

Company presentation

Siemens AG

Disclaimer

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 (www.siemens.com/siemensreport), and in the Interim Group Management Report of the Half-year Financial Report (provided that it is already available for the current reporting year), which should be read in conjunction with the Combined Management Report. 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.

Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

Financial publications are available for download at: [Investors](#)

Our purpose

We create **technology** to
transform the everyday,
for **everyone**



We create technology that the world needs – in

**industry, infrastructure, mobility,
and healthcare.**

These industries are the backbone of our economies – and for all of them, digitalization offers tremendous opportunities to become more competitive, more resilient, and more sustainable.

With our technologies, we empower our customers to accelerate their digital and sustainability transformations.

Together we're transforming the everyday, for everyone.

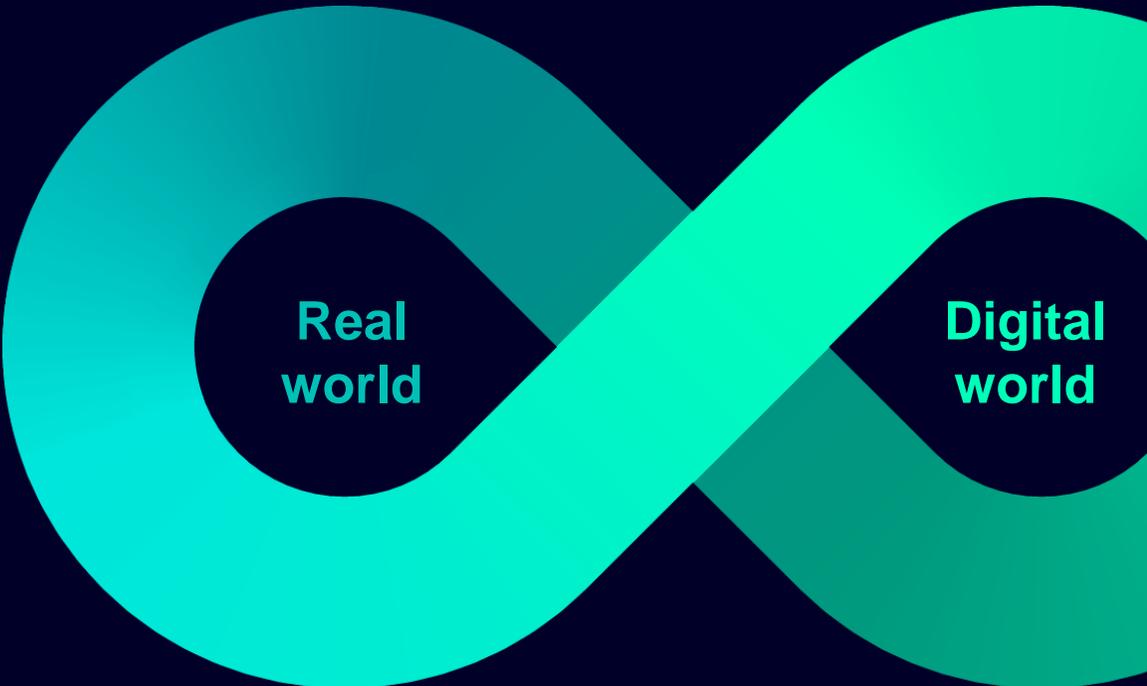
Dr. Roland Busch

President and CEO of Siemens AG



By combining the real and the digital worlds, Siemens empowers customers to accelerate their digital and sustainability transformation

 Glass Production	 Pharmaceutical Industry	 Campus	 Tire Industry	 Mining Industry	 Cement	 Transportation and Logistics
 Panel Building	 Wind Energy	 Pulp and Paper	 Life Science	 Healthcare	 Oil and Gas Industry	 Automotive Manufacturing
 Airports	 Electronics Industry	 Semi-conductors	 Data Centers	 Machinery and Plant Production	 Food and Beverage	 Water and Wastewater Industry
 Chemical Industry	 Municipalities and DSOs	 Cranes	 Intralogistics	 Aerospace	 Battery Manufacturing	



Digital transformation has the potential to drive progress and growth and reduce resource consumption in all countries

Industry



Up to **50% material savings** can be realized using digital twins and innovative production technologies such as additive manufacturing.

Infrastructure



Buildings are currently responsible for **39% of global energy related carbon emissions**. Data analytics and automated building management can unlock large saving potentials.

Mobility



Up to **30% higher network capacity** can be achieved through automatic train operation and by optimizing train flows and rail operations.

A **leading** technology company

We have set four strategic priorities that guide our mindset, behaviors and actions

Customer impact

We think and act customer first

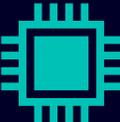
Everything we do is motivated by creating more impact for our customers and accelerating their digitalization and sustainability journey.



Technology with purpose

Solving real-world problems

For more than 175 years, Siemens has been developing technology with purpose.



Empowered people

Better and faster decisions

We are driving progress by empowering our people to take decisions in the best interest of the company.



Growth mindset

Try, learn, improve

We think about the businesses of tomorrow as well as today, always exploring what's possible to expand our technology leadership.



Businesses and Services of Siemens AG

Industrial Business

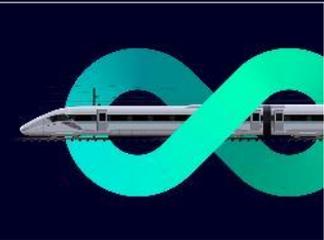
Digital Industries



Smart Infrastructure



Mobility



Siemens Healthineers¹



Siemens Advanta



Services

Siemens Financial Services



Siemens Real Estate



Global Business Services



Foundational Technologies



¹ Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers is 73%



Matthias Rebellius

Cedrik Neike

Judith Wiese

CPSO and Labor Director

Dr. Roland Busch

President and CEO

**Prof. Dr. Ralf
P. Thomas**

CFO

Veronika Bienert

Dr. Peter Koerte

CTO and CSO

Our digital portfolio

Top 10

Siemens is one of the top 10 software companies¹

€6.5 bn

digital revenue¹ with 10% CAGR until FY 2025



Data analytics



AI and IoT



Simulation tools

>1,400

digital offerings on Siemens Xcelerator Marketplace²

€14 bn

invested in digital companies since 2007¹



New business models



Secure connectivity



Cyber-security

¹ As of September 30, 2022

² Includes offerings by Siemens Xcelerator Marketplace sellers as well as Siemens offerings, as of April 30, 2025

Siemens Xcelerator accelerates the digital and sustainability transformation of our customers. The business platform is the way we bring our strategy to life and create exponential growth.

Our Purpose

We create technology to transform the everyday, for everyone

Our Strategy



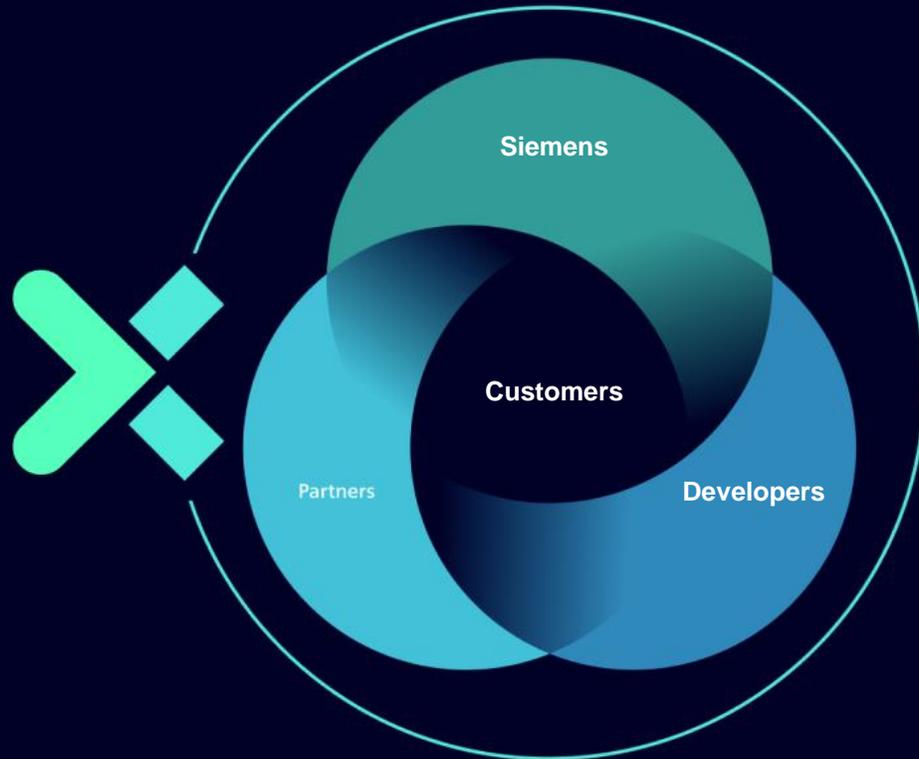
Combining the real and the digital worlds

A comprehensive, curated **portfolio** that includes digital and IoT-enabled offerings from Siemens and certified partners

A continuously growing, powerful **ecosystem** of partners

An evolving **marketplace**, enabling education, exchange and transaction with a community of customers, partners and experts

Siemens Xcelerator simplifies digital transformation and increases value for all ecosystem participants



Customers benefit from **faster** and **easier** integration of Xcelerator offerings and its **scalability**, resulting into higher **efficiency, resilience and sustainability**.

Partners benefit from a **global exposure, co-creation and marketing opportunities**.

Our **5 design principles** (openness, aaS, interoperability, flexibility, cybersecurity) set industry standards in digital transformation

A clear **technical and commercial governance** secures highest safety standards and a vivid exchange, based on trust

Focus on eleven Company Core Technologies

Strategic R&D across all Siemens businesses

Siemens R&D
(FY 2024)

€6.3 bn

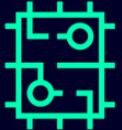
~ €530 m



Company Core Technologies



Cybersecurity & Trust



Integrated Circuits & Electronics



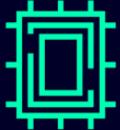
Software Systems & Processes



Advanced Manufacturing & Circularity



Data Analytics & Artificial Intelligence



Power Electronics



Sustainable Energy & Infrastructure



Connectivity & Edge



Future of Automation



Simulation & Digital Twin



User Experience

stringent investments
in future growth fields

Innovation is the basis for our success

€6.3 bn

R&D expenditures¹

51,600

R&D employees²

5,250

inventions¹

2,900

patent applications¹

Cooperation

with universities, research
institutes, and start-ups

16

Siemens Research and Innovation
Ecosystems (Siemens RIEs)

¹ In FY 2024 | ² On average during FY 2024



Scaling sustainability impact

>90%
of Siemens' business enables customers to achieve a positive sustainability impact*

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



Decarbonization & energy efficiency



Resource efficiency & circularity



People centricity & societal impact

*Calculation based on revenue. <10% is excluded as it relates to products that contain SF6-gas, or stems from business with sectors like oil and gas, coal mining, or coal power generation. We anticipate reducing this number over time. Applies to Siemens without Siemens Healthineers.

Our DEGREE sustainability framework



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 360° approach to our core sustainability values

Compliance

Zero tolerance for misconduct

High rankings

in Dow Jones Sustainability Index
in the category “Business Ethics” since 2009

US\$120 m

since 2009 to support organizations and
projects fighting corruption and fraud

>418,000

web-based compliance trainings
of employees each year, averaged¹

¹ Including Siemens Healthineers



Siemens in figures

We empower our customers to become more competitive, resilient, and sustainable

FY 2024

312,000

Employees^{1,2}

€75.9 bn

Revenue

€84.1 bn

Orders

€9.0 bn

Net income³

15.5%

Profit margin
Industrial Business

€9.5 bn

Free Cash Flow³

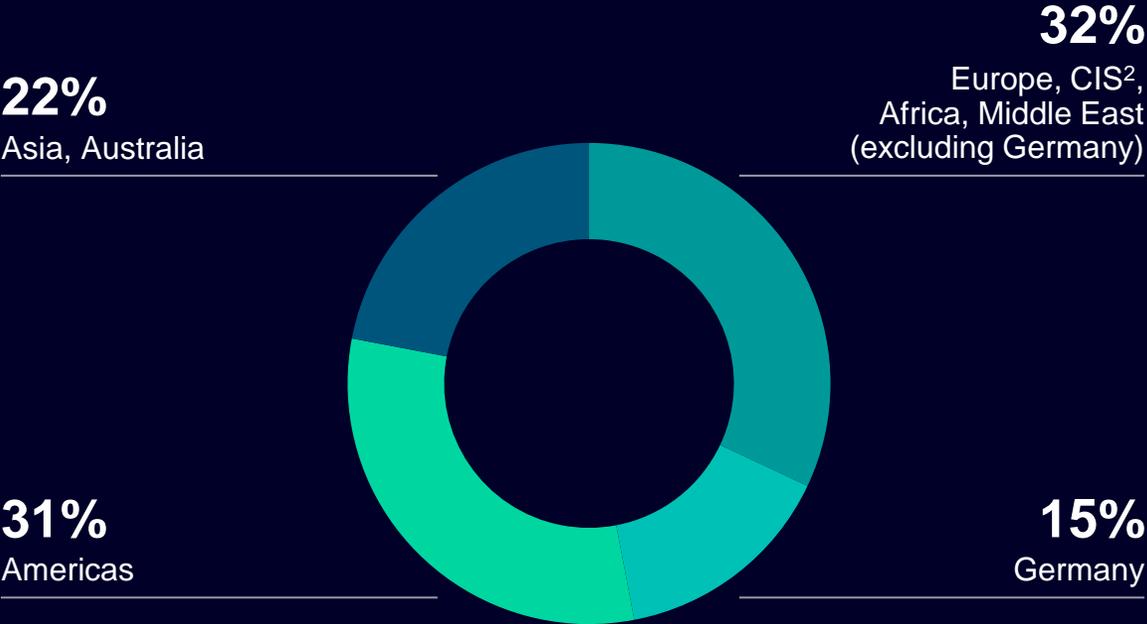
¹ As of September 30, 2024 | ² Continuing operations | ³ Continuing and discontinued operations

FY 2024 in detail

Revenue by industrial business¹



Revenue by region¹



¹ All figures rounded | ² Commonwealth of Independent States
Note: Due to rounding, numbers might not add up to 100%

Second quarter of FY 2025 (1/2)

€19.8 bn

Revenue

€21.6 bn

Orders

€3.2 bn

Profit Industrial Business

€2.4 bn

Net income¹

€1.0 bn

Free Cash Flow¹

16.9%

Profit margin
Industrial Business

¹ Continuing and discontinued operations



Second quarter of FY 2025

(2/2)

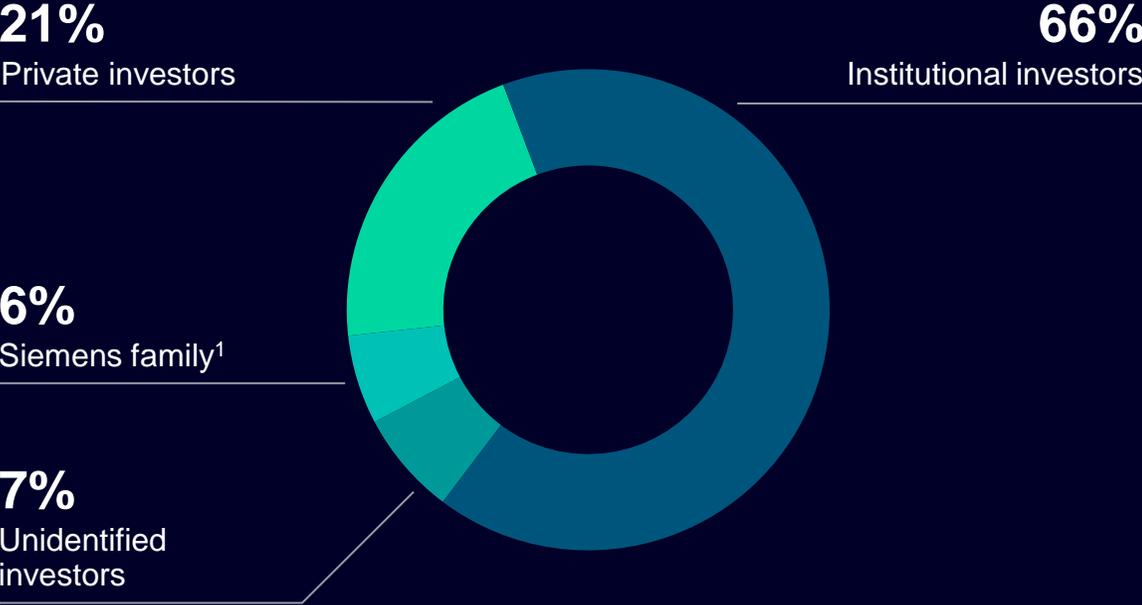
Results of operations

(in millions of €)	Industrial Business				Siemens Healthineers	Siemens Financial Services
	Digital Industries	Smart Infrastructure	Mobility			
Orders	4,270	5,966	3,871		6,534	
Revenue	4,284	5,744	3,183		5,909	
Profit	634	1,377	291		937	306 ¹
Profit margin	14.8%	24.0%	9.1%		15.9%	36.1% ²

¹ Income before income taxes | ² Return on equity (RoE); after tax

Siemens AG shareholder structure

Type of investor



Regional Structure



Shareholder structure based on shares outstanding in November 2024

¹ Including family members and foundations established by the family

Note: Due to rounding, numbers might not add up to 100%

Highlights in the second quarter of FY 2025



Siemens accelerates path toward **AI-driven industries** through innovation and partnerships

Siemens and Audi are taking the shop floor to the next level with **AI and IT-empowered automation** at scale



Microsoft

nVIDIA

aws



New **Accenture Siemens Business Group** to reinvent engineering and manufacturing for clients

Bringing Generative AI to Industry: **Siemens Industrial Copilot** wins **Hermes Award 2025**



Businesses and **Services**

Digital Industries

Complexity in the industrial world has never been greater than today: Supply chain disruptions, glocalization, and demographic change go hand in hand with technological upheavals, shifts in global markets, and the overall need for sustainability. Embracing a digital-first approach enables industrial companies to cope with this increasing complexity.

At Siemens Digital Industries, we create technologies to transform the everyday, for everyone by seamlessly combining the real and digital worlds. Thanks to cutting-edge technologies such as comprehensive Digital Twins and industrial AI we enable our customers to make better decisions and accelerate their transformation into sustainable Digital Enterprises.

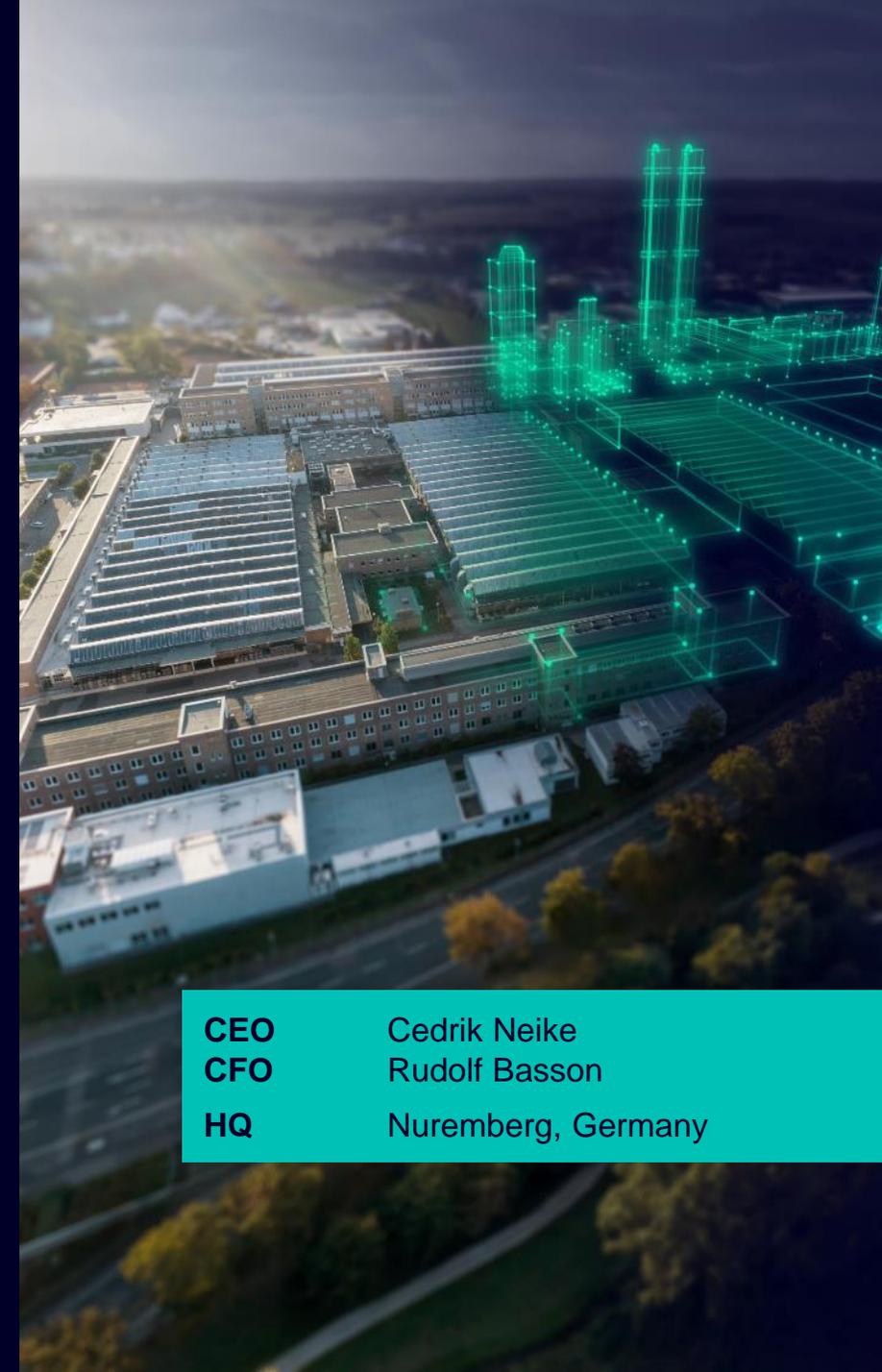
And with Siemens Xcelerator – our open digital business platform – we make this process even easier, faster, and more scalable for them.

70,100
people¹

18.9%
profit margin²

€18.5 bn
in revenue²

¹ As of September 30, 2024 | ² For FY 2024



CEO	Cedrik Neike
CFO	Rudolf Basson
HQ	Nuremberg, Germany

Smart Infrastructure

We create technology to transform the everyday, for everyone.

Our world is changing at an unprecedented rate. Demographic change, urbanization, glocalization, environmental change, resource efficiency, and digitalization are presenting new challenges and opportunities.

Siemens Smart Infrastructure addresses these topics by combining the real and the digital worlds.

Our technology transforms infrastructure, across buildings, electrification, and grids, at speed and scale, enabling collaborative ecosystems to accelerate our customers' digital journey to become more competitive, more resilient, and more sustainable.

78,500

people¹

17.3%

profit margin²

€21.4 bn

in revenue²

¹ As of September 30, 2024 | ² For FY 2024



CEO	Matthias Rebellius
CFO	Axel Meier
HQ	Zug, Switzerland

Mobility

Today, transport providers face multiple challenges to move more people and goods on tracks. At Siemens Mobility, we enable our customers worldwide to realize sustainable mobility solutions.

As a leading technology company, we combine the real and digital worlds like no other in rail.

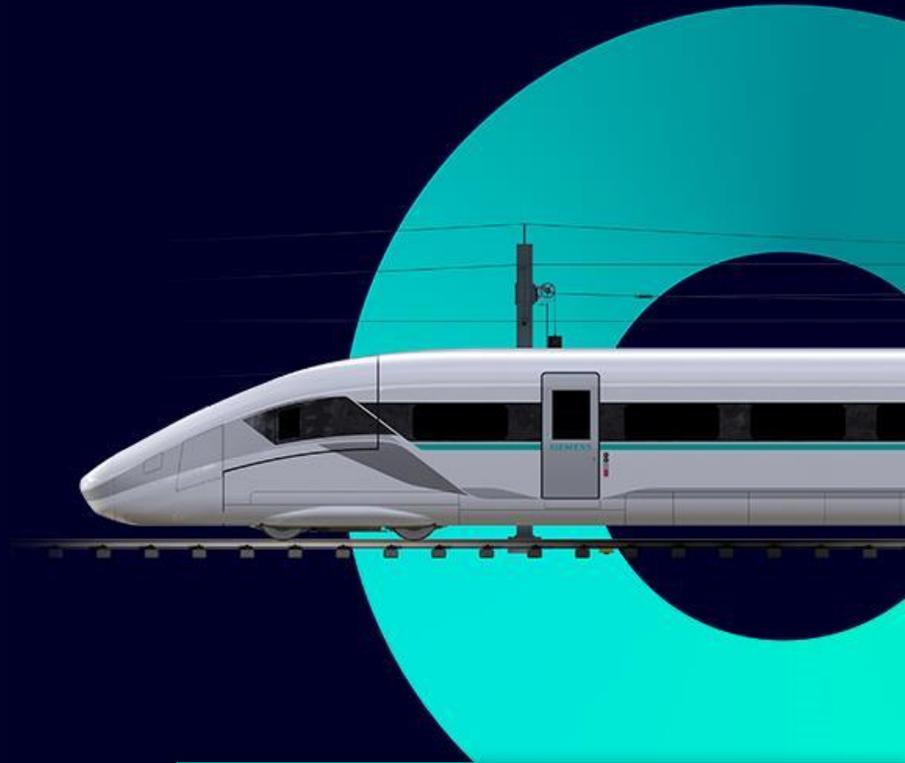
In an open ecosystem, we bring together rolling stock, rail infrastructure, rail services, and software to provide sustainable, comfortable, and cost-effective rail traffic today.

Together with our customers and partners, we move people and goods seamlessly and transform mobility for everyone.

41,900
people¹

8.9%
profit margin²

€11.4 bn
in revenue²



CEO	Michael Peter
CFO	Karl Blaim
HQ	Munich, Germany

¹ As of September 30, 2024 | ² For FY 2024

Siemens Healthineers

At Siemens Healthineers¹, we pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably. As a leader in medical technology, we want to advance a world in which breakthroughs in healthcare create new possibilities with a minimal impact on our planet. By consistently bringing innovations to the market, we enable healthcare professionals to innovate personalized care, achieve operational excellence, and transform the system of care.

With the unique combination of our strengths in patient twinning², precision therapy, as well as digital, data, and artificial intelligence (AI), we are well positioned to take on the greatest challenges in healthcare. We will continue to build on these strengths to help overcome the world's most threatening diseases, enable efficient operations, and expand access to care.

~72,000

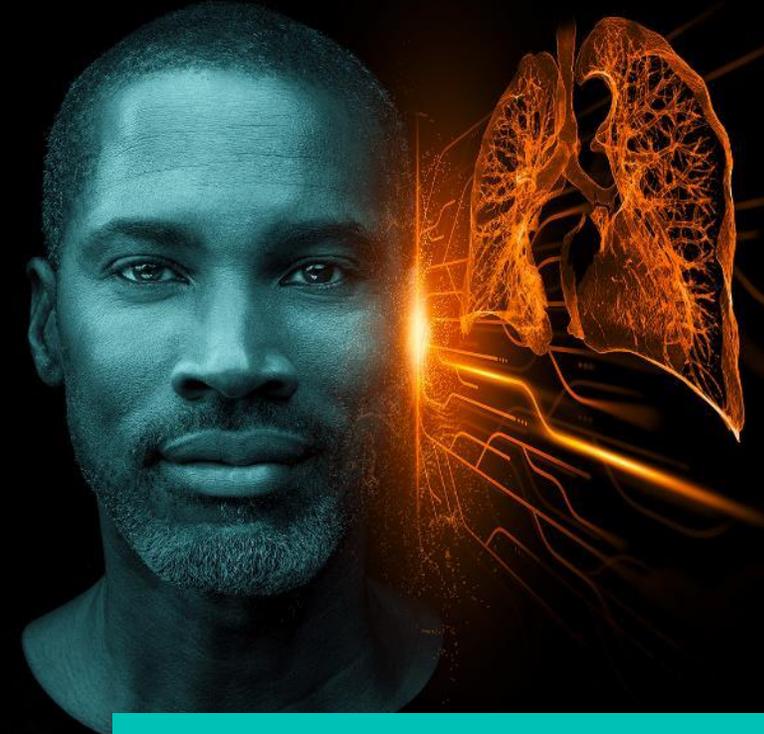
people³

14.2%

profit margin⁴

€22.4 bn

in revenue⁴



CEO	Dr. Bernd Montag
CFO	Dr. Jochen Schmitz
CHRO	Darleen Caron
MBM	Elisabeth Staudinger
HQ	Forchheim, Germany

¹ Siemens Healthineers AG is a listed company | ² Personalization of diagnosis, therapy selection and monitoring, aftercare, and managing health | ³ As of 30 September, 2024 | ⁴ For fiscal year 2024

Siemens Advanta

We are a strategic advisor and trusted implementation partner for digital and sustainability transformations on an enterprise level.

Drawing on the Siemens tech stack, we deliver end-to-end solutions, from strategy and operations consulting to solution architecture and implementation. With comprehensive expertise in IT and OT, we combine extensive experience from Siemens' own transformation journey with an established reliability stemming from customer projects across diverse industries and countries.

By leveraging the power of Siemens businesses and its partners, we help customers unlock the full value of Siemens technologies across their entire value chain.



CEO

Todd Weatherby

CFO

Gerlinde Sturm

HQ

Munich, Germany

Siemens Financial Services

Siemens Financial Services (SFS) – the B2B financing arm of Siemens – provides financing that makes a difference.

At SFS, we empower customers around the globe to access technology with purpose and increase their competitiveness. Based on our unique combination of financial expertise, risk management and industry know-how, we provide tailored financing solutions – including flexible leasing and working capital products, project-related and structured financing, corporate lending, equity investments, finance advisory, as well as trade and receivables financing.

With highly experienced and passionate teams in 20+ countries, SFS paves the way for industrial productivity, smart infrastructure and sustainable mobility, facilitating the energy transition and enabling high-quality healthcare. Supporting the Siemens DEGREE framework, SFS is one of the leading providers in financing greenfield renewable projects.

	FY 2024	FY 2023
Total assets in millions of €	32,841	32,915
Employees ¹	2,739	2,684

¹ As of September 30, 2024

CEO Veronika Bienert
CFO Dr. Andreas Rudolf
HQ Munich, Germany



Global Business Services

Siemens Global Business Services (GBS) enables Siemens AG units worldwide and external customers to accelerate their business transformation into a sustainable and digital future.

Its portfolio comprises services driven by expertise and the latest technology – with a strong focus on innovation and digitalization in areas like business administration, human resources, supply chain management, sales, marketing, and engineering.

Siemens GBS provides business services for Siemens AG, Siemens Energy AG, and Siemens Healthineers AG and serves its clients globally out of four major Hubs and one service unit. Siemens GBS headquarters are based in Munich, Germany.

For more information, visit www.siemens.com/gbs



CEO	Eckard Eberle
CFO	Sigrid Dengler
HQ	Munich, Germany

Siemens Real Estate

Siemens Real Estate (SRE) provides holistic solutions for the entire real estate lifecycle – from strategy to development to operation.

As a pioneer in corporate real estate management, SRE drives the transformation of office and production sites around the globe and significantly increases the efficiency and flexibility of its customers.

This embraces the implementation of innovative workplace concepts that support future-oriented hybrid working, as well as the use of intelligent and sustainable solutions to strengthen the future viability and resilience of industrial sites.

As such, SRE is also making a substantial contribution to the company's target of being carbon neutral by 2030.



CEO

Jörg Vocke

CFO

Dr. Patrik Dresen

HQ

Munich, Germany

Foundational Technologies

Siemens Foundational Technologies (FT) serves both – our businesses and our ecosystem.

It provides the tech backbone for Siemens Xcelerator. This is our open digital business platform which combines the real and the digital worlds, accelerating the digital transformation. Our customers and partners need solutions that tie into each other seamlessly along a digital thread.

Siemens FT helps to address that need: We define the right customer experience for our Siemens Xcelerator offerings. We codify them with services ranging from access management and licensing to billing and data handling. Utilizing these services as a foundation, our global development and software engineering teams build digital products for our Siemens businesses. Finally, we develop the next generation of cutting-edge software and hardware to equip our customers and our own organization for a connected, digital future.

For more information, visit www.siemens.com/innovation



Head

Dirk Didascalou

HQ

Munich, Germany

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[E-Mail contact](#)

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