

SIEMENS HEALTHINEERS AG
– Annual Shareholders’ Meeting 2026 –

Prof. Dr. Ralf P. Thomas

Chairman of the Supervisory Board
Siemens Healthineers AG

February 05, 2026

Excerpt from the speech.

– Valid only as spoken –

Ladies and Gentlemen,

Siemens Healthineers enjoyed another successful fiscal year in 2025.

Shareholders,

your company once again set itself very ambitious goals and has achieved them.

Despite the difficult underlying conditions, Siemens Healthineers remained a thoroughly dependable and responsible partner:

- for its customers and their patients,
- for you, its shareholders,
- for its employees, and
- for the communities and societies all over the world in which it operates.

Sales revenue rose by 5.9 percent to 23.4 billion euros on a comparable basis in the fiscal year ended, resulting in adjusted EBIT of 3.9 billion euros. The company is increasing its proposed dividend by five euro cents to one euro per share in response to these strong results in fiscal year 2025.

The company's continued commercial success is all the more remarkable for having come in what was – and unfortunately remains – a highly challenging geopolitical and macroeconomic environment. The effects of the Covid-19 pandemic lingered for longer than originally anticipated, and inflation, import duties, currency movements, disrupted supply chains and reduced procurement from China clouded the economic outlook for a great many companies.

The Managing Board again guided Siemens Healthineers very effectively through these major global challenges, which makes it even more pleasing that Dr. Bernd Montag and Dr. Jochen Schmitz agreed back in March 2025 – well before the end of their existing term – to extend their mandate through to the end of February 2031. The Supervisory Board was unanimous in its support for this measure when voting ahead of the decision.

And the whole Team Healthineers as a whole successfully minimized the impact of the various crises both on the company's business and, in consequence, on healthcare around the globe.

You, the wonderful Healthineers, have shown the world once more what it means to bring new hope – and take away old fears – for millions of patients and families. Every day.

On behalf of the Supervisory Board, I would like to thank all our approximately 74,000 employees for this exceptional performance.

Ladies and Gentlemen,
the end of our highly satisfactory fiscal year 2025 also marked the successful completion, on schedule, of the New Ambition strategy phase.

As the name suggests, New Ambition involved Siemens Healthineers adopting genuinely ambitious targets for fiscal years 2022 through 2025. Siemens Healthineers has developed in a number of ways that make it even more prominent over the course of the New Ambition strategy phase.

- The company demonstrated its great strength during the Covid-19 pandemic.
- The merger with US-based Varian, which took place right in the midst of the pandemic, made it one of the world's leading players in cancer care.
- Siemens Healthineers also defined a highly ambitious sustainability program during the New Ambition phase, adopting ever more demanding targets every year.

With that in mind I would like to draw your attention to the new Sustainability Report, which has been prepared in accordance with the European Sustainability Reporting Standards and the EU Taxonomy Regulation. Our Sustainability Report can be found in our Annual Report 2025 beginning on page 41. Here are the internet addresses for the German and English versions of the report for your convenience.

Ladies and Gentlemen,
the Healthineers management team revealed the next phase in the company's development in November last year. This phase is headlined "Elevating Health Globally", or just "Elevating" for short.

Primarily concerned with raising the level of healthcare provision worldwide, Elevating follows on from – and builds on the achievements of – New Ambition.

Dr. Montag will go into more detail about the Elevating phase, which is scheduled to run through fiscal year 2030, shortly.

At almost the same moment as the Elevating phase commenced, Siemens AG announced its intention to give up its majority stake in our company and reduce its interest to that of financial investor in the medium term.

Siemens AG currently owns around 67 percent of our company. Its preferred option would see it transfer around 30 percent of Siemens Healthineers shares to Siemens AG shareholders by way of a direct spin-off.

This would result in Siemens Healthineers no longer being a part of the Siemens Group. Particular benefits of the planned transaction for both companies would include

- Increased possibilities for strategic development, and
- significantly higher transparency and reduction in complexity for the capital market.

The spin-off would also greatly enlarge Siemens Healthineers' shareholder base without the shares transferred having to be sold through the stock market.

The planned transaction is conditional on receiving final regulatory clearance and the consent of the corporate bodies and annual shareholders' meetings of Siemens AG and Siemens Healthineers AG.

Ladies and Gentlemen,

both the planned transaction and the new 'Elevating' strategy phase serve to further advance the position of Siemens Healthineers as a global leader in medical technology.

Shareholders,

I would like to express to you my heartfelt thanks, on behalf of the Supervisory Board, for your continued confidence in this wonderful company.

I must also thank my colleagues on the Supervisory Board for another year of outstanding collaboration. Each and every one of us is working with commitment and conviction for the future of Siemens Healthineers. I consider it an honor and a pleasure to be able to chair this Board and remain deeply grateful for the trust you place in me.
