Sustainability Impact 2025

siemens-healthineers.com/sustainability

SIEMENS Healthineers

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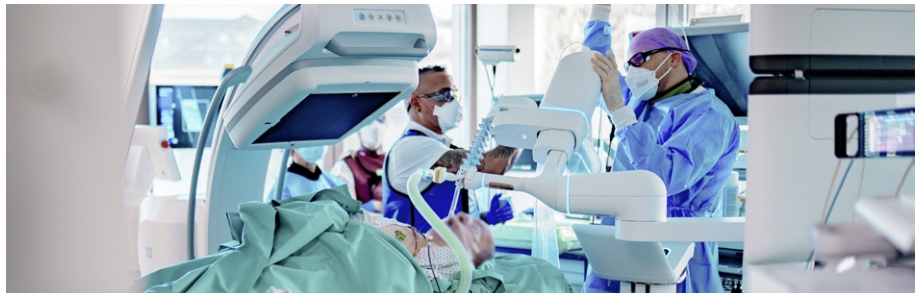

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Foreword

Healthcare systems around the world are evolving faster than ever. Rapid advances in medicine and technology are transforming how care is delivered, even as systems face workforce shortages, financial constraints, and increasing demand for equitable access to healthcare.

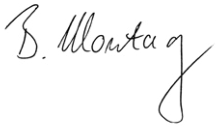
As a leader in medtech, we view these challenges as a shared opportunity to collaborate with our customers and partners worldwide in shaping a more sustainable, resilient future for healthcare. Our purpose — **We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.** — is a clear testament to our commitment to global health and the health of our planet.

In FY 2025, we advanced our impact even further, making significant progress toward our mid-term and long-term sustainability commitments. Our products and solutions reached 3 billion patient touchpoints worldwide, with over 1.1 billion in low- and middle- income countries. By collaborating closely with healthcare providers, governments and non-governmental organizations, we addressed significant barriers to healthcare in underserved regions. In Brazil for example, we work with the Brazil Ministry of Health to deliver the largest expansion of radiotherapy infrastructure in the country's history, helping to significantly reduce waiting lists and expand cancer care.

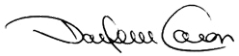
We are well on track toward our goal of Net Zero in our own operations and value chain, having reduced 49% of Scope 1 and 2 emissions and 4.5% of material Scope 3 emissions compared to our 2019 baseline. By integrating environmental sustainability priorities into the design, manufacturing, and use of our products, we are not only reducing our footprint across the product lifecycle and preserving valuable resources, but also enabling customers to meet their own sustainability and operational goals.

This year, our employee engagement scores ranked in the top 5% of the healthcare industry, and we were recognized as one of the 25 World's Best Workplaces by Great Place To Work®. Both achievements validate our commitment to foster an inclusive and innovative workplace for our diverse and engaged teams globally. Beyond the workplace, our employees continued to demonstrate our purpose in action, contributing over 46,000 hours of volunteering to offer support and relief to communities around us.

Looking ahead to 2030, we will build on these achievements as we pursue our next five-year ambition, elevating health globally. By advancing access, efficiency, and clinical excellence, and empowering our customers to deliver high-quality, efficient care, we aim for a world where more people can live with hope, not fear of disease. Whether it's helping someone with Alzheimer's hold onto their memories, preventing a heart attack before it happens, supporting a stroke survivor's recovery, or giving a cancer patient faster access to life-saving treatment, we want to make care more accessible, precise, and impactful. Our commitment to sustainability is at the heart of this ambition, driving us to create greater impact for the stakeholders we serve: patients, customers, investors, employees, and society as a whole.



Dr. Bernd Montag
CEO



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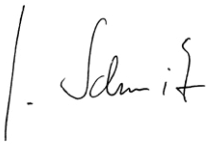
CHRO



Dr. Jochen Schmitz
CFO

Elisabeth Staudinger
MBM

Our strategic direction

The impact we create

The foundation we build on

1.1
About Sustainability Impact 2025

The Sustainability Impact 2025 publication provides an overview of our environmental, social, and governance (ESG) performance and highlights our achievements in FY 2025. It complements our Sustainability Report, which has been prepared in accordance with the regulatory framework of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) and is included in the Combined Management Report of our ↗ Annual Report for FY 2025.

Our Sustainability Impact 2025 is a compact format that provides a summary of how we bring our sustainability commitments to life and drive tangible impact for our stakeholders — patients, customers, investors, employees, and society. It not only reflects our strategic sustainability priorities, but showcases our global and local initatives. It helps to bring our sustainability journey to life — demonstrating how we create long-term value and drive positive change.

The reporting period is FY 2025 (October 1, 2024 to September 30, 2025), covering all regions, business areas and business horizontals of Siemens Healthineers.

This publication has not been subject to a separate audit. We refer to the assurance of our Sustainability Report. All baseline, prior year, and FY 2025 figures for our target key performance indicators (KPIs) presented here were taken from the Sustainability Report included in our Annual Report published on November 26, 2025, which was subject to a limited assurance engagement by an external auditor.

The Sustainability Impact 2025 was approved by the Managing Board of Siemens Healthineers AG (hereinafter “Siemens Healthineers,” “the company,” or “we”).

1.2

Siemens Healthineers at a glance

€23,375
million revenue

~74,000
employees

€2,168
million net income

>110
AI-supported product offerings

16.5%
adjusted EBIT margin

>70
countries represented

Siemens Healthineers is a global provider of healthcare products, solutions, and services, with activities in numerous countries around the world. Siemens Healthineers Group comprises the parent company Siemens Healthineers AG, a stock corporation under the laws of the Federal Republic of Germany, and its subsidiaries. Siemens Healthineers AG is registered in the commercial register in Munich, Germany. Siemens Healthineers had 73,840 employees as of September 30, 2025 (September 30, 2024: 72,253).

Siemens Healthineers maintains a strong market position in growth markets and is directly represented in more than 70 countries worldwide. Key production and development sites are located in Germany, the United States (U.S), India, China, Great Britain, South Korea, and Slovakia.

With holistic system competence, we develop, manufacture, and sell innovative diagnostic and therapeutic products and services to healthcare providers in more than 180 countries. Our portfolio includes clinical consulting, training, and service offerings that support the entire care continuum — from prevention and early detection to diagnosis, treatment, and follow-up. Until the end of FY 2025, our operations were structured into four segments: Imaging, Diagnostics, Varian, and Advanced Therapies — each a leading global provider.

- Our **Imaging** segment offers magnetic resonance imaging (MRI), computed tomography (CT), X-ray, molecular imaging, and ultrasound systems, supported by shared software platforms. We provide scalable software solutions for reading and interpreting diagnostic images across modalities.
- Our **Diagnostics** segment offers in vitro diagnostic products and services for general, specialty, and point-of-care labs. The portfolio covers key testing disciplines and includes workflow and informatics solutions to enhance lab productivity across diverse care settings.
- Our **Varian** segment offers innovative technologies and clinical services for cancer care. The portfolio supports personalized treatment and efficient workflows through high-precision, image-guided radiotherapy systems and digital solutions. It also includes advanced technologies like microwave, cryoablation, and embolization.
- Our **Advanced Therapies** segment offers integrated products, services, and solutions for image-guided, minimally invasive clinical procedures for treatments in cardiology, neurology, and oncology. Key offerings include

angiography systems, mobile C-arms, and clinical applications. We also develop robotic solutions for neurovascular interventions.

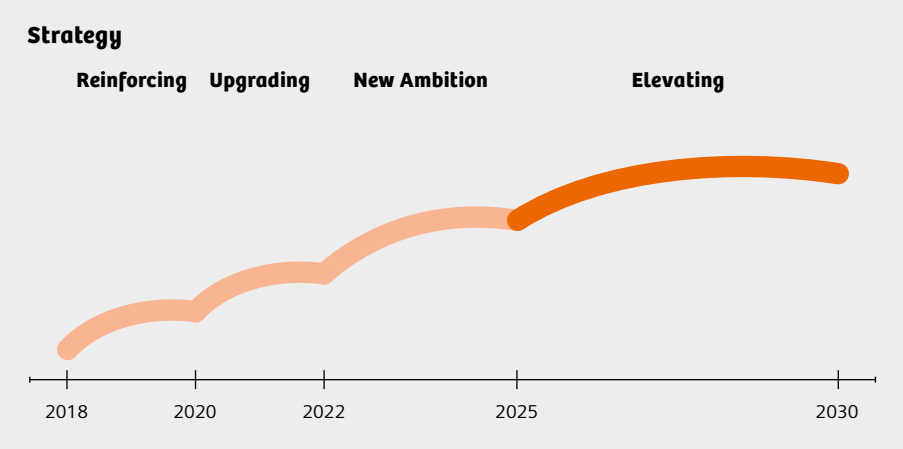
Within our four segments, we offer comprehensive services along the customer value chain, including maintenance, repair, spare parts, performance management, training, education, planning, financing, asset management, managed departmental services, and consulting. Many are implemented through long-term Value Partnerships, designed to help healthcare providers address major industry trends, including consolidation, workforce challenges, digitalization, and growing demands for efficiency and sustainability.

Elevating Health Globally

With the beginning of FY 2026, we entered our next strategy phase, called Elevating. This phase is about taking what we do best to the next level so that we can make an even greater impact for patients, customers, investors and society, and for all at Siemens Healthineers. It's an evolution of our strengths and focus, and represents our ambition for the next five fiscal years: elevating health globally.

We aim to scale breakthroughs, unlock new opportunities, and increase our impact for more people to enable transformation to happen at scale, globally. Building on our unique strengths, namely Patient Twinning, Precision Therapy and Healthcare AI, we strive to elevate health globally by expanding our clinical relevance in non-communicable diseases, such as neuro-degenerative and cardiovascular diseases, stroke, and cancer. Our solutions help shape care across the entire continuum, from prevention to follow-up. Close proximity to our customers ensures that we support them locally, while providing expertise and competence through our global network. This set up, together with global and regional partnerships, enables us to support healthcare providers to address major challenges, from health disparities and workforce shortages to financial pressures and the demands of rapid medical advancements.

Our strategy for the Elevating phase was crafted jointly with leaders and experts across the company and incorporates inputs from customers and strategic partners. It builds on the achievements of the previous phase, New Ambition, where we strengthened our clinical focus and expanded our portfolio to drive efficient processes and better outcomes. With an increasingly customer-centric approach, we now maintain more strategic relationships than ever, including over 200 Value Partnerships with major healthcare providers in more than 40 countries. Our growing societal relevance shows that ambitious sustainability goals and equally ambitious business goals go hand in hand. This is why sustainability is embedded in our purpose:



We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

This purpose anchors our ambition to expand access to modern healthcare to patients everywhere, while safeguarding the planet and supporting the needs of society. Our purpose is also the foundation of our common culture, which defines how we approach and collaborate with each other. We are well positioned to attract and retain the best talent, underscored by our recognition in many countries as a Great Place To Work®.

1.3

Our sustainability strategy and targets

Our sustainability strategy is grounded in our company's purpose to pioneer breakthroughs in healthcare for everyone, everywhere, sustainably. Developed in close collaboration with our stakeholders, it reflects a shared understanding of our opportunities to advance healthcare toward a more resilient and sustainable future. Organized into three core pillars: Healthcare Access, Resource Preservation, and Diverse and Engaged Healthineers, supported by two enablers: Volunteering and Employee-led Initiatives, as well as Global and Regional Partnerships, our sustainability strategy is reinforced by our strong foundation of innovation and robust governance. We embed key priorities into our business and regional strategy as well as day-to-day decision-making, and in this way ensure that every part of our organization contributes to societal, environmental, and economic impact. Here are the priorities for our pillars and enablers:

Healthcare Access

As a leading medtech company, we see it as our responsibility to make high-quality healthcare accessible to everyone, no matter where they live. By applying advanced technologies and artificial intelligence (AI), working with partners to transform the system of care, and bridging gaps in healthcare workforce capacity with education and training, we are expanding access to healthcare and enabling better outcomes for patients, especially those in underserved populations.

Resource Preservation

We recognize that human health is inextricably linked to the health of our planet, making it imperative that we contribute positively to and protect our environment. In line with the United Nations' (UN) call to limit global warming to 1.5°C, we are taking decisive action to decarbonize our own operations and reduce emissions across our value chain, working closely with our suppliers and customers toward our goal to achieve Net Zero by 2050. We are also transforming the way our products are designed, manufactured and used by adopting a Sustainable by Design approach to reduce our environmental impact across the product lifecycle.

Diverse and Engaged Healthineers

Our approximately 74,000 diverse and engaged employees are united by our purpose and moved by the opportunity to create meaningful impact for billions of lives. We are committed to the development of our employees and fostering an inclusive culture that strengthens their sense of belonging, attracts the best talent, and enables us to be an employer of choice in all locations we operate in.

Volunteering and Employee-led Initiatives

Our global volunteering program supports our employees to connect personal purpose with the company's purpose as they drive tangible impact for the communities around them. We promote participation in employee-led initiatives such as Employee Resource Groups (ERGs) and Innovation Networks. These foster inclusion and belonging and inspire ideas toward business and sustainability breakthroughs.

Global and Regional Partnerships

We actively cultivate a diverse and global partnership ecosystem by forging long-term partnerships with healthcare organizations, non-governmental organizations (NGOs), foundations, and key agencies. These alliances, built on shared priorities and complementary capabilities, help us co-create solutions that address key challenges. They also help us build and deliver clinical expertise locally while sharing and scaling impact globally.

For our pillars and enablers, we have defined KPIs and targets that enable us to grow our impact, and to measure and track progress in the mid- and long-term. The following page provides an overview of these KPIs and targets.

Our commitment across the three pillars and two enablers of our sustainability strategy

Healthcare Access

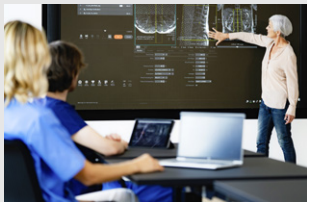
Patient Impact

3.3 billion
patient touch-points worldwide by 2030

1.25 billion
patient touchpoints in low- and middle-income countries by 2030

Healthcare Workforce Education and Training

6 million
hours of training provided by 2030



Resource Preservation

Net Zero

Scope 1 and 2 emissions

90% reduction by 2030[1)]

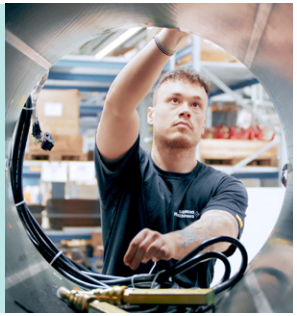
Scope 3 emissions

28% reduction by 2030[1)]

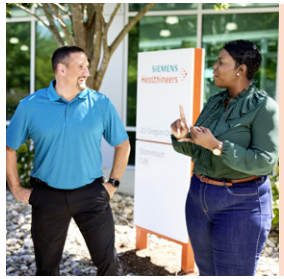
90% reduction by 2050[1)]

Sustainable by Design

Reduce environmental impact across the product lifecycle through sustainable product design and circular value creation



Diverse and Engaged Healthineers



Diversity

30%
women representation in senior management roles by 2030[2)]

External Recognition

Maintain
Great Place To Work®
certification in countries representing over 80% of our employees annually until 2030

Employee Engagement

Maintain
Top-quartile
employee engagement score[3)]

Volunteering and Employee-led Initiatives[4)]

Global and Regional Partnerships

reinforced by our strong foundation of innovation and robust governance

[1)] Compared to baseline 2019. [2)] Under consideration of the country-specific regulatory compliance approach. Accordingly, U.S.-based Senior Managers as well as Senior Managers reporting to U.S.-based Line Managers are excluded. [3)] Compared to the Healthcare Industry Benchmark. [4)] Includes the commitment to achieve 100,000 hours of volunteering by 2030 and have at least 20% of employees involved in Employee Resource Groups and Innovation Networks by 2030.

Our material topics

Managing sustainability starts with understanding and focusing on the topics that matter most to both our company and our stakeholders.

Our sustainability strategy is rooted in our initial materiality assessment from 2020, which has been regularly updated over the years. In FY 2025, we continued to evolve our framework, integrating more holistically the topics from the application of the double materiality approach required by ESRS.

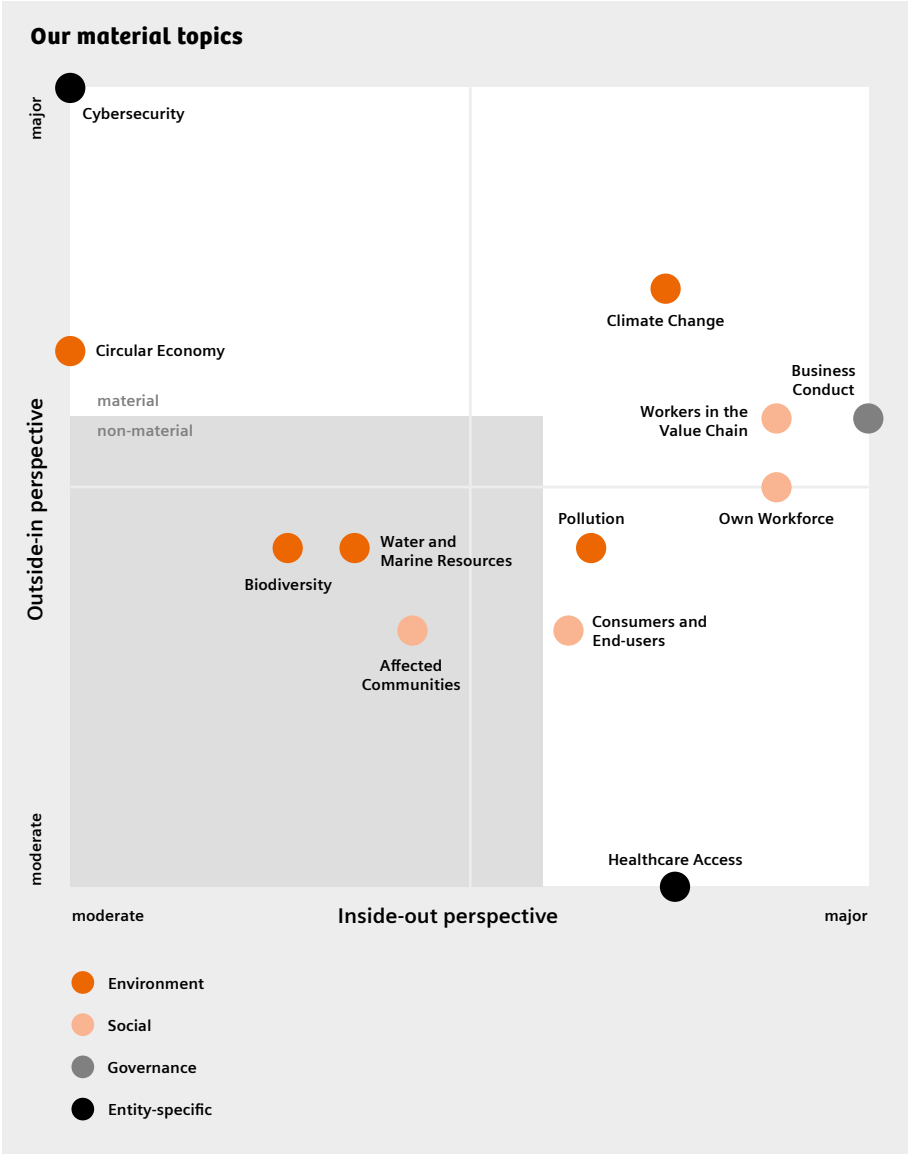
The assessment helped us identify and evaluate sustainability topics from two perspectives: impact materiality, which reflects how our business affects people and the environment, and financial materiality, which considers how these aspects influence our financial performance. The matrix presented here summarizes the results of our assessment performed in 2025, illustrating the relationship between these two dimensions. The Y-axis represents the financial materiality of environmental, social, and governance topics for our company (outside-in perspective), while the X-axis shows the materiality of our impacts on people and the environment (inside-out perspective). In total, we have identified 9 material sustainability topics based on 18 material sub-topics resulting from 25 related impacts, risks, and opportunities.

The assessment confirmed that we already focus on the most relevant topics for our business — those we actively address through our strategy: climate change (E1), our own workforce (S1), workers in our value chain (S2), and our entity-specific topic, healthcare access. We are well positioned to deepen our commitment precisely where it matters most — in areas that align with our long-term priorities and where we can create positive impact across the entire value chain while reducing the negative effects of our products and services.

Detailed information on each material topic, including the specific actions and policies we have in place, can be found in the respective topical chapters of our Sustainability Report. It also provides a detailed description of our double materiality assessment process.

For further information on our material topics, please refer to our ↗ Annual Report.

The materiality assessment not only forms the foundation for our reporting in accordance with the ESRS, but also serves as a strategic compass for our sustainability-related business decisions and actions.

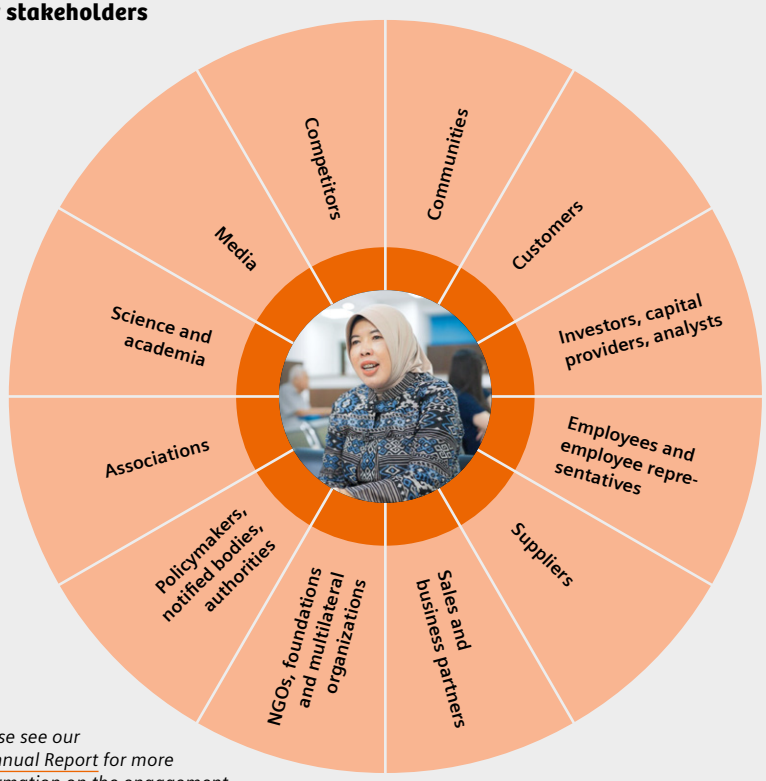


Engaging with our stakeholders

Our sustainability strategy is developed closely with our stakeholders. We aim to create impact especially for patients, customers, and investors while engaging our employees and collaborating with global partners to create long-term value for both business and society. Effective stakeholder engagement is essential to achieve meaningful and lasting impact, so we engage regularly with our stakeholders to gain valuable insights into their interests, perspectives, and rights. A variety of platforms and mechanisms are used for a meaningful exchange of ideas and perspectives. By fostering open and transparent communication, we ensure our actions remain relevant, responsive, and capable of delivering a positive impact. We rely on authentic dialogue and collaboration to ensure our priorities reflect existing needs of stakeholders, emerging challenges, and a mutual understanding of how we can work side-by-side toward a more sustainable future.

During the double materiality assessment process conducted under the ESRS, the views of stakeholders were considered when identifying our material topics. For more information, see our ↗ Annual Report.

Our stakeholders



Please see our ↗ Annual Report for more information on the engagement formats with the various stakeholders.

Our commitment to the UN Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) are the centerpiece of the United Nations' Agenda 2030: a shared global framework for creating a more inclusive, equitable, and sustainable future. As a company, we are committed to contributing meaningfully to these goals, with a particular focus on SDG 3 (Good health and well-being), SDG 5 (Gender equality), and SDG 12 (Responsible consumption and production), which are closely aligned with our business priorities. We also advance progress across the broader set of SDGs, including SDG 17 (Partnerships for the goals).

United Nations Sustainable Development Goals

Core SDGs

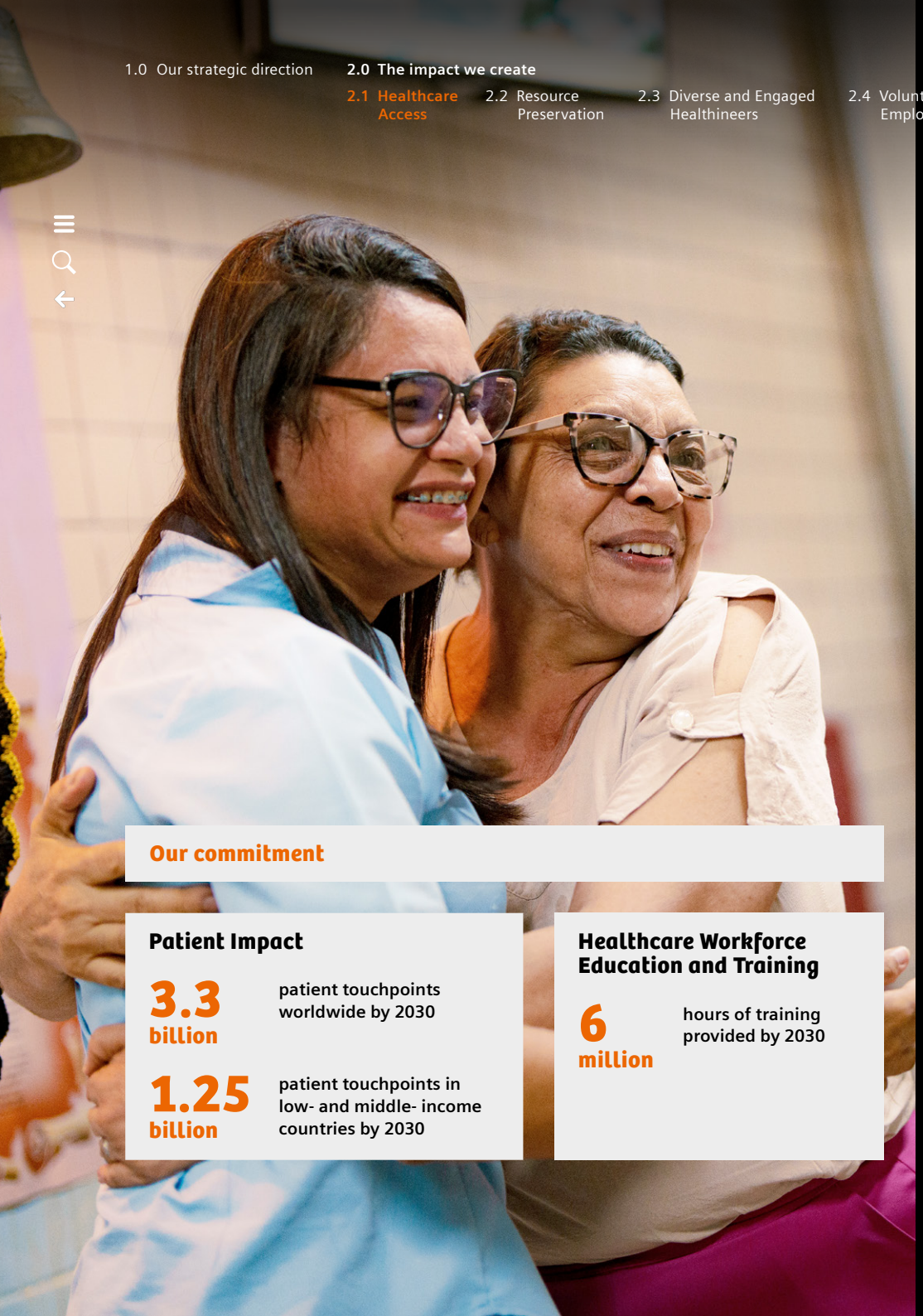
Primary SDGs

Secondary SDGs

Our strategic direction

The impact we create

The foundation we build on



Our commitment

Patient Impact

3.3 billion patient touchpoints worldwide by 2030

1.25 billion patient touchpoints in low- and middle- income countries by 2030

Healthcare Workforce Education and Training

6 million hours of training provided by 2030

2.1 Healthcare Access

Pages 13–18

We are tackling the greatest challenges in healthcare today: fighting the most threatening diseases, accelerating diagnoses and effective outcomes, increasing access to affordable healthcare, and addressing capacity and capability gaps in the healthcare workforce. Through our focus on Healthcare Access, we are expanding patient impact by pioneering breakthroughs that make healthcare accessible and affordable for patients everywhere.

› Maria Marilene Silva Santiago rings the hospital bell after completion of the last patient therapy of the day — a moment of strength and hope with medical professional Estefânia Ramalho da Silva.

Healthcare is a fundamental human right and essential for a sustainable society, yet over half the global population lacks access to affordable and timely healthcare services. This gap is particularly pronounced in low- and middle-income countries and worsened by the growing burden of non-communicable diseases and shortages in the skilled healthcare workforce.

At Siemens Healthineers, we recognize and address this gap by developing advanced technology and AI solutions that overcome barriers in low-resource settings, partnering to transform the system of care and empowering the healthcare workforce through education and training. Our contributions toward growing access globally, especially for underserved populations, is key to how we support the SDG 3.

Patient Impact

Our initiatives

Our products and solutions, as well as our initiatives with partners enabled us to achieve 3 billion patient touchpoints worldwide with over 1.1 billion in low- and middle-income countries in FY 2025. We not only broadened access to technology, but also drove significant impact across regions, especially for patients in underserved communities. Here are a few examples of our initiatives:

Early diagnosis

Early diagnosis is key because it allows conditions to be detected at their earliest, most treatable stages, often before symptoms become severe. Identifying diseases early can improve patient outcomes, reduce the need for invasive treatments, and lower healthcare costs.

MRI is a powerful and essential tool of modern medicine — where once exploratory surgery was needed to visualize internal anatomy, now a scan can reveal the details of that anatomy quickly and safely. Equipped with our pioneering helium-independent DryCool technology, our AI-based reconstruction solution Deep Resolve with faster image acquisition, and less intensive installation requirements, our MAGNETOM Free. Platform and MAGNETOM Flow. Platform MRI systems enabled access to MRI and early diagnosis in over 75 countries, with 60%[1] of our MAGNETOM Free.Star systems installed in new markets.[2]

Stroke is the second most common cause of death worldwide and a leading cause of long-term disability. While rapid progress in diagnostics and treatment options has helped to significantly reduce mortality following a stroke, we see it as important to raise awareness about stroke prevention and early detection. In Italy and Spain, in collaboration with ISA-AII (Italian Stroke Association) and as part

Patient touchpoints worldwide: Our progress

2.6 billion	3.0 billion	3.3 billion
Baseline FY 2024	Current year FY 2025	Target FY 2030

Patient touchpoints in low- and middle- income countries: Our progress

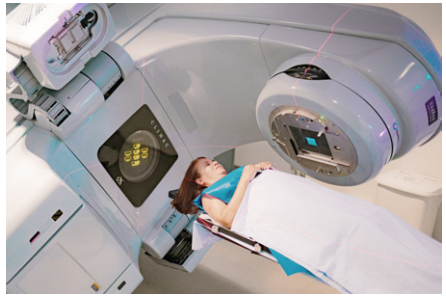
974 million	1.1 billion	1.25 billion
Baseline FY 2024	Current year FY 2025	Target FY 2030

[1] *Data on file.*
[2] *MAGNETOM Flow. Platform with Syngo MR XB10 is not available for sale in the United States. It is not commercially available in all countries. Their future availability cannot be guaranteed. MAGNETOM Flow. Platform with 70cm with Syngo MR XB10 is pending 510(k) clearance.*

of a broader commitment to stroke care, we conducted a stroke awareness barometer to assess the public's understanding of the disease and promote earlier recognition of signs of stroke. The study, conducted across 1,600 participants, showed that public awareness remains low. We intend to build on the results of this survey with more specific and targeted educational campaigns to improve population awareness of stroke symptoms.

More examples of how we facilitate early diagnosis through lung and breast cancer screening initiatives are included later in this chapter.

Comprehensive care



Cancer care

Our decade-long collaboration with Brazil's Ministry of Health aimed to expand access to cancer treatment and narrow cancer care gaps across the country by delivering 92 radiotherapy systems to under-resourced states. Starting in 2013 with the intention to cover 24 of Brazil's 26 states, this initiative dramatically reduced patient wait times and improved treatment quality, enabling approximately 55,000 patients to be treated annually. This collaboration included managing the design and construction of 80 new bunkers, navigating through complex networks of regulatory and health agencies, capacity building programs and training, and technology transfer through the establishment of a manufacturing center. The project's success highlights the power of strategic partnerships, serving as a model for global healthcare transformation and demonstrating our commitment to bridging care gaps and advancing cancer treatment.

Cardiovascular and stroke care

A Portuguese healthcare provider, Unidade Local de Saúde Trás os Montes e Alto Douro (ULSTMAD), serves a widespread and aging population of approximately 300,000 people across the Trás-os-Montes and Alto Douro region in Portugal. This inland area is geographically isolated from major urban centers, often requiring patients to travel long distances to access advanced medical care. ULSTMAD helps reduce the need for patient travel, and ensures equitable access to high-quality healthcare, especially for elderly patients, who make up a significant portion of the regional population. With our cardiology and neurology hybrid operation room solution portfolio, we support the provider to enable better access to advanced and efficient cardiovascular and neurovascular procedures, and this in turn improves patient outcomes locally. By digitalizing the cath lab, we drive operational improvements and increase efficiency and patient management.

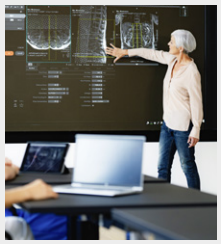
Healthcare workforce education and training

Our education and training services provide healthcare professionals hybrid learning approaches through application training, training events, and simulation-based training. We have also significantly increased our self-paced digital learning offerings and now provide over 25,000 online activities through Siemens Healthineers Academy and VarianThink. In FY 2025, we provided over 5 million hours of training and expect to grow this until 2030, toward our target of providing 6 million hours of training. Included below are a few examples of key initiatives and partnerships that contribute significantly to our achievement.

Global training centers

We have expanded our global footprint to include more than 20 dedicated training centers. For example, we helped set up a Cardiac Care Training Center (CCTC) at the National Cardiovascular Center Harapan Kita, Indonesia, to provide interdisciplinary training in cardiovascular diagnostics, interventions, and imaging, serving cardiologists, radiologists, radiographers, and cath-lab staff. The

Healthcare workforce education and training: Our progress



center features 11 advanced digital imaging workstations and direct access to various imaging systems within the clinical setting. It is connected to more than 560 referral hospitals across the Indonesian archipelago, and expected to train over 9,500 healthcare professionals. By upskilling the cardiac community across the nation, this training center aims to build local capacity, improve access to cardiac care, and help reduce preventable deaths.

Academic Partnerships

We have broadened our support for simulation-based training in academic institutions through our SmartSimulator solution. For instance, at Fundación Davante, Spain, a national leader in higher vocational training for radiology technologists with multiple centers across the country, students are now better prepared to enter the workforce with hands-on experience and confidence in delivering patient care. The expected outcome is increased access to healthcare workforce education, ultimately leading to a more skilled and knowledgeable healthcare workforce capable of delivering high-quality care. These actions have an ongoing timeline and are expected to continue evolving to meet the dynamic needs of the healthcare sector.

Cancer Foundation of China

Since 2018, in collaboration with the Cancer Foundation of China, we are continuously addressing severe gaps in radiotherapy and expertise in rural China to enable comprehensive cancer care, allowing patients to receive treatment without leaving their home counties.

This initiative has trained and upskilled 1,000 hospital directors, and more than 2,000 oncologists, physicists, and therapists across over 800 county hospitals have emerged from Varian's training pipeline. The Yunnan Cancer Hospital in south-west China established its own radiotherapy unit, treating over 1,000 patients within two years while slashing referrals by 70%. It now supervises county-level radiotherapy planning via telemedicine and has cut patients' costs by half.

Medical Affairs Clinical Development Program, South Africa

Celebrating its 10th anniversary in 2025, the Medical Affairs Clinical Development training program aims to bridge radiotherapy education gaps in regions where specific training needs were identified. The program allows participants to develop the necessary skills to move from basic 2D radiotherapy to more advanced 3D conformal radiotherapy, based on the most prevalent cancers in the African region.

Satellite Academy, Australia and New Zealand

Our Siemens Healthineers Satellite Academy in Australia and New Zealand is designed to deliver simulation-based healthcare training to radiographers and radiologists at their place of work. This initiative enables flexible upskilling of professionals and contributes significantly to bridging the gap between urban and rural healthcare. Patients receive extended services close to home and this helps to reduce time to diagnosis and provide better patient care.

Healthcare Access

Hope for the underserved: Advancing radiotherapy access in Nigeria

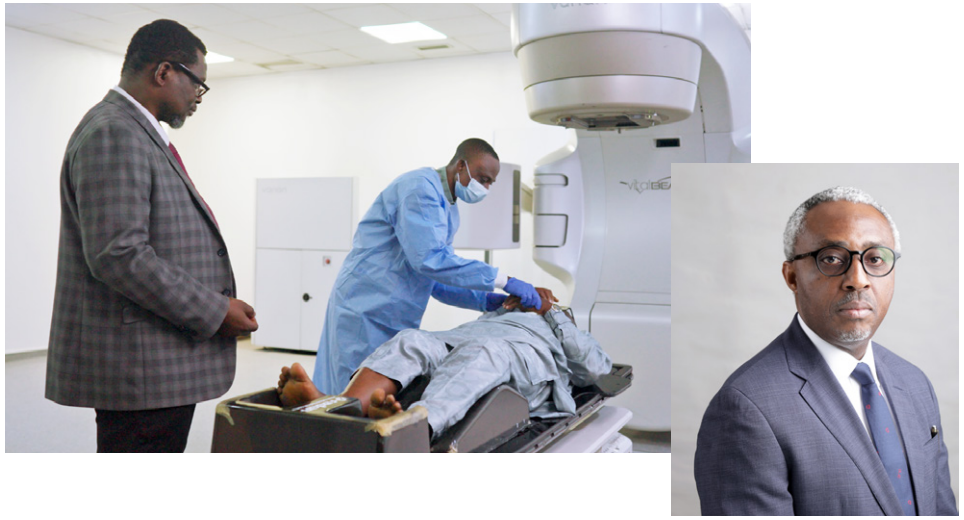
With a population of over 232 million, Nigeria faces a mounting cancer crisis. In 2022 alone, 127,000 new cancer cases were recorded, with nearly 62% resulting in death. Late-stage diagnoses are common, and access to care remains limited as radiotherapy units are scarce. Over 200 linear accelerators are needed today to meet cancer treatment demand. A severe shortage of healthcare professionals compounds the issue, with only 3.9 doctors per 10,000 people.

To address these challenges sustainably, Siemens Healthineers and NSIA Advanced Medical Services Ltd (MedServe) partnered in 2022. The initiative focuses on expanding radiotherapy access and strengthening healthcare infrastructure. Six linear accelerators are currently operational across several states, with plans to reach 13 by the end of 2026, each supported by a 10-year maintenance contract. This marks an important shift from palliative care to active treatment.

Workforce development is another area of focus. A flagship training center was established at MedServe Lagos University Teaching Hospital Cancer Center, West Africa's largest cancer center, which treats 200 patients daily. The center is equipped with in-person and virtual classrooms for oncology residents, radiotherapists, medical physicists, and technologists.

"Over 14,000 unique patients have been treated at MedServe LUTH Cancer Center," says Dr. Tolulope Andewole, CEO of NSIA Advanced Medical Services.

This collaboration is ushering in a new chapter for cancer care in Nigeria, with measurable progress. Thousands now receive life-saving care that was previously unavailable, and more patients are seeking care earlier. Siemens Healthineers continues to support Nigeria in improving radiotherapy reach and building healthcare capacities while investing in the workforce of tomorrow. Together, we are paving the way toward a future without the fear of cancer.



"Our goal is to democratize access to healthcare, and that's what we're doing with our partners."

Tolulope Andewole, MD, CEO of NSIA Advanced Medical Services (MedServe)

The statements by customers of Siemens Healthineers described herein are based on results that were achieved in the customer's unique setting. Because there is no "typical" hospital or laboratory and many variables exist (e.g., hospital size, samples mix, case mix, level of IT and/or automation adoption) there can be no guarantee that other customers will achieve the same results.

More examples of our impact from around the world

Telehealth transforms access to healthcare in Brazil

A lack of time, high costs, inconvenient clinic hours, and transportation difficulties are barriers that stop people from seeing their doctor. To overcome them, Galileu Health is transforming healthcare in Brazil together with Siemens Healthineers through AI-driven, personalized telehealth services. The digital health platform is very simple and intuitive to use. One year of monitoring 570,000 people saved 1,269 years of life and prevented potentially 8,885 strokes. With 1.5 million patient touchpoints and 600,000 telehealth consultations, Galileu reduced emergency room visits by 41% and hospital admissions by 35%.

For more, see ↗ Digital network increases healthcare access.

Lung health checks help detect disease early in the UK

Treating lung cancer — the UK's third most common cancer — is extremely challenging in late stages, so early detection is critical. Therefore, Cobalt, a charity that supports innovations in medical imaging, Manchester University NHS Foundation Trust, and Siemens Healthineers set up a lung cancer screening program in the UK. It uses SOMATOM go.platform CT[1)] scanners in converted motorhomes to target high-risk groups countrywide. Within the screenings, more than 5,500 cases have been diagnosed, with 75% at treatable stages. By 2029, the aim is to have invited six million people for screenings.

For more, see ↗ Siemens Healthineers Shape 25 Spotlight.

Bridging breast cancer care gaps with AI in Indonesia

Indonesia faces a significant breast cancer burden due to limited screening access and a shortage of experts. A total of 73% of patients are diagnosed at late stages, reducing survival chances. To address these challenges, Siloam Hospitals Group launched a free screening program in 2023, reaching over 32,000 women in high-risk areas. To help overcome the specialist shortfall, they use Transpara, an AI-powered radiology decision support tool from ScreenPoint Medical in partnership with Siemens Healthineers. It assists in reading mammograms, provides a second opinion, and reduces radiologists' workload.

For more, see ↗ Implementing breast cancer screening is always the right decision.

1) The products and systems mentioned herein are not commercially available in all countries. Their future availability cannot be guaranteed.

Our commitment

Net Zero by 2050

Scope 1 and 2 emissions

90% reduction by 2030[1)]

Sustainable by Design

Reduce environmental impact across the product lifecycle through sustainable product design and circular value creation

Scope 3 emissions

28% reduction by 2030[1)]

90% reduction by 2050[1)]

[1)] *Compared to baseline 2019.*

2.2 Resource Preservation

Pages 19–26

Climate change and resource scarcity threaten global health. Through our Resource Preservation pillar, we are actively reducing our environmental footprint and collaborating closely with our suppliers and customers to build a decarbonized, circular value chain toward a more sustainable future for healthcare.

› Advanced imaging at Finland's Terveystalo healthcare provider: Our Fit Upgrades enable high-quality care through smarter, more sustainable resource use.

As a leading medtech company, we recognize the scientific consensus and the urgent need to address rising climate change challenges and depletion of finite resource reserves. This is why we are committed to reducing our environmental impact across the value chain through the following priorities:

- **Net Zero in own operations and across the value chain:** We are actively reducing our greenhouse gas (GHG) footprint with clear measurable targets across Scope 1, Scope 2, and material Scope 3 emissions, aiming for Net Zero by 2050 across our own operations and the value chain. Our progress is supported by strong collaborations with our suppliers and contributes to lowering our customers' environmental impact. Both our near-term and long-term targets have been validated by the Science Based Targets initiative (SBTi), confirming that our approach is aligned with the 1.5°C pathway outlined in the Paris Agreement.
- **Sustainable by Design:** We embed Circularity and EcoDesign principles into our product development, from design to end-of-life, to preserve resources and reduce emissions and waste across the product lifecycle. Our approach focuses on four dimensions of impact: responsible material use, energy efficiency, lifetime optimization, and waste reduction. By prioritizing these, we enhance the sustainability of our portfolio, supporting our customers in achieving environmental and financial benefits, and strengthening the long-term resilience of healthcare systems.

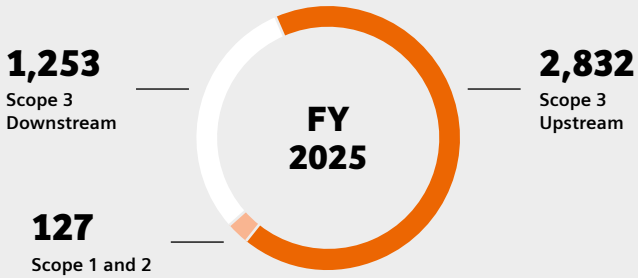
Advancing toward Net Zero

Scope 1 and 2 emissions reduction

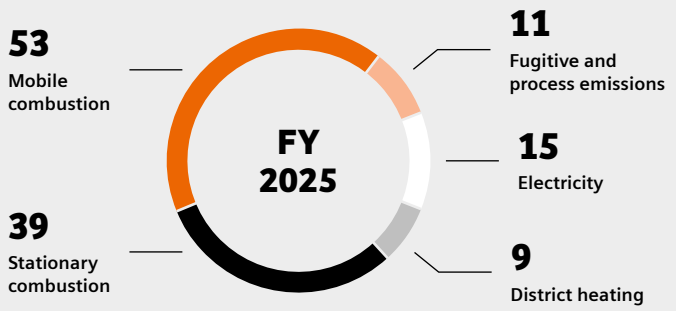
In FY 2025, we reduced Scope 1 and 2 emissions to 127 kt CO_2e, equaling a 49% reduction from baseline year 2019. This was, among other measures, achieved by increasing the share of battery electric vehicles to 21% of our global fleet, reaching 39% in Germany and 24% in the U.S. We are also increasing the share of electricity from renewable sources such as wind power and solar photovoltaic systems. In this fiscal year, 94% of our electricity consumption originated from renewable sources.

We optimize our buildings through various sustainability initatives and building design guidelines. All new construction projects integrate sustainability from the earliest design stage, covering construction planning, carbon-neutral energy supply, resource efficiency, and alignment with international green building standards. For example, our new High Energy Photonics (HEP) Center in Forchheim, Germany, combines production, research and development (R&D) as well as logistics for high-performance X-ray tubes and high-voltage generators under one roof. This building is one of the most modern and sustainable factories for medical technology components in the world, operated by using waste heat, photovoltaics, and highly efficient heat pumps.

Scope 1 and 2, and material Scope 3 emissions • *in kt CO_2e*



Scope 1 and 2 emissions • *in kt CO_2e*

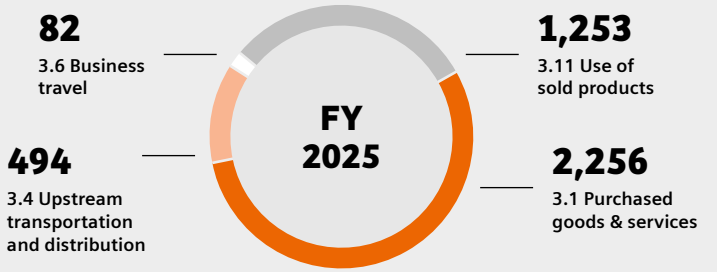


Scope 3 emissions reduction

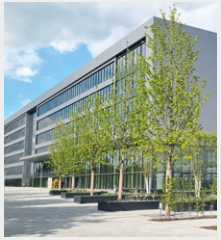
In FY 2025, our material Scope 3 emissions decreased to 4,085 kt CO_2e, a 4.5% reduction compared to baseline year 2019. With this, our Scope 3 emissions intensity is at 0.17 kt CO_2e/€ million. This progress was achieved by prioritizing initiatives in the following areas:

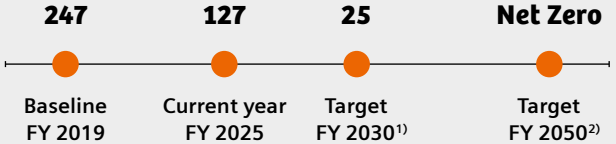
- **Supplier engagement:** In FY 2025, we expanded our supplier engagement program, working closely with suppliers to enhance transparency regarding their current and future GHG impact and encourage them to set ambitious decarbonization targets and adopt sustainable practices. This initiative is supported by the Carbon Web Assessment (CWA), an external tool that enables suppliers to evaluate their emissions and identify reduction opportunities. Our internally developed Carbon Compass, based on a dialogue-driven approach, further helps us understand suppliers' ambitions and future reduction potential related to GHG impact. Additionally, we provided web-based trainings covering a wide range of topics, including modules such as "Managing Scope 3 Emissions in Your Supply Chain", and "Energy Efficiency in Buildings and Renewable Energy Solutions" to support suppliers in their footprint reduction.
- **Transportation:** We continue to promote the shift toward reducing bidirectional shipments between factories, increasing the share of less GHG-intense transportation modes such as sea freight and supporting the transition to sustainable fuels like biofuels.
- **Business travel:** By using virtual meeting technology when feasible and opting for lower-emission options such as rail travel, we actively avoid the GHG impact of air travel.
- **Customer education and engagement:** Our global technical and scientific partnerships, for example with Northwestern Medicine in the U.S., Singapore General Hospital, and University Hospital Basel in Switzerland,

Material Scope 3 emissions • *in kt CO_2e*



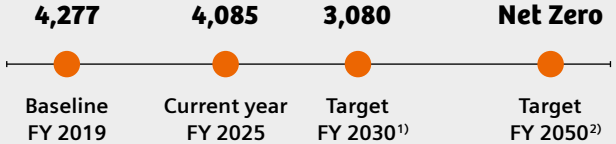
Scope 1 and 2 emissions: Our progress • *in kt CO_2e*





[1)] 90% reduction compared to baseline. [2)] Maintain 90% reduction compared to baseline.

Scope 3 emissions: Our progress • *in kt CO_2e*



[1)] 28% reduction compared to baseline. [2)] 90% reduction compared to baseline.

support collaborative projects that focus on reducing energy use in radiology, advancing healthcare innovation, and creating less GHG-intensive hospital services. At the European Congress of Radiology (ECR) 2025, we joined forces with the European Society of Radiology (ESR) to promote sustainability in radiology. This underlined our shared mission to make medical imaging more resource-efficient, accessible, and environmentally responsible toward long-term resilience in healthcare systems worldwide.

- **Product design and portfolio decisions:** Reducing GHG footprint is a key driver in our portfolio decision-making, guiding how we design, upgrade, and manage our products. Through our Sustainable by Design approach, we prioritize opportunities across several areas, such as resource and energy efficiency, product upgrades, and refurbishments, to ensure we use resources more effectively and reduce emissions while maintaining the highest standards of quality and safety. We are also reimagining how our products deliver value, shifting more functionality from hardware to software and AI to create smarter, long-lasting solutions with a smaller footprint. For example, by upgrading a MAGNETOM Aera system to a MAGNETOM Sola Fit system, our customers can save up to 71% of the materials' CO_2e emissions.[1)] Both upgrades and refurbished systems provide healthcare providers with state-of-the-art equipment while requiring a lower investment.

Being Sustainable by Design

In the healthcare sector, where innovation and impact intersect, embedding circularity and EcoDesign priorities into product development is essential to reduce the environmental footprint of medical technologies, minimize waste, and achieve greater resource efficiency while enabling healthier outcomes for people and our planet.

Through our Sustainable by Design approach, we integrate requirements along the following four priorities at the design stage and promote circular models to preserve resources and lower lifecycle impacts:

- **Responsible Material Use:** We prioritize the use of low-carbon and secondary materials and design for low weight to reduce primary material usage in our products and contribute to Scope 3 emissions reduction. A notable example of an innovation in our MRI systems is the DryCool technology that we established as a new standard, allowing use of only 0.7 liters of liquid helium sealed for life. This reduces helium inventory in new MRI scanners by up to 99%. Eliminating dependence on helium and the associated siting restrictions of traditional systems helps conserve this scarce resource, while reducing lifetime costs. We also aim to reduce usage of rare earths in our products, and remove harmful chemicals from reagents and consumables. By performing lifecycle assessments and providing Environmental Product Declarations (EPDs), we ensure transparency on the environmental impact of our products.

- **Energy efficiency:** Energy performance is a key consideration in the design of our new products and is implemented through features like the Eco Power Mode. In the Biograph Trinion platform, power saving features enable up to 55% energy savings compared to previous-generation air-cooled PET/CT systems. With such features, we actively support our customers to gain tangible value through lower energy use and reduce operating costs, while also reducing GHG footprint.

- **Lifetime optimization:** We design for durability, recyclability, serviceability, and promote extended use of parts, components, and products through reuse, repair, upgrades, and refurbishment. This is key to reducing resource consumption and waste across the product lifecycle, as well as emissions per system.

  We ensure that essential components are responsibly restored. For example, we repair defective assemblies in the area of high-voltage components where it is economically and technically feasible, and also reuse high-performance CT tubes. While reused components are inspected and approved, parts that cannot be reused due to heavy wear, or age-related degradation, or no longer meeting technical standards are consistently excluded and recycled. This creates a closed material loop, prioritizing both resource efficiency and reliability. In FY 2025, over 177,000 components were reused, which reduces our GHG emissions and material costs in CT tube production.

[1)] *All values comparing MAGNETOM Sola and Sola Fit. Comparison based on closed delivery. Data on file.*

We also repair MRI coils, as these contain finite resources such as copper. More than 40%[2] of local coils with defects can be repaired to be as good as new, while fulfilling the highest quality standard.

We offer product upgrades, as well as refurbished and reconditioned systems. This helps our customers lower their environmental footprint while maintaining access to high quality equipment and advanced healthcare technologies. With our continuously growing portfolio of refurbished imaging systems, ecoline, we offer pre-owned systems that have been refurbished following externally certified processes and our own rigorous 5-step Quality Process. This ensures that ecoline systems are as good as new and available at an affordable price. Beyond the lower cost, purchasing refurbished goods carries significant environmental benefits. By reducing the demand for new resources, the strain on raw materials is reduced and waste is minimized. A refurbished CT scanner SOMATOM Definition Edge eco can save up to 86% reduction of emissions coming from material use compared to a new model. With refurbished Artis zee floor systems, our customers save up to 36% of the materials' GHG emissions.[3]

Our Smart Remote Services and SmartConnect® currently support around 200,000 of our devices. As a result, customers benefit from increased clinical availability. Service technicians can conduct fewer in-person customer visits, avoiding travel and related GHG emissions. In FY 2025, we effectively performed more than 78,500 remote updates on over 85,500 compatible systems.

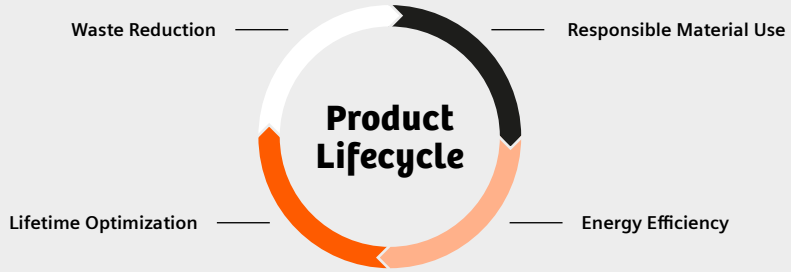
- **Waste Reduction:** Product design, optimization of processes, and innovations in packaging are key levers to reduce waste. For example, the EcoDesign approach of the Atellica Solution portfolio leverages digital twin simulation technologies to reduce material use in prototypes and future products, thereby minimizing waste. Simulation of thermals and fluidics also helps reduce energy and water consumption. At our Americas Distribution Center, improved system integration and workflow alignment have transformed packaging efficiency. By optimizing packaging configuration for shipments, we are reducing packaging material, freight costs, and minimizing disposal at customer sites.

Our take-back and trade-in services for used medical devices allow recovery of parts and components for repair and refurbishment. We partner with authorized recyclers to ensure proper handling, disposal, and diversion of electronic waste material. This promotes the longevity of our products and their material components.

We also actively pursue reduction of waste to landfill by driving sustainable waste management across our operations. Our sites monitor ongoing waste initiatives and develop new ones to meet internal reduction goals. Several programs have been implemented toward recovering waste for recycling or energy recovery, optimizing waste management processes, and continually moving up the waste hierarchy. These efforts have helped us reduce waste to landfill at our key sites by 58%, since 2022.

In addition to these priorities, we collaborate closely with our customers to understand their requirements and support their sustainability programs. In this context, we also work with the Medical Equipment Proactive Alliance (MEPA), to develop criteria that are standardized and support sustainable procurement of medical imaging devices. The criteria, developed in close collaboration with industry and group purchasing organizations, assists those responsible for public sector tenders and provides responsible stakeholders with a common understanding of sustainable procurement.

Sustainable by Design priorities



[2] *Data on file.*
[3] *Average of main components re-used per returned CT SOMATOM Definition Edge eco in '22 – '24 & Artis zee floor eco in Oct. '23 – July '24. Whether components are actually refurbished vs. harvested for parts or otherwise recycled is dependent on the system state. Products/features aren't commercially available in all countries; future availability can't be guaranteed.*

Resource Preservation

Setting the standard: Leading lab sustainability with the My Green Lab ACT Ecolabel for analyzers and reagents

Clinical labs may operate around the clock to test patient samples whenever results are needed. Traditionally, in vitro diagnostic testing requires significant amounts of water, energy, and plastic consumables. This places labs among the most environmentally taxing healthcare operations.

As labs around the world address their responsibility to care for both the planet and patients, it has become increasingly important to support them with solutions that bring about greater efficiencies and less waste.

Siemens Healthineers achieved an industry benchmark: We are the first manufacturer of in vitro diagnostics to earn the My Green Lab ACT Ecolabel for our Atellica analyzers and over 150 immunoassay and clinical chemistry reagents.

The globally recognized certification from nonprofit My Green Lab is considered the gold standard for laboratory sustainability best practices. The certification provides clear, third-party-verified environmental impact data that enables healthcare facilities to make more sustainable choices without sacrificing diagnostic precision.

The ACT Ecolabel certification of Atellica analyzers recognizes that our analyzers show up to 48% energy reduction in reported use cases compared to prior systems, supporting sustainable lab operations. "Achieving ACT Ecolabel certification is a unique distinction that is highly valued by our healthcare customers and U.S. purchasing groups," notes Lisa Rose, Head of our Core Lab Solutions for Diagnostics.

Siemens Healthineers has also redesigned reagent packaging with changes expected to reduce 39 annual t of polystyrene plastics.

For more information, see ↗ Siemens Healthineers Sets New Sustainability Benchmark.

ACT. The Environmental Impact Factor Label

"Achieving ACT Ecolabel certification is a unique distinction that is highly valued by U.S. purchasing groups."

Lisa Rose, Head of Core Lab Solutions, Diagnostics

Resource Preservation

Refurbished systems and upgrades: Combining sustainability, cost-efficiency, and clinical excellence

Terveystalo, a private healthcare service provider from Finland, set itself the ambition to combine financial performance with sustainability to remain resilient and accountable. "We don't have a separate sustainability strategy — it's fully embedded in our corporate strategy," says Kati Kaksonen, Vice President of Investor Relations and Sustainability at Terveystalo. Terveystalo relies on refurbished systems and upgrades from Siemens Healthineers, combining clinical excellence, investment efficiency, and sustainability.

During an investment process, Terveystalo takes the entire lifecycle of a system into account, always considering the different perspectives of patient, staff, and business benefits. Every purchase is assessed on effectiveness, maintainability, long-term usability, and clinical value. "Refurbished systems and upgrades aren't second-best options for us," says Kaksonen. "They are smart, sustainable, and clinically equivalent solutions. For us, it's a no-brainer business case."

Terveystalo partners with Siemens Healthineers, embracing pre-owned systems from our ecoline portfolio, such as an MRI scanner that has been thoroughly refurbished to a level as good as new. Thanks to our 25 years of experience in refurbishment, along with upgrades, maintenance, and service parts, Terveystalo can rely on medical systems that are brought up to current technological standards.

Our Fit Upgrades modernize existing imaging systems and upgrade them to the latest hardware and software, expanding functionality and enhancing capabilities.

These high-quality, durable solutions can significantly extend product life, improve medical service quality, and lower total costs of ownership.

For more information, see ↗ No compromises.

"Refurbished systems and upgrades are smart, sustainable, and clinically equivalent solutions."

Kati Kaksonen, Vice President Investor Relations and Sustainability at Terveystalo

More examples of our impact across the value chain

Reducing high energy demand in MRI systems

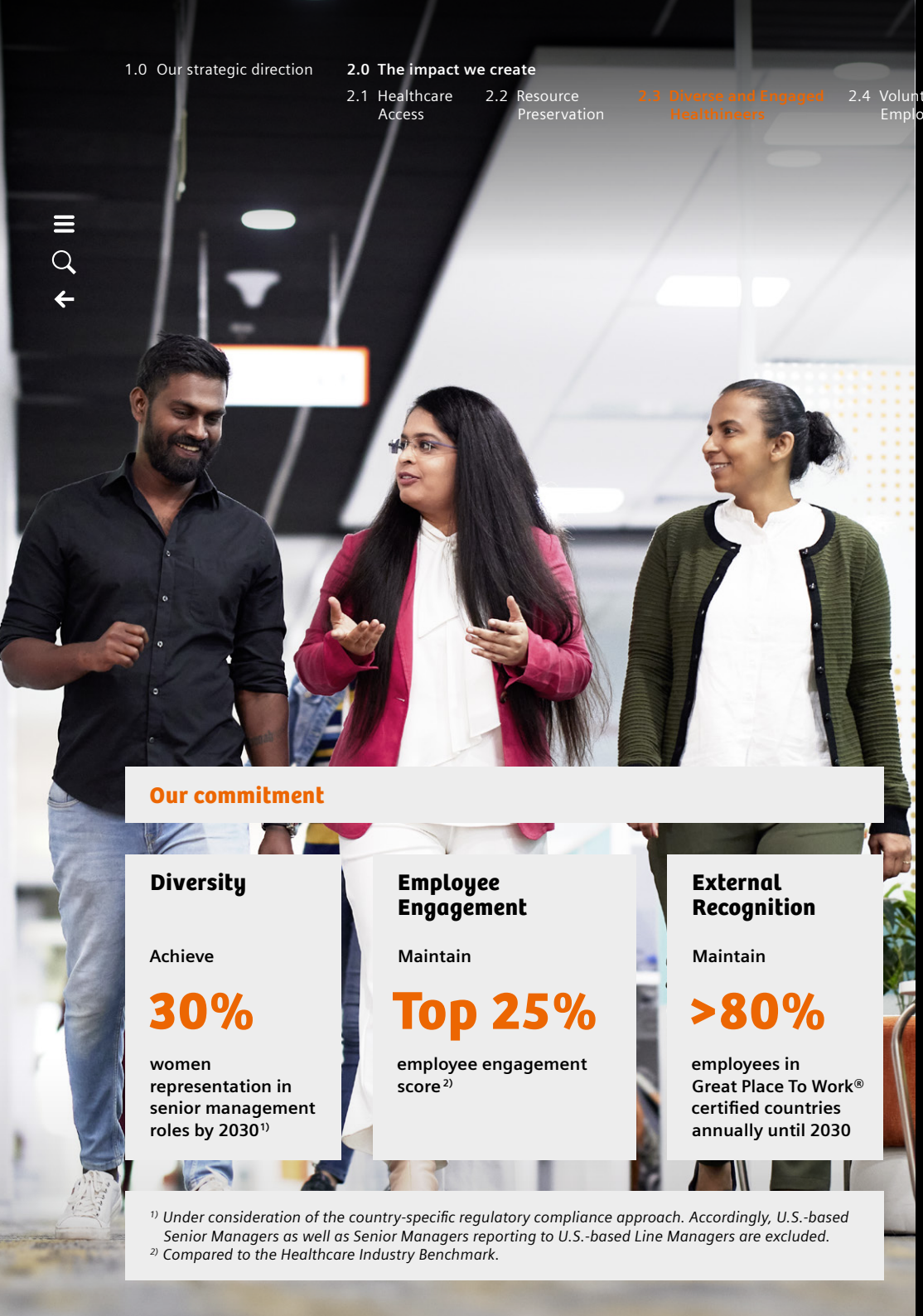
Faced with rising energy costs and pressure to meet efficiency and decarbonization targets, healthcare providers struggle to reach sustainability goals. ActGreen Energy Efficiency Services, a consulting offering from Siemens Healthineers, uses real-time monitoring to implement targeted energy-saving measures that support these goals. In Portugal, together with private hospital chain Luz Saude, we addressed the high energy consumption of MRI systems across multiple sites. By implementing Eco Power Modes, daily shutdown practices, and the AI-based image reconstruction software Deep Resolve, the initiative has saved over 200 MWh annually and decreased GHG emissions by 33 t CO_2e.

Packaging innovations cut waste in diagnostics and imaging

Minimizing the environmental impact of packaging while ensuring fast delivery and safeguarding sensitive contents is a challenge. To tackle these concerns in diagnostics, Siemens Healthineers Brazil developed a machine that processes gel ice packs used for transporting diagnostic reagents. By separating plastic components for recycling and treating the remaining water as wastewater, the technology saves 60 t of landfill waste annually at our site. A separate initiative from our Magnetic Resonance team introduced a packaging concept for local MRI coils, which are essential for examining different body parts. Using recyclable cardboard instead of foam, the new packaging saves nine tons of plastic waste each year globally.

Partnering for energy-efficient radiology

To reduce energy consumption in radiology, University Hospital Basel, Switzerland, is advancing efficiency through its long-standing partnership with Siemens Healthineers. The teams are identifying savings opportunities — from powering down scanners overnight to refining MRI cold heads, which maintain the superconducting magnet's temperature. The aim is to operate the systems more efficiently and to lower their long-term environmental impact. A key lever is the detailed energy monitoring across imaging modalities using measurement devices and log data. Results show that targeted shutdowns and smart low-energy modes are highly effective. For instance, turning off a CT system whenever feasible, such as overnight or during extended idle times, can cut energy use by up to 40%.



Our commitment

Diversity

Achieve

30%

women representation in senior management roles by 2030[1)]

Employee Engagement

Maintain

Top 25%

employee engagement score[2)]

External Recognition

Maintain

>80%

employees in Great Place To Work® certified countries annually until 2030

[1)] Under consideration of the country-specific regulatory compliance approach. Accordingly, U.S.-based Senior Managers as well as Senior Managers reporting to U.S.-based Line Managers are excluded.
[2)] Compared to the Healthcare Industry Benchmark.

2.3 Diverse and Engaged Healthineers

Pages 27–32

We are one team united by purpose and strengthened by our differences. By growing diversity, inclusion, and belonging, we release the full potential of our people and teams. We are building a truly inclusive culture and workplace where all Healthineers — regardless of background, identity, or experience — can thrive and contribute meaningfully toward sustainable transformation in healthcare.

› Our diverse tech talent at the Technology Center in Bengaluru help us translate bold ideas into impact.

Our purpose — We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably. — reflects our commitment to elevating health globally. For our people, this commitment comes to life in a culture built on five core values that create an environment where every Healthineer feels seen, heard, and empowered:

- **We listen first** to understand one another deeply.
- **We win together** by tapping into the richness of our differences.
- **We learn passionately** through fair access to growth and development.
- **We step boldly**, speak up, and embrace new ideas.
- **We own it** by holding ourselves accountable and contributing to a fair and welcoming environment.

Together, our purpose, values, and culture unite us. We channel our collective passion into meaningful impact on a global scale through our focus areas.

Diversity, Inclusion, and Belonging

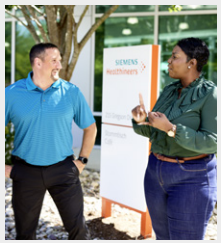
We are committed to fostering diverse experiences and perspectives in the organization because these fuel innovation and drive better outcomes. By creating an inclusive environment where every individual feels valued and a true sense of belonging, we empower our people to contribute their unique ideas to our shared success.

Our global and regional diversity, inclusion, and belonging (DI&B) councils advance this commitment by bringing together leaders from varied backgrounds to share insights, advocate for change, and guide our strategy. These leaders also sponsor ERGs that support the needs of diverse communities across our regions, ensuring representation and connection at every level of the organization. The councils also drive events. For example, the EMEA DI&B council held awareness weeks to spotlight key themes that resonate across the region. These included dedicated sessions on the topics of younger generations, gender, LGBTQIA+, and disability. By amplifying voices across EMEA and sharing experiences, challenges, and good practices, the awareness weeks created a space for learning, connecting fellow Healthineers, and raising awareness for topics relevant to our global workforce.

To strengthen gender diversity in leadership, we set a target of 30% women representation in senior management roles[1)] by 2025, where legally permitted. In FY 2025, we achieved 29.9%, and while this meant that we narrowly missed the target, we acknowledge that this also represents a significant increase from our 2020 comparable baseline of 15.8%. As we move forward, we reaffirm our commitment to diversity, inclusion, and belonging, setting a renewed 2030 target of 30% women representation in senior management roles[1)]. This target is ambitious, especially considering country-specific legal developments, and reinforces our focus on a resilient and long-term leadership pipeline.

We value our employees' unique identities and recognize the importance of shaping experiences at work to support individual needs. Launched in FY 2024, our self-identification initiative combines feedback and confidential data that employees voluntarily submit, to help us identify variations in experience and develop offerings in areas such as accessibility, policies, recognition, benefits, development and communications. From early progress that we have made this year across leadership and team development, talent management, health and well-being, total rewards, real estate, and IT solutions, we are confident that self-identification is a transformative step toward a more inclusive, sustainable workplace for everyone.

Women representation in senior management roles[1)]: Our progress



[2)] In FY 2020, the senior management classification followed a role-based approach, determined by the contractual role of the incumbent. Beginning FY 2024, a position-based approach has been implemented, where senior management is determined by the position's defined size and level, in alignment with the Global Job Architecture framework.

[1)] Under consideration of the country-specific regulatory compliance approach. Accordingly, U.S.-based Senior Managers as well as Senior Managers reporting to U.S.-based Line Managers are excluded.

Attracting and retaining talent

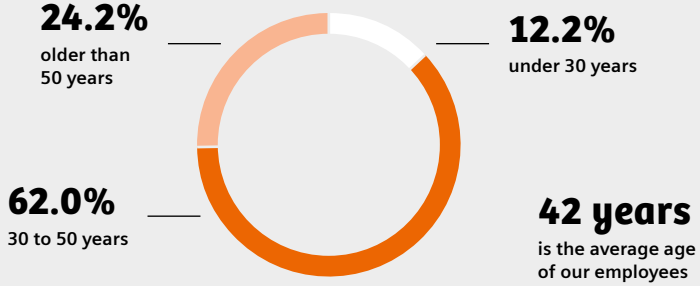
Our global recruiting team builds strong candidate pools and ensures fair, merit-based hiring using structured interviews and standardized criteria. We place particular emphasis on excellence in senior management hiring, leveraging robust candidate slates, multiple-interviewer panels, and assessments that evaluate ability, cultural fit, and growth potential. Our employee referral program further fosters inclusion, enabling employees to refer candidates for all roles including permanent, contract, and campus positions, and to receive recognition when successful. These initiatives help ensure that our workforce represents the variety of experience and expertise needed to drive outcomes aligned to our purpose.

Developing our people

Motivated by a growth mindset and recognizing that development is not a one-size-fits-all approach, we provide a wide range of opportunities for every Healthineer to embrace learning and growth.

Our learning programs offer structured development approaches across different career paths. They span from virtual classroom and instructor-led learning to onsite sessions to self-paced e-learning that can be accessed 24/7. Notable offerings include the Key Expert program and digital learning pathways for technology and innovation experts, Cockpit for commercial leaders, project and product management for R&D, and role-specific trainings for system, software and test development. We offer several global leadership learning journeys according to career stages, such as Aspire2Lead, Lead2Grow, and Leaders4Leaders. These include hybrid or virtual experiences with internal communities, external experts, and self-discovery. Executive development programs and potential programs from Siemens Healthineers offer senior leaders immersive experiences with thought leaders, strategic projects, and governance training that prepare them for enterprise-wide leadership. All of our accelerated program participants are expected to pay it forward by mentoring those in earlier-stage programs. In addition, annual talent reviews guide our investment in people. Through more than 300 structured reviews annually, the company's leadership assesses potential, succession, and talent pipelines. In FY 2025, more than two million training hours were completed and 350 new pathways were added to our learning experience platform, with 82% of employees logging in to access these offerings.

Employee age[1)]



[1)] Age group not available: 1.6%.

Growing employee engagement

In order to drive a data-based approach to address improvement in our work environment and culture, we rely heavily on employee feedback. Healthineers Forum, our global platform for employee feedback, offers each employee a monthly, confidential, voluntary, and consistent way to share their thoughts, ideas, opportunities, and challenges. Accessible via multiple channels and available in 21 languages, the forum ensures all voices can be heard. Based on data and feedback, we identify areas of improvement and offer support to leaders and teams on how to address these areas. For example, our FY 2025 global priorities for employee engagement include supporting well-being, encouraging autonomy, designing inclusive work environments, and demonstrating process transparency for reward and

Employee Engagement Score

Top 5%[1)]

FY 2025 (Target: Top Quartile)

[1)] Compared to the Healthcare Industry Benchmark.

recognition. We strive to maintain a top-quartile employee engagement score in the healthcare industry and exceeded this target in FY 2025, with our scores being positioned in the Top 5%.

Flexible Work and Total Rewards

We live our culture by offering our people flexibility in how and where they work. This concept, called Human-Centric Collaboration, empowers teams to set their working conditions while remaining accountable for outcomes. This autonomy supports employees with diverse accessibility needs and life circumstances. Inclusive workspaces, thoughtfully designed layouts, and digital accessibility resources enable all employees to interact and collaborate effectively in hybrid environments. By engaging employees, we ensure that physical and virtual environments meet diverse physical, cognitive, sensory, and social needs.

Our comprehensive benefits package supports employee well-being and financial security through healthcare coverage, paid time off, life insurance, and disability benefits. Flexible offerings reflect our commitment meeting employees' diverse needs and life stages. Our global Share Matching program enables employees to own a part of the company and share in its success. We have also digitalized and customized benefits to local market needs as well as employee preferences through the Flexible Benefits Program. The platform includes insurance, wellness, pension, savings, and Employee Assistance options. These customized solutions help employees navigate major life events and strengthen their financial resilience.

Health and safety

Our commitment to employee health spans People, Workplaces, and Culture, creating environments that support physical, mental, and social well-being. Across the company, employees engage in learning sessions, awareness days, and local events that promote healthy activities. Events such as Global Health & Safety Days encourage active participation and shared learning, while local programs such as the Health4All program in Latin America and partnerships with gym aggregators like Gympass and EGYM Wellpass make healthy living accessible worldwide. A key highlight is the annual Run4Healthineers, uniting Healthineers locally for a greater purpose: promoting physical activity while supporting charitable causes. From health checks and vaccination campaigns to screenings and podcasts, these initiatives reflect our enduring commitment to sustainable employee health and well-being.

External recognition

We participate in the Great Place To Work® certification and culture audit process to continuously improve employee experience and track our progress. Against our target to have >80% employees in Great Place To Work® certified countries, we achieved 89% this year, significantly exceeding the target. For the first time in our history, we were also honored to be named one of the 25 Fortune World's Best Workplaces™ 2025. This global recognition celebrates our ongoing commitment to building an inclusive, fair, and empowering workplace where everyone can thrive. Being among the World's Best Workplaces™ strengthens our belief that putting people first is not just the right thing to do — it is the foundation for lasting business success and a positive impact on society. This is why we also continue our commitment to maintain our target annually until 2030. From a local perspective, Brazil was ranked as Best Workplaces in Health Care™. Canada was recognized among the Best Workplaces in Health Care™, as well as for Inclusion, Women, and Most Trusted Executive Team. China ranked among Greater China's Best Workplaces™ and Best Workplaces for Women™. Germany was named Best Workplace™ for companies with over 5,000 employees. India received the Workplace Equality Index award for LGBTQ+ hiring practices and a bronze award for Diversity & Inclusion Company of the Year. The United Kingdom was ranked as a Best Workplaces UK (Super Large Companies)™, as well as a Best Workplace for Development™, Well-being, Women and in Health Care. The U.S. was also ranked on Fortune Best Workplaces in Health Care™.

Great Place To Work® certification in countries representing:

89%

of our employees
FY 2025 (Target: >80%)

Diverse and Engaged Healthineers

From learning to leading: Driving digital transformation through community

AI and digitalization are truly transforming the way we work and collaborate. They not only help unlock new efficiencies, but also spark creativity and reshape our workplace experiences. To lead this transformation, we launched the #DigitalTogether initiative in 2019. It forms communities of engaged employees who seek to drive digital adoption and elevate outcomes.

Active in 53 of our countries today, the initiative continues to expand. In FY 2025, over 23,500 Healthineers engaged with the various offerings of the initiative to learn, experiment, and collaborate.

Events such as our #DigitalTogether promptathons enable employees who are passionate about generative AI to team up and create practical solutions in real time. At the last promptathon, teams created AI co-pilots that support training and agents that assist with review and design processes, turning ideas into tools that help everyone work smarter.

#DigitalTogether is also enabling inclusion through digital accessibility. The initiative has raised awareness and offered learning on the M365 Accessibility Assistant, which guides employees in creating accessible content across tools such as SharePoint, PowerPoint, and Excel.

The team developed a digital inclusion learning pathway to help participants understand the experiences of users with differing abilities — such as in vision, mobility, hearing, and cognition. By applying features like keyboard navigation, subtitles, and clear language, colleagues gain practical tools to reduce communication barriers and foster inclusive collaboration.

Today, #DigitalTogether is our engine for creating a future-ready workforce. For Alexander Schopf, who heads the #DigitalTogether academy, success is reflected in the "aha" moments when colleagues realize how digital tools make their work easier and more enjoyable.

"The mission is clear: To empower Healthineers to build digital skills, drive adoption, and elevate outcomes."

Alexander Schopf, Head of #DigitalTogether academy

More examples of initiatives at our workplace

Spaces that spark collaboration

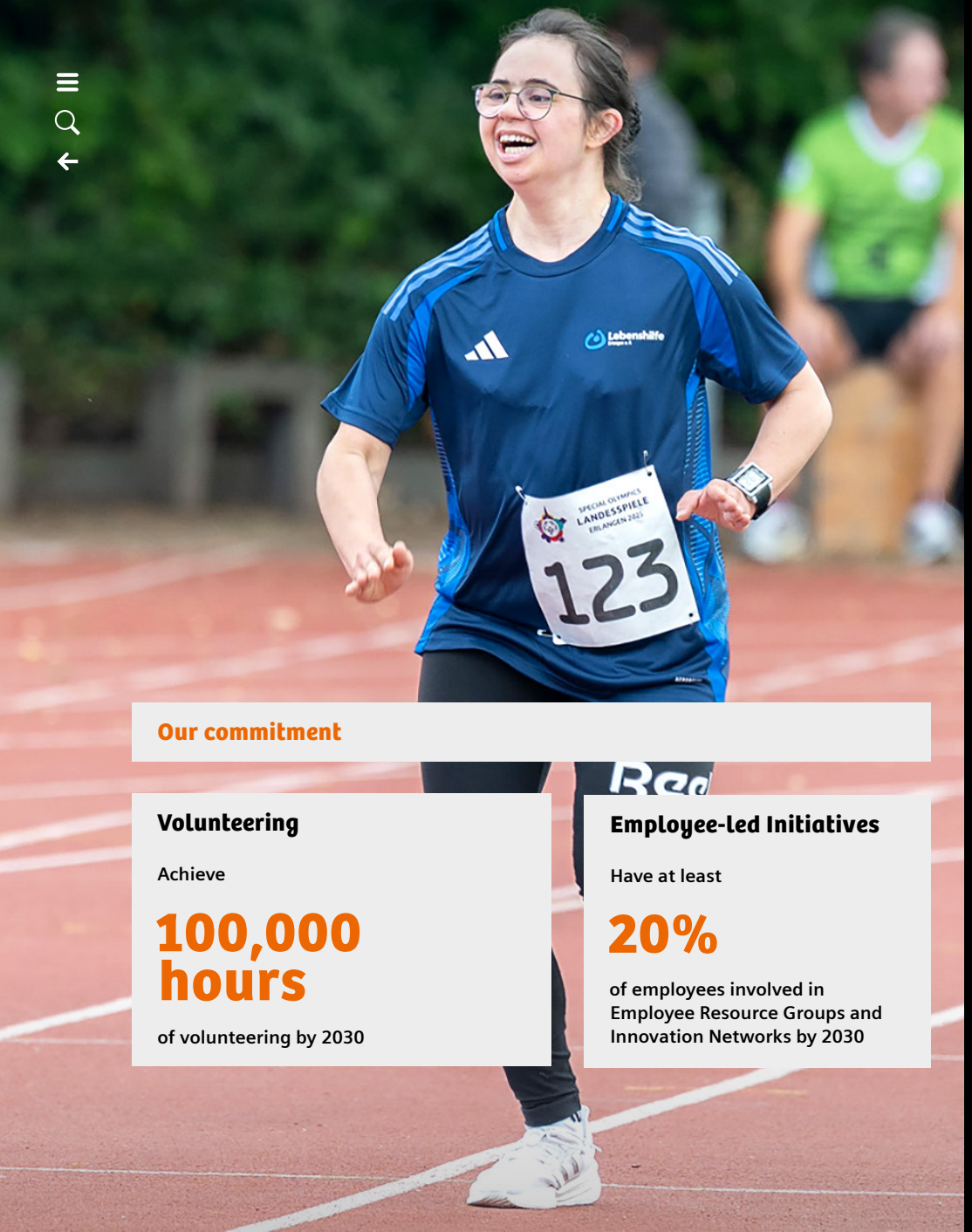
In our offices in Midrand, South Africa, we are bringing Human-Centric Collaboration to life by consolidating spaces that support purposeful and seamless collaboration — across office, remote, and hybrid settings. Employees co-create their space to flexibly adapt to diverse needs, empower autonomy, and fuel innovation. To foster visible collaboration and inspire others to come together, a centrally located innovation hub was established. Recognizing that great ideas often emerge beyond desks and meeting rooms, the team brought intentional design to café and outdoor spaces. Employees also welcomed a local artist to help authentically express their identity throughout the site.

Championing mental health

One of the strongest themes to emerge from our employee feedback this year was the importance of mental health — a vital foundation for a healthy and supportive workplace. In response, we launched the Mental Health First Aid Program globally, designed to promote early recognition and intervention in mental health challenges. The program trains dedicated Mental Health First Aiders to provide confidential, empathetic support and to guide colleagues toward professional help when needed. Today, more than 600 trained Mental Health First Aiders are helping to foster mental health awareness, reduce stigma, and create a workplace where every employee feels safe, supported, and empowered to thrive.

Uplifting others through our shared journey

Whether a patient is in treatment, surveillance, or survivorship, our Employee Resource Group for employees navigating cancer, empowerME, creates space for connection and support. Through storytelling, photo shoots, and advocacy days, the group brings colleagues and patients together, sparking friendships across backgrounds and roles. Participants describe these moments as life-changing reminders that our mission is deeply personal, turning shared challenges into strength, compassion, and lasting impact.



2.4

Volunteering and Employee-led Initiatives

Pages 33–36

Volunteering and employee-led initiatives are a key part of how Healthineers engage with each other and contribute to society. Across teams and regions, colleagues take action to support local communities, share expertise, and respond to social and environmental challenges. These efforts reflect our dedication to meaningful engagement — within the company, and in the communities we serve.

Our commitment

Volunteering

Achieve

100,000 hours

of volunteering by 2030

Employee-led Initiatives

Have at least

20%

of employees involved in Employee Resource Groups and Innovation Networks by 2030

› Nina Özer competes in the Special Olympics Bavaria — an event where 80 Healthineers volunteered to support the athletes.

Volunteering

At Siemens Healthineers, we foster a diverse, inclusive, and purpose-driven culture where employees feel empowered to accelerate progress toward our sustainability commitment and amplify our collective impact.

Through our global volunteering program, employees advance our sustainability strategy by engaging in meaningful activities that improve access to healthcare, protect the environment, or foster inclusive communities. These experiences enhance our societal impact and promote leadership, empathy, and innovation across our workforce. Volunteering serves as a catalyst for personal development, new perspectives, and a strengthened sense of community.

In FY 2025, Healthineers contributed over 46,000 hours of volunteering, supporting projects that expanded healthcare technology access to remote communities, protected natural ecosystems, provided disaster relief and cared for children and the elderly. These efforts span both local and global contexts, demonstrating our commitment to making a tangible difference for communities in need.

We encourage employees to volunteer individually or as part of a team, providing paid time off during regular working hours, in accordance with local policies. Whether planting trees, mentoring youth, or organizing health campaigns, our volunteers bring compassion and expertise to every initiative. These activities not only support the community, but also foster cohesion and collaboration across our teams.

Our internal volunteering platform, Voicely, enables employees to share their experiences, inspire others, and build a vibrant culture of engagement. The platform also serves as a knowledge base for best practices, helping teams replicate successful initiatives and scale their impact. For example, a cross-functional team in Erlangen partnered with a local NGO to organize a health fair for refugees — offering basic screenings and health education. Meanwhile, employees in Bangalore collaborated with environmental groups to restore urban green spaces, improving air quality and community well-being. Volunteering at Siemens Healthineers is not just about giving back — it's about moving forward together.

Employee-led Initiatives

Belonging is at the heart of our culture — where every employee feels seen, valued, and empowered to contribute authentically, knowing they are an integral part of our shared journey.

Our employee-led initiatives, including ERGs and Innovation Networks, drive meaningful change by bringing together employees with shared interests, experiences, and goals. These voluntary, employee-driven communities are open to all Healthineers and foster inclusive spaces for connection, belonging, learning, and personal growth. They exist globally, regionally, and locally, each with a clear mission guiding their activities and engagement. In FY 2025, 4% of our employees disclosed

Volunteering: Our progress[1)]

Baseline and current year FY 2025	Target FY 2030
46,528 hours	100,000 hours

[1)] Hours of volunteering are self-reported hours based on employees' individual estimates.

Employee-led Initiatives: Our progress[1)]

Baseline and current year FY 2025	Target FY 2030
4%	20%

[1)] % employees involved in ERGs and Innovation Networks. The FY 2025 figure reflects input from a voluntary employee survey, offering a conservative view of participation levels. Actual participation across the organization is likely to be higher.

their participation in employee-led initiatives.

ERGs create inclusive spaces for belonging, awareness, and professional growth aligned with our sustainability goals. They aim to positively impact diversity, inclusion, culture, and well-being for employees, families, and the planet.

Currently, Siemens Healthineers has the following five global ERGs, and over 30 ERGs at the regional and local level:

- **StepUp Women's Network** aims at increasing team diversity by means of greater representation of women across all functions and levels. It empowers teams to unlock greater knowledge, talent, and creativity.

- **PRIDE** champions culture change by fostering inclusion of all gender identities, gender expressions, and sexual orientations, creating a respectful and accepting environment where LGBTQIA+ employees and allies can thrive, fulfill their potential, and help drive business success.

- **EnerG** cultivates a vibrant community for the next generation of healthcare leaders through mentorship, collaborative innovation, and inclusive culture — empowering new Healthineers to contribute fresh perspectives, grow personally and professionally, and shape the future of healthcare.

- **GREEN** (Grass-Roots Eco-friendly Employee Network) teams have achieved remarkable results in different regions. This includes introducing innovative transportation methods that have reduced CO_2 emissions, encouraging sustainable practices to minimize food waste, and implementing resource-saving initiatives.

- **Mental Health First Aiders** (MHFA) and the Mental Health ERG promote mental well-being at Siemens Healthineers. They directly address needs shared through the Healthineers Forum and self-identification to foster a culture of openness, support, and psychological safety.

Beyond ERGs, we enable, facilitate, and connect people inside and outside our company with our Tech and Innovation Networks. Leveraging synergies between teams to break down silos, we drive an innovation mindset, develop capabilities, and foster broader cross-functional collaboration. The following are examples of some of our larger networks:

- **SHIFT** is a global innovation ecosystem that connects employees based on expertise and interests. It offers collaborate spaces, creative hubs, and a digital platform to drive co-creation, sustainable growth, and transformative healthcare solutions worldwide.

- **#DigitalTogether** enables and supports the digital journey of all Healthineers. Their vision is to equip employees with the necessary services and skills for the digital world of today and tomorrow.

- The **T-Club** empowers colleagues to drive change through creativity, curiosity, and collaboration. It's a space where purpose outweighs titles, action beats perfection, and employees across departments come together to co-create ideas toward a patient-centric future for healthcare.

- The **Healthineers Performance System (HPS)** is our company-wide framework for collaboration and continuous improvement. It combines processes, methods, and best practices to enhance performance holistically.

Volunteering and Employee-led Initiatives

Volunteering: Where passion meets purpose

At Siemens Healthineers, volunteering is more than service: it's a powerful reflection of who we are. It's how we turn our purpose into action. This year, our volunteers contributed over 46,000 hours globally to expand access to healthcare, protect vital resources, and support local communities.

Healthineer Nelly Oberg exemplified our commitment by bringing access to healthcare closer to patients, even across oceans. She traveled 32 hours by sea with the Acrux Foundation to the remote Juan Fernández islands from mainland Chile to deliver two ultrasound systems and diagnostic equipment to the local community of 1,084 residents. Her efforts brought lifesaving care to families who previously had to travel for days to access medical services.

That same care underscores our global support for Ronald McDonald Houses, where Healthineers help families of seriously ill children. From preparing meals in the U.S. to maintaining healing spaces in Sweden, our volunteers offer comfort when it matters most.

After losing a child to cancer, one colleague turned his personal heartbreak into hope. Sam Chan created HEROCARE — a virtual reality system that helps young cancer patients face radiation therapy with confidence. Thanks to Sam's volunteering engagement, and collaboration with Varian and the Hong Kong Polytechnic University, 88% of children using HEROCARE complete treatment without sedation.

At the 2025 Special Olympics Bavaria event in Erlangen, Germany, our volunteers helped create moments of joy, teamwork and true inclusion. More than 80 employee volunteers contributed over 1,500 hours to support athletes across 19 disciplines at the region's largest inclusive sports event. For Volker Purschke, heading Strategic Procurement at Siemens Healthineers, the Special Olympics is a deeply moving experience, where his son Julius became a proud athlete. "The great enthusiasm with which all participants and volunteers take part always touches us deeply," says Purschke.

Nelly Oberg delivered lifesaving equipment to a remote island off the coast of Chile

Our volunteers supported Ronald McDonald Houses globally, bringing care and comfort

Sam Chan created HEROCARE to help young cancer patients prepare for radiation therapy

Volker Purschke's son, Julius, shone at the Special Olympics Bavaria

2.5 Global and Regional Partnerships

Pages 37–40

We see collaborations with partners as key to elevating health globally by designing for healthcare access, prioritizing environmental sustainability, and driving systemic change. Through our global and regional partnerships, we combine expertise, resources, and shared purpose to expand access, improve outcomes, and foster innovation. Our collaborations are built on trust, mutual respect, and a commitment to equity — ensuring that together, we can deliver sustainable impact where it's needed most.

› Global teamwork makes the difference: Bringing MRI access to Peru's indigenous Quechua communities through close collaboration with local partners and support from clinical and technical experts worldwide.

We believe the future of healthcare holds boundless potential. Every breakthrough in technology, clinical practice, and care delivery raises the bar, and with it, the urgency to address systemic challenges that hinder progress.

Our long-term partnerships are designed to tackle the most pressing issues in healthcare, including workforce shortages, cost containment and operational efficiency and equitable access to quality care.

Whether related to delivery, equity, or climate, healthcare challenges are inherently complex and interconnected. Since no single organization can solve them alone, we actively cultivate a diverse, global partnership ecosystem that spans healthcare organizations, non-governmental organizations (NGOs), foundations and UN agencies, international financial institutions, and development cooperation agencies.

These alliances are built on shared values and complementary capabilities. They enable us to amplify our impact across our sustainability pillars and contribute meaningfully to the UN SDGs, including SDG 17 (Partnerships for the goals). Together, we deliver innovative solutions to improve patient outcomes, build resilient healthcare workforces, strengthen health systems and infrastructure, and address resource gaps and operational inefficiencies.

Strategic partnership highlights

UNICEF

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Since 2022, we have partnered with UNICEF to strengthen healthcare systems in Ghana and Côte d'Ivoire with a mission to end preventable maternal, newborn, and child deaths. Despite being treatable, diseases such as early infant HIV and tubercolosis (TB) remain leading causes of death among children in sub-Saharan Africa. With innovative, easy-to-use diagnostic technologies, the initiative is making life-saving testing and treatment more accessible than ever. In Ghana, over 150 sites now offer point-of-care testing for HIV and pediatric TB, with more than 3,000 health workers trained and over 24,000 community members reached. The average turnaround time for test results has dropped dramatically — from up to three months to just ten to 15 days days. In Côte d'Ivoire, comprehensive diagnostics network analysis has led to smarter device placement and improved sample transport. Awareness campaigns have reached over 16,000 people, and hundreds have been referred for screening for HIV, TB, or cervical cancer.

The Global Fund

Under our partnership with the Global Fund, we are accelerating the use of AI in X-ray screening for TB — a preventable and curable disease that remains the leading infectious disease killer. Despite decades of investment, finding patients and achieving accurate diagnosis continue to be major obstacles in the fight against TB, which still claims one life every two minutes.

Our partnership focuses on the Philippines, a country with one of the highest TB burdens worldwide, accounting for nearly 7% of global cases. Together, we are deploying AI-powered chest X-ray screening to enable faster, more precise diagnosis for more people. AI also allows trained radiologists to read scans remotely, bringing screening to underserved and remote areas where access to care is limited.

This initiative strengthens health systems and helps identify and treat the "missing cases" of TB, improving outcomes and reducing transmission. By combining innovation with global collaboration, we aim to close diagnostic gaps and support sustainable progress in public health.

Project GIZ Ukraine

Healthcare facilities in conflict-affected Ukraine are facing challenges related to outdated equipment, lack of standardization in imaging protocols and a shortage of well-trained professionals. With growing demands on Ukraine's healthcare system, strengthening the skills of healthcare professionals is more than a response to a crisis — it's an investment in the country's recovery and long-term resilience.

In July 2025, Siemens Healthineers and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH launched a strategic partnership under Germany's federal develoPPP program.

Within the framework of the program, GIZ drives the partnership on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) toward strengthening Ukraine's healthcare system. It is a nationwide initiative focused on addressing the shortage of trained and qualified radiography staff in hospitals and clinics, creating tangible benefits for patients while strengthening the healthcare system's reach and resilience. Through the initiative, 120 radiographers were trained by global team members and experts from the Siemens Healthineers Academy in Poland. The training program included online modules for radiographers as well as advanced on-site sessions in specialized radiography including train-the-trainer formats. We are also integrating the expertise of the American Society of Radiologic Technologists (ASRT) to support curriculum enhancement.

Global Surgery Foundation

Only 4% of district hospitals and 27% of referral facilities in East, Central, and Southern Africa had functional mobile C-arm X-ray machines, a 2022 Springer Nature study found. This highlights a major gap in access to essential imaging technology for trauma and surgical care in low-resource settings. A lack of training can further hinder adoption. Addressing this, Siemens Healthineers partnered with the Global Surgery Foundation (GSF) in July 2025 to train healthcare providers in safe, effective C-arm use. These systems enhance speed, precision, and quality in trauma care, especially orthopedics. According to the World Health Organization, 90% of injury-related deaths occur in low- and middle-income countries, mostly from road accidents. Rapid, accurate surgical response is critical — and C-arm technology can help. We developed free online courses with GSF for its SURGhub platform. The courses build confidence and competence in using C-arm systems, advancing equitable access to surgical care worldwide.

Global and Regional Partnerships

Closing the cancer care gap for women around the world

Cancer mortality is rising in underserved regions where access to timely diagnosis and treatment remains limited. In many parts of the world, women are the ones who face most inequalities and lack of access — a gap that too often costs lives.

Through a five-year partnership, Siemens Healthineers and City Cancer Challenge are supporting 16 cities worldwide to expand access to timely cancer diagnosis and strengthen local health systems — with a strong focus on women's health, capacity building in medical imaging and radiotherapy, reducing delays in diagnosing breast cancer, and improving how women with suspected breast cancer are tracked through the healthcare system.

Nearly 200,000 women in Cali, Colombia, have benefited from the initiatives out of this partnership. As a result, 73% of women with suspected breast cancer were able to access biopsies as of October 2024. With support from the World Bank, the program is scaling to the wider Valle del Cauca region with the same ambitious target: reducing time to diagnosis to just 30 days, in line with Colombian regulations. In 2025, Cali strengthened its multisector commitment, expanding the number of participating service providers from five to 51. Additionally, new breast cancer programs were launched in Kumasi, Ghana, and Tbilisi, Georgia.

Beyond diagnosis, the partnership is also focused on strengthening local health systems — training diagnostic and radiotherapy professionals and deploying context-appropriate tools that support better patient care management.

The collaboration also advances the shared commitment to improve gender equity within global health and cancer care and to promote women's leadership in this space.

"By committing long term to locally driven, globally supported cancer solutions, we can come closer to making equitable access to quality cancer care a reality for everyone," says Bernd Montag, CEO of Siemens Healthineers.

"Where you live and who you are shouldn't determine the quality of care you receive."

Isabel Mestres, CEO of City Cancer Challenge (C/Can)

Our strategic direction

The impact we create

The foundation we build on

3.1 Innovation

Innovations in healthcare need to enhance both the accessibility and outcomes of medical diagnosis and treatments — this is essential to add sustainable value for healthcare systems around the world.

Backed by an annual R&D investment of approximately €2.0 billion and about 25,000 technical intellectual property rights, including around 16,000 granted patents, we constantly bring breakthrough innovations to market — for the benefit of patients, healthcare professionals, providers, and society.

Our aim is to ensure that every patient receives the specific medical treatment they need, in a highly individualized and targeted way. To achieve this, we build on the following three unique strengths:

- **Patient Twinning** aims to describe the individual characteristics of each patient as precisely as possible so that — if need be — treatment can be tailored to the individual geared even toward simulations at some point in time. Thanks to a constant process of innovation in medical imaging and laboratory diagnostics, we are edging closer to creating digital twins of individuals.
- **Precision Therapy** adapts the latest technology precisely to the situation and needs of the individual patient. Robots help physicians to navigate catheters through blood vessels in the heart or brain with submillimeter accuracy. High-precision radiotherapy targets tumors and preserves healthy tissue as far as possible.
- **Healthcare AI** unlocks the potential of AI to orchestrate across the system, coordinate care, and automate procedures along the patient journey. By deploying advanced foundational and agentic AI models, we drive rapid innovation in systems and enable workflow efficiencies that ease the workforce burden.

Our unique strengths

Patient Twinning

- Early detection
- Accurate diagnosis
- Individualized therapy selection, simulation, and planning
- Continuous monitoring and aftercare

Precision Therapy

- Personalized
- Image guided
- Minimally-invasive
- Robotics- and AI-enabled

Healthcare AI

- Orchestration across the system
- Coordination of care
- Automation of procedures

Our innovation highlights

The Naeotom Alpha[1] class: Next-generation CT redefines imaging

- New family of photon-counting CT (PCCT) systems includes world's first PCCT single source scanner.
- Cutting-edge systems deliver clear, fast imaging.
- Expanded portfolio widens PCCT accessibility, changing prospects for the treatment pathway.

We are bringing advanced diagnostic imaging to more clinicians and patients globally with our Naeotom Alpha photon-counting CT scanners. This cutting-edge technology captures individual X-ray photons, producing detailed images at low radiation doses — supporting fast diagnoses, with the potential to transform treatment pathways. The portfolio includes three models: Alpha.Peak, offering ultra-fast scans and Quantum HD resolution; Alpha.Peak and Alpha.Pro, combining photon-counting with dual-source speed for complex exams; and Alpha.Prime is the world's first single source photon-counting CT scanner, for use as a high-performance scanner for in-patient, ambulatory, and emergency room examinations in stand-alone institutions and big Integrated Delivery Networks, or also in the periphery of hub-and-spoke networks. All models accelerate diagnostic and interventional processes with the support of AI and automation via myExam Companion, streamlining workflows and improving consistency of usability.

[1] *The products and systems mentioned herein are not commercially available in all countries. Their future availability cannot be guaranteed.*

Varian RapidArc Dynamic[2]: Revolutionizing radiation therapy

- Early evaluations show consistently higher plan quality across multiple disease sites.
- The approach reduces delivery and planning time by up to 60% compared to VMAT — enabling support for greater patient throughput.
- Preliminary data indicate up to a 50% reduction in dose to organs at risk.

Varian's RapidArc Dynamic solution represents a major advancement in cancer care by combining arc therapy, modulated ports, and a dynamic collimator into a single field. Powered by next-generation algorithms, clinicians gain enhanced control and flexibility to deliver highly customized dose distributions tailored to each patient's anatomy. Early research demonstrates improved plan quality, greater planning efficiency, and the ability to deliver treatments with fewer arcs while reducing radiation exposure to critical organs, potentially minimizing side effects. Automated features like Auto-Skin Flash simplify workflows and integrate with Varian's Eclipse planning system and the TrueBeam 4.1 platform. These innovations have the potential to shorten session times, increase patient throughput, and enable more personalized care.

[2] *RapidArc Dynamic is available as an optional feature on the Eclipse v18.1 and TrueBeam 4.1 systems. To view all footnotes, please see ↗ this link.*

Atellica Integrated Automation: Transforms patient testing with automated system

- Fuses 25 clinical lab tasks into one streamlined system.
- Reduces manual workflow steps by 75%.
- Helps deliver faster, more accessible diagnostics.

As clinical laboratories face rising demands and staffing shortages globally, we introduced Atellica Integrated Automation that transforms lab operations. It fuses 25 manual tasks into one streamlined system, reducing manual workflow steps by up to 75%. The innovation enables even small labs with limited space or lower testing volumes to benefit

from automation previously reserved for mega-labs. With built-in sample management, decapper, and sealer functionality, Atellica boosts efficiency, reduces waste, and accelerates turnaround times: 65% of samples achieved faster results than competitor systems. A single technician can now manage calibration, quality control, sorting, and archiving in minutes. This frees time for higher-value tasks such as mentoring and quality control. Atellica offers scalable automation that improves patient care and supports growth.

AI Abdomen: Practical AI ultrasound advancement can help streamline abdominal exams

- Automatically recognizes and labels 17 anatomical views and calculates 12 key measurements in milliseconds.
- Can reduce hand motion by 47% compared to manual scanning, to help mitigate any fatigue and injury that can result in work-related pain.
- Supports imaging standardization across different users to help improve exam throughput.
- Winner of R&D World's prestigious R&D 100 award honoring pioneers and their revolutionary ideas in science and technology.

The ACUSON Sequoia ultrasound system features an AI Abdomen workflow tool that automatically recognizes, labels and measures organs in milliseconds while standardizing examinations and reducing sonographer hand motion by up to 47%. The innovation can improve workflow, standardization, and ergonomics. As well, it can benefit the 90% of users who report scanning-related pain. ACUSON Sequoia also offers advanced liver assessment solutions such as the innovative ultrasound-derived fat fraction (UDFF) technology to help clinicians manage patients with hepatic steatosis. UDFF incorporates both attenuation coefficient and backscatter coefficients to measure fat content of the liver in an easy to interpret percent fat value. Another innovative technology is Next Generation 2D Shear Wave Elastography (SWE) for breast exams. This technology helps to overcome the industry challenge of dense breast tissue on conventional 2D SWE by helping clinicians to see the stark difference between a stiff lesion and breast tissue, which helps mitigate false negatives and can help avoid unnecessary biopsies.

Healthcare AI

With AI advancements, especially generative AI, we are poised to transform healthcare and change the approach to diagnosis, treatment, and patient management. By rapidly analyzing contextual data, AI can automate procedures and workflows, augment clinical capabilities for therapy planning and delivery, and thereby drive efficiency, empower workforce, and enable healthcare systems to scale access globally.

Siemens Healthineers has been at the forefront of this transformation, researching and exploiting the potential of machine learning, deep learning, and most recently foundational AI and agentic AI. With over 110 AI-supported products worldwide and more than 1,300 patent families in the field of machine learning, we are a global leader in Healthcare AI.

A few examples of our innovations in Healthcare AI are:

- Deep Resolve, our AI-based reconstruction solution, enables up to 73% faster MRI scanning[3)]. Since its introduction in FY 2022, it has powered more than 30 million scans.
- The ACUSON Origin ultrasound system is a premium cardiovascular solution designed to support the full continuum of care from diagnostics, structural heart, EP, and pediatrics. Backed by a database of two billion images across different modalities and more than 5,600 AI-powered measurements, ACUSON Origin uses AI to help deliver precision, speed, and consistency across exams.
- Autocontouring for radiation therapy covers more than 200 anatomies and organs at risk. It benefits the planning for about 1.2 million cancer patients each year, making the contouring about 82% faster.

Our AI factory

Our AI factory is built on a reliable global computing infrastructure that includes hardware, software, and experts. Powered by Sherlock, a 0.5-exaflop supercomputer, the infrastructure has at its heart a vast reservoir of data of more than 2.3 billion curated clinical images and reports, and several billion lab and nonclinical data points. This

3) Data on file.

ever-expanding repository empowers us to continuously refine and enhance our AI algorithms. With each new data point, our understanding of diseases and patient populations deepens, leading to increasingly intricate and comprehensive databases. We run more than 1,800 AI experiments every day, across Siemens Healthineers businesses, including Varian. Resulting AI models are at the base of many products and services of Siemens Healthineers. Sherlock runs on 100% renewable energy and is operational in the U.S. and supported by our decentralized infrastructure in China, Germany, and India.

Six AI centers of excellence: Our AI team has more than 350 highly skilled experts who meticulously develop, train, and validate our AI algorithms. To support their work, we've established a global computing network that provides the infrastructure needed for AI experimentation, with headquarters in Princeton in the U.S., and a distributed set-up across Erlangen in Germany, Brasov in Romania, Shanghai in China, Bangalore in India and Alberta in Canada.

Real-world medical data are the cornerstone of AI innovation in healthcare. We harness the power of data responsibly and ensure its integrity and privacy so we can develop groundbreaking AI solutions that transform healthcare.

Data access from all five continents: Access to comprehensive health data is essential for advancing AI in healthcare. Siemens Healthineers meticulously gathers data sets from all five continents. The data encompass a diverse range of sources, including public clinical registries, medical associations, and trusted research partners. These datasets contain a wealth of information, including curated clinical images, lab data, genomic data, and clinical data like patient histories.

By leveraging global data sources, upholding data privacy, and prioritizing data quality, we're proving our commitment to fostering groundbreaking AI applications that revolutionize healthcare diagnostics, treatment, and patient outcomes

Protecing patient privacy: Siemens Healthineers adheres to stringent data privacy principles to ensure that patient information remains secure and protected. Before data is used in research projects, it undergoes a rigorous anonymization process to remove all personally identifiable information. This safeguards patient privacy while enabling valuable research advances.

Enhancing data quality: AI applications are fundamentally dependent on the quality of the data they're fed. Our experts thoroughly examine each data point, enriching it with additional information like anatomical landmarks, diagnostic indicators, and tumor characterizations. These annotations are crucial for developing accurate and reliable AI models that can transform healthcare.

Collaborations: We strategically focus our efforts on key clinical indications, including cancer, cardiovascular and neurological disorders, which enable us to develop AI solutions that address some of the most pressing healthcare challenges. Our scientific partnerships with providers strengthen our ability to deliver groundbreaking healthcare innovations. We are collaborating with over 3,200 partners, including renowned medical centers, hospitals and university hospitals, to foster a dynamic ecosystem of knowledge and expertise. We are also establishing SHIFT Innovation Centers in key regions globally. In addition to our hubs in Erlangen (Germany), Shanghai (China), Bangalore (India), we set up two new centers this year, in Istanbul (Turkey) and in Madrid (Spain), aimed especially at driving AI adoption in healthcare.

For more information on how we are advancing Healthcare AI, visit ↗ www.siemens-healthineers.com/innovations/artificial-intelligence.

Dr. Dorin Comaniciu, Chief Expert for Healthcare AI at Siemens Healthineers (right), speaks with researcher Pragneshkumar Patel on innovations involving humanoid robots at our AI headquarters in Princeton, New Jersey.

Innovation

Transforming stroke care in Europe

Stroke claims nearly 500,000 lives annually across the European Union and leaves millions with lasting effects. Despite medical progress, effective treatment continues to be hampered by fragmented care, delayed diagnoses, and siloed data systems.

Addressing this, UMBRELLA-IHI — a groundbreaking five-year initiative co-led by Vall d'Hebron Research Institute and Siemens Healthineers — strives to transform stroke care across Europe.

UMBRELLA-IHI intends a paradigm shift in how stroke is diagnosed, treated, and prevented. It is building an integrated, patient-centric stroke care model powered by AI and digital technologies. It aims to improve outcomes for up to 18,000 stroke patients annually. The project spans hospitals and research centers in Spain, Italy, Belgium, Switzerland, Germany, and the Netherlands, uniting clinicians, researchers, and others.

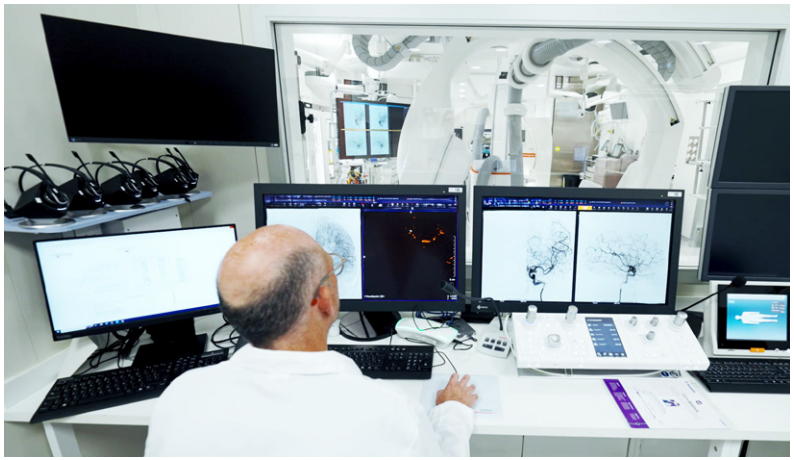
Its goals include:

- **Faster diagnosis:** AI algorithms help clinicians detect strokes quickly.
- **Personalized treatment:** Real-world data guide tailored care for patients.
- **Expanded access:** Underserved communities should gain virtual recovery tools and wearables.
- **Unexplained strokes:** Research will explore strokes with no known cause to improve prevention.

Siemens Healthineers plays a pivotal role in leading development of a federated learning platform — a secure, decentralized system that trains AI models on patient data without compromising privacy. This approach creates faster innovation while safeguarding sensitive health information.

UMBRELLA-IHI is also a flagship of our SHIFT ecosystem, which connects global innovators, resources, and tools to enable collaboration beyond borders and scale impactful solutions.

For more information, see ↗ Siemens Healthineers SHIFT Innovation Ecosystem.



"AI-driven care models empower patients and ecosystems through collaboration, data, and innovation beyond what one can achieve alone."

Peter Schardt, Chief Technology Officer, Siemens Healthineers

UMBRELLA is supported by the Innovative Health Initiative Joint Undertaking (IHI JU) under grant agreement number 101172825. The JU receives support from the European Union's Horizon Europe research and innovation program and COCIR, EFPIA, Europa Bío, MedTech Europe, and Vaccines Europe.

3.2 Quality

We pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably.

We own quality. Every day. Every one of us.

Our commitment to **#QualityEveryday**.

At Siemens Healthineers, each one of us takes responsibility for the quality of our work and decisions.

Quality has been a driving force in our company from the very beginning. Its importance is reflected in our commitment to the highest standard of quality in our everyday work. Our motivation is to always place the well-being of patients at the center of all our efforts.

Our Quality Policy reaffirms the crucial role of quality as we endeavor to achieve our goals in line with our purpose. It is more than a standard — it is a shared commitment: We own quality. Every day. Every one of us.

By means of #QualityEveryday, we attain a common understanding of why we do what we do. And for whom.

The three core principles that are outlined in our policy are the following:

We put patients first.
As Siemens Healthineers, we are impacting the health of millions of people every day. Every patient deserves high-quality healthcare provided through effective and safe products. Thus, we put patients first.

We drive innovation.
Innovation of our products, solutions, and services redefine healthcare possibilities. They improve quality of life for patients and address our customers' biggest challenges and opportunities. Of course, regulatory compliance is non-negotiable.

We deliver quality.
Nothing less, each and every day. Every Healthineer owns quality and proudly takes responsibility for it.

The Quality Policy is available in over 200 versions across seven languages, honoring our global diversity and business breadth.

We put patients first.

Our shared commitment to quality serves our goal to provide the best possible healthcare to patients everywhere through safe and effective products.

This is at the heart of everything we do.

We drive innovation.

Our product and process excellence redefines healthcare possibilities and makes them accessible worldwide.

Regulatory compliance validates our commitment and ensures that patients, users, and customers trust our quality.

We deliver quality.

Our interactions are based on accountability, openness, respect, and trust. We do not just embrace continuous improvement, we drive it.

Every one of us owns quality and we proudly take responsibility for it.

3.3

Business ethics and compliance

At Siemens Healthineers, ethical behavior and compliance are an integral part of our business conduct. Everywhere where we do business, we are committed to acting with integrity and fairness. Our compliance management system is adapted to business-specific risks and built on the pillars of prevention, detection, and response. It is based on applicable laws, the codes of the industry associations to which we have committed ourselves, our Business Conduct Guidelines (BCG), and internal policies.

Our BCG provide the ethical and legal framework for our company, underpinning all our decisions and activities, reflecting our values, and ensuring integrity in business conduct. They outline fundamental principles and rules for behavior within the company and in interactions with employees, managers, external partners, and the public.

To embed compliance and integrity within the organization, all employees are required to undergo targeted, risk-based compliance training. These include mandatory in-person and web-based training on key compliance topics such as anti-corruption, anti-money laundering, antitrust, data protection, and human rights. Whenever possible, we integrate ethical dilemmas into real-life training scenarios that require employees to weigh their decisions in a compliant and ethical way. Furthermore, all employees are asked to attend the annual Global Compliance Days, which provide a thorough overview of current compliance and ethical issues.

To address complex ethical challenges and go beyond compliance, a global group within the compliance organisation was established, focusing on ethics, sustainability, human rights, and collective action. This group develops training, resources, and tools to empower compliance professionals as trusted partners for ethical decision-making. It also serves as a forum for discussing ethical dilemmas and helps raise awareness of ethical leadership across all business functions.

Human rights commitment

Respect for human rights is a fundamental principle of our business conduct. Siemens Healthineers is dedicated to respecting human rights globally.

As a participant in the UN Global Compact, we regard its Ten Principles and the IndustriALL Global Union framework as binding. Employees, suppliers, and business partners are expected to comply with international standards such as the International Bill of Human Rights, International Labour Organization conventions, Organization for Economic Co-Operation and Development Guidelines and UN Guiding Principles on Business and Human Rights.

Training on compliance, including human rights topics, is conducted globally for selected target groups.

Our Let Us Know global reporting system and an independent ombudsperson provide secure channels for raising concerns. All reports are processed and investigated according to our company-wide standardized process, ensuring that reporters are protected and that potential misconduct is detected and addressed effectively.

3.4 Cybersecurity and data privacy

The healthcare sector is essential in safeguarding health and well-being and underpins societal development. Siemens Healthineers proactively identifies and mitigates cybersecurity and data privacy risks across our ecosystem, striving to provide protection to our organization, our customers, and their patients.

Cybersecurity and data privacy have a trust-building impact, are required by customers purchasing our portfolio, and are critical in a digitalized environment with emerging technologies like AI, ensuring long-term business success and stakeholder confidence.

Data Privacy

In an increasingly digitized world, we recognize that robust data privacy founded on trust and accountability is essential to responsibly manage personal data entrusted to us. Our ISO/IEC-certified data privacy management system comprises a framework of controls to ensure the operational implementation across Siemens Healthineers.

Privacy by design and default are embedded into our development cycle and related processes, striving for features that give customers control over their data privacy settings.

We clearly communicate how personal data is processed and support data subjects in exercising their rights through various contact channels with our data privacy organization.

We continuously — globally as well as on local level — raise awareness of the particular importance of data privacy. Employees also undergo regular data privacy training, with participation monitored organization-wide. Additional training tailored to roles and responsibilities is offered.

Cybersecurity

Cyberattacks such as ransomware can disrupt healthcare services, compromise sensitive patient data and jeopardize patient care. As medical devices become increasingly interconnected, threat actors may gain access to individual devices or entire networks. By increasing cyber resilience across our supply chain, we help ensure secure and reliable healthcare delivery.

Siemens Healthineers implemented robust cybersecurity and data privacy management systems applicable across the global organization to prevent risks and maintain trust in operations and our portfolio, including regular reporting to top management. These are independently certified under ISO/IEC 27001:2022 and extended with ISO/IEC 27701:2019 with the scope of governance and assurance for cybersecurity and data privacy. This systematic approach provides the resources and controls to maintain business continuity, operational stability and risk management.

All employees are assigned to a mandatory annual cybersecurity awareness training covering essential cyber hygiene topics, available in eleven languages and accessible formats. Phishing simulations, role-based training, and a dynamic awareness campaign with events, newsletters, and webinars foster engagement, strengthen cybersecurity culture and promote collective responsibility across the organization.

Governance and continuous improvement

Employees must adhere to our BCG, which outline cybersecurity and data privacy requirements. Cybersecurity and data privacy directives establish uniform global standards and address identified material risks in their respective domains.

Employees must promptly report compliance violations through our central tool, with any deficiencies remedied without undue delay. Regular and ad-hoc audits are conducted.

We continually evolve our programs to address regulatory changes, emerging threats, and industry trends, building a workforce equipped to support cybersecurity and data privacy at every level.

Securing a sustainable healthcare future

By strengthening cybersecurity and data privacy, we are contributing to a sustainable, safe, and trusted healthcare ecosystem.

3.5 Sustainability organization

Sustainability is prioritized across all levels of our leadership and governance structure. Our commitment is reflected in how we lead, make decisions, and create long-term value for our stakeholders and society.

As a company governed by German stock corporation law, we operate under a two-tier board structure: the Managing Board and the Supervisory Board. The Managing Board steers the company's strategic direction, oversees governance, business, and long-term planning with a clear focus on sustainable value creation. It also sets ambitious business and sustainability targets and ensures that associated risks and opportunities are systematically addressed. The Supervisory Board provides oversight and strategic advice, ensures compliance and good governance, while protecting the interests of shareholders and stakeholders.

Our governance system integrates responsibility and expertise throughout the organization, ensuring accountability, effective decision-making, and alignment with our strategic objectives. Sustainability is embedded into our organizational framework through the Corporate Sustainability team, which is responsible for the double materiality assessment, driving the sustainability program, and reporting on progress. The team works closely with leaders and experts across our Business Areas, Business Horizontals, Regions, and Corporate Functions to drive implementation of our corporate sustainability strategy.

The Head of Sustainability, reporting to the Chief Human Resources Officer and member of the Managing Board, leads the sustainability program and initiatives across the company. Decisions regarding sustainability strategy and commitments are taken by the Sustainability Steering Committee, which includes all four Managing Board members, Business Area and Region heads, and the Chief Technology Officer.

In every unit, designated leaders drive sustainability, ensuring consistency and alignment. Sub-steering committees further enable cross-functional coordination and ensure strategic oversight of key initiatives. The degree of achievement of sustainability-related targets is part of regular dialogues between the Managing Board and the leadership of Businesses, Regions, and relevant functional units.

Since 2020, sustainability has been a core element of executive compensation, with long-term incentive plans linked to ESG elements including access to healthcare, carbon emission reduction, and gender balance improvement. These targets, defined annually, are approved by the Supervisory Board and reinforce our commitment to long-term impact and responsible leadership.

For further details, please see ↗ the FY 2025 Compensation Report of Siemens Healthineers.

Governance structure for sustainability

3.6 Ratings and recognitions

Three leading ESG rating agencies — Sustainalytics, MSCI, and ISS ESG — assess our sustainability performance regularly. This provides an external and independent view of how we address environmental, social, and governance topics across our business. Their assessments increase accountability and make our progress measurable and comparable. By actively participating in these ratings, we strengthen transparency, benchmark ourselves against industry peers, and gain valuable insights that help us drive continuous improvement and reinforce our commitment to responsible business practices.

	Sustainalytics	MSCI	ISS ESG
Latest score[1)]	**17.6** Low Risk	**BBB**	**B**
Highlights	Ranked 6 in Medical Devices subindustry	Leads peers in talent management	Prime status

[1)] *Scores are as per the last full rating update.*

Circularity Champion Award

We received the Circularity Champion Award in the "Design for Circularity" category for our ecoline portfolio. This portfolio gives pre-owned systems a second life, minimizing footprint and demonstrating that high-quality medical technology and sustainability go hand in hand.

Material Circularity Award

The award from Premier, Inc. recognizes our commitment to reducing environmental impact and preserving resources by extending product lifespans through the Certified Atellica program and other innovations.

Fortune World's Best Workplaces™

For the first time, we were recognized as one of the World's Best Workplaces™ in 2025 — an achievement that acknowledges our recognition in many countries around the world, as well as the global impact we have on the quality of our employees' lives.

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