

# ONE

## 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](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 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 Healthineers<sup>1</sup>

FY 25

in €bn



Revenue

17.8

23.0

12.4

comp. growth

-4%

+9%

+10%

Profit margin

15.9%<sup>2</sup>

18.3%<sup>3</sup>

8.8%

Employees

72.2k

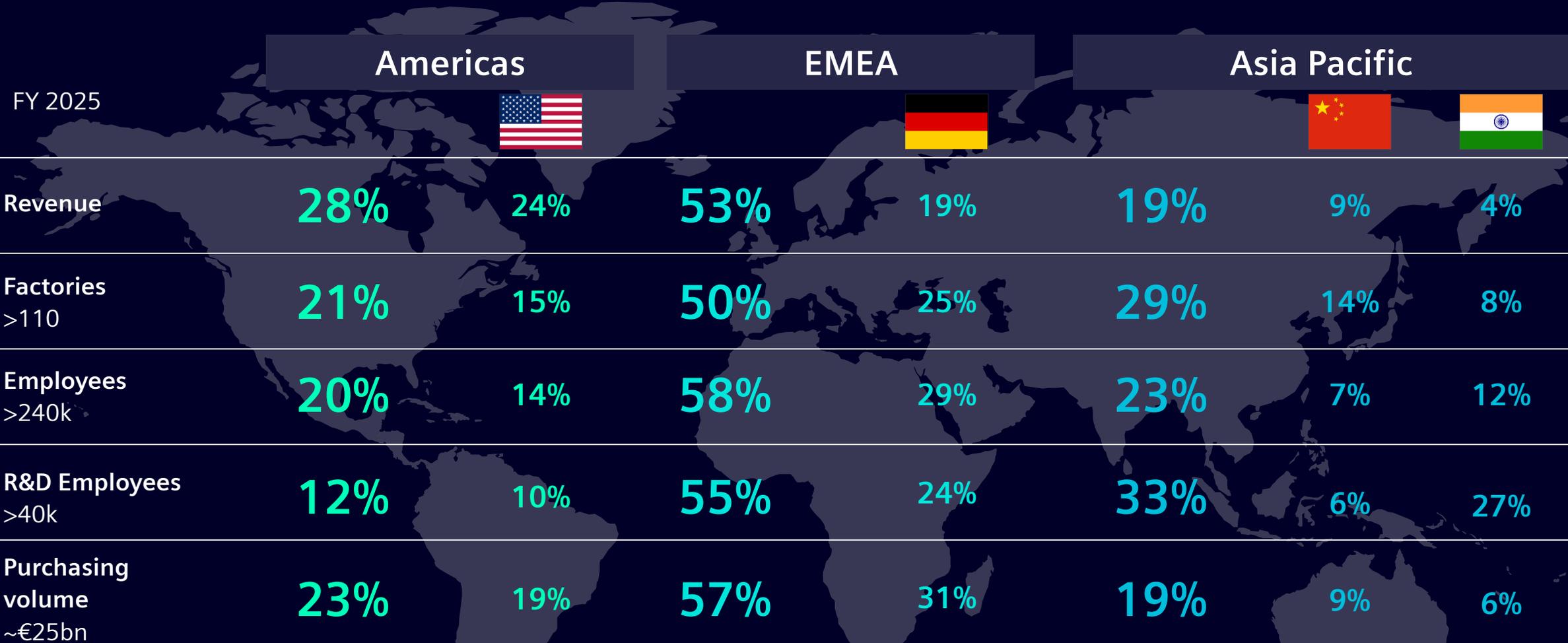
79.4k

43.4k

<sup>1</sup> Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers: 67% (as of Dec 1, 2025) | <sup>2</sup> excl. effects from Altair and Dotmatics | <sup>3</sup> 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		Profit   Margin		FCF   CCR	
		€17.8bn	-4%	€2.6bn	14.9%	€3.5bn
Mid-term targets	5 – 7%		17 – 23%		1 - growth	



**Cedrik Neike**  
CEO



**Rudolf Basson**  
CFO

**Portfolio**  
in % of FY25 revenue

<p><b>Factory Automation</b></p> <ul style="list-style-type: none"> <li>Automation products</li> <li>Engineering and SCADA software</li> <li>Systems for production machines</li> <li>Industrial Edge</li> </ul>	<p><b>Motion Control</b></p> <ul style="list-style-type: none"> <li>Drives and motors</li> <li>Machine tool systems</li> <li>Analytics, AI, Management and Engineering SW for machine tools and drive technology</li> </ul>	<p><b>Process Automation</b></p> <ul style="list-style-type: none"> <li>Automation systems and software for process industries</li> <li>Power supply systems, industr. communication and identification</li> <li>Process instrumentation and analytics</li> </ul> <p><b>58%</b></p>
<p><b>Customer Services</b></p> <ul style="list-style-type: none"> <li>Lifecycle services</li> <li>AI and predictive maintenance software services</li> </ul>	<p><b>Industrial IoT infrastructure and connectivity services</b></p>	<ul style="list-style-type: none"> <li>Circularity and resource efficiency services</li> <li>Training software and services</li> </ul> <p><b>7%</b></p>

**#1 in Discrete Automation**      **#2 in Process Automation**

**Software**

- Product Lifecycle Mgmt. (PLM)
- Electronic Design Automation (EDA)

**Software Revenue split**

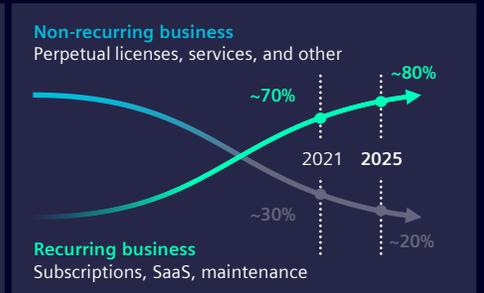
EDA — **€6.2bn FY25** — PLM

**35%**

Transition to SaaS since 2022

**Successful shift**  
towards resilient recurring business models

**Integration of Altair and Dotmatics on track**



**#1 in Industrial Software with the most comprehensive portfolio**

**Main peers**

Industrial Automation      Motion & Autom. Businesses

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

KPIs FY25	Revenue   comp. growth		Profit <sup>1</sup>   Margin <sup>1</sup>		FCF   CCR <sup>1</sup>	
	€23.0bn	+9%	€4.2bn	18.3%	€4.1bn	0.98
Mid-term targets	6 – 9%		16 – 20%		1 - growth	
<b>Portfolio</b> <small>in % of FY25 revenue</small>	<b>Buildings</b> <span style="float: right; border: 1px solid red; border-radius: 50%; padding: 2px;">38%</span> <ul style="list-style-type: none"> <li>• Integrated building mgmt. systems &amp; software</li> <li>• Heating, ventilation and air conditioning controls</li> <li>• Fire safety/security products and systems</li> <li>• Solutions and services, incl. sustainability services</li> </ul>		<b>Electrification</b> <span style="float: right; border: 1px solid red; border-radius: 50%; padding: 2px;">33%</span> <ul style="list-style-type: none"> <li>• Electrification and Automation</li> <li>• Grid Software</li> <li>• Portfolio examples: MV gas insulated switchgear, circuit breaker</li> <li>• eMobility charging infrastructure</li> </ul>		<b>Electrical Products</b> <span style="float: right; border: 1px solid red; border-radius: 50%; padding: 2px;">29%</span> <ul style="list-style-type: none"> <li>• LV products for industrial applications</li> <li>• LV products for buildings and infrastructure</li> <li>• Portfolio examples: protection, soft-starting, switching</li> </ul>	
	<b>Leading in digital services</b> <b>Largest service business within Siemens</b>		<b>#1 MV GIS</b> <b>#1 Protection &amp; Automation IEC</b>		<b>From #4 to #2 in addressed market</b> <b>Innovation leader in solid state</b>	
<b>Main peers</b>	  Building Automation	 Electrification	 Energy Management	 Electrification	 Energy Management	 Powering Business Worldwide



<sup>1</sup> 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 <small>in % of FY25 revenue</small>	<b>Rolling Stock</b> <span style="border: 1px solid red; border-radius: 50%; padding: 2px;">50%</span> Focusing on technology leading and digitally connected platforms, such as <b>Velaro</b> high-speed, <b>Mireo</b> commuter and <b>Vectron</b> locomotive platforms	<b>Rail Infrastructure</b> <span style="border: 1px solid red; border-radius: 50%; padding: 2px;">33%</span> Moving digitalized rail automation on one common software platform and making data accessible for AI with <b>Signaling X</b>	<b>Customer Services</b> <span style="border: 1px solid red; border-radius: 50%; padding: 2px;">17%</span> Building a superior ecosystem around our trains and infrastructure, bringing together asset operations and condition data with <b>Railigent X</b>	<b>Turnkey</b> <span style="border: 1px solid red; border-radius: 50%; padding: 2px;">Incl.<sup>1</sup></span> Offering <b>complete rail solutions</b> with best-in-class project management and system integration of the entire rail portfolio and beyond <small>1 Revenue included in other businesses</small>	<b>Software</b> <span style="border: 1px solid red; border-radius: 50%; padding: 2px;">Incl.<sup>2</sup></span> Operating system based on <b>Mobility Software Suite X</b> enabling operators to maximize yield of fleets and infrastructure, while enhancing customer experience <small>2 Revenue included in Rail Infrastructure</small>	<b>20</b> countries approved Vectron locomotives for operation	<b>#1</b> global market leader in rail infrastructure	<b>140</b> sites in rail service network to execute on service commitments	<b>6th</b> largest high-speed rail network in the world being built in Egypt	<b>Up to 97%</b> average seat occupancy

Main peers	    
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Note: Portfolio split based on unconsolidated revenues