

Combining the real and the digital worlds for sustainable infrastructure

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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.

Capital Market Day 2021 – Commitments made

Comparable
revenue growth
4–6%

Profit margin
11–16%

CCR
1-growth



MARKET SENTIMENT

Smart Infrastructure –
Progress, but high end
of margin range a TBC
in light of ambition to
outgrow market.

Capital Market Event 2024 – Commitments exceeded



MARKET SENTIMENT

SI Capital Market Event in December, a well-timed opportunity to shine a light on an underappreciated asset.

Continued impact of global megatrends



Urbanization



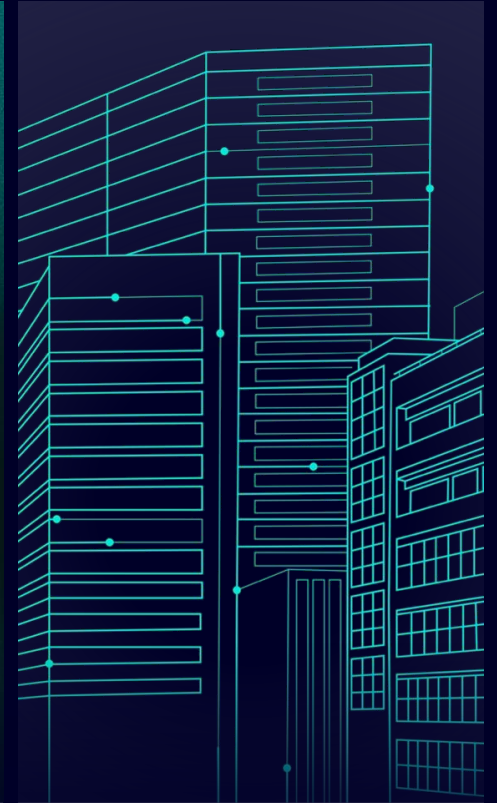
**Demographic
change**



Glocalization

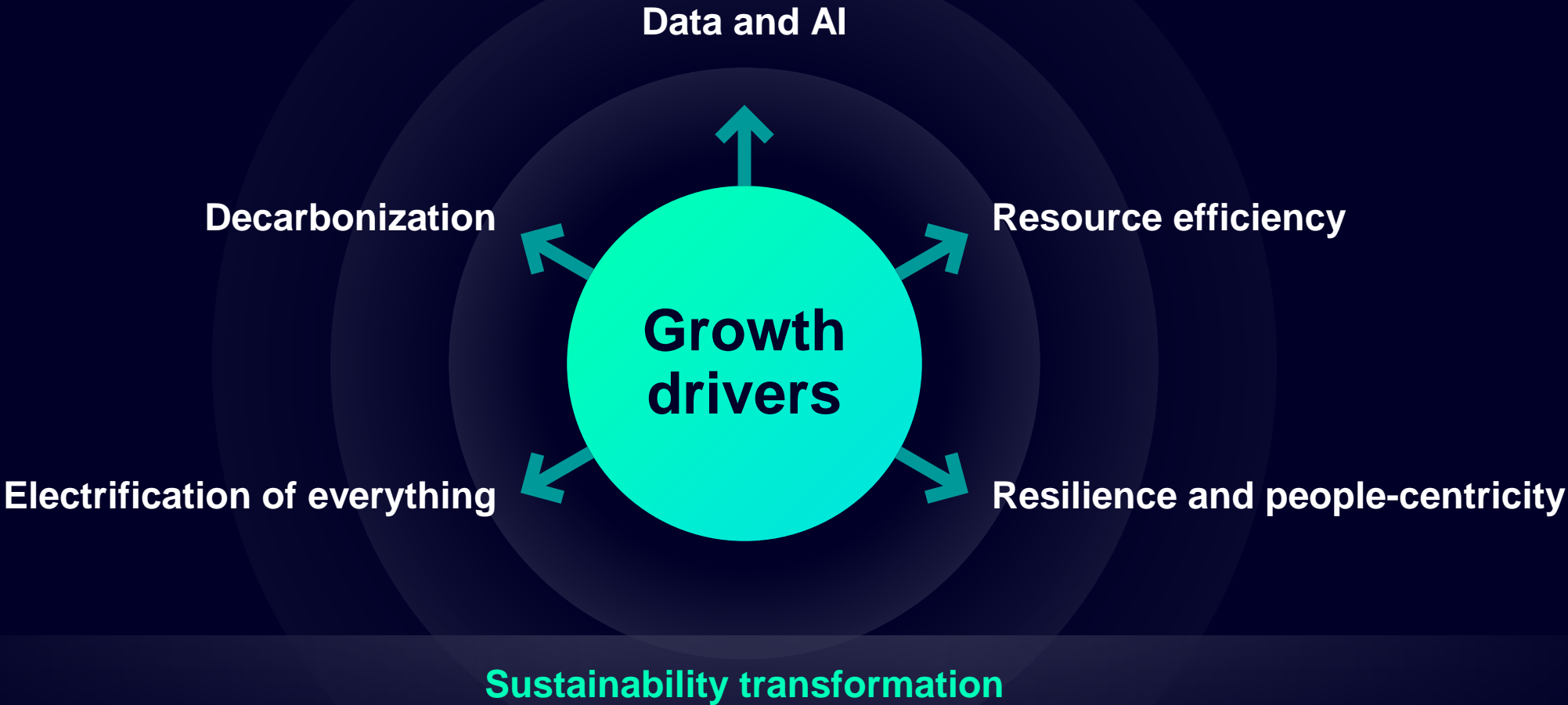


**Environmental
change**

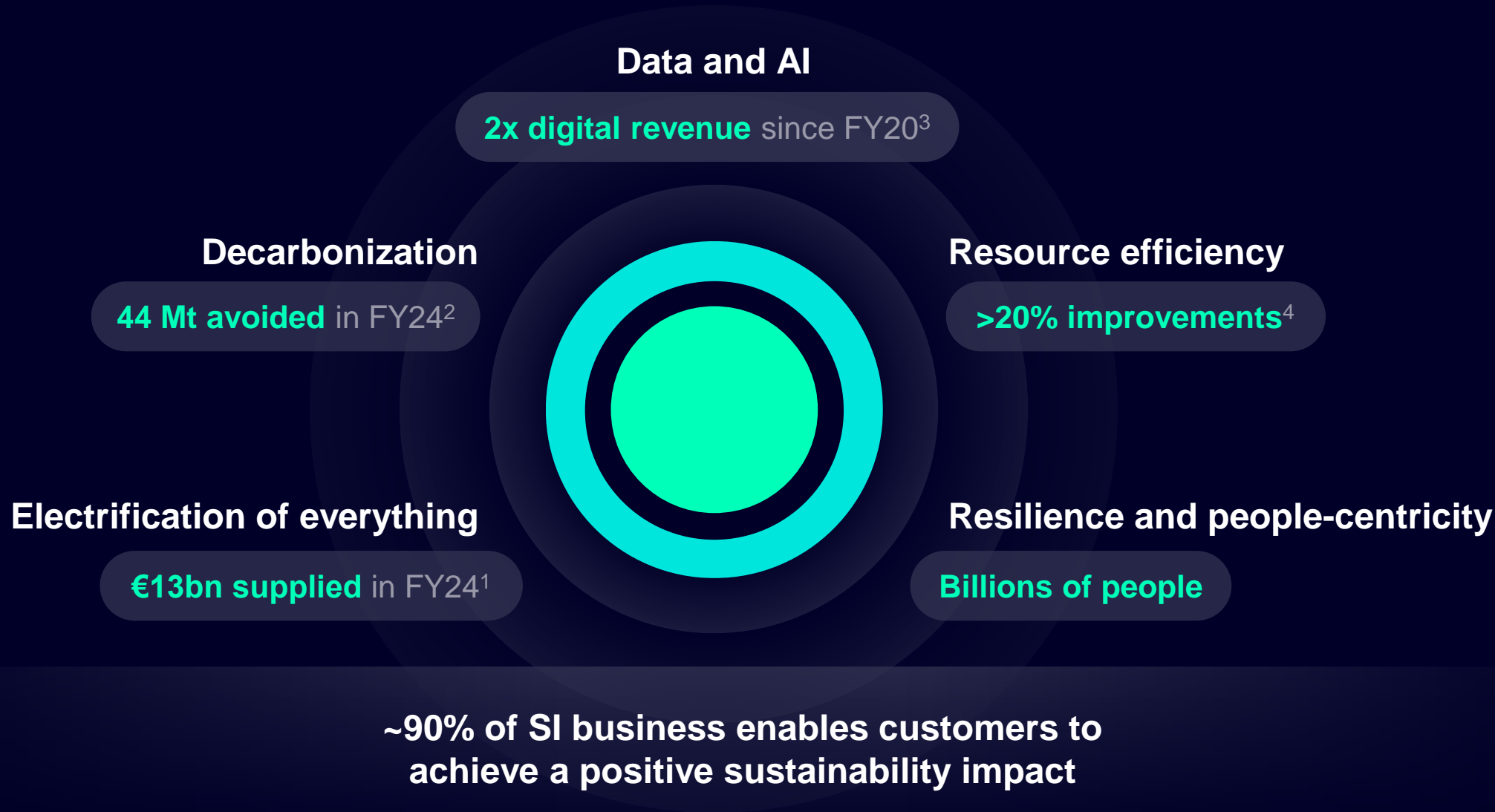


Digitalization

Capitalizing on growth drivers



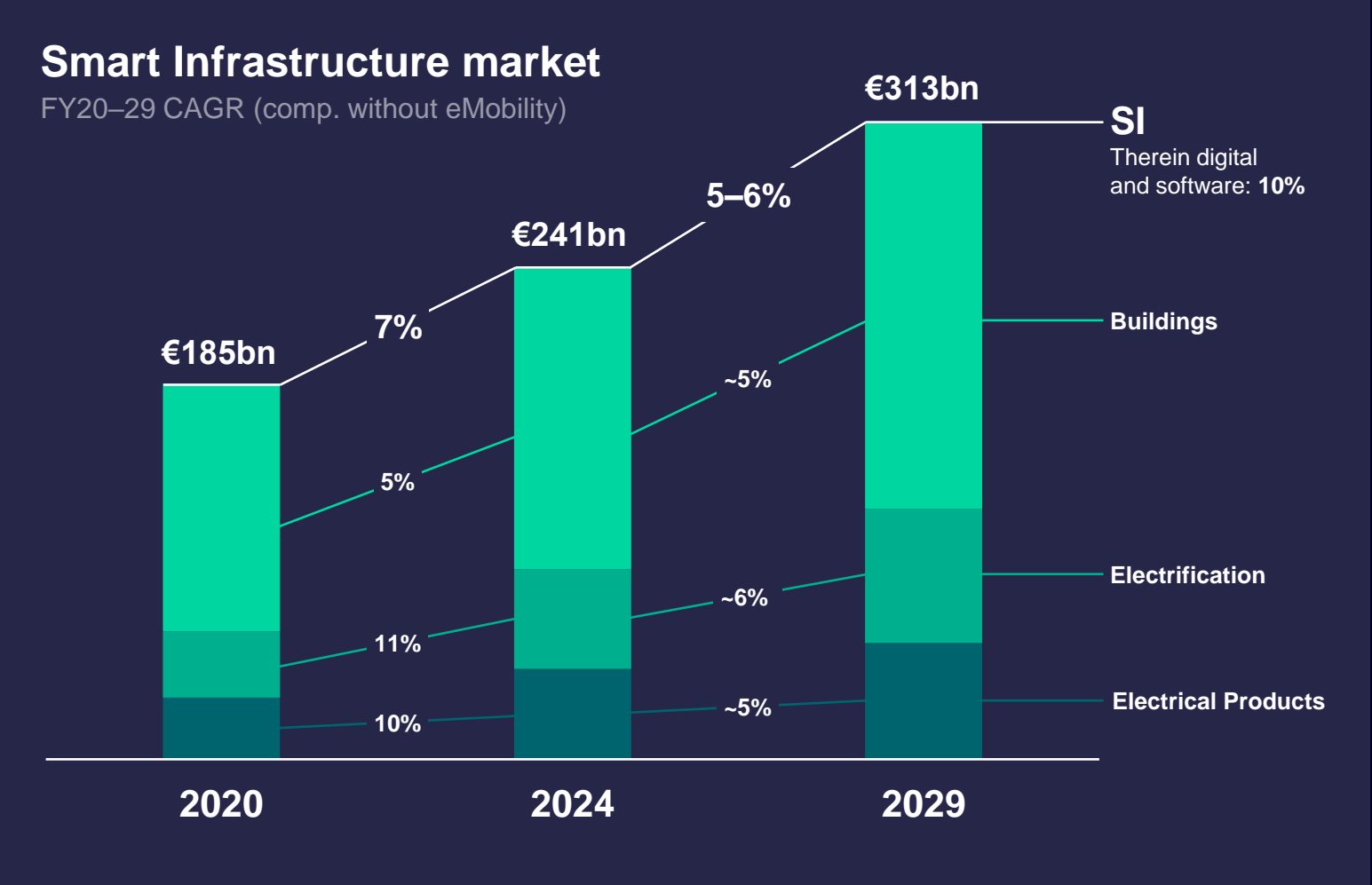
Delivering measurable impact for customers' sustainability transformation



1 Combined Electrification and Electrical Products revenues
2 Audited customer avoided CO₂e of portfolio sold

3 Digital Business revenue (vertical software and IoT, and digital services)
4 Grid capacity increase enabled by grid software, for example

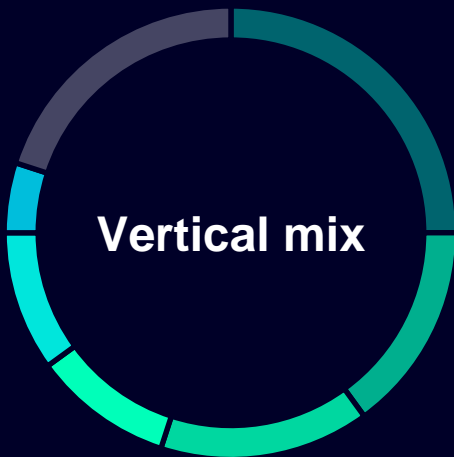
Positioned for continuous growth in a rapidly evolving market



From FY20–24,
we outgrew the
market.

Our market is set to
increase at double
the rate of global
economic growth.

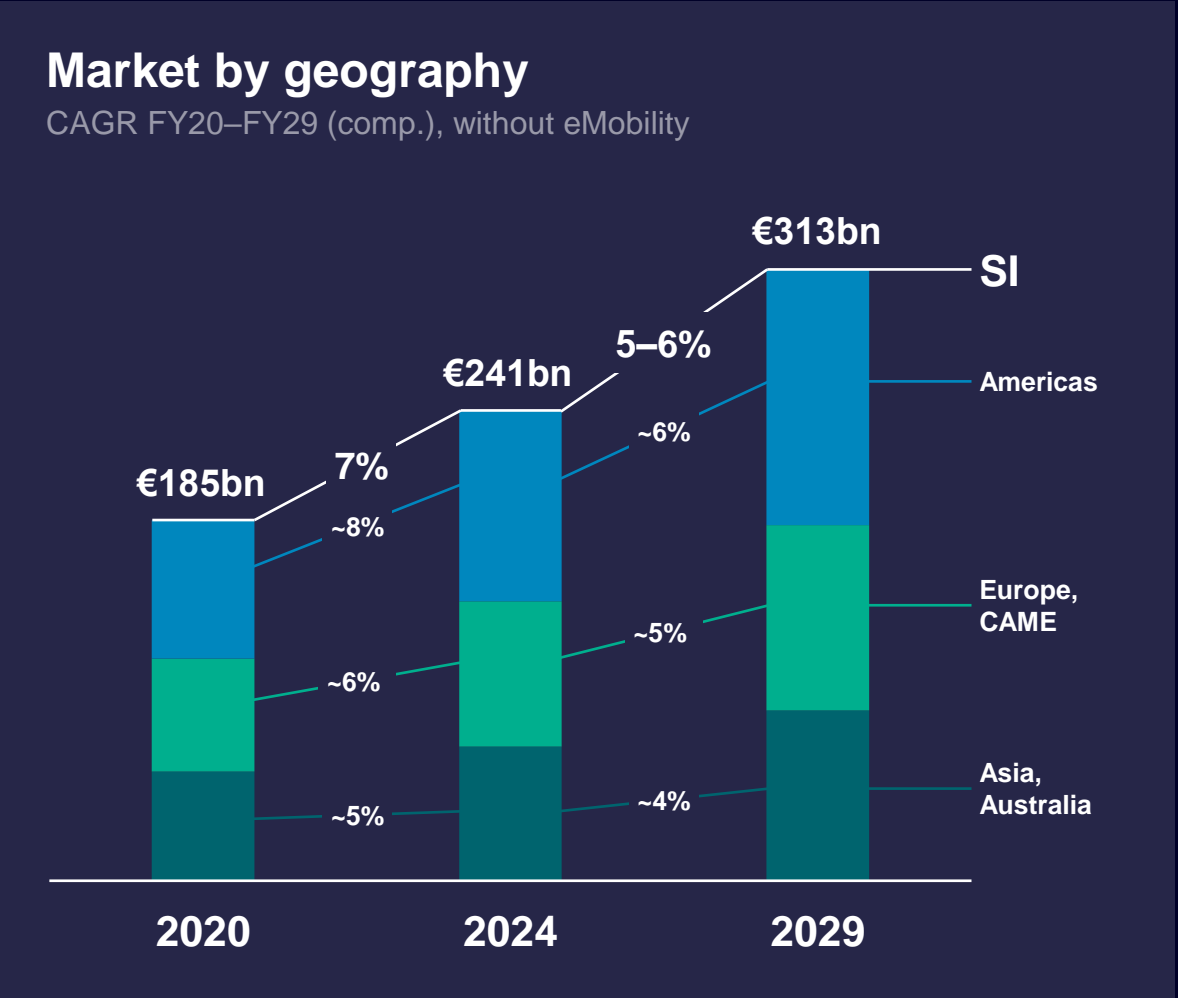
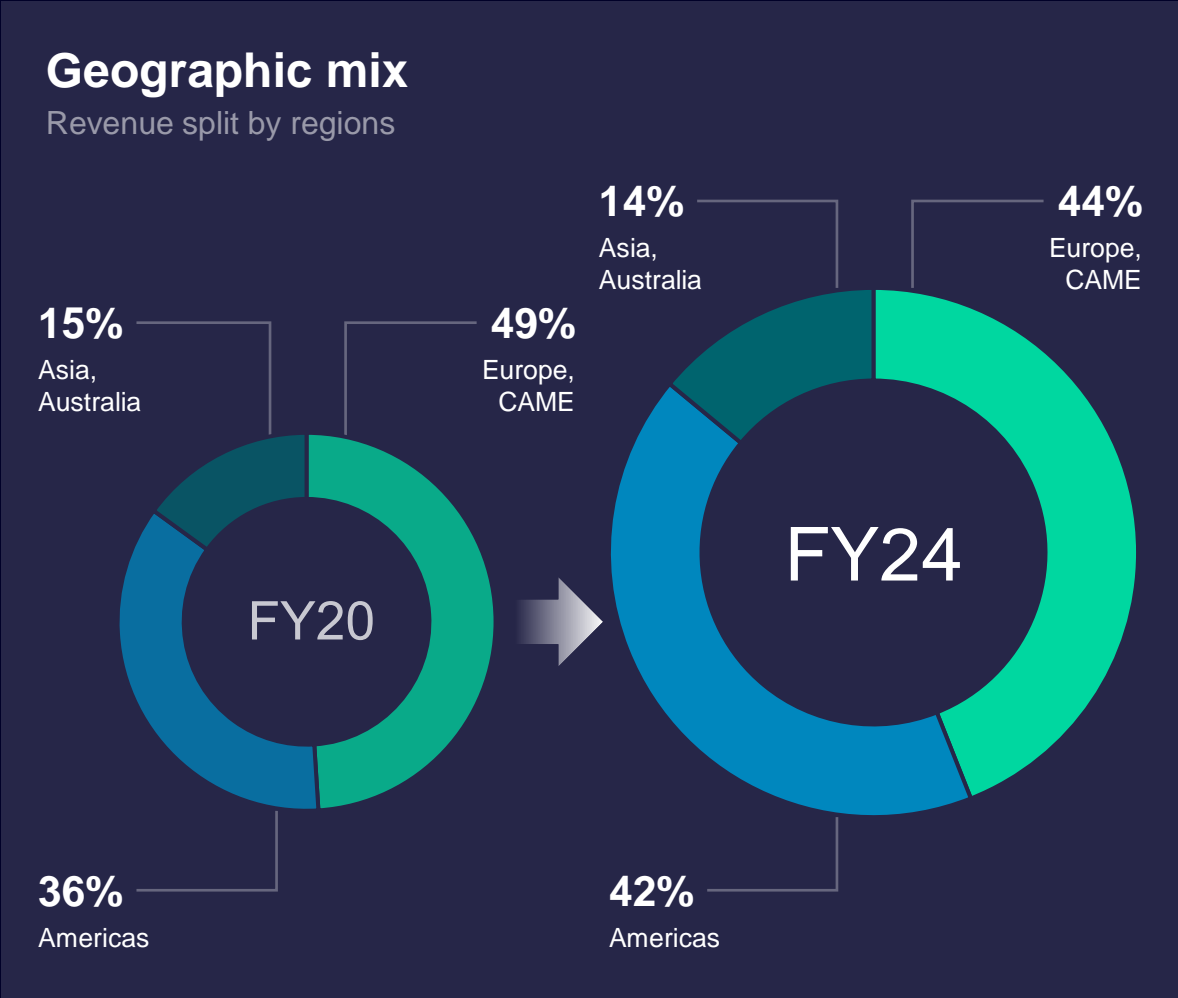
Four perspectives on Smart Infrastructure



Perspective 1: Our geographic mix

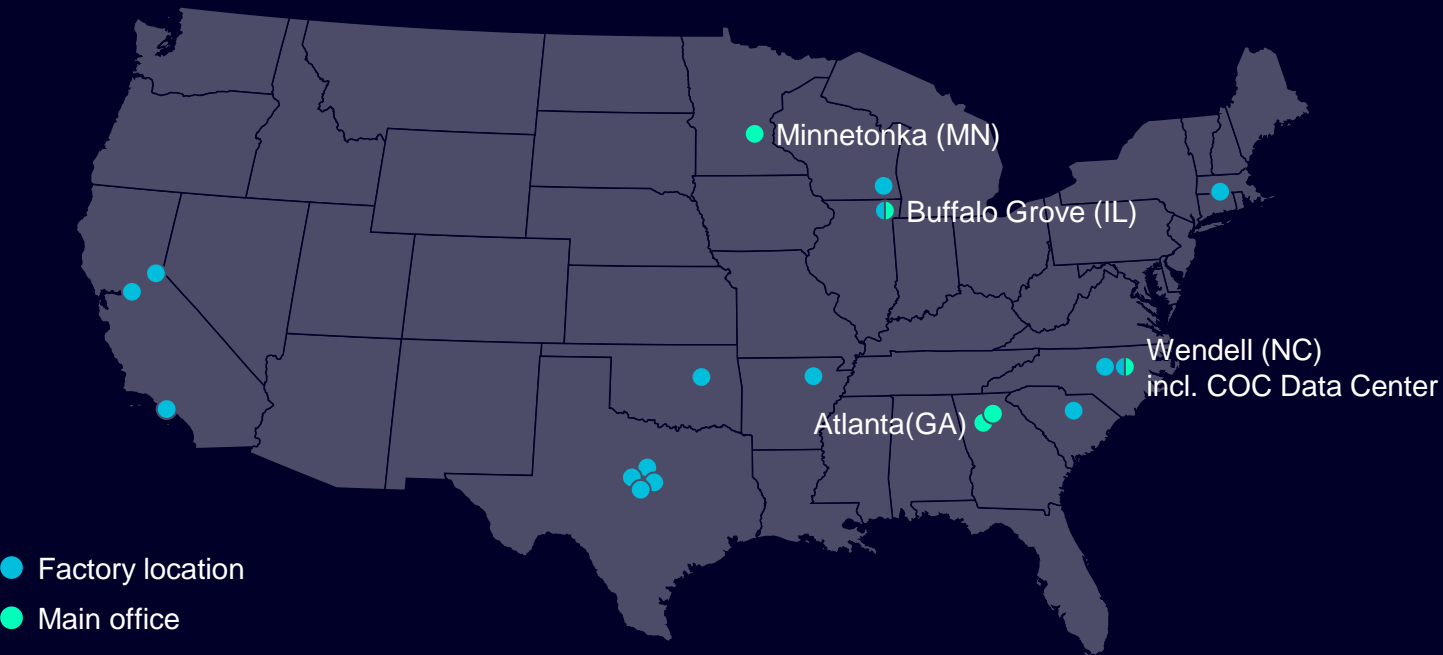


Leveraging regional growth opportunities



U.S.: Nearly doubling revenue since 2020 in world's leading economy

Siemens SI is a true U.S. company covering all regions.
We have localized our value chain and expanded capacity to serve the booming data center market.



100 locations in 42 states	79 service locations	15 manufacturing facilities
~15% SI revenue growth CAGR (comp.) FY20–24	\$200m investment in our footprint since FY23	~16k employees in Smart Infrastructure as of Sept. 30, 2024



India: Tripled revenue in an economic powerhouse

In India, our revenue growth outpaced GDP in one of the world's fastest growing economies.

With our glocalization approach, we expect to increase our market share even further.



450+
channel
partners

~27%
SI revenue
growth
CAGR (comp.)
FY20–24

€110m
CAPEX¹
investments
in FY24

7
manufacturing
facilities

4
R&D
locations

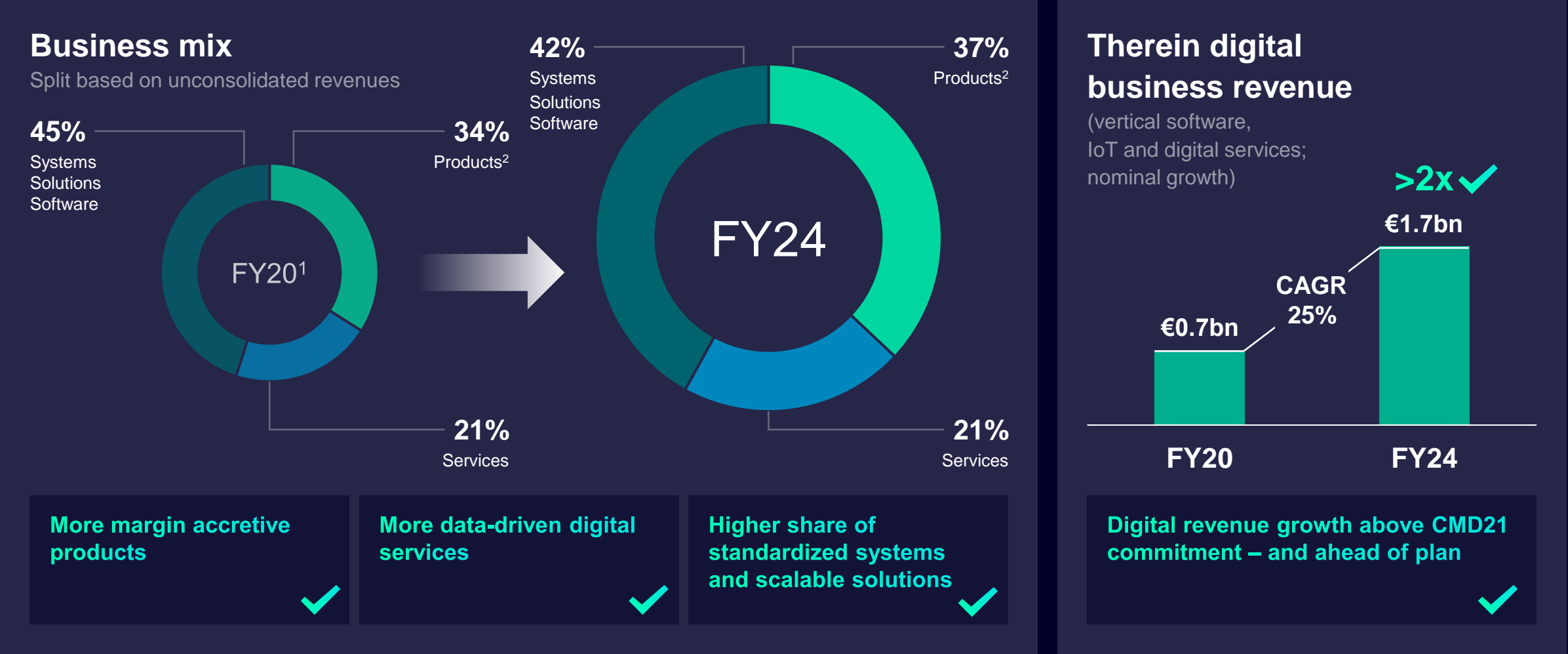
~6k
talents² in
software, R&D
and innovation

1 Siemens Ltd.
2 Siemens India

Perspective 2: Our business mix



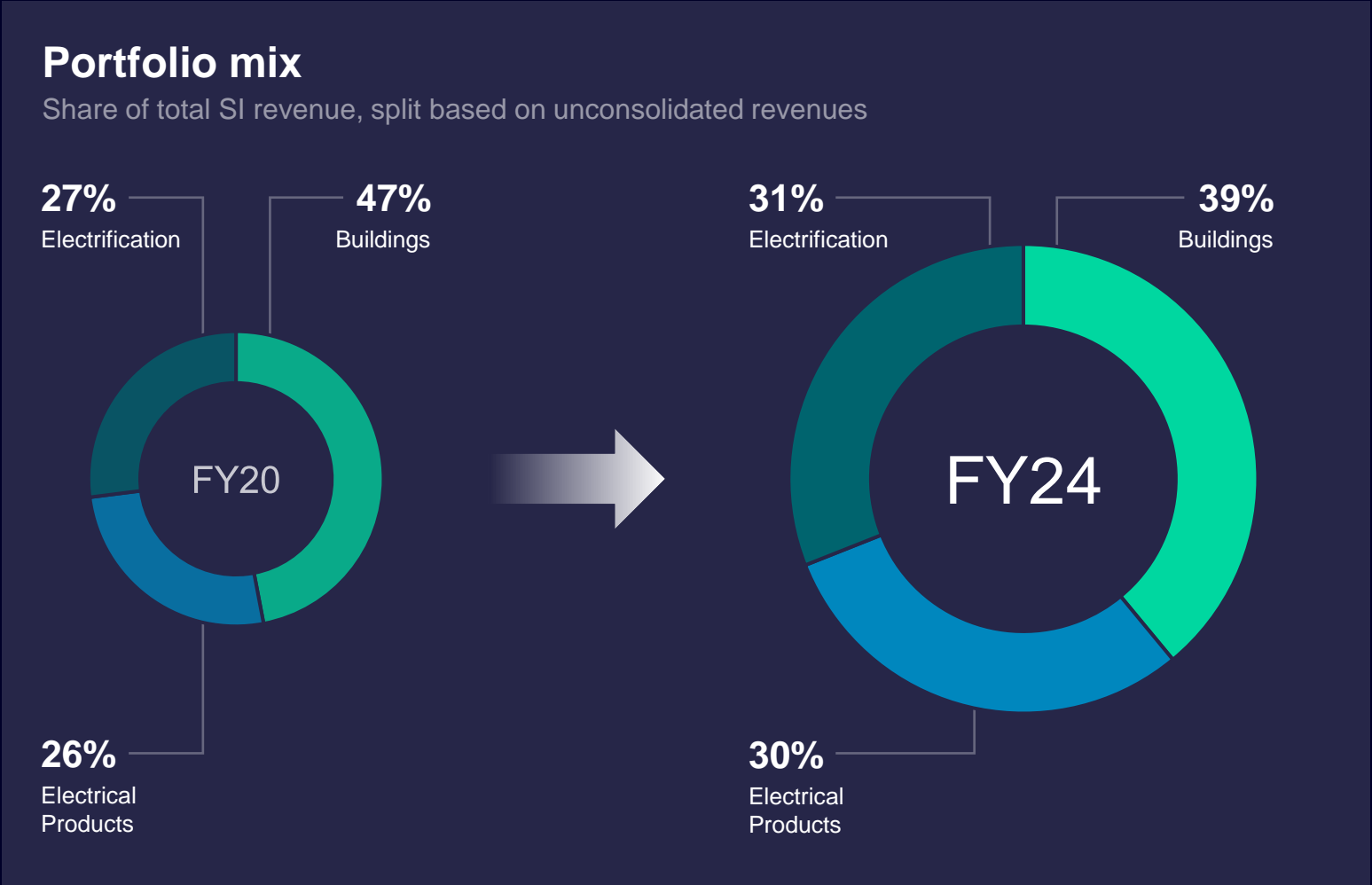
Strong growth momentum in digital revenue, products and services



Perspective 3: Our portfolio mix



Above market growth across our business areas



Growth in all business areas.

Electrification and Electrical Products gaining relative weight.

Comprehensive and leading portfolio across our business areas



Buildings

- Integrated building management systems and software
- Heating, ventilation and air conditioning controls
- Fire safety/security products and systems
- Solutions and services, incl. sustainability services

Leading in digital services
Largest service business
within Siemens



Electrification

- Electrification and Automation
- Grid Software
- eMobility charging infrastructure

#1 MV Switchgear, #1 Protection & Automation IEC, #1 Grid Planning
#1 Meter Data Management

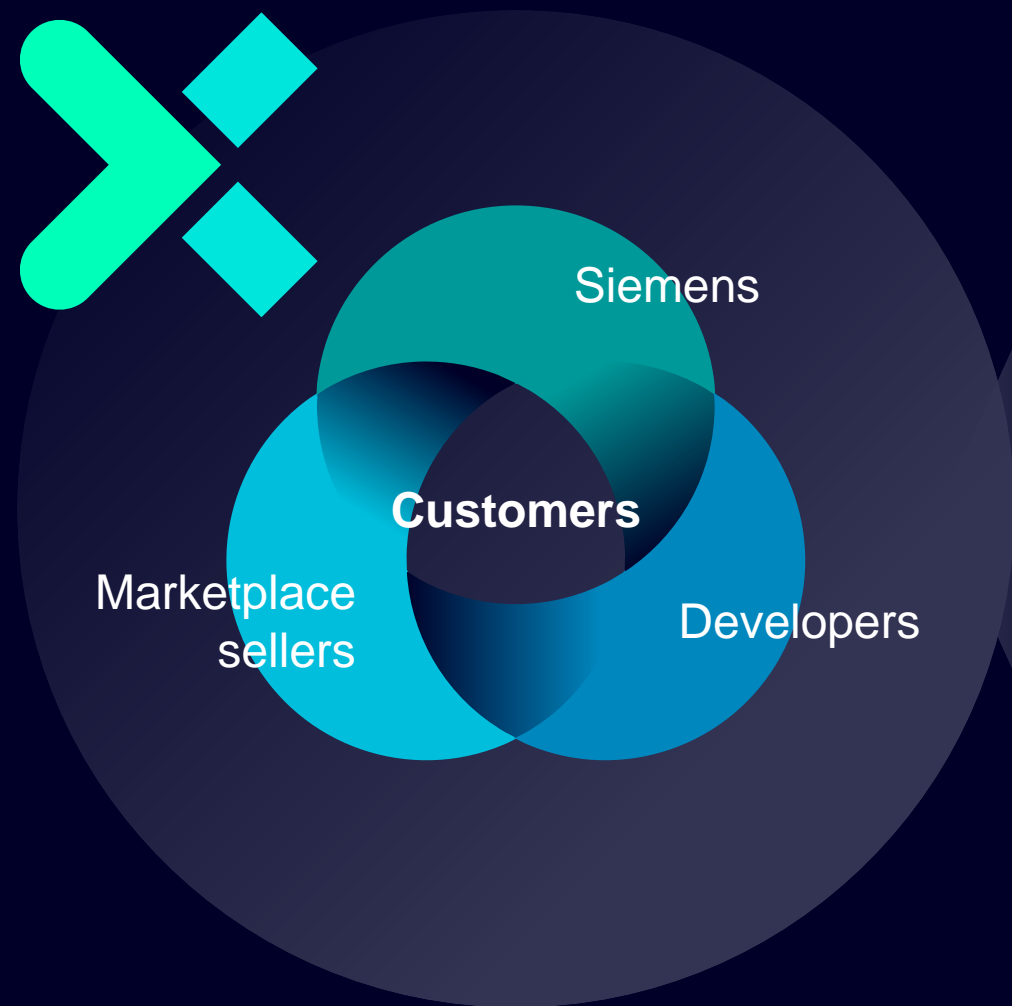


Electrical Products

- LV products for industrial applications
- LV products for buildings and infrastructure

From #4 to #2 in addressed market
Innovation leader in solid state

Siemens Xcelerator: Platform for digital transformation and value creation



Building X



Electrification X



Gridscale X

>20%

revenue growth of digital business over the last year (vertical software, IoT and digital services; nominal growth)

>50%

more offerings on the Siemens Xcelerator Marketplace over the last year

>100

marketplace sellers with over 100 onboarded offerings

Investing in innovation for continued market leadership and growth

Digital

Siemens Xcelerator

Portfolio
Ecosystem
Marketplace



M&A

Across our portfolio and geographical mix

Brightly

A Siemens Company

Products



SENTRON
ECPD



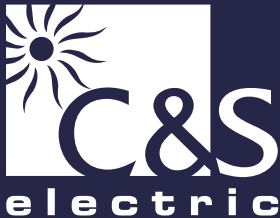
blue GIS



Edge-based
Automation



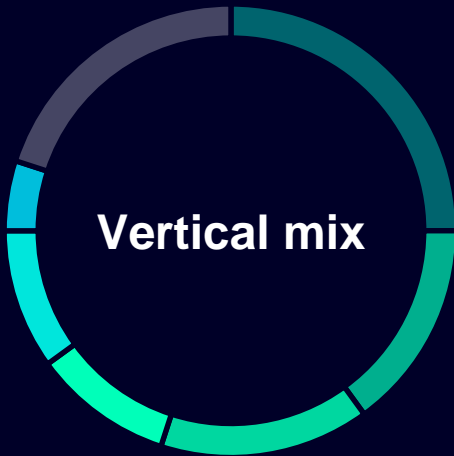
Connect
Box



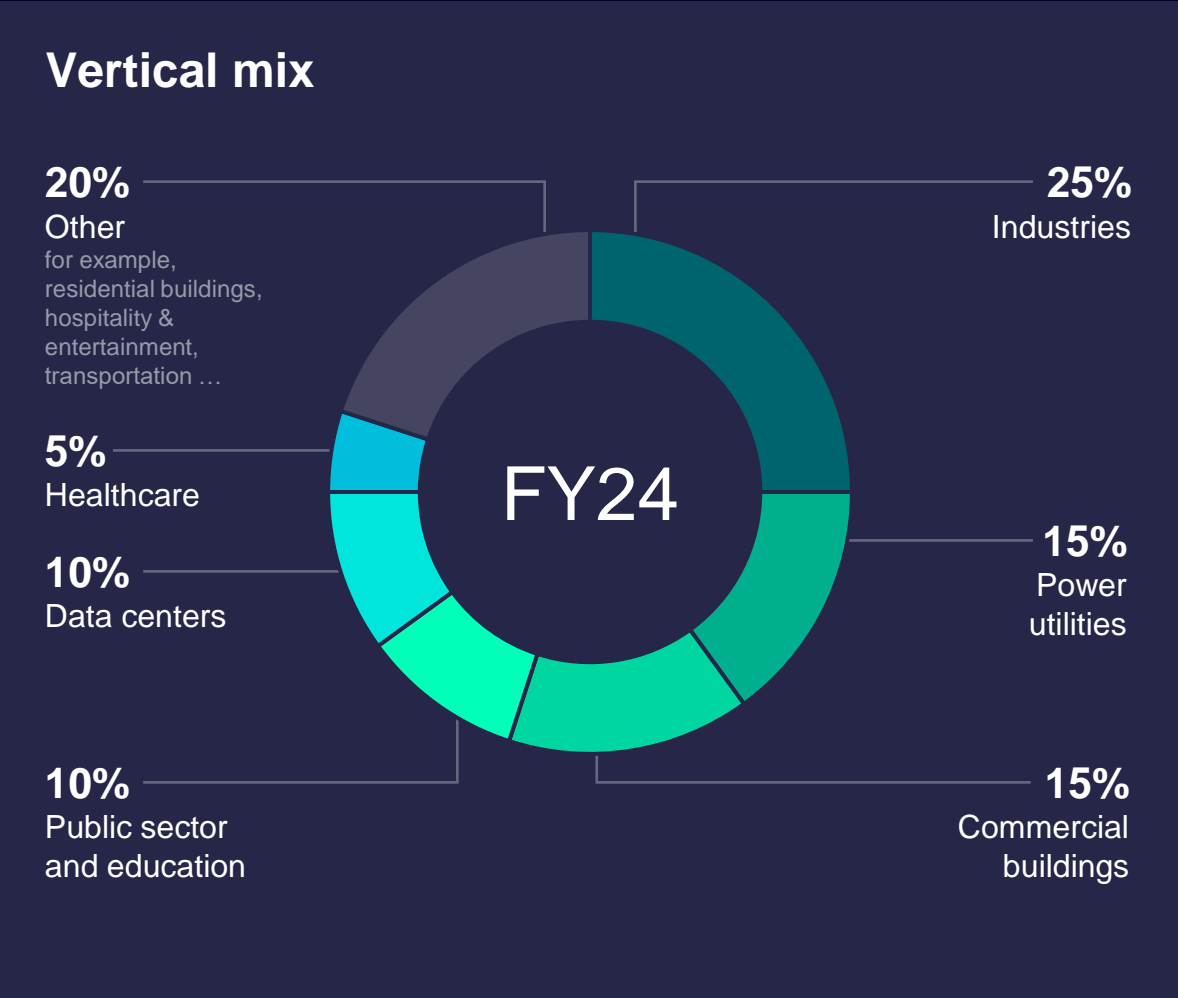
Fire Safety business only



Perspective 4: Our vertical mix



Key verticals represent 80% of our revenue, mostly showing upward trend




Helping customers create value with scalable vertical products



We scale products that solve recurring customer problems in a repeatable way to fit verticals and specific segments.

Understanding customer challenges is key in delivering products that drive growth and efficiency in specific verticals.

A photograph of a Hydro-Québec worker in an orange safety suit and white hard hat, viewed from behind, standing in front of several high-voltage electrical transmission towers under a clear blue sky. Three callout boxes are overlaid on the image: 'Power utilities' in a red box at the top left, 'Transmission planning' in a dark blue box at the top center, and 'Digital substations' in a dark blue box on the left side.

Power utilities

Transmission planning

Digital substations



HYDRO-QUEBEC

Accelerating energy transition in Canada

Value creation

50%

reduction in
commissioning
time for digital
substations

2050

net zero target in
reach

Potential to scale

- ~€11bn infrastructure investment over the next 10 years
- Pre-engineered protection and control system with latest cybersecurity architecture

Commercial buildings

Building performance

HVAC controls

Building automation and control systems



وزارة الطاقة والبنية التحتية
MINISTRY OF ENERGY & INFRASTRUCTURE

MINISTRY OF ENERGY AND INFRASTRUCTURE, UAE

Decarbonization program for governmental buildings

Value creation

27%

annual
energy
savings

15,400t

annual CO₂
reduction

Potential to scale

- From originally 7 to 60 to potentially 100s of buildings
- From comprehensive study and pilot to a scalable solution across multiple sectors
- Digital platform for consolidation and reporting of energy consumption and carbon emissions data

Life science

Efficient HVAC system

Warehouse and logistics

Process control

Building and process automation

Safe and efficient electrification



PFIZER

From power distribution and building management to process automation

Value creation

40%

annual
energy
savings

+140%

increased
production
capacity

Potential to scale

- Integrated building and process automation to scale across all sites and verticals
- Real-time data exchange for building, electrification and production

Data centers

Financial Services

Cooling Management

Digital Twin

Power

Automation

Fire Safety

Security

Lifecycle Services

Infrastructure Management

Enabled by Siemens
Xcelerator



FROM HYPERSCALERS TO THE BROADER MARKET

Industry-proven portfolio and strong client base

Customer-centricity

- Strong relationship with all major Tier-1 hyperscalers
- Applying expertise to broader market

Capacity expansion

- \$150m investment in US switchboard factory
- €100m investment in switchgear factory, Frankfurt (DE)

Supply chain

- End-to-end value chain capacity (from HV to LV)
- Reliability in delivery time

Standardization

- Productizing critical components
- Centers of Competence create modular designs for hardware and software

**Delivering predictable outcomes
for scaling projects across the
broader market**

Demand for Siemens technology and financial services is catalyzed by the AI revolution.

>60%

order
growth
FY24

>€3.6bn

orders
FY24

>50%

revenue
growth
FY24

~3x

revenue
from
FY21–24

Focus areas from Capital Market Day 2021

Improving profitability and closing the gap to competition with strong execution of competitiveness program



Stringent capital allocation to sustainably drive performance

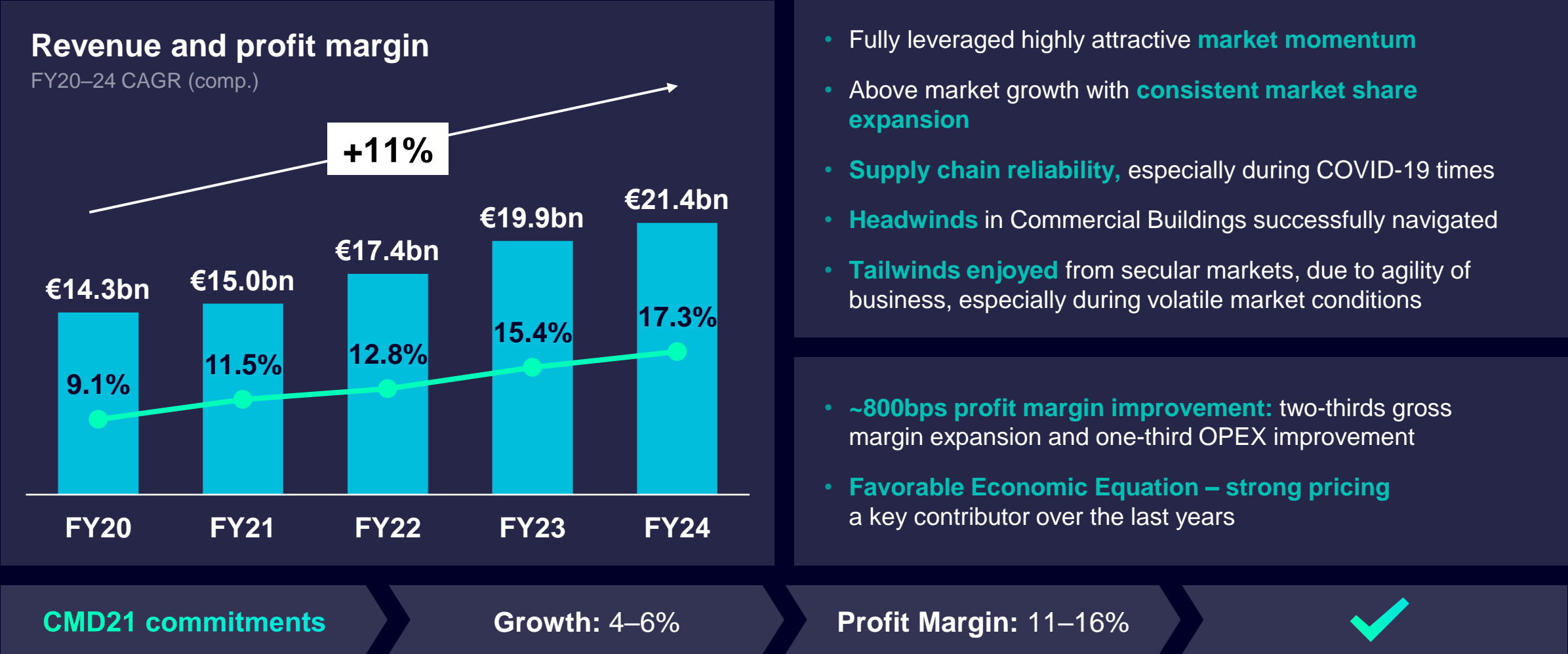


Delivering on commitments to capital market

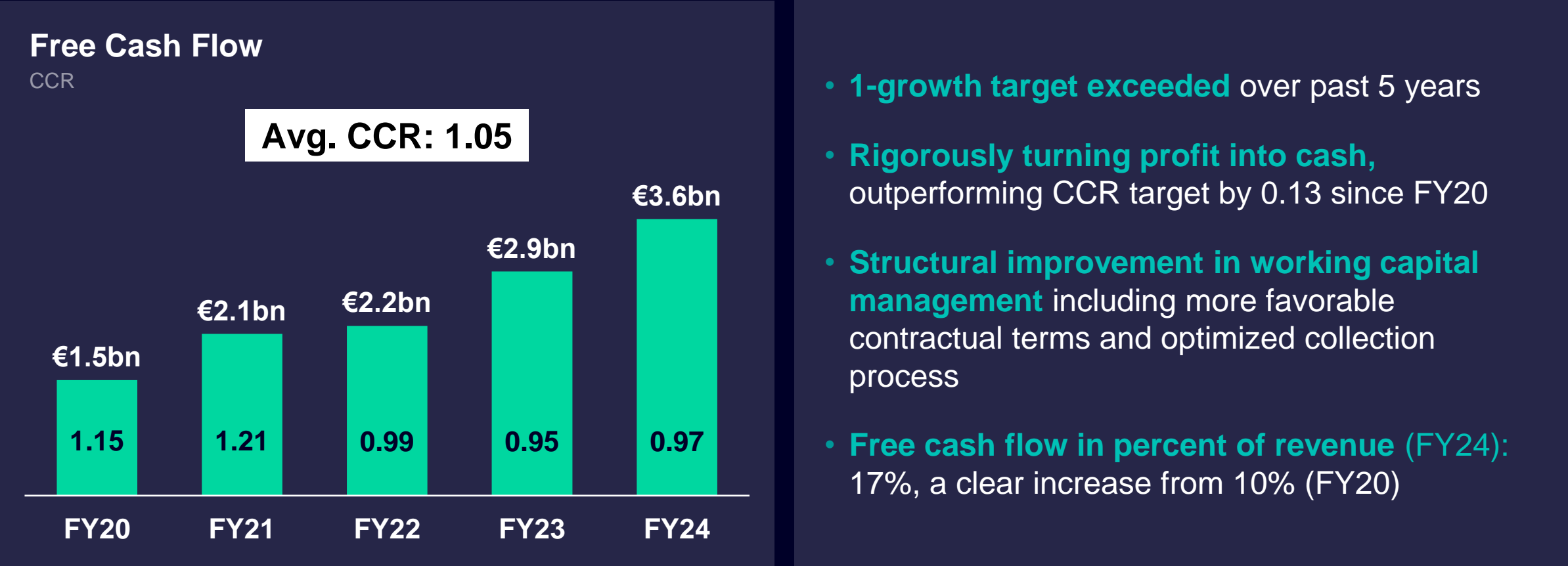


Being a **reliable performer**

Accelerated growth and continuous margin expansion for 16 quarters in a row



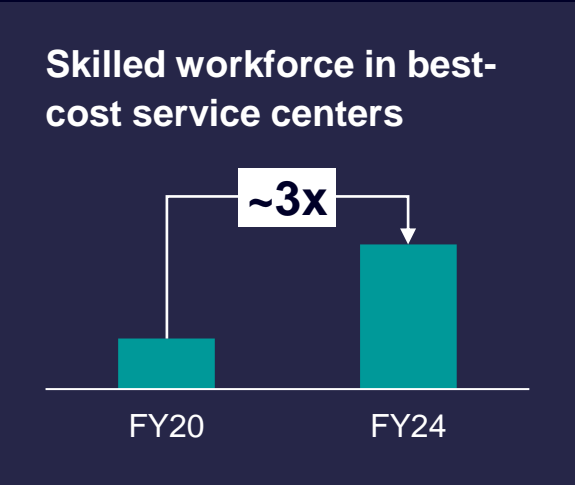
Outstanding and consistent cash flow performance



Competitiveness Program elevated SI to a position of strength



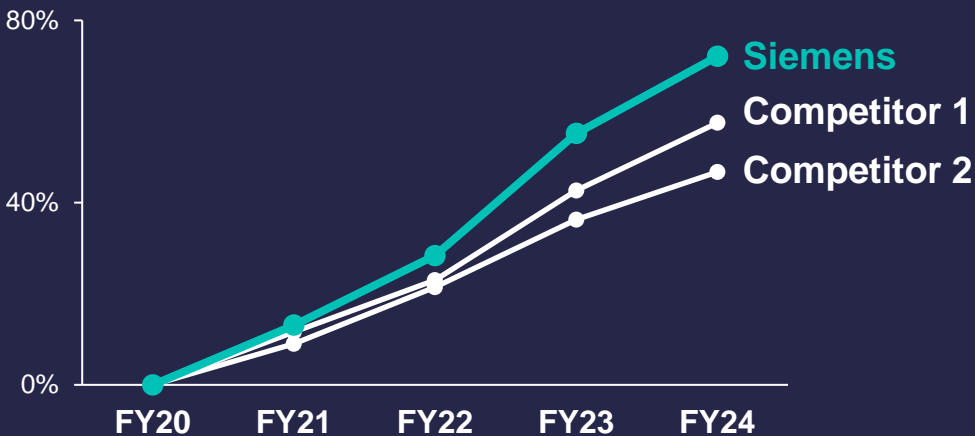
- **Competitiveness Program successfully executed**
- **3 major levers completed:** Portfolio optimization, manufacturing footprint, process off-shoring and automation
- **Highly skilled workforce in best-cost service centers** has almost tripled from FY20 to FY24
- **Portfolio optimization:** >€1bn of reviewed portfolio very successfully turned around, €0.8bn sold or exited, and an additional €0.3bn to be addressed in 2025



SI in leading position for revenue growth vs. most relevant competitors

Electrification and Electrical Products

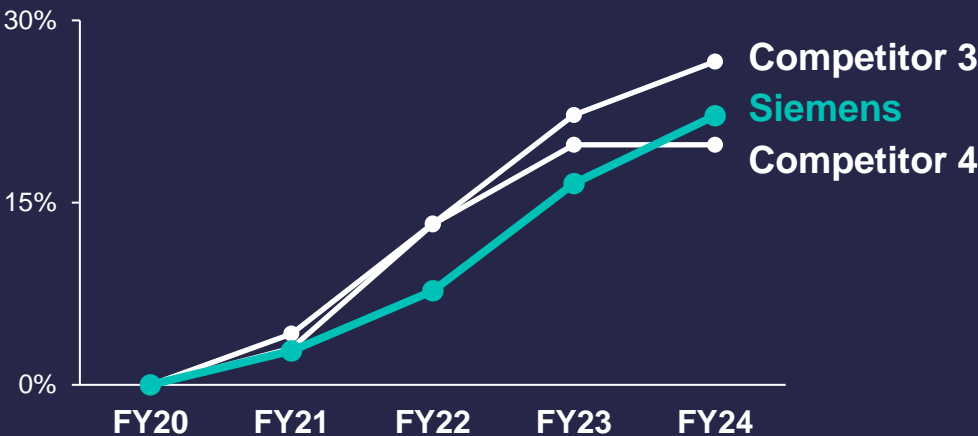
Comparable growth, indexed to FY20



- Growth due to technology and innovation, availability and delivery of products and customer proximity
- Benefitting from thriving data center demand driven by hyperscalers

Buildings

Comparable growth, indexed to FY20



- Growth driven by service and digital focus, strengthening partner channels and scalable offerings for enterprise customers and focus verticals
- Operating in high-growth markets

Our business areas continue to close the profit margin gap to best in class

Bps increase since FY20 reflects operational improvements	Illustrative view of progress since FY20 to close gap based on latest full year results	Position to best in class	How we closed the gap	Future plans
Electrical Products +1700bps	 Best in class	<ul style="list-style-type: none">On best-in-class level	<ul style="list-style-type: none">Right pricing strategyProductivity and efficiencySupply chain reliability	<ul style="list-style-type: none">Leverage growth potential with consistent margin performance
Electrification <i>Including eMobility</i> +770bps	 Best in class	<ul style="list-style-type: none">Significantly reduced gap to best in class, with path defined to close further	<ul style="list-style-type: none">Resilient supply chainAcquisition of new customers	<ul style="list-style-type: none">Continue to set technology standards and execute rigorouslyeMobility portfolio under review
Buildings +410bps	 Best in class	<ul style="list-style-type: none">Caught up to competitionNarrowed gap to best in class, further potential identified	<ul style="list-style-type: none">Shift of revenue mix towards servicesDigital service revenue double digit CAGR	<ul style="list-style-type: none">Accelerated growth in digitalization and softwareStrengthening our partner business

Smart Infrastructure boosts performance and significantly increases mid-term targets

	Comparable revenue growth	Profit margin	Cash conversion rate (CCR)
FY25 Guidance	6–9%	17–18%	1-growth
Targets over the cycle (3–5 years)	6–9%	16–20%	1-growth

Levers for continued profitable growth

Growth above market

	Flawless backlog execution <ul style="list-style-type: none">• €18.2bn as of 30 September 2024, with 70% conversion in FY25e• Cancellation rate stable at very low 1%
	Capacity Expansion <ul style="list-style-type: none">• €400m+ to be invested in FY25• Focus on high growth regions – U.S. and India
	Investment in Verticals <ul style="list-style-type: none">• Tailored investment to better serve customer needs and scale up

Levers for continued profitable growth

Continued profit margin expansion

	Portfolio optimization	<ul style="list-style-type: none">• Ongoing screening to further sharpen portfolio
	Shift business mix towards high profit pools	<ul style="list-style-type: none">• Scale service business and increase digital share• Expand partner business
	Positive Economic Equation driven by productivity	<ul style="list-style-type: none">• Focus shift from pricing to productivity

ONE Tech Company

Smart Infrastructure – Our leadership team



**Matthias
Rebellius**
CEO



**Axel
Meier**
CFO



**Susanne
Seitz**
Buildings



**Stephan
May**
Electrification
& Automation



**Sabine
Erlinghagen**
Grid Software



**Andreas
Matthe**
Electrical
Products



**Markus
Mildner**
eMobility



**Don
Kurelich**
Brightly
Software



**Thomas
Kiessling**
CTO



**Bin
Lin**
China



**Uwe
Bartmann**
Germany



**Robert
Demann**
India



**Ruth
Gratzke**
United
States



**Sonia
White**
Communications



**Yves
Bock**
Legal &
Compliance



**Alexander
Senn**
People &
Organization



**Carsten
Liesener**
Sales &
Marketing



**Petru
Huurinainen**
Strategy



**Martin Henrik
Baier**
Sustainability

Smart Infrastructure: The powerhouse for cash generation and profitable growth

