Shareholder Letter FY 2024

Siemens Investor Relations

Orders	Revenue	Free Cash Flow
€84.1bn	€75.9bn	€9.5bn
-4%[1]	+3%[1]	

Profit margin Ind. Business	Earnings per share pre PPA excl. SE[2]
15.5%	€10.54

Digital Industries

Revenue -8%[1] | Profit margin: 18.9%

Smart Infrastructure

Revenue +9%[1] | Profit margin: 17.3%

Mobility

Revenue +9%[1] | Profit margin: 8.9%

Siemens Healthineers[3]

Revenue +5%[1] | Profit margin: 14.2%

Ladies and Gentlemen,

In fiscal 2024 – ended September 30, 2024 – Siemens successfully continued its profitable growth trajectory, made important strategic progress and achieved record highs as a leading technology company.

Siemens increased revenue 3 percent to €75.9 billion.[1] At €9.0 billion, net income reached a historic high. Free cash flow was again at an outstanding level, reaching €9.5 billion. In particular, we benefited from continuing strong demand for electrification, transportation and industrial software while the environment for our automation business remained challenging.

As our shareholders, you should benefit from this strong performance. Siemens will propose that the Annual Shareholders' Meeting in February 2025 raise the dividend from €4.70 to €5.20.

Let's now take a look at fiscal 2025. We assume moderate macroeconomic growth in fiscal 2025, due in part to continuing geopolitical uncertainty, including trade conflicts. Our outlook assumes no further increases in geopolitical tensions throughout fiscal 2025. At Siemens Group level, we anticipate 3 percent to 7 percent comparable revenue growth and a book-to-bill ratio again above 1. In fiscal 2025, we expect EPS before PPA in a range of €10.40 to €11.00, excluding a gain from the sale of Innomotics.[2]

All the details regarding our guidance as well as our results for fiscal 2024 and Q4 2024 are – as usual – set out in our Earnings Release.

We have a strong foundation for future success. Building on our position of strength as a leading technology company, Siemens has launched the *ONE Tech Company* program to achieve the next level of performance and value creation. The program aims to ensure that the company leverages the opportunities arising from the historic market shifts and from technological disruptions. The goal is to achieve stronger customer focus, faster innovation and higher profitable growth. We will implement the *ONE Tech Company* program to accelerate the execution of the existing strategy, which is summarized as "to combine the real and digital worlds." Elements of the program include the planned inorganic investment in Altair Engineering, which we present to you in more detail on page 3 of this letter, and the creation of Foundational Technologies as the unit to scale core technologies across the company.

We're very grateful for your interest and wish you an enjoyable read!

Kind regards,

Siemens Investor Relations

1 On a comparable basis (excluding currency translation and portfolio effects)
2 EPS before purchase price allocation accounting, excluding Siemens Energy Investment (SE)
3 Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 75 percent

In another successful fiscal year, we delivered record profit and stringently executed our strategy. In particular, we benefited from continuing strong demand for electrification, transportation and our industrial software offerings while our automation business remained challenging. Starting in fiscal 2025, we will take Siemens to the next level of value creation. We will continue to invest in R&D and M&A to secure faster growth based on our technological strengths and ability to scale across industries. Our planned acquisition of Altair reinforces our leadership in industrial software and AI. Our ability to combine the real and digital worlds is unmatched.

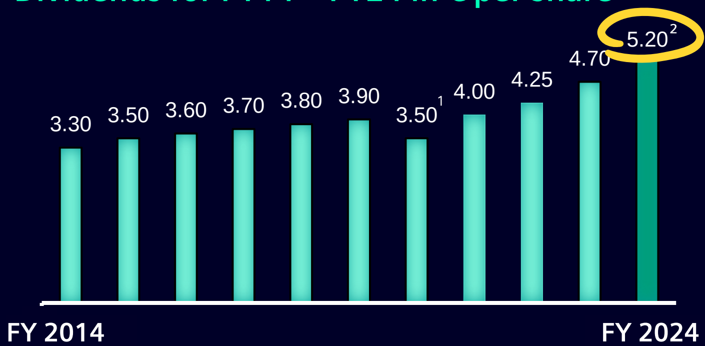
Roland Busch, President and CEO

At €9.5 billion, we again achieved excellent free cash flow in fiscal 2024. In addition, we are sticking to our path of stringent capital allocation by using our strong balance sheet as the basis for continuing our focused investments in profitable growth while generating attractive returns for the owners of our company. Our shareholders will benefit from the proposed increase of our dividend to €5.20 and from a corresponding dividend yield of 2.9 percent.

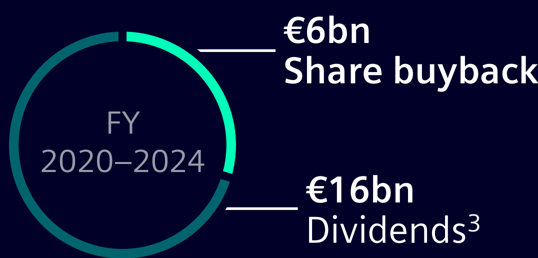
Ralf P. Thomas, CFO

Strong focus on shareholder return

Dividends for FY14 – FY24 in € per share



1 FY 2020 representing stable dividend compared to FY 2019, adjusted for Siemens Energy spin-off
2 Proposal to Annual Shareholders' Meeting



Current Share buyback

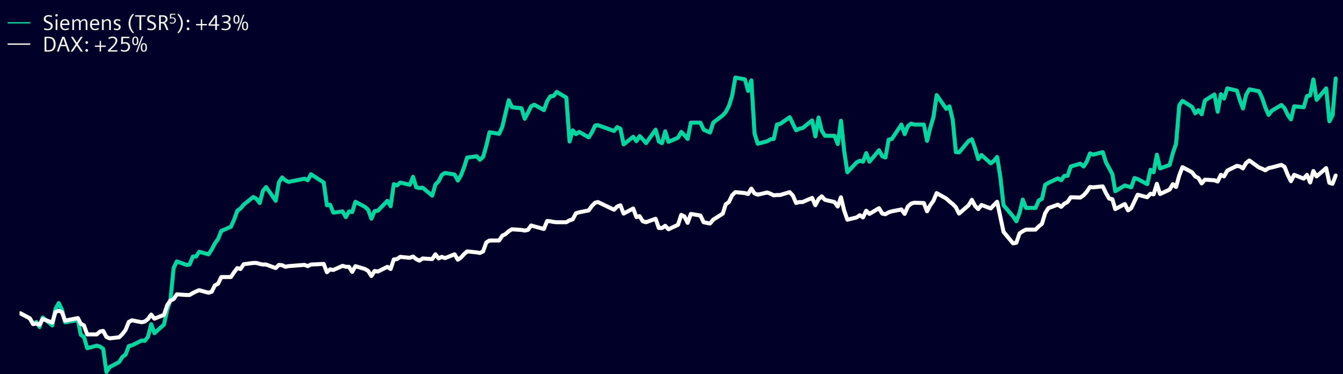
(up to €6bn, up to 5 years)

~€1.2bn since inception in Feb 2024[4]

3 Does not include proposed dividend for FY24
4 As of November 8, 2024

September 30, 2023
Siemens: €135.66

November 14, 2024
Siemens: €188.20



Alstom +3% | **ABB** +56% | **Schneider** +59% | **Rockwell** +2% | **Dassault** -8% (each TSR[5])

Source: Refinitiv as of November 14, 2024 6:05pm CET

5 Total shareholder return (TSR) = Return on share price development incl. dividend reinvestment

Siemens strengthens leadership in industrial software and AI with acquisition of Altair Engineering

Siemens has signed an **agreement to acquire Altair Engineering Inc.,** a leading provider of software in the industrial simulation and analysis market. Altair shareholders will receive USD 113 per share, representing an enterprise value of approximately USD 10 billion. Altair Engineering is a **global leader in computational science and artificial intelligence** (AI) that provides software and cloud solutions in Simulation and Analysis, Data Science and AI, and High-Performance Computing, enabling organizations across all industries to compete more effectively and drive smarter decisions in an increasingly connected world.

By adding Altair's **highly complementary simulation portfolio,** with strength in mechanical and electromagnetic capabilities, we are enhancing our comprehensive Digital Twin to deliver a **full-suite, physics-based, simulation portfolio as part of Siemens Xcelerator.**

Roland Busch, President and CEO

Acquiring Altair marks a significant milestone for Siemens. This strategic investment aligns with our commitment to accelerate the digital and sustainability transformations of our customers by combining the real and digital worlds. The addition of Altair's capabilities in simulation, high performance computing, data science, and artificial intelligence together with Siemens Xcelerator will create the world's most complete AI-powered design and simulation portfolio.

The **transaction will strongly increase Siemens' digital business revenue.** Siemens expects to achieve **significant revenue synergies** especially from cross-selling of the **highly complementary portfolios** and from providing Altair full access to Siemens's global footprint and global industrial enterprise and customer base with a revenue impact of more than USD 500 million p.a. mid-term growing to more than USD 1.0 billion p.a. long-term.

The acquisition will be **fully cash-financed from Siemens' existing resources and its capacity to fully finance the transaction based on Siemens' strong balance sheet,** as underlined by its exceptional rating, which Siemens is committed to maintain. Preemptive deleveraging is supported by significant cash proceeds from the already closed Innomotics divestment. In addition, Siemens has substantial financing potential from the sale of shares in listed entities.

Ralf P. Thomas, CFO

The acquisition of Altair is highly synergistic, underpinning Siemens' stringent capital allocation, balancing investments and shareholder returns on the basis of a strong balance sheet. The transaction is expected to be EPS accretive two years post-closing

Closing of the transaction is subject to customary conditions and is expected within the second half of calendar year 2025. Additional information can be found on our IR-Website.

Siemens Mobility to establish America's first high-speed rail production facility

In the past quarter, Siemens announced that Horseheads, New York will become home to North America's first high-speed rail production facility. The first-of-its-kind facility in the United States **will produce America's first high-speed trains, the American Pioneer 220,** which will operate on Brightline West's Las Vegas to Southern California line.

This new facility in Horseheads, New York, marks the beginning of a brand-new industry in the USA – bringing both high-speed rail production and some of the world's most modern trains to the continent for the first time. Designed with the latest digital twin technology and leveraging world-class digital rail solutions, the New York-built American Pioneer 220s feature cutting-edge advancements, including a revolutionary gearless propulsion system that reduces energy consumption by 30% and allows it to climb effortlessly at steep grades.

Michael Peter,
CEO Siemens Mobility

When fully operational, the new manufacturing facility will **create around 300 jobs** – including electro-mechanical assemblers, quality management, quality control, industrial production and test engineers, project management, supply chain management and logistics employees. Siemens brings **more than two billion miles of experience across its more than 1,000 high-speed trains.** Putting the needs of 21st century American travelers top-of-mind, Siemens engineers designed the next generation of trains, the Siemens American Pioneer 220, featuring the **latest digital technologies,** including **Railigent X,** from the **Siemens Xcelerator portfolio that ensures maximum train availability**.

Siemens has deep roots in New York state and a **nearly 150-year history, beginning in 1875 with the first transatlantic telegraph cable between the U.S. and Europe**. Today, the company has **more than 2,500 employees in New York,** including the Siemens Mobility North American Headquarters. **More than 1,100 New York businesses are also part of Siemens U.S. supply chain.** Production at the facility in Horseheads is expected to begin in 2026.

Please find the complete press release here.

Did you know …

… that around 4,350 young people are currently working as apprentices or university students at Siemens?

That makes Siemens one of the **largest private-sector vocational training organizations** in Germany. More than 1,700 apprentices and university students in work-study programs in Germany began their professional careers at Siemens in the new 2024 training year (2023: 1,500).

Awaiting the apprentices and students at Siemens is a **hands-on program and a high-quality education** conveying in-depth specialist knowhow in the areas of **electrification, automation and digitalization and technology-based skills** focused on the internet of things, digital twins, data analytics and artificial intelligence as well as wide-ranging expertise in the area of sustainability.

Training at Siemens now includes a new concept – **Xplore** – aimed at **promoting the discussion of democratic values, encouraging a commitment to society and fostering active participation in democratic processes**.

Worldwide, Siemens invests around €180 million every year in training and an additional €237 million in the continuing education of its people (fiscal 2023).
Please find the complete press release here.

Financial Calendar

Feb 13, 2025	1st quarter results FY25 and AGM
May 15, 2025	2nd quarter results FY25
Aug 07, 2025	3rd quarter results FY25
Nov 13, 2025	4th quarter results FY25

You can find our complete financial calendar here.

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Notes and Forward-Looking Statements