SIEMENS

August 7, 2026

INVESTOR RELATIONS

Shareholder Letter Q3 FY 2026

Ladies and gentlemen,

This week, we published our figures for Q3 2026.
Both orders and Profit Industrial Business set new records, underscoring our strong operational performance and strategic direction. Based on these results, we raise our guidance for fiscal 2026.

In Q3, we increased orders 14%[1] to a record €27.9 billion. Key factors included a sharp increase at Smart Infrastructure and significant growth at Digital Industries. Revenue rose 8%,[1] with increases in all industrial businesses. Profit Industrial Business surged 25% to a record €3.5 billion, lifting the profit margin to 17.3%.
Free cash flow, which reached €4.1 billion, was a further stand-out achievement.
After three strong quarters, we raised our outlook for earnings per share[2] to a range of €11.20 to €11.50 for fiscal 2026.
All details regarding our results for Q3 as well as our new guidance for fiscal 2026 can be found in our **Earnings Release**.

Thank you very much for your interest in Siemens.

Kind regards,
Siemens Investor Relations

1 On a comparable basis (excluding currency translation and portfolio effects)

2 Earnings per share before purchase price allocation accounting

Topics

Q3 FY2026: Record third quarter – Outlook raised

- **Orders** €27.9bn (+14%[1])
- **Revenue** €20.8bn (+8%[1])
- **Free Cash Flow** €4.1bn
- **Profit margin Ind. Businesses** 17.3%
- **Earnings per share pre PPA[2]** €3.14

1 On a comparable basis (excluding currency translation and portfolio effects)

2 Earnings per share before purchase price allocation accounting

"We delivered another very successful quarter with record orders and profit. By executing our ONE Tech Company program, we've been accelerating our innovation, which is enabling us to create additional value for our customers. Our technological leadership in all businesses, clear focus on industrial AI, and strong positioning in attractive markets are driving our profitable growth. We have exactly the technologies our customers need to speed up their innovation, increase their productivity and drive their digital transformations. We are on track to complete another successful fiscal year, and we raise our outlook."

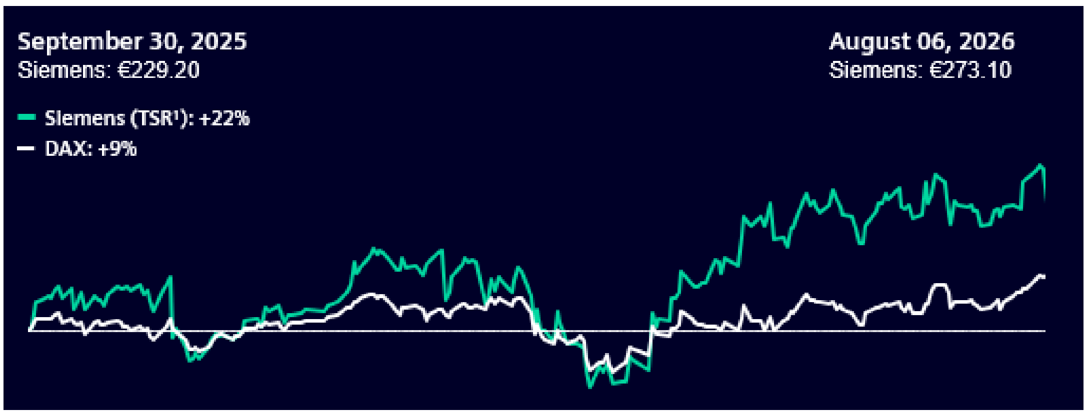
Roland Busch
President and CEO

"We delivered excellent free cash flow of €4.1 billion in the third quarter, which reflects our strong operational performance. For the full fiscal year, we once again aim to achieve a double-digit free-cash-flow return on revenue. We're executing our strategy consistently, and our newly launched share-buyback program continues to create value for our shareholders. As expected, we've now received binding decisions from the tax authorities

clarifying the relevant tax topics. As a result, we can proceed with the spin-off of Siemens Healthineers as planned."

Veronika Bienert
CFO

Siemens' stock performance in FY26



Alstom -23% | ABB +46% | Schneider +28% | Rockwell +28% | Dassault -23% | Johnson Controls +42% (each TSR[1])

1 Siemens Total shareholder return (TSR) = Return on share price development incl. dividend reinvestment

Source: LSEG as of August 6, 2026

Siemens to invest €300 million in Germany to build electrical backbone of tomorrow's industries

Siemens is investing €300 million to significantly expand the production of key technologies for the **global energy transition** and for **AI data centers**. This strategic investment will **enable the company to respond to massively increasing demand** and **further develop its position as a partner to world-leading cloud and AI companies**.

The investment is part of a move to expand Siemens' global capacity. In March 2026, the **company announced an investment of US$165 million in its U.S. factories** to **support the rapid growth of AI and data centers** in the U.S. By expanding its manufacturing locations in Germany, **Siemens is now taking a further step to secure the global supply of electrical switchgear**. The investment encompasses a **new supplier facility in Offenbach, Germany**, and the **expansion of the company's two existing plants in Frankfurt am Main, Germany.** Construction will start in July 2026. Production at the supplier facility will begin in the spring of 2027. **The investment will create up to 700 new jobs by the end of 2030.**

"This investment will enable us to strengthen our leading role in the technologies that will build the backbone of tomorrow's industries. The demand for smart electrification – whether for data centers, e-mobility or industrial automation – is growing worldwide. To meet it, we're expanding a location that already stands for extraordinary flexibility and the highest level of variation diversity. Because competitiveness is created where technology, knowhow and human experience combine to provide customers with optimal solutions. This combination is precisely what makes this location strong. It's also why we're continuing to invest here."

Roland Busch
President and CEO

More

Siemens and HD Hyundai sign multi-million-dollar deal to pioneer AI-powered shipbuilding

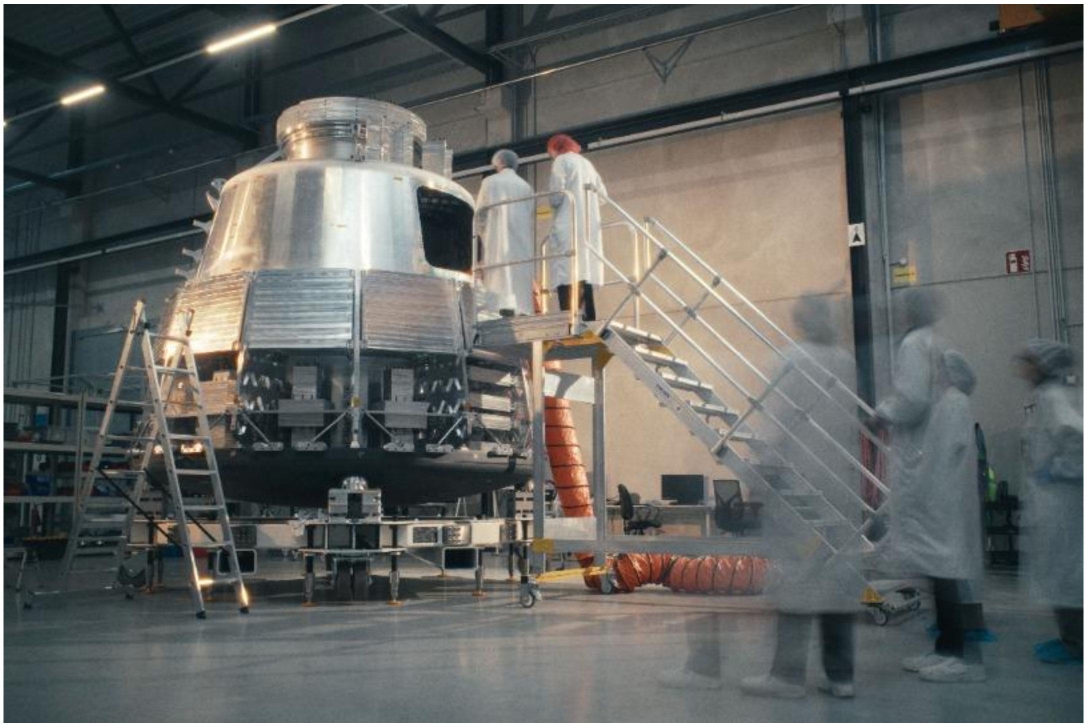
Siemens and HD Hyundai are **expanding their strategic partnership** to **define the future of shipbuilding** with a new **“digital shipyard” blueprint**. This collaboration, which **includes a low-triple-digit million USD agreement** for the adoption of the Siemens Xcelerator portfolio by HD Hyundai, directly **addresses the growing global demand for greater and more advanced shipbuilding capacity** in the U. S. and other markets.
Together, they will **create a seamless digital thread connecting engineering**, **manufacturing, suppliers and shipyard operations**. This will **enable AI-powered insights**, intelligent automation and data-driven decision-making **across the entire shipbuilding lifecycle.** The **integrated digital backbone** will help shipyards accelerate production, improve quality and reduce rework. The result will be a more productive, efficient and resilient shipbuilding ecosystem, **better equipped to meet**

growing global demand. The digital **shipyard is designed to support both greenfield modernization initiatives** and **phased transformation programs** that allow shipbuilders to **modernize without disrupting ongoing operations**.

More

Siemens powers next-generation reusable spacecraft development

European aerospace industry startup focused on reusable space systems, The Exploration Company, **is using software from the Siemens Xcelerator portfolio** to **decrease design complexity** and **accelerate its engineering processes**. Founded in 2021 in Gauting near Munich, **The Exploration Company develops reusable, launcher-agnostic space systems**, including the Nyx spacecraft family and high-performance rocket propulsion systems, **designed to transport cargo – and eventually crew – to destinations in Earth orbit and beyond**.
The **integrated software tools within the Siemens Xcelerator** portfolio help **enable seamless data exchange and traceability** throughout the development process, **supporting certification requirements** typical in aerospace programs. By bringing together mechanical, electrical and simulation disciplines in a single engineering environment, **teams can work more efficiently**. For example, during development of Storm, The Exploration Company's high thrust rocket engine, the team can **model and optimize its additive manufacturing processes more effectively**, with changes in one domain reflected across others.



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Financial Calendar

Nov 12, 2026 4th quarter results FY26

You can find our complete financial calendar here

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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.