

Company presentation

Siemens AG

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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.

We may also make forward-looking statements in other reports, in prospectuses, in presentations, in material delivered to shareholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations and certain assumptions of Siemens’ management, of which many are beyond Siemens’ control. These are subject to a number of risks, uncertainties and factors, including, but not limited to those described in disclosures, in particular in the chapter Report on expected developments and associated material opportunities and risks in the Combined Management Report of the Siemens Report ([siemens.com/siemensreport](https://www.siemens.com/siemensreport)), and in the Interim Group Management Report of the Half-year Financial Report (provided that it is already available for the current reporting year), which should be read in conjunction with the Combined Management Report. Should one or more of these risks or uncertainties materialize, should decrees, decisions, assessments or requirements of regulatory or governmental authorities deviate from our

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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](#)



Our purpose has guided us
for more than 175 years:

We create technology
to transform the everyday,
for everyone.





We create technology that the world needs – in
**industry, infrastructure, mobility,
and healthcare.**

These industries are the backbone of our economies –
and for all of them, digitalization offers tremendous
opportunities to become more competitive, more resilient,
and more sustainable.

With our technologies, we empower our customers to
accelerate their digital and sustainability transformations.
Together we're transforming the everyday, for everyone.

Dr. Roland Busch

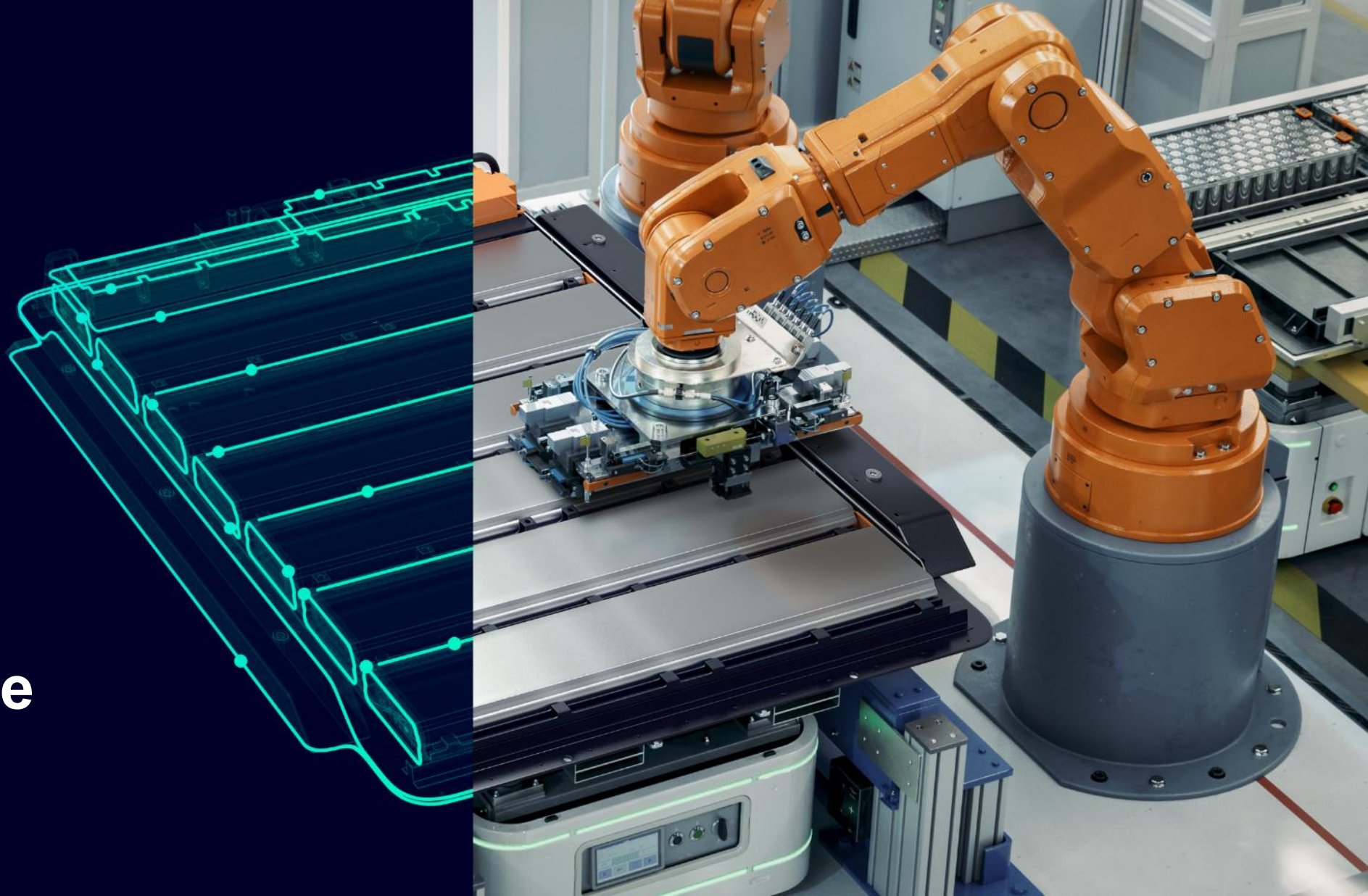
President and CEO of Siemens AG



A **leading** technology company

We fulfill our purpose
through our strategy:

**We combine
the real and the
digital worlds**



Digital transformation has the potential to drive progress and growth and reduce resource consumption in all countries

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.

Through our ONE Tech Company program, we will create more value for all our stakeholders

In this next phase of our transformation, we're changing the way we work together to accelerate innovation and serve our customers better.

ONE

Our goals as
ONE Tech Company:

Stronger
customer focus

Faster
innovations

Higher
growth

We have set four strategic priorities that guide our mindset, behaviors and actions

Customer impact

We think and act customer first

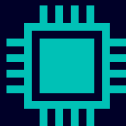
Everything we do is motivated by creating more impact for our customers and accelerating their digitalization and sustainability journey.



Technology with purpose

Solving real-world problems

For more than 175 years, Siemens has been developing technology with purpose.



Empowered people

Better and faster decisions

We are driving progress by empowering our people to take decisions in the best interest of the company.



Growth mindset

Try, learn, improve

We think about the businesses of tomorrow as well as today, always exploring what's possible to expand our technology leadership.



Businesses and Services of Siemens AG

Industrial Business

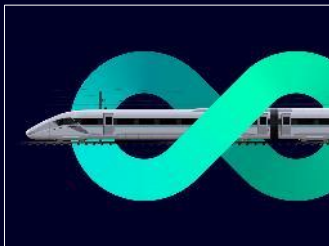
Digital Industries



Smart Infrastructure



Mobility



Siemens Healthineers¹



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%



Matthias Rebellius

Cedrik Neike

Judith Wiese
CPSO and Labor Director

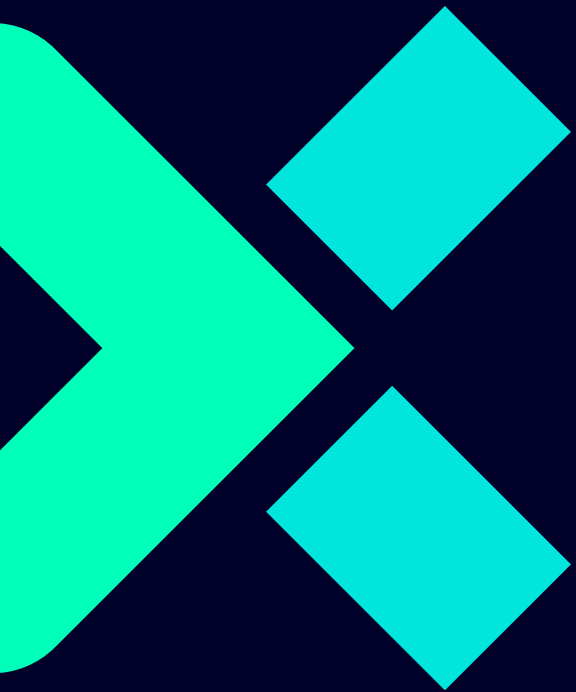
Dr. Roland Busch
President and CEO

**Prof. Dr. Ralf
P. Thomas**
CFO

Veronika Bienert

Dr. Peter Koerte
CTO and CSO

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
>1,600 offerings onboarded to the Siemens Xcelerator Marketplace ³	>710 sellers onboarded to the ecosystem >400 in pipeline ³	>40% contribution from 3 rd -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 September 2025

Siemens Xcelerator accelerates 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

Combining the real and the digital world — powered by Siemens Xcelerator



Siemens Xcelerator

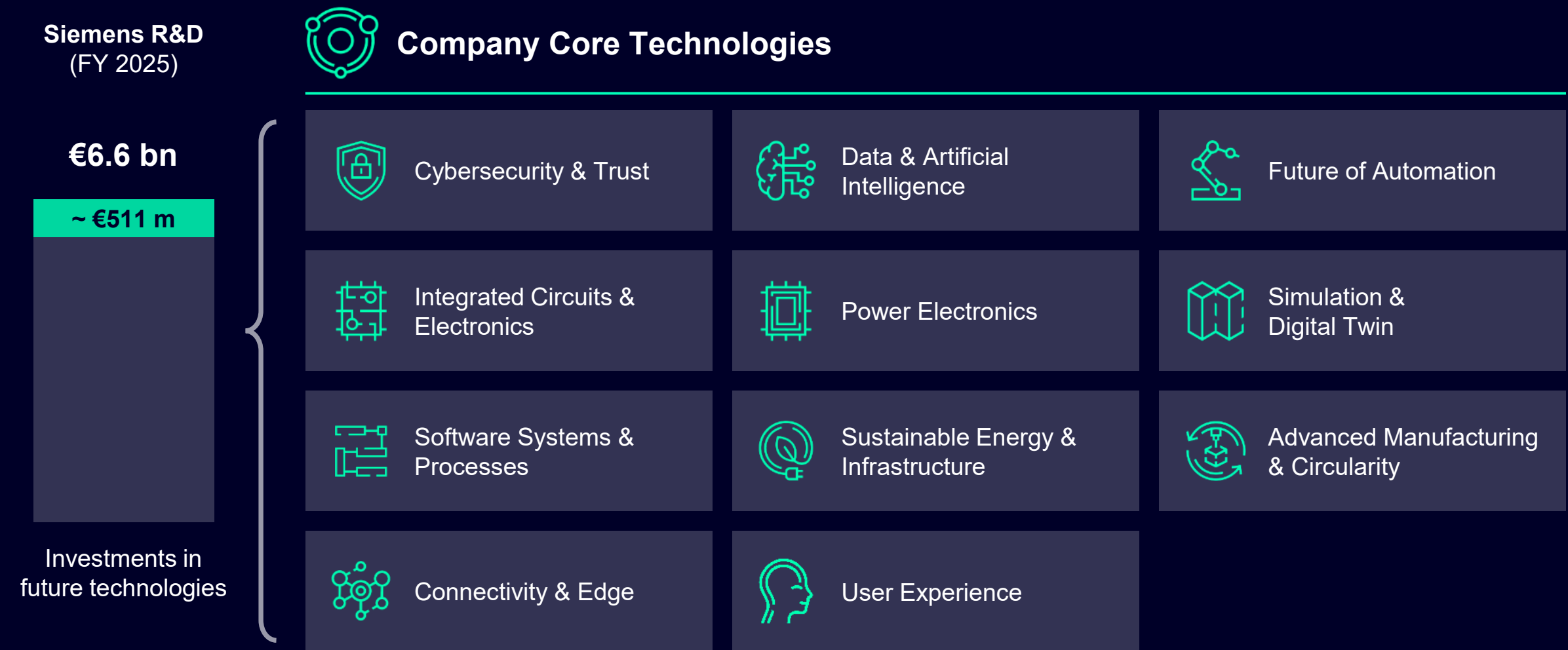
A comprehensive, curated **portfolio** of digital and IoT-enabled offerings from Siemens and qualified partners

A continuously growing, powerful **ecosystem** of sellers and partners for the most holistic offerings landscape in the industry

A growing **marketplace**, a one-stop-shop for digital transformation, where exchanging with a community, learning and buying happens seamlessly

Focus on eleven Company Core Technologies

Strategic R&D across all Siemens businesses



Innovation is the basis for our success

€6.6 bn

R&D expenditures¹

53,200

R&D employees²

5,300

inventions¹

2,600

patent first filings¹

Cooperation

with universities, research
institutes, and start-ups

ONE

Siemens Research and Innovation
Ecosystem (Siemens RIE) with 16 local
innovation hubs

¹ In FY 2025 | ² On average during FY 2025



By combining the real and the digital worlds

> 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.

Decarbonization
& energy efficiency

Resource efficiency
& circularity

People centricity
& society

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 reduce emissions in our operations and supply chain by designing low-carbon, energy-efficient products, produced in optimized production facilities using our 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 and promote diverse teams, inclusive workplaces and work-wellbeing to ensure our people and our business remain resilient and relevant in ever-evolving environments.

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 ₂ e FY19	Total Scope 3 Reduce by 30% by 2030 and achieve net-zero by 2050 Baseline: 153 Mt CO ₂ e FY19	Customer Avoided Emissions Achieve >1,000 Mt cumulatively Baseline: 264 Mt CO ₂ e FY23		
	Ambition -90% 	Ambition -30% & net-zero 	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	Cybersecurity Cover 100% of our relevant applications with Siemens Zero Trust Baseline: 16% FY24	EU-Taxonomy Increase our EU Taxonomy revenue alignment rate Baseline: 46% FY24		
	Ambition 100% 	Ambition 100% 	Ambition Rate increase 		
Resource efficiency & circularity	Robust Eco Design Achieve 100% for relevant hardware, software, and service portfolio Baseline: 16% FY21	Waste to landfill Support circularity by pursuing zero waste to landfill Baseline: 0% FY21	Biodiversity Implement a conservation program at 100% of our relevant sites Baseline: 17.7% FY24		
	Ambition 100% 	Ambition 100% 	Ambition 100% 		
People centricity & society Equity Employability	Pay equity Pursue pay equity by reducing the global adjusted pay gap Baseline: 2.5% FY24	Inclusion level Sustain an inclusion level above 80% Baseline: 80% FY24	Work Well-being Score Maintain a Work Well-being Score above 80 Baseline: 84 FY24	Total learning hours Increase our average to 40 hours per person Baseline: 34.2 h FY24	External learning offerings Reach 3 million people in our business ecosystem and society focused on digitalization and sustainability Baseline: 615 k FY24
	Ambition Gap reduction 	Ambition >80% 	Ambition >80 	Ambition 40 h 	Ambition 3 m people 

Compliance

Zero tolerance for misconduct

High rating

in EcoVadis, in the assessment area of Ethics, participating since 2011

US\$120 m

since 2009 to support organizations and projects fighting corruption and fraud

>460,000

specific web-based compliance trainings completed¹

¹ without Siemens Healthineers



Siemens in figures

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

FY 2025

318,000

Employees^{1,2}

€78.9 bn

Revenue

€88.4 bn

Orders

€10.4 bn

Net income³

15.4%

Profit margin
Industrial Business

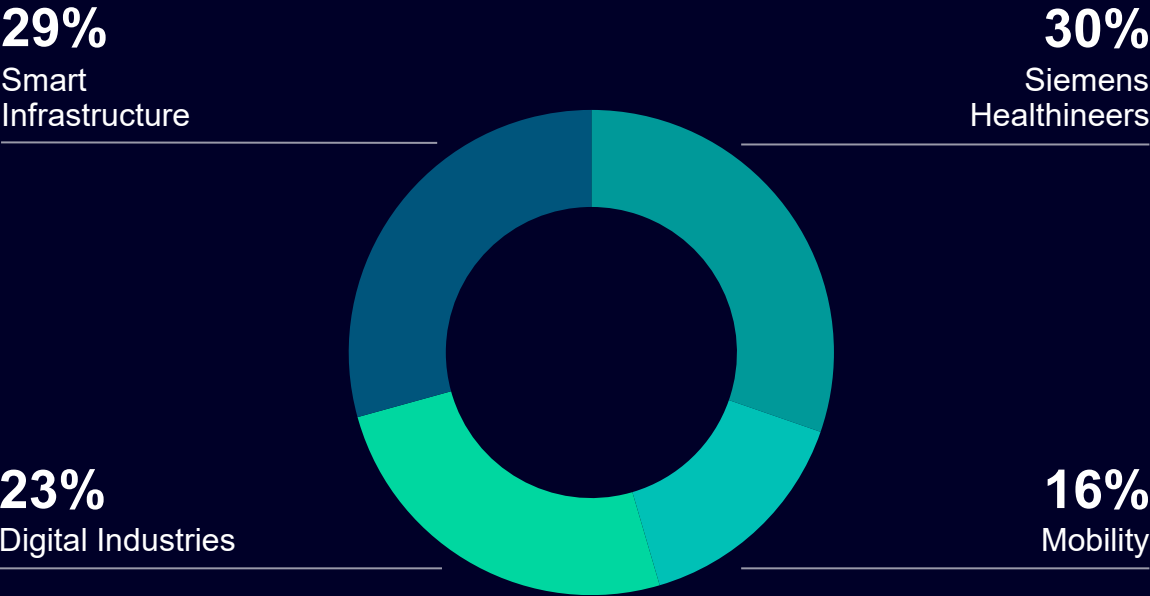
€10.8 bn

Free Cash Flow³

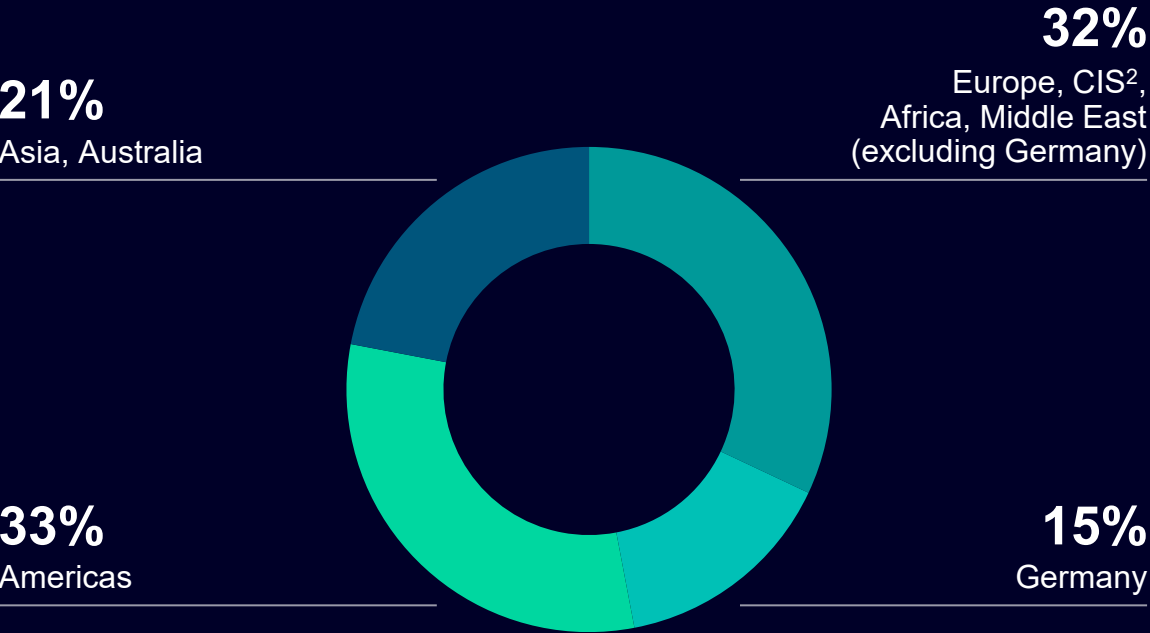
1 As of September 30, 2025 | 2 Continuing operations | 3 Continuing and discontinued operations

FY 2025 in detail

Revenue by industrial business¹



Revenue by region¹



¹ All figures rounded | ² Commonwealth of Independent States
Note: Due to rounding, numbers might not add up to 100%

Fourth quarter of FY 2025 (1/2)

€21.4 bn

Revenue

€21.9 bn

Orders

€3.2 bn

Profit Industrial Business

€1.8 bn

Net income¹

€5.3 bn

Free Cash Flow¹

15.3%

Profit margin
Industrial Business

¹ Continuing and discontinued operations



Fourth quarter of FY 2025

(2/2)

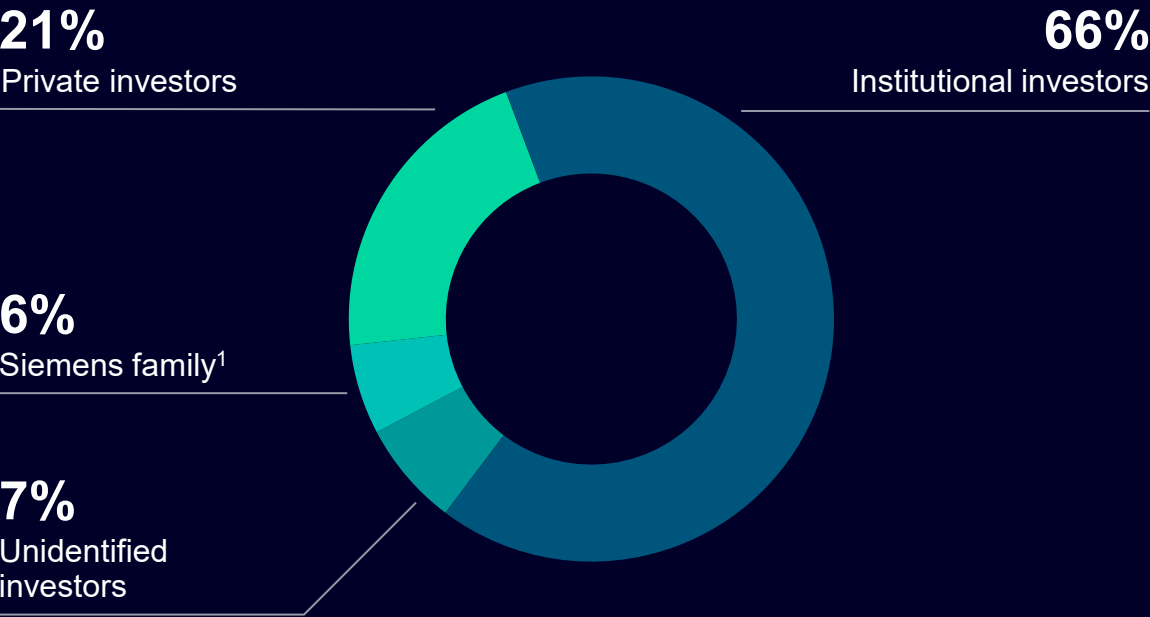
Results of operations

	Industrial Business				Siemens Financial Services
(in millions of €)	Digital Industries	Smart Infrastructure	Mobility	Siemens Healthineers	
Orders	5,511	6,184	2,522	7,247	
Revenue	5,030	6,248	3,216	6,322	
Profit	779	1,166	273	972	91 ¹
Profit margin	15.5%	18.7%	8.5%	15.4%	8.0% ²

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

Siemens AG shareholder structure

Type of investor



Regional Structure



Shareholder structure based on shares outstanding in November 2024

¹ Including family members and foundations established by the family

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

Highlights in the fourth quarter of FY 2025



Merck and **Siemens** deepen **strategic partnership** to accelerate **AI and data-driven drug discovery and development**



Siemens launches **lighthouse project** of **Made for Germany** initiative



Siemens enters collaboration with **Microsoft** to enhance **IoT interoperability for buildings**

Siemens opens one of **Europe's most modern train factories** and service centers in **Munich**



Businesses and **Services**

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
people¹

14.9%
profit margin²

€17.8 bn
in revenue²

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



CEO	Cedrik Neike
CFO	Rudolf Basson
HQ	Nuremberg, Germany

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
people¹

19.6%
profit margin²

€23.0 bn
in revenue²

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



CEO	Matthias Rebellius
CFO	Axel Meier
HQ	Zug, Switzerland

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.

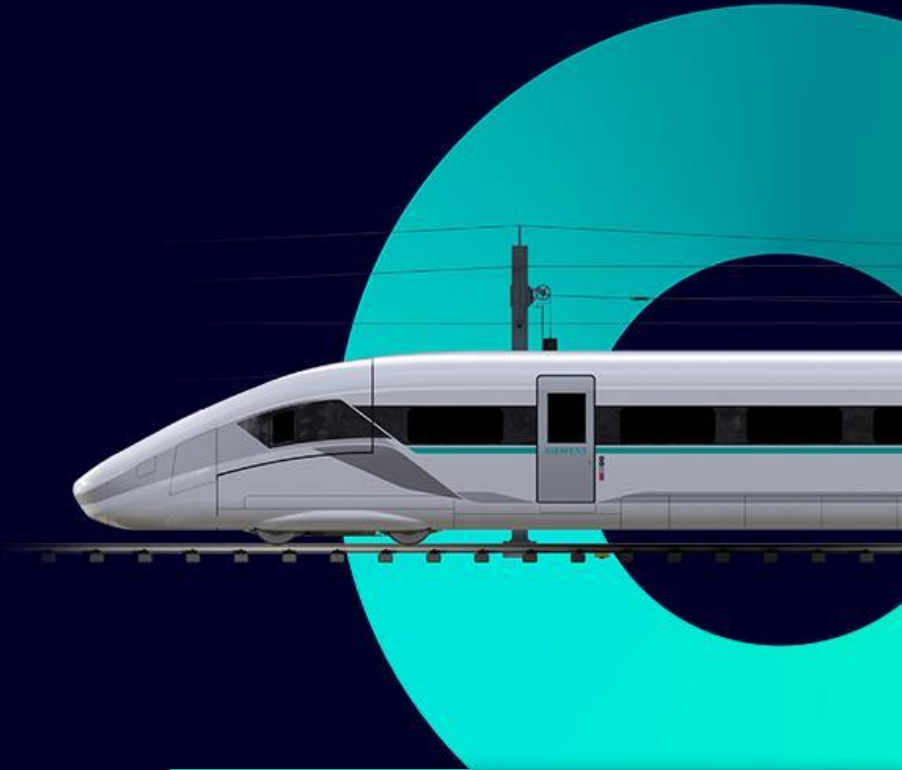
In an open ecosystem, we bring together rolling stock, rail infrastructure, rail services, and software to provide sustainable, comfortable, and cost-effective rail traffic today.

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

43,400
people¹

8.8%
profit margin²

€12.4 bn
in revenue²



CEO	Michael Peter
CFO	Karl Blaim
HQ	Munich, Germany

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

Siemens Healthineers

Siemens Healthineers¹ pioneers breakthroughs in healthcare. For everyone. Everywhere. Sustainably. As a leader in medical technology, Siemens Healthineers wants to advance a world in which breakthroughs in healthcare create new possibilities with a minimal impact on our planet. By consistently bringing innovations to the market, the company enables healthcare professionals to innovate personalized care, achieve operational excellence, and transform the system of care.

With the unique combination of its strengths in patient twinning², precision therapy, as well as digital, data, and artificial intelligence (AI), the company is well positioned to take on the greatest challenges in healthcare. Siemens Healthineers will continue to build on these strengths to help overcome the world's most threatening diseases, enable efficient operations, and expand access to care.

73,800
people³

15.1%
profit margin⁴

€23.4 bn
in revenue⁴

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, 2025 | 4 For FY 2025



CEO	Dr. Bernd Montag
CFO	Dr. Jochen Schmitz
CHRO	Darleen Caron
MBM	Elisabeth Staudinger
HQ	Forchheim, Germany

Siemens Advanta

We are a strategic advisor and trusted implementation partner for digital and sustainability transformations on an enterprise level.

Drawing on the Siemens tech stack, we deliver end-to-end solutions, from strategy and operations consulting to solution architecture and implementation. With comprehensive expertise in IT and OT, we combine extensive experience from Siemens' own transformation journey with an established reliability stemming from customer projects across diverse industries and countries.

By leveraging the power of Siemens businesses and its partners, we help customers unlock the full value of Siemens technologies across their entire value chain.



CEO	Todd Weatherby
CFO	Heiko Volpert
HQ	Munich, Germany

Siemens Financial Services

Siemens Financial Services (SFS) – the B2B financing arm of Siemens – provides financing that makes a difference.

At SFS, we empower customers around the globe to access technology with purpose and increase their competitiveness. Based on our unique combination of financial expertise, risk management and industry know-how, we provide tailored financing solutions – including flexible leasing and working capital products, project-related and structured financing, corporate lending, equity investments, finance advisory, as well as trade and receivables financing.

With highly experienced and passionate teams in 20+ countries, SFS paves the way for industrial productivity, smart infrastructure and sustainable mobility, facilitating the energy and circularity transition, and enabling high-quality healthcare.

	FY 2025	FY 2024
Total assets in millions of €	33,110	32,841
Employees ¹	2,688	2,739

¹ As of September 30, 2025



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



Global Business Services

Siemens Global Business Services (GBS) enables Siemens AG units worldwide and external customers to accelerate their business transformation into a sustainable and digital future.

Its portfolio comprises services driven by expertise and the latest technology – 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 for Siemens AG, Siemens Energy AG, and Siemens Healthineers AG and serves its clients 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



CEO	Eckard Eberle
CFO	Sigrid Dengler
HQ	Munich, Germany

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 of 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 CO₂ emissions by 90% by 2030.



CEO
CFO
HQ

Jörg Vocke
Dr. Patrik Dresen
Munich, Germany

Foundational Technologies

As Siemens' largest operative software and technology unit, Foundational Technologies (FT) acts as a driving force behind the company's transformation to a ONE Tech Company.

With Siemens Xcelerator – our open digital business platform – Siemens provides its customers with hardware and software solutions that enable them to seamlessly link the real and digital worlds and thus tap the potential of data to increase efficiency, flexibility, and sustainability.

FT forms the technological backbone of Siemens Xcelerator and supports our business areas with underlying research and development, tools, platform services and experts. FT also facilitates the seamless integration of Siemens Xcelerator offerings and provides Siemens development teams with a uniform, future-proof technological foundation. By doing so, FT acts as an indispensable partner who enables us to keep the Siemens Xcelerator promise to our customers – to offer easy, open and interoperable products that always meet the same high quality standards and guarantee the same exceptional user experience.

For more information, visit
www.siemens.com/innovation



Head
CFO
HQ

Dirk Didascalou
Sonja Wachmann
Munich, Germany

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