CEO Address

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Dear shareholders, dear colleagues, dear friends of SAP,

Good morning from Walldorf! And welcome to our annual general meeting of shareholders! We are delighted that you have joined us online today.

Pekka has already presented the changes on the Supervisory Board.

My thanks, and those of the entire Executive Board, go to Gerd Oswald and Gunnar Wiedenfels, who are stepping down from the Supervisory Board today, and to Margret Klein-Magar, who resigned her seat at the end of last year. We thank you for your many years of dedicated service to SAP and we wish you well for the future.

I am particularly grateful to Gerd Oswald. Gerd was not only my mentor for many years, but has also given much to SAP and will leave a lasting impact.

Further, I would like to welcome Marielle Ehrmann to the Supervisory Board and wish her well in her new role.

My thanks also go to René Obermann and to Mike Gregoire, who are standing for election today.

Ladies and gentlemen,

When we accelerated the transformation of our business model to the cloud in 2020, we made a promise. Today, I can tell you that we have delivered on that promise.

Our results for 2025 are compelling evidence of that:

- Total revenue saw double-digit growth of 11%[1]
- Non-IFRS operating profit was up 31%[1]—profitable and rapid growth
- Free cash flow was €8.2 billion—almost double that of the previous year
- Total cloud backlog was €77 billion—that's a year-on-year increase of approximately 30%[1]
  Put simply: Our order books are full.

And this trend continues: At the end of April, we closed out a strong first quarter of 2026.

We want you to participate in this success. That's why, today, the Executive and Supervisory Boards are proposing a dividend of €2.50 a share.

Ladies and gentlemen, the next big transformation is upon us: Artificial Intelligence—or AI. There are doubts in the market about whether software providers still have a future in the age of AI. These doubts are reflected in the stock price.

[1] At constant currencies

Our stock price fell approximately 13% in 2025. And it has continued to fall in 2026, losing slightly over 25%[2] in value since the beginning of the year. But SAP is not alone here. Our competitors in the software-as-a-service space have witnessed similar losses over this period.

This transformation is a marathon, not a sprint. We already learned that lesson when we transitioned to become a cloud company. Evolving into a leading tech company in AI will also take time and patience. But: We have a clear plan. And we will deliver on our promise this time, too.

We have experienced stock market skepticism before. With the rise of the internet at the turn of the millennium, people told us it was the end of ERP. Yet the opposite was true: without SAP's process expertise, e-business was simply not scalable. And now, in the age of AI, our process knowledge is as crucial as ever.

Generative AI—a new class of AI—has enabled a transformative breakthrough in the world of technology. Large language models are being trained on vast quantities of unstructured data. This is data that is not stored in static tables and databases. For example, the content in emails, articles, and on websites. Such AI models can answer complex questions, formulate texts, and summarize documents.

That is why, since early 2025, investors have shifted their focus in two main directions:

- Providers of large language models and
- The data centers and hardware required to train and operate them

While betting on these two parts of the IT industry as stock-market winners, investors are skeptical about other sectors, including software.

Generative AI models have been trained on huge amounts of publicly available software code. This means they know most of the building blocks that software is made from. So if everyone can now develop software – do we still need SAP and other software providers? Let me reassure you. Absolutely yes.

Why? Because generative AI was not trained on sensitive business data and processes. Such data is not publicly accessible, and that is precisely where SAP's strength lies. Let me give you an example. When I use AI with my children to create fun images, I can live with the occasional inaccuracy.

But the business world cannot. An AI agent cannot be just 90% accurate. When it comes to financial and other core processes, there is no margin for error. Our customers need AI agents that don't guess—they need AI agents that know.

Let's imagine that an AI agent is tasked with approving an invoice. It needs to know:

- Is this an invoice number or a purchase order number?
- Is the product in stock or still moving through the supply chain?
- Who is authorized to approve what?

This is exactly the context that SAP—and only SAP—can provide. Our ERP system is the "brain" of the enterprise. The SAP brain has three key strengths that are crucial for generating value with AI.

First: 50 years of process knowledge. We understand more than 120 core processes run by the world's most successful companies. But this understanding goes beyond knowledge—it is deeply embedded in the logic of our software, making it nearly impossible for an AI model to copy. We know all the critical touchpoints, including diverse regulatory frameworks, complex interdependencies, and the many unique characteristics of each company's operations.

[2] Status April 28, 2026

Second: Data in the right context. Our systems contain many millions of data fields. Linking those data fields together creates billions of datapoints. SAP Business Data Cloud harmonizes this data into a semantic layer and makes it accessible to our AI, so that we can achieve reliable results.

Third: Clear rules and oversight—for responsible AI. From start to finish. And transparently. And always with a human as the final decision-maker.

These three building blocks turn our ERP into a roadmap for AI agents. We build and operate these AI agents for our customers. We ensure they only access the data they're authorized to see. Because not everyone in a company should see everything. This applies to people and AI agents alike. On this foundation, we're building enterprise software for the AI age.

Today, people initiate transactions, work through processes step by step, and create reports. Tomorrow, AI agents will handle much of this work. Suggest actions. Complete tasks across entire workflows. People will review, approve, and gain time for meaningful work. Work becomes faster, easier, safer.

This is our vision: A new kind of company that manages its core processes increasingly autonomously. Securely, precisely, and transparently. We are convinced: No other company is better positioned for this than SAP.

Customers, partners, and investors now want proof that we can turn this vision into reality. That is our mission. And we will deliver.

To shape the future of our company, we are returning to our roots. We work closely with our customers to continuously improve AI. It is at the heart of what we do: building software, testing it, and improving it. Always moving forward. And we lead from the front, because we aim to set the standard.

Together with our customers, we are forging new paths. Even before a contract is signed, we develop AI agents for them. So they can experience the value of AI before making a decision. But this is just the beginning.

An AI agent that shines in a demo but is never used in daily operations creates no value. And not every customer is ready to use AI effectively today, due to outdated systems, siloed data, and complex processes.

That is exactly why we are helping our customers transform their entire enterprise. We want to empower them to deploy AI productively, reliably, and securely. To achieve this, SAP is bringing its sales and consulting teams closer together than ever before.

So where is our focus? We have two clear imperatives:

First: Enabling our customers to run their businesses more autonomously. Through AI assistants and agents that manage and execute tasks from A to Z. While the human remains in control. Clear. Traceable. Reliable—every time.

Second: Accelerating cloud transformation—radically. This requires clean processes and clean data, in a secure, scalable cloud. That is the foundation on which AI can truly unlock its full potential. And by leveraging AI tools, we are making the cloud journey itself faster and easier.

What does that mean for customers? They are already experiencing it firsthand:

- Siemens: Our AI applications save consultants up to a quarter of their working time—that is 10 hours per person per week.
- KPMG is accelerating its customers' SAP projects with Joule. Project sprints are running up to 20 percent faster.
- Automotive supplier Martur Fompak processes invoices nine times faster with an AI agents. A second AI agent helps them develop products 30 percent faster.

- Hörmann manufactures garage doors, doors, and much more. With AI, it can now process complex tenders in hours instead of weeks. This reduces manual work by up to 70%.
- Fresenius: We are developing AI capabilities for the healthcare sector so that medical staff can spend less time on paperwork and more time on patient care.

These examples demonstrate that SAP's AI is already delivering real value today. But what do critical sectors like healthcare require as a foundation? Guaranteed security and oversight.

This is where digital sovereignty comes into play. It's far more than just a strong lock. Picture a bank vault. It is protected not just by solid, reinforced walls—the technology—but also by strict access protocols—the processes. And trustworthy guards who oversee everything—the people. It is this combination of technology, processes—and by trusted individuals who oversee everything. It's this combination of technology, processes, and people that earns the trust of organizations like the U.S. Navy, the British tax authority, and the German defense technology company Hensoldt.

Precision. Reliability. Security. These are the qualities that also resonate with many of the companies shaping the future of AI with us.

- Nvidia, the architect behind the AI infrastructure, entrusts its complex supply chain management to SAP.
- Google Cloud uses our ERP. And our business data solutions.
- Mistral AI and Perplexity, two of the most innovative providers of AI, themselves became SAP customers because our software enables them to scale at speed.
- Alibaba—a heavyweight in cloud, data, and AI—deploys our software and sells our solutions as a partner.

As you can see, companies across industries place their trust in SAP. What drives us? Not the technology itself. But the difference it makes for people. The engineer who can turn an idea into a product faster. The logistics expert who keep supply chains running. The doctor who has more time for their patients.

We don't stop just because something is working well enough. We keep going until it makes the difference that truly matters to our customers. And we lead from the front to actively shape markets.

Financial strength is our foundation, sustainable success is our future. And we achieve it by aligning everyone's interests—those of our customers, of our employees, and of our shareholders.

Let's start with our customers. Their trust is at the core of everything we do. And the ultimate measure of our success. Last year, we did not meet the target we set for our customer net promoter score. That sent a clear message. And we have sharpened our focus on what really counts: the real value our customers derive from our products. Our new, more precise metric shows that 75% of our customers are satisfied with the tangible value our cloud solutions deliver every day. It is the compass that guides us to build the right innovations. That is why, in the year ahead, we will be expanding our on-site collaboration with our customers—especially when it comes to building AI solutions.

The way we build software here at SAP is also changing fundamentally. And, to be clear, no role at SAP will stay the same. Our current transformation, focusing on AI, is not just about technology. It is about changing SAP from within. Rapidly and profoundly. For example, AI tools are automating traditional consulting tasks. When people ask what this means for their work, it is our job to answer. To explain. To provide training. And to give guidance. We are investing in reskilling, particularly in AI. At the same time, we are also bringing in new AI talent. And we are using AI to become more efficient ourselves. We are our own first customer—and the results are impressive. Our developers are already building software significantly faster. In customer service, queries are being resolved automatically. And on customer projects, AI is saving our consultants up to a full day every week. The results of our employee surveys

speak for themselves. We achieve high scores in engagement, workplace culture, and inclusion. Good ratings like these should not be taken for granted—especially in times of transition. It shows that, as we embark on this journey, we are starting out from a position of strength. The more than 100,000 people at SAP are the heart of our success. I extend my sincere thanks to all of them.

As a global business, we also have a responsibility for our planet. In 2025, we saw our carbon emissions decrease to 6.3 megatons. Our objective is clear: to become carbon-neutral in our operations by 2030. A strong sense of responsibility is the foundation on which build. And it is on this foundation that, together, we are building the new SAP for the AI era.

We remain confident about the year ahead. We expect robust growth in our cloud business—in 2026 and in 2027. We are Europe's largest software company, and we will continue to grow.

But let's be honest. No other industry is changing as fast as ours right now. And nowhere is competition tougher—especially from the USA and Asia. Their tech champions get strong support from their governments. In Germany's economic policy, other industries often take priority. That is the reality. For us—and for many tech startups in Europe. But this is not something to complain about. It is what drives us to lead here too. Europe needs technology—and the companies that build it. And we need a Europe that attracts investment, that encourages innovation through smart regulation, and that moves fast.

Ladies and gentlemen, we build more than software:

- We build the future of business. We help companies become more resilient, productive, and sustainable.
- We help governments serve their citizens better.
- We help societies become safer and more independent.

No other software is as deeply embedded in the processes of the global economy as SAP. This process expertise is what powers our AI agents, enabling them to deliver where precision truly matters.

My thanks go to our team, our partners, and our customers. And especially to you, our investors, for the trust you place in us.

Our transformation for the AI era takes time, and we ask for your patience. We have proven that we can deliver—and we will be measured by that same standard this time.

I promise you: We will keep moving forward. We push ahead. We never settle. This has been our DNA for over 50 years.

Our best days are still to come.

I am looking forward to the upcoming discussion.

Thank you!