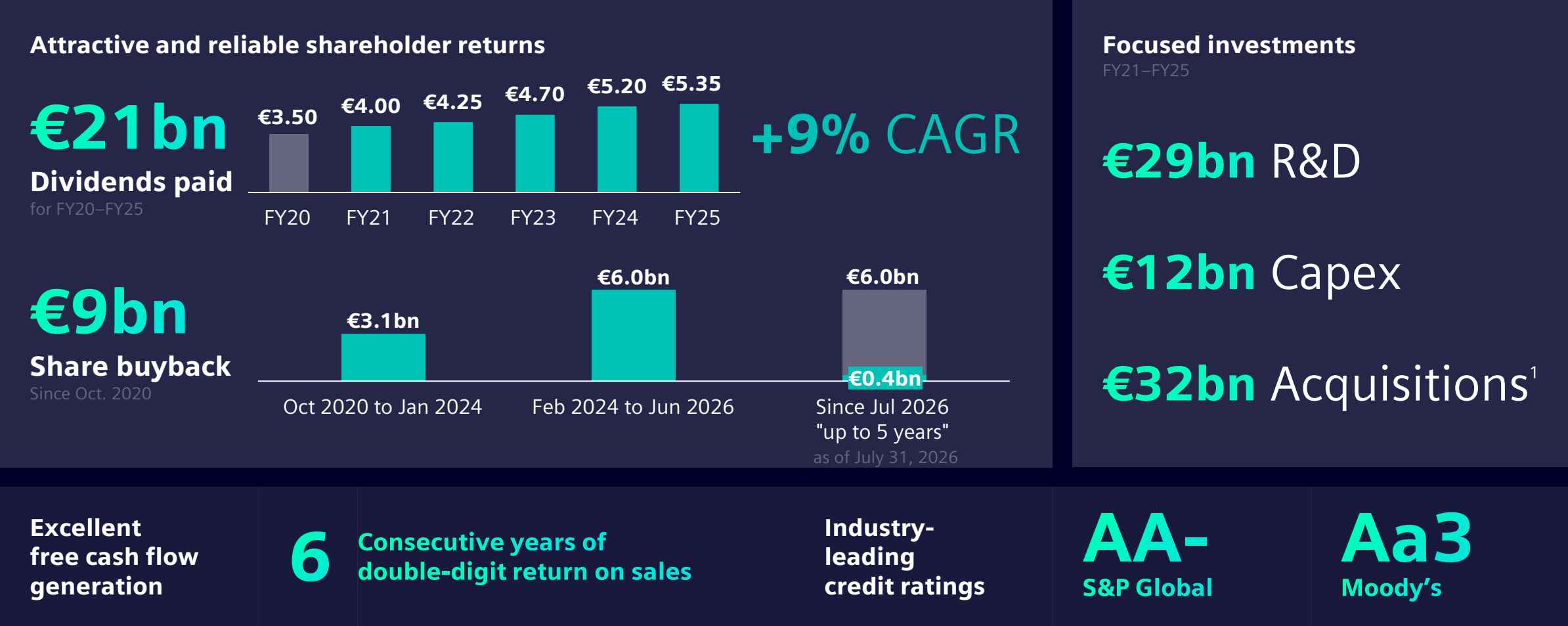


Rock-solid financial foundation as basis for stringent capital allocation



Combining investments with very attractive shareholder returns

We ensure attractive shareholder returns...

Dividend	Progressive dividend policy confirmed, €5.35 for FY25 approved by the AGM
Share buyback	Continue buyback programs as strong pillar of total shareholder return
Spin-off	Direct benefit for shareholders from Siemens Healthineers spin-off 



...while investing for value-creating growth

R&D	Maintain high R&D intensity to further drive technology leadership and foster future profitable growth
Capex	Further optimize our well-balanced geographic footprint
M&A	Selective investment into value-creating acquisitions, based on clearly defined strategic imperatives and financial hurdles