

Combining the real and the digital worlds for sustainable infrastructure

Matthias Rebellius

Member of the Managing Board of Siemens AG
and CEO of Siemens Smart Infrastructure

Axel Meier

CFO of Siemens Smart 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.

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

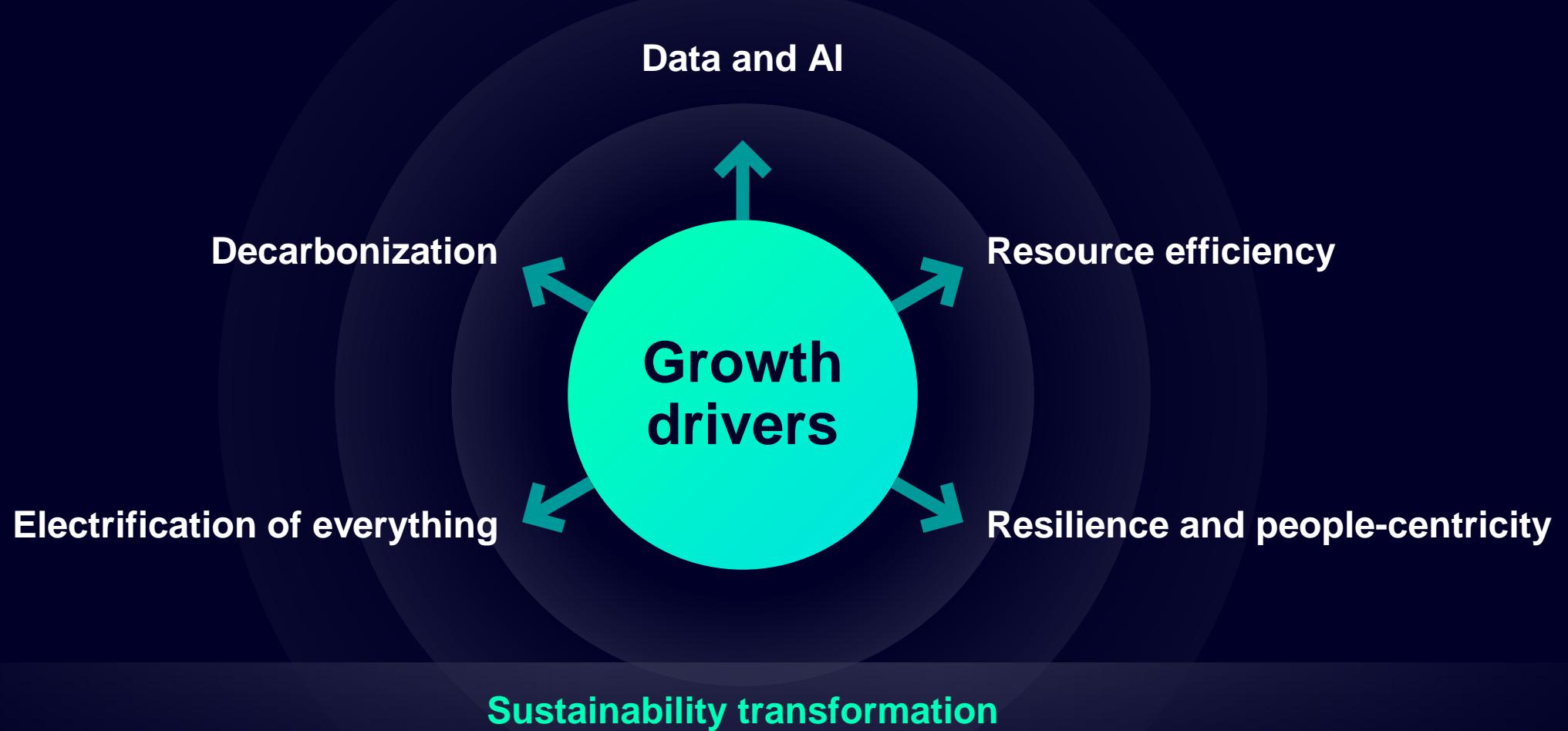


**Environmental
change**

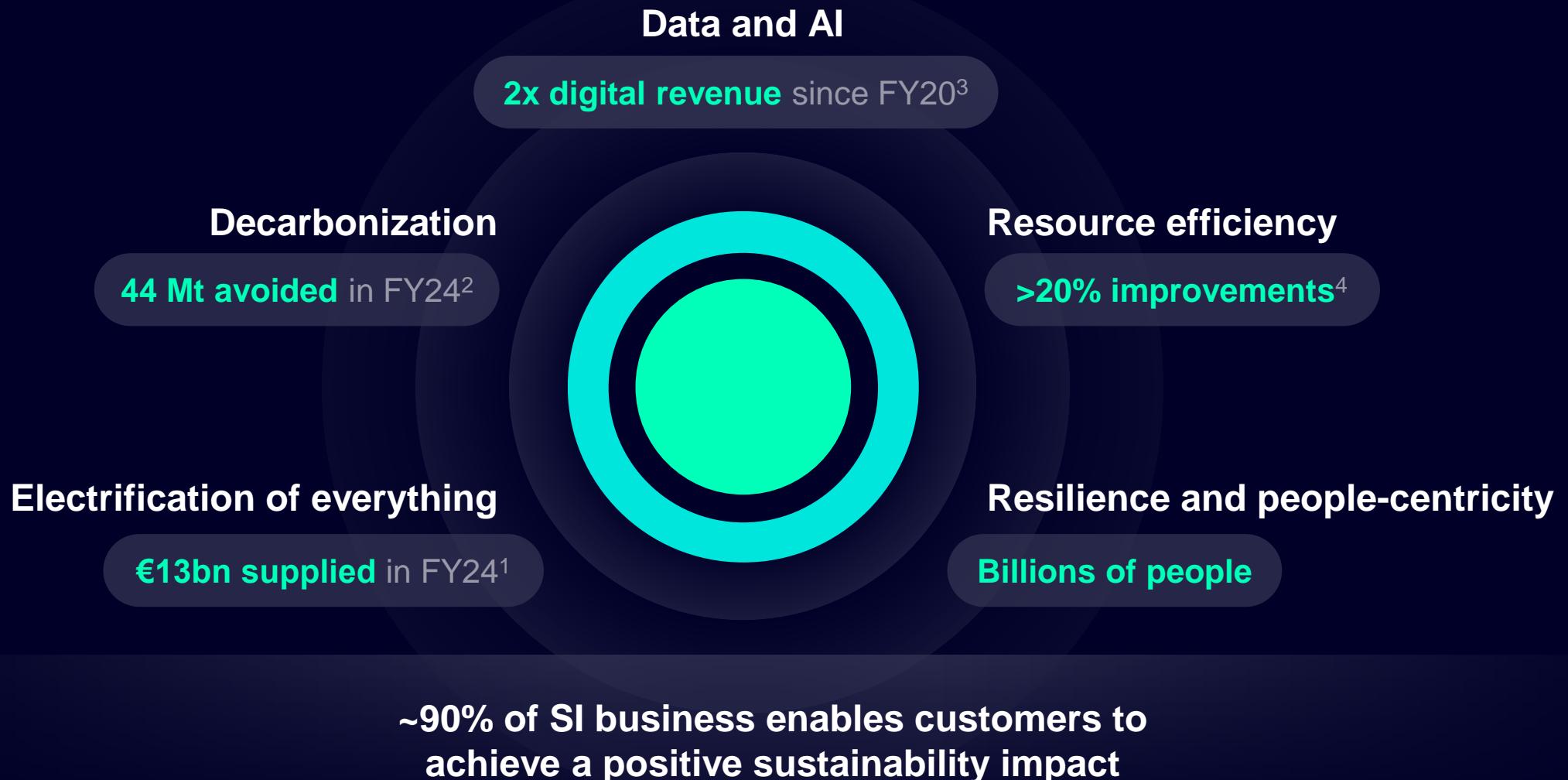


Digitalization

Capitalizing on growth drivers



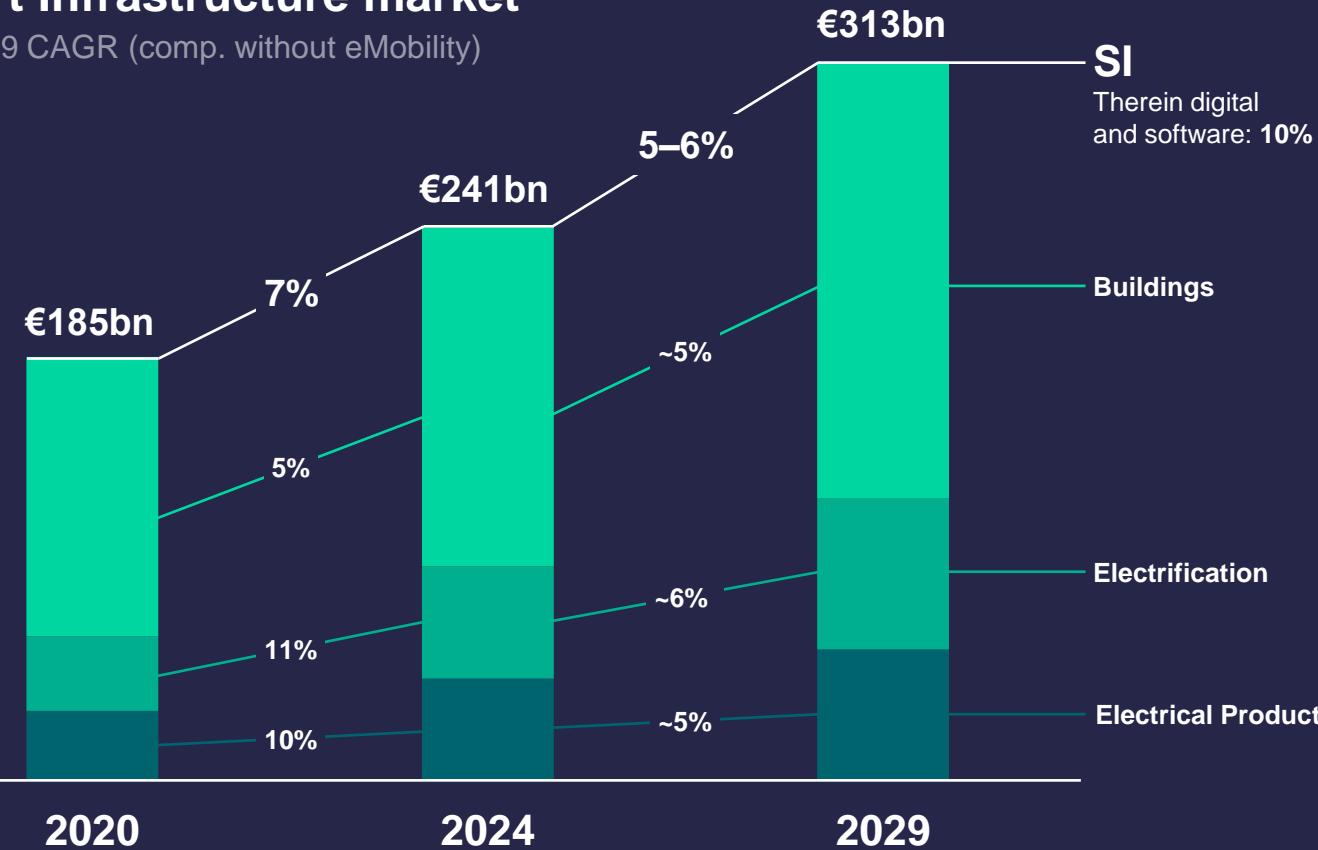
Delivering measurable impact for customers' sustainability transformation



Positioned for continuous growth in a rapidly evolving market

Smart Infrastructure market

FY20–29 CAGR (comp. without eMobility)



**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



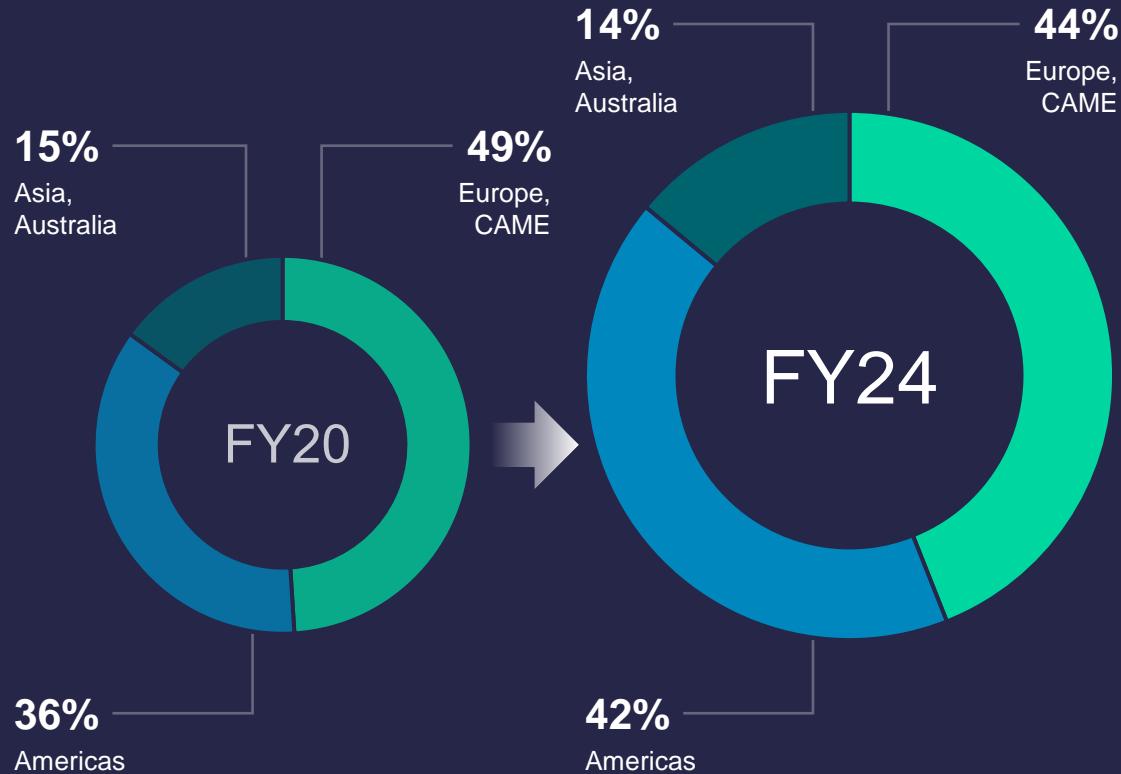
Perspective 1: Our geographic mix



Leveraging regional growth opportunities

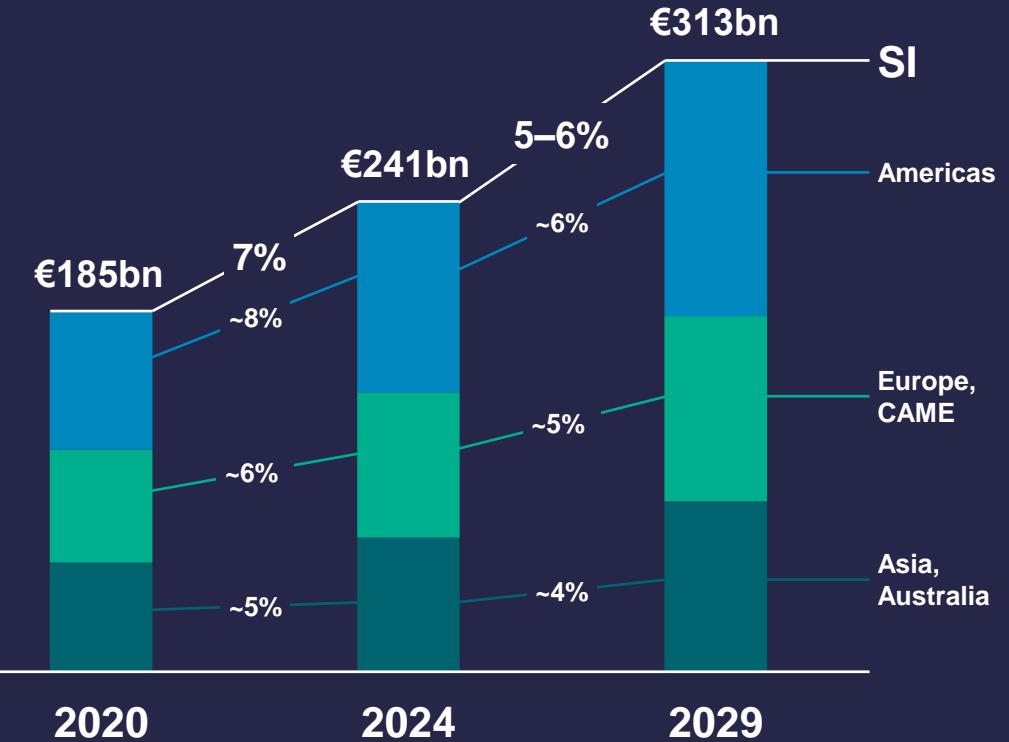
Geographic mix

Revenue split by regions



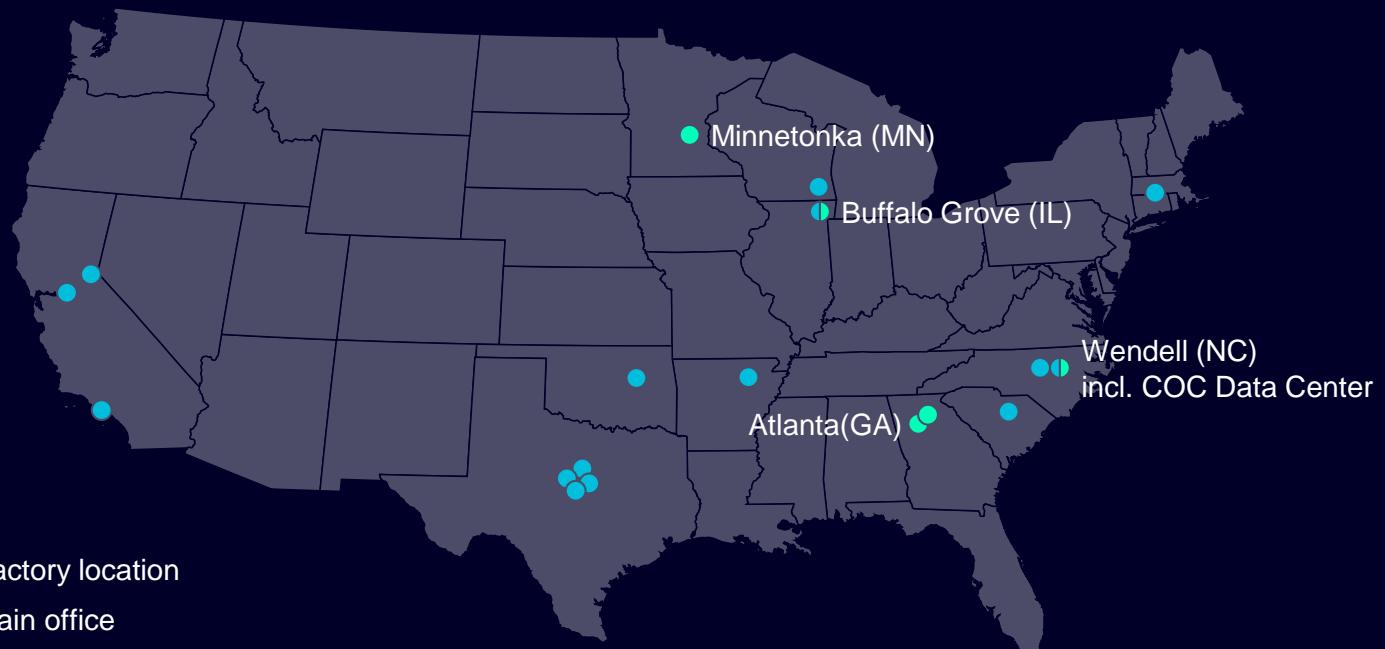
Market by geography

CAGR FY20–FY29 (comp.), without eMobility



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

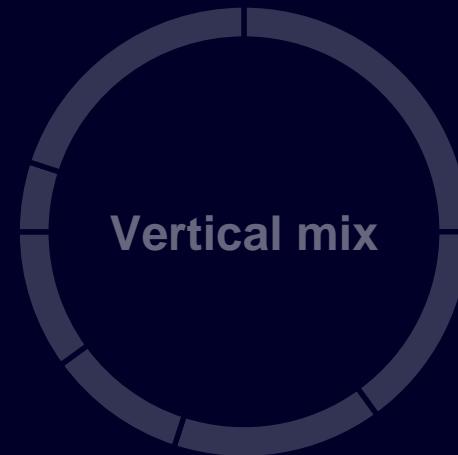
€110m
CAPEX¹ investments in FY24

7
manufacturing facilities

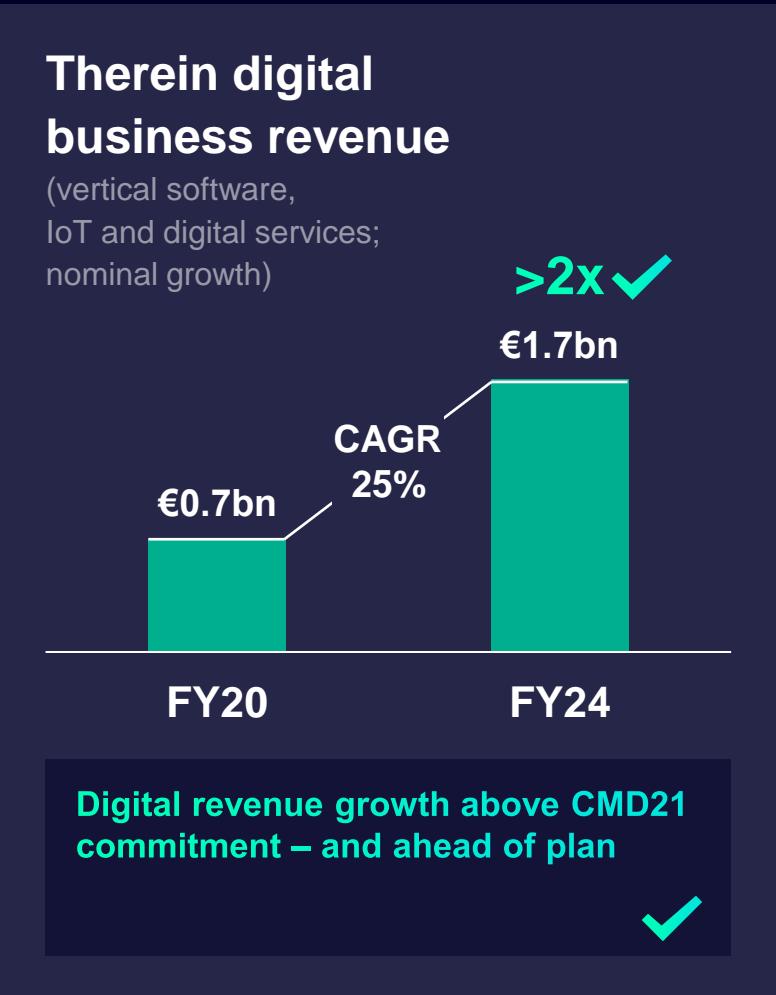
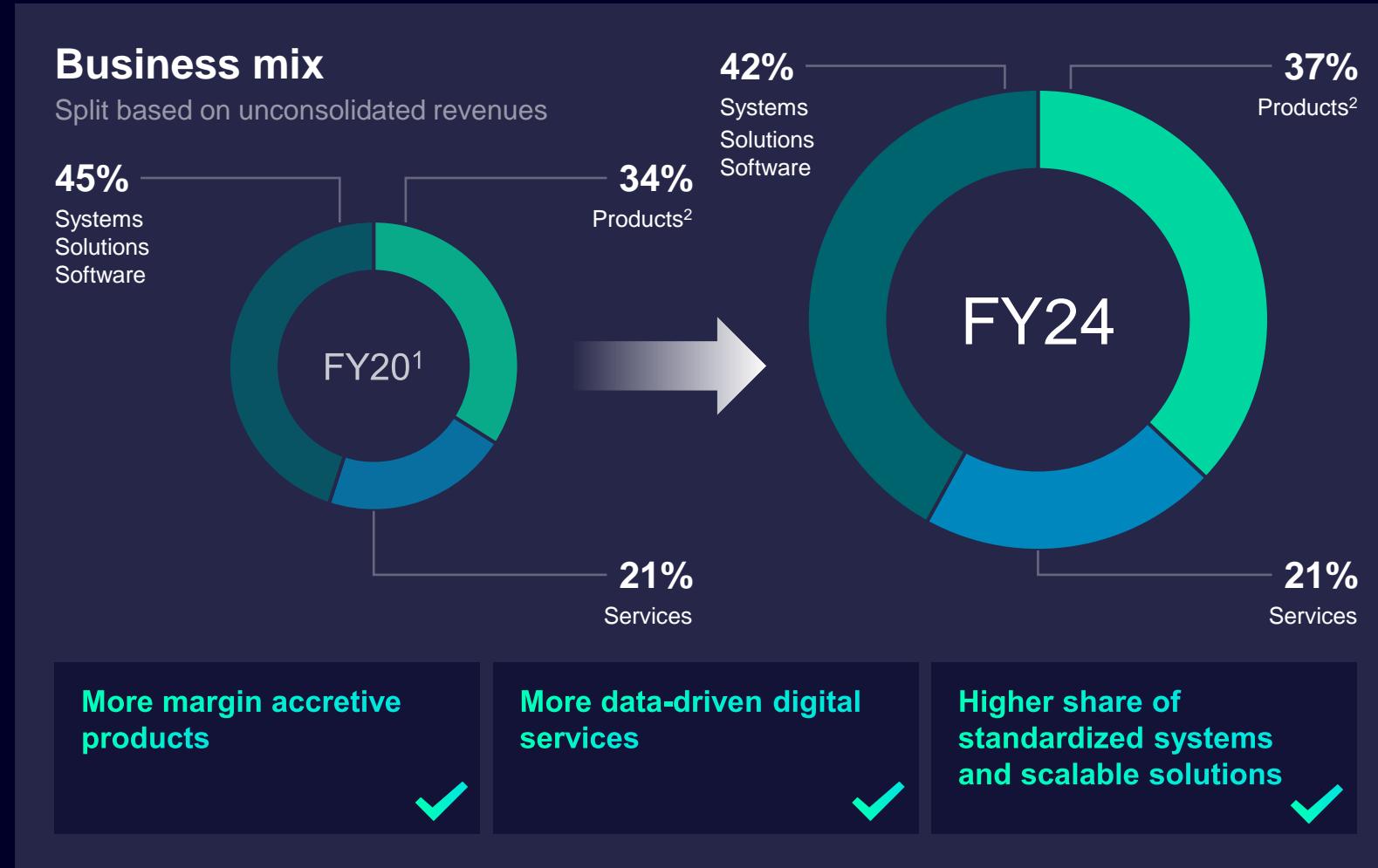
4
R&D locations

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

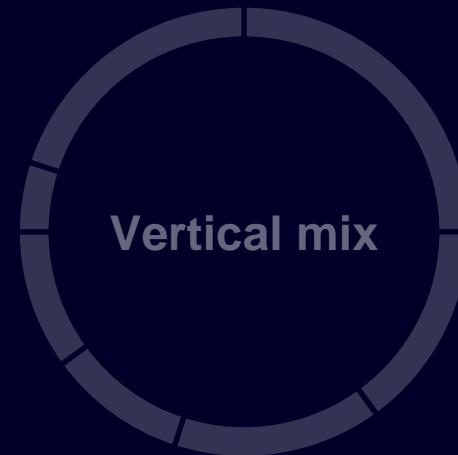
Perspective 2: Our business mix



Strong growth momentum in digital revenue, products and services



Perspective 3: Our portfolio mix



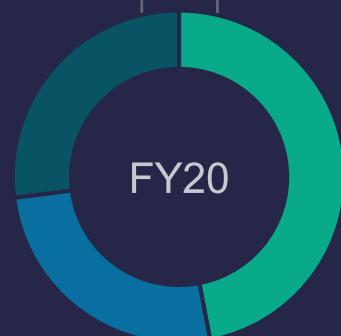
Above market growth across our business areas

Portfolio mix

Share of total SI revenue, split based on unconsolidated revenues

27%
Electrification

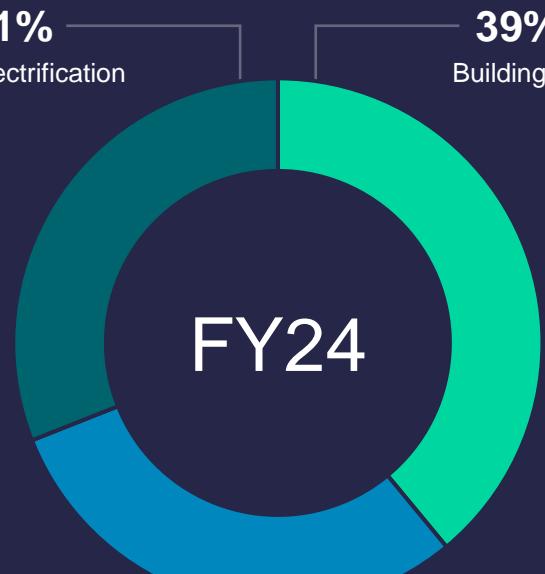
47%
Buildings



31%
Electrification

39%
Buildings

30%
Electrical
Products



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**

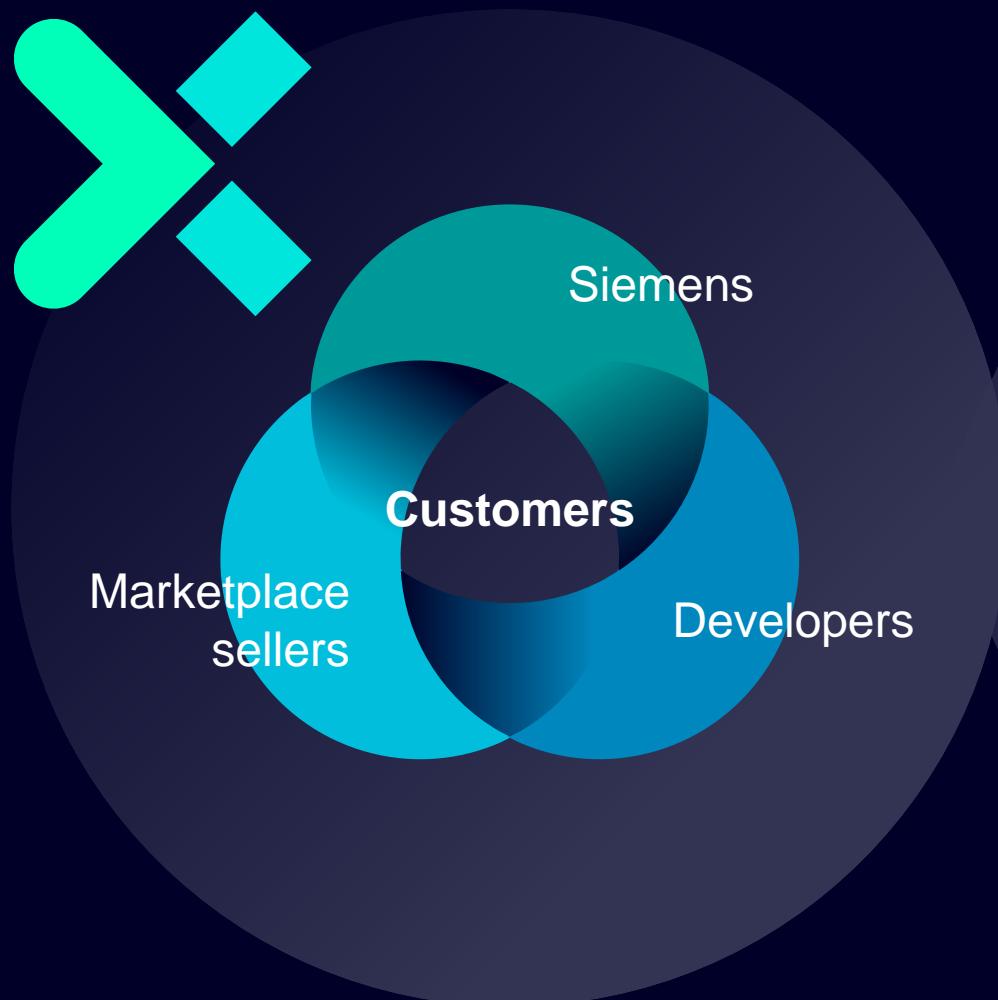


Electrical Products

- 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



>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



Products



SENTRON
ECPD



blue GIS



Edge-based
Automation



Connect
Box

M&A

Across our portfolio and geographical mix

Brightly
A Siemens Company

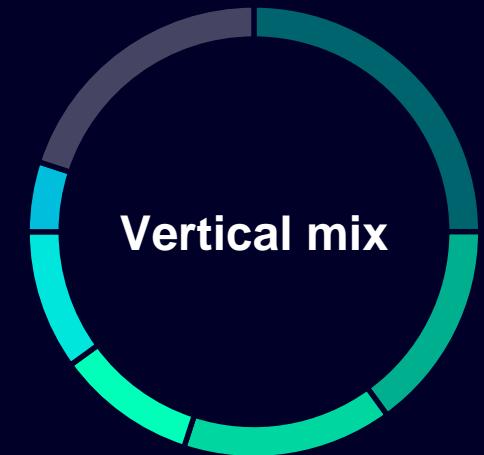


Fire Safety business only

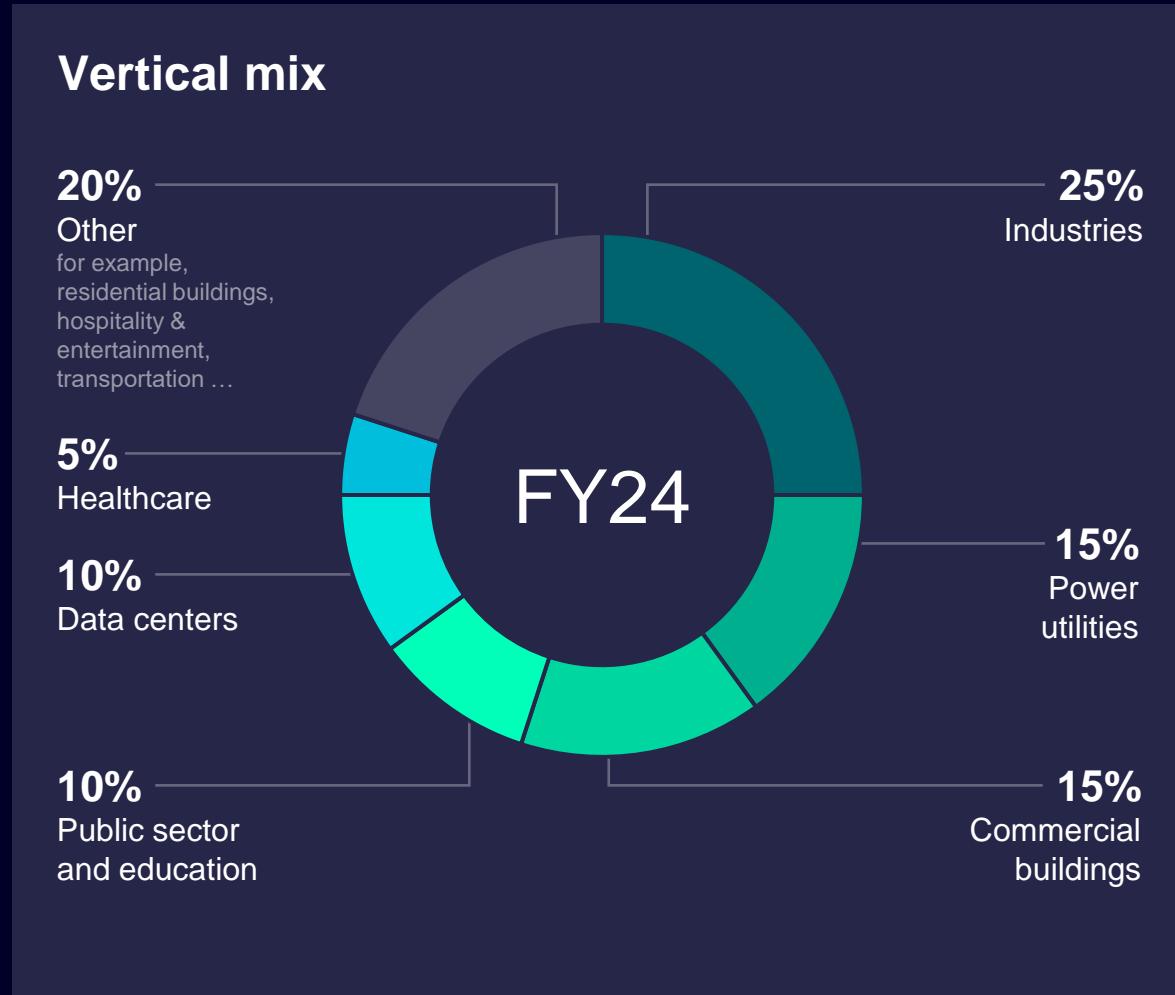


SIEMENS

Perspective 4: Our vertical mix



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



Vertical end markets

Market trend
FY25

Commercial buildings



Public sector and education



Data centers



Healthcare



Industries



Power utilities



Helping customers create value with scalable vertical products





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

SIEMENS



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

Financial Services

Cooling Management

Digital Twin

Power

Fire Safety

Automation

Security

Lifecycle Services

Enabled by Siemens Xcelerator

Infrastructure Management



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



Delivering on commitments to capital market



Stringent capital allocation to sustainably drive performance



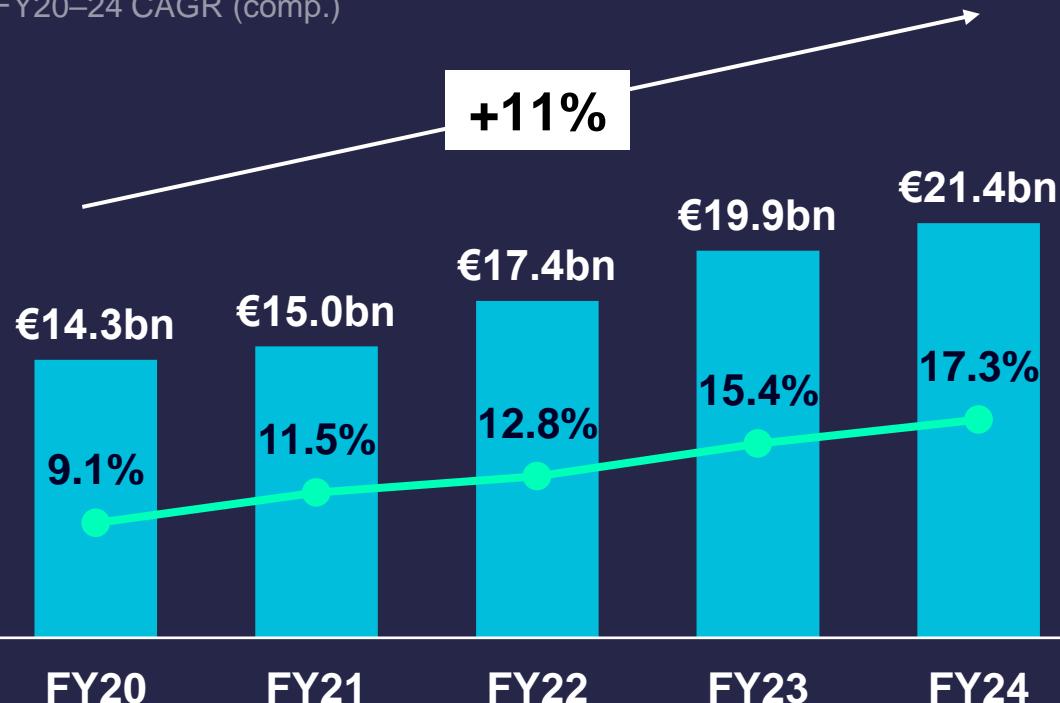
Being a **reliable performer**



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

Revenue and profit margin

FY20–24 CAGR (comp.)



- Fully leveraged highly attractive **market momentum**
- Above market growth with **consistent market share expansion**
- **Supply chain reliability**, especially during COVID-19 times
- **Headwinds** in Commercial Buildings successfully navigated
- **Tailwinds enjoyed** from secular markets, due to agility of business, especially during volatile market conditions

- **~800bps profit margin improvement:** two-thirds gross margin expansion and one-third OPEX improvement
- **Favorable Economic Equation – strong pricing** a key contributor over the last years

CMD21 commitments

Growth: 4–6%

Profit Margin: 11–16%

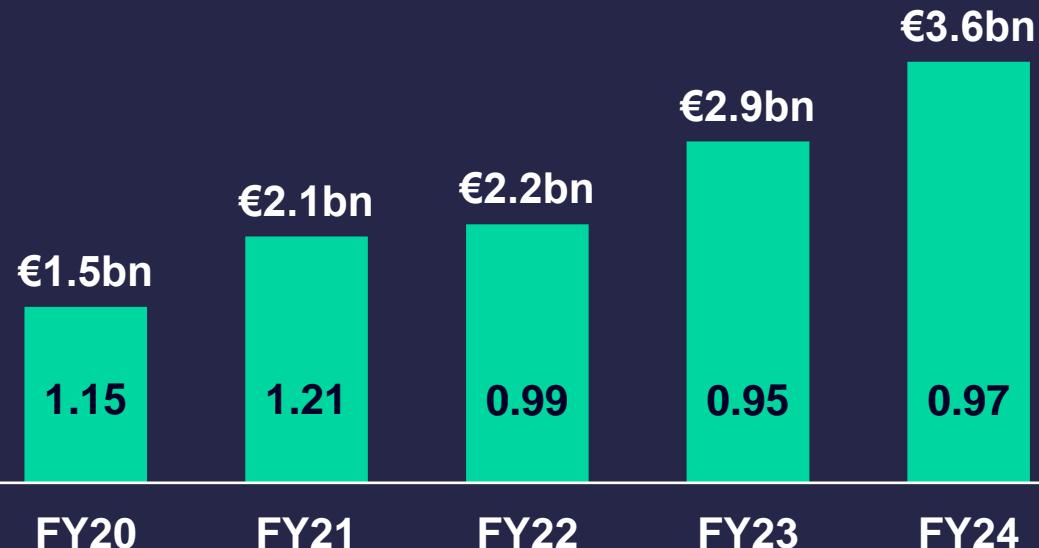


Outstanding and consistent cash flow performance

Free Cash Flow

CCR

Avg. CCR: 1.05



- **1-growth target exceeded** over past 5 years
- **Rigorously turning profit into cash**, outperforming CCR target by 0.13 since FY20
- **Structural improvement in working capital management** including more favorable contractual terms and optimized collection process
- **Free cash flow in percent of revenue (FY24):** 17%, a clear increase from 10% (FY20)

CMD21 commitments

Cash: 1-growth



Competitiveness Program elevated SI to a position of strength

Total savings executed to FY24

(cost optimization and business mix)

€600m

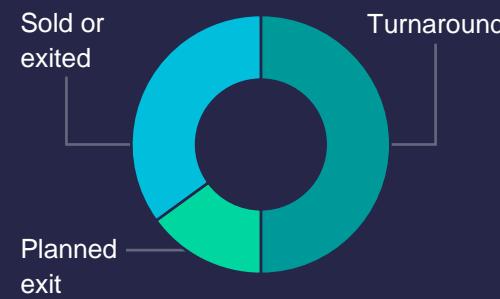


Skilled workforce in best-cost service centers



Portfolio optimization

Based on original €2bn



- **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



Buildings

Comparable growth, indexed to FY20



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

- 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

Electrical Products +1700bps



Position to best in class

- On best-in-class level

How we closed the gap

- Right pricing strategy
- Productivity and efficiency
- Supply chain reliability

Future plans

- Leverage growth potential with consistent margin performance

Electrification *Including eMobility* +770bps



- Significantly reduced gap to best in class, with path defined to close further

- Resilient supply chain
- Acquisition of new customers

- Continue to set technology standards and execute rigorously
- eMobility portfolio under review

Buildings +410bps



- Caught up to competition
- Narrowed gap to best in class, further potential identified

- Shift of revenue mix towards services
- Digital service revenue double digit CAGR

- Accelerated growth in digitalization and software
- Strengthening our partner business

Smart Infrastructure boosts performance and significantly increases mid-term targets



Levers for continued profitable growth

Growth above market



Flawless backlog execution

- €18.2bn as of 30 September 2024, with 70% conversion in FY25e
- Cancellation rate stable at very low 1%



Capacity Expansion

- €400m+ to be invested in FY25
- Focus on high growth regions – U.S. and India



Investment in Verticals

- Tailored investment to better serve customer needs and scale up

Continued profit margin expansion



Portfolio optimization

- Ongoing screening to further sharpen portfolio



Shift business mix towards high profit pools

- Scale service business and increase digital share
- Expand partner business



Positive Economic Equation driven by productivity

- Focus shift from pricing to productivity

The background features a large, semi-transparent Siemens logo watermark. It consists of a circular emblem on the left and a stylized 'SIEMENS' wordmark on the right, both in white against a dark blue background.

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
Matthé**
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



**Petri
Huurinainen**
Strategy



**Martin Henrik
Baier**
Sustainability

Smart Infrastructure: The powerhouse for cash generation and profitable growth

