

Mobility (MO)



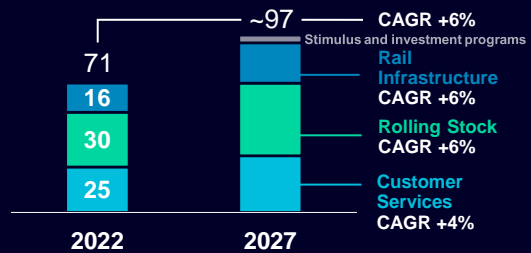
Michael Peter
CEO



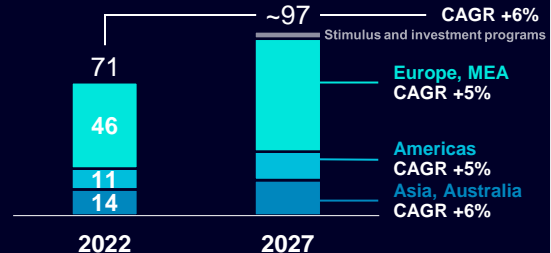
Karl Blaim
CFO

Market

Business mix – in billion €



Geographical – in billion €



Note: Siemens Mobility accessible market adjusted to own portfolio (excl. Russia market), estimate; figures 3-y-avg. market values (a FY 20-22, b FY 25-27)

Portfolio / Technology

Rolling Stock



Short-distance, regional and long-distance rolling stock, product and system solutions for passenger and freight transport

e.g. Velaro high speed, Vectron locomotive, Mireo commuter platforms

Rail Infrastructure



Products and solutions for rail automation and electrification for Mainline, Freight and Mass Transit

e.g. Interlocking systems, European train control systems

Customer Services



Services for rolling stock and rail infrastructure, throughout the entire lifecycle

e.g. maintenance services, digital services with Railigent

Turnkey



Complete rail solutions integrating the entire rail portfolio and beyond

e.g. turnkey projects for high-speed rail, commuter and regional rail

Software



Software solutions for Train Planning, Inventory, Reservation and Ticketing, Mobility as a Service (MaaS)

e.g. apps and backend systems from Hacon, Sqlls, Padam

% of revenue¹ (FY 22)

46%

38%

16%

Included¹

Included²

¹ Revenue included in the other businesses ² Revenue included in Rail Infrastructure

Main Competitors

ALSTOM

中国中车
CRRC

STADLER

Key Targets and Priorities

Competitive Growth Program to secure mid-term target achievement

Growth & Scale e.g.

- Leverage market potential out of stimulus programs
- Increase service volume (>8% backlog growth¹)
- Leadership in H₂ and battery technology

Business Mix & Innovation e.g.

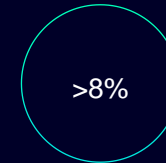
- Lead infrastructure in the cloud transition
- Digital inside Rolling Stock (100% Railigent inside²)
- Drive platform approach in Rolling Stock
- Selected accretive portfolio moves

Operational Excellence e.g.

- Add 2k engineers in Lead Cost Countries until FY 25
- Internal process digitalization
- ... in addition to 3% base productivity



Comparable revenue growth



Service backlog growth



Profit margin



Cash conversion rate (CCR)

Targets over 3-5 year cycle

¹ CAGR FY 20-25

² Goal is to ensure every product shipped out of our factories with 100% Railigent inside

Key Figures

(in € million except otherwise stated)

	Fiscal 2022	Fiscal 2021	Comp. Change in %
Orders	13,200	12,696	+2%
Revenue	9,692	9,232	+3%
Profit	794	850	
Profit Margin	8.2%	9.2%	
Free cash flow	771	898	
Employees	38,200 ¹	39,600	

Note: Key Figures incl. Yunex except otherwise stated ¹ excl. Yunex