ONE

Next stage of growth – AI-powered Software for industry transformation

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Safe harbor statement
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Proven playbook drives market expansion

Leading industrial software portfolio

Defining and leading the industrial AI revolution

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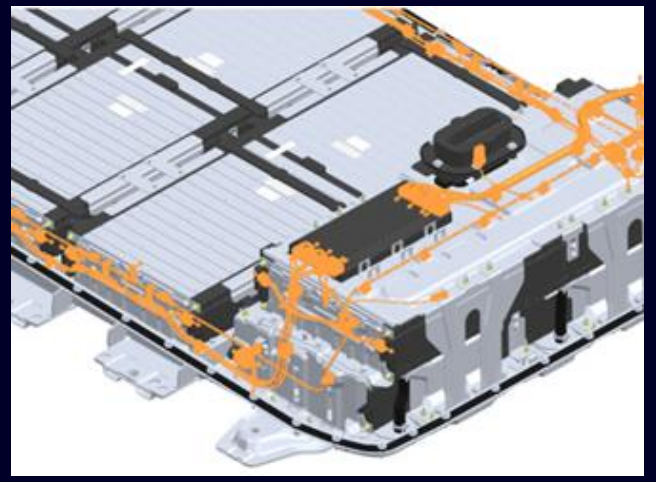
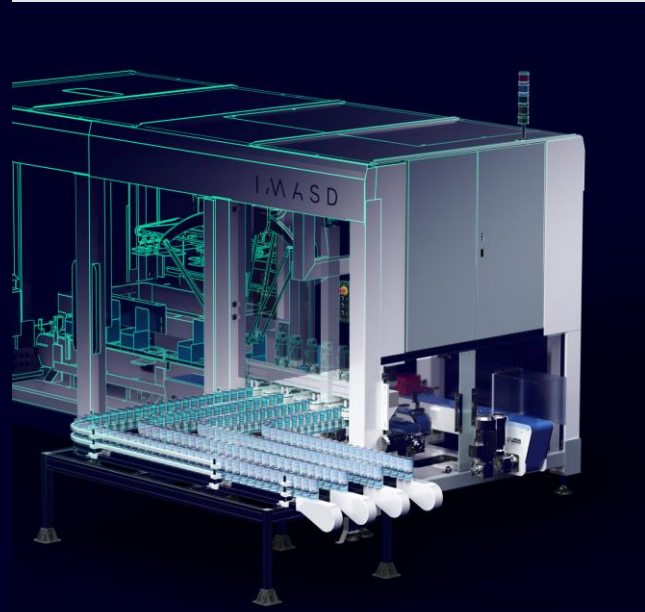
Complexity creates growth opportunity for Siemens

Our customers face relentless pressure from the growing complexity of products that include electrical, mechanical and software components.

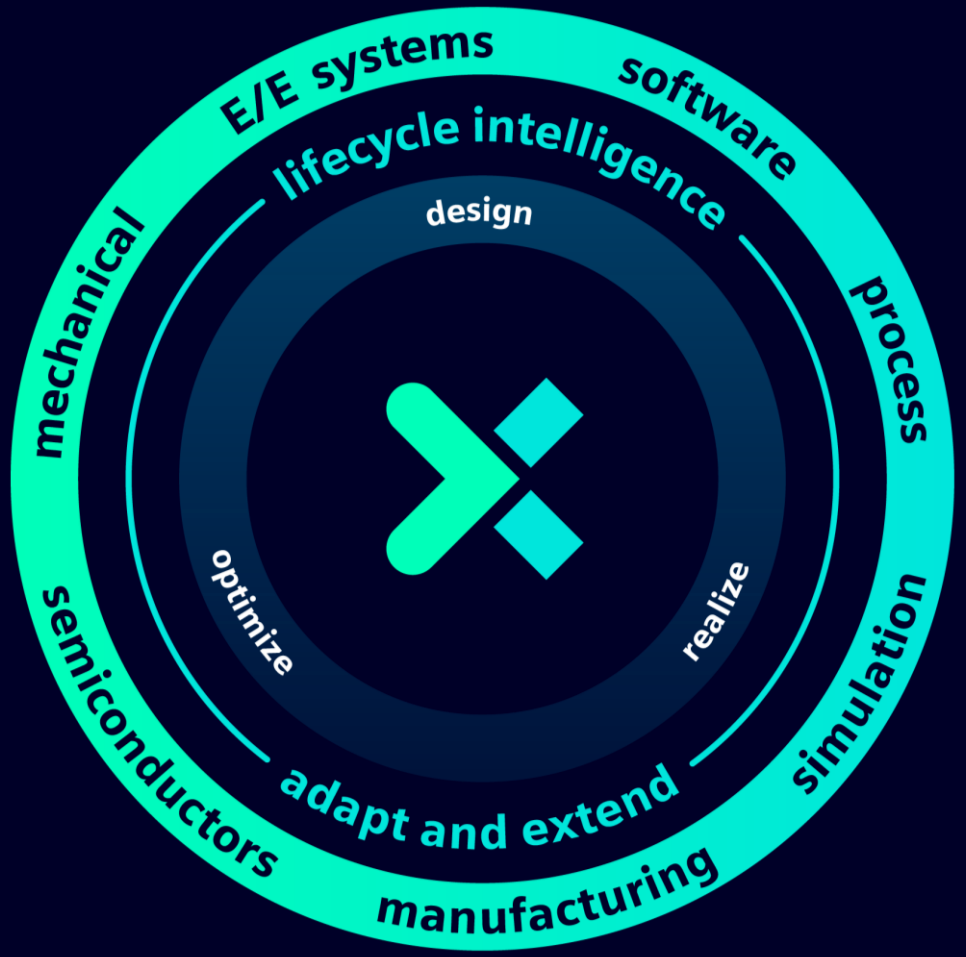
This complexity isn’t going away. New product features, evolving regulations, rising sustainability demands, and global supply chain challenges all add to the need for digital transformation.

Our strategy is to help our customers use this complexity as a competitive advantage.





Software strategy for growth



Most comprehensive Digital Twin

A physics-based Digital Twin combines mechanical, electrical, software in the digital world to help customers make decisions in the real world faster, more sustainably and with confidence.

Lifecycle intelligence

Through the most comprehensive Digital Twin and industry-leading data backbone, Siemens is uniquely enabling customers to leverage their data and harness AI, to capture insights across the product and process lifecycle.

Adaptive operations

The software solutions in Siemens Xcelerator scale seamlessly – from small to large, desktop to cloud – with full data compatibility, removing barriers for customers as they grow.

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Software acquisitions

~€28bn investment in software

For the past 15 years, Siemens' playbook has been consistent – a systematic model for market capture supported by a proven M&A strategy.

This disciplined approach has created measurable value expanding our industrial software leadership.

2007 2025

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Our customers' products are becoming increasingly software-defined

Electronic systems are growing rapidly, and our customers' products are becoming increasingly software-defined.

The convergence of mechanical design, software, electronics, and AI is driving a new wave of market expansion.

Siemens helps customers lead in this transformation.

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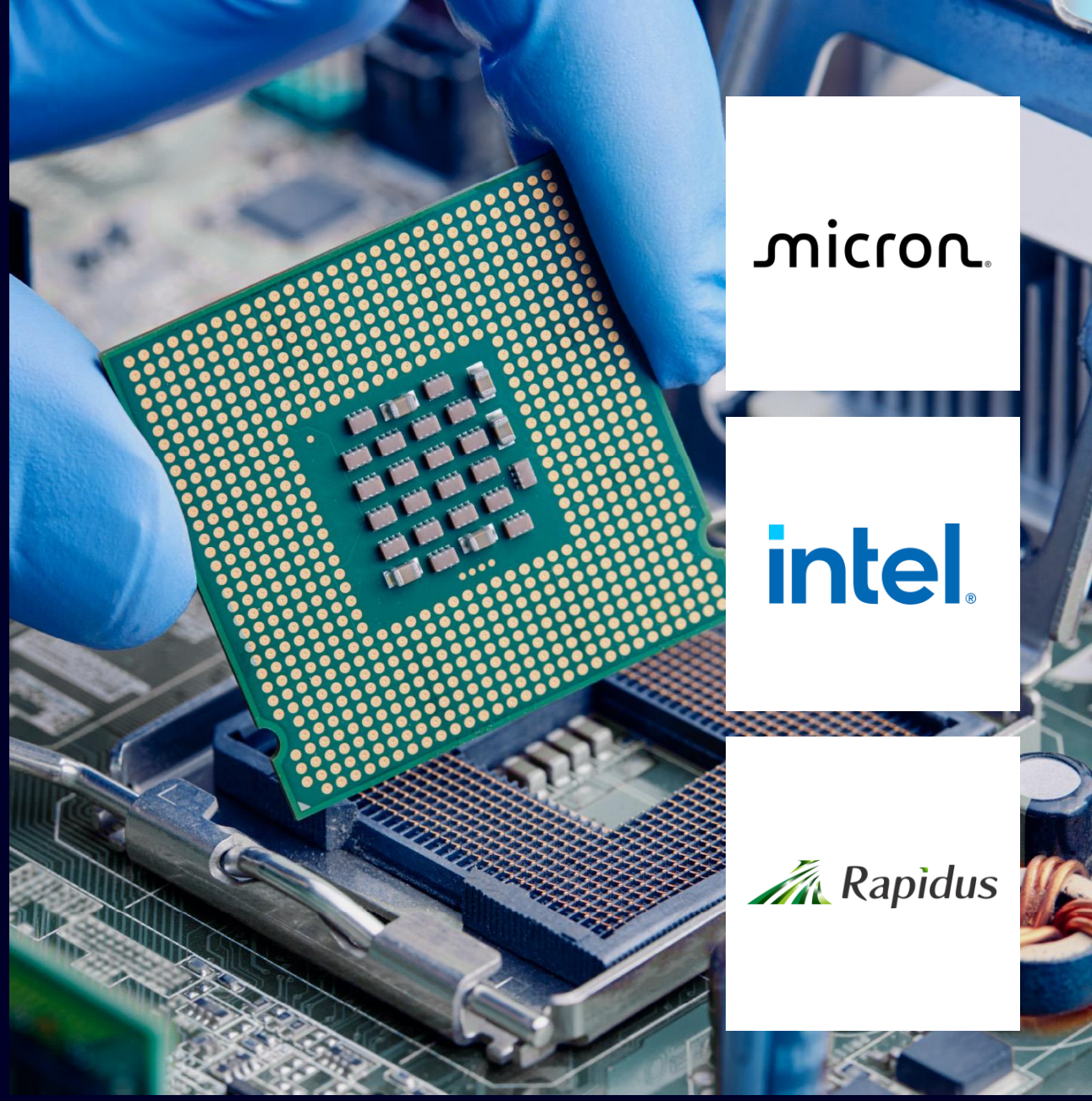
Expanding into semiconductor lifecycle management

Teamcenter – the most proven, most scalable PLM solution in the world – is expanding.

The same Teamcenter that has helped our discrete manufacturing customers for decades is now helping our customers move faster in the development of integrated circuits.

This includes large companies like Micron and Intel – but also new entrants like the Japanese startup Rapidus.

Siemens' Semiconductor Lifecycle Management is greatly reducing their R&D costs and time to market.



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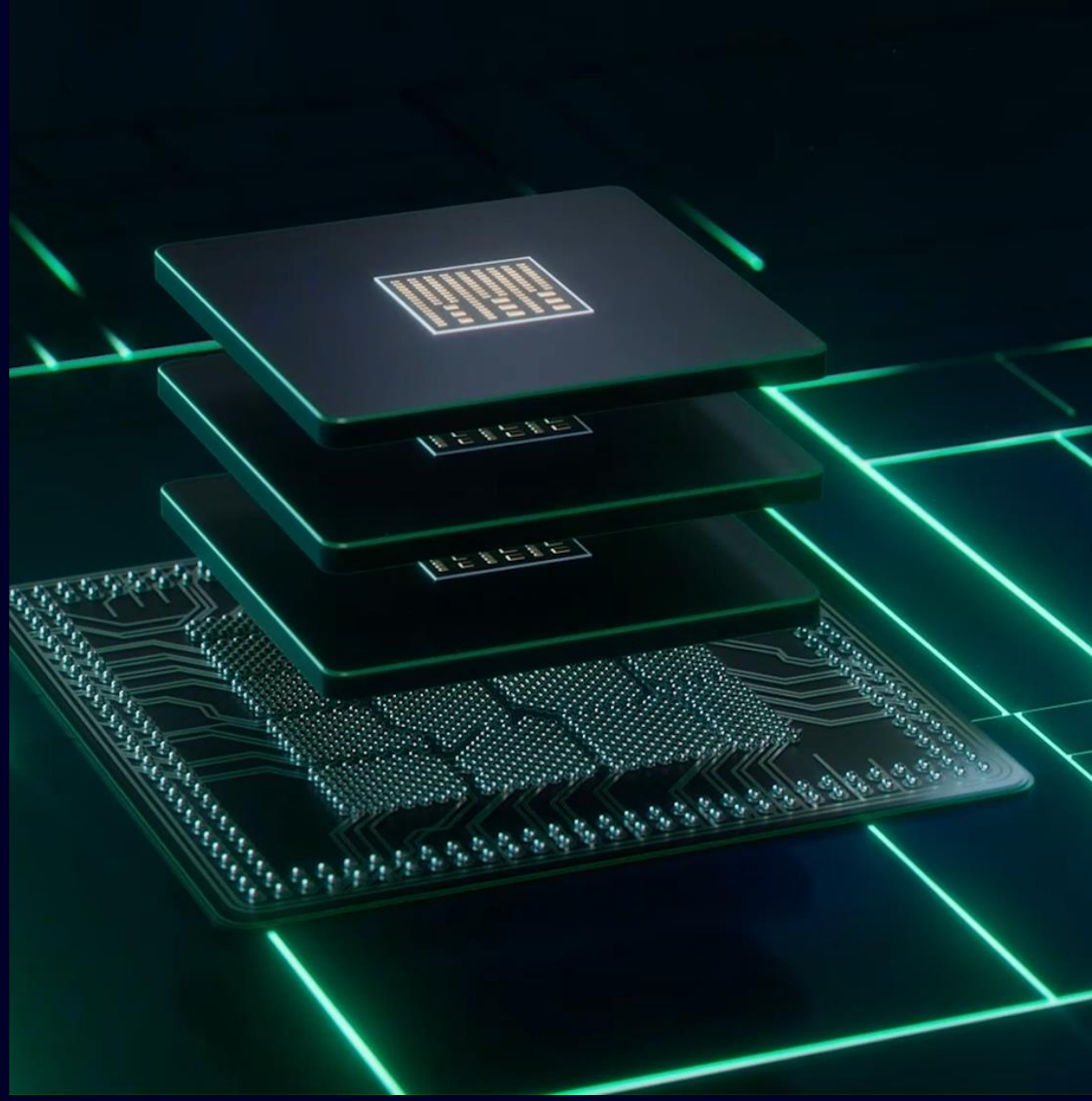
Market expansion through semiconductor innovation

Today, most of the world's smartphones and smartwatches are designed and manufactured using our PLM solutions.

These customers, as well as customers in other industries, need to optimize for their exact requirements and are building their own purpose-built chips.

This market expansion drives growth for our market-leading EDA products Tessent and Calibre.



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Expanding through software defined products

Hyperconnected electronics in products requires a connected digital thread

Software, electronics, and wiring **connected in a comprehensive Digital Twin**

Powered by AI and systems-based architectures

Create early and continuous integration to **accelerate time-to-market** and avoid costly surprises

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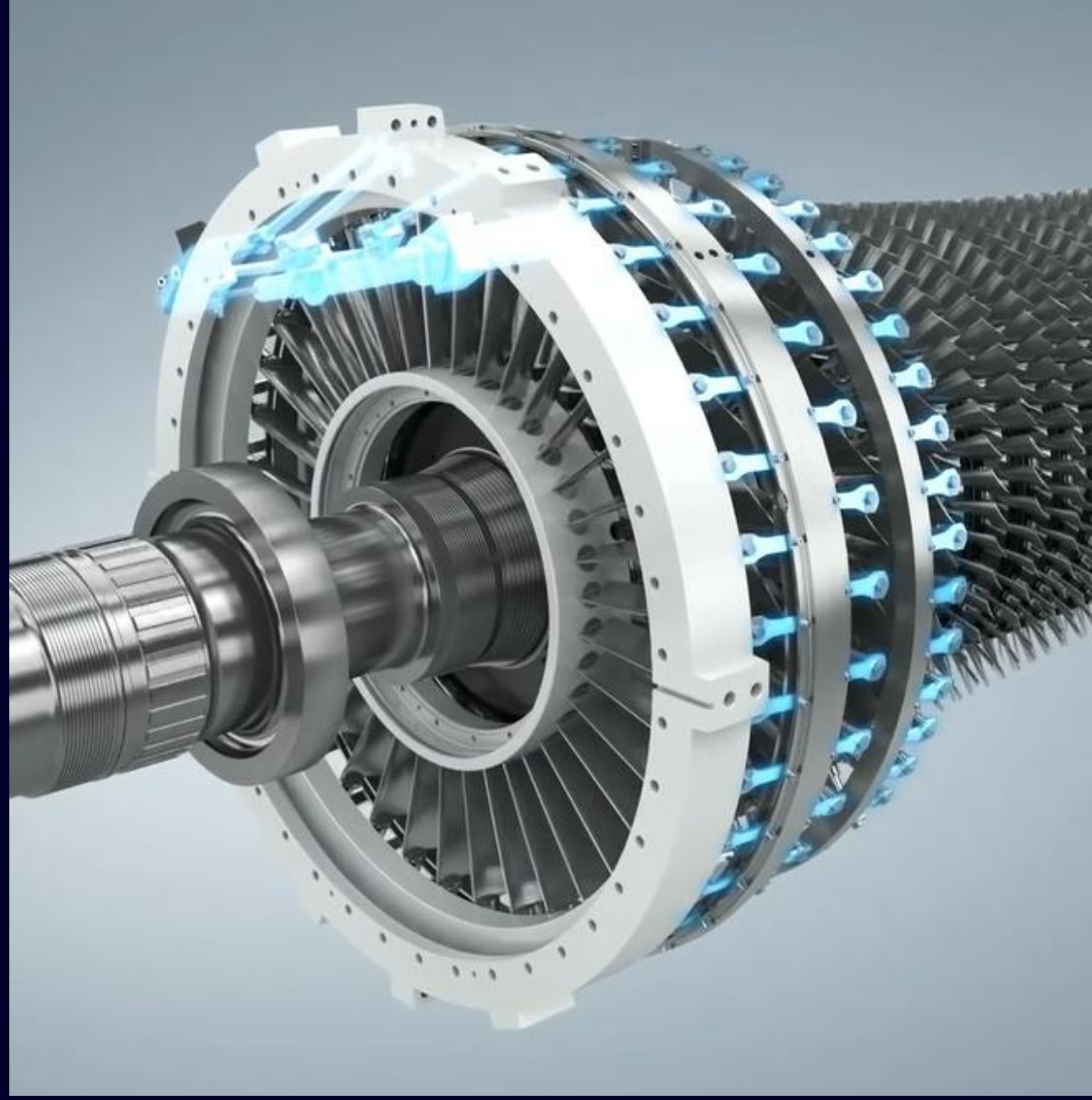
Siemens is uniquely positioned to lead in Industrial AI

We are applying AI capabilities to design and simulation tasks. Products like turbine blades operate in extreme conditions, often above their melting point, so optimizing cooling is critical to performance and lifespan.

Traditionally, engineers would simulate one design at a time – slowly and costly. Using our Simcenter, we leverage deep learning to run thousands of simulations in the time it used to take for just one.

RapidMiner, from Altair, is an AI platform for data integration and enterprise automation. Coupled with our existing tools, Siemens is expanding the market for simulation beyond specialists to every engineer.



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Rolls Royce connects data with Industrial AI

Many large established companies generate, transform and consume data but much of it is in silos, not easily accessible and clearly not integrated. To address this problem, companies like Rolls Royce use Siemens Xcelerator to connect engineering functional data, manufacturing data with performance data to analyze and make continuous improvements in a single digital thread.

With the AI capabilities of RapidMiner, customers can simply ask the copilot a question to identify errors and suggest actions based on past maintenance records. Siemens is uniquely positioned to lead in Industrial AI.

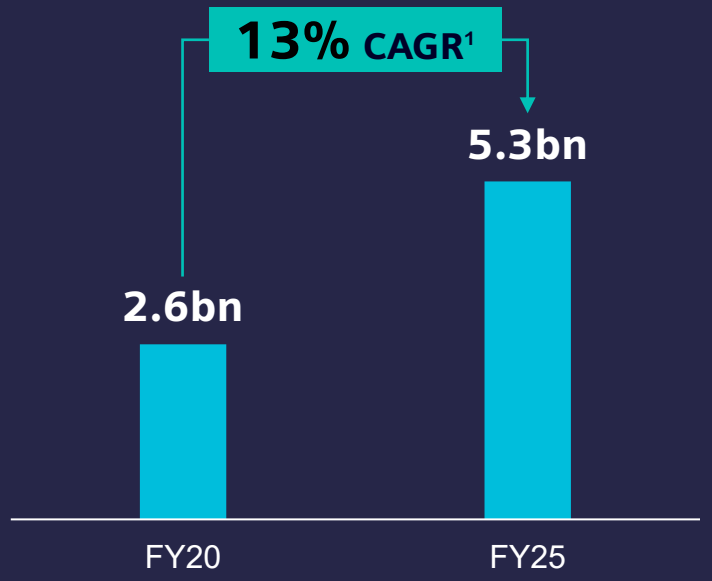
Siemens Digital Industries Software targets delivered as promised

Scaling SaaS: emerging into a stable, high-performing model

Annual recurring revenue

CMD21 commitment

>10% CAGR

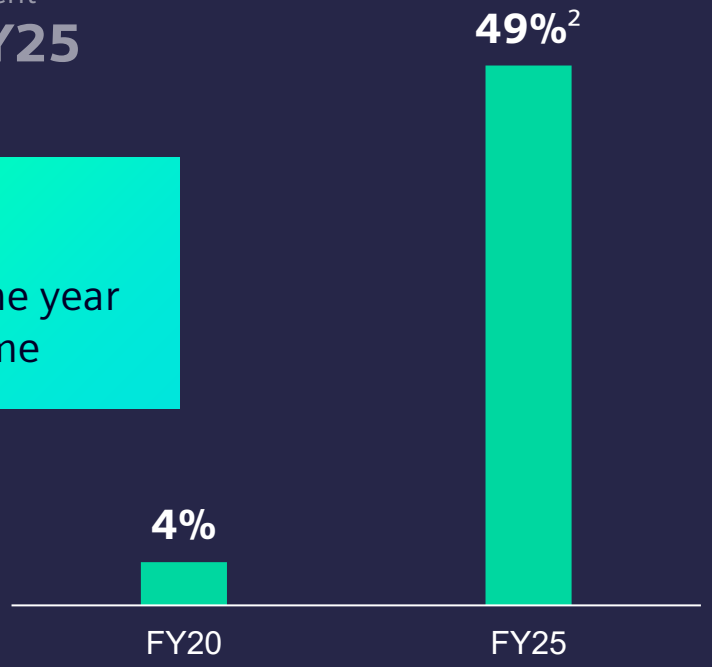


Cloud ARR share

CMD21 commitment

40% by FY25

40%
achieved one year ahead of time



1 comparable CAGR; excl. Altair and Dotmatics

2 excl. Altair and Dotmatics (incl. Altair and Dotmatics: 43%)

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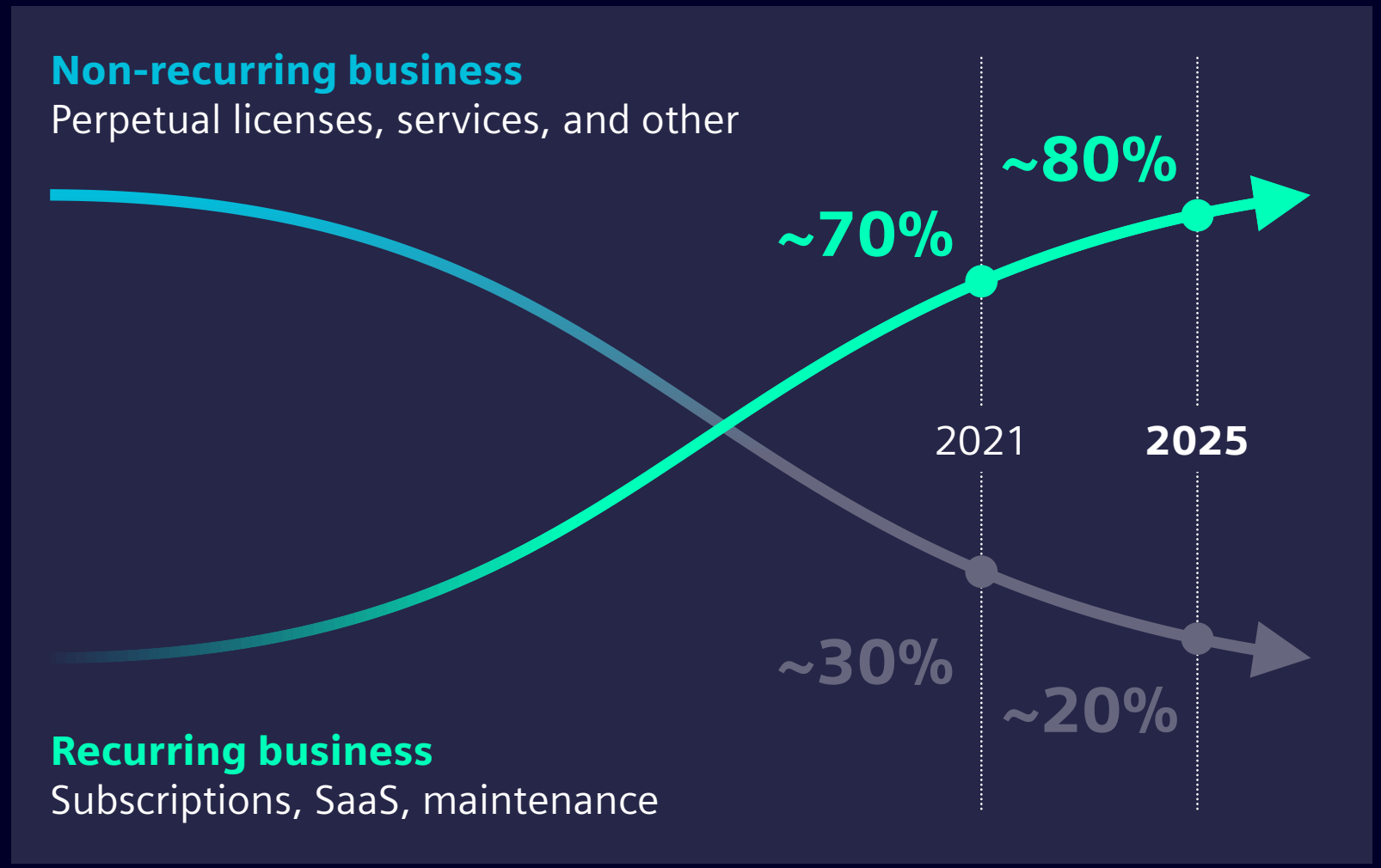
Siemens Digital Industries Software resilient recurring business

Successful shift

towards resilient recurring business models



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87%

of new SaaS customers are small-to-medium size enterprises

cobot

VŪHL

openchip
Enabling the Digital World

Jetzero

ada

Tremonia

Able Innovations

IPG PHOTONICS

VARDA SPACE INDUSTRIES

COSMIC AEROSPACE

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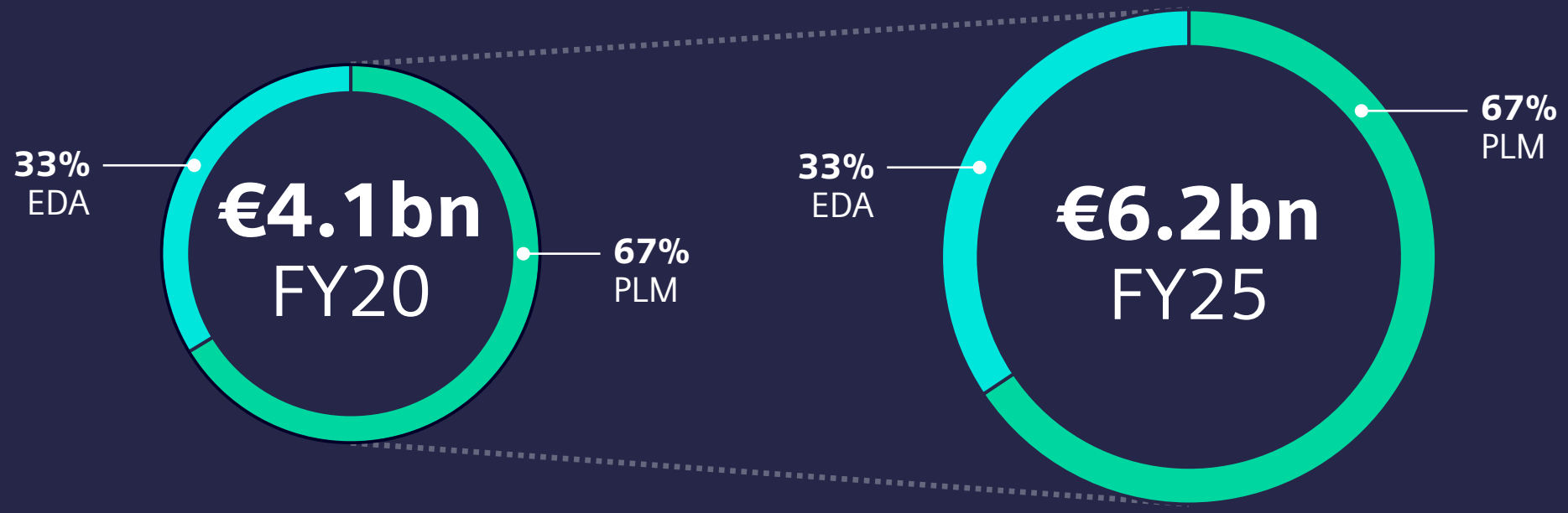
A powerhouse combining the real and digital worlds

Siemens Digital Industries Software

Revenue split



Transition to SaaS starting 2022

>€1bn therein simulation

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A closer look at recent acquisitions

ALTAIR

- Customer value proposition confirmed
- Integration on track
- Cost synergies ahead of plan

Dotmatics

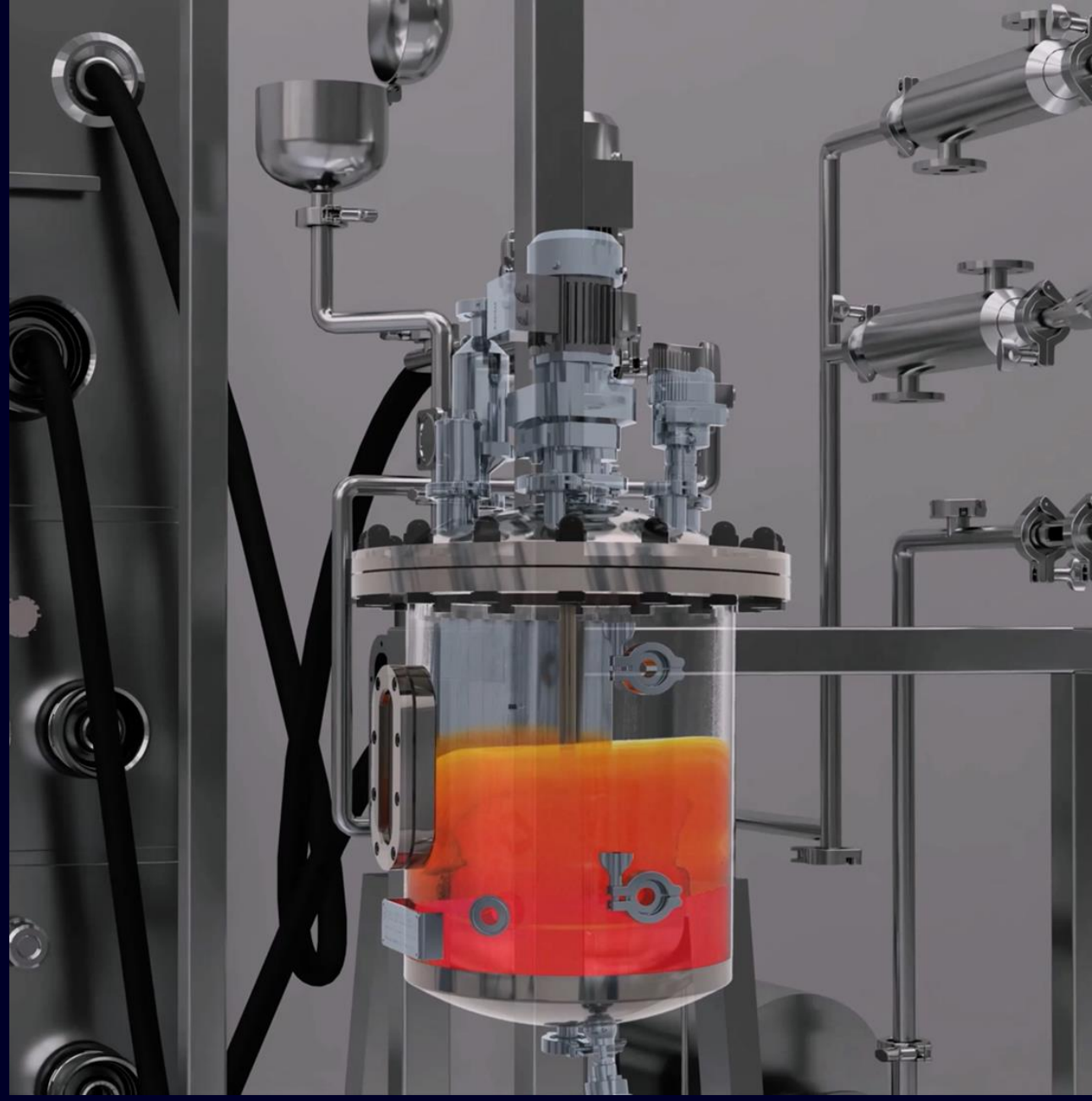
- Integration on track
- Strategic rationale confirmed

Digitalizing new industries to capture growth

Our proven playbook of extending the comprehensive Digital Twin will continue to unlock new markets to drive new growth.

We have been in the medical device space for decades and many of the pharma factories use our automation solutions. We see a market where, like the discrete space 20 years ago, tools are needed to digitalize the product development processes.

Life sciences is an attractive high growth market which will benefit from the comprehensive Digital Twin, data and AI, providing significant inorganic and organic growth opportunities for Siemens.



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Proven playbook drives market expansion

Our proven playbook expands into new markets, powered by SaaS for scalable growth and access to all customer sizes.

Built on an adaptable software environment, companies move seamlessly from start-up to enterprise, on-prem to cloud.

Leading industrial software portfolio

Siemens Xcelerator, our AI-powered portfolio of industrial software is centered on the Digital Twin. The value of the comprehensive Digital Twin is how close the digital represents the real, which allows customers to make decisions faster and more confidently.

Our playbook drives continuous investment – organic and inorganic – to maintain the most comprehensive physics-based Digital Twin.

Defining and leading the Industrial AI revolution

Industrial AI demands lifecycle intelligence with robust data management for integrity and accuracy. Siemens Xcelerator sets the benchmark, delivering scalable AI built on lifecycle data and millions of assets.

Raw data alone is not sufficient; physics-based Digital Twins validate this data, enabling predictive insights with unmatched precision.

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