Sustainability Report 2024

SIEMENS

Our Purpose

We create technology to transform the everyday, for everyone

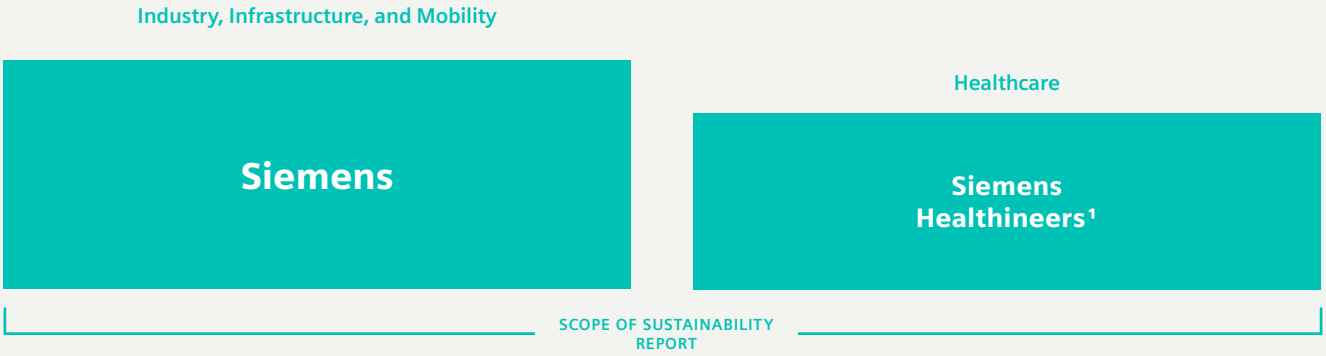
Key figures

327,000
Employees

€76 billion
Revenue for continuing operations

15.5%
Adjusted EBITA margin for the Industrial Businesses

€9.0 billion
Net income



All indicators in the report include Siemens Healthineers (SHS), unless otherwise noted.
For the sake of readability, the masculine form is used; it is representative of people of any gender.

1 Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 75%.

Contents

Foreword

Scaling sustainability impact

We continue to face a time of urgent global challenges. A worsening climate crisis, rising temperatures, severe natural disasters, escalating energy costs, inflation and geopolitical conflicts – threatening both people and the planet.

For 177 years, we have been driven by a singular purpose – to create technology to transform the everyday, for everyone. As a leading technology company, our innovations have improved the lives of billions of people by supporting decarbonization, improving resource efficiency, and touching people's lives around the world.

The need for transformational technology is increasing, and the easy goals in pursuing sustainability impact have been achieved. We need faster progress on sustainability, we need better solutions to global challenges, and we need them today.

Combining the real and digital worlds

To move faster, we need to make adoption easier and scalable. We are strengthening our position as a leading technology company with unmatched capability to combine the real and digital worlds. This technology makes our customers more competitive, more resilient and more sustainable, and we continue to make significant investments in future technologies to unlock further sustainability potential.

Fortunately, many technologies to tackle global challenges including climate change already exist – and AI is an accelerator for impact.

AI helps us improve existing infrastructure and businesses; make complex software more accessible and intuitive; create smarter and more energy efficient buildings; and design products with more sustainable materials.

At Siemens, we are already harnessing the power of AI. But we are not blind to the risks. To ensure ethical standards and responsible business conduct in the digital world, we are establishing a cross-functional governance setup to oversee the evaluation, development, and implementation of strategies and guidelines for effective generative AI governance within Siemens.

Technology with purpose

Our Siemens Xcelerator open digital business platform continues to grow, making digital and sustainability transformation more accessible for companies of all sizes. Key innovations and bundling of offerings like Gridscale X, Electrification X, and Building X address critical challenges and offer new opportunities for grid decarbonization, energy management, and building optimization, helping industries meet their sustainability targets. Industrial companies can accelerate their transformation into sustainable digital enterprises with solutions such as NX X or Industrial Operations X, bringing better innovations to life faster, in a more cost-effective way, all while reducing their carbon footprint. And Signaling X opens interfaces and integrates signaling and control systems for mainline and mass transit into one cloud platform – making train service and inspection more flexible and efficient.

We are also investing in data transparency. We launched Siemens EcoTech, a bold ambition resulting from our Robust Eco Design (RED) approach. The label highlights products that outperform market standards, their predecessors or existing regulatory requirements across three dimensions – sustainable materials, optimal use and value recovery. The products are produced in factories powered by renewable electricity and give full data transparency through Environmental Product Declarations. In fiscal 2024, more than 25,000 Siemens products received this recognition of leading sustainability performance.

With Siemens EcoTech, we are empowering our customers to make more sustainable choices with easy-to-understand environmental data and drive the sustainable transformation of industry and infrastructure.

Siemens Healthineers shares our strong commitment to drive technology with purpose. The company commits to sustainability by pioneering breakthroughs to make healthcare accessible and affordable for patients everywhere, driving a decarbonized and circular value chain, and developing its diverse workforce, engaging them in creating greater business and societal impact together also with their strategic partners.

Positive impact

Data shows our efforts to scale sustainability impact are paying off.

More than 90% of our business enables positive sustainability impact for our customers, driving impact across our three value propositions of decarbonization and energy efficiency, resource efficiency and circularity, and people centricity and societal impact.

Our aim is to have a positive impact on the world around us. In fiscal 2024, products sold to customers are projected to avoid around 144 million metric tons of CO_2 equivalent emissions over their lifetime.

In contrast, the entirety of our value chain emissions accounted for only around 121 million metric tons of greenhouse gas emissions in fiscal 2024. These numbers exclude Innomotics[1] – a world-leading electric motors and large drives company – which was sold on October 1, 2024.

As a result, our CO_2 equivalent footprint is smaller while the positive impact of our portfolio on customer avoided emissions remains strong, highlighting the positive effect our technologies have in transitioning to a decarbonized economy and our positive impact overall as a company.

Delivering on our DEGREE commitments

Our broader environmental, social, and governance (ESG) ambitions are outlined in our DEGREE sustainability framework – a 360° approach that enables us to adapt to evolving market dynamics, societal expectations, and regulatory standards. Our six fields of action – Decarbonization, Ethics, Governance, Resource Efficiency, Equity, and Employability – guide our responsible business practices.

And we deliver on our promises: One year ahead of time, we have achieved the set ambition in 7 out of 14 DEGREE KPIs by the end of fiscal 2024, equaling half of our ambitions set in 2021.

We are committed to reducing our own environmental footprint. We have accelerated our decarbonization journey and, a year ahead of target, overachieved our 2025 interim ambitions with a 60% reduction of CO_2 emissions since 2019[2]. We have also decreased energy consumption by 17% since 2021[2], and 97% of our locations have implemented water strategies.

Our ambitions are brought to life by about 327,000 people at Siemens[3] in an increasingly inclusive environment. Women[3] now hold 32.6% of top management positions within Siemens[2], already surpassing our DEGREE ambition for 30% by 2025 for the second fiscal year in a row[2]. In fiscal

1 121 million metric tons CO_2 equivalent emissions represent Siemens Scope 1, 2 and 3 emissions, whereby Scope 3 downstream emissions exclude Innomotics.

2 Siemens without Siemens Healthineers (SHS).

3 "People" and "Women" at Siemens refers according to our Financial Reporting Guideline (FRG) to Siemens employees (every natural person in an active employment relationship with a fully consolidated Siemens company. Employees are all internal workforce without apprentices, students, interns and other internal workforce).

2024, we invested €442 million in employee education and training, ensuring sustainable employability in rapidly changing markets. We have also made progress in the number of hours our people[3] spent learning across the three strategic focus areas of digitalization, sustainability, and leadership. On average, our people[3] have accrued 27 digital learning hours per person this fiscal year; achieving our DEGREE ambition of 25 digital learning hours by 2025[2] one year ahead.

Our leadership in sustainability has not gone unnoticed. EcoVadis awarded us the Platinum medal in 2024, placing us in the top 1% of 73,000 companies assessed worldwide, and CDP placed us on the Climate Change A list. Additionally, the Science Based Targets initiative validated our 2030 and 2050 emission reduction targets in line with the more ambitious net-zero standard, affirming our commitment to tackling climate change.

Our enabling role in sustainable transformation for the climate change mitigation and circular economy objectives, in line with ambitious requirements set by the European Union, is reflected in our strong EU Taxonomy numbers. Based on the first full scope EU Taxonomy assessment of the Siemens business portfolio, Taxonomy-eligible revenue accounted for €52 billion (68%) and Taxonomy-aligned revenue for €19 billion (25%) of total revenue.

Going further, together

Despite this progress, we need to go further. And we can only do that by embracing transparency, aiming higher, and working together – with customers, partners, suppliers, and the broader ecosystem.

As we enter the new year, our focus remains on driving our business with purpose, through technology with purpose: scaling sustainability impact by combining the real and the digital worlds.

Dr. Roland Busch

Judith Wiese

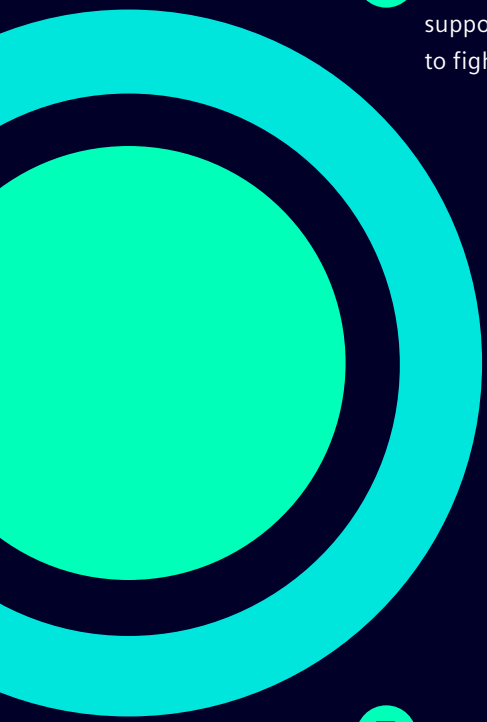
2 Siemens without Siemens Healthineers (SHS).
3 "People" and "Women" at Siemens refers according to our Financial Reporting Guideline (FRG) to Siemens employees (every natural person in an active employment relationship with a fully consolidated Siemens company. Employees are all internal workforce without apprentices, students, interns and other internal workforce).

Pages 7 – 19

Siemens at a glance

1.1

Our DEGREE sustainability framework sets measurable ambitions



Decarbonization
support the 1.5°C target
to fight global warming

Ethics
foster a culture of trust, adhere to ethical standards,
and handle data with care

Governance
apply state-of-the-art systems for effective
and responsible business conduct

Resource efficiency
achieve circularity, dematerialize, and
conserve biodiversity

Equity
foster diversity, equity, inclusion, and community
development to create a sense of belonging

Employability
enable people to stay resilient and relevant
in a permanently changing environment

A strong framework for sustainability

Sustainability is an integral part of our business. We are taking our ESG commitment to the next level with our DEGREE sustainability framework. The framework provides a 360-degree approach to our core sustainability values.

By addressing the three aspects of ESG, we are building a better future that helps us to

→ Stay within the planetary boundaries;
→ Foster a culture of trust, empowerment, and growth;
→ Support inclusive economic opportunities;
→ Ensure that our people and businesses remain resilient and relevant for the future.

The DEGREE sustainability framework is based on six fields of action that drive sustainability and are dynamic and continuously evolving. We have set clear priorities and ambitions for key ESG issues, which we are driving towards. The DEGREE sustainability framework applies to all Siemens affiliated companies, without Siemens Healthineers (SHS). However, the sustainability approach at SHS follows the same basic principles, which reflects our expectations as its majority shareholder.

What are our ESG ambitions and priorities, and what progress did we make by the end of fiscal 2024?

		Baseline	Progress at the end of FY 24	Ambitions	Achieved
Decarbonization	1. Reduce emissions in own operations by 55% by 2025	FY 19: **737 kt CO_2e**	**–60%**	**–55%** by 2025	✓
	Reduce emissions in own operations by 90% by 2030 and compensate residual emissions	FY 19: **737 kt CO_2e**	**–60%**	**–90%** by 2030	
	2. Net Zero supply chain by 2050, 20% emissions reduction by 2030	FY 20: **8,098 kt CO_2e**	**–2%**	**–20%** by 2030 **–100%** by 2050	
Ethics	3. Striving to train 100% of our people on Siemens' Business Conduct Guidelines every three years	From FY 23	**91%**	**100%** by 2025	
Governance	4. ESG-secured supply chain based on supplier commitment to the Supplier Code of Conduct	– –	**Suppliers committed**	– –	✓
	5. Long-term incentives based on ESG criteria[1]	– –	**ESG criteria anchored**	– –	✓
Resource efficiency	6. Robust Eco Design for 100% of relevant hardware, software, and service portfolio by 2030[2]	FY 21: **16%**	**54%**	**100%** by 2030	
	7. Natural resource decoupling through increased purchase of secondary materials for metals and resins[3]	– –	Metals **35%** Resins **1%**	– –	
	8. Circularity through waste-to-landfill reduction by 50% by 2025 and toward zero landfill waste by 2030	FY 21: **0%**	**–30%**	**–50%** by 2025 **~–100%** by 2030	
Equity	9. 30% female share in Top Management by 2025	FY 20: **22.7%**	**32.6%**	**30%** by 2025	✓
	10. Access to employee share plans – maintain high level and expand globally to up to 100% by 2025[4]	FY 21: **98%**	**99.96%**	**~100%** by 2025	✓
	11. Global commitment to the New Normal Working Model[5]	– –	**Committed**	– –	✓
Employability	12. Increase digital learning hours to "25 by 25"[6]	FY 20: **7h**	**27h**	**25h** by 2025	✓
	13. Access to Employee Assistance Program: Maintain high level and expand to 100% globally by 2025	FY 20: **82%**	**99%**	**100%** by 2025	
	14. 30% improvement in Siemens' globally aggregated LTIFR[7] by 2025	FY 20: **0.31**	**–19%**	**–30%** by 2025	

1 Assessment based on the Siemens internal ESG/Sustainability Index, which is based on CO_2e reduction and digital learning hours.
2 Prior periods are presented on a comparable basis, based on an adjusted portfolio scope.
3 Product specifications for the use of secondary plastics are in development.
4 Where legally possible and reasonable.
5 For employees with job profiles that make this possible and reasonable.
6 Digital learning hours per headcount on average.
7 LTIFR: Lost Time Injury Frequency Rate (Siemens employees and temporary workers).

FURTHER INFORMATION ON OUR AMBITIONS

1.2

Company profile

- **We are a leading technology company focused on industry, infrastructure, transport, and healthcare**
- **We create technology to transform the everyday, for everyone**
- **We combine the real and digital worlds to empower our customers to become more competitive, resilient, and sustainable**

A leading, global technology company

Siemens AG (Berlin and Munich) is a technology company focused on the fields of industry, infrastructure, mobility, and healthcare.

By combining the real and digital worlds, Siemens helps its customers accelerate their own digital transformations (easier, faster and at scale) and achieve their sustainability targets.

In addition to its core businesses (Digital Industries, Smart Infrastructure, and Siemens Mobility), Siemens is the majority shareholder of the exchange-listed company Siemens Healthineers AG, one of the leading providers of medical technology.

As a minority interest, Siemens Energy AG is not included in this Sustainability Report. Siemens is a technology company that operates in nearly all countries of the world. Ever since it was founded in 1847, Siemens has provided solutions to global challenges and stands for innovation, quality, and reliability. By accelerating the digital transformation, we empower our customers and partners to scale their sustainability impact.

Businesses and services

1 Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers is 75%.

SIEMENS COMPANY PRESENTATION

Industrial businesses

Digital Industries

Industrial companies are facing immense pressure to be better, faster, more profitable, and more sustainable. To manage these complex requirements, they need to embrace a digital-first approach that provides a holistic view of the entire value chain and seamlessly integrates sustainability into all aspects of their business. Siemens Digital Industries offers technology, industry expertise, and services that empower companies to make smarter decisions for a better future. This includes analyzing and optimizing carbon intensity and creating circular models for longer product lifecycles and greater resource efficiency – all while growing their profitability and market share.

Smart Infrastructure

Siemens Smart Infrastructure drives the decarbonization, resource-efficiency, and people centricity of energy systems, buildings, and industries by connecting the real and digital worlds. Smart Infrastructure provides customers with a comprehensive end-to-end portfolio from a single source – with products, systems, solutions, and services from the point of power generation all the way to consumption. With an increasingly digitalized ecosystem, this helps customers thrive and communities progress while contributing to protecting the planet.

Siemens Mobility

Siemens Mobility drives the decarbonization and resource-efficiency of transportation by connecting the real and digital worlds. The portfolio creates a positive societal impact because it enables safe, reliable, and affordable public transportation and freight rail transport, which are part of the backbone of socio-economic development. Leveraging digital technologies enables lifecycle cost-optimized rail infrastructure and rolling stock, 100% system availability, maximized network capacity, and optimized customer experience and processes to transform mobility for everyone.

Siemens Healthineers

Human health and the health of our planet are closely linked, and both are being impacted by rising challenges today. More than 4.5 billion people around the world lack access to affordable and accessible healthcare services. As a leading medical technology company with expertise in imaging, diagnostics, cancer care, and minimally invasive therapies, Siemens Healthineers is committed to driving greater societal impact by pioneering breakthroughs in healthcare for everyone, everywhere. The company partners with healthcare providers worldwide to overcome the most threatening diseases and shape the transformation of healthcare, while also minimizing the environmental impact.

Key figures

In fiscal 2024, which ended on September 30, 2024, Siemens generated revenues of €76 billion in its continuing operations and net income of €9.0 billion. As of September 30, 2024, the company had approximately 327,000 employees worldwide. SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 7, OVERALL ASSESSMENT OF THE ECONOMIC POSITION

Customers

Putting customers first is a longstanding tradition at Siemens[1]. Our customers are the lifeblood of our business. That is why we made "customer impact" a strategic priority. We listen to understand our customers' needs as early as possible, and ideally we do this before our customers even become aware of them. We think and act "customer first."

Technology is changing and evolving fast, whether it is the convergence of information technology and operational technology or the rapid emergence of Generative AI. At the same time, all organizations need to reduce their environmental footprint and become more sustainable.

To enable customers to stay successful in this rapidly changing world, we develop scalable technologies that are easier to deploy and use. This means doing things differently from the past, like developing eco-designed products that solve common challenges shared by many customers in a specific industry, and ideally across multiple industries, instead of one-off solutions. To meet our customers' needs as well as the constantly changing demands of the markets, Siemens draws on a global sales force that takes its guidance from our regional companies. Key success factors include a strong customer focus, digital transformation, efficient processes, and collaboration with partners who are experts in their fields in order to bring innovations faster to our customers.

1 We call any current or potential purchaser of Siemens products or services, no matter what the sales channel, a "customer." Some customers who are especially significant for Siemens are called "Key Customers ."

Sustainable growth through digital transformation

New business models are emerging at a rapid pace, and the importance of collaborative partnerships within ecosystems is increasing, especially in the context of sustainability prerogatives such as circularity that cannot be solved unilaterally. We need to achieve more, and we need to do it sustainably while also consuming fewer resources. We can do this by increasing our efficiency with the help of new technologies and by working in ecosystems with new business models to keep resources in circulation.

In today's world, digitalization and sustainability have become imperative for businesses. They are also growth engines for Siemens. For 177 years, Siemens has been creating technologies that transform everyday life for people around the world. Today, we combine the real world of buildings, grids, factories, trains, and healthcare systems with the digital world of software, data, AI, and digital twins, where we are a leading technology company. This is how we want to empower our customers to become more competitive, more resilient, and more sustainable.

Technology is driving sustainability, and the digital transformation is essential to accelerating sustainability. To speed up our customers' digital transformation and increase their value added, we created Siemens Xcelerator, an open digital business platform. It accelerates the digital transformation (easier, faster, and at scale) and plays a key role in sustainability, because digitalization is a key way to empower our customers to drive their sustainability goals along three impact areas: decarbonization & energy efficiency, resource efficiency & circularity, and people centricity & societal impact. It comprises three fundamental elements:

1. A curated modular portfolio of IoT-enabled hardware, software, and digital services from Siemens and qualified partners that use standard application programming interfaces (APIs)

2. An ever-growing open ecosystem of partners and sellers

3. An evolving marketplace that enables customers, sellers and developers to explore, teach, and exchange digital solutions.

The platform is constantly growing and provides many market- tested solutions that enable customers to easily begin their sustainability transformation, while providing cybersecurity standards at every level to reduce risks.

Customer Impact

At Siemens we rely on a mature Key Account Management approach to systematically structure and drive our Key Customer relationships company wide. While all our customers are served by the general Sales organization, dedicated Key Customers are also managed through our Key Account Management framework.

Over and above our basic sales approach, Siemens' primary principles for successful Key Account Management are a deep understanding of our customers' technology and vertical markets along with the collaboration among all customer-facing parties – across functional, organizational, and regional boundaries ("go-to-market").

Our harmonized Key Account Management process enables us to act as one company and serve our customers in a global, sustainably coordinated effort.

Key Account Management – A holistic approach to meeting customer needs

Systematically measuring and improving customer satisfaction

We use the Net Promoter Score (NPS) every year to measure customer satisfaction, and by extension, the quality of our partnerships. Siemens' systematic evaluation draws from customer satisfaction surveys conducted worldwide every year. The score itself is based on a single question: "How likely is it that you would recommend Siemens to a colleague or business partner?"

The survey pursues a holistic approach to customer relations, because it follows up by implementing processes and systems designed to help foster long-term customer loyalty.[2]

Regardless of the score, we initiate a follow-up process after the survey, both internally and externally. When a score is low and considered critical, we take immediate action to identify key issues and determine what measures are needed to improve the relationship.

Our customers' satisfaction is our top priority

Amid global challenges, our customers have recognized our exceptional service support, our product quality, and our diverse offerings. By consistently addressing their concerns, we were once again able to improve our Net Promoter Score compared to last year.

We are focusing on areas where we can make a difference. This means creating sustainable, long-term value for our customers, for the environment, for society, and for our people at Siemens.

Research and Development

At Siemens our purpose is to provide innovations that improve the quality of life and create added value for people all over the world.

Innovation strengthens Siemens and its customers

Our Research and Development (R&D) activities are geared towards developing innovative and sustainable solutions for Siemens' customers and businesses, while simultaneously strengthening our competitive positioning. Our sustained high investment in R&D underscores our commitment to addressing key sustainability challenges. In fiscal 2024, we reported in our continuing operations research and development expenditures of €6.3 billion and employed 51,600 R&D professionals dedicated to driving forward innovation.

Specifically, in the area of research and pre-development, we concentrate on core technologies and innovation fields – Siemens Company Core Technologies – that play an essential role in the success of Siemens and its customers. The implementation of our core technologies by our operating businesses and Technology – our central R&D department – ensures that research activities and business strategies are closely aligned, and that all businesses can profit equally and quickly from technological developments. For instance:

- → **Data Analytics & AI:** Industrial facilities and infrastructures are generating ever-growing amounts of data. Using methods of machine-based data analysis and artificial intelligence (AI) such as the Industrial Copilot, we help operators increase availability, improve operational quality, and reduce the stress on humans and the environment. At the same time, our quality statement on industrial AI expresses its trustworthiness, reliability, and robustness according to the requirements suggested for the European Union's AI Act.
- → **Connectivity & Edge:** The advancement of the Industrial Internet of Things (IIoT) has facilitated the accessibility of data and functionalities of field and edge devices to automation and IT applications, connecting the physical and digital worlds. Intelligent preprocessing of data and AI-based algorithms embedded in these devices transform field data into valuable information right at the site of data acquisition.

2 In most cases, the survey questions are focused on the business unit level. However, the overall score can be aggregated up to the business level and to the level of the entire company.

- → **Simulation & Digital Twins:** A digital twin is the result of modeling and simulating systems and processes, including the development and manufacturing of products. Digital twins make it easier to design better and more sustainable products, accelerate the commissioning of manufacturing plants, speed up time-to-market, help save resources, and improve the operation of infrastructures throughout their lifecycles.
- → **Software Systems & Processes:** Complex, distributed industrial systems require the integration of software from different providers. To facilitate our SaaS business, we develop new methods and processes for software systems and their development.
- → **Power Electronics:** Power electronics is the key technology driving the shift to a sustainable, all-electric society. It is foundational for controlling and converting electrical power in many domains, like renewable energy supply, power distribution, electrical energy storage, industrial drives, e-mobility, data centers, and healthcare applications. Our priorities include eco-design, adaptable software-defined functionality, and faster market entry through standardization and digital twins.
- → **Advanced Manufacturing & Circularity:** Due to the growing significance of circularity for our customers and society, we are intensifying our focus on eco-design, sustainable materials, and recycling. Additive manufacturing allows for functionally optimized designs and the on-demand creation of spare parts, thereby minimizing material utilization.
- → **Future of Automation** is exploring the potential of autonomy, AI, and advanced IT mechanisms for future automation technologies. We integrate automation workflows, promote data-driven operations and optimization, and employ new technologies in engineering to meet workforce capabilities and flexibility demands. This boosts the productivity of our customers and helps them reduce their operational footprints.
- → **Cybersecurity & Trust:** Industrial cybersecurity and trustworthy data management are key technologies for digitalization. The security of industrial facilities and the protection of data and intellectual property are important requirements for customers as well as governments and societies.
- → **Sustainable Energy & Infrastructure** develops technologies for sustainable, reliable, and resilient power grids and infrastructures. It improves the lifecycle performance of customer sites and provides technologies for the decarbonization and electrification of buildings, industrial sites, and transportation systems.
- → **Integrated Circuits & Electronics:** Integrated Circuits & Electronics bundles R&D activities in areas like optimized circuit design & verification and resource-efficient manufacturing, the testing and operation of industrial electronics, and recycling electronics-based products and battery systems.
- → **User Experience:** Users expect an intuitive operation in all our products. The purpose of the User Experience core technology is to develop user centric products and find out how customers use Siemens products, what functions they need, what they expect, and what is unnecessary.

Siemens Healthineers' focus also lies on other research priorities with the goal of shaping the healthcare of the future. These include medical technology, sensor systems, robotics, and any of the increasingly complex applications that can be automated. By using digitalization and AI responsibly, Siemens Healthineers is increasing the quality, efficiency, and effectiveness of care at all levels of the healthcare delivery system.

Siemens supports research, founders, and students to help drive the development of innovative solutions. We work closely with scientists at more than 500 leading universities and research institutions, not just through bilateral research cooperation agreements but also in publicly funded collective research projects. With the Siemens Research and Innovation Ecosystem program (Siemens RIE), we want to address today's challenges with the technologies of the future in a collaborative approach. In fiscal 2024 we collaborated in 16 local Siemens Research and Innovation Ecosystems around the globe.[3]

Next47 is an independent global venture firm backed by Siemens that invests in the enterprise technology leaders of tomorrow. The firm provides the domain expertise, specialized resources, and deep network that founders need to go from

3 Siemens without SHS.

their idea to a category-leading business. Next47 brings knowledge and expertise from the startup ecosystem to Siemens. It ensures that Siemens gains early access to the best emerging technology solutions to help solve its customers' most difficult and fundamental business challenges. The Next47 Accelerator aims to identify and nurture breakthrough ideas at Siemens with the goal of empowering internal talent to create new business opportunities for the company.

Our Siemens Company Core Technologies drive technology development to master key sustainability challenges

Advanced Manufacturing & Circularity

Exploring the potential of automated battery recycling to protect staff from hazards during manual opening and to reduce carbon footprint up to 75% by enabling circularity of battery materials

Connectivity & Edge

Automated quality detection in fresh food production by multimodal sensor data fusion requires powerful in-field edge computing, enhancing food safety and reducing food waste

Cybersecurity & Trust

Replacing analog with digital interlocking systems in rail networks reduces trackside delays by 50% and enhances safety, punctuality and capacity

Data Analytics & Artificial Intelligence

Generative AI-powered assistants like the Industrial Copilot optimize operations and support automation tasks – and empower less-experienced employees to grow into engineering roles

Future of Automation

Autonomous driving technology in trams uses advanced algorithms to interpret and predict driving situations. This reduces the driver's workload and ensures safe operation

Integrated Circuits & Electronics

Computational physics instead of physical testing for electronic designs reduces hardware samples, enabling a more efficient and eco-friendly product validation

Power Electronics

Silicon carbide technology in traction converters reduces power consumption of light rail vehicles by up to 10% and noise emissions by up to 10dB(A)

Simulation & Digital Twin

Predictive maintenance of industrial drive systems through virtual sensing with a unified Executable Digital twin reduces sensor hardware by 30% and CO_2 emissions by 60 kg per drive

Software Systems & Processes

Scalable and adaptable SaaS offerings for low-voltage grid monitoring and outage management increases the capacity of existing grids and helps accelerate the energy transition

Sustainable Energy & Infrastructure

70% less CO_2 emissions of apartments by combination of energy and building technologies in one of Europe's most innovative energy efficiency projects in Seestadt Aspern, Vienna

User Experience

Digital customer experience delivered with low-code within 4 weeks: accessible planning app enabling train passengers to travel as safely and pleasantly as possible

Siemens Company Core Technologies

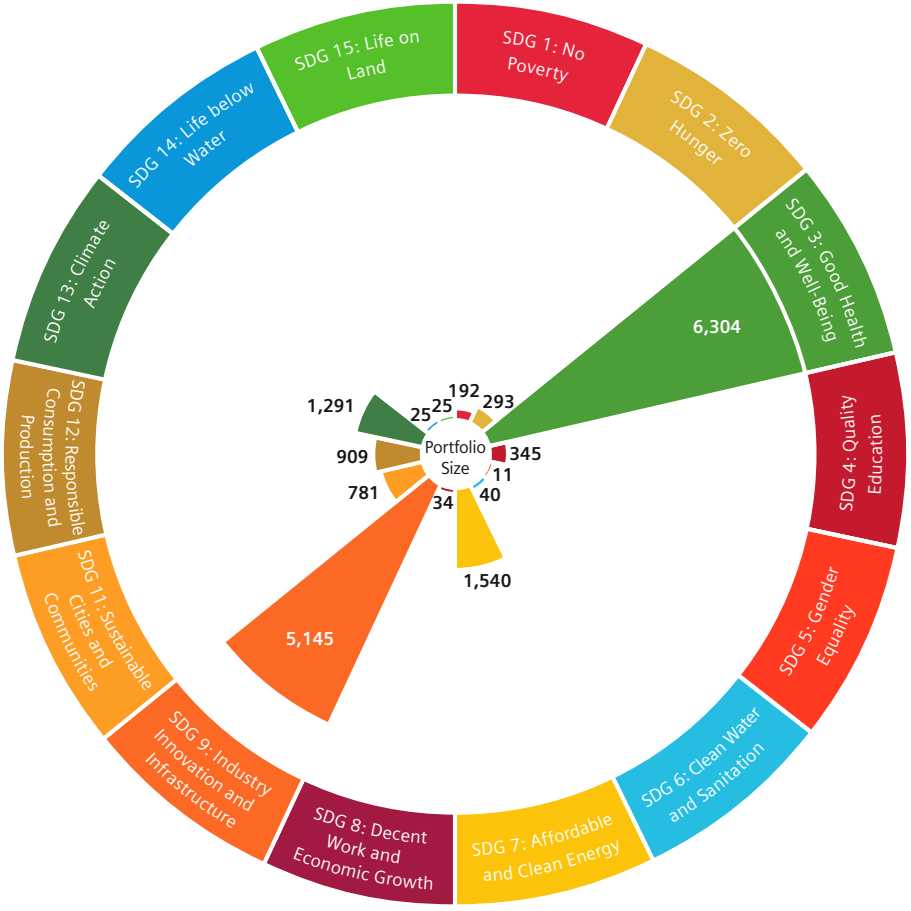
Patent portfolio reflects sustainable innovation

Siemens' sustainable innovation is reflected in the company's patent portfolio. As of September 30, 2024, Siemens held approximately 41,700 granted patents worldwide in its continuing operations. SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT

Using the LexisNexis® PatentSight® patent information platform, we evaluate our sustainable innovations against the United Nations' 17 defined Sustainable Development Goals (SDGs) and the corresponding 169 targets. 47% of the active patent families in Siemens' patent portfolio relate to at least one SDG, mainly in the categories of Good Health and Well-Being (SDG 3), Industry, Innovation, and Infrastructure (SDG 9), Affordable and Clean Energy (SDG 7), and Climate Action (SDG 13).

SDG-related Siemens IP portfolio by SDG category

Absolute figures represent patent families. Multiple assignments of patents possible.



1.3
Strategy

- **As we approach critical tipping points for our planet, the need to accelerate a sustainability transformation has never been greater**
- **Siemens' business is focused on enabling customers to achieve a positive sustainability impact along key areas: decarbonization & energy efficiency, resource efficiency and circularity, people centricity & societal impact**
- **The DEGREE sustainability framework defines clear fields of action for our sustainability ambition**

Siemens is a leading technology company with an offering designed to drive the digital and sustainable transformation of industries, buildings, electrification, mobility, and healthcare. We believe that many technologies that help solve global challenges like climate change already exist today. Now is the time to scale sustainability impact by making technology more easily accessible to everyone.

We achieve the greatest impact on sustainability through our offerings that empower our customers and partners to meet their own sustainability goals. By combining the real and the digital worlds, our customers become more competitive and more resilient while simultaneously reducing their environmental footprints.

Managing data across complex value chains has become an important prerequisite for accelerating sustainability. Siemens' industrial metaverse, artificial intelligence (AI), and digital twin technologies integrate data from physical factories and products across entire lifecycles to optimize production design, increase production efficiency, and reduce CO_2e emissions and the consumption of energy, water, and raw materials. We launched the Siemens EcoTech Profiles this year. It allows our customers to identify more sustainable choices at the product level through transparent environmental data. Each product with the Siemens EcoTech declaration has a detailed profile that enables a comparison of the product's sustainability credentials to the market, a standard, or predecessor products. Detailed data also facilitates sustainable design decisions.

Global megatrends

Complexity in the industrial world has never been greater than today. In this past year, the global economic and geopolitical outlook has remained uncertain. Megatrends are helping us understand pathways to the future and are driving us to rethink established ways of doing things:

→ Environmental change and the associated climate change – along with extreme weather conditions like increasing flooding and drought – pose critical challenges to the stability and safety of global society, resulting in mass migrations. Current legislation alone is insufficient to effectively combat environmental change. We are also facing challenges related to resource efficiency and material extraction, water scarcity, and biodiversity loss.

→ In times of crisis, glocalization can create a greater balance between the global and the local in our economy. For instance, by ensuring production of our products and solutions near our customers, we can strengthen our resilience to shocks while also reducing the environmental impact of our products.

→ Increasing urbanization, especially in developing regions, is a significant megatrend. In this context, the demand for more sustainable and efficient products, technologies, and solutions – including passenger transportation and access to renewable energy – continues to grow as more and more people move to cities.

→ As global population growth progresses, our societies are also aging, which means that an increasing number of people need medical care. This demographic change is also contributing to a shortage of workers across industries.

→ Lastly, digitalization continues to be rapidly adopted by multiple industries in the public and private sectors. By optimizing processes and resources, it can play a decisive role in reducing the negative impacts of global megatrends.

Scaling sustainability impact

These megatrends and their impacts are reshaping the needs of our customers and markets. To create a holistic picture of potential futures, we conduct sustainability scenario analyses that enable us to map impacts and risks, identify opportunities, and find new ways to create value. Strategic insights are derived from scientific frameworks like the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs) as well as market trends. In fiscal 2024, we conducted a climate scenario analysis to identify climate-related sensitivities within our markets and test the resilience of our business model under a net-zero and a high-emissions scenario. Overall, the analysis has shown that our portfolio positioning and the end-markets we serve generally benefit from an accelerated low-carbon transition. These scenarios are guiding the development of our sustainability strategy. For instance, we see circularity as a key solution to help keep human actions within planetary boundaries. It allows us to respond to changing customer needs and regulatory demands. Circularity is an opportunity to create more value with finite resources, minimize energy and resource use, support CO_2e emissions reductions, and be more resilient in the face of market volatility.

Megatrends also shape regulations like the Corporate Sustainability Reporting Directive (CSRD), which will standardize reporting on environmental, social, and governance topics, and the EU Taxonomy, a classification system that makes environmentally sustainable economic activities transparent. We integrate regulatory requirements into our strategic sustainability steering, which provides an important proof point of our dedication to scaling sustainability impacts in our portfolio, across our sites, and along our value chain.

To further increase our positive impact, we believe that working in ecosystems is the best way to create seamless solutions for our customers and their specific challenges. Through ecosystems and partnerships, we can increase our own sustainable offering and enable our customers' sustainability transformation. Siemens Xcelerator is our open digital business platform, an ever-growing ecosystem, and an evolving marketplace. It provides access to technology that makes the digital transformation and sustainability outcomes faster, easier, and more scalable for companies of all sizes. For instance, our GridScale X enables utilities to scale their grid capacity and increase visibility, which is essential for grid decarbonization. GridScale X is part of the Xcelerator portfolio that supports the decarbonization of our customers and also includes Electrification X and Building X. Electrification X helps manage entire energy networks and tackles the challenges of the energy transition. Building X is a digital building platform that digitalizes, manages, and optimizes building operations.

Supporting our customers in their sustainability transformation

By combining the real and digital worlds, we support our customers along key impact areas:

Decarbonization & energy efficiency

We support our customers in their efforts to decarbonize their infrastructure and operations with carbon footprint management, renewables integration, electrification, and energy efficiency. A key proof of our positive impact on decarbonization is the high volume of emissions we help avoid: Our offerings sold in fiscal 2024 will contribute to 173 million metric tons of customer avoided emissions over the course of their lifetime (144 million metric tons of emissions without the Innomotics portfolio). For instance, our energy-efficient products and solutions support the transition from fossil fuels to renewable energy sources, and our electrification solutions support renewable grid integration and the electrification of heat and hydrogen. Across industries, we offer energy optimization and carbon footprint management throughout our products' lifecycles and supply chains. In buildings, we offer energy efficiency and decarbonization solutions, such as smart buildings and smart energy management for a reduced carbon footprint. Our rail systems offer low-carbon mobility and increased energy efficiency.

Resource efficiency & circularity

Our approach to circularity aims to do more with less for our customers, the planet, and society. Siemens' circularity framework covers the whole value chain through three dimensions. First, we create circular products by designing for sustainable materials, optimal use, and value recovery. We optimize secondary material use and improve production efficiency to minimize resource consumption. Second, we embrace circular business by aiming to enhance and preserve value through lifetime-extending services and the reuse of products and components, and finally close the loop by recovering value. Third, we empower our customers' circularity by supporting the creation of circular products with our

software portfolio. We provide solutions for optimized, resource-efficient customer operations and generate value through innovative business models and partnerships. For instance, our technologies in the industrial metaverse, digital twins, and AI reduce the need for physical assets by simulating, predicting, and optimizing them in order to maximize the product lifetimes, minimize resources, and boost circularity. Our building solutions contribute to optimized space utilization and ultimately increase resource efficiency. Our mobility solutions focus on enhanced network capacity and extended lifecycles, thereby preventing significant new infrastructure build-up. In addition, products with the Siemens EcoTech Profiles are required to fulfill criteria across three areas – value recovery and circularity, optimal use, and sustainable materials – that promote greater circularity.

People centricity & societal impact

We enable our partners and customers to improve people's lives today and transform the backbone of societies for a better tomorrow. For instance, our technologies support the well-being, productivity, safety, and security of building tenants and operators. Similarly, in the field of mobility, passengers and operators benefit from greater safety and convenience thanks to our technologies. They also promote the socioeconomic development of communities by enabling access to basic goods, resilient electric power, affordable real estate, food and water, healthcare, education, and public transportation.

We can match nearly every item in the Siemens offering to these three impact areas across industries, buildings, electrification, and mobility.

DEGREE: High ambitions for sustainability

Sustainability is integral to our business, and it influences everything we do. The DEGREE sustainability framework defines our comprehensive approach to sustainability. Across six fields of action, the framework defines clear priorities for us in key sustainability areas that we drive in our own operations and in collaboration with our partners, suppliers, and customers. As we approach the target date for several DEGREE ambitions in fiscal 2025, we look to develop our priorities and ambitions to integrate the expectations of all our stakeholders. The fields of action are defined along the dimensions of Environment, Social, and Governance:

Environment: Decarbonization, Resource efficiency

As part of DEGREE, we have set high ambitions to significantly reduce CO_2e emissions in Siemens' operations and upstream supply chain. We have reduced our Scope 1 and Scope 2 emissions by a total of 60% since fiscal 2019. We are actively developing our offering to increase repairability, recyclability and the optimal use of materials. Our product design focuses on sourcing secondary and low-carbon materials, optimization of material use, and lifetime extensions with measures like repairability, upgradability, and value recovery programs.

Social: Equity, Employability

Equal treatment and respect are the core of our corporate values. Our goal is to position Siemens as the inclusive employer of choice in all our relevant talent markets. We foster diversity, equity, inclusion, and community development in order to create a sense of belonging and a healthy and safe environment where all our people can give their best. At Siemens, we invest in the education, development, and individual growth of our people to develop Skills for Life. We maintain a strong focus on lifelong learning, employee assistance programs, and occupational health and safety.

Governance: Ethics, Governance

At Siemens, we believe that the way we do business is as important as our business success. Our values and ethical principles are embedded in our Business Conduct Guidelines, which are mandatory throughout the company. In addition to embedding these principles in our own management systems, we extend them to our suppliers who are required to follow a comprehensive Code of Conduct. Beyond that, we have made sustainability criteria an integral part of our long-term variable compensation programs[1] for both the Managing Board and our senior management.[2]

The DEGREE sustainability framework applies to Siemens AG apart from Siemens Healthineers (SHS), which is an independent stock-listed company. SHS pursues the same values in its sustainability concept as Siemens AG, because they represent our expectations as the majority shareholder. SHS's own sustainability approach is described in a dedicated report. ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

1 Assessment based on a Siemens ESG/Sustainability Index. In fiscal 2024, ESG criteria include CO_2e emissions and digital learning hours.
2 Siemens without SHS.

Pages 20 – 32

Our sustainability management

2.1

Materiality assessment

- **Materiality assessment based on GRI 2021**
- **15 material sustainability topics of the greatest relevance to Siemens**
- **Material impacts, risks, and opportunities as part of our strategic considerations**

Key topics as guiding principles

Our materiality assessment is based on external frameworks like the UN Global Compact and the Standards of the Global Reporting Initiative (GRI 2021), which are the foundation for our reporting. The key topics covered in this report are structured based on ESG.

Materiality assessment

We conducted our materiality assessment with an emphasis on our industrial businesses Digital Industries, Smart Infrastructure, and Mobility in fiscal 2023 based on the GRI 2021 standards. In fiscal 2024, Siemens reviewed the materiality assessment and concluded that the outcomes from the previous year remain valid. The intention of the assessment was to identify our company's key economic, ecological, and social impacts on the environment and society in accordance with the GRI 2021 standards. The resulting topics are also in harmony with Siemens Healthineers' (SHS) material topics, which were determined in an independent materiality assessment.

In 2024, we prepared in parallel a double materiality assessment in preparation for the Corporate Sustainability Reporting Directive (CSRD; Directive (EU) 2022/2464) and the related European Sustainability Reporting Standards (ESRS) in order to define the scope of sustainability reporting based on material sustainability topics to be disclosed as part of the CSRD Sustainability Statement beginning in fiscal 2025. Both concepts (GRI and CSRD) complement each other. Double materiality in CSRD terms considers both the financial impact of sustainability topics on a company and the company's impact on society and the environment – while GRI materiality focuses on the company's impact on society and the environment. These two concepts are not in contradiction; instead, they work together to enhance transparency and accountability in sustainability reporting.

The material topics form the framework for implementing sustainability in the company – at the central corporate level, in our business units, and in the countries. Siemens strives to continuously improve sustainability management and understands the materiality assessment to be a prerequisite for identifying and managing impacts, risks, and opportunities.

Identifying and prioritizing the topics

Siemens conducted internal workshops featuring internal experts who were able to incorporate the perspectives of relevant stakeholders to help identify our material topics by assessing their impacts, risks and opportunities from two different perspectives:

→ **Inside-out perspective:**

Siemens took a closer look at its positive and negative impacts on the environment and society, including impacts on human rights, across its activities and business relationships (inside-out) caused by the company's business activities.

During the inside-out assessment, we identified actual and potential positive and negative impacts for 17 sustainability topics and evaluated them according to their likelihood and their severity. Based on evaluations of the individual impacts, our material topics were derived. These topics are the foundation for determining the content of the GRI report. Including the outside-in perspective (see below) does not alter the results.

The material topics where Siemens can exert the greatest influence on society and the environment are climate action, social and ecological standards in the supply chain, and sustainable product design and lifecycle management. These topics received the highest scores in the analysis.

→ Outside-in perspective:
The outside-in perspective refers to sustainability topics that can be associated with opportunities and risks for the company's business activities or financial situation. This perspective was taken into account in order to introduce the double materiality principle of future regulation.

The material sustainability topics with the highest degree of influence on our business activities and the generation of lasting value are climate protection and sustainable product design and lifecycle management.

Result of the materiality assessment
We identified 15 material sustainability topics that are of the greatest relevance to Siemens from an inside-out perspective. Results from the outside-in perspective supported this outcome.

The alignment of our material sustainability topics with the GRI framework and the SDGs can be found here: ↗ ANNEX GRI INDEX, ↗ ANNEX SUSTAINABLE DEVELOPMENT GOALS.

Siemens' material sustainability topics are linked to the United Nations' Sustainable Development Goals (SDGs). They also serve as the basis for considerations related to our DEGREE sustainability framework as well as our overall portfolio strategy and customer considerations. ↗ STRATEGY

Material sustainability topics	SDGs	DEGREE
Climate action[1]	7 9 11 12 13	DECARBONIZATION
Innovation and business model	6 7 8 9 11 12 13 14 15 16 17	DECARBONIZATION RESOURCE EFFICIENCY GOVERNANCE
Cybersecurity and data management	5 8 10 16 17	ETHICS
Social and ecological standards in the supply chain	8 12 16 17	GOVERNANCE
Corporate governance and sustainability leadership	8 12 16 17	GOVERNANCE
Partner management and collaboration	7 8 9 11 12 13 16 17	GOVERNANCE DECARBONIZATION
ESG risk management	5 8 10 12 16 17	GOVERNANCE ETHICS
Compliance management	5 8 10 12 16 17	GOVERNANCE ETHICS
Sustainable product design and lifecycle management[1]	6 7 9 11 12 13 14 15	RESOURCE EFFICIENCY
Waste and hazardous substance management	3 6 12 14 15	RESOURCE EFFICIENCY
Sustainable handling of natural resources and material efficiency	6 7 9 11 12 13 14 15	RESOURCE EFFICIENCY
Diversity, equity, and inclusion	3 4 5 8 10 11	EQUITY
Future of work	3 4 5 8 10 11	EQUITY EMPLOYABILITY
Employee development	4 8	EQUITY EMPLOYABILITY
Employee health and safety	3 4 8 10	EMPLOYABILITY

1 Top two material sustainability topics.

2.2

Sustainability governance and organization

- **Responsibility for sustainability at Siemens lies with the Managing Board and Chief Sustainability Officer, supported by the Siemens Sustainability Board**
- **The Sustainability Executive Committee is our guidance body for Siemens' sustainability business focus concentrating on portfolios, market segments, and go-to-market topics**
- **ESG criteria are included in the compensation system for members of the Managing Board and senior managers**

At Siemens, sustainability is rooted in all that we do, including our business purpose and strategy, corporate culture, processes, and guidelines. The management of sustainability matters is embedded across our Siemens businesses, Service and Governance units, and countries. Sustainability has also been an integral component of management compensation since fiscal 2020.

Foundation: Corporate governance

We believe that compliance with recognized principles of corporate governance is the cornerstone of sustainability-based corporate management. Siemens AG is governed by German corporate law, under which it has a two-tier board structure consisting of a Managing Board and a Supervisory Board.

As the top management body, the Managing Board is responsible for serving Siemens' best interests and achieving sustainable growth in the company's value. The members of the Managing Board are jointly responsible for the entire management of Siemens and decide on key issues of business policy and company strategy, including Siemens' sustainability strategy. The Managing Board aims to ensure that the risks and opportunities for Siemens connected with environmental, social, and governance factors and the environmental, social, and governance impacts of Siemens' activities are systematically identified and assessed. The company strategy gives due consideration to business targets as well as environmental and social objectives. Company planning encompasses both financial targets and sustainability-related objectives.

The Supervisory Board oversees and advises the Managing Board in its management of Siemens' business. At regular intervals, the Supervisory Board discusses business development, planning, strategy (including sustainability strategy) and strategy implementation. The Supervisory Board's oversight and advisory activities encompass sustainability-related topics in the environment, social and governance area. The Managing Board reports regularly to the Supervisory Board on Siemens' company-wide sustainability strategy and on the status of this strategy's implementation. In addition, the Supervisory Board and the Audit Committee also concern themselves with sustainability reporting and governance.

More detailed information on the structure and responsibilities of the Managing Board and Supervisory Board can be found in the SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CORPORATE GOVERNANCE STATEMENT

Clear organizational structure and responsibilities

The Managing Board addresses sustainability-related risks, opportunities and impacts of strategic and company-wide importance and adopts appropriate measures. The Managing Board also approves any changes to the DEGREE sustainability framework.

The Siemens Sustainability Board (SSB) monitors and resolves Siemens' sustainability topics, including tracking the progress of our DEGREE ambition, providing input and guidance on sustainability reporting and governance, and acting as a catalyst for regional sustainability initiatives with the potential to scale across Siemens. The SSB is composed of representatives from Siemens' businesses, countries, and Service and Governance units. The SSB meets four times per year or more frequently as needed. The SSB provides updates and recommendations to the Managing Board.

The Sustainability Executive Committee (EC SUS) acts as guidance body for Siemens sustainability business focus along our value propositions of (i) decarbonization and energy efficiency, (ii) resource efficiency and circularity as well as (iii) people centricity and social impact – with a focus on portfolio market segments and go-to-market topics. It meets approximately once per quarter on an ad hoc basis to discuss relevant issues. Chaired by Siemens' CEO, the EC SUS includes Siemens' Chief Sustainability Officer, the CEOs of key businesses, Chief Strategy Officer, General Counsel, and Global Head of SUS.

The Chief Sustainability Officer (CSO) oversees Siemens' sustainability topics. The CSO is a member of the Siemens Managing Board, chairs the Siemens Sustainability Board (SSB), and is a member of the Sustainability Executive Committee (EC SUS). The CSO is also responsible for the Siemens Sustainability department.

The Global Head of Sustainability (Global Head of SUS) leads the Siemens Sustainability department. In this capacity, the Global Head of SUS reports to the CSO on all Siemens sustainability topics excluding our sustainability business focus and related strategy topics. For the latter topics, the Global Head of SUS reports to Siemens' CEO. The Global Head of SUS is a regular member of the SSB and the EC SUS. The Global Head of SUS regularly informs the Supervisory Board on sustainability matters.

The Siemens Sustainability department is responsible for developing and controlling our DEGREE sustainability framework and ambitions achievements in coordination with the SSB, businesses, Service and Governance units, and countries. Responsibility for CSRD and related sustainability reporting and the Net Zero Operations Program[1] also lies with the Sustainability department. It also governs the purchase of carbon credits and the Sustainability related risk due diligence process in customer related business[2]. The Sustainability department also supports sustainability initiatives with scalability across Siemens. This includes developing the processes, training, and tools needed to address overarching sustainability topics for our countries, businesses, and Service and Governance units in collaboration with other Siemens organizations. Finally, the Sustainability department is responsible for developing strategic considerations for the Siemens sustainability business focus in alignment with the Managing Board, EC SUS, and the CEOs.

CEOs are ultimately responsible for all sustainability topics in their area of responsibility. This includes responsibility for the sustainability business focus, implementation of DEGREE, sustainability reporting, and the Sustainability related risk due diligence process in customer related business.

The CEOs of Digital Industries, Smart Infrastructure, Siemens Mobility, and Siemens Financial Services (SFS) are supported by their respective Heads of SUS to achieve their sustainability mandates. The Heads of SUS also assist the Global Head of SUS with their responsibilities in the Sustainability department, as they pertain to their businesses. Heads of SUS have a governance reporting line to the Global Head of SUS in addition to their reporting line to their respective CEOs. The Heads of SUS are appointed by the respective CEOs, in alignment with the Global Head of SUS.

1 Siemens has established the Net Zero Operations Program, which is comprised of a series of greenhouse gas (GHG) emission reduction initiatives targeting real estate, production, our vehicle fleet, and related areas in order to address our commitment to GHG reduction under the DEGREE ambition "Reduce emissions in own operations by 90% by 2030". For more details, see chapter 4.1 Climate action.

2 Siemens has established the Sustainability related risk due diligence process in customer related business to ensure that environmental, social, and associated human rights and reputational risks (Sustainability Risks) are appropriately assessed and mitigated. The Sustainability department, as the governance owner, has established minimum company-wide standards for the Sustainability related risk due diligence process in customer related business that are applicable to the businesses and to SFS.

In addition, the CEOs of the business units in Digital Industries, Smart Infrastructure, Siemens Mobility, and SFS each appoint Sustainability Managers who have a governance reporting line to the Heads of SUS and to their reporting line to their respective CEOs.

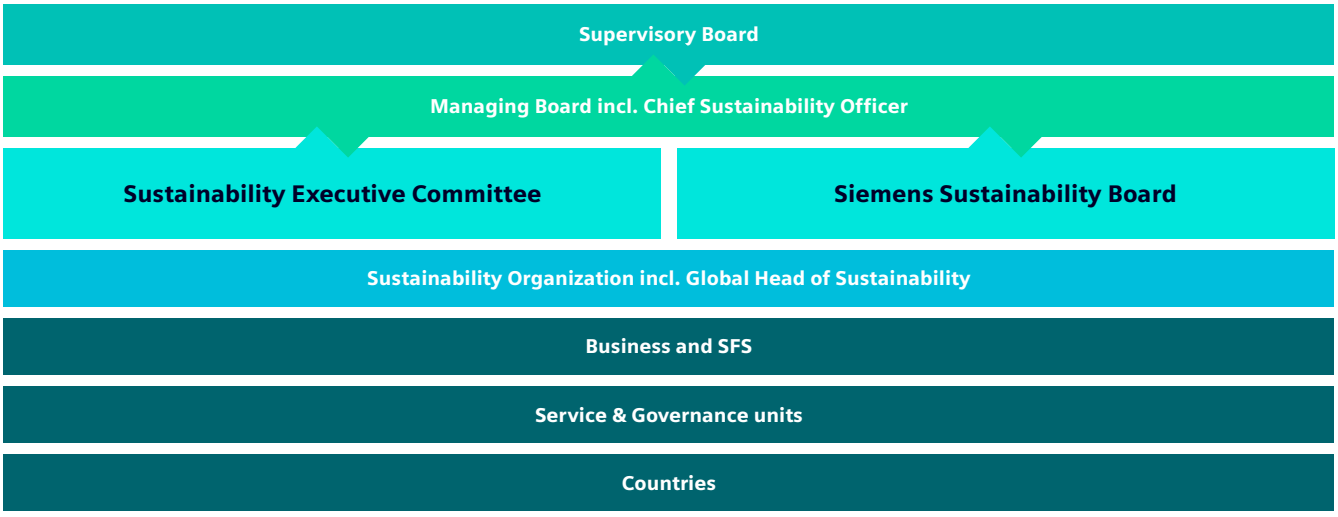
Lead Country SUS Managers support their respective Lead Country CEOs and their assigned countries. They also lead Siemens' sustainability topics within the scope of responsibility of Lead Country management.

Our Service and Governance units are responsible for the ongoing development of sustainability-related topics within their own mandate in line with the DEGREE sustainability framework and regulatory, reporting and organizational requirements. These topics include environmental protection, employee health and safety, compliance, and supply chain management sustainability topics.

Sustainability Risk Due Diligence Subject Matter Experts are appointed by and support Digital Industries, Smart Infrastructure, Siemens Mobility, and SFS to responsibly conduct the Sustainability related risk due diligence process in customer related business.

CEOs in the businesses and lead countries are responsible for anchoring sustainability in their organizations.

Overview of roles and responsibilities



Sustainability reflected in management compensation

Sustainability has been reflected in management compensation since 2020, especially as long-term incentives. In the current compensation system for the members of the Managing Board of Siemens AG, which has been in place since fiscal 2024, the potential share of sustainability incentives in the long-term incentives has been increased. The incorporation of ESG criteria in the long-term incentives is defined in the Governance field of action in our DEGREE sustainability framework. The long-term variable compensation of Managing Board members is assessed against the Siemens ESG/Sustainability Index. Additional sustainability topics are also defined as individual targets as part of the short-term variable compensation (bonus) of Managing Board members.

SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, COMPENSATION REPORT 2024

G overnance

Progress on DEGREE ambition #5: Long-term incentives based on ESG criteria

Siemens grants long-term variable compensation in the form of stock awards. For Managing Board members at Siemens AG, long-term variable compensation represents at least 30% of their total target compensation. Since fiscal 2020, the stock awards have been allocated depending on a comparison of total shareholder return (TSR) with an international sector index (the MSCI World Industrials Index) and on a Siemens ESG/Sustainability index, with a weighting of 20%. The composition of the Siemens ESG/Sustainability Index is determined annually by the Supervisory Board. It comprises one or more equally weighted, structured, and verifiable (limited-assurance) ESG key performance indicators. These indicators reflect relevant strategic and socio-political topics and are aligned with our DEGREE ambition. For the long-term incentive plan starting in fiscal 2024 this index includes CO_2e emissions and digital learning hours. These criteria are also applicable to all senior managers globally who are eligible for stock awards. We are proud to have incorporated ESG criteria in Siemens' long-term incentives since 2020.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

ESG criteria anchored

Siemens without SHS.

2.3

Partnerships and collaborations for sustainability

- **We collaborate closely with our stakeholders**
- **Partnerships are key to long-term sustainable business success**
- **Siemens is an active member of numerous business associations and organizations**

Siemens is active in nearly all countries of the world. We believe that close collaborations with our stakeholders enables us to make serious progress on complex sustainability challenges. We maintain a consistent dialog with all our stakeholders, including customers, investors, suppliers, our people, communities, policymakers, media, non-governmental organizations, business organizations, and academia. In addition, our DEGREE sustainability framework is also based on a 360-degree stakeholder approach.

In dialog with politics and society

Our Managing Board, CEOs, and governance departments in our business units oversee stakeholder engagement. The overall responsibility for Siemens' dialog with policymakers lies with our Managing Board, which has given the Government Affairs department a mandate for company-wide coordination tasks and the corresponding governance responsibilities. Within the business units, the unit's CEO is responsible for a coordinated dialog with the policymakers.

The way that regulations and legislation are shaped affects Siemens and our products and solutions in many ways. Therefore, we believe that maintaining an ongoing dialog with political decision-makers is crucial for our company's success and for our commitment to sustainability.

We prioritize our activities based on our business strategies and innovation fields. As a result, our advocacy activities focus on but are not limited to the following topics: competitiveness; digitalization; cybersecurity; climate protection; environment; energy; connected and automated mobility; research, development, innovation, and skills; trade policy; sustainability-related reporting legislation.

Our political involvement is guided by strong principles:

→ We are politically neutral and take a zero-tolerance approach to corruption, violations of fair competition principles, and other breaches of applicable laws and internal regulations.
→ Siemens does not make political donations or contributions to politicians, political parties, or political organizations.
→ Any contributions that support purely political purposes or the representation of political interests – for instance, election events for political campaigns – are prohibited by our internal guidelines.

Engagement in associations and organizations

Siemens is a member of numerous business associations and other organizations, some of which advocate for their members' interests in the political arena. Selected examples of the most important memberships are:

→ The International Chamber of Commerce (ICC)
→ The German Mechanical Engineering Industry Association (VDMA)
→ The German Electrical and Electronic Manufacturers' Association (ZVEI)
→ The European Round Table for Industry (ERT)
→ Digital Europe
→ Business Europe
→ The U.S. Chamber of Commerce
→ The American European Community Association (AECA)
→ The European Chamber of Commerce in China (EUCCC)

More information on political activities at Siemens can be found on our GOVERNMENT AFFAIRS WEBSITE.

We have joined forces with leading companies from around the world to establish the Charter of Trust, which aims to make the digital world safer and more secure.

WWW.CHARTEROFTRUST.COM

We also support the goal of achieving a carbon-neutral Europe by 2050, which was announced as part of the European Green Deal. We will achieve this through a variety of commitments, including our active memberships in the EUROPEAN ALLIANCE TO SAVE ENERGY and the EUROPEAN GREEN DIGITAL COALITION.

Siemens collaborates with numerous strategic sustainability partners globally on the topics of decarbonization and energy efficiency, resource efficiency and circularity, and people centricity and societal impact. With their extended reach and potential to expand collaborative efforts, our partnerships help drive us toward the standardization required to address environmental and social impacts and enable sustainable outcomes at scale. For instance, Siemens works closely with the Organization for Economic Cooperation and Development (OECD), the United Nations (UN), the European Union, and the World Economic Forum (WEF). We support the United Nations Framework Convention on Climate Change (UNFCCC) and the UN Climate Change Conferences, and we are actively involved in the CEO Water Mandate. Siemens participates in a number of WEF initiatives, including the WEF CEO Climate Leaders Coalition. At Climate Week NYC, we collaborate on climate action with stakeholders across the world.

Siemens is part of the World Bank's Carbon Pricing Leadership Coalition (CPLC), and we advocate for the global introduction of carbon pricing. We are likewise committed to the UNGC Women's Empowerment Principle and have signed the Diversity Charter, an initiative of the German government. We actively participate in cross-topic partnerships with organizations like the World Business Council for Sustainable Development (WBCSD) to promote a holistic sustainability transformation.

For over ten years we have supported One Young World (OYW), a non-profit organization that assists young leaders around the globe in building a better world through more responsible, more effective leadership. We championed the 2024 OYW Summit in Montreal by sending 45 of our Siemens colleagues to participate. We also contribute high-profile speakers to the Summits.

Our selected strategic sustainability partnerships are listed below.

Partnership organization	Description
Decarbonization and energy efficiency	
The Climate Group → Climate Week NYC → EV100 → EP100 → RE100	Climate Week NYC is hosted by Climate Group. Featuring more than 500 events, Climate Week NYC takes place every year in partnership with the United Nations General Assembly and is run in coordination with the United Nations and the City of New York. The 15th annual summit was held September 2024. The EV100 initiative expedites the shift to electric vehicles (EVs). Siemens intends for EVs to account for 100% of its fleet by 2030. We are also investing in the establishment of charging infrastructure in the same timeframe. EP100 brings together over 125 ambitious businesses committed to improving energy efficiency. Siemens is committed to owning only building assets that are Net Zero carbon in operation and occupying only assets that are Net Zero carbon in operation by 2030. RE100 unites hundreds of ambitious companies committed to 100% renewable electricity. Siemens is committed to reaching this target by 2030.
United Nations → Conference of the Parties (COP) → Global Compact (UNGC) Working Group on Climate	The United Nations Conference of Parties (COP) is the world's highest decision-making body on climate issues. COP connects stakeholders from politics, society, and business for discussions about the global path to Net Zero. COP provides a unique opportunity to showcase how Siemens acts in scaling sustainability impact and empowering customers and societies to drive their sustainable transformation. The 28th session of the COP was held in Dubai, UAE in 2023. The United Nations Global Compact (UNGC) is the world's largest corporate sustainability initiative. It calls for companies to align their strategies and operations with universal principles on human rights, labor, environment, and anti-corruption. Siemens is active in the UNGC's Working Group on Climate.
U.S. Department of Energy (DOE) Better Buildings initiative	Better Buildings is an Initiative of the U.S. Department of Energy (DOE) that is designed to improve the lives of the American people by driving leadership in energy innovation. Siemens is an active participant in the initiative's Better Climate Challenge.

The World Bank Carbon Pricing Leadership Coalition (CPLC)	The Carbon Pricing Leadership Coalition (CPLC) brings together leaders from government, the private sector, academia, and civil society to expand the use of carbon pricing policies. Siemens is a member of the coalition and actively advocates for the global introduction of carbon pricing.
The World Economic Forum (WEF) → Alliance of CEO Climate Leaders → Clean Power, Grids and Electrification	The World Economic Forum (WEF) is the international organization for public-private cooperation. The Alliance of CEO Climate Leaders is a CEO-led community committed to defining bold climate goals and accelerating the Net Zero transition by setting science-based targets, disclosing emissions, and catalyzing decarbonization and partnerships across global value chains. The Clean Power, Grids and Electrification initiative mobilizes collaborative actions to deliver a rapid and responsible energy transition through increasing clean power, optimizing grids and modernizing energy consumption. Additionally, Siemens is an active partner and member in the Steering Committee of the Circular Transformation of Industries, as described below.

Resource efficiency and circularity

The European Union (EU) Business and Biodiversity Platform	The EU Business and Biodiversity Platform provides a unique forum for dialog and a policy interface for discussing the links between business and biodiversity at the EU level. Siemens is an active member of the Platform.
The European Union (EU) Circular Plastics Alliance Declaration	The EU Circular Plastics Alliance aims to boost the EU market for recycled plastics. The Alliance covers the full plastics value chain and includes over 330 organizations representing industry, academia, and public authorities. Siemens is an active member of the Alliance.
The Federation of German Industries (BDI) Circular Economy Initiative	The BDI Circular Economy Initiative is a network of about 60 organizations across the entire industrial spectrum. Siemens is a founding member of the Circular Economy Initiative.
Responsible Minerals Initiative (RMI)	The Responsible Minerals Initiative (RMI) is one of the most utilized and respected resources used by companies in a variety of industries for addressing responsible minerals sourcing issues in their supply chains. Siemens is an active member of RMI and is involved in advancing the topic of responsible minerals sourcing at Siemens.
The World Economic Forum (WEF) Circular Transformation of Industries	The WEF Circular Transformation of Industries is a cross-industry, multi-stakeholder initiative that enables a growing, resilient and sustainable economy through the adoption of circularity at scale. Siemens is an active partner and member in the initiative's Steering Committee.

People centricity and societal impact

The European Union (EU) Agency for Safety and Health at Work (OSHA)	EU-OSHA is the EU's information agency overseeing occupational safety and health at work. Siemens is a partner of the EU-OSHA Healthy Workplaces Campaign and is committed to championing safe and healthy work in the digital age.
Charter of Trust	Our commitment to cybersecurity is reinforced by Siemens' participation in founding the Charter of Trust initiative to protect data and promote cybersecurity in a trustworthy digital world.
Global Business Initiative (GBI) on Human Rights	GBI is a business organization that focuses entirely on human rights with the objective to shape practice, inspire commitment and build capability to implement respect for human rights, in line with the UN Guiding Principles on Business and Human Rights. Siemens is both company and Steering Group member of GBI.
The International Organisation of Employers (IOE) Global Occupational and Health Network (GOSH)	The IOE GOSH is a network of more than 150 member organizations focused on improving occupational health and safety, providing forums to identify and, discuss emerging trends and international best practices. Siemens is an active member of the Network.
One Young World (OYW)	One Young World (OYW) is a non-profit organization that empowers and develops young leaders to build a fair, sustainable future for all. Siemens has been an active partner of OYW for over a decade, with over 500 Siemens delegates having participated the annual OYW Summits since they began.
United Nations Global Compact (UNGC) European Working Group on Business and Human Rights	The United Nations Global Compact (UNGC) is the world's largest corporate sustainability initiative. It calls for companies to align their strategies and operations with universal principles on human rights, labor, environment, and anti-corruption. Siemens is a member of the European Working Group on Business and Human Rights.
G7 and the International Labour Organization (ILO) Vision Zero Fund	The Vision Zero Fund is an initiative of the G7 countries aimed at preventing work-related deaths, injuries, and disease in sectors operating in or aspiring to join global supply chains. The ILO administers and implements the fund's projects. Siemens was the first private sector donor to join the fund.

The World Economic Forum (WEF) → AI Governance Alliance → Chief Diversity and Inclusion Officers → Chief Health Officer Group → Chief Learning Officers	Siemens is an active member in various WEF groups relevant for people centricity and societal impact. The AI Governance Alliance promotes the development and deployment of AI systems that are transparent, inclusive, and ethically sound. The Alliance aims to drive innovation and growth. The Chief Diversity and Inclusion Officers community drives impact for inclusive corporate cultures and long-term inclusive change. The Chief Health Officer Group works to advance the overall well-being of the workforce. The Chief Learning Officers community helps companies focus on continuously updating their talent's skills to remain agile in an evolving landscape.
Support for non-profit organizations that promote business integrity and the fight against corruption worldwide	So far, we have allocated about US$120 million to 85 projects in more than 50 countries across all funding rounds. Information is available on the INTEGRITY INITIATIVE WEBSITE and the SIEMENS INTEGRITY INITIATIVE REPORT 2023.

Cross-topic partnerships

The Conference Board (TCB)	The Conference Board (TCB) is a non-profit corporate membership and research organization that organizes conferences and peer learning groups, conducts economic and business research, and publishes economic indicators. Siemens is active in multiple TCB Councils on topics like corporate sustainability, the environment, and well-being.
econsense	Econsense is a German economic sustainability network whose members' objective is to actively shape the transition to a more sustainable economy. Siemens is a founding member of econsense, member of the Board of Trustees and the Executive Board, and an active participant in working groups on Environment, Climate, Disclosure and Reporting, Business and Human Rights, and Human Rights in the Supply Chain.
The World Business Council for Sustainable Development (WBCSD)	The World Business Council for Sustainable Development (WBCSD) is a community of over 200 leading organizations that are working together to take action to limit the climate crisis, restore nature, and tackle inequality. Siemens has actively participated in a number of workstreams, including those focused on carbon accounting and reduction and the sustainable built environment.
The World Economic Forum (WEF) Global Future Council on the Future of Advanced Manufacturing and Value Chains	The Global Future Council on the Future of Advanced Manufacturing and Value Chains is a knowledge network dedicated to promoting innovative thinking to shape a more resilient, inclusive, and sustainable future through the manufacturing industry. Due to its global reach and impact, the manufacturing industry is uniquely positioned to address the big challenges of our time.

2.4

Sustainability ratings reflect our performance

- **Our sustainability approach is recognized in a number of ratings**
- **These ratings help us continuously improve our sustainability performance**
- **They also strengthen the comparability and transparency of our sustainability performance for our customers and investors**

Our approach to ESG ratings

We are proud that our commitment to sustainability and our efforts are reflected in public ESG assessments and ratings. Siemens actively participates in several sustainability ratings to provide capital market participants and our customers with robust information and support the comparability and transparency of our sustainability performance. Ratings also give us important insights that assist in our continuous improvement. We focus primarily on the six ratings summarized below.

Siemens continues to achieve strong results in external sustainability ratings in fiscal 2024, confirming our leading position in the industry.

It is important to note that industry classification can have a strong impact on rating scores. Siemens is typically classified in Industrial Conglomerates, which is often associated with a stricter evaluation than other categories like Electrical Equipment (for instance, in Sustainalytics). Therefore, Siemens' scores are not always comparable with those of competitors.

ESG ratings in fiscal 2024

EcoVadis

EcoVadis provides supplier sustainability ratings for global supply chains. Siemens improved its score to 80 points in 2024, placing it among the top 1% of all companies assessed by EcoVadis. Thanks to this rating, Siemens is being awarded the EcoVadis Platinum medal.

CDP

CDP is a not-for-profit charity that runs a global disclosure system that helps investors, companies, cities, states, and regions manage their environmental impacts. In the most recent CDP Climate Change Rating, Siemens improved its score from previously A– to A, and has been included in CDP's annual Climate Change A List, the highest possible performance ranking and "gold standard" for corporate climate and environmental leadership.

S&P Global Corporate Sustainability Assessment (CSA)/ Dow Jones Sustainability Index (DJSI)

The S&P Global CSA is an annual evaluation of companies' sustainability practices. The CSA focuses on sustainability criteria that are both industry-specific and financially material. In fiscal 2024, Siemens again ranks second among our industry peers (Industrial Conglomerates) with a score of 78/100. Siemens has been listed in the Dow Jones Sustainability World Index (DJSI World) for over 20 years.

Sustainalytics

Sustainalytics' ESG Risk Ratings measure a company's exposure to industry-specific material ESG risks and how well a company is managing those risks. In 2024, Siemens was once again rated as one of the leading companies in our industry (Industrial Conglomerates) and have slightly improved our risk rating over the previous year with a score of 25.6 points (Medium Risk).

MSCI

The MSCI ESG Rating scores global companies on a scale from AAA (leader) to CCC (laggard) based on exposure to industry-specific ESG risks and the ability to manage those risks relative to peers. In fiscal 2024, Siemens was again given an overall MSCI ESG rating score of AA. Siemens is also a member of the MSCI World ESG Index.

ISS ESG

The ISS ESG Corporate Rating evaluates companies' ESG-related risks, opportunities, and impacts along the corporate value chain. Companies are rated from D– to A+ on their sustainability performance based on an absolute best-in-class standard. For ISS ESG, Siemens again received prime status and improved its rating to B, the best rating in our industry (Industrial Conglomerates). Prime status recognizes companies for being one of the leaders in their respective industry.

Siemens' sustainability performance has received high recognition in external ratings

External sustainability ratings	ecovadis	CDP	S&P Global Ratings	SUSTAINALYTICS	MSCI	ISS ESG
Latest Siemens score	80	A	78/100	25.6	AA	B
Siemens industry rank	Top 1%	Top in industry (industry average C)	Top 2%	Top 8%	Leader	1st in our industry
Progress from previous assessment	+3 points	Improvement from A–	–3 points	Improvement of 2.8 points	Unchanged	Improvement from B–
Highlights	Platinum medal	Over 10 years at leadership level (A/A–) for Climate Change	Over 20 years in the World Index	Strong "Carbon – Products and Services" risk management	Leader (AAA/AA) for 10 years	Prime status

Siemens has also satisfied the requirements to be included in several additional ESG stock market indices

Additional ESG indices	FTSE4Good	Included in the FTSE4Good Index Series	EURONEXT vigeo eiris	Included in the Euronext Vigeo Euro 120 Index

Pages 33 – 60

Governance
Responsible Business Practices

Ethics

Foster a culture of trust, adhere to ethical standards, and handle data with care

Our key ambitions[1]

→ Striving to train 100% of our people on Siemens' Business Conduct Guidelines every three years

Additional highlights:

→ Zero-tolerance approach to breaches of applicable laws and our own internal guidelines
→ A global, risk-based compliance system
→ We ensure the development and use of responsible artificial intelligence
→ We are aiming for a leading role in cybersecurity

Governance

Apply state-of-the-art systems for effective and responsible business conduct

Our key ambitions[1]

→ ESG-secured supply chain based on supplier commitment to the Supplier Code of Conduct
→ Long-term incentives based on ESG criteria[2]

Additional highlights

→ Focus on human rights within supply chain: climate protection, occupational safety, and responsible sourcing of minerals
→ Siemens established a cross-functional Generative AI Governance task force
→ Our Generative AI Requirements serve as a product- and solution-focused process-agnostic framework for Generative AI

1 Siemens without SHS.
2 Assessment based on a Siemens ESG/Sustainability Index. Currently, ESG criteria include CO_2e emissions and digital learning hours.

3.1

Compliance and ethics

- **Zero-tolerance approach to breaches of applicable laws and our internal guidelines**
- **A global, risk-based compliance system**
- **Ethics and integrity are the basis for sustainable business practices**
- **Responsible AI development and adoption**

Management approach

Operating with integrity and in compliance with laws and regulation is fundamental to stakeholder trust and our company's continued success. Siemens' business and compliance environment is complex. Siemens and its roughly 327,000 employees operate in multiple countries around the world. Our customers in both the private and public sectors serve a vast array of industries. Our global business operations are governed by numerous national legal systems and take place in a variety of political, social, and cultural settings that are constantly changing.

The way that Siemens and our partners – which include suppliers, intermediaries, resellers, and consortium partners – do business impact the markets and societies where we operate. Unethical and unlawful conduct such as corruption, cartel arrangements, and money laundering can distort competition, hinder economic development, and threaten human rights and democracy. As a global player, Siemens is responsible for setting an example in its own operations and in collaboration with its stakeholders. Through Collective Action together with stakeholders from politics, business, and society, we build alliances against corruption and thus support establishing the conditions for fair competition.

Our Compliance governance and policies

The Siemens Compliance organization oversees our compliance system. It is headed by our Chief Compliance Officer, who is responsible for all legal and operational aspects of compliance. The Compliance organization is part of the Siemens global Legal and Compliance department. It is led by the General Counsel, who reports directly to our CEO.

The Siemens Chief Compliance Officer reports directly to Siemens' CEO on functional matters, in addition to reporting to the Managing Board and the Siemens AG Supervisory Board on a quarterly and ad-hoc basis.

Compliance Officers that are embedded in the business ensure that our Compliance system is implemented worldwide. They work closely with our employees and managers.

The entire management team is responsible and accountable for taking business decisions in line with relevant legal requirements, our values, and company guidelines.

At Siemens, we have zero-tolerance for corruption and all other breaches of laws, and of our Business Conduct Guidelines (BCGs).

Our BCGs contain the behavioral principles and rules that guide our conduct within Siemens and in our stakeholder relationships. They also serve as an expression of our values and lay the foundation for detailed internal regulations. The BCGs are binding for all our people around the world.

We aspire to support the sustainable development of Siemens and the societies where we operate by adhering to responsible business practices and our Ethical Principles.

Worldwide commitment to fighting corruption

In collaboration with other international and national organizations, we are committed to fighting corruption and promoting fair competition in our markets and beyond.

This approach is also reflected in our Collective Action activities, which includes our commitment to:

→ The United Nations Global Compact (UNGC)
→ The World Economic Forum and its Partnering Against Corruption Initiative (PACI)
→ The United Nations Convention Against Corruption and the Organization for Economic Cooperation and Development (OECD)'s Anti-Bribery Convention
→ The implementation of these conventions as part of Business 20 (B20)

The Ten Principles of the UN Global Compact, the OECD Guidelines for Multinational Enterprises, and other key guidelines are embedded in our BCGs and provide a foundation and direction for all our activities. BUSINESS CONDUCT GUIDELINES

"We help our customers and partners around the world to become more competitive, resilient, and sustainable. In all our interactions, and without exceptions, we always act ethically, legally, and with the highest integrity."

CEO Roland Busch

The Siemens compliance system

The goal of compliance at Siemens is to ensure that our worldwide business practices follow the applicable laws and comply with the BCGs. Our Compliance organization covers the following activity fields:

→ Anti-corruption
→ Anti-money laundering
→ Anti-trust
→ Data privacy
→ Export control
→ Human rights

↗ HUMAN RIGHTS, ↗ CYBERSECURITY AND DATA PRIVACY

The Siemens compliance system is based on three pillars: prevention, detection, and response.

Preventive measures include compliance risk management, topic-specific guidelines and procedures, the incorporation of compliance requirements into business processes, Collective Action activities, and providing comprehensive training and advice to our people.

Detective measures include our Compliance Control Program (CCP) and channels for reporting compliance violations, including our whistle-blower system (the "Tell Us" hotline), the Ombudsperson, and professional and fair investigations. These are indispensable for identifying and resolving individual misconduct. Our reporting channels also allow our people to submit reports anonymously.

We believe that transparent communication and clear consequences help reduce and resolve incidents of individual misconduct. Our internal audit department also continuously performs compliance controls and audits to ensure that our compliance system is put into action and meets our worldwide requirements.

The Siemens compliance system

Ethics management at Siemens

We are committed to ethical behavior in our business activities. This goes beyond laws and regulations. Through ethical behavior we consider the needs and rights of society and the consequences of our long-term actions, and it strikes a balance between social, environmental, and economic considerations.

Our Ethical Principles are integrated into our BCGs:

→ We are honest and truthful in our dealings
→ We respect the dignity, privacy, and inherent rights of individuals
→ We protect the health, occupational safety, and personal security of our people
→ We act in line with our responsibility for the environment
→ We engage with reputable and law-abiding partners
→ We explore ethical concerns

In the complex global environment, "doing the right thing" is not always easy. Our Ethical Principles, related training, communication, awareness measures, and guidance from our Compliance Officers help drive ethical behavior throughout the organization and resolve potential business dilemmas. Our Ethics Expert Group, comprised of Compliance professionals, provides advice on ethical conflicts and dilemmas, supports the consistent application of our Ethical Principles, and assists in developing positions on strategically important matters.

Collaboration with business partners

Our business partners are carefully selected and undergo a risk-based compliance due diligence process. Business partners are also monitored for the duration of the business relationship to assess the need for their continued services.

We have established mandatory processes and the associated tools for this purpose that are continuously refined to cover any risks that may arise.

Decisions about engaging a business partner are transparent and risk-oriented. They are also based on the most recent compliance due diligence procedures. Appropriate remediation measures are initiated depending on the risk classification of the business relationship and the risks identified.

Both business partners and suppliers are required to sign a code of conduct. In addition, depending on their risk classification, audits can be conducted on the business partners' premises by the Siemens audit function or external service providers. ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES

Preventing money laundering and terrorism financing

Siemens strives to only maintain business relationships with reputable customers, suppliers, partners, and companies whose business activities comply with legal requirements and whose financial resources are of legitimate origin. We use a risk-based approach to verify the identity and economic background of customers, suppliers, business partners, and other third parties and the origin of payments to ensure they come from legitimate sources. When necessary, Siemens reports suspicious activities to law enforcement authorities.

Handling of compliance cases

At Siemens, compliance cases are handled in accordance with a structured process that includes key steps such as reporting channels, internal investigations, and responses to identified violations (see the diagram below).

Siemens offers a range of reporting channels to enable all our people and outside third parties to flag potential compliance violations to the company. For instance, complaints can be reported by way of the protected whistle-blower system "Tell Us" or to the independent Siemens Ombudsperson. Reports received through these channels are forwarded to our Compliance organization. Complaints can also be reported directly to the Compliance Officers in our business units or to the senior management. Whistle-blowers at Siemens are protected by national laws and also by internal company regulations that prohibit the punishment or other detrimental treatment of anyone who reports a suspicious activity in good faith.

Every complaint is taken seriously. If the allegations prove to be sufficiently plausible, the Compliance organization determines whether there is sufficient information to justify an internal investigation. Indications about other matters are forwarded to the affected Siemens department or business unit for further action.

Internal investigations are conducted based on binding, defined standards to ensure the fair and respectful treatment of people. These standards prohibit unlawful or disproportionate actions. However, if an internal investigation leads to the finding that an employee has demonstrably violated any laws or internal regulations, they can expect appropriate disciplinary consequences.

All circumstances within a compliance case, including the locally applicable legal environment and any participation rights of the competent employee representative bodies, are duly considered during the proceedings.

Affected Siemens businesses are obligated to implement the additional recommendations of the investigation reports, including measures to effectively remedy the situation.

Company-wide process for handling compliance cases (simplified presentation)

Compliance risk management

To be effective, the Siemens compliance system needs to be continuously adjusted in order to meet business-specific risks and multiple local legal requirements. The findings from compliance risk assessments, along with compliance controls and audits, help us identify opportunities to further develop the compliance system.

The goal of compliance risk management is to detect compliance risks early and take appropriate steps to prevent or mitigate risks. Risk assessments and tool solutions that support risk evaluations are also integrated into individual business processes to support our employees in taking appropriate risk mitigation steps.

Compliance risk management is an integral part of the company-wide Siemens Enterprise Risk Management (ERM) program SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT-REPORT, 8.3.1 STRATEGIC RISKS, which provides a holistic view of all identified risks throughout the Group. Every business and region assess their business risks in relation to compliance risks. Current developments are also systematically evaluated.

As a core part of our risk management process, we collaborate closely with relevant business units to identify and assess compliance risks within new digital business models. Continuous Compliance Risk Management implements a bottom-up evaluation of the local risk environment in each of Siemens' businesses on a worldwide basis in all activity fields defined by Compliance. CEOs, business leaders, Compliance Officers, and experts from every business meet during the fiscal year to identify and assess compliance risks.[1] The risks identified are then aggregated and presented during annual Compliance Risk and Performance Reviews to the Compliance Management Council. The risks are documented in the Compliance Risk Tracking tool.

Additional information from internal data sources is included to provide a holistic overview of compliance risks. Cross-functional knowledge exchanges take place at regular meetings, and an annual Corporate Compliance Risk Workshop helps us identify and monitor emerging or changing risks. The results of the risk assessments are a key starting point for the ongoing development of our compliance system.

1 At SHS, formal Compliance Risk Assessments are conducted every three years, with the last being performed in fiscal 2023.

E Ethics

Progress on DEGREE ambition #3: Striving to train 100% of our people on Siemens' Business Conduct Guidelines every three years

As part of the DEGREE sustainability framework, Siemens has set itself the ambition of training all employees on BCGs in a three-year cycle. The current cycle started in fiscal 2023. By end of this fiscal year the BCG training "Doing the right thing!" has been rolled out to 97% of all active employees worldwide with a current KPI result of 91% trained employees. Therefore, the DEGREE ambition for Ethics is on track.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

From FY 23 **91%** **100%** by 2025

Siemens without SHS.

Targets

Our ethics approach is also embedded in our DEGREE sustainability framework within the field of action Ethics.

Actions and results

In fiscal 2024, we continued to improve our Siemens compliance system, including:

→ Enhancing our integrated risk management approach with updated technology to better continuously monitor and update risks. This enables us to rapidly adapt to factors like emerging risks, business transformation, and changing regulatory and geopolitical conditions.

→ We are transforming and modernizing the technology that supports our compliance management system in order to keep pace with the digital transformation of our company. This includes our new cloud-based solutions, which we have leveraged to further streamline and automate our risk-based compliance processes and support data-driven holistic risk management and continuous control activities. With these cloud-based solutions, we aim to improve assurance and efficiency of compliance activities at Siemens.

→ We launched Siemens' first Global Ethics Month in February 2024 as part of our efforts to foster a culture of integrity and strengthen awareness of Ethics at Siemens. To achieve this, we implemented a wide variety of engagement formats targeting all employees globally. They were complemented by local initiatives in the different regions that were led by Compliance Officers to contextualize Ethics in local settings. By offering one focus topic per week and engaging employees in diverse activities, we aimed to enhance the understanding of and confidence in ethical decision-making and practices at Siemens.

→ We introduced the Ethics Foundation training to provide our employees with a solid grounding in our Ethical Principles and express Siemens' expectations of ethical decision-making at Siemens. This training was designed to build a strong ethical foundation by enhancing knowledge and understanding of ethical standards, equipping employees to handle ethical challenges with both confidence and integrity in their daily work.

Compliance training

To ensure that compliance and integrity are embedded throughout the organization, Siemens employees and the Compliance organization receive targeted, group-oriented, risk-based training on compliance topics.

Our employees learn through mandatory web-based trainings and non-mandatory learning products about compliance topics and on the content of our BCGs. We train all our active employees (full-time and part-time) worldwide and also recommend the offering also to external and temporary (third-party) employees.[2] Employers of external employees and/or the external employees are contractually obligated to comply with the Supplier Code of Conduct and must ensure compliance by external employees as part of the onboarding process.

We strive to train every employee worldwide on the BCGs in a recurring three-year cycle, according to the Ethics DEGREE ambition. The new three-year cycle started in fiscal 2023. In July 2023, the rollout of an update to our BCG web-based training began, which now includes our Ethical Principles.

In our Integrity Dialogs, managers discuss and raise awareness of current compliance topics with their teams.

Non-mandatory learning products in diverse formats are also presented in the form of learning paths in our global learning platform My Learning World.

The BCG training was rolled out to 118,000 employees worldwide, and 102,000 of them (approximately 86%) had successfully completed the training in fiscal 2024.

102,000

employees were trained on the content of our BCGs in fiscal 2024

Siemens employees around the world also completed about 418,000 training programs for specific target groups in fiscal 2024.[3]

"Ethical corporate governance and compliance are non negotiable. Our approach goes beyond strict compliance with laws and regulations by placing integrity at the center of our corporate culture and business processes."

CEO Roland Busch

Compliance indicators and whistle-blowers

Our people use our reporting channels regularly. A total of 417 compliance cases that required an inquiry or investigation were reported in fiscal 2024. The total number of disciplinary measures imposed for compliance violations was 200 in fiscal 2024.

The number of disciplinary measures in a fiscal year does not necessarily reflect the number of compliance cases reported in the same period. This is because disciplinary action may not be taken in the same year as the case was reported or when the investigation was completed. Furthermore, one compliance case may result in multiple disciplinary actions or none at all.

2 The hiring manager is responsible to assess and assign necessary trainings to third party workers according to their role and tasks.

3 This figure includes Siemens Healthineers employees.

Compliance indicators[1]

	Fiscal year 2024	2023
Compliance cases reported	**417**	416
Disciplinary sanctions	**200**	166
therein warnings	**108**	87
therein dismissals	**80**	43
therein other[2]	**12**	36

1 Continuing and discontinued operations.
2 Includes loss of variable and voluntary compensation components, transfer, and suspension.

We believe that the evidence demonstrates that our compliance system is well-designed and effectively implemented. Due to the nature of our business operations, the environments where we work, and our company's geographic distribution, we do not regard the number of incidents as unusual.

More information on significant ongoing and future charges of corruption, antitrust violations, and other violations of the law can be found in SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 8.3.4 COMPLIANCE RISKS, AND NOTES TO CONSOLIDATED FINANCIAL STATEMENTS, NOTE 22 LEGAL PROCEEDINGS

Stakeholder involvement in our compliance approach

Compliance-related questions are included in the annual Siemens Global Engagement Survey in order to evaluate the effectiveness of the compliance system within the company. We also use the survey to acquire a better understanding of the degree to which ethical conduct is embedded in our corporate culture. The results of last year's survey show continuous high approval rates relative to the perception and awareness of integrity, ethics, and responsible business conduct throughout the organization with increasing overall response rates from 64% in fiscal 2023 to 68% in fiscal 2024.

Collective Action and the Siemens Integrity Initiative

We believe that in order for substantial progress to be made in combating corruption and fostering fair competition, large numbers of stakeholders must act collectively.

The Siemens global Integrity Initiative earmarks more than US$100 million to support organizations and projects that combat corruption and fraud through Collective Action, education, and training.

The Siemens Integrity Initiative focuses on supporting projects that have a clear impact on the business environment, can demonstrate objective and measurable results, and have the potential to be scaled up and replicated.

The Siemens Integrity Initiative constitutes one element of a 2009 settlement between Siemens and the World Bank and another 2013 settlement between Siemens and the European Investment Bank (EIB). As of May 2, 2024, the full amount of both settlements has been committed to 85 projects in over 50 countries across all Funding Rounds, and Siemens has disbursed all funds to Project Partners in accordance with the Funding Agreements, Budgets, and Workplans outlined in the Settlement agreements. Detailed information on this subject is provided in the Siemens Integrity Initiative's annual reports.

The Siemens Integrity Initiative is working on a continued visionary concept that focuses on sustaining the progress of our Collective Action, education, and training in the fight against corruption and fraud.

WWW.SIEMENS.COM/INTEGRITY-INITIATIVE

US$120 million in support for 85 projects in over 50 countries

Responsible Artificial Intelligence (AI)

AI-driven technologies offer significant opportunities for innovation, creativity, and scaling sustainability impacts. Siemens AI technologies aim to improve energy efficiency in data centers, reduce downtime through predictive maintenance, and accelerate innovation with generative design solutions to reduce CO_2 emissions. AI technologies may also come with risks. Responsible AI at Siemens means striving to address these risks at an early stage, counteracting undesirable effects, and carefully balancing them against potential opportunities. As a global player within a broad network of customers and partners, we recognize that our business has impacts on the markets and societies where we operate. Siemens is therefore committed to setting an example in all its operations and in collaborations with its stakeholders.

Our responsibility towards our employees, customers, partners, society, and the environment relates to the development and use of digital products based on AI. By combining the real and the digital worlds, our business is focused on enabling customers and other stakeholders to achieve positive sustainability impacts. The development and implementation of AI has the potential to take our ability to address sustainability challenges to a new level. Therefore, we prioritize the development and use of a focused responsible AI approach as we embrace new technologies and foster positive advancements as we navigate the complexities of the industrial world for a sustainable future.

Responsible AI as management priority

Siemens has long been involved in AI and recognizes the growing importance of Generative AI across various industries. We have been integrating AI into our company strategy since the 1970s. Our Central Research department began exploring AI over 50 years ago. Today, Siemens employs about 1,500 AI experts worldwide and its IP-portfolio comprises 3,300 active AI patent families. In response, the Siemens Managing Board has initiated a thorough evaluation of existing processes to determine their suitability for establishing a Generative AI governance.

To institutionalize this effort, Siemens has established a cross-functional Generative AI Governance task force consisting of experts from Siemens Technology, Information Technology, Cybersecurity, and the Legal & Compliance departments. This task force oversees the evaluation, development, and implementation of strategies and guidelines for effective Generative AI governance within Siemens. By involving experts from a number of different departments, Siemens aims to ensure a comprehensive and institutionalized approach to Generative AI governance.

"The future of industry is being written in algorithms and data. With AI, we're not just keeping pace — we're setting the pace for what's next. As we embrace this transformative technology, we are also deeply committed to responsible AI practices."

Peter Körte

Siemens' approach to responsible AI

As we combine the real with the digital world, it is important to address ethical challenges head-on. Therefore, we set ethical standards and responsible business conduct in the digital world by integrating responsible AI into our business processes and portfolio. In this year's focus on Generative AI, Siemens is pursuing a holistic approach by identifying the opportunities and risks in all phases of our business activities, while working on aligning Siemens Generative AI with our Responsible AI Principles. These Principles also address legal requirements, like the EU AI Act, international standards and best practices, and the Siemens Business Conduct Guidelines and Ethical Principles. Our Responsible AI Principles are:

- → **Shape sustainable development:** Increase our positive economic, societal, and environmental impact and thus contribute to achieving the Sustainable Development Goals.
- → **Promote comprehensive data governance and privacy:** Protect the rights of Siemens' partners and individuals by fostering the proper handling, (quality) control, and accountability of their data.
- → **Promote accountability and liability:** Make policies and processes clear and accessible in order to guide stakeholders to take responsibility.
- → **Endorse transparency and explainable AI:** Create awareness, trust, and acceptance by explaining the rationale of AI solutions.
- → **Safeguard human oversight:** The design of AI systems should always convey the objectives clearly defined by humans, and AI designs should incorporate mechanisms that enable effective human control and decision-making.
- → **Safeguard system security and safety:** Apply honest, credible, holistic rules and concepts as standards for security and safety.
- → **Foster accuracy and robustness:** Design and develop AI systems in such way that they achieve an appropriate level of accuracy, reliability, and robustness.
- → **Foster inclusiveness and shared benefit:** Ensure diversity, fairness, and inclusion by co-creating value for stakeholders in a multidisciplinary approach.
- → **Foster ethical use:** Promote the ethical use of AI technologies by developing and deploying AI in a manner that aligns with the Siemens Business Conduct Guidelines and Siemens Ethical Principles.

With the intent of minimizing risks and amplifying the benefits of AI, the Responsible AI Principles are accompanied by Siemens cybersecurity approach to AI. ↗ CYBERSECURITY AND DATA PRIVACY

Guardrails for our workforce and provision of central Generative AI platform solutions

To implement the Responsible AI Principles in our workforce, we established the Siemens Generative AI Guardrails. These Guardrails break down the Responsible AI Principles into actionable guidelines for the compliant, responsible, and secure use of Generative AI by our Siemens workforce, and they accompany our Siemens Business Conduct Guidelines and Ethical Principles as applied to using Generative AI.

Recognizing the importance of equipping our workforce with the necessary knowledge and skills, we also offer tailored trainings focused on (Generative) AI. By providing comprehensive training, we empower our employees to make informed decisions and uphold our Responsible AI Principles, which fosters a culture of responsible AI adoption.

To facilitate compliance with Responsible AI Principles, we have provided our workforce and developer teams with access to central internal Generative AI platform solutions controlled by Siemens. By centralizing parts of our AI infrastructure, we ensure consistency, reliability, safety, and security in the use of Generative AI across our organization.

Responsible AI in our Generative AI Product Portfolio: Siemens Industrial Copilots

AI and Generative AI are gaining momentum across industries. With our constantly evolving implementation of Generative AI-powered Industrial Copilots across the entire value chain, we aim to harness this potential to enhance collaboration between humans and machines and accelerate development and innovation processes. Our commitment to our Responsible AI Principles is a core aspect of this endeavor.

To uphold the applicable Responsible AI Principles, we have identified specific guidelines and requirements that are relevant to our product and solution portfolio. These principles have been incorporated into the Siemens Responsible Generative AI Requirements, which serves as a product- and solution-focused process-agnostic framework for our Generative AI journey.

Siemens Responsible Generative AI Requirements

We are currently evaluating our Industrial Copilots in order to align them with the Siemens Responsible Generative AI Requirements. This is part of our ongoing effort to holistically integrate our Responsible AI Principles and controls into our product and solutions development, procurement, and risk management processes.

Internal audit on trustworthy AI

Recognizing the importance of responsible AI practices, Siemens not only developed its Generative AI governance activities in 2024; the company also mandated and conducted an audit on Trustworthy AI. The audit focused on (i) assessing the trustworthiness of Siemens' AI use cases and (ii) evaluating the governance for AI at Siemens. It covered customer-facing Generative AI solutions and the use of AI in select human resources applications and processes.

3.2

Cybersecurity and data privacy

- **Leading role in cybersecurity**
- **Global expertise and governance structures**

We believe that data protection is an integral part of responsible business conduct. Cybersecurity and data privacy are key success factors for Siemens and for digitalization in general. While data privacy practices cover personal data from a legal perspective, cybersecurity focuses on protecting products, solutions, and services as well as information technology (IT) and operational technology (OT). Our primary objective is to maintain strong data protection and a high level of cybersecurity for the company and all our stakeholders.

Cybersecurity

Management approach

Cybersecurity is rapidly growing in importance

Digital systems have become indispensable in many sectors of the economy: for instance, in hospitals, factories, smart buildings, e-mobility, connected mobility, and power grids. Wherever sensitive data are stored, potential security threats are never far away. As a result, cybersecurity is one of today's most relevant issues, not just for companies but for society as a whole. Its relevance is expected to increase, with cybersecurity becoming crucial for helping businesses safeguard critical infrastructures, protect sensitive information, and ensure business continuity.

As one of Siemens' strategic goals, the digital transformation will only succeed if Siemens can be certain that connected systems and the data contained within them will remain secure. Emerging and disruptive technologies like AI are crucial for innovation at Siemens as they drive advances and new solutions. However, these technologies can also be exploited by cyber attackers for malicious purposes. At Siemens, AI is not only a tool for innovation, it is also a key component in enhancing cybersecurity measures to protect against such threats. Therefore, cybersecurity is one of Siemens' key strategic priorities.

Siemens takes a holistic approach to addressing cybersecurity for the best interest of our customers. This is essential to the comprehensive protection of both industry and society from internal and external cyber attacks.

Many Siemens' products, solutions, and services contain a significant amount of software and IT-related components and are often used in the context of critical infrastructures – which means that they can be more exposed to cyberthreats. Regulatory- and customer-specific security requirements are increasing, and Siemens needs to address them.

Our cybersecurity governance and policies

The Cybersecurity Board (CSB), chaired by the Global Chief Cybersecurity Officer, is responsible for the implementation and coordination of cybersecurity throughout Siemens. The member of the Siemens Managing Board responsible for cybersecurity is part of the CSB, as are the Chief Cybersecurity Officers of each of Siemens' businesses.

Given the importance of cybersecurity for the senior management, the Global Chief Cybersecurity Officer reports directly to the responsible member of the Managing Board – quarterly to the entire Managing Board and annually to the Supervisory Board.

The CSB provides a collaborative platform for advancing strategic initiatives that address security issues and establish cybersecurity requirements and recommendations throughout Siemens and its business units. In addition, a collaboration agreement enables the Head of Cybersecurity at Siemens Healthineers to participate in the CSB.

Having recognized early on that cybersecurity is an integral part of the digital revolution, Siemens has built a cybersecurity organization both at the corporate level and in the businesses and countries. All rules and regulations governing information security and product security are documented and detailed in the Cybersecurity Policy Framework. The framework outlines the roles and responsibilities and the rules and practices that offer a guide for how Siemens and its business units will protect information and business processes.

The Information Security Policies define the mandatory requirements and rules for information security. The policies serve as the framework for establishing and managing information security at Siemens. The requirements are based on the domains defined in Annex A of the international standard ISO/IEC 27001. Siemens' cybersecurity governance has been ISO 27001certified according to the new standard ISO 27001:2022 since November 2023.

Our commitment to cybersecurity is further reinforced by Siemens' participation in founding the "Charter of Trust"[1] initiative to protect data and promote cybersecurity in a trustworthy digital world.

In the fast-changing field of AI, our Cybersecurity team, as part of the taskforce of AI experts, has developed a robust and holistic approach for governing and utilizing Generative AI in a compliant, responsible, and secure manner. Our approach strives to ensure the security posture of our systems and to protect us from potential risks and threats. ↗ RESPONSIBLE ARTIFICIAL INTELLIGENCE

Targets

Our DEGREE sustainability framework addresses the topic of cybersecurity under "E" for Ethics. We are proactively working toward safeguarding and promoting cybersecurity at Siemens. To achieve this, Siemens started its Zero Trust initiative to verify and authorize access to applications, sites, and products. Zero Trust is an IT architecture concept and holistic cybersecurity approach that uses real-time signals. We have a single guiding principle: Never trust, always verify. In addition, Siemens employees need to complete a web-based training on cybersecurity on an annual basis.

Actions and results

The Corporate Cybersecurity department and the Cybersecurity departments in our businesses manage the following issues and activities:

- → Developing and implementing proactive cybersecurity strategies adapted to their business
- → Proactive and reactive measures for product and solution security and for safeguarding information technology and operational technology
- → Risk management framework as a part of the Enterprise Risk Management system with clearly defined roles
- → Monitoring and reporting on the status and progress of cybersecurity measures and checks
- → Cybersecurity-readiness and second-line-of-defense[2]
- → Developing global mandatory and voluntary cybersecurity awareness measures and trainings in order to continuously improve our cybersecurity posture

Cybersecurity Supplier Risk Management is an integral part of the Information Risk Management and Supply Chain Management. We have established an end-to-end process starting with supplier selection, supplier assessment and qualification, contracting, and risk management and treatment over the entire lifetime of the supplier relationship. The collaboration among stakeholders is organized in a global workstream structure. We share our experiences in the Charter of Trust initiative and utilize the concepts of the Charter of Trust to improve and scale our activities.

Siemens is one of the industry leaders in cybersecurity. Our cybersecurity performance is highly regarded, as evidenced by our sustainability ratings and rankings. For instance, the Dow Jones Sustainability Index (DJSI) has ranked Siemens as a leading company in cybersecurity relative to our peers.

1 https://www.charteroftrust.com/

2 https://www.siemens.com/global/en/company/digital-transformation/cybersecurity/governance.html

Siemens products, solutions, and services

Siemens is implementing a company-wide Product and Solution Security (PSS) initiative. The objectives are to formulate PSS recommendations and binding requirements and to apply and continuously improve them in all businesses.

The PSS initiative is managed via the PSS Maturity model, a proprietary, standards-based model. It shows the extent to which the established business and design processes are being expanded and constantly improved in terms of their security activities and requirements. This includes established areas of cybersecurity as well as emerging ones like (Generative) AI. Evaluations are performed annually at the organizational level, the results are discussed with each unit's management team, and corresponding improvement programs are initiated.

To further strengthen Siemens' cybersecurity business, our businesses offer selected high-maturity security services to external customers in collaboration with the corporate Cybersecurity department.

Continuing education and young talent development

In fiscal 2024, 95% of our employees successfully completed the annual mandatory cybersecurity awareness training.[3] In addition, they had the opportunity to participate in numerous voluntary Cybersecurity Awareness Initiatives, including Cyber Police, Ninjio, and the Cybersecurity GenAI Awareness Series.

We offer the Driver's License training to a specific target group of approximately 8,000 employees who are trained to apply all of Siemens' IT/OT security guidelines.

All our people have access to continuously updated training courses and learning opportunities on several cybersecurity-related topics. Our trainings are accessible on the Siemens global learning platform.

Due to the growing demand for cybersecurity experts, we launched the CyberMinds Academy in 2022. This is an international one-year program that combines learning modules with professional experience designed to develop young talents into cybersecurity specialists. In fiscal 2023, 12 trainees participated in the CyberMinds Academy and eight were hired at the end of the program. This year we have 14 participants attending the Academy.

Cybersecurity insurance and risk analysis

To protect the company and reduce the potential financial impact of cyber incidents, we have explored risk transfer options in detail. Following an international call for insurance bids, in fiscal 2021 the insurable cyber risks were transferred to a group of insurers. The coverage emphasizes losses caused by incidents like breaches of information security and data privacy within Siemens or by third parties. The scope and limits of the risk transfer to the insurance market are reviewed annually.

Siemens' Cybersecurity department has acted to mitigate risks even more. For instance:

- → As industrial environments become increasingly digitalized, the share of software in use is growing significantly as is the number of associated vulnerabilities. To mitigate these risks, Siemens is automating the collection and distribution of information about vulnerabilities with the goal of offering end-to-end security for our customers. These efforts include our collaboration with the Common Security Advisory Framework (CSAF) 2.0 from the OASIS Consortium.
- → Since 2022, Siemens has been working intensively to encrypt the most important data of the post-quantum era. As part of this effort, the previous crypto algorithms had been completely replaced with new methods. Because it is our expectation that crypto algorithms will need to be updated much more frequently in the future, the project also addresses the encryption lifecycle in the form of an expiration date for the classification of documents.

3 Siemens without SHS.

→ Our Zero Trust initiative has been extended to fiscal 2030. The objective is to check every internal and external connection between IT/OT devices and products in real time and only permit trustworthy communications.

Proactive approach to handling threats and vulnerabilities, reactive approach to incidents

Siemens CERT[4] and Siemens ProductCERT are dedicated teams of experienced security experts who provide an immediate response to potential security threats and incidents affecting Siemens' products, solutions, services, or infrastructure.

Siemens CERT secures our internal infrastructure, continuously monitors cyberthreats, and evaluates their potential impact on the company. When security incidents occur, our experts analyze the causes and initiate countermeasures to minimize harmful impacts, and the appropriate stakeholder groups (and the authorities, if required) are informed. CERT also takes proactive steps to support a consistently high level of protection by addressing potential vulnerabilities before any damage occurs.

AI serves a crucial function in Siemens' cybersecurity endeavors. The Siemens AI-based implementation dynamically identifies security threats by detecting anomalies in our network and systems. This action taken to identify security breaches helps mitigate potential harm.

To keep pace with the increasing number of cybersecurity attacks, AI will boost the effectiveness of our cybersecurity procedures by, automating day-to-day tasks, for instance:

→ AI supports Security Analysts to make decisions faster and with more context
→ AI focuses Security Analysts' attention on the most crucial part of their job and manages the rest of the process
→ An AI platform has been introduced to enable all cybersecurity teams to develop AI and deploy it for their AI use cases
→ AI helps us better understand the data we own, including applicational logs

The ProductCERT team addresses security issues that affect Siemens products and solutions. It is the central point of contact for reports of security gaps in Siemens products. As a key partner of the Siemens business units, the ProductCERT team supports the entire process – from identification to resolution of vulnerabilities – and provides crucial information to customers. Updated Siemens Security Advisories are published on a monthly basis to ensure our level of transparency. With the CSAF format, we are among the leading industrial manufacturers of the automated distribution of vulnerability information.

In addition, our Vilocify Vulnerability Services[5] continually search for information about vulnerabilities in software and hardware components used in Siemens' products and infrastructures. AI approaches are currently piloted to optimize operational processes, for instance, component name mapping. In a final step, product security has to be guaranteed by means of verification tests. To this end, we have developed the Siemens Extensible Security Testing Application (SiESTA[6]), which enables the dedicated identification of vulnerabilities in infrastructures, products, and solutions.

Data privacy

Management approach

Protection of personal data in the era of digitalization

Siemens believes that protecting the personal data of our stakeholders is our ethical responsibility. As digitalization and new technologies like AI advance, data protection becomes increasingly important for our stakeholders and for Siemens' success. That is why processing personal data in compliance with applicable data protection laws, including the General Data Protection Regulation (GDPR), is of utmost importance to Siemens.

4 Computer Emergency Response Team.

5 https://www.siemens.com/global/en/products/services/cybersecurity.html
6 https://new.siemens.com/global/en/products/services/cybersecurity/siesta.html

Our data privacy governance and policies

Siemens has established a global Data Privacy organization that follows Siemens' business structure, with data privacy responsibility residing with each business unit and country. Overall responsibility lies with the Chief Data Privacy Officer who reports directly to the CEO of Siemens AG on an annual and ad hoc basis. The Chief Data Privacy Officer also issues the internal Siemens Data Privacy Policies. Our Corporate data privacy team manages and oversees regulations, policies, and standards for data privacy in conjunction with Data Privacy Managers in the business units and countries.

Our internal Compliance Policy requires every Siemens employee to collect and process personal data confidentially and to use them only for legitimate and predetermined purposes and in a transparent manner. This requirement is also reflected in our Business Conduct Guidelines (BCGs), which contain a section on data privacy that requires all of our people to comply with the data protection requirements of the laws and regulations within the legal systems where they are operating – as well as with Siemens' policies. In addition, the Siemens Compliance Handbook contains requirements for processing personal data, for documentation, and for reporting incidents.

Transfers of personal data within the Group are covered by binding internal data protection regulations: the Siemens Binding Corporate Rules on Data Protection (BCR). With the BCR, Siemens Group companies around the world have an obligation to process personal data from data subjects in the European Union in accordance with European data protection standards, even when the recipient of the personal data is located outside the European Economic Area (EEA).

Targets

Our DEGREE sustainability framework prioritizes the careful handling of data under "E" for Ethics. Our overarching goal is a zero-tolerance approach to breaches of applicable laws and our own internal guidelines. We are proactively working toward achieving this goal by implementing our data privacy management system.

Actions and results

Siemens' data privacy management system

To put our data privacy measures into action throughout the Group, Siemens has made them an integral part of our compliance system. Our data privacy management system was established to ensure that all our business activities comply with data privacy requirements and the applicable laws. The system specifies policies, procedures, and controls required by the GDPR, including data subject rights, a privacy incident process, mandatory trainings, audits, and keeping a record of processing activities.

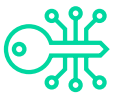
Transparency and rights of data subjects

Our websites, digital products, and solutions include data privacy policy statements that inform users about processing steps and data subject rights. When we process personal data on behalf of customers, we do so under contractual regulations that govern how the data is handled, including the transfer of customer data to third parties.

We want our people to be committed to data protection and regular training.

Siemens provides regular training to its employees on handling personal data that is tailored to specific functions and target groups. For instance, we developed a web-based data protection training program. This program includes an "Essentials" level that is mandatory for all of our people involved in processing personal data as part of their job. In addition, we created specialized "Nuggets" that cater to specific fields and target groups.

To further enhance awareness of data privacy, we put the topics "data privacy and AI" at the center of our global communications on International Data Privacy Day in January 2024.



Data privacy management system to ensure compliance with data protection requirements in all business processes

Data protection in our products and solutions (privacy by design)

Siemens is committed to ensuring compliance with applicable data protection regulations for our products and solutions. We prioritize the principles of privacy by design, which encompass legal compliance, transparency, informational self-determination, data minimization, and robust data security throughout the development of our products and services. Privacy by design is seamlessly integrated into our product development processes.

In fiscal 2024, we continued to improve our privacy by design efforts by making the privacy by design toolkit a mandatory milestone in the global Siemens Product Lifecycle Management (PLM) process. The privacy by design toolkit facilitates the integration of data privacy right from the initial stage of product development. To strengthen our focus on privacy by design, we introduced an AI developer questionnaire. This questionnaire helps assess the specific risks to data privacy that may arise from the use of AI.

Data protection at our suppliers and partners

Data protection requirements are consistently observed and implemented within the Group and by our external suppliers and partners. Suppliers and partners undergo a preliminary data protection audit and are required by contract to adhere to data protection standards. Due to the increased use of AI in IT solutions, Siemens amended the preliminary data protection assessment of suppliers and partners by adding an AI questionnaire.

Documentation

Siemens documents the purpose, risk, and security standards applied to all the Group's processing activities in a central database: the Register of Processing Activities. This register allows us to evaluate whether data protection law permits a given processing activity and to document compliance with the applicable laws. In addition to the mandatory Register of Processing Activities, Siemens implemented a contract management module for internal Data Processing Agreements with other Siemens affiliates. This module enables us to assess and manage data protection requirements at the country level to ensure that local regulations are considered in every application rollout.

Controls

At Siemens, we prioritize adherence to data protection requirements and continuously strive to maintain the highest standards of privacy. Therefore, Siemens implements regular controls across all data protection measures. We conduct risk-based data protection audits encompassing our processing activities, products, and services. In line with our commitment to regularly evaluate our approach, a data privacy audit with a focus on human resource data and tools was included as part of our Global Audit Plan in 2024.

Treatment of data protection violations

Siemens understands the significance of promptly and effectively addressing any potential data protection violation in order to immediately stop and remedy the breach. For this purpose, Siemens developed a comprehensive global Data Privacy Incident Process that utilizes centralized reporting channels. This process aims to promptly notify all relevant internal and external stakeholders, including the affected individuals and regulatory authorities.

3.3

Human rights

- **Commitment to respect human rights in accordance with international standards and applicable law**
- **Continuous assessment of actual and potential adverse impacts on people and environment throughout our value chain**
- **Regular dialogs with human rights-focused external business coalitions**

Management approach

We are unreservedly committed to respecting and safeguarding human rights in every stage of our value chain. We understand this to be a key element of acting with integrity as well as responsible business conduct.

Siemens takes a holistic approach to respecting human rights along the entire value chain and strives to ensure compliance with related laws and regulations through a robust risk management framework. We work to continuously assess actual and potential adverse impacts on people and the environment and integrate our findings in our company's policies, procedures, and due diligence practices. Therefore, and in light of increasing human rights regulation, our commitment to respecting human rights is an integral part of our management systems and is embedded throughout company functions and business operations globally.

Management and responsibilities

The Siemens Managing Board and the Siemens Sustainability Board (SSB) monitor Siemens' actions in relation to human rights and our commitment to implementing the United Nations Guiding Principles on Business and Human Rights. These bodies review our progress and our challenges and identify opportunities for improvement.

The Managing Board of Siemens AG has appointed the Chief Compliance Officer as the Siemens Human Rights Officer. The Human Rights Officer reports to the Supervisory Board and Managing Board on a regular and ad hoc basis on issues concerning human rights, including the German Supply Chain Due Diligence Act (LkSG) for which Legal and Compliance is the overarching coordination body. In this role, the Siemens Human Rights Officer assumes responsibility for supporting and ensuring the implementation of Siemens' responsibility to respect human rights and compliance with related regulation such as the LkSG.

Siemens has introduced an overarching governance structure for the management of Human Rights. Governance ownership for designing and implementing adequate human rights-related internal regulations and related due diligence processes resides at the level of key functions, including Legal and Compliance, Sustainability, Supply Chain Management, People and Organization, Environmental Protection, Health Management, and Safety, Security, and Siemens Real Estate. The Legal and Compliance organization is the overarching coordination body and monitors the corporate risk management on human rights for Siemens' own operations as well as for direct and indirect suppliers. POLICY STATEMENT

Commitment to human rights and international standards

The principle of respect for human rights is firmly grounded in the United Nations 2030 Agenda for Sustainable Development. Siemens believes that the 17 Sustainable Development Goals (SDGs) can only be fully achieved if potentially negative impacts within value chains are examined in detail and effective action is taken to counter them. In these efforts, we are guided by international standards that help companies define their approaches to human rights and continuously optimize them. These standards include the United Nations Guiding Principles on Business and Human Rights and the OECD (Organization for Economic Cooperation and Development) Guidelines for Multinational Enterprises. They highlight the importance of due diligence systems that proactively and comprehensively identify, assess, and mitigate potential adverse human rights impacts by applying a rights holder perspective.

The Business Conduct Guidelines

Our commitment to responsible business conduct and the respect of human rights, including compliance with applicable laws, is anchored in our Siemens Business Conduct Guidelines (BCGs) ↗ COMPLIANCE AND ETHICS. They set out the fundamental principles and rules that apply to our actions relating to human rights in our company and with our customers, external partners, and the public. The BCGs are binding for all our people worldwide. In addition, the Siemens Code of Conduct for Suppliers and Third-Party Intermediaries (Supplier Code of Conduct), focused on rules of conduct relating to human rights, applies to the company's suppliers, third-party intermediaries, and business partners. It was updated at the beginning of fiscal 2024 and complies with national and international legislation and reflects stakeholder requirements.

Beyond that, Siemens has embedded its commitment to workers' fundamental labor rights in the International Framework Agreement (IFA) signed with the central works council and unions in 2012. This Agreement includes the right to collective bargaining and freedom of association, among others.

Targets

Siemens follows a zero-tolerance policy toward the violation and misconduct of human rights. Our DEGREE sustainability framework consists of a number of fields of actions that address the multifaceted issue of human rights in the areas of G (Governance), E (Ethics), E (Employability), and E (Equity) across the entire Siemens value chain.[1]

Continuous improvement measures

We view fulfilling our responsibility to human rights as a continuous improvement journey. In fiscal 2024, Siemens continued to modify its policies, processes, and methods to align with regulatory requirements like the LkSG and also ensures fulfilment of the reporting requirements under the LkSG, including disclosure of identified risks. Furthermore, we have established a cross-functional Committee with the aim to ensure governance oversight, facilitate alignment, collaboration, consistent implementation, and execution of regulatory requirements (for instance, LkSG/SCDDA) and to align on the need to perform an ad-hoc risk analyses. The Committee consists of central functions, for instance Supply Chain Management, People and Organization, Environmental Protection, Health Management and Safety, Siemens Real Estate, and Legal and Compliance. Chaired by Legal and Compliance, it provides a regular status update to the Human Rights Officer and the Heads of the Relevant Units.

In consideration of future regulatory developments and increased stakeholder expectations, we strive to continuously improve the company's risk management programs and procedures across our value chain.

We aim to systematically identify and assess the risk of human rights violations at an early stage and to mitigate them responsibly to the extent that they can be influenced by the company.

Actions and results

Human rights in our own workforce

In fiscal 2024, we continued to develop and strengthen our processes in order to firmly anchor our commitment to human rights-related core working conditions in the company. This is based on the comprehensive, global due diligence processes introduced in fiscal 2023, which – among other measures and actions – includes local and global risk assessments. In the area of human rights in our own workforce, we focus on the following topics:

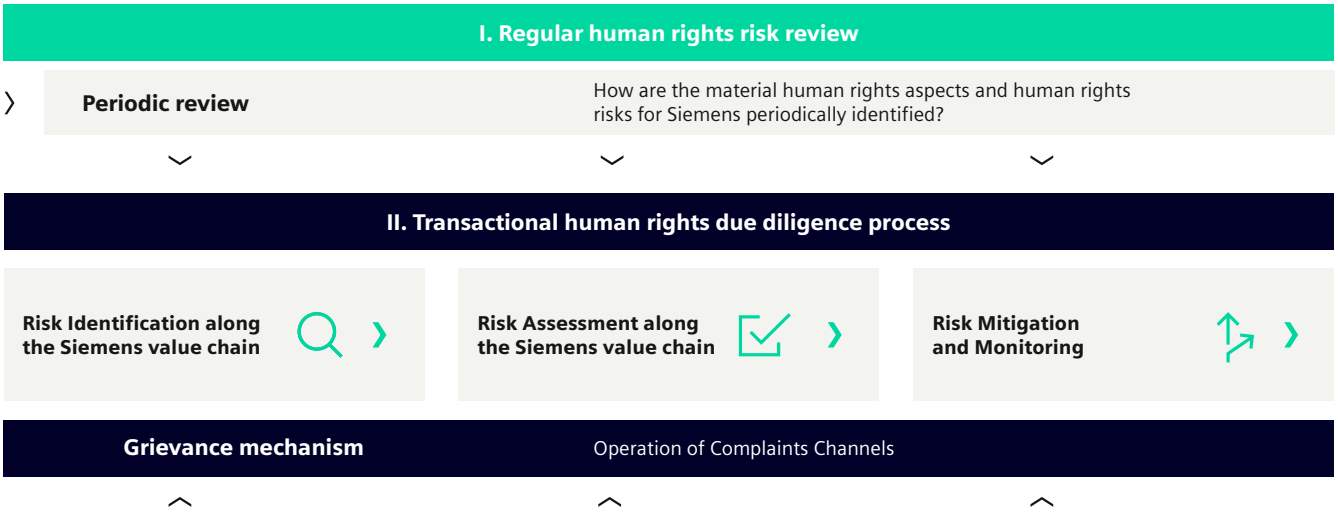
→ Prohibition of Child Labor
→ Prohibition of Forced Labor and all Forms of Slavery
→ Non-Discrimination or Intimidation
→ Freedom of Association and Collective Bargaining
→ Fair Employment, including Remuneration and Working Hours

Siemens does not tolerate any kind of intimidation, sexual harassment, or any other form of personal attack on individuals or groups. In addition, the principles of equal opportunity and equal treatment apply without restriction. We foster diversity, equal opportunity, and inclusion in the interest of creating an open and welcoming work environment.

↗ DIVERSITY, EQUITY, AND INCLUSION

1 Siemens without SHS.

Siemens' human rights framework (including requirements of the LkSG)



Furthermore, we encourage our people to provide regular feedback on human rights-related topics by including respective questions in our Siemens Global Engagement Survey (SGES). Topics observed and followed-up include Non-Discrimination ("At work I can be myself.") and Fair Employment ("My workload is appropriate," "My work schedule allows enough flexibility to meet my personal needs.") as well as manager awareness.

Human rights in the supply chain

Siemens' suppliers commit to upholding the Supplier Code of Conduct, which affirms the fundamental human rights of our suppliers' employees.

The Code encompasses but is not limited to the following human rights topics:

→ Fair work conditions (pay, work hours, vacations)
→ Freedom of Association and Collective Bargaining
→ Responsibility for health and safety standards
→ Prohibition of discrimination
→ Prohibition of forced labor and child labor
→ Provision of anonymous grievance mechanisms

Siemens takes a risk-based approach to identifying potential risks in its supply chain. This includes Corporate Responsibility Self-Assessments (CRSAs) by suppliers and External Sustainability Audits (ESAs). When deviations from the Supplier Code of Conduct and violations of the human rights principles are identified, we work with suppliers to clarify how lasting corrective actions can be taken within a reasonable timeframe. ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES

In the case of severe violations, we reserve the right to terminate the supplier relationship. ↗ MATERIAL HUMAN RIGHTS RISK ISSUES IN OUR VALUE CHAIN

In addition, we published a new standard on "Contractor Occupational Health and Safety Management" that enhances our approach to contractor management across Siemens. ↗ OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Human rights in customer-related business

Siemens is committed to continually strengthening its existing systematic, preventive, and comprehensive human rights due diligence along its entire value chain. We conduct downstream due diligence in our customer-related business, where we assess environmental and social risks and mitigate them. Our approach exceeds the relevant legal requirements and fully aligns with international standards. We strongly believe that environmental and social issues are deeply interrelated and therefore apply a human right centered approach also with a view to environmental topics.

The early detection of environmental and social risks plays a key role in human rights due diligence.

In fiscal 2024, we have continued to identify areas to further strengthen human rights due diligence in our customer-related business. Company-wide guidelines require heightened human rights due diligence when Siemens-defined "Sustainability Areas of Concern" (environmental and social risks) are present. This applies to new business transactions as well as established key business partners. Based on internal and external data, the heightened due diligence scope takes business partner, sector, commodity, country, and location risks into full consideration and actively risk-assesses more than 70 environmental and social risk indicators. New business transactions with a high-risk profile undergo mandatory sustainability risk guidance by the Sustainability department. Where relevant, other central functions like Export Control, Legal and Compliance, Government Affairs, Security, and Communications are also involved. For particularly complex or sensitive risk topics, external human rights advice is taken into consideration. Key Accounts undergo a regular risk assessment, and depending on the individual risk profile, some Key Accounts are subject to a mandatory deep-dive risk assessment.

More than 100 Subject Matter Experts have been appointed to support the businesses and regions in the Sustainability risk due diligence process after having received targeted onboarding and capacity-building measures. Targeted web-based training has been prepared and will be made available as mandatory sales trainings in fiscal 2025.

The Siemens proprietary due diligence tool that is being used for downstream due diligence (ESG Radar) has also been further integrated into the company's risk management processes.

In fiscal 2024, we reached out to external stakeholders – including NGOs, academia, customers, suppliers, peers, and investors – to collect external perspectives on the relevance of material human rights topics. This validated the material topics for which a heightened due diligence is being applied in response to the defined "Sustainability Areas of Concern." Moving forward, we intend to deepen our overall stakeholder engagement process.

Material human rights risks that we have identified in our value chain are summarized in the table below.

Material human rights risk issues in our value chain

Human rights risk issues in own operations

- Fair employment conditions
- Freedom of association and collective bargaining
- Discrimination
- Forced labor
- Child labor
- Health and safety

Human rights risk issues in the supply chain

- Fair employment conditions
- Freedom of association and collective bargaining
- Discrimination
- Forced labor
- Child labor
- Health and safety

Human rights risk issues in downstream due diligence

- Business, sector, location specific environmental and social risks[1]
- Impacts on people, communities (incl. indigenous peoples)
- Business partner risks (incl. joint venture partners)
- Conflict regions
- Occupied territories
- Infrastructure related projects

1 Including in the areas of coal, oil, and gas and mining, for example.

Training and skill-building

Our continuous skill-building activities are geared toward specific target groups. Siemens provides interactive training formats for our people, suppliers, and global and regional salespeople and for specific functions like Sustainability, Compliance, and Environmental Protection, Health Management, and Safety. For our suppliers, we delivered a tailored training based on the updated content in the Supplier Code of Conduct.

In our customer-related business, expert dialogs and regular knowledge-sharing are conducted in the areas of environmental and social risks: for instance, on the topic of doing business in high-risk sectors.

For our own workforce, targeted global awareness measures with a special focus on discrimination have been rolled out.

Grievance mechanism and channels

Siemens offers protected channels for reporting violations of external and internal rules to all our people and external third parties. The reports generated by these channels are forwarded to our Legal and Compliance organization and followed up on by Legal and Compliance or respective Service and Governance Units. The same channels can also be used to report human rights violations to the company.

↗ COMPLIANCE AND ETHICS

Networks and coalitions

We maintain a regular dialog with our peers, and we aim to establish mutual trust and drive a more in-depth discussion on human rights. This kind of dialog focuses on discussing challenges and solutions, addressing areas of improvement regarding responsible business conduct practices, and identifying potential areas to join forces. We firmly believe that we can achieve faster, more impactful progress through Collective Action compared to acting alone.

Siemens is a member of the Global Business Initiative on Human Rights (GBI). This initiative is one of the leading international network initiatives in the field of human rights. Siemens is also represented in the UN Global Compact Network's European Business and Human Rights Peer Learning Group. In Germany, Siemens is involved in econsense[2] working groups in the areas of business and human rights and human rights in the supply chain.

In addition to regular dialogs with peers and think tanks, we engage with external human rights advisors to derive responsible risk mitigation pathways, training and capacity-building methods, and ways to strengthen due diligence practices. In addition, we engage with investors, shareholders, customers, journalists, rating agencies, and NGOs.

2 econsense is a forum for the sustainable development of German business.

3.4

Sustainable supply chain practices

- **Based on a holistic "Prevent – Detect – Respond" approach**
- **Evaluation of suppliers based on self-assessments and on-site audits**
- **Focus on human rights: climate protection and responsible sourcing of minerals**

Management approach

Siemens procures materials and services from all over the world. We work with approximately 67,500 suppliers in more than 140 countries. In fiscal 2024, Siemens purchased goods and services valued at just over 35€ billion, the equivalent of about half of our total revenue. Due to the varying conditions in these countries, ensuring strict compliance with our globally applicable sustainability requirements poses a significant challenge for our daily procurement practices.

Our purchasing activities have impacts on our suppliers, local communities, and the environment in our procurement markets. As such, we monitor and engage with our suppliers to drive and support their efforts to enhance their sustainability practices. Our supplier relationships give us the opportunity to make contributions to securing jobs and promoting adherence to both international work and environmental standards. Using our holistic sustainable supply chain management approach, we work to prevent situations where suppliers may be tempted to compromise the well-being of their workforce or violate environmental regulations.

Siemens purchased goods and services worth €35 billion from about 140 countries

Our governance and policies for strategic procurement

The core objectives of the strategic procurement processes are to sustain the company's success by making a consistently high contribution to our earnings from purchases of materials and services, to assert high quality standards along the entire supply chain, to identify and exploit opportunities to create value through procurement competence, and to ensure compliance and sustainability. Sustainability is our guiding principle, and it is deeply anchored in our procurement processes. Our understanding of sustainability in the supply chain is based on our company mission to be responsible, excellent, and innovative. As a Support Function in the Service and Governance units, Siemens Supply Chain Management has the process and regulation responsibilities for our procurement principles.

Our mandated purchasing units take general responsibility for implementing and complying with Siemens' procurement principles. Therefore, only mandated purchasing units are authorized to conclude contracts with suppliers.

We have developed policies that describe our standards for suppliers in terms of their social, environmental, and ethical performance. They lay the foundation for guiding supplier selection, evaluation, and ongoing engagement.

The Siemens Code of Conduct for Suppliers and Third-Party Intermediaries (Supplier Code of Conduct) is designed to cover our sustainability requirements. Among others, it is based on the principles outlined in the United Nations Global Compact (UNGC) and our Business Conduct Guidelines (BCGs), which set out the basic principles of sustainability for our suppliers.

Sustainable business practices are an integral part of our procurement principles at Siemens. For instance, they require the Supplier Code of Conduct to be incorporated into all new and extended procurement contracts. Procurement is responsible for ensuring that suppliers accept the Supplier Code of Conduct and do not depart from it.

Once a year, we evaluate the Supplier Code of Conduct's content and decide if an update is necessary. Taking new legal requirements into consideration, at the beginning of fiscal 2024 the latest update was published and requires suppliers to adhere to standards on:

- → Ensuring fundamental rights of employees, including restricting rules for private or public security forces and a protected grievance mechanism for employees
- → Ensuring a health and safety management
- → Ensuring environmental and climate protection, protection of natural resources, including reduction of emission of air pollutants and greenhouse gases, harmful soil impacts, water pollution and harmful noise emissions, and the prohibition of unlawful taking of land, forests, and waters
- → Preventing corruption and bribery
- → Preventing purchases of conflict minerals produced in specific countries that yield profits for armed groups
- → Preventing money-laundering and terrorist financing
- → Ensuring export control and customs
- → Ensuring data protection
- → Compelling suppliers to comply with the principles of our Supplier Code of Conduct and check compliance in the own supplier base

Targets

We expect all suppliers to commit to and follow our Supplier Code of Conduct. This is also reflected in our DEGREE sustainability framework as a part of the Governance field of action.[1]

The Decarbonization field of action commits us to reducing upstream emissions in our supply chain. As part of this effort, Siemens has set a target to reduce CO_2e emissions generated in our supply chain by 20% by 2030 compared to 2020. We also aim to achieve Net Zero emissions in our supply chain by 2050.[1]

G overnance

Progress on DEGREE ambition #4: ESG-secured supply chain based on supplier commitment to the Supplier Code of Conduct

We expect our suppliers to not only contribute to the economic success of our company but also to ensure strict compliance with our sustainability requirements, which are summarized in the Siemens Supplier Code of Conduct. The obligation of suppliers to observe our Code of Conduct is an essential foundation for fulfilling our governance ambitions bundled under "G" in our DEGREE sustainability framework.

We are proud to have integrated and continuously enhanced the Siemens Supplier Code of Conduct Due Diligence into our business practices since 2007.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

Suppliers committed

Siemens without SHS.

D ecarbonization

Progress on DEGREE ambition #2: Net Zero supply chain by 2050, 20% emissions reduction by 2030

In fiscal 2024, supply chain emissions decreased by 2% compared to the baseline year 2020, at 7,930 kt CO_2e, with the carbon reduction measures implemented by our suppliers reflected in this number. If the increase in purchasing volume of approximately 26% is included, CO_2e emissions were reduced even more in relation to purchasing volume. ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

FY 20: **8,098 kt CO_2e**

–20% by 2030
–100% by 2050

Siemens without SHS.

1 Siemens without SHS.

Actions and results

Sustainable procurement follows clear criteria

At Siemens, sustainable procurement is supported by a holistic Prevent – Detect – Respond approach with the aim of effectively mitigating risks.

Our objective is to raise supplier awareness of the importance of integrating our values and meeting sustainability requirements. Siemens also provides web-based trainings on sustainability and human rights in the supply chain for all our suppliers.

The supplier management process at Siemens incorporates strict criteria for supplier selection and qualification. When engaging with new suppliers, we categorize and if necessary proactively address potential sustainability risks based on these criteria. This may apply to suppliers exhibiting the following risk characteristics:

→ Location in high-risk countries
→ Products subject to the requirements for the responsible sourcing of minerals
→ Products and services with large carbon footprints

To identify these risk characteristics, we categorize our suppliers as follows:

→ Purchased material and service fields: We classify suppliers based on the specific types of materials and services they provide. This allows us to tailor our measures to individual suppliers: for instance, incorporating specific contract clauses, requesting proof of compliance, or flagging them for on-site audits.
→ Country risk levels: Suppliers are assigned to risk levels based on country-specific sustainability indicators in areas like legal compliance, corruption and bribery, human rights in the workplace, and child labor.

We centralize sustainability-related data about our suppliers on the SCM Sustainability Platform, which enables us to collect information from diverse internal and external sources. This includes data on carbon reduction initiatives, our sustainability self-assessments, on-site audit results, and risks associated with conflict minerals. All employees in Siemens' purchasing departments can access this integrated tool.

Information is evaluated in the platform using a point system and is presented graphically. This uniform assessment approach enables sustainability to serve as a consistent evaluation factor throughout Siemens. It supports and complements local purchasing decisions with supplier sustainability information on, for instance, the suppliers' audit results or its carbon footprint which is made transparent by our Carbon Reduction@Suppliers program.

Evaluation of suppliers based on self-assessments and on-site audits as a control mechanism

We check the implementation of our Supplier Code of Conduct requirements with different assessments – desk-top to on-site:

→ Corporate Responsibility Self-Assessments (CRSA)
→ External Sustainability Audits (ESA)
→ Responsible Minerals Sourcing (RMS)
→ Carbon Web Assessment (tool "supplier+s" used by external provider ctrl+s)

Corporate Responsibility Self-Assessments

CRSAs are an integral part of our supplier qualification process. They are subject to regular reviews and updates to align them with evolving standards and regulations. As part of this process, potential suppliers undergo a mandatory qualification procedure, while existing suppliers are re-assessed every three years.

The number of completed CRSAs increased by about 35% from 5,096 in fiscal 2023 to 6,878, in fiscal 2024. The number of agreed-on improvement measures also increased in fiscal 2024 to 8,406 compared to the 5,493 reported in fiscal 2023. As we updated the Code of Conduct at the beginning of fiscal 2024, we added several questions in the CRSA reflecting the increased Code of Conduct requirements. This was the main reason that led to the described increase of findings and corresponding measures.

Corporate Responsibility Self-Assessments (CRSA)[1]

	Fiscal year	
(Number)	**2024**	2023
Europe, C.I.S.,[2] Africa, Middle East	**1,574**	1,122
Americas	**982**	767
Asia, Australia	**4,322**	3,207
Total	**6,878**	5,096

Agreed upon improvement[3]	**2024**	2023
Legal Compliance/prohibition of corruption and bribery	**1,990**	1,698
Respect for the basic human rights of employees	**1,811**	1,194
Prohibition of child labor	**115**	168
Health and safety of employees	**1,293**	1,103
Environmental Protection	**2,657**	1,116
Supply Chain	**540**	214
Total	**8,406**	5,493

1 CRSAs completed mainly by suppliers from non-OECD countries with a purchasing volume of > €50,000 per year. Questionnaires that were initiated, completed, and concluded in the reporting period.
2 Commonwealth of Independent States.
3 Improvement measures agreed on with suppliers relate either to actual deviations from the Supplier Code of Conduct, structural improvements in management systems, or a lack of specific processes and guidelines implemented by the supplier.

External Sustainability Audits

From our perspective, ESAs are the most effective means of evaluating our suppliers' sustainability performance. These audits are conducted by our external audit service provider and serve as a control mechanism for suppliers identified as high-risk.

External Sustainability Audits (ESA)

	Fiscal year	
(Number)	**2024**	2023
Europe, C.I.S.,[1] Africa, Middle East	**103**	97
Americas	**59**	51
Asia, Australia	**268**	333
Total[3]	**430**	481

Agreed upon improvement[2]	**2024**	2023
Legal Compliance/prohibition of corruption and bribery	**917**	1,308
Respect for the basic human rights of employees	**2,989**	3,977
Prohibition of child labor	**63**	106
Health and safety of employees	**3,071**	3,511
Environmental Protection	**222**	285
Supply Chain	**226**	334
Total	**7,488**	9,521

1 Commonwealth of Independent States.
2 Improvement measures agreed on with suppliers are based on actual deviations from the Supplier Code of Conduct, structural improvements in management systems, or a lack of specific processes and guidelines implemented by the supplier.
3 Includes audits conducted by third parties at our suppliers sites based on the same standards, which are accepted by Siemens. Findings of these third-party audits are not reported in the figures.

The number of External Sustainability Audits decreased compared to fiscal 2024 by about 11% to 430 audits due to the increased national/international law requirements, e.g., German Supply Chain Due Diligence Act, upcoming EU-legislation, we are facing. This resulted in a tense situation on the global market regarding the availability of social auditor capacities.

Included are 25 audits verified by our audit service provider that were conducted on behalf of third parties at companies that also have supplier relationships with Siemens. These audit reports fully comply with Siemens' requirements and were provided to us with the approval of the audited companies.

We may also repeat audits or conduct follow-up audits through our external audit service provider. Our responsible purchasing departments at Siemens can also agree on a series of improvement measures with suppliers. In fiscal 2024, improvement measures were agreed on to address a variety of potential social impacts. These impacts include human rights and the health and safety of employees as well as environmental impacts like a lack of certification and failure to reduce CO_2e emissions.

During this process, we remain committed to our supplier partnerships, and we work to help them improve. However, if problems persist, or the supplier demonstrates a lack of willingness to take the necessary corrective actions, we remove them from our supplier list.

Suppliers can also be blocked in local systems around the world via our IT-based Global Master Data Management process for suppliers.

Sustainability topics with a specific need for action

Two focus topics play an important role in our sustainable supply chain practices, given their strong connection to other sustainability initiatives at Siemens. These include the responsible sourcing of minerals and reducing CO_2e emissions in our supply chain.

Responsible minerals sourcing

Siemens is working hard to prevent the use of minerals from areas of conflict and other high-risk areas in the supply chain that are covered by the risk definition set out in Annex 2 of the OECD's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. To support the responsible sourcing of minerals, we developed the Responsible Minerals Sourcing Policy, which is integrated into our purchasing process. This policy sets a uniform standard for supply chain management across the company. Our approach aligns with the risk-based requirements of the OECD's Due Diligence Guidance.

To determine the use, sources, and origins of these minerals in our supply chains, we investigate the smelting plants involved. Siemens is a member of the Responsible Minerals Initiative (RMI), an organization of more than 500 member companies that provide auditing programs for smelting. We use the Conflict Minerals Reporting Template (CMRT) published by the RMI to survey our roughly 2,200 relevant suppliers and elicit the information we need about smelters in our supply chain that are associated with the production of tin, tantalum, tungsten, and gold (3TG). We share our findings on identified smelters with our RMI partners. The initiative then reviews the smelters' certification. In this process, Siemens supports the smelters as they move toward the final audit and certification stage. Individual results are communicated on the RMI website

WWW.RESPONSIBLEMINERALSINITIATIVE.ORG

Siemens extends its risk assessment system to evaluate minerals beyond the 3TG grouping using the risk definitions provided by the European Commission for "armed conflict," "areas witnessing weak or non-existent governance and security," and "[areas with] widespread and systematic violations of international law, including human rights abuses." Cobalt and mica are two minerals that have been included in Siemens' due diligence process. This inclusion follows the RMI's development of an auditing standard and reporting specifications – the Extended Minerals Reporting Template (EMRT), designed specifically for cobalt and mica – in addition to the existing specifications for 3TG minerals. Our special focus regarding the cobalt supplier selection is on battery suppliers. More information and the text of our Responsible Minerals Sourcing Policy can be found at

WWW.SIEMENS.COM/RESPONSIBLEMINERALS

Our Carbon Reduction@Suppliers program

In our Carbon Reduction@Suppliers program, we collaborate with an external partner to analyze the economic data and model the carbon footprint of each of our suppliers. To facilitate this process, we utilize a web-based tool called supplier+s that highlights the main sources of suppliers' CO_2e emissions and provides guidance on how to reduce them. Once suppliers have completed the learning phase, they provide us with their primary data through the tool.

supplier+s is based on the following methodology:

- → Suppliers are categorized into product or service categories and country of origin and are then assigned an industry average for CO_2e emissions based on the calculation model developed by our external partner.
- → We ask our suppliers to provide information via supplier+s about their implemented CO_2e reduction measures and their overall CO_2e management. Based on their responses, we calculate the resulting emissions reduction and the remaining carbon footprint of the supplier.

Detailed information on supplier+s is provided at

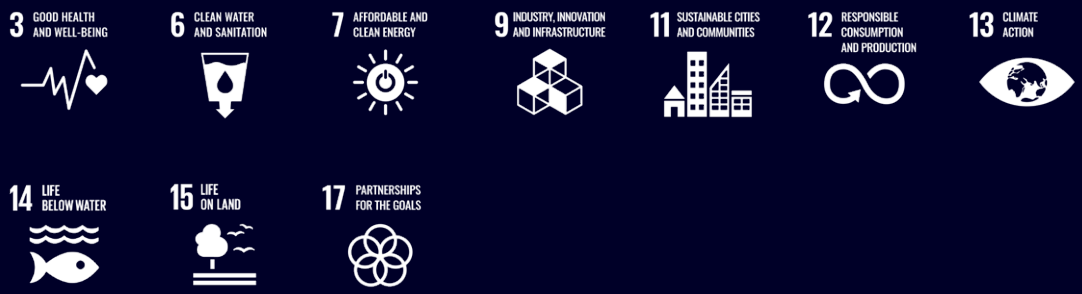
WWW.SIEMENS.COM/CARBON-SUPPLIERS

5,356 suppliers – who represent 50% of our Scope 3 upstream (tier 1) footprint – have provided us with primary data by participating part in our Carbon Reduction@Suppliers program. Based on the responses on the new "supplier+s" platform, since 2023 we received and calculated, there was an average reduction of 9% from the previously calculated emissions for these suppliers, equivalent to a decrease of 548,000 metric tons of CO_2e. This indicates that our suppliers have been more supportive in reducing our carbon footprint in the supply chain compared to the previous year's reduction of 464,000 metric tons of CO_2e. This effort helped reduce our Siemens Scope 3 supply chain footprint compared to our baseline year 2020 by 2.1% and compared to the previous year 2023 by 0.8%.[1]

1 Siemens without SHS

Pages 61 – 89

Environment
Conservation of nature and resources



Decarbonization

support the 1.5°C target to fight global warming

Our key ambitions[1]

→ Net Zero emissions across our value chain by 2050
→ 90% emissions reduction for own operations by 2030
→ 30% emissions reduction for Scope 3 by 2030

Within our DEGREE sustainability framework[1] we also commit to:
→ 55% emissions reduction for own operations by 2025
→ 20% emissions reduction for supply chain by 2030

Additional highlights

→ Part of the EP100, EV100, and RE100 initiative[2]
→ Portfolio to support customers in climate protection
→ Disclosure of Taxonomy-eligible and Taxonomy-aligned revenues, capital expenditures, and operating expenditures

1 Siemens without SHS.
2 Improving energy productivity (EP), use of electric vehicles (EV), and use of renewable energy (RE).

Resource efficiency

achieve circularity and dematerialization

Our key ambitions[1]

→ Robust Eco Design for 100% of relevant hardware, software, and service portfolio by 2030[3]
→ Natural resource decoupling through increased purchase of secondary materials for metals and resins[4]
→ Circularity through waste-to-landfill reduction by 50% by 2025 and toward zero landfill waste by 2030

Additional highlights

→ Measures implemented as a drive to protect local biodiversity
→ Accomplished energy reduction as part of our energy efficiency ambition
→ Advanced implementation of water strategy to assess local water-related risks
→ Siemens on track to achieve the 50% reduction of waste to landfill by fiscal 2025 ambition
→ Robust Eco Design (RED) advanced to our hardware, software, and service portfolio

3 Prior periods are presented on a comparable basis, based on an adjusted portfolio scope.
4 Product specifications for the use of secondary plastics are in development.

Holistic environmental protection

Management approach

Siemens operates globally with locations worldwide and activities across a wide range of markets. With our global reach, we aim to minimize our adverse impacts and maximize our positive contributions to the natural environment in the three dimensions: responsible product development, clean supply chain, and efficient own operations. We apply these dimensions across our value chain: from the sourcing of raw materials in our supply chain to the management of products throughout their lifecycle in our own operations.

Green Deals

The significance of environmental protection and natural conservation is continuously increasing. In a rapidly expanding global economy characterized by urbanization and population growth, Siemens actively supports various global green initiatives. These initiatives, including the European Green Deal, aim at driving the transition toward a decarbonized circular economy while restoring biodiversity and cutting pollution.

Siemens welcomes the Circular Economy Action Plan (CEAP) as part of the European Green Deal, which among other things introduced new product priorities in the Ecodesign for Sustainable Products Regulation (ESPR) in July 2024. This regulation defines parameters for product environmental performances with the aim of fostering circular business approaches.

Our governance and policies on environmental protection

Siemens' Chief People and Sustainability Officer, the member of the Managing Board with Environmental, Health, and Safety (EHS) responsibility, pursuits to ensure that we operate in compliance with our EHS regulations. The EHS Governance department supports this by providing oversight and guidance. Our EHS Principles, defined within our EHS Policy framework, provide internal binding regulations for this purpose. The heads of organizational units are responsible for implementing these regulations and maintaining effective control measures.

Our internal sustainability network includes environmental officers at our sites and experts in businesses specialized in product-related environmental protection. The Environmental Protection department is developing programs to support Siemens' businesses and countries in their efforts to, for instance, increase material recycling of our waste, assess water risks and biodiversity impacts and promote resource efficiency. We also support to reduce greenhouse gas emissions in our own operations. Details on governance and policies on climate protection can be found in chapter ↗ CLIMATE ACTION.

The implementation of EHS regulations and programs is managed by the operational managers in our local units worldwide. Their efforts are supported by our EHS, Sustainability, and Siemens Real Estate (SRE) officers.

Siemens has established expert panels to ensure the integration of environmental considerations in our decision-making. The Global Board EHS consists of EHS managers who release environmental protection regulations and programs and provide advice to the Chief People and Sustainability Officer in consultation with the Siemens Sustainability Board. Additionally, the Head of the EHS Governance department directly advises the Chief People and Sustainability Officer.

Mandated by the Global Board EHS, Siemens' Environmental Council evaluates the environmental risks, opportunities, and trends relevant to Siemens' Businesses based on uniform criteria and reports their findings to Siemens Enterprise Risk Management. The council is composed of environmental experts from our business units and countries and experts in corporate governance, environmental protection, supply chain, sustainability, finance, technology, real estate, and insurance.

Siemens governs pertinent ecological aspects through our Environmental Protection Standards. These standards ensure compliance with our EHS Policy framework and enable us to oversee and improve environmental management at our sites and to involve our suppliers, service providers, and contracting partners through the Siemens Group Code of Conduct for Suppliers and Third-Party Intermediaries. With these policies and activities, we extend environmental protection beyond our own business operations. Our environmental policies also include a commitment to continually mitigate the adverse environmental impact of our products, systems, solutions, and services. WEBSITE ON ENVIRONMENTAL PROTECTION

Evaluating sustainability aspects is integral to our due diligence guidance. This means considering environmental protection in decisions about corporate mergers and acquisitions.

Our environmental policies require our sites to avoid harmful activities on local biodiversity, conduct water risk analyses, and implement water protection measures. These factors are particularly important in vulnerable areas. The policies also include mandatory regulations for managing and reducing CO_2e emissions and waste, especially landfill waste.

Lastly, we drive environmental awareness with our Business Conduct Guidelines and Supplier Code of Conduct, which include environmental protection requirements. ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES, ↗ COMPLIANCE AND ETHICS

Targets

We strive to go beyond legal requirements by managing the environmental impact of our business activities throughout the value chain. We are also aiming to increase our alignment with economic, ecological, and social requirements. This helps us increase our customers' competitiveness and supports the environmental compatibility of our business. In collaboration with our business partners, we plan to steadily reduce the environmental impact of our relevant hardware, software, and service portfolio. We aim to achieve this by enforcing environmentally compatible design requirements like repair, reuse, recycle, and refurbish, thereby reducing our own energy, material, and supply consumption and also minimizing emissions.

Siemens' environmental targets and ambitions are embedded in our Eco Efficiency @ Siemens environmental program, the DEGREE sustainability framework, and other environmentally sustainable initiatives. The respective targets are detailed in the Environmental chapters that follow.

Actions and results

Environmental management standards and systems

Our environmental management is based on the standards ISO 14001 for environmental management systems and 50001 for energy-intensive business units. Additionally, we adhere to the IEC 62430 norm for the environmentally compatible design of products, systems, solutions, and services.

Our mandatory EHS Principles aim to ensure the implementation of these norms, for instance, stating that all Siemens' sites are required to have a certifiable environmental management system in accordance with ISO 14001. Sites must also operate in compliance with existing local environmental regulations and our internal EHS regulations. Management review is conducted in our sites with environmental management systems at least once per year to assess and monitor environmental protection. Supported by EHS experts, Corporate EHS or Corporate Finance can conduct internal audits to verify the system's effectiveness.

As a result, our sites that are required to report on environmental obligations have a certifiable environmental management system in place. A total of 185 sites, of which 182 have been audited by external auditors, have environmental management systems certified according to the ISO 14001 standard. This certification requires, among other things, that all employees at these sites whose work impacts the environment receive training in personnel- and location-specific environmental protection topics.

Training on environmental protection

We are continuously working to increase and improve our people's knowledge and awareness of environmental protection. Siemens implements mandatory awareness trainings on environmental topics for all employees covered in the Siemens Business Conduct Guidelines. Legal and Compliance monitors the participation through the Compliance Management Reporting, tracking the course completion rates.

Feedback mechanisms help to evaluate the effectiveness of these trainings, aiming at fostering – among others – a culture of environmental responsibility.

We also empower our people to drive impactful environmental initiatives. Our Leading in Sustainability trainings aim at fostering personal growth and positioning employees as leaders in sustainability efforts. Our Circular Design trainings are designed to trigger insights on resource efficiency and the impact of a circular economy on our business models and principles.

Our information campaigns on World Environment Day and Earth Overshoot Day aim to raise awareness of environmental protection in a global context. As part of the "Employee Appreciation" campaign, we recognize employees who have made exceptional contributions to environmental conservation, and we share their portraits and success stories on our Siemens World internal information platform.

We recognize that our own operations, supply chains, and portfolio interact in ways that can have adverse effects on biodiversity. In response, we have developed a harmonized site level approach to identify biodiversity impacts. This also includes improved communication materials, such as our internal whitepaper, aiming to showcase exemplary practices aligned to the EU Biodiversity Strategy.

Our Eco Efficiency @ Siemens program

Our Eco Efficiency @ Siemens program addresses environmental factors specific to our locations and our relevant hardware, software, and service portfolio and our production. It also defines targets for improving our environmental management: for instance, by encouraging a circular economy and dematerializing our business processes.

The program has three components. At the center of the Responsible Product Development program component is our Robust Eco Design approach. The program introduces methods and rules for increasing product resource efficiency through dematerialization along the entire value chain. In addition, it emphasizes minimizing environmental impacts by integrating lifecycle assessments and communicating their environmental performance through environmental product declarations. It also focuses on identifying potential measures to, for instance, optimize product energy efficiency and extend the product's lifespan. The second component of the program, Clean Supply Chain, aims to increase the percentage of secondary materials we use and to reduce regulated substances by 2030. The third component, Efficient Own Operations, aims to enhance waste management and energy efficiency at our sites.

DEGREE, Eco Efficiency @ Siemens, and our environmental initiatives equip Siemens with targeted instruments to guide our objectives to the protection of the environment

Eco Efficiency @ Siemens

Responsible Product Development

Our relevant hardware, software and service portfolio are the core of our business. Applying an Ecodesign approach to our portfolio positions us with innovative and eco-efficient offerings to our customers.

Clean Supply Chain

A clean supply chain is central to decoupling natural resource use. That is why we are proactively sourcing more secondary materials and taking action to replace regulated substances.

Efficient Own Operations

At the heart of our environmental approach lies our proficiency in effectively managing our production sites and offices, with emphasis on enhancing waste management practices and using clean energy sources.

4.1

Climate action

- **Our pledge: With a science-based net-zero target validated by the SBTi, we play our part in limiting the global temperature rise to 1.5° C**
- **Our SBTi targets:**
  - **Reduce absolute Scope 1 and 2 GHG emissions 90% by fiscal 2030 from a fiscal 2019 base year**
  - **Reduce absolute Scope 3 GHG emissions 30% by fiscal 2030 from a fiscal 2019 base year**
  - **Net-Zero GHG emissions across the value chain by fiscal 2050**
- **Our path: Continuous reduction of GHG emissions from business operations, collaborations with suppliers, and a portfolio that helps our customers decarbonize**
  - **Achieved our interim DEGREE ambition to reduce emissions in own operations by 55% by fiscal 2025 one year in advance**

Management approach

At Siemens, we recognize the urgency of climate protection. It is our top priority to contribute to the objectives set out in the Paris Agreement, which includes the goal of limiting global warming to 1.5°C above preindustrial levels. As a global technology company, we acknowledge that our activities along the value chain – including procurement, product design, production, and the use of our products and services – generate greenhouse gas (GHG) emissions (hereafter "CO_2e emissions").

We support our customers with their efforts to decarbonize their infrastructure and operations, drive energy efficiency, and future-proof entire industries. We do this with an offering that is strategically focused on digitalization, electrification, and automation. For instance, our energy-efficient products and solutions support the transition from fossil fuels to renewable energy sources, and our electrification solutions enable renewable grid integration and the electrification of heat and hydrogen. Across industries, we offer energy optimization and carbon footprint management throughout our products' lifecycles and supply chains. In buildings, we offer energy efficiency and decarbonization solutions like smart buildings and smart energy management for a reduced carbon footprint. Our rail systems offer low-carbon mobility and increased energy efficiency.

With global temperatures rising, we are committed to helping mitigate climate change. At the same time, Siemens is evaluating climate-related risks and opportunities and potential measures for adapting to climate change in order to ensure business continuity and functioning supply chains.

Our climate-protection governance and policies

To contribute to climate protection, the Environmental Protection department supports our businesses in their efforts to reduce CO_2e emissions in their operations. The Supply Chain Management department helps our business units promote decarbonization in the supply chain at our suppliers and through our material purchases. Our business units are responsible for reducing their respective emissions. The Sustainability department is responsible for the consolidated Siemens GHG emissions reporting and our Decarbonization Program for our own operations and defines the necessary management and GHG emissions reporting approaches.

For our approach and governance for managing climate-related risks and opportunities, please see our reporting on ↗ TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD).

We have pledged to aim to make an important contribution to the decarbonization of the global economy. We aim to reach this goal with a focused strategy and risk management, and by acting in accordance with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Our commitment to the initiatives RE100 (COMPLETE CONVERSION TO RENEWABLE ELECTRICITY), EV100 (CONVERSION OF THE VEHICLE FLEET TO ELECTRIC VEHICLES), and EP100 (NETZERO EMISSION BUILDINGS) further supports us in our efforts to achieve our decarbonization targets.

Targets

Our commitment to climate protection is also reflected in Decarbonization in our DEGREE sustainability framework.

Our 1.5°C Science-Based Net-Zero Target

By upgrading our existing science-based target commitment to comply with the stricter SBTi Net-Zero Standard, we have demonstrated our commitment to aligning our business activities with the 1.5°C decarbonization pathway, consistent with the Paris Climate Agreement's 1.5°C target.

Siemens has pledged to reduce absolute emissions from its own operations (Scope 1 and 2) by 90% and from its value chain (Scope 3) by 30% by fiscal 2030 compared to fiscal 2019.

We also commit to Net-Zero by fiscal 2050, reducing absolute emissions across our value chain by 90% by fiscal 2050 compared to fiscal 2019, with any residual emissions permanently compensated.

Decarbonization targets for our own operations

Our fiscal 2030 reduction pledge

As part of our DEGREE sustainability framework (without Siemens Healthineers), we set an ambition for all Siemens production facilities and buildings worldwide and our vehicle fleet (own operation Scope 1 and 2) to reduce the CO_2e Scope 1 and 2 emissions in Siemens' business operations for Siemens without Siemens Healthineers (SHS) by 90% by fiscal 2030, compared to fiscal 2019 (DEGREE ambition #1). To achieve this ambition, Siemens pledged in fiscal 2022 to invest an additional €650 million in its own decarbonization efforts by fiscal 2030. Any residual emissions will then be compensated with high-quality carbon credits that meet established standards.

To drive additional transparency on our journey to fiscal 2030, we set an ambitious interim reduction target for our business operations at Siemens without SHS of 55% by fiscal 2025 compared to fiscal 2019. We are proud to have reached our ambition one year in advance.

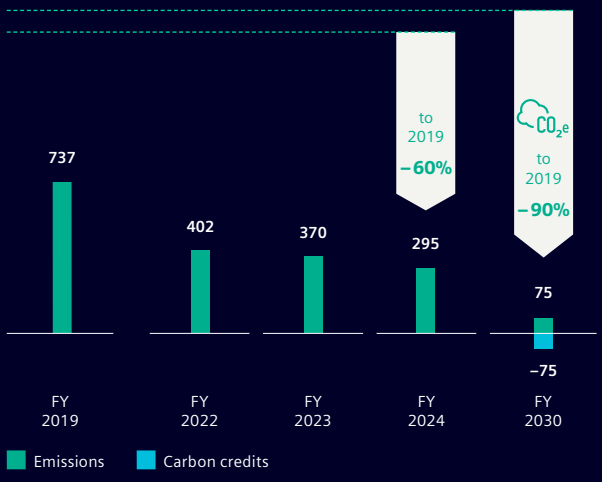
D ecarbonization

Progress on DEGREE ambition #1: Reduce emissions in own operations by 55% by 2025 Reduce emissions in own operations by 90% by 2030 and compensate residual emissions

Compared to fiscal 2023, we reduced our Scope 1 and Scope 2 emissions in fiscal 2024 by 75 thousand metric tons of CO_2e or 20%. We reduced our Scope 1 and Scope 2 emissions by a total of 60% since fiscal 2019 and have reached our fiscal 2025 ambition one year in advance. This reduction is primarily due to the rigorous implementation of a number of measures and initiatives, which are briefly described in this chapter. ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

Emission reduction as part of the decarbonization program
(in 1,000 metric tons of CO_2e for Siemens without SHS)



Siemens without SHS.

By joining the RE100 initiative in fiscal 2021, we reinforced our commitment to a transition to 100% renewable electricity by fiscal 2030 at the latest. As part of our commitment to EV100, we are striving to completely convert our motor vehicle fleet to electric vehicles by fiscal 2030. Our EP100 pledge strengthens our commitment to only own or lease buildings that have no net CO_2e emissions by fiscal 2030.

Decarbonization targets for our upstream and downstream value chain

Regarding Scope 3 emissions, we are focused in particular on reducing emissions in our supply chain and in the use phase of our products.

As part of our updated science-based targets we increased our ambition by pledging to reduce our entire absolute Scope 3 emissions, upstream and downstream, by 30% by fiscal 2030 compared to fiscal 2019 (previously – 15% in the same timeframe).

For CO_2e emissions generated in our supply chain, we set the ambition for Siemens without SHS to reduce emissions by 20% by fiscal 2030 compared to fiscal 2020, and over the long term to achieve Net Zero emissions in the supply chain by fiscal 2050. This ambition is also part of our DEGREE sustainability framework. More details on our decarbonization targets for the supply chain and DEGREE KPI can be found in ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES.

Decarbonization targets in management compensation

As a key element of our management approach, the reduction of CO_2e emissions in our own operations is embedded in the Long-term Incentive (LTI) compensation component for the Siemens senior management (without SHS). Management compensation incorporates long-term performance incentives based on ESG criteria and is defined under Governance in our DEGREE sustainability framework. The assessment is based on our Siemens ESG/Sustainability index, which includes, among other goals, the reduction of CO_2e emissions.[1] ↗ SUSTAINABILITY GOVERNANCE AND ORGANIZATION

1 For the latest Tranche, ESG criteria include CO_2e emission reduction and digital learning hours.

Actions and results

Transparency on greenhouse gas emissions

We report our greenhouse gas emissions based on the Greenhouse Gas (GHG) Protocol corporate standard. Direct greenhouse gas emissions from our own operations (Scope 1) and indirect emissions from purchased electricity and district heating (Scope 2) are calculated for all sites. We also report our emissions in our upstream and downstream value chain (relevant Scope 3 categories), including emissions originating in our supply chains and the use of our products.

Greenhouse gas emissions[1]

	Fiscal year	
(In 1,000 metric tons of CO_2-equivalents)	**2024**	2023
Scope 1	**347**	387
Scope 2[2]	**94**	163
Sum Scopes 1 and 2	**441**	550
Scope 3		
Purchased goods & services	**8,931**	9,218[3]
Capital goods	**408**	416
Fuel- and energy-related activities	**117**	111
Waste in operations	**26**	29
Transportation upstream	**717**	884
Business travel[4]	**221**	218
Employee commuting[5]	**108**	105
Sum of Scope 3 upstream	**10,528**	10,981
Use of sold products[6]	**397,520**	469,180
Investments[7]	**8,710**	8,815
Sum of Scope 3 downstream	**406,230**	477,995
Total Scope 3	**416,758**	488,976

1 Siemens including SHS.
2 We calculate our emissions from electricity consumption on the basis of the CO_2e emission factors of local sites according to the market-based approach.
3 Fiscal 2023 recalculated.
4 Last year adapted due to method change in calculation of Business travel emissions.
5 Not part of supply chain emissions reduction.
6 Based on energy input approach. For transparency, we also report an additional figure based on energy loss.
7 Methodological update in line with PCAF and emissions related to Equity Investments. Fiscal 2023 recalculated in line with revised methodology, hence deviates from previously reported figure.

The measures we take within our business processes along with focused actions in our supply chain and expanded value chain are key to achieving our emissions targets.

Using renewable energy

Even before Siemens joined the RE100 initiative, we worked continuously to increase the share of electricity we obtain from renewable sources. Our goal is to use 100% renewable electricity by fiscal 2030. In fiscal 2024, more than 90% of the electricity we purchased consisted of electricity from renewable sources (without SHS: 91% and 70% already meets the new requirements of RE100 regarding plant age < 15 years).

By purchasing renewable electricity, we reduced absolute emissions by a total of 552 thousand metric tons CO_2e in fiscal 2024 compared to the average electricity mix. We started in 2016 with the procurement of renewable electricity. A complete conversion to renewable electricity is not yet possible due to regulatory restrictions in some countries (purchasing of green electricity today is not possible for countries including Azerbaijan, Afghanistan, Armenia, Bangladesh, and Ukraine). Through our membership in RE100, we are working toward the amendment of these regulations to make complete conversion a reality. In purchasing renewable electricity, we follow the RE100 Technical Criteria.

Siemens has also entered power purchasing agreements (PPA) to support our supply with renewable electricity. For instance, in Kalwa, India, we joined a joint venture that produces renewable electricity using photovoltaic systems. In Germany, Siemens receives renewable electricity from 2 PPAs. The Siemens Campus in Erlangen is supplied by 21 wind turbines in the northern region of Germany, and since January 2024 we have purchased 39.1 GWh of electricity per year from Enovos Energy Deutschland generated in a brand-new photovoltaic system in Germany's South Eifel region.

Siemens has joined the Corporate SAF (Sustainable Aviation Fuel) program for corporate customers of Air France and KLM and has set a monetary contribution to support this program. By investing in the SAF program of Air France and KLM, Siemens is taking concrete measures to reduce CO_2 emissions and contributing to the ecological transformation of air travel through the support of innovative solutions.

Reducing motor fleet emissions

We are working to reduce the emissions from our motor vehicle fleet, which comprises about 45,000 vehicles, and are striving to electrify it completely by 2030 in line with our EV100 commitment[2]. In fiscal 2024, these emissions totaled about 196 thousand metric tons of CO_2e.

We increased the number of battery electric vehicles (BEV) to roughly 8,000, which equals an BEV-rate of 18%, and increased the number of charging points installed at Siemens locations to around 3,700 in fiscal 2024.

For our largest country fleet in Germany, we've doubled the number of BEV to more than 3,700 and attained a BEV-order ratio of over 80%. This major step-up is enabled by making our fleet policy even more restrictive regarding ordering combustion-engine vehicles.

Belgium is an example, where 32% of the 1,450-vehicle company fleet is already consisting out of BEV, and such vehicles accounted for 100% of all new car orders at the end of fiscal 2024.

In the Netherlands, we are also continuing our commitment to electrification as well. Our fleet of over 990 vehicles now includes about 360 BEV (> 36%). The BEV-order ratio of more than 72% achieved in fiscal 2024 is expected to increase even more with the implementation of a BEV-only fleet policy in fiscal 2025.

2 With our EV100 commitment we target to transition 100% of vehicles up to 3.5 t and 50% of vehicles between 3.5 t and 7.5 t to battery-electric vehicles, plug-in hybrid vehicles, fuel-cell electric vehicles or extended range electric vehicles, where this is technologically and financially feasible as defined by EV100.

Reducing building emissions

Regarding building emissions, we are committed to only owning and occupying assets that are net-zero carbon in operation by fiscal 2030 as part of our EP100 pledge. We plan to achieve this goal through various measures, including building new carbon-neutral buildings, modernizing existing buildings, and leasing carbon-neutral office space wherever possible. Once we have exhausted all possible measures, we plan to purchase high-quality carbon credits to compensate for the remaining emissions.

We applied the Sustainable Construction Guideline that defines the criteria for the carbon-neutral operation of new buildings and sets maximum permissible emissions in the supply chain and in construction activities. The expansion of our Sibiu facility in Romania is fully electrified and carbon-neutral and includes a 600 KWp roof-mounted photovoltaic installation.

In fiscal 2024, we renewed the SRE[3] Green Lease Guideline for leasing carbon-neutral all-electric buildings, and we have a decarbonization strategy for markets lacking carbon-neutral options. For instance, Siemens' location in Santa Clara, California, USA has optimized space utilization by relocation to a LEED Gold-certified office building that will be carbon-neutral in operations from fiscal 2028 due to HVAC upgrades executed by the landlord.

As of fiscal 2024, we have 35 Siemens-owned locations with transformation projects underway, including electrification, energy efficiency, and photovoltaic measures. More than 60 locations are prioritized for decarbonization by fiscal 2030. At the production facility in Wendell, USA, electrification, energy efficiency measures, and a 2 GWh annual photovoltaic and 3.3 MWh battery storage are being implemented, which will result in nearly all carbon-free energy being produced on-site while avoiding 804 metric tons of CO_2e emissions per year.

Using an internal CO_2e price

In the UK, Brazil, and Switzerland, we currently use an internal CO_2e price to manage our decarbonization activities. In the UK, we raised the price per ton of CO_2e in fiscal 2024 to GBP75 from GBP50 to create a clear path to increasing CO_2e costs. While a large portion of the proceeds is being used to fund the charging infrastructure for electric vehicles at our offices throughout the UK, we also encouraged our employees to submit ideas for low carbon projects. An expert panel of both internal and external subject matter experts allocated the remainder of the funds to three successful projects. For the first time, we will be funding an initiative that sponsors some of our SME suppliers on their sustainability journey and will support us in tackling Scope 3 emissions. Brazil continues with the shadow price methodology approach of US$240 per ton of CO_2e, a reference price (abatement cost) to guide decision-making during CapEx evaluation to avoid new CO_2e footprints without compensation measures. In Switzerland, we currently levy an internal CO_2e price of CHF70 per ton for unavoidable business travel by air. The fee is added to the ticket price and is intended to have a steering effect. To reduce Scope 3 emissions at their source, the money is used to purchase high-quality certified SAF.

Upstream emissions

Our upstream emissions total roughly 10.5 million metric tons of CO_2e and are therefore considerably higher than the emissions from our own business operations. This is because our supply chain operations are typically more energy-intensive than our own operations – primarily because our supply chain processes raw materials.

A detailed description of our efforts to reduce CO_2e emissions in our supply chain is available in ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES.

3 Siemens Real Estate.

CO_2e emissions in the use phase of our products

During the use phase of our products, the main source of CO_2e emissions is electricity consumption. This means that the key strategies for reducing emissions during the product use phase aim at increasing energy efficiency and promoting automation and digitalization.

Our strategic focus on digitalization, electrification, and automation allows us to support our customers in their efforts to decarbonize their infrastructure and operations, drive energy efficiency, and future-proof entire industries. Our efficient electric motors are also an important factor in reducing use-phase emissions.

Emissions produced in the use phase of our products will continuously decrease over time due to new product generations and to the ongoing transition to renewable energies in our users' markets.

There are different interpretations of the GHG Protocol Standard in the market used for Scope 3 category 11 Use of Sold Products. Of particular relevance for electrical motors, both the energy input approach (emissions are calculated based on energy input for the overall use of the product at the customer) and an energy losses method (emissions are calculated based on energy losses of that particular product) are used within the market to disclose emissions from the use of sold products. Siemens retains the more conservative energy input approach as its lead indicator for Scope 3.11 Use of Sold Products.

The use of our products sold in fiscal 2024 will generate 398 million metric tons of CO_2e over the entire expected product use phase based on the energy input approach (Scope 3.11 Use of Sold Products). For context, when accounting for energy losses for the relevant portfolio, e.g. motors, rather than the energy input, the value would amount to 96 million metric tons of CO_2e. The most significant contributor to our emissions footprint comes from Scope 3 Category 11 Use of Sold Products. Of this, the emissions associated with the Innomotics business (predominantly motors) are the largest share. Therefore, for transparency purposes, we also show the Use of Sold Products emissions, excluding our discontinued operation of Innomotics. Siemens' Use of Sold Product footprint is 101 million metric tons of CO_2e, when excluding Innomotics (using the Energy Input approach).

Use of Sold Products emissions

(in million metric tons of CO_2-equivalent)	Fiscal year 2024
Siemens including Innomotics	**398**
Siemens excluding Innomotics	**101**

We are using a more conservative constant emissions factor for the anticipated product use phase. On a like-for-like basis, using the energy input approach for Use of sold products, our Scope 3 emissions decreased, mainly due to reduced sales figures, but also due to factors like transitions to renewable energies in our users' markets and shifts toward lower emissions products.

Our rail rolling stock portfolio is a prime example of our efforts to reduce emissions. It is focused on zero tailpipe-emission vehicles in the form of electric, battery-electric, and hydrogen trains. Additionally, our portfolio includes rail infrastructure and rolling stock solutions that enable reduced energy consumption: for instance, due to the lightweight design and optimized aerodynamics of trains as well as using technologies for optimized train steering and control like (partly) automated driving.

Our contribution to climate protection for our customers (Customer Avoided Emissions)

To make our portfolio's contribution to decarbonization transparent, we report the amount of CO_2e emissions that our products and solutions avoid compared to reference solutions. Customer Avoided Emissions (CAE) represent the difference between the CO_2e emissions of a Siemens offering and the CO_2e emissions of a baseline or reference scenario.

Customer Avoided Emissions are widely reported in the market; however, there is currently no universally accepted standard for their calculation. Therefore, approaches and results are often not comparable due to different definitions and product portfolios. Siemens is actively involved in a number of working groups and associations that are working to support the standardization of calculations and reporting of customer-related CO_2e emissions: for instance, we are involved with the WBCSD and the EU Green Digital Coalition.

At Siemens we have developed our own method that meets our standards for high-quality and transparent metrics. We calculate the avoided emissions for all products and services sold and investments made by Siemens in each fiscal year over the course of their entire use phase at our customers. We aim to capture the decarbonization effect our portfolio has within the following three impact categories: energy efficiency, increase in renewable energy, and electrification. These decarbonization effects can be achieved either on a product level or on a system level (for end-use solutions or intermediary solutions), in line with the WBCSD eligibility criteria.

In fiscal 2024, we implemented methodological adjustments to our approach that resulted in an expanded portfolio that allows us to calculate our CAE impact. We now also capture Customer Avoided Emissions for products that facilitate electrification and an increase in renewable energy – in particular, in our Smart Infrastructure electrification and our Digital Industries automation businesses. To ensure a fair and accurate representation of our decarbonization impact, we do not apply the "Completeness" principle to calculations where the data quality does not meet our standards (see details in our ↗ ANNEX).

In fiscal 2024, we helped our customers avoid 173 million metric tons of CO_2e emissions (144 million metric tons of CO_2e emissions without the Innomotics portfolio). The Siemens technologies that make the largest contribution to the avoidance of CO_2e emissions by our customers are frequency converters, building systems, railbound passenger and freight transportation as well as electrification and automation offerings. For consistency and comparability, we have recalculated the fiscal 2023 figure in line with the above-mentioned methodological changes for calculating Customer Avoided Emissions. Customer Avoided Emissions went down overall compared to the previous year, mainly due to reduced sales figures. For parts of our portfolio, we also recorded increasing Customer Avoided Emissions, for example through progress in the expansion of renewable energies and electrification.

Avoided emissions at our customers

	Fiscal Year	
(in million metric tons of CO_2-equivalent)	**2024**	2023
Siemens	**173**	207[1]

1 Fiscal 2023 recalculated.

Despite our efforts to increase the scope and accuracy of calculating the decarbonization effect of our offerings, there are still significant aspects of our portfolio that are not reflected in this metric, yet they provide contributions to the transition to a low-carbon economy. These include software and rail infrastructure solutions. However, we have chosen to calculate CAE only in areas where a robust calculation methodology can be developed. We are continuously working to make our CAE calculations as accurate as possible to reflect the potential of our portfolio in a transparent way.

For a detailed description of our methodology for calculating Customer Avoided Emissions, please see our ↗ REPORTING PRINCIPLES FOR CUSTOMER AVOIDED EMISSIONS.

Investment-related emissions

Siemens Financial Services (SFS) supports customers and partners around the globe to invest in renewable energy sources, thereby making a positive contribution to decarbonization. As of September 30, 2024, the equity and debt financing solutions provided by SFS fund infrastructure projects and technologies that support projects of customers and partners with a total installed capacity of 36,600 MW of wind energy, 17,900 MW of solar energy, and 11,000 MW of other renewable energy production technologies (including battery storage) worldwide.

SFS is committed to supporting its customers around the world on their decarbonization journey, including by financing energy infrastructure projects. Based on this commitment, SFS has significantly reduced new financing for fossil power generation projects since fiscal 2019 and is aiming to further reduce its exposure to the fossil power generation sector going forward. Emissions related to new financings for fossil

power generation projects that have been agreed in fiscal 2024 amount to 0.6 million metric tons of CO_2e over the expected duration of the financing of these projects (fiscal 2023: 3.0 million metric tons of CO_2e). Any new financing for fossil power generation projects will be limited to projects that support the global energy transition. In fiscal 2024, SFS Equity Finance also invested in carbon removal companies to support innovative solutions and technologies that actively remove CO_2e from the atmosphere.

In line with evolving financial services market practice, starting from fiscal 2024, emissions related to Scope 3 Category 15 Investments refer to annual emissions from existing SFS financing of fossil power generation projects following the guidance of Partnership for Carbon Accounting Financials (PCAF) starting from fiscal 2024. Where SFS funded fossil power generation projects through equity and debt financing solutions in fiscal 2024, its financial contributions corresponded to about 8.5 million metric tons of CO_2e for the reporting year (fiscal 2023: 8.6 million metric tons of CO_2e). For fiscal 2024, Scope 3 Category 15 Investments now also contains emissions related to Equity Investments. Total investments related emissions were 8.7 million metric tons of CO_2e in fiscal 2024.

Carbon credits

Our internal compensation policy establishes binding guidelines for procuring and using carbon credits. The carbon credits are derived from projects that remove or avoid CO_2e emissions and must meet minimum quality criteria, including external certification and internal quality controls. The portfolio used for carbon credits is modelled on the approach defined by the Oxford Offsetting Principles. Siemens' top priority remains physically reducing emissions. To date, we do not use carbon credits to make compensation-related claims in the context of our DEGREE ambitions. We also do not deduct carbon credits from our CO_2e footprint in order to maintain transparency regarding our emissions.

Shaping the climate debate and policy

Siemens participates in many platforms and initiatives to contribute and shape the debate on climate-related issues. For instance, as part of the UN Global Compact Peer-Learning Group, we are sharing knowledge and lessons learned on various climate-related topics with other companies.

Beyond our various measures and activities, Siemens also participates in committees and associations where it advocates for more changes in climate policy frameworks in order to support the following activities:

- → Accelerating decarbonization in all sectors through efficient energy use and electrification and by increasing the share of energy from renewable sources
- → Redesigning energy markets to ensure that adequate investments are made in sustainable, secure, flexible and efficient energy systems
- → Driving the development of local energy production from renewable sources, local energy markets, and sector coupling
- → Accelerating the digitalization of the energy system to enable the integration of renewable energies, continuous grid optimization, and the integration of prosumers, while guaranteeing grid stability
- → Scaling up innovation and the manufacturing of clean technologies needed for the clean energy transition, in order to support the pledges made in the Paris Agreement (COP 21)

4.2

Conserving resources

- **Implement measures as a drive to protect local biodiversity**
- **Achieved energy reduction as part of our energy efficiency ambition**
- **Advanced implementation of water strategy to assess local water-related risks**
- **On track to achieve the 50% reduction in waste to landfill by fiscal year 25 ambition**

Management approach

As a company producing a diverse array of products, systems, solutions, and services, and with office and production locations around the world, we strive to reduce and mitigate the environmental impacts of our sites through site level assessments, setting targets, and implementation of improvement measures.

The environmental and energy management systems implemented worldwide integrate targets and measures for dealing with environmental impacts and increase our energy and resource efficiency.

Energy is an important resource in production and office locations, and its usage reduction is a key strategy for decarbonization. While we aim to obtain all our electricity from renewable sources, we recognize that even the generation of renewable electricity, for instance, through wind turbines or photovoltaics, can have adverse impacts on the natural environment: for instance, they change the local landscape when in operation and they must be disposed of correctly at the end of their lifecycle.

In addition to the greenhouse gas emissions addressed in the chapter on climate protection, Siemens also collects data on other emissions that result from our business activities and that are of great significance for environmental protection. The emission of air pollutants like volatile organic compounds (VOC) and ozone-depleting substances (ODS) can lead to ground-level ozone and have adverse health effects, and some are potent greenhouse gases. For this reason, Siemens pays close attention to emissions of VOC and ODS at our environmentally relevant sites. In addition, our Environmental Protection Standard includes a commitment to phase out ODS.

While many types of waste can be recycled or reprocessed in a functioning circular economy, the production of landfill waste contributes to land use and greenhouse gas emissions, it influences local biodiversity and can cause health problems for people and ecosystems. For this reason, Siemens has been fostering re-use, recycling, and recovery of waste. In addition, Siemens can also reduce potential impacts in the downstream value chain and in the upstream value chain from sourcing primary raw materials.

Water use in water-stressed areas can exacerbate water scarcity, degrade water quality, and harm aquatic habitats and biodiversity. Therefore, Siemens has been analyzing water scarcity, water pollution, climate change, and flooding and precipitation patterns at our sites for several years.

Lastly, biodiversity loss is comparable to the threat of climate change, because it can disrupt the functioning of ecosystems, and create far-reaching impacts on people's health and livelihoods. In order to reverse adverse biodiversity impacts, Siemens acts locally by implementing site-driven local initiatives.

Our governance and policies for conserving resources

To mitigate these impacts, we made the responsible use of limited resources an integral part of environmental protection and nature conservation at Siemens. Information on our holistic environmental protection governance and policies can be found in ↗ HOLISTIC ENVIRONMENTAL PROTECTION.

Targets

Our commitment to conserving resources is also reflected in the field of action Resource efficiency in our DEGREE sustainability framework.

The component Efficient Own Operations of our Eco Efficiency @ Siemens program aims to reduce the environmental impact of our sites by enhancing waste management and using clean energy effectively, as well as implementing dematerialization and circular economy principles. We focus on improving our energy efficiency and reducing the environmental impact of the waste we generate. When it comes to environmentally responsible energy use, we focus on reducing emissions from power generation, in addition to minimizing energy consumption itself. As part of our commitment, we aim to improve our overall energy efficiency by 10% by 2030 compared to 2021.[1]

Building on the success of previous reduction initiatives, our ambition is to support circularity by pursuing zero waste to landfill by 2030 and reduce by 50% by 2025. Additionally, we want to continuously increase our material recycling rate by 2030.[1]

In addition to our Eco Efficiency @ Siemens program, we actively pursue resource conservation through other initiatives. We have implemented initiatives to manage our environmental impact in areas like water, air pollutants, and biodiversity.

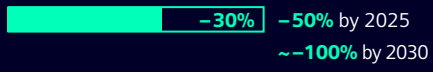
Resource efficiency

Progress on DEGREE ambition #8: Circularity through waste-to-landfill reduction by 50% by 2025 and toward zero landfill waste by 2030

Landfill waste is the type of waste with the greatest environmental impact. That's why we want to reduce both our hazardous and our non-hazardous landfill waste by 50% by fiscal 2025 compared to fiscal 2021 and have included these ambitions in our DEGREE sustainability framework as well as the Eco Efficiency @ Siemens program. Compared to the base year 2021, we reduced our landfill waste by 30%.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

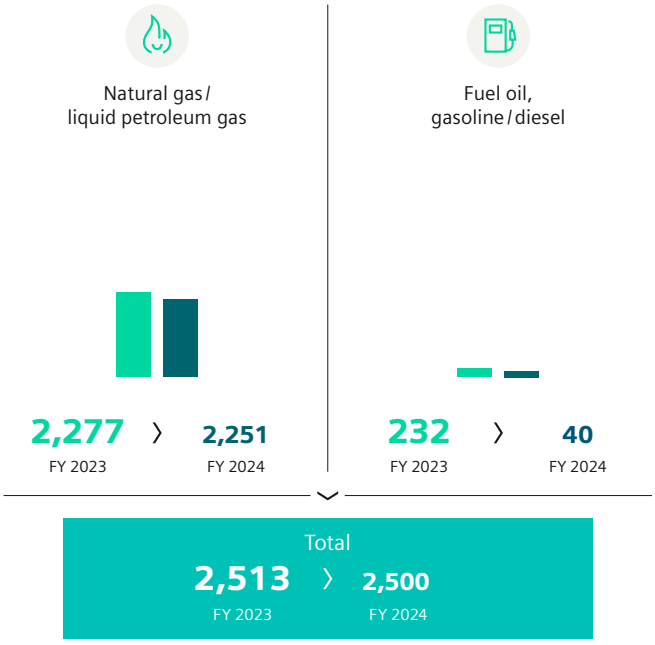


Siemens without SHS.

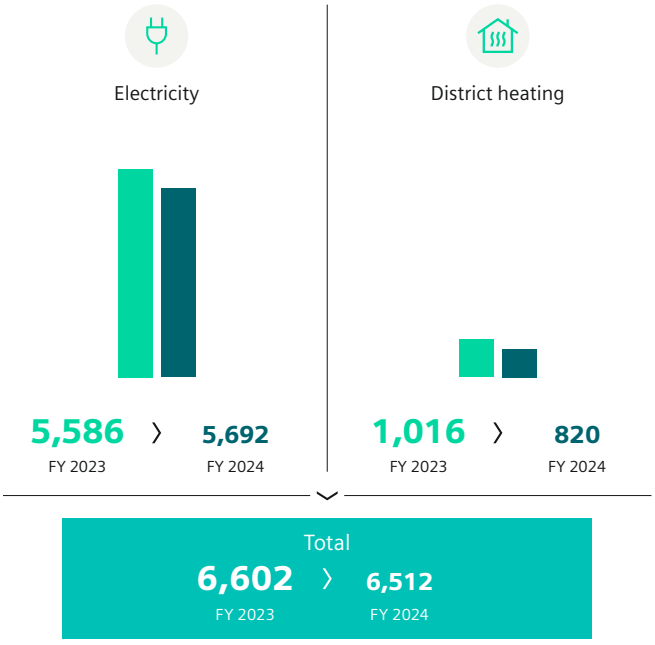
The global goals of the Eco Efficiency @ Siemens program are converted into local targets and measures implemented by our sites' environmental and energy management systems.

1 Siemens without SHS.

Primary energy
(1,000 gigajoules)



Secondary energy
(1,000 gigajoules)



Actions and results

Energy management and energy efficiency

For energy-intensive units, we adhere to the ISO 50001 standard, which aims to ensure the effective management of energy consumption in our own operations. Currently, 43 Siemens sites have implemented energy management systems compliant with ISO 50001. This also requires our sites to conduct regular internal and external energy and carbon audits.

To calculate energy efficiency, we analyze our energy consumption in relation to sales development. Due to reduced energy usage by 16.9%[1], we increased our energy efficiency by 53%[1] in fiscal 2024 compared to fiscal 2021.

16.9%[1]

energy reduction accomplished as part of our energy efficiency ambition compared to 2021

When looking at Siemens' total energy consumption, we differentiate between primary and secondary energy and we considered energy consumed by vacant buildings starting from fiscal 2024 to account for basic operational maintanance. In addition, the general energy consumption decline is due to energy reduction measures implemented at site level. Our primary energy consumption declined 0.5% in fiscal 2024. Our consumption of natural gas and liquid petroleum gas declined 1.1% compared to the previous fiscal year. To determine energy consumption by our company vehicles, we calculated the consumption of all cars used by employees and for services and our trucks. In fiscal 2024, the company fleet consumed about 2,788 thousand gigajoules, which is a 4% decrease from the previous fiscal year.

Secondary energy consumption means the purchase of electricity and district heating at our sites worldwide. Overall, the consumption of secondary energy decreased by 1.4% compared to the previous year. Our electricity consumption now stands at 5,692 thousand gigajoules.

As a global company, Siemens is committed to increase energy efficiency. The first step to achieving this is to collect energy consumption insights from different Siemens regions and locations. In order to obtain reliable and high-quality

1 Siemens without SHS.

data, in fiscal 2024 Siemens implemented a global application that provides insights into energy consumption and the carbon footprint of Siemens locations. The application utilizes local data to create insights up to the global level.

Emission of air pollutants

We take a comprehensive approach to air pollution by analyzing local emissions at our various office and production facilities around the world. We also pay close attention to emissions from VOC, pollutants from combustion processes, and where they are still present, ODS at our environmentally relevant sites. The mandatory environmental management system for our sites includes the requirement to establish targets and measures for reducing air pollutants, and where applicable, to address and mitigate their impact.

Our Environmental Protection Standard includes a commitment to phase out ODS. Siemens monitors the use of substances that can potentially harm the ozone layer, to ensure compliance with the international Montreal Protocol on Substances that Deplete the Ozone Layer, as well as various national laws.

Atmospheric pollutant emissions

	Fiscal year	
(in metric tons)	**2024**	2023
Volatile organic compounds	**238**	250
Ozone-depleting substances in metric tons of R11 equivalent [1]	**0.022**	0.044

1 The R11 equivalent is a measure of ozone depletion potential.

We reduced our VOC emissions by another 4.7% from the previous year to 238 metric tons in fiscal 2024. Total ODS emissions also decreased when comparing with the previous year, amounting to 0.022 metric tons in fiscal 2024.

We determined the quantity of nitrogen oxides in our relevant thermal processes with the aid of computational procedures, assuming typical combustion conditions. For fiscal 2024, this yielded a figure of 48 metric tons for our environmentally relevant sites compared to 53 metric tons the year before. This figure includes nitrogen oxides that are released by burning the fuels listed under primary energy.

Efficient waste management

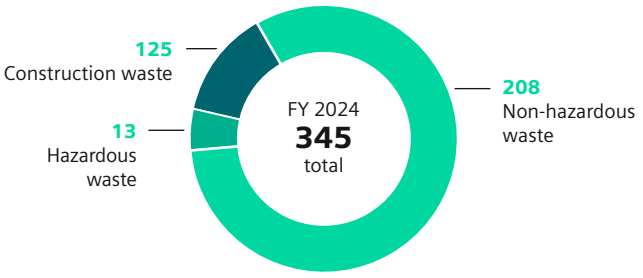
The environmental relevance of waste depends on the type of waste and the method used for its disposal. To reduce hazardous waste, we work on increasing our material recycling rate and reducing our landfill waste. To enhance material efficiency in our production processes, we implement practices like regrinding sprue parts at plastic molding sites.

To support resource efficiency in production, our sites track waste data using a standard process that undergoes regular audits that aim to ensure accuracy and compliance. In addition, we distinguish between hazardous and non-hazardous waste. The treatment of hazardous and non-hazardous waste is further subdivided into material recycling, thermal recovery, thermal disposal, and landfill. Waste flows from construction or demolition work are reported separately because these waste categories are created independent of production. We then go beyond the monitoring of our own activities to analyze the waste generated throughout our upstream supply chain. Awareness workshops on waste avoidance and improved waste separation to facilitate a better recycling process are examples of our site-level actions to reduce waste to landfill.

The volume of non-hazardous waste generated by Siemens' own operations declined by 3% compared to the previous fiscal year, whereas the volume of hazardous waste increased in the same period by 1%. Construction waste increased by 268% in fiscal 2024, mainly driven by the construction sites at our Campus in Erlangen, Berlin and Nuremberg. Compared to fiscal 2023, therefore the total waste volume increased by 32% in fiscal 2024.

To reduce construction waste is also a focus for Siemens and, in order to support this approach, some of our locations are driving initiatives to accelerate the circular economy in real estate. Siemens sites with major construction activities in Germany launched initiatives on construction waste management. One of the sites hosted the first pilot project with a renowned brickmaker, and it investigated how to reclaim bricks during a deconstruction (demolition) process for reuse in other construction projects. More than 24,000 bricks were successfully salvaged during the first phase of site clearance, and they are now being reused in the construction industry. The knowledge acquired from the process will be applied to the demolition of other buildings. In addition, another site with major construction activities in Germany, was able to ensure that about 80% of the demolition material could be recycled; even the floor panels from the raised floors were returned to the manufacturer for reuse and recycling.

Waste
(in 1,000 metric tons)



In fiscal 2024, the share of material recycling in our total waste stream (excluding construction waste) remained at 82%.

Material Recycling
(in %)

1 Excluding construction waste.

Water use and risk analysis

Water is one of humanity's most important resources. For this reason, Siemens has been analyzing and managing water-related risks, including water scarcity, water pollution, climate change, and flooding and precipitation patterns at our sites for several years. We recognize our responsibility for sustainable water use, including preparing for the impacts of climate change that may affect the water balance.

Our water risk analysis begins with an assessment of our environmentally relevant sites using the Aqueduct Water Risk Atlas from the World Resources Institute (WRI). With the aid of an internal analytical tool, Siemens assesses local-level risks resulting from our site activities and then evaluates them in relation to regional water risks. Sites with a high risk assessment need to define targets to reduce their level of risk. In fiscal 2024, 97% of our sites implemented this water strategy.

We establish water targets at multiple sites to account for the specific local environment and to drive effective mitigation measures. At the corporate level, we have implemented a defined water strategy, and have conducted risk assessments to shape local water targets. The aim of Siemens' Water Strategy is to minimize local adverse effects of our water consumption. It is structured in such a way that it can be fully integrated into the EHS management systems.

Our individual sites implement their own water initiatives in alignment with these targets. Many sites, for instance in China and in Germany, use rainwater for sanitary facilities, watering plants and cleaning building exteriors. Siemens India's sustainable water management includes measures such as utilizing water-efficient appliances, installing rainwater harvesting systems at four major factory locations, and building water reclamation facilities (zero liquid discharge facilities). These measures enable us to reduce freshwater consumption by, among other things, utilizing treated water for landscaping and toilet flushing. In addition, Siemens operates its own water treatment plants in some locations. The treatment facilities in India, for instance, treats process water from production operations so that it can be used for purposes including irrigating the site's green spaces.

97%
of our sites have implemented a water strategy

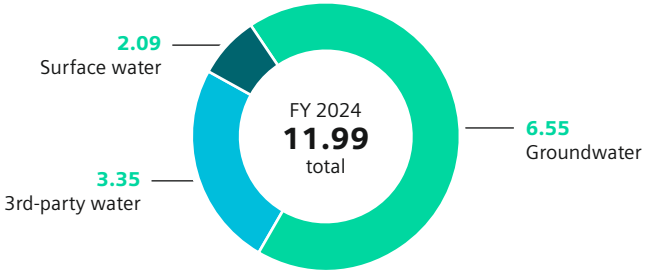
Our water strategy provides foundational support to our compliance with the Do No Significant Harm (DNSH) criteria for sustainable use and protection of water and marine resources in the EU Taxonomy.

In fiscal 2024, due to the establishment of water targets, we reduced the water withdrawal from 14.26 million m^3 in fiscal 2023 to water withdrawal of 12.8 million m^3, of which 4.0 million m^3 was supplied by external companies; this includes publicly and privately owned water companies. The largest share of our water use is for cooling processes. These processes leave the water's chemical quality largely unchanged, so that the water can be returned directly to the receiving water body or groundwater. In fiscal 2024, our water discharge was 12.0 million m^3.

Water consumption is a water substream with a major environmental impact because the water is no longer available

for the ecosystem's use. Siemens' water consumption is mostly linked to evaporation and is comparably small, with just 0.67 million m^3 of total water consumption. Of this amount, 0.24 million m^3 are accounted for by water consumption in water stress areas.

Water discharge
(in million m^3)



Initiatives for greater biodiversity

The aim of Siemens' environmental management system is to preserve a diverse natural environment. Biodiversity and conservation are defined in our environmental policies as environmental aspects at the company level that need to be assessed locally. We address biodiversity globally with local site-driven initiatives. The objective is to ensure that the business activities at our factories and offices do not reduce species diversity beyond an unavoidable minimum. This approach is part of our location planning, which also includes initiatives to foster biodiversity. Examples range from planting native vegetation, creating homes for insects, birds, mammals, reptiles, and amphibians to taking inventories of the local biodiversity at our sites.

A Siemens location in China is situated in a green office park with trees, perennial plants, and a variety of animals and birds. The team established community gardens to grow organic vegetables, enhancing the area's biodiversity through crop rotation and intercropping while also yielding sustainable produce. In India, sites are assessed for biodiversity impacts. For instance, one site has about 1,500 trees aged over 30 years that cover about 20% of the site. The team tends to the flora and fauna and provides a sanctuary for rare bats, snakes, and a range of bird species.

In México, the team hosts composting workshops, giving employees the opportunity to learn about sustainable waste management practices. Taking that compost material home establishes eco-friendly habits beyond the workplace.

Six custom-made bat houses were strategically installed around a site in France, to support enhancing of cohabitation and naturally reducing mosquito pests. A campus in Turkey embraces environmental stewardship amid urban transformation by prioritizing drought resistant plants in its gardening efforts. We contribute to reforestation by collaborating with a regional foundation to ensure environmental restoration beyond campus borders. These inspiring examples are a pioneering start. To contribute to greater biodiversity, we have entered a strategic partnership with The Biodiversity Consultancy. This partnership helped Siemens to scientifically assess our biodiversity footprint and shape a global strategy.

In fiscal 2024, The Biodiversity Consultancy supported Siemens in the preparation of a workshop for framing a global strategy to address our own operation's impact and the development of local mitigation measures. As an outcome, Siemens developed a harmonized site-level approach – now defined in our Environmental Standard – to identify and address biodiversity site level impacts. In addition, in 2024 we enhanced our biodiversity communications materials, including an internal white paper that showcases exemplary practices aligned with the EU Biodiversity Strategy.

Incidents relevant to the environment and fines

Siemens uses a worldwide reporting system to document environmental incidents. In fiscal 2024, we recorded one significant incident resulting in a permit related fine over US$10,000. We recorded 15 minor environmental spills or gas losses with low impacts. They involved spills of chemicals, diesel, hydraulic oils, or resins and losses of coolant gases.

Stakeholder involvement in conserving resources

Stakeholder engagement is a crucial aspect of our environmental protection efforts. We utilize various channels to engage in regular stakeholder dialogs, including with local communities. One of the communications channels used is our internal Environmental Protection Newsletter, where we share updates, achievements, and upcoming initiatives related to environmental protection. We also promote the use of best practices and knowledge transfers within Siemens through curated training offers in our internal web-based training platform in order to facilitate our efforts in this regard.

For more information about the methods used, environmental reporting, and environmental data collection, see ↗ REPORTING METHODOLOGY.

4.3

Product stewardship

- **Advancing Robust Eco Design (RED) to our relevant hardware, software, and service portfolio**
- **Significant increase in Lifecycle Assessments (LCAs) and Environmental Product Declarations (EPDs)**

Management approach

At Siemens, we understand that design decisions made during the development of our offerings can have effects on nature and our environment. As one of the market leaders and technology pioneer in many fields, we take a keen interest in minimizing these impacts throughout the lifecycle of our portfolio. Ensuring the environmental compatibility of our offerings is a key priority.

Extraction and processing of material resources (fossil fuels, minerals, non-metallic minerals, and biomass) account for over 55% of greenhouse gas emissions (GHG). Biomass (agricultural crops and forestry) also accounts for over 90% of the total land use related biodiversity loss and water stress.[1] These consequences can impact the composition, resilience, productivity, and carrying capacity of natural and managed ecosystems as well as people's well-being. According to the Circularity Gap Report 2024, only 7.2% of the materials used worldwide in 2023 were recycled. This marks a decline from 9.1% in 2018[2]. We therefore aim to reduce the environmental impact of our relevant hardware, software, and service portfolio as early as the design phase and minimize the need for raw material extraction. Our Ecodesign approach considers relevant environmental aspects already in the product planning and design stage, because this phase can determine up to 80% of a product's lifecycle environmental impact.[3] The Siemens EcoTech Profiles showcase the outcomes of the Robust Eco Design approach. We also address these challenges through various cross business and functional initiatives: for instance, our Ecodesign learning programs, our sustainable products initiative, and our Sustainability Business portfolio.

We focus on resource efficiency over a product's entire lifecycle

Our governance and policies for product stewardship

The Environmental Protection department is responsible for planning, preparing, organizing, and implementing rules and regulations for product stewardship. It aims to ensure consistency, transparency, implementation, and compliance with regulatory frameworks within its areas of responsibility and reviews their effectiveness.

With our Ecodesign approach, we aim to contribute to climate protection at our customer sites and increase dematerialization through our circularity approach and our digital portfolio elements. ↗ CLIMATE ACTION, ↗ COMPANY PROFILE

Fundamental Ecodesign approaches at Siemens include increased resource efficiency and decarbonization during production, higher productivity and efficiency during use, and product designs that support a circular economy. In accordance with the international standards IEC 62430 Environmentally Conscious Design for Electrical and Electronic Products, DIN EN 4555x series, ISO 14006, and ISO 14009, Siemens developed and applies the Robust Eco

1 IRP (2024). Global Resources Outlook 2024: Bend the trend – pathways to a liveable planet as resource use spikes. (Global Resources Outlook | Resource Panel)
2 https://www.circularity-gap.world/2024
3 Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. A new Circular Economy Action Plan. For a cleaner and more competitive Europe (https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52020DC0098)

Design (RED) approach. The Ecodesign Appendix, which is a mandatory component of Siemens' Environmental Protection Standard, provides a framework for environmentally compatible design, as well as assessing and communicating the environmental footprint of our offerings throughout all phases of the lifecycle, in anticipation of the need for guidance beyond the current reporting scope. In fiscal 2024, we upgraded the Ecodesign Appendix with 12 specific Ecodesign criteria along the three different stages of the lifecycle (sustainable materials, optimal use and value recovery) to address Ecodesign along the entire lifecycle of a product. These specific Ecodesign criteria are in line with legislation, like the EU Eco Design for Sustainable Products Regulation (ESPR). With our Siemens EcoTech Profile, we highlight portfolio elements whose criteria are outperforming their predecessors, harmonized standards, or the market. The implementation of this standard is the responsibility of the Heads of Siemens' organizational units and is an integral part of the company's annual environmental review according to ISO 14001.

Targets

Our Ecodesign approach is also embedded in the field of action Resource efficiency in our DEGREE sustainability framework. The main objective is to introduce methods and rules for circularity and dematerialization along the entire value chain.

Applying Robust Eco Design across the relevant hardware, software and service portfolio

Our aim has been to intensify the use of Lifecycle Assessments and Environmental Product Declarations, which will allow us to identify environmentally compatible design alternatives, that are supported by the specific Ecodesign criteria that can be integrated into our product specifications. Our ambition is to apply Robust Eco Design to our relevant hardware, software, and service portfolio by 2030[4]. Starting in 2021, we began implementing Robust Eco Design primarily across our hardware products, establishing a strong foundation. In 2024, we expanded our efforts to include software and services, strengthening our commitment to reducing the footprint of our offerings. With this step the revenue coverage of the relevant portfolio elements of Siemens without SHS increased to 69% compared to 62% in fiscal 2023. In addition, our ambition is to increase the number of LCAs and EPDs available. As a result of our accelerated commitment, the rate of RED implementation reaches 54% in fiscal 2024, compared to 41% in fiscal 2023[4].

As a result, we are continuously expanding our database for monitoring and communicating the environmental performance of our relevant hardware, software, and service portfolio.

Expanding our use of secondary materials

We want to proportionately increase our procurement of secondary metals and resins by 2030. To achieve this, we are concentrating on suppliers of raw materials and semifinished products that can be directly influenced by our purchasing specifications.

Resource efficiency

Progress on DEGREE ambition #6: Robust Eco Design for 100% of relevant hardware, software, and service portfolio by 2030

The portion of our relevant hardware, software, and service portfolio that incorporates Robust Eco Design stands at 54% compared to 41%[1] in fiscal 2023. Only when the rate of implementation reaches 100% can it be assumed that all relevant elements of the portfolio have completed every phase required to be designated a Robust Eco Design.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

Siemens without SHS.

1 Prior periods are presented on a comparable basis, based on an adjusted portfolio scope.

4 Prior periods are presented on a comparable basis, based on an adjusted portfolio scope.

Resource efficiency

Results on DEGREE ambition #7: Natural resource decoupling through increased purchase of secondary materials for metals and resins

We maintain effort to use secondary materials for metals and resins and implement a circular economy. In fiscal 2024, we purchased 35% of the metals – primarily iron, copper, and aluminum used in the manufacture of our products – from recycled sources and remain stable in comparison to fiscal 2023. This percentage is the weighted average of the secondary material proportions of the three metals based on average regional or global values from literature sources. In fiscal 2024 we sourced 1% of the resins used to make our products from recycled sources. We continue to collaborate with the technical plastics recycling chains and are focused on further developing product specifications and material standards.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Results

Metals **35%**
Resins **1%**

Siemens without SHS.

Limiting declarable substances

At the same time, we want to continuously reduce declarable substances in all our products.

More details on the measurements used in the substitution process for declarable substances can be found in the section "Actions and results."

Actions and results

Our program module Eco Efficiency @ Siemens has defined special environmental protection priorities in the categories Responsible Product Development – of which Robust Eco Design is an integral part – and Clean Supply Chain.

Robust Eco Design for future-fit product families

Robust Eco Design focuses on the systematic application of Ecodesign to all lifecycle phases processes. The aim is to identify strategies that make a hardware, software and service lifecycle as environmentally compatible as possible. For hardware, actions like refurbishment, reuse and proper recycling can be options, while for software, it is on the one hand about the environmental impacts associated with the development, e.g. associated business travel, and on the other hand the energy efficiency while in use. For services, the environmental impacts often related also to business travel, which can be optimized or replaced by remote services. For all portfolio elements, we intend to reduce materials, energy flows, and losses to the necessary minimum.

RED measures

The Robust Eco Design approach is designed to identify potential measures for reducing the environmental impacts of our relevant hardware, software, and service portfolio in order to:

- → Increase resource efficiency by reducing material inputs or replacing physical components and functions with digital solutions – otherwise known as dematerialization
- → Optimize energy efficiency by minimizing energy consumption during use and designing environmentally sound operation modes
- → Enhance durability and reliability by material selection or services that help extend a hardware and software product's lifespan and maintain its functionality
- → Extend the lifespan of our relevant hardware and software through proper maintenance, repairability, and upgradability activities along with the appropriate service offerings
- → Maximize the value and benefit from our relevant hardware, software, and service portfolio by implementing efficient return logistics systems, promoting take-back initiatives, and adopting "As-a-Service" business models.

RED phases

The Robust Eco Design approach involves three phases:

→ Phase 1 – Application perspective

The goal and scope of the requirements of our relevant hardware, software, and service portfolio are defined and are analyzed in terms of the environmental parameters required by markets and customers. They are then categorized in Homogeneous Product Families based on their underlying technology and specifications, such as the function provided, type of service or software. This ensures they will meet the needs and demands of stakeholders. For details, see our ECO DESIGN WHITE PAPER[5].

→ Phase 2 – Solid foundation

The environmental impacts of our Homogeneous Product Families are quantified using LCAs based on ISO standards. EPDs are used to communicate a portfolio's environmental impact and other environmental indicators that measure circularity. This phase provides the basis for the determination of environmental footprint improvement measures. For details, see our LCA EPD BROCHURE.

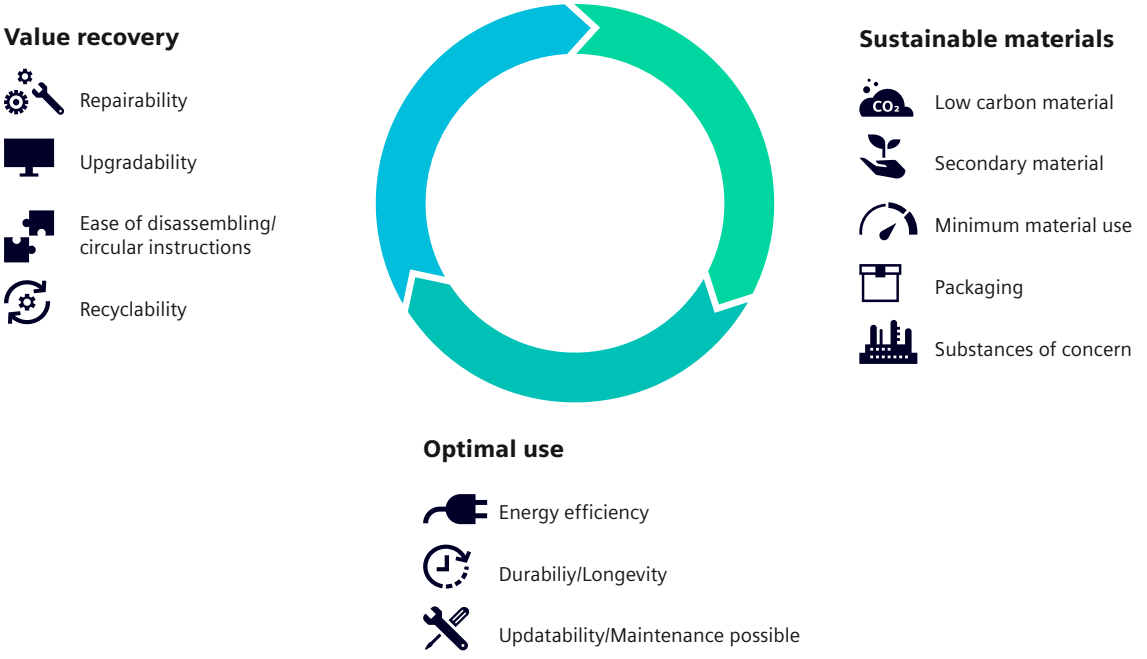
→ Phase 3 – Dematerialization

The preceding assessments are conducted to identify environmental design alternatives, the results are interpreted, and where feasible they are incorporated into environmentally optimized design specifications. The 12 Ecodesign criteria are part of these design alternatives and are considered in the Product Lifecycle Management process – for example, secondary materials, repairability, recyclability, upgradability, and energy efficiency – to support dematerialization.

Eligibility for Siemens EcoTech Profile

Beginning in 2024, the Siemens EcoTech Profile is being awarded to products that outperform their predecessors, harmonized standards, or the market in terms of their environmental impact, based on the 12 Ecodesign criteria. For more information on the Siemens EcoTech Profile, see Focus in fiscal 2024.

Our 12 Robust Eco Design criteria



5 https://assets.new.siemens.com/siemens/assets/api/uuid:f7d929ad-971f-44df-ac51-7783cc28dac7/Ecodesign-WP.pdf

Implementation rate of our Robust Eco Design approach
In line with our DEGREE R (Resource Efficiency) ambition, we consistently monitor our progress in implementing the Siemens Robust Eco Design (RED) approach across the Homogeneous Product Families in our business units, without Siemens Healthineers (SHS).

To track our progress, we classify our relevant hardware, software, and service portfolio into Homogeneous Product Families (HPF) based on similar technical and environmental characteristics. The process is as follows:

- → We select representative products to derive scaling functions. These products should represent the average product structure. They should also cover most of the products sold within this HPF.
- → This involves calculating the Life Cycle Assessment (LCA) for at least one product that represents the average product structure and cover most of the products, ensuring comparable data availability and sources.
- → The selection of scaling parameters within a Homogeneous Product Family (HPF) involves determining a function of physical characteristics that reflects the environmental impacts of the product. These parameters are specific to each product and can vary across different impact categories and lifecycle phases. They should cover all environmental impact categories, be easily accessible, and include both geometric and functional properties.

Each Homogeneous Product Family is evaluated independent of the three perspectives previously explained: the application perspective, the solid foundation of the product, and the level of dematerialization achieved. The state of maturity of each Homogeneous Product Family is compared to predefined respective maturity criteria. This comparison forms the basis for a formalized scoring system, where a fully met criterion scores 100%, a partially met criterion scores 25%, and an unmet criterion scores 0%. The scorings are applied independently for each criterion. The mean of all scores is the RED implementation rate for a Homogeneous Product Family. The Robust Eco Design conformant revenue share for a Homogeneous Product Family is derived by multiplying its revenue with the Robust Eco Design implementation rate.

Lastly, the implementation rate KPI for Robust Eco Design is calculated as the ratio of the total RED-conformant revenue to the total revenues of all identified Homogeneous Product Families. The total revenue of all identified Homogeneous Product Families includes third-party revenues from our hardware, software, and service portfolio. Revenues from solutions, obsolete products, products with negligible revenue, and products that are spin-offs are not considered when calculating the Robust Eco Design KPI.

This comprehensive approach ensures that our Robust Eco Design implementation is thorough, consistent, and aligned with our DEGREE ambition.

The Robust Eco Design approach provides a systematic methodology for exploring effective Ecodesign measures identified in one product family and applying them to other product families. This process is facilitated by scheduled community meetings that serve as a forum for practitioners specializing in product-related environmental protection to exchange best practices and insights. We also maintain an internal knowledge resource that includes Ecodesign case studies; it is a dynamic knowledge base that promotes cross-pollination of ideas and strategies across our business units.

Focus in fiscal 2024
In fiscal 2024 we strengthened our Environmental Protection Standard "Specifications for Environmentally Compatible Products, Systems, Solutions, and Services " and its Robust Eco Design Appendix with a focus on 12 Robust Eco Design criteria. Those criteria cover the entire lifecycle, are aligned with existing and future regulatory requirements and global policies, and will guide our dematerialization process. This is supported by the digital twin, a Siemens solution that simulates the entire lifecycle of an asset, from its design and production to operation, servicing, and maintenance – also on Sustainability. LCAs and EPDs are created by our automated and systematic solution for facilitating transparency in the environmental profile of our products.

In 2024, Siemens launched the Siemens EcoTech Profile. It is awarded to products that outperform their predecessors, harmonized standards, or the market in terms of their environmental impact. Its basis are the 12 Eco Design criteria, which are categorized in terms of the three different stages of the lifecycle (sustainable materials, optimal use, and value recovery). To prioritize each dimension and to provide a holistic view along the entire product lifecycle, all Siemens EcoTech products have to outperform in each of the three dimensions to qualify for the profile.

In fiscal 2024, Siemens EcoTech Profiles were awarded, covering more than 25,000 Siemens products. This helps communicate the sustainability capabilities of our portfolio and how our products can support our customers in meeting their own environmental ambitions.

To be designated a Siemens EcoTech Profile, a product needs to meet mandatory prerequisites. It must have earned an Environmental Product Declaration (EPD), comply with substance regulations, and be produced in a facility powered by 100% renewable electricity. All of these products also have to fulfil at least one criterion in each of three lifecycle stages.

The profile is designed to provide customers with transparent information on each outperformance we claim, as well as detailed information on how the product fulfils the Eco Design criteria, for instance, with the Partial Carbon Footprint, Recycler Guide, and repairability. This level of performance transparency is consistent across all our Siemens EcoTech Profiles.

By going beyond regulatory requirements and being transparent about the measures we take to reduce the environmental footprint of our products, we empower our customers to make more informed choices.

Clean Supply Chain: Using secondary materials to decouple natural resource use

Building on the Robust Eco Design phase dematerialization, the Clean Supply Chain category in the Eco Efficiency @ Siemens program module maps our path to decoupling natural resource use from our economic growth.

In fiscal 2024, Siemens increased the portfolio of sustainable resins in its internal material databases to 110 resins and switched several resins to a more sustainable solution with a lower product carbon footprint and higher secondary material share.

One of our newly established Ecodesign criteria is related to secondary materials. It aims to increase the share of secondary material, including bio-based material when it comes from waste.

Risk-aware handling of declarable substances

Another essential aspect of product stewardship is the responsible handling of substances, mixtures, and materials that are potentially hazardous to the health of people and/or the environment over the full lifecycle. Given market dynamics and various legal regulations that address these potentially harmful substances, we have been reconciling the definition of Substances of Concern. We strive to proactively substitute these substances beyond the legal requirements – including the Restriction of Hazardous Substances in Electrical and Electronic Equipment (RoHS), the Regulation on the Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH), and the Regulation on Persistent Organic Pollutants (POP) – while also considering EU Taxonomy criteria, especially Do Not Significant Harm (DNSH) Appendix C along with the technical requirements of the products. For this purpose, we continuously optimize the relevant management using internal processes and tool landscapes, and we engage with our suppliers to identify and qualify substitution options. Also in this context, we work to increase the utilization of the digital industrial substance database BOMcheck[6] by our suppliers and are constantly optimizing our interfaces and automated workflows. We fully comply with the declaration requirements of international legislation and IEC 62474.

6 BOMcheck is an external database that enables Substance Declaration via a web-based system designed to reduce the risk of regulatory non-compliance. The Declarations are based on industry standards IEC62474 and IPC1752A/B for substance/material declarations that are relevant and applicable to the Siemens product portfolio.

By systematically applying our approaches to environmentally compatible hardware, software and service design and closely collaborating with our business partners, we intend to comprehensively support the replacement of declarable substances and decouple economic development from resource consumption.

Training and stakeholder involvement in product stewardship

We actively involve our customers in our Robust Eco Design process. In the first phase of this process, the goal and scope of requirements for Homogeneous Product Families are defined, and HPFs are analyzed in terms of the environmental parameters required by markets and customers. Our business units also reach out to customers to learn their specific requirements for Ecodesign measures and to get feedback on measures already implemented. Regular workshops with selected partners, distributors and customers are conducted to poll their opinions on required or implemented Ecodesign measures.

Since fiscal 2022, the two-part Circular Design web-based learning module has been available to all Siemens employees. In addition, we developed the Leading in Sustainability training as part of the Top Management Leadership Program, a learning program for our leaders that includes a focus on the circular economy. We maintain internal stakeholder engagement and raise awareness with measures like environmental protection newsletters and environmental information campaigns, like our Ecodesign Whitepaper.[7]

We are also engaged in a number of related technical standardization committees and working groups, like the IEC TC111, the CENELEC TC111X , and ISO TC323, to support the development of standards, rules, and guidelines for environmentally compatible product design and the product environmental footprint.

7 https://assets.new.siemens.com/siemens/assets/api/uuid:f7d929ad-971f-44df-ac51-7783cc28dac7/Ecodesign-WP.pdf

4.4
EU Taxonomy

The EU Taxonomy results in this section were determined based on Commission Delegated Regulation (EU) 2021/2178 in conjunction with the International Financial Reporting Standards applicable for the Consolidated Financial Statements. In order to enhance the usefulness and comparability of this information, Siemens assesses Taxonomy-alignment for all relevant environmental objectives one year ahead of the regulatory requirement. The expansion of the reporting scope regarding environmental objectives and the associated increase of economic activities, including amended economic activities for the climate objectives, resulted in sharply increased Taxonomy-eligibility and underlines the relevance of the Siemens product portfolio and solutions for a sustainable transformation.

EU Taxonomy results for the reporting year (Siemens Group)

	Taxonomy-eligible		Taxonomy-aligned	
	Fiscal year		Fiscal year	
	2024	2023	**2024**	2023
EU-Taxonomy Revenue	**68.1%**	20.3%	**25.4%**	16.5%
EU-Taxonomy Capital Expenditures (CapEx)	**72.2%**	34.5%	**18.2%**	12.2%
EU-Taxonomy Operating Expenditures (OpEx)	**74.0%**	12.4%	**32.3%**	8.2%

The revenue figure shows the ratio of revenue from Taxonomy-eligible and/or -aligned economic activities to the total revenue in the Consolidated Statements of Income for the reporting year. Revenue results primarily from contracts with customers, to a minor extent also from leasing activities (for further details see Note 29 to the Consolidated Financial Statements). The Innomotics business, reported under Discontinuing Operations, was consequently not part of the revenue baseline and associated Taxonomy assessments.

Based on a comprehensive assessment of the Siemens business portfolio, Taxonomy-eligible revenue accounted for 68.1% of total revenue and Taxonomy-aligned revenue for 25.4%. This translated into €51.7 billion in Taxonomy-eligible revenue and thereof €19.3 billion in -aligned revenue.

Taxonomy-eligible means, that 68.1% of Siemens' business potentially qualifies as environmentally sustainable as defined by the EU Taxonomy regulation. The Taxonomy-eligible business is primarily associated with the EU's environmental objectives Climate Change Mitigation (CCM) and Transition to a Circular Economy (CE). Siemens business activities outside of the scope of EU Taxonomy are mainly within Siemens Healthineers, partly because currently the Healthcare sector is only partially covered by the EU Taxonomy.

Taxonomy-aligned implies, that 25.4% of our business activities are already environmentally sustainable and contribute substantially to Climate Change Mitigation or Transition to a Circular Economy.

Taxonomy-aligned economic activities were primarily driven by the activities (i) Manufacture of low-carbon technologies for transport (CCM 3.3), (ii) rail transportation infrastructure (CCM 6.14), both associated with the business portfolio of Mobility, and (iii) Provision of IT/OT data-driven solutions (CE 4.1) related to Digital Industries. Furthermore, (iv) Services for energy-efficient building technologies (CCM 7.5) as part of our Smart Infrastructure business contributed to alignment in revenue in the reporting year.

A major share of eligible, non-aligned revenue was tied to the new economic activities (i) Manufacture, installation, and servicing of high medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation (CCM 3.20) and (ii) Manufacture of electrical and electronic equipment (CE 1.2).

The difference between alignment and eligibility was mainly due to criteria related to substances of concern, which go beyond existing national and EU regulations. On the one hand, the criteria for substantial contribution for the activity Manufacture of electrical and electronic equipment (CE 1.2) require proactive substitution for many of these substances, which largely depends on the availability of (economic) alternatives as well as lead times in product life cycles to be feasible. On the other hand, the Do No Significant Harm (DNSH) criteria related to the use and presence of substances, part of Appendix C pollution prevention and control, require transparency regarding the use of substances of concern especially in non-European countries, which is not completely available yet, as well as additional documentation related to the proactive substitution of substances or justifications for their ongoing use.

The CapEx figure shows the ratio of CapEx from Taxonomy-eligible and/or aligned economic activities to the total CapEx, reflecting additions (including additions from business combinations) to other intangible assets and property, plant and equipment in accordance with Note 13 to the Consolidated Financial Statements, as well as additions of assets for Innomotics. In the reporting year, 72.2% (€2.8 billion) of Siemens' CapEx was Taxonomy-eligible, and 18.2% (€0.7 billion) was Taxonomy-aligned. Within the Taxonomy-aligned CapEx, the majority is related to additions to property, plant and equipment (€0.4 billion), while the remainder pertains to capitalized right-of-use assets (€0.2 billion) and internally generated intangible assets (€0.1 billion).

The contributors for alignment in CapEx were primarily the following activities: (i) Acquisition and ownership of buildings (CCM 7.7) related to Siemens' real estate portfolio, (ii) Provision of IT/OT data-driven solutions (CE 4.1), and (iii) Manufacture of low-carbon technologies for transport (CCM 3.3).

The Taxonomy-aligned CapEx included €176 million related to a CapEx plan for building projects to be finalized by fiscal 2028, summing up to a planned total volume of €1.5 billion (capitalizable and non-capitalizable costs). The buildings are designed to minimize energy use and carbon emissions (CCM 7.7). The total volume of this CapEx plan increased by €0.1 billion compared to the prior fiscal year due to addition of new building projects. When finalizing or starting building projects that are part of the CapEx plan, the planned total volume reported in the respective period is adjusted accordingly.

Acquisition and ownership of buildings (CCM 7.7) represented the largest portion in overall CapEx eligibility. The difference between Taxonomy-eligible CapEx and Taxonomy-aligned CapEx for this economic activity was impacted by (i) only partial availability of information on energy performance certificates for our global portfolio and (ii) energy certificates below the required threshold defined in the Substantial Contribution criteria for the energy efficiency of buildings.

Furthermore, eligibility in CapEx benefited from the new economic activities (i) Manufacture of electrical and electronic equipment (CE 1.2) and (ii) Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation (CCM 3.20). As outlined above under the revenue figure, alignment here was still negligible due to criteria related to substances of concern.

The OpEx figure shows the ratio of OpEx from Taxonomy-eligible and/or -aligned economic activities to total OpEx. The total OpEx comprises direct non-capitalized costs related to research and development, building renovation measures, short-term leases, maintenance and repairs, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant, and equipment as defined in Annex I of the Commission Delegated Regulation (EU) 2021/2178. Within Siemens' OpEx, 74.0% (€5.5 billion) were Taxonomy-eligible and 32.3% (€2.4 billion) were Taxonomy-aligned in the reporting year. The Taxonomy-aligned OpEx is mainly composed of research and development expenditures (€2.3 billion), the remainder relates to maintenance and repair costs (€80 million), building renovation measures (€29 million), and short-term leases (€18 million).

Taxonomy-aligned expenditures related primarily to processes and assets associated with economic activities also being main alignment contributors for the revenue figure, with the major share resulting from the activity Provision of IT/OT data-driven solutions supporting circular economy (CE 4.1). Taxonomy-aligned OpEx included €10 million related to the CapEx plan mentioned above.

Eligible, non-aligned OpEx consisted mainly of (i) Manufacture of electrical and electronic equipment (CE 1.2), and (ii) Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation (CCM 3.20).

As for revenue, the difference between Taxonomy-eligible OpEx and Taxonomy-aligned OpEx was mainly due to criteria related to substances of concern, mentioned above under "revenue figure".

Key economic activities in the context of our Industrial Business

Whereas reported EU-Taxonomy figures are based on Siemens Group, this section provides contextual information specifically for Siemens' Industrial Businesses.

Digital Industries: For fiscal 2024, the share of Taxonomy-eligible revenue, CapEx and OpEx associated with Digital Industries' automation and software offerings increased due to new economic activities. This is driven by the newly added environmental objective Transition to a circular economy and its related economic activities concerning Manufacturing of electrical and electronic equipment (CE 1.2) and Provision of data-driven solutions contributing to a circular economy (CE 4.1) as well as the new activity Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution resulting or enabling a substantial contribution to climate change mitigation (CCM 3.20).

Smart Infrastructure: A substantial portion of the Smart Infrastructure portfolio was already eligible for climate-objective related EU Taxonomy reporting last year; including energy efficient equipment for buildings and services for energy performance of buildings (CCM 7.5). The coverage for Smart Infrastructure increased further in fiscal 2024, especially through the addition of the new activity Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution resulting in or enabling a substantial contribution to climate change mitigation (CCM 3.20).

Mobility: By providing products, solutions and services in the area of rail passenger and freight transportation, the Siemens Mobility portfolio was fully eligible, contributing to climate change mitigation through Manufacturing of low carbon technologies for transportation (CCM 3.3), and providing Infrastructure for rail transportation and infrastructure enabling public transport (CCM 6.14, CCM 6.15).

Siemens Healthineers: Siemens Healthineers reported an increase in Taxonomy-eligibility in 2024 due to the expansion of the EU Taxonomy regulation. With Siemens Healthineers being a global provider of healthcare equipment, a portion of the business can be assigned to the environmental objective Transition to a circular economy and the related activity Manufacture of electrical and electronic equipment (CE 1.2).

Determination of Taxonomy-eligible and -aligned figures

For calculating the Taxonomy-eligible and -aligned key figures, Siemens' business activities and associated revenue, CapEx and OpEx were mapped to applicable economic activities listed in the respective Taxonomy Climate and Environmental Delegated Acts. Where necessary, allocation keys were used for the calculation of CapEx and OpEx based on the revenue share of the Taxonomy-eligible and -aligned activities. To avoid double counting in the calculation of the Taxonomy figures, it was ensured that revenue, CapEx and OpEx were allocated only to the environmental objective they substantially contribute to, even if there is a contribution to multiple objectives.

For evaluation of EU Taxonomy alignment, the Substantial Contribution criteria for all Taxonomy-eligible business activities were assessed and documented by experts from the respective businesses and organizational units supported by our internal software solution. Depending on the type of economic activity, the assessment level was based on internal reporting hierarchy levels, such as business-segment, product-family or project level. The assessment of activities substantially contributing to climate change mitigation included for example the comparison of our rail rolling stock portfolio (including bi-mode vehicles) to the criteria of zero direct CO_2 emissions. For the activity Provision of data-driven solutions contributing to a circular economy (CE 4.1) as an example, assessments were carried out at a product group level, considering the various categories under CE 4.1, including (a) remote monitoring and predictive maintenance systems, (b) tracking and tracing software and IT/OT systems, (d) design and engineering software, and (f) lifecycle performance management software. We compared and evaluated the respective product group against the specific Substantial Contribution criteria, e.g. (d) whether our design and engineering software includes features allowing to make informed decisions on the circularity and environmental performance of products already during the product design phase.

Accordingly, based on the specific regulatory requirements and together with technical and/or local experts, the DNSH criteria were assessed on the product, site, project and/or supplier level. This included for example an analysis of risks arising from climate change using climate risk and vulnerability assessments across various levels of the organization. An additional requirement for EU Taxonomy alignment is compliance with minimum safeguards (MS) as outlined in Article 18 of the EU Taxonomy Regulation. The MS requirements are met. To assess and comply with the MS requirements covering the areas of human rights, anti-corruption and bribery, taxation and fair competition, Siemens has introduced a standardized, group-wide assessment of due diligence processes. Arisen issues are addressed, using established grievance mechanisms and remediation measures. For companies and units that become part of the Siemens Group, this assessment process is also rolled out as part of the integration process.

SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT

Pages 90 – 116

Social
Contribution to people and society

Equity

Foster diversity, equity, inclusion, and community development to create a sense of belonging

Our key ambitions[1]

→ 30% female share in Top Management by 2025
→ Access to employee share plans – Maintain high level and expand globally to up to 100% by 2025[2]
→ Global commitment to the New Normal Working Model[3]

Additional highlights

→ Our new "P&O Strategy 2030"[1] for 2030 and beyond our own people
→ Aiming to build greater equity through our global Gender Equity Program[1]
→ Social engagement with three strategic priorities – giving societies access to knowledge and technologies

Employability

Enable people to stay resilient and relevant in a permanently changing environment

Our key ambitions[1]

→ Increase digital learning hours to "25 by 25"[4]
→ Access to Employee Assistance program: Maintain high level and expand to 100% globally by 2025
→ 30% improvement in Siemens' globally aggregated LTIFR[5] by 2025

Additional highlights

→ MyGrowth approach to foster individual growth and performance at scale[1]
→ Broad portfolio for vocational education and training, and lifelong learning and growth for enabling our new "P&O Strategy 2030" with the ambition "Skills for Life"[1]
→ Continued worldwide rollout of the Healthy and Safe @ Siemens program

1 Siemens without SHS.
2 Where legally possible and reasonable.
3 For employees with job profiles that make this possible and reasonable.
4 Digital learning hours per headcount.
5 LTIFR: Lost Time Injury Frequency Rate (of Siemens employees and temporary workers) baseline fiscal 2020.

5.1

Working at Siemens

- **Our new "P&O Strategy 2030"[1] for 2030 and beyond our own people**
- **Global values and global corporate culture**
- **327,000[2] employees worldwide**

Management approach

In developing our future strategy, we analyzed disruptive trends and assessed their impact on People & Organization (P&O) issues and our organizational readiness. This analysis revealed not only inherent risks, but also valuable opportunities for our transformation.

We believe that people and organizations are at the core of all transformations. While people are behind every movement, technology, or bright idea, organizing for impact maximizes value. Both are essential to drive sustainable business outcomes.

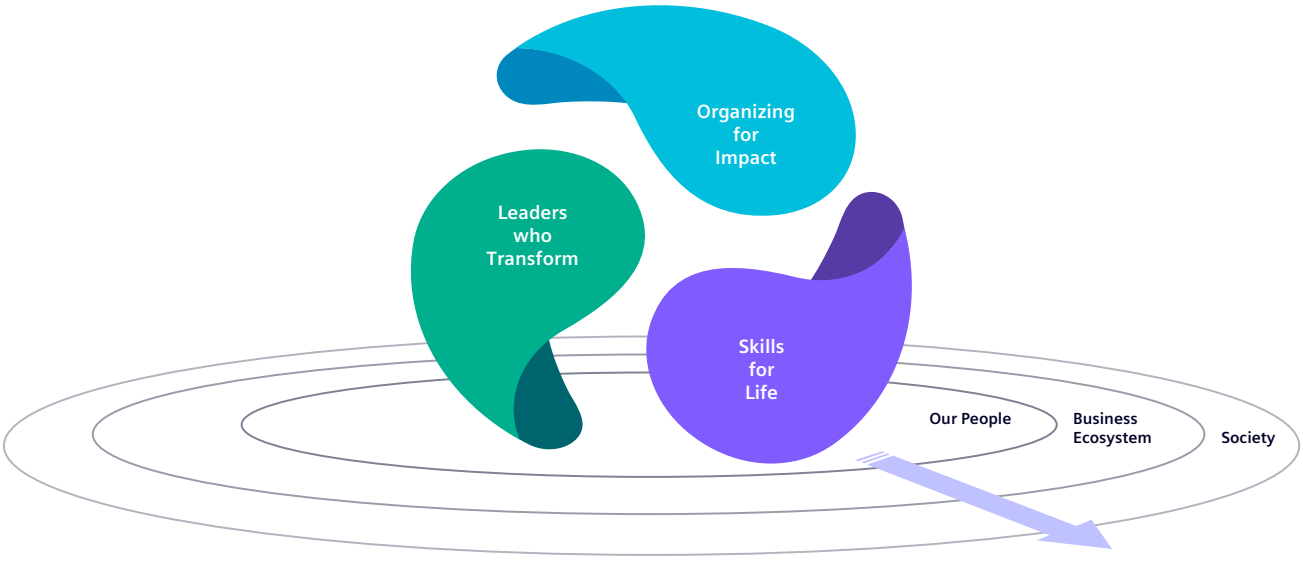
To support Siemens in living up to "Transform the everyday, for everyone", we take a long-term view in our P&O Strategy 2030[1].

Transforming the everyday, for everyone[1]

The key enablers that are critical to addressing the opportunities and keeping Siemens successful in our leading and future businesses, and that support Siemens' purpose of Transforming the everyday for everyone, are translated into the three key ambitions of our P&O Strategy 2030[1]:

→ Skills for Life
→ Organizing for Impact
→ Leaders who Transform

As One Technology Company, we transform the everyday, for everyone[1]



1 Siemens without SHS.
2 All employee figures in this chapter refer to headcount and active employees.

Skills for Life:
To actively address the fast-paced, changing circumstances and talent shortage, we need to rethink re- and upskilling. The need for targeted, personalized learning will drive our ability to develop sustainable capabilities and remain relevant and competitive. This allows us to increase employability and development for our people, as well as elevate organizational adaptiveness by building a broader range of talent pools.

Organizing for Impact:
To lead increasing business transformation needs and in light of the speed of the market, our organizations need to operate quicker, be more integrated, and build stronger capabilities. This goes beyond organizational structures – it involves a systematic way of driving organizational effectiveness, solving problems, and improving organizational performance.

Leaders who Transform:
The role of leadership is essential to the Siemens strategy of combining the real and the digital worlds. By driving our strategy and organizations, as well as elevating people's experiences and engagement, our leaders support people thrive and grow in transformational environments. It is paramount to have a myriad of strong leaders across all our organizations.

Our People & Organization governance and policies

The People & Organization (P&O)[1] unit, headed by our Chief People and Sustainability Officer (CPSO), is responsible for regulations and standards for our people that establish an integrating, empowering culture of growth and transformation, that aims to support both a sustainable business success and our people's employability. All P&O Governance units are working with our country and local business P&O functions to align them with local labor laws, support them to drive transformation and digitalization, and attract and retain talents.

→ Our global and local P&O Governance[1] are responsible for (global) policies, standards, and top strategic initiatives in P&O-related areas.

→ Our global and local P&O Business Partners (BPs)[1] are working with our managers to focus on strategic P&O topics and implementation that will support the business and functional needs.

→ Our local P&O teams and Siemens' internal Global Shared Service[1] centers manage people operations.

Establishing a culture of trust

Siemens' values and ethical standards for doing business are anchored in our Business Conduct Guidelines (BCGs). The BCGs define the basic principles and rules for our conduct both inside and outside the company. The BCGs are binding for our employees, managers, and top management globally. The principles of human rights, non-discrimination and non-intimidation, free choice of employment, prohibition of child labor, prohibition of forced labor and all forms of slavery, fair employment (including adequate compensation and appropriate working hours), freedom of association and collective bargaining, health, occupational safety, personal security, and protection and privacy of personal data are embedded in Siemens' BCGs, International Framework Agreement (IFA), Human Rights policies[1], and Compliance system. ↗ COMPLIANCE AND ETHICS

We place fair treatment and respect at the heart of our value system. Our aim is to respect the personal dignity, privacy, and rights of each individual. We believe that diversity enriches our workplace. We work together without regard to ethnic origin, culture, religion, age, disability, skin color, gender, sexual identity and orientation, or worldview. We do not tolerate discrimination, sexual or any other form of harassment, or inappropriate behavior towards individuals or groups. ↗ HUMAN RIGHTS

Targets

We have adopted ambitious, specific goals in our DEGREE sustainability framework.[1] The three fields of action – Ethics, Equity, and Employability – are key priority areas for the P&O unit at Siemens.[1] ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

→ Ethics: We foster a culture of trust, adherence to ethical standards, and handling data with care. Our values and Ethical Principles are embedded in our BCGs, on which all our people are trained regularly. ↗ COMPLIANCE AND ETHICS

1 Siemens without SHS.

→ Equity: Fair treatment and respect are at the core of our corporate values. We aim to be the employer of choice and to foster diversity, inclusion, and community. In addition to fostering a culture of trust and empowerment, we want to create a sense of belonging and a safe environment where our people can give their best. ↗ DIVERSITY, EQUITY, AND INCLUSION

→ Employability: We continually invest in all levels of training for our people. We support their resilience as people and relevance as skilled workers. We strive to enable our people to manage change effectively and to surpass their previous performance levels. We focus on digital learning, employee assistance programs, and occupational health and safety measures for them.

↗ PROFESSIONAL EDUCATION, AND LIFELONG LEARNING AND GROWTH

↗ OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

In addition, the P&O unit supports the DEGREE Governance ambition by integrating ESG criteria into the long-term variable compensation programs[3] for the Managing Board and senior management.[1]

↗ SUSTAINABILITY GOVERNANCE AND ORGANIZATION

Actions and results

Strengthen our Siemens Employer Brand to attract and retain talent[1]

In 2024 we strengthened and expanded our employer branding campaign Create a better #TomorrowWithUs to new markets. This campaign was launched to attract and retain top talent for Siemens and position us as an inclusive employer of choice. Siemens is transitioning more and more to a technology company that drives sustainability. Our goal is to position Siemens as an inclusive employer of choice in all our relevant talent markets. This has also received external recognition, as Siemens has been listed "World's Best Employers 2024" by Forbes and "World's Most Attractive Employers 2024" by Universum.

Equity

Progress on DEGREE ambition #10: Access to employee share plans – maintain high level and expand globally to up to 100% by 2025

Siemens' employee share program strengthens identification with the company

Employee share ownership is an integral part of the Siemens DEGREE sustainability framework: We aim to maintain access to our employee share program at the 98% level and expand it globally to up to 100% by 2025.[1] Owning a stake in the company is intended to motivate our people to take personal responsibility for their own actions. This ownership culture has a long tradition at Siemens: Our first profit-sharing program was introduced back in 1858. Today the global Siemens share program, which has been offered annually since 2008, is one of the largest employee share programs in the world. More than 107,000 employees invested in their company in fiscal 2024, which means that more than 44% of all eligible employees participated.[2] In addition, Siemens AG distributed more than 439,000 free bonus shares to employees in the past fiscal year as part of the global share program. We are proud to have effectively established global access to employee share plans. ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Siemens Healthineers has its own share program that it offers to its employees.

Progress

FY 21: **98%** | **99.96%** | **~100%** by 2025

1 Where legally possible and reasonable.
2 Participation is open to all employees who were employed by a participating Siemens subsidiary on October 1 of the previous calendar year and continue to be employed at a participating Siemens subsidiary until at least the last day of the applicable offer period. Members of the Managing Board are excluded.

Siemens without SHS.

1 Siemens without SHS.
3 Assessment based on a Siemens ESG/Sustainability index. Currently, ESG criteria include CO_2e emissions and digital learning hours.

Fair and equitable talent process

Talent markets continue to be highly dynamic and competitive. It is becoming harder to attract and retain highly sought-after talents that are key to driving the Siemens transformation. Candidates are clear about their expectations of an attractive employer:

(a) empowerment and personal choice
(b) skill development
(c) a sense of belonging and contributing to a larger purpose

Growing our people is a vital answer in tight talent markets.

We are committed to transparent and equitable access to career opportunities and equal pay for equal work for our people. With access to our open and transparent Job Market and by leveraging new technologies to improve our skill-based recruiting, we foster cross-organizational development to increase internal mobility as well. Our Siemens MyGrowth development approach and talent programs are designed to help develop our people's full potential.[1]

↗ PROFESSIONAL EDUCATION, AND LIFELONG LEARNING AND GROWTH

Right to collective bargaining and freedom of association

The principles of fair pay, the right to collective bargaining, and freedom of association are embedded in Siemens' BCGs and International Framework Agreement (IFA). ↗ COMPLIANCE AND ETHICS Siemens AG reaffirmed its commitment to workers' fundamental rights in our IFA signed with trade unions and our employee representatives in 2012. ↗ HUMAN RIGHTS

The pay system at Siemens in Germany is largely determined by collective bargaining agreements negotiated between the trade union "IG Metall" and employers' associations in the metal and electrical industry (M+E). In fiscal 2024, 94%[4] of our employees in Germany were employed in companies that apply collective bargaining agreements.

Social dialog and relationship management

Enabling a safe dialog between Siemens and our employee representatives is important for building trust with our people. The following employee representative bodies are established at Siemens:

→ The Siemens Group Works Council, Central Works Councils, and local Works Councils represent all our people (excluding senior managers) at Siemens in Germany. Special representation exists for our disabled people and young workers/apprentices. Senior managers at Siemens in Germany are represented by the Siemens Group Speakers' Committee, Central Speakers' Committees, and local Speakers' Committees.
→ Our Siemens Europe Committee (SEC) comprises 36 representatives from 23 countries. The SEC represents our people in the EU countries and the UK, Switzerland, and Norway. In addition to three regional meetings, the annual SEC meeting with all SEC members, representatives of the company, and our Chief People and Sustainability Officer (CPSO) took place in fiscal 2024.
→ In fiscal 2024, Siemens also held meetings with employee representatives and unions in non-EU countries.

Commitment to fair pay

We want to guarantee fair pay for our people that at least conforms to the national statutory minimum wage. Subject to national regulations, Siemens adheres to the principle of 'equal pay for equal work': for instance, equity in wages for women and men with the same job profile or role.

We also regularly review pay parity. In fiscal 2024, we conducted our global employee pay parity analysis[5] using a statistical modelling approach to understand and assess pay parity at Siemens. We advocate for gender equity as further commitment to our uncompromising stance on paying people fairly. We continue to work towards establishing a long-term cultural change that supports our pay parity ambitions and contributes to a sustainable society.

1 Siemens without SHS.
4 Employees covered by collective bargaining agreements (e.g., because of their union membership, reference clause in the employment contract) and employees whose working conditions and terms of employment are influenced by collective bargaining agreements, e.g., because a collective bargaining agreement sets the lower limit for remuneration.
5 Siemens operating countries. Siemens without SHS.

Employee benefits and opportunities for today and tomorrow

In an ever-changing world, we continuously review and modernize employee benefits. We offer flexible benefits programs that support our people's physical, mental, financial, career, and social well-being throughout their work-life journey. With equity and inclusion in mind, the Siemens benefits programs[1] aim to empower our people to realize their full potential and strengthen their resilience through a variety of benefits programs, insurance policies, retirement arrangements, and elective coverage. With a focus on sustainability and the diverse, evolving needs of employees and their families worldwide, we closely monitor the external market for the latest industry trends and innovations.

SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, PENSIONS

Eligibility for Siemens' sponsored benefits such as share plans, company pension scheme, the employee benefits programs, and parental/family leave regulations varies by country. Country-specific plans generally follow local regulations and market practices.

E quity

Progress on DEGREE ambition #11: Global commitment to the New Normal Working Model[1]

At Siemens, mobile working and flexibility of work location in the established hybrid New Normal Working Model (2–3 days of mobile work per week as a standard offering for our people worldwide) also strengthen our ability to attract and retain the best talent. Our DEGREE ambition of a global commitment to the New Normal Working Model supports this aim worldwide. We are proud of this commitment.[1]

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

Committed

1 For employees with job profiles that make this possible and reasonable.

Siemens without SHS.

Work-life balance

To provide our people with even more flexibility and individual solutions, we offer flexible working models. These models are structured according to local requirements and tailored to meet diverse employees' roles and business needs. For instance, Siemens offers mobile working, part-time work, sabbaticals, time-outs, parental/family leave, and partial early retirement. Parental leave for primary and secondary caregivers enables our people to manage their unique work-life needs. Company and country-specific working models may differ and follow local regulations and market practices.

Mobile working has been established as a core element of the "New Normal" to promote a sustainable work culture and environment.

We also encourage our people to achieve a balance between work and caring for relatives. As this topic continues to grow in importance, we will support our people in Germany who provide care for close family members. We offer a variety of support options through the Elder Care program[1]. This program is based on four pillars: time off work and flexible working, communication, counseling, and training on health matters.

Childcare at Siemens

Through family-friendly benefits, we support our employees when and how they require support. A few examples of these benefits in Germany include the following: In fiscal 2024, as part of its family-friendly corporate policy, Siemens AG supported its people in Germany with a general tax-free childcare allowance of up to €100 per calendar month per child for the care of preschool-age children at a day-care center or similar facility. Siemens AG also grants its part-time employees in Germany a tax-free childcare allowance during parental leave for children up to 14 months of age.

1 Siemens without SHS.

There are other options that our people in Germany can benefit from; for instance, approximately 1,300[1] childcare places, a summer vacation childcare program, and parent-child health retreats.

Shaping the future of work[1]

Siemens tackles structural changes in the working environment by asking two essential questions:

→ **HOW** will we work in the future? (#NewWork)
→ **WHAT** will we work on in the future? (#NextWork)

#NewWork focuses on helping organizations and individuals become more flexible and adaptable. For instance, exploring new forms of agile organization, collaboration, leadership, and flexible working conditions.

In 2020, Siemens introduced #NextWork, which is a methodology we use to proactively tackle the changing environment by preparing the organization and our people to stay relevant and employable. With #NextWork, we are addressing the key question of what our future jobs will look like. This includes identifying the roles, skills, and tasks of tomorrow and providing specific and actionable workforce transformation roadmaps through our P&O Strategy 2030[1] and our ambition Skills for Life[1]. ↗ **PROFESSIONAL EDUCATION, AND LIFELONG LEARNING AND GROWTH**

Engagement with stakeholders

To highlight our culture of trust and empowerment, we are pursuing two initiatives that concentrate on understanding and taking account of our people's experiences and recognizing their achievements:

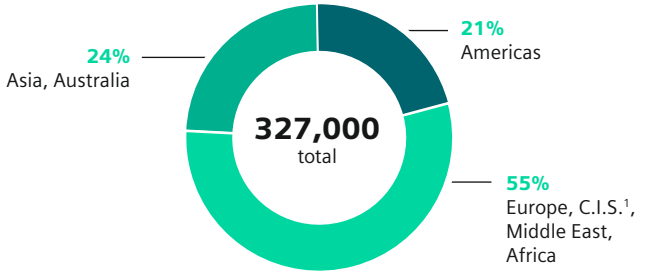
We use the results of our Siemens Global Engagement Survey (SGES)[1] at regular intervals to assess the efficiency and success of our actions and to derive any necessary steps for improvement. In January 2024, we had a response rate for the SGES of 68% (increase of 3 percentage points from the year before). Our People Net Promoter Score (pNPS) was 41 (+2 points from the prior year).

In addition, the Werner von Siemens Awards[1] are given in seven different categories to honor achievements that have had a positive impact on Siemens and beyond. Sustainability is an integral focus of the Werner von Siemens Awards. In 2024, the trophies were presented to the strongest Business Unit, country and five project teams that enabled our customers to transform their industries, accelerated digitalization, contributed to technological innovation, empowered Siemens' people, and positively impacted society and the environment. Approximately 11,900 employees participated in this competition in 2024 and submitted 391 entries.

Employee structure and change

As of September 30, 2024, Siemens employed 327,000 employees around the world. This amounts to an increase of about 7,000 employees from September 30, 2023. 55% of our employees were based in Europe, the Commonwealth of Independent States (C.I.S.), the Middle East, and Africa, 24% in Asia and Australia, and 21% in North America, Central America, and South America.

Siemens employees
(in % of total number of employees) September 30, 2024



1 Commonwealth of Independent States.

The percentage of women in the total workforce is 28%.

28%

Women as a percentage of total employees

1 Siemens without SHS.

Hires and exits

The number of new hires decreased by approximately 12% compared to fiscal 2023, and the number of exits decreased by about 7%. All other differences result from changes in the basis of consolidation and other changes.

Employees hired

	Fiscal year	
(in thousands)	**2024**	2023
Siemens	**35.7**	40.7
Europe, C.I.S.[1], Middle East, Africa	**15.1**	17.3
Americas	**11.5**	12.0
Asia, Australia	**9.1**	11.4

1 Commonwealth of Independent States.

Women hired

	Fiscal year	
(as a percentage of new hires)	**2024**	2023
Siemens	**31**	30
Europe, C.I.S.[1], Middle East, Africa	**29**	29
Americas	**32**	29
Asia, Australia	**34**	32

1 Commonwealth of Independent States.

Employee turnover rate[1]

	Fiscal year	
(in %)	**2024**	2023
Voluntary turnover rate[2]	**4.4**	5.3
Involuntary turnover rate[3]:	**4.3**	4.3
• Dismissals	**1.1**	1.1
• End of temporary contract, mutual consent	**1.8**	1.6
• Retirement	**1.3**	1.2
• Other reasons	**0.2**	0.4
Total	**8.7**	9.6

1 Employee turnover is defined as the ratio of voluntary and involuntary exits from Siemens during the fiscal year to the average number of employees.
2 Voluntary turnover rate is based on employee decisions.
3 Involuntary turnover rate is based on other reasons, including dismissals, end of temporary contracts, mutual consent, (early) retirement, death, and other reasons that are not an employee decision.

Employment characteristics

In fiscal 2024, 95% of our own workforce had permanent contracts.

Permanent and temporary employees

	Fiscal year	
(in thousands)	**2024**	2023
Permanent	**309**	300
Temporary	**16**	19
Total	**327**	320

4% of our own workforce used part-time working models.

Full-time and part-time employees

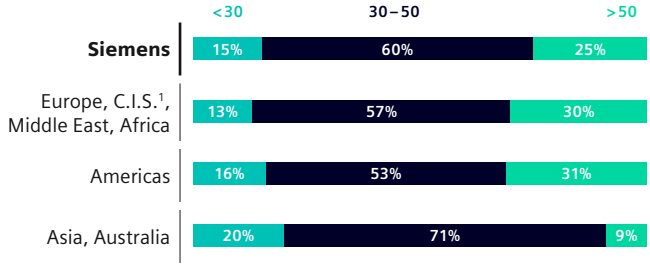
	Fiscal year	
(in thousands)	**2024**	2023
Full-time	**311**	305
Part-time	**15**	14
Total	**327**	320

Changes in age distribution

The distribution of employees by age group remained almost unchanged from the previous year. The average age in fiscal 2024 was 42 years.

Age structure

(as a percentage of total employees) September 30, 2024



1 Commonwealth of Independent States.

Further data on Working at Siemens are disclosed in the indicator table. ↗ OUR SUSTAINABILITY INDICATORS

5.2

Diversity, Equity & Inclusion

- **Working to strengthen a sense of belonging for all our people**
- **Aiming to build greater equity through our global Gender Equity Program[1]**
- **Achieving our DEGREE ambition of "30% female share in Top Management by 2025" early for the second fiscal year in a row[1]**

Management approach

Today's rapid rate of change and globalization — for our industry and the world around us — brings new opportunities and challenges, which we can best address with innovative ideas fueled by the diversity of our people.

At Siemens, we aim to create a sense of belonging that empowers us all, finding untapped opportunities for individual growth and shared experiences for our people. In fact, that belief inspired the creation of our motto #BelongingTransforms.[2]

We recognize that — by raising awareness of our people's unique identities, experiences, and perspectives — we can foster an inclusive environment where everyone can thrive. To transform the everyday for everyone everywhere, we believe that the more diverse we are, the better able we will be to tackle what lies ahead. Further, we believe that the diversity of our people can positively influence actions, decisions, and beliefs across Siemens — today and tomorrow.

We aspire to create new awareness and connections through our diversity, equity, and inclusion (DEI) activities. By supporting a shared sense of belonging for our people, we strive to reflect the multifaceted society in which we operate and commit to fairness and the elimination of barriers. Our ambition is for our people to feel respected, supported, valued, and empowered to contribute to our collective success at Siemens.

We work to ensure that our DEI activities abide by relevant laws and regulations and to reduce the risk of biased talent decisions and other discrimination. To grow our workforce more equitably, we have implemented recruitment and internal promotion strategies through our Gender Equity Program (GEP)[1] and inclusive-language job posts[1]. We also offer learning and enrichment opportunities through our DEI Learning Channel[2] and Employee Resource Groups (ERGs)[1]; empower managers and teams through our Belonging Playbook[2]; and foster open dialogs during our Belonging Days[2].

↗ PROFESSIONAL EDUCATION, AND LIFELONG LEARNING AND GROWTH

Our governance and policies for diversity, equity, and inclusion

Our global DEI team members are active in many regions of the world. Led by our Chief Diversity Officer (CDO), the Global DEI Office develops and manages a wide range of supportive activities.[1] Siemens Healthineers has its own DEI organization to orchestrate its ambitions and activities, helping to broaden our DEI opportunities around the world.

In addition, our commitment to Human Rights is anchored in our Siemens Business Conduct Guidelines (BCGs), global Human Rights policy[1], and our Diversity Charta[3]. We do not tolerate discrimination, sexual or any other form of harassment, or inappropriate behavior toward individuals or groups. Our BCGs clearly state:

→ "We respect the personal dignity, privacy, and rights of each individual. We believe diversity enriches our workplace. We work together without regard to ethnic origin, culture, religion, age, disability, skin color, gender, sexual identity and orientation, or world view."

→ "We respect the human rights of local communities and of people who are particularly vulnerable." ↗ HUMAN RIGHTS

1 In accordance with applicable laws; Siemens without SHS.
2 Siemens without SHS.
3 For instance: Siemens AG Germany, Siemens Corp United States, Siemens PLC GBK&I, Siemens Mobility Pty Ltd. Australia and New Zealand, Siemens Group Ltd. Brazil, Siemens Canada Limited, Siemens Inc. Philippines, Siemens Industry Software AB, Siemens A/S, Siemens Industry Software A/S, Siemens Mobility A/S, Siemens South Africa, and Brightly.

Targets

Equity is one field of action of our DEGREE sustainability framework that contributes to a greater sense of belonging for all our people. DEGREE ambition #9 — "30% female share in Top Management" — is aimed at continuously improving gender equity.[4]

E quity

Progress on DEGREE ambition #9: 30% female share in Top Management by 2025

We aim to increase the percentage of Top Management positions held by women globally to 30% by September 30, 2025.[1] As of September 30, 2024, 32.6% of Top Management positions were held by women (+1.5 percentage points compared to the previous year). We are proud to have reached our ambition in advance and are focused on bringing our commitment to the next level.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

1 This does not affect local or company-specific diversity targets and requirements set by law or regulation. More details about the targets and staffing requirements that apply to Siemens AG, as well as the diversity concepts that are being pursued for the Supervisory Board and Managing Board of Siemens AG, can be found in the annual Corporate Governance Statement available on the Siemens Investor Relations website under the Corporate Governance heading.

Siemens without SHS.

Our commitment to greater gender equity is not limited to Top Management or statutory and regulatory requirements. We strive for equal opportunities for everyone at our company.

Actions and results

Through the actions described in this chapter, we aim to create an environment where everyone can come as they are, feel empowered, perform at their best, and enhance their skills.

Global DEI standards, ERGs, and further activities

The diversity of our people influences better understanding and representation in the markets and communities we serve — helping to elevate Siemens across the competitive landscape and as an employer of choice. We strive for every voice, every idea, and every talent to find its rightful place and purpose at Siemens by regularly inviting insights through our internal survey processes, ERGs, social media communities, leader dialogs, and other engagement opportunities.

Our global DEI efforts highlight an array of diversity dimensions in support of our people at Siemens. For instance, we have helped create infrastructure to develop, support, and promote more than 80 ERGs around the world[1] in the areas of ability, cultural diversity, pride, gender, and other dimensions and interests.

Helping to transform our business and bolster our commitment to DEI, our ERGs[1] promote allyship, engagement, mentorship, and mutual learning. Some of our many ERGs[1] include the Asian Cultural Exchange (global), Siemens PRIDE (global), Neurodiversity Network (United Kingdom), Black Professional Network (United States), and Women in Tech (China). Of note, we globalized our Ability@Siemens[1] network in fiscal 2024 by scaling the reach of our ability-focused network that originated in Germany. Similarly, we launched an umbrella Women@Siemens[1] network globally on International Women's Day to better connect, support, and align our existing women-focused ERGs.[5]

Additionally, our global DEI Learning Channel, DEI Belonging intranet, Siemens World news articles, and external DEI webpage raise awareness of the need for a more diverse, equitable, and inclusive workplace — helping to address potential biases, as well.[2]

1 In accordance with applicable laws; Siemens without SHS.
2 Siemens without SHS.
4 This does not affect local or company-specific diversity targets and requirements set by law or regulation; Siemens without SHS.
5 All are welcome to join, regardless of gender.

Siemens also participates in strategic sponsorships and partnerships that support relevant programs, including the Charta der Vielfalt[2]. In alignment with our Diversity Charta[3], Siemens and its General Works Council have initiated activities like Respect and Appreciation, supporting local projects designed to bring these values to life for our people in Germany. Siemens has also signed on with the Deutsche Aidshilfe #PositivArbeiten/#PositiveWork initiative as a declaration of respect and support of people with HIV in our workforce and beyond. Furthermore, Siemens has pledged our support, along with more than 30 German companies, to the We stand for values initiative — uniting against racism and extremism while encouraging our people to take part in the 2024 European elections. In doing so, we have made a clear stand with our values of diversity, openness, and tolerance.[6]

Our German program Trans* at work[1] supports our people with collegial counselling before, during, and after transition. We also created relevant guidelines for our people and managers, as well as partnered with our LGBTQIA+[7] community to establish Trans Advocates to serve as a first point of contact for the program. Additionally, Siemens enabled new functionality in fiscal 2024 for our people to indicate their preferred (first/last) name in our global directory. Users can also select pronouns (for instance, she/he/they).[1]

Further, we support the UN Initiative for Global LGBTQIA+-Standards of Conduct for Companies.[6]

Initiatives like these enable Siemens to advance the principles of DEI for its people.

Diversity, equity, and inclusion across all aspects of our people's experience

We work to integrate DEI into all aspects of our people's experience — from retention to recruitment and onboarding to development, internal promotions, and career mobility. We believe that DEI awareness in our processes is key to building a more diverse and inclusive working environment.

Inclusion of people with disabilities

We strive to ensure equity for people of all abilities, their inclusion in society and the workplace, their self-determined participation, and their right to be treated with respect.

We believe that every person at Siemens brings unique value to our work through their diverse abilities, talents, and contributions. For us, inclusion means more than just ensuring accessibility and a barrier-free work environment. We aspire to a holistic way of thinking and acting that eliminates both visible and invisible obstacles and encourages a culture of conscious, equitable participation and understanding.

Our German Ability@Siemens[1] initiative, its external blog, and Siemens World news articles promote a culture of integration for nearly 4,900[8] people with disabilities currently working at Siemens. This focused work is based on an inclusion agreement with the general representative board for disabled employees.[9]

Further, Siemens' 21-Day Challenge – Disability Inclusion Edition[1] — exploring ways that our workplace can embrace people with disabilities — was included in the Inclusion & Diversity Case Studies published in 2024 by the European Round Table's #EmbraceDifference campaign. Our case study featured ways that we engaged our people from around the world through daily recommendations for podcasts, videos, and articles.[1]

A welcoming spirit of belonging, respect, and acceptance

We strive to foster a spirit of belonging, respect, and acceptance around the world through our internal campaigns and global awareness days, such as International Women's Day, Global Accessibility Awareness Day, and many others. Through our #BelongingDays[2], we offer diversity learning opportunities via a global broadcast for all our people, featuring a variety of diversity dimensions and abilities to build understanding and awareness.

1 In accordance with applicable laws; Siemens without SHS.
2 Siemens without SHS.
3 For instance: Siemens AG Germany, Siemens Corp United States, Siemens PLC GBK&I, Siemens Mobility Pty Ltd. Australia and New Zealand, Siemens Group Ltd. Brazil, Siemens Canada Limited, Siemens Inc. Philippines, Siemens Industry Software AB, Siemens A/S, Siemens Industry Software A/S, Siemens Mobility A/S, Siemens South Africa, and Brightly.
6 Siemens AG Germany.
7 Lesbian, gay, bisexual, trans, queer, intersexual, and asexual.
8 The number of severely handicapped employees (SHE) in Germany is based on legally defined guidelines and specifications according §§ 154-1+3 SGB IX (German Social Law).
9 Inclusion Agreement for Siemens AG Germany.

Siemens[1] actively supports the worldwide #PurpleLightUp movement, which honors the economic contribution of working persons with disabilities all over the world. We do this as a signal of respect for the International Day of Persons with Disabilities (IDPD) proclaimed by the United Nations. Many Siemens locations[1] lit up in purple for IDPD on December 3, 2023, sharing their photos and support across internal and external social media. Siemens[2] is also a member of the Valuable 500, an initiative launched by the World Economic Forum to place the concerns of persons with disabilities on companies' management agendas.

In addition, our global Gender Equity Program (GEP)[1] aims to ensure equity of opportunities across our entire organization — from equitable hiring into business functions and equitable promotions to management to representation of women in Top Management.[10]

Accountability of our local CEOs and business leaders[2]

We have seen that the involvement and accountability of our local CEOs and business leaders is key to the success of our DEGREE sustainability framework Equity field of action. With their continuous support and connection to our Global DEI Office, we have acquired a deeper understanding of our local communities and the societies in which we operate.

Women in our workforce

For many years, we have aspired to build a diverse, equitable, and inclusive corporate culture. In fiscal 2024, the share of female employees at Siemens was 28%. We have achieved measurable success by increasing the global share of management positions held by women.[11] In fiscal 2024, about 34,000 employees held management positions at Siemens.[12] The percentage of women in management positions was 22%.[12]

We are also pursuing a variety of initiatives, programs, and measures that help drive cultural change for gender equity, diversity, and integration, including[13]:

- → Global Leadership of Women@Technology & Innovation (GLOW@TI)[2]: The GLOW@TI network aims to promote careers for women with a background in science. Women in this network are often appointed to technology field and research group management positions.[13]
- → GROW2GLOW[2]: The GROW2GLOW network provides business coaching for women as a way of helping them realize their full potential. The network comprises nearly 160 coaches in 14 countries.[13]

Measures of belonging, inclusion, and well-being within Siemens and beyond

In our Siemens Global Engagement Survey (SGES)[2] in fiscal 2024, we asked our people about their experiences with belonging, inclusion, and well-being at Siemens to gain insights and identify opportunities to improve their satisfaction. Further, we continued our important work of encouraging our people to be themselves at work by implementing the measures mentioned in this section.

In fiscal 2024, Siemens also received distinguished diversity acknowledgements worldwide, including "Disability:IN Disability Equality Index Top-scoring Company" in the United States; "Pride Champion Gold" by Uhlala Group in Germany; "Best Place to Work for LGBTQ+ Equality – Human Rights Campaign (HRC)" in the United States; and the "LinkedIn Top Companies 2024" award in Austria, Germany, Italy, Spain, and the United States.

Further data on Diversity, Equity & Inclusion at Siemens are disclosed in the indicator table. ↗ OUR SUSTAINABILITY INDICATORS

1 In accordance with applicable laws; Siemens without SHS.
2 Siemens without SHS.
10 Top Management defined as organizational level 1 and 2 below the board.
11 In accordance with applicable laws.
12 Employees in management positions include all managers with disciplinary responsibility.
13 We offer our employees coaching and development opportunities through our many different learning programs, regardless of gender and in accordance with applicable laws. These are just specific examples tailored to women at Siemens. Company and country-specific programs may differ.

5.3

Professional education, and lifelong learning and growth

- **Broad portfolio for vocational education and training (VET), and lifelong learning and growth for enabling our new "P&O Strategy 2030" with the ambition "Skills for Life"[1]**
- **MyGrowth approach to foster individual growth and performance at scale[1]**
- **Achieving our DEGREE ambition of "25 digital learning hours by 2025" one year in advance[1]**

Management approach

Siemens' continued growth and success depends on our highly qualified and skilled people. That's why we have set up vocational education and training (VET) programs and developed an extensive portfolio of lifelong learning opportunities to empower our people and help them acquire relevant skills.

We are continuously improving our learning, career development, and growth opportunities to positively impact our people. We focus on lifelong learning and upskilling to enable our people to adapt to an ever-changing environment. We promote a growth mindset in order to create an inclusive, empowering culture enhancing our people's employability for today and tomorrow, as well as supporting our sustainable business success.

Our comprehensive learning portfolio enables us to continually evolve and expand our people's core competencies. We aim to support our people in successfully managing transition and change while simultaneously enhancing Siemens' agility and resilience. Today's talent pipeline needs to satisfy an increasing need for digital and technical expertise. As the pace of technological development and digitalization reduces the half-life of expertise, continuous learning and upskilling is fundamental to Siemens' continuing success.

Our ongoing investments in vocational education and training (VET) and talent programs also help us attract and retain talents.

Our governance and policies for professional education, and lifelong learning and growth

Siemens' global professional education, and lifelong learning and growth governance units co-own winning, developing, connecting, and retaining talents jointly with the business. This is also anchored in our new P&O Strategy 2030 with the ambition Skills for Life.[1]

Our Global Learning and Growth (GLG)[1] unit is responsible for learning and individual growth at scale by orchestrating and managing our Siemens Learning & Growth ecosystem, including our MyGrowth[1] approach, with our learning experience platform My Learning World[1], our policies, and other strategic learning initiatives. It gives an orientation and guidance to our people and leadership and manages development opportunities around the globe. We strive to continuously develop skills as a competitive edge and strengthen the resilience of our people, and organizations with focus on skills of strategic importance to our business as well as those helping people to thrive in the future of work.

Siemens Professional Education (SPE) coordinates and manages our international apprenticeships and dual-study programs to support ongoing talent development.

As part of our commitment to our Siemens strategic priorities of Empowered People and Growth Mindset, a core focus is on driving awareness of the importance of lifelong learning. Siemens' objective is to help our people manage change effectively and support them in remaining resilient as individuals and relevant to the employment market.

1 Siemens without SHS.

Targets

In our Siemens DEGREE sustainability framework, our learning ambition and measures related to lifelong learning are embedded in Employability, one of the six fields of action, in order to encourage our people's resilience.[1]

Employability

Progress on DEGREE ambition #12: Increase digital learning hours to "25 by 25"

In terms of our DEGREE ambitions, each employee completed 27 hours of digital learning (+20 hours from fiscal 2020, the basis year – a 286% increase). We are proud to have reached our ambition one year in advance and are focused on bringing our commitment to the next level.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

Siemens without SHS.

Management compensation at Siemens also includes a lifelong learning component. It incorporates long-term performance incentives based on ESG criteria and is defined under Governance in our DEGREE sustainability framework. The assessment is based on the internal ESG/Sustainability Index, which includes, among other things, digital learning hours.[2]

↗ SUSTAINABILITY GOVERNANCE AND ORGANIZATION

Actions and results

As a responsible employer, we offer a wide range of professional education and learning opportunities to our people. These opportunities include development programs, talent-entry programs, future-oriented learning, re- and upskilling, and additional funding for appropriate programs.

Customized development programs for our people

Our development programs are customized for both global and local use. Key programs include:

- → Siemens Core Learning Paths (CLP): Designed for specific areas like sales, project management, procurement, production, and software architecture, CLPs provide self-guided learning content and trainer-supported virtual training sessions. In fiscal 2024, a total of 30 CLPs were made available to target groups worldwide.
- → With our Siemens Potential Development Programs (PDP)[1], we have created an ever-growing network of more than 4,700 people from 60 countries which constantly feeds our talent pipeline. 41 certified programs are hosted by different organizations according to their specific business needs. They enable talents to acquire skills that address current and future needs through accelerated learning interventions and stretch assignments in order to equip them to be powerful transformation agents.
- → GLOW@TI (Global Leadership of Women@Technology & Innovation)[1]: The GLOW@TI initiative focuses on attracting, developing, and retaining talented women with a background in STEM and associated innovation fields. The initiative helps women realize their full potential and promotes a culture of innovation by building strong networks between departments and organizations.
- → Siemens Leadership Excellence (SLE)[1]: Our SLE programs are designed to connect and enable our leaders. The objective of our SLE-Pipeline programs for high-ranking executives and global talents is to strategically strengthen our succession planning. Our top management leadership program Leading in Sustainability helps participants think strategically about sustainability opportunities for Siemens, identify sustainable solutions to their business challenges, and provide a common understanding of the core competencies and organizational readiness required for corporate management and transformation. The SLE Leaders' Labs for alumni also enable Siemens to build a strong global network of managers, both within the organization and beyond. As one of the strategic learning

1 Siemens without SHS.
2 Assessment based on the Siemens internal ESG/sustainability index, which is based on CO_2e reduction and digital learning hours.

priorities, we initiated the new scalable L.E.A.P. – Lead. Empower. Accelerate. Practice. program in 2023 for all management levels. In fiscal 2024 around 17,000 (18,000 in fiscal 2023) leaders already joined the mandatory L.E.A.P. training program. R.E.A.D.Y, the mandatory program for newly appointed leaders, has been introduced in fiscal 2024. Around 2,000 new leaders have started so far and dedicated themselves with around 14,000 learning hours to the significant impact of leadership on our people's experiences.

Our talent entry programs for individual career paths

Our continuous attraction, integration and development of the next generation of leaders will allow us to build diverse and agile management teams capable of successfully managing transition while driving growth. Our people are grounded in a strong growth mindset and values of cohesion and dedication that extend above and beyond our programs and even beyond their time at Siemens.

- → Siemens Graduate Program (SGP) is an international trainee program for high-potential early career candidates with a master's degree that has been in existence for more than 100 years. It offers a customized development journey and excellent networking opportunities throughout the company.
- → Finance Excellence Program (FEP) is a finance leadership program that builds a foundation for future commercial leaders with a digital mindset. Participants benefit from being assigned a personal mentor from Siemens' finance leadership team and customized development measures.
- → Xcelerate Your Potential at Siemens – XPS Leadership Program[1] is an opportunity for outstanding mid-career candidates in the field of digital business management. By developing their skills and their global networks, the program supports participants develop in leadership roles.

Our shift to digital learning & growth is key

We have seen digital learning & growth accelerate in recent years as the global pandemic compelled a shift in how we reach our people. Based on the positive reception, we continuously invested in digital learning & growth offerings for increased flexibility to learn and develop in the flow of work.

The MyGrowth[1] approach combines our learning and career development tools and content to promote continuous growth at Siemens. This approach comprises the following components, connected through our Growth Talks[1]:

- → MyGrowth Self-Reflection[1]: To build a successful career, it is essential for our people to become aware of their own self and their personal stage of development. A variety of tools and services are offered along with content that includes identifying strengths (Strengthscope® tool) and skills (My Skills application) perception of others (Multi-source feedback tool), and coaching (various options including peer-to-peer coaching).
- → MyGrowth Learning[1]: Our AI-driven learning platform My Learning World supports both individual learning in the flow of work and strategic learning based on Siemens' strategy. Individual learning is offered as a personalized learning experience that is globally accessible at any time. More than 178,800 learning resources across a variety of topics and formats are available to meet our people's varied learning preferences and requirements. Strategic learning is enabled through setting top down learning topics and leveraging the mechanisms in My Learning World to reach all our people in a targeted and scalable way.
- → MyGrowth Career[1]: Integrated into a holistic concept, MyGrowth Career allows our people to shape their own career development. Core components of MyGrowth Career include the transparency on open job positions reflected in the Open Job Market, as well as People Profile and other options like Job Tagging (showing interest in a particular department), Job Shadowing, and Mentoring to encourage personal and professional growth.

Siemens Growth Talks[1] are the connecting link between the components mentioned above. Our people receive regular performance reviews in the form of Siemens Growth Talks. These agile, ongoing, forward-looking, strength-based conversations support individual as well as organizational growth, performance, and well-being. Support materials like discussion guidelines, questions for reflection, and workshop templates help our people in direct exchange and team conversations to maintain a respectful, and encouraging dialog.

1 Siemens without SHS.

Future Fund supports the transition to a new world of work[1]

Siemens AG and its Central Works Council intend to take a proactive role in shaping structural change. We are working together to create a learning organization that can master structural transformation as well as optimize the opportunities of change that will benefit our people. A Future Fund has been established to support development programs intended to help our people stay oriented in a disruptive employment environment. In particular, it enables them to qualify and learn beyond their previous limits. It finances projects related to structural change that go beyond site boundaries, with support from the site management and the Central Works Council.

Siemens AG in Germany allocated a total of €100 million for the Future Fund that will be invested over a period of four fiscal years starting in January 2019. The term of the Future Fund has now been extended to 2026. More than €8 million were approved for Future Fund projects in fiscal 2024, about €5 million more than in the previous year. Included in this amount are about €825,000, allocated for the implementation of special initiatives to promote the sustainability mindset of our people in Germany.

Our open SiTecSkills Academy for technical re- and upskilling

Since 2022 we have been working closely with our external education partners to share our expertise and experience in skilled worker qualification within Siemens, with our customers and other companies. In fiscal 2024, we operated 18 training centers in Germany that offered about 230 trainings focused on technical re- and upskilling for about 12,000 participants (thereof about 11,300 Siemens related), complemented by professional consulting and support.

Vocational training to start your career

With a dedicated in-house education institution for vocational training — Siemens Professional Education (SPE) — Siemens is one of the largest training companies for secondary school graduates. SPE offers apprenticeships and dual-study programs in technical, IT, and commercial fields to enable young talents to strengthen their existing capabilities and acquire the new skills needed to shape a digital and sustainable future. In fiscal 2024, we had approximately 6,300 apprentices and students in dual-study programs worldwide.

Lifelong learning is crucial to success

On average, each employee spent about 32 hours in digital learning or on-site trainings during the fiscal year. Our new training opportunities and learning week promotions resulted in an increase in the number of training hours in fiscal 2024.

Average training hours per employee

Ø 32 training hours per employee.

Average training hours per employee by gender in fiscal 2024:

Women:

Ø 32h

Men:

Ø 33h

No/other gender entry:

Ø 21h

1 Siemens without SHS.

In fiscal 2024, Siemens invested €240 million in our people's training, which corresponds to an average of €744 per employee. In total, we invested approximately €442 million in employee education and training.

Further data on professional education, and lifelong learning and growth at Siemens are disclosed in the indicator table.
↗ OUR SUSTAINABILITY INDICATORS

Our people shape Siemens' learning activities

In our regular Siemens Global Engagement Survey (SGES)[1] in fiscal 2024, we asked our people about the growth mindset culture and their satisfaction with our learning opportunities.

The feedback of the SGES underlines that our people also confirm appropriate learning opportunities, resulting in an employee learning participation rate of 100%.

The survey results also shed light on the fact that our established Siemens MyGrowth approach was successfully promoted worldwide and was well-received by our people. Our investment in learning & growth was recognized with several awards in fiscal 2024, such as two "Chief Learning Officer Learning in Practice Awards" in the categories "Strategy" and "Business Partnership" as well as regional awards in China, in the United States, and in India. In addition, the World Economic Forum (WEF) has selected the My Skills approach as Skills-First Lighthouse.

We will continue to use the survey results to focus on strategic learning and continuously shaping our portfolio of future-oriented learning.

1 Siemens without SHS.

5.4

Occupational health and safety management

- **Resilience and well-being are at the core of occupational health and safety management**
- **The Healthy & Safe @ Siemens program continues to be rolled out worldwide**

Management approach

At Siemens, we are committed to creating a healthy and safe work environment that supports the well-being and performance of our people. As the world of work changes dynamically, so do the demands and needs related to health and safety. Our occupational health and safety department, therefore, focuses on maintaining and enhancing the resilience, adaptability, and well-being of our people.

We believe that investing in healthy and safe working conditions, and access to health services, is an opportunity to foster resilience and ensure our people's creativity and performance. Services like our Employee Assistance Program play an important role in helping our people address psychosocial and personal concerns through individual counseling.

Siemens is dedicated to eliminating and mitigating risks and harnessing growth opportunities with health and safety management systems and robust internal monitoring and controls.

Adapting and redesigning our work systems is an ongoing task aimed at empowering our employees to engage and innovate. Through harnessing digitalization, we have the opportunity to continuously improve and enhance health and safety assessments and management systems globally.

Our occupational health and safety governance and policies

The Environmental Protection, Health Management, and Safety (EHS) department governs health and safety at Siemens. Health and safety management is organized locally, integrated into each business unit and each regional company, and reports directly to the respective business manager.

EHS Officers coordinate the collaboration of health and safety experts across the various fields of action. The main task of this expert function is to advise managers and teams. The function's profile has changed significantly in recent years: While still driving health and safety compliance and excellence, this has evolved, to include empowering our people to adapt safely within dynamically changing requirements.

Health and safety committees that meet regularly have been established in the relevant country organizations and on the local level. Here, management and employee representatives jointly coordinate the specific measures and initiatives needed for a healthy and safe work environment.

Based on our Business Conduct Guidelines (BCGs), we have established internal monitoring systems and a company-wide risk management and control process.

We anchor our actions in Siemens' EHS Principles, which embed our EHS policy. They also include an obligation for all operating units to demonstrate a management system certifiable to ISO 45001. The effectiveness of these management systems is subject to an annual internal review that checks,

among other things, whether processes for risk assessments and emergency management are implemented in accordance with internal and external regulations, that inspections and reviews have been carried out, significant risks and opportunities have been identified and whether they are reflected in measurable goals and measures. The management system is also externally certified according to market requirements in the respective operating units.

Siemens' suppliers commit to upholding the Siemens Group Code of Conduct for Suppliers and Third-Party Intermediaries and Business Partners. This Code of Conduct obligates our suppliers to comply with health and safety standards and to take responsibility for the health and well-being of their employees.

Targets

One of the DEGREE sustainability framework fields of action is Employability[1]. This speaks to the ability of our people to successfully manage continuously changing requirements. In addition to ongoing professional development, individual resilience is essential for adapting to challenging life events and work situations. With our health and safety ambitions to maintain and expand access to the Employee Assistance Program (EAP) and improve the global aggregated accident rate (LTIFR), we are contributing to the DEGREE field of action Employability.[1]

We foster the design healthy and safe working conditions by continuously monitoring and evaluating potential risks and deriving appropriate measures. By doing so, we aim to enable our people to achieve a balanced state of well-being, better handle stressors, and use their capacities and resources with greater awareness. Moreover, we empower our people to grow, work more productively, and make important contributions to the company's success. ↗ WORKING AT SIEMENS To achieve this, we provide a broad variety of resilience-focused activities that include training and curated learning paths via our learning platform. ↗ PROFESSIONAL EDUCATION, AND LIFELONG LEARNING AND GROWTH

Employability

Progress on DEGREE ambition #13: Access to Employee Assistance Program: Maintain high level and expand to 100% globally by 2025

100% access to the Employee Assistance Program (EAP) by 2025 – As an integral part of our holistic mental well-being approach, EAP anonymously supports individual employees in coping with psychosocial stress through individual consultations. In 2024, 99% of all our colleagues worldwide had access to EAP. This enables us to not only support all our people worldwide in developing health-promoting behaviors, but shall also help to raise our general awareness of psychosocial issues in society as a whole.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

FY 20: **82%** | **99%** | **100%** by 2025

Siemens without SHS.

Employability

Progress on DEGREE ambition #14: 30% improvement in Siemens' globally aggregated LTIFR by 2025

30% improvement in the global accident rate (LTIFR) by 2025 (base year: 2020) – compared to the reference value of 0.31 in fiscal 2020, we have achieved an improvement of 19% to date.

↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Progress

FY 20: **0.31** | **–19%** | **– 30%** by 2025

Siemens without SHS.

1 Siemens without SHS.

Actions and results

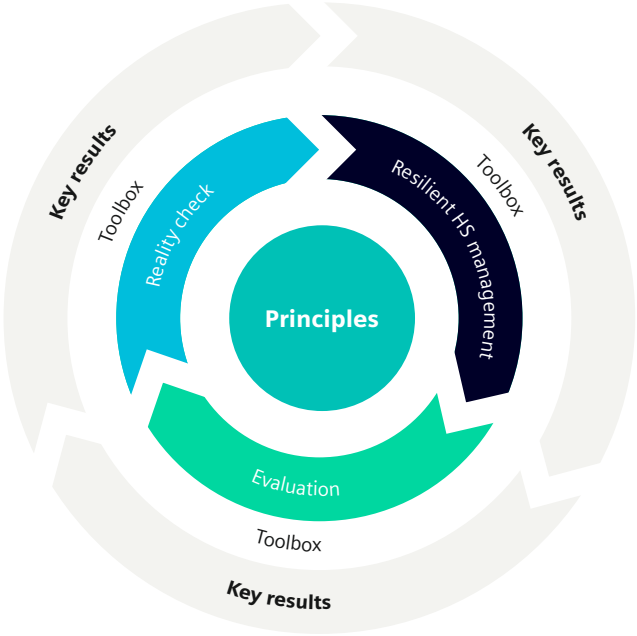
The Siemens-wide strategic priority of having empowered people guides our actions in the areas of health and safety. Health, safety, resilience, and well-being are intangible assets for our company.

The company-wide Healthy and Safe @ Siemens program[1]

The Global Healthy and Safe @ Siemens (HS @ S) program aims to empower our people to make a difference to health and safety within the organization. Based on five core principles, the program guides our sites to undertake informed actions to enhance the health, safety, and well-being of our people. This is achieved by engaging with employees about the current state of health and safety, identifying resilient strategies for meaningful change, and ensuring that our people remain central to the program's success.

The program's impact is measured through key results that address strategic issues relevant to our people's health, safety, and well-being. All locations receive support for implementing the HS @ S program through access to our experts, facilitator training, and extensive resources, including toolboxes.

Elements of Healthy and Safe @ Siemens[1]



In fiscal 2024, facilitator training was crucial for the effective implementation of the program. The training focuses on enabling and developing the necessary skills for program elements, ensuring global scalability by training "facilitators." These facilitators underwent an eight-hour-training course to master all aspects of the program and practiced their roles by guiding local implementation. The creation of a global "facilitator community" allows sharing experiences and provides new learning impulses. In fiscal 2024, 135 new facilitators joined this community.

For managers and employees, we developed user-friendly tools to help them engage with the core principles in their daily work. Our five core principles are:

- We care for our own and each other's well-being.
- We speak up and take part in making the workplace healthier and safer.
- We are inclusive and invite a diverse range of views on health and safety.
- We are engaged in learning and sharing about how we can work better, safer, and healthier.
- We prepare for and adapt well to changing circumstances.

The program is designed to run until 2030. Individual priorities and objectives may be adjusted over time. Two of the key results (access to Employee Assistance Program and 30% improvement in the global accident rate (LTIFR)) have also been incorporated into the DEGREE sustainability framework in the field of action Employability.[1]

1 Siemens without SHS.

Continued demand for occupational health and safety management

Addressing the increasing need to enhance both individual and organizational resilience is crucial in today's world. This is essential for the sustainability of our business operations and also aligns with the sustainability imperative. Over the last few years, our health and safety management continued to prove its resilience and reliability throughout diverse global crises. To support our people's and organizational resilience, we have implemented the following key measures

→ We adapted the learning and exchange opportunities to up-coming challenges regarding well-being and resilience. Especially in the L.E.A.P (Lead. Empower. Accelerate. Practice) leadership learning program resilience and well-being is a highly requested key topic. Managers and employees can take advantage of continuously updated digital learning opportunities for self-determined learning. In the Siemens Learning World, these offerings are tailored to different target groups and are bundled by topic.

↗ PROFESSIONAL EDUCATION, AND LIFELONG LEARNING AND GROWTH

→ In fiscal 2024, we continued to drive digital literacy and digital health and safety transformation. This included evolving the Digital Safety Transformation Series for EHS professionals into a formal Learning Pathway, complete with a Safety innovation Badge, and the addition of new leadership series: Leading Safe and Healthy Work in the Digital Age, which is also a formal Learning Pathway. This new series helps leaders understand their role in responsible innovation, through people centricity and harnessing emerging technologies for the control of risk.

→ In fiscal 2024, we strengthened our Contractor Occupational Health and Safety Management approach by setting a new standard, fostering consistency within Siemens operations on contractor management regarding occupational health and safety.

→ Managers and team members engage in ongoing communication about health, safety, and well-being at work.

→ To mark the annual World Day of Health and Safety at Work and World Mental Health Day, we have implemented two global campaigns. "Be well+ Work Well", raising awareness and create engagement on key health and safety issues and "Check in for Mental Health", encouraging open dialogue and action on mental health. Mental health is supported throughout the year by comprehensive psychosocial risk management in our EHS Hazards Identification, Risk Assessment, and Risk Control (HIRARC) process.

→ In addition, Siemens' regional companies and business units have developed a variety of initiatives, including regular "Health Talks," learning and action weeks, and "Safety Focus Days."

The Siemens Safety Essentials

Maintaining health, safety, and well-being is a responsibility that is shared by our management and people. This responsibility extends beyond providing workplaces in accordance with all applicable norms, standards, and requirements. To protect and train our people, we have established the Safety Essentials with core safety behaviors. We expect our people to adhere to those essentials at all times and to place health, safety, and the environment first in all that they do when working for Siemens.

In fiscal 2024, the Safety Essentials were developed into 3D animations and visual standards to ensure better adoption, engagement and access by employees working in these high-risk activities.

Safety Essentials

Continuous expansion of health services

We are continuously expanding our spectrum of health services to support the resilience and health of our people at work and beyond. In fiscal 2024, 99%[1] of our employees had access to company medical care. This includes the prevention and early identification of health problems through health checks, screenings, and vaccinations. We treat health issues seriously and in a timely manner, which includes leveraging telemedicine consultations or referrals to experts. In addition, we facilitate a successful return to work by supporting our employees with reintegration measures and ergonomic advice.

97%[1] of our employees were able to take advantage of a wide range of health education offerings designed to strengthen their health literacy. These offerings are delivered through a holistic approach that covers physical, mental, and social health and well-being.

Predominantly minor incidents

In fiscal 2024, the nature of accidents remained consistent with the previous year, with 81% classified as minor incidents, including scratches and abrasions. Notably, finger injuries continued to represent the majority of incidents.

Most operations exhibited strong safety performance; one location faced specific organizational challenges that influenced overall global incident rates. In response to this, a targeted action plan has been developed to address the root causes and contributing factors identified at that location. This plan is part of our ongoing commitment to analyzing incidents thoroughly and deriving lessons for safety improvements.

1 Siemens without SHS.

2 fatalities occurred in fiscal 2024. One contractor and one employee lost their lives due to electrocution while performing work activities. Each incident and fatality is a source of grief for the people concerned as well as their families, friends, and colleagues. Each incident is a renewed call for us to keep improving and ensuring a safe and healthy work environment for our people and partners.

LTIFR Employees and Temporary Workers[1]

	Fiscal year 2024	2023
Employees	**0.22**	0.23
Temporary Workers[2]	**0.45**	0.30
Total	**0.25**	0.24

1 Lost Time Injury Frequency Rate (LTIFR): number of lost-time cases (LTC) × 200,000 / work hours; LTC are accidents that result in at least one lost day of work.
2 As a globally operating company, Siemens isn't always authorized or able to obtain sensitive information about contract workers' health and occupational safety or complete figures on their work hours. As a result, the Temporary Worker LTIFR for Siemens includes only temporary workers hired by a temporary employment agency or under a contract for work and services.

Fatalities (work-related)

	Fiscal year 2024	2023
Employees	**1**	0
Temporary Workers	**0**	0
Contractors	**1**	4
Total	**2**	4

In fiscal 2024, a total of 74 occupational illness cases were registered.[2] The majority of cases were attributed to musculoskeletal disorders.

Joint contribution to our health and safety approach

Our people contribute to our joint health and safety approach every day. There is no one-size-fits-all solution for implementing health and safety due to differing requirements, tasks, and work situations throughout the company. Recognizing this, we strive to involve our employees in the design and implementation of our health and safety initiatives and programs. The active participation of our people enables our company-wide, country-specific, and business-specific initiatives and programs to thrive. For instance, psychosocial risks are assessed once a year via the work well-being factors embedded in the Siemens Global Engagement Survey (SGES)[1]. At team level, a structured follow-up process is used to assess risks and opportunities, derive measures, and document outcomes.

1 Siemens without SHS.
2 Excluding temporary workers and contractors.

5.5

Corporate citizenship

- **Improving people's living conditions**
- **Giving societies access to knowledge and technologies**
- **Implemented a variety of corporate volunteer projects**

Management approach

Corporate citizenship has been an integral part of Siemens from the very beginning, with the aim to empower people and societies. As defined by Werner von Siemens over 175 years ago, the company's mission is to provide technologies that improve quality of life and create lasting value for society based on our portfolio, knowledge, and expertise. In alignment with this mission, our corporate citizenship program aims to positively impact society.

The foundation for our approach are the UN's Sustainable Development Goals. We identify key topics for our respective countries, derive specific actions and illustrate how we are making a positive contribution to achieving them. This approach allows Siemens to focus primarily on giving back to the societies what locally matters the most.

Our governance and policies for corporate citizenship

Siemens believes that it is important to work for the good of society beyond our business activities and to invest in charitable work. This belief is anchored in our Corporate Citizenship Strategy. Our principles serve as a global framework and provide guidance for local sponsorship activities, donations, charitable contributions, and memberships. This guidance defines how a variety of potential contributions can be deployed connecting each one to our overarching principles.

Our own Corporate Volunteering Standard describes a common global corporate citizenship concept and framework which is supported by an internal volunteering platform being launched in fiscal 2023.

Responsibility for selecting and managing non-profit and socially impactful activities lies with the local departments or management teams in each country. This approach helps provide support and create value where it is needed most. Simultaneously, we combine in-depth local knowledge with long-term commitment to overcome social challenges, which vary from region to region.

Along with six other international Siemens foundations and Siemens Caring Hands e.V., the Siemens Stiftung complements our corporate citizenship initiatives.

WWW.SIEMENS-STIFTUNG.ORG/EN

Targets

As an important element of our sustainability strategy, corporate citizenship is embedded in the DEGREE sustainability framework.[1] By strengthening the identification of different target groups ensuring equal opportunities, and offering a range of training measures covering all phases of life, we contribute to two of the framework's fields of action: Equity and Employability.

In every society where we operate, our ambition is to improve general living and healthcare conditions, enhance educational and training opportunities for the labor market, and strengthen social cohesion and cultural identification. At the same time, we aim to strengthen Siemens' reputation and local footprint, increase understanding of our technologies, and position our company as an attractive employer, while also laying the foundation for future innovation.

1 Siemens without SHS.

Actions and results

Scale sustainability impact with a shared value approach

Grounded in our core business and competencies, we have defined three strategic focus areas for our corporate citizenship activities: Access to technology, Access to education, and Sustaining communities.

In addition to participating in traditional philanthropy, we leverage our technological expertise, capabilities, and products to contribute to society.

Access to technology on the basis of our core competencies

We want to share our technology knowledge with the intention of making it accessible to people around the world.

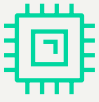
This knowledge is especially important in developing countries, where it can help meet the fundamental needs of local societies, including energy supply, clean water, and basic medical care. The objective is to help these societies improve their overall quality of life and develop new perspectives for solving problems in the future.

In addition, by equipping students with control and automation equipment, Siemens is helping improve educational and employment opportunities. In Argentina, Siemens has established the LOGO! contest focused on our industry controllers. In the past 20 years, more than 5,000 students have participated in the contest.

Through a collaboration with SENAI, South America's largest group for technological vocational education, Siemens Brazil introduces cutting-edge automation solutions to empower and train more than 40,000 students across Brazil every year on Industry 4.0 skills.

Donating refurbished laptops to people in need is another element in our aspiration to help transform communities for a better tomorrow. Digital participation allows people in need to connect and interact with others and at the same time get access to quality education and the labor market.

Our Core Areas



Access to technology

With the aid of our core competencies in digitalization, automation, and electrification, as well as scientific research, we strive to give as many people as possible the chance to use the latest technologies.

Access to education

Knowledge is a resource on which our future depends. Therefore, improving educational prospects and allowing broad access to education are critically important challenges for all societies everywhere in the world.

Sustaining communities

Our goals are to establish stable living conditions, protect values, unleash creativity, improve intercultural understanding, and contribute to progress.

Access to education is crucial for societies around the world

Our commitment to education encompasses diverse activities and includes STEM-oriented training and promoting excellence through competition to providing free software licenses and setting up new institutional education paths, including dual education and apprenticeship systems.

The promotion of education can take different forms and pursue different objectives: However, the primary objective remains consistent. We aim to provide enhanced equal access to future opportunities, and to give young people the tools to master future challenges.

Coding skills are increasingly relevant to helping people and organizations overcome the challenges of digitalization. As such, Siemens supports a diverse range of programming-oriented learning programs and projects designed for children. In China the SIE-HOPE program was initiated in response to social issues caused by economic and education challenges. Supported by 200 volunteers, Siemens provided basic education materials, tech classes, and study tours that have benefitted over 20,000 children in more than 50 schools in rural areas. The program was awarded with the Chengdu High-Tech Zone CSR award.

In addition to the programs mentioned above, in fiscal 2024 we supported the UN Women's African Girls Can Code Initiative. 582 African women were empowered with skills in IT, coding, cybersecurity, robotics, graphic design, website and mobile app development and how to remain safe online. 413 schoolgirls will pursue a STEM education path for future study and careers in the ICT sector. Within their communities, they serve as STEM role models who can transfer their skills and also raise awareness about cyber grooming and digital acts of violence where women and girls have become increasingly at risk online. The students were accompanied by 250 Siemens female mentors.

Sustaining communities is key for social cohesion

Siemens believes that identification with one's local cultural heritage is important for social cohesion. With this objective in mind, we support cultural and social activities. The Siemens Arts Program contributes to this objective with a diverse range of projects: for instance, supporting of artistic works to stimulate a societal dialog about the importance of shared values and against the polarization of communities.

We are continuously striving to improve our impact on social cohesion. Major challenges in recent years have included unforeseen events like the global pandemic, armed conflicts, and natural disasters like floodings and earthquakes. To help those affected, we worked with Siemens Caring Hands e.V. to establish a global charity program. In fiscal 2024, we supported measures to mitigate the effects of floodings in Brazil and Germany, helped people affected by war in Ukraine and the Middle East, and supported immediate and mid-term aid measures in Turkey, Syria, Libya, and Morocco.

Siemens Stiftung: Working for sustainable social development

Siemens Stiftung is an internationally operating foundation established by Siemens in 2008 as an independent nonprofit organization. The foundation focuses on three key themes: Access to Essential Services, Connected Societies and Climate and Sustainability, and adopts a proactive approach to shaping the transformation required by these challenges. By working with partners in the fields of education, social entrepreneurship, and culture, the foundation reinforces collective learning and locally based sustainable structures. The foundation works with the income from its €390 million endowment as well as additional partner funding in Africa, Europe, and Latin America.

Siemens and its employees supported Siemens Stiftung's projects with a number of donation campaigns during the fiscal year.

In the sixth edition of the Cents4Sense program, employee shareholders around the world were able to donate up to five dividends from their Siemens shares, with the company matching every donation. Since the program began in 2018, it has raised almost €1,660,000 for selected Siemens Stiftung social projects in Africa, Europe, Latin America, and Germany.

Corporate commitment to strive for the creation of lasting value for society

In fiscal 2024, we delivered a total community investment of €48.4 million, and our people spent more than 55,000 h in volunteer projects as part of their work time.

€48.4 million
total community investment

To evaluate our activities, we measure the achievement of the goals on the basis of the individual underlying targets and against a framework based on the I-O-O-I (input, output, outcome, impact) assessment method. A database and approval tool support the operating units in their efforts and helps to create transparency on a global level. This approach is accompanied by participation in numerous local and national working groups and commissions with the aim of improving the positive impact on society.

Pages 117 – 134

Our sustainability indicators

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
SIEMENS AT A GLANCE							
Total revenue[1]	Total	Fiscal year	Billion €	**75.9**	74.9	1.3%	GRI 201-1, WEF
Net income	Total	Fiscal year	Billion €	**9.0**	8.5	5.4%	GRI 201-1, WEF
Adjusted EBITA Margin for the Industrial Business	Total	Fiscal year	%	**15.5%**	15.5%		GRI 201-1, WEF
Research and development							
R&D expenses[1]	Total	Fiscal year	Billion €	**6.3**	6.1	2.7%	WEF
R&D employees (average)[1]	Total	Fiscal year	No. (rounded)	**51,600**	49,500	4.2%	WEF
Patents granted[1]	Total	Sept. 30th	No. (rounded)	**41,700**	43,000	–3.0%	WEF
Share of patentfamilies with SDG-relevance	Total	Sept. 30th	% of total patent-families	**47.0%**	46.8%	0.5%	WEF
GOVERNANCE							
Compliance							
Compliance cases reported	Total	Fiscal year	No.	**417**	416	0.2%	GRI 205-3, GRI 2-27, WEF
	Allegations of bribery[2]	Fiscal year	No.	**16**	21	–23.8%	GRI 205-3, GRI 2-27, WEF
	Allegations of bribery related to actual year	Fiscal year	No.	**5**	12	–58.3%	GRI 205-3, GRI 2-27, WEF
	Allegations of bribery related to previous years	Fiscal year	No.	**11**	11	0.0%	GRI 205-3, GRI 2-27, WEF
Disciplinary sanctions	Total	Fiscal year	No.	**200**	166	20.5%	GRI 205-3, WEF
	Warnings	Fiscal year	No.	**108**	87	24.1%	GRI 205-3, WEF
	Dismissals	Fiscal year	No.	**80**	43	86.0%	GRI 205-3, WEF
	Others[3]	Fiscal year	No.	**12**	36	–66.7%	GRI 205-3, WEF
BCG training – graduating quote current year	Total	Fiscal year	% of invited employees	**86.4%**	67.9%	27.3%	GRI 205-2, WEF
BCG training – persons graduating current year	Total	Fiscal year	No. (rounded)	**102,000**	129,000	–20.9%	GRI 205-2, WEF
	EMEA	Fiscal year	No. (rounded)	**58,800**	75,900	–22.5%	GRI 205-2, WEF
	Americas	Fiscal year	No. (rounded)	**21,600**	22,900	–5.7%	GRI 205-2, WEF
	Asia, Australia	Fiscal year	No. (rounded)	**22,100**	30,500	–27.5%	GRI 205-2, WEF
Other specific compliance trainings – persons graduating current year	Total	Fiscal year	No. (rounded)	**418,000**	461,000	–9.3%	GRI 205-2, WEF
Integrity Initiative – Projects	Total	up to Sept. 30th	No.	**85**	85	0.0%	WEF
Integrity Initiative – Finance budget provided	Total	up to Sept. 30th	Million US$ (rounded)	**120**	120	0.0%	WEF

1 Continuing operations.
2 Does also include allegations of granting benefits (but not taking bribes); time of the alleged misconduct may be in more than one period or may be unspecified. Therefore it can be included in both categories.
3 Includes loss of variable and voluntary compensation elements, transfer and suspension.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Sustainable supply chain management							
Purchasing Volume (PVO)	Total	Fiscal year	Billion €	**35**	37	–5.4%	GRI 2-6
Number of relevant suppliers (> €10,000 annual volume)	Total	Fiscal year	No. (rounded)	**67,500**	67,700	–0.3%	GRI 2-6
Corporate responsibility self-assessments (CRSA)[4]	Total	Fiscal year	No.	**6,878**	5,096	35.0%	GRI 308-2, 408-1, 409-1, 414-2
	EMEA	Fiscal year	No.	**1,574**	1,122	40.3%	GRI 308-2, 408-1, 409-1, 414-2
	Americas	Fiscal year	No.	**982**	767	28.0%	GRI 308-2, 408-1, 409-1, 414-2
	Asia, Australia	Fiscal year	No.	**4,322**	3,207	34.8%	GRI 308-2, 408-1, 409-1, 414-2
Agreed improvement measures out of CRSAs	Total	Fiscal year	No.	**8,406**	5,493	53.0%	GRI 308-2, 414-2
External sustainability audits	Total	Fiscal year	No.	**430**	481	–10.6%	GRI 308-2, 408-1, 409-1, 414-2, WEF
	EMEA	Fiscal year	No.	**103**	97	6.2%	GRI 308-2, 408-1, 409-1, 414-2, WEF
	Americas	Fiscal year	No.	**59**	51	15.7%	GRI 308-2, 408-1, 409-1, 414-2, WEF
	Asia, Australia	Fiscal year	No.	**268**	333	–19.5%	GRI 308-2, 408-1, 409-1, 414-2, WEF
Agreed improvement measures out of external sustainability audits[5]	Total	Fiscal year	No.	**7,488**	9,521	–21.4%	GRI 308-2, 414-2, WEF
ENVIRONMENT **Holistic environmental protection**							
Sites with environmental managment system ISO 14001 certification	Total	Sept. 30th	No.	**185**	182	1.6%	
Share of sites with environmental managment system ISO 14001 certification	Total	Sept. 30th	% of reported sites	**71%**	73%	–2.6%	

4 To be conducted mainly by suppliers from non-OECD countries with a purchasing volume > € 50,000 p.a.. Questionnaires initiated and completed in the year under review.
5 Excludes audits conducted by third parties.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Climate action							
Greenhouse gas emissions							
Scope 1	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**347**	387	–10.4%	GRI 305-1, WEF
	CO_2 emissions from gas	Fiscal year	1,000 metric tons of CO_2e emissions	**113**	109	2.8%	GRI 305-1, WEF
	CO_2 emissions from LPG	Fiscal year	1,000 metric tons of CO_2e emissions	**4**	5	–13.8%	GRI 305-1, WEF
	CO_2 emissions from heating oil	Fiscal year	1,000 metric tons of CO_2e emissions	**1**	15	–93.5%	GRI 305-1, WEF
	CO_2 emissions from fleet fuel	Fiscal year	1,000 metric tons of CO_2e emissions	**196**	210	–6.6%	GRI 305-1, WEF
	CO_2 emissions from site fuel	Fiscal year	1,000 metric tons of CO_2e emissions	**2**	3	–31.0%	GRI 305-1, WEF
	CO_2 emissions from coal	Fiscal year	1,000 metric tons of CO_2e emissions	**0**	0		GRI 305-1, WEF
	CO_2 emissions from technical CO_2	Fiscal year	1,000 metric tons of CO_2e emissions	**0.2**	0.2	27.8%	GRI 305-1, WEF
	CO_2e emissions from wood pellets	Fiscal year	1,000 metric tons of CO_2e emissions	**0.2**	0.0	7,618.7%	GRI 305-1, WEF
	SF_6 emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**19**	30	–37.3%	GRI 305-1, WEF
	CH_4 emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**<0.1**	<0.1		GRI 305-1, WEF
	N_2O emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**0.1**	0.0	797.2%	GRI 305-1, WEF
	HFC emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**12**	15	–22.1%	GRI 305-1, WEF
	PFC emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**0**	0		GRI 305-1, WEF
	NF_3 emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**<0.1**	<0.1		GRI 305-1, WEF
	Acetylene emissions	Fiscal year	1,000 metric tons of CO_2e emissions	**0.1**	0.1	15.7%	GRI 305-1, WEF
Scope 2	Total (market based)	Fiscal year	1,000 metric tons of CO_2e emissions	**94**	163	–42.2%	GRI 305-2, WEF
	Market based from electricity[6]	Fiscal year	1,000 metric tons of CO_2e emissions	**68**	142	–52.0%	GRI 305-2, WEF
	Market based from district heating	Fiscal year	1,000 metric tons of CO_2e emissions	**26**	22	22.5%	GRI 305-2, WEF
	Total (location based)	Fiscal year	1,000 metric tons of CO_2e emissions	**667**	624	6.9%	GRI 305-2, WEF
	Location based from electricity[6]	Fiscal year	1,000 metric tons of CO_2e emissions	**626**	597	5.0%	GRI 305-2, WEF
	Location based from district heating	Fiscal year	1,000 metric tons of CO_2e emissions	**41**	28	48.6%	GRI 305-2, WEF
Scope 1+2	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**441**	550	–19.8%	GRI 305-1, 305-2, WEF

6 Including emissions from electricity of fleet EVs for fiscal 2024.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Scope 1+2 intensity	Total	Fiscal year	metric tons of CO_2e emissions per Mio.€ revenue	**5.6**	7.1	–20.8%	GRI 305-4, WEF
Scope 1+2 reduction to LY	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**109**	32	241.6%	GRI 305-5, WEF
Reduced emissions through energy from renewable sources	Total (Scope 1+2)	Fiscal year	1,000 metric tons of CO_2e emissions	**562**	467	20.3%	GRI 305-5, WEF
	Gas from renewable sources (Scope 1)	Fiscal year	1,000 metric tons of CO_2e emissions	**9**	13	–27.1%	GRI 305-5, WEF
	Electricity from renewable sources (Scope 2)[6]	Fiscal year	1,000 metric tons of CO_2e emissions	**552**	454	21.7%	GRI 305-5, WEF
Scope 3	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**416,758**	488,976	–14.8%	GRI 305-3, WEF
Scope 3 upstream	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**10,528**	10,981	–4.1%	GRI 305-3, WEF
	Purchased goods and services	Fiscal year	1,000 metric tons of CO_2e emissions	**8,931**	9,218[7]	–3.1%	GRI 305-3, WEF
	Capital goods	Fiscal year	1,000 metric tons of CO_2e emissions	**408**	416	–1.9%	GRI 305-3, WEF
	Fuel- and energy-related activities	Fiscal year	1,000 metric tons of CO_2e emissions	**117**	111	5.3%	GRI 305-3, WEF
	Waste in operations	Fiscal year	1,000 metric tons of CO_2e emissions	**26**	29	–11.5%	GRI 305-3, WEF
	Transportation	Fiscal year	1,000 metric tons of CO_2e emissions	**717**	884	–18.9%	GRI 305-3, WEF
	Business travel	Fiscal year	1,000 metric tons of CO_2e emissions	**221**	218[8]	1.4%	GRI 305-3, WEF
	Employee commuting	Fiscal year	1,000 metric tons of CO_2e emissions	**108**	105	2.9%	GRI 305-3, WEF
Scope 3 downstream	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**406,230**	477,995	–15.0%	GRI 305-3, WEF
	Use of sold products (energy input based)	Fiscal year	1,000 metric tons of CO_2e emissions	**397,520**	469,180	–15.3%	GRI 305-3, WEF
	Investment – Existing financing[9]	Fiscal year	1,000 metric tons of CO_2e emissions	**8,710**	8,815[10]	–1.2%	GRI 305-3, WEF
Scope 3 downstream intensity	Total	Fiscal year	metric tons of CO_2e emissions per Mio. € revenue	**5,155**	6,142	–16.1%	GRI 305-4, WEF
GHG emissions Scope 1+2+3 upstream ("Cradle to gate")	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**10,969**	11,531	–4.9%	GRI 305-3, WEF
Biogenic CO_2e emissions	Total	Fiscal year	1,000 metric tons of CO_2e emissions	**14**	15	–6.5%	

6 Including emissions from electricity of fleet EVs for fiscal 2024.
7 Change in LY data caused by change in sub-scope mapping.
8 Change in LY data caused by methodological update in line with DEFRA.
9 Emissions from Siemens Financial Services (SFS) investments and Equity investments held.
10 Change in LY data caused by methodological recalculation in line with PCAF and emissions related to Equity Investments.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	FY 2024	FY 2023	+/–	Standards
Greenhouse gas emissions – Fleet and real estate management							
Siemens fleet (owned or leased vehicles)	Total number	Sept. 30th	No. (rounded)	**45,000**	44,000	2.3%	
	Battery electric vehicles (BEV)	Sept. 30th	No. (rounded)	**8,000**	4,100	95.1%	
	Plug-in hybrid electric vehicles (PHEV)	Sept. 30th	No. (rounded)	**5,000**	2,500	100.0%	
	Electric vehicles (EV)	Sept. 30th	No. (rounded)	**13,000**	6,600	97.0%	
	Rate of electric vehicles (EV)	Sept. 30th	% of total fleet	**29%**	15%	92.6%	
	Rate of battery electric vehicles (BEV)	Sept. 30th	% of total fleet	**18%**	9%	90.8%	
	Fleet emissions (part of Scope 1 emissions)	Fiscal year	1,000 metric tons of CO_2e emissions	**196**	210	–6.6%	GRI 305-1, WEF
	Fleet consumption (fuel and electricity)	Fiscal year	1,000 gigajoule	**2,788**	2,894[11]	–3.7%	
Charging points on company ground for electrical vehicles	Total	Sept. 30th	No. (rounded)	**3,700**	2,750	34.5%	
Use phase impact at customers							
Total Customer Avoided Emissions[12]	Total	Fiscal year	Mt CO_2e	**172.8**	207.2[13]	–16.6%	
EU Taxonomy							
Share eligible revenue	Total	Fiscal year	% of revenue	**68.1%**	20.3%	236.5%	
Share aligned revenue	Total	Fiscal year	% of revenue	**25.4%**	16.5%	54.1%	
Share eligible operational expenditures	Total	Fiscal year	% of relevant OpEx	**74.0%**	12.4%	494.6%	
Share aligned operational expenditures	Total	Fiscal year	% of relevant OpEx	**32.3%**	8.2%	292.8%	
Share eligible capital expenditures	Total	Fiscal year	% of relevant CapEx	**72.2%**	34.5%	109.6%	
Share aligned capital expenditures	Total	Fiscal year	% of relevant CapEx	**18.2%**	12.2%	49.1%	
Conservation of Resources							
Energy Consumption: primary & secondary energy	Total	Fiscal year	1,000 gigajoule	**9,012**	9,115	–1.1%	GRI 302-1, SASB RT-EE-130a.1
	Share of renewable energy sources	Fiscal year	% of total energy consumption	**52.7%**	51.1%	3.1%	GRI 302-1, SASB RT-EE-130a.1
	Share of grid electricity	Fiscal year	% of total energy consumption	**63.2%**	61.3%	3.1%	GRI 302-1, SASB RT-EE-130a.1
Primary & secondary energy intensity	Total	Fiscal year	1,000 gigajoule per Mio. € revenue	**0.114**	0.117	–2.4%	GRI 302-1, SASB RT-EE-130a.1
Energy Consumption: primary energy	Total	Fiscal year	1,000 gigajoule	**2,500**	2,513	–0.5%	GRI 302-1, SASB RT-EE-130a.1
	Natural gas & liquid gas	Fiscal year	1,000 gigajoule	**2,251**	2,277	–1.1%	GRI 302-1, SASB RT-EE-130a.1
	Gas from renewable sources	Fiscal year	1,000 gigajoule	**185**	233	–20.7%	GRI 302-1, SASB RT-EE-130a.1
	Gas share from renewable sources	Fiscal year	% of total gas used	**8%**	10%	–19.7%	GRI 302-1, SASB RT-EE-130a.1
	Fuel oil, gasoline, diesel	Fiscal year	1,000 gigajoule	**40**	232	–82.7%	GRI 302-1, SASB RT-EE-130a.1

11 LY data without electricity consumption from EV.
12 Greenhouse gas reductions achieved by our customers through products of the Siemens Portfolio. Calculated over the entire use phase, analogous to Scope 3.11 "Use Phase Emissions".
13 Change in LY data, caused by recalculation.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Energy consumption: secondary energy	Total	Fiscal year	1,000 gigajoule	**6,512**	6,602	–1.4%	GRI 302-1, SASB RT-EE-130a.1
	Electricity (total)	Fiscal year	1,000 gigajoule	**5,692**	5,586	1.9%	GRI 302-1, SASB RT-EE-130a.1
	Electricity (renewable sources)[14]	Fiscal year	1,000 gigajoule	**4,562**	4,426	3.1%	GRI 302-1, SASB RT-EE-130a.1
	Electricity Share from renewable sources	Fiscal year	% of total electricity used	**80%**	79%	1.2%	GRI 302-1, SASB RT-EE-130a.1
	District heating	Fiscal year	1,000 gigajoule	**820**	1,016	–19.3%	GRI 302-1, SASB RT-EE-130a.1
Efficiency in energy	Total (w/o SHS)	Fiscal year	% revenue weighted to base year (2021)	**53%**	39%	37.4%	
Energy reduction	Total (w/o SHS)	Fiscal year	% to base year (2021)	**16.9%**	9.1%	86.1%	
Waste							
Waste	Total	Fiscal year	1,000 tons	**345.5**	261.0	32.4%	GRI 306-3
	Non-hazardous waste	Fiscal year	1,000 tons	**208.1**	214.4[15]	–3.0%	GRI 306-3
	Hazardous waste	Fiscal year	1,000 tons	**12.8**	12.7	0.8%	GRI 306-3, SASB RT-EE-150a.1
	Construction waste	Fiscal year	1,000 tons	**124.6**	33.9	267.7%	GRI 306-3
Non-hazardous waste	Total	Fiscal year	1,000 tons	**208.1**	214.4	–3.0%	GRI 306-3
	Recycling and Recovery	Fiscal year	1,000 tons	**198.9**	204.1	–2.5%	GRI 306-3
	Recycling (material)	Fiscal year	1,000 tons	**175.1**	179.6	–2.5%	GRI 306-3
	Recovery (thermal)	Fiscal year	1,000 tons	**23.8**	24.5[15]	–2.9%	GRI 306-3
	Landfill and other disposal	Fiscal year	1,000 tons	**9.2**	10.3	–11.5%	GRI 306-3
	Landfill	Fiscal year	1,000 tons	**7.4**	8.5[15]	–13.6%	GRI 306-3
	Other disposal (thermal/chemical/ physical)	Fiscal year	1,000 tons	**1.8**	1.8	–1.6%	GRI 306-3
Hazardous waste	Total	Fiscal year	1,000 tons	**12.8**	12.7	0.8%	GRI 306-3, SASB RT-EE-150a.1
	Recycling and Recovery	Fiscal year	1,000 tons	**7.8**	7.2	8.4%	GRI 306-3, SASB RT-EE-150a.1
	Recycling (material)	Fiscal year	1,000 tons	**5.7**	5.6	1.6%	GRI 306-3, SASB RT-EE-150a.1
	Recovery (thermal)	Fiscal year	1,000 tons	**2.1**	1.6	32.3%	GRI 306-3, SASB RT-EE-150a.1
	Landfill and other disposal	Fiscal year	1,000 tons	**4.9**	5.4	–9.3%	GRI 306-3, SASB RT-EE-150a.1
	Landfill	Fiscal year	1,000 tons	**0.6**	0.9	–31.7%	GRI 306-3, SASB RT-EE-150a.1
	Other disposal (thermal/chemical/ physical)	Fiscal year	1,000 tons	**4.3**	4.5	–4.9%	GRI 306-3, SASB RT-EE-150a.1
Construction waste	Total	Fiscal year	1,000 tons	**124.6**	33.9	267.7%	GRI 306-3
	Recycling and Recovery	Fiscal year	1,000 tons	**112.0**	27.0	314.2%	GRI 306-3
	Landfill and other disposal	Fiscal year	1,000 tons	**12.6**	6.9	83.9%	GRI 306-3

14 Based on environmentally relevant sites.
15 Change in LY data caused by subsequent adjustment.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	FY 2024	FY 2023	+/–	Standards
Total Waste (w/o construction waste)	Total	Fiscal year	1,000 tons	**220.8**	227.1	–2.8%	GRI 306-3
	Recycling and Recovery	Fiscal year	1,000 tons	**206.8**	211.3	–2.2%	GRI 306-4
	Recycling (material)	Fiscal year	1,000 tons	**180.8**	185.2	–2.4%	GRI 306-3
	Recovery (thermal)	Fiscal year	1,000 tons	**25.9**	26.1[15]	–0.7%	GRI 306-3
	Landfill and other disposal	Fiscal year	1,000 tons	**14.1**	15.8	–10.7%	GRI 306-3
	Landfill	Fiscal year	1,000 tons	**8.0**	9.4[15]	–15.3%	GRI 306-3
	Other disposal (thermal/chemical/ physical)	Fiscal year	1,000 tons	**6.1**	6.4	–4.0%	GRI 306-3
Recycling & Recovery rate	Total (w/o construction)	Fiscal year	% of total waste (w/o construction)	**94%**	93%	0.6%	GRI 306-4
	Hazardous waste	Fiscal year	% of total hazardous waste	**61%**	57%	7.5%	GRI 306-4
	Non-hazardous waste	Fiscal year	% of total non-hazardous waste	**96%**	95%[15]	0.5%	GRI 306-4
	Construction waste	Fiscal year	% of construction waste	**90%**	80%	12.7%	GRI 306-4
Material Recycling rate	Total (w/o construction)	Fiscal year	% of total waste (w/o construction)	**82%**	81%	0.5%	GRI 306-4
Water							
Water withdrawal	Total	Fiscal year	Million cubic meter	**12.75**	14.26	–10.6%	GRI 303-3, WEF
	Surfacewater	Fiscal year	Million cubic meter	**2.03**	1.10	83.7%	GRI 303-3, WEF
	Groundwater	Fiscal year	Million cubic meter	**6.71**	9.26	–27.5%	GRI 303-3, WEF
	3rd party water	Fiscal year	Million cubic meter	**3.96**	3.85	2.8%	GRI 303-3, WEF
	Other sources	Fiscal year	Million cubic meter	**0.05**	0.05	21.1%	GRI 303-3, WEF
Water withdrawal intensity	Total	Fiscal year	Cubic meter per Mio. € revenue	**161.81**	183.39	–11.8%	GRI 303-3, WEF
Water withdrawal in water-stressed areas	Total	Fiscal year	Million cubic meter	**1.76**	1.36	29.9%	GRI 303-3, WEF
	Share of withdrawal	Fiscal year	% of total withdrawal	**14%**	10%	45.3%	GRI 303-3, WEF
Water consumption	Total	Fiscal year	Million cubic meter	**0.67**	0.51	32.0%	GRI 303-5
Water consumption intensity	Total	Fiscal year	Cubic meter per Mio. € revenue	**8.49**	6.52	30.2%	GRI 303-5
Water consumption in water-stressed areas	Total	Fiscal year	Million cubic meter	**0.24**	0.07	222.0%	GRI 303-5
	Consumption share	Fiscal year	% of total consumption	**35%**	15%	144.0%	GRI 303-5
Water discharge	Total	Fiscal year	Million cubic meter	**11.99**	13.56	–11.6%	GRI 303-4
	Surface water	Fiscal year	Million cubic meter	**2.09**	1.03	101.9%	GRI 303-4
	Groundwater	Fiscal year	Million cubic meter	**6.55**	9.20	–28.8%	GRI 303-4
	3rd party water	Fiscal year	Million cubic meter	**3.35**	3.33	0.6%	GRI 303-4

15 Change in LY data caused by subsequent adjustment.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Discharge usage	Total	Fiscal year	Million cubic meter	**11.99**	13.56	–11.6%	GRI 303-4
	Sanitary wastewater	Fiscal year	Million cubic meter	**2.84**	2.80	1.4%	GRI 303-4
	Manufacturing processes	Fiscal year	Million cubic meter	**0.59**	0.61	–4.2%	GRI 303-4
	Other (including losses)	Fiscal year	Million cubic meter	**0.23**	0.24	–2.4%	GRI 303-4
	Cooling water discharged as wastewater	Fiscal year	Million cubic meter	**0.13**	0.14	–2.0%	GRI 303-4
	Chemically unchanged cooling water (returned to receiving water body chemically unchanged, but warmed)	Fiscal year	Million cubic meter	**8.23**	9.80	–16.1%	GRI 303-4
Rate of sites with implemented water strategy	Total	Sept. 30th	% of sites	**97%**	96%	0.6%	GRI 303-1, WEF
Atmospheric pollutant emissions							
Volatile Organic Compounds	Total	Fiscal year	metric tons	**237.9**	249.7	–4.7%	GRI 305-7
Ozone-depleting substances	Total	Fiscal year	metric tons (R_{11} equivalent)[16]	**0.022**	0.044	–49.8%	GRI 305-6
Nitrogen oxides	Total	Fiscal year	metric tons	**47.9**	53.5	–10.4%	GRI 305-7
Sulphur oxides	Total	Fiscal year	metric tons	**0.71**	1.08[15]	–34.1%	GRI 305-7
Respirable dust	Total	Fiscal year	metric tons	**0.03**	0.19[15]	–84.5%	GRI 305-7
Additional environmental topics							
Environment-related incidents with significant fines	Total	Fiscal year	No.	**1**	0		GRI 307-1, SASB RT-EE-150a2
Amount of sigificant fines	Total	Fiscal year	€	**30,000**	0		GRI 307-1, SASB RT-EE-150a2
Reportable spills	Total	Fiscal year	No.	**15**	14	7.1%	GRI 307-1, SASB RT-EE-150a2
	Quantity reportable spills	Fiscal year	kg	**4,859**	3,319	46.4%	GRI 307-1, SASB RT-EE-150a2
	Quantity recovered spills	Fiscal year	kg	**4,809**	2,079	131.4%	GRI 307-1, SASB RT-EE-150a2
Sites with energy management system ISO 50001 certification	Total	Sept. 30th	No.	**43**	45	–4.4%	
Sites in or adjacent to protected areas	Total	Sept. 30th	No.	**94**	77[17]	22.1%	WEF
Area of sites in or adjacent to protected areas	Total	Sept. 30th	Hectare	**1,003**	1,047[17]	–4.3%	WEF
Product Stewardship							
Life Cycle Assessments (LCA)[18]	Total	Sept. 30th	No.	**1,243**	334	272.2%	
Environmental Product Declarations (EPD)	Total	Sept. 30th	No.	**2,408**	1,540	56.4%	
Rate of products by revenue that contain IEC 62474-declarable substances	Total (w/o SHS)	Fiscal year	% of total revenue	**56%**	50%	10.2%	

15 Change in LY data caused by subsequent adjustment.
16 R_{11} equivalent measures ozone depletion potential.
17 Change in LY data caused by expanded circumference.
18 Full-scale.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
SOCIAL							
Working for Siemens[19]							
Siemens employees[20]	Total	Sept. 30th	No. (rounded)	**327,000**	320,000	2.2%	GRI 2-7, SASB RT-EE_000B
Other internal workforce[21]	Total	Sept. 30th	No. (rounded)	**17,800**	17,200	3.5%	GRI 2-7
External/third party workers[22]	Germany	Sept. 30th	No. (rounded)	**3,500**	4,400	–20.5%	GRI 2-8
Employee structure[23]	EMEA	Sept. 30th	No. (rounded)	**179,000**	175,000	2.3%	GRI 2-7
	Americas	Sept. 30th	No. (rounded)	**69,000**	66,000	4.5%	GRI 2-7
	Asia, Australia	Sept. 30th	No. (rounded)	**79,000**	78,000	1.3%	GRI 2-7
	Women	Sept. 30th	No. (rounded)	**90,400**	87,600	3.2%	GRI 2-7, WEF
	Men	Sept. 30th	No. (rounded)	**235,200**	230,900	1.9%	GRI 2-7, WEF
	No/other gender entry	Sept. 30th	No. (rounded)	**160**	140	14.3%	GRI 2-7, WEF
	Gender n/a	Sept. 30th	No. (rounded)	**1,100**	900	22.2%	GRI 2-7, WEF
	Age group < 30	Sept. 30th	No. (rounded)	**50,000**	50,000	0.0%	GRI 2-7
	Age group 30 – 50	Sept. 30th	No. (rounded)	**194,000**	188,000	3.2%	GRI 2-7
	Age group > 50	Sept. 30th	No. (rounded)	**82,000**	81,000	1.2%	GRI 2-7
	Age n/a	Sept. 30th	No. (rounded)	**1,100**	900	22.2%	GRI 2-7
	Young workers below 15 years	Sept. 30th	% of total employees	**0.0%**	0.0%		GRI 405-1, WEF
	Young workers 15 – 17 years	Sept. 30th	% of total employees	**0.0%**	0.0%		GRI 405-1, WEF
	Blue-collar workers	Sept. 30th	% of total employees	**16.7%**	16.9%	–1.0%	WEF
	White-collar workers	Sept. 30th	% of total employees	**83.3%**	83.1%	0.2%	WEF
Disabled employees[24]	Germany	Sept. 30th	% of employees in Germany	**5.6%**	5.6%	0.0%	GRI 405-1, WEF
	Germany – Top management positions	Sept. 30th	% of employees in Germany in top management positions	**0.0%**	0.0%		GRI 405-1, WEF
	Germany – Middle & junior management positions	Sept. 30th	% of employees in Germany in middle & junior management positions	**2.0%**	1.9%	3.1%	GRI 405-1, WEF
	Germany – Non-management positions	Sept. 30th	% of employees in Germany in non-management positions	**5.4%**	5.3%	1.6%	GRI 405-1, WEF
Employee nationalities[25]	Total	Sept. 30th	No.	**173**	170	1.8%	GRI 405-1

19 All employee data in this section are based on headcount.
20 Employee refers to every natural person in an active employment relationship with a fully consolidated Siemens company. Employees are all internal workforce without apprentices, students, interns and other internal workforce.
21 Other internal workforce/non-employees according to our financial reporting guidelines (e.g. apprentices, students, interns and other internal workforce).
22 External/third party workers who work in our workforce/contingent workers.
23 Employee structure data are only for employees, without other internal workforce and without external/third party workers.
24 Severely Handicapped Employees-rate (SHE) is based on legally defined guidelines and specifications according §§ 154-1+3 SGB IX (German Social Law).
25 Employees, without other internal workforce and without external/third party workers.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	FY 2024	FY 2023	+/–	Standards
Top nationalities worldwide[25]	German	Sept. 30th	% of total employees	**25%**	25%	–1.7%	GRI 405-1
	American	Sept. 30th	% of total employees	**14%**	14%	0.1%	GRI 405-1
	Indian	Sept. 30th	% of total employees	**12%**	12%	4.5%	GRI 405-1
	Chinese	Sept. 30th	% of total employees	**9%**	10%	–4.3%	GRI 405-1
	British	Sept. 30th	% of total employees	**3%**	3%	–2.0%	GRI 405-1
	Czech	Sept. 30th	% of total employees	**3%**	3%	–4.2%	GRI 405-1
	Other nationalities	Sept. 30th	% of total employees	**34%**	33%	1.5%	GRI 405-1
Employment characteristics[26]							
Employees with permanent working contract	Total	Sept. 30th	No. (rounded)	**309,400**	300,100	3.1%	GRI 2-7b, WEF
	EMEA	Sept. 30th	No. (rounded)	**174,000**	170,300	2.2%	GRI 2-7b, WEF
	Americas	Sept. 30th	No. (rounded)	**67,600**	65,400	3.4%	GRI 2-7b, WEF
	Asia, Australia	Sept. 30th	No. (rounded)	**67,800**	64,400	5.3%	GRI 2-7b, WEF
	Women	Sept. 30th	No. (rounded)	**85,000**	81,500	4.3%	GRI 2-7b, WEF
	Men	Sept. 30th	No. (rounded)	**224,200**	218,400	2.7%	GRI 2-7b, WEF
	No/other gender entry	Sept. 30th	No. (rounded)	**160**	140	14.3%	GRI 2-7b, WEF
Employees with temporary working contract	Total	Sept. 30th	No. (rounded)	**16,300**	18,500	–11.9%	GRI 2-7b, WEF
	EMEA	Sept. 30th	No. (rounded)	**4,300**	4,800	–10.4%	GRI 2-7b, WEF
	Americas	Sept. 30th	No. (rounded)	**400**	400	0.0%	GRI 2-7b, WEF
	Asia, Australia	Sept. 30th	No. (rounded)	**11,600**	13,400	–13.4%	GRI 2-7b, WEF
	Women	Sept. 30th	No. (rounded)	**5,400**	6,100	–11.5%	GRI 2-7b, WEF
	Men	Sept. 30th	No. (rounded)	**10,900**	12,500	–12.8%	GRI 2-7b, WEF
	No/other gender entry	Sept. 30th	No.	**1**	2	–50.0%	GRI 2-7b, WEF
Permanent/temporary working contract	Contract type n/a	Sept. 30th	No. (rounded)	**1,100**	900	22.2%	GRI 2-7b, WEF
Full-time employees in headcount	Total	Sept. 30th	No. (rounded)	**311,200**	304,500	2.2%	GRI 2-7
	EMEA	Sept. 30th	No. (rounded)	**164,200**	161,400	1.7%	GRI 2-7
	Americas	Sept. 30th	No. (rounded)	**67,600**	65,500	3.2%	GRI 2-7
	Asia, Australia	Sept. 30th	No. (rounded)	**79,300**	77,600	2.2%	GRI 2-7
	Women	Sept. 30th	No. (rounded)	**80,700**	78,100	3.3%	GRI 2-7
	Men	Sept. 30th	No. (rounded)	**230,300**	226,300	1.8%	GRI 2-7
	No/other gender entry	Sept. 30th	No. (rounded)	**150**	140	7.1%	GRI 2-7
Part-time employees in headcount	Total	Sept. 30th	No. (rounded)	**14,600**	14,100	3.5%	GRI 2-7
	EMEA	Sept. 30th	No. (rounded)	**14,100**	13,600	3.7%	GRI 2-7
	Americas	Sept. 30th	No. (rounded)	**300**	300	0.0%	GRI 2-7
	Asia, Australia	Sept. 30th	No. (rounded)	**200**	200	0.0%	GRI 2-7
	Women	Sept. 30th	No. (rounded)	**9,700**	9,500	2.1%	GRI 2-7
	Men	Sept. 30th	No. (rounded)	**4,900**	4,600	6.5%	GRI 2-7
	No/other gender entry	Sept. 30th	No.	**5**	6	–16.7%	GRI 2-7

25 Employees, without other internal workforce and without external/third party workers.
26 Employment characteristics only for employees, without other internal workforce and without external/third party workers.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Full-/part-time employees in headcount	Full-/part-time n/a	Sept. 30th	No. (rounded)	**1,100**	900	22.2%	GRI 2-7
Employees in companies with collective bargaining agreements[27]	Germany	Sept. 30th	% of total employees in Germany	**93.9%**	94.6%[28]	–0.7%	GRI 2-30
Diversity of employees per category and function[29]							
Employees in all management positions[30]	Total	Sept. 30th	No. (rounded)	**34,000**	33,000	3.0%	GRI 405-1
	Women	Sept. 30th	% of employees in all management positions	**22.3%**	21.6%	3.4%	GRI 405-1
	Men	Sept. 30th	% of employees in all management positions	**77.7%**	78.4%	–1.0%	GRI 405-1
	No/other gender entry	Sept. 30th	% of employees in all management positions	**0.0%**	0.0%		GRI 405-1
Employees in top management positions[31]	Total	Sept. 30th	No. (rounded)	**500**	500	0.0%	GRI 405-1
	Women	Sept. 30th	% of employees in top management positions	**32.5%**	30.8%	5.4%	GRI 405-1
	Men	Sept. 30th	% of employees in top management positions	**67.5%**	69.2%	–2.4%	GRI 405-1
	No/other gender entry	Sept. 30th	% of employees in top management positions	**0.0%**	0.0%		GRI 405-1
	Age group < 30	Sept. 30th	% of employees in top management positions	**0.0%**	0.2%	–100.0%	GRI 405-1
	Age group 30 – 50	Sept. 30th	% of employees in top management positions	**41.7%**	42.7%	–2.4%	GRI 405-1
	Age group > 50	Sept. 30th	% of employees in top management positions	**58.3%**	57.1%	2.1%	GRI 405-1

27 Employees covered by collective bargaining agreements (e.g., because of their union membership, reference clause in the employment contract) and employees whose working conditions and terms of employment are influenced by collective bargaining agreements, e.g., because a collective bargaining agreement sets the lower limit for remuneration.
28 Change in LY data caused by new calculation method.
29 Diversity data only for employees, without other internal workforce and without external/third party workers.
30 Employees in all management positions with disciplinary responsibility, but without Managing Board Members.
31 Employees in top management positions with disciplinary responsibility, but without Managing Board Members.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Employees in middle & junior management positions[32]	Total	Sept. 30th	No. (rounded)	**33,500**	32,400	3.4%	GRI 405-1
	Women	Sept. 30th	% of employees in middle & junior management positions	**22.2%**	21.4%	3.6%	GRI 405-1
	Men	Sept. 30th	% of employees in middle & junior management positions	**77.8%**	78.6%	–1.0%	GRI 405-1
	No/other gender entry	Sept. 30th	% of employees in middle & junior management positions	**0.0%**	0.0%		GRI 405-1
	Age group < 30	Sept. 30th	% of employees in middle & junior management positions	**1.0%**	1.1%	–9.9%	GRI 405-1
	Age group 30 – 50	Sept. 30th	% of employees in middle & junior management positions	**64.7%**	64.7%	0.0%	GRI 405-1
	Age group > 50	Sept. 30th	% of employees in middle & junior management positions	**34.3%**	34.2%	0.2%	GRI 405-1
Employees in non-management positions	Total	Sept. 30th	No. (rounded)	**291,700**	285,700	2.1%	GRI 405-1
	Women	Sept. 30th	% of employees in non-management positions	**28.4%**	28.2%	0.7%	GRI 405-1
	Men	Sept. 30th	% of employees in non-management positions	**71.6%**	71.8%	–0.3%	GRI 405-1
	No/other gender entry	Sept. 30th	% of employees in non-management positions	**0.1%**	0.0%		GRI 405-1
	Age group < 30	Sept. 30th	% of employees in non-management positions	**17.0%**	17.2%	–1.0%	GRI 405-1
	Age group 30 – 50	Sept. 30th	% of employees in non-management positions	**58.9%**	58.5%	0.7%	GRI 405-1
	Age group > 50	Sept. 30th	% of employees in non-management positions	**24.1%**	24.3%	–0.9%	GRI 405-1
Women in functions	Production	Sept. 30th	% of total employees in function	**25.4%**	25.2%	0.6%	GRI 405-1
	Sales and marketing	Sept. 30th	% of total employees in function	**30.2%**	29.3%	2.9%	GRI 405-1
	Research and development	Sept. 30th	% of total employees in function	**22.7%**	22.7%	–0.1%	GRI 405-1
	General administration	Sept. 30th	% of total employees in function	**48.6%**	48.4%	0.5%	GRI 405-1

32 Employees in middle & junior management positions with disciplinary responsibility, but without Managing Board Members.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Women in STEM-related positions	Total	Sept. 30th	% of total employees in STEM	**19.8%**	19.3%	2.8%	GRI 405-1
	In management positions[33]	Sept. 30th	% of total employees in STEM and management	**14.8%**	14.3%	3.7%	GRI 405-1
Women in revenue-generating functions	In management positions[33]	Sept. 30th	% of total employees in revenue-generating functions and in management	**16.2%**	15.6%	3.9%	GRI 405-1
Hirings							
Hirings	Total	Fiscal year	No. (rounded)	**35,700**	40,700	–12.3%	GRI 401-1, WEF
	EMEA	Fiscal year	No. (rounded)	**15,100**	17,300	–12.7%	GRI 401-1, WEF
	Americas	Fiscal year	No. (rounded)	**11,500**	12,000	–4.2%	GRI 401-1, WEF
	Asia, Australia	Fiscal year	No. (rounded)	**9,100**	11,400	–20.2%	GRI 401-1, WEF
	Women	Fiscal year	No. (rounded)	**10,900**	12,000	–9.2%	GRI 401-1, WEF
	Men	Fiscal year	No. (rounded)	**24,400**	28,500	–14.4%	GRI 401-1, WEF
	No/other gender entry	Fiscal year	No.	**50**	26	92.3%	GRI 401-1, WEF
	Gender n/a	Fiscal year	No.	**346**	200	73.0%	GRI 401-1, WEF
	Age group < 30	Fiscal year	No. (rounded)	**16,000**	18,400	–13.0%	GRI 401-1, WEF
	Age group 30 – 50	Fiscal year	No. (rounded)	**17,100**	19,600	–12.8%	GRI 401-1, WEF
	Age group > 50	Fiscal year	No. (rounded)	**2,300**	2,500	–8.0%	GRI 401-1, WEF
	Age n/a	Fiscal year	No.	**346**	200	73.0%	GRI 401-1, WEF
Hiring rate[34]	Total	Fiscal year	% of average number of employees	**11.0%**	12.9%	–14.7%	GRI 401-1, WEF
	EMEA	Fiscal year	% of average number of employees in region	**8.5%**	10.0%	–15.0%	GRI 401-1, WEF
	Americas	Fiscal year	% of average number of employees in region	**16.9%**	18.2%	–7.1%	GRI 401-1, WEF
	Asia, Australia	Fiscal year	% of average number of employees in region	**11.6%**	14.9%	–22.1%	GRI 401-1, WEF
	Women	Fiscal year	% of average number of women	**12.2%**	14.0%	–12.9%	GRI 401-1, WEF
	Men	Fiscal year	% of average number of men	**10.5%**	12.5%	–16.0%	GRI 401-1, WEF
	No/other gender entry	Fiscal year	% of average number of employees with no/other gender	**32.0%**	16.4%	95.1%	GRI 401-1, WEF
	Age group < 30	Fiscal year	% of average number of employees in age group	**32.2%**	37.6%	–14.4%	GRI 401-1, WEF
	Age group 30 – 50	Fiscal year	% of average number of employees in age group	**8.9%**	10.6%	–16.0%	GRI 401-1, WEF
	Age group > 50	Fiscal year	% of average number of employees in age group	**2.9%**	3.2%	–9.4%	GRI 401-1, WEF

33 Employees in management positions with disciplinary responsibility, but without Managing Board Members.
34 Hiring rate is defined as the ratio of hirings into Siemens during the fiscal year to the average number of employees.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	FY 2024	FY 2023	+/–	Standards
Exits							
Exits[35]	Total	Fiscal year	No. (rounded)	**28,200**	30,400	–7.2%	GRI 401-1, WEF
	EMEA	Fiscal year	No. (rounded)	**11,900**	13,000	–8.5%	GRI 401-1, WEF
	Americas	Fiscal year	No. (rounded)	**9,100**	9,200	–1.1%	GRI 401-1, WEF
	Asia, Australia	Fiscal year	No. (rounded)	**7,200**	8,200	–12.2%	GRI 401-1, WEF
	Women	Fiscal year	No. (rounded)	**8,000**	8,500	–5.9%	GRI 401-1, WEF
	Men	Fiscal year	No. (rounded)	**20,000**	21,800	–8.3%	GRI 401-1, WEF
	No/other gender entry	Fiscal year	No.	**17**	28	–39.3%	GRI 401-1, WEF
	Gender n/a	Fiscal year	No.	**154**	118	30.5%	GRI 401-1, WEF
	Age group < 30	Fiscal year	No. (rounded)	**6,800**	8,000	–15.0%	GRI 401-1, WEF
	Age group 30 – 50	Fiscal year	No. (rounded)	**13,700**	14,900	–8.1%	GRI 401-1, WEF
	Age group > 50	Fiscal year	No. (rounded)	**7,600**	7,400	2.7%	GRI 401-1, WEF
	Age n/a	Fiscal year	No.	**154**	118	30.5%	GRI 401-1, WEF
Employee turnover rate[36]	Total	Fiscal year	% of average number of employees	**8.7%**	9.6%	–9.1%	GRI 401-1
	Voluntary turnover rate[37]	Fiscal year	% of average number of employees	**4.4%**	5.3%	–17.5%	GRI 401-1
	Involuntary turnover rate[38]	Fiscal year	% of average number of employees	**4.3%**	4.3%	0.0%	GRI 401-1
	EMEA	Fiscal year	% of average number of employees in region	**6.7%**	7.5%	–10.7%	GRI 401-1
	Americas	Fiscal year	% of average number of employees in region	**13.4%**	14.0%	–4.3%	GRI 401-1
	Asia, Australia	Fiscal year	% of average number of employees in region	**9.2%**	10.7%	–14.0%	GRI 401-1
	Women	Fiscal year	% of average number of women	**9.0%**	9.9%	–9.1%	GRI 401-1
	Men	Fiscal year	% of average number of men	**8.6%**	9.5%	–9.5%	GRI 401-1
	No/other gender entry	Fiscal year	% of average number of employees with no/other gender entry	**10.9%**	17.7%	–38.4%	GRI 401-1
	Age group < 30	Fiscal year	% of average number of employees in age group	**13.7%**	16.4%	–16.5%	GRI 401-1
	Age group 30 – 50	Fiscal year	% of average number of employees in age group	**7.1%**	8.0%	–11.3%	GRI 401-1
	Age group > 50	Fiscal year	% of average number of employees in age group	**9.3%**	9.2%	1.1%	GRI 401-1
Employee share programs[39]							
Employees participating in the Siemens employee share plans	Total (w/o SHS)	Fiscal year	No. (rounded)	**107,000**	102,000	4.9%	
	Total (w/o SHS)	Fiscal year	% of total employees	**44.2%**	43.5%	1.6%	

35 Exits are defined as voluntary and involuntary exits from Siemens during the fiscal.
36 Turnover rate is defined as the ratio of voluntary and involuntary exits from Siemens during the fiscal year to the average number of employees.
37 Voluntary turnover rate is based on employee decision.
38 Involuntary turnover rate is based on other reasons, including dismissals, end of temporary contracts, mutual consent, (early) retirement, death, and other reasons that are not an employee decision.
39 Based on the number of employees who are eligible to participate in the share plans.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Professional education and lifelong learning							
Apprentices and dual students	Total	Sept. 30th	No. (rounded)	**6,300**	5,800	8.6%	GRI 2-7
	Germany	Sept. 30th	No. (rounded)	**4,100**	3,600	13.9%	GRI 2-7
Average number of interns/(doctoral) students with an educational/learning target (e.g. mandatory internship)	Total	Sept. 30th	No. (rounded)	**1,100**	1,100	0.0%	GRI 2-7
Spending on employee education and training	Total	Fiscal year	Million €	**441.9**	416.3	6.2%	GRI 404-2, WEF
Spending on employee training	Total	Fiscal year	Million €	**240.5**	237.0	1.5%	GRI 404-2, WEF
Spending on employee training per employee	Total	Fiscal year	€	**744**	753	–1.2%	GRI 404-2, WEF
Spending on employee training per full time employee	Total	Fiscal year	€	**754**	763	–1.2%	GRI 404-2, WEF
Average training hours per employee	Total	Fiscal year	No.	**32**	30	9.5%	GRI 404-1, WEF
	Digital learning	Fiscal year	No.	**25**	23	9.5%	GRI 404-1, WEF
	On-site training	Fiscal year	No.	**7**	6	9.4%	GRI 404-1, WEF
	Women	Fiscal year	No.	**32**	28	14.2%	GRI 404-1, WEF
	Men	Fiscal year	No.	**33**	30	7.9%	GRI 404-1, WEF
	No/other gender	Fiscal year	No.	**21**	18	14.3%	GRI 404-1, WEF
	Blue-collar workers	Fiscal year	No.	**24**	22	7.4%	GRI 404-1, WEF
	White-collar workers	Fiscal year	No.	**34**	31	9.7%	GRI 404-1, WEF
Average training hours per employee category	Top management positions	Fiscal year	No.	**39**	34	15.2%	GRI 404-1, WEF
	Middle & junior management positions	Fiscal year	No.	**39**	36	10.7%	GRI 404-1, WEF
	Non-management positions	Fiscal year	No.	**32**	29	9.2%	GRI 404-1, WEF
	Function: Production	Fiscal year	No.	**33**	30	8.4%	GRI 404-1, WEF
	Function: Sales and marketing	Fiscal year	No.	**30**	27	11.7%	GRI 404-1, WEF
	Function: Research and development	Fiscal year	No.	**35**	31	10.5%	GRI 404-1, WEF
	Function: General administration	Fiscal year	No.	**30**	27	10.5%	GRI 404-1, WEF
Modules in Siemens digital global learning platform My Learning World	Total (w/o SHS)	Fiscal year	No. (rounded)	**178,800**	160,700[15]	11.3%	GRI 404-2, WEF
Share of employees with access to digital learning offerings	Total	Sept. 30th	% of total employees	**99.5%**	99.6%	–0.0%	GRI 404-2, WEF
Participation rate in learning offerings	Total	Fiscal year	% of total employees	**100%**	100%	0.0%	GRI 404-2, WEF
Development programs							
Siemens Core Learning Paths (CLP)	Total	Fiscal year	No.	**30**	29	3.4%	GRI 404-2, WEF
Siemens Potential Development Programs (PDP)	Total (w/o SHS)	Fiscal year	No.	**41**	38	7.9%	GRI 404-2, WEF
Xcelerate Your Potential @ Siemens (XPS)	Total community	Sept. 30th	No.	**21**	23	–8.7%	GRI 404-2, WEF
	Active participants (w/o SHS)	Sept. 30th	No.	**4**	3	33.3%	GRI 404-2, WEF

15 Change in LY data caused by subsequent adjustment.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	FY 2024	FY 2023	+/–	Standards
Siemens Finance Excellence Program (FEP)	Total community	Sept. 30th	No.	**68**	69	–1.4%	GRI 404-2, WEF
	Active participants	Sept. 30th	No.	**11**	8	37.5%	GRI 404-2, WEF
Siemens Graduate Program (SGP)	Total community	Sept. 30th	No.	**978**	954	2.5%	GRI 404-2, WEF
	Active participants	Sept. 30th	No.	**127**	132	–3.8%	GRI 404-2, WEF
Occupational health & safety							
Fatalities – work related	Total	Fiscal year	No.	**2**	4	–50.0%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**0**	0		GRI 403-9, WEF
	Employees	Fiscal year	No.	**1**	0		GRI 403-9, WEF
	Contractors	Fiscal year	No.	**1**	4	–75.0%	GRI 403-9, WEF
Fatality Rate – work related[40]	Total[41]	Fiscal year	No.	**0.0003**	0.0000		GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**0.0000**	0.0000		GRI 403-9, WEF
	Employees	Fiscal year	No.	**0.0003**	0.0000		GRI 403-9, WEF
High-consequence work-related injuries (excluding fatalities)	Total	Fiscal year	No.	**50**	50	0.0%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**5**	3	66.7%	GRI 403-9, WEF
	Employees	Fiscal year	No.	**45**	47	–4.3%	GRI 403-9, WEF
High-consequence injuries rate[42]	Total	Fiscal year	No.	**0.014**	0.015	–3.0%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**0.015**	0.009	63.5%	GRI 403-9, WEF
	Employees	Fiscal year	No.	**0.014**	0.015	–7.3%	GRI 403-9, WEF
Recordable injuries	Total	Fiscal year	No.	**1,566**	1,466	6.8%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**228**	199	14.6%	GRI 403-9, WEF
	Employees	Fiscal year	No.	**1,338**	1,267	5.6%	GRI 403-9, WEF
Total recordable injuries rate[43]	Total	Fiscal year	No.	**0.45**	0.43	3.6%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**0.70**	0.63	12.4%	GRI 403-9, WEF
	Employees	Fiscal year	No.	**0.42**	0.41	2.3%	GRI 403-9, WEF
Lost time injuries (LTI)	Total	Fiscal year	No.	**859**	805	6.7%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**145**	96	51.0%	GRI 403-9, WEF
	Employees	Fiscal year	No.	**714**	709	0.7%	GRI 403-9, WEF
Lost time injury frequency rate (LTIFR)[44]	Total	Fiscal year	No.	**0.25**	0.24	3.5%	GRI 403-9, WEF
	Temporary workers	Fiscal year	No.	**0.45**	0.30	48.2%	GRI 403-9, WEF
	Employees	Fiscal year	No.	**0.22**	0.23	–2.5%	GRI 403-9, WEF
Number of hours worked	Employees	Fiscal year	No. (thousand)	**634,754**	614,731	3.3%	GRI 403-9
Occupational Illness cases	Selected countries	Fiscal year	No.	**74**	62	19.4%	GRI 403-10, WEF
Fatalities due to occupational Illness	Selected countries	Fiscal year	No.	**7**	6	16.7%	GRI 403-10
Rate of employees covered with OHS MS that has been externally audited	Total	Sept. 30th	% of total number employees	**60%**	57%	5.1%	GRI 403-8
Rate employees covered with OHS MS that has been internally audited	Total	Sept. 30th	% of total number employees	**96%**	90%[45]	6.6%	GRI 403-8
Rate of access to Medical Care[46]	Total (w/o SHS)	Sept. 30th	% of total number employees	**99%**	99%	0.0%	GRI 403-6
Rate of access to Health Education[46]	Total (w/o SHS)	Sept. 30th	% of total number employees	**97%**	94%	3.2%	

40 Number of Fatalities x 200,000 / working hours.
41 Fatality Rate w/o contractors.
42 Number of High-consequence injuries x 200,000 / working hours.
43 Number of Recordable injuries x 200,000 / working hours.
44 Number of Lost Time Cases (LTC) x 200,000 / working hours. LTC are accidents that result in at least one lost working day.
45 Change in LY data caused by inclusion of SHS employees in the rate.
46 Scope of HM Reporting: Countries >30 employees as well as affiliated companies >30 employees.

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	Standards
Corporate Citizenship							
Donations	Total	Fiscal year	Million €	**29.8**	29.2	2.0%	GRI 201-1, WEF
	Total	Fiscal year	% of Net Income	**0.3%**	0.3%	–3.2%	GRI 201-1, WEF
Sponsoring Social programs (e.g. Arts and education)	Total	Fiscal year	Million €	**18.6**	14.0	32.9%	GRI 201-1, WEF
Community investment total	Total	Fiscal year	Million €	**48.4**	43.2	12.1%	GRI 201-1, WEF
	Total	Fiscal year	% of Net Income	**0.5%**	0.5%	6.3%	GRI 201-1, WEF
Volunteering hours	Total (w/o SHS)	Fiscal year	No. (rounded)	**55,000**	36,000	52.8%	GRI 201-1, WEF

DEGREE SUSTAINABILITY FRAMEWORK – KPI OVERVIEW (FIGURES WITHOUT SIEMENS HEALTHINEERS)

Sustainability Key Performance Indicators (KPIs)		Fiscal year/ September 30	Unit	**FY 2024**	FY 2023	+/–	
Decarbonisation							
Scope 1+2: Emission reduction to base year	Total (w/o SHS)	Fiscal year	% to base year (2019)	**–60%**	–50%	20.5%	
Supply Chain: Emission reduction to base year	Total (w/o SHS)	Fiscal year	% to base year (2020)	**–2.1%**	–1.3%[47]	59.4%	
Ethics							
Quota of participants of Business conduct guideline training (since FY 23)	Total (w/o SHS)	up to Sept. 30th	% of total number of employees	**91.0%**	69.0%	31.9%	
Governance							
Resource efficiency							
Quota of product families with Robust Eco Design	Total (w/o SHS)	Fiscal year	% of relevant revenue[48]	**54%**	41%[49]	31.0%	
Purchase Quota – Secondary material for metals[50]	Total (w/o SHS)	Fiscal year	% of relevant purchase volume	**35%**	35%	–1.8%	
Purchase Quota – Secondary material for resins[51]	Total (w/o SHS)	Fiscal year	% of relevant purchase volume	**1%**	< 1%		
Quota of waste-to-landfill reduction to base year (w/o construction waste)	Total (w/o SHS)	Fiscal year	% to base year (2021)	**–30%**	–17%[15]	79.5%	
Equity							
Share of female employees at top management	Total (w/o SHS)	Sept. 30th	% of employees in top management	**32.6%**	31.1%	4.8%	
Share of employees with access to Siemens employee share plans[52]	Total (w/o SHS)	Fiscal year	% of total number of employees	**99.96%**	99.89%	0.1%	
Employability							
Digital learning hours per employee	Total (w/o SHS)	Fiscal year	No.	**27**	23	17.4%	
Level of access to Employee Assistance Program[53]	Total (w/o SHS)	Sept. 30th	% of total number of employees	**99%**	96%	3.1%	
Improvement in global LTIFR[54] to base year	Total (w/o SHS)	Fiscal year	% to base year (2020)	**–19%**	–26%	26.7%	

15 Change in LY data caused by subsequent adjustment.
47 Change in LY data caused by new calculation method (business travel).
48 In fiscal year 2024 the coverage of relevant revenue was 69% of total revenue Siemens w/o SHS.
49 Prior periods are presented on a comparable basis based on an adjusted portfolio scope.
50 Calculation is based on literature values.
51 Product specifications for the use of secondary plastics are in development.
52 Where legally possible and reasonable.
53 Scope of HM Reporting: Countries >30 employees as well as affiliated companies >30 employees.
54 Number of lost time cases (LTC) x 200,000 / working hours. LTC are accidents that result in at least one lost working day.

Pages 135 – 169

Annex

7.1

Reporting methodology

Sustainability is a fundamental principle that guides our every action. The Sustainability Report 2024 (below, the "Report") supplements our financial reporting for fiscal 2024. The present chapter describes the key elements of our sustainability reporting. In this Report, the Innomotics business is part of the reporting scope, unless explicitly stated otherwise.

Reporting approach

The Report explains the strategy, organization, initiatives, programs, management approach, targets, actions, and results of sustainable corporate governance. It supplements the financial reporting provided in the current Annual Report. It also documents the progress we have made in implementing the Ten Principles of the United Nations Global Compact, the United Nations CEO Water Mandate, and the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

This Report has been prepared in accordance with the Standards of the Global Reporting Initiative (GRI 2021) and the anti-corruption reporting recommendations of the Global Compact from Transparency International. Our reporting on human rights activities is based on the UN Guiding Principles (UN GP) Reporting Framework and the corresponding guidelines.

Reporting period and Report boundaries

This Report refers to the Siemens 2024 fiscal year (October 1, 2023, to September 30, 2024). Any exceptions are indicated as such. In general, the Report covers all our fully consolidated companies. As a general rule, minority interests are not included in the Report. Unless otherwise noted, the key indicators and information reported here relate to the company's ongoing operations. Some management approaches do not cover all Siemens entities or parts of the organization. Some parts of the Siemens organization may have introduced specific programs or initiatives that differ from the general approaches described in this Report. Nonetheless, they are consistent with the DEGREE sustainability framework and the global nonfinancial programs and initiatives at Siemens.

Data collection

Given the size and worldwide presence of Siemens, data collection poses a logistical challenge. Moreover, our companies throughout the world need to comply with national regulations on the compilation and definition of their key figures, which means that the generated data is not always comparable. Where applicable, we point out any significant limitations in the information presented in the Report.

The data presented in this Report is collected via various internal reporting processes, which for the most part are different from those used to collect the financial information presented in our consolidated financial statements. In particular, the internal reporting systems used to collect the information presented in this Report may be subject to less stringent internal requirements for documentation, data generation, and auditing, including with respect to the IT systems and controls employed. We reserve the right to change the internal guidelines applicable to the collection of the data published in this Report without prior notice. Due to rounding, some of the numbers presented in this Report may not add up precisely to the totals presented, and percentages may not precisely reflect the absolute figures to which they refer.

Methodology, environmental reporting and collection of environmental data

Within our environmental information system, in fiscal 2024 we evaluated 261 reports from locations in all relevant countries where defined threshold values for environmental management parameters like energy usage, resource usage, water consumption, and emissions were exceeded. We use absolute values – for instance, energy consumption in gigajoules – to measure and monitor our environmental impacts. We report environmental data for ongoing operations.

If primary data is not available by the reporting period in September, estimations are permissible data and must be based on measured data or reliable and traceable modeling assumptions.

For sites below the threshold of obligatory reporting in our environmental information system, values have been extrapolated where applicable (e.g., waste, energy consumption, or emissions) to represent 100% coverage in order to reflect total consumption. For other calculation, the extrapolation is performed on the basis of the area not covered in the reporting system. The difference represents a share of area in m^2 of approximately 20% for the reporting period. We monitor our environmental impacts at all environmentally relevant office and production sites on the basis of environmental data collected on a quarterly basis.

Scope 3 supply chain emissions

Scope 3 emissions from our supply chain have been calculated using a cross-regional, macroeconomic input-output model based on our volume of purchased goods and services.

Scope 3 downstream emissions

With regard to Scope 3 downstream emissions, we calculated these emissions in fiscal 2024 based on the Greenhouse Gas (GHG) Protocol, and therefore accounted for and reported the emissions from the use of Siemens offerings sold in the reporting year over their entire use phase duration (Category 11), and relevant projects invested in during the reporting year as well as equity investments (Category 15). The source of the emissions factors applied in the 2024 reporting year is the "IEA Emissions Factors 2023" published by the International Energy Agency. For instance, the global CO_2e emissions factor used for electricity generation is 466 g CO_2e/kWh. If regional calculations are available, local emissions factors should be used. As recommended for the transportation sector, Siemens Mobility considers emissions factors including all phases of the energy sources life cycle, from the extraction of raw materials to their use (well-to-wheel (WtW)).

In fiscal 2024, we made various adjustments to our calculations of Scope 3 Downstream to increase the quality and reliability of our emissions reporting.

For transparency in Scope 3 Category 11 Use of Sold Products, alongside the emissions calculated using the energy input approach, we also show the emissions associated with energy losses for relevant portfolio e.g. motors. Showing the energy losses emissions supports improved comparability across companies. Siemens retains the more conservative energy input approach as its lead indicator for its emissions associated with Use of Sold Products.

In fiscal 2024, we sold our Innomotics business, and the transaction closed October 1, 2024. Innomotics is a leading supplier of motor and large-drive systems. We show in chapter "Climate action" the contribution of Innomotics to Scope 3 Category 11 Use of Sold Products emissions, in view of the sale of this business and its significant contribution to Siemens Scope 3 emissions.

Use of sold product emissions do not include emissions from the use of sold software (where this is not already addressed in Scope 1, 2 or 3.1) as there is no common market practice around calculation methodologies yet.

For Scope 3 Category 15 Investments, we have aligned our accounting approach for project investments to the PCAF Global GHG Accounting and Reporting Standard for the Financial Industry. Equity investments are also included and accounted for based on the GHG Protocol.

We include all Kyoto gases in our emissions calculations: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulphur hexafluoride (SF_6). To assess the relevance of GHG emissions other than CO_2, they are converted into metric tons of CO_2 equivalents (CO_2e). This number is based on the global warming potential over 100 years of each of the greenhouse gases compared to the global warming potential of CO_2.

We follow the financial control approach to consolidate the reporting of emissions.

Customer Avoided Emissions

The description of our methodology for calculating "Customer Avoided Emissions" can be found in the Annex in

↗ REPORTING PRINCIPLES FOR CUSTOMER AVOIDED EMISSIONS.

Methodology, headcount reporting, and collection of employee data

Within our global HR reporting, we report headcount numbers according to our Siemens Corporate Financial Reporting Guidelines. These Guidelines are embedded in our global HR reporting standards and HR reporting landscape system (HRL), which is the basis for employee reporting figures. "Employee" refers to every natural person in an active employment relationship with a fully consolidated Siemens company. Employees are all internal workforce without apprentices, students, interns, and other internal workforce. All employee figures in the Social chapters refer to headcount. For some companies no employee structure data are available due to data delivery by SGATE (Siemens Global Adding Tool for Employees), which is a web-based tool for collecting, storing, and processing headcount figures for companies that are consolidated but for a short time not able to deliver employee structure data. This can lead to minor deviations in breakdown data.

Employee turnover is defined as the ratio of voluntary and involuntary exits from Siemens during the fiscal year to the average number of employees. Voluntary turnover rate is based on employee decision, whereas Involuntary turnover rate is based on other reasons, including dismissals, end of temporary contract, mutual consent, (early) retirement, death, and other reasons that are not the employee's decision. Hiring rate is defined as the ratio of hirings into the Siemens group during the fiscal year to the average number of employees. The headcount numbers and rates for employees in management positions include all managers with disciplinary responsibility, but without Management Board Members (MBM).

Independent assurance

Our sustainability reporting is subject to high quality standards. Therefore, as in previous years, we commissioned an independent audit firm to conduct a limited assurance of our Sustainability Report 2024. The results of the assurance conducted by PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft are presented in the chapter titled "Independent auditor's limited assurance report."

Editor's note

An effort has been made to use gender-neutral language throughout. Nevertheless, if on occasion the masculine form is used for easier readability, it stands for people of all genders.

7.2

Reporting principles for Customer Avoided Emissions

Siemens has reported avoided emissions since 2006, formerly known as so-called abatement emissions under the Environmental Portfolio and since 2021 as Customer Avoided Emissions (CAE). In addition to our annual sustainability reporting, we plan to publish a more comprehensive methodology paper detailing our Customer Avoided Emissions calculation approach in 2025.

Customer Avoided Emissions and Scope 3 downstream reporting guideline

Siemens has developed its own reporting guideline called "Scope 3 Downstream and Customer Avoided Emissions Reporting" which sets out basic requirements and guidelines for calculating and reporting emissions associated with the use of products, systems, solutions, and services sold and investments made by Siemens. It covers:

- → Scope 3 downstream GHG emissions resulting from the useof sold products (Category 11) and investments (Category 15) according to the GHG Protocol Corporate Value Chain (Scope 3) Standard (GHG Protocol Standard)
- → Customer Avoided Emissions (according to Siemens' own methodology)

The following summary will focus on the second part, the calculation and reporting of Customer Avoided Emissions.

Customer Avoided Emissions

A company's carbon footprint, as captured in Scope 1, 2 and 3 GHG accounting, does not measure the company's contribution to decarbonization by its partners and customers. Although the carbon footprint can indeed reflect emissions reductions resulting from the use of its solutions (Scope 3 downstream emissions) over time, it does not indicate whether these solutions have enabled the customer to achieve lower emissions compared to an alternative solution (counterfactual). Quantifying the decarbonization impact resulting from the use of the company's products and solutions (Customer Avoided Emissions) helps convey a full picture of the company's contribution to global decarbonization.

The term Customer Avoided Emissions refers to the "positive" impact determined by comparing the GHG emissions of two different solutions or scenarios. Customer Avoided Emissions are emissions that are saved or avoided during the customer use phase from the use of our products, systems, solutions, and services or investments made compared to a counterfactual.

To date, there is no established external framework or standard defining the reporting of Customer Avoided Emissions. The Siemens defined approach is based on principles derived from the GHG Scope 3 downstream reporting according to the GHG Protocol, as well as criteria defined in the World Business Council for Sustainable Development (WBCSD) guidance on avoided emissions.

Calculation principles

The calculation principles are based on the standards "A Corporate Accounting and Reporting Standard – Revised Edition" and "GHG Protocol for Project Accounting," both published by the Greenhouse Gas Protocol Initiative. These principles are relevance, completeness, consistency, transparency, accuracy, and conservativeness.

All Siemens businesses and SFS are required to apply these principles to ensure overall data integrity and credibility as well as a true and fair presentation of Siemens Customer Avoided Emissions-related information.

Accounting boundaries

The accounting boundaries for data on Customer Avoided Emissions only encompass the phase during which a product, system, solution, or service is used by the customer or the term of an investment. Therefore, GHG emissions occurring during other phases of the lifecycle, such as in the supply chain, production, or end-of-life disposal, shall not be accounted for within Customer Avoided Emissions.

Accounting for Customer Avoided Emissions

All Siemens businesses and SFS are required to report the Customer Avoided Emissions from the use of Siemens offerings sold or investments made in the reporting year over the entire use phase duration.

Customer Avoided Emissions are either referred to:

→ Product-level avoided emissions, i.e., generated by the product itself at the customer (e.g. sale of a more energy-efficient motor) or
→ System-level avoided emissions, not generated inherently by the product itself in the customer sphere, but enabled through a larger system (e.g. sale of rolling stocks, substituting car or airplane travel)

Eligibility criteria for Recognition of Customer Avoided Emissions:

Customer Avoided Emissions can be accounted for if the product, system, solution, service, or investment has a direct and significant decarbonization impact falling under the following three potential archetypes:

1. "End-use solutions" with direct and significant decarbonization impacts

2. Intermediary solutions with direct and significant decarbonization impacts

3. Solutions that directly and significantly improve or optimize systems

The term "significant" relates to how material the effect of avoided emissions is i.e., how much the Siemens offering contributes to non-marginal emissions reduction for our customers.

Exclusion criteria:

Before calculating Customer Avoided Emissions, all Siemens products, systems, solutions, services, and investments need to be checked against the following exclusion criteria:

→ Field of application: No Customer Avoided Emissions may be accounted for and reported in the military use or nuclear power application fields.
→ Objections and concerns of external stakeholders: If stakeholders express concerns or objections, internal or external information is evaluated and appropriate measures are taken.
→ Adverse effects: If evidence comes to Siemens' attention that a Siemens product, system, solution, service, or investment causes considerably greater adverse environmental impacts elsewhere in the offering's lifecycle, Customer Avoided Emissions are not calculated.
→ In line with the WBCSD guidance, Siemens businesses and SFS shall not account for Customer Avoided Emissions if the offering is directly applied to activities involving exploration, extraction, mining and/or production, distribution and sales of fossil fuels i.e., oil, natural gas and coal.

Greenhouse gases considered

The accounting for Customer Avoided Emissions includes, where appropriate, all six greenhouse gases defined in the Kyoto Protocol (so-called "Kyoto gases"), including: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), sulfur hexafluoride (SF_6), hydrofluorocarbons (HFCs), and perfluorocarbons (PFCs).

To assess the relevance of GHG emissions other than CO_2, they are converted into metric tons of CO_2-equivalents (CO_2e). This number is based on the global warming potential over 100 years of the respective greenhouse gas compared to the global warming potential of CO_2.

Counterfactual methodology

The counterfactual methodology defined in the guideline refers to the comparison of a Siemens product, system, solution, service, or investment with a counterfactual situation in the absence of the Siemens offering. To enable credibility and avoid overstating the positive effect, the counterfactual has to represent as best as possible the situation that would have occurred without the Siemens solution.

→ **Before-and-after comparison:** Refers to the difference between an initial customer situation and the situation after the implementation of a Siemens offering intended to improve or substitute certain characteristics. This comparison can be applied, for instance, to cases in which a Siemens solution optimizes a building's energy consumption.

- → **Direct comparison with a reference technology:** Refers to the difference between the Siemens offering and a comparable other single technology or predecessor with a similar purpose. This comparison may be applied, for instance, to new product generations or the electrification of fossil fuel technologies.
- → **Comparison with the installed base:** Refers to the difference between the Siemens offering and an average market solution used for the same or a similar purpose (market standard). This comparison can be applied, for instance, to renewable energy projects by drawing a comparison with the average global greenhouse gas emission factor for electricity generation.

Calculation

Siemens businesses and SFS are required, where applicable, to report Customer Avoided Emissions associated with all products, systems, solutions, services, or investments that lead to the avoidance of emissions in the customer use phase. The amount of Customer Avoided Emissions is the difference between the GHG emissions of the given Siemens offering and the counterfactual defined above.

Technical parameters and assumptions

The calculation of Customer Avoided Emissions is based on different parameters in order to best reflect the amount of avoided emissions during the entire use phase of a Siemens offering, similar to the calculation of downstream Scope 3 emissions. The calculation parameters (e.g., emission factors or expected use phase duration) should be reviewed and updated regularly to reflect the most current status of these numbers. The calculation approach should be consistent with the calculation of downstream Scope 3 emissions (Categories 11 and 15 related to use phase emissions and emissions from SFS project financing).

In some cases, the actual parameters, like the product's operating profile by the customer, cannot be reliably determined. Under these circumstances, conservative estimates should be applied and documented appropriately. In general, the emissions of the counterfactual and the Siemens offering should include the potential development of the situation over time.

In line with the WBCSD guidance, we switched in fiscal 2024 to using the more conservative approach of emissions factors that consider dynamic effects over the use phase duration of our products and solutions, such as forecasted electricity decarbonization. Especially for offerings with a long use phase, this might be subject to a high degree of uncertainty. The source of the emission factors applied for calculating Customer Avoided Emissions is S&P Green Rules 2024.

Regional or country specific calculations are performed if the respective offering data and emission factors are available.

Offerings with no material Customer Avoided Emissions impact, or in cases where the calculation cannot be reliably determined when applying reasonable cost-benefit considerations, are not considered in the accounting.

Distinction between bottom-up and top-down calculations

Customer Avoided Emissions can be calculated either bottom-up from product-specific information, or top-down from the global impact of a specific offering, of which Siemens claims only a specific share. Using bottom-up vs. top-down approaches depends on availability of data. Bottom-up calculations represent the more robust calculation approach and should be prioritized where possible. Top-down methods are applied only if bottom-up is not feasible, but eligibility criteria for claiming Customer Avoided Emissions are met.

Our accounting principle "Completeness" only covers bottom-up calculations and top-down calculations remain voluntary and can be applied only where feasible.

When combining bottom-up and top-down calculations, double-counting within the Siemens portfolio needs to be avoided. Our guideline requires checking for double-counting risks when applying top-down calculations in areas that potentially overlap with the scope of existing bottom-up calculations. Both calculation approaches shall apply the same accounting principles as set out in our internal guideline.

Value chain attribution

In many cases, Customer Avoided Emissions arise from efforts by multiple partners and the effects of their products along the value chain. In line with the described eligibility criteria and in accordance with the WBCSD guidance, where the use case of the product is known, Siemens businesses and SFS are required to justify why 100% of the emissions reduction is directly attributable to their offering and that the expected impact is significant.

However, in cases of multi-purpose (intermediate) products where information about the specific end-use or final application is diverse or lacking, value chain attribution (the distribution of Customer Avoided Emissions generated by the end-use product across value-chain partners) can be applied. On the basis of an attribution methodology, only a portion, i.e. less than 100%, of the total emissions reduction, is attributed to a Siemens offering.

Siemens businesses and SFS document the applied attribution methodology and reasoning for using underlying attribution factors.

Recalculation

To enable consistency, especially over time, Siemens businesses and SFS recalculate the Customer Avoided Emissions in accordance with the guideline. Generally, Siemens businesses and SFS shall consider and/or perform recalculations when one or more triggering events occur that lead to relevant changes in emissions data. Events that lead to relevant changes typically include portfolio changes, M&A activities, methodological changes, changes in parameters or assumptions as well as corrections. In case recalculations must be performed, it needs to be determined if the recalculation applies for the reporting and previous year only or if applicable, if the baseline (base year for certain targets) has to be adjusted as well.

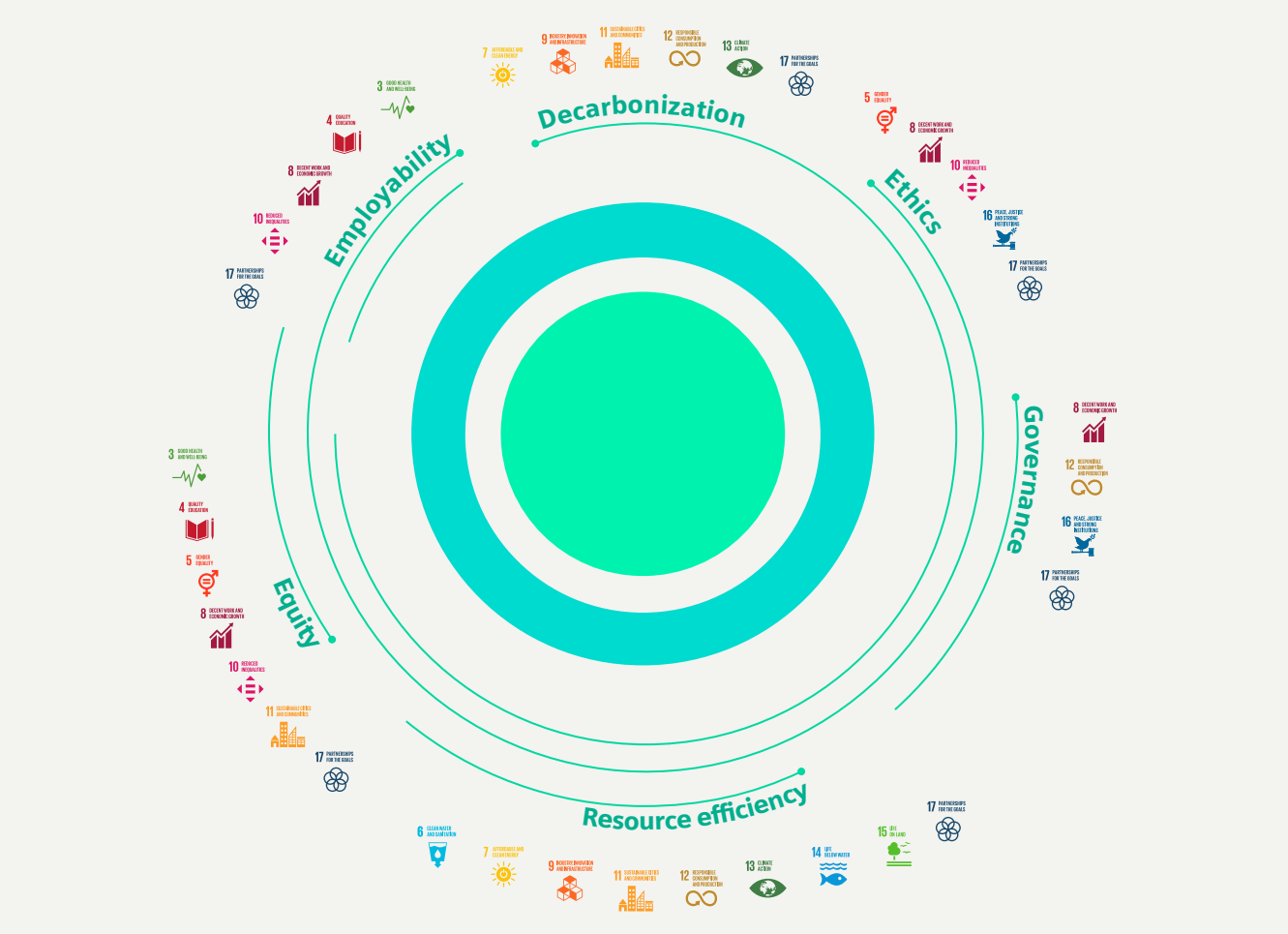
7.3

Our contribution to sustainable development of societies

- **Effective influence in achieving UN's Sustainable Development Goals (SDGs)**
- **SDGs included in our DEGREE sustainability framework**

The United Nations' 17 Sustainable Development Goals (SDGs) and their 169 targets serve as a compass for the change efforts that must be made by governments, businesses, cities, and civil society as a whole if we are to achieve a more sustainable future. The SDGs and their associated targets address the most important economic, social, environmental, and governance-related challenges of our times, and therefore they help stimulate transformational change. At Siemens we have adopted them as values, and so the SDGs also influence us as a company.

Allocation of the SDG goals to Siemens sustainability framework DEGREE



They are firmly associated with our DEGREE sustainability framework, which guides our sustainability management, and they also describe the details of our sustainability ambitions.

The long-term priorities for Siemens as part of our sustainable development agenda are clear: We want to apply our engineering expertise and our approach to connect the real and digital worlds, improve people's quality of life, and protect the planet. In particular, this is supported by our corporate purpose of "We create technology to transform the everyday, for everyone." The UN's 17 SDGs have therefore become fixtures in our everyday business. Siemens deploys its technology portfolio to support the public and private sectors in the digital transformation of industry, building and network infrastructures, mobility, and healthcare and can offer extensive business opportunities for value-enhancing growth. At the same time, we provide cost-effective, innovative solutions for the transition to carbon neutrality. These technologies support customers in achieving their objectives while consuming fewer resources. To varying extents, Siemens helps achieve most of the SDGs in the UN's Agenda 2030 in four important ways:

→ through our products and solutions,
→ by doing business responsibly,
→ through our expertise and thought leadership, and
→ through our corporate citizenship activities and community engagement.

How we contribute to achieving the SDGs

From a global perspective, these are the SDGs where Siemens has a high or medium impact:

Goal 3 – Ensure healthy lives and promote well-being for all at all ages

We make a significant impact on SDG 3 with our business portfolio, especially through SHS and the production technologies we provide to pharmaceutical companies. In addition to the impact of our portfolio, we also care about the health and safety of our people and contract workers. Separately from SHS, Siemens sets ambitious goals for access to Employee Assistance Programs and for reducing employee accident rates (Lost time injury frequency rate – LTIFR). We also participate in health-related community engagement activities like cancer awareness campaigns and mobile clinics.

Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Lifelong learning is a basic prerequisite for ensuring employability for our people and in the job market in general. We offer access to education in multiple ways, including learning and education opportunities for all our people, as well as vocational and more advanced training through partnerships with schools and universities. Education for our customers and suppliers is likewise high on our agenda. We also aim to inspire young people to pursue careers in STEM fields (science, technology, engineering, and mathematics) with our numerous corporate citizenship activities around the world.

Goal 5 – Achieve gender equality and empower all women and girls

We firmly believe that promoting diversity in the workforce serves the interests of both society and Siemens itself. Diversity reinforces our innovative strength, unleashes employee potential, and directly contributes to our business success. Our human resources management also supports a transformation in top management, where there is room for improvement. We are recruiting more women for top managerial positions and are including more women in networking activities, trainings, and mentoring programs. Without SHS, Siemens aims to have 30% of its top management positions worldwide filled by women by 2025.

Goal 7 – Ensure access to affordable, reliable, sustainable, and modern energy for all

Our business portfolio covers the entire spectrum of applications for modern smart grids and energy distribution systems. The rapid expansion of decentralized energy structures powered by Siemens technology creates a more diverse energy mix and improves the security of the energy supply. The Internet of Things and data-based technologies foster energy intelligence and pave the way toward a sustainable energy landscape. Our technologies facilitate access to clean, reliable, low-carbon energy.

Goal 8 – Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all

Siemens is committed globally to the New Normal Working Model. Our aim with the new normal is for all our people around the world to be able to work on a mobile basis two to three days a week, wherever feasible and reasonable. Mobile working has many advantages for the individual and also for the company: for instance, by ensuring that we are prepared to respond flexibly during future crises. Our worldwide business operations and our position as a thought leader mean that in many countries we contribute toward the growth of the gross domestic product (GDP). We are committed to offering attractive jobs and facilitating employment, and we are encouraging the decoupling of economic growth from energy consumption.

Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

As a global technology company and innovation leader in electrification, automation, and digitalization, Siemens supports sustainable industrialization. With our engineering expertise, our knowledge of numerous sectors, and our digital technology, we help our business partners across the entire value chain, from design to production, and from operations to maintenance. We believe in international partnerships as the key to innovation. A large percentage of our customers and suppliers are small and medium-sized enterprises (SMEs). We have officially adopted sustainability as an additional strategic imperative for our investment decisions.

Goal 11 – Make cities and human settlements inclusive, safe, resilient, and sustainable

Siemens is a trusted partner for municipal governments and offers solutions across all infrastructure domains to make cities more efficient, sustainable, and resilient – for instance, with intelligent transportation solutions, efficient and safe buildings, and smart-city initiatives that leverage the power of digitalization.

Goal 12 – Ensure sustainable consumption and production patterns

Siemens is committed to using resources responsibly and recognizes that the circular economy offers highly beneficial opportunities for business, the environment, and society. By the end of this decade we want to evolve even more toward the circular economy, for instance by increasing the percentage of metals and plastics we procure as secondary materials. We also aim to reduce our amount of landfill waste. Siemens has worldwide strategic initiatives for the design phase to the end of lifecycle of its products and operations, and is committed to robust, ecologically friendly design. We apply disruptive technologies and innovative business models to make an active contribution to the circular economy.

Goal 13 – Take urgent action to combat climate change and its impacts

Our portfolio helps our customers reduce their emissions and thereby achieve their decarbonization goals. Siemens has a science-based net-zero target validated by the SBTi. We are committed to reducing emissions from Siemens' operations by 90% by fiscal 2030 and to reduce absolute Scope 3 emissions by 30% by fiscal 2030 from a fiscal 2019 baseline. With its commitment to science-based targets, Siemens supports the goal of the Paris Climate Agreement to limit climate change to 1.5°C.

Goal 16 – Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels

We anchor integrity and compliance throughout our company and advance the Siemens Integrity Initiative with external stakeholders. By these means and through our activities with other players, we support fair competition and ensure our company's long-term success. Siemens is committed to incorporating the requirements of the United Nations Global Compact (UNGC), the Human Rights Declaration, and all other relevant regulations into our supply chain and to promoting their principles through our work with external organizations and institutions.

Goal 17 – Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

As a global company and an advocate of free trade, we believe that partnerships are a key to sustainable development and to our company's success. We also recognize the importance of digitalization, project financing, and public-private partnerships for sustainable development. In all of these areas, we are partnering with international organizations, business organizations, think tanks, nongovernmental organizations (NGOs), and academia, including the UNGC, World Economic Forum (WEF), econsense, Transparency International, and numerous universities.

7.4

Task Force on Climate-Related Financial Disclosures (TCFD)

The G20 Financial Stability Board's Task Force on Climate-Related Financial Disclosure provides a uniform framework that companies can voluntarily use to report their climate-related risks and opportunities and disclose the corresponding information to investors, lenders, insurers, and other stakeholders. This Annex provides an overview of Siemens' activities based on these recommendations and offers references to other sources of relevant information.

Our governance in the area of climate action

Governance at the Managing Board level

At Siemens, sustainability is rooted in all that we do, including our business purpose and strategy, corporate culture, processes, and guidelines. The management of sustainability matters is embedded across our Siemens businesses, Service and Governance units, and countries. Sustainability has also been an integral component of management compensation since fiscal 2020.

As the top management body, the Managing Board is responsible for serving Siemens' best interests and achieving sustainable growth in the company's value. The members of the Managing Board are jointly responsible for the entire management of Siemens and decide on key issues of business policy and company strategy, including Siemens' sustainability strategy. The Managing Board aims to ensure that the risks and opportunities for Siemens connected with environmental, social, and governance factors and the environmental, social, and governance impacts of Siemens' activities are systematically identified and assessed. The company strategy gives due consideration to business targets as well as environmental and social objectives. Company planning encompasses both financial targets and sustainability-related objectives.

The Supervisory Board oversees and advises the Managing Board in its management of Siemens' business. At regular intervals, the Supervisory Board discusses business development, planning, strategy (including sustainability strategy) and strategy implementation. The Supervisory Board's oversight and advisory activities encompass sustainability-related topics in the environment, social and governance area. The Managing Board reports regularly to the Supervisory Board on Siemens' company-wide sustainability strategy and on the status of this strategy's implementation. In addition, the Supervisory Board and the Audit Committee also concern themselves with sustainability reporting and governance.

The Managing Board addresses sustainability-related risks, opportunities and impacts of strategic and company-wide importance and adopts appropriate measures. The Managing Board also approves any changes to the DEGREE sustainability framework.

The Sustainability Executive Committee (EC SUS) acts as guidance body for Siemens sustainability business focus along our value propositions of (i) decarbonization and energy efficiency, (ii) resource efficiency and circularity as well as (iii) people centricity and social impact – with a focus on portfolio market segments and go-to-market topics. It meets approximately once per quarter on an ad hoc basis to discuss relevant issues. Chaired by Siemens' CEO, the EC SUS includes Siemens' Chief Sustainability Officer, the CEOs of key businesses, Chief Strategy Officer, General Counsel, and Global Head of SUS.

The Siemens Sustainability Board (SSB) monitors and resolves Siemens' sustainability topics, including tracking the progress of our DEGREE ambition, providing input and guidance on sustainability reporting and governance, and acting as a catalyst for regional sustainability initiatives with the potential to scale across Siemens. The SSB is composed of representatives from Siemens' businesses, countries, and Service and Governance units. The SSB meets four times per year or more frequently as needed. The SSB provides updates and recommendations to the Managing Board.

Topics associated with climate change appeared regularly on the agenda of EC SUS and SSB meetings in fiscal 2024 and included, for example, our updated SBTi Net-Zero Targets or decarbonization efforts related to our portfolio.

The Chief Sustainability Officer (CSO) oversees Siemens' sustainability topics. The CSO is a member of the Siemens Managing Board, chairs the Siemens Sustainability Board (SSB), and is a member of the Sustainability Executive Committee (EC SUS). The CSO is also responsible for the Siemens Sustainability department.

In addition to our strategic sustainability activities, the CSO ensures that we operate in compliance with our EHS regulations. The EHS Governance department supports this by providing oversight and guidance. Our EHS Principles, defined within our EHS Policy framework, provide internal binding regulations for this purpose. Siemens has established expert panels to ensure the integration of environmental considerations in our decision-making. The Global Board EHS consists of EHS managers who release environmental protection regulations and programs and provide advice to the Chief People and Sustainability Officer in consultation with the Siemens Sustainability Board. Additionally, the Head of the EHS Governance department directly advises the Chief People and Sustainability Officer.

↗ SUSTAINABILITY GOVERNANCE AND ORGANIZATION, CDP 2023 C1, ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Governance at the business and management levels

The Global Head of Sustainability (Global Head of SUS) leads the Siemens Sustainability department. In this capacity, the Global Head of SUS reports to the CSO on all Siemens sustainability topics excluding our sustainability business focus and related strategy topics. For the latter topics, the Global Head of SUS reports to Siemens' CEO. The Global Head of SUS is a regular member of the SSB and the EC SUS. The Global Head of SUS regularly informs the Supervisory Board on sustainability matters.

The Siemens Sustainability department is responsible for developing and controlling our DEGREE sustainability framework and ambitions achievements in coordination with the SSB, businesses, Service and Governance units, and countries. Responsibility for CSRD and related sustainability reporting and the Net Zero Operations Program also lies with the Sustainability department. It also governs the purchase of carbon credits and the Sustainability related risk due diligence process in customer related business. The Sustainability department also supports sustainability initiatives with scalability across Siemens. This includes developing the processes, training, and tools needed to address overarching sustainability topics for our countries, businesses, and Service and Governance units in collaboration with other Siemens organizations. Finally, the Sustainability department is responsible for developing strategic considerations for the Siemens sustainability business focus in alignment with the Managing Board, EC SUS, and the CEOs.

CEOs are ultimately responsible for all sustainability topics in their area of responsibility. This includes responsibility for the sustainability business focus, implementation of DEGREE, sustainability reporting, and the Sustainability related risk due diligence process in customer related business.

The CEOs of Digital Industries, Smart Infrastructure, Siemens Mobility, and Siemens Financial Services (SFS) are supported by their respective Heads of SUS to achieve their sustainability mandates. The Heads of SUS also assist the Global Head of SUS with their responsibilities in the Sustainability department, as they pertain to their businesses. Heads of SUS have a governance reporting line to the Global Head of SUS in addition to their reporting line to their respective CEOs. The Heads of SUS are appointed by the respective CEOs, in alignment with the Global Head of SUS.

In addition, the CEOs of the business units in Digital Industries, Smart Infrastructure, Siemens Mobility, and SFS each appoint Sustainability Managers who have a governance reporting line to the Heads of SUS and to their reporting line to their respective CEOs.

Lead Country SUS Managers support their respective Lead Country CEOs and their assigned countries. They also lead Siemens' sustainability topics within the scope of responsibility of Lead Country management.

Our Service and Governance units are responsible for the ongoing development of sustainability-related topics within their own mandate in line with the DEGREE sustainability framework and regulatory, reporting and organizational requirements. These topics include environmental protection, employee health and safety, compliance, and supply chain management sustainability topics.

Sustainability Risk Due Diligence Subject Matter Experts are appointed by and support Digital Industries, Smart Infrastructure, Siemens Mobility, and SFS to responsibly conduct the Sustainability related risk due diligence process in customer related business.

Mandated by the Global Board EHS, Siemens' Environmental Council evaluates the environmental risks, opportunities, and trends relevant to Siemens' Businesses based on uniform criteria and reports their findings to Siemens Enterprise Risk Management. The council is composed of environmental experts from our business units and countries and experts in corporate governance, environmental protection, supply chain, sustainability, finance, technology, real estate, and insurance. ↗ SUSTAINABILITY GOVERNANCE AND ORGANIZATION and ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Our strategic response to climate-related opportunities and risks

In preparation for the upcoming ESRS disclosure requirements under the CSRD, we are currently developing disclosure on our climate transition plan in accordance with the ESRS. Our climate transition planning includes both climate transition and adaptation activities to manage our climate-related impacts, risks and opportunities. Our climate transition plan comprises our efforts and targets aimed at reducing our emissions footprint across the value chain in line with our upgraded commitments validated in line with the SBTi Net-Zero standard. In addition, it also entails our efforts to enable our customers to achieve their sustainability goals and to contribute to a decarbonized economy via our portfolio impacts. These impacts are reflected in our disclosure on customer avoided emissions. For more information, please see the following sections on our strategic response and management of climate-related opportunities and risks as well as related metrics and targets.

The DEGREE sustainability framework includes the sustainability-related topics important for Siemens, including decarbonization and resource efficiency, for which we have set ambitious targets (see paragraph "Metrics and targets"). These targets, in conjunction with our overall Science-Based Targets initiative-validated (SBTi) decarbonization target, apply to Siemens' own operations and to our upstream and downstream value chain.

Siemens is a leading technology company with an offering designed to drive the digital and sustainable transformation of industries, buildings, electrification, mobility, and healthcare. We believe that many technologies that help solve global challenges like climate change already exist today. Now is the time to scale sustainability impact by making technology more easily accessible to everyone.

To further increase our positive impact, we believe that working in ecosystems is the best way to create seamless solutions for our customers and their specific challenges. Through ecosystems and partnerships, we can increase our own sustainable offering and enable our customers' sustainability transformation. Siemens Xcelerator is our open digital business platform, an ever-growing ecosystem, and an evolving marketplace. It provides access to technology that makes the digital transformation and sustainability outcomes faster, easier, and more scalable for companies of all sizes. For instance, our GridScale X enables utilities to scale their grid capacity and increase visibility, which is essential for grid decarbonization. GridScale X is part of the Xcelerator portfolio that supports the decarbonization of our customers and also includes Electrification X and Building X. Electrification X helps manage entire energy networks and tackles the challenges of the energy transition. Building X is a digital building platform that digitalizes, manages, and optimizes building operations.

By combining the real and digital worlds, we support our customers along key impact areas:

Decarbonization & energy efficiency

We support our customers in their efforts to decarbonize their infrastructure and operations with carbon footprint management, renewables integration, electrification, and energy efficiency. A key proof of our positive impact on decarbonization is the high volume of emissions we help avoid: Our offerings sold in fiscal 2024 will contribute to 173 million metric tons of Customer Avoided Emissions over the course of their lifetime (144 million metric tons of emissions without the Innomotics portfolio). For instance, our energy-efficient products and solutions support the transition from fossil fuels to renewable energy sources, and our electrification solutions support renewable grid integration and the electrification of heat and hydrogen. Across industries, we offer energy optimization and carbon footprint management throughout our products' lifecycles and supply

chains. In buildings, we offer energy efficiency and decarbonization solutions, such as smart buildings and smart energy management for a reduced carbon footprint. Our rail systems offer low-carbon mobility and increased energy efficiency.

Resource efficiency & circularity

Our approach to circularity aims to do more with less for our customers, the planet, and society. Siemens' circularity framework covers the whole value chain through three dimensions. First, we create circular products by designing for sustainable materials, optimal use, and value recovery. We optimize secondary material use and improve production efficiency to minimize resource consumption. Second, we embrace circular business by aiming to enhance and preserve value through lifetime-extending services and the reuse of products and components, and finally close the loop by recovering value. Third, we empower our customers' circularity by supporting the creation of circular products with our software portfolio. We provide solutions for optimized, resource-efficient customer operations and generate value through innovative business models and partnerships. For instance, our technologies in the industrial metaverse, digital twins, and AI reduce the need for physical assets by simulating, predicting, and optimizing them in order to maximize the product lifetimes, minimize resources, and boost circularity. Our building solutions contribute to optimized space utilization and ultimately increase resource efficiency. Our mobility solutions focus on enhanced network capacity and extended lifecycles, thereby preventing significant new infrastructure build-up. In addition, products with the Siemens EcoTech Profiles are required to fulfill criteria across three areas – value recovery and circularity, optimal use, and sustainable materials – that promote greater circularity. ↗ STRATEGY, ↗ OUR DEGREE SUSTAINABILITY FRAMEWORK

Climate-related opportunities and risks

Climate-related opportunities and risks are integrated into our company-wide Enterprise Risk Management (ERM) process. ERM at Siemens is based on a net risk approach in which the risks and opportunities are addressed that remain after implementing existing, effective measures and controls.

As a global technology company and innovation leader in the fields of electrification, automation, and digitalization, Siemens supports sustainable industrialization. These topics are becoming increasingly important in the transition to a low-carbon economy – a development that confirms our company strategy. Although there are uncertainties about the impact of climate-related changes, we consider the transition to a low-carbon economy as an opportunity. A favorable political and regulatory environment including the transition towards a low-carbon economy could restore a more positive industrial investment sentiment that supports the growth of our markets. In addition, government initiatives and subsidies (including tax reforms, green and digital industrial policies, R&D among others) lead to more government spending (e.g. infrastructure, healthcare, mobility or digitalization investments) and may ultimately result in an opportunity for us to participate in ways that increase our revenue and profit. Investments to strengthen countries' resilience, energy and food security, as well as to diversify value chains close to major markets (reshoring, nearshoring), as well as global outbound investment programs can present opportunities to businesses. By enabling our customers to reduce their greenhouse gas (GHG) emissions using our portfolio and by reducing CO_2e emissions in our own operations, Siemens strives to support the transition towards a low-carbon economy. Siemens also welcomes and supports legislative and governmental measures to accelerate the mitigation of climate change, such as through the Green Deal Industrial Plan or sustainable finance initiatives in Europe, as long as these measures do not create market distortion and unfair competition or cause companies contributing to sustainability to exit specific markets.

SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 8.4, OPPORTUNITIES, CDP 2023 C2.4

Potential transition risks (e.g., regulation, market, and technology) and physical climate-related risks are assessed in our risk process. In this process, we have generally identified the risk of an increasing sustainability focus. Governments around the world continue to increase their focus on sustainability topics, resulting in the risk of increased costs to comply with new laws and related reporting requirements. In addition, increasing stakeholder and investor focus on sustainability topics brings reputational risk should our sustainability commitments, targets and activities be perceived as a deceptive use of green marketing or otherwise not credible. Climate change litigation has become a worldwide phenomenon with a corresponding risk to Siemens as a large corporation. We address these risks in a variety of ways including through our sustainability framework DEGREE, in which we have set ambitious sustainability targets. DEGREE includes

measures to reduce our carbon and raw material footprint along with other initiatives addressing ESG topics more generally. We have implemented an ESG due diligence process that supports Siemens businesses with due diligence in the customer-oriented environment with a view to possible environmental and social risks as well as related human rights and reputational risks. Finally, we believe our overall portfolio is very well positioned to meet the current and future sustainability needs of our customers and the societies in which we operate.

SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 8.3 RISK MANAGEMENT, CDP 2023 C2.3

In addition to our company-wide ERM process, we anticipate additional climate-related gross risks for which risk mitigation measures are in place and the remaining net risk does not exceed our internally defined threshold to be reported within our ERM process. There are also additional climate-related opportunities which are already being realized, e.g. the reduction of operating costs by increasing resource and energy efficiency as well as energy price independency which are being managed as part of our approach to decarbonize our operations. Another example is the shift of customer preferences towards products and solutions that have a reduced negative impact on climate change. Focused on the areas of automation and digitalization, intelligent infrastructure for buildings and distributed energy systems, electrification as well as smart mobility solutions for rail transport, the Siemens portfolio is making a key contribution to the transition to a low-carbon economy.

Analysis of climate-related scenarios

Scenario analyses are part of our ongoing processes to identify and analyze climate-related risks and opportunities and to develop further our planning with regard to climate transition and adaptation effects.

Different climate-related scenarios are used at Siemens for different purposes: for instance, for our business strategy and decarbonization strategy and to identify opportunities and risks. Our decarbonization target, which is approved by the Science-Based Targets initiative, is aligned with the Paris Climate Agreement's 1.5°C target.

In fiscal 2024, we conducted a climate scenario analysis to identify climate-related sensitivities within our markets and test the resilience of our business model under a net-zero and a high-emissions scenario. The scenarios covered in this analysis ranged from a net-zero scenario corresponding to a transition in line with a 1.5°C compatible temperature pathway, up to a 3.0°C temperature pathway. The analysis confirmed our commitment to a net zero world in which our markets and therefore our business would generally benefit, overcompensating potential transition risks. Particularly noteworthy are additional opportunities in the field of electrification and rail transport under a net zero scenario, which would result in less market potential under the high emissions scenario.

As described in the ↗ STRATEGY CHAPTER, there are several megatrends that are driving us to rethink established ways of doing things. These megatrends and their impacts are reshaping the needs of our customers and markets. To create a holistic picture of potential futures, we conduct sustainability scenario analyses that enable us to map impacts and risks, identify opportunities, and find new ways to create value. Strategic insights are derived from scientific frameworks like the Intergovernmental Panel on Climate Change's (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs) as well as market trends.

These scenarios are guiding the development of our sustainability strategy. For instance, we see circularity as a key solution to help keep human actions within planetary boundaries. It allows us to respond to changing customer needs and regulatory demands. Circularity is an opportunity to create more value with finite resources, minimize energy and resource use, support CO_2e emissions reductions, and be more resilient in the face of market volatility. Megatrends also shape regulations like the Corporate Sustainability Reporting Directive (CSRD), which will standardize reporting on environmental, social, and governance topics, and the EU Taxonomy, a classification system that makes environmentally sustainable economic activities transparent. We integrate regulatory requirements into our strategic sustainability steering, which provides an important proof point of our dedication to scaling sustainability impacts in our portfolio, across our sites, and along our value chain.

By providing innovative technologies, we see ourselves as a leading decarbonization partner to our customers and society in general. To fulfill this role, we need to have a precise understanding of the technological changes that must be

made in the next few decades and beyond. We rely primarily on scenarios from S&P Global (formerly IHS Markit), IEA, and BloombergNEF to plan our business strategy and identify company-wide risks and opportunities. These scenarios help us, for example, to identify trends in the energy and mobility markets. For business planning purposes, we apply different scenarios like the S&P Global Green Rules (our baseline scenario), Inflections, and two net-zero scenarios (ACCS, MTM); and IEA STEPS, APS, NZE, and BloombergNEF New Energy Outlook (Economic Transition Scenario, net-zero scenario). These scenarios help us predict market developments, assess the implications of various scenarios, and make business decisions on this basis. With a view to our own business, analyzing climate-related scenarios allows us to predict the potential consequences in terms of regulatory requirements, R&D, and customer trends and requirements. Our business units also conduct business-specific scenario analyses.

CDP 2023 C3.2

We also apply different climate scenarios to assess physical climate-related risks and opportunities (see paragraph "Management of climate risks in our own operations").

Our risk management approach to climate-related opportunities and risks

Climate-related risks and opportunities are embedded in the Siemens-wide ERM approach. All identified climate risks are assessed and measures for risk prevention, transfer, or mitigation are devised for all relevant risks.

Risk management at Siemens builds on a comprehensive, interactive and management-oriented Enterprise Risk Management (ERM) approach that is integrated into the organization and that addresses both risks and opportunities. Our ERM process aims for early identification and evaluation of, and response regarding, risks and opportunities that could materially affect the achievement of our strategic, operational, financial, and compliance objectives. The time horizon is typically three years, and we take a net risk approach, addressing risks and opportunities remaining after the execution of existing and effective measures and controls. A detailed description of our enterprise risk management basic principles and process can be found in our SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 8.3 RISK MANAGEMENT. SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 8, CDP 2023 C2

Climate risks in the risk management system

The consideration of sustainability and climate-related risks and opportunities is an integral part of our regular top-down process that communicates material issues and trends at risk workshops to the relevant company units so they can identify risks and opportunities. As a result, issue-related recommendations are available to all businesses at their quarterly reviews. In fiscal 2024, several climate-related topics were on the agenda of the top-down process, which then provided input to the annual ERM process on topics that included among others climate adaptation and data requirements for sustainability reporting.

In conjunction with the bottom-up approach, these measures enable a comprehensive overview of our business activities and the related risks and opportunities.

Climate change is not treated as a separate category in the ERM approach; it is considered within the four topic areas of strategic, operational, financial, and compliance-related risks. Risk processes have been implemented upstream throughout the company to assess potential climate-related net risks for ERM reporting.

Material opportunities and risks are disclosed on an aggregated basis within the abovementioned four topic areas in the Siemens annual report. SIEMENS REPORT FOR FISCAL 2024, COMBINED MANAGEMENT REPORT, CHAPTER 8, CDP 2023 C2

Management of climate risks in our own operations

Climate change mitigation

We have set ambitious decarbonization targets that apply to Siemens' own operations and to our upstream and downstream value chain (see paragraph "Metrics and targets").

The reduction of GHG emissions in our own operations is integrated into Long-term Incentive (LTI) compensation as part of an internal Siemens ESG/Sustainability Index that is applicable to members of the Managing Board and senior management (Siemens without SHS). Anchoring the reduction of GHG emissions in this system and the responsibility of each of our businesses for reducing its prorated emissions are key elements of our management approach and require regular monitoring. ↗ SUSTAINABILITY GOVERNANCE AND ORGANIZATION

Climate change adaptation

We continuously monitor and assess the development of physical risks, particularly natural hazards. Utilizing both externally sourced and internally collected data, we provide objective risk information essential for securing insurance coverage. Our assessments, conducted by TÜV SÜD Global Risk Consultants (GRC), indicate that Siemens surpasses industry standards in risk protection, with an average rating of over 80 compared to the industry average of approximately 70.

Analyses have consistently shown that Siemens locations maintain low risk levels due to a robust protection framework. In collaboration with GRC, we are developing new measures to further enhance our protection standards. Natural hazard inspection programs are being developed with appropriate external experts, setting a new benchmark starting with two locations in Lower Saxony and Bavaria. Since our last report, we have implemented several improvements. Our decision-making process for selecting new sites and developing sustainable, long-term protection measures is based on comprehensive risk analysis, with a particular focus on natural hazards and their changes due to climate change. Last fiscal year, we conducted several global training sessions, attended by qualified external specialists to strengthen our business continuity management and standardize our business impact analysis, especially concerning natural hazards. Additionally, a comprehensive business impact analysis is being carried out for our production and development site in Amberg, Bavaria. The goal is to ensure future-proof operations.

We employ a range of systems and meticulously compare parameters acquired from sources like Swiss RE (RDS), Zurich Resilience Solutions (ZRS), and Verizon Maplecroft. To mitigate valuation scatter, we conduct comparisons of the respective data. Through GRC, we conducted an analysis for all our locations as part of the property management program, based on data from Munich Re Risk Management Partners, and reevaluated risk-specific recommendations. In addition to the desktop analysis of our risks based on various valuation models, we carry out physical inspections at selected locations.

In fiscal 2024, we continued to perform Do No Significant Harm (DNSH) assessments with regard to future physical climate risks in the context of our reporting under the EU Taxonomy regulation for activities substantially contributing to an environmental objective. The assessment of physical climate-related risks on relevant manufacturing sites, project sites, and relevant suppliers' sites related to the respective activity under the EU Taxonomy is verified by technical experts. The assessments are based on data provided by Swiss Re and include future hazards associated with climate change, e.g. cyclone, hurricane, typhoon, heavy precipitation, or wildfire, using the IPCC scenario SSP5-8.5. Where significant risks have been identified, measures are defined and adaptation plans implemented within 5 years.

Climate change is also having an impact on water supply. Water is one of humanity's most important resources. For this reason, Siemens has been analyzing and managing water-related risks, including water scarcity, water pollution, climate change, and flooding and precipitation patterns at our sites for several years. We recognize our responsibility for sustainable water use, including preparing for the impacts of climate change that may affect the water balance.

We establish water targets at multiple sites to account for the specific local environment and to drive effective mitigation measures. At the corporate level, we have implemented a defined water strategy, and have conducted risk assessments to shape local water targets. The aim of Siemens' Water Strategy is to minimize local adverse effects of our water consumption. It is structured in such a way that it can be fully integrated into the EHS management systems.

↗ CONSERVING RESOURCES, CDP 2023 C2, CDP 2023 WATER SECURITY

Management of climate risks along our value chain

Climate change mitigation

As part of our updated science-based targets we raised our ambition, pledging to reduce our entire absolute Scope 3 emissions, upstream and downstream, by 30% by fiscal 2030 compared to fiscal 2019 (previously – 15% in the same timeframe).

For CO_2e emissions generated in our supply chain, we set the ambition for Siemens without SHS to reduce emissions by 20% by fiscal 2030 compared to fiscal 2020, and over the long term to achieve Net Zero emissions in the supply chain by fiscal 2050. This ambition is also part of our DEGREE sustainability framework. More details on our decarbonization targets for the supply chain and DEGREE KPI can be found in ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES.

In our Carbon Reduction@Suppliers program, we collaborate with an external partner to analyze the economic data and model the carbon footprint of each of our suppliers. To facilitate this process, we utilize a web-based tool called supplier+s that highlights the main sources of suppliers' CO_2e emissions and provides guidance on how to reduce them. Once suppliers have completed the learning phase, they provide us with their primary data through the tool.

↗ SUSTAINABLE SUPPLY CHAIN PRACTICES

Our Research and Development (R&D) activities are geared towards developing innovative and sustainable solutions for Siemens' customers and businesses, while simultaneously strengthening our competitive positioning. Our sustained high investment in R&D underscores our commitment to addressing key sustainability challenges. In fiscal 2024, we reported in our continuing operations research and development expenditures of €6.3 billion and employed 51,600 R&D professionals dedicated to driving forward innovation.

↗ RESEARCH AND DEVELOPMENT

To make our portfolio's contribution to decarbonization transparent, we report the amount of CO_2e emissions that our products and solutions avoid compared to reference solutions. Customer Avoided Emissions (CAE) represent the difference between the CO_2e emissions of a Siemens offering and the CO_2e emissions of a baseline or reference scenario.

At Siemens we have developed our own method that meets our standards for high-quality and transparent metrics. We calculate the avoided emissions for all products and services sold and investments made by Siemens in each fiscal year over the course of their entire use phase at our customers. We aim to capture the decarbonization effect our portfolio has within the following three impact categories: energy efficiency, increase in renewable energy, and electrification. These decarbonization effects can be achieved either on a product level or on a system level (for end-use solutions or intermediary solutions), in line with the WBCSD eligibility criteria.

In fiscal 2024, we implemented methodological adjustments to our approach that resulted in an expanded portfolio that allows us to calculate our CAE impact. In fiscal 2024, we helped our customers avoid 173 million metric tons of CO_2e emissions (144 million metric tons of CO_2e emissions without the Innomotics portfolio). For a detailed description of our methodology for calculating Customer Avoided Emissions, please see our ↗ REPORTING PRINCIPLES FOR CUSTOMER AVOIDED EMISSIONS, ↗ CLIMATE ACTION.

Climate change adaptation

We analyze potential risks in our supply chain, including environmental risks. We centralize sustainability-related data about our suppliers on the SCM Sustainability Platform, which enables us to collect information from diverse internal and external sources. This includes data on carbon reduction initiatives, our sustainability self-assessments, on-site audit results, and risks associated with conflict minerals. All employees in Siemens' purchasing departments can access this integrated tool.

Metrics and targets

Siemens considers climate-related risks and opportunities along the entire value chain. Accordingly, we define metrics for reducing greenhouse gas emissions in the supply chain, in the company's own operations, and in the goods and services we provide to our customers.

Our validated 1.5°C Science-Based Net-Zero Target, along with our DEGREE decarbonization targets and our membership in the RE100, EV100, and EP100 initiatives, is strengthening our climate protection strategy.

↗ CLIMATE ACTION, CDP 2023 C3, C4, C6, C7, C9 AND C12

Science-Based Target

By upgrading our existing science-based target commitment to comply with the stricter SBTi Net-Zero Standard, we have demonstrated our commitment to aligning our business activities with the 1.5°C decarbonization pathway, consistent with the Paris Climate Agreement's 1.5°C target.

Siemens has pledged to reduce absolute emissions from its own operations (Scope 1 and 2) by 90% and from its value chain (Scope 3) by 30% by fiscal 2030 compared to fiscal 2019.

We also commit to Net-Zero by fiscal 2050, reducing absolute emissions across our value chain by 90% by fiscal 2050 compared to fiscal 2019, with any residual emissions permanently compensated.

DEGREE targets

As part of our DEGREE sustainability framework (without Siemens Healthineers), we set an ambition for all Siemens production facilities and buildings worldwide and our vehicle

fleet (own operation Scope 1 and 2) to reduce the CO_2e Scope 1 and 2 emissions in Siemens' business operations for Siemens without Siemens Healthineers (SHS) by 90% by fiscal 2030, compared to fiscal 2019 (DEGREE ambition #1). To achieve this ambition, Siemens pledged in fiscal 2022 to invest an additional €650 million in its own decarbonization efforts by fiscal 2030. Any residual emissions will then be compensated with high-quality carbon credits that meet established standards.

To drive additional transparency on our journey to fiscal 2030, we set an ambitious interim reduction target for our business operations at Siemens without SHS of 55% by fiscal 2025 compared to fiscal 2019. We are proud to have reached our ambition one year in advance.

As part of our updated science-based targets we increased our ambition by pledging to reduce our entire absolute Scope 3 emissions, upstream and downstream, by 30% by fiscal 2030 compared to fiscal 2019 (previously –15% in the same timeframe).

For CO_2e emissions generated in our supply chain, we set the target for Siemens without SHS to reduce emissions by 20% by fiscal 2030 compared to fiscal 2020, and over the long term to achieve Net Zero emissions in the supply chain by fiscal 2050. This ambition is also part of our DEGREE sustainability framework. More details on our decarbonization targets for the supply chain and DEGREE KPI can be found in ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES, ↗ CLIMATE ACTION, CDP 2023 C4 AND C6

Eco Efficiency @ Siemens program

Our Eco Efficiency @ Siemens program addresses environmental factors specific to our locations and our relevant hardware, software, and service portfolio and our production. It also defines targets for improving our environmental management: for instance, by encouraging a circular economy and dematerializing our business processes.

The program has three components:

1. Robust Eco Design (RED) approach: At the center of the Responsible Product Development program component is our Robust Eco Design approach. Our Ecodesign approach is also embedded in the field of action Resource efficiency in our DEGREE sustainability framework. The main objective is to introduce methods and rules for circularity and dematerialization along the entire value chain. Our aim has been to intensify the use of Lifecycle Assessments and Environmental Product Declarations, which will allow us to identify environmentally compatible design alternatives, that are supported by the specific Ecodesign criteria that can be integrated into our product specifications. Our ambition is to apply Robust Eco Design to our relevant hardware, software, and service portfolio by 2030.

   The portion of our relevant hardware, software, and service portfolio that incorporates Robust Eco Design stands at 54% compared to 41% in the year 2023.

2. Clean Supply Chain: Building on the Robust Eco Design phase dematerialization, the Clean Supply Chain category in the Eco Efficiency @ Siemens program module maps our path to decoupling natural resource use from our economic growth. We maintain effort to use secondary materials for metals and resins and implement a circular economy.

   In fiscal 2024, we purchased 35% of the metals – primarily iron, copper, and aluminum used in the manufacture of our products – from recycled sources and remain stable in comparison to 2023. We also sourced 1% of the resins used to make our products from recycled sources.

3. Efficient Own Operations: The component Efficient Own Operations of our Eco Efficiency @ Siemens program aims to reduce the environmental impact of our sites by enhancing waste management and using clean energy effectively, as well as implementing dematerialization and circular economy principles. We focus on improving our energy efficiency and reducing the environmental impact of the waste we generate. When it comes to environmentally responsible energy use, we focus on reducing emissions from power generation, in addition to minimizing energy consumption itself. As part of our commitment, we aim to improve our overall energy efficiency by 10% by 2030 compared to 2021. To calculate energy efficiency, we analyze our energy consumption in relation to sales development.

   Due to reduced energy usage by 16.9%, we increased our energy efficiency by 53% in fiscal 2024 compared to fiscal 2021. ↗ CONSERVING RESOURCES, ↗ HOLISTIC ENVIRONMENTAL PROTECTION, ↗ PRODUCT STEWARDSHIP

7.5

GRI Standards – key topics and boundaries

Sustainability topics	SDGs	DEGREE	GRI Standard
Climate action[1]	7 9 11 12 13	DECARBONIZATION	GRI Standard 305 Emissions
Innovation and business model	6 7 8 9 11 12 13 14 15 16 17	DECARBONIZATION RESOURCE EFFICIENCY GOVERNANCE	GRI Standard 201 Economic Performance
Cybersecurity and data management	5 8 10 16 17	ETHICS	
Social and ecological standards in the supply chain	8 12 16 17	GOVERNANCE	GRI Standard 414 Supplier Social Assessment GRI Standard 308 Supplier Environmental Assessment
Corporate governance and sustainability leadership	8 12 16 17	GOVERNANCE	GRI Standard 413 Local communities
Partner management and collaboration	7 8 9 11 12 13 16 17	GOVERNANCE DECARBONIZATION	GRI Standard 203 Indirect Economic Impacts
ESG risk management	5 8 10 12 16 17	GOVERNANCE ETHICS	GRI Standard 201 Economic Performance
Compliance management	5 8 10 12 16 17	GOVERNANCE ETHICS	GRI Standard 205 Anti-Corruption GRI Standard 206 Anti-Competitive Behavior GRI 2-27 Compliance with laws and regulations GRI Standard 408 Child Labor GRI Standard 409 Forced or Compulsory Labor

1 Top two material sustainability topics.

Result of the assessment of organizational impacts (inside-out, i.e., on the environment and society), stakeholder relevance and business criticality (outside-in).

The detailed GRI Standard Index 2021 is available on our Sustainability website.

Sustainability topics	SDGs	DEGREE	GRI Standard
Sustainable product design and life cycle management[1]	6 7 9 11 12 13 14 15	RESOURCE EFFICIENCY	
Waste and hazardous substance management	3 6 12 14 15	RESOURCE EFFICIENCY	GRI Standard 306 Waste (2020)
Sustainable handling of natural resources and material efficiency	6 7 9 11 12 13 14 15	RESOURCE EFFICIENCY	GRI Standard 301 Materials GRI Standard 302 Energy GRI Standard 303 Water and Effluents (2018) GRI Standard 306 Waste (2020)
Diversity, equity, and inclusion	3 4 5 8 10 11	EQUITY	GRI Standard 405 Diversity and Equal Opportunity GRI Standard 406 Non-Discrimination
Future of work	3 4 5 8 10 11	EQUITY EMPLOYABILITY	GRI Standard 401 Employment GRI Standard 403 Occupational Health and Safety (2018) GRI Standard 404 Training and Education GRI Standard 405 Diversity and Equal Opportunity GRI Standard 406 Non Discrimination
Employee development	4 8	EQUITY EMPLOYABILITY	GRI Standard 404 Training and Education
Employee health and safety	3 4 8 10	EMPLOYABILITY	GRI Standard 403 Occupational Health and Safety (2018)

1 Top two material sustainability topics.

Result of the assessment of organizational impacts (inside-out, i.e., on the environment and society), stakeholder relevance and business criticality (outside-in).

The detailed GRI Standard Index 2021 is available on our Sustainability website.

7.6

WEF IBC Metric

Pillars	Theme	Core metrics	Reference	Omission
Principles of Governance	Governing purpose	**Setting purpose** The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental and social issues. Corporate purpose should create value for all stakeholders, including shareholders.	Sustainability Report 2024 Siemens at a glance p. 7 ff	
	Quality of governing body	**Governance body composition** Composition of the highest governance body and its committees by: competencies relating to economic, environmental and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation.	Annual Report 2024 Annual Financial Statements 3. Notes, Note 31 Members of the Managing Board and Supervisory Board p. 18 f WWW.SIEMENS.COM/GLOBAL/EN/COMPANY/ABOUT/LEADERSHIP.HTML WWW.SIEMENS.COM/GLOBAL/EN/COMPANY/ABOUT/LEADERSHIP/SUPERVISORYBOARD/COMMITTEES.HTML	
	Stakeholder engagement	**Material issues impacting stakeholders** A list of the topics that are material to key stakeholders and the company, how the topics were identified and how the stakeholders were engaged.	Sustainability Report 2024 Materiality assessment p. 21 ff	
	Ethical behaviour	**Anti-corruption** 1. Total percentage of governance body members, employees and business partners who have received training on the organization's anti-corruption policies and procedures, broken down by region. a) Total number and nature of incidents of corruption confirmed during the current year, but related to previous years; and b) Total number and nature of incidents of corruption confirmed during the current year, related to this year. 2. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption.	Sustainability Report 2024 Compliance p. 34 ff Our sustainability indicators p. 117 ff	
		Protected ethics advice and reporting mechanisms A description of internal and external mechanisms for: 1. Seeking advice about ethical and lawful behaviour and organizational integrity; 2. Reporting concerns about unethical or unlawful behaviour and lack of organizational integrity.	Sustainability Report 2024 Compliance p. 34 ff Our sustainability indicators p. 117 ff	
	Risk and opportunity oversight	**Integrating risk and opportunity into business process** Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data stewardship.	Annual Report 2024 Combined Management Report 8. Report on expected developments and associated material opportunities and risks p. 20 ff	

Pillars	Theme	Core metrics	Reference	Omission
Planet	Climate change	**Greenhouse gas (GHG) emissions** For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO_2e) GHG Protocol Scope 1 and Scope 2 emissions. Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate	Sustainability Report 2024 Climate action p. 65 ff Conserving resources p. 73 ff Our sustainability indicators p. 117 ff	
		TCFD implementation Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C – and to achieve Net-Zero emissions before 2050.	Sustainability Report 2024 Task Force on Climate-Related Financial Disclosures (TCFD) p. 147 ff	
	Nature loss	**Land use and ecological sensitivity** Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA)	Sustainability Report 2024 Conserving resources p. 73 ff Our sustainability indicators p. 117 ff	
	Freshwater availability	**Water consumption and withdrawal in water stressed areas** Report for operations where material: megalitres of water withdrawn, megalitres of water consumed and the percentage of each in regions with high or extremely high baseline water stress, according to WRI Aqueduct water risk atlas tool. Estimate and report the same information for the full value chain (upstream and downstream) where appropriate.	Sustainability Report 2024 Conserving resources p. 73 ff Our sustainability indicators p. 117 ff	

Pillars	Theme	Core metrics	Reference	Omission
People	Dignity and equality	**Diversity and inclusion (%)** Percentage of employees per employee category, by age group, gender and other indicators of diversity (e.g. ethnicity).	Sustainability Report 2024 Diversity, Equity & Inclusion p. 98 ff Our sustainability indicators p. 117 ff	
		Pay equality (%) Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men, minor to major ethnic groups, and other relevant equality areas.	Sustainability Report 2024 Working at Siemens p. 91 ff Our sustainability indicators p. 117 ff	Siemens pursues the principle of performance-related compensation – regardless of gender. Remuneration data is regarded confidential and is therefore not reported.
		Wage level (%) Ratios of standard entry level wage by gender compared to local minimum wage. Ratio of the annual total compensation of the CEO to the median of the annual total compensation of all its employees, except the CEO.		Siemens pursues the principle of performance-related compensation – regardless of gender. Remuneration data is regarded confidential and is therefore not reported.
		Risk for incidents of child, forced or compulsory labour An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to: a) type of operation (such as manufacturing plant) and type of supplier; and b) countries or geographic areas with operations and suppliers considered at risk.	Sustainability Report 2024 Human Rights p. 50 ff Sustainable supply chain practice p. 55 ff Business Conduct Guidelines: HTTPS://ASSETS.NEW.SIEMENS.COM/SIEMENS/ASSETS/API/UUID:121E8FD4-AA7C-4A09-9A25-8C9F3EBEFC2E/SAG-BCG-DE.PDF	
	Health and well being	**Health and safety (%)** The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries; main types of work-related injury; and the number of hours worked. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided for employees and workers.	Sustainability Report 2024 Occupational health and safety management p. 107 ff Our sustainability indicators p. 117 ff	
	Skills for the future	**Training provided (#, $)** Average hours of training per person that the organization's employees have undertaken during the reporting period, by gender and employee category (total number of hours of training provided to employees divided by the number of employees). Average training and development expenditure per full time employee (total cost of training provided to employees divided by the number of employees).	Sustainability Report 2024 Professional education and lifelong learning p. 102 ff Our sustainability indicators p. 117 ff.	

Pillars	Theme	Core metrics	Reference	Omission
Prosperity	Employment and wealth generation	**Absolute number and rate of employment** 1. Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region. 2. Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region.	Sustainability Report 2024 Professional education and lifelong learning p. 102 ff Our sustainability indicators p. 117 ff	
		Economic contribution 1. Direct economic value generated and distributed (EVG&D), on an accruals basis, covering the basic components for the organization's global operations, ideally split out by: – Revenues – Operating costs – Employee wages and benefits – Payments to providers of capital – Payments to government – Community investment 2. Financial assistance received from the government: total monetary value of financial assistance received by the organization from any government during the reporting period.	Annual Report 2024, Consolidated Financial Statements, 6. Notes p. 7 ff	
		Financial investment contribution 1. Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy. 2. Share buybacks plus dividend payments, supported by narrative to describe the company's strategy for returns of capital to shareholders.	Annual Report 2024, Consolidated Financial Statements, 6. Notes, Note 19 Equity p. 26 Annual Financial Statements 3. Notes, Note 15 Shareholders' equity p. 11	
	Innovation of better products and services	**Total R&D expenses** Total costs related to research and development	Sustainability Report 2024 Research & Development p. 13 ff	
	Community and social vitality	**Total tax paid** The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company, by category of taxes.	Annual Report 2024, Consolidated Financial Statements, 6. Notes, Note 2 Material accounting policies and critical accounting estimates p. 7 ff; Annual Financial Statement, 3. Notes, Note 13 Deferred tax assets p. 10	

7.7

SASB – Electrical Electronic Equipment Index

Topic	Codified metric code	Disclosure	Reference	Omission
Energy Management	RT-EE-130a.1	(1) Total energy consumed	Sustainability Report 2024: Environment – Conserving resources, p. 73 ff (Energy used reduced), Our sustainability indicators, p. 117 ff	
	RT-EE-130a.1	(2) Percentage grid electricity		
	RT-EE-130a.1	(3) Percentage renewable		
Hazardous Waste Management	RT-EE-150a.1	Amount of hazardous waste generated, percentage recycled	Sustainability Report 2024: Environment – Conserving resources, p. 73 ff, (Efficient Waste management), Our sustainability indictors, p. 117 ff	
	RT-EE-150a.2	Number and aggregate quantity of reportable spills, quantity recovered	Sustainability Report 2024: Environment – Conserving resources, p. 73 ff, (Incident relevant to the environment), Our sustainability indictors, p. 117 ff	
Product Safety	RT-EE-250a.1	Number of recalls issued, total units recalled	not applicable	Siemens has established a comprehensive, company-wide product safety system to ensure that our products comply with applicable legal safety requirements and meet the latest technical safety standards so that they do not pose a threat to the life or health of users or other third parties. Under this system, all company units are required to ensure that their products comply with the state of the art in safety matters. The units are also obliged to conduct systematic product monitoring and take the necessary corrective actions to remedy potential product safety deficiencies.
	RT-EE-250a.2	Total amount of monetary losses as a result of legal proceedings associated with product safety	Annual Report 2024, Consolidated Financial Statements, 6. Notes, Note 22 Legal proceedings p. 27	

Topic	Codified metric code	Disclosure	Reference	Omission
Product Lifecycle Management	RT-EE-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Sustainability Report 2024: Environment – Product stewardship p. 79 ff Our sustainability indicators, p. 117 ff	
	RT-EE-410a.2	Percentage of eligible products by revenue that meet ENERGY STARR criteria	not applicable	
	RT-EE-410a.3	Revenue from renewable energy-related and energy efficiency-related products	Sustainability Report 2024: Environment – Climate action, p. 65 ff, EU Taxonomy, p. 86 ff, Our sustainability indicators, p. 117 ff	
Materials Sourcing	RT-EE-440a.1	Description of the management of risks associated with the use of critical materials	Sustainability Report 2024: Environment – Product stewardship, p. 79 ff (Risk-conscious handling of declarable substances), Sustainable supply chain practices, p. 55 ff (Responsibility for the world-wide supplier network)	
Business Ethics	RT-EE-510a.1	Description of policies and prac-tices for prevention of: (1) corruption and bribery and (2) anti-competitive behavior	Sustainability Report 2024: Compliance and ethics, p. 34 ff	
	RT-EE-510a.2	Total amount of monetary losses as a result of legal proceedings associated with incidents relating to bribery or corruption	Annual Report 2024, Consolidated Financial Statements, 6. Notes, Note 22 Legal proceedings p. 27 Sustainability Report 2024: Compliance and ethics, p. 34 ff	
	RT-EE-510a.3	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Annual Report 2024, Consolidated Financial Statements, 6. Notes, Note 22 Legal proceedings p. 27 Sustainability Report 2024: Compliance and ethics, p. 34 ff	
Activity Metric	RT-EE-000.A	Number of units produced by product category	not applicable	
	RT-EE-000.B	Number of employees	Sustainability Report 2024 Working at Siemens p. 91 ff Our sustainability indicators, p. 117 ff	

7.8

United Nations CEO Water Mandate

Progress report

Siemens became a signatory to the United Nations CEO Water Mandate in 2008. We are continuing to support the Mandate in two ways: by managing water efficiently at our own facilities and by providing solutions that help our customers handle water and wastewater more efficiently.

Our own activities

We are continuing to implement the approach to water resource management that we developed in 2012. This includes monitoring factors like water scarcity, water pollution, flooding, environmental fire risks, and consequences of climate change as well as performing site-specific risk analyses. Individual goals and measures are defined for locations with high water-related risks. This approach minimizes the site-specific adverse impacts of our water consumption by taking into account local risks like water scarcity, water pollution, and flooding in environmentally sensitive areas. Further information about conserving resources and water consumption at Siemens' locations can be found in the ↗ ENVIRONMENT section of this report.

Our individual sites implement their own water initiatives in alignment with our targets. Many sites, for instance in China and in Germany, use rainwater for sanitary facilities, watering plants and cleaning building exteriors. Siemens India's sustainable water management includes measures such as utilizing water-efficient appliances, installing rainwater harvesting systems at four major factory locations, and building water reclamation facilities (zero liquid discharge facilities). These measures enable us to reduce freshwater consumption by, among other things, utilizing treated water for landscaping and toilet flushing. In addition, Siemens operates its own water treatment plants in some locations. The treatment facilities in India, for instance, treats process water from production operations so that it can be used for purposes including irrigating the site's green spaces.

Our supply chain partners

The environmental protection requirements for our supply chain partners are set out in the Siemens Group Code of Conduct for Siemens Suppliers and Third Party Intermediaries. More information on these requirements and on supply chain management is available in the ↗ SUSTAINABLE SUPPLY CHAIN PRACTICES section of this report.

Our customers

We support our customers with water management solutions, including the following.

Leak detection

Non-revenue water not only impacts the economic performance of water supply companies; it also increases pressure on natural water resources, because more water is produced and processed than is actually needed. Thanks to our technological innovations, Siemens can detect leaks with the help of AI. Leaks in the pipeline network were responsible for about 10% of the water supplied by the Swedish water company VA SYD that never reached consumers. With SIWA Leak Finder, VA SYD now relies on artificial intelligence (AI) to detect and repair leaks in its water distribution networks and reduced the non-revenue water down to less than 8%.

Upgrade of process control technology and simulation of a digital twin

Austria's largest wastewater treatment project in Vienna is using wastewater to generate energy and improve the city's climate balance. The operator, ebswien kläranlage & tierservice, chose Siemens' Simit simulation platform to accurately simulate and optimize plant processes. This project aims for energy self-sufficiency using renewable sewer gas. Since 2021, the plant has been energy-positive, making it a significant environmental achievement for Vienna.

Partnerships to reduce water loss

In line with our pledge to be an agile and active market leader, we go beyond traditional distributorships and increasingly rely on collaborations in a variety of areas. We've signed collaboration agreements with component manufacturers like Hach Analytics and with global players such as Acciona (desalination). This is how our company and our partners will be able to meet our customers' requirements and offer them a comprehensive, innovative product and system portfolio, a local presence worldwide, and our usual high quality while also remaining cost-effective.

Social commitment

Through our memberships in international organizations, we participate in numerous initiatives and projects like the water project on the Action 2020 platform of the World Business Council for Sustainable Development. We initiate, implement, and support projects that foster efficient water use in various regions of the world. The Siemens Stiftung, Siemens' nonprofit foundation in Germany, employs an entrepreneurial approach to supplying communities with clean drinking water. One example is described below.

The WeTu social enterprise in Kenya

The WeTu social enterprise founded by Siemens Stiftung works on innovative solutions for supplying energy and drinking water to communities in Western Kenya near Lake Victoria. Its WeWater unit operates 13 water dispensing stations at various locations that supply the surrounding rural communities with safe, filtered drinking water at economical prices.

In a multistage process, surface water is processed through various prefilters, an ultra-filtration membrane, and finally UV disinfection. Drinking water is dispensed around the clock by way of a cashless ATM system. This approach supplies almost 4 million liters of drinking water to 15,000 people. A variety of social marketing measures also alert customers about how contamination can occur in home use and how contaminated drinking water affects health.

Please find further information about Siemens Stiftung projects at: WWW.SIEMENS-STIFTUNG.ORG/PROJECTS/WETU/

7.9

Independent Practitioner's Report on a Limited Assurance Engagement on Sustainability Information

To Siemens Aktiengesellschaft, Berlin and Munich

We have performed a limited assurance engagement on the disclosures in the sustainability report in chapter 1 to 7.2 of the "Sustainability report 2024" of Siemens Aktiengesellschaft, Berlin and Munich, (hereinafter "the Company"), for the period from 1 October 2023 to 30 September 2024 (hereinafter the "Report").

Responsibilities of the Executive Directors

The executive directors of the Company are responsible for the preparation of the Report in accordance with the principles stated in the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter the "GRI-Criteria").

This responsibility of Company's executive directors includes the selection and application of appropriate methods of sustainability reporting as well as making assumptions and estimates related to individual sustainability disclosures, which are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal controls as they have considered necessary to enable the preparation of a Report that is free from material misstatement whether due to fraud or error.

Audit Firm's Independence and Quality Management

We have complied with the German professional provisions regarding independence as well as other ethical requirements.

Our audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP") as well as the Standard on Quality Management 1 published by the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW): Requirements to quality management for audit firms (IDW Qualitätsmanagementstandard 1: Anforderungen an das Qualitätsmanagement in der Wirtschaftsprüferpraxis – IDW QMS 1 (09.2022)), which requires the audit firm to design, implement and operate a system of quality management that complies with the applicable legal requirements and professional standards.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the disclosures in the Report based on the assurance engagement we have performed.

Within the scope of our engagement, we did not perform an audit on the information in "Foreword", chapter 7.3 to 7.11, as well as external sources of information or expert opinions, referred to in the Report.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. This Standard requires that we plan and perform the assurance engagement to allow us to conclude with limited assurance that nothing has come to our attention that causes us to believe that the disclosures in the Company's Report for the period from 1 October 2023 to 30 September 2024 have not been prepared, in all material aspects, in accordance with the GRI-Criteria.

In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the practitioner's judgment.

Within the scope of our assurance engagement, we performed amongst others the following assurance procedures and further activities:

- → Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement
- → Assessment of the process for conducting the materiality analysis in accordance with the GRI criteria
- → Inquiries of employees and inspection of documents concerning the sustainability strategy, sustainability principles and sustainability management including the stakeholder dialog of Siemens AG
- → Inquiries of personnel involved in the preparation of the Report regarding the preparation process, the internal control system relating to this process and selected disclosures in the Report
- → Inquiries and inspection of documents relating to the collection and reporting of selected data at Group level, at the level of the Industrial Businesses and at selected sites
- → Identification of the likely risks of material misstatement of the Report under consideration of the GRI-Criteria
- → Analytical evaluation of selected disclosures in the Report
- → Evaluation of the presentation of the selected disclosures regarding sustainability performance

Assurance Conclusion

Based on the assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the disclosures in the Company's Report for the period from 1 October 2023 to 30 September 2024 have not been prepared, in all material aspects, in accordance with the GRI-Criteria.

Intended Use of the Assurance Report

We issue this report on the basis of the engagement agreed with the Company. The assurance engagement has been performed for purposes of the Company and the report is solely intended to inform the Company as to the results of the assurance engagement. The report is not intended to provide third parties with support in making (financial) decisions. Our responsibility lies solely toward the Company. We do not assume any responsibility towards third parties.

Munich, 2 December 2024

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Ralph Welter	Hendrik Fink
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

7.10
Notes and forward-looking statements

This document contains statements related to our future business and financial performance and future events or developments involving Siemens that may constitute forward-looking statements. These statements may be identified by words such as "expect," "look forward to," "anticipate," "intend," "plan," "believe," "seek," "estimate," "will," "project" or words of similar meaning. We may also make forward-looking statements in other reports, in prospectuses, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements.

Such statements are based on the current expectations and certain assumptions of Siemens' management, of which many are beyond Siemens' control. These are subject to a number of risks, uncertainties and factors, including, but not limited to, those described in disclosures, in particular in the chapter Report on expected developments and associated material opportunities and risks in the Combined Management Report of the Siemens Report (siemens.com/siemensreport). Should one or more of these risks or uncertainties materialize, should decisions, assessments or requirements of regulatory authorities deviate from our expectations, should events of force majeure, such as pandemics, unrest or acts of war, occur or should underlying expectations including future events occur at a later date or not at all or assumptions prove incorrect, actual results, performance or achievements of Siemens may (negatively or positively) vary materially from those described explicitly or implicitly in the relevant forward-looking statement. Siemens neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.

This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Siemens' net assets and financial positions or results of operations as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

7.11

Further information and information resources

Additional information

The online version of the Siemens annual financial report 2024 is available at:

WWW.SIEMENS.COM/ANNUALREPORTS

Further sustainability information

Further information on our commitment to sustainability and sustainability figures are available at:

WWW.SIEMENS.COM/GLOBAL/EN/COMPANY/SUSTAINABILITY.HTML

WWW.SIEMENS.COM/GLOBAL/EN/COMPANY/SUSTAINABILITY/SUSTAINABILITY-FIGURES.HTML

Further information on research, development, and innovation at Siemens is available at:

WWW.SIEMENS.COM/GLOBAL/EN/COMPANY/INNOVATION.HTML

Further information on Siemens Stiftung is available at:

WWW.SIEMENS-STIFTUNG.ORG/EN/

Address	Siemens AG Werner-von-Siemens-Str. 1 80333 Munich Germany
Internet	www.siemens.com
Phone	+ 49 (0)89 7805-33443 (Media Relations) + 49 (0)89 7805-32474 (Investor Relations)
Fax	+ 49 (0)89 7805-32475 (Investor Relations)
Email	press@siemens.com investorrelations@siemens.com