



Capital Market Event 2024 Buildings

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Notes and forward-looking statements

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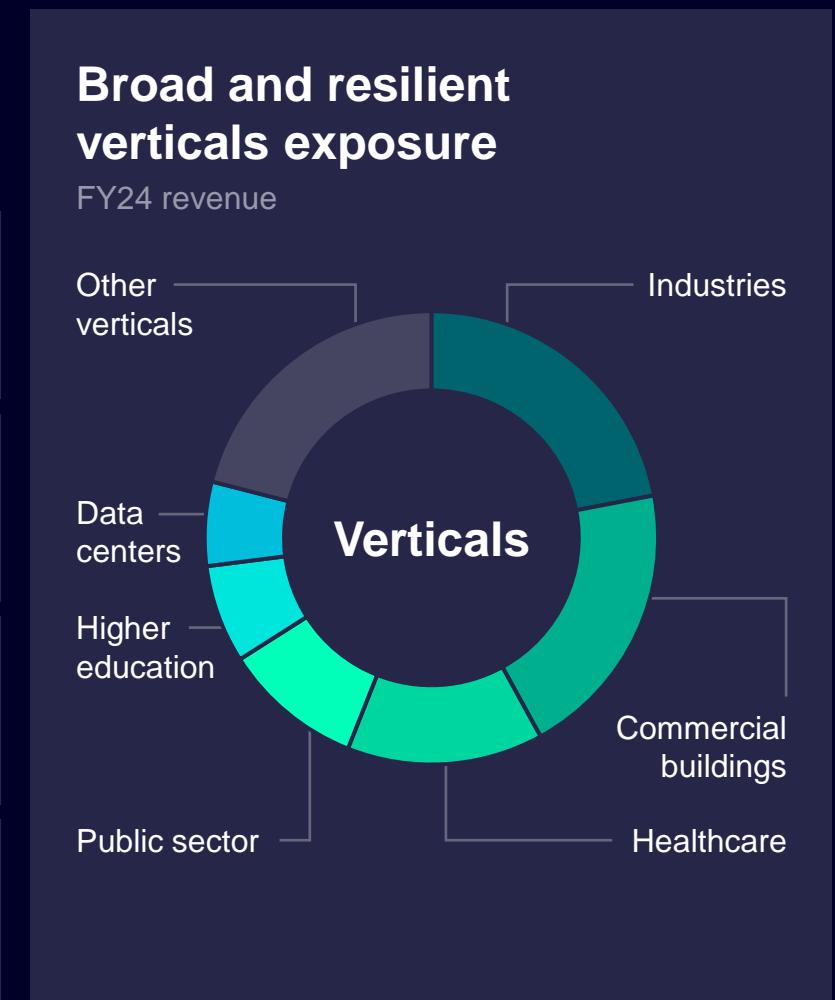
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This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not 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.

Well positioned with a comprehensive portfolio

Addressing customers across a broad set of verticals



Buildings are at the center of key global transformations

Expanding market driven by the need for buildings to become smarter

Market drivers

ECONOMICS

Reliable operation
despite workforce
shortage

Cost-efficiency
potential through
digitalization

Increased asset
attractiveness
with
certifications

REGULATIONS

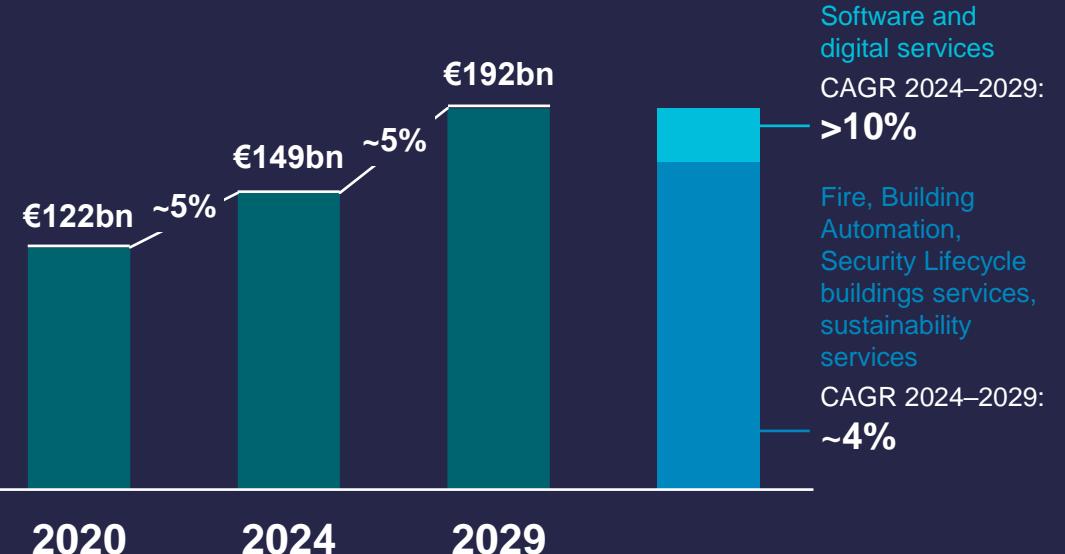
~\$500bn
annual investments
required globally to retrofit
existing buildings

CORPORATE AGENDA

>23,000
companies report
environmental data to
Carbon Disclosure Project

Addressable market for non-residential buildings

FY20–29 CAGR comp.



Need to transform millions of buildings to become smarter and more sustainable

Proven trusted advisor and reliable global partner

Helping customers transform to smarter, more sustainable buildings

A milestone for future healthcare

Ankara City Hospital, Türkiye

Together with SFS and Siemens Healthineers



Vertical solution and service contract

- 1 building management platform
- 800,000 data points connected
- 3,500 cameras
- 18,000 thermostats
- 57,000 fire detectors

Energy and operational efficiency for multi-tenant use

International Finance Center Seoul, South Korea



Upgrade with fully connected, scalable solution

- 25% energy savings
- 49% improvement in operational efficiency rate predicted
- Cloud-based energy monitoring
- Predictive maintenance

Accelerating sustainability initiatives

Coherent, U.S.

COHERENT

Sustainability Service and SaaS

- 130 sites globally
- Net zero target for scope 1 and scope 2 emissions by 2040
- Building X Sustainability Manager, Utility Bill Management service, ESG Advisory, NetZero Glidepath

Proven business progress since FY20

Diligent execution and leveraging digitalization as key lever

	Growth	Profitability
Products	<ul style="list-style-type: none">Share of IoT enabled hardware doubledDanfoss Fire Safety acquisition to enhance fire suppression portfolio with sustainable high-pressure water mist	<ul style="list-style-type: none">Material cost improvementDiligent pricing execution
Solutions	<ul style="list-style-type: none">Increase in digital solutions and winning attractive projectsGlobal enterprise programs	<ul style="list-style-type: none">Digitalization of internal processesProcess Offshoring & Automation for >1,000 roles
Services	<ul style="list-style-type: none">Service revenue high single-digit CAGRDigital service revenue double-digit CAGR	<ul style="list-style-type: none">Improved business mix by increasing service shareHigher share of remote & data-driven services
Since FY20:		<ul style="list-style-type: none">Outgrown our market (Higher education and commercial buildings: 2.5x, Healthcare: 1.5x)Improved profitability by +410bps

Strategic initiatives to bring us to the next level of performance

Building on our strengths, and going further

Operational excellence

Standardization and digitalization

Process offshoring and automation

Diligent cost control



Further **expand Building X** as key enabler for digital solutions and services

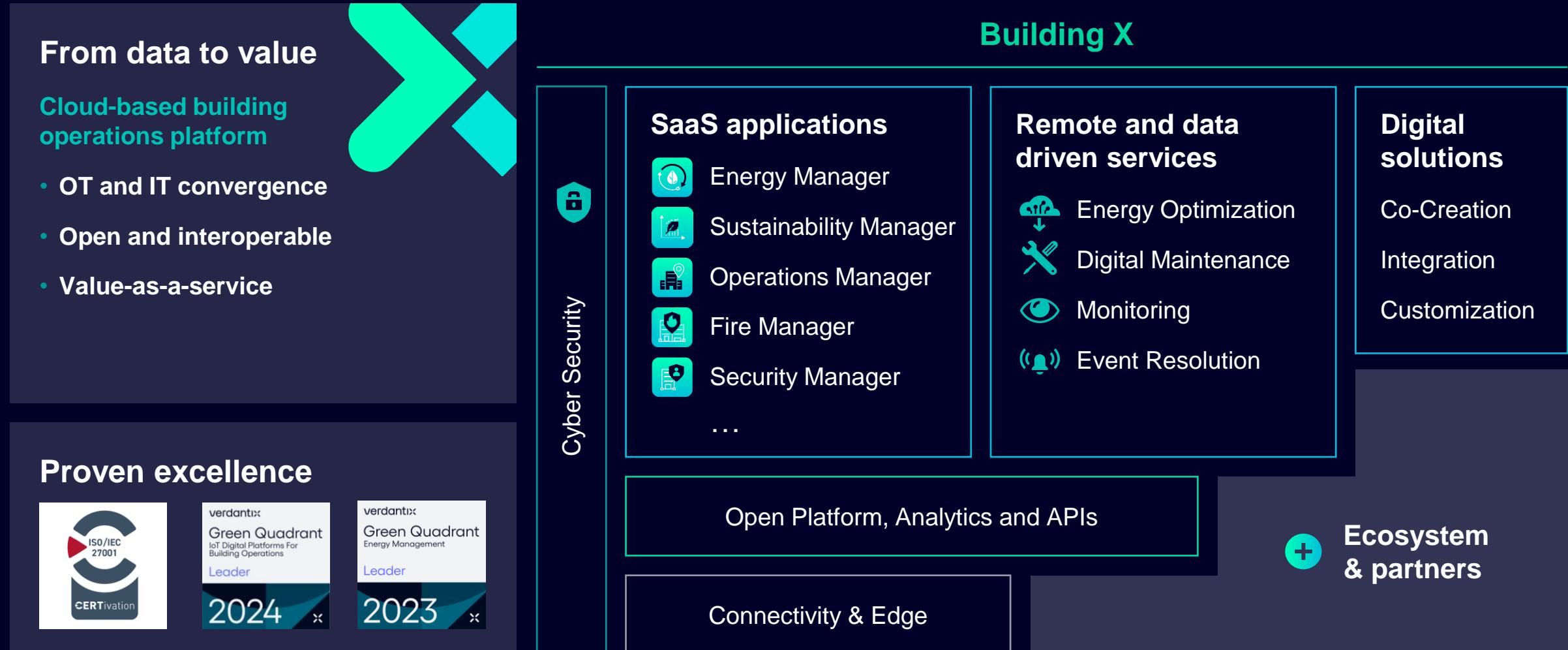
Continue to **scale service business** and **increase digital share**

Evolution of our **go-to-market** and **growing our business with partners**

Increase **product market share** & **emphasize mid-market**

Recognized capabilities of Building X unlock additional value

Accelerating transformation by combining the real and the digital worlds



Successful service business with more remote and data-driven services

Service as key contributor to profitability improvement

World-class buildings operations

35% of corrective maintenance done remotely

Decarbonization and energy efficiency

Up to **25%** enhancement in energy efficiency

Successful business operations

Up to **40%** less downtime

World class service delivery

Global network of Digital Service Centers

40+ countries supported

Scaled digital service expertise

>140k connected building management systems



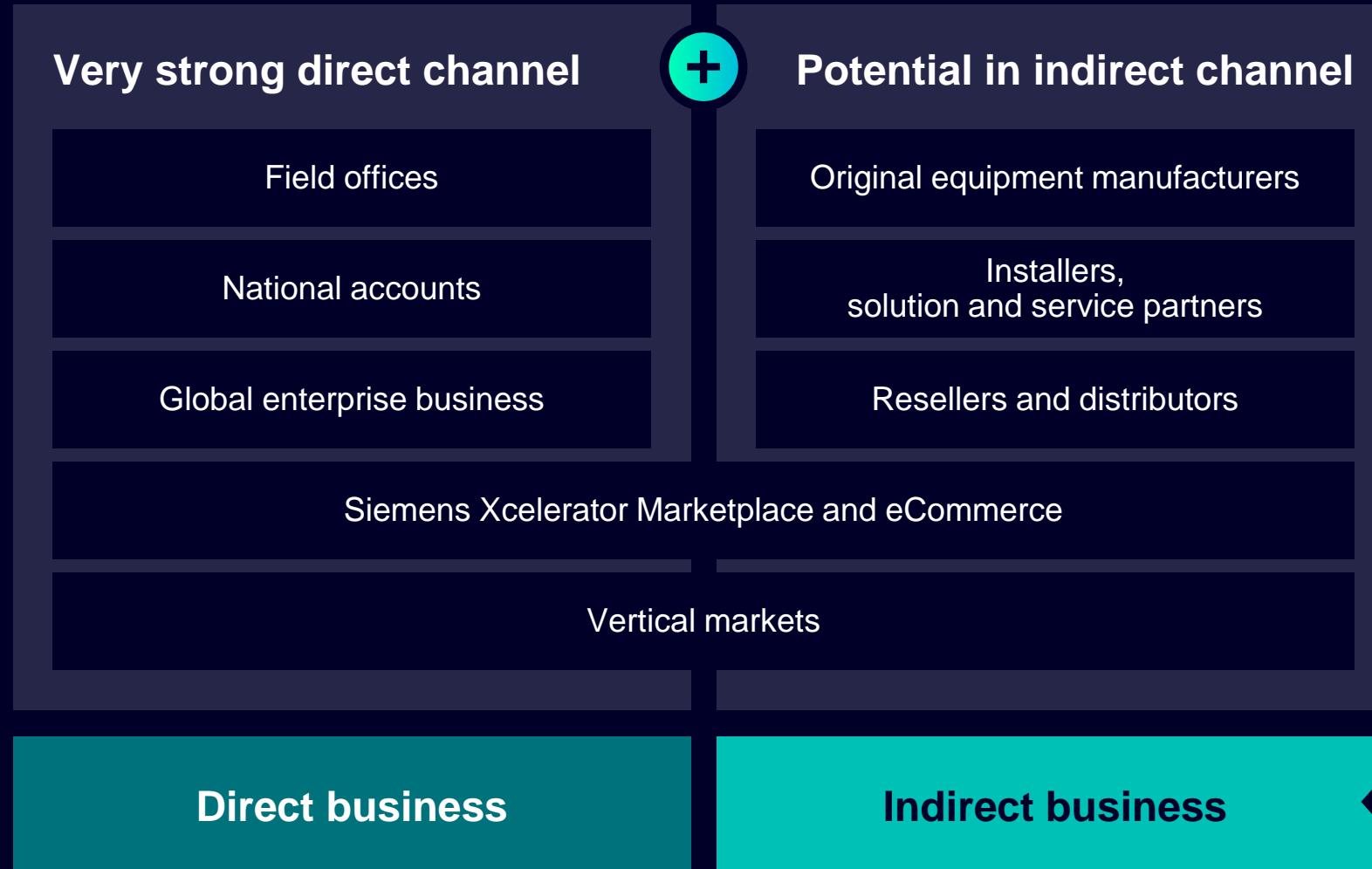
Continue to scale

Driver for resilient recurring business and further margin expansion

- New data-driven portfolio
- Centralization of expertise
- Driving AI-supported remote resolution
- Standardization and automation of processes
- Leveraging installed base

Go-to-market strategy evolution leveraging indirect business

Expanding market coverage and driving growth with partner network



Recent portfolio releases geared towards mid-market to drive product growth

Addressing typical challenges in customers' transformation together with partners

Investing in mid-market portfolio

- In growth regions
- For small and medium buildings

Investing in partner enablement

- Training and certification
- Enhancement of partner programs
- Tools & support for simulation, analysis, engineering, etc.

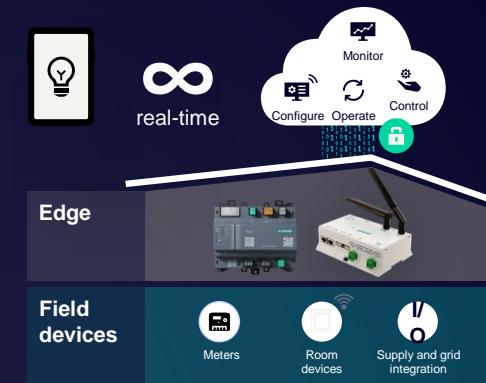
FS30i fire alarm detection system

Reliable, stable, and easy-to-use fire detection system, focusing on core functions



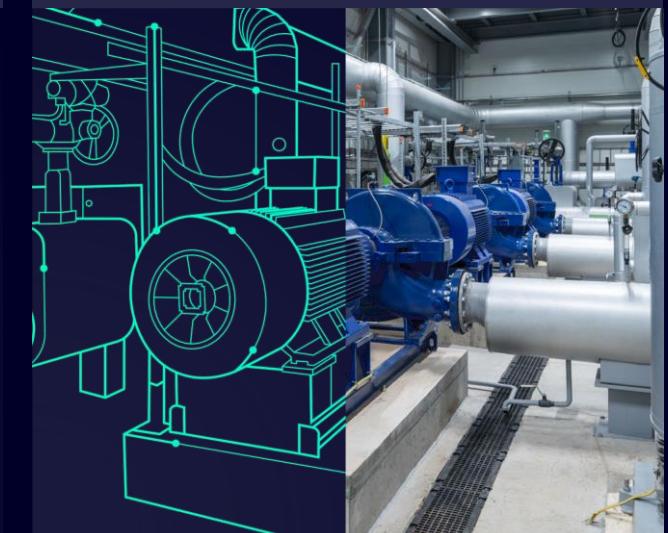
Wireless plug & play automation and Building X bundle

Easy to deploy building automation for small and medium buildings



Cooling plant optimization: Demand Flow® for partners

Optimizing assets that typically have the highest energy consumption in buildings





How we contribute to the new SI targets

1

We serve a market at the center of major transitions.

Millions of buildings need to become smarter and more sustainable.
We are well positioned.

2

We are a global partner with a comprehensive portfolio.

A broad portfolio of connected products, digital services and solutions, enabled by software, to serve local and global customers.

3

We have a strong foundation to build on.

Large, global installed base
Strong direct business
Resilient service revenue

4

We diligently execute our strategy to improve profitability.

Drive operational excellence
Further expand Building X
Continue to scale digital services
Evolve go-to-market, grow partner business
Increase product market share

5

We aspire for more and continue building on our strengths.

Targeting a profitability improvement of +300-400bps by the end of FY28