial policy	ROIC improvement focus	
Operational efficiencies	FME25		
Portfolio optimization	Care Delivery 	Care Enablement 	
Culture	Accountability	Sustainability	Diversity & Inclusion

■ Structure | Simplified operating model

New global operating model implemented

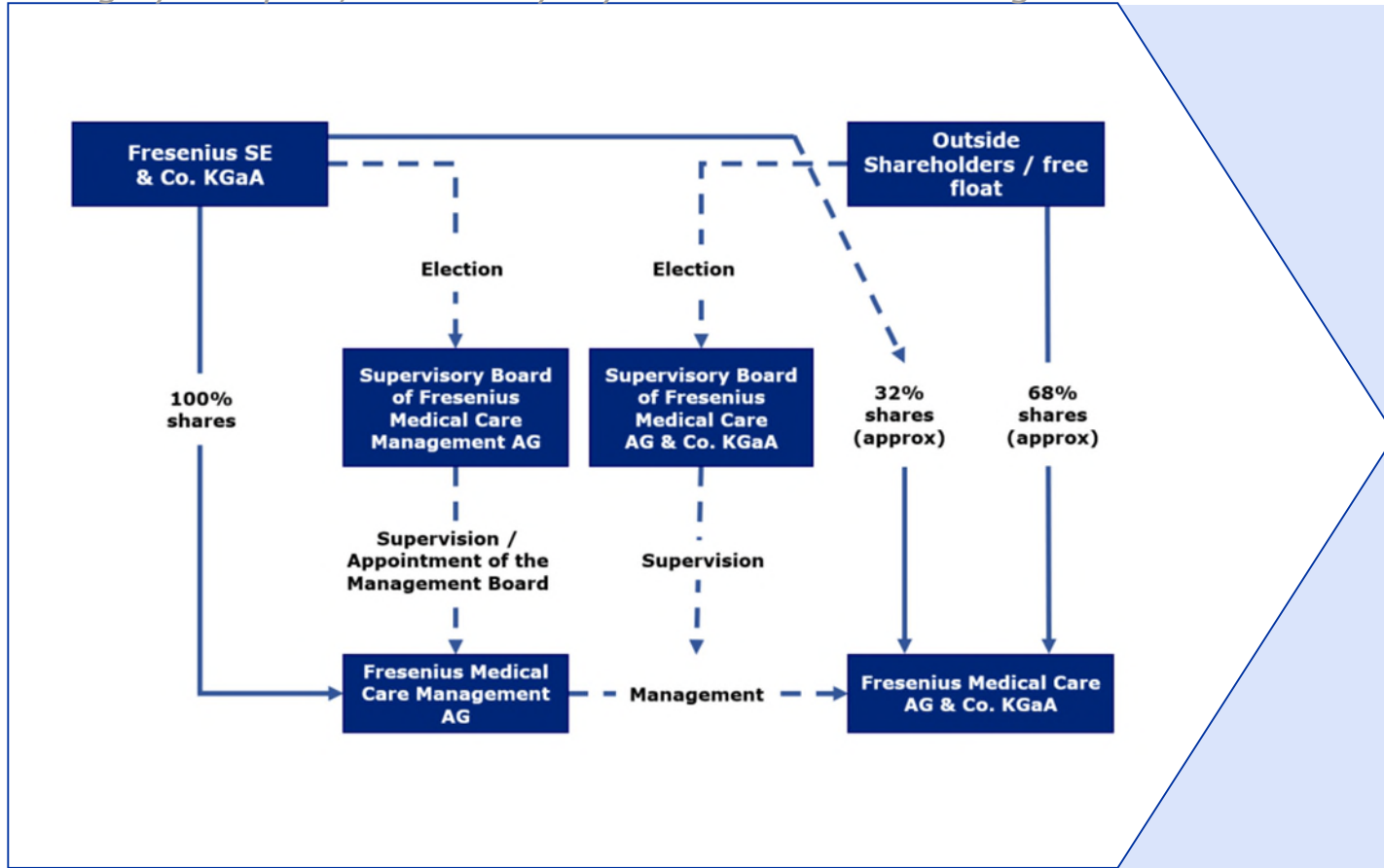


- ✓ Two globalized operating segments with end-to-end P&L responsibility
- ✓ Increased transparency to drive business performance improvement
- ✓ Globalized fully allocated G&A functions scalable to support operating segments

■ Structure | Proposed future simplified governance model

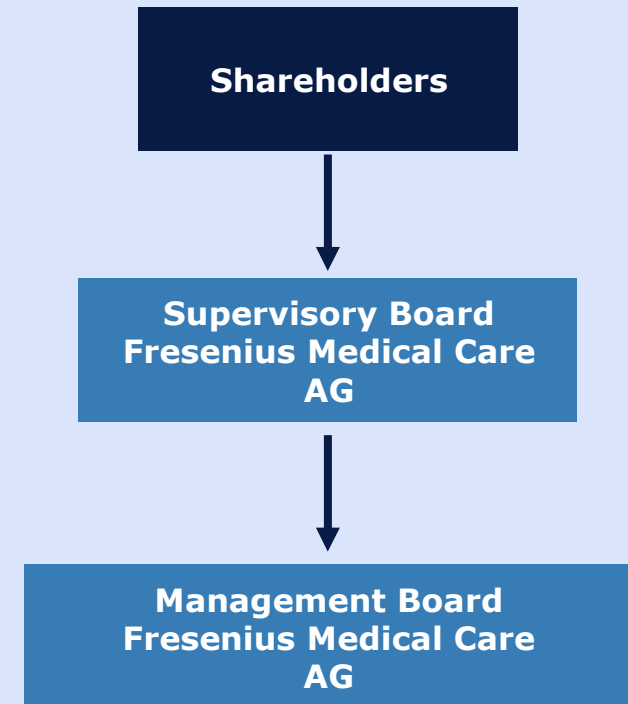
Current governance structure

Highly complex, with many layers of decision making



Potential, future governance structure

Simplified and in line with international standards



■ Structure | Proposed future simplified governance model

Advantages



- ✓ Simplified governance structure strengthening rights of free float shareholders
- ✓ Faster and fully independent decision making
- ✓ Freed up executive and top leadership time
- ✓ Avoidance of potential conflicts of interest
- ✓ Direct co-determination allows focus on FME

Considerations



- Limited rating pressure expected
- Administrative steps required (incl. EGM)
- One-off costs of EUR 50 to 100 million
- Negligible dissynergies associated with carveout

Timeline

Conversion into a “German stock corporation” completed by end of 2023



■ Capital allocation | Disciplined financial policy & ROIC investment focus



Deleveraging

- Committed to investment grade and to manage net financial leverage in the self-imposed range of 3.0 to 3.5x
- Potential divestitures gains from portfolio optimization to be used for deleveraging



Shareholder return

- Dividend policy in-line with earnings development
- Proposed dividend of 1.12 Euro (-17%) per share reflects 2022 net income performance

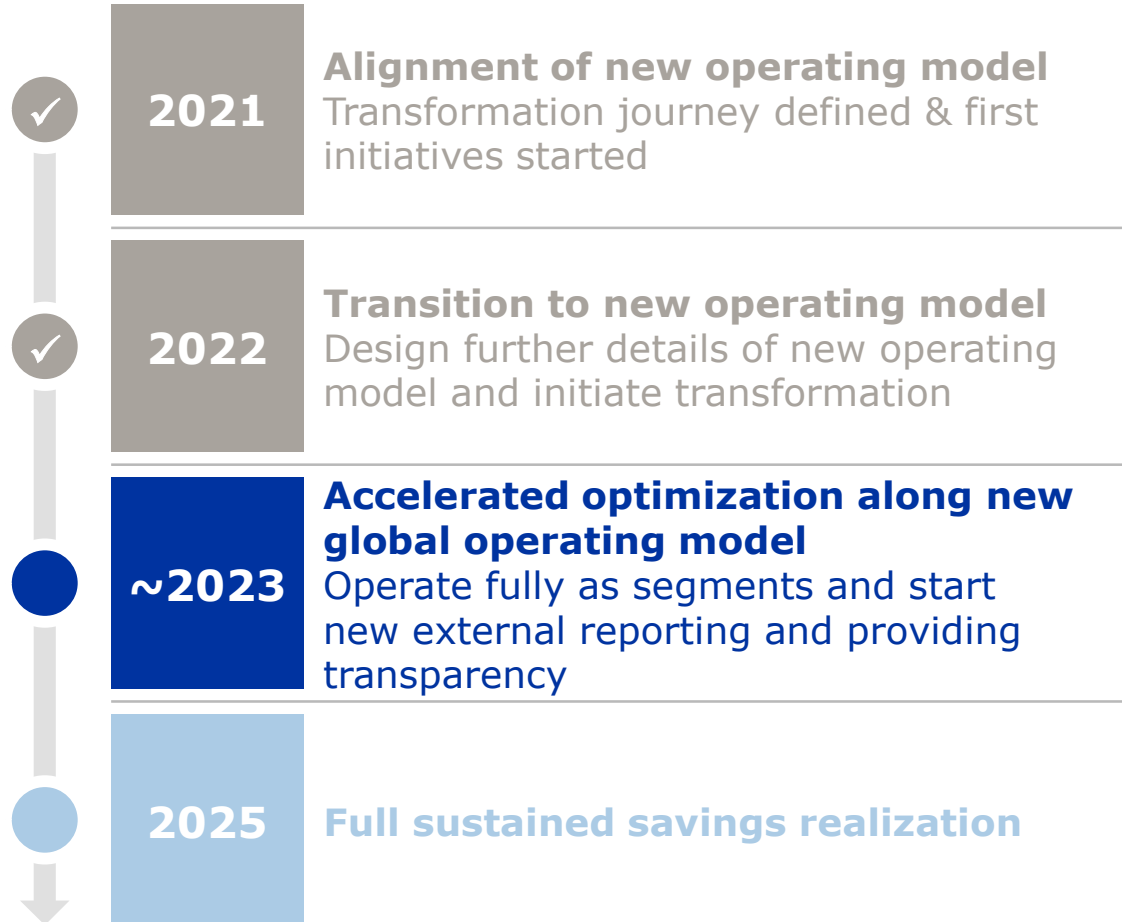


Focused investments

- Focus on organic growth in core portfolio
- Limit M&A activities to a minimum
- Stringent management of capital expenditures

Operational efficiencies | FME25 accelerated & extended

FME25 framework



Accelerated & extended initiative

Sustainable savings of EUR **650m** by 2025

One time costs up to EUR **650m**

Further Care Enablement opportunities

2022 achievements

- ✓ Sustainable savings of EUR 131m (guidance EUR 40 – 70m)
- ✓ One-time costs of EUR 204m

2023 plan

- Sustainable savings of ~ **EUR 250-300m** by the end of the year
- One-time costs of ~ **EUR 250-300m**

■ Operational efficiencies & portfolio optimization

Unlock value as the leading kidney care company

	Care Delivery	Care Enablement
Operational efficiencies	<ul style="list-style-type: none">▪ Turnaround efforts focused on productivity and efficiency measures▪ Improve operational leverage - rationalize U.S. clinic footprint	<ul style="list-style-type: none">▪ Efficiency improvements to drive margin expansion:<ul style="list-style-type: none">— Pricing initiatives— Productivity measures— Review of manufacturing footprint
Portfolio optimization	<ul style="list-style-type: none">▪ Exit unsustainable international markets▪ Divest non-core services	<ul style="list-style-type: none">▪ Rationalizing R&D programs▪ Divest non-core product lines

■ Committed to sustainability. Purpose driven. Patient-centric.

Our commitment to sustainability is an integral part of our vision and strategy.

Sustainability target focus

- Enhance quality of care and access to health care
- Build the best team to serve patients
- Reduce our environmental footprint

Global governance

Management responsibility and commitment of the Supervisory Board

Milestones achieved

- Strong foundation to drive progress and address changing regulatory environment and opportunities
- Continuous progress in ratings



■ Global climate targets¹

In line with a 1.5°C science-based scenario

2030

**50%
CO₂ emissions
reduction**

2040

**Climate
neutral**

Implementation roadmap

Continuous monitoring of opportunities and flexibility to be able to react to...

- Dynamic energy markets and prices
- Energy efficiency and production opportunities

Levers to achieve targets

Renewable energy sourcing complemented by ...

- Process optimization
- Energy efficiency measures
- Renewable energy generation
- Technology assessment
- Renewable energy certificates for transition

¹ Scope 1 and 2 emissions, business as is | Base year: 2020

■ Sustainability Highlights

**Purpose
driven.
Patient-
centric.**



Global Sustainability Program successfully completed in 2022

>30 global policies and standards implemented for sustainability topics

>300 non-financial data points disclosed

2023+ sustainability targets set developed

Key achievements

Patient satisfaction

NPS of 71 confirms high patient satisfaction

Best team for patients

69% of our employees feel a sense of belonging at work

30% women leaders in first & second levels below management board

Healthy planet

-10.5% CO₂e emissions footprint compared to 2021¹

2023+ sustainability targets & priorities set

New measurement: Global Quality Index

Measures patient well-being and treatment success

New target: Sustainable Products & Services

Commitment to assess sustainability performance of products and services

New commitment: Zero Health Gaps Pledge

Supports improving health equity in Global Health Equity Network

¹ Includes Scope 1 (direct) and Scope 2 (indirect) emissions at our production sites and Scope 2 emissions from electricity consumption resulting from treatments at our dialysis clinics; excluding mobile assets



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■ FY 2022 | Continued organic growth



- Higher labor costs, staff shortages and inflationary cost increases **impacted earnings development**
- **Continued organic growth**

Key Figures

	FY 2022 € million	FY 2021 € million	Growth in %	Growth in %cc
Revenue	19,398	17,619	10	2
Operating income	1,512	1,852	(18)	(25)
Operating income excl. special items ¹	1,817	1,915	(5)	(13)
Net income	673	969	(31)	(37)
Net income excl. special items ¹	913	1,018	(10)	(17)

¹ Special items relate to costs associated with FME25 program, the impact related to the war in Ukraine, hyperinflation accounting in Türkiye, the Humacyte investment remeasurement and the InterWell Health merger net gain | cc = constant currency

■ FY 2022 | International regions drove organic growth

HEALTH CARE SERVICES



Revenue: €15,418 million

+11% | +2% cc | +1% organic

- Strong contribution to organic growth from EMEA and Asia-Pacific,...
- ...partially offset by development in North America



HEALTH CARE PRODUCTS

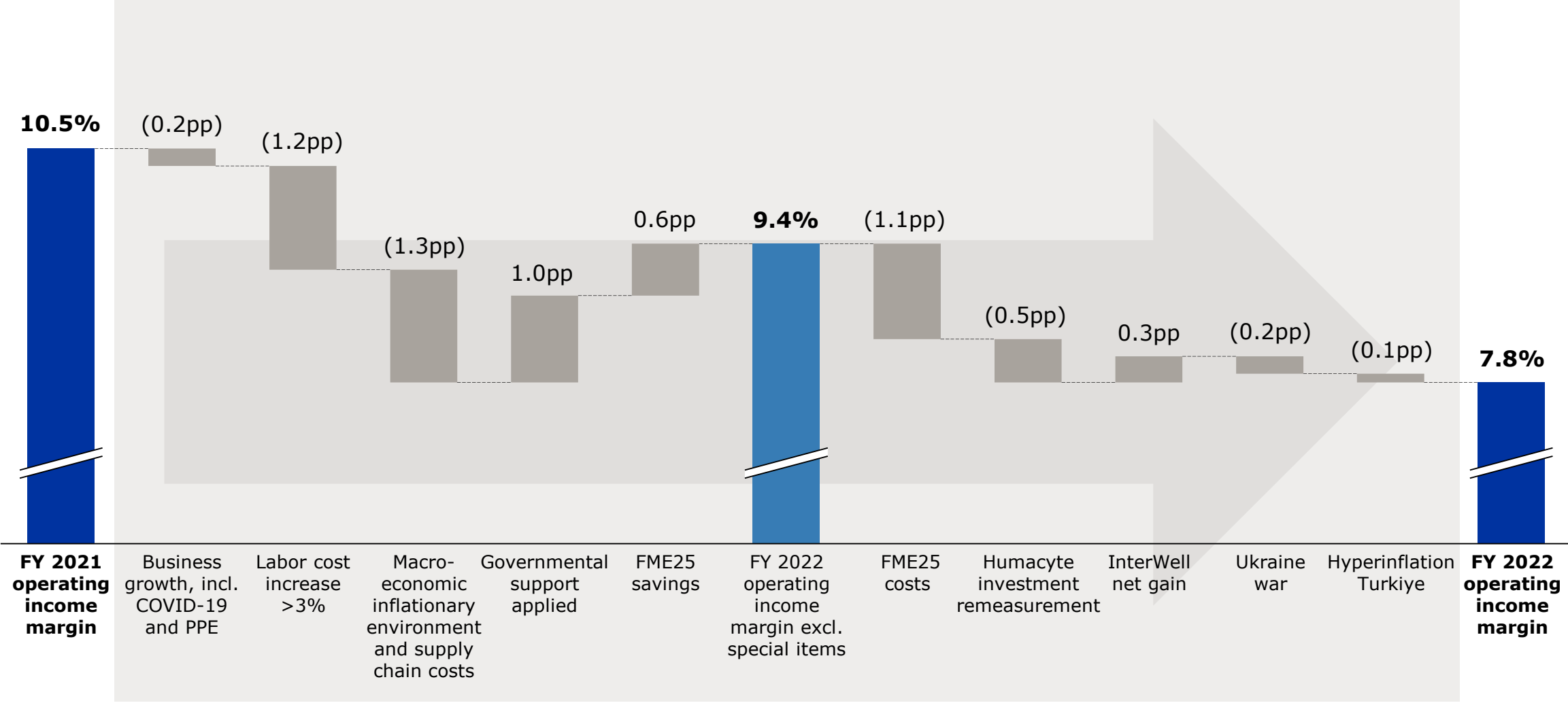


Revenue: €3,980 million

+6% | +2% cc | +2% organic

- Higher sales of in-center disposables and renal pharmaceuticals, partially offset by lower sales of machines for chronic treatment
- Lower organic contribution from North America compensated by Asia-Pacific and EMEA

FY 2022 | Operating income margin development

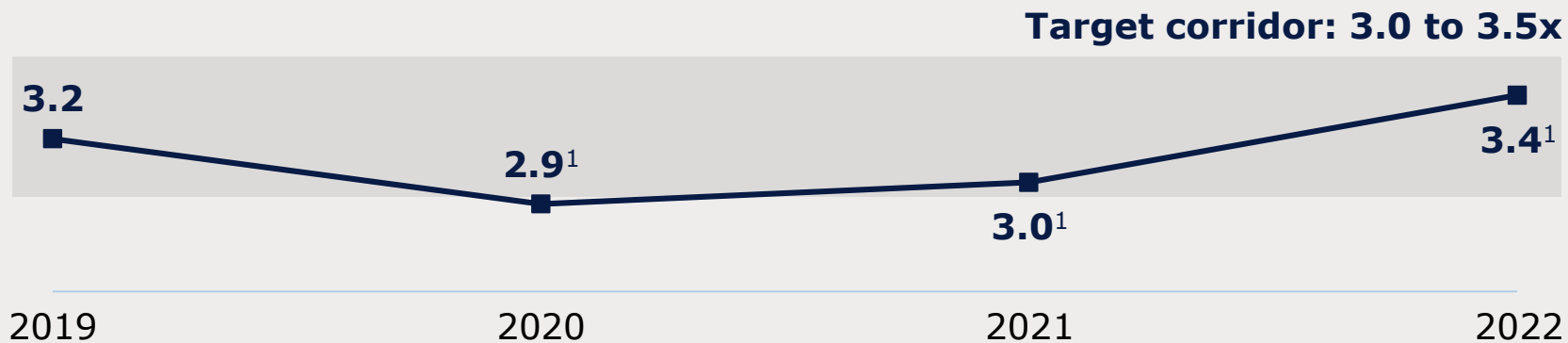


pp = percentage points

■ FY 2022 | Stable free cash flow generation

	FY 2022 € million	FY 2021 € million
Operating cash flow	2,167	2,489
Capital expenditures, net	(687)	(829)
Free cash flow	1,480	1,660
Free cash flow after investing activities	1,433	1,293

Net leverage ratio (Net debt/EBITDA)



¹ Excl. U.S. federal relief funding and advanced payments under the CARES Act

Key developments:

- Operating cash flow development driven by lower net income, supported by lower recoupment
- Free cash flow conversion on stable level

■ FY 2023 | Assumptions Operating Income

2023 expected to be a transition year towards earnings growth recovery in 2024

Assumptions

- Significant headwind from inflationary cost environment of **EUR 200-240m**
- Labor cost headwind of **EUR 140-180m**
- No additional governmental support assumed
- U.S. dialysis treatment growth of **-1% to +1%**
- Sustainable FME25 savings of **EUR 250-300m**

■ Outlook

FY 2023

Revenue [%]

Low to mid-single digit growth

(FY2022 basis: EUR 19.4bn)

Operating income [%]

Flat to high-single digit decline

(FY2022 basis: EUR 1.54bn¹)

Further outlook

By 2025 an improved operating income margin of 10 to 14% is targeted

Outlook is provided in constant currency and exclusive of special items. Special items will be provided as separate KPI ("Revenue excluding special items", "Operating income excluding special items") to capture effects that are unusual in nature and have not been foreseeable or not foreseeable in size or impact at the time of giving guidance. These items are excluded to ensure comparability of the figures presented with the Company's financial targets which have been defined excluding special items. Assumptions for Outlook 2023 are outlined on slide 26 of this presentation.

¹ In 2022, operating income was supported by EUR 277 million of Provider Relief Funding received from the U.S. government to compensate for certain COVID-19-related costs. There is no additional governmental support assumed for 2023. To provide a comparable basis for the 2023 earnings outlook, the 2022 basis is adjusted accordingly.

Appendix



■ Q4 2022 | Profit and Loss

	Q4 2022 € million	Q4 2021 € million	Growth in %	Growth in %cc
Revenue	4,997	4,647	8	2
Operating income	352	449	(22)	(28)
<i>Operating income margin in %</i>	<i>7.0</i>	<i>9.7</i>		
Operating income excl. special items	495	492	1	(8)
<i>Operating income margin in % excl. special items</i>	<i>9.9</i>	<i>10.6</i>		
Net interest expense	75	67	13	1
Income before taxes	277	382	(28)	(33)
Income tax expense	83	79	6	(7)
<i>Tax rate in %</i>	<i>30.0</i>	<i>20.6</i>		
Non-controlling interest	55	74	(27)	(35)
Net income	139	229	(39)	(47)
Net income excl. special items	253	263	(4)	(14)

cc = at constant currency

■ FY 2022 | Profit and Loss

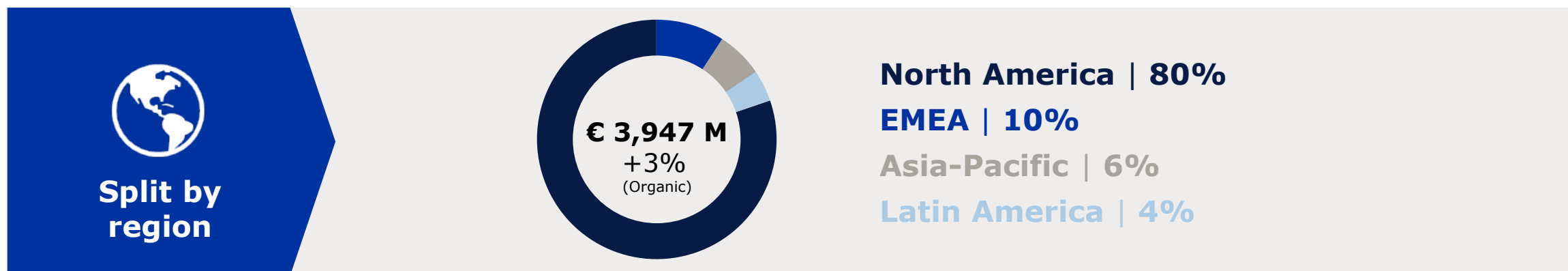
	FY 2022 € million	FY 2021 € million	Growth in %	Growth in %cc
Revenue	19,398	17,619	10	2
Operating income	1,512	1,852	(18)	(25)
<i>Operating income margin in %</i>	<i>7.8</i>	<i>10.5</i>		
Operating income excl. special items	1,817	1,915	(5)	(13)
<i>Operating income margin in % excl. special items</i>	<i>9.4</i>	<i>10.9</i>		
Net interest expense	292	280	4	(5)
Income before taxes	1,220	1,572	(22)	(29)
Income tax expense	325	353	(8)	(13)
<i>Tax rate in %</i>	<i>26.7</i>	<i>22.4</i>		
Non-controlling interest	222	250	(12)	(21)
Net income	673	969	(31)	(37)
Net income excl. special items	913	1,018	(10)	(17)

cc = at constant currency

■ Q4 2022 | Health Care Services

Revenue	Q4 2022 € million	Q4 2021 € million	Growth in %	Growth in %cc	Organic growth in %	Same market treatment growth in %
Health Care Services	3,947	3,621	9	2	3	(1)
North America	3,216	2,872	12	0	0	(2)
EMEA	373	359	4	6	6	1
Asia-Pacific	251	248	1	4	5	2
Latin America	101	135	(25)	44	45	(1)

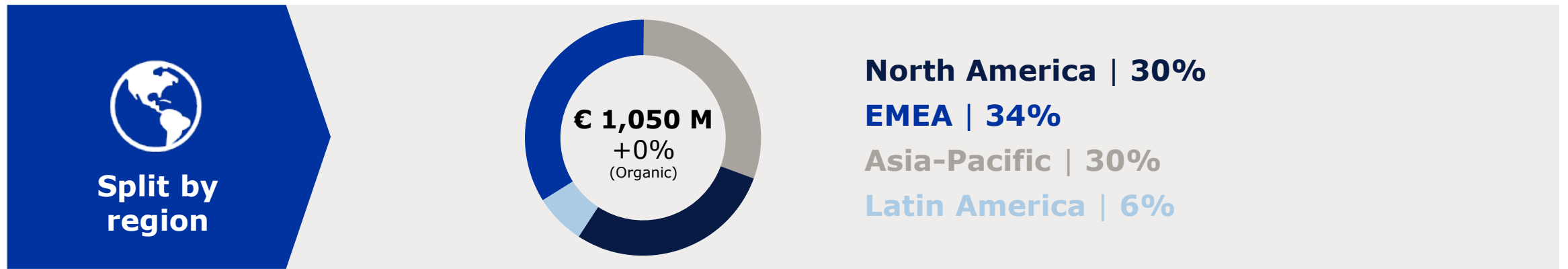
cc = at constant currency



■ Q4 2022 | Health Care Products

Revenue	Q4 2022 € million	Q4 2021 € million	Growth in %	Growth in %cc	Organic growth in %
Health Care Products	1,050	1,026	2	0	0
North America	313	284	10	(2)	(2)
EMEA	357	373	(4)	(1)	(1)
Asia-Pacific	312	304	3	2	2
Latin America	62	60	4	8	8

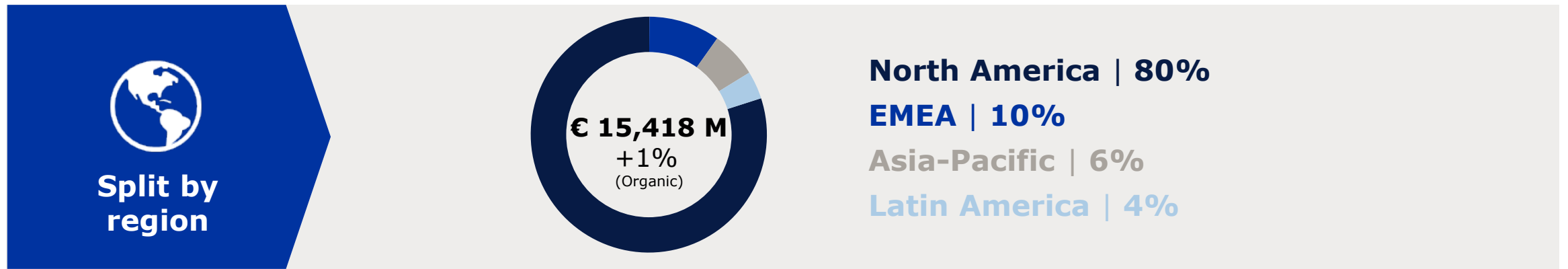
cc = at constant currency



FY 2022 | Health Care Services

Revenue	FY 2022 € million	FY 2021 € million	Growth in %	Growth in %cc	Organic growth in %	Same market treatment growth in %
Health Care Services	15,418	13,876	11	2	1	(1)
North America	12,400	11,020	13	0	(1)	(2)
EMEA	1,456	1,379	6	6	6	0
Asia-Pacific	981	942	4	4	3	2
Latin America	553	499	11	31	32	(1)

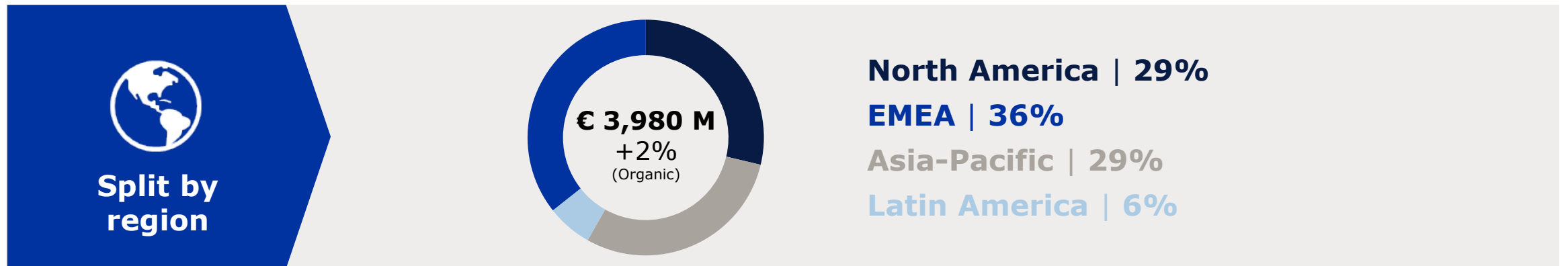
cc = at constant currency



FY 2022 | Health Care Products

Revenue	FY 2022 € million	FY 2021 € million	Growth in %	Growth in %cc	Organic growth in %
Health Care Products	3,980	3,743	6	2	2
North America	1,150	1,068	8	(4)	(4)
EMEA	1,395	1,386	1	3	3
Asia-Pacific	1,171	1,068	10	4	4
Latin America	244	204	20	14	14

cc = at constant currency



■ Debt

Reconciliation of non-IFRS financial measures to most directly comparable IFRS financial measures

	Q4 2022 € million	FY 2021 € million	FY 2020 € million
Debt			
Short-term debt from unrelated parties	665	1,178	63
+ Short-term debt from related parties	4	78	17
+ Current portion of long-term debt	694	668	1,008
+ Current portion of long-term lease liabilities from unrelated parties	650	640	588
+ Current portion of long-term lease liabilities from related parties	24	21	21
+ Long-term debt, less current portion	7,171	6,647	6,800
+ Long-term lease liabilities from unrelated parties, less current portion	3,875	3,990	3,764
+ Long-term lease liabilities from related parties, less current portion	130	98	119
Total debt and lease liabilities	13,213	13,320	12,380
– Cash and cash equivalents	(1,274)	(1,482)	(1,082)
Total net debt and lease liabilities	11,939	11,838	11,298

EBITDA

Reconciliation of annualized adjusted EBITDA and net leverage ratio to the most directly comparable IFRS financial measures

	LTM Q4 2022 € million	FY 2021 € million	FY 2020 € million
Net income	895	1,219	1,435
+ Income tax expense	325	353	501
– Interest income	(68)	(73)	(42)
+ Interest expense	360	353	410
+ Depreciation and amortization	1,718	1,586	1,587
+ Adjustments	320	125	249
Adjusted EBITDA (annualized)	3,350	3,563	4,140
Net leverage ratio (Net debt/EBITDA)	3.4	3.3	2.7

Adjustments: Acquisitions and divestitures made for the last twelve months with a purchase price above a €50 M threshold as defined in the Syndicated Credit Facility (2022: €22 M; 2021: €13 M), non-cash charges, primarily related to pension expense (2022: €54 M; 2021: €49 M), impairment loss (2022: €120 M; 2021: €38 M) and special items, including costs related to the FME25 Program (2022: €155 M; 2021: €25 M), Net Gain Related to InterWell Health (2022: -€114 M), Humacyte Investment Remeasurement (2022: €103 M), Hyperinflation in Turkiye (2022: €5 M) and the Impacts Related to the War in Ukraine (2022: €19 M).

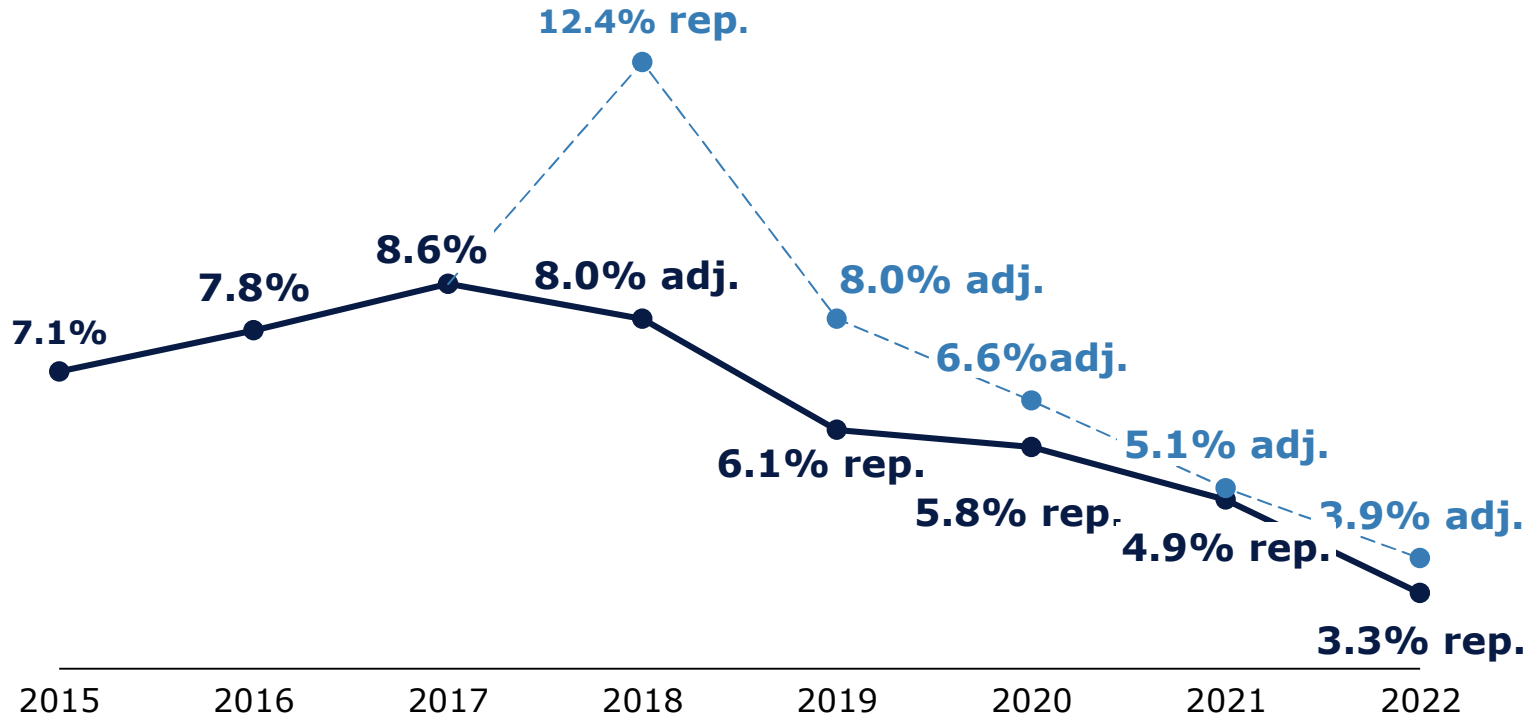
■ 2022 base for 2023 targets, reconciliation adjustments

	FY 2022 € million	Q1 2022 € million	Q2 2022 € million	Q3 2022 € million	Q4 2022 € million
Revenue	19,398	4,548	4,757	5,096	4,997
Operating income	1,540	390	284	377	489

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures for comparison with guidance

	Q4 2022 € million	Q4 2021 € million
Revenue	4,997	4,647
Net income	139	229
Special item: costs relating to FME25	70	34
Special item: Ukraine war	26	
Special item: Hyperinflation in Turkiye	(1)	
Special item: Humacyte Investment Remeasurement	18	
Special item: Net gain related to InterWell Health	1	
Net income excl. special items	253	263

Return on Invested Capital (ROIC) continued to be impacted by lower earnings



- For the years 2015-17 ROIC as reported within the Form 20-F.
- ROIC adjusted in 2018 for the divestiture of Care Coordination activities, FCPA-related charge, U.S. Ballot Initiatives, U.S. tax reform / including these effects, ROIC for FY 2018 was 12.4%
- ROIC adjusted in 2019 for the effects of IFRS 16, NxStage, FCPA, Cost optimization costs, divestiture of Care Coordination activities / including these effects, ROIC for FY 2019 was 6.8% (excl. IFRS 16)
- ROIC in 2020 excl. the impact of the Latin America impairment (special item) and in 2021 excluding FME25 (special item)
- ROIC for 2020 and 2021 was 7.5% and 5.5% excl. IFRS 16 and excl. Latin America impairment in 2020
- ROIC in 2022 adjusted for the effects of FME25, the Humacyte Investment Remeasurement, the net gain related to InterWell Health, the effects of hyperinflation in Turkiye and impacts related to the war in Ukraine

- Long-term value creation based on accretive acquisitions and organic growth
- 2018 positive impact from Sound divestiture
- 2019 negative impact from NxStage acquisition
- 2020 negative impact from Latin America impairment
- 2021 negative impact from FME25
- 2022 negative impact from FME25 and the Humacyte investment remeasurement

■ Exchange rates, U.S. dialysis days per quarter, definitions

Exchange rates

		FY 2022	FY 2021	FY 2020
€:USD	Period end	1.067	1.133	1.227
	Average	1.053	1.183	1.142
€:CNY	Period end	7.358	7.195	8.023
	Average	7.079	7.628	7.875
€:RUB	Period end	78.138	85.300	91.467
	Average	73.365	87.153	82.725
€:ARS	Period end	189.201	116.780	102.900
	Average	137.041	112.522	81.042
€:BRL	Period end	5.639	6.310	6.374
	Average	5.440	6.378	5.894
€:TRY	Period end	19.965	15.234	9.113
	Average	17.409	10.512	8.055

U.S. dialysis days per quarter

	Q1	Q2	Q3	Q4	Full year
2022	77	78	79	79	313
2021	77	78	79	79	313
2020	77	78	79	79	313
2019	76	78	79	80	313
2018	77	78	78	80	313
2017	77	78	79	79	313
2016	78	78	79	79	314
2015	76	78	79	79	312

Definitions



cc	At constant currency
HD	Hemodialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
LTM	Last-Twelve-Months

■ Patients, treatments, clinics

	as of December 31, 2022			as of December 31, 2021		
	Patients	Treatments	Clinics	Patients	Treatments	Clinics
North America	208,310	31,788,799	2,683	209,291	32,334,280	2,695
Growth in %	0	(2)	0	0	(2)	2
EMEA	66,063	9,941,735	795	65,599	9,885,319	821
Growth in %	1	1	(3)	(1)	(3)	2
Asia-Pacific	34,001	4,844,563	395	33,760	4,766,472	405
Growth in %	1	2	(2)	2	2	1
Latin America	36,313	5,735,034	243	36,775	5,885,816	250
Growth in %	(1)	(3)	(3)	(1)	0	0
Total	344,687	52,310,131	4,116	345,425	52,871,887	4,171
Growth in %	0	(1)	(1)	0	(1)	2

■ Enhance quality of care | New global quality measurement

Indicators for patient well-being and treatment success

	Indication	2021	2022
 Days in hospital per patient year	Impact on health care costs and patient outcomes	10.7	10.6
 Quality index in percent	Patient well-being and treatment success	n/a	81



Quality index components

Dialysis effectiveness	Anemia management	Vascular access
94	71	79

■ Continuous monitoring of clinical performance to enhance care

Index components

Dialysis effectiveness

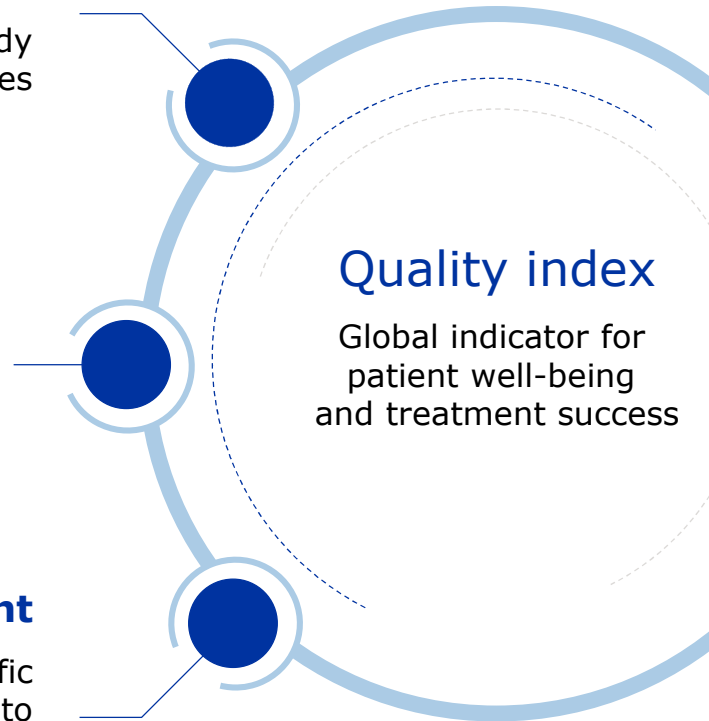
Measures how sufficiently the body is cleansed of waste substances

Vascular access

Measures the share of patients who do not receive dialysis via a dialysis catheter but rather via safer vascular access alternatives that reduce risk of infection and improve outcomes

Anemia management

Measures hemoglobin levels and specific medications given during dialysis to achieve optimum clinical outcomes, such as overall health and well-being



Strategy

- Consistent global approach to pursuit equity and standardization of care across diverse patient populations
- Use of enhanced analytics covering demographics (patient age) and medical history (diabetes prevalence)

Financial calendar

Reporting
& AGM

Conferences &
Meet the
Management

Date	Event
April 19, 2023 May 9, 2023 May 16, 2023	Capital Market Day (virtual) Report on 1 st quarter 2023: Earnings Release and Conference Call Annual General Meeting
May 9-11, 2023 May 17 – 18, 2023 May 24, 2023 May 31 – June 2, 2023	BofA Securities 2023 Health Care Conference, Las Vegas Best of Europe 1on1 Conference New York Berenberg Conference USA 2023, New York Bernstein Annual Strategic Decisions Conference 2023, New York

Dates and/or participation might be subject to change

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