



DAVITA INC.
SPECIAL MEETING OF STOCKHOLDERS
RULES OF PROCEDURE
January 23, 2020

We welcome you to our Special Meeting of Stockholders of DaVita Inc. (the “*Company*”). In fairness to all stockholders attending the meeting and in the interest of having a fair, informative, orderly and constructive meeting, the following rules of procedure will apply:

1. The business of the meeting will follow the order shown on the Agenda, which will be distributed to all guests at the meeting, and is the only business that may properly be conducted at the meeting. You need not vote at this meeting if you have already voted by proxy. However, if you wish to revoke your proxy and vote in person or if you have not voted, you will be given the opportunity to request a ballot and to vote before the polls are closed.
2. If you wish to comment or ask a question when the item of business set forth in the Agenda is under consideration or during the question and comment period, please raise your hand. After the Chair of the meeting recognizes you, kindly stand, give your name, and state whether you are an individual stockholder, proxyholder or an authorized representative. **Please note that only persons who have complied with the admission procedures set forth in the Company’s proxy statement may attend the meeting.** Only holders of record of common stock on **December 5, 2019**, or persons holding valid proxies executed by such record holders, are entitled to vote at the meeting.
3. Stockholder questions or remarks must be relevant to the meeting, the business of the Company or the item of business set forth in the Agenda, and in the interest of fairness to all stockholders, must be briefly stated with a time limit of two minutes. The meeting is not to be used as a forum to present general economic, political or other views that are not directly related to the business of the Company. The Chair of the meeting reserves the right to limit or terminate any questions or remarks that are repetitious, inappropriate or out of order.
4. If there is any matter that is of individual concern to a stockholder and that is not an appropriate subject matter for general discussion during the meeting, please defer discussion of such matter until after the meeting. At that time or some other mutually convenient time, an officer of the Company will be available to meet with individual stockholders to discuss such matters.
5. The use of cameras, sound recording equipment, communication devices or any other similar equipment is prohibited without the express prior written permission of the Company.
6. No party other than the Company may distribute materials of any type in the meeting area without the express prior written permission of the Company. Signage and visual displays other than those provided by the Company are prohibited in the meeting area without the express prior written permission of the Company.
7. The Chair of the meeting shall have the authority to preside over the meeting and may make any and all determinations with respect to the conduct of the meeting and procedures to be followed during the meeting.
8. The violation of these rules or other disruptive behavior will be considered cause for expulsion from the meeting by the Chair. In the event of disorder, the Chair may set a time to reconvene the meeting and/or declare the polls open for such period of time as she may determine to receive votes by proxy or ballot on the item of business on the Agenda and may immediately adjourn the meeting.

Thank you for your cooperation.