

# 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.

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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

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.

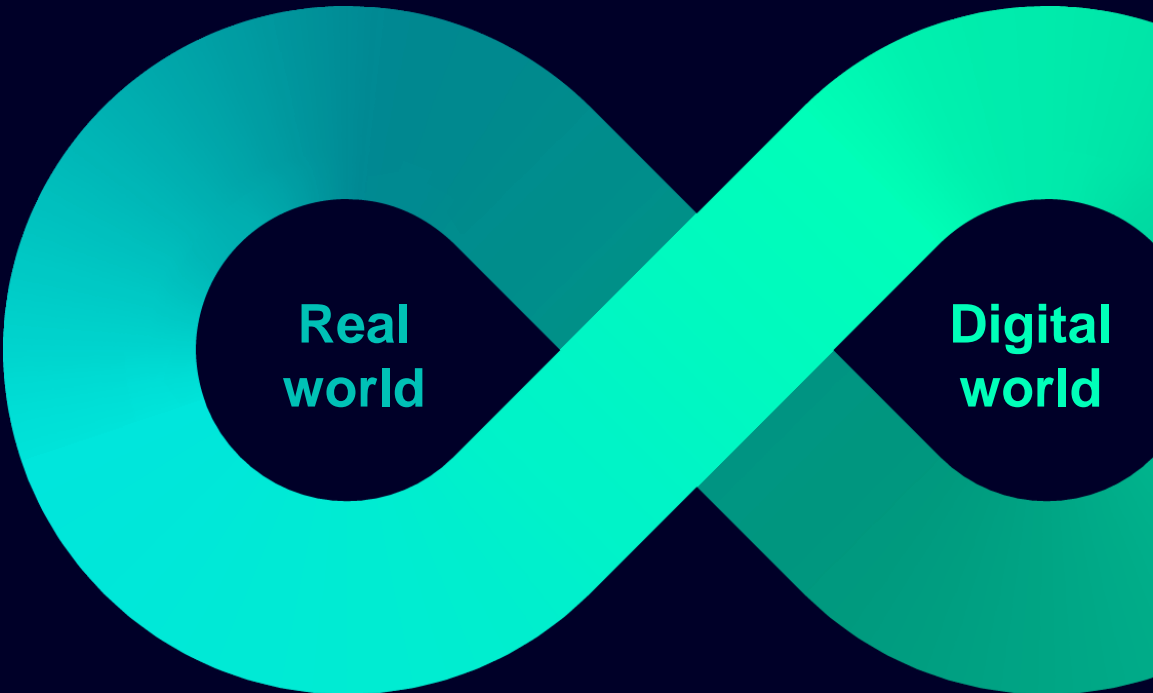
**Dr. Roland Busch**

President and CEO of Siemens AG



# By combining the real and the digital worlds, Siemens empowers customers to accelerate their digital and sustainability transformation

|   |  |  |   |   |  |  |
|---|--|--|---|---|--|--|
| <br>Glass Production    | <br>Pharmaceutical Industry   | <br>Campus          | <br>Tire Industry    | <br>Mining Industry                | <br>Cement                   | <br>Transportation and Logistics  |
| <br>Panel Building      | <br>Wind Energy               | <br>Pulp and Paper  | <br>Life Science     | <br>Healthcare                     | <br>Oil and Gas Industry     | <br>Automotive Manufacturing      |
| <br>Airports            | <br>Electronics Industry      | <br>Semi-conductors | <br>Data Centers     | <br>Machinery and Plant Production | <br>Food and Beverage        | <br>Water and Wastewater Industry |
| <br>Chemical Industry | <br>Municipalities and DSOs | <br>Cranes        | <br>Intralogistics | <br>Aerospace                    | <br>Battery Manufacturing |  |



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.

A **leading** technology company

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

## Customer impact

**We think and act customer first**

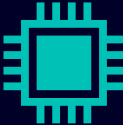
Everything we do is motivated by creating more impact for our customers and accelerating their digitalization and sustainability journey.



## 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

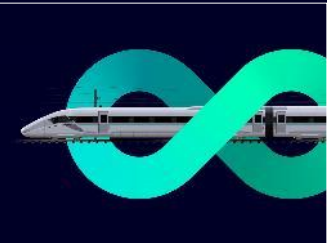
Digital Industries



Smart Infrastructure



Mobility



Siemens Healthineers<sup>1</sup>



Siemens Advanta



## Services

Siemens Financial Services



Siemens Real Estate



Global Business Services



Foundational Technologies



<sup>1</sup> Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers is 73%



**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

## Top 10

Siemens is one of the top 10 software companies<sup>1</sup>

## €6.5 bn

digital revenue<sup>1</sup> with 10% CAGR until FY 2025



Data analytics



AI and IoT



Simulation tools

## >1,200

digital offerings on Siemens Xcelerator Marketplace<sup>2</sup>

## €14 bn

invested in digital companies since 2007<sup>1</sup>



New business models



Secure connectivity



Cyber-security

<sup>1</sup> As of September 30, 2022

<sup>2</sup> Includes offerings by Siemens Xcelerator Marketplace sellers as well as Siemens offerings, as of February 3, 2025

**Siemens Xcelerator accelerates the digital and sustainability transformation of our customers. The business platform is the way we bring our strategy to life and create exponential growth.**

### **Our Purpose**

We create technology to transform the everyday, for everyone

### **Our Strategy**



Combining the real and the digital worlds

A comprehensive, curated **portfolio** that includes digital and IoT-enabled offerings from Siemens and certified partners

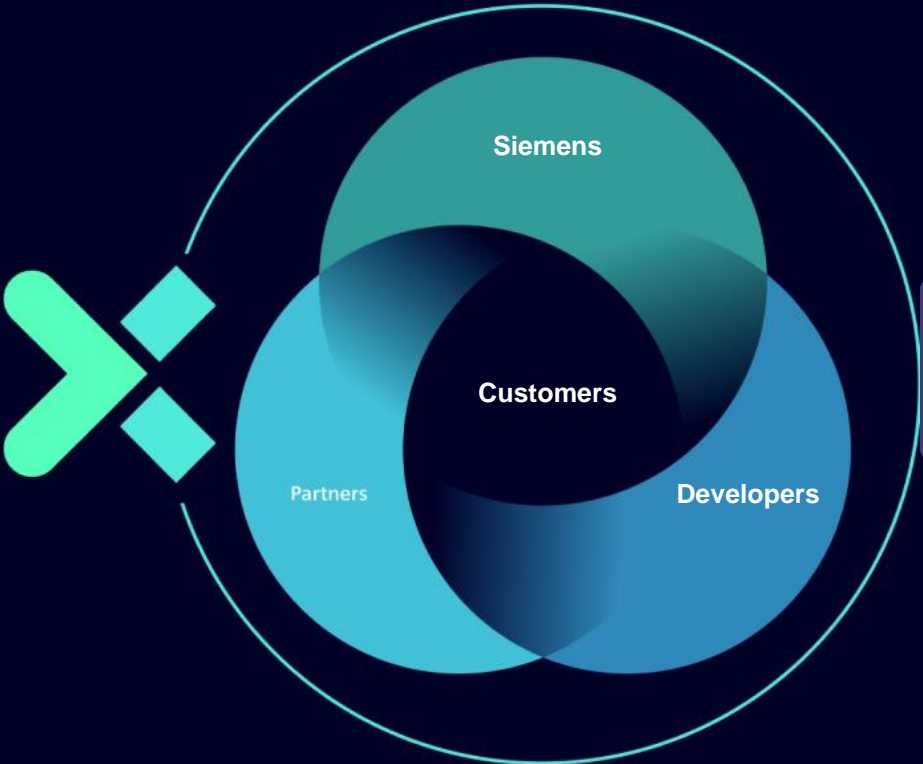
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A continuously growing, powerful **ecosystem** of partners

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An evolving **marketplace**, enabling education, exchange and transaction with a community of customers, partners and experts

# Siemens Xcelerator simplifies digital transformation and increases value for all ecosystem participants



**Customers benefit** from **faster** and **easier** integration of Xcelerator offerings and its **scalability**, resulting into higher **efficiency, resilience and sustainability**.

Partners benefit from a **global exposure, co-creation and marketing opportunities**.

Our **5 design principles** (openness, aaS, interoperability, flexibility, cybersecurity) set industry standards in digital transformation

A clear **technical and commercial governance** secures highest safety standards and a vivid exchange, based on trust

# Focus on eleven Company Core Technologies

Strategic R&D across all Siemens businesses

**Siemens R&D**  
(FY 2024)

**€6.3 bn**

~ €530 m



**Company Core Technologies**



**Advanced Manufacturing & Circularity**



**Connectivity & Edge**



**Cybersecurity & Trust**



**Data Analytics & Artificial Intelligence**



**Future of Automation**



**Integrated Circuits & Electronics**



**Power Electronics**



**Simulation & Digital Twin**



**Software Systems & Processes**



**Sustainable Energy & Infrastructure**



**User Experience**

stringent investments  
in future growth fields

## Innovation is the basis for our success

**€6.3 bn**

R&D expenditures<sup>1</sup>

**51,600**

R&D employees<sup>2</sup>

**5,250**

inventions<sup>1</sup>

**2,900**

patent applications<sup>1</sup>

## Cooperation

with universities, research institutes, and start-ups

**16**

Siemens Research and Innovation Ecosystems (Siemens RIEs)

<sup>1</sup> In FY 2024 | <sup>2</sup> On average during FY 2024



# Scaling sustainability impact

**>90%**  
of Siemens' business  
enables customers  
to achieve a positive  
sustainability impact\*

By combining the real  
and the digital worlds,  
we support our customers  
along key impact areas.



**Decarbonization  
& energy efficiency**



**Resource efficiency  
& circularity**

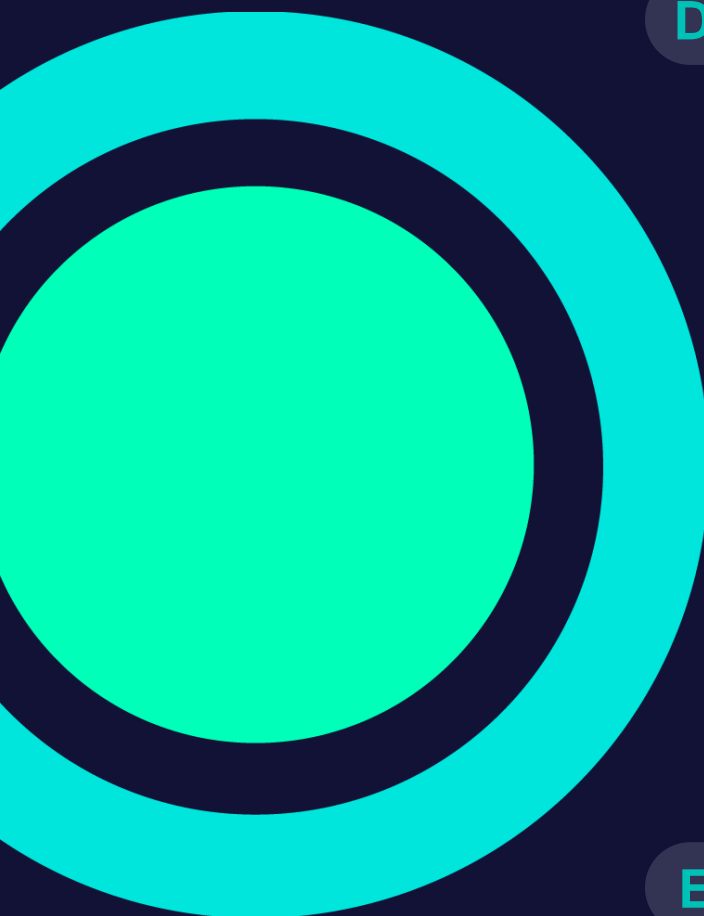


**People centricity  
& societal impact**

\*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. We anticipate reducing this number over time. Applies to Siemens without Siemens Healthineers.



# Our DEGREE sustainability framework



**D**ecarbonization

Support the 1.5°C target to fight global warming

**E**thics

Foster a culture of trust, adhere to ethical standards, and handle data with care

**G**overnance

Apply state-of-the-art systems for effective and responsible business conduct

**R**esource efficiency

Achieve circularity, dematerialize, and conserve biodiversity

**E**quity

Foster diversity, equity, inclusion, and community development to create a sense of belonging

**E**mployability

Enable people to stay resilient and relevant in a permanently changing environment

A 360° approach to our core sustainability values

## Compliance

Zero tolerance for misconduct

## High rankings

in Dow Jones Sustainability Index  
in the category “Business Ethics” since 2009

## US\$120 m

since 2009 to support organizations and  
projects fighting corruption and fraud

## >418,000

web-based compliance trainings  
of employees each year, averaged<sup>1</sup>

<sup>1</sup> Including Siemens Healthineers



# Siemens in figures

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

FY 2024

**312,000**

Employees<sup>1,2</sup>

**€75.9 bn**

Revenue

**€84.1 bn**

Orders

**€9.0 bn**

Net income<sup>3</sup>

**15.5%**

Profit margin  
Industrial Business

**€9.5 bn**

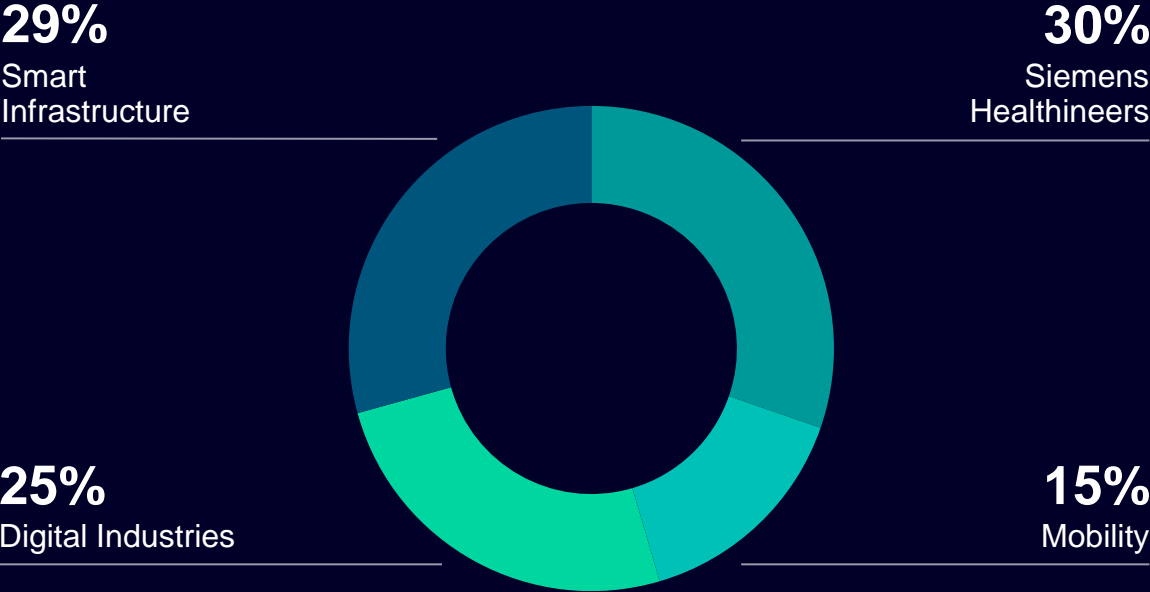
Free Cash Flow<sup>3</sup>

<sup>1</sup> As of September 30, 2024 | <sup>2</sup> Continuing operations | <sup>3</sup> Continuing and discontinued operations

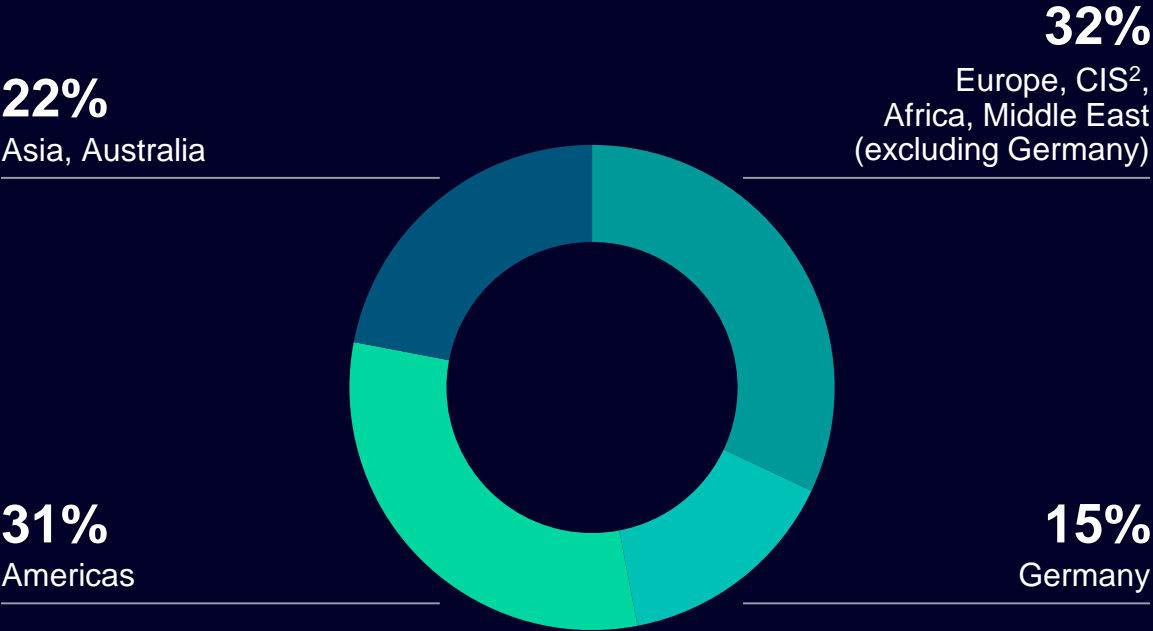


# FY 2024 in detail

## Revenue by industrial business<sup>1</sup>



## Revenue by region<sup>1</sup>



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

# First quarter of FY 2025 (1/2)

**€18.4 bn**

Revenue

**€20.1 bn**

Orders

**€2.5 bn**

Profit Industrial Business

**€3.9 bn**

Net income<sup>1</sup>

**€1.6 bn**

Free Cash Flow<sup>1</sup>

**14.1%**

Profit margin  
Industrial Business

<sup>1</sup> Continuing and discontinued operations



# First quarter of FY 2025

(2/2)

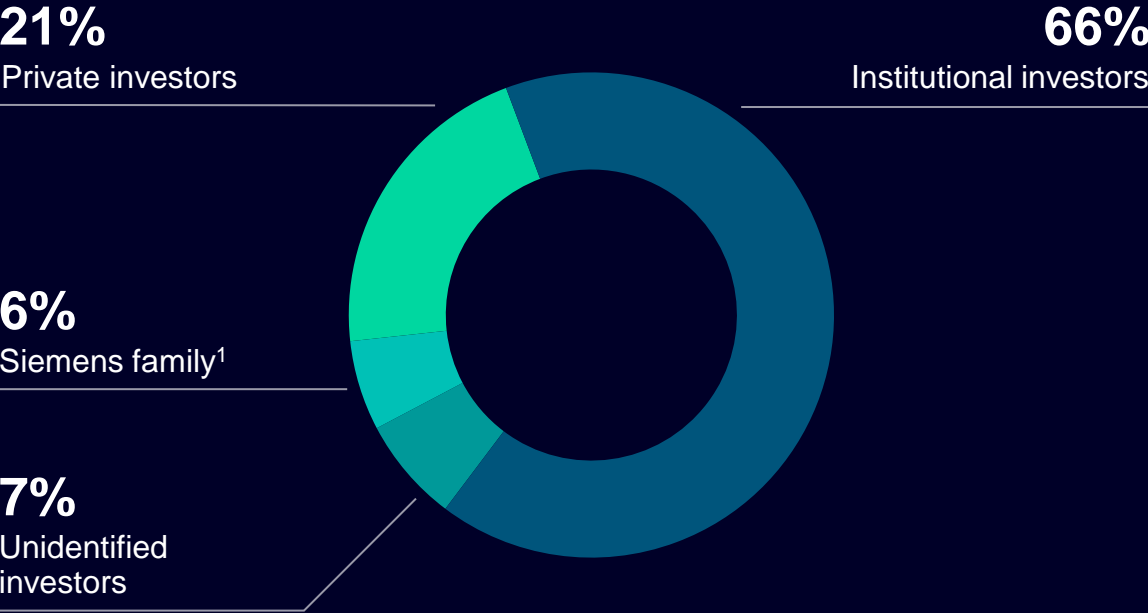
## Results of operations

| (in millions of €) | Industrial Business |                      |          |  | Siemens Healthineers | Siemens Financial Services |
|--------------------|---------------------|----------------------|----------|--|----------------------|----------------------------|
|                    | Digital Industries  | Smart Infrastructure | Mobility |  |                      |                            |
| Orders             | 4,213               | 6,196                | 2,660    |  | 6,336                |                            |
| Revenue            | 4,052               | 5,286                | 2,972    |  | 5,482                |                            |
| Profit             | 588                 | 891                  | 249      |  | 789                  | 113 <sup>1</sup>           |
| Profit margin      | 14.5%               | 16.9%                | 8.4%     |  | 14.4%                | 13.3% <sup>2</sup>         |

<sup>1</sup> Income before income taxes | <sup>2</sup> Return on equity (RoE); after tax

# Siemens AG shareholder structure

## Type of investor



## Regional Structure



Shareholder structure based on shares outstanding in November 2024

<sup>1</sup> Including family members and foundations established by the family

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

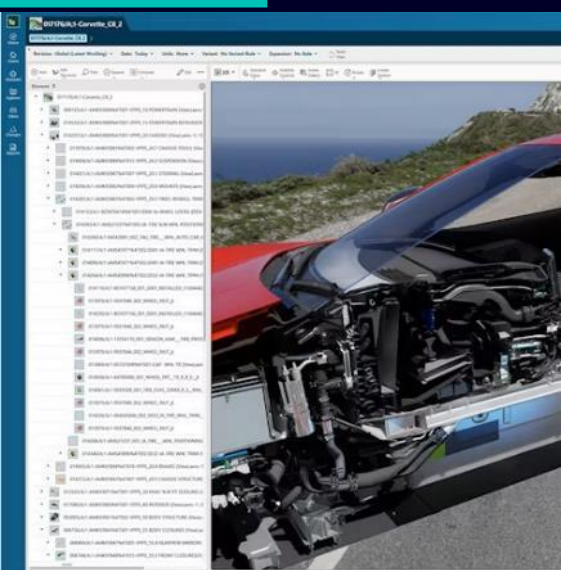


# Highlights in the first quarter of FY 2025



**Siemens** to deliver photorealism-enhanced digital twin with **NVIDIA Omniverse** and **Teamcenter Digital Reality Viewer**

**Siemens Mobility** secures infrastructure and service contracts for Britain's second **high-speed rail** line



**JetZero** selects **Siemens Xcelerator** Platform

**Siemens** and **Compass Datacenters** sign multi-year custom electrical solution agreement, critical to scaling targets for **data center construction**



# 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.

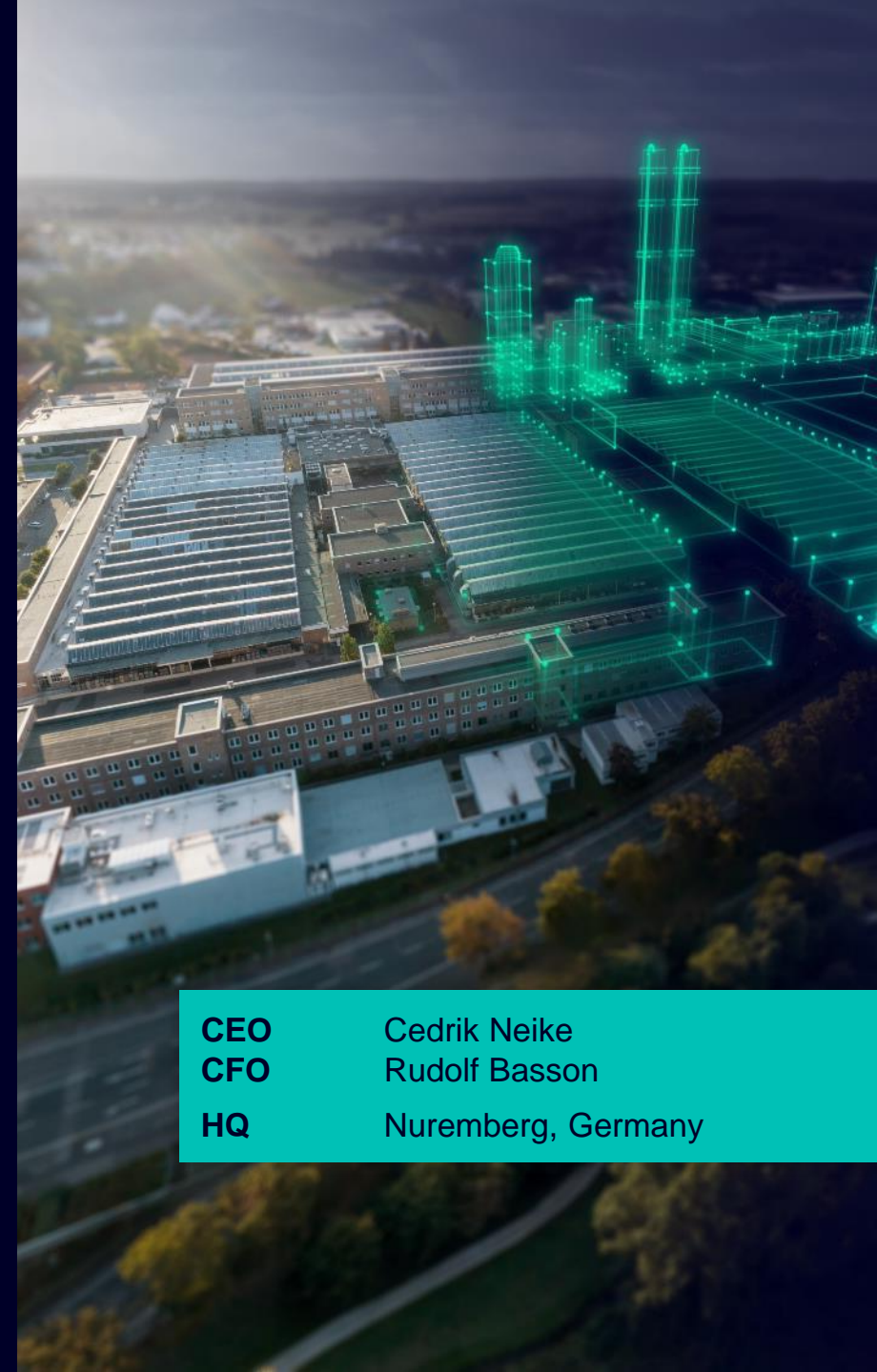
At Siemens Digital Industries, we create technologies to transform the everyday, for everyone by seamlessly combining the real and digital worlds. Thanks to cutting-edge technologies such as comprehensive Digital Twins and industrial AI we enable our customers to make better decisions and accelerate 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.

**70,100**  
people<sup>1</sup>

**18.9%**  
profit margin<sup>2</sup>

**€18.5 bn**  
in revenue<sup>2</sup>



|            |                    |
|------------|--------------------|
| <b>CEO</b> | Cedrik Neike       |
| <b>CFO</b> | Rudolf Basson      |
| <b>HQ</b>  | Nuremberg, Germany |

<sup>1</sup> As of September 30, 2024 | <sup>2</sup> For FY 2024

# 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.

**78,500**

people<sup>1</sup>

**17.3%**

profit margin<sup>2</sup>

**€21.4 bn**

in revenue<sup>2</sup>

<sup>1</sup> As of September 30, 2024 | <sup>2</sup> For FY 2024



|            |                    |
|------------|--------------------|
| <b>CEO</b> | Matthias Rebellius |
| <b>CFO</b> | Axel Meier         |
| <b>HQ</b>  | 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.

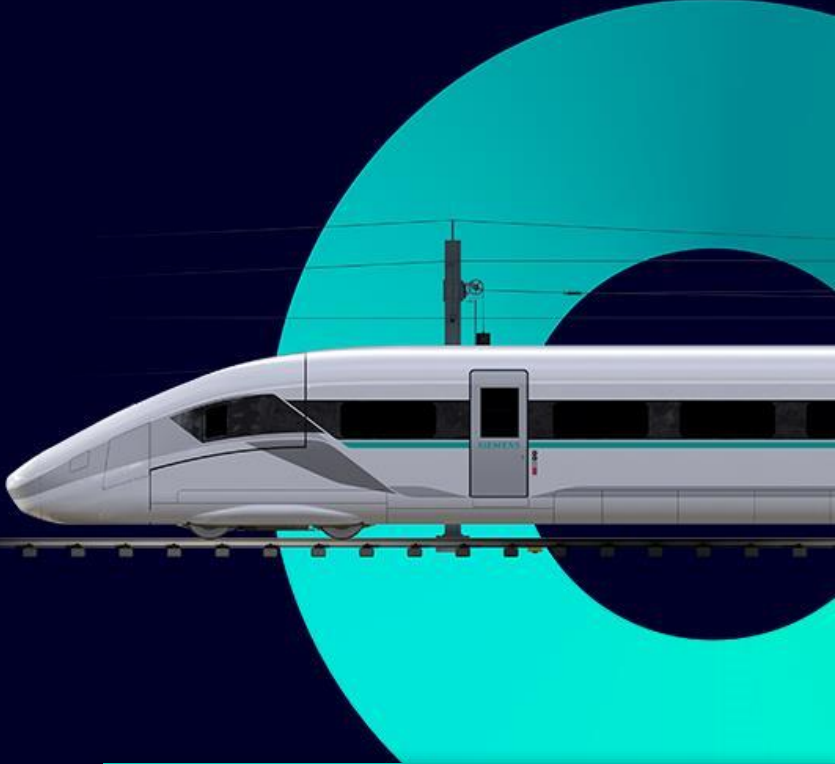
**41,900**  
people<sup>1</sup>

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**8.9%**  
profit margin<sup>2</sup>

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**€11.4 bn**  
in revenue<sup>2</sup>



|            |                 |
|------------|-----------------|
| <b>CEO</b> | Michael Peter   |
| <b>CFO</b> | Karl Blaim      |
| <b>HQ</b>  | Munich, Germany |

<sup>1</sup> As of September 30, 2024 | <sup>2</sup> For FY 2024

# Siemens Healthineers

At Siemens Healthineers<sup>1</sup>, we pioneer breakthroughs in healthcare. For everyone. Everywhere. Sustainably. As a leader in medical technology, we want 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, we enable healthcare professionals to innovate personalized care, achieve operational excellence, and transform the system of care.

With the unique combination of our strengths in patient twinning<sup>2</sup>, precision therapy, as well as digital, data, and artificial intelligence (AI), we are well positioned to take on the greatest challenges in healthcare. We will continue to build on these strengths to help overcome the world's most threatening diseases, enable efficient operations, and expand access to care.

**~72,000**

people<sup>3</sup>

**14.2%**

profit margin<sup>4</sup>

**€22.4 bn**

in revenue<sup>4</sup>



|             |                      |
|-------------|----------------------|
| <b>CEO</b>  | Dr. Bernd Montag     |
| <b>CFO</b>  | Dr. Jochen Schmitz   |
| <b>CHRO</b> | Darleen Caron        |
| <b>MBM</b>  | Elisabeth Staudinger |
| <b>HQ</b>   | Forchheim, Germany   |

<sup>1</sup> Siemens Healthineers AG is a listed company | <sup>2</sup> Personalization of diagnosis, therapy selection and monitoring, aftercare, and managing health | <sup>3</sup> As of 30 September, 2024 | <sup>4</sup> For fiscal year 2024

# 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**

Gerlinde Sturm

**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 transition and enabling high-quality healthcare. Supporting the Siemens DEGREE framework, SFS is one of the leading providers in financing greenfield renewable projects.

|                               | <b>FY 2024</b> | <b>FY 2023</b> |
|-------------------------------|----------------|----------------|
| Total assets in millions of € | 32,841         | 32,915         |
| Employees <sup>1</sup>        | 2,739          | 2,684          |

<sup>1</sup> As of September 30, 2024

**CEO** Veronika Bienert  
**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](http://www.siemens.com/gbs)



|            |                 |
|------------|-----------------|
| <b>CEO</b> | Eckard Eberle   |
| <b>CFO</b> | Sigrid Dengler  |
| <b>HQ</b>  | Munich, Germany |

# Siemens Real Estate

Siemens Real Estate (SRE) provides holistic solutions for the entire real estate lifecycle – from strategy to development to operation.

As a pioneer in corporate real estate management, SRE drives the transformation of office and production sites around the globe and significantly increases the efficiency and flexibility of its customers.

This embraces the implementation of innovative workplace concepts that support future-oriented hybrid working, as well as the use of intelligent and sustainable solutions to strengthen the future viability and resilience of industrial sites.

As such, SRE is also making a substantial contribution to the company's target of being carbon neutral by 2030.



**CEO**

Jörg Vocke

**CFO**

Dr. Patrik Dresen

**HQ**

Munich, Germany

# Foundational Technologies

Siemens Foundational Technologies (FT) serves both – our businesses and our ecosystem.

It provides the tech backbone for Siemens Xcelerator. This is our open digital business platform which combines the real and the digital worlds, accelerating the digital transformation. Our customers and partners need solutions that tie into each other seamlessly along a digital thread.

Siemens FT helps to address that need: We define the right customer experience for our Siemens Xcelerator offerings. We codify them with services ranging from access management and licensing to billing and data handling. Utilizing these services as a foundation, our global development and software engineering teams build digital products for our Siemens businesses. Finally, we develop the next generation of cutting-edge software and hardware to equip our customers and our own organization for a connected, digital future.

For more information, visit [www.siemens.com/innovation](http://www.siemens.com/innovation)



**Head**

Dirk Didascalou

**HQ**

Munich, Germany

# Contact

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80333 Munich | Deutschland

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## **For further information:**

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