

ONE

Siemens ONE Tech – Strategy & Results Agenda

Thursday,
November 13,
2025

Time (CET)	Topic	Presenters
06:30 – 08:30	Arrival and registration	
08:30 – 11:00	CEO and CFO Presentations and Q&A	Speakers: Roland Busch President and CEO of Siemens AG Ralf P. Thomas CFO of Siemens AG Q&A moderators: Christiane Ribeiro Chief Communications Officer Tobias Atzler Head of Investor Relations
11:00 – 12:00	Lunch break	
12:00 – 14:30	Deep Dives Presentations and Q&A	Q&A moderator: Tobias Atzler Head of Investor Relations
	Introductory remarks	Roland Busch President and CEO of Siemens AG
	Software	Tony Hemmelgarn President and CEO of Siemens Digital Industries Software
	Pharma and Life Sciences	Susanne Seitz CEO Smart Infrastructure Buildings Axel Lorenz CEO Digital Industries Process Automation
	Automation	Rainer Brehm COO for automation business and CTO Digital Industries
	Mobility	Michael Peter CEO Siemens Mobility
	Data Centers and AI Factories	Ruth Gratzke President and CEO Siemens Industry, Inc US
	Industrial AI	Vasi Philomin Executive Vice President Data and AI
14:30 – 15:30	Get-together with the entire Siemens AG Managing Board and presenters	
Throughout the day	Technology and customer showcases	