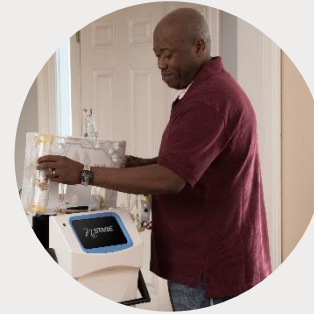


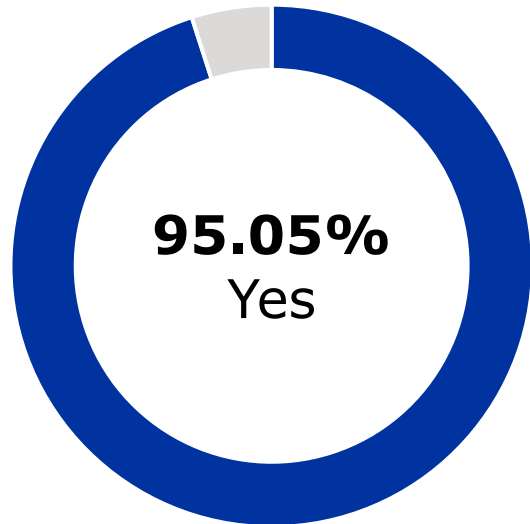
## Annual General Meeting 2022

Additional information on Item 6:  
Approval of the Compensation  
Report 2021

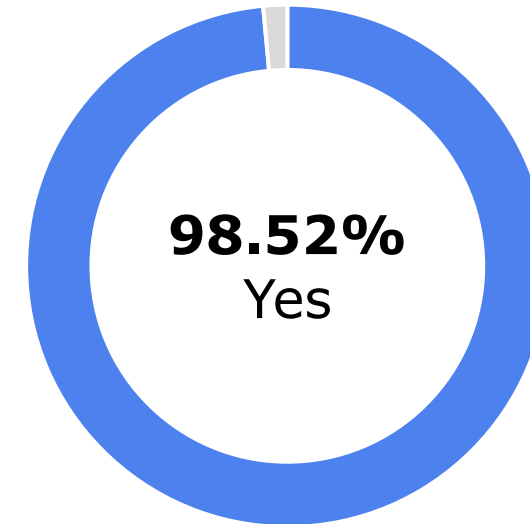


# ■ Compensation System 2020+ | Approved by 2020 Annual General Meeting

Voting results | AGM 2020



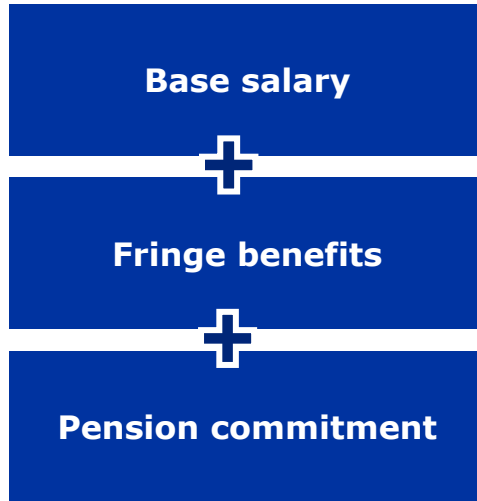
Resolution on the approval of the **Compensation System 2020+** for the members of the Management Board of the General Partner



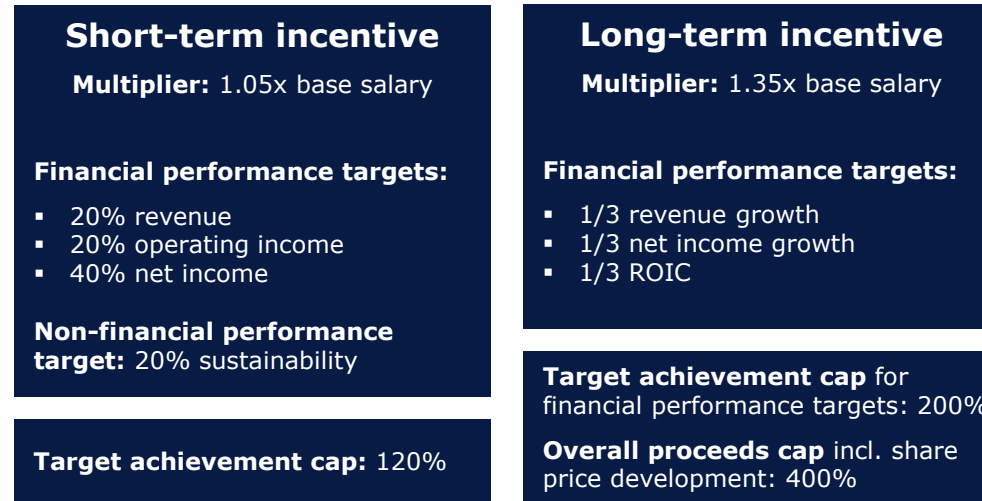
Resolution on the **remuneration of the members of the Supervisory Board** and on the amendment of Article 13 and Article 13e (3) of the Articles of Association

# ■ Compensation System 2020+ | Key elements

## Fixed components

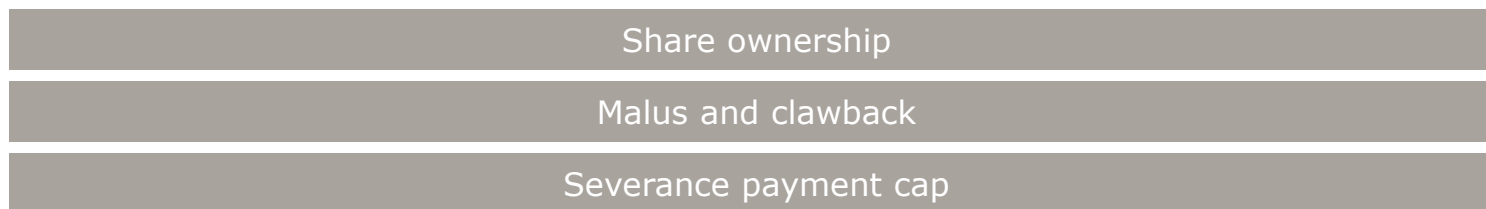


## Variable components



Maximum compensation for each Management Board member, depending on function

### Further design elements



- **Ambitious financial performance targets** for both short-term and long-term incentive to ensure “Pay for Performance” alignment
- **Non-financial performance target** underlines commitment to implement Global Sustainability Program
- **Performance- and long-term oriented structure of target compensation**

# ■ New Compensation Report 2021 provides disclosure beyond new legal requirements under German Stock Corporation Act (AktG)

## Highlights



### **2021 compensation at a glance and application of the Compensation System 2020+**

Management Board compensation linked to FME's financial and non-financial targets



### **Ex-post target scales and target achievements**

Detailed ex-post disclosure of applied target scales for long-term and short-term incentive as well as transparent disclosure of respective target achievement levels



### **Enhanced transparency beyond legal requirements & evolved compensation tables**

Increased use of tables and graphics | Presentation of compensation and pension expense for 2021 and 2020 enhances comparability | Bonus for 2021 and 2020 disclosed incl. target achievement and payouts | Continued use of GCGC tables



### **In line with stakeholder demands**

Collect feedback approach | Qualitative and quantitative compensation disclosures based on the demand of investors and other stakeholders | Full review of Compensation Report by auditor



### **Share-based compensation overview**

Tables and detailed information on stock options and share-based compensation, incl. outstanding awards and vesting schedule

# ■ Enhanced transparency and comprehensibility (1/3)



## Explanation of Compensation System 2020+

- ✓ Pre-determined structure of target compensation via base salary multipliers
- ✓ Target setting, incl. threshold as well as target and maximum amounts of target achievement
- ✓ Explanation of financial and non-financial performance targets, incl. weighting
- ✓ Appropriateness of compensation, incl. disclosure of composition of peer group for horizontal review and employee groups for vertical review



## Application of Compensation System 2020+ and resulting compensation levels

- ✓ Application of pre-defined performance targets as outlined in the compensation system
- ✓ Disclosure of target achievement, incl. actual values for individual targets and resulting payout
- ✓ Disclosure of long-term variable compensation: tranches due for payment and current tranches
- ✓ Present values of pension commitments as well as amounts paid or accrued
- ✓ Description of Malus/Clawback provisions and share ownership
- ✓ Disclosure of compensation to former Management Board members (up to 10 years after departure) beyond legal requirements

## ■ Enhanced transparency and comprehensibility (2/3)



### Recap of financial year 2021

- ✓ Recap of financial year 2021 with respect to compensation-relevant aspects
- ✓ Presentation and analysis of “Pay for Performance” alignment
- ✓ Discussion of link between Management Board compensation and long-term development of Fresenius Medical Care



### Comparison of compensation and earnings development

- ✓ 5-year comparison and year-over-year changes in Management Board, Supervisory Board and employee compensation as well as earnings figures and other key performance indicators, incl. absolute numbers
- ✓ Vertical comparison of Management Board and employee compensation based on global workforce

## ■ Enhanced transparency and comprehensibility (3/3)



### **Personal investment of Management Board members**

- ✓ Personal investment from variable compensation, incl. share ownership requirements



### **Outlook 2022**

- ✓ Compensation-related changes, incl. changes to be decided on in financial year 2022