



Siemens AG – Business Fact Sheets

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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 decrees, decisions, assessments or requirements of regulatory or governmental 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

without Siemens Healthineers¹

FY 25
in €bn



Digital Industries



Smart Infrastructure



Mobility

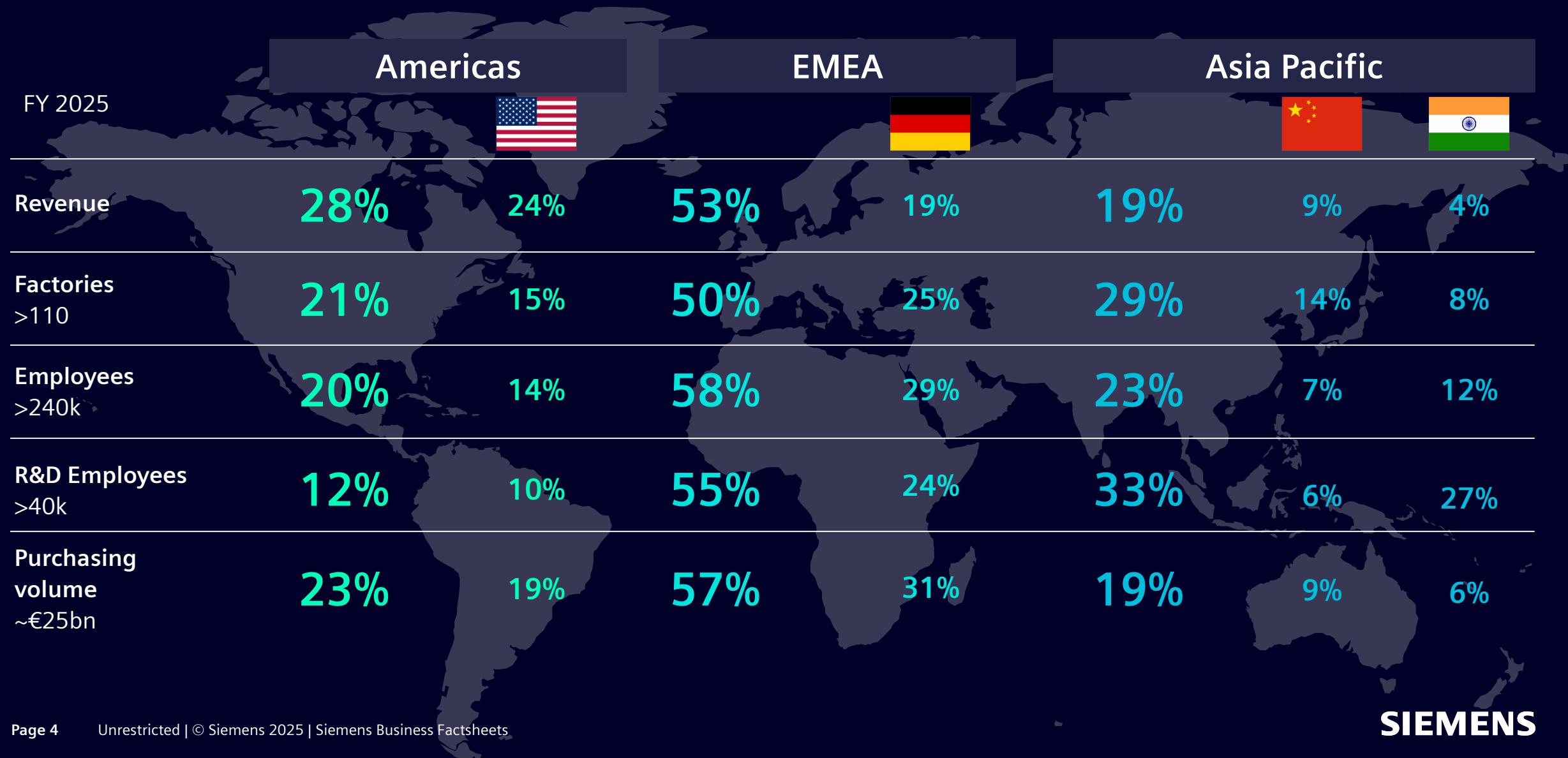
	Digital Industries	Smart Infrastructure	Mobility
Revenue	17.8	23.0	12.4
comp. growth	-4%	+9%	+10%
Profit margin	15.9% ²	18.3% ³	8.8%
Employees	72.2k	79.4k	43.4k

1 Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 67% (as of Dec 1, 2025) | 2 excl. effects from Altair and Dotmatics |

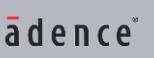
3 excl. gain related to exiting the wiring accessories business

Siemens Group – well balanced footprint across geographies

All figures excl. Siemens Healthineers



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

KPIs FY25	Revenue comp. growth €17.8bn -4%	Profit Margin €2.6bn 14.9%	FCF CCR €3.5bn 1.32			
Mid-term targets	5–7%	17–23%	1 - growth			
	Factory Automation <ul style="list-style-type: none"> Automation products Engineering and SCADA software Systems for production machines Industrial Edge 	Motion Control <ul style="list-style-type: none"> Drives and motors Machine tool systems Analytics, AI, Management and Engineering SW for machine tools and drive technology 	Process Automation <ul style="list-style-type: none"> Automation systems and software for process industries Power supply systems, industr. communication and identification Process instrumentation and analytics 	58%	 <div> Software <ul style="list-style-type: none"> Product Lifecycle Mgmt. (PLM) Electronic Design Automation (EDA) Software Revenue split EDA —  — PLM €6.2bn FY25 Transition to SaaS since 2022 </div>	
Portfolio in % of FY25 revenue	Customer Services <ul style="list-style-type: none"> Lifecycle services AI and predictive maintenance software services 	<ul style="list-style-type: none"> Industrial IoT infrastructure and connectivity services 	<ul style="list-style-type: none"> Circularity and resource efficiency services Training software and services 	7%	<div> Successful shift towards resilient recurring business models Integration of Altair and Dotmatics on track </div> <div> Non-recurring business Perpetual licenses, services, and other  ~70% 2021 ~30% 2025 ~80% 2025 Recurring business Subscriptions, SaaS, maintenance ~30% 2021 ~20% 2025 </div>	
	#1 in Discrete Automation		#2 in Process Automation		#1 in Industrial Software with the most comprehensive portfolio	
Main peers	Rockwell Automation 	Schneider Electric  Industrial Automation	INOVANCE 	ABB  Motion & Autom. Businesses	EMERSON 	 Dassault Systèmes  ptc  cadence  SYNOPSYS

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

KPIs FY25	Revenue comp. growth €23.0bn +9%	Profit ¹ Margin ¹ €4.2bn 18.3%	FCF CCR ¹ €4.1bn 0.98	6 – 9% 16 – 20% 1 - growth	Buildings • Integrated building mgmt. systems & software • Heating, ventilation and air conditioning controls • Fire safety/security products and systems • Solutions and services, incl. sustainability services	Electrification • Electrification and Automation • Grid Software • Portfolio examples: MV gas insulated switchgear, circuit breaker • eMobility charging infrastructure	Electrical Products • LV products for industrial applications • LV products for buildings and infrastructure • Portfolio examples: protection, soft-starting, switching	Matthias Rebellius CEO Axel Meier CFO					
Portfolio in % of FY25 revenue	38%	33%	29%	Leading in digital services Largest service business within Siemens	#1 MV GIS #1 Protection & Automation IEC	From #4 to #2 in addressed market Innovation leader in solid state	Johnson Controls	Honeywell Building Automation	ABB Electrification	Schneider Electric Energy Management	ABB Electrification	Schneider Electric Energy Management	EATON Powering Business Worldwide
Main peers													

¹ Excl. €0.3 billion gain related to exiting the wiring accessories business

Note: Portfolio split based on unconsolidated revenues

Mobility – Technology and margin leader, maximizing customer value, transforming rail transportation

KPIs FY25	Revenue comp. growth		Profit margin		FCF CCR		Michael Peter CEO	Beatrice Bock CFO	
	€12.4bn	+10%	€1.1bn	8.8%	€1.0bn	0.93			
Mid-term targets	5 – 8%		10 – 13%		1 - growth				
Portfolio in % of FY25 revenue	Rolling Stock Focusing on technology leading and digitally connected platforms, such as Velaro high-speed, Mireo commuter and Vectron locomotive platforms	50%	Rail Infrastructure Moving digitalized rail automation on one common software platform and making data accessible for AI with Signaling X	33%	Customer Services Building a superior ecosystem around our trains and infrastructure, bringing together asset operations and condition data with Railigent X	17%	Turnkey Offering complete rail solutions with best-in-class project management and system integration of the entire rail portfolio and beyond	Incl. ¹	Software Operating system based on Mobility Software Suite X enabling operators to maximize yield of fleets and infrastructure, while enhancing customer experience
	20 countries approved Vectron locomotives for operation		#1 global market leader in rail infrastructure		140 sites in rail service network to execute on service commitments		6th largest high-speed rail network in the world being built in Egypt		Up to 97% average seat occupancy

Main peers

ALSTOM **STADLER** **HITACHI** **CAF**  **中国中车 CRRC**

Note: Portfolio split based on unconsolidated revenues