

Siemens AG – Business Fact Sheets

Investor Relations

Notes and forward-looking statements

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), 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 decisions, assessments or requirements of regulatory authorities deviate

from our expectations, should events of force majeure, such as pandemics, unrest or acts of war, occur or should underlying expectations including future events occur at a later date or not at all or assumptions prove incorrect, actual results, performance or achievements of Siemens may (negatively or positively) vary materially from those described explicitly or implicitly in the relevant forward-looking statement. Siemens neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.

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.

Siemens Industrial Businesses by numbers

FY 24
in €bn



**Digital
Industries**



**Smart
Infrastructure**



Mobility



**Siemens
Healthineers¹**

Revenue

18.5

21.4

11.4

22.4

comp. growth

-8%

+9%

+9%

+5%

Profit margin

18.9%

17.3%

8.9%

14.2%

Employees

70.1k

78.5k

41.9k

72.3k

¹ Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 71% (as of July 30, 2025)

Digital Industries – A unique powerhouse combining the real and digital worlds

KPIs FY24	Revenue comp. growth		Profit Margin		FCF CCR		Targets over the cycle 3-5 years	as of CMD 2021	Cedrik Neike CEO	Rudolf Basson CFO
	€18.5bn	-8%	€3.5bn	18.9%	€3.2bn	0.90				
	5-7%		17-23%		1-growth					
Portfolio in % of FY24 revenue	Factory Automation	Motion Control	Process Automation	59%	Software	Software Revenue split	Mendix	34%		
	<ul style="list-style-type: none"> Automation products Engineering and SCADA software Systems for production machines Industrial Edge 	<ul style="list-style-type: none"> Drives and motors Machine tool systems Analytics, AI, Management & Engineering SW for machine tools and drive technology 	<ul style="list-style-type: none"> Automation systems and software for process industries Power supply systems, industrial communication & identification Process instrumentation and analytics 		<ul style="list-style-type: none"> Product Lifecycle Mgmt. (PLM) Electronic Design Automation (EDA) Industrial IoT and low-code 		<ul style="list-style-type: none"> €6.3bn FY 24 		EDA — PLM	Transition to SaaS since 2022
	Customer Services			7%	<p>Acquisition closed in FQ2/25</p> <p>Successful M&A strategy to form the #1 industrial software portfolio</p> <p>...and >30 further acquisitions since 2012</p> <p>Full-suite simulation</p> <p>Boosting the most comprehensive digital twin with full-suite simulation and AI portfolio</p>					
	#1 in Discrete Automation		#2 in Process Automation		<p>#1 in Industrial Software with the most comprehensive portfolio</p>					
Main peers	Rockwell Automation 	Schneider Electric Industrial Automation	INOVANCE 	ABB Motion & Autom. Businesses	EMERSON 	DASSAULT SYSTEMES 	ptc 	cadence 	SYNOPSYS 	

Smart Infrastructure – Combining the real and the digital worlds for sustainable infrastructure

KPIs FY24		Revenue comp. growth		Profit Margin		FCF CCR			 Matthias Rebellius CEO	 Axel Meier CFO			
		€21.4bn	+9%	€3.7bn	17.3%	€3.6bn	0.97						
CMD 2021 commitments exceeded		4-6% 		11-16% 		1-growth 							
Targets over the cycle 3-5 years		6-9%		16-20%		1-growth							
Portfolio in % of FY24 revenue	Buildings 39%			Electrification 31%			Electrical Products 30%						
	<ul style="list-style-type: none"> Integrated building mgmt. systems & software Heating, ventilation and air conditioning controls Fire safety/security products and systems Solutions and services, incl. sustainability services 			<ul style="list-style-type: none"> Electrification and Automation Grid Software Portfolio examples: MV gas insulated switchgear, circuit breaker eMobility charging infrastructure (carve-out in progress) 			<ul style="list-style-type: none"> LV products for industrial applications LV products for buildings and infrastructure Portfolio examples: protection, soft-starting, switching 						
Leading in digital services Largest service business within Siemens		#1 MV Switchgear #1 Protection & Automation IEC		#1 Grid Planning #1 Meter Data Management		From #4 to #2 in addressed market Innovation leader in solid state							
Main peers		 Johnson Controls Building Automation		 Honeywell Building Automation		 Electrification		 Energy Management					
		 Electrification		 Energy Management		 Powering Business Worldwide							

Note: Portfolio split based on unconsolidated revenues

Mobility – Technology and margin leader driving digital transformation and decarbonization

KPIs FY24 <small>as of CMD 2021</small>	Revenue comp. growth		Profit Margin		FCF CCR		
	€11.4bn	+9%	€1.0bn	8.9%	€1.2bn	1.14	
Targets over the cycle 3-5 years	5-8%	10-13%	1-growth	Michael Peter CEO	Karl Blaim CFO		
Portfolio <small>in % of FY24 revenue</small>	Rolling Stock 	Rail Infrastructure 	Customer Services 	Turnkey 	Software 		
	Short-distance, regional and long-distance rolling stock, product and system solutions for passenger and freight transport	Products and solutions for rail automation and electrification for mainline, freight and mass transit	Services for rolling stock, rail infrastructure and turnkey systems, throughout the entire lifecycle	Complete rail solutions from project management to system integration of the entire rail portfolio and beyond	1 Revenue included in the other businesses	Software for train planning, inventory, reservation and ticketing, and Mobility-as-a-Service (MaaS)	
	e.g. Velaro high-speed, Vectron locomotive, Mireo commuter platforms	e.g. interlocking systems, European train control systems	e.g. maintenance services, digital services with Railigent X	e.g. turnkey projects for high-speed rail, commuter and regional rail	2 Revenue included in Rail Infrastructure	e.g. apps and backend systems from Hacon, Sqills, Padam	
Main peers							

Note: Portfolio split based on unconsolidated revenues

Siemens Healthineers – Pioneering breakthroughs in Healthcare



KPIs FY24	Revenue comp. growth €22.4bn +5%	Profit Margin €3.2bn 14.2%	FCF CCR €3.0bn 0.94		Dr. Bernd Montag CEO	Dr. Jochen Schmitz CFO
Target as of CMD 2021	>5% (shareholder expectation)	17-21% (shareholder expectation)			Darleen Caron CHRO, MBM & Labor Director	Elisabeth Staudinger MBM
Portfolio	Imaging <ul style="list-style-type: none"> Magnetic Resonance Computed Tomography X-ray Products Molecular Imaging Ultrasound Digital & Automation 	Diagnostics <ul style="list-style-type: none"> Immunochemistry, Lab Automation Hematology, Hemostasis, Specialty Immunoassay Point-of-Care 	Varian <ul style="list-style-type: none"> Radiation Oncology Systems Cancer Therapy Imaging Digital Solutions & Services Interventional Solutions 	Advanced Therapies <ul style="list-style-type: none"> Hybrid OR Interventional Radiology Cardiology Mobile C-Arms Endovascular Robotics 		

Pioneering breakthroughs to provide healthcare access for all

Main peers



Visit www.siemens-healthineers.com/investor-relations for further information

Note: Figures as reported by Siemens AG; Siemens Healthineers is a publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 71% (as of July 30, 2025)