

The Company



Our purpose has guided us
for more than 175 years:

**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

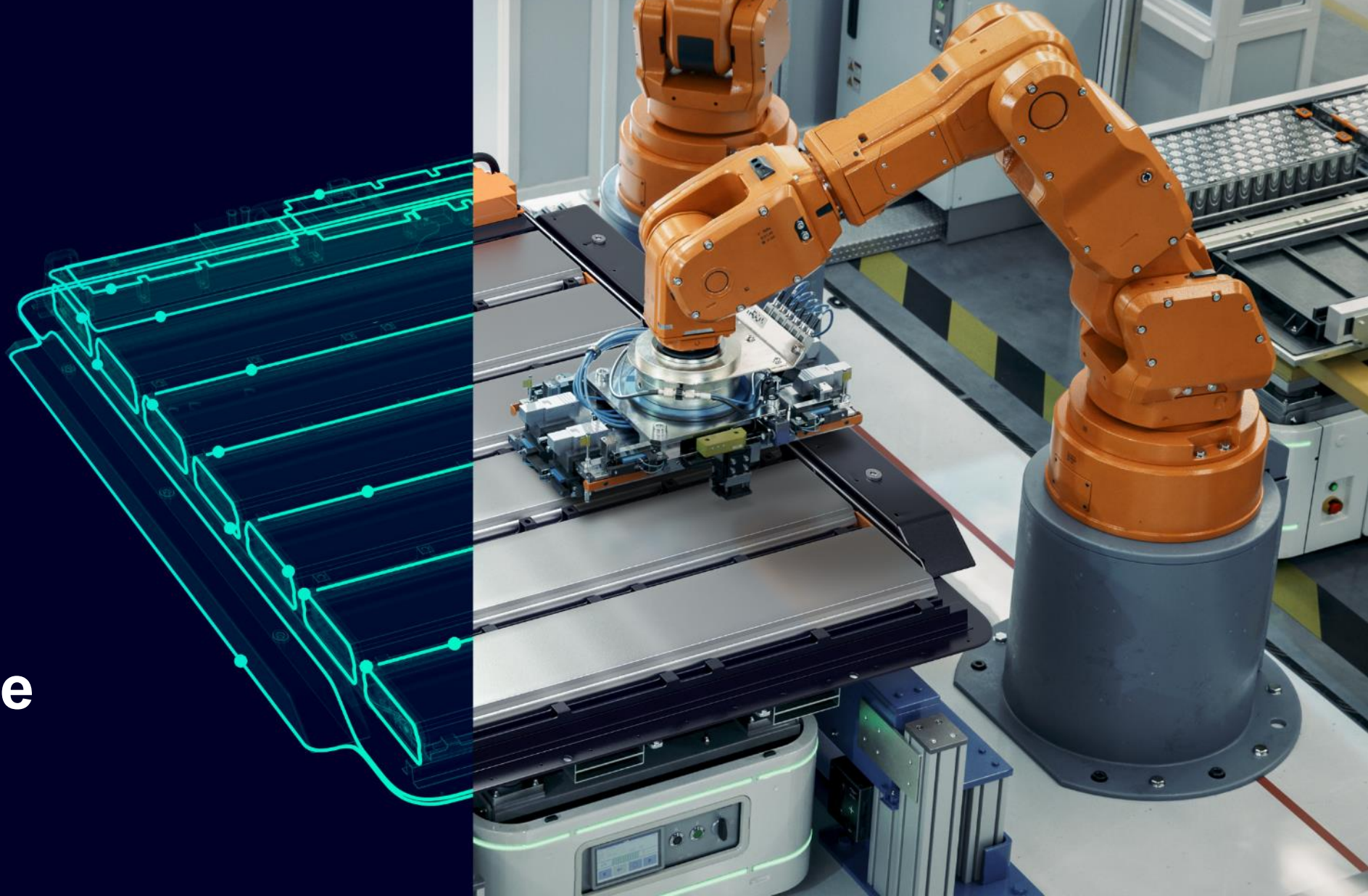
President and CEO of Siemens AG



A **leading** technology company

We fulfill our purpose
through our strategy:

**We combine
the real and the
digital worlds**



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.

**Through our ONE Tech Company program, we will
create more value for all our stakeholders**

In this next phase of our transformation, we're changing the way we work together to accelerate innovation and serve our customers better.

ONE

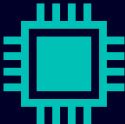
Our goals as
ONE Tech Company:

Stronger
customer focus

Faster
innovations

Higher
growth

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

Customer impact	Technology with purpose	Empowered people	Growth mindset
We think and act customer first	Solving real-world problems	Better and faster decisions	Try, learn, improve
Everything we do is motivated by creating more impact for our customers and accelerating their digitalization and sustainability journey.	For more than 175 years, Siemens has been developing technology with purpose.	We are driving progress by empowering our people to take decisions in the best interest of the company.	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

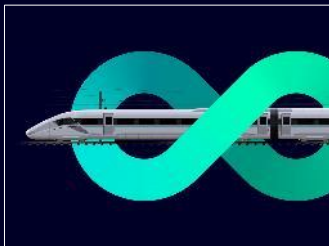
Digital Industries



Smart Infrastructure



Mobility



Siemens Healthineers¹



Siemens Advanta



Services

Siemens Financial Services



Siemens Real Estate



Global Business Services



Foundational Technologies



¹ Publicly listed subsidiary of Siemens; Siemens' share in Siemens Healthineers is 67%



Matthias Rebellius

Cedrik Neike

Judith Wiese
CPSO and Labor Director

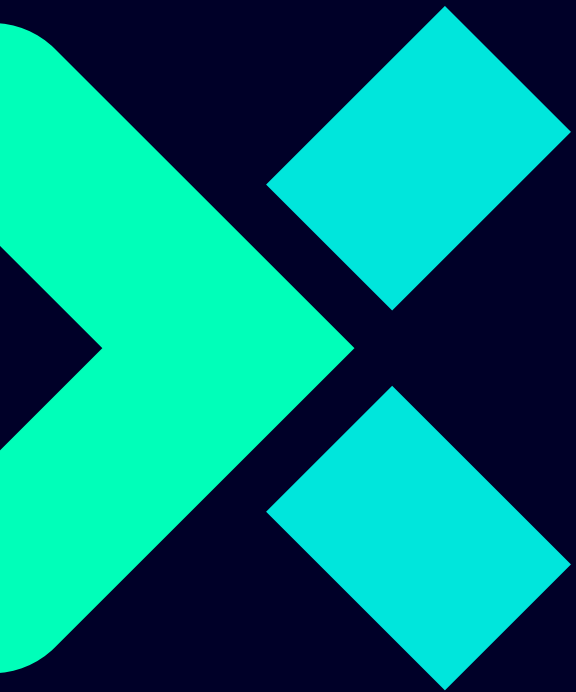
Dr. Roland Busch
President and CEO

**Prof. Dr. Ralf
P. Thomas**
CFO

Veronika Bienert

Dr. Peter Koerte
CTO and CSO

Our digital portfolio and Siemens Xcelerator are growing continuously, delivering outstanding value to Siemens, our customers and partners



€9bn digital revenue with 14% CAGR ¹ over the cycle (FY20 – 24)	Top 10 Siemens is one of the top 10 software companies, #1 in industrial software ²	>€28bn invested in digital companies since 2007 ²	#1 AI in Industrial AI patent families among industry peers ²
>1,800 offerings onboarded to the Siemens Xcelerator Marketplace ³	>710 sellers onboarded to the ecosystem >400 in pipeline ³	>40% contribution from 3 rd -party sellers to the platform, raising industry standards	>100 companies test the Siemens Industrial Copilot with positive feedback

¹ “Digital Business” means Siemens vertical specific software and IoT and Digital services from Smart Infrastructure, Digital Industries, Mobility, Siemens Advanta; unconsolidated values | ² As of September 30, 2025 | ³ Includes offerings by Siemens Xcelerator Marketplace sellers as well as Siemens offerings, as of February 2026

Siemens Xcelerator accelerates the digital and sustainability transformation of our customers

The business platform is Siemens' approach to bring our purpose & strategy to life

Our Purpose

We create technology to transform the everyday, for everyone

Our Strategy

Combining the real and the digital world — powered by Siemens Xcelerator



Siemens Xcelerator

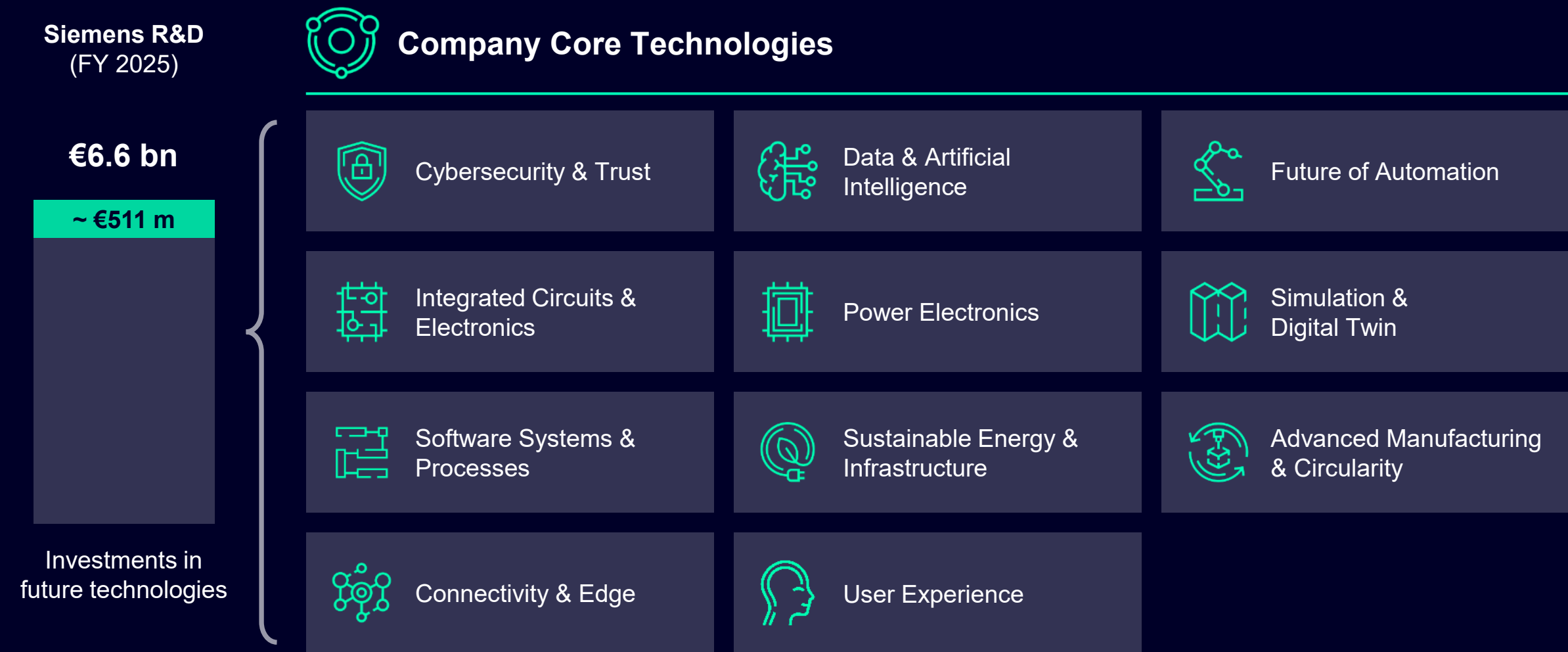
A comprehensive, curated **portfolio** of digital and IoT-enabled offerings from Siemens and qualified partners

A continuously growing, powerful **ecosystem** of sellers and partners for the most holistic offerings landscape in the industry

A growing **marketplace**, a one-stop-shop for digital transformation, where exchanging with a community, learning and buying happens seamlessly

Focus on eleven Company Core Technologies

Strategic R&D across all Siemens businesses



Innovation is the basis for our success

€6.6 bn

R&D expenditures¹

53,200

R&D employees²

5,300

inventions¹

2,600

patent first filings¹

Cooperation

with universities, research
institutes, and start-ups

ONE

Siemens Research and Innovation
Ecosystem (Siemens RIE) with 16 local
innovation hubs

¹ In FY 2025 | ² On average during FY 2025



By combining the real and the digital worlds

> 90%

of our business enables customers to achieve a positive sustainability impact scaled across three key areas ...

Note: 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.

Decarbonization
& energy efficiency

Resource efficiency
& circularity

People centricity
& society

Scaling sustainability impact

Impact areas

For our customers,
planet and society

Across our own
operations, products
and people

Decarbonization & energy efficiency

We drive decarbonization of products, operations and supply chains via dedicated software and hardware, and by enabling renewables integration, energy efficiency, and electrification.

We reduce emissions in our operations and supply chain by designing low-carbon, energy-efficient products, produced in optimized production facilities using our portfolio.

Resource efficiency & circularity

We improve resource efficiency and empower circularity by equipping industries with technologies, extending asset lifecycles while enhancing performance, availability and utilization.

We decrease our environmental footprint and secure our supply chain by designing for circularity, optimizing resource use, eliminating waste, as well as conserving water and biodiversity.

People centrality & society

We advance societies by transforming and providing access to infrastructure and industries, engaging with local communities and enabling people in our ecosystem to grow, compete and thrive.

We empower our people to build skills for life and promote diverse teams, inclusive workplaces and work-wellbeing to ensure our people and our business remain resilient and relevant in ever-evolving environments.

DEGREE – How we measure our impact

2030 ambitions					
Decarbonization & energy efficiency	Scope 1 and 2 Reduce by 90% and compensate residual emissions Baseline: 691 kt CO ₂ e FY19	Total Scope 3 Reduce by 30% by 2030 and achieve net-zero by 2050 Baseline: 153 Mt CO ₂ e FY19	Customer Avoided Emissions Achieve >1,000 Mt cumulatively Baseline: 264 Mt CO ₂ e FY23		
	Ambition -90% 	Ambition -30% & net-zero 	Ambition >1,000 Mt 		
Ethics & Governance	Siemens Integrity Initiative Fight corruption globally by training 50 k people and implement 30 Collective Action initiatives Baseline: 0% FY24	Cybersecurity Cover 100% of our relevant applications with Siemens Zero Trust Baseline: 16% FY24	EU-Taxonomy Increase our EU Taxonomy revenue alignment rate Baseline: 46% FY24		
	Ambition 100% 	Ambition 100% 	Ambition Rate increase 		
Resource efficiency & circularity	Robust Eco Design Achieve 100% for relevant hardware, software, and service portfolio Baseline: 16% FY21	Waste to landfill Support circularity by pursuing zero waste to landfill Baseline: 0% FY21	Biodiversity Implement a conservation program at 100% of our relevant sites Baseline: 17.7% FY24		
	Ambition 100% 	Ambition 100% 	Ambition 100% 		
People centricity & society Equity Employability	Pay equity Pursue pay equity by reducing the global adjusted pay gap Baseline: 2.5% FY24	Inclusion level Sustain an inclusion level above 80% Baseline: 80% FY24	Work Well-being Score Maintain a Work Well-being Score above 80 Baseline: 84 FY24	Total learning hours Increase our average to 40 hours per person Baseline: 34.2 h FY24	External learning offerings Reach 3 million people in our business ecosystem and society focused on digitalization and sustainability Baseline: 615 k FY24
	Ambition Gap reduction 	Ambition >80% 	Ambition >80 	Ambition 40 h 	Ambition 3 m people 

Compliance

Zero tolerance for misconduct

High rating

in EcoVadis, in the assessment area of Ethics, participating since 2011

US\$120 m

since 2009 to support organizations and projects fighting corruption and fraud

>460,000

specific web-based compliance trainings completed¹

¹ without Siemens Healthineers

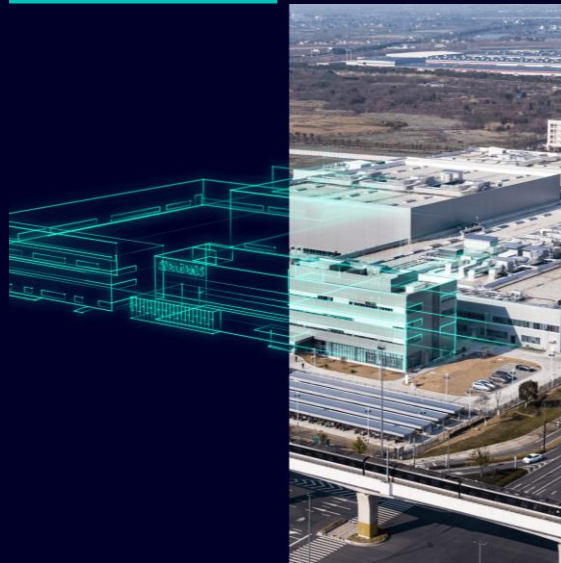


Highlights in the first quarter of FY 2026



Siemens unveils technologies to accelerate the industrial AI revolution at CES 2026

Siemens' AI powered Nanjing facility named World Economic Forum Global Lighthouse Factory



Siemens and Delta power solutions cut data center deployment time, costs, and carbon emissions

Siemens and NVIDIA expand Partnership to build the Industrial AI Operating System



Siemens Malaysia

Key Locations in West Malaysia

Siemens Malaysia (Head Office)



Block A, Level 38,
Menara The MET,
No. 20, Jalan Dutamas 2,
50480 Kuala Lumpur,
Wilayah Persekutuan,
Malaysia

Siemens Xcelerator Experience Center (SSEC)



Innovation and Resources Training Center (SIRTC)



Sales & Service Office and Siemens Xcelerator Experience Center (SSEC)



GBS@Mayang
Bayan Lepas
Pulau Pinang

Sales & Service Office and Workshop

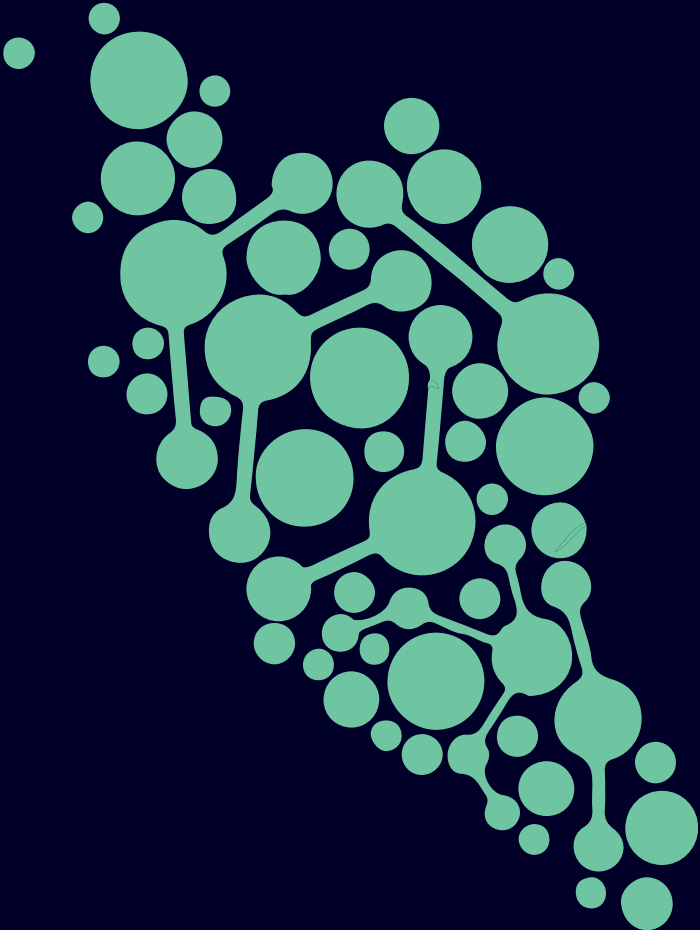


Taman Ekoperniagaan
Johor Bahru
Johor Darul Takzim

Siemens Industry Software



Mini-Circuits Building 3
Bayan Lepas
Penang



Our four strategic priorities

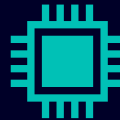
Customer impact

By combining global competence, local talent & knowledge, we understand and address local needs.



Technology with purpose

To be preferred technology partner for Malaysia, driving digital transformation towards a sustainable future.



Empowered people

Driving progress by empowering our customers, partners and employees.



Growth mindset

Rather than make yesterday last, we are committed to building tomorrow – by learning and being open to change.



Technology with purpose

We help our customers enhance their sustainability performance



Sustainable Cranes Productivity

Port Industry

- Providing digital solutions for cranes and equipment for flexible production and delivery
- Driving automation and digitalization towards customer's crane modernization initiative
- Higher container volumes

Sustainable Energy Solutions

Utilities Industry

- Provide better energy consumption transparency to customers, cheaper off-peak tariffs, and remove billing facilities
- Intelligent energy solutions that contribute to a more sustainable and resilient energy mix

Tackling Digital Talent Gap

- Knowledge transfer through providing industrial training
- Set up Siemens Innovation and Resource Training Center (SIRTC)
- Develop hybrid digital skills to meet Industry 4.0 needs
- Collaboration with Selangor Technical Skills Development Center (STDC) saw 436 trainees graduated from our SITRAIN program
- Partner to train >4,000 talents / students per year

Our Businesses

By combining the real and the digital worlds, Siemens empowers customers to master their digital transformation and sustainability challenges

Industrial Business

Digital Industries



Smart Infrastructure



Relevant Industries



Glass Production



Pharmaceutical Industry



Campus



Tire Industry



Mining Industry



Cement



Transportation and Logistics



Panel Building



Pulp and Paper



Life Science



Medical industry



Oil and Gas Industry



Automotive Manufacturing



Buildings



Electronics Industry



Water and Wastewater Industry



Data Centers



Machinery and Plant Production



Food and Beverage



Chemical Industry



Cranes



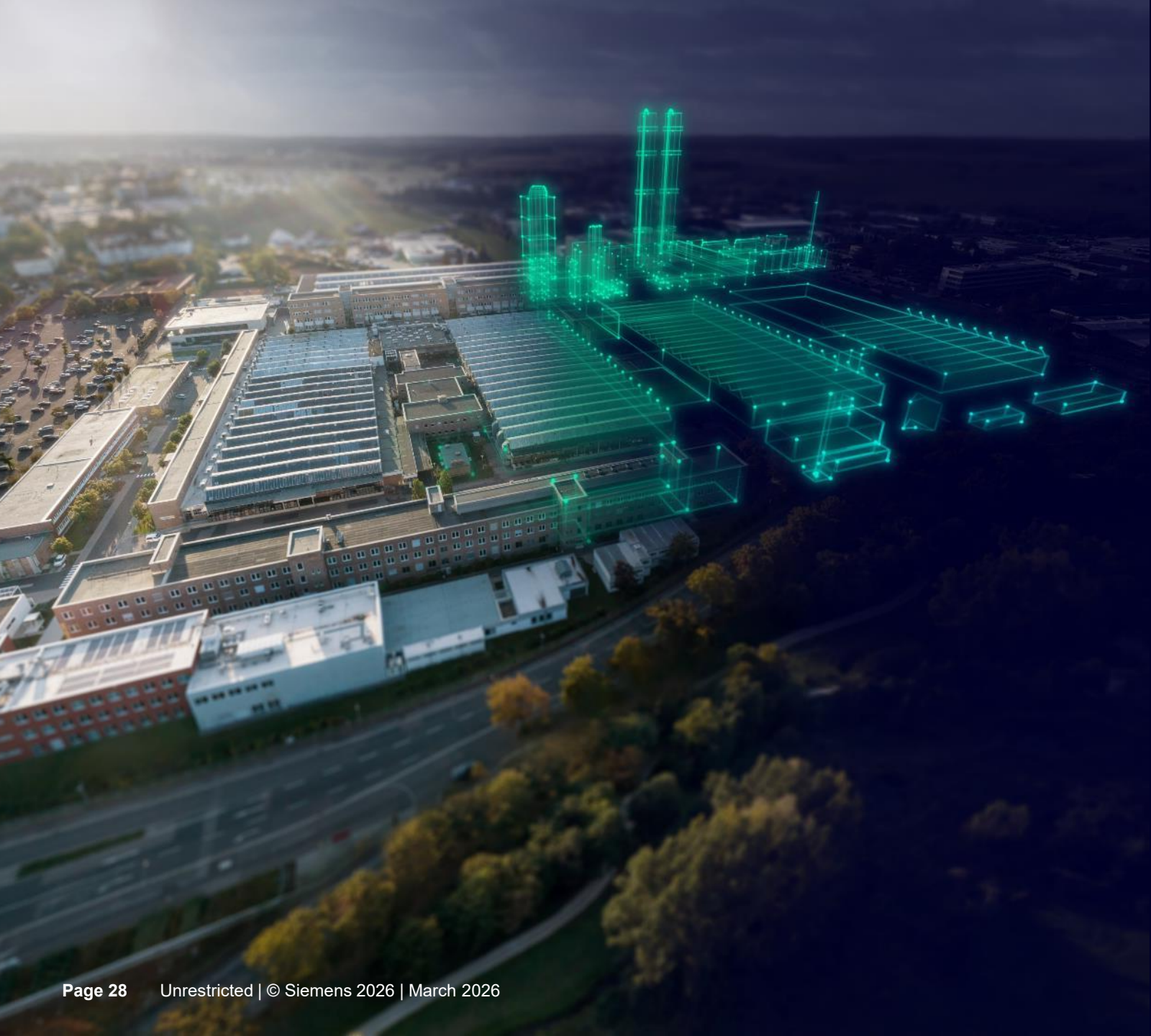
Intralogistics



Utilities



Battery Manufacturing

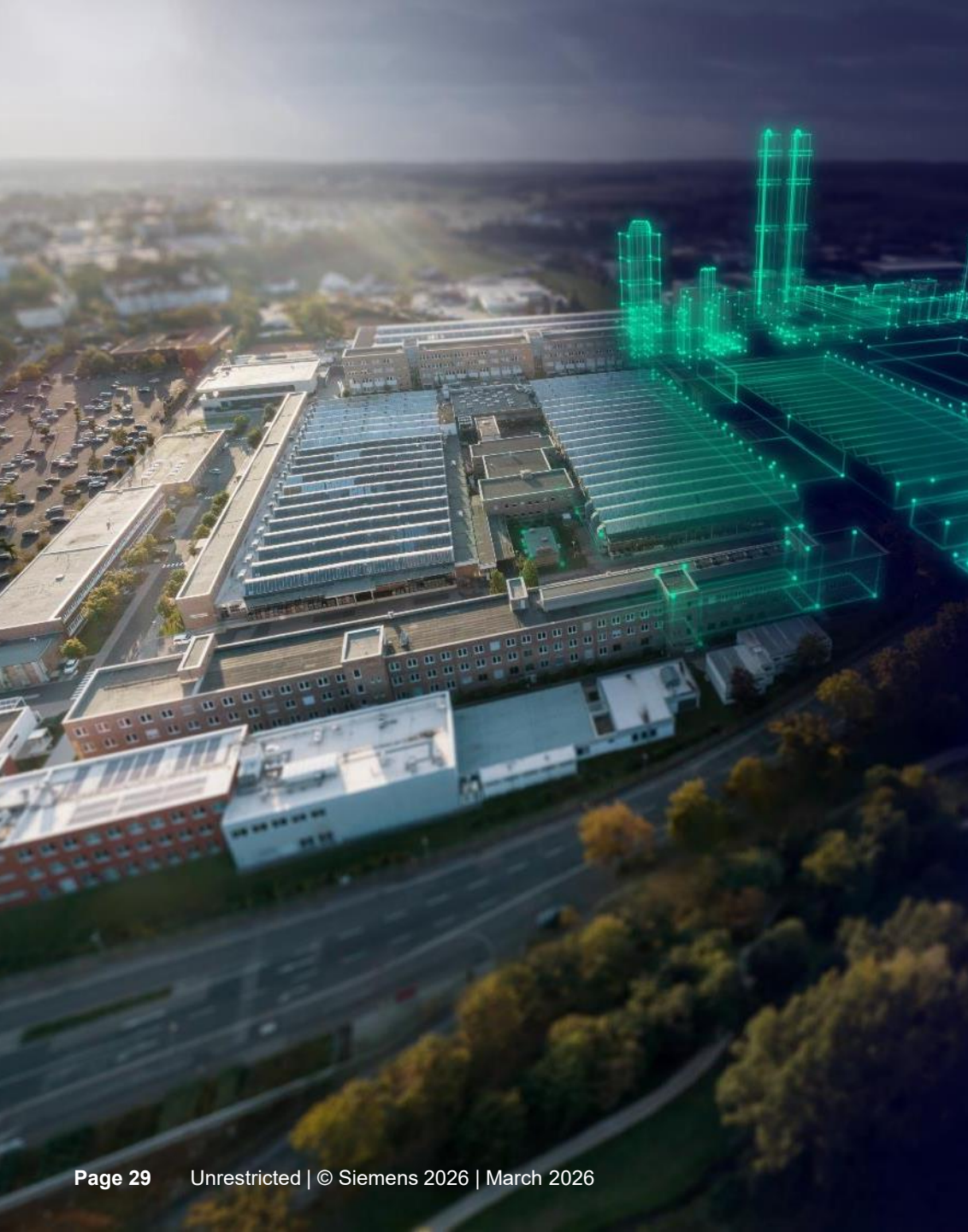


Digital Industries

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.



Key Highlights

Oil and Gas Industry

Provided digital solutions to Bayan Mobile Offshore Production Unit (MOPU), resulting in optimization of maintenance and reduction of operating costs

Cranes

Driving automation and digitalization towards customer's crane modernization initiative

Electronics Industry

Providing full turnkey solution for the design, engineering, supply, delivery, site installation, testing & commissioning for Kulim Hi-Tech Park distribution network

Campus

Upskill & reskill talents in Malaysia: Partnered with Selangor's State Governments and Malaysia Technical University Network by offering technical education program to education institutions



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.



Key Highlights

Data Centers

Supply power distribution and fire safety solutions to data centers in the country, which are mission-critical facilities that support robust and scalable workload

Utilities

Supplied and roll-out 2.8 million of the Siemens Smart Meter Data Management System to local utility company, to enhance sustainable energy and energy efficiency for Malaysia

Transportation

Powered up the first rail electrification project in Klang Valley, with a one-stop solution for the alternating current portion of the power supply & distribution system

Buildings

Installed 74 panels of 33kV Gas Insulated Switchgears for Merdeka 118 Tower, Malaysia's tallest building.

Oil and Gas Industry

Upgraded the existing and older fire alarm system for BASF Petronas in Pahang

Corporate Social Responsibility – Caring for Malaysia



Teamed up with The Girl Guides Association Malaysia (GGAM) and STEM Academy Malaysia to accelerate action for Women in STEM through the Girls in Engineering and Technology Workshops.

This programme provides hands-on technology and engineering exposure to inspire and empower girls and young women to pursue careers in Science, Technology, Engineering, and Mathematics (STEM).



Through the Backpacks for a Brighter Tomorrow initiative, Team Siemens donated backpacks filled with stationery, essential household items, and heartfelt letters to children at Rumah K.I.D.S, supporting their learning journey and daily needs.



The Bedroom Makeover Project aimed to refresh and brighten the living spaces of the children at Rumah K.I.D.S, creating a more comfortable, positive, and nurturing environment they can truly call home.

Corporate Social Responsibility – Caring for Malaysia



Siemens team volunteered together with PERTIWI Soup Kitchen to prepare and distribute meals to urban poor, in addition to meals donation to the NGO.



Siemens & employees donates school supplies and care packages to more than 100 underprivileged students during Merdeka month.



Siemens embarked on a mission to create a greener and more sustainable future by partnering with Yayasan Hijau for the Siemens Tree Planting Campaign in Taman Tasik Cempaka, Bangi, Selangor.

This initiative supports Malaysia's Greening Malaysia Programme and aligns perfectly with the "Our Planet" pillar of the United Nations' Sustainable Development Goals.

Contact

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