Company presentation

Siemens AG

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SIEMENS

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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.

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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

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Our purpose has guided us
for more than 175 years:

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











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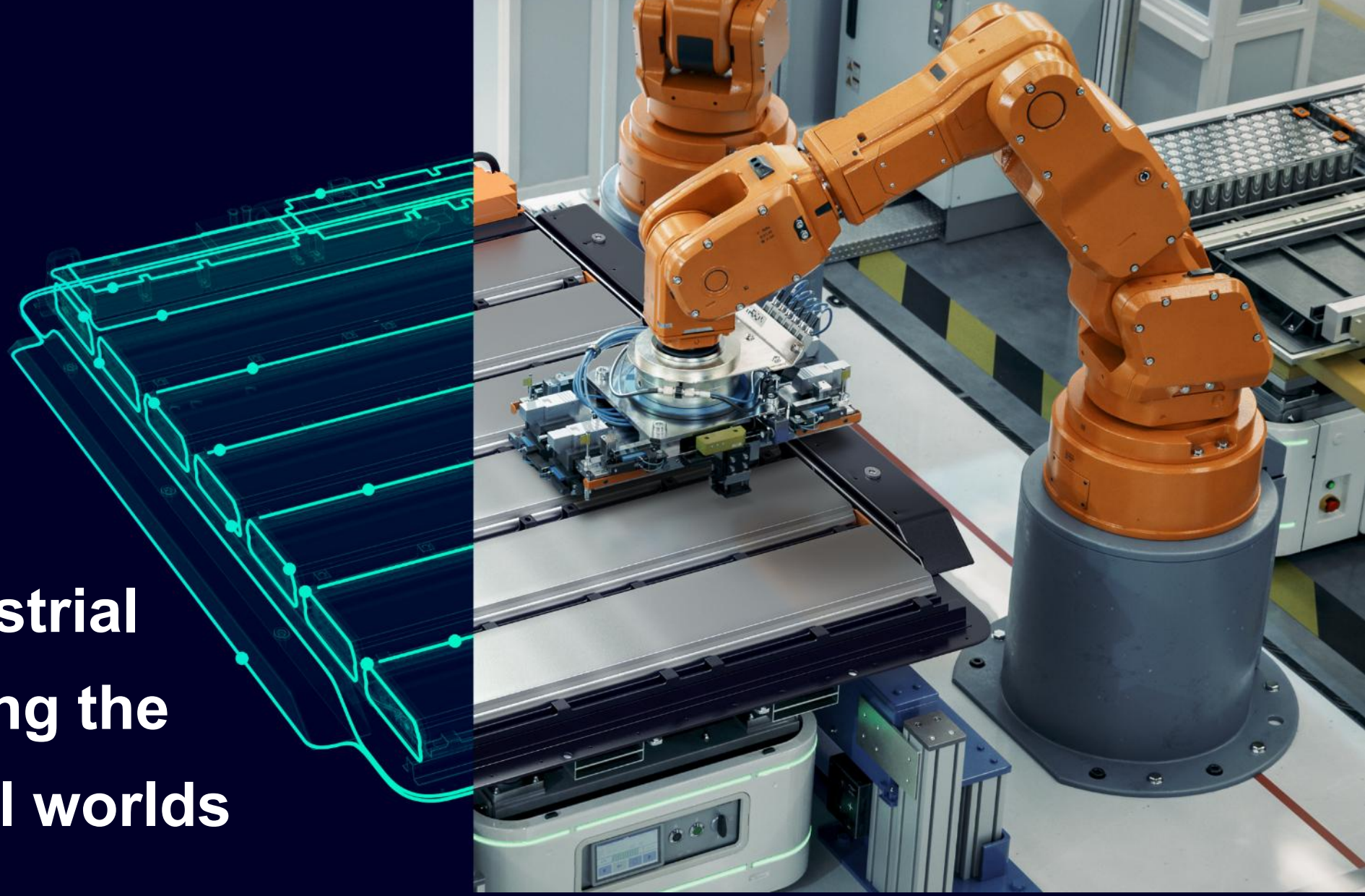
The technology company leading **industrial AI**

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We fulfill our purpose
through our strategy:

We scale industrial AI by combining the real and digital worlds



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Our technologies help customer grow and use resources more efficiently

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.

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ONE Tech Company – we work as one to innovate faster and serve customers better



Our goals as
ONE Tech Company:

Stronger
customer focus

Faster
innovations

Higher
profitable growth

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Our strategic growth levers focus us on where we can create greater value for customers and accelerate our growth

Grow
AI

We help customers scale industrial AI safely and reliably, with real-world impact

Grow
Digital

We help customers improve performance with scalable digital offerings

Grow
Verticals

We help customers solve industry-specific challenges with our full portfolio

Grow
Regions

We help customers succeed with offerings tailored to key markets

Grow **People**

We build future skills to meet evolving customer needs

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Businesses and Services of Siemens AG

Industrial Business

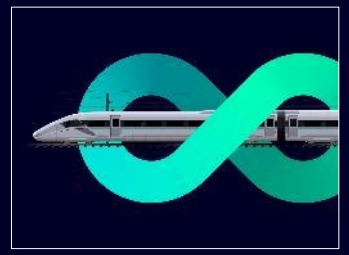
Digital Industries



Smart Infrastructure



Mobility



Siemens Healthineers[1]



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 67%

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Our digital portfolio and Siemens Xcelerator are growing continuously, delivering outstanding value to Siemens, our customers and partners

€9bn

digital revenue with 14% CAGR[1] over the cycle (FY20 – 24)

Top 10

Siemens is one of the top 10 software companies, #1 in industrial software[2]

>€28bn

invested in digital companies since 2007[2]

#1 AI

in Industrial AI patent families among industry peers[2]

>2,700

offerings onboarded to the Siemens Xcelerator Marketplace[3]

>1,100

sellers onboarded to the ecosystem >400 in pipeline[3]

>40%

contribution from 3rd-party sellers to the platform, raising industry standards

>100

companies test the Siemens Industrial Copilot with positive feedback

1 "Digital Business" means Siemens vertical specific software and IoT and Digital services from Smart Infrastructure, Digital Industries, Mobility, Siemens Advanta; unconsolidated values | **2** As of September 30, 2025 | **3** Includes offerings by Siemens Xcelerator Marketplace sellers as well as Siemens offerings, as of October 2026

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Siemens Xcelerator is the launchpad for Industrial AI, accelerating the digital and sustainability transformation of our customers

The business platform is Siemens' approach to bring our purpose & strategy to life

Our Purpose

We create technology to transform the everyday, for everyone

Our Strategy

We scale industrial AI by combining the real and the digital worlds

Siemens Xcelerator

The safe path to putting Industrial AI to work

A curated **portfolio** of automation, software and AI offerings from Siemens and qualified partners

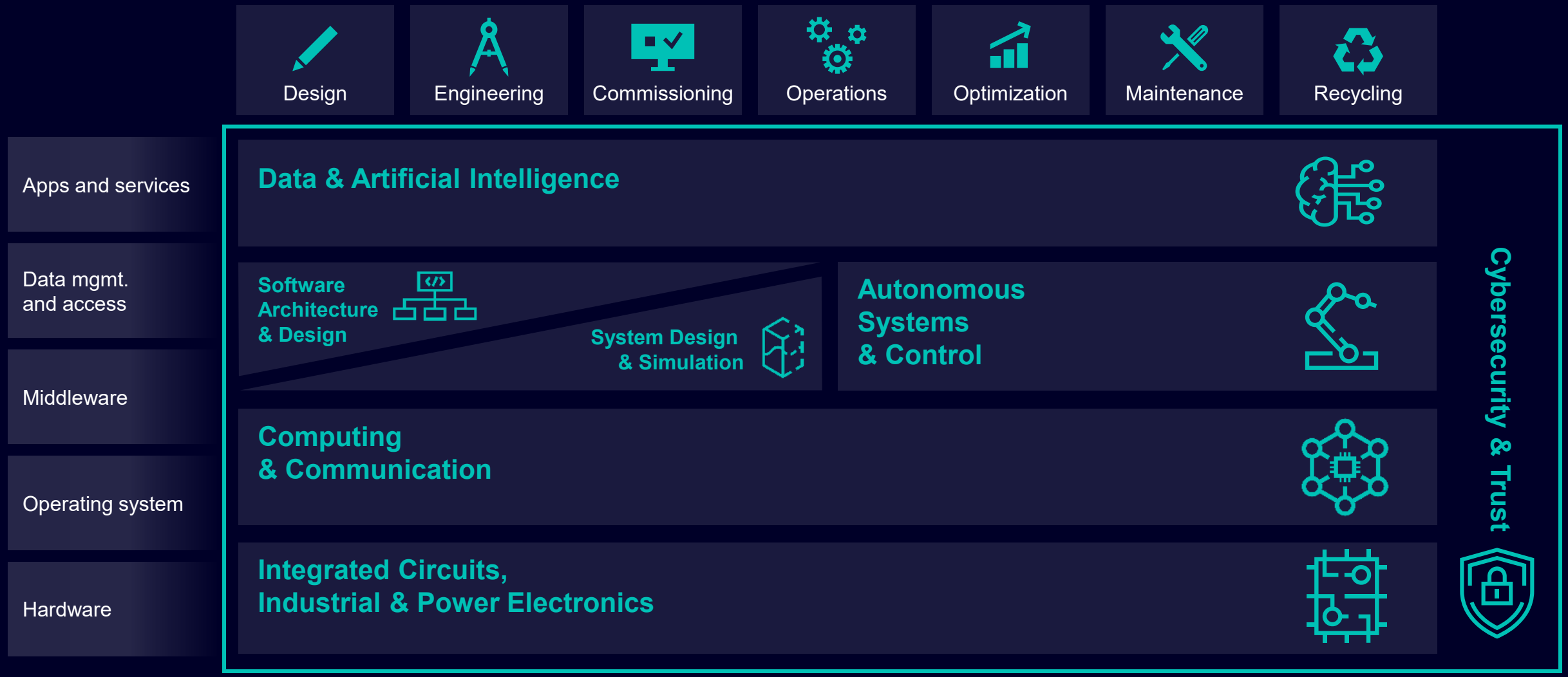
A powerful **ecosystem** of sellers and partners that helps customers build on existing investments and scale AI with confidence

A growing **marketplace**, the one-stop-shop where customers discover, learn about and buy digital and AI offerings

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Siemens Company Core Technologies (CCTs)
Strategic R&D across all Siemens businesses



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Innovation is the basis for our success

€6.9 bn
R&D expenditures[1]

53,000
R&D employees[2]

6,400
inventions[1]

3,000
patent first filings[1]

Cooperation

on over 500 bilateral and publicly funded research projects with universities and 100 startup pilots (Siemens for Startups) and strategic proof of concept phases.



1 In FY 2026 | **2** On average during FY 2026

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The impact of our technologies:

>90%

of our business enables customers to achieve a positive sustainability impact scaled across three key areas ... ...



Note: 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.

SIEMENS

Scaling sustainability impact



Impact areas

For our customers, planet and society

Across our own operations, products and people

Decarbonization & energy efficiency

We drive decarbonization of products, operations and supply chains via dedicated software and hardware, and by enabling renewables integration, energy efficiency, and electrification.

We aim to reduce emissions across our products, operations and supply chain by advancing energy-efficient design and carbon footprint reduction, including through the use of our own portfolio

Resource efficiency & circularity

We improve resource efficiency and empower circularity by equipping industries with technologies, extending asset lifecycles while enhancing performance, availability and utilization.
.

We decrease our environmental footprint and secure our supply chain by designing for circularity, optimizing resource use, eliminating waste, as well as conserving water and biodiversity.

People centricity & society

We advance societies by transforming and providing access to infrastructure and industries, engaging with local communities and enabling people in our ecosystem to grow, compete and thrive.

We empower our people to build skills for life, support diverse teams, foster equitable opportunities and an inclusive workplace, and support work well-being to ensure our people and our business remain resilient and relevant in ever evolving environments.

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DEGREE – How we measure our impact

2030 ambitions

Decarbonization & energy efficiency

Scope 1 and 2
Reduce by 90% and compensate residual emissions
Baseline: 691 kt CO_2e FY19
Ambition
-90%

Total Scope 3
Reduce by 30% by 2030 and achieve net-zero by 2050
Baseline: 153 Mt CO_2e FY19
Ambition
-30% & net-zero

Customer Avoided Emissions
Achieve >1,000 Mt cumulatively
Baseline: 264 Mt CO_2e FY23
Ambition
>1,000 Mt

Ethics & Governance

Siemens Integrity Initiative
Fight corruption globally by training 50 k people and implement 30 Collective Action initiatives
Baseline: 0% FY24
Ambition
100%

Cybersecurity
Cover 100% of our relevant applications with Siemens Zero Trust
Baseline: 16% FY24
Ambition
100%

EU-Taxonomy
Increase our EU Taxonomy revenue alignment rate
Baseline: 46% FY24
Ambition
Rate increase

Resource efficiency & circularity

Robust Eco Design
Achieve 100% for relevant hardware, software, and service portfolio
Baseline: 16% FY21
Ambition
100%

Waste to landfill
Support circularity by pursuing zero waste to landfill
Baseline: 0% FY21
Ambition
100%

Biodiversity
Implement a conservation program at 100% of our relevant sites
Baseline: 17.7% FY24
Ambition
100%

People centricity & society

Equity Employability

Pay equity
Pursue pay equity by reducing the global adjusted pay gap
Baseline: 2.5% FY24
Ambition
Gap reduction

Inclusion level
Sustain an inclusion level above 80%
Baseline: 80% FY24
Ambition
>80%

Work Well-being Score
Maintain a Work Well-being Score above 80
Baseline: 84 FY24
Ambition
>80

Total learning hours
Increase our average to 40 hours per person
Baseline: 34.2 h FY24
Ambition
40 h

External learning offerings
Reach 3 million people in our business ecosystem and society focused on digitalization and sustainability
Baseline: 615 k FY24
Ambition
3 m people

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Compliance at Siemens

One company. One standard.



The foundation for trusted execution and responsible transformation at global scale

Scale with confidence

We deliver consistent decisions across markets and businesses. Standards and controls reduce friction and uncertainty, while ethical principles guide responsible business conduct.

Operate in ecosystems

We secure collaboration with customers and partners. Expectations and reporting channels support early escalation.

Innovate responsibly

We advance responsible innovation that supports transformation across our businesses. Guardrails and continuous improvement keep pace as expectations evolve.

Integrity is built in –
ready for what's next.

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Siemens in **figures**

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

FY 2026

319,000
Employees[1]

€83.4 bn
Revenue

€108.2 bn
Orders

€9.5 bn
Net income[2]

16.3%
Profit margin
Industrial Business

€12.1 bn
Free Cash Flow[2]

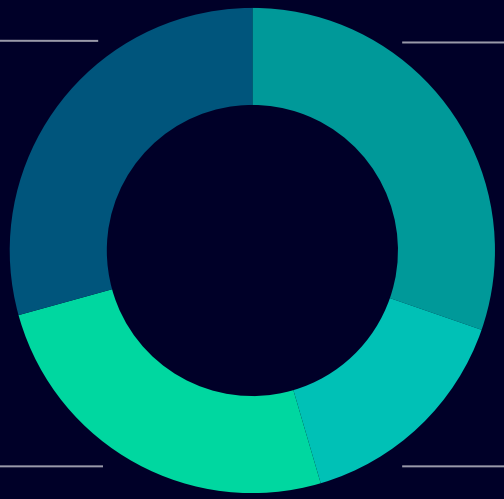


1 As of September 30, 2026 | **2** Continuing and discontinued operations

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FY 2026 in detail

Revenue by industrial business[1]



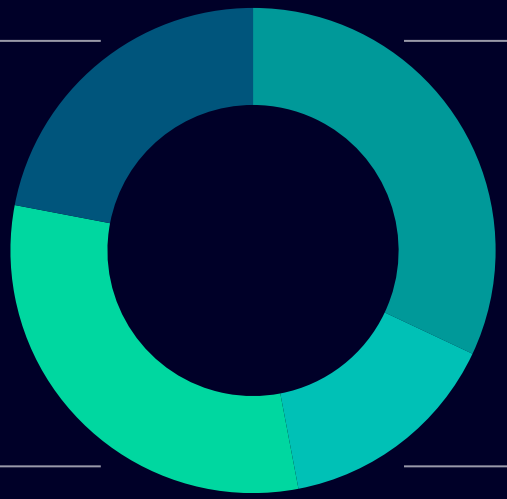
31% Smart Infrastructure

29% Siemens Healthineers

24% Digital Industries

16% Mobility

Revenue by region[1]



32% Europe, CIS[2], Africa, Middle East (excluding Germany)

20% Asia, Australia

33% Americas

15% Germany

1 All figures rounded | **2** Commonwealth of Independent States

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

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Fourth quarter of FY 2026
(1/2)

€23.7 bn
Revenue

€34.8 bn
Orders

€3.9 bn
Profit Industrial Business

€2.4 bn
Net income[1]

€5.6 bn
Free Cash Flow[1]

16.8%
Profit margin
Industrial Business



1 Continuing and discontinued operations

Fourth quarter of FY 2026
(2/2)

Results of operations

(in millions of €)	Industrial Business				
	Digital Industries	Smart Infrastructure	Mobility	Siemens Healthineers	Siemens Financial Services
Orders	6,414	8,665	10,736	8,329	
Revenue	5,594	7,239	3,509	6,784	
Profit	1,170	1,468	333	924	150[1]
Profit margin	20.9%	20.3%	9.5%	13.6%	15.5%[2]

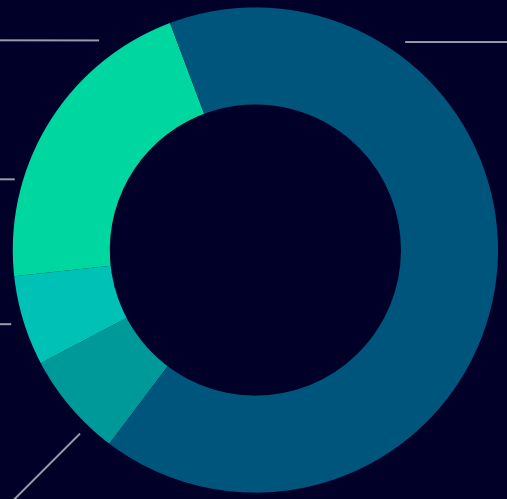
1 Earnings before taxes | **2** Return on equity (RoE); after tax

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Siemens AG shareholder structure

Type of investor



21% Private investors

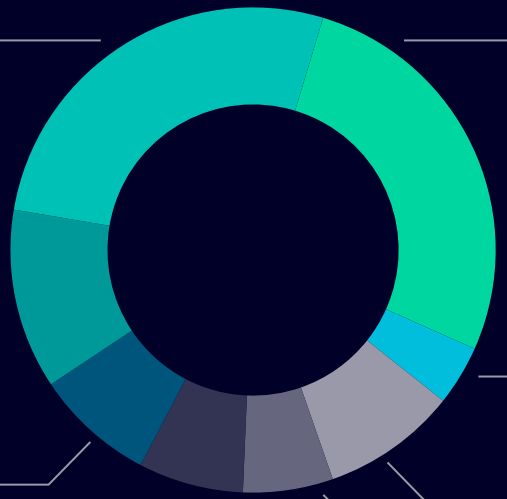
66% Institutional investors

2% Treasury Shares

6% Siemens family[1]

5% Unidentified investors

Regional Structure



27% USA

27% Germany

10% UK

3% Unidentified

8% France

9% Rest of Europe

8% Switzerland

7% Rest of World

Shareholder structure based on shares outstanding in August 2026

1 Including family members and foundations established by the family

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

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Highlights in the fourth quarter of FY 2026



Siemens to expand portfolio for **semiconductor design** and verification with the **planned acquisition of Lauterbach**

Siemens breaks ground on future **corporate headquarters in Madrid**





Rainer Brehm Named President of Siemens' **Automation Business**

Siemens to supply **Taiwan's** Taoyuan Metro with **Signaling X technology**



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Businesses and **Services**

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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.

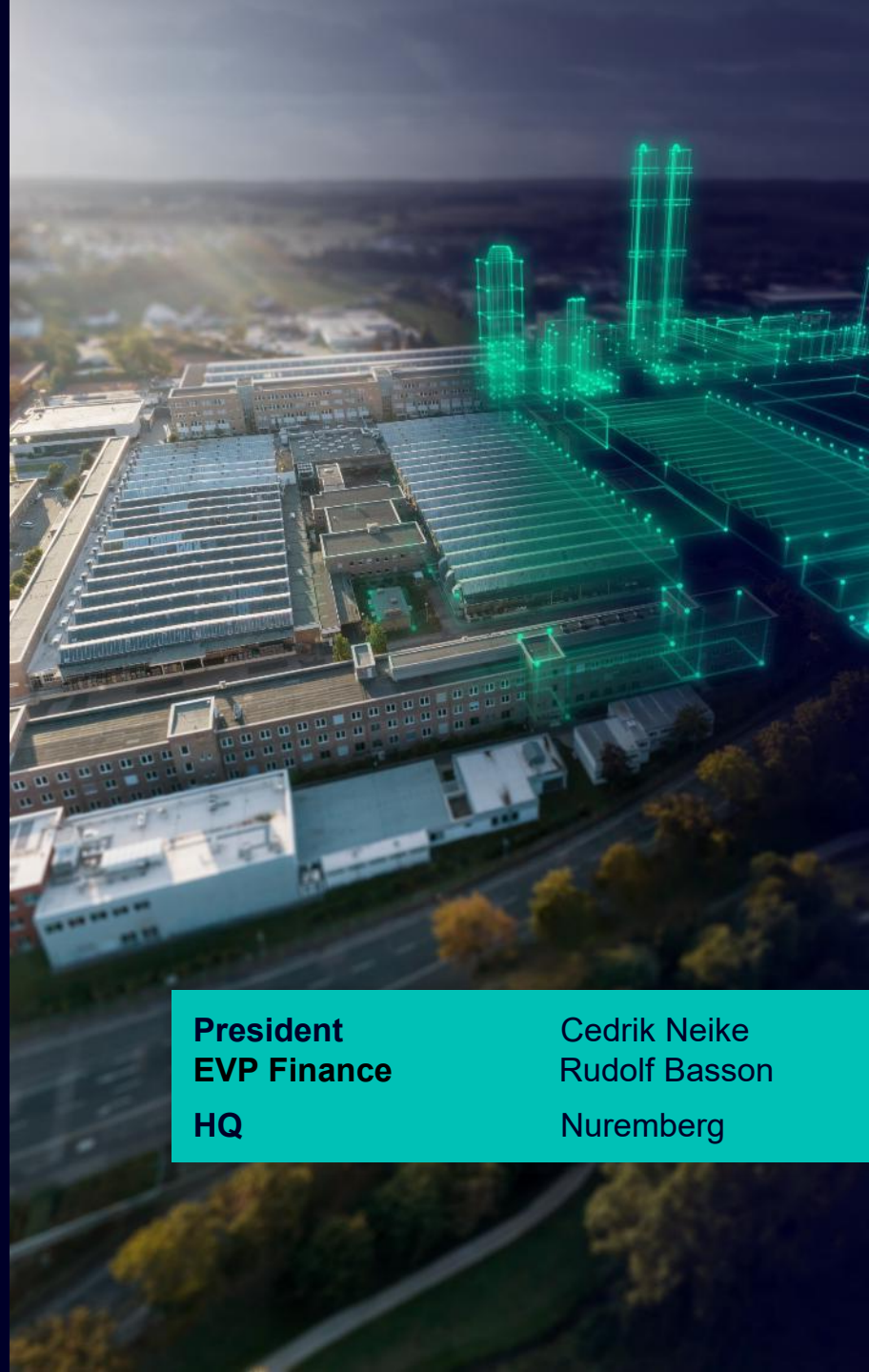
At Siemens Digital Industries, we create technologies to transform the everyday, for everyone by seamlessly combining the real and digital worlds. Thanks to cutting-edge technologies such as comprehensive Digital Twins and industrial AI we enable our customers to make better decisions and accelerate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

72,200
people[1]

19.1%
profit margin[2]

€19.7 bn
in revenue[2]



President	Cedrik Neike
EVP Finance	Rudolf Basson
HQ	Nuremberg

1 As of September 30, 2025 | **2** For FY 2026

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.

79,400
people[1]

19.5%
profit margin[2]

€25.1 bn
in revenue[2]



President	Peter Koerte
EVP Finance	Markus Loehle
HQ	Zug, Switzerland

1 As of September 30, 2025 | **2** For FY 2026

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.

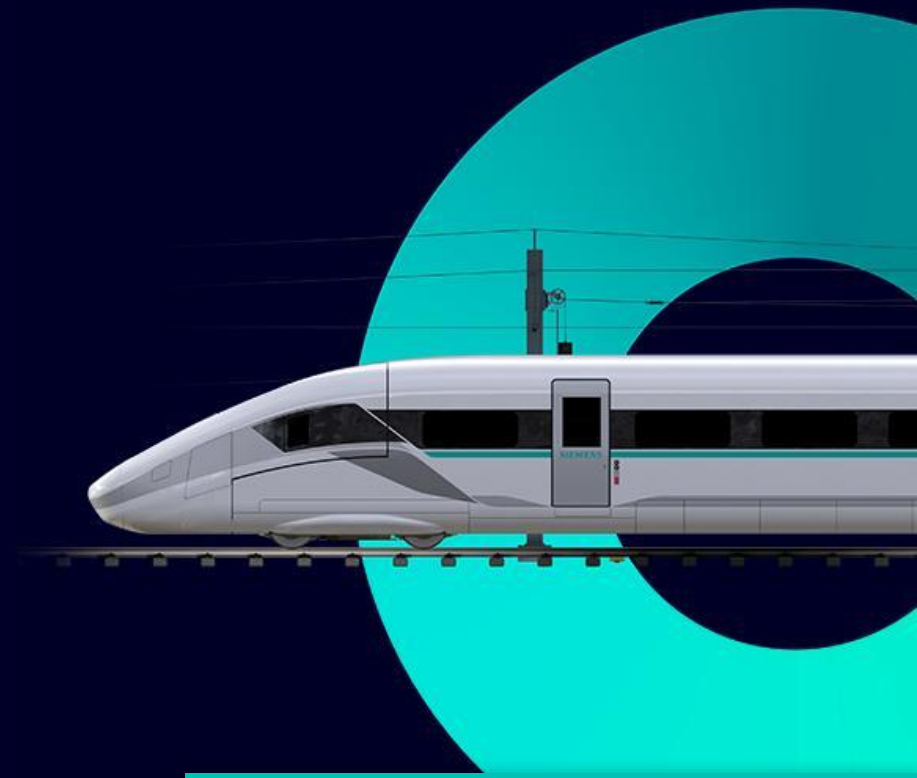
In an open ecosystem, we bring together rolling stock, rail infrastructure, rail services, and software to provide sustainable, comfortable, and cost-effective rail traffic today.

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

43,400
people[1]

8.5%
profit margin[2]

€13.0 bn
in revenue[2]



President	Michael Peter
EVP Finance	Beatrice Bock
HQ	Munich

1 As of September 30, 2025 | **2** For FY 2026

Siemens Healthineers

Siemens Healthineers[1] pioneers breakthroughs in healthcare. For everyone. Everywhere. Sustainably. As a leader in healthcare technology, the company wants to elevate health globally by striving to overcome the most threatening noncommunicable diseases –cardiovascular and neurodegenerative diseases, stroke, and cancer – and to improve access to care for underserved communities worldwide.

Siemens Healthineers is active in imaging, cancer care, minimally invasive therapies, in-vitro diagnostics, and radiopharmaceuticals, backed by AI solutions that enable personalized care at scale. The unique combination of its strengths in Patient Twinning[2], Precision Therapy, and Healthcare AI connects these capabilities to help healthcare providers advance clinical excellence, increase efficiency, and expand access to care.

75,000
people[3]

15.9%
adjusted EBIT margin[4]

€23.6 bn
in revenue[4]



CEO	Dr. Bernd Montag
CFO	Dr. Jochen Schmitz
MBM	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 2026 | **4** For FY 2026
Siemens has announced plans to deconsolidate Siemens Healthineers in 2027 by way of a spin-off. The spin-off will be submitted for shareholder approval of both companies at their annual shareholders' meetings in February 2027.

Siemens Advanta

Siemens Advanta provides consulting services in the fields of strategy, operations, AI, and data analytics, as well as solution implementation services, to enable the digital and sustainability transformation of Siemens customers.

Leveraging Siemens' expertise, resources, and its ecosystem of businesses and partners, customers are empowered to unlock the full potential of Siemens technologies.

Siemens Advanta elevates customer engagements to an enterprise level, leading transformations through strategic insight and holistic solutions. With pioneering projects bridging across Siemens' entire portfolio, customers are enabled to leverage the full value of Siemens technologies. With this, Siemens Advanta develops repeatable, scalable and proven solutions that maximize customer value across the entire value chain.



Head of	Hans-Rolf Huppert
Head of Finance	Heiko Volpert
HQ	Munich

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Siemens Financial Services

As Siemens' B2B financing arm, Siemens Financial Services (SFS) combines deep industry knowledge, financial and risk expertise, and capital with access to Siemens technology and its ecosystem. We enable customers and partners to adopt technology, realize growth opportunities, and strengthen their competitiveness. In doing so, we help Siemens establish new customer and partner relationships, expand existing collaborations, realize strategic projects, and support its business.

Working closely with Siemens businesses and regions worldwide, we provide tailored financing and investment solutions across industry, infrastructure, and mobility. Our solutions address a broad range of investment needs – from equipment financing to complex infrastructure projects – and support the adoption of technology that transforms the everyday for everyone.

	FY 2026	FY 2025
Total assets in millions of €	33,693	33,110



CEO	Dr. Kevin Zander
CFO	Dr. Andreas Rudolf
HQ	Munich, Germany

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Global Business Services

Siemens Global Business Services (GBS) enables Siemens AG units and external customers worldwide to drive an integrated and digital business transformation.

The GBS portfolio includes expertise-driven services, enabled by advanced technology and AI, 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 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



EVP	Eckard Eberle
Head of Finance	Sigrid Dengler
HQ	Munich, Germany

SIEMENS

Siemens Real Estate

At Siemens Real Estate (SRE), we provide holistic solutions for every stage of the real estate life cycle – from strategic planning and development to construction and operation.

As pioneers in corporate real estate management, we drive the transformation or our 1,300 Siemens locations around the globe, increasing efficiency and flexibility across the company.

We develop and implement innovative workplace concepts, strengthen sustainability and resilience of our industrial sites with cutting-edge technology and are paving the way for autonomous buildings.

As such, we are making a substantial contribution to Siemens' goal of reducing its own CO_2 emissions by 90% by 2030.



EVP	Jörg Vocke
Head of Finance	Dr. Patrik Dresen
HQ	Munich

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Foundational Technologies (FT)

FT forms the **technological backbone** of **Siemens Xcelerator** shaping the technology within our products by providing expertise, tools and platforms:

- **User Experience (UX)**
  UX and industrial design for all Siemens hardware and software products.
- **Foundational Services (FDS)**
  Reusable software building blocks and a unified highly productive developer environment.
- **Development (D)**
  End-to-end software, electronics, and mechanical product development, including testing and certification.
- **Research & Predevelopment (RPD)**
  Research within and beyond Siemens CCTs, collaborating with leading research institutions.
- **Technology Relations and Governance (TRG)**
  Collaborations with industry partners, universities and startups; governance for product safety and conformity.



CTO & Head of FT	Dirk Didascalou
Head of Finance	Sonja Wachmann
HQ	Munich, Germany

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E-Mail contact

For further information:
About Siemens
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Investors
Innovations
Careers
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