

Siemens Healthineers AG

Annual Shareholders' Meeting 2026



– Convenience translation –

Key items of the speech of the Chairperson of the Supervisory Board, Prof. Dr. Ralf P. Thomas

– Check against delivery. –

- Siemens Healthineers enjoyed another successful fiscal year in 2025. The company had once again set itself some very ambitious targets and once again achieved them.
- Despite the difficult underlying conditions, Siemens Healthineers remained a thoroughly dependable and responsible partner: for its customers and their patients, for its shareholders, for its employees, and for the communities and societies all over the world in which it operates.
- Due to the good results in fiscal year 2025, the company is raising its dividend proposal to EUR 1.00. This continued commercial success is all the more remarkable given that the geopolitical and macroeconomic environment remained very challenging and, unfortunately, still is. The effects of the Covid-19 pandemic lingered for longer than originally anticipated. Inflation, disrupted supply chains, reduced procurement from China, import duties and currency movements clouded the economic outlook for many companies. The Managing Board again guided Siemens Healthineers very effectively through these major global challenges, and 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. On behalf of the Supervisory Board, I would like to thank all around 74,000 employees for this exceptional performance.

- The end of 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. It is no exaggeration to say that Siemens Healthineers has become an even more relevant company in many respects during the strategy phase.. Notably, 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.
- The Healthineers management team revealed the next phase in the company's development in November last year. Headlined "Elevating Health Globally", or just "Elevating" for short, this phase is essentially concerned with raising the level of healthcare provision worldwide. Elevating follows on from – and builds on the achievements of – New Ambition.
- At almost the same moment as the Elevating phase commenced, Siemens AG announced its intention to give up its majority stake in Siemens Healthineers AG and reduce its interest to a financial asset in the medium term. Siemens AG's plans to transfer around 30 percent of Siemens Healthineers AG-shares to Siemens AG shareholders by way of a direct spin-off as a preferable option. This would result in Siemens Healthineers no longer being a part of the Siemens Group. The advantages of the planned transaction for the two companies would include greater freedom for strategic development, and significantly enhanced transparency and reduced complexity for the capital market. The spin-off would also greatly enlarge Siemens Healthineers AG's shareholder base without the shares transferred having to be sold through the stock market. The planned transaction is subject to final regulatory clarifications and the approval of the corporate bodies and shareholders' meetings of Siemens AG and Siemens Healthineers AG.
- Both the planned transaction and the new Elevating strategy phase are intended to facilitate the continuing development of Siemens Healthineers as a world-leading medical systems company.
- On behalf of the Supervisory Board, I would like to express my heartfelt thanks to our shareholders for their 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 placed in me.