



DAVITA INC.
2026 ANNUAL MEETING OF STOCKHOLDERS
RULES OF PROCEDURE
June 4, 2026

We welcome you to the 2026 Annual Meeting of Stockholders (the “*Annual Meeting*”) of DaVita Inc. (the “*Company*”). In fairness to all stockholders attending the meeting and in the interest of having an informative, orderly and constructive meeting, the following rules of procedure will apply:

1. The business of the Annual Meeting will follow the order shown on the Agenda, which is displayed on the virtual meeting website. The Company’s Proxy Statement, setting forth in detail each of the proposals to be voted on, is also available on the virtual meeting website. The Annual Meeting, and the subsequent question and answer period, is scheduled for one hour.
2. You do not need to vote at the Annual Meeting if you have already voted. However, if you wish to change your vote or if you have not yet voted, you will have the opportunity to vote or change your vote during the Annual Meeting until the polls are closed.
3. In accordance with these Rules of Procedure, the Company will address questions from stockholders after the Annual Meeting as time permits. If you wish to ask a question, you may do so by clicking the Q&A button in the bottom-left corner of your screen. Type your question into the “Ask a Question” field and click “Submit.” As this is a meeting of stockholders, only stockholders of record as of the close of business on April 9, 2026, the record date for the Annual Meeting, are entitled to attend the meeting, vote or submit questions during the Annual Meeting.
4. Stockholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all stockholders will be paramount. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to two questions.
5. It will help us if questions are succinct and cover only one topic per question. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together. The Company does not intend to address any questions that are, among other things:
 - irrelevant to the business of the Company or to the business of the Annual Meeting;
 - related to material non-public information of the Company;
 - related to personal matters or grievances;
 - derogatory or otherwise in bad taste;
 - in furtherance of the stockholder’s personal or business interests; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair of the Annual Meeting in his reasonable judgment.

6. 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 Annual Meeting, or if a question posed was not otherwise answered during the Annual Meeting, we encourage you to contact the Company's Investor Relations department following the meeting at ir@davita.com.
7. Recording of the Annual Meeting is prohibited.
8. The Chair of the Annual Meeting shall have the authority to preside over the Annual Meeting and may make any and all determinations with respect to the conduct of the Annual Meeting and procedures to be followed during the Annual Meeting. In the event of a technical malfunction or other significant problem that disrupts the Annual Meeting, the Chair may set a time to reconvene or expedite and adjourn the Annual Meeting, or take such other action that he or she determines is appropriate in light of the circumstances.

Thank you for your cooperation.