

**2025 ANNUAL SHAREHOLDERS' MEETING  
OF SIEMENS AG**

**Dr. Roland Busch**

President and CEO of Siemens AG

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Check against delivery.

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Thank you very much, Jim.

And to all of you who've joined us here today: welcome to Siemens' Annual Shareholders' Meeting.

This has been a special year for Siemens. Record results. A record share price. Yes, once again. In a moment, we'll take a closer look at all this.

But right now, something even more important is happening: we're changing our operating system.

That is, we're changing the way we associate with customers, with partners and with one another.

The way we position ourselves as a company. The way we measure and evaluate success.

Where we focus our resources. And how we use these resources to maintain ourselves in our markets.

How we gain market share and even how we create new markets.

Not just as a technology company, but as ONE technology company.

ONE company – with special and unique strengths.

“ONE Tech Company”

That's our North Star. That's where our journey is taking us.

- For stronger customer focus
- For faster innovations
- For higher growth

Today, you'll learn more about how we – my colleagues and I – are tackling it.

But first, let's take a look at the numbers – and they're strong:

- Profit of €11.4 billion at our Industrial Business – higher than ever before
- Profit margin: 15.5 percent – at last year's high level
- Net income: €9 billion – an all-time high
- Free cash flow: €9.5 billion – again a very strong result.

These successes are reflected in our share price. In fiscal 2024, it climbed 34 percent. This morning at 9.15 it stood at €225, a record high. Siemens is one of the 100 most valuable companies in the world.

But things aren't easy at the moment. Many companies are stumbling.

China is weakening. Growth in the Chinese economy – a very important market for us – has settled at around 5 percent a year. Ten years ago, it was twice that.

Europe is stagnating. European companies are losing ground to their U.S. and Chinese competitors. The German economy is shrinking. The U.S. market is becoming increasingly important in this respect.

In the U.S. – but also in China and other parts of the world – we have strong local value creation, with many colleagues on the ground, with factories, regional suppliers. This localization benefits us.

Because the U.S. is changing. China is changing. Europe and Germany are changing. The world is changing.

And Siemens is growing. Despite the uncertainties.

By trying out new things, by developing new technologies and by bringing them quickly to the market.

Let's take a look at a few more figures from fiscal 2024. All the business figures I'll be presenting to you today are, of course, on a comparable basis.

- Our revenue climbed 3 percent to €75.9 billion, with the largest contributions to growth from Smart Infrastructure and Siemens Mobility. Revenue at both businesses increased by more than 9 percent.
- Smart Infrastructure was a special highlight: a 17.3 percent margin – a highly profitable business. The team has increased this figure year-on-year for 16 quarters in a row. An extremely strong performance – one that's also recognized on the capital market.
- Total orders for Siemens: €84.1 billion, down 4 percent, primarily due to the automation business. During the COVID-19 crisis, many customers stocked up on our controllers. Demand is now lower at times, but it's leveling off again.
- The order backlog is strong: €113 billion.
- And what does all this mean for you, our owners?
- A higher dividend.
- Since 2020, we've increased the dividend by around 50 percent.
- This year, we're proposing an increase of 11 percent – a plus of €0.50 to €5.20 a share.

The outlook:

- In fiscal 2025, we expect revenue growth in the range of 3 percent to 7 percent.
- We expect basic earnings per share of between €10.40 and €11.00 – as always, before purchase price allocation accounting. The gain from the Innometrics divestment is not included here.
- This morning, we presented our figures for the first quarter of fiscal 2025. It was a strong start to the new fiscal year for all our businesses.

Siemens is growing. Siemens has the potential to grow even faster.

As ONE Tech Company, Siemens will make even more progress.

How we'll do it,

- how we'll develop technology for the entire company,
- how we'll develop products with customers and partners,
- how we'll increase our clockspeed and
- how our teams will generate growth:

that's what it's all about today.

Let's take virtual industrial controls, for example. As you may recall, we looked at this concept and the first pilot applications at last year's Annual Shareholders' Meeting. Now, one year later, Audi is implementing the concept – in particular, in its current production processes. Right where it counts. A quick reminder: what exactly are virtual industrial controls?

*[Film text: The processes in advanced factories are controlled by many small devices located near the machines. These controllers from Siemens are hardware-based. A team from Siemens and Audi visualized these controllers for the construction of car bodies in the industrial park in Böllinger Höfe, Germany, and installed them in a data center located 8 kilometers from the actual factory.]*

Exactly how the system is benefiting Audi and how Audi and Siemens have worked together to get it up and running – that's what my guests will tell us now. Welcome Efrossini and Sven.

Efrossini, you're the head of our industrial controls business. You joined us at the Annual Shareholders' Meeting two years ago.

Sven, I'm glad you could make it today. You're the head of Audi's Edge Cloud 4 Production project.

Right now, there are lots of little, smart boxes. But in the future, there'll be ONE data center – for the whole factory. What are the advantages of this for you?

Dialogue with Efrossini Tsouchnika und Sven Müller.

You see:

- Stronger customer focus
- Faster innovations
- Higher growth.

That's what it's all about in our collaboration with Audi.

That's what it's all about when we say "ONE Tech Company."

And to make sure this is easier for everyone at Siemens, we launched a new company program in October. It's named after our North Star: "ONE Tech Company program."

This program is DIFFERENT. Different from what you're perhaps used to at Siemens.

- We're launching it as a growth program.
- We're launching it from a position of strength.
- It has no fixed end date.
- Instead, it has sprints – fast decisions, fast implementation.
- We point the way and empower our colleagues from all parts of the company to contribute.

And there's no question: the time for these changes is NOW. Because Siemens holds a strong market position. We have the power to transform ourselves. We have the power to make our company even more competitive and even more innovative.

- Stronger customer focus
- Faster innovations
- Higher growth

That's why we're investing.

The key question is: where are the biggest opportunities, the greatest potential for growth? Because that's precisely where our resources have to go. That's exactly where we need to invest. Here are some examples:

- Offerings for sustainability – for instance, sustainable high-tech transportation systems
- Intelligent electrification – for infrastructures and buildings
- Software and hardware that – combined – do more. Software and hardware that – combined – generate valuable data
- And, of course, AI. In this area, in particular, we're making massive investments.

And these investments are paying off. Our digital business currently accounts for around €9 billion. It's increased by an average of 14 percent a year over the past four years. This growth is being supported by Siemens Xcelerator, our open digital business platform. You learned about one of the digital offerings on the platform at last year's Annual Shareholders' Meeting: the Siemens Industrial Copilot. This innovation helps customers program and optimize machines with AI. We built the Copilot together with Microsoft. More than 100 companies are now using it.

Partnerships like the one with Microsoft are a key to our success, and they strengthen our organic growth.

But, of course, we're also strengthening our company through acquisitions. We announced a particularly large acquisition in October: the U.S. software company Altair.

Since 2007, we've been making targeted acquisitions in the area of industrial software.

Including Altair, these acquisitions now total around €23 billion.

The result: Siemens has a world-leading portfolio – the most comprehensive portfolio – of AI-enhanced industrial software.

As you can see, our strategy – “We combine the real and the digital worlds” – is succeeding. And we're helping our customers at the same time. Using our software, they're building digital twins – that is, images of the real world. These twins help them design products, buildings, infrastructure and much more. They can simulate and optimize processes in factories, machines and vehicles before anything is built in the real world.

With Altair, we now want to close a gap that we still had in our software portfolio: mechanical and electromagnetic simulation.

I know, that sounds very abstract. My colleague Carlos from Krefeld, Germany, will help us with an explanation. He's one of our most experienced experts in “rolling resistance” – that is, in everything that can slow a train down – things like air resistance, for example.

Dialogue with Carlos Rodriguez Ahlert.

Software from Siemens and Altair complement one another at Siemens in Krefeld – and, of course, at our customers.

In the future, they'll be able to get everything from a single source – namely, from us.

Regulatory approval is still pending. We already have the approval of Altair's shareholders.

We expect to close the acquisition in a couple of months.

To finance it, we're planning, among other things, to sell further stakes in Siemens Energy as well as shares in Siemens Healthineers.

Altair is, of course, not our only portfolio change. In fiscal 2024, we divested the last of our so-called Portfolio Companies – in particular, our airport logistics business and Innomatics, a leading supplier of electric motors and drives. Six years ago, the total value of all our Portfolio Companies was estimated at around €1.5 billion. When this chapter is wrapped up, with the final closing, the proceeds will total €7 billion.

In short: a unique, differentiating portfolio and targeted investments – for faster growth. But higher productivity is also essential for faster growth.

Take our business with data centers. The market for data center electrification is booming. We need more capacity. We're building new factories. Something like this normally takes a couple of years. In Texas, we built a new switchgear factory in just 15 months. How? With Siemens software.

- Digitally planned
- Digitally optimized
- 20 percent higher productivity

Investments – for faster growth

Higher productivity – for faster growth

And: a new operating system for Siemens – for faster growth

What exactly do we mean by a new operating system? It's about structures and processes. Our ways of working. Our behaviors. About how we measure and recognize success. And it's also about culture – but not just culture. We need structures and processes that make it even easier for us to do the right thing. And to do it the right way. Quickly and routinely, working together as one team. Ensuring collaboration across departmental boundaries. After all, it's not the individual organizational unit that counts. What counts is the overall result.

The innovative product that we successfully market.

Success here also determines how much there is for Siemens to do and how much there is for my colleagues to do. Growth also means jobs.

Here are a couple of concrete examples of how we'll work with our new operating system.

First: verticals. That is, "specialized units" that concentrate on specific market segments – on a specific industry or a specific customer group, for instance.

Take data center electrification again. Customers in this market segment all face very similar challenges. Many of our major customers are multinationals. They need partners who can offer them the same technology and the same quality worldwide. They don't want to call Siemens in Chennai for their data centers in Asia and Siemens in The Hague for their data centers in Europe.

ONE Siemens contact worldwide

ONE guaranteed quality

Reliable delivery times

And a portfolio, products that are perfectly tailored to one another and to the needs of each customer

Here, it's not just about electrification – that is, medium- and low-voltage products. It also about automation, fire protection systems and security technology. If the customer wishes, a digital twin of the data center is also included. Siemens Financial Services often helps with the financing.

Our revenue in this business is now 44 times higher than it was ten years ago. In fiscal 2024 alone, it increased by more than 50 percent. Order volume soared by more than 60 percent.

Such specialized units, the verticals, bring us closer to the customer. They consolidate what Siemens and our ecosystem partners have to offer. For maximum customer value.

Not only for data centers, but also in the pharmaceutical sector, in hospitals and in the food and beverage industry. And there are many more verticals.

- Stronger customer focus
- Faster innovations
- Higher growth

Here's another example: more intensive collaboration with external partners as well.

Together with NVIDIA, we're building the industrial metaverse. A space in the digital world for creating what we'll later build and operate in the real world. Here's what it can look like in practice.

*[Video: HD Hyundai] Take a look at this ship from our customer HD Hyundai. It has seven million parts. With our Teamcenter software, we can rotate the ship's digital twin in all directions. We can look at it in layers, down to every single screw. With a single mouse click, we can also activate a photorealistic environment. And put the ship in the water. Or in dry dock.*

Razor-sharp. You'd think you were watching a video. But, in fact, we're in the industrial metaverse. Our customers can now buy this application at the click of a mouse. We're offering the industrial metaverse at the touch of a button, so to speak. Naturally via Siemens Xcelerator.

- Stronger customer focus
- Faster innovations
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A third example.

AI for industry. A pipe dream? Many say they first want to see for themselves how AI generates efficiency gains. Siemens is generating these gains already today. Concrete customer value. Additional growth with the help of AI.

How are we doing it? By combining three things:

- AI itself
- Valuable data and
- Our domain knowhow.

We know what counts for our customers, how they use and operate machines and systems. We also know WHAT AI has to optimize. This knowledge is our domain knowhow.

And before AI CAN optimize, it needs data – data that our products and machines generate every day.

You see: these three things – domain knowhow, data and AI – enable innovative offerings and the increased efficiency that we all want.

We use it to create new markets. That's how it's done. And Bill Gates agrees. He recently visited us at our management conference:

*[Video Bill Gates] In the future, companies will differentiate themselves by combining their specific domain knowhow with the latest overarching AI technologies. Let's take building management as an example. Sensors have become extremely cheap. This enables us to link and adapt everything to everything else much more dynamically in order to, for example, minimize energy consumption or improve indoor air quality. Exciting times lie ahead. Because when computing power and software are available in virtually unlimited quantities, we'll be able to achieve things we never would or could have dreamed of in the past. We see completely new possibilities.*

Domain knowhow, data, AI. It's the combination that does it. You could say: the combination of the real and the digital worlds. What does this combination look like in practice?

Our businesses generate valuable data every day – whether in the rail depot, in a production facility or in a large building. At Siemens, we're currently using such data to train powerful AI models. Soon, our businesses – and in some cases also our customers – will be able to work with these models. AI can make design proposals and optimize complex processes in a matter of seconds. We and our customers will be able to operate it using simple, natural language.

- Verticals, our specialized units
- More intensive collaboration with partners in the ecosystem
- AI for industry

In all these examples, you see:

- Stronger customer focus
- Faster innovations
- Higher growth.

Investors, the capital market – they see Siemens' potential. And our partners – large and small – they see it also. For instance, other tech companies. We're players in the top league worldwide – together with companies like AWS, Google, NVIDIA, SAP and Microsoft. These partners don't just want to sell us things – or at least ONLY sell us things. They want to collaborate with us. They want to collaborate with us in serving rapidly growing markets. And team up with us to develop new ones.

Here's how Jensen Huang, the CEO of NVIDIA, puts it:

*[VIDEO Jensen Huang] When I think about the future of Siemens, I just get incredibly excited. Siemens is sitting on a gold mine. Because Siemens is right at home in the physical world. In many respects, Siemens embodies my hopes and dreams for the future of industrial AI. The industries of the future will be defined by software and driven by AI. No doubt about it. The factories of the future will be very different from the factories we know today; they will be technological marvels. The task now is to transform this vision into reality: the industrial metaverse, the automated industries of the future. A future in which AI stands at the side of humans and boosts our productivity. We'll be amazed at what can be manufactured. And there is one company that the whole world is counting on: Siemens. We want to be your partner in this. It is a huge pleasure for me to work with the teams at Siemens. Let's invent the future together!*

Yes, it's about collaborating, creating technologies to transform the everyday for billions of people.

This is what Siemens stands for. This is what my more than 310,000 colleagues stand for.

This is our purpose. This is the path we're on. The path for our team. Many of my colleagues have written to me since we launched the program. They're looking forward to what lies ahead. They're eager to try out new things, and they want growth – both for themselves and for the company.

And they're continuing to develop. They're continuing to learn – about cloud technologies, about AI, about digitalization, about sustainability, but also about compliance, ethical behavior in the part of the company as a whole and on the part of each individual. And it's

also, of course, about personal growth, about what I can do to contribute to a faster company enthusiastically and with a measure of ambition.

Siemens is providing support. In fiscal 2024, we invested more than €440 million in training and professional development. Digital learning hours averaged around 27 per person worldwide, four hours more than in fiscal 2023.

Incidentally, the total number of colleagues at Siemens is growing. The good news? We're getting the people we need despite the shortage of skilled workers. Siemens is an attractive employer. In fiscal 2024, more than four million people applied for jobs at Siemens, 13 percent more than in fiscal 2023.

Siemens also employs more than 1,500 experts in AI. When it comes to patents for machine learning and AI, we're right up there with the other leading tech companies like Microsoft and Google.

In fiscal 2024, we invested more than 8 percent of our revenue in research and development. That's a total of €6.3 billion, around 3 percent more than in fiscal 2023. A large part of the work of my more than 51,000 colleagues in research and development aims to increase sustainability.

For Siemens and for our customers.

More than 90 percent of our business helps customers become more sustainable. Over the entire lifecycles of the products they purchased in fiscal 2024, they'll avoid 144 million tons of CO2 equivalents.

Questioning the familiar. Rethinking technology. For more sustainability.

At our Inventors of the Year awards ceremony, I recently met my colleague Eva Buchta who, like many others, is committed to exactly these things. She's discovered a way to improve power grid monitoring – something that's becoming increasingly important. Because the growing number of wind and solar power plants and electric vehicles is causing greater fluctuations in the grid. Eva's idea: to do a lot with a little. Because our local grids generate hardly any data in real time. But Eva strategically leverages the few data points there are. She combines this data with information regarding grid construction and historical user behavior. The result: a cost-effective early warning system for network overload. In the next step, she wants to include weather data and refine her model with the help of AI. Little effort, big impact. Real smart. Well done, Eva.

- Faster innovations
- Stronger customer focus
- Higher growth

That's what it's all about at Siemens. And to make it happen, we've strengthened our setup. Veronika Bienert and Peter Koerte joined the Managing Board last October 2024.

We're also very pleased that you, Jim, will be available to serve for two more years as Chairman of the Supervisory Board. Your experience is particularly valuable for all of us in this time of transformation. There's also a strong candidate lined up to succeed you, probably in two years' time:

Mark Schneider, the former CEO of Nestlé. He's standing for election to the Supervisory Board today.

Werner, I'm also very pleased that you've agreed to extend your Supervisory Board mandate until the end of the 2029 Annual Shareholders' Meeting. The Audit Committee's activities are a key part of the Supervisory Board's work – and with you, they're in very good hands.

I'd like to cordially thank the entire Supervisory Board. It's a great privilege for me to work together with you.

So, ladies and gentlemen, what's the most important message you can take with you from our Annual Shareholders' Meeting today?

Siemens is strongly positioned on the market. Siemens is transforming itself:

- Stronger customer focus
- Faster innovations
- Higher growth.

This is where our North Star is leading us: ONE Tech Company.

Our program is the path that will get us there.

This path is designed to pay off for you, our owners. It's designed to pay off for our partners and our customers. It's designed to pay off for my colleagues.

By deciding for Siemens, through your investment, you are part of this success story. Your decision to hold Siemens shares – or to buy more – is a decision for a strong company.

A decision for ONE strong company.

For Siemens – a technology company that's growing.

With technologies that help transform the everyday – for everyone.

Thank you very much.

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