

ONE

Next stage of growth – Shaping the future of automation

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Safe harbor statement

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All information is preliminary.

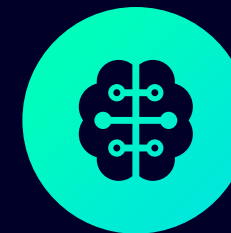
ONE



Expand strong
market position



Trailblaze into
new markets



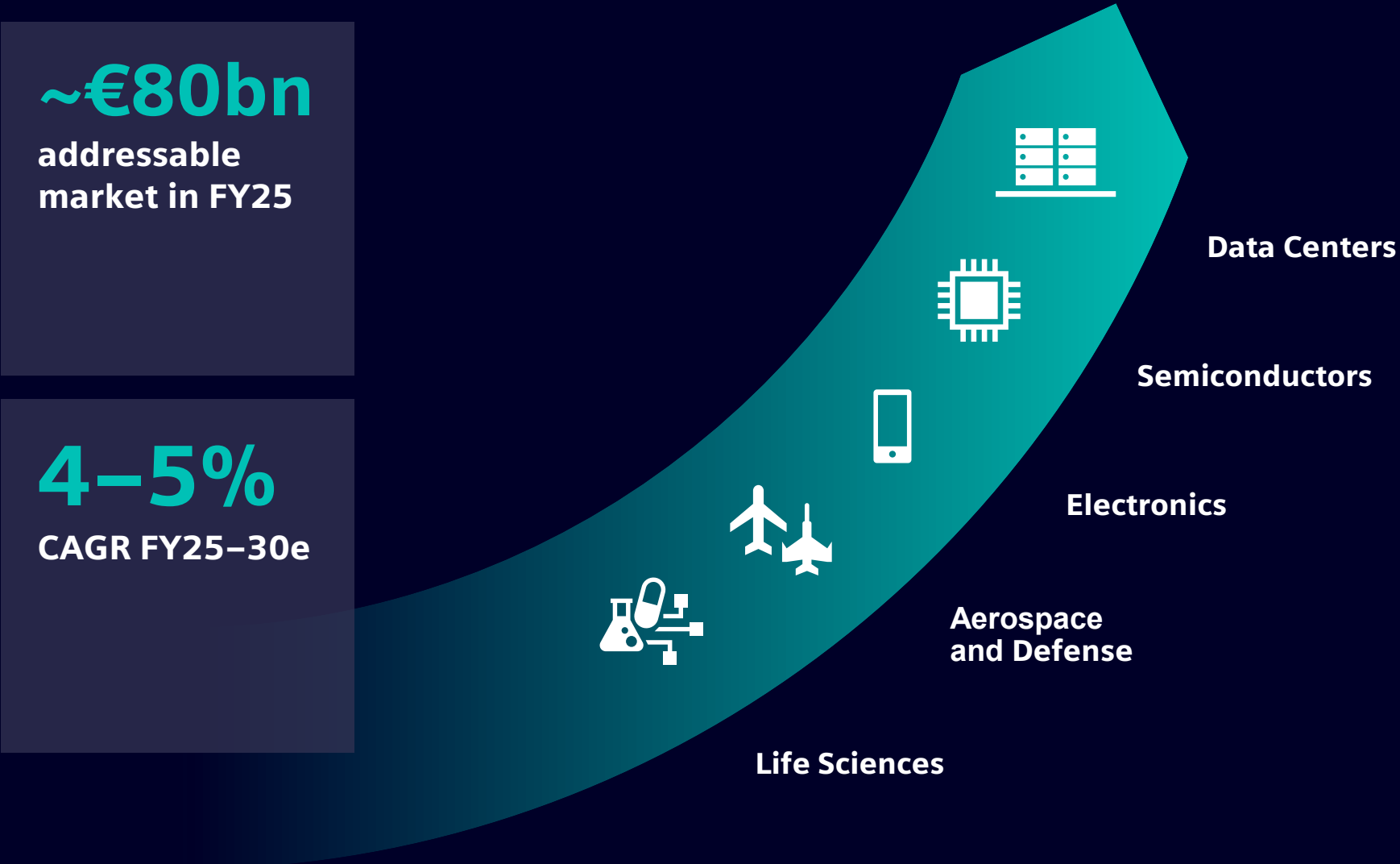
Leverage comprehensive
data basis to enable data-
and AI-powered industry
and infrastructure

Customers' traditional and new challenges:
Siemens Automation addresses them all



Industrial customers' challenges support stable market trend

Some industries growing above average



Trend for
**unattended
operations
and higher
productivity**

The automation business is uniquely positioned

New technology, data and sales fabric enables future growth

Loyal and constantly growing customer base

>150k
customers

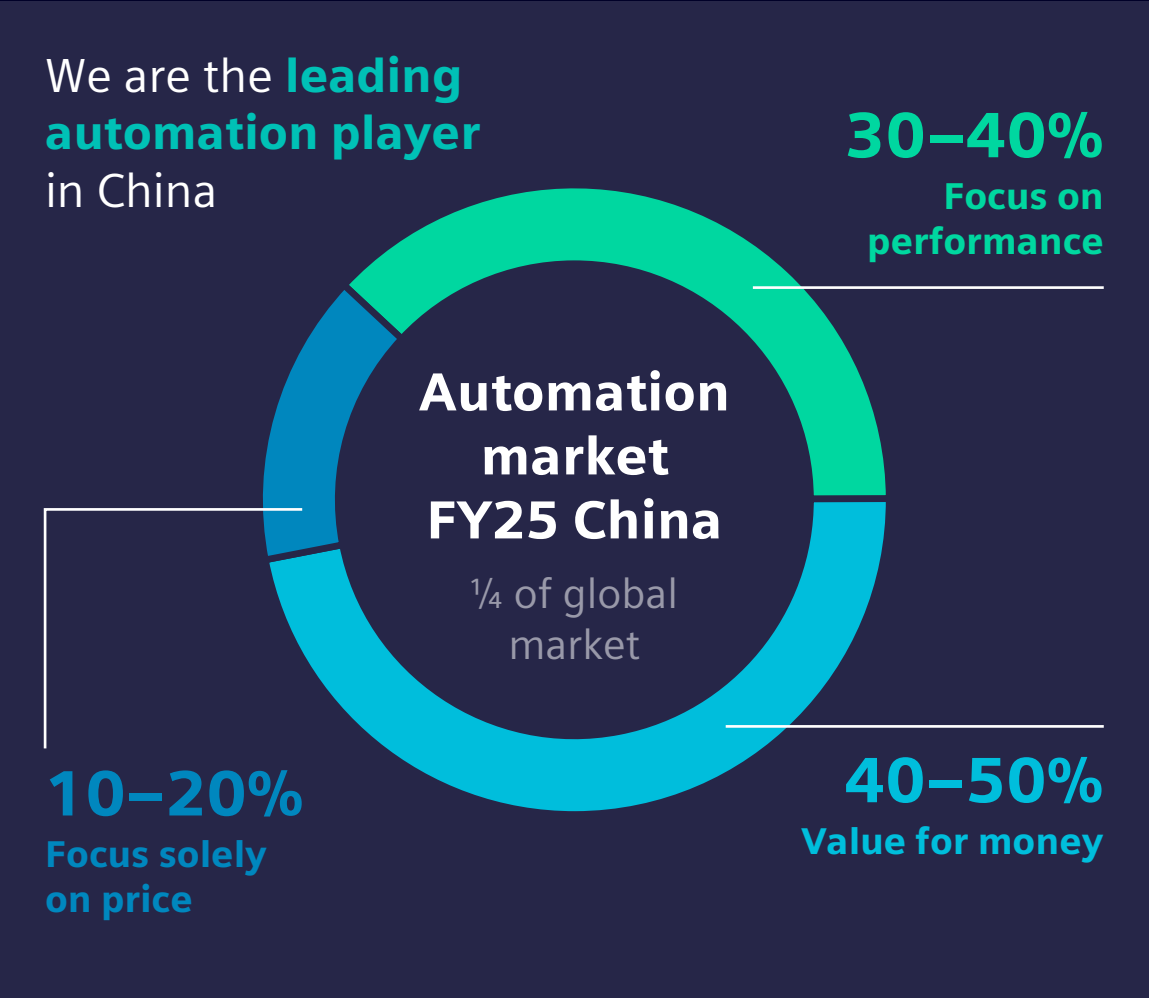
EVERY
3rd
machine
globally
controlled by
Siemens

Our strong market position

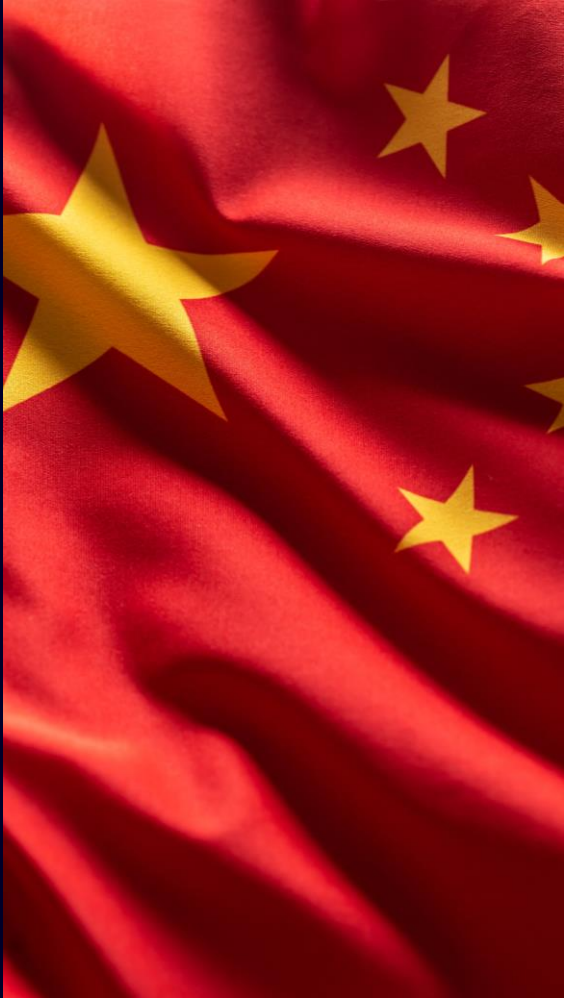
#1
in automation

10x
higher data
volume through
our PLCs
(2015–2025)

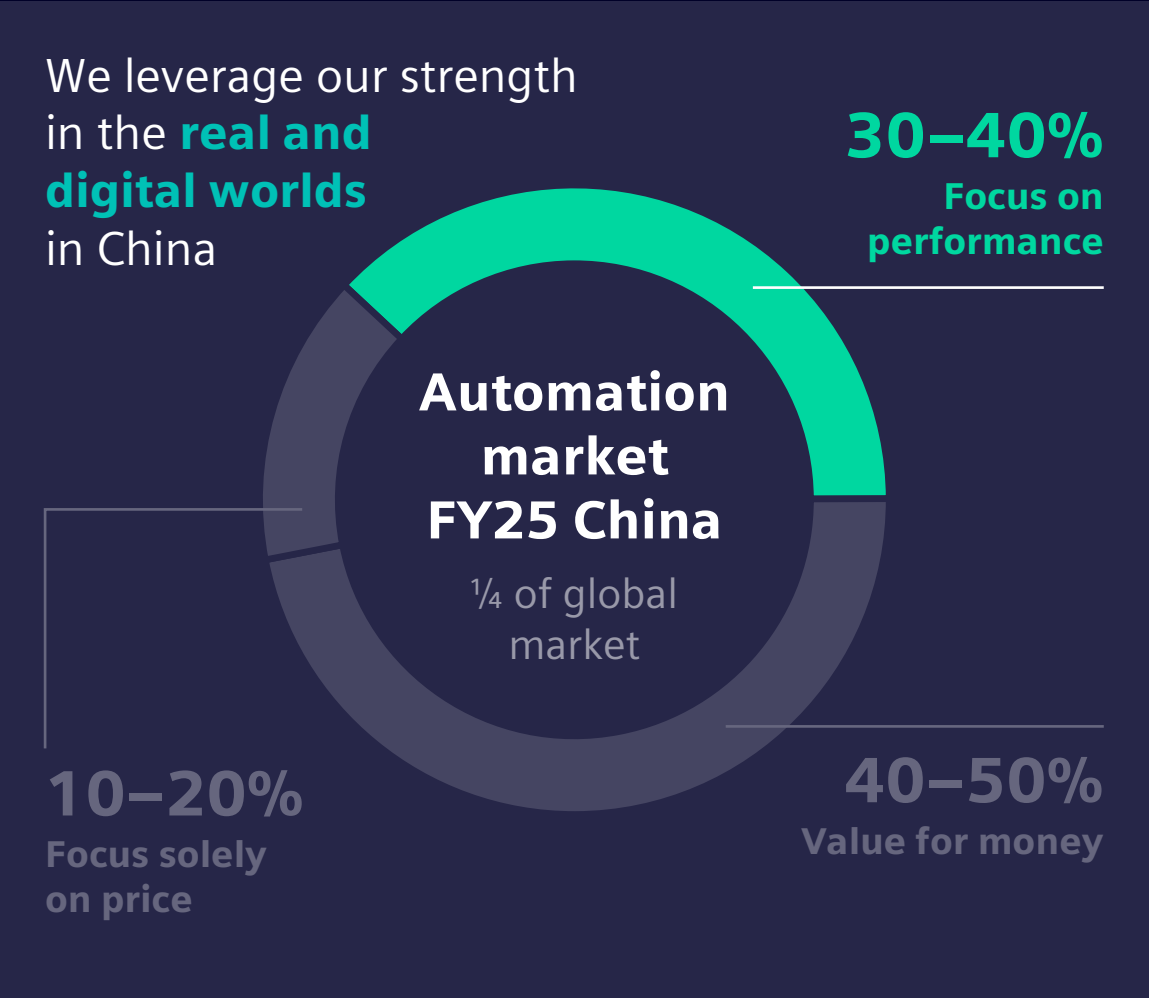
We build on our strong market position in China



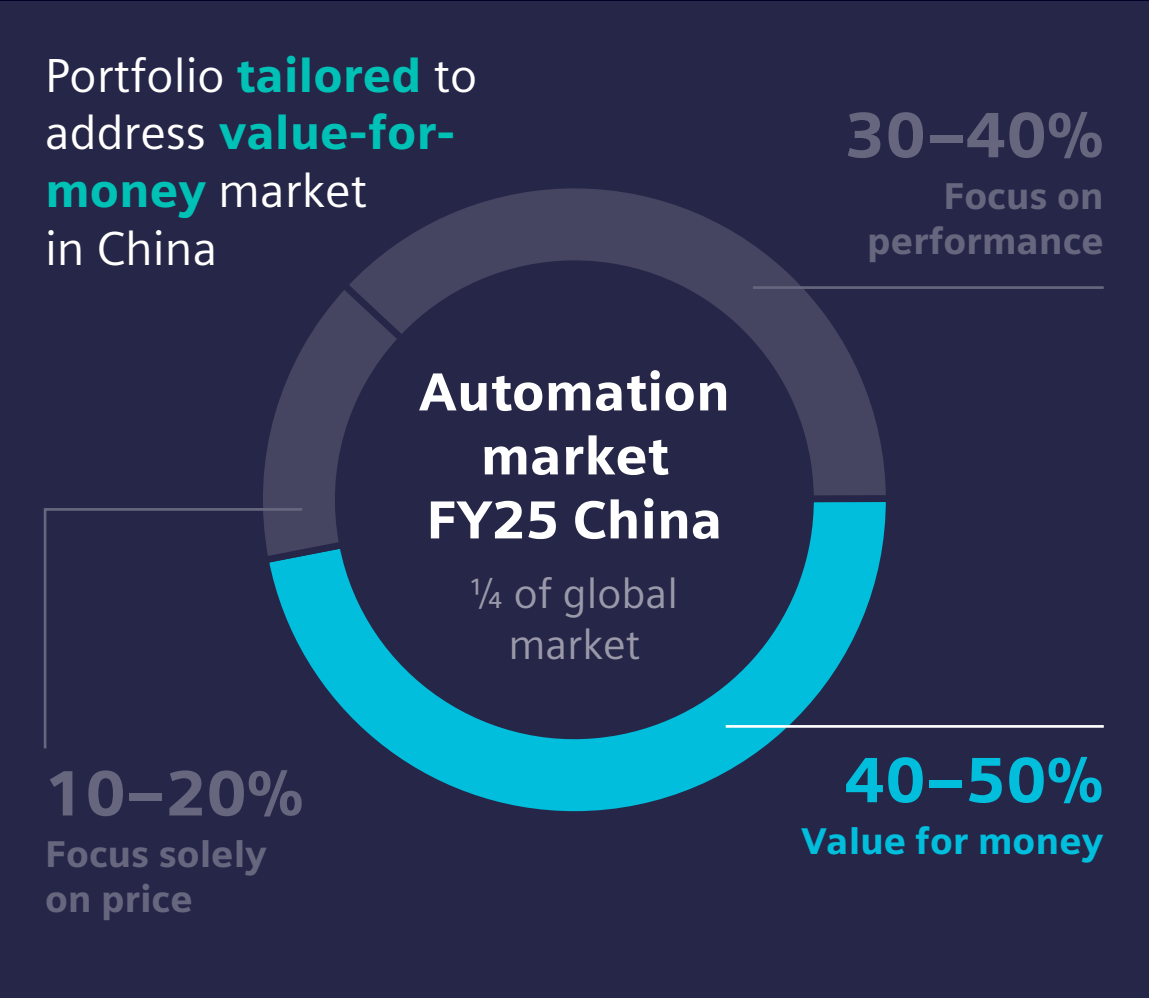
- **World-class portfolio for performance**
- **Dedicated portfolio for value for money**
- **Highly localized value chain**
- **Extensive sales and service network**



With our high-end portfolio we serve customers with ambition to scale

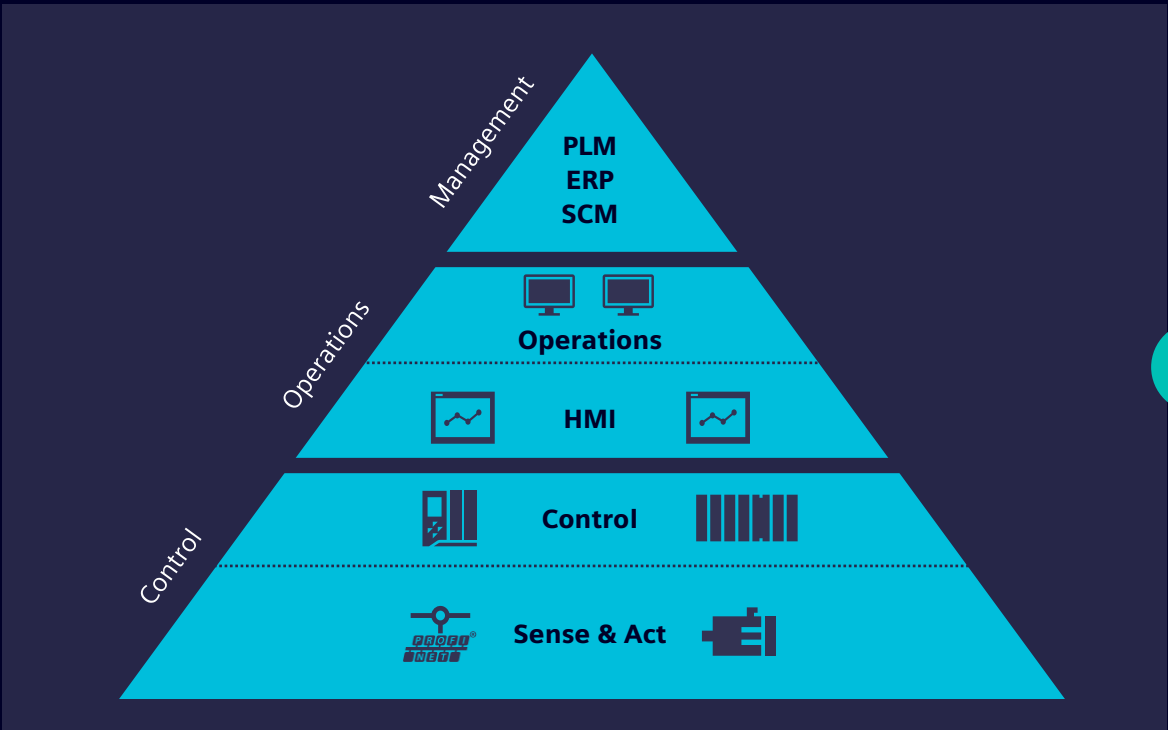


New products: Serving our customers' need for cost efficiency and speed



Technologies: Combining the real and digital worlds

Totally Integrated Automation




Industrial Operations X

Software-defined automation

from hardware-based devices to software-driven functionalities


UL certificate for Virtual PLC



Data- and AI-driven production

from hard-coded processes to data- and AI-driven operations

UL and PAC certificate for Industrial Edge










Industrial ecosystem

from one-vendor ecosystems to an open multiple-vendor ecosystem with frictionless interoperability

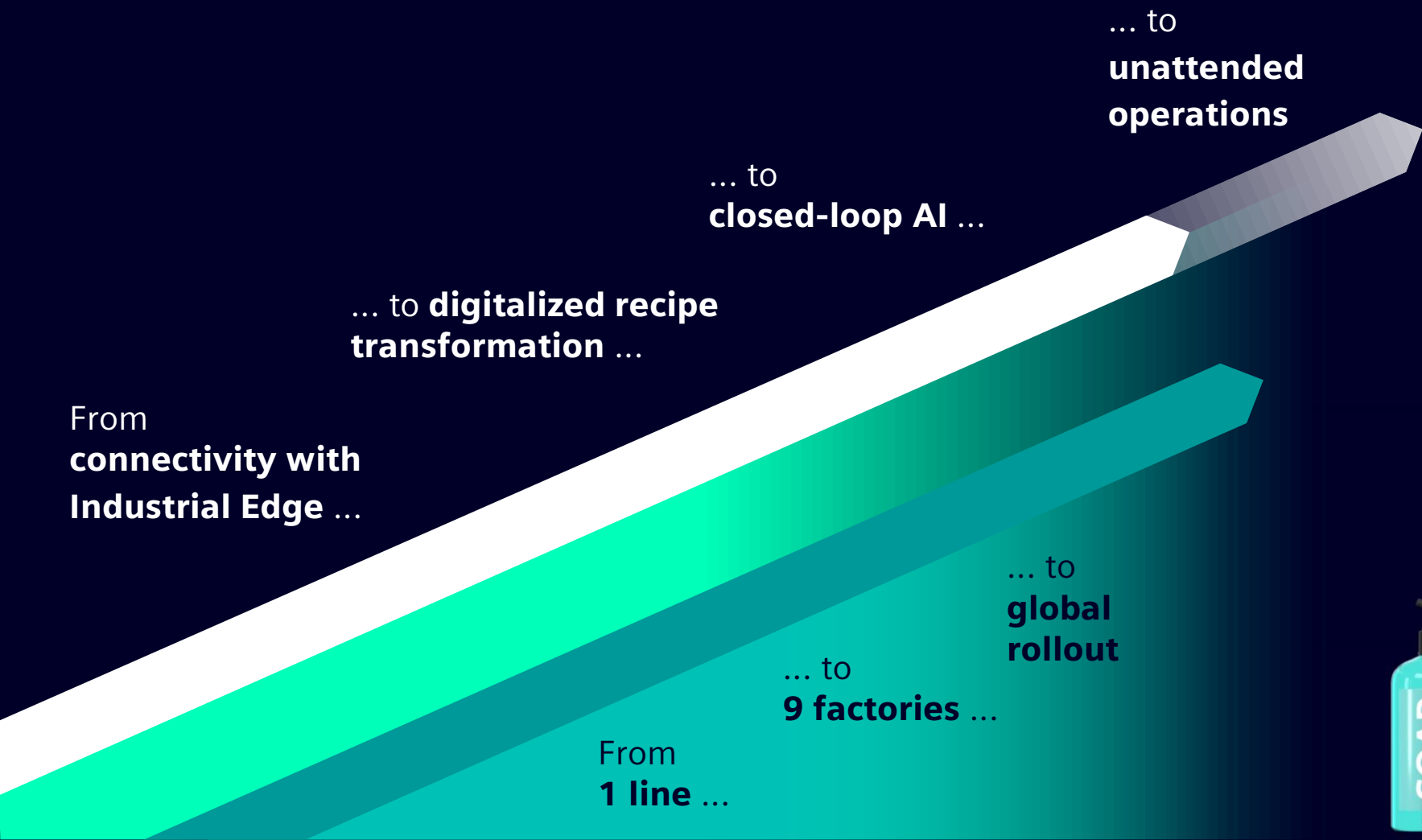
Data

Leveraging new opportunities by bringing IT to OT

Market	Approach	Focus
 <p>U.S. 2nd largest automation market with strong demand drivers</p>	<p>New technologies</p> <p>Differentiating use cases (IT for OT)</p> <p>Focus on growth verticals</p> <p>SME initiative</p> <p>Partners to scale</p>	<p>Aerospace and Defense </p> <p>Life Sciences </p> <p>Semiconductors </p> <p>Electronics </p> <p>Data Centers </p> <p>Consumer Packaged Goods (CPG) </p>

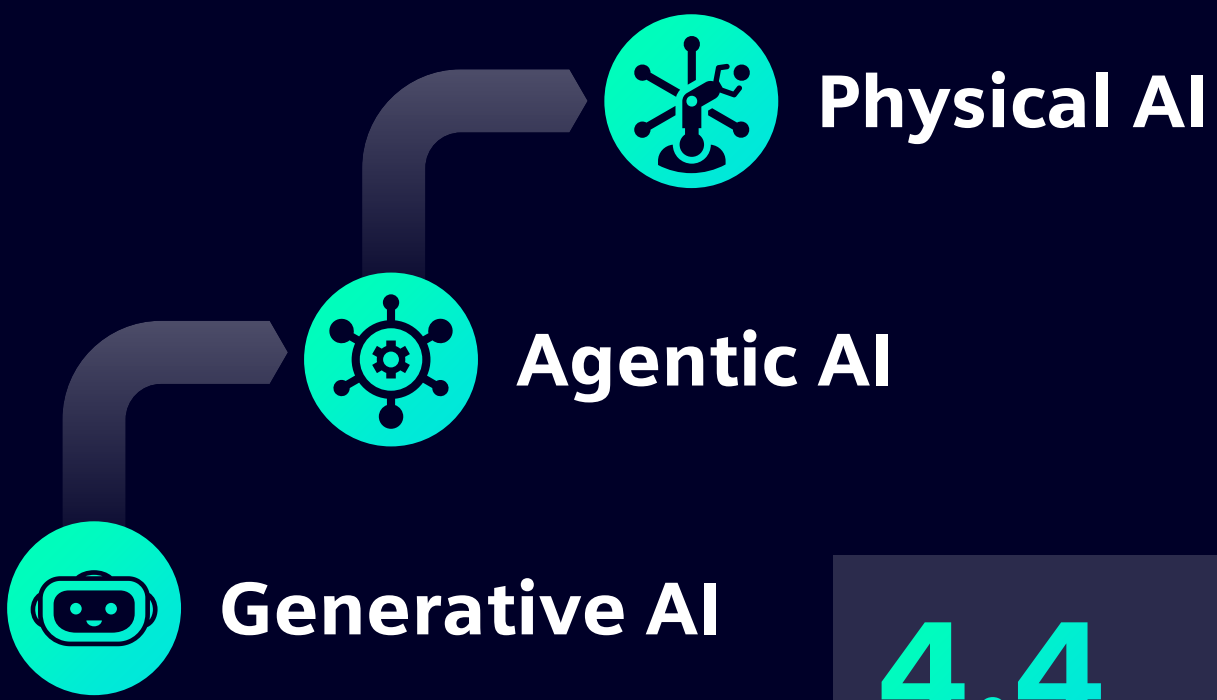
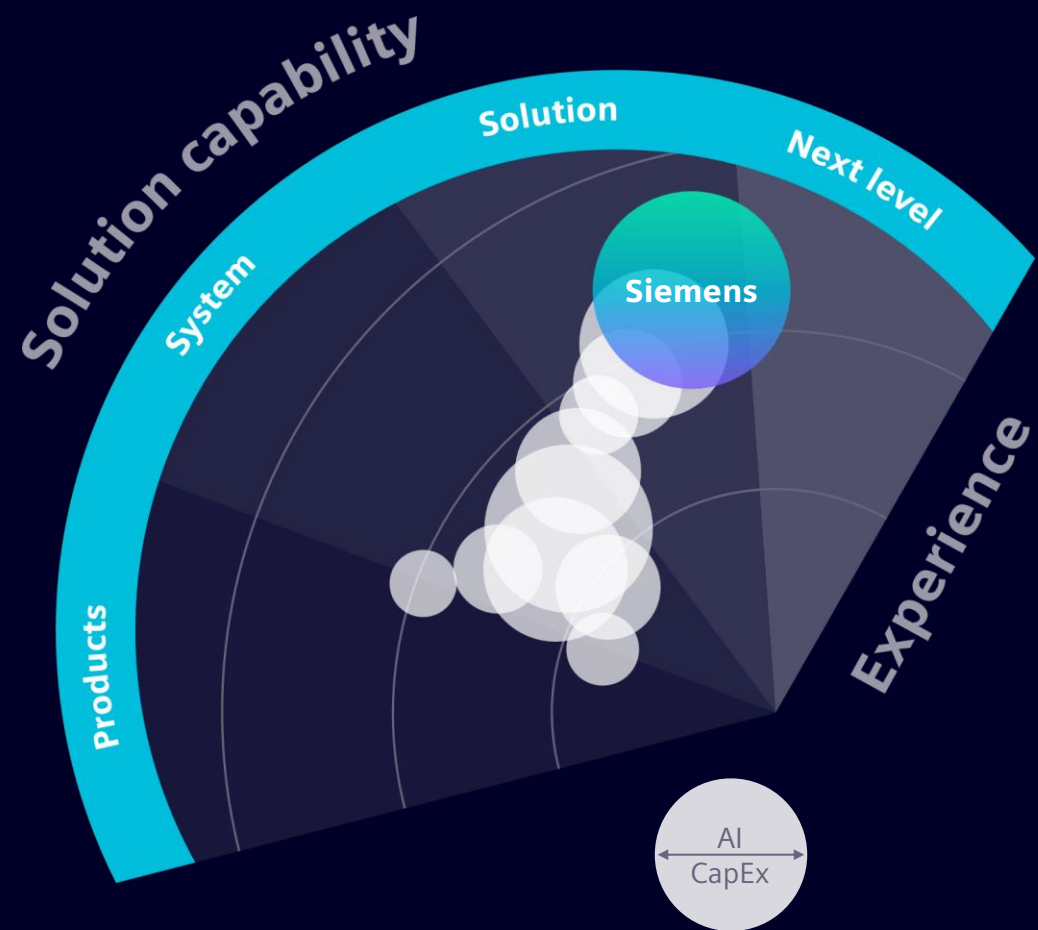
Leveraging new opportunities for growth

One of top consumer packaged goods companies in the U.S.



Siemens in leading position for Industrial AI

Industrial AI of automation companies



4.4
zettabytes
of data in global
industry by 2030

Source: ARC Advisory Group Champions Radar 10/2025

Producing an individualized product

- Self-learning systems adapt to dynamic production environments
- Leverage AI-powered assistants and real-time data monitoring
- Core portfolio plus new technologies for more autonomous production





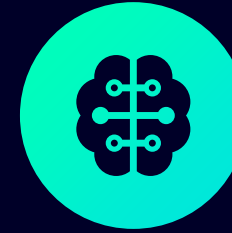
Expand our automation leadership

We expand our #1 position in industrial automation: We continuously innovate our market-leading automation portfolio for dedicated growth areas like our new China portfolio



Trailblaze automation to grow into new markets

We gain access to new markets and customers through innovative offerings for software-defined and AI-driven automation, for example in the growth market U.S.



Enable a data- and AI-powered industry and infrastructure

With our unparalleled strength in delivering state-of-the-art automation for the real and the digital worlds, we enable our customers to become a data- and AI-powered industry, leveraging the comprehensive data basis in automation